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**Joint Subcommittee to Monitor the Implementation of
the West Kowloon Cultural District Project**

Meeting on 18 January 2021

**Updated background brief on the progress of the
hardware development in the West Kowloon Cultural District**

Purpose

This paper summarizes the major views and concerns of members of the Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project ("the Joint Subcommittee") on issues relating to the progress of the hardware development in the West Kowloon Cultural District ("WKCD").

Background

2. WKCD is being developed based on a Development Plan ("DP") prepared by the West Kowloon Cultural District Authority ("WKCDA") under section 21 of the West Kowloon Cultural District Authority Ordinance (Cap. 601). An upfront endowment of \$21.6 billion was approved by the Finance Committee ("FC") of the Legislative Council ("LegCo") in July 2008 for WKCDA to implement the WKCD project. In March 2011, WKCDA selected the "City Park" conceptual plan designed by Foster + Partners as the preferred option for developing into a DP for WKCD. The DP was approved by the Chief Executive in Council in January 2013.

3. In June 2013, the Government and WKCDA announced that a pragmatic approach would be adopted to implement the WKCD project, including delivering the facilities in three batches (a schematic plan of the three batches of facilities is in **Appendix I**), rigorous cost containment and emphasis on content rather than in form.

4. Since 2013, WKCDA has reported to the Joint Subcommittee on various occasions that WKCDA is facing financial challenges. It has also reported that the upfront endowment and the apportioned investment income would only be sufficient to build the Batch 1 and most of the Batch 2 facilities whereas the implementation programme of the Batch 3 facilities would need to be reviewed.¹ The development status with the target completion dates of major WKCD facilities as reported by WKCDA to the Joint Subcommittee in June 2020 is in **Appendix II**.

5. In July 2013, the Government announced that it was prepared to fully fund the capital works of the main integrated basement ("IB") as general enabling works to facilitate the development of the whole WKCD project. IB is an integral component of the "City Park" conceptual plan forming the basis for the WKCD DP. It is divided into Zones 2A and 2BC (collectively referred to as "IBZ2") and Zones 3A and 3B. An IB zoning plan cum topside development plan is in **Appendix III**.²

Members' major views and concerns

Development progress of Batch 1 facilities

Construction of M+

6. The M+ main works contract was awarded to Hsin Chong Construction Company Limited ("HCC") in September 2015 after a selective tendering process. The contract included works on the M+ building, the Conservation and Storage Facility ("CSF"), the WKCDA Tower (i.e. a 16-storey building with retail/dining/entertainment ("RDE") and other arts and cultural facilities), an interfacing car park and some related public infrastructure works. The total contract value was \$5.944 billion.

7. In July 2018, some media reports revealed that WKCDA had paid the subcontractors of HCC directly in respect of the works for the M+ project since February 2017. In response to members' grave concerns over the

¹ With a view to providing WKCDA with the financial capability to operate various WKCD facilities sustainably and continue to develop the remaining planned facilities, the Government announced the implementation of the Enhanced Financial Arrangement ("EFA") for the WKCD project in the Policy Address on 18 January 2017. For details of EFA, please refer to the LegCo Brief ([SF\(37\) to HABCS CR 7/1/27/1](#)) issued on 19 January 2017 and [LC Paper No. CB\(1\)559/17-18\(01\)](#) issued in February 2018.

² A total estimated cost of \$23,570.2 million (in money-of-the-day prices) was approved by FC in July 2015, January 2018 and March 2020 for the phased implementation of IB.

related issues, WKCDA informed the Joint Subcommittee on 17 August 2018 that following a decision made by the WKCDA Board at its meeting on 16 August 2018, HCC's employment under the M+ main works contract between WKCDA and HCC was terminated.³

8. At a special meeting of the Joint Subcommittee held on 11 September 2018, members questioned about the series of decisions and actions taken by the WKCDA Board since it had been aware of the financial difficulties of the main contractor HCC and its parent company (i.e. Hsin Chong Group Holdings Limited).⁴ Members were very concerned about the impact of the contract termination and any associated disputes on the development progress and project costs of M+. At the meeting on 6 November 2018, WKCDA informed members that the site works of the M+ project recommenced on 21 September 2018 following the appointment of Gammon Construction Limited as the new management contractor to oversee the completion of the project.

9. Members were further informed by WKCDA that on 18 August 2018, HCC attempted to serve a notice of dispute ("NoD") to WKCDA over the termination of the M+ main works contract with HCC. However, the NoD concerned was defective, and no dispute arose under the contract. The joint provisional liquidators appointed to HCC issued a fresh NoD on 9 April 2019 followed by a further NoD dated 6 September 2019. WKCDA advised in June 2020 that it was working its way through the contractual dispute resolution process, which involved assessment by an independent contract administrator, mediation and arbitration.

10. In June 2020, WKCDA also advised that the M+ main contract works undertaken by the new management contractor and novated trade contractors were close to completion, and the works site was undergoing statutory inspections. However, statutory inspections had later been temporarily suspended from the third week of July 2020 due to the implementation of the work from home arrangements by government departments amid the coronavirus disease-2019 ("COVID-19") pandemic. In December 2020, WKCDA announced that it was continuing to make progress with the final statutory inspections for M+. It was hoped that the occupation permit ("OP") for the M+ museum could be obtained upon the completion of the statutory

³ Please refer to the letter from WKCDA on the M+ main works contract ([LC Paper No. CB\(1\)1333/17-18\(01\)](#)).

⁴ The trading in the ordinary shares and debt securities of Hsin Chong Group Holdings Limited was suspended on 3 April 2017.

inspections.⁵ The M+ museum was expected to be open to the public nine to 12 months after obtaining OP.

11. On the project costs of M+, WKCDA indicated that costs expended since the termination of HCC were in excess of \$400 million. It was anticipated that the out-turn cost to complete the M+ project would be higher than the original contract sum of \$5.944 billion largely because of the delays caused by HCC and its termination, but the final cost could only be determined after the expiry of the one-year defects liability period, which would start after the practical completion of the project.⁶

The Art Park and Freespace

12. Members of the Joint Subcommittee were briefed on the updated development and operation of the Art Park and Freespace at the meetings on 1 April 2019 and 6 January 2020. Members noted that the Art Park, as an integral part of the 23-hectare public open space within WKCD, had been delivered in phases: the first phase including the south of the Nursery Park, northern part of the waterfront promenade and the Great Lawn (opened in early 2018); the second phase including the surrounding of M+ Pavillion, the Small Lawn, the Harbourside Lawn, southern part of the waterfront promenade and the Viewing Terrace where the retail and dining facilities were located (opened in March 2019); and the final phase including Freespace and the Outdoor Stage (opened in June 2019) and the M+ Lawn next to M+ (opened by the end of 2019). As at end of December 2019, more than 2 000 trees of over 100 species were planted in the Art Park. The phasing plan for the Art Park development is in **Appendix IV**.

13. Members noted that WKCDA started to test the suitability of the Art Park site for vine growth with a view to investigating the possibility of installing a waterfront vineyard in WKCD. Members raised concern that Hong Kong's climate conditions were unsuitable for grape growing and asked for details of this plan. WKCDA indicated that with advice sought from domaine owners in Bourgogne, France, WKCDA would test out vines of a few grape varieties at the possible vineyard location identified in the Art Park near to the harbour and monitor their adaptation to the terroir at West Kowloon.

14. In response to members concerns over pedestrian accessibility to and within the Art Park and adequacy of emergency accesses in its different parts, WKCDA advised that it had launched a policy on universal accessibility in June 2018 and established a central Accessibility Office to enhance accessibility standards on a district-wide level. The concept design for the

⁵ Source: Press releases of WKCDA on [6 August](#) and [16 December 2020](#)

⁶ Source: [LC Paper No. CB\(1\)668/19-20\(03\)](#)

Art Park would enable provision of appropriate forms of transport for, among others, people who were mobility-challenged to get to every part of the Art Park.

15. Members also urged WKCD to make available cycle paths and bicycles in WKCD for use by visitors, and enquired about the latest implementation details of SmartBike,⁷ a bike sharing programme launched by WKCD. According to WKCD, there were about 50 bikes available for rental as at April 2020 and the bicycle route had been extended to cover the Art Park and the waterfront promenade, making all the venues and facilities in the Art Park accessible by bike.

Planning and development of the Batch 2 facilities

16. In March 2015, the Joint Subcommittee was briefed on WKCD's proposal to combine the development of Medium Theatre II ("MT II") and one of the black box theatres of the Centre for Contemporary Performance ("CCP") with the Lyric Theatre to form the Lyric Theatre Complex ("LTC"), which would comprise a dance-focused 1 450-seat Lyric Theatre, a 600-seat Medium Theatre (previously MT II), a 250-seat Studio Theatre, and a Resident Company Centre. According to WKCD, the proposal could help meet the pressing demand for performing arts ("PA") venues and advance the delivery of MT II and one of the black box theatres of CCP, which were originally planned to be built in the eastern part of the WKCD site above the West Kowloon Station ("WKS"). The target was to complete LTC in 2023 for opening in 2024.

17. Some members asked whether the three black box theatres originally planned to be built in CCP would be scaled down, and whether there was any plan for the original CCP site, such as constructing some of the Batch 3 facilities (e.g. the Music Centre, Great Theatre and Musical Theatre) there. WKCD advised that there would be no reduction in the total seating capacity of the theatres in CCP and MT II. As the original CCP site was above WKS, it was considered not appropriate to build musical performance venues on the site due to the high acoustic requirements for such venues. Consideration was being given to the future use of the original CCP site for other arts and cultural facilities and other uses.

18. In July 2019, it was reported in the media that a flooding occurred at the construction site of L1 works contract for LTC and the Extended Basement in WKCD in the early morning of 25 July 2019 resulting in a shallow sinkhole of around 25 metres in diameter adjacent to the site.

⁷ SmartBike in WKCD is operated by TWGHs BiciLine Cycling Eco-Tourism Social Enterprise.

19. At the meeting on 25 November 2019, members requested WKCDA to give an account of the incident, the remedial and enhancement measures taken, and the impact of incident on the construction works of LTC and the Extended Basement. According to WKCDA, the water leakage was brought under control by grouting works and stopped the same morning. An additional clutch-pipe-pile vertical steel barrier system was installed to strengthen the water cut-off performance of the cofferdam. The flooding incident had not caused any safety issues or injuries or any impact on the construction works, and the works at L1 site fully resumed on 17 January 2020. At the Joint Subcommittee members' request, a copy of the full and final investigation report⁸ of the flooding incident was provided by WKCDA and kept at the LegCo Library for Members' restricted reference. At its meeting on 16 December 2020, the WKCDA Board was informed that the L1 works contract was in its final stage and the L2 works contract was under construction.⁹

Implementation of the Batch 3 facilities

20. When the Joint Subcommittee was briefed on the Enhanced Financial Arrangement ("EFA") for the WKCD project at its meeting on 9 February 2018, members noted with dire concern about the WKCDA's indication that the upfront endowment of \$21.6 billion and the apportioned investment income would only be sufficient for Batch 1 and most of Batch 2 facilities whereas the implementation programme of the Batch 3 facilities would need to be reviewed. In view of the pressing problem of shortage of PA venues in Hong Kong, some members enquired about the feasibility of some options to bridge the funding gap, such as providing additional funding or loans by the Government to WKCDA, or taking back the sites leased to WKCDA for the remaining facilities for developing PA venues by the Leisure and Cultural Services Department ("LCSD").

21. The Administration advised members in February 2017 that a capital funding of about \$11.7 billion (in 2016 prices) would be required for completing Batch 3 facilities, two remaining black box theatres in Batch 2 as well as the remaining RDE facilities and public open spaces (other than the Musical Theatre and the Exhibition Centre which were to be funded by private sector investment). The Government considered it a pragmatic arrangement for WKCDA to make efficient use of the upfront endowment and the associated investment return to complete Batch 1 and Batch 2 facilities for early public enjoyment. As for the Batch 3 facilities, WKCDA would give

⁸ LC Paper No. CB(1)625/19-20(02)

⁹ Source: [Press release](#) of WKCDA on 16 December 2020

priority to the delivery of the Music Centre to address the performance needs of the music community. Initially proposed facilities included a Concert Hall for orchestral music and a Recital Hall for chamber music, jazz, piano or violin recital performance. WKCD would consider the development of the remaining facilities having regard to the demand in line with the organic growth approach of WKCD and subject to private sector funding.

22. Furthermore, the Government stated that it would provide sufficient but not excessive resources to WKCD to ease its financial difficulties. With the upfront endowment, WKCD was required to manage its finances flexibly and with due care and diligence. It was not in line with the Government's policy intent to invariably meet the funding requests from WKCD. The WKCD Ordinance (Cap. 601) had the provision for WKCD to borrow money and it would be up to the WKCD Board to decide on the borrowing plan for bridging the funding gap from private market or the Government. Also, the Government considered it not conducive to the integrated development of WKCD if part of the district was resumed for development by LCSD.

23. In view of the impact of the social incidents in 2019 and the COVID-19 pandemic in 2020, WKCD advised the Joint Subcommittee in June 2020 that it was working with financial advisors on its long-term financial projection. The Government would explore the forms of support it could provide to WKCD upon completion of the said financial projection.

Other facilities

Art, Commerce and Exhibitions development package

24. Under EFA for the WKCD project, the Government has granted the development rights of the hotel/office/residential ("HOR") portion of WKCD (involving 366 620 square metres ("m²") gross floor area ("GFA")) to WKCD. Among this HOR GFA, 81 066 m² of hotel and office sites has been granted to WKCD at nominal premium without the need for WKCD to pay an upfront payment to the Government for joint development with the Exhibition Centre under an Art, Commerce and Exhibitions ("ACE") development package.

25. At the Joint Subcommittee meetings on 11 June 2018, 10 June 2019 and 27 April 2020, members were informed that WKCD had been seeking private sector partners to deliver the ACE development through a Build-Operate-Transfer ("BOT") and income sharing arrangement. Members asked about the details of the tendering and BOT arrangements of the ACE project, including which party (i.e. the Administration, WKCD or the private sector partners) would be responsible for the design, the BOT period, the

construction period and cost, and the income sharing ratio between WKCDA and the private sector partners.

26. WKCDA advised that the procurement process of the ACE project involved two stages: a pre-qualification process, by way of an Expression of Interest ("EOI") exercise leading to the formal tender stage. The invitation for EOI closed in August 2019 with strong interest received and several applicants were shortlisted. Based on the feedback received from the EOI exercise that the original proposed BOT period (a development phase no longer than five years and an operation phase of at least 30 years) was not commercially viable, WKCDA extended the BOT period to 43 years in total (five years for construction and 38 years for operation). An open and competitive tendering process started on 27 April 2020 and shortlisted applicants were invited to submit tenders. Tenderers competed on the percentage of gross income to be shared with WKCDA. The successful tenderer would be responsible for the design, building and operation of ACE according to the technical requirements and specifications set out in the tender document by WKCDA. It was originally estimated in April 2020 that the tender would be awarded in the fourth quarter of 2020 with the completion of ACE by 2025/2026.

27. At the Joint Subcommittee meeting on 27 April 2020, members expressed concerns over the economic impact of COVID-19 and urged WKCDA to re-consider whether it was an appropriate timing for inviting tender submissions for the ACE project as the uncertain business environment might cause tenderers to make a more conservative financial projection on the project, thus resulting in less favourable tender returns. In August 2020, WKCDA informed the Joint Subcommittee that due to the recent uncertain economic situation, the response to the tender of the ACE project was not as positive as expected. The WKCDA Board therefore decided to withdraw the tender, and it would review the situation and assess various options for the way forward.¹⁰

Hong Kong Palace Museum

28. At the Joint Subcommittee meeting on 21 November 2017, members were informed that WKCDA signed a Collaborative Agreement with the Palace Museum in Beijing on the development of Hong Kong Palace Museum ("HKPM") on 29 June 2017, and WKCDA had established the HKPM Limited, a wholly-owned subsidiary company of WKCDA, to take forward the development. Members noted that two representatives from the Government, i.e. Permanent Secretary for Home Affairs (who was an alternate member of

¹⁰ Please refer to the letter from WKCDA dated 6 August 2020 on an update of the ACE project ([LC Paper No. CB\(1\)889/19-20\(01\)](#)).

the WKCD Board) and Director of Leisure and Cultural Services, were nominated by the Secretary for Home Affairs to join the Board of the HKPM Limited. Moreover, construction of the superstructure of HKPM commenced in April 2019 and the building structure of HKPM was completed in November 2020. The target of WKCD was to obtain OP in mid-2021 for opening of HKPM in mid-2022.

29. Since the Hong Kong Jockey Club Charities Trust ("HKJCCT") had agreed to donate \$3.5 billion to fund the capital cost of the HKPM project, members sought confirmation if no public funding would be required for the project. Members also enquired about the implementation details, including the construction and operation costs of HKPM, participation of the Palace Museum in Beijing on HKPM's development, management and operations, security measures, logo design for HKPM, as well as the publicity work to raise the public's awareness over and interest in the development.

30. The Administration confirmed that the HKPM project would not incur public funds. The capital costs of HKPM were about \$3 billion and HKJCCT had agreed the use of the remaining balance of the donation (about \$0.5 billion) by WKCD for staging exhibitions at HKPM. Moreover, funds for the recurrent operation of HKPM had been earmarked under EFA. While the Palace Museum in Beijing would provide collections to HKPM for display in its galleries on a long-term basis and render expert advice and assistance where necessary, it would not be involved in the day-to-day operation and management of HKPM. To ensure a high level of security for WKCD facilities, various security measures (including adoption of enhanced security features for the building design of M+ CSF and HKPM, recruitment of inhouse professional security staff and engagement of specialist security services) had been put in place. WKCD had also maintained close contact with the Police in the security arrangements. In preparation for the opening of HKPM, WKCD would invite tenders for the design of its logo, and would organize a series of pre-opening programmes to enhance public awareness prior to its opening.

Implementation of the integrated basement

31. Some members enquired whether the Administration had examined the viability of not implementing/implementing partially IB and considered putting all or some of the vehicular traffic at ground level with provision of appropriate environmental facilities, so as to reduce the cost of the WKCD project while achieving the original aim of providing a green environment in WKCD. Some other members expressed the view that as IB was an integral part of the design of WKCD which was drawn up after years of consultations, revamping the basement design would result in further delay of the WKCD project. Members also enquired why there was a difference between the cost

estimate given in 2014 (about \$23 billion) and the cost estimate given in 2019 (about \$23.5 billion) of the whole IB project.

32. The Administration advised that IB was a key facility in the "City Park" conceptual plan for WKCD and served to free up space for arts and cultural use and create a pedestrian-friendly environment at ground level. The basement concept had received public support during the public engagement exercise conducted by WKCDA for the WKCD DP from 2009 to 2011. Given that IB was an essential feature to meet the statutory minimum requirement for 23 hectares of public open space in WKCD and an integral part of DP, which had undergone the statutory planning process, the Administration considered it not appropriate to scrap the basement design. With the funding approval of the remaining works of IB by FC in March 2020, IB was expected to be completed by phases starting from 2025.

33. On the cost estimate of the IB project, the Administration explained in January 2019 that a rough cost estimate (i.e. about \$23 billion) was provided in 2014 to give an overall idea on the cost for the whole IB project. Subsequent funding approvals were sought from FC for the earlier stages of works, totalling about \$6 billion. Based on the latest design of the remaining works of IB and by making reference to the construction costs of IB in Zones 3A and 3B with similar conditions as IBZ2, the Administration was able to provide a more precise cost estimate of about \$17.5 billion for the remaining works of IB. Taking into account this latest estimate, the cost estimate for the IB project was revised to about \$23.5 billion, which was considered reasonable given the vast size of IB and the long construction period.

End of the terms of employment of the former Chief Executive Officer

34. On 29 September 2020, WKCDA announced that with mutual consent between the Authority and Mr Duncan PESCOD, the former Chief Executive Officer ("CEO") of WKCDA, the WKCDA Board approved the arrangement that the terms of employment for Mr PESCOD as CEO would end on 28 November 2020. According to WKCDA,¹¹ it will commence an open and global search to identify a new CEO. In the interim, Mrs Betty FUNG Ching Suk-ye, Head, Policy Innovation and Co-ordination Office, from the Government will be seconded to WKCDA as Acting CEO with effect from 7 December 2020 for about six months.

35. When members of the Panel on Development and Panel on Home Affairs considered the appointment of the Joint Subcommittee in the 2020-2021 session at the respective meetings in end-October/early November 2020, members expressed concern over the impact of the above

¹¹ Source: Press releases of WKCDA on [29 September](#) and [18 November 2020](#)

personnel changes on the development of the WKCD project and requested WKCDA to give an account of Mr PESCOD's early departure at the first meeting of the Joint Subcommittee.

Latest development

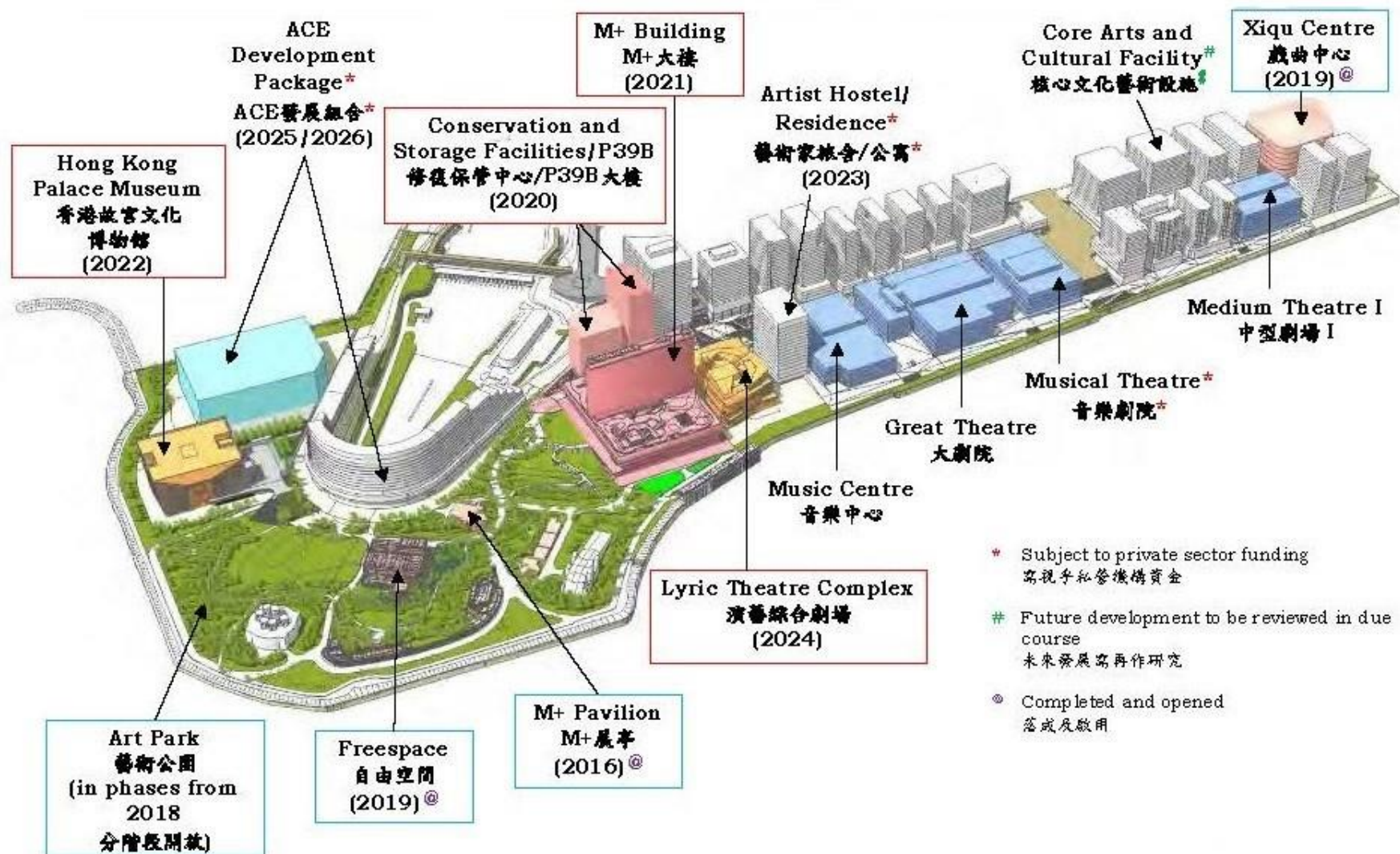
36. At the meeting to be held on 18 January 2021, the Administration and WKCDA will update the Joint Subcommittee on the progress of the WKCD development.

Relevant papers

37. A list of the relevant papers on the LegCo website is in **Appendix V**.

Council Business Division 1
Legislative Council Secretariat
13 January 2021

西九文化區主要設施示意圖
Schematic plan of major West Kowloon Cultural District facilities



資料來源：[立法會 CB\(1\)149/19-20\(02\)號文件的附件](#)
Source: Annex to [LC Paper No. CB\(1\)149/19-20\(02\)](#)

**Status and target completion date of
major West Kowloon Cultural District facilities**

Facilities	Status and target completion date
<i>Batch 1</i>	
Temporary Nursery Park	Opened in July 2015
M+ Pavilion <i>(previously called Arts Pavilion)</i>	Opened in July 2016
Xiqu Centre	Opened in January 2019
Art Park	Phase 1 of the Art Park and a section of the waterfront promenade was opened in early 2018. Phases 2A and 2B of the Art Park were opened in March 2019. The remaining Phase 3 was opened in March 2020
Freespace	Operations started in June 2019
M+	Main works in progress Target to secure the occupation permit ("OP") in July 2020, with opening of the Museum nine to 12 months later in mid-2021
<i>Batch 2</i>	
Lyric Theatre Complex ("LTC") <i>(including a Lyric Theatre, a Medium Theatre and a Studio Theatre)</i> ^(note)	Main works in progress Target to complete in 2023 for the opening in 2024
Medium Theatre II ^(note)	Incorporated into LTC
<i>Batch 3</i> <i>(requires extra funding for the development)</i>	
Music Centre <i>(including Concert Hall and Recital Hall)</i>	High priority, to be reviewed by WKCDA
Musical Theatre	To be developed through public-private partnership subject to private sector funding

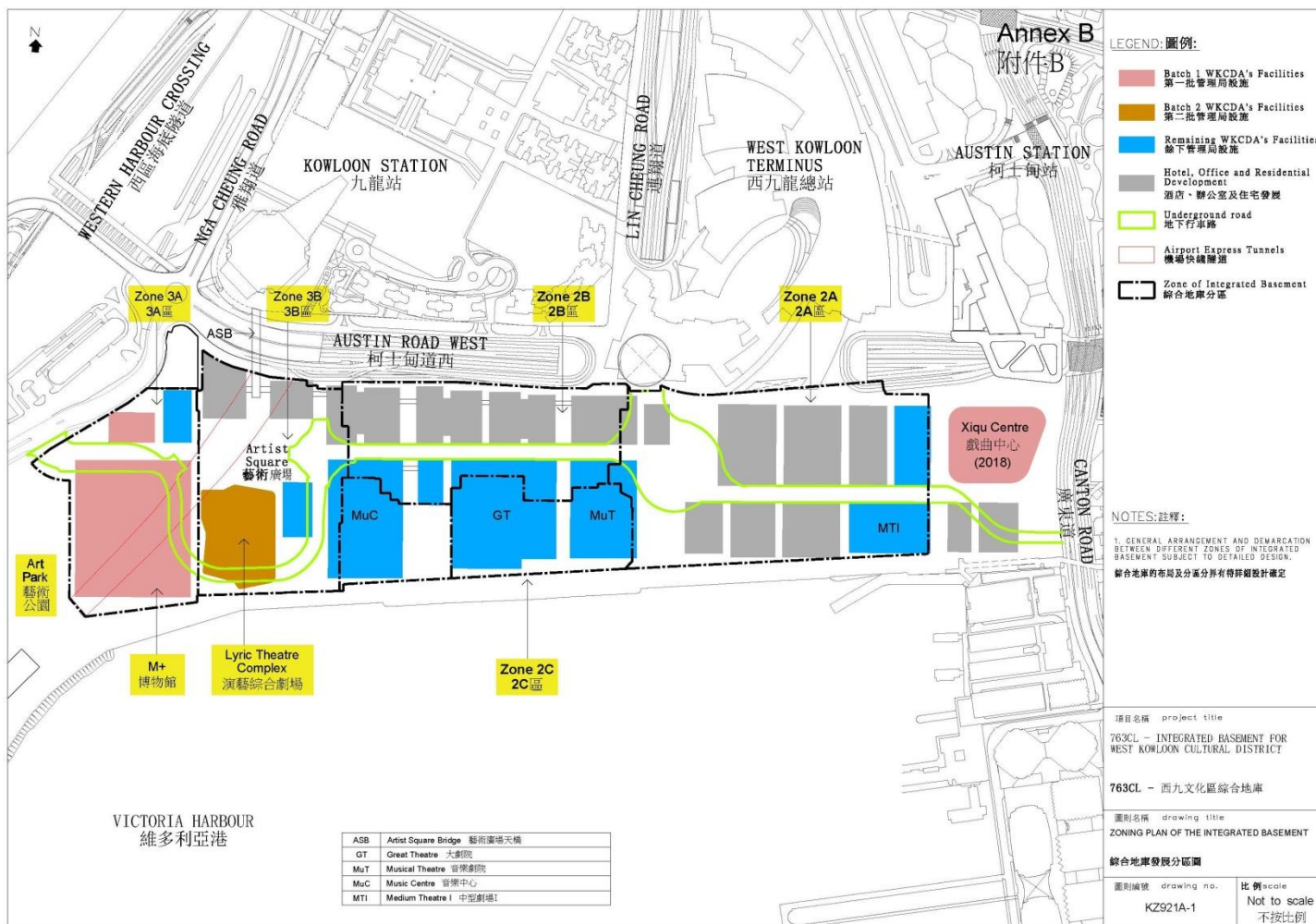
Facilities	Status and target completion date
Great Theatre	To be reviewed by WKCDA and delivered gradually having regard to demand in line with the organic growth approach of WKCD
Medium Theatre I	
<i>Others</i>	
Art, Commerce and Exhibitions	To be developed through BOT model with a U-shaped hotel, offices and an adjacent Exhibition Centre. Tender issued in April 2020. Expected to be awarded in the fourth quarter of 2020 with a target to complete by 2025/2026
Hong Kong Palace Museum	Construction of superstructure commenced in April 2019, with OP targeted to be granted in mid-2021 for the opening in mid-2022
M+ Phase II	To be reviewed by WKCDA and delivered gradually having regard to demand in line with the organic growth approach of WKCD
Xiqu Small Theatre	

Note:

The originally proposed Medium Theatre II and one black box theatre (now called Studio Theatre) of the Centre for Contemporary Performance were incorporated into the building of the original Lyric Theatre to form LTC to advance their provision.

Source: Annex 2 to [LC Paper No. CB\(1\)668/19-20\(01\)](#)

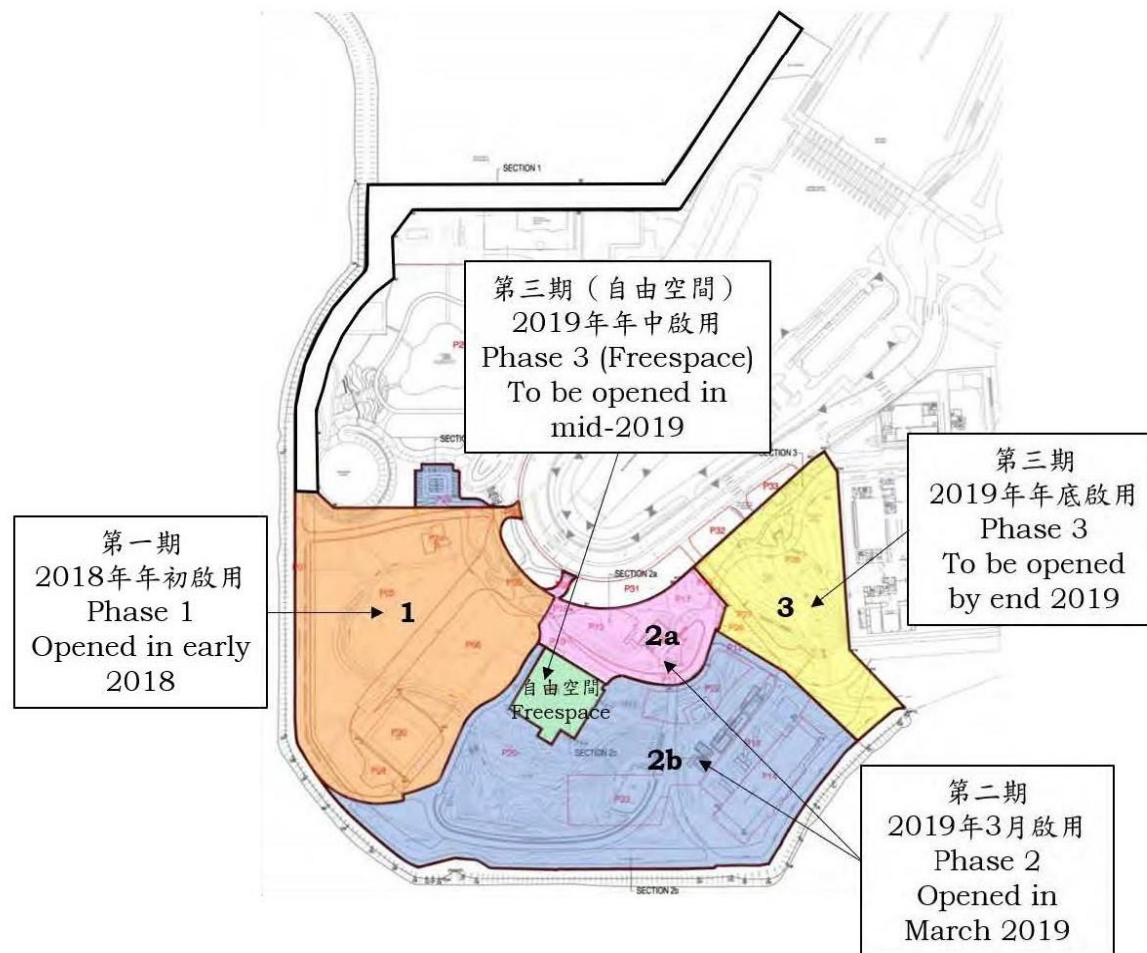
西九文化區綜合地庫分區圖
Zoning plan of the West Kowloon Cultural District Integrated Basement



資料來源: [立法會 CB\(1\)512/19-20\(01\)號文件的附件 B](#)

Source: Annex B to [LC Paper No. CB\(1\)512/19-20\(01\)](#)

藝術公園分階段發展圖
Phasing plan of the Art Park



資料來源：[立法會 CB\(1\)764/18-19\(01\)號文件](#)的附件一

Source: Annex 1 to [LC Paper No. CB\(1\)764/18-19\(01\)](#)

**Relevant papers on the progress of the
hardware development in the West Kowloon Cultural District**

Committee	Date of meeting	Paper
Former Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project formed in the Fifth Legislative Council	25.2.2013 Item III	Agenda Minutes
	8.4.2013 Item II	Agenda Minutes
	23.4.2013 Item II	Agenda Minutes
	3.7.2013 Item II	Agenda Minutes
	29.11.2013 Item III	Agenda Minutes
	24.1.2014 Item III	Agenda Minutes
	28.3.2014 Item III	Agenda Minutes
	28.5.2014 Items I & II	Agenda Minutes
	23.7.2014 Items I & II	Agenda Minutes
	12.1.2015 Item III	Agenda Minutes
	23.3.2015 Items I & II	Agenda Minutes
	19.5.2015 Items I, II & III	Agenda Minutes

Committee	Date of meeting	Paper
	7.7.2015 Item I	Agenda Minutes
	24.11.2015 Item II	Agenda Minutes
	30.5.2016 Item II	Agenda Minutes
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	20.12.2016 Item III	Agenda Minutes
	21.2.2017 Items II & III	Agenda Minutes
	21.4.2017 Items II & III	Agenda Minutes
	29.5.2017 Item II	Agenda Minutes
	13.6.2017 Items II & III	Agenda Minutes
	21.11.2017 Item V	Agenda Minutes
	20.12.2017 Item II	Agenda Minutes
	9.2.2018 Item II	Agenda Minutes
	11.5.2018 Items II & III	Agenda Minutes
	11.6.2018 Item IV	Agenda Minutes
	11.9.2018 Item I	Agenda Minutes

Committee	Date of meeting	Paper
	6.11.2018 Items III & IV	Agenda Minutes
	14.1.2019 Item II	Agenda Minutes
	1.4.2019 Item III	Agenda Minutes
	29.4.2019 Items III & IV	Agenda Minutes
	10.6.2019 Items III & IV	Agenda Minutes
	25.11.2019 Items IV & V	Agenda Minutes
	6.1.2020 Item III	Agenda Minutes
	27.4.2020 Items IV & V	Agenda Minutes
	1.6.2020 Items III & IV	Agenda Minutes