

West Kowloon Cultural District

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The West Kowloon Cultural District (WKCD) is a strategic investment by the Government of the Hong Kong Special Administrative Region to meet the long-term infrastructure needs of the arts and cultural sector.

After numerous years of policy changes, West Kowloon Cultural District Authority (WKCD) introduced three preliminary conceptual models in 2010, selected "City Park" as the Development Plan in 2011 and commenced Stage 3 Public Engagement Exercise. At the end of 2010, Graham Sheffield, Chief Executive Officer of WKCD resigned for health reasons, the Authority then commenced the global recruitment again, and later appointed Michael Lynch who was succeeded in July 2011. Tang Ying-yen Henry, Chairman of Board of the WKCD resigned in September 2011 and was succeeded by Lam Sui-lung Stephen.

WKCD has become a major cultural project since the 1998 Policy Address. A Concept Plan Competition was organized in 1999 to invite conceptual proposals for the development of a prominent waterfront area in West Kowloon into an integrated arts, cultural and entertainment district. In 2003, the Government issued the Invitation for Proposals to invite development proposals from the private sector; however, it subsequently aroused debate and controversy. In 2004, the Government selected three proposals among the submission, and organized consultation activity and exhibition later the year. In 2005, the Government was criticized for the idea of constructing a gigantic canopy and adopting single-developer approach. The Government established in April 2006 the Consultative Committee on the Core Arts and Cultural Facilities of the West Kowloon Cultural District (Consultative Committee) and its three advisory groups to re-examine the WKCD project. In 2007, the Consultative Committee recommended to develop the Museum Plus (M+), a three-month Public Engagement Exercise was then carried out. In 2008, WKCD Bill was officially passed in the Legislative Council, with a one-off grant of HK\$21.6 billion. The appointment of the members of Board of the Authority was announced, and six committees of the Board were set up. 2009, the Board of WKCD announced the appointment of 17 non-board members to its six committees and 21 members to its consultation panel; Executive Director (Project Delivery) Angus Cheng tendered his resignation for personal reasons just one week after commencement of duties; the Global Recruitment of WKCD Chief Executive Officer, Executive Directors of six departments and other posts began; the Stage 1 Public Engagement Exercise began.

In 2010

On 24 March, the WKCD announced the appointment of Graham Sheffield as Chief Executive Officer for a 3-year tenure effective from August 2010;

On 31 March, the WKCD announced the analysis report of Stage 1 Public Engagement Exercise;

On 10 April, the WKCDA appointed three Executive Directors, Chan Man-wai, Eva Lam, and Michael Randall, to be in charge of Project Delivery, Finance, and the General Counsel respectively;

On 23 April, the WKCDA announced the appointment of Yu Kwok-lit Louis as Performing Arts Policy and Management Services Executive Director, Fung Ying-wai as a non-Board member of the Audit Committee;

On 26 May, the WKCDA appointed two Executive Directors Chan Ka-yiu Garmen as Communications and Marketing Executive Director, Kwong Pui-han Eva as Human Resources Executive Director;

On 23 June, the WKCDA appointed Lars Nittve as Executive Director of M+;

On 16 July, the WKCDA announced the appointment of Bonny Wong as Director of the CEO's Office;

On 20 August, the Stage 2 Public Engagement Exercise commenced and last for three months;

On 15 October, Chief Secretary for Administration, Tang Yin-yen Henry was reappointed as Chairman of the Board of the WKCDA; Board member, Yuko Hasegawa declined re-appointment due to personal reasons and was replaced by Fung Wing-kee Raymond.

Information: (For more detail please refer to the footnote of Chinese version)

- Local newspapers
- Press release of the Information Services Department, HKSAR
- Official website of WKCDA
<http://www.wkcda.hk>
- Minutes of meeting, Panel on Home Affairs and Panel on Development: Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project

2011/01

- On 5 January

The Board announced the re-appointment and appointment of members to its six committees for a period of one year. In addition to the re-appointments, Mao Chun-fai Fredric is newly appointed as a co-opted member of Performing Arts Committee.¹

- On 7 January

The WKCDA announced that Graham Sheffield had resigned from the post of Chief Executive Officer of the WKCDA, and had already come to an agreement with the WKCDA on the specific arrangements of the resignation.

Chairman Tang Ying-yen Henry said, Graham Sheffield advised the WKCD of his intention to resign for health reasons shortly before Christmas of 2010. Henry Tang refused to disclose the details of health due to privacy reason. He added they would review on requesting for a comprehensive health check when recruiting the new CEO.

Reporters questioned whether it was a problem of the system or the nature of the candidates as there was a member who resigned shortly after taking up the post earlier.² Henry Tang replied and said that one was for personal reason and the other was for health reasons, the two departures are entirely different and the circumstances are unique, “so I would not put them together in the same basket”.

Reporters asked if the resignation of Graham Sheffield would affect the work of selecting the three plans, Henry Tang promised it would proceed as scheduled and as planned. Henry Tang also said that this post was “the job of the moment” and “we are not worried that we would not be able to recruit anybody”.

Allan Zeman, member of the WKCD, said that Graham Sheffield was passionate for Hong Kong and his job, “it is really really true he did leave for health reasons, no other reason”.³

- On 8 January

Local newspapers used front page with detailed report covering the sudden resignation of Graham Sheffield.

Some reports guessed that Graham Sheffield resigned because he could not adapt well to the bureaucracy of Hong Kong. Other reports said that the working pressure, difficulty in adapting to Hong Kong life and personal feeling disturbance might have caused Graham Sheffield to have emotional breakdown.

- On 14 January

Legislative council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting, from 10:45am to 12:57pm in the Chamber of the Legislative Council Building.

Members present included, Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 17 members; Chief Secretary for Administration and Chairman of Board of WKCD Tang Ying-yen Henry; Permanent Secretary for Home Affairs Raymond Young Lap-moon, Principal Assistant Secretary (WKCD) Tai Ka-pui Elizabeth; Chairman of Remuneration Committee of WKCD Sin Chung-kai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu, Executive Director of Communications and Marketing Chan Ka-yiu Garmen.

Many members questioned Graham Sheffield’s reason of resignation, and opined that the resignation was right at the time of the forthcoming end of his probation period and the forthcoming selection of a Conceptual Plan Option for WKCD, the timing of resignation was unusual, they requested for more information about his health to be disclosed, and whether there was compensation in connection with his resignation.

Chairman of Board of WKCD Tang Ying-yen Henry said, Graham Sheffield tendered his resignation on health reasons on 15 December 2010, The WKCD suggested him to take a rest and reconsider his resignation during his vacation leave in London. Graham Sheffield was back to London to take a rest the next day. One week later, Graham Sheffield's

doctor said that he “should not travel back to Hong Kong at all”, and suggested three times an immediate release from his contract. The WKCD thus released Graham Sheffield from his duty with immediate effect on 7 January 2011. Due to personal privacy, details of his health would not be disclosed, unless with Graham Sheffield's consent.

The Chairman of Remuneration Committee of WKCD Sin Chung-kai responded, under his employment contract, Graham Sheffield had to give three months' prior written notice or pay three months' salary in lieu of notice, but taking into account his health conditions and sick leave entitlement, the WKCD had waived the requirement and allowed an immediate release from contract and paid his base salary to the end of January 2011.

Sin Chung-kai also stated that requiring job applicants to conduct a pre-employment medical checkup might be in breach of the Disability Discrimination Ordinance (Cap. 487). Nevertheless, for the sake of better risk management, WKCD would review the feasibility of putting in place the requirement for senior executives.⁴

The WKCD announced on the same day to award fellowship to six of the enrollees in the Advanced Cultural Leadership Programme (ACLP) of The University of Hong Kong (HKU), there were Chan Chung-ying Anna, Chan Jo-win Joanne, Chan Yeeshan, Fung King-hang Martin, Lee Ka-ying Jenny, Zee Yau Eddy. The six recipients came from various sectors including education, arts administration, movie, architecture, media, and performing arts.⁵

- On 15 January

Chairman of Remuneration Committee of WKCD Sin Chung-kai was invited to attend the radio programme “Accountability” of RTHK 1, he opined that the turnover rate in the WKCD in the past two years was as high as 25%, it might be because the pay structure was established during financial crisis and it lacked of competitiveness. It was estimated that the WKCD would increase manpower from 58 people at that time to around 100 people by the end of 2012.

- On 22 January

The WKCD commenced a global search for a new Chief Executive Officer, placing recruitment advertisement locally and internationally in the printed and online media. The recruitment requirements were the same as in 2009, medical checkup or special health requirements were not necessary. WKCD had set up a recruitment board and an executive search firm had been commissioned to assist the recruitment process.⁶

2011/02

- On 23 February

In the Budget Speech by the Financial Secretary Tsang Chun-wah John, he stated the in order to support the development of the West Kowloon Cultural District (WKCD), more than \$486 million had been earmarked for the five financial years from 2010-11 for art programme development, manpower training, art education and audience building.⁷

Executive Director of Performing Arts Policy and Management Services Department Louis Yu responded to the newspaper inquiries and said the endowment was not used by the WKCD.

Wong Ying-Kay Ada wrote in a column article, stated that the endowment was the same endowment mentioned in last year's Budget forecast, which remained unspent.

- On 24 February

The British Council announced in a press release that Graham Sheffield had been appointed to the role of Director Arts starting from May 2011.⁸

- On 25 February

The WKCD released the Report on the Analysis of Public Views for the Stage 2 Public Engagement Exercise.⁹

The Stage 2 Public Engagement Exercise generated 7,948 responses, of which 7,310 were questionnaires, with more than half of the questionnaires being returned by respondents 30 years old or below. The documents were then independently collated and analyzed by the Public Policy Research Institute of The Hong Kong Polytechnic University.

Cheung Yan-leung, Chairman of the WKCD's Consultation Panel said the public preferences for the features of the three conceptual plans resulted in all three Options receiving very close scores, recording an average score of more than three out of five for almost all the criteria listed.¹⁰

As shown in the report, the responses in 629 questionnaires appeared to be similar and they had an inclination to support one of the conceptual plans. However, with the inclusion of these cases, it did not change the results in any significant manner for the distribution of the qualitative data and the rank order.¹¹

- On 26 February

Chairman of Board Tang Ying-yen Henry published an article in all the local Chinese newspapers, entitled “魚與熊掌的抉擇” (The choice between having a cake and eating it) writing about the choice of the three conceptual plans.

- On 27 February

Chairman of Board Tang Ying-yen Henry gave a preliminary response to media and claimed that they would look into the matter to see if Graham Sheffield had broken the contract.¹²

2011/03

- On 1 March

The Consultation Panel of the WKCD held the 6th meeting, the agenda of the meeting was “Report on the Analysis of Views for the Stage 2 Public Engagement

Exercise for the West Kowloon Cultural District – submitted by the Public Policy Research Institute of the Hong Kong Polytechnic University”. Members of the public were invited to attend the meeting which was held 10:30am in Conference Room, Hong Kong Arts Development Council.¹³

Many members in the meeting expressed that the consultation period of the WKCD was too long and led to consultation fatigue. Wong Ying-kay Ada said that the public were inclined to support the plan of “City Park”, which was not the first choice of the arts and cultural and professional planning communities. She opined that the report downgraded professional opinions.

- On 2 March

As reported in many newspapers, the public opinion poll done by a non-governmental organization “Hong Kong Alternatives” showed that, 84% of the interviewees opposed the WKCD to make available 20% of land for residential uses. Chung Ting-yiu Robert, Director of the Public Opinion Programme of The University of Hong Kong who was in charge of this poll said that, the government had never explained that the commercial and residential area (420,000m²) in the plan was as high as 59% of the total floor area (720,000m²), he criticized that the government was hiding the key problems.

- On 4 March

The WKCDA announced that they had selected “City Park” designed by Foster + Partners as the preferred option for the development of the future arts and culture hub. Please see the attached link of press release for more details of the selection panel, selection process, criteria and weightings, justifications for selecting Foster's scheme, and other public enquiries.¹⁴

The public opinion generally criticized the concept of forest gardens lacked innovation and local characteristics.

- On 5 March

Ronald Arculli, Chairman of the Selection Panel of the WKCD said in the Commercial Radio programme “Saturday Forum” that it was difficult to estimate the building cost at the current stage, however, as the construction cost kept increasing, the HK\$21.6 billion endowment would not be sufficient to build the whole cultural district.

- On 11 March

The WKCDA gave a public statement about the former CEO Graham Sheffield’s new appointment by the British Council after his resignation.

The WKCDA became aware of an announcement dated 24 February by the British Council that Graham Sheffield had accepted the new appointment, and made follow-up enquiries with the British Council and Graham Sheffield.

The WKCDA, in consultation with independent counsel, had reviewed the employment contract of Graham Sheffield and came to the view that the six-month employment restriction applied only to employment within Hong Kong, which meant that Graham Sheffield did not break the contract terms.

For Graham Sheffield’s public statement and the chronology of events please see the attached link of press release.¹⁵

- On 14 March

The WKCDA announced the re-appointment of existing Chairman Cheung Yan-leung Stephen and others members, and appointment of three new members: Hung Keung, Lam Ying-kit and Wai Ching Coleman for a period of one year from 1 March 2011 to 29 February 2012.¹⁶

- On 29 March

Legislative Council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting from 10:45am to 1:05pm in Conference Room of the Legislative Council Building.

Members present included Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 14 members; Deputy Secretary for Home Affairs (3) Salina Yan; Board member of the WKCDA and Chairman of Development Committee Ronald Arculli, Board member of the WKCDA and Chairman of Remuneration Committee Sin Chung-kai, Executive Director of Project Delivery Chan Man-wai, Executive Director of Communications and Marketing Carmen Chan; Principal Investigator of the Public Policy Research Institute of The Hong Kong Polytechnic University Peter Yuen, Project Fellow Vincent Law.

Many members of the Legislative Council opined that there might be deceptive elements in Graham Sheffield's grounds for resignation and questioned whether Graham Sheffield had commenced his search for new employment before tendering his resignation.

Chairman of Remuneration Committee of the WKCDA Sin Chung-kai responded that according to Graham Sheffield, he began his search for new employment opportunities after tendering his resignation. Nevertheless, WKCDA noted that he had met a recruitment firm regarding the new post on 4 January 2011, while his resignation was not accepted until 7 January 2011.

Chairman of Development Committee of the WKCDA Ronald Arculli said that, the facilities in the WKCD would be built in different stages which lasted over a decade, the construction cost might fluctuate, therefore he could not estimate accurately if the HK\$21.6 billion would be sufficient.¹⁷

2011/04

- On 1 April

“Consultancy Study on Market Analysis of the Museum and the Exhibition Centre of the West Kowloon Cultural District” was uploaded to the official website of the WKCDA.

There were 9 parts in the report, including Introduction, Concept Overview, Site Analysis, Summary of Available Markets, Consumer Research Findings, Existing Cultural and Competitive Environment, International Case Studies, Estimate of Attendance Potential for M+, Projected Utilization for the Exhibition Centre, Physical Planning and Marketing Strategy Analysis.¹⁸

- On 22 April

Many local Chinese newspapers reported that Michael Lynch might succeed as the CEO of WKCD.

2011/05

- On 16 May

Legislative Council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting from 10:45am to 12:47pm in Conference Room of the Legislative Council Building.

Members present included Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 14 members; Deputy Secretary for Home Affairs (3) Salina Yan, Principal Assistant Secretary (West Kowloon Cultural District) Tai Ka-pui Elizabeth, Executive Director of Project Delivery Chan Man-wai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu, Executive Director of M+ Lars Nittve, Executive Director of Communications and Marketing Garmen Chan.

A total of 16 organizations/individuals were invited to attend the meeting to give views on the latest development of the WKCD, included CEO of “Designing Hong Kong” Paul Zimmerman; Exco member of Civic Party Stephen Chan; Manager of “Hong Kong Drama/Theatre and Education Forum” Yeung Pui-man; Member of “West Kowloon Concern Group” William Ng; President of The Hong Kong Institute of Architects Dominic K K Lam; “Elderly Development Concern Group” H C Wong; Lee Ho-fan; Senior Project Executive of “Community Development Initiative” Mo Kwantai Michael; Cheung Kwok-pun; Chairperson of Board of “Councillors of Public Art Hong Kong” Cissy Pao Watari; Executive Director of Hong Kong Arts Centre Connie Lam; Chairman of Hong Kong Art School Council Sebastian Law; Thomas Yeung; Vice Chairman of The Chinese Artists Association of Hong Kong Yuen Siu-fai; Co-Artistic Director & Executive Director of Zuni Icosahedron Mathias Woo; Executive Director of Hong Kong Arts Festival Society Limited Tisa Ho. Other four organizations/individuals had provided written submissions.¹⁹

- On 27 May

The Board of the WKCD announced the appointment of Michael Lynch as its Chief Executive Officer. He would assume duty in late July.

He was the director of the Australian Broadcasting Corporation, Film Victoria and the Myer Foundation, and had served in the top jobs in Sydney Opera House, Australia Council, Sydney Theatre Company, and Association of Asia Pacific Performing Arts Centres. He was made a Commander of the British Empire in 2008 and awarded an Order of Australia in 2001 for his services to arts administration. Michael Lynch was the Chief Executive of London’s Southbank Centre from 2002 to 2009, his change programme re-established Southbank Centre as one of the most important cultural institutions internationally.

Please see the attached link of press release of the WKCD for the detailed biography.²⁰

2011/06

- On 1 June

The 2011 Cultural Leadership Summit “Arts Spaces That Work, and Why” commenced, this 3-day Summit was co-presented by the WKCD and Hong Kong Arts Administrators Association (HKAAA) and was held at Hong Kong Jockey Club Amphitheatre of Hong Kong Academy for Performing Arts and Rayson Huang Theatre of The University of Hong Kong.

Speakers at the Summit included Michael Lynch, former Chief Executive of the London Southbank Centre, London and Chief Executive Officer of the WKCD (Designate); Adrian Ellis, Executive Director of Jazz at Lincoln Center in New York; Marcus Davey, Chief Executive Officer of London’s Roundhouse; Patrik Schumacher, Partner of Zaha Hadid Architects; Jill Smith, General Manager of the Geelong Performing Arts Centre in Australia; and Wang Zhengming, Vice President of Beijing’s National Centre for the Performing Arts.²¹

- On 8 June

The Consultation Panel of the WKCD held the 7th meeting, the agenda of the meeting was “Preparation of Stage 3 Public Engagement Exercise”. Members of the public were invited to attend the meeting at 2:30pm in the Board Room of the WKCD.²²

- On 28 June

The “Yau Ma Tei Cultural Celebration Project” kicked off at Mido Café in Yau Ma Tei. The visual arts works created by four local artists including Carl Cheng, Alexis Ip, Ceci Liu and Stanley Ng, were exhibited on the day of the kick-off.

The Project was organized by HULU Culture, with the support of the WKCD and the Hong Kong Arts Development Council, it was held from July 2011 to January 2012.²³

2011/07

- On 11 July

Legislative Council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting from 10:45am to 1pm in the Chamber of the Legislative Council Building.

Members present included Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 16 members; Deputy Secretary for Home Affairs (3) Salina Yan; Executive Director of Project Delivery Chan Man-wai, Executive Director of M+ Lars Nittve, Executive Director of Performing Arts Policy and Management Services Department Louis Yu.

Member Cyd Ho opined that the HK\$21.6 billion upfront endowment would definitely be insufficient to finance the WKCD project owing to the surge in construction costs in recent years, and this might affect the investment in software development. Deputy Secretary for Home Affairs (3) responded and said that the WKCD project would be developed in

phases, WKCD had the Investment Committee to oversee the investment of the upfront endowment.

Some members were concerned about the collections of M+ and whether the purchase of collections and exhibitions would be politically restricted. Executive Director of M+ Lars Nittve advised that \$1.6 billion had been reserved for the purchase of collections for the first five years up to the opening of M+. He denied that M+ would be politically restricted and said that the whole basis for the success was Hong Kong's freedom of expression, he had taken it for granted that there would be no interference with the contents of exhibitions. He said that he had been directors of three most respected museums in the world, and would not ruin his career by being perceived as someone who compromised freedom of expression.²⁴

On the same day, the WKCD appointed Michael MacLeod as a member of the Performing Arts Committee. The appointment came into effect from 1 July till the end of the current term on 31 December 2011.²⁵

- On 12 July

The first episode of “West Kowloon Dialogue” was broadcasted. Hosted by Louis Yu, Executive Director of Performing Arts Policy and Management Services Department, he had a delightful talk with the two guests, Fredric Mao and Kung Chi-shing about the positioning and management of the arts facilities of the WKCD.²⁶

- On 19 July

The second episode of “West Kowloon Dialogue” was broadcasted. Hosted by Louis Yu, Executive Director of Performing Arts Policy and Management Services Department, the episode discussed with the two guests Lisa Wang and Ip Sai-hung about Xiqu Centre and the development of Cantonese opera in Hong Kong.²⁷

- On 25 July

Chief Executive Officer Michael Lynch assumed duty officially.

- On 26 July

The third episode of “West Kowloon Dialogue” was broadcasted. Hosted by Executive Director of M+ Lars Nittve, the episode discussed the followings with Johnson Chang, founding director of Hanart TZ Gallery and Phoebe Wong, Head of Research at Asia Art Archive: “Who will be M+’s audience?”, “How to build up collections with scale and appreciation value?”, “How many visual arts audiences are there in Hong Kong?”, “How to achieve audience in an endless stream after the opening of M+?”.

Lars Nittve used iPad as a metaphor, he thought that no one would be longing for M+ before its opening, but once they got the experience, they would actually love it. He did not believe a museum should build collections or host exhibitions only to attract people, “it is not our task”. On the contrary, to make a successful museum, the foundation lay with public trust that nothing aside could affect the direction of policy and development. Therefore, M+ would not run like commercial galleries and would not allow corporate sponsorship affect the content of the collections or exhibitions.²⁸

2011/08

- On 2 August

The fourth episode of “West Kowloon Dialogue” was broadcasted and hosted by Executive Director of M+ Lars Nittve. Nittve discussed with Acting Principle of HKICC Lee Shau Kee School of Creativity May Fung and artist Lam Tung-pang about art education of M+.²⁹

Lars Nittve said that the ‘+’ of M+ meant that it was not only a museum, but also an educational facility; therefore education was definitely not an ‘add on’ function. M+ would set up a dedicated research centre and a library, and also provide programmes and facilities suitable for different audiences including children, senior citizens and art experts. Besides, M+ would reach out to schools and communities for developing audience, increasing communication with the community and generating public interest in visual culture. He opined that providing training opportunities for school teachers was an essential and effective tool in arts education and he shared the examples of European museums.

- On 4 August

Chief Executive Officer Michael Lynch made a visit to the WKCD site, where he greeted local reporters for the first time in his new position.³⁰

- On 26 August

Legislative Council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting from 10am to 12:48pm in Conference Room of the Legislative Council Building.

Members present included Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 14 members; Deputy Secretary for Home Affairs (3) Salina Yan, Project Manager (Home Affairs Bureau) Norman Heung; Chief Executive Officer of the WKCDA Michael Lynch, Executive Director of Project Delivery Chan Man-wai, and Executive Director of Finance Eva Lam.

As for the cooperation with governmental department like the Leisure and Cultural Services Department, Michael Lynch said that he had studied politics and had spent various periods in Australia as a bureaucrat. He had also learnt a lot in an international context from his father who worked in the United Nations. He was not worried about “the risk of being killed by bureaucracy”.

As for the options for financing, Michael Lynch said that the idea of naming right was raised by him and it was a common fund-raising way in Australia, the United States and the UK, WKCDA would give due regard to its sensitivity. Besides, the WKCDA had not asked for extra funding, but the issue of WKCD's proposed sustainability features, which could cost about \$4 billion, also needed to be dealt with.³¹

2011/09

- On 23 September

The WKCD announced that Stage 3 Public Engagement exercise (PE3) would start on 30 September for a period of one month.

Cheung Yan-leung Stephen, Chairman of the Consultation Panel of the WKCD said that PE3 is an exercise with a difference in that it is more than a consultation exercise, but to let the public understand the Modified Conceptual Plan in which the WKCD had responded to their views and preferences.³²

On the same day, an article entitled “The Future of the Arts Is Now: Final Stage of the WKCD Public Engagement Process” written by Cheung Yan-leung Stephen, Chairman of the Consultation Panel of the WKCD, was published in the local newspapers and it talked about Stage 3 Public Engagement Exercise.³³

- On 29 September

The proposed Development Plan (“the Plan”) and implementation plan for the District were unveiled; the Plan was based on Foster + Partners’ “City Park” conceptual plan.

Proposed Implementation Plan for WKCD:

Between 2014 and 2015: Development of part of the Great Park; Arts Pavilion;

Between 2015 and 2017: Xiqu Centre (Main Theatre, Tea House and education facility); Free Space (with Music Box); Outdoor Theatre; and Centre for Contemporary Performance (with three Blackbox theatres and education facility) subject to construction programme of the Express Rail Link;

Between 2017 and 2020: M+ Phase I, Lyric Theatre, Medium Theatre I, Music Centre (with a Concert Hall, a Recital Hall and education facility), Mega Performance Venue + Exhibition Centre (subject to alternative funding options), Musical Theatre (subject to alternative funding options);

Beyond 2020: Great Theatre, M+ Phase II, Medium Theatre II, Xiqu Small Theatre.³⁴

- On 30 September

Tang Ying-yan Henry, Chief Secretary for Administration and Chairman of Board of WKCD resigned and was succeeded by Lam Sui-lung Stephen.

On the same day, Stage 3 Public Engagement Exercise started officially.

There was an exhibition at the Hong Kong Heritage Discovery Centre which exhibited the Modified Conceptual Plan and the Proposed Development Plan, including a 1:250 physical model depicting the masterplan. There were also guided tours throughout the exhibition period.

2011/10

- On 3 October

Stage 3 Public Engagement Exercise “Arts and Culture Seminar: Dance” was held from 6:30pm to 9pm at the WKCD. It was hosted by Executive Director of Performing Arts Policy and Management Services Department Louis Yu. Attendees included Chief Executive Officer of WKCD Michael Lynch, Director of Chief Executive Officer's Office Bonny Wong, Chairman of Consultation Panel Cheung Yan-leung, Chairman of the WKCD's Performing Arts Committee Allan Zeman, Conceptual Plan Consultants Collin Ward and Ching Sai-hung, 16 stakeholders, Analysis and Report Consultant Chong King.³⁵

On the same day, Chairman of Board of WKCD Lam Sui-lung Stephen took a tour of the WKCD Proposed Development Plan exhibition and greeted the local reporters for the first time.³⁶

- On 4 October

Stage 3 Public Engagement Exercise “Arts and Culture Seminar: Theatre” was held from 6:30pm to 9pm at the WKCD. It was hosted by Executive Director of Performing Arts Policy and Management Services Department Louis Yu. Attendees included Chairman of Consultation Panel Cheung Yan-leung, Chief Executive Officer of WKCD Michael Lynch, Director of Chief Executive Officer's Office Bonny Wong, Conceptual Plan Consultant Collin Ward, 6 stakeholders, Analysis and Report Consultant Chong King.³⁷

- On 5 October

Stage 3 Public Engagement Exercise “Presentation on Development Plan” was held at Hong Kong Heritage Discovery Centre. There were two sessions, from 11am to 1pm and from 3pm to 5pm.

In the first session of the Presentation on Development Plan, attendees included Board member of the WKCD and Chairman of Development Committee Ronald Arculli, Chairman of Consultation Panel Cheung Yan-leung, Member of Consultation Panel Hung Chiu-wah, Chief Executive Officer of WKCD Michael Lynch, Executive Director of Project Delivery Chan Man-wai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu; Conceptual Plan Consultants Collin Ward, Hui Chak-hung, Yeung Kin-ming, Stephen Bingham; View Analysis and Report Consultant Chan Kai-yu. A total of 61 attended the presentation.³⁸

In the second session of the Presentation on Development Plan, attendees included Member of the Board Andrew Lam, Chairman of Consultation Panel Cheung Yan-leung, Chief Executive Officer of WKCD Michael Lynch, Executive Director of Project Delivery Chan Man-wai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu; Conceptual Plan Consultants Collin Ward, Hui Chak-hung, Yeung Kin-ming, Stephen Bingham; View Analysis and Report Consultant Chan Kai-yu. A total of 81 attended the presentation.³⁹

- On 6 October

Stage 3 Public Engagement Exercise “Arts and Culture Seminar: Xiqu” was held from 6:30pm to 9pm at the WKCDA. It was hosted by Executive Director of Performing Arts Policy and Management Services Department Louis Yu. Attendees included Chairman of Consultation Panel Cheung Yan-leung, Conceptual Plan Consultant Chan Lam-wai, 6 stakeholders, Analysis and Report Consultant Chong King.⁴⁰

- On 7 October

Stage 3 Public Engagement Exercise “Arts and Culture Seminar: Music and Pop Music” was held from 6:30pm to 9pm at the WKCDA. It was hosted by Executive Director of Performing Arts Policy and Management Services Department Louis Yu. Attendees included Chairman of Consultation Panel Cheung Yan-leung, Board member Yip Wing-sie, Member of the Information and Communication Technologies Subcommittee Lam Wai-kiu, Member of Consultation Panel Leung Wing-cheung, Director of Chief Executive Officer's Office Bonny Wong, Conceptual Plan Consultant Collin Ward, 13 stakeholders, Analysis and Report Consultant Cheung Wai.⁴¹

- On 8 October

Stage 3 Public Engagement Exercise “Town Hall Meeting for Yau Tsim Mong Community Leaders & Residents” was held from 10:30am to 12noon at Mong Kok Community Hall. Attendees included Chairman of Consultation Panel Cheung Yan-leung, Chief Executive Officer of WKCDA Michael Lynch, Executive Director of Project Delivery Chan Man-wai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu, Member of Consultation Panel Hung Chiu-wah; Conceptual Plan Consultants Collin Ward, Yeung Kin-ming, Stephen Bingham, Hui Chak-hung; View Analysis and Report Consultant Yip Ho-bun. A total of 37 attended the meeting.⁴²

- On 10 October

Stage 3 Public Engagement Exercise “Arts and Culture Seminar: Art Education” was held from 6:30pm to 9pm at the WKCDA. It was hosted by Executive Director of Performing Arts Policy and Management Services Department Louis Yu. Attendees included Member of Consultation Panel Hung Chiu-wah, Member of Consultation Panel Ko Po-ling, Director of Chief Executive Officer's Office Bonny Wong, Conceptual Plan Consultant Collin Ward, 20 stakeholders, Analysis and Report Consultant Ng Wai-cheong.⁴³

On the same day, local newspapers published an interview (in Chinese) with Chief Executive Officer Michael Lynch. He would give due regard in handling the dispute over the naming right. As the price of the construction materials increased, it was understandable that the construction fee would be over budget, however, it was too early to estimate the cost before the Development Plan was implemented.

- On 11 October

Stage 3 Public Engagement Exercise “M+ Stakeholders Roundtable Discussion (1)” was held from 6:30pm to 9pm at the WKCDA. Attendees included Chief Executive Officer of WKCDA Michael Lynch, Executive Director of M+ Lars

Nittve, Curator of M+ Tobias Berger, Education Curator of M+ Stella Fong, Senior Assistant Curator of M+ Yan Tung; 11 stakeholders, Analysis and Report Consultant Alex Chan.

Stakeholders included Hong Kong International Film Festival, Microwave, Videotage, Hong Kong Museum of Art, Marketing Team of Museum Division of Leisure and Cultural Services Department, Asia Art Archive, Hong Kong Film Archive, Art Promotion Office of Leisure and Cultural Services Department, Jockey Club Creative Arts Centre, Hong Kong Heritage Museum.⁴⁴

- On 12 October

Stage 3 Public Engagement Exercise “M+ Stakeholders Roundtable Discussion (2)” was held from 6:30pm to 9pm at the WKCDA. Attendees included Executive Director of M+ Lars Nittve, Curator of M+ Tobias Berger, Education Curator of M+ Stella Fong, Senior Assistant Curator of M+ Yan Tung; 7 stakeholders, Analysis and Report Consultant Chong King.

Stakeholders included Central Police Station Revitalisation Project, University Museum and Art Gallery of University of Hong Kong, Hong Kong Design Centre, The Federation of Design Association, Para/Site Art Space, 1a space.⁴⁵

- On 15 October

Interview of Executive Director of M+ Lars Nittve was published in “Hong Kong Economic Journal” (in Chinese).

- On 22 October

Stage 3 Public Engagement Exercise “One-day Conference for Urban Development, Information & Communications Technology and Green Professionals” was held from 9am to 5pm in Imperial Rooms, The Royal Pacific Hotel & Towers.⁴⁶

- On 24 October

Stage 3 Public Engagement Exercise “M+ Seminar (Local Visual Artists)” was held from 2:30pm to 4pm at the WKCDA. It was hosted by Chairman of Consultation Panel Cheung Yan-leung. Attendees included Member of Consultation Panel Hung Chiu-wah, Member of Consultation Panel Ko Po-ling, Director of Chief Executive Officer's Office Bonny Wong, Executive Director of Communications and Marketing Chan Ka-yiu Garmen, Education Curator of M+ Stella Fong, Senior Assistant Curator of M+ Yan Tung; 11 stakeholders; View Analysis and Report Consultant, the Public Policy Research Institute of The Hong Kong Polytechnic University.

Stakeholders included Hong Kong Arts Society, Hong Kong Oil Painting Research Society, Hong Kong Contemporary Artists Association, Hong Kong Lan Ting Society, Hong Kong Contemporary Artists Association/Jockey Club Lei Yue Mun Plus, 香港文化藝術拓展中心, 油尖旺區議會文化藝術促進會, Industrial Artists Concern Group/Fotanian Artists, Chun Fung Art Club, Hong Kong Society for Study of Poetry, Calligraphy and Couplet.⁴⁷

- On 30 October

Stage 3 Public Engagement Exercise “Get-Together with the Youth” was held from 11am to 1pm at the Hong Kong Heritage Discovery Centre. Attendees included Chairman of Consultation Panel Cheung Yan-leung, Member of the Board Andrew Lam, Board member Sin Chung-kai, Executive Director of Performing Arts Policy and Management Services Department Louis Yu, Executive Director of M+ Lars Nittve; Conceptual Plan Consultant Collin Ward; View Analysis and Report Consultant Yip Ho-cheung. A total of 35 attended the get-together.⁴⁸

Chairman of Consultation Panel Cheung Yan-leung wrapped up the work and achievements of the Stage 3 Public Engagement Exercise of the WKCD. The exhibition on the future West Kowloon Cultural District had attracted 18,000 people to visit. In addition, the WKCD had received near 1,000 comments and views, via pamphlets, online and media reports.⁴⁹

2011/11

- On 16 November

Chairman of Consultation Panel Cheung Yan-leung had written an article entitled “共建「西九你我文化新天地」” (Building ‘West Kowloon Cultural District – A Place for Everyone’) and it was published in *Sing Tao Daily* which talked about Stage 3 Public Engagement Exercise.⁵⁰

- On 29 November

Legislative Council “Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project” held a meeting from 4:30pm to 6:32pm in Conference Room of the Legislative Council Complex.

Members present included Chairman Ip Kwok-him, Deputy Chairman Lee Wing-tat, 13 members; Permanent Secretary for Home Affairs Raymond Young, Project Manager (Home Affairs Bureau) Norman Heung; Chief Executive Officer of the WKCD Michael Lynch, Executive Director of Project Delivery Chan Man-wai, Executive Director of Communications and Marketing Garmen Chan.

The meeting was mainly to discuss about Stage 3 Public Engagement Exercise and the submission of Development Plan to the Town Planning Board which would be done later.⁵¹

2011/12

- On 9 December

The tickets of Cantonese Opera of the “West Kowloon Bamboo Theatre”, the very first cultural programme of the WKCD, would be available at all URB TIX outlets, tickets priced at \$10, each person could buy a maximum of 10 tickets for each transaction.

The “West Kowloon Bamboo Theatre” would be staged at the future site of the Xiqu Centre on Canton Road (next to Tsim Sha Tsui Fire Station), featuring in debut showcase with a Cantonese opera programme.

“M+ Bamboo Theatre Exhibition” and “M+ Bamboo Cinema” would also be presented at the venue. “M+ Bamboo Theatre Exhibition” exhibited the artworks created by Gaylord Chan, Samson Young & Henry Chu, Chu Hing-wah and Michael Wolf, which were inspired by Cantonese opera. “M+ Bamboo Cinema” was curated by film veteran Law Kar and visual artist Chow Chun-fai, playing five Cantonese opera-related Hong Kong cinema classics in an 8-hour film marathon.⁵²

- On 18 December

A big cultural event “MaD@West Kowloon” kicked off at West Kowloon Waterfront Promenade. It was organized by Hong Kong Institute of Contemporary Culture and was held on 18, 26 December 2011, 2, 7 January 2012, a total of 68 art sessions, including “Life Art Festival”. Principal Supporter: WKCD.⁵³

- On 23 December

The Consultation Panel of the WKCD held the 8th meeting, the agenda of the meeting was “Report on the Analysis of Views for the Stage 3 Public Engagement Exercise for the West Kowloon Cultural District - submitted by the Public Policy Research Institute of the Hong Kong Polytechnic University”. The meeting was held at 2:15pm in the Conference Room of the WKCD. Members of the public were invited to attend.

On the same day, the WKCD announced the result of Stage 3 Public Engagement Exercise.⁵⁵

The WKCD received over 1,100 response documents, including responses of the 944 completed feedback forms on the PE Pamphlets, 75% of the feedback was submitted by respondents under the age of 30.

The Report on the Analysis of Views showed that respondents supported the following items: the overall layout of the proposed Development Plan, and an early implementation of the Project, a variety of public transportation means to visit WKCD, the environmentally friendly design of WKCD, the Great Park, building piers and cycling tracks within WKCD.

The report also showed that respondents still remained interested in certain general and operation issues, for example, the strategic positioning of WKCD, its financial sustainability, the adequacy of nurturing and audience building programmes, and the overall cultural policy for Hong Kong.

- On 30 December

The WKCD submitted the Development Plan of the WKCD to the Town Planning Board for consideration, proceeding to the statutory planning process.

The key planning parameters include a maximum plot ratio of 1.81, provision of not less than 23 hectares of public open space (including a waterfront promenade of at least 20 metres in width), residential use of not more than 20% of total plot ratio, as well as building height restrictions.⁵⁶

- ¹ “Appointment of Committee Members under the Board of the West Kowloon Cultural District Authority”, Press release of the WKCD, 5 January 2011.
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- ² Executive Director (Project Delivery) Angus Cheng tendered his resignation for personal reasons just one week after commencement of duties in 2009.
- ³ “Graham Sheffield Resigns from WKCD for Health Reasons”, Press release of the WKCD, 7 January 2011.
http://www.wkcdauthority.hk/en/newsroom/press_releases/index_id_72.html
“Opening remarks by Chairman of Board of West Kowloon Cultural District Authority (with video)”, HKSAR Information Services Department, 7 January 2011.
<http://www.info.gov.hk/gia/general/201101/07/P201101070230.htm>
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<http://www.info.gov.hk/gia/general/201101/07/P201101070249.htm> (Chinese remarks)
<http://www.info.gov.hk/gia/general/201101/07/P201101070241.htm> (English remarks)
- ⁴ “Panel on Home Affairs and Panel on Development Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project Minutes of meeting”, LC Paper No. CB(2)1350/10-11, 25 March 2011.
<http://www.legco.gov.hk/yr10-11/english/panels/wkcd/minutes/wkcd20110114.pdf>
“Legislative Council: Opening Speech given by the Chief Secretary for Administration when attending meeting of Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project (only in Chinese)”, HKSAR Information Services Department, 14 January 2011.
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- ⁵ “Six Professionals Awarded WKCD Fellowship”, Press release of the WKCD, 14 January 2011.
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- ⁶ “WKCD CEO Recruitment Launches”, Press release of the WKCD, 21 January 2011.
http://www.wkcdauthority.hk/en/newsroom/press_releases/index_id_74.html
- ⁷ “Budget Speech by the Financial Secretary (13)”, 23 February 2011.
<http://www.info.gov.hk/gia/general/201102/23/P201102230184.htm>
- ⁸ “The British Council – the UK’s international cultural relations organisation - has appointed Graham Sheffield as its new Director Arts”, Press release of the British Council, 24 February 2011
<http://www.britishcouncil.org/press/british-council-appoints-new-arts-director>
- ⁹ *Report on the Analysis of Public Views for the Stage 2 Public Engagement Exercise*
<http://www.wkcdauthority.hk/en/pe2/report.html>
- ¹⁰ “WKCD Conceptual Plan Options win public support WKCD Authority Releases Report of Stage 2 Public Engagement Exercise”, Press release of the WKCD, 25 February 2011.
http://www.wkcdauthority.hk/en/newsroom/press_releases/index_id_76.html
- ¹¹ Chapter 2: Quantitative Data Analysis 2.4.5 and 2.4.6, *Report on the Analysis of Public Views for the Stage 2 Public Engagement Exercise*
http://www.wkcd.hk/files/doc/PE2report/report_ch2.pdf
- ¹² “Summary of Chairman of Board of the WKCD’s remarks at media session (only in Chinese)”, HKSAR Information Services

Department, 27 February 2011.

<http://www.info.gov.hk/gia/general/201102/27/P201102270112.htm>

- ¹³ Agenda, paper, executive summary and minutes of the 6th Meeting of the Consultation Panel of the WKCD
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<http://www.info.gov.hk/gia/general/201103/04/P201103040276.htm> (English remarks)
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- ¹⁷ “Panel on Home Affairs and Panel on Development Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project Minutes of meeting”, LC Paper No. CB(2)2078/10-11, 15 June 2011.
<http://www.legco.gov.hk/yr10-11/english/panels/wkcd/minutes/wkcd20110329.pdf>
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<http://www.info.gov.hk/gia/general/201105/27/P201105270196.htm> (English remarks)
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- ²² Agenda, paper and minutes of the 7th Meeting of the Consultation Panel of the West Kowloon Cultural District Authority
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- ²³ Official website of “Yau Ma Tei Cultural Celebration Project”
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<http://www.wkcd.hk/filemanager/common/pe3/audios/Floor.mp3>
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- ³⁸ Written Record of the first session of Presentation (Paper no.: WKCD-PE3-004-20111005)
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- ⁴⁵ Written record of the Roundtable Discussion (Paper no.: WKCDPE3-011-20111012)
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