

FOUNDED 1985  
創 立

# 香 港 地 產 行 政 師 學 會

## HONG KONG INSTITUTE OF REAL ESTATE ADMINISTRATORS

27 February 2009

By Fax & Post

2008 – 2010  
General Council 執行委員會

Immediate Past President 上屆會長  
Ho C. K., Peter 何照基  
President 會長  
Wu M. H., Marco 鄒滿海  
Vice Presidents 副會長  
Chan Y.C., Raymond 陳有燦  
Kwong C. W., Alkin 鄺正埜  
Lee M.C., Stephen 李銘清  
Lo W.K., Vincent 勞永強  
Suen K.L. 孫國林  
Sze, K.Y., Kyran 施家殷  
Tse K.W., David 謝建華  
Wong K.C., Stanley 黃錦昌

Honorary Secretary 義務秘書  
Lee P.C. 李伯仲  
Assist. Hon. Secretary 副義務秘書  
Lau L.C. 劉麗清  
Honorary Treasurer 義務司庫  
Chan Y.C., Raymond 陳有燦  
Assist. Hon. Treasurer 副義務司庫  
See W.K., Steve 施偉強

**Committees 事務小組**  
**Chairman 主席**  
Academics & Professional Development 學術及專業發展  
Tse K.W., David 謝建華  
Activities 活動  
Lam K.L., Peter 林國良  
Information 資訊  
Lo W.K., Vincent 勞永強

Membership (Administration) 會籍事務 (行政)  
Ho C.H., Maisy 何超超  
Membership (Development) 會籍事務 (發展)  
Lee M.C., Stephen 李銘清  
Public Affairs (Planning, Construction & Development) 公共事務 (規劃、建設及發展)  
Sze K. Y. Kyran 施家殷  
Public Affairs (Property Management & Maintenance) 公共事務 (物業管理及維修)  
Kwong C. W., Alkin 鄺正埜  
Public Relations 公關事務  
Choi N.M., Michael 蔡進梯

**Council Members 執行委員**  
Chan W.C. 陳永昌  
Chan Y.S. 陳玉成  
Chau F.K., Edmond 周富強  
Cheung S.T., Tony 張紹修  
Fung K.H., Lobo 馮國雄  
Lai K.F., Davis 黎冠輝  
Lo Y.T., Ellen 盧以德  
Mung K.F., Charles 蒙鈺輝  
Tang K.F. 鄧家發  
Tiu C.W., August 刁展威  
Wong C.K., Dickie 黃志強  
Wong W.L., William 王永霖  
Yu S.Y., Andrew 余少洋

Ms Betty Fong  
Clerk to Joint Subcommittee to  
Monitor the Implementation of the  
West Kowloon Cultural District Project  
Legislative Council  
Legislative Council Building  
8 Jackson Road  
Central  
Hong Kong

Dear Ms Fong

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

With reference to your letter dated 9 February 2009, we would like to offer our views on the following aspects concerning the implementation of the WKCD project:-

(i) Development Plan

Focus should not only be on land uses such as commercial, hotel, retail and public open space, but also on how the various land uses can combine into a mixed palette of exciting architecture blended into it an efficient infrastructure system, so unique that the design can only belong to WKCD and nowhere else in the world.

To enable the buildings to work well in WKCD, it is suggested that the architecture palette should contain certain iconic elements that will give WKCD the necessary “signature” as well as the more contemporary buildings to provide the functional groundwork. According to the Arts and Cultural experts, good artists do perform better and are able to give their very best when performing at world-class venues that they can be proud of. We would also suggest that the Town Planning Board, when considering the Development Plan, should adopt a flexible and comprehensive planning approach, and not bound by the traditional land parcel approach.

(ii) Planning and Construction of the Core Arts and Cultural Facilities

WKCD will become an arts and cultural destination by the harbour. As it is in close proximity to a concentration of residential, commercial and infrastructure facilities such as the future Express Rail



# 香港地產行政師學會

## HONG KONG INSTITUTE OF REAL ESTATE ADMINISTRATORS

FOUNDED  
創 立 1985

### 2008 – 2010 General Council 執行委員會

Immediate Past President	上屆會長
Ho C. K., Peter	何照基
President	會長
Wu M. H., Marco	鄒滿海
Vice Presidents	副會長
Chan Y.C., Raymond	陳有燦
Kwong C. W., Alkin	鄺正埜
Lee M.C., Stephen	李銘清
Lo W.K., Vincent	勞永強
Suen K.L.	孫國林
Sze, K.Y., Kyran	施家殷
Tse K.W., David	謝建華
Wong K.C., Stanley	黃錦昌

Honorary Secretary	義務秘書
Lee P.C.	李伯仲
Assist. Hon. Secretary	副義務秘書
Lau L.C.	劉麗清
Honorary Treasurer	義務司庫
Chan Y.C., Raymond	陳有燦
Assist. Hon. Treasurer	副義務司庫
See W.K., Steve	施偉強

### Committees 事務小組

Chairman	主席
Academics & Professional Development	學術及專業發展
Tse K.W., David	謝建華
Activities	活動
Lam K.L., Peter	林國良
Information	資訊
Lo W.K., Vincent	勞永強

### Membership (Administration) 會籍事務 (行政)

Ho C.H., Maisey 何超遊

### Membership (Development) 會籍事務 (發展)

Lee M.C., Stephen 李銘清

### Public Affairs (Planning, Construction & Development) 公共事務 (規劃、建設及發展)

Sze K. Y. Kyran 施家殷

### Public Affairs (Property Management & Maintenance) 公共事務 (物業管理及維修)

Kwong C. W., Alkin 鄺正埜

### Public Relations 公關事務

Choi N.M., Michael 蔡運禎

### Council Members 執行委員

Chan W.C.	陳永昌
Chan Y.S.	陳玉成
Chau F.K., Edmond	周富強
Cheung S.T., Tony	張紹修
Fung K.H., Lobo	馮國雄
Lai K.F., Davis	黎冠輝
Lo Y.T., Ellen	盧以德
Mung K.F., Charles	蒙健輝
Tang K.F.	鄧家發
Tiu C.W., August	刁展威
Wong C.K., Dickie	黃志強
Wong W.L., William	王永霖
Yu S.Y., Andrew	余少洋

Link, the planning of which has to integrate not only physically by the establishment of linkages for stronger accessibility with the neighbourhood and connecting routes, but also socially and culturally with the neighbouring areas and facilities.

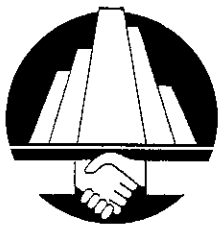
It should be noted that planning and construction of arts and cultural facilities are different from planning and construction of an office development or a commercial centre, in that a lot more flexibility/convertibility need to be built into the system for change and adaptation in accordance with the forever fluid needs of different users over time. The facilities must be so flexible that some of the venues should not be bound by walls but can be extended into certain significant open spaces for outdoor performance, public gathering, art display, exhibitions etc that will become a unifying Cultural District as the name suggests. Design corridors, precincts and the various building styles, each with its own character, will add diversity and vibrancy to the WKCD. A mix of commercial, retail, recreational, arts, cultural and tourism uses should be proposed at different locations to enhance the vitality of the harbourfront and the land-water interface.

In addition, the production of a well-considered development brief is fundamental to effective control on cost, time and quality of the project. It will form the basis for effective monitoring of project implementation.

### (iii) Work and Operation of the WKCD Authority

The six committees namely, Audit Committee, Investment Committee, Remuneration Committee, Development Committee, Museum Committee and Performing Arts Committee established under the WKCD Authority, should work individually and collectively to achieve the objectives and discharge the duties of the WKCD Authority. The following are essential ingredients conducive to the smooth and successful operation of the Authority:-

- *Allocation of work.* The work that has to be done should be defined and allocated to functions, committees, work teams, project groups and individual positions. Related activities should be grouped together, but the emphasis should be on the process of developing the cultural district rather than hierarchy latching on to account for the need to manage processes which involve a number of different work units or teams under the WKCD Authority.



# 香港地產行政師學會

## HONG KONG INSTITUTE OF REAL ESTATE ADMINISTRATORS

FOUNDED  
創 立 1985

2008 – 2010

General Council 執行委員會

Immediate Past President 上屆會長

Ho C. K., Peter 何照基

President 會長

Wu M. H., Marco 鄺滿海

Vice Presidents 副會長

Chan Y.C., Raymond 陳有燦

Kwong C. W., Alkin 鄭正輝

Lee M.C., Stephen 李銘清

Lo W.K., Vincent 勞永強

Suen K.L. 孫國良

Sze K.Y., Kyran 施家殷

Tse K.W., David 謝建華

Wong K.C., Stanley 黃錦昌

Honorary Secretary 義務秘書

Lee P.C. 李伯仲

Assist. Hon. Secretary 副義務秘書

Lau L.C. 劉麗清

Honorary Treasurer 義務司庫

Chan Y.C., Raymond 陳有燦

Assist. Hon. Treasurer 副義務司庫

See W.K., Steve 施偉強

Committees 事務小組

Chairman 主席

Academics & 學術及

Professional Development 專業發展

Tse K.W., David 謝建華

Activities 活動

Lam K.L., Peter 林國良

Information 資訊

Lo W.K., Vincent 勞永強

Membership 會籍事務

(Administration) (行政)

Ho C.H., Maisy 何超聰

Membership 會籍事務

(Development) (發展)

Lee M.C., Stephen 李銘清

Public Affairs 公共事務

(Planning, Construction & (規劃、建設及發展)

Sze K. Y. Kyran 施家殷

Public Affairs 公共事務

(Property Management & (物業管理及維修)

Maintenance) 鄭正輝

Kwong C. W., Alkin

Public Relations 公關事務

Choi N.M., Michael 蔡添棉

Council Members 執行委員

Chan W.C. 陳永昌

Chan Y.S. 陳玉成

Chau F.K., Edmond 周富強

Cheung S.T., Tony 張紹修

Fung K.H., Lobo 馮國雄

Lai K.F., Davis 黎冠輝

Lo Y.T., Ellen 盧以德

Mung K.F., Charles 蒙健輝

Tang K.F. 鄧家發

Tiu C.W., August 刁展威

Wong C.K., Dickie 黃志強

Wong W.L., William 王永霖

Yu S.Y., Andrew 余少洋

- *Differentiation and integration.* It is necessary to differentiate between the different activities that have to be carried out, but it is equally important to ensure that these activities are integrated so that everyone in the WKCD is working towards the same goals and objectives.

- *Teamwork.* As the members of WKCD are from different walks of life and with different expertise, their duties should be clearly defined and roles described in ways which facilitate and underline the importance of teamwork at both the Authority and the committees level. Areas where cooperation is required should be emphasized. The organization should be designed and operated in such a way as to facilitate horizontal processes and cooperation across committee and functional boundaries. Wherever possible, self-managing teams should be set up and given the authority and responsibility to run their own affairs. Networking should be encouraged in the sense of people communicating openly and informally with one another as the need arises. It is recognized that these informal processes can be more productive than rigidly 'working through channels' as set out in the organization chart.

- *Flexibility.* The organization structure should be flexible enough to respond quickly to change and challenge. At the Authority and the committees level, a collegiate approach should be considered in which people share responsibility and are expected to work with their colleagues in areas outside their primary function or skill.

### (iv) Public Engagement Arrangement for the WKCD Project

Interactive exchange of views and ideas among the society is a must. The Authority should constantly solicit the views of various stakeholders including prospective clients/customers, service providers, community representatives, NGOs and international organizations.

Public views and suggestions should be collected through various public engagement activities including roving exhibitions, focus group workshops, community engagement forums, comment cards, interview questionnaires, telephone polls, and briefings to relevant public and advisory bodies.



# 香港地產行政師學會

## HONG KONG INSTITUTE OF REAL ESTATE ADMINISTRATORS

FOUNDED 1985  
創 立

### 2008 – 2010 General Council 執行委員會

Immediate Past President Ho C. K., Peter	何照基
President Wu M. H., Marco	會長 鄒滿海
Vice Presidents Chan Y.C., Raymond Kwong C. W., Alkin Lee M.C., Stephen Lo W.K., Vincent Suen K.L. Sze, K.Y., Kyran Tse K.W., David Wong K.C., Stanley	副會長 陳有燦 鄭正埜 李銘清 勞永強 孫國良 施家殷 謝建華 黃錦昌

Honorary Secretary Lee P.C.	義務秘書 李伯仲
Assist. Hon. Secretary Lau L.C.	副義務秘書 劉麗清
Honorary Treasurer Chan Y.C., Raymond	義務司庫 陳有燦
Assist. Hon. Treasurer See W.K., Steve	副義務司庫 施偉強

### Committees Chairman

Academics & Professional Development Tse K.W., David	學術及 專業發展 謝建華
Activities Lam K.L., Peter	活動 林國良
Information Lo W.K., Vincent	資訊 勞永強

Membership (Administration) Ho C.H., Maisy	會籍事務 (行政) 何超燴
Membership (Development) Lee M.C., Stephen	會籍事務 (發展) 李銘清
Public Affairs (Planning, Construction & Development) Sze K. Y. Kyran	公共事務 (規劃、建設及發展) 施家殷
Public Affairs (Property Management & Maintenance) Kwong C. W., Alkin	公共事務 (物業管理及維修) 鄭正埜
Public Relations Choi N.M., Michael	公關事務 蔡涯棉

### Council Members 執行委員

Chan W.C.	陳永昌
Chan Y.S.	陳玉成
Chau F.K., Edmond	周富強
Cheung S.T., Tony	張紹修
Fung K.H., Lobo	馮國雄
Lai K.F., Davis	黎冠輝
Lo Y.T., Ellen	盧以德
Mung K.F., Charles	蒙健輝
Tang K.F.	鄧家發
Tiu C.W., August	刁展威
Wong C.K., Dickie	黃志強
Wong W.L., William	王永霖
Yu S.Y., Andrew	余少洋

### (v) Development of Cultural Software to Complement the Project

In the WKCD Project, the development of cultural software is essential to underpin the sustainable operation of the Project. The cultural software consists of technologies, institutions and values interacting with each other within the WKCD development.

Cultural software is historically contingent upon, and continually constructed from older tools of cultural understanding that are applied to new contexts for which they were not originally adapted to. However, by recognizing the transcendent nature of cultural values; recognizing how our cultural software creates partial reconstructions of these transcendent values; and modifying our cultural software in order to understand others (ie learning other culture's historically shaped expectations), we can begin to understand and evaluate our own and others' views on the cultural values of Hong Kong.

We shall be pleased to discuss the above with the Legislative Council in more detail, and to provide further clarification on the above views where required.

Should you have any queries or require further information, please contact our Vice-President, Mr Kyran Sze on 2861 1728.

Yours sincerely

Marco Wu  
President