

## SECTION FOUR DEVELOPMENT BRIEF

### 4.1 GENERAL

4.1.1 This Section comprises the Development Brief for the Preliminary Masterplan (the Brief) and other submission requirements in respect of the Conceptual Design, Broad Technical Assessments and Solutions, and Project and Programme Management. The Brief provides a guide for the preparation of the Preliminary Masterplan for the development of the West Kowloon Cultural District (WKCD). The Brief primarily sets out the development concepts, the components of the Preliminary Masterplan, the development schedule, and the general planning/design requirements. Other submission requirements in respect of Conceptual Design for individual buildings/building clusters, Broad Technical Assessments and Solutions comprising engineering studies and impact assessments, and Project and Programme Management are also provided in this Section.

4.1.2 Proponents are reminded of the **IMPORTANT NOTE** including paragraphs 2 and 3. Proposals which are not in accordance with Government's Baseline should wherever reasonably possible indicate the extent to which they are not in accordance with Government's Baseline and give sufficient information supported where appropriate by reasons.

### 4.2 PRELIMINARY MASTERPLAN

#### 4.2.1 The Scheme Area and Development Area

- (a) The location and boundary of the Scheme Area are shown in **Plan 1**. The Scheme Area is bounded by Canton Road in the east, Austin Road West and the Western Harbour Crossing Portal in the north, and Victoria Harbour in the west and south.
- (b) The Scheme Area is covered by the statutory draft South West Kowloon Outline Zoning Plan (the OZP) No. S/K20/14. It is zoned "Other Specified Uses" annotated "Arts, Cultural, Commercial and Entertainment Uses" to reflect the planning intention of developing the area into such uses. A copy of the OZP together with its Notes and Explanatory Statement is contained in the CD-ROM included in Volume Two of the IFP. The Proponent is, however, reminded that the exact boundaries for the Development Area will be determined before execution of the Project Agreement to conform with the boundaries shown in the detailed masterplan to be drawn up and adopted at a later stage, and the boundaries reflected in the OZP to be gazetted under the Town Planning Ordinance (Cap. 131).

#### 4.2.2 Development Concepts

- (a) As indicated in Section 1.1.3, Government has decided in principle to adopt the concept plan submitted by a team led by Foster and Partners (the Foster Scheme) as the basis for the development of the masterplan of the Project.
- (b) There are certain development concepts and key features of the Foster Scheme that should be retained in the formulation of the Preliminary Masterplan, which are set out as follows:
  - (i) The Canopy as the signature design feature covering at least 55% of the Development Area to create a singular waterfront landmark. Detailed requirements for the Canopy are set out in Section 4.4.2(a) and **Annex 4.5**.

- (ii) The form of the Development as defined by its horizontality and distinctive flowing curved form that does not attempt to compete with, but counterpoints, the tall buildings behind.
  - (iii) The good balance of uses within, and vitality of, the Development Area through provision of a diverse range of arts and cultural facilities clustered in the Cultural Headland at the western end of the Development Area; a dense collection of shops, bars, retail space and entertainment facilities forming the central spine; and office, hotel and commercial uses clustered in the Commercial Gateway at the eastern end of the Development Area.
  - (iv) The continuous promenade along the waterfront for various leisure and recreational uses.
  - (v) The use of design features to create a pleasant open air leisure environment in the space immediately beneath the Canopy.
  - (vi) The provision of substantial green space at podium level in a large park, to be integrated with open space at the waterfront promenade.
  - (vii) The Automated People Mover System running through the Development Area.
  - (viii) The linkages to the surrounding areas with efficient transport and pedestrian facilities.
- (c) The Development should integrate the arts, cultural, commercial and entertainment facilities and the landscaped open space in such a way as to create a district with a distinct cultural flavour that will provide the critical mass needed for continuous development of a vibrant cultural district. Distribution of the various uses should adopt the following principles:
- (i) **Cultural Headland**
    - All the Core Arts and Cultural Facilities, including the Performance Venue, the Theatre Complex, the Museum Cluster, the Art Exhibition Centre and the Piazza Areas should be located at the Cultural Headland, with the Water Amphitheatre at the waterfront. The design of the Core Arts and Cultural Facilities should be architecturally distinguished and create landmarks within the Cultural Headland. Associated commercial outlets such as cafes, bars, gift shops and bookstores supporting the various arts and cultural uses may also be provided in this area. In addition, Other Arts and Cultural Facilities as well as retail and entertainment facilities may be provided here.
    - On both sides of the Water Amphitheatre, office and hotel buildings and other commercial uses may be allowed. Residential uses may also be considered.
  - (ii) **Retail and Entertainment Spine**

A collection of mixed shops, bars, restaurants, retail uses, entertainment facilities, Other Arts and Cultural Facilities and other compatible uses should be provided along the low-rise central spine linking the Cultural Headland at the western side with the Commercial Gateway at the eastern end of the Development Area.

(iii) **Commercial Gateway**

Tower blocks for office, hotel, residential and other commercial uses should be located at the eastern end of the Development Area to form the entrance gateway. Supplementary uses such as Other Arts and Cultural Facilities and commercial facilities like retails, cafes, restaurants, banks and the like may also be permitted.

(iv) **Podium Park, Landscaped Terraces and Promenade**

- Large areas of greenery in the form of a podium park should be provided at the top level of the Retail and Entertainment Spine and the Cultural Headland.
- Landscaped terraces should be provided along the spine edges and gradually rising up from the waterfronts to the podium park level.
- A meandering and continuous promenade should be provided along the southern and western waterfronts for various leisure and recreational uses. Small-scale commercial uses such as kiosks and refreshment cafes may also be permitted in selected parts of the promenade to bring this area to life and add vibrancy and colour to the waterfront areas.

(d) In drawing up the Preliminary Masterplan for the Development Area, the development concepts and key features of the Foster Scheme as set out in Section 4.2.2(b), together with the distribution of uses as set out in Section 4.2.2(c) above should be adopted.

(e) Government considers that certain features of the Foster Scheme require modification, and these are outlined in the following. The key features of the Foster Scheme requiring modification are shown in **Plan 1**. The Proponent is reminded to take special note of these points which should be reflected in its Proposal. The design concepts of the Foster Scheme subject to the modifications as described in this Section shall be deemed to be the design concepts of Government's Baseline. The key development components and their respective GFA for Government's Baseline are shown in **Table 2** under Section 4.2.4(b)(iv).

(i) The location and provision requirements for some of the arts and cultural facilities proposed in the Foster Scheme should be revised. In particular, the theatres should form a complex under one roof (Theatre Complex) to be located at a more prominent location at the Cultural Headland, whereas the Performance Venue should be located at the western side of the headland. For details of the Core Arts and Cultural Facilities, please refer to Section 4.2.5(d). In addition, the Concert Hall, the Community Arts Centre and School of Art as proposed in the Foster Scheme should not be pursued.

(ii) The full external link of the Automated People Mover System (APM) should not be pursued but the Proponent may consider possible extension of the APM to connect the Development Area with the Tsim Sha Tsui area. Please refer to Section 4.4.2(e) for details.

(iii) The “lagoon” proposed in the Foster Scheme should be modified to become a Water Amphitheatre of reduced size that is closed off from the sea. It should be re-designed as a special water feature with a stage in the centre or to one side as necessary and terraced seating to accommodate a wide range of active and passive leisure and entertainment activities. Design requirements for this water feature are set out in **Annex 4.1**.

- (iv) Government requires Proponents to adhere to the Foster Scheme while accommodating it within the existing reclamation as far as possible and avoiding any new reclamation unless there is a compelling need for it. The distinctive curvature on which the concept of a flowing Canopy and a meandering promenade depends should however be retained as far as possible. The proposed modification works to the existing seawall should be minimized as well.
- (v) The marina proposed in the northwestern part of the Cultural Headland should not be pursued. The aquarium proposed in the same location may be considered for provision elsewhere in the Development at the discretion of the Proponent.
- (vi) The “concert bowl” as proposed in the Foster Scheme should be turned into a ‘Leisure Island’ with larger land area and boardwalk provision for leisure enjoyment of the public. It should also serve as a good viewing point. Detailed requirements for the Leisure Island are set out in Section 4.3.6(b).
- (vii) The massive decking over Austin Road West in Foster Scheme should not be pursued. Instead, adequate pedestrian connections in the form of footbridges/subways should be provided at appropriate locations to provide linkage to the adjoining developments north of the site. In this connection, all footbridge/subway proposals including the footbridge proposed alongside the APM above Canton Road in the Foster Scheme should be reviewed.
- (viii) In the Cultural Headland, the decking over of the Western Harbour Crossing Tunnel Portal may be reduced in size. In addition, the extent of the podium park should be reduced to enable the Core Arts and Cultural Facilities to be visually freestanding.
- (f) The site currently occupied by the Tsim Sha Tsui Fire Station Complex at Canton Road immediately to the south of the Commercial Gateway will be included in the Scheme Area for expansion of the Commercial Gateway. The existing facilities of the Tsim Sha Tsui Fire Station Complex to be re-provisioned are as detailed in Section 4.3.5(a).
- (g) The other four prize-winning submissions from the West Kowloon Reclamation Concept Plan Competition (see Section 1.1.2) should be examined for design ideas that can enhance the Foster Scheme as an integrated arts, cultural, commercial and entertainment district without compromising the above development concepts.

#### 4.2.3 Components of Preliminary Masterplan

- (a) The Proponent must submit a Preliminary Masterplan for the overall planning framework to guide the future development of the West Kowloon Cultural District. The Preliminary Masterplan must be supported by Conceptual Design and Broad Technical Assessments and Solutions to ascertain its feasibility for implementation.
- (b) In making a submission, the Proponent must submit the following deliverables:
  - (i) A Development Statement setting out the development concepts and design principles of the proposed Development with a description of the type, nature, function and level of provision of the different uses and facilities proposed, including, where appropriate, those to serve tourism. It must include a development schedule setting out the development parameters including site area, development intensity, Gross Floor Area, building height and number of storeys of the various proposed uses and facilities. It must also include a schedule of the future arts and

cultural facilities (both core and non-core) to be provided including site area, Gross Floor Area, seating capacity (if applicable) and the supporting and ancillary facilities to be attached. In addition, there must be a table setting out the parameters of the GIC and Utility facilities to be provided and/or reprovisioned in the Development Area. Furthermore, a development programme setting out the phases of the Development as well as the total design population must be included.

- (ii) A Master Layout Plan in the scale of 1:2,000 to indicate the layout and use of the various facilities and the disposition of buildings within the Development. Essential features such as the Core Arts and Cultural uses in the Cultural Headland, miscellaneous entertainment and retail uses in the Retail and Entertainment Spine, office and commercial uses in the Commercial Gateway, as well as the landmarks and activity nodes should be indicated. In addition, locations of Pier, major vehicular ingress/egress points, GIC and Utility Facilities, and pedestrian connections in the form of subways or footbridges should also be indicated.
- (iii) A Master Landscape Plan in the scale of 1:2,000 to indicate the hard and soft landscape proposals and the open green space network. The amount of hard and soft landscape works must also be clearly indicated and stated. The different design themes, functions and level of provision of open space to be proposed at the waterfront promenade, terraces and the podium level must be specified. Major elements including types of open space (i.e. public/private and active/passive), types of trees and other plants (function, form, species, size, density), water features, functional spaces, focal points, amenities and special landscape features must be indicated.
- (iv) A Lighting Plan to outline the lighting proposals for the illumination of the waterfront buildings to enhance their aesthetic value and the harbour view during night-time. Proposals for lighting along the waterfront promenade, at various nodal points and at the arts and cultural venues must be provided. In particular, special lighting treatment to highlight the Canopy as a significant feature must be proposed. The proposals may comprise various multi-media and lighting technologies for different light shows. The submission can be supplemented by a plan of appropriate scale with illustrative drawings.
- (v) Floor Plans in the scale of 1:2,000 must be prepared to show the layout and distribution of the major uses and facilities proposed at all levels of the Development, including those showing the main ground level, the typical floor, the level with the APM and the podium park level.
- (vi) At least two Elevations, three Cross-Sections and one Longitudinal Section must be prepared in the scale of 1:2,000 to show the general building profiles, elevations, typical cross sections and open space pattern.
- (vii) Six Perspective Drawings at prominent vantage points to show the built-form and special features of the Development must be produced, including views of the Theatre Complex, Performance Venue, the Museum Cluster, the Art Exhibition Centre, the Water Amphitheatre, the Piazza Areas, the Commercial Gateway, the APM and the landscaped open space network.
- (viii) A Physical Model in the scale of 1:750 as described in **Annex 2.4** showing the proposed Development with the surrounding environment must be prepared, together with a minimum of two Colour Printouts/Photographs of the model to show the aerial views of the entire Development. In addition, two photomontages of the Development should be provided.

- (ix) Display materials as described in **Annex 2.3**
- (c) To facilitate assessment of the Proposals, an Audio-visual Presentation, in the form of a CD-ROM, highlighting key features of the Proposals must be submitted. The CD-ROM must also contain the text and image files of items (i) to (viii) mentioned above. The text file should be produced in Microsoft Word 2000 format, and the image file in both AutoCAD and Microstation format.

#### 4.2.4 Development Schedule

A development schedule for the preparation of the Preliminary Masterplan is set out below.

##### (a) The Scheme Area

The Scheme Area comprises around 40.09 hectares. Its location and boundaries are shown in **Plan 1** and the development constraints pertaining to the area are outlined in **Annex 4.11**. Flexibility is allowed for the Proponent to put forward alterations to the boundaries, having regard to the Foster Scheme and the modifications required under Sections 4.2.2(e) and (f) and shown in **Plan 1**.

##### (b) Gross Floor Area

- (i) The key development components and their respective Gross Floor Area as proposed in the Foster Scheme (with a site area of around 40.64 hectares) are indicated in **Table 1** below.

**TABLE 1**

KEY DEVELOPMENT COMPONENTS	FOSTER SCHEME	
	Plot ratio: 695,000 m <sup>2</sup> /40.64 ha = 1.71	
	GFA (m <sup>2</sup> )	%
Arts and Cultural	271,050	39
Commercial/Office	118,150	17
Hotel/Residential	111,200	16
Retail/Restaurant/Entertainment	145,950	21
Others (to include GIC and utility uses)	48,650	7
<b>Total</b>	<b>695,000</b>	<b>100</b>

- (ii) The Proponent is allowed to propose development with a different intensity and development mix of its choice, with justifications in a Business Plan as required in Section 6.1. This should also be supported by a financial appraisal and technical studies (including a preliminary traffic study and a preliminary environmental study) based on its preferred development schemes to demonstrate its financial viability and technical feasibility. In addition, the design concept, particularly the undulating Canopy and flowing form of the Foster Scheme, should not be compromised as a result of change in the development intensity and development mix.
- (iii) Notwithstanding proposals in the Foster Scheme, Government has undertaken a comprehensive review of the Core Arts and Cultural Facilities to be provided in the Development Area and has decided on the requirements both in terms of the types of uses and their respective scales. In essence, there is a reduction in the GFA for arts and cultural facilities as compared to the Foster Scheme as shown in **Table 2**

below. A detailed breakdown of the revised requirements for the Core Arts and Cultural Facilities is laid down in **Table 3**.

- (iv) The key development components and their respective GFA shown in the following table set out Government's Baseline in accordance with which the Development can be undertaken.

**TABLE 2**

KEY DEVELOPMENT COMPONENTS	GOVERNMENT'S BASELINE Plot ratio: 726,285 m <sup>2</sup> /40.09 ha = 1.81	
	GFA (m <sup>2</sup> )	%
Core Arts and Cultural Facilities*	213,950 (NOFA = 176,160 m <sup>2</sup> )	29.4
Commercial/Office	492,335	67.8
Hotel/Residential		
Entertainment/Retail/Restaurants		
Other Arts and Cultural Facilities		
Others (to include GIC and Utility Facilities – see Section 4.2.5(g))	20,000	2.8
<b>Total</b>	<b>726,285</b>	<b>100</b>

\* Including 6,425 m<sup>2</sup> GFA of shops and catering facilities within the various arts and cultural facilities

- (v) The GFAs are indicated for the purposes of calculating the development intensity as well as for other purposes. In addition to the requirements for the designated function for the Core Arts and Cultural Facilities, a minimum requirement for catering and retail uses is specified for each facility which must also be provided.

(c) **Arts and Cultural Facilities**

A list of the Core Arts and Cultural Facilities is specified in **Table 3** below. For the Museum Cluster, the preferred themes are that of the moving image, modern art, ink and design, as set out in **Table 3** below. Alternative themes may also be proposed but they should be supported by justifications. The Other Arts and Cultural Facilities as indicated in **Table 4** below should also be provided within the Development as appropriate.

**TABLE 3**

<b>CORE ARTS AND CULTURAL FACILITIES</b>	<b>SEATING CAPACITY</b>	<b>NOFA (m<sup>2</sup>)</b>	<b>GFA (m<sup>2</sup>)</b>
<b>(1) Theatre Complex</b>			
(a) Theatre A	At least 2,000	27,455	34,319
(b) Theatre B	At least 800	10,920	13,650
(c) Theatre C	At least 400	3,615	4,519
Subtotal	-	41,990	52,488
<b>(2) Performance Venue</b>	At least 10,000	43,820	54,775
<b>(3) Museum Cluster (preferred themes as stated in (a) to (d)) and Art Exhibition Centre</b>			
(a) Museum of the Moving Image	Around 500 (IMAX Theatre)	20,000	25,000
(b) Museum of Modern Art	-	55,350*	69,187
(c) Museum of Ink	-		
(d) Museum of Design	-		
(e) Art Exhibition Centre	-	10,000	12,500
Subtotal		85,350	106,687
<b>(4) Water Amphitheatre</b>	Around 5,000	5,000	non-accountable
<b>Total</b>		<b>176,160</b>	<b>213,950</b>
<b>(5) At least four distinct Piazza Areas</b>	-	30,000 m <sup>2</sup> site area**	

Note: \* This is the total NOFA of three of the four museums sharing common areas and supporting service areas.

\*\* This is the total site area for the four distinct Piazza Areas. Additional Piazza Areas, if any, may be provided.

**TABLE 4**

<b>OTHER ARTS AND CULTURAL FACILITIES</b>
Commercial and themed entertainment facilities such as circuses, theatres, cinemas, commercial art galleries, art spaces, arts training facilities, workshops and studios.

**(d) Landscape and Open Space for Public Use**

- (i) The total amount of open space for public use provided in the Development should not be less than 20 hectares. It should be provided in various forms and at different levels on or above ground, including a continuous landscaped waterfront promenades linked to the podium parks by terraces to form an integrated urban parkland system in a “forest” setting.
- (ii) To add vitality to the scheme and usage of the open space, a maximum of 10% of the open space provided can be intermixed with compatible commercial uses and activities such as harbour side cafes, bars, alfresco dining, kiosks, souvenir shops and places for fun fairs.
- (iii) A set of general design requirements in respect of the landscape and open space for public use is laid down in Sections 4.2.5(h) and 4.3.7 below.



(e) **Building Height**

The Development should generally follow a horizontal low to medium-rise profile, with the Canopy portion preferably ranging from a maximum of about 130mPD at the Cultural Headland to a minimum of about 50mPD near the eastern end as the lowest part of the Development. Flexibility is allowed for the Proponent to put forward alternative building heights to the high-rise tower blocks at the Commercial Gateway having regard to the overall built-form and environment. The building height proposals should have particular regard to:

- (i) The pre-requisite built-form of the Foster Scheme;
- (ii) The general horizontality of the scheme and the distinctive curvature and flow of the Canopy;
- (iii) The structural stability of the Canopy, span, loading, technical feasibility and its resistance to extreme wind conditions; and
- (iv) No buildings should be higher than the Canopy except for the tower blocks at the Commercial Gateway.

#### 4.2.5 General Planning/Design Requirements

- (a) The Proponent should derive innovative development ideas and a plausible vision for the future use of the arts and cultural district based on Government's Baseline that will maximize the development potentials of the area. The Proposals should be carefully argued and possess such design and aesthetic qualities as befitting an arts and cultural district in a prime waterfront location.
- (b) In drawing up the Preliminary Masterplan, the Proponent should take into account the general planning/design requirements for the various components and facilities of Government's Baseline as detailed in the following sections, which are meant to provide general guidelines for formulating the Preliminary Masterplan. As regards the requirements for Conceptual Design for individual components and facilities, they are separately provided in Section 4.3.
- (c) **Overall Development**
  - (i) The design should aim at a high-quality state-of-the-art development with emphasis on the cultural theme of the district. The arts and cultural facilities should be the major development components of the scheme.
  - (ii) The arts and cultural facilities proposed should be capable of creating a critical mass and a distinct cultural quarter supported by a variety of uses and activities. The overall environment should present a pleasing and leisurely atmosphere with a cultural ambience appropriate for the district.
  - (iii) The Proposals should provide a balanced mix of various uses to provide a self-contained development for tourists, visitors, performers and people working in the Development.
  - (iv) Innovative design ideas should be explored to stimulate day-time and night-time activities throughout the Development.

- (v) Due consideration should be given to the effective pedestrian circulation, vehicular access, loading/unloading, service access and emergency vehicular access as part of the overall planning of the Development. Segregation of pedestrian and vehicular circulation should be achieved as far as possible. Proposals for connections to the Core Arts and Cultural Facilities, and to other facilities such as the Kowloon Park, existing commercial development in the vicinity, the adjacent rail stations and public transportation interchanges should be considered. See also Section 6.7 on traffic, security and crowd control management.
  - (vi) The Proposals should maximize landscape opportunities for greening to achieve a high quality environment in the Development Area through substantial tree planting and proper management and maintenance of all planting area.
  - (vii) The Proposals should incorporate flexibility in the layout and building design to allow scope for future expansion and upgrading to meet changing needs in response to market situations.
- (d) **Arts and Cultural Facilities**

The following Core Arts and Cultural Facilities must be provided within the Development. The provision of the Core Arts and Cultural Facilities is a **MANDATORY REQUIREMENT** (see paragraph 2 of the **IMPORTANT NOTE**). Other than the specified minimum requirement of commercial and retail facilities (e.g. restaurants, café and shops) inside the cultural premises, Other Arts and Cultural Facilities as well as commercial and retail uses may also be provided within the Cultural Headland.

(i) **Theatre Complex**

This building should be designed as a self-contained building and the focal point of the cultural facilities. It is intended for performances of international standard and for holding important ceremonial events including 'state' functions. It should be located north of the Water Amphitheatre with its central location on the north-south axis cutting through the centre of the Water Amphitheatre. Its frontage and foyer areas should face the Harbour commanding a view of the ridgeline of Hong Kong Island. Its design should be of the highest standard and architecturally distinguished. The interior design and décor of the facilities should commensurate with such purposes. It should house three theatres, a banquet hall (for 50 tables) and provide facilities for two resident performing companies. Common facilities, such as the concourse, catering, exhibition areas and rehearsal spaces should be flexibly designed to allow interflow or segregation as the occasions demand. The suggested detailed design requirements are set out in **Annex 4.1**.

- **Theatre A (seating capacity of at least 2,000 seats)**

This facility should be designed as a proscenium theatre for musical theatre, opera, dance, theatrical and entertainment events, conferences as well as important ceremonial events. Ancillary facilities should also be provided to accommodate a large-scale resident performing company (Resident Company 1).

- **Theatre B (seating capacity of at least 800 seats)**

This facility should be designed as a multi-form theatre for drama, dance, musical theatre, other theatrical events and conference. Ancillary facilities should also be provided to accommodate a small to medium-scale resident performing company (Resident Company 2).

- **Theatre C (seating capacity of at least 400 seats)**

This facility should be designed as a flexible studio theatre primarily for drama, with secondary use for small-scale musical theatre, dance and other events.

(ii) **Performance Venue (seating capacity of at least 10,000 seats)**

This is an enclosed multi-purpose venue with flexible demountable seating to cater for mega spectator events, extravaganza and other large-scale cultural and entertainment activities. This facility should be located at the western edge of the Cultural Headland, with one side of it capable of viewing the Harbour.

(iii) **Museum Cluster and Art Exhibition Centre**

The Museum Cluster and the Art Exhibition Centre are to be located at the eastern part of the Cultural Headland. The Museum Cluster should include at least four museums. The physical design of these museums should be state-of-the-art and facilitate the carrying out of core museum functions including acquisition, preservation, exhibition, education and extension programmes. The preferred themes are the moving image, modern art, ink and design. Museums of other themes may also be proposed, with justifications to support the alternative choice. The museums may be housed in separate self-contained buildings congregating to form a cluster, or those with compatible themes may be housed in different wings of the same complex; for the latter, common facilities such as foyer, catering and retail outlets, loading and other services facilities may be shared. **Annex 4.2** sets out the suggested design requirements for each of the museums and the Art Exhibition Centre as a self-contained facility.

- **Museum of the Moving Image**

The Museum of the Moving Image, if adopted, will feature artifacts and fabricated displays on the development of the Hong Kong film industry for the past one hundred years or so, and the theory and technological inventions related to the creation of the moving image. This museum will be provided with an IMAX 3D Theatre of seating capacity around 500 seats.

- **Museum of Modern Art**

The Museum of Modern Art, if adopted, will feature Hong Kong modern art collections in different media and should present in-house and loan exhibitions on contemporary art from international sources.

- **Museum of Ink**

The Museum of Ink, if adopted, will feature collections created in the ink medium, including Chinese painting and calligraphy, ink installation, cross-media art relating to the material medium and concept, and should present exhibitions on these subjects.

- **Museum of Design**

The Museum of Design, if adopted, will feature collections of local design in graphic, product, packaging, fashion and interior design, and should present exhibitions on contemporary local as well as international design and related disciplines.

- **Open Space for Open Air Display**  
There should be generous provision of open space adjacent to and within the museum buildings such as in the form of courtyards and gardens where open air display of sculptures and exhibits could be installed.
- **Art Exhibition Centre**  
This facility will be a self-contained building housing a number of flexibly designed and well equipped exhibition galleries to cater for a wide variety of exhibitions and collections of overseas and local sources.

(iv) **Water Amphitheatre**

This facility should include a special water feature and should accommodate a wide range of leisure and entertainment activities such as daily and special-occasion water, light and laser performances, and passive public aquatic activities. The water area should cover approximately 10,000 square metres. Around 75% of this could be a very shallow reflective pool, with wading area of less than 0.5m deep along the periphery of the water area where visitors could enjoy easy access and proximity to the water in a safe environment. To ensure that water which comes into contact with patrons would not become a public health hazard, water quality of swimming pool standard should be provided as stipulated in the **Schedule of Accommodation and Preliminary Design Brief for Core Arts and Cultural Facilities** contained in the CD-ROM included in Volume Two of the IFP. A stage should also be provided in the centre or to one side as necessary for occasional live performances such as popular and light classical music concerts. Terraced seating of around 5,000 seats surrounding the Water Amphitheatre should be provided. The floor of the water feature should be artistically designed so that when viewed through the depth of the water and enhanced by the ambient light reflection from the water surface, it would present a unique visual experience to spectators.

(v) **Piazza Areas**

- The Piazza Areas should add life and variety to the area, complement the cultural activities accommodated in the purpose-built venues.
- At least four distinct Piazza Areas of a total site area of 30,000 square metres should be provided in the form of multi-purpose event spaces for cultural and entertainment activities. These may require less sophisticated technical set up, or may be served by equipment to be brought in. Examples of such events are a visiting circus, Cantonese opera, mid-autumn/spring lantern festive fair, arts and crafts fair and festival parades. Additional Piazza Areas, if any, may be provided.
- At least two of the Piazza Areas should be located at the Cultural Headland. The distribution of the Piazza Areas should be carefully planned so that they are easily accessible to visitors and the activities organized there do not interfere with each other.
- The Piazza Areas should be provided with suitable landscaping and greenery. When not used for specific events they should be spaces where visitors, both tourists and locals, may mingle, relax and feel welcome.

(vi) **Other Arts and Cultural Facilities**

In order to form a critical mass of arts, cultural and entertainment uses in the Development, arts and cultural facilities other than those specified as “Core Arts and Cultural Facilities” should be provided by the Proponent, who is free to propose the content, mix, scale and location of such facilities. The Proponent is encouraged to partner with local and overseas cultural, community or other institutions or enterprises in the planning and provision of any or all of such facilities so as to widen the scope for community and business involvement. Some examples are circuses, theatres, cinemas, commercial art gallery, art space, arts training facilities, workshops and studios. These facilities may also be intermixed with other entertainment and commercial uses within the Development and be included in the Cultural Headland, the Retail and Entertainment Spine, and the Commercial Gateway.

(e) **Retail/Entertainment/Restaurant Uses**

- (i) The Retail and Entertainment Spine (which may also extend to the lower levels of the Commercial Gateway), with many retail, food and beverage and entertainment facilities serves as a retail route connecting the Cultural Headland with the adjacent existing retail developments.
- (ii) A wide range of commercial, retail, shopping and entertainment centres could be provided. In particular, entertainment facilities of special recreation/entertainment themes should be considered. Restaurants, cafes, bars, and the like may be located along the edges of the terraces to command sea views.
- (iii) Retail and entertainment uses may be provided at the Cultural Headland. In addition, appropriate number of restaurants, bars, cafes, small shops, and such like could be provided in the arts and cultural venues as ancillary facilities at the Cultural Headland.
- (iv) To allow for maximum flexibility, the Proponent is free to put forward entertainment/retail facilities of its own choice including the type, location and level of provision within the Development.

(f) **Commercial/Office/Hotel Uses**

- (i) A majority of the commercial, office and hotel uses is accommodated in the two tower blocks at the eastern end of the Development Area. As a general principle, the majority of these uses should be retained in this locality, though there may be variations to the number, height, disposition and location of these towers as well as the type and level of provision of the commercial/office uses. The tower blocks, being located at the Commercial Gateway of the Development, should be designed as an attractive gateway along Canton Road with distinguished architectural and aesthetic qualities and should integrate well with the Canopy.
- (ii) Government’s Baseline includes a mixture of residential and commercial office uses arranged in two blocks on both sides of the Water Amphitheatre. The Proponent should examine the feasibility and desirability of such proposals and may put forward alternative suggestions and make changes as appropriate but not to compromise the overall built-form and design concepts of Government’s Baseline.

**(g) GIC and Utility Uses**

- (i) There are a number of GIC and Utility Facilities to be provided or reprovisioned in the Development Area. Particular regard should be paid to the location, design, timing and interfacing of these utilities to tie in with the overall development programmes.
- (ii) The following table sets out a list of GIC and Utility Facilities to be reprovisioned and/or provided in the Development Area. For detailed design and locational requirements in respect of the Tsim Sha Tsui Fire Station Complex and the Salt Water Pumping Station, please refer to Section 4.3.5 below. Technical requirements and specifications for the police post, electricity substation structure, public toilets and a refuse collection point are set out in the **Schedule of Accommodation and Technical Schedules for GIC Facilities (other than Tsim Sha Tsui Fire Station Complex)** in the CD-ROM included in Volume Two of the IFP and **Annex 4.3**. Detailed arrangements for handover of these facilities are set out in Section 8.4.2.

**TABLE 5**

<b>FACILITIES</b>	<b>GFA (m<sup>2</sup>)</b>
<b>Reprovisioning Facilities</b>	
Tsim Sha Tsui Fire Station Complex	13,240
Kowloon South No. 2 Salt Water Pumping Station (Please refer to <b>Annex 4.14</b> for retaining, modification or reprovisioning of this facility)	800
<b>New Facilities</b>	
Police post	350
Electricity substation building	500
Public toilets	1,200
Refuse collection point (Please refer to Section 4.3.2 (g) for possible central automated refuse collection system)	570
<b>Contingency Space*</b>	3,340
<b>Total</b>	<b>20,000</b>

\* Note: Contingency space is reserved for provision of other GIC or utility facilities as may be required by Government or as agreed between the Successful Proponent and Government in the Project Agreement according to the needs of the Proposal.

**(h) Landscape and Open Space for Public Use****(i) Design Objectives**

- The overall landscape objective is to maximize the potential of the large waterfront site to have ample provision of open space characterized by high quality design in a pleasant green setting.
- The overall design should aim to provide public areas with a liveable, open-air, festive atmosphere to attract tourists and residents to enjoy various arts, cultural and associated entertainment activities.
- To create quality open space in the urban area as a significant contribution towards the greening objectives of Government.

**(ii) Design Theme**

- A landscape framework for the open space for public use should be formulated in accordance with the development concepts of Government's Baseline, which includes three zones comprising the Cultural Headland, Commercial Gateway and Retail and Entertainment Spine.
- Each zone should include a podium park at top level, spanning across all zones to create a continuous public green space, landscaped terraces at the intermediate levels, and a waterfront promenade at the pedestrian ground level.
- To re-establish a natural landscape to the city with replication of an indigenous forest on natural and ancient topography throughout the entire Development.
- To maintain a long term green structure under the Canopy where naturalization of planting over time would help to shape the organic form and details of the open space for public use in a parkland setting.

**(iii) Level of Provision**

- Total open space for public use within the Development should not be less than 20 hectares. As a broad indicator of landscape and open space provision, there should be area and percentage calculation to show the amount of total open space, total planting areas, planting areas under cover, planting areas in open air and open space without planting.
- A maximum of 10% of open space provided can be intermixed with compatible commercial uses and activities, such as harbour side café, bars, alfresco dining, kiosks, souvenir shops and fun fairs.

**4.3 CONCEPTUAL DESIGN****4.3.1 Design Objective**

The Development must be a prominent landmark in Victoria Harbour clearly visible both in the day-time and night-time, with state-of-the-art arts and cultural buildings under the Canopy, supported by other facilities as described in this Section.

**4.3.2 Key Design Issues**

- (a) The horizontality and undulating form as defined by the Canopy must not be compromised. The general physical disposition of the buildings and facilities under the Canopy should adhere to the design intents of Government's Baseline. No building or structure, except for the towers at the Commercial Gateway, should be higher than the Canopy above it or in its vicinity.
- (b) Support for the Canopy may be integrated with the building structure underneath. Due considerations must be given to the appearance of the supports, its compatibility with the overall design themes of the Development, and the possibility of re-development of the buildings underneath in future without demolition of the Canopy.
- (c) Due consideration must be given to the dispersal of audience after events, bearing in mind that there may be events in several or all the performance venues simultaneously. Access

roads leading to the Development should be so designed to minimize the need for any road closure or road diversion in the vicinity of Canton Road, Austin Road West and Lin Cheung Road when large crowd disperse during events such as fireworks display in Victoria Harbour.

- (d) The whole Development must be barrier-free to all people, including but not limited to visually, auditory and physically impaired persons and elderly people. Appropriate electronic and mechanical systems, tactile and audible aids, ramps, signage and other necessary aids must be provided at suitable locations.
- (e) Specially designed arrival points for VIPs should be provided at the major venues. The design should include lay-by areas for drop-off and pick-up. The landscape areas and podium park must be designed with clear segregation of pedestrian and vehicular circulation.
- (f) Effective way-finding systems must be installed in the whole Development to provide clear indication for the circulation routes to the key areas inside and adjacent to the Development.
- (g) Due consideration must be given to the sustainability of the Development. Sustainable materials, construction methodology, building services system and building design should be adopted as far as possible. Green features such as use of solar panels and other energy-efficient facilities, district cooling system, rainwater and grey-water recycling, central automated refuse collection system and sun-shading device should be explored.
- (h) The design of buildings and building services systems should incorporate environmentally responsible measures to conserve energy, to reduce the consumption of natural resources, to minimize pollution and to promote a healthy and sustainable development of the community. Due consideration should be given to utilize sea water as condensing water for air-conditioning systems. A district cooling system should also be considered as appropriate.
- (i) The design of the building services systems including those of electrical, mechanical and electronic nature should be sufficiently flexible and have spare capacities to facilitate future changes and expansions.
- (j) The design of the building services systems including those of electrical, mechanical and electronic nature should incorporate reliable backup measures/facilities to minimize interruption of services.
- (k) Due considerations should be given to the accessibility and maintainability of the various systems. Durable systems which require low maintenance should be used.
- (l) In general, the lighting design should comply with the relevant national and international standards such as the Chartered Institution of Building Services Engineers (CIBSE) lighting codes.
- (m) In general, the air-conditioning design should be based on the Chartered Institution of Building Services Engineers (CIBSE) design guides and technical memoranda, the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE) Handbooks, and good practice in Hong Kong.

The design criteria of the air-conditioning systems for the arts and cultural buildings should generally be as follows:



	Indoor Condition Summer	Indoor Condition Winter
Auditorium	22°C, 55% RH	20°C, 50% RH
Museum (exhibit & library areas)	22°C, 55% RH	(all year round)
Foyer and other areas	24°C, 55% RH	20°C, 50% RH

- (n) The design of the air conditioning systems, in collaboration with architectural and structural designs, should achieve a good indoor air quality for both comfort and health commensurate with the intended use and standard of the buildings. Consideration should be given to adopt the overall energy approach and demand side control, where appropriate, to achieve indoor air quality requirements in a cost-effective and energy-efficient way.
- (o) The design of the heating, ventilation and air-conditioning (HVAC) systems, in collaboration with architectural and structural designs, should achieve a quiet indoor environment compatible with the intended use of the rooms/areas concerned and in compliance with relevant national and international standards such as design guides issued by the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE) Handbook and the Chartered Institution of Building Services Engineers (CIBSE).
- (p) The design of the various building services installations should comply as far as practical with the requirements of the Codes of Practice for Energy Efficiency issued by Electrical and Mechanical Services Department (EMSD) to achieve good energy performance. The relevant information can be accessed via EMSD's website [http://www.emsd.gov.hk/emsd/eng/pee/eersb/pub\\_cp.shtml](http://www.emsd.gov.hk/emsd/eng/pee/eersb/pub_cp.shtml).
- (q) The design of the Core Arts and Cultural Facilities should make the best practicable use of the latest technology to create intelligent buildings incorporating centralised control and monitoring systems to monitor and control all building services systems and, to ensure convenience, effective use of the services and the buildings, user friendliness, minimization of energy consumption, operating and maintenance costs.
- (r) An extensive CCTV system should be installed to cover all driveways, areas where visitors congregate and major walkways for arts, cultural, entertainment and commercial facilities to facilitate the management of these facilities. The Successful Proponent must facilitate the police in using this CCTV system whenever necessary, including providing direct access to control over all CCTV cameras. The CCTV signals should be capable of being forwarded to a specified police station.
- (s) A public address system should be installed at all major indoor as well as outdoor areas where crowds may congregate. Police must be given access to the use and control of such public address system.
- (t) All electronic displays in public areas within the Development, if provided, should be linked to the management office for the Development to facilitate broadcasting of the following messages:
- (i) Crowd dispersal route for large scale activities; and
  - (ii) Emergency responses to serious fire and other major incidents.
- (u) Radio Signal Transmission Repeaters must be installed to facilitate radio communication for police patrols within the Development.

- (v) The buildings should be provided with modern IT/Telecommunication/satellite TV systems and optical fibre infrastructure networks for the needs of the tenants and operators of the various facilities.
- (w) All building services works must fully comply with all relevant statutory and other legal requirements.
- (x) All building services works including those of electrical, mechanical and electronic nature should comply with the relevant General Specifications issued by Architectural Services Department (ArchSD) and Electrical and Mechanical Services Department (EMSD). Some of the relevant information can be accessed via ArchSD's website <http://www.archsd.gov.hk/english/publications.asp>.
- (y) All building works must fully comply with the laws of Hong Kong including but not limited to the Buildings Ordinance.

#### 4.3.3 Core Arts and Cultural Facilities

- (a) All the Core Arts and Cultural Facilities should be designed, finished, fitted, operated, managed and maintained up to world-class standard. It is required that all the performance venues must be fit for the purpose of performance by top international and local orchestra, ballet, opera, drama and other types of performance groups. The Museum Cluster must be fit for the purpose of holding both permanent and short-term exhibitions of top quality exhibits.
- (b) The buildings must be designed to maximize the benefits of the spectacular harbour view. Due consideration should be given to allowing sea views for key areas such as foyer, banquet room, restaurant and café.
- (c) The potential problems of the existing and future noise and vibration sources such as railways, Western Harbour Crossing, pumping station, electricity substations, transformer rooms, plant rooms inside and adjacent to the Development Area must be carefully assessed and mitigation measures should be provided as appropriate.
- (d) **The Schedule of Accommodation and Preliminary Design Brief for the Core Arts and Cultural Facilities** are provided in the CD-ROM included in Volume Two of the IFP and **Annex 4.1** and **Annex 4.2** for the Proponent's reference.

#### 4.3.4 Other Arts and Cultural Facilities

The Proponent is required to propose Other Arts and Cultural Facilities as part of the Business Plan required in Section 6.1.4. Facilities such as themed facilities, theatres, cinemas, commercial art gallery, art space, arts training facilities, workshops and studios which are complementary to the Core Arts and Cultural Facilities may be considered.

#### 4.3.5 GIC and Utility Facilities

- (a) **Reprovisioning of Tsim Sha Tsui Fire Station Complex**
  - (i) The existing Tsim Sha Tsui Fire Station Complex at Canton Road must be demolished and reprovisioned by the Successful Proponent as a **MANDATORY REQUIREMENT**, and the area relinquished would be included into the Scheme Area to facilitate better planning and to provide a convenient linkage to the adjacent areas.

- (ii) The Successful Proponent will be responsible for the re-provisioning of the existing facilities at the Tsim Sha Tsui Fire Station Complex as follows:
- The Divisional Fire Station, Physical Training Establishment Office and the Ancillary Facilities must be relocated inside the Development Area within the boundary limits as shown in **Plan 13** and to the satisfaction of the Fire Services Department.
  - The Fireboat Station and Fireboat Pier must also be relocated to a suitable waterfront site of the Development Area to the satisfaction of the Fire Services Department.
  - The Tsim Sha Tsui Fire Protection Regional Office, Tsim Sha Tsui Workshop, and Dangerous Goods Stores of the Tsim Sha Tsui Fire Station Complex must be relocated to the site at To Wah Road as shown in **Plan 13** to the satisfaction of the Fire Services Department.
  - The existing staff quarters must be reprovisioned by purchasing residential apartments in appropriate private developments in Kowloon to the satisfaction of Government. The Successful Proponent will be required to enter into a Preliminary Agreement and Formal Agreement for Sale and Purchase to provide for assignment to Government or its nominee and will be responsible for all legal costs, disbursements, charges, stamp duty (if any) so that the units are assigned to Government free of cost.
  - Detailed requirements for re-provisioning of the Tsim Sha Tsui Fire Station Complex are stipulated in the **Schedule of Accommodation and Technical Schedules for Reprovisioning of Tsim Sha Tsui Fire Station Complex** in the CD-ROM included in Volume Two of the IFP and **Annex 4.3**.
  - The Successful Proponent shall reimburse Government the cost for removal of the existing furniture and equipment in the Tsim Sha Tsui Fire Station Complex to the new premises.
- (iii) The Successful Proponent must complete and hand over the re-provisioning works and residential apartments to Government, and allow sufficient time for the removal of all the existing furniture and equipment to the new premises, before demolition of the existing Tsim Sha Tsui Fire Station Complex.
- (iv) The Proponent is required to examine and inspect the site at To Wah Road and its surroundings, and carry out a preliminary feasibility study to verify the feasibility of relocation of the Tsim Sha Tsui Fire Protection Regional Office, Tsim Sha Tsui Workshop and Dangerous Goods Stores to the site. The Successful Proponent will be required to submit a detailed feasibility study report to confirm the feasibility.

(b) **Other GIC and Utility Facilities**

- (i) The existing Kowloon South No. 2 Salt Water Pumping Station, the intake culvert and the associated delivery mains may be reprovisioned to make way for the provision of the Core Arts and Cultural Facilities. The requirements for the reprovisioning works are stipulated in **Annex 4.14**.
- (ii) A police post, an electricity substation structure, a refuse collection point, and a number of public toilets must be provided at appropriate locations in accordance

with the requirements stipulated in the **Schedule of Accommodation and Technical Schedules for GIC Facilities (other than Tsim Sha Tsui Fire Station Complex)** in the CD-ROM included in Volume Two of the IFP and **Annex 4.15**.

#### 4.3.6 Commercial, Entertainment, Retail, Hotel, Residential and Other Facilities

- (a) The Proponent is required to propose the mix of different uses such as commercial, retail, office, hotel, residential apartment, entertainment, and other types of facilities to complement the Core Arts and Cultural Facilities and Other Arts and Cultural Facilities. A Business Plan shall be included in the Proposal as required in Section 6.1 taking into consideration the market needs, compatibility with the other facilities within the Development Area and the adjacent developments, financial viability, needs of the tourists, visitors and arts and cultural organizations as well as the site constraints.
- (b) The Leisure Island should be provided with a small amount of retail, entertainment, food and beverage and suitable leisure facilities to make it a distinctive spot for leisure activities. Consideration should be given to provide observation and viewing points to command spectacular harbour views.
- (c) A Pier should be provided at a suitable waterfront site within the Development Area. A small amount of retail and food and beverage facilities may also be integrated in the Pier. Please also refer to Section 4.4.2(g) and **Annex 4.16**.
- (d) The proposed facilities should be complementary to the Core Arts and Cultural Facilities to achieve the objective of providing a landmark and a state-of-the-art arts and cultural district. A schedule showing details of each type of facilities including their nature, area, category, etc. should be submitted.
- (e) Design and standard of finishes and fittings should be compatible with the overall design of the Development.

#### 4.3.7 Landscape and Open Space for Public Use

##### (a) Uses/Activities

- (i) There should be different types of open space primarily for leisure and passive uses integrated with one another in terms of design and use. Such open space includes the podium park, waterfront promenade and landscaped terraces, all of which may require different treatments.
- (ii) There should be versatile spaces for a wide variety of cultural and entertainment events, some of which may not require any sophisticated technical set up, such as the provision of raised platforms.
- (iii) There should be lookout/vantage points for visitors to enjoy views of Victoria Harbour at suitable locations during different occasions.
- (iv) There should be inclusion of special features such as fountains, cascades, water features, and children's play areas. In addition, a certain level of active recreational pursuits to generate more human activities should be proposed.

##### (b) Design Requirements

- (i) All areas of open space should be safe, functional and aesthetically attractive.

- (ii) All areas of open space should cater for multiple user needs, including people with disabilities.
- (iii) Design of the podium park should take full advantage of the special roof feature, the Canopy, as a shelter to control sun and wind, so that people can enjoy using it as an outdoor environment for relaxation, contemplation, leisure and recreation, while being protected from rain.
- (iv) All areas of open space to be conveniently linked with the primary pedestrian circulation route to form an integrated open space/pedestrian network.
- (v) To demonstrate adherence to the theme of an indigenous forest established on natural and ancient topography, the proposed ground level changes and the proposed scope of planting for the entire site should be illustrated in plans and sections of an appropriate scale.
- (vi) For planting areas located on structural decks, consideration should be given to structural loading allowance due to soil depth and drainage requirements for living plants. All of these allowances, which should be adequate for the planting of trees, shrubs, groundcover plants and grasses, should be indicated.
- (vii) There should be indication of the choice of species, size, density and location of trees and other plants as an important means to achieve visual and spatial integration of the podium park, terraces, waterfront promenade, and waterside parks.
- (viii) The proposal for streetscape elements such as lighting, signage, seats, litter bins, and bollards should be compatible with the overall landscape theme for the whole Development.
- (ix) Due consideration must be given to long-term maintenance. Built-in provisions such as automatic irrigation system, vehicular access for maintenance vehicle, open space at different levels, etc, should be considered.
- (x) Crowd safety factors must be carefully considered in the design of landscape and open space for public use. Blind spots should be avoided. Pressure points should be eliminated where crowd congregate so as to avoid crushing. For instance, wide corridors leading towards narrow doors should be avoided; connection landing between flights of the APM and staircases should be wide enough to accommodate congregation of users in case of blockages at either end. Life-saving facilities (life-saving buoys, quays and other suitable installations) should be provided at suitable intervals along the promenade. Access and parking facilities for large police patrol vehicles and ambulances close to all the major crowd attraction points should be considered. Emergency footpaths should be provided to the podium parks, Piazza Areas, and along the promenade for the purposes of:
  - Facilitating movement of emergency service among the crowd
  - Providing a safe buffer area between the waterfront and the crowd.
- (xi) Management and security systems/arrangements, and provisions for crowd control for special occasions for the open space in the Development must be carefully considered from the outset. All footpaths, walkways and staircases must be brightly illuminated during hours of darkness. Floodlights should be installed in areas where crowds normally aggregate and public activities take place. Please refer to

Sections 4.3.2(r), (s), (t) and (u) for requirements on CCTV, public address, electronic display and radio signal transmission repeater.

- (xii) Public toilets should be located at appropriate locations in the landscaped and open space areas (see the **Schedule of Accommodation and Technical Schedules for GIC Facilities (other than Tsim Sha Tsui Fire Station Complex)** in the CD-ROM included in Volume Two of the IFP). Temporary and movable toilets should also be provided for special events and occasions for which gathering of an exceptionally large number of people is anticipated.

#### 4.3.8 Submission Requirements

The following deliverables of the Conceptual Design shall be included in the Technical Proposal:

- (a) All buildings, structures, open space and landscape design
  - (i) Preliminary building and landscape plans, elevations sections in the scale of 1:500.
  - (ii) Perspectives and computer images for the overall design. (Building forms and settings of the Core Arts and Cultural Facilities in the Cultural Headland must be shown).
  - (iii) Main architectural and landscape themes should be demonstrated in the Physical Models required in Section 4.2.3(b)(viii).
  - (iv) Display materials as described in **Annex 2.3**.
- (b) Core Arts and Cultural Facilities

In addition to the aspects described in Section 4.3.8(a) above, the following shall be submitted for Core Arts and Cultural Facilities:

- (i) A statement on the design philosophy.
- (ii) Submissions as detailed in **Annex 4.4**.

## 4.4 BROAD TECHNICAL ASSESSMENTS AND SOLUTIONS

4.4.1 The Proponent is required to submit Broad Technical Assessments and Solutions to demonstrate the technical feasibility of the Development and propose solutions to mitigate the impact or overcome development constraints.

### 4.4.2 Engineering Studies

The Proponent is required to carry out engineering studies to examine the preliminary feasibility of the Proposal including the following. In addition, display materials as described in **Annex 2.3** shall be submitted.

- (a) To study the design and construction of the Canopy which should be a state-of-the-art signature design feature adhering to the design intents of Government's Baseline, and an unmistakable landmark of Victoria Harbour clearly visible day and night. It should be

designed to create pleasant micro-climatic environments in different areas underneath for the various proposed activities and development of natural landscape without a need for an extensive air-conditioning system. Integration of solar panels as a sustainable energy source should also be explored. The study should take into account the requirements set out in **Annex 4.5**.

- (b) To study the design and construction of the modification of the existing alignments of the seawalls and put forward feasible recommendations. The assessment should take into account the cost implication, the objective to keep the current reclamation as far as possible, the need to re-provision affected existing marine facilities (including fireboat station and public landing steps), to minimize wave reflection in Victoria Harbour, to avoid trapping of debris in the embayed water, the requirements of the Foreshore and Seabed (Reclamations) Ordinance (Cap. 127) as more specifically described in Section 7.5.4, and the Protection of the Harbour Ordinance (Cap. 531) as more specifically described in Section 7.5.5. Recommendation to develop the Leisure Island provided with a minimum 10m wide vehicular access should also be included. The study should take into account the requirements set out in **Annex 4.6**.
- (c) To study the practicality and impact of decking over part of the tunnel portal of the Western Harbour Crossing, and put forward feasible recommendations. The study should take into account the requirements of WHTCL set out in **Annex 4.7**.
- (d) To study the practicality and impact of carrying out works over and around the existing ventilation buildings and associated emergency/maintenance access and infrastructure of the WHTCL and MTRCL and put forward feasible recommendations. The assessment should take into account fire safety requirements and the requirements of WHTCL and MTRCL set out in **Annexes 4.8 and 4.9** including the requirement to maintain the operation of the respective tunnels and their ventilation infrastructure under normal and emergency conditions.
- (e) To ascertain the technical feasibility (in terms of design and construction aspects) of the APM which links stations placed along the east-west axis within the Development and put forward feasible recommendations. The Proponent may also put forward recommendations (supported by feasibility studies) to extend the APM beyond the Development Area to the Tsim Sha Tsui area via alignments over Canton Road and through the Kowloon Park. The requirements for the above study are outlined in **Annex 4.10**. The study should also take into account the relevant statutory and legal requirements set out in Sections 7.5.3 and 7.5.6.
- (f) To study the development constraints and interfacing issues and put forward feasible recommendations to overcome the constraints. A list of possible constraints and interfaces, both existing and planned, has been identified in **Annex 4.11**. The list may not be comprehensive and the Proponent is required to undertake its own investigations and liaise with parties concerned to determine whether other constraints need to be considered. The Proponent is required to include in its Proposal provisions to preserve, modify or re-provision the existing/proposed utilities, and facilities to suit the Development and maintain their functional and operational performance at all times during and after development. In particular, the constraints below should be studied:
  - (i) Proposed Kowloon Southern Link (KSL) tunnel alignment of KCRC traversing the site at the eastern end of the Development Area (Ref. K1 in **Annex 4.11**), sea water cooling system for KSL stations (Ref. K2) and temporary barging points including access (Ref. K3), taking into account the requirements of KCRC set out in **Annex 4.12**.

- (ii) Existing 17.5m wide drainage reserve for an existing twin cell box culvert traversing the site near the Commercial Gateway at the eastern end of the Development Area (Ref. G3), taking into account the requirements of the Drainage Services Department set out in **Annex 4.13**.
- (iii) Existing Water Supplies Department (WSD)'s Kowloon South No.2 Salt Water Pumping Station and intake culvert and 11m wide existing/proposed waterworks reserve (with existing 200mm diameter and 600mm diameter water mains and proposed 800mm diameter and 1200mm diameter water mains underneath) located at the north-western end of the Development (Ref. G1), taking into account the requirements of WSD set out in **Annex 4.14**.
- (iv) Existing/proposed utilities, sea water cooling mains and pumping stations located along the waterfront, taking into account the requirements set out in **Annex 4.15**.
- (g) To study the provision of the Pier for harbour cruise, pleasure craft, and other craft of similar nature operating in the harbour and put forward recommendations including the location and preliminary design of the Pier, the type of vessels that will use it and the services that will be provided, having regard to the requirements of the Foreshore and Seabed (Reclamations) Ordinance (Cap. 127) as more specifically described in Section 7.5.4, and the Protection of the Harbour Ordinance (Cap. 531) as more specifically described in Section 7.5.5 and making reference to the requirements set out in **Annex 4.16**.

#### 4.4.3 Impact Assessments

The Proponent is required to carry out assessments to examine the impact of the Proposals and recommend effective mitigation measures including the following:

##### (a) Preliminary Traffic Study

- (i) The Proponent is required to undertake a preliminary traffic study based on development proposals and parameters to assess the traffic and transport impact arising from the Development in the design years of 2011 and 2016. The Proponent should agree with the Transport Department on the study area, technical details, basic assumptions and methodology of the study.
- (ii) The Proponent is required to make reference to a broad traffic impact assessment study undertaken by Government to assess the traffic and transport implications of the Development on the external traffic and transport network on the basis of Government's Baseline. A soft copy of **West Kowloon Cultural District Traffic Impact Assessment Final Report** is provided in the CD-ROM included in Volume Two of the IFP.
- (iii) Essentially, the preliminary traffic study should include the following:
  - A broad assessment on pedestrian and road systems of the Development should be carried out to demonstrate that the Development will link efficiently with traffic, transport and pedestrian facilities in the study area, indicated by a set of transportation plans in the scale of 1:2,000 including the following:
    - Internal road circulation routing;
    - Pedestrian circulation routing and pattern, including the use of footbridges, escalators and travellers where appropriate;



- Parking space for private cars and coaches (at least 40 coach parking spaces should be provided);
  - Pick up/drop-off areas and taxi ranks;
  - Loading/unloading facilities;
  - Public/vehicular/service ingress and egress (at grade or grade separated);
  - Pedestrian links to adjacent public transport facilities;
  - Service areas with service access suitable for use by container vehicles;
  - Emergency vehicular access and maintenance access, including new provision and reprovisioning of existing access;
  - Alignment of the APM, including stations/stops; and
  - Marine access, including location of Pier and public landing steps.
- The Foster Scheme provides a pleasant and attractive walking environment within the Development. The Proponent should segregate the pedestrian routes from the vehicular access (including the service access roads, emergency vehicular access, vehicle drop-off points, public car parks, goods loading bays and back stage facilities for theatres and auditoria) and properly conceal them from the open spaces and other cultural and commercial facilities. The entire Development should be served by a network of pedestrian routes at each level which provide access between its distinct parts and also link it with adjacent developments to the north and east. The pedestrian routes are complemented by an APM with stations along the primary east-west axis through the Development.
  - In particular, the Proponent is required to study the pedestrian connection with the adjacent MTRCL Kowloon Station, the planned KCRC West Kowloon Station and future developments across Austin Road West. It should be noted that MTRCL has already made provisions for structural supports and the corresponding public passages for three 6-8m wide footbridges across Austin Road West connecting to the MTRCL Kowloon Station development. The Proponent is required to liaise with MTRCL on the detailed connection arrangement and carry out the design, construction and maintenance of the footbridges as part of the Project. The Proponent is also required to liaise with KCRC for the appropriate connection to KCRC West Kowloon Station (including subways and/or footbridges). The Proponent should also provide due allowance for possible pedestrian connections to other future developments across Austin Road West and to review the footbridge proposed alongside the APM above Canton Road in the Foster Scheme.
  - A broad assessment of the traffic and transport impact, including marine traffic impact, arising from the Proposal should be carried out. The study should include a traffic and transport model to assess the impact on the traffic and transport network in the study area and the demand for different modes of public transport. In particular, the study should identify the critical road links/junctions in the study area and liaise with Transport Department to recommend effective, feasible and practical improvement measures (including implementation plan) to mitigate the adverse impact.
  - The Proponent should also take into account the holiday (when special events are held and a large crowd is attracted to the proposed Development) and weekday vehicular traffic/pedestrian flow. In this connection, a preliminary crowd dispersal and control assessment should be separately undertaken to give a practical assessment on dispersing and controlling large crowds during

and after festive events or gatherings (e.g. fireworks display or countdown celebration). In particular, the Proponent should provide a practical assessment of the special requirements for public transport services and facilities in connection with these special events.

- The preliminary traffic study is to demonstrate the preliminary feasibility of the Proposal. Eventually the Successful Proponent should undertake a detailed traffic impact assessment for approval by the Transport Department including, but not limited to, traffic modelling assumptions and methodologies, traffic analyses, forecasts of traffic and public transport demands (including the forecasted abstraction of demand from existing public transport services to the external APM link, if proposed), transport designs, reserve junction capacity calculations, and in particular recommend cost effective, feasible and practical road improvement/traffic management schemes and other mitigation measures for further consideration by Transport Department and other relevant Government departments.
- The preliminary traffic study should also take into account the relevant statutory and legal requirements set out in Sections 7.5.3 and 7.5.6.

**(b) Preliminary Environmental Study**

(i) A preliminary environmental study is required to be undertaken to demonstrate that the Project<sup>1</sup> is environmentally sustainable and will cause no insurmountable environmental problems in implementing the Development. Essentially, the preliminary environmental study should include broad assessments on noise, air quality, water quality and sewerage impact (including the construction and operational impacts) that may arise as a result of the Project. In addition, the noise and air quality impact from the surroundings on the sensitive users within the Development Area should also be studied.

- The objectives of the preliminary environmental study are as follows:
  - to describe the Project and associated works together with the requirements for carrying out the Project;
  - to identify and describe the elements of the community and environment likely to be affected by the Project and/or likely to cause adverse impacts to the Project;
  - to identify and quantify emission sources (noise and air) and determine the significance of impact on sensitive receivers and potential affected uses;
  - to identify and quantify sewerage and water quality impact on nearby waters arising from the Project;
  - to identify whether a risk assessment will be required for retaining, modifying or re-provisioning the Kowloon South No. 2 Salt Water Pumping Station;

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<sup>1</sup> The Project in its present context is a Schedule 3 Designated Project under the Environmental Impact Assessment Ordinance (EIAO) (being an urban development project covering a study area of more than 20 hectares). Eventually the Successful Proponent of the Project will be required to comply with all the statutory requirements under the EIAO during the planning, design, construction and operation stages by completing EIA studies for the Project, and obtaining the Environmental Permit(s) for any Schedule 2 Designated Project(s) prior to their construction on site and eventual operation. The outcomes and recommendations in the environmental study should not be construed in any way to prejudice the statutory process under the EIAO.

- to identify any negative environmental impact and propose mitigation measures to minimize pollution, environmental disturbance and nuisance of the Project;
  - to investigate the feasibility, practicability, effectiveness and implications of the proposed mitigation measures;
  - to identify, predict and evaluate the residual environmental impact (i.e. after practicable mitigation) and the cumulative effects of the Project on the sensitive receivers and potential affected uses; and
  - to identify, assess and specify methods, measures and standards, to be included in the Project which are necessary to mitigate these negative environmental impact and cumulative effects and reduce them to acceptable levels.
- Air Quality Impact
    - The study should recommend an effective means to mitigate the cumulative air quality impact of the Western Harbour Crossing, the tunnel portal (including any partial or full enclosure of the tunnel portal/toll plaza areas), the two ventilation buildings (including their integration into any new building developments according to Government's Baseline), the surrounding road network and other possible emissions (such as from fuel combustion of the proposed hotels and restaurants) on the Development. The Development should provide for adequate dispersion of air pollutants (such as properly locating the exhausts of ventilation buildings outside the Canopy) to avoid causing adverse impacts on air sensitive receivers both under the Canopy and in its vicinity.
    - The study area for air quality impact assessment should generally be defined by a distance of 500m from the boundary of the Development Area. It should however be extended to include major emission sources that may have a bearing on the environmental acceptability of the Project. The assessment should include but not be limited to the existing, planned and committed sensitive receivers and fresh air intake points within the study area. Such assessment should be based on the best available information at the time of the assessment.
    - The air quality impact assessment should include (i) background and analysis of activities; (ii) identification of air sensitive receivers and examination of emission/dispersion characteristics; and (iii) quantitative assessment to ascertain that the air quality under the Canopy and the sensitive receivers within the study area, after the incorporation of the proposed mitigation measures, can meet the Air Quality Objectives (AQOs) in the Hong Kong Planning Standards & Guidelines (HKPSG).
  - Noise Impact
    - The study should recommend an effective means to mitigate the following impact:
      - ground borne noise from the existing Western Harbour Crossing and MTRCL Airport Railway, and the proposed Kowloon Southern Link (KSL) and APM on the sensitive receivers within Development Area;
      - air borne noise impact from the road and marine traffic, the proposed APM and the two ventilation buildings on the sensitive receivers,

- including the residential blocks and open performance venue(s), within and to the north of the Development Area; and
- air borne noise impact from any outdoor performance venue(s) on the sensitive receivers, including the residential blocks, within and to the north of Development Area.
  - The study area for the noise impact assessment should include all areas within a distance of 300m from the boundary of the Development Area and of all work sites proposed under the Project. The study area for airborne noise may be reduced accordingly if the first layer of noise sensitive receivers, closer than 300m from the outer project limit, provides acoustic shielding to those receivers located further away.
  - The noise impact assessment should include (i) background information and existing noise levels; (ii) identification of noise sensitive receivers; and (iii) quantitative assessment to ascertain that the noise levels on the sensitive receivers (including residential developments) within and to the north of Development Area, after the incorporation of the proposed mitigation measures, can meet the relevant noise standards in the Technical Memorandum on Environmental Impact Assessment Process.
  - The assessment should take into account the possible use of the Canopy to block the direct line-of-sight from the sensitive receivers to the proposed open venue(s) as a noise mitigation measure. When designing the Canopy, the reverberation noise impacts on the open performance venue(s) underneath the Canopy should also be considered.
  - Sewerage and Water Quality Impact
    - The study should identify and analyze the adequacy of the capacity of the sewerage system serving the West Kowloon Reclamation, and the requirements for upgrading the system to accommodate the wastewater generated from the Project. The study should also include a broad-brush assessment of the trunk sewers and sewage disposal facilities within the relevant sewage catchment area to analyze the adequacy of the capacity of the sewerage system at the downstream, and identify any upgrading works required.
    - The pool for Water Amphitheatre should be a closed system with water re-circulated through a filtration system. The study should recommend appropriate built-in or portable equipment and facilities for cleaning of algae and weeds, treatment of the off-site water discharge, collection of rubbish in the Water Amphitheatre and maintenance of the filtration system.
    - If there is any dredging and/or excavation work (due to the modifications of the seawall alignment, or the provision of the Leisure Island or the Pier), a preliminary water quality impact assessment should be conducted. The Pier should be designed in such a manner not to restrict the tidal flow in the area. The water quality impact assessment at this stage should be qualitative in nature, and no water quality modeling is required. The study area for the purpose of water quality impact assessment should be within 1,000m from the boundary of the Development Area, plus any existing and planned storm water drainage system and the associated water system in

the vicinity that may be affected by the Development. The impact assessment should address the following:

- collection and review of background information on the existing and planned water system(s) and sensitive receivers which may be affected by the Project
  - identification and quantification of all likely water and sediment pollution sources
  - identification and analysis of all existing and planned future activities and beneficial uses related to the water system(s) and identification of all water sensitive receivers
  - identification of pertinent water and sediment quality objectives and establishment of other appropriate water and sediment quality criteria or standards for water system(s) and all sensitive receivers
  - assessment of the cumulative impact due to other related concurrent and planned projects, activities or pollution sources along the identified water system(s) and sensitive receivers, that may have a bearing on the environmental acceptability of the Project
- Need for Risk Assessment for the Kowloon South No. 2 Salt Water Pumping Station (SWPS) of Water Supplies Department.

The study should contain a simple review of the hydrogen gas generated from the electrolysis process of the SWPS (due to its retention, modification or reprovision), analyze the potential hazard caused by building interaction adversely affecting hydrogen dispersion (including the building ventilation configuration, hydrogen gas production and discharge rates, hydrogen gas concentration and the presence of ignition sources), and determine whether a quantitative risk assessment (QRA) will be required in the Schedule 3 EIA study. If the hydrogen gas concentration exceeds the hydrogen Lower Flammable Limit (LFL) and an ignition source may be present, a QRA will be required. The need for a QRA should be stated in the Project Profile as stated below.

- The preliminary environmental study should contain the following information and details:
  - a brief report on the broad environmental assessments;
  - a Project Profile in accordance with Annex 1 of the Technical Memorandum on Environmental Impact Assessment (EIA) Process to facilitate the EIA Study Brief application;
  - a list of all Schedule 2 Designated Projects identified for the Proposal in accordance with the EIAO;
  - an Implementation Schedule at **Annex 4.17** to list out any mitigation measures that the Proponent considers essential for the assessment of the Proposal; and
  - a self-appraisal form at **Annex 4.17** duly completed.

Note: To facilitate the completion of the study, a discrete list of facilities that have potential adverse environmental consequences is available in **Annex 4.17** for reference.

**(c) Preliminary Marine Study**

- (i) The Proponent is required to carry out a preliminary marine study to assess the impact during construction and operation of the Project including possible effect on the marine traffic, navigation safety and port facility operation in the water areas in the vicinity of Development Area. The study should examine the types of vessels involved and nature of services or activities and recommend practical mitigation measures. The following activities/provisions should be considered in the study:
- China Ferry Terminal and the adjoining breakwater
  - New Yau Ma Tei Typhoon Shelter
  - Yau Ma Tei Public Cargo Working Area
  - Yau Ma Tei Anchorage
  - Reprovisioned fireboat station
  - Reprovisioned public landing steps
  - Proposed Pier
  - Proposed Leisure Island
  - Mooring/private mooring areas
  - Fairways
  - Marine through traffic in the vicinity of the West Kowloon Cultural District
  - Marine traffic using the proposed Pier and public landing steps
  - Proposed seawall modification/re-alignment
- (ii) The preliminary marine study is to demonstrate the preliminary feasibility of the Proposal. Eventually the Successful Proponent will be required to undertake a detailed marine impact assessment for approval by Marine Department.

**(d) Preliminary Sustainability Assessment**

- (i) The Proponent is required to undertake a preliminary sustainability assessment to assess the sustainability implications of implementing the Project based on their submitted schemes and development assumptions. The purpose of the assessment is to assess the sustainability of the Proposal in terms of integrating economic, social and environmental considerations. The assessment should thus cover the economic, environmental and social aspects.
- (ii) In case findings from the sustainability assessment should reveal major problem areas or cross-sectoral issues, the Proponent should consider modifying its Proposal or identifying alternative options so as to better achieve the objective of sustainable development taking into account the economic, social and environmental needs of Hong Kong.

**(e) Drainage Impact Assessment and Water Supply Assessment to be carried out by the Successful Proponent.****(i) Drainage**

The Successful Proponent is required to undertake a detailed Drainage Impact Assessment (DIA) study in accordance with the requirements of Drainage Services Department for “DIA Process for Private Sector Projects” for approval by Drainage Services Department to demonstrate that the Project will not cause an unacceptable increase in flooding risk in areas upstream of the Development. The DIA study should,

inter alia, identify any proposed modifications to the existing drainage network, including box culvert and storm water drains, any proposed new drainage network for the Project and outfall locations. The recommended drainage network should be shown in a plan in the scale of 1:2,000 or larger indicating all key dimensions, invert levels and essential features, including access manholes for inspection and ventilation, water gates (e.g. stop-log) chambers, pump sump chambers, maintenance areas and access, and the like. The Successful Proponent should also include hydraulic analyses to demonstrate the adequacy of the recommended drainage network.

(ii) **Water Supply**

The Successful Proponent is required to carry out a detailed Water Supply Assessment study for approval by Water Supplies Department to assess the demands of fresh and salt water supply for the Project and to carry out a review of the capacity of the existing and planned water supply system. The study should, inter alia, propose measures to meet the demand of water supply for the Project, including recommendations to improve or extend the existing water supply system and the extraction of sea water for flushing through its own flushing water supply system.

## **4.5 PROJECT/PROGRAMME MANAGEMENT**

### **4.5.1 Project Management and Monitoring**

- (a) The Proponent is required to demonstrate capability to implement and complete the Project in accordance with the requirements set out in the Provisional Agreement and Project Agreement. The Proponent should take into account the following requirements in formulating the project implementation proposal.

(i) **Early Engagement of Operation Team**

The Successful Proponent should engage key personnel in the operation team for each of the Core Arts and Cultural Facilities within three months of the execution of the Provisional Agreement so as to specify detailed operating requirements for the designers, assist with the design development and provide independent advice to the Successful Proponent on the final design of the Core Arts and Cultural Facilities.

(ii) **Technical Vetting/Approval by Government**

Apart from statutory requirements whereby approvals are required from various authorities/government departments under the applicable laws of Hong Kong, Government, as a contracting party, has an interest in ensuring that the design of certain key components fulfills the requirements set out in the Provisional Agreement and Project Agreement. The Successful Proponent is required to submit the following to Government for vetting/approval:

- master layout plan, master landscape plan, and development schedules
- schematic design<sup>2</sup> of the Core Arts and Cultural Facilities, the Canopy and, as required, other essential architectural features

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<sup>2</sup> Schematic design should consist of a narrative of design intent, drawings showing spatial arrangements and appearance, details of major works including temporary works, schedules of accommodation and equipment, outline specifications, color scheme and material samples, preliminary services schematics and configuration, interface schedules and coordination plan, energy studies and calculations, design codes and standards, design parameters and analysis method to be used.

- detailed design and specifications of the GIC and Utility Facilities and other facilities, if any, to be handed over to Government
- basic design<sup>3</sup> of all other Development Works

**(iii) Programme/Progress Monitoring by Government**

The Proponent should establish an effective monitoring system for programme/progress management including regular programme implementation meetings and submission of progress reports and reports on change of control over programme and approved design.

**(iv) Appointment of Independent Checker**

The Successful Proponent will be required to enter into an agreement with an Independent Checker on terms approved by Government. Except for those items of work where statutory approvals are required, the Independent Checker should carry out an independent check/certification of the following:

- For masterplans, Core Arts and Cultural Facilities, Canopy and GIC and Utility Facilities
  - checking of any design carried out by consultants and/or Contractors including all drawings and specifications to ensure that the same are in accordance with the specifications and requirements of the Project;
  - certification of completion of key/critical stages/milestones in the construction process where work may not proceed further without prior notification by Government; and
  - certification of the completion of the Development Works in accordance with the requirements of the Project.
- For other Development Works
  - checking of the basic design to ensure that the design is in accordance with the specifications and requirements of the Project.

**(v) Employment of High Quality Design Teams**

Well experienced and competent design team(s) should be engaged by the Proponent for preparation of the Proposal and by the Successful Proponent for performance of its obligations under the Provisional Agreement and Project Agreement. Minimum qualifications and required experience of the key design team members are set out in **Annex 4.18**.

- The planning and design team should include, as a minimum requirement, a planning consultant, an architectural consultant, a structural engineering consultant, a quantity surveying consultant and a building services engineering consultant.
- The specialist design team for arts and cultural facilities should include

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<sup>3</sup>Basic design should consist of a narrative of design intent, drawings and outline specifications, sufficient to indicate spatial arrangements, vehicular/pedestrian circulation patterns, materials and appearance.



specialist consultants on theatre planning, theatre design, theatre acoustics, theatre noise control, museum planning, museum design and exhibition fabrication and museum security system design.

(b) The Proponent is required to submit the following in respect of project implementation:

(i) **Preliminary Project Management Organization Structure**

The preliminary project management organization structure should identify all key personnel for the delivery of the Project including Project Manager, design team, construction team, operation team, Independent Checker and Contractors/service providers and should clearly define the areas of responsibilities and procedures for communication between all such personnel.

(ii) **Details and Composition of Design Team**

The details and composition of design teams engaged for preparation of the Proposal and to be engaged for performance of obligations under the Provisional Agreement should include the organization (chart with duties stated) and key managerial/professional staff (names, qualifications with dates, and experience). Separate information in respect of the planning and design team and the specialist design team is required. Government may consider bona fide changes to the composition of any design team after the submission of Proposal. All revised design team members are expected to possess equivalent or better qualifications/experience than those originally submitted.

(iii) **Preliminary Project Management Plan**

The preliminary project management plan should contain details of the Proponent's proposals for managing the implementation of the Development Works, taking into account the obligations of the Successful Proponent as referred to in Sections 7.2 and 7.3.

(iv) **Preliminary Quality Plan**

The preliminary quality plan should outline the quality management system and quality assurance procedures embracing all activities of the Proponent and the key personnel identified in the Preliminary Project Management Organization Structure responsible for quality management and assurance.

#### 4.5.2 Preliminary Implementation Programme

(a) The Proponent is required to take into account Government's objective that the Core Arts and Cultural Facilities and the APM should be completed and brought into operation in stages between early 2010 and end 2012 and other programme requirements as detailed in Section 1.3 and submit a preliminary implementation programme in Gantt Chart in Microsoft Project format showing the duration and progress of major and critical planning, design and construction activities and other activities related to the timely commencement of operation of the Core Arts and Cultural Facilities together with their interrelationships. The programme should clearly identify the critical paths, different work stages and/or phases, milestones and key dates. In addition, separate sets of programme for the individual Core Arts and Cultural Facilities and the APM, the Canopy and reprovisioning of Tsim Sha Tsui Fire Station Complex should be provided.

- (b) The programme should also be accompanied by a narrative statement describing programme activities, assumptions and logic, and highlighting the Proponent's perception of the major constraints and critical areas of concern in the organization, planning, design, construction, completion of the Development Works. Possible critical problems, which should be highlighted in the programme, include reprovisioning of the Tsim Sha Tsui Fire Station Complex before construction of the tower blocks at the eastern end of the Development Area, interfacing with KCRC Kowloon Southern Link tunnel construction and possible reprovisioning/modification of WSD's salt water pumping station before construction of the Core Arts and Cultural Facilities at the northwestern part of the Development Area.

**- End of Section Four-**