



Image: West Kowloon Cultural District Authority

Concept, planning and governance for one of the world's major cultural precincts.

> THE CONTEXT

In alignment with many Asian cities leading the way in economic and cultural leadership, Hong Kong has transformed itself through strong investment in significant cultural infrastructure and precinct planning.

The West Kowloon Cultural District is a signature cultural project for Hong Kong: occupying 40 hectares, it blends art, education and open space and is home to several major Performing arts venues, studio theatres, a world-class contemporary art museum and public parks. A Development Plan for the District, based on Foster + Partners Conceptual Plan, was approved in January 2013, opening to the public in stages from 2016. The vision was to create a vibrant cultural quarter for the city where the local arts scene can interact, develop and collaborate.

> THE PROJECTS

Positive Solutions undertook multiple projects, first supporting the development of a masterplan and concept for the district, working with GHK (now ICF) and Norman Foster Architects, later working with GHK and Deloitte on financial modelling for the Cultural District (2006-2008) and then collaborating with GHK and human resources firm Hays on designing the organisational structure for the West Kowloon Cultural District Authority (2008-2009).

> OUR APPROACH

As part of the mode of governance project, we reviewed the WKCD Authority Ordinance and the recent recommendations from their consultative committees, in order to determine the best governance arrangements for the Performing Arts Centres in the district. We undertook benchmarking of venues in mainland China, Taiwan, Singapore, Australia, the UK and the USA. All were selected to reflect the venue types specified for the Cultural District. We interviewed and consulted with both government and non-government stakeholders in Hong Kong and attended Public Engagement consultation sessions before making our recommendations.

> THE RESULTS

We produced a report with recommendations on the mode of governance for each of the performing arts venues in the district, in relation to the type of operator and taking into account the site-wide functions and implications of each element. Our advice included considerations around contractual and funding arrangements, the selection of resident companies, the measurement and monitoring of success and other elements for effective governance.

SEE ALSO:

- > [West Kowloon Major Arts Development](#)
- > [Tai Po Arts Centre Development](#)
- > [Hong Kong Jockey Club Grant-Making Strategy](#)