



Central Police Station redevelopment, Hong Kong

The Central Police Station compound dates back to the mid-nineteenth century and comprises three groups of magnificent buildings - the Central Police Station, the former Central Magistracy, and Victoria Prison – built between 1841 and 1914. Some of the first colonial structures built in the first year of British rule were located on the site and subsequent extensions or alterations over the last century and a half reflect the social, political and operational changes in Hong Kong. Architecturally they are mainly in the Victorian/Edwardian Colonial style and are the only surviving group of late-19th and early-20th century buildings in the city centre.

They were declared monuments under the Antiquities and Monuments Ordinance in 1995 because of their historical significance. The buildings have not been in regular use since the site was decommissioned in 2006.

The Central Police Station project involves restoring the buildings for adaptive reuse into a centre of heritage, arts and leisure facilities for the local community and overseas visitors. The redevelopment plan takes into account the nature of existing features and proposes adapting them into spaces that encourage community participation. The prison yard and the police parade ground would also be preserved and will be converted into public open areas and alfresco dining areas.

Two new structures will be erected on the upper platform area to create a 300-seat multi-purpose performance venue and a two floor contemporary arts gallery with a cafe and links to a third gallery in one of the existing adjacent buildings.

Evans & Peck's role

Evans & Peck was engaged by the Hong Kong Jockey Club, a not-for-profit organisation, to prepare a complete business and operational plan for the revitalisation of the Central Police Station compound. This involved

- evaluating options for the governance of the arts
- evaluating how the arts would be funded
- developing options for raising commercial revenue to subsidise the arts displays and performances
- analysing the cost of maintaining the site until it becomes self-funding
- developing a full operations plan for the new organisation
- financial modelling.

Evans & Peck partnered with real estate group Knight Frank to evaluate the potential rental yields, the best use of the space including retail, food and beverage, arts and heritage spaces and how they could be packaged into leasing packages for both commercial and non-commercial operators.

FACTS AND FIGURES

Client: Hong Kong Jockey Club

Project value: HK\$1.8 billion
(US\$230 million)

E&P involvement: 2010 - 2011

Results

Evans & Peck suggested creating an independent charitable arts foundation to which the Jockey Club, other organisations and the public could donate, to support the arts activities on the site.

The operations plan for the new organisation was very comprehensive and included organisational structure, staff numbers, salary levels, budgets for both the three-year pre-opening period and post opening operations, marketing budgets, branding budgets, and recommendations on operational outsourcing for facilities management, payroll, accounts, information technology, etc.

Transforming a disused 19th century compound into a vibrant heritage, arts, cultural and tourism hub

