

II Project Information

Project Title (in English) Creative Media Development Centre	Project Title (in Chinese) 創意媒體發展中心
A. Project Summary	
<p><i>(please provide an executive summary of the project proposal in no more than 500 words).</i></p> <p>The project “Creative Media Development Centre (CMDC)” is to set up a multi-function studio that can provide professional environment for the sub-degree and top-up degree students in developing their creative talents and innovation capabilities that are needed for the development of creative and digital entertainment industries in Hong Kong. The vision of CMDC is to provide our students with simulated creative professional training environments and preparation in the Digital Entertainment, Film, Creative Arts, Mobile Applications, Game Design, User Interface Development and other Creative Industry Sectors. These anticipated beneficiaries will be around 850 sub-degree and 34 degree students out of 3,800 full-time students of our School.</p> <p>There are 5 components in this CMDC: Video production studio enhancement (3D video shooting / workstation), Photography studio, 2D / 3D studio, Audio studio and Render farm. These can provide a full production flow of visual, animation and audio recording, editing, compositing and digital entertainment programming. CMDC will benefit students of different digital entertainment-related courses on mobile games and other new device-enabling technologies, new media, graphic arts, animation, web page design, digital imaging, and visual communication. Students will be given opportunities to produce challenging media projects to sharpen their professional skills needed in creative media and to demonstrate their related technological proficiencies, for example, video compositing, audio mixing, post production effects, animation techniques and development of software programming in digital entertainment.</p> <p>In short, CMDC will facilitate students to compete in various digital-related contests, to showcase their creative talents in print and electronic media, to further personalize their career portfolios and to enhance their future employability or further studies.</p>	

B. Project Objectives

(Please identify the needs of the target recipients and explain how the project aims to address the needs).

Introduction

The HKSAR Chief Executive 2009 policy address aims to bolster six economic pillars as key GDP & employment drivers for the future growth of Hong Kong. In particular, the “Cultural and Creative Industries” pillar will be shaping HKSAR creative industries and acting as an impetus for the Pearl River Delta’s creative industries. Thus, the dedicated office “CreateHK”, paralleled with the “CreateSmart Initiative” and “DesignSmart Initiative”, are set up to expedite the development of HKSAR regional creative industries. According to the findings of the World Intellectual Property Organisation in 2008, creative industries contribute 4.5-6.0% to GDP and 3.0-9.0% to employment, whereas in US, the pioneer of the creative industries, these figures go to 11.12% and 8.49% respectively. However, the current Hong Kong figures are at 3.9% of GDP and 4.9% of employment with much room for further growth. In addition, the Closer Economic Partnership Arrangement (CEPA) will stimulate the demand for Hong Kong creative talents both locally and in mainland China. Thus, CMDC will be an indispensable and urgent facility of providing higher education training for the future creative talents in Hong Kong.

Needs identification

1. 3D Video Production Studio

In recent years, high definition and 3D broadcasting are increasingly popular in Hong Kong. CUSCS is offering six Higher Diplomas and two Top-up degree programmes in areas of digital media, film and animation production, 3D animation, special effects, and video and audio production. Upgrading the computer and video equipment with new facilities as proposed is essential for training post-secondary students in these professional areas.

2. Render Platform

Hong Kong Film Development Council declared to establish Hong Kong as the leader of 3D production in Asia. CUSCS’ facilities need to be improved to meet the 3D production needs for both video and animation professional training. Render server farm is an essential tool to cope with the demanding 3D rendering jobs.

3. Professional 2D / 3D Illustration Equipment

The lack of drawing tools and sculpting directing on screen is one of the major reasons that hinder students’ learning and practicing on digital illustration.

4. 2D / 3D Studio

Computers and AV systems specializing in the development of interactive computer-input driven works can enhance the production of 3D modeling; there is a need for a studio equipped with computers and abundant space for the development of physical construction, e.g. craft-type and molding type of works.

5. Audio Recording and Mixing Studio

Providing an audio recording and mixing platform can enhance video and animation production that meet industrial standards. Creative media and multimedia courses require professional equipments to produce high-standard sound effects in production.

6. Increase the power and quality of IT equipments

Nowadays, students need professional training environment in creative activities using IT-enabled devices in various new media industries. Enrolment numbers of CUSCS’ Higher Diplomas and Top-up Degrees in creative media programmes were increasing in last few years; thus a funded CMDC will definitely benefit these students.

7. Improve students' software development skills in digital entertainment

Web and mobile contents are prevalent in various media, such as video, mp3 and mini-game. To provide good and professional training, hardware equipments must be powerful enough for multimedia content editing and production.

8. Creative market needs are moving and expanding fast; Hong Kong cannot afford to miss

Mobile phone applications market is expanding rapidly; cross-platform software applications development is essential for different mobile activities such as mobile games and interactive contents on mobile devices. More powerful PC platform is needed for effective production.

C. Outcomes and Deliverables of Project

(Please include the expected number of target beneficiaries and explain how they will benefit from the project).

Total number of Higher Diploma & Top-up Degree students in creative media and related areas:

Graphic Design Students	425
Creative Media Students	306
IT-enabled Creative Media Students	153

Thus, the target benefiting students are about 884 students.

Benefits of each functional component of CMDC are:

Video Production Studio (advanced level) will:

- Facilitate video production in High Definition format,
- Provide a professional and real-life shooting environment, and
- Help create more inscribable movie and interactive arts by using 3D video shooting equipment;

Photography Studio will:

- Provide updated equipment for photography lessons,
- Facilitate learning with studio equipped with backdrops and lightings,
- Provide professional scanners, A3 colour printers and plotters as output centre, and
- Support digital photo retouch software and work stations;

2D / 3D Studio will:

- Provide updated equipment for 2D / 3D graphic, modelling and animation production,
- Facilitate the production process with professional input and output devices, and
- Provide abundant space for students as workshop area during the production process;

Audio Recording Studio will:

- Provide advanced equipment for production of sound effects,
- Provide high-quality digital recording in professional acoustic production,
- Facilitate video shooting such as sound duping or syncing, and
- Enhance acoustic mixing with a surround reproducing platform;

Render Farm will:

- Improve video generating speed,
- Facilitate animation frame by frame rendering,
- Centralize the video and animation production process, and
- Achieve state-of-the-art image quality with real-time visual effects;

Direct Drawing Screen Panel will:

- Provide digital drawing tools procurement, and
- Provide a user-friendly platform for drawing and sculpting;

PC Workstation Lab will help all Higher Diploma students of the School as it:

- Provides a mobile phone and web application development system,
- Provides a graphic design tool,
- Provides a video and audio capture platform,
- Provides a digital visual and audio editing system,
- Provides a 3D video production platform, and
- Improves special effect compositing efficiency.

D. Implementation Details

The “Creative Media Development Centre (CMDC)” project will be implemented in three stages, Definition Stage, Construction Stage, and Deployment Stage

Definition stage (1 Oct to 31 November 2011)

A Project Steering Committee and 5 Project Teams will be formed to oversee from planning to implementation of this project. Technical requirements, industrial standards, systems and equipment adaptabilities will be analyzed to produce the final specifications for procurement. The procurement process will adhere to the University’s guidelines.

Construction Stage (1 May 2012 to 30 Aug 2012)

1. To find the suitable venue for the PC workstation lab and a big room to house various studios,
2. To purchase the systems and equipments,
3. To set up computer systems and digital drawing screens,
4. To design and construct various studios, and
5. To design the network between PC workstation lab and various studios;

Full Scale Deployment stage (1 Sept to 31 Dec 2012)

The Creative Media Development Centre will be launched. Professional technicians will be employed to maintain the operation of both the equipment and the systems. Project evaluation and review will be conducted.

E. Implementation Schedule <i>(Please extend this table if necessary.)</i>		
Estimated start date of project: <u>1 Oct 2011</u>		
Action <i>(please indicate key milestones)</i>	Timeframe	Cash flow Requirement
Project Organization and Planning <ul style="list-style-type: none"> - To form the Project Steering Committee - To form 5 project teams (Video, Photography, 2D/3D, Audio, Render Farm and IT) - To determine technical requirements, including blue-screen techniques, lighting setup, audio mixer, audio studio, network systems, software, hardware and services 	1 Oct - 30 Nov 2011	N/A
Tendering and Evaluation (Video Equipment) <ul style="list-style-type: none"> - To request quotations for: <ul style="list-style-type: none"> *3D shooting equipment *Video equipment *light equipment *Boom mic *Cameras Bodies and Lens - To evaluate the quotations and bids based on the predefined evaluation criteria - To order and deliver those equipment 	1 Dec 2011 - 30 Feb 2012	\$306,000
Tendering and Evaluation (All Studio Construction) <ul style="list-style-type: none"> - To request quotations for software and hardware - To confirm purchase of software and hardware - To invite bids from qualified tenders for photography studio, audio studio and 2D/3D studio construction - To evaluate the quotations and bids based on the predefined evaluation criteria - To award contractor(s) for those projects Audio Studio Construction <ul style="list-style-type: none"> - To order and deliver the audio control panel - To test environment - To conduct knowledge transfer training for CUSCS technicians and instructors in-charge - To deliver the studio Video Studio Construction (advanced level) <ul style="list-style-type: none"> - To order and deliver lighting and 3D shooting equipment - To install equipment and to test environment 	1 May 2012 - 30 Aug 2012	\$1,539,000

<ul style="list-style-type: none"> - To conduct knowledge transfer training for CUSCS technicians and instructors in-charge - To deliver the studio <p>Photography Studio</p> <ul style="list-style-type: none"> - To order and deliver photography backdrops, cameras, lighting equipment - To deliver the studio <p>PC Workstation Installation</p> <ul style="list-style-type: none"> - To order and deliver the PC system and digital drawing screen panel - To setup PC workstations & install software - To final test for total delivery <p>Animation Render Farm</p> <ul style="list-style-type: none"> - To order and deliver workstations - To install software - To test environment <p>2D/3D studio</p> <ul style="list-style-type: none"> - To construct studio - To order and deliver digital output equipment 		
<p>Deployment of Creative Media Development Centre</p> <ul style="list-style-type: none"> - To customize additional features needed - To final check the full system and network of the Centre 	1 Sept 2012 – 31 Dec 2012	N/A
<p>Project Evaluation and Review</p> <ul style="list-style-type: none"> - To evaluate the deliverables, outcomes and effectiveness against the project objectives - To prepare and submit the final financial report and audited accounts to EDB - To prepare and submit the final evaluation report of the project to EDB - To settle Auditor's Fee 	1 Jan 2013 – 31 Mar 2013	\$20,000

Estimated completion date of project:

31 Mar 2013

F. Project Budget			
Projected Expenditure <i>(Please provide detailed breakdown under each item)</i>	Amount in HK\$		
	Year 1	Total	
a. Manpower		\$0	\$0
b. Equipment / Facilities	<i>Equipment</i>	<i>Estimated Qty</i>	<i>Estimated Amount</i>
	Professional 3D Stereo video recorder	4	\$64,000
	Professional Video recorder	4	\$115,200
	Tracks / Steady Cam gears x 2/ 3D monitor	2	\$110,000
	LED lights + Stands // Reflectors	4	\$24,000
	Stereo Mic + Pole	4	\$20,000
	Camera Bodies	4	\$40,000
	Camera Lenses	8	\$48,000
	HiFi Recording Microphone System	1	\$40,000
	Digital Audio Mixing Console	1	\$65,500
	Rendering Server (MiniTower)	3	\$64,770
	AV Files Server	1	\$24,500
	PC Workstation	28	\$604,800
	CintiQ21UX Screen Drawing Panels	12	\$252,000
	24" LCD Monitor	22	\$81,378
	Professional Photo scanner	1	\$22,388
	Digital Scanner	2	\$9,176
	Color LaserJet	1	\$16,288
	Digital plotters	1	\$33,000
	HiFi Recording Room setup		\$30,000
2D/3D video studio construction		\$180,000	
			\$1,845,000
c. Services	Project Management and coordination services provided by CUHK project management and coordination of various activities including, but not limited to,; <ol style="list-style-type: none"> 1) Prepare business and technical requirements of the proposed Centre; 2) Conduct the tendering exercise and prepare the tender evaluation report; 3) Manage and coordinate the project activities between contractor(s) and CUSCS stakeholders in defining user requirements, user testing and project deployment; 4) Prepare and deliver the training workshops and materials with the contractor(s); 5) Coordinate various technical and user testing in acceptance of all deliverables and outcomes from Contractor(s); and 6) Conduct post-implementation review in financial, technical and user aspects after completion of the project. 		Cost to be borne by SCS
d. General Expenses			
e. Others (e.g. auditor's fee)	Auditor's Fee		\$20,000
Total Expenditure :			\$1,865,000

Projected Income	Amount in HK\$					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
a. (e.g. fees received)						
b.						
c.						
Total Income :						\$0

Sources of Funding

- a. Amount of grant sought under this application: HK\$ 1,865,000
- b. Other sources of funding (*this may include donations, contributions from the applicant/its parent organization, etc. Please give the name(s) of the sponsor(s), the amount of funding, and indicate whether the funding has been secured.*):
- (i) NIL
- (ii) _____
- (iii) _____
- ... _____

G. Monitoring and Self-evaluation Mechanism

Monitoring will be supported by the implementation framework as outlined in implementation details above during the whole project.

Self-evaluation will be conducted in a systematic and regular manner in alignment with the project objectives. It will be a process of continuous improvement and will take place during and after the implementation. Mid-term evaluation will be focused on possible modifications to the project implementation (quantitative) while final evaluation will be focused on the further improvement for future activities (qualitative).

A Project Evaluation Team consisting of senior management member(s) and representatives of the School will monitor the evaluation.

H. Management Support and Key Personnel Involved

A Project Steering Committee on the implementation of this project will be formed to monitor project progress and ensure that all milestones and deliverables are completed and delivered satisfactorily. The Committee will be composed of the senior management team and representatives from the School. Roles and responsibilities of this Committee include:

- ◆ Authorizing commitment of project resources;
- ◆ Providing overall guidance and direction to the project;
- ◆ Reviewing and approving resource plans of individual project stages;
- ◆ Endorsing each completed stage and authorizing the start of the next stage;
- ◆ Ensuring that all products are completed and delivered satisfactorily;
- ◆ Ensuring that all acceptance criteria have been met or otherwise agreed upon;
- ◆ Deciding on the recommendations for follow-up actions and the passage of them to the appropriate authority; and
- ◆ Authorizing project completion.

Project Steering Committee consists of following persons:

✧ **Project Leader/Manager:**

Dr. DIU Chin Kee (Division Head)

- Overseeing the whole project and co-ordinating resources commitment.

✧ **Project Members:**

Mr. WONG Ka Kin (Instructor)

Ms. HO Mo Ching (Instructor)

Mr. Chu Shun (Instructor)

Mr. Jackey Cheung (Instructor)

Mr. Yau Kwan Pang (Instructor)

Mr. WONG HoYin (Course Co-ordinator)

- Co-ordinating and administering the project;
- Managing technical issues; and
- Providing and facilitating activities necessary for project completion.

Dr. NGAN Chi Wang (Senior Instructor)

Mr. CHICK Chi Hung (Instructor)

- Providing advices on mobile activities such as mobile games & phone Apps development; and interactive contents on mobile devices; and
- Preparing recommendations for follow-up actions.

Mr. HO Wai Yin (Senior Manager, Information Technology Service Division)

Mr. CHING Chun Kit (Manager, Information Technology Service Division)

- Formulating project plan and monitoring progress; and
- Managing information technology aspect of the project.

In addition, the project leader will lead a project team to implement the project. Roles and responsibilities of project manager and his team include:

- ◆ Formulating project plan and monitoring progress;
- ◆ Managing the delivery, installation integration, products testing and training;
- ◆ Ensuring that risks are being tracked and mitigated;
- ◆ Ensuring that any outstanding issues are documented and passed on to appropriate bod(ies);
- ◆ Managing the project team and monitoring project finance and payments;
- ◆ Implementing change control and any required management procedures;
- ◆ Resolving crisis and conflicts during the entire project life cycle;
- ◆ Ensuring that all deliverables are produced to the required level of quality and are delivered on time and within budget;
- ◆ Conducting post-implementation review after system production;
- ◆ Preparing recommendations for follow-up actions; and
- ◆ Engaging in any activities which are necessary for satisfactory completion of the project.

I. Special Justifications if the Grant Sought Exceeds \$2 million

N/A

III Other information

1 **Project Sustainability** *(If applicable, please describe how the recurrent expenditure involved will be met after completion of the proposed project)*

It is expected CUSCS will allocate its own resources to support on-going operations of Creative Media Development Centre.

2 **Preparatory work done** *(If any)*

3 **Past experience in organizing projects of similar or relevant nature and achievements** *(If any)*

CUSCS is offering five Higher Diploma programmes in creative media related disciplines. Students can benefit from the strong and concrete background on both academic knowledge and industrial experiences among our instructors and programme team.

HD in Multimedia and Creative Advertising started in 2010 academic year. Students learn how to generate ideas, concepts, proposals and solutions independently and collaboratively. Students will also be equipped with skills in developing advertising and marketing activities through state-of-the-art technologies to gain competitive advantages of the digital power.

HD in Digital Animation and Creative Media was launched in 2005; the purpose of this Programme is to provide fundamental knowledge of animation and multimedia process for students, including script writing, storyboarding, character design, video production, audio production, 3D effects and post-production process.

HD in Computer Game Development was launched in 2004; this Programme aims at providing sound theoretical knowledge and practical skills of game development. Students can learn the whole process of game development, including game design, game construction, Artificial Intelligence (AI), 2D/3D graphics programming and the interaction between human and computer.

HD in Network and Mobile Computing started in 2004; the Programme is to equip students with sound knowledge of networking and mobile computing. Students can learn not only fundamental knowledge of computer and network architecture, but also the most updated technologies on both mobile software application and social network application development.

HD in Commercial Design began in 2003; the objectives of this programme are to provide comprehensive design training for students and to develop creativity aptitude among students.

Apart from programme offerings in creative media and related disciplines, CUSCS has demonstrated a successful track record on the completion / semi completion of two IT related projects funded by QEGS:

In 2009 School Portal: Enhancing the Interactivity of Teaching and Learning (HK\$1,840,000)

In 2010 Virtual Classroom and On-Demand Learning System (HK\$1,733,000)

Good practices and advice will be shared and obtained from respective persons-in-charge within the School to ensure the smooth operation of the project, if successful.