

CHIEF EXECUTIVE OFFICER'S STATEMENT 行政總裁報告

I am incredibly proud of all the great things we have achieved, and it has been my honour to lead this project for the past four years.

我很榮幸這四年來領導西九發展，當中取得的成就令我深感自豪。



Mr Michael Lynch CBE AM
Chief Executive Officer
連納智先生 CBE AM
行政總裁

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My Hong Kong story began in 1964 when I first landed in Kowloon at the old Ocean Terminal. At that time, I would never have imagined that almost 50 years later I would be sitting in an office high above the new terminal, leading one of the world's most exciting cultural projects. Back in 1964, I would have found it even harder to imagine that the empty water in front of me would later be transformed by reclamation into a new waterfront. And now I am proud to see that reclaimed strip of land going through a second transformation, being turned into a new cultural district to be enjoyed by the people of Hong Kong.

Since I took office as the Chief Executive Officer of the WKCD in 2011, a lot has happened and I am glad to report that significant headway has been made on the WKCD project over the past four years. We concluded the master plan preparation and completed a three-stage public and stakeholder engagement process, followed by approval of the Development Plan by the Chief Executive-in-Council in January 2013. We ushered in design competitions for planned facilities such as the Xiqu Centre, M+ and Arts Pavilion.

The main superstructure works of the Xiqu Centre, the first major venue to be delivered, commenced in December 2014 with a planned completion date of 2017. M+, WKCD's visual culture museum, broke ground in August 2014 and a time capsule ceremony was held in January 2015 to mark the countdown to its completion in 2018. Meanwhile, the scale of the Lyric Theatre was expanded with an increase in capacity and the addition of two small-to-medium sized theatres, creating greater efficiency and an exciting new space for Hong Kong's performing arts groups. Consequently, the design of this key new complex has moved rapidly ahead helping to complete our vision for the western end of the District. Equally satisfying has been the rapid progress of the Arts Pavilion, Freespace, and the Park.

The much-anticipated public Park will start construction very soon. In the meantime, a temporary park area, known as the Nursery Park, has been opened for public enjoyment while construction progresses elsewhere on the site. We are now working on the draft bylaw and guidelines for the future operation of the Park and will be testing them out at the Nursery Park.

1964年，我乘船從九龍的舊海運大廈碼頭登岸，那是我首次踏足香港，自此我便跟這城市結下了不解之緣。那時的我怎會料到半個世紀後，自己竟會重回舊地，在位處新海運大廈的辦公大樓裏，領導着一項舉世矚目的文化建設發展。若然時光倒流，1964年的我大概亦難以想像，眼前的海港會在數十年後經填海變成土地；而這海濱地帶現正經歷第二次巨變——化身成為屬於全香港人的文化藝術區。

我從2011年出任西九文化區管理局行政總裁以來，經歷大大小小的事情。四年過後，我很高興告訴大家，西九文化區項目已取得長足進展：我們為文化區制定整體發展規劃，進行了三階段公眾及持份者參與活動，並於2013年1月獲得行政長官會同行政會議核准發展圖則；亦相繼就已規劃的設施如戲曲中心、M+博物館及小型藝術展館進行建築設計比賽。

西九首個主要場館——戲曲中心——已於2014年12月開展主上蓋建築工程，預期於2017年落成。而M+博物館也於2014年8月起動工，並在2015年1月舉行一項特別的時間囊放置儀式，標誌着M+大樓於2018年竣工的目標正式踏入倒數階段。與此同時，我們準備擴展演藝劇場的規模，一方面增加座位數目，另一方面加入兩個中小型劇場，藉此提升場地效益，為香港的藝團帶來更多嶄新的表演場地。演藝劇場在重新規劃後，現正全速進行建築設計，期望可早日發展西九文化區的西面地段。而小型藝術展館、自由空間和公園這幾項設施的進度同樣十分理想。

香港市民熱切期待的西九公園即將展開工程。在工程進行期間，我們已開放一個名為「苗圃公園」的臨時公園供市民享用。我們亦正在為日後營運西九公園草擬相關附例和指引，並會於苗圃公園內試行。

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Alongside the building of venues, we continued to build engagement with the local community through a series of public programmes. We also launched two interactive online platforms, *NEONSIGNS.HK* and *DECADE*, of which the former stood out in the category of "Website: City and Urban Innovation" at the internationally renowned 2015 Webby Awards. Our flagship event, *Freespace Fest*, returned to the West Kowloon Waterfront Promenade for a third successful year. The record-breaking turnout of more than 43,000 participants encouraged us to push further the possibilities of staging experimental and cross-disciplinary productions. We hope that our audience will grow with us over the next few years and be eager for more when the venues open their doors.

Behind-the-scenes preparation of events and programmes included research and educational efforts such as *M+ Matters*, *New Works Forum* and the *Xiqu Centre Seminar Series*. Training and development opportunities were also provided through internships and docent programmes. The 10 nights of performances by the *Rising Stars of Cantonese Opera* were a vivid demonstration of the efforts we have made in nurturing artistic and creative young talents in the past few years. The local young artists shortlisted in the previous *Rising Stars in Cantonese Opera Showcase* at *West Kowloon Bamboo Theatre* were offered performing opportunities on stage and were well received by an appreciative audience and media. The public and arts community can be reassured that the Authority's commitment towards learning and personal development will remain constant through the years to come.

While the WKCD project is moving forward at a faster pace than ever, a strong and committed team is required to lead the project into a successful future. I am delighted that we were able to add a number of key roles like Chief Operating Officer, Director of Commercial, Head of Collection and Exhibition Services for M+, Head of Operations Development (Performing Arts) and Head of Technical Development (Performing Arts). We were also pleased to fill the vacant positions of Executive Director of Finance and Head of Internal Audit.

在埋首建設各個場館之際，我們當然也不忘繼續主辦文化藝術節目，加強與社會各界的連繫。這年我們先後推出了「NEONSIGNS.HK探索霓虹」和「拾·年」兩個網上互動平台，前者早前更於國際知名的Webby Awards 2015「網站：城市及都市創新」類別中獲獎。西九一年一度的大型戶外藝術節「自由野」，連續第三年在西九海濱長廊舉行，破紀錄地吸引超過43,000名觀眾入場，成績令人鼓舞之餘，亦進一步鼓勵我們大膽嘗試更多實驗性和跨界別的創作，希望觀眾能在未來數年繼續與我們一同探索，待日後場館相繼啟用時，熱切期待更多破天荒的作品登場。

我們在舉辦公眾節目之外，也十分重視研究和教育，因此舉辦了「M+思考」、「新作論壇」和「戲曲中心講座」這幾個系列的論壇和工作坊。在培育人才方面，除了推行實習生計劃和導賞員義工計劃外，我們在過去數年更大力栽培年輕的演藝和創意人才。去年在「西九大戲棚」中「粵劇新星展演」脫穎而出的本地粵劇新秀，在今年年初舉行一連10晚的「西九戲曲中心粵劇新星展」中擔綱演出，一展身手，表現深得觀眾和傳媒讚譽。這些都足以證明，西九在培育人才上一直不遺餘力，成績也有目共睹。我們可向公眾和藝壇保證，管理局在未來日子將繼續致力教育學習和培訓發展。

西九現時發展一日千里，只有才能和熱誠兼備的團隊，方可成功帶領西九邁步前進。我很高興在這年內增設了營運總裁、商務總監、M+館藏及展覽服務主管、營運發展主管（表演藝術）和技術發展主管（表演藝術）等多個主要職位，並順利填補財務行政總監和內部審計主管兩個空缺。

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We always attach great importance to engaging with the community, our stakeholders, District Councils and the Legislative Council, and strive to meet their expectations. The management also continued to exercise stringent cost control across all areas. Under the prudential management of the Finance team, we have increased the net assets by 2.4% to HK\$25.1 billion.

I am leaving the WKCDA to enjoy my retirement and this feels like a great place to finish my career. I would like to thank all the Board Chairmen that I have worked with, and in particular Mrs Carrie Lam, for the unwavering support given to me. I would also like to extend my gratitude to the Board, the Executive Committee and other committees, especially to Mr Ronald Arculli for his counsel and contributions to the project. Lastly, I wish to thank the people of Hong Kong for backing the project and the local arts community for sharing their experience.

I am incredibly proud of all the great things we have achieved, and it has been my honour to lead this project for the past four years. I would like to pay tribute to the hundreds of colleagues for their hard work and I take home many wonderful memories of people, events and projects. You can be assured that I will continue to cheer the WKCD project on from the sidelines.

I look forward to continuing my Hong Kong story by coming back in 2020 to see how far we have come in delivering this ambitious project. I have no doubt it will be amazing!

Mr Michael Lynch CBE AM
連納智先生 CBE AM

Chief Executive Officer of West Kowloon Cultural District Authority
西九文化區管理局行政總裁

Hong Kong, 30 July 2015
2015年7月30日於香港

我們十分重視與社會各界、不同持份者、區議會和立法會保持良好溝通，致力達致他們的期望。西九管理層亦繼續在各個層面嚴格控制成本，在財務部的審慎理財下，我們今年的資產淨值上升2.4%至251億港元。

離任退休在即，我很高興能於管理局結束我的工作生涯。我衷心感激歷任董事局主席，特別是現任主席林鄭月娥女士，對我的充分支持；我亦感謝董事局、行政委員會和各個委員會的成員，尤其是夏佳理先生，給予我許多寶貴意見，並對西九項目貢獻良多。最後，我要感謝香港市民對西九項目的支持，以及本地文化藝術界慷慨分享他們的經驗。

我很榮幸這四年來領導西九發展，當中取得的成就令我深感自豪。我對管理局數百位努力不懈的同事衷心致意。這些人與事，每個活動和項目，我都會銘記於心，時刻回味。離任後我也會繼續為西九打氣和鼓掌！

我熱切期待2020年重臨香港，再續我與香港的不解之緣，親身見證西九無與倫比的建設發展。