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With an impressive line up of Jazz, Freespace Jazz Fest offered both ticketed and free programmes for visitors to enjoy.

「自由爵士音樂節」匯聚了知名爵士樂手，設有售票和免費節目讓觀眾盡情享受音樂。

Sigg Prize 2019 exhibition
「希克獎2019」展覽



Diverse Artistic Programmes

In 2019/20, the West Kowloon Cultural District Authority (WKCD or the Authority) delivered a highly diverse line-up of arts and cultural programmes, as part of its vision to develop the West Kowloon Cultural District (West Kowloon or the District) into a world-class integrated arts and cultural hub. Covering traditional and contemporary art, the performing arts, and cultural knowledge, they took the form of exhibitions, performances, competitions, workshops, talks and seminars, cultural exchanges, community collaborations, as well as online engagements, which have become exceptionally important in the 'new normal' following the disruption of the COVID-19 pandemic. This large-scale advocating for arts was paralleled by activities that involved advocating for audiences too, by presenting programmes for the public that encouraged participation in the arts and that were compelling, popular, and engaging.

Highlights of the year included the launch of Freespace, a multi-purpose contemporary performance venue, and a subsequent set of rich programmes and events there that included the inaugural Freespace Jazz Fest. A total of 95,000 audience members were engaged with various performing arts events, including those held at the Xiqu Centre. M+ launched the inaugural edition of Sigg Prize and presented a range of programmes that reinforced the museum's presence on the international stage. The Hong Kong Palace Museum (HKPM), meanwhile, began developing exhibition plans and working on a series of pre-opening public programmes.

多姿多彩的藝術節目

於2019/20年度，西九文化區管理局(管理局)舉辦了一系列多姿多彩的藝術文化節目，將西九文化區(西九)進一步發展成為世界級綜合藝術文化樞紐。節目形式包括展覽、表演、比賽、工作坊、講座及研討會、文化交流、社區協作與網上參與等，內容涵蓋傳統及當代藝術、表演藝術及文化知識。在2019冠狀病毒疫情影響帶來的「新常態」下，觀眾的網上參與變得非常重要。我們透過舉辦引人入勝、廣受歡迎的節目，鼓勵公眾參與藝術活動，開拓新觀眾群，堅守推廣藝術的使命。

西九當代表演藝術新樞紐—自由空間的啟用，以及其後在該場地舉辦的一系列精彩節目及活動，包括首屆「自由爵士音樂節」，都是本報告年度眾多活動中的焦點之一。西九舉辦的各類表演藝術活動，包括在戲曲中心的活動，一共吸引95,000名觀眾人次。另一邊廂，M+成立首屆「希克獎」並推出一系列活動，提升博物館的國際聲譽。同時，香港故宮文化博物館已開始制訂展覽計劃，並著手籌備一系列開幕前的公眾節目。

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Hong Kong Ballet presented a jazz-infused performance of *The Great Gatsby* at Freespace Jazz Fest. 香港芭蕾舞團於「自由爵士音樂節」中表演以爵士樂為主調的華麗舞劇《大亨小傳》。



Audience immersed themselves in the performances at Freespace Jazz Fest. 觀眾全情投入「自由爵士音樂節」的表演。

Freespace began operation in June 2019. This stunning new building, set among the expansive lawns and gardens of the Art Park, brought a new level of arts enjoyment to the District and Hong Kong. Freespace showed its potential with the hosting of the inaugural Freespace Jazz Fest in November 2019. This two-day event utilised the unique character of Freespace and the spatial potential of the areas around it to brilliant effect. Blending ticketed and free events, remarkable indoor and outdoor, multi-genre performances covering music, dance, film screening and market-style ambience, Freespace Jazz Fest demonstrated the endless possibilities as a performance and social space without boundaries.

With the goal of cultivating a vibrant jazz scene in Hong Kong, promoting up-and-coming jazz musicians and establishing Hong Kong as the Asian hub for jazz, the Freespace Jazz Fest featured some 150 artists, including top international acts, Grammy winners, and local stars. In all, 47 different jazz performances were delivered to a total audience of nearly 14,000. This two-day event was family- and pet-friendly, accessible, and environmentally responsible, making for a relaxed and inclusive event.

自由空間於2019年6月啟用。這幢新建築座落於藝術公園綠意盎然的大草坪旁邊，讓公眾在西九享受不一樣的藝術樂趣。自由空間於2019年11月成功舉辦首屆「自由爵士音樂節」，一連兩天的音樂節充分利用自由空間的獨特設計及周圍的空間，為訪客帶來意想不到的體驗。「自由爵士音樂節」透過提供售票及免費節目，上演形式多樣的室內和戶外精彩表演，包括音樂、舞蹈、電影放映及市集，充分展現出自由空間作為表演和交流空間的無限可能。

「自由爵士音樂節」旨在締造充滿活力的香港爵士樂體驗，培育爵士樂新晉樂手，鞏固香港作為亞洲爵士樂樞紐的地位。首屆音樂節雲集150名樂手，其中包括國際頂級樂手、格林美音樂大獎得主及香港知名樂手等，為近14,000名觀眾呈獻47場不同的爵士樂表演。一連兩天的音樂節吸引觀眾一家大小出席，亦有參加者帶同寵物參與，適合不同觀眾，活動安排亦顧及環保，致力營造輕鬆愜意、多元包容的氣氛。

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The Hong Kong Repertory Theatre:
A Dream Like a Dream was staged at Freespace.
由香港話劇團重新製作的
《如夢之夢》於自由空間上演。

Another highlight at Freespace was the production of *A Dream Like a Dream*, conceived by acclaimed Taiwanese director Stan Lai and performed by the Hong Kong Repertory Theatre from July to September 2019. Epic in scale, ambition and innovation, the show generated 27 sold-out performances and ended up being one of the most talked-about Chinese-language theatrical innovations of the last two decades in the city. At eight hours long, *A Dream Like a Dream* delivered a unique audience experience by utilising special and flexible features of Freespace, including a four-sided stage and revolving seating design, to create an immersive and dream-like atmosphere.

Freespace has been put to many creative uses since its opening. In June 2019, to accompany the Hong Kong debut in Freespace of his acclaimed dance work *From a True Story* (d'après une histoire vraie), French choreographer Christian Rizzo, Director of the International Choreographic Institute – National Choreographic Centre of Montpellier (ICI – CCN Montpellier), led a five-day professional dance workshop *Choreographic Landscapes* at Freespace. The workshop and seminar were part of an on-going three-year exchange between WKCD and the ICI – CCN Montpellier.

於2019年7月至9月上演的《如夢之夢》是自由空間另一重頭節目。《如夢之夢》由台灣知名導演賴聲川執導，香港話劇團製作。這部史詩般的劇作團隊規模宏大、意境深遠，並且獨具創意，27場表演的門票全部售罄，成為香港近二十年來華人劇場最為人津津樂道的劇場表演之一。在長達八小時的演出中，《如夢之夢》利用自由空間的獨特和靈活設計，包括四面舞台及旋轉座椅設計，營造身臨其境、如夢似幻的氛圍，給觀眾帶來獨一無二的體驗。

自啟用以來，自由空間多次成為具啟發性的創意空間。2019年6月，法國編舞家、國際舞蹈學校—蒙彼里埃國家編舞中心藝術總監克里斯汀·赫佐親臨香港自由空間，監導其傑出舞蹈作品《來自真實故事》的香港首演，並在自由空間主持為期五天的專業舞蹈工作坊「編創舞蹈風景」。這次工作坊及公開講座，是管理局與法國蒙彼里埃國家編舞中心為期三年的交流項目之一。

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In collaboration with Edward Lam Dance Theatre, Freespace hosted 'What is Stage: Space as Poetry', a series of public seminars, screenings and discussions and a five-day artist workshop, all examining the underexplored field of scenography. Leading Hong Kong dramatist Edward Lam led the series, bringing on board German stage designer and art educator Anna Viebrock. Another collaboration with Edward Lam took the form of a re-run of *Art School Musical*. The *Art School Musical* programme provided participants with an engaging artistic journey beloved in Hong Kong, Taiwan and the Mainland.

A further important Freespace event was 'Dramaturgy and Beyond', co-presented with the Hong Kong Academy for Performing Arts. Guest speaker Silvia Bottioli, Artistic Director of DAS Theatre in the Netherlands, spoke topically on the role of the performing arts in a changing and turbulent world, while an associated four-day workshop focused on the dramaturgy of curating within an arts festival context.

自由空間與非常林奕華聯合舉辦「什麼是舞台：空間就是詩」，包括一系列公開講座、放映會、研討會及為期五天的藝術家工作坊，共同探討舞台美學的未知領域。著名香港劇作家林奕華領導該系列活動，並邀請了德國舞台設計師和舞台設計教授安娜·維亞布洛親臨自由空間。此外，自由空間亦與林奕華合作重演《梁祝的繼承者們》。《梁祝的繼承者們》引領觀眾踏入趣味性藝術之旅，深受香港、台灣和內地三地觀眾喜愛。

自由空間的重點活動還包括與香港演藝學院合辦的「超越劇場構作」。活動特別邀請荷蘭DAS Theatre藝術總監Silvia Bottioli為演講嘉賓，討論表演藝術在瞬息萬變的世界中所扮演的角色，並舉辦為期四天的工作坊，重點探討藝術節背景下策展的戲劇構作。



Freespace's collaboration with Edward Lam took the form of a re-run of *Art School Musical*. The *Art School Musical* programme provided participants with an engaging artistic journey.

自由空間與林奕華合作重演《梁祝的繼承者們》，引領觀眾踏入趣味性藝術之旅。

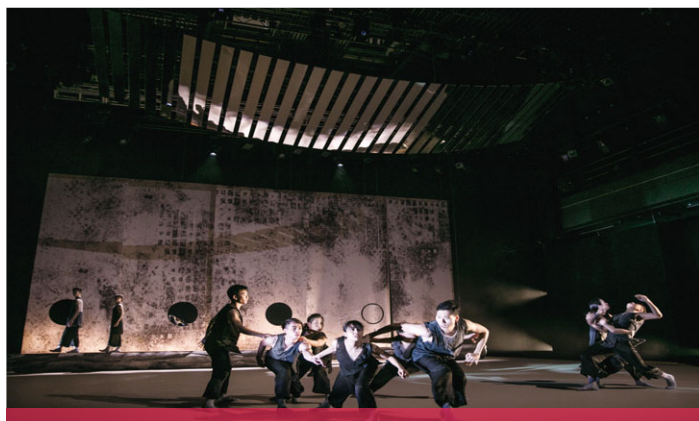
In collaboration with Edward Lam Dance Theatre, Freespace hosted 'What is Stage: Space as Poetry' to examine the underexplored field of scenography. 自由空間與非常林奕華聯合舉辦「什麼是舞台：空間就是詩」活動，共同探討舞台美學的未知領域。



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Artists in residence of CCDC took over every corner of Freespace and placed no spatial limits on the creative practices at the *CCDC in Residence 2019*.
「自由駐：城市當代舞蹈團 2019」的駐場藝術家利用自由空間任何角落，無懼空間限制，大膽創作。

In November 2019, Freespace also welcomed Hong Kong's City Contemporary Dance Company (CCDC) as its CCDC in Residence. This new model of collaboration between a performing arts troupe and a venue allows the artists in residence to take over every corner of Freespace, placing no spatial limits on the creative practices adopted. In its residency period, CCDC offered a diverse mix of contemporary dance works that included indoor and outdoor performances and both free and ticketed programmes.

The 2019/20 reporting year marked the first full year of operation of the **Xiqu Centre**. Making its mark from the outset, the Xiqu Centre scheduled a diverse range of different xiqu genres, engaging several world-class troupes from the Mainland and Taiwan. The Grand Theatre schedule included Cantonese Opera and Kunqu Opera, two favourites of local audiences. Individual pieces ranged from classical repertoire, such as *Four Dreams in the Camellia Hall* performed by the Shanghai Kunqu Opera Troupe, to more innovative and experimental modern pieces.

管理局在2019年11月邀請香港城市當代舞蹈團進駐自由空間。表演藝術團與場地在這個新合作模式下，駐場藝術家可利用自由空間任何角落，無懼空間限制，大膽創作。進駐期間，城市當代舞蹈團上演連串精彩當代舞蹈節目，當中包括室內和戶外的表演以及免費和售票節目。

於2019/20報告年度，**戲曲中心**完成首個營運年度。戲曲中心自開幕以來備受矚目，戲曲節目多種多樣，吸引了多個來自內地和台灣的世界級劇團。大劇院上演節目包括最受本港觀眾喜愛的粵劇和崑劇。個別作品包括經典劇目，例如上海崑劇團《臨川四夢》，以至創新、具實驗性的小劇場作品。

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Experimental Cantonese Opera *Wenguang Explores the Valley* by Xiqu Centre.
戲曲中心小劇場粵劇《文廣探谷》。



GuoGuang Opera Company from Taiwan staged Peking opera *Dowager Xiaozhuang and Dorgon* at the Grand Theatre of the Xiqu Centre in August 2019.
2019年8月，台灣國光劇團於戲曲中心大劇院上演京劇《孝莊與多爾袞》。

A special highlight was the premiere performance in Beijing of the second experimental Cantonese opera production of the Xiqu Centre, *Wenguang Explores the Valley*. The two sold-out shows, delivered as part of the Fourth Beijing New Arts and Culture Outstanding Theatre Showcase series, were critically acclaimed and earned the production the accolade of Best Play in the Contemporary Small Theatre – Xiqu category in the series. Addressing issues of cultural preservation and the relation of the past to the present, this historical tale combined traditional and new set pieces within a frame of stunning digital backdrops and other contemporary theatre technology. As a production that featured local emerging talent as playwright, director and cast members, *Wenguang Explores the Valley* also represented an important milestone in the Xiqu Centre's mission to nurture local talent and encourage new and innovative work.

戲曲中心製作的第二部小劇場粵劇《文廣探谷》在北京首演，尤為引人矚目。作為第四屆北京新文藝團體優秀戲劇展演系列節目之一，兩場演出的門票全部售罄，大獲好評，並在該展演中獲評選為戲曲類「最佳劇目」。該劇由歷史故事改編而成，探討文化傳承以及傳統與現代的關係，運用炫麗的數碼化舞台背景和其他當代劇院技術，將傳統與現代場景完美融合。《文廣探谷》這部作品由本地年青創作人、導演、演員等共同創作的作品，成為戲曲中心培育本地人才、鼓勵創新的重要里程碑。

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A notable feature of the Xiqu Centre's repertoire in Hong Kong was its inclusion of examples of some of the rarer Chinese opera genres. One highlight was a performance by the Shanghai Pingtan Troupe of *Gao Bowen Performs Blossoms*. Unlike most overseas performances of Pingtan, which base themselves on traditional stories, this was a rendition of the award-winning novel *Blossoms*, published as recently as 2012. The adaptation highlighted the creativity and adaptability of this traditional vernacular art form.

Some of the programmes of the city's 2019 Chinese Opera Festival, organised by the Leisure and Cultural Services Department (LCSD), were hosted by the Xiqu Centre between June and August 2019, including the Grand Opening performances.

Alongside its busy performance schedule, the Xiqu Centre also hosted a wide array of art education and community engagement activities. They included 47 sessions of West Kowloon 101 talks, where members of the public could learn about topics as diverse as Chinese music, xiqu techniques, indie music in Hong Kong and the world, cultural management, cultural heritage in Dunhuang, and gender roles in ancient Chinese opera, all in a relaxed, casual environment.

The documentary film *Bamboo Theatre*, the first film to be commissioned by the Xiqu Centre and covering the unique architectural and cultural heritage of Chinese opera, proved a great success. The film was nominated for the Best Documentary at the 56th Golden Horse Awards and for Best New Director at the 39th Hong Kong Film Awards, and screening to much applause at the 2019 Hong Kong Asian Film Festival.

戲曲中心的節目多元化，亦注重介紹少數及在香港比較罕見的中國戲曲劇種，其中包括在茶館劇場邀請了知名劇團—上海評彈團演出《高博文說繁花》。國外評彈表演大多以傳統故事為原型，但《高博文說繁花》另闢蹊徑，改編自2012年出版的獲獎小說《繁花》。改編作品盡顯這種傳統鄉土藝術形式的原創性和生命力。

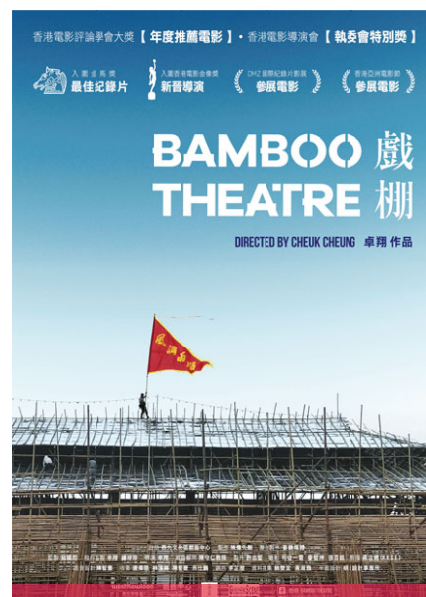
2019年6月至8月，戲曲中心上演康樂及文化事務署合辦「中國戲曲節2019」包括開幕節目在內的多齣劇目。

除了豐富的表演節目外，戲曲中心亦舉辦一系列藝術教育及社區參與活動。其中包括47場「西九101」講座，公眾可在輕鬆休閒的氣氛下，學習涵蓋國樂、戲曲技藝、香港及世界獨立音樂、文化管理、敦煌文化遺產以及中國古代戲曲中的性別角色等方面的主題知識。

戲曲中心首部委約出品的紀錄片《戲棚》，講述中國戲曲獨特的建築和文化傳統，廣獲好評。該片榮獲第56屆金馬獎「最佳紀錄片」提名和第39屆香港電影金像獎「新晉導演」提名，並在2019年香港亞洲電影節上放映。



The Xiqu Centre organised diverse workshops to raise public awareness of xiqu culture.
戲曲中心舉辦多元化工作坊，讓公眾深入了解戲曲文化。



Bamboo Theatre was nominated and recommended by film festivals and received awards from various societies.
《戲棚》榮獲多個電影節和重要學會的提名、推薦和獎項。

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As **M+** prepares for the opening of its much-anticipated physical space in 2021, it took major steps to strengthen its reputation as a leading institution of contemporary visual culture in Hong Kong and on the world stage in the reporting year. **M+** will have a total of 33 galleries to showcase its diverse art pieces. The **M+** Collections continued to grow through the acquisition of major works, including important archives. The archive of Lui Shou-kwan entered the **M+** Collections, joining over a dozen paintings by this influential Hong Kong artist, educator and theorist. The archive, generously donated by Lui's family, greatly enriches **M+**'s engagement with modernist ink art. The museum also acquired the archive of the British experimental architecture collective Archigram. Encompassing over 20,000 items, this archive documents the pervasive, expansive influence of the group's work. In addition, the **M+** Library grew to over 10,000 catalogued items, an increase of almost 80%. In total, the museum reported 734 new acquisitions, bringing the collections totals at the end of the reporting year, to over 7,400 artworks and 79 archives, containing over 46,600 archival items.

In 2018, **M+** launched the Sigg Prize, a biennial award that recognises outstanding practices of artists born or working in the Greater China region. The prize is a platform to highlight and promote on an international scale the important work and discussions taking place here. For the inaugural edition of the prize, an international jury selected six shortlisted artists to participate in the Sigg Prize 2019. The artists were Hu Xiaoyuan, Liang Shuo, Lin Yilin, Shen Xin, Tao Hui, and Samson Young. They encompass different generations and geographies and work across a range of mediums, including sculpture, site-specific installation, video, and performance. Their work was presented in the Sigg Prize 2019 exhibition, which opened at the **M+** Pavilion in December 2019.

備受期待的**M+**將於2021年開幕，為此，**M+**於報告年度內進行了多項重要計劃，矢志於躋身香港乃至世界頂尖當代視覺文化博物館之列。**M+**將設有33個展廳，展示題材廣泛的藝術館藏。**M+**持續收藏重要的作品，包括檔案藏品，令**M+**藏品系列日益豐富充實。**M+**把影響深遠的香港藝術家、教育家兼理論家呂壽琨的檔案納入收藏。**M+**館藏中已有十多幅呂壽琨畫作，這批檔案加入其中，可謂相得益彰。該檔案由呂壽琨家人慷慨捐贈，大大加深了**M+**與現代水墨藝術的聯繫。**M+**亦將英國實驗建築團體Archigram的檔案納入收藏。這批包括逾20,000件物品的檔案，反映了該團體廣泛深遠的影響。此外，**M+**圖書館已編目物品逾10,000項，增幅近80%。該博物館共新增734件收藏，於本報告年度完結時，**M+**收藏的藝術品總數增至超過7,400件，檔案藏品則有79項，由超過46,600件檔案物件組成。

M+於2018年成立兩年一度的「希克獎」，藉此表彰在大中華地區出生或工作的傑出藝術家，獎項聚焦此地區內重要的藝術創作和相關議題，將之向國際推廣。首屆「希克獎」的國際評審委員會選出了六位入圍藝術家，分別是胡曉媛、梁碩、林一林、沈莘、陶輝和楊嘉輝。六人來自不同世代及地區，作品涵蓋雕塑、場域特定裝置、錄像及表演等多種媒介，在「希克獎2019」展覽中展出，該展覽於2019年12月在**M+**展亭揭幕。



Liang Shuo's *In the Peak* installed in the Sigg Prize 2019 exhibition
「希克獎2019」展覽展出梁碩作品
《山頂裏》

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Five Artists: Sites Encountered: Collaboration with landscape designer and artist Sara Wong for sculpture reconfiguration programme.
「境遇—五個人」與藝術家交流活動：與藝術家及園境設計師黃志恆合作重新組裝作品。

In 2019, for the fourth time, M+ collaborated with the Hong Kong Arts Development Council on Hong Kong's exhibition at the Venice Biennale. The exhibition, *Shirley Tse: Stakeholders, Hong Kong in Venice*, was a presentation of work by Los Angeles-based Hong Kong artist Shirley Tse, and it comprised two site-responsive installations that express Tse's career-long interest in plasticity and in the various meanings and possible interpretations of materials and things.

Three major exhibitions were held at the M+ Pavilion in the reporting year. The first, *Noguchi for Danh Vo: Counterpoint*, presented art and design works by celebrated modern artist Isamu Noguchi with work by Danh Vo. M+ collaborated closely with Vo – one of the most critically acclaimed artists today – and The Noguchi Museum in New York on the selection and installation of the wide-ranging work. *Five Artists: Sites Encountered*, brought together work by an international group of artists whose varied approaches offer work to rethink ideas of site and place. The exhibition featured sculptures, installations, and films by Lee Bul, May Fung, Ana Mendieta, and Charlotte Posenenske, as well as a specially commissioned project by Lara Almarcegui. The Sigg Prize 2019 exhibition followed. In total, M+ programmes at the M+ Pavilion attracted more than 20,000 participants in the reporting year.

M+與香港藝術發展局於2019年第四度合辦威尼斯雙年展香港展覽。「謝淑妮：與事者，香港在威尼斯」是現居洛杉磯的香港藝術家謝淑妮的個展，她多年來一直關注可塑性，以作品探究物料及事物的多重意義與不同詮釋，於展覽展出的兩件裝置作品回應場地的空間特質，呈現謝淑妮藝術生涯的一貫志趣。

報告年度內，M+展亭共舉辦了三場重要展覽。第一個為「對位變奏：野口勇之於傅丹」，展出著名現代藝術家野口勇的藝術與設計作品，以及享譽當今藝壇的藝術家傅丹的作品。M+與傅丹及紐約野口勇博物館緊密合作，為展覽挑選一系列類型廣泛的作品並構思擺設方式。第二個展覽是「境遇—五個人」，此展覽匯聚五位國際藝術家，她們以多樣的創作方式，啟發觀眾重新思考有關場域和地方的概念。展覽展出李咄、馮美華、Ana Mendieta和Charlotte Posenenske創作的雕塑、裝置和影片，又特別委約Lara Almarcegui為是次展覽創作新作。第三個則為「希克獎2019」展覽。於本報告年度內，M+展亭呈獻的M+活動共吸引逾20,000人次參與。

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M+ organised the moving image programme *M+ Screenings: In the World, Of the World*, in conjunction with the exhibition *Noguchi for Danh Vo: Counterpoint*, presenting a selection of experimental icons, cinematic classics, and popular hits from a range of places and contexts. *M+ Screenings: Restored Images from Taiwan* brought to the screen recently restored Taiwanese feature films, shorts, and newsreels from the 1910s to the 1970s. *M+ Live Art: Miraculous Trajectories* was the world premiere of a moving image work by Cheng Ran with an original score composed and performed live by Shao Yanpeng. Presented in collaboration with Art Basel Hong Kong 2019, the performance offered audiences a new way of experiencing moving image.

M+ boosted its digital presence significantly with the release of the M+ Collections Beta website (collections.mplus.org.hk), an evolving platform that makes the M+ Collections open and accessible to audiences around the world. At its launch in March 2019, the website published more than 4,000 records representing over 5,000 objects from the M+ Collections. The Collections Beta builds on the museum's open access approach, which began with the release of the first open data set for the collections in August 2018.

HKPM is moving closer to its planned opening in 2022 with nine exhibition galleries. Its museum professionals have begun the process of planning inaugural exhibitions and confirming key themes and loans with the Palace Museum, from which the exhibits will be supplied. In total, nine opening exhibitions have been provisionally planned, on a wide range of topics and themes.

In the meantime, work is underway to ensure that HKPM generates significant public awareness in the run-up to its physical opening through a series of interesting pre-opening programmes. In 2019, the steps taken to raise the museum's profile included setting up a booth at Fine Art Asia 2019, which displayed a contemporary interpretation of Chinese antiquities and hosted panel discussions, public talks, workshops, and performances. Another important event was a lecture given by the Director of the Palace Museum in December 2019 on his experiences as former director and a leading preservation specialist of the Dunhuang Academy, a World Heritage Site. The lecture attracted around 400 participants from local museums as well as from the art, educational and cultural sectors.

M+亦舉辦流動影像節目「M+放映：存於世界，形於世界」，以呼應展覽「對位變奏：野口勇之於傅丹」。此放映活動精選了不同地區和背景的實驗先驅之作、經典電影和熱門影片。「M+放映：修復影像在台灣」放映近年修復的台灣長片、短片及新聞片，橫跨1910至1970年代。「M+藝活：奇異之軌」為程然的流動影像作品的全球首映，配以由邵彥棚創作並即場演奏的原聲配樂。該現場電影由M+與2019巴塞爾藝術展香港展會共同呈獻，讓觀眾以新的方式觀賞流動影像。

M+推出「M+藏品系列網頁測試版」(collections.mplus.org.hk)，透過這不斷蛻變完善的網上平台，把M+藏品系列的數據資料開放予全球觀眾瀏覽取用，在網上世界大大拉近博物館與大眾的距離。網站在2019年3月啟動時，發布逾4,000項記錄，涵蓋M+藏品系列中逾5,000件藏品。藏品系列網頁測試版是M+致力推行的「開放取用」計劃的一環，而該計劃的首項成果，是於2018年8月發布的首個藏品開放數據集。

香港故宮文化博物館距離2022年計劃開幕的時間再邁進一步。博物館將設有九個展覽廳，專業人員已著手策劃開幕時建議舉辦的展覽，並與故宮博物院商討重要主題以及展品外借程序。目前正策劃九個開幕展覽，涵蓋廣泛而且多元化的主題。

目前，香港故宮文化博物館已開展一系列精心的開幕前活動，在博物館開幕前提升公眾對香港故宮文化博物館的認識和興趣。於2019年，博物館推出多個項目吸引各界關注，當中包括在典亞藝博2019設置預展攤位，展示對中國文物的當代闡釋，並舉辦座談會、公眾演講、工作坊和表演。另一重點活動是於2019年12月邀請到故宮博物院院長蒞臨香港發表主題演講，分享其作為世界文化遺產敦煌研究院前任院長和著名文物保護專家的經歷。講座吸引了來自本港博物館以及藝術、教育和文化領域約400人參與。

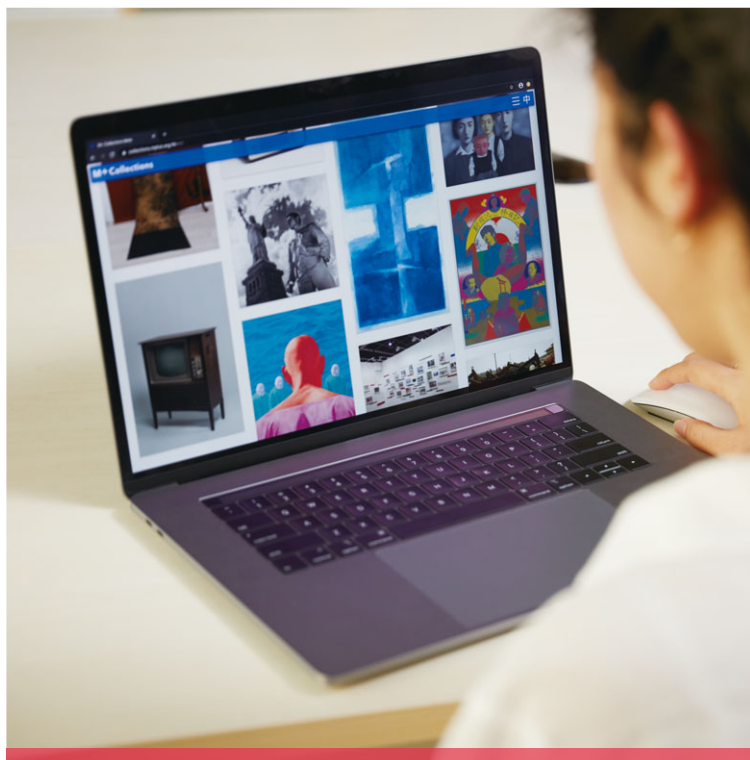


The Hong Kong Palace Museum set up a booth at Fine Art Asia 2019.
香港故宮文化博物館於典亞藝博2019設置預展攤位。

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M+ provides online contents and resources for the public to enjoy and use at home.

M+為公眾提供網上內容及資源，供市民在家欣賞和使用。

Responding to COVID-19 Pandemic

The restrictions on social gatherings that arose from the COVID-19 pandemic called forth some highly creative initiatives from the District's venues and teams to maintain the work of art promotion and performances. For example, the temporary closure due to COVID-19 pandemic of the unique Lau Bak Livehouse at Freespace was a blow to many who appreciated this intimate environment blending good food, drinks and live music. In response, online live streaming programme *#LivehouseAtHome* was launched, enabling patrons to recreate the atmosphere of a small live music venue in the safety of their own homes. With six weeks of live streaming, *#LivehouseAtHome* had reached more than 86,000 online viewers from around the world. In similar moves, many performing arts groups continued to gain public exposure via the Authority's various social media platforms, keeping their profile high and maintaining audience engagement with the District even in a time of enforced social distancing.

At M+, the curatorial team focused on increasing the museum's digital contents and online presence. In addition to creating a video walkthrough of the Sigg Prize 2019 exhibition, the team also built a portal on the West Kowloon Cultural District website giving access to existing digital and video contents from past exhibitions and programmes. M+ continues to enrich existing online platforms as well as to define new initiatives.

2019冠狀病毒病疫情應對措施

2019冠狀病毒病疫情令社交聚會等活動受到限制。因此，西九各場地的團隊亦需要透過別出心裁的方式，繼續向市民大眾推廣和呈獻藝術表演。例如位於自由空間的留白Livehouse因疫情影響而須暫時關閉，使不少喜歡這種集合美食、飲料及現場音樂體驗的觀眾感到失望。為此，管理局推出網上串流直播節目*#LivehouseAtHome*，讓觀眾可以足不出戶欣賞現場音樂演出。其中六個星期的直播節目一共吸引了全球86,000多名網上觀眾。此外，不少其他藝團亦透過管理局的各個社交媒體平台演出，讓他們在保持社交距離的情況下，仍然能夠與觀眾互動。

M+策展團隊致力增加博物館的數碼內容，以增進在網上與市民大眾的互動。除製作「希克獎2019」展覽的短片外，團隊亦於西九網站創建了一個新頁面，展示過往展覽和節目而製作的數碼和影像內容。M+將繼續豐富現有網上平台的內容和服務，並制定新的計劃。

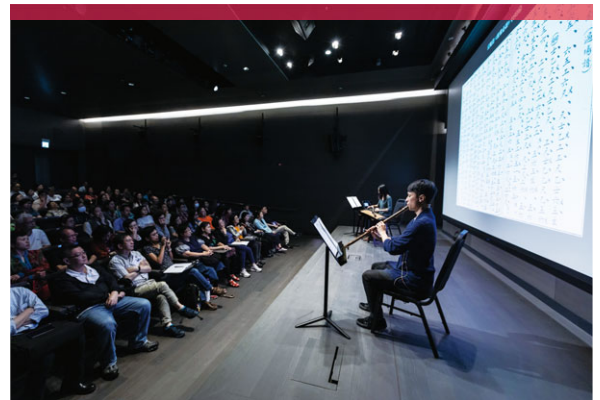
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Nurturing Artistic Talent

A major mission of WKCD is to cultivate and foster the professional and artistic skills of individuals, arts groups and professionals working within the cultural sector. Various schemes, courses and other opportunities have been provided to further this mission. For example, the Xiqu Centre's Tea House Rising Stars Troupe, performers of Hong Kong's only regularly running Cantonese Opera, are made up of a handpicked group of young and emerging actors and musicians. A new selection of performers was made during the reporting year, as part of the Centre's mission to nurture next generation talent. These young talent are receiving formal training under the artistic guidance of Cantonese opera maestro and Artistic Curator and Director Law Ka-ying, enabling them to refine their skills while earning a stable income.

M+ is playing its part through ongoing acquisitions of works by many young artists from Hong Kong and the Mainland. Since 2017, the M+ Council for New Art has provided a patronage framework for M+ to acquire work by young artists from the Greater China. As of 31 March 2020, the council has supported the work of 25 artists.

WKCD also ran Exec Lab, a set of learning programmes for cultural professionals delivered in collaboration with the University of the Arts London Short Courses and RADA Business. The general public, meanwhile, are able to learn about many different arts subjects through the West Kowloon 101 Series, a series of public lecture sessions on arts appreciation, arts and cultural management and Chinese culture. Casual and informative, the talks offer audiences the basic knowledge needed to fully appreciate and enjoy arts and cultural programmes.



West Kowloon 101 is a series of 90-minute public talks on arts appreciation, arts and cultural management and Chinese culture. 「西九101」為一系列90分鐘的講座，主題圍繞藝術賞析、藝術文化管理及中國文化。

培育藝術人才

發掘和培育本地藝術人才、藝術團體及藝術相關的從業員掌握專業和藝術技能是管理局的重要使命。管理局透過舉辦各類計劃、課程，提供各種機會，以實踐這項重要使命。如戲曲中心的「茶館新星劇團」由精心挑選的新晉年輕演員和樂師組成，類似劇團定期呈獻表演可謂全港少有。於報告年度內，戲曲中心完成新一輪表演者選拔，力求實現培育下一代人才的使命。在粵劇藝術大師和藝術策劃兼導演羅家英先生的藝術指導下，年輕新秀們接受悉心指導，既可提高技能，亦能賺取穩定收入。

M+不斷購藏多位香港和內地年輕藝術家的作品。自2017年以來，M+新藝術委員會為M+購藏大中華地區年輕藝術家的作品提供贊助。截至2020年3月31日，委員會已通過購藏25位藝術家的作品之計劃。

管理局與倫敦藝術大學短期課程和RADA Business合作推出 Exec Lab，是一項專為文化從業員而設的學習計劃。同時，公眾可以透過「西九101」學習各類藝術知識，一系列公開講座涵蓋藝術欣賞、藝術文化管理及中國文化等各類主題。講座以輕鬆方式呈獻各種內容，為觀眾提供全面鑒賞藝術文化節目所需的基本知識。

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Exchange and Networking

WKCD is committed to forging collaborative links with arts organisations, museums, institutes and other relevant groups around the world, thus creating channels for artists and cultural professionals to exchange ideas and skills. To this end, it has been active in forging agreements, memorandums of understanding, and other arrangements that are helping it build long-term international collaborations with institutions worldwide.

The establishment of M+ International has been an important means of generating visibility for the museum on the international stage. The initiative comprises a set of strategic partnerships with major cultural institutions. M+ and the Sydney Opera House co-organised *The Hidden Pulse* programme as part of Vivid LIVE, the opera house's annual contemporary music festival, featuring moving image works from the M+ Collections. In Tokyo, the symposium 'M+ International x Mori Art Museum: What Do Collections Mean to Museums?' provided a forum for discussion of the meanings and potential of museum collections today, with a special focus on museums in the Asia Pacific region.

In November 2019, HKPM participated in the Museum Summit 2019, held in Hong Kong and presented by the LCSD in partnership with the British Museum. The summit represented an important platform for sharing and exchange among cultural practitioners and museum professionals from around the world. HKPM took this opportunity to build up capacity ahead of its opening and establish closer relationships with other top-tier museums. Museum Director Dr Louis Ng spoke at the Summit on 'Classic Reinterpreted – Building Hong Kong Palace Museum', to an audience of over 800.

建立連繫與交流

管理局致力與世界各地的藝術組織、博物館、研究院和世界各地的其他相關團體建立合作關係，為藝術家和文化從業員提供意見和技術交流的平台。為了實現這些目標，管理局繼續簽訂和實踐各類協議、諒解備忘錄，或透過其他安排，與世界各地機構建立長期國際合作關係。

推出「M+寰遊」對在世界各地宣揚M+非常重要。該項目包括一系列與重要文化機構的重大合作。例如M+與悉尼歌劇院共同呈獻「脈動深藏」活動，透過悉尼歌劇院年度當代音樂節Vivid LIVE，展出M+藏品系列的流動影像作品。「M+寰遊×森美術館：館藏何義」研討會在東京舉行，討論了當今博物館，特別是亞太地區博物館館藏的意義和潛力。

2019年11月，香港故宮文化博物館代表參加「博物館高峰論壇2019」，該論壇由康樂及文化事務署與大英博物館在香港共同舉辦。論壇為世界各地的文化從業員與博物館專業人士提供了重要的分享及交流平台。藉此機會，香港故宮文化博物館積極在開幕前拓展觀眾群，並與其他頂級博物館建立更緊密的聯繫。香港故宮文化博物館館長吳志華博士在高峰論壇上發表題為「經典再釋－香港故宮文化博物館的籌建」的演講，有超過800人出席。



Dr Louis Ng, Museum Director of the Hong Kong Palace Museum spoke at the Museum Summit 2019 on 'Classic Reinterpreted – Building Hong Kong Palace Museum'.

香港故宮文化博物館館長吳志華博士於「博物館高峰論壇2019」發表題為「經典再釋－香港故宮文化博物館的籌建」的演講。



In Tokyo, the symposium 'M+ International x Mori Art Museum: What Do Collections Mean to Museums?' provided a forum for discussion of the meanings and potential of museum collections today, with a special focus on museums in the Asia Pacific region.

「M+ 寰遊 × 森美術館：館藏何義」研討會在東京舉行，討論了當今博物館，特別是亞太地區博物館館藏的意義和潛力。

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Freespace collaborated with other leading international arts venues and festivals to co-commission and co-produce *Company Wayne McGregor – Autobiography*, performed in Freespace in January 2020. The Asian premiere performance represented one outcome of a long-term and multi-faceted partnership with Studio Wayne McGregor, part of a three-year collaboration agreement begun in 2017.

The second edition of the Experimental Chinese Opera Series, held at the Xiqu Centre in 2019, was another example of networking, inviting a number of Mainland troupes at the cutting edge of Chinese opera development to Hong Kong and serving as a valuable platform for regional dialogue and cultural exchange. A highlight of the series was the second Hong Kong staging of the award-winning experimental Cantonese Opera *Farewell My Concubine* (New Adaptation), its first staging at the Xiqu Centre.

Internships and Work Immersion

Running alongside the District's many arts programmes, performances and events for the public are opportunities for young people to engage practically in the arts through various internships and work immersion programmes. The one-year M+ Internship Programme is intended for young people who are interested in exploring a career in the museum field, while the Performing Arts Internship Programme gave participants practical and theoretical training in programming, operations and technical production. Other internship programmes run in the year included the Venice Biennale Internship Programme, the summer internship programme, and various Graduate Internship Programmes. In total, 77 young people enjoyed the hands-on benefits of internship through these schemes. Other young people took the opportunity to engage with the arts and culture scene by signing up for one of the two docent programmes, the Xiqu Centre Guided Tour Docent Programme and the M+ Docent Volunteer Programme. Participants received docent coaching and training to serve as effective ambassadors for the respective venues.

管理局與多個世界級藝術場地及機構共同委約呈獻作品「韋恩·麥葛萊格舞團—我的基因舞譜」，於2020年1月在自由空間演出。西九與韋恩·麥葛萊格工作室於2017年簽訂三年交流及合作協議，建立長遠伙伴關係，這亞洲首演正正是合作的成果之一。

戲曲中心於2019年再度呈獻「小劇場戲曲展演」，是建立交流合作的另一示範。活動邀請內地多個中國戲曲領域頂級劇團來港演出，為區域對話和文化交流提供了寶貴平台。這系列活動的焦點是屢獲殊榮的小劇場粵劇《霸王別姬》(新編)再度在港演出，同時是在戲曲中心的首演。

實習及工作體驗

西九除了為市民大眾提供和舉辦眾多藝術節目、表演和活動之外，亦為年青人提供大量機會，讓他們透過各種實習和工作體驗計劃，參與藝術活動的實踐。為期一年的「M+實習計劃」專為有志於投身博物館工作的年青人而設，而「表演藝術實習計劃」為參與者提供節目編排、營運及技術製作方面的理論和實踐訓練。年內開展的其他實習計劃包括「威尼斯雙年展實習計劃」、「暑期實習計劃」和各類「畢業生實習計劃」。透過這些計劃，共有77名年青人獲得實習機會。此外，年青人亦可透過參加「戲曲中心導賞員計劃」或「M+導賞員義工計劃」，參與藝術文化活動。參與者會接受導賞員指導和培訓，讓他們能夠成為相關場地的大使。



Xiqu Centre Guided Tour
戲曲中心導賞團



M+ Docent Volunteer Programme
M+ 導賞員義工計劃

THE YEAR IN REVIEW 年度回顧

Building the Future 建設未來

Good progress was made in terms of hardware development at West Kowloon during the 2019/20 reporting year. The Grand Theatre and the Atrium at the Xiqu Centre, and Freespace were completed and obtained their Places of Public Entertainment Licence in 2019. To support the launch and operation of Freespace, part of the District Cooling System (DCS) sub-main plant constructed under the M+ Contract was put into 24-hour operation in April 2019. Since March 2020, the DCS has also been serving M+ and its Conservation and Storage Facility (CSF). The Art Park has become operational in phases since 2019, with the majority of the park areas fully opened up in early 2020. The Art Park has quickly become a popular destination for local residents and visitors alike.

As the construction progress of the District's major arts and cultural projects continues going well, the design and fitting out of the smaller spaces within them are also being concluded, including the Retail, Dining and Entertainment (RDE) facilities within the Xiqu Centre, the Art Park and the future M+ and WKCDA Tower, the latter of which will serve as the head office of the Authority.

於2019/20報告年度內，西九硬件發展取得良好進展。戲曲中心的大劇院和中庭，以及自由空間相繼竣工，並於2019年獲發公眾娛樂場所牌照。為支援自由空間的啟用及營運，M+合約中包括的區域供冷系統分站，部分已自2019年4月起24小時運作，並自2020年3月起為M+及其修復保管中心供冷。自2019年起，藝術公園分階段投入營運，大部分區域已於2020年年初全面開放。藝術公園自開放後，已迅速成為廣受市民與訪客歡迎的消閒熱點。

西九各主要藝術文化項目的建築工程進展順利，內部的設計及裝修工程亦即將完工，包括設於戲曲中心、藝術公園、日後的M+大樓及西九文化區管理局大樓內的零售、餐飲和消閒設施；而西九文化區管理局大樓落成後，將作為管理局的總部。



Project Delivery

In 2019/20, a further 9.5 million man-hours of work was undertaken in respect of project construction. From 2014 to March 2020, over 34.5 million man-hours in total have been expended on developing the District. As regards construction safety, the Authority has continued to achieve an exemplary site safety record for its projects in the reporting year, with the developments' overall accident frequency rate remaining at a low 0.11 reportable accidents per 100,000 man-hours. On average, approximately 3,500 workers were at work on WKCDA construction sites each month during 2019/20.

項目推展

於2019/20年度內，西九建築工程累計950萬小時（以人工時計算）。自2014年至2020年3月底，西九建築工程累計逾3,450萬小時（以人工時計算）。在建築安全方面，管理局的施工項目在報告年度持續取得良好的工地安全記錄，項目整體須呈報事故率維持於低水平，每10萬個工時僅有0.11宗意外。於報告年度內，每月平均約有3,500名工人在管理局的工地工作。

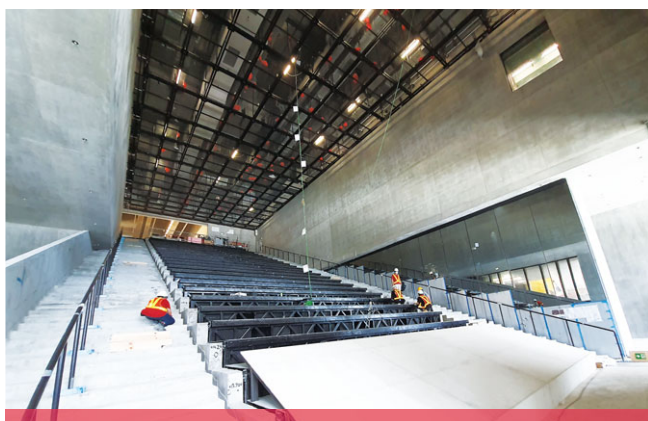
THE YEAR IN REVIEW
年度回顧Building the Future
建設未來

As regards procurement, from 2013 to the end of March 2020, the Authority had procured and awarded 63 major works contracts. Following funding approval for the remaining works of the Integrated Basement (IB) in Zone 2 and the third package of Public Infrastructure Works (PIW) by the Finance Committee of the Legislative Council on 20 March 2020, the Authority also awarded the Foundation and Excavation Works Contract for the IB/Underground Road in Zone 2A and the Artist Square Bridge (ASB) Works Contract. The ASB will provide a direct, round-the-clock and barrier-free connection between the District and developments around MTR Kowloon Station.

The COVID-19 pandemic in the early part of 2020 adversely impacted the progress of all current projects unfortunately. This was mainly due to delays in the delivery of key construction materials, and the closure of supply chains in Mainland China. The pandemic also impacted the availability of labour resources during the first quarter of 2020. Every effort had been made to minimise the disruptions, although progress at several of our projects was set back by between 9 and 12 weeks.

在採購方面，自2013年至2020年3月底，管理局採購並批出63份主要工程合約。隨著2020年3月20日立法會財務委員會批准綜合地庫2區及相關公共基礎建設工程的撥款，管理局亦批出2A區綜合地庫／地下行車路地基及挖掘工程合約及藝術廣場天橋工程合約。藝術廣場天橋落成後，將提供一條全天候無障礙通道，連接西九與港鐵九龍站發展項目。

2019冠狀病毒病疫情在2020年年初影響所有項目的進度，主要源於主要建築物料交付延誤以及內地供應鏈中斷等。疫情亦造成2020年第一季工人短缺，部分工程項目的進度因此延誤9至12周，管理局已竭盡全力將影響降到最低。



The interior of the M+ building in early 2020
2020年年初M+大樓內部情況



The M+ roof terrace on the podium in early 2020
2020年年初M+大樓平台天台花園的情況

M+

The M+ building and its integrated facilities were nearing completion as of the end of March 2020. Some fit-out works remained to be done, along with final testing and commissioning for the upcoming statutory inspections. The M+ project includes the following five elements: the M+ building, the CSF, the WKCDA Tower (a 16-storey building with RDE and other arts and cultural facilities), an interfacing car park (ICP) adjacent to the M+ building, and some related PIW including a Sewage Pumping Station (SPS). Works on the ICP and the related PIW and SPS have been completed, and these facilities are now fully operational. As at the end of March 2020, the M+ building, the CSF and the WKCDA Tower were 94% completed. The Authority expects to open M+ to the public in 2021.

M+

截至2020年3月底，M+大樓工程及其綜合設施已接近完成，接著會進行最後測試，啟動機電設備，以準備即將進行的法定檢查，並進行裝修工程。M+項目涵蓋以下五個部分：M+大樓、修復保管中心、西九文化區管理局大樓（樓高16層，附有零售、餐飲和消閒以及其他藝術文化設施）、毗鄰M+大樓的停車場，以及相關的公共基礎建設工程，包括污水泵房。停車場、公共基礎建設工程及污水泵房已經竣工，現已全面運作。截至2020年3月，M+大樓、修復保管中心及西九文化區管理局大樓工程已完成94%。管理局預計M+將於2021年向公眾開放。

THE YEAR IN REVIEW 年度回顧

Building the Future 建設未來



The Hong Kong Palace Museum's digital rendering
and its latest construction progress
香港故宮文化博物館的數碼繪製圖及最新建築情況



Hong Kong Palace Museum

Considerable progress was achieved on the HKPM construction in 2019/20. Located at the western tip of the District, the HKPM project was announced in December 2016, followed by an eight-week multi-pronged public consultation exercise and exhibition on its design, programming and learning opportunities. The capital cost of HKPM is fully funded by a donation of HK\$3.5 billion from The Hong Kong Jockey Club Charities Trust. The HKPM project broke ground on 28 May 2018.

HKPM has a site footprint of 13,000 square metres and a gross floor area of 30,000 square metres, comprising exhibition galleries, auditorium, activity rooms, souvenir shop, restaurants, and office. The design consultant is Rocco Design Architects. The design concept is a fresh interpretation of Chinese aesthetics, drawing inspiration from traditional art and architecture, as well as Hong Kong's urban environment.

The Main Contract for HKPM, comprising all the substructure, superstructure, architectural, building services installations and external work, was awarded in March 2019. As at the end of March 2020, the structure to the fourth floor of the seven-storey museum building had been substantially completed, with the building topping out marked in summer 2020. Expected completion of the HKPM project is mid-2021, with the opening of the museum scheduled for mid-2022.

香港故宮文化博物館

於2019/20年度內，香港故宮文化博物館的建築工程取得重大進展。香港故宮文化博物館位於西九的西端，項目於2016年12月公布，其後就其整體設計、節目策劃以及教學和詮釋工作，透過不同渠道展開為期八星期的公眾諮詢活動及展覽。項目由香港賽馬會慈善信託基金捐助35億港元作為建設費用。香港故宮文化博物館於2018年5月28日舉行動土儀式。

香港故宮文化博物館佔地13,000平方米，總樓面面積為30,000平方米，當中包括展覽廳、演講廳、活動室、紀念品商店、餐廳及辦公室。設計顧問為許李嚴建築師事務所有限公司。設計概念源自中國傳統藝術和建築，以及香港都市文化，建築師以嶄新的手法重新演繹中國美學。

香港故宮文化博物館的主工程合約，包括所有底層結構、上層結構、建築、屋宇裝備安裝工程及外部工程，已於2019年3月批出。截至2020年3月底，樓高七層的博物館大樓至第四層的主要結構已大致完成，並於同年夏季平頂。香港故宮文化博物館預期將於2021年年中落成，計劃於2022年年中對外開放。

THE YEAR IN REVIEW
年度回顧Building the Future
建設未來Digital rendering of the
Lyric Theatre Complex
演藝綜合劇場的數碼繪製圖**Lyric Theatre Complex**

Good progress was made in 2019/20 on construction for the L1 Works Contract (L1) for the excavation and structural works for the Lyric Theatre Complex (LTC), and the second building Works Contract (L2) for the superstructure and fit-out of the basement, despite some delays due to a flooding incident in July 2019. As of the end of March 2020, L1 was approximately 52% completed, with the IB floor slabs B2 and B1 levels having been finished along with 30% of the perimeter walls. As for L2, approximately half of the Vibration Isolation Springs have been installed on the B2 floor slab, on which the LTC structure will sit to mitigate noise or vibration from the nearby Airport Express Line. Expected completion of the LTC project is end of 2023, with opening in 2024.

Moving Forward

The IB is an integral component of the conceptual plan which forms the basis of the development of the District. It puts the traffic, loading/unloading bays, plant rooms and utilities all underground thereby freeing up the site for cultural use and public enjoyment, as well as enhancing the walking environment at podium level. Its construction is also the pre-requisite for any topside developments in the remaining sections of the West Kowloon project.

演藝綜合劇場

於2019/20年度內，演藝綜合劇場的挖掘和結構工程，即L1工程合約(L1)的工地曾於2019年7月出現水浸事件，一度令L1進度有所延誤，然而L1與第二項工程合約，即負責上蓋大樓及綜合地庫裝修工程的L2工程合約(L2)，整體工程進展仍然理想。截至2020年3月底，L1已完成約52%，綜合地庫B2及B1層已完成底板施工，30%的圍牆亦已安裝好。L2方面，近半數彈簧隔振器亦已完成安裝到B2層的底板上，安裝彈簧隔振器有助減低附近機場快綫噪音和振動影響，隨後演藝綜合劇場亦會建於上方。演藝綜合劇場項目預計於2023年年底完成，2024年對外開放。

展望未來

綜合地庫是概念圖則的主要組成部分，構成西九發展的基礎；其概念是將車輛交通、上落客貨設施、機房及公共設施全部置於地底，以騰出地面空間作文化用途及供市民使用，改善地面步行環境。建造綜合地庫亦是其餘西九上蓋發展項目的先決條件。

THE YEAR IN REVIEW 年度回顧

Building the Future 建設未來

The IB in Zone 2, located between the Xiqu Centre (Zone 1) to the east and the LTC (Zone 3) to the west, is the single largest project being undertaken by the Authority, entrusted by the Government, in terms of planning, design and construction. The topside development on the IB Zone 2 includes a large portion of Hotel/Office/Residential (HOR) and RDE, which will provide a future long-term income to support the operations of the arts and cultural facilities in West Kowloon.

The design work for the IB Zone 2 entered an important stage in the reporting year to achieve an optimal balance of functional needs, quality urban public open spaces and the goal of providing world-class arts and cultural facilities to the city. WKCDA has prepared a phased implementation plan which aims to identify works packaging strategies and contract arrangements for the construction of the IB Zone 2 and the topside developments. The underground road works scheme was gazetted in end of 2018 and authorised in early 2019, and the first statutory approval for the General Building Plan of the IB was obtained from the Buildings Department in 2019.

A number of important projects are being undertaken to enhance pedestrian connectivity to the District, many of which are supported as PIW projects. These include the Austin Road Pedestrian Link (providing a direct connection between MTR Austin Station and the Xiqu Centre) and the ASB, which are targeted to open in the fourth quarter of 2020 and the fourth quarter of 2021 respectively. Other projects that have been taken through early feasibility studies include the provision of Public Piers, and the extension of the road network to provide an alternative exit to the north west of the District. Both of these initiatives would enrich the District's connectivity and accessibility.

綜合地庫2區項目由戲曲中心東面(1區)伸延至演藝綜合劇場(3區)的西面。就規劃、設計及建造方面而言，2區發展項目是香港特別行政區政府委託管理局進行的單個最大項目。綜合地庫2區上蓋發展項目包括大範圍的酒店／辦公室／住宅以及零售、餐飲和消閒設施，將為管理局帶來長遠收入，支持西九藝術文化設施的營運。

於報告年度內，綜合地庫2區的設計工作邁進重要階段，務求於功能需求、打造優質城市公共開放空間，以及為香港提供世界級藝術文化設施之間取得最佳平衡。管理局已就興建綜合地庫2區及其上蓋發展項目的工程分項策略和合約安排，制定不同階段的實施計劃。地下行車路工程計劃已於2018年年底刊憲，並於2019年年初獲得批准，而綜合地庫的建築圖則亦於2019年獲屋宇署批准。

為加強行人與西九的連接，多個重要工程正在進行，其中有多項為公共基礎建設工程，包括柯士甸道行人接駁系統(連接港鐵柯士甸站與戲曲中心)及藝術廣場天橋，預計分別於2020年第四季及2021年第四季對外開放。其他工程包括興建船舶登岸設施，及擴闊道路網以在西九的西北方提供另一出口，均已完成早期可行性研究，日後將有助加強西九與鄰近地區的連接及通達性。

The Artist Square Bridge will provide a direct, round-the-clock and barrier-free connection between the District and developments around MTR Kowloon Station. 藝術廣場天橋建成後，將會提供一條全天候無障礙通道，連接西九與港鐵九龍站上蓋發展項目。



THE YEAR IN REVIEW
年度回顧Enhancing Customer Experience
提升訪客體驗

As new WKCDA venues such as the Xiqu Centre and Freespace have come into use, more and more events and performances are drawing audiences to the District. Consequently, the quality of customer experience has become an increasingly important metric by which WKCDA measures its overall performance. The Authority has been active in pursuing strategies and systems that will enhance the experience of customers, gain their trust and confidence, manage inevitable disruptions smoothly, and bring them back to the District again and again.

Performing Arts Venues

WKCDA is supporting the long-term development of the arts scene in Hong Kong by hiring out its artistic venues, each of which has its own artistic mission and identity. The aim is to support the arts and cultural industry by providing practitioners with increased performing opportunities and the chance to build bigger audiences. In particular, West Kowloon's performing arts venues are supporting small- and medium-sized performing companies by charging a lower base rate and minimising financial risk through box office sharing arrangements. Priority is given to artistic hirers with preferential rates.

This artistically driven hire policy has been warmly welcomed and utilised by the performing arts sector. Already, a stellar array of Cantonese opera artists has utilised the Xiqu Centre for a variety of performances, including the classic production *Princess Chang Ping*, selling out 13 performances. Elsewhere, Freespace has been inviting local and international performers and local companies to consider utilising its flexible spaces for performances of genres such as dance, theatre, music, multi-media and cross-genre art forms.

隨著戲曲中心及自由空間等場地啟用，管理局呈獻更多活動及表演，吸引觀眾到訪西九。因此，訪客體驗逐漸成為管理局衡量其整體表現的重要指標。管理局一直積極透過不同策略，以及利用不同系統，提升訪客體驗，贏取他們的信任和支持，並在訪客因為各種不能避免的原因而不能參與我們的節目時，作出妥善安排，吸引訪客再次重臨西九。

表演藝術場地

管理局透過出租表演藝術場地支持香港藝壇的長遠發展。西九各表演藝術場地均有其獨特的藝術使命及用途特色，以拓展觀眾層，為藝術工作者提供更多表演機會，藉此支持藝術文化業界。具體而言，西九的表演藝術場地支持中小型藝術團體，收費機制低門檻並與票房掛鉤，與租用者共同分擔財務風險。藝術租用者可優先租用及以優惠價錢租用場地。

這個由藝術主導的場地租用政策，深受表演團體歡迎和支持。戲曲中心吸引多位粵劇名伶送上各式各樣的演出，包括經典劇目《帝女花》，共13場表演的門票全部售罄。此外，自由空間亦誠邀了不少本地以至國際表演者，以及本地的藝術團體，使用其靈活多變的空間，舉辦舞蹈、戲劇、音樂、多媒體及跨界藝術等類型的表演節目。

Freespace
自由空間Xiqu Centre
戲曲中心

THE YEAR IN REVIEW 年度回顧

Enhancing Customer Experience 提升訪客體驗

Ticketing Service

Recognising that a customer's ticketing experience can be a 'make or break' component of his or her overall satisfaction, WKCDa manages its own in-house integrated Ticketing and Customer Relationship Management (CRM) system. This system has enabled WKCDa to expand its electronic mailing list, enhance the efficiency of its marketing programmes, boost online sales, increase its business efficiency, and enhance customers' ticket purchase experience.

The robustness of this online system was proved in December 2019, when tickets for the hotly-anticipated performance of Japanese artist Ryuichi Sakamoto in Freespace were made available for sale. All tickets sold out within an hour, without a hitch. This was a great test of the stability of the system's online ticket purchasing capability, which it passed with flying colours.

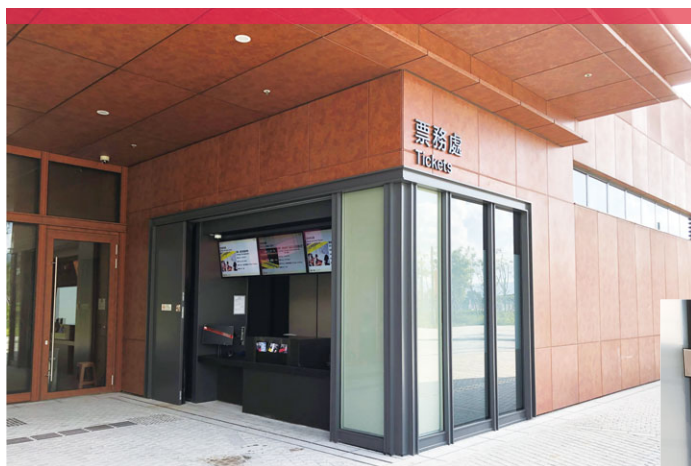
The year also saw the opening of the Freespace Ticket Office in June 2019, in time to welcome the Hong Kong debut of French choreographer Christian Rizzo's acclaimed dance work *From a True Story*, as part of the Le French May Festival.

票務服務

管理局深明票務體驗是訪客整體滿意度的關鍵所在，因此管理局自行管理一站式票務及客戶關係管理系統。此系統有助管理局擴闊電子通訊訂閱人數、提高其市場推廣計劃的效率、增加網上銷售額、加強業務效率，以及提升客戶的購票體驗。

萬眾期待的日本音樂家坂本龍一在自由空間的演出於2019年12月發售門票，正好考驗管理局票務系統的可靠性。門票於一小時內迅速售罄，期間網上購票系統一直運作暢順，表現出色。

自由空間票務處於2019年6月亦正式啟用，正好配合法國編舞家克里斯汀·赫佐載譽首度來港演出《來自真實故事》，作為法國五月藝術節其中一個節目。



Freespace Ticket Office started operation in June 2019.

自由空間票務處於2019年6月正式啟用。

The Xiqu Centre Ticket Office
戲曲中心票務處



THE YEAR IN REVIEW
年度回顧**Enhancing Customer Experience**
提升訪客體驗**Surmounting Challenges**

Given the packed array of events and performances lined up for the District for 2019/20, the social events in Hong Kong from June 2019 onwards and the subsequent COVID-19 pandemic in Hong Kong from January 2020 inevitably had an effect on the Authority's ability to deliver all programmes as planned.

In compliance with the Government's precautionary measures against COVID-19 pandemic, the M+ Pavilion, the theatres in the Xiqu Centre and Freespace together with other facilities were temporarily closed from early 2020.

More than 250 performances and programmes and over 200 regular activities at the Xiqu Centre and Freespace had to be rescheduled or cancelled from September 2019 to April 2020.

WKCD's technical and organisational capabilities were severely tested in the face of such unprecedented postponements and cancellations. However, its mix of efficient systems helped significantly minimise the impact of the disruptions across the year on customers and performers alike.

The Authority adopted an approach which could be summed up by the motto 'the show must go on'. WKCD staff worked tirelessly to avoid show cancellations wherever possible, doing their best to set up workable alternative arrangements for performers and ticket holders. The WKCD team also strove to provide as much information as possible to the public on a daily basis, through channels such as the West Kowloon Cultural District website and local media outlets.

In circumstances that were beyond the Authority's control, emails or phone calls were made directly to ticket holders wherever possible to ensure they were aware of the changes. Refund arrangements were provided for those due to attend cancelled shows, and for those who were unable to attend performances that had been rescheduled.

WKCD's CRM system proved a vital tool in handling these challenges. It enabled lists of ticket buyers or event registrants to be easily generated and emails to be sent to them notifying them of changes, freeing up staff to focus on contacting those without emails.

共渡時艱

於2019/20年度，西九安排了一連串豐富的活動及表演；但自2019年6月起發生的社會事件，以及隨後2020年1月香港開始出現2019冠狀病毒病疫情，無可避免對管理局的節目安排構成影響。

為遵守政府應對2019冠狀病毒病所採取的預防措施，M+展亭、戲曲中心劇院和自由空間以及部分設施於2020年年初須暫時關閉。

於2019年9月至2020年4月期間，戲曲中心和自由空間有逾250場演出和節目，以及逾200場常規活動因此要改期或取消。

節目活動改期和取消的影響之大，前所未見，對管理局的技術團隊和組織能力而言，是一個嚴峻的考驗。然而憑藉管理局各個有效和完善的系統，我們才得以將對訪客和表演者的影響減到最少。

管理局謹守「表演還是要繼續 The show must go on」的精神。在可行情況下，管理局的員工盡其所能讓節目如期上演，或竭力為表演者和持票人士作改期等其他安排。管理局同時致力透過西九網站及本地媒體等溝通渠道，每日向市民提供最新的資訊。

若遇上特殊情況，管理局會盡可能透過電郵或電話聯絡持票人士，通知他們有關節目調動安排。如有關的演出被取消或觀眾無法出席已改期的演出，管理局亦會安排退款。

管理局的客戶關係管理系統在應對這些挑戰時扮演著重要角色，透過該系統，管理局能迅速掌握持票人士或已登記活動人士的名單，以便發送電郵通知他們活動的變動，工作人員同時可以集中精力聯絡未有提供電郵聯絡方式的人士。

THE YEAR IN REVIEW 年度回顧

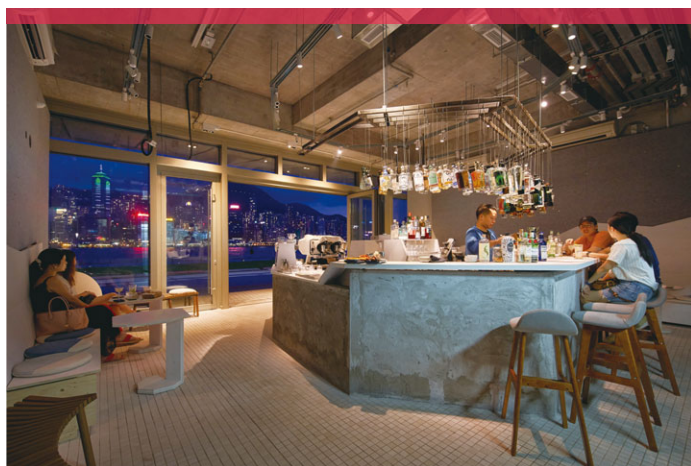
Enhancing Customer Experience 提升訪客體驗

Retail, Dining and Entertainment

For the convenience of visitors to West Kowloon, WKCD has made it a priority to ensure that a good range of retail and food and beverage (F&B) outlets are operating on site. Shops and F&B spaces in the District have been rented to selected tenants providing relevant goods and services, including cafes, Western and Asian restaurants and bars situated in the Art Park. As of end of March 2020, there are 14 shops (include the M+ Shop) and F&B outlets in operation across the District.

Disruptions to events and access to venues in 2019, followed by distancing restrictions in 2020 as a result of COVID-19 pandemic, inevitably led to loss of patronage for retail and F&B businesses in the District. For WKCD, it remains important that confidence and continuity are maintained among business tenants. The Authority therefore offered tenants temporary rental concessions from June 2019 onwards on a case-by-case basis. This support aims to help them manage the challenges of the times while remaining operational to meet the needs of those visitors and audiences attending events that took place during the tough period.

The M+ Shop at the M+ Pavilion offered a range of merchandise related to the exhibitions on view, developed in conversation with featured artists. As M+ is in preparation for its opening, the museum has invited expressions of interest from commercial F&B collaborators, with the aim of setting up world-class restaurants and add to visitors' experience of M+. The museum will include four F&B venues, and partners are being selected to match the museum's vision of food that is world inspired, Asian influenced, and truly local. M+ is also seeking collaboration with publishers to produce museum publications that will further the museum's project of cultural dissemination and outreach, in addition to extending its retail merchandising strategy.



The M+ Shop
M+商店

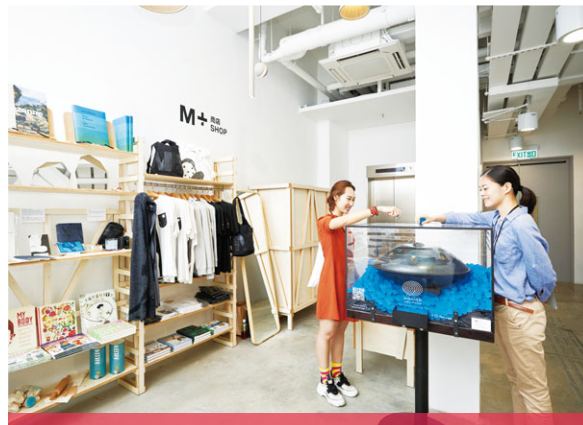
零售、餐飲和消閒

為讓西九訪客有更高質素的體驗，管理局引入多間優質的零售餐飲設施，於區內營運。西九不少零售和餐飲空間已出租予多間精選租戶，提供商品和服務，如藝術公園內，已設有咖啡館、西式和亞洲風味餐廳及酒吧等。截至2020年3月底，已有14家商店(包括M+商店)和餐飲設施進駐西九。

在2019年的社會事件令交通受阻，對場地使用者造成了不便；加上2020年的2019冠狀病毒病疫情爆發而實施社交距離限制措施，無可避免令區內的零售及餐飲設施的顧客減少。管理局盡可能協助租戶維持營業，希望各方能有信心一起應對多變的環境。自2019年6月起，管理局因應個別情況向租戶提供臨時租賃優惠，旨在幫助他們應對當前的挑戰，維持營運，希望於這艱難時期，仍能滿足到西九參加活動的訪客與觀眾的需要。

M+展亭內的M+商店提供了一系列與展覽相關的商品，這些商品由M+與參展藝術家攜手構思。為開幕作好準備，M+邀請餐飲業界提交租賃合作的意向書，期望匯聚世界一流的餐廳，令M+訪客的體驗更美好圓滿。博物館將設有四個餐飲場地，並將挑選符合博物館飲食願景的合作夥伴，為訪客提供融匯國際風格、貫注亞洲特色的真正地道體驗。M+還將與出版商合作出版刊物，以擴展博物館的文化傳播及推廣工作，貫徹其零售營銷策略。

The F&B outlets in the Art Park have come into operation gradually.
藝術公園內的餐飲設施已陸續投入服務。



THE YEAR IN REVIEW
年度回顧**Enhancing Customer Experience**
提升訪客體驗**Other Visitor Services**

The Art Park is the green heart of the District for leisure and relaxation for visitors. To enhance visitors' experience, a new Information Booth was established in the reporting year where our Park Ambassadors would help with all enquiries, distribute leaflets on latest events and activities, and provide free rental of leisure facilities to visitors. During the period of COVID-19 pandemic, the Art Park kept open and became even more popular. The Authority continued to comply with the Government's latest hygiene requirement that frequent cleaning measures at the Art Park were arranged and visitors were also advised to wear a mask, maintain physical distance and limit the group size of the gatherings when as appropriate.

Given the wide range of internet platforms and links utilised by the Authority, the provision of free Wi-Fi for visitors to the District and its venues has been a priority. The technical aspects of Wi-Fi delivery can be challenging for large spaces such as the Art Park. A comprehensive Information and Communications Technology infrastructure project was completed in July 2019 that has brought stable, fast and free Wi-Fi services to satisfy the needs of all visitors to the Art Park and Freespace.

The Authority treasures customer feedback which is essential for WKCD in developing and enhancing customer experience across the board. To this end, automatic post-event surveys are sent out to ticket holders who attended the Tea House Theatre performance. The surveys are prepared and reviewed using the centralised enterprise survey platform Qualtrics, which collect a range of feedback on different aspects of customer experience. The feedback collected is used to fine-tune and enhance programming and other aspects of event delivery. Regular visitors survey is also carried out at the Art Park to obtain feedback and suggestions from visitors for enhancement on services and experience.

其他訪客服務

藝術公園是西九的綠色心臟，也是訪客休憩放鬆的好地方。為提升訪客體驗，藝術公園於本報告年度新設了一個訪客資訊站，並由公園大使協助解答所有訪客的查詢、派發最新活動單張，並讓訪客免費租用休閒設施。於2019冠狀病毒病疫情期間，藝術公園仍保持開放，更成為熱門的休閒好去處。管理局一直遵守政府的最新衛生規定，於藝術公園時刻採取清潔措施、建議訪客佩戴口罩及保持社交距離，並在適當時限制聚集人數。

管理局經常透過其網上平台或利用網上連結發放資訊，故為西九及其場地的訪客提供免費Wi-Fi非常重要。要在如藝術公園等大型空間提供完善的Wi-Fi覆蓋是一大技術挑戰，全面的資訊及科技通訊基礎設施項目已於2019年7月完成，提供穩定、快速和免費的Wi-Fi服務，以滿足藝術公園和自由空間所有訪客的需要。

管理局十分重視觀眾和訪客的意見，對我們全面提升訪客體驗至關重要。為此，管理局透過系統，向出席完茶館劇場活動的觀眾自動發放問卷調查。相關問卷集中透過企業問卷調查平台Qualtrics編製和審閱，協助我們收集觀眾在各方面體驗的意見，用作優化和提升節目編排及其他活動安排。藝術公園亦會定期進行訪客問卷調查，聽取他們的意見和建議，從而提升服務和體驗。



To enhance visitors' experience, a new Information Booth was established in the Art Park in the reporting year. 為提升訪客體驗，藝術公園於本報告年度新設了訪客資訊站。



THE YEAR IN REVIEW 年度回顧

Corporate Social Responsibility and Sustainability 企業社會責任與可持續發展

The concept of sustainability has been a fundamental part of the Authority's mission of designing, planning and operating West Kowloon as an arts and cultural hub. Right from the beginning of the development of the District, sustainability features are fully embedded in both the District's natural and its built environment. Sustainability is also a principle that underpins how the Authority operates and manages the space, as it works to foster an inclusive society and improve people's quality of life.

Sustainability Governance

Underlying all the Authority's development initiatives is the West Kowloon Cultural District Authority Ordinance (Cap 601). Among other things, this requires the Authority to achieve international standards in its efforts to establish West Kowloon as a vibrant cultural quarter.

To this end, a Sustainability Team was set up by the Chief Executive Officer in 2019/20 to support the Authority's sustainability strategy and report on developments. The Sustainability Team comprises representatives from the Authority's Commercial Operations, Communications and Public Affairs, District Facility Services and Finance Departments. The team reports to the Audit Committee on the progress of specific sustainability initiatives.

West Kowloon is in a transition from the construction stage to the operational stage, and each of the operating and to be opened facilities carries its own unique features and associated challenges. WKCDA recognises the need to be adaptable and to transform the approach to sustainability. The Authority is currently undertaking a sustainability governance review process, which is helping us integrate sustainability considerations more deeply into our decision-making at every level.

管理局一直按可持續發展的理念設計、規劃和營運西九，將西九打造成藝術文化樞紐，而推動這個理念亦是管理局的主要使命之一。自西九開始發展以來，我們致力將可持續發展的特色，完美融入在西九的自然和建構環境當中。管理局亦遵照可持續發展的原則，營運和管理西九的各項設施，旨在建立共融社會，提升市民的生活質素。

可持續發展管治

管理局的所有發展計劃均建基於《西九文化區管理局條例》(第601章)。該條例要求管理局努力達致國際標準，讓西九成為充滿活力的文化區。

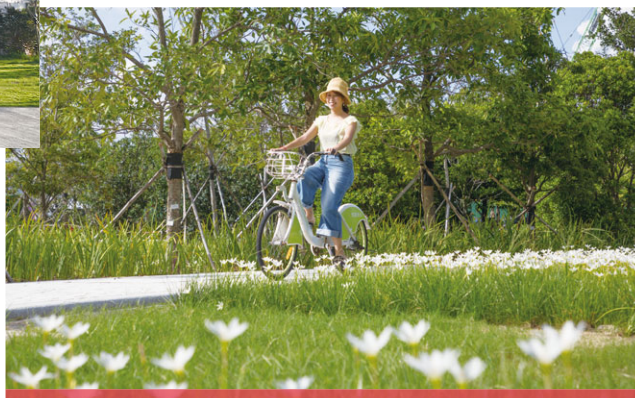
為此，管理局行政總裁於2019/20年度成立可持續發展小組，為管理局的可持續發展策略提供支援，並匯報進展。可持續發展小組由管理局多個部門代表組成，包括商務營運部、傳訊及公共事務部、區域設施事務部及財務部。可持續發展小組向審計委員會匯報可持續發展計劃的具體進展。

西九正從建設階段過渡到營運階段，正在營運和即將開放的設施均各具特色，同時亦各自有不同挑戰。管理局理解因應時宜，改變可持續發展策略的需要。管理局正在進行可持續發展管治的檢討工作，希望藉此更深入地將可持續發展的因素融入到各個層面的決策中。



The Smartbike and the Autonomous Vehicle Service, a free driverless electric vehicle, are sustainable transport operating within the Art Park with zero emission.

無人駕駛的電動智能自動車在藝術公園內提供免費服務，加上悠遊西九單車服務，都是零排放的可持續交通工具。



THE YEAR IN REVIEW
年度回顧**Corporate Social Responsibility and Sustainability**
企業社會責任與可持續發展**A Place for Everyone**

The Authority aims to forge deep connections with the community, including youth groups, ethnic minorities and other stakeholders, by encouraging members of the public to visit the District's different arts and cultural venues and enjoy the Art Park at their leisure. With 11 hectares of quality green space, the Art Park is a key facility that connects the community with this expansive venue where friends and family can relax, jog, or exercise.

Throughout the reporting year, various free and open events were held at the Great Lawn to engage the public with diverse arts and cultural activities and to provide a platform for art creators to pursue their dreams in a place which belongs to them. These events included the *Youth & Art Festival* in September 2019 and the *Freespace Jazz Fest* in November 2019, just to name a few.

屬於全民的文化新天地

管理局透過鼓勵市民到訪西九各個藝術文化場地，以及體驗藝術公園的休閒氣息，與社區建立深厚聯繫，包括青少年、少數族裔及其他持份者。藝術公園擁有11公頃舒適和廣闊的綠化空間，是連繫社區的重要設施，讓市民可與親朋好友一起放鬆、慢跑或鍛煉身體。

於報告年度內，管理局於大草坪舉辦了各類免費戶外節目，為市民帶來精彩豐富的藝術文化活動，並為藝術創作者提供實現夢想的平台，當中包括2019年9月的「秋日青藝節」和11月的「自由爵士音樂節」。

**Conserving the Environment and Reducing Carbon Footprint**

The Authority has taken proactive measures to ensure the District is green and sustainable, and is working hard to reduce its overall carbon footprint. At the Xiqu Centre, solar panels have been installed to operate solar water heating systems which help provide renewable and clean energy, hence reducing the use of electricity. WKCD has also been working with the electricity company to implement a Smart Building Management System. The monthly energy consumption tracking programme has provided valuable energy usage patterns to help improve our energy efficiency of the District.

保護環境及減少碳排放

管理局積極採取措施，確保西九是環保及可持續地發展，並致力減少整體碳排放。戲曲中心透過安裝太陽能板，利用可再生潔淨能源運作太陽能熱水系統，從而減少用電。管理局亦與電力公司合作，採用智能大廈管理系統，每月的能源消耗追蹤計劃反映場地的能源使用模式，有助管理局提高西九的能源效益。

THE YEAR IN REVIEW 年度回顧

Corporate Social Responsibility and Sustainability 企業社會責任與可持續發展

As part of the District's masterplan to build a city park, the Art Park has achieved a green coverage of 60%. More than 2,000 trees of 115 species have been planted in the park, of which 50% are native species, 20% are naturalised species suited to the local climate, and 30% are exotic. This planting has helped create an increasing biodiversity. During the reporting year, the Authority hosted 19 Art Park guided tours and workshops attracting more than 190 participants, to promote and build awareness of the importance of preserving Hong Kong's ecological environment.

Within the District's natural environment, two sustainable transport methods for visitors have been provided. One is WKCD's trial service of the Autonomous Vehicle Service, a free driverless electric vehicle operating within the park with zero emissions. The driverless vehicle has attracted 12,000 passengers since it came into operation. The other sustainable transport is the bike sharing programme Smartbike operated by Tung Wah Group of Hospitals' BiciLine Cycling Eco-Tourism Social Enterprise. In line with the Government's promotion of electric vehicles (EV), 20 EV chargers have been installed in indoor parking spaces for visitors.

Multiple water management measures have been implemented to manage water consumption in the District, including the use of a rain harvesting system for irrigation.

Up to 2019/20, the Authority has been recognised with the BEAM Plus certifications listed below, authenticating WKCD's commitment to sustainability. BEAM is Hong Kong's reputable rating tool for Green buildings and is internationally well recognised.

- West Kowloon Cultural District – BEAM Plus Neighbourhood (Pilot Version) – Platinum
- Xiqu Centre – New Buildings V1.2 – Final Gold
- Hong Kong Palace Museum – Provisional Gold
- M+ – Provisional Gold
- Office Development (P39B) – Provisional Gold

The Authority has continued to implement the Go Green Recycling Programme in its offices, and has introduced more recycling facilities for the Art Park visitors and tenants to separate waste.

Enhancing Accessibility

In 2018, WKCD announced its policy on universal accessibility, which involves a commitment to achieving inclusion and accessibility on a district-wide level as part of promoting an inclusive society. During the reporting year, the Authority regularly reviewed accessibility provision across the District, conducted access audits led by people with disabilities, and welcomed visits by disability groups, all with the objective of ensuring the District's facilities are accessible for all visitors.

作為西九建設城市公園總體規劃的一部分，藝術公園的綠化覆蓋率達60%。公園種有逾2,000棵樹木，共115個樹種，其中50%為原生品種，20%為可適應本地氣候環境的外來樹種，30%為外來樹種。此種植模式有助增加生物多樣性。於報告年度內，管理局舉辦19次藝術公園導賞遊和工作坊，吸引了超過190人參與，藉此推廣及引導市民關注保護香港生態環境的重要性。

管理局為訪客提供兩種可持續發展交通工具穿梭西九內的自然環境。其中一種為管理局正在試行的電動智能自動車，無人駕駛的電動智能自動車能做到零排放，在園區內提供免費服務。自投入營運以來，電動智能自動車已為12,000名乘客人次提供服務。另一種可持續的交通工具為「悠遊西九」單車服務，計劃由東華三院BiciLine單車生態旅遊社會企業負責營運。另外，為響應政府提倡使用電動車，西九室內停車場提供20個電動車輛充電器供訪客使用。

管理局採取多項食水管理措施，以管理西九用水，包括使用雨水收集系統進行灌溉。

截至2019/20年度，管理局已獲得下列綠建環評的認證，反映管理局對可持續發展的承諾。綠建環評是香港評估建築物環保程度的權威工具，在國際上享有盛譽。

- 西九文化區 – 綠建環評社區 鉑金評級
- 戲曲中心 – 新建建築1.2版最終金級
- 香港故宮文化博物館 – 暫定金級
- M+ – 暫定金級
- 辦公室發展(P39B) – 暫定金級

管理局繼續在其辦公室推行環保回收計劃(Go Green Recycling Programme)，並為藝術公園的訪客和租戶引入更多回收設施，以實行垃圾分類。

加強通達服務

管理局於2018年宣布推出通達政策，致力提升西九區內的共融和通達水平，並作為推動社會共融的一部分。於報告年度內，管理局定期檢視西九的通達設施建設，並由殘疾人士帶領巡查，以及提供通達導賞予殘疾人士，種種服務旨在確保西九設施能滿足所有訪客的需要。

THE YEAR IN REVIEW
年度回顧Corporate Social Responsibility and Sustainability
企業社會責任與可持續發展

The Authority's Accessibility Office is dedicated to supporting and coordinating accessibility matters across the District. It works closely with internal teams and the community, including the sub-committee on Access of the Rehabilitation Advisory Committee, the Labour and Welfare Bureau on access-related matters. During the reporting year, members of the accessibility team undertook three overseas exchange tours to promote the Authority's work in enhancing universal accessibility and to learn more about industry's best practice on accessibility matters. One of these, an exchange in Taiwan, involved the sharing of ways by which accessibility challenge can be turned into opportunities through, for example, offering services such as childcare, using AI technology to provide live captions for events, and creating scent-free environments.

New accessibility initiatives of the Authority included the introduction of portable service bells for members of the audience to call for assistance easily inside performance venues, installation of moveable armrests on aisle seats in the Grand Theatre and the Seminar Hall of the Xiqu Centre, and provision of assistive listening devices.

Apart from making its facilities more accessible, the District also makes access services available for various programmes on a scheduled or on-request basis. In order to enhance engagement and better promote our accessibility initiatives to targeted groups, the Authority engaged a native Sign Language interpreter to work on the translation of marketing materials into Hong Kong Sign Language. During the reporting year, the Xiqu Centre also offered access tours with touch tools that were developed in consultation with a community group of people who are blind or have low vision.

The West Kowloon Cultural District website conforms to the Web Content Accessibility Guidelines 2.0 Level AA standard. It received the Triple Gold Award in the Web Accessibility Recognition Scheme 2018/19, organised by Hong Kong Internet Registration Corporation Limited and co-organised by the Office of the Government Chief Information Officer.

管理局設有通達辦事處，致力支援和協調整個西九的通達事宜。通達辦事處就通達相關事宜與管理局內部團隊和社區緊密合作，包括勞工及福利局康復諮詢委員會轄下的無障礙小組委員會。於報告年度內，通達辦事處的成員進行了三次海外交流，以推動管理局通達共融方面的工作，以及了解業界有關通達事宜的最佳實踐；其中一個例子為於台灣的交流活動中，業界人士分享了如何化通達挑戰為機遇，例如提供託兒服務、使用人工智能技術為活動提供即時字幕，以及締造無香環境等。

管理局推出多項新的通達服務，包括為觀眾提供便攜式電子服務鈴，方便觀眾在觀眾席內尋求幫助；在戲曲中心大劇院和演講廳近走廊位置的座椅設有活動扶手板，方便過椅；以及提供輔助聆聽耳機。

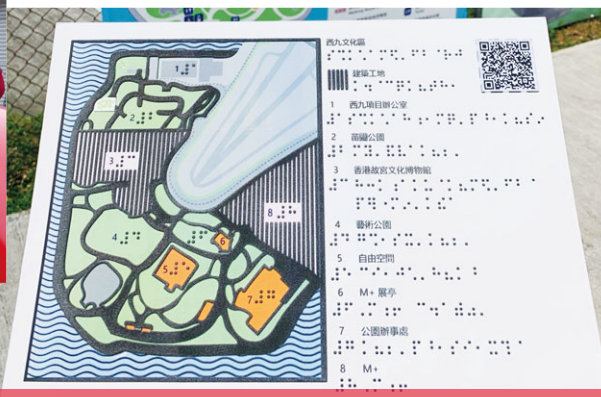
除加強通達設施外，西九亦為各項活動安排定期或按需要提供的通達服務。為更有效地向目標群推廣通達計劃，管理局邀請了一名聾人手語傳譯員，協助把市場推廣資料翻譯為香港手語。於報告年度內，戲曲中心亦提供通達導賞服務，並使用經諮詢視障人士意見而設計的觸感輔具。

西九網站亦符合《無障礙網頁內容指引》(WCAG) 2.0 AA級別標準，並在「無障礙網頁嘉許計劃2018/19」中榮獲「三連金獎」。此計劃由香港互聯網註冊管理有限公司主辦，政府資訊科技總監辦公室協辦。



Different accessible facilities are available in the Art Park to ensure the District's facilities are accessible for all visitors.
藝術公園內設有不同的通達設施，照顧不同訪客需要。

Tour facilitator demonstrated to special school students some possible ways of interacting with *Play Sculpture*.
導賞員向特殊學校學生示範如何與《遊玩雕塑》互動。



THE YEAR IN REVIEW

年度回顧

Spreading the Word

傳訊推廣

As a new and developing arts and culture precinct, there remains much scope for familiarising Hong Kong people and the international world with the vibrant spaces and venues of the District, and the numerous events for all ages and interests taking place there. Through creative marketing, intensive promotion, targeted social media campaigns and a wide range of community engagement initiatives, WKCD has been spreading the word about what is happening in the District to the widest possible audience, despite the challenging times over the last year.

Successful Launch of Freespace

The opening of the District's second major venue – Freespace, a multi-purpose state-of-the-art performance space – engaged all the skills of WKCD's marketing talents to raise awareness and attract audiences. This was a special challenge because the venue opened in mid-June 2019, a time when social events in Hong Kong first began to bring major disruptions to the city.

To promote the new venue, WKCD combined a powerful award-winning promotional campaign with a diverse programme of events in the first few months of its operation. Although some of these had to be rescheduled or cancelled, the ambitious campaign and high-quality programme proved very effective in spreading the word about Freespace to extensive pool of potential visitors.

An award-winning Freespace #BeBold marketing campaign was launched in July 2019, characterised by a striking tape design visual used across all channels and a large amount of user-generated content based on the tape design, created both by artists and members of the public. The intensive social media campaign – which involved the team developing over 370 organic social media posts and engaging in a total of more than 241,000 social media engagements – pitched Freespace as a contemporary avant-garde venue that was ready to push boundaries. The #BeBold campaign proved highly successful in making visitors aware that an important new showcase for the performing arts had arrived, with a remarkable diversity of activities lined up. Despite the campaign having to be curtailed due to the social events, its effectiveness was recognised by a Silver Award for 'Excellence in Social Media' at the Marketing Excellence Awards 2019.

This launch campaign was followed by innovative and intensive promotions for specific events. One highlight was the promotion of the inaugural Freespace Jazz Fest, which took place in November 2019 at a time when many events across the city had been postponed or cancelled due to disruptions. Nevertheless, around 14,000 people made their way to the District to enjoy the two-day event. The excellent turnout can be attributed to a bold and intensive campaign carried out over multiple channels, including heavy use of digital platforms and partnerships with some of the city's leading lifestyle publications.

作為一個仍在建設中的藝術文化區，西九擁有充滿活力的場地和空間，活動豐富多元，適合不同年齡與興趣的人士參與。除了香港市民大眾，我們還將這些精彩項目推廣至世界各地。即使過去一年挑戰重重，管理局仍然盡力透過創新的市場推廣、密集的宣傳推廣、具針對性的社交媒體活動與廣泛的社區參與活動，向更廣泛的受眾發放西九的最新動態和資訊。

自由空間成功啟用

作為西九第二個啟用的主要場地，自由空間擁有頂級的多用途表演空間。管理局的市場推廣團隊用盡心思，增加市民大眾對自由空間的認識和吸引觀眾。自由空間於6月中啟用，正值香港的社會事件，社會的運作受到影響，為自由空間的推廣工作帶來更大挑戰。

為推廣這個新場地，在自由空間剛啟用時，管理局籌備了獲獎的大型推廣計劃，同時亦安排了各類表演節目。儘管部分節目及活動後來須改期或取消，這些精彩活動和優質的節目仍然成功吸引不少潛在訪客的注意和支持。

2019年7月，管理局於社交媒體展開以「#放膽去」為題的自由空間市場推廣計劃。這獲獎計劃邀請了藝術家和市民大眾利用以自由空間為設計主題的封條，分享他們的構思和創作。這個社交媒體計劃立竿見影，市場推廣團隊發布逾370個非投放廣告的社交媒體帖子，錄得社交媒體互動逾241,000次，確立自由空間作為打破藝術界限的場地之定位。「#放膽去」推廣計劃的成效在於讓潛在訪客注意到這個重要的表演藝術場地的啟用，同時向他們推廣多元化的精彩活動。儘管該計劃因社會事件而受到影響，但仍然成效卓著，並在2019年市場推廣卓越大獎中獲得「Excellence in Social Media」銀獎。

場地啟用後，管理局繼續用創新手法大力推廣自由空間的其他活動，重點之一是「自由爵士音樂節」。音樂節於2019年11月舉行，時值本港有不少活動因社會事件延期或取消。雖然如此，音樂節仍然吸引約14,000人次到訪西九，參與這個為期兩天的活動。市民大眾積極參與，主要歸功於管理局透過各種渠道大力宣傳，包括大規模運用數碼平台，以及與若干香港主要生活消閒出版物聯合推廣。

THE YEAR IN REVIEW
年度回顧Spreading the Word
傳訊推廣

Expanding Online and Social Media Outreach

West Kowloon has continued to build a strong online profile by maintaining a frequently updated digital presence and constantly attracting new fans, followers and subscribers to its online and social media presences.

The official West Kowloon Cultural District website generated around 2.3 million visitor sessions in the reporting year and recorded approximately 7.3 million individual page views. This represented significant growth from the previous year, partly due to the fact that the website has continued to be kept up to date with the latest information at a rapid pace. Such materials were backed and supported by a full range of social media platforms in operation, with the District's Facebook, Instagram and WeChat accounts all active in engaging large numbers of followers. The West Kowloon Cultural District's Facebook pages registered over 115,800 followers, and the District's Instagram account attracted over 24,000 followers.

The different venues of the District also maintain their own social media profiles. All have established themselves as essential channels for information, promotion, sharing and audience building, and have continued to accumulate new followers. Freespace launched its social media presence with Facebook and Instagram accounts, quickly establishing a strong Facebook presence of 5,371 followers and generating over half a million views in the reporting year. M+ added a YouTube Channel to its range of platforms in early 2019.

With the opening of M+ growing ever closer, the museum has been expanding online promotion activities to generate anticipation and engagement. One of the most important digital platforms for this work is M+ Stories (<https://stories.mplus.org.hk/>), a bilingual storytelling platform. It features articles, videos, quizzes, talks, and other explorations of visual culture, with a focus on the museum's collections and interests. In the reporting year, M+ Stories registered 180,000 page views.

擴大網上及社交媒體推廣

西九繼續維持及擴大其數碼及網上平台的關注度，透過持續更新網上資料，吸引網上及社交媒體的新粉絲、追蹤者及電子通訊訂閱者，與市民大眾於網上建立更緊密的聯繫。

於報告年度內，西九網站錄得約230萬訪客人次，網頁瀏覽次數約730萬，數量較去年顯著上升。這主要歸功於西九網站經常更新，時刻提供最新資訊。此外，西九的市場推廣團隊亦透過各個社交媒體平台，加強與市民大眾的連繫。西九的Facebook、Instagram及微信一直保持活躍，吸引大量公眾追蹤。西九各Facebook專頁的追蹤人數超過115,800人，而Instagram帳號亦吸引逾24,000個追蹤者。

此外，西九各個場地亦分別開設自己的社交帳號，作為發放資訊、推廣、分享及拓展觀眾群的重要渠道，及積極吸引追蹤者。管理局推出自由空間的Facebook及Instagram在社交媒體與市民大眾互動，吸引5,371名Facebook關注者，於報告年度的瀏覽次數超過50萬。M+除既有的多個社交平台外，亦在2019年年初開設YouTube頻道。

隨著博物館開幕的日子漸近，M+持續加強其網上推廣，鼓勵公眾參與，為M+開幕做好準備。「M+故事」(<https://stories.mplus.org.hk/>)是這些工作的重要一環。這個雙語故事分享平台，涵蓋文章、短片、小測試、演講對談，以及其他視覺文化探索，以博物館藏品及其他有趣題材為重點。於報告年度內，「M+故事」的頁面瀏覽次數達180,000。



West Kowloon Cultural District Facebook page
西九文化區Facebook專頁



#BeBold marketing campaign was launched in July 2019 to promote Freespace in operation. 「#放膽去」的市場推廣計劃於2019年7月展開，以推廣自由空間的落成。

THE YEAR IN REVIEW 年度回顧

Spreading the Word 傳訊推廣



Students are inspired and learnt from each other through M+ Rover.
學生透過「M+敢探號」互相啟發與學習。

Students, teachers and educators were introduced to the work of the Xiqu Centre through *The D. H. Chen Foundation - West Kowloon Tea House Student Matinees*.
「西九茶館劇場——陳廷驊基金會教育專場」讓學生、教師及教育工作者了解戲曲中心的多方面工作。



Engaging the Community and Young People

Alongside the active promotion of its venues and events, WKCD implemented a wide range of tailored engagement initiatives in 2019/20 to keep the public abreast of the changes and developments in the District and to enhance their knowledge and arousing their interest in arts and culture. These outreach activities have been particularly important in engaging young people, especially students, so that engaging in cultural and creative activities becomes part of their experience of growing up in Hong Kong.

The Authority aims to tighten its bonds with local communities riding on the synergies brought by the openings of various venues in the District. The Authority's *Crossover Lab Initiative*, in its fourth year, continued to provide a platform to showcase the distinctive arts and culture of each partnering district, enable the interaction, foster organic development of stakeholders and community, and raise the awareness of West Kowloon among community members.

Implemented by non-governmental organisations or art groups, the *Crossover Lab Initiative* focused on collaborative activities with Tai Po, Islands and Kwun Tong District Councils in the reporting year. Prior to the rescheduling of these programmes due to the pandemic, collaboration with 53 community or art groups had been kick-started and two pre-event programmes had been launched.

Another popular engagement channel has been the 'Ask an M+ Curator' feature on M+ Stories. Open to all but targeting specifically at young people, 'Ask an M+ Curator' encourages those whose interest has been piqued by exhibitions at the M+ Pavilion to approach curators with questions related to any aspect of the works on display.

社區及年青人參與

除積極推廣場地及活動外，管理局於2019/20年度推行一系列度身訂造的參與計劃，讓市民大眾緊貼和了解西九的變化及發展，增進藝術文化知識，和增加對藝術文化的興趣。這些對外活動鼓勵年青人（尤其是學生）參與藝文創新，讓這些獨特經驗成為他們在香港成長的一部分。

西九場地陸續開放，管理局藉其帶來的協同效應加強與本地社區的聯繫與互動。「跨界實驗空間計劃」踏入第四年，繼續提供平台展示各參與地區的藝術與文化特色、促進持份者的互動及社區合作的自然發展，並提高社區對西九的認識。

於報告年度內，「跨界實驗空間計劃」主力與大埔區議會、離島區議會及觀塘區議會合作，並由非政府機構或藝術團體策劃節目。在相關節目受疫情影響而改期之前，管理局已經開展與53個社區或藝術團體的合作，及舉行兩次前期活動。

另一備受歡迎的公眾參與活動是「M+故事」的「問問M+策展人」。活動歡迎所有觀眾，尤其是年輕人參與，鼓勵對M+展亭展覽感興趣的市民大眾向策展人詢問與展品相關的問題。

THE YEAR IN REVIEW
年度回顧Spreading the Word
傳訊推廣

Thanks to the continued support of the generous benefactor, The D. H. Chen Foundation, 4,185 students, teachers and educators from 55 local schools were introduced to the work of the Xiqu Centre through *The D. H. Chen Foundation – West Kowloon Tea House Student Matinees*. Twenty-six sessions of the xiqu learning experience have been held since February 2019. Tailor-made for secondary school students, the programme consists of interactive Tea House Theatre performances, guided tours of the Xiqu Centre, associated curriculum and capacity building activities for teachers. This multi-year initiative will continue to play an important role in audience cultivation for the Xiqu Centre. It will also expand appreciation for the xiqu art form as well as Chinese culture among the younger generation in the community.

M+ Rover is a major outreach programme for students and communities. Each year, it brings a travelling programme to schools and community centres around Hong Kong. These learning programmes are managed by cultural practitioners, who play an active role in guiding students and eliciting creative feedback through activities and workshops. In 2019, a new edition of M+ Rover specially designed for primary schools was developed in collaboration with artist Wong Tin Yan, for realisation in 2020.

The M+ Summer Camp held annually from 2015 to 2018 has provided valuable outreach to around 400 secondary school students and around 70 university student volunteers. In 2019, with the opening of the museum building approaching, M+ sought to maintain and extend the relationships it has developed with past participants by organising a series of M+ Youth Summer Camp alumni events. In the spirit of self-discovery and exploration that was a hallmark of the camps, the three alumni events brought together 70 enthusiastic young people to interact with creative talents in a stimulating arts environment.

Building Trust with Transparency

WKCD invited Members of the Legislative Council (LegCo) to a site visit in January 2020 to see for themselves the rapid progress being made by the Authority. Following a hard-hat tour to the construction sites of M+ and LTC, the LegCo Members were given a taste of the cultural delights offered by the District, including a Tea House Theatre experience at the Xiqu Centre and a visit to Freespace. The site visit was rounded off with a stroll along the Waterfront Promenade, where the LegCo Members could observe and find out how the various F&B outlets and the excellent harbour view of the city's skyline have helped make the Art Park and its promenade a popular leisure destination for visitors.

The Authority also introduced an array of initiatives, including media previews, familiarisation tours and media collaborations, to enhance the recognition of the District and promote the District as a vibrant cultural quarter for Hong Kong at local, regional and international levels.

承蒙陳廷驊基金會持續及慷慨的支持，來自55所本地學校的4,185名學生、教師及教育工作者得以透過「西九茶館劇場——陳廷驊基金會教育專場」了解戲曲中心的多方面工作。自2019年2月起，該計劃已舉辦26場戲曲學習體驗活動。活動為中學生度身訂造，包括具互動環節的茶館劇場表演、戲曲中心場地導賞以及專為老師設計的相關教學工作坊及教學配套。該項跨年度計劃將繼續在戲曲中心觀眾拓展方面的工作發揮重要作用，亦將提升年輕觀眾對戲曲藝術及中國文化的鑒賞水平。

「M+敢探號」是為學生和社區而設的大型外展計劃，每年巡迴香港的校園及社區中心，舉辦教學活動。由文化工作者構思和帶領活動及工作坊，引導學生和激發他們提出富創意的回應。M+於2019年與藝術家王天仁合作，設計以小學生為對象的新一屆「M+敢探號」，並於2020年付諸實行。

「M+夏令營」於2015年至2018年每年舉行，為約400名中學生及約70名大學生義工提供珍貴的校外體驗。適逢博物館大樓開幕在即，M+於2019年舉辦了多場「M+ Youth」夏令營舊生活動，維繫並增進與往屆參加者的關係。秉持夏令營自我發現及探索的精神，M+舉辦了三場舊生活動，70位充滿熱誠的年青人得以在鼓舞人心的藝術氛圍中與創作人交流。

公開透明 建立信任

2020年1月，管理局邀請立法會議員實地參觀西九，見證西九迅速發展的成果。一眾議員佩戴安全帽及相關的安全裝備，參觀M+及演藝綜合劇場工地，隨後亦參與連串活動，包括參觀戲曲中心的茶館劇場及自由空間，體驗西九的文化氣息。議員更到訪西九的海濱長廊，了解海濱一帶餐飲設施的營運情況，並欣賞令藝術公園與海濱長廊成為熱門休憩好去處的維港美景。

管理局亦推出一系列計劃，包括傳媒預覽、同業訪問團及傳媒合作，藉以從本地、區域及國際層面提升西九知名度，促進西九發展成為香港充滿活力的文化區。

THE YEAR IN REVIEW 年度回顧

Spreading the Word 傳訊推廣



Media preview at
Sigg Prize 2019 exhibition
「希克獎2019」展覽傳媒預覽

Local media was invited to previews at the Tea House Theatre Experience, Freespace Jazz Fest, Sigg Prize 2019 exhibition and the Hong Kong Palace Museum preview booth at Fine Art Asia 2019, while regional media delegations were provided with familiarisation tours to gain broader experience and deeper understanding of the District. International media was engaged at Venice Biennale 2019, where M+ and the Hong Kong Arts Development Council co-presented the exhibition *Shirley Tse: Stakeholders, Hong Kong in Venice*.

Moving forward, the Authority will continue to employ strategic communications to maximise exposure. We strive to enhance the profile of the District and realise the District's vision of becoming an integrated arts and cultural district and a place for everyone.

Foundation and Membership Programmes

Well before the public opening of M+ scheduled in 2021, the museum has launched a suite of patronage and donor programmes. They include the M+ Director's Circle, the M+ Founding Benefactors, the M+ Founding Patrons, and the M+ Founding Donors. The M+ American Friends Foundation encourages interest and support and advocacy from friends in the United States. All of these programmes foster crucial support for the museum's work and increases M+ visibility both in Hong Kong and on the world stage.

Other programmes, such as the M+ Council for New Art and the recently established M+ International Council for Visual Art, focus on raising funds for the acquisition of specific kind of works for the museum's growing collections. The M+ Pioneers membership programme is designed as a broad-based entry level programme to appeal to those who are enthusiastic about the M+ vision and who would like to engage in discussions related to the growth of the museum.

本地媒體方面，管理局在茶館劇場「粵·樂·茶韻」、「自由爵士音樂節」、「希克獎2019」展覽、「典亞藝博2019」的香港故宮文化博物館預展等節目活動正式開始前，均邀請傳媒採訪。此外，我們亦邀請大中華區傳媒代表到訪，讓他們充分體驗西九的魅力，深入了解西九的優點。M+與香港藝術發展局於2019年威尼斯雙年展合辦「謝淑妮：與事者，香港在威尼斯」期間，亦邀請國際媒體於當地採訪。

展望未來，管理局將繼續透過有效的傳訊策略，進一步提升西九的知名度及形象，實現西九的願景：成為屬於所有人的綜合藝術文化區。

基金會及會籍計劃

M+於2021年開幕前，已推出一系列贊助和捐助計劃，包括M+榮譽襄贊人、M+創始襄贊人、M+創始贊助人及M+創始捐贈者。M+ American Friends Foundation旨在令M+的願景和工作在美國更加廣為人知，並獲得支持。這些計劃對博物館的工作不可或缺，有助提高M+在香港及世界的知名度。

M+新藝術委員會和最近成立的M+視覺藝術國際委員會為購藏指定類別作品而募款，使博物館的藏品更加豐富。「M+領航」會員計劃針對廣大公眾，旨在吸引對M+願景感興趣及希望參與有關博物館發展討論的人士參加。

THE YEAR IN REVIEW
年度回顧Behind the Scenes
台前幕後

A Christmas Party was held to encourage staff bonding and communication.
管理局舉行聖誕派對鼓勵員工緊密溝通和加強聯繫。



In support of its public face, much important work goes on behind the scenes at WKCD. Some ensure that the entire WKCD team has the skills it needs to further the Authority's vision and mission. Other work is carried out to keep the District safe and secure, ensure the integrity of WKCD's operations and finances, protect data, and develop networks of supporters and benefactors.

Unleashing Talent Potential and Building Bonds

As at 31 March 2020, the Authority had 601 full-time and 300 temporary staff including interns working in the fields of the arts and culture, operations, as well as marketing and ancillary roles. The Authority recognises that employees are our greatest asset hence we are committed to staff development to further unleash their potentials, as well as providing them with opportunities to further their career path within the Authority.

In 2019/20, more than 400 training participants attended and received local and overseas training and professional development activities, including various arts and cultural management programmes and art museum conferences. Staff were also given opportunities to participate in cultural leadership programmes, such as the Art+Tech Summit, an international conference on cultural accessibility and social inclusion, and a construction industry joint symposium.

In addition, the Authority conducted corporate training programmes focused on ethical business behaviour in areas such as integrity awareness and corruption prevention, along with introductions to the anti-discrimination ordinance and various occupational safety and health requirements.

除了面向公眾的前線服務，管理局在幕後亦推展了多個重要工作和項目，例如我們需確保整個團隊具備能實現管理局願景及使命的技能；保障區內的安全；確保管理局營運及財務狀況健全；保護個人資料；以及和支持者與捐款者建立良好的關係。

建立聯繫 發揮所長

截至2020年3月31日，管理局在各個範疇如藝術文化、營運、市場推廣及其他工作項目共有601名全職員工及300名包括實習生在內的暫聘員工。員工是管理局最重要的資產，因此我們致力發展員工的才能，並提供適當的機會，讓他們在管理局能發揮所長，進一步發展他們的事業。

於2019/20年度，超過400人次曾參加本地及海外培訓和專業發展活動，包括不同的藝術文化管理計劃，以及與博物館相關的研討會。員工亦獲邀參與多個與行業有關的領導才能計劃，如Art+Tech峰會（一個討論文化無障通達和社會共融的國際會議）以及建築業聯合研討會等。

此外，管理局內部亦舉辦了企業培訓計劃，介紹商業行為的道德準則，並涵蓋廉潔意識及防貪等範疇，同時包括反歧視條例及各項職業安全及健康規定的簡介。

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Behind the Scenes

台前幕後

WKCD has in place a Professional Standards Framework and a set of competency models for its staff performing both artistic and non-artistic functions. These are helping divisions and departments to build the required competency levels for their professional staff, to identify training and development gaps, and to formulate career development and succession plans.

Enhancing District Safety and Security

The District's safety and security systems and personnel were robustly tested in 2019/20, as a result first of social events in 2019 and then the outbreak of the COVID-19 pandemic in 2020. The District Safety and Security Department (DSSD) took the lead in planning and implementing responses to these developments. Since the outbreak of the COVID-19 pandemic, DSSD turned its efforts to developing a response that would protect all staff and District users. Contingency plans were drawn up, precautionary measures for office workplaces and venues developed, and supplies of personal protective equipment for staff were sourced and monitored.

At the same time, DSSD continued to prepare for the future opening of M+ and HKPM by further recruiting and building up the in-house security teams, along with detailed initial planning of the security programmes for the two venues.

DSSD worked closely with venues and service providers to ensure safety and security standards met the best possible standards, introducing emergency management plans for all venues and facilities as they became operational. It also oversaw training activities for staff to ensure their familiarity with essential emergency protocols and to be well equipped at all times.

管理局已為藝術及非藝術人員制定一套《專業標準框架》及能力評核模式，協助各分處及部門的員工建立他們在工作上所需的技能，並物色和制定適合的培訓計劃，以制定職業發展和繼任安排。

提升安全及保安水平

2019年的社會事件和2020年的2019冠狀病毒病疫情，讓西九的安全及保安系統和員工於2019/20年度經歷嚴峻考驗。區域安全及保安部就著上述事態的發展統籌應對計劃。自2019冠狀病毒病爆發以來，區域安全及保安部的焦點工作乃制定應變措施，保障西九所有人員和訪客。這包括確立緊急方案、於辦公室及場地推行預防措施，以及採購並監測員工個人防護裝備的供應。

同時，區域安全及保安部為籌備日後M+及香港故宮文化博物館開幕，進一步招募及建立內部保安團隊，並就兩個場地的初步保安計劃進行詳細規劃。

區域安全及保安部與場地及服務供應商緊密合作，確保安全及保安標準達致最佳水平，並在所有場地及設施投入營運時引入緊急事故管理計劃。此外，該部門亦監督員工培訓活動，確保他們熟悉必要的緊急應變機制，時刻作好準備。

In light of the COVID-19 pandemic, enhanced hygiene measures were implemented at the Xiqu Centre to safeguard the health of visitors and staff members.

戲曲中心為應對2019冠狀病毒病，加強衛生防護措施，保障訪客及員工健康。



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台前幕後**Stringent Internal Audit and Data Privacy Protection**

WKCD's Internal Audit Department performs a function independent to the management and helps the WKCD Board evaluate and effectively discharge its responsibilities in respect of risk management, internal controls and corporate governance. During the reporting year, the department completed seven scheduled audits on different aspects of the Authority's operations, ranging from the design management and cost control of capital projects, operational readiness of venues, and compliance with internal guidelines for expenditures and procurements. It also provided 17 sets of advisory services to different departments, as well as conducting five ad hoc special reviews or investigations on procurement and workplace staff complaints.

The Authority's Data Protection Office is tasked with ensuring WKCD complies with the Personal Data (Privacy) Ordinance across all its operations. In the reporting year, the Data Protection Office established a number of data privacy and protection related controls and guidelines, and provided advice and training to staff. Given the fact that the Authority collects data from many different parties and in multiple formats and locations, the Data Protection Office has also been working to enhance and reconfigure the Authority's data management systems so that data can be monitored and protected as efficiently and systematically as possible.

Developing Benefactor Networks

The Development Department was in full operation upon the official opening of the Xiqu Centre and completion of Freespace. With these venues up and running, and with the M+ project entering the final stage before the opening of the new building, the Development Department developed and fostered brand sponsorship opportunities and cultivated potential donors. During the reporting year, representatives from a number of leading commercial interests were invited to performances or show previews.

WKCD Tower

In addition to the various performing venues and museums that make up the District, a new building (previously known as P39B) is being constructed that will become the Authority's future headquarters. Located next to M+, on the south of the District, the building will house the Authority's headquarters teams on some of its floors, with other facilities such as retail shops and F&B outlets sharing the other spaces. In November 2019, the Authority held a naming competition for the building among staff members. The competition attracted an enthusiastic response, with 'WKCD Tower' being chosen as the winning name. The building was officially named 'WKCD Tower' in December 2019.

嚴格內部審核及保障資料私隱

管理局的內部審計部具備獨立職能，協助管理局董事局評估及有效履行在風險管理、內部監控和機構管治方面的職責。內部審計部於報告年度內就管理局多方面的營運範疇完成七項預定審計工作，包括資產項目的設計管理及成本控制、場地的營運準備，及確保開支和採購符合內部指引等。內部審計部亦向不同部門提供17次諮詢服務，並就採購及工作場所員工的投訴進行了五次的特定檢討或調查。

管理局的資料保障工作小組負責確保管理局的所有營運工作均遵照《個人資料(私隱)條例》。資料保障工作小組於報告年度內制定了多項有關個人資料私隱及保障的管控指引，並向員工提供建議和培訓。由於個人資料收集可能來自各方及不同渠道，以及資料的形式及地點亦有所不同，資料保障工作小組一直致力提升和調整管理局的資料管理系統，務求在可行情況下，有效率及有系統地監察及保障這些資料。

建立捐款人關係網

拓展部於戲曲中心正式啟用及自由空間落成時開始全面運作。隨著上述場地相繼投入營運，以及M+項目工程進入最後階段，拓展部開拓及促成了多個品牌贊助機會，並積極和有意捐款的人士建立關係。多個商業機構的代表於本年度獲邀觀賞表演或節目預演及預覽。

西九文化區管理局大樓

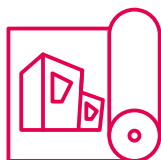
除了區內的不同表演場地和博物館外，管理局正興建一幢全新大樓(前稱P39B大樓)作為管理局未來的總部。大樓位於西九南方，毗鄰M+，部分樓層將用作管理局總部團隊辦公室，其餘空間則會設零售商店和餐飲店舖等其他設施。管理局於2019年11月舉辦大樓命名比賽，讓全體員工參與，反應熱烈，最終由「西九文化區管理局大樓」獲選。大樓於2019年12月正式獲命名為「西九文化區管理局大樓」。

THE YEAR IN REVIEW

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Awards and Recognition

獎項與嘉許



Architecture 建築

Plus-Architecture +Metal

7th Annual Architizer A+ Awards (NY)

Xiqu Centre

The World's 100 Greatest Places of 2019

TIME

Xiqu Centre

Architecture MasterPrize Architectural Design: Small Architecture

the Farmani Group – The Architecture MasterPrize™

Growing Up (The Competition Pavilion)

Landscape Architecture: Installations & Structure

the Farmani Group – The Architecture MasterPrize™

Growing Up (The Competition Pavilion)

DFA Design for Asia Awards 2019 – Grand Award

Hong Kong Design Centre – Design for Asia Awards (DFA) 2019

Xiqu Centre

DFA Design for Asia Awards 2019 – Silver Award

Hong Kong Design Centre – Design for Asia Awards (DFA) 2019

Growing Up (The Competition Pavilion)

Hong Kong Project – Non-Residential – Project Award

– Commendation Merit

Hong Kong Institute of Engineers (Structural Division)

– Structural Excellence Award

Xiqu Centre

Lieutenant Governor of British Columbia Award

in Architecture – Medal

Architecture Foundation of B.C.

Xiqu Centre

Best Infrastructure Development – Gold Award

MIPIM Asia Awards 2019

Xiqu Centre

Plus-Architecture +Metal

7th Annual Architizer A+ Awards (NY)

戲曲中心

100個2019年世界最佳景點

《時代雜誌》

戲曲中心

Architecture MasterPrize Architectural Design: Small Architecture

the Farmani Group – The Architecture MasterPrize™

「香港新晉建築及設計師比賽」展亭「Growing Up」

Landscape Architecture: Installations & Structure

the Farmani Group – The Architecture MasterPrize™

「香港新晉建築及設計師比賽」展亭「Growing Up」

2019 DFA亞洲最具影響力設計獎 – 大獎

香港設計中心 – 2019年DFA亞洲最具影響力設計獎

戲曲中心

2019 DFA亞洲最具影響力設計獎 – 銀獎

香港設計中心 – 2019年DFA亞洲最具影響力設計獎

「香港新晉建築及設計師比賽」展亭「Growing Up」

香港項目 – 非住宅類 – 項目獎項

– 嘉許獎

香港工程師學會結構分部

– 卓越結構大獎2019

戲曲中心

Lieutenant Governor of British Columbia Award

in Architecture – Medal

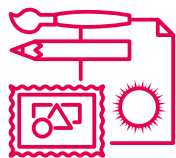
Architecture Foundation of B.C.

戲曲中心

最佳基建發展項目 – 金獎

MIPIM Asia大獎2019

戲曲中心

THE YEAR IN REVIEW
年度回顧Awards and Recognition
獎項與嘉許Arts &
Culture
藝術及文化

Distinguished Publishing Award (Literature and Fiction)

**Hong Kong Publishing Professionals Society –
Hong Kong Publishing Biennial Awards***Of Pastures Wild and Wide*Freespace, West Kowloon Cultural District, produced in
collaboration with The House of Hong Kong Literature

文學及小說類別 – 最佳出版獎

香港出版學會 –

第二屆香港出版雙年獎

《自由如綠》

西九文化區自由空間策劃及出版、香港文學館主編

Film of Merit

The 26th Hong Kong Film Critics Society Awards*Bamboo Theatre*

Cheuk Cheung and Xiqu Centre, West Kowloon Cultural District

推薦電影

第26屆香港電影評論學會大獎

《戲棚》

卓翔與西九文化區戲曲中心

Nominee for Best Documentary

The 56th Golden Horse Awards*Bamboo Theatre*

Cheuk Cheung and Xiqu Centre, West Kowloon Cultural District

最佳紀錄片提名

第56屆金馬獎

《戲棚》

卓翔與西九文化區戲曲中心

Nominee for Best New Director

The 39th Hong Kong Film Awards*Bamboo Theatre*

Cheuk Cheung

最佳新晉導演提名

第39屆香港電影金像獎

《戲棚》

卓翔

Special Mention Award

The 2019 Hong Kong Film Directors' Guide Awards*Bamboo Theatre*

Cheuk Cheung and Xiqu Centre, West Kowloon Cultural District

執委會特別獎

2019香港電影導演會年度大獎

《戲棚》

卓翔與西九文化區戲曲中心

Best Play in the Contemporary Small Theatre – Xiqu category

**The Fourth Beijing New Arts and Culture Outstanding
Theatre Showcase series***Wenguang Explores the Valley*

戲曲類「最佳劇目」

第四屆北京新文藝團體優秀

戲劇展演

《文廣探谷》

Best Actor – Xiqu category

**The Fourth Beijing New Arts and Culture Outstanding
Theatre Showcase series**

Keith Lai

Wenguang Explores the Valley

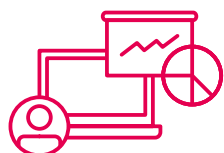
戲曲類「最佳演員」

第四屆北京新文藝團體優秀

戲劇展演

黎耀威

《文廣探谷》

Marketing
市場推廣

Excellence in Lifestyle & Entertainment Marketing – Gold

Marketing magazine – Marketing Excellence Awards 2019

West Kowloon Cultural District Authority

Tea House Theatre Experience at the Xiqu Centre

最佳生活及娛樂金獎

Marketing magazine – 市場推廣卓越大獎2019

西九文化區管理局

戲曲中心「茶館劇場粵·樂·茶韻」

Excellence in Social Media – Silver

Marketing magazine – Marketing Excellence Awards 2019

Freespace, West Kowloon Cultural District

#BeBoldFreespace Campaign

最佳社交媒體銀獎

Marketing magazine – 市場推廣卓越大獎2019

西九文化區自由空間

「#放膽去#自由空間」市場推廣計劃

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年度回顧

Awards and Recognition

獎項與嘉許



Safety

安全

The Good Housekeeping Gold Award (Construction Category)
Occupational Safety and Health Council and Labour Department
– **The Good Housekeeping Competition 2019**
China State Construction Eng. (HK) Ltd. – Hong Kong Palace Museum

The Good Housekeeping Merit Award (Construction Category)
Occupational Safety and Health Council and Labour Department
– **The Good Housekeeping Competition 2019**
Gammon Construction Ltd. – M+

Considerate Contractors Site Awards
(Non-Public Works – New Works – Group A) – Silver
The Development Bureau and the Construction Industry Council
– **25th Considerate Contractors Site Award Scheme**
Lyric Theatre Complex and Extended Basement

Outstanding Environmental Management and Performance Awards – Merit
The Development Bureau and the Construction Industry Council
– **25th Considerate Contractors Site Award Scheme**
Lyric Theatre Complex and Extended Basement

Safety Management System Award – Other Industries – Bronze
Occupational Safety and Health Council
– **The 18th Hong Kong Occupational Safety and Health Award**
West Kowloon Cultural District Authority

Safety Performance Award – Other Industries
Occupational Safety and Health Council
– **The 18th Hong Kong Occupational Safety and Health Award**
West Kowloon Cultural District Authority

良好工作場所整理金獎 (建造業組別)
職業安全健康局及勞工處
– **良好工作場所整理比賽2019**
中國建築工程(香港)有限公司 – 香港故宮文化博物館

良好工作場所整理優異獎 (建造業組別)
職業安全健康局及勞工處
– **良好工作場所整理比賽2019**
金門建築有限公司 – M+

公德地盤獎
(非工務工程 – 新建工程 – A組) – 銀獎
發展局及建造業議會
– **第25屆公德地盤嘉許計劃**
演藝綜合劇場及地庫

傑出環境管理獎 – 優異獎
發展局及建造業議會
– **第25屆公德地盤嘉許計劃**
演藝綜合劇場及地庫

安全管理制度大獎 – 其他行業組別 – 銅獎
職業安全健康局
– **第18屆香港職業安全健康大獎**
西九文化區管理局

安全表現大獎 – 其他行業組別
職業安全健康局
– **第18屆香港職業安全健康大獎**
西九文化區管理局



Sustainability

可持續發展

Green Outdoor Event
Environmental Campaign Committee
– **2019 Hong Kong Awards for Environmental Excellence**
West Kowloon Cultural District Authority – Freespace Jazz Fest 2019

New Building Category – Completed Projects – Institutional Building – Merit Award
Professional Green Building Council and Hong Kong Green Building Council
– **Green Building Award 2019**
Xiqu Centre

Green Management Award – Project Management (Large Corporation) – Gold
Green Council – Hong Kong Green Awards 2019
China State Construction Engineering (Hong Kong) Ltd. –
Main Contract for the Hong Kong Palace Museum (HKPM) building

LEAD® Awards for Emerging Leaders
The John F. Kennedy Center for the Performing Arts
Ms Cymie Yeung, Manager, Accessibility Office of West Kowloon
Cultural District Authority

綠色戶外活動
環境運動委員會
– **2019香港環境卓越大獎**
西九文化區管理局 – 自由爵士音樂節2019

新建建築類別 – 已落成項目 – 公用建築 – 優異獎
香港綠色建築議會與環保建築專業議會
– **環保建築大獎2019**
戲曲中心

優越環保管理獎 – 項目管理 (大型企業) – 金獎
環保促進會 – 香港綠色企業大獎2019
中國建築工程(香港)有限公司 – 香港故宮文化博物館大樓
主要建築合約

LEAD® Awards for Emerging Leaders
The John F. Kennedy Center for the Performing Arts
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