



As an integrated arts and cultural district, West Kowloon is unique in the world. After several years of development, and as it has responded to the needs of society and the market, it has established a distinctive positioning. The District is now an arts and cultural hub that features the best of East and West, embracing the performing arts, the visual arts, design and architecture, and historical treasures from the Palace Museum. It also offers RDE facilities, and commercial projects for HOR, all of which are developed to offer visitors a truly holistic experience in the District.

In addition to the facilities currently in operation, such as the Xiqu Centre, Freespace and the Art Park, others are soon due to open. LTC is under construction at full speed, while M+ and HKPM will open at the end of 2021 and in mid-2022 respectively. The Authority is also actively planning and preparing for the District's topside commercial developments. In the next few years, the District will welcome visitors from the local region, Greater China and around the world with an amazing new look.

西九是世界獨有的綜合藝術文化區，經過多年的發展以及因應社會及市場的需要，其定位已越見清晰。西九已成為一個糅合中西文化，涵蓋表演藝術、視覺藝術、設計及建築，以及故宮博物院珍貴的藝術文化樞紐，並設有零售、餐飲和消閒設施及酒店／辦公室／住宅商業項目，為訪客帶來全方位的體驗。

除了已投入營運的戲曲中心、自由空間和藝術公園等設施外，正在全速興建中的有演藝綜合劇場；而M+和香港故宮文化博物館將在2021年年底及2022年年中相繼開幕。管理局亦正積極規劃西九的上蓋商業發展項目。在未來數年，西九將以嶄新的面貌迎接本地、大中華及世界各地的訪客。

Next, West Kowloon will maximise the value of both its exceptional arts and cultural assets and its potential for commercial developments to devise a comprehensive business- and income-generating strategy. That will include leveraging the opening of its two world-class museums to enhance the brand equity of West Kowloon. The Authority will also embrace a Place Making strategy that will involve flexibly using the District's venues and facilities to connect people together to learn and experience arts and culture, while at the same time attracting new business opportunities. The goal will be to drive West Kowloon towards becoming a cultural district that flickers inspiration to arts and culture as well as business creativity which collectively blended in as diverse experiences of *Culturaltainment*.

To enable the long-term sustainable development of West Kowloon, the Authority will continue to contain cost and improve its financial situation while exploring new sources of income stream proactively. This will include soliciting for donations and sponsorships and membership, seeking cooperation opportunities with commercial organisations, and expanding business potentials, promotion of the District's programmes and events and the sale of merchandise through e-commerce platforms in Hong Kong, the Mainland and overseas.

The National 14th Five-Year Plan laid out a mission to develop Hong Kong into an exchange centre for arts and culture between China and the rest of the world. West Kowloon will explore further cooperation opportunities with museums and arts and cultural organisations in the Guangdong-Hong Kong-Macao Greater Bay Area, as well as engaging in tourism and social media promotion. The District will continue to foster international arts and cultural exchanges to encourage dialogue between Eastern and Western arts and culture for appreciation by audiences from Hong Kong, the Mainland and overseas. With regard to talent development, the Authority will play a role in nurturing creative talents for Hong Kong and the Mainland, including artists, curators, heritage conservation personnel, art tech practitioners, arts administrators, and other professionals working in arts and culture.

The sustainable development of West Kowloon can contribute significantly to rebuilding Hong Kong's economic vitality as the world enters the post-pandemic era. To make this happen, the Authority will continue to collaborate with different stakeholders and strategic partners in the community. The opening of M+ and HKPM will represent another important milestone for the District and the local arts and culture sector, and be another step towards establishing an arts and culture metropolis that Hong Kong can be proud of. We look forward to meeting you at the two soon-to-open world-class museums and share the joy of achievements of the West Kowloon project.

下一步，西九會善用這些優越的藝術文化資產及其商業發展潛力，制定一套全面的業務及收入策略——包括藉著兩所世界級博物館開幕的機會，提升西九的品牌價值；同時，利用地方營造(Place Making)策略，靈活運用西九的場地和設施，凝聚市民大眾學習和體驗藝術文化之餘，同時吸引商機，帶動西九成為一個啟發藝術文化和商業創意，以及提供多元化「Culturaltainment」體驗的文化區。

西九要長遠持續發展，管理局除了會繼續控制成本和改善財務狀況之外，亦會積極開拓新的收入來源，包括吸引更多捐贈贊助和會員招募、尋找與商業機構的合作機會，以及透過香港、內地與海外的電子商貿平台推廣宣傳、拓展節目活動和銷售產品等各種商機。

在國家十四五規劃賦予香港發展成為中外文化藝術交流中心的使命下，西九可以更積極地在旅遊、社交媒體宣傳及與粵港澳大灣區的博物館和藝術文化單位探討更多合作機會；同時繼續透過面向國際的藝術文化交流，提升本地、內地及海外觀眾對東西方藝術文化的認識和興趣。在人才方面，管理局能為本地、內地培育創意人才，包括藝術家、策展人、文物保育、藝術科技、藝術行政人員，以及與藝術文化相關的專業人員。

隨著全球及香港進入「後疫情時代」，西九的持續發展可以為重建香港經濟活力出一分力。管理局會繼續與社會各持份者及策略合作夥伴攜手合作。M+和香港故宮文化博物館的開幕，將引領西九及本地藝術文化界進入另一重要里程碑，為建立一個令香港引以為傲的藝術文化都會再邁進一步。我們期待在即將開幕的兩所世界級博物館與大家見面，共同分享西九的發展成果。