



THE YEAR IN REVIEW

年度回顧

In Anticipation of Two World-Class Museums
兩館亮相 全球矚目

Seizing New Opportunities in the Pandemic
疫境自強 開創新機

Advocating for Arts and Audiences
推廣藝術 連繫觀眾

Building the Future
建設未來

Enhancing Customer Experience
提升訪客體驗

Sustainability
可持續發展

Spreading the Word
傳訊推廣

Behind the Scenes
台前幕後

Awards and Recognition
獎項與嘉許





In Anticipation of Two World-Class Museums 兩館亮相 全球矚目



A sense of palpable excitement started to build across 2020/21 as two of the WKCD's flagship museums began their countdowns to public opening. When the doors of M+ open in late 2021, followed by those of HKPM in mid-2022, Hong Kong will gain two remarkable and complementary new institutions that will strengthen its status as a major Asian centre of traditional and contemporary art and culture. The museums are set to combine stunning architectural design with finest works of arts, new curatorial approaches and highly professional dedicated staff. Between them, they will provide a level of artistic and cultural exposure for the people of Hong Kong that is unrivalled by most major cities, and a platform for dialogue between Eastern and Western cultures for appreciation by local, the Mainland and international communities.

M+

M+ is the first global museum of contemporary visual culture in Asia. It collects, exhibits, and interprets contemporary visual art, design and architecture, and moving image, with a strong curatorial emphasis on Hong Kong visual culture. M+ reached a key milestone in December 2020 when it obtained its Occupation Permit, meaning that the countdown is now on for its opening in late 2021. Intense activity has been underway to prepare the interior of the building for public use. The M+ building houses 17,700 square metres of exhibition space across 33 galleries plus other display spaces. It also includes the Learning Hub, the façade, the Grand Stair, the Research Centre, and the M+ Lounge, along with two museum shops and food and beverage (F&B) outlets. In addition to the installation of artwork, another essential project currently underway is the work to stabilise the environmental conditions in the galleries and the adjacent CSF, so that all the works of art displayed or stored in these locations are kept in optimal conditions for their preservation.

隨著管理局兩間旗艦博物館進入開幕倒數階段，全城期待的氣氛在2020/21年度變得愈來愈熾熱。當M+和香港故宮文化博物館分別在2021年年底及2022年年中開館時，香港將增添兩間非凡且相輔相成的新機構，奠定其作為亞洲傳統和當代藝術文化中心的地位。兩間博物館糅合令人嘆為觀止的建築設計、頂尖的藝術精品、全新的策展方式和專業盡心的團隊。他們將為香港市民帶來嶄新及其他城市無可比擬的藝術和文化體驗。兩間博物館亦將成為中西文化交流和對話的平台，提升本地、內地及國際社會對欣賞藝術的興趣。

M+

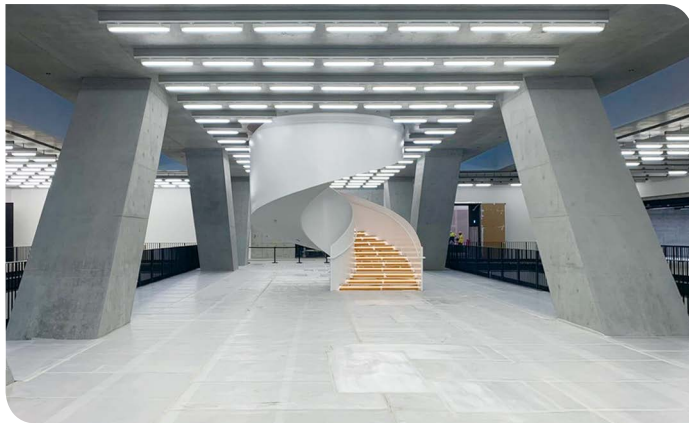
M+是亞洲首間全球當代視覺文化博物館。它蒐羅、展示和詮釋當代視覺藝術、設計及建築，以及流動影像，並以香港視覺文化為策展焦點。M+在2020年12月取得佔用許可證，這關鍵的里程碑標誌著M+正式進入2021年年底開幕的倒數階段。M+目前正在如火如荼進行內部裝修，為對外開放作好準備。M+大樓有17,700平方米的展覽空間，共有33個展廳，以及其他展示空間。大樓亦設有學舍、影像幕牆、大台階、研究中心和M+會館，以及兩間博物館商店和多間餐廳。除了安裝及布置藝術品，另一項不可或缺的工作，是穩定各展廳及毗鄰的修復保管中心的環境狀況，以確保所有展出或貯存的藝術品，均保存於最佳環境之中。

The M+ Collections continued to grow as more major works were acquired, with the museum making a total of 657 acquisitions during the reporting year. These include an unparalleled donation of items from the Living Collection, which was created by renowned Hong Kong architect, collector, and artist William Lim and his wife Lavina; 12 works by the late Chinese French artist Zao Wou-ki, in a generous gift by his daughter; and a significant donation by longstanding M+ supporter and patron Hallam Chow of works created by 13 important artists and artist collectives from Asia. The museum continues to plan a wide range of events, including conversations and tours, live performances, workshops, screenings, and digital programmes, to connect visual culture with visitors' everyday lives.

M+ staff, who until recently had been working from temporary offices, moved onsite in the first quarter of 2021. Their presence is proving vital for one of the most complex projects of 2021: moving the artworks into the museum buildings. In preparation for the opening exhibitions, the M+ team has been working hard preparing the collection objects for display, including organising framing, mounting, and conservation treatments. Gallery spaces have been carefully designed to ensure the optimal presentation of the collection supporting the curatorial discourse.

隨著納入館藏的重要作品愈來愈多，M+藏品系列日益豐富。博物館在本報告年度共有657件作品納入館藏，包括由香港著名建築師、收藏家兼藝術家林偉和和其妻林梅若捐贈的一批珍藏，這批藝術品來自兩人蒐羅建立的「Living Collection」；已故法籍華裔藝術家趙無極的女兒，也慷慨捐贈12幅趙無極作品；長期贊助和支持M+工作的仇浩然，亦捐贈由13位重要亞洲藝術家和藝術家組合創作的重要藝術品。M+將繼續籌劃更多各式各樣的活動，包括對談和導賞團、現場表演、工作坊、電影放映會和數碼節目，讓視覺文化融入訪客的日常生活中。

以往一直在臨時辦公室工作的M+團隊，在2021年第一季正式遷入博物館大樓。他們進駐後隨即展開2021年其中一項最複雜和重要的任務——將藝術品移送至博物館大樓。為籌備開幕展覽，M+團隊一直積極忙於準備藏品的展出工作，包括裝裱、安裝和修復工作。展廳空間經過精心設計，確保藏品能以最佳方式展示，藉此闡明策展人的意念和論述。



- ▲ The Found Space of the M+ building
M+大樓的「潛空間」
- Architectural feature inside the M+ building
M+大樓內的建築特色
- ◀ The Main Hall of the M+ building
M+大樓地下大堂



Hong Kong Palace Museum

In its planned 7,800 square metres of gallery space, HKPM will showcase a rich and diverse selection of paintings, calligraphic works, decorative arts objects and rare books loaned from the Palace Museum, one of the world's leading repositories of traditional Chinese art. Nine exhibitions are planned for the opening of the museum, in which some of the finest of the over 800 priceless items on loan from the Palace Museum will be on display. Many of these items are grade-one national treasures and have never been displayed outside the Mainland. The holdings of some of the rarest and most culturally and artistically significant items of Chinese art will make HKPM one of the most important centres for the study and appreciation of Chinese art and its history outside China's capital city.

The capital cost of HKPM is fully funded by a donation of HK\$3.5 billion from The Hong Kong Jockey Club Charities Trust. Excellent progress was made on the construction of the strikingly designed building over the year, despite the precautions that needed to be put in place against COVID-19. Topping-out of the building occurred in July 2020, and its building structure completed in November 2020. Exterior of the building has now been completed. Work on the interior is also well underway, including nine exhibition galleries, an auditorium, activity rooms, a souvenir shop, restaurants, and offices. The museum remains on track for achieving its Occupation Permit in the third quarter of 2021. The public opening is targeted for mid-2022, allowing the museum some time for environmental stabilisation, gallery fit-out works and the installation of exhibits.

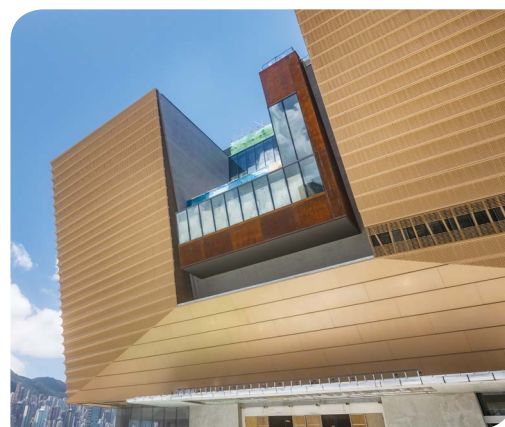
香港故宮文化博物館

香港故宮文化博物館有共7,800平方米展廳空間，將展出一系列由故宮博物院所借出的豐富多元藏品，當中包括畫作、書法、裝飾藝術和古籍。故宮博物院是世界頂尖的中國傳統藝術寶庫。九個籌備中的開幕展覽將展出從故宮博物院借出超過800件珍藏，其中大部分皆為國家一級國寶文物，並且未曾在內地以外的地方展出。這些中國藝術品非常珍貴，而且別具文化及藝術意義，它們將使香港故宮文化博物館成為北京以外研究和欣賞中國藝術及歷史的重要中心之一。

香港故宮文化博物館由香港賽馬會慈善信託基金捐助35億港元作為建設費用。即使在2019冠狀病毒病疫情下，管理局必須實施多項防疫措施，但在過去一年，設計匠心獨運的博物館大樓的建築工程仍取得良好進展。博物館大樓於2020年7月平頂，大樓結構則於2020年11月竣工，而大樓的外牆工程亦告完成。大樓的內部工程亦進展順利，其設施包括九個展廳、演講廳、活動室、紀念品店、餐廳和辦公室等。大樓預計於2021年第三季取得佔用許可證，目標於2022年年中對外開放，期間預留足夠時間讓博物館進行穩定環境的工作、展廳裝修工程和安裝展品。

The selection of objects and the design work for each individual exhibition is underway. Meanwhile, in the months leading up to completion and opening of HKPM, much effort is being devoted to enhancing public awareness of the new museum and reinforcing its positioning as a dynamic and innovative platform designed to inspire and engage the community, encourage dialogue and partnership, and promote creativity and cross-fertilisation. Taking advantage of its partnership with the Palace Museum, HKPM also developed a robust international network of partners and supporters for its capacity to organise major international exhibitions and to secure scholarship and attachment opportunities. From December 2020, HKPM began running a series of engagement exercises that brought together many different stakeholders across the community. Their views were sought on issues such as partnership, education, accessibility, with the aim of ensuring that HKPM's programmes and future initiatives will serve every facet of the wider community's needs. HKPM also collaborated closely with artists, educators, designers and the creative and technology sectors to open up new ways of learning and experiencing art, cultural heritage and history through cultivating immersive storytelling, digitally embedded museum environment and engaging digital contents.

各個展覽的展品挑選和設計工作已經開展，距離香港故宮文化博物館落成及開幕前還有多個月的時間，團隊致力加深市民大眾對這間全新博物館的認識，從而鞏固博物館作為一個充滿活力而創新的平台的定位，藉此啟發及凝聚社區，鼓勵溝通對話和加強合作，培育和鼓勵創意及交流。香港故宮文化博物館亦充份利用與故宮博物院的夥伴關係，在國際間與合作夥伴與支持者建立穩健的合作網絡，以加強香港故宮文化博物館舉辦大型國際展覽的能力，並爭取設立獎學金計劃及更多的實習機會。自2020年12月起，香港故宮文化博物館開始舉辦一系列社區參與活動，邀請社會各界不同的持份者參加，就夥伴合作、教育，以及通達性等議題表達意見，目標是使香港故宮文化博物館的節目及未來的活動能更加切合社會各方面的需要。香港故宮文化博物館亦與一眾藝術家、教育工作者、設計師和創科技界緊密合作，透過沉浸式的故事演繹、數碼化的博物館環境和引人入勝的數碼內容，開拓全新模式去學習及充分體驗藝術、文化遺產和歷史。



▲ The Hong Kong Palace Museum is scheduled to open in mid-2022.

香港故宮文化博物館計劃於2022年年中對外開放。

▶ Auditorium on LG/F of the Hong Kong Palace Museum (under construction)

香港故宮文化博物館地下低層演講廳（興建中）

◀ Atrium on 2/F of the Hong Kong Palace Museum (under construction)

香港故宮文化博物館二樓中庭（興建中）

Seizing New Opportunities in the Pandemic 疫境自強 開創新機

Sustaining Promotion of Arts

With anti-pandemic measures reducing people's ability to come together in groups and share public spaces over much of the year, the Authority looked for other ways to connect people and promote the arts through technology and online platforms.

Among the most well received of its activities was the 'M+M21 Chat It Up on Creativity' series of videos, which garnered over 200,070 views. These recorded informal conversations with people from different disciplines and backgrounds addressed issues of special interest to young people, including virtual travel and strategies of self-realisation. Another popular video series, launched in the height of the pandemic restrictions, was *An Invitation: On Empty Theatre*, which saw 30 Hong Kong-based actors reflect on audience and theatre in the absence of audience and performers. The resulting short videos touched a chord with many, creating a lot of online buzz.

While Hong Kong Ballet entered the second of its three-year residence programme at Freespace amid the pandemic, its *turn(it)out festival*, which ran from mid-March to early April, went online to enable viewers to watch their favourite performances. The festival was designed as a holistic programme for all ages, and included *five(by)six*, five contemporary ballets by six international dance-makers, *The Orpheus Cabaret*, a new collaboration between seven emerging Hong Kong Ballet choreographers and creative writers from the University of Hong Kong, *Ballet Classics for Children: Cinderella*, an introduction to ballet for young children, and a range of fringe activities for on-demand viewing.

延續藝術推廣

抗疫情期間所實施的措施，讓訪客在過去一年不但無法以團體方式親身到訪西九，亦無法享用西九區內的公共空間，管理局為此積極尋找應對方法，通過科技和網上平台聯繫大眾、推廣藝術。

這些活動中，最備受好評的包括《M+M21漫談創意》系列影片，共錄得逾200,070人次觀看。這些短片邀請來自不同界別及背景的人士，以輕鬆的形式討論年輕人特別關注的題目，包括「虛擬旅遊」和「如何成為理想中的自己」等。而另一備受歡迎的影像系列則是在疫情限聚高峰期間推出的《一個邀請：人約吉場後》，當中30位香港演員走進沒有觀眾和表演者的劇場，思考劇場與觀眾之間的關係，他們的獨白拍成短片，讓很多人產生共鳴，並在網上引起很大迴響。

疫情期間，香港芭蕾舞團在自由空間的三年駐場計劃踏入了第二年。《盡演(芭蕾)藝術節》於3月中至4月初網上播放，讓觀眾依然能欣賞精彩節目。《盡演(芭蕾)藝術節》內容全面，不同年齡層都能找到適合的節目，當中包括由六位國際編舞家創作的五部當代芭蕾作品《六人五作》；由七位香港芭蕾舞團新晉編舞家，聯手香港大學的創意作家共同創作的《奧菲斯歌舞廳》；還有引領年輕觀眾進入芭蕾世界的《古典芭蕾冇冇怕：〈仙履奇緣〉篇》；以及一系列限時播放的加料節目。



▲ Online Conversation - 'M+M21 Chat It Up on Creativity'
網上對談 — 《M+M21漫談創意》



▲ In June 2020, Edward Lam Dance Theatre and Freespace co-produced the video series *An Invitation: On Empty Theatre*.
2020年6月，非常林奕華與自由空間聯合製作錄像系列《一個邀請：人約吉場後》。

For the second of the three-year residence programme, the District partnered with the City Contemporary Dance Company (CCDC) and presented CCDC in Residence 2020 as well. Based on the theme of 'I/ YOU LOOK AT YOU/ME', the partnership presented two online live events, which are *Social Distancing Theatre Joyeux Noël*, a solo dance piece choreographed and performed by CCDC resident artist, and *The Pandora Studio*, a free live-streaming event curated by Yuri Ng as CCDC's Artistic Director Designate.

Another online programme that enabled viewers in Hong Kong and beyond to experience the flavour of live performance in the pandemic was the much-anticipated theatre production *Waking Dreams in 1984* by On and On Theatre Workshop, originally scheduled in December 2020 and January 2021. The show was unfortunately cancelled due to the tightened restrictions in the Christmas and New Year period. Unwilling to lose the opportunity to share this updated piece originally written by Chan Ping-chiu in the 1980s, the Freespace team worked closely with the company to develop a live-stream version, followed by on-demand viewing. The production eventually attracted an online, paid audience of over 1,200 people, which doubled the size of live audience as planned, at the 50% seating capacity allowed for performances with live audiences.

而與城市當代舞蹈團合作的三年駐場計劃亦於此時踏入第二年。《自由駐：城市當代舞蹈團2020》以「我看你看我」為主題，呈獻兩個網上播放活動，分別是由城市當代舞蹈團駐團藝術家及編舞家演出的獨舞作品社交距離劇場《聖誕快樂》，以及由城市當代舞蹈團當時的候任藝術總監伍宇烈所策劃的免費網上直播節目《潘朵拉的盒子》。

觀眾期待已久的前進進戲劇工作坊劇場作品《午睡》，原訂於2020年12月及2021年1月上演，在疫情下，團隊亦改以網上直播表演形式向本地及海外觀眾呈獻這部作品。由於聖誕節和新年期間的限聚措施收緊，節目的現場場次被迫取消。自由空間的團隊銳意和觀眾分享這部改編自陳炳釗於1980年代初撰寫的原創作品，因此與劇團緊密合作，發展網上直播版本，並讓觀眾在網上限時觀賞剪輯版。這部影片最終吸引了超過1,200人在網上付費觀看。相比起疫情下表演場地的觀眾人數被限制為通常人數上限50%以內，收看直播的人數比原定現場觀眾人數增加一倍。

Facing sudden theatre closures, On & On Theatre Workshop and Freespace converted the performances of *Waking Dreams in 1984* to live-stream.

面對劇場關閉，前進進戲劇工作坊《午睡》未能在現場觀眾面前演出，團隊和自由空間將節目改為網上直播。



The Xiqu Centre also embraced the internet to reach audiences who were unable to visit the centre in person. Its initiatives included the launch of an online digital music programme that featured a performance by the talented Tea House Rising Stars Troupe titled 'Ling Kai (Spirit's Domain)', along with a performance of the piece 'The Yellow River Boatmen' (Excerpts) by Refiner Drums and others. The online programme proved another effective way of introducing new audiences to the rich heritage of xiqu.

A similar innovation, focused squarely on children and parents, was the Robot House Party in December 2020, hosted by international DJ Kid Koala. The one-hour family friendly event combined robot-building craft activities with a set of upbeat electronic music to bounce along to at home.

此外，戲曲中心亦透過互聯網與無法到訪的觀眾連繫，包括推出由才華橫溢的茶館新星劇團音樂團隊演出、名為《靈界》的網上音樂作品，以及由赤煉鼓樂團演出《黃河船夫》(選段)及其他精彩曲目。此網上節目有效讓新的觀眾群認識戲曲的豐富文化底蘊。

於12月舉行的「親子機械人網上派對」是另一個類近的嶄新活動，專為兒童及家長而設，由世界頂尖DJ Kid Koala遙距打碟。一小時的親子活動結合機械人製作活動及輕快的電子音樂，讓一家大小於家中愉快跳舞。

Showing Solidarity in Adversity

Since the outbreak of the global pandemic at the beginning of 2020, closures, cancellations, travel bans and lockdowns have had a major impact on artists, theatres, actors and industry workers around the world. Recognising the financial struggles faced by many local artists and performers, the Authority launched the Arts Relief scheme 2020, providing grants of with a ceiling of HK\$300,000 per project between July 2020 and May 2021 to carry out their projects. The scheme encouraged engagement within the community and fostered digital transformation of creative practices. The fund for the grants was put together from voluntary salary contributions by the Authority's senior executive team, along with a generous one-off donation from Chairman of the WKCD Board Mr Henry Tang Ying-yen. Thirteen projects across various arts disciplines were selected, based on the projects' originality and creativity, the number of collaborators involved and the extent to which they could help boost morale of the community.

The Authority also took part in the Government's Job Creation Scheme under the Government's Anti-epidemic Fund, taking on 39 full-time employees for one-year positions, with a further eight graduates from Hong Kong Baptist University (HKBU) sponsored by the HKBU Externships 100 Scheme. To help support the community, the Authority also offered flexible hire terms for venues coupled with responsive rate concessions or refunds to tenants and venue hirers.

The struggles of artists in the face of empty venues also became a theme for creative exploration in the year. In June 2020, Edward Lam Dance Theatre and Freespace invited 30 Hong Kong-based actors to place themselves inside an empty theatre and reflect in monologue on their relationship with the audience and the meaning of theatre in the absence of audience and performers. Along similar lines, the Xiqu Centre and Freespace invited a number of their long-time artistic partners to share their artistic visions and hopes for the future in a video campaign titled *Dear 2021*, addressing the new year ahead. The marketing campaign for *Dear 2021* had reached over 1.3 million unique users in total.

逆境中團結自強

自2020年初全球疫情爆發以來，場地關閉、表演取消、旅遊限制和社區封鎖對世界各地的藝術家、劇院、演員和業界人士帶來深遠的影響。管理局有見許多本地藝術家和表演者正面臨財政困難，因此推出「藝術紓困計劃2020」，每個項目資助上限為港幣30萬元，讓他們於2020年7月至2021年5月期間推展項目。該計劃鼓勵社區人士參與，並促進數碼轉型的創意項目。資助撥款由管理局高級行政團隊自願扣減薪酬而籌得，並得到管理局董事局主席唐英年先生慷慨捐助一次性的款項。計劃根據項目的原創性和創意、合作人數及如何能有助提升社會士氣的準則，共選出13個來自不同藝術界別的項目。

管理局亦參與了政府「防疫抗疫基金」資助的創造職位計劃，聘用了39名全職僱員擔任為期一年的職位，其後再聘用八名獲「HKBU Externships 100 Scheme」贊助的香港浸會大學畢業生。為協助支持社區，管理局亦提供靈活的場地租用條件，並為租戶及場地租用戶提供相應的租金優惠或退款。

藝術家面對空無一人的場地而衍生的困難，亦成為了2020/21年度創作探索的主題。2020年6月，非常林奕華和自由空間邀請了30名香港演員走進空蕩蕩的劇場，在沒有觀眾及表演者的情況下，以獨白訴說他們與觀眾之間的關係，以及劇場的真正意義。另一邊廂，戲曲中心和自由空間亦邀請了一眾長期合作的藝術夥伴，在名為《你好2021》的短片活動中分享他們在藝術上的願景和對未來的期望，以期盼新一年的到來。《你好2021》的推廣活動共接觸到超過130萬名不重複觀眾。



- ▲ The Arts Relief Scheme 2020 is a new initiative established by the West Kowloon Cultural District Authority to help support the Hong Kong arts and culture community affected by the COVID-19 pandemic. 「藝術紓困計劃2020」是西九文化區管理局的一個新項目，協助受新型冠狀病毒疫情影響的香港藝術文化工作者。



- ▲ *Dear 2021* was one of the projects commissioned online in respond to the pandemic. 《你好2021》是因應疫情而特別設計的網上節目之一。

Surmounting Operational Challenges

In compliance with the Government's anti-pandemic and social distancing measures, the District's performing arts venues, as well as other facilities, were intermittently closed for periods in 2020/21. Under the Prevention and Control of Disease (Requirements and Directions) (Business and Premises) Regulation (Cap. 599F), those of the District's performing arts venues operating with the Places of Public Entertainment Licence were required to close for a total of 174 days in the reporting year. When they were allowed to open, seating capacity restrictions of 50%, 75% or 80% were imposed in different periods. These opening challenges, together with restrictions on international travel, meant that around 420 performances and programmes and 382 regular activities at the Xiqu Centre and Freespace had to be rescheduled or cancelled in the reporting year.

The postponement, cancellation or rescheduling of multiple events in the wake of COVID-19 placed meant that over 14,000 tickets for WKDA events had to be reprocessed.

克服營運挑戰

因應政府實施的抗疫和社交距離措施，西九的表演藝術場地及其他設施於2020/21年度不同時期間歇性關閉。根據《預防及控制疾病（規定及指示）（業務及處所）規例》（第599F章），持有公眾娛樂場所牌照的西九表演藝術場地必須在報告年度內共關閉174天。當場地允許開放後，在不同時期對入場人數實施場地通常人數上限50%、75%或80%的限制。面對眼前的挑戰及全球旅遊限制，意味著在報告年度內，戲曲中心和自由空間的420個演出和節目以及382個定期活動必須重新安排或取消。

因疫情而引致的節目延期、取消或改期，管理局需要重新處理超過14,000張節目門票。



- ▲ The mobile dance theatre *Maybe Tomorrow@Freespace* took place in the Art Park with under social distancing and precautionary measures. 流動舞蹈劇場作品《遙遙之城@自由空間》於維持社交距離及加強衛生防護措施下在藝術公園舉行。

- ▶ The Ticket Office at the Xiqu Centre remained normal operation during the pandemic. 疫情下，戲曲中心票務處如常運作。



THE YEAR IN REVIEW 年度回顧

Seizing New Opportunities in the Pandemic

疫境自強 開創新機

As the Government began to relax social distancing rules in February 2021, performances and other activities with live audiences gradually resumed at the Xiqu Centre and Freespace later in the month. To ensure the safety of the public, audiences and staff members, the Xiqu Centre and Freespace enhanced their hygiene measures and implemented special arrangements.

隨著政府於2021年2月開始放寬社交距離的規定，戲曲中心和自由空間於該月底逐步復辦讓觀眾入場的表演及其他活動。為確保公眾、觀眾和工作人員的安全，戲曲中心和自由空間亦加強了衛生措施，並實施了特別的安排。



Transparent partitions are installed on the stage to maintain social distancing between musicians and audiences.
為保持社交距離，舞台上設有透明膠板，讓樂手和觀眾保持社交距離。

With the programmes cancelled at short notice, WKCD's own ticketing team rose to the challenge of ensuring communication channels remained open, with up-to-the minute information comprehensively shared in respect of refund or exchange procedures and rescheduling guidelines, and with the interests of ticketholders always at the forefront of the priority. In the interests of examining viable alternatives for presenting live events, the team also adapted quickly to the changing needs and presented performances to the paying audiences online.

由於節目在短時間內被迫取消，管理局屬下的票務團隊迎難而上，確保各種溝通渠道如常運作，並在退款、換票、改期等安排方面提供即時資訊，以保障持票人的權利為大前提。為了配合以其他方式呈獻現場節目，團隊亦迅速因應需求而作出不同的安排，讓觀眾可付費於網上收看表演節目。

Advocating for Arts and Audiences 推廣藝術 連繫觀眾

Diverse Artistic Programmes and Exhibitions

In the face of COVID-19, the Authority's efforts to advocate for arts and audiences necessarily took an online turn for much of 2020/21. This often involved quick and creative thinking when planned physical events could not be carried out as originally intended. For example, the installation of exhibition *Shirley Tse: Stakes and Holders* became an exercise in improvisation due to pandemic travel restrictions. Neither the artist nor the guest curator was able to participate in the installation in person, and the process relied on an extensive remote conversation between the artist in Los Angeles, the guest curator in Amsterdam, and the M+ curatorial and installation team in Hong Kong. The result was a virtual collaboration, a project that emphasised the urgent need for negotiation and change in today's world.

Following the opening of the Sigg Prize 2019 exhibition, M+ announced Hong Kong-based artist Samson Young as the winner of the inaugural Sigg Prize. Recognising important artistic practices in the Greater China region, the Sigg Prize was launched with the intention to highlight and promote diverse and exciting work on an international scale. Due to social distancing measures and travel restrictions, the announcement was made online on 13 May 2020, and was accompanied by a robust online programme of curator tours and artist interviews. The event and the programmes communicated the museum's vision to the local, Greater China and international public and helped build momentum leading up to M+'s public opening in late 2021.

多姿多彩的藝術節目及展覽

在疫情下，管理局為推廣藝術及連繫觀眾，2020/21年度的多個活動改以網上形式舉辦，並靈巧地運用創意，以另類形式舉辦無法按原定計劃舉行的實體活動。例如《謝淑妮：與事者與事》展覽的佈展工作，正是以因時制宜的方式靈活處理。由於疫情帶來旅遊限制，參展藝術家和客席策展人均無法親身來港參與現場佈展，需依賴緊密無間的遙距對話，連繫身處洛杉磯的藝術家、身在阿姆斯特丹的客席策展人和香港的M+策展和佈展團隊，三方最終順利完成這項在虛擬空間上的合作，突顯展覽本身強調和現今世界急切需要的協商和變化。

繼「希克獎2019」展覽成功開幕後，M+宣布香港藝術家楊嘉輝成為首屆希克獎得主。希克獎旨在表揚大中華區重要的藝術創作，聚焦多元化及傑出藝術創作，並向國際推廣。鑑於社交距離措施及旅遊限制，M+在2020年5月13日於網上公布獎項得主，亦在網上提供多場策展人導賞及藝術家訪問。這些活動及節目向本地、大中華區以及全球宣揚M+的願景，為M+於2021年年底開幕創造聲勢。



◀ Samson Young is the winner of the inaugural Sigg Prize, with his installation *Muted Situations #22: Muted Tchaikovsky's 5th*. 楊嘉輝憑作品《消音狀況#22：消音的柴可夫斯基第五交響曲》獲頒首屆希克獎。

- ▶ In conjunction with the exhibition *Shirley Tse: Stakes and Holders*, M+ presented a series of art chats, tours and public programmes.
「謝淑妮：與事者與事」展覽期間舉辦了一系列漫談、導賞團及公眾活動。



THE YEAR IN REVIEW 年度回顧

Advocating for Arts and Audiences
推廣藝術 連繫觀眾

The pandemic affected, but by no means halted, the efforts of M+ to celebrate and explore the extensive Archigram Archive it acquired in 2019, a rich body of material that relates to the celebrated avant-garde architectural group Archigram. Planned events in the M+ Matters programme went ahead in online formats, including a series of online film screenings and discussions, organised in collaboration with the Department of Architecture of the University of Hong Kong. The symposium brought together architects and scholars from around the world, including some of the members of Archigram. In addition, a public event, 'M+ International x Power Station of Art: Archigram Cities', was organised at Power Station of Art in Shanghai, where screenings were held in person in conjunction with discussions among Chinese architects. The two events together drew around 15,000 viewers and visitors in total.

Another popular and influential online initiative was the fourth edition of 'M+ Matters | Keynote', held at the end of March 2021 and titled 'Understanding Museum Audiences'. Shared with an online audience of over 26,000, the talk brought together five experts from Hong Kong and the Mainland to explore how museums can more effectively imagine, define, and interact with their audiences today. Challenges of engagement were addressed from multiple institutional perspectives.

In anticipation of its opening in mid-2022, HKPM has also been reaching out to different segments of the public and exploring options for building audiences. In November 2020, it ran a free online class titled 'The Power of Objects: New Ways of Engaging Students in Museums' which, as its title suggests, reached out to educators with innovative strategies for getting students and learners involved with what museums – including HKPM – can offer them. The online class was delivered by internationally renowned museum expert Dr Sharon E. Shaffer.

疫情帶來影響，但絕對無阻 M+ 與眾分享及探討精彩的 Archigram 檔案。Archigram 是知名建築團體，影響廣泛深遠，而 M+ 在 2019 年把豐富多元的 Archigram 檔案納入館藏。「M+ 思考」活動改以網上形式進行，當中包括與香港大學建築學系合辦一系列網上放映及討論會，應邀參與研討會的建築師及學者來自世界各地，當中包括部分 Archigram 成員。此外，與上海當代藝術博物館合辦的 M+ 寰遊 x 上海當代藝術博物館：Archigram 城市」設有網上放映會，並在放映後與多位中國著名建築師對談。兩場活動共吸引了約 15,000 名網上觀眾和參加者。

於 2021 年 3 月下旬舉辦的第四場「M+ 思考 | 焦點談」是另一項大受歡迎、影響深遠的網上活動。該場焦點談的主題為「理解觀眾：中國藝術博物館的不同之道」，邀請了五位香港及內地專家，討論博物館如何想像和定義觀眾、如何與之交流互動，以及如何從不同機構的角度應對在聯繫觀眾方面遇到的挑戰，網上觀眾人數錄得超過 26,000 人。

為迎接 2022 年年中的開幕，香港故宮文化博物館積極接觸各階層的普羅大眾，並致力探索拓展觀眾群的方法。在 2020 年 11 月，博物館舉辦名為「萬物有靈：國際博物館兒童教育的新方向」的免費網上講座。顧名思義，該講座旨在啟發教育工作者以創新的策略鼓勵學生及學習者參與博物館舉辦的活動，當中包括香港故宮文化博物館。該網上講座由國際知名博物館教育專家莎倫·謝弗博士主講。



The Hong Kong Palace Museum presented public talks delivered by leading scholars at the Hong Kong Book Fair 2021 to foster public understanding of the museum. 香港故宮文化博物館於香港書展 2021 期間舉行由頂尖學者主持的講座加深公眾對博物館的認識。

Despite the enforced absence of Mainland troupes due to travel restrictions, the Xiqu Centre was still able to run its Experimental Chinese Opera Festival 2020 in October and November. Two productions with 13 live performances were staged, one being the Experimental Cantonese Opera *Farewell My Concubine* (New Adaptation), an award-winning show that has been presented annually since 2016 in versions that are changed and enhanced from year to year. The other was the second production created by the Xiqu Centre, titled *Wenguang Explores the Valley*. This prize-winning piece, which combined traditional and new set pieces against digital backdrops utilising contemporary theatre technology, premiered in Beijing in 2019.

The 90-minute Tea House Theatre Experience at the Xiqu Centre's Tea House Theatre continued to be offered in 2020/21 whenever circumstances permitted, while the tea and dim sum components were suspended during COVID-19. Audiences were still able to enjoy performances by the Tea House Rising Stars Troupe that included singing in classical dialect, Cantonese opera excerpt, Nanyin and Cantonese music, along with an introduction to the Cantonese Opera art form. This popular event was held live in June, July, October and November 2020, before restarting again in March 2021. In total throughout the year, 63 performances were delivered to enthusiastic audiences.

With pandemic restrictions easing in March 2021, the Xiqu Centre organised the screening of a number of xiqu films and the award-winning film documentary *Bamboo Theatre* presented by the Xiqu Centre, which was about the long-standing Hong Kong tradition of bamboo theatre and the people dedicated to keeping its legacy alive today.

The Xiqu Centre also utilised its public space for the benefit of the public in its *Music in the Atrium* series, a series of free music performances on selected Saturdays and Sundays that were able to take place in 42 sessions across the year. These 45-minute Chinese instrumental sessions, performed by a changing line-up, featured a diverse range of styles and instruments and included classical and folk tunes and Chinese operatic music.

儘管內地劇團受旅遊限制無法赴港演出，但戲曲中心「小劇場戲曲節2020」仍能在10月和11月期間順利舉行，上演兩部共13場的現場演出，其中一部為小劇場粵劇《霸王別姬》(新編)。該劇自2016年起每年公演，版本逐年完善。另一部則為戲曲中心創作的第二部作品小劇場粵劇《文廣探谷》，該劇採用嶄新佈景概念及數碼背景，旨在探索何謂傳統，自2019年於北京首演以來屢獲殊榮。

在2020/21年度，戲曲中心茶館劇場在情況許可下繼續提供90分鐘的「粵·樂·茶韻」，惟在疫情期間劇場暫停提供茶點。觀眾仍可以欣賞茶館新星劇團的演出，包括古腔演唱、粵曲選段、南音及粵樂，並輔以導賞解說。這項大受歡迎的活動於2020年6月、7月、10月和11月提供現場表演，其後於2021年3月再次重新演出，全年為戲迷提供共63場演出。

隨著疫情限制於2021年3月放寬，戲曲中心放映了多部戲曲電影，以及由戲曲中心製作、屢獲殊榮的紀錄片《戲棚》，讓觀眾認識歷史悠久的香港傳統戲棚及致力傳承戲棚文化的幕後功臣。

戲曲中心於中庭公共空間，舉辦「悠揚音韻樂中庭」活動，在指定的周六及周日舉辦一系列免費音樂演出，歡迎公眾隨時駐足觀賞。全年共舉辦了42場。在為時45分鐘的中國器樂演奏會上，由不同的樂手以多種風格和樂器輪流演奏，當中包括經典曲目、民謠以及戲曲音樂。

To promote traditional xiqu and performing arts culture, the Xiqu Centre organised regular music performances and workshops at the open space of the Atrium. 戲曲中心定期在中庭的開放空間舉辦音樂表演及互動體驗，推廣中國傳統戲曲及表演藝術文化。



THE YEAR IN REVIEW 年度回顧

Advocating for Arts and Audiences
推廣藝術 連繫觀眾

Elsewhere, Freespace too pressed on to present pioneering programmes at every opportunity in the pandemic. Freespace Jazz Fest, launched in 2019 to much acclaim, went ahead in November 2020 although travel restrictions meant a line-up of 100% local performers. The three-day event brought together over 7,000 jazz enthusiasts. Lau Bak Livehouse featured performances by some of the best of the city's home-grown talents, while The Box hosted two Hong Kong jazz legends, Ted Lo and Eugene Pao, in a special jazz programme. Also at The Box was a tribute to Billie Holiday, with Angelita Li and Patrick Lui's Jazz Orchestra. Freespace also creatively addressed the absence of overseas performers by hosting an Experimental Jazz Lab, where audiences could view a live streamed jazz show involving improvisations between musicians in different parts of the globe.

另一邊廂，自由空間把握每個機會，在疫情期間舉辦創新節目。2019年首次舉辦的「自由爵士音樂節」於2020年11月載譽歸來。儘管在旅遊限制之下，演出陣容全為本地音樂人，但為期三日的音樂節吸引了超過7,000名爵士樂迷參加。留白Livehouse舉辦了多場本地傑出音樂人的演出，兩位香港爵士大師羅尚正和包以正則在大盒舉行演出；李安琪跟雷柏熹領軍的爵士大樂團則在同一場館演繹爵士天后Billie Holiday的經典名曲。鑑於多位海外音樂人未能赴港演出，自由空間別出心裁地舉行《即興實驗室》，讓觀眾在網上即時欣賞世界各地的音樂人即興演出。



▲ With an impressive line-up of Jazz, Freespace Jazz Fest offered both ticketed and free programmes for audiences. 「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。

◀ In Giant Steps 2.0 – Jazz Rhythms for Kids, tap dancers and live musicians led kids and parents in simple jazz improvisation through rhythm clapping, movement games and dance. 「踢躑爵士樂2.0」工作坊由踢躑舞者和現場爵士樂隊，以輕鬆遊戲帶領小朋友和家長掌握爵士樂的多變節奏、學習簡單的踢躑舞步和享受音樂家庭樂。

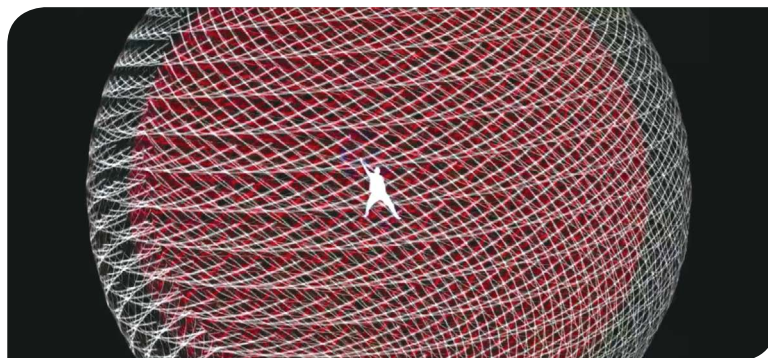
Whenever possible throughout the year, Lau Bak Livehouse hosted live music performances on weekends as well. A total of 46 performances were held that gave 165 musicians the chance to share their talents with audiences, in genres as diverse as jazz, hip-hop, indie rock, folk and classical. At times when Government restrictions meant that Lau Bak Livehouse had to close but social distancing measures were relaxed, performances were held outside Freespace for all to enjoy.

To explore the new possibilities for audience-artist interactions in a post-pandemic world, the dance programme *With/out Umeda* streamed live to a worldwide audience on 11 October 2020. The programme included a real-time performance of extracts from internationally acclaimed choreographer Hiroaki Umeda's solo work *Intensional Particle* (New Adaptation), an experimental collaboration with an artist from the world of gaming, as well as a film screening and a talk by Umeda on his own creative processes. For those who missed the live stream, the programme was also made available for on-demand viewing later.

在報告年度內，留白Livehouse亦舉辦周末現場音樂會，共邀請了165位音樂人作46場現場表演。音樂類型包括爵士樂、嘻哈、獨立搖滾、民謠和古典音樂，以展示音樂的多元面貌。留白Livehouse因配合政府的規定而須在某些時期暫時關閉，待社交距離限制放寬後便繼續於自由空間提供戶外演出，與眾同樂。

為探索在後疫情新常态下觀眾與藝術家互動的可能性，舞蹈節目《在與不在 梅田宏明》於2020年10月11日向全球觀眾直播。該節目包括國際知名編舞家梅田宏明與電玩藝術家共同實驗創作、由梅田宏明獨舞演出的作品《潛動粒子》(新版本)、舞蹈錄像播放以及與藝術家對談，並由梅田宏明親自剖析其創作過程。錯過直播節目的觀眾，其後亦可透過限時播放欣賞演出。

With/out Umeda – Dance programme
舞蹈節目《在與不在梅田宏明》



Due to travel restriction, 'What is Stage', an annual collaboration between the District and Edward Lam Dance Theatre, took a 'gap year'. Fifteen alumni from previous annual workshops joined Edward Lam and the Authority to explore space design through discussion and sharing original new films that the participants created in a two-week online workshop.

When live performances were possible once again by the end of February 2021, Freespace headlined *Scenes from a Marriage*, a theatrical adaptation of the classic film by Ingmar Bergman presented by Tang Shu-wing Theatre Studio. Starring Hong Kong TV and film personalities Ben Yuen and Emily Kwan, the adaptation staged in late March 2021 drew in new audiences.

鑑於旅遊限制，西九與「非常林奕華」合辦的年度項目「什麼是舞台」暫別一年。15名歷屆工作坊舊生透過對談，以及分享為期兩周的網上工作坊所製作的原創影片，探索空間設計。

於2021年2月底，場地復辦現場演出，自由空間推出由鄧樹榮戲劇工作室呈獻的英瑪褒曼經典電影改編的《兩夫妻》。該劇由香港知名電視及電影演員袁富華和關寶慧主演，並在2021年3月下旬公演，成功吸引新觀眾群。

Nurturing and Capacity Building

One of the major missions of the Authority is to stimulate minds and foster the artistic skills of individuals and arts groups in the community. For M+, for example, this work involves initiatives that engage audiences and generate a sense of excitement. In the series of popular online talks under the theme 'How Did You Two Meet?', broadcast from May to September 2020, curators drew connections between different works in the M+ Collections. These short exchanges encouraged listeners to explore works in depth and to think about how art can connect with audiences.

Despite the challenges of COVID-19 throughout the year, which curtailed performances, the Tea House Rising Stars Troupe continued to nurture an interest in Cantonese opera in a varied programme of intimate performances in the Tea House Theatre.

In collaboration with the Centre for Chinese Music Studies, the Chinese University of Hong Kong, the Xiqu Centre also presented a new series of talks on the work commemorating Wong Yuet-sang, a man widely regarded as Hong Kong's maestro of Cantonese music culture. Another series of talks titled 'Xiqu Dialogues II: West Kowloon Cultural District's "Xiqu Petit Theatre"' was also held, that facilitated in-depth discussion about the future of xiqu and promoted academic research and exchange from trans-regional and cross-cultural perspectives. Together with another lecture-recital titled 'Everlasting Cantonese Music – East meets West in the 1930s and 1940s', that explored the role of spirit music during wartime, an audience of over 1,200 were attracted to these capacity building programmes.

Elsewhere, the West Kowloon 101 series offered a stimulating range of introductory talks that were accessible to all, on arts appreciation, arts and cultural management and Chinese culture. Primarily conducted online through live streaming in this reporting year, the talks ranged widely across topics such as dance, Cantonese Opera and jazz. The Xiqu Centre also held over 100 guided tours, giving members of the public the opportunity to learn about xiqu from an 'entry level' perspective.

培育人才 拓展觀眾群

啟迪及培育本地藝術人才及藝術團隊，讓他們掌握藝術技能是管理局的重要使命之一。就M+而言，這方面的工作包括鼓勵觀眾參與及提升節目的吸引力。在2020年5月至9月期間舉辦的「藏品的相遇」網上講座系列中，多位M+策展人選取不同藏品，講述它們之間的關連，這些簡短的交流鼓勵觀眾深入認識這些作品，並思考藝術如何與觀眾建立聯繫。

儘管疫情今年內不少演出被迫取消，茶館新星劇團繼續在茶館劇場舉行多場小型演出，提升觀眾對粵劇的興趣。

戲曲中心與香港中文大學中國音樂研究中心攜手舉辦嶄新的講座系列，以紀念香港粵樂大師王粵生。該中心亦曾舉辦題為「戲曲對話II：西九戲曲小劇場」的講座系列，深入討論戲曲的前景，並促進跨越區域和文化領域的學術研究及交流。另外，「講座音樂會：絃歌不絕——戰火浮生」則探討精神音樂在戰亂時期的角色。這些旨在拓展觀眾群的活動共吸引了超過1,200名觀眾。

「西九101」亦舉辦一系列老少咸宜的講座，深入淺出地介紹藝術欣賞、藝術文化管理及中國文化。本報告年度的講座主要以網上直播形式進行，並涵蓋舞蹈、粵劇和爵士樂等不同主題。戲曲中心曾舉辦過百場導賞，讓公眾從「入門級」的層面認識戲曲。



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



▲ Performers showed off martial arts in Cantonese opera excerpt from *The White Dragon Pass* in Tea House Theatre Experience. 茶館劇場「粵·樂·茶韻」武場戲《白龍關》

Exchange and Networking

Travel restrictions throughout the year meant that most international exchange programmes had to be placed on hold in 2020/21. For example, the Experimental Chinese Opera Festival would normally have brought invited artists to Hong Kong to create new and original works, as it has been doing since 2017. This year, the Authority adjusted the original programme to overcome the restrictions through live-streaming arrangements. A series of free Creative Sharing Sessions were organised involving creators and performers from four troupes from the Mainland and Taiwan. In live-streaming format, members of the troupes discussed their work and provided clues about productions to be presented by the District in the future. The Festival reached an audience of over 1,350 in total.

建立連繫與交流

鑑於今年的旅遊限制，2020/21年度大部分國際交流計劃均要暫緩舉行。例如，「小劇場戲曲節」自2017年來一直邀請藝術家赴港製作嶄新原創的作品。今年，管理局調動原定節目，以網上直播形式應對挑戰。因此，「小劇場戲曲節」舉行了一系列的創作交流會，邀請來自中國內地和台灣四個劇團的創作和表演者擔任嘉賓，以網上直播形式討論其作品，並預告未來將於西九演出的劇目。該戲曲節共有超過1,350名觀眾參加。



Experimental Cantonese Opera *Wenguang Explores the Valley* produced by the Xiqu Centre
戲曲中心製作的小劇場粵劇《文廣探谷》

THE YEAR IN REVIEW 年度回顧

Advocating for Arts and Audiences
推廣藝術 連繫觀眾

Today's arts and culture environment is a global one, and the District's museums are closely involved in international collaborations and debates. A major initiative in exchange and networking in the reporting year came with the M+ Sigg Fellowship for Chinese Art Research to support new research on Chinese art. The fellowship is offered every two years. As part of fellowship arrangements, a public talk titled 'Diffused Religion and the Origins of Chinese Avant-Garde Art' was given by Sigg Fellow Yang Zi for over 16,000 online viewers. The talk explored the fascinating and previously unexplored connections between folk religion and the development of avant-garde art in China in the 1980s.

M+ also worked with National Gallery Singapore on the project 'M+ International x National Gallery Singapore: How Can Museums Matter Today?', exploring the issue of museum relevance in today's era of virtual communications and mass entertainment. The project is particularly apt as both institutions are young and both have had to build their collections and their audiences over the past several years.

Internships and Work Immersion

One important mission of museums and cultural institutions is generating interest among young people with a view to nurturing an interest in the arts and culture as a career choice. To this end, WKCD ran four different internship programmes throughout the year, which gave a total of 69 young interns the chance to experience working in different areas of the Authority's operations. Graduate interns took part in working in museum operations, the performing arts, and marketing and customer experience, while the summer internship programme also provided undergraduate interns with work opportunities in the Authority. Despite the challenges of working remotely during the pandemic, the interns were still being very much engaged and motivated in gaining practical experience and apply their knowledge in a real-life context.

現今的藝術文化氣候漸趨國際化，西九的博物館均積極參與國際合作項目及討論，報告年度以「希克中國藝術研究資助計劃」最為矚目。該計劃每兩年舉辦一次，致力支持聚焦於中國藝術的全新研究。獲選為該計劃研究學人的楊紫舉行題為「彌散性宗教與中國前衛藝術的起源」公眾講座，吸引超過16,000名觀眾在網上觀看。此講座是該計劃安排的活動之一，探索民間宗教與1980年代中國前衛藝術之間引人入勝且鮮為人知的連繫。

此外，M+與新加坡國家美術館攜手舉辦「M+寰遊×新加坡國家美術館：如何令博物館在當下更有意義？」線上公眾論壇，探討在當今數碼化浪潮席捲全球和大眾娛樂當道的年代，博物館如何維持與社會息息相關。M+和新加坡美術館均是剛起步的新機構，在過去數年均積極蒐羅館藏及吸引觀眾，因此該項目別具意義。

實習及工作體驗

博物館及文化機構肩負培養年青人興趣的重任，鼓勵他們投身於藝術文化事業。有見及此，管理局在報告年度內推行四個實習計劃，共有69名年青人獲得實習機會，在不同崗位參與管理局的營運工作。畢業實習生參與的工作包括博物館營運、表演藝術、市場推廣和客戶體驗。暑期實習計劃則給予大專生在管理局工作實習的機會。儘管在疫情期間須遙距工作，各實習生依然積極投入工作，從中累積實戰經驗，在日常生活中學以致用。

Building the Future 建設未來

Project Delivery

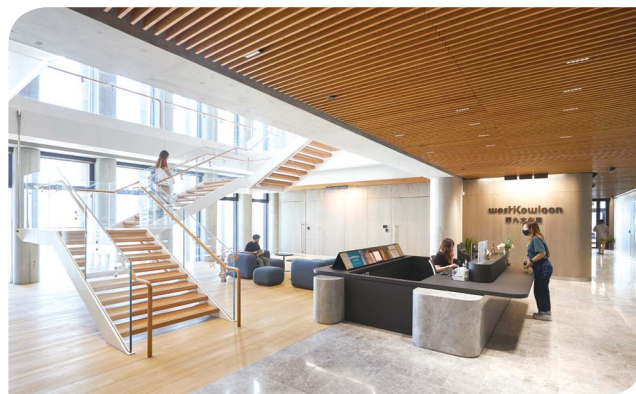
Over the past year, the District has seen notable changes in its look, as a number of stunning new buildings and facilities, such as M+ and HKPM, have gradually been unveiled. One of the next major arts and cultural facilities to be added to the District's already rich skyline will be LTC. Although the superstructure has yet to appear, many essential works have been completed in the reporting year on the basement areas and substructure, under two separate contracts for the project. The bulk of the works in 2020 involved removing major steelwork excavation lateral support system and constructing the main reinforced concrete structure of the basement. This included the installation of seven post-tensioned beams over the MTR Airport Express Line that completed the necessary tunnel protection works between M+ and the LTC project. With the basement largely completed, construction works of the superstructure of LTC were able to begin in earnest in January 2021. By the end of March 2021, the construction works had gone up to Lower Basement Level 1 of LTC.

The 16-storey WKCD Tower, which sits adjacent to M+ and CSF is the final home for the Authority. Occupation Permit was issued to the WKCD Tower on 29 January 2021 and enabled the process of gathering staff into the single centralised headquarters to begin. The move-in was well underway in the second quarter of 2021, and completed in May 2021.

項目推展

在過去一年，西九的面貌明顯改變，不少嶄新的建築及設施陸續亮相，如M+和香港故宮文化博物館。隨著下一個主要藝術文化設施演藝綜合劇場落成，整個西九的景觀將更為豐富。雖然演藝綜合劇場的上層建築工程尚在進行中，但地庫結構的多項基本工程都已經在報告年度內按項目的兩份獨立合約完成。2020年進行的工程涉及拆除挖掘與側向承托系統工程的主要鋼結構，以及建造地庫的主要鋼筋混凝土結構工程，當中包括安裝七根後張法預應力樑橫跨港鐵機場快線，完成了M+與演藝綜合劇場項目之間必要的隧道保護工程。隨著地庫工程大致完成，演藝綜合劇場上層的建築工程於2021年1月正式開始。截至2021年3月底，演藝綜合劇場已興建至地庫低層。

樓高16層的西九文化區管理局大樓是管理局的總部大樓，毗鄰是M+及修復保管中心。大樓於2021年1月29日獲發佔用許可證，讓管理局員工可於同一辦公大樓工作。辦公室的搬遷工作於2021年第二季順利進行，並於2021年5月完成。



The WKCD Tower – New head office of the West Kowloon Cultural District Authority
西九文化區管理局大樓是西九文化區管理局的新總部

Moving Forward

The IB is a vast underground area covering 254,000 square metres and is being implemented by phases. Housing the transport infrastructure and utilities necessary for the operational readiness of the District's future venues and facilities, the IB is an important element of connecting the different parts of the District while maintaining a spacious, largely pedestrianised open space above ground. Once the IB is completed, WKCD A will be able to build the Core Arts and Cultural Facilities, the Retail, Dining and Entertainment (RDE) facilities, and the HOR developments above it. The HOR and RDE developments will help generate long term income for the sustainable development of the Authority. The construction of the whole project is complex due to the size and nature of the area, thus being divided into zones. The works contract for the Foundation and Excavation and Lateral Support for the IB/Underground Road (UR) in Zone 2A commenced in May 2020. To date, essential pre-drilling and geotechnical investigation works have been completed, and piling works are in active progress. For the IB and UR in Zones 2B and 2C, the piling works contract commenced in July 2021 whilst the detailed design for the main works is targeted to commence in the third quarter of 2021.

Easy public accessibility has been one of the key factors in bringing visitors to the District. The Artist Square Bridge (ASB) is an important pedestrian link that will provide a direct, round-the-clock and barrier-free access for visitors to the District from the developments above the MTR Kowloon Station. The District end of the bridge will lead to the Artist Square, an open exhibition and leisure space that will lie in front of LTC and next to M+. It is anticipated that the footbridge will be a primary means of access for those travelling to the District via MTR Kowloon Station. Work on the elegant 73 metres arched footbridge started in the first half of 2020, and is scheduled for advanced completion in late 2021, earlier than planned, and in anticipation of the M+ opening at that time.

展望未來

綜合地庫是一個大型的地下區域，佔地254,000平方米，相關工程正分階段展開。綜合地庫設有運輸基建項目及公共設施，以應付西九未來場地及設施營運的需求。綜合地庫一方面連接西九不同部分，另一方面讓地面保留寬敞的行人專用公共空間。綜合地庫完成後，管理局便能夠在其上蓋興建核心藝術文化設施、零售、餐飲和消閒設施，以及酒店／辦公室／住宅發展項目。這些發展項目和設施將有助為管理局創造長遠收入，達致可持續發展。基於綜合地庫涉及範圍的規模和性質，整個項目的建築工程複雜，因此劃分成多個區域。2A區綜合地庫／地下行車路地基及挖掘與側向承托工程合約於2020年5月展開。至今，基本預先鑽孔和土地勘測工程已經完成，打樁工程亦正進行中。2B及2C區綜合地庫及地下行車路的打樁工程於2021年7月展開，有關主要工程的詳細設計預計在2021年第三季展開。

便捷的交通網絡是帶領訪客前往西九的其中一個關鍵因素。藝術廣場天橋是重要的行人接駁系統，為訪客提供直接、全天候和無障礙的通道，由港鐵九龍站上蓋的發展項目直達西九。在西九一端的天橋將通往藝術廣場，一個位於演藝綜合劇場前方、毗鄰為M+的開放式展覽和休閒空間。藝術廣場天橋預計會成為由港鐵九龍站前往西九的主要通道。設計優雅的拱形行人天橋長73米，已於2020年上半年動工，預計於2021年年底提前完成，以配合屆時開幕的M+。



▲ The Artist Square Bridge will provide a direct, round-the-clock and barrier-free connection between the West Kowloon Cultural District and developments around MTR Kowloon Station.
藝術廣場天橋建成後，將提供一條全天候無障礙通道，連接西九文化區與港鐵九龍站上蓋發展項目。



▲ Digital rendering of the Lyric Theatre Complex
演藝綜合劇場的數碼繪製圖

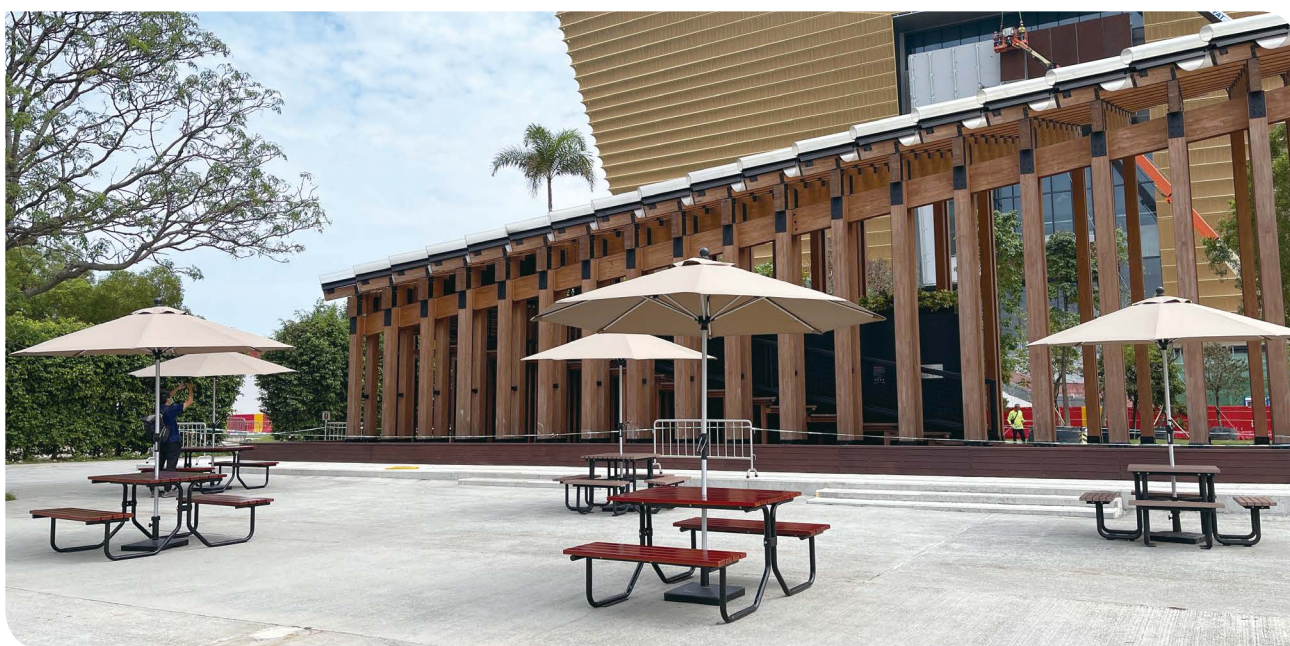
Enhancing Customer Experience 提升訪客體驗

Visitor Services

2020/21 has seen a series of continuous improvements to the landscaping and amenities of the Art Park, all aimed at improving visitor experience and creating a comfortable, welcoming environment. Various open areas have been re-turfed and further landscaped, including the area leading to the interim landing steps for water taxis, the new Pet Zone, the North Lawn and the lawn along the Waterfront Promenade, while at strategic spots around the park, new outdoor furniture has been supplied for visitors. This has involved the installation of picnic tables with parasols and benches next to the landing steps, as well as outside Freespace, on the Great Lawn, and by the Competition Pavilion and the Harbourside Deck. One especially popular initiative in the year was the provision of inflatable sofas for outdoor use. Available for visitors to borrow from April 2020, the sofas were used by over 4,500 visitors across the year. All these initiatives are adding to the attractiveness of the Art Park as a leisure destination for visitors of all ages.

訪客服務

藝術公園於2020/21年度不斷改善園境和公園的設施，旨在提升訪客的體驗，營造出舒適和友善的環境。多個戶外休憩空間的草皮已經重鋪，進一步美化園境，範圍包括通往水上的士臨時登岸設施的區域、新寵物區、北表演場地和海濱長廊沿路的草坪。藝術公園四周的特定地區，亦設置了全新的戶外設施供訪客使用。如在登岸設施旁邊、自由空間外圍、大草坪、「香港新晉建築及設計師比賽」展亭和海濱平台等地方，放置了餐桌連太陽傘和長椅。過去一年，租借戶外充氣沙發的安排特別受訪客歡迎，這些沙發自2020年4月起供借用，在報告年度內已服務超過4,500位訪客。這些新設施和新安排增添了藝術公園的魅力，使藝術公園成為不同年齡訪客的消閒好去處。



New outdoor furniture has been set up at strategic spots around the Art Park for use by visitors.
藝術公園的特定地區設置了全新的戶外設施供訪客使用。

To ensure the safety of the performers and audiences, all performing arts venues in the District have strengthened their hygiene measures and increased the cleaning frequency in their public areas, too. Deep cleaning and sanitisation in venues were conducted after all shows or programmes.

為確保表演者及觀眾的安全，管理局在西九所有表演藝術場地加強了衛生措施，亦增加清潔公共地方的次數，而在所有演出或節目結束後，場地亦會進行徹底清潔和消毒。

Retail, Dining and Entertainment

In its beautiful Art Park and performing arts venues, WKCD offers a diverse array of retails and F&B experience to its visitors. As of end of March 2021, 13 retail and F&B outlets were in operation within the District. As the Art Park became a hot spot to escape from crowds amid the pandemic, the harbour-side restaurants and cafes – perfect for coffee, lunch, dinner, happy-hour cocktails and more – gained huge popularity in the reporting year. Pop-up F&B stores and food trucks were introduced beside the Great Lawn and at the Harbourside Deck to provide more variety for visitors.

零售、餐飲及消閒

管理局在景色怡人的藝術公園和各個表演藝術場地為訪客提供各式各樣的零售和餐飲體驗。截至2021年3月底，已有13間商店及餐飲設施進駐西九。在疫情期間，藝術公園成為遠離繁囂的消閒熱點，在本報告年度內，海旁餐廳和輕食店亦愈來愈受歡迎，讓訪客享受咖啡、午餐、晚膳或微醺歡樂時光。管理局在大草坪旁邊和海濱平台引入了流動的餐飲設施和美食車，為訪客提供更多選擇。



Visitors can try out the delicious food and beverage offered by food trucks at the Art Park while enjoying the spectacular harbour views.

訪客可於藝術公園邊欣賞維港景色，邊品嚐美食車帶來嶄新的地道美食體驗。

Ticketing

In a year of event cancellations and postponements, often at short notice, the ticketing team were given every opportunity to prove their commitment to customer service and the interests of ticketholders. Entire refund and ticket swap process was streamlined for those affected by cancellations and postponements. Despite the many disruptions throughout 2020/21, the District was still able to present a good number of ticketed events and performances when the occasion allowed. Strong online sales were achieved, a sign not only of the appetite of Hong Kong audiences for arts and culture events but also of the benefits of the District's 'no handling fee' policy for ticketing.

票務服務

本報告年度有多個節目或活動被迫取消或改期，不少調動更加在短時間內發生。票務團隊一直履行為觀眾提供最佳客戶服務的承諾，致力確保持票人的利益，並將整個退款和換票流程簡化，以減低活動取消或改期對觀眾的影響。儘管2020/21年度有許多節目調動，但在情況許可下，西九仍能成功舉辦不少數量的售票活動和表演節目。而西九於年內亦錄得強勁的網上銷售成績，不僅反映本地觀眾對藝術文化活動的熱衷，亦顯示西九「免手續費」的售票策略非常成功。

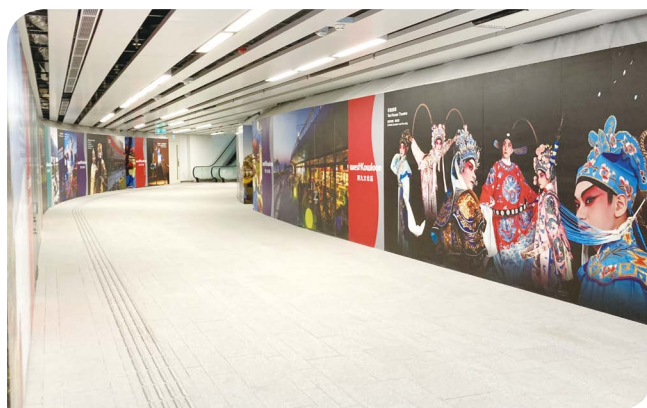
Connectivity

WKCD is constantly looking at ways of making the venues and facilities in the District accessible to all and easily navigable. For pedestrian, the Austin Road Pedestrian Linkage System opened in March 2021, providing a designated exit for the Xiqu Centre from the MTR Austin Station. The Authority is also working closely with different government departments and public transport service providers to explore the introduction of more green minibuses en-route the District, along with more than 480 parking spaces available for public use during weekends and public holidays. Work continued in the reporting year on the upcoming new District mobile app, through which visitors will be provided with event information and a comprehensive way-finding tool. The mobile app has been launched in the third quarter of 2021. The accessibility to the District will be further enhanced when the ASB is completed at the end of 2021.

連繫四方

管理局一直研究如何令西九的場地和設施更四通八達，締造無障礙環境。在行人方面，柯士甸道行人連接系統已於2021年3月啟用，為戲曲中心提供一個直達港鐵柯士甸站的專用出口。管理局亦與不同的政府部門及公共交通服務商緊密合作，探討能否提供更多來往西九的專線小巴路線，除此以外，亦提供超過480個泊車位予市民在周末及公眾假期使用。在本報告年度，管理局一直為即將推出的全新西九手機應用程式作準備，訪客可透過該應用程式查閱節目資訊和搜尋不同路線。應用程式於2021年第三季推出。藝術廣場天橋預計於2021年年底落成，將令西九和區內的連接更加暢通無阻。

Dedicated exit links directly to the Xiqu Centre at the MTR Austin Station
柯士甸港鐵站特定出口直達戲曲中心



Enhancing Accessibility

Connection and engagement with the disability community were shifted online or conducted in small groups to accommodate those prefer meeting in person in the reporting year. Events included stakeholder consultation on the accessibility of HKPM and the future landing facilities for use by vessels at the District.

In June 2020, a new page was added to the West Kowloon Cultural District website focusing on accessibility information inclusive of Hong Kong Sign language, covering an Access Guide for different venues, ticketing information for people with disabilities and an elaboration of available access services. An audio-described performance at the Xiqu Centre was also held successfully in November 2020.

通達共融

在本報告年度內，我們與殘疾人士社群的大部分聯繫和諮詢活動移師到網上；就部分較喜歡面談的人士，則以小組方式進行。本報告年度的活動包括就香港故宮文化博物館的無障礙設施及西九未來的船隻登岸設施諮詢持份者。

西九文化區網站於2020年6月增設全新專頁，重點轉載西九的通達服務資料，並包括香港手語傳譯的版本。網頁內容包括各個場地的《場地通達設施簡介》、殘疾人士票務資訊及詳細介紹場地提供的通達服務。戲曲中心於2020年11月亦成功舉辦了一場設有口述影像的表演節目。

Sustainability 可持續發展

The development of the District has been underpinned by the sustainability principles which are embedded in the District's planning and operations. As West Kowloon is transitioning from the construction stage to the operational stage and is launching more and more of its venues and facilities, the Authority continues to be agile and transforms our approach to sustainability as needed.

發展西九項目是以可持續發展原則為基礎，有關原則亦已融入西九的規劃和營運中。隨著西九從建設階段過渡至營運階段，多個場地及設施相繼啟用，管理局將繼續保持靈活多變，按需要適時調整可持續發展策略。

Sustainability Governance

可持續發展管治



To demonstrate the Authority's commitment to sustainability, WKCDA integrates sustainability management into its governance structure. The WKCDA Board is responsible for overseeing the Authority's strategy and policies relating to sustainability and the CEO of WKCDA is responsible for ensuring sustainability is given due respect and that sustainability matters are regularly reviewed.

為履行對可持續發展的承諾，管理局將可持續發展管理納入管治架構。管理局董事局負責監督管理局有關可持續發展的策略及政策，而管理局行政總裁則負責確保可持續發展得到應有的尊重，並定期審視可持續發展相關事宜。

The Sustainability Team was set up by the CEO of WKCDA in 2019/20 to support the sustainability strategy and report on developments. The team reports to the Audit Committee (AC) and Executive Committee (ExCom) on the progress of specific sustainability initiatives.

管理局行政總裁於2019/20年度成立可持續發展小組，為可持續發展策略提供支援，並匯報進展。該小組向審計委員會和行政委員會匯報可持續發展計劃的具體進度。

Reducing Carbon Footprint and Conserving the Environment

Maximising energy efficiency and energy savings are important at all times. West Kowloon's Smart Building Management System allows the District to schedule operations across different venues to ensure the effective use of resources. At the Xiqu Centre and the M+ building, solar panels are installed to support the solar water heating systems. Vending machines in the Art Park are also equipped with solar panels, which further reduce the need for purchased electricity.

減少碳排放及保護環境

達致最佳能源效益與節約能源在任何時候都十分重要。西九的智能大廈管理系統讓管理局可以安排不同場地的運作，以確保資源得到有效運用。戲曲中心和M+大樓已安裝太陽能板，以推動太陽能熱水系統。此外，藝術公園的自動售賣機亦配備了太陽能板，進一步減少買電的需求。

Vending machines in the Art Park are equipped with solar panels to reduce the need for purchased electricity.
藝術公園的自動售賣機配備太陽能板，減低購電需求。



To promote water conservation, rain harvesting system has been in use and automatic water taps were installed to conserve water consumption. Water refill stations in the Art Park have also been installed and open to the public for use to encourage people to bring their own reusable water bottles.

為推廣節約用水，西九採用雨水收集系統，並安裝自動水龍頭。此外，藝術公園亦已安裝加水站，開放予公眾人士使用，以鼓勵市民自備可重用的水樽。

Various venues in the District also host numerous events of large, medium or small scales every year. To join the waste reduction force, the Authority has made the 'Green Event Pledge' organised by the Environmental Protection Department to cut down the amount of waste produced. As a participating organisation, the Authority partnered with event organisers to explore reduction opportunities through the careful selection of materials for the stage, reuse of materials and donations to charities. To further promote recycling of waste materials, a new waste separation container has also been provided for frontline staff to collect recyclable waste from the bins in the Art Park.

西九各場地每年均會舉辦不同規模的活動。為加入減廢行列，管理局參加了由環境保護署舉辦的「活動減廢承諾」，承諾減少活動產生的廢物。作為參與機構，管理局與活動籌辦機構合作，通過精心挑選舞台材料、重用材料以及向慈善機構捐贈，從而探索減少浪費的機會。為進一步推動廢物循環再用，管理局亦為前線員工提供新的廢物分類容器，以收集藝術公園內垃圾箱中的可回收廢物。

Up to 2020/21, the Authority has been recognised with the BEAM Plus certifications listed below, authenticating WKCDA'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 – BEAM Plus New Buildings V1.2 – Final Gold
- Hong Kong Palace Museum – BEAM Plus New Buildings V1.2 – Provisional Gold
- M+ – BEAM Plus New Buildings V1.2 – Provisional Gold
- WKCDA Tower (previously known as P39B) – BEAM Plus New Buildings V1.2 – Provisional Gold

A Place for Everyone

As the green heart of the city, the Art Park remained open with enhanced public health and hygiene measures and provided an escape for many amid the pandemic during the reporting year. The Art Park is also recognised by the Hong Kong Council of Social Service for its support for creating a barrier-free environment and culture.

Sustainability Report

The Authority has also published its first standalone Sustainability Report for 2019/20. The report marked an important milestone in the Authority's sustainability journey. Through this Report, the Authority demonstrated our accountability and gave our stakeholders a better understanding of the Authority's commitment, the progress to-the-date and where the Authority was heading. The report has been made available on the West Kowloon Cultural District website.

截至2020/21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(先導版本)－鉑金評級
- 戲曲中心－綠建環評新建建築1.2版－最終金級
- 香港故宮文化博物館－綠建環評新建建築1.2版－暫定金級
- M+－綠建環評新建建築1.2版－暫定金級
- 西九文化區管理局大樓(前稱P39B大樓)－綠建環評新建建築1.2版－暫定金級

你我文化新天地

報告年內，藝術公園作為本港的綠色心臟，於疫情期間維持開放，並加強公共衛生措施，為市民大眾提供遠離煩囂的喘息空間。此外，藝術公園獲香港社會服務聯會嘉許，表揚其在創造無障礙環境和文化方面的成果。

可持續發展報告

管理局首次發表2019/20年度可持續發展報告，成為管理局可持續發展歷程的一個重要里程碑。透過此報告，管理局展示對可持續發展的承擔，並提高管理局在相關工作上的透明度，讓持份者更了解管理局至今的工作進度，以及未來的路向。報告已上載至西九文化區網站。



Spreading the Word 傳訊推廣

West Kowloon has come a long way in offering arts and cultural experience to its customers. Using creative marketing campaigns, multiple online and digital platforms, and inspired outreach and community engagement initiatives, the Authority has been working hard to ensure everyone in Hong Kong and beyond knows about the arts and culture treasures the District is making available to all.

Shifting Marketing to Digital

The year 2020/21 proved one of the most challenging ever for the arts and culture sector, and museums worldwide have needed to explore new online initiatives to reach out to distant audiences during the pandemic. The Authority's marketing team moved much of its marketing efforts onto digital platforms and launched several new online engagement initiatives, with a special focus on promoting M+. New M+ online initiatives, including online conversations, Instagram guided tours and chats, and learning resources along with others, garnered over 70,000 likes, comments and shares throughout the year, and around 260,000 views of online video content were recorded. M+ also used the hashtag #MuseumFromHome on social media to promote M+ Stories and other online educational resources. Over 27% of users who came to the M+ Stories website did so as a direct result of social media and online advertising efforts. The Authority's bold and wide-ranging digital marketing strategies have kept M+ firmly in the public eye in advance of the museum's opening.

Similar initiatives were adopted to promote the Xiqu Centre and Freespace, both of which were closed for much of the year for live performances. In response to the pandemic, marketing efforts were shifted and devoted to promoting a number of ad hoc online productions throughout the year, along with video performances. Much effort was devoted to promoting important live-streamed and on-demand performances at Freespace, including *With/out Umeda* by acclaimed choreographer Hiroaki Umeda, *Convergence* by the Hong Kong Dance Company in Residence, and *Waking Dreams in 1984* by On & On Theatre Workshop. Other effective marketing programmes were developed to promote various live-streamed productions under the auspices of the Xiqu Centre, which included creative sharing sessions with Mainland troupes as part of the Experimental Cantonese Opera Festival as well as a variety of talks and workshops.

Two specially-commissioned online-only projects that were extensively promoted to good effect were *An Invitation: On Empty Theatre*, co-produced by Edward Lam Dance Theatre, and *Dear 2021*, a series of 'letters to the future' by Hong Kong artists. The marketing endeavours were proved to be a success. Another highlight was a special video created to record the making of the Freespace mural by artist Calvin Ho. The video condensed the 20 days of construction into just three minutes of intense creative activity, and generated much online interest.

西九在為顧客提供藝術文化體驗方面有長足發展。管理局透過具創意的市場推廣活動、多個網上及數碼平台，以及具啟發性的社區參與及外展活動，致力提升香港及以外地區人士對西九所蘊藏的藝術文化瑰寶的認識。

將市場推廣至數碼化

對藝術文化界而言，2020/21年度是非常艱鉅的一年，全球的博物館均要開拓全新的網上活動，務求在疫情期間與遠距離的觀眾接觸。管理局的市場推廣團隊亦將大部分的工作轉到數碼平台，並推出多項嶄新網上活動，重點推廣M+。全新的M+網上活動包括網上對話、Instagram導賞團和聊天互動，以及其他學習資源等，全年共獲得超過70,000次點讚、留言和分享，而網上短片內容錄得約260,000瀏覽次數。在社交媒體方面，M+採用#MuseumFromHome主題標籤，推廣「M+故事」和其他網上教育資源，到訪「M+故事」網站的用戶中，超過27%是透過這主題標籤前往此網站，證明社交媒體和網上廣告的成效顯著。管理局進取而且全方位的數碼市場推廣策略，在M+開幕前提升市民大眾的關注。

戲曲中心和自由空間同樣推出了類似的推廣宣傳。在過去一年，兩個場地大部分的現場表演都因為場地關閉而取消。為了應對疫情，團隊改變了市場推廣策略，在年內致力推廣多個特備網上活動和多段表演短片，重點推廣自由空間的串流直播及點播表演節目，當中包括由著名編舞家梅田宏明的《在與不在 梅田宏明》、自由駐：香港舞蹈團的《凝》，以及前進進戲劇工作坊的《午睡》。團隊亦推出其他宣傳計劃，推廣戲曲中心舉辦的各個串流直播活動，包括屬於小劇場戲曲節一部分、與內地劇團合辦的創作交流會，以及多個講座及工作坊。

兩個特別委約製作的網上節目——與非常林奕華共同創作的《一個邀請：人約吉場後》，以及由香港藝術家寫給未來的信為主題的《你好2021》，經重點廣泛推廣後反應熱烈，反映我們市場推廣策略成功。此外，紀錄藝術家Calvin Ho於自由空間創作壁畫過程的短片亦是年內的焦點，該短片將20天的壁畫製作過程濃縮成3分鐘長的創意活動片段，節奏緊湊，吸引不少網民觀賞。

THE YEAR IN REVIEW 年度回顧

Spreading the Word 傳訊推廣

The District had 158,000 existing subscribers to its Customer Relation Management system at the end of the reporting year. In 2020/21, the marketing team refocused the marketing materials the subscribers received to place a greater emphasis on online content, enjoying art at home, and making them familiar with new services that are gradually introduced in the District. In anticipation of a return to regular scheduled live performances in the year ahead, the marketing effort is now shifting towards a season-based approach. As part of a venue relaunch planned for mid-2021, shows produced by the Authority across the Xiqu Centre, Freespace and the Art Park was promoted together in bundle.

截至報告年度完結前，西九的客戶關係管理系統共有158,000名訂閱者。於2020/21年度，市場推廣團隊調整了訂閱者所接收的推廣內容，重點推廣網上節目，令訂閱者可足不出戶欣賞藝術，同時讓他們逐步熟悉西九推出的新服務。原訂計劃中的現場節目預計可於來年重新上演，因此團隊改以全新的表演藝術季模式作推廣。作為2021年中旬場地重開計劃的一部分，所有在戲曲中心、自由空間和藝術公園上演的節目，會合併一起向觀眾推廣。



Performing Arts Season Brochure 2021/22 introduces upcoming highlighted programmes.
表演藝術季2021/22節目冊介紹最新表演藝術節目。

Expanding Online and Social Media Outreach

Parallel with the expansion of digital initiatives described above, the Authority has continued to spread the word by mobilising its various online and social media platforms to reach an ever-wider audience of fans, followers and subscribers. In the reporting year, the official West Kowloon Cultural District website recorded some 2.11 million visitor sessions and 5.22 million individual page views. The Authority's social media accounts also continued to flourish. The District's various Facebook pages had over 127,000 fans and its Instagram accounts over 40,000 followers.

WKCD's various venue Facebook accounts have all proved important ways of promoting upcoming events. For example, the weekend event 'Music at the Art Park', held on 17 and 18 October 2020, was widely featured on the Art Park Facebook page, reaching more than 25,000 viewers in total and garnering over 400 reactions. Promotion of the event on the West Kowloon Cultural District website and social media accounts generated much word-of-mouth publicity, which was picked up by local news media and event listing sites. The result was excellent support for the Hong Kong musicians who performed a strong turnout by audiences of all ages.

擴大網上和社交媒體推廣

在推出上述的網上推廣計劃的同時，管理局繼續透過各個網上和社交媒體平台，將節目或活動的內容推廣予更多粉絲、追蹤者和訂閱者。在報告年度內，西九文化區網站錄得約211萬訪客人次，網頁瀏覽次數約522萬。管理局的社交媒體帳號繼續增長，西九各Facebook專頁共有超過12.7萬名粉絲，各Instagram帳號亦吸引逾40,000名追蹤者。

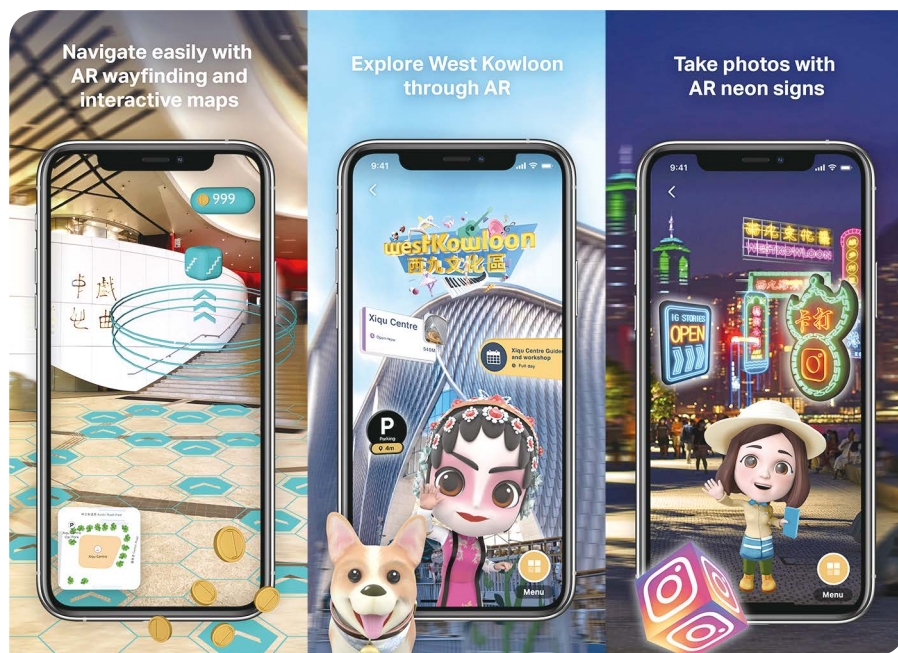
管理局各個場地的Facebook專頁是推廣宣傳活動的重要渠道，如藝術公園的Facebook專頁，便全面介紹了2020年10月17日和18日舉行的周末《Music@西九藝術公園》，接觸了超過逾25,000名觀眾，吸引超過400人次互動。透過西九文化區網站及其社交媒體專頁的推廣，不單為活動帶來宣傳口碑，同時吸引本地新聞媒體和節目推介網站的報導。活動廣受各年齡層的觀眾支持，為參與的本地樂手帶來很大的鼓舞。

Providing the public with access to online content became an increasing priority under the pandemic. The Authority therefore launched a brand-new West Kowloon Video Platform (digital.westkowloon.hk) in November 2020 with the specific function of hosting video content for viewers at home. Hosting over 80 videos at the end of the reporting year, the site has quickly become a popular source of online art and culture, and has received over 10,000 views. Contents include not only video performances by art groups, but also artist interviews, talks, workshops and behind-the-scenes documentaries. Among the most popular items available on the site are *An Invitation: On Empty Theatre, Dear 21*, and dance performance *ON VIEW: HONG KONG*.

在疫情下，為市民大眾提供網上節目尤其重要。為此，管理局於2020年11月推出一個全新的西九影片平台 (digital.westkowloon.hk)，提供影片內容讓觀眾安在家中收看。截至報告年度完結前，平台提供超過80條影片，並瞬間成為網上藝術文化的熱門網站，錄得超過10,000瀏覽次數。影片內容題材包括藝術團體的表演、藝術家訪談、講座、工作坊和幕後紀錄片。其中，《一個邀請：人約吉場後》、《你好2021》和舞蹈表演《觀·影—香港舞者》等節目均大受歡迎。



Visitors can book e-tickets, register for events, navigate and explore the West Kowloon Cultural District through Augmented Reality through the West Kowloon Cultural District App. 透過西九文化區應用程式，訪客可以輕鬆購票及登記活動、以電子門票入場，更可以嶄新的擴增實境(AR)探索西九文化區。



Engaging the Community

To engage the public and keep awareness high of the rich offerings available in the District, the Authority organised a number of engagement and outreach activities with both online and physical participants in 2020/21, giving participants a chance to reflect on arts and culture and their role in the life of our city.

One initiative was *Crossover Lab Initiative*, launched in 2016 and now in its fifth year. The initiative aims at promoting the District's cultural characteristics and iconic attractions in Hong Kong to a wider audience, and involves collaborations with the various District Councils. During the reporting year, the Authority collaborated with the Tai Po District Council and a local art group as programme partner on a programme shifted into an online format. In total, over 120,000 people engaged with the online programme in one form or another.

社區參與

為凝聚市民大眾和增加他們對西九不同活動和體驗的興趣，管理局於2020/21年度舉辦一連串網上和實體社區參與及外展活動，讓參加者有機會對藝術文化作出反思，以及思考自己在這個城市裡生活所扮演的角色。

當中於2016年推出的「跨界實驗空間計劃」，至今已踏入第五年。這計劃旨在向更廣泛的觀眾群推廣西九的文化特色及標誌性景點，當中包括與各個區議會的合作。在報告年度內，管理局與大埔區議會及本地藝術團體攜手合作，將節目改為網上形式舉行，採用了新形式的網上節目共吸引超過12萬人次參與。



▲ Xiqu Centre Guided Tour
戲曲中心導賞團

▶ 'Memorial Talk Series Commemorating Wong Yuet-sang, Maestro of Cantonese Music Culture' was held to enhance audiences' understanding to arts and culture.
戲曲中心舉辦「紀念粵樂大師王粵生講座系列」，提升參加者對藝術文化的認識。

As part of its engagement initiatives, the Authority aims to connect with the younger generation and build an enthusiasm in youth for arts and culture among them. During the reporting year, a new programme titled *A Taste of West Kowloon – School-based Pilot Programme* was launched to connect with young students in schools. Although the programme was cut short by the pandemic, five primary schools joined the pilot scheme before classes were suspended. Another recent initiative, titled *I Go to West Kowloon __*, is a series of creative workshops showing people at home how to use on hand materials to create their own handicrafts. Applications for the workshops opened in March 2021 and the workshops was held in April 2021.

Due to class suspension, *The D. H. Chen Foundation – West Kowloon Tea House Student Matinees* took a break for xiqu learning experience sessions in the reporting year. However, the multi-year initiative supported by the Foundation continued to play an important role in audience cultivation for the Xiqu Centre. New programmes and learning resources were prepared for 2021/22 and docents were trained online in preparation for the coming back of the programmes. Online productions were also launched in mid-2021 to cater the needs of the community.

West Kowloon 101 is an on-going series of lectures held across the year at performing arts venues in the District. As the '101' name suggests, they are designed as introductory talks to provide participants with a basic understanding in key concepts, forms and practices of performing arts, and thus enhance audiences' appreciation to arts and culture. Over 20 talks delivered in the reporting year were on unique topics relating to xiqu, dance, music and theatre that are seldom offered by other local artistic organisations. Over 1,600 people were benefitted from these events in 2020/21.

In addition, 104 Xiqu Centre Guided Tours, led by trained volunteer docents, were conducted in the reporting year for 350 visitors.

作為社區參與計劃的一部分，管理局以加強與青年人的聯繫和培養他們對藝術文化的興趣為目標。在報告年度內，管理局推出全新節目「學校參與項目－『嘗』遊西九先導計劃」，凝聚年輕學生。雖然節目因為疫情而提早結束，但五間小學在停課前已經率先參與先導計劃。另一個名為「我去西九____」的計劃則帶來一系列創意工作坊，參加者可於家中學習使用現成的材料，製作專屬的手工藝品。工作坊於2021年3月接受報名，並於2021年4月舉行。

由於停課關係，「西九茶館劇場－陳延驊基金會教育專場」的戲曲學習體驗活動在報告年度內小休一年。然而，這個由基金會慷慨贊助多年的計劃，在年內繼續肩負為戲曲中心培養觀眾的重任。為了做好準備迎接節目重新上演，管理局於2021/22年度推出全新節目和學習資源，並為導賞員提供網上培訓。團隊亦於2021年中旬推出了網上製作，照顧社區內不同群體的需要。

「西九101」是一連串全年在西九表演藝術場地舉辦的入門講座。正如在名字中「101」的意思，這些教學活動旨在為參加者提供表演藝術的基本概念、藝術形式及實踐和應用等知識，從而提升他們對藝術文化的鑑賞能力。在報告年度內，西九合共舉辦了超過20場講座，題材包括戲曲、舞蹈、音樂和舞台表演，其他本地藝術組織鮮有舉辦同類講座，而這些講座在2020/21年度共吸引超過1,600人參與。

在報告年度內，經過受訓的導賞員亦為350名訪客合共舉辦了104次戲曲中心導賞團。

Building Trust with Transparency

To keep the District's development at the forefront of public consciousness, two major media events were held during the reporting year to introduce M+ and HKPM. With these two museums set to open in late 2021 and mid-2022 respectively, the media tours created anticipation and enabled the architecture and facilities of the museums to be widely seen, discussed, and shared. Other media events included previews for the new programme of the Tea House Theatre Experience, and the M+ exhibition *Shirley Tse: Stakes and Holders*. Journalists and influencers were also invited along to the returning Freespace Jazz Fest.

Despite the restrictions of the pandemic, we were able to engage extensively with the media through online activities. For example, the announcement of the winners of the Sigg Prize and the Sigg Fellowship for Chinese Art Research was made online in May 2020, enabling media representatives from around the world to cover the event. The online announcement of the Sigg winners drew over 83,000 viewers. Through these initiatives, the Authority's efforts to engage with the media resulted in over 1,600 pieces of media coverage being generated, by over 200 media representatives.

In late March 2021, the District welcomed a visit from the Legislative Council (LegCo) Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project. The purpose of the visit was to let the lawmakers see the latest developments of the District at first hand, and be briefed about the new initiatives launched by WKCD. Members toured M+, Freespace, and visited the construction site of HKPM for updates on its progress.

公開透明 建立信任

為讓市民大眾第一時間知悉西九的最新發展，管理局於報告年度內舉行了兩場大型傳媒活動，以加深傳媒對M+及香港故宮文化博物館的認識。這兩間博物館分別會在2021年年底及2022年年中開幕，傳媒預覽增添市民對兩間博物館開幕的興趣和期待，亦讓市民大眾得以一睹大樓的設施及建築特色，從而掀起話題和討論。其他媒體活動包括茶館劇場「粵·樂·茶韻」的傳媒專場，以及M+《謝淑妮：與事者與事》傳媒預覽。另外，我們亦邀請了傳媒代表和意見領袖親身體驗載譽歸來的「自由爵士音樂節」。

儘管疫情帶來不少限制，我們仍透過網上活動吸引傳媒報導。例如於2020年5月，我們首次透過網上平台公布希克獎及「希克中國藝術研究資助計劃」結果，邀請中外傳媒一同報導這個歷史時刻。希克獎網上公布結果影片錄得逾83,000瀏覽人次。管理局繼續致力與傳媒溝通，上述各活動成功邀得約200名傳媒代表參與，並刊登了逾1,600篇的相關報導。

2021年3月底，立法會監察西九文化區計劃推行情況聯合小組委員會應邀到訪西九。這次參觀活動讓立法會議員親身了解西九的最新發展，並聽取管理局介紹推出的各個新計劃。立法會議員參觀了M+、自由空間，並到訪香港故宮文化博物館工地，了解博物館最新的建築工程進度。



▲ Familiarisation visits were organised for different groups to see the latest development of the West Kowloon Cultural District at first hand. 不同團體參觀西九文化區，親身了解最新發展。



▲ Media representatives joined a guided tour and learnt about the design and architectural highlights of the M+ building. 傳媒代表參觀M+，一睹大樓設計和建築特色。

Behind the Scenes 台前幕後

Unleashing Talent Potential and Building Bonds

Efforts behind the scenes play an important role to keep the Authority running smooth. As at 31 March 2021, the Authority had 704 positions filled and 343 temporary staff including interns to support its performing arts, visual arts, marketing, other programmes and corporate functions.

WKCD also took part in the Job Creation Scheme under the Government's Anti-epidemic Fund 2.0 to help alleviate the effects of the pandemic on the local economy. WKCD hired 39 employees under this scheme, for a one-year period, as well as taking on a further eight graduates from Hong Kong Baptist University (HKBU) who were sponsored by the HKBU Externships 100 Scheme.

Employees are our greatest asset. The Authority has continued to support the development of its staff by providing them with extensive training opportunities, ensuring the Authority team possesses the essential talents to further the Authority's vision and mission.

During the reporting year, over 2,800 person-times of training and development opportunities were offered to staff; most of them were conducted online due to the pandemic. Our arts and culture professionals were encouraged to take part in Asian and Western arts and culture programmes, cultural leadership summits, and international conferences and symposiums on arts and culture. Other learning programmes included arts management, conservation, management and leadership and digital marketing.

建立聯繫 發揮所長

管理局能夠維持暢順運作，有賴台前幕後人員的努力。截至2021年3月31日，管理局共有704名全職員工和343名（包括實習生在內）臨時員工，以支援表演藝術、視覺藝術、市場推廣、其他節目及企業職能方面的工作。

管理局參與了政府第二輪「防疫抗疫基金」的創造職位計劃，協助舒緩疫情對本港經濟帶來的影響。在這項計劃下，管理局聘用了39名員工，職位為期一年。此外，管理局亦聘用了八名由香港浸會大學的HKBU Externships 100 Scheme贊助的畢業生。

管理局視員工為最大的資產，並一直支持員工的發展，為他們提供廣泛的培訓機會，確保團隊擁有所需要的人才，以實踐管理局的願景和使命。

在報告年度中，管理局為員工提供了超過2,800人次的培訓和發展機會，這些活動大部分因疫情影響而於網上進行。管理局亦鼓勵在藝術文化領域具專業知識的員工參加亞洲及西方的藝術文化活動、文化領袖峰會，以及藝術文化國際會議及研討會；其他員工學習課程，涵蓋藝術管理、藝術品修復、管理和領導能力，以及數碼市場推廣等不同範疇。



▲ Interns joined the Performing Arts Internship Programme to support the preparation work of different programmes.
實習生透過表演藝術實習計劃，參與籌備不同活動。



▲ Despite the challenges of working remotely during the pandemic, the interns were actively involved in online training and committed to work.
儘管在疫情期間須遙距工作，各實習生積極參與在線培訓，投入工作。

Enhancing District Safety and Security

The safety and security of visitors and staff are of paramount importance to us and are evident in operations throughout the District. From late 2020, the District Safety and Security Department (DSSD) began to take responsibility for security at the nearly-completed M+, with 24-hour security operations commencing in January 2021. Similar safety and security operations for the newly-completed WKCDA Tower have begun. Plans are also fully underway for safety and security arrangements to be implemented at HKPM by the DSSD in late 2021.

Stringent Internal Controls

WKCDA's Internal Audit (IA) Department has the vital role of conducting independent checks on the operations of the Authority. During the reporting year, the IA Department completed seven audits of various facets of the Authority's operations and a special review. It also delivered 12 sets of advisory services to various departments of the Authority.

In terms of risk management activities, the IA Department supported Management in its review and assessment of current corporate risk levels based on new developments and changing internal and external circumstances. The review helps ensure that the Authority continues to have an effective and up-to-date risk management process in place.

Innovation and Technology

Few businesses can be in doubt that innovation and technology are essential enablers of operational resilience. During the pandemic, all the WKCDA staff and contractors worked as usual remotely from the office through online collaboration meetings with the 'Cloud First' strategy. Over 2,500 online meetings were held monthly on average. The Authority also started to adopt Robotic Process Automation in the reporting year to execute high-volume repetitive tasks, in order to save human resources for other more valuable activities.

提升安全及保安水平

管理局在營運西九設施及場地時，一直將訪客和員工的安全和場地保安置於首位。區域安全及保安部於2020年年底開始，為即將竣工的M+執行前期保安工作，並於2021年1月開始全面實施24小時的保安運作。隨著西九文化區管理局大樓的落成及啟用，與大樓相關的安全及保安工作已順利實施。區域安全及保安部正在籌備香港故宮文化博物館的安全及保安安排，以確保管理局於2021年年底可順利接管大樓的安全和保安工作。

嚴格內部監管

管理局的內部審計部在管理局運作方面一直擔綱獨立監察的關鍵角色。內部審計部於報告年度就管理局多方面的營運範疇完成了七項審計工作及一次特別審查。此外，內部審計部亦向不同部門提供了12次諮詢服務。

在風險管理活動方面，內部審計部協助管理層就內外環境的最新發展和變化，對當前企業風險水平進行檢討和評估，以確保管理局的風險管理程序是行之有效及與時並進。

創新科技

要確保業務穩健運作，創新科技的重要性實屬毋庸置疑。疫情期間，管理局沿用「雲端優先」的策略，團隊和承辦商合作，透過網上會議，讓員工在辦公室以外的地方得以如常工作，每月平均舉行2,500場網上會議。在報告年度內，管理局亦開始採用機器人流程自動化技術，用於執行大量而重複的任務，並將節省到的人力資源投放在其他更重要的工作。

The Organisation Development Team of the West Kowloon Cultural District Authority presented a series of internal webinars – 'The Making of M+' to give a full picture of what is M+ and the behind-the-scenes story.

西九文化區管理局組織發展團隊製作一系列題為「The Making of M+」的網上分享會，讓員工全面了解M+的發展動態和幕後故事。



THE YEAR IN REVIEW

年度回顧

Awards and Recognition

獎項與嘉許



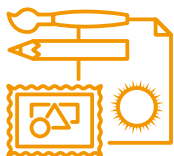
Architecture 建築

HKIA Merit Award of Hong Kong – Community Building
HKIA Annual Awards 2019/20
The Hong Kong Institute of Architects
Xiqu Centre – Revery Architecture and Ronald Lu & Partners

Construction Project Management Team of the Year – Excellence
RICS Awards Hong Kong 2020
Royal Institution of Chartered Surveyors (RICS)
Xiqu Centre Project Team

境內優異獎－社區建築
香港建築師學會2019/20年年獎
香港建築師學會
戲曲中心－Revery Architecture和呂元祥建築師事務所

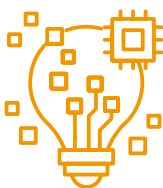
設施管理團隊獎－優異獎
RICS香港年度大獎2020
皇家特許測量師學會
戲曲中心項目團隊



Arts & Culture 藝術及文化

Featured Works of 2020
IATC (HK) Critics Awards
International Association of Theatre Critics (Hong Kong)
An Invitation: On Empty Theatre – Freespace

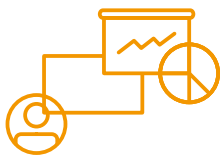
2020年度關注作品
IATC(HK)劇評人獎
國際演藝評論家協會(香港分會)
《一個邀請：人約古場後》－自由空間



Innovation & Technology 創新及科技

Outstanding Cyber Security Management Services
Capital Outstanding eCommerce Awards 2020/21
Capital
West Kowloon Cultural District Authority

卓越網絡安全管理服務
2020/21年度資本卓越電子商務大獎
《資本雜誌》
西九文化區管理局



Marketing 市場推廣

Gold Award – Website Stream

Web Accessibility Recognition Scheme 2020/2021

Organised by Hong Kong Internet Registration Corporation Limited; Co-organised by the Office of the Government Chief Information Officer
M Plus Museum Limited – M+ Stories
(<https://stories.mplus.org.hk>)

金獎級別 – 網站組別

2020/21年度無障礙網頁嘉許計劃

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
M Plus Museum Limited – M+故事
(<https://stories.mplus.org.hk>)

Triple Gold Award

Web Accessibility Recognition Scheme 2020/2021

Organised by Hong Kong Internet Registration Corporation Limited; Co-organised by the Office of the Government Chief Information Officer
The West Kowloon Cultural District website
(www.westkowloon.hk)

三連金獎

2020/21年度無障礙網頁嘉許計劃

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
西九文化區網站
(www.westkowloon.hk)



Safety 安全

Gold Prize in the Building Sites (Private Sector)

21st Construction Industry Safety Award Scheme – Construction Sites Category

Labour Department in collaboration with 15 co-organisers in the construction industry
China State Construction Engineering (Hong Kong) Limited
– Hong Kong Palace Museum

樓宇建造地盤(私營合約)金獎

第21屆「建造業安全獎勵計劃」

– 「建造地盤」組別

勞工處連同15個建造業界機構合辦

中國建築工程(香港)有限公司
– 香港故宮文化博物館



Corporate Social Responsibility 企業社會責任

List of Barrier-free Companies/Organisations

The Caring Company Scheme 2020/21

The Hong Kong Council of Social Service
Xiqu Centre, Freespace and Art Park

無障礙友善企業／機構

2020/21年度「商界展關懷」計劃

香港社會服務聯會
戲曲中心、自由空間及藝術公園

5 Years Plus Caring Organisation Logo

The Caring Company Scheme 2020/21

The Hong Kong Council of Social Service
West Kowloon Cultural District Authority

連續5年以上獲頒「同心展關懷」標誌

2020/21年度「商界展關懷」計劃

香港社會服務聯會
西九文化區管理局