

CHIEF EXECUTIVE OFFICER'S STATEMENT

行政總裁報告



The openings of M+ and HKPM will mark a milestone in the development of the District. These two world-class museums are set to become new architectural landmarks as well as important arts and culture brands in Hong Kong and beyond. They will also be major attractions for visitors to Hong Kong.

M+ 和香港故宮文化博物館的開幕將會是西九發展的新里程碑，兩間世界級博物館將會成為香港、大中華以至全球矚目的藝術文化新地標和新品牌，吸引更多旅客訪港。

Notwithstanding the severe impact of the COVID-19 pandemic for the second year in a row, West Kowloon has risen up to numerous challenges and moved forward steadily in the past year. In December 2020, I was seconded by the Government to WKCD to take up the post of Acting Chief Executive Officer (CEO). I fully acknowledge the enormous challenges and responsibility involved in building a vibrant arts and cultural hub for Hong Kong. In 2020, our performance venues had been closed for half a year due to the pandemic and social distancing measures, which seriously affected the District's operations and income. I am thankful that the entire WKCD team remained undaunted during difficult times and acted wholeheartedly in achieving some major key milestones which in turn laid a solid foundation for the further development of the District.

The District's arts and culture programmes and activities never came to a standstill during the four waves of the pandemic. Instead, adversity pushed us to become more flexible and innovative than ever, and new programmes were developed in many diverse forms and styles. For example, when overseas artists were unable to perform in Hong Kong due to the pandemic, our focus shifted to assist the local xiqu, music, dance and theatre sectors to transform their programmes into online events. In fact, some online programmes attracted more viewers than could have been accommodated at on-site performances. At the same time, the Authority launched the Arts Relief Scheme 2020 to subsidise local artists affected by the pandemic, and offered venue hire charge and rent concessions for arts groups, shops and restaurant tenants to help them ride out difficult times.

在2019冠狀病毒病疫情連續第二年的影響下，我會用「排除萬難，穩步推進」去形容西九過去一年的發展。由2020年12月我由特區政府借調出任管理局署理行政總裁一刻開始，我深明要為香港建立一個充滿活力的藝術文化樞紐，任重道遠。2020年，西九的表演場地有一半日子因疫情和社交距離措施需要關閉，營運和收入大受影響；幸而在管理局團隊無懼逆境，上下一心的努力下，我們逐步為西九立下了關鍵的里程碑，為未來數年的發展奠定堅實基礎。

雖然經歷了四波的疫情，西九的藝術文化節目和活動沒有因此而停頓。逆境反而推動我們靈活創新，開拓更多不同形式的節目。例如海外藝術家因疫情而暫時未能來港演出，我們集中協助本地的戲曲、音樂、舞蹈及戲劇界，將節目改於網上演出。個別網上節目的觀眾人數，比現場能夠招待的觀眾人數還要多。同時，管理局亦推出「藝術紓困計劃2020」，資助受疫情影響的本地藝術家，並為藝術團體、商店及食肆租戶等提供場租及租金優惠，與他們共渡時艱。

When the pandemic eased slightly in autumn 2020, we took the opportunity to launch live events again. One example was the three-day Freespace Jazz Fest, which brought together more than 40 local musical groups and over 200 performers, and attracted more than 7,000 visitors. The Xiqu Centre's Tea House Theatre Experience also resumed in mid-March 2021. Meanwhile, the Art Park became a must-visit attraction to members of the public. On many weekends in the past year, the Art Park welcomed more than 10,000 visitors every day, boosting the business of catering outlets along the Waterfront Promenade. These strong visitor numbers are testament to the vitality and charm of the District as a leisure destination and a place to relax and unwind. As the pandemic eased, we gradually brought the operations back to normal and the Authority is planning to organise a wide variety of arts and culture events and family-based leisure activities across the District and in the Art Park in the coming months.

As for M+ and HKPM, preparations for their openings made good progress over the past year. M+ obtained its Occupation Permit at the end of 2020 and final preparatory works are now in full swing for its opening at the end of 2021. The M+ team is busy moving the collection into the Conservation and Storage Facility (CSF), decorating the galleries and installing the exhibits. The team will also be organising activities before the opening to enhance public understanding of M+ and contemporary visual culture.

The building structure of HKPM was completed in November 2020 and the museum is scheduled to open in mid-2022. The themes of the opening exhibitions to be held in the museum's nine galleries have been finalised. These exhibitions will include displays of more than 800 priceless objects loaned from the Palace Museum. Beginning in December 2020, HKPM has been organising a number of stakeholder engagement activities to elicit views and opinions from local museum experts, as well as stakeholders from the arts and culture and education sectors.

The openings of M+ and HKPM will mark a milestone in the development of the District. These two world-class museums are set to become new architectural landmarks as well as important arts and culture brands in Hong Kong and beyond. They will also be major attractions for visitors to Hong Kong. The Authority is discussing joint strategies with the Hong Kong Tourism Board for promoting the District in the post-pandemic era, including positioning the District as a key tourism destination under the Culture and Tourism Development Plan for the Guangdong-Hong Kong-Macao GBA in order to help revitalise Hong Kong's tourism industry. The District is also committed to playing a part in developing Hong Kong as a hub for arts and cultural exchanges between China and the rest of the world – a mission given to Hong Kong in the National 14th Five-Year Plan. At the same time, the Authority will devise a set of revenue generation strategies by leveraging the strengths and advantages of the software and hardware of the two new museums, the Xiqu Centre, Freespace, the Arts Pavilion and the Art Park with a view to driving visitation and revenue for the District. We will also be looking at new approaches for promoting performing arts programmes and museum activities, building business partnerships, and driving donations and sponsorships, etc.

當疫情於2020年秋季稍為緩和時，我們亦把握時機，推出現場節目，例如一連三天的「自由爵士音樂節」，超過40支本地音樂隊伍及超過200名表演者吸引逾7,000名觀眾欣賞表演。戲曲中心茶館劇場「粵·樂·茶韻」，亦於2021年3月中再次開鑼；而綠意盎然的藝術公園已成為市民大眾舒展身心必到的好去處，過去一年多個周末單日錄得超過一萬人次到訪，帶動海濱長廊一帶的餐飲收入，充分展現出西九的活力和魅力。隨著疫情緩和，管理局正策劃在西九各個場地及藝術公園舉行更多不同類型的藝術文化及親子消閒活動，令營運逐步恢復正常。

至於M+和香港故宮文化博物館，過去一年籌備開幕工作穩步推進。M+於2020年年底取得佔用許可證，現正進入最後籌備階段，將於2021年年底開幕。M+團隊正積極將館藏遷進修復保管中心，進行展廳裝修和裝置展品，並會繼續在開幕前舉辦不同類型的活動，加深公眾對M+和當代視覺文化的認識。

香港故宮文化博物館的大樓結構已於2020年11月竣工，並定於2022年年中開幕。九個展廳已定好開幕展覽的主題，包括展出超過800件故宮博物院的珍貴文物。博物館自去年12月舉行了多場持份者參與活動，與本地博物館專家、藝術文化及教育界持份者交流意見。

M+和香港故宮文化博物館的開幕將會是西九發展的新里程碑，兩間世界級博物館將會成為香港、大中華以至全球矚目的藝術文化新地標和新品牌，吸引更多旅客訪港。管理局正與香港旅遊發展局商討策略，待疫情過後合力宣傳西九，配合粵港澳大灣區的文化和旅遊發展規劃，推動香港旅遊業復甦，並會致力為國家「十四五」規劃綱要中支援香港作為中外文化藝術交匯中心作出貢獻。與此同時，管理局會全力借助兩間博物館、戲曲中心、自由空間、藝術展亭和藝術公園等藝術軟件和硬件資產，訂制一套業務發展策略，為西九創造收入之餘，增添人流和活力。未來亦會採取新模式推廣表演藝術節目和博物館活動、建立商業夥伴關係及吸引捐贈和贊助等。

Following funding approval for the IB project in March 2020, planning works for the IB have begun. The topside HOR commercial developments are critical to the long-term sustainable development of the District. The Authority will adopt a market-driven approach for HOR developments through partnership with developers via the 'Build-Operate-Transfer' (BOT) model, which will help create a stable income stream for the District.

Over the year, the District has made steady progress under the guidance of the Board. On behalf of the Authority, I would like to sincerely thank the Chairman and Board Members for their leadership and valuable advice. I am honoured that, at the time of writing this statement, the WKCD Board has appointed me as the next CEO of WKCD. In this role, I will continue to play a part in mapping an exciting future for the District and steering it forward. The District could not have risen to the challenges in the past year without the tireless support of its employees, all of whom remained fully committed to their roles and duties in a time of adversity. Their every effort counted. I look forward to continuing to work with them to build the District as a cultural landmark that makes Hong Kong proud and to add diversity to the arts and cultural development in Hong Kong.

西九的綜合地庫工程撥款已於2020年3月獲批，管理局已展開規劃工作；而其上蓋的酒店／辦公室／住宅商業設施發展對西九未來的可持續發展至關重要，管理局將採取市場主導的方式，以「建造、營運及移交」模式與發展商合作發展上蓋商業設施，為管理局創造穩定的收入。

過去一年，西九在董事局的指導下穩步向前邁進，我謹代表管理局衷心感謝主席及各董事局成員的領導和寶貴意見。當我為這報告作結時，剛獲西九董事局委任為新一任行政總裁，能夠繼續參與西九下一個階段充滿機遇和挑戰的發展，令我深感榮幸。西九能成功跨過困難重重的一年，實有賴全體員工面對逆境仍堅守崗位，自強不息，我期望與他們繼續同心協力建設西九成為令香港引以為傲的文化地標，讓香港的藝術文化發展更添姿彩。

Betty FUNG CHING Suk-ye, GBS, JP

馮程淑儀, GBS, JP

Acting Chief Executive Officer, WKCD

(7 December 2020 to 7 June 2021)

西九文化區管理局署理行政總裁

(2020年12月7日至2021年6月7日)

Chief Executive Officer (Designate), WKCD

(18 June 2021 to 14 October 2021)

西九文化區管理局候任行政總裁

(2021年6月18日至2021年10月14日)

Hong Kong, 26 August 2021

香港，2021年8月26日