

CHAIRMAN'S STATEMENT

I am pleased to introduce the 2013/14 Annual Report of the West Kowloon Cultural District Authority (WKCD).

My second year as chairman was both exciting and challenging, and I am very pleased to see the project beginning to take shape, both in the area of architectural design and construction, and in the development of its future artistic programming.

For me, one of the most exciting moments of the year was when I officiated at the groundbreaking ceremony of the Xiqu Centre in September 2013 – the first performing arts venue to begin construction in the District. This defining moment in the history of the West Kowloon Cultural District (WKCD) underlines both the importance the Government attaches to supporting the development of Cantonese opera and our determination to strengthen Hong Kong's position as an international centre for arts and culture.

Another important event was the unveiling of the design for M+, Hong Kong's new museum for visual culture, which will be built at the western end of the District. Following the announcement of the winning design, M+ mounted the exhibition, *Building M+: The Museum and Architecture Collection*, which offered the public a first glimpse of M+'s architecture collection as well as a closer look at the bold design for the M+ museum. It was thrilling to walk through the exhibits and models, appreciating the dedication that is going into building a world-class museum for visual culture for the people of Hong Kong and visitors across the globe.

One of the most important elements of the WKCD project, the Park, is now in full swing with the appointment of a design team. This hugely anticipated new public open space is planned to be the first part of the District to be opened for enjoyment by the Hong Kong public.

主席報告

我欣然介紹西九文化區管理局（管理局）2013/14周年報告。

這是我出任董事局主席的第二年，這一年來的工作既令人興奮又充滿挑戰。西九文化區（西九）項目在建築設計和施工，以及未來藝術節目的發展方向兩方面均漸見規模，對此我感到十分高興。

對我而言，過去一年最令人振奮的一刻，莫過於2013年9月為戲曲中心主持動土儀式。戲曲中心是文化區內首個動工興建的表演藝術場地，這個西九歷史性的一刻，不但體現了政府對粵劇發展的支持和重視，同時也顯示了政府將香港發展成國際文化藝術中心的決心。

另一項里程碑就是公布M+博物館大樓的設計。M+是香港嶄新的視覺文化博物館，落成後將坐落在西九的西端。獲選的博物館大樓設計公布後，M+隨即舉辦了「構。建M+：博物館設計方案及建築藏品」展覽，讓公眾率先一睹M+的建築藏品，以及近距離欣賞M+博物館的創新設計。觀賞展品與模型讓人倍感興奮，也令我從中體會到西九團隊全心全意為香港市民及訪客建立一所世界級視覺文化博物館的熱誠。

西九公園是西九整體發展規劃中一個舉足輕重的組成部分，繼委聘設計團隊後，設計工作現正進行得如火如荼。這個新公共空間將成為西九首個開放予市民大眾享用的設施，令人期待。

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The Honourable
Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP
Chairman of the Board
林鄭月娥女士, GBS, JP
董事局主席



The Authority has made great strides in nurturing new audiences and cultivating the public's interest in the arts, in preparation for the completion of the facilities. A well-received array of performances, events, exhibitions, forums and workshops were organised throughout the year, including *Mobile M+: INFLATION!*, *West Kowloon Bamboo Theatre, Freespace Fest 2013*, *M+ Matters* seminar series, and *Xiqu Centre Seminar Series*, to name just a few.

During the year, deliberations within the Authority and with the senior echelon of the Government had taken place in light of the very significant construction cost escalation. Government's agreement to fully finance the integrated basement provides some relief but a pragmatic approach to taking this mega project forward is necessary. It should always be remembered that the development of the WKCD project spans many years and the actual costs for the construction will be impacted by factors including economic changes, design modifications, scheduling alterations and different financing structures for different projects. Hence we attach great importance to the financial management of the project.

To ensure that the endowment is well spent, the Authority will continue to control costs rigorously and prudently. Governance is another area that we consider to be of paramount importance. The Executive Committee, comprising the chairmen of five committees under the Board, was established in February 2013. Under the able chairmanship of Mr Ronald Arculli, the Committee effectively provided high-level stewardship on strategy and in coordinating issues across different functions within WKCD through the financial year of 2013/14.

I am also grateful to Prof John Leong Chi-yan for his leadership as Chairman of the Consultation Panel, which serves as a bridge between the public and WKCD in this important stage in the development of the District.

在開拓新的觀眾群和培養公眾對藝術的興趣方面，管理局亦取得了重大進展，為設施落成作好準備。年內管理局舉行了一連串表演、活動、展覽、論壇及工作坊，如「M+進行：充氣！」、「西九大戲棚」、「自由野2013」、「M+思考」公眾論壇系列，以及「戲曲中心講座系列」等，均深受公眾歡迎。

由於建築成本大幅上升，過去一年管理局內部以及政府高層為此進行了多番討論。政府同意承擔興建綜合地庫的全數費用，此舉能略為紓緩管理局的財政壓力，但更重要的，是讓我們以務實的態度推動這個大型項目的發展。我們須時刻謹記的是，西九項目的發展持續多年，而建築工程的實際成本將受多種因素影響，包括經濟變動、設計修改、工程時間表修訂及不同項目的不同融資方案。因此項目的財務管理十分重要，我們會給予高度重視。

為確保撥款用得其所，管理局將繼續嚴格及審慎地控制成本。另一方面，機構管治亦是我們十分重視的一個範疇。由董事局轄下五個委員會的主席組成的行政委員會已於2013年2月成立，在主席夏佳理先生的出色領導下，委員會在2013/14財政年度實施了有效且高水準的策略管理，統籌管理局內不同職能的事務。

我衷心感謝諮詢會主席梁智仁教授，在他英明的領導下，諮詢會在西九發展的重要階段中發揮了公眾與管理局之間的橋樑角色。

I am particularly pleased about the re-appointment of our Chief Executive Officer, Mr Michael Lynch, for a further two-year term from July 2014. WKCD has reached an intensive stage in its development and we are fortunate to have Michael to provide the needed leadership and continuity in moving the project forward at this important time. In recognition of the complexity and the current stage of project development, the Board also agreed to create a new position of Chief Operating Officer to support the Chief Executive Officer in handling infrastructure development, commercial planning and operational matters so as to maintain the momentum and strengthen the expertise of WKCD. We hope that the public would continue to support the Authority in its mission to transform WKCD into a world-class arts and cultural district for all.

I would like to take this opportunity to thank the members of the Board for their valuable contributions over the year. I also thank all the staff at WKCD for their hard work and devotion. Last but certainly not least, I would like to express my gratitude to all our stakeholders and the public for their support, views and encouragement.

As WKCD continues to develop, there will be more challenges and more rewards. I have total faith, however, that this meaningful and inspiring project will forge ahead and become an attraction that will make Hong Kong one of the world's great cultural hubs.



Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP

Chairman of the Board of West Kowloon Cultural District Authority

林鄭月娥女士, GBS, JP

西九文化區管理局董事局主席

Hong Kong, 29 August 2014

2014年8月29日於香港

對於能再度委任連納智先生出任行政總裁，我感到特別高興。他的第二個任期由2014年7月開始，為期兩年。管理局現正密鑼緊鼓地推展西九計劃，在這個重要時刻能繼續得到連納智先生的率領，我們深感榮幸。有鑑於項目發展的複雜性及現階段的發展狀況，董事局同意增設營運總裁一職，以協助行政總裁處理基礎設施建設、商業策劃及營運方面的工作，從而保持持續穩定的發展和加強管理局的專業管理。我們希望公眾能繼續支持管理局的使命——將西九發展成人人共享的世界級文化藝術區。

我希望藉此機會感謝董事局成員於過去一年的重要貢獻；此外我亦感謝管理局內所有盡心竭力的員工。最後，我更希望向所有持份者及公眾人士致以衷心謝意，感謝他們給予的支持、意見和鼓勵。

隨着西九不斷發展，日後挑戰更多，回報亦將更多。我深信這個富有意義和令人期待的項目會努力向前邁進，將發展成為一個充滿魅力的文化區，令香港躋身世界頂尖文化樞紐之列。