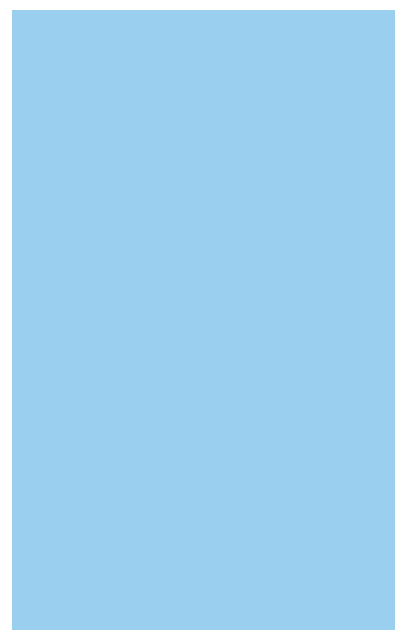


THE YEAR IN REVIEW

年度回顧





THE YEAR IN REVIEW

年度回顧

2016/17 was a key milestone in WKCD's development. The first permanent facility, M+ Pavilion, opened its doors to the public in July 2016. Many of the District's arts and cultural facilities remained on schedule to be built and delivered over the next few years. WKCD is expected to obtain the occupation permit for the Xiqu Centre at the end of 2017, a date which will also mark the completion of the first phase of the Art Park. Freespace in the Art Park will be completed in 2018, while 2019 will see the opening of the Art Park's final phase as well as M+. The Lyric Theatre Complex (LTC) is expected to be finished around 2021, while 2022 will welcome the addition of the Hong Kong Palace Museum (HKPM).

During the year, the Authority's Performing Arts Department (PA) and M+ continued their tireless exploration of possibilities for content creation as well as their engagement with the community, both of which are pivotal in preparing for the opening of the District's arts and cultural venues. During the year WKCD delivered a diverse range of public programmes including *Freespace Happening*, *Shifting Objectives: Design from the M+ Collection*, *Rising Stars of Cantonese Opera*, *New Works Forum* and *M+ Screenings*, to name just a few.

To build rapport with the wider community, the Authority held a public consultation exercise on the HKPM project following the signing of the Memorandum of Understanding of Cooperation between WKCD and the Palace Museum on 23 December 2016. The eight-week consultation, which was launched on 11 January 2017 and ended on 8 March 2017, included an exhibition at City Gallery that received more than 22,200 visitors and an online version that registered approximately 22,600 page views. The feedback collected during the consultation period was analysed by an independent consultant, and a report on the public consultation exercise was submitted to the WKCD Board. Taking into account the vision of WKCD, the anticipated benefits the HKPM project would bring to Hong Kong and WKCD, as well as the outcome of the public consultation exercise, the WKCD Board agreed to take the HKPM project forward. The signing of the Collaborative Agreement on 29 June 2017 was a testament to WKCD's determination to develop WKCD into a world-class integrated arts and cultural district – one that comprises local, traditional and international elements – and to boost Hong Kong's status as an international cultural metropolis.

2016/17年度是西九發展的重要里程碑。首項永久設施M+展亭於2016年7月率先開放予公眾使用。各項文化藝術設施的建築工程穩步推展，將於未來數年陸續落成。管理局預期戲曲中心可於2017年年底取得佔用許可證，藝術公園首階段工程屆時亦將竣工。同時，位處公園內的自由空間將於2018年完工，而公園的最終階段預期於2019年與M+先後落成啟用。演藝綜合劇場預期約於2021年完工，而2022年將迎來香港故宮文化博物館。

管理局的表演藝術部與M+於年內繼續探索內容創作的可能性之餘，亦致力提高社區參與度，兩者對籌備文化區的文化藝術場地啟用均十分重要。過去一年管理局推出多個不同的公眾節目，包括「自由約」、「形流意動：M+設計藏品」、「粵劇新星展」、「新作論壇」和「M+放映」等，均深受公眾歡迎。

管理局一直致力與社會各界建立良好關係。管理局與故宮博物院於2016年12月23日就香港故宮文化博物館簽署合作備忘錄後，隨即於2017年1月11日展開公眾諮詢活動，為期八個星期至3月8日。期間於展城館所設的展覽共錄得逾22,200人次參觀，而項目相關的網頁亦錄得約22,600瀏覽頁次。諮詢期間所收集的意見已經交由獨立顧問進行詳細分析，顧問隨後呈交公眾諮詢活動報告予管理局董事局。考慮到西九的願景、香港故宮文化博物館項目預期能為本港及西九帶來的裨益，以及公眾諮詢的結果，管理局董事局同意推展香港故宮文化博物館項目。其後管理局與故宮博物院於2017年6月29日簽訂合作協議，足證管理局決意將西九發展為一個糅合地方與傳統特色，並加入國際元素的世界級文化藝術綜合區，並提升香港作為國際文化大都會的地位。

THE YEAR IN REVIEW

年度回顧



Consultation Session on the proposed HKPM project
有關擬議香港故宮文化博物館項目的諮詢會議

Getting with the Arts Programme

呈獻藝術節目

2016/17 was another successful and exciting period for PA. The year began with the launch of the second *Producers' Network Meeting and Forum* in May 2016. In this period leading up to the completion of Freespace, more than 50 producers from Australia, Belgium, Hong Kong, Jakarta, London, Macau, Mainland China, Malaysia, Singapore and Taiwan explored current developments in the performing arts scene across the region, looked at common challenges, reviewed the potential for collaboration and dialogue, and considered the role that independent producers and new venues could play in creating conducive environments for artists to perform for wider audiences. The Forum also featured a session where participants could share their concepts for future creative projects and seek partners and collaborators.

2016/17年度對於表演藝術部而言可說是另一成功和多采多姿的一年。於2016年5月舉行的第二屆「製作人網絡會議及論壇」為本年度揭開序幕。自由空間落成前，來自澳洲、比利時、香港、雅加達、倫敦、澳門、內地、馬來西亞、新加坡和台灣的逾50名製作人探討區內表演藝術界的發展現況，審視共同面對的挑戰，探索場地與製作人展開合作與對話的可能，以及思考獨立製作人和全新場地能如何為藝術家營造有利的創作環境，讓他們把作品帶給更多的觀眾。論壇亦另設環節，讓參加者分享他們未來創意計劃的概念，並尋求合作夥伴。



Producers from Hong Kong and beyond at the *Producers' Network Meeting and Forum*
「製作人網絡會議及論壇」上來自本地及其他地區的製作人

THE YEAR IN REVIEW

年度回顧

Another key ongoing focus for PA in anticipation of the completion of Freespace continued to be the development of the *New Works Forum*, a platform for cross-disciplinary artists to expand their practices into new areas and explore innovative ways of creating, performing and thinking about contemporary performances. The first event of the year, *Multimedia and Dance Dialogue by Hiroaki Umeda*, comprised a five-day workshop and a public forum in which internationally renowned Japanese choreographer and multi-disciplinary artist Hiroaki Umeda shared his unique method of mixing digital technology and dance with local dance practitioners and multimedia artists. This was followed by *Multimedia and Dance Dialogue – Su Wen-chi and Wu Chi-tsung*, which was attended by a number of local artists and dance practitioners who sought to explore new ways of critically thinking about body, technology, dance and new media performance together with choreographer Su Wen-chi and new media artist Wu Chi-tsung. Also, *Choreographer and Composer Lab* was a five-day workshop that brought together four local composers, each from different musical backgrounds, and four dance artists from Hong Kong Ballet. Working in pairs, participating artists exchanged ideas, experimented with different forms of music and dance, and collaboratively created new artistic concepts.

自由空間落成前，表演藝術部的另一重點是繼續發展「新作論壇」，為有志拓展嶄新領域的藝術家提供平台，一同探索創作和表演新方法，以及研究當代演出相關議題。本年度率先舉行的「多媒體與舞蹈創作——梅田宏明」包括為期五天的工作坊和公開論壇，國際知名的日本編舞家及跨媒體創作人梅田宏明，與來自舞蹈和多媒體界別的本地藝術家，分享他對融匯舞蹈及數碼科技的獨特編舞方式的心得。隨後的「多媒體與舞蹈創作——蘇文琪及吳季璁」，集合了一群本地藝術家和舞者，與編舞家蘇文琪和新媒體藝術家吳季璁一起探索有關肢體、科技、舞蹈與新媒體表演的新想法。此外，為期五天的工作坊「舞·樂互碰」匯集四位音樂風格各異的本地作曲家，以及四位香港芭蕾舞團的舞蹈家。期間作曲家與編舞家分成二人一組，進行藝術交流，實驗不同形式的音樂和舞蹈，共同創作嶄新藝術意念。



Young people sitting on the grass to enjoy music at *Freespace Happening*
「自由約」期間，年輕人在草地席地而坐，享受音樂

THE YEAR IN REVIEW

年度回顧

A new season of the hugely popular *Freespace Happening* returned to the Nursery Park, featuring an array of programmes covering outdoor cinema, music, literature, dance, and activities for kids, families and pet-lovers. This series of free events, which took place every second weekend of the month from September 2016 to March 2017, is designed to foster an open, diverse outdoor performing arts culture in the run-up to the opening of the Art Park. The season concluded with an overwhelming attendance of more than 68,000 visitors across seven events.

Rising Stars of Cantonese Opera was another well-received programme. Developed to support the next generation of Hong Kong Cantonese opera performers, the programme provides a platform for emerging local talent to display their artistry under the guidance of acclaimed Cantonese opera virtuoso Law Ka-ying. It also reflects the Xiqu Centre's commitment to passing on the legacy of Cantonese opera. The second edition took place from 12 to 17 August 2016, featuring performances by 14 emerging actors and three full-length productions of classic tales. The third edition returned from 3 to 8 February 2017 to continue the programme's annual initiative of promoting Chinese opera during the Lunar New Year holiday. Performers staged two full comedy classics and an evening of excerpts.

深受歡迎的「自由約」載譽重臨苗圃公園，新一季網羅了連串免費精彩節目，包括戶外電影、音樂、文學、舞蹈，以及親子、家庭和寵物活動。活動於2016年9月至2017年3月期間，定期於每月第二個週末舉行，以建立多元開放的戶外表演藝術文化，為正在興建的藝術公園做好開幕準備。本季七場活動共吸引逾68,000人次參與，盛況空前。

另一廣受好評的節目為「粵劇新星展」。此系列以傳承與提升為目的，為培育香港粵劇藝術的接班人，透過粵劇名伶羅家英的指導，建立一個讓本地粵劇新星施展藝術才華的平台，體現戲曲中心傳承粵劇的決心。第二屆「粵劇新星展」於2016年8月12日至17日舉行，14位粵劇新星為觀眾帶來三齣精彩戲寶。為延續以戲曲歡度新春佳節的傳統，第三屆「粵劇新星展」於2017年2月3日至8日載譽歸來，敲響新年鑼鼓，獻上兩齣經典喜劇和一場折子戲專場。



Law Ka-ying, Artistic Curator, and the cast of the *Rising Stars of Cantonese Opera*
「粵劇新星展」藝術策劃羅家英與一眾演員

THE YEAR IN REVIEW

年度回顧



Antigone performance at the rooftop of our Project Site Office
在西九項目辦公室天台上演的「安提戈涅」

PA also played host to a site-specific contemporary interpretation of the Greek tragedy *Antigone* by the emerging Beijing-based Baiguang Theatre Studio and critically acclaimed Hong Kong director Tang Shu-wing. The performance was staged on the rooftop of WKCD's Project Site Office and live-streamed on the internet to audiences in Hong Kong and overseas.

To support the long-term development of Hong Kong's performing arts, PA has initiated a number of exciting collaborations. On 12 July 2016, the department signed a partnership agreement with the Shanghai Center of Chinese Operas, under which the Xiqu Centre at WKCD and its Shanghainese partner will take turns each year organising exchange activities. Related organisations and professionals will be invited to participate in the programme, with the aim of boosting their respective capacities in venue operations, stage technologies, arts administration, marketing and promotion, talent cultivation and the ability to produce original works. Following the signing of the agreement, WKCD organised a Xiqu Exchange Tour to Shanghai to further promote collaboration on xiqu between the two cities.

In November 2016, PA signed a memorandum of understanding with three dance institutions in Finland, Dance Info Finland, Zodiak – Centre for New Dance, and Dance House Helsinki, to launch a three-year residency exchange programme called *Creative Meeting Point: Hong Kong x Finland* being held from 2016 until 2019. In March 2017, PA announced its second residency exchange programme, *Creative Meeting Point: Hong Kong x Australia*, organised in collaboration with Dancehouse in Melbourne, Australia. The programme offers six residency exchanges between Australia and Hong Kong from 2017 to 2019.

表演藝術部亦帶來希臘悲劇「安提戈涅」，以全新角度演繹經典。由香港著名劇場導演鄧樹榮執導，來自北京的新晉劇團白光劇社演出，在管理局項目辦公室天台上演這部經典之作。同時進行網上直播，為本地及海外觀眾帶來與別不同的劇場體驗。

為支持香港表演藝術的長遠發展，表演藝術部積極開展連串令人振奮的合作，於2016年7月12日與上海戲曲藝術中心簽訂合作協議。根據協議內容，西九戲曲中心與上海戲曲藝術中心每年將輪流舉辦交流活動，邀請相關機構、專業團體及人士參與，務求提升各自在場地營運、舞台技術、藝術行政、宣傳推廣、人才培訓以及劇目創作的的能力。簽署協議後，管理局已率領交流團到上海，促進兩地於戲曲方面的合作。

表演藝術部與芬蘭三所舞蹈機構，包括Dance Info Finland、Zodiak – Centre for New Dance和Dance House Helsinki，於2016年11月簽署諒解備忘錄，於2016年至2019年展開為期三年名為「國際創意交流——香港x芬蘭」的駐地交流計劃。表演藝術部於2017年3月宣布開啟第二輪駐地交流計劃，聯同澳洲墨爾本舞蹈機構Dancehouse攜手推行「國際創意交流——香港x澳洲」，於2017年至2019年期間安排六次澳洲與香港兩地的舞蹈交流機會。

THE YEAR IN REVIEW

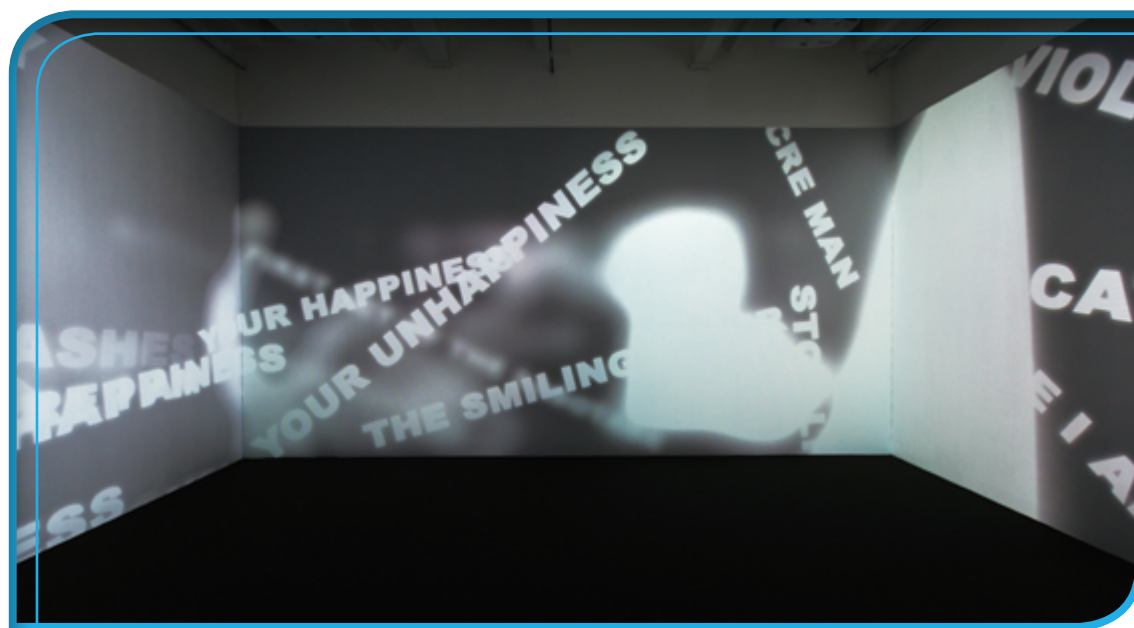
年度回顧

2016/17 was a critical year of transition for M+. Ms Suhanya Raffel assumed the post of Executive Director of M+ in November 2016 after the inaugural executive director stepped down from the post in early 2016. The year also marked important growth for the institution in terms of its exhibition programmes. For example, the *Mobile M+* exhibition series that began in 2011 presented its 10th project, *M+ Sigg Collection: Four Decades of Chinese Contemporary Art*, at ArtisTree. This landmark exhibition of the first-ever chronological display of the evolution of contemporary art in China drew more than 40,000 visitors before concluding on 5 April 2016.

After a total of 10 exhibitions organised and presented over the course of five years, and numerous public and learning programmes, M+ progressed into the next stage of its evolution with the opening of M+ Pavilion, which serves as the home base for M+ in the run-up to the completion of the M+ Building in 2019. M+ has been using the space to present a series of exhibitions, the first of which was *Tsang Kin-Wah: Nothing* from 9 September to 6 November 2016. The solo presentation of the celebrated Hong Kong artist was a follow-up to his critically acclaimed installation at the Hong Kong pavilion at the *56th International Art Exhibition of the Venice Biennale* in 2015. Tsang created a site-specific installation of four digitally produced video projects for the exhibition space and also completely transformed the cantilevered deck of the M+ Pavilion with reflective panels – echoing those that wrap around the exterior of the building – along with a text piece on the floor. The exhibition was one of the most ambitious projects by a Hong Kong artist in recent memory.

2016/17年度是M+向前邁進經歷轉變的關鍵一年。首任M+行政總監於2016年年初離任，繼任的華安雅女士於同年11月履新。過去一年，M+在展覽節目方面取得重大進展，例如自2011年起舉辦的「M+進行」展覽系列，其第10回展覽——「M+希克藏品：中國當代藝術四十年」在ArtisTree舉行。這是首個採取編年時序的策展手法，精要闡述當代藝術在中國發展的標誌性展覽。展覽在2016年4月5日圓滿結束，共吸引逾40,000人次參觀，成績斐然。

M+在過去五年共舉辦10回展覽以及多項公眾和教學活動，隨着M+展亭啟用，M+的發展亦邁進新一章。在M+大樓於2019年落成前，M+展亭是M+舉辦展覽的主要場地。M+正利用這個空間舉辦一系列全新展覽，首個展覽「曾建華：無」已於2016年9月9日至11月6日順利舉行，是著名香港藝術家曾建華代表香港參與2015年「第56屆威尼斯視藝雙年展」的個展，深獲好評的裝置作品的延續。曾建華為展覽空間創作四個數碼製作投影的場域特定裝置，並以鏡子覆蓋展亭整個露天平台的外牆，與建築物本身的鏡面外牆互相呼應，同時在平台地上亦展出文字引領。這次展覽是近期香港藝術家最雄心勃勃的項目之一。



Tsang Kin-Wah: *Nothing* exhibition
「曾建華：無」展覽

THE YEAR IN REVIEW

年度回顧



M+'s debut design exhibition
M+首個設計展覽

M+'s debut design exhibition, *Shifting Objectives: Design from M+ Collection*, was the second show at the M+ Pavilion. Held from 30 November 2016 to 5 February 2017 and featuring more than 120 key objects and works spanning from 1937 until now, this ground-breaking show illustrated how design philosophies and practices have changed in the post-Second World War period. It also provided a glimpse into the growing contours of the M+ design collection, which is the first of its kind in Asia and a core pillar of M+.

The third exhibition, *Ambiguously Yours: Gender in Hong Kong Popular Culture*, was held between 17 March and 21 May 2017. It was yet another milestone in M+'s ongoing effort to explore a range of subjects that will together define the intellectual perimeter of the new museum of visual culture. The exhibition offered new insights into Hong Kong's popular culture through representations of androgyny and gender fluidity in Cantopop, fashion, film, photography and graphic design. It also celebrated the creative experimentation and ongoing influence of the 1980s and 1990s, while further proposing a dynamic dialogue between popular culture and the fields of art, design and moving image.

M+首個設計展覽「形流意動：M+設計藏品」，是M+展亭的第二個展覽。展期為2016年11月30日至2017年2月5日，涵蓋由1937年迄今超過120件重要物件和作品，這個具突破性的展覽呈現在二戰後設計在哲學和實踐上的變遷。M+設計藏品屬亞洲地區首個同類型藏品系列，亦是M+館藏的主幹，參觀人士可透過展覽一睹箇中精髓，從而勾勒出M+建構中的館藏的輪廓。

第三個展覽「曖昧：香港流行文化中的性別演繹」於2017年3月17日至5月21日舉行，是M+努力不懈探索連串主題的另一個里程碑，共同勾勒這所全新視覺文化博物館的知識領域。展覽以嶄新的角度檢視香港流行文化如何展現中性以至流動的性別形象，涵蓋粵語流行音樂、時裝、電影、攝影和平面設計等範疇。展覽亦展現了八、九十年代的實驗創意和至今的影響，並進一步開啟流行文化與藝術、設計和流動影像等領域之間的互動對話。

THE YEAR IN REVIEW

年度回顧

The *M+ Screenings* series, launched in 2016, continued this year with two unique entries blending artist films and videos with popular films. Presented in July 2016, *This Is Now* comprised six programmes that examined film and video by British artists from the post-punk era (1978 to 1985), organised in partnership with the British Film Institute National Archive and LUX. Works by a wide range of artists, including now-well-known names such as Isaac Julien, Grayson Perry and Cerith Wyn Evans, demonstrated the long-lasting impact of the do-it-yourself, subversive approach of the emerging punk aesthetic toward the mainstream mass media. In December 2016, *Home Movies* looked at how filmmakers and artists draw on personal memories and imagination to explore individual and collective histories. The programmes included works by the Hong Kong experimental filmmaker Yau Ching, British artist John Akomfrah and the late Belgian auteur Chantal Akerman.

「M+放映」系列於2016年推出，本年度先後進行兩輪放映，以獨特方式讓藝術電影與錄像和流行電影融合。2016年7月，「此時此刻」呈獻六場放映，探討1978年至1985年後龐克時期英國藝術家創作的電影與錄像。是次放映由M+與英國電影協會國家資料庫及倫敦藝術電影機構LUX共同籌辦，放映來自Isaac Julien、Grayson Perry和Cerith Wyn Evans等多位當代著名藝術家的作品，展現「自己做」的龐克式美學崛起，對顛覆當時主流大眾媒體的深遠影響。2016年12月推出的「家庭電影」，審視電影工作者與藝術家如何利用個人回憶和想像去探討自我以至集體歷史。是次放映包括香港實驗電影導演游靜、英國藝術家John Akomfrah，以及已故比利時電影導演Chantal Akerman的作品。



M+'s first exhibition on Hong Kong popular culture
M+首個探索香港流行文化的展覽

THE YEAR IN REVIEW

年度回顧

At the heart of M+'s vision is the conviction that the museum is a place for contemplation and reflection, and learning and participation, as well as for opening the minds of visitors with different needs, interests and backgrounds. M+'s learning and interpretation programmes, held in conjunction with various exhibitions, enhance visitors' understanding of what M+ is about and might become.

Following the opening of the M+ Pavilion in July 2016, M+ presented a series of learning programmes including talks, guided tours, workshops, performances, events for teachers, and more than 250 tours for schools, public organisations, charities and non-profit organisations. In 2016, M+ recruited more docent volunteers and the total number now is over 100. They now form the core volunteers who lead exhibition tours and enhance visitors' understanding of the exhibitions through interaction and exchange. To cater to the needs of visitors with specific needs, M+ also develops access tours and accessible documents for every exhibition, and provides on-demand live audio description and sign language interpretation services for certain programmes.

In 2016/17, the multidisciplinary collection-building effort continued apace with a total of 787 visual art, design and architecture, and moving image works being added to the M+ Collection. Particularly important acquisitions include major works by ink masters Lui Shuo-kwan and Liu Guosong; architectural models, drawings and archival materials by Indian Raj Rewal and Taiwanese Wang Chiu-hwa; Hong Kong-based collector Hallam Chow's donation of a group of five works by South and Southeast Asian artists; and wallpaper installations by Tsang Kin-Wah. As at 31 March 2017, M+ had acquired 6,102 works through purchase and donation, of which 27% are by Hong Kong artists and designers. M+ is continuing its two-pronged effort to build a collection as locally rooted as possible, while situating the crux of the collection in a global network.

M+深信博物館是思考和反思、教學和參與，以及讓有不同需要、興趣和背景的訪客增廣見聞的地方。M+在展覽進行期間所舉辦的教學與詮釋活動，讓訪客更了解M+及其將來的發展。

自M+展亭於2016年7月開幕以來，M+舉辦了一連串與展覽相關的延伸學習活動，包括講座、導賞、工作坊、表演、為教師而設的活動，以及逾250場為學校、公眾及其他慈善或非牟利團體而設的導賞團。M+於2016年招募了更多義務導賞員，為數逾100位。他們已成為負責於各個展覽帶領導賞的主力。義務導賞員透過與觀眾的互動及交流，提升觀眾對展覽的理解。此外，M+亦為每個展覽配置通達導賞服務及純文字資訊，部分展覽活動如有預約更會提供即時口述影像及手語傳譯服務，方便不同需要的觀眾欣賞展覽。

2016/17年度，M+繼續購藏不同範疇的作品，M+新增藏品共787件，涵蓋視覺藝術、設計與建築，以及流動影像範疇。當中部分購藏更是一時之選，包括水墨大師呂壽琨與劉國松的名作；印度建築師Raj Rewal與台灣建築師王秋華的建築模型、繪圖和檔案資料；香港收藏家仇浩然捐贈的一組五件由南亞及東南亞藝術家創作的作品；及曾建華的牆紙裝置。截至2017年3月31日，M+透過購買和接受捐贈共收藏6,102項作品，其中27%來自香港的藝術家和設計師。M+現正致力建立一個既能與香港聯繫，亦能放眼世界的館藏。



Talk at Tsang Kin-Wah: *Nothing* exhibition
「曾建華：無」展覽講座

THE YEAR IN REVIEW

年度回顧

Building the Future

建設未來

2016/17 was not simply another year of substantial progress and delivery across all aspects of general design and construction, it was also pivotal in the development of WKCD as a world-class arts and cultural destination. July 2016 saw the completion and public opening of our first planned facility, the M+ Pavilion. Currently there are five on-going construction projects under the management of the Project Control Department (PCD) – the Xiqu Centre, M+ Building, Art Park (including Freespace), LTC and its extended basement, and public infrastructure works (PIW) – involving a total of more than 600 full-time professionals and almost 3,000 workers across the WKCD site. In 2016/17, a cumulative 8.5 million construction man-hours were spent across various projects.

As always, safety remains the Authority's top priority. During the year, the five construction projects achieved exemplary site safety records, with the WKCD project's accident frequency rate remaining at 0.07 reportable accidents per 100,000 man-hours worked.

2016/17年度不僅是西九在一般設計和建築工程取得重大進展及成果的另一年，亦是西九發展為世界級文化藝術目的地的重要時刻。規劃中的首項設施M+展亭於2016年7月落成，並開放予公眾享用。目前，項目監管部正管理五個興建中的項目，包括戲曲中心、M+大樓、藝術公園連同自由空間、演藝綜合劇場和地庫延伸部分，以及公共基礎建設工程。西九工地現時共聘用逾600名全職專業人員和近3,000名工人。年內，各項工程至今已合共完成約850萬建築工時。

管理局一向最為重視工地安全。過去一年全數五個施工項目均取得良好的工地安全紀錄，致使西九項目整體需呈報事故發生率在每10萬個工時維持在0.07宗意外的水平。



Digital rendering of the Freespace
自由空間(數碼繪製圖)



Freespace officially topped-out
自由空間正式平頂

THE YEAR IN REVIEW

年度回顧

The PIW entrusted to the Authority by the Government consists mainly of the U-shaped road at the entrance to the Artist Square Development Area, the Artist Square Bridge, the sewage pumping station and associated utilities under the Art Park, the public underground road underneath M+ and the foundation works of Zone 3B of the integrated basement, all of which are progressing well or nearing completion.

The Xiqu Centre project remains on track. The Centre's external building envelope is nearing completion; meanwhile, works on its Grand Theatre, Atrium, Tea House Theatre and Seminar Hall are proceeding apace, and building services installation and interior fitting-out works are well underway. It is anticipated that the occupation permit will be obtained by the end of 2017, allowing time for technical testing and planning for a soft opening in the third quarter of 2018.

政府委託管理局進行的基礎建設工程包括位於藝術廣場發展區入口的U形道路、藝術廣場天橋、藝術公園下的污水抽水站及相關設施、M+下方的地下公共行車路和綜合地庫3B區的地基工程。全部項目均進展良好，或接近完工。

戲曲中心的工程進度良好，外牆結構工程已接近完成。同時大劇院、中庭、茶館劇場和演講廳的工程正如火如荼地進行，屋宇裝備工程和內部裝修工作亦進展順利。預期戲曲中心將於2017年年底取得佔用許可證，以便進行技術測試，並計劃於2018年第三季試行營運。



Xiqu Centre nearing completion
戲曲中心接近完工

THE YEAR IN REVIEW

年度回顧

The M+ project comprises the associated nine-storey conservation and storage facility building and the adjoining 16-storey building accommodating retail, dining and entertainment (RDE) as well as other arts and cultural facilities. It also includes the adjacent two-storey underground interfacing car park beneath the Art Park. Since the commencement of the main superstructure works for M+ in December 2015, construction activities have gone well, with the huge trusses supporting the M+ main tower and the ground floor superstructure gradually emerging from the ground. WKCD has already trialled exciting solutions to enhance the key features of the M+ Building, including its façade panels, the principal south façade's dynamic LED screen and bespoke decorative lighting for key entrances to the building. The Authority has also approved designs for signage and graphics as well as front-of-house fixtures and fittings, including those for the ticketing and customer services counters. Members of the public can see a presentation of the visual mock-up for M+ in an area adjacent to the Nursery Park. This mock-up includes a full-scale section of the museum gallery alongside metalwork, façade and roof assemblies.

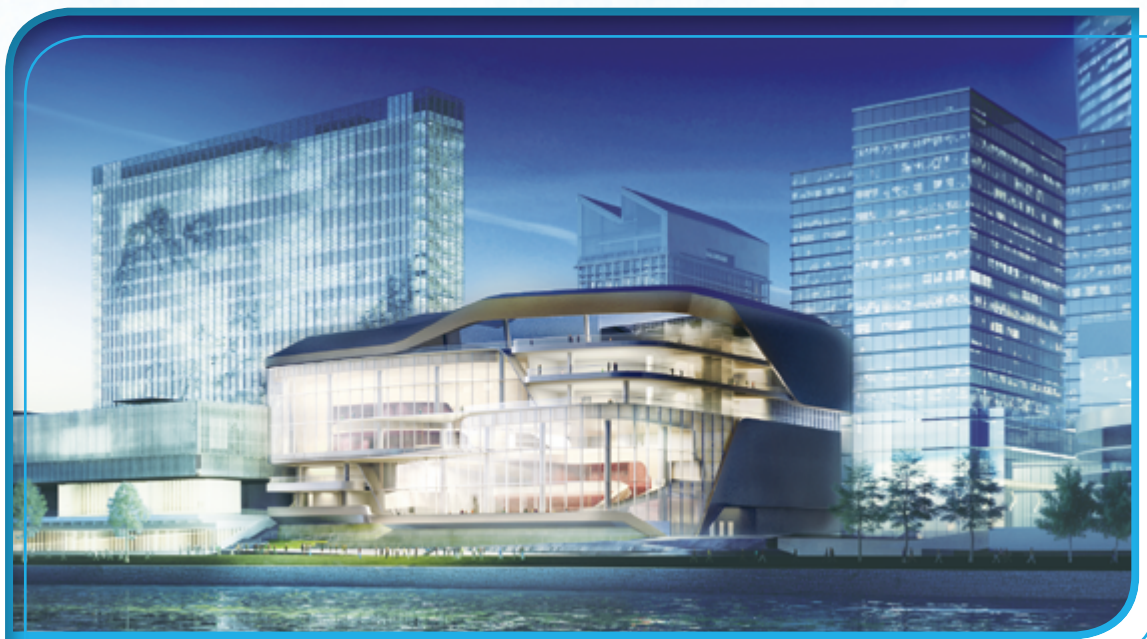
M+項目包括一座樓高九層的相關保護及存儲設施大樓、毗連一座樓高16層設有零售、餐飲及消閒與其他文化藝術設施的大樓，以及毗鄰藝術公園下方的雙層地下停車場。M+大樓主上蓋工程於2015年12月開展以來進度理想，支撐M+縱向大樓的大型桁架和位於地面的建築物基部結構亦逐漸清晰可見。管理局已就優化M+大樓主要設施的方案進行測試，當中包括外牆模板、南面主幕牆的動態LED屏幕，以及為大樓各個主要入口訂製的裝飾照明。管理局亦已落實導向標識和平面圖案的設計，以及票務處和訪客服務櫃台等前台裝置和設備的設計。公眾可在毗鄰苗圃公園的角落觀看實物大小的M+的視覺模型，包括博物館展廳一隅連同金屬製品、外牆和屋頂組件。



M+ building under construction
興建中的M+大樓

THE YEAR IN REVIEW

年度回顧



Digital rendering of the LTC
演藝綜合劇場(數碼繪製圖)

The LTC and its extended basement are in various stages of design and construction. The LTC includes the 1,450-seat Lyric Theatre, the 600-seat Medium Theatre and the 270-seat Studio Theatre. The Resident Company (RCC) will be housed at the northern side of the LTC. The RCC, being a pioneering centre for the exploration and development of dance and cross-disciplinary collaboration, serves as a home for dance companies and artists in Hong Kong as well as a creative laboratory, meeting place and performance space for artists from around the world to explore collaboration and present works that will inspire artists and their audience. Major facilities to be provided in the RCC include eight dance rehearsal studios and a rehearsal hall. On site, the foundation works for the LTC and its extended basement were approaching completion toward the end of the year under review. The tender for the first main construction contract was issued in February 2017, and the tender for the second contract is planned to be issued in the fourth quarter of 2017.

The design of the Art Park, including Freespace, and its extensive associated PIW were finalised in 2016. Construction commenced in July 2016 and has been making rapid progress ever since. PCD has made prototypes to test design solutions for the construction works, including exposed fair-faced concrete façade, waterfront features such as footpaths, and street furniture. It is planned that trees from the Nursery Park will start to be transferred to the permanent Art Park towards the end of 2017.

演藝綜合劇場及地庫延伸部分正處於設計和施工的不同階段。演藝綜合劇場包括一個設有1,450個座位的演藝劇場，一個設有600個座位的中型劇場，以及一個設有270個座位的小劇場。設於演藝綜合劇場北面的駐場藝團中心，將作為探索和發展舞蹈與不同藝術界別合作的嶄新中心，亦是香港的舞蹈團體和藝術家聚首的基地，以及匯聚世界各地藝術家創意實驗、會面交流和表演的空間。透過探索合作和展示作品，啟迪藝術家和觀眾。駐場藝團中心提供的主要設施包括八個舞蹈練習室和一個排練室。在演藝綜合劇場及其地庫延伸部分的工地現場，地基工程將於報告年內接近完成階段。首份主建築工程合約已於2017年2月進行招標，第二份合約則計劃於2017年第四季進行招標。

藝術公園連同自由空間的設計，以及相關的公共基礎建設工程已於2016年定稿。有關工程於2016年7月展開，進展迅速。項目監管部利用設計藍本以測試不同施工設計方案，包括外露清水混凝土外牆、海濱設施如行人道和街道設施。管理局計劃於2017年年底起，開始逐步把苗圃公園的樹木遷移至永久的藝術公園。

THE YEAR IN REVIEW

年度回顧

In addition to the physical building of arts and cultural venues and public open spaces, the Authority is developing the District's technological infrastructure so as to allow the sharing of its artistic programmes as widely as possible and to provide a holistic customer experience. The objectives of the Information and Communications Technology (ICT) Department are to deliver just-in-time ICT services per the construction schedule and to ensure the readiness of operational business processes.

ICT infrastructure for the M+ Pavilion was completed on time to support the building's opening in July 2016. Implementation of ICT infrastructure for the Xiqu Centre has been well underway since the work contract was awarded in January 2017, and it is expected to be completed by March 2018 according to the current construction schedule. The ICT core system platform, which includes infrastructure readiness for the WKCDA data centre as well as the implementation of cloud management, systems and security management, is expected to be completed in June 2018.

In order to support WKCDA's business operations, a series of applications has to be put in place. A small-scale point-of-sale system was implemented in July 2016 to support the M+ Pavilion's book and catalogue sales, and it will also be extended to the Xiqu Centre. The onsite ticketing sales system was ready in March 2017, while the online ticketing sales and admission system will be ready by the end of October 2017. The basic functions of the customer relationship management system were launched in March 2017, while the membership, fundraising and donation functions were rolled out in July 2017.

System configurations were completed in March 2017 and scheduled to roll out in July 2017 after the detailed business processes for the venue and event management system were confirmed. A large-scale digital asset management system project has been divided into three phases; its basic functions were rolled out in August 2016, while the final phase will be completed in January 2018. Following the completion of the tender and assessment for the facility management system in March 2017, the project was awarded in May 2017. The lease management system, digital signage system, payment gateway, single customer identity solution and security event system are either in the tendering process or contract review stage. All systems must be in place by June 2018 to support the official opening of the Xiqu Centre in the fourth quarter of 2018.

The ICT Department measures service delivery every month to ensure that each project meets its service level commitment. It also provides a monthly report to other departments of its print quantity to raise awareness of sustainability.

在建造文化藝術場地和公眾休憩用地的同時，管理局亦積極發展區內的科技基礎設施，以便可廣泛地分享藝術節目，並帶來全面的訪客體驗。資訊及通訊科技部的目標，是根據施工進度提供適時的資訊及通訊科技服務，並確保業務流程系統運作正常。

M+展亭的資訊及通訊科技基礎設施如期完成，於2016年7月場地啟用時投入服務。戲曲中心的資訊及通訊科技基礎設施自2017年1月工程合約批出以來進展順利，按現時的施工進度，預計將於2018年3月或以前完成。資訊及通訊科技核心系統平台預計於2018年6月完成，當中包括管理局數據中心基礎設施準備就緒，以及雲端管理、系統和安全管理的應用。

為了支援日常業務營運，管理局推出一系列業務應用方案。一個小型銷售點系統於2016年7月投入服務，以支援M+展亭的書籍和圖錄銷售，日後亦將擴展至戲曲中心。現場票務系統已於2017年3月完成，網上票務和入場系統則於2017年10月底前準備就緒。顧客關係管理系統的基本功能已於2017年3月啟用，而會員、籌款和捐贈功能亦已於2017年7月推出。

經確定場地及活動管理系統的詳細業務流程，相關的系統配置已於2017年3月完成，並計劃於2017年7月推出。大型數碼資產管理系統項目分三階段發展，基本功能已於2016年8月推出，而最終階段將於2018年1月完成。繼設施管理系統於2017年3月完成招標和評審後，有關項目已於2017年5月批出。租賃管理系統、數碼導向系統、支付網關、單一客戶身份識別方案和安全事件系統正處於招標或合約檢討階段。所有系統均須在2018年6月前準備就緒，以便支援戲曲中心於2018年第四季正式開幕。

資訊及通訊科技部每月均對其提供的服務進行計量，以確保每個項目均符合服務水平承諾。部門亦會提供其他部門每月打印數量報告，以提高可持續發展的意識。

THE YEAR IN REVIEW

年度回顧

Spreading the Word

傳訊推廣

The Marketing and Customer Experience (MCE) Department takes on a wide variety of roles supporting other departments alongside its own diverse portfolio of projects. Its work is largely split between promoting the artistic programmes of M+ and PA; communicating the progress of the District's various construction projects; developing and maintaining WKCD's web presence and digital communications through the use of apps, social media and the e-newsletter; creating a wide variety of assets to be used by the Authority, including video, renderings and text; and preparing the future venues in the planning of customer experience and related systems. The MCE Department has also taken on a major role in developing future standards for wayfinding signage, accessibility and digital information, with the goal of ensuring that information and the customer experience are consistent across the future District.

The MCE Department's primary role is to support the many artistic programmes and events undertaken by M+ and the PA. During the reporting year, the MCE Department ran successful campaigns for *Rising Stars of Cantonese Opera*, the *Freespace Happening* series, and a variety of talks and seminars. The opening of the M+ Pavilion created new opportunities and exciting challenges as the MCE Department devised campaigns to attract people to the venue for Tsang Kin-Wah's Hong Kong response exhibition *Nothing*, which followed his acclaimed solo presentation at the Hong Kong pavilion at the *56th International Art Exhibition of the Venice Biennale*; *Shifting Objectives: Design from M+ Collection*, the first study of design objects from the M+ Collection; and *Ambiguously Yours: Gender in Hong Kong Popular Culture*, which looked at gender in Hong Kong popular culture by taking examples from Cantopop, fashion, graphic design, photography and film. These M+ exhibitions successfully attracted more than 37,000 visitors to the West Kowloon site – a considerable number bearing in mind the practical challenges created by the large-scale construction ringing the M+ Pavilion.

In 2016/17, *Freespace Happening* attracted more than 68,000 people. The MCE Department once again had a very visible presence at *Freespace Happening*, raising people's awareness of the overall project with a stall featuring information on the WKCD project and fun activities for families. A popular new addition to the stall in 2016 was a special photo booth offering unique photo frames made by local designers and market stall holders. In total, 4,131 custom photos were printed by the public as souvenirs of their visit to *Freespace Happening*.

市場推廣及訪客體驗部除了負責不同範疇的項目，亦在支援其他部門方面擔當各種角色。其工作涵蓋推廣M+和表演藝術部的藝術節目；宣傳區內不同建築項目的施工進度；透過使用應用程式、社交媒體和電子通訊，發展和保持西九的網絡及數碼傳訊；負責製作影片、數碼繪製圖和文字等供管理局使用的資產；以及為未來場地進行籌備工作，包括規劃訪客體驗及其相關系統。市場推廣及訪客體驗部在制定導向指示、通達性和數碼資訊的未來標準方面亦擔當重要角色，目標是確保未來文化區內有一致的資訊和訪客體驗。

該部門的首要工作是支援M+和表演藝術部舉辦的眾多藝術節目和活動，於報告年度內，推廣「粵劇新星展」、「自由約」系列以及不同主題的講座和研討會的宣傳工作皆非常成功。M+展亭的啟用帶來新的機遇和挑戰——市場推廣及訪客體驗部策劃多項宣傳活動，吸引市民前往展亭參觀多個展覽，包括曾建華備受讚譽的威尼斯視藝雙年展個人展覽的香港回應展——「無」；首個展出M+設計藏品的展覽——「形流意動：M+設計藏品」；以及透過粵語流行音樂、時裝設計、平面設計、攝影和電影等探討香港流行文化中性別形象的展覽——「曖昧：香港流行文化中的性別演繹」。縱使M+展亭被大型建築工程包圍，影響展亭的通達性，一系列M+展覽仍能成功吸引可觀人流，錄得逾37,000人次親臨西九參觀。

2016/17年度的「自由約」吸引逾68,000人次參加。市場推廣及訪客體驗部再次高調參與「自由約」活動，設置攤位提供西九項目的資訊和親子活動，提升市民對整體西九項目的興趣。攤位於2016年新增大受歡迎的照相棚，提供本地設計師和市集檔主製作的獨特相框，合共印製4,131張照片，作為市民參與「自由約」活動的紀念品。

THE YEAR IN REVIEW

年度回顧

A key part of any project is research, and the MCE Department has been conducting detailed customer surveys for many of the Authority's events. To aid the process, and to decrease dependency on paper survey forms, WKCDA launched a new digital survey platform in 2016 that was used to conduct 14 public surveys during the rest of the year. On a wider scale, the MCE Department also commissioned the first-ever detailed arts audience segmentation study. The first stage of this study surveyed the Hong Kong population to identify their arts attendance and participation habits, and grouped them into 10 defined segments based on their interests, motivations to attend and demographics. At the next stage, the Authority will be expanding this research further through focus group studies and by working with partner organisations.

Universal accessibility is essential to the vision of the District as a place for everyone. In 2016/17 WKCDA took a key step by employing staff to look closely at this issue, develop policies and guidelines, and advise internally on best practices in the areas of architectural design, venue operations and communications.

The MCE Department was also heavily involved in the planning and implementation of a number of systems needed to support future District operations that will be key to the customer experience. These included district-wide wi-fi, the first phase of which launched at the M+ Pavilion in September 2016; the digital asset management system; the ticketing system; and the customer relationship management system, the first phase of which launched in March 2017. In parallel, the MCE Department has been developing the operational processes that will need to be in place for the day-to-day running of the ticketing operation.

In the digital realm, the WKCD website continues to act as a central information hub for the public, and its content has grown exponentially as the project progressed. The site has grown to more than 15,000 pages, with over 1,500 new pages being created in 2016/17 alone. The website also continues to attract considerable traffic; last year there were over three million page views in more than one million visitor sessions.

The West Kowloon blog (blog.westkowloon.hk) continued to expand and act as a place where the public can hear from junior staff, docents and interns about their experiences at the District. There were 47 new blog posts uploaded during the year under review, and MCE will continue to explore ways to expand the amount of regular contributors to the blog site.

研究是發展新項目的重要一環。該部門一直為管理局舉辦的活動進行詳細訪客調查。為協助進行調查及減少使用紙張，更於2016年推出全新的數碼調查平台，並應用在該年度餘下的14次公眾調查，同時亦委託調查機構就更廣泛的範圍進行首次詳盡的藝術觀眾劃分研究。調查首階段以香港市民為對象，了解他們就藝術活動的參與和習慣，並根據他們的興趣、參與動機和人口特徵，將其歸納為10個組別。下一階段管理局將透過聚焦小組研究以及與夥伴機構合作擴大研究範圍。

暢道通行對落實西九成為屬於所有人的文化天地的願景非常重要。管理局於2016/17年度邁出重要一步，聘用職員專責推行暢道通行，制訂政策和指引，並就建築設計、場地營運和傳訊範疇的最佳做法提供內部意見。

市場推廣及訪客體驗部亦積極參與規劃和推展多個系統，以支援文化區未來營運所需，對訪客體驗尤為重要。當中包括整個文化區的wi-fi系統，首階段已於2016年9月在M+展亭推出；數碼資產管理系統；票務系統；以及客戶關係管理系統，首階段已於2017年3月推出。同時，市場推廣及訪客體驗部亦正制訂日常票務運作所需的營運流程。

在數碼領域方面，西九網站繼續作為服務公眾的中央資訊樞紐。其內容隨着項目的發展迅速增長，網頁數目已增至超過15,000，僅是2016/17年度已建立逾1,500個新頁面。網站繼續維持可觀流量，過去一年錄得逾100萬訪客人次，合共超過300萬網頁瀏覽次數。

西九網誌(blog.westkowloon.hk)的內容繼續加強，讓公眾了解管理局的初級職員、導賞員和實習生在西九的所見所聞。報告年度內共上載了47篇新網誌。市場推廣及訪客體驗部將繼續着力增加定期為網誌撰稿的人數。

THE YEAR IN REVIEW

年度回顧

WKCD's social media presence continues to expand, with Facebook being the primary social media outlet at present. The District's Facebook page now has 80,000 followers, and its Instagram following has grown to 6,000. The Authority aims to increase this number significantly in the future.

Video has always played a major role in the promotion of the District and its events. In 2016/17 there were 173,000 video views on YouTube. The MCE Department produced 62 videos, and using Facebook to promote them has significantly expanded their reach. The hugely successful *We Dance* promo trailer had more than 80,000 views on Facebook and YouTube. Other key videos produced during the year included the promo trailers for *Freespace Happening* and *Ambiguously Yours: Gender in Hong Kong Popular Culture*. To explore possibilities for future live video streaming, the MCE Department trialled streaming for *Freespace Happening* and for a special production of *Antigone*, which had over 25,000 views online.

The MCE Department also developed new initiatives to harness the power of virtual reality (VR) and augmented reality. Examples included producing its first VR experience for the M+ Building in association with the architects Herzog & de Meuron, and offering stakeholders and media visitors to the construction site the chance to see what the future M+ will look like by using an iPad-based augmented reality app.

Regular e-newsletters remain vital for keeping direct communication with the public. The e-list grew to 110,000 people during the year under review, and the e-newsletter continues to have an above-industry-average rate of email opens and click-throughs.

The Freespace Happening app, developed to support *Freespace Fest*, has continued to evolve and expand. The latest version was released to support *Freespace Happening* and included new functionality to support the artistic programme. One popular addition was a music player featuring artists performing at *Freespace Fest*, which included 80 songs by 43 artists and received over 13,000 music plays. Apps like this directly promote engagement, and the Freespace Happening app helped acquire more than 1,000 new subscribers to the e-newsletter.

管理局在社交媒體的曝光率持續增加，當中Facebook為現時主要社交媒體平台。西九的Facebook專頁現有80,000人追蹤，Instagram追隨者數目亦增至6,000名。管理局期望相關人數於未來大幅增長。

影片一直對推廣西九及其活動發揮重要作用。管理局的YouTube頻道在2016/17年度錄得的觀看次數達173,000。市場推廣及訪客體驗部共製作了62條短片，並透過Facebook宣傳有關短片，成功擴大接觸層面。「WE Dance」宣傳短片取得空前成功，在Facebook和YouTube頻道的觀看次數逾80,000。過去一年的其他主要影片製作還包括「自由約」及「曖昧：香港流行文化中的性別演繹」的宣傳短片。為了探索未來節目直播的可能性，我們初次嘗試以網上串流技術現場直播「自由約」和「安提戈涅」，觀看次數逾25,000。

市場推廣及訪客體驗部亦利用虛擬實境和擴增實境技術積極發展新穎，當中包括聯同建築師事務所Herzog & de Meuron帶來M+大樓的首個虛擬實境體驗，讓持份者和媒體到建築工地參觀時，可利用iPad上的擴增實境應用程式，了解未來M+的外觀。

定期發送的電子通訊對保持與公眾的直接溝通尤為重要，回顧年度內的訂閱人數增至110,000。電子通訊的電郵開啟率和點擊率繼續高於同業平均水平。

「自由約」應用程式起初是為支援「自由野」活動而開發，經過不斷演進和擴展，推出最新版本以支援「自由約」，並增設配合節目的相關功能，其中一項廣受歡迎的新增功能為音樂播放器，可播放43位在「自由野」演出的藝術家共80首歌曲，播放次數超過13,000。此等應用程式能直接推動參與，累計為電子通訊帶來逾1,000個新訂戶。

THE YEAR IN REVIEW

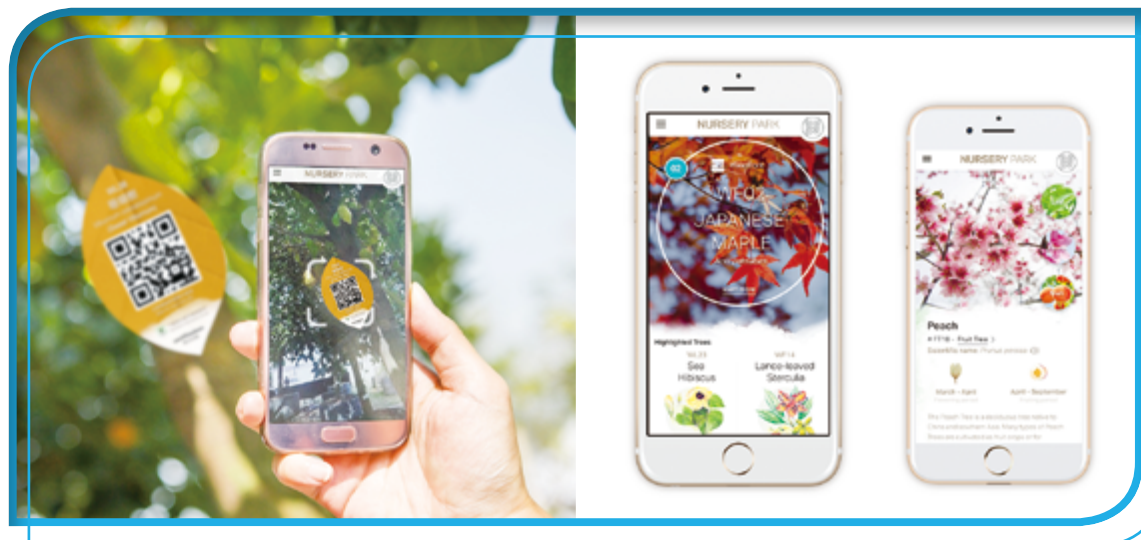
年度回顧

The MCE Department launched its newest app in March 2017. Discover Trees at West Kowloon is a guide of trees growing in the Nursery Park that will soon be ready to be planted in the future Art Park. The pilot app was launched with details, photos and illustrations of 45 tree species – with more being added – and the app can be accessed by using a QR code posted on the trees, with a user-friendly interface or with a detailed search function. More than 50% of users applied the QR code function to find out more about the trees in the Park. This pilot app, which also contains details of tree tours and fun facts, has allowed WKCD to gain valuable insights into how to offer a better visitor experience at the Art Park. Future enhancements will also include an educational quiz function.

As an open and transparent organisation, the Authority maintained effective bilateral communications with the public, the media and numerous stakeholders; cultivated strong rapport; and kept people abreast of the latest developments at WKCD. We continued to provide live broadcasts of the open session for the Board meetings, and followed this up with press releases summarising salient discussions to keep the public informed about WKCD's developments and decision-making. During the year, the Authority issued a total of 54 bilingual press releases and hosted numerous press interviews, press briefings, guided media tours, exhibition previews and receptions covering a wide range of topics, all with a view to disseminating clear, timely updates on the WKCD project both locally and internationally. Also, as part of our efforts to support the media's important role of promoting arts and culture, WKCD sponsored for the fifth consecutive year the 'Best Arts and Culture News Reporting' category of the Hong Kong News Awards organised by the Newspaper Society of Hong Kong.

市場推廣及訪客體驗部於2017年3月推出最新的應用程式「西九樹木導賞」，介紹苗圃公園內稍後將移植到未來藝術公園的樹木。該先導應用程式推出時提供45個樹木品種的詳細資料、相片和插畫，樹種數目將陸續增加。有關應用程式可透過掃描樹木上的QR碼下載，界面及詳細搜尋功能易於操作。使用該應用程式的人士當中，逾50%利用QR碼功能以取得更多關於苗圃公園內的樹木的資訊。此先導應用程式亦提供樹木導賞的詳細資料和有趣故事，從而讓管理局獲得寶貴的用戶意見，有助未來藝術公園提供更佳訪客體驗。該應用程式未來的新增功能將包括教學小測驗。

作為一個開放和高透明度的機構，管理局一直與公眾、傳媒和持份者保持有效的雙向溝通，建立良好關係，讓他們充分掌握西九的最新發展。管理局繼續直播董事局會議的公開部分，並隨後發布新聞稿概述重點討論內容，讓公眾了解管理局的最新發展和重要決策。過去一年，管理局共發出54篇雙語新聞稿，並舉行多次傳媒訪問、新聞簡報會、傳媒導賞團、預展及酒會，涵蓋不同課題，旨在向本地和海外外各界清晰及適時地傳遞西九項目的最新資訊。此外，新聞媒體在推廣文化藝術方面舉足輕重，因此管理局積極支持新聞媒體，連續第五年贊助香港報業公會舉辦「香港最佳新聞獎」的「最佳文化藝術新聞報道」。



Discover Trees at West Kowloon mobile app
「西九樹木導賞」應用程式

THE YEAR IN REVIEW

年度回顧



Music performance at Crossover Lab Initiative
「跨界實驗空間計劃」音樂表演

In the year under review, the Authority joined hands with District Councils to launch the *Crossover Lab Initiative* and showcase the distinctive arts and culture of each district, using WKCD's Nursery Park as the platform. Three pilot programmes were taken forward in collaboration with the Yau Tsim Mong, Kwai Tsing and Wan Chai District Councils. Each event was implemented with a non-governmental organisation or art group as programme partner to encourage wider participation by the local community in arts and culture.

For the first time, WKCD also participated in the annual *Hong Kong Flower Show*, held at Victoria Park from 10 to 19 March 2017. The Authority's installation showcased a miniature version of WKCD to offer visitors a striking visual experience while allowing them the chance to interact with the display through the application of modern multimedia tools and "old-fashioned" bicycle power.

報告年內，管理局與區議會攜手合辦「跨界實驗空間計劃」，以西九苗圃公園為平台，展現各區的文化藝術特色。計劃的首三個活動分別夥拍油尖旺區議會、葵青區議會和灣仔區議會，並聯同非政府機構或藝術團體合作策劃節目，以鼓勵本地社區更踴躍參與文化藝術活動。

管理局亦首次參加於2017年3月10日至19日期間在維多利亞公園舉行的一年一度「香港花卉展覽」。管理局的參展園藝作品為西九縮影，為參觀人士帶來奪目的視覺體驗，同時讓市民透過多媒體設備會以傳統腳踏單車供電的裝置，與展品互動。

THE YEAR IN REVIEW

年度回顧



Our debut appearance at the *Hong Kong Flower Show*
西九首次參與「香港花卉展覽」

On the artistic side, PA conducted regular meetings with local representatives of various art forms, updating them on artistic planning and business strategies for future venues. The third sharing session of the *Overseas Training / Research Programme for Leaders from Local Arts Groups on Future Arts Development in Hong Kong* jointly initiated by the Authority and the Hong Kong Arts Development Council (HKADC) in 2013 was held in April 2016. The programme's five participants – Sean Curran, Artistic Director of Theatre du Pif; Mo Lai, President of FM Theatre Power; Even Lam, Artistic Director of Jumbo Kids Theatre; Marble Leung, Head of Programme and Education of Hong Kong Repertory Theatre; and Daniel Yeung, renowned dance artist – discussed the role of WKCD in light of insights gained from recent visits to arts organisations, centres and festivals in Europe and Asia.

PA collaborated with local partners to bring to Hong Kong the *Big Dance Pledge*, an international community participatory dance event from the United Kingdom. Approximately 100 dance-lovers came together at the District for a group interpretation of Big Dance choreography to mark *Big Dance Worldwide Performance Day* on 20 May 2016. Inspired by the *Big Dance Pledge*, PA rolled out the *WE Dance* series, a community programme that took part during *Freespace Happening* with showcases and workshops for audiences of all kinds led by local dance partners. The series concluded with a finale party in February 2017 after having attracted more than 7,300 dance partners, performers and members of the general public across six events.

藝術方面，表演藝術部與本地不同藝術界別的代表進行定期會議，向他們介紹未來各場地的藝術規劃和業務策略的最新進展。管理局與香港藝術發展局（藝發局）於2013年合辦「本地藝團領袖人才海外考察及培訓計劃」，於2016年4月舉行第三次分享會。五位參與計劃的藝術家——進劇場藝術總監紀文舜、好戲量主席賴恩慈、大細路劇團藝術總監林英傑、香港話劇團節目及教育主管梁子麒，以及著名舞蹈家楊春江，根據他們在歐洲和亞洲的藝術機構、藝術中心和藝術節的考察所得，就西九的角色進行討論。

表演藝術部聯同本地合作夥伴帶來英國發起的全球性社群舞蹈參與活動「Big Dance Pledge」。在2016年5月20日的全球演出日召集約100位舞蹈愛好者親臨西九，共同演繹Big Dance舞蹈。表演藝術部受到「Big Dance Pledge」的啟發，在「自由約」推出「WE Dance」系列的社區參與節目，邀請本地舞者帶領演出和工作坊，所有觀眾均可參加。六場活動共吸引逾7,300位舞者、表演者及公眾人士參與，並以2017年2月舉行的謝幕派對為活動系列畫上句號。

THE YEAR IN REVIEW

年度回顧



M+ Rover: Travelling Creative Studio
「M+敢探號——流動創作教室」

In July 2015, M+ launched its first youth-targeted initiative, a four-day, three-night *M+ Summer Camp*. Over the past two summers, the camps have each attracted 100 students from different schools and backgrounds but with the same interests and passions. Through the series of activities offered by the camp, M+ aims to develop students' independent and critical thinking skills and to nurture their creativity and inquisitiveness. M+ also initiated *M+ Rover: Travelling Creative Studio*, a school and community outreach programme for secondary teachers and students that is designed to broaden students' exploration of the creative process while also raising future audiences' awareness of the evolving museum. The mobile space for exhibitions and workshops, housed in a converted 7.5-metre-long trailer, brought artists and their works to 32 schools and made 18 other community visits between February and June 2017, attracting more than 26,000 participants.

WKCD values the opportunity to engage young people and nurture arts talent in Hong Kong, and it continues to provide professional development opportunities to local tertiary students. During the year under review, 22 summer interns worked with the WKCD team to gain knowledge and experience in real-life contexts. In 2016, seven interns were recruited to take part in the M+ Internship Programme, which is open every year from autumn to spring, working closely with M+'s professional staff to gain practical and theoretical training in curatorial practice, museum learning, conservation and registration. PA also continued its regular internship programmes, where 26 interns worked closely with the team in areas such as programming, research, facility design and operations.

M+首個專為青年人而設的活動「M+夏令營」於2015年7月首次舉行，為期四日三夜，過去兩年的夏令營每年吸引了逾百名志同道合的學生參與，透過不同活動從中學獨立和批判思考，培育創意思維和探究精神。此外，M+亦於2016年推出了一個以中學教師和學生為對象的校園及社區計劃：「M+敢探號——流動創作教室」，藉以拓闊學生對創作過程的體驗，並提升他們對蛻變中的博物館的關注。這個流動展覽和創作室由長7.5米的特製拖車改裝而成，於2017年2月至6月期間，「M+敢探號」把藝術家及其創作帶入32間學校和進行18次社區探訪，吸引了超過26,000人參與。

管理局重視青年人的參與和培育本地藝術人才，繼續為本地大專生提供專業發展機會。報告年度內共有22名暑期實習生與管理局團隊共事，在實際工作環境中累積知識和汲取經驗。2016年共有七名實習生獲聘參加每年秋季至春季舉辦的「M+實習計劃」。實習生可與M+專業人員緊密合作，在策展實務、博物館學習、藏品保護與修復及藏品管理方面接受實務及理論訓練。表演藝術部亦繼續舉辦定期實習計劃，共有26名實習生與其團隊在節目策劃、研究、設施設計和營運等方面合作。

THE YEAR IN REVIEW

年度回顧



Our summer interns in 2016
2016年暑期實習生

Our booth at Hong Kong Arts Administrators
Association Recruitment Day 2016
「2016 香港藝術行政人員協會招聘日」設置的西九攤位

As part of its ongoing efforts to foster professional growth and nurture future art administrators for Hong Kong, WKCD took part in the Recruitment Day organised by the Hong Kong Arts Administrators Association (HKAAA) on 30 July 2016 by hosting two career talks conducted by staff members of M+ and PA. Both sessions attracted overwhelming audiences. The Authority also participated in HKAAA's Career Day on 11 March 2017, during which M+ staff shared their views, experience and career opportunities in museum registration and conservation.

The year under review saw very high demand for the use of the open space at WKCD, for a wide and diverse range of cultural and community activities. The Commercial Department (CD) has made an effort to facilitate the growth of the District's future audience by utilising the Nursery Park to provide venues for a diverse range of external events on top of the Authority's own programmes. A total of 15 external events were held, including the inaugural *Wow and Flutter THE WEEKEND*, which showcased more than 50 local bands; and *Pink Dot*, held in support of inclusiveness and equality, to name just a few.

管理局一直致力推動為本地藝術行政的專業發展和培育相關人才。管理局於2016年7月30日參與了香港藝術行政人員協會舉辦的招聘日，並安排M+和表演藝術部職員主持兩場就業講座，全都座無虛席。管理局亦於2017年3月11日參與香港藝術行政人員協會事業發展日，M+職員在活動中分享他們的經驗和意見，以及講解博物館管理及保護與復修工作的職業發展機會。

於回顧年度內，外界對西九公共空間的需求殷切，用以舉辦各色各樣文化和社區活動。利用管理局舉辦節目的空檔，商務部出租苗圃公園為外界提供場地舉辦不同類型的活動，致力推動拓展西九未來的觀眾群。本年度外界機構共舉辦15場活動，包括首屆「Wow and Flutter THE WEEKEND本地週末」雲集逾50隊本地樂隊和支持平等共融的「一點粉紅」等精彩活動。

THE YEAR IN REVIEW

年度回顧

Behind the Scenes

前台幕後

New arts and cultural facilities are emerging throughout WKCD. Key to the project's long-term success is concerted effort across the Authority's various departments and functions. As the M+ Building took shape this year, for example, there were a number of key developments in the evolution of its Collection and Exhibition Services team. Among these was the establishment of a small conservation laboratory alongside a dedicated space for processing archival materials, which have substantially enhanced M+'s capacity to perform collection care activities. In addition, the incorporation of a highly specialised team of experts in the conservation field, whose members offer different skill sets and backgrounds, will efficiently support preservation activities around M+'s diverse collection. The team will also help position M+ as a reference point for the profession in the region and provide a platform for collaborations with both visual culture and educational institutions.

Another relevant development in this area relates to the successful delivery of temporary programmes at the M+ Pavilion. This was made possible by the professional support of a well-rounded registration and exhibitions team, the establishment of the M+ Collection Archive to support current research activities, and content production and access at the M+ Building's future Study Centre and Mediatheque. M+'s high-calibre team of collection and exhibition support specialists will help ensure the efficient delivery of ambitious curatorial programmes by adequately balancing collection preservation with access requirements to enhance public engagement and understanding of museum practices.

During the year, the CD obtained approval for the Commercial Leasing Guidelines, which paved the way for the establishment of a Commercial Letting Panel to provide advice to the Authority on relevant issues. The CD also continued planning for the further development of the Authority's commercial strategy across the District, including the venue-based commercial strategy of the Xiqu Centre, which will be WKCD's first RDE facility. Leasing activities for the early-phase RDE facilities will commence in 2017/18.

全新文化藝術設施將在西九陸續落成。管理局各部門上下一心是西九項目長遠致勝的關鍵。在M+大樓逐漸成型，館藏及展覽服務團隊本年亦經歷多項重要發展，包括建立一個小型藏品修復實驗室，同時設有處理檔案資料的專用空間，大大提高保護M+藏品的能力。M+亦成立高度專業的藏品修復團隊，成員具備不同技能和背景，將有效支援保存不同M+藏品的工作。該團隊將有助M+定位為亞洲區的業界參考對象，提供與視覺文化和教育機構合作的平台。

M+展亭的臨時節目能成功推展，有賴M+藏品管理及展覽團隊全面的專業支援，以及M+藏品檔案的設立。該檔案旨在支援現有研究工作，以及在將來M+大樓的學習中心和媒體中心進行內容製作和存取。M+的優秀藏品管理和展覽專家團隊將協助確保具野心的策展計劃能有效推展，通過充分平衡藏品保存和存取要求，以加強公眾參與，和增加市民對博物館的了解。

於回顧年度內，商務部草擬的商業租賃指引成功通過審批，繼而設立商業租賃委員會，就相關事宜向管理局提供意見。商務部繼續就進一步發展管理局涵蓋整個文化區的商業策略進行規劃，包括為西九首個提供零售、餐飲及消閒設施的場地——戲曲中心制定場地商業策略。初期的零售、餐飲及消閒設施租賃工作將於2017/18年度開始。

THE YEAR IN REVIEW

年度回顧

The Finance Department continued to strengthen the Authority's financial management and controls as well as improve the efficiency of the Authority's accounting processes and treasury operations.

In 2016/17, the Authority generated a total investment income of HK\$552 million (2015/16: HK\$786 million) at a yield of 2.6% per annum (2015/16: 3.4% per annum). Total investment income was lower than last year mainly due to lower return rate on placements with the Exchange Fund and the withdrawal of a placement of HK\$4.1 billion upon its maturity in July 2016.

As at 31 March 2017, the Authority had generated HK\$6.0 billion in total investment income since its inception, at an annualised yield of 3.2%. Funds available for investment were HK\$19.5 billion, HK\$2.9 billion lower than last year mainly due to progress payments for expenditures made for venue facilities.

The net assets of the Authority at the end of the financial year 2016/17 amounted to HK\$24.5 billion as compared to HK\$25.5 billion the previous year. These mainly comprised placements with the Exchange Fund of HK\$12.2 billion, bank deposits of HK\$8.6 billion, property, plant and equipment of HK\$4.6 billion, and other assets of HK\$0.6 billion, which were offset by liabilities of HK\$1.5 billion. The net assets of the Authority excluded the non-cash contribution of HK\$1.2 billion from the endowment fund earmarked for the acquisitions of museum collections. This amount was contributed to the M+ Collections Trust, which was set up in March 2017, as its capital fund.

The Legal and Secretarial Department consists of both legal and secretarial teams. The Legal Team addresses and provides professional advice on the full range of legal issues ranging from legislative drafting through intellectual property, contractual and licensing matters, corporate, commercial and real property matters and infrastructure development issues including engineering and architectural consultancy and construction contracts and land grant and project finance issues. It also contributes to the delivery of internal policy and guidelines, and manages the insurance of the Authority's undertakings.

財務部繼續加強管理局的財務管理和監控，並提升管理局的會計處理和庫務運作的效率。

於2016/17年度，管理局錄得總投資收入5.52億港元（2015/16年度：7.86億港元），整體回報率為2.6%（2015/16年度：3.4%）。總投資收入遜於去年，主要由於外匯基金存款回報率降低，以及於2016年7月存款到期時提取41億港元。

截至2017年3月31日，管理局自成立以來已錄得總投資收入60億港元，按年收益率為3.2%。因支持推展場地設施的分段開支，可用於投資的資金較上年度減少29億港元至195億港元。

管理局於2016/17財政年度結束時的資產淨值為245億港元，上年度則為255億港元。當中主要包括122億港元的外匯基金存款、86億港元的銀行存款、46億港元的物業、廠房及設備、6億港元的其他資產，並與15億港元的負債抵銷。管理局的資產淨值並不包括撥款中用作購置博物館藏品的12億港元非現金捐贈，該筆款項已注入於2017年3月成立的M+ Collection Trust作為資本貢獻。

法律事務部及管理局秘書處分為法律服務和管理局秘書處兩組。法律服務組提供全面的法律服務和專業意見，涵蓋立法起草、知識產權、合約及授權事宜，企業、商業及房地產事宜，和涉及工程和建築顧問、建築合約、批租土地、項目資金等基礎建設發展事宜，亦就編製內部政策和指引提供法律意見，以及負責管理局的保險工作。

THE YEAR IN REVIEW

年度回顧

The Secretariat Team provides professional secretariat services to support the effective operation of the Board, Executive Committee, M Plus Collections Limited (a wholly owned subsidiary company of WKCD) and Executive Team meetings. The Secretariat administers the declaration of interests of Board and Committee Members and maintains a register of Board and Committee Members' interests which is subject to public inspection. It assists the CEO and the Executive Team to review meeting papers and progress reports, comply with meeting protocols and to ensure good corporate governance. It also works closely with the key stakeholders including Board / Committee Members.

As an independent function established within WKCD, the Internal Audit Department (IA) helps the Board evaluate and effectively discharge its responsibilities in respect of risk management, internal control and corporate governance. The IA reports to the Audit Committee. In 2016/17, IA performed audits covering project management for Xiqu Centre construction and contract management, Art Park re-tendering and construction management, and M+ Pavilion construction and contract management; ICT Application Programme project management; and Management of Consultancy – OPEX consultancy fees. During the year, IA also carried out two specific reviews on procurement practices for individual staff upon request by management. IA also facilitated and co-ordinated risk management activities and processes in accordance with the Risk Management Policy and as Secretary of the Risk Management Committee.

As with any organisation, people are WKCD's most important success factor. The Human Resources and Administration Department (HRA) is dedicated to attracting and engaging talent to take the WKCD project forward. As at 31 March 2017, the Authority had a full-time staff of 303, and it engaged a total of 230 temporary employees to support PA and M+'s programmes. HRA also strives to provide the Authority with the capabilities to lead the organisation now and into the future within its mandate on key senior executive appointments. During the year, three senior executives were appointed, including Executive Director of M+, Director of Project Control and Deputy General Counsel.

秘書處負責提供專業秘書處服務，以支援董事局、行政委員會、管理局全資附屬公司M Plus Collections Limited (M+ Collections Ltd)，以及管理團隊會議的有效運作。秘書處負責管理和登記董事局和各委員會成員的利益申報，方便公眾查閱。秘書處亦協助行政總裁和管理團隊審閱會議文件和進度報告、確定有關會議遵從相關規定以確保良好企業管治，並與主要持份者包括董事局 / 委員會成員緊密合作。

作為一個在管理局內具備獨立職能的部門，內部審計部協助董事局進行評估和有效地履行在風險管理、內部監控和機構管治方面的職責。內部審計部向審計委員會負責，並履行審計職責，2016/17年度所涵蓋的審計範疇包括戲曲中心的建築工程的項目管理及合約管理，藝術公園的再度招標事宜和建築管理，M+展亭的建築及合約管理，資訊科技應用系統的項目管理，以及與營運開支相關的顧問服務的費用管理。在年度內，應管理層之要求，內部審計部亦進行了兩次對個別員工執行採購程序的特別檢察。內部審計部亦根據風險管理政策，協調和統籌風險管理工作 and 進程，以及出任風險管理委員會的秘書。

與其他機構無異，人才是管理局最重要的成功因素。人力資源及行政部銳意吸引和招募人才，以推動西九項目的發展。截至2017年3月31日，管理局全職員工數目達303人，並聘用共230名臨時職員，支援表演藝術部和M+舉辦的節目。人力資源及行政部致力提供其聘任主要高級行政人員的職責，年內共委任三位高級行政人員，包括M+行政總監、項目監管總監和副總法律顧問，為管理局現在和未來的發展羅致領導人才，以提升管理局的整體領導和管理能力。

THE YEAR IN REVIEW

年度回顧

In view of the increase in workforce size and the expiry of the office lease at The Gateway on 31 January 2017, the Authority needed to relocate a division of its workforce to an interim location prior to being relocated back to the Authority's permanent office. WKCDA and M Plus Museum Limited's office at Cyberport was officially opened on 31 October 2016. The new office offers fit-for-purpose office space design to accommodate a growing workforce whilst creating a collaborative and engaging business environment to boost productivity.

With WKCDA's anticipated marked growth in the coming years, it has embarked upon an overall resourcing strategy that is being implemented in three phases from 2015 to 2018. During the year under review, the Authority carried out a pilot programme for the M+ curatorial team, for which it developed a Professional Standards Framework (PSF) with a set of competency standards for curatorial staff. The PSF can be applied to both artistic and non-artistic functions across the organisation to help departments build required competencies and succession planning capabilities for their respective professionals. The same principles developed in the pilot programme were also applied to the development of the PSF for other teams at M+, and thereafter for the rest of the organisation.

Office safety remains the top priority for WKCDA. In October 2016, the Authority established a cross-departmental team to promote and raise awareness of office workplace health and safety among staff members and to maintain a sound work environment. The Authority also organised a WKCD Safety, Health and Environment Family Fun Day in January 2017 to promote health, safety and environmental awareness for WKCD staff and contractors, as well as foster a sense of bonding among staff and family members.

On 1 October 2016, the Authority introduced a procurement policy together with a set of revised guidelines that was based on the policy's overarching principles for all non-capital project procurement activities within WKCDA. New procurement workflows, approval hierarchy and reporting functions have been incorporated into the revamped Enterprise Resources Planning system, which has helped strengthen the integrity of the Authority's entire procure-to-pay process.

鑑於員工人數增加，加上港威大廈辦事處的租約於2017年1月31日屆滿，管理局需要在遷到永久辦事處前，將部分員工遷往臨時辦公室。管理局和M+ Plus Museum Limited在數碼港的辦事處於2016年10月31日正式投入服務。新辦事處提供切合所需的辦公空間設計，以配合正在增長的員工團隊需要，同時創造一個鼓勵合作和參與的工作環境，以提高生產力。

管理局預期未來數年的發展步伐更為迅速，已展開2015年至2018年分三個階段實施的全面資源配置策略。在回顧年內，管理局於M+策展團隊推行一項試驗計劃，為策展員工制訂一個專業標準框架及一套能力標準。專業標準框架可應用於整個機構的藝術和非藝術職能，以便各部門為其專業人員建立所需能力和繼任計劃能力。試驗計劃發展所得的原則已應用於M+其他團隊，以實踐資源配置策略，此後將推展至局內其他部門。

管理局最為重視辦公室安全。管理局於2016年10月成立跨部門工作小組，推廣和提高員工對辦公室健康及安全意識，從而保持良好的工作環境。管理局亦於2017年1月舉行「安全、健康及環境家庭同樂日」，向員工和承建商推廣安全、健康及環境意識，並促進員工與家人彼此之間的感情。

管理局於2016年10月1日推出一項採購政策，並建基於政策內就管理局的非基本建設工程項目採購程序的總體原則推出一套修訂指引。新的採購工作流程、審批級別架構和報告職能已被納入更新的企業資源規劃系統，有助加強管理局從採購到付款的過程中的完整性。

THE YEAR IN REVIEW

年度回顧

Awards and Recognition

獎項及嘉許

West Kowloon Cultural District
西九文化區

The Derek Smyth Safety Leadership Awards 2017
Client – Developer Category
Gold Award

**2017年度 Derek Smyth
安全領導獎**
客戶 / 發展商類別
金獎



15th Hong Kong Occupational Safety & Health Award
Safety Performance Award –
Other Industries

第十五屆香港職業安全健康大獎
安全表現大獎 ——
其他行業組別



Hong Kong Flower Show 2017
Display Section (Local) –
Grand Award for Unique Feature
(Landscape Display)

二零一七年香港花卉展覽
展品組(本地) ——
最具特色(園林景點)大獎



RICS Awards Hong Kong 2017
Construction Project
Team of the Year –
Certificate of Excellence

RICS 2017香港年度大獎
年度建築項目 ——
團隊卓越證書



**BEAM Plus Neighbourhood
ND Pilot Version**
Platinum rating

綠建環評社區先導版本
鉑金級

THE YEAR IN REVIEW

年度回顧

M+ Sigg Collection App 「M+ 希克藏品」展覽應用程式

Marketing Excellence Awards 2016

Gold Award for Excellence in Use of Apps

2016市場推廣卓越大獎
卓越流動應用程式金獎



International Design and Communications Awards 2016

Silver Award in the Best App category

國際設計與傳播大獎 2016
最佳應用程式銀獎



Mob-Ex Awards 2017

Silver Award for Best App in Creative Design

**「最佳應用程式——
創意設計」銀獎**



Bronze Award for Best App in Content Creation

**「最佳應用程式——
內容創新」銅獎**



2016 W³ Awards
Silver Award in Mobile Sites / Apps

2016 W³ Awards
「流動網站 / 應用程式」銀獎

WKCD Website 西九網站



Best .hk Website Awards 2016
Non-commercial
(Corporate Stream) –
Silver Prize

2016最佳.hk網站獎
非商業(企業組)——
銀獎