

LegCo Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project 立法會監察西九文化區計劃推行情況聯合小組委員會

立法會 CB(1)376/17-18(01)號文件
LC Paper No. CB(1)376/17-18(01)



**Cultural Software Development
for the West Kowloon Cultural District
西九文化區的文化軟件發展**

20-12-2017

westKowloon
西九文化區



CAPACITY BUILDING

人才培育

M+ / DESIGN TRUST RESEARCH FELLOWSHIP



M+/Design Trust 研究資助計劃

- An annual research fellowship grant supported by Design Trust
一項由 Design Trust 資助的年度研究資助計劃
- Recipients of the 2018 fellowship: Hugh Davies and the team of Fan Lok Yi and Sampson Wong
2018年度獲選研究學人為Hugh Davies，以及樊樂怡與黃宇軒組成的團隊

M+

INTERNSHIP PROGRAMME

M+實習計劃

- Launched in 2012
2012年推出
- 2017 Spring Intake 春季(5/2017 – 11/2017)
2017 Autumn Intake 秋季(11/2017 – 5/2018)



M+

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西九文化區

- The *Venice Biennale Internship Programme* held in conjunction with the Hong Kong participation in the Venice Biennale in 2013, 2015 and 2017
「威尼斯雙年展實習計劃」為2013、2015及2017年「威尼斯藝術雙年展」而設
- It offers interns the chance to gain unique insight into the working of the world's oldest and most renowned international art exhibition
為實習生提供機會，親身見識這個歷史悠久的著名國際藝術展的運作



M+

DOCENT

VOLUNTEER
PROGRAMME

導賞員義工計劃



- Launched in 2013
2013年推出
- The total number of docents reached over 100
導賞員總人數已逾100名
- They now form the core volunteers who lead exhibition tours and enhance visitors' understanding of the exhibitions through interaction and exchange
現已成為在各展覽帶領導賞的主力，透過互動及交流，增進訪客對各展覽的理解

M+

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西九文化區

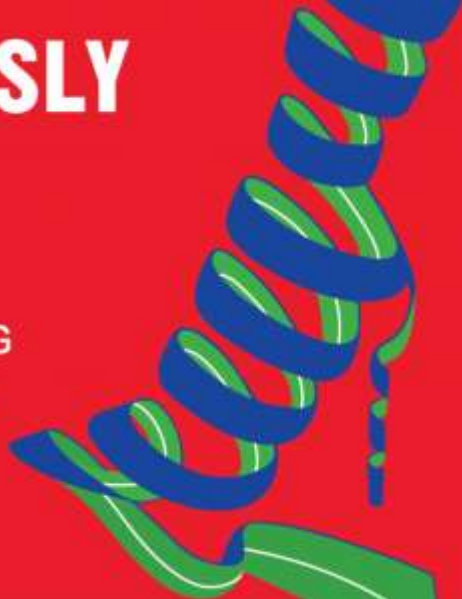
AUDIENCE BUILDING

觀眾拓展

AMBIGUOUSLY YOURS 曖昧

GENDER IN HONG KONG
POPULAR CULTURE
香港流行文化中的性別演繹

17/03-21/05/2017



- M+'s first exhibition on Hong Kong popular culture
M+首個探索流行文化的展覽
- Around 15 300 visitors
約 15 300 位參觀人士



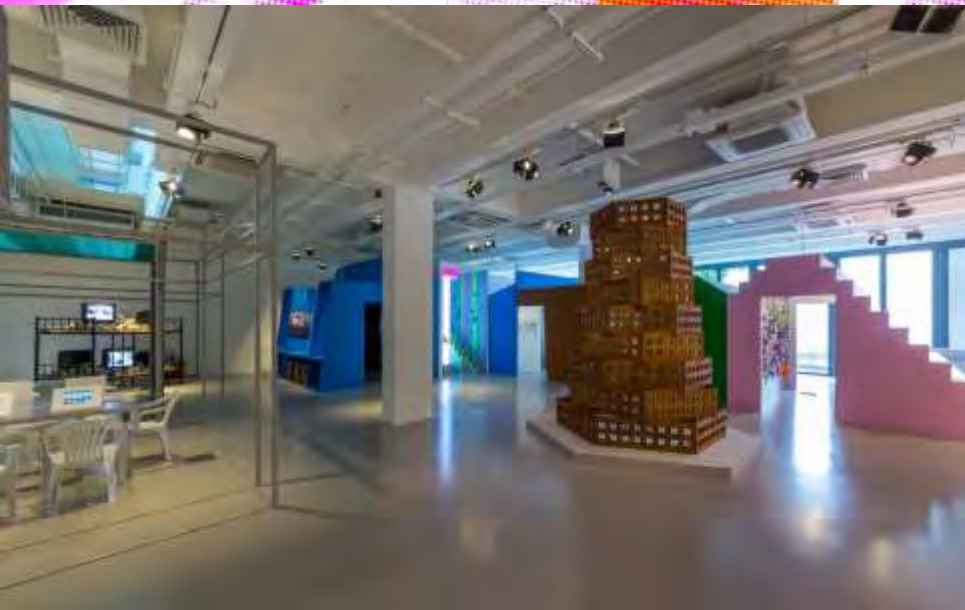
M+

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西九文化區

CANTON 廣東 東快 車 EXPRESS

來自珠江三角洲的藝術
ART OF THE
PEARL RIVER DELTA
23/6-10/9/2017

- Reiteration of the original works and original pieces presented in China's historic debut exhibition in the 50th Venice Biennale in 2003
重現中國首次亮相於2003年「第50屆威尼斯藝術雙年展」中具歷史意義的原展作品
- Around 7 000 visitors
約 7 000位參觀人士



似重若輕

THE WEIGHT OF LIGHTNESS

M+ 水墨藏品
INK ART AT M+

13/10/2017-14/1/2018

- M+'s first ink art exhibition, exploring the pivotal role of ink art in global visual culture over the past 60 years
M+ 首個水墨展，探索過去60年間，水墨在全球的視覺文化所擔當的重要角色
- Around 8 000 visitors (as at 15 Dec 2017)
約 8 000 位參觀人士 (截至2017年12月15日)





- Third collaboration between M+ and the Hong Kong Arts Development Council
M+與香港藝術發展局第三度合作
- Hong Kong Talk Series was held in June and August 2017. Film screenings and conversations took place in October 2017
於2017年6月及8月在香港舉行講座系列，於同年10月舉辦影片放映及對話
- Around 134 000 visitors
約 134 000位參觀人士



M+ 放映

M+ Screenings



性別流動

Genderfluid

- Launched in 2016
2016年推出
- Plan to take place three times a year
計劃每年三度上映
- The programmes in 2017 were held in April, August and November, attracting a total of around 1 300 audience
2017年分別於4月、8月及11月舉行，約共1 300位觀眾

M+ 放映

M+ Screenings



城市界限

City Limits

M+ 放映

M+ Screenings



動中見靜

Stillness in Motion

M+

westKowloon

西九文化區

- Launched in 2012
2012年推出
- Explore various aspects of curatorial, institutional, and museological interests and needs in the field of visual art, design and architecture, and moving image
在視覺藝術、設計與建築及流動影像方面，探討策展、機構和博物館學相關題目和需求的不同議題
- 12 episodes with a total of 14 talks were held
共舉辦12次論壇，當中包括14場講座

M+ MATTERS

COPIES WITHOUT
BORDERS: IMITATION
AS INNOVATION



M+ MATTERS / 思考

過去與未來之間：珠江三角洲的藝術
Between Past and Future: Art of the Pearl River Delta

7/9/2017, 6:30pm

LIVE

M+ MATTERS

REORIENT:
CONVERSATIONS ON
SOUTH AND
SOUTHEAST ASIA



M+ MATTERS < KEYNOTE >

M+ 思考 < 焦點談 >



- Invite international thinkers and practitioners to discuss their experiences and insights into influential projects that have defined the cultural landscape of the 21st century
邀請世界各地參與塑造21世紀文化景觀的國際思想家和實踐者，與公眾分享他們從各個重要文化項目中所汲取的經驗與洞見
- The first keynote event took place in December 2017
首個焦點談活動於2017年12月舉行



Talk Series – Open Up: Museum Learning in the 21st Century

11/2017 – 6/2018

Talk Series – Open Up: Museum Learning in the 21st Century is primarily designed for M+ docents but also open to educators, cultural practitioners and anyone interested in the scope of museum studies.

「全然開放：21世紀博物館的學習體驗」講座系列主要為M+ 導賞員而設，同時歡迎教育工作者、文化工作者，以及對博物館學有興趣的人士參加。



Rethinking Pei A Centenary Symposium



12–13 October 2017
Harvard Graduate School of Design
Cambridge, Massachusetts

14–15 December 2017
Department of Architecture,
The University of Hong Kong

10/2017 and 12/2017

Rethinking Pei: A Centenary Symposium aim to resituate I.M. Pei from the intersecting vantage points with which he has most closely linked – Hong Kong/China and Boston/the US – to discuss new strands of inquiry concerning Pei and his work.

「重思貝聿銘：百年誕辰研討會」從與貝聿銘有切身聯繫的兩個地區—香港 / 中國及波士頓 / 美國—出發，以全新眼光探究這位建築大師及其作品。

M+

westKowloon
西九文化區

PUBLIC AND YOUTH ENGAGEMENT

公眾及青少年參與

M+
SUMMER
CAMP | 夏令營
2017

神經
變
M+
NERVE

13 → 16 AUGUST 2017
申請截止日期 Deadline for application: 11 JUNE 2017

地點 Location
香港青年協會賽馬會
西貢戶外訓練營
Hong Kong Federation of
Youth Groups Jockey Club
Sai Kung Outdoor Training Camp

- Launched in 2015
2015年推出
- Each camp attracted 100 students from different schools and backgrounds
每次夏令營均吸引100名來自不同學校和背景的學生參與



M+

westKowloon
西九文化區

M+ 敢探號 ROVER!



- Launched in 2016
2016年推出
- A mobile space for exhibitions and workshops
流通展覽和創作室
- Brought artists and their works to local schools and made community visits
把藝術家及其創作帶入學校和進行社區探訪



PERFORMING ARTS

表演藝術

CAPACITY BUILDING

人才培育

Rising Stars of Cantonese Opera 粵劇新星展



5/2015, 8/2016, 2/2017, 7-8/2017

Ko Shan Theatre New Wing
高山劇場新翼



Producers' Network Meeting and Forum

製作人網絡會議及論壇



5/2015, 5/2016, 5/2017

Closed-door meeting 閉門會議
Public Forum 公開論壇



Creation for Freespace 自由空間 · 創作

1. What is Stage: Dynamics of Seeing

什麼是舞台：空間會說話

Edward Lam Dance Theatre

非常林奕華

2. One of Two Stories, or Both Manchester International Festival

英國曼徹斯特國際藝術節

3. International Co-Lab

「國際跨界實驗交流」計劃

Edinburgh 愛丁堡, Auckland 奧克蘭,
Hong Kong 香港

4. Freespace Tech Lab

Freespace 舞台與技術實驗室

Zuni Icosahedron

進念 · 二十面體

5. The Foundations of Performance

表演基本步

Theatre de Pif

進劇場

Simon Says 西門說



Co-production by Unlock Dancing Plaza (Hong Kong) and Le Phare, Centre chorégraphique national du Havre Normandie (France)
由香港不加鎖舞蹈館及法國勒拉佛爾－諾曼第國立舞蹈中心聯合製作

Premiered at France (January 2017), toured in Hong Kong (June 2017) and Guangdong (November 2017)

2017年1月於法國進行首演，2017年6月於香港及2017年11月於廣東演出

Seminar on Theatertreffen 2017

柏林戲劇節2017講座



7/2017

Hong Kong Arts Centre 香港藝術中心

In collaboration with
Goethe-Institut Hong Kong
與香港歌德學院合辦



Memorandum of Understanding on Dance Exchange and Collaboration with Studio Wayne McGregor 與 Studio Wayne McGregor 簽訂舞蹈交流及合作協議



2017 - 2020

Co-commissioned dance performance *Autobiography*
共同委約作品《自傳》

- World premiere at Sadler's Wells in London in October 2017
於2017年10月在英國倫敦Sadler's Wells劇院作全球首演



Creative Meeting Point on Screendance: Hong Kong x Singapore

國際創意交流－香港 x 新加坡：光影舞蹈



Co-produced by City Contemporary Dance Company
(Hong Kong) and Cinemovement (Singapore)

與城市當代舞蹈團 (香港) 及 Cinemovement (新加坡) 共同製作

West Kowloon Cultural District Authority

Performing Arts Internship Programme

表演藝術實習計劃

- **Launched in 2014**
2014年推出
- **2017-18: 3 intake cycles (6 months)**
2017-18: 共有3個實習期 (6個月)

AUDIENCE BUILDING

觀眾拓展

Tea House Theatre Taster

茶館劇場試演



3/2014, 5/2015, 5/2017

Lyric Theatre, HKAPA 香港演藝學院歌劇院

- **Over 15 800 views for livestreaming on 13 May 2017**
2017年5月13日舉行的現場直播：逾15 800人次觀看
- **Over 103 000 views for two-week on-demand viewing**
為期兩星期的限時播放：逾103 000人次觀看

Experimental Chinese Opera Series

小劇場戲曲展演



9/2017
Experimental Chinese Opera Series
小劇場戲曲展演
HK Rep Black Box
香港話劇團黑盒劇場



12/2016
Shanghai Experimental Xiqu Festival
上海小劇場戲曲節

11/2017
Xiqu Opera Black Box Festival (Beijing)
當代小劇場戲曲藝術節 (北京)



Freespace Happening

自由約



8/2015 – 3/2017

120 000+ visitors 觀眾

New season of Freespace Happening

新一季「自由約」

9/2017 – 3/2018

Second weekend of each month in the
West Kowloon Nursery Park

每月第二個周末及／或周日在西九苗圃公園舉行



Freespace at Taikoo Place

自由看@太古坊



26/10 – 5/11/2017

In collaboration with
Swire Properties
與太古地產合辦



COMMUNITY INVOLVEMENT

社區參與

WE Dance



9/2017 – 2/2018

**Takes place every second Sunday
of the month at Freespace
Happening**

每月第二個星期日於自由約期間舉行



101 Lecture / Workshop Series

101 講座／工作坊系列



**Free learning and participatory
courses**

免費教育及拓展課程

**Over 1 000 enrolments between
February and October 2017**

**2017年2月至10月期間吸引超過1 000人
報名**





WKCD Performing Arts Venue Hiring Policy

西九表演藝術場地租用政策



Foster Cultural Industry

文創 · 造就

- Encourage creation
引導創作
- Increase performing opportunities
增加演出機會
- Build bigger audience
培育更多的觀眾
- Develop cultural appreciation
促進文化欣賞



Artistically Driven

藝術 · 主導

- Each venue has its own artistic mission
每個場地有其獨有的藝術使命
- Artistic Team lead by Artistic Director would be the gate keeper of the artistic positioning defining its character for a particular period
在藝術總監的領導下，藝術團隊會為場地的藝術定位把關
- Artistic Team to identify productions with good potential
藝術團隊會發掘有潛質的製作



Protect Performing Arts

表演 · 傳誦

- Artistic Hirer has priority to the calendar
藝術租用者可優先預訂
- Artistic Hirer pays a lower price
藝術租用者付較少的租金
- Charging mechanism shares the financial risk
收費機制與票房掛鈎分擔財務風險
- Charging mechanism supports longer run
收費機制支持較長期的演出製作



Support Small Medium Performing Companies

中小藝團「承擔」

- Lower Hire Charge entry point supports small medium performing companies

收費機制低門檻，幫助中小型藝團在文化區演出



WKCD PA Venue Hiring Policy - The Scope

西九表演藝術場地租用政策 - 範疇

1. PA venue 表演藝術場地

- Both Artistic and Non-Artistic Hirer 藝術與非藝術租用者
- Across different Art Forms 跨不同藝術類別
- Every space 所有空間

2. Art Park and Public Open Space 西九藝術公園及公眾休憩用地

- Artistic Hirer 藝術租用者
- Across different Art Forms 跨不同藝術類別

Definition of Artistic Hirer

藝術租用者的定義

- **Artistic Hirer** means a hirer using the venue for Art Form related activities including performances, shows, festivals, rehearsals and other events including, without limitation, exhibitions, training, seminars, movies, and ceremonies.
藝術租用者是指使用場地進行藝術相關活動的租用人士或團體，活動包括表演、節慶、排練及其他活動(包括但不限於展覽、培訓、座談會、影片播放、儀式等)。
- **Non-Artistic Hirer** means any hirer that is not an Artistic Hirer.
非藝術租用者是指所有藝術租用者以外的租用者。

SCHEDULING

時間表

Booking scheduling 租用時間表

- Centrally processed by the Venue Operations Team

由場地營運組集中處理

- Booking available up to 3 years in advance

接受 3 年前預訂

- 18 months Confirmation : WKCDA OR Resident Company productions

18 個月前確認：西九文化局管理局或駐場藝團的製作

- 16 months Confirmation : Specific Art Form of the Venue

16 個月前確認：場地所屬藝術類別

- 14 months Confirmation : All other Art Form

14 個月前確認：所有其他藝術類別

- 12 months – All Hirers

12 個月內確認：所有場地租用者



2017	2018											2019						
DEC 12月	JAN 1月	FEB 2月	MAR 3月	APR 4月	MAY 5月	JUN 6月	JUL 7月	AUG 8月	SEPT 9月	OCT 10月	NOV 11月	DEC 12月	JAN 1月	FEB 2月	MAR 3月	APR 4月	MAY 5月	JUN 6月



All Other Art Form
(Xiqu has priority)
所有其他藝術類別
(戲曲優先)

Confirmation
14 months
In advance
(14個月前確認)

All Xiqu
所有戲曲
演出

Confirmation
16 months
In advance
(16個月前確認)

WKCD
管理局

Confirmation
18 months
In advance
(18個月前確認)

Booking scheduling - Xiqu Centre

戲曲中心場地租用

Example 例子

- Dec 2017 WKCDA Productions/ Presentation (18 months in advance)
2017年12月 西九文化局管理局的製作 (18個月前確認)
- Feb 2018 XIQU only (16 months in advance)
2018年2月 所有戲曲演出 (16個月前確認)
- Apr 2018 All Other Art Forms (Xiqu has priority) (14 months in advance)
2018年4月 所有其他藝術類別 (戲曲優先) (14個月前確認)
- Jun 2018 All Hirers (within 12 months)
2018年6月 所有場地租用者 (12個月內確認)

2019年5月						
SUN 日	MON 一	TUE 二	WED 三	THURS 四	FRI 五	SAT 六
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

CHARGING MECHANISM

收費機制

Charging Mechanism

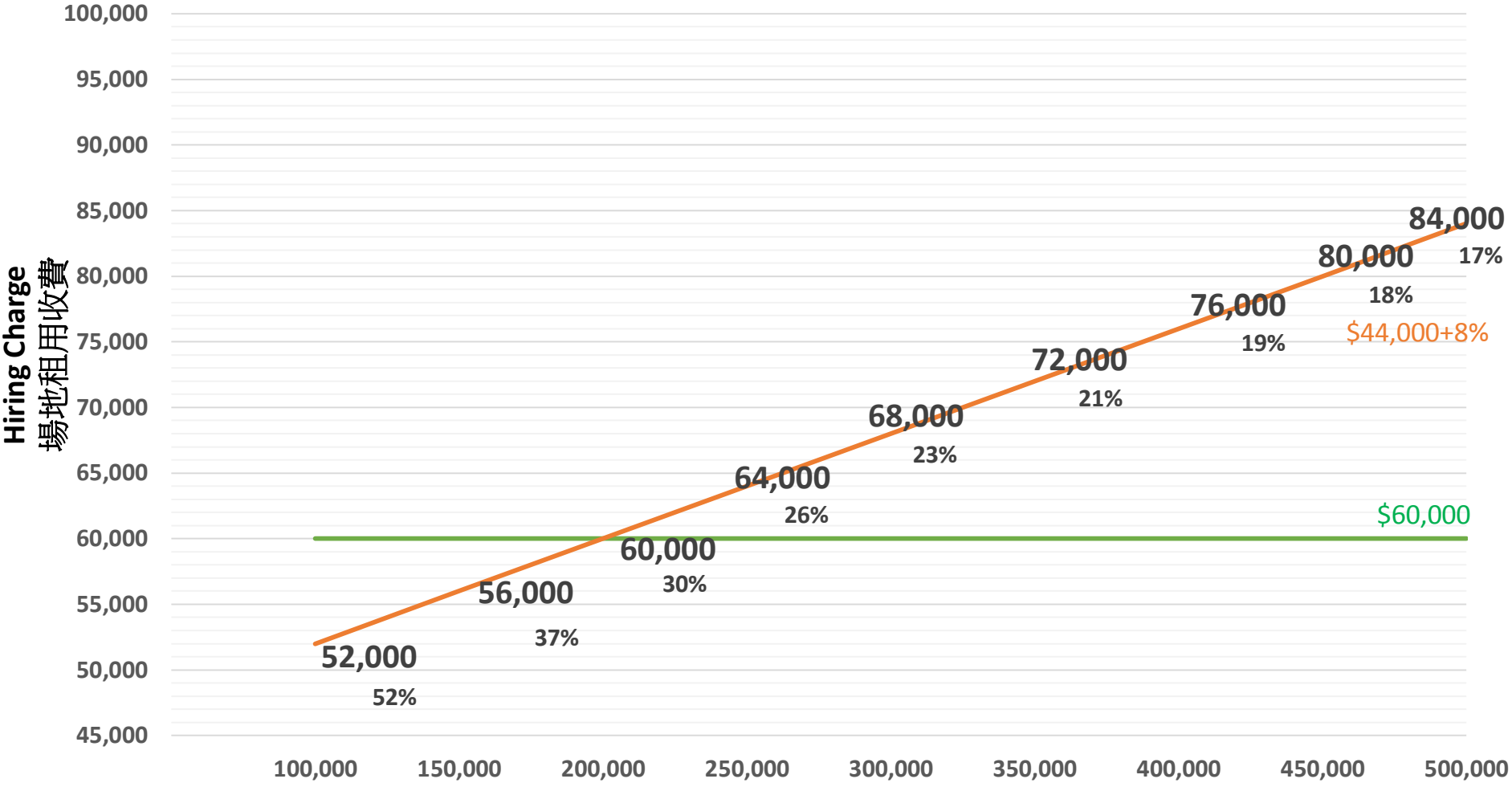
收費機制

- Artistic Hirer 藝術租用者 \$\$
 - Ticketed events – Base plus, a 2-tier approach
憑票入場的節目 — 基本收費 + 票房分賬
 - Non-ticketed events – lump sum
不需憑票入場的節目 — 定額收費
- Non-Artistic Hirer pays more \$\$\$
非藝術租用者需繳付較多租金



Rate Card

Example 例子



\$44,000+8%

\$60,000

Gross Box Office Income
總票房收入

westKowloon
西九文化區

Performance Measurement

成效量度

Key performance indicators (KPI)
成效量度準則 (KPI)

- Good overall mix of programmes to reflect venue artistic positioning
節目類型的比例能否彰顯場地的藝術定位
- Occupancy rate of event spaces
每個活動空間的使用率
- Satisfaction level of hirers
租用者的滿意程度
- Annual financial target
年度財務目標

KPI KEY
PERFORMANCE
INDICATOR



WKCD Commitment

西九表演藝術場地的承擔



- Booking available up to 3 years in advance, Artistic Hirer has priority, preferential rates for Artistic Hirer
接受 3 年前預訂，藝術租用者優先，藝術租用者價錢優惠
- Support longer run productions, the charging mechanism helps the small medium performing companies and cash flow
支持較長期的演出製作，收費機制幫助中小藝團及資金流
- Provide excellent service for hirer, audience and all visitors of WKCD
場地營運組以「服務為先」，服務租用者、觀眾，以及所有蒞臨文化區的訪客

Thank you

謝謝