

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)1161/18-19(02)號文件
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**Update on the Progress of the ACE Development Package
and the Preparation of the Land Grant
for West Kowloon Cultural District**

西九文化區ACE發展組合和擬備批地文件的最新進展

10-06-2019



ACE

westKowloon

西九文化區

ACE

香港故宮文化博物館
Hong Kong
Palace Museum

藝術家旅舍 / 公寓
Artist Hostel / Residence

文化藝術設施
Arts and Cultural
Facilities

戲曲中心
Xiqu Centre

藝術公園
Art Park

M+展亭
M+ Pavilion

M+博物館
M+

演藝綜合劇場
Lyric Theatre
Complex

音樂中心
Music Centre

大劇院
Great Theatre

音樂劇院
Musical Theatre

中型劇場
Medium Theatre

自由空間
Freespace



3D Reality Model (April 2019)
三維空間實景數據模型 (2019年4月)

藝術、商業和展覽
ACE

演藝綜合劇場
Lyric Theatre
Complex

M+博物館
M+

M+展亭
M+ Pavilion

自由空間
Freespace

藝術公園
Art Park

香港故宮文化博物館
Hong Kong Palace Museum



ACE Development Model

ACE 發展模式

- ACE = Art, Commerce and Exhibitions
藝術、商業和展覽
- To be developed under a Build-Operate-Transfer (BOT) arrangement to capture market capability and opportunities in design, construction and management
採用「建造、營運及移交」模式進行，旨在借助市場在設計、建造和管理的能力和機會發展

ACE Development Package

ACE發展組合

- Exhibition Centre (47 045 sqm)
展覽中心（47 045 平方米）
- Hotel and Rental Office (81 066 sqm)
酒店和出租辦公室（81 066 平方米）
- Retail, Dining and Entertainment (“RDE”) facilities (6 894 sqm)
零售、餐飲及消閒設施（6 894 平方米）

ACE Development Package

ACE發展組合

- Adopt open and competitive tendering to select a private sector partner
透過公開招標甄選私營機構合作伙伴
- BOT Period - include a development phase which expects to be no longer than 5 years and an operation phase of at least 30 years
「建造、營運及移交」年期 - 包括預期不超過五年的發展階段和不少於30年的營運階段

Development Programme for ACE

ACE 發展計劃

Expression of interest (EOI) invitation 邀請提交發展意向書	Q2 2019 2019年第二季
EOI shortlisting and BOT development tender issuance 完成預選及就「建造、營運及移交」發 展進行招標	Q4 2019 2019年第四季
Tender award 批出標書	Q3 2020 2020年第三季
Completion of works 工程竣工	2025

Key Objectives

主要目標

- A single development by harnessing relevant private developer and facility operators expertise to procure the ACE Project
有效利用相關發展商和設施營運商的專業知識，促進ACE為綜合發展項目
- To develop the Exhibition Centre as an arts and cultural facility in accordance with the Development Plan and the required outcomes while achieving the highest and best use site optimization to deliver maximum commercial value to WKCDA
根據發展圖則及管理局的發展要求，將展覽中心發展為一項文化藝術設施，同時達到提升和優化場地的運用，為管理局提供最大的商業價值

Key Objectives (Cont' d) 主要目標(續)

- To generate a financial return to the WKCDA
為管理局帶來財務回報
- To achieve optimal risk allocation
達致最佳的風險分配
- To integrate with other arts and cultural areas within the WKCD
having full regard to the WKCD-wide planning themes and
design principles
充分考慮整個西九的規劃主題和設計，與將ACE 項目的發展與西
九內其他的文化及藝術區域進行整合

Key Specification

主要規格

<p>Exhibition Centre 展覽中心</p>	<p>Gross Exhibition Space - approx. 18 000 sqm (subject to design) 總展覽場地面積 – 約18 000 平方米 (視乎設計而定)</p> <p>Main hall 主場館</p> <ul style="list-style-type: none"> - 10 000 seats (concert mode) 10 000個座位(演唱會模式) - Column-free 無柱 - Suitable acoustic standards 適當音效標準
<p>Hotel 酒店</p>	<p>Minimum gross floor area of 21 000 sqm 總樓面面積不少於 21 000 平方米</p> <p>At least High Tariff B quality 最少達到乙級高價水平</p>
<p>Rental Office 出租辦公室</p>	<p>Grade A quality 甲級水平</p>
<p>RDE facilities 零售、餐飲及消閒設施</p>	<p>Provide range of catering and themed retail spaces 提供各類餐飲及主題零售空間</p>

Key Outcomes

主要成果

- For the Exhibition Centre to consistently attract premium international events and receive industry recognition as one of the leading world-class multi-purpose exhibition and event spaces in Asia

展覽中心將不斷吸引優質國際活動，並獲得業界認可，成為亞洲領先的世界級多用途展覽和活動場地之一

- To provide for the unmet demand for existing and new exhibition and event space in Hong Kong

滿足香港展覽及活動場地目前和將來尚未被滿足的需求

- To capture the demand for event space (including for artistic and cultural events) at peak periods in Hong Kong, which is expected to require approximately 132 500 sqm of additional space by 2028*

把握香港對活動場地（包括文化及藝術活動）於高峰期的需求預計到2028年，將需要約132 500 平方米的額外空間*

* Demand Study for New Convention and Exhibition Facilities in Hong Kong 香港新會議及展覽設施需求研究

Key Outcomes (Cont'd) 主要成果 (續)

- To provide a flexible venue that can, while meeting other needs, raise the number of events in Hong Kong related to arts, culture and the creative industries in one space and complement the needs of the District as a whole

提供靈活的場地，使有關場地不但可滿足其他需求，更能在同一空間舉辦各種提升與文化、藝術和創意產業相關活動的數量，補充滿足西九文化區的整體發展需求

- To provide hotel accommodation in support of, and easily accessible from, the Exhibition Centre as well as RDE and new office space, to create a vibrant “24/7” locale for residence, working and playing

提供便捷的酒店住宿，以支持展覽中心、零售、餐飲與消閒設施和新寫字樓，打造一個充滿活力的全天候居住、工作和娛樂的地方。

Governance 管治

- Public Private Partnership (PPP) Projects Committee
公私營合作項目委員會
- To oversee and monitor the PPP (including BOT) projects from planning, procurement to development and operation
負責監督及監察公私營合作（包括「建造、營運及移交」）項目的規劃、採購、發展和營運
- Procurement Guidelines for Public Private Partnership Projects
公私營合作項目採購指引



Preparation of Land Grant

批地文件的擬備工作

Preparation approach

擬備方針

Definition, scope and manifestations of “arts and culture” **evolves over time**

「文化藝術」的定義、範圍和表現形式均會**隨着時間**而有所變化



A broader permitted use of “**non-industrial**”

訂定範圍較廣泛的准許用途，即「**非工業用途**」

Stakeholders and the community in general support the **organic growth** of the WKCD project

持份者和社會大眾一般支持西九採用**有機發展的模式**

The West Kowloon Cultural District Authority (WKCD) Board will be tasked with determining the arts and cultural uses in WKCD

西九文化區管理局(管理局)董事局將負責決定西九的文化藝術用途

Preparation approach

擬備方針

WKCD developments covers a wide range of Arts and Cultural Facilities (ACF), Hotel/Office/Residential (HOR) uses and Public Open Space (POS), integrated vertically and horizontally

西九發展項目涵蓋多種文化藝術設施、酒店／辦公室／住宅用途及公眾休憩用地，縱向和橫向兩方面均高度融合



Different land uses may be subject to different modes of development, operation and management

不同的土地用途亦可能有不同的發展、營運和管理模式

Single lease approach

單一契約模式



Ensure WKCD will be developed in a **holistic and integrated manner**

有助確保西九的發展**更全面和融合**



Foster + Partners - Vertically and Horizontally Integrated Approach
縱向及橫向融合模式

Land Grant and Memorandum

批地文件和備忘錄

Land Grant 批地文件

- Broader permitted use of non-industrial (excluding godown or petrol filling station) purposes
範圍較廣的准許用途：“非工業（不包括貨倉或加油站）用途”
- Re-entry provision 重收土地條款

Executed
concurrently
同時簽訂

Memorandum 備忘錄

- Contain clauses in relation to ACF, GIC and POS, parking / loading / unloading spaces, restriction of alienation, requirement of upfront payments to the Government and income sharing with the Government upon the expiry of the BOT terms
與文化藝術設施、政府／機構／社區設施、公眾休憩用地、停車位／上落客貨車位、轉讓限制、向政府支付的前期款項的規定和在「建造、營運及移交」的協議到期後與政府攤分收入的安排的相關重要條款

Salient features of the Land Grant and Memorandum

批地文件和備忘錄的重點

Land Grant 批地文件

Public Open Space (POS) 公眾休憩用地

- 12 hectares within 5 years 5年內提供12公頃
- 16 hectares within 10 years 10年內提供16公頃

Building Covenant (BC) Term 建築規約期限

- BC terms of 30 years 建築規約期限為30年

Cap on total GFA

限制總樓面面積

= 848 000m² 平方米

Max. HOR GFA

最大酒店／辦公室／住宅發展總樓面面積 = 366 620m² 平方米

Memorandum 備忘錄

Arts and Cultural Facilities 文化藝術設施

- Operate ACF of GFA not less than 255 000m² within 10 years
在10年期限內開始營運不少於255000平方米的文化藝術設施

Min. ACF GFA

最小文化藝術設施樓面面積

= 337 000m² 平方米

Government, Institution or Community (GIC) 政府、機構或社區設施

- Not less than 1% for GIC use 提供不少於1%的政府、機構或社區設施

Requirement for Parking and Loading / Unloading Spaces 停車位和上落客貨車位的規定

- Share use of parking spaces among various uses 停車位供各種發展用途的共享安排

Salient features of the Land Grant and Memorandum

批地文件和備忘錄的重點

Land Grant 批地文件

- No alienation of the WKCD lot by WKCD
管理局不得將西九地段轉讓
- Allow WKCD to grant sub-leases to private sector partners
容許管理局把西九地方分租予私營機構合作伙伴
- To provide for mortgaging or charging the sublease interests
以分租租契產生的權益設定按揭或押記

Use 用途	Duration of end user tenancy 用戶租契期限
Office 辦公室	Residual sublease term less the last 3 days 剩餘分租租契年期減3天
Hotel room 酒店房間	12 months個月
Residential 住宅單位	10 years 年

Memorandum 備忘錄

- Include controls on the duration of any sublease, further sub-leasing and mortgaging / charging the sub-lease interest and WKCD Board will apply these controls flexibly on a case-by-case basis
訂明有關對分租期、進一步分租和以分租租契產生的權益設定按揭或押記等事宜的管制條文，以使管理局董事局能因應個別情況靈活地施加有關管制
- **Mode of development , operation and management 發展、營運和管理模式**

HOR and ACE
酒店／辦公室／住宅發展及ACE

ACF
文化藝術設施



BOT arrangements
「建造、營運及移交」形式

WKCD or Public –Private-Partnership (PPP) (BOT or other forms)
管理局或公私營合作形式(「建造、營運及移交」或其他形式)

Salient features of the Land Grant and Memorandum

批地文件和備忘錄的重點

Upfront Payment to the Government 繳付給政府的前期款項

Memorandum 備忘錄

- Upfront payment, except for the BOT contract for ACE, shall be determined through **open and competitive tender** upon conditions of tender set by WKCD
前期款項，除ACE項目的「建造、營運及移交」合約以外，須按管理局所訂定的招標條件透過**公開及具競爭性的招標程序**決定
- WKCD is restricted against requiring or receiving any other upfront payment from such developer
管理局不得向該等發展商要求或收取任何其他前期款項

- WKCD shall retain the right to **cancel the tender** if the upfront payment is unreasonably low vis-à-vis the pre-determined Full Market Value. WKCD plans to undertake FMV by an independent valuation

如標書所提出的前期款項不合理地低於預先釐定的十足市值，管理局有權**取消相關招標**。管理局計劃聘請獨立評估專家預先釐定十足市值

Salient features of the Land Grant and Memorandum

批地文件和備忘錄的重點

Income Sharing Arrangement upon Expiry of BOT Contract

「建造、營運及移交」合約期屆滿後的攤分收入安排

Memorandum 備忘錄

- WKCDA shall share the income generated from the ACE or the relevant HOR facility with the Government in accordance with an **income sharing proposal** to be made by WKCDA and approved by the Chief Executive in Council
管理局須按照其建議並獲行政長官會同行政會議所批准的攤分收入安排，與政府攤分ACE 項目或相關酒店／辦公室／住宅設施所產生的收入

In considering the WKCDA's income sharing proposal, the Government plans to take into account all relevant circumstances including WKCDA's need for sufficient funds to meet the costs and expenses of the management, operation and maintenance of the WKCD, capital and recurrent funding requirements, the overall amount of outstanding loans/bond financing and their repayment terms, and working capital and cash reserve level requirements
政府在考慮管理局提出的攤分收入建議時會顧及所有相關情況，包括管理局需要足夠資金應付管理、營運和維修的成本和費用、資本和經常資金需要、未償還貸款／債券融資的總額及其還款條款，以及周轉資金及現金儲備水平規定等

Thank you!

多謝！