

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)518/19-20(02)號文件

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ACE
westKowloon
西九文化區

**Update on the Progress of the
Art, Commerce and Exhibitions (ACE)
Development Package**

ACE 發展組合的最新進展

27-04-2020

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



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）

Expression of Interest (EOI) 發展意向書

- 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
- Invitation for EOI closed on 26 August 2019
遞交發展意向書階段已於 2019 年 8 月 26 日截止
- Strong interest was received
反應熱烈

Pre-qualification 資格預審

- Evaluation Criteria 評核標準
 1. Vision and strategy
願景和策略
 2. Financial capability and capacity
經濟能力及財務能力

Pre-qualification 資格預審

3. Development/operating capability
發展／營運能力

4. Private Public Partnership (PPP)/BOT experience.
公私營合作／「建造、營運及移交」的經驗

- Shortlisted several applicants who met the above criteria
已選出數位達標的入圍申請者
- Tender process will commence within coming few weeks
在未來數周展開招標

Build-Operate-Transfer Period 「建造、營運及移交」協議期

- Response from the shortlisting exercise and the assessment of the latest market conditions
評核階段的反應以及對市場的最新評估
- BOT period of 43 years (5 years for construction and 38 years for operations)
協議期 43 年（5年建築期和38年營運期）
- Align with the long-term investment nature of the ACE Project
配合 ACE 項目本身長遠投資發展的性質

Selection Criteria

甄選準則

First stage - Mandatory criteria

第一階段 – 強制性準則

- Financial capacity of the shareholders
股東的財政能力
- Credentials of the nominated exhibition centre operator and hotel operator
展覽中心營運商及酒店營運商的資格
- Tenderers must pass to progress to the technical assessment stage of evaluation
投標者必須通過此評審後方可進入技術評審階段

Selection Criteria 甄選準則

Second stage - Technical Assessment

第二階段 – 技術評審

- Technical Assessment Criteria
技術評審準則
 - a). Commercial and Legal Aspects 商業及法律方面
 - i. Shareholding and organisational structure 股權及組織架構
 - ii. Project management and risk 項目管理及風險
 - iii. Commercial structure 商業架構
 - iv. Financing plan 融資計劃

Selection Criteria 甄選準則

b). Development Phase 發展階段

- i. Delivery team 項目推展團隊
- ii. Design concept 設計概念
- iii. Programme delivery 計劃推展時間表
- iv. Construction procurement 建造工程採購安排
- v. Construction management 建造工程管理
- vi. Construction sustainability 建造工程的可持續發展

Selection Criteria 甄選準則

- c). Operations Phase 營運階段
 - i. Business plan 業務計劃
 - ii. Pre-opening plan 開幕前計劃
 - iii. Facilities maintenance and asset management
設施維修及資產管理
 - iv. Hand back 交還安排
 - v. Operations experience 營運經驗

Selection Criteria 甄選準則

Third stage - Financial proposal Assessment

第三階段 - 財務計劃書評審

- Financial proposal submissions will be opened after completion of the assessment of the technical proposal submissions
標書的財務計劃書會在完成技術評審後開封
- Compete on the percentage of gross income to be shared with WKCDA in financial proposal
投標者將就包括與管理局攤分 ACE 營運收入而進行競爭

Selection Criteria

甄選準則

- Ranked based on the result of the combined score
將根據投標者的綜合得分結果排名
- Recommendation will be made to the WKCDA Board for decision
向管理局董事局作出推薦建議，讓其作出決定
- Retain the right to cancel the tender if the income to be shared with WKCDA offered by tenderers is unreasonably low
如攤分子予管理局的收入比例不合理地偏低，管理局保留取消其投標的權利

Performance Monitoring 績效監督

- Monitor the design and construction progress
監督設計及建造工程進度
- Impose milestones to commence site works and a completion timeframe
規定工地工程啓動及竣工的時間框架
- Regular progress reports
定期提交進度報告
- Liaison meetings
聯絡會議

Performance Monitoring 績效監督

- Specify the interfacing requirement
訂明銜接配合要求
- Ensure the compatibility of the ACE Project with other facilities in WKCD
確保 ACE 項目能與西九其他設施兼容

Performance Monitoring 績效監督

- Achieve the operational requirements.
確保能夠完全達到營運要求
- Key performance indicators (KPIs)
關鍵績效指標
- Focus on driving the optimisation of the synergy between the art and culture objectives of WKCD and the commercial potentials associated with the EC, hotel, offices and the RDE facilities
聚焦於推動優化西九文化藝術目標，與展覽中心、酒店、辦公室以及零售／餐飲／消閒設施相關商業潛力之間的協同效應。

Development Programme for ACE

ACE 發展計劃

Tender award 批出標書	Q4 2020 2020年第四季
Completion of works 工程竣工	2025/2026



Thank you!

多謝！