The helm of passenger ferry, *Funan*

C. 1930

Gift of Dr. Richard Walters

HKUM2016.0003.0001
MESSAGE FROM THE CHAIRMAN

Each year should bring something new and exciting to the life of any museum. The 2016-17 financial year saw the docking of the world’s oldest full-rigged operational tall ship, Sorlandet, at Pier 8, Central, home of the Hong Kong Maritime Museum.

Built in 1927 at Havolds Mek shipyard in the city of Kristiansand on the south coast of Norway, this 499-gross ton ‘Pearl of Kristiansand’ is operated by a non-profit foundation. To ensure the vessel is kept shipshape to sail the world as an ambassador for Norwegian traditional seamanship, the Sorlandet Foundation has established the A+ World Academy to create a unique boarding school sea experience for approximately 60 students each year. Such an innovative blending of old and new must lie at the heart of museum and heritage initiatives if they are to be sustainable.

In this spirit, the Museum’s staff and Board of Directors worked hard to deliver a range of programmes that were inclusive, diverse and relevant to the people of Hong Kong, the government of the Hong Kong Special Administrative Region and our generous supporters. These programmes ranged from an academic symposium on the cultural and trade links between countries located along China’s traditional Maritime Silk Road to a fully operational KM Koo Ship Bridge Simulator, enthusiastically staffed by Maritime Service Training Institute cadets under the watchful eye of our maritime industry advisor, Captain Yan-tung Tung. Our well-respected collection acquisition programme remains active and we continue our commitment to maximising community value through our social enterprise managed café, marine environment agenda and disadvantaged school outreach.

Careful financial management of the Museum’s resources remains a vital task of senior staff and directors. In this context, I am extremely grateful to members of our audit and investment committees who cheerfully advised the Museum Director and Finance Manager regarding endowment and operational funds.

Over the last 12 months, some HK$1,900,000 was raised in unpledged funds through our annual fundraising dinner and general donations. This success, combined with the receipt of government grant funds and prudent cost controls, improved the year-on-year financial position. Moving forward, management will grow our endowment, drawing down only what is achieved in interest.

In conclusion, I would again like to thank our donors, Board of Directors, Trustees and staff for their stalwart support of Hong Kong’s leading independent museum and encourage both community members and tourists to regularly sample the diverse range of activities provided by the Museum.

Ian Shiue
Chairman
Hong Kong Maritime Museum Limited

2016-2017 ANNUAL REPORT | 02
DIVISIVE REPORT
總監年度報告

Trust is the most vital commodity in life, business and, not least, museums. As an independent not-for-profit organisation, the Museum's past and present success was achieved with our supporters' trust in our imaginative planning and the quality of our execution.

The 2016-17 financial year saw several remarkable events, which clearly illustrated the faith people place in the Museum's management and the robustness of our systems.

Long-term resident and collector, Dr Gordon Gaeta, gave the Museum access to a collection of over 300 maps and charts featuring Hong Kong and its surrounding waters, along with some 200 valuable historic books on life in the city during the 19th century. We are hopeful that after research and documentation, this treasure trove of material will become permanently available to the community.

Similarly, London art dealers Roger and Miranda Keverne donated a magnificent oil painting depicting Chinese troops engaging pirates at Lantau Island (c. 1820). Such items continue to build our reputation as a major force in the acquisition, preservation and exhibition of maritime material associated with the Pearl River Delta.

As people trust the Museum, so too do we trust our partners, one of the most important being the Hong Kong Underwater Heritage Group. In 2016, this group of heritage-minded divers, under the leadership of our Research Associate, Associate Professor at University of Guam, Dr Bill Jeffery, retrieved two key artefacts from local waters: a colonial era Camaronе and a Song Dynasty stone anchor stock. The latter item is of particular historical significance as it provides further tangible evidence that Hong Kong's protected waters were a traditional favoured anchorage for trading vessels heading south along the Maritime Silk Road.

In a completely different arena, the Nesbitt Centre, a social enterprise providing training opportunities for young people with learning disabilities, continued to manage the popular Café 8 on behalf of the Museum.

An important part of any museum director's job is to look to the future and plan for growth. The Museum is uniquely located on the edge of one of the world's greatest metropoles and harbour.

Some 2 million people also pass by the Star Ferry, the Museum and the nearby Observation Wheel.

Working with the board, staff and specialists, we drafted a proposal to improve public facilities on the adjacent Central Terminal Building linking Piers 7 and 8. Possible new integrated facilities include a tourist centre, a museum foyers and exhibition space, and a maritime plaza. In the coming financial year, these preliminary ideas will form the basis of a submission to the Hong Kong government and other potential supporters within the context of the Central Waterfront's Stage 3 redevelopment.

A focus on creating and delivering quality exhibitions and public programmes were maintained with a series of stimulating public lectures, symposia, family activities and industry focused events. Maritime Awareness Week helped the Museum's growing reputation as a centre for informal learning for all things maritime. It has been particularly rewarding to work with partners such as the Agriculture, Fisheries and Conservation Department, the Swire Institute of Marine Science and World Wildlife Fund-HK, all leaders in their respective fields.

From an organisational perspective, the Museum continues to mature and strengthen ties with government agencies, the Hong Kong Shipowners Association, local and international museums, donor companies, and generous individuals. It is particularly exciting to develop and grow our professional and administrative links with PRC maritime museums, opening up many opportunities to exchange collections and knowledge. We are also fortunate to have the strongest possible relationship with the Home Affairs Bureau, our principle point of contact with the Hong Kong government.

Please enjoy reading our 2016-17 Annual Report. The staff and Board of the Museum are proud of what was achieved in the last 12 months with the backing and encouragement of our supporters.

Richard Wesley
Museum Director

HIGHLIGHTS

133,495 total visitors
73,103 unique website sessions
21,464 event attendees
9,122 student visits
6,641 community group visitors
1,515 family day participants
907 attended 43 Saturday Talks
67 artefacts acquired and received
3 special exhibitions held
2 corporate donor programmes launched
3 conferences hosted
信任对人生、营商，甚至博物馆均至为关键，作为一所独立的非牟利机构，博物馆从过去到現在所取得的成就，实在有赖支持者对我们的想像规划和执行素質的信任。

从博物馆在2016-17财年年度所著 Yield 的联展活动，可以清楚展现外界对博物馆管理層和稳健的系统充满信心。据香港多年来的收藏家Gordian Gaeta博士向博物馆捐赠价值300多万港元的香港及周边水域的地形和图集，以及200本描述十九世纪城市生活的珍贵史书。我们希望通过研究和记录，能够展现香港永续发展的历史。

同样地，倫敦藝術品經銷商Roger和Miranda Keverne也捐赠了一幅壮观的画作，描绘伦敦1820年所发生的革命洩密与盈盈的对峙。这些藏品均不断提升我们更深入探索珠港澳三角洲一带海事文物的潜能。保存和策展的资源。

正如人们对信任博物馆而言，我们的合作伙伴也是同样重要。其中，一个最重要的組織就是香港水下文化遺產小組。2016年，该组的文物遺產小組研究員——謝立大學副教授Bill Jeffery博士的领导下，从本地水下遗迹中取两件重要文物。一颗民初時代的大炮和一个宋代船錨，后者更是戰歷史事件，因为这具體证明了香港的古代水域是海上丝绸之路南行商船所选择的经常停泊地點。

更为重要的不同合作伙伴是支援中心作为一所為有學習障礙的年轻人提供培训机会的社会企业，继续代表博物馆营运屡受歡迎的Café 8 咖啡馆。

所有博物馆及会员参与一件重要職責，就是展望未來，规划增长。本馆位置优越，座落在世界上其中一个最大的都会港口旁。

重要訊息

参观人次達 133,495
網頁瀏覽次數 73,103
参加館內活動人次 41,364
學生到訪人次 9,122
社區團體到訪人次 6,641
参加親子活動人次 1,516

43個周末講座的出席人次 907
獲得藏品 67件
專題展覽 3
企業贊助項目 2
研討會 3

From left: Mr. Richard Wiesley, Museum Director, HoMM; Mrs. Carrie Lam Cheng Yuet-ngor, then Chief Secretary for Administration, HK SAR; and Dr. Charles Yeung, GBS, JP, at One Eden’s Legacy: Lee Fook Chee’s Photographs, Hong Kong in the 1950s exhibition.

(左起) 香港海事博物館總監司徒力先生、前香港特別行政區行政長官司長穆光宗女士、楊博士正在欣賞《歐洲華生：1950年代李福枡攝影作品》展覽。
OUR MISSION
我們的使命

MISSION
Our mission is to promote a greater knowledge of Hong Kong, China and Asia's maritime history as well as the vital role that ships and the sea play in our past, present and future. We do this by providing the community and visitors to Hong Kong with an exceptional museum experience and opportunities to learn about Hong Kong's heritage and its links to the rest of the world.

VISION
Our vision is to be the Hong Kong-based centre of excellence for exploring local and regional maritime interests.

STRATEGIC FOCUS
To ensure the ongoing success of the Museum, we must continue to strengthen our position within Hong Kong's cultural landscape and grow our capabilities as an organisation. Success over time will only be achieved by systematically building on achievements-to-date and ensuring new projects are linked to proven capabilities.

ORGANISATIONAL VALUES

- Respect Show respect in the delivery of services with stakeholders at all times.
- Stewardship Present and promote the importance of Victoria Harbour and the role of maritime activities in Hong Kong and China through the collection, research, and preservation of artefacts and objects within our galleries for the public.
- Learning Provide new and continuing opportunities for adults, students, scholars, families and the wider community to gain new knowledge.
- Innovation Continually evolve and improve how we display objects and engage visitors and the community of Hong Kong.
- Service Ensure an exceptional visitor experience with high quality displays, contextual storylines and thoughtful interactions with our staff.

使命
本館的使命是促進香港及海外旅客對亞洲、中國及香港海事歷史的認知，以及其在過去、現在及未來於海事及服務所扮演的重要角色。

願景
本館以香港為基地，匯聚專才，成為探索本地及亞洲區海事知識文化中心。

策略方針
香港海事博物館將繼續鞏固在本地文化領域的地位，力臻至善，與在穩健的基礎上循序漸進拓展新業，務求更上層樓。

機構理念

- 尊重 任何時候至真至誠為公眾提供博物館服務。
- 管理 透過展覽展品的收藏、研究、保育，向公眾傳播維多利亞港的重要性，以及海事於香港及中國發展的關鍵角色。
- 學習 為成人、學生、學者、家庭、社區團體提供持續的學習機會，吸取新知識。
- 創意 不斷研磨和改善陳列展品的形式，務求推動參觀者和社區團體積極參與。
- 服務 透過優秀的展板，豐富的故事內容，職員的互動交流，觀眾為參觀者提供非一般的體驗。
MORE THAN A MUSEUM: ADDING SOCIAL VALUE
非一般的博物館：提升社會價值

The Museum is fortunate to lease its prime location at Pier 8, Central from the Hong Kong government. Every effort is made to maximise social value for the community as part of our everyday activities; most notably by partnering with the social enterprise, the Nesbit Centre, to manage the café and create employment opportunities for young people with learning disabilities. As part of this commitment, the Museum provides a range of performance opportunities in the Café for musicians, both professional and amateur, to hone their skills and entertain visitors free of charge.

The Museum, supported by the Marine Department and the Transport Department, also became the home base for the Norwegian tall ship, Sarlandet, for two months during the typhoon season. Technical support was provided to the crew and the Museum arranged for over 1,000 local residents to enjoy an inspection of the vessel.

In partnership with the Swire Group Charitable Trust, the Museum financed the travel costs of schools serving economically deprived districts and provided registered non-governmental organisations delivering welfare services with free access to exhibits and programmes.

During the 2016-17 financial year, the Museum explored design options to significantly improve tourism and community appeal of the Podium Building, which links Pier 7 and 8, with funds provided by the FIL Foundation. Currently, over 2 million local residents and tourists have experienced attractions that exist to create an exciting new tourist precinct building based on the appeal of the Museum, the Hong Kong Observation Wheel and the iconic Star Ferry service.

MEDIA COVERAGE

This year, the media coverage was instrumental in presenting and sharing large-scale projects and events including the 2016 Maritime Archaeology Programme, the visit of the tall ship Sarlandet, Maritime Awareness Week and popular exhibits such as the K M Koo Bridge Simulator. Media coverage increased by 57% on the previous year, a total value of HK$8,427,609. During the year, the Museum also explored online social platforms to improve our electronic reach and further engage supporters.

Sketch of Hong Kong Maritime Museum and Sarlandet.

Captain MC Yeung Image Credit: Captain MC Yeung

香港海事博物館與「Sarlandet」號的速寫

葉敏初船長

照片請誌：葉敏初船長

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SPECIAL EXHIBITIONS / 專題展覽

IN THE MIDST OF A STORM: HONG KONG’S EARLY TYPHOONS
風雲變色：香港早期颱風

By showing the disastrous consequences of Hong Kong typhoons in the late eighteenth and early nineteenth centuries, this exhibition increased public awareness of how typhoons impacted the city and paid tribute to the many heroes who safeguarded the lives of people in Hong Kong during significant storms. The exhibition was initiated by Master Mariner Michael J. Jones (a researcher of Hong Kong’s typhoons) and was supported by the Hong Kong Observatory.

ONE MAN’S LEGACY: LEE FOOK CHEE’S PHOTOGRAPHS, HONG KONG IN THE 1950s
流光迅影—1950年代李福志攝影作品展覽

This exhibition featured photographs by Hong Kong resident, Lee Fook Chee and was developed by The Photographic Heritage Foundation; the publisher of Lee Fook Chee’s Hong Kong, Photographs from the 1950s (written by Patricia Chiu and Edward Stokes).

Lee Fook Chee was a young seaman who arrived in Hong Kong in 1947. Lee spent many tough years growing up in Singapore and, like many immigrants to the city, possessed a gritty resolve that epitomised Hong Kong’s ‘can do’ spirit of the times.

His photographs, unknown until recently, portray diverse aspects of Hong Kong and the life of Victoria Harbour, which was then crowded with all manner of craft, reflecting the Colony’s rapid economic growth after the end of World War II.

View of Victoria’s Harbour, estimated in early to mid-1950s.
On loan from The Photographic Heritage Foundation Collection

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The C Deck exhibition To See a World in a Grain of Sand used a small number of objects to highlight the extensive maritime and overland trade routes utilised by Chinese and Middle Eastern traders over the last 1,000 years.

Sand was used as a metaphor to characterise the diverse territory traversed by those following the ancient Silk Road by both land and sea. The objects chosen for this exhibition highlighted the circulation of commodities, people and ideas across the Silk Road.

The exhibition showed visitors how decorative style, religious ideas and the development of technology resulted from centuries of trade and cultural connections between China and the rest of the world. The artefacts on display included ceramics exported from China and Southeast Asia; gemstones from Southeast and Central Asia, Mongolia and the Mediterranean; Turkish saddles decorated with textile patterns; and ancient Roman glassware used in China. Some of the exported Chinese ceramics demonstrated the influence of nomadic and Central Asian metalwork.

位於C層展廳的展覽《聚沙成海》透過各類有趣的古絲路文物，以小見大，激發觀眾思考在長時間延續的海上絲路上，中國是如何與亞洲，中東和歐洲地區在文化、藝術、宗教和技術等多方面交流，熱議古代海上及陸上絲路的文化藝術交流，亦強調貿易品、思想和人的相互流通。展品多元化，包括：中國和東南亞的出口瓷器、中亞、東南亞、蒙古和地中海之貿易的珍貴寶石飾物，游牧民族使用的金銀器，仿金屬造型的南中國貿易瓷、手織緞織般圖案的土耳其馬鞍，以及在中國使用的羅馬玻璃。
INTERNATIONAL OUTREACH

As a maritime museum, we proactively engage in the discussion of Hong Kong’s position in the global maritime industry, including the importance of the historic maritime silk routes and help contribute to the creation of new understandings.

To promote such activities, the Museum is committed to expanding our existing library by developing the Maritime Silk Road Resource Centre. Such a centre would provide a platform and resource portal for the contemporary, cultural, industrial and historical issues along the Maritime Silk Routes, and be open to museum professionals, scholars, school teachers and the general public.

Before the official launch of the Centre, several conferences were conducted. The Museum was the first cultural institution in Hong Kong to organise both an exhibition and a symposium on the Belt and Road initiative.

The symposium Art and Cultural Exchange on the Maritime and Inland Trade Routes was held in April, 2016, and brought together a group of high-profile museum professionals and subject specialists from across Hong Kong and the ROC, including: the Director of the Guangdong Provincial Museum; the Senior Researcher from the Beijing Palace Museum; the Curator from the Hong Kong Museum of Art; the Director from the Anyang Museum and professors from the University of Hong Kong; Hong Kong University of Science and Technology and City University of Hong Kong. The symposium produced enlightening discussions on global cultural and artistic practices evolved around the overland and maritime silk routes, and on the development of local museums.

Co-organised with the University of Nottingham, this event was the first of the AHRC-funded China Ports Network’s workshop China ports: History, Heritage and Development. It brought together UK-based and China-based scholars, museum professionals and representatives from the private industry including developers and architects who share an interest in conserving, managing, studying and regenerating the maritime history and historical port cities in China on 23 January, 2017.

A second project, organised on 1 March, 2017, resulted from a collaboration with the National University of Singapore: Weather Science, Extreme Weather and Disaster Histories. This maritime-themed workshop gathered scholars from multi-disciplinary backgrounds with an interest in the history of weather science, extreme weather and weather-related disasters, especially typhoons and floods affecting China and Hong Kong.

An exchange of views during the symposium Art and Cultural Exchange on the Maritime and Inland Trade Routes. From left: Dr Libby Chan, Senior Curator, HKMM; Professor K W Fung, Associate Professor, School of Chinese, The University of Hong Kong; Dr. Xu Lin, Senior Research Fellow, Antiques Department, The Palace Museum; Dr. Wei Jun, Director, Guangdong Provincial Museum.
作為香港的海事博物館，我們積極就香港航運、海事相關專題和海上絲路的古今發展進行研討，並期望投入更多資源發展有關課題。

本館計劃以現有的海事文化中心為發展基礎，設立「海上絲路文化考古創新研究中心」，旨在提供平台和資源，就海上絲路之路引申的各個課題，如環境、文化、經濟及歷史進行研究工作；中心會開放予博物館人員、學者、老師和公眾使用。

在「一帶一路研究中心」正式成立前，本館為本地首個舉辦「一帶一路」展覽及研討會的文化機構。

《一帶一路上的文化藝術交流》研討會於2016年4月假本館舉行，一眾本地及國內的博物館專家和學者，包括廣東省博物館館長、北京故宮研究員、香港藝術館館長、安徽博物館館長、香港大學中文學院副教授、香港科技大學人文學院教授及香港大學教授等出席，就海上絲路之路與全球的文化藝術發展及香港博物館發展進行討論。

與諾丁漢大學合辦的，由藝術與人文研究理事會（Art and Humanities Research Council）資助的首個「中國港口：歷史、遺產、發展」研討會於2017年1月23日舉行，匯聚來自中、英兩國的學者、博物館專家、企業代表及海事專家，發表中國港口歷史及港口之保護、管理、研究、革新等共同議題。

另一項目乃是與新加坡國立大學合作舉辦的「天氣科學、極端天氣與災難歷史」研討會，2017年3月1日，不同學科背景的學者匯聚新加坡，就極端天氣、香港及中國海域天災如颱風和海難等海事專題進行討論和交流。

Dr. Libby Chan, Senior Curator, HKMM with Mr. Shun Chi-ming, F.R.Mem. S., Director, Hong Kong Observatory during the “In the Midst of a Storm: Hong Kong’s Early Typhoons” exhibition.

陳麗碧博士（高級館長）於《風雲變色：香港早期颱風》展覽與香港天文台台長司朗銘先生：F.R. Mem. S.分享點滴。
CURATORIAL
策展工作

ACQUISITIONS & DONATIONS

The support of a number of generous donors made possible the acquisition of a number of important works in 2016-17. Mr. Anthony Hardy, Chairman Emeritus continued to assist with donations and advice. Other notable supporters included Roger and Miranda Kerverne who gifted an outstanding 1830s oil painting depicting the Battle of Lantau and Mr. James Chen who contributed a one-meter-high Ming dynasty Zheng He wooden sculpture.

A new source of acquisition funding was created with the launch of the Adopt an Object scheme whereby financial supporters can associate their names with collection items. Together with the existing Susan Chan Acquisition Fund, this assistance allowed the Museum to acquire a group of asa folk religious items from the Keith Stevens Collection, Commissioner Lin Jixu who played an important role in the Opium War and a historical album of the early 20th century photography from the Hong Kong Dockyard which is part of the Hong Kong shipping industry.

In addition, we encouraged donations and long-term loans from the community and the shipping industry. In December 2016, important shipping archives were donated by naval architect Dr. Peter Cheng, a leading figure in the growth of the modern Chinese shipbuilding industry. The donations included charts, various documents and records, books, micro-films, and albums. An important Fatshan ship wheel donated by Richard Walters will be a central item in our upcoming story on Hong Kong typhoons.

The museum also received an important long-term loan collection from Dr. Gordin Gaeta of 228 maps and charts dedicated to Hong Kong, the Pearl Delta River Region and the South China Sea and a similar size historic book collection.

購藏和捐助

獲捐助者的支持，我們在2016年至2017年度得以進行重要購藏，本館榮譽主席何安達先生在卸任後仍然慷慨捐助和提供專業意見。另外，Roger及Miranda Kerverne伉儷捐贈一幅約1820年的「海盜」油畫，以及James Chan先生贈送的一米高明代鄭成功木雕神像。

另外，我們透過新增設的「購藏贊助計劃」獲得購藏資金，參與計劃的捐助者會獲得感謝，「義賊購藏基金」的所得和相關成功購得重要文物，包括「Keith Stevens藏品」的一批水上人像與神像、在鴉片戰爭中扮演重要角色的林則徐雕像，以及在二十世紀初拍攝的香港造船廠相冊。

在過去一年，我們也鼓勵社會和航運業界捐贈或長期借展。2016年12月，中國船舶工資凡興造船工程師鄭瑞祥博士捐贈香港重要造船記錄和檔案，當中包括海圖、文件記錄、書籍、微縮膠片和相冊。另一項重要藏品「佛山輪」則由Richard Walters博士捐贈，此將是香港船風故事的關鍵展品。

由Gordin Gaeta博士珍藏的228幅有關香港、珠江三角洲地區和南海一帶的海圖和地圖，自去年八月起成為我們重要的長期借展項目。
NEW RELATIONSHIPS AND COLLABORATIONS

The Museum entered into several external partnerships to facilitate cultural exchange and research opportunities.

- Ningbo is regarded as one of the most important modern and ancient port cities in China. In December 2016, the Museum successfully signed a Memorandum of Understanding with the China Port Museum. The two institutions will work closely on four aspects of museum work: curatorial and exhibition, research, education, and staff development.

- This year the Museum became one of the J. S. Lee Memorial Fellowship Programme Participating Museums for hosting museum professionals among the international and local museums.

- The Museum worked with local cultural institutions by lending our permanent collections to their exhibitions thereby increasing our reach. The loan included the Giuseppe Castiglione- Lang Shining New Media Art Exhibition, jointly organised by City University and the Taipei Palace Museum from 6 April to 31 July, 2016.

- In addition, the Museum actively contributed to the Maritime Silk Road initiatives by participating in Across the Oceans: The Local Connections and Global Dimensions of China’s Maritime Silk Road jointly organised by the Hong Kong Museum of History, Ningbo Museum and Art Exhibitions China from 26 October to 27 December, 2016.

新的合作伙伴

去年香港海事博物館與以下多間博物館及機構合作，以促進文化交流和提供互相研究的機會：

- 宁波是遠古至今最為重要的港口城市之一。2016年12月，本館與中國港口博物館簽署備忘錄，成為「姊妹博物館」；兩館機構將於四個重要範疇——策展和展覽、研究、教育及館員發展——進行緊密合作。

- 2017年，香港海事博物館成為「利榮森紀念交流計劃」參與機構之一，接待國際和本地博物館專業人士。

- 本館亦與本地文化機構合作，藉著借出館藏參與展覽，從而與廣大公眾接觸。當中包括協展予城市大學與台北國立故宮博物院於2016年6月4日至7月31日聯合舉辦的《藝術漫遊—郎世寧華異藝術展》。

- 另外，本館一直積極參與海上絲綢之路相關的項目，例如參與由香港歷史博物館、寧波博物館及中國文物交流中心籌劃，於2016年10月26日至12月27日舉行的《跨越海洋—中國海上絲綢之路·點·線·面》展覽。
RESEARCH AND PUBLICATIONS
The Museum strives to understand, leverage and promote our maritime heritage and resources. We seek to become a thought-leader by promoting and undertaking relevant maritime-related research.

Several articles completed by staff included The Skyluck: The Vietnamese Refugee Influx as an Ethical Dilemma to Hong Kong published by Assistant Curator Mr. Kenny Yuen and Newly Excavated Shipwrecks in China and Southeast Asia: Revisiting Medieval Chinese Maritime Trade presented by the Senior Curator Dr. Libby Chan at the Society for East Asian Archaeology International Conference in Harvard University, Cambridge, MA.

Additional research projects included publishing the proceedings of the conferences held in 2015-16 and documentation of recent donations and loans such as the Gordian Gaeta maps and charts collection.

CONSERVATION
Day-to-day implementation of a preventative conservation strategy, the safe handling of artefacts and high-quality interaction with lending bodies and individuals remain the Museum's ongoing conservation priorities. This year there was a special underwater conservation project involving a Song dynasty anchor stock and an 18th-century British cannonade recovered in the Sai Kung area. In addition, restoration and installation of the sailing boat My Belle was completed.

Through our internship programme, the Museum has also trained interns to handle simple preservation treatments under the guidance of our Conservator Mr. Paul Harrison.

研究及出版
香港海事博物館的使命之一是推廣海洋文化遺產及資源，我們致力成為專門研究海事相關課題的領騎者，專業的團隊和我館地理優勢亦提升館內實力，促進與本地、亞洲以至國際組織和研究機構的連繫。2016年，助理館長呂殷發表《Skyluck: The Vietnamese Refugee Influx as an Ethical Dilemma to Hong Kong》的文章；高級館長陳麗碧亦在馬來西亞眾帆船會於吉隆坡舉行的2016年東南亞海事考古學國際會議中發表了《Excavated shipwrecks in China and Southeast Asia: Revisiting Medieval Chinese maritime trade》一文。今年，我們正準備於2015-16年度的研討會文章，並就最近新獲贈的現藏品包括Gordian Gaeta圖集的海圖及地圖進行記錄，以及計劃設立「海上絲路資訊中心」。

修復工作
日常的保護、修復與安全處理文物，以及與借展機構合作，謹慎接納和處理文物一直是博物館內文物保育工作的一部分。今年由考古學家和香港水下遺產小組在西貢海域打撈的宋代船墓和18世紀的英國大炮就需要特別的修復工序，而修復和安裝帆船My Belle已經完成。

我館的實習生亦在修復員夏永傑先生的指導下嘗試簡單的文物修復處理工作。
LEARNING AND COMMUNITY ENGAGEMENT

To strengthen its relationship with the community, the Museum entered into three community partnerships and a remarkable outreach visitation of 4,497 attendees were achieved this year. A particular focus on eco-workshops and tours was organised to increase awareness of environmental protection.

SCHOOLS

Working with local and international schools remains vital to the Museum’s community engagement strategy. Our education team continued to work with schools, serving disadvantaged districts with assistance from the Swire Charitable Trust.

An investment in the design and production of Science, Technology, Engineering and Maths (STEM) worksheets and workshops allowed staff to create new interactive learning opportunities for partner schools. Object handling workshops and the tailored KM Koo Ship Bridge Simulator experience sessions were widely promoted and proved to be incredibly popular.

A new partnership with the Native-speaking English Teacher (NET) Section of the Education Bureau was also established and the Museum became a location for Clipit: A Student-Created Film Competition, which focused on Hong Kong’s maritime past and present. This activity attracted visits from numerous primary and secondary students who had not previously visited the Museum.

COMMUNITY PARTNERS

Outreach visitation increased by 4,497 this year by strengthening our relationship with three community organisations. In collaboration with World Wide Fund for Nature-Hong Kong, Coastal Watch – Turning the Tide Against Marine Litter was held, along with a public forum on the future of Hong Kong’s marine environment.

Co-organised projects also included the roving exhibition Corals: Our Underwater Living Treasures alongside family workshops and talks with The Swire Institute of Marine Science and Conservation International Hong Kong, as well as the Alexander Hume Painting academic programme developed with Hong Kong University Museum and Art Gallery.
LEARNING AND COMMUNITY ENGAGEMENT
學習及社區參與

為加強與社區的聯繫，博物館夥拍三所機構籌劃活動，其外展計劃成功吸納4,497人次。博物館又特別舉辦了環保工作坊及導賞團，務求提高公眾的環保意識。

學校

與本地及國際學校合作一向是博物館維繫社區的策略。藉著太古集團慈善信託基金的資助，我們的教育團隊得以繼續服務學校及社區。我們新增了科學、技術、工程、數學（STEM）領域的活動工作坊及工作坊，提供更多新的互動學習機會於學校夥伴。

社區合作伙伴

本館夥拍三所機構籌劃外展活動，成功吸納4,497人次，香港海事博物館同世界自然基金會香港分會合辦《鯨鯊——守護海洋的日子》小型展覽；與保護國際基金會香港、香港大學太古海洋科學研究所合辦「鯨鯊：我們的水底活寶現」巡迴展覽和多場親子工作坊；專題講座；以及與香港大學美術博物館合作進行「廣州十三行洪氏卷軸」學術項目。

Captain Yan-Tung Tung
directs a visitor enjoying their
Be a Captain experience.

訪客與博物館長的船長體驗

15 | 2016-2017 ANNUAL REPORT
LEARNING AND COMMUNITY ENGAGEMENT

ADULT AND FAMILY PROGRAMMING

Over the last 12 months, 512 public educational activities were delivered to encourage, engage and enhance public learning, a substantial increase on the previous year.

Themed tours, eco-workshops, film screenings, art observation and storytelling sessions were developed and contributed to various local and international festivals and events held throughout the year, including Slow Art Day, International Museum Day, Day of the Seafarer and Maritime Awareness Week. To help build the brand More Than a Museum, a series of Sunday and Friday night events with music performances were also held at Café B during the summer of 2016.

FRIENDS

Members of the public continue to support the Museum by joining the Friends of the Hong Kong Maritime Museum to enjoy shop and café discounts, together with a variety of exclusive benefits. This year’s perks included five exhibition previews and an object handling session.

Through a partnership with Asia Society Hong Kong (ASHK), members were also offered unlimited free gallery admission, special discount for events, education programme and workshops organised by ASHK, and a premium guided tour. A highlighted programme of the year was the invitation-only event Warren Lee & Spirio in Concert, which successfully attracted over 100 guests. Funds raised by the Friends will support educational activities and artefact purchases.

成人及家庭活動

過去12個月，博物館提供512個公共教育活動以鼓勵、吸納及提升公眾學習，比上一個財政年度有顯著增幅；本館全年為多個本地和國際節日舉辦特別活動，包括僅藝術日、國際博物館日、海員日及香港海運週，主題導賞團、生態工作坊、電影放映、藝術欣賞和講故事環節，為幫助建立「非一般的博物館」的品牌，在2016年的夏天，本館安排Café B咖啡館逢週五和週日晚上舉辦音樂表演。

香港海事博物館之友

透過加入香港海事博物館之友，市民在支持博物館之餘，又能同時享受商店和咖啡館的折扣，以及各種獨家優惠。本年度的優惠包括五個展覽預覽和一個文物接觸活動，會員可購買博物館商品。

另外，通過與亞洲協會香港中心的合作，會員能無限次免費入場參觀，並享有由亞洲協會香港中心舉辦的特別活動、教育項目及工作坊折扣優惠，以及參加一個豪華導賞團。「Warren Lee & Spirio in Concert」是今年的私人活動焦點，吸引數百名觀眾；從博物館之友募款的資金將支持教育活動和文物購藏。

Students enjoying their Tug Boat Tour with seafarer from Hong Kong United Dockyards Limited during Maritime Awareness Week 2016.

在「香港海運週2016」活動，學生仔細聆聽由香港聯合船塢有限公司的船師導賞團。
FINANCIAL SUSTAINABILITY
財政可持續性

Operating the Museum in a financially prudent manner remains the highest management priority. The Museum is fortunate that the Hong Kong government contributes some HK$4,429,000 to operational costs and a number of agencies take responsibility for the external maintenance of Pier 8. The Home Affairs Bureau greatly assists the Museum in liaising with different government departments, which routinely assist with technical advice and supplementary funding.

Further assistance is also provided by the Hong Kong Maritime Museum Endowment Trust, which in 2016–17 contributed HK$3,905,000 to support both general operations and long-term collection development. Earned income from activities managed by staff, however, is critical to ensure a vibrant operation and minimise the drawdown on reserve funds.

VENUE HIRE
The Museum saw a busy and energetic year as a venue for hire in 2016–17. The Special Events and Exhibitions Gallery remained extremely popular among commercial firms, cultural and art organisations, and local and overseas universities for cocktail receptions, seminars, VIP dinners, product launches, trade shows and sporting events.

In addition to the art show and antique book fairs organised by the Martyn Gregory Gallery and China in Print, the Museum was chosen by the Hong Kong Arts Festival to host a large-scale interactive sound and light indoor installation, Super Pool, that generated increased visitation and publicity for the Museum. Still operated by two full-time staff, this business unit achieved a 20% increase in annual number of events and contributed an additional HK$982,000 in annual turnover against the previous year.

GIFT SHOP
The shop continued to develop the range and quality of the shop stock with a particular focus on introducing contemporary artworks and décors, including oil paintings and porcelain products. Local history publications in both English and Chinese remain strong sellers. Aimed at mid-level spenders, a variety of value-priced and locally produced souvenirs were added to the inventory.

SOCIAL ENTERPRISE
Café 8, the Museum’s food outlet run by the Nesbitt Centre social enterprise, experienced a growth of over 40% in turnover, contributing HK$616,000 over the last 12 months. The Café’s management team achieved great success in popularising the venue with community organisations, attracting higher levels of repeat visitation. Stable training and employment opportunities were provided to over 10 young people with learning disabilities and the Café developed a very positive reputation among residents and tourists.

FUNDRAISING
A total of HK$1,900,000 in unrestricted funds was raised during the year, of which 76% was derived from six events. Two new long-term fundraising initiatives launched during the year included the Adopt an Object scheme to support the Museum’s Susan Chen Acquisition Fund and a new programme-based annual public raffle.

The Museum was fortunate to receive a HK$800,000 research grant from Lord Wilson Heritage Trust and education program assistance from the Department of Environmental Protection and the Maritime and Aviation Training Fund. An estimated HK$2,000,000 of in-kind sponsorship was received from some 20 sponsors for various initiatives.

The administration of fundraising projects was strengthened by updating the donor database and developing stronger links with companies and individuals involved with the supplying of goods and services associated with money raising initiatives.
FINANCIAL SUSTAINABILITY
財政可持續性

拖著審慎的財務態度去經營博物館是管理層的首要任務，本館有幸獲得香港特別行政區政府每年出資港幣4,429,000元作為營運經費。而博物館事務局亦是本館與其他政府部門溝通的橋樑，協助處理個別維修工程項目。為盡力增強觀眾對本館觀賞品的認識，近年本館亦進行了數項 actualizarian modifications to the exhibition areas.

場地租用

本館於2016-17年度的場地租用表現活躍。為提升展覽和文化活動的影響力，藝術及文化界與本地及海外大學密切合作，舉辦講座、研討會、講座、產品發佈會、貿易展覽會及體育活動的熱門場地。

除了英國 Martyn Gregory 畫廊及香港古畫博物館繼續使用本館舉辦藝術展覽及古董書籍博覽會外，本館亦不乏新客戶，如香港藝術界選用專題展覽和文化活動籌辦的大型互動光影裝置《光影微風》，成功吸引人流及媒體報導。業務範圍由傳統館舍及展覽業務拓展到策劃及組織商業活動，年度場地租用率上升20%，收入比去年增加港幣962,000元。

禮品店

本年度禮品店的貨品種類和質量持續提高，除持續出動香港文化；歷史及海事相關的中英文出版物外，亦推出與淨化環境相關的物品，以本地文化及環境相關的商品，更特別推出由確實用於陶瓷原料的當代藝術品和裝飾品。參 DARITZ 合作當中英文共同策劃，除滿足香港遊客需求外，更能拓展本地消費市場。預期在未來12個月的利潤將有所增加。

社會企業

Cafe 8咖啡館自改為一共和中心經營，於過去12個月營業額上升超過40%，為博物館帶來港幣616,000元。Cafe 8管理層在市場推廣方面大表成效，爭取到社區團體光顧，經常性顧客亦不斷增加。現有超過10位有學習障礙的年輕人在餐廳就業及接受培訓，其發展理念獲得大眾正面的評價。

籌款

本年度籌款部門共籌集到港幣1,900,000元，其中75%來自6項籌款活動。新增的籌款項目包括為陳澤武籌款基金的「Adopt an Object」及慈善學校。活動亦有幸得到衛奕信勵爵文物信託港幣800,000元的支持，以及生物多樣性教育項目、海運及空運人才培訓基金的教育計劃支援。此外，有賴20位贊助機構及個別人士的支持，本館共增價價值港幣2,000,000元的義工資助。
GOVERNANCE
管理模式

The Museum has well-developed operational processes and procedures, including public safety and building management, and policies that govern various aspects of our operations. The safety of our staff and patrons is our highest priority and staff training sessions and practice drills are regularly conducted.

Each year financial statements of the three entities that make up or govern the Museum are prepared by an independent audit firm. While those of Hong Kong Maritime Museum Limited, the Museum’s operating unit, are made available publicly on our website and in this report. In the 2015-16 financial year, WeiseGing confirmed that the Museum met the highest standard for charity management in Hong Kong.

The governing organisations that oversee the Hong Kong Maritime Museum are:

HONG KONG MARITIME MUSEUM ENDOWMENT TRUST
The Hong Kong Maritime Museum Endowment Trust is a registered charity that oversees the Museum’s treasury function and investments and disburses. The Endowment Trust is invested in low-risk investment vehicles and directs the annual interest it generates to the Museum, funds proportional amounts for major exhibitions and seeks to grow the principle amount through fundraising, donor support and other initiatives.

HONG KONG MARITIME MUSEUM LIMITED
The Hong Kong Maritime Museum Limited is a registered limited company under the Companies Ordinance (Cap 32) for the purpose of managing and operating the Museum on a day-to-day basis, including the employment of professional and other staff.
Chinese Chippendale carved and gilt lacquer side chair
Lacquer wood
c. 1720
HKMM2016.0014.0032

涼木雕金底黑仕女圖單椅
約1730年
ORGANISATION AND STAFFING
架構與職員

Our organisational structure allows for focused efforts in both daily-to-day and long-term endeavours. Staff are drawn from highly diverse backgrounds and bring a range of expertise to their respective roles at the Museum. As of 31 March, 2017, the Museum employed 27 full-time and 9 part-time staff.

HONG KONG MARITIME MUSEUM TRUST
香港海事博物館受託人

Responsible for 負責:
- Control of Assets
- Asset Management
- Policy Development
- Policy Development

HONG KONG MARITIME MUSEUM ENDOWMENT TRUST
香港海事博物館信託基金會

Responsible for 負責:
- Treasury
- 財務安排
- Investment
- 投資策略
- Disbursements of Funds
- 資金分配

Audit Committee
審計委員會
Investment Committee
投資委員會

MUSEUM DIRECTOR’S OFFICE
總監辦公室

Responsible for 負責:
- Policy Implementation
- 政策執行
- Control of Operations
- 運作管理
- Coordination of Fundraising
- 筹募協調

Richard Wesley
Museum Director
韋詩力
博物館總監

FINANCE AND BUSINESS DEVELOPMENT UNIT
財務及業務發展部

Responsible for 負責:
- Corporate Governance
  企業管治
- Financial Control
  財政管理
- Sponsorship
  資助
- Commercial Activities
  商業活動
- Marketing
  市場推廣及宣傳
- Business Development
  業務發展
- Human Resources
  人力資源
- Friends of HKMM
  博物館之友

MUSEUM SERVICES UNIT
策展部、教育及公眾項目

Responsible for 負責:
- Collection Management
  收藏管理
- Exhibition Development
  展覽籌劃
- Research and History Services
  學術及歷史研究
- Education and Public Programmes
  教育及公眾項目
- Library and Archive
  圖書館及檔案

BUILDING SERVICES UNIT
物業工程部

Responsible for 負責:
- Building Maintenance
  物業保養及維修
- Services Maintenance
  設備保養及維修
- Security
  業務
- Cleaning
  清潔
- Building Regulation
  管制
- Compliance
  遵守條例
- External Contractors
  外聯承判
- Restaurant / Functions
  餐廳 / 活動
# Financial Performance

## Income

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2016-2017 (HKD)</th>
<th>FY 2015-2016 (HKD)</th>
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</thead>
<tbody>
<tr>
<td>Admission and Fees</td>
<td>1,595</td>
<td>1,117</td>
</tr>
<tr>
<td>Rentals and Events</td>
<td>4,557</td>
<td>3,595</td>
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<tr>
<td>Public and Social Enterprise Programme</td>
<td>1,817</td>
<td>2,781</td>
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<tr>
<td>Government Grant</td>
<td>4,429</td>
<td>4,429</td>
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<tr>
<td>Endowment Grant</td>
<td>3,905</td>
<td>7,082</td>
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<td>Fundraising and Other</td>
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<td>1,396</td>
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<td><strong>Total</strong></td>
<td><strong>18,695</strong></td>
<td><strong>20,402</strong></td>
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## Expenditure

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<th>FY 2016-2017 (HKD)</th>
<th>FY 2015-2016 (HKD)</th>
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</thead>
<tbody>
<tr>
<td>Staff, Consultant and Office Expenses</td>
<td>12,532</td>
<td>12,789</td>
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<tr>
<td>Building, Equipment Maintenance and Insurance</td>
<td>3,146</td>
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<tr>
<td>Public and Education Programmes</td>
<td>1,490</td>
<td>3,487</td>
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<td>Communications, Marketing and Fundraising</td>
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<tr>
<td>Collections Management</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>18,695</strong></td>
<td><strong>20,402</strong></td>
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## Other

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<th>FY 2016-2017 (HKD)</th>
<th>FY 2015-2016 (HKD)</th>
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</thead>
<tbody>
<tr>
<td>Relocation, Government Grant</td>
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<td>128</td>
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<tr>
<td>Relocation, Expansion Expenses</td>
<td>0</td>
<td>(128)</td>
</tr>
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In HKD (000s) 以港幣（千元）

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# KEY PERFORMANCE INDICATORS

## COMMUNITY INVOLVEMENT AND EXPERIENCE

<table>
<thead>
<tr>
<th>Category</th>
<th>2016-2017</th>
<th>2015-2016</th>
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<tbody>
<tr>
<td>Visitors – all</td>
<td>133,495</td>
<td>181,637</td>
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<tr>
<td>Visitors – students</td>
<td>9,122</td>
<td>10,565</td>
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<tr>
<td>Visitors – outreach activities</td>
<td>4,497</td>
<td>0</td>
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<tr>
<td>Visitors – community groups</td>
<td>6,641</td>
<td>10,236</td>
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<tr>
<td>Website user sessions</td>
<td>73,103</td>
<td>138,014</td>
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## CURATORIAL, ACADEMIC AND SPECIAL EXHIBITION ACTIVITY

<table>
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<tr>
<th>Category</th>
<th>2016-2017</th>
<th>2015-2016</th>
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<tbody>
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<td>Exhibitions</td>
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<td>7</td>
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<tr>
<td>Published articles and presentations</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Acquisitions and donations</td>
<td>67</td>
<td>77</td>
</tr>
<tr>
<td>% of collection on display</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>% of collection items online</td>
<td>27%</td>
<td>10%</td>
</tr>
</tbody>
</table>

## MARKETING AND PROMOTION

<table>
<thead>
<tr>
<th>Category</th>
<th>2016-2017</th>
<th>2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media coverage</td>
<td>342</td>
<td>218</td>
</tr>
<tr>
<td>Value of media coverage</td>
<td>HK$8,427,609</td>
<td>HK$5,500,000</td>
</tr>
<tr>
<td>In-kind sponsorships</td>
<td>HK$1,900,000</td>
<td>HK$2,000,000</td>
</tr>
<tr>
<td>Collaborative / Partner projects</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

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Carte de l’Entrée de la Rivière de Canton Dressée sur les Observations les plus récentes / Kaart van’t Inkomen der Riviere van Kanton (Map of the Pearl River Delta from Kanton to Makao and Lintem Island), 1747-57
Jacques-Nicolas Bellin
On loan from Gordian Gaeta’s Collection

珠江三角洲地図（從廣州至澳門及伶仃島）
特殊藏品
Gordian Gaeta
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Libby Chan, Senior Curator
Dominique Bouchard, Head of Education and Public Programmes
Louisa Leung, Finance Manager
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Willy Cheung, Executive Officer
Jane Sz, Curator
Poly Wan, Head of Marketing (Resigned August 2015)

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2016-2017

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Geoff McClelland
Gerard Millet
Harriet and Chee Chen Tung
Mario Artaza
The Caravel Group
COVER IMAGE
Chinese troops engaging pirates on the China coast in Chek Lap Kok, Lantau Island, Hong Kong
c. 1820
Chinese School
Oil on canvas
Gift of Roger and Miranda Keverne
HKUMG(018.0001.0001)

清兵圍剿海盜
約1820年
中國畫家
布本油彩
罗杰和米兰达·克弗恩捐赠

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