

**Consultation Panel  
of the West Kowloon Cultural District Authority**

---

**Minutes of the Thirtieth Meeting of the Consultation Panel of  
the West Kowloon Cultural District Authority**

Date : 26 July 2021 (Monday)

Time : 2:30 pm

Venue : Function Room, 9/F, WKCDA Tower,  
West Kowloon Cultural District, No. 8 Austin Road West,  
Kowloon, Hong Kong

**Members Present:**

Chairman

Mr Ambrose HO, SBS, SC, JP

Members

Hon Ronald ARCULLI, GBM, GBS, JP

Ms Yolanda NG Yuen-ting, MH

Mr Henry CHAN Chi-chiu, MH, JP

Mr Christopher Wicky CHEUNG

Ms Anita GIDUMAL

Mr Andy HO Wing-cheong

Mr Henry LAI Hin-wing

Mr LAM Kin-man

Dr LAM Miu-ling

Prof Lena LEE

Mr Kyrus SIU King-wai

Mr Jason WONG Chun-tat, JP

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

**Secretary:**

Ms Stella WONG	Head, Public Engagement, Communications and Public Affairs
----------------	---

**In Attendance:**

Home Affairs Bureau

Mr Kirk YIP Hoi-ying	Principal Assistant Secretary for Home Affairs (West Kowloon Cultural District)
Mr Charvis LI Sui-fung	Assistant Secretary for Home Affairs (West Kowloon Cultural District)

West Kowloon Cultural District Authority

Ms Eva KWONG	Acting Chief Executive Officer and Chief Corporate Services Officer
Dr Louis NG Chi-wa	Museum Director, Hong Kong Palace Museum
Ms Suhanya RAFFEL	Museum Director, M+
Ms Judy KWAN	General Manager, Communications and Public Affairs

**Absent with Apologies:**

Ms Mimi CHEUNG Yee-may, JP  
Prof Derek COLLINS  
Mr Chris IP Ngo-tung, BBS, JP  
Mr Wyborn LEUNG Wai-hong

## **Consultation Panel of the West Kowloon Cultural District Authority**

---

### **Opening Remarks**

The Chairman welcomed Members, the representatives of the West Kowloon Cultural District Authority (“WKCD”/ the “Authority”) and Home Affairs Bureau to the Thirtieth meeting of the Consultation Panel of WKCD (“CP”). He also welcomed three new members joining CP this year, including Mr Henry LAI Hin-wing, Mr LAM Kin-man and Dr LAM Miu-ling.

### **Agenda Item (1) - Confirmation of the Minutes of the Twenty-Ninth Consultation Panel Meeting**

2. The Chairman said that the Secretariat had circulated the draft minutes of the Twenty-Ninth meeting on 31 August 2020 and had not received any proposed amendment to the minutes from Members. As Members had no other comments, the minutes of the Twenty-Ninth meeting were confirmed.

### **Agenda Item (2) - Matters Arising**

3. The Chairman said that there was no matter arising from the last meeting.

*(Mr Christopher Wicky CHEUNG arrived at 2:34pm.)*

### **Agenda Item (3) - Update on the Development of M+ (WKCD CP/01/2021)**

4. By way of a PowerPoint presentation, Ms Suhanya RAFFEL reported that the Occupation Permit (“OP”) for M+ Building and Conservation and Storage Facility (“CSF”) was obtained on 24

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

December 2020 and the Practical Completion Certificate for the entire project was received on 11 February 2021. All M+ staff had moved into new office in the M+ Building and CSF, and some minor works pertaining to the applications for the Places of Public Entertainment Licences had begun in May 2021. She also introduced the facilities of M+ Building and confirmed that the facilities were well-prepared for opening and active engagement with the audiences.

5. For the M+ governance and collection, Ms Suhanya RAFFEL reported that M+ focused on visual culture, including design and architecture, moving image and visual art. There were almost 8,000 works in the founding M+ Collections. Over 48,000 items were included in the M+ Collection Archives and 443 items in the Library Special Collection. Across all the collections, over 20% were by Hong Kong makers. The collections were governed by M+ Collections Trust (the “Trust”). M Plus Collections Limited was the corporate trustee of the Trust. M Plus Museum Limited was under the governance of the WKCDA Board and was a wholly-owned subsidiary of the Authority. Under the M Plus Museum Limited, there were three subcommittees, including M+ Acquisitions Committee, M+ Budget and Finance Committee and M+ Enterprise and Partnerships Committee, established to look after different aspects and development of M+.

6. Ms Suhanya RAFFEL also shared that the M+ Collections had been very well-known prior to museum opening. Over 550 works had been loaned to 87 exhibitions in different major institutes across 19 countries. Moreover, M+ had been working very closely with museums under Leisure and Cultural Services Department (“LSCD”) for local collaboration as well.

7. Regarding the opening programmes, Ms Suhanya RAFFEL updated that M+ would focus in delivering five exhibitions, together

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

with lectures, symposiums, workshops and education programmes to the public.

8. Ms Suhanya RAFFEL mentioned that under the COVID-19 pandemic situation, M+ had been engaging the public through online events, including learning programme M+ Rover, online videos in conversations with artists and filmmakers, and creative making for families, the opening programmes would leverage on those digital work experiences.

9. Ms Suhanya RAFFEL continued to share that the audience building was particularly successful for M+ in the past seven months during which over 372,000 people were engaged in the online programmes. Programmes were available in three languages including Cantonese, Mandarin and English to echo the commitment to broad education. From May 2020 to March 2021, school programmes and family programmes had achieved around 90,000 and over 27,000 engagements respectively. Since September 2020, M+ had collaborated with the Hong Kong Federation of Youth Groups (“HKFYG”) for youth programmes reaching over 200,000 engagements as of February 2021.

10. The Chairman expressed that the progress and development of M+ were very exciting as the development of the project finally came to the final phase before its opening in late 2021.

11. Referring to the enquiry of Ms Anita GIDUMAL and Mr Kyrus SIU, Ms Suhanya RAFFEL elaborated that M+ has built strong connection with primary, secondary and tertiary schools through different programmes, such as M+ Rover and M+ Summer Camp. A Teachers’ Roundtable was also set up to have regular catch-up with around 530 primary and secondary school teachers to understand their expectations towards M+ programmes. Three languages would be available for docent tours to engage different local and

## **Consultation Panel**

### **of the West Kowloon Cultural District Authority**

---

international audiences. M+ had been planning to recruit more voluntary tour guides by offering them trainings and to deepen the engagement with communities. The recruitment had received overwhelming response.

12. Mr Henry LAI and Mr Andy HO asked about the synergy with universities and education sector. Ms Suhanya RAFFEL mentioned that M+ had developed strong relationship with universities especially in capacity building on research and collections management. Besides, over 90 tertiary students received training of the M+ Internship Programme.

13. Mr Henry LAI wondered if the communities could utilise the facilities. Ms Suhanya RAFFEL stated that some of the facilities will be available for external hire to address community needs. Support could be provided subject to the event nature and the financial viability. Besides, she recalled that the M+ opening programmes would target a wide range of audiences including the general public and community groups.

14. Mr Andy HO opined that education on appreciation of arts was important for M+. He also asked the strategy in social media promotion for youth engagement. Ms Suhanya RAFFEL replied that M+'s engagement with social media and Key Opinion Leaders ("KOLs") had made critical impact on youth engagement, which could be reflected from the youth programmes collaborated with HKFYG. M+ would continue to work with KOLs on social media platforms for engaging the youth in the future. She stressed that establishing network with schools, institutes, families and curators was one of the core works for M+.

15. By leveraging the opening of M+, the Chairman and Mr Christopher CHEUNG asked the possibility of bringing programmes in relation to the West Kowloon Cultural District (the "District") as a

## **Consultation Panel**

### **of the West Kowloon Cultural District Authority**

---

whole to the community as to arouse public interest in the development of the District and enhance the sense of ownership. Mr Kyrus SIU followed up if there would be synergies between M+ programme and other venues of the Authority. Ms Suhanya RAFFEL introduced that M+ had planned to collaborate with the Hong Kong Palace Museum (“HKPM”), the Art Park and Performing Arts teams for potential synergies and programmes. Ms Eva KWONG supplemented that the Authority would embrace a Place Making strategy in the development of the District for generating a comprehensive experience for the visitors. The Authority had formed a task force, comprising the heads of key venues, including Dr Louis NG, Ms Suhanya RAFFEL, Mr Paul TAM (Executive Director, Performing Arts of WKCD), as well as other senior members from Commercial Department and Marketing and Customer Experience Department (“MCE”), to oversee the planning and promotion from a wider perspective.

16. Ms Yolanda NG suggested M+ should actively reach out and enhance the engagement with local communities and organisations so as to further educate the target groups for a better understanding in arts appreciation, and curation of contemporary art and visual art.

17. Mr LAM Kin-man echoed the views about engagement with local communities. He opined that community members of Yau Tsim Mong District showed relatively low participation rate to the District’s programmes because of pricing. He recommended the Authority to introduce schemes targeting different groups of visitors. For examples, introducing discount package for senior adults and travel agencies so as to enhance the engagement with local communities as well as the underprivileged. Joint promotion with the Home Affairs Department and local organisations was advised.

18. Mr Jason WONG pointed out that M+ would be a key attraction for local visitors under the pandemic and further

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

suggested M+ shall get prepared for welcoming local tours in terms of facilities arrangement, admission fee, capacity control and transportation support. He also recommended M+ consider offering courses and training for tourism specialists so that they could gain more knowledge on the museum and visual art and be able to deliver a good experience for wider range of visitors, including international visitors. Furthermore, he advised M+ to consider recruiting temporary employees from the tourism sectors as there would be a pool of talents in the industry and that might support the underemployed employees of the sector under the current situation.

19. Ms Suhanya RAFFEL agreed to facilitate the training for tour operators and supplemented that the Authority and M+ had been working with the Hong Kong Tourism Board on programmes and promotion. M+ had all-round preparation including education for taxi drivers to ensure smooth operation. The M+ ticketing structure would be announced in due course. Mr Jason WONG emphasised that more promotion to the local tourism industry would be needed and this could equip the industry in supporting the M+ opening.

20. Referring to the enquiry of the Chairman, Mr Jason WONG and Ms Anita GIDUMAL, Ms Suhanya RAFFEL replied that the roof garden of M+ Building would be a public open space and accessible via escalator from the Art Park. Capacity control would be managed by security guards.

21. Mr Henry CHAN asked about the formulation of M+ Acquisition Committee and the acquisition standard for M+ Collections. In response, Ms Suhanya RAFFEL said that the Interim Acquisition Committee was established in 2012 and formally became the M+ Acquisition Committee as a subcommittee to the M+ Board in 2016. The acquisition policy was available online and transparent to the public. People could also explore the collections and its origin through M+ online platforms. Ms Eva KWONG added that the



**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

delegation of approval subject to the acquisition price had been set out clearly in the M+ Acquisition Policy.

22. Ms Anita GIDUMAL asked about the governance structure of different venues in the District. Ms Suhanya RAFFEL replied that considering the art form nature, WKCDA had incorporated M Plus Museum Limited and Hong Kong Palace Museum Limited to formulate strategies and guidelines for M+ and HKPM respectively. Hon Ronald ARCULLI added that the operation and business model of performing arts were different while apart from venue rental, the Authority might sometime act as the producer of programmes. The Authority established advisory panels and committees to oversee the professional standard and operations, and the WKCDA Board was clear about the differences of the governance structures.

23. Mr Christopher CHEUNG and Ms Anita GIDUMAL enquired about the solution of potential traffic congestion problems in the District and the neighbouring area. Ms Eva KWONG responded that the Authority was fully aware of the transportation issues and had established a task force to oversee various aspects of the venue operations of the District including the transport development, parking facilities, wayfinding signages and interconnection between venues. The Chairman opined that easy-to-read direction and instruction within the District were of utmost importance for good visitor experience. With the opening of the two museums and more visitors in the coming years, it would be an appropriate time for the Authority to review the infrastructure development for traffic enhancement.

24. Hon Ronald ARCULLI added that the Authority had been well-aware of the challenges and issues generated from transportation and connectivity of the District. While some areas in the District were still under construction, the Authority would

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

consider different improvement options. He stressed that the District had a clear vision to be an enjoyable place for everyone.

**Agenda Item (4) - Update on the Development of the Hong Kong Palace Museum (WKCDA CP/02/2021)**

25. By way of a PowerPoint presentation, Dr Louis NG introduced the positioning and mission of HKPM, as well as its construction progress. The application for statutory inspections was in progress. HKPM expected to obtain the Occupation Permit in the third quarter of 2021 and the Practical Completion was expected to finish by end of 2021. Delivery of around 900 loaned works from the Palace Museum (“PM”) in Beijing was expected in May 2022 and the museum was targeted to open in July 2022.

26. Dr Louis NG continued to introduce the HKPM facilities. With gross floor area of around 30,000 square metres and around 8,000 square metres of exhibition area, HKPM could receive more than 10,000 visitors. Crowd control would be crucial to HKPM and online registration would be implemented. Moreover, HKPM had been working on the plan for visits from schools, community organisations, as well as inbound and outbound tourists.

27. Talking about the opening exhibitions of HKPM, Dr Louis NG introduced that five out of nine galleries would be staging thematic exhibitions featuring art treasures from the PM, and two galleries would feature local art collecting culture and works by Hong Kong contemporary artists in dialogue with the PM objects. The other two special exhibition galleries would present art and treasures on Chinese culture and artefacts from other parts of the world.

28. Dr Louis NG further shared that international corporation had been one of the core works of HKPM. HKPM had been reaching

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

out to many museums and collections around the world for building its international reputation and visibility. The opening exhibition collections would be around 900 loaned exhibits from the PM. While in the long run, the collections of HKPM would be established by acquiring items particularly through gifts and donations. Acquisition Committee would be established to oversee the acquisition strategies and guidelines for HKPM.

29. Dr Louis NG mentioned that HKPM had collaborated with the PM in various aspects, such as a research fellowship programme. Besides, four publications would be published to celebrate the 2022 opening, targeting local, regional and international readers.

30. Dr Louis NG shared that a dedicated learning team had been established and the proposal of engagement strategy of HKPM would be submitted to the WKCDA Board in early August 2021. The auditorium in the Learning Centre could accommodate up to 400 seats which could held various types of activities, including film screening, public lectures and even performing arts programmes. There would be four activity rooms for various learning programmes, such as trainings, workshops and community events.

31. Dr Louis NG emphasised that HKPM could play an important role in strengthening the education on Chinese art, history and culture. Three exchange sessions with school principals and teachers had been organised through online platform and received positive comments and suggestions towards HKPM school engagement. HKPM had also met representatives from the Education Bureau for discussion on the pre-visit to HKPM and in-class support to schools for a comprehensive learning experience. Trainings would be provided for teachers from all levels of schools and institutions. The Learning Centre would also be reserved for exhibiting secondary and territory students' work.

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

32. In terms of community engagement, Dr Louis NG said that HKPM would act as a facilitator in promoting arts and culture leveraging the capacity of different sectors. Meanwhile, HKPM would organise programmes to reach out to the general public, including volunteer programme, community programmes, inclusive initiatives and outreach exhibitions. More details could be released at the end of 2021.

33. Dr Louis NG also shared that HKPM incorporated digital and arts tech in exhibition and planning to facilitate the appreciation of Chinese art and culture from different perspectives. This approach would also provide a platform for the youth to develop cultural enterprise with evolving digital culture and leveraging Chinese art and culture. To engage audiences of different regions, HKPM would have a trial run of social media platforms for local and Mainland China market at the end of 2021 and early 2022 respectively so as the develop strategies for regional promotion.

34. To create a vibrant and inspiring space, Dr Louis NG said that there would be three cafes and one restaurant with about 1,670 square metres of net floor area and a total capacity of 600 dedicated for variety types of cuisines. Also, HKPM would have a museum shop located on ground floor which would be operated by a contractor and selling a wide variety of cultural and creative products.

35. Dr Louis NG also shared that a series of stakeholder engagement activities had been conducted in the community to gather views and opinions on latest development of the HKPM project in early 2021. An online Palace Museum Culture Lecture Series was held featuring leading experts from the PMs in Beijing, Taipei and Hong Kong. HKPM had also participated in the Hong Kong Book Fair 2021 and Fine Art Asia 2021 to showcase a contemporary interpretation of Chinese art and culture.

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

36. Referring to the enquiry of Mr Jason WONG, Dr Louis NG replied that tourism practitioners would be one of the major stakeholders of HKPM. Training would be provided for around 6,000 tour guides so as to prepare the museum for welcoming visitors from Mainland China and other Asian countries when passenger immigration clearance services resume.

37. Referring to the enquiry of Prof Lena LEE on inclusive initiatives, Dr Louis NG replied that the inclusive elements would be integrated into the exhibitions and learning programmes. HKPM had been planning the collaboration with other organisations, such as Arts with the Disabled Association Hong Kong, to initiate some programmes targeting people with disabilities.

38. Prof Lena LEE opined that HKPM would become popular among the elderly while it might be difficult to engage them with online programmes. To strengthen the inclusive development, she advised that HKPM could consider other ways to engage the elderly and people with special education needs in the future plan.

39. Prof Lena LEE further opined that the principal of inclusive initiatives was to include the inclusive elements in the plan rather than having separate programmes for them. She suggested HKPM adding tangible representation methods for the exhibition so that people with visual impairment and even the general public could touch and have deeper understandings of the collections. She also shared the experience of participating in accessible visit at the Hong Kong Science Museum in which the exhibition presented the PM's story from science perspective. She advised HKPM to organise cross-museum collaboration with LCSD museums to inspire visitors.

40. Prof Lena LEE also asked about the research and development ("R&D") of HKPM, which was important for understanding the economics and social impact of arts in the society. It would be an

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

appropriate time to design the research method in the early stage after opening with a variety of activities available for a large sample size of visitors. Dr Louis NG responded that there were currently two types of R&D for HKPM, one related to operations and the other related to the arts and culture content of HKPM. In addition to the collaboration with other museums, HKPM would put more effort in research and development in collaboration with universities and relevant stakeholders.

41. Referring to the enquiry of Mr Henry LAI on the sustainable funding for HKPM development, Dr Louis NG responded that HKPM would try to secure the funding and generate more revenue through ticketed exhibitions, sponsorship and donation, as well as sales of merchandise. In general, the Authority had a designated business development team to oversee the revenue generation strategies.

42. Mr Henry LAI recommended HKPM to introduce programmes benefiting the underprivileged groups and offer more opportunities for their participation. Dr Louis NG agreed and expressed that the team had been working on the strategy for community engagement, such as offering tours for local organisations or individual family.

43. Dr LAM Miu-ling suggested introducing joint annual pass or membership scheme for HKPM and M+ so as to encourage Hong Kong residents to visit the museums. Dr Louis NG said that HKPM and M+ had planned such ticketing scheme with affordable pricing.

44. Dr LAM Miu-ling recommended HKPM to incorporate new media and arts tech in curating and creating more synergies to non-permanent exhibitions. Dr Louis NG introduced that HKPM had collaborated with five artists from creative media and technology sectors for a yearly programme. HKPM would also explore the synergy with M+ on developing educational programmes, especially the integration of contemporary art and Chinese culture.

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

45. Mr Andy HO expressed that with the new infrastructure, the Authority could offer more opportunities to the youth in nurturing their sense of arts appreciation as well as career development in the industry. Hon Ronald ARCULLI said that the District's development plan approved by the Government had considered industry transformation and talent cultivation and nurturing. In fact, the Gross Domestic Product (GDP) of cultural and creative industry had increased over the years. Ms Eva KWONG added that the Authority had introduced various internship schemes for nurturing the youth, such as Summer Internship Programme, Graduate Internship Programmes (12-month or 6-month) for M+, Performing Arts Division, HKPM and MCE. Collaboration with institutes such as Vocational Training Council in offering more training for the youth would be considered as well. She opined that it would be a win-win approach for both the Authority and the industry.

46. Referring to the enquiry of the Chairman, Dr Louis NG emphasised the positioning of HKPM which would be different from other PMs, in terms of embracing contemporary curatorial approaches, offering Hong Kong perspectives, and a global vision.

47. Referring to the enquiry of Mr Jason WONG and Prof Lena LEE, Dr Louis NG reiterated that the Authority would manage the overall transportation and parking of the District rather than individual venue. A total of 46 parking spaces would be available in the HKPM car park while there were up to 480 parking spaces available in the District at the moment. HKPM would explore the possibility of arranging six parking spaces for coaches, with an additional 150 parking spaces in nearby area, and improving the connection with the neighbourhood through public transport. The Authority was also coordinating with relevant departments on solutions and measures to address the transportation issues.

**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

48. Ms Yolanda NG advised that creating a pleasant walking experience from MTR stations to the District was important. The Chairman agreed and believed a happy journey could encourage people visiting the District.

**Agenda Item (5) - Progress Report of the Working Group on Youth and Community Engagement (A presentation)**

49. By way of a PowerPoint presentation, Ms Yolanda NG briefed Members on the progress and achievements of the Community Engagement Project.

50. In 2020/21, the Working Group on Youth and Community Engagement (the “Working Group”) organised two online events amid the pandemic including:-

- (i) Crossover Lab Initiative – Stroll in Tai Po @ West Kowloon (March 2021)** – co-organised with the Tai Po District Council and engaged Active Concept as the programme partner;
- (ii) I Go to West Kowloon \_\_\_\_\_(April – June 2021)** – engaged Little Green Feet as the programme partner.

51. Ms Yolanda NG reported that the two events included a variety of online programmes ranging from live-streaming and pre-recorded workshops, virtual visits and videos. Both events aimed to introduce the District to the community members and to integrate community characteristics. The response was overwhelming and above the original expectation.

52. Ms Yolanda NG continued to report by showing some coverages of the events initiated by the programme partners and



**Consultation Panel**  
**of the West Kowloon Cultural District Authority**

---

MCE. She opined that with limited resources, the performance and organic engagement were satisfying.

53. Ms Yolanda NG further shared the survey results of the events. The results revealed positive achievements towards public exposure and satisfaction, promotion, expectation and accessibility.

54. Ms Yolanda NG summarised several key insights obtained from the two online events, which included the effectiveness of mixed online and offline promotion, provision of materials packs and the challenge of managing commitment of online programmes.

55. Ms Yolanda NG concluded the report by introducing the new collaboration mode of *Crossover Lab Initiative* was agreed by the Working Group in a meeting on 28 June 2021. Under the new mode, the Authority would partner with NGOs with experience in district services and capacity for programme development, to further enhance the efficiency of community programmes. The Authority would oversee the event management and provide budget for collaborated NGO to design and deliver online and onsite programmes. Two to three programmes would be organised in different districts each year.

56. Ms Yolanda NG expressed that as more venues would come into operation in the future, more synergy and collaboration with each venue in the District were advised for the upcoming Community Engagement Project.

**Consultation Panel  
of the West Kowloon Cultural District Authority**

---

**Agenda Item (6) - Any Other Business**

57. There being no other business, the meeting was adjourned at 4:48 p.m.

**Consultation Panel  
of the West Kowloon Cultural District Authority  
October 2021**