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**Joint Subcommittee to Monitor the Implementation of the
West Kowloon Cultural District Project**

Summary of past deliberations on the development of M+

Members' views and suggestions	Administration's responses
(1) Development of M+	
(a) Bearing in mind that M+ (with a gross floor area of 78 750 m ² and a net exhibition area of 26 000 m ²) will amount to a substantial increase by 52% of the total space provision of all the existing public museums in Hong Kong, its total capital costs will amount to \$4.749 billion, and 78% of the operating deficit of the West Kowloon Cultural District (WKCD) will come from M+, consideration should be given to whether the implementation of M+ could be deferred until sufficient experience has been built up or be further phased to allow for a more progressive implementation timeframe.	M+ will be developed prudently in two phases to tie in with the overall development of WKCD. In identifying the design and functional requirements of the arts and cultural facilities (including M+) at Stage One of the Public Engagement (PE) exercise, the West Kowloon Cultural District Authority (WKCDA) will engage different sectors to gauge their views (in particular the concerned museum organisations) to ensure that the facilities and scale of the M+ can meet their needs. To effectively embark on the design and construction of M+, a Museum Committee (MC) has been established under the Board of the WKCDA to start preparatory work.
(b) WKCDA should not adopt Design-and-Build mode of development for constructing M+. The Authority should conduct a design competition if the iconic effect of M+ is crucial to the attraction of quality collections in future.	The WKCDA agrees that there should be a competitive process to select the suitable design for this iconic building. It will also examine the most appropriate approach for developing M+.

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<p>(c) The Administration should consider testing out the concept in the existing museums or further downsizing M+.</p>	<ul style="list-style-type: none"> - M+ is more than a museum or a building space. It is a new type of cultural institution with its mission focusing on 20th and 21st century visual culture, broadly defined, from a Hong Kong perspective, the perspective of now, and with a global vision. The curatorial concepts and directions of the existing museums facilities are different from those of M+, and the effect will not be good if these facilities are used to demonstrate the innovative approach of M+ in the display of visual culture. It may also mislead the public in forming an opinion and impression of M+. - The scale of M+ is comparable to the that of world-renowned museums. Further downsizing would hinder the development of M+ into a world-class contemporary cultural and arts institution, making it difficult to realize its vision.
<p>(2) Interim M+</p>	
<p>The Administration should make the optimum use of the Interim M+ in North Point, not just as a training ground for future staff of M+ but as a temporary exhibition centre for public viewing and for testing out the M+ concept in a smaller scale.</p>	<ul style="list-style-type: none"> - MC does not recommend the site at Oil Street in North Point for setting up the Interim M+ as the original building at the site is too small. If a new building is to be built for setting up the Interim M+, it will be necessary to demolish an existing building next to it and to deal with the land contamination issue so arising. - MC will continue to explore other locations and agrees that the Interim M+ should organize activities in different areas of Hong Kong to promote the concept of M+ to the public. Any concrete plan for the Interim M+ can only be worked out

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	<p>after the appointment of a team of curatorial professionals who will be tasked to kick-start the planning of M+.</p>
(3) Collections and exhibits	
<p>(a) There are concerns about M+'s ability to establish a sizable and impressive collection at the early stage of its operation and the adequacy of the provision of \$1,214 million (including \$1 billion initial collection cost and an annual collection budget of \$20 million) for acquiring collections of world standards.</p>	<ul style="list-style-type: none"> - The Financial Advisor has assumed an initial capital of \$1 billion (in 2006 prices) for building up collections commensurate with M+'s status and attributes upon the opening of M+ in 2015, and provision for an annual collection cost of \$20 million (in 2006 prices) thereafter up to 2059. This has taken into account the fact that M+ will not thrive solely on acquisition of collections, but will follow the prevailing practice of comparable world-class museums focusing on contemporary visual culture, i.e. seeking to build up its branding and reputation through a variety of other means, including commissioning art works, loan exhibitions and curating quality programmes. - There are currently over 60 000 items of visual culture collections in major museums managed by the Leisure and Cultural Services Department (LCSD) which cannot be displayed due to inadequate venue space. MC will collaborate with LCSD to identify collections suitable for display at M+. A list showing the categories and number of such collections will be compiled for members' information. - There are also significant and renowned private collections on film, contemporary art and popular culture, which can add further merits to M+.

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	Some renowned overseas museums have also expressed interest in collaborating with the M+ in different ways.
(b) To enhance M+'s position as the major museum icon in Asia, M+ should work closely with museums in the Mainland as well as those in the Asian region to facilitate exhibition of important collections from these places.	The MC will establish links and network with museums in Asia and other parts of the world to explore future cooperation opportunities.
(c) By focusing on 20th and 21st century visual culture, M+ would restrict the scope of its collections.	The Administration will convey members' view and suggestion to MC.
(d) The Administration should consider including the reunification and anniversary gifts from the Mainland to the permanent collections of M+.	
(e) A dedicated team should be set up to initiate contact with renowned collectors for potential donations.	The MC will set up a dedicated team of curatorial professionals to take charge of issues relating to the building up of M+'s collections.
(f) The Administration may consider engaging an international operator to operate M+ or entering into a franchise agreement with an international operator so that M+ can benefit from the collection and brand name of the international operator in the early years of its establishment.	Such an arrangement is no different from allowing a foreign institution to have complete control of the operation and curatorial work of M+, and will restrict cooperation between M+ and other world-class museums in the future.
(4) Development of curatorial staff	
(a) The Administration should ensure full co-operation between M+ and the existing museums under the management of LCSD by promoting staff integration, such as staff attachment programmes, and putting in place contractual arrangements over the borrowing of collections from existing museums.	<ul style="list-style-type: none"> - The Government will work closely with the WKCDA and establish links in various aspects. - The museum facilities in the WKCD will provide abundant employment opportunities for local talents, including current curatorial staff.

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<p>(b) The Administration should encourage local curatorial staff to take on the new challenges in M+, instead of relying entirely on curators from overseas as they may not understand the "Hong Kong perspective" as much as local curators.</p>	<p>- The Administration will advise members on the existing number of curatorial staff in Hong Kong, the manpower project, requirements and training plan for curators to complement the scale and themes of M+.</p>
<p>(c) The Administration should devise a long-term plan for the development of curatorial professionals in parallel with the development of M+.</p>	
<p>(5) Public consultation</p>	
<p>(a) The Administration should explain to the general public in an easily comprehensible manner what M+ is meant to be, before starting to design and build the M+ infrastructure.</p>	<p>The WKCDA will engage the arts and cultural sector to gauge their views (in particular the concerned museum organizations) on the planning and development of the museum facilities in the WKCD to ensure that facilities and operation of the museum can meet their needs.</p>
<p>(b) WKCDA should conduct more extensive consultation with the museum community before proceeding to establish the management board of M+ and recruiting the M+ staff.</p>	

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