

For discussion  
on 23 February 2010

**LEGISLATIVE COUNCIL PANEL ON DEVELOPMENT**  
**Review of the Urban Renewal Strategy**

**PURPOSE**

This paper reports on the progress of the Urban Renewal Strategy Review (URS Review), highlights the community feedback received during the Public Engagement Stage, and consults Members on the initial views of the Steering Committee on URS Review on the future direction of urban renewal.

**BACKGROUND**

2. Following public consultation, the Government published the URS in November 2001 to provide broad policy guidelines for the work of the Urban Renewal Authority (URA). As urban regeneration involves many complex social and economic issues directly related to people's values and aspirations for quality of life which change over time, the Government decided to launch a comprehensive review of the URS in July 2008 with a view to making timely changes as necessary to ensure that the URS would continue to reflect the aspirations and priorities of the community on urban regeneration issues.

3. A Steering Committee on URS Review, under the Chairmanship of the Secretary for Development, and comprising ten non-official members drawn from various fields, has been set up to guide and monitor the review process and to develop recommendations on any necessary changes to the current URS.

**PROCESS OF THE REVIEW**

4. The URS review process is structured in three stages, namely "Stage 1 – Envisioning" (July 2008 – January 2009), "Stage 2 – Public Engagement" (February 2009 – December 2009) and "Stage 3 – Consensus Building" (January 2010 – April 2010). We have now completed the first

two stages and are moving into the Consensus Building Stage.

### ***Stage 1 – Envisioning (July 2008 – January 2009)***

5. We reported to Members in January 2009 and in April 2009 the work of the Envisioning Stage which aimed to set the agenda for the review process, and decide on the range of topics and issues to be included for discussion.

### **Policy Study**

6. In an earlier paper to the Panel, we reported to Members on the finalisation of the Policy Study Consultant's research on the urban regeneration policies and practices in six comparable Asian cities, namely Seoul, Tokyo, Singapore, Taipei, Shanghai and Guangzhou. The report is already uploaded onto the URS Review website. A copy of the Executive Summary of the Study Report is attached at **Annex 1** for Members' reference. To complement the policy study and for a first-hand understanding of how other cities formulate and implement their urban regeneration programmes, the Steering Committee members, members of the URA Subcommittee on URS Review and some members of URA's District Advisory Committees made two study visits to Tokyo and Shanghai early last year.

### ***Stage 2 –Public Engagement (February 2009 – December 2009)***

7. The objective of this stage is to help the community understand better the issues identified, the current policies and practices, their merits and inadequacies, and what alternatives are available so that different stakeholders and the community can engage in more informed discussion of the key issues of urban renewal. The seven topics<sup>1</sup> identified at the Envisioning Stage, namely, (i) Vision and Scope of Urban Regeneration; (ii) 4Rs Strategy in Urban Regeneration; (iii) Role of Stakeholders (public and private sector participation and owner participation in urban redevelopment); (iv) Compensation and Rehousing Policies; (v) Public Engagement; (vi) Social Impact Assessment and Social Service Teams; and (vii) Financial Arrangement, were presented to the public for thorough discussion during

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<sup>1</sup> The agenda for the Public Engagement Stage was presented to LegCo Development Panel on 15 April 2009 (Paper No. CB(1)1240/08-09(01) refers). The nine topics as highlighted in the paper had been regrouped to form seven topics for public engagement in Stage 2 of the Review.

this Stage. A booklet on these key issues was published in May 2009 and widely distributed.

### Road Shows, Public Forums and Topical Discussions

8. During the Public Engagement Stage, we engaged the public through large scale backbone programmes which comprised a series of eight road show exhibitions, five public forums and eight topical discussions. The road shows and the public forums were arranged in four geographical regions: Hong Kong Island, Kowloon East, Kowloon West and Tsuen Wan. The topical discussions covered each of the key issues identified in the Envisioning Stage for more focused and in-depth discussion. At the eight road show exhibitions, the opportunity was taken to conduct face-to-face questionnaire interviews with visitors to the exhibitions. The five public forums adopted the format of public presentation followed by open discussion. For the topical discussions, the format adopted was to have public presentations related to the theme of the discussion on the day followed by small group discussion and reporting. A brief overview of the Public Engagement Stage backbone activities is at **Annex 2**. The proceedings of all the public forums and topical discussions have been recorded and uploaded onto the URS website. The attendance at these public forums was predominantly the affected property owners and tenants of URA projects.

### Partnering Organisation Programme

9. To enhance public awareness of urban regeneration issues and to stimulate wider public views to help shape the future direction of urban regeneration, we launched a Partnering Organisation Programme in two phases (from February to June 2009 and from July to November 2009). A total of 23 projects were approved comprising 20 organisations, including professional institutes, youth organisations, community groups, district councillors' offices and schools. The programmes reached out to about 10,000 persons in total. The 'Phase 1 organisations' have all completed their projects and reports. The 'Phase 2 organisations' have all completed their projects and are currently finalising their reports. A list of these organisations and their projects is at **Annex 3**.

## Radio Programmes

10. Partnering with the Commercial Radio Hong Kong, we also produced a series of information segments and radio programmes related to the URS Review for broadcast from March to July 2009. The programmes aimed to arouse public interest and provide basic information about urban regeneration in Hong Kong as well as to encourage the public to take part in the discussion. A total of eight sessions of information segments and ten 30-minute radio programmes were produced and broadcast. The information segments and the radio programmes have also been uploaded onto the URS Review website.

## District Aspirations Study

11. Apart from the backbone programmes, to better engage the local communities in the URA's nine target areas who were most directly affected by the URA urban renewal programmes, the seven District Councils (DCs) in the URA's nine target areas have been invited to launch a District Aspirations Study (DAS) in their respective district to help their local communities articulate their views on the need as well as the model for urban regeneration in their own district. The seven districts are Central and Western, Wan Chai, Tsuen Wan, Sham Shui Po, Yau Tsim Mong, Kowloon City and Kwun Tong. The DASs aim to engage the local communities collectively to explore how the future urban renewal processes can be more broad-based, credible and responsive to the aspirations of the local communities. This is also in line with the objective of a more district-based approach to urban regeneration.

12. The seven DCs have each set up a task force or working group to oversee the DAS. They have, with funding support from the URA, each appointed a consulting team to help them carry out the DAS. To encourage experience-sharing amongst the seven DCs, an "Urban Regeneration – District Aspirations Study Forum" was organised at Noah's Ark, Ma Wan, on 9 January 2010 for the seven districts. About 180 participants, mainly from the seven DCs, attended the forum. The consultants of the seven DCs also attended to help present the preliminary findings of their studies. The districts have, based on the conditions peculiar to their own district, drawn up their own district vision of urban renewal, placing different emphasis on the 4Rs (namely, redevelopment, rehabilitation, preservation and revitalisation) of urban renewal. A

summary of the DASs is at **Annex 4(1)** and **4(2)**<sup>2</sup>.

13. The final DAS reports are expected to be completed by the end of the first quarter of 2010 to tie in with the Consensus Building Stage of the URS Review. The final reports will illustrate district-based views and priorities on the 4Rs of urban regeneration in the respective district and, at the same time, contribute to a distinct district perspective on the URS Review.

#### Joint Meeting between the LegCo Development Panel and the Steering Committee on URS Review and Other Briefing Sessions

14. To enhance a better understanding of both sides' concerns over the subject, a joint meeting between Panel Members and Members of the Steering Committee on URS Review was arranged on 27 August 2009. The Steering Committee and the Administration heard Panel Members' views on the need to integrate district urban renewal with planning in the community, the compensation formula adopted by the URA, the need to study the achievements and challenges of urban renewal in Hong Kong over the past 20 years, the need to strive for harmony in the process of conducting the URA redevelopment programmes, the need to avoid a perception of the URA working as agent for the developers, the need to engage the wider community in the discussion, and the need to find the balanced view of the community on the subject. The Administration also conducted outreach meetings for professional institutes and business organisations and briefed the Town Planning Board and the Land and Development Advisory Committee during this Stage.

#### Other Topical Studies

15. In order to have a more objective assessment on the work of urban renewal in Hong Kong so far, we have, together with the URA, commissioned a number of further topical studies as follows:

(a) Building Conditions Survey

The Building Conditions Survey is a two-phase survey which started out as a desk-top research to update the existing database on building conditions conducted by the Buildings Department in the 1990's. Phase I of the survey was completed in April 2009 which estimated that some 1500 or 20% of the about 7000

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<sup>2</sup> Annex 4(2) in Chinese only.

buildings built on or before 1980 within the URA Areas would be in need of repair. The Phase II survey is an 18-month survey on buildings aged 30 years or above in the URA Areas. Of the nearly 7000 buildings aged 30 years or above within the URA Areas, on-site visual inspections will first be made to 3000, 500 of which will be subject to further detailed investigation with tests. A social condition survey on the living conditions within the 500 selected buildings will be conducted including face-to-face interviews with the households and economic valuation (which is a cost/benefit analysis and evaluation of any rehabilitation, replacement or preservation work) of up to 50 typical building samples will also be carried out. The study is expected to complete later this year.

(b) Study on Building Maintenance Programmes

The Building Maintenance Programmes Study is a stock-taking exercise on all the available building maintenance assistance programmes currently provided by the Government, the HK Housing Society and the URA. The study aims to identify a mapping of funding support for different types of building maintenance works as well as possible further collaboration amongst the various institutions and bodies providing such support.

(c) Economic Impact Assessment Study on the URA's Urban Regeneration Projects

The Economic Impact Assessment of the URA Projects has taken CityWalk and Vision City as the study target to assess the economic impact of this Tsuen Wan project in the Tsuen Wan area, drawing comparisons using indicators like income levels, business volumes, rentals, property prices, and job creation figures before and after the project.

(d) Study on the Achievements and Challenges of Urban Renewal in Hong Kong

The Study aims to respond to Members' and the community's demand for a study on our local experience of urban renewal. The study focuses on a number of URA 4R projects for analysis.

(e) Tracking Survey on URA Redevelopment Projects

The Tracking Survey on URA Redevelopment Projects is a survey

on affected households and commercial operators in the Kwun Tong project and the Hai Tan Street project taking their pre-redevelopment conditions as the baseline and with follow up survey on their conditions three months and six months respectively after their relocation.

Apart from the Building Conditions Survey and the Tracking Survey which have a target completion date of end 2010 and early 2011, the rest of the studies will be completed in the first quarter of 2010.

### Overview of Public Views Collected

16. As seen from the backbone programmes and the other activities, public views have been collected through structured interviews and non-structured channels. On structured interviews, the Public Engagement Consultant has commissioned the Chinese University of Hong Kong (CUHK) to conduct face-to-face questionnaire survey at the eight road shows, and has successfully collected around 900 completed questionnaires. As regards the non-structured channels, up to the end of December 2009, over 2,000 valid submissions have been collated which include: (i) submission of Stage 1 pamphlets with questionnaires; (ii) submissions by mail, email and by hand; (iii) consultation meetings; (iv) Public Forums and Topical Discussions; (v) Partnering Organisation Programme; (vi) comment forms collected during the various activities; (vii) e-blog and e-forum on the URS Review website; and (viii) opinion cards and video clips collected from the road shows. The submissions are being analysed by CUHK at the moment. A summary analysis of the views collated based on both structured interviews and non-structured channels over the period between February and September 2009 is at **Annex 5**. As advised by the Public Engagement Consultant, the views collated from the structured interviews and the non-structure channels and analysed so far are broadly in line with each other.

17. Based on the views collated between February and September 2009, we note that the issues which received the most attention were “Compensation and Rehousing Policies”, “Vision and Scope of Urban Regeneration”, and “Role of Stakeholders”. Public concerns on the “4Rs Strategy in Urban Regeneration” and “Public Engagement” were moderate. The issues least discussed were “Social Impact Assessment and Social Service Teams” and “Financial Arrangement”. This is understandable as the topic on “Compensation and Rehousing Policies” attracted the attention not only of the affected owners and tenants in URA projects, but also the

concern groups attending the various public engagement backbone programmes.

18. The key findings under each of the topics (analysis based on feedback from non-structured channels for the period from February to September 2009, that is, around 1400 submissions) are outlined below:

(a) Vision and Scope of Urban Regeneration

The majority believed that urban renewal should aim to bring about community-wide benefits through improving the overall environment and quality of living as a whole. There were also views expressed on increasing open space and greening through urban renewal as well as preservation of cultural and social-cultural characteristics. Some also suggested that the URS should be reviewed at the district level. There were divergent views expressed on the pace of urban redevelopment. There were also views expressed on the co-ordination of urban renewal policy with the other related policies on housing and city planning.

(b) 4Rs Strategy in Urban Regeneration

The majority considered that the weighting of the 4Rs should be reviewed. Many thought that the redevelopment-led approach of urban renewal should be changed. It was generally considered that the authority concerned should set clear definitions, criteria and guidelines to determine which Rs should be adopted in any urban renewal project.

(c) Role of Stakeholders

On the role of the URA, many considered that the URA should not play the role of developer or the developer's agent but should act as a facilitator. Some proposed that there should be division of labour over urban renewal between the URA and the private developers.

On the role of Government, there were divergent views on whether the Government should play a more active role or a reduced role. The proportion supporting a more active role for the Government was higher. Those who favoured the Government having a more active role also suggested that the Government should set up a platform to collect public opinion on urban renewal.



On the role of the private sector, many thought that the principle of “Big Market, Small Government” should be upheld in urban renewal.

On the role of affected communities, many agreed that the property owners should have the right to participate but they had reservations on the technical issues involved and also the risk on return of redevelopment projects. On the related question of “Threshold for Compulsory Sale”, many agreed to the proposal of Government to lower the threshold for compulsory sale from 90% to 80% in order to accelerate the pace of urban redevelopment. But the issue remained controversial when it came to the acquisition offers made by private developers.

(d) Compensation and Rehousing Policies

The majority supported that there should be a fair compensation for all affected owners regardless of whether they were owner-occupiers or owner-investors. The majority also agreed that there should be choices of compensation like “flat for flat, shop for shop”. On “Rehousing Arrangement”, many suggested that elderly persons should be rehoused in the same district. Some suggested that rehousing in situ might help preserve community networks.

(e) Public Engagement

The majority considered that there should be a bottom-up approach. There was also suggestion for the URA to adopt a “first consult, then redevelop” approach in redevelopment. There were also views that the Government should strive to first seek the support of experts before consulting the general public.

(f) Social Impact Assessment (SIA) and Social Service Teams (SSTs)

Comparatively fewer views were collated. Those who responded asked for a more transparent process of the SIA and the refinement of scope and reporting under the SIA. As regards the SSTs, those who responded perceived a conflict of interest if the URA were to employ these SSTs and asked that the SSTs should be detached from the URA.

(g) Financing Arrangement

Many were concerned about the long term self-financing objective

for the URA. There was growing demand for more transparency in the URA's financial disclosure.

### ***Stage 3 – Consensus Building (January 2010 – April 2010)***

19. We are now at the final stage, that is, the Consensus Building stage, of the URS Review. Having analysed the public views collated during the Public Engagement Stage so far, the Steering Committee has come up with initial views on the future direction of urban renewal as exemplified under the various key issues below. We welcome Members' views on these preliminary thoughts as we work to achieve the consensus we need to develop a revised URS.

#### **Initial Views on the Future Direction of Urban Renewal**

20. The Steering Committee has come up with the following initial views on the future direction of urban renewal:

(a) **Vision and Scope of Urban Regeneration**

- a bottom-up approach should be adopted for urban regeneration
- urban regeneration is more than addressing concerns over urban decay and public safety as well as improving the living conditions of residents in dilapidated areas; it should aim to achieve an optimal mix of the 4Rs premised on a respect for local history, culture and social well-being; the URS is “bigger” than the URA and should be a strategy involving the efforts of both the public and private sectors
- a new “Vision Statement” for the URS should be drawn up

(b) **4Rs Strategy and the Role of the URA**

- the 4Rs strategy should be pursued as an integrated urban renewal process taking into account the views from the districts
- the relevance of the earlier list of 200 redevelopment projects issued to the URA with the 2001 URS should be re-assessed in the light of district aspirations and the Building Conditions Survey now under way
- the URA should consider taking up a “facilitator” role
- the URA should act as an implementer of urban

redevelopment of the last resort (for projects with overriding safety concerns and with planning gains)

- (c) District-based Urban Renewal Strategy and Public Engagement through a Bottom-up Approach
- urban renewal should be district-based and not project-based
  - urban renewal should be better integrated in the context of the overall territorial and district planning
  - consideration should be given to setting up district-based platforms of an advisory nature comprising District Council members, professionals, local community stakeholders and Government department representatives to reflect district views on urban renewal as a second tier while the statutory Town Planning Board should continue to be the first tier
- (d) Compensation and Rehousing Policies and Financing
- the possibility of offering choices other than cash compensation to the affected owners should be considered
  - the differentiation in the compensation policy between owner-occupier and owner-investor should be revisited
  - the long term objective of urban redevelopment of the URA being self-financing should be re-visited
- (e) Social Impact Assessment (SIA) and Social Service Teams (STTs)
- how the SIA can more effectively help in the decision-making process of urban renewal should be studied
  - consideration should be given to inviting district-based urban renewal strategy platforms to conduct SIAs before any project is decided
  - how to address the perceived conflicting roles of social workers on SSTs in their rights advocacy role and their case worker role

### Consensus Building Stage

21. In the coming months, we will develop and refine the initial directions for change in the urban renewal strategy taking into account community feedback during the Consensus Building Stage. The Secretary for Development, together with Steering Committee Members, will appear on Commercial Radio Hong Kong for a series of four Radio Response

Programmes<sup>3</sup> each consecutive Saturday morning in February to discuss with callers the future direction of urban renewal. We will proceed with other engagement activities in this Consensus Building Stage. Arrangements can take the form of workshops and town hall meeting. The Policy Engagement Consultant will conduct a telephone survey with a random sample size of 1,000 to gauge public feedback around March/April. Another Radio Response Programme will be planned in the same timeframe to respond to the public before we conclude our work at this Stage. A pamphlet will be produced and distributed to the public in end March/early April to facilitate public participation. We aim to redraft the URS Policy Statement later this year.

22. The Public Engagement Consultant will consolidate the findings of all the three stages of public engagement and produce a final report on the URS Review by the end of November this year.

## **CONTINUOUS ENGAGEMENT WITH THE LEGISLATIVE COUNCIL**

23. Apart from regular reporting to the Panel Members on the progress of the Review, subject to Members' views, we can arrange further joint meetings between the Panel and the Steering Committee later in the year.

24. We will continue to engage Members throughout the final stage of the Review and will invite Members to any forthcoming Workshop and Town Hall Meeting to be organised in this stage of the Review.

## **Development Bureau February 2010**

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<sup>3</sup> The series of four Radio Response Programmes will be broadcast on 6, 13, 20 and 27 of February from 10:00am to 11:00am. The four major themes of the radio programmes are: (1) The 4Rs Strategy in Urban Regeneration and the Future Role of the URA; (2) Aspirations of Urban Regeneration: District-based Urban Renewal and Public Participation Model; (3) Compensation & Rehousing Policies and Financial Arrangement; and (4) Social Impact Assessment & Social Service Team.

## **Executive Summary**

# **Urban Renewal Policies in Asian Cities for the Urban Renewal Strategy Review**

**March 2009**



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## **Executive Summary**

### **Background of Study**

1 In mid-2008, the Development Bureau of the HKSAR Government commenced the Urban Renewal Strategy review exercise (URS Review). As part of the URS Review, a Research Team from the University of Hong Kong was engaged in August 2008 to conduct a study on the urban renewal strategies of a number of Asian cities, namely, Seoul, Tokyo,, Singapore, Taipei, Shanghai and Guangzhou.

2 The main objective of this study is to identify lessons that can be learnt from the policies, practices and experiences of the selected Asian cities which may serve as useful references for the URS review..

3 This research includes both documentary study and study visits to each of the selected cities which took place between October and November 2008. Interviews with the relevant urban renewal implementation agents, key stakeholders such as affected parties, and academics, were conducted during these visits.

4 The URS requires the URA to adopt a “comprehensive and holistic approach to rejuvenate older urban areas by way of redevelopment, rehabilitation and heritage preservation”.<sup>1</sup> Based on the URS, the URA formulated its 4Rs strategy which comprises Redevelopment, Rehabilitation, pReservation and Revitalisation.

### **The key issues affecting the urban renewal process in Hong Kong**

5 In identifying the lessons that may be relevant and applicable to Hong Kong for the purpose of discussion during the public engagement stage of the URS Review,, this study aims at addressing the following issues:

#### The roles of the public sector, private sector, civic society organizations, and the general public in urban renewal

6 There are calls for URA to simply play the role of a facilitator in urban renewal, for example, by facilitating the public to redevelop their dilapidated buildings, or to change its mode of redevelopment to one which is “demand-led” i.e. redevelopment projects to be implemented at the initiation of the local residents. On the other hand, calls for URA to

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<sup>1</sup> URS, paragraph 7.

intensify its redevelopment efforts to speed up the urban renewal programme are equally vocal.

7 While URA is brought in to deal with urban renewal issues where the market fails to deal with them adequately, the setting up of the URA was not to address the relevant issues of the market within the private sector. The URA was set up to deal with some of the barriers faced by the Land Development Corporation<sup>2</sup> (LDC) but not those of the private sector, though both the LDC and the private sector might have faced similar barriers. Overseas experience in dealing with similar issues faced by the private sector would be informative.

8 While the URA has stepped up its community engagement process in the past few years, the community (civic society organizations, professional bodies, and people affected) is demanding for higher level of participation in the planning, design, implementation, and ownership of urban renewal process. On the other hand, owing to the significant financial interests in urban redevelopment projects, there is always a need to strike a balance between the confidentiality of the URA projects and public participation.

9 The role of the public sector may vary among different strategies of urban renewal, and with changing public sentiments on matters such as cityscape, streetscape, repair and maintenance of older buildings, preservation of existing social network, revitalization of local economies, as well as the level and manner of public participation in urban renewal.

#### Financing model

10 In line with the objective that the urban renewal programme should be self-financing in the long run, the Government has been providing support to URA in the forms of equity injection and land grants at nominal premium.

11 The major source of income of the URA is derived from the tender value of assembled sites.. With the increasing demand on lower development density, particularly for URA projects, it is conceivable that this source of income will likely be diminished in the future. Coupled with the rising demands for heritage preservation, rehabilitation and revitalisation which require considerable resources but are not revenue-generators, how URA can continue to maintain its position of self-financing will become a real issue.

12 Another side of the financial equation is URA's compensation policy: This has always been a contentious issue in HK as well as elsewhere. It is interrelated with other issues such

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<sup>2</sup> LDC was established in 1988 under the Land Development Corporation Ordinance.

as public housing policy, land policy, development rights, etc. The level of compensation, and possible alternatives to the existing compensation policy such as, “flat for flat”, “shop for shop” exchange and “owners’ participation scheme” have been raised during the envisioning stage of the URS Review.

### Diverse views on urban renewal

13 The majority view is not always obvious. While there are individuals and groups that oppose any form of demolition, there are also others who favour redevelopment. Different stakeholders also hold different views as in many cases of urban redevelopment, e.g. owner-occupiers of residential units tend to prefer redevelopment while operators of shops prefer rehabilitation.

### Sustainable urban development

14 Together, economic, social and environmental concerns shape modern urban development and urban renewal policies, with the social aspect almost equaling the other two in terms of importance. Despite social impact assessment being carried out for renewal projects, URA’s redevelopment efforts are still frequently seen as destroying urban fabric, local characters as well as social network. Sustainable urban development and social impact assessment would also be taken into account during the review process.

### The planning and redevelopment process

15 Many owners and tenants are also concerned about the relatively long time that it would take for a URA project to go through the planning process before acquisition would commence. In some projects, such process has taken several years. There were cases where some owners could not wait that long and had to sell off their flats to other parties before the URA made an offer to them. Furthermore, it is frequently alleged that tenants were “kicked out” even after the URA freezing survey. In light of these, there have been calls for URA to begin its acquisition process before completion of the planning process.

### The pace of urban decay

16 While the existing URS aims to redevelop 2,000 buildings in 20 years, URA has commenced redevelopment projects involving some 500 buildings in the past 7 years, i.e. substantially below the target. On the other hand, there would be on average 500 buildings



in HK each year reaching its end of design life (i.e. 50 years<sup>3</sup>) in the next ten years. The pace of redevelopment in both the private and public sectors lags substantially behind the growing rate of aged buildings. This issue has to be addressed and the appropriate strategies to deal with this issue have to be derived in the coming review of URS.

### The coverage of the scope of work of the URA

17 At the time of setting up of the URA, nine target areas were identified and beyond which it would be the responsibility of the Building Authority to implement a preventive rehabilitation programme. On one hand, it is apparent that the issue of urban renewal is faced by all parts of urban Hong Kong to different extents. On the other hand, priority setting is always a matter of policy and administrative decision. The process of identification and selection of priority target areas could be an issue to be reviewed.

### **Content and methodology of study**

18 The six cities selected in the study are Seoul, Tokyo, Singapore, Taipei, Shanghai and Guangzhou. Two main reasons for selecting these cities were their proximity to Hong Kong and the frequent cultural exchanges that take place among the cities..

19 Literature review: This is basically a desk-top study of existing research literature available in journals, conference proceedings, books, and materials on the internet.

20 The Research team was also engaged in the discussion with the Steering Committee of the URS review, the URA, and the Development Bureau.

21 Participating in the Public Engagement process: this Research Team also worked closely with the Public Engagement Team throughout the envisioning stage of the URS review process. Specifically, the Research Team members served as observer in the focus groups organized by the Public Engagement Team, assisted in the planning of the overseas study visit, and participated in the organization and presentation of a whole day seminar on overseas experiences hosted by the URA on December 15, 2008.

22 The Research Team made use of its existing and also established new contacts with the academic network in the various countries to assist in data collection.

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<sup>3</sup> The design life of 50 years does not mean that the buildings can only last for 50 years. With proper maintenance, “life expectancy” of buildings can be substantially extended.

23 Field visits to each of the city were conducted by the Research Team. As not all the policy documents can be obtained via the internet or email communications with the relevant parties, particularly in the case of Tokyo and Seoul where documentations that are available in English or in Chinese can be quite limited, study visit is quite essential. The visits also enabled the collection of documents that are not available online. During these visits, interviews with various stakeholders were conducted. Photos of selected urban renewal projects were also taken to illustrate the visual impact of urban renewal on the project sites. Various stakeholders include:

- the key officials of implementation agencies (public sector): these involved two to four individuals from more than one public body/bureau/department depending on the complexity of the institutional set-up
- the key stakeholders: it involved individuals or groups including academics, professionals, key personnel of advocacy groups in the area of urban renewal, representatives from the private sector participating in the chosen urban renewal projects.
- affected parties: representatives of residents or business operators affected by urban renewal projects. Depending on the types of urban renewal programmes in the city chosen, one or more urban renewal projects were chosen, e.g. a revitalization, a rehabilitation and a redevelopment programme, etc depending on the representativeness and significance of the project.

24 In both the literature review and study visits, the following areas were studied:

- Institutional arrangements in formulating and implementing urban renewal policies;
- Statutory and executive power of implementation agencies and the composition of their boards and public accountability;
- Land laws and administrative policies relating to land ownership/tenure in the context of planning and development, policy approaches and powers to enable property acquisition or resumption;
- Financial models of urban renewal, financial arrangements of implementation;
- Relative emphasis on different strategies of urban renewal (i.e. redevelopment, rehabilitation, revitalisation and preservation);
- Role of the public sector (planner/facilitator/developer/etc.), private sector, NGOs, and the affected bodies;
- Approaches used in different strategies of urban renewal including initiation of project, community participation, and financing;
- Approaches used in various strategies of urban renewal (e.g. voluntary/compulsory)
- Compensation and re-housing policies;
- Community engagement processes (statutory/non-statutory); and

- Community involvement in shaping the content, mode, land use, development density and scale of urban renewal projects.

25 Apart from identifying “what” the above are and “how” the above are implemented, it is also important to find out “why” these are done and can be done. The value basis, the political structure and culture in these cities, and the dynamics and power relationship among various stakeholders are important dimensions that we have to look into before we can assess the extent to which these overseas examples can serve as reference of urban renewal in HK.

### **Limitations of Study**

26 The issues covered in this study and the areas of specialized knowledge related to urban renewal are quite vast. Though the Research Team members have been involved in urban renewal studies in Hong Kong for a number of years, the study of urban renewal policies and practices of the selected Asian cities would demand a high degree of comprehension of the social, cultural, historical, legal, political, economic aspects and of course the urban planning systems of these cities. This is the major challenge faced by the Research Team.

27 In the case studies of Seoul and Tokyo, language was a particular issue faced by the Research Team. For a start, availability of relevant literature written in English is rather limited in these two cities. Where they are available, some inconsistencies are noted in the official publications and academic publications. The Research Team has tried its best to triangulate the information from various sources to ensure, first that they are referring to the same subjects, and second to identify the common factors of the different descriptions.

28 Similarly, interviews with the various stakeholders in Seoul and Tokyo have to be conducted via translators, and the translators are not trained in any way related to urban renewal issues. The validity of the information obtained in this process would depend on the extent to which these translators can translate the various concepts of urban renewal in two different social and cultural contexts.

### **Some common patterns found in the urban renewal among the various cities**

29 Post-war rapid urban development is common among the various cities. Initial phases of urban renewal in many cities involved squatter clearance and the improvement of urban infrastructure. Massive redevelopment was the major characteristics in their early stage of urban renewal. Preservation and rehabilitation become more important in recent years and are gaining momentum.

30 Major international events such as Olympics (as in the case of Seoul) and Asian Games (as in the case of Guangzhou) would create impetus for major “face-lifting” urban redevelopment projects.

31 Another feature commonly found in Singapore, Seoul, Tokyo, and Guangzhou is that early phases of urban redevelopment had driven the residential population out from the city centre to give way to commercial and office buildings and subsequently leaving the city centre as almost a dead city at night. Attempts are made in these cities to bring people back to live in the city centre.

32 Many cities have faced substantial difficulties in various stages of urban redevelopment, perhaps except Singapore and Tokyo. At certain stage of the development, the governments in these cities attempted to leave urban renewal to the private sector (as in the case Shanghai, Guangzhou, Seoul, and Taipei). Finding such an approach not very successful, particularly in areas where redevelopment is most needed, these governments have returned to play a more prominent role. Shanghai, Guangzhou, Seoul and Taipei have now all adopted the mode of public-private partnership.

### **Lessons learnt from Singapore**

33 In Singapore, urban renewal in the private sector is primarily the responsibility of the owners and the business sector. To facilitate redevelopment in the private sector, the Singapore government has:

- reduced required percentage of consent for en bloc sale (i.e. similar to the compulsory sale in Hong Kong), in 1997, from 100% to 90% for buildings less than 10 years, and to 80% for buildings 10 years or more
- gradually phased out rent control between 1988 and 2001, which is again similar to Hong Kong but slightly earlier than that in Hong Kong

34 We noted that the overall planning of Singapore as reflected in its Master Plan, i.e. its 10-15 years statutory land use plan, has provided the basic framework and directions for redevelopment in the private sector.

35 Though conservation was written into the objectives of the Urban Redevelopment Authority in 1974, conservation was kick-started in 1984 due to concerns over the dwindling number of tourists.. However, the focus on thematic development and tourism-oriented

conservation has led to the criticisms related to the loss of authenticity and the organic vitality of the community.

36 We noted that the integration of conservation and overall urban planning in one single authority, the Urban Redevelopment Authority, has made it possible for extensive conservation to be achieved in Singapore.

### **Lessons learnt from Seoul**

37 Due to the social and political conflicts occurring in the earlier stages of the city's urban renewal efforts, the Seoul government had tried to pull out from redevelopment between 1980s till 2002, and left it primarily to the owners and the private market. Yet, the government has to take an active part again in the "New Town" projects, because purely privately-led redevelopment in the 1980s and 1990s had led to taller buildings, higher building density and larger building mass, lack of communal facilities, and deteriorating traffic conditions. Furthermore, the un-coordinated redevelopment of Seoul downtown in the 1980s had led to replacement of low-rise residential units by high-rise office buildings, leaving an empty business centre at night.

38 In the redevelopment of the old town of Seoul via the "New Town" projects, the initiation came from the Seoul Metropolitan Government, whereas the planning starts from the district level ("Gu"). Master planners appointed for the projects have to engage the community during the early stage of planning.

39 The various case studies relating to the new town project indicated that local concerns mostly focused on financial/economic return on redevelopment. Different approaches from total re-construction to a mixture of restoration and re-construction were used for different projects depending on the different circumstances of the projects.

40 Housing bonds can be issued by the city government to finance redevelopment projects.

41 The relatively successful voluntary conservation in the case of traditional Korean Houses ("Hanoks") in Bukchon is partly due to the relaxation of building codes, the availability of loan for renovation, active preservation groups serving as watchdog, and the strict height restriction in the area due to its closeness to the palaces. The same success was not observed in the hanoks situated in other parts of Seoul.

## **Lessons learnt from Tokyo**

42 The lessons learnt are primarily related to redevelopment.

43 Urban redevelopment in Tokyo can be characterized as top-down planning and redevelopment initiative with bottom-up detailed planning, and partnership between owners and the private business sector. Government provides facilitation and financial incentives.

44 Owners' participation in redevelopment is the key characteristics found in the case study of Tokyo. Majority of owners will become part of the redevelopment association and will be able to move back to the same area after completion of the project.

45 The observations in Tokyo have to be qualified with the understanding that

- the Japanese culture emphasizes on harmony and consensus,
- the time needed to arrive at a majority view usually takes a very long time,
- the owners have to share the financial risks in redevelopment, and
- there is ample room for extra plot ratios as an incentive.

## **Lessons learnt from Taipei**

46 The urban renewal model in Taipei is very similar to that of Tokyo and that of Seoul between 1980s-2002. Government serves primarily as planner, regulator and facilitator with top government leadership (mayor and vice-mayor). Initiative comes from citizens and developer. Similar to Tokyo, higher plot ratio and increased density are used as incentives. The Taiwan Government provides low interest loan to redevelopment associations and corporations and the Taipei Government also provides subsidies to cover up to part of the administration and planning costs of the redevelopment associations.

47 However, the past efforts appear only to be mostly applicable to small scale projects and higher-end residential areas, and improvement to public facilities has been quite limited. A new urban renewal corporation with 40% city government ownership was set up in 2008 to deal with urban renewal in areas which needed redevelopment most and yet could not be dealt with in the past years.

48 The observation in Taipei has to be qualified by the presence of strong community organizations and the past efforts of the Taipei and Taiwan government in strengthening Taiwan culture via the promotion of local culture and local identity.

49 We also noted that the redevelopment corporations formed by the redevelopment association and developers are companies limited by share and this is unique among the cities included in this study. Its implication for future land ownership and redevelopment in the long run is worthy of further study.

50 The Taiwan government provides subsidy to support the management, maintenance and renovation of preserved private sites which are opened to the public. By law, the government is also required to compensate for the loss in value of a listed private property. Provisions are also made to allow transfer of plot ratio out of the preserved site.

### **Lessons learnt from Guangzhou**

51 Redevelopment in Guangzhou, historically, has gone through several stages: from purely public to mainly privately-led, and at present a mixed approach. Current approach can be characterized as having high level city government leadership with the Mayor involved, while initiation comes from the district. Government intervention is very obvious in urban redevelopment particularly during the stages of planning, acquisition and compensation, and relocation of residents. Private developers would be involved in the project design and re-construction work.

52 While community engagement is still limited, the policy and demand for such is strengthening and the actual practice is increasing. New acquisition and compensation is in the process of evolving during the current research study.

53 City and district governments play an important role in the planning and approval processes, and are directly involved mostly in state- owned properties.

### **Lessons learnt from Shanghai**

54 Top level city leadership and coordination of various departments are seen as important elements in the urban renewal of Shanghai. Shanghai sees urban renewal as an important part of the strategic development of the city.

55 The Shanghai government has a practice of demolishing dilapidated and dangerous buildings and put them as reserves in land banks.

56 Shanghai has developed significant efforts in the overall planning of historical districts and at times engaged the private sector in preservation nested within comprehensive

development projects that are profitable.

### **Overall lessons**

57 Comprehensive planning – In many other Asian cities, comprehensive planning for conservation and redevelopment is evident. This is seen to be particularly important when urban renewal is privately-led.

58 City Competitiveness –Urban regeneration is seen in many cities as vital to its overall strategic development competitiveness. Top level government involvement appears to be pivotal.

59 Publicly-led or privately-led: Many cities have used different approaches at different stages of urban development. Seoul, Guangzhou and Shanghai at certain stages have changed from publicly-led to primarily privately-led urban renewal strategies. Yet, they have all switched back to more publicly-led urban renewal with private partnership. Taipei has seen the inadequacy of a primarily privately-led strategy to deal with areas which needed redevelopment most and has made recent attempts to rectify it. Tokyo and Singapore are still basically privately-led, but the private housing market in Singapore is relatively small as compared to the public housing market.

60 Existing development density: No city included in this study was facing the same magnitude of development density as that in Hong Kong. Increasing plot ratio as a major incentive is available to these cities for the private sector. However, this is probably not quite available in Hong Kong and it would be increasingly difficult for redevelopment of buildings in Hong Kong built in the late sixties and seventies with most development potential already used up.

### **Overall (Redevelopment)**

61 The cities, probably with the exception of Tokyo and Singapore, have seen the limitations in primarily privately-led redevelopment and have resorted to more public intervention.

62 The level of consent required for privately-led redevelopment, the 90% in Hong Kong is the highest. In Tokyo and Seoul, it is 2/3. In Taipei, it ranges from 50% to 2/3 depending on the priority in redevelopment. In Shanghai and Guangzhou, it is 2/3. For Singapore, it is 80% for buildings 10 years or older and 90% for building less than 10 years



old.

	Threshold required for % agreement amount land owners
Singapore	80% for 10 years or older building. 90% of buildings less than 10 years
Tokyo	2/3
Seoul	2/3
Taipei	<ul style="list-style-type: none"> <li>● Expedited urban renewal areas: 50% of the owners owning a total of 50% of the land and building floor area</li> <li>● Priority urban renewal areas: 60% of the owners owning a total of 2/3 (66.7%) of the land and building floor area</li> <li>● Other non-designated areas: 2/3 (66.7%) of the owners owning a total of 3/4 (75%) of the land and building floor area</li> </ul>
Shanghai	2/3 of the owners owning a total of 2/3 of the total building floor area.
Guangzhou	

63 We can only observe the land bank approach used in Shanghai but not elsewhere. However, we should also note that in the case of Shanghai, acquisition and demolition usually involve buildings with few housing units. This is probably not the same for Hong Kong, i.e. most buildings have multiple housing units. In terms of acquiring properties or assembling sites for the purpose of building up its own land bank, under its existing statutory set-up, the URA is not empowered to do so.

64 Bottom-up planning and redevelopment in many cities depends on a strong sense of neighbourhood and an empowered district government. In Hong Kong, this prerequisite does not seem to exist.

### **Overall (Conservation)**

65 Conservation in the other Asian cities is primarily government-led (in planning, designation/zoning, support, and acquisition) and with private participation in implementation.

66 We have seen examples of strict height restriction and down zoning but could not find evidence of strong objections from the public<sup>4</sup>. In many cities, in-situ transfer of plot ratio is common. Only Taipei uses transfer of plot ratio outside the conservation site. While there is provision in Shanghai to do so, we do not find any evidence of such practice in our study.

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<sup>4</sup> In the case of Singapore, we can only find objections expressed in blogs but not in newspapers.

67 The need to establish procedures and mechanism to obtain exemptions from modern building codes and requirements in maintaining the authenticity of conservation is seen in many Asian cities. The Singapore case provides clearer example of how the Urban Redevelopment Authority coordinates the requirements from various other government departments such as the building authority and the fire service department.

68 A common trend of growing interest in authenticity and organic conservation was observed in the various cities.

69 Loans are made available in many cities for restoration of privately-owned preserved buildings.

### **Overall (Rehabilitation)**

70 Apart from the Seoul Metropolitan Government providing loans and the Taipei City Government providing subsidies with both focusing on priority areas designated for urban renewal, maintenance and repair of privately-owned buildings are seen as primarily private responsibilities in the various Asian cities included in this study.

71 Provisions in law and regulations are more extensive in Shanghai and Guangzhou owing to the need of renovation of dilapidated buildings. For instance, for major modifications and renovation, 2/3 of the owners' agreement is required by law.

### **Overall (Government Role)**

72 We noted that the role of the government changes over time in the various cities. While the current models of urban renewal differ among the cities, two common features that we have observed are the importance placed on legal framework and comprehensive planning including redevelopment and conservation, and the leadership provided at the top level of the city government which helps to coordinate efforts and jurisdictions across different government departments and bureaux.

73 The role of the governments varies among the various cities in terms of the extent to which they participate in the implementation of urban renewal projects. The Tokyo government appeared to be the least involved in implementation, while on the other hand, the Seoul Metropolitan Government's role in the development and implementation of New Town projects is very substantial. At the same time, we should also note that privately-led urban

redevelopment model, i.e. the formation of redevelopment association with participating owners and developers, is very similar in Tokyo, Seoul and Taipei.

### **Overall (Private Sector)**

74 In Tokyo, Seoul, and Taipei, the private developers/construction companies joined with the owners to form associations to implement redevelopment projects. These developers/construction companies provided the expertise and financing for the redevelopment projects. In Guangzhou and Shanghai, the government takes care of the clearance and land assembly and the developers take care of the redevelopment. In Singapore, the model is very similar to the compulsory sale model adopted in Hong Kong except for a less stringent requirement on the level of consent of owners for compulsory sale.

75 The private business sector plays an important part in the implementation of conservation in several cities (Singapore, Tokyo, Guangzhou, and Shanghai). In Tokyo, the stated policy is to make full use of the dynamic nature of the private market and the resources of the private companies. The transfer of plot ratio enables private sector participation in conservation in Taipei.

### **Overall (The community)**

76 In Seoul, Tokyo and Taipei, owners play an important part in redevelopment. Though the models are very similar, outcomes appear to be quite different. Seoul has experienced severe conflicts as exemplified in a recent conflict which occurred in a redevelopment project in Yongshan, Seoul.<sup>5</sup> The process in Taipei is quite successful due to strong community development but only limited to small scale projects and in relatively more affluent areas. The model seems to be more effective in Tokyo, where the model is originated from, and yet the time taken for negotiation and implementation appears to be very long. This variation in application results of the same model clearly alerts us to the importance of political, social and cultural contexts in the formulation of urban renewal strategies.

77 To enable owners to take part in conservation, lessons from Singapore, Seoul and Taipei are informative.

### **Limitations of learning from overseas examples**

78 To learn from the experience of other cities, we should always bear in mind the

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<sup>5</sup> A fire broke out on January 20, 2009 and killed five protesting tenants and one policeman.

political, social, economic and cultural differences among the various cities, and the different stages of urban development and the differences in development density. In particular,

- The differences in land policy (ownership, lease policy) – e.g. HK operates a leasehold system. In Tokyo, Taipei and Seoul, lands are primarily freehold.
- Government structure (National, provincial, municipal, district) – e.g. HK has basically only one level of government and district “administration” is primarily consultative. In Seoul, Tokyo, Shanghai, and Guangzhou, the district level government is more resourceful and has relatively more administrative and policy-making power.
- Political Structure (Election system) – The mandate for major projects and urban renewal strategies or approaches is obvious in the election of Mayors in Seoul and Taipei. The Singapore government is very stable and the ability to implement long-term strategies is very much assured.
- Local community strength of Hong Kong is relatively weak as compared to other cities
- Social and political culture – e.g. Emphasis on harmony and consensus in Japan versus celebration of diversity in Hong Kong, Social conflicts are observed in Seoul.
- Size and influence of the developers in related public policy and implementation of projects, e.g. HK has very powerful and large developers compared to those in other cities where estate development is like any other trade with many small and medium-sized players.
- Existing building density is already very high in Hong Kong and additional plot ratios can hardly be granted as an incentive to attract more privately-led redevelopment as the respective governments do in Tokyo, Seoul and Taipei.

## **Summary of Recommendations**

79 The purpose of this study is to identify lessons to be learnt from the policies and practices of urban renewal in the selected Asian Cities. The purpose is not to identify what kind of policies should be adopted in Hong Kong, which should be done through the public engagement and consensus building in the URS review process. The lessons learnt as identified in the preceding paragraphs are basically areas that the Research Team would like to recommend to the URS Review Steering Committee to examine. In the following paragraphs, some of the issues that we believe may merit further discussion or even further study during the URS review process are summarized.

### Owner-Participation and percentage of agreement required for redevelopment

80 Owner-participation has received considerable attention well before and during the URS review. There are apparently several common features of the models adopted in Seoul, Tokyo and Taipei that we may want to take note if we are considering their applicability to Hong Kong:

- The designation of areas for redevelopment – As part of their planning process, the governments designate areas of various degrees of priority for redevelopment. This is a transparent process and provides a clear market signal to the business sector and owners.
- Institutional set-up - Coupled with the designation of redevelopment priority areas, the governments have also put in place various provisions in law, policies, procedures, and institutional set-ups that would enable and facilitate redevelopment with the participation of owners to take place. With low level of community organization and community participation in Hong Kong, provisions have to be in place to facilitate and to empower the owners to get organized.

81 As mentioned earlier, the percentage of agreement among owners required for a private redevelopment project to proceed is highest in Hong Kong (i.e. 90%), and we have to consider whether the percentage required in Hong Kong needs to be adjusted, or, at least, to invoke the provision in the existing law allowing the Chief Executive in Council to specify a lower percentage between 80% and 90% in respect of a class of lots.

82 Theoretically, owners in Hong Kong can make use of the Land (Compulsory Sale for Redevelopment) Ordinance (Cap 545) should they fail to gain the consensus of all owners to implement a redevelopment. However, under the Ordinance, they would need to demonstrate that the redevelopment of the lot is justified due to the age or state of repair and that they have taken reasonable steps to acquire all the undivided shares in the lot in fair and reasonable terms. Currently, it is invariably the case that developers or investors are involved before such a process can be made possible. Furthermore, they would require many technical and professional support (such as engineering reports on the conditions of the building, and valuation reports) before they would be able to complete the whole application process. The Taipei model of forming companies limited by share and the financial support available from the government to help the owners to initiate redevelopment projects is an example that we can refer to if we are considering how to facilitate owners initiation and participation in Hong Kong.

#### Privately-led redevelopment

83 The experience of leaving urban redevelopment entirely to the private sector in the

other Asian cities does not seem to be very positive. Though many city governments including Seoul, Shanghai and Guangzhou had tried to pull themselves out from redevelopment at one point of time in the past, they have all come back to play an important part in the redevelopment process. Singapore may perhaps continue to leave this to the private sector as private buildings are basically all at the upper-end of the market. Even though in the Japanese model, urban renewal is basically privately-led, the government has found it necessary for leadership from the highest level of the national government, i.e. urban regeneration task force chaired by the Prime Minister and deputized by the Land Minister. In Taipei, the new Taipei Urban Renewal Corporation formed in 2008 was an attempt to fill the gap where redevelopment in some areas is most needed but have not been adequately dealt with in the basically privately-led market. In the URS review process, while the debate on whether urban renewal should be privately-led or not will continue, we should take note of the negative experiences of other cities.

84 We also need to address the related issues of privately-led redevelopment projects such as the compensation to tenants, public consultation in the neighbourhood of the redevelopment site, and the planning issues such as the provision of public facilities including public open spaces, increasing density, avoidance of “pencil” buildings, etc.

#### Designation of priority redevelopment districts and areas

85 While many cities have a planning process of designating priority areas for redevelopment, this is not the current case in Hong Kong. While the designation of target areas in the URS is clear, the information related to the specific clusters of buildings or sub-districts within the target areas that the URA would plan to redevelop is considered to be sensitive and highly confidential. One major concern about the release of such information is the possible abuses associated with the substantial financial interest that would be brought about because of URA’s entering into these sites for redevelopment. One contributing factor to this concern is that the compensation offered by the URA can be, in many cases, much better than the market value of the housing units and thus create opportunities for speculators to take advantage of. This concern about the confidentiality of planned URA projects creates a barrier to the genuine participation of owners, at least at the early stage of the planning process. Thus, in considering the possibility of increasing owner participation, the issue of transparency coupled with the issue of compensation would have to be taken into consideration.

#### Community Engagement

86 The trend of increasing demand on community engagement in urban renewal appears to be common in all the cities. There is apparently no argument against the need to increase community engagement in Hong Kong, except for the issue of confidentiality discussed above and the question about how and the extent of community engagement. The Research Team would expect this issue to be addressed in the coming community engagement and consensus building process of the URS review.

87 Examples of district level government initiating redevelopment projects were observed in many cities including Guangzhou, Seoul, and Taipei. One relevant issue that can be discussed in the context of Hong Kong is whether we should wait for the empowerment of the District Councils before they would be given more roles in urban redevelopment or we should entrust more power to the District Councils in urban renewal as a way of empowering district administration.

#### Compensation to Tenants

88 There are variations among the selected Asian Cities related to the statutory or policy provisions for the compensation paid to tenants, i.e. from practically no provision in the case of Singapore to specific statutory provision on the level of compensation in the case of Taipei. We noted that conflicts arising from the grievances of tenants were frequently seen in Seoul where although statutory and policy provisions have been made, these seem to be subject to negotiation. In the case of Hong Kong, compensation for tenants in privately-led redevelopment projects is the same as that in Singapore, that is, no statutory or policy provisions, while compensation for tenants in URA projects is spelt out clearly in policy. If we are expecting the private sector or the owners to take a more active part in redevelopment in the future URS, we would have to address the issue of whether we should also have clear provision for compensation to tenants either by statute or by policy.

#### Financing of redevelopment

89 There are two issues related to financing of redevelopment. One is the financial incentives for redevelopment. Another financing issue is the working capital required for compensation and/or acquisition, planning, and reconstruction.

90 For financial incentives, a major means of financing redevelopment in the various cities is the granting of extra plot ratios. This option does not seem to be available to Hong Kong.. Other incentives that can be considered in Hong Kong would be tax incentives as they have in Tokyo, Seoul, and Taipei. Furthermore, if owner-initiated projects are to be

encouraged in Hong Kong, the technical and financial support offered by the Taipei government to the owners for planning and organizing can also be considered.

91 The Seoul, Tokyo, and Taipei governments make loans available for financing redevelopment projects. In the case of Taipei, redevelopment corporations can raise funds via the issue of shares or the issue of redevelopment bonds. If Hong Kong is to consider encouraging more owner-initiated projects, these modes of financing should also be considered at the same time.

### Social Impact Assessment

92 While the Research Team has looked for the experience in the use of social impact assessment (SIA) in the selected Asian Cities, there is hardly any evidence found on its application in the selected cities. In Hong Kong, SIA is already a statutory requirement and there is practically no objection to the use of SIA. The issue is how and to what extent it is used to inform policy decision, redevelopment project identification, and project implementation. This subject requires further discussion and study in the context of Hong Kong.



## Conservation and planning

93 Large scale conservation including landscape and cultural districts is observed in most of the cities included in this study. These efforts are very much integrated into the planning process of the cities. During the URS review, the applicability and desirability of this approach can be discussed.

94 Examples of voluntary conservation can be found in Singapore, Seoul, Taipei, and Tokyo. While voluntary conservation in the cities are not very extensive, the governments have tried and made provisions to facilitate such process including provision of loans in Seoul, subsidy in Taipei, in-situ plot ratio transfer as in the case of Singapore, Taipei, and Tokyo, and plot ratio transfer outside the site as in the case of Taipei and possibly Shanghai. These practices serve as references for Hong Kong.

95 Conservation, particularly authentic conservation, requires some flexibility in maintaining modern standards of buildings and substantial coordination among different authorities overseeing building and fire services. The Singapore experience having the Urban Redevelopment Authority as the policy making and coordination body appears to be a good example that Hong Kong may consider.

## **Rehabilitation**

96 While rehabilitation of buildings is seen primarily as the responsibility of the owners, many cities including Seoul and Taipei have made efforts to encourage owners to maintain their housing units. Hong Kong in comparison is moving in a similar direction. Issues of debate such as compulsory inspection and maintenance are not found in other cities. Perhaps, in the URS review, we can discuss taking a few steps ahead of other cities.

## **Concluding Remarks**

97 Within the limitations of this study, the Research Team has found many useful lessons that can be learnt from the other cities while fully aware of the cautions needed when we are interpreting the experiences of these cities. As mentioned earlier, this study involves substantial breadth and depth of knowledge in many different fields of study. While the Research Team has tried its very best to consult related experts in other countries and in Hong Kong, we cannot claim to be experts in all the related fields of knowledge. Given the time frame and resources available, there are areas as discussed in parts of this report which would require further or more in-depth study. Moreover, the policy and practices of urban renewal

in the various cities are still and will always be in the process of evolution, continuous learning of what is happening elsewhere is necessary when we are addressing the current issues back home in Hong Kong.

**Urban Renewal Strategy Review**  
**Stage 2 Public Engagement Activities Overview**  
**(February – December 2009)**

**A. Road Shows**

<b>Road Show</b>	<b>Venue</b>	<b>Date</b>	<b>No. of visitors</b>
Road Show 1	Kowloon West – The Grand Atrium, 4/F, Langham Place, Mong Kok	7–11 May	2,022
Road Show 2	Kowloon West – MTR Sham Shui Po Station	14–18 May	1,186
Road Show 3	HK Island – Exhibition site, G/F, Times Square, Causeway Bay	11–15 June	1,463
Road Show 4	HK Island – MTR Hong Kong Station	25–29 June	1,248
Road Show 5	Kowloon East – Promotion Venue, 1/F, Lung Cheung Mall, Wong Tai Sin	20–24 August	2,039
Road Show 6	Kowloon East – Exhibition Area, G/F, Amoy Plaza, Kowloon Bay	3–7 September	3,301
Road Show 7	Tsuen Wan – MTR Tsing Yi Station	17–21 September	971
Road Show 8	Tsuen Wan – Upper Ground Floor, City Walk	8 – 12 October	1,852
Total			14,082

**B. Public Forums**

<b>Public Forum</b>	<b>Venue</b>	<b>Date</b>	<b>Moderator</b>	<b>No. of Participants</b>
Public Forum 1	Hong Kong Heritage Discovery Center Kowloon Park, Haiphong Road, Tsim Sha Tsui, Kowloon	30 May (Sat)	Dr C K Law	53
Public Forum 2	Room 101, 1/F, Boys & Girls' Club Association Headquarters, 3 Lockhart Road, Wanchai	18 July (Sat)	Hon Li Wah Ming	91
Public Forum 3	Auditorium, 1/F, Christian Family Service Centre, 3 Tsui Ping Road, Kwun Tong	12 September (Sat)	Mr Stephen Yip	121
Public Forum 4	Lecture Theatre, 2/F, Tsuen Wan Town Hall, 72 Tai Ho Road, Tsuen Wan	24 October (Sat)	Mr Maurice Lee	95
Public Forum 5	Multi-function Hall I, 25/F, Hong Kong Federation of Youth Groups Building, 21 Pak Fuk Road, North Point	21 November (Sat)	Mr Bernard Lim	118

## C. Topical Discussions

<b>Topical Discussion</b>	<b>Venue</b>	<b>Date</b>	<b>Topic</b>	<b>Facilitator</b>	<b>No. of Participants</b>
TD 1	The Hong Kong Federation of Youth Groups Building 21 Pak Fuk Road, North Point	16 May (Sat)	Redevelopment vs Rehabilitation	Members of Association of Engineering Professionals in Society	45
TD 2	Room 502 Lecture Hall, The Boys' & Girls' Clubs Association of Hong Kong 3 Lockhart Road, Wanchai, Hong Kong	13 June (Sat)	Heritage Preservation & Revitalisation	Members of Hong Kong Institute of Architects	71
TD 3	Room 1002 – 1003, The Hong Kong Federation of Youth Groups Building 21 Pak Fuk Road, North Point	27 June (Sat)	Public vs Private Sector Participation in Redevelopment	Members of Hong Kong Institute of Surveyors	45
TD 4	Room 502 Lecture Hall, The Boys' & Girls' Clubs Association of Hong Kong 3 Lockhart Road, Wanchai, Hong Kong	4 July (Sat)	Compensation & Rehousing Policies	Members of Hong Kong Institute of Surveyors	67
TD 5	Room 201, Duke of Windsor Social Service Building, No. 15 Hennessy Road, Wanchai, Hong Kong	1 August (Sat)	Owner Participation in Redevelopment	Members of Hong Kong Institute of Surveyors	83
TD 6	Room 1001-1002, The Hong Kong Federation of Youth Groups Building 21 Pak Fuk Road, North Point	15 August (Sat)	Public Engagement	Members of Hong Kong Institute of Planners	60
TD 7	Room 502 Lecture Hall, The Boys' & Girls' Clubs Association of Hong Kong 3 Lockhart Road, Wanchai, Hong Kong	26 September (Sat)	Social Impact Assessment and Social Service Team	Members from Social Welfare Sector	91
TD 8	Room 502 Lecture Hall, The Boys' & Girls' Clubs Association of Hong Kong 3 Lockhart Road, Wanchai, Hong Kong	31 October (Sat)	Financing Urban Renewal	Members of Royal Institute of Chartered Surveyors (Hong Kong)	62

**Urban Renewal Strategy Review  
Partnering Organisation Programme**

**Phase I (February – June 2009)**

<b>Organization</b>	<b>Name of the Project</b>	<b>Programme</b>
Chartered Institute of Architectural Technologists - Hong Kong Centre The Institute of Hong Kong Architectural Technologists	How to strike a balance among Redevelopment, Rehabilitation, Revitalization and pReservation (4R) in Urban Renewal	A forum was held to discuss how to strike a balance among Redevelopment, Rehabilitation, Revitalization and pReservation (4R) in Urban Renewal. Hong Kong Institute of Vocational Education students and their members were invited to participate in the forum.
ELCHK Lutheran Secondary School	「市區更新你我他」 (Chinese only)	Organized project-based learning activities under the topic of Urban Regeneration to increase students' awareness and participation in Hong Kong's urban renewal and cultural conservation. Activities include briefing session, case studies and topical activities. The objective is to build up students' awareness on sustainability, national identity and sense of belonging to Hong Kong.
The Chartered Institute of Building (Hong Kong)	Urban Renewal - The Opportunity and Challenge to Construction Professionals	Set up 2 Continuing Professional Development (CPD) Events under the programme for their members and keep them updated on the latest urban renewal development.
Hong Kong Institute of Real	Comprehensive Review of the	Engaged the various professional groups within the

Organization	Name of the Project	Programme
Estate Administrators (HIREA)	Urban Renewal Strategy	HIREA in the Review process and encouraged active participation through a series of Professional Engagement programmes, e.g. Seminars and questionnaires.
Hong Kong Institute of Land Administration	Urban Renewal Strategy (URS) Review from Modern Land Administration Perspective	Invited members and university students to participate in seminar and workshop to share their knowledge and experience on Urban Renewal, and provided suggestions for the Review.
Roundtable Community Ltd	Urban Re-Creation - a Junior Journalist Project	Designed to encourage Secondary students to think and explore the different aspects of Hong Kong's renewal areas, and examine the future of URS review through learning the skills of news reporting, writing and photography, as well as conducting site visits at various areas under renewal. Reporters, photographers, scholars, residents in renewal areas or urban planners were invited to explain the concept and policies of urban renewal. Participants could focus their studies according to their own interests in urban renewal. The submission made by the participants were commented and modified by professionals and the final version uploaded onto the organization's website.
Leadership 21, The Hong Kong Federation of Youth Groups	The Eleventh Youth in LegCo: Basic Certificate Course for Youth Community Leaders	High school students were invited to participate, experience and learn about the principles for policy discussions in LegCo. Students learnt more about URS

Organization	Name of the Project	Programme
		Review through workshops, community visits and seminars.
Community Cultural Concern	Exhibition and Seminar on Alternative Urban Renewal	Workshops were organized to increase general public's knowledge on Western cities and Hong Kong's urban renewal case, through which valuable experiences could be gained and general public's vision and imagination on urban renewal can be widened. Feedbacks collected from participants would become important reference materials for Hong Kong's URS Review.
HKICC Lee Shau Kee School of Creativity	有機社區 – 九龍城社區活化實驗計劃 (Chinese Only)	Programme aimed to stimulate students' interests in their surroundings through learning Kowloon City's special architectural features. Workshops, exhibitions and forums were organized to increase their knowledge in Kowloon City's geographical conditions and changes in community.

**Phase 2 (July – November 2009)**

Organization	Name of the Project	Programme
Hong Kong Management Association K S Lo College	How much do you know about '4R' in Hong Kong?	Organised learning activities including workshops, case study, field trip, web design contest, sharing session and exhibition to foster the understanding of sustainability concept among students. Students would also have a better understanding towards the work in redevelopment, rehabilitation, revitalization and preservation.
Office of District Council member Mr Lam Ho-yeung	本土特色文化 - <大牌檔>存廢問題研討會(Chinese Only)	Aimed to examine the stakeholders' standpoint towards preservation and revitalization. A survey was conducted to collect their views on the 4R strategy. The survey focused on “Tai Pai Dong” and collected the opinion of Kowloon West residents. A comparative study focusing on Shek Kip Mei Street and Yiu Tung Estate was conducted to collect opinion from residents and patronages. Then a seminar on preserving “Tai Pai Dong” was organised.
SKH Leung Kwai Yee Secondary School	Urban Renewal Equity Studies – Kwun Tong and Tsuen Wan	Project-based learning activities were organised in two secondary schools in Kwun Tong and Tsuen Wan to promote opinion exchange and experience sharing among students. The urban renewal experience in Tsuen Wan would act as reference for the Kwun Tong students who would explore the district positioning. Workshops were organised to equip students with a



Organization	Name of the Project	Programme
		<p>basic knowledge in urban renewal. Students then conducted field trips and did presentations to compete for “the Most Substantial Presentation” and “the Most Creative Presentation” Awards. A photographic competition and exhibition was then organised, and followed by a prize presentation .</p>
Office of District Council member Ms Siu Yuen-sheung	慶祝國慶暨市區重建歡樂茶座 (Chinese only)	A district forum was held for residents to know more about urban renewal and enable them to take part in the Urban Renewal Strategy Review.
Ling Liang Church E Wun Secondary School	從灣仔文化保育看香港市區重建策略 (Chinese only)	80 F.4 students attended a half-day field trip (guided tour with discussion) organised by a NGO in two groups. These students were then act as leaders to bring other school students out to attend the URS Review public engagement activities such as public forums and road shows to express their opinion.
Division of Building Science and Technology, City University of Hong Kong	雙主題活動 (Chinese only)	Organised two sessions of luncheon seminar cum field trip to Aberdeen, the University of Hong Kong, Kwun Tong and To Kwa Wan. Participants produced study reports on culture and history of the heritage and the buildings. A brochure with observation and standpoint would then be produced to become an important reference material for concerned parties.
Leadership 21, the Hong Kong Federation of Youth Groups*	The Twelfth “Youth in Legco: Basic Certificate Course for	A series of training were provided for the participants to learn about public policy, as well as the function and the

Organization	Name of the Project	Programme
	Youth Community Leaders”	system in Legislative Council. Participants were trained to discuss and comment on urban renewal in different perspective with constructive deliberation. Legislative Council members were invited as guest speakers to enlighten the participants with their experience in monitoring the work of the Government.
Heung To Middle School	深水埗舊區攝影展及社會調查 (Chinese only)	A preparatory workshop on photography was first organised to equip students with the necessary skills. Participants submitted their photos focusing on the historical buildings and humanities of Sham Shui Po. Exhibition with URS Review session was then organised for students to express their viewpoint in urban renewal. Experience sharing session who held to enhance students' participation.
Roundtable Community Ltd*	香港市區重建 – 攝影考察計劃 (針孔城市) (Chinese only)	Aimed to encourage students to explore the different aspects of Hong Kong renewal areas. The programme consisted of photo-journalist learning sessions and field trips. Academics and local residents were invited to share their knowledge and experience with the participants, then submitted their work for comments. All submissions formed the content of an urban renewal blog which became reference materials for urban renewal.
Methodist Centre	“Urban Renewal Strategy” Wan	Collaborated with the Wanchai District Council, a

Organization	Name of the Project	Programme
	Chai District Forum	district forum was held to let residents learn about and discuss Urban Renewal Strategy Review.
Professional Commons	Beyond the "Public-led" "Metro-based" "Redevelopment" Model Forum	A seminar was organised to foster thematic discussions among the organisation members and the public on Urban Renewal Strategy Review. Facebook was used as one of the promotional channels to reach a wider spectrum of the organisation members and the public.
30s Group	Urban Renewal Strategy Review	The analysis of viewpoints on Urban Renewal Strategy Review was started with a questionnaire to engage the organisation's members for their viewpoints. Then a seminar was organised to facilitate in-depth discussion and gain professional insight, knowledge and experience from the members, with a focus to discuss the "Role of Stakeholders", "Compensation and Re-housing Policies" and "Public Engagement". Articles were written on various issues and contributed to newspapers for sharing.
Community Cultural Concern*	Studies and review of Urban Renewal in Hong Kong	Riding on the workshops organised in the first half of 2009, the organization organized an inspiring discussion to further examine the Urban Renewal Strategy. Exhibition and forum were conducted to promote a better and deeper understanding among members of the public. Comments collected became reference materials for URS Review.
Central District Kai-fong Welfare	「舊區重建·共商齊議」座談	Started with a questionnaire survey to assess the need of

Organization	Name of the Project	Programme
Association Ltd	會 (Chinese only)	education planning on urban renewal. A series of seminars were conducted to enhance the awareness of urban renewal issues at the university with topics on “the Role of Urban Renewal Authority”, “Urban Renewal Strategy and its Present Situation” and “Western District and Urban Renewal” and “Interview Skills and Methodology”.

Remarks:

\* Also Partnering Organisation of Phase 1

**District Aspirations Study Conducted by the Seven District Councils**

<b>District</b>	<b>Name of Consultant</b>	<b>Task Force/Working Group Appointed to Oversee the Study (Chairman of Task Force / Working Group)</b>	<b>Preliminary Study Emphasis<sup>1</sup></b>
Central and Western	<b>Ms Betty Ho</b> PlanArch Consultants Limited	Task Force on District Aspirations Study (Mr Chan Hok-fung)	<ul style="list-style-type: none"><li>- To formulate the district aspirations for urban renewal.</li><li>- To draw up the infrastructure requirement for urban renewal for the district.</li></ul>
Wan Chai	<b>Professor Desmond Hui</b> Culture & Development Consultancy Limited & Centre for Culture and Development, The Chinese University of Hong Kong	Working Group on Wan Chai District Aspirations Study on Urban Renewal (Mr Ng Kam-chun)	<ul style="list-style-type: none"><li>- To facilitate Wan Chai District Council to conduct a District Aspirations Study on Urban Renewal to help identify the local community's aspirations for urban regeneration in the district by adopting the district-based approach.</li><li>- To facilitate local stakeholders to put forth more concrete and detailed views on urban renewal in line with the Wan Chai community's aspirations.</li></ul>

<sup>1</sup> The presentation summaries of the Consultants (Chinese only) at the Forum on 9 January 2010 are attached at Annex 4(2).

District	Name of Consultant	Task Force/Working Group Appointed to Oversee the Study (Chairman of Task Force / Working Group)	Preliminary Study Emphasis <sup>1</sup>
Tsuen Wan	<p align="center"><b>Ms Tris Kee</b> Community Project Workshop, Faculty of Architecture, The University of Hong Kong</p>	<p align="center">Working Group on Community Development and Planning (Mr Chan Han-pan)</p>	<ul style="list-style-type: none"> <li>- To reflect the local community's views on urban regeneration in Tsuen Wan and to raise practicable recommendations for reference by the relevant organization in taking forward urban renewal in the district in future.</li> </ul>
Sham Shui Po	<p align="center"><b>Dr Lee Wai-ying</b> Centre for Environmental Policy and Resource Management, The Chinese University of Hong Kong and SEE Network Limited</p>	<p align="center">Working Group on Urban Revitalisation and Historic Buildings (Mr Leung Yau-fong)</p>	<ul style="list-style-type: none"> <li>- To collate the local community's views on a district-based urban regeneration in Sham Shui Po</li> <li>- With an aim to identify the local community's exact aspirations for their living and the environment in the community in future, these may include heritage conservation, redevelopment, building rehabilitation, revitalization of old districts and the factory blocks therein, as well as the seven key subjects set out in the "Public Engagement Stage Consultation Summary on Urban Renewal Strategy".</li> </ul>

District	Name of Consultant	Task Force/Working Group Appointed to Oversee the Study (Chairman of Task Force / Working Group)	Preliminary Study Emphasis <sup>1</sup>
Yau Tsim Mong	<b>Professor Bernard Lim</b> Architecture Design and Research Group Ltd	Working Group on YTM District Aspirations Study on Urban Renewal (Mr Leung Wai-kuen)	<ul style="list-style-type: none"> <li>- To study the views of YTM District Council and local stakeholders on the 4Rs strategy, namely the Redevelopment, Rehabilitation, pReservation and Revitalisation, and the exact aspirations and needs of the local community so as to identify aspirations for a more long-term urban renewal.</li> <li>- To convey to the Government their overall aspirations for a comprehensive district-based urban regeneration which will facilitate the implementation of urban renewal in future.</li> </ul>
Kowloon City	<b>Professor Ho Puay-peng</b> Centre for Architectural Heritage Research School of Architecture The Chinese University of Hong Kong	Working Committee for Aspirations Study on Urban Renewal in Kowloon City District (Mr Ho Hin-ming)	<ul style="list-style-type: none"> <li>- To establish for Kowloon city the urban renewal aspirations for a sustainable district with local characters; and to provide a clearer and more exact picture of the needs and wishes of the local community for urban renewal through close cooperation with the District Council.</li> </ul>

District	Name of Consultant	Task Force/Working Group Appointed to Oversee the Study (Chairman of Task Force / Working Group)	Preliminary Study Emphasis <sup>1</sup>
Kwun Tong	<p><b>Ms Tris Kee</b> Community Project Workshop, Faculty of Architecture, The University of Hong Kong</p>	<p>Kwun Tong District Development and Redevelopment Taskforce (Mr Chan Wah-yu)</p>	<p>- To reflect in the Study the local community's views on urban renewal for Kwun Tong District and to raise practicable recommendations for reference by the relevant organization in taking forward urban renewal in the district in future.</p>



**Public Views Collected and Analysed in URS Review  
Public Engagement Stage  
(February to September 2009)**

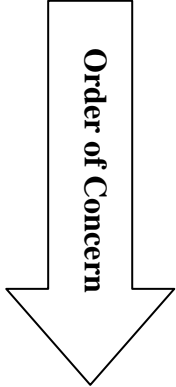
The views were collated and analysed as far as practicable by the 7 issues/topics identified in Envisioning Stage. Apart from the various sources of views as listed in Table 1 below, structured face-to-face questionnaire interviews were conducted during the road show exhibitions. About 900 completed questionnaire forms were collected and analysed.

**Table 1: Distribution of the Sources of Views Collected (Provisional figures up to end December 2009)**

<b>Sources</b>	<b>Number</b>	<b>Percentage</b>
Stage 1 Pamphlets with questionnaires attached / e-questionnaire*	58	2.72
Mails / Emails / By Hand	68	3.20
Consultation Meetings (Legco, DAC, TPB, DC, LDAC)	13	0.61
Public Forums and Topical Discussions	13	0.61
Partnering Organization Program (POP)	8	0.38
Comment Forms	420	19.74
Website (e-blog & e-forum)	1148	53.95
Opinion Cards (Road Show Exhibitions)	377	17.72
Video Clips (Road Show Exhibitions)	23	1.08
<b>Total</b>	<b>2128</b>	<b>100.00</b>

\* The Pamphlets and e-questionnaire were distributed and available up to May 2009 only.

**Table 2: Issues Attracting the Most Concern (Up to end of September 2009)**

Most Concern	Compensation and Re-housing Policies	
	Vision and Scope of Urban Regeneration	
	Roles of Stakeholders	
	4Rs Strategy in Urban Regeneration	
	Public Engagement	
	Social Impact Assessment and Social Service Team	
	Least Concern	Financial Arrangement

**Table 3: Sub-topics under each issue drawing the most concerns (Up to the end of September 2009)**

Issues	Sub-topics drawing the most concerns
Vision and Scope of Urban Regeneration	Considerations in formulating the URS
4Rs Strategy in Urban Regeneration	Emphasis / Priority among 4Rs
Roles of Stakeholders	Role and Accountability of the URA
Compensation and Re-housing Policies	Cash Compensation
Public Engagement	Consultation Process
Social Impact Assessment and Social Service Team	Scope of Social Impact Assessment
Financial Arrangement	Self-financing of the URA

**Table 4: Comparison of Comments in Different Topics (up to end of September 2009)**

Non-structured Channels	Structured Interviews
1. Vision and Scope of Urban Regeneration	
1.1 Vision and Scope of Urban Regeneration	
<p>Overall objectives:</p> <ul style="list-style-type: none"> <li>➤ Bring about enjoyment of life</li> <li>➤ Improve the environment and quality of living</li> <li>➤ Beautify the city</li> </ul>	<p>Overall objectives:</p> <ul style="list-style-type: none"> <li>➤ Provide more community facilities (64%)</li> <li>➤ Enhance living environment by improving dilapidated buildings (58%) and lowering the building density (53%)</li> <li>➤ Preserve local characteristics (41%)</li> <li>➤ Bring economic benefits to the local community (41%)</li> </ul>
<p>Specific goals:</p> <ul style="list-style-type: none"> <li>➤ Increase green and public spaces and facilities</li> <li>➤ Minimize “wall effect”, building density</li> <li>➤ Preserve existing social networks and characteristics</li> <li>➤ Redeveloped buildings should be in harmony with the surrounding</li> </ul>	
1.2 District-based Planning	
<ul style="list-style-type: none"> <li>➤ URS should be reviewed at the district level.</li> <li>➤ Redevelopment should be carried out under a district-based approach.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Proportion of 4Rs should cater for district needs (88%).</li> </ul>
2. 4Rs Strategy in Urban Regeneration	
2.1 Emphasis or priority among 4Rs	
<ul style="list-style-type: none"> <li>➤ No consensus on which R(s) should be given the first priority</li> </ul>	<ul style="list-style-type: none"> <li>➤ Preservation (43%)</li> <li>➤ Rehabilitation (42%)</li> <li>➤ Redevelopment (38%)</li> <li>➤ Revitalization (36%)</li> </ul>

Non-structured Channels	Structured Interviews
➤ Redevelopment-led approach in the past should be modified.	➤ Proportion of 4Rs should cater for district needs. (88%)
2.2 Preservation	
➤ A complex issue that should involve more than one policy bureau / execution department.	
➤ A Heritage Commission composed of professionals and scholars should be set up.	
2.3 Rehabilitation	
➤ The government should implement a compulsory building inspection system and provide financial assistance to those who are in need.	
3. Roles of Stakeholders	
3.1 URA	
➤ Should act as facilitator based on social responsibilities, not agent of private developers.	<ul style="list-style-type: none"> <li>➤ Facilitator + Executor (39%)</li> <li>➤ Facilitator (32%)</li> <li>➤ Executor (26%)</li> </ul>
3.1 Government	
➤ Should play a more active role in coordinating different stakeholders	
3.3 Private Sector	
➤ Urban renewal should be pursued by the private sector on market-driven basis under Government monitoring	
3.4 Affected Property Owners	
<ul style="list-style-type: none"> <li>➤ Owners should be allowed to participate in redeveloping the buildings themselves.</li> <li>➤ Threshold for compulsory sale should be lowered to 80%.</li> </ul>	➤ Risks under owner participation in redevelopment are acceptable (49%)

Non-structured Channels	Structured Interviews
4. Compensation and Re-housing Policies	
4.1 Cash Compensation	
<ul style="list-style-type: none"> <li>➤ Same amount of compensation without any differences among different types of owners</li> </ul>	<ul style="list-style-type: none"> <li>➤ Notional 7-year old replacement flat basis is proper (54%)</li> <li>➤ Not concerned whether URA would be financially unsustainable if notional 7-year old replacement flat basis is used (57%)</li> </ul>
4.2 Non-cash Options	
<ul style="list-style-type: none"> <li>➤ More compensation options including ‘flat for flat’, ‘shop for shop’ or rehousing in situ should be provided.</li> </ul>	<ul style="list-style-type: none"> <li>➤ More options including ‘flat for flat’, ‘shop for shop’ (86%)</li> <li>➤ Willing to support ‘flat for flat’, ‘shop for shop’ as taxpayers (75%)</li> <li>➤ Rehousing in situ (81%)</li> </ul>
5. Public Engagement	
<ul style="list-style-type: none"> <li>➤ ‘Bottom-up’ approach should be adopted: the public should have the right to participate in the initial phase of redevelopment planning</li> <li>➤ URA should ‘first consult, then redevelop’ and release more information for public discussion</li> <li>➤ More communications between the URA and the affected owners are necessary</li> <li>➤ A more transparent and comprehensive consultation process</li> </ul>	<ul style="list-style-type: none"> <li>➤ Not concerned if public participation would hold up progress of urban regeneration (62%)</li> <li>➤ Should obtain the consent of a certain proportion of community members before starting an urban regeneration project (84%)</li> </ul>
6. Social Impact Assessment & Social Service Team	
6.1 Social Impact Assessment	
<ul style="list-style-type: none"> <li>➤ Tracking studies should be conducted.</li> <li>➤ Scope of assessment should also extend to cover residents in neighbouring areas.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tracking studies should be conducted (60%)</li> </ul>

Non-structured Channels	Structured Interviews
6.2 Social Service Team	
<ul style="list-style-type: none"> <li>➤ The team should be detached from the URA to operate independently.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The team should be paid by URA while appointed by other organizations (40%)</li> </ul>
7. Financial Arrangement	
<ul style="list-style-type: none"> <li>➤ It is quite impossible for URA to be self-financing in the long run. Government is obliged to provide funding.</li> <li>➤ URA should release more financial information.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Government should provide more resources for URA to undertake various urban regeneration projects (58%)</li> </ul>