



Co-creating a Better Living Environment

*Consultancy Services for the
Public Engagement
for the Urban Renewal Strategy Review*

Final Report

**A-World Consulting Ltd.
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TABLE OF CONTENTS

	Section	Page
1	Introduction 1.1 Background 1.2 Objectives and Approach 1.3 Model and Process 1.4 Purpose of Report	3-7
2	Review of Public Engagement Effort 2.1 Overview of Public Engagement Process 2.2 Data Analysis	7-12
3	Overview of Public Views 3.1 Number of Views Collected from the Public 3.2 Issues of Most Concern 3.3 Summary of Findings	12-20
4	Conclusion and Remarks	21
5	Appendices Appendix I Objectives and findings of Research Studies Appendix II Summary of Public Engagement Activities and Initiatives Appendix III Summary of Partnering Organisation Programmes Appendix VI Public Views Expressed and Collected (Final Report) – A Study by Hong Kong Institute of Asia-Pacific Studies, The Chinese University of Hong Kong	22-27 28-37 38-44 45-55

1 INTRODUCTION

1.1. Background

- 1.1.1 In 2001, the Urban Renewal Strategy (“URS”) was promulgated subsequent to public consultation. It has since been the guiding principle for the Urban Renewal Authority (“URA”), which, since its establishment, has adopted a "4R" strategy, i.e. Redevelopment, Rehabilitation, Revitalisation and pReservation, to regenerate the urban areas in Hong Kong with a view to providing a better environment for all. With the community’s evolving and changing aspirations, particularly in recent years, the Secretary for Development (“SDEV”) announced on 17 July 2008 a review seeking, among other things, to update and align the URS with the latest developments and expectations.
- 1.1.2 A Steering Committee (“SC”) on Review of the URS was set up to guide and monitor the whole review process, facilitate public participation and, eventually, to recommend to the Government on how the existing URS may need to be revised. The Committee is convened by SDEV with members who are experienced in or passionate about urban renewal, city planning, heritage conservation and community development.
- 1.1.3 The review, originally comprising an overseas comparable city policy study and a 3-stage public engagement process, namely "Envisioning Stage", "Public Engagement Stage" and "Consensus Building Stage", was scheduled over two years. A-World Consulting Limited (“AWC”) was appointed to provide consultancy services for the public engagement while the Department of Social Work and Social Administration of the University of Hong Kong (“HKU”) was assigned to conduct the policy study. Seven research studies were commissioned as the review progressed to provide input for discussion by the SC, in line with the evidence-based approach adopted, namely:

(a) “Policy Study on Urban Regeneration in Other Asian Cities” by the University of Hong Kong (HKU);

- (b) “Building Conditions Survey” by the URA;
- (c) “Study on the Achievements and Challenges of Urban Renewal in Hong Kong” by the University of Hong Kong (HKU) and the extended study on “The Future Direction of Providing Social Work Services under the New Urban Renewal Strategy”;
- (d) “Economic Impact Assessment Study on the URA’s Urban Regeneration Projects” by Ove Arup and Partners Hong Kong Limited and Colliers International;
- (e) “Urban Regeneration – District Aspirations Study” by seven District Councils;
- (f) “Tracking Survey on URA Redevelopment Projects - Hai Tan Street / Kweilin Street and Pei Ho Street redevelopment project and Kwun Tong Town Centre redevelopment project” by HKU and the Chinese University of Hong Kong (CUHK) respectively; and
- (g) “Study on Building Maintenance Programmes” by the Development Bureau (DEVB).

Objectives and summary of findings of the research studies can be found in Appendix I.

- 1.1.4 The Hong Kong Institute of Asia Pacific-Studies of Chinese University of Hong Kong (“HKIAPS”, “CUHK”) was engaged to collect, collate and analyse public views throughout the consultation period.

1.2 Objectives and Approach

- 1.2.1 Though urban renewal is a critically important subject affecting all in Hong Kong, it was observed, however, that during the public engagement exercise, only those who have been or are directly affected, or those who feel strongly about the subject, (e.g. concern groups) have been most vocal. In fact, there were many such people who were repeat attendees at the various public engagement events. In order to draw out the views of the wider public and encourage the silent majority, who may not have a direct interest to participate in the exercise, a visible, extensive and intensive stakeholder engagement programme was employed to try to gauge public views and reach a general consensus on what and how urban

renewal should be undertaken. The following objectives and approaches were adopted, as stated in the Inception Report:

1.2.2 Objectives

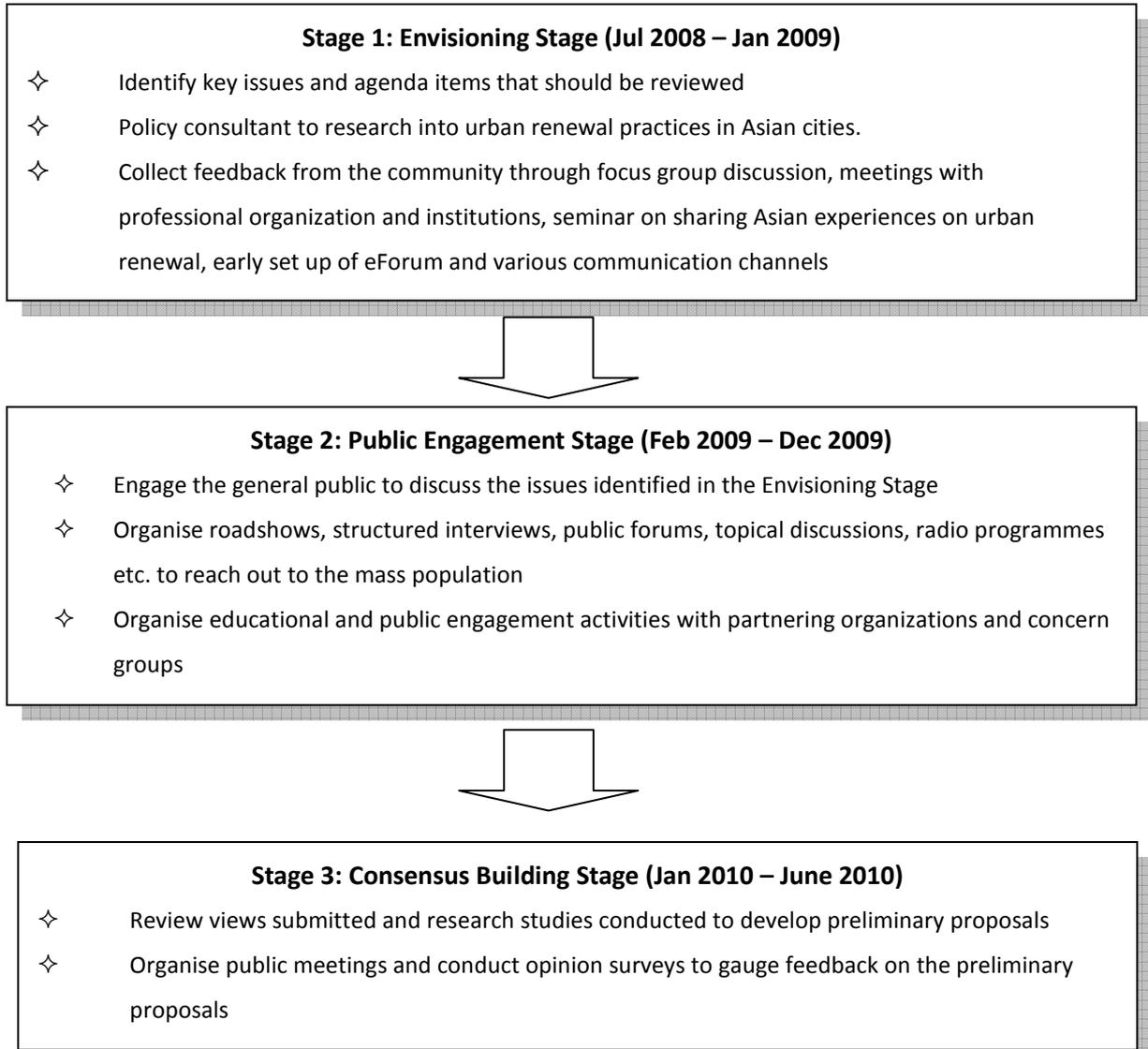
- 1.2.2.1 To establish a baseline of understanding in the community on the facts and issues on the subject of urban renewal;
- 1.2.2.2 To inculcate in the next generations a sense of urban renewal, its constraints and difficult choices, as part of a vibrant modern city benefitting from sustainable development;
- 1.2.2.3 To bring out the voice of the silent majority or those whose interests are not directly vested in the urban renewal process; and
- 1.2.2.4 To shape a convincing consensus on what and how urban renewal should be undertaken.

1.2.3 Approach

- 1.2.3.1 Informing and sharing information with the public on where Hong Kong is in terms of urban renewal, its achievement to date and constraints, targeting in particular students and the young people;
- 1.2.3.2 Deploying the mass media by using advertisement and partnering with a popular a radio channel to ensure reach and constancy of message projection;
- 1.2.3.3 Setting the scene / warming up by publicity initiatives, using mass media such as radio, TV, public affairs programmes, print media, etc.;
- 1.2.3.4 Casting the net as wide as possible by a proactive pull strategy and recruiting partner organizations / institutions to cascade the engagement initiatives to their constituencies in a befitting manner; and
- 1.2.3.5 Sustaining traction / attention on the two-year engagement activities with effective media relations and a powerful internet strategy.

1.3 Model and Process

1.3.1 The review, launched in July 2008 and lasting for two years, had no pre-determined agenda. The process therefore started with the Envisioning Stage in which members of the public were invited to shape the agenda and propose concerned areas for further exploration. The three stages of public engagement were designed as follows:



1.4 Purpose of the Report

1.4.1 This report provides an overview and analysis on the public engagement process as well as a summary of the public views obtained during the entire public engagement exercise.

1.4.2 Separate reports/summaries of all public meetings in each public engagement stage, as well as relevant documents and study reports were published and uploaded to the URS Review website (<http://www.ursreview.gov.hk/>) for all to view.

2 REVIEW OF PUBLIC ENGAGEMENT EFFORT

2.1 Overview of Public Engagement Process

A comprehensive and extensive range of public engagement activities has been conducted at different stages aiming to involve as many members of the public as possible. Whether proactively or in response, ample opportunities were given to the people of Hong Kong to access the relevant information and engagement activity details so as to facilitate public participation by fully deploying the five approaches as stated in Section 1.2.3 above. A summary list of all public engagement activities undertaken during all stages is also included in Appendix II:

2.1.1 Inform and Share Information with Public

The extent of use of the internet in the review is unprecedented in similar exercises. The URS review website was launched in July 2008 to provide the public with a user-friendly platform with updates on developments of the review and upcoming activities. AWC uploaded all the related reports and documents on a timely basis. These included but were not limited to progress reports, stage reports, gists of public engagement activities, summaries of public views, direct submissions, photos and videos. The e-blog and e-forum was introduced in October 2008 to give the public an alternative and convenient method to submit and share their views. Submissions via the dedicated website accounted for nearly half of the total

received. The web has proved to be a very effective and popular medium.

Apart from the effective use of the web, three pamphlets/booklets, “Together we cultivate, plan and enjoy the fruits of urban renewal”, “Public Engagement Stage Consultation Summary” and “Public Views and Future Direction” were published for the Envisioning, Public Engagement and Consensus Building Stages respectively to enable the public to partake in the informed debate. The pamphlets/booklets were published and uploaded to the URS Review website. During the Public Engagement Stage, eight road shows (roving exhibitions), five public forums and eight topic discussion sessions were held in different areas of Hong Kong throughout the year so that the public could easily access the events to voice their opinions close to where they lived or worked.

The first-of-its-kind urban renewal ‘Idea Shop’ located in Wan Chai also acted as information and resources centre as well as an events venue, for the public to obtain updates and to exchange views over activities held there.

During the Consensus Building Stage, a Workshop and a Concluding Meeting were held to facilitate public debate on the responses to Public Engagement Stage comments and preliminary proposals from the SC, with further public views and suggestions gathered at these events.

The details for each category of activities can be found in Appendix II.

The mass media were also deployed to inform and share information as widely as possible with the public.

2.1.2 Deploy the Mass Media for maximum reach and message projection

The mass media were at the core of the suite of tools to reach out to the general public. Newspaper, radio and TV were used in different forms throughout the review process. They were often powerful carriers of messages both-ways and ensured an open and transparent discourse.

An Announcement of Public Interest (API) was produced to launch the review. It was placed on TV and radio during both the Envisioning Stage

and Public Engagement Stage to promote the review and to promote participation.

The Commercial Radio was engaged during the Public Engagement and Consensus Building Stages to carry a series of eight episodes of 90-second info-segments, ten 30-minute episodes of sponsored programme and a four-episode radio response programme to systematically talk through different urban renewal topics of public interest during the review.

Newspaper advertisements were placed as a complement to arouse public awareness and call for participation in various engagement activities in all engagement stages.

As regards the general media, during the Envisioning Stage, in response to media interest, newspaper interviews with SC members were arranged with a focus on the observations and findings from the study trips. In the Public Engagement Stage, SC members, academics, professionals and other renowned public figures contributed a number of newspaper articles based on the sponsored radio programme in order to maximize the reach of the key messages.

RTHK's 'Hong Kong Connection' and 'The Pearl Report' by TVB attended some public engagement activities and published stories subsequently. The programmes were screened on TVB Jade, ATV HOME channel as well as TVB Pearl. Several appearances at RTHK's public affairs programme by SC members and members of the Development Bureau ("DEVB") were also secured, hence ensuring a large and community-wide audience for the exercise.

2.1.3 Setting the Scene / warming up by Publicity Initiatives

Apart from initiatives mentioned above, e-invite blasts were sent to promote participation in various engagement activities. Street banners were also used to publicise the public forums – one of the main events co-organised with the District Councils during the Public Engagement stage.

An opening ceremony for the Idea Shop officiated at by SDEV also helped to arouse interest through innovative means to reach out to the public.

2.1.4 Casting the net as widely as possible

A proactive, pull strategy was deployed to recruit and encourage involvement by various organizations and groups in the community.

During the Envisioning Stage, members from different sectors were invited to participate in twenty focus groups to discuss their views. A study was conducted to review the urban renewal process in six Asian cities and overseas trips to obtain first hand information were arranged. Overseas experts and practitioners were also invited to share their experience on urban renewal at the 'Sharing of Asian Experience' Seminar.

During the Public Engagement Stage, different District Councils were invited as co-organisers to boost participation at the Public Forums and Topical Discussions. Seven outreach meetings were conducted to meet professional bodies face-to-face to solicit views. An innovative idea – the Partnering Organization Programmes ("POP") - was designed to broaden the depth and breadth of engagement and target audiences. Partnering organizations were given subsidies to undertake approved urban renewal related activities. There was a total of 20 partnering organisations producing 23 projects in 2 phases. A summary table showing the name of the organizations and their respective projects is listed in Appendix III. The project reports can be found on the URS Review website.

Similarly, during the Consensus Building Stage, two public meetings and two consultation forums were held. The professional organizations were again invited to share and discuss their views in depth.

The Hong Kong Institute of Asia-Pacific Studies ("HKIAPS") of CUHK conducted structured face-to-face interviews at the eight road show exhibitions and a telephone survey during the Public Engagement and Consensus Building Stages respectively to proactively capture the wider public views on urban renewal.

2.1.5 Sustaining Traction/ attention

The above initiatives provided easy and accessible channels throughout the

entire review process for views to be raised and heard. Periodically, planned media exposures also helped sustain the attention of the public on the urban renewal issues.

As the public engagement consultant, AWC has been working closely with the DEVB, the URA and the Policy Study Consultant to ensure that views and feedback were captured and analysed promptly and as appropriate. Regular meetings were held to manage the process, plan and coordinate as well as to discuss observations and feedback.

The public engagement process was carefully carried out in three distinctive stages. It allowed a progressive development of the public views, from general to specific, and provided a clear guiding focus in each stage for effective and efficient discussion. Starting with a root and branch review with no pre-determined agenda, at the Envisioning Stage a range of questions were suggested for discussion and the public were invited to help set the agenda for the URS review process. The feedback from the Envisioning Stage was summarised into seven key issues for discussion throughout the Public Engagement Stage. They were: 1) Vision and Scope of Urban Regeneration, 2) 4Rs¹ Strategy in Urban Regeneration, 3) Roles of Stakeholders, 4) Compensation and Re-housing Policies, 5) Public Engagement, 6) Social Impact Assessment (SIA) and Social Service Team (SST); and 7) Financial Arrangement.

The views collected during this stage were discussed and reviewed, and in response ten preliminary proposals were proposed which formed the framework for discussion in the Consensus Building Stage. For public discussion, the ten preliminary proposals were grouped in three major topics; namely 1) District-based, Bottom-up Approach (including District Urban Renewal Forum [DURF] and SIA/SST), 2) Compensation and Rehousing, and 3) Scope of Regeneration, Roles of the URA and the URA's self-financing model.

The SC actively guided the entire review process. Regular meetings were held for thorough discussions on the public views. Meeting minutes were uploaded to the URS Review website for public inspection. The SC also participated in various public engagement activities such as the one-day seminar on 'Sharing of

¹ 4Rs refers to Rehabilitation, Redevelopment, pReservation and Revitalisation

Asian Experience' Seminar on urban renewal', public forums and focus groups to listen first-hand to the views of the public and the professionals. A number of small group discussions and brainstorming sessions were held among SC members with the SDEV to thoroughly review public views, discuss the way forward and make recommendations before the publication of the "Public Views and Future Direction" booklet, which proposed the ten preliminary proposals from the SC. In the Consensus Building Stage, the SC members communicated directly with the stakeholders at the Consensus Building Workshop, and responded to the general public during the Concluding Meeting.

As the review proceeded, the SC considered it important to learn from best and relevant practice and related information of urban renewal in Hong Kong and overseas and hence commissioned the series of research studies as listed in section 1.1.3 above. The "Policy Study on Urban Regeneration in Other Asian Cities" was the first study which provided valuable input, together with the public views gathered during the Envisioning Stage into the "Public Engagement Stage Consultation Summary" booklet. The study findings were also featured in the road show exhibitions held during the public engagement stage.

2.2 Data Analysis

The HKIAPS of CUHK was commissioned to ensure all views expressed through various channels, including (but not limited to) the engagement activities, direct submissions, comment forms and e-blog/e-forum. The information was collected, collated and analyzed systematically and comprehensively. An overview of the quantity, channel distribution and content of the public views collected throughout the whole review process is provided below.

3 OVERVIEW OF PUBLIC VIEWS

3.1 Number of Views Collected from the Public

A Total of 2,488 written comments, views or suggestions were collected in the three stages of the review, excluding duplicate submissions and irrelevant documents¹. The distribution of the sources is summarized in Table 1:

Table 1: Distribution of the Sources of Views Collected

Sources	Stage 1	Stage 2	Stage 3	Total	%
Stage 1 Pamphlets with questionnaires attached / e-questionnaires	27	58	--	85	3.42
Mails / Emails / By Hand	30	68	42	140	5.63
Telephone inquiries to DEVB	1	--	--	1	0.04
Consultation Meetings (Legco, DAC, TPB, DC, LDAC, AAB)	--	13	13	26	1.05
Workshops, Focus Groups, Public Forums and Topical Discussions	20	13	4	37	1.49
Submissions to Development Panel Special Meeting on 10 July, Legislative Council	--	--	27	27	1.09
Partnering Organization Programme	--	23	--	23	0.92
Comment Forms	--	420	86	506	20.34
Websites (e-blog & e-forum)	69	1,082	86	1237	49.72
Opinion Cards (Road Show Exhibitions)	--	377	--	377	15.15
Video Clips (Road Show Exhibitions)	--	23	--	23	0.92
Radio Programme	--	--	6	6	0.24
Total	147	2,077	264	2,488	100.00

¹ 'Duplicate submissions' refer to the same submission submitted via different channels by the same party or individual. 'Irrelevant documents' refer to submissions that lack meaning, or responses that do not contain views or suggestions with regard to urban renewal (e.g., incomprehensible replies posted onto the website, and inquiries about whether submissions had been received, etc.).

The URS Review Website, including e-blog and e-forum, were the major sources of opinions collected, accounting for nearly half of the total submissions (49.72%). This showed the importance of the on-line platform as an effective and convenient engagement tool. Other major sources included comment forms

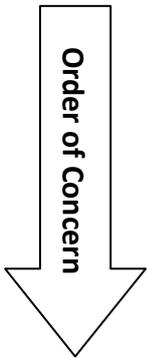
(20.34%) and opinion cards (15.15%). However, the majority of the views collected were generally brief, tending to express broad and general ideas on what the government should do in urban renewal. In contrast, opinions collected through mails / emails, focus group discussions, public forums, topical discussions, consultation meetings and POP activities were comparatively more lengthy and substantial, as they were mainly submitted by affected communities and professional groups.

In addition to the public views collected from the channels above, the Road Show interviews conducted during the Public Engagement Stage and the telephone survey conducted during the Consensus Building Stage contributed to the collection of views from 886 and 1,005 people respectively.

3.2 Issues of Most Concern

The public views were classified under seven topics identified in the Envisioning Stage throughout the Public Engagement Stage and listed in order of greatest concern in Table 2 below. During the two-year review, the topics which received the most attention were “Compensation and Re-housing Policies” and “Vision and Scope of Urban Regeneration”. The topics that drew the least attention were “Social Impact Assessment and Social Service Team” and “Financial Arrangement”.

Table 2: Issues Attracting the Most Concern

Most Concern	1. Compensation and Re-housing Policies	
	2. Vision and Scope of Urban Regeneration	
	3. Roles of Stakeholders	
	4. 4Rs Strategy in Urban Regeneration	
	5. Public Engagement	
	6. Social Impact Assessment and Social Service Team	
	Least Concern	7. Financial Arrangement

Under each topic, the issue with the most concern is listed in Table 3.

Table 3: Issue with the Most Concern under Each Topic

Topic	Issue with the most concern
Vision and Scope of Urban Regeneration	Considerations in formulating the URS
4Rs Strategy in Urban Regeneration	Emphasis or Priority among the 4Rs
Roles of Stakeholders	Role of the URA
Compensation and Re-housing Policies	Calculation and Criteria of Cash Compensation
Public Engagement	Consultation Process
Social Impact Assessment and Social Service Team	Social Impact Assessment
Financial Arrangement	Self-financing of the URA

3.3 Summary of Findings

The attached Appendix VI is an analysis of views collected via both structured and non-structured channels during the review by the HKIAPS of the CUHK. The detailed views collected in each stage are set out in the three stage reports, Envisioning, Public Engagement and Consensus Building Stages, which are available on the URS Review Website for all to view.

Over the whole public engagement process, there was a consistent call for more participation by the public, the offer of more choices for the public and a more balanced role of the URA. To address these views, a number of proposals were recommended by the SC, including: a District Urban Renewal Forum (DURF) was proposed to be set up in each of the old districts to strengthen urban renewal planning work; a “flat for flat” option was proposed in addition to cash compensation for affected owners; and creating a facilitator role for the URA. These, together with other proposals are listed in the “Public Views and Future Direction” booklet.

In the Consensus Building Stage, discussions were framed under three broad topics: 1) District-based, Bottom-up Approach (DURF and SIA/SST), 2) Compensation and Rehousing, and 3) Scope of Regeneration, Roles of the URA

and the URA's self-financing model. The major views under each topic are highlighted below.

3.3.1 District-based, Bottom-up Approach (DURF, SIA/SST)

➤ *Urban Renewal Planning and Public Engagement*

During the review process, there was a consistent demand for a district-based, people-centered, bottom-up approach in planning for urban renewal. In response to this, a District Urban Renewal Forum (DURF) was proposed to be set up in each of the old districts to strengthen urban renewal planning work. Regarding its composition, there was a strong call for representatives of local residents to be included as members of the DURF. It was suggested that each DURF could be chaired by a professional who has in-depth knowledge of the local areas.

The public suggested that the Government should listen to the needs of the residents through public engagement exercises. More resources should be allocated to encourage and mobilize local residents to participate in the urban renewal planning process. The affected parties, particularly the owners and tenants, should be consulted at an earlier stage i.e. before any redevelopment plan is made. The consultation process should be more open and transparent, and more information on urban renewal should be released to the public for discussion and more community engagement activities should be organised to engage the public. The URA should also disclose the redevelopment projects' timetable and publicise the progress of redevelopment regularly for public monitoring.

➤ *Social Impact Assessment (SIA) and Social Service Teams (SST)*

In line with the people-centered, bottom-up and district-based approach for urban renewal, it was suggested that the Government should consider appointing independent parties to conduct the SIA, as well as a tracking study to understand the impact of urban renewal on affected residents. Tracking studies should also be carried out after project

completion on the affected residents to explore the impact on their lives, such as whether the quality of life has really improved. In terms of scope, the SIA should not be limited to the redevelopment areas, but should be extended to neighboring and peripheral communities.

Providing assistance by SST to affected residents is an essential part of urban renewal, however, it was believed that the employment of SSTs by the URA can undermine their independence and create conflict of interest. However, the split of their roles into rights advocacy work and case handling work may not be feasible because the segregation of the two roles may fail to meet the professional requirement/ethics of social workers and ignore the reality and interests of service users. Therefore, it was suggested to detach the SSTs from the URA and to set up independent trusts to finance them. A study on “The Future Directions of Providing Social Work Services under the New Urban Renewal Strategy” was commissioned in April 2010 to review the current role of the SSTs engaged by the URA to gain insights for the future directions of the SSTs.

3.3.2 Compensation and Rehousing

The current compensation mechanism of the URA is generally based on the decision of the Legislative Council Finance Committee in March 2001 on “Home Purchase Allowance and Ex-gratia Allowance for Owners and Legal Occupiers of Commercial Properties” which had undergone in-depth discussion. The current practice of maintaining the HPA at a notional 7-year-old replacement flat value as the standard of cash compensation for residential property owners is still considered appropriate. However, some members of the public felt that it was difficult for owners to buy back a seven-year-old flat in the same district with similar size, location and transport networks based on the current compensation policy. Most people demanded the additional option of “flat for flat” for owner-occupiers, so that they can continue to live in the same district and maintain the social network they have established.

In response, a “flat for flat” option was proposed to affected owner-occupiers and an explanatory note on the “flat for flat” model was

published on the URS website. However, there was no consensus on how the “flat for flat” option could be implemented.

Under the existing URA policy, in addition to open market value, owner-occupiers will get the full Home Purchase Allowance (HPA) while owner-investors can only receive half of the HPA. The rationale is that since the URA-initiated redevelopment projects are to fulfill its social missions, the compensation level should be sufficient for owner-occupiers to find replacement flats in the same district. This rationale does not apply to owner-investors. Nevertheless, some owners felt that they should get the same compensation whether they are owner-occupiers or owner-investors. As there are instances of some elderly owners owning only one old flat in the old redevelopment areas which they rent out to support their livelihood, the preliminary proposal on giving compassionate consideration to elderly non owner-occupiers of residential properties in special circumstances was generally supported by the public.

It was also suggested that the URA should offer help to the affected shop owners and find ways to help small business operators return to the redeveloped areas and restart their businesses as it was difficult for them to find suitable premises to replace their shops in the same district.

It was believed that the resumption power of the URA granted through the Lands Resumption Ordinance is too powerful. Affected residents of redevelopment projects often are forced to move out, whether they agree or not. Also, it was claimed that the rights of tenants were always being neglected in redevelopment projects and that more assistance should be provided to them in the future. It was suggested that those who registered as eligible tenants in the freezing surveys should be given compensation and re-housing arrangement and affected residents should be re-housed within the same district.

3.3.3 Scope of Regeneration, Roles of the URA and the URA's self-financing model.

➤ *Scope of Regeneration*

The public believed that urban renewal should enhance the quality of living, as well as beautification of the city. Therefore, while the historical and cultural heritage in urban areas should be respected, the existing social networks which are a source of security and familiarity for the residents should also be preserved. To avoid gentrification of the redeveloped areas, instead of just providing large shopping malls in the redevelopment projects, the URA should preserve unique local retail networks to facilitate fair competition between bigger enterprises and small shops, and to provide “affordable housing” instead of luxurious flats in future redevelopment projects.

The public also suggested that environmental factors which will promote sustainable development in urban renewal, such as increasing the amount of green and open spaces, minimizing “wall effects” and maintaining lower building density should be considered.

The public believed that the current URS stressed too much on redevelopment. The weightings among the 4Rs should be reviewed. More emphasis should be put on rehabilitation, preservation and revitalization as they can assist in the preservation of local characteristics, social networks and the environment. Redevelopment should be the last resort, unless absolutely necessary, for example when the buildings have fallen into a state causing potential hazard to the residents and the public.

It was suggested that the Government should step in to help owners of old buildings to rehabilitate their buildings. For example, the Government could set up a classification system for dilapidated buildings, enforce a mandatory building restoration scheme, and provide financial assistance to owners, particularly elderly owners, for rehabilitation. The URA should also assist the rehabilitation of dilapidated buildings with little potential to be redeveloped by providing loans to owners;

The public also believed that there was a lack of a holistic preservation policy in Hong Kong, particularly on policies towards the conservation of

privately-owned historical buildings.

➤ *Role of URA*

The public felt that the URA was not accountable and transparent enough. Some suggested setting up an independent commission composed of various stakeholders to monitor its policy implementation and financial status/performance. The public believed that the URA should pay more attention to its social responsibility instead of profit-making and its performance should not be assessed in terms of financial returns.

It was also suggested that the URA should also act as a ‘facilitator’ to assist owners in undertaking redevelopment by themselves, or by cooperating with the developers, so as to accelerate the pace of redevelopment. This view was supported by relevant studies, such as the “Building Conditions Survey” which highlighted the fact that the URA will not be able to cope with the increasing number of aging buildings on its own. The Government should also take a more active role in urban renewal by coordinating all relevant public bodies, such as the URA, Hong Kong Housing Society, and Hong Kong Housing Authority, together with Government departments, such as Buildings Department, to jointly resolve issues in urban renewal. However, questions were raised regarding possible unfair competition between the URA and the private sector if and when the URA acts as a facilitator.

➤ *URA’s self-financing model*

The current adherence to self-financing and prudent financial principles by the URA has given the public the perception that the URA must keep its budget in surplus. Therefore, besides the self-financing principle, it was suggested, and this was supported by the “Economic Impact Assessment Study on the URS’s Urban Regeneration Projects”, that the URA should recognise and take into consideration the economic benefits that urban regeneration brings to the neighboring areas. Some had requested that the URA should also make public its financial situation and the financial information concerning individual renewal projects.

4 CONCLUSION AND REMARKS

Despite the occasional criticism from interested parties, the public engagement process was, in general, regarded as comprehensive, open and transparent so that the integrity and optimization of the process was ensured. A baseline of understanding on the facts and issues on urban renewal has been established in the community by the extensive deployment of communication channels.

The use of tools favoured by the younger generation, such as the web, have facilitated the next generation in acquiring/enhancing at least some sense of the essence of urban renewal – a topic not just for people living in old and rundown areas but part of the future development of a vibrant modern city.

The silent majority was invited, via extensive and practicable means, to give their views. This has served to balance somewhat the often more entrenched stance understandably held by those directly affected by urban renewal.

As to the views collected, despite the fact that many comments were long-held views related to compensation from concerned parties and those with vested interests of one kind or another, broad consensus was however observed over general, directional issues such as the establishment of a district-based, bottom-up engagement process for future urban renewal activities, the provision of flat-for-flat as an option to cash compensation for affected residents and the proposed broader, more balanced role of the URA all of which addressed the public's desire for more participation by the public, more choices for the public and a more balanced role of the URA in the revised URS.

The SC, having considered the views collated during the Consensus Building Stage, had proposed some refinements to the ten preliminary proposals to DEVB, who will revise the URS by the fourth quarter of 2010. The draft text of the revised URS will be published for further public consultation before finalization for promulgation. A summary of public views on the ten preliminary proposals and responses is being consolidated by DEVB and will also be available by the fourth quarter of 2010.

- End -

Appendix I - Objectives and findings of Research Studies

Topic	(1) Policy Study on Urban Regeneration in Other Asian Cities
Objective	To study the urban renewal experiences in six Asian cities (Seoul, Tokyo, Singapore, Taipei, Shanghai and Guangzhou), whose situation is comparable to that in Hong Kong.
Summary of Findings	<ul style="list-style-type: none"> ◆ Integrated planning to ensure heritage preservation in redevelopment projects is the established model in many other Asian cities. This is important especially in private sector-led urban renewal programmes. ◆ Urban renewal always involves participation by both the public and the private sectors although the relative involvement of the two differ from city to city. ◆ Given the low development density in these cities when compared with Hong Kong, the cities under study have been able to offer higher plot ratios to encourage or facilitate private sector participation in the redevelopment of old districts. However, as the Hong Kong community becomes increasingly concerned about development density, the provision of incentive of higher plot ratio is getting more and more difficult to adopt in Hong Kong. ◆ On rehabilitation, with the exception of the Seoul Metropolitan Government and the Taipei City Government which respectively provide loans and subsidies for key renewal areas, for the rest of the cities covered in the study, the maintenance and redevelopment of privately owned buildings is mainly undertaken by the private sector. ◆ Unlike these cities, Hong Kong does not have designated priority areas for redevelopment at the planning stage. Although there is a list of target areas stated in the URS, the location of specific clusters or neighbourhoods in these target areas is classified as sensitive and highly confidential. The major consideration is to prevent and reduce abuse given the public money and financial gains involved. The propensity for speculation with URA's higher-than-market compensation is also relevant. The need for such confidentiality is also the major obstacle to owner participation, especially in the early planning stage. Thus, transparency and compensation issues will all have to be taken into account at the same time when considering the possibility of increased owner participation.

Topic	(2) Building Conditions Survey
Objectives	To update on the structural conditions of private buildings aged 30 years or above within URA's target areas, and to assess the living conditions of relevant residents for URA's consideration when deciding on future redevelopment projects.
Summary of Findings	According to the initial findings of the Study, based on projection from sample findings, 1,900 of the 7,000 or so buildings within URA's target areas are dilapidated or in need of repair to varying degrees.
Topic	(3) Study on the Achievements and Challenges of Urban Renewal in Hong Kong
Objective	To analyse the achievements of and challenges facing the URA in implementing the 4R Strategy (namely Redevelopment, Rehabilitation, pReservation and Revitalisation) with reference to the URS of 2001.
Summary of Findings	<p><u>Redevelopment</u></p> <ul style="list-style-type: none"> ◆ A total of 41 projects have been undertaken over an 8-year period when compared with only 25 by the LDC in 13 years, showing that the URA has actually helped speed up urban redevelopment. The pace of redevelopment, however, still lags behind the rate that buildings age. ◆ Most of the redevelopment projects taken over from the LDC have met with controversy, underlying the importance of public engagement. ◆ Redevelopment is welcomed by most of the affected domestic unit owner-occupiers but not the shop owners. ◆ The confidentiality of the redevelopment projects has been attacked in favour of greater transparency. ◆ There are demands for “flat for flat” and “shop for shop” arrangements as options of compensation.

	<p><u>Rehabilitation</u></p> <ul style="list-style-type: none"> ◆ Over the past decade, the URA and HKHS have helped rehabilitate 506 and 377 buildings through various schemes. ◆ The major challenge is to ensure that the owners are able to shoulder their responsibility for building maintenance. <p><u>Preservation</u></p> <ul style="list-style-type: none"> ◆ The role of the URA in this respect is not well defined. At present, the URA is engaged in such work both inside and outside its redevelopment projects. ◆ New measures have been taken to preserve local characteristics and social networks as far as possible in URA's redevelopment project areas. ◆ The major challenge is the uncertainty over the financial sustainability of the projects. <p><u>Revitalisation</u></p> <ul style="list-style-type: none"> ◆ Revitalisation projects normally depend on support from DCs. One example is the revitalisation project in Tai Kok Tsui. ◆ It is desirable for the URA to only initiate and develop revitalisation projects while the subsequent management of the projects should be taken over by other bodies. <p><u>Financial arrangement</u></p> <ul style="list-style-type: none"> ◆ The objective of self-financing for the URA in the long run needs to be reviewed.
Extended Study	Study on "The Future Directions of Providing Social Work Services under the New Urban Renewal Strategy"
Objectives	To conduct a systematic review of the role of the social service teams (SST) engaged by the Urban Renewal Authority (URA) to help affected individuals in its urban redevelopment projects
Summary	The work done by SST engaged by the URA and those by related community

of Findings	development services were reviewed and views of staff of URA who work closely with the SSTs were collected. According to the findings, some inconsistencies between the provision in the Urban Renewal Strategy (URS) related to SSTs and the actual practice were observed and the independence of URA SST is a matter of key concern among social workers. There were also considerable overlap in various type of work between URA SSTs and other bodies in the community, particularly in community organising and policy advocacy. Three options for the future directions of providing SSTs under the New Urban Renewal Strategy were proposed and the Government will consider the best way ahead.
Topic	(4) Economic Impact Assessment Study on the URA's Urban Regeneration Projects
Objective	To study the economic impact of the Tsuen Wan town centre redevelopment project on the Tsuen Wan district.
Summary of Findings	The project has been successful in drawing visitors to Tsuen Wan and further connecting the smaller neighbourhoods in the district. The economic benefits brought about by this project included the employment opportunities created during and after the redevelopment. During the construction period, there were 1,227 job openings, while another 700 additional openings for commercial and retail positions emerged after the redevelopment. There is also an estimated increase in retail business of approximately \$300 million. Moreover, there were investments valued at \$1.7 billion over the construction period, with an additional estimated economic return of \$1.4 billion. Other economic impact included the rise in property prices and government revenue, such as stamp duty from property sales. Yet, local businesses were adversely, albeit temporarily, affected by the redevelopment works, and the newly completed shopping centre has become a source of competition to local businesses nearby although they also bring new business opportunities for others.
Topic	(5) Urban Regeneration – District Aspirations Study
Objective	Seven DCs (namely, Central and Western, Wan Chai, Yau Tsim Mong, Kowloon City, Sham Shui Po, Kwun Tong and Tsuen Wan), where URA target areas are located, were invited to conduct a study of their own district in order to identify

	their aspirations for urban regeneration. The aim of the Study is to identify local characteristics and expectations on the implementation of the 4R Strategy at district level.
Summary of Findings	At the Urban Regeneration – District Aspirations Study Forum held in early 2010 at Noah’s Ark, Ma Wan, seven DCs exchanged views on their initial findings on the different districts’ aspirations for urban regeneration. While the preferred means for and tenor of regeneration varied from district to district, the importance of a “district-based” and “bottom-up” approach was duly recognised, and local characteristics were at the centre of the districts’ proposals. Final reports on the studies were submitted in April 2010.
Topic	(6) Tracking Survey on URA Redevelopment Projects
Objective	To track the redevelopment projects in Kwun Tong Town Centre and Hai Tan Street, Sham Shui Po to understand the impact on affected residents and businesses who were displaced.
Summary of Findings	Interim findings of the tracking survey regarding the redevelopment project in Hai Tan Street, Sham Shui Po, show that most of the affected residents still reside in the district. Based on available information from the 28 domestic owner-occupiers tracked, about 57% have chosen to purchase smaller replacement units, and about 79% have chosen to buy second-hand flats aged at least 20 years old, while about 46% have retained over HK\$1 million of the cash compensation. The majority of the tenants and owner-occupiers said that their living environment had improved, and that adaptation to the new environment had been easier than expected.
Topic	(7) Study on Building Maintenance Programmes
Objective	To take stock of the existing financial support schemes for building maintenance administered by government department, HKHS and URA with a view to understanding the general situation and further exploring the possibility of integration of the schemes.
Summary	The common problems of the various financial support schemes include the lack of awareness of building safety and management issues among property

of Findings	owners, and the difficulty facing some buildings in the setting up of owners' corporations. The Government will consider how best to integrate the various financial support or loan schemes.
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Appendix II – Summary of Public Engagement Activities and Initiatives

Stage / Initiatives		Contents and remarks
A. Envisioning Stage		
A1	Focus group discussion	<p>(a) A total of 20 focus group discussion sessions were held with the following groups:</p> <ul style="list-style-type: none"> - Academics and professional groups (Science & Works) – architects, planners, engineers, surveyors, etc. - Academics and professional groups (Arts & Humanity) – social workers, arts and culture sector representatives, historians, etc. - Advocacy groups – policy ‘think tanks’, green groups, conservation groups and community groups - Business groups – developers, retailers, hawkers, transport operators, etc. - Affected groups – owners and tenants / concern groups - Political groups – District Councils - General public - Professional bodies and organisations relevant to the issue of urban renewal, including URA District Advisory Committees, URA Board of Directors and URS Review Committee the Hong Kong Institute of Architects (HKIA), Hong Kong Housing Authority, Hong Kong Housing Society, Land & Building Advisory Committee and Hong Kong General Chamber of Commerce (HKGCC). <p>(b) The average number of participants was 15 (including observers). Members of the Steering Committee on Review of the Urban Renewal Strategy (“SC”) and representatives from DEVB, URA, the Policy Study Consultant and AWC were also present at most of the sessions. Besides invited participants, there were also up to 10 ‘walk-in’ participants who dropped by per session.</p> <p>(c) Mr. Peter Lam and Mr. Lee Kam Hung, media hosts, Mrs. Sandra Mak, CEO of AWC, Mr. Kyran Sze from HKGCC, Mr. Ivan Ho from HKIA, Mr. Yuen Kin-kwok, a senior member of the AWC team with rich media experience, and Dr. Joseph Chan, Professor of the University of Hong Kong, had facilitated the discussions.</p> <p>(d) The gist of each focus group discussion was uploaded to the URS Review website shortly after the session.</p>
A2	Website revamp	<p>(a) The URS Review website was revamped to be more attractive and user-friendly. It was launched in December 2008.</p> <p>(b) An e-forum, e-blog and e-questionnaire were developed to provide platforms for members of the public to express views.</p> <p>(c) The public could also find updated information and upcoming</p>

Stage / Initiatives	Contents and remarks
	<p>activities of the URS Review on the website.</p> <p>(d) By the end of January 2009, 80 valid views were obtained through the website and were analysed alongside others obtained in focus group meetings or received from other channels.</p>
A3	<p>Announcement of Public Interest ("API")</p> <p>(a) The API was considered an effective means to promote the engagement activities, and was launched in early December 2008 on television and radio.</p>
A4	<p>"Models and Challenges of Urban Renewal - Sharing of Asian Experience" seminar</p> <p>(a) URA organised a one-day seminar on Asian experience on urban renewal on 15 December 2008 to enable overseas experts and practitioners to share views with stakeholders in Hong Kong. It covered six Asian cities, namely Singapore, Tokyo, Seoul, Taipei, Shanghai and Guangzhou, and was attended by an audience of over 300 people.</p> <p>(b) The views expressed by the participants were recorded as views for consideration in the Envisioning Stage.</p>
A5	<p>Overseas study visits</p> <p>(a) Further to the Policy Study of six Asian cities, a couple of study trips were organised to provide the opportunity for key stakeholder groups to gain up-to-date, first-hand information of 2 selected cities: Tokyo and Shanghai.</p> <p>(b) The study trip to Tokyo was led by Mrs. Carrie Lam, Secretary for Development, from 8 to 11 Feb 2009. The delegation met with and attended lectures by Tokyo Municipal Government officials, academics and other parties who are experienced in urban renewal-related issues.</p> <p>(c) A study trip to Shanghai, led by Mr Barry Cheung, Chairman of Urban Renewal Authority, was conducted from 26 to 28 March 2009. The delegation met with and attended lectures by the Shanghai Government officials, academics and representatives from the commercial sector who are experienced in urban renewal-related issues.</p>
A6	<p>Publicity</p> <p>(a) Press releases were issued to call for participation in innovative programmes such as the Partnering Organisation programme and on the study trip to Tokyo.</p> <p>(b) In relation to the Tokyo study trip and in response to media interests, interviews with SC members were arranged and articles printed. Observations of the Tokyo experience were thus publicised.</p> <p>(c) Columnists have been briefed on the URS Review and another innovative programme - the Idea Shop coinciding with its opening on 25 March 2009.</p>

Stage / Initiatives		Contents and remarks
B. Public Engagement Stage		
Standard programmes		
B1	Public Engagement Stage Consultation Summary	A booklet introducing the background of the URS Review, its approach/process and detailing the seven issues identified in the ES was designed and produced. Providing basic information on the current policies, public views collected on the various issues prior to the commencement of the PES, as well as overseas experience, copies of the booklet were distributed at public engagement activities and activities held by the Partnering Organisations. They were also available at the Urban Renewal Idea Shop and District Offices.
B2	Road Show Exhibitions	<p>A total of 8 Road Show Exhibitions were organised in Hong Kong Island, Kowloon East, Kowloon West and Tsuen Wan. Information on the seven issues identified in the ES, together with the urban renewal experience of other Asian cities gleaned from the policy study were presented to give an overview of and to provide perspective to the URS Review. Public views were collected on site via structured interviews conducted at the exhibitions, comment cards as well as video clips. Some children visiting the exhibitions also drew to express their views.</p> <p>The exhibitions were held from 7 May to 12 Oct 2009. A total of 14,082 visitor/times were recorded, with 400 comment cards, 23 video clips and 1,088 pieces of children's drawings received. The videos, photos and children's drawings were uploaded onto the URS Review website. A selection of the children's drawings were also put on display at the Urban Renewal Idea Shop.</p>
B3	Face-to-face structured interviews	The HKIAPS conducted face-to-face structured interviews at random with visitors of the Road Show Exhibitions, resulting in 886 questionnaires being completed in total. A detailed report of their findings is attached at Appendix III.
B4	Public Forums	<p>Five Public Forums with 478 participants in total were organised for members of the public to express views. Representatives from DEVB and URA, as well as SC members, were present at all forums to observe first-hand the discussions. Each forum took the form of a brief introduction on the progress of the URS Review, followed by public presentations on various related issues and topics. There were also avid open floor discussions. Public figures whose knowledge on the subject is recognised were invited as the moderators for each of the Public Forums. Simultaneous interpretation for Chinese and English was available at Public Forums.</p> <p>A number of organisations were invited as co-organisers, who</p>

Stage / Initiatives	Contents and remarks
	<p>assisted in the recruitment of participants and promotion of the Public Forums in their constituencies, hence maximising the reach of the activities. They included the Working Group on Urban Revitalisation and Historic Buildings Conservation under Sham Shui Po District Council, District Councils, and the Housing Management Working Group under East District Council.</p> <p>E-invites (embedded with e-fliers) and street banners, etc., were also used to further publicise the activities.</p> <p>The gists of the discussions were compiled subsequently and were put on the dedicated website in both English and Chinese as soon as practicable.</p> <p>These forums were well attended by members of the public, stakeholders, students, Legislative Councillors, District Councillors, professionals, representatives of Partnering Organisations, and the media on selected occasions. Participation and interaction were generally active and enthusiastic, with an average of 7 presentations being made at a Public Forum by members of the public (mostly concerned/affected parties), professionals, Legislative Councillors and District Councillors.</p> <p>Photos and video clips showing the public presentations (and PowerPoints, if used) were uploaded onto the URS Review website subsequently.</p>
B5	<p>Topical Discussions</p> <p>Complementing the Public Forums were eight Topical Discussion sessions dedicated to facilitating the detailed discussion of each topic identified in the ES. There was an average of 60 participants at each session with quite a number of repeated participants (at the Public Forums too). Representatives from DEVB and URA were present as observers to listen. They would also clarify or provide supplemental facts and information where considered helpful and allowed by the Convenor. Their comments, however, were not regarded as valid opinions for collation and analysis.</p> <p>The Topical Discussion sessions typically started with a brief introduction on the progress of the URS Review, followed by a number of public presentations (average 9 per session) on various related issues and topics. The participants would then discuss in detail in small groups using a suggested question guide, as far as practicable and preferred, and facilitated by representatives from professional bodies and institutes whose knowledge on the subject is recognised. The small group discussions were then reported back to the floor.</p> <p>Participation was active, and the number of public presentations</p>

Stage / Initiatives		Contents and remarks
		<p>was substantial on all occasions. Apart from members of the public and stakeholders, SC members, DEVB representatives, URA representatives, professionals, Legislative Councillors and District Councillors et al had also made presentations on selective topics.</p> <p>Video recording, with the PowerPoint presentations embedded, the question guide, bi-lingual discussion gists and photos of each topical discussion were uploaded onto the URS Review website.</p>
B6	Briefings and Outreach Meetings with Professional Institutes and Other Organisations	<p>Meetings were organised and attended by DEVB and URA representatives for various parties, including Land and Development Advisory Committee (LDAC), Central & Western District Council, Town Planning Board, and District Advisory Committees to report on the engagement activities and learning. Assistants to members of the Legislative Council Panel on Development were also briefed twice during the period.</p> <p>Professional organisations were approached and invited for outreach meetings with representatives from the DEVB and the URA to procure their views and to explain in detail the relevant issues of the Review. Seven meetings were held, including that with the Hong Kong Institute of Land Administration, Hong Kong Institute of Landscape Architects, Hong Kong General Chamber of Commerce, Chartered Institute of Architectural Technologists & Hong Kong Institute of Architectural Technologists, Hong Kong Institute of Architects, Chartered Institute of Building, and the Royal Institution of Chartered Surveyors Hong Kong. Most of these organisations submitted their views in writing subsequently.</p>
B7	Overseas study visits	<p>A Policy Study of six Asian cities was conducted by the policy consultant (HKU Team) to examine how they undertake urban renewal and whether there would be good practices worthy of reference for Hong Kong. Study trips to Tokyo and Shanghai respectively were organised to provide the opportunity for key stakeholder groups, including SC members, District Councillors, Government officials, URA representatives, URA Board members, etc. to gain up-to-date, first-hand information:</p> <p>(d) The study trip to Tokyo was led by Mrs. Carrie Lam, SDEV, from 8 to 11 Feb 2009. The delegation visited urban renewal showcases, including the Roppongi Hills project, and met with/attended lectures by the Tokyo Municipal Government officials, academics and other parties who were experienced in urban renewal-related issues.</p>

Stage / Initiatives		Contents and remarks
		(e) Another trip, led by Mr. Barry Cheung, Chairman of the URA, was conducted from 26 to 28 March 2009 to Shanghai. Similarly, the delegation toured relevant urban renewal projects, including cultural preservation/revitalisation initiatives, and met with/attended lectures by the Shanghai Government officials, academics and representatives from the commercial sector who were well versed on the subject.
B8	Announcement of Public Interest ("API")	The API produced in the ES was relaunched on television from May to July 2009, to arouse public awareness, encourage public participation by expressing their views as well as visiting the URS Review website to keep abreast of developments.
B9	Mass Media – Radio programmes	<p>The radio was deployed for information provision and mass outreach. Commercial Radio was recommended and engaged for this initiative having regard to its wide listenership:</p> <p>(a) A series of eight episodes of 90-second info-segments were aired on Commercial Radio 1 from 30 March to 26 April, and from 26 May to 22 June 2009, in order to introduce the URS and related topics and to provide basic facts. The format of light-hearted, real-life 'radio drama' was adopted to arouse interest and to attract all age groups.</p> <p>(b) A 10-episode, 30-minute sponsored programme was launched on Commercial Radio 1 from April to July 2009. The seven issues identified in the ES were discussed, together with overseas experience, to provide facts and information on what could have been a complex and specialised aspect of our community. 20 guest speakers joined the programme by sharing their experience in and views about urban renewal. The programme also featured outreach reports of short interviews in the streets to capture public views as teasers.</p> <p>Audio clips of the info-segments and the programmes are available on the URS Review website.</p>
B10	Mass Media – Newspaper articles	<p>Based on the contents of the 30-minute sponsored radio programmes, a number of articles were contributed by SC members, academics, professionals and other public figures. These served to capture/repeat the information/facts/views expressed on air to further maximise the reach of the messages in the community, and to arouse public discussion and participation.</p> <p>A total of 8 articles were published in Ming Pao and Sing Tao. Another 16 news reports in Apple Daily, Oriental Daily, The Sun, Sing Tao and Ming Pao were clipped.</p>

Stage / Initiatives		Contents and remarks
B11	Mass Media – Newspaper advertisements	Newspaper advertisements were designed to publicise the public engagement activities, and to call for participation. Two bursts of advertisements were placed – the first in early May 2009 in Ming Pao, South China Morning Post and Headline Daily, and the other in Metro, South China Morning Post and Sing Tao in September 2009.
B12	Mass Media – other programmes	<p>(a) SC members and guests were invited on two episodes of the RTHK programme 「左右紅藍綠」 in December 2009 on the topics of 4R and the Wanchai experience in district-based urban renewal respectively.</p> <p>(b) The production crews of RTHK 「鏗鏘集」 ('Hong Kong Connection') and TVB Pearl 'The Pearl Report' visited selected public engagement activities for their stories on urban renewal. The resultant programmes were screened on TVB Jade and ATV HOME Channel as well as TVB Pearl respectively.</p>
B13	URS Review Website	<p>The URS Review website not only provided a platform on which the general public could obtain updated URS-related information but it also served as a channel for members of the public to voice their views.</p> <p>The e-forum and e-blog recorded 1,082 messages, which were passed to the HKIAPS of the CUHK for collation and analysis. Obscene posts were blocked. Otherwise all posts from the public were entertained.</p>

Stage / Initiatives		Contents and remarks
Innovative programmes		
B14	Partnering Organisation Programme	<p>Implemented in two phases, the Partnering Organisation Programme was designed to broaden the depth and breadth of public participation in the URS Review. There were 11 applicant organisations in Phase 1 and 16 in Phase 2 of the Programme, with 9 and 14 given subsidies to undertake urban renewal related activities as Partnering Organisations respectively in the two phases. These include District Councils, professional bodies, local secondary schools and tertiary institutes, as well as non-profit making non-government organisations, registered under Section 88 of the Inland Revenue Ordinance (Cap 112).</p> <p>The activities conducted ranged from surveys, workshops, seminars, competitions, exhibitions to site visits, etc., which were urban renewal-related and aimed to educate the public and the target audiences identified by the Partnering Organisations.</p> <p>Each Partnering Organisations received subsidies of up to \$10,000 for organising activities as proposed and approved in their original applications. Post-activity reports were submitted, which recapped the preparation and/or the process, major/key views gathered therein, and self-evaluations. Phase 1 and Phase 2 reports have been uploaded onto the URS Review website and put on display in the Urban Renewal Idea Shop.</p>
B15	Urban Renewal Idea Shop	<p>The Urban Renewal Idea Shop was officially opened to the public by SDEV on 25 March 2009 to act as an information and resources centre, also as a rendezvous and activity venue. Members of the public are encouraged to use the facility for urban renewal and related initiatives.</p> <p>The Idea Shop was also a venue for some activities initiated by the Partnering Organisations.</p> <p>A number of publications were on display at the venue, including the Report on the ES, Reports on the Phase 1 and Phase 2 Partnering Organisation Programme, PES Consultation Summary booklet, and other relevant publications. There were also computer terminals and an exhibition to facilitate easy access to update information.</p>
C. Consensus Building Stage		
C1	Radio Programmes	<p>A four-episode Radio Response Programme “Urban Renewal in Perspective” was aired on Commercial Radio 1 in February 2010, where SDEV and SC members introduced and elaborated the preliminary proposed directions of the future urban renewal options, engaged the public in discussions through phone-in arrangements,</p>

Stage / Initiatives		Contents and remarks
		<p>and listened to views put forward.</p> <p>SDEV appeared on the RTHK Radio 3 programme “Backchat” on 8 March to engage non-Chinese speaking residents in the community similarly.</p> <p>SDEV and the Chairman of the URA also went on the Commercial Radio 1 programme “Saturday Forum” on 27 March 2010. SDEV conducted an exclusive interview with RTHK in April 2010 on urban renewal, followed by two appearances by DEVB representative and SDEV on the RTHK Radio 1 programme “Politics on Saturday” on 15 May 2010 and RTHK Radio 2 programme “New Politicians in Focus” on 29 May 2010.</p>
C2	Mass Media – Newspaper advertisements	Newspaper advertisements were designed to publicise public engagement activities, and to call for participation. Advertisements were placed in Sing Dao Daily, South China Morning Post, Metro and Apple Daily in early May 2010.
C3	Public Views and Future Direction – Paper for the Consensus Building Stage of the Urban Renewal Strategy Review	A booklet summarising relevant, comprehensive information on the URS Review, its approach/process, overview of the research studies undertaken and public views collected on the various issues during PES etc. was published on 10 May and uploaded to the URS Review website. The highlight of the booklet is SC’s initial response to the public views through ten preliminary proposals, as contents for discussion to seek to reach for consensus in the community. Copies of the booklet were distributed at various outlets for public access and at the public engagement activities.
C4	Telephone survey	<p>In order to gauge the wider view of the general public on the preliminary proposals for consensus building, a structured telephone survey was conducted by the CUHK from 14 May to 25 May 2010. Telephone numbers were randomly selected from the latest Hong Kong Residential Telephone Directory to ensure it had a territory-wide representation.</p> <p>A total of 1,005 successful interviews were conducted and a detailed report of the relevant findings is attached at Appendix II.</p>
C5	Consensus Building Workshop	<p>A Consensus Building Workshop was organised on 15 May 2010 as a mass meeting to gauge response to the ten preliminary proposals, exchange views in breakout groups, and to further garner public views and suggestions. The Workshop was conducted according to the three broad topics of the preliminary proposals:</p> <p>1) District-based, Bottom-up Approach (DURF), SIA/SST,</p>

Stage / Initiatives	Contents and remarks
	<p>2) Compensation and Rehousing, 3) Scope of Regeneration, Roles of the URA and the URA's self-financing model.</p> <p>SC members and representatives of professional bodies were invited to be group facilitators. Around 140 participants took part. The gist of discussions was published and uploaded to the dedicated website.</p>
C6	<p>Concluding Meeting</p> <p>The event was held on 5 June 2010 as the final mass meeting of the 2-year engagement exercise. Representatives from DEVB and URA, as well as SC members were present to exchange views with the public on the 3 broad topics used in the Workshop in May. The findings of CUHK's telephone survey were also presented. Participants who wished to voice their view were drawn out from lots collected on the occasion.</p> <p>Simultaneous interpretation for Chinese and English was arranged.</p> <p>The Concluding Meeting was attended by around 170 persons including District Councillors, professionals, Government officials, affected residents, concern groups, non-profit organisations, academics, students and other stakeholders. A total of 74* comment forms were collected.</p> <p>The gist of discussions was published and uploaded to the URS Review website in both English and Chinese.</p> <p><i>* Only comment cards with written content were counted in this figure.</i></p>
C7	<p>Consultation Forums with Professional Groups</p> <p>Two focus group discussions were held on 8 & 10 June 2010 for professional groups to gather their views on the ten preliminary proposals. A total of 33 participants joined from 11 professional groups. The gist of discussions have been published and uploaded to the URS Review website in both English and Chinese.</p>
C8	<p>URS Review Website</p> <p>The URS Review website continued to provide a platform on which the general public could obtain update URS-related information. It also served as a channel for members of the public to voice their views.</p> <p>The e-forum and e-blog recorded 86 messages during CBS. These were passed to CUHK for collation and analysis. Obscene posts were blocked. Otherwise all posts from the public were entertained.</p>

Appendix III – Summary of Partnering Organisation Programmes

Name of Organisation		Project Name	Programme Details
Phase I			
1	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.
2	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.
3	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 to keep them updated on the latest urban renewal development.
4	Hong Kong Institute of Real Estate Administrators (HIREA)	Comprehensive Review of the Urban Renewal Strategy	Engaged the various professional groups within the HIREA in the Review process and encouraged active participation through a series of Professional Engagement programmes, e.g. Seminars and questionnaires.

5	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.
6	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 the 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 submissions made by the participants were commented and modified by professionals and the final version uploaded onto the organization's website.
7	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 the URS Review through workshops, community visits and seminars.
8	Community Cultural Concern	Exhibition and Seminar on Alternative Urban Renewal	Workshops were organized to increase the general public's knowledge on Western cities and Hong Kong's urban renewal case, through which valuable experiences could be gained and the general public's vision and imagination on urban renewal could be

			widened. Feedback collected from participants would become important reference materials for Hong Kong's URS Review.
9	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 about 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 II			
10	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.
11	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.

12	SKH Leung Kwai Yee Secondary School	Urban Renewal Equity Studies – Kwun Tong and Tsuen Wan (Photos)	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 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.
13	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.
14	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)(Photos)	80 F.4 students attended a half-day field trip (guided tour with discussion) organised by an NGO in two groups. These students then acted 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.
15	Division of Building Science and Technology, City University of Hong Kong	雙主題活動 (Chinese only) (Photos)	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.
16	Leadership 21, the Hong Kong Federation of Youth Groups*	The Twelfth “Youth in Legco: Basic Certificate Course for Youth Community Leaders”	A series of training was provided for the participants to learn about public policy, as well as the function and the system in the Legislative Council. Participants were trained to discuss and comment on urban renewal in different perspectives 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.
17	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 was held to enhance students' participation.
18	Roundtable Community Ltd*	香港市區重建 – 攝影考察計劃 (針孔城市) (Chinese only) (Photos)	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 the urban renewal blog which became reference materials for urban renewal.
19	Methodist Centre	"Urban Renewal Strategy" Wan Chai District Forum	Collaborating with the Wanchai District Council, a district forum was held to let residents learn about and discuss the Urban Renewal Strategy Review.
20	Professional Commons	Beyond the "Public-led" "Metro-based" "Redevelopment" Model Forum	A seminar was organised to foster thematic discussions among the organisation's members and the public on the 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.
21	30s Group	Urban Renewal Strategy Review	The analysis of viewpoints on the 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.

22	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.
23	Central District Kai-fong Welfare Association Ltd	「舊區重建·共商齊議」座談會 (Chinese only)	Started with a questionnaire survey to assess the need of 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”.
* Participated in both Phase 1 and Phase 2			

Appendix IV

Telephone Survey Research Laboratory
Hong Kong Institute of Asia-Pacific Studies
The Chinese University of Hong Kong

Urban Renewal Strategy Review

Public Views Expressed and Collected Final Report

August 2010

This study was commissioned by
A-World Consulting Ltd.

In accordance with the Urban Renewal Authority (URA) Ordinance, a Urban Renewal Strategy (URS) Review was conducted in three stages from 2008 to 2010, namely, the Envisioning Stage (July 2008 to January 2009), the Public Engagement Stage (February 2009 to December 2009) and the Consensus Building Stage (January 2010 to June 2010). The Hong Kong Institute of Asia-Pacific Studies (HKIAPS) was commissioned by A-World Consulting Limited (A-World) to obtain and analyze the views and comments about urban regeneration submitted by the public throughout all these three stages. This report is going to give an overall picture as well as the trends of opinions collected in these stages in the following sections.

1. Overview of Views Collected

1.1 Number of Views Collected from the Public

At the end of the Consensus Building Stage, there were altogether 2,488 written comments, views or suggestions collected throughout the three stages of the Review after sorting out duplicate submissions and irrelevant documents. Among these submissions, 1,237 were comments submitted through the URS Review website and the Public Affairs Forum website, 506 were comment forms collected at various public consultation activities, 377 were opinion cards gathered at the eight Road Show Exhibitions and 140 were mails / emails and proposals / position papers obtained at various occasions. Other submissions included questionnaires embedded in the pamphlets published in the Envisioning Stage, gist of views expressed in focus group discussion, public forums and topical discussions, video clips collected at the Road Show Exhibitions, opinions gathered from organizations joining the Partnering Organization Programme (POP), submissions to the Special Meetings of Legislative council, minutes of consultation meetings, views expressed in a series of radio programme and a telephone inquiry to the Development Bureau (Table 1).

Websites, including e-blog and e-forum, were the major sources of opinions collected, accounting for nearly half of the total submissions (49.72%). Other major sources included comment forms (20.34%) and opinion cards (15.15%). However, many views from the above channels, which accounted for 85.21% of all the submissions, were generally brief, tending to express broad and vague ideas on what the government should do on urban renewal. In contrary to the above views, opinions expressed in mails / emails, focus group discussions, public forums, topical discussions, minutes of consultation meetings and POP were mainly submitted by affected communities and

professional groups and hence were comparatively more concrete and substantial.

Table 1: Distribution of the Sources of Views Collected

Sources	Stage 1	Stage 2	Stage 3	Total	%
Stage 1 Pamphlets with questionnaires attached / e-questionnaires	27	58	--	85	3.42
Mails / Emails / By Hand	30	68	42	140	5.63
Telephone inquiries to DEVB	1	--	--	1	0.04
Consultation Meetings (Legco, DAC, TPB, DC, LDAC, AAB)	--	13	13	26	1.05
Workshops, Focus Groups, Public Forums and Topical Discussions	20	13	4	37	1.49
Submissions to Development Panel Special Meeting on 10 July, Legislative Council	--	--	27	27	1.09
Partnering Organization Programme	--	23	--	23	0.92
Comment Forms	--	420	86	506	20.34
Websites (e-blog & e-forum)	69	1,082	86	1237	49.72
Opinion Cards (Road Show Exhibitions)	--	377	--	377	15.15
Video Clips (Road Show Exhibitions)	--	23	--	23	0.92
Radio Programme	--	--	6	6	0.24
Total	147	2,077	264	2,488	100.00

Apart from the above channels for collecting public views, the HKIAPS was also commissioned by the A-world to actively seek public opinions by carrying out 8 Road Show Surveys and a telephone survey. The Road Show surveys were launched at each of the eight Road Show Exhibitions venues from May to October 2009. Finally, 886 questionnaires were successfully completed. The telephone survey was conducted between May 14, 2010 and May 25, 2010. A total of 1,005 citizens were successfully interviewed, yielding a response rate of 48.7%.

1.2 Classification of Views

After the completion of the Envisioning Stage, a classification scheme of seven topics was identified by the public. Not only was it used in the consultation booklet of the Public Engagement Stage but it was also adopted by the Steering Committee of the URS Review in the Consensus Building Stage consultation paper. To maintain consistency and compatibility in the analysis of views collected throughout the three stages of the Review, this report continues to adopt this classification schemes. The seven major topics are:

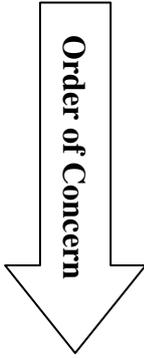
- (a) Vision and Scope of Urban Regeneration
- (b) 4Rs² Strategy in Urban Regeneration
- (c) Roles of Stakeholders
- (d) Compensation and Re-housing Policies
- (e) Public Engagement
- (f) Social Impact Assessment and Social Service Team; and
- (g) Financial Arrangement

1.3 Issues of Most Concern

During the 2-years URS Review, the topics that got the most attention were “Compensation and Re-housing Policies” and “Vision and Scope of Urban Regeneration”. Another topic that also attracted a lot of suggestions was “Roles of Stakeholders”, particularly the role of the URA. Public concerns on “4Rs Strategy in Urban Regeneration” and “Public Engagement” were only moderate. The topics that drew the least attention were “Social Impact Assessment and Social Service Team” and “Financial Arrangement” (Table 2).

² 4Rs refers to Rehabilitation, Redevelopment, pReservation and Revitalisation

Table 2: Issues Attracting the Most Concern

Most Concern	1. Compensation and Re-housing Policies
	2. Vision and Scope of Urban Regeneration
	3. Roles of Stakeholders
	4. 4Rs Strategy in Urban Regeneration
	5. Public Engagement
	6. Social Impact Assessment and Social Service Team
	Least Concern

The issue under each topic that brought about the most concern are listed below.

Table 3: Issue with the Most Concern under Each Topic

Topic	Issue with the most concern
Vision and Scope of Urban Regeneration	Considerations in formulating the URS
4Rs Strategy in Urban Regeneration	Emphasis or Priority among the 4Rs
Roles of Stakeholders	Role of the URA
Compensation and Re-housing Policies	Calculation and Criteria of Cash Compensation
Public Engagement	Consultation Process
Social Impact Assessment and Social Service Team	Social Impact Assessment
Financial Arrangement	Self-financing of the URA

2. Summary of Findings

The following sections summarize the views, arguments and suggestions that the majority supported and other views in the seven major issues

2.1 Vision and Scope of Urban Regeneration

2.1.1 Majority Views

- (a) Urban renewal should bring about enhancement of living quality, enjoyment of life and beautification of the city;
- (b) Urban regeneration should be planned with a people-centred approach and a bottom-up public engagement process;
- (c) Local historical and cultural characteristics of the urban areas should be respected;
- (d) The Government should preserve existing social networks and the sense of safety and familiarity they generate;
- (e) The Government should consider factors of sustainable development, such as environmental effects of redevelopment, increasing green and open spaces and minimizing “wall effects” and building density;
- (f) Instead of building big shopping malls in the redevelopment projects, the URA should try to preserve unique local commercial networks to allow big enterprises and small shops to compete;
- (g) The URA should have a set of open and transparent selection criteria as well as listening to the concerns of the affected communities when selecting appropriate redevelopment projects;
- (h) The pace of urban renewal should be increased.

2.1.2 Other Views

- (a) The URS should be reviewed at the district level and redevelopment should be carried out under a district-based approach;
- (b) The term “people” in the “People-Centred Approach” refer to those affected by the urban renewal projects, including those who wish to leave or stay as well as people who reside in areas neighbouring the urban renewal projects.
- (c) The Town Planning Board were closely related to urban renewal and therefore the Board should also be reviewed together with the URS;
- (d) To avoid gentrification of redeveloped areas, the URA should provide “affordable housing” instead of luxurious flats in future redevelopment projects;
- (e) Representatives of the local residents should also be included in the membership of the District Urban Renewal Forum.

2.2 4Rs Strategy in Urban Regeneration

2.2.1 Majority Views

- (a) The current URS stressed too much on redevelopment and the weightings among the 4Rs should be reviewed or modified. More emphasis should be put on rehabilitation, preservation and revitalization because they are better than the redevelopment in helping preserve local characteristics, social networks and the environment;
- (b) The Government needed to step in to help owners of old buildings to rehabilitate their buildings. For example, the Government might set up a classification system for dilapidated buildings, enforced a mandatory building restoration scheme, or provided financial assistance to owners, particularly elderly owners, for rehabilitation;
- (c) There was a lack of a holistic preservation policy in Hong Kong, particularly the policy towards the conservation of privately-owned historical buildings.

2.2.2 Other Views

- (a) Redevelopment should be taken as the last resort unless the buildings were fallen into disrepair to a state creating potential hazard to residents and the public;
- (b) Many dilapidated buildings may have little potentials for redevelopment initiatives. In these cases, the URA might need to assist their rehabilitation by providing loans to owners;
- (c) People living in the buildings under preservation should be given the choice of whether to leave or to stay.

2.3 Role of stakeholders

2.3.1 Majority Views

- (a) The URA was not accountable and transparent enough. Hence, some suggested setting up an independent commission composed of various stakeholders to monitor the policy implementation and financial conditions of the URA;
- (b) The URA should pay more attention to its social responsibility ahead of making profits and its performance should not be assessed in terms of financial returns;
- (c) The URA should act as a facilitator to assist owners in undertaking redevelopment by themselves, or to cooperate with the developers, so as to increase the pace of redevelopment;

- (d) The Government should take a more active role in urban renewal by coordinating all relevant public bodies, for example, the URA, Hong Kong Housing Society, and Hong Kong Housing Authority, together with Government departments, such as Buildings Department, to jointly resolve urban renewal issues.

2.3.2 Other Views

- (a) Queries were raised about the relationship between the URA and the developers by claiming that the former was an agent of the latter;
- (b) The power of the Antiquities Advisory Board to a certain extent overlaps with that of the URA, as the former is responsible for deciding which buildings are declared monuments and the latter also has similar authorities as to select which buildings could be preserved;
- (c) The principle of “Big Market, Small Government” should be upheld and urban renewal should be undertaken by the private sector on a market-driven basis.

2.4 Compensation and Re-housing Policies

2.4.1 Majority Views

- (a) It was hard, if not impossible, for the owner to buy a seven-year-old flat in the same district with similar size, location and transport networks based on current compensation;
- (b) The owners should receive the same amount of compensation without any differences regardless of whether their flats were empty, tenanted or owner-occupied;
- (c) The URA should offered the option of “flat for flat” for the affected owners despite the fact that there was no consensus how the “flat for flat” option could be implemented;
- (d) The resumption power of the URA granted by the Lands Resumption Ordinance was too large. No matter whether the affected residents in the redeveloped areas agreed or not, they would be forced to move out eventually;
- (e) The URA should find ways to help the small business operators return to the redeveloped areas to restart their businesses because it was hard for them to find suitable replacement shop premises in the same district;
- (f) The rights of tenants were always being neglected in the redevelopment projects and therefore it was necessary to provide more assistance to them.

Those who had been registered as eligible tenants in the freezing surveys should be given compensation and re-housing, no matter when they moved out;

- (g) Affected residents should be re-housed within the same district.

2.4.2 Other Views

- (a) It was unfair if the retail shop owners were given business loss allowances while the owners who had rent out their flats were not compensated for their rental loss;
- (b) The Government should consider to use the transfer of development rights or land swap to preserve buildings of historical and cultural values;
- (c) A mediation board or an appeal panel should be established for those owners who were dissatisfied with the amount of compensations to appeal.

2.5 Public Engagement

2.5.1 Majority Views

- (a) The Government should adopt a bottom up approach to take care of residents' needs in public engagement and more resources should be allocated to mobilize local residents to participate in the redevelopment planning process;
- (b) The URA should adopt a 'First consult, then redevelop' approach in redevelopment. The affected parties, particularly the affected owners and tenants, should be consulted before any redevelopment plan was made;
- (c) The consultation process should be more open and transparent. More information on urban renewal should be released to the public for discussion and more community engagement activities should be organized to consult the public.

2.5.2 Other Views

- (a) The URA should disclose the redevelopment timetable and publicize the progress of redevelopment regularly for public monitoring;
- (b) The URA should consider setting up information centres in the old districts to provide urban regeneration information for the public and to collect public views.

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

2.6.1 Majority Views

- (a) The Government should consider to appoint independent parties to conduct the SIA and tracking studies to learn about the effects of urban renewal on affected residents.
- (b) In terms of scope, the SIA should not be limited to the redevelopment areas, but should also be extended to neighbouring and peripheral communities;
- (c) There were conflicts of interests in the role of SSTs because their employment by the URA can be perceived to undermine their independence. However, the split of their role into rights advocacy and case handling might not be feasible because the segregation of the two roles failed to meet professional requirement of social workers and ignored the reality and interests of service users. One way to solve this problem was to detach the SSTs from the URA and to set up independent trusts to finance them.

2.6.2 Other Views

- (a) The URA should carry out tracking studies (to be conducted after the completion of project) on the affected residents to explore if their quality of life were really improved.

2.7 Financial Arrangement

2.7.1 Majority Views

- (a) The adherence of self-financing and prudent financial principles has given the public the perception that the URA must keep the budget in surplus;
- (b) Besides the self-financing principle, the URA should also take into consideration the economic benefits that urban regeneration brings to the neighboring areas;
- (c) The URA should make public its financial situation and financial information concerning individual renewal projects.

2.7.2 Other Views

- (a) The URA should seek a listing on the stock market and make use of the capital to expedite the urban renewal process;
- (b) The URA focused too much on financially viable areas (such as Central or

Sheung Wan) because these areas could generate greater income for the URA.