

SC Paper No. 2/2008
for discussion
on 22 July 2008

Steering Committee on Review of the Urban Renewal Strategy

Process of Review of the Urban Renewal Strategy

PURPOSE

The paper outlines a framework for implementation of the Review of the Urban Renewal Strategy (URS) and invites Members' comments on the proposed process, in particular the public engagement process, overseas studies and overseas visits.

PROCESS OF THE REVIEW

Public Engagement Process

2. The public engagement process is divided into three stages, namely "Envisioning", "Public Engagement" and "Consensus Building".
3. Throughout the three-stage process, we will make use of the prevailing web-based technology to communicate with the public. We have already set up a dedicated website for the Review, which will serve as a two-way platform for both dissemination of information to the public and facilitation of public participation in the review process. Web-based discussion forums, blogs or other web technology will be used to help solicit views from the public. Information about progress of the Review, itineraries of public engagement programmes as well as summary reports on different stages of the Review will also be posted onto the website.
4. Other means of publicity and communication, such as pamphlets, road shows, public forums, focus group discussions, questionnaire surveys, interviews and advertisements in the mass media, will also be employed to engage the public. This will ensure that those who do not have access to the Internet can also take part in the discussions.
5. With the support of the Urban Renewal Authority (URA), we are

going to appoint a consultant to assist in the public engagement process. The scope of work of this public engagement consultancy is at **Annex A**. The consultant will be responsible for formulating a public engagement strategy and establishing innovative and interactive communication channels with the public.

Overseas Studies and Visits

6. We also plan to strengthen the Envisioning process of the Review by conducting studies on urban renewal experience in other cities.

7. Also with the support of the URA, we are going to commission another consultancy to research into urban renewal policies and practices in comparable Asian cities in, for example, Mainland China, Japan, Singapore, etc. We will conduct in-depth studies and invite experts from these cities to shed light on their approach to urban renewal, achievements and lessons learned. The information gathered will provide a solid and objective basis for discussion by the community in the subsequent stages of the Review.

8. This consultancy study will be conducted over a period of about six months. The scope of work of this consultancy study on urban renewal policies is at **Annex B**.

9. To provide an opportunity for Members to develop first-hand knowledge and understanding of how governments and non-government agencies in other cities formulate and deliver their urban renewal commitments, we will arrange overseas visits with key stakeholders during the review period. The overseas visits are scheduled to be held towards the later part of the Envisioning Stage, tentatively in November or December of 2008. Members are invited to give suggestions on cities that should be included in the proposed study visits and comment on the proposed timing.

THREE STAGES OF PUBLIC ENGAGEMENT

10. To allow thorough deliberation of various urban renewal issues that would be highlighted during the Review, the Administration plans to

conduct the Review in stages, straddling the next two years. The key focuses of each stage are set out below.

Stage 1 – Envisioning (July 2008 – January 2009)

11. The Envisioning Stage will help us set the agenda for the review process and decide the range of topics and issues to be included for discussion. The public engagement consultant will invite relevant stakeholders to a series of focus group discussions to identify their key concerns. The consultant will also reach out to the general public to solicit their views and suggestions. The findings of these initial discussions will be distilled into a list of issues, problems identified and agenda items that the Review should tackle in the subsequent stages. To make sure that stakeholders' views are properly represented, they will be asked to review the list so drawn up and the priority given to each item.

12. As part of the Envisioning Stage, a seminar on overseas practice will be arranged to enable overseas experts and professionals to share their experience with stakeholders in Hong Kong. This would provide some fresh angles on the subject of urban regeneration and would provide useful references to our agenda setting work.

13. An Envisioning Report detailing and ranking the issues, problems and agenda items will be prepared. This report together with the findings of the studies on urban renewal policies mentioned in paragraph 7 above will form the basis for consultation with the public during Stage 2 of the Review – Public Engagement. We expect the Envisioning Stage will take about six months.

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

14. The issues identified at the Envisioning Stage will be presented to the wider public for thorough discussions during the Public Engagement Stage. The purpose of this stage is to help the community understand better the issues of concern identified and what urban renewal can accomplish so that the ensuing discussions can focus on how to address these concerns through urban renewal.

15. A number of ways to engage the public as outlined in paragraphs 3 and 4 above will be actively employed at this stage to facilitate and

encourage greater involvement of the public. We will work closely with relevant District Councils to organise some of the discussion forums and public engagement activities.

16. By the end of Stage 2, a report on views collected with relevant analysis on the options available would be produced. We expect the Public Engagement Stage of the Review will take about nine to eleven months.

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

17. The findings of Stage 2, including the choices and preferences of the public on different issues and options, will be reviewed in this concluding stage of Consensus Building. The objective of this stage is to achieve the consensus needed to develop a revised URS.

18. The public engagement consultant will hold a series of workshops with the general public, in particular the active participants identified in Stages 1 and 2 so as to identify majority views on relevant issues. The major views so identified coupled with the findings of the policy research study will form the basis for preparation of a final report of the Review. We expect the Consensus Building Stage will take about four months.

19. In the light of the findings of the policy research study, the engagement process and the final report, the Steering Committee on Review of the URS will make recommendations to the Government on how the URS should be revised.

ADVICE SOUGHT

20. Members are invited to:

- (a) comment on the overseas studies and visits at paragraphs 6-9; and
- (b) comment on the public engagement process at paragraphs 11-18.

**Secretariat, Steering Committee on Review of the URS
July 2008**

Annex A

Consultancy Service on Public Engagement

Scope of Work

1. Introduction

- 1.1 The Development Bureau with the support of Urban Renewal Authority (URA) is preparing a tender to engage a consultant team to offer services to conduct the public engagement of the review. The consultant will be responsible for leading the engagement and providing all necessary consultancy services including formulating details of the public engagement strategy, conducting all activities for the planning, media promotion and implementation of public engagement events, conducting surveys, managing and upgrading a website to collect public views, and preparing reports for all the different stages of public engagement. The consultant will also be responsible for preparing a final report to the Government based on the findings of policy research and the findings of the public engagement programme, and make recommendations on how the URS should be revised.
- 1.2 The public engagement stages from agenda setting to consensus building and final reporting are likely to take around two years. The detailed scope of work is set out below.

2. Scope of Work

- 2.1 In accordance with the proposed URS Review process, the scope of consultancy services will be as follows:
- (a) to formulate and refine an innovative and effective public engagement strategy and programme by means of an inception report and seek endorsement from the URS Review Steering Committee;
 - (b) to plan and implement various public engagement activities including but not limiting to items (c) to (q) below;

- (c) to prepare briefing and exhibition materials (with relevant input from the urban renewal policy research consultants);
- (d) to invite the appropriate guests, collaborators and stakeholders, and administer registration;
- (e) to book and arrange suitable venues;
- (f) to promote the engagement activities through different effective means of communication, including production and launch of publicity programmes such as API on TV, radio or other media;
- (g) to facilitate discussions and carry out surveys;
- (h) to manage and monitor a URS Review website in traditional Chinese, simplified Chinese and English. The website will include means such as a blog for the public to readily submit its views which will be collated into meaningful input to the review;
- (i) to thoroughly understand the findings of the research on urban renewal policies in order to prepare relevant briefing and exhibition materials;
- (j) to conduct focus groups at the ‘envisioning’ stage, and further focus groups as required at the ‘public engagement’ stage;
- (k) to conduct road-shows on Hong Kong Island, East Kowloon, West Kowloon, Tsuen Wan and other locations within the HKSAR during the early ‘public engagement’ stage;
- (l) to conduct structured interviews of members of the public at each of the road-shows;
- (m) to conduct public forums on Hong Kong Island, East Kowloon, West Kowloon and Tsuen Wan at the later ‘public engagement’ stage;

- (n) to conduct workshops at the ‘consensus building’ stage;
- (o) to plan, arrange and lead overseas study visits;
- (p) to attend progress meetings with the client and meetings of the Steering Committee and prepare meeting papers as required; and
- (q) to prepare notes of discussions, survey reports, reports for each stage to the client and the Steering Committee as required. Reports will be prepared in English and also in Chinese where required.

3. Tentative Public Engagement Programme

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|----------------------------|---------------------------------|
| Envisioning Stage | July 2008 to January 2009 |
| Public Engagement Stage | February to December 2009 |
| Consensus Building Stage | January to April 2010 |
| Draft Report on URS Review | 2 nd Quarter of 2010 |

4 Deliverables

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|-----|-------------------------------------|---------------------------------|
| (a) | Inception Report | August 2008 |
| (b) | Report for Envisioning Stage | January 2009 |
| (c) | Report for Public Engagement Stage | December 2009 |
| (d) | Report for Consensus Building Stage | April 2010 |
| (e) | Draft Report on URS Review | 2 nd Quarter of 2010 |

Annex B

Consultancy Study on Urban Renewal Policies

Scope of Work

1. Introduction

- 1.1 The Development Bureau with the support of Urban Renewal Authority (URA) is preparing a tender to engage a consultant team to examine the urban renewal experience of a number of comparable cities mainly within Asia. More in-depth knowledge on the need for urban renewal and the experience of comparable cities to Hong Kong will be important for objective discussions and informed decisions by the community and the Government in the review. Visits to the selected cities will be made to review the key effect of policies on the ground through the study of actual practice and interviews with the implementation agents, key stakeholders and affected parties. The key aim of the study is to examine policy options to address key urban renewal issues.
- 1.2 The bulk of the study and reporting will be conducted over a study period of about six months with occasional inputs required from the consultants during the public engagement process of about two years which will commence around the same time. The framework for the conduct of the city comparison and the detailed scope of work are set out below.

2. Framework for City Comparison

- 2.1 The comparison of the experience of international cities by the consultants should make reference to the framework for urban renewal policy and action in Hong Kong such as:
 - (a) the legislative and policy background and mandate (equivalent to URA Ordinance and Urban Renewal Strategy (URS));
 - (b) the nature of the principal renewal agents (e.g. equivalent roles to those of URA and HKHS);
 - (c) the emphasis of renewal actions be they on redevelopment, rehabilitation, preservation, revitalisation or other means;

- (d) the policy approach and powers to enable property acquisition or resumption (compulsory purchase) and the nature of compensation offered;
- (e) the level and extent of public consultation for different forms of policy intervention;
- (f) the finance of urban renewal; and
- (g) the broad nature and scale of renewal projects.

3. Scope of Work

3.1 The scope of consultancy services is as follows:

- (a) to study the urban renewal experience in at least five comparable cities in mainland China (e.g. Guangzhou, Shanghai), Taiwan (e.g. Taipei), Singapore or Japan (e.g. Tokyo) or other cities elsewhere in Asia or beyond;
- (b) to review the relevant legislation and policies and general achievements and conduct an in-depth study of at least one actual project preferably implemented in the last three years in each city;
- (c) to visit the project site, interview representatives of the implementation agency, relevant concern groups and activists, and if possible some affected owners/ tenants, and the neighbouring community;
- (d) after studying the overseas experience, to provide analytical comments and possible but practical options relevant to the Hong Kong context to address urban renewal issues and problems. This will be used for discussion purposes during the ‘public engagement’ stage;
- (e) to assist in identifying and inviting the relevant overseas speakers to the seminar at the end of the ‘envisioning’ stage;
- (f) to participate as experts in the seminar and the ‘public engagement’ and ‘consensus building’ stages;
- (g) to attend progress meetings with the client and meetings of the Steering Committee on URS Review and prepare

meeting papers as required;

- (h) to carry out additional work as instructed by the client based on additional fees to be agreed;
- (i) to participate and assist in arranging overseas study visits; and
- (j) to prepare and present reports as tentatively set out in section 4 below to the client and the Steering Committee on URS Review for consideration.

4. Tentative Programme and Deliverables

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|-----|--|----------|
| (a) | Inception Report | Aug 2008 |
| (b) | International Experience Review Report (general experience) | Nov 2008 |
| (c) | International Experience Review Report (project experience) | Dec 2008 |
| (d) | Information pack for public engagement | Jan 2009 |
| (e) | Draft Final Report | Feb 2009 |