

## Steering Committee on Review of the Urban Renewal Strategy

### Notes of the Seventh Meeting

Date: 20 October 2009 (Tuesday)

Time: 2:30 p.m.

Venue: Room 822, Central Government Offices (West Wing)

#### Present

Mrs Carrie LAM Secretary for Development (*Chairperson*)  
Mr Andrew CHAN  
Professor Stephen CHEUNG  
Mr HO Hei-wah  
Mr KWAN Chuk-fai  
Professor David LUNG  
Mr Vincent NG  
Professor Nora TAM  
Dr Peter WONG  
Ms Ada WONG

#### Absent with apologies

Mr David C LEE

#### In Attendance

Mr Thomas CHOW Permanent Secretary for Development  
(Planning & Lands)  
Mr Tommy YUEN Deputy Secretary (Planning and Lands)  
Mr Raymond CHEUNG Political Assistant to Secretary for  
Development  
Mr Terence YU Press Secretary to Secretary for Development  
Mrs Ava NG Director of Planning  
Miss Annie TAM Director of Lands  
Mr AU Choi-kai Director of Buildings  
Mr Quinn LAW Managing Director, Urban Renewal Authority

Ms Iris TAM	Executive Director, Urban Renewal Authority
Mr Calvin LAM	Executive Director, Urban Renewal Authority
Ms Winnie SO	Principal Assistant Secretary (Planning & Lands) ( <i>Secretary</i> )
Ms Miranda YEAP	Assistant Secretary (Urban Renewal)
Miss Jane KWAN	Assistant Secretary (Urban Renewal)
Dr LAW Chi-kwong	Policy Study Consultant (University of Hong Kong Research Team)
Ms Lisa HO	Policy Study Consultant (University of Hong Kong Research Team)
Mrs Sandra MAK	Public Engagement Consultant
Miss Christine HUNG	Public Engagement Consultant

### **Action**

The Chairperson welcomed Prof Nora Tam who returned from her temporary leave and Mr Thomas Chow who was attending the meeting for the first time as Permanent Secretary for Development (Planning and Lands).

### **Item 1: Confirmation of Notes of the Previous Meeting**

2. The meeting confirmed the notes of the previous meeting held on 21 July 2009.

3. The meeting noted the following updates on the discussion items at the last meeting:

#### **Policy Study on Urban Regeneration in Other Asian Cities – Supplementary Study on Development Rights in Taipei and Tokyo**

4. The URA reported that CB Richard Ellis(CBRE) had elaborated on the section under 策略成效分析 on page 21 of their report to highlight some caveats on the “Transfer of Development Right” being adopted as a general policy.

A Study on the Achievements and Challenges of Urban Renewal in Hong Kong

5. The Policy Study Consultant reported that he had started to review the documents of the selected cases and would interview stakeholders in late October. The data collection was expected to complete by end December 2010.

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

6. The URA reported that OveArup and Partners Hong Kong Limited, in partnership with Colliers International, was appointed consultant for the study. The study was expected to complete by end January 2010. The meeting agreed to invite the Consultant to present their methodology for the study at the next Steering Committee meeting.

Secretariat

Study on Building Maintenance

7. The Secretary reported that the DEVB Buildings Unit was working on the 'Study on Building Maintenance' to take stock of the schemes on building maintenance run by the Government and the other public agencies. It had already issued questionnaires to the relevant government departments, HKHS and URA to invite them to provide details of their programmes on promoting building management and maintenance, share their experience in difficulties encountered and discuss improvement measures. The comments to be received would be analysed and a brainstorming meeting would be organised to consider improvement measures. Further findings of the study would be available in early 2010.

Progress Report on the Tracking Surveys on URA Redevelopment Projects

8. The URA reported that both tracking surveys on the Hai Tan Street project and the Kwun Tong Town Centre project were underway. For the Hai Tan Street survey, Stage 1 had already been completed. Stage 2 of the 3-stage

tracking survey had begun. For the Kwun Tong survey, Stage 1 was still ongoing.

**Item 2: Policy Study on Urban Regeneration in Other Asian Cities – Additional Report on South Bank London Case Study**

*(SC Paper No.21/2009)*

9. The Policy Study Consultant presented his findings on the subject with a Powerpoint presentation. He explained that the Coin Street site in question, half owned by the Greater London City Council and half owned by the private owners who later formed the community-led Coin Street Action Group, was about the size of the Kwun Tong Town Centre redevelopment project site. On the applicability of the South Bank experience to Hong Kong, the Consultant concluded that :

- (a) the case of South Bank was unique in terms of the opportunities available, its waterfront location opposite a prime site, the political dynamics during the material time in London, the related public policies and community dynamics, etc;
- (b) the case was relevant to brown field sites such as old Kai Tak;
- (c) the case demonstrated the success of a mixed development approach; and
- (d) for the lessons to be applicable to Hong Kong, it would require public policies that facilitated the empowerment of the local communities, public funding sources that encouraged partnership, and land use policy that would allow affordable housing after redevelopment.

10. A member asked the Consultant if the Coin Street management model served to demonstrate the success of a residents' initiative to develop and manage. The Policy Study Consultant advised that the Coin Street Action Group was a social enterprise and both local residents and owners could participate.

11. The Chairperson noted that Hong Kong did not have the supporting framework of local authorities empowered to do district-based urban regeneration. Hong Kong was handicapped in that aspect as everything would have to be determined by the central government.

### **Item 3: Public Engagement Programme**

#### **Progress Report by the Public Engagement Consultant (SC Paper No.22/2009)**

12. The Public Engagement Consultant presented the 5<sup>th</sup> progress report of the public engagement programme with a Powerpoint presentation.

13. The Public Engagement Consultant reported that the bloc posts on the e-forum between July and September continued to be active. All eight roadshows with structured interviews conducted by CUHK at the venues were completed. For the upcoming fourth public forum, it would be held in Tsuen Wan. The Public Engagement Consultant said that the format of the public forum was modified from the third public forum onwards in that public presentations were staggered to allow two sessions of public discussion. On topical discussions, the meeting noted that four topical discussions had already been held and the last topical discussion on "Financing Urban Renewal" would be held in end October.

14. The second phase of the Partnering Organisation Programme had commenced and was expected to reach out to about 7,000-8,000 participants. On the media front, the

## Action

Public Engagement Consultant reported that the Pearl Report was recently broadcast. Arrangements for the shooting of two episodes of 左右紅藍綠 in November were being made. The Consultant was also making follow-up calls to the 15 professional institutes/trade organisations after the round of letters issued by the Chairperson to arrange discussions with them with a view to encouraging their submission of views before end December. The Consultant also reported on the organisation of two rounds of briefing for the assistants of the LegCo Members on the URS review.

15. The Public Engagement Consultant said that at present, the CUHK was compiling an analysis of structured interviews conducted during the road shows and also views collated from the various channels during the ‘Public Engagement Stage’.

16. The Chairperson said that she had heard feedback that we might have reached the point of saturation with the scale of our public consultation sessions. She thanked Members for having participated tirelessly in the many activities under the URS Review. The meeting also agreed that the roadshows had been completed to Members’ satisfaction.

17. In response to a member, the Public Engagement Consultant reported that eight out of the nine organisations in Phase 1 of the Partnering Organisation Programme had already submitted their reports while the remaining organisation would submit its report later as its activities straddled the two phases. The Public Engagement Consultant would follow up closely with the organisations in Phase 2 regarding report submission.

Public  
Engagement  
Consultant

**Item 4: Progress Report on the District Aspirations Study (DAS) on Urban Renewal**  
*(SC Paper No.23/2009)*

18. The Chairperson said that subsequent to the Steering Committee's endorsement on proceeding with the DAS's, she had personally approached the seven District Council Chairmen and received positive feedback. The URA reported that DEVB and URA had completed the round of visits to the seven DCs in late September and all seven were supportive of the proposal. The URA was following up on the appointment of consultants in the districts. As at the date of the meeting, five out of the seven districts had selected their consultants. To allow more time for the districts to prepare their studies, the meeting agreed that the inter-district sharing session originally scheduled for mid December would be held in January 2010. The Chairperson appealed to Members to attend the session. The URA was invited to help firm up the venue as soon as possible.

URA

19. A member declared his interest as the Faculty of Architecture of his University was one of the consultants mentioned in the Annex to the paper.

20. A member asked whether the draft options for the URS Review would be discussed at the DAS Forum. The Secretary clarified that the brief for the DAS consultants was to help the respective district conduct a district aspirations study. As such, the consultants to be appointed might not be able to offer options for the issues under the URS Review. Another member enquired whether apart from desktop study, the consultants would arrange public engagement sessions for smaller areas in the district. The URA said that the consultants were supposed to look at the matter from the perspective of the entire district. The Chairperson added that the views of the local communities would be covered in the process and aspiration studies were important to ascertain the wishes of the districts before any programme

## Action

implementation.

21. At the request of a member, the Secretariat would liaise with the URA and keep the Steering Committee members posted on any focus group discussions that the districts might conduct as part of their District Aspiration Studies.

Secretariat

22. A member suggested that notwithstanding the different focus of the DAS's, the views of the districts collated in the process related to the URS Review should be fed into the review process. The meeting agreed.

### **Item 5: Progress Report on the Building Conditions Survey**

*(SC Paper No.24/2009)*

23. The URA presented the paper and informed the meeting that interim results of the survey would be available by November 2009.

24. The URA reported on the progress in the areas of Engineering Assessment, Social Survey, Economic Valuation and Extended Desk Study. It was noted that the URA faced much difficulty in obtaining households' consent for the study team to conduct home visits. Meanwhile, the consultant was seeking advice from Policy 21 in the process.

25. In response to the Chairperson, the URA advised that the Buildings Department had already rendered assistance in issuing letters to the relevant households to explain the government-supported study. A member suggested that the URA could consider offering some incentive to minimise the households' resistance. The Policy Study Consultant suggested that the URA could consider approaching some professional bodies with expertise in home visits and also the local District

Councillors for assistance.

**Item 6: Work Plan for the Urban Renewal Strategy Review (from October 2009 to November 2010) (Confidential)**  
*(SC Paper No.25/2009)*

26. The item was recorded under separate confidential cover.

**Item 7: Any Other Business**

27. The Chairperson reiterated her appreciation for Members' time and effort in taking up membership of the Steering Committee as she noted that Members might be embarrassed on occasions because of their role on the Steering Committee. She assured Members that their efforts would help to build a more sustainable urban renewal model for Hong Kong in the long run

28. There being no other business, the meeting ended at 4:15 p.m. The meeting noted that the Secretariat would notify Members of the date and time of the coming Special Meetings in December.

Secretariat

**Secretariat, Steering Committee on Review of the URS  
November 2009**