

Urban Renewal Strategy Review Report

By

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1. Introduction

Urban renewal and regeneration is not a new concept in the urban planning and development of metropolis. Similar to other metropolitan cities, Hong Kong has been besetting with daunting challenges of urban decay and ageing buildings. Urban renewal and regeneration to rejuvenate our glittering townscape and to improve the living and environmental conditions of the community in the decayed areas have therefore become all the more important in the process of urban planning and development for Hong Kong.

To arrest the problems holistically, the Government established the Urban Renewal Authority (URA) in 2001 with a mission to create quality and vibrant living conditions for the people in Hong Kong under an Urban Renewal Strategy (URS), promulgated at the same time policy guidance for urban renewal.

With ever-increasing aspirations from the community on urban renewal, there is a need to revamp the URS to fulfill these aspirations and dovetail it with the changing circumstances surrounding the community. The Government therefore rolled out the URS Review in the middle of 2008 to engage public participation and partnership, aiming to re-model the URS comprehensively in a balanced and integrated manner to provide sustainable solutions for urban renewal and regeneration.

2. HIREA's Participation in URS Review

A major feature of the comprehensive review programme of the URS is the Partnering Organization Programme (POP), which aims to broaden the reach of the URS Review and to encourage more active participation of the professional and social organizations and the community in expressing their views through the implementation of various activities including forums, workshops and exhibitions by the partnering organizations.

Hong Kong Institute of Real Estate Administrators (HIREA), being a professional institution in the vanguard of the real estate industry and charged with the mission of offering expertise and knowledge for the betterment of real estate development in Hong Kong, has since its establishment in 1985 actively advised the Government on major policies and strategies relating to real estate development.

Since early last year, the HIREA has participated in the POP and established a Special Task Force to gauge the views of its members as well as those of three other allied professional institutions, viz. Hong Kong Association of Property Management Companies Ltd (HKAPMC), Hong Kong Institute of Housing (HKIH) and Chartered Institute of Housing Asia Pacific Branch (CIHAPB), on key matters and issues relating to the URS. The objective of the HIREA's participation in the POP is to facilitate the Government in revamping the URS and shaping the future urban regeneration processes and modalities. A report has been consolidated below through the following scheduled programme:

2.1 Written Survey

Survey forms were sent to all members of the four institutions in the middle of April 2009 for completion by the end of April 2009. (Please refer to Appendix 1 for the survey form.) The questionnaire was designed to focus on the 4R Strategy of the URS, viz. redevelopment, rehabilitation, revitalization, preservation, and the strategic policy of the URS.

2.2 Engagement Forum

An engagement forum was conducted for all members of the four institutions on 9 May 2009. Over 120 members of the four institutions attended the Forum in the Office of the Hong Kong Housing Society at Dragon Centre, 23 Wun Sha Street, Tai Hang, Hong Kong. Guest speakers, including Professor David Lung, the former Chairman of Land and Building Advisory Committee, Ms. Iris Tam, the Executive Director of Urban Renewal Authority and Mr. S.T. Lam, the Deputy Director of Buildings Department, delivered insightful speeches to share their knowledge in urban renewal strategy and related matters to spur the interests and enthusiasm of the participants. Five groups, each headed by a facilitator, deliberated their views on the 4R Strategy and the strategic policy of the URS. Their comments were consolidated and submitted to the HIREA Special Task Force by the facilitators at the end of May 2009.

2.3 The Interim Report

Comments on key issues obtained from the Written Survey were analyzed and assessed; so were the views obtained from the members of the four professional institutions in the Engagement Forum, upon receipt of the consolidated comments submitted by the facilitators. An interim report, comprehensively integrating all the participants' views and comments, was prepared with a view to further seeking the comments of our members and finalizing our views for submission to the Government in the Concluding Forum.

2.4 Concluding Forum

A Concluding Forum was conducted on 28 November, 2009 for all members of the four professional institutions to further refining and finalizing the contents of the report, in light of the changing circumstances and the new related Government policies launched in the preceding 6-month period, for submission to the Government for further study to re-model the new URS. About 60 members of the four institutions attended the Forum in the Office of the Hong Kong Housing Society at Dragon Centre, 23 Wun Sha Street, Tai Hang, Hong Kong. After a short briefing and presentation by the HIREA Special Task Force, the participants were divided into four groups, each headed by a facilitator, to deliberate their views holistically on the contents of the interim report relating to the 4R Strategy and the strategic policy of the URS. Their views were then condensed and submitted by the facilitators to the HIREA Special Task Force before the end of 2009.

2.5 Final Report

Based on the comments received, the HIREA Special Task Force evaluated, analyzed and revamped the interim report into a Comprehensive Review Report on the URS for submission to the Government. The report will also be publicized and circulated to members of the four institutions later on.

3. The Survey and the Forums

3.1 Information collection

- a. Questionnaires were sent to members of HIREA, HKAPMC, HKIH and CIHAPB in the middle of April 2009.
- b. 64 questionnaires were returned on 30 April 2009.
- c. Since some of the survey forms have not been fully completed, the total number of votes on individual questions might not dovetail with the total number of survey forms returned.

3.2 Details of survey form

- a. The 54 questions in the survey form cover five specific areas viz. “redevelopment”, “rehabilitation”, “revitalization”, “preservation” and “strategic policy”.
- b. Questions are directed to collect opinions under the category of “重要 Importance” and “同意 Agreement”. There are 30 and 24 questions respectively under the two categories, each of which is further divided into three sub-categories below:

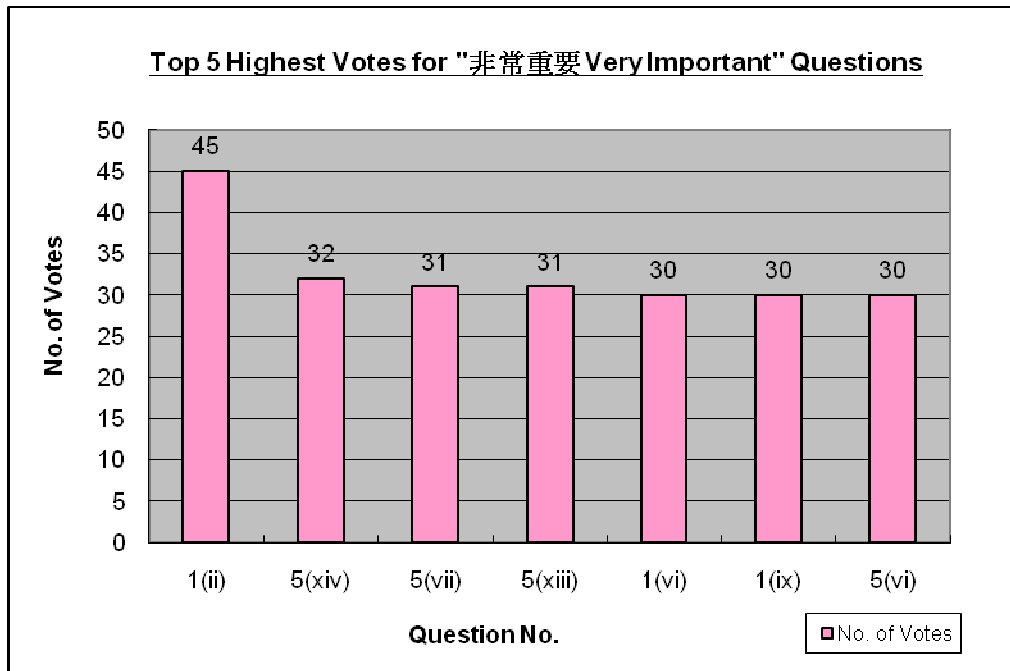
Category	Sub-categories		
重要 Importance	非常重要 Very Important	重要 Important	較不重要 Not So Important
同意 Agreement	非常同意 Strongly Agree	同意 Agree	較不同意 Not So Agree

(Please refer to the bar chart at Appendix 2 for the voting results of the above five specific areas.)

3.3 Survey findings

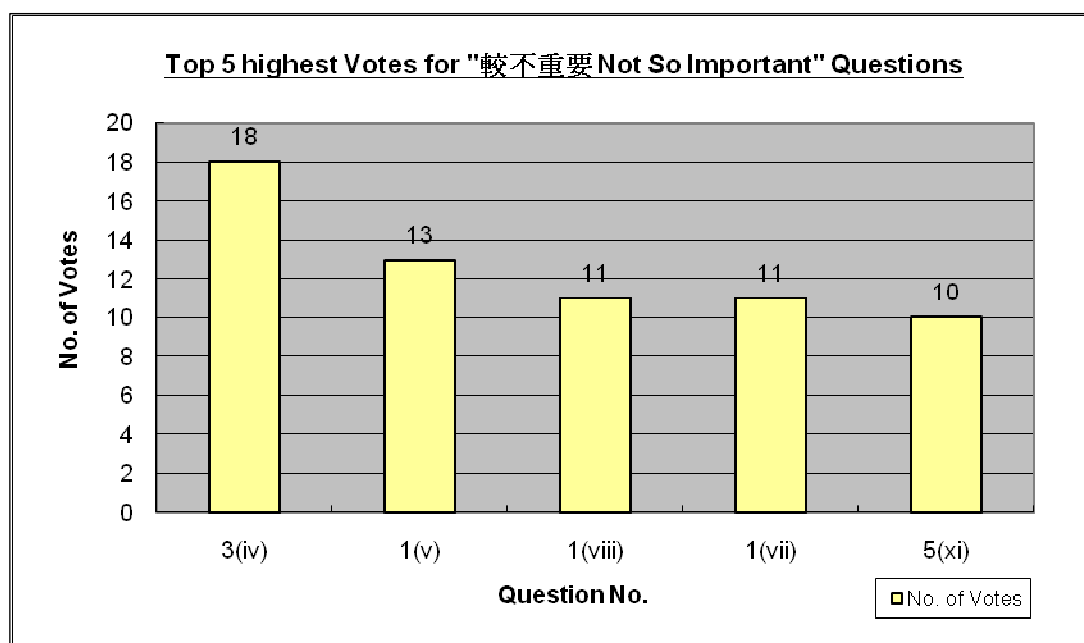
- a. The questions under the sub-category of “非常重要 Very Important” with the top five highest votes are:

Question No.	Question
1 ii	市區重建需要一個較宏觀的規劃策略，政府應審慎考慮香港在未來發展和改變的方向。
5 xiv	重建發展項目往往因個別受影響業戶未願意搬出，而大大妨礙整個項目的進度。為此政府應制訂更果斷措施，以免項目受到不必要的拖延。
5 vii	市區重建項目應採用更具環保意識的設計概念，包括考慮低二氧化碳排放、再生能源的應用及建築物能源效益設計等。
5 xiii	政府應為樓宇設定「重建發展」或「樓宇復修」的清晰指引，以便有關業主能早有共識地配合整區的舊區重建發展計劃。
1 vi	成本是發展商考慮的主要因素，在目前招標的項目中，亦應考慮公共空間 (open space)、社區設施、環保設施等。
1 ix	由於發展商收回業權重新發展的速度緩慢，政府應考慮作出協助，包括整合土地和訂立規範。
5 vi	政府進行市區重建時，應考慮如何打破跨部門的障礙。舉例來說，小販問題並不能單由發展局或市建局獨力處理。



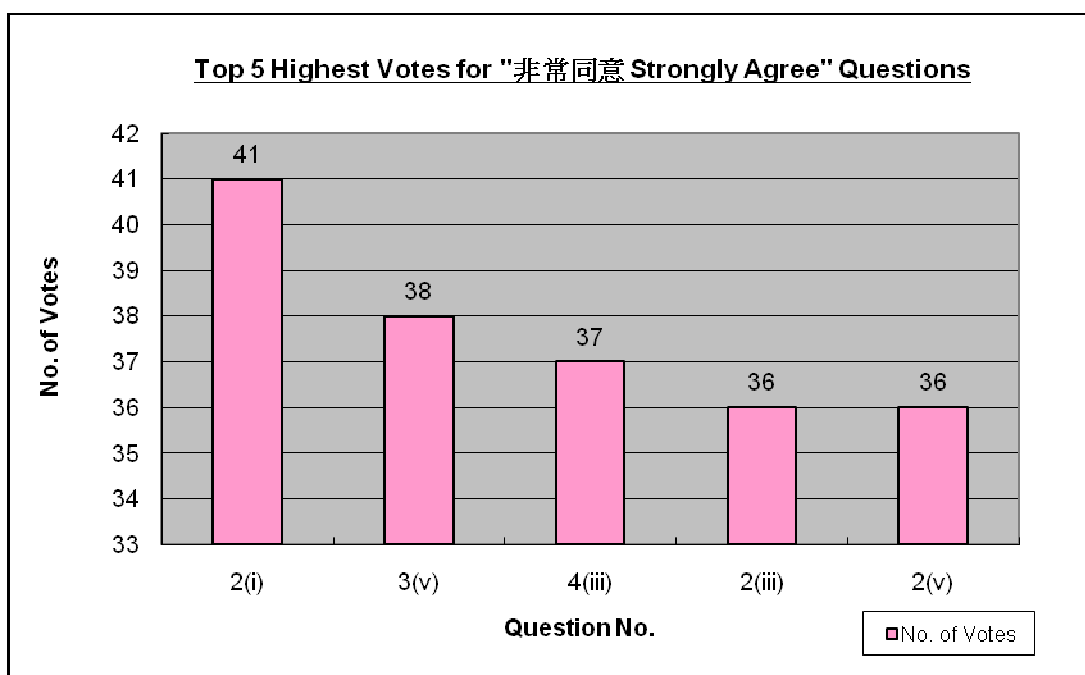
- b. The questions under the sub-category of “較不重要 Not So Important” with the top 5 highest votes are:

Question No.	Question
3 iv	活化工程後，新環境對非政府組織之發展有所幫助。
1 v	在目前的合作模式下，進行重建項目的風險全由發展商承擔，這鼓勵了廉價的發展模式，但未必符合公眾利益。市建局應考慮其他的合作模式，如賣樓後分紅等。
1 viii	除為受影響業戶提供現金賠償外，應設立一些能鼓勵業戶支持重建項目的元素，例如讓業戶可換取未來重建項目的業權或其他權益。
1 vii	政府應帶頭落實一些非純粹以利潤為最終目的之長遠發展項目，例如體育及文化藝術項目等。這樣，私人機構在環境成熟後自然加入發展。
5 xi	令經營小生意的受影響業戶，滿意重建計劃的安排。



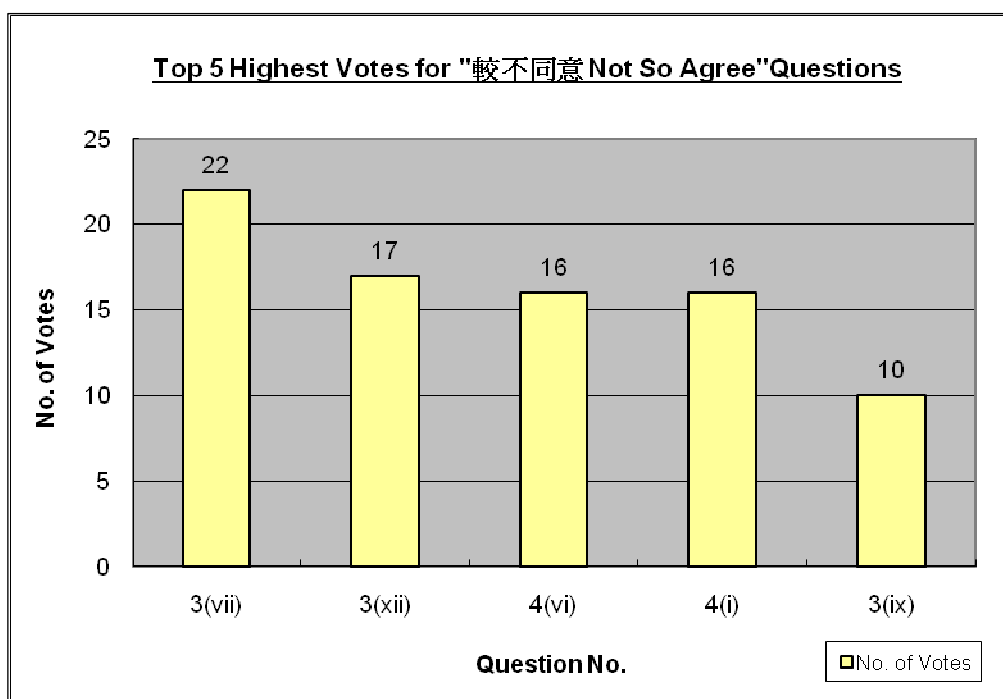
- c. The questions under the sub-category of “非常同意 Strongly Agree” with the top five highest votes are:

Question No.	Question
2 i	相比重建項目而言，樓宇復修會面對較少困難，因其不會對原有的社區網絡及經濟活動造成較大的影響。因此，政府應鼓勵業主更加重視樓宇復修的工作。
3 v	舊區活化，單靠市建局的推動及安排是不足夠的，為加速令舊區活化，私人發展商、物業業主和區議會亦應負起領導的角色。
4 iii	文物保育應以整體社區一個較宏觀且長遠的角度來考慮。
2 iii	政府應統一現行各個不同機構或部門的各項借款或資助計劃，包括屋宇署、房協及市建局等，以便市民或大廈法團，能一次過了解所有計劃的內容，從而挑選最合適的計劃。
2 v	政府應確立策略，為一些無法團或物業管理公司管理的樓宇推行樓宇復修計劃。



- d. The questions under the sub-category of “較不同意 Not So Agree” with the top five highest votes are:

Question No.	Question
3 vii	賦予區議會有更大權力，負責統籌及計劃該區區內的所有舊區活化工程。
3 xii	舊區活化後成為該區的旅遊地點之一，促進經濟活動。
4 vi	文物保育影響該土地持續發展的空間，間接影響將來可帶來的回報。
4 i	文物保育有嚴格限制，會影響市區重建推展的進程，妨礙重建項目的設計。
3 ix	為補救受影響的社區聯繫、文化及經濟，可考慮作一些跨社區的調動安排。



The Engagement Forum and the Concluding Forum

3.4 Basic information

- a. Under the auspices of the POP launched by the Development Bureau, the Engagement Forum and the Concluding Forum were held on 9 May 2009 and 28 November 2009, respectively in the Office of the Hong Kong Housing Society, at Dragon Centre, 23 Wun Sha Street, Tai Hang, Hong Kong.
- b. With over 120 participants attending the Engagement Forum, they were divided into five groups to deliberate on the topics of redevelopment, rehabilitation, revitalization, preservation (4R Strategy) and the strategic policy of the URS.
- c. About 60 participants attended the Concluding Forum. Similar to the grouping arrangement of the Engagement Forum, they were divided into four groups to deliberate holistically their views on the contents of the interim report relating to the 4R strategy and the strategic policy of the URS, in light of the changing circumstances and the newly introduced Government policies relating to the urban re-generation process.

3.5 Consolidated Comments

The comments on the redevelopment, rehabilitation, revitalization, preservation (4R Strategy) and the strategic policy of the URS are summarised below:

A. Redevelopment

i. Social network

Any redevelopment would invariably disrupt the social network of the inhabitants in the areas to be redeveloped. In order to maintain the existing social network and communication among the inhabitants, it is suggested that the Home Affairs Department and relevant NGOs should offer assistance to re-establish the social network of the affected inhabitants.

ii. Macro policy on planning strategy

The Government should hammer out a macro policy on planning strategy for urban renewal, based on careful and flexible consideration of the future development needs in Hong Kong.

The macro policy, with clearly defined and distinct objectives and measurable parameters, will help reduce conflicts and confusion in the process of redevelopment. The Policy should be regularly reviewed and flexibly adopted to cater for any future change of needs.

iii. Public consultation

Public consultation is important and necessary to gauge the views of various stakeholders in the process of formulating redevelopment modality and design requirements. However, uninspiring and repeated consultations without a well-defined programme may cause unnecessary delay and induce inefficiency in the redevelopment process.

iv. To entrench the vision of the city experts

Although the visions and views of town planners, architects and other land-related professionals are crucial in the process of redevelopment, the roles played by social experts are equally important. In the urban renewal process, the URA should conduct social impact assessment studies before and after the announcement of each project in the Government Gazette. Social service teams should also be set up in the affected areas to provide assistance to the affected residents and help achieve community harmony in the neighborhood. A 'people-centered' approach should always be adopted and the visions of the social experts should be entrenched in the urban renewal process.

v. Open space, community and environmental facilities

Notwithstanding that cost is a major consideration for the developers in the urban renewal process, providing more open space, community and environmentally friendly facilities should also be high on the agenda in modeling a redevelopment project. Needless to say, more open space, more hard and soft landscape and horticultural facilities mean better ventilation and less wall-effect for a greener and more sustainable development. These attributes should not, however, be considered in isolation. Instead all GIC and environmentally friendly facilities should be incorporated in a district-based planning and each building project should be developed in a balanced and integrated manner whenever possible and practicable.

vi. Non-profit making projects

Urban renewal is a social mission. Government should therefore take a leading role to develop non-profit making projects to satisfy our social needs. Undeniably, the Government should perceive urban renewal as its responsibility rather than as a vehicle to make profit.

Ironically, except with an initial capital injection/loan from Government, the URA has to maintain at least a balanced budget, resulting in the URA being more eager to be engaged in profit-making projects such that it can utilize profits so generated to fund those money-losing projects. The self-financing philosophy to balance the budget imposed on the URA should be reviewed from time to time.

vii. Incentives for early site acquisition

Incentives other than cash compensation should be carefully pondered as it might be difficult to implement. For instance, to allow the original owners to participate in the redevelopment project would, in many cases, do more harm than good as their interests may not be in line with the public interest including the provision of public open space, reduction of plot ratio, preservation of heritage buildings, etc. The URA will thus have a difficult task to balance the conflict of interest of this nature.

Notwithstanding the above, it is suggested that the URA should consider the feasibility to enable those owners whose properties have been compulsorily purchased by URA to share part of the financial gains (if any) arising from the redevelopment scheme in which their properties were located.

To expedite land assembly and to encourage early surrender of properties by the affected owners, it is suggested that owners who surrender their properties early to URA should be entitled to a special ex-gratia allowance on top of the standard compensation while those who surrender their properties after the due date should only be awarded the standard compensation.

viii. Site assembly

For redevelopment projects not initiated by the URA, site assembly by private developers is a commercial activity driven by profit. It is not advisable for the Government to be involved actively in such a commercial activity. However, for sites ready for redevelopment and to protect the interest of the majority of the owners concerned, we support the initiative taken by the Government to lower the threshold for compulsory sale from 90% stipulated under Land (Compulsory Sale for Redevelopment) Ordinance to 80%. Such relaxation would be extremely useful for areas urgently in need of redevelopment.

ix. Priority to redevelop buildings where most owners agree to redevelop

In the past, conflicts and confrontations usually occurred between the URA and the reluctant owners during the site assembly process, resulting in delay of the urban redevelopment programme. At the same time, there were owners of dilapidated buildings in the neighbourhood complaining about the poor conditions of their living environment without any opportunity of redevelopment being offered by the URA.

To speed up the land assembly process and to reduce conflicts between the URA and the reluctant owners, it is recommended that the URA should revise its land assembly strategy by offering more freedom and flexibility to owners of dilapidated buildings due for redevelopment. Within an area designed for redevelopment, the URA should make a general offer to the owners within the area, and give priority to redevelop those buildings where all or most of the owners agree to sell their properties on the terms offered by the URA. This would help to achieve a win-win situation and expedite the urban renewal process.

x. Tender requirements of redevelopment projects

“Social mission and facilities” clauses should be inserted in the conditions of the tender documents for urban renewal projects to help provide a more balanced project development integrating the provision of the required social services and community facilities for the dual purposes of satisfying URA’s social mission and to allay the public concerns that the URA is engaging in lucrative project development at the expense of the original building owners. In addition, the developers could be required to submit a proposal to beautify or revitalize the district holistically as one of the assessment parameters for bidding a project. (Please also refer to Section C (ii) below.)

B. Rehabilitation

i. To rehabilitate or redevelop

Whether to rehabilitate or to redevelop should largely depend on the age and condition of the buildings within an action area. Redevelopment in highly dilapidated areas should be the way forward for the community to effectively remove urban slum areas.

Not only should we consider the condition of the building structure, existing facilities of a building such as lift service, electricity supply and fire services system are equally important.

ii. Building maintenance subsidy/loan scheme

At present, there are various schemes administered by the URA, HKHS and BD, offering different kinds of subsidies/loans to applicants under different criteria.

In view of different authorities administrating different subsidy/loan schemes, it would be prudent if the Government could consider consolidating these schemes into one unified scheme under one centralized body with the benefits of efficiently pooling together the resources for the scheme and avoiding confusion to the public.

iii. Sinking fund

To enable better financial planning for future major maintenance and renovation works, it is suggested that mandatory contribution by the owners to a sinking fund for future major maintenance/renovation of the buildings is necessary. Such a mandatory requirement may necessitate amendments to the Building Management Ordinance and the standard provisions in the Deed of Mutual Covenant. Guidelines should also be specified regarding the annual amount/percentage to be accumulated in the building account as a sinking fund.

For new projects, developers should be required to contribute the first installment of a sinking fund to meet future major expenditure in repair and maintenance. As a reference, some members quoted the arrangements in the Mainland where developers are required to contribute an initial amount equivalent to 2% of the total construction cost to the building account as a sinking fund.

iv. Incentive for rehabilitation

It is suggested that as an incentive to spur major maintenance and renovation works, the Government should consider either freezing the rates or reducing the amount of rates payable by the owners of those buildings which have been newly rehabilitated for a certain grace period.

v. Mandatory Building Inspection Scheme (MBIS) and Voluntary Building Classification Scheme (VBCS)

The MBIS and the VBCS are effective tools to avoid rapid dilapidation of buildings and ensure proper maintenance of these buildings. These schemes should be introduced as early as possible and implemented in parallel with the URS.

C. Revitalization

i. Considerations of social factors and benefits

So far the URA has successfully focused on redeveloping or upgrading the existing dilapidated buildings with remarkable results. However, social factors and benefits have not been adequately considered and addressed.

The revitalization of old districts, which are mostly resided with senior citizens, should mean the injection of new elements, such as commercial elements and tourism, into the old districts, to attract the younger generation to visit the rejuvenated areas. On the other hand, quantifiable social factors and benefits should be taken into account during the revitalization process, including careful consideration of the effects on the existing population in the affected districts and their changing needs, the impacts on the existing transport network, communal facilities and economic efficiency etc. Unique local characteristics and culture with intrinsic value in each urban renewal area should be retained as far as possible in order to bring out the specific features in each urban renewal area and to provide a distinct cityscape throughout the territory.

ii. Incentive for the developer to engage in revitalization exercise

The URA could consider adding terms and conditions in the tender documents such that merits would be given to those developers whose tenders have incorporated proposals/initiatives to revitalize the neighbourhood within which the redevelopment project is located. (Please also refer to Section A (x) above.)

D. pReservation

i. Effect on the progress of redevelopment

With the society becoming increasingly aware of the value and importance in heritage preservation, more old buildings will be listed as heritage buildings for preservation. While heritage preservation is essential and form part of the urban renewal process, we must be mindful of over-assertion of heritage preservation as it would surely affect the urban renewal progress. The society must have a consensus on core value of heritage preservation with a view to preserving only the right type of buildings. In other words, heritage buildings should be a living and functional feature adding intrinsic value to our society and not merely historical artifacts for display.

The Government should strike a right chord in order to make a proper balance between development and heritage preservation for the best interest of our society.

ii. Tripartite synergy and flexibility of preservation

It is perceived that we should adopt a broadened perspective in the urban renewal process to the effect that redevelopment, preservation and revitalization could complement each other to produce a synergetic success in the planning and design in the context of the whole redevelopment zone rather than preserving a building individually. More design flexibility and relaxation of legal and building restrictions on alteration of the preserved buildings are also instrumental to the preservation of heritage buildings. Essentially, we should aim at restoring and revitalizing these buildings while recognizing and sustaining their social, cultural, historical or architectural significance.

iii. Holistic and long-term consideration

The whole district, rather than piecemeal consideration of an individual building, should be examined in proper context. Single block building with no explicit historical or architectural value but only value of collective memory should not be retained as it had little historical, architectural or economic value even after hectic re-vitalization. In long-term perspective, heritage buildings should systematically showcase their social, cultural, historical or architectural evolution and importance in the overall redevelopment context.

We have to delve into the core and fundamental value of preservation before we can properly preserve and make heritage buildings sustainable and executable. The preservation experience of Fullerton in Singapore should be benchmarked.

iv. Consultation channel

A wider consultation channel should be established to embrace not only the Antiquities and Monuments Office, the Culture and Heritage Commission, the Antiquities Advisory Board, the Home Affairs Bureau and the Leisure and Cultural Services Department, but also other renowned professional and cultural organizations.

District Councils might also be able to view the heritage preservation issue at a district level as they are normally engaged in reflecting the views and concerns of local residents. However, their views should also be carefully assessed in the context of the needs and benefits that they might generate for the community at large.

v. Strengthening of tourist industry

The transformation of a heritage building into a tourist attraction spot would depend on the method and conservation approach to restore its former glittery status and memorable image to increase its attractiveness. The ex-Police Station at Stanley, which is being used as a supermarket, is a living example of poor arrangement.

vi. Administrative means to retain heritage buildings

By virtue of a transfer of plot ratio and land exchange under the same ownership of the owners, we could retain buildings of historical, architectural or cultural significance. This arrangement is considered as an appropriate policy of heritage preservation to compensate for the loss of the development right. However, buildings with less historical, architectural and cultural value shall not be retained so that the redevelopment areas can be fully utilized to maximize their land value.

vii. Public awareness

The public should be inculcated of the fundamental and core values of preservation and its associated policy in order that only those heritage buildings that could essentially identify the historical, architectural and cultural evolution and significance should be retained not only for us but also for our future generations.

The contemporary concept of collective memories should be carefully studied as it had blurred our traditional concept of preservation in the above context. The Government should therefore take the initiative to re-define the concept of preservation in a wider and proper context.

It must be understood that the perception of the general public should only be one of the considerations for heritage preservation. After all, a museum can still serve the purpose to showcase the historical antiquities and cultural relics of our memorable past.

E. Strategic Policy

i. Holistic approach to the 4R Policy

The Government should adopt a holistic approach for the 4R Policy. A proper balance should be struck between each R instead of the current practice where Redevelopment is being put on top of the urban renewal agenda while pReservation is on the last. This imbalance should be rectified by the implementation of clear and unequivocal directions, supplemented by objective criteria and measurable parameters.

This well-defined 4R Policy should be based on a macro perspective taking into consideration the local characteristics of each district.

ii. 4R Strategy on a district basis

Rather than based on assessment of individual buildings, the urban renewal should be modelled on a district-based urban regeneration strategy so that the 4R Strategy can be proceeded smoothly in a more flexible and comprehensive manner while still maintaining the unique and special character of the districts with the provision of required infrastructures and community services and facilities planned in a coordinated and holistic style.

iii. The importance of public participation

Members of the public should have a high degree of participation in the process of the 4R policy review so that common consensus can be reached on some of the criteria for the URS policy e.g. what types of historical buildings are to be preserved, and which areas are to be re-vitalized. More support from the public could be elicited for controversial issues such as amount of compensation, be it in the form of cash or exchange for apartments after the re-development.

iv. Initiatives by private participation

Apart from the current involvement of the developers, more private sector participations and initiatives are needed in order to capture their capital investment, solicit their expertise and harness their prowess in the property redevelopment and urban renewal process.

Large scale redevelopment process involving urban restructuring could also be considered by this arrangement. Public-Private Partnership (PPP) could be a model for the way forward for some sizable redevelopments such as the redevelopment of Ngau Tau Kok on a district basis in collaboration with the HKHA in the redevelopment of Lower Ngau Tau Kok Estate. Such modality could bring in novel ideas and innovative concepts which might benefit exponentially the community at large.

v. Single organization for rehabilitation

Rehabilitation is currently handled by several Government organizations. Such arrangement is not considered cost-effective and efficient as the building problems might likely relapse in about three years' time after the rehabilitation. It is recommended that the rehabilitation should be fully in charge of by a single organization so that it could address the matter in a more coordinated and thorough manner.

The Government should consider the best option in dealing with the old and dilapidated buildings, which should be assessed more on the actual physical conditions of the buildings than the age of the buildings.

4. Conclusion

Urban renewal and regeneration is an extremely important but controversial agenda for the urban planning and development of Hong Kong. An efficacious Urban Renewal Strategy that straddles economic and social dimensions could effectively arrest our urban decay problems, substantially improve the quality of living and environmental conditions of our community and remarkably rejuvenate the glittering cityscape of Hong Kong in a sustainable manner.

Members of the HIREA, HKAPMC, HKIH and CIHAPB are professionals with profound knowledge and experience in real estate administration. It is our wish that this report has harnessed our strengths and will help the Government shape a new Urban Renewal Strategy which would be sustainable and help meet the needs and aspirations of our community. We share the mission of the Government to create a quality and better living environment for the people in Hong Kong which also showcases its attractiveness, vibrancy and competitiveness.



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市區重建策略全面檢討

香港地產行政師學會
香港物業管理公司協會
香港房屋經理學會
英國特許房屋經理學會(亞太分會)

各學會會員參與- 意見收集表格
(此意見收集表格由香港地產行政師學會擬備)

目標: 收集各會員對市區重建策略全面檢討之意見，以備制訂第三階段就《市區重建策略》應修訂的範圍和方向歸納意見。

意見收集期: 二零零九年四月卅日

甲、市區重建策略檢討

(請參閱 2008 年 7 月《市區重建策略》檢討小冊子，有關資料可瀏覽網址
http://www.ursreview.gov.hk/tch/doc/urs_pamphlet_chi.pdf)

- 透過不同階段與社會大眾探討做好市區更新工作。
- 協助社會各界更清楚了解進行市區更新可達致的成果及大眾比較關注的事項，以蒐集如何解決有關事項的意見。
- 開展全面檢討以反映不繼轉變的情況和公眾訴求，當全面檢討完成後，便可依據經更新的《市區重建策略》，推展本港日後的市區更新工作。

乙、重點檢討課題

《市區重建策略》已確定以下七個重點檢討課題：

1. 除重建外，樓宇修復亦是更新舊區的一個可行辦法。不過，當樓宇超越它的建築和經濟有效使用期時，最終仍須拆卸重建。我們應怎樣設定基制，在市區更新過程中，令兩者有系統而互相補足地推行？
2. 重建可能會破壞舊區環境和受影響居民的社區網絡，但同時，重建卻可在已發展的地區提供公眾休憩用地和社區設施，從而為原有社區注入生氣。公營機構應如何積極配合重建的推行工作？

3. 「採用『以人為本』的工作方針進行市區更新」、「保存社區網絡」及「地方特色」的涵義，因人而異，社會能否就如何達致此等目標而達成共識？
4. 市民要求的低密度發展、保育和保存社區網絡，均有一定經濟代價，社會願意為此而多付代價？
5. 如何讓公眾盡早參與重建和保育項目的規劃工作，同時防止投機者藉機遷入重建項目以申索補償？
6. 更新市區特別是進行重建，可翻新和美化舊區，但在改造過程中，難免會使一些小本生意無法經營下去，如何紓緩有關的影響？
7. 政府、市建局、市民和私人機構應如何合作互補，達致更新市區的目標？

丙、《市區重建策略》之重點檢討課題

請在適合的空格上填寫(✓)表達你對市區重建策略內每個重點課題的意見。

1. 重建發展 (Redevelopment) 請評價下列事項的重要性，並請填寫任何寶貴意見!	非常 重要	重要	較不 重要	其他意見 / 建議
i) 重建發展工作應進行更多保持社區網絡、生活質素等有關社會因的分析，並量化其對社會帶來的效益。				
ii) 市區重建需要一個較宏觀的規劃策略，政府應審慎考慮香港在未來發展和改變的方向。				
iii) 市建局為市區重建項目設定具體的重建模式及設計要求之前，應先作廣泛的公眾諮詢。				
iv) 市建局在市區重建上缺乏由城市研究專家主導的願景，故應加以確立。				
v) 在目前的合作模式下，進行重建項目的風險全由發展商承擔，這鼓勵了廉價的發展模式，但未必符合公眾利益。市建局應考慮其他的合作模式，如賣樓後分紅等。				
vi) 成本是發展商考慮的主要因素，在目前招標的項目中，亦應考慮公共空間 (open space)、社區設施、環保設施等。				
vii) 政府應帶頭落實一些非純粹以利潤為最終目的之長遠發展項目，例如體育及文化藝術項目等。這樣，私人機構在環境成熟後自然加入發展。				
viii) 除為受影響業戶提供現金賠償外，應設立一些能鼓勵業戶支持重建項目的元素，例如讓業戶可換取未來重建項目的業權或其他權益。				
ix) 由於發展商收回業權重新發展的速度緩慢，政府應考慮作出協助，包括整合土地和訂立規範。				
x) 市建局應考慮重新發展已空置的工廠區的土地及活化已空置工廠大廈，作市建用途。				

xi) 市區重建應具有彈性，如未能收回所有業權，應分階段發展。				
xii) 於重建計劃中，不論商業、住宅或工業樓宇，除基本賠償外，引入額外補償/資助，增加業主主動參與之意慾。				

2. 樓宇復修 (Rehabilitation)	非常同意	同意	較不同意	其他意見 / 建議
閣下是否同意下列事項，並請填寫任何寶貴意見!				
i) 相比重建項目而言，樓宇復修會面對較少困難，因其不會對原有的社區網絡及經濟活動造成較大的影響。因此，政府應鼓勵業主更加重視樓宇復修的工作。				
ii) 界定那些樓宇需要進行復修，有助社區能達共識去推動樓宇復修。				
iii) 政府應統一現行各個不同機構或部門的各項借款或資助計劃，包括屋宇署、房協及市建局等，以便市民或大廈法團，能一次過了解所有計劃的內容，從而挑選最合適的計劃。				
iv) 為誘使業主落實為樓宇進行復修，政府應擴大現行的資助金額及範圍，例如將工業樓宇包括在內，及對樓宇單位數目的限制加以放寬。				
v) 政府應確立策略，為一些無法團或物業管理公司管理的樓宇推行樓宇復修計劃。				
vi) 為大廈日後進行樓宇復修作好準備，以及協助舒緩業主於樓宇復修時所帶來的財政壓力，政府應為全港樓宇制訂樓宇維修儲備基金的具體指引。				
vii) 樓宇復修可令整區樓宇安全問題得以解決。				
viii) 補助計劃要做到公平及平衡社會上的利益關係。				

3. 舊區活化 (Revitalization)	非常 重要	重要	較不 重要	其他意見 / 建議
請評價下列事項的重要性，並請填寫任何寶貴意見!				
i) 舊區活化應更多考慮社會因素，並應量化其對社會帶來的效益。				
ii) 政府應考慮在市區重建項目上收取較少的地價，以換取或鼓勵發展商投資在舊區活化的發展上，以及提供更多社會設施、活化社區功能、綠化工程等。				
iii) 政府在選定私人發展商參與合作重建發展項目時，應要求發展商為整個地區進行活化研究及提交建議報告，該等活化研究及建議亦應作為評審該發展項目其中之評選標準。				
iv) 活化工程後，新環境對非政府組織之發展有所幫助。				
閣下是否同意下列事項，並請填寫任何寶貴意見!	非常 同意	同意	較不 同意	其他意見 / 建議
v) 舊區活化，單靠市建局的推動及安排是不足夠的，為加速令舊區活化，私人發展商、物業業主和區議會亦應負起領導的角色。				
vi) 為吸引私人發展商及物業業主自發為物業進行活化，政府應增加對此等工作的援助，包括簡化審批過程、財務協助與及稅務優惠。				
vii) 賦予區議會有更大權力，負責統籌及計劃該區區內的所有舊區活化工程。				
viii) 在社區活化的前期工作，必須邀請所有對原有社區聯繫、文化與及經濟最受影響的人仕或團體，參與小組討論，議定詳細的活化方案。				
ix) 為補救受影響的社區聯繫、文化及經濟，可考慮作一些跨社區的調動安排。				
x) 政府在審批私人發展商的大型合作項目時，可附帶要求進行及完成區議會、非政府組織和其他關注團體所建議的活化項目。				
xi) 舊區活化令整區經濟活動得以帶動。				
xii) 舊區活化後成為該區的旅遊地點之一，促進經濟活動。				
xiii) 活化後的社區網絡得以保持，同時令經營生意者的生意得以改善。				

4. 文物保育 (Preservation)	非常同意	同意	較不同意	其他意見 / 建議
閣下是否同意下列事項，並請填寫任何寶貴意見!				
i) 文物保育有嚴格限制，會影響市區重建推展的進程，防礙重建項目的設計。				
ii) 文物保育於舊區活化和市區重建發展時，並非單純保護文物，乃是使其在過程中，發揮其增值功能，與及能發揮其社會、歷史及保育價值。				
iii) 文物保育應以整體社區一個較宏觀且長遠的角度來考慮。				
iv) 文物保育作為市區重建的一個較重要的考慮，應由已定為發展重建地區的區議會連同「古物古蹟辦事處」商討發展大綱，再交由市建局加入發展計劃內考慮。				
v) 文物保育可加強成為區內的旅遊景點。				
vi) 文物保育影響該土地持續發展的空間，間接影響將來可帶來的回報。				
vii) 市區重建發展的策略，要令香港市民對文物保育有更深刻的認識。				

5. 政策方面 (Policy)	非常重要	重要	較不重要	其他意見 / 建議
請評價下列事項的重要性，並請填寫任何寶貴意見!				
i) 現時的《市區重建策略》策略性不足，過份以財政可行性為主導。《市區重建策略》應屬整體城市規劃策略及經濟發展策略的一部份。				
ii) 應更致力推廣個別市區更新項目的規劃意向。				
iii) 《市區重建策略》應考慮人口結構（如高齡化）的變化。				
iv) 市區更新應考慮對租金水平產生的影響及低收入階層的負擔能力。				
v) 有關可持續發展的要求（例如環保採購）應納入《市區重建策略》內。				
vi) 政府進行市區重建時，應考慮如何打破跨部門的障礙。舉例來說，小販問題並不能單由發展局或市建局獨力處理。				
vii) 市區重建項目應採用更具環保意識的設計概念，包括考慮低二氧化碳排放、再生能源的應用及建築物能源效益設計等。				

5. 政策方面 (Policy)	非常 重要	重要	較不 重要	其他意見 / 建議
請評價下列事項的重要性，並請填寫任何寶貴意見!				
viii) 由於籌備需時，不少發展項目在推行招標時，市場及社會的聲音已經改變。因此，市建局應充分顧及市場的變化，使市區重建即使在經濟環境欠佳時，亦不會受到影響。				
ix) 透過私人發展商令舊區重建加快，現行法例第 545 章「土地（為重新發展而強制售賣）條例」需要作修訂。				
x) 除了舉辦居民講座、公開研討會與及在區議會上商討和收集意見外，引入其它更有效令舊區重建的相關人士參與重建計劃的方法。				
xi) 令經營小生意的受影響業戶，滿意重建計劃的安排。				
xii) 制訂防禦措施，堵塞對藉機遷入即將重建項目而博取補償的行為。				
xiii) 政府應為樓宇設定「重建發展」或「樓宇復修」的清晰指引，以便有關業主能早有共識地配合整區的舊區重建發展計劃。				
xiv) 重建發展項目往往因個別受影響業戶未願意搬出，而大大妨礙整個項目的進度。為此政府應制訂更果斷措施，以免項目受到不必要的拖延。				

丁、其他意見 / 建議

戊、個人資料

所屬會員：	<input type="checkbox"/> 香港地產行政師學會
	<input type="checkbox"/> 香港物業管理公司協會
	<input type="checkbox"/> 香港房屋經理學會
	<input type="checkbox"/> 英國特許房屋經理學會亞太分會

公司名稱：	
公司代表姓名／會員姓名：	
電子郵件：	
傳真號碼：	
聯絡電話：	
日期：	

- 完 -

請以下列方式遞交意見予香港地產行政師學會
郵遞：致香港地產行政師學會香港郵政總局信箱 4126 號
傳真：2887 6239 電郵：info@hirea.org.hk

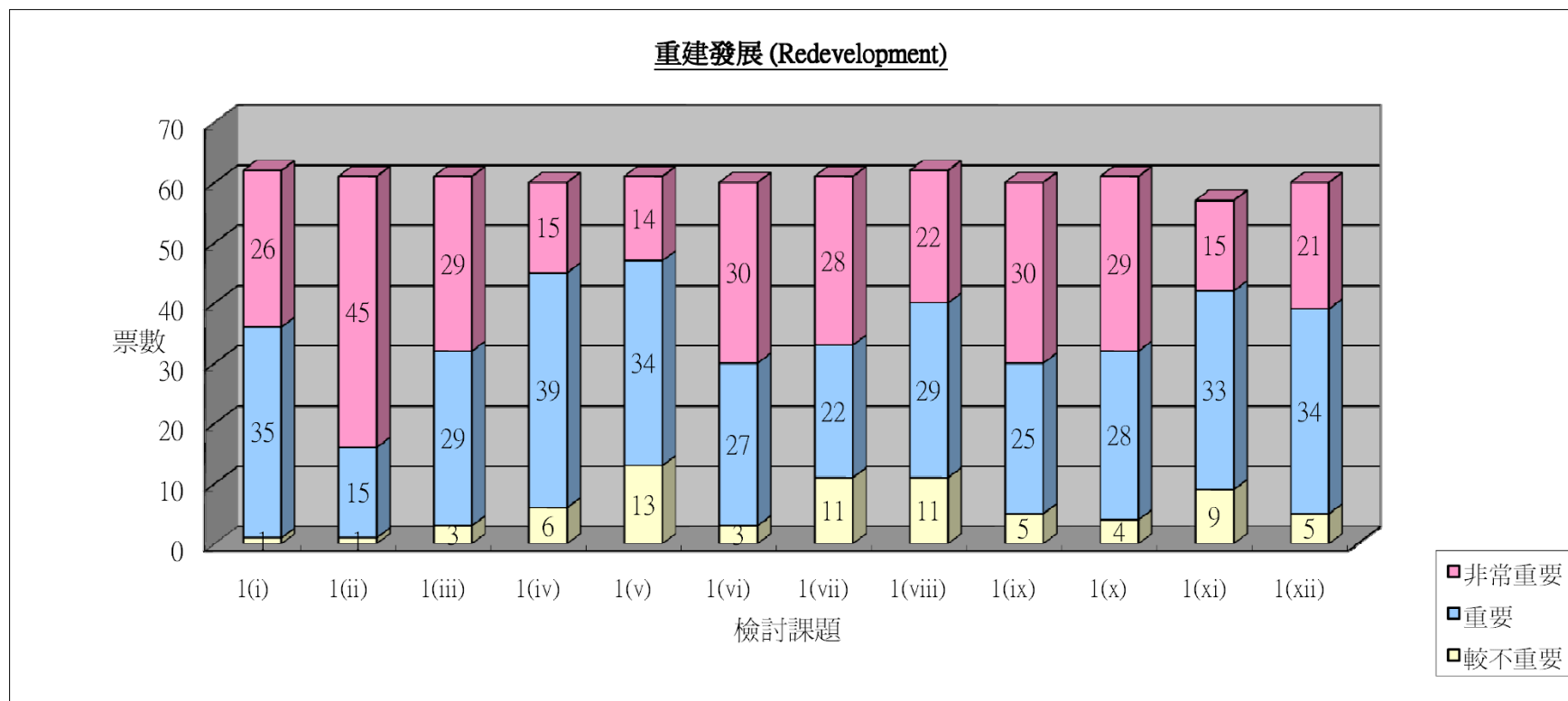
會員意見收集表格的截止日期為二零零九年四月三十日。

你珍貴的意見及評語將幫助我們就如何修訂《市區重建策略》向政府作出建議。

- 謝謝! -

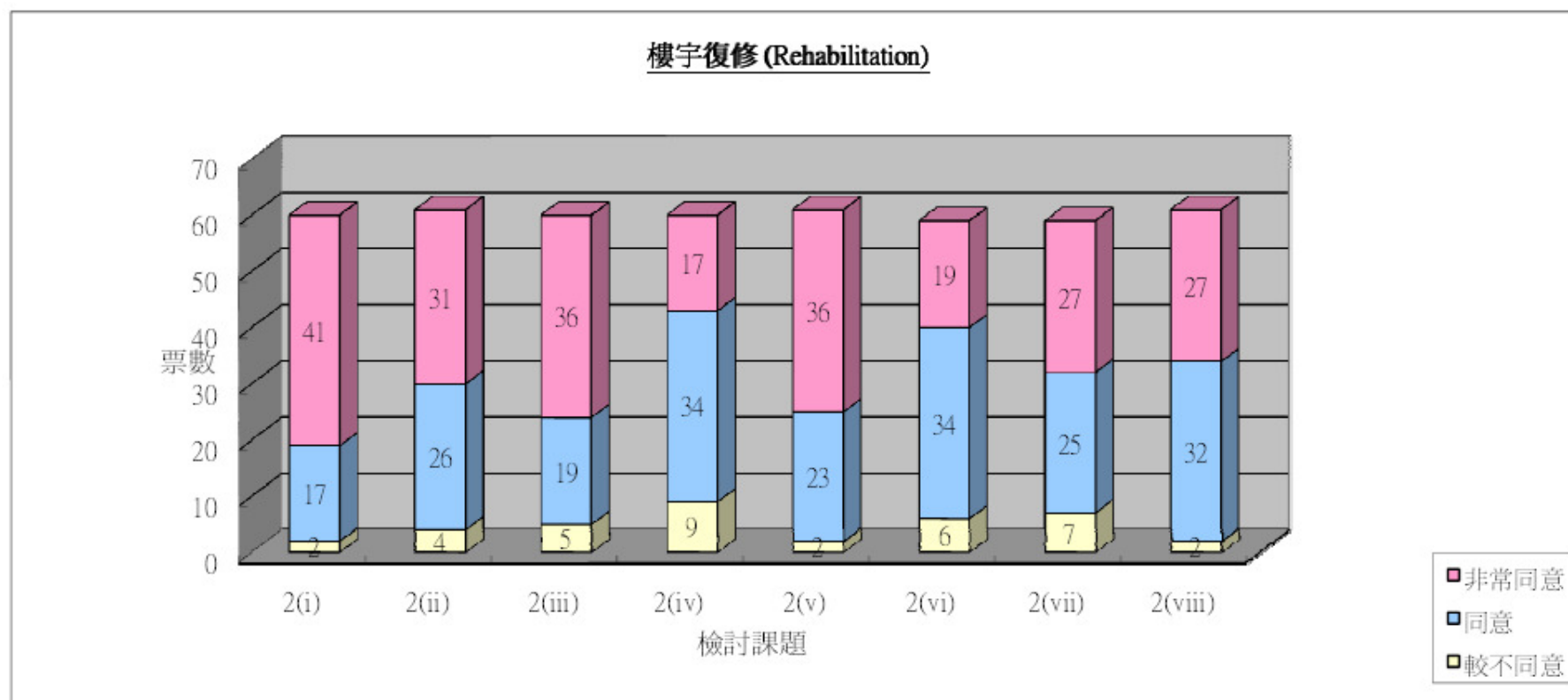
1. 重建發展 (Redevelopment)

Form No.	1(i)	1(ii)	1(iii)	1(iv)	1(v)	1(vi)	1(vii)	1(viii)	1(ix)	1(x)	1(xi)	1(xii)
非常重要	26	45	29	15	14	30	28	22	30	29	15	21
重要	35	15	29	39	34	27	22	29	25	28	33	34
較不重要	1	1	3	6	13	3	11	11	5	4	9	5



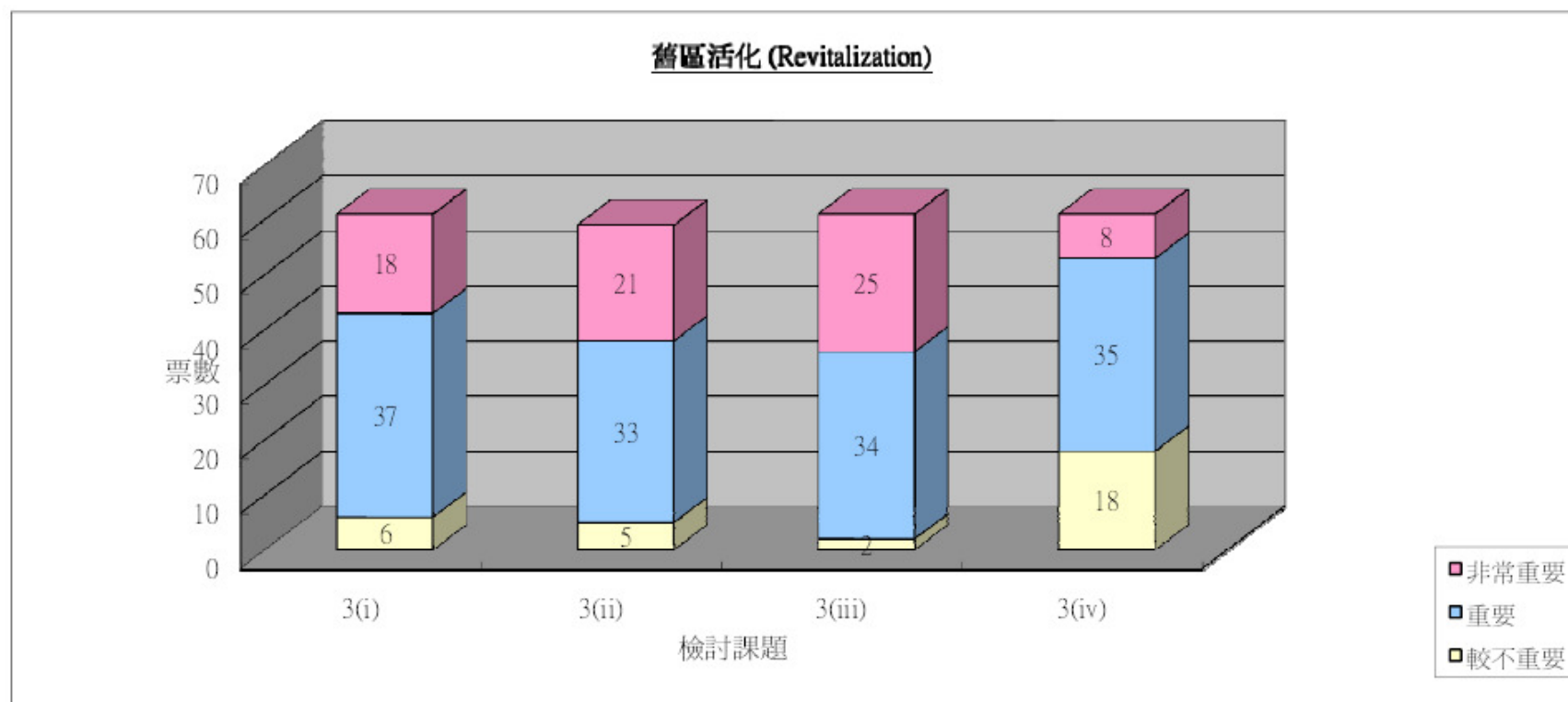
2. 樓宇復修 (Rehabilitation)

Form No.	2(i)	2(ii)	2(iii)	2(iv)	2(v)	2(vi)	2(vii)	2(viii)
非常同意	41	31	36	17	36	19	27	27
同意	17	26	19	34	23	34	25	32
較不同意	2	4	5	9	2	6	7	2



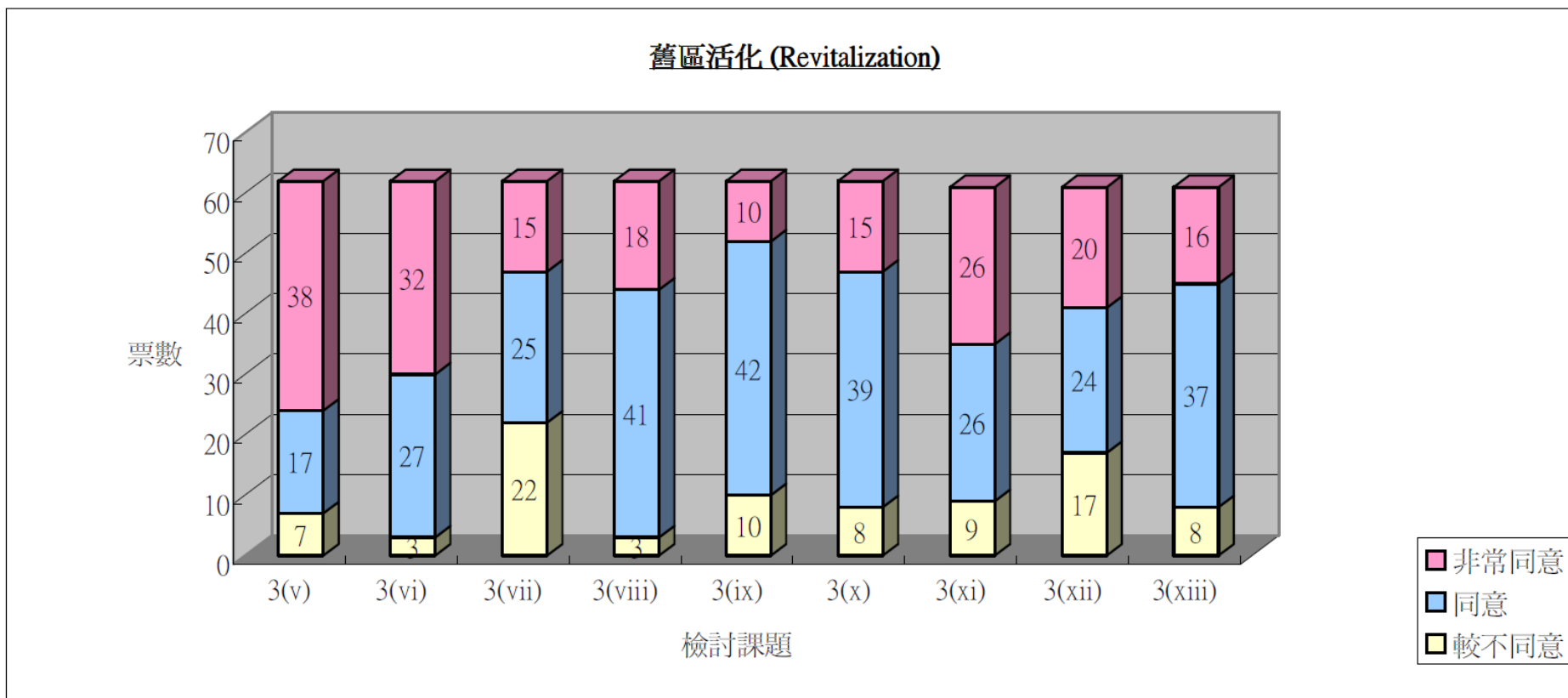
3. 舊區活化 (Revitalization) (選擇為 "重要" 的課題)

Form No.	3(i)	3(ii)	3(iii)	3(iv)
非常重要	18	21	25	8
重要	37	33	34	35
較不重要	6	5	2	18



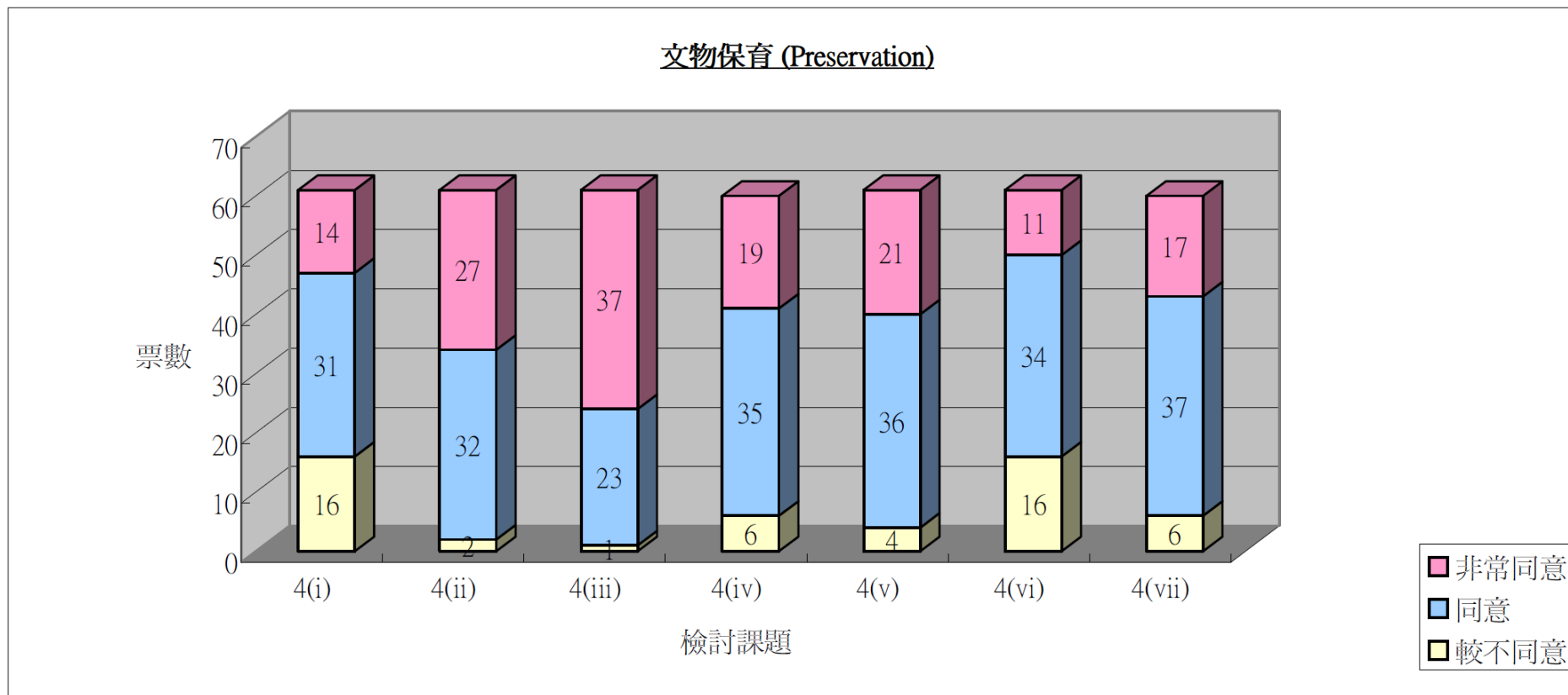
3. 舊區活化 (Revitalization) (選擇為 "同意" 的課題)

Form No.	3(v)	3(vi)	3(vii)	3(viii)	3(ix)	3(x)	3(xi)	3(xii)	3(xiii)
非常同意	38	32	15	18	10	15	26	20	16
同意	17	27	25	41	42	39	26	24	37
較不同意	7	3	22	3	10	8	9	17	8



4. 文物保育 (Preservation)

Form No.	4(i)	4(ii)	4(iii)	4(iv)	4(v)	4(vi)	4(vii)
非常同意	14	27	37	19	21	11	17
同意	31	32	23	35	36	34	37
較不同意	16	2	1	6	4	16	6



5. 政策方面 (Policy)

Form No.	5(i)	5(ii)	5(iii)	5(iv)	5(v)	5(vi)	5(vii)	5(viii)	5(ix)	5(x)	5(xi)	5(xii)	5(xiii)	5(xiv)
非常重要	27	22	25	16	18	30	31	26	20	20	14	26	31	32
重要	33	38	33	39	37	30	25	33	31	37	36	30	28	26
較不重要	1	1	3	6	6	1	4	1	9	3	10	5	2	2

