

香港特別行政區政府  
發展局局長



CB(1)2193/07-08(01)  
SECRETARY FOR DEVELOPMENT  
Government of the Hong Kong Special  
Administrative Region

17 July 2008

Members of the Legislative Council  
Legislative Council  
Legislative Council Building  
8 Jackson Road  
Central  
Hong Kong

Dear Members,

### **Review of the Urban Renewal Strategy**

I write to inform you that the Development Bureau is formally launching a review of the Urban Renewal Strategy (the Review) today. In the coming two years, we would actively engage the public and various sectors of the community to build a new direction for urban regeneration in Hong Kong.

To facilitate wider public participation in the review process, we have produced a pamphlet setting out the work, achievements and challenges of urban renewal in Hong Kong with an aim to stimulate thinking in the initial agenda-setting stage. The pamphlets will be made available to the public through District Offices, and copies are enclosed herewith for your reference. We have also set up a dedicated website for the Review [www.ursreview.gov.hk](http://www.ursreview.gov.hk). This website will provide the public with the latest information about the Review and serve as a platform for members of the public to express their views.

As I explained at the meeting of the Legislative Council (LegCo) Development Panel on 24 June 2008, the Administration has no pre-determined agenda for the Review and will adopt an open mind throughout the process. We have planned an extensive and thorough public engagement exercise, which will evolve in the light of experience and public feedback. I have set up an advisory committee to help me steer this important exercise. The terms of reference and membership of the committee are also attached for your information.

Given the importance of this subject, we plan to keep LegCo informed of progress on a regular basis and look forward to receiving LegCo Members comments from time to time.

As we are approaching the end of the 2004-08 LegCo term, I take this opportunity to sincerely thank you for the support given to us over the years. I wish you all the best in your future endeavours.

Yours sincerely,

(Mrs Carrie Lam)  
Secretary for Development

## **Steering Committee on Review of the Urban Renewal Strategy**

### **I. Terms of Reference**

- (a) To oversee and monitor the progress of the Review of the Urban Renewal Strategy (the Review);
- (b) To receive and offer views on study reports in connection with the Review;
- (c) To advise and provide guidance on any critical issues affecting the process of the Review; and
- (d) To recommend for consideration by the Government any areas of change to the current Urban Renewal Strategy.

### **II. Membership**

#### ***Chairperson***

Secretary for Development

#### ***Members***

1. Mr CHAN Ping-chiu, Andrew
2. Professor CHEUNG Yan-leung, Stephen
3. Mr HO Hei-wah
4. Mr KWAN Chuk-fai
5. Mr LEE Tsung-hei, David Chris
6. Professor LUNG Ping-yee, David
7. Mr NG Wing-shun, Vincent
8. Professor TAM Fung-yee, Nora
9. Dr WONG King-keung, Peter
10. Ms WONG Ying-kay, Ada

#### ***Secretary***

Principal Assistant Secretary for Development (Planning and Lands) 4

*In attendance*

Permanent Secretary for Development (Planning and Lands) or his representative

Director of Planning or her representative

Director of Lands or her representative

Director of Buildings or his representative

Managing Director of Urban Renewal Authority

Executive Director of Urban Renewal Authority



# Urban Renewal Strategy Review

Together we cultivate,  
plan and enjoy the fruits of  
urban renewal



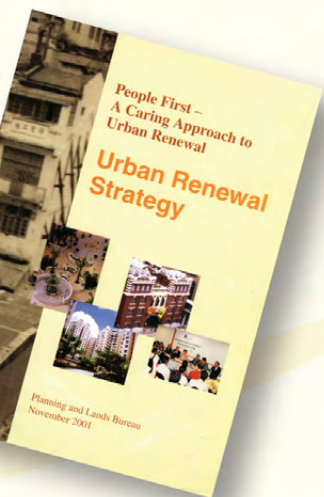
July 2008



**Development Bureau**

The Government of the Hong Kong Special Administrative Region





## URBAN RENEWAL IN HONG KONG



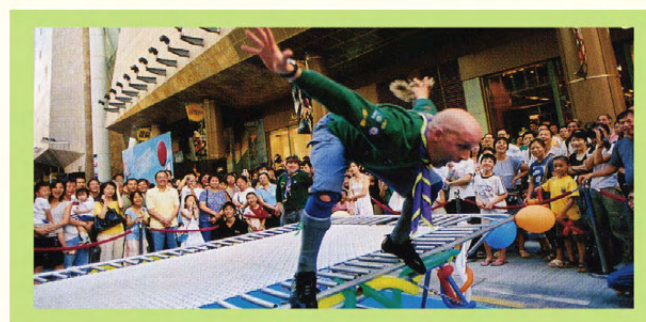
Hong Kong, like most developed cities, faces a formidable problem of aging buildings and urban decay. Some quarters of our community are living or operating in rundown areas which are in dire need of urban regeneration and environmental improvement.

The Government set up the Urban Renewal Authority (URA) in 2001 with a mission to create quality and vibrant living in Hong Kong – a better home in a world-class city. The Government also published an Urban Renewal Strategy (URS) to provide broad policy guidance to the work of URA.



## URA'S WORK & ACHIEVEMENTS

For the past seven years, URA has adopted a “4R” strategy, i.e. **R**edevlopment, **R**ehabilitation, **R**evitalisation and **pR**eservation to regenerate our urban areas.





So far, URA and its strategic partner, Hong Kong Housing Society, have –

- (a) improved the living conditions of some 18,000 people through commencing 35 redevelopment projects (6 of them having preservation elements) and 2 preservation projects

In addition, URA has –

- (b) benefited about 36,000 residential units in over 450 buildings under rehabilitation schemes
- (c) preserved over 25 historical buildings for adaptive re-use

About 20,000m<sup>2</sup> of public open space and about 55,000m<sup>2</sup> of government/community/welfare facilities, e.g. youth centre and residential home for elderly would also be made available upon completion of the 35 redevelopment projects.

More details on the current URS and URA work can be found in [www.ursreview.gov.hk](http://www.ursreview.gov.hk) and [www.ura.org.hk](http://www.ura.org.hk)



## A NEW ERA FOR URBAN REGENERATION

Community aspirations over what urban renewal and regeneration entail and how they can be achieved have changed much since 2001. The large number of old buildings (15,000 private building stock aged 30 years or above now and rising to 22,000 in the next ten years) also calls for a critical re-think of the urban regeneration programme.

## URBAN RENEWAL STRATEGY – THE REVIEW

The Government has launched a root and branch review of URS. There is no pre-determined agenda of the review. The review comprises 3 stages of public engagement –

### Stage 1

#### Envisioning

Jul 2008 - Jan 2009

- Identify key issues and agenda items that should be reviewed.
- Focus group discussions, and feedback from the community through various channels.
- Public seminar to share overseas experience.



### Stage 2

#### Public Engagement

Feb 2009 - Dec 2009

- Engage wider public on the issues and solutions of urban renewal.
- Road shows, public forums, in-depth focus group discussions, and web discussion forum.



### Stage 3

#### Consensus Building

Jan 2010 - Apr 2010

- Review choices and preferences on issues and options.
- Identify majority views on how URS should be revised.
- Workshops with all active participants and general public.



## STAGE 1 – ENVISIONING

We are now in the Envisioning Stage. We need **YOU** to help us set the agenda.

Urban renewal is an important development issue with economic and social dimensions involving numerous stakeholders. The following are some snapshots of diverse views towards urban renewal.

I prefer redevelopment to completely upgrade old areas and better utilise scarce land resources.

It is important to preserve historic relics, local characters and social network.

Elaborate planning process and extensive public involvement can foster community consensus.

Hong Kong is a modern city. City development must be forward looking.

There should be better compensation for affected owners and tenants.

It is better to leave urban renewal to private owners and developers.

I wonder what costs society should pay for urban regeneration.

I want to operate in older areas where my small business can survive, why uproot me?

Different aspirations, such as the above, reflect competing and even conflicting demands over urban renewal. It is important to strike a careful balance between –

- interest and needs of individual owners/tenants **versus** the public interest
- financial prudence and sustainability **versus** compensation demands
- development **versus** preservation

## SOME FOOD FOR THOUGHT

Below are some questions on urban renewal for you to consider -

- Rehabilitation is a viable alternative to redevelopment in regenerating older districts. However, buildings coming to the end of their physical and economic life will need to be redeveloped ultimately. How and where should the line be drawn?
- Redevelopment may destroy the old ambience and disrupt social network of affected occupants. At the same time, it provides an opportunity to make available public open space and community facilities in built-up areas and injects vitality in such areas. How much redevelopment work should the public sector carry out?
- “People-centred approach to urban renewal”, “preserving social network” and “local characteristics” may carry different meanings to different people. Can community consensus be reached over how to achieve them?
- Community aspirations like low density, preservation and retention of social network come with a price tag. How much is the community prepared to pay for these?
- How to allow early participation in the planning of redevelopment and preservation projects while forestalling speculators from moving in to claim compensation?
- Urban regeneration, in particular redevelopment, revamps and uplifts an old area, but the inevitable effect of ‘gentrification’ may stifle the continued survival of small businesses. How to mitigate such effect?
- Could the Government, the URA, the community, and the private sector complement each other in achieving the goals of urban renewal and regeneration?



# HAVE YOUR SAY – BE INFORMED AND GET INVOLVED

Urban renewal is a vital element of a quality city life.  
Let's work together to achieve a new sustainable URS -

Come visit the website  
[www.ursreview.gov.hk](http://www.ursreview.gov.hk)  
for more information

•  
Sign up for the workshops  
to help us set the agenda

•  
Send us your views by filling in  
the attached questionnaire or other forms

## Contact Us

**Address** : Development Bureau  
(Attn.: URS Review)  
9/F, Murray Building  
Garden Road,  
Central, Hong Kong

**Email** : [enquiry@ursreview.gov.hk](mailto:enquiry@ursreview.gov.hk)

**By Fax** : 2845 3489

**Telephone** : 2848 2718

**Website** : [www.ursreview.gov.hk](http://www.ursreview.gov.hk)

**To help us set the agenda for the Review of the Urban Renewal Strategy, please complete the following questionnaire and send it back to us:**

1. What community benefits should urban renewal bring about? Which factors should be considered in considering a sustainable urban renewal strategy?

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2. Currently, redevelopment plays a significant part in the holistic approach to urban renewal, with lesser emphasis on rehabilitation, preservation and revitalization. Should the weightings among these works be reviewed? And in what aspects?

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3. Should the project selection process be reviewed? Should it be decided by the majority view of the community? What areas should we study to address the minority views?

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4. URA is required to achieve self-financing in the long run. Does the current self-financing model of urban renewal need to be reviewed?

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5. Should the role of the URA be reviewed? What roles should the private sector and the Government play in urban renewal?

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6. Should the current compensation methods for redevelopment and preservation be reviewed? What are the key elements of fair compensation methods?

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7. Other comments

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Name (optional): \_\_\_\_\_

Contact (optional): e-mail or postal address, telephone number etc:

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Please send the completed questionnaire and/or other comments you may have to:

**By Post : Development Bureau  
(Attn.: URS Review)  
9/F, Murray Building  
Garden Road, Central, Hong Kong**  
**By Fax : 2845 3489**  
**By email : enquiry@ursreview.gov.hk**

A softcopy of the questionnaire can be downloaded from [www.ursreview.gov.hk](http://www.ursreview.gov.hk)

If you wish to participate in various public engagement activities, please indicate below:

Yes (at contact indicated above)  No