

## Progress of Public Engagement in Public Housing Developments

### Purpose

This paper informs Members on the progress of public engagement in major Public Rental Housing (“PRH”) developments by the Hong Kong Housing Authority (“HA”).

### Background

2. Over the years, HA has been consulting District Councils to obtain views from local communities at the planning and design stages of PRH developments. A number of community engagement exercises have been held to enhance communication, gather information and views, solicit ideas, and build trust and consensus since 2002. They are effective in consolidating community views and deriving the most feasible solutions to better implement PRH development projects.

3. To enhance the level of community participation, HA has further committed at the Summit on District Administration in May 2008 to organise community workshops for major PRH developments at the planning and design stages. This serves to strengthen the role played by PRH tenants and District Councils by formalising the consultation process. Departmental officers at Assistant Director level have been assigned to be responsible for community consultation and the co-ordination of inter-departmental concerns to ensure smooth progress. We have also commissioned experienced practitioners to act as facilitators to conduct workshops to allow stakeholders to voice their opinions, which in turn help strengthen community bonding.

### Development

4. Under the co-ordination of our Assistant Directors, the HA has successfully conducted workshops for the following two major PRH developments –

- (a) Anderson Road development project – The workshop was able to obtain views from various stakeholders to achieve better planning for the whole district and formulated options for community and infrastructural facilities, in particular the location of pedestrian links with other adjacent PRH estates, as well as the provision of community facilities.

- (b) So Uk development project – The workshop held at the initial planning stage collected views from stakeholders on the preservation of heritage and community development.

———— Details are set out at ***Annex 1***.

5. Besides, HA has also been engaging the community through various kinds of activities. According to the needs of individual projects, appropriate methods are applied along the principle of inclusiveness, openness, creativity and transparency to facilitate public engagement and collection of ideas. We have conducted over 60 workshops, focus groups and roundtable discussions in seven different projects since 2002 to gather community views on the planning and design provisions of PRH projects in the district. For small-scale community engagement activities, the concerned tenants are the targeted participants. Where the agenda is more of a community or public scale, local community service networks, District Council members and relevant stakeholders etc. would be involved. Experienced external practitioners are usually invited to act as facilitators who could conduct the activities in a neutral and impartial manner. They would have certain level of knowledge on the topics, armed with partnering skills, and use layman language to enhance understanding of the subject matters and communication among participants, and to consolidate their views.

### **Other Community Engagement Activities**

6. Additionally, we would also organise community engagement activities to enhance participation and the sense of belonging, including –

- (a) “Action Seedling” programme which was a community greening exercise involving 14 projects in different districts in collaboration with respective contractors, concerned stakeholders and local residents; and
- (b) at construction stage, to enhance contractors’ corporate social responsibility functions by encouraging our contractors to roll out green education to adjoining schools, drawing display on hoarding etc., to allow the schools to participate in community building together with us.

7. Details of the aforementioned engagement exercises held are set out  
———— at ***Annex 2***.

## **The Way Forward**

8. We understand the rising social expectation upon PRH developments, and we hope to work with the community stakeholders to provide high-quality living environment for our tenants. From recent experience, we are happy to see that our PRH tenants and the community stakeholders are responding positively and actively to the community engagement activities organised by the HA. We will continue to promote community engagement to gather views and concerns at the development stage of PRH developments, and to proactively engage and vitalise the community, and enhance their sense of belonging during the construction stage.

9. Members are invited to note the progress of public engagement in public housing developments.

**Transport and Housing Bureau**  
**May 2009**

**Report on Public Engagement Workshops of  
Anderson Road & So Uk Public Housing Development Projects  
by the Hong Kong Housing Authority**

# **1. Report on Public Engagement Workshop of the Anderson Road Public Housing Development**

## **1.1 Background**

### **1.1.1 Background of the Anderson Road Public Housing Development**

The Anderson Road Public Housing Development is a large-scale project of the Hong Kong Housing Authority (“HA”) in Kwun Tong, which comprises the South and the North Estates. The South Estate, scheduled for completion in 2015, will accommodate a population of about 28 500 whereas the North Estate, scheduled for completion in 2016, will accommodate a population of around 19 800. The two completed estates will provide accommodation for approximately 48 300 people from over 10 000 households.

In addition to public housing, the Development at Anderson Road will provide ancillary facilities such as open space, schools, community facilities, shopping centres, public transport services and pedestrian links. In planning these ancillary facilities, we have taken into consideration the overall integration of the public rental housing (“PRH”) estates and Home Ownership Scheme courts in the vicinity of Anderson Road, including Po Tat Estate, Sau Mau Ping Estate, Hiu Lai Court, Shun Tin Estate, Shun On Estate, Shun Lee Estate and Shun Chi Court.

### **1.1.2 Purpose of Community Engagement**

The government departments concerned have launched district consultation since 2006 to brief the local community on the public housing policy and the significance of the site formation works at Anderson Road to the overall public housing development. Regarding the clearance of four temples located within the development project site, the government departments held a number of meetings with various stakeholders and consulted the District Council to discuss the relocation proposals. A consensus was finally reached with the stakeholders and the temple operators consented to voluntary removal. The site formation works thus commenced smoothly.

At the initial stage of consultation, the government departments involved have established an effective communication channel with district stakeholders and relevant members of District Council and Legislative Council to strengthen mutual trust and to pave way for subsequent public consultation on the Anderson Road Public Housing Development.

To ensure the Anderson Road Public Housing Development can better cater for community needs, HA has adopted the concept of community engagement by canvassing the views of various stakeholders at the preliminary planning stage of a project through enhanced communication with the community to facilitate better planning, including the formulation of detailed development options for community and infrastructural facilities, particularly the pedestrian links with local facilities, and the adequate provision of community facilities.

## 1.2 Community Engagement Meetings

Date	Meeting group	Details
October 2008	Kwun Tong District Council members	The project team of the Anderson Road Public Housing Development has arranged a series of liaison meetings in the form of four community consultation sessions with seven Kwun Tong District Council members representing Po Tat Estate, Sau Mau Ping Estate, Hiu Lai Court, Shun Tin Estate, Shun On Estate, Shun Lee Estate and Shun Chi Court.
November 2008	LegCo Members (Kowloon East geographical constituency)	The local community expressed particular concern over the development of community facilities and transport arrangements at Anderson Road. HA conducted four consultation sessions with four LegCo Members of the Kowloon East geographical constituency over the focused issues.
29 November 2008	Public Engagement Workshop	LegCo Members of the Kowloon East geographical constituency, Kwun Tong District Council members, local residents and representatives of schools and social service agencies in the district were invited to participate in the workshop. There were about 100 participants to discuss the development options for the community and estate facilities under the Anderson Road Public Housing Development. Participants were divided into 7 groups and the workshops lasted for about 2.5 hours.
January & March 2009	Kwun Tong District Council meetings	Subsequent to the Public Engagement Workshop, representatives of the Housing Department attended two meetings of the Kwun Tong District Council and briefed Members on the Anderson Road Public Housing Development and its proposed ancillary facilities as well as the solicited views from the community to facilitate further consultation.

### **1.3 Conclusion**

The views obtained from the first-stage Public Engagement Workshop facilitate HA in making modifications to the planning of the development project at Anderson Road in response to the aspirations and needs of the local community as far as possible. The suggestions put forward by community stakeholders also help government departments in reaching a consensus in finalising the way forward and the scope in planning the community facilities. HA will consolidate the proposals put forward by different parties, and will deliberate with government departments on the rational allocation of resources for mapping out a sustainable planning option. HA will give a briefing to the community stakeholders at the second-stage Public Engagement Workshop to facilitate another round of discussion.

## **2. Report on Public Engagement Workshop of the So Uk Public Housing Development**

### **2.1 Background**

#### **2.1.1 Background of So Uk Estate Public Housing Development**

So Uk Estate PRH Development is a large-scale project to be carried out by the HA in Sham Shui Po (“SSP”). It is scheduled for completion in 2015 and 2018 in two phases. Upon completion of both phases, the development will offer accommodation for about 15 000 people from over 5 000 families.

Apart from PRH flats, the So Uk Estate Development provides ancillary devices such as retail and community facilities.

#### **2.1.2 Purpose of Community Engagement**

HA has all along been actively promoting community involvement programmes with a view to canvassing public opinions through different channels for bringing its PRH developments in line with the needs of the community. In view of the upcoming large-scale public housing development at So Uk Estate, HA intends to collect the opinions of stakeholders at the initial planning stage of the project and to enhance communication with them in order that the planning can incorporate all feasible suggestions.

Adjacent to So Uk Estate is a number of public housing estates and developments including Un Chau Estate, Fortune Estate, Lei Cheng Uk Estate, Chak On Estate, Pak Tin Estate, Hoi Lai Estate and Shek Kip Mei Estate etc. Through organising the Public Engagement Workshop, the HA aims to collect valuable opinions from more PRH residents and community personalities.

## 2.2 Community Engagement Meetings

Date	Meeting group	Details
January 2009	SSP District Council members	Prior to the Community Engagement Workshop, the HA held two community consultation meetings with five SSP District Council members and three executives of SSP District Council members.
14 February 2009	Public Engagement Workshop	SSP District Council members, local residents, representatives from schools and community organisations were invited to the workshop. There were about 60 participants to discuss the conservation and revitalisation options in respect of So Uk Estate Public Housing Development. Participants were divided into five groups for discussion. The workshop lasted for around 2.5 hours.

## 2.3 Conclusion

The ideas gathered in the Public Engagement Workshop would help the HA refine the planning of the So Uk Estate project in its endeavour to meet the expectations and needs of the various sectors of the community. Besides, the suggestions by community representatives are conducive to the consensus among the relevant government departments in defining the approach and scope of various conservation and revitalisation programmes.

HA will collate the suggestions from all sectors and consult the government departments on the optimal allocation of resources in order to put forward a sustainable and well-considered development plan.

**List of recent Community Engagement Exercises conducted by the Housing Authority since 2002**

	<b>Project</b>	<b>Stage of Work</b>	<b>Details of Community Engagement</b>	<b>Year</b>	<b>Participants</b>	<b>Achievements</b>
<i>(a) Workshops co-ordinated by Departmental Officers at Assistant Director Level</i>						
1.	Anderson Road Sites A to E	Planning & Design	<ul style="list-style-type: none"> <li>• For planning of footbridge links to surrounding estates, traffic and communal facilities.</li> <li>• Liaison meetings and workshop were held which were supported by an independent facilitator.</li> </ul>	2008	<ul style="list-style-type: none"> <li>• District Council (DC) members;</li> <li>• Legislative Council (LegCo) members; and</li> <li>• Local concerned groups including Non-governmental organisations, (NGOs), schools and tenant representatives.</li> </ul>	Views of DC and LegCo members, concerned groups and tenants were collected at planning stage on footbridges, traffic and communal facilities (including community hall, library and clinic etc.). This helped strengthen communication between the community and government departments, facilitate all concerned parties to participate in community-building and create a harmonious community.

	<b>Project</b>	<b>Stage of Work</b>	<b>Details of Community Engagement</b>	<b>Year/ Duration</b>	<b>Participants</b>	<b>Achievements</b>
2.	So Uk Estate	Planning	<ul style="list-style-type: none"> <li>• The objective was to invite views for the preservation of heritage and revitalisation of a new neighbourhood.</li> <li>• A workshop was held which was supported by an independent facilitator.</li> </ul>	2009	<ul style="list-style-type: none"> <li>• DC members;</li> <li>• Tenants; and</li> <li>• Local concerned group formed by NGOs, churches, hospital, schools and tenant representatives.</li> </ul>	Views on preservation of heritage and revitalisation were collected. To address some Sham Shui Po DC members' comments on commercial centre, the HD would commit a retail study to assess the theme and the appropriate commercial facilities.

	<b>Project</b>	<b>Stage of Work</b>	<b>Details of Community Engagement</b>	<b>Year/ Duration</b>	<b>Participants</b>	<b>Achievements</b>
<i>(b) Other workshops, Focus Groups and Round Table Discussion</i>						
3.	Upper Ngau Tau Kok Phases 2 & 3	Planning & Design	<ul style="list-style-type: none"> <li>The objective was to assist tenants in future flat selection, to collect views on the design of a public activity zone, to address tenants' aspirations (especially on safety and accessibility).</li> <li>40 briefing sessions and 4 workshops were held, of which one was a large-scale workshop supported by an independent facilitator.</li> </ul>	2002-2008	<ul style="list-style-type: none"> <li>Concerned groups;</li> <li>SKH Community Development Centre;</li> <li>DC members;</li> <li>Tenants; and</li> <li>Other NGOs.</li> </ul>	<p>Participants jointly designed the covered activity area at Blocks 4 and 5 from conceptual to schematic design through a series of workshops. This enhanced the community cohesion and strengthened tenants' sense of belonging to the new estate.</p> <p>Through a series of briefing sessions and model-making workshops, tenants had better understanding of the planning and design approach of the redevelopment project. This facilitated tenants' flat selection and flexible use of the interior.</p>

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4.	Lei Muk Shue Estate	Existing estate	<ul style="list-style-type: none"> <li>Some tenants were concerned about the safety of the art pieces within the estate. As such, the HD organised a workshop, with an independent facilitator, to address tenants' concerns over the art pieces.</li> </ul>	2006	<ul style="list-style-type: none"> <li>DC members;</li> <li>Estate Management Advisory Council (EMAC) representatives;</li> <li>Tenants;</li> <li>Concerned groups; and</li> <li>Property Management Agencies (PMAs).</li> </ul>	The workshop provided an interactive communication platform for all parties concerned. The residents and the local DC members could voice their concerns, while the architect could explain the design intent of the art pieces and to suggest ways of preventing children from climbing the art pieces.
5.	Ma Hang Headland Park	Planning & Design	<ul style="list-style-type: none"> <li>For planning and design of the park/open space.</li> <li>2 workshops, 4 pre-meetings and 4 focus group meetings were held which were supported by an independent facilitator.</li> </ul>	2006-2007	<ul style="list-style-type: none"> <li>DC members;</li> <li>Local concerned groups; and</li> <li>Tenants.</li> </ul>	To establish consensus and general approach on the overall planning and design of individual open spaces. Anticipated completion in 2010.
6.	Yau Tong Estate Phase 4	Design	<ul style="list-style-type: none"> <li>For design of open space.</li> <li>The 3 workshops and 2 focus groups, which were supported by an independent facilitator, could act as a reference tool for other similar activities.</li> </ul>	2007	<ul style="list-style-type: none"> <li>Tenants;</li> <li>EMAC representatives;</li> <li>NGOs;</li> <li>DC members;</li> <li>Artists;</li> <li>Professional institutes;</li> <li>Cultural organisations;</li> <li>Local trade organisations.</li> </ul>	Allowed individual groups to voice their needs. Consensus was reached to develop an integrated design for the open space. Anticipated completion in 2012.

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7.	Lei Yue Mun Estate Phase 3	Planning	<ul style="list-style-type: none"> <li>To discuss the optimum design on improving the existing pedestrian crossing facilities.</li> <li>Interview and roundtable workshop were held, which were supported by an independent facilitator.</li> </ul>	2008	<ul style="list-style-type: none"> <li>Tenants;</li> <li>Shop-owners;</li> <li>NGOs; and</li> <li>DC members.</li> </ul>	<p>It provided a platform to consult local DC members on the open space design of Lei Yue Mun Phase 3.</p> <p>Most DC members agreed on improving on-grade pedestrian crossing facilities instead of providing footbridge.</p>
8.	Tung Tau Estate Phase 9	Design	<ul style="list-style-type: none"> <li>To build a mutually supportive social network in order to benefit all stakeholders in the vicinity by addressing their opinions and concerns.</li> <li>A workshop was held which was assisted by an independent facilitator.</li> </ul>	2008	<ul style="list-style-type: none"> <li>DC members;</li> <li>Principals of neighboring schools;</li> <li>Tenants of Block 22;</li> <li>NGOs;</li> <li>Academics; and</li> <li>EMAC representatives.</li> </ul>	<p>Ideas were exchanged on the design, maintenance and management of the water garden and external works. The Department will duly consider such opinions when the detailed design of the external works is developed.</p>

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9.	Re-development of Lower Ngau Tau Kok (LNTK) Estate	Design	<ul style="list-style-type: none"> <li>To invite views for the preservation of LNTK Estate heritage and the design of the Cultural Spine.</li> <li>A workshop was held which was supported by an independent facilitator.</li> </ul>	2009 (To be conducted)	<ul style="list-style-type: none"> <li>LegCo members;</li> <li>DC Members;</li> <li>Local concerned groups formed by tenants, schools, commercial tenants and NGOs.</li> </ul>	Comprehensive redevelopment of LNTK will be briefed at the workshop and views from stakeholders will be collected for due consideration/ incorporation for detailed design of the Cultural Spine.

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<i>(c) Design and Idea Competition</i>						
10.	Yau Tong Estate Phase 4	Design	<ul style="list-style-type: none"> <li>• For design of open space through murals with the theme on ‘Yau Tong’.</li> <li>• The competition was supported by the Hong Kong Mural Society.</li> </ul>	2006	<ul style="list-style-type: none"> <li>• Students;</li> <li>• Teachers;</li> <li>• Tenants;</li> <li>• General public; and</li> <li>• Artists.</li> </ul>	The competition ended successfully. A number of murals are now hanging on the major pedestrian ways.
11.	Mei Ho House	Planning	<ul style="list-style-type: none"> <li>• To invite ideas on the adaptive re-use of a Grade 1 historical public housing building.</li> <li>• Open competition was jointly organised by various professional bodies.</li> </ul>	2007	<ul style="list-style-type: none"> <li>• Organised by the Hong Kong Institute of Architects, the Hong Kong Institute of Engineers, the Hong Kong Institute of Planners &amp; the Hong Kong Institute of Surveyors.</li> <li>• Supported by Sham Shui Po DC; and</li> <li>• Sponsored by HA &amp; Development Bureau.</li> </ul>	A collaboration of the public and professional participation in adaptive re-use of Mei Ho House.
12.	Tung Tau Estate Phase 9	Foundation	<ul style="list-style-type: none"> <li>• A poster design competition and a creative art workshop were co-organised with the local community. Students from neighboring schools were invited to express their artistic visions of the future redevelopment of Tung Tau Estate.</li> </ul>	2008	<ul style="list-style-type: none"> <li>• Students; and</li> <li>• Teachers.</li> </ul>	Winning entries of the poster competition and the 20-meter long mural is displayed at the hoarding of the site. The mural will also be permanently displayed at the G/F foyer of a domestic block in future.

	Project	Stage of Work	Details of Community Engagement	Year/ Duration	Participants	Achievements
<i>(d) Community Participation Activities</i>						
13.	14 public housing projects – <ul style="list-style-type: none"> <li>• Kwai Chung Flatted Factory;</li> <li>• Un Chau Street Ph. 2 &amp; 4;</li> <li>• Fanling Area 36 Ph.1;</li> <li>• Fanling Ching Ho Estate Ph. 2;</li> <li>• Shatin Mei Tin Estate Ph. 3;</li> <li>• Eastern Harbour Crossing Site Ph. 3;</li> <li>• Aldrich Bay Ph. 5;</li> <li>• Upper Wong Tai Sin Ph. 3;</li> <li>• Lam Tin Ph. 7 &amp; 8;</li> <li>• Sau Mau Ping Ph. 13 &amp; 16;</li> <li>• Sau Mau Ping Ph. 14;</li> <li>• Upper NTK Ph. 2 &amp; 3;</li> <li>• Eastern Harbour Crossing Site Ph. 4; and</li> <li>• Tin Shui Wai Tin Ching Estate.</li> </ul>	Design	<ul style="list-style-type: none"> <li>• Action Seedling.</li> <li>• To partner with contractors and stakeholders whereby participants were given seedling plants for home nurturing until they were fit for transplanting in the new estates.</li> </ul>	2007	<ul style="list-style-type: none"> <li>• Tenants;</li> <li>• Schools;</li> <li>• DC members;</li> <li>• PMAs; and</li> <li>• Building contractors.</li> </ul>	Opening ceremonies for this scheme have been arranged for each estate and were well received by the local public. 50%-75% of seedling plants have been returned to the estates.

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14.	Tung Tau Cottage Area West	Design	<ul style="list-style-type: none"> <li>The objective was to foster the image of local community and a sense of belonging through contribution of art works.</li> <li>Art works were displayed temporarily at hoarding and will be made into a mural for long-term display in future.</li> </ul>	2008	Neighboring schools.	The art works are displayed at the site hoarding which have improved the pedestrian environment and streetscape.
15.	Eastern Harbour Crossing Ph. 4 & 5	Design	<ul style="list-style-type: none"> <li>To partner with the contractor and neighbouring 5 schools to select art design for 6 vertical greening panels. The activity was supported by an art curator from the Chinese University of Hong Kong's Centre for Culture and Development, conducting 12 school workshops.</li> </ul>	2009	<ul style="list-style-type: none"> <li>Students;</li> <li>Art teachers;</li> <li>Tenant representatives;</li> <li>DC members;</li> <li>Biologists; and</li> <li>Art curator.</li> </ul>	<p>The sense of belonging among the local schools, art teachers and stakeholders has been strengthened. Communication and understanding with DC members and tenants representatives has been improved.</p> <p>It was an educational experience for all to learn more about the purpose, advantages and technicalities of vertical greening. The first batch of vertical green panels was anticipated to be completed in end 2009.</p>

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16.	Lower Ngau Tau Kok Estate	Demolition	<ul style="list-style-type: none"> <li>• Before the demolition of the estate, over 500 old items including furniture, electrical appliances, stationery previously used in three primary schools were salvaged and passed to three primary schools, one secondary school nearby and an NGO after cleaning, safety checks and repairs by the contractor's volunteer staff.</li> </ul>	2009	<ul style="list-style-type: none"> <li>• Contractors;</li> <li>• Schools; and</li> <li>• NGOs.</li> </ul>	<p>As a result of collaboration among the HA, contractors, schools and NGOs, a good portion of the materials and electrical appliances have been put to better recycled use when they were handed over to the four nearby schools and NGO.</p> <p>The participating schools also saw the activity as a good opportunity to promote environmental awareness among their students.</p>