

**For discussion  
on 24 June 2008**

**LEGISLATIVE COUNCIL PANEL ON DEVELOPMENT  
Review of the Urban Renewal Strategy**

**PURPOSE**

This paper outlines the basis for and the overall approach of the review of the Urban Renewal Strategy (URS) and consults Members on the proposed modus operandi and public engagement process. Members are also invited to advise how the Administration should continuously engage the Legislative Council (LegCo) during the entire review process, which is expected to take two years.

**THE URS REVIEW**

**The Objectives**

2. In accordance with the Urban Renewal Authority (URA) Ordinance, the Government, after extensive public consultations, published in November 2001 a URS to provide a broad policy framework to guide the work of URA.
3. Urban regeneration is an important development issue with social and economic dimensions and involving numerous stakeholders. Its aim is to tackle the problem of urban decay and improve quality of life for people living in dilapidated buildings as well as the local community at large. However, in practice, in both Hong Kong and elsewhere, urban renewal efforts are also confronted with problems and tensions as owners and tenants are relocated and buildings and districts redeveloped. For example, instead of perceiving redevelopment as an effective means to comprehensively revamp an old area by upgrading the street design and community amenities as well as to better utilise the scarce land resources, there are growing concerns that wholesale redevelopment will destroy the old Hong Kong relics, disrupt the social network of occupants and affect the local economic activities. Difficult acts and decisions are often called for in balancing –

- the interests and needs of individual owners/tenants versus the public;
- financial prudence and sustainability versus compensation demands; and
- development versus preservation.

Based on experience in the past seven years, we consider it timely to launch a major review of the URS in order to reflect changing circumstances and public aspirations. An updated URS following this major review will enable us to take forward future urban renewal work in Hong Kong.

### **The Approach**

4. We aim to conduct a root-and-branch review and will adopt an open mind in conducting the review. We will examine together with Members and the community different aspects of urban regeneration, including, if necessary, any amendments to the URA Ordinance. There will be no pre-determined agenda and we will invite relevant stakeholders and the public to assist in setting the agenda of the review (more details on the agenda setting stage are set out in paragraphs 16 to 20 below.)

5. To provide some useful background or reference for the initial stage of the review, we set out below what has been practised or achieved by URA under key aspects of the URS. More details of URA's work are set out in the LegCo Development Panel paper entitled "Progress of the work of Urban Renewal Authority".

#### **(i) Redevelopment**

- Over the past seven years, URA together with its strategic partner, the Hong Kong Housing Society (HKHS), have commenced ten new redevelopment projects commenced under the URA Ordinance plus another 25 redevelopment projects inherited from the former Land Development Corporation (LDC). Upon completion, these 35 redevelopment projects would have improved the living conditions of some 18,000 people.

- With this pace of redevelopment, no doubt reflecting the statutory planning processes and the time needed to resolve difference and acquire/resume properties, it is necessary to examine whether the target of commencing 225 redevelopment projects (including 25 ex-LDC projects) in 20 years as envisaged in the current URS is realistic or desirable.

**(ii) Rehabilitation**

- URA has, in line with the current URS, set up a Maintenance Costs Reimbursement Scheme to reimburse building owners of maintenance costs incurred. This scheme encourages and assists owners to comply with statutory building orders even if the buildings are likely to be redeveloped in a few years' time. URA has also proactively assisted eligible owners to renovate their buildings on a voluntary basis, through the provision of material and technology assistance, loans and special grants under its various rehabilitation assistance schemes. About 36,000 residential units in over 450 buildings have benefited from support of URA through these schemes.
- URA's rehabilitation initiatives form an integral part of Government's and HKHS' effort<sup>1</sup> to address the problem of aging building stock, a sizable problem given that about 15,000 private buildings are now aged over 30 years, and the number will increase to 22,000 buildings in ten years' time. Rehabilitation, in lieu of redevelopment, may be a more viable urban renewal approach, although in the long run buildings coming to the end of their physical and economic lives would eventually need to be redeveloped. There appears to be scope for synergy and enhanced cooperation amongst URA, HKHS and Government in the provision of various forms of assistance to owners in building rehabilitation.

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<sup>1</sup> The Government has introduced a number of assistance schemes, including the Building Safety Loan Scheme and the Coordinated Maintenance of Buildings Scheme under the Buildings Department, as well as the Building Maintenance Grant Scheme for Elderly Owners administered by HKHS. HKHS has also put in place the Home Renovation Loan Scheme, Building Maintenance Incentive Scheme and the Building Management Incentive Scheme. Backed by the community consensus reached through a two-stage consultation process, the Government is also working on legislative proposals to introduce the Mandatory Building Inspection Scheme for preventive building maintenance.

### **(iii) Preservation and Revitalisation**

- URA has so far preserved about 25 buildings with historical significance in its projects. As part of the Government's priority placed on heritage conservation, the Chief Executive has, in his 2007-08 Policy Address, requested URA to preserve more pre-war buildings. URA is now working on a strategy to preserve 48 pre-war verandah type shophouses.
- When putting the preserved buildings to adaptive re-use, it has not been easy to apply the modern building safety standard to historical building structures while striving to meet the conservation requirements. Adaptive re-use of the five preserved shophouses in the Johnston Road project for fine dining has successfully attracted a lot of interests in the community and has acted as a catalyst to revive business activities in the neighbourhood. Nonetheless, restoration costs involved have been very high and the difficulties in identifying a financially sustainable re-use generally acceptable to the community should not be under-estimated. There are rising public aspirations to preserve not only the buildings but also the surrounding neighbourhood and social fabrics.

### **(iv) Community Benefits**

- In the 35 redevelopment projects carried out by URA and the HKHS since 2001, over 11,000 new residential flats, about 20,000 m<sup>2</sup> of open space, about 55,000m<sup>2</sup> of G/IC facilities (such as public transport interchange, multi-purpose activity hall, indoor stadium, youth centre and elderly home, etc.) have been or will be provided for the benefit of wider community. After new developments are completed and put into operation, not only do people in the neighbourhood enjoy better facilities and environment, business in the district have also benefited from increased pedestrian flow and greater demand for goods and services. The Langham Place project in Mong Kok is a case in point.
- URA's revitalisation, preservation and rehabilitation efforts have also improved the environment of and injected vibrancy into older districts.

**(v) Target Areas**

- To facilitate better restructuring and replanning, nine sizeable target areas have been designated for urban renewal in the current URS<sup>2</sup>. Urban renewal efforts have been carried out in all the target areas except Yau Tong which is mainly under industrial use and single ownership, hence is accorded lower priority. To allow a more focused 4R approach (i.e. redevelopment, rehabilitation, revitalisation and preservation), URA has drawn up smaller action areas within the Target Areas.
- Despite the relatively large target areas, the 225 urban renewal projects planned in the URS are site specific. Change in land use zoning in land parcels within and outside the target areas as well as transfer of development potential between sites for integrated planning are beyond what is currently envisaged in the URS.

**(vi) Planning Process**

- Under the URA Ordinance, URA may formally commence its redevelopment projects either as a development scheme or as a development project. Development schemes involve changes to land uses governed by Outline Zoning Plans and the relevant planning procedures with statutory timeframe would be involved. Development projects are subject to planning related procedures under the URA Ordinance.
- The main concern of many owners and tenants affected by a redevelopment scheme is the relative long time taken to go through the statutory planning procedures before which URA would not commence its acquisition process.
- There has also been increasing public demand for greater involvement and participation in drawing up the planning parameters, development

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<sup>2</sup> The nine target areas are Kwun Tong, Ma Tau Kok, Sai Ying Pun, Sham Shui Po, Tak Kok Tsui, Tsuen Wan, Wan Chai, Yau Ma Tei and Yau Tong.

intensity and future uses etc. of a development scheme at an early stage of the planning process.

- Moreover, although URA has, in line with the URS, carried out social impact assessments for its redevelopment projects, there are views that the impact on social fabric has not been fully addressed.

**(vii) Acquisition and Resumption**

- URA's acquisition policy is based on the decision of the Finance Committee of Legislative Council in March 2001 on compensation for Government land resumption, plus some additional incentives. Over the years, URA has devised a number of compensation arrangements, such as the "Expression of Interest in Purchasing Arrangement" whereby affected residential owners may register their interests and be given priority to purchase a new flat in the new development. In the 18 redevelopment projects with resumption completed or almost finished, 81% of all the interests were acquired by URA before resumption whereas 19% were resumed by the Government. Only 30 out of some 2,650 interests appealed to the Land Tribunal.
- The acquisition and clearance process is getting more and more difficult and protracted. Operators and owners of some trades, especially those causing environmental nuisance but are tolerated in older districts, may have difficulties in finding new locations to restart their businesses. The current problems arising from the resistance of shop owners/operators and occupants of illegal structures were not foreseen when the compensation package was discussed in 2001.

**(viii) Public Involvement**

- URA has adopted a people-centered approach to engage the public. Intensive community development efforts have been made by URA throughout the implementation process from planning to acquisition stage. Different channels are employed, including the District Councils, URA's District Advisory Committees, the Social Service Teams and direct engagement with the stakeholders.

- To forestall speculators from moving in a redevelopment project to claim compensation, public consultation on a redevelopment project (other than the ex-25 LDC projects due to historical reason) is only done after its commencement. Inevitably, there will be occupants within and outside the project boundary objecting to redevelopment due to various reasons. Some shop operators and heritage conservation groups have staged strong protest against redeveloping certain project sites. How and where to draw a line to proceed with a commenced redevelopment project with less than 100% support remains debatable.

**(ix) Financing**

- The Government has made \$10 billion capital injection to URA and agreed in principle to charge nominal premium for redevelopment sites subject to Financial Secretary's approval. The URA Ordinance stipulates that URA "shall exercise due care and diligence in the handling of its finances" and the URS requires "a self-financing urban renewal programme in the long run". URA's current financial position is healthy with net assets standing at \$14.4 billion by the end of March 2008. This is largely due to the property market cycle with acquisition of some projects made in the aftermath of SARS and subsequently tendered for redevelopment when the property market has picked up.
- The viability of redevelopment projects and hence the source of income to sustain the urban renewal programme is subject to great uncertainty. High acquisition costs (a record high of over HK\$9,900 per square feet (net floor area) of residential owner-occupier compensation in a recent project) coupled with the community aspiration for lower density development are affecting the financial viability of redevelopment projects. For example, based on its latest forecast URA has had to write down \$1 billion for the Sai Yee Street project and anticipates the need to write down about \$2 billion in 2008/09 for the Kwun Tong Town Centre project.

**(x) URA's Corporate Governance**

- URA is governed by the URA Board, members of which are appointed by the Chief Executive. The URA Board currently consists of the Chairman and 25 other members from diverse background, including academia, business, legal, property, social work, Government and three LegCo members who provide an important link with LegCo. To avoid conflict of interests, URA Board members are required to declare interests and a register of the declared interests is made available for public inspection.
- URA has been taking measures to increase its transparency and public accountability. Since mid-2007, URA has held media briefings and issued press releases after Board meetings to inform the public of major decisions reached. The Board meetings are not open to the public due to the need to protect commercially sensitive information.
- URA submits its work progress and work plans to LegCo annually and updates LegCo on major developments from time to time proactively. Remunerations of URA senior staff and other informative details are published in URA's annual report which is tabled in the LegCo.

**Modus Operandi of the URS Review**

6. We propose that the URS review should comprise a robust and extensive public engagement process supported by studies on urban renewal experience in a number of comparable cities.

**Steering Committee**

7. A Steering Committee on URS Review will be set up to guide and monitor the whole review process, facilitate public participation and recommend to the Government how the URS should be revised. The Committee will be chaired by the Secretary for Development with members who are experienced in urban renewal, city planning, heritage conservation and community work.

## **Overseas Studies and Visits**

8. We will commission a consultant to research into urban renewal policies and practices in comparable Asian cities in 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, their successes and lessons learned. The information obtained will serve as a solid and objective basis for discussion by the community during the public engagement stage.

9. The study and reporting will be conducted over a period of about six months. With the support of URA, we have already invited Expression of Interests (EOI) for this consultancy. The proposed scope of work of the consultancy study on urban renewal policies is at **Annex A**.

10. In order to obtain first hand understanding on how other government and non-government agencies formulate and deliver their urban renewal missions, we will also arrange overseas visits with key stakeholders during the review process.

## **The Public Engagement Process**

11. It is important to gauge the views of Hong Kong people on the future direction of urban regeneration. The extensive and thorough public engagement process will be structured into three stages, namely “Envisioning”, “Public Engagement” and “Consensus Building”.

12. Throughout the three-stage process, we will put in place a dedicated website for the review to disseminate information to the public and to facilitate participation and discussion of the public. Web-based discussion forum, blogs or other prevailing web technology will be used to help solicit views from the public. The progress of the review, programmes of engagement activities as well as the reports of each stage will also be posted onto the website.

13. Other publicity and means of communication, for example pamphlets, road shows, public forums, focus group discussion, questionnaire surveys, interviews and advertisements in the mass media, will also be employed to engage the public at various stages, to ensure that those who

have no access to the internet could also participate in the discussion. The public engagement consultant will be responsible for formulating a public engagement strategy and coming up with innovative and interactive communication channels with the public having regard to the prevailing technology and circumstances.

14. Again, with the support of URA, we have already invited Expression of Interests (EOI) for this consultancy. The proposed scope of work of the consultancy service is at **Annex B**.

15. To allow a thorough deliberation of various urban renewal issues, the whole review process is expected to be completed in about two years. The following paragraphs outline the key purpose of each stage.

### **Stage 1 – Envisioning**

16. The Envisioning Stage will help us set the agenda for the review process and the range of topics and issues for discussion. The public engagement consultant will invite relevant stakeholders to a series of focus group discussions so as to solicit their key concerns. The general public will also be informed of the launch of this stage and is welcome to offer their suggestions. The findings of these discussions will be distilled into a list of issues, problems and agenda items that the review should tackle. To make sure that stakeholders' views are properly represented, they will be asked to review the list and the importance given to each item.

17. We are committed to consulting all relevant stakeholders and the general public, including Legislative Council and District Councils, property owners and tenants, social workers, advocacy groups, business groups, retailers and hawkers, professional bodies, academia, etc. Groups/organisations who have earlier expressed interests in urban renewal matters will be invited to participate in the Envisioning Stage. A non-exhaustive list is at **Annex C**.

18. 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 should be able to provide fresh angles on urban regeneration which would assist in this agenda setting stage.

19. An Envisioning Report detailing and ranking the issues, problems and agenda items will be prepared. The Report and the findings of the studies on urban renewal policies mentioned in paragraph 8 above will form the basis for consultation with the public during Stage 2 – Public Engagement.

20. We expect that the Envisioning Stage will last for about six months.

### **Stage 2 – Public Engagement**

21. Issues identified at the Envisioning Stage will then be presented to the wider public for thorough discussions. The purpose of this stage is to help the community to better understand what urban renewal can accomplish and the issues of concerns with a view to collecting their views on how the concerns could be addressed.

22. A number of ways to engage the public as outlined in paragraphs 12 and 13 above will be actively employed at this stage to facilitate and encourage greater involvement of the public. We plan to work closely with relevant District Councils to organize some of the discussion forums and public engagement activities.

23. By the end of this stage, a report on views collected with relevant analysis on the options available would be produced. We expect that Stage 2 will take about nine to eleven months.

### **Stage 3 – Consensus Building**

24. 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 engagement. The objective of this stage is to achieve the consensus needed to come up with a revised URS.

25. The public engagement consultant will hold a series of workshops with active participants identified in Stages 1 and 2. The general public is also welcome to join in the discussion. The consultant will assist in identifying the majority views of relevant issues and will base on which and the policy research study to prepare a final report.

26. In the light of the findings of the policy research study, the engagement process and the final report, the Steering Committee will make recommendations to the Government on how the URS should be revised. We expect that the Consensus Building Stage will take about three months.

### **CONTINUOUS ENGAGEMENT WITH LEGCO**

27. Given the importance of the issue, we would like to engage Members throughout the review process so as to allow us to report progress and receive feedback from Members from time to time. For example, we could report to the Development Panel (or any sub-committee therein) on the progress regularly, say every three months and invite Members' participation in various seminars and discussion forums. We would like to seek Members' views/input on this area.

### **ON-GOING PROJECTS**

28. URA will continue its on-going projects during the review process according to prevailing policies. It will also commence new projects in accordance with its annual business plans and corporate plans. The results of the review should not affect any URA projects already commenced.

### **NEXT STEP**

29. Subject to Members' comments, URA and the Administration will revise the consultancy service requirements as appropriate, proceed to arrange for the setting up of the Steering Committee, engaging the consultancy services and formally launching the review next month.

Development Bureau  
June 2008

## **Consultancy Study on Urban Renewal Policies**

### **Proposed Scope of Work**

#### **1. Introduction**

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.

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**

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:

- the legislative and policy background and mandate (equivalent to URA Ordinance and Urban Renewal Strategy (URS));
- the nature of the principal renewal agents (e.g. equivalent roles to those of URA and HKHS);
- the emphasis of renewal actions be they on redevelopment, rehabilitation, preservation, revitalisation or other means;
- the policy approach and powers to enable property acquisition or resumption (compulsory purchase) and the nature of compensation offered;

- the level and extent of public consultation for different forms of policy intervention;
- the finance of urban renewal;
- the broad nature and scale of renewal projects.

### **3. Scope of Work**

The scope of consultancy services is as follows:

- 3.1 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;
- 3.2 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;
- 3.3 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;
- 3.4 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;
- 3.5 to assist in identifying and inviting the relevant overseas speakers to the seminar at the end of the ‘envisioning’ stage;
- 3.6 to participate as experts in the seminar and the ‘public engagement’ and ‘consensus building’ stages;
- 3.7 to attend progress meetings with the client and meetings of the Steering Committee on URS Review and prepare meeting papers as required;
- 3.8 to carry out additional work as instructed by the client based on additional fees to be agreed;

- 3.9 to participate and assist in arranging overseas study visits;
- 3.10 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**

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

## **Consultancy Service on Public Engagement**

### **Proposed Scope of Work**

#### **1. Introduction**

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.

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**

Envisioning Stage	August 2008 – January 2009
Public Engagement Stage	February to December 2009
Consensus Building Stage	January to March 2010
Draft Report on URS Review	2 <sup>nd</sup> Quarter of 2010

### **4 Deliverables**

(a) Inception Report	September 2008
(b) Report for Envisioning Stage	January 2009
(c) Report for Public Engagement Stage	December 2009
(d) Report for Consensus Building Stage	March 2010
(e) Draft Report for URS Review	2 <sup>nd</sup> Quarter of 2010

**Review of the Urban Renewal Strategy**  
**Some Examples of Relevant Stakeholders****(1) Professional Institutions**

	<b>Name of Organisation</b>
1.	Chartered Institute of Architectural Technologists (CIAT)
2.	Chartered Institute of Building (Hong Kong)
3.	Hong Kong Institute of Architects (HKIA)
4.	Hong Kong Institute of Engineers (HKIE)
5.	Hong Kong Institute of Facility Management (HKIFM)
6.	Hong Kong Institute of Land Administration(HKILA)
7.	Hong Kong Institute of Landscape Architects (HKILA)
8.	Hong Kong Institute of Planners (HKIP)
9.	Hong Kong Institute of Real Estate Administrators (HIREA)
10.	Hong Kong Institute of Surveyors (HKIS)
11.	Hong Kong Institution of Engineering Surveyors (HKIES)
12.	Institute of Hong Kong Architectural Technologists (HKAT)

**(2) Business Bodies**

	<b>Name of Organisation</b>
1.	China Merchants
2.	Chinese General Chamber of Commerce
3.	Chinese Manufacturers' Association of Hong Kong
4.	Eco Association
5.	Federation of Hong Kong Industries
6.	Hong Kong Coalition of Service Industries
7.	Hong Kong Construction Association

8.	Hong Kong Economic & Trade Association
9.	Hong Kong General Chamber of Commerce- Hong Kong Coalition of Services Industries
10.	Hong Kong Hotels Association
11.	Hong Kong Retail Management Association (HKRMA)
12.	Lan Kwai Fong Holdings Ltd
13.	Real Estate Developers Association of Hong Kong (REDA)
14.	SoHo Alliance
15. *	蘭桂坊協會
16. *	港九新界販商社團聯會

\* in Chinese only

### (3) **Think Tanks**

	<b>Name of Organisation</b>
1.	30SGroup
2.	Bauhinia Foundation Research Centre
3.	Civic Exchange
4.	Hong Kong Policy Research Institute
5.	Roundtable (Social Science Research Network)
6.	Savantas Policy Institute
7.	SynergyNet
8.	The Lion Rock Institute

### (4) **Relevant Boards and Committees**

	<b>Name of Organisation</b>
1.	Antiquities Advisory Board
2.	Central Policy Unit

	<b>Name of Organisation</b>
3.	District Councils
4.	Elderly Commission
5.	Equal Opportunities Commission
6.	Estate Agents Authority
7.	Hong Kong Housing Society
8.	Hong Kong Tourism Board
9.	Hong Kong Trade Development Council
10.	Land and Building Advisory Committee
11.	Legislative Council
12.	MTR Corporation Ltd.
13.	The Hong Kong Housing Authority
14.	Town Planning Board

**(5) Academics**

	<b>Name of Organisation</b>
1.	Anthropology Department, The Chinese University of Hong Kong
2.	Centre of Urban Planning & Environment Management, University of Hong Kong
3.	Department of Applied Social Studies, City University of Hong Kong
4.	Department of Cultural Studies, Lingnan University
5.	Department of Geography, Hong Kong Baptist University
6.	Division of Social Science, The Hong Kong University of Science and Technology
7.	Hong Kong College of Technology
8.	Hong Kong Federation of Students
9.	Hong Kong Institute of Education
10.	Hong Kong Institute of Vocational Education

	<b>Name of Organisation</b>
11.	Hong Kong Shue Yan University
12.	School of Design, The Hong Kong Polytechnic University
13.	South China Research Centre, The Hong Kong University of Science and Technology
14.	The Open University of Hong Kong

**(6) Concerns Groups associated with URA Projects**

	<b>Name of Organisation</b>
1.	Central & Western Development Concern Group
2.	Central & Western District Concern Group
3.	H15 Concern Group
4.	Wanchai Street Market Concern Group
5. *	H18 重建關注組
6. *	H19 士丹頓及永利街重建租客組
7. *	H19 中區士丹頓街及永利街重建業主關注組
8. *	K21關注組
9. *	K28 波鞋街關注組
10. *	十三街維修關注組
11. *	中西區發展動力
12. *	中區 H18 重建權益關注組
13. *	西九龍關注市區重建協會
14. *	洗衣街／花園街／奶路臣街落實重建行動組
15. *	深水埗重建關注組
16. *	聖公會麥理浩夫人中心葵涌私人樓宇業主聯會
17. *	嘉咸一號關注小組

	<b>Name of Organisation</b>
18. *	舊區更新電視台：深水埗 K20-23 重建區台
19. *	藍屋社區保育小組
20. *	關注重建舊區（觀塘）居民協會
21. *	觀塘市中心區業主立案法團大聯盟

\* in Chinese only

**(7) Others**

	<b>Name of Organisation</b>
1.	Caritas – H. K. Kennedy Town Community Centre
2.	Caritas – H. K. Kowloon Community Centre
3.	Christian Family Service Centre
4.	Citizen Envisioning @ Harbor
5.	Civic Act-up
6.	Civil Human Rights Front
7.	Community Cultural Concern
8.	Community Museum
9.	Conservancy Association
10.	Conservancy Association Centre of Heritage (CACHe)
11.	Designing Hong Kong Harbor District
12.	Dragon Hong Kong Charitable Trust
13.	Green Sense
14.	Heritage Watch
15.	Hiphongkong.com
16.	HK Magazine
17.	HKFS Social Movement Resource Centre (SMRC Autonomous8A)
18.	Hong Kong Christian Service

	<b>Name of Organisation</b>
19.	Hong Kong In-media Office
20.	Hong Kong People's Council for Sustainable Development (PCSD)
21.	Hong Kong Women Workers' Association
22.	Hong Kong Young Women's Christian Association
23.	Independent Owners' Association for Fair Treatment
24.	Local Action
25.	Methodist Centre
26.	People @ peopledemo
27.	Playright Children's Playground Association Ltd.
28.	SEE Network
29.	Society for Community Organisation
30.	St. James' Settlement
31.	The Hong Kong Society for the Blind
32.	The Salvation Army Urban Renewal Social Service Team
33.	The Union of SOS-Owners
34.	URM
35.	VideoPower
36.	World City Committee
37.	Yang Memorial Methodist Social Service
38. *	九龍社團聯會關注市區重建大廈管理專責小組
39. *	康復諮詢委員會轄下無障礙小組委員會
40. *	公共專業聯盟
41. *	香港批判地理學會
42. *	舊區租客大聯盟
43. *	全港舊區重建業主聯會
44. *	舊區社工聯席

	<b>Name of Organisation</b>
45. *	旺角街坊福利會陳慶社會服務中心 (社區綜合服務部)
46. *	循道衛理中心市區重建社區服務隊(灣仔)

\* in Chinese only