

**SOCIAL IMPACT ASSESSMENT OF URBAN RENEWAL PLAN
IN KOWLOON CITY
EXTRACT OF STUDY BRIEF**

1. Description of the Project

1.1 The Government promulgated the new Urban Renewal Strategy (URS) in February 2011 and initiative of the new URS is the establishment of the District Urban Renewal Forum (DURF) for strengthening urban renewal at district level. The first DURF has been set up in Kowloon City in June 2011, comprising members from a wide cross-section in the community and with secretariat and professional support provided by the Planning Department (PlanD). The KC DURF will advise the Government on urban renewal plans within the Kowloon City area from a holistic and integrated perspective, including advice on redevelopment and rehabilitation areas in tandem with the Urban Renewal Authority's (URA) core business, plus preservation and revitalization initiatives contributing to a quality city environment. In the process, KC DURF will conduct broad-based public engagement activities, planning studies, social impact assessments (SIA) and other related studies.

1.2 According to the new URS, early SIAs will be initiated and conducted by DURF before recommending urban renewal proposals. The URA will update these assessments by DURF before implementing any specific redevelopment projects. To facilitate the formulation of an urban renewal plan for Kowloon City, KC DURF has agreed to commission consultants to undertake a Study on Urban Renewal Plan for Kowloon City ("the Planning Study") and SIA as required under the new URS. The purpose of this SIA study is to facilitate the Planning Study Consultants (PS Consultants) to formulate an urban renewal plan and action area plans for Kowloon City and to identify the social impacts of the urban renewal proposals as recommended in the Planning Study and recommend mitigation measures to address the identified impacts.

1.3 Study Area

The study area, i.e. the Kowloon City District is bordered by Kowloon Bay in the east, Yau Tsim Mong district in the west, Victoria Harbour in the south, and Beacon Hill with Lion Rock Mountain as the boundary in the north. With a total area of

approximately 1,000 hectares, it includes four sub-districts, namely To Kwa Wan, Lung Tong (comprising Kowloon City and Kowloon Tong areas), Hung Hom and Ho Man Tin (see **Annex 1**). Although the Study Area tallies with that of the Study on Urban Renewal Plan for Kowloon City for formulating an urban renewal plan and action area plans for Kowloon City, it would be up to the Consultants to recommend the appropriate boundary for establishing the community profile of Kowloon City, which will form as the baseline information for assessing the possible social impacts arising from the urban renewal proposals.

1.4 Study Context

According to the new URS, DURF will initiate and conduct early social impact assessments before recommending urban renewal proposals. The URA will update these assessments by DURF by undertaking a 2-Stage SIA before implementing any specific redevelopment project i.e. before and after the publication of proposed redevelopment project in the Government Gazette.

This Assignment will facilitate the formulation of an urban renewal plan and action area plans for Kowloon City to be undertaken by the PS Consultants under a separate Assignment. Hence, it will be conducted concurrently and interactively with the Planning Study. The Consultants are required to provide timely inputs to and liaise and work closely with the PS Consultants throughout the Study period, particularly in the formulation of the Public Engagement Strategy and participation in the public engagement activities coordinated and organized by the PS Consultants. The flowchart and interface of the key tasks to be undertaken by the Consultants and those of the Planning Study is at **Annex 2**.

2. Objectives of the Assignment

2.1 Overall Objective

The overall objective of the assignment is to identify and assess the social impacts of the urban renewal plan and action area plans as recommended in the Planning Study and to recommend mitigation measures to address the identified impacts having regard to the new URS. The SIA will be undertaken concurrently and interactively with the Planning Study to facilitate PS Consultants to formulate and finalize their recommended urban renewal plan and action area plans for Kowloon

City.

2.2 Specific Objectives

The specific objectives of the Assignment include:

- (a) to identify the social capital by establishing a profile of the communities in Kowloon City that are likely to be affected by the preliminary urban renewal proposals¹ with focus areas having opportunities for urban renewal as endorsed by KC DURF;
- (b) to encourage public engagement in the study process by collaborating with the PS Consultants in formulating a Public Engagement Strategy, and participating in the engagement accordingly. Through this, the SIA Consultants would be able to identify the potential affected stakeholders and gauge their views on the social impacts arising from the preliminary urban renewal proposals as mentioned in Clause 2.2(a) above;
- (c) to analyze the findings of the public engagement activities in Clause 2.2(b) above and assess the significance and scale of the social impacts arising from the preliminary urban renewal proposals. This will provide input to the PS Consultants in formulating the urban renewal plan and action area plans for Kowloon City for consultation in the Stage 2 Public Engagement of the Planning Study;
- (d) to recommend mitigation measures to address the potential social impacts with respect to the urban renewal plan and action area plans; and
- (e) to update the SIA based on the revised urban renewal plan and action area plans prepared by the PS Consultants, which has taken into account the public views solicited in the Stage 2 Public Engagement, and recommend appropriate mitigation measures.

¹ According to the findings of the District Aspirations Study on Urban Renewal for Kowloon City (DAS), the report of “District Aspirations on Urban Renewal in Kowloon City – Review and Prospects”, and opinions of KC DURF Members, the Secretariat has prepared the preliminary urban renewal proposals with focus areas having opportunities for urban renewal in KC, which will be submitted for members’ consideration and endorsement in KC DURF meeting in December 2011.

3. Services to be Provided by the Consultants

3.1 The Consultants are required to undertake the following tasks at various stages of the Assignment (see **Annex 3**):

Inception Stage

- (a) This stage requires the submission of an inception report, including an understanding and appreciation of the objectives and tasks of the Assignment, the study approach and methodology, the study programme and study management and staffing structure.
- (b) To facilitate an early identification of the potential affected stakeholders including local residents, local business operators (e.g. car repair workshops and funeral and related trades) and other affected members of public; and to gauge their views on the related social impacts with respect to the preliminary urban renewal proposals, the Consultants should collaborate with the PS Consultants in the formulation of a Public Engagement Strategy covering two stages of public engagement. Stage 1 Public Engagement aims at ascertaining the community aspirations and setting priority for the preliminary urban renewal proposals. It also aims to identify the potential affected stakeholders and to gauge their views on the related social impacts arising from the preliminary urban renewal proposals. The Stage 2 Public Engagement will seek public feedback on the urban renewal plan and action area plans formulated by the PS Consultants.
- (c) For the purpose of formulating the Public Engagement Strategy, the Consultants are required to suggest means for gauging public views, particularly on the aspect of identifying potential affected stakeholders, and the related social impacts in the Stage 1 Public Engagement. These means shall include but not limited to questionnaire survey, interview, public forum and workshop.

Stage 1 Public Engagement

- (d) The Consultants should assist the PS Consultants to design and produce the questionnaire survey or similar activities for the Stage 1 Public Engagement. They should assist and provide input for the compilation of the Stage 1 Public

Engagement Digest and Stage 1 Public Engagement Report to be coordinated by the PS Consultants. They should also help organize and participate in the various engagement activities, as appropriate, in accordance with the Public Engagement Strategy.

Stage 1 Assessment

- (e) This stage involves the establishment of a community profile and initial assessment of the potential social impacts arising from the preliminary urban renewal proposals put forth for soliciting public views during Stage 1 Public Engagement.

- (f) A desk-top study for establishing a profile of the communities in Kowloon City that are likely to be affected by the preliminary urban renewal plan shall be conducted using the data from 2011 Population Census and other relevant sources of information available. The profile shall include but not limited to the following as required under the new URS promulgated in February 2011:
 - (i) the population characteristics of the proposed project area;
 - (ii) the socio-economic characteristics of the area;
 - (iii) the housing conditions in the area;
 - (iv) the characteristics of local business activities, including small shops and street stalls;
 - (v) the degree of overcrowding in buildings;
 - (vi) the availability of amenities, community and welfare facilities in the area;
 - (vii) the historical background of the area; and
 - (viii) the cultural and local characteristics of the area.

It would be up to the Consultants to define and recommend the boundary of the communities.

- (g) In conducting this assessment, the Consultants shall make reference to the profile of the communities as established under Clause 3.1 (f) above and the findings of public views collected during the Stage 1 Public Engagement, and assess the direct and indirect, long and short term, positive and negative, and cumulative impacts. This initial assessment will facilitate the PS Consultants in formulating the urban renewal plan and action area plans whereby further

assessment of the impacts arising from these proposals by the Consultants will be made in assisting the PS Consultants to finalise the urban renewal proposals. An initial assessment of the mitigation measures required as stipulated under the new URS should also be provided.

- (h) A working paper detailing the evaluation process, defining significance of the identified social impacts of the proposals on the community and affected stakeholders, and the mitigation measures required to address the identified impacts shall be prepared.

Stage 2 Public Engagement

- (i) The Consultants should assist and are required to provide relevant materials such as the potential affected stakeholders and social impacts that are likely to be caused by the urban renewal plan and action area plans for incorporation in the Stage 2 Public Engagement Digest to be compiled by the PS Consultants. The Consultants should also participate in the various engagement activities, as appropriate, in accordance with the Public Engagement Strategy and assist and provide input for the compilation of the Stage 2 Public Engagement Report to be coordinated by the PS Consultants.

Stage 2 Assessment

- (j) This stage involves the updating of the findings of the SIA conducted during the Stage 1 Assessment on the basis of the recommended urban renewal plan and action area plans, which have taken into account the public views reached in the Stage 2 Public Engagement conducted under the Planning Study.
- (k) A working paper detailing the evaluation process, defining the significance of the identified social impacts of the recommended proposals on the community and affected stakeholders, and the mitigation measures required to address the identified impacts shall be prepared.

Final Reporting Stage

- (l) The Consultants shall prepare a Final Report and an Executive Summary setting out the study process, key findings, recommendations and conclusions of the SIA.

Other Services

- 3.2 The duties of Consultants shall be as defined in the General Conditions of Contract and as amplified, extended and set out in this Brief.
- 3.3 The Consultants shall comply with all reasonable instructions of the Director's Representative (DR) with all relevant circulars, standing instructions, technical memoranda and policy documents as directed by the DR.
- 3.4 The Consultants shall copy all correspondence with Government bureaux/departments, other authorities, bodies or persons affected by the Study to the DR for information.
- 3.5 All records including raw data from survey and interviews, if any, shall be stored in a safe place by the Consultants before submitting the same to the DR upon completion of the Study or any other earlier dates as instructed by the DR.
- 3.6 The Consultants shall:
 - (a) throughout the course of the Study, consult and liaise with relevant Government departments, relevant organizations and stakeholder groups, District Council, Area Committees, Sub-Committees, local non-government organizations, affected groups and trades/businesses, bodies or persons identified in the Study, as necessary. Relevant records of meetings/interviews and correspondence shall be produced and copied to the DR;
 - (b) attend meetings as required by the DR to discuss progress of the Study or related issues. The Project Director of the Consultants, together with one or more of his professional staff and associated specialist Consultants as necessary, will be required to attend meetings of the Kowloon City District Council, Area Committees and Consultants Liaison Meeting or other meetings as requested by DR;
 - (c) the Consultants shall assist DR to set up a Study Steering Group and Study Working Group and prepare record/notes of meeting of the Groups;
 - (d) attend and make presentations at external meetings such as public forums

of Kowloon City DURF, Town Planning Board, Kowloon City District Council or its sub-committees, Area Committees, and any other relevant committees or authorities as and when reasonably required, subject to determination of the DR and/or Study Steering Group. If so requested by the DR, the Consultants shall prepare papers and briefing notes, in either English or Chinese or both, for the external meetings; and

- (e) attend a maximum of 20 external meetings, in addition to those stated in Clause 3.6(b), as part of the Agreement. Attendance at further external meetings may be required and shall be paid on a time-charge basis or negotiated lump sum basis. The Consultants shall make presentation to the target consultees and/or the public at the agreed mode(s) of consultation and prepare suitable illustrative materials, as may be required for these meetings. Consultants' representatives attending the meetings should be of appropriate rank and experience. For avoidance of doubt, liaison meetings or discussion with relevant bureaux/departments to address/resolve issues arising from the Study shall not be counted towards the 20 meetings.

4. Deliverables

4.1 Unless otherwise specified or agreed by the DR, all deliverables shall be prepared in Chinese version. The Consultants shall produce and submit the deliverables outlined below as part of the Assignment to the DR/Study Steering Group/KC DURF by the due dates specified in the study programme in the Inception Report, unless otherwise agreed by the DR. Apart from the hard copies, digital version of the deliverables should be prepared to expedite the circulation process. The Consultants shall be responsible for the distribution of documents as required by the DR.

- (a) Draft Inception Report (25 copies) and Final Inception Reports (35 copies)

The Inception Report shall outline the following:

- (i) an understanding and appreciation of the objectives and tasks of the study;
- (ii) study approach and methodology ;

- (iii) the strategy of gauging public views on the potential stakeholders and social impacts arising from the preliminary urban renewal proposals as indicated in Clause 3.1(b) and (c) above, which will form as input to the Public Engagement Strategy to be compiled by the PS Consultants;
- (iv) a study programme including work schedule, dates of submission of all paper and reports, and meetings of the Study Steering Group and Study Working Group; and
- (v) study management and staffing structure.

The draft and final Inception Report shall be submitted within 2 weeks and 5 weeks from the commencement of the Assignment respectively.

- (b) Draft Working Paper on Stage 1 Assessment (25 copies) and Final Working Paper on Stage 1 Assessment (35 copies)

The working paper shall include, but not limited to, the following:

- (i) the evaluation process in Stage 1 Assessment including a list of social impact variables to be adopted in the assessment;
- (ii) establishment of a profile of communities in Kowloon City that are likely to be affected by the preliminary urban renewal proposals;
- (iii) an analysis of the public views with regard to the potential affected stakeholders and social impacts collected during Stage 1 Public Engagement of the Planning Study;
- (iv) with reference to Clause 4.1(b)(ii) and (iii) above, assess the direct and indirect, long and short term, positive and negative and cumulative impacts, which will serve as input to the PS Consultants in formulating the draft urban renewal plan and action area plans;
- (v) further assessment of the draft proposals for formulating the urban renewal plan and action area plans; and
- (vi) an initial assessment of the mitigation measures required to address the identified impacts arising from the urban renewal plan and action area plans.

The draft and final working paper shall be submitted within 17 weeks and

20 weeks from the commencement of the Assignment respectively.

- (c) Draft Working Paper on Stage 2 Assessment (25 copies) and Final Working Paper on Stage 2 Assessment (35 copies)

The working paper should include, but not limited to, the following:

- (i) the evaluation process in Stage 2 Assessment;
- (ii) updating of the findings of the SIA conducted during the Stage 1 Assessment on the basis of the recommended urban renewal plan and action area plans as proposed under the Planning Study; and
- (iii) recommendation on mitigation measures required to address the identified impacts arising from the recommended urban renewal plan and action area plans under the Planning Study.

The draft and final working paper shall be submitted within 34 weeks and 37 weeks from the commencement of the Assignment respectively.

- (d) Draft Final Report and Draft Executive Summary (25 copies)

The draft Final Report shall include a consolidated compilation of the overall study process, findings and recommendations of the Assignment. The draft Executive Summary shall be written in simple terms and shall be submitted concurrently with the Draft Final Report.

The draft Final Report and draft Executive Summary shall be submitted within 36 weeks from the commencement of the Assignment.

- (e) Final Report (80 copies for Chinese version and 30 copies for English version) and Final Executive Summary (150 copies for Chinese version and 50 copies for English version)

- (i) the Final Report and Final Executive Summary (the latter supported with coloured photographs and drawings, if appropriate) shall incorporate all comments on the draft versions raised by the DR/Study Steering Group/KC DURF; and
- (ii) soft copies containing files of the Final Report and Executive Summary (both in English and Chinese) in Hyper Text Mark-up

Language (HTML) format for uploading to DURF's homepage shall also be produced. Both the hard and soft copies of the Final Report and Final Executive Summary shall be delivered on the same day.

The Final Report and Final Executive Summary shall be submitted within 40 weeks from the commencement of the Assignment.

(f) Presentation Materials

The Consultants shall for presentation and consultation purposes, prepare in both English and Chinese suitable visual and colored presentation materials, including but not limited to, PowerPoint presentation, plans, photographs and slides to the satisfaction of the DR as necessary for submission and presentation to meetings, public forums or other public engagement activities.

(g) Responses to Comments

The Consultants shall prepare tabulated summary of comments and responses for the above Deliverables including Inception Report, Working Papers, Final Report and Executive Summary. The digital copy of the draft summary of comments and responses in both Microsoft Word format and Acrobat (.PDF) format shall be submitted to the DR/Study Steering Group/KC DURF through electronic transmission at least 3 working days before meeting. They should be amended, where appropriate, to incorporate comments received and circulated through electronic transmission after amendment.

(h) Progress Reports and Financial Reports (5 copies each)

The Consultants shall submit to the DR monthly Progress Report (including the updated work programme) within the first week of each month. The Financial Report shall be submitted to the DR within the first week of each quarter.

(i) Covering Paper

The Consultants shall prepare for each submission to the Study Steering Group, Study Working Group, KC DURE, Government committees, statutory/advisory bodies and other forums, a covering discussion/information/consultative paper, complying with standard formats and procedures, on the main findings, key issues and guidance/decisions sought for the submission. The papers should be agreed by the DR prior to the submission and prepared in both English and Chinese where necessary.

5. Programme of Implementation

- 5.1 The date for commencement of the Assignment shall be the date of the Letter of Acceptance.
- 5.2 The Study shall be completed within 40 weeks from the date of commencement of the Agreement subject to a programme agreed by the DR/Study Steering Group/KC DURE. The draft Final Report shall be submitted within 36 weeks and the Final Report within 40 weeks from commencement of the Assignment.
- 5.3 The milestone events of this Assignment shall be completed in accordance with the following programme:

Milestone Events (Submission of the Deliverables)	Due Date (from date of commencement of the Assignment)
Draft Inception Report	Within 2 weeks
Final Inception Report	Within 5 weeks
Draft Working Paper on Stage 1 Assessment	Within 17 weeks
Final Working Paper on Stage 1 Assessment	Within 20 weeks
Draft Working Paper on Stage 2 Assessment	Within 34 weeks
Final Working Paper on Stage 2 Assessment	Within 37 weeks
Draft Final Report and Executive Summary	Within 36 weeks
Final Report and Executive Summary	Within 40 weeks

- 5.4 As part of the Inception Report, the study programme as mentioned in Clause 4.1(a) of this Brief shall detail the activities to be carried out, target dates for particular tasks and any decision dates that may be required for the uninterrupted progress of the Assignment. Critical activities and paths should be identified in the Programme. The Consultants shall discuss with the DR/Study Steering Group/KC DURF during the above periods to agree the timing of submission of reports and other documents or each of the main elements of the Assignment, for inclusion in the draft programme and revised draft programme.
- 5.5 Meetings arising from statutory requirements may be arranged beyond the study period of about 40 weeks. In addition, meetings may be extended beyond the study period to fit in with the meeting schedule of concerned parties.
- 5.6 The Consultants shall endeavor to ensure that the Assignment is carried out in accordance with the programme and shall submit regular programme reviews as part of the progress reports. The Outline Study Programme is at **Annex 4** for reference only.

6. Director's Representative

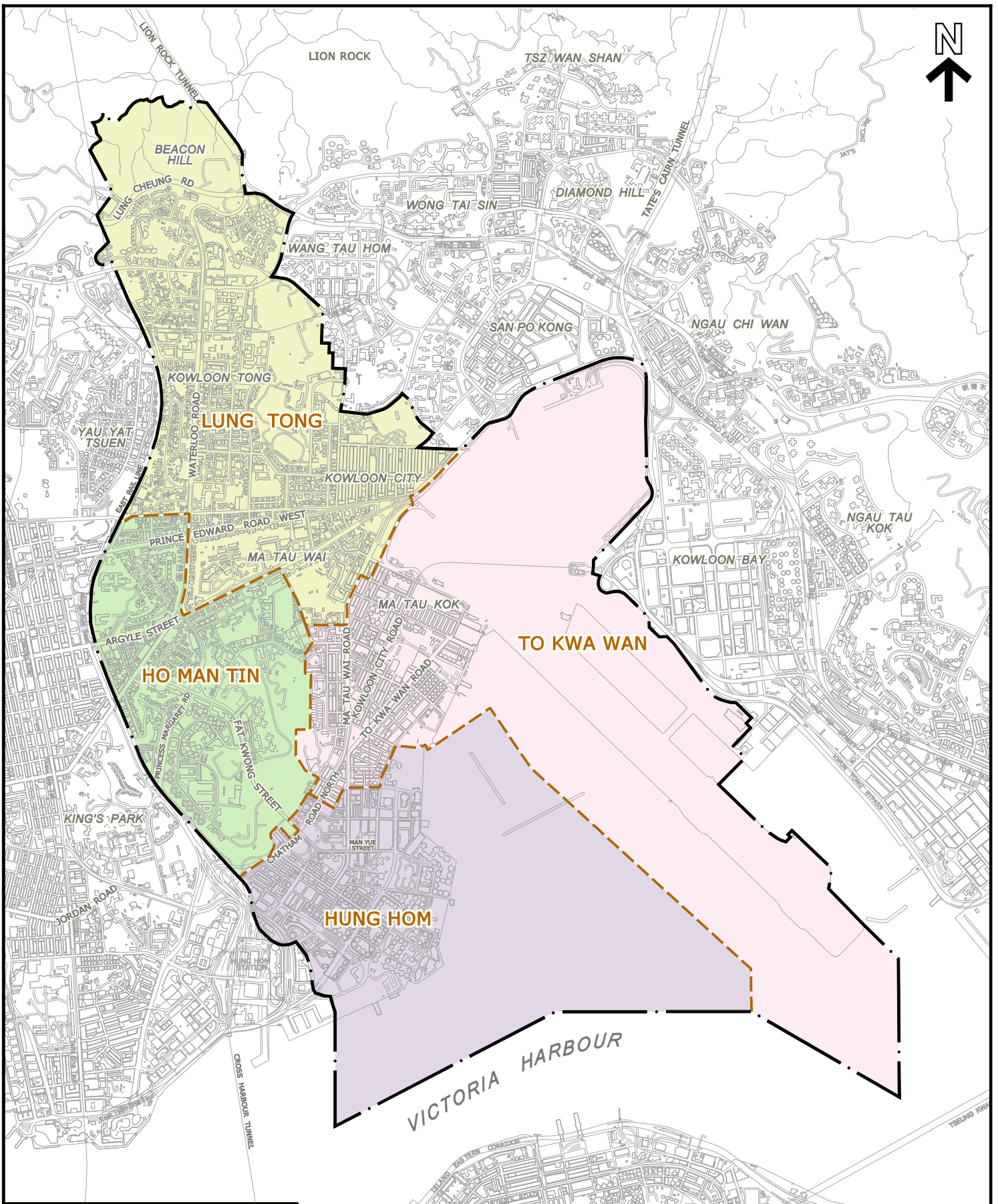
- 6.1 The DR as defined in the General Conditions of Contract shall be the Assistant Director of Planning/Metro (AD of Plan/M). The DR may delegate any of the powers and functions vested in him to other officers. If the Consultants are dissatisfied with a decision or instruction of any such officer, the matter shall be referred to the DR for a ruling.
- 6.2 During the course of the Agreement, the Consultants shall report direct to the DR.

7. Study Steering Group and Study Working Group

- 7.1 A Study Steering Group with members from the KC DURF will be set up to provide guidance to the Consultants on the study directions and recommendations, and to endorse the major proposals and findings of the Study. Proposed membership and the terms of reference are at **Annex 5**.
- 7.2 The Study Working Group to be chaired by the Assistant Director of

Planning/Metro with representatives from relevant Government bureaux/departments and organisations will monitor the progress of the Study, provide professional and technical guidance to the Consultants, and take forward the study directions and recommendations of the Study Steering Group. Proposed membership and the terms of reference are at **Annex 6**.

- 7.3 The Project Director and relevant members from the Consultants shall attend and make presentations to the meetings of Study Steering Group and Study Working Group.



Legend

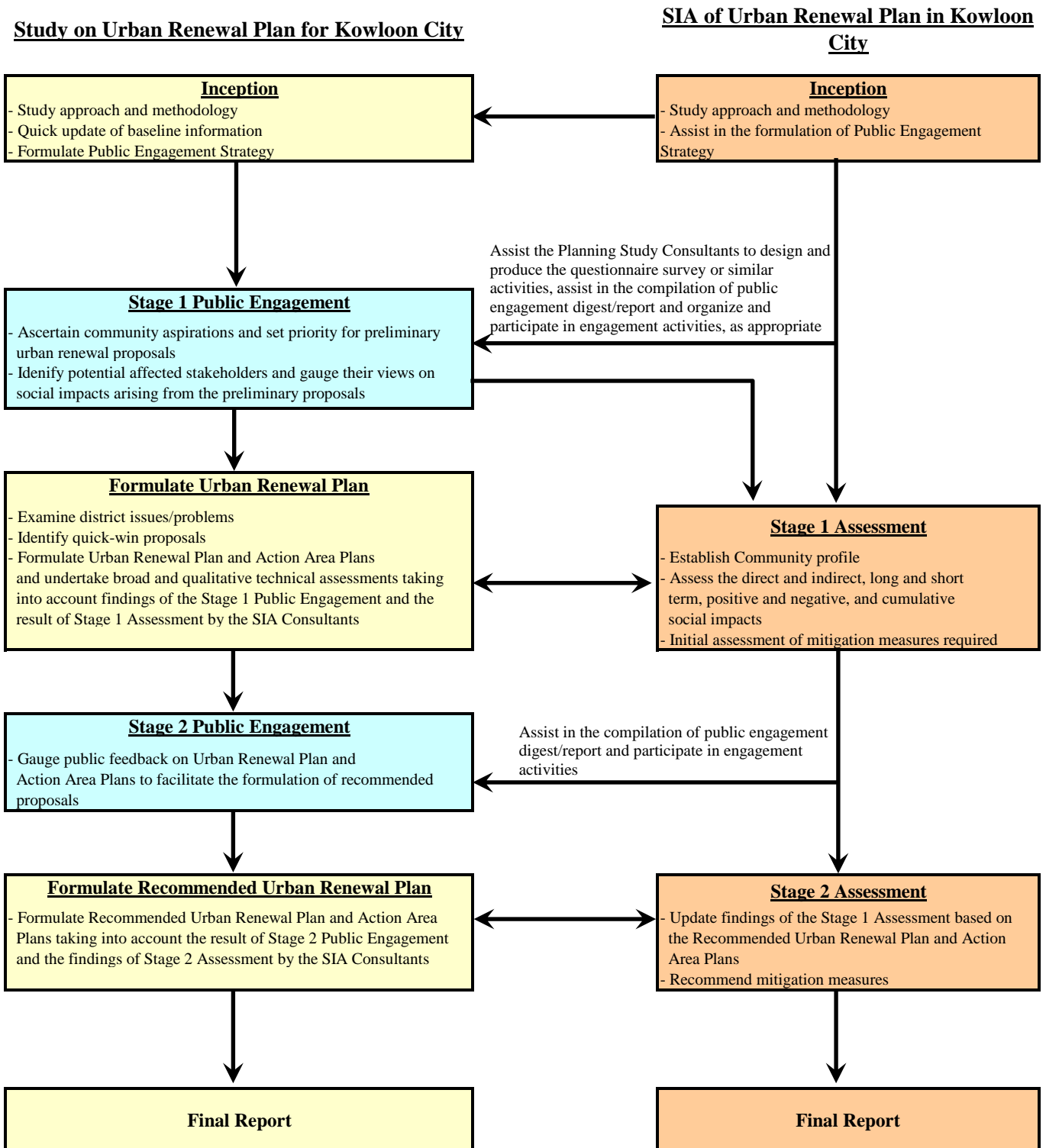
- Study Area
- Boundary of Sub-districts



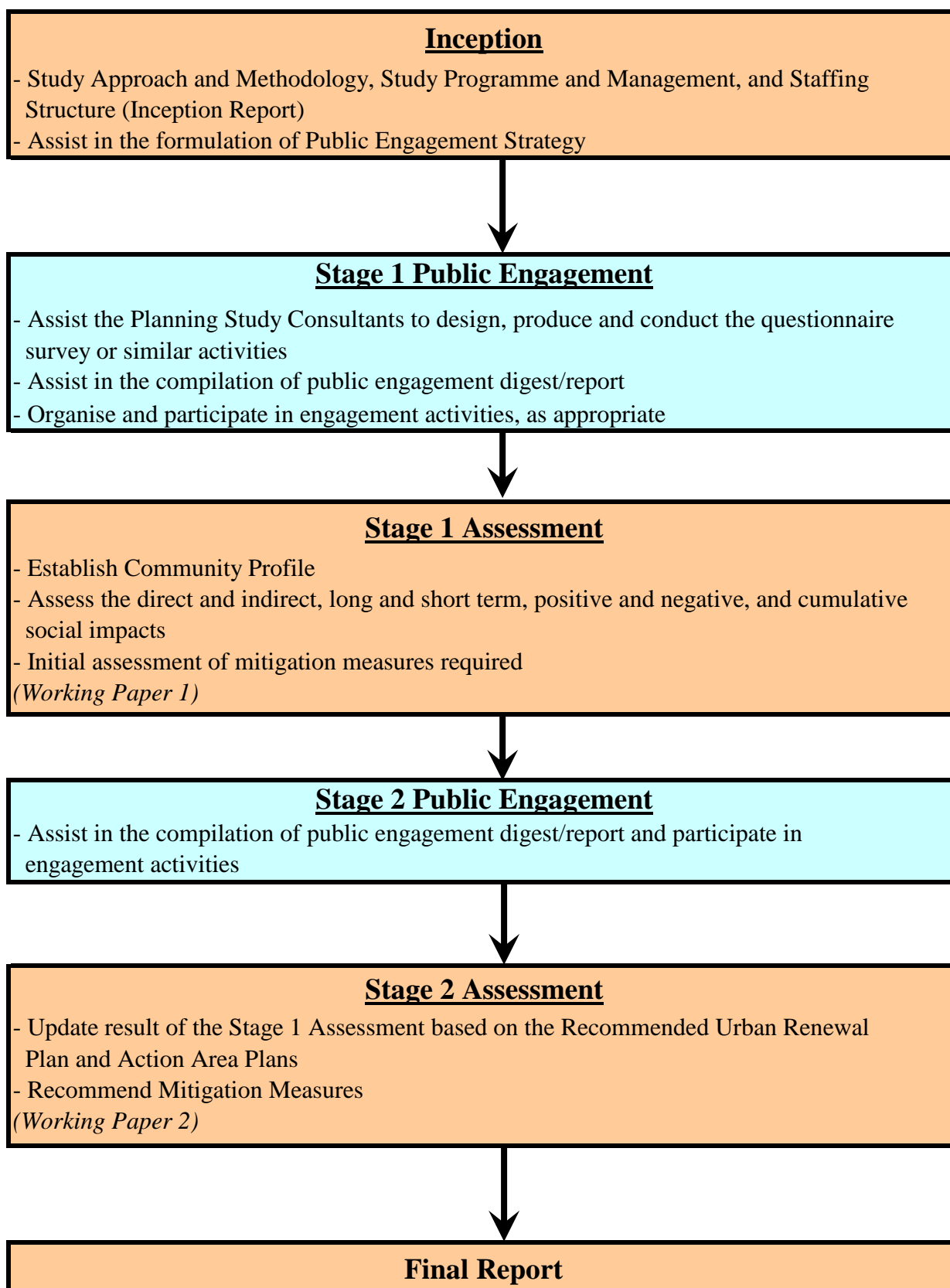
Agreement No.
Social Impact Assessment of Urban Renewal Plan in Kowloon City
 Study Area

PLAN No. M/DURF/11/8	Annex 1
BASE PLANS No. 2-SW & 6-NW	
Date : 7. 11. 2011	







Study on Urban Renewal Plan for Kowloon City and Social Impact Assessment (SIA) of Urban Renewal Plan in Kowloon City (Interface of the Key Tasks)



SIA of Urban Renewal Plan in Kowloon City
(Flow Chart of Key Tasks)



Outline Programme of Social Impact Assessment of Urban Renewal Plan in Kowloon City

Tasks	2012									
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Inception Stage										
Final Inception Report (within 5 weeks upon commencement of the contract)										
Stage 1 Public Engagement										
Stage 1 Public Engagement (1 month)(to be conducted in Planning Study)										
Stage 1 Assessment										
Final Working Paper (within 20 weeks upon commencement of the contract)										
Stage 2 Public Engagement (2 months)(to be conducted in Planning Study)										
Stage 2 Assessment										
Final Working Paper (within 37 weeks of commencement of the contract)										
Final Reporting Stage										
Final Report and Executive Summary (within 40 weeks upon commencement of the contract)										

**SOCIAL IMPACT ASSESSMENT OF URBAN RENEWAL PLAN
IN KOWLOON CITY**

Membership and Terms of Reference of Study Steering Group

Convenor and Members KC DURF members (on voluntary basis)

Secretary KC DURF Secretariat

Terms of Reference

- (a) To provide guidance to the Consultants on study directions and the major tasks under the Study
- (b) To consider and endorse the study reports and working papers scrutinized by the Study Working Group
- (c) To report the progress of the major tasks under the Study to the KC DURF on a regular basis
- (d) To recommend to the KC DURF the acceptance of the study reports, and major milestone/study results

SOCIAL IMPACT ASSESSMENT OF URBAN RENEWAL PLAN IN KOWLOON CITY

Membership and Terms of Reference of Study Working Group

Convenor Assistant Director of Planning /Metro, Planning Department

Members

(representatives from Government bureaux/ departments and organizations)

District Officer/Kowloon City, Home Affairs Department
District Planning Officer/Kowloon, Planning Department
Chief Town Planner/District Urban Renewal Forum, Planning Department
Development Bureau
Urban Renewal Authority
Hong Kong Housing Society

(Representatives from relevant departments e.g. District Social Welfare Officer, Kowloon City/Yau Tsim Mong will be invited to participate or provide comments on a need basis (participants to be confirmed))

Secretary KC DURF Secretariat

Terms of Reference

- (a) To oversee the fulfillment of contract obligations by the Consultants and monitor the progress of the Study, and to report to the Study Steering Group timely
- (b) To take forward the study directions and recommendations of the Study Steering Group
- (c) To provide guidance to the Consultants on the professional and technical aspects of the Study, including the assumptions for and other broad parameters of the study tasks
- (d) To consider and scrutinise the study reports and working papers submitted by the Consultants
- (e) To recommend to the Study Steering Group the endorsement of the study reports and working papers submitted by the Consultants