

**STUDY ON URBAN RENEWAL PLAN FOR 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 an initiative of the new URS is the establishment of the District Urban Renewal Forum (DURF) for strengthening urban renewal planning at district level. The first DURF has been set up in Kowloon City (KC) 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 revitalisation initiatives contributing to a quality city environment. In the process, KC DURF will conduct broad-based public engagement activities, planning studies, social impact assessments and other related studies.
- 1.2 To facilitate the formulation of an urban renewal plan for Kowloon City, the KC DURF has agreed to commission Consultants to undertake the Study on Urban Renewal Plan for Kowloon City (the Study) and a Social Impact Assessment (SIA) as required under the new URS. The findings of the Study will assist the KC DURF to recommend to the Government through the Secretary for Development on an urban renewal plan for the Kowloon City district.

**2. Objectives of the Assignment**

**2.1 Overall Objectives**

- 2.1.1 The overall objective of the Assignment is to assist the KC DURF in preparing an Urban Renewal Plan from a holistic and integrated perspective for the Kowloon City District having regard to the 4R Strategy under the new URS (i.e. redevelopment, rehabilitation, revitalisation and heritage preservation). The Urban Renewal Plan will include identification of action areas suitable for redevelopment and rehabilitation, recommendations on preservation and revitalisation initiatives, and possible implementation mechanism. It will be formulated upon taking account of

broad-based public engagement activities, social impact assessments and various planning and related studies.

2.1.2 According to the new URS, early SIA (not forming part of this Assignment) will have to be conducted by DURF before recommending the urban renewal proposals. In this connection, the SIA will be undertaken under a separate assignment and concurrently and interactively with this Study and provide inputs to facilitate the formulation of the recommended urban renewal proposals, having regard to the possible social impacts.

## 2.2 **Specific Objectives of the Assignment**

2.2.1 The specific objectives of the Assignment include:

- (a) to identify opportunities, constraints and key issues/problems in relation to urban renewal within the Study Area. The issues/problems to be examined should include, but not limited to, the environmental and other problems caused by private streets; the inter-mix of vehicle repair workshops and related businesses with residential uses; and the inter-mix of funeral and related uses/trades with surrounding residential uses in Hung Hom. Solutions to resolve the problems in the context of urban renewal proposals should be proposed;
- (b) to identify action areas suitable for redevelopment and rehabilitation, together with preservation and revitalisation initiatives in the short, medium and long term; and to formulate Action Areas Plans to include proposals such as landuse restructuring, provision of much needed recreational/community/welfare facilities, road closure, beautification and streetscape/landscape enhancement work or zoning proposals etc.;
- (c) to formulate proposals with regard to the preservation of heritage, architectural or local characteristics, and heritage trails;
- (d) to create a better designed built environment within the Study Area through the formulation of an urban design and landscape framework;
- (e) to formulate an integrated Urban Renewal Plan for the Study Area having regard to the 4R Strategy under the new URS by incorporating proposals for the action areas and the areas outside as specified under items (a) to (d) above;

- (f) to prepare an implementation framework for the urban renewal proposals including an early implementation package for quick-win projects; the short, medium and long-term timeframe for implementation; as well as the possible agencies for carrying out the proposals; and
- (g) to prepare a public engagement strategy as an integral part of the study process and conduct the engagement activities accordingly with a view to ascertaining community aspirations and setting priority for preliminary urban renewal proposals; identifying potential affected stakeholders and gauging their views on the possible social impacts of preliminary urban renewal proposals in stage 1 public engagement; and gauging public feedback on the further enhanced urban renewal proposals through the public engagement activities in stage 2 public engagement.

### **3. Description of the Assignment**

#### **3.1 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 can be divided into four sub-districts, namely To Kwa Wan, Lung Tong (i.e. Kowloon City and Kowloon Tong), Hung Hom and Ho Man Tin (see **Annex 1**). As the Kai Tak Development forms part of the Study Area, future developments in this area may help facilitate the urban renewal process in the older parts of the Kowloon City District.

#### **3.2 Study Context**

The Assignment will be conducted concurrently and interactively with the SIA to be undertaken under a separate Assignment, which will help facilitate the formulation of the recommended urban renewal proposals, having regard to the identified social impacts. The Consultants are required to liaise and work closely with the SIA Consultants throughout the Study period. The flowchart showing the interface of key tasks to be undertaken by the Consultants and the SIA Consultants are at **Annex 2**.

### 3.3 Main Tasks

3.3.1 The Assignment requires the Consultants to undertake the following main tasks (see **Annex 3**):

- (a) **Task 1A** - prepare 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) **Task 1B** - prepare a quick update of the baseline profile of the Study Area (in respect of the current physical, land use, planning, socio-economic, transport, cultural heritage and land ownership and administration aspects) based on the District Aspirations Study on Urban Renewal for Kowloon City (DAS) commissioned by the Kowloon City District Council and completed in 2010, and report of “District Aspirations on Urban Renewal in Kowloon City – Review and Prospects” compiled for the KC DURF. The quick update should include the latest data from the 2011 Census; the Urban Renewal Authority (URA) Building Conditions Survey 2010, and other relevant sources of information available;
- (c) **Task 2** - prepare the 2-stage Public Engagement Strategy in collaboration with the SIA Consultants based on the preliminary urban renewal proposals<sup>1</sup> with focus areas having opportunities for urban renewal as endorsed by KC DURF to ascertain community aspirations and setting priority for the preliminary urban renewal proposals, identify the potential affected stakeholders and gauge their views on the social impacts arising from the preliminary urban renewal proposals in Stage 1 public engagement; and to gauge public feedback on the further enhanced urban renewal proposals in Stage 2 public engagement;
- (d) **Task 3** - conduct Stage 1 public engagement to collect views from the locals, interested parties and major stakeholders on ascertaining their aspirations and setting priority for the preliminary urban renewal proposals, and to identify potential affected stakeholders and to gauge their views on the possible social

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<sup>1</sup> 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.

impacts in accordance with the agreed Public Engagement Strategy. A Public Engagement Digest and presentation materials; and a Public Engagement Report shall be prepared before and upon completion of the engagement process respectively. As part of the public engagement activities, a questionnaire survey or similar activities to gauge public views should be conducted with input and assistance from the SIA Consultants. The SIA Consultants will also participate in the public engagement activities and assist and provide input in the compilation of the Public Engagement Digest and the Public Engagement Report;

- (e) **Task 4** - examine existing issues/problems within the Study Area including but not limited to the environmental and other problems caused by private streets; the inter-mix of vehicle repair workshops and related businesses with residential uses; and the inter-mix of funeral and related uses/trades with residential uses in Hung Hom. Solutions to resolve the problems in the context of urban renewal proposals should be proposed (i.e. redevelopment, rehabilitation, revitalisation and heritage preservation). An economic analysis of the affected trades and businesses on the local economy should also be conducted;
- (f) **Task 5** - identify quick-win urban renewal proposals supported by broad and qualitative technical assessments and recommend implementation mechanism;
- (g) **Task 6** - formulate the Urban Renewal Plan and Action Area Plans having regard to the opportunities, constraints and key issues/problems in relation to urban renewal within the Study Area; the public views collected during the Stage 1 public engagement activities to be conducted by the Consultants; and the initial findings of the SIA to be undertaken by the SIA Consultants. The Action Area Plans should include the action areas suitable for redevelopment and rehabilitation, together with preservation or revitalisation initiatives in the short, medium and long term; and landuse restructuring proposals/potentials, the provision of much needed recreational/community/welfare facilities, road closure, beautification and streetscape/landscape enhancement work and zoning proposals etc. Broad and qualitative technical assessments for the urban renewal proposals should also be carried out to establish their preliminary feasibility;
- (h) **Task 7** - conduct Stage 2 public engagement to gauge public feedback on the Urban Renewal Plan and Action Area Plans to facilitate the formulation of the

Recommended Urban Renewal Plan and Action Area Plans in accordance with the agreed Public Engagement Strategy. A Public Engagement Digest and presentation materials; and a Public Engagement Report shall be prepared before and upon completion of the engagement process respectively. The SIA Consultants will participate in the public engagement activities and assist and provide input in the compilation of the Public Engagement Digest and the Public Engagement Report;

- (i) **Task 8** - formulate the Recommended Urban Renewal Plan and Action Area Plans with proposed implementation mechanism, having taken into account the public views collected during the Stage 2 public engagement and the findings of the updated SIA as undertaken by the SIA Consultants. A Final Report and an Executive Summary setting out the study process, background and baseline information, the issues/problems identified, the proposals formulation process, public comments received with analysis, and findings and recommendations of the Study should be provided.

3.3.2 The public engagement activities to be undertaken by the Consultants could be in the form of public forums, workshops, questionnaire/other surveys, internet on-line discussion board, interviews, exhibition, meetings with relevant bodies, committees or boards or any other means as proposed by the Consultants in the Public Engagement Strategy and endorsed by DR/Study Steering Group/KC DURF. The Consultants shall make allowance in the study programme for the time input to the public engagement activities and any adjustment needed for the study output consequent upon the outcome of the public engagement.

#### 3.4 **Other Tasks**

In addition to the main tasks as specified in Clause 3.3 above, the Consultants are required to liaise and work closely with the SIA Consultants throughout the study period. This includes collaborating with the SIA Consultants in preparing the Public Engagement Strategy, conducting the public engagement activities and preparing the necessary digest/report; and providing inputs to the SIA Consultants in undertaking their assessments which in turn would facilitate the Consultants to formulate the recommended urban renewal proposals.

## **4. Deliverables**

### **4.1 General**

4.1.1 The Consultants shall assist the Director's Representative (DR) to set up Study Steering Group and Study Working Group and arrange regular meetings as agreed by the DR to discuss and endorse the deliverables. The Consultants shall prepare record/notes of meeting of the Groups.

4.1.2 Unless otherwise specified or agreed by the DR, all deliverables shall be prepared in Chinese version. In addition, the Consultants shall produce and submit the following deliverables as part of the Assignment. 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 circulation and timely delivery of the papers, reports and documents directly to the DR/Study Steering Group/KC DURF before the submission deadlines as specified in the study programme of the Inception Report, unless otherwise specified below.

### **4.2 Major Deliverables of the Assignments and Reporting Requirements**

#### Draft Inception Report (25 copies) and Final Inception Report (50 copies)

4.2.1 The Inception Report forms the basis of the Assignment. The Draft Inception Report shall be completed and submitted to the DR/Study Steering Group/ KC DURF within 2 weeks of the commencement of the Study and revised to take into account comments received where appropriate. The report shall comprehensively address the items as specified in Clause 5.2 under Task 1A.

4.2.2 The Consultants shall submit the Final Inception Report within 1 week after its endorsement and acceptance by the DR/Study Steering Group/KC DURF. (i.e. within 5 weeks from commencement of the Study)

#### Working Papers (WPs) (25 copies for Draft and 50 copies for Final)

4.2.3 The following WPs shall be prepared by the Consultants, covering the topics as listed below. The Consultants shall submit the draft WPs to the DR/Study Steering Group/KC DURF, and submit the final WPs taking into account comments received where appropriate, in accordance with the timing as specified below:

- (a) Draft WP No. 1 (Task 1B, Clause 5.3) on quick update on the baseline profile of the Study Area shall be submitted within 2 weeks from the commencement of the Study. Since the result of 2011 Census will be tentatively released in February 2012 in stages, the final WP, which will incorporate the relevant information from the Census, shall be submitted after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 12 weeks from the commencement of the Study).
- (b) Draft WP No. 2 on Public Engagement Strategy for the 2-stage public engagement (Task 2, Clause 5.4), shall be submitted within 2 weeks from the commencement of the Study. Final WP shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 5 weeks from commencement of the Study).
- (c) Draft WP No. 3 on the examination of issues/problems relating to private streets, vehicle repair workshops and related business, and funeral and related trades and solutions to resolve the problems (Task 4, Clause 5.6) shall be submitted within 9 weeks from the commencement of the Study. Final WP shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 12 weeks from commencement of the Study).
- (d) Draft WP No. 4 on the formulation of quick-win urban renewal proposals and their implementation mechanism (Task 5, Clause 5.7) shall be submitted within 13 weeks from the commencement of the Study. Final WP shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 16 weeks from commencement of the Study).
- (e) Draft WP No. 5 on formulation of Urban Renewal Plan and Action Area Plans (Task 6, Clause 5.8) shall be submitted within 17 weeks from the commencement of the Study. Final WP shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 20 weeks from commencement of the Study).
- (f) Draft WP No. 6 on Recommended Urban Renewal Plan and Action Area Plans (Task 8, Clause 5.10) shall be submitted within 34 weeks from the commencement of the Study. Final WP shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 37 weeks from commencement of the Study).



Draft Public Engagement Digests (30 copies) and Final Public Engagement Digests (500 copies for English version and 2,000 copies for Chinese version)

- 4.2.4 For each public engagement exercise, the Consultants shall prepare a coloured Public Engagement Digest. The Final Public Engagement Digests shall be in both English and Chinese versions, self-contained, concise, and written in easily understandable and high quality language. The Consultants shall prepare photographs, coloured plans, photomontages, artist impressions and other illustrations as agreed with the DR to present the information set out in the Public Engagement Digests. The Consultants shall be responsible for the design and artwork of the documents.
- 4.2.5 The Draft Stages 1 and 2 Public Engagement Digests shall be submitted to the DR/Study Steering Group/KC DURF for comments within 3 weeks and 19 weeks from commencement of the Study respectively. Final Public Engagement Digests shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 5 weeks and 21 weeks from commencement of the Study).
- 4.2.6 For the Final Public Engagement Digests, the Consultants shall also submit:
- (a) one hard copy and one digital copy in a format to be agreed with the DR which can be readily used for printing purpose to be undertaken by the Consultants;
  - (b) the film output (with colour separation and colour proof) which can be readily used for printing purpose;
  - (c) a digital copy in Acrobat (.PDF) format without loss of data and change in appearance compared with the corresponding hard copy; and
  - (d) a digital copy in HTML format (in both English and traditional and simplified Chinese characters versions) which can be readily uploaded onto the Study webpage.

Draft Public Engagement Reports (30 copies) and Final Public Engagement Reports (50 copies for English version and 100 copies for Chinese version)

- 4.2.7 For each public engagement exercise, the Consultants shall be responsible for making records of and summarizing, in both English and Chinese, public comments/development proposals received. A Public Engagement Report, in both

English and Chinese versions, shall be prepared covering the subject of public engagement, activities undertaken, overview of major comments/proposals received, tabulated summary of comments/proposals received, the appropriate responses to them and the way forward, etc. The Public Engagement Report shall be self-contained, and written in easily understandable and high quality language. The Consultants shall be responsible for the design and artwork of the documents.

4.2.8 The Draft Public Engagement Reports shall be submitted and circulated to the DR/Study Steering Group/KC DURF for comments within 3 weeks after the closure of each public engagement period and revised to take into account comments received where appropriate. Final Public Engagement Reports shall be submitted within 1 week after endorsement and acceptance by the DR/Study Steering Group/KC DURF (i.e. 6 weeks after the closure of each public engagement period).

4.2.9 For the Final Public Engagement Reports, the Consultants shall also submit:

- (a) one hard copy and one digital copy in a format to be agreed with the DR which can be readily used for printing purpose to be undertaken by the Consultants;
- (b) a digital copy in Acrobat (.PDF) format without loss of data and change in appearance compared with the corresponding hard copy; and
- (c) a digital copy in HTML format (in both English and traditional and simplified Chinese characters versions) which can be readily uploaded onto the Study webpage.

Draft Final Report (DFR) and Draft Executive Summary (DES) (30 copies)

4.2.10 The DFR shall include a consolidated compilation of the findings, proposals and recommendations of the Study, including the public comments and proposals received during the study process and the Consultants' responses. The coloured DFR shall be supported with photographs and illustrations. A DES shall be produced and submitted concurrently with the DFR. They shall be submitted within 36 weeks from the commencement of the Study.

4.2.11 The DFR and DES shall be submitted to the DR/Study Steering Group/KC DURF for comments and revised to take into account comments received where appropriate.

Final Report (50 copies for English version and 100 copies for Chinese version) and Final Executive Summary (100 copies for English version and 300 copies for Chinese version)

- 4.2.12 After incorporating comments in the DFR and DES raised by the DR/Study Steering Group/KC DURF, a Final Report and an Executive Summary shall be prepared. They shall be delivered within 1 week after the endorsement and acceptance by DR/Study Steering Group/KC DURF (i.e. 40 weeks from commencement of the Study)
- 4.2.13 Digital copies containing files of the Final Report and Executive Summary (in both English, traditional and simplified Chinese character versions) in HTML format which can be readily uploaded onto the Study webpage shall also be produced. Both the hard and digital copies of the Final Report and Executive Summary shall be delivered on the same day.

#### Presentation Materials

- 4.2.14 The Consultants shall for presentation and consultation purposes, prepare in both English and Chinese suitable visual and coloured presentation materials, including but not limited to PowerPoint presentations, interactive web-page, photographs, slides, sections, sketches and photomontages with electronic files illustrating the submission proposals as required to the satisfaction of the DR as necessary for submission and presentation to meetings, public forums or other public engagement activities.

#### Responses to Comments

- 4.2.15 The Consultants shall prepare tabulated summary of comments and responses for the above Deliverables including the Inception Report, each of the WPs, Public Engagement Digests and Public Engagement Reports, 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.

#### Consultation Records

- 4.2.16 The Consultants shall prepare and keep consultation records on salient points of discussion in the process of consultation with Government departments or other consultees where the DR is not present and formal minutes are not available. A copy

of the record should be sent to the DR and the concerned departments for information.

Progress Report and Financial Report (5 copies each)

- 4.2.17 A progress report with an updated study programme shall be produced within the first week of each month and submitted to the DR. The Financial Report shall be submitted to DR within the first week of each quarter.

Covering Paper (with sufficient number of copies for each occasion)

- 4.2.18 The Consultants shall prepare for each submission to the Study Steering Group, Study Working Group, KC DURF, Government committees, statutory/advisory bodies and other public 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 their submission and prepared in both English and Chinese where necessary.

Webpage

- 4.2.19 The Consultants shall create and maintain an interactive webpage (Study webpage) throughout the study period for publication of information of the study and for public engagement exercise. The Study webpage should be designed to incorporate the background of the study, summary of various working papers, the public engagement materials and activities, to be promulgated at different stages of the Study and as the channel to enable public views. The Study webpage shall be provided in HTML format. The design of the Study webpage should be user-friendly and bilingual (English and traditional and simplified Chinese characters versions) including textual description, corresponding images and hyperlink to download animations. The content, design and format, commencement date and subsequent updating of the Study webpage shall be agreed by the DR. The detail requirements are as follows:

- (a) The Consultants' service to be provided in respect of the Study webpage shall include concept design, graphical production and HTML / Java Script coding. The concept design shall include, but not limited to, the overall structural planning, navigation design, graphics and design of all the web pages in the Study webpage. The contents and presentation of the Study webpage should be comprehensive, colourful, client-centric, attractive and user-friendly. The Consultants shall obtain DR's prior approval on the content and design of the Study webpage and subsequent updating.

- (b) The Study webpage shall be available for browsing on the Internet on a date as agreed with the DR. The Consultants shall be responsible for updating and maintenance of the Study webpage from the first date of operation until the completion of the Assignment or an earlier date to be advised by the DR. The Consultants may also be required to hand over the Study webpage to the DR upon completion of the Assignment.
- (c) The Study webpage shall be viewable by commonly available browser software including Internet Explorer version 6.0 or above or approved (including Internet Explorer version 6.0 or above or approved equivalent.) The website producer shall comply with the requirements of the Central Internet Gateway (CIG) system.
- (d) The Study webpage will be uploaded onto a government server in the CIG system. Prior to this, trial run and testing on a test server shall be conducted at regular intervals to the satisfaction of the DR. The Study webpage and any updated webpages should be posted on the test server for inspection and agreement by the DR before uploading to the internet.
- (e) The Consultants shall provide a soft copy in CD-ROMs readable using Microsoft Office 2007 all the information contained in the Study webpage to the DR upon termination or handover of the Study webpage.
- (f) The maximum volume of work with respect to the Study webpage to be provided by the Consultants is summarized below:
  - (i) 300 pages (A4) of text for each of the English, Chinese (including traditional and simplified Chinese character versions) and text-only versions;
  - (ii) 50 photos / digital images;
  - (iii) a visitor counter to be provided; and
  - (iv) maintenance services (for adding / updating up to 400 pages (A4) of text plus the associated photos / digital images as necessary).
- (g) The Study webpage is intended for all purposes including exhibition, editing and extraction of contents for broadcasting, advertisement or any other purposes. The copyright and related intellectual property rights of the Study webpage shall be vested in the KC DURF. The Consultants shall ensure that no intellectual property rights of any third party have been or will be infringed.

## **5. Services To be Provided by the Consultants**

### **5.1 General**

- 5.1.1 The duties of Consultants shall be as defined in the General Conditions of Contract and as amplified, extended and set out in this Brief.
- 5.1.2 The Consultants shall comply with all reasonable instructions of the DR and with all relevant circulars, standing instructions, technical memoranda and policy documents as directed by the DR.
- 5.1.3 Throughout the course of the Study, the Consultants shall consult and liaise with relevant Government departments and other organizations and any other stakeholder groups, public authorities/bodies, agencies or organizations, as necessary. Relevant records of meetings and correspondence shall be produced and copied to the DR and other relevant parties and any other agencies and organizations, as necessary. Any problems in communication or liaison may be referred to the DR for assistance.

### **5.2 Task 1A – Inception Report**

- 5.2.1 The Consultants shall prepare an Inception Report, which shall outline the following aspects:
- (a) an understanding and appreciation of the objectives and tasks of the Study;
  - (b) the study framework which indicates the relationship of various tasks;
  - (c) the approaches and methodologies in undertaking each task. In particular, its interface with the SIA Consultants and the criteria for identifying action areas within the Study Area;
  - (d) the study programme setting out the schedule of work, dates for report submission and meetings of the Study Steering Group and Study Working Group; and
  - (e) the study management and staffing structure.

### 5.3 **Task 1B – Baseline Update**

5.3.1 The Consultants shall carry out a quick update on the baseline profile of the Study Area (in respect of the current physical, land use, planning, socio-economic, transport, cultural heritage and land ownership and administration aspects) based on the DAS commissioned by the Kowloon City District Council and completed in 2010, the report of “District Aspirations on Urban Renewal in Kowloon City – Review and Prospects” compiled for the KC DURE, URA Building Conditions Survey 2010, the relevant data from the 2011 Census, and other relevant sources of information available.

5.3.2 The Consultants shall investigate opportunities of urban renewal within the Study Area; and identify other relevant development proposal/infrastructure projects under planning or construction such as Kai Tak Development, Shatin to Central Link, Kwun Tong Line Extension, Central Kowloon Route, approved planning applications, on-going and recently completed studies and works by the Government, or quasi-Government and private bodies such as Harbourfront Commission and District Council, within or adjoining the Study Area as input to the Study, taking into account interface issues arising from them.

### 5.4 **Task 2 – Public Engagement Strategy**

5.4.1 The Consultants shall formulate a 2-stage public engagement strategy to enable better and early engagement of the stakeholders throughout the study process. The strategy shall include, but not limited to the following items:

- (a) detailed description of the proposed public engagement approach;
- (b) public engagement activities to be undertaken and their programme;
- (c) detailed arrangement of the proposed public engagement activities in collaboration with the SIA Consultants;
- (d) the exhibition/presentation/publicity materials and questionnaire survey, etc. to be prepared for the public engagement exercises including, but not limited to, public engagement digests, public engagement reports, photomontages and the launching of Study webpage, etc.
- (e) proposed timing for submission of the public engagement documents/materials;

and

- (f) identification of a list of stakeholders and target consultees in collaboration with the SIA Consultants.

### **5.5 Task 3 – Stage 1 Public Engagement**

- 5.5.1 The Consultants shall engage the public in ascertaining the community aspirations and setting priority for the preliminary urban renewal proposals as endorsed by KC DURF. The Consultants shall also identify the potential affected stakeholders and to gauge their views on the related social impacts arising from the preliminary urban renewal proposals with input from the SIA Consultants.
- 5.5.2 Apart from other public engagement activities, the Consultants shall design, produce and carry out a questionnaire survey or similar activities with inputs from the SIA Consultants.
- 5.5.3 In addition, the Consultants shall, with assistance and inputs from the SIA Consultants, prepare and produce the Public Engagement Digest. If required by the DR/Study Steering Group/KC DURF, the Consultants shall prepare other public engagement materials such as newsletters, posters or publicity materials (e.g. multi-media display) as appropriate to facilitate the public engagement activities. The production of these other public engagement materials shall be procured as a reimbursable item or by a direct contract between Government and the contractor/supplier in accordance with the Stores and Procurement Regulations. The Consultants shall assist the Employer to define the requirements and prepare the tender documents for these Government contracts.
- 5.5.4 The target consultees for the public engagement exercises shall include key stakeholders, local residents, property owners, local business operators, relevant organizations such as concern groups, professional institutes, and relevant committees and authorities including LegCo Panel on Development, Town Planning Board, Kowloon City District Council, Area Committees, etc. as and when reasonably required by the DR. If required by the DR, the Consultants shall make presentations to these target consultees and/or the public at the agreed mode(s) of public engagement.
- 5.5.5 The Consultants will be required to organise and attend workshops, public forums, briefings, focused meetings, site visits, and other agreed mode(s) of public



engagement activities and make presentations to target audiences and respond to public comments at these activities. The Consultants shall prepare suitable illustrative materials as required to facilitate the presentation. These meetings/activities may be held outside normal office hours. The Consultants shall arrange, coordinate and organize the agreed mode(s) of public engagement activities. The expenses for arrangement of such activities shall be reimbursable with details to be agreed with the DR. The arrangement of public engagement activities may also be procured by a direct contract between Government and the contractor/supplier in accordance with the Stores and Procurement Regulations. The Consultants shall assist the Employer to define the requirements and prepare the tender documents for these Government contracts.

5.5.6 The Consultants shall, in cooperation with the SIA Consultants, prepare the Public Engagement Reports, covering the subject of the public engagement activities undertaken and a summary of comments/proposals and responses. The Report should also highlight the relevant comments/proposals, analyse the pros and cons of the key comments and alternative proposals received, and provide commentary on the suitability of incorporating them into the study process.

5.5.7 The Consultants shall make suitable amendments to the Study programme and deliverables if necessary depending on the outcome of the public engagement as directed by the DR.

#### 5.6 **Task 4 – Examination of Issues/Problems within the Study Area**

5.6.1 The Consultants shall examine the issues/problems caused by a) private streets, b) vehicle repairing workshops and related businesses (e.g. vehicle parts dealing and taxi and mini-bus rental businesses), and c) funeral and related uses/trades (e.g. shops selling wreaths or urns), with a view to proposing solutions to resolve the problems in the context of urban renewal proposals (i.e. redevelopment, rehabilitation, revitalisation and heritage preservation). Findings from the Stage 1 public engagement activities may provide inputs as to how the solutions would be formulated.

5.6.2 With regard to the above issues/problems, the Consultants shall examine in details, including but not limited to the following aspects:

- (i) the Government's existing policy;
- (ii) a general overview of the issues/problems within the Study Area and

identification of the impacts such as interface issues, environmental, hygienic, traffic and other impacts that may be caused ;

- (iii) identify areas where improvements are required; and
- (iv) recommendations on measures to resolve the problems e.g. revitalisation schemes, or designated area/building for undesirable uses etc.

## 5.7 Task 5 – Formulation of Quick-win Proposals

5.7.1 The Consultants shall develop proposals that are not subject to controversy and could be implemented in an earlier timeframe as quick-win proposals, after consolidating public views collected in Stage 1 Public Engagement. Such quick-win proposals may include, but not limited to redevelopment or rehabilitation proposals, heritage trails, preservation or revitalisation schemes in promotion of local featured stores or restaurants, beautification and streetscape/landscape enhancement works.

5.7.2 The Consultants shall draw up proposals with layout plans and design drawings for each quick-win proposal. The layout plans shall show, where applicable, the site, land use disposition, drawings setting out the design and type of street furniture, signages, paving and the landscape/greening/beautification proposals.

5.7.3 The layout plans and the design drawings for the quick-win proposals shall be produced at a scale to be agreed with the DR. The layout plans and design drawings shall be supported by typical section drawings, artistic impression drawings, perspective drawings, elevation diagrams, photomontages and photographs of illustrative examples from similar projects. Supporting illustrations for each quick-win proposal shall be prepared. The number, coverage and details of these illustrations shall be subject to the agreement of the DR.

5.7.4 The Consultants shall carry out broad and qualitative assessments of the quick-win proposals. The assessments should cover the likely impact from the land use planning, traffic and transportation, pedestrian circulation, urban design, landscaping and other aspects as may be required to demonstrate the preliminary feasibility. These impact assessment studies shall use available data as far as possible.

5.7.5 The Consultants shall prepare an implementation mechanism for the quick-win proposals, including possible implementation agent and timing of implementation of each project, taking into account the specific requirements and circumstances of the

scheme.

## 5.8 **Task 6 – Formulation of Urban Renewal Plan and Action Area Plans**

- 5.8.1 The Consultants shall identify areas within the Study Area having potential for redevelopment, rehabilitation, preservation or revitalisation in the short, medium and long term, taking into account the findings of the Baseline Update under Task 1, comments/views received at the Stage 1 Public Engagement under Task 3, examination of issues and problems under Task 4 and the initial findings of the SIA to be conducted by the SIA Consultants.
- 5.8.2 The Consultants shall identify action areas within the Study Area and to formulate Action Area Plans to address the key issues and problems identified while making the best use of opportunities available. The Consultants shall provide justifications and criteria for selecting action areas.
- 5.8.3 The Consultants shall formulate urban renewal proposals for each Action Area, or other proposals within the Study Area, which shall include but not limited to the followings:
- (a) to indicate redevelopment and rehabilitation potential for the Action Areas and to formulate conceptual plans for broad uses within the Action Areas, including the incorporation of recreational/community/welfare facilities, where appropriate;
  - (b) to explore zoning proposals to help facilitate the urban renewal process, e.g. breaking down of large “CDA” site into smaller CDA sites , and other minor land use restructuring schemes;
  - (c) to explore measures to create a better designed built environment through an urban design and landscape framework, and to improve the environs of the Action Areas through revitalisation/beautification proposals, e.g. pavement widening scheme, streetscape enhancement schemes, traffic management schemes, pedestrianisation schemes, schemes to improve pedestrian circulation and greening proposals; and
  - (d) to formulate proposals with regard to the preservation of heritage, architectural or local characteristics, and heritage trails.

- 5.8.4 The Consultants shall present the Action Area Plans in the form of plans, elevations, and sectional diagrams to be agreed by the DR, supported by explanations on the development context, objectives, principles, broad development and design concept and proposal.
- 5.8.5 The Consultants shall formulate a coherent Urban Renewal Plan to include proposals within and outside the Action Areas, which shall contain a plan showing areas having potential for redevelopment, rehabilitation, preservation or revitalisation in the short, medium and long term within the Study Area; and consolidating all the proposals recommended for implementation.
- 5.8.6 The Consultants shall carry out a broad and qualitative assessment of the Urban Renewal Proposals including the Action Areas, to demonstrate the preliminary feasibility. The assessment should cover the likely impacts from the land use planning, traffic and transportation, pedestrian circulation, urban design, landscaping, economic and other aspects as may be required. In particular, an economic analysis of the affected trades/businesses on the local economy should be conducted. These impact assessment studies shall use available data as far as possible. In addition, inputs to the SIA Consultants are required to assess the social impacts of the proposals under a separate study.
- 5.8.7 On the basis of the findings and the assessment results in Clause 5.8.6, the Urban Renewal Plan and Action Area Plans shall be suitably revised and finalized. The finalized Urban Renewal Plan and Action Area Plans will form the basis for the Stage 2 Public Engagement.

## 5.9 **Task 7 – Stage 2 Public Engagement**

- 5.9.1 The Consultants shall arrange the Stage 2 Public Engagement to brief the public on how the KC DURF had taken into consideration the comments received during the Stage 1 Public Engagement in formulating the Urban Renewal Plan and Action Area Plans, and obtain public feedback for formulating the Recommended Urban Renewal Plan and Action Area Plans. The Consultants shall conduct the Public Engagement in accordance with the approved Public Engagement Strategy and with the collaboration and participation of the SIA Consultants. The Consultants, with input from the SIA Consultants, shall prepare a Public Engagement Digest and a Public Engagement Report with a summary of comments and responses and analyze the pros and cons of the alternative proposals received. The comments that are relevant to the Study should be highlighted for incorporation into the study process. The general

requirements of the Public Engagement are provided in Clause 5.5.

**5.10 Task 8 – Formulation of Recommended Urban Renewal Plan and Action Area Plans, Final Reports and Executive Summary**

5.10.1 The Consultants shall finalize the Urban Renewal Plan and Action Area Plans, with corresponding revision to the broad and qualitative technical assessments, where appropriate, and formulate a Recommended Urban Renewal Plan and Action Area Plans, taking into account the findings of the Stage 2 Public Engagement and the result of Stage 2 SIA, which mainly involves an updating of the social impacts to be caused by the recommended proposals. An implementation mechanism for the proposals, including possible implementation agent, priority and timing of each project (e.g. in short, medium and long-term) taking into account the specific requirements and circumstances of each scheme shall be provided. The Consultants should provide inputs to the SIA Consultants in updating the Stage 2 assessment and finalize the result of SIA.

5.10.2 A final report and executive summary for the whole study incorporating a consolidated compilation of the findings, proposals and recommendations of the Study, including the result of SIA, and the public comments and proposals received during the study process and the Consultants' responses shall be prepared.

**6. Programme of Implementation**

6.1 The date for commencement of the Assignment should be the date of the letter of Acceptance.

6.2 The Study shall be completed within 40 weeks from the date of commencement of the Assignment subject to a programme agreed by the DR/Study Steering Group/KC DURF. The draft Final Report shall be submitted within 36 weeks and the Final Report within 40 weeks from commencement of the Study. The public engagement activities may need to be extended to tie in with meeting schedule of concerned parties. Subject to approval of the DR/Study Steering Group/KC DURF, the Consultants shall revise and update the study programme to incorporate these extensions.

6.3 the Consultants shall submit the draft programme and revised draft programmes and the DR/Study Steering Group/KC DURF shall agree, or instruct, within the following periods:

Submission of the draft programme : Within 2 weeks of the due date for commencement of the Assignment.

Agreement of the draft or revised draft programme or instruction for submission of the revised draft programme : Within 2 weeks from receipt of the draft or revised draft programme or instruction for submission of the revised draft programme

Submission of revised draft programme : Within 1 week from the instruction of the DR/Study Steering Group/KC DURF

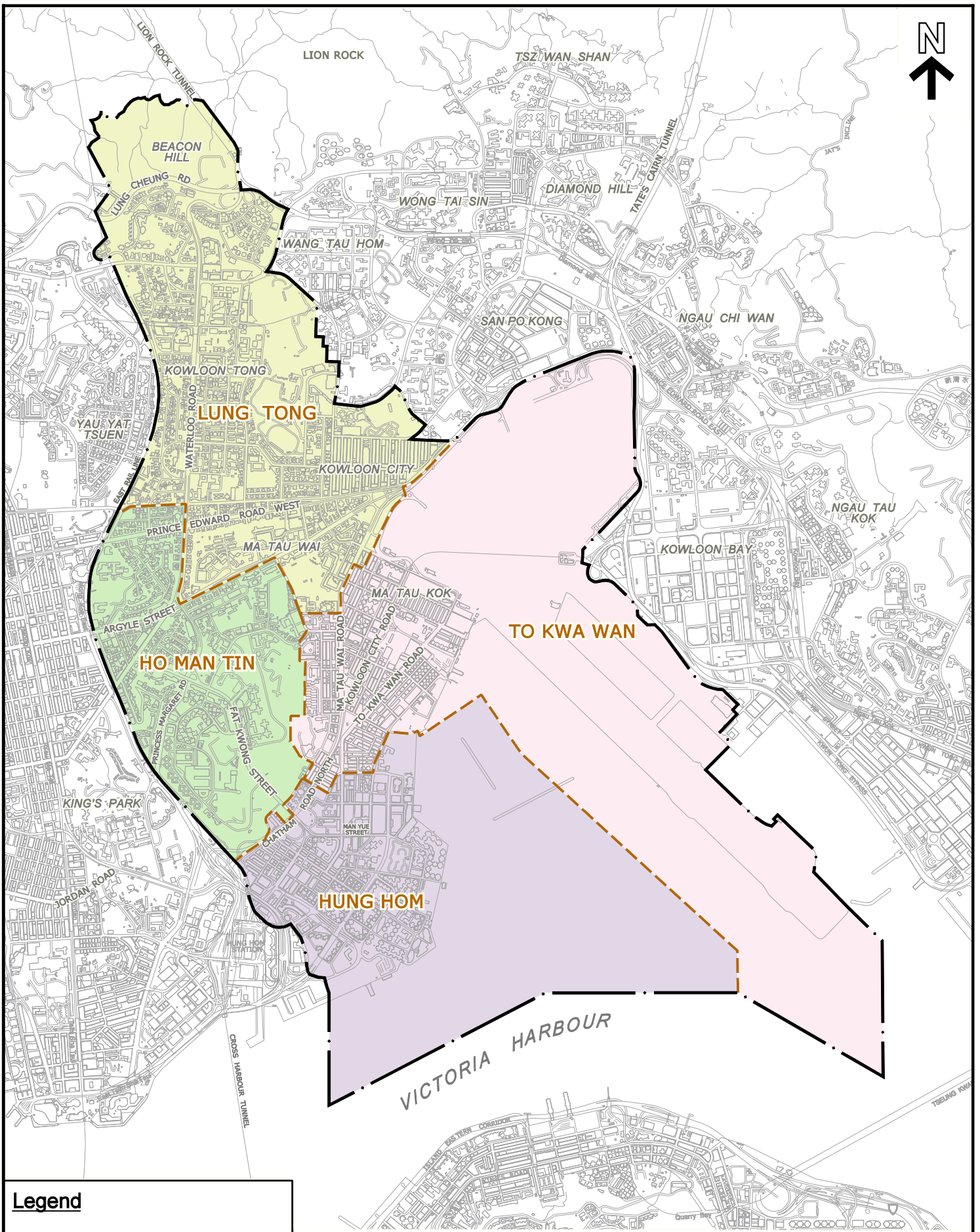
- 6.4 The draft programme and revised draft programmes shall detail the activities to be carried out and their inter-relationships, target key dates for particular tasks and any decision dates that may be required for the uninterrupted progress of the Assignment. Critical activities and paths should be identified in the programme. The Consultants shall discuss with the DR during the above periods to agree the timing of submission of reports, other documents and plans for each of the main elements of the Assignment, for inclusion in the draft programme and revised draft programme.
- 6.5 The target key dates referred to in Clause 6.4 of this Brief shall include but not be limited to the dates of submissions of the Inception Report, Working Papers, Draft Final Report, Draft Executive Summary, Final Report, Final Executive Summary, Public Engagement Digests and Public Engagement Reports.
- 6.6 Meetings arising from statutory requirements may be arranged beyond the Study's period of 40 weeks. In addition, meetings may be extended beyond the study period to fit in with the meeting schedule of concerned parties.
- 6.7 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.

**7. Director's Representative**

- 7.1 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.
- 7.2 During the course of the Assignment, the Consultants should report direct to the DR.

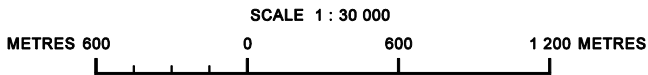
**8. Study Steering Group and Study Working Group**

- 8.1 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**.
- 8.2 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**.
- 8.3 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**

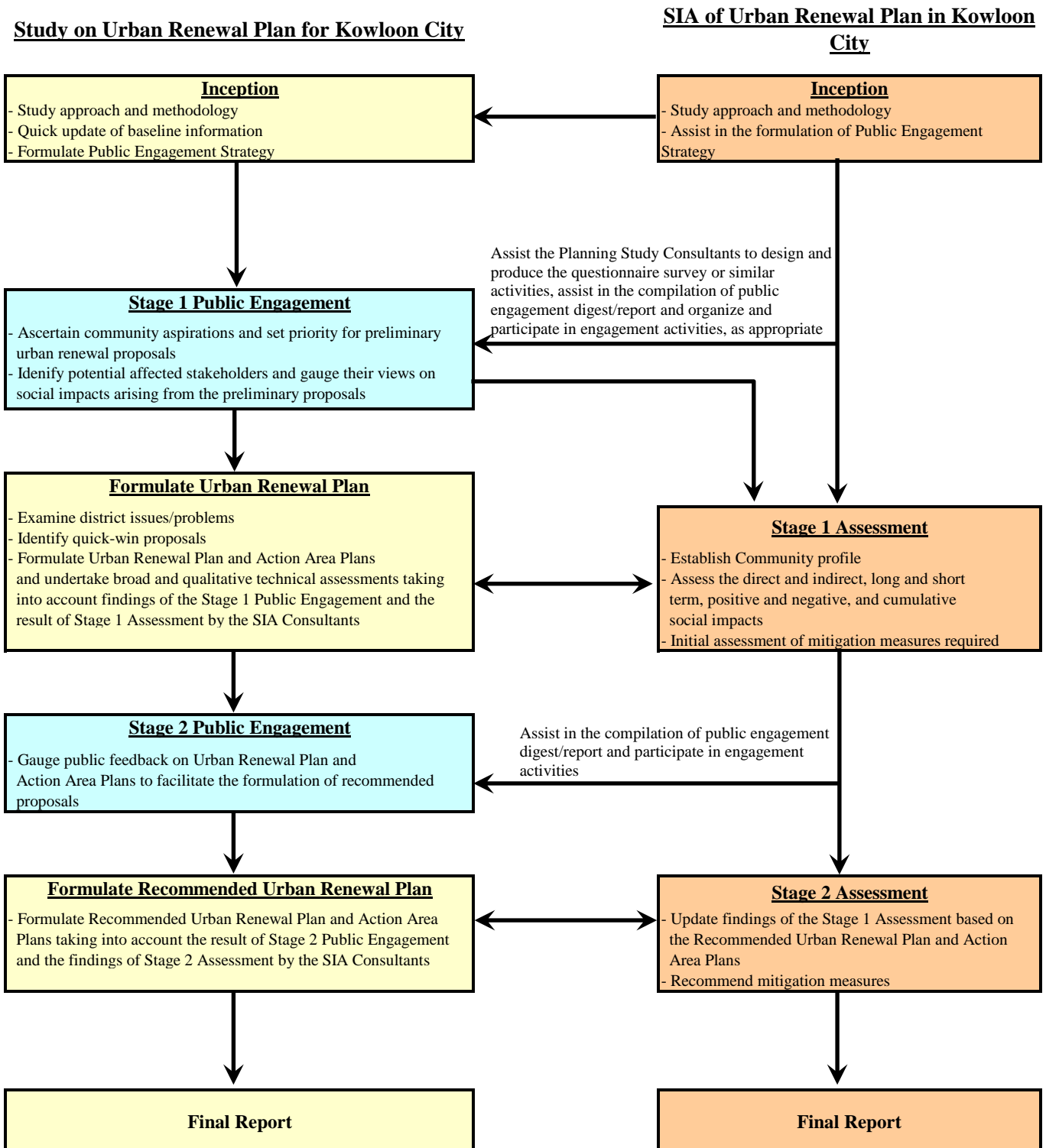
- Study Area
- Boundary of Sub-districts



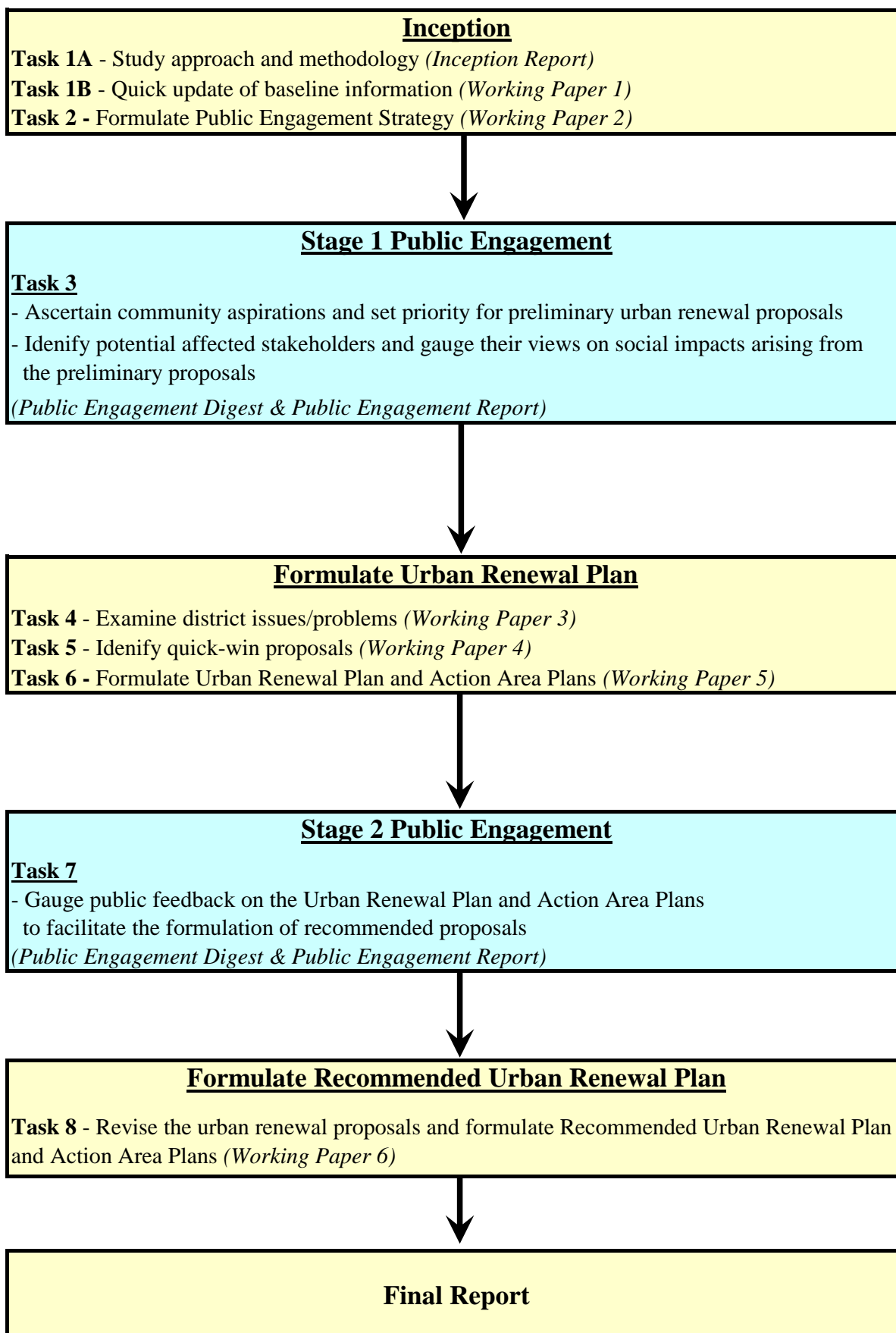
<p>Agreement No.</p> <p><u>Study on Urban Renewal Plan for Kowloon City</u></p> <p>Study Area</p>		<p>PLAN No. M/DURF/11/7</p> <p>BASE PLANS No. 2-SW &amp; 6-NW</p> <p>Date : 7. 11. 2011</p>	<p>Annex</p> <p>1</p>
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## Study on Urban Renewal Plan for Kowloon City and Social Impact Assessment (SIA) of Urban Renewal Plan in Kowloon City (Interface of the Key Tasks)



**Study on Urban Renewal Plan for Kowloon City**  
**(Flow Chart of Key Tasks)**



### Outline Programme of the Study on Urban Renewal Plan for Kowloon City

Tasks	2012										
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
<b>Inception Stage</b>											
Final Inception Report (within 5 weeks upon commencement of the contract)	■										
Working Paper 1 on Baseline Update (Draft within 5 weeks upon commencement of the contract) (Final within 12 weeks upon commencement of the contract*)	■			■							
Final Working Paper 2 on Public Engagement Strategy (within 5 weeks upon commencement of the contract)	■										
Final Stage 1 Public Engagement Digest (within 5 weeks upon commencement of the contract)	■										
<b>Stage 1 Public Engagement</b>											
Stage 1 Public Engagement ( 1 month)			■								
Final Stage 1 Public Engagement Report (within 6 weeks after public engagement)				■							
<b>Formulate Urban Renewal Plan</b>											
Final Working Paper 3 on Specific District Issues (within 12 weeks upon commencement of the contract)		■									
Final Working Paper 4 on Quick Win Proposals (within 16 weeks upon commencement of the contract)		■									
Final Working Paper 5 on Urban Renewal Plan (within 20 weeks upon commencement of the contract)		■									
Final Stage 2 Public Engagement Digest (within 21 weeks upon commencement of the contract)					■						
<b>Stage 2 Public Engagement</b>											
Stage 2 Public Engagement (2 months)						■					
Final Stage 2 Public Engagement Report (within 6 weeks after public engagement)								■			
<b>Formulate Recommended Urban Renewal Plan</b>											
Final Working Paper 6 on Recommended Urban Renewal Plan (within 37 weeks upon commencement of the contract)								■			
Final Report and Executive Summary (within 40 weeks upon commencement of the contract)									■		

\*Final Working Paper 1 should incorporate information from the 2011 Population Census which will be released in stages in February 2012

**STUDY ON URBAN RENEWAL PLAN FOR 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

## STUDY ON URBAN RENEWAL PLAN FOR 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  
Chief Traffic Engineer/Kowloon, Transport Department Development Bureau  
Urban Renewal Authority  
Hong Kong Housing Society

(Representatives from relevant departments, e.g. Commissioner for Tourism, District Lands Officer/Kowloon East and Kowloon West, Lands Department, Chief Highway Engineer/Kowloon, District Leisure Manager (Kowloon City), Leisure and Cultural Services Department, Antiquities and Monuments Office, Leisure and Cultural Services Department and Project Manager (Kowloon), Civil Engineering and Development Department 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