

WORLDSBE Conference 2017 Hong Kong
5-7 June 2017

Social Sustainability

Mr. Stephen YIM

Chief Architect (Development & Standards)
Hong Kong Housing Authority



Organisers:



International Co-owners:





Stephen YIM

Chief Architect (Development & Standards)

Hong Kong Housing Authority (HKHA)



To **supervise** the Development & Standards Section in Housing Department of HKSAR



To **oversee** all facets of work covering **project management, planning, design** and **contract management**, as well as **establishing operational standards** on design, construction, quality, research and development and the environment for public housing development in Hong Kong.



Organisers:



International Co-owners:



Hong Kong Housing Authority (HKHA) implements one of the world's largest public housing programme

Housing Estates in Hong Kong

- Adopt **functional and cost-effective design** in the Planning, Design, Construction and Management of housing projects;
- Promote **healthy living and green environment** in the work;
- Act with **caring and partnering** culture beyond baseline performance.



756,000 flats in use



280,000 new rental & subsidized sale flats from 2017/18 to 2026/27

2,140,000 (30%) population



14,000+ workers daily



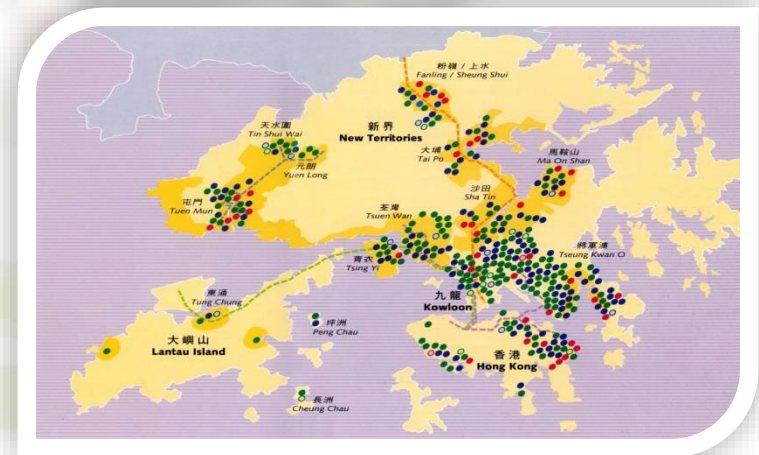
99 listed contractors



80+ active suppliers



9,000+ HA staff



Vision 理想

To help low-income families with housing need gain access to affordable housing

Mission 工作目標

- To provide affordable quality housing and other related services
- To ensure cost-effective and rational use of public resources
- To maintain a competent, dedicated and performance-oriented team

Quality = Fitness for Purpose
People-centric approach 以人为本



4Cs Core Values

- Caring
- Customer-focused
- Creative
- Committed



International Co-owners:



Housing Authority goes a step ahead from providing “**Accommodation**” towards

“**HEALTHY** and **HARMONIOUS** homes” within caring and stable communities for the people of Hong Kong



Organisers:



International Co-owners:



There is a “**ladder**” of participation, reflecting different levels of power exercised by communities (Arnstein, 1969)

- 1. Informing** Telling people about what is planned and engaging their interest in it
- 2. Consulting** Offering people options, getting feedback from them and taking account of their views
- 3. Deciding Together** Encouraging people to develop ideas or options, and giving them some influence in deciding the way forward
- 4. Acting together** Joint decision-making on action to be taken, and forming partnerships with residents' groups to carry it out
- 5. Supporting independent community initiatives** Helping residents to carry out their own plans or initiatives, whilst leaving them in charge of what happens



Organisers:



International Co-owners:



Sustainable Buildings and Climate Initiative
Promoting Policies and Practices for Sustainability



Global Alliance
for Buildings and
Construction

Have we **done enough** in terms of **tenants' participation** and **public engagement**?

Have tenants had a **chance to participate** in the provision of **estate facilities that they enjoy**?

To what extent do we **engage our community** while we **plan and design for our new estates**?



Organisers:



International Co-owners:



5 case studies:

- Demonstrating –

“**Deciding** together”

“**Acting** together”

1. Redevelopment of Pak Tin Estate
2. Urban Green Home – Kwai Shing Circuit
3. An Adaptive Re-use of Heritage – Wah Ha Estate
4. Hand in Hand – Action Seedling
5. Estate Improvement Programme for Kwai Shing West Estate



Organisers:



International Co-owners:



1. Redevelopment of Pak Tin Estate

新舊共融 和睦包容

白田邨重建計劃

香港房屋委員會

香港房屋委員會 白田邨重建計劃通訊

9 2015年4月

各位街坊，大家好！
根據大綱發展藍圖，第1、2-3和12座的拆卸工程已展開。地庫工程亦已動工。我們正努力為重建安排相關的前期工程，申請撥款、提交圖則等。還有設計及監工工作。務求相關項目可以儘快展開。自2013年8月開始，每季向小區居民及2014年3月的區議會報告。今期的通訊將為大家簡介重建的進度及回應大家最關心的事項。

問題：重建時完成？第9、10、11和13座的住戶幾時可以搬入新單位？

回應：

1. 各重建階段進度如下

重建期數	位置	進度	完工日期
第七、八期	原白田邨第1-2、3座	拆卸工程已完成，地庫工程已於2015年2月展開	2016/2017年
第九期	原白田邨第11座巴士站及小巴總站	拆卸工程已完成，將白田邨的地庫工程於2015年完成後，地庫工程將繼續展開	2019/20年
第九期	原白田邨第9及10座巴士站及原白田邨第12座巴士站	地基及建築工程將於2015年第四季展開	2018年底
第十期	原白田邨第4及5座	於2015年第二季內第九期地庫工程完成後，原白田邨地庫工程將繼續展開	2022/23年

2. 白田邨重建的第一批住宅單位，預計於2016/20年度落成。在香港房屋委員會（房委會）正式公署第9、10、11和13座的詳細安置安排，如在資源許可情況下，我們會透過最早期的安排，讓有意提早遷出的住戶申請入住其他單位，住戶亦可向區議會提出查詢。透過有關申請，申請遷往其他地點的安置個案。

香港房屋委員會 白田邨重建計劃通訊

9 2014年3月

各位街坊，大家好！
踏入2014年，白田邨重建計劃進入另一階段。發展第1、2、3和12座住戶遷出後，拆卸工程將逐步展開。

在2013年，我們透過不同渠道向大家介紹了重建計劃的資料，包括在8月份向大家派發重建計劃小冊子，在各大區議會資訊站，與區議員和區民代表會面等。我們從中收到了不少寶貴的意見。我們希望透過通訊可以向大家提供更多有關白田邨重建的資料，並期待就大家最關心的三大關注事項作出回應。

香港房屋委員會 白田邨重建計劃

繼4月份的通訊之後，我們收到了不少街坊的回應，不少街坊對設計的問題，仍有關注進行工程的安排。我們將繼續與街坊在區議會諮詢會中保持聯繫。

工程方面，原第12座及現有白田巴士總站（即原第11及12座巴士站）的地庫及地庫工程即將動工。高層大廈（即原第10座），將由新址發展（即原第9座）高層對列公布有關的建築安排。

問題：現有白田巴士總站將在何時關閉？交通及過路設施的安排如何？

回應：

1. 現有白田巴士總站將於2015年9月22日（星期二）關閉，以便房委會在原址展開拆卸及興建第一期的地庫工程。

受影響的巴士總站及小巴總站設施，將在2015年9月22日（星期二）遷往位於白田邨的臨時總站，直至新公共運輸交匯處（重建第七期）落成啟用。詳情如下：

路線	目的地	臨時總站位置
九巴/新巴 104 號巴士 (往新田徑)		白雲街臨時總站
九巴 702A 號巴士 (往新田徑/海鏡橋)		白雲街臨時總站
九巴 26 號巴士 (往左旋橋)		白雲街臨時總站
981 號專線小巴 (往左旋橋)		白雲街臨時總站
12 號專線小巴 (往新田徑/海鏡橋)		白雲街臨時總站

因應臨時總站，以下的中途站將會取消及新增（以巴士及小巴公司最後公布為準）：

取消的中途站	新增的中途站
104 號巴士 (往新田徑方向)	白田邨新田徑臨時總站
702A 號巴士 (往新田徑/海鏡橋方向)	黃埔橋紀念中學 (改至南區街美林樓)
26 號巴士 (往左旋橋)	白田邨新田徑臨時總站
981 號專線小巴 (往左旋橋)	白田邨新田徑臨時總站
12 號專線小巴 (往新田徑/海鏡橋方向)	黃埔橋紀念中學 (改至南區街美林樓)
	白田邨新田徑臨時總站
	白田邨新田徑臨時總站
	白田邨新田徑臨時總站
	白田邨新田徑臨時總站

(白田巴士總站封閉後的臨時公共運輸安排可參考專頁)

Case Study

1



1. Redevelopment of Pak Tin Estate

Background

- **Redevelopment of Pak Tin Estate** was announced in April 2012, to make better use of the **valuable land resources** in existing Public Rental Housing estates
- The **1st** redevelopment proposal under Refined Policy



1. Redevelopment of Pak Tin Estate

EMBRACING the vision with stakeholders

- We conducted over **150 events** to communicate with the **local residents** and **stakeholders**, to collect their diversified feedback on master layout and individual concerns so as to optimize the redevelopment proposal.
- Understand and ease local community's concern : increase in rent and smaller flat size after redevelopment, loss of good neighbours
- Develop a common vision

Help to

- Buy-in the community** for overall proposal
- Mitigate tension** and objection
- Realize key objectives**



Organisers:



International Co-owners:



1. Redevelopment of Pak Tin Estate

EMBRACING the vision with stakeholders

Regular Process/Level of Consultation (over **130** events)

- **Forums and meetings** with the affected tenants, **NGO** and **Estate Management Advisory Committee**
- **Briefings** to the **Housing Panel of Legislative Council**
- **Meetings with the local District Council**, their members and affiliated political parties
- **Meetings with District Officer and other government departments**



Organisers:



International Co-owners:



Sustainable Buildings and Climate Initiative
Promoting Policies and Practices for Sustainability

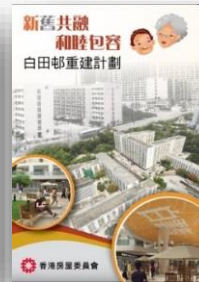


1. Redevelopment of Pak Tin Estate

EMBRACING the vision with stakeholders

Advanced Level of Engagement (over 20 events)

- Arranged **briefings** and attended **residents' forums** held by DC members
- Arranged **community engagement workshop**
- Distribution of **pamphlet & newsletters** to tenants, Non-Government Organizations (NGOs) and schools
- Brief and **respond to concerned redevelopment issues** e.g. closure of public transport interchange and temporary transportation arrangement
- **Broadcasting video** at domestic block entrance lobbies to brief residents on redevelopment information



香港房屋委員會
白田邨重建計劃通訊
© 2015年4月

各位街坊，大家好！
相信大家都注意到，第1-2-3期12座的新卸工程已經完成，地庫工程亦已動工。我們正努力為舊樓交卸剩餘的舊閣工程、中環換氣、樓外圍圍護、樓內設施及維修工程，務求能早日可以重新投用。自2013年8月的重建計劃小冊子及2014年3月的重建計劃通訊，今期的通訊會為大家更新樓宇的進度及回應大家一些關心的事項。

問題 1 舊樓何時完成？第9-10-11和13座的住戶何時可以搬入新單位？

回應

1. 各舊樓進度表如下：

重建期數	位置	進度	完工日期
第七、八期	新已拆剩的舊1-2-3座	拆剩工程已完竣，地庫工程已於2015年2月展開。	2019/20年度
第十一期	新已拆剩的舊12座和巴士及小巴總站	拆剩工程已完竣，聯合體的臨時巴士站於2015年第四季完成，地庫工程展開。	2019/20年度
第九期	新已拆剩的舊高層部分、鄰近舊巴士站及臨時巴士站及休閑用地	地庫及建築工程將於2015年第四季展開。	2018年度 第二季度
第十期	新已拆剩的舊巴士總站	於2015年第四季拆剩九個新的結構單位或可在白田邨舊樓遷徙進行拆剩工程。	2022/23年度

2. 白田邨重建的第一批住宅單位，預計於2019/20年度落成，在香港房屋委員會（房委會）正式公佈第9-10-11和13座的詳細樓宇安排後，即在資源許可的情況下，我們會儘早向早熟的交吉、換新樓宇，並向住戶申請搬入。其後，住戶亦可根據自己的情況，透過現有機制，申請調遷往其他區域的空置單位。



2. Urban Green Home – Kwai Shing Circuit



Case Study

2



2. Urban Green Home – Kwai Shing Circuit

Background

- Kwai Shing Circuit Development was the **last part** of a **major redevelopment project** at Kwai Shing East Estate.
- The project scope comprised the **demolition** of the former Block 12 of Kwai Shing East Estate and **construction of two domestic blocks** as well as **an integrated lift tower** and the **communal open space**



Former Block 12 and the existing school adjoining to the site.



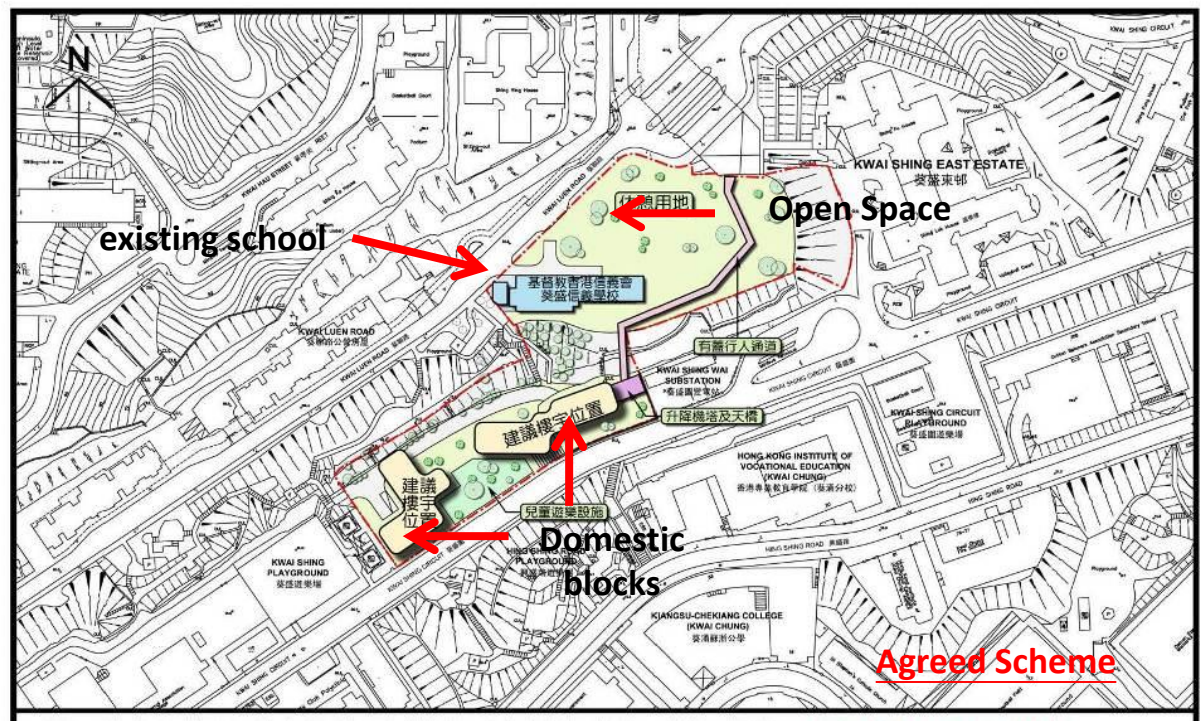
2. Urban Green Home – Kwai Shing Circuit

A - Workshops and Activities (2)

- HA
- District Council Member
- Residents
- School

Acting together

- Re-disposition of domestic blocks + open space



2. Urban Green Home – Kwai Shing Circuit

B. Community Engagement in Design of Public Open Space

Community Engagement Workshop – had been organized to solicit stakeholders’ views on open space design. Stakeholder includes local District Councilors, residents, teachers and students of adjacent schools.

Tree of Hope – slogans collected from participants of community engagement workshop were carved in granite tiles which become part of the paving of a tree pattern in community garden.

The Slogans

- 1 重環保 自然情 人康健 子孫福
- 2 你我齊環保 環境自然好
- 3 惜物利環保 青綠無限好
- 4 十年樹木 百年樹人
- 5 水有源 樹有根 環境保育靠眾人
- 6 綠色生活 你我共享
- 7 社區建活力 種出生命力
- 8 珍惜歷史 持續發展
- 9 共融空間 社區共享
- 10 羨聯綠悠悠 長幼樂融融
- 11 休憩空間 社區參與
- 12 齊心積極 共同珍惜
- 13 手做環保 心繫地球
- 14 安居樂業 長養子孫
- 15 綠草如茵 悠閒一片
- 16 藍色天空 綠色公園
- 17 綠色社區齊栽種
- 18 互動空間 社區亮點
- 19 綠色空間 創意無限
- 20 人人共融 樂也融融



Community Engagement Workshop for the design of Tree of Hope and the slogans



2. Urban Green Home – Kwai Shing Circuit

C. Community Engagement for Demolition and Hoarding Works

Green Hoarding Drawings Competition for Students – to enhance the “green” concept of the students in the community, the awarded design and the old images of demolished Block 12 of Kwai Shing East Estate were posted on the hoardings.

Briefing meeting and Workshop – had been organized to brief the nearby school users on demolition procedure, hoarding design, noise and environmental management and safety measures.



◀ **Gabion exhibits housing selected materials** from former Block 12 at hoarding
International Co-own



Appraisal

A manifestation of “**informing**”, “**consulting**”, “**deciding**” and “**acting** together” -

- **Stakeholder**, were invited to community engagement workshop to **draft conceptual design** of the community garden
- They were also **actively involved** in design development and construction stage to **assure** that the **final deliverables met their requirements**
- The project has **best addressed needs** and **wishes of stakeholders**. **Resistance** from stakeholders was **minimized** and **project delivery** was **accelerated**.

3. An Adaptive Re-use of Heritage – Wah Ha Estate



Case Study

3



3. An Adaptive Re-use of Heritage – Wah Ha Estate

Background

- As one of the short term measures to address the needs of singletons and small families for small-sized housing units in urban area → **Wah Ha Estate is converted from the historical Chai Wan Factory Estate (CWFE)**, which was granted **Grade II Historic Building** status by the Antiquities Advisory Board.
- **With the purpose of enhancing public awareness of heritage conservation and sustainable housing development**, the existing industrial building was retained for adaptive re-use.



1964



2013



2016

A 50-year Change from Chai Wan Factory Estate to Wah Ha Estate



Organisers:



International Co-owners:

Sustainable Buildings
and Climate Initiative
Pioneering Policies and Practices for SustainabilityGlobal Alliance
for Buildings and
Construction

3. An Adaptive Re-use of Heritage – Wah Ha Estate

Community Engagement in Design of Display Areas (1)

- adopts a **people-oriented** approach
- conducted **community engagement workshops to incorporate community's views and memories** in the design process.

- Ex-tenants
- Local residents
- Non-government organizations
- Local district council members

Consulting

Deciding together

- Design for the display areas at G/F of housing estate



3. An Adaptive Re-use of Heritage – Wah Ha Estate

Community Engagement in Design of Display Areas (2)

Ex-tenants and stakeholders were invited to join the **community engagement workshops**. Their **views** and **memories** were incorporated in the design process. In particular, a **display area** was set up to display the **artifacts salvaged during building clearance**, which include movable type printing machine and wardrobes, wooden carved chests, furniture, toys, daily supplies company signage, etc.



Artifacts from CWFE Being Displayed



Appraisal

A manifestation of “**consulting**”, and “**deciding** together” -

- We have successfully built up the **estate identity, ownership** and a **sustainable community** synergistically.
- We believe that -

*“It is important to **recognize the asset and potential** that local people, building fabric and service provider offers and to creatively **extend them into exciting new potential.**”*



Organisers:



International Co-owners:



4. Hand in Hand – Action Seedling



Case Study

4



4. Hand in Hand – Action Seedling

Background

- **Action Seedling** initiated in 2007 encourages **community participation** in greening the new housing estates at construction stage where the building contractors could proactively engage the community during the construction process.
- Through Estate Management Advisory Committees, schools and community organizations, **seedling plants were distributed to the participants by HA and the building contractors.**
- The participants would **nurture the seedling plants at their home** until the plants are fit for **transplanting into the planters of new estates.**



4. Hand in Hand – Action Seedling

- HA
- Contractor
- Residents
- Community Organization

Acting
together

- Estate Greenery



Organisers:



International Co-owners:



4. Hand in Hand – Action Seedling

- **create** a **greener** and **more pleasant environment**,
- **foster** a greater **sense of belonging** amongst the residents and the community
- **Contractors play their part** in greening and environmental protection as part of their **corporate social responsibility**



5. Estate Improvement Programme for Kwai Shing West Estate



Case Study

5



International Co-owners:



5. Estate Improvement Programme for Kwai Shing West Estate

Background

- We selected **Kwai Shing West Estate** completed in 1975 for pilot implementation of **BEAM Plus for Existing Buildings**.
- We conducted various improvement measures to enhance the **environmental performance** and **promote sustainable living** in the estate community.



Organisers:



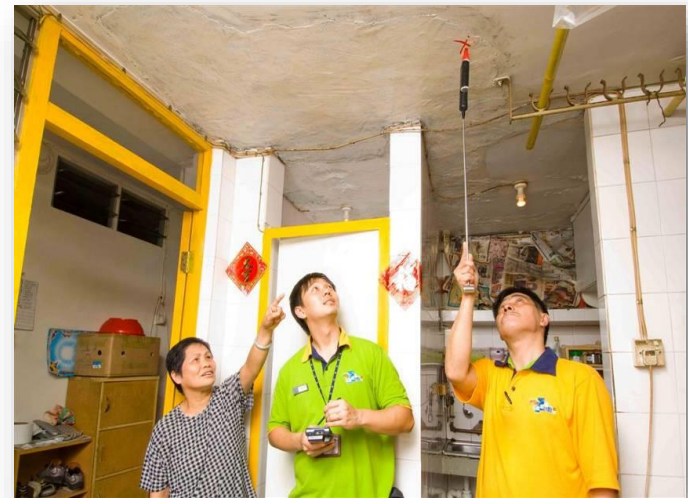
International Co-owners:



5. Estate Improvement Programme for Kwai Shing West Estate

Creating Thriving Communities

- **Trained inspectors**, serve as HA's ambassadors, to help **motivate** and **educate the tenants in reporting building defects in their homes**.
- **Responsive In-flat Maintenance Services** for all tenants with **frontline staff register maintenance requests directly from tenants** and **set repair process in motion** efficiently.
- **Estate communities** are **well engaged** and **educated**, which contributes to the success of estate improvement.

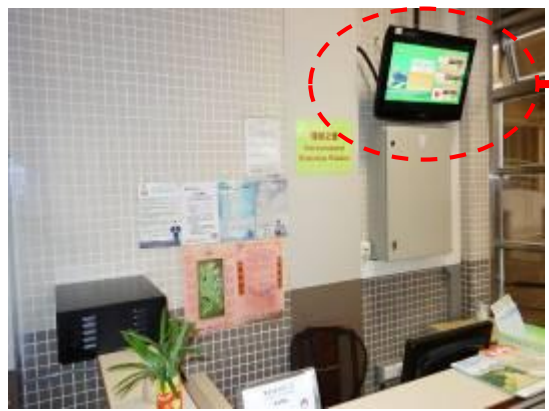


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5. Estate Improvement Programme for Kwai Shing West Estate

Fostering Community Goals

- **Energy saving** is one of the common community goals **to promote sustainable living** in Kwai Shing West Estate.
- **To arouse tenants' environmental awareness** and nurture their **sense of belonging**, **LCD panels** had been installed to display periodic **consumption of electricity, gas and water consumptions** at all domestic blocks.

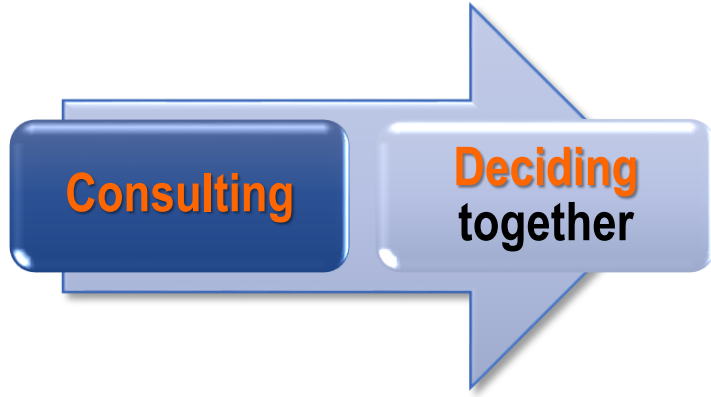


5. Estate Improvement Programme for Kwai Shing West Estate

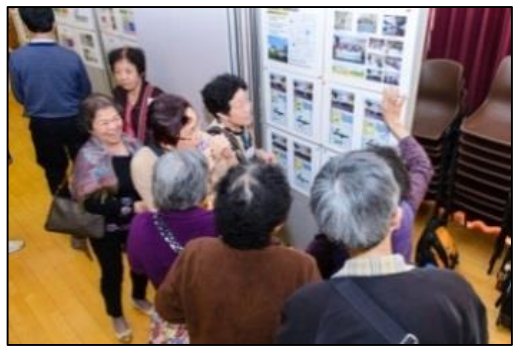
Engaging the Communities (1)

- Public engagement was conducted in formulation of its estate improvement projects of **Open Space Design** and **Improvement of Elevated Walkway**

- Estate tenants
- Nearby schools
- Non-government organizations
- Local district council members



- Design for the open space and improvement of elevated walkway



5. Estate Improvement Programme for Kwai Shing West Estate

Engaging the Communities (2)

Open Space Design - adopted as a fitness and children recreational area.



Existing Condition



Improved with fitness and children recreational area

Elevated walkway – improved as an Art Gallery displaying old estate photos and students' drawings



Existing Condition



Improved as an Art Gallery

Appraisal



Organisers:

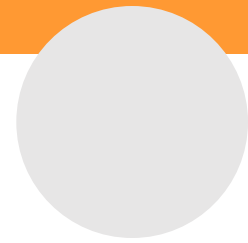
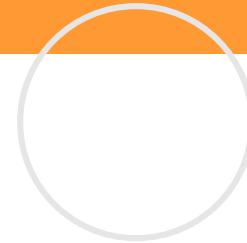
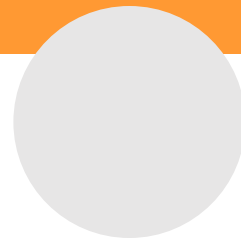
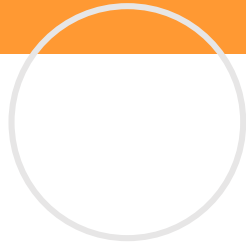


International Co-owners:



***Listen and Understand,**
before one could be understood.*



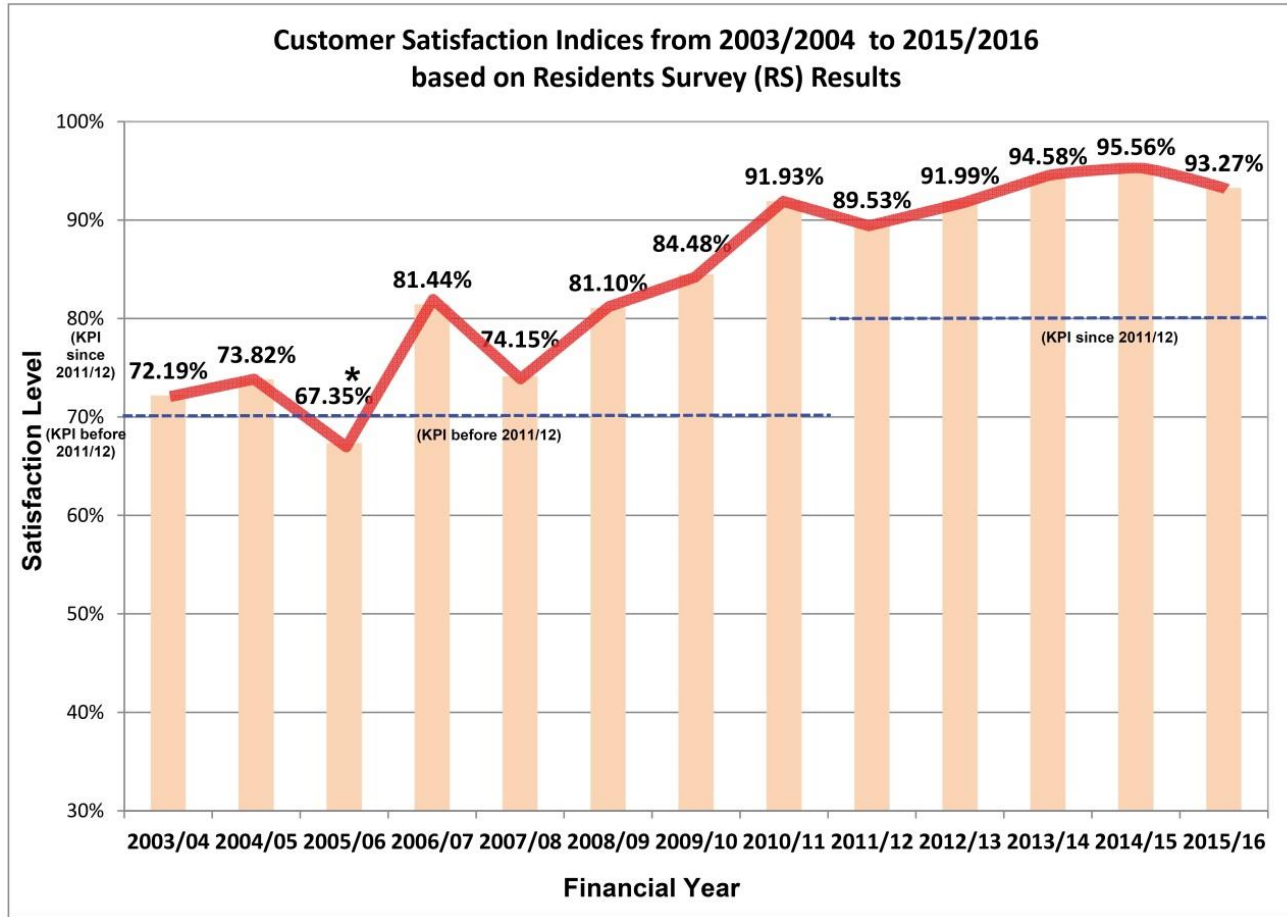


In all cases,
there is better **communication**,
better **understanding**, better **consensus**,
with a **better product or services**
where participating stakeholders
have a **Sense of Ownership**



Appraisal

Ever-rising Customer Satisfaction Indices have proven that our effort has been recognized by our tenants



High Customer satisfaction index >93% in last 3 years

This feedback is taken into account when we design new estates, alongside other important criteria such as **safety and comfort, sustainability and environmental friendliness, and efficiency and cost-effectiveness.**



We will continue to **proactively engage and vitalize** the community, and enhance their **sense of belonging** in the public housing developments.

Thank you

For details of Hong Kong Housing Authority's Sustainability Initiatives, please visit –

English Version

http://www.housingauthority.gov.hk/hdw/video/videoshell_Environmental_corporate_Eng.html

Putonghua Version

http://www.housingauthority.gov.hk/hdw/video/videoshell_Environmental_corporate_Mand.html

Cantonese Version

http://www.housingauthority.gov.hk/hdw/video/videoshell_Environmental_corporate_Cant.html



Organisers:



International Co-owners:

