Social Sustainability

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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.
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
Our Vision, Mission and Core Values

**Vision**

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

**People-centric approach 以人为本**

**Mission**

- 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**

**4Cs Core Values**

- Caring
- Customer-focused
- Creative
- Committed
Sustainable Housing

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.
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
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?
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
1. Redevelopment of Pak Tin Estate

Case Study 1

1. Redevelopment of Pak Tin Estate

Case Study

International Co-owners:
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**
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
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
2. Urban Green Home – Kwai Shing Circuit
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 (1)

- objections from stakeholders (i.e. one of the domestic blocks was at a locality right next to an existing school.)
- may jeopardize the construction programme
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

Existing school

Open Space

Domestic Blocks

Agreed Scheme
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.

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

A 50-year Change from Chai Wan Factory Estate to 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

- Design for the display areas at G/F of housing estate
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.
3. An Adaptive Re-use of Heritage – Wah Ha Estate

**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.**"
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**.

![Image of people working on plants]
4. Hand in Hand – Action Seedling

- HA
- Contractor
- Residents
- Community Organization

Acting together

- Estate Greenery
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
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.
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.
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

Consulting

Deciding together

- 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
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.
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**

**Putonghua Version**

**Cantonese Version**