Urban Thinkers Campus Preparatory Workshop: NEW TERRITORIES TOMORROW: CHALLENGES AND OPPORTUNITIES
城市思考校園預備會議：明日新界: 挑戰與機遇

SYNTHESISED NOTES OF THE SIX THINKING HATS EXERCISE BY THE FOUR GROUPS
四個組別運用六頂思考帽討論的結果

WHITE HAT (INFORMATION)	「白帽」資料需要
1. A comprehensive mapping of issues: concrete mapping of different activities to identify options—making sure that local characters are also understood ○ Potential reclamation sites identified by the government and other parties by the earlier studies ▪ To put things in perspective ▪ Hong Shui Kiu and Lung Kwu Tan: infrastructure constraint? Transport capacity ○ NT sea area: maximum amount of land that can be reclaimed? ○ Cost of developing mountainous areas and their geological conditions ○ Agricultural zones: Ownership patterns? How much? How much is owned by developers? Developable? How active are these agricultural zones? Where is the good agricultural land? Rate of food self-sufficiency? ○ Greenbelt: rugged terrain? Not as usable? ○ Country Park: criteria? People's views towards country parks ○ Restricted zone in Sha Tau Kok: what is being planned? ○ Should develop around agricultural land? ○ Ownership pattern in NT ▪ Demarcation districts in Land Registry in the public domain—can call and get these leases? How can we get these? ▪ Land Registry should update the information ○ Urban Climate Maps and flooding issues	1. 全面問題的勘測：實際不同活動的勘測以尋找選項 - 和明白本土的特色 ○ 考慮早前政府已經研究的潛在填海地點 ▪ 以幫助更全面去考慮各種方案 ▪ 洪水橋及龍鼓灘：基建限制？交通承載力？ ○ 新界海域的數字：可填海的土地上限 ○ 發展山區的成本及其地質條件 ○ 農業區：土地擁有權？要用多少錢？可發展？多少是由發展商持有？農業區有多活躍？優質農田用地在哪？食物自足率？ ○ 綠化帶：崎嶇地帶？不能被使用？ ○ 郊野公園：標準？人們對郊野公園的意見 ○ 沙頭角禁區：目前的規劃？ ○ 發展應該圍繞農業用地以達至城鄉融合？ ○ 新界業權模式及資料 ▪ 公共領域土地註冊處的劃界區可以致電並獲得這些租約嗎？怎樣才能得到這些？ ▪ 土地註冊處應更新資訊 ○ 都市氣候圖，水患及泛濫問題

WHITE HAT (INFORMATION)	「白帽」資料需要
○ Squatters ○ NT: history, heritage, culture, traditions ○ Different types of villages in NT ○ Who are living in the New Territories? ○ Rural land: current state? Total developable land? ○ Small house data, including its violation; land area reserved for small house development. How do villages obtain land? What are the land resumption procedures ○ Brownfield sites and how they operate? Where are they? What are their future development plans? ○ Has there been overfishing? ○ Public space: per capita public space, quality and accessibility of public space ○ Population: trends (coming 5 to 10 years), future estimates (youth, race, immigrants) ○ Transportation: community patterns, saturation rate of main roads, future budget for transport, vision, projected capacity and load limits of transportation networks in Hong Kong ○ GIC: current state, definitions, community perspectives; plus or minus of these facilities in different districts ○ Tso-Tong land: distribution ○ Illegal land uses ○ Visualising land use rights? ○ Analysis of land lease? 2. Greater Bay Area: positioning of HK and Central Government's views on HK; is this an opportunity? Is it a threat? ○ What is going on/happening to Shenzhen? What is going on in the Lok Ma Chau Loop?	○ 寮屋 ○ 新界：歷史、遺址、文化及傳統 ○ 新界不同種類的鄉村 ○ 誰住在新界？ ○ 鄉郊土地：現況？可發展土地總量？ ○ 丁屋數據，包括違規、留作丁屋發展的土地量。鄉村如何獲得土地？土地收回程式是如何？ ○ 棕地及他們如何運作、在哪裡、有何未來發展計劃？ ○ 有過度捕魚嗎？ ○ 公共空間：人均公共空間、公共空間的質素及可達性 ○ 人口：趨勢（未來 5 至 10 年）、未來估算(青年，種族，移民) ○ 交通：通勤模式、主要道路飽和率、未來交通預算、香港交通網絡預計容量及負荷限制 ○ 政府、機構或社區設施的土地：現況、定義、社區意見；不同區的這類設備的增加或減少 ○ 祖堂地分佈 ○ 非法土地使用 ○ 把土地使用權形象化？ ○ 土地租賃分析？ 2. 大灣區：香港的定位及中央政府對香港的看法；這是機會，還是威脅？ ○ 深圳的發展？ 落馬洲河套地區的發展？

WHITE HAT (INFORMATION)	「白帽」資料需要
○ Information from the people (different stakeholders): what do they think about development in NT and Greater Bay Area? ○ Heung Yee Kuk: What do they think? What do they want? What do they like? 3. Possibilities of balancing work and residence in NT? 4. HK2030+: Technology corridor—implemented? 5. Does government work with anthropologists and biologists? Does the government plan according to the hydrological cycle (river basin)? 6. Defining actual market needs of Grade A office 7. Cost of developing a new town? Cost of developing a series of new town? 8. Land problems as a result of historical legacy, e.g. DPA vs OZP 9. What is the costs of planning and land resumption? 10. Utility rate of Castle Peak Shooting Range in Tuen Mun 11. Total number of People's Liberation Amy, HK Garrison and land area 12. Data on cross district working 13. What is the regional carrying capacity?	○ 市民（不同持份者）：他們對新界及大灣區的發展有什麼看法？ ○ 鄉議局：他們有什看法？他們想要什麼及希望得到什麼？ 3. 平衡新界工作及居住的可能性？ 4. 香港 2030+：科技走廊已經實施了嗎？ 5. 政府有否與人類學家和生物學家合作？ 是否根據水文循環（流域）計劃？ 6. 確定甲級寫字樓的實際市場需求 7. 開發新市鎮的成本？ 開發一系列新市鎮的成本？ 8. 土地問題是歷史遺留的結果，如發展審批地區圖 vs 分區計劃大綱圖 9. 規劃及土地收回的成本是什麼？ 10. 屯門青山靶場的使用率 11. 解放軍香港駐軍和土地面積總數 12. 跨區工作數據 13. 區域承載力如何？

YELLOW HAT (POSITIVE THINKING)	「黃帽」（正向思维）
1. An alternative mode of development: different diversities, according to different rural committees; ecological and humane; putting people and planet first and not just numbers but quality! ○ Pockets of villages linked by environmentally friendly transportation modes ○ Keeping fish ponds for birds and fish farmers can continue to breed and sell good fish ○ Water ecology: a place not just for people but for nature too ○ Different parts of NT should be developed according to its own context, traditions, heritage—uniqueness of places ○ Redesigning the new town to keep the good agricultural land ○ Livability and multifaceted development ○ Alternative industries and employment opportunities	1. 另一種發展模式：根據不同的鄉事委員會的多樣性；生態和人道的發展；把人和地球放在首位而不僅僅是數字而是質量！ ○ 通過環保運輸方式連接鄉村地區 ○ 保留養魚池予鳥類，和養魚戶可以繼續繁殖和銷售優質魚類 ○ 水生態學：不僅適合人們，也適合自然 ○ 新界的不同部分應根據其自身的背景、傳統、遺產的獨特性而發展 ○ 重新設計新市鎮以保持良好的農業用地 ○ 宜居性和多方面發展 ○ 替代產業和就業機會
2. A new frontier of development in HK in the wider region, a new image in HK ○ Putting HK back to focus—developing NT will bring focus back to HK	2. 香港在更廣泛區域的新發展前沿，香港的新形象 ○ 發展新界，讓香港受到關注
3. CANNOT use the same set of rules and regulations: more flexible development regime to allow different types of uses: little innovation—for different land uses or even small houses → city of the future, a more comprehensive vision to fix problems in the New Territories: ○ Getting rid of illegal development ○ Vacant schools and old villages that provide more opportunities—making use of existing resources, rehabilitation, respecting the distinctive character of place ○ Alternative living styles ○ More self-sufficient with renewable energy	3. 不能使用現有規則和規定：需要更靈活的開發制度以允許不同類型的用途：針對不同土地用途甚至丁屋，未來城市更全面的願景以改善新界問題： ○ 避免違法發展 ○ 空置學校和舊村莊提供更多利用現有資源的機會，尊重地方的獨特性 ○ 另類生活模式 ○ 更多自給自足的可再生能源供應

YELLOW HAT (POSITIVE THINKING)	「黃帽」（正向思维）
○ Buildings more ecologically friendly as well as public space ○ More offices and job opportunities in the NT: to live and work in the same region to reduce transportation and carbon footprint ○ Opportunities for other spaces: public, private housing only? Many other types of land uses ○ NO more standard public housing please ○ Restoring degraded environment, intervening to improve the existing place ○ Waterfront as a positive part of NT ○ Proper water treatment and discharge ○ Friendly to the elderly population, accessible, walkable ○ Provide public space ○ People-centred planning 4. NT could be the real link between urban areas and the green areas: the best of urban and the best of rural 5. Brownfield operations need to be relocated somewhere 6. Effective use of land 7. Redistribution of jobs to alleviate cross-regional traffic problems	○ 建設更多生態友善的公共空間 ○ 更多新界辦公室及工作機會：同區工作及居住以減少通勤及碳足跡 ○ 發展其他空間的機會：不只公私營房屋，其他土地利用 ○ 不要倒模的公營房屋 ○ 恢復受破壞的生態環境，以改善現有的地方 ○ 濱水區作為新界的積極組成部分 ○ 妥當的污水處理及排放 ○ 老年友善、無障礙、可步行的 ○ 提供公共空間 ○ 以人為本的規劃 4. 新界可能是城市地區與綠地之間的真正聯繫：最好的城市和最好的農村地區 5. 提供適當土地讓棕地上的經濟活動可以繼續運作 6. 有效的土地利用 7. 工作重新佈局以減緩跨區交通問題

BLACK HAT (NEGATIVE THINKING)	「黑帽」（負面想法）

1. Reclamation--many parts of the developed world import sand from the less developed world
  ○ Hong Kong now imports sand from Southeast Asia → highly detrimental to local ecology.
2. Triad societies not easy to deal with
3. Affect the mode of operation of agricultural land
4. More problems to be resolved in NT Tomorrow when compared to LT Vision as there is a lack of consensus in land development priority
5. Without planning vision, short-sighted development
6. Worry about development that aims at just making money, even when conservation is included in the projects
  ○ Professionals should not just be getting jobs but should be responsible for mankind and the environment
  ○ Small house development right
  ○ Loss of local history and network
  ○ Cannot keep low-density housing
  ○ Collusion between government, businesses, indigenous population
  ○ Hong Kong is just serving the interests of China such as influx of immigrants
  ○ Nam Sang Wai: development and conservation with maintenance? A responsibility on the side of the developers to make it more environmentally and people friendly.
  ○ Developers if carefully regulated could have produced a much better environment in the course of development and conservation. Developers give money to a trust and a NGO being appointed to take care of ecology → this is not logical and the public part should be given back to the public
  ○ Standard mode of development will not work
  ○ Dominance of the private sector
	1. 填海：發達國家往往從落後地方進口沙
	  ○ 香港現在從東南亞進口沙，對當地生態極為不利。
	2. 三合會不易處理
	3. 影響農地運作模式
	4. 與明日大嶼願景比較，新界有更多問題需要解決，因香港缺乏優先發展土地的共識
	5. 缺乏規劃願景，只有短視的發展
	6. 擔心即使在項目中包含保育，最終也只會為賺錢而進行開發
	  ○ 專業人員不僅只為「打工」，還應該對人類和環境負責
	  ○ 丁屋發展權利
	  ○ 失去社區歷史、社區網絡
	  ○ 不能保持低密度房屋
	  ○ 官商鄉勾結
	  ○ 香港只是服務中國的利益，如移民湧入
	  ○ 南生圈：發展及保育與維護？開發人員有責任使其發展更環保及對人友善。
	  ○ 如受嚴格監管，開發商可在開發和保護過程中提供更好的環境。 開發商向信託和指定負責生態的非政府組織提供資金→但是這是不符合邏輯，公眾部分應該歸公營部門管理
	  ○ 現有發展模式不能奏效
	  ○ 私人發展商主導

BLACK HAT (NEGATIVE THINKING)	「黑帽」（負面想法）
7. Resumption of land will be very expensive and the government may not satisfy the wants of the indigenous population 8. Very difficult to relocate brownfield sites 9. Micro-management and not allowing creative ideas. Town Planning Board: no grey water features… Govt is not knowledgeable about possible greener ways of development 10. Hazardous environment 11. Small House Policy is a major constraint 12. Development in NT will definitely degrade the environment/ecology and biodiversity: do we have the ability to control and safeguard the environment—we need ENFORCEMENT POWER 13. Lack of a land development discussion platform 14. East and West Rail will be more congested; insufficient infrastructure 15. How would the public and private sector cooperate? 16. Conflicts between new comers and indigenous population	7. 土地收回將十分昂貴及政府可能未能滿足原居民想要的條件 8. 難以重置棕地 9. 微觀管理，不允許創意。 城規會：不了解循环用水系统... 政府不瞭解更環保的發展模式 10. 有害的環境 11. 丁屋政策是主要限制 12. 新界發展定會破壞環境和生物多樣性：我們是否能控制和保護環境？我們需要**執法權力** 13. 缺乏討論土地發展的平臺 14. 缺乏基建情況下，東鐵及西鐵線將更擠迫 15. 公私部門會如何合作？ 16. 新住戶與原居民會起衝突

GREEN HAT (CREATIVITY)	「綠帽」創意思維
1. Viewing NT as a strategic growth area in the Pearl River Delta / Greater Bay Area —we should make it the central area of Greater Bay Area ○ Try to link this to the emerging trend in the region ○ Build on existing patterns first ○ HK should not be disconnected but there could be high-speed cable for people to work from home ○ Being connected to 62 million in GBA—but we do not have a proper recycling and waste disposal areas ○ But should have alternative life-styles, a new centrality of the place ○ Need to have a green vision that allows diversity	1. 將新界視為珠江三角洲或大灣區的戰略增長區域 - 我們應該將其作為大灣區的核心區域 ○ 嘗試將此與該地區的新興趨勢聯繫起來 ○ 先建立於現有的發展模式 ○ 可提供高速網路供人們在家工作 ○ 連接到大灣區的 6200 萬旅客，但我們沒適當的回收和廢物處理設施 ○ 地區的核心，但應該有其他生活方式 ○ 多元化的綠色願景

GREEN HAT (CREATIVITY)	「綠帽」創意思維
○ NT allows a new kind of space that deals with existing issues ○ Development is about linking people up! 2. Land use review of NT as a whole, including adjacent waters → help formulate a development and conservation strategy on a map 3. Making necessary changes of the laws to conserve those areas that we want to conserve—not fundamental changes but feasible changes that can be done quickly to make sure that NATURE will not be destroyed ○ Town Planning Ordinance in 1990 → enforcement areas should be made in NT so that planners can carry out enforcement actions ○ How to stop the illegal actions in NT? 4. New Development Areas: need to revisit them so that we can replan and redesign the developments → green and ecological building techniques. Redevelopment of brownfields in Shek Kong to relocate to properly planned and controlled area. More greenery in town development. Allow public housing in transit stations 5. Rural Renaissance Assemblies in NT ○ Rural Committees may be partial but they are to be included ○ Pilot projects? Example from Germany: partly government, partly civil society, support from govt departments, international competition and working together within a particular period of time. To test a new system to see how it works: CUHK + MOS + Sai Kung + Tai Po ○ To help build the government's credibility 6. Small Houses → Build higher? Better planning? Found this a rather difficult pathway ○ Existing V-zones → New village houses	○ 發展新界以處理現有的問題 ○ 發展就是把人們聯繫起來！ 2. 檢視新界的土地及鄰近水域的土地利用，製定發展和保育策略和地圖 3. 對法律進行必要的修改以保存我們想要保育的區域 - 不是根本性的變化，而是可以快速完成的可行變更，以確保不會破壞自然環境 ○ 1990 年的城市規劃條例→執法領域包括新界，以便規劃師具備執法能力 ○ 如何制止發生在新界的違法行為? 4. 新開發區：需要重新審視它們，以便我們可以重新規劃、設計和開發→綠色和具生態的建築技術。 把石崗棕地活動遷往具適當規劃及管制的地區，以便再發展。城鎮發展更綠化。允許在交通轉運站上建公共房屋 5. 新界農村復興委員會 ○ 鄉事委員會可能會偏頗，但也該包括在內 ○ 試點項目？ 來自德國的例子：部分為政府，部分為民間社會，政府部門的支持，國際競爭以及在特定時期內共同合作。測試新系統，看它是如何運作的：中大 +馬鞍山 +西貢+大埔 ○ 幫助建立政府信譽 6. 丁屋→ 起高些？ 更好的規劃？一個相當困難的途徑 ○ 現有村界→新村屋

GREEN HAT (CREATIVITY)	「綠帽」創意思維
▪ multi-story? However, needs to make sure that it's not going to be consumed by indigenous population only ▪ To move through government, needs to change the zoning but the problem is to get agreement of residents—how to coordinate and redevelop? ○ Redevelopment: very difficult to assembly the land lots (1982—had recommended ending of the policy but was not entertained) → not feasible as an option? ○ Stop the small house policy by 2047? There is a court case ○ Learning from Shenzhen: urban villages—whenever land is taken over, they will be compensated… and share a certain percentage of the profit of development 7. Closed Frontier Areas: allow people to use the land for small houses and recreation and hostels 8. Government and stakeholders should cooperate with each other 9. Establish a low-cost, environmentally friendly and concrete land-based reclamation science and technology centre 10. Floating city concept in Tolo Harbour 11. Identify the carrying capacity of Hong Kong 12. Relocation and planning for industries in brownfield sites 13. Tso-Tong land and vacant government land for public purposes 14. Online registration system for land owners to indicate their willingness to sell land 15. Villages provide land for development and receive bonus as a result 16. Encourage the moving of industries to NT to improve job=residence balance 17. Revitalise agricultural development to promote food self-sufficiency and tourism; facilitate tenant farmers to continue their tenancy, forcing government to deal with idle land	▪ 多層？ 但是，需要確保它不會僅由原居民享有 ▪ 要通過政府，需要改變土地用途，但問題是獲得居民的同意 - 如何協調和重建？ ○ 重建：收地困難（1982 年 - 建議結束政策，但沒有受理）→作為一種選擇不可行？ ○ 到 2047 年停止丁屋政策？ 有一個法庭案件 ○ 向深圳學習：城市村莊；每當土地被接管，村民將得到補償，並分享一定比例的發展利潤 7. 封閉邊境地區：允許人們將土地建設丁屋，提供娛樂和旅館 8. 政府以及持分者應該相互配合 9. 設立低成本、環保、具體造地的科技研究中心 10. 吐露港漂浮城市 11. 確定香港的承載能力 12. 棕地工業重置及規劃 13. 祖堂及閒置官地作公共用途 14. 地主網上登記系統讓他們提出出售土地的意願 15. 鄉村提供土地作發展，以取得相應回報 16. 鼓勵產業遷入新界以增加工作機會，平衡住宅需求 17. 振興農業發展，促進糧食自給自足和旅遊業; 促進佃農繼續租賃，迫使政府處理閒置土地

GREEN HAT (CREATIVITY)	「綠帽」創意思維
18. Provide a cycling friendly environment in future developments in NT 19. Build sea water desalinization plants to boost water self-sufficiency in HK 20. Population control policy 21. Government should provide resumption price based on existing land conditions, uses and damage etc. 22. Encourage conservation when development takes place 23. Encourage low-carbon development, small scale new towns 24. Crowdfunding to buy back ecologically sensitive land and manage them with trusts etc. 25. Collaborate with civil society to develop, organise and maintain a comprehensive data base	18. 未來新界發展提供自行車友善的環境 19. 興建海水化淡廠以提高香港食水自給率 20. 人口控制政策 21. 政府應根據現有土地條件、使用及破壞程度等，提供土地收回價格 22. 當開發時，應鼓勵保育 23. 鼓勵低碳及小型新市鎮的發展 24. 衆籌購買生態敏感土地並以信託等方式管理 25. 與公民社會合作建構、組織及維持整合的資料庫

RED HAT (FEELINGS)	「紅帽」（憤怒的感覺）

1. We have no say in the population policy
2. Today's land shortage is a false demand
  ○ Lack of quantitative data and consultation
  ○ The government has pushed hard without understanding actual needs
3. Plan of the Greater Bay Area will reduce the population, making land reserve of Lantau Tomorrow useless
4. Bureaucratic government has dominated from the last century to present day
5. The Lantau Tomorrow Vision proposed by the government is too impractical
	1. 我們沒有人口政策的話語權
	2. 現今的土地短缺乃虛假需求
	  ○ 沒有量化的資料及諮詢
	  ○ 政府硬推而沒有明白實質的需要
	3. 大灣區計劃會令人口減少，令明日大嶼的儲備沒有用途
	4. 官僚體系由上世紀到如今一直主宰香港的命運
	5. 政府提出的「明日大嶼」委實太虛浮

BLUE HAT (PROCEDURES)	「藍帽」（程式/總結）

1. Recognising power play and planning methods
2. Creating a societal direction (consensus)
  ○ Judging the good and bad of different schemes to construct a clear image
3. Promote 'new elitism' to help/lead people
4. Comprehensive study + open data to increase transparency
5. Justice of planning
  ○ People-oriented, socially responsible + everyone should be respected
  ○ Improve the community and enhance the quality of life
  ○ Follow planning and urban design principles and guidelines
6. Reclaiming the right of land development
  ○ Today's real estate developers hoard a lot of land, they have the power and financial resources to determine the rule of the game in land development
  ○ Government can use the Land Resumption Ordinance to integrate land for community development
  ○ Reclaim the right to reform land
7. Develop a transparent system
  ○ Promoting participation to counteract bias towards developers' interests
  ○ Open up Land and Development Advisory Committee to increase the voice of the people
8. Use the existing system to change the status quo
  ○ For example, to develop the entire New Territories with the NDA model
  ○ Build community facilities with STT sites to promote relationships between people
9. Allow citizens to have the freedom to pursue their own lifestyle
	1. 重新認識不同權力的角力以及規劃的方法
	2. 創造「社會大方向」(共識)
	  ○ 判斷不同方案的好壞以便構成更清晰的圖像
	3. 提倡「新精英主義」以協助/带领民眾
	4. 綜合研究+開放數據以提高透明度
	5. 彰顯規劃公義
	  ○ 以人為本、對社會負責任 + 每一個人都應該受到尊重
	  ○ 改善社區，提升生活質素
	  ○ 遵循規劃及城市設計原則和準則
	6. 取回土地發展的自主權
	  ○ 現今地產商囤積不少土地，擁有權力、財力去制定發展的玩法
	  ○ 政府可以利用「收回土地條例」，整合土地为社區所用
	  ○ 取回土地改革的主導權
	7. 體制透明化
	  ○ 提高不同持份者的参与度以抗衡地產商的利益
	  ○ 開放土地及建設諮詢委員會，增加民間的聲音
	8. 利用現行制度去改變現狀
	  ○ 例如以新發展區模式去發展整個新界
	  ○ 以短期租約場址去興建社區設施以促進人與人之間的關係
	9. 容許市民有自由度去追尋自己的生活方式