

非常
Collaborate HK
協作

SANDBOX

社區試驗 工作坊

Info Pack
資料冊



Testing a possible framework
for community-led
improvement initiatives
測試社區主導項目新機制

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We need your feedback!

我們期望收到你的意見！

RUNDOWN

程序表

3.23 (Fri)

5:30 pm

Registration 登記

6:00 – 6:10 pm

Opening speech 開幕辭

Mr. Christopher Law (co-founder, VeryHK)
非常香港聯合創辦人 羅健中先生

6:10 – 6:40 pm

Kings Cross Regeneration - Lessons for Hong Kong

香港借鑑：國王十字區重建項目

Professor Peter Bishop
Peter Bishop 教授

6:40 – 7:00 pm

About CollaborateHK「非常協作」簡介

Mrs Margaret Brooke (co-founder, VeryHK)
非常香港聯合創辦人 蒲美琪女士

7:00 – 9:00 pm

Team discussion 小組討論

3.24 (Sat)

8:00 am

Venue opens 場地開放

9:00 am

Registration 登記

10:00 am – 1:00 pm

Advisory Clinic 諮詢顧問時段

2:00 – 3:00 pm

Feedback on proposed framework

對擬議機制的意見反饋

3:00 – 6:00 pm

Team presentations & Q&A

小組匯報及答問時段

6:00 – 6:30 pm

Closing speech 閉幕辭

6:30 – 8:00 pm

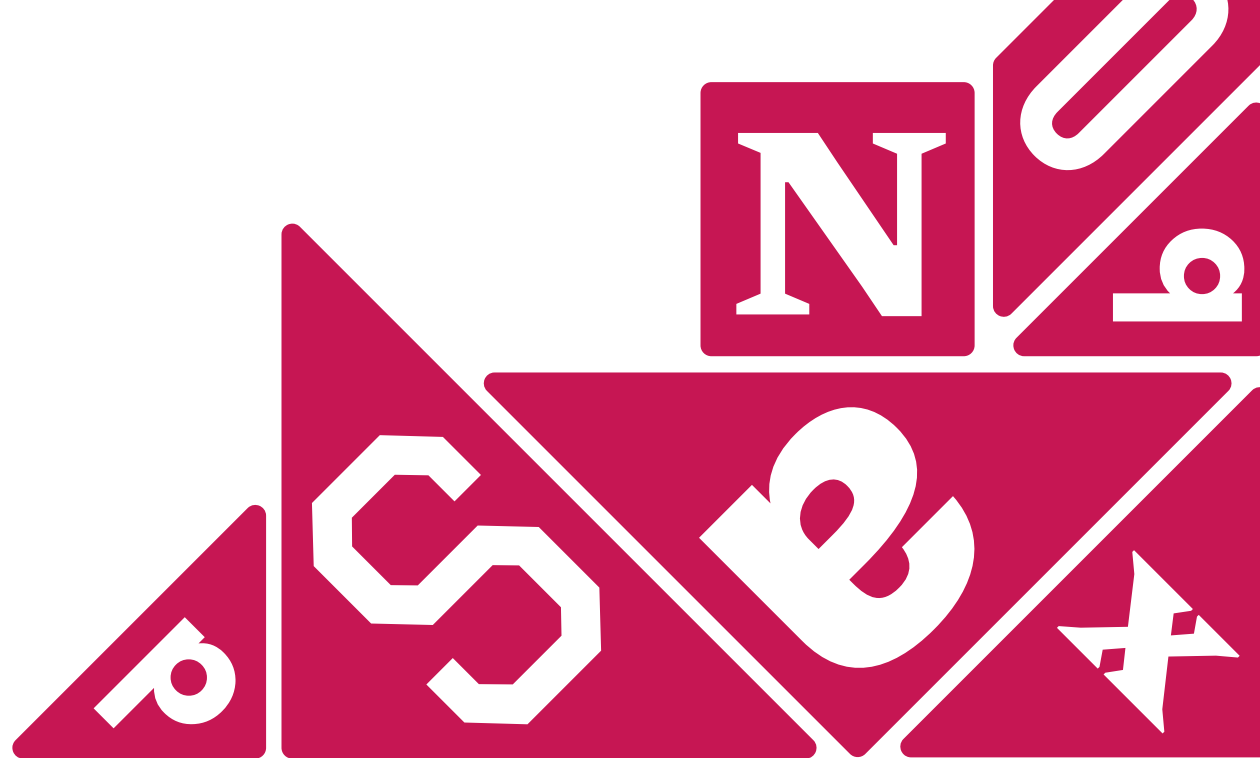
After-party 聯誼

ABOUT SANDBOX

關於「社區試驗工作坊」

In this 24-hour Sandbox, you and your team will propose initial project ideas for the identified vacant sites/premises and feedback on the proposed framework.

在 24 小時內，你和你的組員要為已選定的閒置土地 / 空置物業提出初步構思，並對擬議新機制提出意見反饋。



2

You will receive:
你會收到：

- Site information 選址資料
- Proposal template 項目建議書格式
- A group of passionate and experienced teammates
一組充滿熱誠和經驗豐富的組員
- AND a team of experienced and helpful advisers
at the Advisory Clinic!
專業顧問團協助

By the end of
the Sandbox,
you will deliver:
完成工作坊後，你需要提交：

- An initial project proposal for the selected vacant site (with 2-3 illustrated sketches/images)
社區項目初步建議書 (包括 2-3 張粗略繪圖或圖片等)
- 15-min presentation on project ideas and feedback
on proposed framework
15 分鐘匯報，簡述計劃構思和對擬議新機制的意見

ADVISORY CLINIC
專業顧問團

20 minutes | 20 分鐘每組
3.24 (10 am – 1 pm)

We understand it's not always easy to come up with a comprehensive proposal, that's why we need advisors! We have invited an advisory panel to help you on Saturday 24 March from 10am-1pm (subject to individual availability).

Each team will have a 20-min consultation session with the advisors. You are welcome to ask them anything concerning the proposal and the proposed framework. Get prepared for your questions!

我們十分明白撰寫一份計劃書的困難，所以我們誠意邀請了一組來自各個界別的专业顧問團，於星期六早上 10 時至下午 1 時為各組提供意見。

每組將有 20 分鐘會見顧問的環節。你可以向他們查詢任何關於計劃書或提出之新框架的問題。請先準備好問題啊！

3

PROPOSAL TEMPLATE

計劃書大綱

4

I. Vision

願景

- Application background
背景資料
- Vision statement
計劃願景
- Objective
計劃目標

II. Proposal

計劃項目

- Project nature
計劃性質
- Site analysis
選址分析
- Target audience
目標使用者
- Duration (one-off vs. recurring)
所需時間 (一次性 / 經常項目)
- Operation timeline
執行時間表

III. Execution & budgeting

計劃項目

- Phasing 籌劃階段
(Prepare → Implement → Follow-up)
(籌備 / 執行 / 跟進)
- Promotion/ Public Engagement
推廣 / 公眾參與
- Budgeting 預算
(Expected costs and revenues? Financial sustainability?)
(支出和收入)

IV. Partnership

合伙

- Potential partners and sponsors
合作伙伴
- How to get them involved?
如何合伙?
- Measurables, deliverables to justify social benefit/ impacts
項目績效指標 / 預期社會裨益

5

SITE INFORMATION

選址資料

6 **1** Waterfront Site at Fung Mat Road adjacent to Western Wholesale Food Market, Sai Ying Pun
西營盤豐物道毗鄰西區副食品批發市場的空置海濱地皮

2 Public Space at junction of Bonham Strand & Morrison Street, Sheung Wan
上環文咸東街及摩利臣街交界的公共空間

3 Vacant Land at Shing Wong Street, Sheung Wan
上環城皇街空置土地

4 Vacant Waterfront Site at Hoi Yu Street, Quarry Bay
鯉魚涌海裕街海濱空置地皮

5 Vacant Land at Eastern Harbour Crossing Tunnel Portal area, Quarry Bay
鯉魚涌東區海底隧道出口上蓋空置土地

6 Vacant Land adjacent to Tin Hau Temple at Shau Kei Wan Main Street East, Shau Kei Wan
筲箕灣東大街天后廟旁空置土地

7 Former S.K.H. Stanley Village Primary School (Vacant School), Stanley
赤柱前聖公會赤柱小學 (空置校舍)

8 Former Kowloon Docks Memorial School (Vacant School) at Tsing Chau Street, Hung Hom
紅磡青州街前九龍船塢紀念學校 (空置校舍)

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Waterfront site at Fung Mat Road adjacent to Western Wholesale Food Market

豐物道毗鄰西區副食品批發市場的空置海濱地皮

SAI YING PUN 西營盤

1

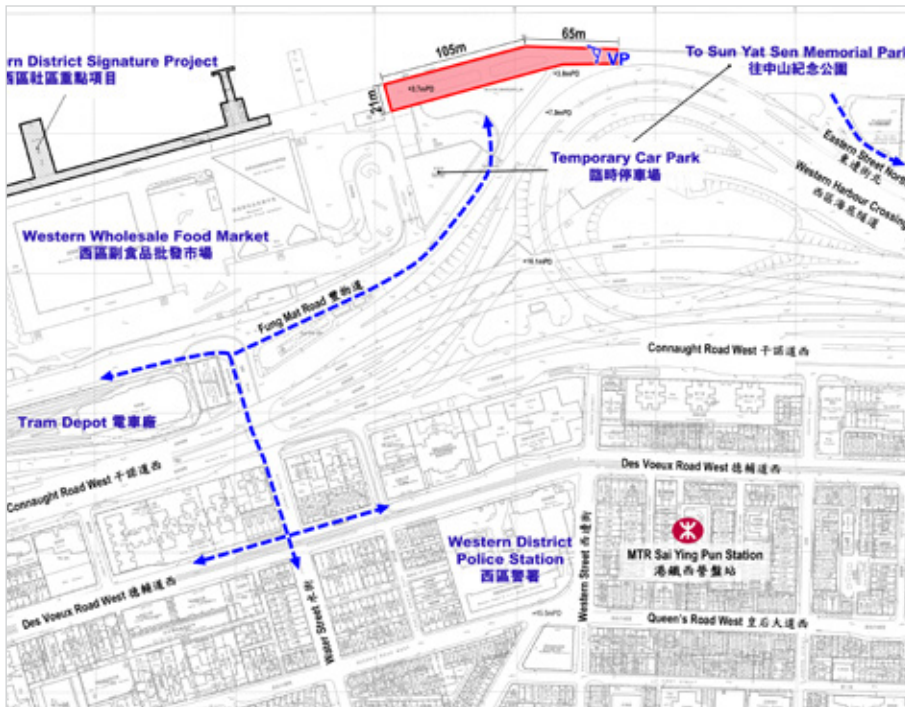


Zoning 土地用途

Open Space
休憩用地

Area 面積 (m² 平方米)

2,930



Site Conditions 土地狀況

- Flat 平地
- Elongated 偏長形
- Well-formed with pavements 已平整和已鋪設路面

Site Description 地盤簡介

- Accessibility of the site is a constraint. Access from the Sun Yat Sen (SYS) Memorial Park from the east is currently blocked by a temporary car park for goods and LPG vehicles at Eastern Street North. 地盤可達性是其中一個發展限制。受地盤東面臨時停車場限制，行人不能由中山紀念公園步行過來。
- Hence it can only be accessed from Fung Mat Road at the southwest of the site. 行人只能由地盤西南面豐物道進入
- Air quality and noise impact are other constraints due to being in close vicinity of the portal of the Western Harbour Crossing and immediately adjacent to its carriageway/elevated road 該地盤毗鄰西區海底隧道的高架道路和出入口，因此空氣質素和噪音影響較差。
- Can potentially be connected to the SYS Memorial Park to the east and the Central and Western District (C&WD) Promenade implemented under Signature Project Scheme (plan to open in 2nd quarter of 2018) to the west to provide a continuous waterfront promenade 該地盤有機會連接東面的中山紀念公園，和西面中西區區議會社區重點項目下推行的海濱長廊——西區副食品批發市場段（預計2018年第二季開放），提供一條連貫的海濱長廊。



Public Space at junction of Bonham Strand & Morrison Street

文咸東街及摩利臣街交界的公共空間

SHEUNG WAN 上環

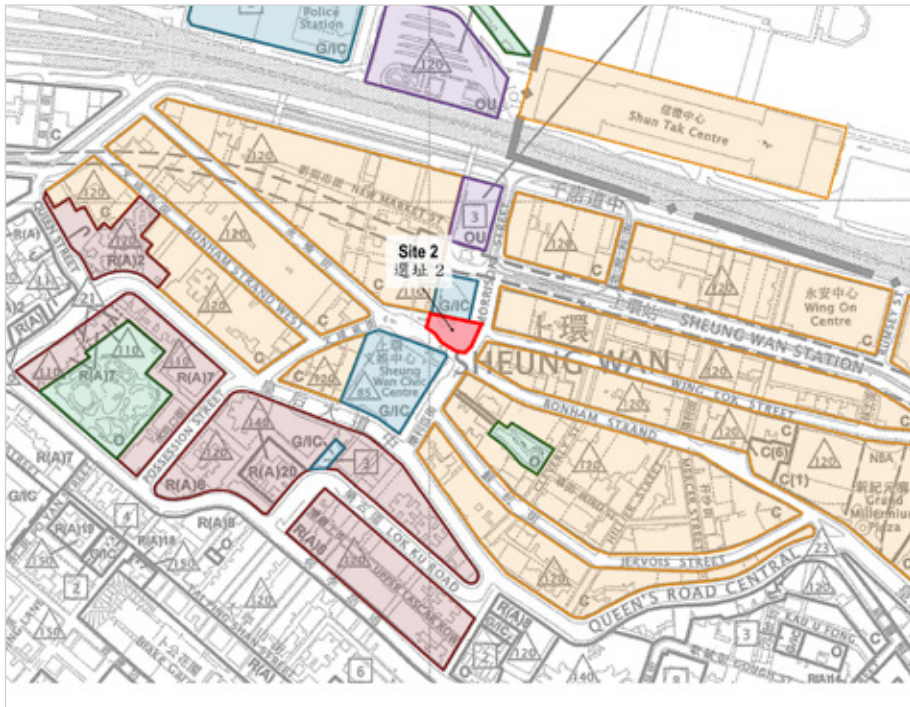
Zoning 土地用途

Road
道路

Area 面積 (m² 平方米)

650





Site Conditions 土地狀況

- Well-formed pedestrian pavement
鋪設良好的行人路
- With street furniture and planters
設有長櫈和花槽

Site Description 地盤簡介

- Opposite the Sheung Wan Municipal Services Building and Civic Centre, the site is easily accessible with high pedestrian flow
地盤對面是上環市政大廈及文娛中心，人流和可達性均很高
- A key pedestrian route to Des Voeux Road and Queen's Road Central
往來德輔道西和皇后大道中的重要行人路線
- A variety of activities take place at this public site, including one-off community events and booths selling and advertising various goods
該地盤間中會有團體申請舉辦假日活動，也有不同單位設置街站售賣或宣傳各種服務和產品



Vacant Land at Shing Wong Street

城皇街空置土地

SHEUNG WAN 上環

Zoning 土地用途

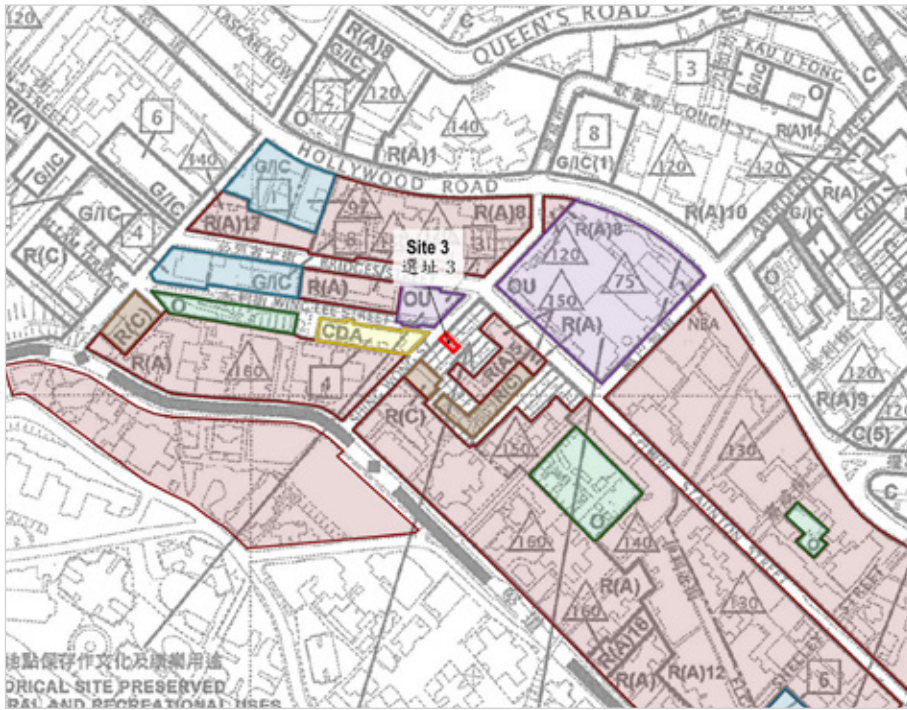
Area 面積 (m2 平方米)

**Comprehensive Development Area in Urban
Renewal Authority Staunton Street/ Wing Lee Street
Development Scheme Plan**
市區重建局士丹頓街／永利街發展計劃圖劃為綜合發展區

44

3



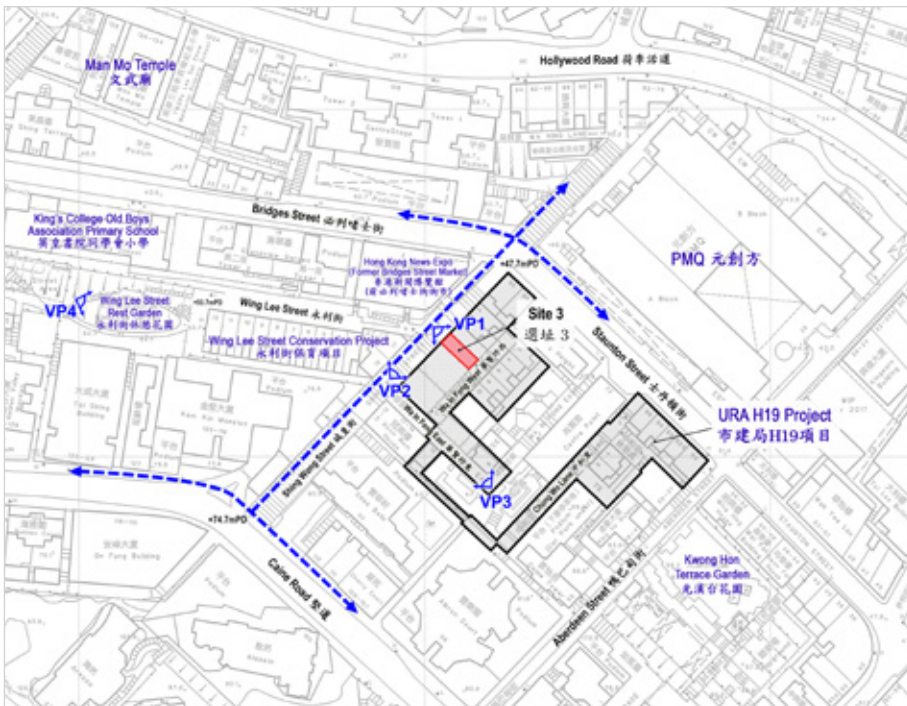


Site Conditions 地盤狀況

- Flat, pedestrian access only
平地，只供行人出入

Site Description 地盤簡介

- Narrow, rectangular site located within a cluster of low-rise tenement buildings at Wing Lee Street and Wa In Fong West
地盤形狀呈狹窄長方形，座落在永利街和華賢坊西的矮唐樓群中
- Can be accessed via the stairs at Shing Wong Street
可經城皇街梯級進入該地盤
- The vacant site (formerly known as 6 Shing Wong Street) falls within the URA H19 redevelopment project, where two high rise residential towers will be built and with two tenement buildings being preserved.
該地皮（即城皇街6號）屬於市建局H19重建項目一部分，計劃保留兩幢唐樓，另興建兩幢新建住宅大廈。



Vacant Waterfront Site at Hoi Yu Street

海裕街海濱空置地皮

QUARRY BAY 鰗魚涌

Zoning 土地用途

Open Space
休憩用地

Area 面積 (m² 平方米)

595



Remark
備註

- The site is within the boundary of the Harbourfront Area of Hong Kong Island
該地位於港島區海濱用地範圍
- A 6m-wide waterworks reserve should be provided for operation and maintenance of the adjacent pumping station
應提供一個 6 米闊的水務專用範圍，以配合毗鄰抽水站的運作和維修



Site Conditions 土地狀況

- Flat 平地
- Irregular shape 不規則地形

Site Description 地盤簡介

- Accessibility is a major constraint for this site
可達性是該地盤一個發展限制
- Located north of Quarry Bay Park Phase 2, the site is separated from the Quarry Bay/Tai Koo Shing hinterland by the elevated Island Eastern Corridor (IEC) and no crossing underneath the IEC
該地盤位於鯽魚涌公園第二期的北面，但被高架路東區走廊分隔，地面又沒有過馬路的行人設施，不能連接鯽魚涌商業區或太古城住宅區
- The site can only be accessed either from North Point via Hoi Yu Street and Java Road or the foot-bridge at the far eastern end at Quarry Bay Park Phase 1
行人現時只可由北角往東行走，經渣華道和海裕街進入該地皮，如由東面過來，則要使用位於鯽魚涌公園第一期近太古城的行人天橋到達海濱區。
- The waterfront promenade is discontinued by the adjacent private lot where a 25-storey industrial building is under construction, hence cannot be connected to the pet garden east of the private lot.
該地皮東面是一幅私人土地，正興建一幢 25 層高工業大廈，把空置地盤與東面的狗公園分隔，無法落實一條完整的海濱長廊。
- No timeframe for implementation of cultural and/or commercial, leisure and tourism related uses further east where an elevated walkway is planned to connect to the commercial developments in Quarry Bay.
政府已預留地皮東面再遠一點的土地，作文化及/或商業、消閒及與旅遊有關的用途，並計劃以高架行人橋連接至鯽魚涌商業區，不過該計劃沒有具體落實時間表。



Vacant Land at Eastern Harbour Crossing Tunnel Portal area

東區海底隧道出口上蓋空置土地

QUARRY BAY 鰂魚涌

5

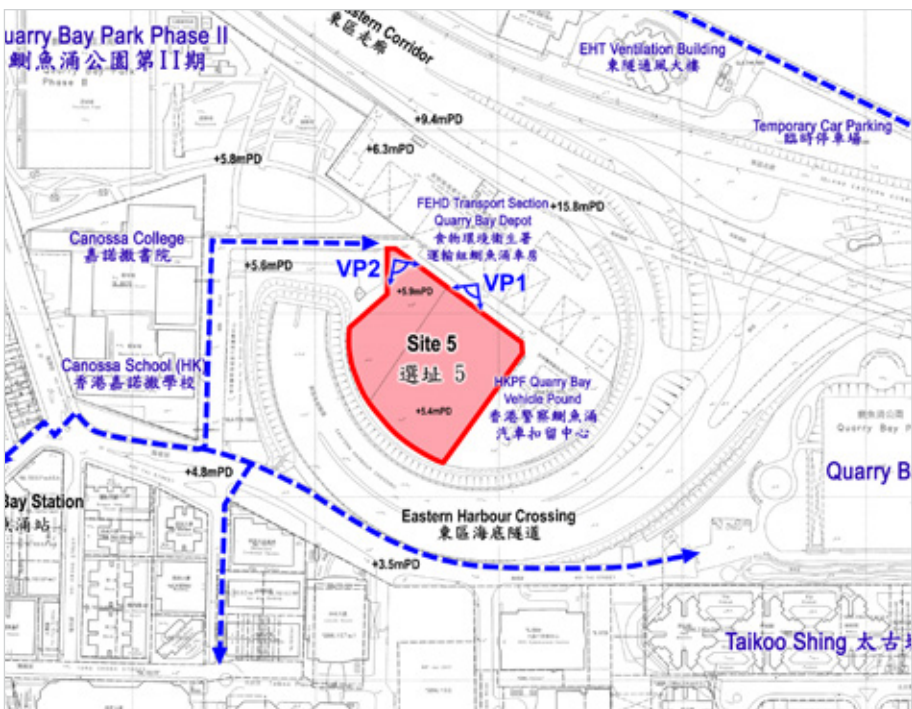
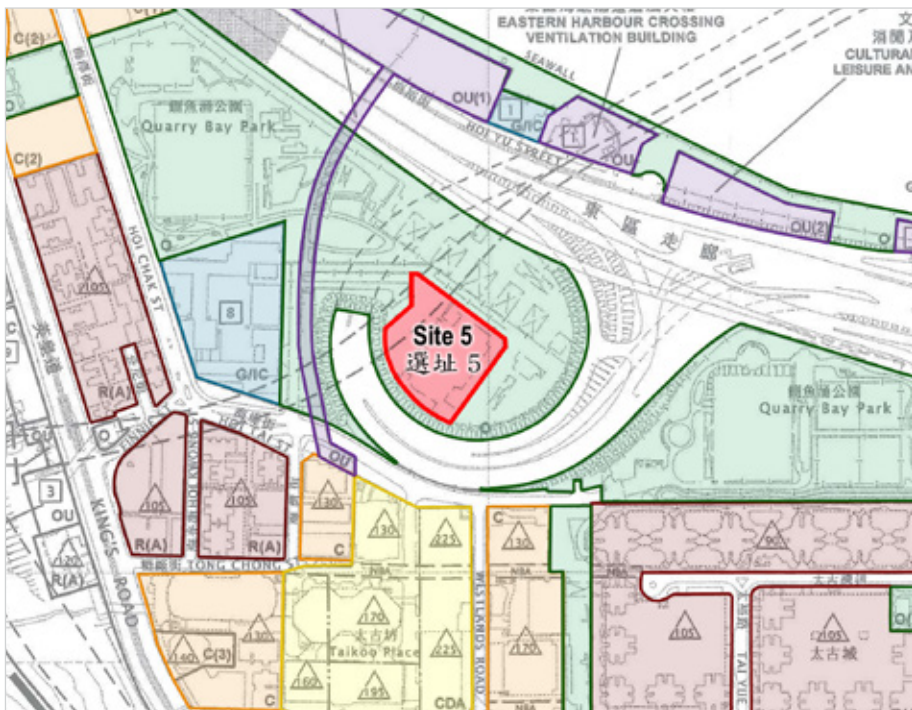
Zoning 土地用途

Open Space
休憩用地

Area 面積 (m2 平方米)

6,100





Site Conditions 土地狀況

- Flat 平地
- Accessible by vehicles and pedestrians
可供行人及車輛出入

Site Description 地盤簡介

- The site is highly accessible by public transport, about 200m from Quarry Bay MTR Station
地盤位置交通方便，鄰近多種公共交通工具，距離鯽魚涌港鐵站約 200 米
- The temporary HKPF Vehicle Pound & FEHD Depot are located in the immediate southeast and north-east respectively
相鄰地盤現時為食物環境衛生署的臨時車房和警務處的臨時汽車扣留中心。
- The entire Eastern Harbour Crossing (EHC) Tunnel Portal area (i.e. including the vacant land) is reserved for Quarry Bay Park Phase II (Stage 2 and 3).
整個東區海底隧道（東隧）出口上蓋用地（包括空置地盤）已預留作鯽魚涌公園第 II 期（第 2 及第 3 階段）發展
- According to the Hong Kong Island East Harbour-front Study conducted by Planning Department in 2012, an indoor entertainment facility was proposed at EHC Tunnel Portal Site after relocating the existing temporary Government facilities. However, there is no implementation programme for the project.
根據規劃署於 2012 年完成的《港島東海旁研究》，建議搬遷現有政府臨時設施後，有關用地將發展為室內娛樂設施，不過該計劃沒有具體落實時間表
- Possible elevated walkway to provide north-south connection across Island Eastern Corridor linking the waterfront with Quarry Bay hinterland
政府有計劃興建高架行人走廊，連接海旁和鯽魚涌商業區



Vacant Land adjacent to Tin Hau Temple at Shau Kei Wan Main Street East

東大街天后廟旁空置土地

SHAU KEI WAN 筲箕灣

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Zoning 土地用途

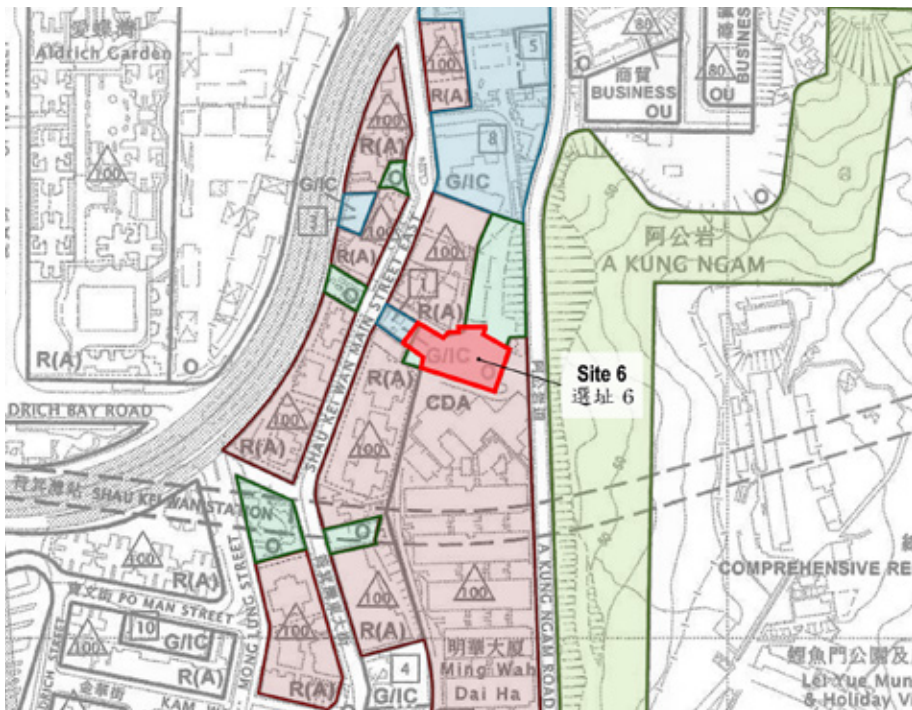
Area 面積 (m² 平方米)

Majority "Open Space", a very small part on "Government, Institution or Community and "Residential (Group A)" zones

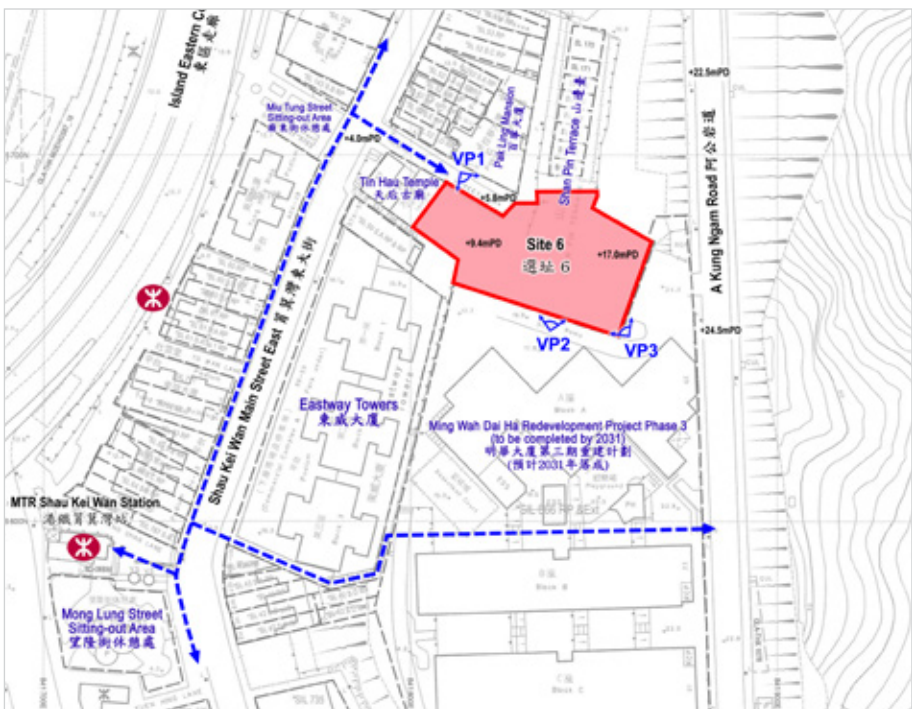
1,610

大部分為休憩用地，少部分涉及政府、機構或社區和住宅（甲類）用地





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Site Conditions 土地狀況

- Stepped 不同層級地面
- With pedestrian access only 只供行人出入
- With dense vegetation 長滿樹木 / 植物

Site Description 地盤簡介

- The site is highly accessible and it is about 150m from Shau Kei Wan MTR Station
地盤位置交通方便，距離筲箕灣地鐵站約 150 米
- The site formerly accommodated Shan Pin Terrace, a squatter settlement in the past and was demolished in the 1990s
地盤以前為山邊臺寮屋區，政府於九十年代開始清拆上址。
- To the immediate west and immediate south of the site are Tin Hau Temple and Ming Wah Dai Ha respectively
筲箕灣天后廟和明華大廈分別位於地盤西面和南面。
- Ming Wah Dai Ha redevelopment project will be carried out in three phases. The first phase is expected to be completed by 2019.
明華大廈重建工程將分三期進行，第一期預計於 2019 年完成。

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Former S.K.H. Stanley Village Primary School (Vacant School)

前聖公會赤柱小學 (空置校舍)

STANLEY 赤柱



Zoning 土地用途

Government, Institution or Community
政府、機構或社區

Area 面積 (m² 平方米)

1,250





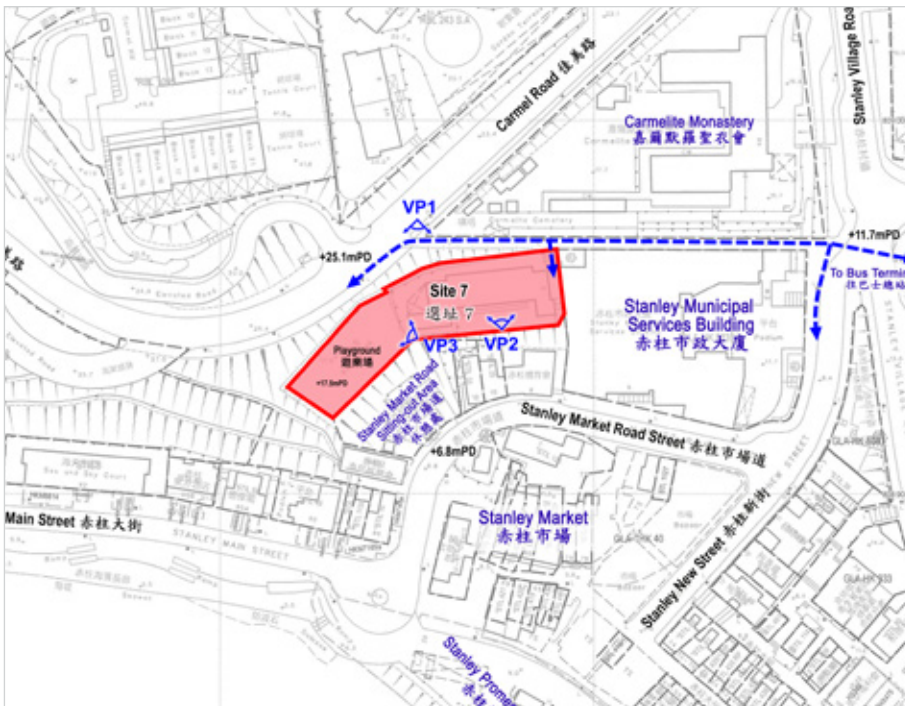
34

35





36



Site Description 地盤簡介

- Close proximity to Stanley Market and bus terminal 鄰近赤柱市集及巴士總站
- Can be accessed via a passageway branched off from Stanley Market Road and Camel Road respectively 可經赤柱市場道或佳美道的行人小路進入校舍
- No vehicular access directly to the school 沒有車路直接進入校舍
- Established in 1953, the school was closed down in 2001 due to inadequate number of students 該學校於 1953 年成立，2001 年因收生不足而停辦
- The school building has 3 storeys with an indoor hall of 279 m², classrooms of about 93 m² each and a 500 m² playground 該校舍樓高三層，設有一個約 279 平方米的室內禮堂、多個課室 (各約 93 平方米)，以及佔地約 500 平方米的操場
- Lands Department granted in 2007 a short term tenancy to Community Welfare Projects Foundation to operate as a non-profit-making cultural center in the name of Le Chateau des Arts. The tenancy ended in 2014. 地政總署於 2007 年以短期租約將上址批給社區公益基金會作「赤柱藝展」，直至 2014 年。
- Tung Wah Group of Hospitals (TWGH) submitted a proposal in 2013 to develop the site into an art center. TWGH withdrew the application in 2016 since the operating organization was required to manage the slopes, drainage and trees within the site. The slope investigation was estimated to cost over \$1.3 million while its maintenance cost would be \$300,000 annually. 東華三院於 2013 年曾提交意向書，申請將校舍轉成藝術中心。東華三院後來發現營運機構須負責管理校舍範圍內的斜坡、排水系統及樹木，當中斜坡勘察費用達 130 萬元，保養成本估計每年涉及 30 萬元，因此撤回申請。
- The school site was left vacant since February 2014 該校舍自 2014 年 2 月起空置

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Former Kowloon Docks Memorial School (Vacant School) at Tsing Chau Street

青州街前九龍船塢紀念學校 (空置校舍)

HUNG HOM 紅磡

8

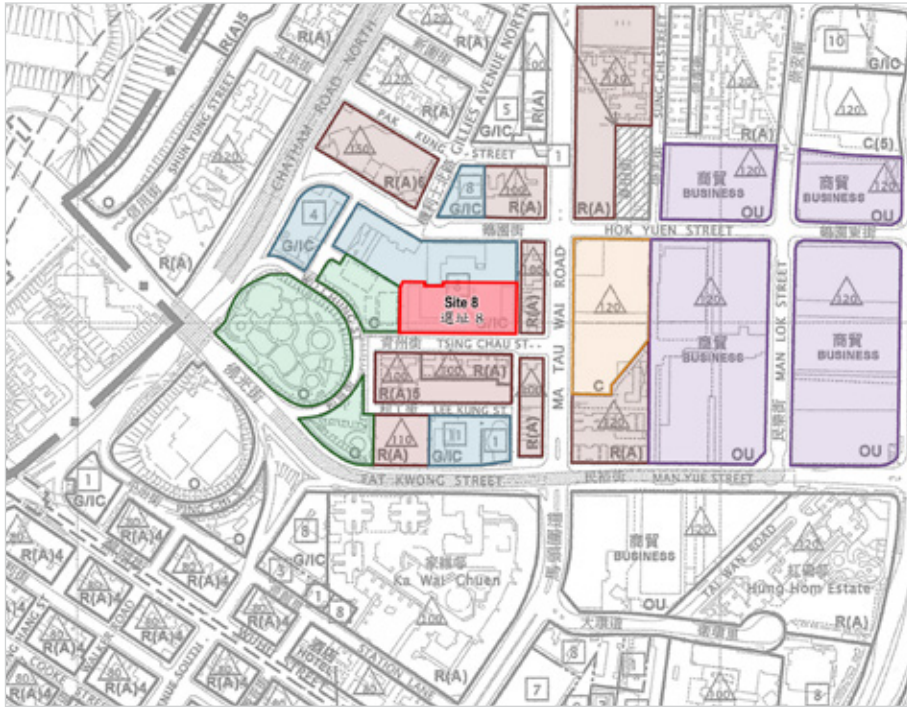
Zoning 土地用途

Government, Institution or Community
政府、機構或社區

Area 面積 (m² 平方米)

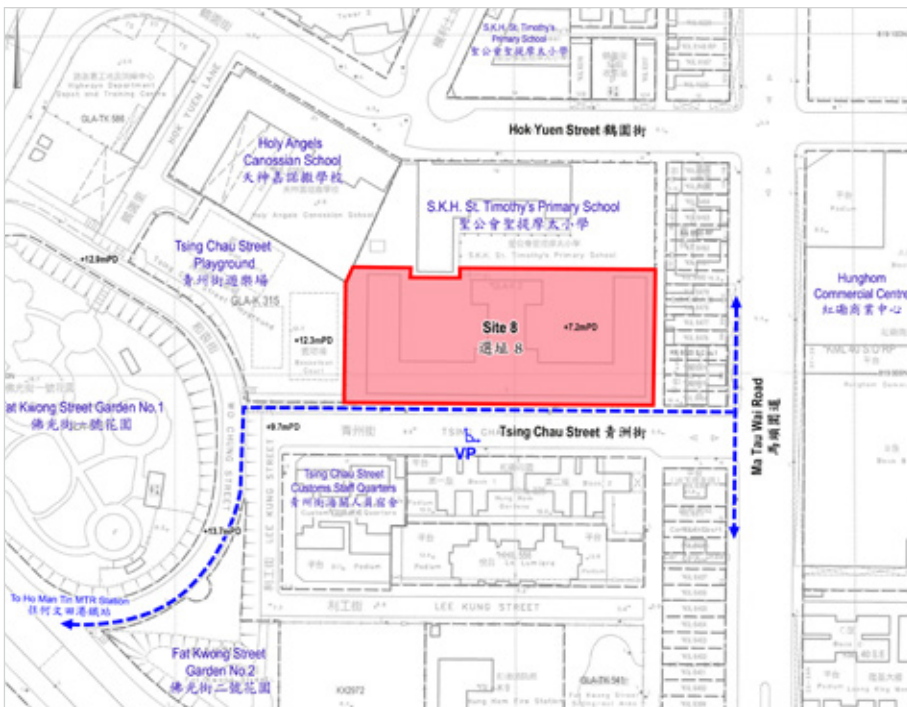
3,560





Site Description 地盤簡介

- Can be accessed via Tsing Chau Street
可經青洲街進入校舍
- Established in 1949, the school was closed in 1995 due to under-enrolment of students
該學校於 1949 年成立，1995 年因收生不足而停辦
- The school building has 1 storey with 12 classrooms and two 600m² playgrounds.
該校舍樓高一層，設有 12 間課室及兩個各 600 平方米的操場
- The vacant school was used as the temporary campus by various schools, including Heep Yunn Primary School (1999-2001), St Margaret's Secondary School (2002-2003), and HKICC Lee Shau Kee School of Creativity (2006-2007)
停辦後，校舍被不同辦學團體用作臨時校舍，包括協恩小學 (1999-2001)、聖瑪加利中學 (2002-2003) 及兆基創意書院 (2006-2007)
- The Education Bureau has allocated the campus to the adjacent Holy Angels Canossian School in 2008 for its extension. The site underwent restoration works from 2012 to 2013. Holy Angels Canossian School is still in negotiation with the Education Bureau
教育局於 2008 年將校舍分配給毗鄰天神嘉諾撒學校作校舍擴建，並於 2012 至 2013 年間進行維修。不過天神嘉諾撒學校仍就校內設施問題與教育局進行磋商



WE NEED YOUR FEEDBACK!

我們期望收到你的意見！

- As you work on your concept/ project, we want you to consider whether (or not!) and how the proposed Collaborate platform, with its proposed services and resources, would facilitate the design, planning and delivery of your vision?
- Do you think CollaborateHK simplifies project realization process? Were your project constraints / concerns addressed by the advisors?
- Who can join as members? Who should we invite as Collaborate HK's professional advisors?
- 當你構思計劃時，「非常協作」平台有否真正幫助你設計，計劃和實踐你的構思？
- 你認為「非常協作」新機制能否簡化推行社區項目的過程？顧問團隊能否解答你們的疑問？
- 你認為哪些人或團體可以成為「非常協作」的會員或加入專業顧問團隊？
- Would you support the policy changes identified by CollaborateHK?
- What refinements and/or additions to the suggested framework would you like to see?
- If CollaborateHK is established, would you become an active Member?
- 你會支持「非常協作」所提出的政策改善建議嗎？
- 新機制有什麼地方需要改善？
- 日後若「非常協作」正式成立，你會成為會員嗎？

D

Execution

執行

Once validated by CollorateHK and after the community initiative has secured sufficient funding support and necessary approvals, the project / programme / event would be implemented.

獲認證的項目在取得足夠資金和所需的許可後，可正式推行有關社區計劃 / 活動 / 項目。

E

Evaluation

評估

All community initiatives delivered by Members would be subject to ongoing evaluation by CollaborateHK. The Board will review the project / programme / event's ongoing success in meeting its key performance indicators, its financial sustainability, and provide advice on future operation and management.

It should be noted that while members are encouraged to participate throughout all project stages, interested groups are equally welcome to join at a particular stage.

所有會員提出的社區倡議項目會由「非常協作」進行持續評估。「非常協作」理事會將定期檢視各項目的成果、相關工作表現指標、財務可持續性等，並就未來營運及管理提供建議。

「非常協作」會員可選擇參與部分或整個落實過程。

A

Membership

成為「非常協作」會員

1

Expression of Interest 表達意向

Organizations / individuals who are interested in realizing their community initiatives are welcome to make contact with CollaborateHK. Interested parties should provide their suggested organization overview, preliminary site appraisal and other supporting information for further discussion and consideration. While not compulsory, CollaborateHK would offer meeting opportunities with parties that need assistance in understanding the collaborative process.

我們歡迎有興趣倡議和實現社區項目的機構或人士聯絡「非常協作」，提供有關組織的概要介紹、初步用地評估及相關資料，以供進一步討論和考慮。「非常協作」會向有需要了解合作過程的人士提供會面機會。

2

Establish Collaborating Relationship 建立協作關係

Upon reviewing their organization background and conformity to CollaborateHK's values, a qualified group will be recognized as a "chartered member" of CollaborateHK. Once members obtain their CollaborateHK chartership, they will be able to access or offer all-round support from / to the organization, including professional consultation services, sponsorship networks and CollaborateHK liaison with the government. The collaborative platform will enable them to put forward their community initiatives with better knowledge and resources.

在審核組織的背景和確認符合「非常協作」的理念後，項目倡議者將成為「非常協作」的會員，並獲得「非常協作」提供的支援，包括專業顧問指導、資金配對，以及夥拍「非常協作」與政府部門聯繫。此協作平台將會為社區組織提供資訊和資源，以便更有效地推行社區項目。

B

Proposal

建議書

The first stage of project initiation involves proposal submission. Chartered member should prepare a detailed proposal to the CollaborateHK Validation Panel for review. The documents should include mission statement, background research, execution plan, budget plan and key performance indicators. In addition, to ensure public support towards the proposed project / programme / event, applicant should also provide details of potential partnership with relevant stakeholders and how the public will be engaged/consulted. Based on the professional recommendations of the Panel, interested groups can revise their proposal and prepare further for the collaboration process through CollaborateHK.

在第一階段，會員可向「非常協作」提交社區項目建議書，包括項目理念、背景資料研究、執行和財務計劃和績效指標等。為符合「非常協作」的理念，我們期望項目建議書交代公眾參與形式，以及倡議者意屬的合伴伙伴等。倡議者可因應「非常協作」提供的意見，修訂有關建議書。

C

Partnership

合作伙件

After appropriate rounds of assessment and review, feasible proposals which generate considerable social benefits may form partnership with other interested chartered members. Initiators can seek professional advice from Advisory Members, experts of different disciplines (such as business, law, urban design, planning and social innovation). Under professional guidance, the team will be able to build a sound operation and marketing plan for execution. The collaborative platform also offers chances for members to approach potential sponsors, to obtain government liaison, and to lobby for cross-sector support.

經過嚴謹審核及確認後，項目倡議者可與「非常協作」其他會員共同推行該項目，我們的專業顧問會員會在營商、法律、設計及規劃、社會創新等範疇上提供支援，務求項目能順利落實。「非常協作」會提供一個平台與不同團體或人士會面，助你尋求資助機會、與相關政府部門磋商，以及爭取跨界別支援。

SUGGESTED CollaborateHK PROCESS

「非常協作」擬議流程

A Membership 成為「非常協作」會員

- Review applicant's objectives and project ideas
了解申請人的項目理念和目標
- Accept applicant as a Member of CollaborateHK Charter
通過認證，成為「非常協作」的會員

PLAN
構思

B Proposal 建議書

- Assist individuals to establish formal group
協助申請人組織團隊
- Assist applicants to further develop proposed ideas
into a feasible proposal
協助修訂項目建議書

VALIDATE
認證

Validation Panel to assess and review proposal
認證小組審核及確認建議書

C Partnership 合作伙伴

- Work with applicants to submit relevant approvals/ applications
協助申請人聯絡相關部門並跟進申請
- Assist with sponsorship application
協助申請資助
- line up with other collaborators
尋找其他協作者

RE-VALIDATION
再次認證

- Assess proposal feasibility (funding, operation, management etc.)
審核項目可行性（資金，營運，管理等）
- Confirm preliminary approval
確認項目申請

D Execution 執行

Monitor/ oversee execution process
監督 / 跟進執行過程

E Evaluation 評估

WHAT COULD CollaborateHK CONTRIBUTE?

「非常協作」能如何協助你？

10

**BUILD CAPACITY
OF COMMUNITY
GROUPS**

社區組織能力培訓

**EVALUATE/
VALIDATE
COMMUNITY
PROJECTS**

評估 / 認證社區項目

**MONITOR
COLLABORATEHK
COMMUNITY
PROJECTS**

監察獲認證的社區項目

11

**PROVIDE
PROFESSIONAL
ADVICE TO PROJECT
PROPONENTS**

提供專業意見予項目倡議者

**LIAISE WITH
GOVERNMENT'S
COORDINATION UNIT**

協調政府專責部門

**FUND
MATCHING**

配對資金

POSSIBLE FRAMEWORK

擬議機制

Proposed “One Stop Shop” 擬建一站式統籌部門

A “One Stop Shop Coordinating Office” within government for all community-led social benefit applications – events, projects, programmes – is needed. A project applicant can submit ONE application for all the approvals required, the “coordinating office” will then distribute to the relevant departments and oversee, follow up and response within an agreed timeframe.

「非常協作」建議政府成立一個「一站式」統籌部門，集中處理社區主導、具社會裨益的活動／計劃／項目申請。申請人只須提交一份許可申請書，該政府統籌部門會負責諮詢相關部門、跟進並在協定時間內審批回覆。

Pursuit of Regulatory Improvement 改善規管機制

- Introduce the concept of Social Premium Assessments, Social Benefit Rents and Social Zoning/Planning Waivers to recognize potential public benefit generated by Initiatives and permit short term social benefit uses without lease modification
- Short term leases to reflect specific project duration to take place of current Short Term Tenancies
- Assessment of premium to reflect meaningful public benefit element and payment by installments if necessary
- 建議引進「社會價值評估」、「社會效益租金」和「社區用地／規劃豁免」概念，確認申請項目所帶來的公共利益，並准許項目在毋須修改地契的情況下短期使用土地
- 建議根據各項目方案需要制定租期，以取代現時地政總署所發出的「短期租約」
- 建議評估地價時，應考慮項目所帶來的公共利益和容許分期付款

NON-GOVERNMENT ENTITY 非政府機構

**CollaborateHK
COMMUNITIES**
「非常協作」伙伴



GOVERNMENT ENTITY 政府機構

**ONE
STOP SHOP
COORDINATING
OFFICE**
「一站式」統籌部門

HOW COULD CollaborateHK BE STRUCTURED?

怎樣構成「非常協作」？

CollaborateHK would be a company limited by guarantee (registered under Section 88 of IRD), with a Board of Directors and 5 categories of members.

「非常協作」將會是一間擔保有限公司（獲《稅務條例》第 88 條豁免繳稅），由一個董事局和五大組別會員組成。

- Its administration costs would be funded by the Contributing Members
- Operational expenses would be met partly through affordable administration fees and partly through donations and sponsorship
- An Independent Oversight Trustee Panel would ensure transparent and accountable administration and operation of the organization and to undertake an ongoing monitoring role
- An Independent Validation Panel would evaluate/validate project proposals using an open but yet to be announced evaluation methodology
- Appropriate Committees would be established to set strategy and direction for the organization and key paid staff to ensure efficient and effective operation
- 行政經費會由「贊助會員」資助
- 營運經費部分來自行政費用，其餘為捐款和贊助
- 「獨立監督受託小組」會確保組織的行政和營運過程具透明度和問責性，並持續監察各項計劃的推行。
- 「獨立認證小組」會以一個公開透明的方式審核和認證計劃方案
- 成立委員會制定組織策略和方針；受薪員工確保營運具效率

Proposed Structure 擬議架構



WHAT IS CollaborateHK(非常協作)?

什麼是「非常協作」?

4

A possible support and advisory platform which brings together all sectors in order to enable community improvement initiatives for a more liveable Hong Kong

擬議一個支援及顧問平台，連結不同持份者，
一同實踐社區改善方案，令香港成為更宜居的城市

5

The platform could champion a first-ever community-led, bottom-up approach, with full tripartite collaboration between the community groups, Government and business sectors to encourage a more vibrant use of public spaces

這個平台將推動全港首個由下而上、社區主導的方式，
在民、官、商三方協作之下，靈活使用公共空間

STUDY BACKGROUND

研究背景

There is plenty of idle land, open spaces and underutilised buildings that can be put to better use in Hong Kong. For example, in November 2017, the Lands Department released a list of more than 800 vacant sites available for short-term use by community groups, highlighting the many opportunities available to initiate community improvement initiatives.

However, there is currently no single streamlined, effective structure or established collaborative process between the Government, business and the public at large to enable these community projects. In fact, the process of applying to use idle land and spaces for community projects is an extremely bureaucratic and labourious process.

“CollaborateHK” therefore seeks to propose a new, feasible framework and collaborative process to promote community projects that make good use of idle land and spaces.

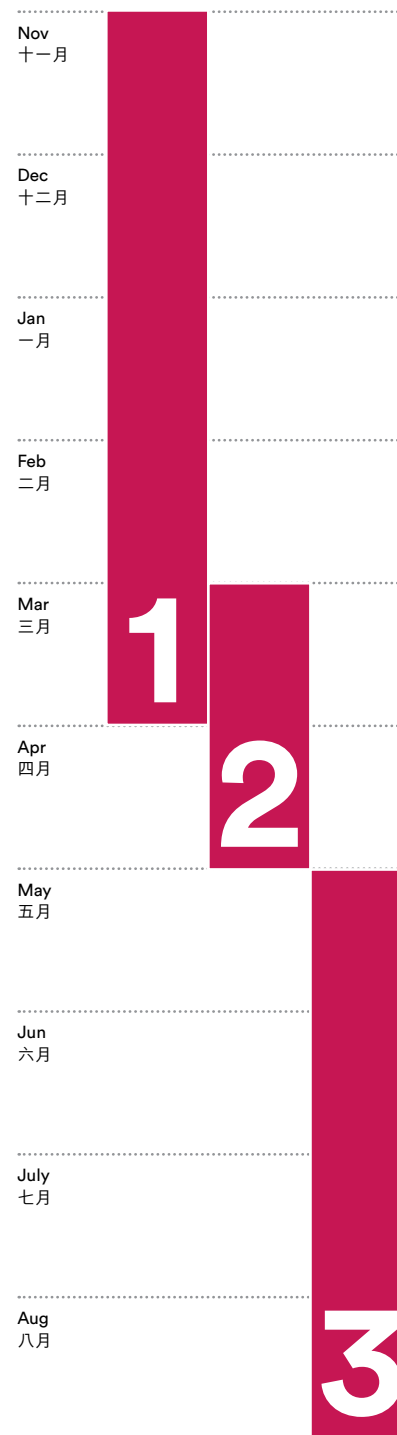
本港現時有不少閒置土地、空間及空置物業有待好好利用。地政總署於 2017 年 11 月公布了超過 800 幅閒置用地可以供社區團體申請作短期租用，顯示其中蘊含許多推行社區改善計劃的機會。

然而，在政府、商界和公眾之間，至今仍沒有一套簡化和高效的模式，或既定的協作程序，去啟動這些社區計劃。事實上，申請利用這些閒置土地和空間作社區項目，需要經歷一個極其官僚和費力的過程。

「非常協作」希望提出一個擬議可行機制和協作模式，透過充分利用閒置土地和空間，推動社區項目。

Founded in 2013, Very Hong Kong (VHK) is the city's first independent and community-led not-for-profit foundation which advocates for an innovative use of public spaces in Hong Kong. We aim to encourage community engagement and social innovation to redefine public spaces through delivering imaginative projects and events.

非常香港成立於 2013 年，是香港首間獨立非牟利機構，倡議以社區主導，利用創新方法使用香港的公共空間。我們致力於鼓勵社區參與和社會創新，透過舉辦富有想像力的項目和活動，重新定義公共空間。



Stage 1 第一階段

RESEARCH, INTERVIEWS & FOCUS GROUP DISCUSSIONS 調查研究、訪談和焦點小組討論

Nov 2017 – Mar 2018
2017 年 11 月至 2018 年 3 月

Conducted in-depth research, interviews and focus group discussions with stakeholders from all sectors, and proposed a preliminary framework for better use of idle sites and vacant or underutilized premises.

進行深入調查研究、訪談和焦點小組討論並提出一個初步機制，以鼓勵善用閒置土地及物業。

Stage 2 第二階段

SANDBOX & SYMPOSIUM 社區試驗工作坊和研討會

Mar – Apr 2018 | 2018 年 3 月至 4 月

Host a Sandbox Charrette and a Symposium for further discussion on the proposed collaborative framework. 舉辦 Sandbox 社區試驗工作坊和研討會，進一步優化初步協作機制。

Stage 3 第三階段

SUBMIT REPORT 提交報告

May – Aug 2018 | 2018 年 5 月至 8 月

Organise public engagement events to reach out to different stakeholders. VHK aims to submit a report to the Harbourfront Commission by mid-2018. 舉辦公眾活動與不同持份者持續溝通「非常香港」預計於 2018 年中期向海濱事務委員會提交報告。

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We need your feedback!

我們期望收到你的意見！

Background
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背景資料

非常
Collaborate HK
協作

TESTING
VERSION
試驗版