# 連結社區

營造可持續市區更新願景

Community Making — A Concerted Effort with the Neighbourhood in Realising Sustainable Urban Renewal

沿着城皇街這條百年山坡路往上行，穿過士丹頓街後，便會來到昔日有「卅間」之稱的舊區。這個相傳在十九世紀建造了三十間石屋的華人聚居地，隨着社會變遷，石屋早已沒有了；但在密集的中半山樓群之中，卻有數排樓高兩三層的唐樓坐落其中，為這區平添一份歷史餘韻。

這裏位於士丹頓街、城皇街以至永利街一帶的範圍，也是市區重建局（市建局）的士丹頓街／永利街項目所在。因應社區人士早前提出保留項目內建築物的訴求，以及政府於2018年《施政綱領》中提及有關士丹頓街／永利街項目的新措施，市建局遂以重建以外的市區更新方式，着手探究能夠促進地區可持續發展的活化方案。

為此，市建局首次委聘顧問進行「社區營造研究」（Community Making Study），期望透過系統性的深度交流和分析，能把居民需要和持份者對社區發展的期望歸納起來，凝聚共識，由下而上地共同建構一個新舊交融、和諧共享的可持續社區活化計劃。

這個社區營造的概念和過程，也是市建局的嶄新嘗試。在一年多的時間裡，團隊與社區人士除一起完成了兩個試點項目外，還確立了對社區發展的共同願景，讓雙方可朝着目標進發，攜手共建充滿文化特色和活力的社區。
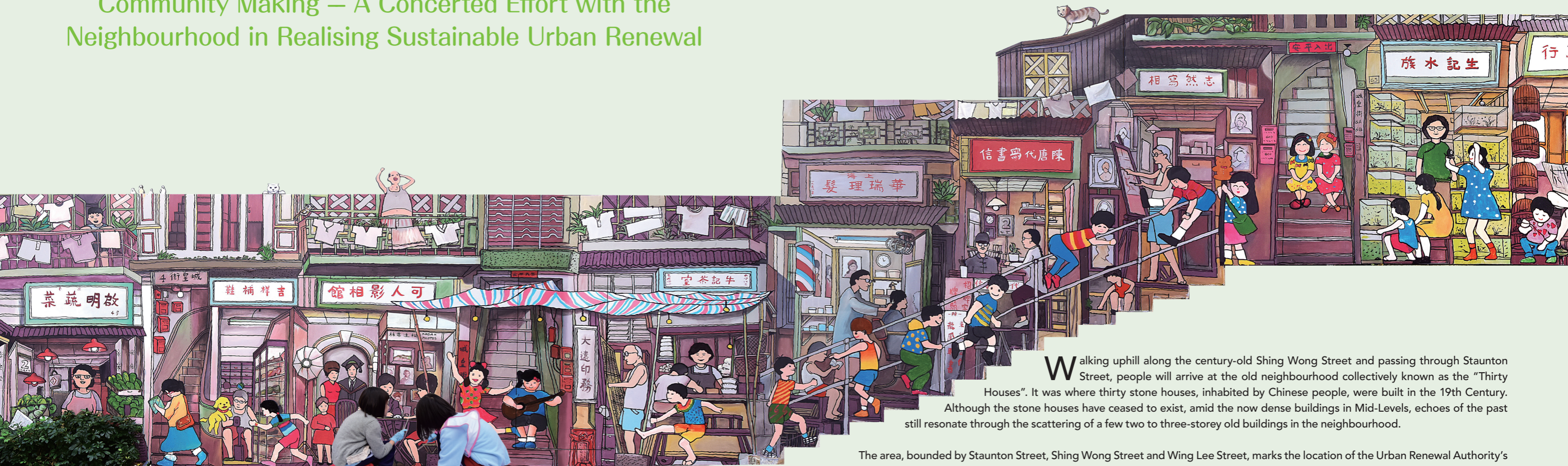
Walking uphill along the century-old Shing Wong Street and passing through Staunton Street, people will arrive at the old neighbourhood collectively known as the "Thirty Houses". It was where thirty stone houses, inhabited by Chinese people, were built in the 19th Century. Although the stone houses have ceased to exist, amid the now dense buildings in Mid-Levels, echoes of the past still resonate through the scattering of a few two to three-storey old buildings in the neighbourhood.

The area, bounded by Staunton Street, Shing Wong Street and Wing Lee Street, marks the location of the Urban Renewal Authority's (URA) Staunton Street / Wing Lee Street Project. In response to public aspirations for the preservation of buildings within the site, and the new initiative tasked by Chief Executive in her 2018 Policy Agenda to enliven the building clusters under the project, URA proactively explored ways to regenerate the area not confining to adoping redevelopment as the only means of urban renewal, with a focus on sustaining community development through revitalisation under an integrated approach.

In light of this, the URA has for the first time commissioned a study on Community Making, in which residents' views and stakeholders' expectations on community development were collected and generalised through systematic, in-depth exchanges and analysis. Aiming to reach consensus among parties, the study is instrumental in devising from bottom up a revitalisation proposal for a sustainable community that integrates old and new elements, and is sharable by everyone in the neighbourhood.

In more than a year's time, apart from accomplishing two pilot projects, the URA and community members have also established shared visions on community development for co-creating a dynamic neighbourhood with cultural characteristics.

與居民深度協作
共建人文風景

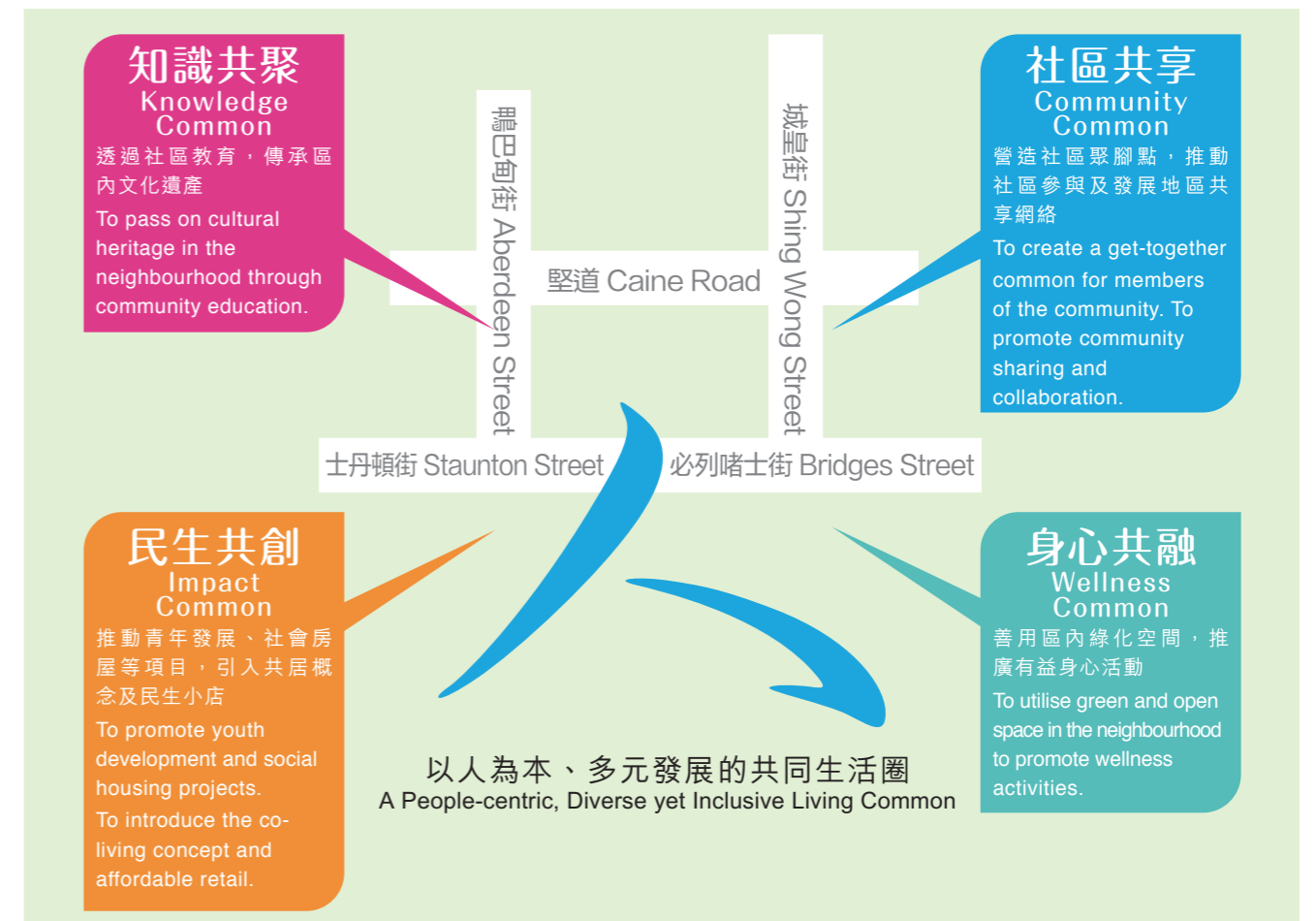## Co-building Human Landscape Through In-depth Collaboration with the Community

與市建局規劃及設計總經理黃知文（Chris）暢談士丹頓街／城皇街與周邊地區的「社區營造研究」，其間他不只一次笑説自己像做實驗；雖然市建局以往也曾為推展項目做過不少公眾及地區諮詢，但如此深度交流和協作卻是第一次。

研究始於2019年年初，負責的「香港社會創投基金」（SVhk）在四個月內透過不同方式，如舉辦街頭訪問、茶敍及聚焦小組訪問等活動，主動連繫居民和社區持份者，探討他們對未來社區發展有何想法。十個人有十點看法，SVhk就將零散的意見分類和歸納，分析後確立未來社區演進的四大願景（見附圖）。這些

看起來好像很艱深的理念，透過SVhk的演繹和解釋，居民紛表示明白及認同。逐漸地，共識有了，餘下來就是怎樣實行。

Chris説：「社區營造那個聯絡群組有老人中心、學校、街坊啦、卅間盂蘭會和關注組等，過程中我們討論過的每一樣東西，都會邀請他們一起參與，共同想辦法落實。」

他形容，市建局與居民之間的互動有時都頗有趣。好像團隊習慣了謹慎行事，有時也因擔心街坊反應，總是想按部就班得到共識後才落實。可是居民有時卻會反過催

知識共聚
Knowledge Common
透過社區教育，傳承區內文化遺產
To pass on cultural heritage in the neighbourhood through community education.

社區共享
Community Common
營造社區聚腳點，推動社區參與及發展地區共享網絡
To create a get-together common for members of the community. To promote community sharing and collaboration.

民生共創
Impact Common
推動青年發展、社會房屋等項目，引入共居概念及民生小店
To promote youth development and social housing projects. To introduce the co-living concept and affordable retail.

身心共融
Wellness Common
善用區內綠化空間，推廣有益身心活動
To utilise green and open space in the neighbourhood to promote wellness activities.

鴨巴甸街 Aberdeen Street
城皇街 Shing Wong Street
堅道 Caine Road
士丹頓街 Staunton Street
必列啫士街 Bridges Street

以人為本、多元發展的共同生活圈
A People-centric, Diverse yet Inclusive Living Common

促他們：「街坊聽完簡介後紛紛跟我講：喂，就這樣吧，大家都清楚明白了。還講甚麼？不如動手做吧！」

如此一來，Chris與同事們自是不敢怠慢。因應未來願景中提倡「知識共聚」（Knowledge Common）和「身心共融」（Wellness Common），市建局團隊遂建議先推行兩個短期試點項目——社區壁畫創作及社區苗圃計劃。Chris認為，市建局在協作過程必須要夠爽快，才能讓居民感受到市建局的誠意，建立互信；另一方面，亦透過快速實現部分願景中的項目，令居民早日設想到未來社區的面貌。

可是Chris起初對於搞社區苗圃，也不是全無顧慮。「之前說的都是理論，往往在實踐時要sustain（持續）才是最難。苗圃工作講求commitment（承諾投入），開始了以後，就得看大家是否願意投入時間和感情，才不會像十個救火的少年一樣，愈做愈少人。」

社區苗圃位於華賢坊西16號，原址為一幢舊式唐樓。市建局於2011年收購後由於發現樓宇結構已嚴重破損，因而拆卸，剩下高低不平的石屎地盤。市建局規劃及設計團隊巧妙地運用了地盤中間的凹槽位置，分別建成兩個種植區，又在周邊範圍闢出地方擺滿種植盆。團隊在測試好地下疏水功能後，又改善了圍欄、鋪設泥土，以及向水務署申請安裝水錶作灌溉之用，如此一個綠意盎然的社區苗圃便逐漸成型。

社區營造研究以街坊茶敍及聚焦小組等形式，聽取居民意見。
The Community Making Study collects views from residents and stakeholders through organising community gatherings and focus groups meetings.

社區苗圃 Community Farm

社區苗圃前身為地盤（圖①），經過義工們的悉心打理（圖②及③），成為社區中優美的綠化環境（圖④）。
With the dedicated work of volunteers (photo ② & ③), a building site (photo ①) has been transformed into the Community Farm (photo ④) providing green space for people in the neighbourhood.

社區壁畫 Community Mural

位於城皇街的社區壁畫，由一班區內小學生和社區人士親手繪成。
The mural at Shing Wong Street is created by a group of primary students and members of the community.

與此同時，團隊亦招募社區人士當苗圃義工，最後召集了27人，包括區內老人中心會員、街坊鄰里，以及市建局同事成立義務園丁小組，反應之佳令Chris早前的憂慮一掃而空。市建局又找來社會企業「蒲寓」為開闢苗圃提供技術支援，兼向義工教授有機種植。連大家應該在苗圃內種些甚麼品種的植物，都透過問卷調查收集義工們的意見，有了共識才去翻泥播種。

有份籌組義務園丁小組的市建局規劃及設計經理羅子偉（Matthew）說，由最初戰戰兢兢擔心「有人甩底」，到今天目睹義工們全情投入，同心協力打理苗圃內一花一草，很受鼓舞。「他們甚至自己組團，到香港大學參觀香草園，觀摩別人種植方法和汲取更多知識，成員們已經熟絡起來，很有默契。」長遠而言，當社區運作成熟，市建局便可完成其促進者任務，讓社區人士自行管理苗圃，發揮民生共創的精神。

能夠在中西區成功闢出一片耕地，惹來傳媒報道之餘，宣傳效應更令項目周邊地區的居民和團體紛紛查詢如何參與；但謹慎的Chris表示目前仍未能說是成功，皆因一切仍有待時間去驗證。

他說：「社區營造需要居民自發逐步建立，過程應該是有機的（organic）；例如日後能否在苗圃周邊擺放更多花盆，甚至延伸至樓梯級？將來隔壁大廈的業主又會否有興趣一齊畫藝牆，令環境美化起來，使整個區變得愈來愈有特色？這些都有待日後與街坊共同驗證。」

Chris續道：「這些都是intangible（無形）的價值。如果有一天，這裏能像台北迪化街以至大稻埕一帶，成為以豐富人民風景而知名的景點，便可說是成功。」位於台北市大同區的大稻埕，四周原本滿佈古舊歷史建築物和傳統商店，社區漸漸呈現老態；近年在都市更新下，吸引了不少新的文創小舖和美食店進駐，形成獨特的新舊交融氛圍，亦為該區重新注入活力。

「這些無形資產，是否可以用金錢去衡量？事實上它是用錢也買不到。但社區營造必須要投資時間，以及在過程中與居民緊密合作，共商社區發展方向，才能有好的果效。」Chris說。

社區營造是甚麼？

在發展或更新社區的過程中，除建設地方景觀外，社區營造（Community Making）還往往強調需要考量社會性、歷史文化及經濟等元素，促進當區的人文風貌；透過不同活動，居民可與其他社區成員，以至跟環境逐漸建立緊密連繫。正因為居民角色是如此重要，社區營造需要民眾的自發參與，藉著積極投入地方活動，凝聚社區共識，使生活空間獲得美化，生活質素得以提升，進而促使社區活力再現。

台北迪化街以至大稻埕一帶，透過活化，營造出新舊交融的人民風景而成為知名景點。
The Dihua Street and Dadaocheng area in Taipei is famous for its rich mix of old and new human landscape among tourists.

The Community Making Study for the Staunton Street / Shing Wong Street neighbourhood was conducted by Social Ventures Hong Kong (SVhk) in the beginning of 2019. During the four-month period, different methodologies including street surveys, community gatherings and focus group meetings took place to garner views from residents and community stakeholders on the community's future development. The raw insights collected were then categorised and analysed to formulate the Four Urban Progressing Visions (Refer to the graphic on page 7).

To realise the visions of "Knowledge Common" and "Wellness Common", two pilot projects – Community Mural and Community Farm were launched. Christopher Wong, General Manager (Planning & Design) of the URA, said in order to gain trust from the residents, the URA has to respond swiftly and sincerely during the collaboration. When visions begin to take shape, people in the neighbourhood are more able to envision the future community.

Located at no. 16 Wa In Fong West, the Community Farm was previously an old building site. Upon acquisition in 2011, the URA decided to demolish the building owing to its serious structural damage, leaving behind a site with an uneven concrete ground. The URA resourcefully made use of the trench in the middle to set up two farming areas, and made room to accommodate planting pots on the side. Ground works including drainage works, fence improvement works, soil preparation and the installation of a water meter from the Water Supplies Department for watering plants also took place to facilitate farming at the site.

A volunteer group comprising 27 members from elderly centres, neighbourhood residents and URA staff members, was formed to manage the farm. PuYU Horticultural Therapy Services, a social enterprise, was appointed to provide technical support and teach volunteers how to start farming. At the Community Farm, the selection of plants to be grown was made based on the results of an opinion survey with the volunteers, which is one of the examples of how community stakeholders are invited to take part in deliberating on the projects' implementation details under the community making initiative.

Worries of farm volunteers dropping out with their fading passion was initially casted by the team, but were soon eased by the encouraging scenes of residents devoting themselves in taking care of the farm. In the long run, when the community farm operation becomes fully fledged, the URA will retire from its facilitator role, leaving the farm to be run by community members as far as practicable.

According to Christopher, community making should be an organic and gradual process that requires proactive participation of the community members. For instance, residents in future may work towards having more greenery area or beautification in the neighbourhood that could further enhance the community's local characteristics and bring along intangible values to the district.

市建局規劃及設計高級經理許子聰（右）及經理羅子偉（左）表示，儘管要花上大量時間與居民溝通，卻十分值得。
URA's Planning and Design Senior Manager Joseph Hui (right) and Manager Matthew Law both believe it is worthwhile to engage the community in pushing forward commuity development despite the process has taken a lot of time.
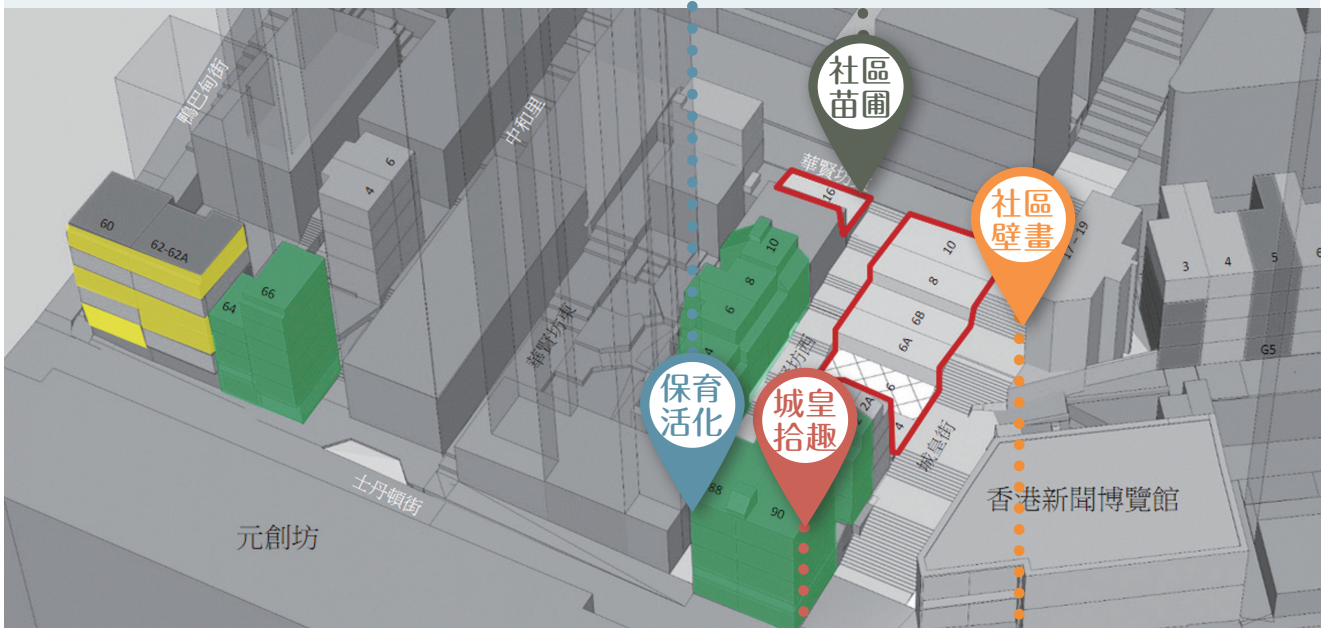
城皇街周邊社區更新
Revitalisation of the Shing Wong Street Neighbourhood

士丹頓街88至90號保育研究
Preservation study at nos. 88 to 90 Staunton Street

社區苗圃
Community Farm

9幢保育及活化建築
Nine buildings to be preserved and revitalised

已作社會房屋用途之單位
Flats appropriated for Community Housing

有待核准的修訂H19規劃意向
Rezoning of H19 area to be approved

城皇拾趣
A Historical Glimpse of Shing Wong Street

社區壁畫
Community Mural

保育舊建築群
活化供社區共享

Preserving Old Buildings to Create a Community Common

在士丹頓街／城皇街及周邊社區的社區營造研究中，還有兩項叫「民生共創」（Impact Common）和「社區共享」（Community Common）的社區演進願景。它們着眼社區的各項社會功能，例如對外可協助推動社會房屋等項目，也會探討創新的青年共居概念和引入便利民生的小店；對內則主催營造社區聚腳點，發展地區共享網絡和舉辦居民活動，促進社區共融。如能成功落實這些活化工作，將有望為社區發展注入更持久的活力，有利社區的可持續發展。

市建局在原士丹頓街／永利街項目已收購其中九幢舊建築物，在與社區人士一起擬定社區更新願景的過程中，也極力希望為社區帶來更大裨益。為此，市建局特意委託設計顧問及保育建築師為九幢樓宇構思可彰顯地方特色，同時實踐發展願景的活化方案。市建局規劃及設計總經理黃知文（Chris）說，經過篩選，最後找來的建築師可說是熱誠無限：「他向我們表示，很想負責這個項目，還自告奮勇地一星期抽兩日時間駐在當區，方便與街坊接觸，真的很有心。」

這位被Chris形容為「好有心」的建築師盧廷銓（Jo），借用了位於士丹頓街的小舖變身成為工作室，一星期有數天「門常開」；Jo就在裡面一邊工作，一邊恭候街坊光臨。工作室內除了貼上有關士丹頓街與城皇街一帶地區的歷史，以及介紹九幢建築物的保育資料外，中間位置亦擺放了一大一小的模型，方便Jo隨時就社區保育及活化方案，與街坊交流意見。

「我對這個地方很有興趣，因為早年在專上院校教書時，其中一份功課的題目就是叫學生為這區構思不同的設計方案。」Jo續道：「這區除了地理上很獨特，我亦見到社區凝聚力慢慢建立起來，於是便想：若要活化這個地方，不應該純粹只從硬件方面翻新樓宇那麼簡單，而是要付出誠意，跟社區接觸。」

因此，Jo與市建局團隊決定在7至9月展開一輪「與社區對話」活動（Dialogue with the Neighbourhood），期望透過工作坊和小組討論，能充份汲取社區持份者的意見，把它們融入到保育和活化方案。Jo和團隊最初

負責活化區內九幢舊樓的建築師盧廷銓（Jo），利用模型方便與街坊講解構思和交換意見。

Standing in front of his model, Jo Lo, the architect leading the project to revitalise old buildings in the area, is eager to exchange his ideas with people in the neighbourhood.

位於士丹頓街的小舖變身成為工作室，設有展板供街坊細閱社區歷史，以及九幢建築物的保育資料。
A small shop on Staunton Street is turned into a workshop where history of the community and preservation information about the nine buildings are displayed.

在7月中進場，不久已有街坊推門入內，Jo都一一細心介紹項目，和解答一些有關保育的疑問，但原來也有意想不到的得着：「有些街坊會告訴我，小時候住在社區和一些建築物的細節，這些資料有很好的參考價值，對設計工作十分有用。」

面對社區人士的眾多意見，Jo認為他的角色便是要用專業的角度，去平衡不同持份者的聲音，以及考量如何讓保育活化後的建築物和社區，可符合現代標準並配合可持續發展。「雖然外型不變，但大家都明白隨年月變遷，建築物將來都會賦予新用途以及有新住客。因此在思考舊建築物如何翻新的時候，便得迎合現代生活的要求，例如要改善建築物只得旱廁和沒有冷氣系統等問題，同時亦要提高樓宇的採光度等。」在引入共居概念方面，他亦建議在共居設施中加入不同的共享空間，包括共用的客廳甚至天台，為將來住客製造多些互動的機會。

交流期間，Jo亦有感街坊們對部份舊建築懷有特別感情，因此決定開展兩項保育前的調查工作，包括為舊建築物進行油漆分析（Paint analysis），以及把電錶、門鉸、門柄窗柄和把手等每件建築物構件，進行深度分析和記錄，讓狀況良好的都可成為保育元素，盡量保留。位於士丹頓街88至90號的唐樓是二級歷史建築，前身是華僑日報創辦人岑維休的舊居，獨特的建築特色加上豐富的歷史背景，將是該區的重點保育建築之一。

除為九幢建築物擬定設計、復修及保育方案外，Jo還要針對「社區共享」願景，構想一個類似社區客廳（Common room）的空間，讓街坊可以在那裏聚會，或舉辦社區活動，甚至可以讓居民擺放圖書和工具，互相分享。Jo認為，社區客廳的間隔應能靈活調動，方便配合不同社區活動之用；同時四周不宜有封閉的圍牆，如能打通空間周邊的通道，加強通達性，則更能方便街坊前往。

至於詳細的設計和保育方案，Jo説仍有待與社區持份者進一步討論後，才可作實。但由於本港新冠肺炎疫情持續，他與街坊的對話交流亦受到影響，因此要轉而透過社交媒體和網上會議去接觸社區人士。當完成與社區的交流後，他便要擬好整合方案，並向街坊匯報具體構思。

一直與Jo統籌「與社區對話」的市建局規劃及設計高級經理許子聰（Joseph）表示，若設計方案及招標工作一切順利，便有望於明年開展樓宇的修復及保育工程。對於團隊要花上大量時間與居民溝通，Joseph説儘管設計過程比起其他項目都要長，但他卻認為很值得：「與持份者溝通是一個摸索的過程，我們最初只是邊行邊試，但觀乎居民對活化方案頗為受落，足證我們的心血沒有白費。」

居民心聲

Irene（堅道街坊）
不希望將來有太多高樓大廈，那些很有特色的建築物應該給保留。希望活化後整個社區會更美，有多些綠化空間。

Connie（中西區街坊）
希望保育後，這區將來會有多些歷史文化的東西，加上附近有又新聞博覽館等，會成為一個景點。

Having acquired nine old buildings under the initial Staunton Street / Wing Lee Street Redevelopment Project, the URA pledges to bring along the greatest benefit for the community during the course of formulating urban regeneration visions with the community stakeholders. To this end, the URA has commissioned a design consultant team comprising a conservation architect and consultants to devise revitalisation proposals for the nine buildings that aim at highlighting local characteristics and fulfilling the Urban Progressing Visions.

Jo Lo, the architect leading the project, believes in genuine and sincere engagement with the community. He therefore turned a small shop on Staunton Street into a workshop, where information panels about history of the Staunton Street and Shing Wong Street neighbourhood, the preservation approach and study of the nine old buildings were displayed. In the middle of the room were two physical models, which were placed to facilitate understanding of the project and URA's mission by the community members.

In the face of different opinions from stakeholders, Jo said he would strive to professionally strike a balance between divergent views in order to derive a solution that can comply with modern building standards while sustaining community development. Jo and his team have already conducted two surveys prior to preservation, including a 'paint analysis', and an in-depth analysis and documentation of building components' conditions at nos.88-90 Staunton Street. These ground work studies aim to get a thorough understanding of the architectural and historical values of the graded building.

As part of the co-living initiative, Jo has proposed to increase interaction among future residents by including more shared facilities in the common area. To align with the vision of "Community Common", he has further put forward an idea of a "Common Room" for community members to host gatherings and activities. Residents are also welcome to leave their books and tools there to be shared with others.

Jo and the URA team originally planned to host a series of Dialogue with the Neighbourhood activities between July and September 2020. Through workshops and group discussion, they hoped to grasp a better understanding of the stakeholders' views on the project approach for incorporating certain feasible ideas into the design. However due to the Covid-19 pandemic, they had to switch to reaching the community via social media and webinars online.

Communicating with the neighbourhood takes time, yet both Jo and the URA team believe their engagement with the community is worthwhile for a sustainable development of the community.

士丹頓街88至90號為二級歷史建築，顧問構思的設計草圖凸顯活化方案除迎合新用途外，亦會保留原有歷史氛圍和提升社區空間質素。
The design sketch for nos.88-90 Staunton Street, a grade II historic building, illustrates the proposed design that aims to fit for the new ages while retaining the historical ambience and improving the spatial quality of the community.