WORKING PAPER No.16
REVIEW OF INTERNATIONAL EXPERIENCE :
SELECTED LEADING CITIES - PART II

Background

1. As set out in the Inception Report, we will review the strategic planning experiences of some leading cities, including their strategic planning processes, approaches to dealing with rapidly changing circumstances and their ways to tackle long-term planning uncertainties. Learning from international town planning experiences has been included as one of the eight key study areas promulgated in the Stage 1 Consultation Digest.

2. During Stage 1 of the Study, we have collected information on the long-term plans of six cities of world-class standing or of Asian significance, viz. New York, London, Tokyo, Singapore, Shanghai and Sydney, Paris and Taipei (Information Note No.2 refers). That information note compared planning initiatives of these cities, examined their strengths and weaknesses and explored the opportunities for and challenges to Hong Kong that they are likely to present.

3. However, in terms of their planning processes and ways to tackle long-term issues, there is still a lot to learn from these cities. Their long-term strategic development plans, in particular those of New York, London, Tokyo, Singapore and Sydney, are therefore being examined in the study process.

4. This paper highlights the major issues which are shared by the cities under study and examines how these cities address the issues in their strategic planning processes in order to shed light on how HK2030 could respond to similar circumstances. How these cities handle the issue of future uncertainties in their strategic planning processes is only briefly covered in this paper under the topic of "enhancing economic growth" but will be further discussed in a separate paper.

Key Issues and Strategic Response

5. While the cities under study offer quite unique characteristics, they also share certain similar concerns. Some of the key common issues that need to be addressed in their strategic development plans are discussed below:

5.1 Accommodating Demographic Changes

5.1.1 Context

a. London's population is now more than 7.4 million and is projected to rise to 8.1 million in 2016. While the most significant part of this will be from natural growth, a net gain in migration also contributes greatly to this growth. London loses around 49,000 net each year to the rest of the United Kingdom, but international in-migration is increasing rapidly, averaging about 56,000 annually between 1991 and 1999, giving a net influx of about 7,000 people each year into London. Hence, population is not only growing but the composition of the population in terms of age structure, ethnicity and household size is changing markedly. New migrants are mainly young adults such as students or first time employees, while those moving out are mostly older workers, retired people and young families. This results in smaller households. Also, non-white ethnic minorities currently make up 27% of the population and may represent 31% by 2011.

b. New York City's population as of April 2000 stood at about 8 million, the highest in the city's history. The city grew by 9.4% since the last census count in 1990. New York is more racially and ethnically diverse than the nation as a whole. Its population is characterised by large proportions of hispanics (27%) and blacks (25%). Whites non-hispanics accounted for only 35%, compared to the national average of 69%. The percentage of Asians and other non-hispanics, though small by comparison (10%), has been rising rapidly, primarily as a result of immigration.

c. Tokyo's population is expected to decrease after reaching its peak in around 2010 (about 12.26 million) to about 12.2 million in 2015. However, the number of households will level out after 2010 due to shrinking household size. With the ageing of baby boomers, persons aged 65 or above will increase sharply to 2.83 million in 2015, nearly twice the figure of 1995 and will account for almost a quarter of the total population.

d. Since its independence in 1965, Singapore's population had doubled, reaching 4 million in 2000. The number of non-residents saw the greatest increase, leaping from 311,200 in 1990 to 754,500 in 2000. Singapore's new Concept Plan 2001 plans for a population of 5.5 million.

e. Sydney's population has been growing faster than expected and is likely to reach 4.5 million somewhere between 2011 and 2016, representing a 12.5% increase from 1998. At the same time, average household size had declined to 2.7 persons in 1996 from 3.1 in 1971, reflecting the ageing of population and changes in lifestyle preferences. Urban sprawl is still a problem for Sydney. Despite the turnaround in population decline in the inner
areas, outer suburbs still account for an increasing proportion of the Region's population (45% in 1996).

5.1.2 Strategic Response

a. "Concentration Without Congestion"

In the attempt to accommodate a growing population, the cities under study tend to opt for consolidation, development intensification and infilling in the existing urban areas to provide a greater proportion of new housing in inner areas, making more use of brownfield land instead of greenfield sites. Opportunities for increased housing along transport corridors/nodes and close to job concentrations as well as mixed used development are also pursued, while new areas are planned at higher densities (to minimise the use of greenfield sites) to meet housing needs that cannot be accommodated in the inner areas. Singapore's proposals for "new homes in familiar places" and "high-rise living - a room with a view", London's quest for "urban renaissance", Sydney's strategy for "reduced reliance on new fringe areas for housing", New York's "centres campaign" (focusing development at a number of existing centres) and Tokyo's promotion of "a compact town with an accumulation of functions necessary for living" and "inner city residence" clearly point towards this direction.

To ensure satisfactory implementation of urban renaissance, London points out that fiscal and financial measures would be needed. This calls for amendments to the legislative or fiscal framework at the national level. New York proposes that, apart from instigating zoning changes, allowing transfer of development rights downtown to compensate developers for not building on land owned away from transit could also help to achieve the "centres" objectives.

b. Diversification for More Choices

With a more varied population and changing lifestyle preferences, cities need to provide a greater choice of housing types in all residential areas. To this end, Singapore's Concept Plan 2001 emphasises provision of a variety of housing, from low (5 storeys or less) to medium (plot ratio 1.4 to 2.1) to high-density housing (plot ratio above 2.1). London proposes more homes for single people and people with special needs. Sydney encourages local councils to reform their planning controls to ensure variety in housing types, increase the supply and choice of housing for people with special housing needs and employ better urban design solutions to fit new housing types into existing neighbourhoods.

c. Transit-Friendly Housing

Embracing principles of sustainable development, many cities now place a greater emphasis on ensuring that new housing has access to good frequent public transport, jobs and services and therefore can be less reliant on car use. The afore-mentioned consolidation concept clearly facilitates accessibility. It is increasingly common for cities to adopt an integrated land use-transport-environment approach that entails raising densities close to public transport, planning for mixed use centres and concentrating housing within walking distance of employment and activities.

d. Affordable Housing

Meeting housing needs is not only about increasing supply, but also ensuring affordability. The New York plan contains an extensive discussion on the concept of affordability. At the outset, it maintains that affordable housing should not be seen as a welfare give-away programme but an essential element of a community's vitality and competitiveness, and building affordable housing for the 21st century does not mean reinventing the 19th century urban tenement. The plan thus urges the public sector to "take a proactive stance in the creation of affordable housing through elimination of exclusionary zoning and development standards that tend to raise housing prices above the means of most new families and through reduction of excessive development regulations and reviews that add to a developer's carrying costs". Similarly, the draft London Plan proposes "setting a target to increase the proportion of housing development that is affordable."

5.1.3 Lessons Learnt

Hong Kong's physical setting of a hilly terrain with limited land has effected a highly compact city. While there is scope for urban regeneration, especially of old industrial areas, further consolidation of the already densely developed Metro Area may not always lead to planning gains. Statistics show that population densities in other cities are much lower than that in Hong Kong. For example, the four more densely inhabited boroughs of New York have an average population density of about 12 000 persons per square kilometre, the Tokyo Prefecture has about 10 000, Inner London has 8 800 and the Sydney urbanised area has only 2 500 (7 000 in the local area of Waverley). In contrast, Hong Kong's figures hover at over 17 000 for the Island and 44 200 for Kowloon, thus giving very little leeway for us to intensify.

Nevertheless, in areas where intensification would be desirable, redevelopment could be encouraged through appropriate zoning changes. However, non-viability or other factors may sometimes hinder the redevelopment of private buildings. As such, the rezoning would be ineffective and may even end up in planning blight. This prompts the need for a more comprehensive approach to address the issue, which may incur more proactive Government measures such as modernising the building regulations and land policies. The application of fiscal incentives to encourage redevelopment at preferred locations, however, needs careful consideration as it entails a significant departure from Hong Kong's conventional policies and practice.

As for optimising the use of public transport, Hong Kong has long been focusing development around transport nodes
5.2 Enhancing Economic Growth

5.2.1 Context

a. London's economy is growing strongly and is increasingly underpinned by the success of the city's global activities. The business and finance services sector, for example, accounts for a third of employment and generates 40% of London's wealth, with spin-offs to other sectors such as high-tech support. As a result, the vacant office space available for letting in Central London has nearly halved, but this drop has driven business costs upwards. Whilst traditional manufacturing has declined, new industries including green industries and other research-based industries, have taken its place. The city's retail sector, the second largest employment sector, continues to enhance London's status as a world city and add vitality and viability to town and neighbourhood centres. However, the development of regional shopping centres, supermarkets and retail warehouse parks in the 1980s and early 1990s has created patterns of activities which are highly dependent on mass car-use, causing unacceptable levels of pollution and excludes many Londoners from access to the jobs and facilities they provide. Tourism is also an important sector in London's economy. It provides the export market for London's flagship arts and cultural venues, heritage and ceremonial functions, and many shops and restaurants. London has the greatest concentration of hotels in the United Kingdom, but about 70% of hotel bed spaces are concentrated in three central London boroughs, creating pressures on those areas.

b. New York continues to serve as the economic engine of the region and the state and as a cash cow for the federal government. Despite its strong growth, New York needs a higher level of economic activity to enhance labour force participation and to confront the housing, office and transportation capacity limitations that could dampen economic growth.

c. Sydney is Australia's global city and has invigorated a strong and diverse regional economy. It is a preferred location for Asia-Pacific regional headquarters. Between 1991 and 1996, jobs in the region increased by 7.6% compared to 5.4% population growth. But good job prospects have attracted population growth, thus giving the challenge of ensuring sufficient job and business opportunities to keep pace with a growing workforce, both in terms of numbers and spatial distribution. The main growth sector is financial, business and property services while manufacturing continues to decline.

d. Singapore sees its future economic opportunities in high-value added industries and as a global business centre. High-value industries, including electronics, chemicals, pharmaceuticals, biomedical sciences and engineering, can contribute significantly to its GDP growth despite being very land intensive. Singapore also finds boundaries between businesses and services increasingly blurring and that the old zoning system seemed to be imposing limitations to the new modes of operation in economic activities. The uneven distribution of jobs and homes, although not explicitly stated, also appears to be a concern.

e. Tokyo is seen to have an economic advantage over other parts of Japan as information-related industries and headquarters of corporations are concentrated in the city. In years to come, Tokyo is expected to maintain at least the same, if not higher, economic growth than the national average. The annual growth rate to 2015 could be in the region of 2%. The financial and business services sector is, and will continue to be, Tokyo's largest sector, while the information-related industries and the entertainment/restaurant/hotel industries are expected to grow further.

f. In the cities under study, new technology offers the potential to adopt new ways of working and to spread economic activities more widely. Daily electronic contact from home with periodic face-to-face meetings is increasingly popular, if not yet widespread. The trends towards adopting more flexible working methods or home-based modes will have consequences in terms of demand for office space and transport. Similarly, e-shopping for home delivery has the potential to reduce the number of personal journeys. However, this may mean more journeys for the distribution of goods and create a demand for additional distribution centres. While these trends are not yet apparent, its potential could be significant.

5.2.2 Strategic Response

a. Reinforcing the CBD

London aims to ensure a steady and appropriate supply of office space (mainly in Central London and Docklands) of different types in response to market needs, including large-scale, high-volume buildings, medium sized buildings and lower cost flexible space.

In Sydney's plan, an important strategy is to support development of the existing CBDs as key commercial centres and maintain their profiles through high quality development and access as well as provide opportunities for businesses that need sites with high profiles (such as internationally focused businesses, services and headquarters).

Singapore anticipates that a majority of the financial and services sector will be concentrated within the Central
Tourism is an important sector in the economy of all the cities under study. Tokyo, in particular, sees its role in the 21st century as "a global city with a great number of residents and visitors"; Sydney establishes itself as Australia's international and tourism gateway. However, there appears to be no specific proposal under the city plans of these cities directing at supporting the development of tourism. Presumably, the cities will have their separate tourism policies and strategies. But more importantly, the package of strategies under the city plans, including improvements to the environment and transport system, provision of additional cultural and recreational facilities, protecting heritage etc., taken together, will certainly help to enhance tourism in these cities.

More specifically in London's draft plan (as part of the effort to strengthen London as a city of culture and as a

Area for greater synergy and critical mass. To support the increase in activities in this area, there will be a denser and more comprehensive rail network with MRT stations within easy walking distance.

Tokyo will maintain its "Capital Core" as the driving force of Japan's politics, economy and culture while the revitalised Waterfront will be the base for international exchange (especially for economic, cultural and technological exchanges with Asia).

New York considers that the health of the CBD is fundamental to the well-being of the region. Besides being the great engine that moves the region's economy and the great magnet that pulls in new talent from around the world, it is also one of the transforming forces that make the city distinctively human - a place where ideas are sparked and prejudices can be shed. Strengthening the CBD through an improved transport network is therefore one of the key recommended actions under the Centres Campaign.

**b. Flexible Planning Framework**

Responding to changes in the economic structure, London will provide a planning framework which is flexible and sensitive to the rapidly changing needs of, and capacity for, London's businesses of different sizes and types (including new types of activities and industries) and supporting some clustering of activity (for example technology parks) where appropriate.

In the interest of optimising land use and meeting the needs of the new economy, Singapore introduced the "new business zone and new white zone" to accommodate a wider range of uses. The range and quantum of "white uses" within the new zones vary from location to location. For example, prime sites closer to MRT stations can have a higher white component. Possible white uses include retail, offices, residential, hotel, recreation facilities. The white component is subject to planning permission and compliance with development control guidelines.

**c. Rational Distribution and Good Accessibility**

As with increasing residential densities around transit nodes, densities for employment uses could also be increased. Under the new Singapore Concept Plan, industries and businesses close to rail stations will be able to build higher to optimise the use of land around these important transport nodes. This will allow more people to enjoy the convenience of working near a rail station. Also, more jobs will be closer to home through further development at the three existing regional centres of Tampines, Woodlands and Jurong East which will be supported by additional rail facilities.

A number of cities focus on revitalising their centres for businesses. Tokyo, for one, aims to create an urban city that facilitates a balance of job and residence, for example, through a system that leads to "whole-block" redevelopment in the inner city, or through promoting the development of information industries and educational facilities in new towns.

Similarly, New York expects tremendous job growth in the region's existing centres with more than a million new jobs distributed across the CBD, among 11 regional downtowns and throughout a constellation of compact, smaller, centred towns that are rail-served, walkable communities built around a main street or a mini-downtown.

To address its concerns on the growth of regional shopping centres, London will redirect retail activity to the established network of town centres and as part of large-scale mixed-used developments and require the rigorous application of the "sequential test" to all out-of-centre retail proposals.

**d. Responding to New Trends Driven by Technology**

New trends driven by technology are still a huge "unknown". London will keep under review the trends towards new styles of living and working, including the effects on transport, demands for office provision and distribution centres for goods and the size and type of residential accommodation required. Sydney strives to give improved awareness and response to the accommodation and support needs of small and micro businesses and home-based industry. For example, it is found that small businesses tend to seek accommodation in smaller scale buildings with direct street exposure and a professional appearance. New York sees home telecommuting as a positive demand-side tool to address the traffic congestion problem and therefore recommends promoting its use.

In Singapore's Concept Plan, apart from the afore-mentioned "new business zone and white zone" which could provide flexibility to cater for future uncertainties, large tracts of land (mainly on the islands of Pulau Tekong and Pulau Ubin) are designated as "reserve sites". New land will also be created through reclamation, increasing Singapore's land size by 15%. This will produce a sizeable land bank for meeting future needs which are yet to be perceived.
5.3 Promoting Environmental Sustainability

5.3.1 Context

As population increases, the economy grows and energy demand expands, increased pressure will be exerted on the environment. The extensive use of non-renewable energy and increasing generation of solid and liquid wastes as well as air pollutants are also major concerns. Continuous city expansion devours open land and environmental resources at the cities' outer edge, reducing accessibility of city dwellers to outdoor recreation space and threatens the viability of ecosystems. These environmental issues seem to be common to all big cities.

5.3.2 Strategic Response

Thanks to the visionary mid-19th century concept of Central Park by Frederick Law Olmsted, New York has been a forerunner in providing a "green lung" for a densely developed metropolis. New York aims not only to provide a central open space, but a regional open space system to protect and restore the natural systems and open spaces that serve as an environmental life support for cities, suburbs and rural hamlets. The so-called "Greensward Campaign" includes establishing 11 regional reserves, reinvesting in urban parks, public spaces and natural resources and creating a regional network of greenways. Realising the Greensward vision, New York believes, requires three efforts: (i) creating a people networks to share information and raise community awareness on the issues; (ii) providing long-term research on the networks of greenways. As population increases, the economy grows and energy demand expands, increased pressure will be exerted on the environment. The extensive use of non-renewable energy and increasing generation of solid and liquid wastes as well as air pollutants are also major concerns. Continuous city expansion devours open land and environmental resources at the cities' outer edge, reducing accessibility of city dwellers to outdoor recreation space and threatens the viability of ecosystems. These environmental issues seem to be common to all big cities.

Hong Kong should also closely monitor the trends driven by new technologies, especially with regard to the impacts on the corporate structure, operation mode, trip patterns as well as demand for telecommunications infrastructure, office space, shopping facilities and distribution centres.

The creation of a land bank is not a novel idea for Hong Kong. Very often in the embryonic stages of a new town's development, land acquisition, site formation and provision of major infrastructure might have preceded detailed land use designations. However, other than in comprehensive development like new towns, under Hong Kong's current legislation and financial policies, it is not possible to resume, form or service a piece of land without having a clear public purpose and development programme for it. The lack of readily available development sites may put Hong Kong in a disadvantaged position in the light of rapidly changing economic needs. Hong Kong may have to consider new mechanisms to overcome such technical impediments.

5.3.3 Lessons Learnt

Hong Kong should also closely monitor the trends driven by new technologies, especially with regard to the impacts on the corporate structure, operation mode, trip patterns as well as demand for telecommunications infrastructure, office space, shopping facilities and distribution centres.

London proposes four strategies to tackle its environmental issues. Firstly, it must address the long-term risk of flooding resulted from global warming, for example by seeking the construction of appropriate flood defences in new developments. The second relates to waste reduction, re-use, recovery and disposal, a hierarchy to which London will adhere. The handling of waste will also follow the "proximity principle" which says that waste should be collected, reprocessed and disposed of as close as possible to where it is produced in order to reduce transportation. The third strategy concerns the reduction in the use of natural resources. The last calls for the creation of a cleaner environment.

Sydney's environment strategy comprises six strands. Firstly the urban environment should be improved through good urban design. Secondly, state and local governments should press on with committed open space acquisitions and quickly bring these into use. Thirdly, scarce or non-renewable resources should be conserved and waste generation be minimised. Fourthly, the region's biodiversity should be protected through balanced planning decisions and a comprehensive approach. Fifthly, air quality should be improved through a more compact city development which places less demand on transportation and through cleaner industrial production practices. Lastly, the region's water quality and water environments should be enhanced.

Singapore's green plan focuses on the recreational value of the parks. It aims to create a network of green spaces to "enjoy and create the feel of a city in a garden". More specific proposals include opening up the Central Catchment for low-impact recreational use, such as hiking and cycling; conserving rustic areas; and providing more facilities for sporting activities, for example water sports at the reservoirs. Natural elements like rivers, mangrove swamps, trees and
coastlines are also considered to be features that can make towns more distinct, thereby fostering a sense of identity.

Tokyo aims to "create a hometown with abundant nature and culture", "improve the urban environment and protect the health of citizens" and "decrease environmental load and create a sustainable society", for example, through providing a "land of rich forests and clear streams" at Western Tama.

### 5.3.3 Lessons Learnt

The conventional way of dealing with environmental concerns in land use planning is instituted from the angle of assessing the impacts of a development. Environmental protection has therefore been about mitigating the negative effects of development. However, continuous detriment to our environment has called for more proactive measures. Land use planning, in particular strategic planning, needs to integrate environmental factors at the very outset. This is especially important for protecting our natural ecosystems, as the loss of valuable species and habitats is irreversible. To ensure that environmental objectives can be achieved, further examination of New York's propositions (i.e. enhancing awareness through establishing a community network, providing better research support and increasing co-operation amongst the experts, the government and the private sector) may be useful in reviews of the environmental and conservation policies.

### 5.4 Facilitating Transportation

#### 5.4.1 Context

As regards transportation, all the world’s large cities seem to share two common trends: (i) an increasing number of trips, especially car trips (due to higher car ownership and dispersed employment locations) and freight trips (due to economic growth) and (ii) more complex trip patterns covering wider areas. Higher trip rates push air pollution to intolerable levels and dispersed trip patterns make provision of public transport difficult and not cost-effective.

#### 5.4.2 Strategic Response

- **An Integrated Approach**

  The draft London Plan recommends an integrated land use-transport approach, shaping the location patterns that impact on transport demand, especially housing and employment. The Greater London Authority, Transport for London, the London Development Agency, the boroughs and other key partners will work together to identify locations across London that are appropriate for higher density development and where good all round public transport connections already exist or can be achieved. Traffic impact, especially accessibility and capacity of public transport, will be taken into account when determining the appropriate mix of uses in locations.

- **Improving the Network**

  Tokyo Plan 2000 proposes a "Circular Megalopolis Structure" as the city’s future development pattern. This puts an emphasis on links between different centres in a circular fashion and supports the improvement of three ring roads to alleviate traffic congestion in central Tokyo and to improve the speed and convenience of the flow of people, goods and information, promoting functional cooperation between the centres.

  The Regional Plan Association has, for number of years, advocated for a Regional Express Rail System to accommodate the substantial projected growth of commuters, particularly those making daily work trips to Manhattan from various residential suburbs in New York State. This system will help to reduce road-based traffic and will complete the regional rail network, facilitating integration of the entire Tri-State Region. Together with a handful additional highways, the region’s transport system will, according to the New York plan, be within everyone’s reach.

- **Upgrading Elements of the Existing System to Boost Patronage**

  The New York plan stresses the importance for improving the condition of rail stations, especially with regards to lighting and safety. Renewal of the physical condition of the stations and provision of additional escalators and easier-to-climb stairways will also help to attract usage of the rail system. It also proposes, amongst other things, the use of universal regional "smart cards", improvements to the traffic signaling system, provision of bus lanes, to improve flows.

#### 5.4.3 Lessons Learnt

It seems that Hong Kong's transport system is already very advanced by world standards, with an extensive network, efficient interchange, computerised management and wide use of "smart cards" in public transport, although there are still minor areas that need improvement. Hong Kong’s main transport issue seems to relate to our rapidly growing cross-boundary traffic and continuous substantial increases in population-and port/airport-related traffic. Having undergone a similar process of cross-boundary relocation of manufacturing operations but retaining the role of as a regional port and "control centre", Singapore appears to be able offer some insight on the cross-boundary traffic issue. However, Singapore's Concept Plan has not mentioned how the city addresses the problem of cross-border traffic congestion. Further study into this area could be worthwhile.

### 5.5 Ensuring Quality of Life
5.5.1 Context

Improving quality of life is almost the universal goal for all cities. The concept of quality of life seems to permeate across all matters of concern for a city government — the natural environment, the built environment, housing, job opportunities, transportation and other infrastructure, education, welfare, healthcare, arts and culture etc. It is also important to note that quality of life also concerns people's mental and social well-being, such as whether they have a sense of identity, a sense of belonging, a sense of security as well as a sense of mission, which is pivotal to a society's stability and continued prosperity and success.

5.5.2 Strategic Response

a. A Sustainability Approach

New York reckons that the interlocking foundations of the economy, the environment and equity (the "Three E's") are the components of its quality of life. The fundamental goal of the New York plan is to rebuild the "Three E's" through investments and policies that integrate and build on the region's advantages, rather than just focusing on just one of the "E's" to the detriment of the others.

The draft London Plan has been formulated to achieve the Mayor's vision to develop London as "an exemplary sustainable world city". Sustainability is considered a key element for the improvement of Londoner's quality of life.

b. Ensuring Equal Access to Resources and Meeting Specific Needs

The draft London Plan also aims to ensure equality of opportunity and social inclusion for all Londoners. It would address specific needs of ethnic minorities (e.g. access to places of worship), needs of women (e.g. higher concern for personal safety, childcare), needs of children and young people (e.g. safe recreation and play-space), needs of disabled people (e.g. better access), and needs of older people (e.g. affordable housing).

c. Preservation of Cultural Heritage

Protection of culture heritage and physical elements of distinct character can help foster a sense of identity. Identity is one of the main themes under the new Singapore plan. It recognises that specific buildings and areas are significant to Singaporeans. Old ethnic enclaves like Chinatown, Kampung Glam and Little India illustrate Singapore's historical and cultural mosaic, while the life and buzz of the Central Area paint another facet of its character. Moreover, creating a sense of identity in new towns and small villages are also important. It recommends that future new towns will be smaller, more compact and personal, whereas unique features of the villages should be retained. Singapore will draw up an identity map showing icons, activity nodes, focal points, essential routes and gathering places which are landmarks to its social landscape. Heritage roads, rich in memory and lined with mature trees, will also be identified for protection.

5.5.3 Lessons Learnt

The importance of sustainable development needs no elaboration. Bringing sustainable development to the fore in our strategic plan clearly places Hong Kong alongside advanced cities like London and New York. However, it is not only about goal-setting, but ensuring that the goal is achievable. On that score, Hong Kong still needs to do more.

As for creating a sense of identity and a sense of belonging, Hong Kong, being a cosmopolitan city and a city of migrants, can certainly learn from London and New York. However, it is not only about goal-setting, but ensuring that the goal is achievable. On that score, Hong Kong still needs to do more.

Conservation of ecological and heritage resources, too, will help to add diversity and richness to our cultural identity. Consideration could also be given to formalising Hong Kong's own Little India, Little Fujian, Little Shanghai etc. to add flavour to our multicultural scene.

Conclusion

6. Having gone through very different historical paths, cities are all unique in their own respects. However, big cities tend to have very similar problems, despite the difference in degree. A convergence in the approach of strategic planning processes amongst cities is more and more evident. This approach has the following key characteristics:

- Adherence to the principles of sustainable development;
- An integrated/holistic approach;
- Provision of choice and flexibility in response to changes in needs and preferences; and
- More emphasis on quality of life and urban design.

7. This overall approach tallies with that of the HK2030 Study, indicating that we should be on the right path and that our plan should be able to help Hong Kong gain a strong foothold in realising our vision as Asia's world city. At a more detailed level, some of the specific proposals of the overseas city plans may shed light on how Hong Kong can address similar issues. These will be further explored under separate papers on specific topics.
As New York City does not have a citywide long-term strategic land use plan, reference is made to the third tri-state regional plan for New York State, New Jersey State and Connecticut State drawn up by the Regional Plan Association.

The Sydney Plan also covers the neighbouring Wollongong, Central Coast and Newcastle, which, together with Sydney, form the Greater Metropolitan Region.

The Shanghai Comprehensive Plan (1999-2020) was approved by the State Council on 11 May 2001. Consideration will be given to updating this paper upon availability of the new Shanghai plan later this year. Paris and Taipei have not been included in this round of the study due to a lack of detailed information for more in-depth examination.

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