
23 March 2022

HKIA X HKIUD Webinar

Northern Metropolis -- Opportunities for re-making Hong Kong

LING Kar-kan, SBS

Adjunct Professor, HKU & CUHK
Professor of Practice (Planning), PolyU
Associate Fellow, University College of
Estate Management, UK
Former Director of Planning and
Former President of Hong Kong Institute of Planners

**Strategic Planning Advisor
for Hong Kong/Shenzhen Co-operation, HKSARG
(1 June 2021 – 28 February 2022)**



Session One:

- 1. Strategic Planning Trajectory of Hong Kong**
- 2. Integration with Shenzhen, GBA and the Nation**
- 3. Key Development and Infrastructure Projects**
- 4. Economic Development and Job Creation**

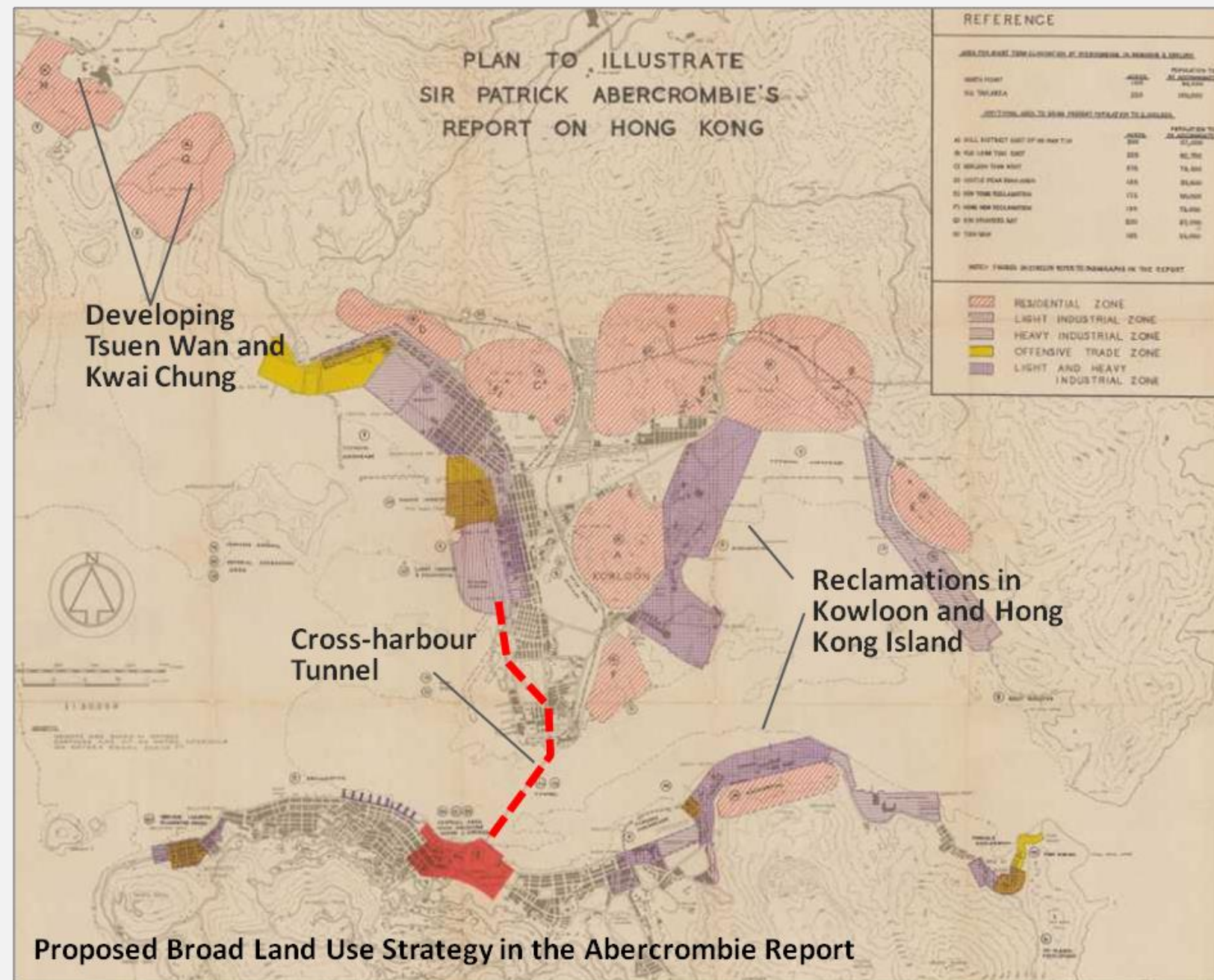
Session Two:

- 1. Proactive Conservation**
- 2. Creation of Unique Metropolitan Landscape**
- 3. Urban & Rural Integration/Development & Conservation Co-existence**
- 4. Concluding Remarks**

Strategic Planning Legacy of HK

Abercrombie Plan (1948)

- ❑ Major focus on new developments around Victoria Harbour
- ❑ Visionary projects such as cross-harbour tunnel, underground railway alignment, reclamation and satellite communities/new town development were proposed



Sir Patrick Abercrombie

(Photo source: https://en.wikipedia.org/wiki/Patrick_Abercrombie)

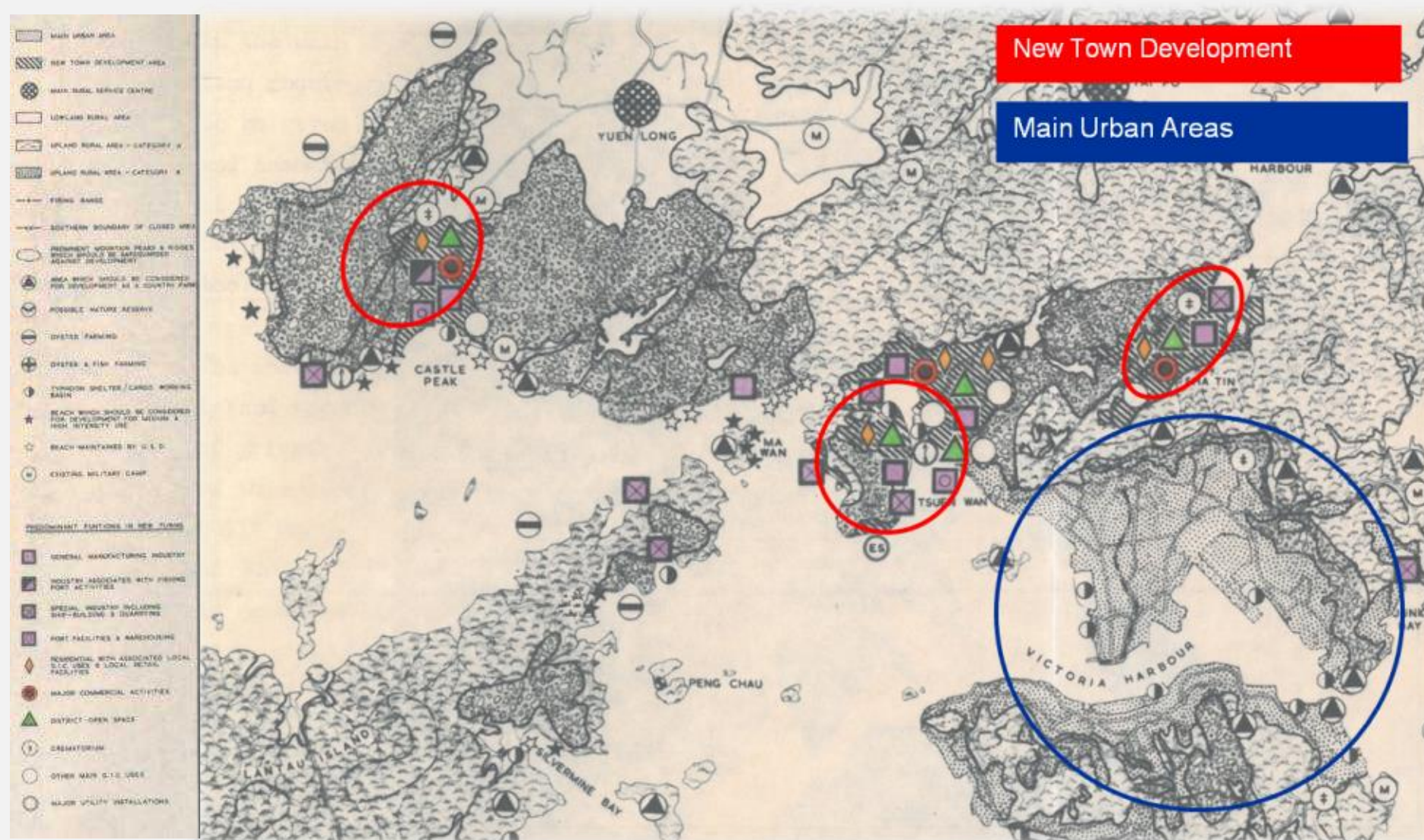
(to accommodate additional 600,000 population)

Courtesy: Planning Department

Strategic Planning Legacy of HK

Colony Outline Plan (1970)

- ❑ Broad land use pattern for the whole territory to guide programme for land and infrastructure development
- ❑ New Town development (namely Tsuen Wan, Sha Tin and Castle Peak, later known as the first-generation new towns) and improvement of the environment in the existing urban areas
- ❑ First set of planning standards and guidelines in Hong Kong → Hong Kong Planning Standards and Guidelines



(Projected population (1986): 5.8 million)

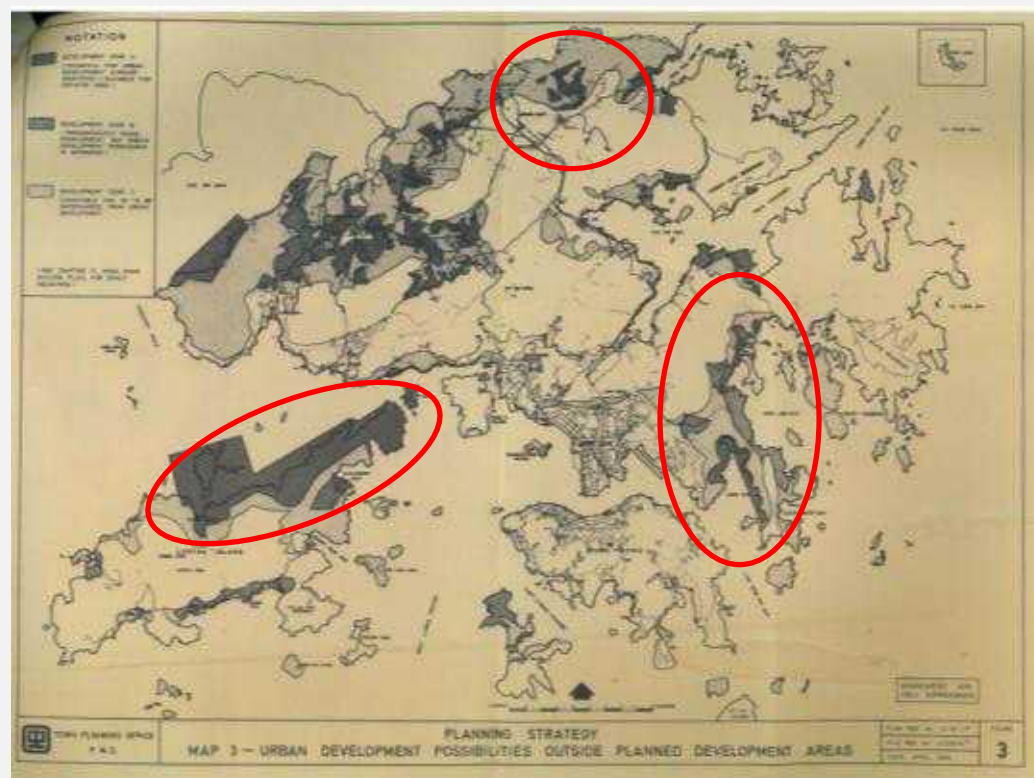
Proposed Broad Land Use Pattern in the Colony Outline Plan

Courtesy: Planning Department

Strategic Planning Legacy of HK

Hong Kong Outline Plan (1979)

- ❑ A basic framework for future physical planning and development in Hong Kong [second-generation new towns development]
- ❑ A coordinated land use and transport planning strategy to the new town development, setting out broad planning principles, provision of country parks, beaches and conservation areas



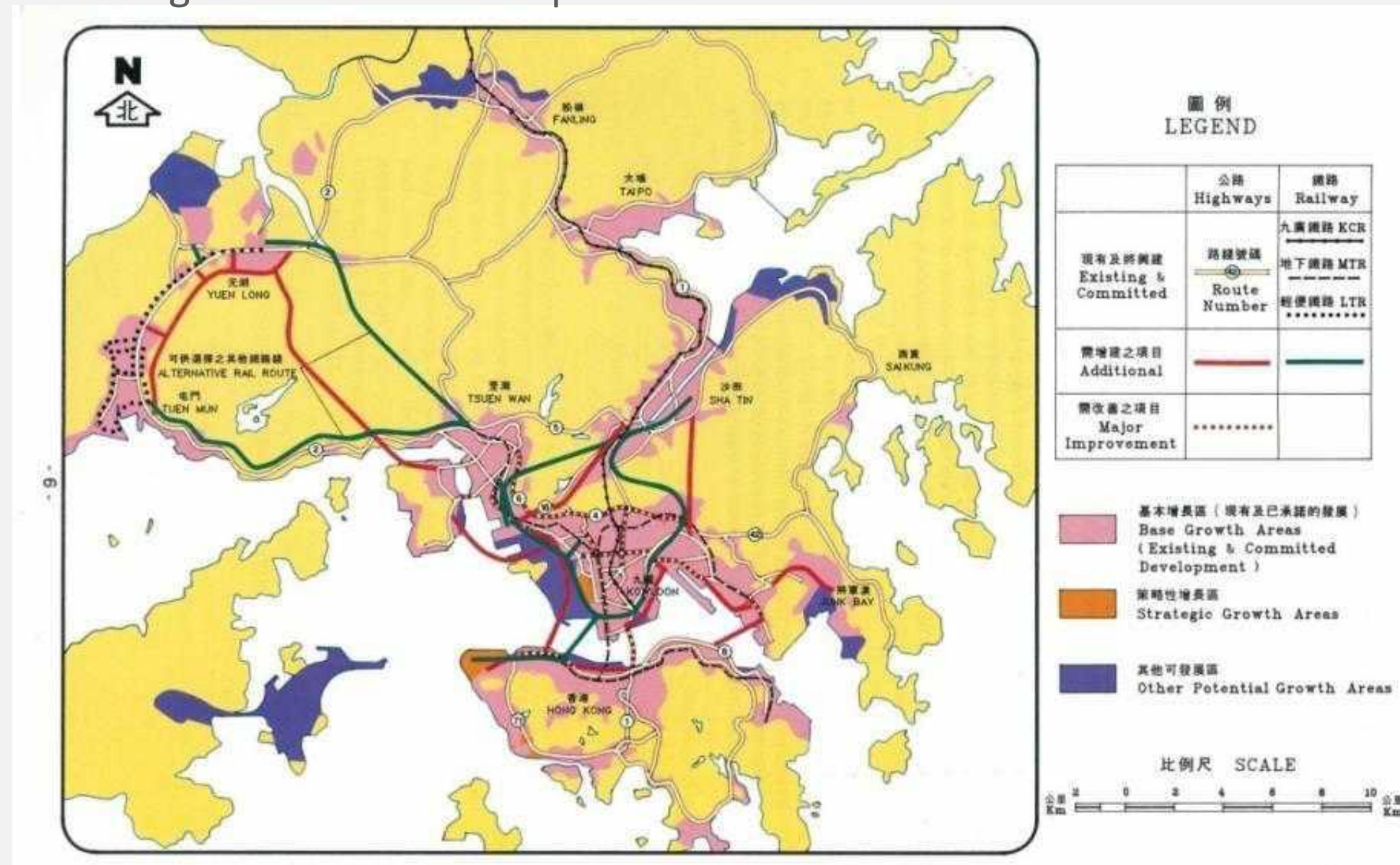
Planning Strategy : Urban Development Possibilities outside Planned Development Areas

Courtesy: Planning Department

Strategic Planning Legacy

Territorial Development Strategy (1984)

- ❑ An integrated land use and transport planning framework for the territory [land use and transport optimization (LUTO) model was used] with a hierarchical and multi-modal transportation framework
- ❑ A land use framework for conservation of areas of major ecological, agricultural, recreational and landscape significance
- ❑ Third-generation new towns development
- ❑ Investigate the need for airport relocation



Proposed Growth Areas in the Territorial Development Strategy

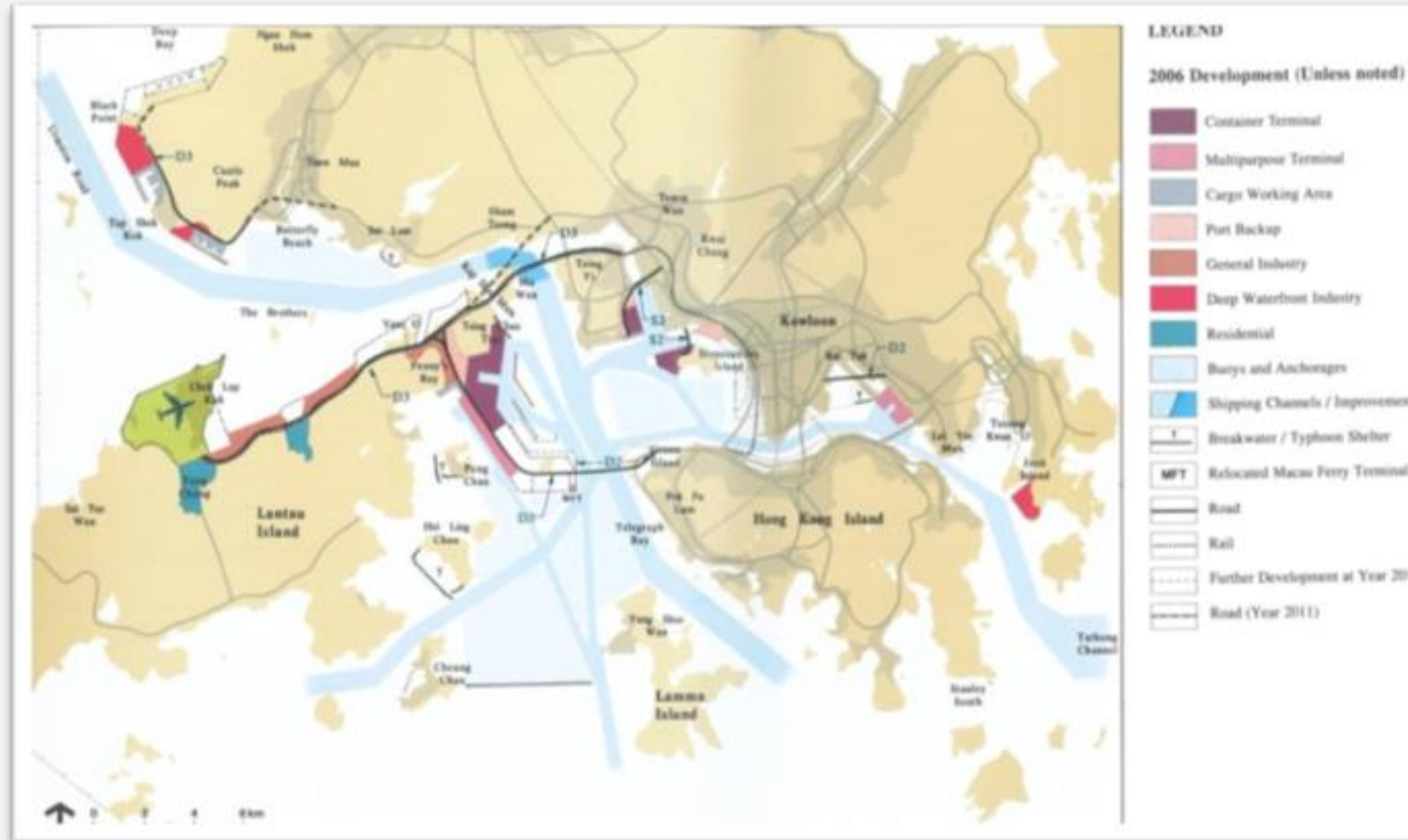
(Projected population (1996): 7.1 million)



Courtesy: Planning Department

Strategic Planning Legacy

Port and Airport Development Strategy (1989)

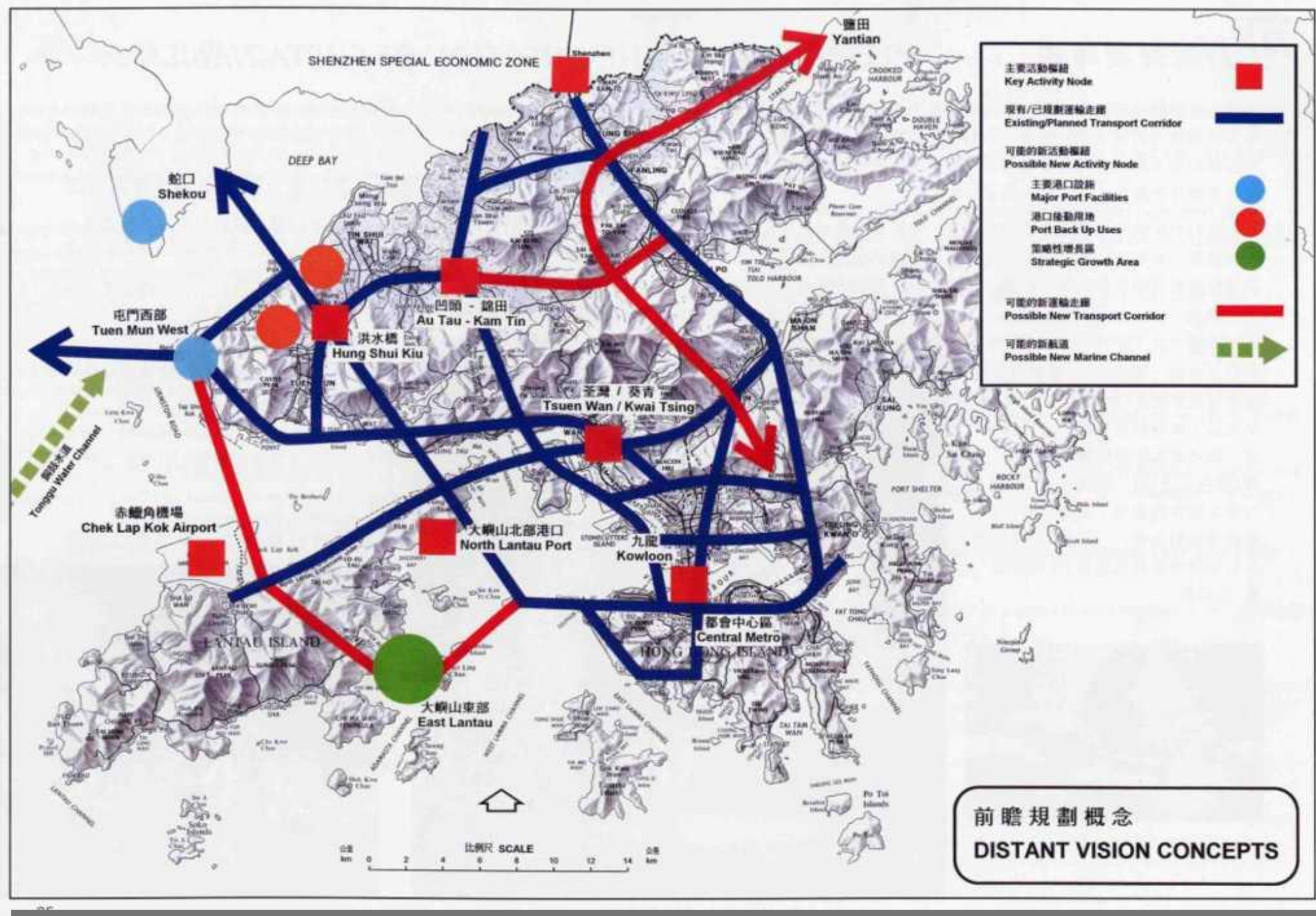


Data source :
Port & Airport Development Strategy Final Report, 1989

Courtesy: Planning Department

Strategic Planning Legacy of HK

Territorial Development Strategy Review (1996)

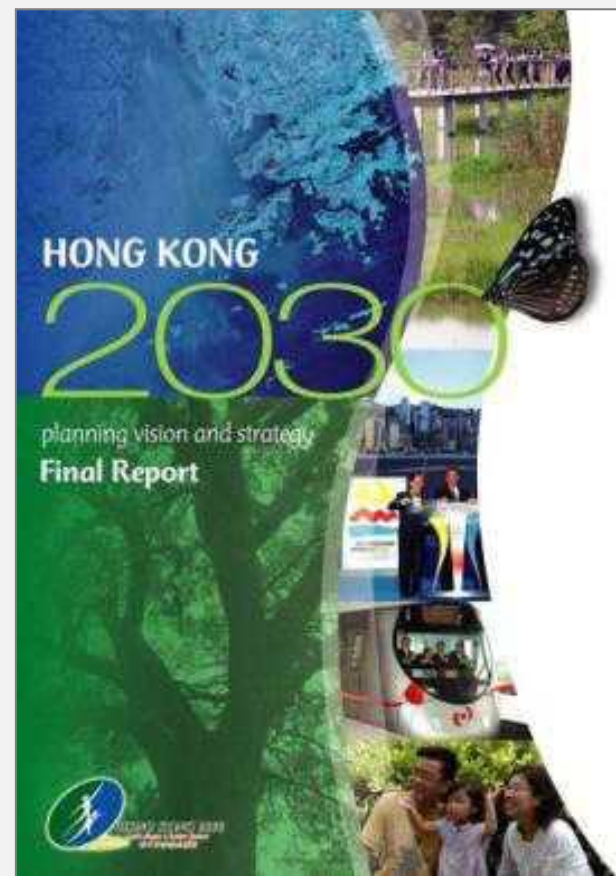


- ❑ Integrated land use-transport-environmental planning
- ❑ Environment explicitly embraced as one of the strategic factors
- ❑ Comprehensive internal transport system proposed to support spatial growth
- ❑ Strategic cross-boundary transport links indicated
- ❑ Additional boundary crossing points identified
- ❑ East Lantau identified as a strategic growth area

Strategic Planning Legacy of HK

Hong Kong 2030: Planning Vision and Strategy (2007)

- Sustainable development as the overarching planning principle
- Planning concepts
 - Emphasis on smart growth and wise management of resources
 - Do more with less
 - No-go areas
 - Rail-based development pattern
 - Balancing development and conservation
- Broad development directions
 - Promoting a quality living environment
 - Enhancing economic competitiveness
 - Strengthening links with the world, particularly the PRD Region



Recommended Development Pattern

(Projected population (2030): 8.4 million)

Courtesy: Planning Department

For the past half-century or so, the Government, in order to cater for the growth of local population and meet the need of economic development, has been putting enormous efforts in town planning, including developing new towns in Tsuen Wan, Sha Tin, Tai Po and Tuen Mun in the early years, as well as New Development Areas (NDAs) in Kwu Tung North, Fanling North and Hung Shui Kiu in recent years. **Though such planning developments have delivered significant achievements, there are also inadequacies in attaining home-job balance and self-sufficiency.**

Carrie Lam
Chief Executive of the Hong Kong Special
Administrative Region

Strategic Planning Legacy of HK

Hong Kong
2030+

Hong Kong 2030 + (2016)



“ A vision-driven and capacity creating approach for strategic planning of land/space, transport and infrastructure provision and the environment, and ”

Northern Metropolis Development Strategy

Hong Kong 2030+ : Towards a Planning Vision and Strategy Transcending 2030

Conceptual Spatial Framework (2016)



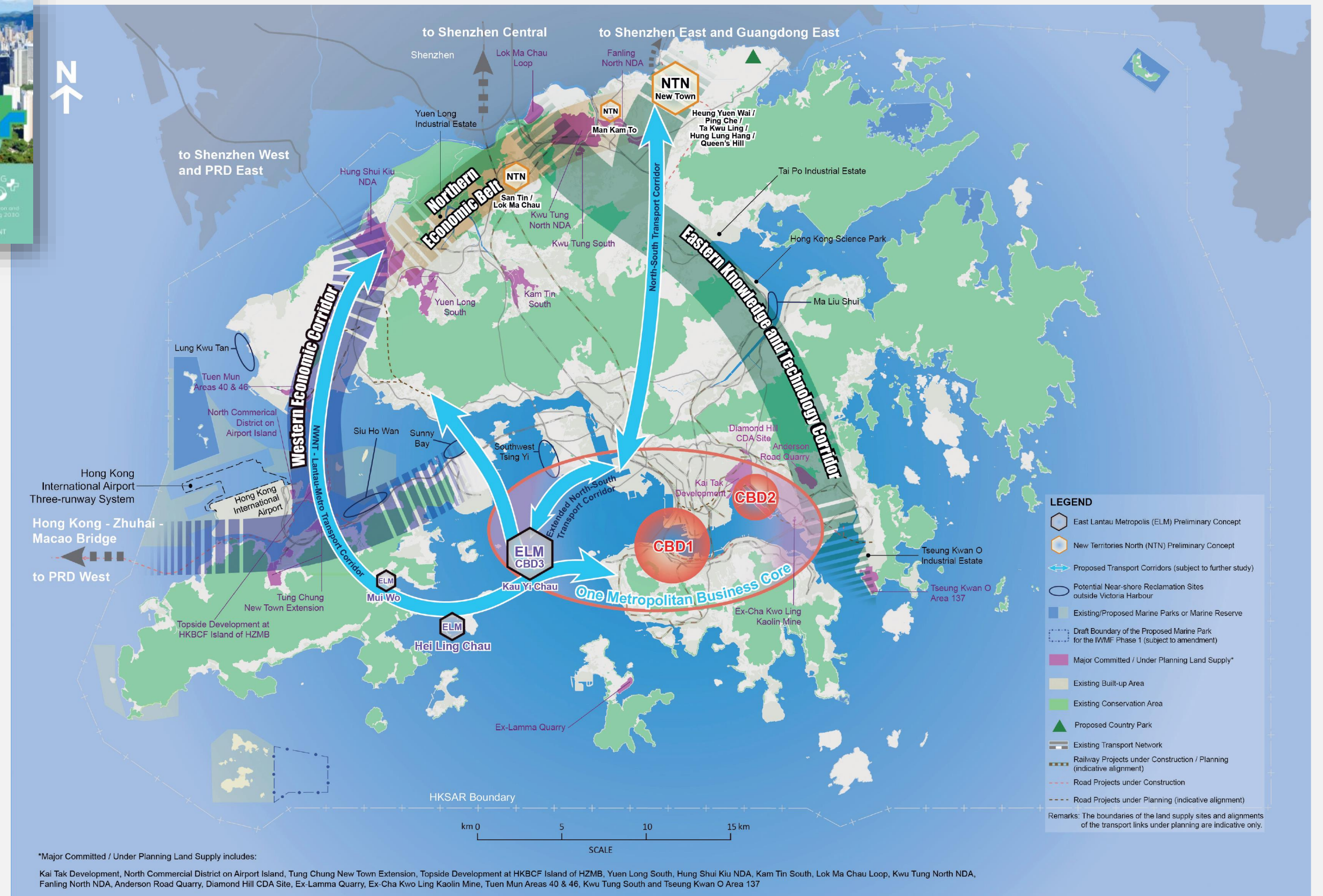
ONE Metropolitan Business Core

TWO Strategic Growth Areas

- East Lantau Metropolis
- New Territories North (NTN) New Town

THREE Development Axes

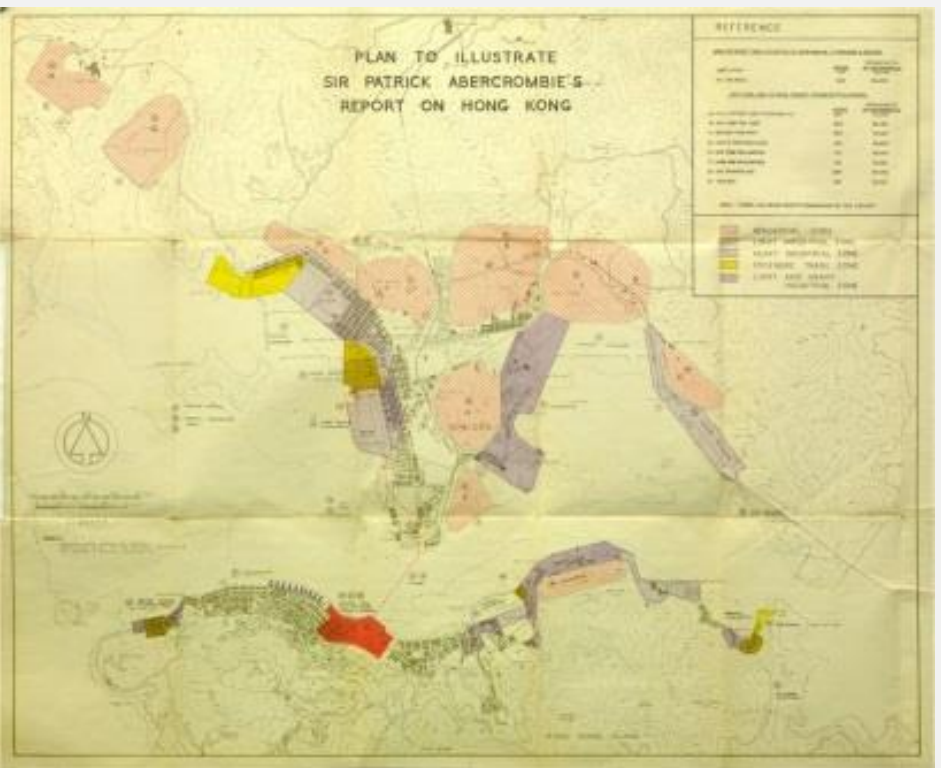
- Northern Economic Belt
- Western Development Corridor
- Eastern Knowledge and Technology Corridor



Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030 Public Engagement Booklet (2016) – Conceptual Spatial Framework

Different Focuses of Previous Strategic Plans and Hong Kong 2030+

Previous Planning Initiatives Hong Kong 2030+



Courtesy: Planning Department



Demand Responding



Housing-led



Passive environmental conservation



Development-oriented



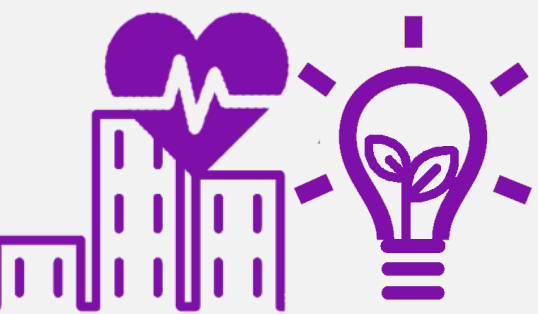
More vision-driven



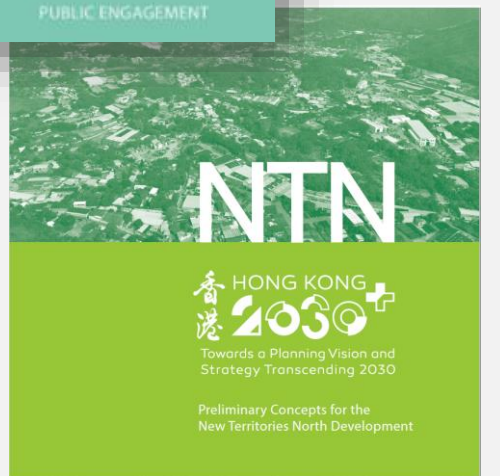
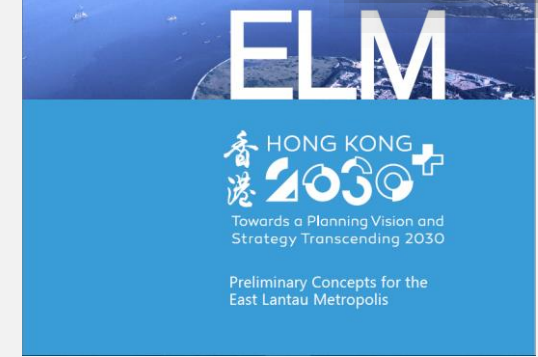
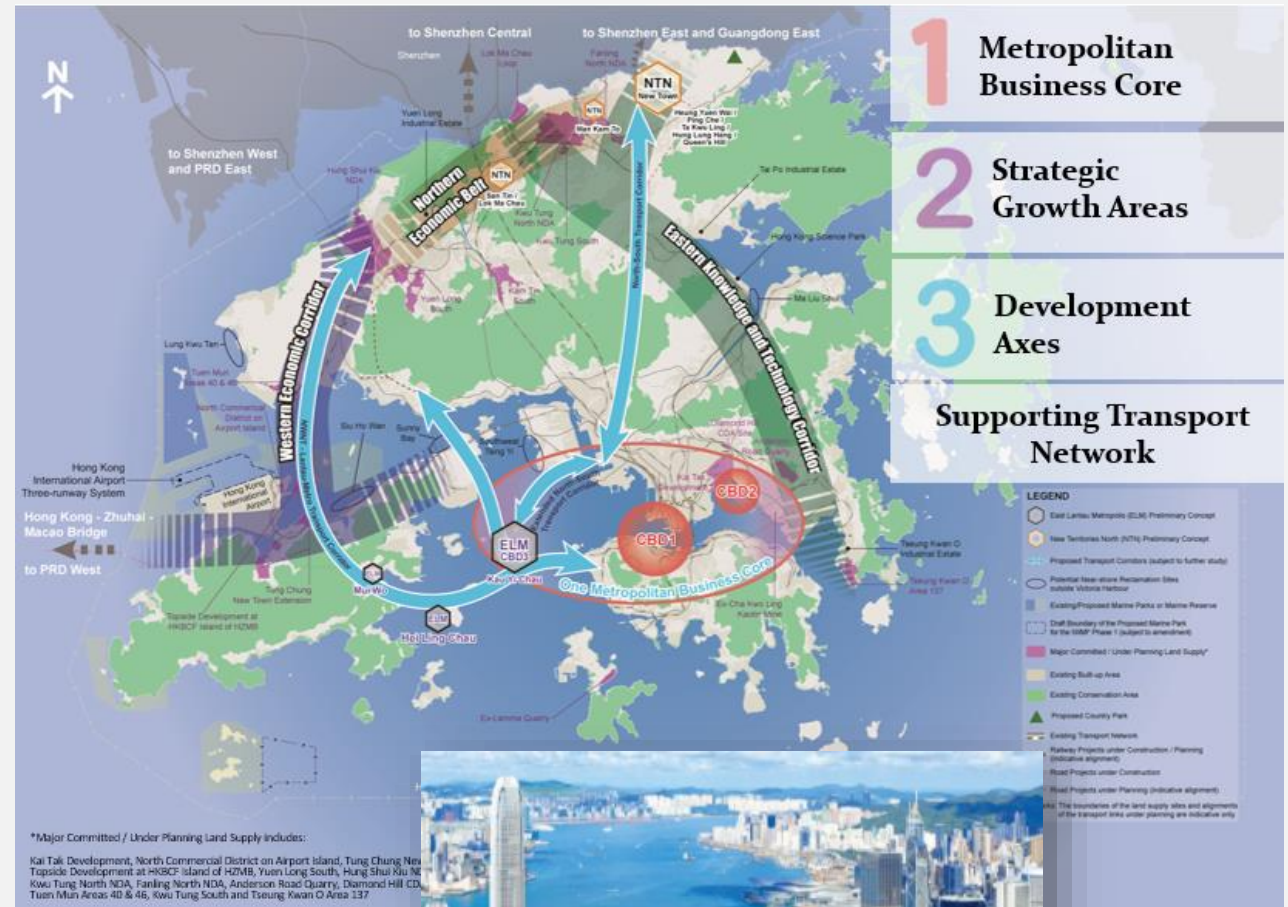
Employment-led



Active environmental capacity generation



Liveability-oriented



Strategic Planning Legacy of HK



Existing New Towns

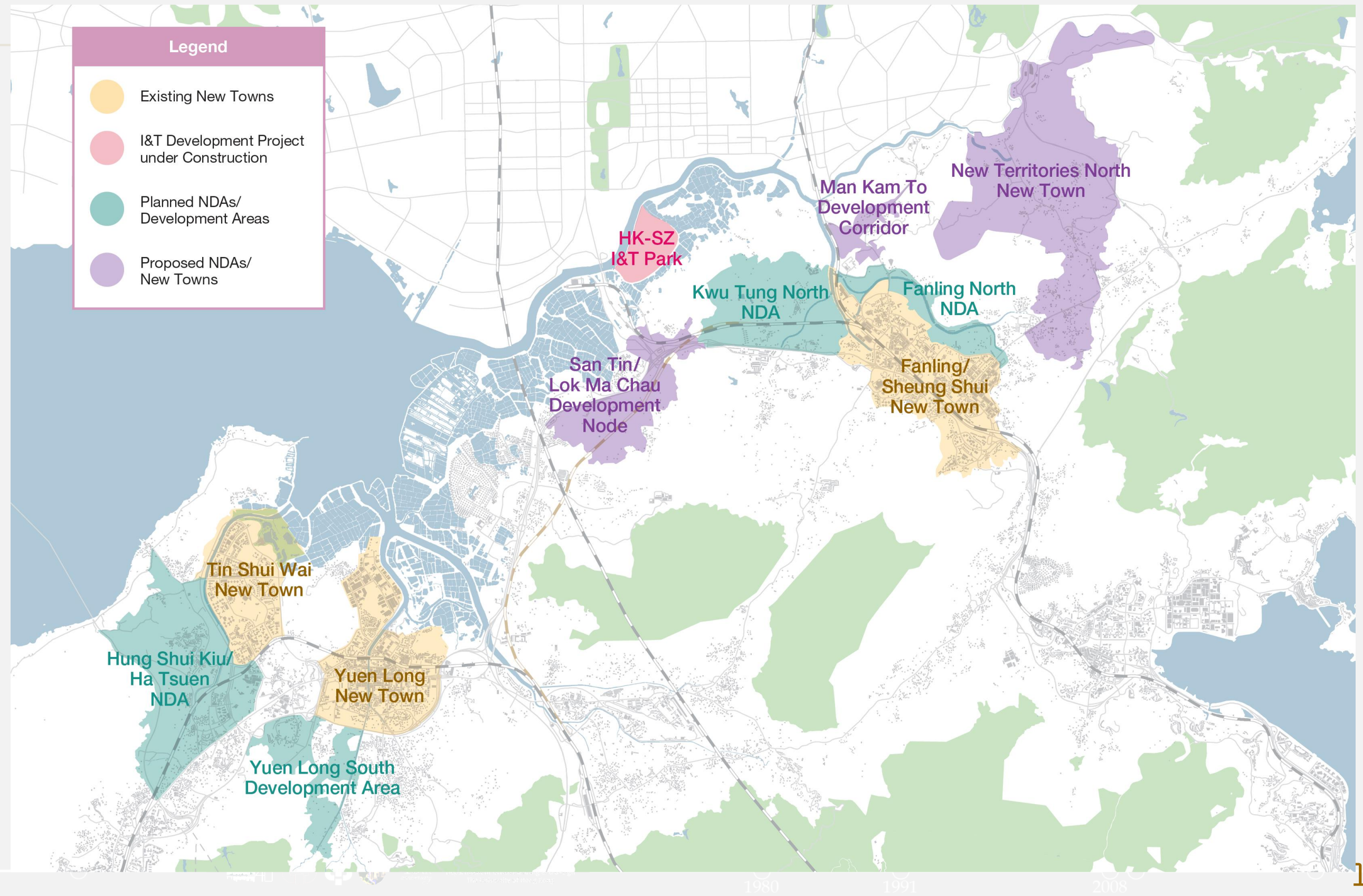
- 1) Tin Shui Wai
- 2) Yuen Long
- 3) Fanling/Sheung Shui

Population: 960 000
Housing Units: 390 000
Jobs: 116 000

Planned/ Proposed NDAs

- 1) Hung Shui Kiu/Ha Tsuen NDA
- 2) Yuen Long South
- 3) Kwu Tung North NDA
- 4) Fanling North NDA
- 5) San Tin/Lok Ma Chau Development Node
- 6) Man Kam To Development Corridor
- 7) NTN New Town

Population: 1 030 000
Housing Units: 350 000
Jobs: 450 000



Northern Metropolis Development Strategy

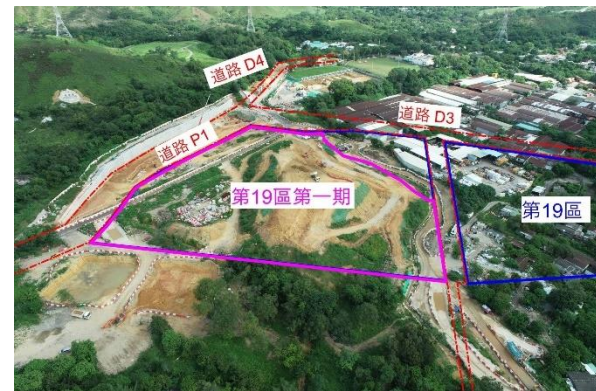
Developments in Progress



1 HSK
(Designated Rehousing)
No. of Flats: 2 584
In-take Year: 2026-29



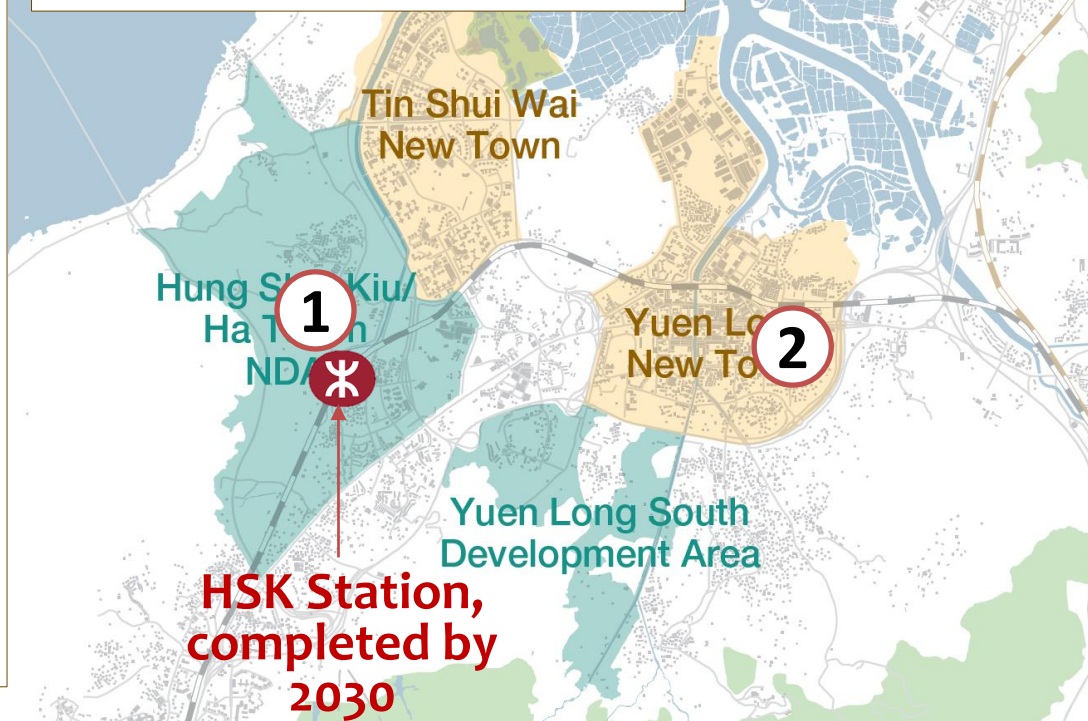
3 HK-SZ I&T Park
8 buildings in Batch 1 development
In-take Year: 2024



4 KTN Area 19 (HA)
No. of Flats: 9 000
In-take Year: 2026-28



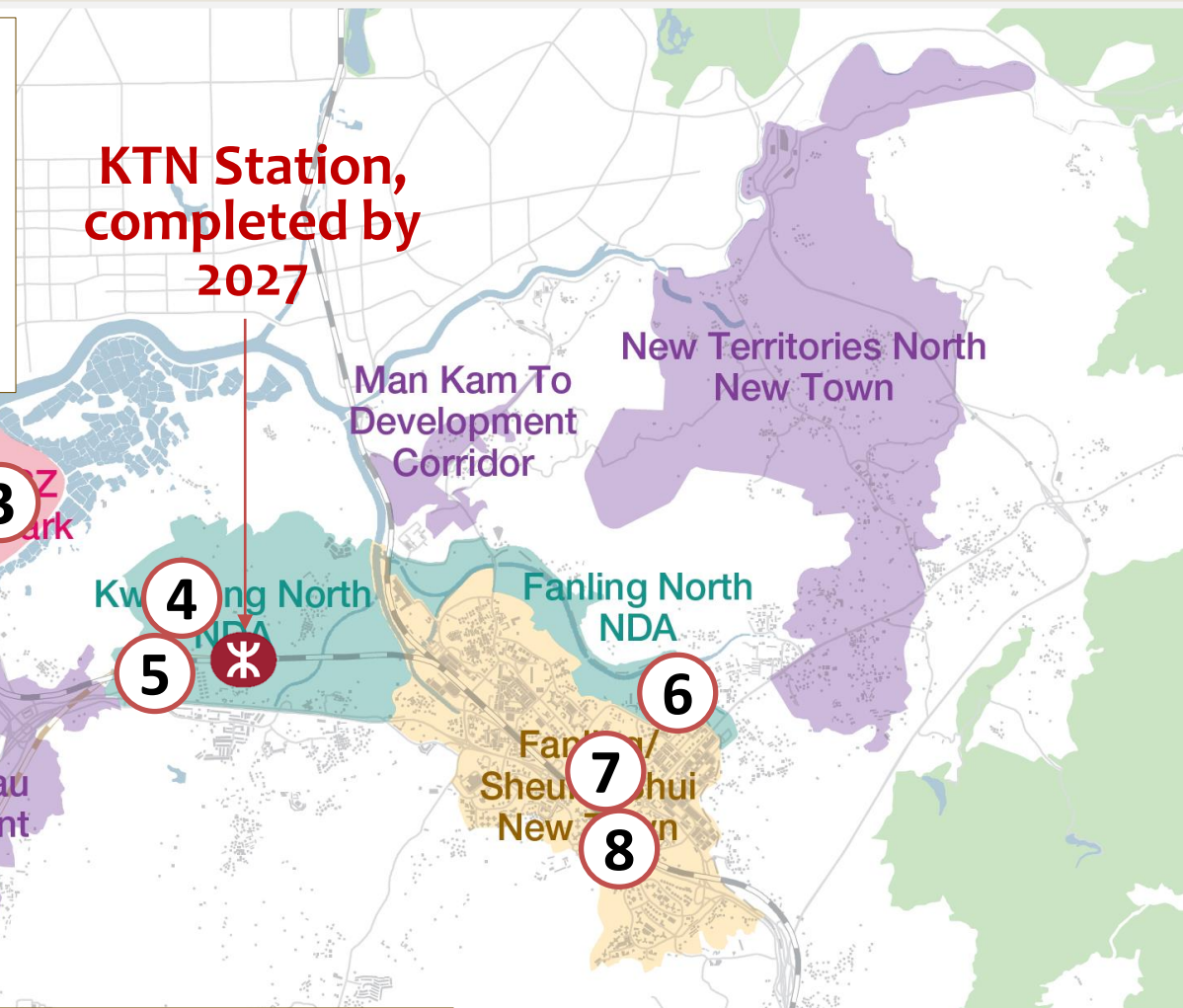
2 Yuen Long (HS - SSF)
No. of Flats: 510
In-take Year: 2028



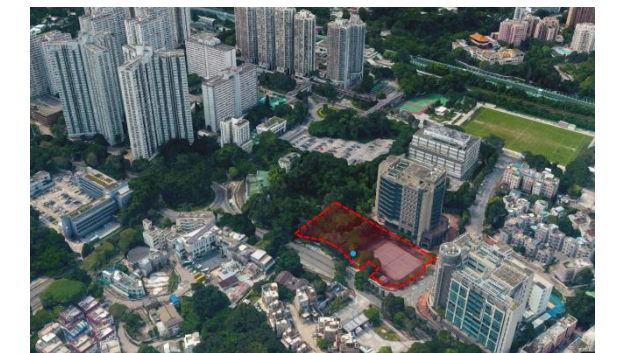
5 KTN Area 24
(Designated Rehousing)
No. of Flats: 2 600
In-take Year: 2027



6 Pak Wo Rd
(Designated Rehousing)
No. of Flats: 1 467
In-take Year: 2024



7 FLN Area 15 (HA)
No. of Flats: 6 100
In-take Year: 2026-27



8 Jockey Club Rd (HS - SSF)
No. of Flats: 644
In-take Year: 2026

Developments in Progress

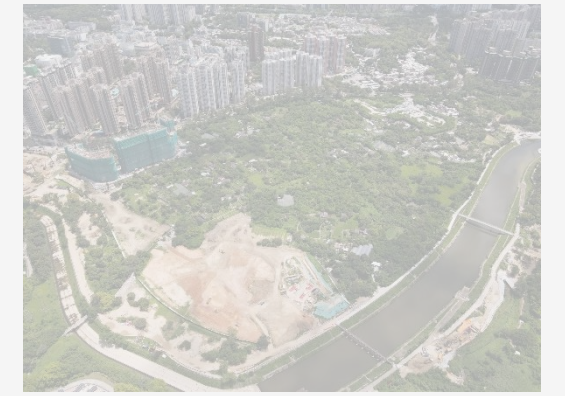


3 HK-SZ I&T Park
8 buildings in Batch 1
development
In-take Year: 2024

KTN Station,
completed by
2027

Man Kam To
Development
Corridor

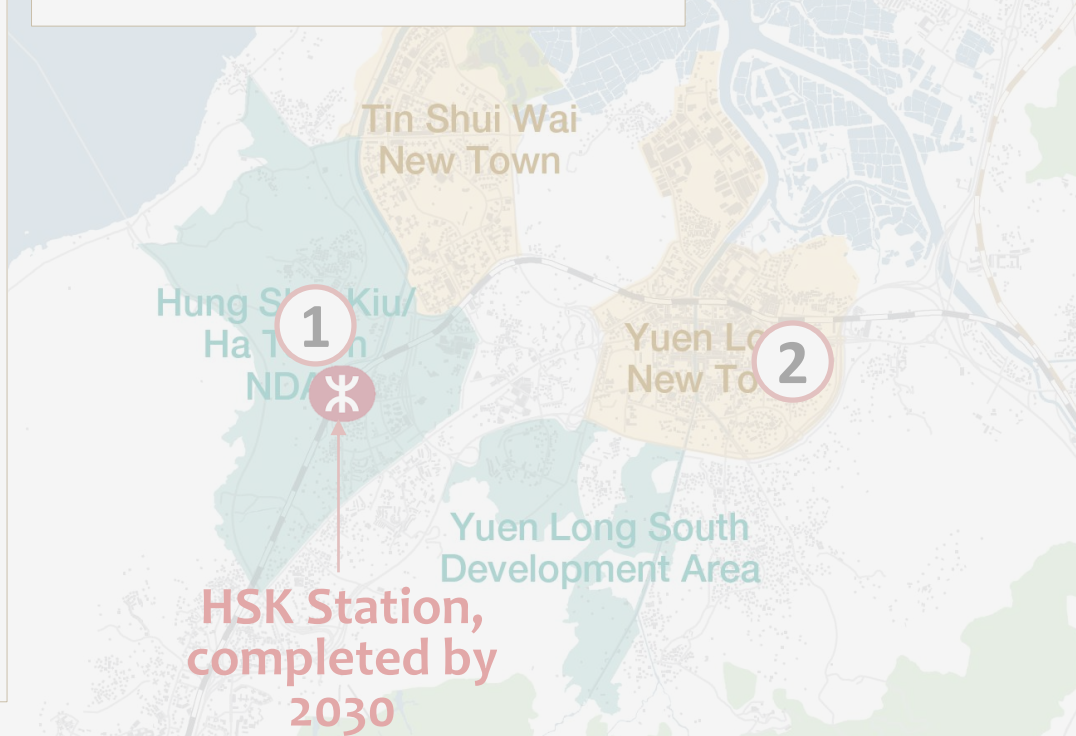
New Territories North
New Town



7 FLN Area 15 (HA)
No. of Flats: 6 100
In-take Year: 2026-27

In the next ten years, around 200 000 housing units will be provided in the Northern Metropolis

In-take Year: 2026-28



2 Yuen Long
(HS - SSF)
No. of Flats: 510
In-take Year: 2028

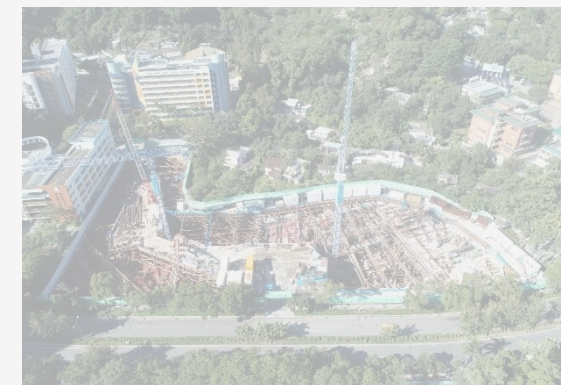
1

HSK Station,
completed by
2030

2



5 KTN Area 24
(Designated Rehousing)
No. of Flats: 2 600
In-take Year: 2027



6 Pak Wo Rd
(Designated Rehousing)
No. of Flats: 1 467
In-take Year: 2024



8 Jockey Club Rd
(HS - SSF)
No. of Flats: 644
In-take Year: 2026



Under the framework of “One Country, Two Systems”, the Development Strategy is the first strategic action agenda devised by the HKSAR Government with a spatial concept and strategic mindset going beyond the administrative boundary of Hong Kong and Shenzhen.



Planning Basis

Expand and consolidate the Northern Economic Belt under Hong Kong 2030+ : Towards a Planning Vision and Strategy Transcending 2030 for making a complete Northern Metropolis

National Support

National 14th Five-Year Plan and the Outline Development Plan for the Guangdong - Hong Kong – Macao Greater Bay Area

Locational Advantage

Leveraging the strengths of integration with neighbouring Shenzhen (SZ)

Strategic Objectives

- Better integration into the overall development of our country
- Enriching the practice of “One Country, Two Systems”
- Improving the mode of HK-SZ integration
- Creating the second economic engine for Hong Kong

Planning Actions & Mechanisms

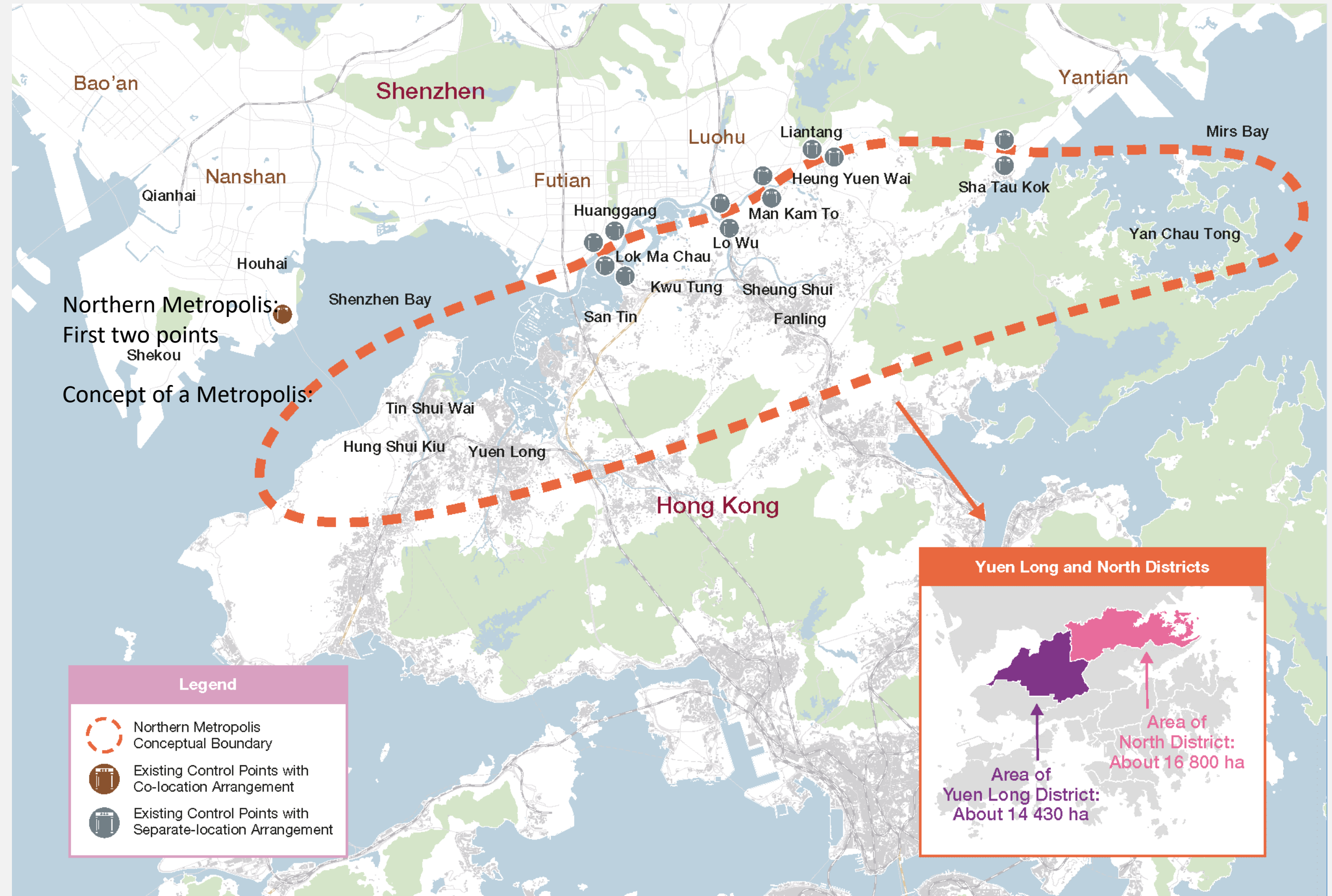
Devise the Northern Metropolis Development Strategy – 10 Key Action Directions and 45 Key Action Items

Northern Metropolis

- Generally covers Yuen Long District and North District
- Total land area: 300 km²

Concept of a Metropolis

- NOT an administrative region
- Large-scale and dynamic urban space
- Multi-functional land uses interweaved in a compact pattern, with residential population, jobs and enterprises highly concentrated
- With radiate effect to drive economic development in its neighbouring areas

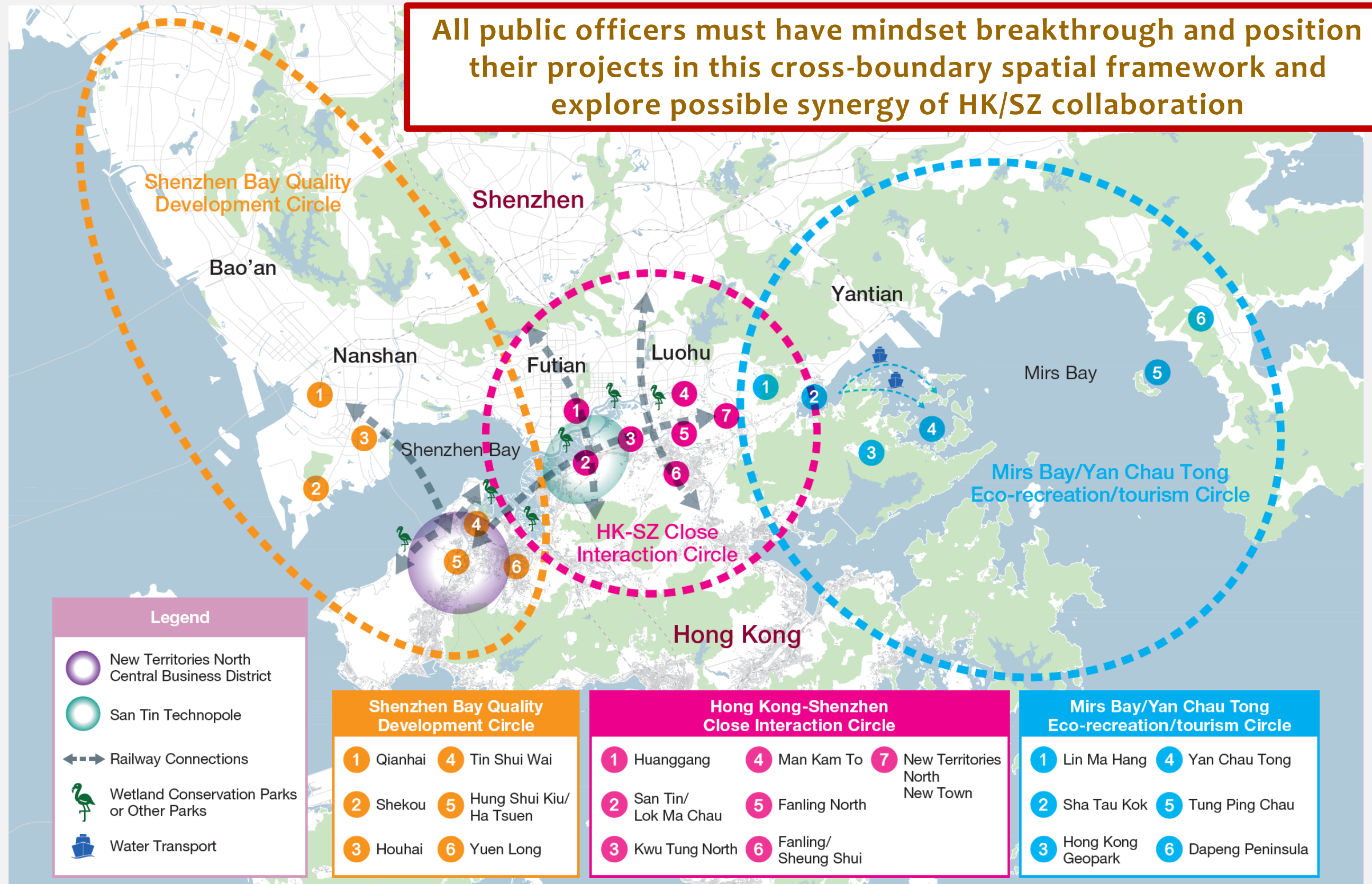


Northern Metropolis Development Strategy

- Evolving concept from “Two Bays, One River”
- Hong Kong (HK) - Shenzhen (SZ) Cross-boundary Strategic Spatial Framework
- Set clear directions for close collaboration with SZ
- Leverage complementary advantages and promote development integration between HK and SZ
- Provide new directions and momentum for major development areas in the Northern Metropolis
- Synergise with Greater Bay Area (GBA) developments

“Twin Cities, Three Circles”

All public officers must have mindset breakthrough and position their projects in this cross-boundary spatial framework and explore possible synergy of HK/SZ collaboration



10 Key Action Directions & 45 Action Items

1 Constructing HK-SZ Western Rail Link (HSK-Qianhai) and Expanding HSK/HT NDA

2 Making of HK's Silicon Valley – San Tin Technopole

3 Exploring NOL Eastward Extension and Expanding KTN NDA

4 Developing Lo Wu/Man Kam To Comprehensive Development Node

5 Implementing Proactive Conservation Policy to Create Environmental Capacity

6 Creating Outdoor Eco-recreational/tourism Space with High Landscape Value

7 Taking Proactive Steps to Redress Home-Job Imbalance

8 Making of Sustainable Community Suitable for Living in and Working

9 Re-engineering Administrative Mechanism and Operation Process

10 Strengthening Radiation of HK with Comprehensive Footholds in GBA



5 New Railway Projects

- HK/SZ Western Rail Link
- Northward extension of NOL to new Huanggang BCP
- Extension of ERL to Luohu in SZ and provision of Lo Wu South Station
- NOL eastward extension
- Tsim Bei Tsui/Lau Fau Shan/Pak Nai automated people mover system



4 Large-scale Housing Land Expansion Projects

- Expanding HSK/HT NDA to Lau Fau Shan
- Examining development potential in Pak Nai
- Expanding KTN NDA to Ma Tso Lung
- Developing Lo Wu/Man Kam To Comprehensive Development Node



3 Wetland Conservation Parks

- Nam Sang Wai (about 400 ha)
- Sam Po Shue (about 250 ha)
- Hoo Hok Wai (about 300 ha)



2 Outdoor Eco-recreation/tourism Space Projects

- NTN Urban-Rural Greenway
- Coastal Protection Park and waterfront promenade from Tsim Bei Tsui and Pak Nai



1 San Tin Technopole

- An area of 1 110 ha
- Integrated community for I&T talents to work and live in
- Land for I&T use with a total GFA equivalent to 16.5 Hong Kong Science Parks



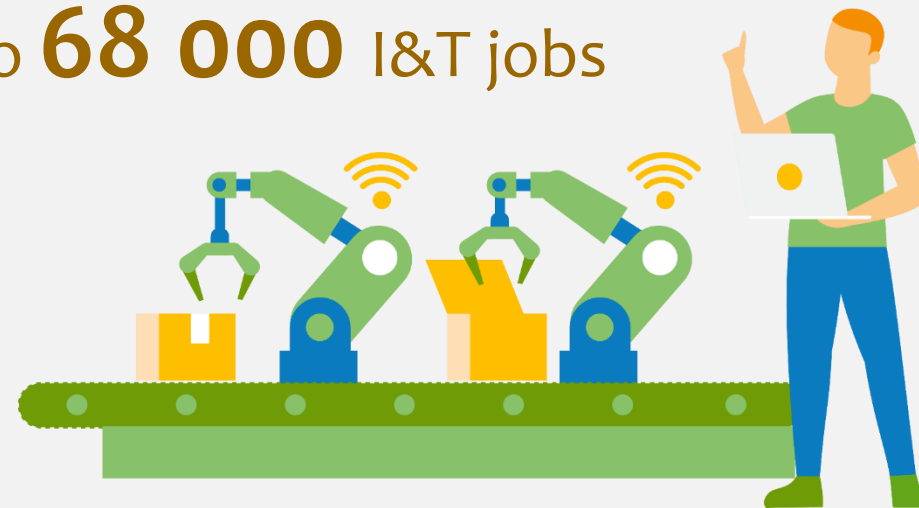
○ Further develop about **600** ha of housing and economic land

○ Further increase about **165 000** to **186 000** residential units, equivalent to 13 to 14.5 Taikoo Shing



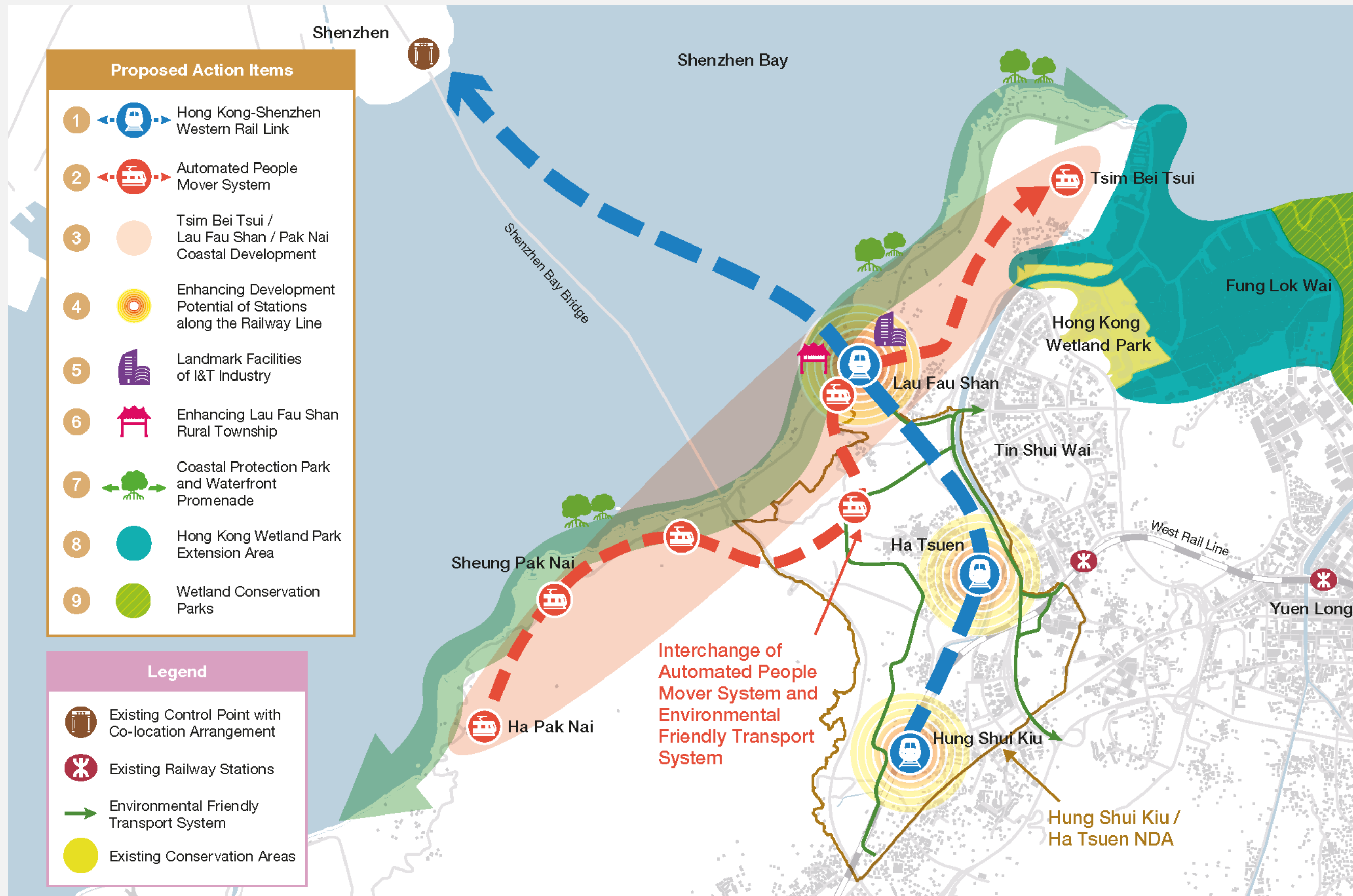
○ Formation of a comprehensive system of wetlands and coastal ecological conservation of about **2 000** ha

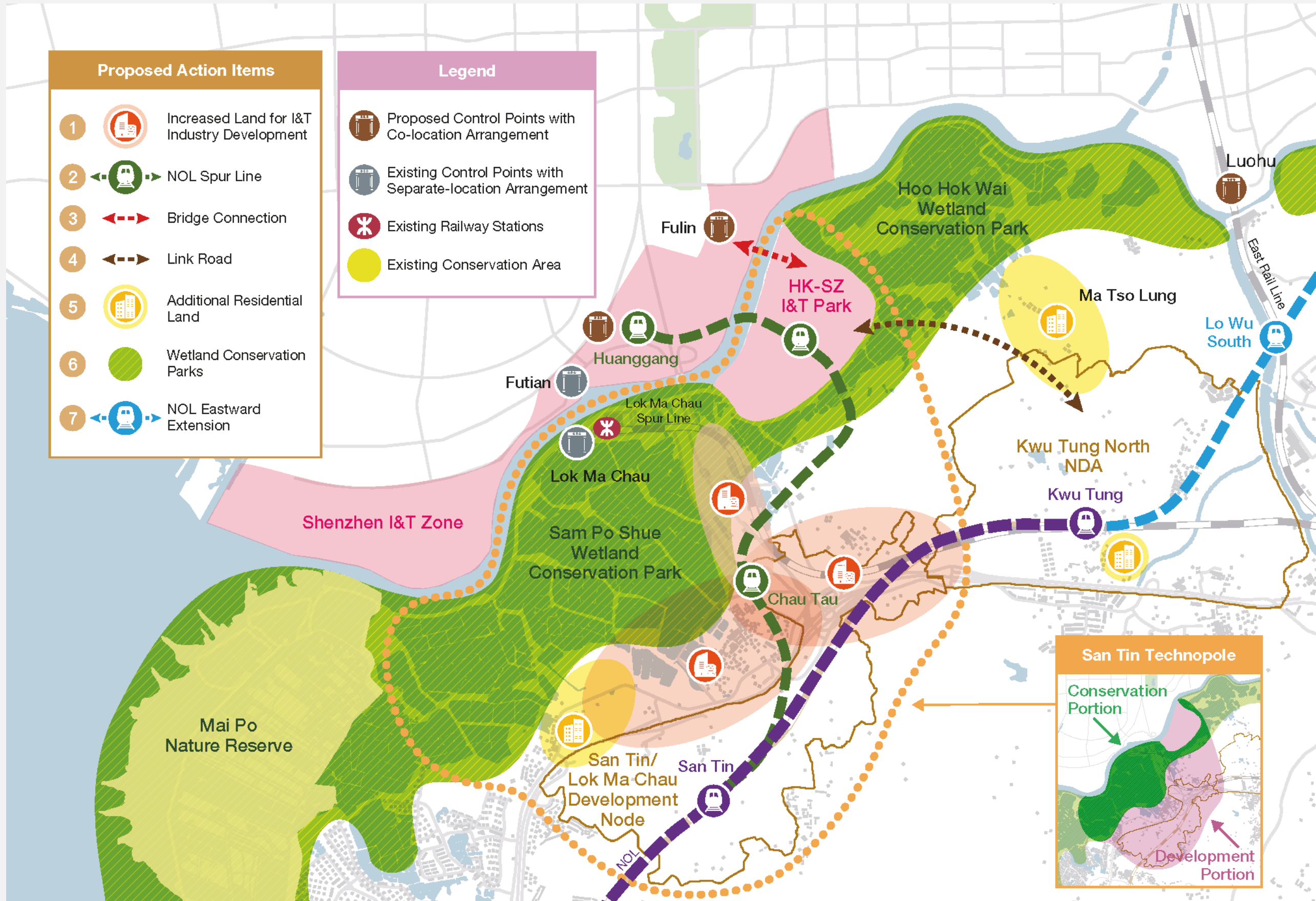
○ Further increase about **66 000** to **68 000** I&T jobs

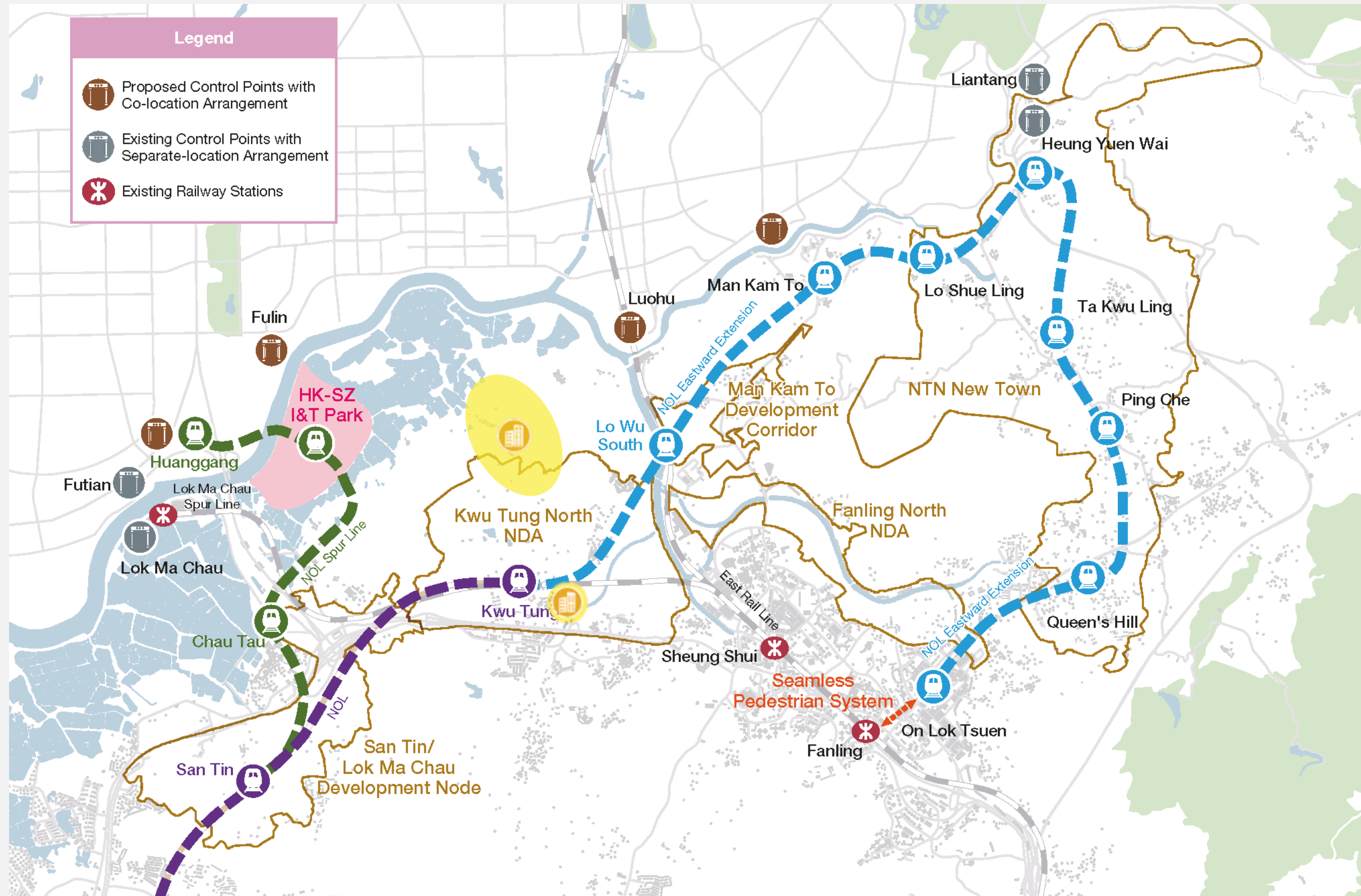


The Northern Metropolis can accommodate a population of about **2.5** million and provide **650 000** jobs, including **150 000** I&T jobs

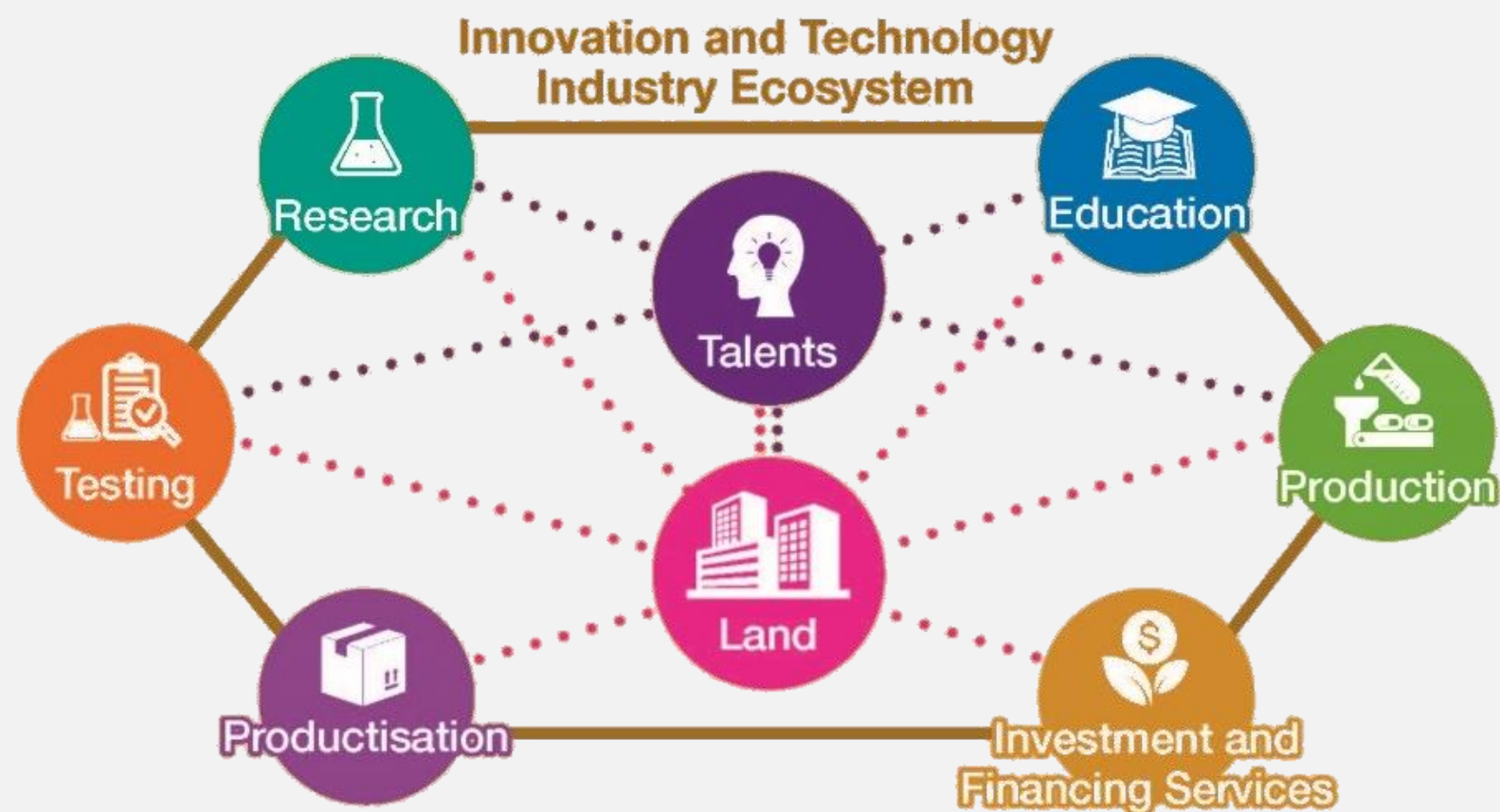








- Public resources, economic factors and social capitals would converge rapidly in NTN to generate economic impetus for development

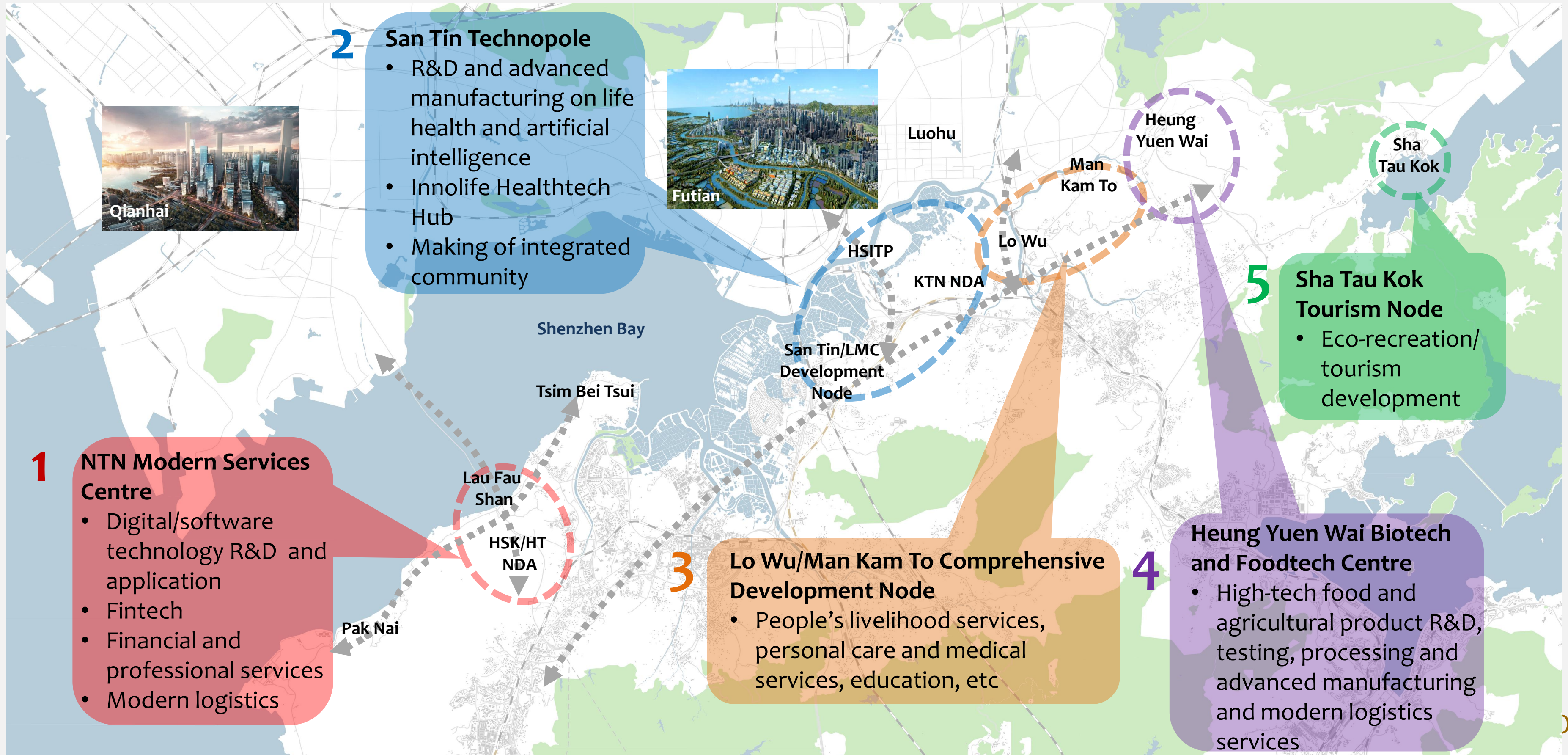


- A complete I&T industry ecology with proactive government policy initiatives:
 - Basic and applied research
 - Scientific and technological achievement transformation
 - Sample manufacturing and testing
 - Advanced manufacturing
 - Investment and financing
 - Professional services
 - Education and training

- Capitalising complementarity of financial services in Harbour Metropolis and I&T industrial development in Northern Metropolis

Strategic Considerations

Five Economic and Employment Blocks

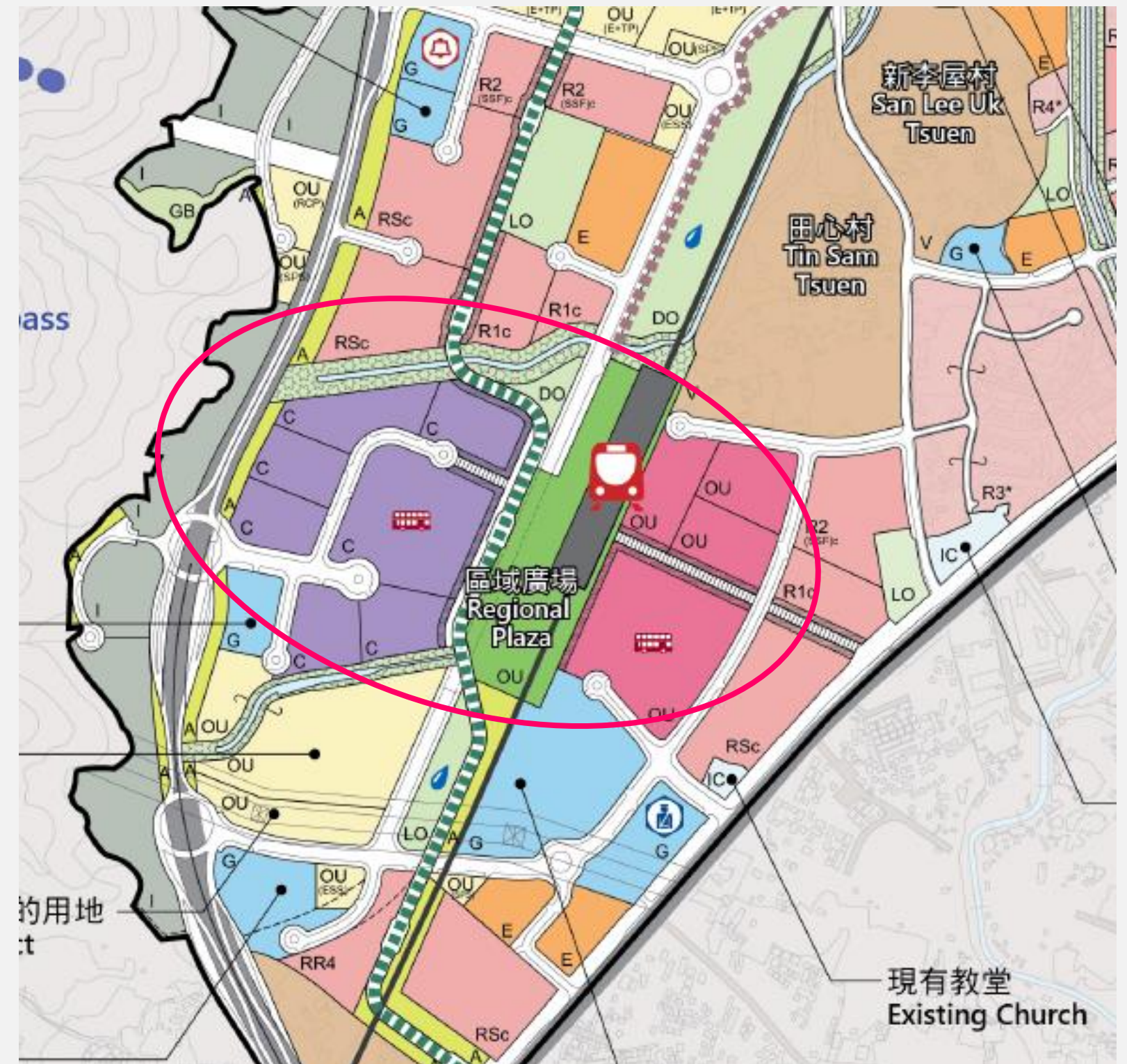


Upgrade the expanded NDA to NTN Modern Services Centre

- Adoption of information technology and modern management and operation techniques
- Knowledge intensive, high value-added output, low resource consumption and low environmental pollution
- Include emerging service industry and enhance traditional service industry which can be categorised as:
 - Basic service (Communication service and information service)
 - Production and market service (Professional services such as finance, logistics, e-commerce, consulting)
 - Personal consumption service (Education, healthcare, culture and entertainment, tourism, real estate, retail)
 - Government/public service



Mixed Business & Residential Core



Northern Metropolis Development Strategy

Hung Shui Kiu/Ha Tsuen NDA

Hung Shui Kiu/Ha Tsuen NDA -- Land Resources and Locational Advantage



Planning Concept of “Economic and Employment Corridor” would allow different economic uses to be evolved incrementally over time and thus built-in flexibility and adoptability to proactively respond to uncertainty and opportunities that may emerge in the future



Promising Potential & Opportunities with the “Double-Station” Advantage:

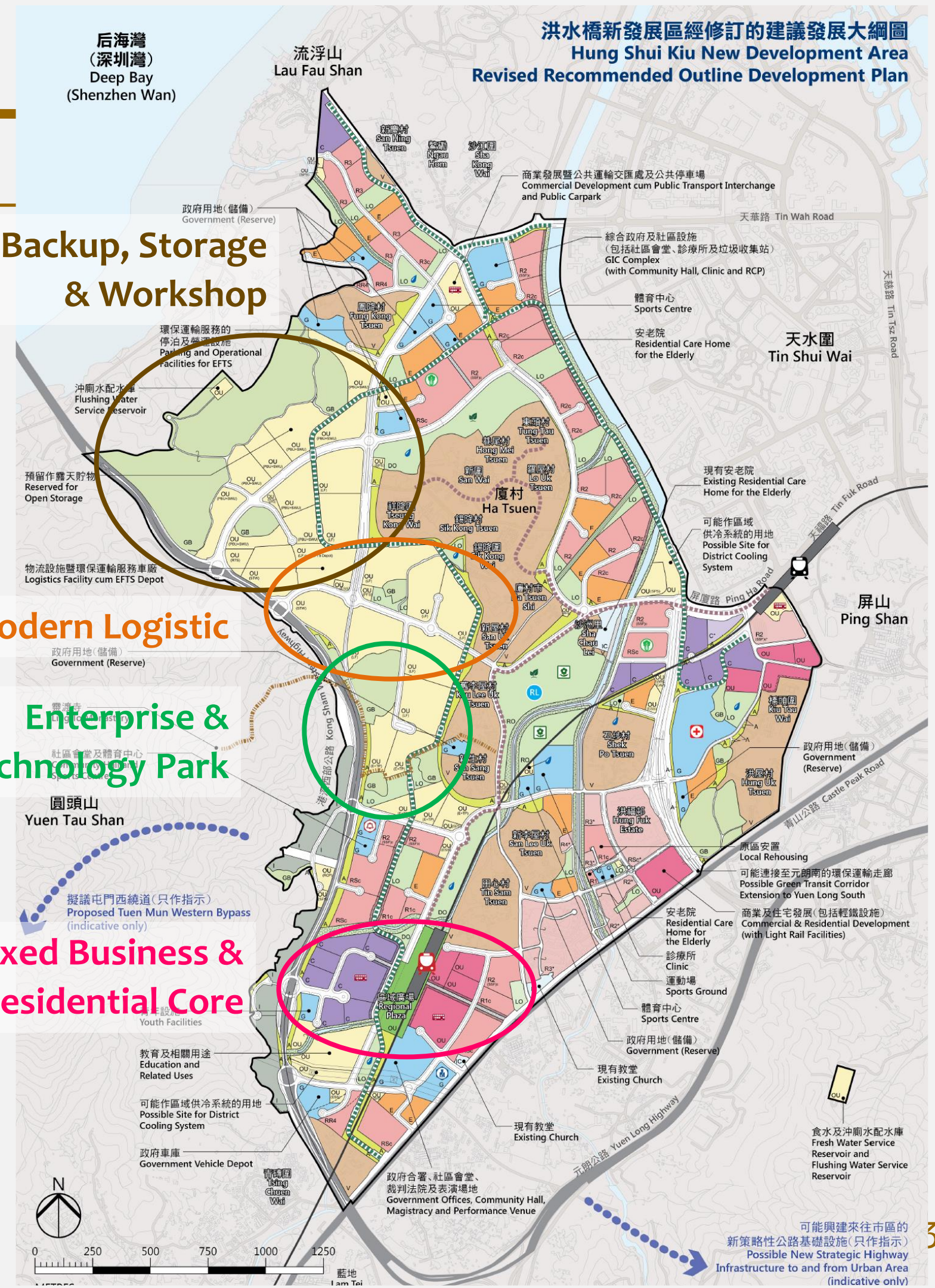
- ◆ Interchange of local and cross-boundary railways with potential for rail extension
- ◆ Midway location of two airports and CBDs (CBD 1 & 3 of HK and Nanshan & Qianhai of SZ)
- ◆ Potential for becoming a business and financing centre for I&T Industries in GBA

Port Backup, Storage & Workshop

Modern Logistic

Enterprise & Technology Park

Mixed Business & Residential Core



Shenzhen Bay Quality Development Circle



- ① Construction site of SZ Bay Line 13 (completed in 2023) connecting from SZ Bay Port Station to strategic areas e.g. Houhai, Nanshan High-tech Industrial Development Zone (南山高新區)
- ② Houhai Headquarters Base (后海總部基地) to develop international financial and innovation industries
- ③ Construction site of Qianhaiwan Station Transportation Hub (前海灣站交通樞紐) with comprehensive commercial/ office/ hotel development
- ④ Guiwan Precinct (桂灣片區) of Qianhai SZ-HK Modern Service Industry Co-operation Zone
- ⑤ Xili High-speed Rail City (西麗高鐵新城) (completed in 2025)
- ⑥ SZ Campus of HKU in Xili Lake International Science and Education City (西麗國際科教城)

HK-SZ Close Interaction Circle



① New Huanggang Port connected with NOL northern extension (completed in 2023) and Coordination and Innovation District (協同創新區) of SZ I&T Zone

② SZ Campus of CUHK in Dayun SZ-HK International Science and Education City (大運深港國際科教城)

③ CUHK Medical Centre, SZ (completed in 2026) in Bantian, Longang District (龍崗區坂田), providing 3 000 beds



④ SZ-HK International Centre (深港國際中心) next to SZ Campus of CUHK (completed in 2023) providing comprehensive commercial facilities to attract I&T innovation and cultural creative enterprises from HK

⑤ Pingshan BioMedicine High-tech Industry City (坪山生物醫藥科技產業城) being constructed is the hub of the “One Hub and Multi-centres” spatial pattern of planned bio-medicine industries in SZ

Bio-tech and Food-tech industries in Yantian and Dapeng Districts



1 Dabaihui Life Health Industrial Area (大百匯生命健康產業園) in Yantian accommodated about 50 nationally leading enterprises

2 BGI (華大基因) in Yantian is one of the world's leading life science and genomics organizations, following a genomics development model of “research, production and application

3 New headquarter of BGI to be set up in Dameisha (大梅沙) engages in bio-tech R&D and application covering medical, health, agriculture, environment and energy aspects



4 SZ National Gene Bank (深圳國家基因庫) in Dapeng is the first national gene bank and a bio-genetic resources bank attaining advanced world standards

5 Biology Home (生物家園), the 1st phase of SZ International Bio-tech Valley in Dapeng (completed in end 2021) offers supporting facilities to serve industries in life information, bio-medical engineering, bio-medicine and high-end medical service, life and health areas



6 Shenzhen International Food Tech Valley (深圳國際食品谷) in Dapeng (to be completed by 2031) follows the food tech development model in Netherlands and focuses on genome-based R&D on agriculture, food safety, food processing, health and nutrition with strong technical support from Chinese Academy of Agricultural Sciences (中國農業科學院) and overseas universities

Yan Chau Tong / Mirs Bay Eco-recreation / tourism Circle



- 1 Wutong Mountain National Forest Park (梧桐山國家森林公園), a significant ecological asset in SZ
- 2 Museum in Qiniangshan Geological Park (七娘山地質公園) with spectacular landscape, geological and ecological resources in this second highest mountain in SZ



- 3 Xichong Beach (西涌), one of the eight most beautiful coasts China with significant geological features, and a potential coastal scenery and resort area for educational eco-tourism, and a demonstration area in Dapeng as a national ecological civilization pilot zone



- 4 Plans to develop Yantian into Sha Tau Kok SZ-HK International Tourism Consumption Co-operation Area, covering Sha Tau Kok, Huaqiaocheng East (東部華僑城), Daxiaomeisha (大小梅沙) and Yantian Port area

Session One:

1. Strategic Planning Trajectory of Hong Kong
2. Integration with Shenzhen, GBA and the Nation
3. Key Development and Infrastructure Projects
4. Economic Development and Job Creation

Session Two:

1. Creation of Unique Metropolitan Landscape
2. Proactive Conservation
3. Urban & Rural Integration/Development & Conservation Co-existence
4. Concluding Remarks



Urban-Rural Integration



Proactive Conservation



High-quality Outdoor Eco-recreation/tourism Outlets





Entire wetland and coastal protection conservation system = About 2 000 ha



Developing a system of Wetland Conservation Parks with four major functions

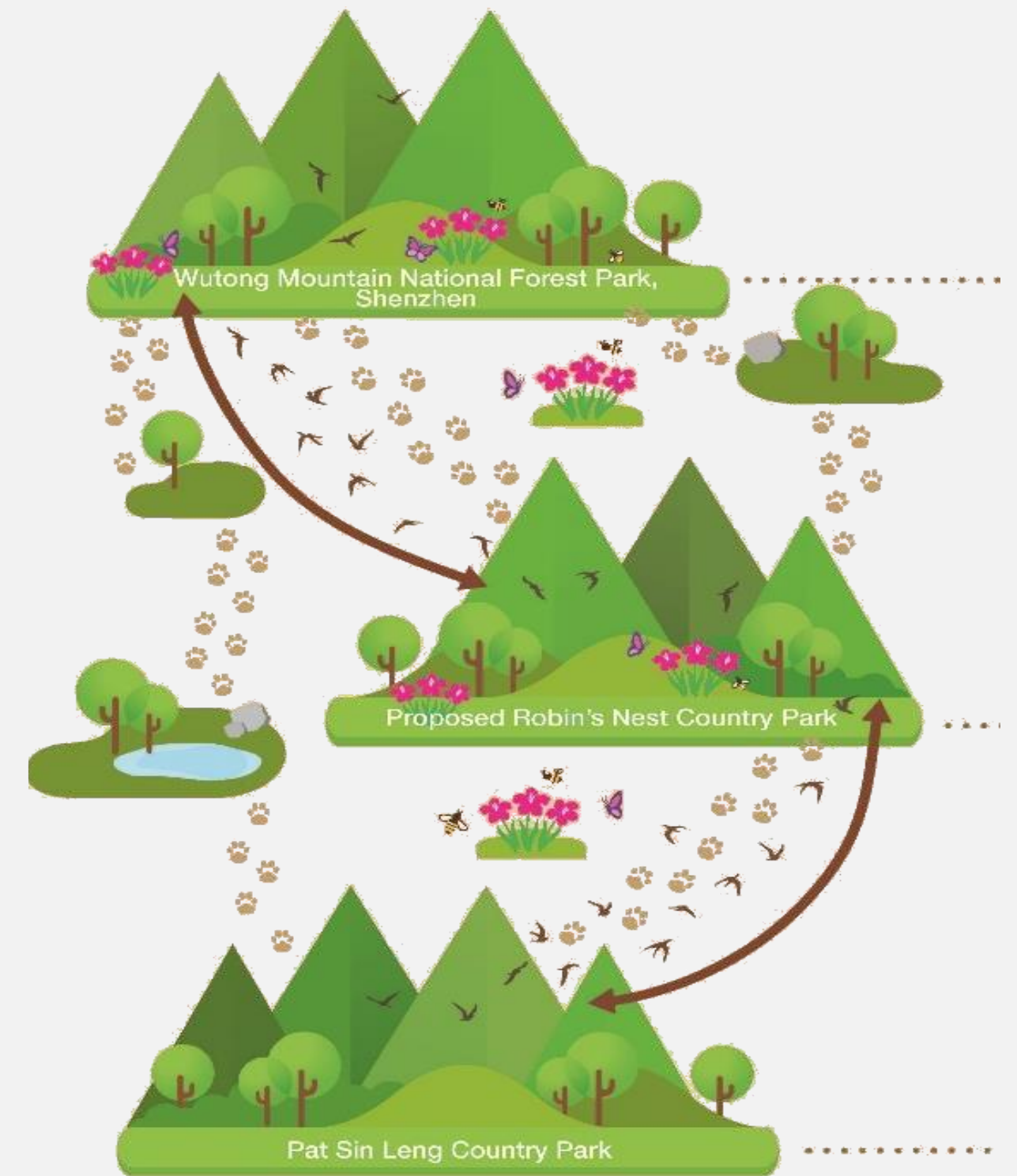
- 1) **Conserving the ecological value** of the wetlands and safeguarding the integrity of the wetlands system
- 2) **Developing modernised aquaculture industry** to create more job opportunities for the agriculture and fisheries industries
- 3) **Promoting scientific research on aquaculture** to facilitate the upgrading and transformation of the agriculture and fisheries industries
- 4) **Providing ecological education and recreational facilities** for the public

Creating an ecological habitat network

- **Developing a huge wetlands system** spanning across the Northern Metropolis from west to central and stretching southwards to Long Valley
- **Safeguarding a comprehensive ecological habitat system** stretching from west to east with further integration with proposed Robin's Nest Country Park
- Planning for green open space in various strategic development areas
- Enhancing the overall biodiversity and environmental capacity through **proactive landscape ecology design**



- Work with SZ to strengthen the ecological integration of the Wutong Mountain National Forest Park in SZ and the proposed Robin's Nest Country Park in HK, and jointly create the **Wutong Mountain/Robin's Nest/Pat Sin Leng Ecological Corridor**
- Co-operate with the relevant authorities of Guangdong and the GBA cities to jointly build networks of wetlands systems in the GBA
- Co-operate with SZ to **jointly conserve and upgrade natural landscape and ecological resources of the wetlands and mangroves in SZ**, and include the mangroves and wetlands along the northern shore of the SZ Bay into the Ramsar Site

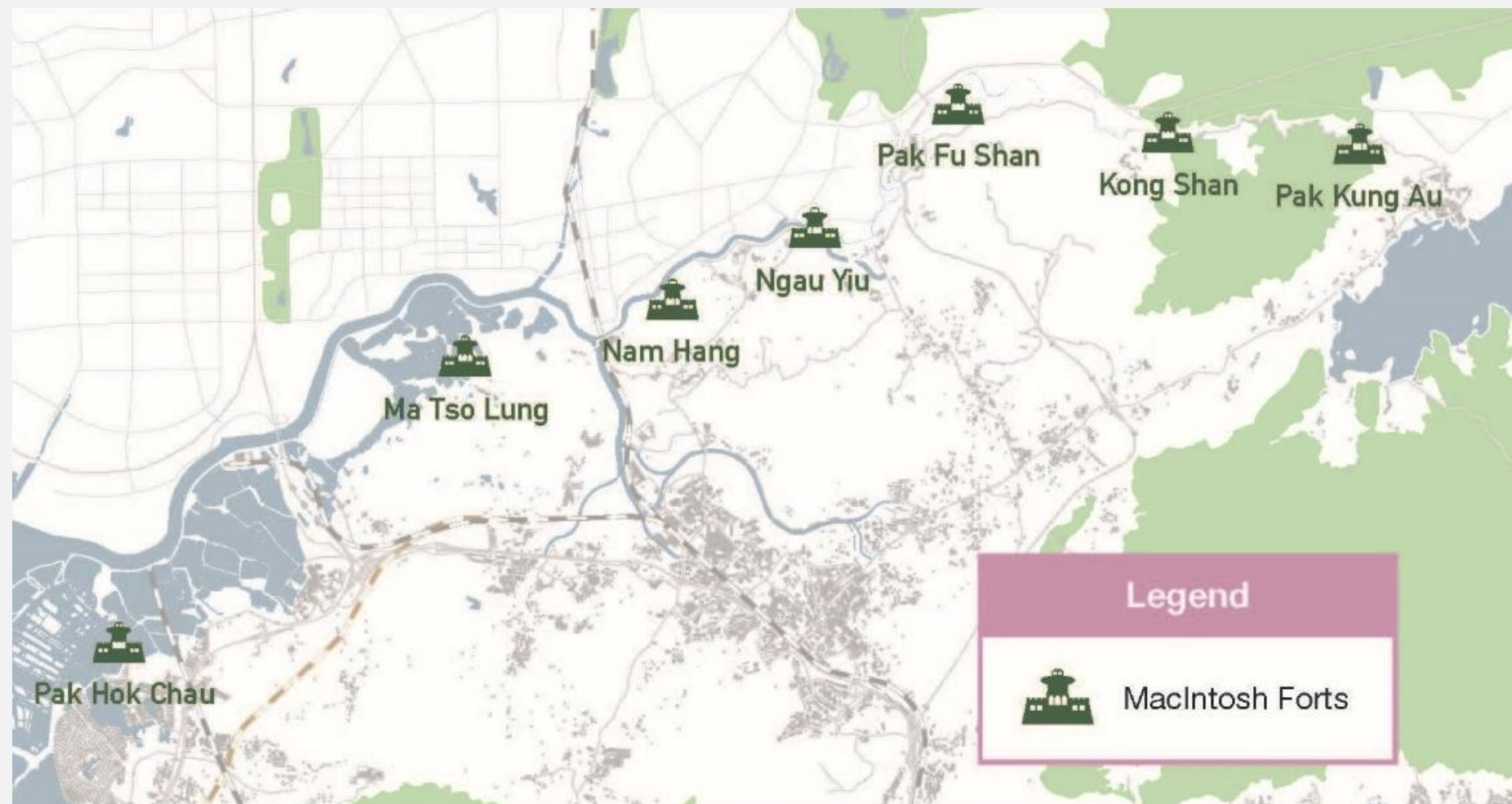


Proactive Conservation

Key Action Direction (6) :

Creating Outdoor Eco-recreation/tourism Space with High Landscape Value

- Develop **NTN Urban-Rural Greenway**, **open up MacIntosh Forts** with provision of viewing facilities to provide a hiking trail with a scenic blend of cityscape and countryside
- **Fully enhance landscape quality of mountain ranges and slope areas of Sha Ling** and minimise the visual and environmental impacts on SZ and the Lo Wu/Man Kam To Comprehensive Development Node



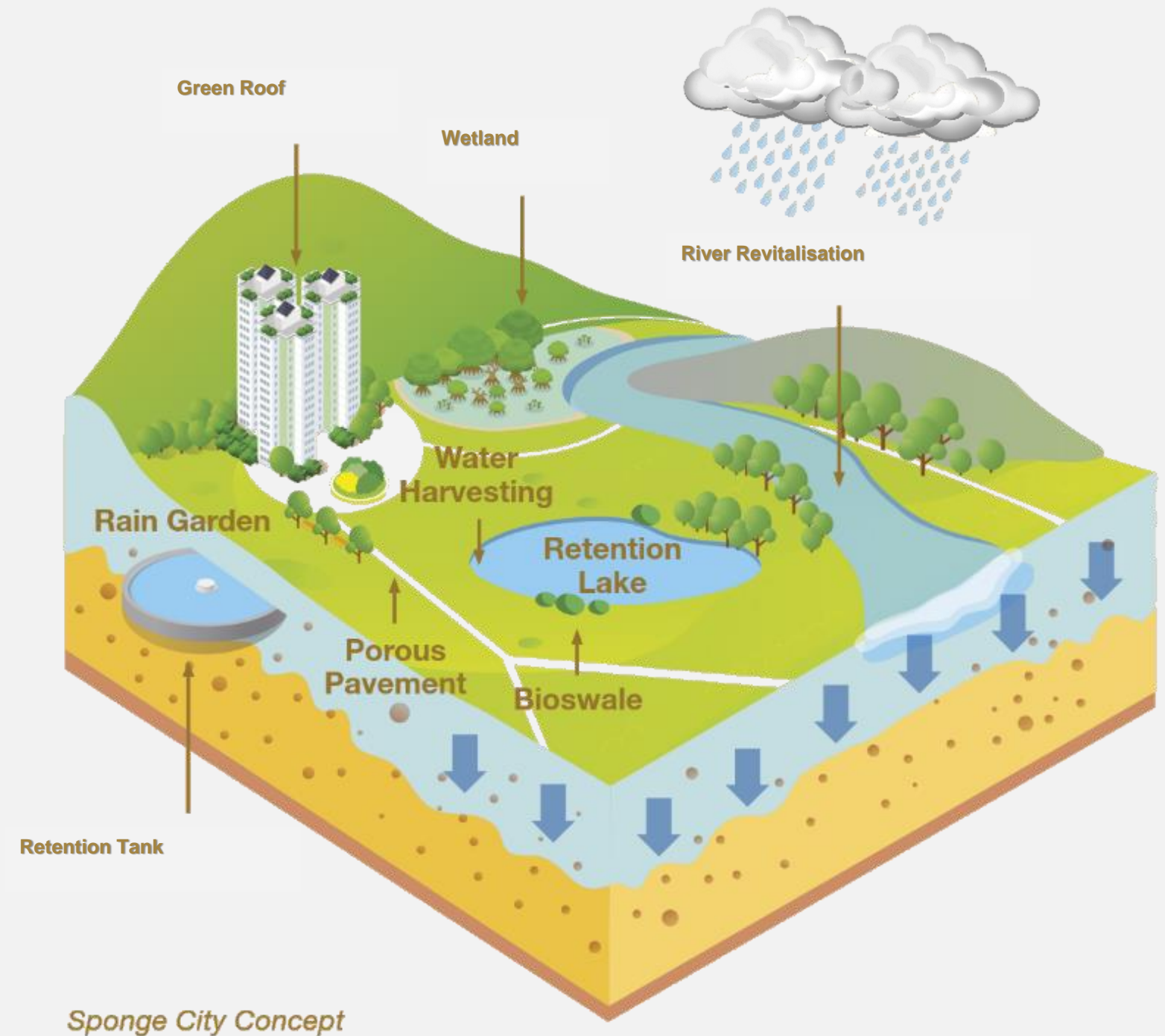
Proactive Conservation

Creating Outdoor Eco-recreation/tourism Space with High Landscape Value

- **Gradually open up Sha Tau Kok Pier** for tourist activities, conduct studies on further opening up Sha Tau Kok Town (except Chung Ying Street) in the long run and the necessary ancillary set-up
- Co-operate with SZ to take forward the **conservation of the nature reserve, marine parks and geoparks on both sides**
- Study on BCP provision for **cross-boundary travel by sea**



- Developing into a **sustainable and carbon-neutral smart community** by providing blue and green infrastructure to adapt to climate change
- Formulating a **clear policy for planning and design of the blue and green infrastructure** to be incorporated early into the planning of strategic development areas, such as wetland conservation park for flood prevention
- Adopting the **sponge city concept** in development in view of the Northern Metropolis's close proximity to the "Two Bays, One River" area





Mixed Use (I&T Building and Office) / Residential Development (incl. Talent Apartments) / APM System

MTR Station / Talent Square

Enhancement of Lau Fau Shan Rural Township

Coastal Protection Park / Waterfront Promenade

Pier



- SZ Bay Park, a seaside urban park, with a length on 13 km
- Divided into two sections, namely SZ Bay Coastal Recreation Zone (深圳灣濱海休閒帶) and Hongshulin Coastal Ecological Park (紅樹林海濱生態公園)
- SZ served as a successful example in demonstrating the **presence of coastal mangrove area within a high density development area**



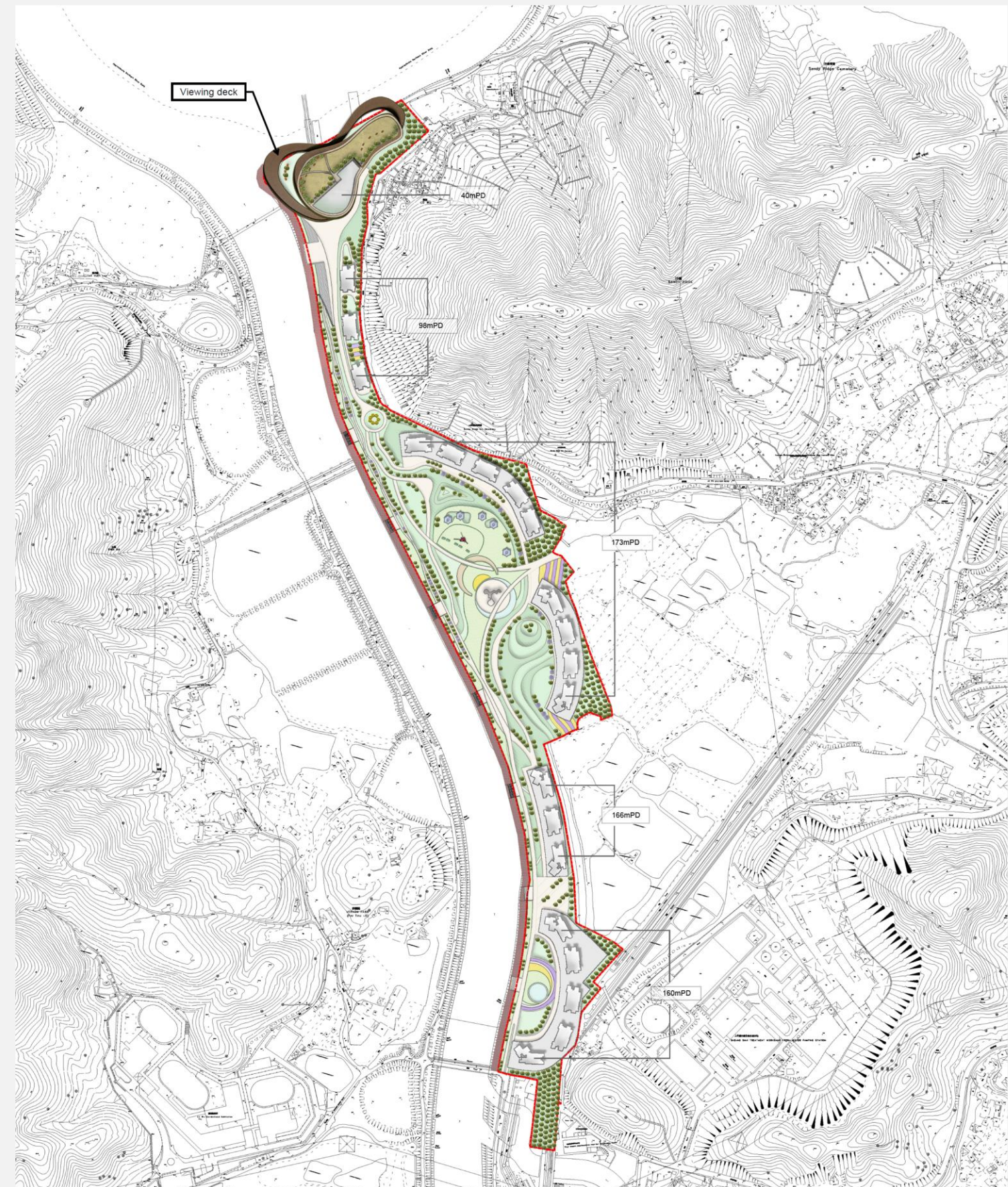
*Sam Po Shue
Wetland
Conservation
Park*

Pondside Park

I&T Building and Office / Open Space

MTR Station / Station Plaza

*Residential Development
(Talent Apartment)*



- Formulate clear policies and administrative guidelines and select the Northern Metropolis as far as possible as the location for **government facilities** which are **“Non-location-bound and Employment-driven”**
- Adopt an innovative approach on **land grant for multi-storey industrial buildings** first in the HSK/HT NDA
- Propose to rezone the **On Lok Tsuen Industrial Area in Fanling** from “Industrial” to “Other Specified Uses” annotated “Business and I&T”
- Encourage public and private corporations to set up operations in the Northern Metropolis and foster **development of emerging industries** including cultural and creative industries
- Formulate **land grant policies and measures to facilitate I&T development**
- Formulate policies and measures to **construct talent apartments**



Key Development and Infrastructure Projects

Government-led Sustainable Community Making

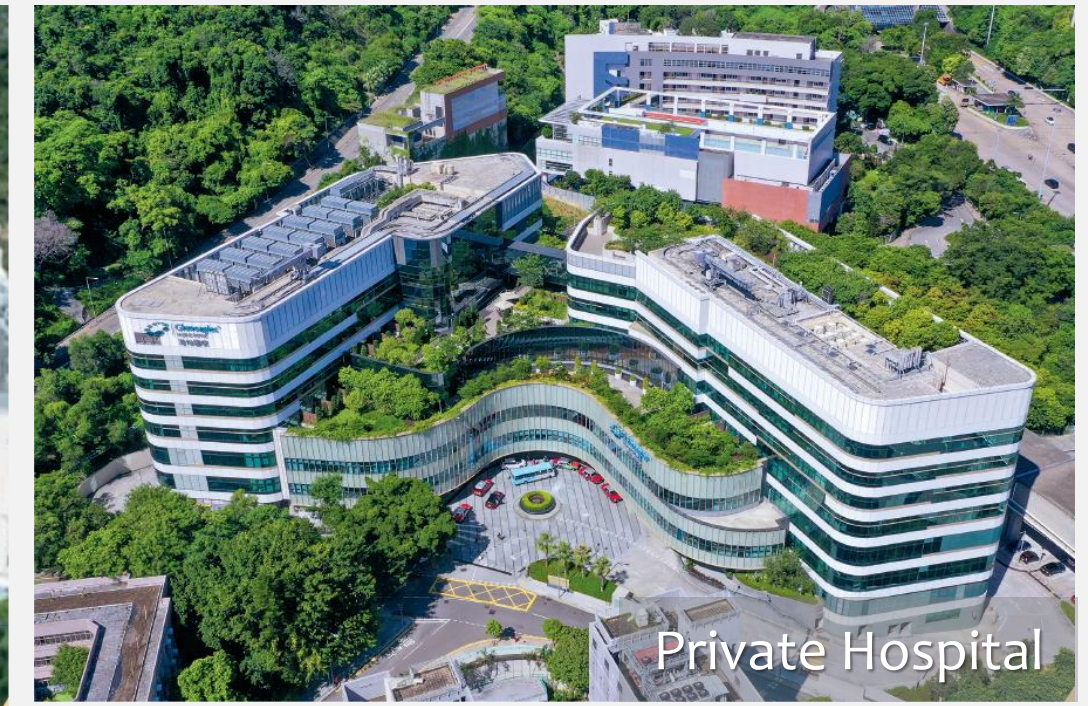


A variety of living options in talent apartments for singles, couples and families
Mixed use between buildings and within the buildings
Urban design that is compatible with surrounding natural environment



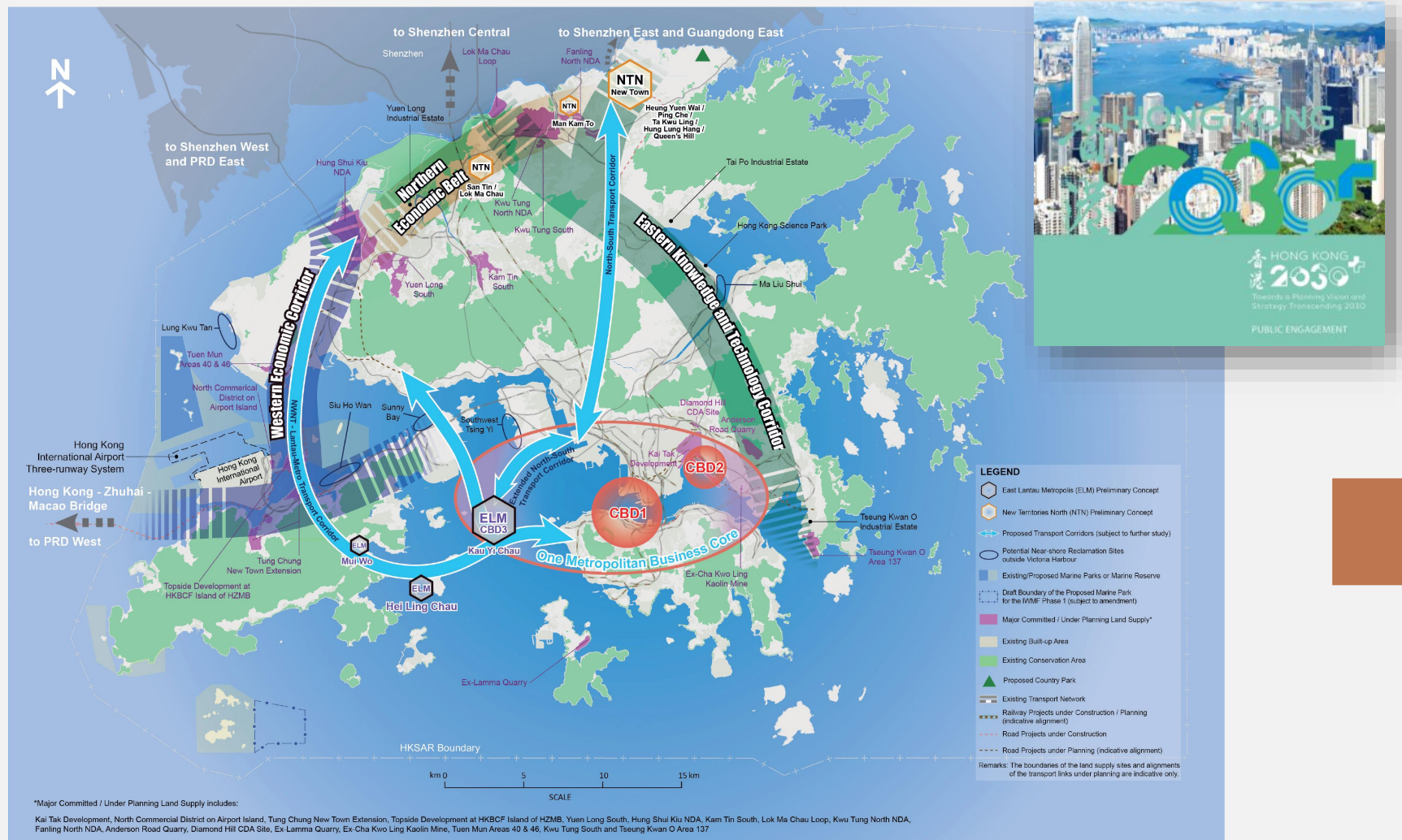
At the present, there is no university, no prestigious cultural and sports facilities, no iconic public buildings, i.e., no metropolitan-class public facilities in the Northern Metropolis.

- Provision of **territory-wide or region-based** community facilities and **landmark** public buildings
- Take advance steps to plan for **metropolitan-class facilities**, such as tertiary institutions, international schools, private and public hospitals, sports and cultural/art facilities
- **Priority consideration** should be given in the allocation of public resources for the making of Northern Metropolis

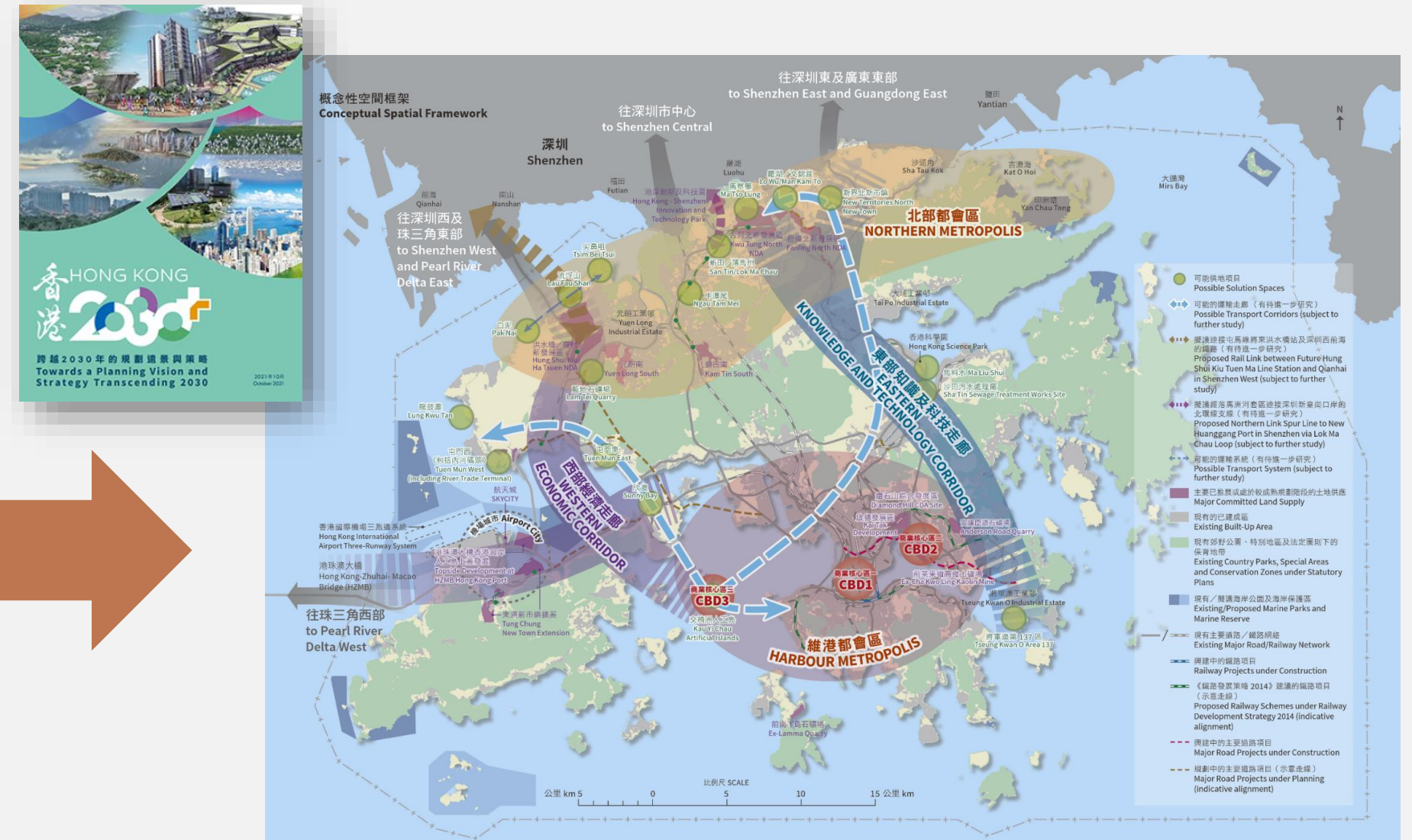


Strategic Considerations

Dual Metropolises in HK



Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030 Public Engagement Booklet (2016) – Conceptual Spatial Framework



Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030 Final Recommendations Booklet (2021) – Conceptual Spatial Framework

The dual metropolises in the north and south of HK will develop hand in hand to meet HK's long-term land requirement, propel HK's development side by side and complement each other

Artificial Islands in Central Waters included in Harbour Metropolis

- Increase development momentum and globally engaged

Expand and consolidate Northern Economic Belt into Northern Metropolis

- New development engine to integrate with and extend its radiate effect to GBA

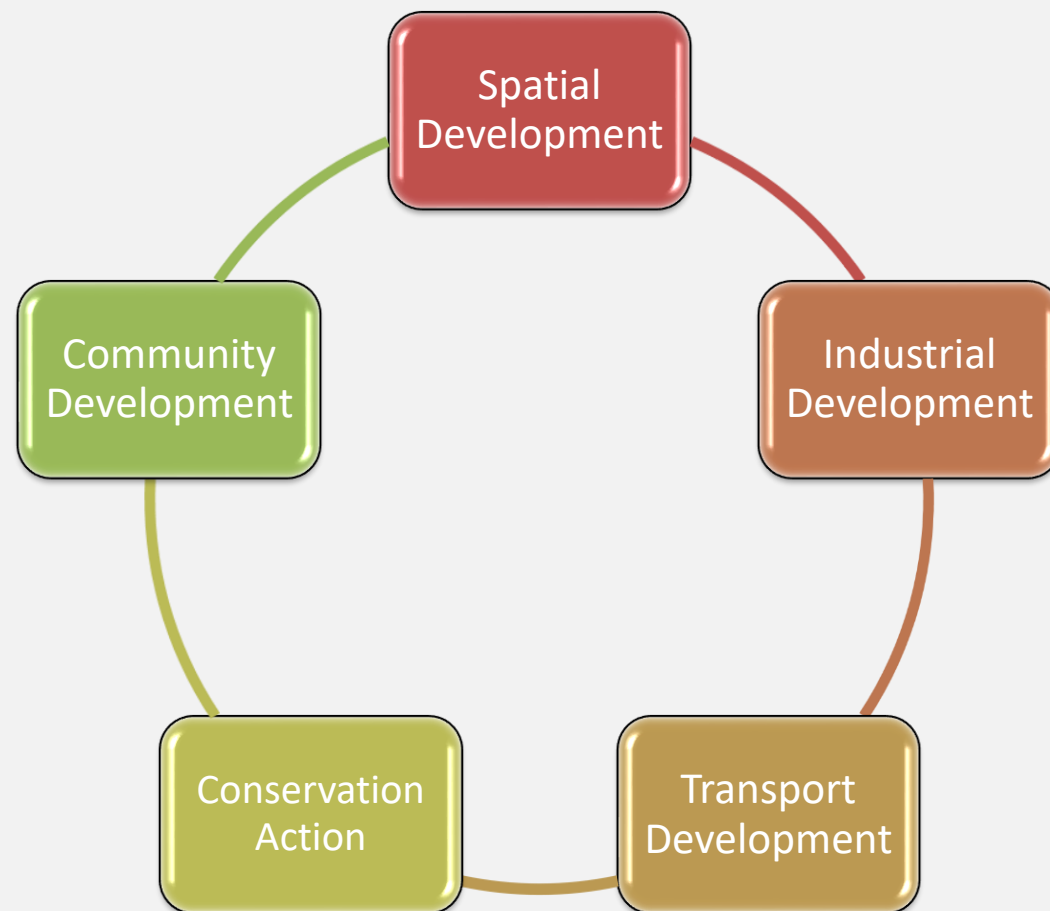
The proposed Northern Metropolis will be a game changer not just about resolving Hong Kong's public housing challenge it is also intended to diversify Hong Kong's economic structure toward generating employment and growth from the IT and startups sector and in advanced manufacturing. It is also a game changer in terms of positioning the government and civil service for a more active role in economic planning and social policies. The objective is to use Hong Kong's hub role to tap on the enormous economic energies of the Greater Bay Area through further integration.

Ong Siew Gay, Consul General of the Republic of Singapore in Hong Kong,
China Daily, 22 December, 2021

Four Attributes of Innovation (四新精神)

- **New Spatial Conceptualisation (空間拓新)** - Spatial concept must go beyond the SZ River, i.e. the administrative boundary of HK and SZ
- **New Mindset Breakthrough (觀念更新)** - Mindset constrained by individual new towns and district council areas must be refreshed with a holistic metropolitan perspective
- **New Policy Formulation (政策創新)** - The conventional “project-oriented” approach should be broken but adopt a “government-led community making” mode of thinking and operation
- **New Institutional Arrangement (機制革新)** - Overcome the “silo” and “tunnel” perspective to enable a more effective holistic government effort straddling different policy areas to prevail





Integrated Planning

- Conduct the 5 planning in an integrated and coordinated manner to achieve effective implementation
 - 1) Spatial development planning
 - 2) Industrial development planning
 - 3) Transport development planning
 - 4) Conservation action planning
 - 5) Community development planning

Re-engineering Administrative Mechanism and Operation Process for Effective Implementation

- Set up a high-level dedicated government institution to steer relevant B/Ds and take the lead in co-operating with relevant authorities in SZ
- Formulate new polices and mechanism, such as industry-specific land disposal policy, initiatives on talent accommodation provision
- Formulate a rolling 10-year construction programme



**Let us have the foresight and courage to
build the Northern Metropolis and
reshape Hong Kong**

Thank You