

**Legislative Council of the
Hong Kong Special Administrative Region**

Delegation of the Panel on Development



Report on the study visit to Shanghai

19 to 21 December 2023

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Chapter 1: Introduction

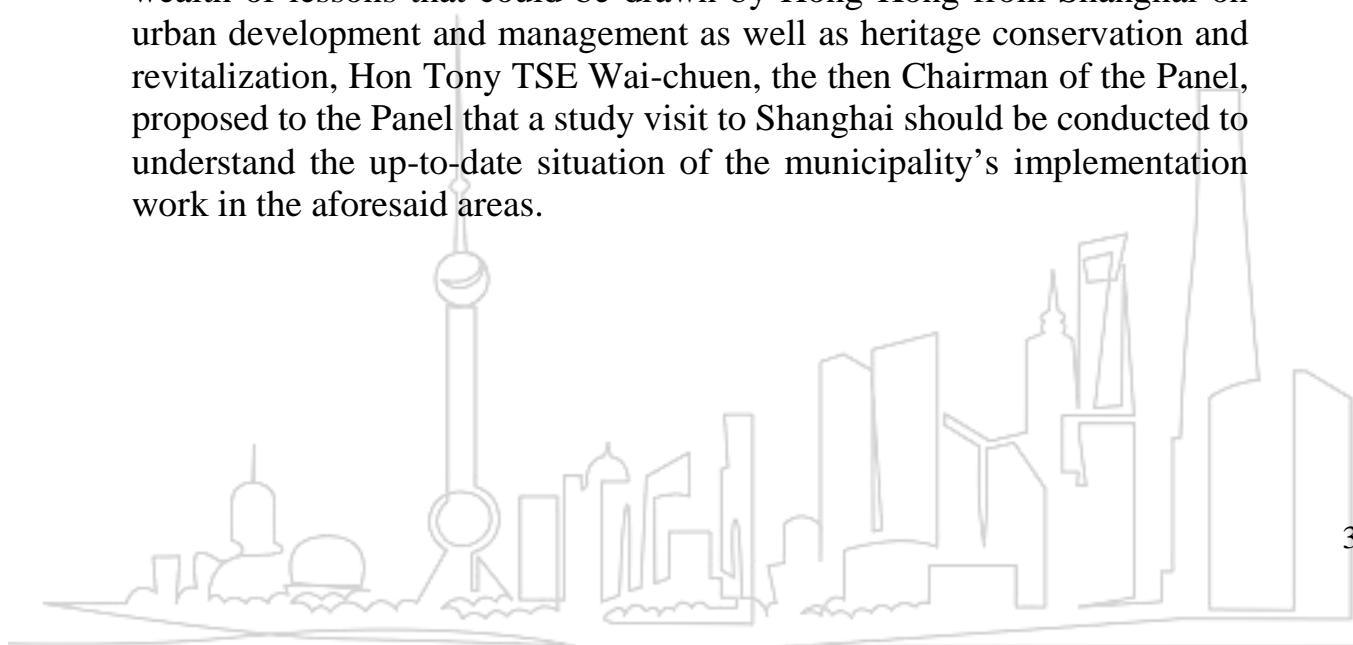
Purpose of the report

1.1 The Legislative Council (“LegCo”) Panel on Development (“the Panel”) conducted a three-day study visit jointly with government officials of the Development Bureau (“DEVB”) to Shanghai from 19 to 21 December 2023. This report presents the visit highlights and observations of the Delegation of the Panel.

Background and objectives of the visit

1.2 The Panel has all along been concerned about the work progress made by the Administration in areas such as urban planning, new areas development and heritage conservation and revitalization, and has closely followed up on issues relating to harbourfront development. Besides, in view of the threats induced by extreme weather which have become more severe under the influence of climate change, members have pointed out during the relevant discussions that the Administration should ensure the full resilience of the relevant infrastructures (e.g. the stormwater drainage system) in response to that.

1.3 Shanghai and Hong Kong are key cities of the country with special status and functions, with the former being a leading city of the Yangtze River Delta Economic City Group while the latter being a core city of the Guangdong-Hong Kong-Macao Greater Bay Area. In view of the wealth of lessons that could be drawn by Hong Kong from Shanghai on urban development and management as well as heritage conservation and revitalization, Hon Tony TSE Wai-chuen, the then Chairman of the Panel, proposed to the Panel that a study visit to Shanghai should be conducted to understand the up-to-date situation of the municipality’s implementation work in the aforesaid areas.



1.4 At its meeting on 24 October 2023, the Panel agreed to conduct the study visit to Shanghai from 19 to 21 December 2023, and officials of DEVB and relevant departments should be welcome to join. Other Members were also invited to join the visit. The objectives of the study visit are as follows:

- (a) to obtain first-hand information about the urban planning and management, new areas development and heritage conservation and revitalization in Shanghai, and exchange views on matters of common interest in the aforesaid areas with the relevant Mainland authorities and organizations;
- (b) to learn about the emergency response and disaster prevention work and flood prevention infrastructures of Shanghai; and
- (c) to conduct site visits to Shanghai's coastal and riverside developments.

1.5 At its meeting on 10 November 2023, the House Committee of LegCo endorsed the proposal for the Panel to conduct the study visit to Shanghai.



Membership of the Delegation of the Panel on Development

1.6 The Delegation of the Panel comprises the following 16 members:¹

Chairman of the Panel and leader of the Delegation

Hon Tony TSE Wai-chuen, BBS, JP

Deputy Chairman of the Panel and deputy leader of the Delegation

Hon LAU Kwok-fan, MH, JP

Members of the Panel

Ir Dr Hon LO Wai-kwok, GBS, MH, JP

Hon Doreen KONG Yuk-foon

Ir Hon LEE Chun-keung, JP

Dr Hon CHOW Man-kong

Hon LAM So-wai

Hon Andrew LAM Siu-lo, SBS, JP

Dr Hon Wendy HONG Wen

Other Members participating in the visit

Hon Paul TSE Wai-chun, JP

Hon CHAN Han-pan, BBS, JP

Hon Elizabeth QUAT, SBS, JP

Dr Hon Junius HO Kwan-yiu, BBS, JP

Hon Nixie LAM Lam

Hon YIU Pak-leung, MH, JP

Ir Hon CHAN Siu-hung, JP

¹ Unless otherwise stated, “the Delegation” referred to in subsequent paragraphs of this report is the Delegation of the Panel.

1.7 Ms Connie HO, Chief Council Secretary (1)2, Miss Tania TANG, Senior Council Secretary (1)2 and Mr William AU-YEUNG, Council Secretary (1)2 of the LegCo Secretariat accompanied the Delegation during the visit.

1.8 The membership list of the DEVB delegation is in the **Appendix**.



The Delegation of the Panel and the delegation of DEVB depart for Shanghai to conduct the study visit.



Visit programme

1.9 The major programme of the Delegation is listed below:

Tuesday, 19 December 2023	
Morning	Gather at Hong Kong International Airport for flight to Shanghai Pudong Airport
Afternoon	Visit and meet with Shanghai Water Authority
Evening	Exchange session and dinner with representatives of Hong Kong organizations based in Shanghai
Wednesday, 20 December 2023	
Morning	Visit and meet with Shanghai Municipal Commission of Housing and Urban-Rural Development
Afternoon	Visit Lin-gang Special Area
Thursday, 21 December 2023	
Morning	Visit and meet with Shanghai Municipal People's Government
	Visit Xuhui Riverside Development Area
Afternoon	Visit Zhang Yuan
	Arrive at Shanghai Pudong Airport for return flight to Hong Kong



Chapter 2: Visits and exchanges

Overview

2.1 Shanghai, abbreviated as “滬” in Chinese, is one of the four municipalities directly under the Central Government and the largest economic centre and an important international financial centre in the Mainland. Located at the mouth of the Yangtze River Delta, Shanghai is bounded by the East China Sea to the east and bordered by Jiangsu and Zhejiang Provinces to the west, with a total land area of 6 340.5 sq km.

2.2 As at the end of 2022, the permanent population of Shanghai was 24.76 million, of which 14.7 million were household registered population and 10.06 million were migrant population (accounting for 40.6% of the municipality’s permanent population).

2.3 Shanghai surpasses the rest of the country in its rate of urbanization, which has fostered a matured real estate industry. In 2022, the industry added about 8% to Shanghai’s gross domestic product (GDP), making it one of the pillar industries among the tertiary industries in Shanghai. In 2021, Shanghai issued the “Opinions on Promoting the Stable and Healthy Development of the Municipality’s Real Estate Market” (“《關於促進本市房地產市場平穩健康發展的意見》”) and the “14th Five-Year Plan for Housing Development in Shanghai” (“《上海市住房發展“十四五”規劃》”) to promote the stable and healthy development of the real estate market.

2.4 Hong Kong is the largest source of overseas investment in Shanghai, with Hong Kong enterprises accounting for about 40% of the city’s total foreign investment. As at mid-2023, Shanghai’s Changning District alone has reportedly drawn nearly 2 000 Hong Kong-funded enterprises, constituting approximately one-third of the foreign-funded enterprises in the district, with a total investment amounting to RMB90 billion (HK\$98.3 billion). Hong Kong-invested property

developers² are involved in the planning, construction and operation of two of the sites (Xuhui Riverside Development Area and Zhang Yuan) visited by the Delegation.

Visit to the Shanghai Water Authority

2.5 The Delegation took a flight from Hong Kong to the Shanghai Pudong Airport in the morning of 19 December 2023. The Delegation first visited the Shanghai Water Authority (“SWA”) and met with its Director General, Mr SHI Jiaming, and his fellow officials.



The Delegation meets with officials of SWA to exchange views on flood prevention and disaster mitigation in Hong Kong and Shanghai.

2.6 The Delegation notes that SWA, established in 2000, is a constituent department of the municipal government taking charge of water administration in the municipality. Its major duties include:

- (a) to safeguard the rational development and protection of water resources, and implement the relevant laws and policy objectives on water affairs, including waterworks planning for flood prevention and drainage, sewage and sludge treatment, and stormwater drainage;

² Hongkong Land [announced in June 2023](#) that it would invest RMB60 billion in the Xuhui Riverside development; and Swire Properties [co-invested](#) with Shanghai Jing'an Real Estate (Group) Co., Ltd. in the Zhang Yuan project.

- (b) to coordinate and safeguard the utilization of water resources for domestic use, production and operation, and the ecological environment, and to promote water conservation;
- (c) to develop waterworks construction-related systems as required, and to direct and supervise waterworks construction projects;
- (d) to manage water supply, drainage and water resources industries (including village water resources), as well as work relating to hydrological monitoring as well as soil and water conservation;
- (e) to supervise and manage the development, utilization and protection of the oceans and seas, as well as enforcing marine administration-related laws, and to implement strategic marine planning and develop the marine economy; and
- (f) to fulfil integrated requirements on disaster prevention and mitigation, including the monitoring and early warning of water and drought conditions, as well as formulating contingency plans for the protection of important rivers and lakes and water resources projects against typhoons, rainstorms and floods.

2.7 The meeting began with representatives of SWA briefing the Delegation on the general situation of urban flood prevention and disaster mitigation in Shanghai. SWA's representatives then introduced the four lines of defence³ and the four systems⁴, which seeks to prevent and mitigate floods and disasters in Shanghai, as well as various policy measures and

³ They are, namely, Thousands of Miles Seawall (“千里海塘”), Thousands of Miles Embankment (“千里江堤”), Regional Inundation Control (“區域除澇”), and City Drainage System (“城鎮排水”).

⁴ They are, namely, System of organization and commanding, System of early warning and emergency plan, System of information assurance, and System of rescue and relief.

works projects to build Shanghai into a resilient city, including “Wusong River Project” (吳淞江工程), “Flood Prevention Capacity Enhancement Project for Huangpu River” (“黃浦江防汛能力提升工程”), “Stormwater System Enhancement” (“雨水系統提標”) and other specialized drainage actions.

2.8 The Delegation then had further exchanges with officials of SWA, covering a wide range of issues such as the construction of resilient cities, emergency flood prevention (including flood prevention standards and resources), warning mechanisms for extreme weather (in particular rainstorms), big data analysis of disaster prevention and mitigation, as well as the implementation of various water-related infrastructural projects.

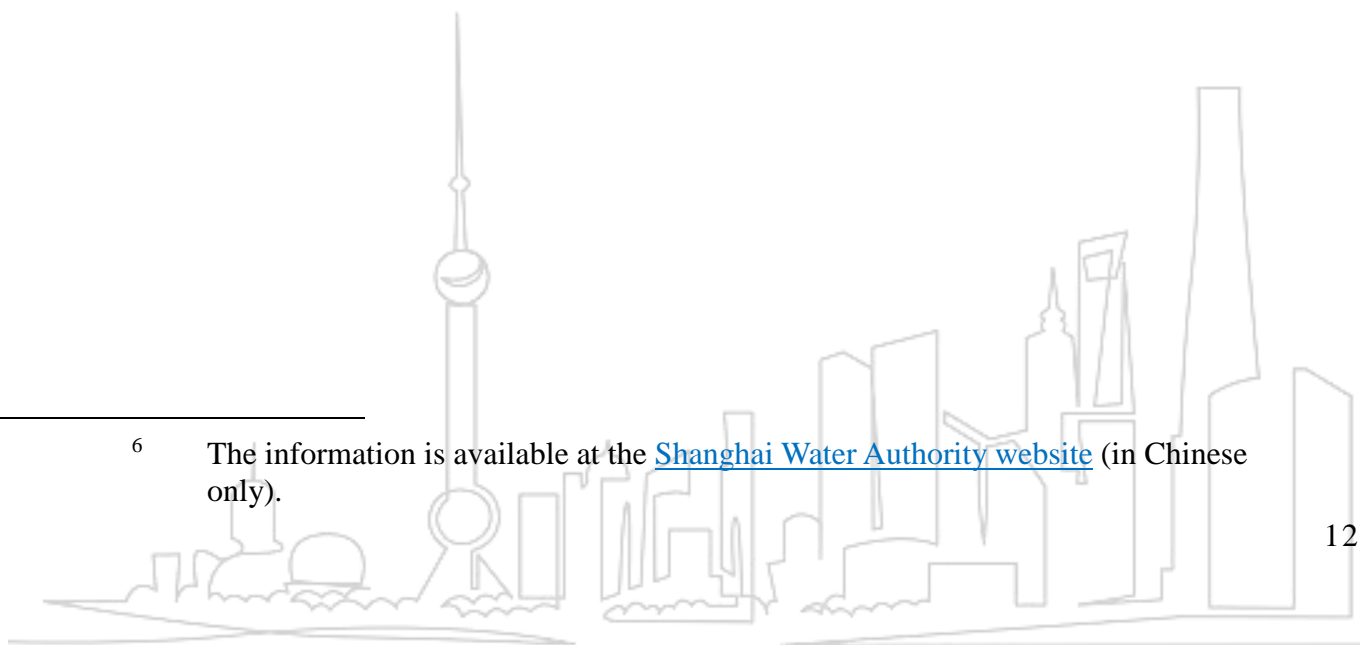
2.9 The Delegation notes that Shanghai Municipality has been actively enhancing the protection mechanism against tides and floods and comprehensively coordinating key water resources and flood prevention facilities, so as to further fortify the overall layout of the four lines of defence (namely, Thousands of Miles Seawall (“千里海塘”), Thousands of Miles Embankment (“千里江堤”), Regional Inundation Control (“區域除澇”), and City Drainage System (“城鎮排水”)) for flood prevention and disaster mitigation in Shanghai. This includes the construction of major water resources projects for rivers, such as Wusong River and Taipu River, while also expediting the preliminary study and construction of the Huangpu River estuary sluice gate and reinforcing the tide control walls. On the other hand, Shanghai Municipality is also committed to building itself as a sponge city⁵. Relevant policy measures include improving urban and rural stormwater drainage systems, strengthening rainfall warning mechanisms, protecting natural sponges such as rivers and lakes, and expanding artificial sponges such as rooftop greening. It is hoped that by 2035, over 80% of the urban area will meet the requirements of the sponge city construction target.

⁵ In the Mainland, the construction of “sponge cities” is primarily aimed at achieving the goals of eliminating water accumulation in light rains, preventing internal flooding during heavy rains, maintaining clean and odour-free water bodies, and alleviating the effects of heat islands.

2.10 The Delegation also notes that according to the Shanghai Flood Prevention and Inundation Drainage Plan (2020-2035) (“上海市防洪除澇規劃(2020-2035年)”)⁶, the planning standards for flood prevention and inundation drainage in Shanghai are as follows:

Standards for flood prevention	Basin area	➤ Preventing different rainfall events of the 100-year flood standard in the Taihu Lake basin.
	District area	➤ Preventing floods of a 50-year flood standard in district areas.
	City area	<ul style="list-style-type: none"> ➤ Fortifying the urban section of Huangpu River with flood control walls at high tide level of a 1 000-year flood. ➤ Fortifying the whole city adjacent to main water bodies at a 200-year flood standard.
Drainage standard against inundation		➤ Key areas such as the main urban areas should basically meet the 30-year flood standard, while other areas are expected to meet the 20-year flood standard.

⁶ The information is available at the [Shanghai Water Authority website](#) (in Chinese only).





The Delegation of the Panel and the delegation of DEVB pose for a group photo with Mr SHI Jiaming, Director General of SWA (fourth from left, front row) and other representatives after the meeting.

2.11 The Delegation agrees with the views expressed by SWA during the meeting, acknowledging that considering the factor of cost-effectiveness, continuously upgrading the design standards of drainage facilities to eliminate all flooding risk may not be practical in terms of emergency flood prevention. Rather, it is necessary to enhance flood resilience from the perspectives of urban planning and design as well as flood management, and the community as a whole should be well prepared for relevant contingency plans to minimize casualties and property losses.

Dinner and exchange session with representatives of Hong Kong organizations based in Shanghai

2.12 On the evening of 19 December 2023, the Delegation had a dinner and exchange session with the representatives of Hong Kong organizations based in Shanghai.

2.13 The dinner enabled the Delegation to stay informed about the latest developments in Shanghai through gaining insights into the work, business and daily lives of Hong Kong people, including representatives of the real estate and construction sectors, in the city.

2.14 Hon Tony TSE Wai-chuen, leader of the Delegation, mentioned during the dinner that their visit marked the first LegCo delegation visiting Shanghai since the community had resumed normalcy after the epidemic. Hong Kong and Shanghai played important roles respectively in the Guangdong-Hong Kong-Macao Greater Bay Area and the Yangtze River Delta city cluster. While the two cities had a lot in common, each had its own strengths and characteristics. He hoped that the Delegation could draw on the experience of Shanghai to further improve Hong Kong's policies and measures in areas such as urban planning and management, new areas development, heritage conservation and revitalization, emergency response and disaster prevention and flood prevention infrastructures, as well as coastal and riverside development. At present, there are as many as 80 000 Hong Kong people living, working and studying in Shanghai. They have made significant contribution to the promotion of exchanges between Hong Kong and Shanghai, as well as the economic and cultural development of the two places.



At the dinner, the Delegation learns about the work, business and daily life of representatives of Hong Kong organizations based in Shanghai.

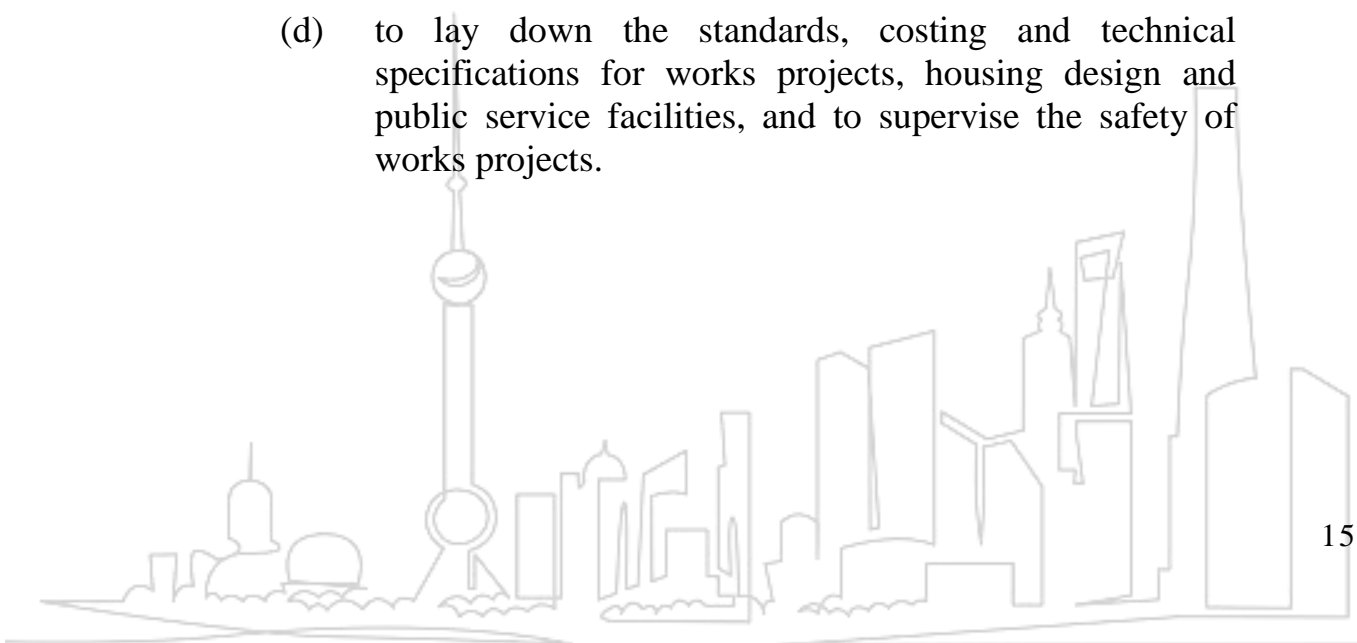


Visit to the Shanghai Municipal Commission of Housing and Urban-Rural Development

2.15 The Delegation visited the Shanghai Municipal Commission of Housing and Urban-Rural Development (“Housing and Development Commission”) in the morning of 20 December 2023 and met with Director Mr HU Guangjie, Deputy Director Mr JIN Chen and other relevant officials.

2.16 Established in 2015, the Housing and Development Commission is a constituent department of the municipal government, taking charge of the management of housing and urban and rural development in the municipality. Its major duties include:

- (a) to enforce the laws, regulations and policy objectives related to housing, urban and rural development and city management, and to coordinate and take forward related work in the area of city management;
- (b) to formulate and implement development strategies and annual plans for urban and rural development and city management in accordance with the overall planning for Shanghai’s national economic and social development, and to work with relevant departments to ensure proper interface between urban development and land use management;
- (c) to regulate the construction, gas and construction materials markets and undertake the administration of the industry; and
- (d) to lay down the standards, costing and technical specifications for works projects, housing design and public service facilities, and to supervise the safety of works projects.





The Delegation receives a briefing by the Housing and Development Commission on its major duties and functions.

2.17 The Delegation notes that urban planning of Shanghai is mainly governed by the Shanghai Master Plan (2017-2035). The policy document provides the basis for the urban planning, development and management in Shanghai. Relevant specific policies include:

- (a) meeting domestic and international needs: Shanghai's urban planning should be based on international and local needs, and proactively serve the national strategies such as the Belt and Road Initiative and the synergetic development of the Yangtze River Delta city cluster, so as to turn Shanghai into a city of innovation, humanity and sustainability, and a modernized metropolis;
- (b) strictly controlling city size: by 2035, Shanghai will control its permanent population at around 25 million (with 24.76 million permanent residents as at the end of 2022), and limit its total land planned for construction within 3 200 sq km. Efforts will be made to address the problems brought by development (e.g. environmental pollution and traffic congestion), and to actively explore ways to transform into the development pattern of a megacity;

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- (c) strengthening protection of the ecological environment: enhancing the awareness of “lucid waters and lush mountains are invaluable assets”, adhering to the policy of conserving resources and protecting the environment, including energy conservation and emission reduction, and actively developing green buildings and encouraging green transportation;
 - (d) creating a liveable environment: coordinating the provision of public service facilities for education, culture, sports, healthcare, elderly care, etc. to build user-friendly public spaces, and creating a 15-minute community living circle to enable residents to satisfy their daily needs within walking distance, thereby fostering a community environment ideal for people to live, work, study and travel;
 - (e) shaping the city’s unique features: exploring Shanghai’s rich cultural content to strengthen its soft power and attractiveness. For example, through the conservation of historical buildings, cultural neighbourhoods and industrial heritage, the municipality showcases its characteristic of being a melting pot of Eastern and Western cultures; and
 - (f) improving urban management: making greater use of information technologies such as the Internet and big data to enhance the scientific and intelligent management of the municipality, and at the same time strengthening the management and construction of transport infrastructures such as highways, airports, ports and the Yangtze River Delta railway network, so as to enable Shanghai to better perform its function as a transport hub and promote interconnectivity in the region.

2.18 During the meeting, representatives of the Housing and Development Commission briefed the Delegation on their major policies and work in urban planning, revitalization and renewal of old districts, preservation of historical buildings and riverside development. The Delegation also took note of their work in disaster prevention, mitigation and relief, which includes strengthening and appointing flood prevention responsibilities, enhancing investigation and remediation of hidden

hazards, upgrading rescue capabilities, as well as reinforcing the emergency commanding system and flood prevention publicity. The Delegation also visited their emergency commanding centre against floods and typhoons to understand how to make use of the big data platform, which is the central information pool from different departments, to effectively coordinate and lead emergency relief and disaster prevention work.

2.19 Members of the Delegation then exchanged views with officials of the Housing and Development Commission on urban planning and management, revitalization/renewal of old districts (the preservation/renovation/demolition policy), disaster and flood emergency management, coastal/riverside development and preservation of historical buildings in Shanghai. Topics discussed included the planning of new local districts, the renewal of urban villages, policies on handling unauthorized building works and promoting old city zone renovation, compensation for residents affected by demolition and old city zone renovation, as well as monument tourism.



Members of the Delegation and officials of the Housing and Development Commission exchange practical experiences in urban planning and management, as well as flood prevention and emergency management in the two places.

Visit to the Lin-gang Special Area

2.20 The Delegation visited the Lin-gang Special Area in the afternoon of 20 December 2023 and met with Mr TANG Hao, Deputy Director of the Lin-gang Special Area Administration (“LSAA”), and other responsible officials, and exchanged views with them on the development of new areas and the work of promoting digital territory management.

2.21 The Delegation notes that Lin-gang New City is one of the five “new cities” and plays a significant status and role in Shanghai’s new round of development. It is also an important sub-city supporting the future city centre of Shanghai. The Lin-gang Special Area has a planning area of 873 sq km and is situated within the China (Shanghai) Pilot Free Trade Zone, and its establishment was formally announced by the State Council in August 2019. LSAA will implement various pilot reform tasks, and coordinate and manage administrative affairs relating to the Special Area. The state-owned Lingang Group is responsible for the development of the parks, corporate services and industrial investment. The construction of the Lin-gang Special Area is benchmarked against free trade parks and free trade ports that are recognized as the most competitive ones in the world, focusing on building an open industrial system represented by international trade and shipping services, cross-border financial services and cutting-edge industries, including the development of a pilot international data port zone in the Lin-gang Special Area, creating a data industry landmark.

2.22 On the promotion of digitized city management, the Delegation notes that the Lin-gang Special Area has an urban operation and management centre for comprehensive city information management, which includes the integration of systems relating to urban safety dispersed in different departments (such as those relating to safe production, natural disasters, flood and typhoon control, public safety, etc.) into a unified system, to realize the objective of “unified management in one network”. Moreover, the Lin-gang Special Area is committed to promoting the autonomous driving technology, including the launch of the first intelligent networked self-driving minibus route in December 2022, with a total length of 3.2 km, connecting a number of cultural and tourist attractions in the Special Area. In June 2023, open roads for automated driving with a total length of about 500 km were designated in some parts of the Lin-gang Special Area, allowing road testing of licensed autonomous vehicles.



The Delegation takes test rides on smart taxis, smart minibuses and SmartBuses in the Lin-gang Special Area, experiencing the autonomous driving system.

2.23 After arriving in the Lin-gang Special Area, the Delegation took test rides on autonomous taxis, public vans and SmartBuses to experience the autonomous driving systems for public transport in the Lin-gang Special Area. The vehicles are equipped with intelligent assisted driving systems, including 360-degree surround-view systems, collision warning systems, blind spot monitoring systems, which facilitates the realization of safe, reliable and comfortable autonomous driving functions in more complex traffic environments and weather conditions on open roads. The Delegation

notes that autonomous driving can also be applied to catering and retail supporting services. In the Lin-gang Special Area, smart delivery vehicles are deployed to offer autonomous food delivery services, meeting the needs of round-the-clock operations for both local residents and tourists.

2.24 The Delegation met with LSAA afterwards. The representative of LSAA briefed the Delegation on institutional innovation related to urban construction in the Lin-gang Special Area, along with updates on the overview of new city planning, construction projects, housing and road development, smart city initiatives, and the implementation of a comprehensive monitoring and early warning platform for urban security risks. The Delegation learnt about the institutional open system characterized by “Five Freedoms and One Convenience”⁷ and the high-level open development approach known as “Five Opening-ups”⁸ implemented in the Lin-gang Special Area, and how LSAA further promotes “open” and “innovative” thinking (including scientific and technological innovation and trade innovation) in the Lin-gang Special Area.



The Delegation meets with LSAA to receive updates on the overview of new city planning and the related development in the Lin-gang Special Area.

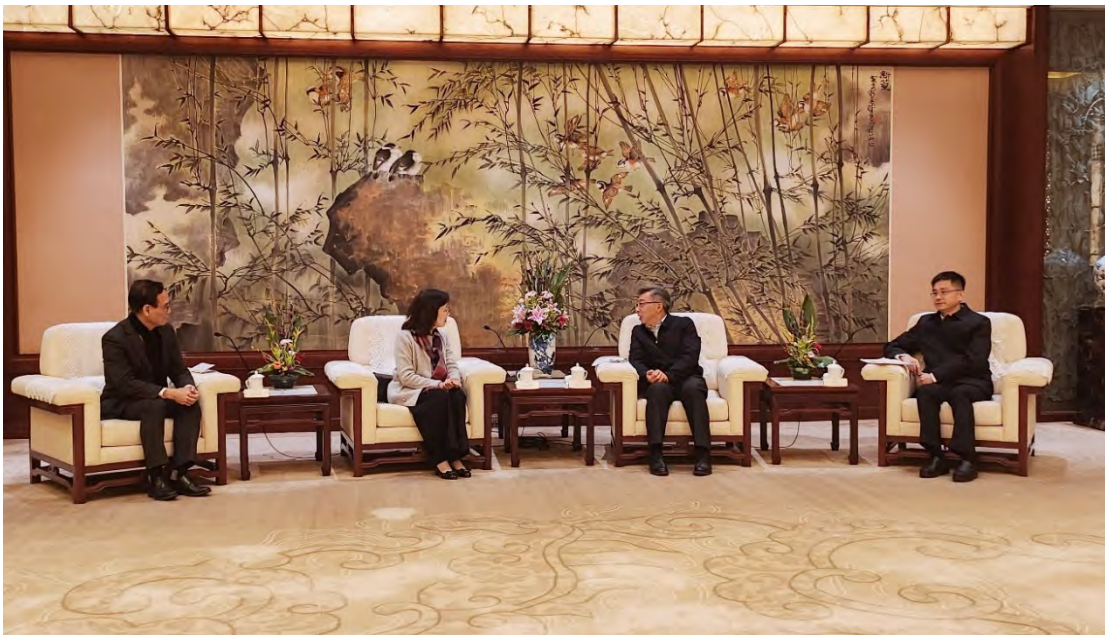
⁷ This includes freedom of trade, freedom of investment, freedom of capital, freedom of transportation, freedom of employment, and convenience of communication of information.

⁸ This involves establishing an open institutional system, creating an open functional platform, nurturing an open innovation ecosystem, building an open industrial system, and fostering a more open economic and business environment.

2.25 During the meeting, the Delegation and LSAA further exchanged views on a number of issues, including strategies to attract enterprises and residents to settle in, the provision of supporting facilities for new areas development, policies and measures to promote green infrastructure and green energy, as well as advancements in autonomous driving technology and the development of hydrogen energy.

Visit to the Shanghai Municipal People's Government

2.26 In the morning of 21 December 2023, the Delegation visited the Shanghai Municipal People's Government and met and exchanged views with Mr ZHANG Xiaohong, Vice Mayor of Shanghai, and his fellow officials. Vice Mayor ZHANG Xiaohong briefed the Delegation on the latest development of Shanghai, shared the work of building Shanghai into a modern socialist international metropolis with global influence, and exchanged views with the Delegation on the strategies of Shanghai and Hong Kong relating to the development of new areas and renovation of old ones. The Delegation sincerely thanks the Shanghai Municipal Government for the arrangements made for this visit and the assistance provided, and looks forward to having more opportunities to meet and exchange views with the Shanghai Municipal Government in the future.



Hon Tony TSE Wai-chuen, leader of the Delegation (first from left) and Ms Bernadette LINN, Secretary for Development (second from left) meet with Mr ZHANG Xiaohong, Vice Mayor of Shanghai (second from right).



The Delegation visits the Shanghai Municipal People's Government and tours an exhibition introducing Shanghai's historical development.

Visit to the Xuhui Riverside Development Area

2.27 Following their visit to the Shanghai Municipal People's Government, the Delegation proceeded to explore the Xuhui Riverside Development Area. Xuhui Riverside is located alongside Huangpu River in the east of Xuhui District, with a shoreline length of about 11 km and an area of about 14 sq km. In the 20th century, the area served as the most important transportation, logistics, warehousing, and production and processing base in Shanghai, bearing witness to the history of its modern industrial development.

2.28 The Delegation notes that as a key riverside development project under Shanghai's 14th Five-Year Plan, Xuhui Riverside aims to create a more internationally influential cultural, science and technology innovation waterfront. The major development projects include:

- (a) **West Bund Smart Valley** (also known as West Bund Digital Valley): The total construction area of West Bund Smart Valley is 1.2 million sq m and the flagship project is Shanghai West Bund International AI Tower and Plaza (also known as "AI Tower") comprising two towers of about 50 storeys (200 m) each. It is reported that it has attracted many enterprises to settle in, including Microsoft,

Huawei and Alibaba, striving to build a digital economy industry cluster with artificial intelligence as its core focus;

- (b) **West Bund Media Port:** West Bund Media Port, anchored by CCTV's Yangtze River Delta Headquarters as its flagship, as well as accommodating influential enterprises such as Tencent and NetEase, has emerged as a new cultural and commercial landmark in Shanghai. The total construction area of West Bund Media Port is 1 million sq m, with a three-floor underground space of 440 000 sq m, featuring a fully connected underground mall area and carpark on Floor B1 that integrates business, transportation and leisure facilities; and
- (c) **West Bund Financial Hub:** West Bund Financial Hub is positioned as a world-class development platform for the financial industry and a global digital currency centre, covering residence, office, hotel, retail, convention and exhibition and other projects, as well as cultural facilities including a public art centre "West Bund Orbit" operated and developed by Hongkong Land. The project is expected to be completed and commissioned in phases between the end of 2023 and 2027.



The Delegation goes up the AI Tower at Xuhui Riverside and receives a briefing on the planning and development of the Xuhui Riverside project.

2.29 Upon arrival at Xuhui Riverside, the Delegation’s initial stop was the observation deck of AI Tower, where they enjoyed a panoramic view of Xuhui Riverside and Shanghai’s West Bund, while receiving the West Bund representative’s briefing on the overall development and planning of the Xuhui Riverside project. The Delegation notes that within a decade after the 2010 World Expo in Shanghai, the landscape of Xuhui Riverside has undergone earth-shaking changes. For example, industrial sites such as old wharfs, airport warehouses and oil tank green space have been revitalized into public open space such as parks, squares, art museums, galleries and cafes, serving as a significant living example for the revitalization of old districts in Hong Kong.

2.30 The Delegation then proceeded to explore West Bund Media Port, where they gained insights into its overall development and planning. The Delegation also toured West Bund Orbit and West Bund Financial Hub to understand how these development projects contribute to public use, event organization and the aesthetic enhancement of the cityscape.



The Delegation visits West Bund Orbit and learns about the latest situation of various projects and facilities covered by West Bund Financial Hub.

Visit to Zhang Yuan

2.31 The Delegation visited Zhang Yuan, the last stop of the study visit, in the afternoon of 21 December 2023. Located at the core area of Nanjing Road West of Jing’an District with an area of 46 800 sq m,

Zhang Yuan is the existing largest and best-preserved shikumen compound in Shanghai, and is also the first urban renewal project in Shanghai to implement protective expropriation and historical restoration. Its conservation and revitalization are conducted based on the principle of “**conservation as the priority, culture as the soul and people as the base**”.



The Delegation visits Zhang Yuan to understand the work of heritage conservation and revitalization as well as urban renewal in Shanghai. Zhang Yuan is Shanghai’s first urban renewal project to implement protective expropriation and historical restoration.

2.32 The Delegation notes that the construction of Zhang Yuan began in 1882. It was a private landscape garden built by ZHANG Shuhe, a wealthy merchant in Wuxi, after he purchased the land. Originally named “Zhang Garden”, the garden was later opened to visitors and once became the largest public place for Shanghai citizens, and was reportedly the place where the first electric lamp in Shanghai was lit, where the first outdoor photo booth was opened, and where many prominent figures in history such as Dr SUN Yat-sen and CAI Yuanpei delivered their speeches.

2.33 Since 2018, the authorities of Jing’an District have been revitalizing Zhang Yuan through **acquisition and preservation (not demolition) of structures and relocation of occupants**. Shanghai Jing’an Real Estate (Group) Co., Ltd. and Swire Properties formed a joint venture management company to collaborate in the revitalization of Zhang Yuan. Not only were 43 historical buildings

preserved, but modern and stylish elements were also incorporated, with a view to developing Zhang Yuan into a new international cultural and commercial landmark.



The Delegation visits a retail shop in Zhang Yuan and experiences the integration of modern commercial elements and historical buildings.

2.34 The overall planning of Zhang Yuan revolves around the concept of **“serene in the East and bustling in the West, offering boundless immersion”**. The western section featuring top international brands was opened to the public in late 2022, while the eastern section has been designated for future development of hotels, creative office spaces, etc., thereby fostering the upgrading of industries in the region.

2.35 Through this visit, the Delegation gained a better understanding of the effectiveness of heritage conservation and revitalization, urban renewal, public space utilization and business integration in Zhang Yuan. The Delegation considers that the successful case of revitalization of heritage buildings through public-private partnership in Zhang Yuan provides useful references for the heritage conservation policies and initiatives in Hong Kong.

Chapter 3: Observations and conclusions

3.1 During the three-day study visit, the Delegation met and exchanged views with the leaders and representatives of the Shanghai Municipal People's Government and relevant departments to learn more about various aspects, including urban planning and management, new areas development, heritage conservation and revitalization, and emergency response and disaster prevention work. They also observed on-site the local coastal and riverside development, as well as the latest situation of new areas development and urban renewal projects. The study visit provided valuable reference for the Panel in its future study and monitoring of the relevant policies and work of the Hong Kong Special Administrative Region ("HKSAR") Government. The observations and the recommendations made by Members during the exchanges are summarized below.

Strengthening the capacity for flood prevention, disaster mitigation and coping with extreme weather conditions

3.2 Members note that over the years, Shanghai Municipality has invested more than RMB50 billion in the construction of flood prevention facilities, forming the four lines of defence, namely Thousands of Miles Seawall ("千里海塘"), Thousands of Miles Embankment ("千里江堤"), Regional Inundation Control ("區域除澇"), and City Drainage System ("城鎮排水"). In terms of the management mechanism and model for flood prevention and disaster mitigation, four systems have been established, namely System of organization and commanding, System of early warning and emergency plan, System of information assurance, and System of rescue and relief. The Housing and Development Commission has pointed out during the sharing of experiences that flood prevention is always ongoing and can never be completed; flood prevention is a journey to which there is no end.

3.3 In Hong Kong, to alleviate the flooding problem, the HKSAR Government has completed a total of 24 stormwater drainage improvement projects in the past 20 years and is in the process of taking forward expeditiously seven stormwater drainage improvement projects with a total cost of more than \$8 billion. Members generally recognize the

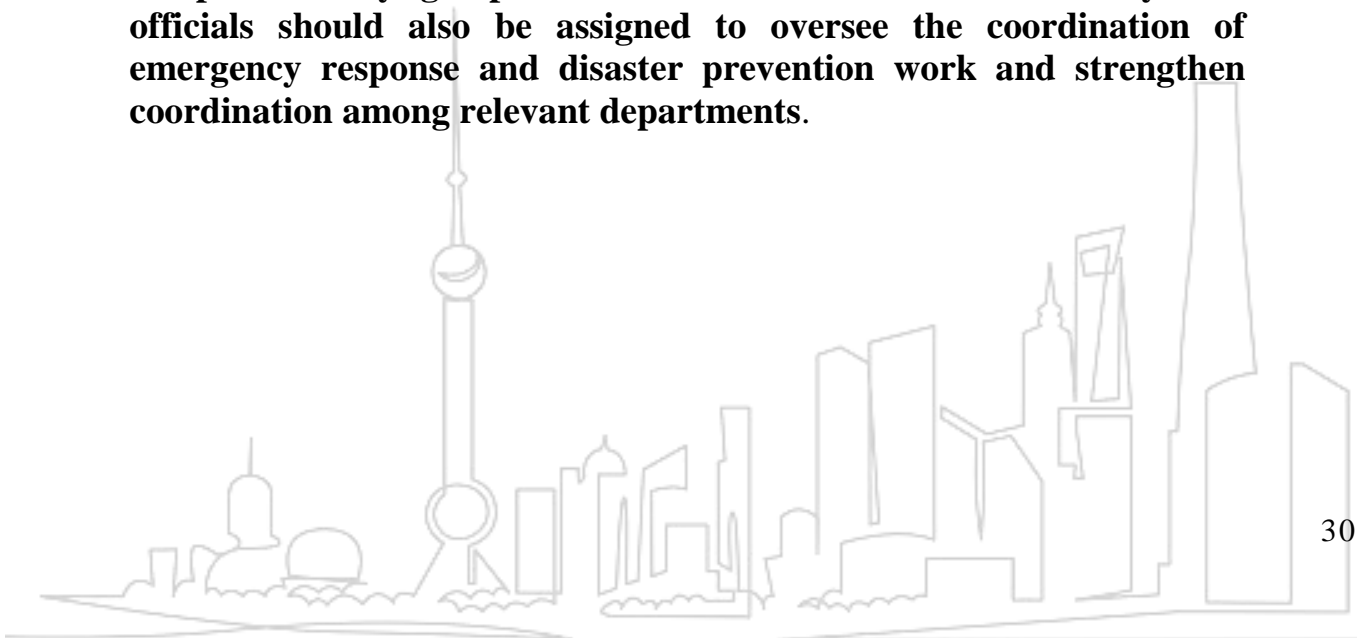
Administration’s past efforts in improving Hong Kong’s drainage systems and flood prevention facilities and the effectiveness of the relevant work. In the 2023 Policy Address, the Chief Executive has stated that the HKSAR Government will continue to enhance Hong Kong’s overall capability in coping with extreme weather conditions in respect of early warning, emergency preparedness, response and recovery. The Drainage Services Department will also complete its “Strategic Planning Study on Flood Management against Sea Level Rise and Extreme Rainfall” in 2024 and develop a more forward-looking strategy.



3.4 In September 2023, when Hong Kong experienced the once-in-a-century torrential rain, **Members suggested that the Administration should review and update the standards of disaster prevention and preparedness to ensure appropriate resilience of the infrastructure.** On the other hand, at the exchange meeting with SWA, Members learned that under Shanghai Municipality’s fourth flood defence line, i.e. “City Drainage System” (“城鎮排水”), there is a plan to raise the proportion of the whole city’s urban stormwater drainage capacity on a three- to five-year occurrence interval to the target of 25% by the end of the 14th Five-Year Plan period. Members also agreed with the views of SWA

that the objective of emergency response and disaster prevention should be to avoid loss of human lives and serious casualties, and to minimize economic and property losses. Given that it is difficult to accurately predict severe flooding caused by sudden torrential rain, it will not be cost-effective to continuously deploy substantial resources to upgrade the design standards of drainage facilities (such as once-in-a-millennium interval) to eliminate all flooding risk. **Members suggest that the Administration should, by adopting a risk-based principle, allocate additional resources to develop effective early warning and emergency management measures while ensuring the required resilience of the relevant infrastructure, so as to minimize the impact of flooding incidents on the public.**

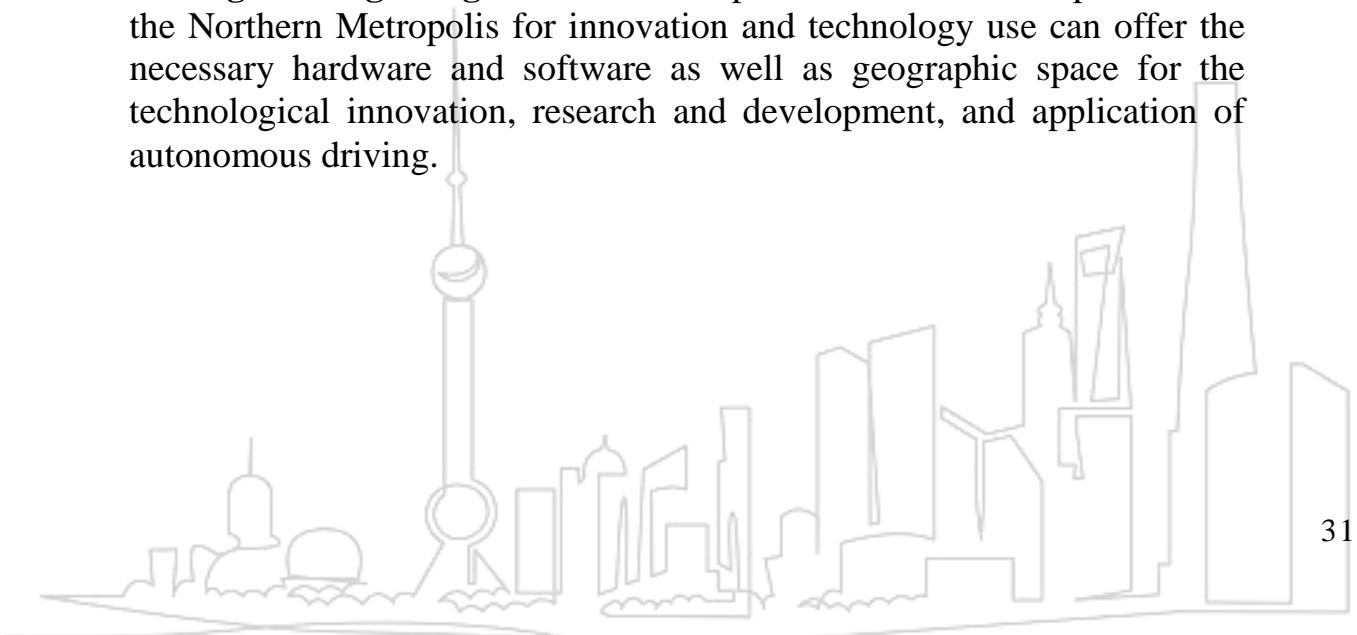
3.5 On measures to cope with extreme weather conditions, Members are aware that the Shanghai Municipal Government uses innovative technologies and big data, with the Housing and Development Commission acting as a central coordinator. The Commission is specifically tasked to consolidate and analyse information and data from different departments and channels, and then make forward-looking policy decisions, so as to coordinate the relevant districts and units in prevention and response, and ensure the sharing of information. Members believe that casualties and property losses will be effectively minimized should flood and typhoon prevention and related emergency response work in the housing and construction sectors be handled through such systems and management measures to facilitate early detection and accurate prediction of weather conditions, which will in turn lead to prompt and decisive decisions on evacuating people, intercepting and channelling stormwater and so on. **Members suggest that the Administration should, by drawing on Shanghai Municipality's experience, set up a cross-government department big data platform to quickly, accurately and comprehensively grasp the relevant information. Secretary-level officials should also be assigned to oversee the coordination of emergency response and disaster prevention work and strengthen coordination among relevant departments.**



New areas development

3.6 Members point out that Shanghai, like Hong Kong, is facing opportunities and challenges in developing rural areas and breaking through the spatial constraints of urban development. Regarding new areas development, Shanghai has five “new cities”, each with its own unique characteristics and positioning as outlined in their plans. For example, the Nanhui New City focuses on the development of innovative industries and the establishment of an international talent service hub, with a view to creating a special economic function zone with international competitiveness. In addition, established in August 2019 and located within the China (Shanghai) Pilot Free Trade Zone, the Lin-gang Special Area (with a planning area of 873 sq km) is being developed according to the principles of “comprehensive planning and step-by-step implementation”. The Communist Party of China Shanghai Municipal Committee and the Shanghai Municipal Government have implemented special support policies to promote the high-quality development of the Lin-gang Special Area. At the same time, the Lin-gang Special Area is committed to promoting digital urban management and driverless technology.

3.7 Members believe that when taking forward major development projects such as the Northern Metropolis and the Kau Yi Chau Artificial Islands, Hong Kong may, by drawing on Shanghai’s experience in carrying out the development of local districts, **enhance public-private partnership and digital urban management**. Members also suggest that the Administration should study the Lin-gang Special Area’s experience in developing driverless autonomous traffic systems, including laws and regulations, autonomous driving standards and infrastructure, with a view to **expeditiously outlining a development blueprint for autonomous driving in Hong Kong**. Members also point out that the land provided in the Northern Metropolis for innovation and technology use can offer the necessary hardware and software as well as geographic space for the technological innovation, research and development, and application of autonomous driving.





3.8 Among the major land creation initiatives set out in the 2023 Policy Address, the Northern Metropolis will be planned in accordance with the “industry-driven and infrastructure-led” principle and will serve as a new engine for Hong Kong’s future development. Upon full development, it will be able to provide about 500 000 additional housing units and 500 000 new jobs. In October 2023, the HKSAR Government published the Action Agenda for the Northern Metropolis, which outlines the major facilities and implementation timetable for the four major zones therein. Members note that to further leverage market forces to expedite development, the Administration has, since December 2023, extended the land exchange arrangement under the “Enhanced Conventional New Town Approach” (“ECNTA”)⁹ to all new development areas and improve its operation.

⁹ ECNTA is a government-led development approach, under which the Government will, as a general principle, resume and clear all the private land planned for developments, before allocating the land for various purposes, including disposal of land for private developments. Prior to the resumption and clearance of land, the Government may allow in-situ land exchange applications from owners of sites earmarked for private developments if they meet certain criteria and conditions.

3.9 As another major land creation initiative, the Kau Yi Chau Artificial Islands is another strategically important engine driving Hong Kong forward. It will provide 1 000 hectares of land, creating a central business district of a new generation with liveable, smart, green and resilient development strategies. The Committee on the Financing of Major Development Projects chaired by the Financial Secretary will put forward proposals on the financing arrangements for the Northern Metropolis and the Kau Yi Chau Artificial Islands.

3.10 Regarding the Northern Metropolis, Members generally agree with, as set out in the 2023 Policy Address, the adoption of an “industry-driven and infrastructure-led” approach as the key planning axle, as well as the respective development themes and industry positioning of its four major zones (i.e. the high-end professional services and logistics hub, the innovation and technology zone, the boundary commerce and industry zone, and the blue and green recreation, tourism and conservation circle) for creation of employment opportunities and promotion of home-job balance. Members hold the view that when implementing the development of the Northern Metropolis, the Administration **must strengthen the functions of developing diversified industries as well as attracting enterprises and investments, actively promote public-private partnership, and leverage market forces**. In this connection, Members concur with the Administration’s proposed planning direction of leveraging diversified means of land disposal and private market forces to promote the development of San Tin Technopole, and emphasize that the Administration must put forward practical proposals to achieve the desired results. In addition, Members generally support the revised in-situ land exchange arrangements under ECNTA, considering that the related arrangements will be conducive to leveraging market forces to expedite the development. However, they point out that to tie in with the industry-driven policy and promote the development, the Administration should provide greater flexibility in land use planning.

Urban renewal and heritage conservation

3.11 Members note that when promoting the comprehensive renewal of districts, Shanghai Municipality has adopted the preservation/renovation/demolition concept, focusing primarily on preservation, utilization and enhancement. One of the urban renewal actions set out in the Shanghai Urban Renewal Action Plan (“the Action Plan”) launched in March 2023 emphasizes improving the people’s

well-being and promoting the quality of the people’s living environment. The objectives of the Action Plan include expediting the “two old and one village” renovation (i.e. the renovations of old districts, old housing sets, and “urban villages”) and fully launching the renovation projects of “urban villages” around the city centre. Another key action of the Action Plan is to organically integrate the protection of historical features with the urban development needs of the people. Zhang Yuan, located in Jing’an District of Shanghai, adopts the urban renewal concept of preservation/renovation/demolition, under which the site was revitalized through acquisition and preservation (not demolition) of structures and relocation of occupants. It is Shanghai’s first urban renewal project featuring protective expropriation and historical restoration.



Urban renewal

3.12 As for urban renewal in Hong Kong, while the Urban Renewal Authority (“URA”) as a statutory body is driving public sector redevelopment projects, developer-owners in the private sector also play a crucial role in leading redevelopment projects. In view of urban decay and ageing buildings, the HKSAR Government is committed to speeding up redevelopment and stepping up the maintenance of aged buildings by fully embracing the “planning-led” redevelopment approach. It also adopts

measures to enhance URA’s financial capability to enable URA to cope with future financing demand. On the other hand, to expedite the redevelopment of old and dilapidated buildings by the private sector, the Administration has submitted the Land (Compulsory Sale for Redevelopment) (Amendment) Bill 2023 to LegCo to update and streamline the compulsory land sale regime. Furthermore, the Administration has embarked on a study to consider using part of the reclaimed land outside the future Kau Yi Chau Artificial Islands central business district to facilitate the implementation of redevelopment projects in old districts by the public and private sectors.

3.13 Members are of the view that the preservation/renovation/demolition concept adopted by Shanghai, which encourages small-scale and incremental urban renewal and renovation, can avoid the need for “large-scale demolition and construction”. This not only improves the living conditions of the public but also strengthens the preservation of historical legacy, and is worth studying and trying out in Hong Kong. Members also recognize the effectiveness of the Regulations of Shanghai Municipality on Urban Renewal introduced in 2021, which provide a comprehensive legal framework for the renewal efforts in the whole city and fully reflect the policies in the laws and regulations, so that policies, laws and actions can be linked up as a cohesive whole. For example, regarding the injection of private sector capital to promote urban renewal, Article 37 of the Regulations stipulates that “[f]inancial institutions shall be encouraged to innovate diversified financial products and services according to law to meet the financing needs of urban renewal. It is encouraged to support qualified enterprises to conduct financing activities in the multi-level capital market, and give play to the role of finance in promoting urban renewal”; Article 38 also stipulates that “[u]rban renewal projects shall enjoy the reduction and exemption of administrative and institutional fees and preferential tax policies according to law”. **Members consider that the relevant laws and regulations may provide reference for Hong Kong in promoting private market participation in urban renewal work.**

3.14 Members point out that, with the general rise in income and conservation awareness among Mainland residents, many major Mainland cities, just like Hong Kong, face difficulties and escalating compensation costs when demolishing and relocating old districts. Amid the downward adjustment of property prices in Hong Kong in recent years, the criterion of calculating the compensation based on the value of a seven-year-old notional flat in the same locality adopted by URA for acquisition of old buildings will be more unfavourable to the implementation of urban renewal work. However, adjusting the relevant compensation criterion may be somewhat controversial. Members observe that the Mainland will explore the adoption of a co-development model in promoting redevelopment of old districts to minimize the short-term financial pressure and risks associated with the government's single-package development approach. The Mainland authorities will provide opportunities for the affected members of the public and shop tenants to share the economic benefits brought about by redevelopment in order to solicit their support for the demolition and relocation. **Although the situation in Hong Kong is not entirely the same, Members consider that there is a need for the Administration to review and optimize the measures to facilitate public-private partnership in promoting urban renewal, so as to leverage market forces more effectively.**

3.15 Overall speaking, Members hold the view that in Hong Kong, the current pace of urban renewal work is lagging behind the speed of urban decay. They urge the Administration to **formulate, with brand new mindset, a more proactive overall strategy** against the problem of serious decay of buildings in Hong Kong (**including making greater use of private market forces**) and **adjust the Urban Renewal Strategy and the approach of redevelopment work**, so as to speed up the pace of redevelopment. Members also urge the Administration to **review whether the existing modus operandi of URA** is able to cope with challenges arising from the implementation of various urban renewal programmes, so as to address the difficulties encountered in urban renewal work.

Heritage conservation and heritage tourism

3.16 Members point out that the Shanghai Municipal Government has leveraged corporate strengths in the revitalization of Zhang Yuan. By infusing Zhang Yuan with a fashionable ambience and appropriate commercial elements, the historical buildings and modern facilities are effectively integrated, which may serve as a valuable reference for Hong Kong. In addition, upon commercial transformation, Shanghai

Panlong Tiandi is converted from an urban village to the distinctive Panlong Town. Standing as a successful example of urban village transformation, Panlong Tiandi is reminiscent of ancient towns in Jiangnan and fully showcases its historical and cultural characteristics. Members are of the view that **when implementing the heritage conservation policies and measures, Hong Kong can draw on the successful experiences of Zhang Yuan and Panlong Tiandi in respect of attracting enterprises and investment and bringing in market creativity.**

3.17 The Delegation also notes that in Shanghai, after old buildings are renovated, they will be incorporated into the “Stories of Shanghai Architecture” (“建築可閱讀”) project¹⁰ to enhance their cultural presence. Through the “Shanghai Citywalk” (“行走上海”) mobile application, users are provided with sensory experiences along suggested travel routes, which can promote the deep integration of culture and tourism. Members suggest that Hong Kong should draw reference from this practice to promote heritage tourism.

3.18 Hong Kong plays a unique role in the modern and contemporary history of China, and possesses rich historical and cultural heritage. Many old buildings and traditional neighbourhoods are worthy of preservation. In light of this, Members recommend that the Administration should draw reference from Shanghai’s transformation of historical buildings and old districts into integrated designations for work, leisure and recreation. **By utilizing historical buildings in Hong Kong to promote tourism with local characteristics, and adopting commercial management and operating models as appropriate to foster the harmonious integration of history and tourism, synergistic development of conservation and tourism can be achieved.** In addition, the Administration should **expand the scope of heritage conservation beyond individual buildings to include their surrounding streets and environment, and enhance the cross-departmental coordination work involved.** Members also urge the

¹⁰ Since its launch in 2017, the “Stories of Shanghai Architecture” project has been continuously upgraded. The initial “Scan and Read” (“掃碼閱讀”) version 1.0 allows citizens and tourists to scan QR codes and learn the stories behind historical buildings. Version 2.0 entitled “Open House” (“建築開放”) expands access to various buildings so that visitors can step inside and explore. The latest version 3.0 themed “Digital Transformation” (“數位轉型”) deeply incorporates digital technologies and engages all members of the public. It is hoped that the “Stories of Shanghai Architecture” project can deliver a first-hand experience to citizens and tourists that “in Shanghai, buildings are enlightening, streets are stroll-friendly, and communities are endowed with tenderness”.

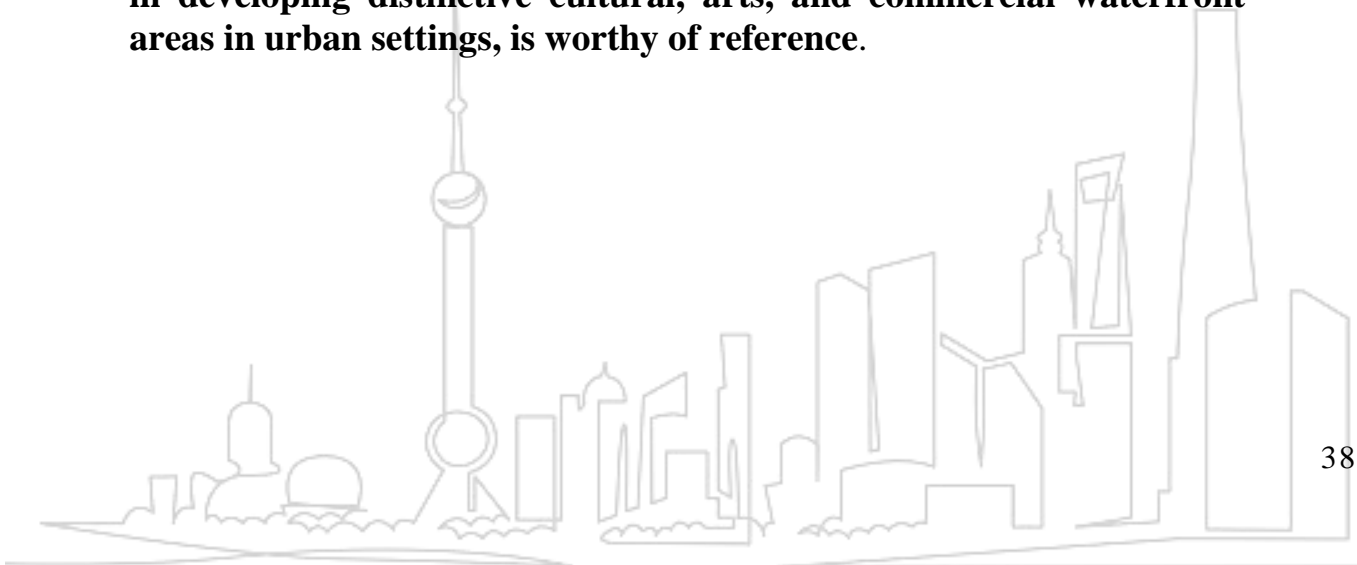
Administration to **introduce more proactive measures and take the lead in promoting the conservation of heritage sites which possess distinctive features and conservation value.**

Riverside and waterfront development

3.19 Shanghai is a coastal city with abundant waterfront resources, with its central urban area traversed by “One River and One Creek” (i.e. the Huangpu River and the Suzhou River). Xuhui Riverside is a key waterfront development project under Shanghai’s 14th Five-Year Plan. According to the plan, the area is to be developed into a world-class waterfront with integrated functions of culture and science and technology. The integrated development work of West Bund is mainly undertaken by Shanghai West Bund Development (Group) Company Limited (a wholly state-owned enterprise group).

3.20 The Victoria Harbour is a prominent landmark in Hong Kong, with harbourfront on both sides adding up to about 73 km in length. The Administration has been working closely with the Harbourfront Commission to enhance the harbourfront by developing new promenades and leisure spaces, as well as improving the facilities for public enjoyment. Many citizens have a special affection for the Victoria Harbour. With the endeavours of the Government over the past few years, approximately 25 km of promenades have been opened. The harbourfront along the Victoria Harbour has become prime public space.

3.21 Members indicate that the development concept of Xuhui Riverside is similar to that of the West Kowloon Cultural District in Hong Kong. Both of them bring together various elements such as music, performing arts and visual arts, and they have a close alignment in terms of cultural diversity and innovation. **The success of the former, particularly in developing distinctive cultural, arts, and commercial waterfront areas in urban settings, is worthy of reference.**





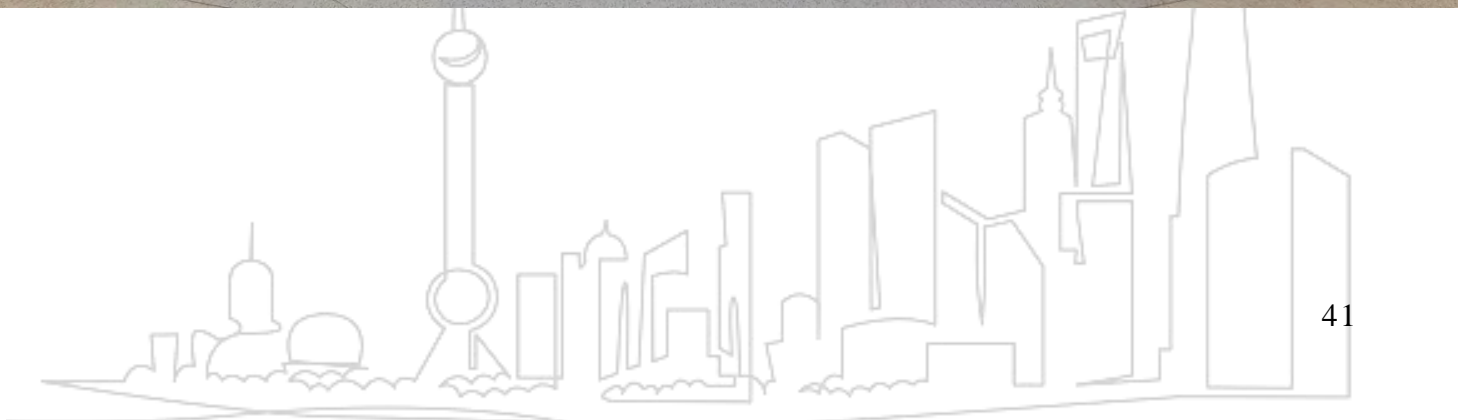
3.22 Members note that in order to develop its riverside and waterfront areas, Shanghai has implemented enhancement measures on the governance system of public spaces, including setting out the responsibilities of the municipal housing and urban-rural development authority for the integrated management of waterfront public spaces, and the division of responsibilities among other departments in the day-to-day management of waterfront facilities. In addition, the Shanghai Municipal Administration of Culture and Tourism under the Municipal Government conducts research and formulates development proposals on the tourism and cultural resources along “One River and One Creek”. It is also responsible for the planning and management of major cultural and tourism activities along the riverfront and creekfront.

3.23 In comparison, the enhancement work of the harbourfront along the Victoria Harbour is taken forward by the Harbour Office under DEVB in collaboration with the Harbourfront Commission. Other government departments, public institutions, and private developers are also responsible for the development, operation and management of their respective harbourfront sites. Overall, in actual practice, the promenades and recreational and sports facilities along both sides of the Victoria Harbour are mainly managed by the Leisure and Cultural Services Department and used for recreation and leisure purposes. Members are of the view that the utilization and management of harbourfront sites in Hong Kong lack flexibility, creativity and market sensitivity, and thus fail to fully harness their potential and optimize their tourism and economic benefits.

Furthermore, the usage, design and lease conditions of the sites are determined by the Administration. When economic and social circumstances change, both the Administration and the relevant tenants or operators have to spend considerable time and resources to modify land leases, tenancy agreements or planned uses, lacking the flexibility to respond to changes over time. In Shanghai, on the contrary, the relevant enterprises are granted a certain degree of flexibility and freedom to voice their opinions on waterfront and riverside planning and put forth different proposals to the government based on the actual circumstances. They are also allowed to incorporate more commercial elements rather than solely focusing on recreational development. **Members suggest that the Administration should actively explore the possibility of entrusting more harbourfront sites to private organizations for operation and management so as to bring in capital and creativity from the market. Members also point out that Shanghai’s practice of designating the cultural and tourism department to formulate tourism development plans for “One River and One Creek”, as well as to plan and manage riverfront and creekfront tourism activities, is worth considering. The relevant policy bureaux of the HKSAR Government should take up a more active role in driving the development of the harbourfront for tourism.**

3.24 With regard to the HKSAR Government’s efforts in developing the harbourfront along the Victoria Harbour, Members note that the Administration is developing harbourfront sites into tourist attractions alongside the adjoining areas by approaches such as leveraging market forces to develop the harbourfront, staging events within the harbour, developing key harbourfront areas, making use of the water bodies, and enhancing water-land interfaces. In this connection, **Members suggest that the Administration should actively consider providing comprehensive support packages (including waiver of venue hire charges) to enable the staging of major international events at harbourfront sites, with the aim of attracting more visitors from abroad. Members also believe that Hong Kong should shift the focus of its harbourfront from recreation and leisure to include commercial and sports elements so that the harbourfront will become more vibrant. The harbourfront sites along the Victoria Harbour should be developed into a must-visit attraction for both citizens and tourists in order to promote tourism development in Hong Kong.**

3.25 Regarding the Administration's designation of non-profit-making organizations to be the operators of certain harbourfront projects and the requirement for them to return any surplus to the Government, Members note that the business sector has expressed concerns that the operators may lack incentives to enhance efficiency and improve service quality. There are also concerns that given the short lease term of some harbourfront sites, the operators, having made capital investments in the sites, may not have sufficient time to earn reasonable returns. In this regard, **Members suggest that the Administration should adopt a more proactive attitude and implement measures that align with the expectations of operators so as to promote public-private partnership and change the management model of the sites.** In addition, **Members consider that government departments responsible for managing harbourfront sites should adopt more flexible management modes and remove the barriers of regulatory mechanisms to the holding of harbourfront activities (such as bazaars involving fee-charging activities and late-night activities) by organizations to better utilize market creativity and attract patronage.**





Conclusions

3.26 Members consider the study visit highly rewarding. Through dialogues and exchanges with leaders and representatives of the Shanghai Municipal People's Government and relevant departments as well as site visits to a number of successful cases of development projects, Members experienced first-hand the similar challenges and opportunities both Shanghai and Hong Kong are facing in many areas, and gained a more comprehensive and in-depth understanding of the valuable experience of Shanghai on various fronts such as urban development and innovation.

3.27 Summing up the three-day hectic schedule, Members consider that Shanghai has established a clear administrative and legal framework for the development of new areas and the renewal of old districts, thereby laying a solid and sound foundation for leveraging the strengths of enterprises and the wisdom of the market. This is of useful reference to Hong Kong. In addition, the advanced experience of Shanghai in applying innovative technologies to emergency management measures for flood prevention and disaster mitigation provides valuable insights for Hong Kong's work in relevant areas. Members are also impressed by the Shanghai Municipal Government's successful incorporation of commercial elements into various heritage conservation and revitalization projects as well as coastal and riverside development projects through a flexible and diversified approach.

3.28 During the meeting between the Delegation and Vice Mayor of the Shanghai Municipal People's Government Mr ZHANG Xiaohong and

his fellow officials, both parties concurred when summing up that Shanghai would forever be on the path of exploration in renewal planning, and so was Hong Kong. Shanghai and Hong Kong have their respective positioning and functions in the overall development of the country. Members looked forward to strengthening future interactions and exchanges with the Shanghai Municipal People's Government to foster the mutual development of Shanghai and Hong Kong, thereby creating a win-win situation for the construction and development of the two places.



Acknowledgements

The successful completion of this study visit would not have been possible without the support from the Shanghai Municipal People's Government and relevant departments, in particular the assistance of the Hong Kong and Macao Affairs Office of the Shanghai Municipal Government. The warm hospitality of the receiving units and their detailed introduction of the relevant policies and facilities to the Delegation made the visit greatly rewarding. Members would like to express their heartfelt gratitude to the relevant government departments and receiving units in the Mainland.

In addition, the Delegation is very grateful to DEVB and the Hong Kong Economic and Trade Office in Shanghai ("SHETO") of the Hong Kong Special Administrative Region for assisting in liaising with the relevant government departments and receiving units in the Mainland to put together the visit programme; and to Ms Bernadette LINN, Secretary for Development, and other members of the DEVB delegation for participating in this study visit and facilitating the exchanges between the Administration and Members. Members also thank the relevant government officials of DEVB and SHETO and staff members of the LegCo Secretariat serving the Panel for their assistance in providing logistical support for the visit programme.



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