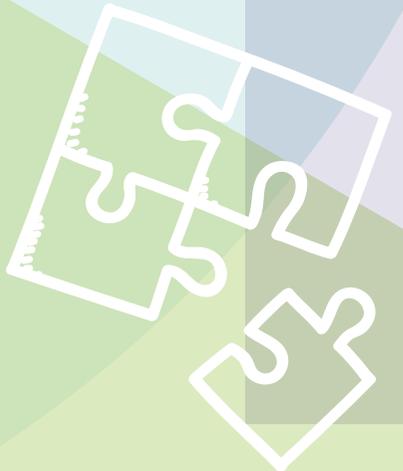
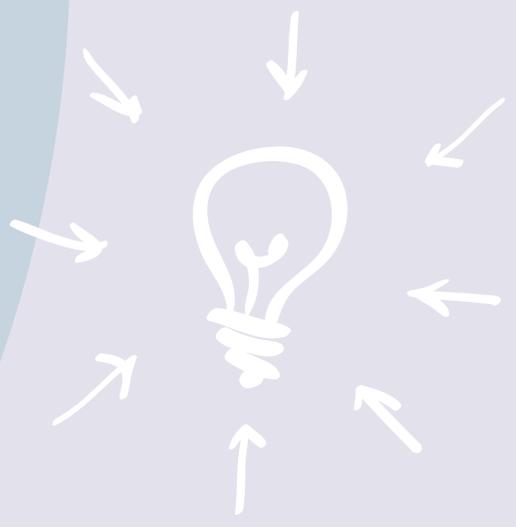


# THE COMMUNITY MAKERS' GUIDE



Version 1.0 | May 2024

Conducted by



Commissioned by





To all current and aspiring  
community makers passionate  
about making a difference in  
their neighbourhoods





## FOREWORD

**COMMUNITIES ARE LIVING ORGANISMS WITH A NATURAL ECOSYSTEM THAT SHOULD EVOLVE IN LINE WITH THE NEEDS OF ITS MEMBERS.** Urban renewal, at its heart, represents the very opportunity for authorities and citizens alike to restore a connection between people and places.

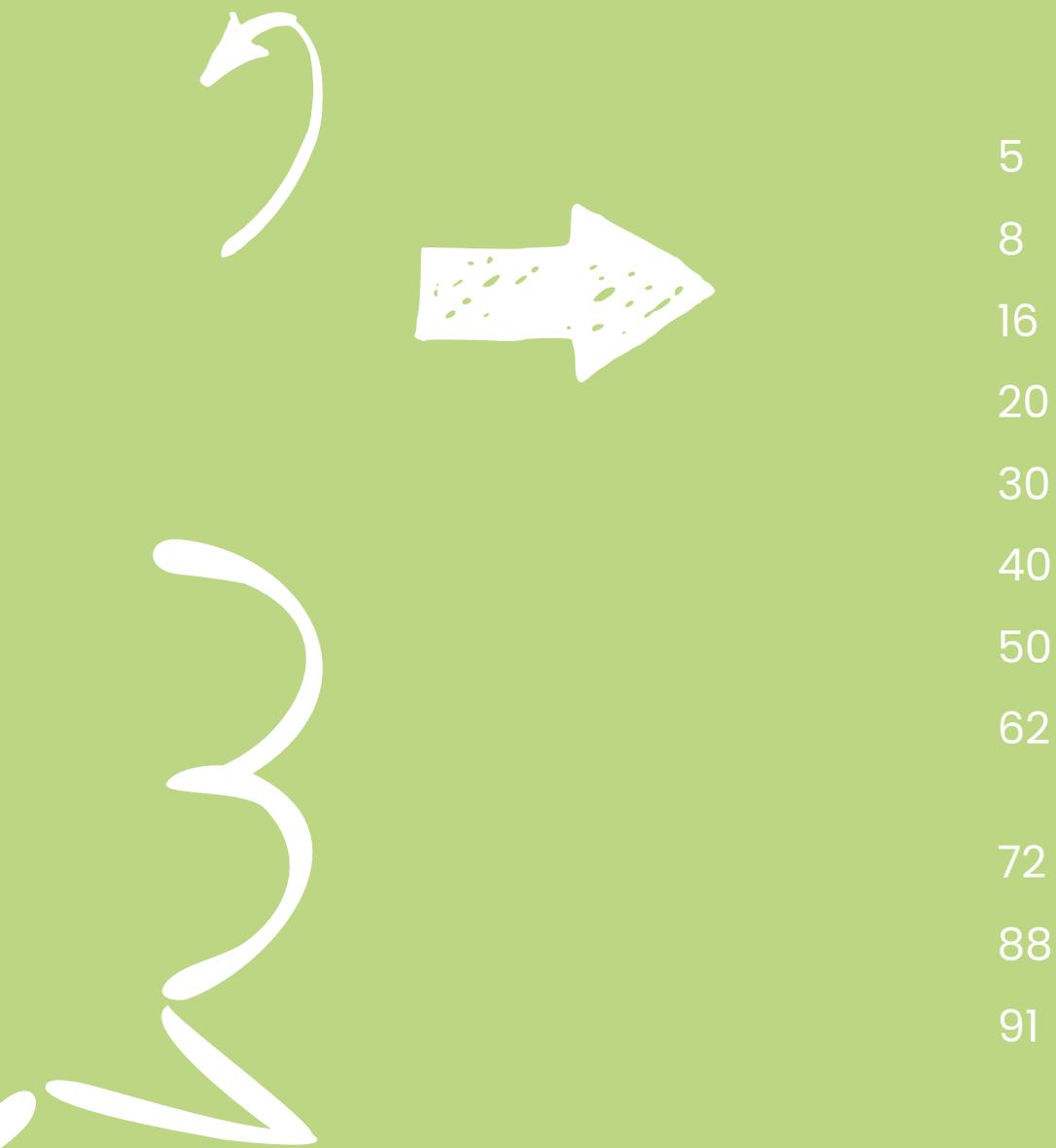
Since 2018, the Urban Renewal Authority (URA) has partnered with Social Ventures Hong Kong (SVhk) to pilot and prototype the concept of “community making” in the Staunton Street / Shing Wong Street neighbourhood. Complementary to existing placemaking efforts, the URA and SVhk hope community making can provide a new foundation of theory for a software-centric approach to revitalise social bonding and activate sustainable partnerships in neighbourhoods as their physical landscapes are changed.

**THE COMMUNITY MAKERS’ GUIDE** is geared to build on earlier experiences and advocate that **everyone can be a community maker** in their own neighbourhoods. It is an open notebook of the guiding principles illustrated through learned cases that aims to **provide a fundamental understanding of community making as an area development model while offering practical tips and real-life cases** to inspire others working on their own projects.

Whether you are curious about community making as a concept or looking to apply lessons learnt to your neighbourhood or projects, we hope this Guide can be a useful starting point to you as you **read, reflect**, and most importantly, **act!**

# THE COMMUNITY MAKERS' GUIDE





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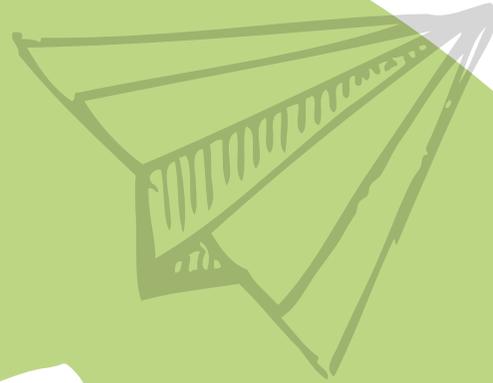
## COMMUNITY MAKING: WHY, WHAT, WHO

**Hong Kong's urban landscape is rapidly changing** – While our city has been making strides in meeting essential needs such as housing and infrastructure, there is also a growing focus on improving the quality of life – the “software” – without which even expensive built facilities may fall short of their intended purposes.

If the previous era of urban development was all about hardware, the next will be driven by software. In recent years, around the world we start to recognise software and programming as the key to unlocking the full potential of hardware in urban cities, and a crucial ingredient in ensuring the wellbeing and prosperity of all citizens. *What if*, we could create inclusive neighbourhoods that can rise to the social and economic needs of all its residents, as their requirements change over time? *What if*, we can count on more than just government bodies, private developers, or non-profit organisations to make our cities a better place to live? *What if*, we can co-create meaningful ways to engage and reinforce a sense of shared identity with more citizens activated as contributors?

It is with a shared belief in the power of communities that Social Ventures Hong Kong (SVhk) and the Urban Renewal Authority (URA) came together in 2018 to prototype a holistic and community-centric approach to urban renewal at the URA's Staunton Street / Shing Wong Street Project (H19).

**We called this new approach –  
community making.**



## ILLUSTRATION #1: Staunton Street / Shing Wong Street Project (H19)



### GEOGRAPHIC BOUNDARIES OF THE PROJECT

its association to the father of Chinese revolutions, Dr Sun Yat-sen, to becoming known as 30 Houses neighbourhood and an early hub in the history of Hong Kong’s printing press.

Since 2018, the URA has retained notable yet scattered (>60%) ownership and remains to be one of the many stakeholders operating in the neighbourhood, alongside other property owners, NGOs, education institutions and businesses. Its portfolio includes a cluster of tenement buildings, one of which was graded as Grade II historic buildings by the Antiques and Monuments Office in Hong Kong and several vacant lots along public lanes / streets in the neighbourhoods.

Social Ventures Hong Kong (SVhk) was appointed as the URA’s consultant to carry out a further study to revitalise the building clusters with special character and urban fabric to promote place-making and synergies with nearby revitalisation projects such as PMQ and Hong Kong News-Expo.

In this study, SVhk developed the concept of “community making” as a software-centric development model and gathered local views to inform 4 Community Making Visions for H19: Knowledge Common, Impact Common, Community Common, and Wellness Common.

This community making approach as well as the 4 Visions, continue to guide the URA’s execution of H19, to meet the community’s expectation and generate social impact in the neighbourhood. The application of “community making” in H19 will be referenced throughout the next chapter as an anchor case reference.

Staunton Street / Shing Wong Street Project, otherwise known as H19, is part of the Urban Renewal Authority (URA)’s portfolio in the Central & Western District.

The immediate vicinity of the project (“The Staunton Street / Shing Wong Street neighbourhood”) was home to over 1,000 residents and surrounded by different non-domestic trades at street level, with a rich history and evolving cultural identity, from

## Timeline

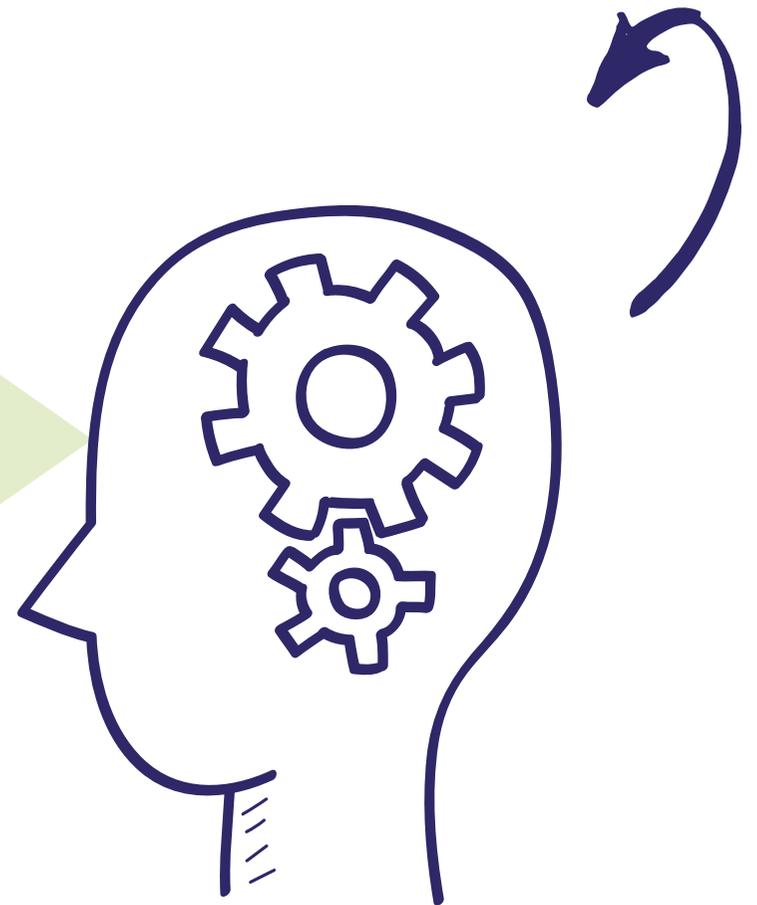


**What if we can also make communities, not just places –**

It is often said that “community” is all about “come-in-unity” as different people come together with a sense of connection and responsibility for what they share, may it be a physical space or a common passion. It implies an understanding that everyone within the community, irrespective of the hats they wear, will have an active role to play to make their homes a better place to live.

In the same way built environments require maintenance over time, communities and social bonding between its members go through a similar cycle as the neighbourhood changes and its demographics continually evolve. To this end, we see the potential of *community making* to fill the gap as a software-centric framework to building communities that thrive.

Community making is a  
software-centric framework to  
building communities that thrive



## COMMUNITY MAKING IS ...

**... AN ASPIRATION THAT TOGETHER WE CAN SHAPE COMMUNITIES THAT THRIVE IN EVERY NEIGHBOURHOOD**

**Innovation, Collaboration, Empowerment** – Guided by the three pillars: *Innovation, Collaboration, and Empowerment* community making seeks to reimagine programme needs that can be adapted to apply to different neighbourhoods based on the needs and aspirations of its people.

Figure 1: The three key pillars of community making: innovation, collaboration, empowerment



### **Innovation**

Reimagining new possibilities for new urban neighbourhood through funneling diverse community needs and aspirations

### **Collaboration**

Facilitating cross-sector collaborations to enable bridging and sharing of community assets and resources

### **Empowerment**

Engaging community stakeholders as co-creators and contributors to activate the dream places we would like to live in

**... AN APPROACH TO ENGAGE LOCALS AND ACTIVATE PROGRAMMES TO RECONNECT PLACE AND PEOPLE**

**A place is only meaningful with a vibrant community** – In community making, lasting transformation happens in the hearts and minds of participating stakeholders who make up the “community”, not just the places or facilities. While it complements placemaking efforts to shape quality places based on the needs of its people, community making focuses more on activating software and can also be applicable to situations where there is no planned physical transformation.

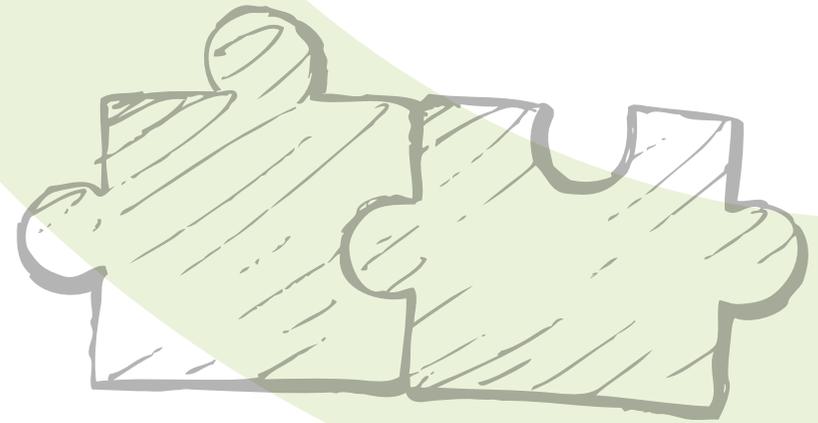


Figure 2: Placemaking and Community Making



Placemaking		Community Making
Hardware driven	<b>WHY</b>	Software driven
Public Spaces as primary focus	<b>WHERE</b>	Residential, Commercial, community, Public Spaces
Landscape	<b>WHAT</b>	Lifescape
Public agencies, developers, professionals	<b>LEAD</b>	Anyone who cares
<b>HOW</b>		
Community engagement and co-creation process		
Needs-based design and positioning		
Rediscovered sense of shared identity		
Place-based collaborations and partnerships		

**... A MINDSET TO CREATE POSITIVE CHANGE IN AN AREA WITH THE COMMUNITY FOR THE COMMUNITY**

**Everyone can be a community maker**

– The application of community making is about mindset, not only skillset. It is intended to be a transdisciplinary effort that has the potential to bring people from all walks of life together to rethink, from their diverse perspectives, the way a neighbourhood is designed, built, let, managed, to how it integrates with existing features, cultures, and communities old and new. This facilitated process as a more holistic approach will be beneficial for any community maker to validate the shared vision in building up the community.



A community maker can be an:

- **Institutional player** – organisations with a strong geographic and / or historic presence, influence, and resources to drive and lead change within a neighbourhood, e.g.,:

<p><b>Public sector / authorities</b> e.g., policy bureau, statutory body, District Office &amp; Council</p>	<p><b>Corporates</b> e.g., developer, construction, hospitality groups</p>	<p><b>Professional bodies</b> e.g., urban planners, architects, designers, and artists led organisations</p>
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They typically possess *financial and non-financial* resources including funding, manpower, venue, supplier and customer network, brand value and recognition to support the operationalisation of community-driven / community-centric initiatives in the short term, or even in the longer term.

- **Community player** – other members of the neighbourhood with an interest to come together to act towards their common goals, e.g.,:

<p><b>Residents / resident groups</b></p>	<p><b>NGO / community organisations</b></p>	<p><b>Local shops</b></p>
<p><b>Schools</b></p>	<p><b>Other special interest groups</b> e.g., arts and cultural organisations /social enterprises</p>	

They typically serve as a repository of *community intelligence* and can *mobilise community efforts* to share experiences, brainstorm ideas, and participate in / lead new initiatives developed based on their contributions moving forward.



The qualities of a community maker matter more than qualifications

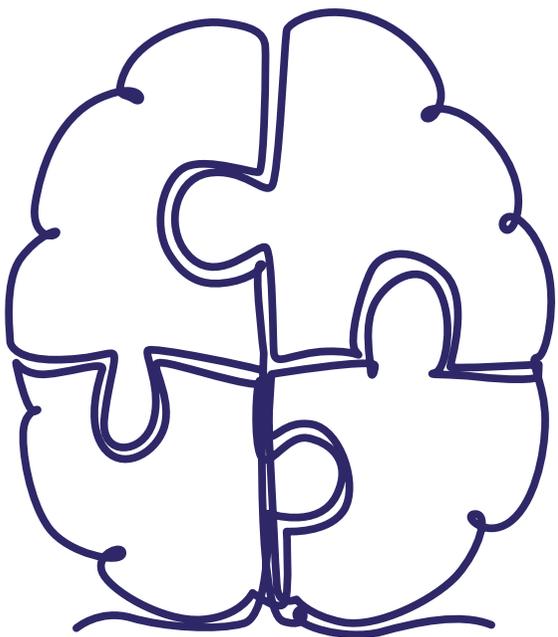
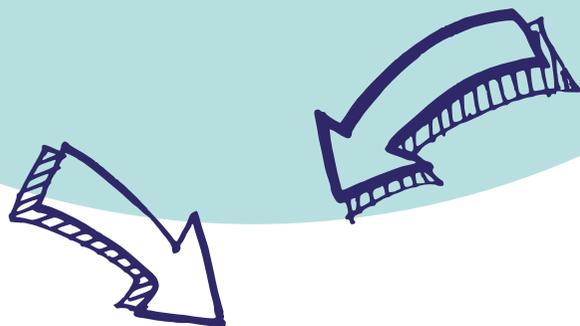


**Being a community maker, to some extent, is like being a serial**

**entrepreneur** - Instead of innovating to run a profit-driven business to address a market need, a community maker plays a role to orchestrate and run purpose-driven community partnerships to address its social needs.

And like entrepreneurs, the qualities of a community maker matter more than qualifications. Expected attributes may include:

- **Free of prejudices and perceptual bias** about the neighbourhood and its stakeholders
- **Curiosity and empathy** to understanding all facts, stories, and experiences, good or bad
- **Openness and optimism** about the world of new possibilities, from imagining future visions to possible actions before diving straight into the challenges of implementation
- **Willingness to experiment** and accept an agile and iterative process that accepts failure, and learns from it
- **Eagerness to collaborate** with internal / external partners and practise integrative thinking
- **Commitment** to spending time in the neighbourhood, knowing the intelligence of *community making* lies with its stakeholders not in the office



## ... A PROCESS FOR CREATING PARTNERSHIPS AND TRANSFORMATIONS FOR A SENSE OF SHARED PROSPERITY

**It's spiral not linear** – In research and practices, we see community making as a facilitated process that centres on active observations and iterative experimentations. From gathering diverging views, discovering common ground, to kickstarting new initiatives and creating mechanisms to sustain change – it is **cyclical, agile** and **aspirational** in nature.

Throughout the journey, community making can:

- **Facilitate stakeholder engagement:** gather local stakeholders in voicing their current concerns and future aspirations in a constructive manner, riding on their personal experiences and collective wisdom
- **Pool resources and partnerships:** bring together different individuals and organisations to join hands and unlock resources from private capital, public sector, philanthropic assets to community intelligence and manpower to address local needs
- **Create momentum for change:** jumpstart local social and economic developments to enhance liveability, economic resilience, sense of prosperity and shared identity in the area
- **Transform social and economic vitality:** innovate mechanisms to motivate local stakeholders to continue to contribute towards community initiatives that can foster a sense of place and enable a lasting improvement in overall well-being

A 4C Community Making Approach is detailed in the next chapter.

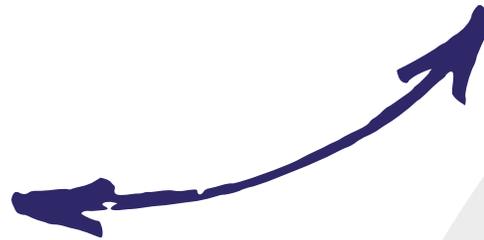
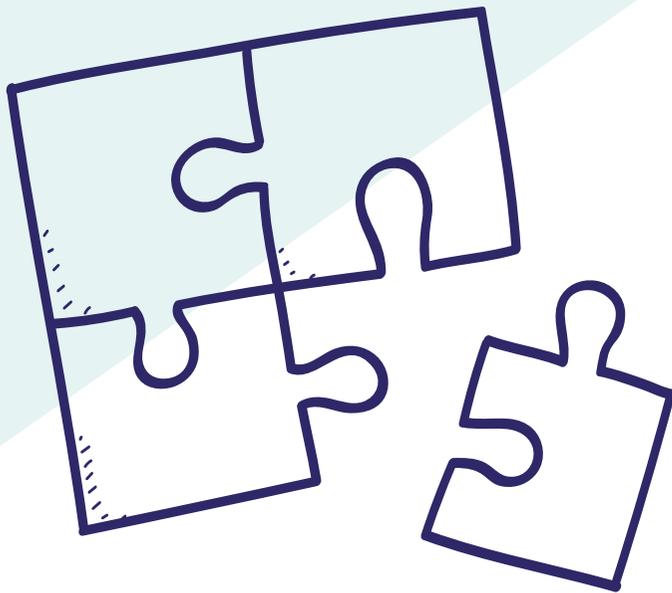
# 02

## A 4C COMMUNITY MAKING APPROACH

### How to use the 4C Community Making Approach

The *4C Community Making Approach* is a people-centric cyclical framework that builds on and generalises Social Ventures Hong Kong (SVhk)'s experience in the steps undertaken to build community relations, identify common visions, and activate sustainable cross-sector partnerships for the betterment of various neighbourhoods. In reality, the engagement process is rarely linear and likely requires adaptations based on the specific project needs and stakeholder feedback.

For those who are curious to learn about community making, we hope the *4C approach* and the learned cases can be used as an open notebook of guiding principles and inspiration to your work.





## A Mockup of the Steps

The below sections offer a closer look into each step in the *4C Community Making Approach*: combine it with the paragraph above **Converge, Cocreate, Collaborate** and **Convert**. In each step, we will cover:

- expected goals
- strategies applied
- potential methodologies and relevant tools
- illustrative references and case studies leveraging SVhk's experiences

We fully believe that **there is no one-size-fits-all model**, the 4Cs may not be of equal duration, neither are all steps necessarily conducted in a sequential order. Please feel free to make adaptations as appropriate to suit the specific context and needs of your project!

 THE QUESTION  Question to solve	<b>Step</b>
	Goals
	Potential methodology and tools

Figure 3: The 4C Community Making Approach



## COMMUNITY DESIGN

Conscious efforts to initiate, activate and bridge different local stakeholders together to reimagine and brainstorm new ideas to breathe life into the neighbourhood – This stage will focus more on collating diverging views before converging into common visions and directions that reflect the shared interests of all stakeholders.

### CONVERGE

The first step focuses on exploring stakeholder experiences, needs and aspirations in a defined neighbourhood to identify diverse views in the community. Research tools such as stakeholder interviews, fly-on-the-wall observations, street surveys may be helpful. Based on which, common visions and directions are converged to form the next steps.

### COCREATE

More concrete ideas are co-created with community stakeholders with the intention to pilot new programmes and prototypes that can translate the agreed visions into concrete actions. A framework that includes *people, platform, programme and place* to capture key areas of considerations may be helpful to guide next-phase actions.

## COMMUNITY SYSTEMS

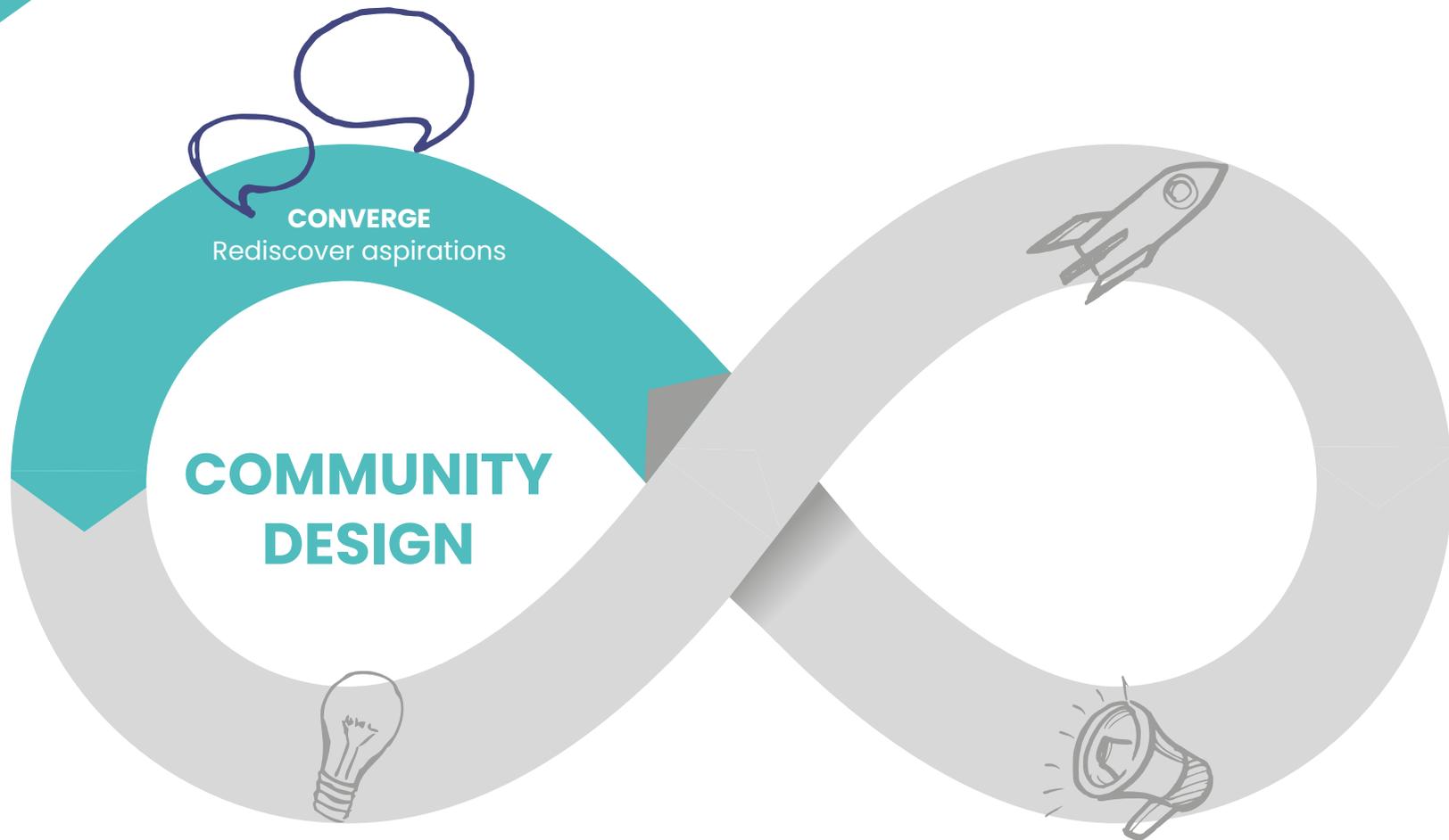
More active efforts to launch prioritised ideas and ensuring a sustainable long-term management of what has been sparked by Community Design – This stage will focus more on an experimental approach to the ongoing evolution of programme initiatives, and the deliberate development of people, capital, and knowledge from the programmes to ensure the future sustainability of community making efforts.

### COLLABORATE

Designs co-created then fall into execution with a focus on collaborating a network of community members and partners as the ideas are being tested, evaluated, and enhanced over time. Experiences and learnings should be captured during pilots, with early successes celebrated and extended, and failures remedied where relevant.

### CONVERT

The final step to sustain the loop on the commitment of a community maker in the neighbourhood, as its key roles and responsibilities gradually transitions to a pool of community members and strategic partners. Pilot programmes are also embedded as a new normal, as more members of the community are converted from participants to contributors.



- Feel site characteristics and stakeholders' needs and opinions with empathy and understanding
- Zoom out-zoom in to capture diverging views before converging

# C1 CONVERGE

## REDISCOVER ASPIRATIONS –

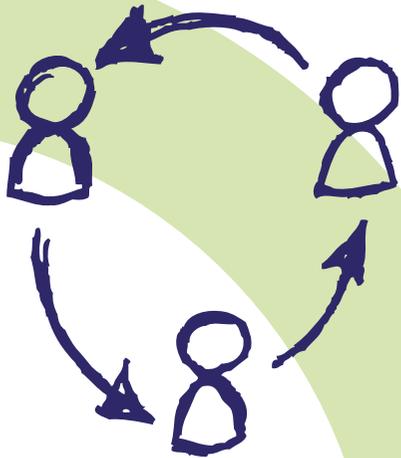
The CONVERGE phase begins with an exploratory study to rediscover local needs and aspirations – it is about opening up to possibilities. This process is dedicated to understanding the community's perspectives from past experiences, as well as hopes for the future for a defined neighbourhood.





## THE QUESTION

Why do we need to engage the community?



# C1.1 FRAME PROJECT SCOPE AND GOALS

## GOALS

- ✓ Agree on geographic boundaries for the project
- ✓ Align with internal stakeholders the expected goals of community making

In the first step of the *4C Community Making Approach*, we, as a community makers, want to be internally aligned on the objectives of the community making exercise and to clearly define the scope and community challenge.. This may include the following:

### INTERNAL ALIGNMENT

Internal alignment from within the community maker's own teams to define objectives, geographic scope, and expected outcomes of the community making exercise.

*For example, community making may be commissioned to activate an underutilised space, to foster community economic development, or to explore opportunities for affordable housing development.*

### DESKTOP RESEARCH

Start with what's already there - a high-level desktop research can help inform the historical, economic, and social contexts of the area. This may include an analysis on the local demographics, literature review and media search on district culture and expert research on historical significance of the neighbourhood.

### STAKEHOLDER MAPPING

Listing and grouping relevant internal and external stakeholders is a way to identify the network of people and past contacts who may be interested in participating in an exploratory study and playing an active role in shaping the community in the future.

## STAUNTON STREET / SHING WONG STREET COMMUNITY MAKING STUDY

The H19 Community Making Study (“the Study”) aims to:

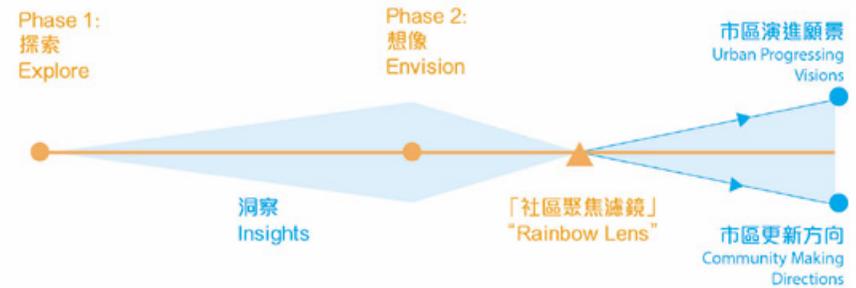
- Obtain community driven understanding of the impacted neighbourhood via a holistic assessment of the needs and values of the local community, including desktop and stakeholder engagement / participatory research
- Provide input on the social innovation and future community model, recommend pilot innovative and collaborative partnerships as part of the renewal process
- Formulate implementable options to advance community making that meet the aspirations of the community



SVhk conducted a 6-month exercise to develop the Study with inputs from over 130 community stakeholders, including 25 in-depth interviews and 5 focus group discussions with representatives from the government, District Council, resident concern groups.

The Community Study Report and pamphlet are publicly available on URA’s website for more information on the project and the neighbourhood involved in the H19 study.

### “DIVERGE-CONVERGE” APPROACH





## THE QUESTION

What are the stakeholders' needs and aspirations?

# C1.2 ENGAGE STAKEHOLDERS AND UNDERSTAND THEIR NEEDS

## GOALS

- ✓ Build rapport and relationship with stakeholders
- ✓ Develop first-hand observations and insights on local behaviour, community needs and wants

First-hand experiences and data points can help us learn more about the community, our stakeholders and validate our assumptions from earlier research exercises. Site immersions and stakeholder outreach are among the engagement methods that can be adopted.

### SITE IMMERSION

A sense of community needs may be felt through something as simple as site visits and fly-on-the-wall observations, as community makers develop a fresh perspective while building empathy for people living and working in the community. This may include a demographic count to better understand the area's demographic mix and representation of stakeholder groups compared to what was identified in desktop research.

### STAKEHOLDER OUTREACH

There is no better way to understand community needs and aspirations than directly reaching out and talking to them about it! Stakeholders can include: local government officials, non-profit organisations, community groups / leaders, developers with local presence, small businesses, neighbouring schools and institutions, local artists and designers, and most importantly, local residents.

Be creative in imagining how these stakeholders may be engaged - more than anything, it is important to listen to what people have to say. The more they feel heard the more likely they will embrace and support new projects to come! Community outreach activities can take place in different shapes and forms - the key is to create opportunities for stakeholders to open up and share their experiences living in the neighbourhood (both pain and gain points), as well as their preferences and expectations for changes to come.

## POTENTIAL ENGAGEMENT TOOLS & METHODOLOGIES FOR STAKEHOLDER OUTREACH

**1. Demographic counts** can be done through tallying the number and profiles of **pedestrians** passing by the neighbourhood, including their gender, ethnicity, and age, to understand how inclusive it may be based on observation. Counts should be taken at different times of the day, at different locations within the in-scope area for a fair assessment.

**2. Interviews** provide an opportunity for more in-depth conversation and discussion with **key stakeholders identified during the previous stage**, with a focus on their experiences and touching on their wish list for the area's development e.g., through a Start-Stop-Continue exercise to help identify what they would like to see started, stopped, or continued. A structured interview guide can also be helpful.

**3. Direct conversations** with **residents, workers, or tourists** may be initiated through standing up exhibits or street booths at public locations to communicate to the public about the background of the community engagement exercise and understand their wishes directly as they pass by the booth. This method is most helpful in expanding the reach of the engagement exercise beyond more vocal individuals and groups.

**4. Surveys** can inform a high-level understanding of thoughts and ideas from the **stakeholders not previously engaged / expected to be engaged in depth** by the community maker's team. It may cover the respondents' impressions of the area's values (*"what does this neighbourhood mean to you"*), needs (*"what activities / facilities do you most frequently visit"*) and aspirations (*"what else would you like to see in the neighbourhood"*).

**5. Field notes** from site visits may include direct observations on people's behaviour in the neighbourhood, such as their activities, where they may be stopping or staying, and what they are doing in the area. These may help shed light on their preferences in the neighbourhood that may not otherwise come up in desktop research, community surveys or conversations.

**6. Facilitated community outreach activities** or engagement exercises, including design workshops and items or memories of personal significance, can help the community maker learn more about the experiences and imaginations of **stakeholders from all backgrounds**. To solicit in-depth feedback, it is preferable for such sessions to take place in small groups, as part of an interactive process.



## THE QUESTION

What are our stakeholders telling us?

# C1.3 AGGREGATE DIVERSE VIEWS

## GOALS

- ✓ Examine and evaluate data points from stakeholder engagement
- ✓ Identify recurring themes and key challenges requiring solutions

We then focus on interpreting and consolidating the diverse views gathered into meaningful insights. Both quantitative and qualitative methods can be used to present the results of our findings.

## COMMUNITY DATA COLLECTION AND ANALYSIS

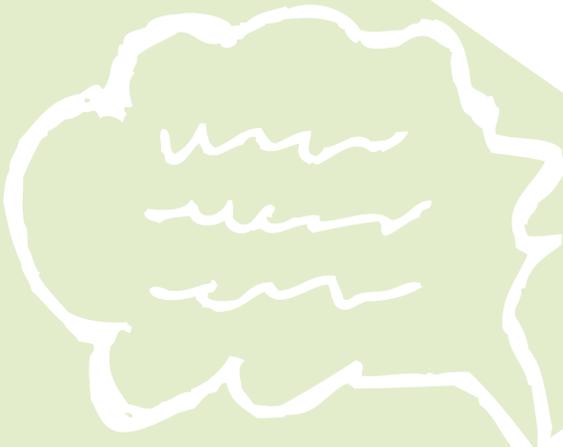
Quantitative data points collected from surveys can be aggregated to uncover information about the neighbourhood's demographics and stakeholder preferences. Data collection tends to work best when it is designed with a focus on the end-goals, i.e., what would impact our future design.

*For example, as part of the H19 Community Making Study, demographic profile (by age, gender, ethnicity) of pedestrian stakeholders were consolidated into a set of "**Citizen Group Insights**", as their top concerns and needs informed a set of "**Urban Life Preferences**" that helped set priorities for future planning.*

## CONCEPT MAPPING & CLUSTERING

Qualitative data points including expressed preferences and feedback provided by stakeholders engaged can be organised into clusters of ideas and opinions in a way that allows common themes to emerge. The key is to identify opportunities where the community maker and its partners can deliver social value to support the needs and aspirations of neighbourhood stakeholders moving forward.

*For example, as part of the H19 Community Making Study, a **Rainbow Lens Analysis** was developed as a tool to overlay community needs and aspirations with the understanding that each stakeholder can be profiled as more than a specific persona, as each simultaneously assumes different hats and social roles in the neighbourhood. The model is inspired by Maslow's Hierarchy of Needs model (1943) <sup>[1]</sup> and adapted to apply as a framework to visualise different layers of community needs.*

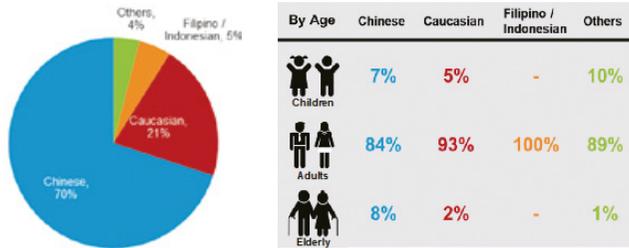


# EXAMPLES FROM STAUNTON STREET / SHING WONG STREET COMMUNITY MAKING STUDY

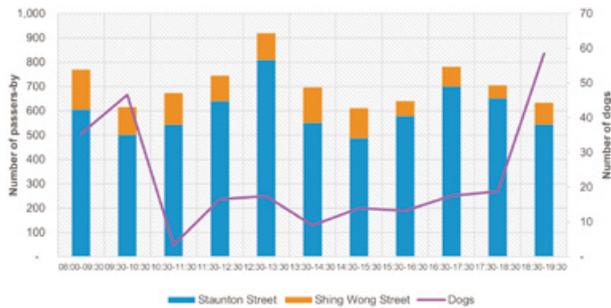
## EXAMPLE #1: CITIZEN GROUP INSIGHTS

**Citizen Group Index** – what is the mix of our neighbourhood?

Breakdown of Average Traffic by Ethnicity and Age



Estimated Traffic Flows on an Average Day



What the Community WANTS to Add to the Neighbourhood:

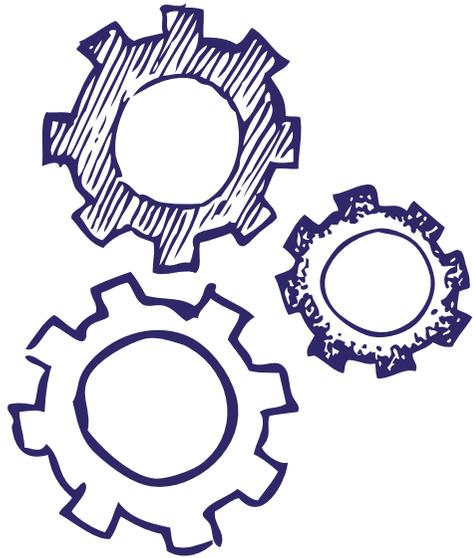
Categories	Convenient stores	Parks and gardens	Diverse F&B options	Cultural immersion	Recreational facilities
%	4%	13%	10%	12%	8%
Categories	Improved walkability	Child-friendly facilities	Common area	Quiet ambience	Dog-friendly facilities
%	27%	8%	4%	13%	2%

SOURCE: SVhk analysis

## EXAMPLE #2: RAINBOW LENS ANALYSIS



Rainbow Lens	Descriptions
<b>Local Livelihood</b>	<ul style="list-style-type: none"> <li>- refers to the community's expressed needs to deal with immediate daily necessities, improve quality of living, and address existing pain points</li> <li>- e.g. <b>amenity space preferred by schools and elderly residents for community activities</b></li> </ul>
<b>Urban Fabric</b>	<ul style="list-style-type: none"> <li>- refers to a set of expectations expressed by local citizens on the physical make-up of this neighbourhood and the use of space</li> <li>- e.g. <b>improved walking experience favoured by all stakeholders</b></li> </ul>
<b>Social Network</b>	<ul style="list-style-type: none"> <li>- refers to the community's need to establish a sense of belonging and affection within the neighbourhood</li> <li>- e.g. <b>creating opportunities to 'hang out' and social gatherings for all ages</b></li> </ul>
<b>Old &amp; New</b>	<ul style="list-style-type: none"> <li>- Refers to the identities local residents place on the community and what it represents in their eyes</li> <li>- e.g. <b>innovating means to preserve rich cultural heritage</b> in an interactive and dynamic manner</li> </ul>
<b>Societal Function</b>	<ul style="list-style-type: none"> <li>- refers to a collective aspiration for the community to realise its full potential and empower itself to achieve a greater social impact beyond servicing its inhabitants</li> <li>- e.g. <b>passing the torch</b> to inspire next generations through knowledge and education</li> </ul>



## THE QUESTION

What can be set  
as principles  
for future  
development?

# C1.4 PROPOSE COMMON VISIONS AND DIRECTIONS

## GOALS

- ✓ Lay out principles that can guide the community making process of the neighbourhood in line with the visions

Once we have identified the views of stakeholders, a community maker needs to convert them into actionable statements that can help guide the implementation of any future programmes. This may involve different forms of brainstorming to produce a set of visions and directions.

### INTERNAL DELIBERATIONS

Internal brainstorming within the community maker's team is a good way to bring together all insights collected together to project a way forward. While we fully believe in the power of community research, we may also need to "read between the lines" as stakeholders may not always know how to articulate their needs. The use of analogies and international references or benchmarks for inspiration are examples of helpful methods to facilitate this process. Additional sessions may also be needed to narrow down the gaps and diversity of views when converging the common visions with the engaged community.

### URBAN PROGRESSING VISIONS

It is helpful to infer a set of common visions that can reflect the higher goals and values stakeholders would like to see realised in their neighbourhood. This may include aspirations for the living environment, social / cultural identities and the role this neighbourhood can play in the wider area or even our city as a whole, akin to the top tier of needs ("Societal Functions") of the *Rainbow Lens Analysis*.

### COMMUNITY MAKING DIRECTIONS

Based on community engagement findings, the community maker may also wish to commit to a set of practical considerations including dos and don'ts for its role in the neighbourhood. In the case of H19 Community Making Study, the prohibited sales of alcohol in URA-controlled premises is an example of the commitment made based on findings from earlier engagement exercises.

# EXAMPLES FROM STAUNTON STREET / SHING WONG STREET COMMUNITY MAKING STUDY

## EXAMPLE #3: URBAN PROGRESSING VISIONS



## EXAMPLE #4: COMMUNITY MAKING DIRECTIONS

**以人為本 • 實踐更新**  
Community Making at The Neighborhood

H19 市區更新方向  
H19 Community Making Directions

- 1** 以非「蘇豪」區發展模式為前提，避免於市建局物業內引入可對居民造成滋擾的商業元素  
Adopt a "non-Soho" development approach against introducing commercial elements that may constitute a public nuisance to local residents in URA properties
- 2** 推動多元社區及跨代共融，連結周邊活化或文化項目及教育機構等持分者  
Promote **diverse and intergenerational community initiatives** to connect local stakeholders including nearby revitalisation initiatives and educational institutions
- 3** 繼續推行具社會責任的計劃，促進市建局於區內與非政府組織合作  
Continue to support **local social impact** initiatives building on existing collaborations between URA and local organisations
- 4** 改善區內步行網絡，步行體驗及完善社區無障礙設計  
Promote **accessibility** for all through improving the **pedestrian network** and enhancing existing **barrier-free facilities** in the neighbourhood
- 5** 營造多元化及多用性共享空間，完善及利用現有公共空間並增加綠化，保留區內低密度的氛圍，並在提供設施滿足四大願景、保育樹木及保育傳統特色各方面取得平衡  
Establish **multifunctional communal area**, optimising existing open space with additional greenery and uphold a **low-density** development approach. Facilities provided by URA should be aligned to Urban Progressing Visions, and take into account community preferences to preserve existing trees and heritage
- 6** 與區內持分者攜手合作，繼續探索「社區營造」的方向，推動短期「社區營造」試行計劃，並因應試行計劃的成效及經驗作適時檢討  
**Collaborate with community stakeholders** to further explore "community making" in the neighbourhood in the form of **pilot initiatives** and regular impact reviews

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- Imagine the potential opportunities from the creative use of tangible and intangible assets
- Prototypes with minimum viable products to seek early feedback

# C2 COCREATE

## REDISCOVER CONNECTIONS –

The COCREATION phase is dedicated to efforts in codeveloping more concrete ideas with community stakeholders, with the intention to pilot new programmes and opportunities that can translate the agreed visions into concrete actions. A framework that includes people, platform, programme and place to capture key areas of considerations may be helpful to guide next-phase actions.





## THE QUESTION

Have we got the visions and directions "right"?



## C2.1 VALIDATE PROPOSALS

### GOALS

- ✓ Communicate proposed visions and directions with stakeholders for feedback
- ✓ Finetune and finalise proposals that get stakeholder buy-in

Any vision or direction for the neighbourhood's development should not be done to the community – it should be done *with* the community. To build and reinforce trust with different stakeholders, proposed visions and directions should be shared to align expectations, gather feedback, and lay the foundation for execution from vision to action in the near future.

### STAKEHOLDER VALIDATION

At this stage, it is advisable to reach out again to external stakeholders to make sure we are arriving at conclusions in alignment with their original thoughts and expressed considerations. This can take place in the form of a stakeholder roadshow, to introduce the concepts and proposed visions and directions to key stakeholder groups a debrief session open to all previously engaged parties, as well as dedicated sessions / segments to update relevant authorities including local government bodies and relevant statutory bodies.

The key is to keep stakeholders informed and maintain relationships throughout the *4C Community Making Approach*, as they become a reliable source of feedback as well as empowered participants.

### PUBLIC COMMUNICATION

In the spirit of full transparency, highlights of the key findings as well as the validated visions and directions may also be made publicly available for those who are not yet engaged but may be interested in potentially contributing to / participating in the next stage.

## EXAMPLES FROM STAUNTON STREET / SHING WONG STREET COMMUNITY MAKING STUDY

Ongoing stakeholder engagement is key to the process of community making, particularly in the early stages. Specifically in the case of the **Staunton Street / Shing Wong Street** Community Making Study, the Community Making team hosted a series of focus group discussions and community debriefs to socialise proposed findings with local stakeholders to allow for further finetuning before the URA formally commits their efforts to the validated visions and directions.

### Validation Channel #1: Focus Group Discussions

Five focus group discussions were held and joined in by local residents, non-profit partners, nearby schools, and members of the District Council in 2019 to test the waters and generate potential partnership possibilities. The process was facilitated by a set of simple proposition one-pagers to help focus group participants visualise how the visions were arrived at, and what they may mean in practical ideas.

#### EXAMPLE #5: One-Pagers for Focus Group Discussion



### Validation Channel #2: Stakeholder Debrief / Roadshow

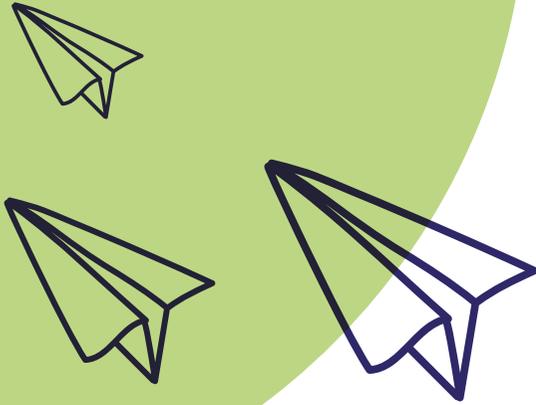
The focus-group-validated visions and directions were then presented back to the key stakeholders engaged earlier in the community making process through a debrief session with the community, dedicated updates to the Central & Western District Council and other engagement activities.

### Validation Channel #3: Public Communications

With the anticipated public attention on this the finalised Community Making Study report and a summarised version of key findings, articulated through a short pamphlet and video, were also made publicly available on the URA's website.

#### EXAMPLE #6: Public Communications Materials





### THE QUESTION

How can we realise our common visions?

## C2.2 IMAGINE CREATIVE IDEAS

### GOALS

- ✓ Build an extensive list of project ideas and inspirations
- ✓ Identify relevant partners to further explore and build on proposed project idea and inspirations

Every change begins as an idea – gathering and organising ideas is therefore a significant step towards figuring out what we can do to address the identified community needs, and how we may be able to get started. The below artefacts come in handy when the community maker is harmonising different potential options to convert the visions into action, for immediate attention or future reference.

### IDEA BANK

Be sure to organise the different ideas that come up during the engagement process in C1 and align them to the validated visions, as well as any potential cases from around the world for easy reference. This can feed into an *“Idea Bank”*, as a depository of possibilities, to guide the community maker in further brainstorming discussions to address observed gaps with other stakeholders.

### PARTNER LIST

In addition to ideas, a depository of any engaged and / or potentially relevant organisations that could support the implementation of brainstormed ideas can also be put together and revisited as the engagement process develops.



THE QUESTION

How can we begin to activate promising ideas?



## C2.3 PRIORITISE QUICK-WINS

### GOALS

- ✓ Structure high-potential ideas based on their potential implementation timeframes
- ✓ Prioritise detailed quick-win initiatives to keep stakeholders engaged

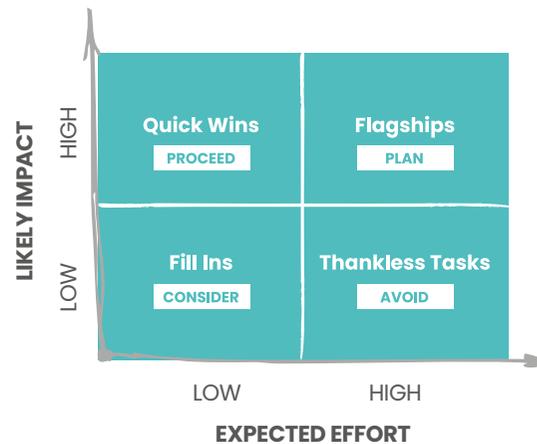
Not all ideas, no matter how exciting or promising, should be activated all at once. A community maker will be wise to break down implementation into stages.

### PHASED APPROACH WITH QUICK-WINS

Among longer term plans, it is recommended that a set of quick-wins be implemented in the community within 12 months of initial engagement to keep community relations warm.

A simple tool to prioritise is to map ideas based on their likely impact and expected effort:

Figure 4: Impact-Effort Matrix\*



- **Quick wins:** explore for implementation within 12 months
- **Flagships:** explore for implementation in 1-3 years, may start with a prototype before finetuning structure as a flagship
- **Fill ins:** keep in the Idea Bank as nice-to-have options
- **Thankless tasks:** park in the Idea Bank for now

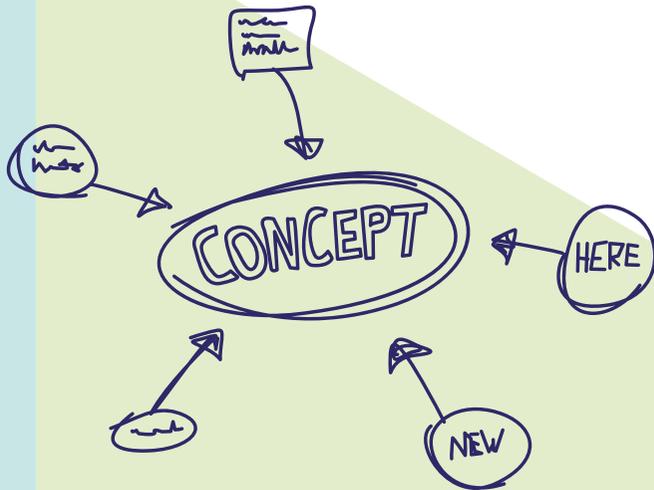
\*The matrix is inspired and adapted from the Action Priority Matrix often cited in project management methodologies

The prioritisation of project initiatives may also need to take into account the availability and readiness of participants to support and their expected level of commitment beyond the community maker alone.



## THE QUESTION

How can we demonstrate the ideas can deliver the common visions?



## C2.4 PROTOTYPE CONCEPTS

### GOALS

- ✓ Build prototypes on a one-off basis as a proof-of-concept to gauge feasibility and stakeholder participation
- ✓ Gather and capture learnings from the proofs-of-concept experience

As a start, a handful of (preferably not more than three) quick-win ideas can be developed into one-off prototypes that can in turn inspire more structured community making programmes.

### DESIGN / BUILD

Potential areas of consideration in the prototype design may include:

- **People:** who are the target community groups and additional supporters required to operationalise the design?
- **Platform:** are there any existing community or business platforms aligned to this initiative, and to what extent can they contribute to or create synergies with the prototype?
- **Programme:** what is the “software” in and what are the goals for this initiative as well as the activities required to be activated or organised to achieve them?
- **Place:** how can nearby properties and open spaces, domestic or commercial, publicly or privately owned, be leveraged to support the programme?

It is recommended that each of the quick-wins should be prototyped on a short-term basis (typically not more than two weeks) to test the waters and allow for revisions to sharpen our common visions prior to dedicating additional efforts into building them up.

### ADJUST

Focus on observing community feedback and interactions during the prototyping process to help identify potential improvement areas. Feedback rules based on “what worked well” and “what could have gone better” may support this mindset among the community maker and prototype participants. If the design did not work well, be open to discarding or changing the ideas in the spirit of experimentation.

## EXAMPLES FROM THE STAUNTON STREET / SHING WONG STREET COMMUNITY MAKING STUDY

After the completion of the **Staunton Street / Shing Wong Street Community Making Study**, three community initiatives were developed as quick-wins in alignment to three of the four validated common visions. Each of the quick-wins functioned as a small-scale collaborative trial to test the feasibility and readiness of the community before launching/developing a more structured programming.

### Quick Win #1: Community Mural – *one-off development that took place over three months*



Two workshops were delivered by a URA-appointed designer to train primary school students and collect ideas on their favourite pastimes as inspirations for the community mural design in local stepped streets.

Over 20 students were engaged in one afternoon to help with the mural painting.

### Quick Win #2: Community Farm – *six-month pilot followed by more structured programming upon successful completion*



The URA transformed 16 Wa In Fong West into a Community Farm based on design features inspired by community feedback received.

The six-month pilot engaged over 20 volunteers, through which it showcased the community's commitment to the farm despite challenges in delivering group activities under the pandemic.

The success of the pilot in turn inspired confidence to further scale up the plot and for the URA to open up a nearby vacant lot as an extension.

### Quick Win #3: Young Docents Training Programme – *three-day education programme developed over two months*



16 Primary 5 students were engaged to learn more about the URA's initiatives and the heritage of the extended neighbourhood within walking distance of their school, and in turn, were inspired to share their learnings with their peers and families.

Despite the challenges of delivering group activities under the pandemic, the students were able to get a real taste of community characters through a virtual tour, which included three "gaaifong" sharings on the local Yu Lan heritage, community farming and youth co-living.

## ILLUSTRATION #2: SHAM SHUI PO DISTRICT COLAB

**Sham Shui Po District CoLab** is operated by SVhk and funded by The Community Chest of Hong Kong, with the aim to pilot bottom-up social innovation to reimagine the needs of this rapidly evolving community in Hong Kong.

Within 5 months, over 130 members of the community were engaged. For many community members, this curated experience was the first time they were asked to share their imaginations for the area's future development and have their voices actively sought and heard!

During the design sprint, the Sham Shui Po District CoLab team brought together organisations large and small, for-profit, and non-profit, to step out of their existing models and work together towards innovating social change through "risk-free" experimentation. Over 25 organisations were engaged to explore collaborations within and beyond the project.

As part of the *Envision* phase two months into the programme, 10+ small group discussions were held with local gaaifong (residents) and organisational partners (including local NGOs and businesses). The focus of each session was to:

- **Sound-out and collect feedback (C2.1)** on the proposed visions and directions - community wellbeing, employment, and old-new neighbourhood integrations - as hypotheses on observed community challenges and opportunities to engage
- **Develop brainstormed ideas with stakeholder inputs (C2.2)** to address these opportunities in line with the validated visions and directions, with reference to their insights from past experiences



PROTOTYPING IN SHAM SHUI PO DISTRICT COLAB

2-5 day prototypes and partners engaged to test potential solutions:



Design	Build	Adjust
<p><b>“Live Well” 街坊「醒」神</b> – a community wellness programme to empower participants to build a healthy lifestyle on a budget</p>	<ul style="list-style-type: none"> <li>• 3-day community workshops on healthy lifestyle</li> <li>• 21-day challenge to pick up healthy habits, and share their experiences with other participants</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged RunOurCity and local District Health Centre to co-create curriculum</li> <li>• Renewed focus on training full-time mothers to become part-time health coaches in the community, following success from the prototype</li> </ul>
<p><b>“Jobcation” 工作 試當真</b> – a job try-out initiative to encourage employers adjust hiring practices while providing opportunities for communities</p>	<ul style="list-style-type: none"> <li>• Bring job opportunities to overlooked talent pools through “Opportunity Fair” in Sham Shui Po</li> <li>• Bring potential talents to visit employers via “Excursion Days”</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged 5 NGOs to identify 30 community members to opportunities in 4 businesses</li> <li>• Positive feedback reinforces need and social value of talent-centric hiring model</li> <li>• Greater focus on shaping job roles to fit needs of talents e.g. mothers with young kids</li> </ul>
<p><b>“Behind the Seen” 平行小店</b> – a space-sharing initiative to encourage community businesses to host activities for local families</p>	<ul style="list-style-type: none"> <li>• Engage local shops to open up and activate underutilised space at non-peak hours for community use</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged 2 local businesses to host parent-child activities for over 30 families</li> <li>• Ongoing engagement with local shops on space sharing to activate more venues</li> <li>• Now extending to include experience and activity sharing from egg tart baking with local kids to the new Creative Beings @ SSP programme</li> </ul>



- Co-deliver initiatives with tolerance for failure and willingness to learn
- Finetune iteratively based on feedback from all stakeholders

# C3 COLLABORATE

## PILOT FLAGSHIPS –

The COLLABORATE phase focuses on pushing concepts into reality and empowering a network of community members and partners as the ideas are tested, evaluated, and enhanced over time.

Experiences and learnings should be captured during pilots, with early successes celebrated and extended, and failures remedied where relevant.





## THE QUESTION

Where should we focus our efforts in the next 1-3 years?

# C3.1 PROGRESS WITH STRUCTURED PROGRAMMES

## GOALS

- ✓ Identify room to convert successful prototypes into more structured community making programmes
- ✓ Focus efforts on prioritised initiatives as programmes to channel the validated common visions

Experience from the prototyping process provides us with the feedback that helps with narrowing down areas of strategic focus to bring the common visions to life in a more structured manner.

### Flagship programme to anchor the common visions

Flagship community making programmes are realisations of our strategic focus, moving beyond short-term experimentations in the prototyping process. They build on the prototypes with the aim to create tangible longer term (1-3 year) proof-cases. Creating them do not necessarily have to be expensive but resourcing should be factored into serious consideration to ensure adequate support for its ongoing operations.

Figure 5: Potential financial and non-financial elements to uphold a community making programme



### PEOPLE

- e.g.,
- Manpower / volunteers
  - community intelligence
  - professional expertise
  - people network



### PLACE

- e.g.,
- underutilised indoor space for community happenings
  - Public open space



### PLATFORM

- e.g.,
- Cross-sector partnerships under a shared vision



### PROGRAMME

- e.g.,
- Curation of regular happenings / events
  - Initiatives to celebrate local interests and heritage



### PATRONAGE

- e.g.,
- Capital investment on infrastructure upgrades
  - philanthropic grants to support programmes

### ILLUSTRATION #3: Creative Beings @ Sham Shui Po

Earlier successes engaging local shops in Sham Shui Po from **Sham Shui Po District CoLab** gave the SVhk team a renewed confidence in developing a structured community making programme to engage local businesses via **Creative Beings @ Sham Shui Po**.

**Creative Beings @ Sham Shui Po** is a youth apprenticeship programme bringing together small creative businesses within the up-and-coming Tai Nan Street neighbourhood in Sham Shui Po and young people across Hong Kong. The programme design was founded upon the SVhk team's observation on the emerging cultural scene and social innovation opportunities. It engaged 24 local youths and 11 employers. Different existing resources were mobilised to activate the programme including:

- **People:** the programme was operated by the existing SVhk team, with additional subject area expertise solicited from a dedicated programme advisory board that included leaders of youth development think tanks, established advertising and media professionals, influencers, and film producers to fill in any gaps in existing networks.
- **Place:** most happenings took place in existing premises operated by the creative business owners within Sham Shui Po.
- **Platform:** dedicated social media channels were set up as an open sharing platform for apprentices and employers to share their stories, reaching 50,000+ audiences; traditional media platforms were also leveraged to build mainstream awareness.
- **Programme:** overall design and curation were inspired by SVhk's previous experiences in youth development; activities include, alongside the apprenticeship, an orientation bootcamp, regular common room sessions, and showcases.
- **Patronage:** the pilot programme was funded by The Community Chest of Hong Kong, with the support of 80+ partners providing non-financial support from recruitment, promotion to operational support during and beyond the pilot cohort itself.



Creative Beings @ Facebook: [www.facebook.com/creativebeingsatssp](https://www.facebook.com/creativebeingsatssp) / Creative Beings @ Instagram: @creativebeings\_ssp



## THE QUESTION

Do we need to bring in new partners and / or expertise?



## C3.2

# BRING-IN PRACTITIONERS WITH LOCAL OR TOPICAL EXPERTISE

### GOALS

- ✓ Identify gaps in existing capabilities and opportunities in the execution of community making programmes
- ✓ Bridge external partners to the community where relevant

As the community making programmes develop, while not a must, it is often helpful to draw in new perspectives and engage external opinions from the outside to avoid staying within any existing “echo chambers”. This includes bringing in additional support and advice from:

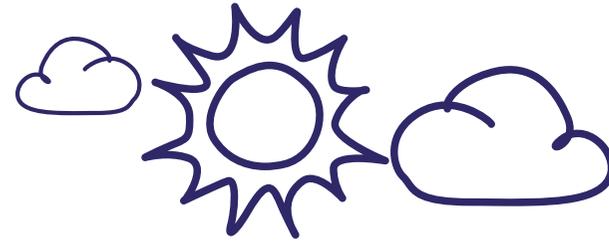
#### SUBJECT MATTER EXPERTS TO SUPPORT LOCAL VISIONS AND MISSIONS

*For example, an advisory board was created to support the development of Creative Beings @ Sham Shui Po, including professionals from NGOs and think tank, entertainment, advertising, media, part of entertainment and culture industries and culture industries to lend support to SVhk, the community businesses and NGOs in spearheading this innovative youth programme.*

#### LIKE-MINDED PARTNERS AS COLLABORATORS

On top of advisory roles, it always helps to look beyond organisations already operating in the in-scope neighbourhood and / or previously-engaged stakeholders to spark new ideas and co-learning. New collaborators engaged may be brought in as:

- An *observer* and *prospective supporter* to understand more about the community’s needs
- A *contributor* to bridge resources to support existing local programme efforts or even build inspiration on potential models that can be replicated in other areas or within their own projects
- A *programme partner* to support the delivery of specific programme elements where their expertise and experience can help address gaps within the existing operations



## ILLUSTRATION 4: THE HARBOURCHILL

Located next to Pierside Precinct of Wan Chai Ferry Pier, **The HarbourChill** was launched in 2021 as a 3,000-square-meters themed harbourfront space as part of a concerted effort to breathe new life into a site reclaimed for the construction of the Central-Wan Chai Bypass. It was part of Harbourfront Shared Space Initiative co-developed by the Harbour Office of the Development Bureau and the Harbourfront Commission and positioned as an experimental space that welcomes community inputs to complement the hardware, landscaping and simple decoration works completed by the relevant government authorities.

With a vision to build community collectives at the space, SVhk activated a diverse portfolio of activities on a non-profit basis, and brought in different programme partners to realise missions to advance:

- **Community Playground:** engaged social enterprise WE+ to curate a marketplace and kiosk offering their snacks and beverages, social enterprise **RunOurCity** to facilitate WE! Run after-work running events, and community partner **Viva Blue House** to invite community members in Wan Chai to host booths at the Christmas market
- **Celebration with an Impact:** brought in creative entrepreneurs including youth-run event planner **Triple Lips Production** and booking platform **Bookyay** to provide fun and meaningful experiences for our busy city-dwellers to relax and improve their overall wellbeing, including PUMPKIN IS COMING TO TOWN (October 2021) and MOVE IT MOVE IT SPORTS DAY (November 2021)





## THE QUESTION

How can we do better?



## C3.3

# FINETUNE DESIGN WITH NEW INSIGHTS

### GOALS

- ✓ Conduct regular pulse checks with existing and future stakeholders
- ✓ Implement iterative improvements to programme design and implementation

As the community evolves, so should the design and execution of its community making programmes to stay in tune with those it serves. Regular reviews and refreshes help achieve this goal.

#### TIMELY REVIEW

Reviews are preferably done on a more frequent basis at the earlier stages of each programme and should continue at least on an annual basis as the programme matures. It is also important for the community maker to keep an eye out for any emerging or new stakeholders that may need to be brought into the *4C Community Making Approach* as the neighbourhood evolves. Potential tools:

- **Internal review:** the community maker should take a step back from daily operations regularly to discuss on-the-ground insights and potential to improve on existing offerings
- **Community pulse checks:** the community maker can conduct half-yearly or annual surveys or check-in conversations to capture any new areas of need (or redundant ones), and collect user feedback on existing places and programmes or on enhancements required
- **Partner touchpoints:** regular partner engagement can also help identify new collaboration opportunities to better understand partners' work, to build additional synergies and avoid duplication of effort where relevant

#### REGULAR REFRESHES

Programme iterations can include considerations on elements to *start*, *stop*, or *continue*. Significant changes to the original programme scope may require further consensus and alignment with the community maker's partners, if any, to reach a collective decision.



## ILLUSTRATION #5: SHAM TSENG LIGHT HOUSING

The Sham Tseng Light Housing project was launched by Light Be, Hong Kong's first social housing enterprise dedicated to optimising the use of property for poverty alleviation with a focus on temporarily-impooverished households. In 2016, Light Be partnered with the Hong Kong Government and a charitable foundation to revitalise an idle former staff quarters in Sham Tseng into an innovative empowerment housing block that supports up to 90 young nuclear families from underprivileged backgrounds. The partnership signified a first-of-its-kind public-social enterprise partnership and was featured in the Chief Executive's 2017 Policy Address.

With a vision to build a mutual support circle in fostering upward mobility, Light Be adopted a flexible approach to provide housing and empowerment in tandem to its tenants by making appropriate changes to initiatives with constant observations on its tenants:

- **Monthly engagement:** Light Be's managers' monthly visits to the families serve more than rent collection; it is also the opportunity to check on tenants' needs and progress, and finetune engagement programmes based on the insights collected

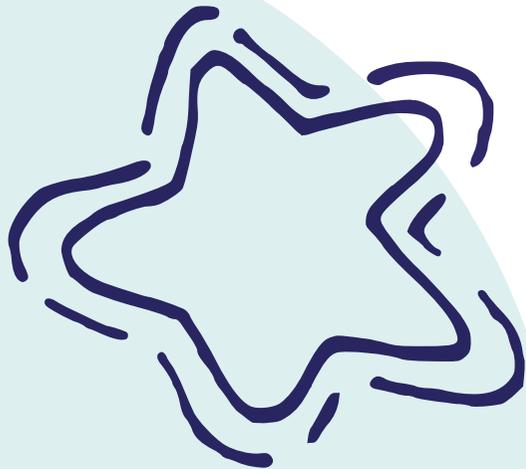
- **Management review:** with a standard leasing term of three years, management has the opportunity to review and adjust its programming, including the recruitment criteria of its tenants as appropriate in roughly the same interval

Based on the above, Sham Tseng Light Housing has evolved significantly since its first establishment. For example, as years gone by, Sham Tseng Light Housing's tenants have gradually assumed more on-site maintenance responsibilities and started initiating programmes to support other fellow families. A silence room was also set up after tenants voiced their desire to have a space for mental health breaks, a need that stemmed from lockdowns brought by the COVID-19. Furthermore, on-the-ground experiences with young nuclear families also helped Light Be identify other niche social groups that are otherwise underserved by the current safety net. Light Be has since secured support from a new funder and replicated its engagement model to serve underprivileged youths under the Youth Light Homes scheme, offering at least 40 single-room accommodation for those aged 18-25 in its first phase.



## THE QUESTION

Who from the community can play more active roles in the future?



## C3.4 NURTURE COMMUNITY CHAMPIONS AND PARTNERS

### GOALS

- ✓ Identify high-potential community champions and strategic partners
- ✓ Create opportunities for community champions and partners to play a larger role in existing programmes

As the community making programme matures, additional consideration and efforts should be dedicated to building a sense of shared ownership. This may include engaging individuals as community champions, or local organisations as strategic partners.

### COMMUNITY CHAMPIONS

This may begin with encouraging them to volunteer for one-off responsibilities to support specific aspects of an event, and eventually grow to offer ongoing support or leadership roles to take over the operational mantle of existing programming.

### STRATEGIC PARTNERS

Local organisational players should also be encouraged and empowered to take up ownership for ideas activated by the community maker as we look to scale our impact beyond the limits of the working team's capacity. This may require the setup of innovative mechanisms to incentivise ongoing support.

*In the case of Creative Beings @ Sham Shui Po, Showa Optical, one of the 11 employers planned to continue the project proposed by the youth to provide free eye-check services to underserved families in Sham Shui Po, integrating the initiative into its existing operations.*

*In a different content, a developer may also choose to add community-inspired elements as an obligation for its commercial tenancy arrangements to engage its tenants as strategic partners in furthering its community making commitments.*

## EXAMPLES OF COMMUNITY CHAMPIONS

**Mr and Mrs Lau** have lived in the Central and Western District for over 50 years, having raised their family, worked, and later participated in programmes at an elderly centre within a 5-minute walking distance from the Staunton Street / Shing Wong Street neighbourhood. Referred by the elderly centre, they were actively involved in the community making process since the start of the **Staunton Street / Shing Wong Street Community Making Study** in 2018, and now become the community champions.

### From co-creating, to participating, and eventually, contributing

In one of the early community engagement sessions, Mr and Mrs Lau shared their observation on the need for more community space and were excited at the proposal to convert an unused land lot into a community garden when the idea was floated in a validation workshop. The couple signed up as one of the first volunteers of the community garden since, and gradually took ownership of daily watering and maintenance duties with limited support and guidance from professional horticulturalists and the URA. At the height of the COVID-19 pandemic, they became a pillar of support for many other community members through distributing homemade masks and bringing food to neighbours in need when resources were scarce.

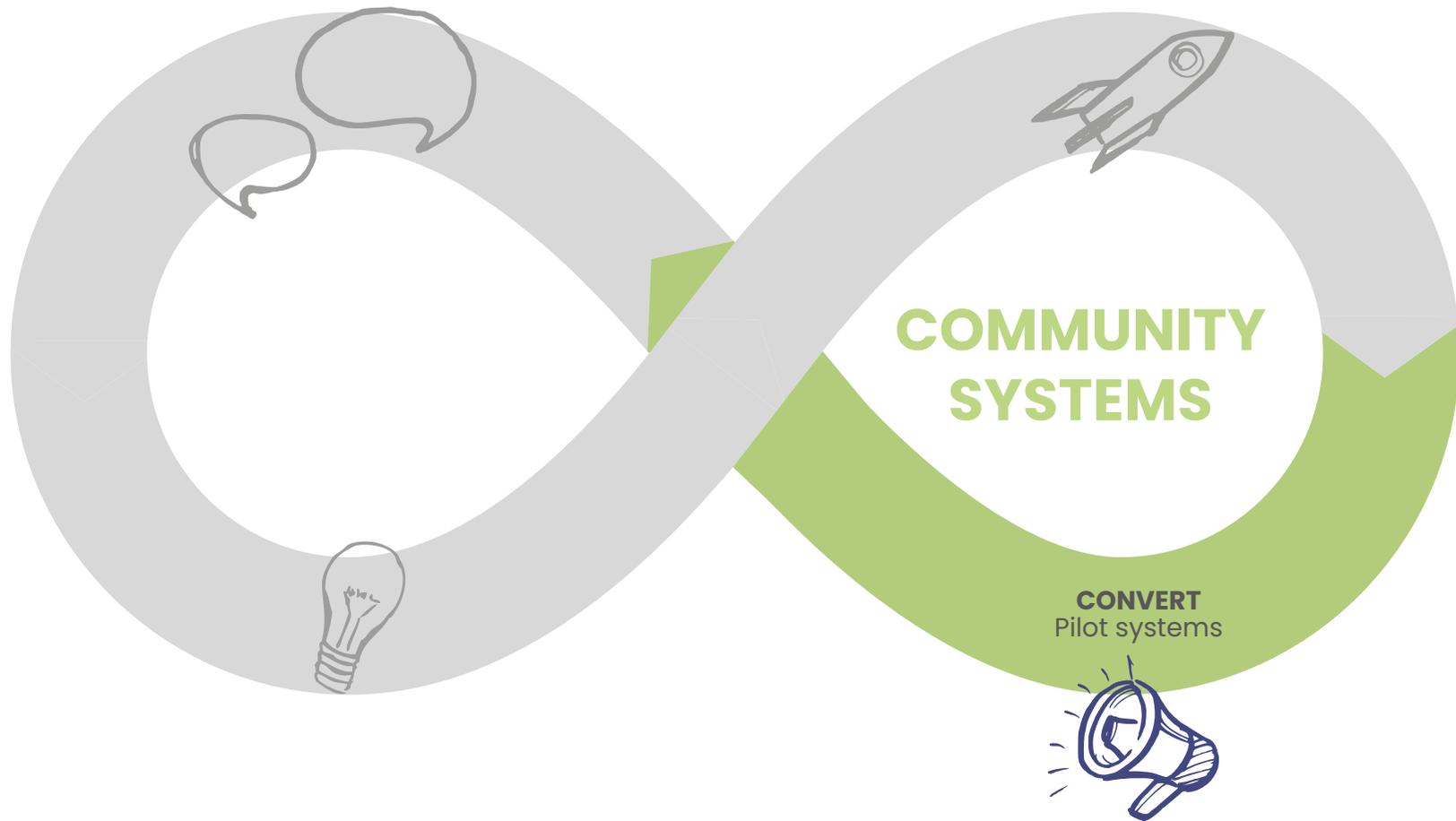
Apart from the Community Farm, Mr and Mrs Lau are involved in the resident-initiated “Go Green” initiative to embellish the environment through placing plants around the neighbourhood.



**Shirley** is a mother of two living with her family in a Sham Shui Po subdivided unit. Having relocated to Hong Kong from mainland China, her family has been living in Sham Shui Po for less than three years.

### From building exposure to building skills as a COL-in-the-making

As part of **Sham Shui Po District CoLab**, she shared passionately in a community focus group about the challenges she faced in raising two young children aged 2 and 4 in the densely populated hustle and bustle of Sham Shui Po, particularly in finding safe common spaces for her children to play as well as some “me time” for stress relief from her domestic duties. Her insights helped shaped the curation of *Live Well* and *Behind the Seen*, where she was also an active participant. “*The experiences turned my perception of Sham Shui Po upside down...The programmes showed me that there are many available community resources, passionate individuals, and organisations in Sham Shui Po. I hope to share this experience and sense of love with my friends, many of whom are new arrivals who may not know Sham Shui Po well, so they can be healthier and find new ways to live their lives to the fullest here!*” Shirley is now a participant in another SVhk community talent programme and being trained to host playgroups and design activities for local children as a Community Opinion Leader (COL), in the hopes of support many others like her.



- Transfer knowledge and ownership to community and partners
- Step-up from action-leader to advocate

# C4 CONVERT

## PILOT SYSTEMS –

The CONVERT phase closes the loop on the temporal commitment of a community maker in the neighbourhood, as its key roles and responsibilities gradually transition to a pool of community champions and strategic partners. Pilot programmes are also embedded as a new normal, as more members of the community are converted from participants to contributors.





## THE QUESTION

How can we  
create an  
"Exit"?



# C4.1 REAFFIRM PROJECT ENDGAME

## GOALS

- ✓ Reflect on and assess key strengths, weaknesses, opportunities, and threats from previous phases
- ✓ Devise a plan to pivot or exit in a way that allows for the transition of ownership to the community

As the community making cycle reaches its concluding chapter, it's time for our role as a community maker to gradually recede as we empower those we support to rise to the challenge.

## STRATEGIC RECALIBRATION

A natural first step is to revisit the original project scope and goals (C1.1) and consider the need to recalibrate to a new "endgame". This may mean rethinking:

- **Overall project strategy:** what were the visions and missions of the project, and to what extent do they need to evolve with the change in citizen mix, if any, or learnings from earlier stages of the community making process?
- **Community making programme operations:** are the programmes operationally and financially sustainable for the community maker? Are the community champions and / or strategic partners ready to take on the operational mantle if the community maker were to "exit" the project in 3 years' time?

## EVOLVE OR EXIT TO THE NEXT CHAPTER

There is a **spectrum of "exit" pathways** for the community maker to consider, which can range from:

- **A full "exit"** with plans for a full transition of ongoing community making efforts to another organisation or community members
- **A partial "exit"** that looks at entrusting more and more responsibilities to the communities in the established programmes, as the community maker looks ahead to kickstart another community making process within or beyond the same neighbourhood

## ILLUSTRATION #6: COMM,ON CO-CARING SPACE (previously Cradle to Classroom Community Clubhouse)



Since 2016, SVhk has been operating a 2,000 square feet space consisting of a Community Clubhouse for local mothers with young children (many of whom lived in nearby subdivided units) on the G/F and 1/F of URA-owned premises at *Tower 3 of Trinity Towers on 213 Yee Kuk Street in Sham Shui Po*. As the community bonding matured, the team pivoted efforts to encourage Clubhouse members to

take on more active roles in supporting Clubhouse programmes including “Mothers Timeout” (allowing other mothers to run quick errands while their children are being temporarily cared for), or sharing their talent (e.g., cupcake baking) in exchange for “time points” redeemable for daily necessities.

In 2022, as we pushed beyond our 5-year mark in the neighbourhood, the team pledged to transition ongoing community making efforts back to the community within 3 years, and embarked on a strategic shift to a new brand, **COMM,ON**, to make this happen:



	2016 – 2021 (“Community Clubhouse”)	2022 – 2025 (“COMM,ON Co-caring Space”)
<b>Target</b>	Mothers with young children from grassroot families	Sham Shui Po community members from all walks of life
<b>Strategic Focus</b>	Building new experiences for underserved and overlooked members of the community	Facilitating new partnerships, tools, experiences and opportunities as recipes to connect people and places for active advocacy
<b>Use of Space</b>	For activities hosted by SVhk or our partners, with a focus on family wellbeing and early childhood interventions	New co-retail (sharing budget-friendly household items) and co-working (engaging community champions to host their own activities) space to diversify reach and generate new revenue streams in community
<b>Operational Support</b>	SVhk-operated community clubhouse and curation of all happenings	Training community members as “Community Opinion Leaders” (COLs) or community champions to take lead in administrative duties, designing and delivering selected programme elements

## OTHER EXIT PATHWAYS – CASES OF “EXIT TO COMMUNITY” AROUND THE WORLD

### Working with local business owner(s) to nurture local players to take up the anchor role of community making projects

#### CultureHouse Peabody (Peabody)

Initiated by CultureHouse, CultureHouse Peabody was a pop-up community space in hope of creating a more vibrant downtown at Peabody, MA. Near the end of the project, Create & Space, a local creative studio and workshop space, expressed their interest to continue the programme at its own space. CultureHouse worked with the studio to form initial strategic blueprint and promotional materials that incorporates learnings from CultureHouse’s tenure to secure the project’s legacy<sup>[2]</sup>.



### Nurturing self-governance groups led by local residents to take over the community making effort

#### Wang Jiang Instruments Micro Museums (Chengdu)

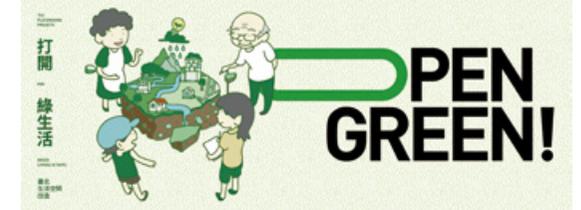
12 musical instruments stores in Chengdu were refurbished to become micro museums to arouse interest in music education. To ensure residential participation of the project, the project lead established self-governance groups. Apart from team building activities, the lead set the participation rules and connect the group to relevant resources and networks. As the group matures, the lead withdraws from the management for the project to become self-sustaining<sup>[4]</sup>.



### Creating opportunities for local communities to develop as a knowledge marketplace

#### Open Green Programme (Taipei)

Launched by Taipei City Government in 2014, the programme contracted the programme management work to Collaborative O, a community engagement agency, to coach the grantees and connect them to suitable resources in conducting placemaking projects. The bottom-up nature of the programme opened up new possibilities for local players as they become intermediaries, as White Hut, one of the grantees, is now facilitating learning in other neighbourhoods in Northern Taiwan with insights gained during their Open Green years<sup>[3]</sup>.



### Setting up a new non-profit entity

#### Ie Island (Hyogo)

Studio-L started a community design project to regenerate the Ieshima Islands, Japan in 2002. Having created a tailor-made community design guide for the community and a fund for locals to conduct related projects, local women who had been active throughout decided to create a separate NPO to continue the community work themselves. Today, the NPO utilizes revenue from local specialties to fund its activities, operates guest houses and community transport services and publishes zines<sup>[5]</sup>.



## OTHER EXIT PATHWAYS – “EXIT TO INSTITUTION” AROUND THE WORLD

### Government to scale up the flagship initiative while the project lead continues to serve niche social groups

#### Light Be (Hong Kong)

Light Be revitalized an idle building that hosts up to 90 underprivileged families (p.47). In 2018, the Government scaled up the initiative by establishing a task force to turn vacant properties into transitional housing. Today, close to 7000 transitional housing units have been built while Light Be shifted its focus to serve groups that are not covered by the government’s scheme, such as youths who lived in foster care facilities, through its Youth Light Home scheme [6].



### Government to take the lead in formalising partnerships among stakeholders

#### Living Lab Circular Buiksloterham (Amsterdam)

Buiksloterham is a former industrial area in Northern Amsterdam. When redevelopment of the area was suspended after the 2008 financial crisis, a group of active citizens and entrepreneurs took the initiative to develop self-build homes and a creative workplace De Ceuvel, with emphasis on circularity. As desire to build in the area grew, the municipality government initiated the signing of “BSH Manifesto” and has since started to allocate tenders in the area to professional companies [7].



### Lead organisation to continue operating the community making project with a dedicated team on the ground

#### Viva Blue House (Revitalization of Blue House Clusters) (Hong Kong)

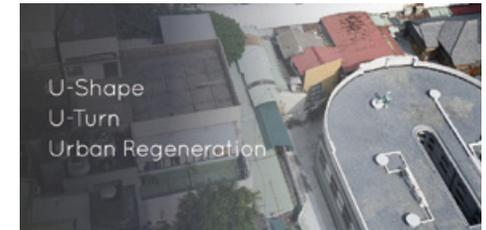
Blue House Clusters is a Tong Lau cluster in Wanchai that was meant to be partly demolished and partly renovated. When it was included in the government’s Revitalizing Historic Buildings Through Partnership Scheme, St. James Settlement (SJS), a local NGO with a long history in the neighbourhood, applied to be the operator. Since the renovation has been completed, SJS continues to run the site as the parent organization with a dedicated team on the ground.



### Lead institution(s) / team(s) to replicate the community making model to other neighbourhoods in the city

#### Project UrbanCore (Taipei)

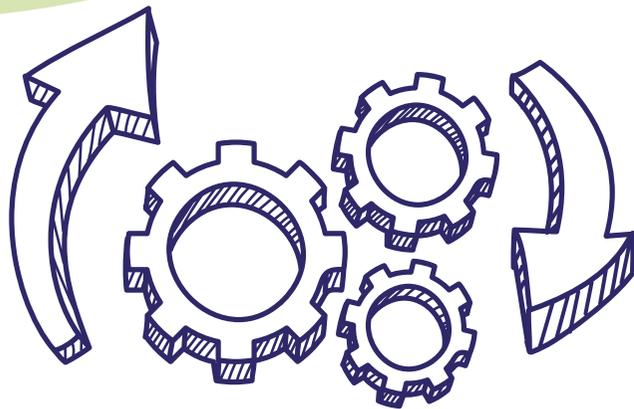
JUT Foundation for Arts and Architecture (JFAA) initiated the Project UrbanCore to transform idle spaces into a community hub for creatives and urbanists for experimentation and establishing their own businesses. After the first two pilots, Urban Core Arts Block and URS21 Chung Shan Creative Hub (p. 83) came to an end because of lease expiration, the JFAA team replicated their urban regeneration model to a different district in Taipei – Wanhua district – to activate the newly renovated Xinfu Market as a community platform [8].





## THE QUESTION

What do we need to "pivot"?



# C4.2 IDENTIFY SUSTAINABLE MODELS

## GOALS



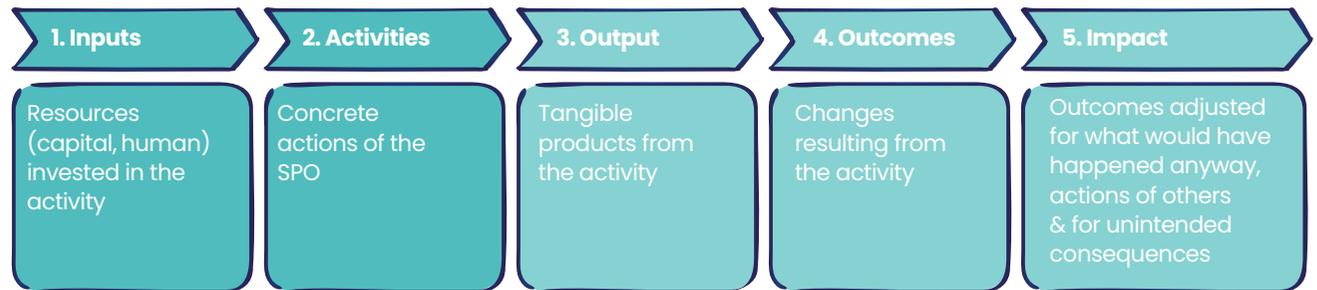
Identify ways to ensure operational and financial sustainability for future community making efforts, whether it may be conducted by the community makers, its community champions or strategic partners

Irrespective of the choice of "exit", the next step should be built around *how* we can reach the aspirational end-game. This may involve a pivot in the impact and business models, and / or the creation of new management mechanisms to incentivise partnerships across all stakeholders.

### IMPACT AND BUSINESS MODEL PIVOTS

If the "exit" option requires a fundamental shift in the way the community making programmes are run, we will need to review the community needs and solution fit and identify the inputs and activities required to achieve the desired outcome and impact. Tools such as the *Theory of Change* and *Impact Value Chain* can help structure this review process as we pivot.

Figure 6: The Impact Value Chain (elaborated by EVPA from Rockefeller Foundation Double Bottom Line Project)



The impact model should take into consideration elements of sustainability, including:

- **Financial sustainability:** How may the community making programmes bring in revenue to pay for any expenses e.g., rent, material cost? Potential options may include the search for a longer-term philanthropic supporter or patron, to developing earned income streams.
- **Operational sustainability:** Who may be able to take over the curatorial and administrative duties that keep programmes running? Potential options may include recruitment and training of volunteers or paid support team members.

#### MECHANISM FOR SHARED RESPONSIBILITY AND MUTUAL CONTRIBUTION

To support operational sustainability, the community making programme will need to encourage more stakeholders to join in our efforts to achieve the desired outcomes. We can look to innovate new mechanisms or touchpoints to facilitate partnerships :

- **Shared governance:** a community maker may wish to create a governance mechanism that can allow community champions and / or strategic partners to play a more active role in raising and deliberating on major project decisions; in practice, this may range from involving the participation of community members in the grant-making process of community funds to support local community making projects, to the establishment of joint management committees for the community maker to discuss programming and resourcing needs with community champions and / or strategic partners
- **Shared commitments :** bringing alignment to different stakeholders to work towards a shared set of goals; this may take shape in the form of a “soft” commitment e.g., a pledge among local community businesses to open up their venue for free or at a notional rate for non-profit-making community activities, or a “hard” commitment e.g., agreements to bind landlord and tenants together to advance efficient and carbon neutral buildings

- **Shared operations :** leveraging the support of local or professional volunteers to support the operations of community happenings on pro-bono (free) or low-bono (discounted rate) basis, potentially (where appropriate) in return for public recognition for their contributions and / or priority access to local happenings

#### EXAMPLE FROM THE STAUNTON STREET / SHING WONG STREET REVITALIZATION PROJECT

Through community making activities, residents and local businesses around the H19 neighbourhood have gradually connected with one another. The neighbourhood is now thriving with visitors and locals alike!



To sustain the partnership with local residents, the URA has designed “common rooms” at the H19 co-living project that will act as a gathering place for the neighbourhood. URA will collaborate with an operator to ensure the sustainability of the space and to realize the visions of community making. The operator will make use of “common rooms” to organize community activities to improve connection between co-living residents and their neighbourhoods. Through the demonstration of community making experience in this revitalization project, the neighbourhood is becoming the next generation of community makers to continue this journey of community making.



## EXAMPLES OF KEY DEVELOPMENTS TO DRIVE SUSTAINABILITY IN COMM,ON



As the SVhk team rethinks our role in Sham Shui Po after 5 full years of operations, specific measures were undertaken to sustain the extended operations of COMM,ON and to cover its cost, including:

### Financial Sustainability

- **Venue support:** ongoing concessionary rent offered by the Urban Renewal Authority partially relieved significant cost pressure
- **Philanthropic support:** programme funding from grant-making organisations supported the daily operations of COMM,ON and particularly its talent engagement efforts to empower motivated members of the community as active contributors
- **Business partnerships:** financial and non-financial support from corporate partners made possible the operation of specific community engagement projects and the overall rebranding and design of COMM,ON as a community hub
- **Membership fees:** minimal fees were charged to COMM,ON's partners for the use of its space, talents, administrative efforts

### Operational Sustainability

- **Residential partners:** 4 partners-in-residence were brought in to host activities in line with COMM,ON's vision to create a co-caring culture in Sham Shui Po; these partners are typically funded by separate philanthropic / business sources, as COMM,ON provides the necessarily community networks and incubation support to grow their pilot projects, from engagement of children, mothers, and youth / ethnic minorities (*Rolling Books*) to extend our reach to those from all walks of life
- **“Community Opinion Leaders” (“COL”) / community champions:** members of COMM,ON's network of over 400 local families are also encouraged to become community champions; for example, they take turns to support the organisation of community events e.g., Christmas party and stretching classes to support daily operations



## THE QUESTION

How can we facilitate the gradual transition of community making efforts back to the community?

# C4.3 BUILD CAPACITY IN THE COMMUNITY

## GOALS



Encourage the community to carry the torch for community making as leaders not just contributors or participants

Depending on the “exit” path of choice, we will need to adopt different approaches to facilitate a **“transformation-in-neighbourhood”** – to allow for the gradual transition of ownership and responsibilities to community champions and / or strategic partners within the neighbourhood.

### Initiatives to facilitate the process may include:

- **Tailored training to community champions:** a dequate training can ensure the community champions are better-positioned to take up the operational mantle as the community maker’s role recedes; these may focus on building confidence as much as building skills, and can range from gardening skills for the maintenance of a community farm, to the basic digital upskilling to help champions master the essential tools to support daily administrative duties of a community common room
- **Learning-by-doing:** opportunities for the community to perform actions expected to be transitioned in a safe learning environment can provide practical hands-on experiences and accelerate their learning
- **Ecosystem support :** the community maker may wish to remain an advisor to the community champions and strategic partners during and at the end of the transition process, including but not limited to sharing knowledge and networks at arm’s length

**Open sharing and co-learning:** capturing and openly sharing effective partnership models and initiatives initiated in the community making journey to date can serve as a point of reference for other potentially like-minded organisations (whether it may be a community partner, a government department / agency or a philanthropic funder), who may wish to take these initiatives forward in their own capacity within the community



## THE QUESTION

How can we  
inspire further  
action beyond  
our own?



# C4.4 PAVE WAY FOR WIDER ADOPTION

## GOALS



Inspire and support other organisations to replicate or adapt proven models in other neighbourhoods

Learnings from the neighbourhood can also be leveraged to facilitate a “**transformation-beyond neighbourhood**” in the hopes of inspiring others to adopt in other places.

### Useful tools to facilitate the process may include:

- **Industry sharing:** discussion forum and workshops among practitioners to share the experiences and learnings from the community making project
- **Cross-neighbourhood partnership building:** bridging like-minded partners beyond the scope of the community making project with the aim to pilot a tested model in other neighbourhoods
- **Awards recognition:** acknowledgement by professional bodies to raise awareness of project successes and build legitimacy in the industry
- **Policy advocacy:** engagement of relevant local authorities or government bureaus to seek endorsement and support for successful initiatives particularly when the initiatives require public resources to support and scale
- **Student engagement:** co-curation of a curriculum or programme to offer the next generation of talents an opportunity to engage in community making at an early stage
- **Research:** documents best practice to impart cumulative knowledge on a neighbourhood and its community making journey, to help the wider industry continuously innovate new solutions based on our own experiences
- **Organizational set up:** a structural framework for champions and / or strategic partners
- **Public database:** setting up a database for future reference

## ILLUSTRATION #7: HATCH CO-WORKING FACTORY



Founded in 2018, **HATCH** is a community venture and opportunity employment platform that aims to reimagine the possibilities of industrial space in Hong Kong, revitalise potential grassroots communities and redefine “Made with Hong Kong”. In the first three years of operations, it leveraged an industrial space to engage businesses with tailored manufacturing needs, from

bedding, handmade soaps, essential oil products to high-end clutches, while working with NGOs to identify and employ full-time mothers from low-income families as “HATCH talents” as they hope to transition back to work. As the venture developed, the team observed needs for HATCH to leverage the support of other like-minded business and community partners to pilot and extend its model combining family wellness and employment empowerment beyond manufacturing and beyond Tsuen-Kwai-Tsing as a neighbourhood.

As part of its journey to “exit” from its original factory-based model, HATCH drew in the support of partners within Tsuen-Kwai-Tsing to take up all ad-hoc manufacturing jobs, and engaged partners in other neighbourhoods to extend the impact of its programmes:

- **Shifting gear from being a direct employer to becoming an employment agency:** HATCH obtained an *Employment Agency Licence* from the Commissioner for Labour to undertake any job placement between HATCH’s talents as job seekers and prospective employers from within its network
- **Developing and sharing employment prototypes for replication:** new models of talent engagement were developed including *job sharing* (where multiple talents were engaged on a part-time basis) to share what may have been a fulltime position to offer additional flexibility) and *jobcation* (3-month placement at corporates with HATCH-provided empowerment support to help talents gain confidence and experience in their transition back to work) to showcase new future-ready employment models that can empower the overlooked communities beyond HATCH’s original focus in manufacturing and craftsmanship related jobs
- **Business partnering and media storytelling:** a stronger network with **businesses** were also forged through *Business with Purpose* (an impact partnership between SVhk and the Hong Kong Management Association) to identify like-minded employers to engage in piloting the above engagement prototypes; this includes Hang Lung Properties, which piloted jobcation with HATCH, and the collaboration featured in television programme, Hong Kong Connection, as a showcase to drive further momentum

Link to episode: <https://www.rthk.hk/tv/dtt31/programme/hkcc/episode/846435createaaaa>

# 03

## THE FUTURE OF COMMUNITY MAKING: FROM CURATION TO CO-CREATION

### KEY TAKEAWAYS

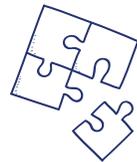
**There are many paths to success** – While the *4C Community Making Approach* provides a glimpse of how community making can be activated and sustained, its implementation requires an *entrepreneurial* mindset and a fundamental change in the way we approach place-based impact and local development. To build our capacity to cope with different local contexts and cultures, it is more important to recognise key principles that allow for agility rather than following each step and letting them play out blindly.

Figure 7: Community Making Flysheet – key takeaways as we get started



#### Software-centric

programmes and platforms connect people and bring places to life



#### Interdisciplinary

Cross-team support should be embedded in existing governance



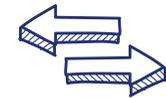
#### Zoom out- zoom in

Diverging views are prerequisites to converging visions and aspirations



#### Co-creation

Communities support what they helped to create



#### Trust

Inspire trust and confidence through regular and reciprocal engagement



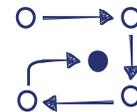
#### Partnerships

Authentic collaborations built on shared values and mutual benefits



#### Prototyping

Pilots require a tolerance for failure and will to learn and improve



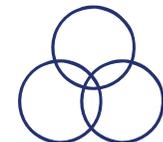
#### Empower to exit

Make a start with the intention to handover to the community



#### Spiral not linear

The community making process is spiral not linear



#### ICE

Think “innovation”, “collaboration”, “empowerment”

## APPLICATIONS

The application of community making can be multi-faceted, limited not only to areas under redevelopment, and led by more than just a developer or a community organisation with strong local presence. As demonstrated throughout the Community Makers' Guide, the entire breadth of community making initiatives may range from co-creating visions for a neighbourhood's future development, to designing cross-sector partnerships and community empowerment programmes that give local members of the community opportunities to become active contributors of the place they call *home*. Examples across the globe, such as the Purpose Built Communities model that was started by the **East Lake Foundation** to connect the neighbourhood's wellbeing, education, housing and economic resources as a "Community Quarterback" organisation, show that while different institutional arrangements can be made, participation from all stakeholders in the community is vital in creating thriving neighbourhoods. The below outlines steps for you to join the movement, and we will delve into 4 partnership models for reference with inspirations from aboard in the next chapter!

### AS A DEVELOPER

**Think about how the visions and concept of the project site, or the use of your premises or facilities, can be extended to generate positive change to other stakeholders in the surrounding neighbourhood** – Community making can help you engage stakeholders operating in the geographic proximity of your project, deliver values appreciated by the community, attain their support, while managing expectations and mitigate potential disagreements in a timely manner in the future.

For example, in **Illustration #1 Staunton Street / Shing Wong Street Community Making Study**, proactive engagement of nearby stakeholders allowed the Urban Renewal Authority to gain a deeper understanding of the local needs and aspirations of those who live, work, and play near the properties within the sites they own. Its commitment to the set of common visions and directions developed, including to dedicate a portion of its properties to community use, responding the objective of urban renewal. and won praises and most importantly, the trust for long term development of the community of this project.



### Tips:

- Any support are equally important to making a community making initiative click. Make sure the project receives support from senior management, ideally CEO, while ensuring direct contact with stakeholders and making them feel heard as early in the planning process as possible.
- Ongoing engagement with the integration of quick-wins and events are valuable opportunities to exchange information and ideas, and to keep the community alive while sustaining a trusting relationship with your stakeholders!



## Tips:

- Do not hesitate to reach out to unlikely partners to spark new ideas and perspectives when it comes to community needs and possible prototypes.
- Embrace the spirit of trial-and-error and let feedback from the community and your partners inform how to finetune your programme design.

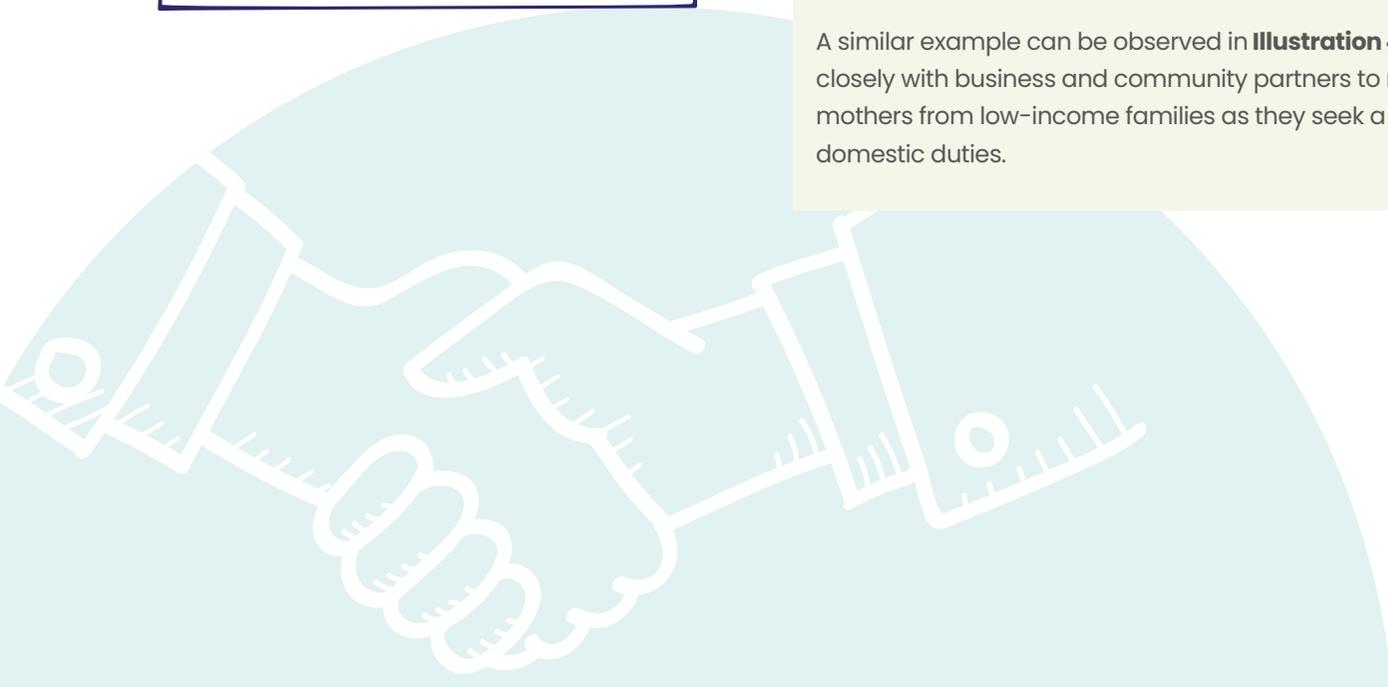
## AS A COMMUNITY ORGANISER



**Think about how you can do more with less by bridging partnerships and fostering service innovation** - You can start by discovering emerging gaps in the support or services needed in the community, and any potential synergies or duplicated efforts in existing offerings by other similar organisations operating in the same neighbourhood! By uniting different parties under a shared vision to address the community's unique social needs, community making can help you meet other potential collaborators, explore new community challenges and make innovation possible through an iterative process.

For example, in **Illustration #2 Sham Shui Po District CoLab**, SVhk as a community organisation took the opportunity to engage over 25 organisations and 130 members of the community under a community making initiative to explore new partnership prototypes. With initial funding support by the Community Chest of Hong Kong, multiple co-creation sessions pointed to community wellbeing, employment, and old-new neighbourhood integrations as emerging themes. Based on which three prototype ideas were delivered in collaboration with unlikely partners include a luxury hotel group.

A similar example can be observed in **Illustration #7 HATCH**, where HATCH as a social enterprise worked closely with business and community partners to revitalise an industrial space while serving the needs of mothers from low-income families as they seek a family-work-life balance and a sense of purpose beyond domestic duties.





## AS A LOCAL SHOP



**Think about how you can leverage your assets and join hands with others to achieve collective impact -**

A good place to start is by re-purposing the use of your space particularly during underutilised / off-peak hours for community use or engaging community members beyond commercial transactions.

For example, in **Illustration #3 Creative Beings @ Sham Shui Po**, a network of local creative businesses joined hands with SVhk to reimagine a work x life x community experience for youth by offering mentorship support and 2-month apprenticeship experience to 24 youths aged 18-25 to gain working experience and develop community projects in Sham Shui Po.

As part of **Illustration #2 Sham Shui Po District CoLab** and **Illustration #6 COMM,ON Co-caring Space**, local shops in Sham Shui Po also made community making projects led by NGO partners possible by sharing its space (free-of-charge or at-cost) to host community activities including art jams, and participate in community festivals offering giveaways and free experiences (e.g., egg-tart baking at local bakery).



### Tips:

- Start with leveraging what is already available, including (underutilised) space, staffing needs, existing products, or services, as community making is more about creating win-win partnerships and fostering mutual support than counting on a one-sided investment or donation.
- Co-operate with other players too in the ecosystem to make a greater impact by pooling effort and expertise.



## Tips:

- Practice co-creation to involve relevant internal and external stakeholders in the design and implementation of the community making initiative, simultaneously raising the level of innovation and accelerating the collaboration-building process.
- The role of public sector organisations can move beyond a funder, to new positions as a collaborator or even as a catalyst providing the right incentives or platform to bring other partners together to achieve common goals.



### AS A PUBLIC AGENCY

#### **Think about how you can leverage your existing resources and networks to convene cross-sector partnerships for social good**

- Instead of focusing on the use of government resources on fixed programmes, bring together a local network of partners and subject area experts to develop pilots based on their understanding of community needs and perspectives.

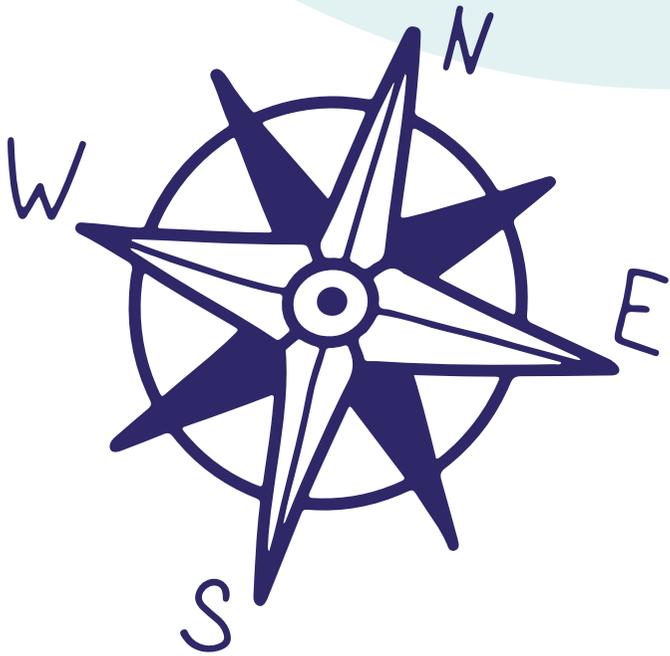
For example, in **Illustration #4 HarbourChill**, the Harbour Office of the Development Bureau set up a dedicated Harbourfront Commission to advise on the overall development of harbourfront areas – as part of which a series of Harbourfront Shared Spaces were activated to invite community professionals to innovate new management nodes for the design and management of harbourfront spaces in a way that builds community connections.

Similarly in **Illustration #5 Sham Tseng Light Housing**, the government offered a previously vacant factory staff quarters building to social enterprise Light Be to provide more than 40 units of affordable rental housing to families in need. The project was primarily funded by donations from the business sector and received support from professionals from all walks of life as an example of public-private partnership and the pooling of cross-sector efforts and resources to address Hong Kong's housing challenges.



### AS A RESIDENT (AND MORE)

As long as you are passionate about building better communities, you have the potential to become a community maker and find your own way to make your neighbourhood a better place to live, work and play in by leveraging any of the tips above and more. It's time to start small, dream big, and act now!



## THE WAY FORWARD

### **We aspire to see community making as an integral function in urban regeneration –**

To make change happen, we will need to create more proof cases, a learning infrastructure, new alliances, as well as more exchanges to building our collective experimental capacity and intelligence.

The Community Makers' Guide is therefore written as an open notebook to introduce the concept of community making as envisaged by SVhk, with reference to cases that inspired us along the way. It may be a helpful guide to those who are looking for real-life illustrations of how the concept can be put into action, while recognising that the pathways for better communities are many and only through continued exchanges and feedback can we stand a chance to realise our collective visions for more inclusive neighbourhoods.

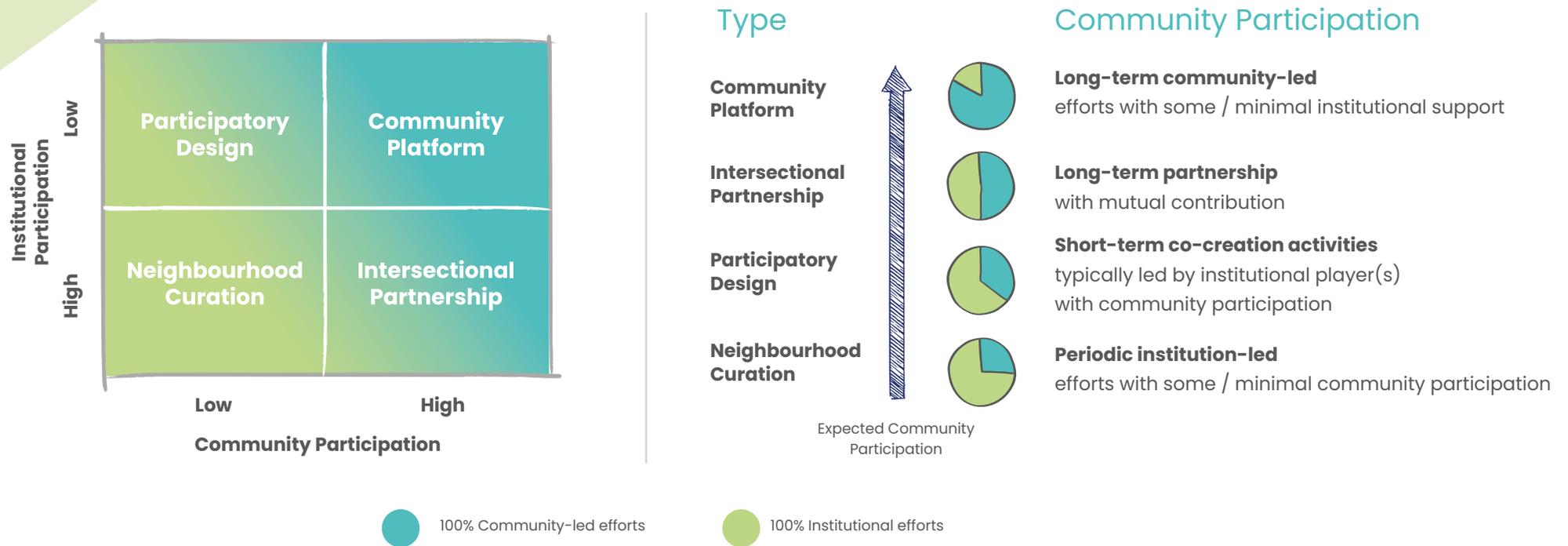
The journey is only beginning – we welcome more and more community makers, irrespective of their background and profession, to join us in reimagining a more impact-driven, people-oriented, and software-centric approach to develop and upgrade our future neighbourhoods.

Will you join us?

# CASE BANK: PLACE-BASED PARTNERSHIPS

The *4C Community Making Approach* requires smooth collaboration among various stakeholders to be successful. Since collaboration is not an entirely new concept, it is not a question of “what is collaboration” but rather “how to best leverage the power of collaboration to bring community making to life”. The below outlines how partnerships can be structured:

Figure 8: Applying community making in action – four generic partnership models



To give a better sense of how collaboration has been put into action, we have solicited examples of fascinating works done by fellow community makers, academics and developers around the globe, starting from Sham Shui Po as a spotlight community.

# HONG KONG NEIGHBOURHOOD SPOTLIGHT: SHAM SHUI PO

Sham Shui Po is a predominantly blue-collar neighbourhood located at the heart of Hong Kong's Kowloon Peninsula. With a history as a textile manufacturing hub and shoppers' heaven, it is now one of Hong Kong's busiest and most vibrant neighbourhoods filled with street food, electronics, accessories and toys – and an unpretentious haven for artists, coffee-lovers and big-hearted philanthropists!

As the neighbourhood transforms with the influx of new developments and middle-class residents, there is also a sense of change in terms of the needs and aspirations of its community members, including a renewed focus on topics to advance upward mobility, such as:

- **Community wellbeing:** health issue was listed as the second most concerned problems among grassroots families<sup>[3]</sup>
- **Housing and employment:** lack of space in Sham Shui Po as a focal point of subdivided units in HK, with particularly low female workforce participation (50.3%) compared to the rest of Hong Kong (55.1%)<sup>[4]</sup>
- **Changing urban landscape:** continued reflections of an identity shift from a grassroots neighbourhood to the "New Brooklyn" designer hub<sup>[5]</sup>

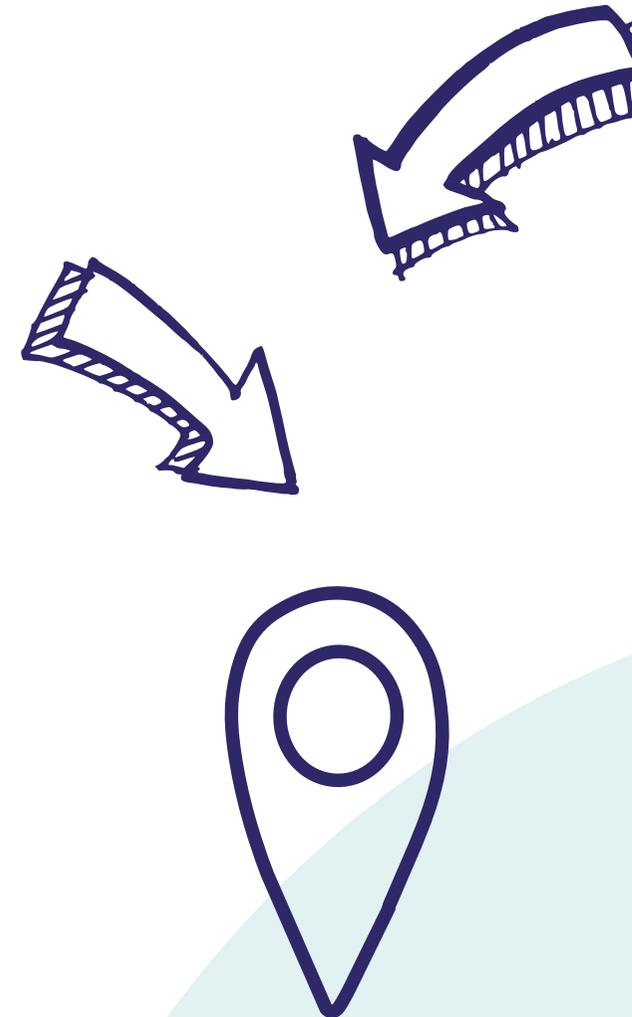
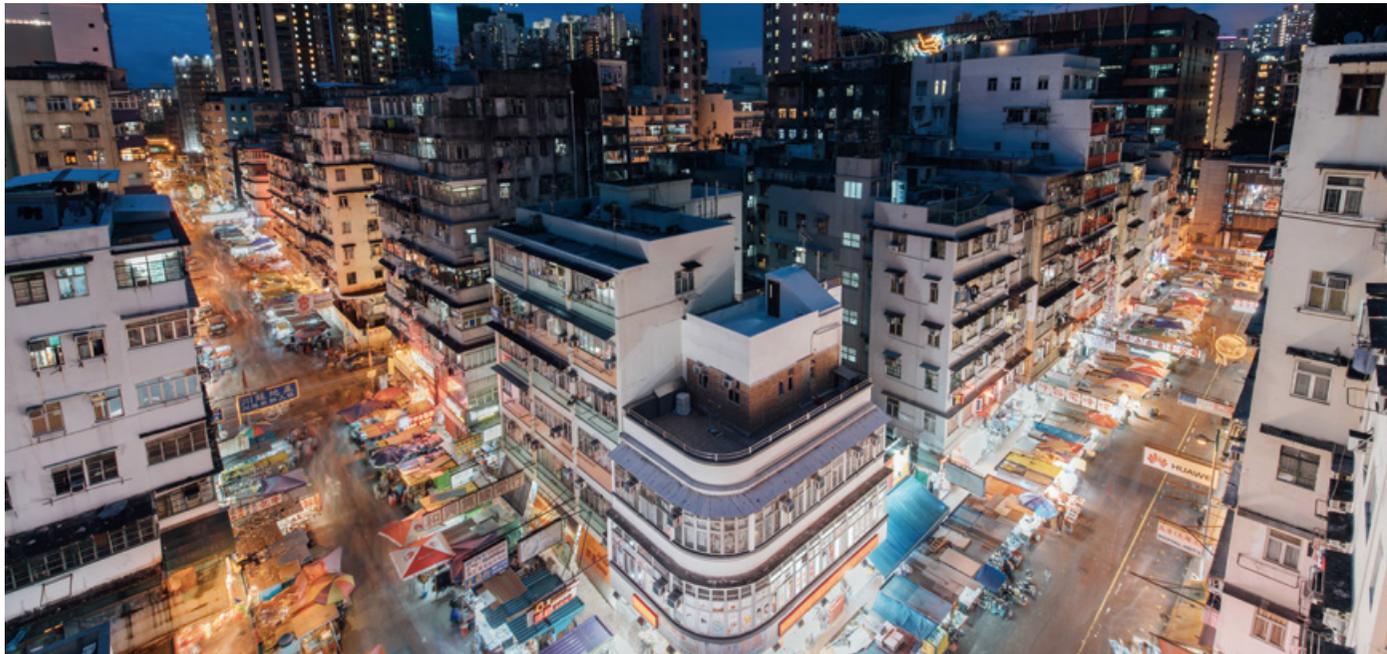
The beauty of **community** shines through in a number of **cross-sector partnerships activated to (re)discover and address these evolving social needs**. Some of these efforts are government-led, others led by non-profit organisations or community businesses – the commonality of it all is their joint appreciation of the need to directly engage those living in Sham Shui Po as we all strive to celebrate its unique heritage while innovating approaches to reinforce its identity as one of Hong Kong's most vibrant neighbourhoods.



# COMMUNITY PARTNERSHIPS EXAMPLES IN SHAM SHUI PO (2022)

## INTERSECTIONAL PARTNERSHIP

- **SHAM SHUI PO DISTRICT HEALTH CENTRE (DHC)**: operated by St James' Settlement, DHC is part of a government initiative with an active outreach programme and local network to bring communities together to advance a vision towards health for all <sup>[6]</sup>
- **NAM CHEONG 220**: operated by Tung Wah General Group of Hospitals under a pilot programme initiated by the Hong Kong Council of Social Service and sponsored by the Hong Kong Jockey Club Charities Trust, this transitional housing project offered 80+ units for low-income populations with urgent housing needs, and included platforms for households to share belongings, skills, and time to reinforce mutual support <sup>[7]</sup>



## COMMUNITY PLATFORM

- **CHATTING AS AN ENDEAVOUR:** 12 university students, as fellows of local NGO Peace Generation, explored Sham Shui Po by chatting with long-time residents and shop owners; their exchanges were documented and showcased at Form Society while a series of events took place at local businesses, Book Punch and Openground [8]
- **#CITY INSTALLATIONS:** Initiated by Openground, the installations challenged local designers to capture the characteristics of specific streets in Sham Shui Po with different materials – including textile, pins, and vinyl records [9]
- **BODW CITY PROGRAMME:** organised by the Hong Kong Design Centre, the BODW City Programme aims to connect designers with residents, shops, and NGOs to integrate design into everyday life [10]

## NEIGHBOURHOOD CURATION

- **PLAYFULL FESTIVAL:** initiated by the Social Welfare Department, PlayFull Festival engages 10+ community and business partners to promote positive parenting via games while enabling participants to discover the unique flair of, and their appreciation for the neighbourhood [11]



### GOVERNMENT LED



Sham Shui Po District Health Centre and satellite centres in the community (since 2021)

Sham Shui Po Social Welfare Department: Playfull Festival (2022)

### COMMUNITY LED



Nam Cheong 220 transitional social housing operated by TWGH (from 2020)

Hong Kong Design Centre: BODW City Programme @ SSP (2022)

### BUSINESS LED



Form Society: Chatting as an endeavour community engagement projects (2022)

Openground: #CITY installations at Tai Nan Street, Yu Chau Street Ki Lung Street (2022)

# 04

## CASE STUDIES

# POSSIBILITIES FOR COMMUNITY CHANGE AROUND THE WORLD

Partnership Model						
Project	City	Participatory Design	Neighbourhood Curation	Intersectional Partnership	Community Platform	
#PD1	JC IG Play Space@JMC	Hong Kong				
#PD2	Shek Wu Hui Effluent Polishing Plant	Hong Kong				
#PD3	Curating Smithfield	Hong Kong				
#PD4	Helsinki Lab	Helsinki				
#NC1	Lai Chi Wo Village – Rural Sustainability	Hong Kong				
#NC2	Via North Point	Hong Kong				
#NC3	Chung Shan Creative Hub	Taipei				
#NC4	High Line	New York City				
#IP1	Bow Garden Square	London				
#IP2	Singapore River One	Singapore				
#IP3	University City District	Philadelphia				
#IP4	Neighbourhood Network @ Tong De	Chengdu				
#CP1	Project House	Hong Kong				
#CP2	Tachikawa Children Future Center	Tokyo				

## Legend

- This case study is a strong showcase of the designated partnership model
- This case study also includes components of another partnership model throughout its design and implementation lifecycle

# #PDI

## JC IG Play Space@JMC



### Location

Jat Min Chuen (JMC),  
Shatin



### Project Period

2022 – ongoing



### Lead

Jockey Club Design  
Institute for Social  
Innovation (JCDISI)  
of the The Hong Kong  
Polytechnic University  
(PolyU)

### Project Background

Since 2019, JCDISI has been exploring “Intergenerational (IG) Play” as a socially innovative way to tackle “Double Ageing”, i.e. ageing population and ageing housing stock, at the community level through multi-disciplinary collaborations, prototyping and community co-design. In 2022, with strong support from the Hong Kong Housing Society (HKHS) as their strategic partner and funding from the Hong Kong Jockey Club Charities Trust, JCDISI is collaborating with HKHS and local partners to actualise the concept at Jat Min Chuen (JMC) with a view to develop a replicable “hardware + software” model for remodelling the public realm in housing estate through the IG play space concept to build social capital in the community and support older adults to age in place.

### Programme Highlights

#### User habit studies and interactive engagement activities

, such as tactical urbanism experiments and co-creation workshops, are held in collaboration with HKHS, Hong Kong Federation of Youth Groups and JCDISI’s project team to gather community stakeholders’ aspirations and innovative solutions for intergenerational play at JMC.

### Key Takeaways

Pre-empting facilities management concerns and prototyping together with the community can be effective ways to incentivise and solicit ideas from community stakeholders on how to design an enabling environment to suit their needs, while acting as an initial-stage consensus building exercise to test their receptiveness towards the new play space design concept



### INNOVATION

Innovating intergenerational space design with participatory design thinking in light of Hong Kong’s ageing population.



### COLLABORATION

Partnership between HKHS, JCDISI and PolyU on soft programme development, especially on health management initiatives and service learning opportunities

Synergies between JCDISI’s concept of intergenerational play and HKHS’ “Caring Engaging Smart” initiative to curate an environment that is conducive to intergenerational co-living and supports HKHS’ elderly and estate management services



### EMPOWERMENT

Co-designed by community stakeholders, it encourages residents all ages and abilities to adopt a smart, healthy and active lifestyle and support at-risk older adults to be more physically active

Building social capital for the community—residents are empowered to share their aspirations and collectively contribute to an inclusive environment for all, while fostering an intergenerational community to care for each other

# #PD2 Shek Wu Hui Effluent Polishing Plant



**Location**  
Sheung Shui



**Project Period**  
Dec 2017 – Apr 2019



**Lead**  
Drainage Services  
Department,  
The Good Lab

## Project Background

Hong Kong's Drainage Services Department planned to expand an existing effluent polishing plant and improve its environmental performance in anticipation of a growing population in the Northern District; it engaged a public sector innovation consultant to facilitate the community engagement process, in the hopes of bringing additional value to the community by providing extra public space and amenities befitting to local aspirations.

## Programme Highlights

Community engagement initiatives included in-depth interviews, street booths and Design Thinking-inspired co-creation workshops, held to understand local residents' lifestyles and concerns regarding the plant and to spark ideas for the future development of public co-use space within the facility and amenities around the adjacent area.

A district-based educational programme prototype that integrates the future effluent polishing plant with the local community, comprising three routes of community tours, under the themes of "Sustainable Living in Sheung Shui", "Impact of Water in Local History", and "Journey of Sewerage Treatment"; showcased and trialled in a series of public events within the community.

## Key Takeaways

A process of community engagement and co-creation helps ensure local buy-in and advance the design and formulation of public services including infrastructures that may otherwise be perceived as NIMBY (not-in-my-backyard)

Cross-sector collaborations with local residents and professionals even have the potential to turn unwanted public facilities into an asset for the community to enhance overall wellbeing



## INNOVATION

Transforming a NIMBY public infrastructure into a public community space that resonates with local desires and complements nearby natural landscape by facilitating a Design Thinking-inspired participatory design process

Expanding beyond the confines of the pre-established work scope, specifically the existing effluent polishing plant, to unearth opportunities for innovation. This is achieved by connecting the plant with local neighbourhoods and the encompassing natural landscape, thereby fostering a symbiotic relationship through community tourism



## COLLABORATION

Partnership between a public works department, local villagers, engineering & design professionals, and educators: with an intermediary organisation driving engagement activities and consolidating public opinions as a mutually trusted third party.



## EMPOWERMENT

Local residents became active contributors as they voiced their feedback and ideas on the planning and design of a public works project.

# #PD3 Curating Smithfield



## Location

Smithfield,  
Kennedy Town



## Project Period

Dec 2020 – present



## Lead

Community  
Engagement  
Community (CEC) of  
The Hong Kong Institute  
of Planners (HKIP)

## Project Background

Smithfield – an artery of Kennedy Town stretching from Victoria Harbour to Mount Davis – and its neighbouring area have transformed from city fringe to a muse filled with interesting planning stories, hopes and charm; through this project, planners are telling a good story of city transformation with town planning flavour, taking inspiration from and in collaboration with artists and IT start-ups, district councilors, and the locals

## Programme Highlights

- **A Code Map drawn by local artists and sponsored by the Central and Western District Council** to showcase the unique checkpoints and planning stories of Smithfield and its vicinity, based on research and interviews conducted and collected by planners through a series of community engagement exercises.
- **A self-guided tour mobile app powered by Insider Tour**, with planners' voice-over, to guide visitors through various checkpoints along and around Smithfield to discover the hidden treasures and stories.
- **A photography competition** to invite photographers to capture the gems and urban landscape of the Smithfield neighbourhood, while sharing the behind-the-scene community stories; winning entries to be featured in a calendar for public distribution.

## Key Takeaways

Crossover of planners with artists and IT experts in the community engagement and place-making exercises to curate interactive experiences for visitors to better understand and appreciate the interesting planning stories of a local neighbourhood.

Closer relationships are fostered between planners and the local communities through direct exchanges and dialogues



## INNOVATION

Leveraging on planning expertise, artist talent and state-of-the-art technology in city storytelling and promote community engagement in the city transformation process.



## COLLABORATION

Apart from collaborating with artists, IT experts, district councillors, and the locals, HKIP has also engaged students from the HKU and the Caritas Mok Cheung Sui Kun Community Centre

The Code Map project has received funding support from The Central and Western District Council



## EMPOWERMENT

Aligned with their vision of “planning for the people”, urban planners, particularly young planners, are given a unique opportunity to directly engage communities that their profession aspires to serve; the project conveys a positive message of progressive city transformation through town planning and community empowerment

# #PD4 Helsinki Lab



### Location

Helsinki



### Project Period

2016 - ongoing



### Lead

City of Helsinki

### Project Background

Helsinki has long been a leader in integrating design principles into city development, including Helsinki Design Lab under the Finnish Innovation Fund (2008-2013), and as one of the World Design Capital (2012) and a City of Design in the UNESCO Creative Cities Network (2014).

In 2016, the city created the role of Chief Design Officer to promote the use of design in public services, and The Helsinki Lab was created within the City Executive Office, the city's central planning and executive body.

### Programme Highlights

To provide knowledge support and mutual learning on design for other units within the City of Helsinki, the Lab designed community engagement tools to collect and reflect public opinion, including:

- Trend Map 2025 that plotted visions by framing public services as four pillars of "experiences" – placemaking experience, social and smart experience, culture alive experience, and lifelong learning experience.
- Scenario Map 2030 that developed four different user personas describing everyday lives of future Helsinki citizens to facilitate residents' workshops and collect public opinion on development plans.

### Key Takeaways

The Lab was made a permanent part of the city in 2019, reflecting the city's user-centric mindset in public services development.

There is potential need and opportunity to strengthen a city administration's internal capacity to better leverage design to develop public services and create better lives for its people.



### INNOVATION

Using design as the core principle of urban development to facilitate quality exchanges among citizens and collect public opinion on visions at a city-level.



### COLLABORATION

Direct and design-driven interactions between the government and its citizens, enabling different social groups to contribute to a city's development plans.



### EMPOWERMENT

Effective feedback loop established between the city administration and the residents – building a better living experience for all.



# #NC1 Lai Chi Wo Village - Rural Sustainability



## Location

Lai Chi Wo, Hong Kong



## Project Period

2013 - ongoing



## Lead

Centre for Civil Society  
and Governance,  
The University of  
Hong Kong ("CCSG")

## Project Background

Lai Chi Wo Village is one of the oldest Hakka villages in Hong Kong. However, much of the farmlands have been idle since the 1950s due to emigration. With the support from The Hongkong Bank Foundation, the CCSG team at HKU, aiming to revitalise the village, engaged The Conservancy Association, Hong Kong Countryside Foundation, and the Produce Green Foundation as project partners in 2013.

The community expanded during the first phase of the project (2013-2017) as Indigenous village returned, new residents moved in, and frequent volunteers developed a sense of attachment to the village. Each founding partner also secured extra support from other parties, including the Hong Kong Jockey Club and the Hong Kong Government. HKU continued its partnership with The Hongkong Bank Foundation with an intent to scale up the project's impact and enable it to be self-sustaining through socio-economic innovation.

## Programme Highlights

With the intent to scale up and enable the community partnerships formed in the past decade to have a life on its own, the HKU team continues working with the villagers on several fronts:

**Facilitation of community interactions and partnerships:** through meetings, happenings, and different engagement events as platforms to promote collaborative actions and resource sharing.

**Setting up Experimental Farm and LoCoKITCHEN:** by partnering with local farmers, producers, and communities to develop place-based agro-food products for the market.

**Promoting academic research and application** on conservation of cultural heritage, biodiversity, and hydrology, as well as rural sustainability.

## Key Takeaways

Sets an example of collaborative governance in rural context as there are regular communications and collaborations among various stakeholders – anyone who saw themselves as being part of the community, giving and receiving additional value from the collaboration, regardless of whether or not they are Indigenous residents, newcomers, frequent visitors

Each stakeholder has been able to leverage their strengths to bring in more resources for the community; for example, the HKU team continues to develop and disseminate new agro-farming opportunity for the villagers as appropriate



## INNOVATION

Brought in academic expertise and leveraged various forms of resources from a major academic institution to transform a rural community

Sparked the rural revitalization movement, which inspired others to rethink the relationship between the "urban" and the "rural" and replicate the revitalization model in other Hakka villages nearby, including Hing Chun Alliance and Guk Po



## COLLABORATION

Multisectoral collaboration among villagers, universities, nonprofits, corporations, professionals and the general public.



## EMPOWERMENT

Villagers, especially those who are part of the village committee, are empowered to make decisions for the sustainable development of the village and HK rural.

# #NC2 Via North Point



**Location**  
North Point



**Project Period**  
May 2019 - Jan 2022



**Lead**  
Hong Kong Arts Centre  
("HKAC")

## Project Background

In light of rapid urban renewal, the project aims to connect and inspire the community to reimagine and envision a better use of public space while celebrating the neighbourhood's rich history.

The project was funded by the Urban Renewal Fund, a fund endowed by the Urban Renewal Authority to support the operation of social service teams to provide assistance to residents affected by urban redevelopment.

## Programme Highlights

**Urban Design Lab** engaging design students, professionals, and local residents to better understand their community and its needs and co-create design prototypes to improve neighbourhood spaces.

**Creative Community Space** to engage artists and designers in improving urban spaces in North Point while responding to its culture and community needs.

**Via North Point Festival** to engage the public in celebrating the scene and culture of North Point, including an art market, workshops, community tours, public art installations and discussion panels.

## Key Takeaways

The abstract notion of art gives room for public imagination, while beyond its aesthetic function, art is also a bonding agent and space to engage and connect stakeholders in a bottom-up process and inspire them to appreciate and contribute to the unique characteristics and history of their neighbourhood

Beginning the project with an exit plan and the objective of empowering communities to advocate for their own needs is crucial for its long-term sustainability, so that the project team can exit and expand the project to other communities



## INNOVATION

Using art as a medium to activate a bottom-up, short-term series of happenings that engage the community in rediscovering and celebrating North Point's identity and contributing to the betterment of community spaces.



## COLLABORATION

Partnership diverse stakeholders, e.g., featuring local stores as hidden gems for redeeming rewards, commissioning artists to create artworks and lead workshops, collaborating with theatre production house and walking tour organisers to co-design programmes



## EMPOWERMENT

Local stores and community members are encouraged to express their needs and play a part in bettering the neighbourhood's environment

Insights collected were transformed into an Urban Lab Design Charter as a guide for other HKAC projects

# #NC3 Chung Shan Creative Hub



## Location

Taipei



## Project Period

2011-2014



## Lead

JUT Foundation for Arts and Architecture  
(the Foundation arm of  
JUT Land Development  
Group)

## Project Background

Taipei's Urban Regeneration Station initiative (URS) was launched in 2010 under the city's Urban Regeneration Office to utilise old buildings to breathe new life into neglected parts of the city.

This includes the Chungshan district, a buzzing commercial area known for its nightlife, with several landmarks in its proximity.

An idle distribution centre for the state-owned Taiwan Tobacco and Liquor Corporation chosen and converted to galleries and a chic restaurant managed by a foundation.

## Programme Highlights

Under URS, the lead was granted a 3-year lease to operate:

- **Incubation Centre for the Design Industry**, where 13 organizations were selected to move into the complex as tenants and led the organization of the annual summer "Creative Lab" programme
- **An event space** for experimental exhibitions and activities
- **UrbanPOP**, an annual open-door event, to introduce resident studios to visitors.

## Key Takeaways

Creative arts, culture and design can be used as catalysts for urban regeneration in depilated areas

A diverse mix of tenants from different stages of maturity enabled the formation of an organic and vibrant community where tenants create synergies and collaborate with one another

Private property developers can create social impact by pooling resources and professions to develop showcases on sustainable city development.



## INNOVATION

Reintroducing Chungshan as a creative hub as its nightlife culture dimmed

Creating a space for experimentation with its in-betweenness – neither an art gallery nor independent studio, and incorporated community engagement elements including art programmes and urban farm operated by local residents.



## COLLABORATION

Public-private partnership between the Taipei City Urban Regeneration Office and the project lead (a private foundation) as the operator.



## EMPOWERMENT

Community programmes fostered meaningful dialogues and engagement among architects, artists and Taipei's citydwellers

Set an example of community mobilisation to support urban regeneration by a city government.

# #NC4 High Line



## Location

New York City



## Project Period

2003 - ongoing



## Lead

Friends of the High Line

## Project Background

High Line was built in 1934 and was abandoned in the 1980s. Since then, it fell into disrepair and a demolition order was issued in 1992. Neighbourhood residents, Joshua David and Robert Hammond, who met at a community board meeting, established Friends of the High Line in 1999 to advocate for preservation and revitalisation. A special zoning area was set up to facilitate the construction of the High Line as a public park with endorsement from then New York Mayor Michael Bloomberg and the City Council.

## Programme Highlights

Community engagement initiatives devoted to reimagining the role public spaces have in creating connected, healthy neighbourhoods and cities include:

- **High Line Teens**, offering paid employment opportunities for local teens to participate in leadership development activities, including designing programmes for the park, conducting neighbourhood assessments, and joining the youth participatory budgeting committee
- **Community First Toolkit**, a digital toolkit to help park organizations address inequities
- **High Line wellness and mobility programmes** co-run by local community-based organizations to serve older populations
- **Educational partnerships** with teachers at neighbouring schools to co-create interdisciplinary curriculums on topics such as climate science and art

## Key Takeaways

A derelict public space has the potential to be transformed into a landmark and tourist attraction, in a way that adds to the value of nearby properties within the extended neighbourhood.

The case also represented public-private partnership, as a non-profit model where half of the capital to build were raised from public funds, and the rest from private sources.



## INNOVATION

Pioneering the adaptive reuse of derelict public infrastructures, particularly highways, by transforming them into shared community/green space.



## COLLABORATION

Public-private partnership: the initial construction was half funded by the City and the other half raised privately.

Operations were managed by Friends of the High Line as a non-profit, with support from the New York City Department of Parks & Recreation.

Corporate financial support were sourced for the programmes held.



## EMPOWERMENT

Public participation was embedded from inception to completion.

Programmes continued to be designed and led by locals, including youths in participatory budgeting initiatives.

# #IP1

## Bow Garden Square



**Location**  
London



**Project Period**  
2012 - 2019



**Lead**  
Telford Homes,  
Poplar HARCA,  
London Borough of  
Tower Hamlets

### Project Background

Further to extensive consultation with local residents, Telford Homes, a private property developer, partnered with a local housing association and the London Borough of Tower Hamlets to regenerate the rundown Burdett Estate, where new homes and a primary school were much needed

### Programme Highlights

To bring together education, faith, housing, and the local community to support the cross-section of people who are now part of this new community, new community facilities were developed, including:

- **A new mosque**, which was handed over to the community to operate and expand its services.
- **A new school**, The St. Paul's Way Foundation School, which has a new sports hall that could double as a community centre outside of school hours, bringing old and new residents together and meeting community needs.

### Key Takeaways

- Engagement with community stakeholders were ongoing – many were involved from the consultation stage and proceeded to running the facilities post-construction.
- The example showcased the collaboration between a private developer and a Housing Association to regenerate a community.



### INNOVATION

Utilising opportunities from a housing project to address wider needs and create a real sense of community by working with local partners on software aspects including education, community and cultural developments



### COLLABORATION

Partnership between a private developer and community organisations: from devising the regeneration plan to overseeing the construction process and operating the community facilities post-construction.



### EMPOWERMENT

Resident consultation provided a much-needed platform for local residents to share their needs and aspirations as part of the regeneration project.

# #IP2 Singapore River One



**Location**  
Singapore



**Project Period**  
2012 - ongoing



**Lead**  
Urban Redevelopment  
Authority

## Project Background

Singapore's Urban Redevelopment Authority commissioned a business consultancy process to that in turn led to the development of a five-year business plan to enhance and promote the precinct (Robertson Quay, Clarke Quay and Boat Quay) through events, policy and advocacy, while enhancing overall property values within the nearby area.

## Programme Highlights

Singapore River One, a private-sector-led non-profit place management organisation curated:

- **Singapore River Festival**, an annual week-long festival that features performances and parades along the Singapore River.
- **Carpark Spaces Reimagined**, with 31 carparks repurposed into public spaces with parklets installation and monthly activities like music performances, in collaboration with Raffles Design Institute.
- **Mural installations** on the walls of back lanes and underpasses in the district.

## Key Takeaways

While the effort has been government-led, Singapore River One showed that collaboration can be fostered among private sector stakeholders with a shared vision for the neighbourhood and vested interests in upholding local values, both in social and economic terms.

Since Business Improvement District is still a relatively new concept and is under pilot stage in Singapore, the place manager still relies on public funding to sustain the initiatives; further considerations are required to make the project more financially sustainable.



## INNOVATION

Forging collaborations and connections between businesses to promote a precinct, and through which elevates Singapore's attractiveness as a destination.



## COLLABORATION

Collaboration between government and landlords in the precinct, e.g., CapitaLand to deliver projects to improve the business environment in the area.

Businesses are represented on the board of SRO as a collective decision-making body.



## EMPOWERMENT

Businesses are incentivised to play its part in improving the neighbourhood.

Students and local artists are recruited to design the streetscape and activation events to add vibrancy to the area.

# #IP3 University City District



## Location

Philadelphia



## Project Period

1996 - ongoing



## Lead

University of Pennsylvania,  
Drexel University,  
University of the Sciences

## Project Background

In the 1990s, Philadelphia faced significant challenges in addressing urban issues such as crime, poverty and wearing infrastructure because of budget constraints.

University City District was then founded in 1997 as a partnership of anchor academic institutions, small businesses and residents to revitalise the community and improve the quality of life in the city.

## Programme Highlights

**West Philadelphia Skills Initiative (WPSI)**, a job training initiative that connects unemployed local talents with Philadelphia employers; since its inception, 1500+ people have been trained and placed in 20+ organizations; the WPSI University was launched in 2022 to provide continued workplace education for the WPSI alumni.

**Just Spaces**, a web-based tool that allows the UCD and planners, designers and managers to measure and improve inclusivity and justice in their spaces through open source design.

**Green City Works**, a social venture that offers design-build-maintenance services and manages the public spaces within the District, e.g., The Porch at 30th Street Station.

**Project Rehab**, a free community-based initiative that guides property owners through the process of turning distressed properties into community assets – 61 properties were revamped since 2011.

## Key Takeaways

Academic institutions, often major employers in the district, can lead the way to fund and operate community investment initiatives to improve its economic vitality.

This may include investment in public space, connecting local income residents to careers, and promoting job growth and innovation.



## INNOVATION

Co-investing in the community as a consortium through funding support and curation of community revitalisation initiatives that bridge local talent with job opportunities.



## COLLABORATION

Private non-profit organisations working together to coordinate district initiatives and fill gaps in public services.

All partners are represented on the elected board that manages the district, and support the district through voluntary contributions.



## EMPOWERMENT

Underserved communities previously left behind by public social services can now find help through district initiatives curated.

- Members of the local community are invited to contribute ideas to public space improvement via the open source tool.

# #IP4 Neighbourhood Network @Tong De



**Location**  
Chengdu



**Project Period**  
Mar 2022 - ongoing



**Lead**  
Mu Ling Ke Ji  
(local technology  
startup)

## Project Background

Tong De is a neighbourhood located in Qingyang District, a core district of Chengdu.

It is also designated as the site for the second batch of rural-urban community governance trial as part of the provincial government's effort to promote new possibilities in neighbourhood governance.

Mu Ling Ke Ji (a local technology startup), through its own research, realized that residents have low understanding of the community's resources .

## Programme Highlights

Creation of the mobile app "Le Xiang Tong De", an online social network community that enables the 15-minute community life circle with the following services:

- **28 government services** that can now be completed online.
- **Community Life Circle** that allows shop owners and organizations to list their services and offerings.
- **A platform for volunteers** to connect with one another and conduct services together.

## Key Takeaways

Technology can be an effective tool to better visualize community resources and networks to promote social cohesion and enhance public services efficiency.

A scalable model to be duplicated in other neighbourhoods with localised content.



## INNOVATION

Leveraging technology to map out a 15-minute community life circle that allows residents and community stakeholders to understand services offered in their immediate proximity.



## COLLABORATION

Public-social enterprise partnership: the social enterprise to develop and execute the project with the intention to serve a common good.



## EMPOWERMENT

The platform made community services accessible to all residents, including the use of shared space that can now be done via self-service booking.

•Residents are able to initiate community service projects via the volunteers platform.

# #CPI Project House



## Location

Sheung Wan



## Project Period

July - September 2023



## Lead

One Bite Social

## Project Background

Located in the heart of Sheung Wan, Yau Kee Hop is a century-old, privately-owned Grade 3 historical building; the owner, decided to lend the building to One Bite Social for free to convert the space into a pop-up community space.

For One Bite, this project is a continuation of its Project House initiative, in which vacant stores were activated as pop-up spaces for communal events; with the belief that the community has much evolved after COVID-19, One Bite hopes to leverage this opportunity as a community “pulse check” to (re)discover what the community desires and needs.

## Programme Highlights

One Bite Social has engaged Caritas as the anchor community partner as it has multiple community centres around the area; the One Bite team then designed programmes based on frontline insights that Caritas shared, and reached out to other local partners to organise various types of activities, such as:

**Kindness Hour:** a communal space for residents and workers to enjoy lunch bought from nearby takeaway eateries

**Sheungwanese Shelf:** selling products from fellow local stores in Sheung Wan, for example, books from Mount Zero Books

**Workshops and events,** such as community stitch, movie screening, and music shows etc.

## Key Takeaways

Pop-up spaces can be a playground to test out social innovation ideas and act as a “community pulse check”.

The location of third spaces is a crucial factor – spaces located on the ground floor and in areas of high pedestrian activity are ideal because they are highly accessible and allows organic people-place interaction to take place

The Project Lead and the space’s neutrality are key to incentivise collaboration instead of competition between partner organisations.



## INNOVATION

Opening up new possibilities for privately-owned historic buildings to be transformed into communal third spaces that add to the neighbourhood’s vitality.



## COLLABORATION

Cross-disciplinary collaboration between social workers and architects as they both participated in programme design and execution.

Opportunity for staff from different Caritas centres to connect with each other and co-organise events at a larger scale



## EMPOWERMENT

The space acts as a neutral (safe)space for residents to connect and share their desires and needs with the community.

# #CP2 Tachikawa Children Future Center



**Location**  
Tokyo



**Project Period**  
2013 - ongoing



**Lead**  
Studio-L

## Project Background

Tachikawa is an area located in Western Tokyo, traditionally known as a commuters' hub, with a military air base nearby.

The Tachikawa City Hall has moved into a new building; this move created an opportunity for citizens to explore how to utilize a space that had previously served them for decades, and hence the former City Hall building was transformed into the Tachikawa Children Future Center.

## Programme Highlights

The Center is now jointly operated by a dozen of organizations with Studio-L being the coordinator to organize happenings and facilitate communication among the organizations, including:

**Child-rearing support** such as counseling and temporary childcare services for parents and a space for parents and children to mingle freely.

**Cultural happenings** at the Children's Culture and Arts School, Children's Library, Children's Art Gallery, Citizen Hall and Lounge, a multipurpose space for events, concerts and exhibitions, and Tachikawa Manga Park that offers manga-themed activities to visitors of all ages.

**Citizen Hall and Lounge:** a multipurpose space for events, concerts and exhibitions. **Tachikawa Manga Park:** offers manga-themed activities to visitors of all ages.

## Key Takeaways

Offering a wide variety of activities that cater to different age groups makes a space inviting.

Individuals, having acquired programme management and networking skills, can become active contributors to the space.



## INNOVATION

Transforming a public building into a community-driven leisure space suitable for all ages.



## COLLABORATION

While Studio-L acts as a coordinator, the operators come from various backgrounds including property management, architecture, government, local neighbourhood associations etc.



## EMPOWERMENT

Individuals not affiliated with any organizations can act as "activators" and support/plan programmes taking place at the Center after completing training courses.



# GLOSSARY

Key Terms	
<b>Area Development</b>	A project that is designed to support the development, may it be social, economic or infrastructural perspectives, of a designated area.
<b>Capacity Building</b>	Defined by the United Nations as the process to develop and strengthen the skills, instincts, abilities, processes, and resources that organisations and communities need to survive, adapt and thrive in a fast-changing world.
<b>Citizen Group Index</b>	A set of quantitative measures developed by SVhk to compare and contrast demographic profiles such as the age, ethnicity, and gender, of different citizens as stakeholders of a neighbourhood.
<b>Community</b>	A group of people and organisations that live and work within a shared neighbourhood; the group shares a sense of belonging to the neighbourhood though they might be of various socioeconomic backgrounds and upbringings.
<b>Community Curation</b>	The active management of “software” aspects of a neighbourhood in a way that bridges different perspectives within the locality, showcases content or events under a common set of themes, and sparks exchanges among diverse stakeholders within and surrounding the area.
<b>Community Making Directions</b>	Recommended guiding principles for stakeholders to follow throughout the community making and urban renewal process.
<b>Community Making Study</b>	A human-centred engagement study to understand community needs and aspirations in a changing neighbourhood, in the spirit of identifying common grounds and co-creating common values for its future developments as it undergoes transformations in physical and cultural forms.
<b>Community Opinion Leader (COL)</b>	An initiative piloted by SVhk to design new pathways to empower members of the community to become active contributor and a force for good in the neighbourhood they live in, e.g., as a community nanny, family game designer, green living butlers or fabric upcyclers.

Key Terms	
<b>Community Playbook</b>	A guidebook supported by illustrative examples on the strategies and plays adopted to activate a neighbourhood and its people, that may in turn help future pioneers apply similar principles to their own work.
<b>Demographics</b>	Statistics that are used to describe the population characteristics of a particular place, e.g., the average population age and gender ratio of Hong Kong.
<b>Exit-to-Community</b>	Originated from the startup world, exit-to-community is an effort for organisation owners/initiative organiser to “exit” their project by transferring the ownership of the project/entity back to the community it serves.
<b>Flagship Programme</b>	Major initiatives of a project that deepen the organiser’s established visions and directions on the subject; in the context of community making, it is expected to be launched as initiatives no shorter than 2-3 years that channel the visions and directions of the community based on earlier engagement insights; the programme should also observe the pillars of innovation, collaboration and empowerment under the concept of Community Making.
<b>Idea Bank</b>	A collection of ideas for a particular topic.
<b>Impact Value Chain</b>	A full chain of activities that is required to achieve the desired impact of the programme; the chain consists of five components: inputs, activities, outputs, outcomes, and impact.
<b>Maslow’s Hierarchy of Needs</b>	A psychological theory by American psychologist Abraham Maslow, outlining five layers of human needs that shape an individual’s behaviour; often depicted like a pyramid, the needs, presented in ascending order, include psychological needs, safety needs, love and belonging, self-esteem and self-actualisation.
<b>Placemaking</b>	A participatory process to create and transform public spaces in a way that captures the local community and its users’ needs and aspirations, with the aim to connect people and places while promoting urban vitality and holistic wellbeing of its people.

## Key Terms

<b>Place-based Impact</b>	A place-based approach to generating social impact for its communities considers the specific circumstances of a place, while engaging its community and stakeholders actively throughout development and implementation to ensure the efforts are rooted in what is local.
<b>Prototypes</b>	An early sample or simple model of a product or service that is built to test a concept.
<b>Pulse Check</b>	Regular check-in of any format, including but not limited to surveys, visits or focus groups with internal and external stakeholders to collect user and partner feedback as part of a programme review process.
<b>Quick-Win</b>	A project or improvement that provides a simple and visible change, with immediate benefit and can be delivered quickly; in the context of community making, this is an initiative that can be materialised and up-and-running within 12 months of initial engagement.
<b>Stakeholders</b>	Parties that have an interest in the neighbourhood(s) involved in the community making process.
<b>Theory of Change</b>	A set of descriptions/illustrations that summarises how the said programme or initiative leads to the desired goals and achievements; it is typically used to facilitate better programme planning to state the linkage between programmes and outcomes clearly, and formulate the basis for programme evaluation.
<b>Urban Life Preferences</b>	A quantitative analysis developed by SVhk to identify and prioritise the needs, values, and aspirations by citizen groups in relation to their living circle, often via interviews or surveys.
<b>Urban Progressing Visions</b>	A set of common visions to advance community making programme development based on local needs; Urban Progressing Visions is a term developed by SVhk with the intention to be used as tools for strategic discussion to steer different members of the community towards a common purpose, as well as a basis on which informed decisions can be made on how to proceed with implementing community making.

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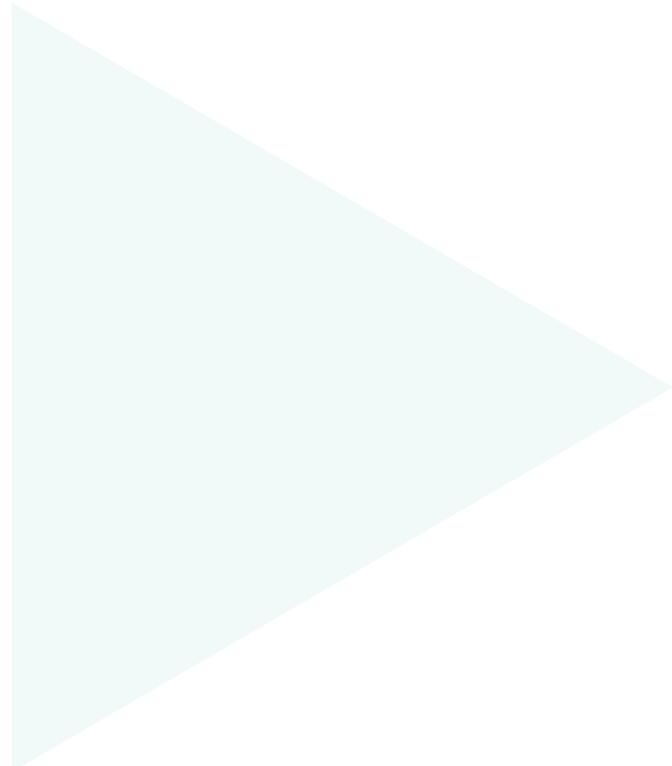
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