

# 社區



# 營造者



# 手冊



## THE COMMUNITY MAKERS' GUIDE

研究顧問  
Conducted by

委託機構  
Commissioned by

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**Svhk**  
Social Ventures Hong Kong

 市區重建局  
URBAN RENEWAL  
AUTHORITY

# 市區更新，就一定要破舊立新？

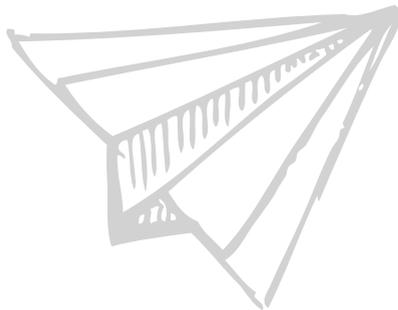
## Does creation have to begin with destruction?

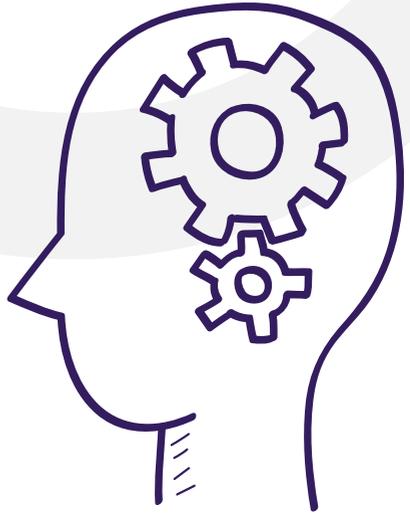
市區更新是一個讓社區重新檢視「人」與「地」之間的重要切入點。

要改造社區生活，除「硬件」以外，更需從「軟件」着手，結合市民需求、引進內外持份者協作，與區民一起建立互動、改善環境之餘亦能形成更強韌的互助氛圍，為城市演進帶來新動力。

因著士丹頓街/城皇街項目(H19)機遇，市區重建局(市建局)與香港社會創投基金(SVhk)於2018年首次合作，引領持份者參與，於區內試行以社區營造及與民參與的市區更新模式。

透過這次的經驗和累積，團隊借撰寫「社區營造者手冊」整合一套串聯社會創新及社區建設的方法，期望引發更多人和機構參與社區營造，指引一個社區發展的可能範型。





Urban Renewal often poses an opportunity for the community to reflect upon the relationship between people and places.

To advance community living, we have to think beyond “hardware” and leverage “software” to meet residents’ needs and introduce collaboration among stakeholders. By engaging residents, we could foster a resilient community where residents support one another while improving the environment at the same time, thereby breaking new grounds for organic growth of our city.

Social Ventures Hong Kong (SVhk) and the Urban Renewal Authority (URA) first came together with a shared belief in the power of communities to prototype a holistic, community making and public participatory approach to urban renewal at the URA’s Staunton Street/Shing Wong Street project (H19) in 2018.

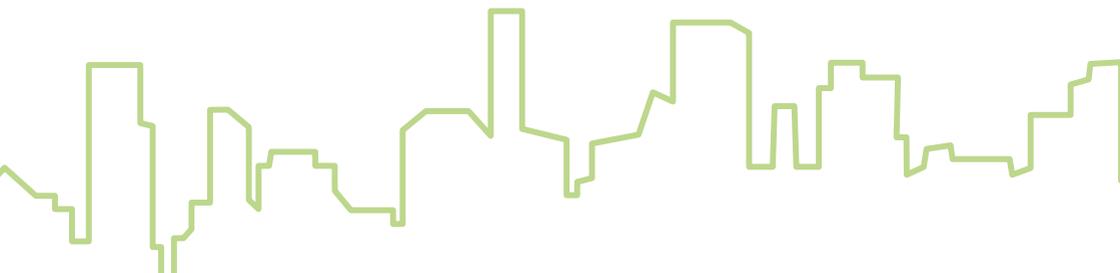
Through this Community Makers’ Guide, the team hopes to consolidate our approach, which connects social innovation with community building, into a model for neighbourhood development to inspire more people and organisations to join us on this journey of community making.

# 改變，由社區出發

## Changes starts with the community

「社區營造」是一套軟件及硬件共行的概念，以滿足社區需求和願望為前提，善用現有資源和區民自身專長，改善民生議題，共建一個能讓區民產生歸屬感並引以為傲的幸福基地。

「社區營造」(Community Making)和「地方營造」(Place Making) 相輔相成，推動居民參與，連結社區關係，共創以人為本的生活及社區空間。「地方營造」多以軟性手法改造「硬件」，例如社區空間環境，而「社區營造」則著意從區民需求及期盼起步，不一定從空間出發，只要是關心社區的個人或團體，即使沒有專業背景，都能由有心人自行策劃。





<b>人本創新</b> <b>INNOVATION</b>	<b>地緣協作</b> <b>COLLABORATION</b>	<b>民生共創</b> <b>EMPOWERMENT</b>
<p>過濾多元觀點,重新想像社區發展的各種可能</p> <p>Reimagining new possibilities for new urban neighbourhood through funnelling diverse community needs and aspirations</p>	<p>跨界別協作,連接社區資源共享</p> <p>Facilitating cross-sector collaborations to enable bridging and sharing of community assets and resources</p>	<p>無分你我,與街坊共創幸福社區生活</p> <p>Engaging community stakeholders as co-creators and contributors to activate the dream places we would like to live in</p>

Community Making is a framework that combines hardware with software to realise the aspiration to build thriving communities that caters to the needs and desires of people within the community and reconnect them with the place itself.

Community Making as a concept complements placemaking efforts in which “hardware” such as spatial and landscape design takes the center stage - it focuses on organic relationship and does not have to be triggered by a need for physical transformation. Community making may also be grassroots-driven as it can be initiated by anyone or any groups who care for the community.



# 4C 社區營造策略

社區營造者耐心經營與各區民與持份者之間的關係，由理念出發，確立共同目標，合力創造解決社區問題及成就未來遠景的各種協作可能。透過身體力行，努力聯繫區民和潛在社區夥伴，一步步用行動去創造可能帶來的改變，釋放更大的可能性。

4C社區營造策略提倡以「聚、創、合、傳」方式編織社區網絡，圍繞成一個無限符號，隱喻社區營造是不斷處於動態之中的學習旅程，也象徵社區演進的持續循環、生生不息。



# 4C Community Making Approach

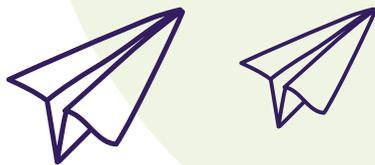
Community Makers go beyond relationship established with local residents and stakeholders. Starting from devising common visions, all come together to co-create possible collaborations to tackle neighbourhood challenges and realise common aspirations. It is a hands-on approach that connects residents with potential community partners to start with small steps and create possibilities.

The 4C Community Making Approach is a cyclical framework that resembles the infinity sign – signifying that this is a constant and dynamic journey. It also symbolises the continuity and vitality of community evolution.



- C3.1** 促成深化項目  
**PROGRESS** with structured programmes
- C3.2** 引進專業參與  
**BRING-IN** partners with local or topical expertise
- C3.3** 優化計劃設計  
**FINETUNE** design with new insights
- C3.4** 培育在地夥伴  
**NURTURE** community champions and partners
- C4.1** 審視策略遠景  
**REAFFIRM** project endgame
- C4.2** 確立持續模式  
**IDENTIFY** sustainable models
- C4.3** 建立營運能力  
**BUILD** capacity in the community
- C4.4** 引領廣泛採納  
**PAVE** way for wider adoption

# 聚 人 CONVERGE



社區營造者首要與區內持份者建立關係，由零開始，虛心聆聽區內持份者意見，重新審視區內社區脈搏和街坊需求。建議靈活善用多元模式導入區民參與，分享生活經歷、需求和遠景，並作出歸納，從而擬定共同願景。

收集社區情報途徑包括：

## 1 桌面研究：

通過分析公開文件和媒體報導以瞭解當區歷史和社會經濟狀況

## 2 持份者分析：

點出區內人際網絡、各持份者的身份與角色及重要社群與區民習慣和特徵。

## 3 流動展覽和街站：

建立和居民、在附近工作的人群和遊客的直接溝通渠道

## 4 見面討論：

通過與地區持份者深入對談和討論，匯集意見，探索他們對區內社區問題和機遇的個人意見，和對未來地區發展的初步想像



利用便利貼，讓社區持份者各抒己見  
Capturing diverse views  
in the community through  
open brainstorming



As community makers had just arrived, the team shall start from the ground up to build relationship with stakeholders and review community needs. At this stage, teams shall focus on exploring the stakeholders' living experiences, needs and aspirations and capturing diverse views on the neighbourhood itself. A range of research tools can be utilised to develop a holistic understanding of the neighbourhood in order to devise a set of common visions:

**1 Desktop research:**  
socioeconomic context of the area by analysing literature and media coverage

**2 Stakeholder mapping:**  
identifying the network of people and past contacts

**3 Mobile exhibition and street booths:**  
enabling direct conversations with residents, workers and tourists to expand the reach of the engagement exercise

**4 Interviews:**  
in-depth conversations and discussions with key stakeholders to uncover first-hand experiences and develop initial wish list for the area's future development



# 創 COCREATE



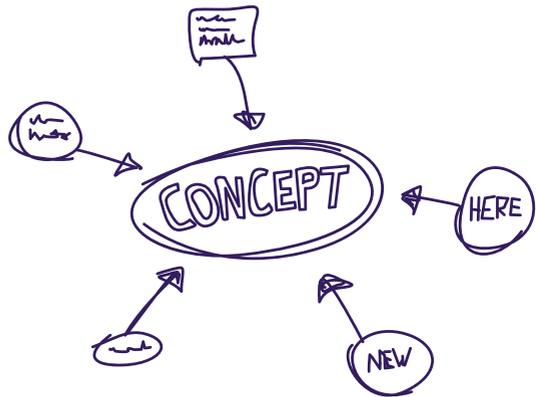
社區苗圃及社區壁畫為H19其中兩個試點項目，緣自團隊從社區收集得來的點子  
Community Farm and Community Mural were some of the pilot projects  
implemented at the H19 site inspired by community feedback received

通過工作坊等互動式交流，社區營造者可就先前擬定的共同願景收集反饋。同時，亦可開始連接區內外持份者，就區民提出的社區問題集思廣益，發揮民間創意，共同設計以不同方式嘗試去解決問題。過程中不忘把持份者提出的想法、例子分類，逐漸建立社區議題的點子庫並多作聯想，整理成點子庫和潛在合作夥伴名單，方便隨時提取，籌備未來將創新主意轉化為行動。

執行項目時，可優先制定原型概念(Prototype)以計劃希望達到的影響(Expected Impact)和資源投放(Expected Effort)為考量軸心，透過短期活動或社區實驗，鼓勵不同持份者參與其中，並在實踐中學習，為後續中長期項目打下基礎。

By hosting interactive exchanges like workshops, community makers can gather feedback and keep stakeholders informed about the proposed common visions. At the same time, the team may approach both internal and external stakeholders to collect ideas and co-design ways to solve the challenges that the community is facing. Throughout the process, don't forget to categorise these ideas and inspirations and start building a depository of ideas. Consolidate them into an idea bank and a list of potential partners to develop a plan to turn innovative ideas into action whenever it is ready.

Make your first move with prototypes with consideration to expected impact and expected effort, and learn as you go! Observe community feedback through short-term activities and community experiments to lay the foundation for longer-term projects in the future.



C2.1	C2.2	C2.3	C2.4
<b>確認共識方案</b> <b>VALIDATE</b> Proposals	<b>想像創新點子</b> <b>IMAGINE</b> creative ideas	<b>優先速贏方案</b> <b>PRIORITISE</b> quick-wins	<b>試行原型概念</b> <b>PROTOTYPE</b> concepts



# COLLABORATE



居住在中西區超過五十年的劉生劉太由H19社區苗圃的一開始已經積極參與社區營造活動，亦成為了社區貢獻者。

Mr & Mrs Lau - having lived in the Central and Western District for more than five decades, they were actively involved in the community making process since the start of community farms at H19 and have become the community champions

苗圃以外，居民自發發起Go Green計劃，在社區放置「共享花卉」以美化社區環境。

Apart from the Community Farm, residents at H19 initiated a "Go Green" initiative to embellish the environment through placing plants around the neighbourhood.



在試行過程中，社區營造者應細心觀察社區反饋，檢視改善空間，將有潛質的試行計劃發展成深化項目。隨著計劃規模變大，需要的資源和考量亦會相應增加，社區營造者可考慮引進其他區內外的持份者和專業人士參與，諮詢意見和經驗，亦可引入不同形式的社區資源，定期評估項目進度，適時作出調整及優化原型概念或其他長遠社區營造項目。

區民透過社區參與中增加對自己社區的歸屬感和責任感，一起貢獻興趣和專長，形成互助網絡。社區營造者多鼓勵地區組織成為夥伴和培訓在地街坊成為社區貢獻者，逐步在社區營造項目擔當重要角色，累積經驗，為未來社區推動多元協作(Flagship)及中長遠發展凝聚力量。



Building on experiences from the co-creation stage, community makers may create longer term, structured programmes from high-potential prototypes by incorporating community feedback. As more resources are required, community makers may look to new topical experts for additional support and advice. Try mobilising different forms of resources to activate the programme and conduct timely reviews as the initiative takes place.

A sense of shared ownership is crucial in the continued partnership between community makers and local residents/stakeholders. Through participating in community initiatives, residents gain a stronger sense of belonging and commitment to the neighbourhood. They would be motivated to contribute their interests and talents to form a mutual support network in the neighbourhood. Community Makers shall encourage and empower neighbourhoods and local grassroots organisations to step up and become active contributors, shoulder responsibilities and accumulate experience to develop a talent pipeline for motivation of pilot Flagship and long term development of the neighbourhood.

C3.1

**促成深化項目  
PROGRESS**

with structured programmes

C3.2

**引進專業參與  
BRING-IN**

partners with local or topical expertise

C3.3

**優化計劃設計  
FINETUNE**

design with new insights

C3.4

**培育在地夥伴  
NURTURE**

community champions and partners

# 傳 CONVERT



經過幾年來的社區營造活動，H19周圍社區的區民和小店逐漸建立獨有氛圍，社區生機盎然  
Residents and local businesses around the H19 area form bonds with one another via community making activities - the community is now thriving with visitors and locals alike!

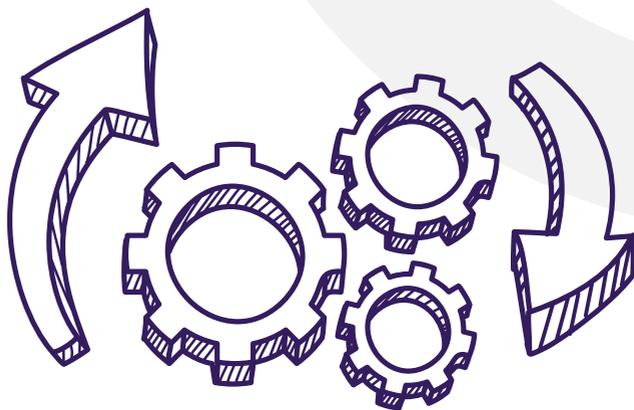


社區營造源於社區生活本身，隨着社區不斷演變，亦象徵著社區營造工作永遠未能劃上句號。

對社區營造者而言，這個沒有終點的行動需要同區民與在地夥伴的持續接力而傳承。透過培訓、諮詢、跨區交流等培力工作，社區營造者可逐步由推手，轉型成為社區的培力者、陪伴者、倡議者，以不同角色，從後支援區內夥伴或街坊鄰里推動未來創新可能，成就他們成為下一代社區營造者，繼續實踐社區營造之路。

As community making comes from our living experience and communities always evolve, we will never be able to put a fullstop to it.

What does it mean for a community maker? It means that community making requires residents and community partners to take on the mantle to sustain the legacy. Through providing tailored training, advisory support, learning-by-doing opportunities, and open sharing sessions, a smooth transition can take place for the community to rise up and get ready for the challenge. Then the team may switch from being an initiator to an enabler, companion or even an advocate to continue support partners and gaaifongs to push for new possibilities and become the next generation of community makers to continue this journey of community making.



C4.1

審視策略遠景  
**REAFFIRM**  
project endgame

C4.2

確立持續模式  
**IDENTIFY**  
sustainable  
models

C4.3

建立營運能力  
**BUILD**  
capacity in the  
community

C4.4

引領廣泛採納  
**PAVE**  
way for wider  
adoption

# 社區更新的未來進行式： 藉「營造」去「創生」

## The future of Community Making: from curation to co-creation



**社區視角：**  
**As a community  
organizer:**

社區工作者及地區組織最能掌握社區脈搏，可多與其他夥伴分享前線經驗及街坊情報，共商協作可能，帶動其他機構投入資源，加持社區創新工作效益。

Think about how you can do more with less by bridging partnerships and fostering service innovation! Reach out to unlikely partners to spark new ideas in developing possible prototypes



**小店視角：**  
**As a local shop:**

與社區進行多於那種一買一賣的互動，亦可善用現有或未充分利用的資源，如店舖閒置空間或非繁忙時段，化身成為聚腳點，展示社區價值。

Rethink how existing, or underutilised resources can be leveraged to achieve collective impact starting with engaging community members beyond commercial transactions



## 發展視角： As a developer:

籌備發展項目時，多思考從當區持份者角度出發，了解經驗痛點和對未來發展的願景，以及物業和設施如何能為周邊社區帶來正面影響。定期直接和社區持份者接觸交流都有助共建互信關係。

Think about how the visions and concepts 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 neighbourhoods. Obtain senior management buy-in but also ensure direct contact with stakeholders to sustain a trusting relationship with them!



## 公共機構視角： As a public agency:

在設計及推行社區營造項目時，在硬件及軟件規劃上留白，提供機會廣納區民參與之餘，亦為意想不到的狀況預留發展空間。

Practice co-creation in the design and implementation of community making initiatives and act as a platform builder to pool resources to achieve common goals



## 居民視角： As a resident:

保持一顆開放的心，由自己出發，多留意及關心自己地方的未來發展需要，探索參與社區的不同方式。

Embrace an experimental mindset to explore ways to engage in community initiatives and build a thriving neighbourhood with your own hands

# 社區進化萬花筒

## Other possibilities for community change

放眼世界，對社區創生有興趣的你也可以參考以下例子：  
Inspirations around the world



### East Lake Foundation

東湖基金會自成立以來以「社區四分衛」自居，連結東湖社區網絡和社福資源，激活東湖社區。計劃推行多年，為「Purpose Built Communities」模式的始祖

A community revitalisation effort that laid the foundation for the Purpose Built Communities model that creates thriving neighbourhoods through a “Community Quarterback” nonprofit



### Helsinki Lab

赫爾辛基市政府將設計融入都市設計，以參與式設計令市政能確實回應市民需求，確立生活品質

A government initiative that integrates participatory design into urban planning to ensure a better living experience for its citizens



### CultureHouse Peabody

經營快閃社區空間以重燃城鎮大街活力

Activate downtown vibrancy through pop-up community space



### Taipei Open Green | 臺北市 Open Green 打開綠生活計畫

讓社區自主改善公共空間的公開提案計劃，通過網絡串連和專業人士的輔助，令居民對空間使用產生新想像

Enabling communities to activate various scales of public open space via open calls



### Ieshima 家島專案

日本社區設計先驅Studio-L工作室在家島群島深耕細作十年，從田野調查開始，再以設計師身分支援居民開始自發組織社區活動。居民慢慢培養自力發展社區的能力，更自立門戶，以獨立NGO的身分持續推動家島旅遊業和社區復興。

Studio-L spent a decade in Ieshima Islands to revitalise the community. From conducting extensive fieldwork to coaching villagers to lead community initiatives, the villagers eventually were able to set up a separate nonprofit entity to carry on the work to promote tourism and revitalisation work.

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程尋香港  
香港青年協會  
香港新聞博覽館  
英皇書院同學會小學  
要有光  
老友記  
O2 Hair Salon  
元創方  
灌橋環保  
東華三院  
非常香港  
香港西區婦女福利會松鶴老人中心  
YB21  
金堅大廈業主立案法團  
寶華軒業主立案法團

2Gather  
Catholic Mission School  
Central & Western District Council  
Central & Western District Office  
Central 30 Houses Kai Fong Yu Lan Association  
Friends of the 30 Houses Neighbourhood  
Chinese YMCA  
Hide & SeeK  
Hong Kong Federation of Youth Groups  
Hong Kong News Expo  
King' s College Old Boys' Association Primary School  
Light Be  
Lo Yau Kee  
O2 Hair Salon  
PMQ  
Reconnect  
Tung Wah Group of Hospitals  
VeryHK  
WWCWDHK Chung Hok Elderly Centre  
YB21  
Incorporated Owners of Kam Kin Mansion  
Incorporated Owners of Casa Bella

設計 Design  
Madiff Design

