



土地發展公司總裁石禮謙先生及鷹君集團有限公司副主席兼董事總經理羅嘉瑞先生在土地發展公司展覽中心內向香港特區行政長官董建華先生介紹亞皆老街／上海街重建計劃的進展。

LDC Chief Executive Mr Abraham Razack and Great Eagle Co. Ltd Deputy Chairman / Managing Director Dr K S Lo explain to HKSAR Chief Executive, The Honourable Mr Tung Chee-hwa the progress of the Argyle Street / Shanghai Street project at the LDC Exhibition Centre.

過 去一年，雖然香港的經濟表現疲弱，但土地發展公司的多項重建項目都取得相當進展。以下是公司本年度的工作報告。

主要項目

中環中心是公司本年度完成的一項主要項目，是與長江實業（集團）有限公司合作發展的。它是一幢樓高八十層的摩天大廈，為中區提供十二萬二千平方米的甲級寫字樓，另有六千平方米景致宜人的休憩花園，供市民享用。公司將花園命名為**長發花園**，獻給香港市民，與市民共同分享市區重建成果。

Despite Hong Kong's ailing economy during the past year, the Land Development Corporation (LDC) continued to record steady progress in implementing its various urban renewal projects. Presented here is the Corporation's work during the year under review.

FLAGSHIP PROJECTS

The Corporation successfully completed **The Center**, a flagship project which was jointly developed by LDC and Cheung Kong (Holdings) Ltd. This redevelopment, an 80-storey high skyscraper, offers 122,000 square metres of Grade A office space in Central district and provides 6,000 square metres of landscaped garden for the public to enjoy. Named the "**LDC Cheung Kong Garden**" the Corporation dedicated it as a gift to the people of Hong Kong.



◀ 署理行政長官陳方安生巡視荃灣市中心重建計劃，途中與一少年交談，該少年居住在一個地舖後巷的僭建閣樓。 Acting HKSAR Chief Executive, The Honourable Mrs Anson Chan speaks to a young boy who lives in a cockloft shelter illegally constructed behind a ground-floor shop in Tsuen Wan.



署理行政長官陳方安生與荃灣一位天台住客交談。中為公司總裁 ▶ 石禮謙先生。

Acting HKSAR Chief Executive, The Honourable Mrs Anson Chan, chats with a rooftop dweller in Tsuen Wan. In the centre is LDC Chief Executive Mr Abraham Razack.

一九九九年四月十九日，香港特別行政區行政長官董建華先生為長發花園主持開幕禮。適逢今年是國際長者年，公司邀請了中西區二百多名長者出席典禮。他們曾為香港繁榮貢獻一生最寶貴的光陰，公司藉此機會向他們表達衷心的感謝及敬意。

The HKSAR Chief Executive, The Honourable Mr Tung Chee-hwa, declared open the LDC Cheung Kong Garden on 19 April 1999. To tie in with the International Year of Older Persons, the LDC invited over 200 of these people from the Central and Western district to participate in the event as an expression of the Corporation's appreciation of their contribution during the prime of their lives to the prosperity of Hong Kong.

新紀元廣場為公司另一主要重建項目，是與新世界發展有限公司聯營發展的。廣場

The Grand Millennium Plaza, another LDC flagship redevelopment, was jointly developed with New World Development Company Ltd. The 3,365-square-metre landscaped garden of the Grand Millennium Plaza was opened to the public on 24 June 1998.



日間幼兒園是中環中心提供的其中一項社區設施，已於一九九八年十二月正式啟用。

The day nursery, one of the GIC facilities at The Center, was opened in December 1998.

The Center and the Grand Millennium Plaza, besides providing public open space and revitalising the area, have set aside 3,600 square metres for Government, Institution and Community



在公司總裁石禮謙先生(左二)陪同下，財政司司長曾蔭權先生(右二)探訪受荃灣中心重建計劃影響的居民。
The Financial Secretary, The Honourable Mr Donald Tsang (second from right), accompanied by LDC Chief Executive Mr Abraham Razack (second from left), visiting one of the affected residents in the Tsuen Wan Town Centre redevelopment project.

建有花園，面積達三千三百六十五平方米，景觀美麗，於一九九八年六月二十四日開放予市民使用。

除了重建殘破舊區及增闢公眾休憩用地外，中環中心和新紀元廣場更撥出三千六百平方米的地方，作為政府、團體及社區設施用途，其中包括日間幼兒園、專業學會聯合事務處、旅客諮詢服務中心、樓宇管理資源中心、青年義工網絡辦事處、領袖訓練中心、家務助理服務中心及婚姻輔導中心。

中環中心及新紀元廣場足以印證公營及私人機構的衷誠合作，確能為社區帶來明顯益處。

土地發展公司展覽中心： 「市區重建，以人為本」

香港的市區老化情況相當嚴重，為了提高公眾對舊區問題的了解及對市區重建的支持，公司於中環中心總部設立了一個展覽中心。

(GIC) facilities. These include a day nursery, a joint professional centre, a visitor information & services centre, a building management resources centre, a youth voluntary network office and leadership training centre, a home help centre and a marriage advisory council office.

The Center and the Grand Millennium Plaza demonstrate that the public and private sector can work together to bring clear benefits to the community.

LDC EXHIBITION CENTRE: CARING APPROACH TO URBAN RENEWAL

The Corporation has sought to promote greater public awareness of the serious problem of urban decay and to generate wider support for urban renewal. Towards this end, the LDC set up a purpose-built exhibition centre at the Corporation's headquarters in The Center.

The LDC Exhibition Centre was officially opened by the HKSAR Chief Executive, The Honourable Mr Tung Chee-hwa, on 19 April 1999. The exhibition has for its theme the Corporation's "Caring Approach to Urban Renewal." It unveils to the public a comprehensive presentation about the urban slums of the 90's, the LDC's work during the past 11 years, and the benefits of urban renewal. It also



一群學生在土地發展公司展覽中心內觀看籠屋居民的模型。
A group of students examining a mock-up of a cage-home resident at the LDC Exhibition Centre.



民主黨成員鄺國全先生及陳國樑先生（左二及左三）參觀土地發展公司展覽中心。
Democratic Party members Mr Kwong Kwok-chuen and Mr Chan Kwok-leung (second and third from left) visited the LDC Exhibition Centre.

展覽中心承蒙行政長官董建華先生於一九九九年四月十九日親臨主持開幕禮。展覽中心的主題為「市區重建，以人為本」，為市民大眾全面剖析九十年代的殘破舊區情況、公司過去十一年的工作，以及市區重建帶來的益處。參觀人士更可親身感受破落舊區惡劣居住環境的「實況」。

自一九九九年四月啟用以來，土地發展公司展覽中心共接待超過六千名訪客，當中包括學生、學者、專業團體、社區組織、政府官員、立法會議員、區議員及其他市民大眾。

新重建項目

一九九八年一月公司宣佈二十二項優先重建計劃，這些重建計劃均是公司在一九九七年中進行的市區重建策略研究所確認的。根據土地發展公司條例，公司必須按照審慎商業原則運作，所以公司當時已經清楚表明這些項目必須得到私人發展商的參與，才可開展物業收購。

在亞洲金融風暴及物業市道下調的影響下，私人發展商對聯營發展重建項目的興

presents a “real-life” scenario for visitors to experience the living environment in a dilapidated building.

Since its opening in April 1999, the LDC Exhibition Centre has received over 6,000 visitors including students, academics, professional organisations, community and social groups, government officials, Legislative Councillors, District Board members and the general public.

NEW PROJECTS

In January 1998 the Corporation announced 22 new priority projects that had been identified by LDC's District Urban Renewal Studies carried out in mid-1997. In keeping with the Land Development Corporation Ordinance which stipulates that the Corporation must operate on prudent commercial principles, we clearly stated that it was necessary to secure joint development partners before any acquisition work could begin.

The Asian financial turmoil and the downturn of the property market had dampened the enthusiasm of the private sector towards joint redevelopments. As a consequence, the Corporation was forced to reschedule some of the new projects whose financial viability had been adversely affected.

Despite this, the Corporation was able to secure through an open and competitive tendering procedure satisfactory returns from the private sector for four projects. The projects are: **Cherry Street, Lee Tung Street/McGregor Street, Johnston Road and Wing Lee Street/Staunton Street.** The Corporation, meanwhile, will continue to seek joint development partners for the remaining 18 projects as and when the market improves.



規劃環境地政局副局長 (市區重建及屋宇) 余志穩先生 (左)，公司總裁石禮謙先生 (中) 及規劃署助理署長 (市區重建) 李黎碧嫻女士 (右) 探訪公司位於豉油街的安置物業時與幾位小住客會面。 Deputy Secretary (UR & B) of Planning, Environment and Lands Bureau, Mr Stephen Fisher (left), LDC Chief Executive Mr Abraham Razack (centre) and Assistant Director (UR) of Planning Department, Mrs June Li (right) meeting some of the children in LDC's rehousing property at Soy Street during a visit.

趣大減。由於部份新項目的財務可行性因經濟逆轉而受到影響，公司惟有調整推行這些項目的時間表。

雖然如此，公司仍為新項目公開招標，並得到發展商對其中四個發展計劃表示興趣，這些項目為櫻桃街，利東街／麥加力歌街，莊士敦道及永利街／士丹頓街。當市場情況改善時，公司會繼續為其餘的十八個項目找尋合作伙伴。

規劃進度

規劃方面，公司在許多新的項目中，取得相當進展。一九九九年二月十二日，城市規劃委員會 (城規會) 批准中區卑利街／嘉咸街與第一街／第二街，以及大角咀之櫻桃街重建計劃之發展草圖，並且刊登憲報。櫻桃街的發展計劃亦於一九九九年六月二十二日得到行政長官會同行政會議批准。

一九九八年六月五日，城規會批准公司位於灣仔之皇后大道東重建項目的更改土地用途申請，由住宅轉為商業用地。至於在

PLANNING PROGRESS

On the planning front, the Corporation made progress on a number of new projects. On 12 February 1999, the Town Planning Board (TPB) approved and gazetted the draft scheme plans of Peel Street/Graham Street and First Street/Second Street projects in Central, and the Cherry Street project in Tai Kok Tsui. The Chief Executive in Council approved on 22 June 1999 the development scheme plan of the Cherry Street project.

The TPB approved on 5 June 1998 LDC's application for change of land use from residential to commercial in the Queen's Road East project, the first of three redevelopment projects in Wan Chai. In the remaining two projects in Lee Tung Street/McGregor Street and Johnston Road, the TPB gave its approval for the draft scheme plans on 28 August 1998 and 30 October 1998 respectively.

The draft scheme plan of the Wing Lee Street/Staunton Street project in Central was forwarded to the Secretary for Planning, Environment and Lands (SPEL) in April 1998 for submission to the TPB for consideration. In July 1998, SPEL advised the Corporation to solicit the interest of the owners to participate



受荃灣市中心重建計劃及堅尼地城新海旁重建計劃影響而選擇安置的租戶，在編配安置單位時，可獲三次抽籤機會。 Eligible tenants of Tsuen Wan Town Centre and Kennedy Town New Praya redevelopment projects who opt for rehousing are entitled to three balloting chances for allocation of rehousing units.



公司總裁石禮謙先生（中）會見受荃灣市中心重建計劃影響的天台業主代表，陪同者為行政會議成員譚耀宗先生（左）。
LDC Chief Executive Mr Abraham Razack (centre) received a representation from rooftop owners affected by LDC's Tsuen Wan Town Centre redevelopment project, who were accompanied by Executive Council member Mr Tam Yiu-chung (left).

灣仔區的其他兩個項目，即**利東街／麥加利歌街**及**莊士敦道**，城規會亦分別於一九九八年八月二十八日及十月三十日通過有關發展草圖。

一九九八年四月，公司將中區**永利街／士丹頓街**重建項目的發展草圖呈交規劃環境地政局審批，以便安排呈交城規會考慮。一九九八年七月，規劃環境地政局局長建議公司徵求業主參與發展的意向。公司將於稍後呈交新方案。

荃灣及堅尼地城重建項目

一九九七年，當公司決定推行**荃灣市中心**及**堅尼地城新海旁**重建計劃時，完全理解將要面對的困難及挑戰。然而，公司毅然承擔起此項社會責任，為居住在擠迫及殘破樓宇的逾萬名居民，改善其生活環境。

荃灣市中心重建計劃地盤面積超過兩萬平方米，範圍包括沙咀道、西樓街、禾笛街、新村街、大河道、河背街及楊屋道，涉及業權七百七十個，受影響家庭二千九百戶，共八千名居民。

in the scheme. The Corporation will make a fresh submission to SPEL in due course.

TSUEN WAN AND KENNEDY TOWN REDEVELOPMENT PROJECTS

When the LDC undertook in 1997 the Tsuen Wan Town Centre and Kennedy Town New Praya redevelopment projects, it was fully aware of the complexity and challenges ahead. Even so, the Corporation decided to shoulder this social responsibility to bring relief to over 10,000 residents living in crowded and dilapidated buildings.

The Tsuen Wan Town Centre project covers an area of over 20,000 square metres. It is bounded by Sha Tsui Road, Sai Lau Street, Wo Tik Street, San Tsuen Street, Tai Ho Road, Ho Pui Street and Yeung Uk Road. A total of 770 property interests are involved affecting 2,900 households, or 8,000 people.



公司總裁石禮謙先生聆聽一位受荃灣市中心重建計劃影響居民的心聲。
LDC Chief Executive Mr Abraham Razack listens to the concerns of one of the affected residents of the Tsuen Wan Town Centre redevelopment project.

Most of the buildings, built in the early '60s, are 40 years old and deteriorated because of neglect and poor maintenance. Because of their cheap rents, they tended to attract new immigrants and old people resulting in overcrowding and a worsening of the environment. Cooped up in tiny, partitioned cubicles and cocklofts, there were as many as 29 households in one of these 800 square feet units. A considerable number took shelter in illegal rooftop squatter huts.



公司總裁石禮謙先生探訪受荃灣市中心重建計劃影響的居民。
LDC Chief Executive Mr Abraham Razack at one of the home visits to affected residents of the Tsuen Wan Town Centre redevelopment project.

重建區內樓宇大部份建於六十年代初，樓齡四十年，而且缺乏維修保養，以致破舊不堪。由於租金低廉，吸引不少新移民及老人居住，令擠迫的居住環境更加惡劣。居民擠住在狹小的板間房和閣樓，其中一個八百呎的單位，竟然住了二十九戶人家。更有不少居民棲身於天台上的僑建木屋。

堅尼地城新海旁重建計劃範圍內的情況亦同樣惡劣。樓宇破舊、擁擠，居住環境達

The situation in the Kennedy Town New Praya redevelopment site was equally distressing. Overcrowding in most buildings in various stages of dilapidation made living conditions there intolerable and unacceptable. The Kennedy Town New Praya site, measuring 6,000 square metres, is bounded by Cadogan Street, Belcher's Street, Davis Street, Catchick Street and Kennedy Town New Praya. There are 310 property interests involving some 800 households, or 2,400 people.

Work on these two projects began in July 1997. So far, about 88% of the 770 property interests affected by the Tsuen Wan Town Centre project and 84% of 310 property interests affected by Kennedy Town New Praya project have been acquired at a total acquisition cost of about \$6 billion. The high success rate in property acquisition within a year can be attributed to the Corporation's fair and reasonable acquisition terms. Resumption applications for the remaining interests were submitted in June 1998.

The Corporation screened about 2,200 tenanted households affected by the Tsuen Wan Town Centre and Kennedy Town New Praya projects. In Tsuen Wan, of the 1,800 affected households handled so far, over 550 accepted rehousing while about 1,200 accepted cash compensation. In Kennedy Town,



畫家筆下的荃灣市中心重建計劃及景致宜人的休憩用地。
An artist's impression of the Tsuen Wan Town Centre redevelopment and its landscaped open space.

到難以忍受的水平。堅尼地城新海旁重建範圍包括加多近街、卑路乍街、爹核士街、吉席街及堅尼地城新海旁，面積達六千平方米，涉及業權三百一十個，受影響家庭八百戶，合共二千四百人。

自一九九七年七月推行這兩項計劃以來，公司已成功收購了荃灣市中心重建計劃內七百七十個業權的百分之八十八，以及受堅尼地城新海旁重建項目影響三百一十個業權的百分之八十四。收購物業的總金額約為六十億元。公司能夠一年內取得如此成功的收購比率，實有賴公司公平及合理



堅尼地城新海旁重建計劃未來發展，包括廣大的休憩用地，供市民享用。

An artist's view of the Kennedy Town New Praya redevelopment and its ample open space for the public to enjoy.

的收購政策。一九九八年六月，公司向政府提出收地申請，以收回其餘的物業業權。

公司亦分別審查了受荃灣市中心和堅尼地城新海旁重建計劃影響的二千二百個租戶。至今荃灣的一千八百個已處理的租戶當中，超過五百五十戶接受安置，約一千二百戶接受現金補償。堅尼地城方面，四百個已處理的租戶中，超過一百三十戶接受了安置，約二百三十戶接受現金補償。

of the 400 affected households handled, over 130 accepted rehousing and around 230 accepted cash compensation.

As in the past 11 years, the LDC is pledged to ensure that no eligible tenants are made homeless as a result of its redevelopment. Taking into consideration the concerns and views of affected tenants and social groups, the Corporation devised a fair and reasonable balloting system for the allocation of rehousing units. The Corporation also considered hardship cases of some eligible tenants and allowed them direct allocation of rehousing units on compassionate grounds.



皇后街重建計劃提供三幢優質住宅大廈及一幢社區設施大樓。
 The Queen Street redevelopment will provide three residential towers and a purpose-built GIC building.

正如過去十一年一樣，公司承諾不會有合安置資格的租客因公司的重建計劃而無家可歸。公司考慮過受影響租戶及社會團體的意見後，設立了一套公平合理的抽籤程序，以分配安置單位。公司亦會考慮特殊個案，為遭遇困境而符合安置資格的租戶，安排直接配屋。

作為關心居民的機構，公司經常與受影響居民保持密切聯絡，以確保他們的疑慮及困難得到適當處理。去年，公司職員在荃灣及堅尼地城重建區內共進行了二百五十多次家庭探訪，與居民舉行大小會議達五十次。

The Corporation, being a caring organisation, maintains close contact with affected residents to ensure that their concerns and problems are duly considered. During the past year, the Corporation's staff conducted some 250 home visits to the two project sites and held some 50 meetings with the residents.

PROGRESS OF PROJECTS ON HONG KONG ISLAND

Demolition work of the **Queen Street** redevelopment has been completed and foundation works have started. The Town Planning Board approved the revised Master Layout Plan for full residential development on 11 December 1998. The Corporation is discussing land grant and premium matters with the Government.

The Queen Street redevelopment covering 8,000 square metres, will provide 1,148 quality residential units and 370 square metres of commercial space. A purpose-built GIC building will be included within the redevelopment. A total 5,400 square metres of GIC area will be provided to accommodate a single-person hostel, a care and attention home, a day nursery, a social centre for the elderly, a hostel for the mentally handicapped and a cooked food centre. The project will also have 4,300 square metres of public open space.

In the **Wan Chai Road/Tai Yuen Street** project, the Corporation acquired 214 property interests, representing 89% of the total 241 interests. A resumption application was submitted in September 1997. So far, 230 domestic tenanted households were either rehoused or given cash compensation.

The existing Wan Chai Market has recently been refurbished to accommodate stall operators from the temporary market until a modern and air-conditioned market complex is completed as part of the redevelopment. The project will also provide a landscaped open space of 3,200 square metres.

港島區項目進展

皇后街重建項目的清拆工程已經完成，現時正進行地基工程。一九九八年十二月十一日，城市規劃委員會通過總綱發展藍圖的修訂，改為住宅發展。公司現正與政府商討批地及補地價事宜。

皇后街重建項目佔地八千平方米，將興建一千一百四十八個優質住宅單位及三百七十平方米商業樓面。重建計劃中包括一座政府、團體及社區設施大樓，整項計劃共撥出五千四百平方米社區設施用地，包括單身人士宿舍、護理安老院、日間幼兒園、老人中心、弱智人士宿舍及熟食中心。此外，重建項目更關有四千三百平方米的休憩用地。

公司已經成功收購灣仔道／太原街重建項目的二百一十四個業權，佔總數二百四十一個的百分之八十九。一九九七年九月，公司向政府提出收地申請。至今有二百三十戶住宅租客獲得安置或現金補償。

現時的灣仔街市最近完成翻新工程，在計劃中興建的現代化空調街市大樓落成以前，容納臨時街市的檔戶。重建計劃亦包括面積達三千二百平方米、環境優美的休憩用地。

這個項目的總綱發展藍圖已修訂，建議將項目中的部份商業樓面改為住宅用途，並於一九九九年八月得到城市規劃委員會批准。

堅尼地城加惠民道連繫地盤的清拆工程，已經完成。公司現正與政府商討補地價事宜。連繫地盤佔地七百二十八平方米，計

The revised Master Layout Plan proposing a change from commercial to residential use of premises in the project was approved by the Town Planning Board in August 1999.

Demolition work of the Ka Wai Man Road linked site project in Kennedy Town has been completed. The Corporation is negotiating the land premium with the Government. The project which covers a site area of 728 square metres will provide 135 residential units. Proceeds from this project are intended to be used to offset the expected loss in the Kennedy Town New Praya redevelopment.



灣仔道／太原街重建計劃未來發展外貌。
Wan Chai Road / Tai Yuen Street project: an artist's view of the redeveloped site.

劃興建一百三十五個住宅單位，所得利潤將用作補貼堅尼地城新海旁重建項目的預計虧損。

九龍區項目進展

亞皆老街/上海街重建計劃的總綱發展藍圖於一九九八年十二月經政府批准。公司亦已成功收購五百三十八個業權中的九成，餘下的業權由政府收回。逾八百租戶獲得公司安置或優惠現金補償。

重建計劃的清場工作於一九九七年十二月順利完成。除了市政總署轄下的奶路臣街熟食中心以外，地盤清拆工作亦已結束。而剩下五個熟食檔的補償問題最後也得到解決，熟食檔經營者並於一九九九年六月十五日遷出。公司現正與政府商討批地及補地價事宜。

亞皆老街/上海街重建計劃佔地一萬二千平方米，完成後將提供現代化的辦公室/商業大樓、酒店、一千一百平方米的休憩用地以及逾五千九百平方米政府、團體及社區設施，包括熟食中心、社區中心和公共小型巴士總站。



亞皆老街/上海街重建計劃的拆卸工程經已完成。
Demolition of the Argyle Street/Shanghai Street project site was completed.

PROGRESS OF KOWLOON PROJECTS

The Master Layout Plan of the Argyle Street/ Shanghai Street redevelopment was approved in December 1998. The Corporation acquired 90% of 538 property interests and the remaining interests were resumed by the Government. Over 800 tenanted households were either rehoused or given generous cash compensation.

Site clearance in the project area went off smoothly in December 1997 and demolition work was completed in all but the Cooked Food Centre in Nelson Street. This too was amicably settled when five of the remaining stall operators moved out on 15 June 1999. Negotiation is under way with the Government over land grant and premium.

The Argyle Street/Shanghai Street redevelopment covering 12,000 square metres will upon completion deliver modern office/commercial buildings, a hotel, 1,100 square metres of open space, and over 5,900 square metres of GIC facilities. These will include a cooked food centre, a neighbourhood community centre and a public light bus terminus.



公司總裁石禮謙先生(右三)，民建聯主席曾鈺成先生(右四)，及臨時市政局副主席葉國忠先生(左三)與熟食檔檔主及其他嘉賓在熟食中心清場前合照。

LDC Chief Executive Mr Abraham Razack (third from right), Chairman of Democratic Alliance for the Betterment of Hong Kong, Mr Tsang Yok-sing (fourth from right), and Vice Chairman of Provisional Urban Council, Mr Ip Kwok-chung (third from left) pictured here with one of the stall operators and other guests at the Cooked Food Centre before clearance.



高打老道／雲南里重建計劃未來發展外貌。
Artist's impression of the Waterloo Road / Yunnan Lane redevelopment.

行政長官會同行政會議於一九九九年三月二十三日批准公司修改高打老道／雲南里重建計劃的發展內容，由辦公室改為住宅。公司成功收購了一百三十四個業權的百分之九十三，並在一九九九年四月向政府申請收回餘下的九個業權。總共一百一十五個住宅租戶獲得公司安置或優惠現金補償。

公司興建了一幢臨時政府、團體及社區設施大樓，並在一九九八年五月底移交政府，目的是要於重建期間讓區內原有的社會福利及市政設施服務得以維持。這幢臨時社區設施大樓包括露宿者日間收容中心、露宿者臨時收容中心、垃圾收集站和公廁。

In the **Waterloo Road/Yunnan Lane** project, the Chief Executive in Council approved the revised scheme plan to change the redevelopment from office to residential blocks on 23 March 1999. The Corporation successfully acquired 93% of the total 134 property interests. A resumption application was filed for the nine remaining interests in April 1999. A total of 115 domestic tenanted households settled for rehousing or accepted LDC's generous cash compensation.

The Corporation completed a temporary GIC building to ensure continued provision of existing Social Welfare and Urban Services facilities during the redevelopment, and handed it to the Government in late May 1998. The building houses a day relief centre for street sleepers, dormitories for street sleepers, a refuse collection point and a public toilet.

In the **Hanoi Road** redevelopment in Tsim Sha Tsui, the Corporation acquired over 94% of 143 affected property interests. They either agreed to join the Owners' Participation Proposal (OPP) or accept the Corporation's acquisition offers. The LDC submitted its resumption application for the remaining nine property interests in November 1998.



公司興建了這座臨時社區設施大樓，於一九九八年五月移交政府，使區內原有的社會福利及市政服務於重建期間得以維持。
To continue providing the existing Social Welfare and Urban Services facilities during the redevelopment, the Corporation completed this temporary GIC building and handed it to the Government in May 1998.

河內道重建計劃的一百四十三個受影響業權當中，逾百分之九十四的業權持有人願意參加業主參與發展建議或接受公司現金收購。公司在一九九八年十一月向政府申請收回餘下的九個業權。

新蒲崗衙前圍村是另一個推行業主參與發展計劃的項目。公司會邀請所有受影響的業主參加業主參與發展計劃，不論是小業主或是地產發展商，機會均等。公司現正草擬有關細節。重建計劃亦會保留富歷史價值的天后廟，作為整個發展計劃的一部份。



紅磡寶其利街重建項目 (寶康閣)。
The Bulkeley Street redevelopment (Bulkeley Court) in Hung Hom.

Similar to the Hanoi Road project, affected owners, irrespective of whether they are small owners or developers, will be offered an equal opportunity to participate in the Nga Tsin Wai Village redevelopment in San Po Kong. The Corporation is working on the details of OPP and will invite all affected owners to join in the redevelopment. The Tin Hau Temple, which will be preserved because of its historical value, will be incorporated in the redevelopment.

In January 1999, the Henderson Land Development Co Ltd was chosen as the project partner for the Kwong Yung Street project through an open and competitive tendering procedure. The site was cleared after a 100% acquisition was achieved without need of resumption.

The Bulkeley Street redevelopment in Hung Hom was completed and the occupation permit was issued on 21 May 1999. Preparation for the sale of the units is under way.

The LDC community project, Shun Ning Road Single-person Hostel or Sunrise House in Sham Shui Po, was completed at a cost of \$62 million and handed to the Government in August 1998.



寶康閣地下大堂一景。
View of the lobby in Bulkeley Court.



順寧道單身人士宿舍的其中一位住客深感滿意。
A contented occupant of the Shun Ning Road Single-person Hostel.

經過公開招標競投，恆基地產發展有限公司在一九九九年一月被挑選為廣鋪街重建計劃的合作發展伙伴。公司成功收購了百分之百受影響業權，毋須申請政府收地。清場工作亦已完成。

紅磡寶其利街重建計劃已竣工，並在一九九九年五月二十一日領得入伙紙。公司正積極籌備售樓工作。

深水埗順寧道單身人士宿舍（曦華樓）是公司耗資六千二百萬元興建的社區建設項目，已於一九九八年八月移交政府。

公司正申請延長麥花臣球場重建計劃的批地年期至二零四七年，並與政府商討補地價和批地問題。

公司正與政府商討楊屋道連繫地盤的補地價事宜。該地盤準備興建四百四十四個住宅單位、五千方米商業樓面及二千平方米休憩用地。所得的利潤，將用作補貼荃灣市中心重建計劃出現的虧損。

The Corporation has submitted an application for extending the lease of the **Macpherson Stadium** site to 2047. Discussion is under way with the Government over the land premium and land grant.

In the **Yeung Uk Road** linked site project, the Corporation is discussing with the Government the land premium. The project will provide 444 residential units, 5,000 square metres of commercial space and 2,000 square metres of open space. This linked site is intended to cross-subsidise losses incurred in the Tsuen Wan Town Centre redevelopment.

Discussions are under way over the land premium and land grant of the **Hong Kong Housing Society Rehousing Project** in the West Kowloon Reclamation Area. The Government granted this project site to the Hong Kong Housing Society to construct rehousing units for tenants affected by the LDC redevelopment. The Corporation is responsible for the land and construction costs.



位於西九龍填海區的房協安置項目。
An artist's impression of the Housing Society's Rehousing Project in the West Kowloon Reclamation Area.



公司主席劉華森博士在灣仔區各社團敬老大會的開幕禮上派利是予出席的長者。
LDC Chairman Dr Lau Wah-sum presenting lai-see packets to the elderly guests during the opening ceremony of the Wan Chai District Care for the Old Campaign.

公司亦正與政府商討西九龍填海區房協安置項目的補地價和批地事宜。政府批出這幅土地予香港房屋協會興建安置單位，以安置受公司重建計劃影響的租客。公司則負責該項目的地價和建築費用。

嘉賓到訪

一九九九年七月三十日，署理行政長官陳方安生參觀了公司的社區建設項目一位於深水埗的單身人士宿舍曦華樓、荃灣重建計劃地盤，以及旺角豉油街的安置物業。

陳太並探訪了好幾個居住在擠迫和惡劣環境的家庭，當中包括一個新移民家庭。除此之外，陳太亦到豉油街的安置物業，與幾個家庭會面，了解他們安置後得到改善的生活環境。

陳太對公司過往十一年來努力推行市區重建，以及公司為舊區居民提供的安置工作表示讚許。

財政司司長曾蔭權先生亦於一九九九年五月視察荃灣市中心重建計劃、豉油街安置物業和亞皆老街/上海街重建計劃。

VIP VISITS

On 30 July 1999, the HKSAR's Acting Chief Executive, The Honourable Mrs Anson Chan, visited the Corporation's community project, Sunrise House, a single-person hostel in Sham Shui Po, and our project site in Tsuen Wan and the Soy Street rehousing block in Mong Kok.

During this visit, Mrs Chan met a new immigrant family and several other families who were living in crowded premises and under appalling conditions. She also met families who, after being rehoused by the Corporation in the Soy Street rehousing block, enjoyed a far better living environment.

Mrs Chan praised the Corporation for the urban renewal work it had undertaken and the rehousing it had provided over the past 11 years which had brought relief to residents of many dilapidated buildings.

The Financial Secretary, The Honourable Mr Donald Tsang, also visited the Tsuen Wan Town Centre project site, the Soy Street rehousing property and the Argyle Street/Shanghai Street redevelopment site in May 1999.



在新紀元廣場舉行的聯歡會上，一位長者正在參加攤位遊戲。

One of the elderly guests trying her hand at the game booth set up at the party held at the Grand Millennium Plaza.

中央政策組首席顧問鄭維健先生於一九九九年三月到訪公司多個重建區，包括荃灣市中心、亞皆老街/上海街、堅尼地城新海旁及灣仔道/太原街的重建計劃，並參觀波油街安置物業。

社區聯絡

公司在推行重建時，一向注重社區聯絡工作。年內，公司的管理層，包括本人和管理局成員，多次探訪重建區，親身了解受影響居民所關注的問題和困難。

The Head of the Central Policy Unit, Dr Edgar Cheng, toured the LDC projects in Tsuen Wan, Argyle Street/Shanghai Street, Kennedy Town, Wan Chai Road/Tai Yuen Street and Soy Street rehousing property in March 1999.

COMMUNITY LIAISON

The Corporation places great emphasis on its community liaison work while implementing urban renewal programmes. During the year, senior management of the Corporation, including myself and members of the Managing Board, paid special visits to the project areas to understand at first-hand the concerns and problems of the affected residents.

The Corporation also held about 100 meetings and briefing sessions for affected residents, social organisations, political groups, Provisional District Boards and the Legislative Council.

The LDC Neighbourhood Centres in Tsuen Wan, Tai Kok Tsui, Kennedy Town and Wan Chai, which represent our bridge with the local community, have played an important role in reaching out to the affected residents. Last year, the neighbourhood centres had nearly 8,000 visitors and, together with the LDC Hotlines, handled over 8,000 enquiries.



公司總裁石禮謙先生在聯歡會上為長者添飯。
LDC Chief Executive Mr Abraham Razack serving rice to one of the elderly guests at their table during the party.

公司亦透過約一百次的簡佈會和會面，與受影響居民、社會組織、政治團體、臨時區議會和立法會議員加強溝通。

公司設於荃灣、大角咀、堅尼地城和灣仔的地區辦事處是公司與社區溝通的重要橋樑。過去一年，地區辦事處的訪客約達八千位，地區辦事處及公司電話熱線合共處理了超過八千個查詢。

另外，公司在各公共屋邨亦主辦了十二次流動展覽，吸引共二萬市民參觀。社區關係方面，公司參與了多項有意義的地區活動。

除了與公眾直接接觸外，公司亦通過新聞稿、新聞發佈會、媒介訪問和迅速回應媒介查詢，與社會保持密切聯繫。

此外，公司出版的雙月刊《土地發展公司簡訊》向公眾人士提供公司最新發展的資訊。

社會服務隊

公司一向致力協助受影響居民，以盡量減少重建對他們生活造成的干擾。為此，公司資助基督教女青年會及聖雅各福群會成立社會服務隊。

社會服務隊由專業社工組成，運作獨立，不受公司影響。社會服務隊深入社區，接觸公司重建計劃範圍內的居民，了解他們的需要和困難，更向居民解釋他們的權益，幫助他們。

過去一年，社會服務隊為受公司荃灣、灣仔和筲箕灣重建計劃影響的居民，提供輔導及協助。

The Corporation's 12 mobile exhibitions in various housing estates throughout the year attracted 20,000 visitors. On the community front, the Corporation involved itself in a number of worthwhile district events.

The Corporation also communicated with the community through the mass media, through press releases, briefings, conferences, interviews with LDC staff and efficient handling of media enquiries.

In addition, the Corporation publishes a bi-monthly newsletter, *LDC News*, that provides the public with a timely and topical update of the latest developments in the Corporation.



市民參觀土地發展公司的流動展覽時，通過遊戲形式加深對市區重建的認識。

The public learns more about urban renewal through fun and games at LDC's mobile exhibitions.

SOCIAL SERVICES TEAMS

It is a matter of concern and importance to the Corporation that residents affected by redevelopment projects are given all possible assistance to minimise any disruption to their lives. To facilitate this, the Corporation funded the setting up of special social services teams under the Young Women's Christian Association (YWCA) and the St James' Settlement.

The teams, which are made up of professional social workers, work totally independent of the Corporation. They reach out to residents in LDC redevelopment areas, identify their needs

公司內部運作措施

保護環境

公司成立了保護環境專責小組，以制訂公司的保護環境政策、訂立策略性架構以達致目標、制訂工作計劃、監察進度，以及編製執行保護環境工作的報告。

國際標準化組織認證

公司自一九九八年獲得國際標準化組織認證後，制定了一套計劃以維持及強化現行的優質管理系統，確保公司能保持國際標準化組織所要求的高標準。一九九九年四月，公司亦通過審核，再次取得優異成績，反映公司上下每位員工均不遺餘力，致力提供優質服務。

電腦系統順利過渡公元二千年

一九九八年公司成立了由管理層積極參與的專責小組，評估和處理電腦過渡二千年的問題；確保公司的表現和運作不受影響。

首幾個階段的工作已在預定的時間內完成，包括確定影響範圍、初步分析及編製存件清單等。至一九九九年中，公司進行了軟件及硬件的轉換和測試，確保所有主要運作和固有系統，符合電腦二千年使用標準。

專責小組將繼續檢討工作進展，並採取各種措施以確定及監察公司的主要伙伴、供應商和服務公司的電腦系統均符合電腦二千年的要求。公司已於年內制訂應變計劃，盡量減少因可能不符合電腦二千年標準而引致的負面影響。

顧問管理制度

公司已對顧問管理制度作出全面檢討。檢



公司在民主黨安排的居民大會上，解釋西九龍區重建計劃的情況。
Concerns on Kowloon West projects are addressed at a meeting of residents organised by the Democratic Party.

and difficulties, explain to them their rights, and offer them assistance.

During the past year, the teams provided counselling and assistance to residents affected by LDC redevelopment projects in Tsuen Wan, Wan Chai and Shau Kei Wan.

INTERNAL INITIATIVES

Environmental Issues

The Corporation attaches great importance to creating sustainable developments and has an Environmental Task Force to formulate the Corporation's environmental policy, develop a strategic framework for achieving the policy objectives, put together the action plans for environmental initiatives, monitor progress, and prepare environmental reports on implementation.

ISO Certification

Following the ISO certification in 1998, a maintenance and enhancement programme for our Quality Management System has been developed in order to sustain the high standard ISO set up for quality services. During the external surveillance visit in April 1999, the LDC again achieved very satisfactory results, reflecting the commitment of everyone in the Corporation to deliver quality urban renewal projects.



公司代表向中西區區議會介紹堅尼地城新海旁重建計劃的詳情。
LDC's representatives briefing Central and Western District Board members on project details of the Kennedy Town New Praya redevelopment.

討論過程中，公司還採納了廉政專員公署意見。經改良的制度已在一九九九年二月實施。

員工培訓與發展

在提倡高效率之餘，公司亦致力不斷提高員工的專業知識和技術，以增加他們發展事業機會。為此，公司推行各種適當的培訓計劃，發掘員工潛能，讓他們能一展所長。

年內，公司舉辦了約一百四十個課程。這些課程內容廣泛，包括管理才能、團隊訓練、領導才能、溝通技巧、項目管理、質量管理、電腦技術和語言等。

總結

市區重建是一項饒有意義又充滿挑戰的工作，任重道遠。我們為市區重建所作的貢獻，令破落的舊區重現生機、社區得到極大裨益。公司引以為榮的是這些成就為日後的市區重建工作奠定穩固基礎。

Year 2000 Compliance

A task force with the participation of senior management was set up in 1998 to assess and address in a structured manner the Y2K problems and ensure that the performance and functioning capability of the Corporation would not be adversely affected.

Early phases of the programme dealing with scoping, initial analyses and preparation of inventories were completed according to schedule. By mid-1999, conversion and testing of hardware and software for compliance were carried out to ensure that all mission critical items and embedded systems would not be affected by the Y2K problem.

The task force will continue to review its progress and implement measures to ascertain and monitor the compliance status of its major external counterparts, suppliers and service providers. A contingency plan aimed at minimising any adverse impact of non-compliance has been formulated for implementation this year.

Consultants Management System

The overall review of the LDC Consultants Management System was completed with input from the ICAC and the upgraded system was implemented in February 1999.

Staff Training and Development

As a caring employer and an advocate of high efficiency, the Corporation strives to offer career advancement opportunities to its employees through constant upgrading of their job knowledge and skills. This is achieved through the provision of appropriate training programmes to develop employees' talents and to realise their potential.

During the year, the Corporation conducted 140 programmes for its staff. They covered a wide spectrum including executive

公司今天的成就，實有賴全體員工的表現。他們以堅定信念、優良的專業精神，全情投入為重建市區工作，亟堪表揚。本人更衷心感謝管理局各成員與主席劉華森博士睿智的領導，帶領公司取得驕人成績。

總裁
石禮謙

development, team building, leadership, communication, project management, quality management, computing skills and language.

CONCLUSION

Urban renewal is a challenging and ongoing task. Our accomplishments in urban renewal have brought much improvement and benefits to the community. The Corporation is proud that these achievements have laid a strong foundation for future urban renewal initiatives.

For these achievements, I wish to commend the Corporation staff for their dedication, commitment and professional excellence. My heartfelt gratitude goes to the Managing Board and the Chairman, Dr Lau Wah-sum, whose leadership and wise counsel have contributed to our success.

ABRAHAM RAZACK

Chief Executive



公司總裁石禮謙先生向特區行政長官夫人董趙洪娉致送金鎖匙，象徵正式移交「關心你的心」位於沙咀道的會址。
Mrs Betty Tung accepts from LDC Chief Executive Mr Abraham Razack the golden key to mark the handover to Care For Your Heart of their premises in Sha Tsui Road.