

主席報告 Chairman's Statement

至今最大規模的重建項目。為了尋求最理想的方案，將觀塘市中心提升為二十一世紀的市區樞紐，足夠供約六十萬人使用，我們以超過一年時間進行一系列大規模的公眾諮詢。經過市建局和社區的共同努力，我們得出了廣受支持的方案。這對市建局甚至是香港的市區更新工作來說，均標誌著新的開始。我們在其他大型項目中亦會採用了相若的方式，希望得到同樣的支持。

除了在推行項目方面採用新的方式，市建局亦抱持開放態度，並以無比決心，採用創先的方法迎合社會的訴求。我們在項目規劃中，盡可能加入極受社會人士歡迎的元素，例如休憩用地、綠化、高質素的社區設施，並預留空間供社會企業使用。市建局明白上述設施可為社會帶來裨益，亦認為有關社會投資物有所值。

市區更新不單是拆卸重建，

我們綜合運用重建、復修、活化及保育等四大策略推動市區更新。其實，重建舊區不單是改善局部地區的建築環境，而是需要很多不同人士持續共同努力，長時間改善市區的面貌。

凡此種種，市建局均同時擔當「先行者」及「推動者」的雙重角色。市建局透過其項目及計劃，力求提供適當的催化作用，帶動社區作出改變，為舊區及其鄰近地方的經濟及社會帶來正面轉變。

無疑，市區更新工作確是費用不菲。作為一家負責任的公營機構，市建局必須審慎理財。然而，這不代表可以單單因為財務考慮而犧牲應推行的項目。市建局本身極為注重其社會責任，遂不斷在履行社會責任和顧及商業考慮之間取得平衡。市建局一方面要盡己所能，而市民大眾亦要寬宏體諒，才可取得良好的平衡。

結語

我很榮幸可以擔任市建局主席，服務社會。過去三年確實充滿挑戰，市建局一方面可以採用新的思維，另一方面又將理念予以實踐。全憑市建局上下一心，以及持份者無間的支持，市建局才能積極向前邁進，令香港成為更美好家園。在此，我要感謝董事會的同事、各委員會成員、管理層及市建局全體同事多年來的努力。此外，我要特別向陳麗雲教授、林貝聿嘉女士及譚惠珠女士致以謝忱。她們三位在本局服務了一段很長時間後，將會於今年退任。她們在任內貢獻良多，令市建局奠下了穩健的基石。

我亦祝願新任主席張震遠先生、董事會，以及由林中麟先生帶領下的管理層，可以在推動市建局向前的工作中取得斐然成績。

今時今日，進行市區更新工作需要集思廣益。在處理複雜的規劃事宜及人為問題，更需要高度技巧和敏銳觸覺。雖然面前充滿挑戰，但我們不可忽略眼前亦充滿機遇。得到每個人的支持，市建局將可為香港帶來真正美好的轉變。

主席
鄭維新

二零零七年四月三十日



市建局主席鄭維新先生探訪深水埗重建項目內的居民。
URA Chairman Mr Edward Cheng visits residents living in Sham Shui Po redevelopment project.

provision for social enterprises have, wherever possible, been incorporated into our project planning. URA recognises the benefits of these features, and considers them worthwhile social investments.

Urban renewal is not only about bricks and mortar.

A holistic, comprehensive approach is underlined in our 4Rs strategy that encompasses Redevelopment, Rehabilitation, Revitalisation and pReservation. Indeed, the regeneration of dilapidated areas involves more than localised, physical improvements to the built environment. It is a sustained effort that entails the participation of many parties, and takes place over time.

In all these, URA plays the dual role of an initiator and a promoter. Through its projects and initiatives, it strives to provide the right catalysts for kick-starting processes of change that will bring about positive economic and social changes to run-down areas and their vicinity.

It is a reality that urban renewal is a costly endeavour. Being a responsible public body, URA has to be prudent in managing its finances. However, that is not to say that projects will be forsaken merely on the basis of financial considerations. The Authority is all too aware of its social mission, and thus, is perpetually striking a balance between fulfilling its social obligations, and addressing commercial reality. It is a fine balance that takes a lot of efforts on the part of URA, as well as considerable understanding on the part of the public.

Concluding Remarks

Serving the community in my capacity as Chairman of URA has been a genuine privilege. The past three years have been a challenging period with the Authority adjusting to new ways of thinking, and transforming them into concrete actions. With the dedication of everyone at URA, and the continuing support of our stakeholders, we have managed to make great strides towards making Hong Kong a better place to live.

I must express my deepest gratitude to my colleagues on the Board, URA Committees, the Management team and all URA staff for their commitment and hard work. Special tribute is due to Professor Cecilia Chan, Mrs. Peggy Lam and Miss Maria Tam, our three long-serving Board members who will be retiring from the Board, and who have contributed a lot to laying a strong foundation for the Authority.

I would also like to wish the incoming Chairman, Mr. Barry Cheung, the Board, and the Management team led by Mr. Billy Lam, all the best in taking the Authority forward.

Today, more than ever before, collective wisdom is needed to deal with urban renewal. The reconciling of complex planning issues and human factors demand the highest skills and sensitivity. Indeed, there are great challenges ahead, but one should not lose sight of the opportunities available. With everyone's support, URA will be able to make a real difference in Hong Kong.

Edward CHENG Wai-sun

Chairman

30 April 2007