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四月

市建局為觀塘市中心項目編製的資訊期刊「觀塘路」創刊號出版。

政府向市建局撥交第五筆注資，為數二十億元。

五月

市建局為洗衣街項目進行社區民意調查，以探討及了解受影響業主/租客及地區人士對項目將來發展模式的取向。

六月

政府公布行政長官會同行政會議已核准茂蘿街/巴路士街發展計劃草圖。

市建局舉辦公眾展覽及工作坊，收集居民及社區人士對卑利街/嘉咸街項目設計的訴求。

April

The URA launches the first edition of news bulletin for the Kwun Tong Town Centre project.

The Government effects the fifth tranche of \$2 billion capital injection to URA.

May

The URA conducts an opinion survey for Sai Yee Street project to collect views of affected owners/tenants and the community at large on the way forward for the project.

June

The Government announces the approval by the Chief Executive in Council to the Mallory Street/Burrows Street Development Scheme Plan.

The URA holds a workshop for Peel Street/Graham Street project to solicit community feedback on the conceptual design of the project.



房屋及規劃地政局局長授權市建局著手進行大角嘴福全街/ 杉樹街發展項目。

The Secretary for Housing, Planning and Lands authorizes the URA to proceed with Fuk Tsun Street/Pine Street development project in Tai Kok Tsui.

七月

July

政府公布行政長官會同行政會議已核准荔枝角道/ 桂林街及醫局街發展計劃草圖。

The Government announces the approval by the Chief Executive in Council to the Lai Chi Kok Road/Kweilin Street and Yee Kuk Street Development Scheme Plan.

八月

August

市建局展開為期兩個月的觀塘市中心重建計劃設計概念公眾諮詢，包括大型流動展覽及進行廣泛的外展諮詢工作。

The URA launches a two-month consultation on the design proposals of the Kwun Tong Town Centre redevelopment with a series of roadshows and outreaching work.

市建局向灣仔茂蘿街及大角嘴福全街/ 杉樹街兩個項目的業主發出收購建議。

The URA issues purchase offers for the Mallory Street project in Wan Chai and Fuk Tsun Street/Pine Street project in Tai Kok Tsui.

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九月

市建局向深水埗荔枝角道/ 桂林街及醫局街重建項目的業主發出收購建議。

城市規劃委員會（城規會）宣布有關餘樂里/ 正街發展計劃草圖的修訂建議。

十月

政府宣布委任陳家樂先生、吳家鎰博士、尹志強先生及葉滿華先生為市建局董事會的非執行董事。

十一月

香港大學社會工作和社會行政學系公布觀塘市中心公眾諮詢的民意調查報告。

市建局宣布為不獲業主續租的困難住宅租戶提供特別搬遷補助金。

十二月

市建局邀請發展商就灣仔皇后大道東項目提交合作發展意向書，並於二〇〇七年一月進行公開招標。

市建局在深水埗成立一支社區服務隊，為受影響居民服務。

September

The URA issues purchase offers for the Lai Chi Kok/Kweilin Street and Yee Kuk Street development scheme in Sham Shui Po.

The Town Planning Board announces a proposed amendment to the draft Yu Lok Lane/Centre Street Development Scheme Plan.

October

The Government announces the appointment of Mr Walter Chan Kar-lok, Dr Isaac Ng Ka-chui, Mr Aaron Wan Chi-keung and Mr Stephen Yip Moon-wah as non-executive directors of the URA Board.

November

The Social Work and Social Administration Department of the University of Hong Kong releases the report on the opinion survey findings of the two-month public consultation for Kwun Tong Town Centre project.

The URA announces a special relocation assistance for eligible domestic tenants in hardship.

December

The URA invites estate developers to provide expression of interest for the joint development of Queen's Road East project in Wan Chai. An open tender exercise follows in January 2007.

The URA appoints an urban renewal social service team to provide services for residents affected by the Sham Shui Po projects.



2007年 一月

市建局、香港房屋協會及屋宇署攜手在九龍公園舉行樓宇安全嘉年華，推動樓宇管理文化。

市建局成立一支社區服務隊，為受觀塘市中心項目影響的人士服務。

城規會宣布有關石水渠街/慶雲街/景星街發展計劃草圖的修訂建議。

二月

市建局邀請發展商就大角嘴洋松街/松樹街項目提交合作發展意向書，並於三月進行公開招標。

由市建局及社區合作，突顯上環傳統特色的「百草園」正式啟用。

經公開招標，市建局決定與南豐集團的全資附屬公司南慈發展有限公司合作發展灣仔皇后大道東項目。

2007 January

The URA, Hong Kong Housing Society and Buildings Department jointly organize the Building Safety Carnival at the Kowloon Park to promote a culture of building maintenance.

The URA appoints an urban renewal social service team to serve the people affected by the Kwun Tong Town Centre project.

The Town Planning Board announces a proposed amendment to the draft Stone Nullah Lane/Hing Wan Street/King Sing Street Development Scheme Plan.

February

The URA invites estate developers to provide expression of interest for the joint development of Larch Street/Fir Street project in Tai Kok Tsui. An open tender exercise follows in March.

The Chinese Herb Garden which highlights the unique traditional character of Sheung Wan and is a joint revitalisation effort of the URA and the local community, officially opens.

A joint development contract for the Queen's Road East project is awarded to Nan Wai Development Limited, a wholly-owned subsidiary of Nam Fung Group through a public tender exercise.



本年度紀要 Highlights of the Year



三月

市建局為旺角洗衣街項目舉辦工作坊，收集社區人士對如何強化「波鞋街」活力和特色的意見。

經公開招標，市建局決定與新鴻基地產發展有限公司的全資附屬公司企達有限公司合作發展大角嘴洋松街/松樹街項目。

市建局宣布啟動觀塘市中心項目，歷來最大型重建計劃，並進行凍結人口調查。



四月

市建局舉辦社區工作坊，匯聚深水埗地區人士及社區領袖參與，共同探討深水埗市區更新的未來路向。

房屋及規劃地政局局長孫明揚先生主持「市建局第二萬個復修單位新里程」暨「最佳復修樓宇」選舉頒獎典禮。

市建局正式啟動觀塘市中心重建計劃的法定規劃程序，向城規會呈交發展計劃草圖考慮。

政府宣布委任張震遠先生為市建局董事會主席，並同時委任或再委任另外十八名非執行董事，任期由二〇〇七年五月一日起生效。

行政長官會同行政會議批准餘樂里/正街發展草圖。



March

The URA holds a workshop for Sai Yee Street project to solicit community views on how to strengthen vibrancy of the Sneaker Street.

A joint development contract for the Larch Street/Fir Street project is awarded to Standtex Limited, a wholly-owned subsidiary of Sun Hung Kai Properties Limited through a public tender exercise.

The URA announces the commencement of its biggest ever project — redevelopment of Kwun Tong Town Centre by conducting a freezing survey.

April

Local leaders and residents of Sham Shui Po community gather at the URA community workshop to explore possible way forward for urban regeneration of the district.

Secretary for Housing, Planning and Lands, Mr Michael Suen, officiates at the milestone event for 20,000 rehabilitated units and Best Rehabilitated Building Award presentation ceremony.

URA submits the development scheme plans of Kwun Tong Town Centre to Town Planning Board, signifying commencement of the statutory planning procedures for the mega project.

The Government announces the appointment of Mr Barry Cheung as the Chairman of the URA Board and the appointment or re-appointment of other 18 non-executive directors, with effect from May 1, 2007.

The Chief Executive in Council approves the draft Yu Lok Lane/Centre Street Development Scheme Plan.



本年度紀要 Highlights of the Year



五月

市建局中西區分區諮詢委員會成立的卑利街/嘉成街項目保育小組召開首次會議，研究如何促進項目的保育工作。

市建局觀塘辦事處啟用，並展出觀塘市中心項目的規劃設計模型及展板。

城規會批准利東街項目及卑利街/嘉成街項目的總網發展藍圖。

六月

市建局參與北京舉行的香港特區成立十周年成就展覽，介紹四大策略的工作及觀塘市中心重建項目。

May

A heritage advisory panel set up under the URA's Central & Western District Advisory Committee conducts its first meeting to study and recommend ways to promote heritage conservation features in the Peel Street/Graham Street project.

URA's Kwun Tong Office opens. Models and artist impression of the new design of Kwun Tong Town Centre project are on display.

The Town Planning Board approves the Master Layout Plan of the Lee Tung Street project and Peel Street / Graham Street project.

June

The URA participates in the three-week exhibition in Beijing to celebrate the 10th anniversary of HKSAR displaying its 4R work and mega Kwun Tong Town Centre project.

城規會公布海壇街/ 桂林街及北河街發展計劃草圖。

The Town Planning Board announces the publication of the draft Hoi Tan Street / Kweilin Street and Pei Ho Street Development Scheme Plan.

城規會宣布有關士丹頓街/ 永利街發展計劃草圖的修訂建議。

The Town Planning Board announces a proposed amendment of Staunton Street / Wing Lee Street Development Scheme Plan.

七月

July

為期兩周的「老店街」展覽於西港城舉行。卑利街/嘉咸街重建項目其中一項主要設計特色，是打造首條匯集香港老字號的老店街。

A two-week "old shop street" exhibition is held in the Western Market. One of the unique design elements of the Peel Street/Graham Street project is to create Hong Kong's first "Old Shop Street".

市建局正式啟動卑利街/嘉咸街重建項目，並進行住戶狀況調查。

The URA announces the commencement of the Peel Street/Graham Street project by conducting an occupancy survey.





鄭澐新先生
Mr Edward CHENG Wai-sun

主席報告

Chairman's Statement

時光荏苒，我出任市區重建局主席已三年。在這段頗短的日子裡，市區更新的概念，卻在香港社會起了重大變化。

市建局的願景

市區老化是現代城市之患，將其有效解決是每個社會的當務之急。雖然市區更新的必要性毋容置疑，惟應當如何進行卻莫衷一是。其實，市區更新須包含甚麼元素，社會上意見紛紜。作為本港主要的市區更新機構，市建局究竟抱持或應該抱持何等願景呢？

願景從何而來，對不同人而言，見解並不一致。有說必先有願景，才可落實工作。也有人認為，必須經過一連串工作後，才得出願景。無論如何，兩者的共通點，是願景一經確定，便不再改變。市建局的情況卻有點不同，我們願景的獨特之處，在於不停演進，它會因應社區的需要和訴求，以及不斷轉變的社會、經濟及政治環境而蛻變。

市建局面對的挑戰，在很多方面亦是香港面臨的挑戰。我們的市區更新計劃與民生息息相關，在進行工作期間，常有機會感受社會基層對種種民生問題的反應。在香港，各社區緊密連繫，地區市民面對的問題往往有可能演化為全香港也需要面對的問題。

同為香港帶來美好轉變

社區聯繫已成為香港所有大型項目，以及重大政策檢討不可或缺的一環。幸運地，市建局在這方面的工作，一直得到持份者的廣泛支持。

在進行社區聯繫工作時，我們明白到市區更新工作不可零碎地推行，從而引發出「總綱構想」的市區更新模式。實質上，本局的計劃目標並非個別項目，而是整個地區。我們會考慮每個地區的歷史、地區特色及居民訴求，再發掘每區的潛質。透過這個過程，地方人士可以就舊區發展表達意見。至今，我們已在灣仔及上環採用這個形式，亦收集到很多有建設的意見，可以協助進一步規劃。

每當說到社區聯繫工作，便不得不提及觀塘市中心項目。無論是地盤面積及居民數目，這亦是市建局

Three years had passed since my first Chairman's statement. In this relatively short time, the concept of urban renewal as it has so far been understood in our city, has undergone a sea change.

URA's Vision

Urban dilapidation is a scourge of every modern city, and the need to address it is a major concern of any society. Whilst the necessity for urban renewal is never disputed, how it should be implemented is open to different views. Indeed, there is no lack of opinions on what it should entail, especially when it could mean different things to different people. This also raises the question as to what URA's vision for urban renewal is or should be, with the Authority being the primary urban renewal agency in Hong Kong.

It is often said that vision comes before everything. There are also times when it is believed to come "after the event". No matter which take is favoured, the common ground appears to be that these visions are somewhat fixed. In this aspect, URA sets itself apart in that its vision is an evolving one - one that responds to the needs and aspirations of the community against the ever-changing social, economic and political environment.

In many ways, the challenges URA faces are also Hong Kong's challenges. With its urban renewal programme closely associated with the livelihood of so many people, the Authority is positioned at the forefront of public opinions and community aspirations. Indeed, it is often the case that URA is amongst the first to encounter changes in public sentiments that originate at the local level but which eventually take on territory-wide significance.

Together Making a Difference

Community engagement has become a matter of course for all major projects, and important policy reviews in Hong Kong. URA has been fortunate that the integration of this important element in our work has gained extensive support from our stakeholders.

In our efforts to engage the community, we recognise that urban renewal could not be done on a piecemeal basis. This led to the conception of the Master Thinking approach. Essentially, this focuses on whole districts instead of individual projects, exploring their potentials with due regard given to their history, distinct characteristics and local aspirations. Through this process, local communities have their say on how best their old districts could be regenerated. This approach has so far been adopted in Wanchai, and Sheung Wan, and many constructive views have been obtained to facilitate further planning.

Any talk of community engagement would not be complete without mentioning our Kwun Tong Town Centre project. It is by far the largest redevelopment project ever undertaken by URA, both in terms of size and residents involved. In the search for a scheme which will upgrade and update the town centre to a 21st century urban hub that can adequately serve a local population of about 600,000 people, an extensive series of public consultation has been held over a year. Through such efforts of collaboration between the Authority and the community, a scheme has evolved, and has received wide support. This marks a new beginning for URA as well as urban renewal in Hong Kong as a whole. By adopting a similar approach in other major projects, it is hoped that the same level of support could be gained.

Consistent with URA's new approach to projects is its openness and determination to be innovative in addressing community aspirations. Socially desirable features such as open space, greening, high standard community facilities, and

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

新主席的話



我黃遠先生
Mr Barry CHEUNG Chun-yuen

New Chairman's Message

我很高興獲委任市區重建局（市建局）的新任主席，有機會在本年報撰文。

首先，我要衷心感謝上任主席鄭維新先生，在過去三年帶領董事會，建樹良多。此外，我也要感謝退任的陳麗雲教授、林貝聿嘉女士、梁家傑議員及譚惠珠女士。他們在任內為市建局提供許多寶貴意見，表現卓越。

我熱切期待與董事會其他同事，特別是新加入的成員，以及管理層和所有員工同心協力，為香港的市區更新工作創出佳績。

以關懷進行重建

市建局的首要理想，是為居住在惡劣環境，缺乏基本生活設施的居民改善居住質素。本局一直恪守「以人為本」的原則，最重要的工作是令上述居民脫離極度艱苦的生活環境。

惟有得到社會人士的體諒和支持，市建局才可以繼續達成目標，將殘破舊樓轉變為理想居所。由於重建對居民生活的影響最巨大亦最深遠，當市區更新工作以重建發展的方式進行時，得到體諒和支持更為重要。然而，重建工作很自然地亦最受爭議。無論我們如何小心翼翼地規劃我們的項目，在重建過程中，區內居民及商舖受到某程度影響，實在是無可避免。市建局必須細心聆聽所有受影響人士的意見，以公平和高透明度的方式去回應，謹慎處理市民的關注和爭議。過去數年，本局已就社區參與工作投放大量資源。

在最近的選舉活動中，行政長官曾蔭權先生的競選政綱亦有訂定提升市民居住環境質素的行動計劃。計劃的其中一部分是活化舊區，而政綱亦列明「重建規劃要主動聽取居民意見，並將具體方案作公眾諮詢」。為配合政府在這方面的承諾，本局將會竭力擴展社區參與的工作。

觀塘市中心重建項目，便是本局致力以關懷進行重建的最佳例證。經過廣泛的諮詢，項目設計成功涵蓋社區人士的主要期望。因此，我們的計劃受到公眾人士的熱烈歡迎。展望未來，本局將繼續努力推行社區參與工作，務求所有項目均可以得到市民的支持。

As the new Chairman of URA, it is my great pleasure to contribute to this Annual report.

I must first express my deep appreciation to the outgoing Chairman, Mr. Edward Cheng, for his outstanding leadership of the Board in the past three years. I must also thank retiring Members, Professor Cecilia Chan, Mrs. Peggy Lam, the Honourable Alan Leong, and Miss Maria Tam for their dedication and wise counsel during their terms.

I also look forward to working with my colleagues on the Board, particularly new members who have joined us, together with the Management team and all our staff.

Caring Redevelopment

The URA's primary mission is to improve the living environment of people residing in areas where their accommodation is squalid and their homes lack the most basic amenities. The alleviation of the serious hardships of these residents is the first priority of our people-centred strategy.

The URA can only continue to achieve its goal of replacing slums and squalour with decent homes if we have the understanding and support of the community. This is particularly true when urban renewal takes the form of redevelopment, which has the most significant, and far-reaching impact on the livelihood of affected residents. It is only natural that this is also the most prone to controversies. In the course of redevelopment, some degree of disruption to local residents and businesses is unavoidable, no matter how carefully we plan our projects. The URA has to deal with issues of concern and controversy through paying meticulous attention to the views of all those who are affected and responding to them with fairness and transparency. In previous years, considerable resources have been dedicated to this community engagement. We are determined to expand our efforts in this field in response to the Government's specific pledges set out in the election programme of the Chief Executive, Mr Donald Tsang Yam-kuen, and its action plan to improve the quality of life in Hong Kong. Revitalisation of old districts is part of this plan, together with a commitment to "proactive measures to collect residents' views when planning redevelopment projects and consult the public on the proposed details".

The URA's determination to implement this strategy of caring redevelopment is well-illustrated by the Kwun Tong Town Centre project. After extensive consultation, a scheme has been drawn up which successfully incorporates many features of major concern to the community. As a result, our plans have received overwhelming endorsement from the public. We will continue our community engagement efforts to ensure ongoing support for this important project, and we will use this people-based approach to win the public's backing for our other projects.

Concern for the Environment

Hong Kong is one of the most advanced and vibrant cities in the world. It is also one of the most congested. Our sophisticated citizens expect the highest standards of performance from the Government and the public sector, particularly in protecting the environment and making use of our scarce natural resources. The URA is the primary urban renewal agency in Hong Kong, and we have to reflect the growing public concern for the environment and its sustainability in our work. All our projects must incorporate energy-saving and the other environmentally-friendly features that are of such special importance in our crowded city.

Our Precious Heritage

The community is also deeply concerned about the difficulties of preserving our heritage when space is so precious in

關注環境

雖然香港是全球最先進、最有動感的都市之一，但亦同時是最擁擠的城市之一。香港市民對政府及公營機構的期望很高，特別是保護環境及善用天然資源方面。作為香港主要的市區更新機構，我們的工作要顧及市民對環境與日俱增的關注。故此，我們所有項目均必須加進節省能源及其他環保的元素，這點對本港擠迫的環境特別重要。

寶貴的文物

由於香港土地珍貴，社會人士亦深深關注保育文物的困難。雖然社會人士對何謂「文物」，以及如何保育有不同意見，惟人們已有明確共識，重要的歷史和文化遺產必須予以妥善保留。有關這課題，行政長官曾蔭權先生在其競選政綱中亦有提及，他表示將「以創意方式保存歷史建築物及發展其用途，以成為有生氣有活力的文化地標」。

市建局以積極進取的策略，在多個項目中加入保育元素。在莊士敦道項目，我們保育了五幢戰前唐樓，當中包括一家曾經稱著一時的當舖，它們現正進行全面翻新。我們會悉心保育該等唐樓，確保可以保存其獨有特色。其實，最大的挑戰，是如何將它們翻新再用，讓它們在現代社會中繼續發放異彩。利東街項目亦採用了相若的方式，除了保育三幢戰前唐樓，我們還會透過近似的建築物型態，保留利東街的街貌和地方特色。在衙前圍村項目中，本局除了按照地方人士的意願，保育三大歷史文物：廟宇、門樓及門樓上的石匾，亦會儘量保留更多圍村環境，採用「設計融會保育」的方式，製定一個保育與發展並重的設計。

雖然文物保育通常是涉及歷史建築物，但亦可以是保育源遠流長的生活模式，這對本港社會來說其實同樣重要。在規劃卑利街/嘉咸街項目時，我們十分關注其露天市集生氣盎然，已成為區內特色，亦是遊人常到的購物地點。本局會致力保育及強化這個地方特色。

跨越挑戰

在履行市區更新的使命時，市建局不斷平衡各方的利益。

在規劃項目時，我們奉行首要使命，為香港的家庭將殘破舊樓轉變為理想居所，同時亦要致力迎合社會上各種南轅北轍的訴求；在管理項目時，我們竭力減少項目對居民的影響，但同時又要做到審慎理財。市建局在履行上述責任時，均盡量做到公平、公開及高透明度。

當市建局開展更多如觀塘市中心項目般艱巨的重建項目時，將面臨更多更複雜的挑戰。市建局全人，包括董事會、管理層及所有員工均會全力以赴，履行本局的使命。自本局的前身土地發展公司於一九八九年開展首個項目以來，便已在改善香港居住質素的工作上取得豐碩成果。得到各持份者的鼎力支持，以及一直跟本局緊密聯繫的香港特區政府的配合，本局將會積極跨越面前的種種挑戰，並會竭盡所能繼續服務香港市民。



市建局主席張震遠先生探訪衙前圍村民。
URA Chairman Mr Barry Cheung visits Nga Tsin Wai Village residents.

主席 (自二零零七年五月一日起)

張震遠

二零零七年七月三十一日

Hong Kong. There is room for debate over what qualifies as “heritage” and how conservation can best be achieved. But there is already a clear consensus that legacies of historical and cultural significance should be properly preserved, which the Chief Executive, Mr Donald Tsang, incorporated into his Policy Blueprint. This document sets out that creative initiatives will be adopted both to preserve historical buildings and to expand their usage, so that they will be transformed into unique cultural landmarks.

The URA is fully committed to a proactive strategy for identifying conservation opportunities in its various schemes. In the Johnston Road project, five pre-war shophouses, including a well-known pawnshop, are currently undergoing a major face-lift. Great care is being taken to ensure that the distinct character of the shophouses will not be compromised. Indeed, the greatest challenge is to enhance, and update them in such a way that will ensure their sustainable use and continuing relevance in a modern-day context. A similar approach is being taken in the Lee Tung Street project. Here, besides preserving three pre-war shophouses, the intention is to retain the existing streetscape by, among other things, maintaining the height, scale and style of the tenement buildings in the future building design. At Nga Tsin Wai Village, a “Conservation by Design” approach is being adopted which balances development with the preservation of the village environment and the conservation of three significant heritage features agreed with the local community: a gateway to the village hall, a stone tablet adorning the top of the gateway and the Tin Hau Temple.

Although heritage conservation normally relates to historical buildings and structures, it can also encompass established ways of life, the preservation of which are equally important for our society. In planning our Peel Street/Graham Street project, the URA is very conscious of the vibrant local street-hawker scene that has become an integral part of the area, and a popular attraction in its own right. Efforts will be made to preserve and enhance this important feature of life in that area.

Overcoming Challenges

In undertaking its urban renewal mission, the URA engages in a constant balancing exercise.

In planning our programme, we have to strive to address the different, and sometimes competing, aspirations of the community while carrying out our priority mission to transform unacceptable slum buildings into decent homes for Hong Kong families. In managing each project, the URA focuses on causing the least possible disruption to the residents involved, while behaving with financial prudence. In all these endeavours, the URA does its best to act in an open, fair and transparent manner.

The challenges faced by URA are many and will become more complex as we undertake more ambitious urban renewal projects similar to the Kwun Tong Town Centre redevelopment. The entire URA team - its Board, its Management and all our staff - are fully committed to advancing the Authority's mission which has already made a significant contribution to improving Hong Kong's quality of life since our predecessor, the Land Development Corporation, began its first redevelopment project in 1989. With the support of our stakeholders, particularly the Government with whom we share a very close working relationship, we are enthusiastic about tackling the many challenges ahead and determined to continue to serve the people of Hong Kong.

Barry CHEUNG Chun-yuen

Chairman (from 1 May 2007)

31 July 2007



林中麟先生
Mr Billy LAM Chung-lun

行政總監

Managing Director's Statement

報告

過去一年，香港的社會及政治氣候急劇轉變，是市區重建局（市建局）最具挑戰性的一年。然而，際此困難時刻，我們仍然竭盡所能，在市區更新工作各範疇中，取得豐碩成果。我們在二零零六/零七年度工作進度已經在業務回顧及重建概覽中詳細闡釋，涵蓋4R策略內重建發展、樓宇復修、文物保育及舊區活化的各項工作。因此，本人不擬在此重覆有關資料，謹藉此機會與大家分享期間市建局面對的幾項主要問題，以及已發生的重大事件。

隨著社會整體環境的不斷轉變，我們的工作亦**按著實際環境需要，作出適當的調校**。眾多例子中，包括就個別項目的規劃大綱，諮詢有關區議會；為個別項目進行空氣流通評估及降低噪音程度，以符合現時的需求；降低樓宇高度和發展密度；提供更多優質的休憩空間和綠化環境等。

二零零六年五月立法會動議辯論市區更新策略和本局的工作，引發起更多有關香港市區更新路向的討論。而社會亦愈來愈關注文物保育和保存集體回憶，二零零六年底發生的天星事件更突顯這個新趨勢。立法會就文物保育政策進行了動議辯論，政府亦於二零零七年初就此課題，進行公眾諮詢。此外，本港的政治氣候不斷變化，為數甚多的利益和關注團體相繼冒起，他們就多項議題，極力爭取社會的認同。在二零零七年三月行政長官選舉期間，各方所提出的種種議題，也在社會上引起廣泛討論。上述的社會及政治氣氛對本局的工作，影響深遠。

年內，我們主要集中處理卑利街/嘉咸街、衙前圍村、洗衣街及觀塘市中心這四個前土地發展公司（土發）遺留下來的**重建發展**項目。由於每一個項目都有其獨特之處，我們需要採取度身定造的方式，配合由下而上的廣泛諮詢，徵詢各有關持份者的意見，及與相關的政府部門及機構，保持緊密溝通。我們亦因而調校工作策略、時間表和資源分配，以實際行動回應日益高漲的社會期望。

雖然年內我們分別在卑利街/嘉咸街、衙前圍村和洗衣街這三個項目投入大量的準備工作，但由於社會情況的改變，令到我們無法如期在二零零六/零七年度開展這三個項目。我們需要較原先估計更充裕的時間，以便處理個別項目的獨特問題，如規劃設計、保育理念及發展主題等，好讓這三個項目在開展時，可以順利推行。

During 2006/07, URA has made solid progress in all areas of our urban renewal work in what has proved to be a most challenging year of rapid changes in the political and social aspirations of the community. Detailed accounts of our work during 2006/07 are given in the Operating Review and Redevelopment Highlights, which cover all four facets of our holistic 4Rs urban renewal strategy comprising Redevelopment, Rehabilitation, pReservation and Revitalization. I will not, therefore repeat them here. Instead, I would like to highlight a few of the broader issues which we have faced and some of the key events which have occurred.

As the year progressed, the URA has had to **adapt to meet changes in the overall environment** in which we work. Examples include the introduction of the formal requirement to consult District Councils on Planning Briefs (PB), the new administrative requirement to carry out air ventilation assessments, the need to mitigate noise to a greater extent than hitherto required, the trends towards lowering building heights and building densities along with aspirations for greater provision of open space, increased concern in the community about heritage preservation and “collective memories” and the launch by the Government of a public consultation exercise on the same subject. Our work has also attracted much greater public attention as a result of the Legislative Council motion debate, in May 2006, on the work of the URA and the Urban Renewal Strategy (URS).

URA has also been affected by the community's rapidly changing political scene and many of the issues caught up in the campaigning leading up to the Hong Kong Special Administrative Region Chief Executive election on 25 March 2007, as well as the emergence of increasing numbers of sophisticated and vocal concern and interest groups demanding that their views be heard and fully taken into account. A key example is the increased concern, which arose rapidly in the community after being triggered by the Star Ferry incident in late 2006, about heritage preservation and “collective memories”. This resulted in a Legislative Council motion debate on heritage policy and the launch by the Government of a public consultation exercise on the same subject in early 2007.

Generally, this year has been dominated by the need to progress as far as possible the four remaining ex-LDC **Redevelopment** projects, namely Peel Street/Graham Street, Nga Tsin Wai Village, Sai Yee Street and Kwun Tong Town Centre. Each of these four projects have their own unique character and, therefore, require especially tailored approaches together with very extensive “bottom-up” consultation approach with relevant stakeholders and liaison with the relevant Government Departments and regulatory bodies. Moreover, the URA has had to adapt its originally intended approaches,



利東街成為步行街，重現「大城空間，小區風貌」的特色。
Lee Tung Street will be pedestrianised and shopping street character will be recreated.



卑利街/嘉咸街項目內的廣場及綠化地帶。
The piazza, the greenery and quality open space in the Peel Street/Graham Street project.

我們已於二零零七年七月正式啟動卑利街/嘉咸街項目，並進行住戶狀況調查。在發展這個項目的同時，我們決定保留及強化區內露天市集的地方特色。項目將會以「老店街」的主題來發展，並會保育三至四幢戰前舊樓，興建數層高的矮樓宇作小型街舖之用，以及加強綠化和提供社區設施，供公眾享用。至於衙前圍村項目，我們現正設計更為著重保育的方案，務求盡量保存村內尚餘具歷史價值的古蹟文物。洗衣街項目方面，發展設計中的零售元素，將會切合現時洗衣街以售賣運動裝備及波鞋的地區特色。

除了準備開展上述項目外，我們繼續處理已經實施的三十一個項目，其中包括利東街項目。該項目將會以「大城空間，小城風貌，新舊交融，凝聚活力」為發展主題。項目將保留三幢唐樓，以及現時街道和低密度樓宇的風貌。此外，我們亦在年內批出位於灣仔的皇后大道東和大角嘴洋松街/松樹街兩個項目的合作發展協議。

二零零七年三月啟動的**觀塘市中心重建計劃**，無疑是二零零六/零七年度的重點工作之一。經過兩年多的廣泛而深入的社區諮詢和規劃工作後，我們在二零零七年三月三十日刊憲，公布實施有關項目，並進行人口凍結調查，及於同年四月向城規會呈交兩份發展計劃圖則及規劃大綱。觀塘市中心重建計劃是市建局及前土發所開展的項目之中，成本最高昂，問題最複雜及風險最高的一個。由於實施這項計劃涉及龐大的財務和其他風險，我們必須獲得合理的發展密度，才可以按照現時社區人士支持的規劃方案，按步就班地進行綜合重新發展觀塘市中心。

timetables and deployment of resources for implementing them to meet the rapidly changing aspirations of the community.

As a result, despite the substantial preparatory work which we had carried out during the year on each of the Peel Street/Graham Street, Nga Tsin Wai Village and Sai Yee Street projects to suit their individual circumstances, URA was unable to commence these projects as originally planned within 2006/07. This is because much more time than originally envisaged was required to resolve the specific issues such as the planning layouts, preservation concepts and development themes relating to each project so that, when commenced, each of these three important projects can proceed as smoothly as possible, as indeed Peel Street/Graham Street has now done with conduct of the occupancy survey being carried out in July 2007. This project will be redeveloped according to an "old shops street" theme incorporating into the new development preservation of three or four pre-war buildings, recreation of low rise shop fronts, provision of a green pedestrian corridor and a community centre as well as preserving the street old market surrounding the blocks. In the case of Nga Tsin Wai Village, we are developing a conservation paramount design involving preservation of its remaining defining historical elements. In Sai Yee Street, the retail element of the future development will be designed to fit in with the local concentration of sports and sneakers shops.

Apart from preparing for commencement of these projects, we have been taking forward 31 ongoing redevelopment projects. This includes the Lee Tung Street project which will be redeveloped, incorporating themes of character, heritage, open space and blending old and new, to provide a vibrant people friendly environment, incorporating preservation of three shophouses and retention of the scale of the street and tenement buildings into the design. Elsewhere, we awarded joint venture development contracts for two projects, situated in Queen's Road East in Wan Chai and Larch Street/Fir Street in Tai Kok Tsui.

The undoubted highlight of 2006/07 occurred in March 2007, when, following two years of intensive community engagement and planning, URA took the momentous decision to commence the **Kwun Tong Town Centre Redevelopment Project**, through gazettal and conduct of the freezing survey for the project on 30 March 2007, and, thereafter, to submit the two Development Scheme Plans and the two PBs for this project to the Town Planning Board (TPB) in April 2007. This project is the most expensive, complex and high risk exposure project ever undertaken by the URA or its predecessor. Given the financial and other risks associated with implementing this massive project, it is of the utmost importance that we are able to secure a reasonable plot ratio that is sufficient to allow us to proceed as planned with integrated redevelopment of the town centre, in the manner currently envisaged and supported by the community.

行政總監報告 Managing Director's Statement

觀塘市中心項目提供一個寶貴契機，我們既可改善居民的破落居住環境，同時亦可打造觀塘成為二十一世紀的市中心典範，切合區內六十多萬居民的需要和期望。因此，我們在推行此項目時，必須抓緊機遇，設計一個具前瞻遠景的發展方案，以滿足社區的訴求。設計方案包含的十二個重要元素，已經在業務回顧一章中詳細臚列。該方案不但符合現時最新的規劃要求，更涵概社區人士在各項諮詢活動中所表達的主流意見。由於我們所提出的設計方案，已獲得廣泛社區人士的認同和支持，我們一定悉力以赴，務求順利落實這項目，裨益觀塘區及東九龍周邊地區的居民。

除重建發展外，我們在其他三個R方面的工作，亦正在全速前進。一如以往，我們的**樓宇復修**貸款及物料資助計劃，繼續備受廣大業主的歡迎。二零零七年三月，我們慶祝第二萬個住宅單位的復修工程完成，並頒發最佳復修樓宇獎項。此外，我們更為三組樓群提供專業的外牆設計，透過不同的顏色組合，進而提昇附近環境的景觀。



市建局提供了外牆顏色組合設計，令整個地區的面貌得以提升。
URA offers colour scheme designs of the rehabilitated buildings to add attractiveness and diversity to the district.



文物保育方面，灣仔二十多幢唐樓的保育及翻新作現代商業用途的工作，正進行得如火如荼，預計首批工作可於二零零七年內完成。為了加強保育方面的工作，我們已為個別特定項目設立專家小組，以及與古物古蹟辦事處及相關政府部門緊密合作。此外，我們又與建造業訓練局合作，為保育工作的同事，提供訓練課程。

活化舊區方面，我們繼續與多個區議會及政府部門通力合作，尤其是在我們的重建及樓宇復修項目的周邊附近，進行道路美化工程，從而改善街道景觀，增加地區活力。這些地區包括荃灣、大角嘴、深水埗、上環等多處。



觀塘市中心項目佔地近一萬三千多平方呎的平民化雜貨市集(右邊)及現代化多用途社區大樓(左邊)，中間是給市民享用的文娛廣場。

The Civic Square at Kwun Tong Town Centre project is flanked by the bazaar (approx. 13,600 sq ft) on the right and oval-shaped multi-purpose community complex on the left.

The Kwun Tong Town Centre project provides a wonderful opportunity both to relieve the plights of the residents in this currently rundown district and to provide an integrated 21st century town centre capable of meeting the needs and aspirations of the 600,000 people living in Kwun Tong. With the launching of this project, we have endeavoured to seize this opportunity by producing a forward looking design to serve our community in the 21st century. The 12 major features of this design, which are described in detail in the section on this project in the Operating Review, embody the latest planning requirements as well as the aspirations of the community as expressed during our consultations. As a result, our design has already achieved wide acceptance in the community. In URA, we are all fully committed to going the extra miles needed to bring this project to successful fruition for the benefits of the people of Kwun Tong and the surrounding areas of East Kowloon.

In addition, we have been forging ahead with the 3 other Rs of our 4Rs strategy. In 2006/07, our **Rehabilitation** financial loan and materials incentive schemes continued to be well received and in March 2007, URA celebrated the landmark completion of our 20,000 rehabilitated units and we presented an award for the Best Rehabilitated Building. Another initiative was to provide design services to three clusters of buildings to refresh their external appearances through coordinated colour designs and with these, uplift the environments of entire neighbourhoods.

Meanwhile, planning and conservation work relating to **pReservation** and adaptive re-use of over 20 shophouses in Wanchai continued, with the first group of these being scheduled for completion in 2007. To ensure the quality of our preservation work, we also set up expert panels to advise on certain projects, as well as working closely with the Antiquities & Monuments Office and other relevant Government Departments. In addition, we partnered with the Construction Industry Training Authority to introduce a training course in conservation work for site staff.

Revitalisation of streets in several districts continued with URA working closely with both District Councils and relevant Government Departments to uplift the look of the streets in the vicinity of our redevelopment and rehabilitation projects in Tsuen Wan, Tai Kok Tsui, Sham Shui Po, Sheung Wan and elsewhere.

行政總監報告 Managing Director's Statement

至於**財政**方面，截至二零零七年三月三十一日，我們錄得資產淨值一百二十三億元，其中包括政府自二零零二年起分五次注資的一百億元。現金及銀行結存達七十九億元，不過，根據由二零零七年四月一日起計的未來五年業務綱領內，我們估計需要動用約三百億元，進行龐大而眾多的市區更新項目。我們亦察覺到過去數年，物業市場的持續改善，增加了我們的收購成本及財務風險。除了繼續審慎理財、致力資源增值和善用資金外，我們相信期間亦有需要向外融資，包括向銀行借貸，來應付項目的支出。

過去三年，我們得到剛卸任的**董事會主席**鄭維新先生的睿智領導，給予我們許多寶貴的意見和支持，本人謹代表管理層及全體員工，向他衷心致謝。今年五月一日開始，張震遠先生出任董事會主席。張先生自一九九五年起已擔任前土發及本局的董事會成員，對香港的山區更新工作具豐富經驗，並充滿幹勁熱誠，在他的領導下，相信本局的工作將會更上一層樓。

此外，一批資深的董事會成員，陳麗雲教授、林貝幸嘉女士及譚惠珠女士亦已相繼卸任。我們非常感謝她們在市建局成立的首六年，給予我們指導和支持。本人亦要多謝梁家傑議員在任內的貢獻，以及兩位退休的官方成員，規劃署署長馮志強先生和地政署署長劉勵超先生的支持，謹此祝賀他們退休生活愉快。最後，本人衷心感謝董事會及各委員會成員的支持和指導。

對於本局來說，過去一年充滿挑戰和機遇。事實上，我們能夠在綜合市區更新計劃下，全方位推動4R工作，實有賴所有**員工**，一直緊守崗位，努力不懈，即使面對各種壓力，仍然繼續默默耕耘，鍥而不捨。本人衷心感謝他們永不言倦的精神及惠澤社區的貢獻。

本人十分期待能繼續與社會各界人士，包括專家顧問，政府部門，合作發展商和其他持份者，共同努力，攜手向提升香港生活環境質素的目標邁進。

行政總監

林中麟

二零零七年七月三十一日

行政總監報告 Managing Director's Statement

Turning now to our **Finances**, as at 31 March 2007, our net asset value was \$12.3 billion, including five capital injections totalling \$10 billion from the Government since 2002. Our cash and bank balances were \$7.9 billion. However, we estimate that, in the five years from 1 April 2007, we will be spending some \$30 billion on implementation of our ambitious urban renewal plans. We also note that the improving property market conditions over the past few years have increased our costs of property acquisition and with it, our financial exposure. Apart from continuing to exercise prudent financial management and striving to achieve good value for money in our activities and to make good use of available funds, we envisage that we will still need external financing, such as bank borrowings, during this period.

Over the past three years, the Authority has been under the able leadership of our **Board Chairman**, Mr Edward Cheng, who will be greatly missed now that he has retired from the Board. On behalf of Management and staff, I must offer him our most sincere thanks for his guidance and advice. Assuming the Chairmanship from 1 May 2007, we are very fortunate to have Mr Barry Cheung, an energetic and knowledgeable “old hand” in urban renewal who has been a member of the Board since 1995 when we were still the Land Development Corporation.

Apart from Mr Cheng, a number of experienced Board members have also retired, namely, Professor Cecilia Chan, Mrs Peggy Lam and Miss Maria Tam. For their dedication and guidance during the first six years of URA's operation, we again offer our most sincere appreciation. We would also like to thank the Honourable Alan Leong for his advice during his membership of the Board, and two ex officio Board members, Mr Bosco Fung and Mr Patrick Lau who have retired from the Government and hence from our Board for their much valued contributions. Lastly, we would like to register our appreciation for all Members of the Board and Committees for their contributions during the year.

This has been a most challenging and eventful year for the Authority. The fact that we were able to continue to move ahead with our very comprehensive urban renewal programme, which covers a wide range of 4Rs activities, is very much due to the hard work and dedication of our **Staff**, many of whom often have to perform under most stressful circumstances. I would like to thank them whole-heartedly for their tireless efforts and valuable contributions.

I look forward to working together with all of you - our consultants, the Government, joint venture partners and other relevant stakeholders in our community, in the coming year to take forward our vision for renewing and uplifting the quality of the urban living environment of Hong Kong.

Billy LAM Chung-lun
Managing Director
31 July 2007

業務

Operating 回顧

Review

重建

Redevelopment

復修

Rehabilitation

活化

Revitalisation

保育

Preservation

大角嘴是市建局推行市區更新的重點地區之一。
Aerial view of Tai Kok Tsui district, one of the
target areas for URA's urban renewal initiatives.

URA

本章就市區重建局（市建局）截至二零零七年三月三十一日止的業務運作作出回顧。

業務綱領和業務計劃

根據《市區重建局條例》的規定，市建局每年均會依循《市區重建策略》內的指引，擬備及呈交財政司司長審批其「五年業務綱領」和「周年業務計劃」，以制定本局的策略方向及工作計劃。

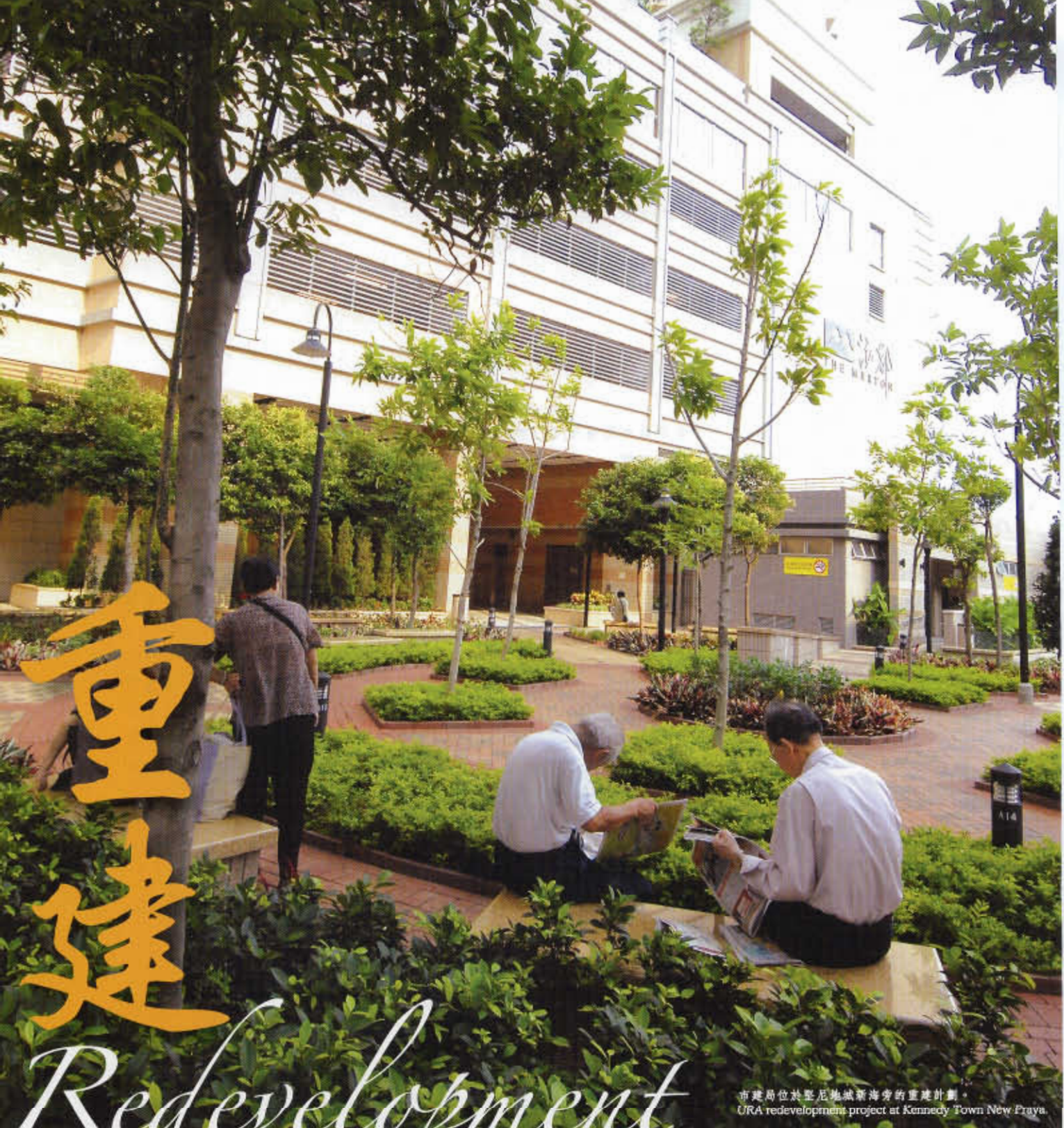
本局經過精心策劃，推行綜合的4R（重建、復修、活化和保育）業務策略。我們會小心考慮不同的因素，平衡各方利益，一方面履行前身土地發展公司（土發）遺下的工作及承諾，又會兼顧日益提升的公眾期望和市區更新的迫切需要，以及慎重考慮本局的權責範圍和有限資源，確使業務綱領和業務計劃既務實又進取。

This Operating Review covers the Urban Renewal Authority's (URA) work over the past year.

Corporate and Business Plan

The URA Ordinance (URAO) requires the URA to follow the guidelines in the Urban Renewal Strategy (URS) and prepare and obtain the approval of the Financial Secretary each year for both a five-year Corporate Plan and an Annual Business Plan (Plans) laying out the direction and programme of the Authority's activities.

The Plans are carefully devised to integrate the proposals and activities conceived under the URA's Redevelopment, Rehabilitation, pReservation and Revitalization (4Rs) approach. Among the key considerations when drawing up these Plans are previous obligations, changing community aspirations with respect to urban renewal and the urgency for taking renewal actions within the framework of the URA's mandate and resource limitations.



重建

Redevelopment

市建局位於堅尼地城新海旁的重建計劃
URA redevelopment project at Kennedy Town New Praya.

發展

荔枝角道/桂林街/醫局街
Lai Chi Kok Road / Kweilin Street Project & Yee Kuk Street Project

觀塘市中心
Kwun Tong Town Centre
福全街/杉樹街
Fuk Tsun Street/Pine Street Project

海壇街/桂林街/北河街
Hal Tan Street / Kweilin Street and Pei Ho Street Project

卑利街/嘉咸街
Peel Street / Graham Street

利東街
Lee Tung Street

重建發展

在本年報內，「項目」一詞泛指根據《土地發展公司條例》及《市區重建局條例》實施的所有類別計劃及項目。此外，本局實施項目時，有些項目可能會合併一起，有些則可能會分拆成較小型的項目。

雖然本局按照《市區重建局條例》第二十五條製備的發展計劃圖則並不直接受《城市規劃（修訂）條例》規管，惟城規會及本局均同意，本局於製備及修改有關圖則時，亦會跟隨《城市規劃（修訂）條例》之程序進行。

故此，本局根據上述條例製備的發展計劃圖則，需要正式接受公眾人士提出之意見和申述，並在有需要時，由城市規劃委員會（城規會）進行聆訊，以考慮該發展計劃是否適宜推行。至今，本局按照《市區重建局條例》及上述規劃程序共開展了九個項目，包括近期推行的觀塘市中心重建計劃。

本局亦可按照《市區重建局條例》第二十六條開展發展項目，此等項目並不受《城市規劃（修訂）條例》的正式規劃程序規管，但必須獲得發展局局長批准。至今，本局推行了一個位於福全街/杉樹街的發展項目。

Redevelopment

In this Annual Report, the word “project” is used generically to cover all categories of schemes, proposals and projects under both the LDC Ordinance and the URAO. Some projects may also be grouped together while others may be split into several smaller projects for implementation.

Although the URA's Development Scheme Plans (DSPs) prepared under Section 25 of the URAO do not fall directly under the Town Planning (Amendment) Ordinance (TP(A)O), we have agreed with the Government that the URA will follow the procedures for plan making and amendment of plans covered under the TP(A)O. In this way, the DSPs are subject to formal public comments, representations and, if necessary, hearings conducted by the Town Planning Board (TPB) in considering the suitability of these projects. To date, nine URAO projects have been launched under this process, with the most recent one being Kwun Tong Town Centre.

The URA can also implement Development Projects (DP) under Section 26 of the URAO. Such projects are not subject to the formal plan making process of the TP(A)O but have to be approved by the Secretary for Development. To date, one project, Fuk Tsun Street/Pine Street, has been launched by this means.

業務回顧 Operating Review

規劃未來項目

年內，本局致力規劃四個複雜的前土發項目，這些項目均涵括於二零零六/零七年度業務計劃內而尚未開展。

Planning for Future Projects

During the year, URA focused its attention on planning for the implementation of the four complex ex-LDC projects not yet commenced at the start of the 2006/2007 Business Plan year.

卑利街/嘉咸街項目

二零零六年六月，本局為卑利街/嘉咸街項目舉辦社區參與工作坊及公眾諮詢。城規會於二零零六年十一月通過了項目的規劃大綱。其後，本局的中西區分區諮詢委員會成立了保育諮詢小組，就項目的文物及保育事宜提供意見。本局亦於二零零七年初向城規會提交項目的總綱發展藍圖，並於二零零七年五月獲得城規會批准。同年七月，本局為項目進行住戶狀況調查，正式啟動卑利街/嘉咸街項目。

Peel Street/Graham Street

Following the community participation workshop conducted in June 2006 for our Peel Street/Graham Street project and subsequent public consultations, the Planning Brief (PB) for this project was approved by the TPB in November 2006. Thereafter, URA established a Heritage Advisory Panel under its Central and Western District Advisory Committee to advise on heritage and conservation issues relating to this project. The Master Layout Plan (MLP) was then prepared and submitted, in early 2007, to the TPB, which approved the MLP in May 2007. Soon thereafter, in July 2007, URA commenced this project by conduct of the occupancy survey.



卑利街/嘉咸街項目的「老店街」設計概念。
Design concept of "Old Shops Street" at the Peel Street/Graham Street project.



本局從社區訴求調查、社區工作坊及諮詢工作中，搜集到區議會、持份者及公眾人士的意見，涵括於項目設計之內。項目的主要特色包括：

Salient features of this redevelopment project that have been shaped by the feedback from the public are:

- 保留位於嘉咸街、卑利街及發展計劃內歷史悠久的露天市集和街頭攤檔；
- 保育嘉咸街的唐樓作重新用途；
- 改善區內的行人設施及流線；
- 提供多用途社區會堂，以配合多方面的社區功能；及
- 降低建築高度

- preservation of traditional street market and hawker activities on Graham Street and Peel Street, and within the new development;
- preservation of shophouses on Graham Street for adaptive re-use;
- improved pedestrian access and movement throughout the area;
- provision of a multi-purpose activities hall to accommodate a wide range of community functions; and
- lower building heights



卑利街/嘉咸街項目總體佈局圖
Master Layout Plan of the Peel Street/Graham Street project.

業務回顧 Operating Review



市建局為洗衣街項目舉行社區工作坊，收集公眾意見。
Community workshop to collect the public's views on the Sai Yee Street project.



洗衣街項目鳥瞰圖。
Aerial view of the Sai Yee Street project.



市建局職員與洗衣街居民會面，了解他們的訴求。
URA staff meet the residents of Sai Yee Street project to understand their concerns.

洗衣街項目

本局在洗衣街項目中，進行了廣泛的社區參與和公眾諮詢。這是一個具挑戰性的項目，社區對項目是否以重建模式推行意見分歧。在一九九八年前土登公布的重建模式的大前提下，本局會審慎研究及制定一個力求平衡的最佳方案，無論最後定案如何，希望可以盡量增加各方的了解和接納，亦希望盡量減低公眾的反對情緒。

Sai Yee Street

Consistent with URA's commitment to engage the community, extensive community engagement and public consultations were conducted for our Sai Yee Street project. A highly challenging project where the local community is deeply divided on whether redevelopment should be conducted. We will continue to work with the community to try to find the best overall solution and to maximize understanding and acceptance and minimize public objections to whatever course of action is finally decided in the context of the redevelopment proposals which were announced by the Land Development Corporation (LDC) in 1998.

衙前圍村

衙前圍村是獨一無二兼具挑戰的項目，現時的衙前圍村已經十分破落，我們既要改善居民的生活環境，亦要平衡社區的保育訴求，設計出與其歷史背景和諧配合的新發展。本局已經與村民和區議會達成共識，同意保留項目內三項歷史文物：天后廟、門樓及門樓上的石匾。在文物保育專家協助下，項目的設計將會保育與發展並重。除了保留天后廟、門樓及石匾外，項目將會以公園的布局形式，保留圍村的氣氛和一些建築，而新的發展則放在公園一旁。然而，最後定案仍有待與村內持有大部分業權的業主繼續磋商，以及視乎社區是否接受本局的保育建議。

除了著手上述三個既大型又複雜，並須於二零零七/零八年度開展的項目外，本局亦積極為「五年業務綱領」內的其他未來重建計劃準備規劃研究。如前文所述，本局每年均會檢討及更新「五年業務綱領」的內容。

Nga Tsin Wai Village

A project that presents a formidable challenge of balancing preservation of historical relics with the needs to relieve residents from their substandard living conditions. The URA has agreed with the local villagers and District Council to preserve three defining elements of the site, namely, the temple, gatehouse and stone tablet above the gate, together with the village layout and some village structures in a park setting with new development located on either side of the park. The final outlook is, however, subject to the outcome of continuing negotiations with the owner of the majority of the private land and property interests in the village as well as the community's reception of our conservation proposals.

In parallel with these three major and complex projects, all of which we shall endeavour to commence in the 2007/08 Business Plan year, the URA has been actively preparing background planning studies for other future redevelopment projects in the context of the five year rolling Corporate Plan which, as mentioned earlier, we revisit and update annually.



項目內三項保留的文物：天后廟、門樓及門樓上的石匾。
Three preserved items at Nga Tsin Wai Village: Tin Hau Temple, gate house and stone tablet above the gate.



目前衙前圍村的破落狀況。
Current dilapidated condition of Nga Tsin Wai Village.

開展新項目

Commencement of New Projects

觀塘市中心

本局於二零零六/零七年度啟動了前土發已公布而尚未展開的觀塘市中心項目，邁進一個新里程。此重建計劃是本局成立以來最大規模，也是最為複雜的一個項目。佔地五點三公頃，項目內共有二十四幢樓宇，涉及一千六百四十個物業業權，影響約四千五百名居民及三百間商舖。

二零零七年三月三十日，本局宣布啟動觀塘市中心重建項目。過去兩年，本局採納了全面、積極進取及由下而上的公眾諮詢，包括與關注團體、業主和居民代表、專業團體、區議員、政黨及其他持份者緊密溝通。



Kwun Tong Town Centre

A significant milestone was reached in 2006/07, with the commencement of the Kwun Tong Town Centre project, which is the largest and most complex project ever undertaken by the URA. Comprising some 5.3 hectares, there are 24 buildings, 1,640 property interests, almost 4,500 residents and 300 shops.

The Kwun Tong Town Centre redevelopment project was launched on 30 March 2007. Prior to this, URA had adopted a comprehensive, pro-active, "bottom-up" approach to engage the local community in discussion about the way forward over a period of two years from early 2005. This involved active dialogue with concern groups, owners' and residents' representatives, professional bodies, District Council members, political parties and other stakeholders.



本局於二零零五年一月協助觀塘區議會進行了一次意見調查，收集公眾意見。其後，本局又於二零零五年七月，聯同香港大學進行了社區訴求調查及多次聚焦小組討論。

二零零五年十一月，本局成立了觀塘分區諮詢委員會。至今，委員會已舉行了九次會議，並於二零零六年一月舉行社區工作坊，逾百人參加，共同構想項目的規劃設計，最後得出六個不同概念的方案。期間，本局亦出版了四期「觀塘路」刊物，令社區人士可以得到項目的最新資訊。

經過上述的諮詢後，本局本着以下五大原則來落實觀塘市中心項目，以確保項目可以順利推行：

In January 2005, in order to gauge public opinion at the outset, URA assisted the Kwun Tong District Council to conduct an opinion survey. This was followed, in July 2005, by URA engaging the University of Hong Kong to conduct a community aspiration survey and focus group discussions.

The Kwun Tong District Advisory Committee was formed in November 2005 and held nine rounds of meetings. A community design workshop was organized in January 2006. More than 100 participants collaborated actively and devised six conceptual schemes after deliberations on a variety of planning and design matters. Meanwhile, four editions of the "Kwun Tong Bulletin" were published to keep the community informed.

Following these consultations, the URA established the following five guiding principles to ensure the success of this project and to facilitate its smooth implementation :

廣泛諮詢及鼓勵社區
全面參與設計

wide public consultation and
full community participation in
planning and design

在審慎理財的原則下，
確保重建計劃的財務
安排穩健可行

prudent financing strategy
to ensure financial viability
and sustainability of the
project

採納富創意和具前瞻性的設計，把
觀塘市中心塑造成為優質生活的典範，
並成為東九龍的商業、交通、購
物及其他活動的樞紐

adoption of a creative and
visionary design for a modern town
centre serving as a model for
quality living and as the
commercial, transportation, retail
and activities hub for East
Kowloon

獲得受影響人士明白及接受
現時一向行之有效的補償及
安置政策

understanding and
acceptance of URA's
prevailing compensation
and rehousing policies by
those affected

重建計劃將分期推行，以減低
對社區的影響，及保持社區在
過渡期間的活力

phased development to
minimize impact and to
sustain the economic vibrancy
of the area



整體建築後移，令物華街擴闊33呎，再加以綠化。
Mur Wah Street will see a facelift with a 33-foot setback of building lines and widening and street-side planting.

In accordance with these principles, roadshows and “door-stepping exercises” were then conducted from August to October 2006, welcoming the views of the public on three design concepts prepared by architectural consultants. Over 85,400 people visited our roadshow venues during this period, and their views were collected and compiled in a survey report that was issued in November 2006. An architectural consultant was then appointed to prepare a notional Master Layout Plan giving due regard to the community’s requirements and aspirations. As a result, 12 major design features were included in the two DSPs for the two sites comprising this project which were submitted to the Town Planning Board for consideration in April 2007. These features were:

- diversified building forms for community, commercial and residential purposes, ranging from landmark features to kaifong-style streets and bazaars;
- a reasonable plot ratio commensurate with a town centre serving the surrounding population of 600,000 in Kwun Tong District;
- appropriate building heights to free up public open space at ground level;
- an oval-shaped multi-purpose civic centre, an iconic commercial tower and a cone-shaped atrium for the public transport interchange;
- a covered integrated public transport interchange such that the new town centre will be vehicle-free;
- a terraced-garden with water features;
- green coverage of almost 30 percent of the site area;
- enlargement of Yue Man Square Rest Garden and preservation of old trees;
- set back of buildings to widen pedestrian paths, allow tree planting and offer better views for buildings surrounding the project site;
- placement of the commercial complex along Kwun Tong Road to serve as a noise barrier shielding residential blocks to the north;
- priority being given to reprovisioning of government buildings and services in accordance with modern standards; and
- enhancement of connectivity with the MTR station, public transport interchange and surrounding areas via footbridges and tunnels.



從物華街進入平民化的「街坊街里」內，車仔麵和叉燒飯等一應俱全。
Access from Mut Wah Street, a specially designed “Kai Fong Lane” with traditional shops offering barbecue meat, “won ton” noodles and bargain shopping.



觀塘市中心重建計劃：建築物空間分佈妥當，令景觀開揚及空氣流通，達到優良效果。
Kwun Tong Town Centre redevelopment: Buildings are adequately spaced out to maximise views and air ventilation.

業務回顧 Operating Review



市建局規劃、拓展及文物保護委員會主席龍炳顯教授（中）向傳媒介紹觀塘市中心項目的設計方案，旁為市建局行政總監林中麟先生（右）及觀塘區議會主席陳耀彬先生。

Chairman of URA's Planning, Development and Conservation Committee, Professor David Lung (middle) explains the design concept of Kwun Tong Town Centre project at a media conference. Next to him are Managing Director, Mr Billy Lam (right) and Chairman of Kwun Tong District Council, Mr Chan Chun-bun.

二零零七年初，本局成立市區重建社區服務隊，為受項目影響而需要協助的人士提供服務。二零零七年五月，本局在項目地盤的中心位置設立了觀塘辦事處，以便與持份者繼續保持緊密溝通。

二零零七年三月底，本局為項目進行了住戶訪問調查，並將結果製備成第二期社會影響評估報告，於同年六月呈交城規會。現時，本局已提交所有必需資料，下一步是等待城規會於二零零七年八月至九月舉行會議，考慮項目的發展計劃圖則。

展望將來，本局將繼續與所有持份者保持緊密聯繫，致力取得公眾支持，並與政府部門合作，通過法定規劃程序，評估潛在風險和設法解決，以及盡力在實際可行的情況下確保此龐大、複雜及重要的項目能成功推行，令受影響人士和整體社會均有所裨益。本局的願景是希望打造出一個二十一世紀的世界級市中心，符合公眾期望和需要，亦令社區引以自豪。

已開展之項目

自二零零二年初至二零零七年三月，本局共推出二十三個重建項目，大部分屬於前土發於一九九八年初公布的二十五個項目，其中包括上文提及的觀塘市中心項目。本局將其中一些項目合併，並以更大型項目的形式開展。至二零零七年三月底，在二十三個項目中，十三個項目已經開展，其中五個合併成兩個大型項目進行，另外十個項目則正進行規劃、收購及居民搬遷工作。

另外十個已開展的項目正處於後期階段，居民搬遷工作經已完成。本局已就其中九個項目跟私人發展商達成合作發展協議，餘下一個項目地盤正進行樓宇拆卸工程。

此外，本局接手前土發十個已開展的項目，其中兩個已完成，其餘八個仍在進行中。有關本局現時全部三十一個重建項目的詳細資料，包括二十三個本局開展的項目，以及八個從前土發接手進行中的項目，均載於第六十六頁的重建概覽一章。



觀塘分區諮詢委員會討論觀塘市中心項目進度。
Kwun Tong District Advisory Committee discusses the progress of Kwun Tong Town Centre project.



觀塘社區服務隊接觸居民，了解他們的需要。
The social service team visits a resident in Kwun Tong Town Centre project to understand her needs.



為觀塘市中心項目特別開設的觀塘辦事處於二零零七年五月啟用。
URA's Kwun Tong office specially set up for Kwun Tong Town Centre project opens in May 2007.

In early 2007, the URA established a dedicated social service team to serve those affected by this project and in need of help. Then, in May 2007, we opened our Kwun Tong Office, located in the heart of the project site, to facilitate ongoing close liaison with all stakeholders.

In June 2007, the URA submitted to the TPB the required detailed Stage II Social Impact Assessment, which was based on the results of the household interview survey carried out by the URA in end March 2007. Now that all necessary information has been submitted to the TPB, the next step will be for the TPB to consider the DSPs for this project at meetings in August-September 2007.

Looking ahead, URA will continue to liaise with all stakeholders, to strive to sustain local community support, to work with Government Departments on the statutory planning procedure, to identify potential risks and resolve them, and to take all other necessary steps to ensure, as far as is practicable, the successful implementation of this massive, complex and important project for the benefit of both those affected and the community as a whole. Our vision is to create a world class 21st century town centre which will meet the aspirations and serve the needs of the community and of which the community will be proud.

Implementation of Commenced Projects

Between early 2002 and March 2007, the URA has launched a total of 23 new redevelopment projects, including the Kwun Tong Town Centre project mentioned in the previous section. Most of the 23 projects which URA has launched have been chosen from among the 25 announced by the LDC in early 1998. Some of them have been combined and are being taken forward as larger projects. Of the 23 projects commenced by the end of March 2007, 13 are now being taken forward, following the combination of five of these into two larger projects, as 10 projects which are *now under planning, acquisition and clearance*.

The remaining 10 commenced projects are more advanced with clearance of their respective sites having already been completed. URA has now entered into agreements with joint venture partners from the private sector to develop nine of these 10, while demolition is underway on the site of the other one.

In addition, URA has taken forward 10 ongoing ex-LDC projects of which two have been completed while eight remain ongoing.

Individual details of all of URA's 31 current projects, comprising the 23 launched by URA plus the eight remaining ongoing ex-LDC projects, are given in the chapter entitled *Redevelopment Highlights 2006/07* in page 66.

重建項目的新單位銷售

年內，與本局合作發展四個項目的發展商，分別已經展開單位預售的工作，包括怡峰的九龍建業、萬景峰的信和置業、嘉蒼軒的嘉華國際集團，以及尚翹峰的華人置業。此外，泓都項目尚未銷售之單位，亦於二零零六年第四季再度推出。基於本年度住宅市場持續向好，有關住宅單位的預售及銷售情況均有不錯的成績。總計，超過一千四百個單位經已售出，當中一些項目已售出大部分單位，而其他項目亦有良好的銷售進度。

泓都於二零零五年一月推出單位預售後，有三十二名買家未能在指定的二零零五年十二月完成物業轉讓契，雖然本局已給予該批買家多次延期，但他們仍不能履行有關程序。因此，本局根據買賣合約規定，將買家的訂金沒收。

與香港房屋協會合作的重建項目

本局於二零零二年十二月與香港房屋協會（房協）簽訂了合作備忘錄，建立策略夥伴關係。至今，房協已根據該備忘錄推行了七個重建項目，均屬土發已公布但尚未開展的項目，其中五個項目位於深水埗，兩個位於筲箕灣。有關項目影響約七百四十六個業權，估計涉及約一千二百個住戶，合共二千三百二十人。當項目完成後，預計可合共提供一千七百二十八個新單位，約一萬二千三百平方米零售樓面，三百平方米休憩用地及四千四百平方米政府、團體及社區設施用地。

此外，房協在灣仔開展了一個舊區活化暨文物保育項目（即藍屋項目），涉及九座唐樓，共三十四個住戶。獲保育的樓宇將用作文化及社區用途，而項目亦會提供商業設施及二百二十平方米公眾休憩用地。

與香港房屋委員會合作

本局於二零零二年六月與香港房屋委員會（房委）簽訂了合作備忘錄。房委同意以雙方協定的單位價格，提供出租公屋單位，以安置受本局重建項目影響的合資格租戶。二零零七年六月，房委與本局完成檢討，並執行新的備忘錄，繼續有關安置安排。

Sale of New Flats in Projects

During the year, pre-sale of flats in four of the Authority's joint venture developments were launched by our joint venture partners, namely, Mount Davis 33 by Kowloon Development Company, Vision City by Sino Land, J-Residences by K Wah and The Zenith by Chinese Estates Holdings. In addition, sale of the remaining unsold flats in The Merton in Kennedy Town was re-launched in the fourth quarter of 2006. With the continued improvement of the residential market sentiment during the year, positive results were achieved. In total, over 1,400 flats were sold with most of the flats being sold in some projects and steady progress being made in the others.

Following the pre-sale of flats in The Merton in January 2005, 32 purchasers defaulted at the time when the assignments were due for completion in December 2005. In accordance with the sale and purchase agreement, the purchasers' deposits were forfeited when they failed to complete the assignments even though several deadline extensions were given by the Authority.

Partnership with Hong Kong Housing Society

The URA and the Hong Kong Housing Society (HKHS) entered into a Memorandum of Understanding (MOU) on Strategic Cooperation in December 2002. Under the MOU, the HKHS has to date commenced seven redevelopment projects which were announced but not yet commenced by the former LDC. Five of these projects are in Sham Shui Po and two are in Shau Kei Wan. The projects affect some 746 property interests and an estimated 1,200 households comprising about 2,320 people. When developed, the projects are expected to provide 1,728 new flats, an approximate 12,300 square metres of retail space, 300 square metres of open space and 4,400 square metres of space for Government /Institution/Community (GIC) use. In addition, the HKHS has commenced a revitalisation-cum-preservation project, involving nine tenement blocks and 34 households and commonly known as the Blue House Project, in Wan Chai. The preserved buildings are planned to be used for cultural and community purposes complemented by commercial facilities and approximately 220 square metres of public open space.

Partnership with Hong Kong Housing Authority

The URA and the Hong Kong Housing Authority (HKHA) entered into a Memorandum of Understanding in June 2002, under which the HKHA agreed to rehouse eligible tenants affected by URA projects in public rental housing units at an agreed cost per unit. In June 2007, HKHA and URA completed a review and executed an updated MOU under which these rehousing arrangements will continue.

復修

第貳萬個復修單位新里程

市建局樓宇復修資助計劃

Rehabilitation

市建局日前完成復修的第二百幢大廈：上環銀禧大廈。
Silver Jubilee Mansion in Sheung Wan, the 200th
rehabilitated building under URA's scheme.

樓宇

灣仔 Wan Chai

大角嘴

深水埗

Sham Shui Po

Tai Kok Tsui

旺角

紅磡

Hung Hom

Mong Kok

中西區

荃灣

油麻地

Central & Western District

Tsuen Wan

Yau Ma Tei

馬頭角

Ma Tau Kok



房屋及規劃地政局局長孫明揚先生主持「市建局第二萬個復修樓宇新里程」典禮。旁為（右起）市建局行政總監林中麟先生、市建局董事會成員尹志強先生及周賢明先生、屋宇署署長張孝威先生、市建局主席鄭華新先生、市建局董事會成員龍劍明教授、陳家樂先生及葉滿亭先生。

The Secretary for Housing, Planning and Lands, Mr Michael Suen officiates at the milestone event ceremony for 20,000 rehabilitated units. Accompanying him are (from right) URA's Managing Director, Mr Billy Lam; URA Board Members Mr Aaron Wan and Mr Francis Chau, Director of Buildings, Mr Cheung Hau-wai; URA Chairman, Mr Edward Cheng; URA Board Members Professor David Lung, Mr Walter Chan and Mr Stephen Yip.

樓宇復修

於二零零六/零七年度，本局的樓宇復修物料資助計劃及免息貸款計劃共協助了八十八幢樓宇，共約七千五百個單位，進行及完成樓宇復修工程。以上兩項計劃，連同本局其他推動的措施，包括困難戶資助、第三者責任保險資助、復修樓宇按揭優惠，以及提供免費專業及技術意見等，均受到業主的歡迎和社區支持。

在地區組織及非政府機構的協助下，本局大力宣傳樓宇復修的重要性，以及本局的樓宇復修資助計劃，對象是四百二十幢樓宇，逾二萬五千個單位。本局也參與了由政府部門及公營機構舉辦的宣傳活動，在地區推廣樓宇復修訊息。此外，本局亦透過研討會、在專業刊物撰寫文章、傳媒訪問，以及向本地和海外學術及專業團體演講，目的是廣泛宣傳樓宇復修的好處及討論相關課題。

Rehabilitation

In 2006/07, URA managed to provide assistance to 88 buildings, comprising about 7,500 units, to carry out and complete rehabilitation works through our two incentive schemes, i.e. the materials incentive scheme and the interest-free loan scheme. These two schemes, together with our other initiatives to promote building rehabilitation, which include the hardship grants, subsidies for third party liability insurance, preferential bank mortgage terms and technical advice on rehabilitation works to owners' corporations, have continued to gain popularity and public support.

With the help of local community groups and non-government organizations, we have organised activities to promote building rehabilitation and our schemes to the residents of some 420 buildings covering over 25,000 units. We have also participated in large scale promotional events

業務回顧 Operating Review

二零零七年三月，本局慶祝完成第二萬個復修單位新里程，並舉辦了市建局「最佳復修樓宇」選舉。超過八十多幢復修樓宇參加。評審團由本局規劃、拓展及文物保護委員會主席龍炳頤教授擔任主席，成員包括四個專業團體的代表。經過多輪評選，九幢樓宇脫穎而出，贏得各項獎項。

當本局於二零零四年推出樓宇復修計劃以來，直至二零零七年三月，超過三百幢位於本局樓宇復修服務區的樓宇參加了兩項資助計劃。本局共批出超過九千萬元的貸款及資助，協助業主進行樓宇復修工程，令約二萬六千戶家庭的居住環境得以改善。以上提及的金額，其中的四千三百萬元的貸款及資助於二零零六/零七年度發放。

經過一番的努力，本局的樓宇復修服務區開始出現多組群令人耳目一新的樓宇。除了為業主立案法團提供技術支援外，本局於二零零六年/零七年度向超過二十幢樓宇提供了外牆顏色組合設計，令這些樓宇完成復修工程後，更能顯出其獨特風格。類似的服務亦擴展至附近的其他三組樓群，協調的外牆顏色設計，令整個地區的面貌得以提升。



市建局於上環行人觀日坊擺設攤位，向市民宣傳樓宇復修的好處。
URA sets up booth at Sheung Wan Promenade to promote benefits of building rehabilitation.



市建局向房屋及規劃地政局局長孫明揚先生簡介樓宇復修的工作。
The Secretary for Housing, Planning and Lands, Mr Michael Suen is briefed about URA's rehabilitation work.



市建局職員向市民介紹樓宇復修計劃詳情。
URA staff explains the building rehabilitation scheme.



最佳復修樓宇（第2組別—50個單位以上樓宇）：大角嘴大公樓。
Best Comprehensive Rehabilitated Building (Category 2 — Buildings with over 50 units):
Ta Kung Building, Tai Kok Tsui.



最佳復修樓宇（第1組別—50個單位以下樓宇）：灣仔東昇樓。
Best Comprehensive Rehabilitated Building (Category 1 — Buildings with under 50 units): Tung Sing Building, Wan Chai.



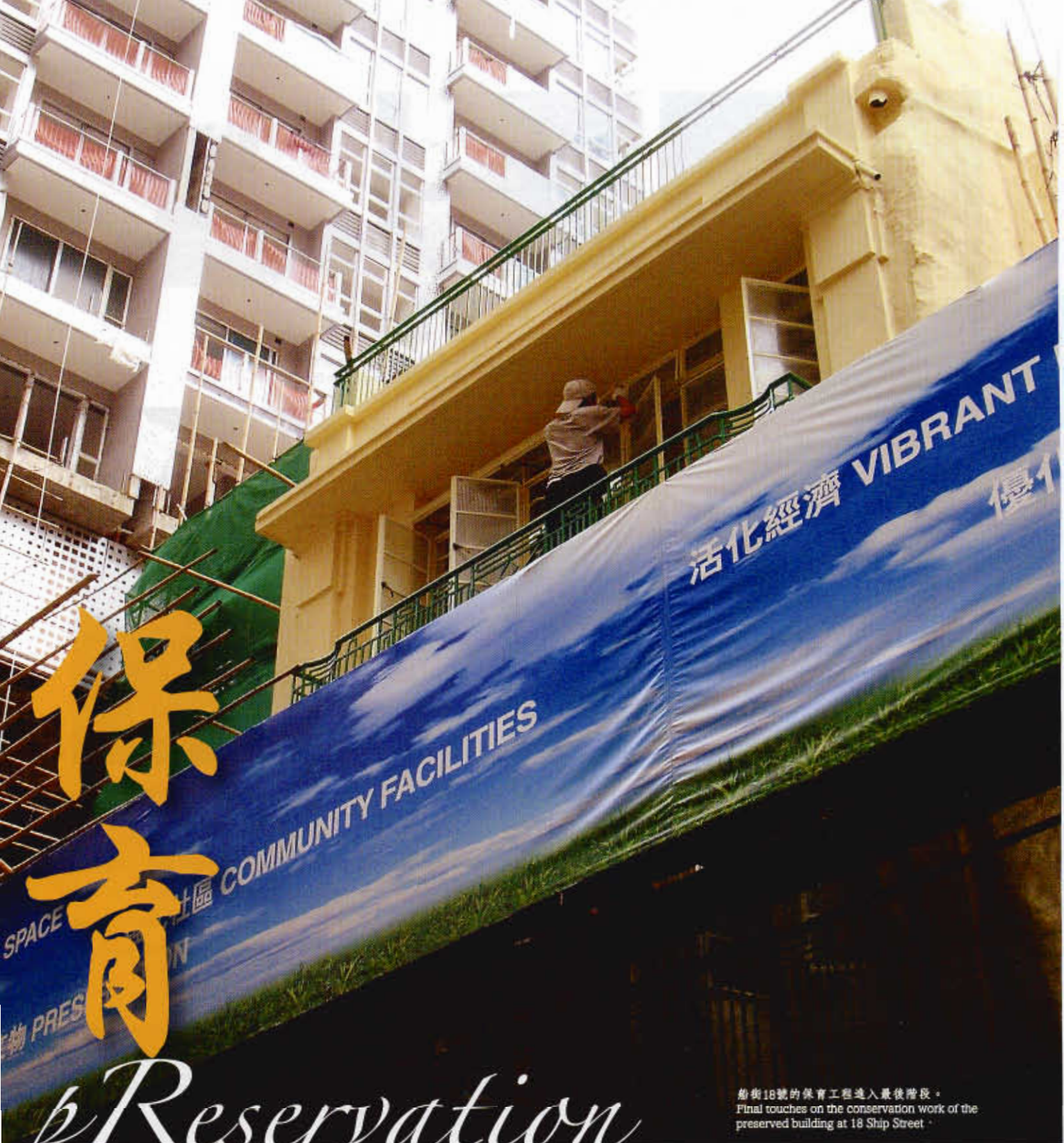
評審團進行最佳復修樓宇的評選。
Judging panel of the Best Rehabilitated Buildings.

organized by Government Departments and public bodies. We have also publicized the benefits of building rehabilitation and common issues related to it through seminars, submitting articles to professional journals, media interviews and presentations to academics and professional groups from both local institutions and overseas.

In March 2007, the URA celebrated the completion of the 20,000 rehabilitated units and organized the Best Rehabilitated Building Award. The Award was won by nine buildings selected from over 80 entries by a joint panel of representatives from four professional bodies and chaired by the Chairman of the URA's Planning, Development and Conservation Committee, Professor David Lung.

Between 2004, when our rehabilitation schemes were rolled out and the end of March 2007, over 300 buildings in our URA Building Rehabilitation Scheme Areas had joined these schemes, with over \$90 million in loans and grants being approved to enable rehabilitation works to be carried out on the buildings concerned, thereby significantly improving the living environments of some 26,000 units. Of this amount, about \$43 million was handed out by URA in loans and grants during the 2006/07 year alone.

More fresh looking buildings with thematic colour designs are appearing in our Action Areas as a result of our rehabilitation work. In 2006/07, in addition to the technical advice offered to owners' corporations, we have provided design service to over 20 buildings located in prominent urban areas in order to bring out the unique character of individual buildings upon completion of their respective rehabilitation works. Similar services were extended to cover three clusters of buildings in various localities in order to uplift the appearance of entire neighbourhoods by the use of coordinated colour designs for their external appearance.



保育

Reservation

船街18號的保育工程進入最後階段。
Final touches on the conservation work of the preserved building at 18 Ship Street.

文物

皇后大道東 186-190 Queen's Road East

莊士敦道 60-66 號
60-66, Johnston Road

卑利街 / 嘉咸街
18 Ship Street / Graham Street / Peel Street

船街 18 號

文物保育

莊士敦道項目（現命名為嘉薈軒），預計於二零零七年中完工。本局就位於莊士敦道四幢未予評級的「廣州式」唐樓及船街的一幢二級歷史建築，進行了保育及翻新工程，以作現代商業用途。

有關的保育工作涉及多方面的課題，包括如何保留那些樓宇特色、如何令樓宇符合現代屋宇及消防安全標準等。因此，本局現與古物古蹟辦事處、屋宇署及消防處緊密合作，就如何將保育樓宇作重新用途，探討實際可行方案。上述的經驗，將會應用於灣仔茂蘿街/巴路士街項目中六幢二級歷史建築的保育工程。



位於船街18號的一幢唐樓翻新後展新貌。
A shophouse at 18 Ship Street after refurbishment.



莊士敦道項目內的一列四幢廣州「騎樓式」唐樓，經翻新後的外貌。
A row of four-storey Cantonese-style terraced houses at Johnston Road redevelopment site after being preserved and refurbished.

pReservation

Within our Johnston Road project, now named J-Residence and scheduled for completion in mid 2007, work has continued on the preservation and conversion for modern commercial uses of four non-graded shophouses along Johnston Road and a grade II shophouse on Ship Street.

To enable this to be done, certain issues regarding what and how building features should be preserved and the suitability and applicability of modern building and fire safety standards need to be addressed. The URA is, therefore, working closely with the Antiquities & Monuments Office, Buildings Department and Fire Services Department towards achieving common and practical understandings about how to preserve and adapt heritage buildings for re-use. The experience gained is now being applied to the preservation and adaptive re-use of six grade II shophouses within the Mallory Street/Burrows Street project, also in Wanchai.

業務回顧 Operating Review



市建局於茂蘿街保育六幢戰前唐樓，作文化創意產業空間。
Six shophouses in Mallory Street will be preserved for the use of operators of cultural and creative industries.

本局為利東街/麥加力歌街及嘉咸街/卑利街兩個項目擬備的總綱發展藍圖加入了重要的保育元素，該兩份總綱發展藍圖已分別於二零零六年底及二零零七年初呈交予城規會考慮，並於二零零七年五月獲得城規會通過。

本局將保留利東街/麥加力歌街項目內，位於皇后大道東的三幢二級歷史建築，亦會保留利東街低層建築物及小型街鋪零售活動的特色，重現小區風貌，新舊共融。

Preservation is also an important element in the MLPs for the Lee Tung Street/McGregor Street and Graham Street/Peel Street projects which were prepared and submitted to the TPB in late 2006 and early 2007 respectively and approved in May 2007. In the former project, three grade II shophouses along Queen's Road East will be preserved and the scale and proportion of the street and tenement buildings, together with the small shops, will be retained upon redevelopment.

In the latter project, preservation of three non-graded shophouses along Graham Street, and the facade of another at Wellington Street have been incorporated into the design, subject to resolution of some technical issues, together with retention of the street scale and ambience of Graham Street.



利東街項目內經保育後的三幢戰前唐樓將重現活力。
Three preserved buildings at Lee Tung Street Project.



卑利街/嘉咸街重建項目—老店街及露天市集初步構圖。
Peel Street/Graham Street redevelopment project — preliminary concept plan of "Old Shops Street" and open market.

在卑利街/嘉咸街項目內，本局將保留三幢未予評級的唐樓及視乎樓宇結構評估結果，保留另一幢位於威靈頓街的樓宇外牆。嘉咸街的街貌及氣氛亦會予以保留。

本局的文物保護諮詢小組於二零零五年的工作坊上，指出本港欠缺適當的技術人員進行樓宇保育工作。因此，本局與建造業訓練局合作，支持該局於二零零七年為在保育地盤工作的管工及經理，提供一個新的訓練課程。



嘉咸街/卑利街項目保育小組到訪永和雜貨店。
Visit of Heritage Advisory Panel to Wing Wo Grocery at Peel Street/Graham Street project.

During the year, the URA has worked closely with the Construction Industry Training Authority (CITA) to support their introduction of a new training course on conservation for site foremen and managers after the shortage of appropriate technical skills in preservation had been identified by the URA's Conservation Advisory Panel Workshop in 2005.



活化

Revitalisation

西港城附近的上環坊活化項目。
Sheung Wan Fong revitalisation project near the Western Market.

舊區

Portland Street

砵蘭街 Sheung Wan Fong

河背街 上環坊

Ho Pul Street 石水渠街 / 廈雲街 / 景星街

Sipna Nallah Lane / Fung Wan Street / King Sing Street

舊區活化

去年，本局在多個地區推行街道改善及美化計劃，以配合本局在當區的其它重建及復修工作，令到整體社區得益。

此等項目均得到政府部門例如路政署、建築署及運輸署的積極支持，令舊區活化工作能夠順利推行。另外，區議會亦提供不少寶貴的意見，有助本局在設計這些項目時更能符合社區的需求。

本局在荃灣萬景峰項目附近的河背街，已完成街道美化工程，包括重鋪路面、更新街燈裝置及加添街道特色設置。在荃灣區議會的一個工作小組指導下，本局亦聯同房協在眾安街進行一連串的舊區活化工程，包括擴闊行人路、重鋪路面、街道綠化，以及其它特色設計。

在九龍區，尖沙嘴河內道項目一帶的首期美化工程已經完成，而其他的改善措施亦在計劃中。本局也在大角嘴已復修樓宇的附近街道，進行美化改善工程。

此外，本局在大角嘴及深水埗重建項目附近的範圍，分別進行地區改善工程研究，覆蓋範圍包括櫻桃街至塘尾道一帶，以及荔枝角道/桂林街、警局街、海壇街/桂林街和北河街等地區。有關研究希望可以為社區帶來大量街道綠化、環境美

Revitalisation

The URA has expanded the scope of its area and street improvements over the past year through a widening range of initiatives spread over several districts. The aim is to augment our redevelopment and rehabilitation initiatives and ensure that the benefits of renewal can be enjoyed by the wider community. The support of Government Departments such as Highways, Architectural Services and Transport, amongst others, has been instrumental in expediting these initiatives, while the positive input received from District Councils are now broadening the design scopes of particular measures as well as ensuring that community needs are met.

In Tsuen Wan, street improvement measures including new paving, street lighting and street furniture have been completed along Ho Pui Street close to our Vision City redevelopment. Currently, a plan for footpath widening, new paving, street greening and other themed design elements is underway for Chung On Street as part of a collaborative effort with the HKHS under the guidance of a working group of the Tsuen Wan District Council.

In Kowloon, the first stage of enhancements around our Hanoi Road project in Tsim Sha Tsui have now been completed and additional measures are under design while, in Tai Kok Tsui, street improvements adjoining several buildings which have been rehabilitated with our assistance are now under construction.



大角嘴及尖沙嘴的街道美化設計。
Street beautification in the Tai Kok Tsui and Tsimshatsui districts.

業務回顧 Operating Review

化、行人專用區及其它改善措施，有助舊區重現生氣活力，以及推動區內的經濟商機。

在香港島，上環區的多項活化項目已經為該社區帶來裨益。為了突顯上環獨有的傳統特色，一個富地方活化元素的「百草園」亦於去年正式啟用。該「百草園」座落本局剛完成的皇后街重建項目內，是本局全面活化上環區的另一里程碑。此外，東街的街道新設計亦已接近完成，這將為西港城、上環坊及荷里活道一帶提供連接行人路。

本局的舊區活化項目，已由原先為舊區提供硬件，發展至提供軟件。其中較顯著的例子，是由本局及朗豪坊的管理公司攜手在砵蘭街合辦的大型音樂嘉年華。本局會繼續在已美化及改善的地區舉辦活動，增添社區活力。



市建局主席鄭煥新先生（右四）、中西區區議會主席陳特楚先生（右五）、市建局行政總監林中麟先生（右七）聯同其他地區人士和政府部門代表主持上環百草園開幕典禮。
URA Chairman, Mr Edward Cheng (4th from right); Chairman of Central and Western District Council, Mr Chan Tak-chor (5th from right); URA Managing Director, Mr Billy Lam (7th from right); together with other community leaders and representatives of the Government Departments officiate at the opening ceremony of the Chinese Herb Garden in Sheung Wan.





朗豪坊重建項目的砵蘭街一帶，舉行不同地區活動，為區內帶來生氣。
Various community activities are organised at Portland Street outside the Langham Place redevelopment project.

Meanwhile, we have embarked on major area improvement studies in Tai Kok Tsui, around and linking our several redevelopment projects from Cherry Street to Tong Mi Road, in Sham Shui Po near our projects in Lai Chi Kok Road/Kweilin Street and Yee Kuk Street, and in Hai Tan Street/Kweilin Street Street and Pei Ho Street. These studies focus on identifying opportunities for significant street greening, landscaping, pedestrianisation and other measures to bring vitality, support local businesses and enhance these neighbourhoods in the coming years.

Hong Kong Island, which has already benefited from a series of improvement schemes in Sheung Wan, saw the opening of a new park based on a Chinese herb garden theme as part of the recently completed Queen Street redevelopment project and another milestone in our Sheung Wan Action Area Revitalization Programme. In addition, a new street design for Tung Street is nearing completion. This provides a pedestrian link between the tourist hubs of the Western Market Sheung Wan Fong area and Hollywood Road.

As in previous years, our revitalisation efforts have continued to venture beyond “hardware” to “software” by including a music festival event at Portland Street organized by URA and the Langham Place management company. The URA will look to organize other events in future and to utilize other locations to complement its physical revitalization works.



西港城附近的「上環坊」活化項目為區內提供一個社區活動的地點。
Sheung Wan Fong revitalisation project near the Western Market provides a new hub for community activities.



社會責任 Social Mission

本局深切明白，我們既肩負社會責任，亦面對重建的限制，因此，我們加強了對居民安置、樓宇復修、舊區活化及文物保育方面的工作，致力改善居民的居住環境、提升社區環境條件及保持社區網絡。近年，本局以優惠的租金提供用地予十多間慈善組織、非政府機構和社會企業。本局亦在重建項目中，因應政府部門的要求，提供地方給予政府及團體設施使用，亦預留了空間作社區及商業之用。這些地方將會於未來數年可供使用，並會因應社區的訴求及需要，以及政府就扶貧和社會企業所制定的政策和承諾，分配予適當的組織或機構。本局亦正擴展其社區服務隊伍，協助受本局項目影響的人士。

Forever conscious of its social mission, and the limitations of redevelopment, the URA consistently enhances its rehousing, rehabilitation, revitalization and preservation efforts to improve living conditions, bring about environmental improvements and contribute to the maintenance of social networks. For several years, the URA has been providing premises on concessionary terms to over a dozen charities, non-governmental organizations and social enterprises. On top of our provision of premises for institutional uses at the Government's request, the URA has now reserved some space in certain redevelopment projects for community/commercial use. It is intended that in years to come, when such space becomes available for occupation, it will be allocated, having due regard to the needs and aspirations of the local communities concerned as well as relevant currently evolving Government policies and pledges concerning poverty relief and social enterprises. The URA is also expanding its Social Service Teams whose role is to assist people affected by URA's projects before, during and after acquisition of relevant sites.

社區聯繫 Community Engagement



社區工作坊收集公眾對卑利街/嘉成街項目的意見。
Community workshop to collect public's views on Peel Street/
Graham Street project.



卑利街/嘉成街項目的居民簡介會。
Residents' briefing for the Peel Street/Graham Street project.

本局在規劃項目及進行物業收購時，最重要是要加強與持份者的溝通，了解他們的關注和情緒。一直以來，本局與居民組織、關注組、本地諮詢團體、專業團體、政治團體及傳媒保持緊密聯繫，令持份者更了解本局的工作和政策。本局亦就他們所關注的事項，提供實際的協助，以及爭取社區及公眾的支持。

本局於二零零七年三月三十日正式啟動觀塘市中心這個龐大的重建計劃，隨即舉行了六十六場簡報會，向直接及間接受影響的持份者解釋法定規劃程序及本局現行的收購和補償政策。上述簡報會的對象包括居民、業主、商戶、租客、販商、運輸業人士、關注組成員、區議員、政府部門代表、政治團體及專業學會。

二零零七年三月，本局為旺角洗衣街項目舉辦了一個社區工作坊，有逾百名人士參與，包括居民代表、商戶、學者、區議員、專業人士、關注組成員，以及其他持份者。年內，本局亦與住宅居民及商戶進行十多次正式及非正式的會議，立法會議員亦有參與部份的會議。上述的活動令本局更了解受項目影響人士的關注，以及收集他們的意見，並有助本局制訂一個雙贏方案。

此外，本局在其他項目上亦致力與有關的持份者保持密切的溝通，以了解他們的關注。例如衝前圍村的保育問題及居民渴望改善居住環境的訴求；社區對保留卑利街/嘉成街項目的露天市集及老店的強烈要求；以及由於出現司法覆核而受到阻延的士丹頓街項目的居民爭取及早重建的意願。

本局完全明白良好社區關係的重要性的裨益，我們會本着「以人為本」的精神，繼續推行「社區聯繫」策略，從而爭取社區的參與及支持。

社區聯繫 Community Engagement



社區人士及居民為洗衣街項目提供不少寶貴意見。
Community leaders and residents express views on the way forward for the Sai Yee Street project.

Community engagement has become an entrenched feature of URA's modus operandi to ensure that the sentiments and concerns of stakeholders in individual projects are taken into consideration during the planning and acquisition of such projects. The Authority reaches out to all residents groups, concern groups, local consultative bodies, professional bodies, political groups, and the mass media to cultivate and foster better understanding with all stakeholders as well as to address their legitimate concerns as far as practicable and to enlist both local and general public support.

Since commencing the Kwun Tong Town Centre redevelopment project on 30 March 2007, the Authority has conducted over 60 briefing sessions for all directly and indirectly affected stakeholders in order to brief them on the statutory planning process and current policies on acquisition and compensation. Such briefing sessions targeted residents, shop owners and operators, tenants, hawkers, transport operators, members of concern groups, members of the local District Council, Government departmental representatives, political groups as well as professional institutions.

In Mongkok, in order to better understand the concerns of those affected by the Sai Yee Street redevelopment project and to obtain their feedback on how to arrive at a win-win approach, the Authority organized a special workshop in March 2007 which was attended by over 100 participants comprising representatives of the residents, shop owners, academics, District Council members, professionals, members of concern groups and other stakeholders. In addition, more than a dozen formal as well as informal meetings had been conducted for domestic residents and shop owners during the year with some of them being attended or led by Legislative Councillors.

The Authority is committed to addressing the concerns of stakeholders affected by other major projects, such as the Nga Tsin Wai Village project, for which conservation of historical relics and the relief of the plights of residents are major considerations; the Peel Street/Graham Street project which has attracted strong community demands for the preservation of old shops and the wet market; the Staunton Street project which, due to delays caused by litigation has agitated residents seeking early redevelopment to relieve them from substandard living conditions.

The Authority is fully aware of the importance and benefits of effective community relations and will continue to apply our people-oriented community participation strategy.



市建局邀請不同的社會人士參加工作坊，一起探討深水埗市區更新
的未來路向。
Various sectors of the community gather at a workshop to explore the
way forward for the urban regeneration of the Sham Shui Po district.

公共關係 Public Relations

年內，本局加強了與傳媒及其他持份者的溝通，令他們更明白本局的工作。

本局的熱線電話、地區辦事處及觀塘辦事處共處理了約七千九百個查詢及求助個案。我們訂下服務承諾，於一個工作天內完成處理百分之九十五的查詢及於五個工作天內回應百分之九十的訴求。我們都能成功達致上述的工作目標。此外，市建局、房協及屋宇署更合作設立一站式的熱線服務，有效處理公眾人士對樓宇復修及保養的查詢及訴求。

為了更廣泛地宣傳本局的樓宇復修資助計劃，我們與房協及屋宇署於二零零七年一月合作舉辦了一項「樓宇安全嘉年華」活動，吸引近五千八百人參與。於二零零七年初，本局製作了一條三十秒的宣傳短片，在本地電視頻道播放，以加強市民對樓宇復修的了解。



市建局為觀塘市中心項目新增網頁，加強溝通。
URA produces a special website on the Kwun Tong Town Centre project to enhance communication.



市建局在北京舉行的「香港特區成立十周年成就展覽」上，展出介紹4R工作的資料及觀塘市中心項目模型。
URA exhibits information panels on its 4Rs work and a Kwun Tong Town Centre project model at the exhibition in Beijing to celebrate the 10th anniversary of HKSAR.



市建局設立熱線電話供市民查詢、求助及提出投訴。
URA's Hotline handles public enquiries, requests and complaints.

本局亦為觀塘市中心重建計劃進行了大規模的公開及宣傳工作，為期兩個月的公眾諮詢活動，包括在四個地點舉行的路演、記者會、編輯招待會、傳媒訪問、電台和電視節目專訪等。觀塘辦事處亦設置了項目的設計模型及展板，供公眾參觀。

本局的網頁亦進一步加強內容，特別新增版面介紹觀塘市中心重建計劃的有關資訊。年內，本局的網頁共錄得超過一千五百六十萬人次點擊，比上一個年度增加百分之三十二。本局亦更新了介紹本局4R工作的短片。

為了加強公眾對本局4R工作的了解，以及所面對的挑戰和困難，行政總監就市區更新的課題，向多個本地及海外的商務和專業團體、研討會及會議，發表演說。

本局亦參與二零零七年六月由特區政府在北京舉辦的「香港特別行政區十周年成就」展覽，展出本局4R工作如何配合香港的持續發展。

年內，本局與多個來自海外的訪問團，包括英國、瑞典、馬來西亞、星加坡、曼谷、台北和澳門，以及國內城市例如無錫、廣州、上海和杭州，交流市區更新的經驗。本局的高層職員亦出訪多個海外城市，包括歐洲的柏林、德勒斯登、維也納和倫敦，了解當地的舊區重建及活化工作。

公共關係 Public Relations

During the year, the Authority undertook a number of initiatives to strengthen communication with the mass media and other stakeholders and, thereby, cultivate better understanding of URA's work.

Our public hotline service, neighbourhood centres and Kwun Tong office handled some 7,900 enquiries and requests for assistance. We fully met our performance pledge to provide same-day reply for 95 percent of all enquiries and five-day reply for 90 percent of all requests. The one-stop hotline service between the URA, Hong Kong Housing Society (HS) and Buildings Department (BD) also provided an effective means of handling public enquiries and requests for building rehabilitation and maintenance assistance.



市建局於結志街開設地區辦事處，與受嘉咸街/卑利街重建項目影響的人士加強溝通。
URA opens a neighbourhood centre at Gage Street to enhance communication with those affected by Peel Street/Graham Street project.

To maximize the publicity of URA's rehabilitation schemes, we joined hands with HS and BD to organize the Building Safety Carnival in January 2007 which attracted 5,800 visitors. To reach out to the wider community, we broadcasted a 30-second promotional video on local TV channels in early 2007.

Massive public relations and publicity efforts were organized for the Kwun Tong Town Centre redevelopment project. These included a two-month public consultation exercise featuring roadshows in four locations, media conferences, editors' briefings, media interviews, radio talk-shows and TV programmes. Models of the final design for this project are now on display for public inspection in our new Kwun Tong office.

The URA website was further strengthened with the addition of a special "corner" for the Kwun Tong Town Centre project. During the year, the website recorded over 15,600,000 hits, an increase of 32 percent compared to the previous year. In addition, the URA's corporate video has been updated to include our latest 4Rs efforts.

To enhance understanding of the URA's work and the challenges and dilemmas that we face, our Managing Director had delivered various speeches and presentations on urban renewal to business and professional groups and conferences locally and overseas. The Authority also participated in the 10th anniversary of HKSAR exhibition in Beijing in June 2007 and exhibited the URA's 4Rs work in the context of sustainable development of Hong Kong.

Meanwhile the URA had exchanged views with a number of delegations hailing from various regions, including United Kingdom, Sweden, Malaysia, Singapore, Bangkok, Taipei and Macau as well as Mainland cities such as Wuxi, Guangzhou, Shanghai, Hangzhou. Senior URA staff had also visited a number of overseas cities, including Berlin, Dresden, Vienna and London in Europe, to see at first hand their approaches to urban renewal.

人力資源 Human Resources

年內，本港經濟持續復蘇，就業市場明顯轉佳，本局為了吸引優秀員工留任及激發各員工的動力，需要面對人力資源上很多的挑戰。為應付這些挑戰，本局繼續落實各項計劃方案，並定期調整及優化有關方案，以切合時宜，從而維繫一支優秀的團隊去推行本局的願景、使命及目標。

工作表現及薪酬

為鞏固本局以工作表現為本的文化，本局設定機制，按員工個別表現調整薪酬，以便更有效地獎勵優秀的員工。在二零零七年四月開始的年度薪酬調整，便是按這個機制實行，而調整幅度，則按照市場情況，平均為百分之三點三。同時，本局亦改良了低層職員的工作表現評估表格，以提升本局「工作表現管理制度」的效率。

組織及員工

由於觀塘市中心項目規模龐大，牽涉問題複雜，本局於二零零六/零七年度特別成立一個專責部門，協調及管理這個重建項目。

本局年內成功聘請所需的高層職位，員工人數共增加十九人，主要是因為觀塘項目增添了人手。本局亦有聘用獨立顧問、臨時職員，以及由個別委員會及專責小組委任的專家，以配合全職員工履行本局的職責。

人力資源 Human Resources



市建局職員探訪重建區內的長者。
URA staff visit the elderly living in the redevelopment project.



市建局員工參與經驗分享會。
URA staff participate in experience sharing session.

培訓

年內，本局共舉辦了十六個培訓課程，並批核了一百四十九份申請，資助員工報讀短期課程、參加會議及專業講座。為使本局員工具備足夠技能，與外界的持份者有更好的溝通，本局舉辦了十一個午餐講座及經驗分享會，內容包括卓越服務、人際關係管理和技巧及壓力處理等。此外，本局亦定期舉辦入職講座，協助新加入的員工了解本局之職責及功能，以及適應新的工作崗位。本局亦會於每季頒發傑出員工獎，以鼓勵及表揚員工的卓越表現。在二零零六/七年度共有九個團隊及一名員工獲得此獎項。同時，本局亦很高興助理地區發展經理（行動）張愛弟於二零零六年獲頒申訴專員嘉許獎。

員工溝通

為加強員工間的溝通、增加歸屬感及對工作的承擔，本局透過職員通訊、電郵資訊、午餐分享會及季度簡報會，向員工介紹本局業務的最新發展。同時，亦安排各級員工與行政總監面談，交流意見。另外，當本局就員工福利、培訓、發展及工作表現評估等進行檢討時，亦會邀請員工加入專責小組、檢討委員會或聚焦小組，以聆聽各員工的意見。

市建職員樂益會繼續積極推動員工活動，以及參與服務社群。除了舉辦工餘活動，如探訪、旅行、興趣班及體育比賽外，員工亦參加不同的慈善活動，例如渣打馬拉松、樂施毅行者，以及其它的義工服務。

本局員工的整體流失率由上年度的百分之十一點二，下降至年內的百分之十點六一，而高層職員的流失率則由上年度的百分之十七點八下降至年內的百分之十點三九。

人力資源 Human Resources

2006/07 presented many human resources challenges to the Authority in the areas of attracting new talents, retaining and motivating our existing talents in an employment market which has become increasingly buoyant as a result of the strong recovery of the local economy. The Authority has appropriate action plans in place, and these will be regularly adjusted and fine-tuned it to suit prevailing situations with a view to maintaining a pool of talents to support the achievement of our corporate vision, missions and objectives.

Performance and Remuneration

To reinforce the performance-driven culture of the Authority, we have devised a mechanism to reward good performers by introducing a wider range of adjustments to allow flexibility and higher awards where merited. Overall, URA had adjusted staff salaries by an average of 3.3% effective 1 April 2007 in line with current market conditions. We have also increased the effectiveness of our performance management system by improving the review form used to assess our junior staff.

Organization and Staffing

In 2006/07, we established a new Kwun Tong Project Division to manage this project in a coordinated manner in view of its sheer scale, complexity and significance. All senior positions in the Authority were successfully filled during the year. Headcount increased by 19, mainly as a result of filling new positions in the Kwun Tong Project Division. We also complemented our permanent staff resources and expertise by measures such as use of individual consultants, temporary staff, and appointment of experts to committees and/or task forces.



每季舉行全體員工大會，加強溝通。
Communication session for all URA staff on a quarterly basis.

人力資源 Human Resources

Training

During the year, we have organized a total of 16 training classes and 149 sponsored external short courses, conferences and seminars for our staff. To equip our staff with the necessary skills to handle external stakeholders, we have organized 11 luncheon talks and experience sharing sessions covering subjects such as service excellence, relationship management, inter-personal skills and stress management. In addition, we have designed and held regular induction talks to help new staff understand the role and functions of the URA and to adapt to their respective new roles. We complement all of these efforts by encouraging and recognizing excellent performance through measures including our Quarterly Management Recognition Award, with nine teams and one individual receiving awards for their work in 2006/07. We were pleased that the quality and dedication of the work of our staff was recognized by the selection of Connie Cheung, Assistant Manager of District Development (Operations) to receive a 2006 Ombudsman's Award.

Staff Communication

To strengthen staff communication and instill a stronger sense of belonging and commitment, we complemented our use of staff newsletters, regular release of electronic updates and lunch time sharing sessions, by holding regular communication sessions to update our staff on the progress of our business. In addition, small group meetings were held regularly with the Managing Director. Better understanding was achieved by involving more staff in task forces/review committees/focus groups when reviews were carried out in areas of concern to staff, such as benefits, training and development and performance measurement.

The Staff Club continued to play an active role in promoting staff relations, community service and staff well being. Apart from recreational activities such as visits, outings, interest classes and sports competitions, including the Standard Chartered Hong Kong Marathon, our staff also took part in charity events such as Oxfam Trailwalker, as well as in voluntary service activities to help the underprivileged and the elderly in the community. We are pleased to report that staff sentiments have improved with overall turnover for the year lowering to 10.61% from 11.2% in 2005/06, and that of senior staff lowering to 10.39% from 17.8%.

財務資源 Financial Resources

政府注資

二零零二年六月二十一日，立法會財務委員會批准政府由二零零二/零三年至二零零六/零七年的五個財政年度期間，分階段向本局共注資一百億元。本局已收迄全部五筆各二十億元的注資。

財務狀況及融資需要

截至二零零七年三月三十一日，本局的資產淨值為一百二十三億元，當中包括過去五年政府注資共一百億元，以及從營運得來的累積盈餘二十三億元。本局能夠錄得有關盈餘，主要是在地產市道好轉情況下，掌握良好經濟時機，為大部分的重建項目邀請合作發展商，以及獲得銀行存款結餘的利息收入，並且以審慎理財管理的模式運作。

於二零零七年三月三十一日止，本局的現金及銀行存款結餘為七十九億元。考慮到市場情況、利率趨勢，以及本局已批核的投資指引，本局的現金盈餘存放於多間銀行作一個月至十二個月的定期存款，以及不同期限的結構性存款。在二零零六/零七年的財政年度，本局並無借貸。

本局預計，自二零零七年四月一日起的未來五年，就業務綱領及業務計劃內所列項目，本局所需的總開支約為三百億元。上述開支涵蓋重建發展、樓宇復修、文物保育及舊區活化的項目，當中並未包括營運支出。在重建發展項目中，將包括四個前土發項目，其中一個是本局歷來最大規模的觀塘市中心重建計劃，將涉及龐大的收購成本。因此，雖然本局於二零零七年三月止持有七十九億元現金，在未來五年推行項目時，預計仍需要向外尋求融資，例如向銀行借貸。在未來數年，預期本局在進行收購期中及在項目招標前，現金結餘將會減少。

當本局實施市區更新項目時，會因為地產市場波動而無可避免地面對各種風險。由於個別項目在市場周期的不同時間開展，本局的財務狀況會因而受到影響。近年，由於收購成本顯著上升，本局在重建項目的風險亦相對增加。為確保市區更新計劃可以持續推行，本局會採取十分審慎的理財方針，以及參照良好的商業模式運作。

過去幾年的財務摘要彙錄於本年報第九十七頁。

年內的營運盈餘

在二零零六/零七年度，本局錄得八億元營運淨盈餘，主要來自灣仔的投標項目及銀行存款結餘的利息收入。對比上年度的十六億元，本年度的營運盈餘減少百分之五十，原因是經過本港地產市道大幅攀升後，西區一個招標項目在上年度取得可觀的盈餘，並在該年度入帳。

成本控制

儘管去年的市區更新工作規模較前龐大，本局仍然保持一貫的審慎理財原則，盡可能尋求減低成本的措施。由於本局推行觀塘市中心項目，員工數目亦由二零零六年三月三十一日的二百四十六人增加至二零零七年三月三十一日的二百六十五人。同期，辦公室的總行政開支為二億五百萬元，較上年度增加約二千萬元。

財務資源 **Financial Resources**

Capital Injection

As approved by the Finance Committee of the Legislative Council on 21 June 2002, the Government has committed to injecting \$10 billion of equity capital into the URA over a five-year period from 2002/03 to 2006/07. All five tranches of \$2 billion each have now been received.

Financial Position and Funding Requirements

The Authority's net asset value as at 31 March 2007 was \$12.3 billion. This comprised a capital injection totaling \$10 billion from the Government during the past five years and an accumulated surplus from operations of \$2.3 billion. The surplus was achieved mainly because of the improved condition of the property market, and our ability to seize the opportunity to invite joint venture partners for most of our redevelopment projects during the market upturn, income interest earned from bank balances and the URA's prudent financial management.

As at 31 March 2007, the URA's cash and bank balances totalled \$7.9 billion. The surplus cash was placed in term and structured deposits ranging from 1 to 12 months with financial institutions after taking into account market conditions, interest rate trends and the Authority's approved investment guidelines. URA had no borrowings in the 2006/07 financial year.

The URA estimates in its Plans that a total expenditure of about \$30 billion, excluding operational overheads, will be required for the projects contained in these Plans for the next five years from 1 April 2007. This expenditure covers a number of projects for redevelopment, rehabilitation, preservation and revitalisation. Among the redevelopment projects will be four ex-LDC projects including the Kwun Tong Town Centre project, which is the largest project ever undertaken by the URA and requires an exceedingly large outlay for acquisition. Therefore, even with the cash holding of \$7.9 billion at March 2007, it is envisaged that the Authority will have to seek external financing, such as bank borrowings, in order to implement our Plans over the next five years. In a few years' time, URA's cash balance is, therefore, expected to reduce during acquisition and prior to tendering out of its projects.

財務資源 Financial Resources

Moreover, when implementing its urban renewal programme, the Authority is necessarily exposed to risks arising from property market fluctuations. Its financial position is also affected by the outcome of individual projects launched at different times of property cycles. In recent years, acquisition costs have increased significantly, bringing with them increased development risks for URA. To ensure its urban renewal programme is sustainable for the long term, the URA must, therefore, maintain a very prudent financial position and have due regard for commercial principles in its operations.

The financial highlights of the past few years are summarized on page 97 of this Annual Report.

Operating Surplus for the Year

For 2006/07, we recorded a net operating surplus of \$0.8 billion mainly contributed by the surplus from the tendered project in Wan Chai and interest income earned from bank balances. This is a decrease of 50% from the \$1.6 billion operating surplus in the previous year when we had recognised sizeable surplus from a project in Western District as a result of the upturn of the property market.

Cost Control

Notwithstanding the increased scale of urban renewal activities over the last year, the URA has continued to maintain prudent financial management and undertake cost-reduction measures whenever possible. With the implementation of the Kwun Tong Town Centre project, the staffing level increased from 246 as at 31 March 2006 to 265 as at 31 March 2007. The annual administrative expenses however, have only increased by about \$20 million over the same period, at \$205 million for the year.

業務回顧 - 重建概覽 Operating Review - Redevelopment Highlights

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
觀塘市中心 Kwun Tong Town Centre	面積: 53,500平方米 受影響住戶: 1,788 人數: 4,763 Area: 53,500 square metres Households affected: 1,788 Population: 4,763	2,000個住宅單位 209,640平方米商業樓面 16,300平方米社區設施 15,700平方米公共交通總匯 8,700平方米休憩用地 2,000 residential flats 209,640 square metres of commercial space 16,300 square metres of G/IC GFA 15,700 square metres of Public Transport Interchange area 8,700 square metres of open space	<ul style="list-style-type: none"> 發展計劃草案於二零零七年三月三十日刊憲 五月十七日觀塘區議會一致通過支持向城市規劃委員會(規規會)呈交發展計劃草案 等候規規會審批兩份草擬發展計劃草案及城市規劃條例第五條刊憲 Draft Development Scheme gazetted on 30 March 2007 On 17 May, Kwun Tong District Council passed unanimous motion supporting submission of the 2 DSPs to TPB Awaiting TPB consideration of the draft DSPs and gazettal under section 5 of TPO
旺角 春花豆室內場館 MacPherson Stadium, Mong Kok	面積: 2,399平方米 受影響住戶: 沒有 人數: 沒有 Area: 2,399 square metres Households affected: Nil Population: Nil	227個住宅單位 2,376平方米商業用地 5,260平方米社區設施(室內運動場及青少年中心) 227 residential flats 2,376 square metres of commercial space 5,260 square metres of G/IC GFA for an indoor stadium and a youth centre	<ul style="list-style-type: none"> 透過與土地承批人香港遊樂場協會的協議,於二零零六年三月展開 批地正在處理中 正進行邀請意向書前的詳細規劃工作 Commenced in March 2006 (through agreement executed with Hong Kong Playground Association, the land grantee) Land grant being processed Detailed planning work underway prior to issue of invitations of expressions of interest
深水埗 海壇街/ 桂林街/ 北河街* Hai Tan Street/Kweilin Street & Pei Ho Street, Sham Shui Po*	面積: 7,440平方米 受影響住戶: 804 人數: 1,678 Area: 7,440 square metres Households affected: 804 Population: 1,678	880個住宅單位 11,600平方米商業樓面包括2,200平方米備用社區設施 1,500平方米休憩用地 880 residential flats 11,600 square metres of commercial space including 2,200 square metres of G/IC reserve 1,500 square metres of open space	<ul style="list-style-type: none"> 發展計劃於二零零六年二月十七日刊憲 規規會將發展計劃草案於二零零六年六月一日根據城市規劃條例第五條刊憲,供公眾查閱 Development Scheme gazetted on 17 February 2006 TPB gazetted draft DSP under section 5 of TPO on 1 June 2007 for public inspection
大角嘴 福全街/ 杉樹街 Fuk Tsun Street / Pine Street, Tai Kok Tsui	面積: 536平方米 受影響住戶: 143 人數: 318 Area: 536 square metres Households affected: 143 Population: 318	72個住宅單位 804平方米商業樓面 72 residential flats 804 square metres of commercial space	<ul style="list-style-type: none"> 正進行居民搬遷工作 Clearance in progress
西營盤 餘樂里/ 正街 Yu Lok Lane/ Centre Street, Sai Ying Pun	面積: 2,156平方米 受影響住戶: 103 人數: 267 Area: 2,156 square metres Households affected: 103 Population: 267	270個住宅單位 320平方米商業樓面 1,100平方米休憩用地 270 residential flats 320 square metres of commercial space 1,100 square metres of open space	<ul style="list-style-type: none"> 二零零七年七月批准規劃大綱 正預備總綱發展藍圖 Planning Brief approved in July 2007 Master Layout Plan (MLP) under preparation
灣仔 萊佛士街/ 巴路士街 Mallory Street/ Burrows Street, Wan Chai	面積: 783平方米 受影響住戶: 65 人數: 106 Area: 783 square metres Households affected: 65 Population: 106	保留及翻新2,140平方米現有樓面作為文化創意產業之用途 300平方米休憩用地 Retention and refurbishment of 2,140 square metres of existing floorspace for cultural and creative industries 300 square metres of open space	<ul style="list-style-type: none"> 正進行居民搬遷工作 Clearance in progress
深水埗 荔枝角道/ 桂林街 及警衛街** Lai Chi Kok Road/ Kweilin Street & Yee Kuk Street, Sham Shui Po**	面積: 3,345平方米 受影響住戶: 361 人數: 656 Area: 3,345 square metres Households affected: 361 Population: 656	379個住宅單位 4,704平方米商業樓面包括405平方米社會企業用地 657平方米休憩用地 379 residential flats 4,704 square metres of commercial space including 405 square metres for social enterprises 657 square metres of open space	<ul style="list-style-type: none"> 正進行居民搬遷工作 正預備總綱發展藍圖 Clearance in progress MLP under preparation

* 合併三個鄰近地盤為一個計劃以達致更佳規劃及推行。

* Integrate three nearby project sites into one scheme for better planning and implementation.

** 合併兩個鄰近地盤為一個計劃以達致更佳規劃及推行。

** Integrate two nearby project sites into one scheme for better planning and implementation.

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
大角嘴 杉樹街/ 晏架街 Pine Street/ Anchor Street, Tai Kok Tsui	面積: 2,300平方米 受影響住戶: 267 人數: 474 Area: 2,300 square metres Households affected: 267 Population: 474	314個住宅單位 3,450平方米商業樓面 450平方米休憩用地 314 residential flats 3,450 square metres of commercial space 450 square metres of open space	<ul style="list-style-type: none"> 正進行居民搬遷工作 Clearance in progress
大角嘴 洋松街/ 松樹街 Larch Street/ Fir Street, Tai Kok Tsui	面積: 2,176平方米 受影響住戶: 213 人數: 474 Area: 2,176 square metres Households affected: 213 Population: 474	251個住宅單位 3,264平方米商業樓面包括1,000平方米社會企業用地 251 residential flats 3,264 square metres of commercial space including 1,000 square metres for social enterprises	<ul style="list-style-type: none"> 批出合作發展合約 清拆工程進行中 預算於二零一零年底竣工 Joint venture development contract awarded Demolition in progress Estimated completion in late 2010
灣仔 利東街/ 麥加利歌街 Lee Tung Street/ McGregor Street, Wan Chai	面積: 8,900平方米 受影響住戶: 790 人數: 1,860 Area: 8,900 square metres Households affected: 790 Population: 1,860	1,313個住宅單位 11,749平方米商業樓面包括968平方米社會企業用地 2,100平方米政府、團體及社區設施(包括護理安老院、垃圾收集站及公廁) 3,000平方米休憩用地 1,313 residential flats 11,749 square metres of commercial space including 968 square metres for social enterprises 2,100 square metres of G/IC including residential care home for the elderly, refuse collection point and public toilet 3,000 square metres of open space	<ul style="list-style-type: none"> 清拆工程進行中 二零零七年五月二十二日城規會批准地綱發展藍圖 正進行臨時基本批地條款建議及道路封閉刊憲建議 Demolition in progress MLP approved by TPB on 22 May 2007 Provisional basic terms and road closure gazetted documents being processed
紅磡 必嘉街 Baker Court, Hung Hom	面積: 250平方米 受影響住戶: 7 人數: 9 Area: 250 square metres Households affected: 7 Population: 9	46個住宅單位 234平方米商業樓面 46 residential flats 234 square metres of commercial space	<ul style="list-style-type: none"> 正進行有關使用項目通行權的訴訟 Seeking court declaration of Right of Way
大角嘴 洋松街/ 必發道 Bedford Road/ Larch Street, Tai Kok Tsui	面積: 1,229平方米 受影響住戶: 143 人數: 280 Area: 1,229 square metres Households affected: 143 Population: 280	182個住宅單位 1,113平方米零售樓面 182 residential flats 1,113 square metres of retail space	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零九年年初竣工 Construction of superstructure in progress Estimated completion in early 2009
中西區 士丹頓街/ 永利街 Staunton Street/ Wing Lee Street, Central & Western	面積: 3,623平方米 受影響住戶: 140 人數: 198 Area: 3,623 square metres Households affected: 140 Population: 198	347個住宅單位 2,389平方米商業樓面 625平方米公眾休憩用地 347 residential flats 2,389 square metres of commercial space 625 square metres of public open space	<ul style="list-style-type: none"> 發展計劃於二零零三年三月二十一日刊憲 城規會於二零零七年六月十五日考慮擬定的反對，議決更改發展計劃範圍 建議的更改範圍於六月二十二日刊憲，沒有收到反對 項目更改範圍有待行政長官會同行政會議（行政會議）批准 正改正規劃大綱 Development Scheme gazetted on 21 March 2003 On 15 June 2007 TPB reheard objection raised and decided to amend the draft DSP boundary Proposed boundary amendment gazetted on 22 June and no objections received Amended boundary to be submitted to CE in Council for approval Planning Brief being revised
灣仔 皇后大道東 Queen's Road East, Wan Chai	面積: 378平方米 受影響住戶: 16 人數: 25 Area: 378 square metres Households affected: 16 Population: 25	96個住宅單位 165平方米零售樓面 96 residential flats 165 square metres of retail space	<ul style="list-style-type: none"> 批出合作發展合約 完成地盤監察工程 預算於二零一零年中竣工 Joint venture development contract awarded Site investigation completed Estimated completion in mid 2010

業務回顧 - 重建概覽 Operating Review - Redevelopment Highlights

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
西營盤 第一街/ 第二街 First Street/ Second Street, Western	面積：3,536平方米 受影響住戶：282 人數：777 Area: 3,536 square metres Households affected: 282 Population: 777	458個住宅單位 2,188平方米零售樓面 1,714平方米護理安老院 700平方米休憩用地 458 residential flats 2,188 square metres of retail space 1,714 square metres of residential care home for the elderly 700 square metres of open space	<ul style="list-style-type: none"> 上蓋工程即將展開 預算於二零零八年年底竣工 <ul style="list-style-type: none"> Construction of superstructure works about to commence Estimated completion in late 2008
深水埗 保安道/ 順寧道 Po On Road/ Shun Ning Road, Sham Shui Po	面積：1,394平方米 受影響住戶：153 人數：327 Area: 1,394 square metres Households affected: 153 Population: 327	166個住宅單位 2,083平方米零售樓面 250平方米公眾休憩用地 166 residential flats 2,083 square metres of retail space 250 square metres of public open space	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零八年年初竣工 <ul style="list-style-type: none"> Construction works of superstructure in progress Estimated completion in early 2008
旺角 新填地街 Reclamation Street, Mong Kok	面積：535平方米 受影響住戶：62 人數：121 Area: 535 square metres Households affected: 62 Population: 121	85個住宅單位 802平方米零售樓面 85 residential flats 802 square metres of retail spaces	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零七年年底竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Estimated completion in late 2007
大角嘴 櫻桃街 Cherry Street, Tai Kok Tsui	面積：4,510平方米 受影響住戶：447 人數：1,020 Area: 4,510 square metres Households affected: 447 Population: 1,020	522個住宅單位 4,945平方米零售樓面 1,804平方米政府、團體及社區設施 522 residential flats 4,945 square metres of retail space 1,804 square metres of G/IC facilities	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零八年年底竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Estimated completion in late 2008
深水埗 福榮街/ 福華街 Fuk Wing Street/ Fuk Wa Street, Sham Shui Po	面積：1,384平方米 受影響住戶：111 人數：246 Area: 1,384 square metres Households affected: 111 Population: 246	155個住宅單位 2,075平方米零售樓面 250平方米公眾休憩用地 155 residential flats 2,075 square metres of retail space 250 square metres of public open space	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零八年中竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Estimated completion in mid 2008
灣仔 莊士敦道 Johnston Road, Wan Chai	面積：1,970平方米 受影響住戶：149 人數：333 Area: 1,970 square metres Households affected: 149 Population: 333	381個住宅單位 2,600平方米零售樓面 保育五幢歷史建築 381 residential flats 2,600 square metres of retail space Preservation of five historical buildings	<ul style="list-style-type: none"> 正進行上蓋工程 大部份住宅單位已售 正進行商舖租賃 預算於二零零七年年底竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Most flats sold Leasing of shops in progress Estimated completion in late 2007
荳灣 楊屋道 Yeung Uk Road, Tsuen Wan	面積：7,230平方米 受影響住戶：無 人數：無 Area: 7,230 square metres Households affected: Nil Population: Nil	270個住宅單位 17,797平方米零售樓面 270 residential flats 17,797 square metres of retail space	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零八年年底竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Estimated completion in late 2008
尖沙嘴 河內道 Hanoi Road, Tsim Sha Tsui	面積：8,299平方米 受影響住戶：96 人數：220 Area: 8,299 square metres Households affected: 96 Population: 220	345個服務式住宅單位 31,282平方米零售樓面 383個房間的酒店 1,200平方米公眾休憩用地 345 service apartment units 31,282 square metres of retail space 383 room hotel 1,200 square metres of public open space	<ul style="list-style-type: none"> 正進行上蓋工程 預算於二零零八年年底竣工 <ul style="list-style-type: none"> Construction of superstructure in progress Estimated completion in late 2008

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
荃灣市中心 Tsuen Wan Town Centre	面積：20,300平方米 受影響住戶：2,817 人數：7,119	1,466個住宅單位 23,222平方米零售樓面 3,080平方米交通及社區設施 3,700平方米公眾休憩用地	<ul style="list-style-type: none"> • 二零零七年五月竣工 • 正進行住宅單位預售 • 正進行商業用地租售
灣仔 灣仔道/ 太原街 Wan Chai Road/ Tai Yuen Street, Wan Chai	面積：6,781平方米 受影響住戶：477 人數：975	904個住宅單位 3,442平方米零售及商業寫字樓樓面 5,700平方米現代化空調街市 600平方米日間幼兒中心	<ul style="list-style-type: none"> • B地盤建築工程於二零零五年六月完成 • A地盤建築工程於二零零六年四月完成 • A與B地盤於二零零七年六月一日獲發滿意紙 • A與B地盤正進行住宅單位預售 • C地盤建築工程預計於二零零八年展開 • C地盤預算於二零一二年中竣工 • Construction at Site B completed in June 2005 • Construction at Site A completed in April 2006 • Certificates of Compliance for Sites A and B obtained on 1 June 2007 • Pre-sale of flats in Sites A and B in progress • Construction at Site C expected to commence in 2008 • Estimated completion of Site C in mid 2012
西環 加惠民道 Ka Wai Man Road, Western	面積：728平方米 受影響住戶：無 人數：無	89個住宅單位	<ul style="list-style-type: none"> • 建築工程於二零零六年五月完成 • 二零零六年七月十八日獲發滿意紙 • 完成出售住宅單位 • Construction completed in May 2006 • Certificate of Compliance obtained on 18 July 2006 • Flat sales completed
上環 皇后街 Queen Street, Sheung Wan	面積：7,964平方米 受影響住戶：293 人數：648	1,148個住宅單位 400平方米零售樓面 5,200平方米政府、團體及社區設施 1,200平方米公眾休憩用地	<ul style="list-style-type: none"> • 建築工程於二零零三年二月完成 • 竣工及於二零零六年五月獲發滿意紙 • 完成出售住宅單位 • 餘下商舖及泊車位出售中 • Construction completed in February 2003 • Completed with Certificate of Compliance obtained in May 2006 • Flat sales completed • Sales of remaining shops and parking spaces in progress
西環 堅尼地城新海旁 Kennedy Town New Praya, Western	面積：6,075平方米 受影響住戶：708 人數：1,683	1,182個住宅單位 2,300平方米公眾休憩用地	<ul style="list-style-type: none"> • 建築工程於二零零五年五月完成 • 竣工及於二零零五年十一月七日獲發滿意紙 • 餘下住宅單位及泊車位發售中 • Construction completed in May 2005 • Completed with Certificate of Compliance obtained in 7 November 2005 • Sale of remaining flat units and parking spaces in progress
油麻地 窩打老道/ 雲南里 Waterloo Road/ Yunnan Lane, Yau Ma Tei	面積：3,869平方米 受影響住戶：203 人數：444	576個住宅單位 1,650平方米公眾休憩用地 保存位於上海街的「紅磚屋」	<ul style="list-style-type: none"> • 建築工程於二零零四年六月完成 • 竣工及於二零零四年九月獲發滿意紙 • 完成出售住宅單位 • Construction completed in June 2004 • Completed with Certificate of Compliance obtained in September 2004 • Flat sales completed

理想及使命

為香港締造優質的城市生活，令我們的世界級都會充滿朝氣，成為更美好的家園。

為實現理想，我們會以靈活的手法和敏銳的觸覺，與各合作夥伴攜手並進，按步就班，推行重建，並且悉心栽培我們的員工。

我們的工作重點：

- 加速重建發展，去舊立新，創造更美好的生活環境；
- 促進及鼓勵復修殘舊的樓宇，防止市區老化；
- 保育及修葺具歷史或建築價值的樓宇，並致力保留地方特色；及
- 更新舊區，促進經濟，改善環境，造福社群。

Vision & Mission

To create quality and vibrant urban living in Hong Kong – a better home in a world-class city.

To realise our Vision, we act on our priorities with ingenuity and sensitivity, join forces with our partners and nurture our people.

Our Priorities are:

- to accelerate redevelopment by replacing old buildings with new to provide a better living environment and neighbourhood;
- to enable and encourage the rehabilitation of dilapidated buildings to prevent urban decay;
- to preserve by maintaining and restoring buildings of historical and architectural value, and to sustain local characteristics; and
- to revitalise through enhancing and strengthening the socio-economic and environmental fabric for the benefit of our urban communities.

引言

市建局極重視機構管治的文化，董事會及各委員會在運作上均力求達致公開、高透明度和問責的高水平。

董事會

董事會由主席及二十四位成員組成，成員來自不同背景，包括學術、商務、政府（屋宇署、民政事務總署、地政總署及規劃署的署長）、法律、政治（包括四位立法會議員），以及地產和社會工作等界別。另外，市建局的行政總監（法例指定同時為董事會副主席）及負責商務及企業與規劃及發展的兩位執行董事皆為其成員。董事會於二零零六年四月至二零零七年三月間召開了十二次會議。

委員會

市建局為更完善執行其任務，在董事會轄下設立了七個委員會。各委員會由董事會成員及增選委員組成，按特定的權責範圍運作。各委員會的工作詳情如下：

Introduction

The URA places high priority on the standard of Corporate Governance to ensure accountability, openness and transparency in the work of its Board and Committees.

The Board

The URA Board consists of the Chairman and 24 other members hailing from diverse backgrounds - academia, business, government (Directors of Buildings, Home Affairs, Lands and Planning), legal, political (four Legislative Council members), property and social work. The Board also includes the URA's Managing Director, who is by law the Deputy Chairman, and the Executive Directors for Commercial & Corporate and Planning & Development. The Board met on 12 occasions between April 2006 and March 2007.

Committees

The Board has established seven Committees to pursue the purposes of the Authority. Each operates within its specific terms of reference. The Committees comprise both Board members and co-opted members. Details of the Committees are as follows:

委員會 Committees

負責範圍 Function Areas

審計委員會 Audit Committee

- 內部管理制度及程序
Internal control systems and programmes
- 財務及業務資料是否可靠、完整、及時和一致
Reliability, integrity, timeliness and conformity of financial and operational information
- 業務運作及管理制度符合程序
Compliance of business operations and management practices
- 市建局資源運用是否合乎經濟效益
Economy, efficiency and effectiveness in the employment of URA's resources
- 特別項目或特別調查
Special projects and investigations
- 本局的財務報表是否完整、準確及公平
Completeness, accuracy and fairness of URA's financial statements
- 外部審計師之評核及內部審計規章
External audit reviews and internal audit charter
- 危機管理
Risk management

土地、安置及補償委員會 Land, Rehousing & Compensation Committee

- 土地物業事宜、補償及安置的政策
Policies on land and property matters, compensation and rehousing
- 向《市區重建局條例》第十二條所指人士提供貸款的政策和甄別資格
Policy and criteria for loans under Section 12 of the URA Ordinance

財務委員會 Finance Committee

- 市建局的資金需求
URA's funding requirements
- 財務和會計政策
Financial and accounting policies
- 周年財務及核數報告
Annual financial reporting and auditing
- 盈餘資金的投資
Investment of surplus fund
- 年度業務計劃及五年業務綱領的財務範疇
Financial aspects of the Annual Business Plan and Five-year Corporate Plan

委員會 Committees

負責範圍 Function Areas

規劃、拓展及文物保護委員會
Planning, Development and
Conservation Committee

- 重建及其他項目的優先次序和推行方式
Priority and means of implementation of redevelopment and other projects
- 五年業務綱領及周年業務計劃內所選的項目
Selection of projects in the Five-year Corporate Plan and Annual Business Plan
- 公布項目及考慮有關反對意見
Publication of projects and consideration of objections
- 呈交發展計劃予城市規劃委員會事宜
Submission of Development Schemes to the Town Planning Board
- 規劃及發展大綱
Planning and development briefs
- 保護文物提案
Conservation proposals

社區事務及公共關係委員會
Community Affairs and
Public Relations Committee

- 公共關係策略
Community relations strategy
- 有關成立分區諮詢委員會和社區服務隊及其運作的政策
Policies for establishment and operation of the District Advisory Committees and the Social Service Teams
- 處理公眾查詢及投訴的政策
Policy on public enquiries and external complaints

覆核委員會
Review Committee

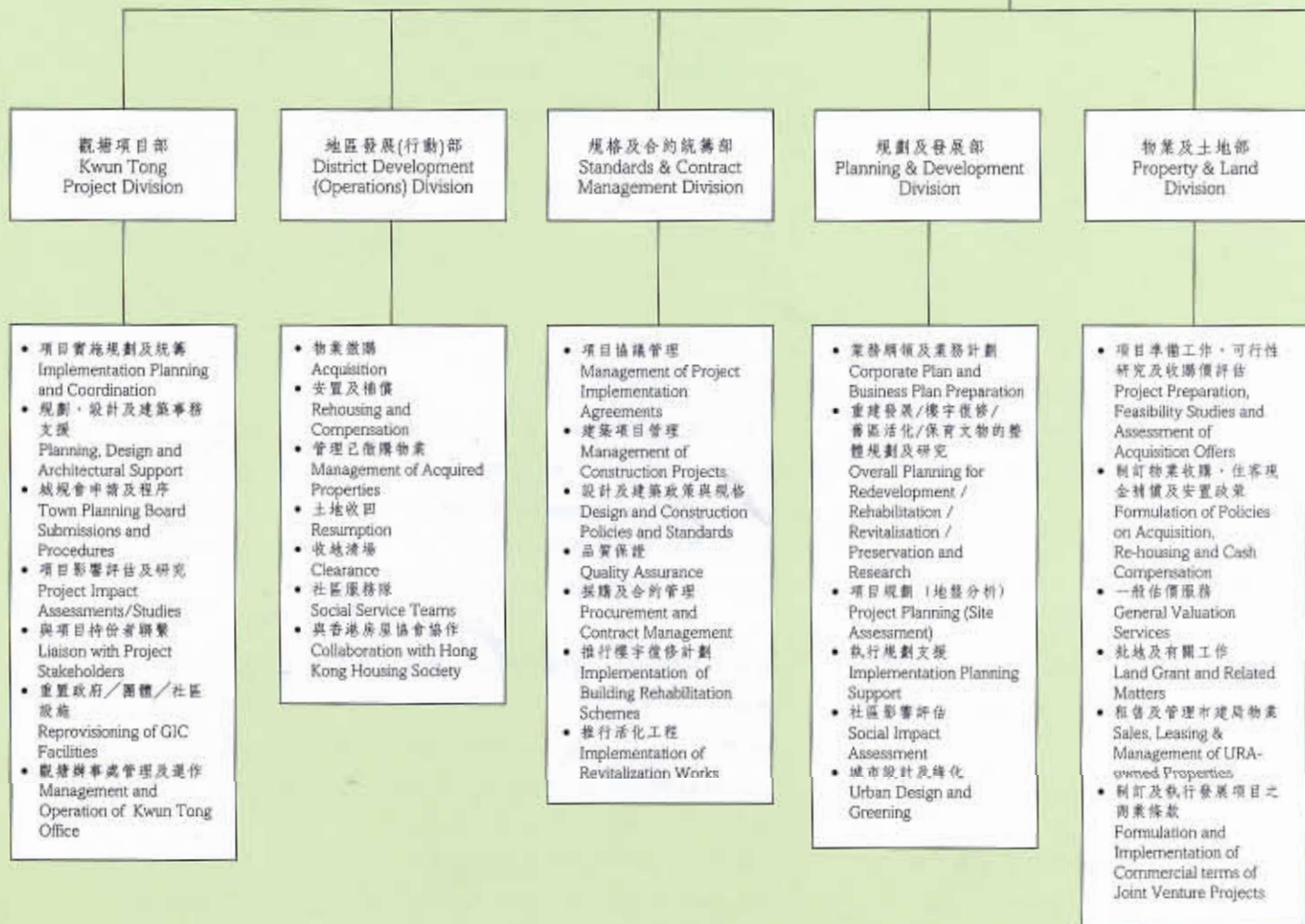
- 因應受影響業主或住客的要求，覆核市建局執行政策時所作的決定
Review of the Management's decisions on application of the URA's policies as requested by affected owners or occupiers

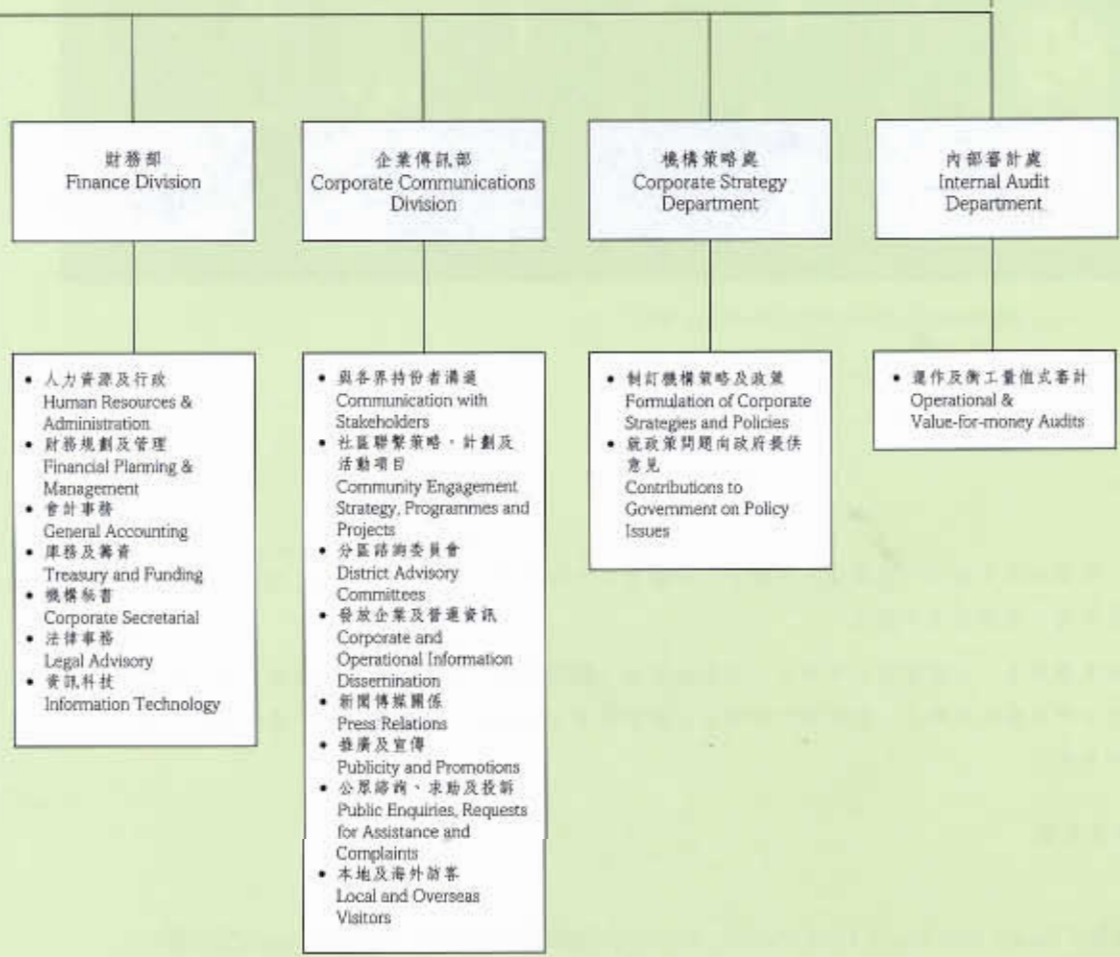
人力資源及薪酬委員會
Human Resources and
Remuneration Committee

- 高層及一般員工的薪酬政策和指引
Principles and guidance for the remuneration packages of senior and general staff
- 組織架構的成效
Organisation effectiveness
- 人力資源政策
Human resources policies
- 員工因內部紀律處分而提出的申訴
Appeals from staff relating to internal disciplinary actions

市區重建局董事會
URA Board

行政總監
Managing Director





董事會成員及簡歷 Members Of The Board And Profiles



董事會成員 (任期至二零零七年四月三十日止) MEMBERS OF THE BOARD (up to 30 April, 2007)

左起

前排：林貝聿嘉太平紳士、譚惠珠太平紳士、張震遠太平紳士、鄭維新太平紳士（主席）、林中麟太平紳士（行政總監）、龍炳顯教授、陳麗雲教授、李偉民太平紳士

後排：劉勵超太平紳士、梁家傑議員、伍謝淑瑩太平紳士、吳家鏗博士、張孝威太平紳士、李華明議員、楊孝華議員、盛智文博士、周賢明先生、尹志強太平紳士、陳家樂太平紳士、陳甘美華太平紳士、陳鑑林議員、葉滿華太平紳士、譚小瑩太平紳士、羅義坤先生

不在團體相內的成員：盧重興先生

FROM LEFT

Front row : Mrs Peggy LAM PEI Yu-dja, Miss Maria TAM Wai-chu, Mr Barry CHEUNG Chun-yuen, Mr Edward CHENG Wai-sun (Chairman), Mr Billy LAM Chung-lun (Managing Director), Professor David LUNG Ping-ye, Professor Cecilia CHAN Lai-wan, Mr Maurice LEE Wai-man

Back row : Mr Patrick L C LAU, The Honourable Alan LEONG Kah-kit, Mrs Ava S Y NG, Dr Isaac NG Ka-chui, Mr CHEUNG Hau-wai, The Honourable Fred LI Wah-ming, The Honourable Howard YOUNG, Dr Allan ZEMAN, Mr Francis CHAU Yin-ming, Mr Aaron WAN Chi-keung, Mr Walter CHAN Kar-lok, Mrs Pamela TAN, The Honourable CHAN Kam-lam, Mr Stephen YIP Moon-wah, Ms Iris TAM Siu-ying, Mr Quinn LAW Yee-kwan

Member not in the group photo: Mr LO Chung-hing



董事會成員 (由二零零七年五月一日起) MEMBERS OF THE BOARD (from 1 May, 2007)

左起

前排：李華明議員、李偉民太平紳士、林中麟太平紳士（行政總監）、張震遠太平紳士（主席）、龍炳頌教授、盧重興先生、陳鑑林議員

後排：陳顯滬先生、伍謝淑瑩太平紳士、陳甘美華太平紳士、吳家賢女士、張孝威太平紳士、杜彼得先生、葉國謙太平紳士、楊孝華議員、吳水麗太平紳士、周賢明先生、葉滿華太平紳士、譚小瑩太平紳士、羅義坤先生

不在團體相內的成員：

盛智文先生、陳家樂太平紳士、吳家鍵博士、尹志強太平紳士、何佩然教授、譚贛蘭太平紳士

FROM LEFT

Front row : The Honourable Fred LI Wah-ming, Mr Maurice LEE Wai-man, Mr Billy LAM Chung-lun (Managing Director), Mr Barry CHEUNG Chun-yuen (Chairman), Professor David LUNG Ping-ye, Mr LO Chung-hing, The Honourable CHAN Kam-lam

Back row : Mr Victor CHAN Hin-fu, Mrs Ava S Y NG, Mrs Pamela TAN, Ms Agnes NG Ka-yin, Mr CHEUNG Hau-wai, Mr Peter TO, Mr IP Kwok-him, The Honourable Howard YOUNG, Mr NG Shui-lai, Mr Francis CHAU Yin-ming, Mr Stephen YIP Moon-wah, Ms Iris TAM Siu-ying, Mr Quinn LAW Yee-kwan

Members not in the group photo:

Dr Allan ZEMAN, Mr Walter CHAN Kar-lok, Dr Isaac NG Ka-chui, Mr Aaron WAN Chi-keung, Professor HO Pui-yin, Ms Annie TAM Kam-lan

董事會成員及簡歷 Members Of The Board And Profiles

主席

鄭維新太平紳士
(任期至二零零七年四月三十日止)
張震遠太平紳士
(任期由二零零七年五月一日起)

行政總監

林中麟太平紳士

執行董事

羅義坤先生
譚小瑩太平紳士
(任期由二零零六年九月一日起)

非執行董事

(非官方成員)

陳顯濂先生
(任期由二零零七年五月一日起)
陳鑑林議員
陳家樂太平紳士
(任期由二零零六年十一月一日起)
陳麗雲教授
(任期至二零零七年四月三十日止)
周賢明先生
張震遠太平紳士
(任期至二零零七年四月三十日止)
何佩然教授
(任期由二零零七年五月一日起)
葉國謙太平紳士
(任期由二零零七年五月一日起)
林貝聿嘉太平紳士
(任期至二零零七年四月三十日止)
李偉民太平紳士
梁家傑議員
(任期至二零零七年四月三十日止)
李華明議員
盧重興先生
龍炳順教授
吳家鏡博士
(任期由二零零六年十一月一日起)
吳家賢女士
(任期由二零零七年五月一日起)
吳水麗太平紳士
(任期由二零零七年五月一日起)
杜彼得先生
(任期由二零零七年五月一日起)
譚惠珠太平紳士
(任期至二零零七年四月三十日止)
尹志強太平紳士
(任期由二零零六年十一月一日起)
葉滿華太平紳士
(任期由二零零六年十一月一日起)
楊孝華議員
盛智文博士

非執行董事

(官方成員)

張孝威太平紳士 屋宇署署長
陳甘美華太平紳士 民政事務總署署長
劉勵超太平紳士 地政總署署長
(任期至二零零七年六月三十日止)
譚鏡蘭太平紳士 地政總署署長
(任期由二零零七年七月一日起)
馮志強太平紳士 規劃署署長
(任期至二零零六年七月二十七日止)
伍謝淑瑩太平紳士 規劃署署長
(任期由二零零六年七月二十八日起)

Chairman

Mr Edward CHENG Wai-sun, SBS, JP
(up to 30 April 2007)
Mr Barry CHEUNG Chun-yuen, JP
(from 1 May 2007)

Managing Director

Mr Billy LAM Chung-lun, SBS, JP

Executive Directors

Mr Quinn LAW Yee-kwan
Ms Iris TAM Siu-ying, JP
(from 1 September 2006)

Non-Executive Directors

(Non-official)

Mr Victor CHAN Hin-fu
(from 1 May 2007)
The Honourable CHAN Kam-lam, SBS, JP
Mr Walter CHAN Kar-lok, SBS, BBS, JP
(from 1 November 2006)
Professor Cecilia CHAN Lai-wan, JP
(up to 30 April 2007)
Mr Francis CHAU Yin-ming, MH
Mr Barry CHEUNG Chun-yuen, JP
(up to 30 April 2007)
Professor HO Pui-yin
(from 1 May 2007)
Mr IP Kwok-him, GBS, JP
(from 1 May 2007)
Mrs Peggy LAM PEI Yu-dja, GBS, SBS, OBE, JP
(up to 30 April 2007)
Mr Maurice LEE Wai-man, JP
The Honourable Alan LEONG Kah-kit, SC
(up to 30 April 2007)
The Honourable Fred LI Wah-ming, JP
Mr LO Chung-hing, SBS
Professor David LUNG Ping-ye, SBS, JP
Dr Isaac NG Ka-chui
(from 1 November 2006)
Ms Agnes NG Ka-yin
(from 1 May 2007)
Mr NG Shui-lai, BBS, MBE, JP
(from 1 May 2007)
Mr Peter TO
(from 1 May 2007)
Miss Maria TAM Wai-chu, GBS, LLD, JP
(up to 30 April 2007)
Mr Aaron WAN Chi-keung, SBS, JP
(from 1 November 2006)
Mr Stephen YIP Moon-wah, JP
(from 1 November 2006)
The Honourable Howard YOUNG, SBS, JP
Dr Allan ZEMAN, GBS, JP

Non-Executive Directors

(Official)

Mr CHEUNG Hau-wai, JP Director of Buildings
Mrs Pamela TAN, JP Director of Home Affairs
Mr Patrick L C LAU, JP Director of Lands
(up to 30 June 2007)
Ms Annie TAM Kam-lan, JP Director of Lands
(from 1 July 2007)
Mr Bosco C K FUNG, JP Director of Planning
(up to 27 July 2006)
Mrs Ava S Y NG, JP Director of Planning
(from 28 July 2006)

主席 Chairman

鄭維新太平紳士 (任期至二零零七年四月三十日止)

鄭維新先生於二零零四年五月一日獲委任為市區重建局主席。鄭先生現任富聯國際集團有限公司行政總裁。

鄭維新先生畢業於美國康乃爾大學，主修政治及經濟，其後再取得英國牛津大學的法學學士及碩士學位。鄭先生擁有英國及香港律師資格。

鄭維新先生有豐富的公職經驗，他是香港特區政府策略發展委員會委員、創新及科技督導委員會委員、廉政公署貪污問題諮詢委員會委員、香港城市大學校董會成員，以及香港理工大學校董會成員。

Mr Edward Cheng Wai-sun, SBS, JP (up to 30 April 2007)

Mr Cheng was appointed Chairman of the Urban Renewal Authority on 1 May 2004. He is currently the Chief Executive of USI Holdings Limited.

A graduate of Cornell University majoring in political science and economics, Mr Cheng went on to receive his bachelor degree in jurisprudence and master's degree from Oxford University. He was qualified as a solicitor in the United Kingdom and Hong Kong.

Mr Cheng is active in public service and is a member of the Hong Kong SAR Government's Commission on Strategic Development, Steering Committee on Innovation & Technology, the Advisory Committee on Corruption of the Independent Commission Against Corruption, the Council of City University of Hong Kong, and the Council of the Hong Kong Polytechnic University.

張震遠太平紳士 (任期由二零零七年五月一日起)

張震遠太平紳士為泰山石化集團有限公司之行政總裁，畢業於美國哈佛大學，獲得工商管理碩士學位。張先生現為投訴警方獨立監察委員會委員及紀律人員薪俸及服務條件常務委員會委員。

張先生曾任香港政府中央政策組全職顧問，麥肯錫公司之美國及亞洲區顧問，香港廉政公署防止貪污諮詢委員會主席及能源諮詢委員會委員。

Mr Barry CHEUNG Chun-yuen, JP (from 1 May 2007)

Mr Cheung, Chief Executive of Titan Petrochemicals Group Limited, received his MBA from Harvard University. He is currently a member of the Independent Police Complaints Council and a member of the Standing Committee on Disciplined Services Salaries & Conditions of Service.

He was previously a full-time member of the Central Policy Unit of the Hong Kong Government and was a consultant with McKinsey & Company in the United States and Asia. He was also a former Chairman of the Corruption Prevention Advisory Committee of the ICAC and was formerly a member of the Energy Advisory Committee.

行政總監 Managing Director

林中麟太平紳士

林中麟先生於二零零二年一月獲委任為市區重建局的行政總監。林先生畢業於香港大學，並於美國史丹福大學商學院取得管理學碩士學位。林先生曾服務政府多年，負責房屋、環境、地政、金融、採購及基建項目等工作，曾任香港政府駐三藩市經濟貿易事務處處長、副金銀司、政府物料供應處處長、新機場工程統籌署署長，並於一九九八至二零零零年間借調機場管理局出任行政總監職位。林先生現為古物諮詢委員會成員。

Mr Billy LAM Chung-lun, SBS, JP

Mr Billy Lam was appointed Managing Director of the Urban Renewal Authority in January 2002. Mr Lam is a graduate of the University of Hong Kong with a Master's Degree in Management Sciences from the Graduate School of Business at Stanford University, USA. A former civil servant, Mr Lam has worked in various areas, including housing, environment, land administration, financial services, procurement and major infrastructure projects. He had served as the Director of the Hong Kong Economic and Trade Office in San Francisco, Deputy Secretary for Monetary Affairs, Director of Government Supplies and Director of the New Airport Projects Co-ordination Office. He was seconded to the Airport Authority from 1998 to 2000 as its Chief Executive Officer. Mr Lam is currently a member of the Antiquities Advisory Board.

董事會成員及簡歷 Members Of The Board And Profiles

非執行董事 (非官方成員)

Non-Executive Directors (non-official)

陳顯邁先生 (任期由二零零七年五月一日起)

陳顯邁先生於二零零七年五月獲委任為市區重建局的非執行董事(非官方成員)。陳先生於一九九二年加入地鐵公司，出任總經理-物業發展，負責發展地鐵站與車廠上蓋和毗鄰的所有物業項目。他領導一個由不同專業界別組成的經理團隊，負責大型物業發展的規劃及招標工作。與此同時，陳先生亦參與這些發展項目的推廣、銷售及租賃工作。一九七四至一九九二年間，陳先生任職香港政府，專責地政工作，其後出任地政總署署長級職位。陳先生於一九七六年取得香港特許測量師資格，並由二零零四年開始成為中國房地產估價師學會個人會員。陳先生現時亦為香港房屋協會監事會委員和香港救世軍物業顧問小組委員。

Mr Victor Chan Hin-fu (from 1 May 2007)

Mr Chan was appointed Non-executive Director (non-official) of the Urban Renewal Authority in May 2007. Mr Chan has served as the General Manager - Property Development since joining the MTR Corporation Limited in 1992. He is responsible for the development of all properties above and adjacent to railway stations and depots. He leads a multi-disciplinary team of managers involved in the planning and tendering of large-scale joint venture property developments. Mr Chan is also involved in the marketing, sales and letting of completed units in these developments. Between 1974 and 1992, Mr Chan worked for the Hong Kong Government specialising in land administration and before he left in 1992, held a directorate post in the Lands Department. Mr Chan qualified in 1976 as a chartered surveyor in Hong Kong and since 2004 also qualified as a member of the China Institute of Real Estate Appraisers. Mr Chan is currently a Supervisory Board Member of the Hong Kong Housing Society as well as the Property Advisory Committee Member of the Salvation Army.

陳鑑林議員

陳鑑林先生是現任立法會議員，立法會財經事務委員會主席、立法會財務委員會副主席、觀塘區議會議員及中國人民政治協商會議全國委員會委員。陳先生其他公職包括香港房屋委員會委員、香港按揭證券有限公司董事、接受存款公司諮詢委員會委員、廉政公署貪污問題諮詢委員會委員、民主建港協進聯盟中央委員、九龍社團聯合會會長、觀華民聯會會長、九龍東區各界聯會常務會董，並曾任香港中文大學校董及外匯基金投資有限公司董事。

The Honourable CHAN Kam-lam, SBS, JP

The Hon. Chan Kam-lam is a Member of the Legislative Council, the Kwun Tong District Council and the Nation Commissar of the Chinese People's Political Consultative Conference. He is the Chairman of the Legislative Council Panel on Financial Affairs, and Deputy Chairman of the Finance Committee. The Hon. Chan is also a member of the Hong Kong Housing Authority, a Director of the Hong Kong Mortgage Corporation Limited, a member of the Deposit-Taking Companies Advisory Committee, a member of the Advisory Committee on Corruption (ICAC), a Central Committee Member of the Democratic Alliance for the Betterment & Progress of Hong Kong, Vice President of Kowloon Federation of Associations, Chairman of Kwun Tong Residents Union, a Director of Kowloon City, Kwun Tong and Wong Tai Sin Residents Association Company Limited. He also served as a Council Member of the Chinese University of Hong Kong and a Director of the Exchange Fund Investment Limited.

陳家樂太平紳士 (任期由二零零六年十一月一日起)

陳家樂律師執業超過二十年，是鄧陳律師行的高級合夥人，亦是中國委託公證人。陳律師曾出任房屋委員會(房委會)委員達十年(至二零零六年三月止)，並曾分別擔任房委會轄下居者有其屋小組委員會、商業樓宇小組委員會及產業分析出售督導小組主席。現時，陳律師是城市規劃委員會、監護委員會及律師紀律審裁團成員。在社會服務方面，陳律師是香港青年協會、基督教靈實協會及中國神學研究院之董事，亦是多家機構的名譽法律顧問。

Mr Walter CHAN Kar-lok, SBS, BBS, JP (from 1 November 2006)

Mr Walter CHAN Kar-lok has been a practising lawyer for over 20 years and is a senior partner of Rowland Chow, Chan & Co., Solicitors. He is also a China-Appointed Attesting Officer.

Mr Chan was previously a member of the Housing Authority for 10 years (up to March 2006) and served as Chairman of Home Ownership Committee, Commercial Property Committee and Supervisory of Divestment Committee (Linkreit) consecutively. At present, he is a member of the Town Planning Board, Guardianship Board and Solicitors Disciplinary Tribunal Panel respectively.

For social service, Mr Chan is a Council Member of the Hong Kong Federation of Youth Groups, a Director of Haven of Hope Christian Service and The China Graduate School of Theology. He is also an honorary legal advisor of a number of organizations.

陳麗雲教授 (任期至二零零七年四月三十日止)

陳麗雲教授為香港大學思源基金健康及社會工作學教授、行為健康教研中心總監及社會工作及社會行政學系教授。於出任大學教席前，曾為香港基督教女青年會的社區工作者。陳教授是香港大學城市規劃及環境管理研究中心的研究員，曾發表大量關於城市環境及社區發展的著作。陳教授為香港大學香港賽馬會防止自殺研究中心副總監，亦參與多個慈善團體的工作，包括香港復康會、善寧會及香港癌症基金會。此外，陳教授亦為策略發展委員會行政委員會委員。

Professor Cecilia Chan Lai-wan, JP (up to 30 April 2007)

Professor Chan is Si Yuan Professor in Health and Social Work, Director of Centre on Behavioral Health, and Professor of the Department of Social Work and Social Administration of the University of Hong Kong. She worked as a community worker for the Hong Kong YWCA before joining the University as a teaching staff. As a Fellow of the Centre of Urban Planning and Environmental Management of the University of Hong Kong, Professor Chan has published extensively on urban environment and community development. Professor Chan is also Associate Director of the Hong Kong Jockey Club Centre for Suicide Research and Prevention of the University of Hong Kong. Professor Chan serves a number of charitable organisations including the Hong Kong Society for Rehabilitation, the Society for the Promotion of Hospice Care and the Hong Kong Cancer Fund. Professor Chan is also a member of the Executive Committee of the Commission on Strategic Development.

周賢明先生

周賢明先生於二零零四年五月一日獲委任為市區重建局董事會成員。周先生為香港基督教播道會聯合會社會服務辦事處總主任，其他公職包括西貢區議會副主席，市政服務上訴委員會委員，社區體育事務委員會委員，圖書館委員會成員，醫院管理局九龍區域諮詢委員會委員等。

Mr Francis CHAU Yin-ming, MH

Mr. Chau was appointed as a Board Member of the Urban Renewal Authority on 1 May 2004. He is the Chief Supervisor of the Social Service Office of The Association of Evangelical Free Churches of Hong Kong. He is the Vice Chairman of Sai Kung District Council, a member of the Municipal Services Appeal Board, the Community Sports Committee, the Committee on Libraries and the Regional Advisory Committee (Kowloon) of the Hospital Authority.

何佩然教授 (任期由二零零七年五月一日起)

香港中文大學學士(主修歷史)，法國巴黎大學碩士、博士。留法期間致力研究群體生平學及社會史，曾出任經濟合作與發展組織(OECD)研究顧問，專注中國經濟特區、科技發展政策及中國現代化等課題研究。現任教於中大歷史系；近期研究興趣為近代香港的都市化，著作以香港及近代中國社會經濟史為主。

Professor Ho Pui-yin (from 1 May 2007)

A graduate of the Chinese University of Hong Kong with a history major, obtained her Maitrise and Doctoral degrees in Paris. Her postgraduate research emphases were on prosopography study and social history. She previously worked at the Organization for Economic Co-operation and Development (OECD) in Paris as a research consultant and developed an interest in China's special economic zones, the science and technology development policies and modernization in China. She is now teaching in the History Department at the Chinese University of Hong Kong. Her current researches are mainly on urbanization of modern Hong Kong. She published numerous books and articles on Hong Kong and social and economic history of modern China.

董事會成員及簡歷 Members Of The Board And Profiles

葉國謙太平紳士 (任期由二零零七年五月一日起)

葉國謙先生為漢華教育機構執行秘書。現任香港特別行政區第十屆全國人民代表大會代表、民建聯副主席。葉先生亦服務於多個委員會，現為紀律人員薪俸及服務條件常務委員會委員、交通諮詢委員會委員及西九龍文娛藝術區核心文化藝術設施諮詢委員會委員。

葉先生分別於一九九五至一九九七年擔任香港立法局議員，一九九七至一九九八年擔任臨時立法會議員，二零零零至二零零四年擔任香港特別行政區立法會議員(區議會功能界別)，而一九九二至二零零三年歷任中西區區議會民選議員。

Mr Ip Kwok-him, GBS, JP (from 1 May 2007)

Mr Ip Kwok-him is the Executive Secretary of Hon Wah Education Organisation. He is presently a Hong Kong Deputy to the 10th National People's Congress and a Deputy Chairman of the Democratic Alliance for the Betterment and Progress of Hong Kong. He also serves on a number of committees and is now a member of the Standing Committee on Disciplined Services Salaries and Conditions of Service, the Transport Advisory Committee and the Consultative Committee on the Core Arts and Cultural Facilities of the West Kowloon Cultural District.

Mr Ip has been a member of the Legislative Council between 1995 - 1997, a member of the Provisional Legislative Council between 1997 - 1998, a member of the Legislative Council of the Hong Kong SAR representing the district council functional constituency between 2000 - 2004 and an elected member of the Central and Western District Council between 1992 - 2003.

林貝聿嘉太平紳士 (任期至二零零七年四月三十日止)

林貝聿嘉太平紳士為前立法局議員及前中國人民政治協商會議全國委員會委員，亦是前灣仔區議會主席。林太對安老事務、婦女事務、社會福利、教育、環境、衛生及社區組織等社會事務具有豐富的經驗。曾任婦女事務委員會委員、平等機會委員會委員、安老事務委員會委員及「老有所為活動計劃」諮詢委員會主席。現為全國婦聯執行委員、香港各界婦女聯合協進會主席、救世軍顧問委員、香港灣仔區街坊福利會理事長、香港防務心病及胸病協會會董、律政治醫院督治委員會委員、香港女童軍灣仔分會會長暨創會主席、上海理工大學名譽教授、前青少年培育會會長及香港愛滋病基金會及環境保護運動委員會創會主席等。

Mrs Peggy Lam Pei Yu-dja, GBS, SBS, OBE, JP (up to 30 April 2007)

Mrs Lam, a former member of the Legislative Council and the Chinese People's Political Consultative Conference, is also the former Chairman of Wan Chai District Council. She has an impressive record of social service for the elderly, women, social welfare, education, the environment, hygiene and with various community organisations. She was a member of the Women's Commission, Equal Opportunities Commission and Elderly Commission, and the Chairman of the Opportunities for the Elderly Project. Amongst others, Mrs Lam is a member of the Executive Committee of All China Women's Federation, the Chairman of Hong Kong Federation of Women, a member of the Salvation Army Advisory Board, Chairman of Hong Kong Wan Chai Kaifong Welfare Association, a Board Director of the Hong Kong Tuberculosis, Chest & Heart Disease Association, a member of Ruttonjee Hospital Governing Committee, President and Founding Chairman of Hong Kong Girl Guides Wan Chai District Association, the Honorary Professor of University of Shanghai for Science and Technology, the former President of the Hong Kong Juvenile Care Centre and Founding Chairman of the Hong Kong AIDS Foundation and Environmental Campaign Committee.

李偉民太平紳士

李偉民先生現為李偉民律師事務所的合夥人。李先生為香港執業律師、英國、新加坡、澳洲註冊律師、美國夏威夷州海外法律顧問、中國司法部委託在港之公證人及香港政府委任婚姻監禮人。

李先生為多個團體組織之會員及委員：英國特許仲裁司協會會員、香港證券學院會員、美國專業調解員協會會員、香港律師會認可調解員、香港調解中心會員、香港律師會屬下另類糾紛解決(ADR)委員、香港仲裁司學會前執委及香港和解中心前會長。他亦是中國廣州、大連、威海、蘇州、沈陽、惠州、柳州及珠海仲裁委員會仲裁員及中國國際商會哈爾濱調解中心名譽顧問。李先生更為江蘇省政府涉外法律顧問。

李先生於二零零二年獲委任為中國香港特區人大選舉委員會委員。此外，李先生現為香港社工註冊局執委、香港證券及期貨事務監察委員會註冊投資顧問、香港藝術發展局委員、香港中央政策匯非主職顧問及香港表演藝術撥款委員會會員。

此外，他為多個舞台及創意工業組織的法律顧問，包括香港室內設計師協會、香港電影編劇家協會、香港演藝人協會、香港電影導演會、香港電影工作者總會、香港電視專業人員協會及香港舞台技術及設計人員協會，李先生並為香港出口商會的法律顧問。

Mr Maurice Lee Wai-man, JP

Mr Maurice Lee is the principal of Mr Maurice W M Lee Solicitors in Hong Kong. Mr Lee is a practising lawyer in Hong Kong, a registered lawyer in UK, Singapore and Australia, a Foreign Law Consultant of Hawaii and China-appointed Attesting Officer in Hong Kong. He is also an appointed Civil Celebrant of Marriages for the Hong Kong SAR Government.

Mr Lee is a member of the Chartered Institute of Arbitrators, Hong Kong Securities Institute, Association for Conflict Resolution in USA, Panel of Mediators of the Law Society of Hong Kong, Hong Kong Mediation Council and the ADR Committee of the Law Society of Hong Kong. He was also a Council Member of Hong Kong Institute of Arbitrators and the ex-President of the Hong Kong Mediation Centre. Mr Lee is an Arbitrator of the Guangzhou, Dalian, Weihai, Suzhou, Shenyang, Huizhou, Liuzhou & Zhuhai Arbitration Commission in PRC and the Honorary Advisor of the China Chamber of International Commerce Harbin Conciliation Center in PRC. Mr Lee is the Legal Advisor to the Government of Jiang Su Province.

In 2002, Mr Lee was appointed a member of Election Committee for Deputies to the National Peoples' Congress of the Peoples' Republic of China. Mr Lee is now a member of the Social Workers Registration Board, a Registered Investment Advisor with the Securities and Futures Commission, a member of Arts Development Council and the Funding Committee for The Performing Arts of Hong Kong. He is a part-time Member of the Central Policy Unit of Hong Kong.

Apart from the above, Mr Lee also serves as the legal advisor of a number of organizations related to the creative and media industries, such as Hong Kong Interior Design Association, Hong Kong Screen Writers' Guild, Hong Kong Performing Artistes Guild, Hong Kong Film Directors' Guild, Hong Kong Televisioners Association, the Federation of Hong Kong Filmmakers, Hong Kong Association of Theatre Technicians & Scenographers. He is also the legal advisor of the Hong Kong Exporters' Association.

梁家傑議員 (任期至二零零七年四月三十日止)

梁家傑議員在一九八二年畢業於香港大學，取得法律學士學位。八四年在英國劍橋大學取得法律碩士學位。八三年開始成為香港執業大律師，並於九八年獲委為資深大律師。

梁先生為現任立法會議員及香港大學法律學院法律專業教育系名譽講師。

The Honourable Alan Leong Kah-kit, sc (up to 30 April 2007)

The Hon. Alan Leong graduated from the University of Hong Kong with LL.B. in 1982 and P.C.L.L. in 1983. He was awarded LL.M. by the University of Cambridge in 1984. He was called to the Hong Kong Bar in 1983 and the Inner Bar in 1998.

The Hon. Leong is currently a member of the Legislative Council and honorary lecturer of the Department of Professional Legal Education of the University of Hong Kong.

李華明議員

李華明先生為現任立法會議員、立法會內務委員會副主席、立法會食物安全及環境衛生事務委員會副主席。其他公職包括香港房屋委員會委員、廉政公署投訴委員會委員、禁毒事務委員會委員及漁業可持續發展委員會委員。

The Honourable Fred Li Wah-ming, JP

The Hon. Fred Li is a member of the Legislative Council, the Deputy Chairman of the Legislative Council's House Committee and the Deputy Chairman of the Legislative Council's Panel on Food Safety and Environmental Hygiene. His public commitments include serving as a member of the Hong Kong Housing Authority, the ICAC Complaints Committee, the Action Committee Against Narcotics, and the Committee on Sustainable Fisheries.

盧重興先生

盧重興先生現為中國銀行(香港)有限公司總經理。盧先生自一九六九年開始投身銀行業，曾於一九九四年出任臨時機場管理局董事會成員，並於一九九六年四月至一九九九年五月期間出任機場管理局副主席。盧先生於一九九七年十二月至二零零五年十一月為醫院管理局成員，現出任地鐵公司獨立非執行董事。

Mr Lo Chung-hing, sbs

Mr Lo is currently General Manager of Bank of China (Hong Kong) Limited. He began his banking career in 1969. Mr Lo was appointed as a board member of the Provisional Airport Authority in 1994 and served as Vice Chairman of the Airport Authority from April 1996 to May 1999. He was a board member of the Hospital Authority from December 1997 to November 2005. He is currently an independent non-executive director of the MTR Corporation Limited.

龍炳頤教授

龍炳頤教授為建築師，香港大學建築系教授，土地及建設諮詢委員會主席，環境及自然保育基金委員會主席，博物館委員會副主席，策略發展委員會經濟發展及與內地經濟合作委員會委員，添馬艦發展工程評審委員會成員，以及西九龍文娛藝術區核心文化藝術設施諮詢委員會博物館小組委員。

Professor David Lung Ping-ye, sbs, JP

Professor Lung, an architect by profession, is Professor of Architecture at The University of Hong Kong, Chairman of Land and Building Advisory Committee, Chairman of Environment and Conservation Fund Committee, Vice-Chairman of Committee on Museums, Member of Committee on Economic Development and Economic Cooperation with the Mainland of the Commission on Strategic Development of HKSAR, Member of the Special Selection Board for Tamar Development Project and Member of the Museum Advisory Group of the Consultative Committee on the Core Arts and Cultural Facilities of the West Kowloon Cultural District.

吳家鎰博士 (任期由二零零六年十一月一日起)

吳家鎰博士於蘇格蘭University of Aberdeen取得土地經濟博士學位，現為香港城市大學講師。吳博士一直研究公共行政科目，對市區重建及房屋政策尤感興趣，其撰寫的論文曾刊載於多份本地及國際刊物。吳博士亦曾擔任顧問工作，現為葵青區議會規劃研究工作小組成員、香港運輸物流學會教育及培訓委員會委員、香港地產學會資深會員，以及英國運輸物流學會註冊會員。

Dr Isaac Ng Ka-chui (from 1 November 2006)

Dr. Isaac Ng obtained his PhD in Land Economy at the University of Aberdeen (Scotland) and is Lecturer at the City University of Hong Kong. He received extensive training in Public Administration with particular interest in Urban Renewal and Housing Policy. Some of his writings and articles are found in different local and international publication. He had also been engaged in consultancy work and has up to present, act as member of the Planning Study Working Group on Kwai Tsing District Council, Member of the Education and Training Committee of the Chartered Institute of Logistics and Transport (Hong Kong Branch). Dr. Ng is also a Fellow Member of the Hong Kong Institute of Real Estate, as well as a Chartered Member of the Chartered Institute of Logistics and Transport.

吳家賢女士 (任期由二零零七年五月一日起)

吳家賢女士為香港執業的資深建築師，現為全球第四大建築設計顧問凱達環球有限公司的董事總經理，由二零零二年開始，成為該建築設計顧問集團環球董事局之董事，參與決策該集團於十一個國家共二十六所建築設計辦事處的管理事務。

吳女士對推動高質建築普及化作出貢獻。現為香港建築中心的創會主席，該中心屬公共性質的慈善機構，旨在建立一個可讓大眾市民了解香港建築特色及其發展史的平台，帶動香港市民理解及欣賞香港的建築文化及技術。

吳女士也為屋宇署認可人士及註冊結構工程師委員會成員，二零零一年成為香港建築師學會資深會員。她致力參與建築環保工作，是香港建築環保協會行政委員會成員之一，也是環保技術評審委員會的主席。

Ms Agnes Ng Ka-yin (from 1 May 2007)

Ms Agnes Ng Ka-yin is a practising architect with more than 20 years' experience in HK and PRC, and is now the Managing Director of Aedas Limited, which is the fourth largest global architectural practice in 2006. Since 2002, she is a Board Director of Aedas Global Board.

Agnes is the founding Chairman of Hong Kong Architecture Centre, a charitable organization aimed at providing a platform to bridge the general public and architecture, and cultivate a deeper understanding of the art and technology of architecture and its relevant cultural background.

She is appointed by the Buildings Department as a Member of the Authorized Person and Registered Structural Engineers Committee and the Authorized Persons Registration Committee. In 2001, Agnes became a Fellow Member of the Hong Kong Institute of Architecture and has been actively involved in HKIA. Her interest in sustainability of the built environment led to her appointment as an Executive Committee Member of Hong Kong BEAM Society and the Chairman of the Technical Review Panel for Hong Kong BEAM.

吳水麗太平紳士 (任期由二零零七年五月一日起)

吳水麗先生現任香港基督教服務處及富達盟信顧問有限公司行政總裁，同時亦是中文大學兼任講師。

吳先生曾任房屋委員會委員達十年（至2006年），同時亦為租住房屋小組主席。吳先生亦曾任城市規劃委員會委員、交通諮詢委員會委員、醫院管理局成員、國際社會工作者協會副會長（亞太區會長）、香港社會工作人員協會會長等職務。

目前，吳先生為法律援助服務局成員、香港社會服務聯會副主席、香港基督教愛華會主席及社工註冊局成員。

Mr Ng Shui-lai, BBS, MBE, JP (from 1 May 2007)

Mr Ng Shui-lai is the Chief Executive of Hong Kong Christian Service and Four Dimensions Consulting Limited. He is also a part-time lecturer of the Chinese University of Hong Kong. He was a member of the Housing Authority for 10 years (up to 2006) and served as the Chairman of the Subsidy Housing Committee. He was also a member of the Town Planning Board, Transport Advisory Committee, Hospital Authority, International Federation of Social Workers Vice President (President for Asia and Pacific) and President of the Hong Kong Social Workers Association.

At present, he is a member of the Legal Aid Services Council, Vice Chairman of the Hong Kong Council of Social Service, Chairman of the Hong Kong Christian Ai Hua Association and member of the Social Workers Registration Board.

杜彼得先生 (任期由二零零七年五月一日起)

杜先生於地產發展及投資界工作超過三十年。他曾出任香港房屋經理學會會長、香港房屋委員會商業樓宇小組委員會委員及專業服務發展資助計劃評審委員會委員。

Mr Peter To (from 1 May 2007)

Mr Peter To has worked in the property development and investment sector for more than 30 years. He was a former President of the Hong Kong Institute of Housing and has previously served as a member of the Commercial Properties Committee of the Hong Kong Housing Authority and a member of the Vetting Committee of the Professional Services Development Assistance Scheme.

董事會成員及簡歷 Members Of The Board And Profiles

譚惠珠太平紳士 (任期至二零零七年四月三十日止)

譚惠珠太平紳士畢業於倫敦大學，並於倫敦Gray's Inn獲得大律師資格，有英國及香港執業大律師資格。譚女士曾為前行政局及立法局議員，交通諮詢委員會前主席、中國香港特別行政區籌備委員會委員及中國香港事務顧問。譚女士現為策略發展委員會管治及政治發展委員會委員、廉政公署貪污問題諮詢委員會成員、中華人民共和國全國人民代表大會代表及全國人民代表大會常務委員會香港特別行政區基本法委員會委員。

Miss Maria TAM Wai-chu, GBS, LL.D, JP (up to 30 April 2007)

Miss Tam was educated at the University of London and is a member of Gray's Inn, London. She is qualified to practise law in United Kingdom and Hong Kong. She was formerly a member of the Executive Council and the Legislative Council, former Chairman of the Transport Advisory Committee, a member of the Preparatory Committee for the Hong Kong Special Administrative Region (PRC) and Hong Kong Affairs Advisor (PRC). She is a member of the Committee on Governance and Political Development of the Commission on Strategic Development, a member of the Advisory Committee on Corruption of the ICAC, a deputy to the National People's Congress of the People's Republic of China and a member of the Committee for the Basic Law of the Hong Kong SAR under the Standing Committee of the National People's Congress.

尹志強太平紳士 (任期由二零零六年十一月一日起)

尹先生現年57歲，為英國商業經紀學會、英國倫敦土地學會及英國皇家仲裁學會之會員，以及英國管理會計師學會之資深會員。尹先生在物業估值及物業拍賣行業擁有超過二十五年經驗。尹先生為香港太平紳士，於二零零四年獲頒銅紫荊星章，以表揚他在業界長期的突出表現。現時，尹先生為聯交所主板上市公司理文集團有限公司及英皇集團(國際)有限公司之獨立非執行董事。

Mr Aaron Wan Chi-keung, BBS, JP (from 1 November 2006)

Aged 57, Mr Wan is an associate of the Institution of Business Agents, the Land Institute (London), the Chartered Institute of Arbitrators and a fellow of The Institute of Administrative Accounting. He is engaged in the business of property valuation and property auction and has over 25 years' related experience. Mr. Wan, a Justice of the Peace, was awarded The Bronze Bauhinia Star in 2004 for outstanding service over a long period of time. Currently, Mr. Wan is an independent non-executive director of Lee & Man Holdings Limited and Emperor International Holdings Limited, companies listed on the Main Board of the Stock Exchange.

葉滿華太平紳士 (任期由二零零六年十一月一日起)

葉滿華先生是執業測量師，現為房屋委員會非官方成員，同時亦為土地及建設諮詢委員會成員，以及交通諮詢委員會成員。葉先生是現任鄉議局增選議員，亦曾任香港測量師註冊管理局主席、香港測量師學會產業測量組主席及國際測量師聯合會估價與房產管理部主席。

Mr Stephen Yip Moon-wah, JP (from 1 November 2006)

Mr Stephen Yip is a practising surveyor. He is currently a non-official member of the Housing Authority, a member of the Land and Building Advisory Committee and a member of the Transport Advisory Committee. He is also a co-opted councillor of the Heung Yee Kuk, New Territories. He was formerly Chairman of the Hong Kong Surveyors Registration Board, Chairman of the General Practice Division of the Hong Kong Institute of Surveyors and also Chairman of Commission on Valuation and Real Estate Management of the International Federation of Surveyors.

楊孝華議員

楊孝華先生英國受教育，一九六八年加入太古集團，三十多年來曾在航運、旅遊、中國貿易及航空四大部門服務。楊氏一九八六年至一九八九年任太古公司駐北京常駐首席代表。一九八九年返港任國泰航空公司香港區總經理，一九九二年起至今任國泰航空公司旅遊業與香港事務總經理。

楊氏一九七八年至一九八六年任市政局議員，期間亦任深水埗和東區區議員。楊氏曾任香港基本法諮詢委員會委員。他曾是香港特區籌委會委員，香港特區政府與行政長官推選委員會委員及臨時立法會議員。於二零零三年成為中華海外聯誼會理事。

一九九一年獲選入立法局，代表旅遊業功能組別。楊孝華先生是現任香港特別行政區立法會議員，代表旅遊界。楊氏亦於二零零三年再獲選為南區區議員。

一九九三年被委任為太平紳士，二零零三年獲頒銀紫荊星章。楊先生曾於一九七八年獲傑出青年獎，並於一九八二年至一九八六年任傑出青年協會主席。

他是旅遊策略小組成員、職業訓練局成員、公務員薪俸及服務條件常務委員會委員及公務員薪酬調整機制督導委員會委員。

The Honourable Howard Young, SBS, JP

The Hon. Howard Young joined the Swire Group in 1968 after studying in UK. He has held positions in Shipping, Travel, China Trade and Aviation within the Group including being stationed in Beijing from 1986 to 1989. He was appointed by the Swire Group to Cathay Pacific Airways Ltd as General Manager, Hong Kong in 1989 and then General Manager, Industry & Hong Kong Affairs in 1992.

He was a member of the Preparatory Committee and Selection Committee for the SAR of Hong Kong.

The Hon. Young was elected as a Legislative Councillor representing the Tourism Functional Constituency in September 1991 and remains the incumbent Legislative Councillor for that constituency. He was also re-elected as a member of Southern District Council in 2003.

The Hon. Young was named one of the Outstanding Young Persons of Hong Kong in 1978, and was the Chairman of the Outstanding Young Persons Association from 1982 to 1986. He was appointed Justice of the Peace in 1993 and was awarded the Silver Bauhinia Star in 2003.

He is a member of the Tourism Strategy Group, Vocational Training Council, Standing Commission on Civil Service Salaries and Conditions of Service and Steering Committee on Civil Service Pay Adjustment Mechanism.

盛智文太平紳士

盛智文博士為蘭桂坊集團的創辦人，亦是蘭桂坊的主要地產發展商蘭桂坊控股有限公司主席。他是蘭桂坊概念控股有限公司主席，該公司在蘭桂坊、上海及布吉擁有二十八家餐廳。

盛博士亦是多間具規模公司的主席，除了涉足電影製作，他是拉斯維加斯的娛樂公司 Wynn (Las Vegas) 的董事會成員，該公司亦參與興建澳門的永利賭場。他是 Wynn Resorts Ltd 及天星小輪有限公司董事、盈科大衍地產發展有限公司、信和置業有限公司及尖沙咀置業集團有限公司的非執行董事，亦是海洋公園公司的董事局主席。

多年來，盛博士是多個政府委員會的成員，當中包括旅遊、文化、藝術，以至房屋及衛生。現時亦是策略發展委員會經濟發展及與內地經濟合作委員會委員、旅遊事務署旅遊業策略小組成員、經濟分析及方便營商處城市規劃工作小組成員及職業訓練局成員。盛博士於二零零一年七月一日獲行政長官委任為太平紳士，二零零四年獲頒贈金紫荊星章。

盛博士是加拿大商會和香港總商會理事。

Dr Allan Zeman, GBS, JP

Dr Zeman is the founder of the Lan Kwai Fong Group and is the Chairman of Lan Kwai Fong Holdings Ltd, a major property developer in Lan Kwai Fong. He is also the Chairman of Lan Kwai Fong Concepts Holdings Ltd which owns 28 restaurants in Lan Kwai Fong, Shanghai and Phuket.

Dr Zeman is the Chairman of various other well-established companies. Apart from involving in movie production, he also sits on the Board of Wynn (Las Vegas), a gaming company in Las Vegas and is also involved in the building of Wynn (Macau), a new casino in Macau, China. He is also Director of Wynn Resorts Ltd, The "Star" Ferry Company, Ltd and a non-executive director of Pacific Century Premium Development Limited, Sino Land Company Limited and Tsim Sha Tsui Properties Ltd. He is the Chairman of Ocean Park Hong Kong.

Dr Zeman has been a member of various government boards ranging from tourism, culture and the arts to housing and health for many years. He is currently a member of the *Committee on Economic Development and Economic Cooperation with the Mainland* of the Commission on Strategic Development, Tourism Strategy Group for the HK Tourism Commission, Town Planning Task Force for Economic Analysis and Business Facilitation Unit and Vocational Training Council. Dr Zeman was appointed as a J.P. by the Chief Executive SAR on 1st July, 2001 and was awarded the Gold Bauhinia Star in 2004.

He is also a long-standing member of the Board of Governors of the Canadian Chamber of Commerce and the Hong Kong General Chamber of Commerce.

董事會成員及簡歷 Members Of The Board And Profiles

非執行董事 (官方成員)

Non-Executive Directors (Official)

張孝威太平紳士 (屋宇署署長)

張孝威先生是專業屋宇測量師，亦是香港測量師學會資深會員及英國皇家特許測量師學會會員。張先生在香港科技學院完成訓練後，於一九六八年加入香港政府工作，先後在當時的建築物條例執行處、建築拓展署、屋宇地政署及屋宇署擔任多個職位。張先生現職為屋宇署署長。他在樓宇管制方面具三十五年經驗，並對樓宇的復修更新工作有濃厚興趣。

Mr CHEUNG Hau-wai, JP (Director of Buildings)

Mr CHEUNG Hau-wai is a professional building surveyor. He is a Fellow of the Hong Kong Institute of Surveyors and a member of the Royal Institute of Chartered Surveyors. After completing his training at the Hong Kong Technical College, he joined the Hong Kong Government in 1968. He has held a number of positions in the then Buildings Ordinance Office, Building Development Department, Buildings and Lands Department and Buildings Department. He now holds the post of Director of Buildings Department. He has thirty-five years experience in building control and has a keen interest in building rejuvenation.

陳甘美華太平紳士 (民政事務總署署長)

陳甘美華自一九七七年十月加入政府的政務職系後，曾出任多個政策局、資源局及前線部門的首長級職位。她也曾擔任中央政策組副主席顧問；該組就影響本港的所有重大事務，向當時的總督、布政司及財政司提供意見。

在政治範疇，陳甘美華於一九八四年負責設立臨時區域議局的任務，並於一九八五至八七年負責設立區域市政局的任務。

在經濟範疇，陳甘美華於一九八七至九八年期間，服務於工商科、金融科、財經事務科及保險業監理處共達八年。她也曾於一九八二至八四年及一九八九至九零年擔任財政及人力資源管理的職位。

在社會服務範疇，陳甘美華於一九七七至八二年任職於社會事務科及社會福利署。一九九九至二零零零年，她擔任律政司政務專員。二零零零年六月，她擔任勞工處處長。二零零三年六月三十日，她出任現職為民政事務總署署長。

Mrs Pamela TAN, JP (Director of Home Affairs)

Mrs Pamela Tan joined the Government's Administrative Service in October 1977. During her career, she has served in directorate positions in a number of policy bureaux, resource bureaux and frontline departments. She has also served as the Deputy Head of the Central Policy Unit which advised the then Governor, the Chief Secretary and the Financial Secretary on all major issues affecting Hong Kong.

In the political field, Mrs Tan was involved in the establishment of the Provisional Regional Council in 1984 and the Regional Council from 1985 to 1987.

In the economic field, Mrs Tan worked in the Trade and Industry Bureau, the Monetary Affairs Bureau, the Financial Services Bureau and the Insurance Commission for a total of 8 years during the period from 1987 to 1998. She also held posts in financial and human resource management in 1982 to 1984 and 1989 to 1990.

In the social services field, Mrs Tan worked in the Social Services Bureau and the Social Welfare Department from 1977 to 1982. She was the Director of Administration and Development in the Department of Justice from 1999 to 2000. In June 2000, she took up the post of Commissioner of Labour. On 30 June 2003, she assumed her current post of Director of Home Affairs.

劉勵超太平紳士 (地政總署署長) (任期至二零零七年六月三十日止)

劉勵超先生一九七二年畢業於香港大學，任職公務員達三十五年，現職地政總署署長。同時亦為香港房屋委員會委員、香港房屋協會監事會成員、城市規劃委員會委員和土地及建設諮詢委員會委員。

Mr Patrick L C LAU, JP (Director of Lands) (up to 30 June 2007)

Mr Lau, Director of Lands, graduated from the University of Hong Kong in 1972 and has been with the Civil Service for 35 years. Mr Lau is currently a member of the Hong Kong Housing Authority, a member of the Supervisory Board of the Hong Kong Housing Society, a member of the Town Planning Board and a member of the Land and Building Advisory Committee.

譚穎蘭太平紳士(地政總署署長)(任期由二零零七年七月一日起)

譚穎蘭女士任職公務員達27年，現職地政總署署長，同時亦為香港房屋委員會委員、香港房屋協會監事會成員、城市規劃委員會委員和土地及建設諮詢委員會委員。

Ms Annie TAM Kam-lan, JP (Director of Lands) (from 1 July 2007)

Ms Annie Tam, Director of Lands, has been with the Civil Service for 27 years. Ms Tam is currently a member of the Hong Kong Housing Authority, a member of the Supervisory Board of the Hong Kong Housing Society, a member of the Town Planning Board and a member of the Land and Building Advisory Committee.

伍謝淑瑩太平紳士(規劃署署長)(任期由二零零六年七月二十八日起)

伍謝淑瑩太平紳士為香港規劃師學會資深會員及註冊專業規劃師，在加拿大麥基爾大學取得都市規劃學碩士學位後，於一九七七年加入香港政府為城市規劃師，現時出任香港特別行政區政府規劃署署長。她現為城市規劃委員會成員。

Mrs. Ava S. Y. Ng, SBS, JP (Director of Planning) (from 28 July 2006)

Mrs. Ava S. Y. Ng is a Fellow of the Hong Kong Institute of Planners and Registered Professional Planner. After obtaining her Master Degree in Urban Planning from McGill University, Canada, she joined the Hong Kong Civil Service in 1977. She is currently Director of Planning of the Government of the Hong Kong Special Administrative Region. She is a member of the Town Planning Board.

執行董事

Executive Directors

羅義坤先生

羅義坤先生於二零零五年十一月獲委任為市區重建局的執行董事。羅先生是香港會計師，亦是特許秘書。他是香港會計師公會多個委員會的委員，以及香港中文大學會計學諮詢委員會委員。

羅先生於四大會計師行之一接受專業培訓，並於1977年獲得會計師專業資格。羅先生曾於前證券監察委員會及兩間國際船務公司工作，其後於1983年加入一上市集團，該公司為香港恆生指數主要成份股。

在該上市集團工作期間，羅先生曾負責多個範疇的工作，包括企業事務、策略及業務規劃、企業管理、投資者關係、銀行及金融、內部審計及其他財務事宜。羅先生在地產投資及發展、酒店、公共交通、貨櫃碼頭、傳訊、傳媒及娛樂等行業方面均有經驗。

Mr Quinn Law

Mr Quinn Law was appointed Executive Director of the Urban Renewal Authority in November 2005. Mr Law is a Certified Public Accountant in Hong Kong. He has been serving on a number of committees in the Hong Kong Institute of Certified Public Accountants and is a member of the Advisory Board of Accounting Studies of the Chinese University of Hong Kong. Mr. Law is also a Chartered Secretary.

He completed his accounting training with a Big-Four accounting firm and was qualified in 1977; and joined a listed group (a constituent stock in Hang Seng main index) in 1983 after working for the then Securities Commission in Hong Kong and two international shipping companies.

In his previous employment, Mr. Law had carried out different work functions: corporate service, strategic and business planning, corporate management, investor relation, banking and finance, internal audit and other financial works. His working experience covered a variety of industries such as property investment and development, hotel, public transport, container terminal, communication, media and entertainment.

譚小瑩太平紳士(任期由二零零六年九月一日起)

譚小姐於二零零六年九月被委任為市區重建局的執行董事(規劃及發展)。她在開展規劃事業時，曾在政府服務七年，於一九九零年離任，然後成立規劃顧問公司。在其後十六年，她積極參與多項私人及政府機構委託的規劃項目及研究，工作範圍遍及香港及內地。譚小姐熱心公務，她是香港規劃師學會前會長(一九九五至九七年)，並以主席或會員的身份參與多個法定和諮詢委員會，其中包括策略發展委員會的社會發展及生活質素委員會。

Ms Iris Tam, JP (from 1 September 2006)

Ms Tam was appointed Executive Director (Planning & Development) of the Urban Renewal Authority in September 2006. She started her town planning career in the government and left the civil service after seven years in 1990. She then set up a planning consultant firm and was actively involved in both private and public sector planning projects and studies in Hong Kong and in Mainland China for sixteen years. She was the President of the Hong Kong Institute of Planners (1995-97) and serves as Chairperson and Member of various Statutory and Advisory Tribunals/ Committees, including the Committee on Social Development and Quality of Life of the Commission on Strategic Development.

市建局委員會成員 Members Of The URA Committees

審計委員會

Audit Committee

主席

譚惠珠太平紳士

Chairperson

Miss Maria TAM Wai-chu, GBS, LL.D., JP

成員

張震遠太平紳士

李偉民太平紳士

Members

Mr Barry CHEUNG Chun-yuen, JP

Mr Maurice LEE Wai-man, JP

增選委員

Mr Dennis FULLGRABE

Co-opted Member

Mr Dennis FULLGRABE

土地、安置及補償 委員會

Land, Rehousing & Compensation Committee

主席

陳麗雲教授

Chairperson

Professor Cecilia CHAN Lai-wan, JP

成員

陳繼林議員

陳家樂太平紳士

(任期由二零零七年一月四日起)

周賢明先生

林貝聿嘉太平紳士

李偉民太平紳士

梁家傑議員

吳家鏞博士

(任期由二零零七年一月四日起)

譚惠珠太平紳士

林中麟太平紳士

譚小瑩太平紳士

(任期由二零零六年九月一日起)

Members

The Honourable CHAN Kam-lam, SBS, JP

Mr Walter CHAN Kar-lok, SBS, BBS, JP

(from 4 January 2007)

Mr Francis CHAU Yin-ming, MH

Mrs Peggy LAM PEI Yu-dja, GBS, SBS, OBE, JP

Mr Maurice LEE Wai-man, JP

The Honourable Alan LEONG Kah-Kit, SC

Dr Isaac NG Ka-chui

(from 4 January 2007)

Miss Maria TAM Wai-chu, GBS, LL.D., JP

Mr Billy LAM Chung-lun, SBS, JP

Ms Iris TAM, JP

(from 1 September 2006)

增選委員

劉國裕博士

王麗珍女士

地政總署助理署長

(白潤林太平紳士)

Co-opted Members

Dr LAU Kwok-yu, JP

Ms L C WONG

Assistant Director, Lands Department

(Mr Richard Calvert BARAM, JP)

財務委員會

主席

張震遠太平紳士

成員

陳家樂太平紳士
(任期由二零零七年一月四日起)

盧重興先生

葉滿華太平紳士
(任期由二零零七年一月四日起)

林中麟太平紳士

羅義坤先生

增選委員

鄭啟華先生

郭淳浩先生

郭展禮先生

杜彼得先生

(任期至二零零七年四月三十日止)

Finance Committee

Chairperson

Mr Barry CHEUNG Chun-yuen, JP

Members

Mr Walter CHAN Kar-lok, SBS, BBS, JP
(from 4 January 2007)

Mr LO Chung-hing, SBS

Mr Stephen YIP Moon-wah, JP
(from 4 January 2007)

Mr Billy LAM Chung-lun, SBS, JP

Mr Quinn LAW Yee-kwan

Co-opted Members

Mr Pius CHENG

Mr Chester KWOK

Mr Josiah KWOK

Mr Peter TO

(up to 30 April 2007)

規劃、拓展及文物 保護委員會

主席

龍炳顯教授

成員

陳麗雲教授

梁家傑議員

李華明議員

盧重興先生

葉滿華太平紳士
(任期由二零零七年一月四日起)

盛智文博士

地政總署署長

(劉勵超太平紳士)

規劃署署長

(馮志強太平紳士)
(任期至二零零六年七月二十七日)

(伍謝淑瑩太平紳士)
(任期由二零零六年七月二十八日起)

林中麟太平紳士

譚小瑩太平紳士
(任期由二零零六年九月一日起)

增選委員

馮鈺斌博士

伍美琴博士

韋柏利先生

民政事務總署助理署長(2)

(夏錫琪太平紳士)

Chairperson

Professor David LUNG Ping-ye, SBS, JP

Members

Professor Cecilia CHAN Lai-wan, JP

The Honourable Alan LEONG Kah-Kit, SC

The Honourable Fred LI Wah-ming, JP

Mr LO Chung-hing, SBS

Mr Stephen YIP Moon-wah, JP
(from 4 January 2007)

Dr Allan ZEMAN, CBS, JP

Director of Lands

(Mr Patrick L C LAU, JP)

Director of Planning

(Mr Bosco FUNG, JP)
(up to 27 July 2006)

(Mrs Ava SY NG, JP)
(from 28 July 2006)

Mr Billy LAM Chung-lun, SBS, JP

Ms Iris TAM, JP

(from 1 September 2006)

Co-opted Members

Dr Patrick FUNG

Dr NG Mee-kam

Mr Barry WILL

Assistant Director (2), Home Affairs Department

(Ms Margaret HSIA, JP)

市建局委員會成員 Members Of The URA Committees

社區事務及公共關係 委員會

Community Affairs & Public Relations Committee

主席
李偉民太平紳士

Chairperson
Mr Maurice LEE Wai-man, JP

成員
周賢明先生
李華明議員
吳家鉞博士
(任期由二零零七年一月四日起)
尹志強太平紳士
(任期由二零零七年一月四日起)
楊孝華議員
林中麟太平紳士

Members
Mr Francis CHAU Yin-ming, MH
The Honourable Fred LI Wah-ming, JP
Dr Isaac NG Ka-chui
(from 4 January 2007)
Mr Aaron WAN Chi-keung, BBS, JP
(from 4 January 2007)
The Honourable Howard YOUNG, SBS, JP
Mr Billy LAM Chung-lun, SBS, JP

增選委員
韓淑儀女士
林國明先生
黃錫源先生
民政事務總署助理署長(4)
(張馮泳萍太平紳士)

Co-opted Members
Ms Angel HON Suk-ye
Mr Albert LAM Kwok-ming
Mr Peter WONG Sek-yuen
Assistant Director (4), Home Affairs Department
(Mrs Angelina CHEUNG, JP)

人力資源及薪酬 委員會

Human Resources & Remuneration Committee

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Chairperson
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成員
張震遠太平紳士
林中麟太平紳士
羅義坤先生

Members
Mr Barry CHEUNG Chun-yuen, JP
Mr Billy LAM Chung-lun, SBS, JP
Mr Quinn LAW

增選委員
楊家聲太平紳士
(任期至二零零六年十月九日)

Co-opted Member
Mr K S YEUNG, MBE, SBS, JP
(up to 9 October 2006)

覆核委員會

主席

林貝聿嘉太平紳士

成員

陳鑑林議員

陳麗雲教授

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吳家鎚博士

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尹志強太平紳士

(任期由二零零七年一月四日起)

增選委員

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陳炳釗先生

陳啟榮先生

周鎮榮先生

蔡海偉先生

徐永德博士

何寶英博士

林子綸女士

劉國裕博士

劉道貫先生

羅君英女士

李葉慧娥女士

李煜紹博士

陸嘉鑾先生

莫慶聯先生

吳家鎚博士

(任期至二零零六年十一月一日)

伍山河牧師

吳振智牧師

彭錦輝先生

史泰祖醫生

謝兆光先生

黃龍德太平紳士

容正達先生

Review Committee

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Professor Cecilia CHAN Lai-wan, JP

Mr Francis CHAU Yin-ming, MH

The Honourable Fred LI Wah-ming, JP

Dr Isaac NG Ka-chui

(from 4 January 2007)

Mr Aaron WAN Chi-keung, SBS, JP

(from 4 January 2007)

Co-opted Members

Ir Dr Alex S K CHAN

Mr Andrew CHAN Ping-chiu

Mr Henry CHAN Kai-wing

Mr William CHAU Chun-wing

Mr CHUA Hoi-wai

Dr Ernest CHUI Wing-tak

Dr Amy HO Po-ying

Ms LAM Tze-yan

Dr LAU Kwok-yu, JP

Ir Kenneth T K LAU

Ms Elizabeth LAW

Mrs Cecilia LEE YIP Wai-kay, MBE

Dr LEE Yok-shiu

Mr Tony LUK Ka-luen

Mr MOK Hing-luen

Dr Isaac NG Ka-chui

(up to 1 November 2006)

Rev Donovan S H NG

Rev Dr Paul C C NG

Mr Dickson PANG Kam-fai

Dr Louis SHIH

Mr TSE Siu-kwong

Dr Patrick L T WONG, JP

Mr YUNG Ching-tat, SBS

市建局分區諮詢委員會成員 Members Of The URA District Advisory Committees

中西區 分區諮詢委員會

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成員
陳捷貴太平紳士
朱彬生先生
徐永德博士
韓淑儀女士
許日銓先生
甘乃威先生
簡 機先生
林乾禮先生
李應生太平紳士
黃 山先生
胡楚南太平紳士
任偉生先生
楊位欵先生
阮品強先生
李雷小玲女士
鄭寶鴻先生
何小芳小姐

Central & Western District Advisory Committee

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Members
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Mr CHU Bun-sang
Dr Ernest CHUI Wing-tak
Ms Angel HON Suk-yee
Mr Alexander HUI Yat-chuen
Mr Kam Nai-wai, MH
Mr KAN Kei
Mr LAM Kin-lai
Mr Tommy LI Ying-sang, MH, JP
Mr Samson WONG San
Mr WU Chor-nam, JP
Mr YAM Wai-sang
Mr Raymond YEUNG Wai-foon, MH
Mr YUEN Bun-keung
Mrs LEE LUI Siu-ling
Mr CHENG Po-hung
Ms Betty HO Suk-fong

灣仔 分區諮詢委員會

主席
譚惠珠太平紳士

成員
蔣匡文先生
賴錦璋太平紳士
黎葉寶萍太平紳士
林國明先生
李繼雄先生
麥致祥先生
吳錦津先生
伍美琴博士
(任期至二零零七年二月九日止)
蕭志雄醫生
孫啟昌太平紳士
謝永齡博士
羅慶鴻先生
鄭琴淵女士
邱浩波太平紳士
陳耀輝先生
(任期至二零零六年十月四日止)

Wan Chai District Advisory Committee

Chairperson
Miss Maria TAM Wai-chu, GBS, LL.D, JP

Members
Mr Michael CHIANG Hong-man
Mr Michael LAI Kam-cheung, MH, JP
Mrs Fanny LAI IP Po-ping, JP
Mr Albert LAM Kwok-ming
Mr Kennedy LEE Kai-hung
Mr Peter MAK Chi-cheung
Mr Stephen NG Kam-chun, MH
Dr NG Mee-kam
(up to 9 February 2007)
Dr Paul SIU Che-hung
Mr SUEN Kai-cheong, MH, JP
Dr John TSE Wing-ling, MH
Mr LOR Hing-hung
Ms Anna TANG King-yung, MH
Mr YAU How-boa, MH, BBS, JP
Mr Steve CHAN Yiu-fai
(up to 4 October 2006)

油尖旺
分區諮詢委員會

主席
林貝幸嘉太平紳士

成員
仇振輝太平紳士
許德亮先生
葉子開先生
葉國忠太平紳士
葉樹安先生
林浩揚先生
梁偉權先生
吳家鎧博士
吳寶珊女士
邵健偉博士
唐振寰先生
秦寶山先生
黃志明先生
潘潔文先生
邵賢偉先生

Yau Tsim Mong
District Advisory Committee

Chairperson
Mrs Peggy LAM PEI Yu-dja, GBS, SBS, OBE, JP

Members
Mr CHOW Chun-fai, BBS, JP
Mr Eon HUI Tak-leung
Mr IP Chi-hoi
Mr IP Kwok-chung, SBS, JP
Mr IP Shu-on
Mr LAM Ho-yeung
Mr Edward LEUNG Wai-kuen
Dr Isaac NG Ka-chui
Ms Austen NG Po-shan
Dr Michael SIU Kin-wai
Mr TONG Chun-wan
Mr TSUNG Po-shan
Mr WONG Che-ming, MH
Mr POON Kit-man
Mr SIU Yin-wai

深水埗
分區諮詢委員會

主席
陳麗雲教授

成員
陳炳煥太平紳士
(任期至二零零七年五月四日止)
陳家欣先生
陳東博士
曾淵滄博士
鍾劍華博士
何少亮先生
林家輝先生
梁權先生
梁有方先生
李漢雄先生
孫國林先生
杜立基先生
謝福波先生
衛煥南先生
黃志勤女士
楊國健先生
黃鑑權先生

Sham Shui Po
District Advisory Committee

Chairperson
Professor Cecilia CHAN Lai-wan, JP

Members
Mr CHAN Bing-woon, SBS, JP
(up to 4 May 2007)
Mr Clarence CHAN Ka-yan
Dr CHAN Tung, BBS, JP
Dr CHAN Yan-chong, MH
Dr CHUNG Kim-wah
Mr Nelson HO Siu-leung
Mr Aaron LAM Ka-fai
Mr LEUNG Lai
Mr LEUNG Yau-fong
Mr Allan LI Hon-hung, MH
Mr SUEN Kwok-lam, MH
Mr Kenneth TO Lap-kee
Mr TSE Fuk-por
Mr WAI Woon-nam
Ms WONG Chi-ken
Mr Brandon YOUNG Kwok-kin
Mr WONG Kam-kuen, MH

市建局分區諮詢委員會成員 Members Of The URA District Advisory Committees

觀塘區 分區諮詢委員會

主席

龍炳顯教授

成員

李華明議員

周賢明先生

香灼熾太平紳士

徐海山先生

高寶齡太平紳士

郭烈東先生

陳華裕先生

陳錦祥太平紳士

陳鑑林議員

莊任明先生

梁芙詠女士

梁家傑議員

梁陳少卿女士

黃少蘭小姐

楊孫西博士

黎永年先生

劉定安先生

劉偉忠先生

錢正民先生

盧重興先生

觀塘民政事務專員

馮煥然先生

(任滿至二零零六年九月二日止)

Kwun Tong District Advisory Committee

Chairperson

Professor David LUNG Ping-ye, SBS, JP

Members

The Honourable Fred LI Wah-ming, JP

Mr Francis CHAU Yin-ming, MH

Mr Daniel HEUNG Cheuk-kei, SBS, JP

Mr HSU Hoi-shan

Ms KO Po-ling, MH, JP

Mr KWOK Lit-tung

Mr Nelson CHAN Wah-yu

Mr Paul CHAN Kam-cheung, JP

The Honourable CHAN Kam-lam, SBS, JP

Mr CHONG Yam-ming

Ms LEUNG Fu-wing, MH

The Honourable Alan LEONG Kah-kit, SC

Mrs LEUNG CHAN Siu-hing

Ms Anita WONG Siu-lan

Dr Jose YU Sunsay, GBS, JP

Mr Albert LAI Wing-lin

Mr LAU Ting-on

Mr LAU Wai-chung

Mr Danny CHIN Ching-man

Mr LO Chung-hing, SBS

Kwun Tong District Officer

Mr Jacky FUNG Wun-yin

(up to 2 September 2006)

財務摘要

FINANCIAL HIGHLIGHTS

本局在過去六年的財務業績總結於下列表內：

The financial results of the Authority for the past six years are summarised in the table below.

	港幣百萬元 in HK\$ 'million					
	01 /02	02/03	03/04	04/05	05/06	06/07
期/年度內營業額 Turnover for the period / year	128	57	201	4,936	2,766	536
期/年度內(虧損)/盈餘(除利息收入) (Deficit)/surplus for the period / year (before interest income)	(559)	(228)	(89)	2,990	1,394	416
期/年度內(虧損)/盈餘 (Deficit)/surplus for the period / year	(558)	(227)	(80)	3,002	1,576	759
發展中物業 Properties under development *	870	1,292	2,025	2,525	3,136	4,289
淨(負債) / 資產 Net (liabilities)/assets	(2,719)	(946)	974	5,976	9,552	12,311
累積(虧損) / 盈餘 Accumulated (deficit)/surplus	(2,719)	(2,946)	(3,026)	(24)	1,552	2,311
資金 Capital		2,000	4,000	6,000	8,000	10,000

* 發展中物業一項包括發展中物業、共同控制發展項目及已購入有待重建物業。

Properties under development includes properties under development, jointly controlled development projects and properties acquired pending redevelopment.

董事會報告書

REPORT OF THE MEMBERS OF THE BOARD

市區重建局截至二零零七年三月三十一日之年報已編撰完成，而同期之財務報表亦經核數師審核，董事會同人現謹將之一併呈上。

董事會成員

市區重建局自本年度起至本年報編撰日的董事會成員名單載列於第七十八頁。

主要職務

市區重建局(以下簡稱「本局」)及其附屬公司(以下合稱「集團」)的主要職務是透過重建發展、樓宇復修、舊區活化及文物保育來促進香港的市區更新。

財務報表

截至二零零七年三月三十一日止年度內，集團之業績，以及集團和本局的財政狀況詳載於第一百零二頁至一百三十八頁的財務報表。

物業、機器及設備

本年度內之物業、機器及設備變動詳載於財務報表附註十。

營運資金

於二零零七年三月三十一日，集團的營運資金主要來自政府注資。

董事會成員在合約上的權益及股份認購權

本局及其附屬公司於結算日或本年度任何時間內，均無訂立可令董事會成員獲得重大權益之重要合約。

本局及其附屬公司於本年度內，並無參與任何安排，使董事會成員透過購買任何公司之股份或債券而獲得利益。

The members of the Board submit their report together with the audited financial statements for the year ended 31 March 2007.

Board members

Members of the Board for the year and up to the date of this report are set out on page 78.

Principal activities

The principal activities of the Urban Renewal Authority (the "Authority") and its subsidiaries (together, the "Group") are to promote urban renewal in Hong Kong by way of redevelopment, rehabilitation, revitalisation and heritage preservation.

Financial statements

The results of the Group for the year ended 31 March 2007 and the state of affairs of the Group and of the Authority at that date are set out in the financial statements on pages 102 to 138.

Property, plant and equipment

Movements in property, plant and equipment during the year are set out in Note 10 to the financial statements.

Working capital

At 31 March 2007, the working capital of the Group was mainly financed by the Government's equity injection.

Board members' interests in contracts and rights of acquisition of shares

No contract of significance, to which the Authority or any of its subsidiaries was a party and in which a member of the Board had a material interest, subsisted at the end of the year or at any time during the year.

At no time during the year was the Authority or any of its subsidiaries a party to any arrangement to enable the members of the Board to acquire benefits by means of the acquisition of shares in or debentures of any body corporate.

核數師

本財務報表由羅兵咸永道會計師事務所審核。該公司任滿告退，但表示願意留任。

Auditors

The financial statements have been audited by PricewaterhouseCoopers who retire and, being eligible, offer themselves for re-appointment.

承董事會命

行政總監

林中麟 謹啟

香港，二零零七年七月九日

By order of the Board

Billy LAM Chung-lun

Managing Director

Hong Kong, 9 July 2007

獨立核數師報告書

INDEPENDENT AUDITOR'S REPORT



致市區重建局董事會

本核數師（以下簡稱「我們」）已審核列載於第一百零二至一百三十八頁市區重建局及其附屬公司（以下合稱「集團」）的綜合財務報表，此綜合財務報表包括於二零零七年三月三十一日的綜合及市區重建局資產負債表與截至該日止年度的綜合收支表、綜合資產淨值變動表和綜合現金流量表，以及主要會計政策概要及其他附註解釋。

市區重建局就財務報表須承擔的責任

市區重建局須負責根據香港會計師公會頒佈的香港財務報告準則及《香港公司條例》編制及真實而公平地列報該等綜合財務報表。這責任包括設計、實施及維護與編製及真實而公平地列報財務報表相關的內部控制，以使財務報表不存在由於欺詐或錯誤而導致的重大錯誤陳述；選擇和應用適當的會計政策；及按情況下作出合理的會計估計。

核數師的責任

我們的責任是根據我們的審核對該等綜合財務報表作出意見，並按照《市區重建局條例》第十八條僅向董事會報告，除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

我們已根據香港會計師公會頒佈的香港審計準則進行審核。這些準則要求我們遵守道德規範，並規劃及執行審核，以合理確定此等財務報表是否不存有任何重大錯誤陳述。

To the Members of the Board of the Urban Renewal Authority

We have audited the consolidated financial statements of the Urban Renewal Authority (the "Authority") and its subsidiaries (together, the "Group") set out on pages 102 to 138, which comprise the consolidated and Authority balance sheets as at 31 March 2007, and the consolidated income and expenditure account, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

The Authority's responsibility for the financial statements

The Authority is responsible for the preparation and the true and fair presentation of these consolidated financial statements in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and the disclosure requirements of the Hong Kong Companies Ordinance. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and the true and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit and to report our opinion solely to you, as a body, in accordance with section 18 of the Urban Renewal Authority Ordinance and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

審核涉及執程序以獲取有關財務報表所載金額及披露資料的審核憑證。所選定的程序取決於核數師的判斷，包括評估由於欺詐或錯誤而導致財務報表存有重大錯誤陳述的風險。在評估該等風險時，核數師考慮與公司編製及真實而公平地列報財務報表相關的內部控制，以設計適當的審核程序，但並非為對公司的內部控制的效能發表意見。審核亦包括評價董事所採用的會計政策的合適性及所作出的會計估計的合理性，以及評價財務報表的整體列報方式。

我們相信，我們所獲得的審核憑證是充足和適當地為我們的審核意見提供基礎。

意見

我們認為，該等綜合財務報表已根據香港財務報告準則真實而公平地反映市區重建局及集團於二零零七年三月三十一日的事務狀況及集團截至該日止年度的業績及現金流量，並已按照《香港公司條例》妥為編製。

羅兵威永道會計師事務所

執業會計師

香港，二零零七年七月九日

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and true and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements give a true and fair view of the state of affairs of the Authority and of the Group as at 31 March 2007 and of the Group's results and cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and have been properly prepared in accordance with the disclosure requirements of the Hong Kong Companies Ordinance.

PricewaterhouseCoopers

Certified Public Accountants

Hong Kong, 9 July 2007

綜合收支表

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

截至二零零七年三月三十一日
止年度（以港元為單位）

for the year ended 31 March 2007
(expressed in Hong Kong Dollars)

		附註 Note	2007 \$'000	2006 \$'000
營業額	Turnover	5(a)	536,094	2,765,917
直接成本	Direct costs		(134,765)	(702,347)
盈餘總額	Gross surplus		401,329	2,063,570
其他淨收入	Other income, net	5(b)	363,017	199,163
行政費用	Administrative expenses		(172,997)	(154,500)
其他營運費用	Other operating expenses		(45,238)	(37,086)
物業減值撥回 / (準備)	Write back of / (provision for) impairment on properties		212,600	(494,536)
除所得稅前營運盈餘	Operating surplus before income tax	6	758,711	1,576,611
所得稅	Income tax expenses	7(a)	-	-
年度盈餘	Surplus for the year	8	<u>758,711</u>	<u>1,576,611</u>

第一百零七頁至一百三十八頁
之附註乃本財務報表的一部份。

The notes on pages 107 to 138 form part of these
financial statements.

綜合資產負債表

CONSOLIDATED BALANCE SHEET

於二零零七年三月三十一日 at 31 March 2007
(以港元為單位) (expressed in Hong Kong Dollars)

		附註 Note	2007 \$'000	2006 \$'000
非流動資產	Non-current assets			
租賃土地	Leasehold land	9	76,186	76,783
物業、機器及設備	Property, plant and equipment	10	61,150	57,456
已購入有待重建物業	Properties acquired pending redevelopment	11	10,526	10,558
發展中物業	Properties under development	12	3,564,366	2,639,022
共同控制發展項目	Jointly controlled development projects	14	479,806	483,407
樓宇復修貸款	Building rehabilitation loans	15	43,383	17,821
			<u>4,235,417</u>	<u>3,285,047</u>
流動資產	Current assets			
待售物業	Properties held for sale	16	271,534	269,298
共同控制發展項目	Jointly controlled development projects	14	234,043	3,400
樓宇復修貸款	Building rehabilitation loans	15	12,553	4,501
貿易及其他應收帳款	Trade and other receivables		71,922	42,269
現金及現金等價物	Cash and cash equivalents	17	7,932,467	6,195,033
			<u>8,522,519</u>	<u>6,514,501</u>
總資產	Total assets		<u>12,757,936</u>	<u>9,799,548</u>
資金及儲備	Capital and reserves			
資金	Capital	18	10,000,000	8,000,000
累積盈餘	Accumulated surplus		2,311,457	1,552,746
			<u>12,311,457</u>	<u>9,552,746</u>
流動負債	Current liabilities			
貿易及其他應付帳款	Trade and other payables		446,479	246,802
總資金、儲備及負債	Total capital, reserves and liabilities		<u>12,757,936</u>	<u>9,799,548</u>

於二零零七年七月九日經董事會批核

Approved by the Board on 9 July 2007



主席張震遠
Barry CHEUNG Chun-yuen
Chairman



行政總監 林中麟
Billy LAM Chung-lun
Managing Director

第一百零七頁至一百三十八頁之附註乃本財務報表的一部份。

The notes on pages 107 to 138 form part of these financial statements.

本局資產負債表

AUTHORITY BALANCE SHEET

於二零零七年三月三十一日 at 31 March 2007
(以港元為單位) (expressed in Hong Kong Dollars)

		附註 Note	2007 \$'000	2006 \$'000
非流動資產	Non-current assets			
租賃土地	Leasehold land	9	76,186	76,783
物業、機器及設備	Property, plant and equipment	10	50,410	44,322
已購入有待重建物業	Properties acquired pending redevelopment	11	10,526	10,558
發展中物業	Properties under development	12	3,564,366	2,639,022
附屬公司	Subsidiaries	13	21,720	22,209
共同控制發展項目	Jointly controlled development projects	14	479,806	483,407
樓宇復修貸款	Building rehabilitation loans	15	43,383	17,821
			<u>4,246,397</u>	<u>3,294,122</u>
流動資產	Current assets			
待售物業	Properties held for sale	16	271,534	269,298
共同控制發展項目	Jointly controlled development projects	14	234,043	3,400
樓宇復修貸款	Building rehabilitation loans	15	12,553	4,501
貿易及其他應收帳款	Trade and other receivables		71,818	42,195
現金及現金等價物	Cash and cash equivalents	17	7,932,456	6,195,033
			<u>8,522,404</u>	<u>6,514,427</u>
總資產	Total assets		<u>12,768,801</u>	<u>9,808,549</u>
資金及儲備	Capital and reserves			
資金	Capital	18	10,000,000	8,000,000
累積盈餘	Accumulated surplus		2,322,771	1,562,186
			<u>12,322,771</u>	<u>9,562,186</u>
流動負債	Current liabilities			
貿易及其他應付帳款	Trade and other payables		446,030	246,363
總資金、儲備及負債	Total capital, reserves and liabilities		<u>12,768,801</u>	<u>9,808,549</u>

於二零零七年七月九日經董事會批核
Approved by the Board on 9 July 2007



主席張麗遠
Barry CHEUNG Chun-yuen
Chairman



行政總監 林中麟
Billy LAM Chung-lun
Managing Director

第一百零七頁至一百三十八頁之附註乃本財務報表的一部份。
The notes on pages 107 to 138 form part of these financial statements.

綜合現金流量表

CONSOLIDATED CASH FLOW STATEMENT

截至二零零七年三月三十一日止年度（以港元為單位）

for the year ended 31 March 2007
(expressed in Hong Kong Dollars)

	附註 Note	2007 \$'000	2006 \$'000
營運活動現金流量	Cash flows from operating activities		
除所得稅前營運盈餘	Operating surplus before income tax	758,711	1,576,611
調整：	Adjustments for:		
利息收入	Interest income	(343,482)	(182,455)
折舊及攤銷	Depreciation and amortisation	39,202	30,713
出售物業、機器及設備(收益)/虧損	(Gain)/loss on disposal of property, plant and equipment	(2)	11
物業減值(撥回)/準備	(Write back of)/provision for impairment on properties	(212,600)	494,536
營運資金變動前營運盈餘	Operating surplus before working capital changes	241,829	1,919,416
共同控制發展項目(增加)/減少	(Increase)/decrease in jointly controlled development projects	(227,042)	124,722
發展中物業增加	Increase in properties under development	(737,843)	(1,243,583)
樓宇復修貸款增加	Increase in building rehabilitation loans	(33,614)	(15,677)
貿易及其他應收帳款(增加)/減少	(Increase)/decrease in trade and other receivables	(1,193)	754
待售物業(增加)/減少	(Increase)/decrease in properties held for sale	(7,321)	5,076
貿易及其他應付帳款增加	Increase in trade and other payables	199,677	64,271
(用於)/來自營運之現金	Cash (used in)/generated from operations	(565,507)	854,979
利息收入	Interest received	315,022	149,150
(用於)/來自營運活動之淨現金	Net cash (used in)/generated from operating activities	(250,485)	1,004,129
投資活動現金流量	Cash flows from investing activities		
購置租賃土地、物業、機器及設備	Purchase of leasehold land and property, plant and equipment	(12,083)	(3,189)
出售物業、機器及設備收入	Proceeds from sale of property, plant and equipment	2	1
用於投資活動之淨現金	Net cash used in investing activities	(12,081)	(3,188)
融資活動現金流量	Cash flows from financing activities		
資金增加	Increase in capital	20 2,000,000	2,000,000
來自融資活動之淨現金	Net cash generated from financing activities	2,000,000	2,000,000
現金及現金等價物淨增加	Net increase in cash and cash equivalents	1,737,434	3,000,941
於四月一日的現金及現金等價物	Cash and cash equivalents at 1 April	6,195,033	3,194,092
於三月三十一日的現金及現金等價物	Cash and cash equivalents at 31 March	7,932,467	6,195,033

第一百零七頁至一百三十八頁之附註乃本財務報表的一部份。

The notes on pages 107 to 138 form part of these financial statements.

綜合資產淨值變動表

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至二零零七年三月三十一日
止年度（以港元為單位）

for the year ended 31 March 2007
(expressed in Hong Kong Dollars)

		資金 Capital \$'000	累積 盈餘/(虧損) Accumulated surplus/ (deficit) \$'000	總額 Total \$'000
於二零零五年四月一日之結餘	Balance at 1 April 2005	6,000,000	(23,865)	5,976,135
本年度盈餘	Surplus for the year	-	1,576,611	1,576,611
本年度注資	Capital injection for the year	<u>2,000,000</u>	-	<u>2,000,000</u>
於二零零六年三月三十一日之結餘	Balance at 31 March 2006	<u>8,000,000</u>	<u>1,552,746</u>	<u>9,552,746</u>
於二零零六年四月一日之結餘	Balance at 1 April 2006	8,000,000	1,552,746	9,552,746
本年度盈餘	Surplus for the year	-	758,711	758,711
本年度注資	Capital Injection for the year	<u>2,000,000</u>	-	<u>2,000,000</u>
於二零零七年三月三十一日之結餘	Balance at 31 March 2007	<u>10,000,000</u>	<u>2,311,457</u>	<u>12,311,457</u>

第一百零七頁至一百三十八頁之附註乃
本財務報表的一部份。

The notes on pages 107 to 138 form part
of these financial statements.

財務報表附註

NOTES TO THE FINANCIAL STATEMENTS

(以港元為單位)

(expressed in Hong Kong Dollars)

一. 一般資料

市區重建局(以下簡稱「本局」)是香港特區政府根據《市區重建局條例》(香港法例第五百六十三章)成立的法定機構。本局及其附屬公司(以下簡稱「集團」)的主要職務是透過重建發展、樓宇復修、舊區活化及文物保育來促進香港的市區更新。

本局地址為香港中環皇后大道中一八一號新紀元廣場低座十樓。

對本局獲得財政司司長批核的業務綱領及業務計劃內所載的新項目內的市區重建地段，政府原則上同意可以象徵式地價批予本局，但須由財政司司長確實考慮本局的需要而作出決定，以作為對本局部份的財務支持。

二. 主要會計政策

編製此等綜合財務報表之主要會計政策載於下文。除另有說明外，此等政策在所呈報的所有年度內貫徹應用。

(一) 財務報表編製基準

本財務報表以歷史成本為計算基準，並按照香港普遍採納之會計原則、香港會計師公會所頒佈的所有適用之香港財務報告準則(包括所有適用之香港財務報告準則、香港會計準則及詮釋)，以及《香港公司條例》之披露規定編製。

編製符合香港財務報告準則的財務報表需要使用若干關鍵會計估計。這亦需要管理層在應用本局會計政策過程中行使其判斷。涉及高度判斷或高度複雜性的範疇，或涉及對綜合財務報表屬重大假定及估計的範疇，在附註四中披露。

1. General information

The Urban Renewal Authority (the "Authority") is a statutory body established by the Hong Kong SAR Government under the Urban Renewal Authority Ordinance (Chapter 563). The principal activities of the Authority and its subsidiaries (the "Group") are to promote urban renewal in Hong Kong by way of redevelopment, rehabilitation, revitalisation and heritage preservation.

The address of the Authority is 10/F Low Block, Grand Millennium Plaza, 181 Queen's Road Central, Hong Kong.

As part of the financial support for the Authority, the Government has agreed that all urban renewal sites for new projects set out in the Corporate Plans and Business Plans of the Authority, approved by the Financial Secretary ("FS") from time to time, may in principle be granted to the Authority at nominal premium, subject to satisfying FS of the need therefor.

2. Significant accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation of the financial statements

The financial statements have been prepared under the historical cost convention and in accordance with accounting principles generally accepted in Hong Kong and comply with all applicable Hong Kong Financial Reporting Standards (which include all applicable Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards and Interpretations ("HKFRSs")) issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and the disclosure requirements of the Hong Kong Companies Ordinance.

The preparation of financial statements in conformity with HKFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in Note 4.

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)

2. Significant accounting policies (Continued)

(二) 尚未生效的準則、詮釋及準則修訂

香港會計師公會發出一些於二零零七年三月三十一日尚未生效的新訂準則、修訂及詮釋，與集團營運有關的如下：

香港會計準則一(修訂)
HKAS 1(Amendment)

香港財務準則七
HKFRS 7

集團沒有於截至二零零七年三月三十一日止年度的財務報表提前採納上述準則及修訂。集團將由二零零七年四月一日起應用上述的準則及修訂，但預期不會對集團的綜合財務報表有重大的影響。

(三) 綜合帳基準

綜合財務報表包括本局及其所有附屬公司截至三月三十一日的財務報表。

附屬公司指集團有權管轄其財務及營運政策的所有實體(包括特殊目的實體)，一般附帶超過半數投票權的股權。在評定集團是否控制另一實體時，目前可行使或可兌換的潛在投票權之存在及影響均予考慮。

附屬公司在控制權轉移至集團之日全面綜合入帳。附屬公司在控制權終止之日停止綜合入帳。

集團內所有公司間的重大交易及結餘均於綜合帳內註銷。

在本局的資產負債表內，於附屬公司之投資按成本扣除減值虧損準備列帳。此等準備於收支表內作支出入帳。

(b) Standards, interpretations and amendments to standards that are not yet effective

The HKICPA has issued certain new standards, amendments and interpretations which are not yet effective as at 31 March 2007. Those which are relevant to the Group's operations are as follows:

財務報表之呈報:資本披露
Presentation of Financial
Statements : Capital Disclosures

金融工具:披露
Financial Instruments : Disclosures

The Group has not early adopted the above standard and amendment in the financial statements for the year ended 31 March 2007. The Group will apply the above standard and amendment from 1 April 2007, but it is not expected to have a significant impact on the Group's financial statements.

(c) Basis of consolidation

The consolidated financial statements include the financial statements of the Authority and all its subsidiaries made up to 31 March.

Subsidiaries are all entities (including special purpose entities) over which the Group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

All material intercompany transactions and balances within the Group are eliminated on consolidation.

In the Authority's balance sheet, investments in subsidiaries are stated at cost less any provision for impairment losses. Any such provisions are recognised as an expense in the income and expenditure account.

始於或其後的會計期間生效
Effective for accounting periods
beginning on or after

二零零七年一月一日
1 January 2007

二零零七年一月一日
1 January 2007

(以港元為單位)

二. 主要會計政策 (續)

(四) 收益確認

在集團可能得到經濟利益，以及收益能以可靠方法計算的情況下，收益依據以下準則在收支表入帳。

(甲) 出售物業的收入乃於擁有權的風險及回報已過後入帳。以分期收取價款的分期銷售，屬於售價的收入(不包括利息)在銷售當日入帳。售價是以實際利息法折現應收分期款而釐定的價款現值。利息是以實際利息法按時間比例為基準在賺取時確認為收入。

(乙) 出售重建項目權益的收入於簽訂合約時入帳。

(丙) 本局於聯營物業發展項目所分得的盈餘，乃根據聯營發展協議的條款入帳。

(丁) 本局於聯營項目以資產形式所分得的盈餘，按達成攤分資產協議時該等資產的公平價值入帳。

(expressed in Hong Kong Dollars)

2. Significant accounting policies (Continued)

(d) Revenue recognition

Provided it is probable that the economic benefit will flow to the Group and the revenue can be measured reliably, revenue is recognised in the income and expenditure account as follows:

(i) Income from sale of properties is recognised upon the risks and rewards of ownership have been passed. For instalment sales, under which the consideration is receivable in instalments, revenue attributable to the sales price, exclusive of interest, is recognised at the date of sale. The sales price is the present value of the consideration, determined by discounting the instalments receivable at the effective rate of interest. The interest element is recognised as revenue as it is earned, on a time proportion basis using the effective interest method.

(ii) Income from the sale of interest in a development project is recognised upon signing of the agreement.

(iii) Where the Authority receives its share of surplus from property development projects undertaken in joint ventures, sharing of such surplus is recognised in accordance with the terms of the joint development agreements.

(iv) Where the Authority receives a distribution of the assets of a joint venture, surplus is recognised based on the fair value of such assets at the time when agreement to distribute the assets has been reached.

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)

2. Significant accounting policies (Continued)

(四) 收益確認 (續)

(戊) 本局於聯營發展協議生效時收取的地產發展商前期款項所得盈餘於本局沒有其他重大事項需要履行時入帳。此盈餘通常於集團履行有關前期款項的責任，以及可以令聯營發展協議可能取消的事項失去時效，並不得退款之後隨即入帳。

(己) 利息收入採用實際利息法按時間比例基準入帳。

(庚) 扣除給予租戶任何特惠後的租金收入於租約期內按直線分攤方式計算。

(辛) 物業管理收入於提供服務時入帳。

(五) 物業、機器及設備

建築物業包括安置樓宇。安置樓宇為本局所持有的物業，用作安置受重建項目影響之住戶。本局向獲安置的受影響住戶收取遠低於市值的租金，租期並無限制。因此，除了一般的折舊準備外，安置物業入伙後，每個安置單位之帳面價值會進一步減至一元正。附加註銷將以發展中物業的部份成本入帳（參看附註二（十）），若為聯營項目，則以共同控制發展項目入帳（參看附註二（十六））。

(d) Revenue recognition (Continued)

(v) When the Authority receives upfront payments from developers at the inception of joint development agreement, surpluses arising from such upfront payments are recognised when the Authority has no further substantial acts to complete. Generally, such surpluses are recognised as soon as the Group has performed its obligations in respect of the upfront payments, the events leading to the possible cancellation of the joint development agreements have lapsed, and the upfront payments have become non-refundable.

(vi) Interest income is recognised on a time-proportion basis using the effective interest method.

(vii) Rental income net of any incentives given to the lessee is recognised on a straight line basis over the periods of the respective leases.

(viii) Property management income is recognised when the services are provided.

(e) Property, plant and equipment

Building comprise rehousing blocks. Rehousing blocks represent properties held by the Authority for the purpose of providing accommodation for affected tenants of development projects who are charged a rent which is substantially below the market value for an indefinite period. Accordingly, in addition to normal provision of depreciation, the carrying value of each rehousing flat is further written down to \$1 when it is so occupied. The additional write off is recognised as part of the cost of properties under development referred to in Note 2(i), or jointly controlled development projects for projects undertaken in joint ventures (Note 2(p)).

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)

(五) 物業、機器及設備 (續)

所有物業、機器及設備按歷史成本減折舊及減值虧損列帳。歷史成本包括收購該項目直接應佔的開支。

其後成本只有在與該項目有關的未來經濟利益有可能流入集團，而該項目的成本能可靠計量時，才包括在資產的帳面值或確認為獨立資產(按適用)。所有其他維修及保養費用在產生的財政期間內於收支表入帳。

物業、機器及設備之折舊乃將其成本減去剩餘價值，按估計可使用年期以直線方式攤銷。其折舊率如下：

建築物業 - 每年百分之二；如年期在五十年以下，按租約剩餘年期攤銷

有租約物業修繕 - 按租約剩餘年期攤銷

機器及設備 - 每年百分之十

車輛 - 每年百分之二十五

傢俬及辦公室設備 - 每年百分之二十至百分之三十三又三分之一

資產的剩餘價值及可使用年期在每個結算日進行檢討，及在適當時調整。

若資產的帳面值高於其估計可收回價值，其帳面值即時減至可收回金額(參看附註二(六))。

出售的收益或虧損以比較帳面值及收益釐定。此收益或虧損於收支表入帳。

2. Significant accounting policies (Continued)

(e) Property, plant and equipment (Continued)

All property, plant and equipment are stated at historical cost less depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed in the income and expenditure account during the financial period in which they are incurred.

Depreciation is calculated to write off the costs of property, plant and equipment less residual values over their anticipated useful lives on a straight line basis as follows:

Buildings - 2% per annum or over the period of the unexpired lease if less than 50 years

Leasehold improvements - Over the unexpired terms of the leases

Plant and machinery - 10% per annum

Motor vehicles - 25% per annum

Furniture and office equipment - 20% to 33 1/3% per annum

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2(f)).

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income and expenditure account.

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)**(六) 非財務資產減值**

沒有確定使用年期之資產無需攤銷，但最少每年就減值進行測試，及當有事件出現或情況改變顯示帳面值可能無法收回時就減值進行檢討。須作折舊及攤銷之資產，在當有事件或情況改變而顯示帳面值可能無法收回時就減值進行檢討。減值虧損按資產之帳面值超出其可收回金額之差額確認。可收回金額以資產之公平價值扣除銷售成本或使用價值兩者之較高者為準。於評估減值時，資產將按可識辨現金流量(現金產生單位)的最低層次組合。非財務資產若曾被減值，於每個報告日，減值回撥的可能性會被作出檢討。

(七) 貸款及應收款

貸款及應收款為有固定或可釐定其付款且沒有在活躍市場上報價的非衍生財務資產。此等款項在集團直接向債務人提供金錢、貨物或服務而無意將該應收款轉售時產生。此等款項包括在流動資產內，但到期日由結算日起計超過十二個月者，則分類為非流動資產。

貸款及應收款初步以公平值入帳，其後以實際利息法按攤銷成本減去減值準備計量。當有客觀證據顯示集團將不能根據原來條款收回所有款額時，即就貸款及應收款設定減值準備。債務人有重大困難，可能破產或財務重組，及違約或逾期還款都當作應收款減值的指標。準備款額為資產帳面值與按實際利率貼現的估計未來現金流量的現值兩者的差額。準備款額在收支表入帳。

2. Significant accounting policies (Continued)**(f) Impairment of non-financial assets**

Assets that have an indefinite useful life are not subject to amortisation, which are at least tested annually for impairment and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Assets that are subject to depreciation and amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(g) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Group provides money, goods or services directly to a debtor with no intention of trading the receivable. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date, which are classified as non-current assets.

Loans and receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of loans and receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the income and expenditure account.

(以港元為單位)

二. 主要會計政策 (續)

(八) 營運租賃

如租賃擁有權的重大部份風險和回報由出租人保留，分類為營運租賃。根據營運租賃支付的款項 (扣除出租人給予的特惠後) 按租約期限以直線方式分攤計入收支表。

(九) 已購入有待重建物業

已購入有待重建物業乃以成本扣減減值虧損準備入帳，直至決定該項重建計劃是否由集團或透過聯營承擔。

當此物業進行重建，物業成本將分類為發展中物業入帳，若為聯營發展項目，則以共同控制發展項目入帳。

(十) 發展中物業

發展中物業乃指由本局所支付於重建物業之全部成本，包括已購入有待重建物業重新分類之物業成本、借貸成本、安置單位之成本 (參看附註二 (十一))，其他與發展計劃有關之成本及安置物業之附加註銷 (參看附註二 (五))，再扣減減值虧損準備。

發展計劃完成後，已發展物業之有關成本將按適當基準攤分保留部份及出售部份。

於資產負債表日所持有待出售之物業，以成本或可變現淨值，兩者取較低者列帳。

如本局接收物業作為聯營發展項目所得的資產，該等物業以達成協議時的公平價值列帳為非流動資產；如決定出售，則以此值及可變現淨值其中較低者列帳為流動資產。

(expressed in Hong Kong Dollars)

2. Significant accounting policies (Continued)

(h) Operating leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income and expenditure account on a straight-line basis over the period of the lease.

(i) Properties acquired pending redevelopment

Properties acquired pending redevelopment are stated at cost less provision for impairment losses until a decision is reached as to whether the redevelopment is to be undertaken by the Group or through joint ventures.

When a property is to be redeveloped, the cost of the property is reclassified as properties under development or jointly controlled development projects for projects undertaken in joint ventures.

(j) Properties under development

Properties under development represent all costs incurred by the Authority in connection with property redevelopment, and include the cost of properties being reclassified from properties acquired pending redevelopment, borrowing costs, costs of rehousing units (see Note 2(k)), other costs incurred in connection with the development and the additional amounts written off against rehousing properties referred to in Note 2(e), less any provisions for impairment losses.

On completion of the development, the relevant cost of the developed property will be apportioned between the part to be retained and the part to be sold on an appropriate basis.

Property to be sold at the balance sheet date will be stated at the lower of cost and net realisable value.

Where property is received by the Authority as its share of distribution of assets from jointly controlled development projects, such property is recorded within non-current assets at its fair value at the time when agreement is reached or, if a decision is taken for it to be disposed of, at the lower of this value and net realisable value within current assets.

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)

2. Significant accounting policies (Continued)

(十) 香港房屋委員會及香港房屋協會提供安置單位的成本

香港房屋委員會及香港房屋協會同意向本局提供若干安置單位，而本局則會支付預留單位之費用(直至租戶遷進單位)，以及安置單位的發展成本。此等成本以發展中物業成本的一部份入帳(參看附註二(十))；若為聯營項目，則以共同控制發展項目入帳(參看附註二(十六))。

(k) Costs of rehousing units provided by the Hong Kong Housing Authority and the Hong Kong Housing Society

The Hong Kong Housing Authority and the Hong Kong Housing Society have agreed to provide certain rehousing units to the Authority. In return, the Authority will pay for the reservation fees until a tenant is moved into the unit and the development costs of the rehousing unit. These costs are recognised as part of the cost of properties under development referred to in Note 2(j), or jointly controlled development projects for projects undertaken in joint ventures (Note 2(p)).

(十一) 準備

當集團因過往事件而產生法律或推定之責任，有可能導致有損失經濟利益之責任承擔，而又能就該責任承擔數額作出可靠評估時，即會將準備入帳。不就未來營運虧損準備入帳。

(l) Provisions

Provisions are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

如有多項類似責任，其需要在償付中流出資源的可能性，根據責任的類別整體考慮。即使在同一責任類別所包含的任何一個項目相關的資源流出的可能性極低，仍會將準備入帳。

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

(十二) 遞延所得稅

遞延所得稅乃根據負債法按資產及負債的徵稅基礎與它們在綜合財務報表內的帳面價值的暫時差異而全數撥備。遞延所得稅的計算按結算日前已頒佈或實質頒佈之稅率及法例釐定，並預期於變現相關遞延所得稅資產或遞延所得稅負債時適用。

(m) Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

遞延所得稅資產乃就可能將未來應課稅收入與可動用之暫時差異抵銷而確認。

Deferred income tax assets are recognised to the extent that it is probable that future taxable income will be available against which the temporary differences can be utilised.

(以港元為單位)

二. 主要會計政策 (續)

(十) 借貸成本

直接撥充收購、建造及製造一項資產(需要一段頗長時間方能達致其擬定用途或出售者)之借貸成本撥作資產成本的一部份。

其他借貸成本乃於所產生之期間計入收支表。

(十五) 外幣換算

(i) 功能和列帳貨幣

集團每個實體的財務報表所列項目均以該實體營運所在的主要經濟環境的貨幣計算(「功能貨幣」)。綜合財務報表以港元呈報，港元為本集團的功能及列帳貨幣。

(ii) 交易及結餘

外幣交易採用交易日之匯率換算為功能貨幣。結算此等交易產生的匯兌盈虧以及將外幣計值的貨幣資產和負債以年終匯率換算產生的匯兌盈虧在收支表入帳。

(expressed in Hong Kong Dollars)

2. Significant accounting policies (Continued)

(n) Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset.

Other borrowing costs are charged to the income and expenditure account in the period in which they are incurred.

(o) Translation of foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Hong Kong dollars, which is the Group's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income and expenditure account.

(以港元為單位)

(expressed in Hong Kong Dollars)

二. 主要會計政策 (續)

2. Significant accounting policies (Continued)

(十六) 共同控制發展項目

集團與地產發展商就重建項目達成的安排，乃按照香港會計準則第三十一號「合營企業權益」作共同控制業務處理，並根據發展協議的條款入帳。集團由此等業務分得的收入乃按照附註二(四)(丙)、(丁)及(戊)在收支表入帳。

(p) Jointly controlled development projects

The arrangements entered into by the Group with property developers for redevelopment projects are considered to be jointly controlled operations pursuant to HKAS 31 "Interests in Joint Ventures" and are accounted for in accordance with the terms of the development agreements. The Group's share of income earned from such operations is recognised in the Income and expenditure account in accordance with the bases set out in Notes 2(d) (iii), (iv) and (v).

(十七) 現金及現金等價物

現金及現金等價物包括銀行結餘及銀行通知存款而毋須通知即可換取可預知金額的現金。

(q) Cash and cash equivalents

Cash and cash equivalents comprise bank balances and deposits held at call with banks which are readily convertible into known amounts of cash without notice.

(十八) 僱員福利

薪金、年假及其他非貨幣性福利成本在集團僱員提供相關服務的年度內累計及作支出入帳。

(r) Employee benefits

Salaries, annual leave and other costs of non-monetary benefits are accrued and recognised as an expense in the year in which the associated services are rendered by the employees of the Group.

(以港元為單位)

三. 財務風險管理

(一) 財務風險因素

集團的活動承受著多種的財務風險：信貸風險及流動資金風險。集團的整體風險管理計劃集中於財務市場的難預測性，並尋求儘量減低其對集團財務表現的潛在不利影響。

(i) 信貸風險

由於集團擁有大量的物業發展項目與各個發展商聯營發展，所以集團並無重大集中的信貸風險。所有與發展商的交易是透過銀行轉帳結算。

(ii) 流動資金風險

審慎的流動資金風險管理指維持充足的現金，和透過已承諾或非承諾信貸融資的足夠額度備有資金。

(二) 公平值估計

集團的財務資產（包括現金及現金等價物、在認可金融機構的存款、樓宇復修貸款、貿易及其他應收帳款，及應收附屬公司帳款）及財務負債（包括貿易及其他應付帳款）。由於其年期較短，其帳面值接近其公平值。

(expressed in Hong Kong Dollars)

3. Financial risk management

(a) Financial risk factors

The Group's activities expose it to a variety of financial risks: credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise the potential adverse effects it may have on the Group's financial performance.

(i) Credit risk

The Group has no significant concentrations of credit risk as the Group has a large number of property development projects jointly developed with various developers. All transactions with developers are settled through fund transfer with banks.

(ii) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed or non-committed credit facilities.

(b) Fair value estimation

The carrying amounts of the Group's financial assets including cash and cash equivalents, deposits in approved financial institutions, building rehabilitation loans, trade and other receivables and amounts due from subsidiaries; and financial liabilities including trade and other payables, approximate their fair values due to their short maturities.

(以港元為單位)

(expressed in Hong Kong Dollars)

四. 關鍵會計估計及判斷

4. Critical accounting estimates and judgements

估計和判斷會被持續評估，並根據過往經驗和其他因素進行評價，包括在有關情況下相信對未來事件的合理預測。

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

集團對未來作出估計及假設。所得的會計估計如其定義，很少會與其實際結果相同。很大機會導致下個財政年度的資產和負債的帳面值有重大調整的估計及假設討論如下。

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

物業的估計減值

Estimated impairment of properties

若事件出現或情況改變顯示資產可能減值，根據會計政策(附註二(六))，物業減值估計將於每年或更頻密進行。

Properties are tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset might be impaired in accordance with the accounting policy stated in Note 2(f).

物業估價是根據香港測量師學會所採納的「市場價值」基礎估算。估價每年由內部測量師估算。集團的管理層考慮多方面的資料包括：(i)不同性質、狀況或地點的物業在活躍市場的當時價格，經調整以反映此等差別；及(ii)相類似物業在較不活躍市場的近期價格，附帶調整以反映該等價格出現的交易日期後經濟狀況的任何變動。

The valuation of properties is made on the basis of the "Market Value" adopted by the Hong Kong Institute of Surveyors ("HKIS"). The valuation is performed annually by internal valuers. The Group's management reassess the assumptions used by the internal valuers by considering the information from a variety of sources including (i) current prices in an active market for properties of different nature, condition or location, adjusted to reflect those differences; and (ii) recent prices of similar properties in less active markets, with adjustments to reflect any changes in economic conditions since the date of the transactions that occurred at those prices.

(以港元為單位)

(expressed in Hong Kong Dollars)

五. 營業額及其他收入

5. Turnover and other income

(一) 營業額

年內入帳的營業額為：

共同控制發展項目發展物業所分
得的盈餘
出售物業
收取地產發展商前期款項

(a) Turnover

Turnover recognised during the year represents:

	2007 \$'000	2006 \$'000
Share of property development surpluses on jointly controlled development projects	287,115	-
Sale of properties	10,462	7,230
Upfront payments received from property developers	238,517	2,758,687
	<u>536,094</u>	<u>2,765,917</u>

(二) 其他收入

年內入帳的其他收入為：

利息收入
租金收入
雜項收入

(b) Other income

Other income recognised during the year represents:

	2007 \$'000	2006 \$'000
Interest income	343,482	182,455
Rental income	19,533	16,644
Sundry income	2	64
	<u>363,017</u>	<u>199,163</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

六. 除所得稅前營運盈餘

6. Operating surplus before income tax

除所得稅前營運盈餘已扣除/(計入)

Operating surplus before income tax is arrived at after charging/(crediting)

下列項目：

the following items:

	2007 \$'000	2006 \$'000
(一) 其他項目		
出售待售物業之成本	5,417	5,416
折舊及攤銷	39,202	30,713
待售物業減值準備撥回	-	(894)
發展中物業減值(撥回)/準備	(212,600)	495,470
已購入有待重建物業減值準備撥回	-	(40)
辦公室租金的營運租賃費用	9,591	8,655
物業支出	11,901	9,858
出售物業、機器及設備之(盈利)/虧損	(2)	11
員工成本(不包括總監酬金及包括終止合約成本* 共五十六萬四千元(二零零六年: 九十九萬九千元))	129,323	119,458
核數師酬金	489	427

*終止合約成本是指年假薪酬、代通知金、長期服務金及遣散/裁員支出。

*Termination costs represent leave pay, payment in lieu of notice, long service payment and severance / redundancy payment.

(以港元為單位)

(expressed in Hong Kong Dollars)

六. 除所得稅前營運盈餘 (續)

6. Operating surplus before income tax (Continued)

(二)本年度董事會及總監酬金

(b) Board and directors' remuneration during the year

	2007				2006	
	薪金 Salaries \$'000	公積金計劃 供款 Provident fund scheme contributions \$'000	小計 Sub- total \$'000	浮薪 Variable pay \$'000	合計 Total \$'000	合計 Total \$'000
行政總監 - 林中麟						
Managing Director - Billy Lam Chung-lun	3,500	12	3,512	1,031	4,543	4,523
執行總監 (商務及企業) *						
Executive Director (Commercial & Corporate) *						
- 羅義坤	2,800	312	2,912	643	3,555	1,213
執行總監 (規劃及發展) †						
Executive Director (Planning & Development) †						
- 林筱魯	-	-	-	-	-	2,053
- 譚小瑩	1,516	7	1,523	-	1,523	-
六名(二零零六年: 四名)總監及一名(二零零六年: 一名)前任總監	10,929	64	10,993	2,598	13,591	9,858
Six (2006: four) Directors and one (2006: one) Ex- Director	<u>18,545</u>	<u>395</u>	<u>18,940</u>	<u>4,272</u>	<u>23,212*</u>	<u>17,447*</u>

* 執行總監(商務及企業)由二零零五年十一月一日起履行合約。

* Executive Director (Commercial & Corporate) assumed his contract w.e.f. 1 November 2005.

† 執行總監(規劃及發展)的職位於二零零五年十二月一日至二零零六年八月三十一日懸空, 繼任人由二零零六年九月一日起履行合約。

† The position of Executive Director (Planning & Development) was vacated from 1 December 2005 to 31 August 2006 and the successor assumed her contract w.e.f. 1 September 2006.

(以港元為單位)

(expressed in Hong Kong Dollars)

六. 除所得稅前營運盈餘 (續)

6. Operating surplus before income tax (Continued)

(二) 本年度董事會及總監酬金 (續)

(b) Board and directors' remuneration during the year (Continued)

上述人士的薪酬在以下範圍：

Their remuneration fell within the following bands :

\$1	至	\$500,000
\$500,001	至	\$1,000,000
\$1,000,001	至	\$1,500,000
\$1,500,001	至	\$2,000,000
\$2,000,001	至	\$2,500,000
\$2,500,001	至	\$3,000,000
\$3,000,001	至	\$3,500,000
\$3,500,001	至	\$4,000,000
\$4,000,001	至	\$4,500,000
\$4,500,001	至	\$5,000,000
合計		

	2007	2006
	人數 No. of Individuals	人數 No. of Individuals
\$1 to \$500,000	1	-
\$500,001 to \$1,000,000	-	1
\$1,000,001 to \$1,500,000	-	2
\$1,500,001 to \$2,000,000	3	-
\$2,000,001 to \$2,500,000	2	2
\$2,500,001 to \$3,000,000	2	2
\$3,000,001 to \$3,500,000	-	-
\$3,500,001 to \$4,000,000	1	-
\$4,000,001 to \$4,500,000	-	-
\$4,500,001 to \$5,000,000	1	1
Total	<u>10*</u>	<u>8*</u>

* 包括前任總監的酬金，但不包括代替假期補償，總數為四十一萬一千元 (二零零六年：十九萬二千元)。

* Including emoluments for ex-directors and excluding compensation in lieu of leave in the aggregate sum of \$401,000 (2006: \$192,000).

(以港元為單位)

(expressed in Hong Kong Dollars)

六. 除所得稅前營運盈餘 (續)

6. Operating surplus before income tax (Continued)

(二) 本年度董事會及總監酬金 (續)

(b) Board and directors' remuneration during the year (Continued)

十八名 (二零零六年: 十四名) 董事會非執行董事之袍金(不包括並無權利收取任何袍金的政府公職人員)如下:

Fees for 18 (2006: 14) non-executive members of the Board (excluding the government public officers who are not entitled to receive any fees) are as follows:

	2007 \$'000	2006 \$'000
主席		
鄭維新先生	100	100
非執行董事 (非公職人員)		
陳鑑林議員	65	65
陳麗雲教授	65	65
周賢明先生	65	65
張慶遠先生	65	65
林貝聿嘉女士	65	65
李偉民先生	65	65
梁家傑議員 (由二零零五年五月一日起)	65	60
李華明議員	65	65
盧重興先生	65	65
龍炳頤教授	65	65
譚惠珠小姐	65	65
楊孝華議員 (由二零零五年五月一日起)	65	60
盛智民博士	65	65
劉漢銓先生 (直至二零零五年四月三十日止)	-	5
劉炳章先生 (直至二零零五年四月三十日止)	-	5
陳家樂先生 (由二零零六年十一月一日起)	27	-
吳家錕博士 (由二零零六年十一月一日起)	27	-
尹志強先生 (由二零零六年十一月一日起)	27	-
葉滿華先生 (由二零零六年十一月一日起)	27	-
	<u>1,053</u>	<u>945</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

六. 除所得稅前營運盈餘 (續)

6 . Operating surplus before income tax (Continued)

(三) 五名最高薪人士

截至二零零七年三月三十一日止年度內集團最高薪五名人士包括行政總監、一名執行總監、兩名總監及一名總經理。(二零零六年：行政總監、兩名總監及兩名總經理)。

五位最高薪人士於本年度的薪酬總數如下：

固定 - 薪金
- 公積金計劃供款
小計
浮薪
合計

上述人士的薪酬在以下範圍：

\$2,000,001 至 \$2,500,000
\$2,500,001 至 \$3,000,000
\$3,000,001 至 \$3,500,000
\$3,500,001 至 \$4,000,000
\$4,000,001 至 \$4,500,000
\$4,500,001 至 \$5,000,000
合計

截至二零零七年三月三十一日止年度，金額並沒有代替假期補償金。截至二零零六年三月三十一日止年度，不包括代替假期補償金，總數為二十八萬七千元。

(c) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year ended 31 March 2007 include the Managing Director, one Executive Director, two Directors and one General Manager. (2006: the Managing Director, two Directors and two General Managers).

The total emoluments paid to the five highest paid individuals during the year are as follow :

Fixed - Salaries	12,512	10,862
- Provident fund scheme contributions	568	543
Sub-total	13,080	11,405
Variable pay	3,269	3,157
Total	<u>16,349 ##</u>	<u>14,562 ##</u>

Their remuneration fell within the following bands :

	人數 No. of Individuals	人數 No. of Individuals
\$2,000,001 to \$2,500,000	-	1
\$2,500,001 to \$3,000,000	3	3
\$3,000,001 to \$3,500,000	-	-
\$3,500,001 to \$4,000,000	1	-
\$4,000,001 to \$4,500,000	-	-
\$4,500,001 to \$5,000,000	1	1
Total	<u>5</u>	<u>5</u>

For the year ended 31 March 2007, there was no compensation in lieu of leave in the aggregate sum. For the year ended 31 March 2006, compensation in lieu of leave of \$287,000 was excluded from the aggregate sum.

(以港元為單位)

七. 所得稅

- (一) 根據《市區重建局條例》第十九條，本局獲豁免繳交《稅務條例》(香港法例第一百一十二章)下的徵稅。

由於本年度內集團的附屬公司並無應課稅盈利，故未有提撥有關之香港利得稅準備(二零零六年：無)。

- (二) 截至二零零七年三月三十一日，集團之一附屬公司有由資產免稅額引致之未確認可扣減的暫時差異及稅務虧損，分別為六百四十五萬七千元及三百五十萬五千元(二零零六年：分別為五百二十八萬三千元及三百一十八萬八千元)，可轉撥以抵銷未來應評稅收入。這些暫時差異及稅務虧損並無失效日期。

八. 年度盈餘

年度綜合盈餘包括本局財務報表內已列報之盈餘七億六千零五十八萬五千元(二零零六年：十五億七千八百七十三萬五千元)。

(expressed in Hong Kong Dollars)

7. Income tax expenses

- (a) In accordance with Section 19 of the Urban Renewal Authority Ordinance, the Authority is exempted from taxation under the Inland Revenue Ordinance (Chapter 112).

No provision for Hong Kong profits tax has been made for the Group's subsidiaries as there are no assessable income for the year (2006: Nil).

- (b) As at 31 March 2007, a subsidiary of the Group has unrecognised deductible temporary differences arising from capital allowance and tax losses of \$6,457,000 and \$3,505,000 respectively (2006: \$5,283,000 and \$3,188,000 respectively) to carry forward against future taxable income. These temporary differences and tax losses have no expiry date.

8. Surplus for the year

The consolidated surplus for the year includes a surplus of \$760,585,000 (2006: \$1,578,735,000) which has been dealt with in the financial statements of the Authority.

(以港元為單位)

(expressed in Hong Kong Dollars)

九. 租賃土地

9. Leasehold land

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
於四月一日之結餘	Balance at 1 April	76,783	78,082
增添	Additions	702	-
攤銷	Amortisation	(1,299)	(1,299)
於三月三十一日之結餘	Balance at 31 March	<u>76,186</u>	<u>76,783</u>

集團及本局所持有位於香港的租賃土地的權益指預付營運租賃款項及其帳面淨值分析如下：

The Group's and the Authority's interests in leasehold land, which are located in Hong Kong, represent prepaid operating lease payments and their net book value are analysed as follows:

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
五十年期以上的租賃	Leases of over 50 years	28,315	27,723
十至五十年期的租賃	Leases of between 10 to 50 years	<u>47,871</u>	<u>49,060</u>
		<u>76,186</u>	<u>76,783</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

十. 物業、機器及設備

10. Property, plant and equipment

		集團 Group				總計 Total
		建築物業 Buildings	有租約 物業修繕 Leasehold improvements	機器 及設備 Plant and machinery	傢具、工具 及車輛 Furniture, equipments and motor vehicles	
		\$'000	\$'000	\$'000	\$'000	\$'000
於二零零五年四月一日	At 1 April 2005					
成本	Cost	93,486	63,587	52,100	23,145	232,318
累積折舊	Accumulated depreciation	(64,571)	(39,296)	(49,342)	(18,204)	(171,413)
帳面淨值	Net book amount	28,915	24,291	2,758	4,941	60,905
截至二零零六年三月三十一日止年度	Year ended 31 March 2006					
期初帳面淨值	Opening net book amount	28,915	24,291	2,758	4,941	60,905
增添	Additions	-	492	371	2,326	3,189
出售	Disposals	-	-	-	(12)	(12)
折舊	Depreciation	(775)	(2,782)	(873)	(2,396)	(6,826)
期終帳面淨值	Closing net book amount	28,140	22,001	2,456	4,859	57,456
於二零零六年三月三十一日	At 31 March 2006					
成本	Cost	93,486	63,303	52,132	20,440	229,361
累積折舊	Accumulated depreciation	(65,346)	(41,302)	(49,676)	(15,581)	(171,905)
帳面淨值	Net book amount	28,140	22,001	2,456	4,859	57,456
截至二零零七年三月三十一日止年度	Year ended 31 March 2007					
期初帳面淨值	Opening net book amount	28,140	22,001	2,456	4,859	57,456
增添	Additions	298	5,862	2,489	2,712	11,361
折舊	Depreciation	(777)	(3,401)	(957)	(2,552)	(7,687)
期終帳面淨值	Closing net book amount	27,661	24,462	3,988	5,019	61,150
於二零零七年三月三十一日	At 31 March 2007					
成本	Cost	93,784	69,185	54,621	21,803	239,393
累積折舊	Accumulated depreciation	(66,123)	(44,703)	(50,633)	(16,784)	(178,243)
帳面淨值	Net book amount	27,661	24,482	3,988	5,019	61,150

(以港元為單位)

(expressed in Hong Kong Dollars)

十. 物業、機器及設備 (續)

10. Property, plant and equipment (Continued)

	本局 Authority				
	建築物業 Buildings	有租約 物業修繕 Leasehold improvements	機器 及設備 Plant and machinery	傢具、工具 及車輛 Furniture, equipments and motor vehicles	總計 Total
	\$'000	\$'000	\$'000	\$'000	\$'000
於二零零五年四月一日	At 1 April 2005				
成本	93,486	21,417	31,642	23,071	169,616
累積折舊	(64,571)	(12,058)	(29,463)	(18,149)	(124,241)
帳面淨值	28,915	9,359	2,179	4,922	45,375
截至二零零六年三月三十一日止年度	Year ended 31 March 2006				
期初帳面淨值	28,915	9,359	2,179	4,922	45,375
增添	-	492	371	2,326	3,189
出售	-	-	-	(12)	(12)
折舊	(775)	(623)	(444)	(2,388)	(4,230)
期終帳面淨值	28,140	9,228	2,106	4,848	44,322
於二零零六年三月三十一日	At 31 March 2006				
成本	93,486	21,133	31,674	20,366	166,659
累積折舊	(65,346)	(11,905)	(29,568)	(15,518)	(122,337)
帳面淨值	28,140	9,228	2,106	4,848	44,322
截至二零零七年三月三十一日止年度	Year ended 31 March 2007				
期初帳面淨值	28,140	9,228	2,106	4,848	44,322
增添	298	5,882	2,489	2,712	11,381
折舊	(777)	(1,242)	(729)	(2,545)	(5,293)
期終帳面淨值	27,661	13,868	3,866	5,015	50,410
於二零零七年三月三十一日	At 31 March 2007				
成本	93,784	27,015	34,163	21,729	176,691
累積折舊	(66,123)	(13,147)	(30,297)	(16,714)	(126,281)
帳面淨值	27,661	13,868	3,866	5,015	50,410

集團及本局所持有之建築物業，主要為安置受重建項目影響住戶之安置樓宇。

The Group's and the Authority's buildings mainly comprise rehousing blocks held for the purpose of rehousing affected tenants of development projects.

(以港元為單位)

(expressed in Hong Kong Dollars)

十. 已購入有待重建物業

11. Properties acquired pending redevelopment

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
租賃土地	Leasehold land	10,560	10,592
建築成本	Building cost	189	189
減值準備	Provision for impairment	(223)	(223)
		<u>10,526</u>	<u>10,558</u>

集團及本局所持有位於香港的租賃土地的權益指預付營運租賃款項及其帳面淨值分析如下：

The Group's and the Authority's interests in leasehold land, which are located in Hong Kong, represent prepaid operating lease payments and their net book value are analysed as follows:

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
五十年期以上的租賃	Leases of over 50 years	9,697	9,708
十至五十年期的租賃	Leases of between 10 to 50 years	863	884
		<u>10,560</u>	<u>10,592</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

十二 發展中物業

12. Properties under development

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
為重建購入物業之成本(註(一))	Cost of properties acquired for redevelopment (Note (a))	
- 租賃土地	3,451,379	2,867,840
- 其他成本	350,943	283,471
發展費用	63,490	20,757
總計成本(包括資本化的累積利息及其他借貸成本共二十八萬六千元(二零零六年:三十萬四千元))	3,865,812	3,172,068
減值準備	(301,446)	(533,046)
	<u>3,564,366</u>	<u>2,639,022</u>

集團及本局所持有位於香港的租賃土地的權益指預付營運租賃款項及其帳面淨值分析如下:

The Group's and the Authority's interests in leasehold land, which are located in Hong Kong, represent prepaid operating lease payments and their net book value are analysed as follows:

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
五十年期以上的租賃	2,706,593	2,531,479
十至五十年期的租賃	744,786	336,361
	<u>3,451,379</u>	<u>2,867,840</u>

註(一):

二零零一年三月,立法會財務委員會審議多項政府的建議,其中通過了修改受政府收回土地影響的住宅業主所得的自置居所津貼與業主及自住業主所得的額外津貼的計算基礎。本局須按相關的政策,在收購/收回物業時,支付自置居所津貼及額外津貼。在遷出其中住客時,本局按上述原則運作,因此本局的重建項目成本高昂。

Note (a):

In March 2001, the Finance Committee of the Legislative Council approved, inter alia, the revised basis for calculating the Home Purchase Allowance ("HPA") payable to owners of domestic properties and ex-gratia allowances payable to owners and owner-occupiers affected by land resumption. The relevant policies governing the Authority's payment of HPA and ex-gratia allowances for properties acquired/resumed and the clearance of occupiers are based on the above framework which have resulted in a high cost base for the Authority's redevelopment projects.

對住宅物業而言,自置居所津貼的評估是按一位於類似地區可比較之七年樓齡的樓宇為假設單位。自置居所津貼為假設單位與收回單位於收購日公開市值的差額。

In respect of domestic properties, the assessment of HPA is based on a notional flat, defined as a seven-year-old flat in a comparable building in a similar locality. The HPA paid represents the difference between the open market values of the notional flat and the acquired property at the offer date.

(以港元為單位)

(expressed in Hong Kong Dollars)

十三 附屬公司

13. Subsidiaries

	本局 Authority	
	2007 \$'000	2006 \$'000
非上市股份原值	1	1
應收附屬公司帳款 (註 (一))	21,719	22,208
	<u>21,720</u>	<u>22,209</u>

註 (一) :

應收附屬公司帳款並無抵押、免息及無固定償還條款。

Note (a):

The amounts due from subsidiaries are unsecured, interest free and have no fixed terms of repayment.

下列為本局直接全資擁有，並在香港註冊成立之主要附屬公司：

The names of the principal subsidiaries, all of which are wholly and directly owned by the Authority and are incorporated in Hong Kong, are as follows:

Ally Town Investment Limited
Doddington Limited
Jonava Limited
Opalman Limited
Sunfield Investment Limited
西港城有限公司

Ally Town Investment Limited
Doddington Limited
Jonava Limited
Opalman Limited
Sunfield Investment Limited
Western Market Company Limited

除西港城有限公司專責營運西港城外，其他附屬公司僅作為信託公司，於若干共同控制發展項目中持有物業。

With the exception of Western Market Company Limited which is engaged in the operation of the Western Market, the other subsidiaries are acting as mere trustees for holding properties under certain jointly controlled development projects.

十四 共同控制發展項目

14. Jointly controlled development projects

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
應收共同控制發展項目款項	739,425	508,674
應付共同控制發展項目款項	(25,576)	(21,867)
	<u>713,849</u>	<u>486,807</u>
減：流動部分	(234,043)	(3,400)
非流動部分	<u>479,806</u>	<u>483,407</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

十四. 共同控制發展項目 (續)

14. Jointly controlled development projects (Continued)

於二零零七年三月三十一日，集團及本局持有下列共同控制發展項目：

The Group and the Authority have the following jointly controlled development projects as at 31 March 2007.

項目名稱 / 地點 Project Name / Location	土地用途 Land use	總樓面 面積 (平方米) Total gross floor area (m ²)	實際/預計竣工 日期 (年份) Actual/Expected completion date (calendar year)
Queen's Terrace (Sheung Wan) 帝后華庭 (上環)	Commercial / Residential 商業 / 住宅	67,433	2003 (Site A) 2002 (Site B)
The Merton (Kennedy Town) 泓都 (堅尼地城)	Residential 住宅	65,204	2005
The Zenith (Wan Chai) 尚翹峰 (灣仔)	Commercial / Residential 商業 / 住宅	62,307	2006 (Site A & B) 2010 (Site C)
8 Waterloo Road (Yau Ma Tei) 窩打老道 8 號 (油麻地)	Residential 住宅	33,662	2004
Hanoi Road (Tsim Sha Tsui) 河內道 (尖沙咀)	Commercial / Hotel / Service Apartment 商業 / 酒店 / 服務式住宅	103,845	2008
Mount Davis 33 (Kennedy Town) 怡峰 (堅尼地城)	Residential 住宅	7,281	2006
Vision City (Tsuen Wan) 萬景峰 (荃灣)	Commercial / Residential 商業 / 住宅	137,885	2007
Yeung Uk Road (Tsuen Wan) 楊屋道 (荃灣)	Commercial / Residential 商業 / 住宅	45,487	2008
J Residence (Wan Chai) 嘉薈軒 (灣仔)	Commercial / Residential 商業 / 住宅	20,567	2007
Cherry Street (Tai Kok Tsui) 櫻桃街 (大角嘴)	Commercial / Residential 商業 / 住宅	43,165	2008
Fuk Wing Street / Fuk Wa Street (Sham Shui Po) 福榮街 / 福華街 (深水埗)	Commercial / Residential 商業 / 住宅	12,888	2008
Beacon Lodge (Sham Shui Po) 豐盛居 (深水埗)	Commercial / Residential 商業 / 住宅	12,784	2008
Reclamation Street (Mong Kok) 新填地街 (旺角)	Commercial / Residential 商業 / 住宅	4,921	2007
First Street / Second Street (Sai Ying Pun) 第一街 / 第二街 (西營盤)	Commercial / Residential 商業 / 住宅	37,321	2009
Larch Street / Bedford Road (Tai Kok Tsui) 洋松街 / 必發道 (大角嘴)	Commercial / Residential 商業 / 住宅	10,328	2009
Queen's Road East (Wan Chai) 皇后大道東 (灣仔)	Commercial / Residential 商業 / 住宅	3,900	2010

(以港元為單位)

十四. 共同控制發展項目 (續)

本局可按聯營公司合約條款所定收取回報。

十五. 樓宇復修貸款

於二零零七年三月三十一日，樓宇復修貸款分析如下：

流動部分
非流動部分

樓宇復修貸款是免息的，未履行債務除外。過期款項需償付的利息將根據香港上海匯豐銀行有限公司所報的最優惠貸款利率計算。二萬五千零一元至十萬元的貸款須以樓宇作抵押以保障本局。

(expressed in Hong Kong Dollars)

14. Jointly controlled development projects (Continued)

The Authority is entitled to returns which are predetermined in accordance with the provisions of the joint venture contracts.

15. Building rehabilitation loans

At 31 March 2007, the building rehabilitation loans are analysed as follows:

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
Current portion	12,553	4,501
Non-current portion	43,383	17,821
	<u>55,936</u>	<u>22,322</u>

The building rehabilitation loans are interest-free, except for default, in which case interest will be charged on the overdue amount at the Prime Lending Rate quoted by The Hongkong and Shanghai Banking Corporation Limited. Loans of amounts between \$25,001 and \$100,000 are subject to legal charges over the properties in favour of the Authority.

(以港元為單位)

(expressed in Hong Kong Dollars)

十九 待售物業

16. Properties held for sale

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
租賃土地	Leasehold land	218,238	219,744
建築成本	Building cost	54,714	50,972
減值準備	Provision for impairment	(1,418)	(1,418)
		<u>271,534</u>	<u>269,298</u>

集團及本局所持有位於香港的租賃土地的權益指預付營運租賃款項及其賬面淨值分析如下：

The Group's and the Authority's interests in leasehold land, which are located in Hong Kong, represent prepaid operating lease payments and their net book value are analysed as follows:

		集團及本局 Group and Authority	
		2007 \$'000	2006 \$'000
五十年期以上的租賃	Leases of over 50 years	6,435	6,443
十至五十年期的租賃	Leases of between 10 to 50 years	211,803	213,301
		<u>218,238</u>	<u>219,744</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

十七. 現金及現金等價物

銀行定期存款
減：代共同控制發展項目
託管款項

銀行存款及現金
減：代共同控制發展項目
託管款項

銀行定期存款的實際利率為每年百分之四點三六（二零零六年：每年百分之三點五七）。這些存款的平均到期日為一百五十四日（二零零六年：一百五十五日）。

十八. 資金

於二零零二年六月二十一日，立法會財務委員會通過注資一百億元予本局的承擔。政府建議由二零零二 / 零三年至二零零六 / 零七年分五個財政年度注資，由成立至二零零七年三月三十一日止，本局已收取全數共五筆各二十億元的注資。

17. Cash and cash equivalents

	集團 Group		本局 Authority	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Time deposits with banks	7,931,410	6,192,456	7,928,000	6,189,159
Less : Amounts held in trust for jointly controlled development projects	(3,410)	(3,297)	-	-
	7,928,000	6,189,159	7,928,000	6,189,159
Cash at banks and in hand	4,468	5,874	4,456	5,874
Less : Amounts held in trust for jointly controlled development projects	(1)	-	-	-
	4,467	5,874	4,456	5,874
	<u>7,932,467</u>	<u>6,195,033</u>	<u>7,932,456</u>	<u>6,195,033</u>

The effective interest rate of time deposits with banks was 4.36% per annum (2006: 3.57% per annum). These deposits have an average maturity of 154 days (2006: 155 days).

18. Capital

On 21 June 2002, the Finance Committee of the Legislative Council approved a commitment of \$10 billion for injection as equity into the Authority. The Government proposed to inject the equity into the Authority in phases over the five financial years from 2002-03 to 2006-07. From incorporation to 31 March 2007, the Authority had received all five tranches of capital injection of \$2 billion each.

(以港元為單位)

(expressed in Hong Kong Dollars)

十九. 公積金計劃

集團為合資格僱員設有定額供款的退休保障計劃。依照《強制性公積金計劃條例》，合資格的僱員均可通過獲強制性公積金豁免的「職業退休計劃」或強制性公積金，得享退休保障，包括僱主的自願供款。兩項計劃的資產均與集團的資產分開，並由獨立人士管理。集團供款通常為僱員月薪百分之十至百分之十五（視僱員年資而定）。

集團於截至二零零七年三月三十一日止年度內為兩項計劃總共供款七百九十七萬六千元（二零零六年：六百二十八萬一千元），扣除沒收供款部份八十八萬八千元（二零零六年：二百一十九萬二千元），並已列於收支表內。

二十. 本年度內融資變動分析

於二零零五年四月一日
融資活動現金淨收入

於二零零六年三月三十一日
融資活動現金淨收入

於二零零七年三月三十一日

19. Provident fund scheme

The Group provides retirement benefits to its eligible employees under defined contribution schemes. In accordance with the Mandatory Provident Fund Schemes Ordinance, the eligible employees enjoy retirement benefits under the Mandatory Provident Fund Exempted ORSO Scheme or the Mandatory Provident Fund Scheme (the "Schemes") under which employer's voluntary contributions have been made. The assets of the Schemes are held separately from those of the Group and managed by independent administrators. The Group normally contributes at 10% to 15% of the employees' monthly salaries depending on the years of service of the employees.

The total amount contributed by the Group into the Schemes for the year ended 31 March 2007 was \$7,976,000 (2006: \$6,281,000), net of forfeitures of \$888,000 (2006: \$2,192,000), which has been charged to the Group's income and expenditure account for the year.

20. Analysis of changes in financing during the year

	資本 Capital \$'000
At 1 April 2005	6,000,000
Net cash inflow from financing activities	<u>2,000,000</u>
At 31 March 2006	8,000,000
Net cash inflow from financing activities	<u>2,000,000</u>
At 31 March 2007	<u>10,000,000</u>

(以港元為單位)

(expressed in Hong Kong Dollars)

廿一. 承擔

(一) 資本性承擔

於二零零七年三月三十一日，有關物業、機器及設備的資本性承擔如下：

有合約承擔而未有提撥準備
授權而未有合約承擔

(二) 營運租賃承擔

於二零零七年三月三十一日，按租用寫字樓的不可撤銷營運租賃，未來最少應付租金的支付情況如下：

一年內
一年後五年內

(三) 營運租賃應收租金

於二零零七年三月三十一日，按物業的不可撤銷營運租賃，未來最少應收租金情況如下：

一年內
一年後五年內

21. Commitments

(a) Capital commitments

Capital commitments in respect of property, plant and equipment at 31 March 2007 were as follows:

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
Contracted but not provided for	978	901
Authorised but not contracted for	263	320
	<u>1,241</u>	<u>1,221</u>

(b) Operating lease commitments

At 31 March 2007, the total future minimum lease payments under non-cancellable operating leases in respect of office premises are payable as follows:

	集團及本局 Group and Authority	
	2007 \$'000	2006 \$'000
Within 1 year	9,438	10,271
After 1 year but within 5 years	330	9,156
	<u>9,768</u>	<u>19,427</u>

(c) Operating lease rental receivable

At 31 March 2007, the future aggregate minimum lease rental receipts under non-cancellable operating leases in respect of properties are receivable as follows:

	集團 Group		本局 Authority	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Within 1 year	11,366	12,576	9,982	11,090
After 1 year but within 5 years	8,979	9,033	8,864	7,533
	<u>20,345</u>	<u>21,609</u>	<u>18,846</u>	<u>18,623</u>

(以港元為單位)

廿二 重大關聯方交易

根據香港會計準則二十四「關聯方披露」，本局與董事會成員及總監，以及與他們有關的人士、政府部門、代理機構或由政府控制的公司所進行的交易（以正常商業條款進行的交易除外）均視為關聯方交易。

本年度，本局付還政府地政總署為本局進行收回土地及清場工作所產生的二千三百一十九萬八千元（二零零六年：二千四百六十九萬元）實際費用。於二零零七年三月三十一日，尚欠地政總署一筆一百九十四萬九千元款項（二零零六年：一百九十五萬四千元）有待結帳。該款項並無抵押、免息及按要求償還。

總監及董事會成員為本局之主要管理人員，而其報酬已載於附註六（二）。

廿三 帳目核准

本財務報表已於二零零七年七月九日經董事會核准。

(expressed in Hong Kong Dollars)

22. Significant related party transactions

Transactions entered into by the Authority with members of the Board and directors, parties related to them, Government Departments, agencies or Government controlled entities, other than those transactions which are entered into by enterprises in general in the course of their normal dealings, are considered to be related party transactions pursuant to HKAS 24 "Related Party Disclosures".

During the year, the Authority reimbursed the Government an amount of \$23,198,000 (2006: \$24,690,000) for actual costs incurred by the Lands Department of the Government (the "Lands Department") in connection with resumption and site clearance work conducted for the Authority. As at 31 March 2007, there is an amount of \$1,949,000 (2006: \$1,954,000) due to the Lands Department yet to be settled. The amount is unsecured, interest free and repayable on demand.

The key management of the Authority refers to directors and members of the Board and their compensations are set out in Note 6(b).

23. Approval of financial statements

The financial statements were approved by the Board on 9 July 2007.

