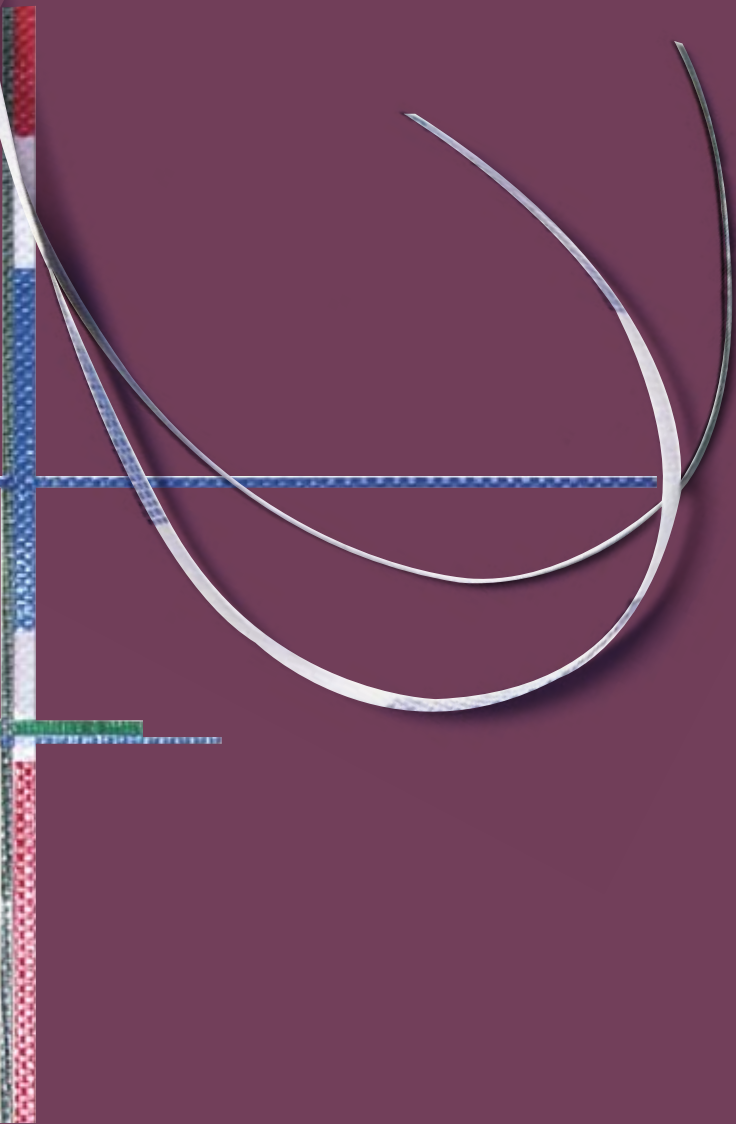


主席報告
Chairman's Statement





鄭維新先生 Mr Edward CHENG Wai-sun

不經不覺，我已當上市區重建局（市建局）的主席兩年之久。若要談及這段期間的感受，我會將它形容為一個「演進和學習過程」，一個我和市建局董事會成員、管理層、員工，以及各持份者一同演進和學習的過程。

市區更新工作在香港已有一段悠久歷史，但真正以綜合的方式推行市區更新，則只在過去數年才正式開始。實際上，由於本港的社會和經濟情況不斷改變，加上我們不斷學習和改進，因而演變出嶄新的市區更新形式。

If asked to describe my chairmanship of URA over the past two years, I believe it could be best summed up as an evolving and learning experience - one that I have shared with my colleagues on the Board, the Management Team, the staff of URA, and with you, our stakeholders.

Urban renewal has a long history in our city but it is only in the last few years that we have seen an effort to take a truly comprehensive approach towards it. Essentially, this arose out of a need to adjust to changing social and economic realities, as well as from lessons - often hard ones - learned from practical experience.

Today, it is widely recognised that the problems posed by urban decay have to be approached flexibly, and that there are no one-size-fits-all solutions. There is also growing recognition that communities must be involved in identifying the best approaches to renew the areas where they live.

Formed with a clear mandate to help improve not just the physical environment but also the social and economic environment of urban areas, URA is expected to make a real difference for our city.

主席報告 CHAIRMAN'S STATEMENT

今天，社會上普遍認為，市區老化問題必須以靈活的手法處理，決不可一成不變。此外，大家亦漸漸覺得，用何種方式去更新居住環境，應由社區參與決定。

市建局的任務，不單是要協助居民改善實際的居住環境，還要改善市區的社會和經濟環境。我們的目標，是要為香港帶來美好轉變。

為香港帶來美好轉變

其實，市區老化是許多大城市要面對的問題，除了是一場時間競賽，也要考驗社區的決心。作為香港主要的市區更新機構，我們要在解決市區老化問題上起帶頭作用，同時擔當「先行者」及「推動者」的雙重角色。

自從市建局以綜合的方式推行市區更新工作後，已先後開展多項不同的計劃，以履行使命。但由於本港市區老化問題嚴重，單單依賴有關計劃實不足以根治問題。有見及此，本局的計劃重點在於其催化作用，促使社區作出改變，帶動區內發揮固有潛力，令市區更新可持續在區內自行發展。

無論項目大小，市建局均致力改善區內環境，令效果至臻完善。觀塘市中心項目便是箇中例子。現時，觀塘市中心的布局、設計及基建，均未能配合區內人口增長、經濟活動，甚或是其作為市中心及交通樞紐的地位。規模龐大的觀塘項目剛好具備應有潛力，足以為區內帶來全新面貌，並可提供機會，解決長久以來的交通、居住環境及污染問題，提升生活質素，令區內六十萬人口，可以居住在設計完善、充滿活力的都市。以上種種均是本局的目標，期望可以為項目尋求合適的設計，令觀塘市中心成為廿一世紀的城市設計典範，並能同時全面顧及社區的需要。

至於規模較小的項目，由於地盤面積局限，較難達到大型項目的催化效應。在此情況下，本局會較注重改善居住環境，配合居民的生活所需。

社區聯繫已成為我們的重要工作，亦將繼續是本局項目的重點。雖然我們最初也曾憂慮如何能最有效地將之實行，惟時間證明本局的社區聯繫工作已取得一定成效，亦肯定了我們的方針是正確的。舉個例子，本局在二零零六年一月為觀塘項目舉行了社區參與工作坊，共有超過一百人參與，包括居民、店東、區議員、專業人士及



市建局、香港遊樂場協會及朗豪坊的管理公司攜手在砵蘭街合辦嘉年華，為該區增添活力。
Street carnival at Portland Street, jointly organized by the URA, Hong Kong Playground Association and the management company of Langham Place.



深水埗海壇街、桂林街及北河街項目
其中的特色是在一個面積八千平方呎
的綠化公園內設置「卵石健身徑」，
供注重健康的人士使用。
A special feature of the Hai Tan Street/Kweilin
Street and Pei Ho Street project is a “peddle
walk” garden of 8,000 square feet for public
use.

Making a difference

Urban decay is a problem faced by many major cities. Contending with it is not only a race against time but also a test of the community’s will. Being the primary urban renewal agency in Hong Kong, URA is in a position to take the lead in tackling this problem, and it basically does so by taking on the dual role of initiator and promoter.

Since embracing a more comprehensive approach to urban renewal, URA has initiated a number of different schemes to advance its mission. On their own, these initiatives would never be sufficient to stem urban deterioration, given the magnitude of the problem in our city. Instead, they have been purposely designed as catalysts to encourage processes of change aimed at unleashing a district’s inherent potentials, and making urban rejuvenation self-sustaining.

From sizeable ventures to more modest endeavours, URA strives to bring out the best in an area, and to make improvements wherever appropriate. The Kwun Tong Yue Man Square project is a good example of a large project that has the potential to completely restructure an area whose layout, design and infrastructure are no longer commensurate with its population, the scale of its economic activity, or its status as an urban centre and transport hub. The project provides an opportunity to address long-standing local problems relating to transport; building dilapidation and pollution, and in so doing, upgrade and update the area to become a vibrant town centre serving a population of more than half a million people. All these objectives are emphasised in URA’s present search for a scheme for the project that will hopefully stand as an example of modern and socially conscious twenty-first century urban design.

In smaller projects, where there are constraints imposed by size, and opportunities for catalyst projects may be more limited, the focus of URA will be more on identifying and addressing the needs of residents living in dilapidated conditions.

In all our efforts, community engagement has become and will continue to be an essential part of our mode of operation. Despite some initial skepticism, the integration of this process into URA’s operations has been considerably successful, and there are encouraging signs that the Authority is moving in the right direction in this area. For example, a community participatory workshop was held for the Kwun Tong project in January 2006. It was very well attended with over 100 participants comprising residents, business operators, District Council members, professionals and academics. Public feedback has been very positive. Community engagement is continuing, and a major roadshow will be organised as a way to consult the wider community.

主席報告 CHAIRMAN'S STATEMENT

學者，反應令人鼓舞。有關的社區聯繫工作將會繼續，我們即將公開展覽觀塘項目的模型設計，諮詢市民意見。

本局在其他項目，亦努力進行社區聯繫工作。執筆時，我們剛與中西區區議會合作舉辦卑利街/嘉咸街項目的社區參與工作坊。參與人士踴躍提出許多具建設性的建議，反映地區人士十分支持該項目，而市建局處理此項目的手法也獲得認同。

攜手創明天

本局正繼續致力擴闊市區更新工作的範疇，以靈活的手法履行法定職權，為社區帶來更大裨益。我們一直推行的4Rs策略（重建、復修、活化及保育）和總綱構想過程，足見上述目標。本局深深明白，沒有香港社會及舊區持份者的支持，我們的一切努力也將會徒然。

去年，我們與策略夥伴緊密合作，推行多個項目和計劃，共同提高香港市區更新工作的水平。

年內，本局管理層加入了一些新成員，與同事攜手並肩，令市建局項目取得重大進展，我衷心致以謝忱。

我也想藉此機會，感謝董事會和各委員會全體成員的努力，為管理層的工作提供寶貴意見和具體建議。

來年，本局除了繼續現有工作外，還會開展一些最複雜的重建項目。未來一年將會十分忙碌和充滿挑戰，我們將繼續依賴各位的支持。

主席

鄭維新

二零零六年七月三十一日



市建局主席鄭維新先生與中西區區議會主席陳特楚先生出席卑利街/嘉咸街項目社區參與工作坊，該工作坊由中西區分區諮詢委員會及中西區區議會關注中西區市區重建計劃工作小組合辦。
URA Chairman Mr Edward Cheng and Chairman of Central & Western District Council Mr Chan Tak-chor attend the Peel Street/Graham Street project community workshop, jointly organized by the URA Central & Western DAC and the Concern Group on Urban Renewal Project of the Central & Western District Council.



Community engagement is also proceeding in earnest in our other projects. At the time of writing, a participatory workshop had been held in partnership with the Central & Western District Council for the Peel Street/Graham Street project. Participants were very vocal, and many constructive suggestions had been put forward. Encouragingly, the workshop confirms that there is strong local support for the project, and the general sentiment is that URA is approaching it in the right way.

Working together for a brighter future

In pressing on with its work, URA is continually striving to expand the boundaries of the urban renewal process. The 4Rs Strategy (Redevelopment, Rehabilitation, pReservation and Revitalisation), and the Master Thinking process are both examples of the Authority stretching its statutory ambit in a bid to better serve the community. That said, we at URA are all acutely aware that our efforts will be in vain if we do not have the support of you, the community of Hong Kong, and the ultimate stakeholders in the regeneration of our city.

During the past year, we have been co-operating closely with our strategic partners in implementing our various projects and initiatives. Working together, we consistently try to raise the bar, and set new standards for urban renewal in Hong Kong.

Internally, the Authority has welcomed some new members to its Management Team. Both new and existing staff have worked well together, and are to be congratulated for making significant progress in the implementation of our projects.

I would also like to register my sincere thanks to my colleagues on the Board and the URA Committees who have dedicated much time and efforts to advising and guiding the Management Team in their work.

In the coming year, apart from existing commitments, URA will be commencing some of the most complex projects within our urban renewal programme. Yet another busy and challenging year is therefore ahead of us, and we will continue to rely on your support.

Edward CHENG Wai-sun
Chairman
31 July 2006