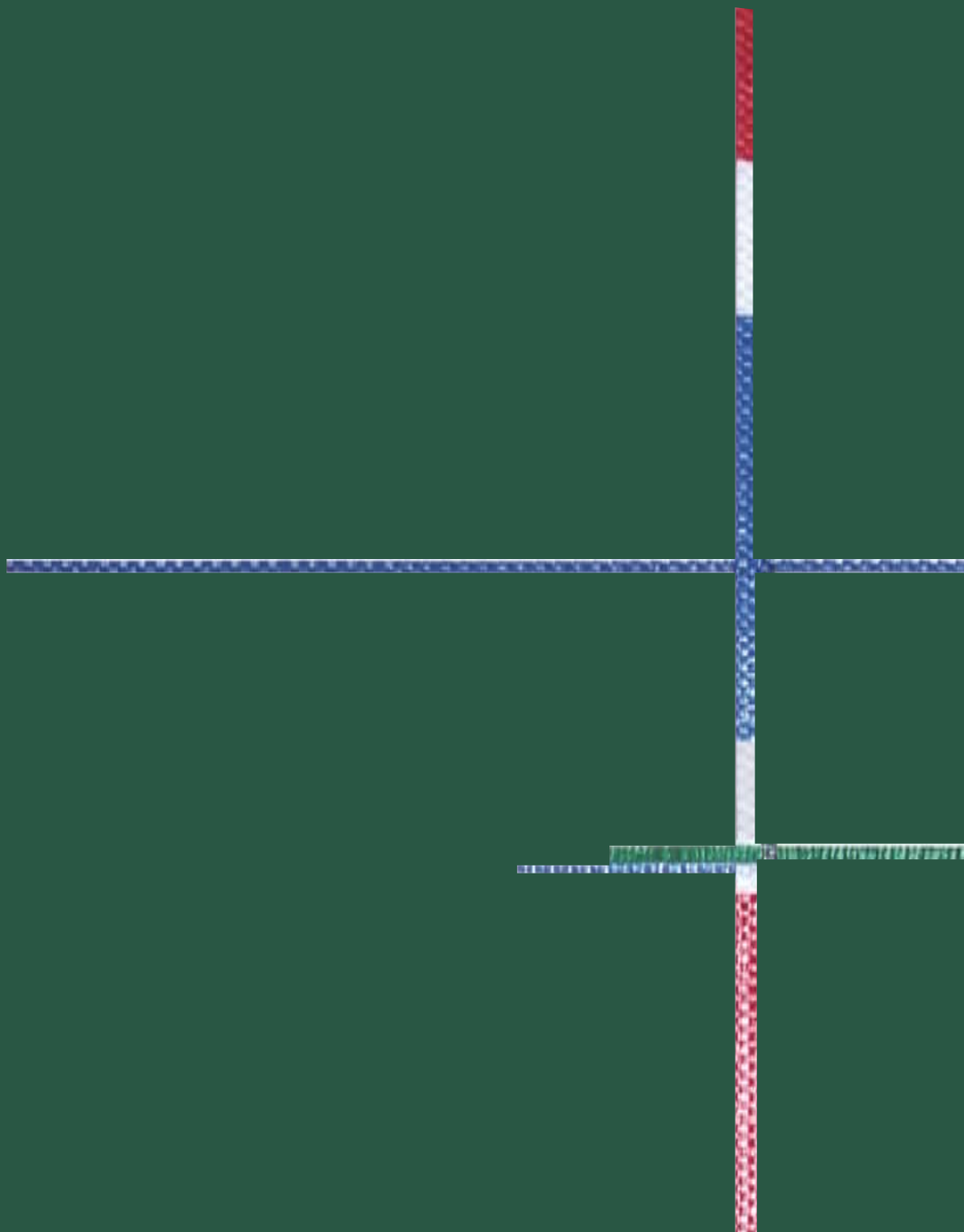




行政總監報告
Managing Director's Statement





林中麟先生 Mr Billy LAM Chung-lun

引言

過去一年，市建局的工作充滿新的機遇和挑戰。在4Rs的整體策略下（即重建、復修、活化和保育），我們努力向前奮進，並與各界持份者緊密合作，而社會人士亦更為認同我們的工作，使舊區更新成為推動社區民生和經濟增長的一股重大的動力。

舊區更新的使命成功與否，最終端賴社會人士的支持，能夠得到各界人士更大的認同，令我們倍加鼓舞。誠然，在過去兩年，社區參與已經成為我們的營運中極為重要的一環。

Introduction

2005/06 was a challenging year for URA. In response to growing public recognition that the renewal of old urban districts is a major force for social and economic growth, URA continues to implement its 4Rs approach (Redevelopment, Rehabilitation, pReservation and Revitalisation) while co-operating closely with stakeholders.

The wide acknowledgment of the importance of urban renewal to Hong Kong is welcomed by URA as support from the community is essential to our work. Indeed, the engagement of the community has become an integral part of our mode of operation in the past two years.

社區參與

社區參與和日常營運兩者之間的融合，相當暢順，原因是社區參與的精神，正正與本局「以人為本」的宗旨不謀而合。然而，在實際的層面上，還需謹慎策劃及推展，因為，社區參與的理論是知易行難，實際上，需要如何進行，為時多久，並無一成不變的準則。對市建局來說，某個項目的規模大小和其他因素，對社區參與的形式和深度自有一定的影響。最終來說，我們的基本責任是推動市區更新，因此必須鑒視實際的經驗和公眾的回應，作出明智的取捨和判斷。

與我們攜手合作的社區夥伴，不單是受重建項目影響的業主和租客，還有社區內的不同階層，當中涵蓋本局的分區諮詢委員會、區議會、非政府機構、專業團體、學術機構、商會及文化組織等。我們的社區聯繫工作亦同樣多元化，由日常會面、簡介會和居民大會，以至意見調查、工作坊、聚焦討論及專責小組，不一而足。事實上，在不斷的努力下，我們已培養了濃烈的社區參與的公民意識，而我們與社區彼此之間同舟共濟的精神亦日益加強。

審慎理財與社會使命

市建局作為法定機構，其營運經費來自公帑，我們必須審慎理財。因此，本局或會被人誤以為是以著重牟利、輕視社會責任的方式進行地產發展。事實並非如此，我們在挑選項目及制訂市區更新計劃時，最大考慮必然是社會的整體利益。誠然，要市區更新計劃得以持續，我們必須盡力提升本身的財務管理，但對於社會的付託，我們無時或忘，此點在我們「以人為本」的4Rs策略的推行過程中，足以證明。

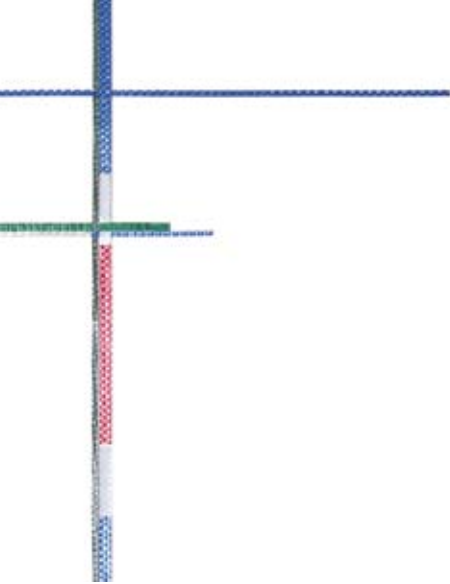
重建展生機

由於本港大部分舊區環境惡劣、配套設施不足、樓宇殘破不堪，必需要採取拆卸重建，才能徹底改善居民的生活條件。然而，由於地盤位置欠佳，加上業權分散等種種困難，私人發展商大多對此望而卻步。這正是舊區殘化的癥結，本局必須解決，責無旁貸。

在二零零五/零六年度，本局共有十四個項目正在規劃、收購及居民搬遷的不同階段，當中八個是延續去年的工作，有六個是新開展的。在六個新開展的項目中，其中一個是前土地發展公司（前土發）項目，四個是根據《市區重建局條例》推行的「發展計劃」，及首個根據《市區重建局條例》在大角嘴福全街實施的「發展項目」。以零六年二月份在海壇街的「發展計劃」為例，可以顯示上文提及的加強社區參與和落實社會使命的眾多模式之一。在此計劃中，我們除了透過重建改善區內數以百計業主和租客的居住環境之外，更聯同深水埗區議會，以及一群於重建地盤附近擺賣玉石的商販合作，一同構思富有地區特色的玉石欣賞和教育推廣設計，務求在重建後，周遭地區可以吸引更多本地和海外遊人到訪。



福全街/杉樹街項目的特色是藉著綠化的建築概念，創造一個小綠洲式的住宅建築。
The site of Fuk Tsun Street/ Pine Street project will be developed into a small "oasis" with green architecture.



Community Engagement

The integration of community engagement into URA's operations has been relatively smooth as its underlying philosophy accords well with the Authority's guiding principle - the people-centred approach. However, whilst there has been a virtually seamless transition on a philosophical level, practical implementation required some careful planning and efforts. For instance, there is no hard and fast rule about how engagement should be done - be it to what degree and for how long. For URA projects, depending on their sizes and other relevant factors, the extent of engagement needed will inevitably vary. Being charged with the mission to advance urban renewal in Hong Kong, it is incumbent upon URA to make the appropriate judgments, which will in turn be largely shaped by experience, and feedback from the public.

Our list of community engagement partners goes far beyond the owners and tenants affected by our redevelopment projects. We work hand in hand with all levels of the local community ranging from the District Advisory Committees, District Councils and NGOs to professional bodies, academic institutions, trade groups and cultural organizations. Our process of community engagement is equally extensive embracing face-to-face contacts, briefings, public meetings, surveys, participatory workshops, focus groups and taskforces. Indeed, this active process has reinforced a strong sense of public participation and shared ownership growing steadily between the community and the URA.

Financial Prudence and Social Mission

Being a statutory body accountable for the use of public money, URA is obligated to operate under prudent financial principles. Due to this, there is often a misconception that the Authority is similar to a property developer. The reality is of course far from it. In the selection of projects, and the formulation of initiatives to promote urban renewal, the social dimension has always played a significant part in URA's consideration. It is true that in sustaining its urban renewal programme, URA has to optimize, as far as possible, any opportunity that could enhance its financial position. However, we have never lost sight of our social mission, as borne out by the many programmes and projects implemented under our people-oriented 4Rs strategy.

Rebirth through Redevelopment

Redevelopment of many old urban areas is essential owing to the poor standards, lack of amenities and dilapidation of many old buildings, as well as the pressing need to improve the living conditions of those residing there. Due to their locations, and the fact that fragmented ownership of properties is common, the private sector often lacks the incentives to redevelop them. This is the core of the urban renewal problem that the URA is mandated to resolve.



此外，我們另有十五個項目工程在進展中，其中六個已屆完成階段或開始發售住宅單位，兩個在年內批出合作發展合約。由於物業市道好轉，該兩個批出合約的項目共為本局帶來二十一億元盈餘。連同其他資源，這筆盈餘將用作補貼4Rs計劃內一些虧損項目和推展更多項目。

有關重建項目的詳情，請參閱「業務回顧」一章。

除了在進行中的項目外，我們正積極籌備下一個五年業務綱領，特別是在二零零六/零七年度，計劃開展已宣布但尚未落實的二十五個「前土發項目」中最後四個，它們是本局（甚至是前土發）歷來最複雜及最具挑戰的項目，分別是觀塘市中心、衙前圍村、洗衣街及卑利街/嘉咸街項目。

其中，以觀塘市中心重建計劃的規模最大，涉及問題複雜，對觀塘社區以至整個香港舉足輕重。要確保項目成功，必須仔細規劃和設計，以及貫徹廣泛的社區參與工作。我們必須訂立遠大的目標，為觀塘打造一個集優質生活、商業、購物、交通及社區活動於一身的



市建局廣泛諮詢居民及社區對觀塘市中心項目的意見。
URA conducts wide public consultation for Kwun Tong Town Centre project.



市建局行政總監林中麟先生向行政長官曾蔭權先生介紹觀塘市中心項目。旁為民政事務總署署長陳甘美華女士。URA Managing Director Mr Billy Lam briefs the Chief Executive Mr Donald Tsang about the Kwun Tong Town Centre project. Also present is the Director of Home Affairs, Mrs Pamela Tan.

During 2005/06, URA had 14 projects under planning, acquisition and clearance, including eight already in progress at the start of 2005/06 and six which we launched during 2005/06. Of these six, one is an ex-Land Development Corporation (LDC) project, while four are development schemes launched under the Urban Renewal Authority Ordinance (URAO). The remaining one, namely, Fuk Tsun Street in Tai Kok Tsui, is the first development project launched under that Ordinance. The Hai Tan Street project launched in

February 2006 is a fine example of community engagement and social mission mentioned above. Other than taking it forward as a redevelopment project to assist the hundreds of owners and tenants in improving their living standards, we are working together with the Sham Shui Po District Council and a group of Chinese jade vendors operating in a bazaar near the redevelopment site to produce urban design features that will enhance the attraction of the neighbourhood to local and overseas visitors.

In addition, we took forward a further 15 projects, the construction of which was underway at the start of 2005/06, completing and commencing sales of six of them, as well as awarding joint venture development contracts for two further projects. These two contract awards contributed \$2.1 billion to the surplus achieved during the year, owing largely to the improved property market. Together with other available resources, this surplus will be used towards subsidizing some deficit-making projects in our 4Rs programme.

Details of the redevelopment projects are given in the Operating Review Chapter.

In addition to ongoing projects, preparatory work for projects to be implemented during the coming five year Corporate Plan proceeded, with particular attention being paid to 2006/07, when we plan to commence the remaining four out of the 25 announced but uncommenced projects which we inherited from our predecessor, the Land Development Corporation. These projects are by far the most challenging and complex projects which URA (as well as its predecessor), have ever undertaken and they are the Kwun Tong Town Centre, Nga Tsing Wai Village, Sai Yee Street and Peel Street/Graham Street projects.

Of them, the Kwun Tong Town Centre project, with its sheer scale, complexity and importance to the community of Kwun Tong and Hong Kong as a whole, dictates that a very thorough planning and design approach, combined with an extensive community engagement process, are required to ensure its success. Indeed, we are setting our sights high on creating a modern town centre that will serve as a regional commercial, shopping, transportation and activities hub for the benefit of the 600,000 people living in Kwun Tong. To that end, we have conducted three rounds of public consultation during the year by means of surveys, residents meetings, a participatory workshop and interactions with