

行政總監報告 MANAGING DIRECTOR'S STATEMENT

現代化市中心，令六十萬觀塘區居民受惠。為此，我們在年內進行了三輪公眾諮詢，分別有意見調查、居民大會、工作坊及本局分區諮詢委員會會議。結論是大部分社區團體均十分支持這個大型項目。本局以居民提出的方案為基礎，聘用顧問建築師設計三個不同特色的發展概念，透過二零零六年夏季的為期兩個月的巡迴展覽和講座，進行第四輪的公開諮詢，更深入和廣泛地收集市民意見。我們的目標是要為發展建議定稿，在二零零七年三月底前，呈交城市規劃委員會（城規會）審批，正式啟動規劃程序。

在開展至完成每個項目的過程中，我們必須與時並進，切合本港在規劃、建築、環境、公眾諮詢及其他條件上的變化；既要和有關人士緊密合作，亦須充分考慮本局的狀況和在推行市區更新項目時所面對的挑戰。年內，我們與政府及城規會達成協議，就《市區重建局條例》推行的項目進一步改善規劃程序。

為了回應社區對參與規劃和追求綠化的健康居住環境的訴求，我們實行了新的措施，在呈交項目的規劃大綱予城規會前，先有系統地諮詢區議會。我們完全認同本港日益嚴格的規劃、建築及環境要求，以及擴大社區參與的重要性，但是規劃的過程將會因此而需要延長，重建項目落實的速度亦會減慢。

復修顯新姿

本局自二零零三年推出樓宇復修計劃的新猷以來，備受舊樓業主歡迎。事實上，計劃取得空前成功，經復修的樓宇至今已達一百七十八幢，受惠的住宅單位總數共一萬六千個，是本局所有重建項目的住宅單位的三倍。

年內，本局進一步強化這些計劃，包括物料資助、專業顧問費用及困難戶資助，以配合政府就強制驗樓進行的公眾諮詢。

此外，提供按揭優惠予本局協助下完成復修樓宇的銀行，亦由十三間增加至十七間。

二零零六年一月，我們在灣仔慶祝於本局復修計劃下，第一百幢樓宇完成復修工程，這是一個重要的里程碑，肯定了我們在復修方面努力的成果。在其他地區如大角嘴和油尖旺，業主對本局的樓宇復修計劃的反應亦令人鼓舞。本人特別要感謝各區區議會成員及各非政府機構，與本局攜手推廣樓宇復修文化，並協助各業主立案法團推行實質的復修工程。



市建局為復修樓宇提供外牆顏色組合設計，令社區煥然一新。
URA offers colour scheme designs of the rehabilitated buildings to add attractiveness.



市建局董事會成員陳麗雲教授在農曆新年前向已復修樓宇的大廈法團代表致送揮春。
URABoard member Professor Cecilia Chan presents "Fai Chun" to OC representative of rehabilitated building before the Chinese New Year.

the Kwun Tong District Advisory Committee. The result was gratifying with the great majority of community groups rallying behind this mega project to give it the best of their support. Based on ideas and suggestions from the local community, three different architectural concepts have emerged and will be taken forward for a fourth round of public consultation through a community roadshow in the summer of 2006. Our aim is to finalise our development proposals for submission to the Town Planning Board to formally commence the planning process for the project before the end of March 2007.

In carrying out projects from inception to completion, we must always ensure that we adapt to changes in planning, building, environmental, consultation and other requirements, while at the same time working with the relevant parties to ensure that account is taken of our position and the challenges we face in implementing urban renewal projects. During the past year, we have worked with Government and the Town Planning Board and agreed upon improved procedures for planning projects under the URAO.

To meet the growing aspirations of the community for participation and for a greener and healthier environment, we have taken up the new practice of consulting District Councils in a structured manner on the planning briefs for our projects prior to their submission to the Town Planning Board. In recognising the need to comply with Hong Kong's increasingly stringent planning, building and environmental requirements and the value of community engagement, we are fully aware that, when taken together, they have the effect of increasing planning lead times and slowing down the rate at which we can implement our urban renewal projects.

Regeneration through Rehabilitation

The building rehabilitation programme pioneered by the URA in 2003 has become increasingly popular among owners of multi-storey residential buildings in the old districts. Indeed, the programme has been so successful that the actual number of residential units being rehabilitated has reached 16,000 in 178 buildings, three times the number covered by the redevelopment programme so far.

Coinciding with the Government's public consultation on a Mandatory Building Inspection proposal, we have further refined our programme by enhancing our building materials and professional fee subsidy schemes as well as our hardship grants to needy owners. We have also succeeded in increasing to 17 from 13 the number of banks willing to offer mortgages on preferential terms to purchasers of units in buildings rehabilitated with our assistance.



保育添活力

保育文物是4Rs策略重要的一環，我們不單是保留一些有建築歷史價值的樓宇，更希望透過「舊樓新用」的方法，為它們注入新生命，回復昔日的光彩，例如用作創意、文化、娛樂及適當的商業用途，供市民大眾重新享用。在二零零五/零六年度，本局取得重大進展，在現有的灣仔項目中，我們保育了二十二幢樓宇，包括多組戰前樓宇及唐樓。此外，我們正與衙前圍村的村民、古物古蹟辦事處及保育專家緊密合作，保育衙前圍村的三項文物古蹟。

一連串多姿多采的地區活動慶祝西港城百周年慶典。
A series of community activities are organized for the Western Market's Centennial Celebration.

當然，社會上對保育文物的意見，各有不同。有人會主張在保育建築物之餘，同時容許原有居民繼續在內居住，即所謂以「生活博物館」方式保育文物。雖然上述方法在某些情況下可行，但我們覺得最重要的應該是改善居民的居住環境，然後再將建築物作重新用途，供更多社會人士使用。本局就是以此「舊樓新用」的方式，保育莊士敦道項目的一列戰前樓宇。

活化增動力

舊區活化是以靈活綜合的手法推行市區更新，除了改善實質的居住環境外，亦會在舊區舉行不同活動，以「軟件」配合「硬件」手法，為區內帶來活力生氣。繼上環坊活化項目取得成功後，我們計劃在上環文武廟對面，一個行人稀少的斜坡上興建「文化梯田」，並以文物及旅遊徑使它與北面的西港城連接。灣仔是另一歷史悠久，充滿地方特色的地區，我們現正在茂蘿街推行一個特別的活化項目，主題是文化及創意產業。在鄰近的石水渠街，我們亦已聯同香港房屋協會（房協），開展另一個活化暨保育項目。對香港的市區更新工作來說，舊區活化是一個嶄新的概念，前所未有。本局會不時尋求更多創新方式，並尋求與社區擴展合作機會。

In Wan Chai, a celebration was held in January 2006 to mark the 100th building rehabilitated under URA's schemes. This was a significant milestone as well as an affirmation of URA's efforts in this area. In other districts such as Tai Kok Tsui and Yau Tsim Mong, rehabilitation efforts have also been proceeding in earnest, and responses from owners have been encouraging. In this respect, I must pay tribute to a large contingent of District Council members and NGOs in partnering with the URA to promote the programme and assist the owners corporations in actually implementing the rehabilitation works.

Adaptive Re-use through pReservation

As part of our urban renewal strategy, we look for opportunities to not only preserve our heritage but also to breathe new life into it through a policy of preservation, and adaptive re-use that aims at both restoring selected heritage buildings to their former glory and, at the same time, adapting them for creative, cultural, entertainment and commercial purposes for community enjoyment. During 2005/06, we made significant progress towards preserving 22 buildings within our current projects in Wan Chai, including two groups of shophouses and two groups of "tong lau". We are also working closely with local villagers, the Antiquities and Monuments Office, and a conservation consultant on the preservation of three key relics in Nga Tsin Wai Village.

Preservation, of course, means different things to different people. Some would advocate a so-called 'living museum' approach that leaves the building and the existing inhabitants intact. While this may be possible in certain circumstances, we find it more important to address the needs of the inhabitants for a better living environment as a priority, combined with adaptive re-use of the building for wider community use. We are applying this approach to the pre-war premises in our Johnston Road project.

Renewal through Revitalisation

Revitalisation is a flexible strategy which we, in URA, apply to both hardware in terms of physical improvements, and software in terms of activities with the aim of rekindling vibrant urban life within local neighbourhoods. In Sheung Wan, riding on the considerable success of our Sheung Wan Fong revitalisation project, we are planning to build a Cultural Terrace on a deserted slope opposite Man Mo Temple and to link it via a heritage and tourism trail to Western Market. In Wan Chai, another district steeped in history and local characteristics, we are implementing a revitalisation project at Mallory Street to help foster the cultural and creative industries. In the nearby Stone Nullah Lane, a revitalisation-cum-preservation project had been launched in conjunction with the Hong Kong Housing Society. In all modesty, we should admit that revitalisation is a fairly new and untried concept of urban renewal in Hong Kong and we shall have to constantly seek more innovative methods and extend our co-operative network with the local communities in future.

財務狀況

於二零零六年三月三十一日，本局的資產淨值為九十五億元，包括政府自二零零二年起四次注資共八十億元。我們的現金及銀行結餘為六十二億元。二零零六年四月，本局收迄政府第五次即最後一次注資的二十億元。本局預計，在二零零六年四月一日起計五年，我們將會動用約三百億元以推行大規模的市區更新計劃。因此，本局預期將在上述期間，仍需要尋求向外融資，包括向銀行借貸。

結語

市區更新是多元化和多方位的任務，當中涉及審慎的評估、思量、規劃，以及向持份者廣泛諮詢，從而尋求最合適的方案，以配合個別項目的不同特點、限制和社區訴求。市區更新也是一個不斷演進的過程，必須採取不同的方法，以應付變化萬千的經濟、環境、社會及政治氣候。

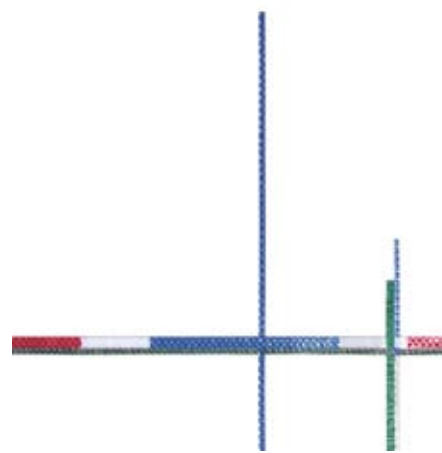
在成立至今的四年半間，我們汲取經驗良多，亦締造了一些驕人成績。根據政府的《市區重建局條例》，我們致力改善殘舊破落的市區，提升其質素至二十一世紀的標準，以配合區內居民的需要，更為香港帶來一番新景象。但我們的力量始終有限，本局所能做到的，只能在各舊區內產生推動和催化的作用，引發社區及私營機構積極參與持續市區更新的工作。因此，本局未來極為重要的策略方向，便是進一步推動社區和私營機構參與市區更新。

我們的工作全憑董事會和轄下各委員會成員的睿智領導和大力支持，以及本局員工和顧問的專業精神，努力不懈和默默耕耘。在此，本人衷心感謝他們的貢獻。本人深信，在本局及大家的努力下，我們定可在二零零六/零七年度進一步實現理想，為香港締造優質和充滿活力的城市生活，達致世界級都會的要求。

行政總監

林中麟

二零零六年七月三十一日





市建局油尖旺分區諮詢委員會主席林貝聿嘉女士主持「砵蘭街」音樂嘉年華的開幕儀式，該音樂會是市建局與社區合辦的活動，為區內帶來活力生氣。

Chairperson of URA Yau Tsim Mong District Advisory Committee, Mrs Peggy Lam, officiates at the opening ceremony of a music carnival at Portland Street, a joint revitalisation effort by the URA and the local community.

Financial Position

As at 31 March 2006, our net asset value was \$9.5 billion, including four capital injections totalling \$8 billion from the Government since 2002. Our cash and bank balances were \$6.2 billion. The fifth and last capital injection of \$2 billion was received in April 2006. However, we estimate that, in the five years from 1 April 2006, we will be spending some \$30 billion on implementation of our ambitious urban renewal plans. We, therefore, envisage that we will need external financing, such as bank borrowings, during this period.

Conclusion

Urban renewal is a multi-faceted and multi-approach exercise, involving careful assessment, thought, planning and consultation with stakeholders in order to find the most appropriate solutions to meet the individual characteristics, constraints and aspirations associated with each urban renewal project. It is an evolving process in which we must adapt our methods to meet the ever-changing economic, environmental, social and political climate in which we operate.

We have learnt and achieved a lot during our first four and half years of operation. We are committed to fulfilling our mission under the Government's Urban Renewal Strategy, and playing our part in improving Hong Kong by renewing its old and dilapidated urban areas, to bring them up to appropriate 21st Century standards and quality to meet the needs of people who live there. But we cannot do it alone. At best, we can only serve as a catalytic force to trigger and help sustain a continuing process of regeneration actively participated by the local community and the private sector. Involving the community and motivating the private sector are therefore a very important and strategic direction in our way forward.

All of this requires the sound advice and support of our Board and Committee members as well as the professional expertise, dedication and hard work of our staff and consultants, all of whom I would like to thank most sincerely for their contributions over the past year. I am confident that, through our joint efforts, in the current 2006/07 year, we can take forward our vision to create quality and vibrant urban living in Hong Kong to meet the expectations for our world-class city.

Billy LAM Chung-lun

Managing Director

31 July 2006