

業務回顧 OPERATING REVIEW

市建局推動的復修樓宇按揭優惠計劃，於二零零六年三月再獲得四家金融機構加入支持，聯同原有的十三家銀行，為參與本局樓宇復修計劃的樓宇，提供按揭優惠計劃，按揭條款可媲美樓齡較新的樓宇。

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。在二零零五/零六年度，本局為參與樓宇復修計劃的業主提供外牆顏色組合設計，務求突出個別樓宇或多組群樓宇的獨特風格。

文物保育

二零零五年十一月，本局規劃、拓展及文物保護委員會轄下的文物保護諮詢小組聯同古物古蹟辦事處舉辦了一個工作坊，商討保育項目的技術事宜及保育樓宇的用途，小組成員均為享譽國際的樓宇保育專家。工作坊的各個研討會均反應熱烈，吸引逾百本地人士參與。

工作坊討論的範圍包括本局的灣仔茂蘿街及莊士敦道的項目，並就項目內的保育樓宇，探討多方面的課題，涵蓋法律、樓宇安全、無障礙通道、結構、屋宇設備及技術事宜等。

除了為上述項目制定實質的保育計劃之外，工作坊亦就多項保育原則及建議達成共識，包括要求政府優先落實文物政策及指引、簡化批核機制、統一專門用語、為部門官員提供有關培訓，以及教育市民大眾文物保護的知識。

舊區活化

去年，本局繼續努力，確保在舊區活化計劃下的改善地區和街道項目的規劃和實施取得進展。此等項目得到區議會、路政署及其他政府部門的積極支持，令到整體社區能夠得益。



西港城附近的「上環坊」活化項目及美化街道項目，配合地區活動，令區內增添活力。
Sheung Wan Fong and street beautification project near the Western Market provide a new hub for community activities.





市建局規劃、拓展及文物保護委員會主席龍炳頤教授在一個文物保育工作坊上與嘉賓分享市建局的保育工作。
Chairman of URA Planning, Development and Conservation Committee, Professor David Lung, talks about URA's preservation initiatives during a workshop.

Western Market. Several local streets have benefited from footpath repaving. These include Morrison Street, which has also undergone greening and New Market Street, which now enjoys a new road surface. The open space at the junction of Morrison Street and Wing Lok Street has now been realigned and designed to help orientate pedestrians and capture the character and history of the area. Planning has now commenced for the enhancement of the nearby Lok Ku Road area which adjoins the proposed Man Mo Cultural Terrace development, which was approved by the Town Planning Board in May 2004.

Our revitalisation efforts went beyond hardware to software. Notable examples were large-scale music carnivals in Portland Street, organized jointly by the URA, the Hong Kong Playground Association and the Langham Place management company, and a year-long centenary promotion campaign organized by the URA's operator of the Western Market. These promotion efforts assisted in rejuvenating the areas concerned.

Outreach to Owners and Tenants

The URA devotes substantial resources to reaching out to domestic and non-domestic owners and tenants affected by its redevelopment projects. When a project is launched, many URA staff participate in occupancy surveys to obtain key information about owners and tenants within a project. When the URA issues its purchase offers, liaison continues through individual visits and contacts with owners and tenants as well as group meetings and briefings. The URA's neighbourhood centres in Wan Chai, Central & Western and Tai Kok Tsui are focal points of liaison to serve the needs of people affected by renewal in these areas. The centres also assist in spreading word of the URA's new rehabilitation initiatives to owners in these districts. New neighbourhood centres will be set up in Sham Shui Po and Kwun Tong in 2006/07.

The URA commissions Urban Renewal Social Service Teams (SSTs) comprising professional social workers to provide counseling and practical assistance to affected residents. SSTs are currently working in Tai Kok Tsui, Wan Chai, Central and Western, Sham Shui Po, Mong Kok and Hung Hom. The SSTs utilize the social impact assessments and occupancy surveys carried out when a redevelopment project commences to identify those residents in need of help. The SSTs take a people-oriented approach and focus their personal service and professional assistance particularly on vulnerable groups including the elderly, disabled, single parent families and new immigrants.



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在九龍區，上海街的改善街道工程已完成，該段上海街連接本局的朗豪坊及窩打老道8號發展項目。另外，毗鄰本局位於碧街的一個樓宇復修試點項目的街道美化工程亦已完成。本局在尖沙嘴河內道的重建項目、荃灣市中心的萬景峯項目，以及在大角嘴已完成的樓宇復修項目附近，均開始規劃類似的街道美化設計。

在香港島，本局在西港城附近的上環坊及摩利臣街舊區活化項目完成進一步的美化工程，多條街道因重鋪路面而令環境得到改善，包括重鋪路面及進行綠化的摩利臣街及重鋪路面的新街市街。在摩利臣街和永樂街交界的休憩用地，現已跟毗鄰街道一併重整為小型廣場，新增的設施除了可以幫助行人辨認方向，亦可突出區內的特色和歷史。在本局的舊區活化項目「文化梯田」附近，樂古道一帶的美化工程現已開始規劃工作。「文化梯田」項目已於二零零四年五月獲得城規會通過。

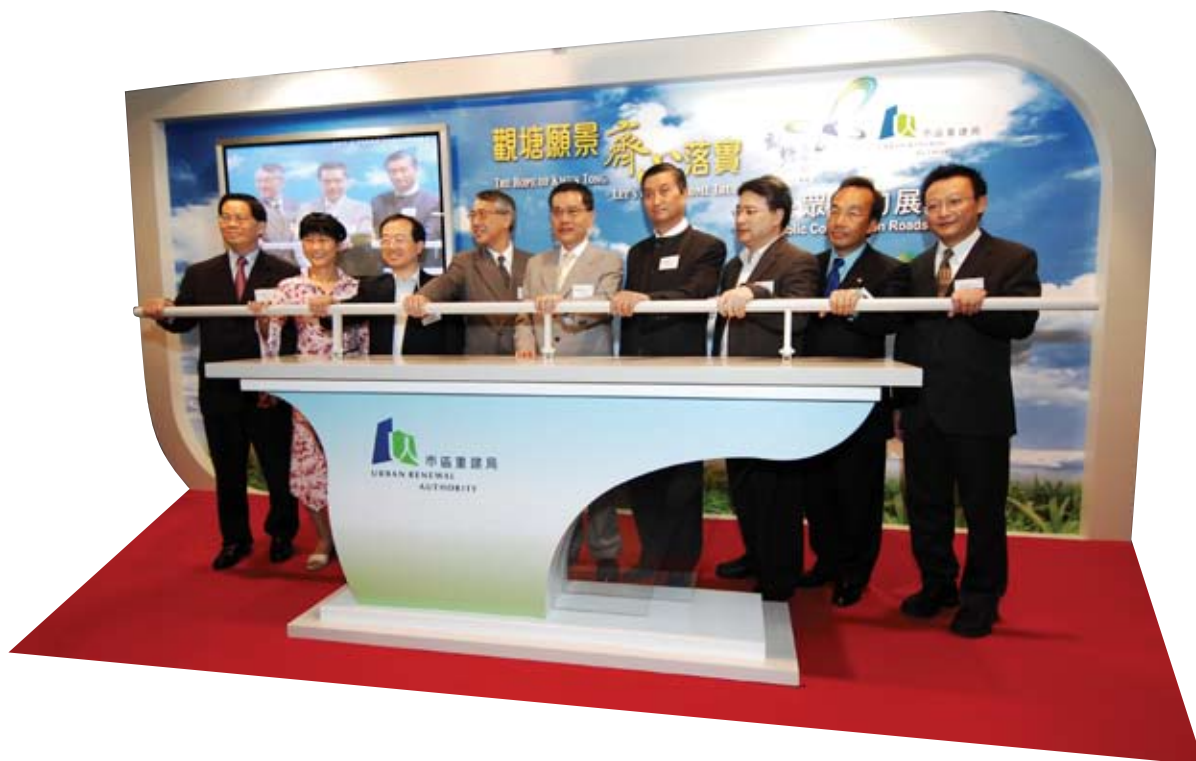
本局的舊區活化項目，已由原先為舊區提供硬件，發展至提供軟件。其中較顯著的例子，是由市建局、香港遊樂場協會及朗豪坊的管理公司攜手在砵蘭街合辦的大型音樂嘉年華；以及長達一年的西港城一百周年慶祝活動，上述活動均有助舊區重現生氣活力。

與業主及租客聯繫

我們本著以人為本的精神，投放大量資源，以照顧受重建項目影響的住宅及非住宅業主和租客的需要。當本局開展項目時，均會派出大批職員進行戶籍調查，以取得項目內業主和租客的重要資料。當本局發出收購建議時，我們亦會探訪個別業主和租客，以及舉行小組會議及居民大會，務求與受影響人士保持緊密聯繫。此外，本局設於灣仔、中西區及大角嘴的地區辦事處，亦是我們與社區保持聯繫的橋樑，以照顧各區受重建影響人士的需要。另外，地區辦事處更肩負另一重任，向區內業主宣傳本局新的樓宇復修計劃。在二零零六/零七年度，本局將會在深水埗及觀塘成立新的地區辦事處。

此外，我們成立了數支由專業社工組成的市區重建社區服務隊，為受影響居民進行輔導及提供實際援助。現時，本局的社區服務隊在大角嘴、灣仔、中西區、深水埗、旺角及紅磡等地區工作。市建局在開展重建項目時，在區內進行社會影響評估及戶籍調查，當遇到有特別需要的居民，便會轉介服務隊為他們提供適切的援助。為配合本局以人為本的工作方針，服務隊更會特別關注弱勢社群，包括長者、弱能人士、單親家庭及新移民的需要，為他們提供個別服務及協助。





(左起) 市建局行政總監林中麟先生、觀塘民政事務專員黃寶蓮小姐、市建局董事會成員陳鑑林議員、市建局觀塘分區諮詢委員會主席龍炳暉教授、市建局主席鄭維新先生、觀塘區議會主席陳振彬先生、市建局董事會成員李華明議員、市建局董事會成員梁家傑議員及觀塘區議會舊區重建及工業用地工作小組主席陳華裕先生主持觀塘市中心重建項目設計概念公眾諮詢展覽的開幕典禮。

(From left) URA Managing Director, Mr Billy Lam; Kwun Tong District Officer, Miss Pauline Wong; URA Board Member, the Hon Chan Kam-lam; URA Kwun Tong DAC Chairman, Professor David Lung; URA Chairman, Mr Edward Cheng; Kwun Tong District Council Chairman, Mr Chan Chung-bun; URA Board Member, the Hon Fred Li; URA Board Member, the Hon Alan Leong and Chairman of Kwun Tong District Council Working Group on Urban Redevelopment and Industrial Land Use, Mr Nelson Chan officiate at the opening ceremony of the public consultation roadshow of Kwun Tong Town Centre redevelopment design concepts.

Community Relations

Establishing good mutual understanding and co-operation with the community is crucial to the implementation of our urban renewal initiatives. This facilitates the general community and all stakeholders to be affected by our renewal projects in providing more input and having greater involvement in the planning process. Under the guidance of the Community Affairs and Public Relations Committee, the Authority took a number of initiatives to strengthen communication with the mass media, residents groups and other stakeholders, to cultivate better understanding of the URA's functions and activities as well as to enlist public support and participation during the year.

During 2005/06, a new and proactive strategy for community engagement was approved by the Board and executed by the new Corporate Communications Division. A comprehensive programme to engage the community was implemented during the year with over 100 direct community engagement activities held which ranged from resident briefings to District Council meetings and community participation workshops. The views and suggestions collected in the process have proved effective in refining the URA's planning and operational policies and practices.

A significant example is the Kwun Tong Town Centre project which is the biggest ever redevelopment project undertaken by the URA or, indeed, its predecessor, the LDC. With the assistance of a team of architecture undergraduates of the University of Hong Kong, URA was able to utilize an innovative three dimensional computer graphic design tool for the first time



市建局前線員工及社區服務隊用心聆聽居民的心聲及提供適切的協助。
URA frontline staff and SST members show genuine concern for residents and provide them with tailor-made assistance.

社區關係

本局在推行市區更新工作時，最重要是得到社區人士的認同和合作。良好的社區關係有助受項目影響的社區及持分者更積極參與項目規劃的工作及提出意見。在社區事務及公共關係委員會的領導下，本局在年內推出多項計劃，加強與傳媒、居民團體及其他各有關人士的溝通，讓公眾人士更明白本局的工作，從而爭取他們的支持和參與。

在二零零五/零六年度，本局董事會通過了新的「社區聯繫」策略，並由新成立的企業傳訊部執行。年內，本局推行了範圍廣泛的社區聯繫計劃，舉辦了百多次活動，加強與各界人士的聯繫，包括居民大會、區議會會議及社區參與工作坊；在上述過程中收集到的意見和建議，有助本局完善規劃和營運的政策及程序。

其中一個重要的例子是觀塘市中心重建計劃，這是本局以至前土發歷來最大規模的重建項目。在香港大學建築系學生的協助下，本局首次在此項目的社區參與工作坊上，運用創新的電腦立體設計工具，讓參與者可以即時在電腦屏幕看見自己的設計概念及作出修改，令公眾一起參與塑造該大型及複雜項目的規劃設計。

in our community participatory workshop for this project. Doing so enabled participants to see at once on computer screens how their proposals for development would look and enabled immediate revisions to be made to the proposals. This offered genuine public participation in the planning and design process for this important, large scale and complex renewal project.

Another example is the Lee Tung Street/McGregor Street project for which the consultation, in the context of the URA's urban renewal master thinking for Wan Chai, included reaching out to over 100 organizations representing over 3,000 people, in addition to attending meetings of the Wan Chai District Council, its Urban Renewal Task Force and various concern groups. Meanwhile, URA worked closely with all affected owners and tenants in all categories and, by the end of March 2006 had already compensated and/or rehoused over 1,200 of them, representing 97% of all of those affected.

Yet another example of this new strategy is the Sai Yee Street project, where the URA has, in response to calls from certain sectors of the community for rehabilitation, instead of redevelopment, in order to preserve the local character and economic vibrancy of the area, decided to conduct a comprehensive opinion survey to obtain the true preference of all who are affected, coupled with a building condition survey, before deciding on the way forward for this project.

To ensure that urban renewal projects are planned and designed in ways which take account of the aspirations of the stakeholders concerned where practicable, URA has established five District Advisory Committees (DAC) in our major action areas, namely, Sham Shui Po, Wan Chai, Central & Western, Yau Tsim Mong and Kwun Tong. Membership of these DACs includes legislators, district councillors, government representatives, academics, social workers, landlords, tenants and trade representatives as



餘樂里、海壇街及福全街項目內的居住環境有待改善。
Living environment within Yu Lok Lane, Hai Tan Street and Fuk Tsun Street project sites needs to be improved.

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另一個例子是利東街/ 麥加利歌街項目，該項目的諮詢工作涵蓋在本局的灣仔總綱構想之中。本局除了出席灣仔區議會及其市區重建專責小組，以及多個關注團體的會議之外，亦接觸逾百個機構共三千多人。與此同時，本局亦與所有受影響的業主及所有類別的租客緊密聯繫。至二零零六年三月底止，接受本局的補償及/ 或安置的居民超過一千二百人，佔受影響人士的百分之九十七。

旺角洗衣街項目是本局採取上述新策略的另一例子。由於部分社會人士要求該項目以樓宇復修取代拆卸重建，以保留區內的地方特色及經濟活力，本局決定進行意見調查，以收集所有受項目影響人士的真正意願，連同樓宇狀況調查的結果，才決定此項目的推行方向。

為確保市區更新項目在規劃及設計上可盡量顧及有關人士的訴求，本局成立了五個分區諮詢委員會，包括深水埗、灣仔、中西區、油尖旺及觀塘。委員會成員涵括立法會議員、區議員、政府代表、學者、社工、業主、租客、商界代表、支持保育人士及工程界的專業人士，讓本局在規劃更新項目時，可以適當地從各界人士獲得直接的意見。在二零零五/ 零六年度，本局召開了十七次分區諮詢委員會會議，另外與各委員會成員進行了多次討論。

本局完全明白良好社區關係的重要性和裨益，而「社區聯繫」策略將會成為我們其中一項重要的企業目標及使命。因此，我們會繼續本著「以人為本」的精神推行市區更新工作，並致力完善本局的社區聯繫工作。

年內，本局的熱線電話及地區辦事處共處理了約七千宗查詢和求助個案，以及十一宗投訴。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，於五個工作天內回應百分之九十的訴求，以及於十四個工作天內處理百分之九十的投訴個案。年內，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。

本局的資訊中心是我們與公眾的另一個溝通橋樑。年內，資訊中心共接待約二千三百名市民及海外人士參觀。

市建局的網頁進一步加強內容，特別新增版面介紹觀塘市中心重建計劃的有關資訊。年內，網頁共錄得不少於一千一百八十三萬次點擊。

本局在年內印製了全新的機構導覽，設計精美，資料翔實，以活潑跳脫的手法展示市建局對市區更新的願景、理想和創意。該導覽榮獲一項國際獎項及一項本地獎項，分別為International Mercury 2005 Awards 的公司刊物組大獎及第十七屆香港印製大獎的宣傳品優異獎。

