

# 新動力



# 行政總監報告

## MANAGING DIRECTOR'S STATEMENT



林中麟先生  
Mr Billy LAM Chung-lun



過去一年，香港的物業市道持續穩步上揚，令我們的市區更新工作，充滿不少挑戰和機遇。但我們以務實而穩重的策略，努力不懈，終於取得滿意的成果。土地徵集是本局推行市區重建的核心工作，由於地產市道的上升，使我們與業主商討物業收購的過程變得較為困難和複雜，不少業主寧願採取觀望態度，希望市道上升會令收購價格向上調整。因此，我們必須更小心和謹慎作出回應，並以誠懇的態度和更多的耐性，與個別業主商討，務求達致雙方都滿意並可接受的協議。

2004/2005 has been a challenging and rewarding year. The property market upturn continued to take a steady course. As a result, land assembly by negotiation with individual owners in redevelopment projects, which is the keystone of the URA's urban renewal task, became more complicated and difficult. As owners' expectations of acquisition offers from the URA climbed in tandem with the market, we must respond with ever more sensitivity, patience and care for individuals so as to accomplish a satisfactory and mutually acceptable position.

### Keeping pace with the redevelopment programme

Despite an increasingly robust market situation, we completed the acquisition and clearance of four redevelopment project sites this year, in addition to four in the previous financial year. The four sites included First Street/Second Street in Sai Ying

## 重建計劃進展良好

在這比較困難的市場環境下，我們於年內仍然成功完成了四個重建項目的收購及居民搬遷的工作，包括西營盤第一街 / 第二街、大角嘴洋松街 / 必發道、旺角新填地街及灣仔皇后大道東等項目，加上上個財政年度的四個項目，合共有八個重建項目已經完成有關土地徵集的工作。執筆撰寫本報告時，本局另外四個重建項目亦進入了最後的收購階段，它們分別是灣仔利東街 / 麥加力歌街、大角嘴洋松街 / 松樹街和杉樹街 / 晏架街，以及紅磡必嘉圍項目。在這批項目中，利東街是本局於二零零二年展開重建項目以來最大型的計劃，總發展成本估計約為三十五億八千萬元。

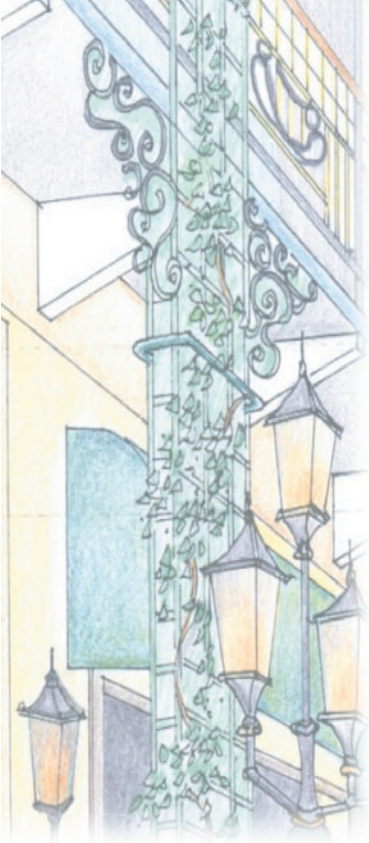
本局亦展開了兩個新項目的規劃審批程序，它們分別位於深水埗荔枝角道 / 桂林街及灣仔茂蘿街 / 巴路士街。另外，因為司法覆核的問題，上環士丹頓街 / 永利街項目的規劃核准程序無可避免地遭受延遲。

自二零零二年一月，本局合共推行了二十二個重建項目，當中包括與香港房屋協會（房協）合作發展的六個項目。這批項目的總發展成本約為一百七十五億六千萬元，其中十六個由市建局獨力進行的項目的發展成本，佔總數的七成二，即一百二十七億元。有關重建項目的詳情另載於「業務回顧」一章。

## 與優秀夥伴合作

在機遇方面，由於物業市道轉趨活躍，地產發展商對本局於過去一年完成土地徵集的六個重建項目，興趣表現濃厚。透過公開招標競投，我們分別挑選了優秀的合作夥伴，共同發展這批合營項目。他們均具有發展優質物業的豐富經驗和能力，相信雙方的合作，定必可以把舊區設計及重建成為高質素和環境優美的居所。此外，合作夥伴亦提出頗為理想的財務條款，因而大幅度抵消了本局於首三年營運時所錄得的累積虧損，包括繼承前土地發展公司（土發）的二十二億元負數。

由於物業市道穩步發展，加上我們在時間上把握良機，並與發展商緊密合作，令市建局的財政狀況大為改善，我們對此感到莫大欣慰。當然，我們的審慎理財方針和有效控制營運成本的努力，亦有助我們的財政狀況轉趨穩健。



Pun, Larch Street/Bedford Road in Tai Kok Tsui, Reclamation Street in Mong Kok, and Queen's Road East in Wan Chai. At the time of writing this report, four more redevelopment projects are at an advanced stage of acquisition. They are Lee Tung Street/McGregor Street in Wan Chai, Larch Street/Fir Street and Pine Street/Anchor Street, which are both in Tai Kok Tsui, and Baker Court in Hung Hom. Among these projects, Lee Tung Street at an estimated development cost of \$3.58 billion is the largest since the beginning of our redevelopment programme in 2002.

We have also commenced the planning approval process for two new projects, namely Lai Chi Kok Road/Kweilin Street in Sham Shui Po, and Mallory Street/Burrows Street in Wan Chai. The planning approval for another project, Staunton Street/Wing Lee Street in Sheung Wan, has been unavoidably postponed due to court litigation.

Since January 2002, we have launched 22 redevelopment projects, including six undertaken in association with the Hong Kong Housing Society (HS). They represent an estimated total development cost of \$17.56 billion, of which about \$12.7 billion or 72 per cent is accrued to 16 projects undertaken by the URA itself. An account of all redevelopment projects in hand is given in the Operating Review chapter.

### Joining hands with quality partners

With the return of a more buoyant property market, property developers have shown a keen interest in the land that we assembled in six projects last year. As a result, we were able to enter into joint venture development agreement with quality partners whose expertise and experience would help us deliver well-designed and well-executed projects to improve the living standard and environment of the areas concerned. Moreover, the competitive financial terms offered by them, through open tenders, have to a large extent enabled us to balance off the accumulated deficit in our first three years of operation, including a \$2.2 billion loss carried over from our predecessor, Land Development Corporation (LDC). There is a great satisfaction in this financial turnaround. This is brought about by an improved property market, commercial acumen in timing and a close cooperation with our property development partners. Effective cost control and prudent financial management also played a part.



昔日的砵蘭街。  
Portland Street (past).

今日朗豪坊效應啟動了砵蘭街一帶零售業的蛻變。  
Today Langham Place kick-starts the retail business upgrading in the neighbourhood around Portland Street.

## 朗豪坊 - 創造新地標

年內，市區重建項目的典範「朗豪坊」，經過十五年的努力耕耘，終於落成啟用。這個位於旺角市中心的項目是本局於二零零一年接手前土發的十個在進行中重建項目之一。二零零五年一月二十五日前行政長官董建華先生蒞臨主持開幕，朗豪坊正式成為九龍的一個重要地標。重建計劃耗資一百一十億元，是頂尖級的建築設計，提供了一百八十萬平方呎的樓面面積，包括了一座十五層的大型商場、五十九層高智慧型的辦公大樓和一家五星級酒店，合共提供約六千個就業機會。

朗豪坊的影響力超越了它的重建範圍，真正體現了市區更新的整區活化效應。自啟用以來，朗豪坊已啟動了旺角西部的持續更新活力，周邊地區的零售業開始蛻變，令該區的物業及商舖價值提升；業主把舊樓翻新，吸引更多的高級商舖租戶；時尚品牌的服裝店鋪取代了按摩院等等。相比朝氣勃勃的旺角東部，昔日的旺角西部是較為遜色的。但藉著朗豪坊的發展，旺角西部現已呈現出新的生命力，確實證明了市區更新的工作，不單改善環境，提供新穎設施，同時更促進經濟活動，創造商機。我們會密切留意這區的活化過程，並會探索持續更新社區的良方。



## Creating a new landmark - the Langham Place

A milestone on our road to redevelopment was finally reached as Langham Place, our anchor project in Mong Kok, was completed after 15 years of hard work. It was one of the 10 on-going projects that we inherited from the LDC in 2001. Opened by the former Chief Executive, Mr. Tung Chee-hwa, on 25 January 2005, Langham Place became a landmark of Kowloon almost instantly and a destination magnet for the younger generation. At a total cost of \$11 billion, the mega project boasted a state-of-the-art architectural design with 1.8 million square feet of floor space bringing together an 15-storey shopping mall, a 59-storey office tower and a five-star hotel, which together provided an estimated 6,000 job opportunities. From the urban regeneration point of view, however, Langham Place's significance goes considerably beyond its boundary. It has triggered a remarkable process of change, with a ripple effect on the neighbourhood. Riding on the "Langham Place boom", property and shop values have gone up; old buildings have been refurbished to attract more affordable commercial tenants; massage parlours have been displaced by designer clothes stores; as a whole, Mong Kok West seemed to have sprouted a new life from its traditional image as the backwater of the more vibrant and trendy Mong Kok East. This is a practical illustration of how urban renewal can inject energy into the old districts - not just with improved physical environment and new facilities but also creating more economic activities and business opportunities. We will watch this interesting process of revitalisation very closely and consider specific measures to sustain and enhance the momentum.

## Pioneering a new front on building rehabilitation

Rehabilitation, as an integral part of the URA's 4Rs strategy, took a big leap forward in 2004/05. A pioneer programme focused on target buildings and packed with initiatives and incentives, coupled with an intensive publicity and promotion campaign, has got off to a successful start. The programme comprised a material incentive scheme, an interest-free loan/grant scheme, subsidy for third party liability of rehabilitated buildings, preferential bank mortgage terms and technical advice on rehabilitative works as required by owners corporations. By the end of the year, owners of 88 multi-storey buildings comprising over 8,500 units have joined the programme. By year

## 開拓樓宇復修新境域

樓宇復修是市建局的市區更新四大業務策略(4Rs)之一，在二零零四／零五年度，我們在這方面的工作邁進一大步。年內，本局推出了兩項嶄新的樓宇復修計劃，因應業主的不同需要，提供協助和誘因。在宣傳及推廣活動配合下，有關計劃得以順利展開。我們為小業主提供物料資助、免息分期付款、資助購買第三者責任保險及提供技術支援。另外，在本局的積極推動下，十多間銀行亦同意為已完成復修的舊樓業主提供按揭優惠。

直至年底，八十八幢樓宇涉及八千五百個單位的業主參加了本局的樓宇復修計劃。此外，房協亦推出了類似的計劃，以配合政府加強樓宇管理及維修的政策，本局至為鼓舞。樓宇復修在本局的市區更新策略中，舉足輕重，它不但是預防舊區老化的有效良方，令舊樓的居住環境煥然一新，更有助保留居民的原有社區網絡，免受重建影響。

## 活化舊區：開展文化創意產業項目

今年，我們在舊區活化工作方面發揮創意，斥資一億元在灣仔茂蘿街推行一個試點項目，以配合政府施政報告提倡「以城市舊區更新來營造文化氛圍，推動文化及創意產業」。本局的構思是收購一列四層高的戰前唐樓，把樓宇全面鞏固和翻新，為從事文化創意產業的經營者提供空間。本局特別成立了一個專責委員會，就項目的建築設計、行業組合及營運模式等作出考慮和提交建議，委員會成員包括灣仔分區諮詢委員會、灣仔區議會及灣仔民政事務處的代表。

## 加強社區聯繫新措施

要成功落實及推動市區更新四大策略，我們必須建立一個具有社區參與的根基。過去一年，我們推出了一系列的措施來加強與社區的聯繫和溝通，當中包括成立一個專責處理社區及對外關係的企業傳訊部，以及加強分區諮詢委員會的功能和成員組合；另外，除了與重建項目有關的社會影響評估外，我們亦首次進行社區人士訴求的調查，作為項目規劃參考之用。我們又主動與居民團體展開更多和更緊密的對話，也試行了評估「七年樓價」的改良機制，以增加透明度及加強居民參與等。詳情另載「業務回顧」一章。



市建局行政總監林中麟先生了解醫局街項目內的商舖情況。  
URA Managing Director Mr Billy Lam visits a shop operator at Yee Kuk Street project.

end, we were further encouraged to see that a similar programme was launched by the HS, in response to Government's continuing initiative to nurture a stronger culture of building care and maintenance.

Building rehabilitation is expected to play an increasingly important role in our urban renewal strategy. Its importance lies not only in helping to slow down the problem of urban decay and bringing improvement to the living conditions of the residents but also in preserving the social network which otherwise would have unavoidably been disrupted by redevelopment.

### **Promoting revitalisation through cultural and creative industries**

Revitalisation was the area where we applied our creative mind this year. Inspired by Government's Policy Address advocating, among other issues, the rejuvenation of old districts by fostering cultural and creative industries, we launched a \$100 million pilot project in Mallory Street, Wan Chai. Our concept was to acquire a cluster of four-storey shop houses of pre-war heritage value and refurbish them into a haven for cultural and creative business operators. A special committee was set up between representatives of the URA's Wan Chai District Advisory Committee, Wan Chai District Council and Wan Chai District Office to advise on the architectural design, industry mix and management mode of the project.

### **Taking new initiatives in community engagement**

For the 4Rs strategy to be successful, we must continue to build a solid foundation of community engagement. During the past year, we took a major step in reinforcing our interface with the community by introducing a number of initiatives. A new Corporate Communications Division within the URA was set up; the membership and functions of District Advisory Committees were strengthened; district-wide community aspirations surveys were carried out, for the first time, as a planning guide in addition to social impact studies relating to redevelopment projects; closer and more frequent dialogues were initiated with residents groups, professional bodies and District Councils; and the valuation procedures for setting the Home Purchase Allowance were revamped to enhance transparency and participation. More will be discussed in the following chapter.





多間銀行宣佈為參與市建局樓宇復修計劃的業主提供按揭優惠。  
Several banks announce preferential bank mortgage scheme for URA's rehabilitated buildings.

## 攜手並進 實現理想

去年，由於就業市場轉趨活躍，招攬人材須面對更大競爭。因此，本局難免亦受到員工流失的影響。我們一方面吸納新血，另一方面亦提倡員工持續發展計劃，加強員工培訓活動。

市建局已踏入第五個年頭，我們一直本著開拓者的精神，嘗試創新、去蕪存菁。我們知道，要達致本局的理想和滿足公眾的期望，必須不斷鞭策自我，與時並進，以創意的精神找尋新機遇，改善策略，務求完善市區更新的模式。更重要的是，我們必須與所有合作夥伴、社區和政府緊密合作。

市區更新並不單是市建局的任務，必須有賴社會各界人士的通力合作，才可成事。香港的市區更新工作，任重道遠；我們定必竭盡所能，悉力以赴。在此，本人衷心感謝董事會及轄下各委員會成員的睿智領導和大力支持，以及員工們的努力不懈和卓越表現。

行政總監

林中麟

二零零五年七月三十一日



### Moving forward together with our mission

2004/05 also saw a revival of the job market during which staff recruitment became more competitive. As a result, the URA had its fair share of staff attrition due to departures. We are effectively tackling the situation by, on the one hand, proceeding actively with recruitment of new talents and, on the other hand, stepping up with our staff development programme through more intensive training activities.

The URA is now in its fifth year. As each year passed, we introduced something new, and learnt something new. We fully realize that unless we constantly reflect upon and improve our strategy, and keep abreast with innovations and new ideas, we will not be able to achieve our mission and meet the public's expectations. More importantly, we must work ever closer with all our stakeholders, particularly the community and the Government.

Urban renewal is not just a mission of the URA; it is a mission for the whole of Hong Kong. We realize that there is a long and arduous task ahead of us and we are committed to giving it the best of our ability. In this, I would like to express my sincere appreciation for our Board and Committee members for their wise counsel and our staff for their dedication and good performance.

**Billy LAM Chung-lun**  
Managing Director  
31 July 2005

