



忘記背後 努力面前 向標杆直跑
聖經

Letting go those things which are past,
and stretching out to the things which
are before, I press toward the mark.
The Bible

步向新境界

Towards NEW FRONTIERS

業務回顧

OPERATING REVIEW

規劃

業務綱領和業務計劃

市建局的業務方向是以逐年更新的「五年業務綱領」和「周年業務計劃」為依歸。根據《市區重建局條例》，業務綱領和業務計劃必須依循政府三年前公布的《市區重建策略》內的指引。市建局在履行法例和政策所賦予的權責時，一方面要承擔前身土地發展公司遺下的大量工作和承諾了的項目，另一方面要採用前瞻性的新思維去開展新工作項目；也要在滿足公眾期望之中努力審慎理財以免再陷財困，故此，業務綱領和業務計劃既務實而又進取，並且能夠慎重包容上述種種互相矛盾的因素。

行動區計劃

為了令本局的工作無論在業務綱領所涵蓋的期間內外，均能取得最佳成效，我們在重建區內採用「行動區」的概念。行動區旨在融合本局的4R策略，即重建發展、樓宇復修、文物保育及舊區活化。每個行動區均會針對區內的問題、潛力和特色，就發展和設計概念進行詳細研究。本局將以靈活和可持續的措施推行計劃，而每個行動區亦會訂立明確主題，務求達到更新舊區的目標。

每個行動區所採納的措施和重點均可能不同。舉例來說，本局在大角嘴劃定的行動區內，包括已完成地盤清場及清拆工程的櫻桃街發展項目，呼應奧運地鐵

Planning

Corporate and Business Plans

The planning and shaping of the direction and programme of the URA's activities begins with preparing the Authority's five-year Corporate Plan and annual Business Plan. The URA Ordinance requires the plans to take their cue from the Government's Urban Renewal Strategy, which is now almost three years old. The mix of proposals and initiatives in the plans reflect the deliberate and careful balancing of rival demands such as the URA's statutory and policy mandate, past obligations, public expectations, the need for renewal action and the limits on our purse strings.

Action Area Plans

To gain optimal benefits from our initiatives, including those both within and beyond the time frame of the Corporate Plan, we have developed an action area concept for the urban renewal districts. These action areas seek to concentrate complementary programmes under the '4Rs' strategy of redevelopment, rehabilitation, heritage preservation and revitalisation. The action areas are subject to detailed study with the development and design concept addressing local problems, and drawing upon the opportunities within a district and its character. The proposals will be implemented under a flexible and ideally sustainable programme of measures with each area adopting a defining theme on the road to regeneration.

站附近的新發展項目，進一步提昇區內的環境條件。區內的唐樓大部份為十層高以上，為了減輕重建的壓力，本局在此行動區的另一工作重點集中在樓宇復修，目標是那些結構穩固、毋須急切進行重建的樓宇。我們已協助區內四幢多層住宅大廈進行復修工程。另外，為配合區內的樓宇復修及重建發展項目，街道亦會進行改善工程，以加強行人通道設施，接連鄰近區域。

重建發展

自二零零一年五月成立以來，市建局已推出了十一個項目，其中三個於二零零三 / 零四年度展開。二零零四 / 零五至二零零八 / 零九年度的五年業務綱領涵蓋共四十一個新的重建及文物保育項目，其中五個重建項目將與香港房屋協會（房協）合作推行，連同舊區活化項目，該份業務綱領共有五十五個項目。


我們經常多方探討及收集公眾人士對本局重建工作的意見。例如，為了在項目設計過程中汲取更多意念作為靈感，我們舉行了利東街項目發展概念比賽，吸引了二十家本地規劃及建築公司參加，當中五個具創意的作品獲得獎項。

然而，公眾諮詢亦可能影響重建的進度。本局的士丹頓街項目早於二零零三年初開展，其後得到城市規劃委員會（城規會）批准。可是，一名反對計劃的人士就城規會的決定尋求司法覆核，聆訊將於二零零五年四月進行，因而無可避免地延誤了項目的實施進度。

去年，我們為二零零二年推出的「前期項目」進行與私人發展商合營的招標程序。本局將地盤交付合作的發展商後，並不代表責任已經完成。我們會繼續承擔市區重建的責任，為社區帶來裨益。本局的招標條款會確保項目的設計、物料及施工符合高質素及環保原則。此外，本局亦會繼續監察項目對區內經濟、社區及環境的影響。

佔地二萬零三百平方米的荃灣市中心項目已完成地基工程。
Occupying 20,300 square metres, the foundation work of Tsuen Wan Town Centre project is completed.





The measures and emphasis adopted in each action area will differ. For example, an action area has been identified in Tai Kok Tsui where the URA's Cherry Street redevelopment project is already cleared and demolished. New developments have also arisen close to the Olympic MTR Station which together have served to raise the profile of the area. The scale of tenement buildings in this area, many of which are over ten storeys, however now mitigates against further redevelopment, hence the action area priorities focus on the rehabilitation of buildings that are not in urgent need of renewal. Four typical substantial tenement buildings have already been rehabilitated. Rehabilitation and redevelopment is in turn supported by environmental street improvements extending along selected avenues encouraging pedestrian linkages to adjoining areas.

Redevelopment

Since it was established in May 2001, eleven projects have been launched by the URA including three during 2003/04. The five-year Corporate Plan for 2004/05 to 2008/09 contains a total of 41 new redevelopment and preservation projects. Five of those projects will be conducted in association with the Hong Kong Housing Society (HKHS). When revitalisation projects are added, the total number of projects rises to 55.

The URA constantly explores different avenues to solicit public views on its redevelopment efforts. For example, with a view to canvassing a wider range of ideas to provide inspiration for the design process, a development concept competition was held for the Lee Tung Street project where five entries (out of 20 submitted by local design firms) were awarded prizes for their imagination and innovation.

Public consultation does however affect efforts to speed up the renewal process. The URA's Staunton Street project which was started in early 2003 is at the planning stage and was subsequently approved by the Town Planning Board (TPB). However, an objector to the scheme has sought a judicial review of the TPB decision which will not be heard until April 2005 and so will delay implementation of the project.

In the past year, the tendering process has begun for the 'early launch' projects started in 2002. The URA has a continuing commitment to sustain the benefits of renewal and the disposal of sites to development partners does not mark the end of our engagement with projects. For example, the tender terms ensure that project design, materials and construction meet high quality and environmental standards. In addition, following development the URA will continually monitor the effects of projects on the economy, community and environment of the locality.

文物保育

市建局去年的一項重大文物保育工作，是保留莊士敦道項目內五幢具有歷史價值的唐樓。其中四幢樓宇位於莊士敦道的重要地段，是灣仔區最大群的歷史建築物，約建於十九世紀末，屬於廣州式騎樓建築。另外一幢位於船街十八號，屬於「露台式」建築，已被古物古蹟辦事處列為第二級歷史建築。

我們將會保留上述樓宇，揉合它們成為綜合發展項目的一部份。本局已為該等歷史建築擬備詳盡的文物保護計劃，建議保育有關文物的方法，以監控未來發展。本局非常重視保育這些歷史建築，並與合作發展伙伴達成協議，在處理項目內的歷史建築及毗鄰新建築時，採用國際認可的設計指引，其中包括國際古蹟遺址理事會的「威尼斯憲章」及「布拉憲章」。

這是本局首個以國際文物保育標準作為主要招標評審準則的項目，可見本局致力保育文物，以及抱持關注的態度去進行更新灣仔舊區的工作，令原有的文化及地方特色得以保留。

舊區活化

去年，本局在市建局物業或合營項目的鄰近地區，進行四個活化舊區項目的規劃工作。第一個開展規劃的項目位於旺角砵蘭街 / 奶路臣街，內容涵蓋設立行人專用區及改善街道工程，當中還包括在新落成的朗豪坊商業中心外開闢一個街頭活動場地，相信可以為該區帶來新動力。在附近的油麻地，本局亦會進行類似的規劃，以配合窩打老道八號重建項目。在碧街，本局將在樓宇復修的試點項目毗鄰，改善一段擺滿小販攤檔的道路。在大角嘴，我們在櫻桃街項目附近的角祥街、博文街及富貴街進行街道改善工程。整體上，我們在規劃上述工程時，均與區議會和路政署緊密聯繫，而路政署更資助有關的改善工程。

本局在規劃摩利臣街的舊區活化項目中，踏入新的里程碑。最近，當局批核了荷里活道以南、文武廟對出的新重點項目「文化梯田」，這個重點項目將進一步加強區內文武廟和最近完成更新工程的西港城的聯繫。



上環假日行人坊活動為西港城鄰近一帶加添新活力。
The Sheung Wan Promenade lights up the neighbourhood area of Western Market.



Preservation

The URA's efforts to preserve the five shophouses or 'Tong-lau' in its Johnston Road project were a major task in the past year.

Four of the shophouses, the largest grouping in Wan Chai are located on a prominent bend in Johnston Road. They are of the "Verandah Type" built around the end of the 19th century. The fifth shophouse at 18 Ship Street is listed as a Grade 2 historical building by the Antiquities & Monuments Office and belongs to the "Balcony Type".

The shophouses will be preserved as part of this comprehensive project and will be integrated as part of the new development. A detailed Conservation Plan for the historical buildings was prepared for the control of the future development suggesting ways to protect their heritage. The URA emphasises its concern for the proper preservation of historical buildings through agreement with its development partner to follow international accredited design guidelines including "The Venice Charter" and "Burra Charter" of the International Council on Monuments and Sites in the treatment of heritage buildings and new adjoining buildings within the project.

This is the first URA project that puts heritage design standards as the primary criterion of project assessment. It demonstrates our efforts in preservation and the importance of regenerating the old Wan Chai with care and sensitivity so that the original cultural and heritage character can be protected.

Revitalisation

In the past year, planning work has begun on four more of the revitalisation projects which are adjacent to the URA's properties or joint venture projects. The first of these projects is at Portland Street/Nelson Street in Mong Kok where pedestrianisation and street improvements will help create a vibrant 'sense of place' including a venue for street activities outside the new Langham Place commercial centre. Nearby in Yau Ma Tei, a similar set of proposals will complement the Waterloo 8 redevelopment on Nelson Street and at Pitt Street, a short stretch of road occupied by market stalls will be improved adjacent to a URA rehabilitation pilot project. In Tai Kok Tsui, close to the URA's Cherry Street project, street improvements are on the way for Kok Cheung Street, Pok Man Street and Foo Kwai Street. Generally speaking, these projects are planned in close liaison with the District Council and with the Highways Department which sponsor the improvement works.

Further milestones have also been reached in the planning of the Morrison Street revitalisation with the recent planning approval of a new 'anchor' development south of Hollywood Road opposite the Man Mo Temple. This attraction will help cement the new linkage between the Temple and the Western Market which has recently undergone revitalisation

財務與控制成本

政府注資

二零零二年六月二十一日，立法會財務委員會批准政府由二零零二 / 零三年至二零零六 / 零七年的五個財政年度期間，分階段向本局共注資一百億元。本局已分別於二零零二年七月、二零零三年五月及二零零四年五月，收取每筆各二十億元的款項。

融資安排

截至二零零四年三月三十一日止的財政年度，整體借貸環境良好。由於銀行業的流動資金充裕，加上利率低企，令銀行以吸引的利息幅距向本局提供短期貸款。年內，我們利用二零零三年一月取得的銀團貸款安排，以及與個別銀行達成的雙邊貸款，以達到融資要求。本局在適當的時機以靈活手法利用這兩項貸款安排，省回不少利息支出。

本局與多家銀行簽署利率掉期協議，令我們在管理利率組合時有更多選擇。本局現時所有借貸均為浮息貸款，由於現時的利率環境理想，我們暫未進行利率掉期交易。截至二零零四年三月三十一日，本局的借貸合共為十三億五千五百萬元。

成本控制

去年，本局繼續保持審慎理財的原則和紀律，盡可能尋求減低成本的措施。雖然本局推行的項目有所增加，但我們亦提高了工作效率，而員工的數目由二零零三年三月三十一日的二百六十三人減少至二零零四年三月三十一日的二百五十三人。同期，辦公室的年度開支約減少了二千六百萬元，較上一個財政年度下跌百分之十一。年內，我們經過與有關當局作出商討及安排後，節省印花稅及差餉開支約達三成。

高層人員的薪酬安排（高級經理級別及以上）

高層人員的表現和相關的浮動薪金，一半是以他們能否達致機構的目標來釐定，另一半則視乎他們能否達致個人的目標。年度結束前，董事會主席及各委員會主席檢討本局二零零三年的機構目標，一致同意本局的工作在年內已取得實質成績和進展。

Finance and Cost Control

Capital Injection

As approved by the Finance Committee of the Legislative Council on 21 June 2002, the Government will inject \$10 billion of capital into the URA over a five-year period from 2002/03 to 2006/07. The first tranche of \$2 billion was received from the Government in July 2002, the second one in May 2003 and the third in May 2004.

Funding and Finance Arrangements

The financial year ended 31 March 2004 was a favourable year for borrowers. The low interest rate environment together with ample liquidity within the banking sector enabled the banks to offer short-term facilities at attractive interest margins. During the year, we met our funding requirements through tapping both the syndicated loan established in January 2003 and the bilateral facilities with individual banks. This arrangement, by flexibly drawing on two facilities at the appropriate time, resulted in interest cost savings.

We have executed interest rate swap agreements with a number of banks creating options for managing our interest rate portfolio. All our existing loans were denominated on a floating rate basis and we have not yet entered into interest rate swap transactions in view of the current favourable interest rate environment. As of 31 March 2004, we have an outstanding loan of \$1,355 million.

Cost Control

During the past year, the URA has continued to maintain a prudent financial discipline and pursue cost reduction measures whenever possible. The URA has also enhanced its productivity by lowering the staffing level from 263 as at 31 March 2003 to 253 in 31 March 2004 despite increases in the number of projects being implemented. The annual operating expenses have fallen by about \$26 million over the same period, a reduction of just over 11% when compared to the last financial year. During the year, after discussing and making arrangements with the relevant authorities, we have also achieved, on average, savings of about 30% in stamp duty and rates.

Remuneration Arrangements for Senior Executives (at Senior Manager level and above)

Half of the Senior Executive's performance and the corresponding variable pay are now measured against their achievement of the corporate objectives and the other half against their individual objectives. At the close of the year, the Chairman and chairpersons of Committees reviewed the corporate objectives for 2003 and unanimously agreed that substantial achievement and progress has been made during the year.

財務狀況

截至二零零四年三月三十一日止，本局錄得淨營運虧損七千五百萬元，較上一個財政年度錄得的二億二千一百萬元營運虧損減少百分之六十六。年內，本局就一個重建發展項目收到合作伙伴二億元作為保證金。同期，本局亦與稅務局解決了若干稅務問題，並獲得稅務局確定，本局再沒有因前土地發展公司（土發）而須承擔的稅務責任，令我們在今天的帳目中可回撥一億一千七百五十萬元稅項準備。然而，本局多個現有發展項目需要作出虧損準備，抵銷了部分上述兩個利好因素。雖然如此，我們在年內的虧損仍可望大幅減少。

在收取到政府第二筆款項二十億元注資後，本局於二零零四年三月三十一日為止的淨資產為九億八千九百四十萬元，而去年同期的淨負債則為九億三千五百五十萬元。

新重建發展項目

自二零零二年初起，本局已推出了十一個重建項目，全部屬於土發於一九九八年初公布的二十五個項目。在本局首年推出的項目中，政府已批准其中七個項目的收地申請，當中四個地盤亦已完成清場工作。至今，共有一百二十個住戶接受安置，入住香港房屋委員會（房委）及香港房屋協會（房協）所提供的公屋單位，超過六百五十個住戶接受現金補償。此外，本局於二零零三 / 零四年度開展的三個重建發展項目，均在不同的物業收購或收地階段。

本局已為灣仔莊士敦道、大角嘴櫻桃街及深水埗福榮街重建項目進行招標。本局的前期項目、二零零二 / 零三及二零零三 / 零四年度業務計劃內項目的詳細資料及進度如下：

Financial Position

For 2003/04, the net operating deficit is \$75 million, a decrease of 66% from the \$221 million operating deficit in the previous year. During the year, the Authority received a \$200 million guaranteed payment from a joint venture partner on a redevelopment project. Within the same period, the Authority also resolved the tax issues with the Inland Revenue Department and received tax clearance from the Department confirming that there is no further tax liability arising from the previous LDC regime, resulting in \$117.5 million of tax provision being reversed in this year's financial statements. The favourable effect arising from these two items are partly off-set by loss provisions on a number of existing development projects to arrive at the much reduced deficit for the year.

Following receipt of the second \$2 billion capital injection from the Government, the URA has net assets of \$989.4 million as at 31 March 2004 as compared to net liabilities of \$935.5 million last year.

New Redevelopment Projects

Since early 2002 we have launched a total of eleven new redevelopment projects. All these projects are among the 25 announced by the LDC in early 1998. Resumptions have been approved for seven of the projects started in the first year of the URA and clearance of four of these sites has already been completed. So far, 120 households have accepted rehousing in Hong Kong Housing Authority (HKHA) and Hong Kong Housing Society (HKHS) estates. Over 650 households have accepted compensation. Three new redevelopment projects started in 2003/04 are at various stages of acquisition or land resumption.

The URA has conducted a tender for its Johnston Road, Wan Chai redevelopment project and has launched a similar exercise for a site at Cherry Street in Tai Kok Tsui and a third site in Fuk Wing Street in Sham Shui Po. The following table details the early launch, 2002/03 and 2003/04 Business Plan projects and their status.

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
大角嘴櫻桃街 Cherry Street, Tai Kok Tsui	面積：4,510平方米 受影響住戶：420 人數：1,043 Area: 4,510 square metres Households affected: 420 Population: 1,043	606個住宅單位 5,239平方米商業樓面 1,400平方米護理安老院 606 residential flats 5,239 square metres of commercial floorspace 1,400 square metres of residential care home for the elderly	<ul style="list-style-type: none"> 批出合作發展合約 清拆工程進行中 Joint development contract awarded Demolition in progress
深水埗福榮街 / 福華街 Fuk Wing Street/ Fuk Wa Street, Sham Shui Po	面積：1,380平方米 受影響住戶：111 人數：255 Area: 1,380 square metres Households affected: 111 Population: 255	204個住宅單位 2,075平方米商業樓面 250平方米地下休憩用地 204 residential flats 2,075 square metres of commercial floorspace 250 square metres of ground floor open space	<ul style="list-style-type: none"> 完成清拆工程 招標邀請合作發展 Demolition completed Tender for joint development

項目 Project	項目地盤 Project Site	發展建議 Development Proposal	發展 Status
灣仔莊士敦道 Johnston Road, Wan Chai	面積：2,062平方米 受影響住戶：168 人數：759 Area: 2,062 square metres Households affected: 168 Population: 759	344個住宅單位 2,600平方米商業樓面 344 residential flats 2,600 square metres of commercial floorspace	<ul style="list-style-type: none"> 批出合作發展合約 Joint development contract awarded
深水埗保安道 / 順寧道 Po On Road/ Shun Ning Road, Sham Shui Po	面積：1,380平方米 受影響住戶：129 人數：256 Area: 1,380 square metres Households affected: 129 Population: 256	198個住宅單位 2,070平方米商業樓面 250平方米地下休憩用地 198 residential flats 2,070 square metres of commercial floorspace 250 square metres of ground floor open space	<ul style="list-style-type: none"> 清拆工程進行中 Demolition in progress
旺角新填地街 Reclamation Street, Mong Kok	面積：533平方米 受影響住戶：52 人數：102 Area: 533 square metres Households affected: 52 Population: 102	66個住宅單位 800平方米商業樓面 66 residential flats 800 square metres of commercial floorspace	<ul style="list-style-type: none"> 地盤清場工作接近完成 為清拆準備的圍板工程進行中 Site clearance nearly completed Hoarding works for demolition in progress
中西區第一街 / 第二街 First Street / Second Street, Central and Western	面積：3,511平方米 受影響住戶：201 人數：1,000 Area: 3,511 square metres Household affected: 201 Population: 1,000	600個住宅單位 1,800平方米商業樓面 600 residential flats 1,800 square metres of commercial floorspace	<ul style="list-style-type: none"> 租客安置及地盤清場工作進行中 Rehousing and site clearance in progress
中西區士丹頓街 / 永利街 Staunton Street/ Wing Lee Street, Central and Western	面積：4,400平方米 受影響住戶：183 人數：461 Area: 4,400 square metres Households affected: 183 Population: 461	519個住宅單位 2,200平方米護理安老院 700平方米休憩用地（詳細計劃擬備中） 519 residential flats 2,200 square metres of residential care home for the elderly 700 square metres of open space (Detailed proposals under preparation.)	<ul style="list-style-type: none"> 發展計劃於二零零三年三月二十一日刊憲 正進行規劃批核程序 Development Scheme gazetted on 21 March 2003 Planning approval process underway
灣仔皇后大道東 Queen's Road East, Wan Chai	面積：386平方米 受影響住戶：40 人數：127 Area: 386 square metres Households affected: 40 Population: 127	50個住宅單位 500平方米商業樓面 50 residential flats 500 square metres of commercial floorspace	<ul style="list-style-type: none"> 正進行租客安置工作 Rehousing in progress
大角嘴 洋松街 / 必發道 Larch Street/ Bedford Road, Tai Kok Tsui	面積：1,240平方米 受影響住戶：180 人數：434 Area: 1,240 square metres Households affected: 180 Population: 434	152個住宅單位 1,070平方米商業樓面 200平方米公眾休憩用地 152 residential flats 1,070 square metres of commercial floorspace 200 square metres of public open space	<ul style="list-style-type: none"> 正進行租客安置工作 Rehousing in progress
紅磡必嘉圍 Baker Court, Hung Hom	面積：250平方米 受影響住戶：8 人數：12 Area: 250 square metres Households affected: 8 Population: 12	46個住宅單位 240平方米商業樓面 46 residential flats 240 square metres of commercial space	<ul style="list-style-type: none"> 正進行租客安置工作 Rehousing in progress
灣仔 利東街 / 麥加利歌街 Lee Tung Street/ McGregor Street, Wan Chai	面積：8,900平方米 受影響住戶：930 人數：2,000 Area: 8,900 square metres Households affected: 930 Population: 2,000	項目設計擬備中 Design under preparation	<ul style="list-style-type: none"> 正進行物業收購工作 Acquisition of properties in progress

更新為社群

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，以取得項目內的業主、租客及商舖的主要資料。當本局發出收購建議時，我們亦會個別探訪業主和租客，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。本局設立的地區辦事處，亦是我們與社區保持聯繫的橋樑。現時，本局設有三個地區辦事處，分別位於灣仔、中西區及大角嘴，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。

此外，我們成立了數支市區重建社區服務隊，加強居民、市建局及福利機構之間的聯繫。現時，本局的社區服務隊在大角嘴、灣仔、中西區、旺角及紅磡等地區工作，服務隊特別為一些在社會影響評估中顯示有需要的居民提供適切的協助。社會影響評估研究項目對居民和商舖的影響，當中會特別關注長者、弱能人士、單親家庭及其他可能易受影響的人士的需要。

其他進行中的重建項目

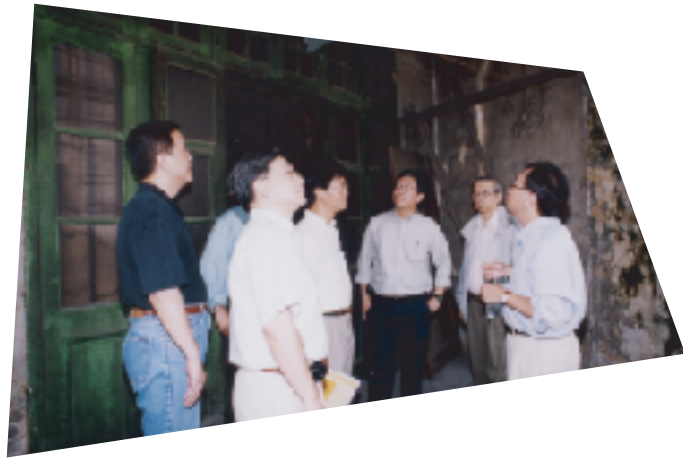
本局繼續進行接手前土發的十個重建項目。年內，本局批出荃灣楊屋道項目的合作發展合約予海寶（香港）有限公司，海寶（香港）有限公司為信和置業有限公司的附屬公司。

二零零四年初，油麻地窩打老道 / 雲南里項目的住宅單位開始發售。該項目將於今年稍後竣工，共有五百七十六個單位，其中四百五十二個單位經已售出。



居民發起簽名行動，要求盡快推行中環士丹頓街重建項目。
Residents put their signatures to a petition for an early implementation of the S taunton S street redevelopment project in Central.

市建局董事會成員到訪位於莊士敦道項目範圍內其中一幢將被保育的唐樓。
URA Board members visit one of the preserved buildings within the Johnston Road project site.



Renewal for the people

The URA devotes significant resources to reaching out to the owners and tenants affected by our redevelopment projects. When a project is launched, many URA staff are involved in the conduct of occupancy surveys to obtain key information on the owners, tenants and businesses within a project. When the URA issues its purchase offers, liaison continues through individual visits and contacts to owners and tenants as well as through group meetings and briefings. The URA's neighbourhood centres are the points of community contact in this liaison and there are three such centres in Wan Chai, Central & Western and Tai Kok Tsui to serve the needs of people affected by renewal in these areas. The centres now enjoy an added value as the URA also uses them to spread word of its new rehabilitation initiatives to owners in these districts.

The URA has commissioned Urban Renewal Social Service Teams (SSTs) to liaise directly between affected residents, the welfare agencies and the URA. SSTs are currently working in Tai Kok Tsui, Wan Chai, Central and Western, Mong Kok and Hung Hom. The SSTs are able to offer special assistance to people who are identified as being in need of help through the Social Impact Assessments (SIAs) carried out when a redevelopment project commences. SIAs examine the effects of a project on residents and businesses and highlight the elderly, disabled, single parent families and others who may be particularly susceptible.

Continuing Redevelopment Projects

Implementation has continued of the ten former LDC projects transferred to the URA. During the past year, the URA awarded a joint venture contract to Ocean Treasure (HK) Limited, a subsidiary of Sino Land Company Limited for the Yeung Uk Road project in Tsuen Wan.

In early 2004, flat sales were launched for the Waterloo Road/Yunnan Lane project in Yau Ma Tei which is due for completion later this year. Out of 576 units, 452 have been sold.

除了堅尼地城和荃灣的連繫地盤，以及旺角廣鑛街項目之外，其餘七個項目的詳情如下：

The details of seven of the projects are indicated in the following table. The 'linked sites' in Kennedy Town and Tsuen Wan and the Kwong Yung Street project in Mong Kok are excluded.

香港區項目 Projects on Hong Kong Island			
項目 Project	建議 Proposal	進展 Status	預算竣工日期 Estimated Project Completion
上環皇后街 Queen Street, Sheung Wan	1,148個住宅單位 400平方米商業樓面 5,200平方米政府、團體及社區設施 1,200平方米公眾休憩用地 1,148 residential flats 400 square metres commercial space 5,200 square metres GIC (community) facilities 1,200 square metres of public open space	<ul style="list-style-type: none"> 建築工程於二零零三年三月完竣 完成出售住宅單位 <ul style="list-style-type: none"> Construction completed in March 2003 Flats sale completed 	
灣仔道 / 太原街 Wan Chai Road/ Tai Yuen Street	904個住宅單位 3,400平方米零售及商業寫字樓樓面 5,700平方米現代化空調街市 600平方米日間幼兒中心 904 residential flats 3,400 square metres of retail and commercial office space 5,700 square metres of modern air-conditioned market 600 square metres of day nursery	<p>正進行上蓋建築工程</p> <p>Construction work of superstructure in progress</p>	<p>二零零五年中至二零零九年中分期完成</p> <p>In phases between mid-2005 and mid-2009</p>
堅尼地城新海旁 Kennedy Town New Praya	1,182個住宅單位 2,300平方米公眾休憩用地 1,182 residential flats 2,300 square metres of public open space	<p>正進行上蓋建築工程</p> <p>Construction work of superstructure in progress</p>	<p>二零零五年初</p> <p>Early 2005</p>
九龍區項目 Projects in Kowloon			
項目 Project	建議 Proposal	進展 Status	預算竣工日期 Estimated Project Completion
旺角亞皆老街 / 上海街 Argyle Street/ Shanghai Street, Mong Kok	119,000平方米零售及寫字樓樓面 可建約680個房間的酒店 6,500平方米政府、團體及社區設施 1,100平方米休憩用地 119,000 square metres of retail and office space About 680 room hotel 6,500 square metres GIC (community) facilities 1,100 square metres public open space	<p>完成建築工程</p> <p>Construction work completed</p>	<p>二零零四年底</p> <p>Late 2004</p>
油麻地窩打老道 / 雲南里 Waterloo Road/ Yunnan Lane, Yau Ma Tei	可建576個住宅單位 1,650平方米公眾休憩用地 保存位於上海街的「紅磚屋」 Up to 576 residential flats 1,650 square metres of public open space Preservation of the 'red brick' building in Shanghai Street	<ul style="list-style-type: none"> 完成建築工程 住宅單位出售中 <ul style="list-style-type: none"> Construction work completed Flats sale in progress 	<p>二零零四年底</p> <p>Late 2004</p>
尖沙嘴河內道 Hanoi Road, Tsim Sha Tsui	33,800平方米零售樓面 有351個房間的酒店 383個服務式住宅單位 1,200平方米公眾休憩用地 33,800 square metres of retail space 351 room hotel 383 service apartment units 1,200 square metres of public open space	<p>地基及上蓋建築工程進行中</p> <p>Foundation work and construction work of superstructure in progress</p>	<p>二零零七年中</p> <p>Mid 2007</p>
荃灣市中心 Tsuen Wan Town Centre	1,596個住宅單位 22,800平方米商業樓面 2,900平方米交通及社區設施 3,700平方米公眾休憩用地 1,596 residential flats 22,800 square metres of commercial space 2,900 square metres of transport and community facilities 3,700 square metres of public open space	<ul style="list-style-type: none"> 完成地基工程 上蓋建築工程進行中 <ul style="list-style-type: none"> Foundation work completed Construction work of superstructure in progress 	<p>二零零七年初</p> <p>Early 2007</p>

Rehabilitation

Another major area of work for the URA over the last year has been its efforts to encourage better care of domestic premises in multiple ownership by the owners themselves. The purposes of building rehabilitation are to improve the environment and living conditions in residential buildings, and to extend the useful life of buildings.

In April 2003, a pilot study on 12 buildings in four locations was launched under a two-year program. The pilot study sought to examine the issues and problems involved in promoting, planning and implementing rehabilitation works in private buildings to help form the URA's long term strategy in building rehabilitation. The policy aimed at providing operating assistance and incentive materials to assist and encourage owners in carrying out proper repair and rehabilitation.

The targeted buildings were residential or composite buildings of around 40 years old located in the URA's action areas and where the Buildings Department was actively issuing repair orders under its 'blitz' programme or operating its Co-ordinated Maintenance of Buildings Scheme (CMBS). In the absence of owners' organisations in these buildings, efforts were devoted to tracking down owners and persuading them to form an Owners' Corporation (OC). While we were able to locate over 90% of the owners, some of these buildings were hampered by poor title or had too few units which severely inhibited OC formation. Towards the end of the year, one building had successfully completed rehabilitation and three others were actively planning for the repair works.

In the past year, we have also invited a number of residential or composite buildings in Tai Kok Tsui and Yau Ma Tei to take part in a Building Rehabilitation Trial Scheme. These buildings are around or over 30 years old, located in or near the URA's action areas, under impending Government orders for repair and with established OCs who are willing to undertake long term management and maintenance. The scheme provides incentive materials up to a value equivalent to 10% of the cost of rehabilitation of the building or \$3,000 per unit, whichever is the lower. To date, we have assisted five buildings in 715 ownerships to complete rehabilitation employing incentive materials worth around \$850,000, in addition to professional advice given during the rehabilitation process.

We shall extend the scheme to more buildings under a Building Rehabilitation Extended Trial Scheme. Simultaneously, we have launched a Building Rehabilitation Loan and Grant Scheme to help owners in buildings which have not been issued with any statutory orders for repair to rehabilitate their buildings voluntarily. Eligible owners can receive interest free loans of up to \$100,000 repayable over five years. A grant will be offered to assist owners who are aged, disabled or in genuine financial hardship of up to \$10,000 per owner.

樓宇復修

本局在去年的另一項重要工作，是鼓勵多層住宅樓宇的業主自行復修及保養其樓宇。樓宇復修的目的，是改善樓宇的環境及居住條件，以及延長大廈的可使用年期。

在二零零三年四月，我們於四處地點共十二幢樓宇推行為期兩年的試點項目，探討在推廣、規劃及推行復修工程時，可能會遇到的問題和困難，以協助本局制定在樓宇復修方面的長遠策略。有關政策的目的，旨在提供實際協助和維修物料，以鼓勵業主進行適當的樓宇復修及保養工程。



中環結志街一幢樓宇經復修後居住環境得以改善。
The living environment of an old building at Gage Street, Central is improved after rehabilitation work.

試點項目的目標樓宇，均為樓齡約四十年的住宅或綜合用途樓宇，地點位於市建局的行動區內，已列入屋宇署的「屋宇維修統籌計劃」或「大規模清拆行動」名單之內。如果該等大廈沒有成立業主立案法團，本局需要努力聯絡所有業主，游說他們成立業主立案法團。雖然我們最終聯絡上九成以上的業主，但由於部分樓宇的業權問題，又或是單位太少，以致無法成立業主立案法團。至年底，其中一幢樓宇成功完成復修工程，另有三幢樓宇則正在積極籌備維修工程。

去年，本局亦在大角嘴及油麻地地區邀請了數幢住宅或綜合用途樓宇，參與我們的樓宇復修試驗計劃。該等大廈樓齡約為三十年或以上，位於或靠近本局的行動區，已接獲政府的修葺令，並已成立業主立案法團，有關法團亦願意負責大廈長期的管理及保養。本局會提供物料資助，佔大廈復修工程總開支的一成為限，或每戶三千元，以較低者為準。直至現時為止，我們已協助五幢樓宇共七

Strategic Partnership with Hong Kong Housing Society

The URA and HKHS entered into a Memorandum of Understanding on Strategic Cooperation in December 2002. The two bodies agreed that the HKHS would implement seven redevelopment projects announced but not commenced by the former LDC. The HKHS is bearing all the costs of the projects and any profit or loss. To date, six of the projects have been commenced, including one in Shau Kei Wan and five in Sham Shui Po. The projects affect some 722 property interests and an estimated 1,231 households comprising 2,573 people. Under the agreed arrangement, the HKHS is undertaking acquisition and clearance for the projects and this work is now either underway or about to commence. The HKHS will also be responsible for redevelopment of the sites after clearance. When developed, the projects are expected to provide 1,646 new flats, 16,160 square metres of retail space, 930 square metres of open space and 4,400 square metres of space for GIC use. The URA and HS are in discussion over possible further areas of cooperation between the two bodies.

Revitalisation of Sheung Wan District

To build on the URA's recent success in revitalising the Western Market and its vicinity, we are taking forward the second stage of revitalisation work along the route leading through the Upper Lascar Row antiques bazaar to the Man Mo Temple area on Hollywood Road. The work involves street enhancement works in the area and the provision of an 'anchor' attraction on a piece of land opposite the Temple. This 'anchor' will house facilities such as a tourist information centre, shops and restaurants, a multi-purpose room for exhibitions and seminars, toilets and a series of terraced open spaces for cultural activities or simply somewhere to rest in the shade. Upon completion, the 'anchor' attraction would help promote cultural tourism in Sheung Wan.



大幅翻新的西港城已成為市民一個消閒熱點。
The Western Market has become a popular place for entertainment and shopping after a major refurbishment.

百一十五個單位完成復修工程，共提供價值約八十五萬元的物料資助，另外亦在復修過程中提供專業意見。

我們將會擴展是項試驗計劃，惠及更多樓宇。同時，本局亦推出樓宇復修貸款及資助計劃，協助一些沒有收到任何法定命令的業主自願復修樓宇。合資格的業主可以申請最高達十萬元的貸款，分五年攤還。另外，本局亦會為年長、有殘障或財政上有實際困難的業主提供資助，資助的上限為每戶一萬元。

與香港房屋協會的策略夥伴關係

本局於二零零二年十二月與香港房屋協會簽訂了合作備忘錄，建立策略伙伴關係。根據協議，房協將推行七個重建項目，均屬土發已公布但尚未開展的項目。房協負責項目所有成本，並自負盈虧。直至現時為止，房協已推出了六個項目，其中一個位於筲箕灣，五個位於深水埗。有關項目影響約七百二十二個業權，估計涉及一千二百三十一個住戶，合共二千五百七十三人。根據雙方同意的安排，房協負責項目的物業收購及地盤清場，有關工作現正進行中或即將開展。房協亦會負責在地盤清場後進行重建工程。當項目完成後，預計可合共提供一千六百四十六個單位、一萬六千一百六十平方米零售樓面、九百三十平方米休憩用地及四千四百平方米政府、團體及社區設施。本局現正與房協進行商討，研究雙方進一步合作的空間。

更新上環


繼成功更新西港城和周邊地區後，本局再接再厲在上環地區進行第二階段的更新工作，當中涵蓋摩囉上街（古董街）至荷里活道文武廟一帶。工程包括改善區內街道，並在文武廟對面開闢新的旅遊點。該景點將設有旅客諮詢中心、商店、食肆、可舉辦展覽及講座的多用途房間、洗手間，以及供文化活動或作休憩之用的梯田式的空間。工程完竣後，這個新的景點將可為上環推動文化旅遊。

是項計劃亦可進一步連繫西港城和文武廟，縮短兩座珍貴歷史建築物的距離。有關意念源自本局於二零零二年舉辦的社區工作坊，工作坊均得到中西區內不同地區人士參予，本局研究過他們所提出建議的可行性後，便積極統籌有關工程，期間更得到區議會、民政事務處及路政署的鼎力支持。

為了建立本局內部廉潔的工作文化，以及確保本局的誠信及員工誠實的操守，我們建立了一個完善的系統，讓員工申報利益及投資事項。



香港房屋協會公佈四個位於深水埗與市建局合作的重建項目。
Hong Kong Housing Society announces the implementation of four redevelopment projects in Sham Shui Po under a strategic partnership with the URA.



This new physical link between Western Market and Man Mo Temple, brings together two valuable historical buildings within a short distance. The idea was proposed at a community workshop organised by the URA and attended by local stakeholders in Central and Western District in mid 2002. Having studied the feasibility of the proposal, the URA is acting as a facilitator for its implementation with the support of the District Council, the District Office and Highways Department.

Community Relations

Mutual understanding between the Authority and all stakeholders is crucial to the implementation of the Authority's Corporate Plan. Under the guidance of the Community Affairs and Public Relations Committee, the Authority continued to make a vigorous effort to communicate with the mass media, residents groups and other stakeholders throughout the year. The aim was to bring public expectations to a realistic level by enhancing their understanding of the constraints on resources for compensation and the inherent formidable problems arising from site clearance. A further aim was to harness the public's support for various new initiatives such as building rehabilitation, heritage building conservation and the revitalisation of old districts under the '4Rs' strategy.

The communication programme consisted of not only daily personal contacts with individuals concerned but also hundreds of activities ranging from media briefings and residents meetings to consultative fora with Legislative Councillors, District Councillors, professional bodies, the property and banking industries, voluntary agencies and other NGOs.

Although the impact of the communication programme cannot be readily quantified, the Authority's assessment based on media and community feedback is that the aims of its communication efforts have been achieved and we are well on our way to establishing a healthy mutual understanding with the public.

During the year, our public hotline service and neighbourhood centres handled a total of 4,000 enquiries, 3,400 requests and 29 complaints. We have fully met the performance pledge in achieving same-day replies for 95 per cent of all enquiries and five-day replies for 90 per cent of all requests. The pledge to handle at least 90 per cent of all complaints in 14 working days has also been achieved.

Other effective communication tools used included two video productions on the Authority's corporate philosophy and the rehabilitation programme and guided tours of the Authority's Information Centre for about 2,600 members of the public and overseas visitors.

社區關係

本局在推行業務綱領時，最重要是得到各有關人士的諒解。在社區事務及公共關係委員會的領導下，我們在年內繼續致力與傳媒、居民團體及其他有關人士保持良好溝通，目的是讓公眾人士明白我們在補償方面需要面對的資源限制，以及在清場時出現的困難，從而把公眾的期望帶回到現實的水平。另外，本局亦希望在推行4Rs策略中的新計劃時，可以得到公眾人士的支持，這些計劃包括樓宇復修、保育歷史建築物及活化舊區。

除了日常與居民接觸之外，本局亦舉辦數以百計的活動，包括傳媒簡介會、居民大會，以及諮詢會，邀請立法會議員、區議員、專業團體、地產及銀行業代表、志願團體及其他非政府組織代表參加。

雖然我們不能即時量化上述工作的成效，但本局從傳媒及社區的反應來看，我們的努力已取得良好成績，我們正逐步與公眾建立起健康的互諒關係。

年內，本局的熱線電話及地區辦事處共處理了四千宗查詢、三千四百項訴求及二十九宗投訴。我們定下服務承諾，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。至今，我們都能達致上述的工作目標。

我們亦製作了兩輯錄影帶，一輯介紹本局的機構理念及工作，另一輯介紹本局的樓宇復修計劃，進一步加強與外界溝通。另外，本局的資訊中心亦接待了約二千六百名公眾人士及海外訪客。

本局的網頁資料亦比前豐富，除了上載了最新的機構錄影帶外，亦加設了「樓宇復修最新消息」一欄。本局網頁自二零零一年九月推出以來，點擊次數約達一千五百六十萬次。

組織及員工發展

在二零零三 / 零四年度，本局繼續致力培訓員工，以及加強員工的歸屬感。本局定期舉辦簡布會，向員工講解本局業務的最新進展，加強雙方的溝通。自二零零三年九月起，我們每季推出員工通訊，內容涵蓋本局活動及員工資訊。

年內，市建職員樂益會舉辦了連串康樂及慈善活動，一方面培養員工之間的良好關係，另一方面培育他們服務社會的精神。

本局繼續提倡員工持續學習，年內共舉辦了二十七個培訓課程，並批核了五十五份申請，贊助員工報讀短期及學歷資格課程、參加會議及專業講座。此外，本局亦舉辦了不同的講座，內容涵括專業操守、項目管理及轉變管理。

The website has been further strengthened with the uploading of the new corporate video and the addition of a 'rehabilitation corner' on the Authority's rehabilitation schemes. Since its launch in September 2001, the website has recorded about 15,600,000 hits.

Organisation and Staff Development

The year of 2003/2004 continued to be a year of staff engagement and development. Staff communication was strengthened through regular update sessions on the Authority's business. A quarterly staff newsletter covering both operational and staff news has been published since September 2003.

The Staff Club has organised a number of popular staff recreational activities and charity events to promote staff relations and a spirit of community service.

To continue cultivating a learning environment, a total of 27 training classes and 55 sponsored external short courses, conferences, seminars and academic qualification programmes had been organised for our staff. In addition, talks and seminars were held on topics such as professional integrity, project management and change management.

In order to build a clean and ethical work culture and to safeguard the integrity of the Authority and that of our staff members, a comprehensive system had been established to enable staff members to declare pro-actively their private interests and investment.



二零零四奧運乒乓球男雙銀牌得主香港選手李靜、高禮澤。
2004 Olympics table tennis men's doubles silver medal
winners: Hong Kong's Li Ching and Ko Lai Chek.

你需要的是計劃，路線圖和堅持到達終點的勇氣。
厄爾·南丁格爾
All you need is the plan, the road map, and the
courage to press on to your destination.
Earl Nightingale