



市區重建改善生活質素。
Urban renewal enhances quality of living.

行政總監報告

MANAGING DIRECTOR'S STATEMENT



本年度，市區重建局（市建局）落實推行首個周年業務計劃，正式邁出了五年業務綱領的第一步。正當我們運籌帷幄，按步就班地開展工作之際，我們面對本港前所未有的經濟困境，包括持續數年的通縮，物業市場繼續下滑，加上非典型肺炎肆虐。這些客觀不利因素，令開展新項目時倍添困難。在去年的年報內，我已經提及市建局必須面對的實際困難和制肘，但亦承諾會採取務實而進取的方法，努力耕耘，冀望在逆境中爭取早見佳績。雖然困難和制肘果然一如所料，但是本局全體員工悉力以赴，最終取得令人滿意的成績。本人在此欣然作出重點匯報。



林中麟先生
Mr Billy LAM Chung-lun

首年業績

二零零二年四月，本局正式展開首年業務計劃的工作。當時的市建局距成立後只有十一個月，正忙於處理由土地發展公司（土發）過渡後的種種問題。本局繼承了土發為數不多的資產、十個未完成的地產項目、和二十五個已公布但仍未落實的項目。在承擔高昂的營運成本以及物業收購的開支之外，我們更要面對一套全新和有待考驗的土地徵集和補償程序。在時間緊逼下，我們在撰寫本局的理想及使命宣言之後，墨漬未乾，已經要開始著手，籌劃實際可行的方案，回應市民對市建局的期望。

The year under review saw the implementation of our first Annual Business Plan, which also marked the commencement of our first Five-year Corporate Plan. It has not been an easy start. A still sluggish economy, a falling property market and, later on, the outbreak of SARS have combined to make it a very challenging time to launch our work. In my previous report, I mentioned about the realities and constraints facing us, but I also promised that we would produce early results. Although those realities and constraints remained, I am pleased to be able to report that good progress had been made in many important areas during this period.

Early Results

As we commenced implementing the first Annual Business Plan in April 2002, we as an organisation were only 11 months old and still busy addressing the after-effects of our transition from the Land Development Corporation (LDC). We inherited a fragile financial position, 10 unfinished projects and 25 to-be-commenced projects. But yet, we were bound to extremely high operating costs, particularly in the area of property acquisition. Above all, we faced a new and untested set of policies and procedures for land assembly and compensation. The ink was still drying on our corporate vision and mission as we began searching for affordable solutions in answer to the public's high expectation of the URA.



市建局及銀行代表於銀團貸款簽約儀式後祝酒。
(左起) 恆生銀行副總經理吳源田、市建局行政總監林中麟、市建局主席劉華森博士、香港上海滙豐銀行助理總經理李慧敏、中國銀行(香港)有限公司副總裁柯文雅、市建局董事兼財務及行政委員會主席張震遠。

URA and the banking representatives propose a toast after the loan facility signing ceremony, (from left) Hang Seng Bank Limited Deputy General Manager Y.T. Ng; URA Managing Director Billy C L Lam; URA Chairman Dr Lau Wah-sum; Head of Corporate Banking of HSBC Rose Lee; Bank of China (Hong Kong) Limited Deputy Chief Executive Or Man-ah; URA Board Member and Chairman of Finance and Administration Committee Barry Cheung.

財務及控制成本

二零零二至零三年間，我們的當務之急，是設法令本局的財政狀況恢復穩健。二零零二年六月，立法會通過政府的建議，分五年向市建局注資一百億元。翌月，我們獲得了首筆注資二十億元。這強大的支持令本局得以在金融市場上進行融資，籌措更多營運資金。

二零零二年十月，董事會通過五年業務綱領的財務策略。兩個月後，本局成功與十二家本地及外資銀行簽訂了三十六億元定期循環銀團貸款協議。雖然截至二零零三年三月底止，本局仍然錄得九億三千六百萬元的財政赤字，但透過政府注資和銀團貸款，本局的財政已趨向較為穩健的狀況。二零零三年五月，本局收到政府第二筆的二十億元注資。

值得一提的，是本局與香港房屋委員會(房委)合作磋商後，達成了新的財務安排，使本局今後支付安置單位的費用，下調大約百分之六十。其後，本局亦與香港房屋協會(房協)達成類同的協議。

我們也致力進一步控制日常的營運開支。二零零二年七月，本局將辦公地點搬往上環的新紀元廣場，每年節省租金開支三千萬元。二零零三年一月，我們完成了一項職級評估及薪酬重整方案，使各級員工的薪酬調整至與市場相若的水平。

二零零三年三月三十一日止，本局的員工人數為二百六十三人，與二零零一年五月成立之時的三百零七人比較，下降百分之十四。

首年項目

二零零二年三月，本局的五年業務綱領獲得財政司司長批核。該份業務綱領包括五十二個項目，其中八個已經按照二零零二至零三年的周年業務計劃展開。我

Finance and Cost Control

Throughout the year, the recuperation of the Authority's finances has been our top priority. In June 2002, the Legislative Council approved a Government proposal for a \$10 billion capital injection into the URA over five years. Shortly afterwards, we received the first \$2 billion from the Government. This strong backing has been crucial in enabling us to secure further funding externally from the financial market.

In October 2002 the Board approved a financing strategy for the Corporate Plan. Two months later, we successfully secured a \$3.6 billion term and revolving loan facility from a syndicate of 12 local and international banks. Coupled with the Government's capital injection, we were then able to put the Authority back on a more satisfactory footing, though our bottom line was still \$936 million in the red by the end of March 2003. In May 2003 we received a further \$2 billion capital injection from the Government.

Through amicable negotiations, we have succeeded in securing a new agreement with the Hong Kong Housing Authority to reduce by about 60% the amounts payable for rehousing units for tenants cleared from URA projects. This was followed by a similar agreement with the Hong Kong Housing Society.

We have also reined in further our overheads and payroll. In July 2002 we moved our offices to Grand Millennium Plaza, saving \$30 million per year in rent. In January 2003 we implemented a job evaluation and pay survey exercise so that the salaries of all staff were brought in alignment with the current market level. As at 31 March 2003, our headcount stood at 263, a decrease of 14% from 307 when we started in May 2001.

Year One Projects

In March 2002 the Financial Secretary approved the URA's Five-year Corporate Plan that comprised 52 projects, eight of which to be commenced in the first Annual Business Plan for 2002/03. In a sense, the chief goal of our first Business Plan was to make up for lost time. More than four years have lapsed since the LDC announced, in January 1998, its plans for 25 redevelopment projects, which were subsequently held in abeyance due to property market decline as well as transition to the URA. Indeed, even before he gave his formal approval for the Corporate Plan in March 2002, the Financial Secretary saw fit to give an advanced approval especially for three of the eight Year One projects to be commenced in January 2002.

All of the eight Year One projects are among the 25 ex-LDC projects for which we have undertaken to accord priority in the Corporate Plan. They are located in

們首年的主要目標，是要以快速的工作進度，「追回」過往失去的時間，因為自從土發於一九九八年一月公布二十五個項目之後，物業市場不斷下跌，兼且土發需要過渡至市建局，致令這批項目被擱置了四年。有見及此，財政司司長在二零零二年三月正式批准本局業務綱領前，特別准許我們在一月提前實施首年八個項目中的其中三個，以加快進度。

本局於年內優先展開的八個項目，均屬於土發公布的二十五個項目，該批項目已全部被納入本局的五年業務綱領之內。該八個項目分佈於五個地區，灣仔、深水埗及中西區各佔兩個，大角嘴及旺角各有一個。當中七個項目的物業收購工作進展良好，有些已進展到政府收地的階段，餘下的一個項目在上環士丹頓街，正在進行法定的規劃程序。該八個項目涉及大約九百一十個物業業權、一千八百個住戶和五千七百名居民。估計全部項目在二零零八年至二零一零年間相繼竣工時，會提供約二千六百個住宅單位，以及一萬七千九百平方米的零售商舖樓面。為切合提昇生活環境的目標，該批項目亦會提供二千平方米的公眾休憩用地，和三千六百平方米樓面的社區設施，包括護理安老院。

八個首年項目的總發展成本，估計為五十四億六千萬元，其中百分之四十四或約二十四億元是用作物業收購及安置租客的開支。



本財政年度完結時，其中五個項目的物業收購工作大致已經完成。我們會繼續努力，使餘下階段的工作，包括安置、收地及清場，能夠順利進行，務求達到在二十四個月內完成徵集土地的目標。在收購物業的工作中，我們的成功率平均大約是百分之八十五，成績斐然。高收購率對項目順利推行固然重要，然而，最重要的是在實施新的收購及補償政策方面獲得的寶貴經驗。

例如，在三個前期項目中，我們釐定自用住宅物業業主的自置居所津貼時，委託了兩家測量師行進行獨立評估，並取其中較高者為訂價基準。（自置居所津貼的計算是參照政府的補償政策，以一間假設位於項目類此地區的七年樓齡物業的市場估價為計算基礎，簡稱「七年樓齡」政策）。雖然此項估價安排尚算成功，但當我們開展第四個項目時，決定加以改良，聘用七個測量師進行估值，並採用了加權平均的計算方法。業主一般都認為此方法的基礎擴闊、更為客觀及更容易接受，而我們與業主的商討也更加順利。

在安置租客方面，我們從經驗中領略到，如何在提供公屋單位及現金補償兩者之間調較平衡，以鼓勵更多的租客選擇公屋，從而即時改善生活環境。

舊區招牌盡見區內傳統特色。
Signboards of shops in the old districts.



five districts including two each in Wan Chai, Sham Shui Po and Central & Western districts, and one each in Tai Kok Tsui and Mong Kok. Seven of them are now in various stages of acquisition or land resumption and the remaining one awaits planning approval. Altogether, these projects involve about 910 property interests, 1,800 households and 5,700 residents. Upon completion of redevelopment between 2008 and 2010, they are expected to provide approximately 2,600 new residential flats and 17,900 square metres of retail floor space. Of course, bearing in mind our responsibility to recreate a better living environment, we have included in the projects 2,000 square metres of public open space and 3,600 square metres of floor area for community facilities such as care homes for the elderly.

Altogether, we have committed a total of \$5.46 billion in development costs in the eight Year One projects. Of this amount, about \$2.4 billion or 44% is being used for compensation and rehousing.

By the end of the financial year, we have largely completed property acquisition in five of the eight projects, and we are continuing to work hard to ensure that the rest of the process, including rehousing, resumption and site clearance, progress on target within our 24 months schedule for land assembly for a typical project. The average success rate of acquisition through voluntary sale and purchase has reached 85% approximately, which is highly satisfactory in our view. Apart from the good acquisition rate and the smooth implementation of the projects, we have learned many valuable lessons in dealing with the many practical issues and problems during the compensation and rehousing process.

In the three "early launch" projects, for instance, we set the home purchase allowance (HPA) for owner-occupiers of domestic units by taking the higher of two independent valuations. (HPA valuations are technically based on the Government's compensation policy for a notional replacement flat which is assumed to be the market value of a seven-year-old flat situated in a similar locality. This policy is generally known as the "seven-year rule".) However, the method was moderately successful until we improved it, from the fourth project onwards, by using seven valuation firms and taking a weighted average of their valuations. Owners have generally found the improved method more broad-based, objective and acceptable, and our negotiations with them have thus become considerably smoother.

For tenants affected by our projects, our initial experience has led us to fine-tune the balance between the options of public housing units and cash compensation so as to encourage more of them to choose public housing and improve their living condition immediately.

在陸續開展重建項目的過程中，我們憑實際經驗，加強了防止濫用補償政策的措施。例如有些業主試圖以空置單位充作自住，藉此謀取全數的自置居所津貼。也有些已遷往公屋居住的租客，仍然保留舊樓租約，向本局索取全數的現金補償。此外，亦有投機者緊盯著本局的項目，在個別重建區囤積單位，以圖謀取利益。這些經驗有助我們不斷地檢討政策及運作，然而，我們相信最彌足珍貴的經驗，莫如在進行重建項目的過程中，注重解決居民的個人問題，落實「以人為本」的原則。

以人為本

市區重建並不單純是搬遷家園及提供現金補償，往往會涉及種種個人的問題。但這些問題的複雜程度，若非親歷其境，實在難以置信。例如在一層殘破的戰前舊樓內，擠住著十多伙人，而室內連最基本的衛生間設備也沒有。又或者是一雙年紀老邁的公公婆婆，蝸居於滿佈火水爐具的廚房上一個三呎乘六呎的閣樓，他們的日常生活苦況，令人不忍卒睹。我們的前線員工經常在重建區內，面對和處理林林種種的問題，上述情況，屢見不鮮。

為了協助有困難的居民搬遷及重建家園，本局特別提供一連串的服務，包括彈性將收購按金由一成提高至三成、協助找尋重置單位、安排過渡貸款、提供臨時居所及存放傢俬的地方、延長舊樓交吉期，以及協助搬遷等。即使如此，居民仍有許多家庭或個人問題，需要我們的前線員工以關懷的態度悉心處理，加上由本局聘用的四支市區重建社區服務隊，為他們逐一解決問題。這些社區服務隊，由專業的社工組成，負責提供輔導及實際的協助。年內，社區服務隊共處理約四百個求助個案。

在地區規劃及管理的層面，本局獲得了四個分區諮詢委員會的襄助。委員會成員包括當地居民、專業人士、社會工作者、區議員及學者等。他們以第三者的觀點和角度，就如何將本局的重建項目及服務，與當地社區更有效地結合起來，向我們提出不少寶貴意見。

進行中的土地發展公司項目

在開展新項目的同時，十個由土發實施的項目，亦取得良好進展。土發於一九九零年在港島開展的首個重建計劃——上環皇后街項目已大致完成。該項目的銷售策略相當成功，一千一百多個住宅單位中有九成在一個月內售出。另外，旺角亞皆老街項目（現稱朗豪坊）、油麻地雲南里項目、以及堅尼地城新海



大角咀地區辦事處開幕儀式。（右起）：市建局行政總監林中麟、油尖旺分區諮詢委員會主席譚惠珠、油尖旺區議會主席仇振輝及油尖旺民政事務專員蔡志華。
Officiating at the opening ceremony of the Tai Kok Tsui Neighbourhood Centre are (from right) URA Managing Director Billy C L Lam, Yau Tsim Mong District Advisory Committee Chairperson Maria Tam, Yau Tsim Mong District Council Chairman Chow Chun-fai and Yau Tsim Mong District Officer Augustine Choi.

As we progressed from one project to the next, we have taken more effective measures to prevent various forms of abuse of the compensation policy. There were, for instance, unscrupulous owners of vacant flats who tried to pass off as live-in residents and make claims for the full amount of the HPA. There were tenants who, having moved already to public housing, still held on to the old tenancies to demand for URA compensation. There were also speculators who tried to stalk the URA's project trail and hoard up the flats for profiteering. This experience is useful to us for further improving our policies and operations. However, perhaps the most valuable experience of all is what we have learned in emphasising the human process: we lived up to what we pledged in adopting the "people-oriented approach" in our endeavours.

People-oriented Approach

Urban renewal inevitably involves human issues apart from home relocation and cash compensation. But it is difficult to imagine the complexity of these issues until one comes face to face with 12 or 15 households sharing a pre-war tenement flat that does not even provide a toilet facility, or a fragile, elderly couple living in a 3- by 6-foot cockloft above a communal kitchen full of obsolete kerosene stoves. These are typical examples of the many human problems that our frontline staff have to deal with day after day at the acquisition sites.

To help those with difficulties in setting up new homes elsewhere, we have devised a package of special services, such as offering them enhanced down-payments when acquiring their properties, helping them find replacement flats and arranging bridging loans, providing them with temporary accommodation and furniture storage, and assisting them in house moving. Even so, there are still many other family and personal problems that would require patience, compassion and interpersonal skills on the part of our frontline staff. In this respect, our staff work hand in hand with four urban renewal social service teams that we have appointed to provide independent professional counselling and practical assistance to those in special need of help. During the year, the social service teams handled about 400 cases for assistance.

At the local planning and management level, we are assisted by four District Advisory Committees (DAC) set up for the four districts where the redevelopment projects are located. The DAC members comprise local residents, professionals, social workers, District Council members and academics. They have given us valuable advice, from a local third party perspective, on how best we could integrate our projects and services with the local communities.

On-going LDC Projects

Just as new projects have been started, 10 other redevelopment projects, which were commenced by the LDC, have made good progress during the year. The

旁項目，估計在二零零四年或之前可以完成。尖沙嘴河內道及灣仔道項目則仍在進行建築工程。二零零二年七月，本局與私人發展商簽訂了荃灣市中心項目的合作協議，預計項目於二零零七年完成時，會成為荃灣區的新地標。

根據原先的設計，這些都是個別的獨立項目，但我們現正以新的思維和策略，研究如何利用這些項目作為發展重點，為當地社區推動持續性的更新計劃。下文會再作談論。

第二個五年業務綱領及周年業務計劃

按照既定的時間表，我們已經開展了二零零二零三年度全部的項目，並且將五年業務綱領伸展至二零零七零八年，以及制訂了二零零三零四年的周年業務計劃。新的業務綱領及周年業務計劃，已於二零零三年三月獲得財政司司長核准。

第二個業務綱領涵括了七十七個項目，當中包括首年已推出的八個項目，和土發已經開展的十個項目。其餘五十九個是新項目，其中七個將與房協以策略合作伙伴形式推行。

至於二零零三零四年的業務計劃，我們的目標是開展十個新重建項目，當中有三個與房協合作。計劃亦包括一些樓宇復修、舊區更新和文物保育的工作。

重建發展

踏入二零零三零四年，我們面對更嚴峻的考驗和挑戰。自從二零零一年三月政府實施新的補償政策以來，物業市場價格已經大幅下跌了百分之三十，因此令我們的土地徵集成本相對地變得更為高昂。然而，基於政府的七年樓齡補償政策所繫，本局的收購補償政策實難以改變。平均計算，在已進行物業收購的七



市建局董事會成員龍炳頤教授（中）向傳媒介紹興建中的住宅發展項目所採用的改良排水水管設計。

URA Board Member Professor David Lung (middle) explains to the media the improved drainage designs in the URA's on-going residential projects.



行政總監林中麟為其「香港家書」錄音。
Managing Director Billy C L Lam records his 'H.K. Letter'.

Queen Street project in Sheung Wan, the first LDC project on Hong Kong Island dating back to 1990, was nearing completion and a successful marketing campaign has resulted in about 90% of the 1,100-odd units being sold in a month's time. The projects to follow will be the Argyle Street project in Mong Kok (now known as Langham Place), the Yunnan Lane project in Yau Ma Tei and the Kennedy Town New Praya project, which are all expected to be completed in or before 2004. The Hanoi Road project in Tsim Sha Tsui and the Wan Chai Road project are both currently under construction. For the Tsuen Wan Town Centre project, we signed a joint venture agreement with a private developer in July 2002, aiming to create a new landmark in the district by 2007.

Although these redevelopment projects were designed originally as stand-alone projects, we are now viewing some of them in the fresh perspective of our 4Rs Strategy. We are exploring their potential to serve as "anchors" for more holistic revitalisation programmes for their respective local areas. I shall touch on this later.

Second Corporate Plan and Annual Business Plan

With all projects for 2002/03 launched on target, we have rolled forward our Five-year Corporate Plan to 2007/08 and formulated our second Annual Business Plan for 2003/04. The Financial Secretary has approved both plans in March 2003.

There are 77 projects in the Corporate Plan, including the eight Year One projects and 10 on-going ex-LDC projects mentioned earlier. The other 59 projects are new ones, including seven redevelopment projects to be undertaken in association with our new strategic partner, the Hong Kong Housing Society (HKHS).

For the coming Business Plan Year 2003/04, we aim to commence a total of 10 new redevelopment projects, including three in association with the HKHS, as well as new initiatives on the frontiers of rehabilitation, revitalisation and preservation.

Redevelopment

As we cross over to 2003/04, we are conscious of even greater challenges lying ahead. Our land assembly costs, relative to the depressed property market that has fallen by some 30% since March 2001 when the Government's new compensation policy came into being, have become uncomfortably high. At it stands, the URA's compensation policy, which is tied to the "seven-year rule" of the Government, is probably among the most generous in the world, so much so that it has attracted frequent criticism from the public at large. In the seven projects for which compensation offers have been made, the value of such offers represent 3.1 times of the open market value.



上環更新計劃在西港城舉行開展典禮。（左起）博藝會主席陳裕光、路政署副署長黃志強、市建局社區事務及公共關係委員會主席林貝聿嘉、中西區區議會主席胡楚南、市建局行政總監林中麟、市建局中西區分區諮詢委員會主席賴錦璋、中西區區議會旅遊事務暨推動本土經濟小組主席甘乃威、中西區民政事務專員黃保華及房屋及規劃地政局副秘書長張少卿。

A ceremony is held at the Western Market to launch the Sheung Wan Revitalisation Project. (From left) Chairman of Spotlight Recreation Club Michael Y K Chan, Deputy Director of Highways Department C K Wong, Chairman of URA Community Affairs & Public Relations Committee Peggy Lam Pei Yu-dja, Chairman of Central & Western District Council Wu Chor-nam, URA Managing Director Billy C L Lam, Chairman of URA Central & Western District Advisory Committee Michael Lai Kam-cheung, Chairman of Working Group on Tourism & Promotion of Local Community Economy (Central & Western District Council) Kam Nai-wai, Central & Western District Officer Paul Wong Po-wah and Deputy Secretary for Housing, Planning & Lands Bureau Cheung Siu-hing

個項目，本局付出的收購價大約是市值的三點一倍，可算是全世界最慷慨的收購價格之一，而本局也因此經常遭受社會各界人士的批評。

除非我們的收購補償政策，能夠合理地反映本局的財政資源和市場實況，否則長遠來說，我們進行市區重建的持久力，勢必出現嚴重的制肘。誠然，我們一方面要負起市區重建的社會責任，但另一方面亦要顧及是否有足夠資金應付補償政策長遠所需，要在兩者之間取得適當的平衡，並不容易。我們現時的基本考慮方向，是如何令補償方案可以合理地反映本港經濟環境和物業市場的實況。我們會首先檢討本局長遠重建計劃在財政上自給自足的一些假設的基本因素，亦會重新思考如何能夠更有效率地運用財政資源。

樓宇復修

去年我們集中力量，優先處理前土發公布的項目。今年，我們將會向前邁進，首次全方位實施四大業務策略——重建發展、樓宇復修、舊區更新及文物保育，特別是推動樓宇復修，將會是相當艱巨的任務。一般來說，舊式住宅樓宇的私人業主，大多忽略和漠視維修及保養的責任，而且本局優厚的物業收購補償政策，亦間接「助長」了他們放棄維修的心態，因為他們認為與其自己斥資進行維修，不如堅持等候重建補償，更為上算。

從宏觀分析，市區老化問題絕不能單靠重建發展解決。現時市區老化的速度，實在遠超本局可以單獨應付的能力。香港目前約有九千三百幢樓齡達三十年或以上的樓宇。在未來十年，數目將會增加一半，政府已經確認其中最至少二千幢有不同程度的失修。我們必須積極推動業主自願參與樓宇復修工作，才能夠解決市區老化問題，制止情況繼續惡化。



樓宇復修是市建局的重要策略之一。

Rehabilitation is one of the URA's important strategic tools.

It is apparent that unless our compensation policy is brought in alignment with our financial resources and market realities, our ability to sustain the urban redevelopment programme for the long term would be severely constrained. To strike the right balance between the social objectives of urban renewal and the financial viability of the compensation policy to which the URA is bound, will be a great challenge. It is time that fundamental consideration be given to rationalise the existing compensation policy in the context of Hong Kong's prevailing economy and the realities of the property market. We need to review some of the assumptions on which the self-financing of our long-term redevelopment programme is based. We also have to reconsider how our financial resources could be used in a more sensible and cost-effective manner.

Rehabilitation

Last year, we concentrated on the ex-LDC projects as a matter of priority. This year, we will move forward, for the first time, to the full spectrum of the '4Rs' - redevelopment, rehabilitation, revitalisation and preservation. Rehabilitation is a particularly formidable challenge, bearing in mind that owners of many old tenement buildings are oblivious to their responsibilities in keeping their properties under proper maintenance and repair. Moreover, their apathy is reinforced by the generous compensation policy for property acquisition as they see no point in doing anything other than waiting for acquisition offers to come.

The hard fact, however, is that redevelopment alone cannot solve the problem of urban decay, which is deteriorating at such a speed that it is manifestly beyond the solitary strength of the URA to cope with. There are at present over 9,300 buildings of 30 years and above in Hong Kong and the number is expected to grow by 50% in 10 years' time. At least 2,000 of these buildings have been identified to be in various degrees of dilapidation. Rehabilitation - with voluntary commitment from the owners themselves - must be vigorously pursued in order to halt the deterioration and keep the problem within manageable proportion.

We are therefore actively preparing various initiatives to promote a culture of building rehabilitation. This will be a long and arduous task but we are determined to work together with all government departments, non-government organisations, the private sector and, above all, the building owners themselves. One of our initiatives will be to carry out a number of rehabilitation pilot projects, in which we shall help interested owners, to rehabilitate their buildings by offering them technical advice and some repair materials as an incentive. Experience gained from these pilot projects will be used to devise a similar but more extensive programme.

The rehabilitation scene has changed considerably since the second quarter of 2003 when the SARS broke out. For all its tragic consequences, it also brought

因此，本局現正積極籌備各種方案，促進私人業主對樓宇復修採取積極態度。我們明白這是本港多年積累下來的問題，必定是困難重重，但我們仍然會努力嘗試，並且與政府部門、非政府機構、私人機構，特別是樓宇業主緊密合作。初步方案之一，是進行四個樓宇復修試點項目，向願意進行復修工程的舊樓業主，免費提供技術支援及若干維修物料作為鼓勵。在這方面取得的經驗，會有助本局制定全面的樓宇復修策略。

非典型肺炎於二零零三年第二季爆發，帶來了悲痛的後果，亦引起了公眾對樓宇失修及環境衛生欠佳問題的關注。因此，樓宇復修的局面或許出現了新的契機，我們未來的樓宇復修策略，會就政府解決問題所採取的新措施，加以配合。

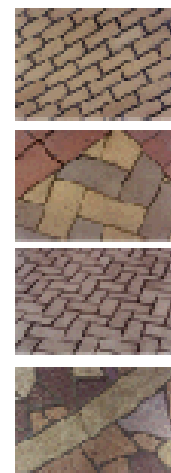
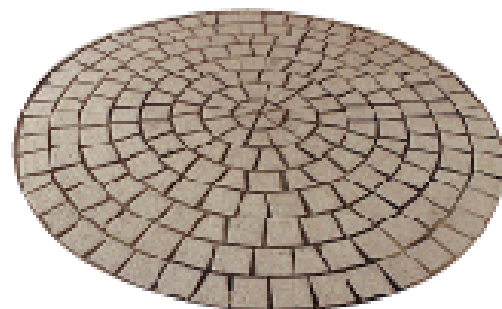
舊區更新

在舊區更新方面，我們準備開展五個項目，以「培育者」的角色，促進舊區在環境和經濟兩方面的更新。上環是香港開埠初期，最早發展的商業區之一，饒富歷史、文化及地方色彩，我們的更新項目之一就是在上環區開展，並命名為「上環坊更新計劃」，由本局與路政署、民政事務總署及中西區區議會及其他有關政府部門 手進行。本局位於上環摩利臣街的西港城是計劃內的重點，這座原稱上環街市的愛德華式建築物，已有九十七年歷史，在一九九一年經土發改造成為商場。二零零三年四月，經公開投標後，我們與一家新經營商簽訂五年協議，將西港城重新設計成為一座雅緻而有活力的購物消閒場所。與此同時，西港城附近街道及公眾休憩地方的美化工程，亦進入最後籌備階段，將於短期內動工。

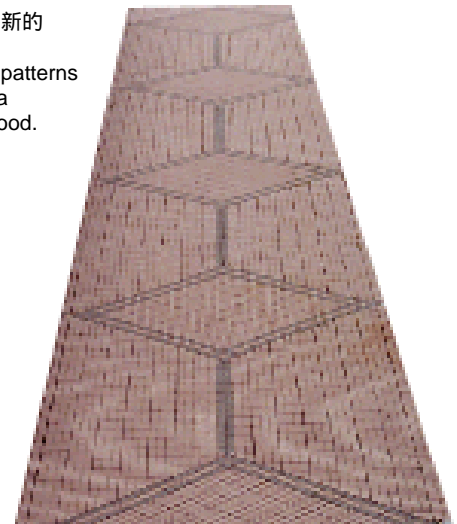
本局亦計劃在旺角及油麻地的舊區推行更新計劃。我們的發展策略，是利用既有的重建項目作為重點，因應每個地區的歷史、社會、經濟及人口特色，進行靈活設計，以帶出該區的最佳發展潛力。我們更會竭力爭取社區的支持和私人機構的積極參與，使計劃切合地區所需和得以持久推行。

文物保育

本局將會在灣仔莊士敦道的重建項目範圍內，推行首項文物保育工作。我們現正考慮如何保育地盤內五幢較有特色的戰前樓宇。然而，保育的任務並不單單在於把樓宇當作古董保存下來，更重要的是設法讓它們恢復經濟生命力，因此我們正在思考該五幢樓宇的適當用途。



創意的街道圖案，令更新的舊區更添活力。
Creative street paving patterns add attractiveness to a revitalised neighbourhood.



about a public awakening to the threat of poor sanitation arising from building and environmental dilapidation. Backed by experience from our pilot projects, we are now developing a long-term rehabilitation strategy with a view to dovetailing with the new measures to be adopted by the Government to combat the problem.

Revitalisation

On the revitalisation front, we will initiate five projects that aim to trigger and facilitate the rejuvenation of old districts environmentally and economically. Sheung Wan, one of Hong Kong's earliest business districts with a rich heritage of history, culture and local flavour, is home to one of these projects, which we have commenced in co-operation with the Highways Department, Home Affairs Department and Central and Western District Council. As a start, the project involves the rejuvenation of the historic Western Market, a 97-year-old Edwardian-style building that was first refurbished into a shopping mall by the LDC in 1991. In April 2003 we entered into a five-year agreement with a new single tenant-operator to improve the shopping and leisure attractions so that it can serve as an anchor for the project. At the same time, final preparations are being made for construction work to start shortly to give a major facelift to the surrounding streets and public open space.

Similar revitalisation projects will be introduced in Mong Kok and Yau Ma Tei, where our strategy is also to carry out street-level beautification in the vicinity of current redevelopment projects, so as to create a critical mass for the sustained growth of retail, leisure, tourism and other business and community activities. Of course, no two districts are the same. Our intention is to plan and design flexibly to bring out the best of each district according to its historic, social, economic and demographic characteristics. In this respect, we will seek to harness the support of the local community and active participation of the private sector.

Preservation

In the coming year, we will undertake our first preservation task at the Johnston Road redevelopment site where we have acquired, along with old buildings to be demolished, five "shop-house" buildings that are considered to merit preservation in the context of Hong Kong's pre-war architecture. The challenge, however, is not just to preserve but to bring these buildings back to a useful economic life.

Another interesting preservation project on the drawing board is the design of a Dr. Sun Yat-sen Memorial Square at our Staunton Street/Wing Lee Street redevelopment project site in Sheung Wan, which covers the original location of the American Congregational Mission Preaching House where Dr. Sun was baptised in 1883 and lived from 1884 to 1886.



另一項在計劃階段的保育工作是位於上環士丹頓街永利街重建項目內的孫中山紀念廣場。該重建項目的所在地饒富歷史色彩，其中包括了美國公理會佈道所舊址，孫中山先生於一八八三年在該處接受基督教洗禮，亦曾於一八八四年至一八八六年在此居住。

合作伙伴

在過去一年的工作中，令我們感到特別欣慰的，是獲得很多合作伙伴及社會人士給予的支持和協助。最大的支持力量來自特區政府，特別是房屋及規劃地政局、財經事務及庫務局、房委會、規劃署、地政總署、屋宇署及民政事務總署。另外，立法會及區議會亦大力支持我們的工作。房協更進一步與本局結成策略合作伙伴，以推行市區重建項目。我們與銀行、地產發展商及專業團體，建立了良好的工作關係。以上種種已逐步形成一個「市區重建網絡」，對我們推展未來的工作，定會發揮重要的作用。

結語

在二零零三零四年，本局會採取雙重策略，一方面鞏固現有業務，另一方面則擴展業務範疇。我們會總結從首年項目所取得的經驗，進一步提昇工作效率及改良政策和程序。同時，我們會全方位展開四大業務策略。全方位的擴展任務當然殊不容易，因為樓宇復修、舊區更新和文物保育都是全新的嘗試，無往績可循，但我們會加倍努力，以創意和勤奮補經驗之不足，更會以十分務實的工作態度，面對這些挑戰。

本局將會緊守四大業務策略（4Rs）的發展方針，同時，我們亦會秉持另外兩個R的實踐原則：實事求是（Realism）和創造成績（Result）。在經濟持續通縮及地產市道疲弱的情況下，對加快市區重建帶來的財務風險，我們會格外小心處理。在不影響審慎理財原則的大前提下，我們會致力尋求新方法，在今年工作成績的基礎上，盡早取得更佳成果。

最後，本人謹藉此機會，向本局全體同事致意，因為全憑他們在過去一年中，不畏艱辛、克盡厥職，本局才能取得佳績。同時，董事會及屬下各委員會於一年來領導有方，對我們的工作大力支持和積極參與，本人不勝銘感。至於各方合作伙伴及社會人士對本局的工作擁護，更令我們感激和鼓舞不已。

行政總監

林中麟

二零零三年七月三十一日



重建區內傳統行業及商舖。
Old trades and shops in the redevelopment area.

Partnership and Stakeholders

As we step up our efforts in urban renewal, we are gratified to see that increasing help and commitment has been forthcoming in the community, especially from many of our partners and stakeholders. The Government, in particular the Housing, Planning and Lands Bureau, Financial Services and the Treasury Bureau, the Housing Authority, Planning Department, Lands Department, Buildings Department and Home Affairs Department, have all given us very solid support during the year. The Legislative Council and the District Councils have likewise been highly supportive of our work. And the Housing Society has joined us as a strategic partner. In the private sector, we have developed a healthy working relationship with the banks, large private developers and professional bodies. All this is evolving into a "urban renewal network" that will be essential for us to tackle the tasks ahead.

Conclusion

For the URA, 2003/04 will be a year for consolidation as well as expansion. On the one hand, we will consolidate the experience gained from implementation of the Year One projects and further improve our efficiency. On the other hand, we will broaden our horizon by expanding our work to all fronts of the 4Rs. It will not be easy, as we will be entering uncharted waters in rehabilitation, revitalisation and preservation. But what we lack in experience, we shall make up with hard work, team spirit, innovation and, above all, a very pragmatic work culture.

We will continue to be guided not only by the 4Rs but also realism and results. In the face of continuing economic deflation and property market weakness, we will be very conscious to the increased financial risk brought about by an expedited urban renewal programme. However, we will not be deterred from looking for new ways and means to build and expand on the results achieved last year - without sacrificing our prudent financial policy.

Finally, I wish to pay tribute to all staff of the URA for their hard work and ingenuity, without which the good results for the past year would not have been possible. I must also thank the URA Board and Committee members sincerely for their wise counsel and support during the year. To all the partners and stakeholders who have been so generous with their support for the URA, we are deeply grateful and encouraged.

Billy LAM Chung-lun
Managing Director
31 July 2003

