



更新動力 舊區蛻變。  
Revitalisation brings vibrant changes to old districts.

# 業務回顧

## OPERATING REVIEW

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### 規劃

市建局的策略方向和工作計劃，是透過五年業務綱領和周年業務計劃予以落實的。根據《市區重建局條例》，本局須按照政府於二零零一年公布的《市區重建策略》內列明的指引，擬備業務綱領和業務計劃。在現實的環境中，我們必須考慮相當複雜的因素，小心處理及訂出優先次序，以分配可供運用的資源。這些因素往往互相矛盾，其中的權衡取捨，殊非輕易。例如，我們要思考如何處理過去有關市區重建的承諾和未來發展的需要；考慮清拆舊區的急切需要或是以漸進方式更新社區；強制清拆殘破樓宇或是鼓勵業主自願復修舊樓；以及如何在財政資源的制肘下，盡量滿足公眾的期望。

### 重建發展

本局於二零零二年一月推出了三個「前期項目」，之後相繼開展了二零零二至零三年度首個周年業務計劃內的其餘五個項目。在隨後一年的業務計劃內，我們計劃開展另外十個重建項目。至於二零零三至零四至二零零七至零八的五年業務綱領，共有四十三個新的重建及文物保育項目，其中七個重建項目將與香港房屋協會（房協）合作推行，連同樓宇復修及舊區更新項目，該份業務綱領共有五十九個新項目。

### 樓宇復修

年內，本局成立了「樓宇復修專責小組」，成員包括政府部門代表、專業人士

### Planning

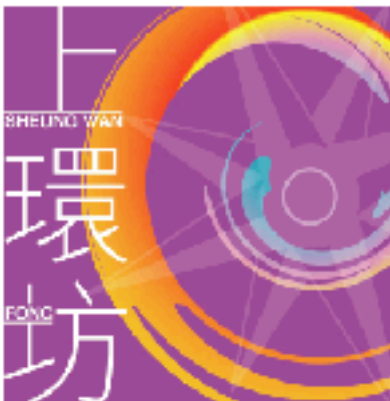
The URA's strategic direction and work programme are embodied in its Five-year Corporate Plan and Annual Business Plan respectively. The plans are, as required by the URA Ordinance, formulated within the framework set out in the Government's Urban Renewal Strategy issued in 2001. This is a complex exercise in prioritising the competing claims between past commitments and future expansion, urgent need for slum clearance and gradual rejuvenation of old districts, compulsory redevelopment and voluntary rehabilitation, and limited financial resources and high public expectations.

### Redevelopment

Following the three 'early launch' projects in January 2002, we launched the five redevelopment projects selected for our first Annual Business Plan in 2002/03. This will be followed by 10 more projects scheduled for commencement in 2003/04. In total, 43 new redevelopment and preservation projects are laid down in the Five-year Corporate Plan 2003/04 to 2007/08, seven of which to be carried out in association with the Hong Kong Housing Society (HKHS). The number of new projects in the Corporate Plan rises to 59 when the rehabilitation and revitalisation projects are added.

### Rehabilitation

During the year, a high level 'rehabilitation taskforce' was formed comprising



、董事會成員及本局主要職員。小組建議推行四個試點項目，測試一項鼓勵及自願性質的樓宇復修計劃的可行性。計劃中，本局將免費提供技術援助，樓宇勘查服務及一些復修物料，以鼓勵業主自願集資為其樓宇進行復修工作。試點樓宇主要是屬於屋宇署的屋宇維修統籌計劃（CMBS）或大規模清拆僭建物行動（Blitz Operation）之內。

我們會於二零零三零四年落實試驗計劃，量度成效，並將資料作為制定樓宇復修策略的參考之用。本局策略中的重要考慮之一，是如何與屋宇署和民政事務總署緊密合作，因為他們與本局有共同的目標，同樣為促進樓宇適當的維修保養及管理而投放資源

。由於本局沒有法定權力，強制業主進行樓宇復修工程，所以我們只能配合屋宇署發出的修葺或清拆令，鼓勵業主將基本安全的修葺工作，自願提昇至整體樓宇復修的水平。

#### 更新舊區

二零零二年零三年度底，本局首個舊區更新項目的規劃進入了最後階段。該項目位於香港最早的商業區 - 上環。項目的第一期斥資共三千萬元，合作伙伴包括路政署、民政事務總署及中西區區議會。詳情會在下文交待。



市建局行政總監林中麟（左）到訪大角嘴中星樓 - 樓宇復修其中一個試點項目。  
URA Managing Director Billy C L Lam (left) visits one of the rehabilitation pilot sites at Chung Sing Building, Tai Kok Tsui.

未來五年內，本局將

在其他舊區推行十一個更新項目。為求相輔相成，我們會將更新項目與本局目前的大型重建項目或其他「旗艦」物業互相結合，藉此推動區內的社區及經濟活力持續增長。要達致這個目標，我們必須獲得當地社區各界的積極支持。因此，我們會在規劃的階段中，及早尋求當地居民、政府部門、商界、區議會、分區諮詢委員會及專業團體的參與。

#### 文物保育

本局成立了「文物保護諮詢小組」，組員包括董事會成員及國際專家。小組已於二零零二年九月開始進行商議，提出了不少意見，其中包括建議本局應致力





年內市建局推行了樓宇復修試驗計劃。  
The URA implements a rehabilitation pilot scheme during the year.

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representatives from Government departments, URA Board members, professionals and key URA staff. The taskforce recommended the launch of four pilot projects to test the feasibility of an incentive scheme aimed at promoting voluntary rehabilitation of buildings by their owners. The incentives included free technical advice, building survey and some renovation materials to be provided by the URA if the owners would pay for the main costs of the rehabilitation works. Buildings to be selected would mainly be those located within the ambit of the Buildings Department's Coordinated Maintenance of Buildings Scheme (CMBS) or Blitz Operations.

The pilot projects will be implemented in 2003/04 and the results and lessons learnt from them will help in fine-tuning the overall strategy. An important part of our strategy is to work very closely with the Buildings Department and Home Affairs Department, both of which share with us the common goal of fostering proper maintenance and management of buildings. As we have no legal powers to compel building owners to effect rehabilitation, we will aim to complement the Buildings Department's repair or removal orders by offering incentives to the owners to upgrade repair and maintenance works to rehabilitation voluntarily.

#### Revitalisation

Towards the end of 2002/03, we were putting the final touches to a plan for the first revitalisation project. The target area is Sheung Wan, Hong Kong's oldest business district. It will be a \$30 million joint venture with the Highways Department, Home Affairs Department and the Central and Western District Council. More details are given below.

Sheung Wan will be the first of 12 revitalisation projects to be introduced to various old districts over the next five years. For synergistic impact, we will link the projects geographically to current URA redevelopment projects or other 'flagship' properties. In order that revitalisation can stimulate a sustained regeneration process, it is essential to engage the commitment of the local community. We will therefore try to seek the early involvement of local residents, Government departments, business groups, District Councils, District Advisory Committees and professional bodies.

#### Preservation

For external consultation on heritage preservation, we have convened a Conservation Advisory Panel consisting of URA Board members and international experts. The panel began its deliberations in September 2002. Amongst its conclusions, the panel recommended that the URA should strive for a 'World Class' standard of conservation in line with the URA's vision and mission. For the long term, the panel advised, the challenge was to foster a supportive framework including the 'transfer of development rights' arising from

將文物保育提昇至國際級水平，以配合本局的理想和使命。長遠而言，小組認為我們面對的挑戰是要建立一個基準體系，使保育的土地及建築物享有地積比率的「轉移發展權」。小組又建議成立文物保育基金，以及設立法定機制，以保護及維修歷史建築和提供資金。

在實務方面，本局快將完成保育五幢戰前樓宇的可行性研究，當中包括位於灣仔莊士敦道項目範圍內的四幢相連的「騎樓式」樓宇和船街的一幢唐樓。本年稍後，我們將就保育這些建築的最佳方法及未來的經濟用途作出決定。



### 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了政府的建議，由二零零二／零三至二零零六／零七的五個財政年度期間，分階段向本局共注資一百億元。首筆二十億元款項已於二零零二年七月收訖，而第二筆款項亦已於二零零三年五月收取。

#### 融資安排

鑑於市場的流動資金充裕，加上利率低企，本局遂於去年底抓緊機會向外融資。二零零三年一月三日，本局與十二家國際及本地銀行簽署合約，籌組一筆三年及五年的三十六億元循環定期銀團貸款，令我們可以更靈活地調動資金，以配合重建項目發展的周期，並減低再融資的風險。

二零零三年三月，本局決定向政府提早償還一千八百七十萬元的貸款，以減低利息開支。截至二零零三年三月三十一日止，本局的借貸合共少於二十四億元，全部為浮息貸款，以善用現時的低息環境。未來，本局會積極考慮採用利率掉期作為管理風險的工具。

#### 成本控制

過去一年，我們進一步嚴格控制成本。二零零二年七月，本局將辦事處由皇后大道中中環中心遷往上環新紀元廣場，每年節省租金約三千萬元，減幅達百分之七十。年中，本局成立了薪酬委員會，檢討職員級別及薪酬結構。委員會的建議在二零零三年四月正式推行，令員工的薪酬更貼近市場水平。

另一項重要的措施是引入以工作表現為本的浮薪制，將員工的部分薪酬轉為浮動薪金，建立薪酬與表現掛鈎的制度。

灣仔分區諮詢委員會主席林貝聿嘉、城市大學社會科學學部講師吳家鎚博士及其他人士出席更新灣仔的社區工作坊。

Wan Chai District Advisory Committee Chairperson Peggy Lam Pei Yu-dja, Lecturer of Division of Social Studies, City University of Hong Kong, Dr Isaac Ng and others at the community workshop to share views on the revitalisation of Wan Chai.

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land and buildings to be preserved, heritage funds and statutory mechanisms to fund and protect the maintenance of heritage buildings.

At the operational level, we will soon complete a feasibility study on the conservation potential of five pre-war buildings, including four adjoining old Canton-style 'shophouses' in Johnston Road and one in Ship Street that we have acquired within our redevelopment project in Wan Chai. A decision will be made later this year on how best to conserve the buildings and extend their life usefully.

## Finance and Cost Control

### Capital Injection

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

### Funding and Finance Arrangements

Ample liquidity in the capital market, coupled with the continuing downward trend of interest rate, provided the opportune timing around the end of last year for the URA to secure external funding. On 3 January 2003 a syndicated three- and five-year revolving credit and term loan facility for \$3.6 billion was successfully concluded with 12 international and local banks. This facility will give us greater flexibility in matching funding resources with the project cycle, thus minimising re-financing risks.

In March 2003 we prepaid a \$18.7 million loan to the Government to reduce interest cost. As at 31 March 2003, the URA's outstanding loans amounted to just under \$2.4 billion, all of which have been placed on a floating interest basis to capitalise on the low interest rate environment. Going forward, we are actively considering the use of interest rate swaps as a risk management tool.

### Cost Control

We have continued to keep a tight rein on costs throughout the year. In July 2002 we moved our office from The Center in Queen's Road Central to Grand Millennium Plaza in Sheung Wan to achieve a \$30 million, or 70%, saving in annual rent. We have also set up a Remuneration Committee to review our staff grading and salary structure. The committee's recommendations were implemented from April 2003 to align our remuneration level with the market. Another important measure taken was the introduction of a performance-based variable pay scheme by converting part of the regular pay of all staff into variable pay.

### 高層人員的薪酬安排

二零零二年一月，政務司司長宣布聘請顧問公司，就法定機構高層管理人員薪酬機制，作出檢討，納入檢討名單的公營機構有九間（後來增至十一間），當中包括市建局，檢討範圍包括機構內第一至第三層的高級管理職位。報告於二零零二年六月完成，本局亦於二零零二年六月十七日收到有關市建局的薪酬報告，並於翌月向董事會匯報。董事會接納了報告書內的建議，包括成立薪酬委員會，制訂薪酬準則及公開薪酬資料的政策。

年度結束前，董事會主席及各委員會主席檢討本局二零零二年的機構目標，一致同意本局在營運的首年，已取得相當的成績及進展，包括：

- 定下整體政策，工作優先次序及策略；
- 管理土發已推行的項目；
- 周年業務計劃內新項目的進度；
- 財務及其他資源管理，包括籌措資金及控制成本；及
- 與社會有關人士建立關係，以達致上述目標。

### 財務狀況

截至二零零三年三月三十一日止，本局錄得淨營運虧損二億二千一百四十萬元，較上一個財政年度錄得的五億五千三百六十萬元營運虧損減少百分之六十。在上一個財政年度內，本局需要為荃灣項目的預算虧損大量撥備。在收取到政府首筆款項二十億元注資後，本局於二零零三年三月三十一日為止的淨負債減少至九億三千五百五十萬元。



畫家筆下第一街 第二街重建項目完成後預計出現的新景象。

An artist's impression of the First Street/Second Street after completion of redevelopment.





帝后華庭的住宅單位公開發售，反應理想。  
Buyers queue up for flats at Queen's Terrace.

### Remuneration Arrangements for Senior Executives

In January 2002, the Chief Secretary for Administration announced that a consultancy study would be carried out on the remuneration of the top three layers of senior executives of nine (increased to 11 subsequently) public bodies, including the URA. The study was completed in June 2002 and a report on the findings of the URA's remuneration arrangements was issued to the Authority on June 17, 2002. The report was presented to the Board in July, which formally adopted all recommendations it contained. The recommendations included the formation of a Remuneration Committee, formulation of remuneration principles and policy for disclosure of remuneration information.

At the close of the year, the Chairman and chairpersons of Committees reviewed the corporate objectives for 2002 and unanimously agreed that considerable achievement and progress has been made in the first full year operation of the Authority, which included the following:

- setting overall policies, priorities and strategies;
- management of on-going LDC projects;
- progress on new projects in the annual business plan;
- financial and other resources management including fund raising and cost control efforts; and
- establishing relationship with stakeholders in the achievement of the above.

### Financial Position

For 2002/03, we recorded a net operating deficit of \$221.4 million. This is a decrease of 60% from the \$553.6 million operating deficit in the previous year when we had to make a sizeable provision for the Tsuen Wan Town Centre project. Following receipt of the first \$2 billion capital injection from the Government, the URA's net liabilities have been reduced to \$935.5 million as at 31 March 2003.



重建發展項目

自二零零二年初起，本局已推出了八個重建項目，全部項目屬於土地發展公司（土發）一九九八年公布的二十五個項目。這些前期及二零零二 零三年度業務計劃項目的詳細資料及進度如下：

New Redevelopment Projects

Since early 2002 we have launched a total of eight new redevelopment projects. All these projects are among the 25 announced by the LDC in early 1998. The following table details the early launch and 2002/03 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：4,426平方米 受影響住戶：420 人數：1,043 Area: 4,426 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	已收購86%業權 行政長官會同行政會議（簡稱行政會議）於二零零三年二月批准收回餘下業權 安置工作繼續進行 86% of purchase offers accepted Chief Executive in Council (ExCo) approved resumption of remaining interests in February 2003 Rehousing 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	已收購84%業權 行政會議於二零零三年二月批准收回餘下業權 安置工作繼續進行 84% of purchase offers accepted ExCo approved resumption in February 2003 Rehousing in progress
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	已收購92%業權 行政會議於二零零二年十二月批准收回餘下業權 安置工作繼續進行 城市規劃委員會於二零零二年九月批准規劃大綱草圖 92% of purchase offers accepted ExCo approved resumption in December 2002 Rehousing continuing Master Layout Plan approved by Town Planning Board in September 2002
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	已收購89%業權 行政會議於二零零三年六月批准收回餘下業權 安置工作繼續進行 89% of purchase offers accepted ExCo approved resumption in June 2003 Rehousing 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	已收購80%業權 行政會議於二零零三年六月批准收回餘下業權 安置工作繼續進行 80% of purchase offers accepted ExCo approved resumption in June 2003 Rehousing 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 2,200平方米護理安老院 700平方米休憩用地 600 residential flats 1,800 square metres of commercial floorspace 2,200 square metres of residential care home for the elderly 700 square metres of open space	正進行物業收購 Acquisition of properties 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	擬備中 Detailed proposals under preparation	發展計劃於二零零三年三月二十一日刊憲 正進行規程程序的批核 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	正進行物業收購 Acquisition of properties in progress



市建局社區服務隊為居民提供輔導及各方面的協助。Urban Renewal Social Service Teams provide counselling and various assistance to the affected residents.

### Helping Owners and Tenants

The launch of a redevelopment project involves the mobilisation of large numbers of URA personnel who, first of all, conduct occupancy surveys on all residents and businesses to obtain a clear picture of the households, individuals, commercial and other interests affected by the project. In parallel with the surveys, and later when purchase offers are made, our staff carry out a heavy schedule of liaison, through briefings, meetings, personal contacts, home visits and hotline enquiries, with the affected owners and tenants. We seek to secure their cooperation by briefing them fully their rights and responsibilities. We also try to develop a personal understanding of their problems and tailor our assistance for them. Much of this work is carried out through the URA's neighbourhood centres that are located within walking distance from the project sites. During the year, a fourth neighbourhood centre was opened in Central and Western District adding to existing ones in Sham Shui Po, Tai Kok Tsui and Wan Chai.

Our 'people-oriented approach' is reinforced by Urban Renewal Social Service Teams (SSTs) which we commission in the districts to liaise between residents, the URA and welfare agencies. To coincide with the launch of new projects during the year a new SST was commissioned for the Central and Western District. The SSTs provide assistance in particular to people found to be in need of special help as identified by the URA's Social Impact Assessments (SIAs), which are conducted in parallel with the occupancy surveys. SIAs study the effects of the project on residents and businesses and alert the URA to potentially vulnerable groups and individuals such as the elderly, disabled and single parent families.

### On-going Redevelopment Projects

The URA inherited 10 on-going redevelopment projects from the LDC. During the past year, the URA issued public tenders for joint venture for two of these projects. In July 2002 a Sino Land subsidiary, Prime Harvest Development Limited, was awarded the joint-venture contract for the Tsuen Wan Town Centre project. In August Kowloon Development Company Limited won the URA's Ka Wai Man Road project in Kennedy Town.

The Queen Street project in Sheung Wan was completed and flat sales were launched in November 2002. By the end of the year only 92 of the 1,148 units remained unsold.

Setting aside the 'linked sites' in Kennedy Town and Tsuen Wan and the Kwong Yung Street project in Mong Kok, the details of seven of the projects are set out below.

### 協助租客和業主

在推出每個重建項目時，我們均會動員大批職員，首先為所有居民及店舖進行戶籍調查，以確定受項目影響的住戶、個人、商舖及其他權益。在進行戶籍調查期間，以及其後發出收購建議時，我們亦會與受影響業主及租客保持緊密接觸，透過居民大會、個別會晤，個人接觸、家訪及熱線服務，詳細向他們解釋其權利及責任。另外，我們亦會盡量了解他們的困難，以提供適切的協助。這些工作都是由位於項目地盤附近的地區辦事處負責處理。除了灣仔、深水埗及大角嘴的地區辦事處外，年內我們更在中西區設立第四間地區辦事處。

此外，為貫徹本局「以人為本」的宗旨，我們成立了數支社區服務隊，加強居民、市建局及福利機構之間的聯繫。為配合年內推出的新項目，本局已在中西區成立了另一支的社區服務隊。為居民提供輔導及協助時，服務隊會特別留意一些在社會影響評估中顯示需要特別照顧的居民。社會影響評估的目的，是研究項目對居民及商舖的實際影響，令我們更清楚掌握弱勢社群如長者、弱能人士及單親家庭的特殊需要。

### 其他進行中的重建項目

本局接手土發原有進行中的十個重建項目。去年，本局為其中兩個項目進行招標。二零零二年七月，本局批出荃灣市中心項目聯營合作協議予信和置業的附屬公司 - 迎豐發展有限公司。八月，九龍建業有限公司獲得堅尼地城加惠民道項目的合作發展合約。

上環皇后街項目已大致竣工，並已於二零零二年十一月推出發售，提供共一千一百四十八個住宅單位。截至年底，僅餘九十二個單位尚未售出。

除了荃灣及堅尼地城的連繫地盤，以及旺角廣鏞街項目之外，其餘七個項目的詳情如下。

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	建築工程於二零零三年四月完竣  Construction completed in April 2003	
灣仔道 太原街 Wan Chai Road/ Tai Yuen Street	652個住宅單位 25,000平方米零售及商業寫字樓樓面 5,800平方米現代化空調街市 600平方米日間托兒所	正進行地基工程  Foundation work in progress	二零零五年初至二零零八年中分期完成  In phases between early 2005 and mid-2008
堅尼地城新海旁 Kennedy Town New Praya	1,174個住宅單位 2,300平方米公眾休憩用地	正進行上蓋建築工程  Construction work of superstructure in progress	二零零四年末  Late 2004



## 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	120,000平方米零售及寫字樓樓面 可建752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 120,000 square metres of retail and office space Up to 752 room hotel 6,500 square metres GIC (community) facilities 1,100 square metres public open space	正進行上蓋建築工程 Construction work of superstructure in progress	二零零四年中 Mid 2004
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	正進行上蓋建築工程 Construction work of superstructure in progress	二零零四年中至末 Mid to late 2004
尖沙嘴河內道 Hanoi Road, Tsim Sha Tsui	27,600平方米零售樓面 有320個房間的酒店 450個服務式住宅單位 1,200平方米公眾休憩用地 27,600 square meters of retail space 320 room hotel 450 service apartment units 1,200 square metres public open space	正進行地基工程 Foundation work in progress	二零零七年初 Early 2007
荃灣市中心 Tsuen Wan Town Centre	1,920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 1,920 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	正進行地基工程 Foundation work in progress	二零零七年中至末 Mid to late 2007

### Strategic Partnership with Hong Kong Housing Society

In December 2002 the URA and the HKHS entered into a strategic partnership for urban renewal, with a memorandum of understanding (MOU) signed by the chairmen of the two organisations. The HKHS undertakes initially to implement seven of the 25 ex-LDC projects within the next five years, with the first to begin around the middle of 2003. The HKHS will take full responsibility for the projects from start to finish and bear any related profit and loss. To ensure consistency, it will follow all relevant URA policies. As for the URA, we will retain all statutory responsibilities such as application to the Government for land resumption.

### Revitalisation of Western Market and Sheung Wan District

The Western Market in Sheung Wan is an Edwardian-style building that was converted by the LDC into a special interest shopping mall in 1991. The URA acts as a facilitator to revitalise both the Market and the nearby streets through

### 與香港房屋協會的策略伙伴關係

二零零二年十二月，本局與房協為推動市區重建，建立了策略伙伴關係，並由本局主席劉華森博士及房協主席鍾瑞明先生簽署合作備忘錄。根據這份合作備忘錄，房協首先會在未來五年內推行七個重建項目，均屬土發已公布的二十五個項目之內，首個項目可於二 三年中展開。房協會負責項目的所有工作，並自負盈虧。房協會按照市建局現行的政策推行重建計劃，以保持與市建局項目的一致性。本局亦會履行法定責任，包括為房協的重建項目向政府提出收地申請。

### 西港城及上環更新項目

愛德華式建築的上環西港城是一所歷史文物，前身為雞鴨市場，土發曾於一九九一年將其改建為一個特色的購物中心。秉承本局作為「培育者」的更新舊區政策，我們協調了各界人士，包括地區團體、政府部門及西港城的新經營者，合力進行更新西港城及鄰近街道的計劃。西港城的新經營者在消閒娛樂及文化活動方面，經驗豐富，對強化西港城的營運模式和活力，有很大幫助。

整個上環更新過程由中西區區議會在摩利臣街一帶舉行的「上環假日行人坊」活動開始，及後本局的中西區分區諮詢委員會舉行了工作坊，廣邀區內各界人士參與，就更新上環區收集不同的意見。隨之而來的是一項公開的更新概念設計比賽，吸引了三十七個本地及國際團體參加。

至年底時，更新項目的詳細規劃工作已大致完成，並會於來年展開工程。西港城將會成為上環更新的重點，周邊工程包括美化西港城四周的街道及改善休憩設施。這項目是本局與路政署、民政事務總署及中西區區議會的合作成果，目的是為上環締造一處更有活力的社區活動地帶，提供各式各樣的文娛、購物及消閒活動。

### 社區關係

在社區事務及公共關係委員會的領導下，我們制定了一套全面的公共及社區關係策略，要求負責處理傳媒及社區關係的同事，一方面向公眾詳細解釋新政策及程序，另一方面把公眾的期望引領回到現實的水平。我們利用多種溝通的渠道，包括加強傳媒關係、提供熱線服務、與居民接觸、以及與區議會及立法會議員會面等。經過多番努力，我們終於得到良好的成績，令本局的政策及程序的理據及公平原則，得到大部分的業主、居民，以至其他相關人士如傳媒、社會團體及



香港房屋協會（房協）公佈首個與市建局合作的重建項目。左起：房協執行總幹事王麗珍、主席鍾瑞明及總經理（物業策劃及發展）劉竟成。Hong Kong Housing Society (HKHS) announces the first URA-HKHS redevelopment project. From left: HKHS Executive Director Wong Lai-chun, Chairman Chung Shui-ming and General Manager (Planning & Development) Daniel Lau.



市建局地區辦事處為居民提供多方面的服務，包括物業市場資訊。

One of the services provided by the URA Neighbourhood Centre is the provision of property market information.

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concerted efforts of the local community, Government departments and a new operator that specialises in recreation and cultural activities.

The process began with a series of community participation events called "Sheung Wan Promenade" under the auspices of the Central and Western District Council, along Morrison Street. Meantime, under the URA's Central and Western District Advisory Committee, a workshop was held to collate the views and suggestions from different walks of life in the district. The URA also organised a public competition and received 37 local and international entries of design ideas for facelifting the streets and open space near the Western Market. By the end of the year, a detailed plan has been worked out for implementation in the coming years. It will be a joint project between the URA, Highways Department, Home Affairs Department and the Central and Western District Council. Using the Western Market as an 'anchor,' the project will beautify the surrounding area and create an activity hub for community, cultural, shopping and leisure events.

### Community Relations

With advice from the Community Affairs and Public Relations Committee, a comprehensive strategy was developed whereby our media and community relations staff focused their efforts on explaining the policies and procedures to the public, while striving to bring public expectations to a realistic level. Multiple communication channels were employed ranging from media relations and a hotline service to face-to-face contacts with residents and meetings with Legislative Council and District Council members. As the year progressed, our efforts began to pay off. The substance as well as the fair-mindedness of our policies and procedures began to filter through to the owners and residents as well as other interested parties such as the mass media, social groups and political groups.

In September 2002 the URA's new multimedia Information Centre opened on the 10th floor of the Grand Millennium Plaza, with the Secretary for Housing, Planning and Lands, Mr. Michael Suen, officiating at the inauguration ceremony. Up to the end of March, the centre has received 1,700 visitors.

In 2002/03 our public hotline service and neighbourhood centres handled a total of about 6,000 enquiries. Towards the end of the year, we introduced a performance pledge to achieve same-day replies for 95% of all enquiries. We also aim to handle 90% of all complaints in 14 working days. Initial results showed that the pledge has been achieved.

In March 2003 we completed an overhaul to the URA's website so that it now provides a much wider range of information in words, graphics and pictures.





市建局深水埗地區諮詢委員會會議。左起：委員會成員李漢雄、市建局行政總監林中麟、委員會主席陳麗雲教授及深水埗民政事務專員李美嫦。

Meeting of the Sham Shui Po District Advisory Committee (DAC). From left DAC member Allan Li Hon-hung, URA Managing Director Billy C L Lam, DAC Chairman Professor Cecilia Chan and Sham Shui Po District Officer Michelle Li.

政黨的理解和接納。

二零零二年九月，設於新紀元廣場十樓的市建局多媒體資訊中心開幕，並得到房屋及規劃地政局局長孫明揚先生主持啟用典禮。截至本年三月底，共有一千七百名人士參觀過我們的資訊中心。

年內，本局的熱線電話及地區辦事處共收到六千項查詢。為了提供更快捷的公眾查詢服務，本局於本年度底定下目標，承諾於一個工作天內完成處理百分之九十五的查詢，我們亦承諾在十四個工作天內完成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。

此外，本局的網頁亦在二零零三年三月完成了全新的改革和設計，以文字、圖畫及相片提供更豐富的資料。本局網頁自二零零一年九月推出以來，點擊次數約達一千零十五萬次。

#### 組織及員工發展

本局繼二零零一年底重組架構後，去年進一步鞏固組織架構，務求更趨完善。

除了引入以工作表現為本的浮薪制及新的員工級別及薪酬結構，我們亦推行一個新的工作表現管理制度，以落實浮薪制的基礎，清晰界定機構、部門及員工個人的周年工作目標和評估方法。

年內，本局又設立了模範員工獎勵計劃，鼓勵表現特出，對本局業績有貢獻的員工。

我們亦為員工舉辦了不同的培訓課程、講座及工作坊，內容涵蓋員工表現管理、危機處理、防止貪污、調解技巧及其他技術課題。此外，本局批核了四十三份員工申請，贊助員工報讀短期課程，以及參加專業講座。

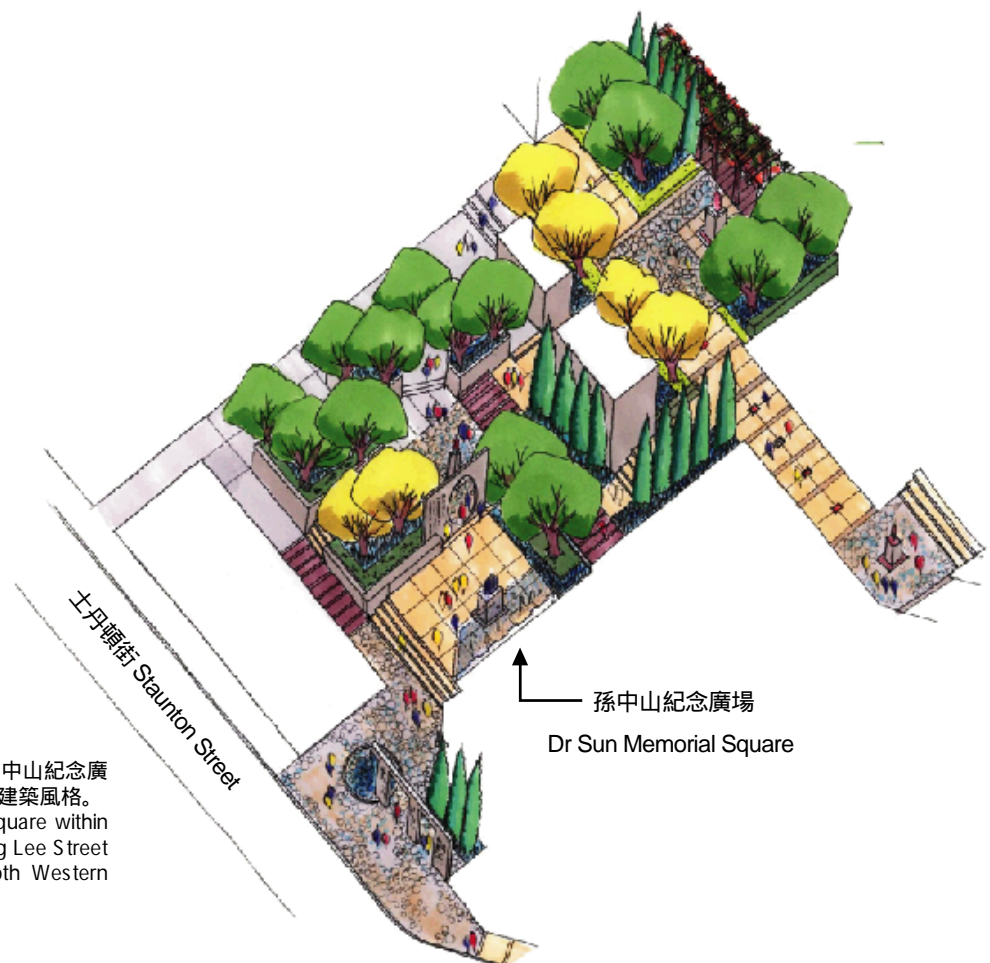
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Since its launch in September 2001, the website has recorded about 10,150,000 hits.

### Organisation and Staff Development

In the wake of a major restructuring in late 2001, our organisation went through a period of consolidation in the past year. In addition to performance-based variable pay and a new staff grading and salary structure, a new performance management system has been put in place. Directed at meeting corporate, departmental and personal objectives, the system is linked to the annual assessment of variable pay. As a further recognition of outstanding performance, a Staff Recognition Award for exemplary performance that contributed to the achievement of business objectives was introduced during the year.

The year has seen a pick up in training classes, talks and workshops on topics such as performance management, crisis management, corruption prevention, mediation and various technical subjects. In addition, the URA sponsored a total of 43 external short courses, seminars and academic programmes for staff.



士丹頓街永利街項目內所構思的孫中山紀念廣場，設計概念糅合了西式及中式的建築風格。The proposed Dr Sun Memorial Square within the site of the Staunton Street/Wing Lee Street adopts open space design of both Western and Chinese styles.