



重建 未來 RENEWING THE FUTURE

主席報告 CHAIRMAN'S STATEMENT

引言

本人得以呈上市區重建局成立後第一份年報，深感榮幸。

行政長官在一九九七年十月的施政報告中宣佈，政府有意以市區重建局(市建局)取代土地發展公司(土發)，作為政府在市區重建方面的主要執行機構。經過多次辯論和詳細商討，立法會在二零零零年六月通過《市區重建局條例》，而立法會財務委員會亦於二零零一年三月批核了收回住宅及商業物業的新補償安排。市建局遂於二零零一年五月正式成立。

身為土發的主席，本人很高興能夠帶領該公司於去年順利過渡至市建局。雖然我們是一家新的機構，擔當著新的角色，但卻保留著土發員工的寶貴經驗。

本人與前土發總裁共事十三年，對該公司的貢獻十分認同。土發的項目不單能改變舊區的面貌，更可提供寶貴的社區設施和休憩用地。土發的主要項目，如中環中心及新紀元廣場，已成功將中環區的重心向西伸延。其他的項目亦清拆了不少殘破不堪的舊樓宇，為數以千計的居民改善生活。市建局繼承了土發的十個項目，將維持這傳統，為居民謀求福祉。

Introduction

It is a great honour and pleasure for me to present to you this first Annual Report of the new Urban Renewal Authority.

In his October 1997 Policy Address, the Chief Executive declared Government's intention to set up the Urban Renewal Authority (URA) to replace the Land Development Corporation (LDC) as Government's principal agent for urban renewal. After lengthy debates and detailed discussions, the Legislative Council passed the URA Ordinance in June 2000 and the Council's Finance Committee approved the new compensation arrangements for land resumption of domestic and commercial properties in March 2001. The URA was finally established in May 2001.

As the former Chairman of the LDC, I was delighted to remain at the helm during the smooth transition to the URA. We have a new organisation with a new role but we have brought with us many good things, in particular the invaluable experience of the LDC staff.



中環中心 – 土發的重要項目之一。

The Center – a flagship project of the LDC.

土發抱着「以人為本」的宗旨，推行市區重建。市建局將會把這種精神發揚光大，為居住於惡劣環境的舊區居民改善生活環境。

後期的籌備工作

政策

本年度初，市建局致力制訂收購物業、補償及安置等重要政策的細節。市建局必須先確立該等政策，才能開展重建項目。

I acknowledge the achievements of the LDC with which both the former LDC Chief Executive and I began a long association 13 years ago. Its projects have transformed parts of the city and provided valuable community facilities and open space. Flagship projects such as The Center and Grand Millennium Plaza have effectively extended Central to the west and other projects have removed significant concentrations of dilapidated buildings. The LDC offered a better life to thousands of people living in appalling conditions and its legacy will continue in the 10 projects carried over to the new URA.

The URA has benefited from the 'caring approach to urban renewal' adopted by the LDC. Through the transition, it has been able to develop the concept further with a 'people-oriented' philosophy to improve the environment of people living in some of the Hong Kong's worst conditions.

Final Preparations

Policy

Early in the year, concerted efforts were devoted to devising and approving the essential detailed policies for property acquisition, compensation and re-housing. It was vital to have these policies in place before embarking on any redevelopment projects.

架構重組

《市區重建局條例》賦予本局新的權責。為了應付新的工作，我們進行了艱巨但必要的架構重組，令我們可專注於市區重建的核心業務，並加快推行項目的進度。重建項目的規劃工作，包括呈交政府的各項主要申請，已有新的程序及完成期限，架構重組可提升這些工作的效率，而收購物業及收地工作的效率亦會同樣提高。市建局的目標，是在開始收購後二十四個月內完成清場工作。

新架構簡化了管理層的等級，並運用結合多種職能的小組負責制推行項目，改善內部溝通。為求權責分明，「地區發展部」的管理人員將負責貫徹執行各項目由初期構思至完成的整個過程。

管治

行政長官所委任的董事會成員，包括四位立法會議員、來自學術、社工及商界的人士，以及相關的政府部門首長。當中部份為前土發管理局的成員，得到他們的支持，繼續引領市建局向前邁進，本人深感欣慰。他們在過渡期間的努力和卓越表現，實在令人欽佩。此外，本局亦設立了八個委員會，各個委員會均涵括多位具有關專業知識的增選委員，並會定期舉行會議。

Reorganisation

To meet our new mandate under the URA Ordinance, we undertook a difficult but necessary restructuring of the Authority, sharpening the focus on our core activities in urban renewal. This will enable us to speed up implementation. Redevelopment project planning, including key submissions to Government, which is now governed by new procedures and deadlines, will be more efficient and effective. Property acquisition and resumption will be similarly enhanced. The URA now aims to clear all the properties in a project within 24 months of the start of the acquisition process.

This new organisation has fewer tiers of management and has introduced the concept of multi-disciplinary project implementation teams which aim to improve communication throughout the URA. To pinpoint responsibility, managers of project areas in the new District Development Divisions will be appointed to oversee and 'own' a project from its inception at the grass roots level, where priorities are determined, to its final delivery.

Governance

The Chief Executive has appointed a new Board including four Legislative Council members, representatives of academia, community work and business as well as directors of key Government Departments. I am delighted that a number of former LDC Board members have agreed to carry on with the new

來自不同背景的董事會及委員會成員擁有豐富的專業知識，有助本局制訂各項政策及工作路向，亦可確保本局的業務受到審慎監察，並在公眾利益的大前題下運作。

「以人為本」

市建局在營運時，奉行「以人為本」的宗旨，並委派了駐區的社區服務隊，協助受重建項目影響的人士（特別是有需要人士，如長者等）。本局亦開創先河，為新項目進行社會影響評估，以確定及處理項目範圍內的業主、租客，甚至區內其他居民及商戶可能遇到的困難。此外，本局亦成立了覆核委員會，由董事會非執行成員及獨立社會人士出任委員，以考慮受影響業主或租客就市建局執行政策方面要求覆核的個案，特別是有關補償和安置的資格。

URA. Their efforts were greatly appreciated during the transition and they bring continuity to the new Authority. We have established eight committees. Each meets regularly and includes co-opted members with specialist knowledge of areas related to our work.

The diverse membership of the Board and Committees provides a sound bed of knowledge to assist the URA to develop its policies and direction. It will also help ensure that the URA's activities are kept under careful scrutiny and carried out in the public interest.

'People-oriented'

The URA has started applying and demonstrating its 'people-oriented' approach in all its dealings and operations. We have commissioned locally based Social Service Teams to assist people affected by our projects, especially groups with special needs like the elderly. We are committed to carry out pioneering Social Impact Assessments (SIA) for new projects. SIAs help identify and address the concerns not only of owners and tenants within the project area but also other residents and businesses in the locality. A Review Committee comprising non-executive Board members and independent civic leaders was established to consider the application of the URA's policies in cases, where affected owners or occupiers request a review of management decisions, particularly those affecting their eligibility for compensation and re-housing.



覆核委員會進行聆訊。
A Review Committee hearing in progress.



分區諮詢委員會成立典禮。
*Inauguration Ceremony of
the District Advisory
Committees.*

為着了解地區的重建需要和各種問題，以及與地區建立緊密聯繫，本局在首批項目的所在地區成立了分區諮詢委員會，成員來自各有關社區，包括深水埗、油麻地、灣仔及中西區。在市建局內部，我們亦成立了新的對外關係處。

五年業務綱領及周年業務計劃

五年業務綱領及周年業務計劃為本局定下明確的工作路向。籌備這些計劃的工作十分艱巨，在員工的努力下，業務綱領和業務計劃終於在二零零二年三月二十八日獲政府通過。

To understand local urban renewal needs and issues and to develop close links with the community, District Advisory Committees (DACs) have been set up in those districts where the URA will concentrate its first projects – Sham Shui Po, Yau Ma Tei, Wan Chai and Central and Western. Committee members are drawn from the local community. Within the URA, we have set up a new External Relations Department.

5-Year Corporate Plan and Annual Business Plan

The 5-Year Corporate Plan and annual Business Plan map out the road ahead for the Authority. The preparation of these plans was a long and demanding process but eventually with the hard work and application of the staff, the plans were submitted to Government and approved on 28 March 2002.



歷久 嘗新

REVISITING
FOND MEMORIES

除了備妥業務綱領及業務計劃之外，市建局同時亦為推行項目爭取所需的財務資源。繼政府批核上述計劃後，立法會財務委員會亦於二零零二年六月通過承擔注資港幣一百億元予市建局，由二零零二／零三至二零零六／零七年度間分期支付。

前期項目

一切準備就緒，市建局遂於二零零二年一月分別在灣仔、深水埗及大角嘴開展三個重點新項目，稱為「前期項目」，實踐了儘早展開市區重建工作的承諾。

市區重建局的任務

政府在二零零一年十一月發出的《市區重建策略》，為本局的業務作出指引。有關政策勾劃出都會區樓宇老化的嚴重問題，其中九千三百幢樓

Hand in hand with this plan preparation, the URA sought to obtain the necessary financial resources for its implementation. Following Government's approval of the plans, the Legislative Council's Finance Committee in June 2002 approved a HK\$10 billion commitment to finance phased injections of capital into the URA from 2002/03 to 2006/07.

'Early Launch' Projects

All these preparatory activities culminated in the launch in January 2002 of three major new projects in Wan Chai, Sham Shui Po and Tai Kok Tsui, thus delivering the promised early start to the work of the Authority.

The URA's Task

The URA's work is guided by the Government's Urban Renewal Strategy,



由康樂街「喬遷」往旺角圍圍街的雀鳥花園。

The Bird Garden at Yuen Po Street, Mong Kok, is 'relocated' from the Hong Lok Street.

油麻地雲南里項目的未來發展概念圖，項目內的「紅磚屋」將會保存。

An artist's impression of the Yunnan Lane project in Yau Ma Tei, in which the 'red brick' building will be preserved.



宇的樓齡為三十年或以上。為解決市區老化的問題及改善市民的生活環境，《市區重建策略》提出市建局在未來二十年，集中於九個最急需重建的目標區推行二百二十五個項目。該九個重建目標區為西營盤、灣仔、觀塘、馬頭角、深水埗、大角嘴、荃灣、油麻地及油塘。《市區重建局條例》及《市區重建策略》均提出市建局的未來重要新路向，包括推廣樓宇復修，以延長建築物的壽命，以及保存香港的歷史文物。

追求優質的理想

有了新的任務，也就萌發新的理想：「為香港締造優質的城市生活，令我們的世界級都會充滿朝氣，成為更美好的家園。」本局追求優質的理想，是希望改善建築水平，令樓宇的壽命可達五十年或以上，目標是締造更佳的城市生活環境。當然，香港地少人多，要做到這點絕不容易。

published in November 2001. The Strategy outlines the magnitude of the problem of decaying and aging buildings in the metropolitan area, 9,300 of which are 30 years old or older. To address this problem and to improve living conditions, the Strategy has tasked the URA to implement 225 projects in 20 years concentrated in nine target areas, where the need for urban renewal is greatest – Sai Ying Pun, Wan Chai, Kwun Tong, Ma Tau Kok, Sham Shui Po, Tai Kok Tsui, Tsuen Wan, Yau Ma Tei and Yau Tong. In an important new initiative for the future, both the URA Ordinance and the Strategy also look to the Authority to promote rehabilitation to extend the useful life of buildings and to preserve the heritage of Hong Kong.

A Vision of Quality

A new task demands a new vision – 'To create quality and vibrant urban living in Hong Kong – a better home in a world-class city'. Quality means higher standards of construction ensuring that buildings last for 50 years or more. It means creating a better urban living environment – which is not an easy task in a city with so many people, so much activity and so little space.



社區復修一例。

An example of building rehabilitation.

香港的文化傳統富有特色，不但新舊交融，而且中西合璧，令人讚嘆。我們會善加利用上述特點，將這些傳統融入我們的規劃中，令香港成為一個明淨舒泰，獨特而多元化的國際城市。舉例來說，本局一方面可以保留街頭市集的原有色彩和活力，而另一方面則可改善其外貌和衛生，使環境變得更為舒適。

「4R」的使命

重建發展本是前土發的主要目標，但要實現本局的理想，單靠重建發展並不足夠。我們在使命宣言中，涵括了多個新的工作重點：重建發展 (Redevelopment)、社區復修 (Rehabilitation)、保存文物 (pReservation)、更新舊區 (Revitalisation)，合稱「4R策略」。

社區復修是政府授予市建局的新權責，連同重建發展，將成為我們的主要工作。本局的另一項新任務，是保存具歷史及文化價值的樓宇，並保留地方特色。政府已擬定了一批歷史建築物，由本局負責保存。本局亦會透過改善公眾地方的環境和作出有效管理，從而更新舊區，例如設立行人專用區和綠化市容，開拓適合經濟及文化活動發展的新場所。



We must also make the most of our cultural heritage, a fascinating blend of old and new and a meeting of east and west. We can incorporate that heritage into our planning to become a clean, comfortable but distinctive and diverse international city. For example, we should be able to retain some of the natural colour and vibrancy of our street markets as well as improving their appearance, hygiene and comfort.

A Mission with '4Rs'

Redevelopment was the primary focus of the LDC. This alone is not sufficient in the realisation of the URA's vision. We have set ourselves new priorities in the framework of our mission statement: redevelopment, rehabilitation, preservation, and revitalisation, otherwise known as the '4Rs'.



上環皇后街重建項目。
*Redevelopment project
in Queen Street,
Sheung Wan.*



將舊街市更新的概念圖。
An artist's impression of revitalising a local market place.

重建發展、社區復修、保存文物，以及舊區更新，均能刺激經濟，增加就業機會，改善環境，為地區帶來裨益。我們為項目及重建目標區進行規劃時，會儘可能結合「4R」的元素，以相輔相成的方式，締造市區重建的最佳成果，讓廣大市民一齊分享。

本局的使命宣言中強調，我們必須與不同的夥伴互相合作，當中包括社區人士、租客、業主、政府、發展商、金融機構、專業人士、學者及其他有關人士，沒有他們的承擔，市區重建

Rehabilitation is a new mandate for the URA from Government and with redevelopment will become one of our core roles. Preservation of buildings exhibiting historical and cultural value and retaining local character is also a new mandate for the URA and the Government has supplied its own list of historic buildings for the URA to preserve. Revitalisation is a distinct renewal activity involving the improvement and management of public areas through measures such as pedestrianisation and landscaping to provide new spaces, where economic and cultural activity can thrive.

Redevelopment, rehabilitation and preservation, as well as revitalisation – will deliver new economic and business activity, more jobs, a better environment and community benefits to a locality. In our planning for our project and target areas, we will seek opportunities where we can to combine these approaches in a complementary package. These activities will maximise the benefits of urban renewal for the people who matter – the people of Hong Kong.

The URA's mission rightly requires us to work with our partners and little can be achieved without their commitment. These are communities, tenants, owners, Government, development agencies and financial institutions, professionals, academics and other

難以成功。最近我們更有機會與房屋協會組成策略性夥伴關係，我們正積極其事，希望協商工作儘快有結果。市區重建是大家的事，要成功推行市區重建，有賴社會人士同心協力，攜手合作。

展望未來

市建局接受了新的指引，承擔了新的責任，亦增添了新的權力，未來的工作，可謂任重道遠。

我們未來的工作將更多樣化，充份反映出我們使命宣言中所述的4R。本人期望市建局於下一年將這使命進一步落實，推行4R的項目，創立佳績。

本人藉此機會，感謝董事會新舊成員在過去一年為市區重建局作出精明的決策和睿智的領導，尤其前土發管理局成員在過渡期間的鼎力支持和協助，本人深表謝意。此外，本局雖於年內經歷不少轉變和困難，但全體職員仍耐心工作，努力不懈，本人謹衷心致謝。

主席
劉華森博士
二零零二年九月六日

stakeholders. Recently, the opportunity has arisen to form a strategic alliance with the Hong Kong Housing Society and we are pursuing this vigorously. We are not alone and we cannot work alone. Urban renewal will only be a success if the community works together.

Future

There is a large task ahead of us with the new guidance, responsibilities and powers of the URA.

Our future activities will reflect the diversity of the 4Rs in our mission. I look forward to seeing how they can crystallise in the second year of the URA into practical projects for implementation.

I take this opportunity to thank old and new members of the Board for their counsel and guidance in the year gone by and particularly former LDC Board members who supported and assisted in the transition. I am also grateful for the patience of the staff during the transition period and for their dedication and hard work in a year that has seen many changes and demanding initiatives.

Dr LAU Wah-sum
Chairman
6 September 2002