



Blue Street Road to  
RUBEN  
JAN  
路

CUTE MANIA

# 再現 繽紛

SWINGING BACK  
IN VOGUE

## 業務回顧 OPERATING REVIEW

### 規劃

本局擬備首個五年業務綱領(二零零二/零三至二零零六/零七年度)及首年的業務計劃(二零零二/零三年度)，是本年度的重要工作。這些文件是按《市區重建局條例》第二十一條及二十二條所指定而擬備的，並為本局釐定未來五年的工作計劃。

業務綱領及業務計劃的內容和擬備工作，必須按照《市區重建局條例》，及以政府於二零零一年十一月發出的《市區重建策略》有關適用的指引為依歸。

在經濟低迷的情況下，擬備這些計劃的最大挑戰，是在時有互相抵觸的各種優先考慮條件中，作出平衡取捨。《市區重建局策略》確定了位於九龍及香港島的二百個重建項目，並要求市建局將另外二十五個土地發展公司(土發)已宣佈的項目列作優先考慮；至於其他居住環境至為惡劣及涉及重新規劃較大範圍者，亦應予以優先；面積大小不同的項目應適當分配於《市區重建局策略》所確定的九個重建目標區內。但另一方面，我們卻受制於安置資源短缺的問題，又須確保項目的整體財務可行性。當中的權衡工作，絕非輕易。

### Planning

The preparation of the first 5-Year Corporate Plan 2002/03 to 2006/07 and the first annual Business Plan 2002/03 was a major exercise for the year 2001/02. Required under Sections 21 and 22 of the URA Ordinance, they set out the programme and work for the Authority for the next five years.

The contents and preparation of the Corporate and Business Plans have to comply with the provisions of the URA Ordinance and, where applicable, the Urban Renewal Strategy (URS) which was issued by the Government in November 2001.

The biggest challenge in preparing the Plans was to balance the various and occasionally competing priorities in the midst of a depressed economy. The URS had identified 200 redevelopment projects in Kowloon and Hong Kong Island in addition to 25 projects announced by the Land Development Corporation (LDC). The URS specifically required the URA to give priority to these 25 projects. It also stated however, that projects with the worst living conditions or which would enable the replanning of a larger area should have priority. Nine target areas were identified in the URS and a fair geographic distribution of



新紀元廣場 – 市區重建豐碩成果之一。

*The Grand Millennium Plaza – another urban renewal milestone.*

以現時情況來說，我們相信在業務綱領內選定的四十二個項目中，已能基本上平衡各項優先考慮，並為將來的進展打好基礎。這些計劃的要點詳列於本年報第六十九頁之「業務綱領及業務計劃撮要」。

業務綱領亦勾劃出我們在4R策略(即重建發展、社區復修、保存文物及舊區更新)方面的發展工作。將來的業務綱領和業務計劃會有更多有關詳情。

市建局於二零零一年底開始與政府就業務綱領及業務計劃進行商討，並得財政司司長於二零零二年三月二十八日正式批核。

projects of different size within these areas should be achieved. Working under the constraints of limited re-housing resources and the need to ensure financial viability, considerable effort was applied to arrive at a balanced programme.

We believe that the 42 new projects selected for the Corporate Plan manage to achieve an acceptable balance of priorities under the circumstances and will serve as a springboard for progress. Key facts from the Plans are listed in Corporate and Business Plans Factsheet on page 69.

The Corporate Plan also outlined our activities on the development of the 4Rs – redevelopment, rehabilitation, preservation and revitalisation. Future Plans will reveal more details of initiatives taken in all these areas.

Discussion of the Plans between the URA and the Government began towards the end of 2001. The Financial Secretary approved the final drafts of the Plans on 28 March 2002.

## 機構概況

### 架構重整

二零零一年八月，我們重整本局架構，俾能更專注於規劃、收購土地及安置等核心業務。

我們引進了「矩陣式」架構，以減少管理層的等級，並加強部門與部門，以及上級下屬間之溝通。而且，每個項目由開始至完成均由同一高級管理人員負責和跟進，使責任更為清晰。

重整架構之後，我們在各員工的直接參與下，為市建局定立了抱負、使命和信念的宣言。抱負和使命反映出機構的宗旨和目標，而信念則是董事會成員和員工的價值觀，在我們工作過程中發揮引導作用。以下細列了這些信念及其意義所在。

### 我們的信念

- 資源增值 (審慎理財、量入為出)
- 創意無限 (創新、突破常規、講求效益)
- 團結一致 (互相扶持、尊重信任、攜手同心)
- 承擔責任 (勇於承擔、剛正不阿、透明開放、貫徹始終)
- 領導有方 (勇敢、堅毅、兼容、高瞻遠矚、權責分明)
- 以人為本 (關懷、尊重、信任、體諒、包容、體恤)

## Organisation

### Reorganisation

The reorganisation exercise which took place in August 2001 has brought a tighter focus on the functions of planning, land acquisition and re-housing that lie at the core of our business.

The reorganisation introduced a 'matrix' system which sought to reduce the tiers of management and improve communication both vertically and across the organisation. Furthermore, under this system, ownership of a project will be clearly identified with a senior individual taking responsibility for a project from start to finish.

Following the re-organisation, the Vision, Mission and Values of the URA were developed with the direct involvement of all URA staff. Whereas the Vision and Mission were formed with the aims and objectives of the organisation in mind, the Values were the shared beliefs of the Board members and staff on what should guide the conduct of our work. The Values and what they should entail are shown below.

### URA Values

- Value-Aspiration – Responsible Use of Funds, Cost Awareness
- Innovation – Creativity, Challenging the Status Quo, Efficiency and Effectiveness
- Teamwork – Enabling Others, Respect and Trust, Sense of Togetherness
- Accountability – Ownership, Integrity, Transparency, Follow-through
- Leadership – Courage, Conviction, Receptive to Diversity, Vision, Empowerment



# 緊密 連繫 WORKING HAND IN HAND

## 問責性與透明度

我們實行了一系列新措施，以增強營運過程中的問責性和透明度。董事會是負責監管制衡的重要支柱，成員來自社會各界。董事會除制訂主要政策外，其成員更可透過個別委員會，監察市建局各方面的運作。多元化的董事會，能確保社會上不同的聲音在決策過程中得到充份考慮。

董事會成員所須遵照的指引，其周全的程度可算是法定機構中的表表者，內容涵蓋甚廣，包括申報利益、防止利益衝突，以及秘密及敏感資料的披露及使用等。這些指引是本局決意堅守問責性及透明度的明證。另一方面，我們亦制訂了一套相若的員工守則，嚴格執行。

在「前期項目」推出後，我們定期就有關項目舉行公眾簡佈會，向居民解釋和收集意見，並出席立法會的有關會議。

- People-oriented – Caring, Respect, Trust, Understanding, Diversity, Compassion

The importance that we attach to our values is also a measure of how we value our staff – they are people who are v.i.t.a.l. to our operation.

## **Accountability and Transparency**

New measures have been added to enhance the accountability and transparency of our operations. The cornerstone of our check and balance system is the Board, the members of which are drawn from different walks of life. Apart from making major policy decisions, the Board monitors different areas of the URA's activities through its various Committees. The diversity of its membership also ensures that different voices in society are heard in the decision-making process.

The Board also boasts a set of guidelines which can be said to be one of the most comprehensive of its kind among statutory bodies. Covering a variety of subjects such as declaration of interests, avoidance of conflict of interests and disclosure and use of confidential or



中環中心及新紀元廣場皆為土發項目，為港島景色增添姿采。

*Two LDC projects, The Center and Grand Millennium Plaza, enrich the Hong Kong Island's skyline.*

## 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在未來五年內向市建局注資港幣一百億元，以助推行其市區重建計劃。雖然首批款項港幣二十億元已於二零零二年七月二日收訖，但仍不足以完全應付市建局的資金需求，故此我們仍需繼續向外間籌集推行項目的融資。

### 融資

去年經濟放緩導致息率下調，提供了有利的融資環境。本局利用較低息的銀行貸款，償還了荃灣市中心項目的定息貸款。在重組該財務安排後，截至二零零二年三月三十一日止之平均借貸利率為年息二點四七厘，利息支出因而減少了港幣一億二千三百五十萬元。

sensitive information, the guidelines are a testament to the Authority's dedication to uphold accountability and transparency. Similar guidelines were also drawn up for staff and are strictly enforced.

Since the 'early launch' projects began, the URA has regularly held public meetings to explain our projects and hear the views of residents. Regular briefings have also been given to the Legislative Council.

## Financial and Cost Control

### *Government's Capital Injection*

On 21 June 2002, the Finance Committee of the Legislative Council approved a capital commitment of HK\$10 billion for injection into the URA over the next five years to enable implementation of its urban renewal programme. The first tranche of HK\$2 billion was received on 2 July 2002. However this will not fully meet the URA's financial needs. Projects will therefore continue to be funded through external sources.

### *Financing*

Despite the state of the economy last year, the environment for raising capital was very favourable. The Authority managed to pay off its fixed interest financing arrangement for the Tsuen Wan Town Centre project with much cheaper bank loans. The average borrowing cost after the refinancing exercise was 2.47% p.a. for the period ended 31 March 2002, resulting in a HK\$123.5 million reduction in interest cost.

在私營機構貸款下，位於大角嘴、深水埗及灣仔的三個「前期項目」得以展開。截至二零零二年三月三十一日，本局的浮息銀行貸款合共港幣三十八億元。為儘量減少息率波動帶來的風險，本局會在取得長期融資後，在適當時採用利率掉期。

根據《銀行業條例》，本局最近已取得「公營機構」(PSE)的地位，此舉令我們的融資成本維持在較低的水平。

#### **成本控制**

成本控制是本局的首要任務之一。二零零二年七月，本局由皇后大道中環中心遷往鄰近的新紀元廣場，每年節省租金約三千萬元，減幅達百分之七十。市建局亦十分重視人力資源的成本控制，去年的架構重整加上自然流失，令員工人數減少了百分之十一，薪酬支出節省了約百分之十五。

今年初，Hay Group Limited為政府完成了有關「法定及其他機構高層管理人員的薪酬」的顧問研究報告。本局以報告內的建議作為基礎，成立了薪酬委員會。委員會將向市建局的董事會就釐定高層及一般員工的薪酬的原則和指引作出建議。

The three 'early launch' projects in Tai Kok Tsui, Sham Shui Po and Wan Chai were initiated under private borrowing arrangements. At 31 March 2002, the Authority had a total of HK\$3.8 billion of bank loans at floating interest rates. In order to minimise the risk of interest rate fluctuations, interest rate swaps may be used when appropriate once long-term financing is in place.

The Authority has been recently granted the status of a Public Sector Entity (PSE) under the Banking Ordinance in Hong Kong. This will enable us to borrow funds at a lower cost.

#### **Cost Control**

Cost control is a top priority. In July 2002, the Authority moved from its office at the Center in Queen's Road Central to new premises nearby at Grand Millennium Plaza with a HK\$30 million or 70% savings in annual rent. The URA is also very conscious of manpower cost control. Last year's reorganisation and departures of some staff over the year had reduced staff numbers by about 11% and staff costs by around 15%.

In June 2002, Hay Group Limited completed a 'Review of Remuneration of Senior Executives in Statutory and other Bodies' for the Government. On the basis of a recommendation in the Review, the URA has set up a Remuneration Committee. The Committee will recommend to the Board principles and guidance for the remuneration packages of both senior and general staff of the Authority.



### **以工作表現為基礎的浮薪制**

二零零二／零三年度內，我們將推行以工作表現為基礎的浮薪制，員工現有的部份薪酬將轉為浮動薪金，目的是建立薪酬與表現掛鈎的制度，並加強員工的問責和互信精神。員工將會按其對本局的業務成果所作的貢獻而獲得相應的浮動薪金。

### **財務狀況**

按《市區重建局條例》，本局須承擔土地發展公司(土發)的業務、資產及負債。因此，本局要接手的淨負債共達二十一億六千萬港元，當中主要為荃灣市中心項目的虧損。此外，由二零零一年五月至二零零二年三月三十一日止的十一個月內，本局錄得營運虧損港幣五億五千三百六十萬元，當中包括根據獨立估值的數據為基礎，而需再為荃灣市中心項目的預算虧損所撥備的港幣二億三千萬元，令此項目的總虧損撥備達港幣四十九億五千四百萬元。

於本財政年度年結後，荃灣市中心地盤的招標過程十分成功，推出位於堅尼地城的另一地盤亦反應良好。

### **Performance – based Variable Pay Scheme**

In the course of 2002/03, a performance based variable pay scheme will be introduced. Part of existing staff salaries will be converted into variable pay. The aim is to create a performance driven culture and to increase accountability and trust in the workforce. Staff will be rewarded according to their actual performance and their contribution to the success of the Authority.

### **Financial Position**

By virtue of the URA Ordinance, URA has assumed all the operations, assets and liabilities of the LDC. In the process, it has inherited a net liability of \$2.16 billion, mainly derived from losses incurred by the Tsuen Wan Town Centre project. For the 11-month period from May 2001 and ending 31 March 2002, the Authority has incurred a net operating deficit of HK\$553.6 million, including a further loss provision of HK\$ 230 million made for the Tsuen Wan Town Centre Project, based on independent valuation. The total loss provision for this project is HK\$4,954 million.

On a positive note, since the end of the financial period under review, the Tsuen Wan Town Centre site has been tendered and a good response has been received for the disposal of a URA site in Kennedy Town.

### 重建發展 — 「前期項目」：

二零零二年一月八日，財政司司長批核了三個「前期項目」。此舉令本局得以在業務綱領及業務計劃獲批前可提早推行項目。項目的詳情如下：

### Redevelopment – The ‘Early Launch’ Projects

The Financial Secretary approved three ‘early launch’ projects on 8 January 2002. The initiative has allowed us to execute projects prior to the approval of the Corporate and Business Plans. Details of the projects are set out below:

#### 前期項目 The Early Launch Projects

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：4,520平方米 受影響住戶：481 人數：1,345 Area: 4,520 square metres Households affected: 481 Population: 1,345	606個住宅單位 6,245平方米非住宅樓面，包括商業樓面 及護理安老院 606 residential flats 6,245 square metres of non-domestic use including commercial floorspace and residential care home for the elderly	正進行收購物業及安置  Acquisition of properties and re-housing underway
深水埗福榮街／ 福華街  Fuk Wing Street / Fuk Wa Street, Sham Shui Po	面積：1,362平方米 受影響住戶：118 人數：548 Area: 1,362 square metres Households affected: 118 Population: 548	擬備中  Detailed proposals under preparation	正進行收購物業及安置  Acquisition of properties and re-housing underway
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	正進行收購物業及安置  Acquisition of properties and re-housing underway

上述三個項目皆為前土發已公佈的項目，並已刊登憲報。項目總成本連收購、發展、利息及專業費用在內，約共港幣二十六億元。整體上，本局估計這三個項目在財政上可以收支平衡。

All three are projects announced by the LDC which had already been gazetted by Government. Total project costs, including acquisition, development, interest and professional fees will be around HK\$2.6 billion. Taken together, the package of projects is considered to be viable.

為取得受項目影響的家庭及人數的最新確實數字，本局於二零零二年一月派出約二百名員工，進行為期四天的戶籍調查。本局又為受影響業主和租客舉行了逾五十次簡佈會，解釋有關收購和安置事宜。此外，本局於項目範圍附近設立了三個臨時諮詢中心，以便與居民保持溝通，和解答受影響居民於簡佈會上提出的各種疑問。本局更以合約形式聘請了社區服務隊，其任務是與本局及各福利機構緊密聯繫，為居民提供輔導。

三個「前期項目」在收購、補償及安置工作方面採用了新政策。收購建議於二零零二年三月發出，截至二零零二年八月，櫻桃街項目的業主中，百分之六十八接受收購建議，福榮街／福華街及莊士敦道的數字亦分別達百分之七十二及百分之八十六，總平均為百分之七十二，較以往任何土發項目的進度為快。

為鼓勵三個項目內的住宅業主盡快出售物業予市建局，自住物業業主可得最少港幣十萬零五千元或每平方米建築面積一千二百五十元的額外津貼，以較高者為準。出租物業的業主則每單位可得港幣八萬元津貼。

In launching the projects, a four-day occupancy survey involving about 200 URA staff was carried out in January 2002 to update the exact number of households and individuals affected by the projects. More than 50 briefing sessions were organised on acquisition and re-housing arrangements for affected owners and tenants. Three temporary neighbourhood centres were set up near the projects to facilitate communication and address different issues raised in the briefing sessions. In addition, Social Service Teams were contracted to work with residents in liaison with both the URA and welfare agencies.

The new policies for acquisition, compensation and re-housing were applied to the three 'early launch' projects. Purchase offers were made to owners in March 2002. By late August 2002, 68% of owners at the Cherry Street project had accepted our purchase offer, 72% at Fuk Wing Street and 86% at Johnston Road. The average rate of acceptance for the three projects is 72%, a rate faster than any previous LDC projects.

Owners of domestic properties within the three projects have been encouraged to sell their properties to the URA through an incentive scheme. Owner-occupiers will receive a minimum of HK\$105,000 or HK\$1,250 per square metre of saleable area, whichever is the higher, whilst owners of tenanted flats will receive HK\$80,000 per unit.



社區服務隊為居民提供協助。

*A social service team member offers assistance to affected residents.*

為安置受「前期項目」影響的租客，本局已在房委及房協轄下的屋邨預留安置單位。但因小型單位短缺，市建局於是修建本身擁有的安置單位，以便安置受影響的一人或二人住戶。

受「前期項目」影響的業主可申請「發還修葺費用計劃」。遇有屋宇署按法例頒令進行樓宇維修，業主可申請發還部份修葺費用(按有關工程的餘下有效期計算)，目的是鼓勵業主在等待物業拆卸期間，仍然保持基本的維修。

社會影響評估旨在研究項目對有關居民及商戶的影響。雖然法例並無規定，但我們仍為三個「前期項目」進行社會影響評估。評估的主要目標是有需要人士，包括長者、傷殘人士和單親家庭等。我們為三個項目一共進行了八十九次訪查，當中三十五宗個案已建議跟進，向有關人仕提供援助。

二零零二年八月，市建局的覆核委員會共處理了四宗受影響業主或住客提出有關市建局執行其政策的個案。

Re-housing units have been reserved in Hong Kong Housing Authority (HKHA) and Hong Kong Housing Society (HKHS) estates for those cleared from the projects. In addition, the URA is converting some of the re-housing units that it owns into one and two person cubicles to meet a shortage of small units.

Owners of properties in the 'early launch' projects are also eligible to take advantage of the Maintenance Cost Reimbursement Scheme. If the Buildings Department requires some maintenance work by way of statutory orders to be carried out on buildings that are scheduled for redevelopment, the owner can apply for reimbursement of the costs of the remaining useful life of the works. This is to encourage flat owners to properly maintain their properties whilst waiting for redevelopment of their buildings.

Social Impact Assessments (SIAs) study the effect of projects on the interests of those affected such as residents and businesses. Although not a legal requirement for the 'early launch' projects, SIAs have nevertheless been conducted. The SIAs target needy groups particularly the elderly, disabled and single parent families. For all three projects, 89 SIA interviews were conducted and 35 cases were recommended for further social assistance.

In August 2002, the URA's Review Committee considered four cases brought by affected owners or occupiers on the way the URA executed its policies.

**重建發展—其他項目****深水埗保安道／順寧道**

二零零二年七月，市建局在深水埗開展了另一新項目，詳情如下：

地盤面積： 一千三百八十平方米

受影響住戶： 一百六十三個

居民： 三百九十一人

**香港區及九龍區項目**

市建局正繼續推行其前身土發已展開的項目。除了堅尼地城及荃灣的「連繫項目」以及旺角廣鑄街項目外，現時全港共有七個此類項目在進行中。

**Redevelopment – Other Projects****Po On Road / Shun Ning Road, Sham Shui Po**

In July 2002, the URA added to its stock of projects under active implementation a new project in Sham Shui Po. The details of the project site are as follows:

Site Area: 1,380 square metres

Households Affected: 163

Population: 391

**Hong Kong and Kowloon Projects**

The URA is continuing with the development of projects initiated by its predecessor, the LDC. Excluding the 'linked sites' in Kennedy Town and Tsuen Wan and the Kwong Yung Street project in Mong Kok, there are seven of these projects in Kowloon and Hong Kong which are listed below.

**香港區項目 Hong Kong Projects**

項目 Project	建議 Proposal	進展 Status	預算竣工日期 Estimated Project Completion
皇后街 Queen Street, Sheung Wan	1,148個住宅單位 400平方米商業樓面 1,200平方米公眾休憩用地 1,148 residential flats 400 square metres commercial space 1,200 square metres of public open space	建築工程快將完竣 Construction nearing completion	二零零二年末 Late 2002
灣仔道／太原街 Wan Chai Road / Tai Yuen Street	596個住宅單位 26,000平方米零售及商業寫字樓樓面 5,970平方米現代化空調街市 日間幼兒園 596 residential flats 26,000 square metres of retail and commercial office space 5,970 square metres modern air-conditioned market Day nursery	拆卸工程完竣，正進行地基工程 Site demolition completed and foundation work in progress	由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

項目 Project	建議 Proposal	進展 Status	預算竣工日期 Estimated Project Completion
堅尼地城新海旁 Kennedy Town New Praya	1,158個住宅單位 2,300平方米公眾休憩用地 1,158 residential flats 2,300 square metres of public open space	正進行地基及建築工程 Foundation and construction work in progress	二零零四年末 Late 2004

### 九龍區項目 Kowloon Projects

項目 Project	建議 Proposal	進展 Status	預算竣工日期 Estimated Project Completion
亞皆老街／上海街 Argyle Street / Shanghai Street	120,000平方米零售及寫字樓樓面 可建752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 commercial office space Up to 752 room hotel 6,500 square metres GIC (community) facilities 1,100 square metres public open space	正進行建築工程 Construction work in progress	二零零四年中 Mid 2004
高打老道／雲南里 Waterloo Road / Yunnan Lane	可建576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	正進行地基工程 Foundation work in progress	二零零四年中至末 Mid to late 2004
河內道 Hanoi Road	27,000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 27,000 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 works in progress	二零零六年初 Early 2006
荃灣市中心 Tsuen Wan Town Centre	1,904個住宅單位 22,800平方米商業樓面 3,300平方米交通及社區設施 3,700平方米公眾休憩用地 1,904 residential flats 22,800 square metres of commercial space 3,300 square metres of transport and community facilities 3,700 square metres of public open space	清拆工程完竣 Demolition completed	二零零六年中至末 Mid to late 2006

## 前期項目 The Early Launch Projects



大角嘴櫻桃街  
Cherry Street, Tai Kok Tsui



深水埗福榮街／福華街  
Fuk Wing Street / Fuk Wa Street, Sham Shui Po



灣仔莊士敦道  
Johnston Road, Wan Chai

## 香港區項目 Hong Kong Projects



堅尼地城新海旁  
Kennedy Town  
New Praya

灣仔道／太原街  
Wan Chai Road /  
Tai Yuen Street





皇后街  
Queen Street

### 九龍區項目 Kowloon Projects



亞皆老街／上海街  
Argyle Street /  
Shanghai Street



窩打老道／雲南里  
Waterloo Road /  
Yunnan Lane



河內道  
Hanoi Road



荃灣市中心  
Tsuen Wan  
Town Centre



## 社區復修、保存文物和舊區更新

這些都是市建局的新添任務，我們正積極發展這幾方面的工作，以融合於市建局的市區重建計劃內。

### 社區復修

舊區老化的問題，不單影響《市區重建策略》內所確定的二百二十五個項目，其他尚有七千多幢樓宇，樓齡超過三十年，分佈於港島、九龍、葵青及荃灣區。如果不予理會，這些樓宇遲早需要重建，但通過社區復修，一幢典型舊樓的壽命理應可以延長二、三十年。

屋宇署和民政事務總署已有一套有關復修樓宇的現行機制。在來年，由董事會及委員會成員組成的「社區復修專責小組」將進一步商討社區復修的目標，以及研究市建局在現行機制下，就復修市區樓宇所能擔當的角色，以便制訂有關試驗計劃。

### 保存文物

我們成立了「文物保護諮詢小組」，協助制訂保護文物的政策和標準，成員由國際人士組成。二零零二年九月間，小組將特別安排實地視察，並提出有關意見。我們正研究重建目標區內的文物保護策略，並會舉行工作坊作詳細討論。

### 舊區更新

「上環假日坊」，是本局於年內有關舊區更新工作的重要一環，該活動以試

## Rehabilitation, Preservation and Revitalisation

Featuring prominently in the URA's extended mandate are these 3Rs which are being actively developed to become integral parts of the URA's urban renewal programme.

### Rehabilitation

The problem of urban decay in Hong Kong includes and extends beyond the 225 renewal projects identified in the URS. There are a further 7,000 plus buildings which are over 30 years old on Hong Kong Island, in Kowloon, Kwai Tsing and Tsuen Wan. Left alone, these buildings will eventually find themselves in need of redevelopment. However, through rehabilitation, the opportunity is there to extend the useful life span of a typical tenement building by 20 to 30 years.

In the coming year, a Rehabilitation Taskforce comprising Board and Committee members will further develop the objectives of rehabilitation and the role that the URA can play in rehabilitating urban sites in the context of initiatives established by the Buildings Department and Home Affairs Department with a view to drawing up pilot schemes for taking the task forward.

### Preservation

A Conservation Advisory Panel drawing on the expertise of its international membership is assisting with the development of preservation policy and practice. They will offer on-site



市建局的社區規劃工作坊，集合多位地區人士及居民，以更新上環舊區為題，發揮創意。

*District personalities and local residents put forward creative ideas in a URA community workshop for revitalisation of the Sheung Wan area.*

驗形式於二零零一年十二月至二零零二年三月間的周日及公眾假期舉行，由本局與區議會、旅遊界及地鐵公司携手合辦。

期內，西港城（該物業由政府批予市建局作管理營運）一帶和鄰近街道，包括摩利臣街、永樂街及德輔道中禁止車輛行駛。吸引大量居民和遊客，欣賞街頭藝人、歌手和舞蹈員表演。是項活動十分成功，有助推廣西港城、增加人流，以及增進西港城租戶的周末營業額。

為配合於今年底再舉辦「行人坊」，市建局的中西區分區諮詢委員會聯合中西區區議會及民政事務處於二零零二年七月協辦了社區規劃工作坊，研究改善附近區域的長遠方法。

advice to us in a special programme arranged for September 2002. Conservation strategies for the target areas are being formed and will be the subject of discussion in future workshops.

### **Revitalisation**

A significant revitalisation initiative during the year was the Sheung Wan Promenade which took place on Sundays and public holidays on a pilot basis between December 2001 and March 2002. The Promenade was developed by the Authority in partnership with the District Council, the tourism sector and the MTRC.

To allow for arranging the Promenade in front of Western Market (leased and operated by the URA), roads were closed to vehicular traffic along Morrison Street, Wing Lok Street and Des Voeux Road Central. Hundreds of spectators were drawn to the area to enjoy arts and crafts displays and performances by street performers, singers and dancers. The event has also helped to promote the Western Market and developed additional pedestrian traffic and weekend business for tenants of the Market.

A workshop for community planning to consider longer-term improvements for the area was facilitated by the URA's Central and Western District Advisory Committee, in partnership with Central & Western District Council and District Office in July 2002 to tie in with the re-launch of the Promenade later this year.



市建局繪畫比賽的得獎作品之一。  
*One of the winning entries of the URA drawing competition.*

### 社區關係

為更深入了解重建區的需要和問題，本局於二零零二年一月，在首批項目的所在地區成立了地區諮詢委員會，成員來自各有關社區的各界人士。

市建局極為重視社區關係的發展，務求加強公眾人士的參與。在社區事務及公共關係委員會的領導下，本局將會在二零零二／零三年制訂一套全面的社區關係策略。

二零零一／零二年度內，市建局的熱綫電話及地區辦事處共收到近四千項查詢。市建局的網頁 ([www.ura.org.hk](http://www.ura.org.hk)) 於二零零一年九月正式啟用，截至二零零二年三月，瀏覽者約達三萬人次。

為推廣公眾人士對市區重建的關注，市建局舉辦了繪畫比賽。逾四百名八歲至十七歲的青少年繪畫出理想中的舊區新貌。

### Community Relations

In order to understand urban renewal needs and issues at the local level, District Advisory Committees were set up in January 2002 in areas where the URA will concentrate its first projects. The members of these Committees are people of varied background drawn from the local community.

Community relations have assumed greater importance under the URA with greater effort made to engage the public. Under the direction of the Community Affairs and Public Relations Committee, a comprehensive community relations strategy will be developed in 2002/03.

During 2001/02, nearly 4,000 inquiries were handled by the URA 'hotline' and at the neighbourhood centres. The new URA website – [www.ura.org.hk](http://www.ura.org.hk) was launched in September 2001. By March 2002, the website had recorded almost 30,000 visits.

Public interest in urban renewal was promoted through a drawing competition held in December 2001. Over 400 young people aged between 8 and 17 presented their ideas of an appropriate facelift for an old district.

The message about urban renewal was brought into Lok Fu, Wong Tai Sin, Wan Chai, Sham Shui Po and Tai Kok Tsui during the year through mobile exhibitions. The URA's Exhibition Centre on the other hand received over 7,000 visitors during the year. A new URA

年內，本局還舉辦了多次流動展覽，將市區重建的訊息帶到多個地區，包括樂富、黃大仙、灣仔、深水埗及大角嘴。市建局的展覽中心亦於去年吸引了逾七千名人士參觀。此外，市建局已於其新址內設立了資訊中心。

此外，管理層又出席多個有關團體的講座，解釋市建局的工作，例如香港總商會、英國商會、香港扶輪社、Urban Alliance以及香港地產建設商會。

### 員工發展及培訓

年內，我們為員工提供了多項培訓及發展計劃，包括改善服務、市區文物保育、戶籍調查、定立市建局的抱負和使命、應變管理、社會影響評估及收購物業。

我們亦贊助了七十四項外間的短期課程、研討會或學術課程。我們在適當時候，更鼓勵參加外間課程的員工，與同事們分享新知識和經驗，以建立員工間的良好學習氣氛。

為加強員工的團隊精神，市建局的職員樂益會舉辦了多項康樂活動，包括聖誕聯歡及參與康樂文化事務署主辦的工商機構運動會。



市建局員工聖誕聯歡。  
*Christmas party at URA headquarters.*

Information Centre has been set up within the new URA headquarters.

The URA management gave talks on its work to interest groups such as the Hong Kong General Chamber of Commerce, the British Chamber of Commerce, the Rotary Club of Hong Kong, Urban Alliance, and the Real Estate Developers Association of Hong Kong.

### Staff Development and Training

Many training and development programmes have been provided to staff over the course of the year. Topics included a service enhancement programme, urban heritage conservation, the conduct of occupancy surveys, URA's vision and mission, change management, social impact assessment and property acquisition.

In addition, 74 sponsorships were made for external short courses, seminars or courses leading to academic qualifications. Where appropriate, staff who have attended external courses are encouraged to present and share their knowledge and experience with their colleagues.

To promote team spirit amongst staff, the URA staff club has organised functions and recreation activities. These included a Christmas party and participation in the Corporate Games run by the Leisure and Cultural Services Department.