

# 增值力



# 業務回顧

## OPERATING REVIEW

### 規劃

#### 業務綱領和業務計劃

每年，市建局均會根據《市區重建局條例》的規定，並依循政府四年前公布的《市區重建策略》內的指引，擬備「五年業務綱領」和「周年業務計劃」，以制定本局的策略方向及工作計劃。市建局將以靈活和有效的手法，推行綜合的4Rs（即重建、復修、活化和保育）業務策略。我們會小心考慮不同的因素，平衡各方利益，一方面履行前身土地發展公司（土發）遺下的工作及承諾、又會兼顧日益提升的公眾期望和市區更新的迫切需要，以及慎重考慮本局的權責範圍和財務負擔，確使業務綱領和業務計劃既務實又進取。

### Planning

#### Corporate and Business Plans

Each year, the URA prepares a Five-year Corporate Plan and Annual Business Plan to lay out the direction and programme of the Authority's activities. These plans which are required by the URA Ordinance, are prepared under the parameter of the Government's Urban Renewal Strategy which is now in its fourth year. The plans bring together the URA's proposals and activities under the URA's '4Rs' approach which are integrated in a measured and sensitive manner. Primary factors which the plans must consider include past commitments, changing public expectations, the pressing need for action within the scope of the URA's mandate and financial constraints.

## 全面活化舊區

市建局自成立以來，一直以清晰的目標和進取的態度，推行全面市區更新的工作。市建局的4Rs業務策略現已廣為人知，而我們亦已劃定行動區，以便更明確地訂出計劃的優先次序，令本局的工作在業務綱領所涵蓋的期間內外，不論是短期或長期的，均能取得最佳成效。

近來數月，本局進一步發展這個行動區的工作方針，以全面綜合的方式規劃整個地區。我們正為灣仔及其他地區籌備新的總綱規劃，以確定及發展一些最具成效的計劃。我們會詳細探索各個地區的問題、特色和功能，然後在規劃上作出適當的配合，務求將各區的潛力，發揮得淋漓盡緻。我們會致力滿足區內居民的期望，並與政府部門、私營機構及整個社區攜手合作，共同落實這些計劃。

## 社區訴求研究

過去一年，市建局採取了新的「社區聯繫」策略，而進行社區訴求研究是該策略的重要一環，我們透過調查及其他渠道，收集區內居民的意見，了解他們的期望，作為本局規劃及發展個別地區參考之用。研究結果亦有助我們清楚明白公眾的關注，以協助確定每一個地區的總綱規劃目標。更重要的是，研究結果可以令公眾更了解本局所制備及將推行的計劃。社區訴求研究的課題包括居民的生活、樓宇狀況、公眾的期望、區內文物和特色、交通、社會需要及環境等。調查的對象包括居民、商戶、僱員、旅客、購物人士及其他相關人士。至於本局的其他社區工作，詳情載於下文「社區關係」一段。

## 重建發展

自二零零二年一月以來，市建局已推出了十六個重建項目。由於新的《城市規劃（修訂）條例》經已生效，未來一年，市建局項目的規劃程序將會按照新條例處理。該修訂條例將加強規劃程序的透明度，所有申請（包括根據城市規劃條例第十二(A)條的修改計劃的申請、根據條例第十六條的規劃申請及根據條例第十七條的覆核申請）將會供公眾查閱，公眾人士可以在公告有關申請的首三個星期內，提出意見。雖然上述條例並不涵括根據《市區重建局條例》實施的發展計劃，但本局與城市規劃委員會均同意採取一些行政措施，令在處理這些發展計劃草圖圖則的過程中，增加透明度。



市建局中西區分區諮詢委員會討論區內的市區更新工作。  
URA Central and Western District Advisory Committee discusses the urban renewal initiatives in the district.



## **Total Revitalisation**

Since the establishment of the URA, the Authority has strived to demonstrate and implement a coherent and purposeful approach to its initiatives and activities. The URA's 4Rs principles are already well known and it has identified Action Areas to help focus and prioritise its own activities and those of its partners towards achieving optimal benefits in the immediate and longer term beyond the time frame of the Corporate Plan.

In recent months, the URA has embarked on a further development of the Action Area approach into a fully fledged, holistic approach to planning. In Wan Chai and other urban districts, new master plans are either being prepared or conceived. The plans seek to identify and develop further those proposals that can optimise the benefits of URA actions. The plans have a clear focus on the issues and problems affecting the plan area. Appropriate actions are geared towards addressing those issues with a clear understanding on the principal role and function of the area. These actions will seek to reflect the aspirations of local people which the URA, Government, the private sector and the community together could take forward for implementation.

## **Community Aspiration Studies**

This past year has seen the URA adopt a new community engagement strategy. Community Aspiration Studies (CAS) are a key feature of the strategy and seek by way of surveys and other means to gauge and distil the opinions and aspirations of people in a district for planning and development purposes. Amongst other things, study results are used to highlight public concerns and priorities and help define the master plan objectives for a district. More importantly, the results can engender public recognition of the plans which are prepared and implemented in due course. The topics covered by a CAS include people's livelihood, building conditions, the public realm, local heritage and character, transport and social need and the environment. Residents, business owners, employees, tourists, shoppers and other stakeholders are surveyed. Other initiatives are reported under Community Relations in this chapter.

## **Redevelopment**

Sixteen projects have now been launched by the URA since its redevelopment programme commenced in January 2002. In the coming year, the processing of the URA's projects will enter a new era as the new Town Planning (Amendment) Ordinance (TP(A)O) comes into effect. Under the TP(A)O, the transparency of the planning system will be enhanced. All applications (including application for amendment of plan under s.12A,

## 保育文物展活力

在灣仔茂蘿街 / 巴路士街項目中，市建局會以嶄新方式保育一系列第二級戰前歷史建築樓宇。

市建局一直致力保育具歷史和建築價值的樓宇，茂蘿街項目是其中一個好例子。本局計劃保留及翻新這批唐樓，以協助推廣文化創意產業的發展。是項計劃的構思源自政府的施政報告，旨在活化舊區重新營造文化氛圍，從而吸引人才，推動文化創意產業和本土經濟的發展。項目亦將開闢公眾休憩庭園，以彰顯保育建築的特色。整項活化計劃突顯唐樓結合現代用途，以及保育歷史建築和休憩用地的協同作用。

本局將會為這批歷史建築擬備詳細的保育計劃，建議適當的保育方法。我們十分重視歷史建築的保育工作，並會與合作發展夥伴達成協議，在處理項目內的歷史建築及新建築時，採用國際認可的設計指引，包括國際古蹟遺址理事會的「威尼斯憲章」及「布拉憲章」。

繼莊士敦道及利東街項目後，茂蘿街 / 巴路士街項目是市建局第三個融合文物保育元素的項目，印證了本局在保育文物方面的不遺餘力，也說明了以創意和靈活的手法活化灣仔舊區的重要性，可以令這個具有魅力和饒富傳統特色的舊區得以更新。

## 改善地區和街道

去年，本局得到區議會、路政署、運輸署及其他政府部門的支持及協助，在改善地區及街道項目方面取得豐碩成果。



市建局公布一億元的茂蘿街活化項目。  
URA announces \$100 million Mallory Street  
revitalisation project.

planning application under s.16, and application for review under s.17 of the Town Planning Ordinance) will be made available for public inspection and the public will be given the opportunity to comment on the application within the first three weeks of the publication period. Whilst the TP(A)O does not cover Development Scheme Plans (DSPs) processed under the URA Ordinance, the URA and the Town Planning Board have agreed to adopt some administrative measures to enhance the transparency in the processing of draft DSPs.

### Preserving to Revitalise

The URA is taking innovative steps to preserve a cluster of Grade 2 pre-war historic buildings in its Mallory Street/Burrows Street project in Wan Chai.

The project is one of the URA's initiatives to safeguard buildings of historic and architectural value. The buildings are to be conserved and adapted for modern uses, principally for the promotion of cultural and creative industries. Inspired by the Government's policy, the project intends to rejuvenate older city districts to create a cultural atmosphere which will attract talent, foster cultural and creative industries and develop local community economy. Public open space designed to highlight the character of the conserved buildings will also be provided. The project notably represents the integration of the old shop houses with contemporary uses as well as the synergy of historic building conservation and open space provision.

A detailed Conservation Plan for the historic buildings will be prepared for the control of the project suggesting ways to protect their heritage. The URA emphasises its concern for the proper preservation of historic buildings through agreement with its development partner to follow international accredited design guidelines including "The Venice Charter" and "Burra Charter" of the International Council on Monuments and Sites on the treatment of heritage buildings and new neighbouring buildings within projects.

Mallory Street/Burrows Street is the third URA project after Johnston Road and Lee Tung Street projects that incorporates heritage design considerations. It demonstrates URA's efforts in preservation and the importance of regenerating old Wan Chai with care and sensitivity to protect the original cultural and heritage character.



茂羅街保育樓宇的概念構思。  
An artist's impression of a preserved building in  
Mallory Street project.