Urban renewal and the people

As we celebrate LDC's 10th anniversary this year, we re-dedicate ourselves to our mission of urban renewal and its social, ethical and moral objectives. Urban renewal is more than the mere pulling down of old buildings and putting up new ones.

LDC’s Vision Statement recognises that urban renewal is a social issue that impacts heavily on people, the way they live and the quality of their living environment.

We have built up during the past 10 years the image of a caring and benevolent organisation. Through each of our redevelopment projects, we have succeeded in establishing a meaningful dialogue with the people affected by our schemes. We have always been ready to listen to all their grievances and willing to address their collective anxieties and fears by devising solutions that are as satisfying and humanitarian as possible. We might not always have been able to fulfil all their wishes, but we have certainly given them a fair hearing and tried to do our best.

Our aim, while undertaking urban renewal projects, is to ensure that
Chief Executive’s Report (continued)

they cause the least disruption to people’s livelihood and social networks, and deliver regeneration that brings clear benefits to the community in terms of environmental improvement. Nevertheless, a certain amount of dislocation of people and business is, sadly, inevitable. The Corporation’s single biggest problem has been finding rehousing for those who need it. Without rehousing, urban renewal simply cannot get started.

In the early years, LDC purchased private flats in the open market to meet the pressing need of housing units to rehouse affected tenants. In 1989-90, LDC acquired three residential blocks in Lai Chi Kok Road in Sham Shui Po, Bedford Road in Tai Kok Tsui, and 466 Des Voeux Road West. In 1994, LDC built a housing block in Soy Street to rehouse affected tenants.

The Government’s policy paper on urban renewal in June 1996 recognised the need of rehousing, the heavy burden this placed on LDC’s urban renewal programme and the difficulty it experienced in buying large numbers of rehousing units in the open market.

The Government agreed to grant three sites to the Housing Society for the construction of rehousing units. The LDC will pay for the cost of the land and construction and the Housing Society will manage the units.

Though this is a step in the right direction, we should be seeking a long-term solution if we are to be successful in our urban renewal goals and objectives. As the scale of urban renewal grows larger in the coming years, rehousing will prove a major constraint for urban renewal. With this in mind, support from the Government is being actively canvassed and sought.
New projects announced.

In response to Government’s 1996 Policy Statement on Urban Renewal which stated that "in 10 years’ time, more than 40% of the private housing stock in the urban area (about 260,000 units) will be over 30 years old and reaching obsolescence," the Corporation conducted between August 1996 and March 1997, a comprehensive study of urban renewal needs in the urban area.

The study examined urban renewal from an overall perspective that took into account the requirements in each district rather than in relation to individual redevelopment projects.

This strategic initiative had for its aim a comprehensive regeneration of degraded areas by addressing varying degrees of physical and environmental degradation through refurbishment or redevelopment.

The study assessed urban renewal needs against the background of prevailing physical conditions such as a building’s age, height, degree of degradation, environmental shortcomings and socio-economic conditions. It examined all the older parts of the urban area and identified more than 500 potential urban renewal projects.

From these, we selected the first batch of over 20 redevelopment projects for which we obtained approval from the Secretary for Planning, Environment and Lands (SPERL) in August/September 1997. In October and November, we carried out household surveys to ascertain the number of households and people affected.

Based on the findings of the household surveys, the Corporation unveiled in January 1998 a total of 26 redevelopment projects that focused on revitalising some of the worst-case housing and environmental scenarios in the territory. These projects are located in degraded neighbourhoods in Sham Shui Po, Tai Kok Tsui, Mong Kok, Tsim Sha Tsui, Kwan Tong, Hung Hom, San Po Kong in Kowloon, Central and Western, Wan Chai, and Shau Kei Wan on Hong Kong Island.

公司的屋置計劃影響的居民進行住戶狀況調查。

Household surveys were conducted for residents affected by LDC’s redevelopment projects.
約有三萬八千名居民共超過一萬個家庭受上述重建項目影響。

公司旨在改善環境，藉著興建優質住宅、商用樓宇、休憩地方及社區設施，令舊區煥然一新。二十六個項目完成之後，可提供一萬三千多個住宅單位，超過四萬五千平方米休憩用地，以及六萬多平方米的政府、團體及社區設施。

二十六個項目展開以來，公司便積極進行土地業權調查，財務評估，編製發展大綱，並因應所需，制訂計劃圖及申請書。

一九九八年二月，城市規劃委員會批准公司將皇后大道東項目由住宅改為商業發展的申請。一九九八年五月，公司向規劃環境地政局局長提交六份計劃圖，以便安排呈交城市規劃委員會考慮。

此外，公司與有關政府部門，例如運輸署、社會福利署及市政總署商討涉及各項目的要求，例如封閉或加闢道路、排水工程、小販攤檔位置、街市設施、政府、團體及社區設施及休憩地方的安排等。公司並

Altogether, the projects will affect about 38,000 people and over 10,000 households.

The Corporation’s aim is to regenerate the old districts by creating flourishing new enclaves of residential units and commercial/office blocks, open spaces and community facilities. Upon completion, the 26 projects will create over 13,000 flats, over 45,000 square metres of open space, and over 60,000 square metres of Government, Institution and Community (G/J/C) facilities.

Since setting in motion the 26 projects, the Corporation has undertaken land ownership investigations, financial assessments, the preparation of development briefs, and as appropriate the preparation of scheme plans and planning applications.

In February 1998, the Town Planning Board (TPB) approved the Corporation’s application for change of land use from residential to commercial in the Queen’s Road East project in Wan Chai. In May 1998, the Corporation requested SPFL to submit six scheme plans to TPB for consideration.

The Corporation has also held discussions with various Government departments like Transport, Social Welfare and Urban Services in respect of project requirements like road closure or widening, drainage works, siting of hawkers stalls, market facilities, G/J/C facilities and open spaces. Assistance has also been sought from the Antiquities and Monuments Office to enable proposals to be made for the identification and preservation of historical buildings within the project areas.

Architects have been appointed for the preparation of feasibility studies and the production of conceptual designs for the projects.

The Corporation has conducted an on-going programme of public consultations and briefings. These have included briefings for affected residents, meetings with political parties and social groups, attending meetings of relevant District Boards, and deploying social services teams to counsel affected residents.

To facilitate acquisition, the Corporation obtained ownership information on all interests. This data is continuously updated each month.

It is the Corporation’s intention that as these 26 projects will incur
Chief Executive’s Report (continued)

向古物古蹟辦事處尋求協助，鑑定重建區內有歷史價值的建築物，以便提出保存該等建築物的建議。

公司已委任建築師為上述項目撰寫可行性研究報告，並繪製初步設計圖則。

公司並已展開一連串的諮詢及簡報會，與參與計劃的政府、政黨及社會團體會唔，出席有關諮詢會議，以及資助成立社會服務隊，協助參與的居民。

為了收購順利，公司蒐集業權資料，按月修訂。

由於第三十六個項目涉及龐大的發展成本，公司擬與私人發展商合作

substantial development costs, they are implemented under joint venture arrangements with the private sector. Also, taking into account the adverse market conditions now prevailing, the implementation of some of these projects may possibly be slightly delayed.

Tsuen Wan/Kennedy Town Redevelopment

Tsuen Wan Town Centre and Kennedy Town New Praya were identified by the Government about 10 years ago as Comprehensive Development Areas in need of redevelopment. Once an area is thus identified, owners lose interest in their properties, neglected buildings grow dilapidated through lack of maintenance, and whole districts and neighbourhoods develop a rundown look. As property values go down, the areas tend to attract the poorer strata of society, the elderly who have retired or out of work, and new immigrants. Consequently, the density of population rises to unacceptable levels, thus resulting in overcrowding and intolerable living conditions.

The conditions in Tsuen Wan and Kennedy Town had grown so acute that the Government realised something had to be done quickly to halt this proliferation of slums. In early 1996, the Government invited the LDC to take over the two projects that had earlier been allocated to the Housing Society.

After working out planning, financial and rehousing details with the Government and the Housing Society, the LDC agreed in April 1997 to undertake the two projects. That meant looking after existing tenants by finding them rehousing, providing compensation packages for shopkeepers and generous acquisition terms for the owners before the areas could be cleared for redevelopment.

LDC’s urban renewal programme for these areas aims to create better housing in a properly laid out environment, to provide open spaces and adequate social welfare facilities, and clear minibus and lorries off the streets to off-street parking areas.

Upon completion, the redevelopment in Tsuen Wan will rejuvenate the
Chief Executive’s Report (continued)

A little less than a year after the issue of the acquisition offers, LDC had already acquired more than 80% of the property interests. The 80% success rate in 12 months was a record for the Corporation. This success rate was in no small measure due to the negotiation skills and untiring counselling efforts of the Corporation’s staff.

During the exercise, numerous meetings were held between the Corporation’s staff and owners’ representatives, social workers and community leaders to explain our acquisition offer, answer queries, clarify doubts and concerns and disseminate information. The lessons learned from this exercise, no doubt, will stand the Corporation in good stead in future projects.

On the issue of rehousing, one of the terms under which LDC agreed to take over the implementation of the two projects from the Housing Society was that it should be responsible for securing housing for the affected tenants. Since July 1997, the Housing Society has been reserving over 800 units from its housing estates and the Corporation is paying the rent for them.

The Corporation has also worked out a fair and reasonable balloting procedure for rehousing cleared by the Independent Commission Against Corruption. Eligible
The implementation arrangement for these two projects was also unique. As they were expected to incur an overall loss, the Government agreed to grant the Corporation two vacant sites at full market premia under the "linked site" concept outlined in its June 1996 policy paper on urban renewal. Development surplus from the linked sites would go towards offsetting the overall loss of these two projects.

However, market conditions have changed since the Corporation took over the development of the two projects and, if present market conditions were to prevail throughout the development period, it is to be expected that the Corporation would sustain an overall loss, which the surplus from the linked projects would not cover. The Corporation believes, at this time, that it has the financial capacity to absorb the estimated excess.

Owners’ Participation Proposal

An exciting new chapter in urban renewal was the introduction by LDC of the Owners’ Participation Proposal (OPP) in the Hanoi Road redevelopment in Tsim Sha Tsui. The first attempt at comprehensive development of the area some 20 years ago had to be aborted because the owners then could not reach agreement among themselves. Since then, the
buildings in the area have been falling apart due to neglect and poor maintenance.

The revived project covers four streets - Hanoi Road, Mody Road, Bristol Avenue and Cornwall Avenue - covering an area of 7,600 square metres.

Much time and thought went into the development and formulation of the concept, its methodology and principles prior to the drafting of the legal documentation before it could be offered to potential participants in the owner-participation project.

As an alternative to the standard option of cash compensation, OPP gives owners the opportunity to participate in the redevelopment with the LDC and thus share its profits and risks. Owners can participate in the project either as cost-sharing or as non-cost-sharing participants.

In April 1998, the Corporation sent out a package of owner-participation proposals and cash offers to respective owners. Based on the response to this, we were able to secure owners holding 80% of total property values as cost-sharing participants. Meanwhile, the Corporation is trying to acquire the properties of those owners who do not wish to participate in the OPP.

Projects completed

Our people-oriented approach to urban renewal has made its mark on every one of our projects. Our responsibility is not only to complete our redevelopment projects, but also to contribute distinct social and environmental benefits to the community.

During the year, the Corporation completed the Shun Ning Road Single-person Hostel in Sham Shui Po to house bedspace lodgers affected by the enforcement of the Bedspace Apartment Ordinance in July 1998. The lodgers risked becoming homeless when operators of these bedspace apartments failed to obtain a licence because they could not meet the minimum safety standards prescribed by the Ordinance. To forestall this, the Corporation contributed $62 million to assist the Government in building this 16-storey single-person hostel in Shun Ning Road.

The Yuen Po Street Bird Garden, a Chinese-style landscaped garden, was another of the Corporation’s community projects completed during the year and handed over to the Urban Council in December 1997. This garden was built to preserve the unique characteristics of Hong Lok Street, popularly known as “Bird Street.” It was one of the streets inside our Argyle Street/Shanghai Street project in Mong Kok. In anticipation of its closure, the Corporation...
由於這兩個重建項目遠期會出現整體虧損，政府作出了特別安排。根據一九九六年六月的市區重建政策文件內提出的「連繫地盤」概念，政府批出兩個地盤供公司發展，但公司須向政府繳付足值市值地價。發展連繫地盤所得的盈餘，將會補貼兩個項目的整體虧損。

然而，自公司接手兩個項目之後，市場狀況有很大的改變。若發展項目期問，目前市況持續，連繫地盤的盈餘，未必能夠彌補整體虧損。按現時情況，公司相信有能力承擔。

業主參與發展計劃

公司在尖沙咀河內道的重建項目，推行了「業主參與發展計劃」，揭示市區重建新一頁。早於二十年前，當局便嘗試在該區推行綜合發展計劃。由於業主之間未能達至共識，計劃被迫放棄。自此以後，該區的樓宇因日照失修而逐漸破落。

重新推行的重建項目，地盤面積達七千六百平方米，範圍包括河內道、便地道、碧仙桃路及康和里。

在起草法律文件供有意參與「業主參與發展計劃」的人士考慮之前，公司就此計劃的概念、實行方法和原則作了仔細的研討。

在慣常的現金補償方法之外，「業主參與發展計劃」提供另一選擇，讓業主有機會和土地發展公司攜手參與重建，分享利益及分擔風險。業主並可選擇分擔或分擔發展成本的參與方式。

commissioned the building of the Yuen Po Street Bird Garden at a cost of $29 million. Located in a much more congenial environment, the Yuen Po Street Bird Garden has become a favourite meeting place for bird traders, bird fanciers and visitors. As one of the Corporation’s contributions to the people of Hong Kong for their enjoyment and pleasure, the Yuen Po Street Bird Garden was listed by the Hong Kong Tourist Association as one of the 10 “Hong Kong’s Most Popular Visitors’ Attractions” to spread the message of Hong Kong’s unique diversity.

The Grand Millennium Plaza in Central, declared open on 6 November 1997 by The Honourable Mrs Anson Chan, JP, Chief Secretary for Administration, is one of LDC’s flagship redevelopments. The project’s community facilities include a Home Help Centre and a Marriage Advisory Council Office. The centrepiece of the redevelopment is the over 3,300 square metre landscaped piazza highlighted by fountains, greenery and seating areas for the public.

The Corporation has dedicated the piazza to the people of Hong Kong and, in particular, the previous owners and tenants of the Wing Lok Street area whose support and co-operation made possible this successful urban renewal landmark.
Progress of Projects on Hong Kong Island

The Center, another LDC flagship project in Queen's Road Central and Jubilee Street, received the occupation permit in June 1998. Work is progressing on the landscaping of the open space, a part of which is under the building.

A showpiece redevelopment, the 80-storey high skyscraper, which ranks as Hong Kong's third tallest building, is a glittering addition to the waterfront skyline by day and by night. A technologically advanced building, The Center offers over 120,000 square metres of Grade A quality office space in prime Central District.

Enhancing the quality of the environment in the area, The Center offers about 6,000 square metres of open space. In addition, The Center will also provide over 3,000 square metres of G/F/C facilities as the Corporation's contribution to the community.

These will include:

- A Joint Professional Centre to be run by nine professional institutes to organise meetings and seminars for the promotion of professional services in Hong Kong.

一九九八年四月，公司向業主提出「業主參與發展計劃」和現金收購建議。至今，共佔八成物業總值的業主選擇以分擔發展成本方式參與「業主參與發展計劃」。與此同時，公司亦着手收購無意參與「業主參與發展計劃」的業主的物業。

竣工項目

公司的每個市區重建項目，均本着居民利益的大前提下進行。我們的責任不僅是完成重建項目，同時亦要令社會環境明顯改善。

本年度，公司為受新的床位高所條例影響的床位住客完成了深水埗頌寧道單身人士宿舍。該條例於一九九八年七月開始實施，床位公寓未能符合條件。
Chief Executive’s Report (continued)

Department which will offer information and advice on building management;

- A Day Nursery.

In the Wan Chai Road/Tai Yuen Street project, we acquired 87% of the total 241 property interests. A resumption application was submitted in September 1997. We are refurbishing the existing Wan Chai Market which will also accommodate stall-holders from the temporary market until the new permanent market is completed as part of our redevelopment project.

Demolition of all buildings in the Queen Street, Sheung Wan project has now been completed. We are now discussing land grant and premium matters with Government.

The development of a 8,000 square metres area will include residential blocks and commercial space. It will also have a purpose-designed building for G/IC facilities and house a Hostel for Single Persons, a Care and Attention Home for the Elderly, and a Hostel for the Moderately Mentally Handicapped. The redevelopment will also provide a Day Nursery, a Social Centre for the Elderly and a Cooked Food Centre.

In the Ka Wai Man Road Link Site project in Kennedy Town,
Progress of Kowloon Projects

In the Argyle Street/Shanghai Street redevelopment, the project's Master Layout Plan was approved in March 1997. Resumption and clearance works were completed in December 1997 and these went off smoothly. Demolition work has started. Drainage diversion is in progress and is expected to be completed in October 1998. Subject to land grant, foundation work will start in November.

The project, which occupies roughly 12,000 square metres, will accommodate a mix of office and commercial development. Ultra-modern and innovative in design, this is expected to shape up into a major retail complex in Mong Kok with a superb range of top-flight dining outlets and entertainment centres.

Ample landscaped open spaces, measuring 1,100 square metres, will be a feature of the redevelopment whose G/IC facilities over approximately 6,000 square metres will include a Neighbourhood Community Centre, a Cooked Food Centre and a Public Light Bus Terminus. Sufficient loading/unloading facilities and parking will also be provided to serve the entire development.

The Corporation held consultations with the Provisional Urban Council and Provisional District Board on
the open space design for Macpherson Stadium. Negotiations are under way with the Government over land premium and land grant. A joint venture with the Hong Kong Playground Association, this redevelopment upon completion will provide a modern indoor stadium of international standard with a seating capacity of 1,800, office for a Youth Centre, a basketball court, rest garden and 251 residential units above the stadium to maximise land use over a 2,400 square metre area.

In the Kwong Yung Street project in Mong Kok, we secured 100% acquisition without need for resumption. Demolition work has been completed and construction is expected to start in the next few months. Covering roughly 1,600 square metres, the redevelopment is a mix of commercial and residential space. It will upon completion provide 184 units for medium-sized families.

In the Waterloo Road/Yunnan Lane project, the handover of the temporary G/IC facilities to the Government took place in late May 1998. The G/IC facilities include a Day Relief Centre for Street Sleepers, a Shelter for Street Sleepers, a Refuse Collection Point and a Public Toilet.

We acquired 88% of property interests. However, taking into account prevailing market conditions, we are pursuing the option of residential blocks instead of office premises. This will also help us to enlarge the supply of housing units and meet part of the annual housing target outlined by the Government. Once this is approved, we will seek resumption clearance by ExCo of the remaining interests.

The completion date for the Bulkeley Street project in Hung Hom will have to be deferred to the second quarter of 1999 after the main contractor went into liquidation and the Corporation had to take over and issue a re-tender document. A new contractor was appointed subsequently. This project, upon completion, will provide 600 square metres of commercial space and 54 residential units.

In another project in Hung Hom, as private developers actively acquired property interests for redevelopment in Gillies Avenue, LDC obtained approval from the Government to modify the project boundaries.

As the Nga Tsin Wai urban village redevelopment in San Po Kong is being considered for the owners’ participation proposal, the necessary acquisition and participation offers have been prepared. We are planning to retain the Tin Hau Temple by incorporating it in the planning design as a gesture of appreciation of the shrine’s religious and historical value over the years.
Chief Executive’s Report (continued)

- By municipal and government management of housing management resources, to provide management information and advice.

- Children’s Park.

The Kwan Tong Town Centre redevelopment project will create a new focus of commercial, retail and entertainment activities which is much needed in East Kowloon. Besides residential, commercial space, the redevelopment will provide various GCC facilities and much needed open space.

The freezing survey in Kwun Tong Town Centre was completed in December 1997. The Corporation is discussing with the Government various planning issues prior to the submission of a Development Scheme Plan to the Town Planning Board. The Corporation continues its dialogue with local leaders, interest groups and affected residents.

In the Yeung Uk Road Link Site project, we are discussing with the Government land premium terms. The project, covering a site area over 7,000 square metres, will provide more than 33,000 square metres of residential space that will
Chief Executive’s Report (continued)

yield 444 residential units, over 5,000 square metres of commercial space, and 2,000 square metres of open space.

Community Liaison

Committed as we are to a challenging, and often gruelling, urban renewal programme, community affairs activities for the LDC during the past year were not an easy task.

During the year, we arranged around 100 meetings and briefing sessions for affected residents, social organisations, political groups, Provisional District Boards and the Provisional Legislative Council. More than 10,000 people attended these meetings, and around 12,000 enquiries from the public were handled through the LDC Hotlines, that is 50% more than those of the year before.

Two Neighbourhood Centres

A delegation of non-official
出新承建商。該項目的完成日期會推遲至一九九九第二季，屆時提供六
百平方米商業樓面及四個住宅單位。

紅磡機利士路的重建項目，由於
私人發展商積極收購該區物業作
重建用途，公司獲政府批准修訂
項目範圍。

公司考慮在新蒲崗的前劉村重建
項目，推行「業主參與發展計劃」，
目前正籌備收購及參與建議書。村
內的天后廟具有宗教及歷史價值，
我們會在規劃設計中予以保留。

總裁市中心重建項目的環境人口調
查已於一九九七年十二月完成。公
司現正與政府商討各項規劃問題，
然後向社區規劃委員會呈交發展
計劃書。公司並繼續與當地社區領
袖、關注小組及受影響居民展開對
話。

在柴灣道重建方面，我們正與
政府商討補地價條款。該項目佔地
逾三千平方米，可提供超過三萬三
千平方米面積的四百四十四個住宅
單位、五千多平方米的商業樓面及
二千平方米的休憩空間。

members of the Executive Council,
headed by Dr The Honourable
Sze-yuen Chung, visited the
Corporation in April 1998. The
members toured LDC's redevelopment
sites to gain a first-hand knowledge of
our work and achievements. They
also exchanged views with LDC
management about problems and
difficulties we face in urban renewal.

Earlier, in November 1997, we
arranged a site visit to our projects in
Tsuen Wan, Argyle Street/Shanghai
Street and Soy Street for the ExCo
member, The Honourable Yang
Ti-liang.

We staged a celebration party to mark
the completion of the landscaped
garden of the Grand Millennium
Plaza on 7 November 1997. The
guests at this function included single-
parent families, the elderly, and former
residents of the area.

In another gesture to show our care
for the elderly, the LDC participated
in the Wan Chai District Care for the
Old Campaign.

We organised 10 mobile exhibitions
社區聯絡

公司在去年進行的市區重建計劃充滿挑戰，過程中不乏艱難時刻，舉辦社區事務活動亦不例外。

年內，公司曾為受影響居民、社區組織及顧問團體，臨時出租會及臨時立法會舉辦過近百次會議及開會，出席人數超過一萬人，公司亦藉助熱線電話服務，處理約一萬二千宗公眾人士的查詢，較去年同期增加一半。

公司於一九九八年五月分別在荃灣及堅尼地城開設兩間社區辦事處。稍後，大角咀深水埗及九龍城各將開設另外三間社區辦事處。連同已投入服務的銅鑼灣社區辦事處在內，我們共有六間社區辦事處。社區辦事處是一個諮詢及聯絡中心，為受公司重建項目影響的業主及住客提供有關重建項目的資料，答覆他們的查詢。

我們與受影響居民保持定期接觸，確保居民的疑慮及困難獲得適當處理。公司的管理人員，包括本人在內，曾經探訪重建區近三十次，以加深了解居民的生活狀況。

一九九八年四月，由行政會議非官守成員組成的代表團，在銅鑼灣總部的帶領下訪問公司。參觀了公司的重建地盤，了解我們的工程及工作進度。雙方就重建區的問題和困難交換意見。

一九九七年十一月，公司為行政會議非官守成員組成的代表團安排參觀荃灣／亞皆老街／上海街及友誼街的重建項目。

同月十一日，公司為新界元朗長者之家及長者協會舉辦年度慶祝會，邀請區內的單位代表、長者及義工參加。

公司參與了銅鑼灣社區大會，對長者表示關懷。

在各種房屋住處，他們吸引了20,000名訪客。

除了與當地社區直接互動外，我們亦透過傳媒通訊，包括新聞稿、會議、面談及與LDC員工及業主和租戶的有效溝通，促進社區的互動和溝通。

In addition, the Corporation publishes LDC News, a bi-monthly newsletter, that provides the public with a timely and topical update of the latest developments in the Corporation.

Social Services Teams

有效的通訊渠道和與受影響的居民建立良好的關係，是社會福利隊伍的主要功能。社會福利隊伍通過建議和幫助，協助市民解決問題。
公司分別在多個屋邨舉辦了共十個流動展覽會，參觀人士達二萬人。

除與公眾直接溝通外，我們亦透過傳媒，以新聞簡佈會、記者招待會、接受訪問及解答傳媒查詢等形式與市民溝通。

此外，公司每月假月出版土地發展公司簡訊，向公眾提供公司進行的重建項目的最新資料。

社會服務隊

女青年會成立的社會服務隊，經費由公司負擔，但運作獨立，是公司與受重建影響居民之間的溝通橋樑。該服務隊曾為皇后街及窩打老道／雲南里重建項目中受影響的居民提供專業輔導。

服務隊現正為荃灣市中心重建項目中受影響的居民提供諮詢服務。公司在區內為服務隊安排辦事處，以便向居民即時及有效地提供意見和協助。

鑑於公司將於灣仔及港島其他地區進行更多重建項目，故此，公司於一九九三年四月，資助成立另一社服務隊，由聖雅各福群會負責運作。

改善運作、迎接挑戰

公司的目標是要維持高質素、可靠及兼顧社會責任的服務傳統。為使公司的專業服務精益求精，公司推行了下列內部措施。

國際標準化組織認證

公司於一九九三年七月獲國際標準化組織ISO9001認證，表現卓越，此項榮譽，今公司的機構形象及成就，在公眾的眼中更形彰顯。公司能夠在迅速擴展和演變的十五個月當中，完成這項重要里程碑，全賴公司上下員工對優

In view of additional LDC projects coming on stream in Wan Chai and other parts of Hong Kong Island, the Corporation helped to fund in April 1998 another social services team operated by St James’ Settlement.

Internal Initiatives

The Corporation’s goal is to maintain a tradition of quality, reliability and awareness of social responsibility. In striving for excellence and to continually develop and enhance the Corporation’s professional services, we have initiated the following internal programmes.

ISO Certification

The Corporation did exceedingly well by securing in July 1998
Chief Executive’s Report (continued)

ISO 9001 certification, an achievement that enhances our corporate image and credentials in the eyes of the public. This significant milestone was achieved by LDC within the space of just 15 months during a period of rapid change and expansion. This is a tribute to the commitment and dedication of all staff to our quality management initiatives.

Adopting a three-phased approach for the development of a Quality Management System (QMS) conforming to ISO 9001: 1994, LDC achieved initial certification in October 1997 and March 1998, and full certification in July 1998. I am very pleased to share with every member of LDC’s staff this great corporate success.

The Quality Management System has been instrumental in strengthening management control and enhancing quality culture within the LDC. We are now committed to maintaining the high standards set by ISO 9001 in delivering the core services necessary to plan and implement our urban renewal projects.

Corporate Computerisation Project

Information technology forms a vital part of the Corporation’s operations. To enhance the Corporation’s internal operational capability, the LDC embarked in December 1996 on the Corporate Computerisation Project (CCP) to be implemented in two stages.

In Stage I, the business requirements of the Corporation were analysed and solutions defined for 14 sub-systems. This will enable efficient handling of documents, provide an accurate and centralised pool of readily accessible data and latest data/graphics analysis tools that will enhance decision-making.

The Corporation is now proceeding with the implementation of Stage II, a two-year project that involves the development, installation, testing, integration, training and commissioning of the full CCP system. Once in place, CCP will enable the automation of many LDC core business processes and support functions.

Year 2000 Compliance

The Corporation has set up a task force with active senior management involvement to address the year 2000 problem. All hardware and software to be acquired under the CCP will be year 2000 compliant. For existing office equipment, hardware and software, initial assessments reveal that all mission critical systems will in all likelihood be year 2000 compliant.
司現正進行測試，以確定初步評估正確。而裝置了系統，亦已點算完畢，測試亦即將開始。

公司了解，主要同業、供應商和服務公司的電腦系統是否適合公元二千年使用，是同樣重要的；且採取了措施，核實他們是否符合標準。

公司並擬制定應變計劃，以減緩因系統不知能否適合公元二千年使用而造成的影響。

顧問管理系統

公司認識到，為確保服務符合成本效益，聘用合資格顧問更加重要，公司致力不斷改進顧問管理系統，並正進行全盤檢討。

重整業務工序

公司採用重整工序技術，令工序更加緊密，以達到更高效率。過去一年的工作重點，是繼續改善核心業務工序，及探索新的措施。

重建項目管理系統

公司的重建項目管理系統，在項目進行的各個階段，擔當了一個重要的角色。隨着公司的重建項目不斷增加，此管理系統也逐漸精簡，以利於完成優質項目。

員工培訓及發展

公司堅信，人力資源是最重要的資產，並延續招聘、訓練及保留最佳人選的政策。公司為員工提供了充分及平等的訓練，發展及晉升機會。

在一九九七年度，公司舉辦了近八十五個課程，參加員工達一千五百人次。一九九七年十月，十九名行政人員到北京清華大學舉辦的研討會，以提高對我國政府的組織架構和運作的認識。

Chief Executive's Report (continued)

by December 1998. The Corporation has been carrying out tests to confirm the results of the initial assessments. As for embedded systems, the preparation of an inventory list has been completed and compliance tests will commence shortly.

The Corporation also recognizes the importance of compliance by its major external counterparties, suppliers and service providers, and has implemented new measures to ascertain their compliant status. In addition, the Corporation has planned to draw up a contingency plan to minimize any impact of non-compliance by external parties.

Consultant Management System

The Corporation recognises the importance of employing competent consultants to ensure that the services they deliver are cost-effective. LDC is looking for on-going improvement to the Consultant Management System and an overall review is under way.

Business Process Re-engineering

The Corporation continues to use Business Process Re-engineering techniques to tighten up work processes and achieve higher efficiency level. The focus during the past year was on continuous improvement to core business processes and exploration of new initiatives.

Capital Programme Management System

The LDC Capital Programme Management System (CPMS) plays a key role in monitoring projects implementation at all stages. With the growing portfolio of LDC projects,
the CPMS was streamlined with the aim of quality project delivery.

**Staff Training and Development**

The Corporation firmly believes that its human resources are its most important asset as it continues to recruit, train and retain staff of the highest calibre. The Corporation provides ample and equal opportunities to all staff in terms of training and career development/promotions.

During 1997, nearly 85 courses were conducted involving 1,500 participants. In October 1997, 19 executives attended a seminar in Tsinghua University in Beijing to raise the Corporation’s staff appreciation of the structure and working of the Government of the People’s Republic of China.

**Ethical Practices Group**

The LDC’s Ethical Practices Group, working with the Independent Commission Against Corruption, has established corporate codes of conduct aimed at promoting the Corporation’s transparency and accountability.

Setting a high standard of ethical practices which can stand public scrutiny, the group has further enhanced LDC’s public image, credibility and organisational efficiency.

**Conclusion**

Urban renewal is a challenging and on-going task. As one decade of urban renewal ends, another unfolds.

Given our track record, experience and expertise, we have laid a solid foundation on which to build and advance our urban renewal strategies into the new millennium.

In this, I count on the guidance from the Managing Board, the wise leadership counsel from the Chairman, Dr Lau Wah-sum, and the wholehearted support of every member of the Corporation’s staff whom I commend for their unswerving commitment, total dedication and professional excellence.

Together we have the confidence and capability to build a better Hong Kong.

Abraham RAZACK
Chief Executive