

步向新境界

Towards NEW FRONTIERS

自古成功在嘗試 胡適

Enduring attempt is the source of success Hu Shi



二零零四年奧運男子一百一十米跨欄金牌得主中國選手劉翔

2004 Olympics men's 110-metre hurdles gold medalist Chinese athlete Liu Xiang

# 主席報告

## CHAIRMAN'S STATEMENT



過去十二年，本人有幸領導及參與市區重建局（市建局）及其前身土地發展公司（土發）的工作。如今卸任退休，喜見多年來與全體同寅的努力，幸不辱命，已為市區重建奠下基礎，嗟堪告慰。冀盼市區更新工作將持續發展，薪火相傳。臨別回首，我深信市建局同寅已是鬥志昂揚，裝備就緒，全心全意地去實踐政府、立法會和市民大眾負託的使命。

市區重建的工作，任重道遠。雖然土發歷年來建樹良多，但其間已是幾經艱苦，才能領悟到箇中竅門。我們學會了不能單靠私人發展商聯營合作而取得發展資金，而必須自我建立獨立而穩健的財政實力，才可長期推行市區重建計劃，否則難以在經濟與地產市場的波動周期中，平穩渡過。我們亦深切體會到，如果任由土地徵

劉華森博士  
Dr. Lau Wah-sum

It is with an enduring feeling of satisfaction that I complete my final chapter on urban renewal after 12 years of work with the Urban Renewal Authority (URA) and its predecessor, the Land Development Corporation (LDC). As I bid farewell to my colleagues at the URA, I am convinced that I am leaving behind an organisation that is well positioned in fulfilling the vision and mission entrusted by the Government, the Legislature and the Hong Kong community.

The road to urban renewal has been, and will continue to be, a long and arduous one. Although the work of the LDC did not end without impressive achievements, it has taken us many painful moments to learn our ropes. We have learned that whilst a booming property market and outside funding through partnership with private developers are a potent force of help, we must possess financial independence in order to ride out the cycles of the economy and the property market and to maintain a sustainable urban renewal programme for the long term. We have also learned from bitter lessons that a protracted process of land assembly and site clearance, coupled with the lack of rehousing resources, would definitely put any project in financial jeopardy.

All this has changed with the Government's new vision and determination. The URA was established in May 2001 and its financial independence was assured by the Government's undertaking to inject a capital of \$10 billion over a five-year

集與地盤清場過程無限拖延，加上缺乏安置租戶的能力，肯定會令項目在財政上遭遇重大的風險。

有鑒及此，政府以嶄新理念和無比決心，為市區重建締造了一個全新的局面。市建局於二零零一年五月成立，獲得政府承諾分五年期共注資一百億元，又同意對市建局項目收取象徵式地價，確保了市建局財政穩健獨立。同時，香港房屋委員會（房委）及香港房屋協會（房協）每年合共提供二千個公屋單位，大大加強了市建局遷徙安置租戶的能力。

最重要的改革是通過新法例，規定市建局必須在政府批核重建項目日期的十二個月內，向政府提出收地申請，從而減低土地徵集及地盤清場出現嚴重延誤的風險，確保整個市區重建計劃可以按照實際情況，如期完成規劃及落實推行。另外，政府亦賦予市建局新的使命，使市區更新的模式趨向多元化和全面化，而非單單是拆卸重建。

由土發過渡到市建局，是一項很大的挑戰。期間，我們完成了四項迫切的工作。首先，自土發於一九九八年

初公布廿五個項目以來，居民莫不殷切地期待可以盡快展開收購。我們於是抓緊過渡期的時間，及早完成廿五個項目的大部份規劃審核程序，使市建局正式成立後可以盡快推行。第二，我們制訂了一套全新的四大業務策略，包括重建發展、樓宇復修、文物保育及舊區活化（通稱4R策略），並在此策略基礎上擬備了首個五年業務

綱領，作為未來工作的藍本。第三，在樓市低迷之際，我們致力透過重組財務安排，令土發遺留下來的十個進行中的聯營重建項目能夠繼續持續推行。第四卻是最重要的，為了回應社會的熱切期望，我們在過渡後不久，便提早推出三個位於灣仔、深水埗及大角嘴的「前期項目」。



「舊區情常在」攝影展輯錄了舊區居民的生活片段。

A photo exhibition on the daily lives of residents living in the old districts.



period and agreement to levy a nominal land premium in the URA's projects. An annual supply of 2,000 public housing units was secured from the Hong Kong Housing Authority and Hong Kong Housing Society to cater for the rehousing need of the tenants displaced by redevelopment projects.

The most significant reform of all was the introduction of a trigger point in the legislation whereby any application for land resumption by the URA to Government must take place within 12 months of the Government's approval date of the project. This has eliminated the risk of serious delay in land assembly and clearance, and ensured that the overall urban renewal programme could be planned and implemented on a practicable timeframe. Also, the mandate of the URA has been extended to truly reflect its multi-faceted functions as an urban regeneration agency.

The transition from LDC to URA has been a big challenge. We dealt remarkably well with four pressing tasks. First, we made use of the pre-transition period to obtain planning approval successfully for most of the 25 projects announced by the LDC in early 1998 but for which the local residents have been kept waiting in suspense since then. Second, we formulated a new corporate strategy comprising four main strands, namely redevelopment, rehabilitation, preservation and revitalisation (the 4Rs strategy) and promptly set to work on the first five-year Corporate Plan for long-term implementation. Third, we strived hard and, with some financial restructuring, achieved a smooth continuation of the 10 on-going redevelopment joint venture projects inherited from the LDC amidst a weakening property market. Fourth and more importantly, we responded to the great anxiety of the community by making an early start with the commencement of three 'early launch projects' in Wan Chai, Sham Shui Po and Tai Kok Tsui within months of our transition.

The 'early launch projects' were a pilot test of the efficacy of our new acquisition and land assembly procedure. We have set for ourselves a target schedule of 24 months to complete the acquisition, land resumption and site clearance. And we made it. Thanks to the new procedure and with due credit to the hard work of the Management and all staff, the average acquisition success rate for the projects was 85.8 per cent and the remainder was completed by resumption within the 24-month schedule by March 2004. The significance of this early experimental success cannot be over-emphasised. It has enabled the URA to

這批「前期項目」是測試我們嶄新的收購及土地徵集程序是否可行的試金石。我們訂下了目標，要用廿四個月來完成收購、收回土地及地盤清場的工作，僥倖最終達成了任務。在這三個項目中，我們成功收購百分之八十五點八的業權，而政府亦於二零零四年三月完成收回餘下的業權。能夠依期於廿四個月內完成任務，證明了新程序的可行性。當然，管理層與員工的努力是功不可沒。前期項目的成功

，其重要性不言而喻，因為不但使市建局加強了信心，在如何落實五年業務綱領方面變得更有把握，而且更為廿五個項目中的業主及住客帶來正面和積極的信息，讓他們看到隧道盡頭一點光亮。此外，市建局亦有信心用這個運作模式與房協結成策略合作伙伴，加速推行重建項目。

在樓宇復修方面，市建局推出兩項新猷，初試啼聲，已獲佳績，本人深感欣慰。我們認為不應等待樓宇殘破而最終進行清拆，而該及早綢繆，防患未然；因此，我們為業主提供實質的協助，鼓勵他們主動地復修樓宇。假若舊區殘化的情況得以紓緩，我們在這場持久戰中，可望穩操勝券。

年內，市建局以「行動區」的發展模式，集中力量發展特定地區。這種發展模式與零碎發展個別地盤比較，特別是從策略理念、整體規劃，及4R工作協同效應來看，孰優孰劣，高下立見。這個發展模式亦使市建局與各個社區在工作層面上，建立及維繫長期的合作關係，以便落實整體的規劃程序。

邁向四周年，市建局面對的挑戰是要在財務、人手和技術上，配合快速增長的4R項目的工作量。單就重建發展而言，除了土發留下的十個進行中項目及六個與房協合作發展的項目外，在過去兩年，市建局已推出了十一個項目，發展總值約為九十七億八千萬元。此外，進行樓宇復修、文物保育及舊區活化這些新任務，必須擁有新技能。對大部份來自土發的市建局員工來說，他們必須要學習新的知識，努力裝備自己及接受再培訓，以期達致更高的專業水平及成本效



樓宇復修工程更換排污渠，令環境更衛生。  
The hygienic condition of the drainage system is improved after building rehabilitation work.





proceed with its five-year Corporate Plan with practical confidence. It also sent a positive and clear message to owners and residents of the rest of the 25 'LDC-announced projects' that the light at the end of the tunnel was in sight. Furthermore, it provided a working model for the URA to eventually enter into a strategic partnership with the Hong Kong Housing Society to speed up implementation of the 25 projects.

I am gratified to see that the building rehabilitation programme has also got off to a good start. By motivating and assisting residential owners to rehabilitate their buildings, we have advanced into the preventive front in our war against urban decay instead of waiting for buildings to go into dilapidation and demolition. If the decay process could be contained, we stand a better chance of winning the war in the long run.

During the past year, the URA has begun to move towards an 'action area' approach that calls for focusing of efforts within a designated boundary. The advantage of this approach over a piecemeal, scattered approach is obvious, particularly in terms of strategic vision, overall planning and synergy between the 4Rs efforts. Furthermore, this approach will enable the URA to develop and maintain, at the operational level, a long-term working relationship with the respective local communities and facilitate a consistent planning and execution process.

As the URA enters its fourth year of operation, the challenge is upon the organisation to keep pace with the fast growing portfolio of 4Rs projects. For redevelopment alone, the URA's gross development value of 11 projects commenced in the past two years is estimated at \$9.78 billion, excluding the 10 on-going projects inherited from the LDC and six projects undertaken in association with the Housing Society. Moreover, new skills are required for new tasks of rehabilitation, preservation and revitalisation. The implication is that the URA's employees, mainly inherited from the LDC, must be retooled and retrained to achieve a higher level of professionalism and cost-effectiveness. The URA's organisational structure must also evolve to meet the needs of the action area based approach that requires the formation of dedicated action area teams led by action area managers and backed up by a multi-disciplined pool of professional staff at the headquarters.

益。為了配合整區發展的模式，我們要改進市建局的運作架構，成立行動區隊伍，由負責地區的管理人員領導，並由總部的各專業團隊提供支援。

在本人的市區重建最後一頁劃上句號前，我必須談一談及長者的安置問題。舊區人口，日益老化，長者是需要特別照顧的一群。我們的前線員工及社區服務隊，本著市建局的「以人為本」精神，全心全意服務社群，盡力協助居民在毗鄰地區另覓新居，以及安頓下來。對蝸居於板間房及床位的貧苦租客，我們提供的最低補償額遠高於法定的補償。至於一些真正有困難的租客，縱使他們由於種種原因未能符合一般安置資格，我們亦會盡量為他們提供體恤安置。在未來的日子，我們應進一步考慮是否可以制訂更全面的政策，包括為年長的小業主，提供更多的安置選擇，例如在市建局的小型項目地盤內興建切合長者需要的安置樓宇，或在同區內以市價購置樓宇並進行翻新，以便在原區安置長者居民。

市區更新是一項艱辛的社會演進優化過程。但無論前路如何艱辛，為了未來的成果，我們必須持之以恆。未來成果並不是指金錢上的回報，而是舊區居民的生活得以改善，以及城市更新推動香港的經濟進一步發展。在政府的大力支持下，市建局踏出了成功的第一步。現在本人把這個重任交給我的繼任人鄭維新先生。我深信市建局在鄭先生的領導下，必能力臻完善，滿足社會的期望。本人謹藉此機會，感謝各董事會及委員會成員過去三年多方賜教及鼎力支持，特別要衷心多謝董事賴錦璋先生於過去十年作出的寶貴貢獻。此外，市建局管理層及全體員工不畏艱辛，克盡厥職，在短短三年內，取得佳績，本人深表謝意。祝願各位事事順利，工作更上層樓。

主席

劉華森博士

二零零四年四月三十日



市建局前線員工關懷受重建影響的居民。  
URA's front-line staff care for the residents  
affected by redevelopment.



My final chapter will not be complete without addressing the issue of rehousing for the elderly who are a growing population in the old districts destined for regeneration. In the spirit of the URA's people-oriented approach, our frontline staff and social service teams have worked exceedingly hard to help them find new homes and settle down in the neighbourhood. Minimum payments amounting to many times of statutory compensation are given to poor tenants living in cubicles and bed spaces. Compassionate rehousing is offered to those in genuine hardship but not eligible for normal rehousing for various reasons. For future development, it is for us to consider whether we could formulate a more comprehensive policy with more rehousing options for the elderly including owners of small means, such as the use of the URA's small sites to construct rehousing blocks specially designed to meet their needs and refurbishment of old buildings acquired at open market value for rehousing in the same district.

Urban renewal is a painstaking process of social change. The challenge ahead is formidable but the reward is worth it. The reward will not be monetary profit for the URA but rather the improvement of livelihood in the old districts and added value to Hong Kong's economy through regeneration. The URA, with strong support by the Government, has made a good start. I am happy to hand over the reins to my successor, Mr. Edward Cheng. I am sure that the URA under his leadership will go from strength to strength in meeting the aspirations of the community at large. To my fellow Board and Committee Members who have all given me their advice and support so generously in the past three years, I am deeply indebted. I am grateful, in particular, for the valuable contribution of Mr Michael Lai who has served on the Board for the past 10 years. To the Management and all employees of the URA, I salute to their dedication and ingenuity in overcoming the difficulties and achieving impressive results within just three years. I wish them every success in the future.

Dr. Lau Wah-sum  
Chairman  
30 April 2004