

步向新境界

Towards NEW FRONTIERS



千里之行，始於足下。  
老子  
A journey of thousand miles  
begins with a single step.  
Lao Tze

# 新主席的話

## NEW CHAIRMAN'S MESSAGE



鄭維新先生  
Mr Edward Cheng Wai-sun

本人有機會在是年度的年報撰文，感到十分高興。首先，我謹代表董事會向前任主席劉華森博士致敬，劉博士多年來服務市區重建局（市建局）及前土地發展公司（土發），建樹良多。本人衷心祝願劉博士退休後生活愉快，事事如意。

像很多成熟城市一樣，香港也須面對棘手的市區老化問題。基本上，市區更新是長期與時間競賽的任務，而且觸及社會各階層，尤其是很多沒有能力擺脫殘破居住環境的貧困小業主和租客、盼望更新以求改善經營環境的小店主，以至期望更新計劃可以有助

It gives me great pleasure to contribute to this Annual Report. To begin with, I would like to express my deep appreciation, on behalf of the Board, to my predecessor Dr. Lau Wah-sum for his long and distinguished service to the Urban Renewal Authority (URA) and the Land Development Corporation (LDC). I wish him a happy retirement.

Like most developed cities, Hong Kong faces a formidable problem of urban decay. Urban renewal is a race against time and it is something that concerns every segment of society; in particular, lower income owners and tenants who are incapable of extricating themselves from the blight of old, dilapidated buildings; small business operators who live and work in rundown neighbourhood which are in dire need of rejuvenation and environmental improvement, and the community at large which aspires to a dynamic urban renewal programme that can benefit Hong Kong's economy and social progress.

It is with these in mind that I took up the chairmanship of the Urban Renewal Authority on 1 May 2004. Government has estimated that there are over 2,000 ageing and dilapidated buildings with some 27,000 tenant households scattered all over nine old districts. Urban renewal on such a large scale requires not only massive financial and rehousing resources but also strategic vision in planning, patience in execution and compassion in dealing with the people affected.

推動本港經濟及社區發展的整體市民。

有鑑於此，我欣然接受行政長官任命，由二零零四年五月一日起，出任市建局的新一屆董事會主席。據政府估計，本港共有超過二千幢破舊失修的樓宇，散佈在九個舊區，當中約有二萬七千個租戶。要進行規模如此龐大的更新工作，不單需要具備足夠的財政和安置的資源，更須以高瞻遠矚的目光，為未來妥善規劃，而且要在執行的過程中，堅忍不懈，秉持以人為本的精神，體恤關懷受影響的居民。

任務雖然極為艱鉅，但我相信有志者事竟成。過去兩年，在現行的徵集土地程序下，我們一共開展了十七個新的重建項目，其中包括與香港房屋協會合作的六個項目。此外，我們在樓宇復修、文物保育及舊區活化的範疇，也開展了多項嶄新的工作。值得一提的是，樓宇復修對延緩市區老化，可產生重大的作用。透過各項新計劃和措施，我們鼓勵舊樓業主復修樓宇的工作，已初見成效，長遠來說，希望能夠令樓宇保養文化植根社區。連同其他計劃及新嘗試，本局已為四大業務策略（即4Rs），奠下穩固基礎。

進一步的挑戰，是如何在現有的根基上，加快市區更新的步伐，本人相信有兩個方法可以達致這個目標。

第一，市建局必須設法，透過合作方式，引進私營機構的龐大資源。我們的項目規劃及推行手法要有創意，足以體現舊區活化帶來的商機，若能臻此，相信市區更新定會成為有商業競爭力的投資項目，吸引私營機構參與。此外，我們同時亦不忘我們服務社會的使命，並尋求合適機會，讓非政府團體參與本局的項目。

第二，我們應將舊區活化在廣義層面重新定位。本人的理念是透過舊區活化，將整個舊區的環境、社會及經濟活力提昇，達到「全面市區活化」。為了使整個活化進程得以持續，必須找尋機會，策略性地把群組項目連接起來，以發揮協同作用。假以時日，這些串連的群組項目將會令整個社區內的經濟活力持續增長，令居民生活質素及物業價值得以提高，最終使香港成為一個更美好的家園，並吸引更多旅客到訪。

當然，舊區活化的工作不可能一蹴而就。我們一方面必須審慎理財，令未來的計劃得以持續推行；另一方面又要照顧受影響的居民，特別是長者、低收入人士及殘障人士，並要在兩者之中取得平衡。我們必須要以關懷體恤的心態，照顧受重建影響的居民，特別是弱勢社群。本人深信，只要懷著堅定信念及緊守



在駕輕就熟前，世事本難事。  
湯姆·富勒  
All things are difficult before they are easy.  
Dr. Thomas Fuller



Although the task is challenging, it is not impossible to achieve. Operating under the current land assembly programme, the URA has commenced a total of 17 new redevelopment projects in the past two years, including six in association with the Hong Kong Housing Society. A number of initiatives have also been taken in the areas of rehabilitation, preservation and revitalisation. Urban rehabilitation is particularly worth noting as an effective means of containing urban decay. Through its various rehabilitation schemes, URA strives to motivate building owners and help foster a culture of building care in Hong Kong. Together with the other programmes and initiatives, a strong foundation has been laid for our 4Rs strategy.

Our main challenge ahead is to build on this foundation and expedite the urban renewal process. I believe there are two ways of achieving that.

Firstly, the URA should find ways to leverage the vast resources in the private sector. If we can demonstrate, through innovative planning and creative execution of pioneer projects, the commercial potential of areas earmarked for revitalisation, the private sector will come to see urban renewal as a commercially viable investment and be forthcoming in participation. At the same time, not losing sight of our social mission, we will also seek out appropriate opportunities for NGOs to participate in our projects.

Secondly, we should redefine revitalisation in the broadest sense, and by that I mean total revitalisation, to include the physical, social and economic regeneration of the older urban areas. In order to achieve lasting rejuvenation of an entire area, it is important to identify and seek out opportunities for synergy in linking up strategic clusters of projects. Over time, the revitalised clusters will generate an organic process of growth in the whole area, bringing better quality of life and enhanced property values and making Hong Kong a more attractive place to live and visit.

The total revitalisation process will not be without difficulties, one of which is to strike a balance between the need for financial prudence (which is necessary to sustain our future plans) and care for the affected residents, particularly the lower-income group and the aged. With care and sensitivity, we must explore creative ways to look after the needy, the old, the handicapped and the other less privileged groups in our community who are affected by urban renewal. My

## 新主席的話 NEW CHAIRMAN'S MESSAGE

謹審理財的宗旨，長遠來說，我們定可做到財政自給，同時又可履行本局的社會責任。

要達致全面的市區活化，基本上需要兩個元素。首先，我們要與社區加強溝通，令我們在規劃上所制定的策略性方向及執行上的方法，都能與市民大眾對市區更新的期望產生共鳴。

另外，我們必須激勵員工，培養他們勇於承擔的精神。由於市建局的工作性質所及，員工必須處理與人有切身關係的複雜問題，而往往這些問題都沒有簡單直接的解決方法。我們必須時刻提醒自己，要同心協力，並激發員工的動力，賦予他們更大的發揮空間，使員工懷著關懷體恤的心，廉潔無私，有效率地執行任務。

未來，香港的市區更新工作將會充滿機遇，我們必須不斷地自我完善，為抓緊機遇作好準備。本人熱切期待與市建局全體成員以及整個社會，共同努力。

主席（自二零零四年五月一日起）

鄭維新

二零零四年七月三十一日



belief is that with discipline and commitment, we can achieve a high level of financial accountability and sustainability, whilst fulfilling our social responsibilities.

To realise total revitalisation, two factors are essential. Firstly, community engagement whereby the URA is able to provide strategic direction in planning and to execute in a manner that resonate with the aspirations of the people of Hong Kong.

Secondly, our team must be fully motivated and committed. It is the nature of URA's work that our staff need to deal with complex human-related problems which often do not have straightforward solutions. We must always remind ourselves that everyone must work together as a team and that our staff need to be empowered and motivated in order to execute their work efficiently and effectively in a people-oriented manner, and with a high level of integrity.

The future holds many exciting opportunities for urban renewal in Hong Kong, but we must prepare ourselves and the community in the right way so that good opportunities will be seized in time. I look forward to working with the URA team and the community.

Edward Cheng Wai-sun  
Chairman (from 1 May 2004)  
31 July 2004