

創造鬧市中的綠洲 Creating an Oasis in a Bustling City

保育地方特色
Preserving local characteristics



共享空間
Sharing of public space

攜手活化
Enlivening the place
with stakeholders



連繫社區
Connecting the community



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結合不同市區更新手法 創造鬧市中的綠洲

Creating an Oasis in a Bustling City Through Integrated Urban Renewal Approaches



市建局主席蘇慶和探望早前受火警影響的嘉咸市集檔販，欣聞他們對重建後的新攤檔都十分滿意。

The URA's Chairman Victor So Hing-woh visits stall owners in Graham Market whose stalls have been damaged by the fire, and is pleased to know that they are happy with the new look of the stalls.

八月十五日，嘉咸市集發生火警，幸得消防人員及時撲滅，沒有造成重大財物損毀或人命損傷。事後，市建局同事也迅速反應，隨即到現場接觸檔主了解他們的憂慮和關注，亦連日聯同相關政府部門商討善後工作，並為受影響檔主提供緊急財政支援，資助他們維修或重建攤檔。最近我路過該處，喜見檔主們已在享用新攤檔設施，街坊光顧者眾，市集又再回復昔日風采。和檔主閒聊，得知他們有份參與新攤檔的選色，對新形象都感到很滿意。

事實上，嘉咸市集毗鄰市建局的卑利街／嘉咸街重建項目，即使不在項目範圍內，我們仍然十分重視這個

Since a fire broke out at Graham Market damaging a number of stalls last August, the Urban Renewal Authority (URA) has undertaken an initiative to provide emergency financial assistance for owners to rebuild or repair their stalls. During my recent visit to the market, it was most gratifying to see that the affected stalls have been refurbished with new looks where stall operators were happily doing business with their customers again. It is worth the effort knowing the market has regained its charm.

Although the market is outside the boundary of our Peel Street/Graham Street Development Scheme, the URA still places great emphasis on this 100-year-old market. In helping the stall owners, not only do we want to put people's needs



蘇慶和強調在市區更新中，市建局必須把握「人」的元素，把市民需要放在首要考慮。

Victor So Hing-woh emphasised the importance of taking into account the "people" element in urban regeneration, which includes putting people's need as the URA's top priority.

有逾百年歷史的市集，為檔主提供協助，除了因為在整體地區規劃中要將「人」的需要放在首要考慮外，市建局亦希望保留地方特色，為社區營造更具活力和個性的生活空間，讓它持續發展。

重建與樓宇復修可以為居民帶來一幢幢較合乎現今標準而安全的大廈；然而我們要求的不僅僅如此。根據《市區重建策略》，市區更新的目標除上述兩者外，還體現於能否保存區內的歷史文化元素，以及能否在可行範圍內保留地方特色與居民的社區網絡等因素。要達到這些目標，我們便不能只看個別的發展項目，而是要更宏觀地檢視整個地區，包括街道及公共空間的設計，並仔細考慮當區的歷史文化和社區特色，透過規劃重建、復修、保育、活化等方法，營造出一個有特色的社區環境。

這樣透過規劃重整保留地區特色，並注入新元素令居民可以享用更好的道路基建或

as our top priority in urban regeneration, we also want to retain the market's characteristics, and hope to build a community that has more vitality and personality, making it sustainable in development.

Redevelopment and rehabilitation allow buildings to be built and maintained up to modern standards of quality and safety. Yet apart from redevelopment and rehabilitation, the URA's objectives of urban regeneration are to preserve the historical and cultural elements in the district, as well as retaining the local characteristics and social network of the community. To this end, instead of just focusing on a particular project, we should set our sights on the holistic planning for the whole district, which is inclusive of thoughtful designs of streets and public spaces, taking into consideration the district's historical, cultural and local characteristics. With the adoption of different urban regeneration strategies, namely redevelopment, rehabilitation, preservation and revitalisation, we can then create a community environment with distinctive characteristics.

設施和環境的例子，在外國也很普遍。舉例說，在一九九九年，紐約市政府聯同居民合力將曼哈頓城西區一條已荒廢但具歷史性的高架運輸鐵路，改建成為貫穿多條街道的「高架公園」(The High Line)，自二零零九年起開放後，為居民及遊客提供一個集自然環保、藝術及設計體驗的公共空間。高架公園保留了大量從前鐵道的鐵軌、枕木及鐵製的圍欄，在綠化環境以外，穿梭於大廈間的高架平台亦聚集著小攤販與露天咖啡攤，更備有躺椅，讓遊人或躺或坐地曬太陽，堪稱創意十足的都市規劃重整案例。

在香港，市建局近年亦透過改裝原有設施來增闢公共空間，在市區更新工作中融入「連繫社區、共享空間」的概念。其中，市建局把原本位於中環中心地下、撥作非政府組織辦公室的全層，改建成為「H6 CONET」共享空間，並於去年十月啟用。重整後的「H6 CONET」不僅繼續為非政府組織提供辦公地方，透過重新規劃設計，還騰出空間設置多用途的活動室、展覽和表演場地，供社區、非牟利團體租用；該處亦提供綠化環境、休憩空間、空調恆溫和無線上網，給市民享用。

In fact, the practice of holistic planning with introduction of new elements to enable the preservation of a district's characteristics while providing better roads, infrastructure or facilities and environment, is ubiquitous around the world. One very creative case study of urban planning is the High Line in New York, which in 1999 the city government got together with residents to transform a long defunct but historical elevated freight rail line on Manhattan's West Side into a public park. Since opening in 2009, the park, which criss-crosses many streets, has provided residents and tourists with a public space that combines natural environment, arts and design experience. The park has retained many of the former track rails, wooden ties and metal fencing. Apart from greening the environment, the elevated park which snakes its way past high rises is also home to many hawkers and al fresco coffee stalls, alongside deck chairs for people to lie down or sit to soak up some sun.

In recent years, the URA has successfully opened up more public space for the community through transforming entirely an office area for non-government organisations (NGOs) located on the ground floor of The Center in Central into a public space. After an extensive refit followed by its opening in October last year, H6 CONET not only continues to provide office space for NGOs but also releases a lot of



由已荒廢的高架運輸鐵路改建成公共空間的紐約曼哈頓城西區「高架公園」，是創意十足的都市規劃重整案例。(圖片由Lars Jussaume提供)

The High Line in New York, a public park which was transformed from a long defunct elevated freight rail line on Manhattan's West Side, is one of the known examples of creative urban planning. (Photo: Courtesy of Lars Jussaume)



「H6 CONET」早前提供場地，讓國際崇藝社舉辦一個名為「色彩遊踪」的畫展，展出超過八十幅畫作，供市民免費欣賞。市建局主席蘇慶和（右）亦偕同前行政總監林濬（左）到場參觀，與有份參展的前基督教服務處行政總監吳水麗（中）留影。

The URA's Chairman Victor So Hing-woh and former Managing Director Daniel Lam Chun pose for a photo with former Chief Executive of Hong Kong Christian Service Ng Shui-lai at the "Colour on Tour" exhibition held earlier at H6 CONET.

今年十月適值「H6 CONET」啟用一周年，市建局更加入活化元素，令該處四周的已建設環境與「H6 CONET」做到新舊交融。我們正打算在「H6 CONET」外幾條具歷史意義的中環街道豎立歷史展示板，介紹每一條街的背景及百多年來的演變；另一方面亦聯絡多位藝術家，以本地及中西區文化和社區生活為主題，為街道兩旁的多幅大廈外牆，創作藝術壁畫；同時，我們更主動與「H6 CONET」相連的機利文街、機利文新街、同文街和永安街的小販攤檔商議，資助他們翻新攤檔，及邀請藝術家以檔販的故事或其所售賣的產品為主題，為新攤檔裝飾，增添地區特色面貌。完成後，這些展現地方色彩的小販攤檔、富有當區歷史元素的街道及藝術壁畫，將會和「H6 CONET」的環境相互配合，為這一帶營造具獨特個性的景觀。

此外，樓宇復修亦可在營造社區環境上派上用場。最近市建局已和一幢位於鐵巷里、並且參與了「公用地方維修資助計劃」的商住大廈簽訂協議，讓它成為市建局首間「地區營造」合作大廈伙伴；大廈在進行公用地方維修的同時，會得到額外的資源粉飾外牆，在外牆添上別緻的圖案設計。當這幢大廈完成復修後，將與「H6 CONET」外已活化的街道及藝術壁畫互相協調。

單靠發展硬件並不能完全營造和發揮一個地區的特色。為此，市建局一直與不同的非牟利機構及團體攜手合作，悉心籌劃社區活動，共同營造為居民所樂及

space for multi-function rooms, exhibitions and performance areas for the community and non-profit organisations to hold activities. In addition, it offers a green environment, as well as resting corners with air-conditioning and wifi network for people to use.

This year on the first anniversary of H6 CONET's opening in October, the URA is adding new elements to meld the nearby built environment with the community space in a synthesis of old and new. We are planning to put up display panels on several streets adjoining H6 CONET in Central to explain the historical background of the streets and changes in streetscapes that have occurred over 100 years. We also have invited a number of artists to paint murals depicting the local culture and community life on the exterior walls of buildings on both sides of the street. At the same time, we are actively discussing with stall owners on Gilman Street, Gilman's Bazaar, Tung Man Street and Wing On Street on sponsoring them to renovate their stalls with a new look with themes about either their own stories or the goods being sold, creating a local character to the area. After completion, these newly renovated stalls, along with the streets and murals that have lots of history and culture embedded in them, will further blend with H6 CONET to create a unique streetscape for the area.

In addition, rehabilitation can also be deployed to enhance community environment. Recently the URA has signed an agreement with a composite building on Tit Hong Lane that has joined the "Common Area Repair Works Subsidy Scheme" to become the URA's first "Place-making" building partner. When the building carries out repair works to the

所屬的社區空間。過去一年，「H6 CONET」不單為二十三項社區活動和展覽提供場地，還積極邀請不同的文化藝術團體和年輕音樂藝人到那裏作現場表演，為中環這個商業鬧市提供一個充滿綠化、讓上班族在公餘時間放鬆心情、讓途經中環的市民欣賞表演的社區共享空間。這個我稱它為「鬧市中的綠洲」的地方，每天的人流已高達七千人次。

市區更新並不止於重建，而是結合重建、復修、保育及活化等（統稱「4R」）範疇的工作；既不是硬生生



「H6 CONET」積極邀請不同的文化藝術團體和年輕音樂藝人作現場表演，共同營造為市民所樂及所屬的社區空間。

The URA has actively invited different arts groups and young musicians to give live performances on the spot, so that members of the community can feel a sense of belonging and enjoyment in this space.

地植入新元素來改變當區原有的人文風景，亦非只是「原汁原味」地保留舊貌，而是應該先透過規劃改善硬件設施，再把握「人」的元素，包括市民的需要、地區的特色和歷史文化，以及未來發展的需要等，才能籌劃出各種各樣令社區更具活力和特色的創意，讓社區持續發展、市民有更好的居住、工作及休閒生活的環境。

common areas, it will receive additional funding from the URA to decorate the exterior walls with special patterns. On completion, the building's appearance will stand well together with the revitalised streets and other artistic murals around H6 CONET.

It is worth noting that the characteristics of a district cannot be created or brought out by hardware alone. To create a communal ambience, the URA has been working with different NGOs and other organisations to plan out activities so that residents can feel a sense of belonging and enjoyment in the community space. Over the past year, H6 CONET not only has housed 23 community activities and exhibitions but has also actively invited different arts groups and young musicians to give live performances on the spot. We are pleased that we have provided a public space in the bustling business district of Central that is bursting with greenery, where office workers can go to relax, and people can enjoy live performances. Today H6 CONET is very popular among Hong Kongers with over 7,000 people paying visits to this "oasis of the bustling city" every day.

Urban regeneration isn't just about redevelopment but an integration of four strategies encompassing redevelopment, rehabilitation, preservation and revitalisation. It does not mean rigid additions of new elements for changing the appearance of a local district nor does it mean preserving everything in the original buildings and landscape without any adaptation. To give vitality and characteristics to a community, we must deploy planning strategies to improve the hardware facilities, while taking into account the "people" elements, which includes addressing the needs of residents, retaining the characteristics and culture of the community, as well as making provisions for future development. Only then can we create an environment that encourages sustainable development, and a better one for people to work, live and visit.

潤澤社區的 鬧市綠洲

An Urban Oasis
Dedicated to Enriching
Our Community

「CONET」五個英文字母，取自Community（社區）的「C」、Open Space（公共空間）的「O」及Network（網絡）的「NET」，意即「連繫社區、讓市民共享」的空間。

As suggested by the name of "CONET" which stands for Community, Open Space and Network, the public space is intended to be 'a place connecting the community and a place for the community'.

午飯時間走進中環中心地下的H6 CONET，不難發現這裡的氣氛跟街外大不同：人車爭路的喧鬧聲沒有了，四周閒逸恬靜；灰塵和廢氣給擋去，室內環境清新舒適；上班族和市民放下急促步伐，在拾級的長櫈上悠閒地捧着飯盒「開餐」或休息或欣賞展覽，在某些日子，耳畔還傳來現場彈奏的音樂，氣氛輕鬆又愜意。

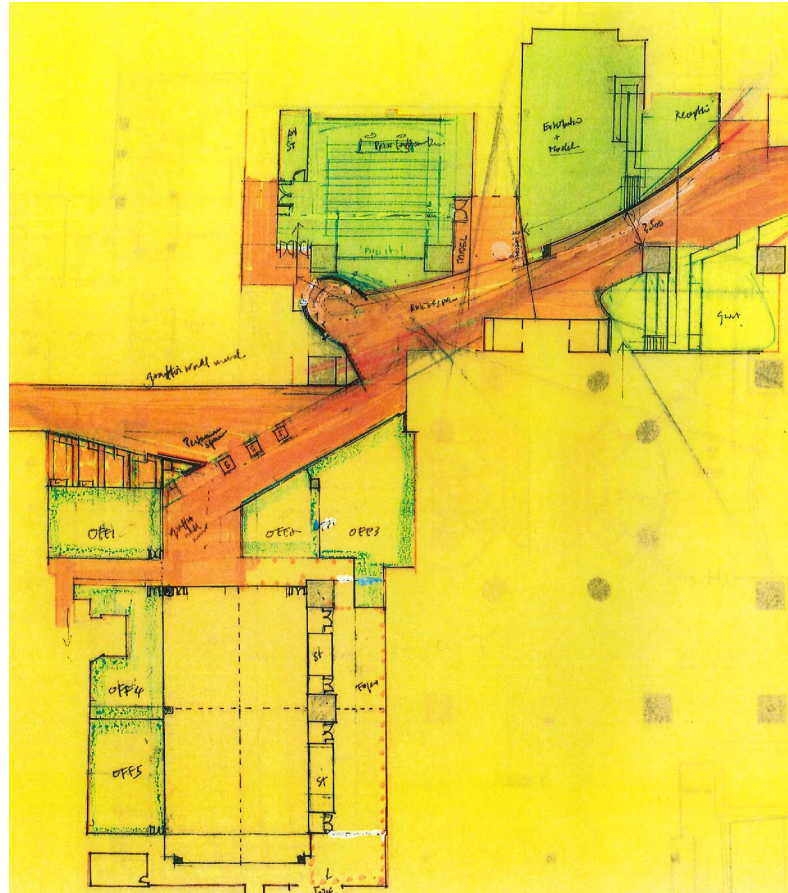
這個佔地約二千六百六十平方米的社區空間，是市建局於二零一七年透過翻新及改造重置原有政府、機構及社區設施而得來，也是市建局首批加入「地方營造」(Place-making)概念的計劃，目的為透過不同的市區更新手法，增闢人人可共享的空間和設施，營造出一個有個性和特色的社區環境。

自去年十月開幕以來，H6 CONET今天除了成為市民在鬧市中喘息的綠洲外，也透過讓社區團體舉辦活動、展覽和表演，擔當着聯繫社區的角色。《建聞》在它踏入一周年之際，嘗試從不同範疇了解它的「地方營造」秘訣，並窺探它的未來計劃。

When people enter H6 CONET on the ground floor of The Center during lunchtime, it's easy to see how different the atmosphere is as compared to the streets outside. The place is relaxing and quiet all around without hearing a noise from vehicles and pedestrians competing for space. With dust and fumes kept outside, the indoor environment is comfortably fresh. Office workers and people can relax their pace and sit down on long benches to leisurely tuck into their lunchboxes or have a rest or visit the exhibitions. On some days, perhaps you can hear music from live performances feeling immersed in a relaxed and cosy atmosphere.

Occupying about 2,660 square metres of community space, H6 CONET is a resulting work of the URA's initiative to conduct a major facelift and renovation of the original government, institutional and community facilities in 2017. It is also the first batch of the URA's "place-making" initiatives aiming to deploy different urban renewal strategies to reinvent spaces and facilities for common use, so as to create a community environment with personality and characteristics.

Since opening in October last year, apart from serving as an oasis for people to take a breather in the middle of a bustling city, H6 CONET also takes on the role of connecting with the community through providing venues for community events, exhibitions and performances. On its first anniversary, "Connect" takes a look through the project's different aspects to uncover its secrets of "place-making" and explores its future plans ahead.



空間大改造 善用地方達多贏

兩年前，中環中心地下仍然是個比較隱蔽的辦公層，偌大的空間被劃分為數個政府、公營機構及社區團體的辦公室，中間留有一條長長的走廊讓人經過；出入的人大多因事而前來，一般市民甚少會到該處閒逛。

要營造有特色的社區讓人流聚集，必須先有一個屬於大眾的公共空間。為了更有效善用地方，當時市建局的規劃及設計部門同事便着手構思如何重新規劃。考慮到要騰空地方作公共空間，但同時要保留若干位置給社區團體作辦公室，於是便朝着「共享空間」的概念進發。

市建局規劃及設計經理黃家偉(Glory)說，原本範圍內有九成面積都是辦公室，經重新規劃後，現時H6 CONET內整體辦公室面積約為兩成，由此而騰出的地方除

A win-win solution for all to make the best use of space

Two years ago, the ground floor at The Center being carved up into offices for several government departments, public bodies and community organisations, was a bit off the beaten track. In the middle was a long corridor for people to go through for access. Most of the time only people who had business would go there.

To create a distinctive community for people to converge, one needs a public space that belongs to every member in the vicinity. As such, to make the best use of the location, staff members of the URA's Planning and Design Department put on their thinking caps for planning and renovation. Having considered it necessary to release some space for public use while at the same time had to retain some office space for community bodies, the team decided to pursue the concept of "co-sharing space".

Glory Wong, Planning and Design Manager of the URA, said office spaces used to take up 90%



H6 CONET原址經重新規劃後，騰出來的地方不但可以容納公共活動空間和多項設施，還打通了多條毗鄰街道，圖中所見途人可從H6 CONET兩道門穿梭鐵行里和興隆街。

In addition to sparing spaces for event areas and other facilities, the new layout plan of H6 CONET also enhances the walkability of the area as adjacent streets are now re-connected to the community space.

了被劃作活動空間供社區團體舉辦各類型活動外，亦設有市區更新探知館，以及增設多個可靈活調配間隔的多用途活動室。雖然個別團體的辦公室面積相對減少，但另一方面他們卻可優先租用多用途活動室，同時額外騰出的寬敞活動空間亦可讓其他市民和社區團體舉辦如講座、展覽和表演等活動，可說是一個多贏的方案。

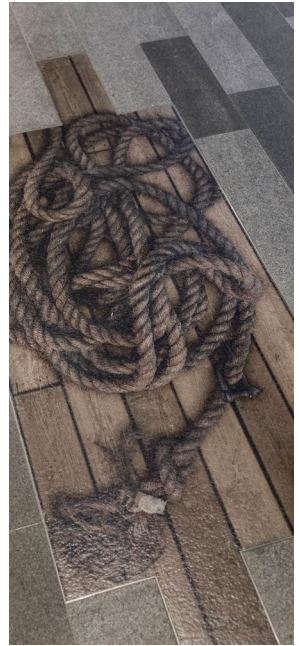
Glory還指出，中環中心地下層本來接連不同街道，但以往由於出入口都被歸入不同社區團體的辦公室範圍而受到阻隔，以致未能連繫起來。經規劃和翻新後的H6 CONET布局將毗鄰的六條街道開通連繫，令該處的暢達性增加，大大方便了居民和附近上班人士。

of the area but after strategic planning and design, the ratio has become 20% of the same floor area in H6 CONET. The abundant space spared by such planning effort is now used as event areas for community organisations to hold a diversity of activities. The community space is also able to house the Urban Renewal Explorer Centre as well as several multi-function rooms that can be adapted flexibly for different uses. Although occupying less office space after renovation, the community organisations, as tenants, are given priorities in renting the multi-function rooms, while at the same time more activity spaces are now available for public members or groups to hold events such as seminars, exhibitions and performances. The new plan has become a win-win solution for different parties as a result.

According to Glory, the walkability of the area has also been enhanced in the new layout plan, as exits on the ground floor of The Center originally connected to nearby streets, are now re-open after being blocked by individual offices in early days.



秘訣二



凸顯地區獨特個性 新舊交融

市建局進行市區更新的目標，除重建和復修等工作外，亦包括保存區內的歷史文化元素，並在可行範圍內保留地方特色與居民的社區網絡。H6 CONET既是公共空間，環境設計以自然綠化景觀為主；同時為了營造有地區特色的生活空間，市建局團隊亦努力鑽研中環歷史，特別是中環中心現址及附近數條街道的背景和演變，並在各項設計細節上，注入很多文化與歷史元素。

事實上，市民走進H6 CONET內，很自然會被一幅幅巨型壁畫吸引，細看之下原來都是與毗鄰街道歷史有關的繪畫；例如機利文街原有的大排檔、永安街的花布檔，以及過往滿布於同文街的化工原料攤檔等景象，在藝術家筆下都生動有趣。為了讓市民了解這些街道歷史，團隊亦在連接不同街道的出入口旁，設有相關歷史圖片和資料的介紹。此外，遊人亦不難發現H6 CONET地上鋪有取材自布疋和顏料等的構圖，背後的设计意念都來自附近街道歷史。這些細節，可謂盡顯設計團隊的心思。

有趣的是，有份參與設計工作的規劃及設計見習項目統籌都歡(Derek)，三年前才由北京來香港工作。自言「最初連邊條路打邊條都分不清楚」的他，在任務面前惟有鯨吞大量香港歷史作補救，「要到處找資料，例如去歷史博物館，甚至親自向歷史專家鄭寶鴻老師請教，才能掌握到一些歷史背景和細節，有助設計過程中找尋靈感。」



Integrating old and new features to display the community's characteristics

The URA's objectives of urban renewal, apart from redevelopment and rehabilitation, are to preserve the historical and cultural elements in the concerned area, as well as retaining local characteristics and the community networks of the residents as far as practicable. While the interior is furnished mainly with natural greening, the H6 CONET, as a public space, has also highlighted its local characteristics by incorporating many cultural and historical elements into every detail of the design. To achieve this, the URA team has studied intensively history of the Central district, especially the background and evolution of the present location and the neighbouring streets' environment.

As people enter H6 CONET, they would be naturally drawn to the large wall murals. On closer inspection, it turns out that the pictures are related to the history of the neighbouring streets, including those resembling the images of the dai pai dong (open air food stalls) at Gilman Street, the textile shops on Wing On Street as well as the stalls offering chemical products for sale on Tung Man Street in the past. To help people learn about the history of these streets, the team has also displayed historical photos and information on the side of exits to different streets. The historical elements are also shown by pattern designs on the floor that are drawn from symbols bearing the history of the neighbouring streets including cloths and dyes. Such delicacy of details has reflected the meticulous thoughts of the design team.

宜居生活智慧科技的實驗場 A testing ground for liveable place with smart technology



H6 CONET除了是市建局首批加入「地方營造」概念的計劃外，它亦是環保及智慧建築的實驗場，為日後市建局引入最新智慧技術促進宜居生活作好準備。

植物淨化空氣系統

H6 CONET內一整列的綠化牆不只有裝飾作用，原來還內有乾坤！市建局與香港大學機械工程系合作研究以植物淨化空氣中的污染物，並透過抽風系統增加植物根部接觸室內空氣的容量，加快植物過濾及淨化空氣的效率，結果顯示H6 CONET的室內空氣質素在過去一年均保持良好。團隊將進一步研究能否將系統應用在市建局的其他建築上。

Apart from being the first batch of the URA's "place-making" initiatives, H6 CONET is also a testing ground for environmentally friendly and smart building technologies for future introduction of such innovations in URA's projects.

Plant-based air purification system

The greening walls inside H6 CONET are not just for interior decoration. In fact, it's an initiative jointly conducted by the URA and the Department of Mechanical Engineering of the University of Hong Kong to study the use of plants to purify air pollutants, researching into using ventilation systems to increase the volume of indoor air coming into contact with plant roots so as to enhance the efficiency of such bio-filtering process. Results show that the indoor air in H6 CONET has been maintained at good quality level over the past year. The research team will make further studies on whether the system can be applied in other projects of the URA.



宜居生活智慧科技的實驗場 A testing ground for liveable place with smart technology

智能發電地板系統

在未來智慧大廈的環保概念中，動能也可以轉化成電能。市建局引進英國工程設計團隊Pavegen的技術，在H6 CONET安裝智能發電地板系統，原理是利用行人經過地板的重量，使地板內藏的電磁發電機的齒輪組轉動，再讓齒輪轉動的動能產生電能。系統預期每步可產生約三焦耳 (joules) 的電量，愈重產生的能量愈大；一步足以供電予一個三瓦特 (Watt) 燈泡照明一秒，六十步可支援智能電話通話一分鐘。市建局將繼續探索如何應用有關技術，推動香港發展成為智慧城市。

Smart electricity generating floor tile system

Generating electricity from kinetic energy is one of the environmental concepts of smart buildings in future. With technical assistance from British engineering design team Pavegen, the URA has installed a smart floor tile system to generate electricity at H6 CONET. The mechanism of such tiles is to harness the weight of people crossing the floor tiles so as to rotate the gearwheel of the electro-magnetic generator hidden in the floor tiles, and in turn generate electricity. It is estimated that the system will generate about 3 joules of electricity for each footstep. The heavier the weight, the more energy is generated. One footstep can supply enough electricity to light up a 3W light bulb for 1 second while 60 footsteps will be enough to power a smart phone to make calls for one minute. The URA will continue to explore on how to apply such technology to push Hong Kong into becoming a smart city.



H6 CONET內不少設計細節均凸顯地方特色，例如在通往前身是化工原料攤檔集中地的同文街出口旁，牆上三個「同文街」大字被髹上各色顏料，盡顯昔日情懷。
In H6 CONET, local characteristics are shown in every details. The sign of "Tung Man Street" displaying at the side of exit to the street is splashed with different colours of dyes, reminding people that the street was once filled with stalls selling chemical products.

然而市建局的計劃還未止於H6 CONET內。在「地方營造」概念下，市建局須宏觀地從整體地區角度籌劃，將H6 CONET與周邊的已建設環境聯繫起來，並建立具獨特個性的人文景觀。為此，H6 CONET外的街道上將會豎立展示板介紹該處的歷史和演變；另外，多位藝術家亦會以本地及中西區文化和社區生活為主題，以不同風格，為連接H6 CONET的興隆街、機利文新街和鐵行里的數幅大廈外牆創作藝術壁畫；同時市建局亦會資助位於機利文街、機利文新

街、同文街和永安街附近四條街道的小販翻新攤檔，以檔販的故事或其所售賣的產品為主題，邀請藝術家為攤檔進行藝術美化工作；再加上市建局將會透過復修手段，協助位於鐵行里的大廈粉飾外牆，預期該區不同的文化歷史景觀，除了成為「打卡」熱點外，亦會與H6 CONET及附近已建設環境互相配合，形成獨特的地區風景。

Glory表示，市建局在「地方營造」上並非只純粹為美化，而是必須帶出不同地區持分者的特色，才有意義；為此他們亦花了很多時間和附近大廈業主及檔販們溝通，了解亦同時尊重他們的意見，「我在過程中體會到，與持份者的溝通實在很重要，因為說到底人才是一個地方的靈魂。假如我們所做的不能幫助他們解決需要，便失卻了營造宜居社區的意思。」

Interestingly, Derek Du, Graduate Project Coordinator of the URA's Planning and Design Department who took part in the design work, came to work in Hong Kong from Beijing only three years ago. Admitting that at first he couldn't even tell which road was which, Du had to devour large tracts of Hong Kong history.

"I had to look everywhere for information, for example visiting the Hong Kong Museum of History. I even personally went to consult historian Cheng Bo-hung, before I was able to fully grasp the historical background and details. All these helped me find inspirations during the design process," said Derek.

It is worth-noting that the URA's place-making effort would extend beyond H6 CONET. To exhibit a cultural landscape that has a unique personality, the URA is obliged to take place-making from a holistic perspective and connect H6 CONET to the built environment in the surroundings. To achieve this, the streets bordering H6 CONET will have display boards to introduce their historical information and changes over the years. Several exterior walls of the neighbouring buildings on Hing Lung Street, Gilman's Bazaar and Tit Hong Lane will be painted with artistic murals featuring local characteristics and the community life in the Central and Western district. In addition, the URA will sponsor hawkers in the nearby four streets, namely Gilman Street, Gilman's Bazaar, Tung Man Street and Wing On Street, to upgrade their stalls as well as invite artists to decorate them to bring out stories of the hawkers or features of their products. Alongside another initiative of the URA to help beautify the exterior walls of a nearby building on Tit Hong Lane through rehabilitation means, it is expected that people will immerse themselves into the unique streetscapes in the area that would have embedded different cultural and historical elements.

As told by Glory, the URA isn't applying the concept of "place-making" merely for beautification whereas the ultimate goal should be bringing out the personalities and characteristics of stakeholders in the community. To this end, Glory and his team have spent a lot of time communicating with the owners of nearby buildings and hawker stalls to understand while also respecting their views.

"During the process I came to realise that communication with stakeholders was absolutely crucial. After all, the heart and soul of a place lies in the people. A liveable community could only be created if we address their needs," said Glory.



共享設施 社區空間有機成長

從機利文新街那邊入口走進H6 CONET，乍見開放的展覽空間掛着一幅幅藝術作品，頗令人有置身藝廊的感覺，細看下展出的多是社區團體、居民組織或院校學生的作品。市建局物業及土地高級經理黎嘉佩(Sandy)解釋，「未必人人都可以擁有自己的畫廊和展覽，但如果我們能在中環這個核心區，給社區團體和居民有機會展示自己的作品，可有助提高大家對這個地方的歸屬感。」

當H6 CONET的硬件都準備好後，如何吸引社區人士成為用家，從而對這個公共空間產生歸屬感，便成為Sandy及其部門同事的重要任務。Sandy認為在地方營造上，公共空間必須為社區受用，因此活動得緊扣市民的需要和喜好。團隊早前曾在該處進行意見調查，得知公眾對香港文化、歷史和藝術特別喜愛，為日後舉辦活動的方向帶來重要的參考指引。

其次他們綜合經驗，了解到活動中如有公眾參與部分或一定程度的互動性，會更易令參加者產生共鳴，所以團隊曾邀請畫展的主辦單位加開工作坊，向公眾示範作畫技巧，又透過社福機構邀請青年人到H6 CONET即場演奏音樂並與在場人士互動，都有不錯的效果。此外得到香港盲人輔助會的捐贈，H6 CONET放置了一座鋼琴。

Nurturing organic growth of community space by co-sharing of facilities

The first few things that people can see upon entering H6 CONET from Gilman's Bazaar are the works of art hanging in the exhibition space that resembles corners of an art gallery. On closer look they are mostly works by members of community organisations or school students. Sandy Lai, the URA's Property and Land Senior Manager, explained, "Not everyone can have his very own gallery and exhibition, but if we can give community bodies and residents a chance to display their own works in this core district of Central, this can help boost everybody's sense of belonging in this area."

Once the hardware of H6 CONET was ready, Sandy and her colleagues assumed the important task of figuring out how to attract people to become users and even develop a sense of belonging to this public space. To Sandy, the success of place-making initiatives hinges on the usability of the place and its facilities, therefore they decide to hold activities that are able to meet local people's needs and preferences. As such the team earlier conducted a questionnaire in the area, and found that community members were especially interested in Hong Kong culture, history and arts. The findings have given the team some very important references on curating programmes in the community space.

The team also realised that people tend to respond much better in activities that are interactive, therefore they have invited organisers of art exhibitions to demonstrate their painting skills to the public in workshops, as well as invited young buskers through social welfare organisations to give live performance at H6 CONET and interact with the audience, with both events receiving very good responses. Alongside the thoughtful donation by The Hong Kong Society for the Blind to install a piano at H6 CONET for people to play a tune any time they like, the community space has gradually become a place for chilling out.

"Many people come to H6 CONET just to meet up with friends or have a quick nap. To a certain extent, this shows that Hong Kong really needs

琴，讓市民可隨時自彈自奏，以音樂抒發心情。

公共空間除了是舉辦活動的好地方外，Sandy還有另一體會，「很多人來到H6 CONET三五成群短聚、或閉目養神休息，某程度上其實反映香港好需要一些讓人歇息的空間。」H6 CONET環境既舒適又寧靜，漸漸地Sandy和同事們察覺來了愈來愈多「熟客」，不少是附近的上班族，包括一些常常到H6 CONET彈琴的常客。有更多人成為這個公共空間的一份子，正好顯示H6 CONET漸漸在社區紮根，有機成長。

事實上，Sandy在訪問中不止一次提及「Organic（有機）發展」的重要性。「地方營造在國際上有個很有趣的概念，就是手法要『Lighter, Quicker and Cheaper』（更輕省、更快和更經濟）；社區空間毋須過分地刻意堆砌，而是應該容許很多實驗性的做法，哪怕是一些不用花太多錢的牛刀小試，都可讓團隊從中觀察社區人士的反應，從中再作調較或改良。」

因此H6 CONET的訪客會發現，場內放置了一些紅色和灰色膠櫈，可讓大家隨手拿來使用；原來，那些都是有團體舉辦完活動後留下來的物資。Sandy說，「或許那些都不是講究設計的櫈，也並非場地原有設施，但我們即管物盡其用，訪客亦很自律地共享這些物資。」



a place for people to get some rest," said Sandy, who soon realised with her team that more and more people have been attracted to the cosy environment of H6 CONET, while many of those are nearby office workers, including some who frequently come to play the piano during lunchtime – an indication that H6 CONET has gradually taken root in the community and grown in an organic way.

With this context in mind, Sandy repeatedly mentioned the importance of "organic" development in the concept of place-making. "It is widely accepted that place-makers should always look for lighter, quicker and cheaper ways of implementing the ideas. Excessive designs won't work for community spaces and place-makers should be able to experiment with short-term practice that can be tested and refined over many years through observing the community responses."

Hence visitors at H6 CONET can easily find some red and grey plastic seats at their grasp for use, which are actually materials left behind by a community organisation after finishing their event. "Those plastic chairs are perhaps neither the pinnacle of design by any means, nor are they any well-planned furniture arrangement at the venue, but we've tried to make the best use of them and it turns out that people are happy to share these chairs," said Sandy.



幕後人員想說的是……

(左起)市建局規劃及設計見習項目統籌都歡、物業及土地高級經理黎嘉佩與規劃及設計經理黃家偉強調，整個H6 CONET項目團隊不只三人，背後全賴來自不同部門同事的通力合作，才能一起完成地方營造的目標。

What the team wants to say……

(From left) Derek Du, Graduate Project Coordinator of the URA's Planning and Design Department, Sandy Lai, Property and Land Senior Manager and Glory Wong, Planning and Design Manager emphasize that the H6 CONET project is a concerted effort across departments that has effectively achieved the goal of place-making.

未來計劃

經過市建局團隊的努力，H6 CONET已漸漸成為公眾所熟悉的公共空間。時至今天，這個社區空間的每日人流已達七千人次。在過去一年，可供展覽舉行的活動空間平均錄得八成使用率，同時市建局接獲於該處舉辦活動的申請，已排期至明年八月。Sandy說，未來希望能策辦更多元化的活動，其中一個方向會以促進社區健康為主題，鼓勵公眾關注工作與生活間的平衡，務求讓社會具不同背景及興趣的人士皆可參與，真正達到共享生活空間的目的。

On future plans

After a year of hard efforts by the URA team, H6 CONET has gradually become familiar to the public. Up to present, visitor traffic per day has reached 7,000 visits. There has been an average of 80 percent utilisation rate for the space earmarked for exhibitions. In addition, the many applications the URA received to hold events at the location have filled all the scheduled slots till August next year. Sandy hopes the public space can hold events of diversified types in future. One of the possible themes is promoting health in the community and encouraging the public to seek a balance between work and life with programmes for different people in the community to take part in, thus truly realising the aim of co-sharing liveable space.

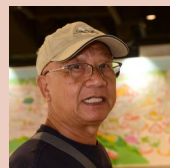
用家心聲 Voices from users



JC

本身在投行工作。平日午飯時，IFC（國際金融中心）露天天台那邊已經擠滿人，想坐低「食飯盒」都難；附近就只得這個室內公共空間，差不多可以說是全中環最舒適的地方，市建局應該多建幾個。

I work in an investment bank. While the roof garden at IFC (International Finance Centre) is often crowded with people during lunchtimes, it's not easy finding a place to have my lunchboxes there. You would not be able to find a public space as cosy as this in Central, not to mention it's indoors! The URA should build a few more of these.



譚先生 Mr Tam

我多年來在這裡幫社區團體做義工，見證裝修後的空間改變；以前這裡只有寫字樓，現在環境舒適，又可以租借展覽場地和活動室搞活動，空間和設施充足。

I have come here to help out as a volunteer with a community body for many years and witnessed the changes in the space before and after renovation. Previously there was only office space, now the environment is very comfortable and we can rent the exhibition spaces and function rooms to hold events. There are lots of space and plenty of facilities here.

H6 CONET 節目預告 Coming soon at H6 CONET



賽馬會藝壇新勢力 —
《禾·日·水·巷》午間音樂會及
影像作品展覽

JOCKEY CLUB New Arts Power –
Hong Kong Episodes – Lunch Hour Live Gig
and Visual Imagery Exhibition

午間音樂會日期及時間
Date & Time of Lunch Hour Live Gig

11-13 十二月 Dec 18
1:00pm - 2:00pm

免費參與
FREE
ADMISSION

影像作品展覽日期
Date of Visual Imagery Exhibition

19 十二月 Dec 18 - **14** 一月 Jan 19

市建局作為是次計劃的支持機構，為主辦單位香港藝術發展局提供場地及協助，安排在 H6 CONET 舉行《禾·日·水·巷》音樂選段展演及影像作品展覽，讓一幕幕以香港為題的地方影像配以音樂在這個獨特的公共空間呈現。

With the URA being the supporting organisation to provide venue and coordination for the organiser Hong Kong Arts Development Council, music concert and a visual imagery exhibition will be shown at H6 CONET where people can experience the unique sensibilities of Hong Kong in a cinematic-music journey.

Urban Sketchers Hong Kong Exhibition 2019
EAST MEETS WEST EXHIBITION
April 2019 @ H6 CONET, The Center, Central



城市速寫展覽及工作坊
EAST MEETS WEST EXHIBITION

速寫香港
Urban Sketchers Hong Kong

日期
Date

1-17 四月 Apr 19

免費參與
FREE
ADMISSION

〈速寫香港〉由一班愛好城市速寫的人士組成，成員來自世界各地之餘，也來自不同職業如藝術家、大學教授及建築師等。在展覽部分，一班速寫狂熱份子將以中西區為題，展示在他們筆下的城市印象。活動屆時更會設工作坊，帶領參加者到區內不同地方，實行集體速寫以記錄中西區的城市面貌！

The "Urban Sketchers Hong Kong" is formed by a group of urban sketching enthusiasts from all around the world and all walks of life including artists, university professors and architects. In the exhibition section, a group of urban sketching enthusiasts will illustrate their urban images of the Central and Western district. The group will also run workshops, leading participants to different places in the district to do urban sketching en masse to record the urban scenery.



火後同行 嘉咸市集「重生」添新姿

Backing Up Hawkers with New Stalls Giving a Fresh Look at Graham Market After Fire

八月十五日凌晨，在百年歷史的中環嘉咸街市集，檔販已收檔歇息，惟一場突如其來的火警，令一列露天排檔陷入火海，熊熊火焰劃破市集寂靜的夜空。在嘉咸街經營水果生意約三十年的文叔，回想起當晚火警仍猶有餘悸：

「記得是半夜兩點，市集的看更打電話跟我說攤檔失火，我即時感到愕然，於是立刻『飛的』趕來現場，看見整個鐵皮攤檔燒到彎曲變形，好似被轟炸過一樣，自己都不敢相信眼前發生的事情。」

今次嘉咸街市集的火警中，共有六個攤檔被大火燒毀、兩個受到破壞，其中三個便是文叔的水果攤檔。文叔慨嘆，看見被燒毀的攤檔如同一片廢墟，心裏百般滋味，「一把火將三個攤檔燒成灰燼，當刻覺得人生好似跌到谷底，非常『心噏』。」當晚文叔沒有回家，在現場附近靜候警方及消防的消息交代。文叔的「鄰居」、在市集經營兩個蔬菜檔的花姐，其攤檔亦在今次大火中付諸一炬。花姐憶述，火警在凌晨發生時，她正在內地探親，她得悉市集火警已立即趕回

It was early morning on the 15th of August. Stall owners at Graham Market, Central had already closed their shops. Just at this quiet moment, a fire broke out. Raging flames burned up a row of stalls, ripping through the quietness of the night.

Uncle Man, one of the stall owners who has sold fruit at Graham Market for 30 years, recalled the fire as his fear still lingered, "It was about 2 o'clock in the morning, the market's night watchman phoned me to say my stall was on fire. I was stunned and then jumped in a taxi to rush back to the market, arriving only to see all the metal sheets covering my stall were burnt and bent. It looked like a bomb had just gone off. I couldn't believe my eyes."

The fire at Graham Market destroyed six stalls and damaged two others. Among them, three stalls belonged to Uncle Man from where he sold fruit. "When the fire turned my three stalls to dust, at that moment, I felt as if I had reached life's bottom. My heart just felt so bad," he sighed with a heavy heart. That night, he didn't go home and instead stayed on the street waiting for the report from the police and fire services.

來，到達市集已是晚上，火警現場已經清理，「我來到看見空蕩蕩，只剩下燒焦了的攤檔支架未清拆。我存放在攤檔的物品，例如秤磅、筲箕、洋葱、蒜頭等，全部燒清光。」

嘉咸街市集毗鄰市建局卑利街／嘉咸街重建項目（H18），雖然不屬於項目範圍，但市建局多年來一直與市集的攤檔及商戶保持友好睦鄰關係。參與發展H18項目的市建局規劃及設計經理黃家偉，在協助推動嘉咸市集保育活化的工作上，與檔販並肩同行接近十年，建立了深厚情誼，他坦言：「雖然露天攤檔位於H18項目的範圍外，但我們理解到這場火警對檔販影響好大，所以我們隨即在當天早上到場，探望受影響的檔主。我們了解到他們因攤檔被燒毀而影響日常營業，感到很徬徨，需要急切支援。」

為協助受影響的攤檔盡快恢復營業，市建局在火警後，同日便決定為有關檔主提供緊急財政支援，資助他們維修或重建攤檔，以及重新接駁電力供應。於火警翌日，市建局亦聯同相關政府部門，包括食物環境衛生署、中西區民政事務處，與受影響的檔販會面，講解有關資助和申請手續，期望通過多方協作，能夠盡快協助檔販度過難關。

文叔坦言，對檔販來說，重置新攤檔的費用不菲，但市建局團隊迅速伸出援手，讓他感到窩心，「火警當日早上，我打電話給黃生，到下午他就回覆指可資助我們重置新攤檔，當時他更安慰我說不用擔心，定會盡快想辦法協助我們解決困難。當刻我真的感受到人間有情；而那幾天，就連街坊行過，都問我們有無地方需要幫忙，這個社會是有人情味的。」

在重建攤檔期間，受影響的檔主可在原地擺設臨時攤檔繼續營業，但只靠一把太陽傘遮蔭，每天朝行晚拆，亦沒有電力供應，日常營業多有不便。花姐說，在臨時攤檔開檔和收檔都較往常花多一倍時間，執貨亦十分吃力，因此她惟有減少入貨量，由於售賣的蔬菜款式大減一半，生意收入亦受影響，「以往我賣十多款蕃薯、數款南瓜，現在沒有攤檔存貨，所以我不敢大手入貨。」

Ms Liu's vegetable stall, which was standing next to Uncle Man's at the market, was also wiped out by the fire. As soon as she was told the awful news, she immediately rushed back to Hong Kong from the mainland. By the time she got to the market, it was already late in the evening and the site had been cleaned up. "There was nothing there, except the burnt structure of my stall which had not been taken down. The things that I kept in the stall, like the weighing scales, the strainers, onions, garlic, were all turned into ashes," Liu remembered.

The century-old Graham Market, although located adjacent to the URA's Peel Street/Grantham Street Development Scheme (H18), does not fall within the boundary of the redevelopment site. Nevertheless, members of the URA team who take part in the project have built up close relationships with the stalls owners for nearly 10 years. Glory Wong, the URA's Planning and Design Manager, has been working side-by-side with the vendors there in preserving the community's characteristics and revitalising the market. "The fire had a big impact on the stall owners. That morning, we immediately went to the site to visit the affected storekeepers. With their stores destroyed, they could not run their business. They were in despair and desperate need for immediate assistance," Glory recalled.

To help vendors rebuild their livelihood, the URA decided to provide financial assistance to the affected owners to repair and rebuild their stalls as well as reconnect electricity, so that they could resume business as quick as possible. The next day, the URA along with relevant government departments including the Food and Environmental Hygiene Department and the Central and Western District Office of the Home Affairs Department, met the affected stall owners to explain the application procedures for the financial assistance. The URA hoped that through such collaborative effort, the stall owners could quickly get through the difficult times.



在八月的火警中，嘉咸市集不少攤檔被波及，損毀嚴重。
A number of hawker stalls at Graham Market were severely damaged by the fire last August.



為新攤檔選了黃色的花姐說，「黃色給人開心、充滿朝氣的感覺，跟我個人開朗的性格一樣。」

Standing in front of her new stall decorated in yellow, Ms Liu says the vitality and cheerfulness of the colour resemble her pleasant personality.

黃家偉說，看到這些臨時攤檔沒有電燈照明，入夜後檔主執貨時十分不便，所以市建局團隊特別購買一些便攜式的大光燈，給有需要的檔主使用，「同時我們一直緊密跟進新攤檔的重置進度，期望協助檔主盡快安裝新攤檔，可以盡早恢復正常營業。」承辦商已於十月底，先為六個被嚴重焚毀的攤檔完成重置，以及重新接駁電力供應裝置，讓檔主隨即在新攤檔恢復營業，另外兩個受輕微破壞的攤檔，亦已於十一月中重置。

看見攤檔「重生」，文叔說：「現在感覺安心多了！終於不用朝行晚拆、日曬雨淋，用來盛載水果的紙兜、秤磅、筲箕等搵食『架生』，可以重新存放在攤檔內，開檔和收檔方便得多。」花姐亦笑言：「現在可以回復正常營業，整個人都開心了！我可以重新買些美國紫薯、日本蕃薯、澳洲南瓜等不同款式的靚貨返來賣。」

在新攤檔的選色上，市建局團隊亦與檔主溝通，透過為新攤檔髹上新色彩，加強整個嘉咸市集的特色，其中部分新攤檔是深綠色外殼配靚青色內籠；有攤檔則換上黃色「新衣」，外觀變得更鮮明。團隊更花心思為新攤檔「扮靚」，按照每個攤檔的特色，特別設計充滿個性的招牌、價錢牌、圖案貼紙裝飾檔身，大大提升了新攤檔的「魅力」。

The timely assistance from the URA has touched Uncle Man deeply since he no longer had to worry about the considerable expense on reconstructing his stalls. "I phoned Glory that morning after the fire, and he soon called back in the afternoon saying the URA could sponsor us to rebuild our stalls. He even gave me words of comfort that they would promptly look into ways to help us. At that moment I felt that there were people in this world who cared. In fact many people in the neighbourhood have offered help afterwards. There is kindness in this community," Uncle Man said.

There was a period when the affected owners could operate at their original space temporarily, each with one big umbrella to shelter them from the hot sun. However as the temporary setups had to be dismantled every night, and since there was no electricity supply, Liu said she had to spend double effort and time on setting up and dismantling. As there was also no place for storage, she was forced to keep less vegetables, thereby affecting her business and income.

Having seen that there was no lighting at the temporary setups, which made stock handling difficult for the stall owners, the URA team made a thoughtful purchase of some portable lights for the owners. "We are closely monitoring the progress of re-establishing the stalls. We hope that by assisting owners in setting up new stalls as soon as possible, they could resume normal business quickly," Glory said. By the end of October, the contractor had completed reconstructing the six severely



特別設計的招牌和圖案貼紙，為攤檔增添個性和吸引力。
Signboards and patterned stickers tailor-made for the stalls help highlight their features and boost their attractiveness.

文叔鍾情綠色，他說可以襯托出色彩繽紛的新鮮水果。全新的「文記生果」招牌亦用上文叔的卡通頭像配以鮮黃色的麒麟果圖案襯底。花姐的新攤檔則是萬綠叢中一點「黃」，她笑言自己喜歡獨特的色彩，「黃色好顯眼，亦帶給人開心、充滿朝氣的感覺，跟我個人開朗的性格一樣。」

除了在新攤檔的用色上增添新意，黃家偉說：「我們更額外為攤檔加裝煙霧感應器，並逐一向檔主講解用法，期望進一步提升露天攤檔的安全設備及檔販的防火意識。」

文叔坦言，原以為攤檔只是按舊貌重置，沒想過市建局團隊會額外美化新攤檔、加裝防火安全設備，令人感到驚喜、貼心，「自大火燒毀攤檔後，我變得六神無主，更憂心到整個人消瘦了幾磅，但這兩個多月來市建局同事的關心和行動，令我非常滿意。特別是他們好著緊跟進更換新攤檔的情況，過程中亦不斷慰問我們，真的令人心都甜了！」



damaged stalls. The other two slightly damaged stalls were also rebuilt in mid November.

The “rebirth” of his stalls and business has brought Uncle Man much happiness. “Now I feel so much relieved! At last I don’t have to do setting up and dismantling each day, not to mention having to endure the sunlight and the rain. I can now keep my paper containers, weighing scales and strainers inside the stalls, making it much more convenient at opening and closing times.” With a broad smile, Ms Liu said, “Now that I can resume normal business, I feel so much happier! I can now order more popular stock like purple potatoes from the US, sweet potatoes from Japan, pumpkins from Australia and put them for sale.”

The URA hasn’t just rebuilt the hawker stalls, but also given them new looks by refurbishing them with new colours of the hawkers’ choices. Some of them have their exterior painted in dark green while the interior are in blue green. Other stalls are coated with yellow paint making refreshing new looks. There are other ways to enliven the market too, for example by installing signboards, price tags and patterned stickers tailor-made for each stall to highlight their features and boost their attractiveness.

Uncle Man has a fondness for ‘green’, thinking it would go very well with the myriad colours of his fresh fruit, alongside the brand new “Man Kee Fruit” signboard which has a cartoon image of himself against a background drawing of bright yellow pitahayas. Ms Liu was also excited about her new stalls newly decorated in her favourite colour of yellow, “It is really eye-catching, and it also makes people feel happy. There’s vitality in yellow just like my pleasant personality.”

Apart from splashing colours to the new stalls, the URA went a bit further on the safety front. “We have installed smoke alarm sensors in the stalls and taught each owner how to use. We hope to improve the safety of hawker stalls and raise the fire awareness of the owners,” said Glory.

To Uncle Man, it was really a pleasant and touching surprise that the URA team has gone the extra mile to do up the new stalls and even add fire safety facilities. “After my stalls were destroyed by the fire, I was just bewildered. I even lost a few pounds in weight due to the worry. But in the last two months, with the care from and actions taken by the URA, I felt entirely at ease. The team had paid close attention to restoring the new stalls, and was always concerned about us throughout the process. I just feel so blessed,” Uncle Man said with a warm smile.



01.

市建局支持施政報告新措施

協助提升舊式升降機安全及研究重建公務員合作社樓宇

URA Supports Policy Address New Initiatives to Assist in Implementing Subsidy Scheme to Enhance Safety Condition of Aged Lifts and to Facilitate Redevelopment of Civil Servants' Co-operative Buildings



為提升安全大廈環境及配合政府房屋供應策略，市建局支持行政長官於二零一八年施政報告中發表的兩項新措施，包括為樓宇舊式升降機推出「優化升降機資助計劃」，以及為公務員建屋合作社計劃的樓宇研究重建機制；有關執行框架及細節並將提交董事會審批。

「優化升降機資助計劃」將透過資助有需要的樓宇業主，並協助他們籌組升降機優化工程，鼓勵他們加快推動優化升降機的工作，進一步保障公眾安全。有關資助計劃預計可於明年第一季推出並接受申請。此外，市建局亦會研究啟動有關公務員建屋合作社樓宇的重建及挑選合適的公務員合作社地段作試點項目，將其納入市建局的業務計劃內並提交予董事會審批。啟動開展的公務員樓宇重建項目，待得到發展局局長或城市規劃委員會批准執行後，將按市建局沿用的政策向業主提出物業收購。

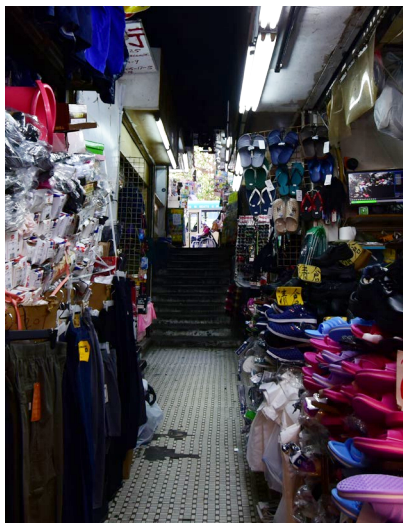
To enhance safety in buildings' conditions and in response to the Government's housing strategies, the URA supports the 2018 Policy Address new initiatives announced by the Chief Executive on the launch of the "Lift Modernisation Subsidy Scheme" (LIMSS) for aged lifts, and to establish a mechanism to facilitate the redevelopment of buildings under the Civil Servants' Co-operative Building Society Scheme (CBS). Relevant implementation framework and details will be devised and submitted to the URA Board for deliberation and approval.

The LIMSS will assist building owners in need, through the provision of financial subsidy and technical assistance, to undertake lift modernisation works with the aim of expediting lift modernisation to enhance the safety of aged lift, thereby ensuring public safety. The LIMSS is planned for application in the first quarter of 2019. In addition, the URA will explore the redevelopment of CBS buildings and identify suitable clusters of CBS sites as pilot sites to be formulated as redevelopment project(s). Acquisition of properties of the CBS buildings will be conducted in accordance with the prevailing URA policy, upon granting of approval to implement the CBS building redevelopment project by the Secretary for Development or the Town Planning Board.



02. 市建局提出特別搬遷方案 協助違例構築物用戶早日搬遷

URA Issues Special Offers to Assist Occupiers of Unauthorised Building Structures in Relocation



今年九月初，市建局因應處於觀塘市中心重建項目第五發展區內私人土地上的違例構築物的特殊情況，為項目內違例構築物用戶制定了一套特別的搬遷方案，並向各用戶的登記地址共發出一百零六個具體方案建議。截至十月八日回覆限期，當中九十一份建議已獲用戶接受。今次特別搬遷方案以體恤角度處理第五發展區構築物的問題，協助構築物用戶遷出，以便觀塘市中心重建計劃得以順利推展。

In consideration of the special circumstances of the unauthorised building structures (UBTs) on the private land in Development Area 5 of the Kwun Tong Town Centre Project, the URA in early September this year formulated the special offer package for the UBTs occupiers, and has issued 106 offers to the registered addresses of the UBT occupiers. As of 8 October, 91 offers have been accepted. To ensure the smooth implementation of the Kwun Tong Town Centre Project, the URA has adopted a compassionate approach in addressing the problem of the UBTs and assisting the occupiers to relocate.

03. 市建局提升項目居住空間 調高最細單位實用面積限制至三百呎

URA Enhances Living Space of Developments and Increases the Minimum Flat Size to the Saleable Area of 300 sq ft

為提升新發展項目的居住空間，市建局由青山道／元州街發展項目開始，將項目內最細單位的實用面積限制由不少於二百六十平方呎（即二十四點二平方米），調高至不少於三百平方呎（即二十七點九平方米）。此外，自去年起，成功中標的發展商亦須按發展協議中可持續發展和智能系統的要求，在新發展項目中引入樓宇管理系統或其他智能系統，為住戶提供一個可持續發展的生活環境。

青山道／元州街發展項目地盤面積約一千六百五十平方米，預計新發展項目可提供上限約為一萬四千八百四十平方米的總樓面面積。市建局早前公開邀請發展商就項目提交合作發展意向書，其後邀請三十七家發展商入標競投，最後在十七份標書中由恒基兆業地產有限公司的全資附屬公司Avion Investment Limited獲批項目的合作發展合約。

To enhance the living space of the new developments, starting from the Castle Peak Road/Un Chau Street Development Project, the URA will increase the minimum flat size for each residential unit from a saleable area of not less than 260 square feet (i.e. 24.2 square metres) to 300 square feet (i.e. 27.9 square metres). In addition, starting from 2017, successful developers are required to construct the new developments with environmentally sustainable provisions and smart provisions in respect of building management system and other smart systems set out in the development agreement of the Project with the aim of creating a sustainable living environment.

The Project covers a site area of about 1,650 square metres. The new development will provide a maximum total gross floor area of about 14,840 square metres upon completion. The URA earlier invited 37 property developers to submit tenders for the Project following an expression of interest exercise, and has awarded the contract for the development of the Project to Avion Investment Limited, a wholly-owned subsidiary of Henderson Land Development Company Limited.



市建局主席及董事會成員於二零一八年三月至九月期間，在《信報》先後發表了六篇專欄文章，闡述市區重建工作的挑戰，以及前瞻各種市區更新策略的趨勢及在香港實踐的可行性，期望集思廣益，並藉此加深市民對市建局理念和工作的認識。

集思廣益 探索市區更新新模式

今年是筆者擔任市區重建局（市建局）主席的第五個年頭，仍記得二零一三年上任時，筆者對香港的市區更新工作寄語三個期望：「做快啲、做多啲、做大啲」。所謂「做大啲」是將重建範圍擴大，覆蓋更多殘破樓宇，為舊區居民改善生活環境的同時，更能有效運用土地，為社區帶來更大的裨益。

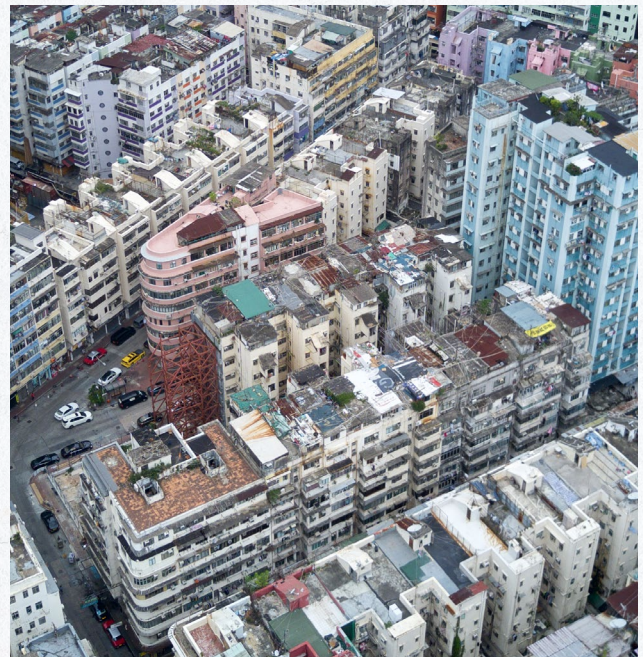
市建局早年已著手透過大範圍的重建，改善舊區居民的生活環境，當中以二零零七年啟動的觀塘市中心計劃為最大規模，及至二零一六年市建局更訂下以「小區發展模式」的方向，在土瓜灣開展了五個重建項目，涉及的地盤總面積達一萬八千六百三十五平方米。小區發展模式有別於重建發展單幢樓宇。透過更大範圍的重建，從規劃層面入手，用宏觀的角度通盤審視包括該小區地區設施的需要，繼而重新規劃重建範圍內破舊的已建設環境和設施，制訂全面及周詳的規劃，包括更完善的公共設施、更好的步行環境和交通道路網絡，以及為居民提供休憩空間等，為地區帶來市區更新的實在裨益，務實地改善居民的生活環境。

小區發展 裨益更廣

「小區發展模式」儘管讓我們在規劃層面將重建範圍「做大」了，但始終都只是由市建局一個機構獨力推行，由項目的規劃、物業的收購、居民的補償安置、樓宇的拆卸等，都是由市建局單獨負責，然後透過



蘇慶和
市區重建局主席



公開招標程序，將項目的發展權批予發展商，以「合營發展」（Joint Venture Development）模式合作興建，情況與政府賣地予發展商有些類似。然而，根據《市區更新策略》，重建發展不可能全由市建局去做；加上當市建局推行的重建項目規模愈大，面對的挑戰和需要解決的問題愈趨嚴峻和複雜，「合營發展」的模式是否可以解決市區老化問題、是否可以實現「做快啲、做多啲、做大啲」的市區更新工作目標呢？

檢視當前面對的各項問題，除了我們經常提到的舊樓剩餘地積比不多，甚至已用盡或超出現行規劃和法規所准許的發展密度，若以現行條例來重建發展，可興建額外的單位數目不多，未能真正解決問題；以及擴大重建範圍令受影響的居民人數增加，在市區缺乏土地的情況下，沒有額外資源處理居民調遷安置的問題之外，我們較少提及、但一直存在的，更包括市場上一些投資者併購舊樓的活動。現時在一些舊區，有不少物業已由發展商或投資者經年累月的買入持有，他們都各自有重建發展的計劃，即使市建局在附近有重建項目，也只是「各不相干」的獨立發展項目，談不上規劃裨益，更遑論市區更新、改善舊區已建設環境的目標！

事實上，前土地發展公司（土發公司）曾採用更多樣化的「公私營合作」（Public-Private Partnership）模式推展市區重建工作，其中一個是「業主參與發展計劃」（Owners Participation Scheme）的模式，讓在重建範圍內的所有小業主選擇是否以其單位作為投資的一種，參與重建發展項目。由於一個重建發展項目涉及以年計的時間才能完成，期間物業市場會出現波動，在此不明確的情況下，很難吸引小業主參與，以至「業主參與發展計劃」的模式在當時未算成功推行。

另一個「公私營合作」的模式，是「聯營合作」（Joint Venture Partnership），土發公司與已持有相當數量業權的策略性投資者或私人發展商合作，一同發展項目。以土發公司開展的衙前圍村項目為例，當時項目範圍內三分之二的村屋早已被私人發展商收購和清拆，剩餘的原建築物已破舊失修。當年，市建局考慮到衙前圍村的保育價值，以及回應社會對衙前圍村保育的關注，遂於二零零七年啟動項目，收購餘下的業權，以「聯營合作」模式，與已擁有項目範圍內過半數業權的發展商合作，並以區議會的意見為前提，制訂一個「保育為本、新舊交融」的規劃設計方案，保留村內的文物建築，並額外加入保育公園的設計以重塑古村的歷史氛圍，期望日後能體現一個兼融保育的住宅發展項目。

依例推展 保障業戶利益

再看看市建局現時的執行模式，市建局是根據《市區重建局條例》第二十五和二十六條，透過「發展計劃」或須符合《城市規劃條例》的「發展項目」形

式，推行重建項目。市建局必須遵照法例所規定的步驟，包括為期兩個月的公布期或由城規會向公眾展示以「發展計劃」形式推行的規劃草圖、考慮收集得來的公眾意見、取得發展局局長的授權（發展項目）或經城規會審批後再經行政長官會同行政會議核准（發展計劃）。此外，不論以「發展計劃」或「發展項目」形式實施的重建項目，法例亦設有機制處理反對意見，一般需時數個月至一年半不等。由此可見，一個重建項目由啟動、收購到興建落成需要起碼八年或更多的時間，這過程根本很難追上市區老化的速度。然而，我們明白這些條例的要求，都是為保障受重建項目影響人士，尤其是小業主和租戶的利益而設。

至於私人市場上的重建項目，策略性投資者或發展商一般先需要逐一收購有關物業的業權，如未能收購到全部的業權，則可根據《土地（為重新發展而強制售賣）條例》，將已達八成業權的個別舊樓向土地審裁處申請強拍，過程亦相當漫長；與市建局一樣，重建項目的範圍愈大，所需的時間亦長，有些更用上逾十年的時間進行收購。縱使舊區的街道佈局和環境未必符合現代的設計和社區需要，發展商因不同的考慮，在成功收購舊樓後，大多也只會因應現存的街道佈局和環境，把個別樓宇作獨立發展，建成多幢沒有涉及地區規劃的單幢樓。當公私營機構在重建工作上都各自面對著不同的困局，怎樣的合作模式可以更完善重建範圍的規劃，達致更有效運用土地，提升整體地區的設施及改善居民生活環境？

在土地房屋這議題上，香港現時面對多個迫切問題——日益嚴重的市區老化、劏房等的惡劣居住環境、不斷上升的住屋需求，以及可供發展土地短缺等，均有著其優先處理的因素。作為世界級城市的香港，應如何就這些不同議題的優次作取捨呢？在此，我希望各界能集思廣益，共同尋求切實可行的解決方案。



從規劃手段 解重建困局

早前市建局主席在此欄發表一篇題為「集思廣益 探索市區更新新模式」的文章，提到當前市區重建所面對的各項問題，其中包括「舊樓剩餘地積比不多，甚至已用盡或超出現行規劃和法規所准許的發展密度，若以現行條例來重建發展，可興建額外的單位數目不多，未能真正解決問題。」

所謂「剩餘地積比」，是指按現行建築及規劃法規，將現有建築物所在的土地的可發展樓面上限，減去現時建築物的總樓面面積，若有剩餘仍未用盡的，便是可發展樓面潛力，即「剩餘地積比」。所以當樓宇的剩餘地積比不多時，若進行重建發展，即使興建至其可發展樓面上限，所能興建的額外單位數目不多，對發展商來說沒有足夠的財務誘因，作收購重建發展的投資；而對於市建局來說，這些舊樓亦因為「七年樓齡」的收購政策，重建發展的話，有機會帶來沉重的財務負擔之餘，此類只屬一幢幢的舊樓重建，未能帶動規劃上的裨益，發揮不到市區更新的功能。面對這個問題，筆者想嘗試以新思維探討一下可行的解決方案。

轉移剩餘地積比 提升地區發展彈性

假若一個地區內有為數不少的樓宇各自都有一些剩餘地積比可供發展，試想如果能夠將這些分散在不同建築物的少量「剩餘地積比」集合起來，通過全區整體規劃，轉移到一個發展潛力較大的接受地點 (receiving site) 的重建項目，重建後能提供更多新單位供應，令該項目更具重建效益，而所獲得的回報，則投放於其他市區更新工作上，其中一個可作研究方向的，是考慮能否將資源為那些轉移地點 (sending site)，即釋出剩餘地積比的樓宇，進行復修及改造重設，延長該些樓宇的可使用期、改善居住環境並提升更現代化的設施。

此外，轉移地積比亦可增加整區的發展彈性。現時一

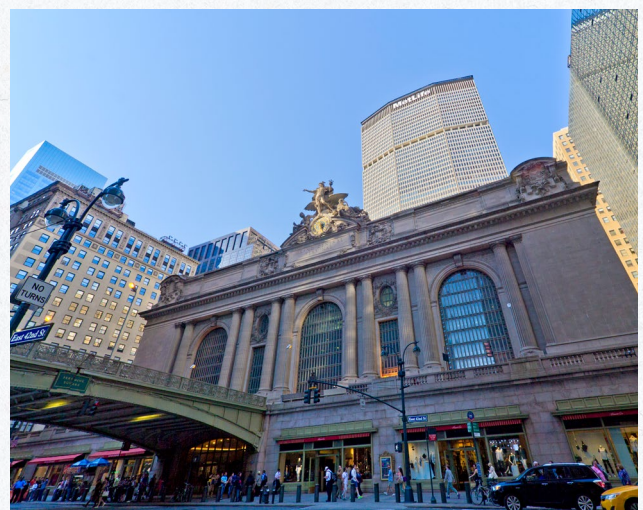


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些重建項目因規模較小，受制於高度及地積比限制，重建後只能興建單幢建築，即俗稱「牙籤樓」的樓宇。若能透過轉移地積比，把零散的地盤進行重組，將集中地積比至一個較大的地盤，以興建樓面面積較大的項目；而其他零星的小地盤，在地積比轉移後，則可透過規劃，改作休憩空間和公共設施，不但避免了出現互不協調的單幢項目，更可整體改善社區的設施和環境。

借鏡外地實例 善用市區土地

事實上，轉移地積比並非新鮮事物，外地一些城市已實施轉移地積比制度多年，累積了不少成功經驗。例如，紐約市政府於一九六零年代，為了保存當地歷史建築，研究轉移地積比制度，並於一九六一年修訂城市規劃條例 (1961 Zoning Resolution)，允許土地擁有人售賣或轉移土地剩餘地積比。紐約市內已逾百年歷史、著名的城市地標中央車站可算是透過轉移地積比成功保育的經典實例，時為一九六五年，中



著名的紐約地標中央車站，是透過轉移地積比成功保育的經典實例。

央車站的業主本擬拆除該車站的大部分主體建築，以進行新發展項目，但有關提案不被紐約市地標保護委員會（New York City Landmarks Preservation Commission）接納，最終由最高法院判定車站業主可將地積比轉移至其他發展項目，以保育該歷史建築。此外，紐約市的轉移地積比制度，亦可應用於其市區重建項目，發展商可透過轉移剩餘地積比，發展新項目，同時保存市內一些具文化歷史價值的建築。

台灣在一九九零年代，亦頒佈「都市計畫容積移轉實施辦法」（「容積/容積比」為台灣用詞，即相當於香港的「地積比」），透過容許發展商將私人擁有的公共設施的剩餘地積比轉移至其他發展項目，以保存公共設施、公共空間及具有保育價值的私人建築物，從而改善都市土地運用效率。

由此可見，外地城市已實施轉移地積比制度多年，運作上由最初以保育歷史建築為目標，發展到作為更有效運用土地的規劃手段。當中的成功例子固然值得我們參考；至於未臻完善的亦可作為研習個案。就以台灣為例，筆者也留意到有評論指台灣容許「容積比證」交易，結果令到地積比高度集中到地價較高的核心地段，影響原來社區環境及增加基建及交通壓力；同時亦發展出「容積比證」炒賣市場，失卻了原先欲透過轉移地積比達至善用都市土地的原則。但若因此而視轉移地積比為洪水猛獸，則未免因噎廢食。相反，我們是否應該以此為鑑，探求更審慎而嚴謹的機制，提高相關程序的透明度，以至公眾參與等等方法，從而確保轉移地積比制度能確切符合社會利益呢？

探尋新模式 更有效運用土地

雖然香港在歷史建築物保育方面都已有實施轉移地積比的案例，但應用到市區重建項目上將會是個新嘗試，究竟這個規劃手段在香港的現實環境是否可行？又例如，現時在市建局項目範圍內，如果有劃作政府、機構或社區設施的土地，此類用途的剩餘地積比，是否存在一個思考空間，讓我們想想應如何加以善用？

筆者知道市建局現正進行的油旺地區研究，目的正正是為推動市區更新可持續發展尋找新模式。該研究

將訂定一套涵蓋市建局「4R」工作，即重建、復修、保育、活化，並加入第五個「R」－「改造重設」（Retrofitting）方案的市區更新策略；並會研究利用不同規劃手段，以至調整有關法規要求，透過不同的項目執行模式，提升土地使用效益及市區更新的發展潛力。

面對舊區樓宇及設施持續老化，大眾對增加土地供應的方法意見不一的情況下，筆者認同市區更新應以「新思維」推進，透過探索各類不同規劃手段的可行性及效益，為市區更新「拆牆鬆綁」，從而增加整個地區的發展彈性，以達至更有效地運用土地，協助解決舊區老化問題。



為樓宇未來 維修保養作儲備

市區重建局的「4R」業務策略（即重建、復修、保育及活化）之中，樓宇復修和在本欄過去兩篇文章探討的重建工作一樣，都是市建局的核心業務。隨著香港的樓宇急促老化，到二零四六年，估計全港大約有一半樓宇樓齡超過五十年。面對如此嚴峻的市區老化挑戰，樓宇復修的工作愈見重要。

為此，行政長官在去年《施政報告》中提出，政府將動用三十億元，推行「樓宇更新大行動2.0」，及二十億元推行「消防安全改善工程資助計劃」，主要集中協助樓齡較高及平均應課差餉租值較低的住宅及綜合用途樓宇，進行樓宇復修，消除樓宇安全隱患，延緩樓宇老化。



市民踴躍出席介紹「樓宇更新大行動2.0」的講座。

筆者自小學開始在美孚居住，數十年來經常在舊樓林立的深水埗區遊走，見證不少舊樓因為缺乏保養，居民生活在惡劣的居住環境中。根據市建局的資料，現時全港約有十萬零二百幢私人住用或商住混合樓宇的樓齡達五十年或以上，當中約一千四百幢位於深水埗區。不過，樓宇是否仍適宜居住，重點不在於樓齡，而在於大廈的結構安全和宜居程度。就以筆者居住、屹立深水埗區半世紀的美孚新邨為例，由於定期進行維修保養，令樓宇維持良好狀況，並連帶為樓宇保值，可謂樓宇保養維修的良好示範。



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市區重建局深水埗分區諮詢委員會主席

事實上，當前樓宇維修面對最大的一個難題，便是業主和大廈法團過去未曾為樓宇維修積穀防飢。香港的樓宇主要採用鋼筋混凝土建造，若保養得宜，樓宇的壽命可以超過百年，但過程中必須進行周期性的維修保養。假若一幢樓宇在整個生命周期，要進行大約五次保養維修計劃，當中所涉及的維修總開支，將可能較樓宇興建時的建築成本還要貴，反映樓宇維修對業主來說，是一份負擔不輕的責任。所以如果大廈欠缺定期的維修保養，亦無為維修工作預留充足資金，一旦樓宇老化才一次過做大型維修工程，業主往往難以一次過斥大筆資金支付維修費用，令工程舉步維艱，樓宇失修問題亦會進一步拖延和惡化，陷入惡性循環，最終只能期待重建解決問題。

設儲備金 定期供款應付維修工程

要打破上述惡性循環，其實可透過設立特別基金（Special Fund）或儲備金（Sinking Fund）解決。維修儲備金的目的，是在樓宇進行大型維修工程時，有充足儲備資金支付費用，不用業主即時供款大額集資。基金一般從業主每月繳付的管理費當中，抽撥一部份款項作定期供款，並存放於一個專款戶口中，而有關款項不能用於支付大廈的日常管理開支。當大廈法團議決進行較大型的公用地方或設施的維修及更換工程，又或要應付突如其來的維修支出時，才可以動用這筆儲備資金。

筆者知悉，深水埗區一個大型屋苑的法團，每年籌備屋苑管理帳目預算時，會將部份帳目盈餘，調撥到為非經常性維修工程而設的儲備金，待日後業主通過進行大型維修工程，便可動用基金款項，而無須一次性徵收大筆維修款項。另一個沙田區的大型屋苑，在二零一五年開始亦設立大型工程儲備基金，由業主以每月供款形式連管理費一併繳付，為期七年，目標為基金籌集資金，應付日後進行的大型維修項目，有關做法值得其他業主借鏡。

雖然香港目前並沒有法例強制大廈設立維修儲備金，但

政府亦有措施鼓勵新建樓宇的業主設立儲備金。在二零一一年，地政總署推出大廈公契的新指引，訂明新建樓宇的業主（或其管理公司）須設立特別基金（Special Fund），一手樓宇的新業主，須要先一筆過支付相當於兩個月管理費的款項，注入基金作為起動儲備，以備應付日後樓宇改善或進行大型維修工程的開支。雖然公契指引訂明業主日後需要為基金定期供款，不過供款多寡、何時供款等問題，則交由根據公契成立的業主組織作議決；可惜業主一般缺乏專業知識釐定儲備的合理水平，無從知道基金滾存的水平是否足夠應對未來維修工程的支出，可見制度仍有改善空間。

參考外地經驗 訂周期保養計劃

作為香港鄰居的澳門，其民法典訂明，分層建築物必須設立「共同儲備基金」[1]，以承擔公共地方的維修開支，法例更訂明業主對基金的每月供款額，最少為每月繳付管理費的十分之一。近年澳門政府再就「共同儲備基金」的管理和運作規則，進行諮詢和修訂，進一步改善基金的保管和動用規則等，以應對現代化的樓宇管理。

另一個推行樓宇維修儲備金相當成熟的國家是澳洲，根據當地一些測量師行及物業管理公司的報告和資料，悉尼及墨爾本等主要城市位處的昆士蘭省、新南威爾斯州及維多利亞省等省份，已立法強制部份分層樓宇的法團，須設立維修儲備金，為樓宇進行周期保養及維修，並訂明法團必須為大廈籌備一份為期十年的儲備基金預算，評估大廈未來十年的維修支出，業主再根據預算逐年攤分所需的供款。有關法例的優點，在於業主在供款前，已預知大廈未來需要進行的具體維修計劃的詳情及時間表，清楚掌握款項日後的用途，增加儲備金的透明度。

樓宇和人的身體一樣，需要定期進行「身體檢查」，一旦發現毛病便應介入「治療」，才能保持健康，延年益壽。對於個人健康，不少市民購買不止一份醫療保險或儲蓄計劃，為個人醫療保障做好財務規劃和定期供款；但對動用數百萬、甚至過千萬購買的樓宇單位，是不少業主人生中最重要資產，為何卻缺乏為樓宇維修作供款的觀念，以保障樓宇的健康呢？

適時維修保養 為樓宇「保值」

筆者理解，香港樓宇買賣十分活躍，市民居住流動性較

高，業主對成立儲備金其中的一個心理關口，是自己未必會長遠在同一住所居住，似乎沒必要預早為大廈的公用地方儲備金額作將來維修之用；不過這種想法其實忽略了一個概念，就是適當的維修保養，可為物業資產「保值」甚至「增值」。事實上，業主在購買一個二手物業時，其實在不知不覺間，同時購入為樓宇保養維修的責任。因此，買家應建立在交易前先了解樓宇日後維修安排的意識。大家可以想像，如果買家計劃購買二手物業住宅單位時，發現大廈公共地方和設施缺乏保養，失修殘破，法團亦無儲備應付日後的維修工程，自會擔心買入單位後需要承擔大筆維修開支，對交易可能有所卻步或要求壓價。但如果業主為樓宇設立維修儲備金及訂下維修計劃，令買家可以在交易前知悉大廈日後維修的安排準備，有助消除買家這份心理包袱。這亦正好說明，為何一些樓齡達數十載的大型屋苑，透過動用儲備金定期為樓宇進行保養維修，可令樓宇價值追隨整體樓市同步上升，在市場上維持吸引力。

妥善維修保養樓宇是業主的責任，為樓宇進行「預防性維修」，及早制定適時的維修保養計劃及時間表，能有效保持樓宇及設施的良好狀況，避免一旦耗損情況「積勞成疾」，所需的維修成本將更高昂，亦有機會危害公眾安全。筆者相信香港可借鑑外地設立維修儲備基金的不同經驗，並因應香港樓宇管理的獨特性，通過政府、業主和法團及專業界別三方共議，構思設立一個切合香港樓宇需要的維修儲備金制度。解決了資金問題後，加上技術支援和專業協助，樓宇的維修工作便能更有效地推動。筆者亦知悉，市建局正就樓宇復修展開全面的策略性研究，通過檢討在樓宇維修方面的相關法例及規管，及參考其他地方在這方面的政策，就樓宇維修建議最佳的作業方式，為全港不同類別的樓宇，制訂一套全面和整體的「樓宇復修策略」。市建局亦正籌備一個「樓宇維修平台」，集合與樓宇復修相關的專業人士、承建商、政府部門和執法機構等代表，提供資訊，以協助業主解決與樓宇維修有關的問題和困難。有關平台大約在今年推出，相信屆時可與政府的「樓宇更新大行動2.0」及「消防安全改善工程資助計劃」配合，為樓齡較高的舊樓業主，提供多方協助，解決樓宇結構安全問題和提升消防安全水平。

[1] 澳門特別行政區《分層建築物共同部分的管理法律制度》
第二章第一節第十條
(http://bo.io.gov.mo/bo/i/2017/34/lei14_cn.asp)



為城市「把脈」 營造可持續發展社區

近年社會大力提倡可持續發展，香港作為一個已高度發展的城市，除了透過開闢土地發展以締造優質的宜居城市外，也必須通過持續的市區更新，保育和活化舊區，來達致城市整體可持續發展的方向。然而，由於每一個社區背後都各有其歷史特色和發展脈絡，市區更新如何能營造出具有當區特色並可持續發展的社區呢？縱然沒有劃一的方程式去找答案，但筆者認為，在市區更新的工作中，加入公眾諮詢和參與，相信可以透過明瞭社區的需要，為當區「把脈」。

筆者近年曾參加不同社會服務工作，體會到如何透過公眾諮詢和參與，在構思項目時集思廣益。我在出任香港青年旅舍協會（YHA）主席時，曾參與保育活化石硤尾美荷樓的計劃，該建築是香港政府在一九五三年石硤尾大火後興建的首八座最早期公共房屋之一（當時稱為「徙置大廈」），因此成為政府「活化歷史建築伙伴計劃」的首批項目。YHA於二零零九年投得美荷樓的活化和營運權後，在籌劃具體保育方案前，特別通過「尋人」啟事，找回不少當年石硤尾舊居民，並多次徵詢深水埗區議會意見，提供活化及設計構思。隨著活化工程於二零一三年底完成，大樓改造為青年旅舍，為建築物注入新生命，歡迎各方人士使用，並附設「美荷樓生活館」，展現昔日石硤尾徙置區的風貌，重塑基層市民生活的集體回憶；YHA亦透過組織舊居民網絡，邀請舊居民及社區人士參與導賞和地區文化活動，讓舊建築物活化後延續其歷史文化及持續發揮凝聚社區的功能。

集思廣益推動舊區活化

筆者在二零一七年擔任市區重建局非執行董事，市建局多年來，在推行不同舊區活化項目的過程中，十分重視公眾意見。早於二零零五年，市建局啟動其首個保育活化項目，即灣仔茂蘿街／巴路士街保育活化項目時，曾邀請灣仔地區人士組成專責委員會，在決定項目的建築設計及經營管理模式前，通過廣泛諮詢，

收集及分析社區人士和從事文化創意產業人士的意見，最後決定以「藝術社區」為理念，將項目活化為文化及創意產業用途。活化工程於二零一三年七月正式完成，以動漫藝術文化為主題，成為灣仔區內的文化地標。至二零零八年，市建局啟動太子道西／園藝街及上海街／亞皆老街兩個關於戰前「騎樓」建築的保育活化項目，亦透過進行公眾諮詢，和舉辦大型集思會，邀請項目內的業主與居民、學者、專業人士和油尖旺區議員等不同界別人士表達意見。

市建局汲取保育活化項目進行公眾諮詢的經驗，繼續探索如何將搜集公眾意見的模式進一步深化，而行政長官在二零零九年施政報告宣佈，中環街市大樓的保育活化工作由市建局負責，促成市建局為項目籌劃廣泛的公眾參與和諮詢活動。在二零零九年至二零一一年間，市建局進行長達兩年的社區諮詢活動，包括有系統地進行兩次問卷調查，蒐集超過一萬名社會人士的意見，並先後舉辦兩次工作坊，以及展示不同設計概念的全港路演等，就如何保育活化中環街市，深入彙集公眾對項目的規劃、設計和營運的意見，並進行歸納分析，成為公眾對活化項目的主流參考意見，確立出中環街市的保育活化方案。

國際倡議發展「人人共享城市」

推動更多地區保育活化項目，保留歷史文化，發揮地區特色，並讓市民透過公眾參與表達意見；共同制訂活化方案，共謀社區及經濟的長遠發展，已成為世界各地推動城市可持續發展的主流共識。聯合國大會在二零一六年十一月通過《新城市議程》決議案，發表關於城市可持續發展的《基多宣言》註，為城市發展提出共同願景，致力於發展一個「人人共享城市」，包括設計可促進公民參與共享、包容、綠色和高品質的公共空間，改善街道、廣場、花園和公園等多功能區域，以促進社會互動和包容。



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市區重建局非執行董事



市建局透過「H6 CONET」共享空間，營造可持續發展社區。

市建局近年亦積極推動歷史文化結合街道建築和當區特色的概念，在規劃更新舊區的同時，注入這些元素，中西區便是一個把概念化為實踐的例子。去年十月，位於中環中心地下的新社區共享空間「H6 CONET」正式啟用，踏出這個概念的第一步，市建局透過重新規劃該處，融入「連繫社區、讓市民共享」的概念，不只將毗鄰六條街道重新開通，加強區內暢達性，並把這些街道以當區填海歷史為本，重新美化，亦將街道名稱的由來透過藝術於「H6 CONET」表達。市民可從這些周邊街道進入「H6 CONET」內的公共空間，享用它的休憩及綠化設施，「H6 CONET」亦會成為舉辦社區活動、表演和展覽的場地，以文化藝術滋潤社區。市建局亦有意和樓宇業主協作，美化已建設的城市環境，並逐步發展該小區具有特色的氛圍。

整個理念的第二步是將「H6 CONET」進一步與附近其他市建局重建和保育活化項目接連，包括正在進行中的中環街市活化項目、卑利街／嘉咸街發展計劃，以及表彰辛亥革命歷史而設計的百子里公園。市建局將透過現有街道網絡和肌理，將這些各具特色的項目及其多元化並具歷史特色的元素及空間串連起來，營造成一個具獨特個性的小區，實現社區文化共享的意念。

制訂長遠藍圖推動社區文化共享

要全面發揮社區文化共享的效用，我們必須有更具前瞻性和長遠的整體規劃。市建局正在油麻地及旺角進行的油旺地區研究，以基線研究為起點，除了收集有

關市區老化、人口密度及統計、樓宇狀況及佔用狀況、社會經濟特徵等數據外，更會蒐集該地區的歷史文化資料和地區特色，並與地區人士和團體一同參與社區歷史資料的詮釋，從而發掘區內具歷史和保育意義的元素，並制定活化及保育策略，涵蓋不只是具歷史意義的建築，還有區內具個性的城市面貌和特色的街道氛圍及地標。

保育活化與地區的更新和發展經濟規劃，兩者並非不能互存；尤其在富有歷史及文化特色的地區推展市區更新工作時，如果保育研究工作做得充足，並加入地區參與元素，共議如何活化社區，展現地區特色，制訂規劃發展藍圖以至推行生活質素提升與社區文化共享概念，便能收兼籌並顧之效，令推展更為暢順。筆者期望，社會上不同持份者，都一起響應及支持「基多宣言」，讓香港成為一個可持續發展的優質城市，與聯合國所倡議的社會共享願景同步前行。



市建局「做亦難不做亦難」 財務風險管理應做好

二零一八年五月初，市建局向位於中西區的崇慶里／桂香街發展項目的業主發出收購建議，自住業主收購建議呎價為實用面積每平方呎二萬三千五百六十八元。收購建議公佈後，傳媒紛紛形容市建局的收購價「破紀錄新高」。一直居住在樓齡超過五十年並失修殘破樓宇的業主，相信會樂見獲得收購款項後，可購置另一個樓宇狀況和設施較佳的單位，改善居住環境；不過筆者認為，在這個「被動而無奈」的「破紀錄新高」收購價背後，社會更需要思考，假若市建局的項目收購成本不斷攀升，其財務狀況是否仍能維持其可持續的營運，以達致《市區重建策略》定下，市建局須維持財政自給自足的長遠目標？

市建局的收購物業政策，源於二零零一年通過立法成立市區重建局時，同時訂下受政府收回土地影響的住宅業主所得的自置居所津貼的計算方法。根據該政策，市建局會按受影響自住業主物業的市值，另外加上一筆特惠津貼（即「自置居所津貼」），作為該自住物業的收購價。

「自置居所津貼」是按照被收購的住宅物業單位市值，與相同地區一個樓齡假設為七年而面積相若、位於中層及座向一般的假設重置單位價值的差價而計算，這亦是一般所指的「七年樓齡」單位。由此可見，市建局的收購政策一直以超出市場價格的「市價加津貼」模式，收購重建項目內的住宅自用物業。此外，私人發展商可以不動聲色地從低價開始逐間收購，市建局作為法定公營機構只可以按程序（包括登憲報）一次性公平、公開地公佈收購。所以，市建局重建項目的收購成本，較私人發展商的重建項目高昂。

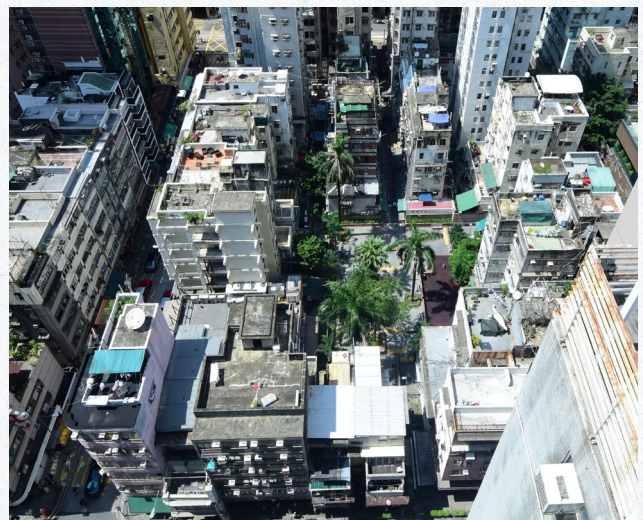
資產逾半為不動產 難衍生收益

對於社會上有聲音指市建局擁有三百多億元龐大的資產，筆者作為會計師及市建局財務委員會主席認為公眾對這筆「資產」的組成及運用可能不太了解，因而容易造成誤解。市建局二零一六／一七財政年度的三百二十六億元淨資產，大致分為不動產及流動資金兩大類，當中一百



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八十二億屬不動產，即包括大部份已收購或正在進行收購的重建項目內的物業。這些物業大多為樓宇失修殘破的舊樓，基於不同項目的收購及發展進度不同，在其拆卸前，市建局仍要花一段長時間就這批舊樓宇作管理及適時的維修，以確保安全；另一類不動產為保存有歷史、建築價值的保育建築物，以及為受重建項目影響的租戶提供過渡性居所的四幢安置大廈，此類物業不會用作日後發展或變賣。上述這兩大類不動產，在未來數年不會為市建局衍生任何收益；相反，市建局需要撥出資源作日常管理和保養。根據市建局資料，截至二零一六／一七財政年度，不動產的帳面值較前年上升百分之八，相當於同期市建局淨資產的百分之五十五。隨著市建局在過去一年開始收購九龍城土瓜灣多個項目的物業，不動產的帳面總值估計將會大幅上升。



崇慶里／桂香街發展項目

扣除不動產後便是流動資金，主要用作收購物業、補償租戶及推動發展項目之用。以市建局二零一六／一七財政年度的公佈，其流動資金共約一百七十億元。過去數年，由於樓市暢旺，市建局項目的收購呎價和項目收購成本

不斷增加。去年市建局向九龍城土瓜灣六個重建項目的合資格自住業主，提出收購建議的實用面積呎價超過一點五萬元，連同非住宅物業的業權收購，估計這六個項目的總收購成本將會超過一百億元。隨著崇慶里／桂香街這港島區的重建項目進入收購階段，以實用面積每平方呎二萬三千五百六十八元的收購建議呎價收購自住物業，加上收購項目地下店舖需支付的巨額市價，市建局必須要有充裕的現金流來應付龐大的收購金額，以及給予租戶的補償開支。總的來說，市建局若要推行二零一七／一八至二零二一／二二五年間所有已獲批准的業務綱領內的項目，所涉及的總現金開支將高達三百五十億元。

重建收購成本高昂 需充裕現金流應付

在收入方面，市建局主要的收入來源是在發展重建項目時，把發展權透過公開招標批予發展商，從而先收到地價，和日後根據聯營發展合約內所訂明，當賣樓收入超過某門檻後所分得的收益。市建局近年錄得的營運盈餘，主要來自發展商在中標後需支付的地價及項目開售後的超額收入應分部份，而這兩類主要資金來源亦正正是收購新重建項目所需的主要資金來源，沒有前者後者便不能動。

然而，有關的收入很大程度受整體經濟、物業市場供應、利率及建築成本等非市建局能控制的因素影響，此等因素可直接影響發展商在投標時的出價及樓宇建成銷售時的價格，至於市建局已付的收購及補償成本，則並非發展商投標時考慮的因素。從這角度，市建局及發展商需承擔的風險是各有不同的，以市建局過去十年的體驗作個說明，二零零八年經歷金融海嘯，衝擊地產市場，導致市建局在二零零八／零九財政年度重建項目收到的地價和發展項目的收益，只有約十四億元，較前一個財政年度減少了七成。這是風險管理的一個重要案例。

觀乎市建局現正推行重建項目的收購進度，在未來五年，預計有十一個重建項目會完成物業收購，繼而進行招標，當中包括六個於土瓜灣區的重建項目及剛公佈收購建議的西營盤項目，其收購建議呎價分別超過一點五萬元和二點三萬元。這批在當前樓市高峰期間「高買」回來的項目，萬一在未來數年遇上經濟、金融市場、利率，以致物業市場受到衝擊而走下坡時，市建局的項目亦不會幸免而面臨「低賣」的情況，影響地價及物業銷售盈餘分紅的

收入，這等風險將會為市建局的財政帶來非常負面的後果，影響其長遠的穩健性。為此，市建局的跨專業管理團隊馬不停蹄地，用不同的假設、從不同的角度，去為市建局的財政資源做壓力測試，以確保其法定使命可暢順地執行。

同樣面對波動的物業市場，私人地產商在業務上為了分散財政風險，一般會分散投資，拓展不同渠道的收入來源，甚至轉型，或將銷售物業轉為收租物業，以減低風險。相對而言，上述私營地產商在逆境時可考慮執行的措施，市建局作為一個法定公營機構是不可能參考的。私人發展商在逆境時亦可減慢發展新項目的速度，但從市建局來說，日益嚴重的樓宇老化數目只會令市建局的舊區重建擔挑愈來愈重，市建局這個公眾利益使命是不能停的。此外，一個市建局在收購殘破樓宇的贏面因素，亦此情不再，原因是隨著戰後的四層高唐樓陸續被重建，市建局在策劃重建時可享有的未充分利用的地積比率增值（plot ratio gain），已隨著未收購的樓宇一般已超過六層甚至八層以上而消失，這對收購的成本及項目招標時可收回的地價，已是一個負面的新常態。

審慎理財 應對財務挑戰

市建局目前的財政狀況，因受惠於早年發展的重建項目帶來的累計盈餘，看似仍然樂觀；但如上所說，單要落實這五年業務綱領內的工作，財務上的沉重承擔，以及存在的憂患和未來的挑戰，都不容忽視；長遠而言，面對日益惡化的市區老化問題，加上收購成本的壓力，同時舊區居民對市建局為其殘破樓宇重建的訴求亦不斷增加，可謂「做又難、不做亦難」。筆者擔心，即使市建局的流動資產加倍，也未必能應付樓宇急劇老化的危機。

故此，市建局必須審慎策劃其業務、做好財務風險管理、壓力測試，確保其財務的長遠穩健和可持續性，才能應對未來物業市場若出現波動而造成的財務危機，以及繼續推展市區更新項目。透過「油旺地區研究」涉及二百一十二公頃的市區更新規劃、我們更明顯地可預見重要的樓宇復修及保育活化等工作所涉及的龐大開支。作為公營機構，市建局必須要有「居安思危」的處事態度，才可以在管理上、財務上有能力去應付可出現的嚴峻情況，持續履行推動市區更新、解決市區老化問題的使命。



實現智慧房屋 一切由新思維開始

香港是個充滿活力，但也正在老化的城市。全港有超過一萬幢樓齡達五十年或以上的建築物，這個數字在未來二十年還會躍升至二萬三千幢；香港作為一個富裕城市，社會中最貧窮的一群卻擠在劏房與籠屋裏，居住環境惡劣。而這些問題，跟舊技術、舊建築方法，以及舊思維不無關係。



以組裝合成的方法建築，可以加快速度興建更多房屋。

從前舊有技術不足，致使很多舊建築物缺乏如升降機的基本設施，存在外牆結構剝落的情況。更甚是，這些舊樓長年累月地默默受到損耗和侵蝕，惟居民卻接收不到此警示，並沒察覺雨水有否滲入大廈結構內或樓宇已達失修狀況。這種舊樓「啞口難言」，未能警告居民大廈受到耗損的情況，隨着新式智能建築的推動，現在皆可成為過去。

就像近年智能大廈概念必不可少的樓宇管理系統（Building Management System或簡稱BMS），它不但可監察和管理樓宇內的設備，還能記錄各系統的工作狀態、環境狀況和能量消耗，使樓宇管理人員可掌握設備運作的情況，適時修正及改善運作。市區重建局（下稱「市建局」）近年亦在重建項目的發展協議中，列明加入安裝樓宇管理系統（BMS）及其他家居智能系統的要求。



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創科滙榮譽會長
市區重建局非執行董事

打破常規 以組裝方法加快建屋步伐

今天要解決香港最迫切的樓宇老化及居住問題，創新科技固然能大派用場，亦可以帶來截然不同的效果；舉例說，我們能否以組裝的方法加快興建更多房屋，改變一貫以來建造樓宇的傳統方法？不過，規管及執行者在思維上均需要有所轉變，願意不斷作新嘗試，才能成事。

其中，市區重建工作所面對的一大挑戰，就是樓宇老化問題日益嚴重，致使我們常常要跟時間競賽。市建局項目由收購、重建、落成至住戶遷入，一般需時八至十年，近年更因為各種收購問題而往往要更長時間才能完成項目；另一方面，以目前使用的舊技術來建造新廈，所需時間往往以年計。即使業界願意引入一些如組裝建築的新技術及其他智能科技，主事者亦要冒着打破常規的風險，經歷繁複及嚴苛的審批程序以及只適用於傳統技術的監管機制，最後還需要客戶或買家願意接受新思維才能成事。筆者認為，解決住屋短缺問題，最重要是發展商、監管者和市民三方皆有決心，協商出一個共同願景。

如果想加快建屋步伐，那麼利用組裝技術去讓建築過程減省一點時間，會否是個可行方案呢？試想像，假如我們能以組裝技術，建造出每個二百平方呎的單位，然後像抽屜般把它們滑進並裝置在建築物內，甚至一些不為肉眼所見的結構部分，亦可以同樣方法組裝；試想像，假如我們可以改變建屋的常規，讓那些符合安全和防火標準的預製構件在未組裝之前便已經通過屋宇署和消防處審批；試想像，工人無須再在猛烈太陽下建造房屋，而建築工序都可以在廠房內進行，同時只需數個月便可完成？種種看似妙想天開的想法，都曾市建局主席蘇慶和先生引領董事們敢於思考的方向。

工廠內組裝單位 拼出多樣化新型住宅

早前，我跟有份參與興建荷蘭公共房屋的當地建築師、同時也是創科滙成員的 Bert Bulthuis 就組裝房屋上交流，他質疑住宅單位為甚麼不能在工廠裏組裝，在有需要時才運到實地合成。他認為，在為建築物作重要復修或加建的時候，這些組裝結構都可派上用場；再進一步，就是利用這些組裝結構來興建一般市民都可負擔的新型住宅。

由此路進，如果我們將組裝單位，加入拼圖的概念來建造更多樣化的房屋又如何？Bert建議香港，可從一個基本面積為二百平方呎的單位入手，然後設計出四種不同的結構部分，組合出十多種不同類型的房屋，迎合不同的需要，包括：

- 一人或二人單位；
- 家庭公寓；
- 適合有特殊需要人士／家庭之房屋；
- 袋鼠式單位：意指有內部連結的兩個相連單位，讓家庭成員之間可互相照顧。這類單位的對象可以是兩名成年人及其有特別需要的其他家庭成員。

Bert指出，在工廠內組裝單位，既符合成本效益，亦有利品質監控和減少產生建築廢料。換句話說，當這些構件過了使用期限後，便即可被靈活拆除及重用，無形中成了一條循環生產線。筆者對此深表認同，組裝房屋其實頗切合我們「智慧城市」持續發展的理念。

Bert這番話，令我想到局外人有時候更能以不同的視角審視問題，提出大膽的建議。不過到最後拍板時，仍需視乎我們有沒有新思維及勇氣，去為新的技術及作業環境作嘗試和付諸實行。對此，我十分有信心，因為香港業界都有種「一定得」的拼搏精神！

敢於創新 實現智慧城市願景

香港從來不乏精彩的創意構思，只是欠缺成立實驗平台讓各方協作的方案。誠然，從無到有去引入新事物確實需要各領域及階層人士的全面參與。在研發的過程中，新事物初型難免會出現錯誤，然而，從錯誤中學習正正是創新改革的基石，是將來能成功實踐和應用的必然條件；亦因此，我們更需要創新的思維和勇

氣，從實驗平台和建立初型，去體驗創新的可能，並願意學習和接受新事物。

實驗平台會否失敗？當然有可能，尤其當很多人寧願維持現狀時，這股保守力量更是創新的大敵。即使如此，筆者認為假如我們不敢去嘗試，最終只會仍是「死水一潭」。眾所周知，油麻地和旺角一帶市區老化問題嚴重，雖然面對該區人口密集和舊樓密度高，以及缺乏可供作發展或安置的新土地等棘手情況，市建局仍然敢以前瞻性思維，開展「油旺地區研究」，期望突破種種發展限制，尋求創新、可行及可持續發展的市區更新方案。

我十分同意Bert的看法：「智慧城市應該是宜居、有活力的，但同時亦應富有生產力及能持續發展的。因此，智慧城市亦同樣需要富有想像力及敢於擁抱創新意念的智慧公民，這樣願景才能實現。」

準教師接受市區更新培訓 作育下一代接重建棒

URA/HKU Internship Programme 2018/19 Teaching the Teachers

市區更新要持續推行，未來有賴年輕人接棒。為此，市建局一直支持不同教育項目和青少年發展活動，全方位向新一代灌輸市區更新，以及為香港締造宜居生活環境的理念。為使教育工作者更能掌握箇中知識及最新的市區更新情況以教授學生，市建局與香港大學教育學院今年再度合作籌辦實習生計劃，讓四名有志執教鞭的實習生於今年十月到市建局，作為期五周的實習體驗。

四名正在港大修讀學位教師教育文憑課程的學生，在實習期間完成有關市區重建知識及導賞培訓後，獲派到市區更新探知館擔任導賞員的工作；他們又協助並從中觀摩講解市區重建工作的學校講座，以及協助設計有關市區更新的教材。此外，實習同學又從年輕人角度，就市建局在社交媒體的內容提供了很多有用的意見，有助市建局日後透過不同渠道及方式接觸青少年。

其中主修通識的實習生杜文菲表示，在實習期間親身了解到市區更新工作，讓她更能掌握當中各項考慮因素與平衡，有助日後與學生討論市區重建這類通識題目。巴基斯坦裔及主修化學的 Haris Razi 則說，科學應用講求創意、獨立思考及融會貫通，同時市區更新亦為一門跨學科的工作，實習過程有助他思考如何把科學知識應用在解決社會問題上，未來希望將知識與不同族裔的學生分享。



實習生杜文菲帶領學生參觀市區更新探知館。
Faye To, one of the interns, leads a guided tour at the Urban Renewal Resource Centre.



巴基斯坦裔的Haris Razi希望，未來能將知識與不同族裔的學生分享。
Haris Razi, another intern who is ethnically Pakistani, hopes to impart knowledge to students of different ethnic backgrounds.

To inspire young people for taking up the batons of driving sustainable urban regeneration, the URA has been supporting various educational initiatives and youth development programmes throughout to instill in our younger generation the visions of urban regeneration and creating liveable environment for Hong Kong. In order to equip teachers with all-round knowledge and keep them abreast of the latest development on urban renewal, the URA has for the second time co-organised the Experiential Learning Project with the Faculty of Education of The University of Hong Kong (HKU) this year. Four students who are aspiring to become teachers have embarked on their 5-week internships with the URA since late-October.

The interns, who are undertaking the HKU's Postgraduate Diploma in Education programme, were assigned to lead guided tours at the Urban Renewal Resource Centre after completing their training on urban renewal and docenting. They were also required to assist in school talks and help design a teaching kit on urban regeneration, in addition to providing ideas for the URA's social media content for getting the messages across to young people.

Faye To, one of the interns majoring in liberal studies, said during the internship she was able to understand more about urban renewal and the balance between various factors of urban regeneration, and the knowledge she has acquired could facilitate her discussion over this topic with students in future. Haris Razi, another intern who is ethnically Pakistani and majoring in Chemistry, said the inter-disciplinary nature of urban renewal works has inspired him to think about how to apply science knowledge in solving social problems through creativity, critical thinking and an ability to integrate knowledge across disciplines. He hoped to impart knowledge to students of different ethnic backgrounds.

市建局擴大「學建關愛」義工團隊 服務更多有需要的舊區居民

Expanded Volunteer Team to Further Spread Love to Community

由市建局員工、專上學院學生及社福機構組成的市建局「學建關愛」義務工作計劃，今年擴大義工團隊，鼓勵員工的親友、甚至社福機構的受惠家庭成員加入，利用公餘時間與家人一起服務社區，兼增進親子關係。在剛過去的九至十月份，「學建關愛」義工團隊先後穿梭觀塘及中西區，服務有需要的舊區居民。

聯同中西區基層家庭 藉中秋佳節顯愛心

市建局今年再次與香港基督教女青年會(女青)合作，合辦為期八個月的義工夥伴計劃-「愛環保•樂滿FUN」。義工們首次與女青的受惠家庭攜手服務社區，於中秋節前夕一同探訪香港傷健協會的會員，合力製作冰皮月餅，共度愉快的一天。有參與義工服務的受惠家庭指，活動有助灌輸正面價值觀予子女，發揮助人自助的精神。



透過STEM讓小孩發揮環保創意

有見近年本港學校積極推動STEM(即科學、科技、工程及數學)教育，市建局義工隊聯同香港科技大學學生，為觀塘區的基層兒童籌辦「小小環保科學家」活動，一連兩個周末教授孩子利用環保素材做實驗，例如不爆空氣泡泡、液體氣球、DIY萬花筒等，發揮創意之餘，亦讓小朋友從中學習科學知識。



Comprising members of tertiary institutions and social service organisations, the Community Service Partnership Scheme (CSPS) has expanded its volunteer team this year by inviting families and friends of the URA staff, as well as members of the beneficiary families, to serve the community together. From September to October, the CSPS volunteer team has travelled through Kwun Tong and the Central and Western districts to serve the people in need.

Celebrating the full moon festival with underprivileged families in the Central and Western District

For the first time some members of the beneficiary families who are receiving services under the 8-month partnership programme jointly organised by the URA and the Hong Kong Young Women's Christian Association (HKYWCA), have joined the volunteers' visit to the Hong Kong PHAB Association during the Mid-Autumn Festival holidays. By visiting the disabled people and making "snowy mooncakes" together, the participating families hoped to instill positive values in their children through taking part in social services.

Unleashing creativity through STEM activities

In view of the recent trend of STEM education, the CSPS volunteer team and students from Hong Kong University of Science and Technology co-organised a series of STEM related activities for the disadvantaged children in Kwun Tong. During the two-day event, the URA volunteers taught the participating children to conduct intriguing experiments using eco-friendly material such as unbreakable bubble, liquefied rainbow balloon and DIY Kaleidoscope, in the hope that they could learn more about science and unleash their creativity.

 如對《建聞》的內容有任何意見，歡迎致電 **2588 2333**
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謝謝 Thank you!