



**HONG KONG
HOUSING SOCIETY**
香港房屋協會

房協
HKHS
since 1948

創宜居 · 活社區
Create Homes · Revive Communities



1948

2018



香港房屋協會 70 周年

HONG KONG HOUSING SOCIETY

70th ANNIVERSARY

目錄

Contents

獻辭

Messages

- 2 香港特別行政區 行政長官
Chief Executive, HKSAR
- 4 香港特別行政區政府 政務司司長
Chief Secretary for Administration, HKSARG
- 6 香港特別行政區政府 運輸及房屋局局長
Secretary for Transport and Housing, HKSARG
- 8 香港特別行政區政府 發展局局長
Secretary for Development, HKSARG
- 10 前任房協主席
Past Chairmen of HKHS
- 14 前任房協執行總幹事 / 行政總裁兼
執行總幹事
Past Executive Director / Chief Executive
Officer and Executive Director of HKHS

房協七十年紀要

Highlights of HKHS in the past 70 years

- 15 主席及執行總幹事 / 行政總裁兼執行總幹事
Chairman and Executive Director /
Chief Executive Officer and Executive Director
- 17 大事回顧
Major Milestones

前言

Foreword

- 22 主席
Chairman
- 24 行政總裁兼執行總幹事
Chief Executive Officer and Executive Director

蛻變成長

The Burgeoning Era
1948–1997

- 28 時代召喚
Responding to Mission Call
- 34 回應挑戰
Embracing Challenges
- 40 轉型時期
Rising to New Opportunities

創新求進

Breaking New Grounds
1998–2018

- 50 邁向新里程
Charting a New Course
- 64 推動持續發展
Sustainable Development

76 已發展項目

Projects Developed

81 細說房協

Drips & Drabs on
the Housing Society

行政長官獻辭



獻辭

今年是香港房屋協會(房協)成立七十周年，謹此衷心致賀。

自一九四八年成立以來，房協推出各項房屋計劃，滿足市民的住屋需要，並透過樓宇維修和舊區重建等計劃，改善居住環境，對推動香港的社會和房屋發展貢獻良多。

多年來，房協不僅是政府推行房屋政策的重要伙伴，亦擔當「房屋實驗室」的獨特角色，試行創新的房屋計劃，為社會不同階層人士提供合適居所。本屆政府期待與房協繼續緊密合作，攜手落實各項房屋措施，解決市民住屋需求，務求人人樂業安居。

謹祝房協發展更上層樓，繼續為香港的長遠發展作出寶貴貢獻。

香港特別行政區
行政長官林鄭月娥

Message from the Chief Executive



Message

I would like to extend my warmest congratulations to the Hong Kong Housing Society on the occasion of its 70th anniversary.

Since its establishment in 1948, the Society has been committed to addressing the housing needs of the community and improving their living conditions through a wide range of housing, building maintenance and urban renewal programmes. It has indeed contributed immensely to the social and housing development of Hong Kong.

Over the years, the Society has been a close partner of the Government in implementing our housing policy and has assumed the unique role of “housing laboratory” in trying out innovative housing solutions. The current-term Government looks forward to working hand in hand with the Society in taking forward various initiatives to meet the housing needs of our people and make Hong Kong a more livable place for all.

I wish the Society every success as it continues to scale new heights and make valuable contributions to the long-term development of Hong Kong.

A handwritten signature in blue ink, reading 'Carrie Lam'.

(Mrs Carrie Lam)
Chief Executive
Hong Kong Special Administrative Region

政務司司長獻辭



中華人民共和國
香港特別行政區政府
政務司司長辦公室



CHIEF SECRETARY
FOR ADMINISTRATION'S OFFICE
Government of the Hong Kong
Special Administrative Region
of the People's Republic of China

香港房屋協會成立七十周年 政務司司長獻辭

香港房屋協會是政府在房屋政策上的重要夥伴。過去七十年，房協竭誠盡心為市民提供房屋及相關服務，貢獻殊多，有目共睹。房協一直透過各項房屋計劃照顧社會上不同群組人士的住屋需要，同時致力推動樓宇維修和市區活化，改善居民以至社區的居住環境。近年人口老化為社會帶來挑戰，房協在推廣「長者友善家居」方面更是不遺餘力，擔當先導者角色。去年十一月「智友善」家居探知館舉行開幕典禮，我有幸應邀參與其盛，見證房協在推動「居家安老」上另一重要里程碑。

際此房協七十周年之慶，我謹致以衷心祝賀，並祝願房協今後更上層樓，續創佳績。

香港特別行政區政府
政務司司長張建宗

Message from the Chief Secretary for Administration

中華人民共和國
香港特別行政區政府
政務司司長辦公室



CHIEF SECRETARY
FOR ADMINISTRATION'S OFFICE
Government of the Hong Kong
Special Administrative Region
of the People's Republic of China

70th Anniversary of Hong Kong Housing Society Message by the Chief Secretary for Administration

The Hong Kong Housing Society has long been an important partner of the Government in housing policy. Over the past 70 years, the Society has made tremendous contributions to our city as a dedicated provider of housing and related services. Apart from taking forward various housing programmes to address the housing needs of different social groups, it has also devoted itself to improving the living environment of residents and communities through proactive building maintenance and urban revitalisation. In the face of the challenges arising from our ageing population in recent years, the Society has taken up a pioneering role and spared no effort in promoting the concept of age-friendly home. Last November, I was most honoured to be invited to the opening ceremony of the “MIND-Friendly Senior Home Exploration Centre” to witness another key milestone of the Society in advocating “ageing-in-place”.

May I convey my heartfelt congratulations to the Housing Society on its Platinum Jubilee and best wishes for its endeavours to scale new heights in the years to come.

A handwritten signature in black ink, appearing to read 'Matthew Cheung Kin-chung'.

(Matthew Cheung Kin-chung)
Chief Secretary for Administration
The Government of the Hong Kong Special Administrative Region

運輸及房屋局局長獻辭



香港房屋協會一向是政府的密切夥伴，並擔當起「房屋實驗室」這個獨特的角色，因應市民不斷轉變的需要，在不同年代推出各項房屋計劃，成績卓著。

隨著社會急速變遷，房協一直與時並進，憑藉本身的經驗、人才及資源，以靈活創新的方式為香港市民提供優質居所。展望將來，政府將繼續與房協攜手協作，落實各項房屋項目，照顧社會不同階層的住屋需要。

我誠摯慶賀房協成立七十周年之喜，並祝房協繼往開來，惠澤社群。

香港特別行政區
運輸及房屋局局長陳帆

A handwritten signature in black ink, appearing to read '陳帆' (Chan Fook).


Message from the Secretary for Transport and Housing

Message for Commemorative Book for 70th Anniversary of HKHS

The Hong Kong Housing Society has long been a close partner of the Government. In particular, the Society has assumed the unique role of “housing laboratory”, launching various housing initiatives in response to changing needs of the community with remarkable achievements.

Over the years, the Society has been moving ahead with the times. Capitalising on its experience, talents and resources, the Society has been providing quality housing in Hong Kong with flexibility and innovation. The Government looks forward to continuing our collaboration with the Society in implementing various housing programmes to address the diversified housing needs of the community.

With my heartfelt congratulations on the 70th anniversary, I wish the Society every success in its future benevolent endeavours.



(CHAN Pan, Frank)
Secretary for Transport and Housing

發展局局長獻辭



香港特別行政區政府
發展局局長



SECRETARY FOR DEVELOPMENT
Government of the Hong Kong Special
Administrative Region

發展局局長

香港房屋協會七十周年賀辭

香港房屋協會一直是香港政府的緊密合作夥伴。作為重要的公營房屋提供者，房協同仁勇於創新，歷年推出不同項目，除了出租屋邨，發展夾心階層住屋，也協助推行政府各項置業貸款計劃，協助私人舊樓業主維修管理樓宇及參與市區重建。近年更以不同形式推出長者房屋，致力締造長幼共融的社會。

今年是香港房屋協會七十周年，當中滿載房協關愛社會的光輝歷史。我衷心祝願香港房屋協會的業務繼續穩步發展，與香港並肩再創輝煌！

發展局局長黃偉綸



Message from the Secretary for Development

香港特別行政區政府
發展局局長



SECRETARY FOR DEVELOPMENT
Government of the Hong Kong Special
Administrative Region

Congratulatory Message for the 70th Anniversary of the Hong Kong Housing Society by the Secretary for Development

The Hong Kong Housing Society has always been a close partner to the Hong Kong Government. As an essential provider of public housing, colleagues of the Housing Society has always been taking the lead in pursuit of better living quality for Hong Kong people. Apart from public rental housing and Sandwich Class Housing Scheme, the Housing Society has also been supporting the government's initiatives to assist flat owners of older buildings in management and revitalization of their ageing properties and roll out various housing loan schemes for that. It has also participated in Urban Improvement Scheme. The Housing Society's recent experiments in provision of elderly housing is also a spirited attempt to build a more elderly-friendly society.

This is the 70th Anniversary of the Hong Kong Housing Society. The past seventy years were filled with accomplishments and care for the community. I sincerely wish that for the coming decades the Housing Society will continue to thrive and soar to a new height in tandem with our splendid city!

A handwritten signature in black ink, appearing to read 'Michael Wong', with a horizontal line extending from the end of the signature.

(Michael WONG)
Secretary for Development

前任房協主席獻辭

Messages from Past Chairmen of HKHS



鮑富達先生, OBE
前任主席 (1981-1983)

Mr Trevor J Bedford, OBE
Past Chairman (1981-1983)

Inevitably I became involved in all manner of charities & organisations, some more worthwhile than others. None gave me greater pleasure (albeit in a modest fashion) than being involved & to contribute through the society.

I wish the Housing Society & its members all the very best in this worthwhile of endeavours.



鍾逸傑爵士, KBE, CMG, GBM, JP
前任主席 (1983)

Sir David Akers-Jones, KBE, CMG, GBM, JP
Past Chairman (1983)

Few will remember, as I do, there was a time when the Society was so short of funds it had to borrow 100 million from the government! Now it has grown to a great Society, an essential member of the Government effort to provide Housing for the people.

Congratulations Housing Society on your 70th Anniversary!



戴鎮濤先生

前任主席 (1988–1991)

Mr Terence Tai Chun-to
Past Chairman (1988–1991)

From a humble origin in 1948 to the present organisation with over 1,000 personnel, the growth and development of the Hong Kong Housing Society are well documented. Over the years, there were changing circumstances beyond its control. The Society seized on the opportunity to expand its core activities to include inter alia, the provision of housing for the elderly, the management and maintenance of private buildings and the establishment of an academy aimed at promoting a higher degree of professionalism in the housing industry. I am confident that it will continue to be dedicated to the quality living of the people of Hong Kong.



潘祖堯先生

前任主席 (1991–1994)

Mr Ronald Poon Cho-yiu
Past Chairman (1991–1994)

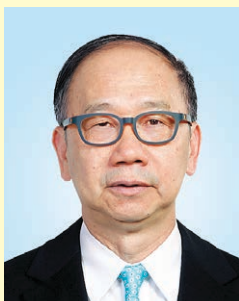
衷心祝賀香港房屋協會 70 周年及希望協會繼續為香港提供所需的房屋。

Heartiest congratulations to the Housing Society for the 70th Anniversary and may the Society continue to provide needed housing for Hong Kong.

潘祖堯

前任房協主席獻辭

Messages from Past Chairmen of HKHS



鍾瑞明博士, GBS, JP
前任主席 (1997–2003)

Dr Chung Shui-ming, GBS, JP
Past Chairman (1997–2003)

優質房屋，大眾歡迎
安居樂業，民之所願
盡心盡力，專業管理
持續發展，服務市民

香港房屋協會七十周年誌慶



李頌熹先生, BBS, JP
前任主席 (2003–2006)

Mr David C Lee Tsung-hei, BBS, JP
Past Chairman (2003–2006)

在過去70年裏，香港人口由1948年的180萬增加至740萬，人均生產總值增加了60倍；然而可開發土地面積只是有限度增長，目前人均可開發用地也僅有約33.4平方米。在這特殊條件和環境下，香港房屋協會一直致力服務香港社會，成績卓越，貢獻良多。作為房協前主席，我為此感到驕傲和自豪，並誠摯祝願房協百尺竿頭，更進一步，再創佳績！

In the past 70 years, the population of HK grew from 1.8m to 7.4m; while the per capita GDP grew by about 60 times. Our land area has also increased but only in a limited scale and today the development land area per capita is only about 33.4 sqm. It is under such demanding environment that HKHS has served HK. HKHS has done a fantastic job and deserves due appreciation and recognition. I am proud to have served HKHS as a Chairman and wish to offer my most sincere congratulations.



楊家聲先生, GBS, MBE, JP
前任主席 (2006–2012)

Mr Yeung Ka-sing, GBS, MBE, JP
Past Chairman (2006–2012)

香港房屋協會 70 歲生日快樂！

我十分榮幸在房協的發展歷程中，由最初興建出租屋邨，至現時發展多元化的房屋服務，一直與機構並肩同行。房協能迅速回應社會的需求和期望，箇中例子包括推出「住宅發售計劃」、「夾心階層住屋計劃」、「長者安居樂」住屋計劃等。謹此衷心感謝房協委員、監事會及執行委員會成員、機構上下優秀的員工，在過去 70 年來所作出的寶貴貢獻。

我期待與大家一同迎接房協的百周年紀念。

Happy 70th Birthday to The Hong Kong Housing Society.

I am honoured to have been associated with the Housing Society in its development from low rental housing estates to a much diverse housing services provider. The Housing Society is able to change fast in meeting the community's needs and expectations, to name just a few, such as the provision of Flat-for-Sale, Sandwich Class Housing, Senior Citizen Residences, etc. Special thanks go to members, Supervisory Board members, Executive Committee members and capable employees from all levels who have contributed to the Housing Society in the past 70 years.

I look forward to celebrating the Centenary of the Housing Society.

前任房協執行總幹事 / 行政總裁兼執行總幹事獻辭

Messages from Past Executive Director / Chief Executive Officer and Executive Director of HKHS



蘇慶和先生, SBS, JP
前任執行總幹事 (1990–2002)
Mr Victor So Hing-woh, SBS, JP
Past Executive Director (1990–2002)



我衷心祝賀香港房屋協會成立七十周年。

自成立以來，房協致力擔當「房屋實驗室」的角色，發展多種類型的可負擔及優質房屋，成績有目共睹。我很高興這個歷史悠久和備受尊崇的非牟利組織，一直穩健發展，應對社會上的房屋需要。我十分榮幸多年來能與房協結緣，包括自一九八七年開始成為房協委員，並由一九九零年起擔任執行總幹事近十二年。

在這個重要誌慶，我謹祝香港房屋協會今後的工作事事順景。

My heartiest congratulations to the Hong Kong Housing Society (HKHS) upon its 70th Anniversary.

It is gratifying to see that this long-standing and well-respected NGO is growing from strength to strength, serving the housing needs of our community. The HKHS has served as the "housing laboratory" on numerous formats of quality and affordable housing ever since its inception and has achieved remarkable results.

I have the honour and fortune to be associated with the HKHS by being its member since 1987 and as its Executive Director for nearly 12 years from 1990.

On this auspicious occasion, I wish the HKHS every success in all its endeavours in the years to come.

蘇慶和 Victor So Hing-woh
市區重建局主席 Chairman, Urban Renewal Authority



王麗珍小姐, BBS
前任行政總裁兼執行總幹事
(2002–2009)
Miss Wong Lai-chun, BBS
Past Chief Executive Officer and Executive
Director (2002–2009)

與房協結緣始於1967年，同行42載，由最初擔任屋宇事務助理，到2002至2009年間成為行政總裁兼執行總幹事，令我難忘的人和事多不勝數。

70年來，房協一直堅守社會使命，以創新思維服務市民。在任期間，繼2000年與市區重建局簽訂合作備忘錄，協助推行重建項目，以改善舊區居住環境後，更由於2003年爆發的非典型肺炎和2004年的添喜大廈事件，房協主動關注私人樓宇的公共衛生和結構安全問題，遂於2005年推出「樓宇管理維修綜合計劃」，承諾於10年內動用房協30億元儲備，為大廈業主提供支援和資助。同時，房協亦不遺餘力關心轄下出租屋邨的住戶，因着樓宇老化及人口老化的情況，進行多項復修工程，尤其加裝長者友善設施。

房協早於90年代末已預見香港人口老齡化的趨勢，並迅速回應社會需要而推出全港首創的「長者安居樂」計劃，及其後的優質長者房屋項目「雋悅」，為長者提供「居家安老」的環境和服務。

房協工作極具意義，能夠參與其中與有榮焉。我期望房協繼續秉承社會使命，貫徹實是求是的精神，將「房屋實驗室」的角色發揚光大，服務社群。

主席及執行總幹事 / 行政總裁兼執行總幹事

Chairman and Executive Director/Chief Executive Officer and Executive Director

主席 Chairman



羅拔臣教授
Professor Robert Robertson
4/1948 – 3/1951



律敦治先生, CBE, JP
Mr Jehangir Hormusjee Ruttonjee, CBE, JP
4/1948 – 3/1951



芬利先生
Mr John Finnie
3/1951 – 12/1952



祈德尊爵士, CBE, MC, QPM, CPM, TD, JP
Sir Douglas Clague, CBE, MC, QPM, CPM, TD, JP
12/1952 – 3/1981



龔樂年神父, SJ, OBE, JP
Rev Fergus Cronin, SJ, OBE, JP
4/1981 – 12/1981



鮑富達先生, OBE
Mr Trevor J Bedford, OBE
12/1981 – 8/1983



鍾逸傑爵士, KBE, CMG, GBM, JP
Sir David Akers-Jones, KBE, CMG, GBM, JP
9/1983 – 12/1983



梁紹榮先生, JP
Mr Sydney Leong Siu-wing, JP
12/1983 – 10/1988



戴鎮濤先生
Mr Terence Tai Chun-to
10/1988 – 10/1991



潘祖堯先生
Mr Ronald Poon Cho-yiu
11/1991 – 10/1994



陳文裘先生
Mr Tan Man-kou
10/1994 – 10/1997



鍾瑞明博士, GBS, JP
Dr Chung Shui-ming, GBS, JP
10/1997 – 9/2003



李頌熹先生, BBS, JP
Mr David C Lee Tsung-hei, BBS, JP
9/2003 – 9/2006



楊家聲先生, GBS, MBE, JP
Mr Yeung Ka-sing, GBS, MBE, JP
9/2006 – 9/2012



鄔滿海先生, GBS, SBS
Mr Marco Wu Moon-hoi, GBS, SBS
9/2012 – Present

執行總幹事 / 行政總裁兼執行總幹事 Executive Director/Chief Executive Officer and Executive Director



謝雪儀小姐*
Miss SM Sersale*
1/1974 – 1/1984
(執行總幹事 Executive Director)
6/1965 – 12/1973
(秘書長和房屋經理 Secretary & Housing Manager)



唐銘樹先生*
Mr George L Thomas*
1/1984 – 4/1990



蘇慶和先生*, SBS, JP
Mr Victor So Hing-woh*, SBS, JP
10/1990 – 9/2002



王麗珍小姐, BBS
Miss Wong Lai-chun, BBS
11/2002 – 3/2009



黃傑龍先生
Mr Wong Kit-loong
4/2009 – Present

* 任期內的職銜為執行總幹事 The title was "Executive Director" during his/her service period



創宜居
活社區

大事回顧

Major Milestones

1948

倫敦市長透過「空襲救災基金」向香港福利議會捐出14,000英鎊，由香港聖公會何明華會督倡導成立香港房屋協會，協助解決住屋問題。

The Lord Mayor of London donated a sum of 14,000 pounds from its Air Raid Distress Fund to the Hong Kong Social Welfare Council. The Anglican Bishop of Hong Kong, the Reverend RO Hall took the lead to set up the Hong Kong Housing Society aiming to help solve the housing problems.



1952

於深水埗完成興建全港首個出租屋邨——上李屋，為低收入家庭提供廉租房屋。目前房協轄下共有20個出租屋邨約32,000個單位。

The first rental housing estate in Hong Kong, Sheung Li Uk, was completed in Sham Shui Po to provide low-rental housing for low-income families.

At present, there are 20 rental estates under the Housing Society, providing around 32,000 units.



1984

「郊區公共房屋計劃」首個項目西貢對面海邨落成，主要安置受填海影響的水上居民。

The first Rural Public Housing estate Tui Min Hoi Chuen was completed in Sai Kung mainly to rehouse the boat residents affected by reclamation.



1951

香港房屋協會根據香港條例第1059章成為法定團體。

The Hong Kong Housing Society was formally established as a statutory body under Hong Kong Ordinance Chapter 1059.



1974

於堅尼地城開展首個「市區改善計劃」項目，將舊樓拆掉重建，名為「美新樓」，其後發展項目逾30個。

The first Urban Improvement Scheme project was implemented in Kennedy Town where old buildings were pulled down and redeveloped into Mei Sun Lau. Over 30 such projects have been developed thereafter.



1987

開展「住宅發售計劃」，首個項目荃灣祈德尊新邨於1989年落成，其後共發展十個屋苑逾10,000個單位。

The Flat-For-Sale Scheme was launched, under which the first project Clague Garden Estate was completed in Tsuen Wan in 1989. A total of 10 projects were developed with over 10,000 flats.

1993

獲政府委託推行「夾心階層置業貸款計劃」，貸款總額達27億港元。其後興建了十個「夾心階層住屋計劃」屋苑共8,920個單位，首個項目青衣宏福花園於1995年落成。

The Housing Society was appointed by the Government to implement the Sandwich Class Housing Loan Scheme. A total of HK\$2.7 billion was given out. 10 estates under the Sandwich Class Housing Scheme were built providing 8,920 flats. The first project Tivoli Garden in Tsing Yi was completed in 1995.



2000

推行新的企業管治模式，採用監事會及執行委員會的雙層管治架構，重訂機構宗旨及企業信念。

The Housing Society adopted a new 2-tier governance structure comprising the Supervisory Board and Executive Committee. A new corporate mission and core values were set out.

2005

與房屋及規劃地政局簽署「合作備忘錄」，十年內動用30億港元，推行「樓宇管理維修綜合計劃」。A Memorandum of Understanding was signed with the Housing, Planning & Lands Bureau for the Housing Society to launch the Building Management and Maintenance Scheme with HK\$3 billion for over 10 years.



開設全港首個「長者安居資源中心」，推廣「原居安老」概念。The Housing Society Elderly Resources Centre, the first of its kind in Hong Kong, was set up to promote “ageing in place”.



1998

獲政府委託執行「首次置業貸款計劃」，五年內共批出33,437宗貸款合共148億港元。

The Housing Society was appointed by the Government to implement the Home Starter Loan Scheme. 33,437 loans have been granted within five years totaling HK\$14.8 billion.



1999

在政府的支持下，開展「長者安居樂」住屋計劃，為中產長者提供優質生活模式。兩個項目「樂頤居」及「彩頤居」分別於2003及2004年落成，共提供576個單位。

With the support of the Government, the Housing Society launched the Senior Citizen Residences Scheme to provide a quality life style for the middle-income elderly. Two projects, namely Jolly Place and Cheerful Court, were completed in 2003 and 2004 respectively with a total of 576 flats.



2002

與市區重建局簽訂「合作備忘錄」，協助進行七個市區重建項目。A Memorandum of Understanding was signed with the Urban Renewal Authority for the Housing Society to undertake seven redevelopment projects.



2006

在深水埗區開展首個「市區活化計劃」，改善舊區居住環境，其後陸續於葵青、大埔、荃灣、西貢、離島、東區、元朗及屯門進行同類計劃。

The first city revitalisation project was launched in Sham Shui Po to improve the living environment of old districts. Similar projects were carried out in Kwai Tsing, Tai Po, Tsuen Wan, Sai Kung, Islands, Eastern District, Yuen Long and Tuen Mun.

2008

適逢 60 周年，房協採用新的企業標誌，反映機構的獨特性質。

Taking the opportunity of its 60th Anniversary, the Housing Society adopted the new corporate logo to reflect the unique characteristics of the organisation.



觀龍樓（第一期）重建落成。
Redevelopment of Kwun Lung Lau (Phase 1) was completed.



房協與發展局簽訂「合作備忘錄」，開展「長者維修自住物業津貼計劃」。

A Memorandum of Understanding was signed between the Development Bureau and the Housing Society for the Building Maintenance Grant Scheme for Elderly Owners.



2011

房協及市建局將轄下各項樓宇維修資助計劃整合，成為統一而全面的「樓宇維修綜合支援計劃」。

The Housing Society and the Urban Renewal Authority consolidated their building maintenance subsidy schemes into the unified and comprehensive Integrated Building Maintenance Assistance Scheme.



房協宣布以「綜合重建模式」重建明華大廈。

The Housing Society announced the redevelopment of Ming Wah Dai Ha based on the Integrated Redevelopment Model.



2009

舉行「丹拿山長者居所」奠基典禮，為優質長者房屋展開新里程。

The Foundation Stone Laying Ceremony of the Tanner Hill Senior Residences was held to signify a new milestone of quality living for the elderly.



與發展局及市區重建局簽訂「合作備忘錄」，合力推行「樓宇更新大行動」。

A Memorandum of Understanding was signed with the Development Bureau and the Urban Renewal Authority to jointly launch the Operation Building Bright.



2012

房協啟動「逸悠生活」平台，為經濟能力較佳的長者提供優質退休生活。

The Housing Society launched the Joyous Living platform to provide quality retirement living to the elderly with better financial means.



房協發售首個位於深水埗的市區重建項目，名為「喜雅」。其後四個重建項目在該區相繼落成，分別為「喜盈」、「喜韻」、「喜薈」及「喜漾」。

The Housing Society launched its first urban redevelopment project in Sham Shui Po, Heya Green, for sale. 4 more similar projects were later completed in the district namely Heya Delight, Heya Star, Heya Crystal and Heya Aqua.

2013

於轄下出租屋邨開展「樂得耆所」居家安老計劃，照顧長者在住屋、醫療護理及身心社交方面的需要。

The “Ageing-in-Place” Scheme was launched in the rental estates to address the housing, healthcare and social needs of the elderly tenants.



為協助中等收入家庭置業，推售位於青衣青綠街的首個資助出售房屋項目「綠悠雅苑」，市場反應熱烈。

Greenview Villa, a Subsidised Sales Flats project at Tsing Luk Street, Tsing Yi, was launched to assist middle-income families in home purchase. Market response was enthusiastic.



2015

位於北角丹拿山的優質長者房屋項目「雋悅」落成，以現樓形式公開接受租住申請。

The quality elderly housing project in North Point, The Tanner Hill, was completed and available for lease application.



2014

位於筲箕灣的「樂融軒」落成，提供216個私人出售單位及60個長者出租單位，推動「長幼共融」。

Harmony Place in Shau Kei Wan was completed with 216 private sale flats and 60 elderly rental flats, promoting “cross-generation harmony”.

房協與香港測量師學會建築測量組合力推行「長者住安心」計劃，為私樓的長者業主提升家居安全。The Elderly Safe Living Scheme was launched jointly with The Building Surveying Division of the Hong Kong Institute of Surveyors to enhance home safety for the elderly owners of private buildings.



2017

開設全港首個「智友善」家居探知館，推廣認知障礙友善家居。

Set up the first Home Exploration Centre to promote the concept of dementia-friendly home.

六個位於深水埗和筲箕灣的市區重建項目全部落成。

All the six urban renewal projects in Sham Shui Po and Shau Kei Wan were completed.



為配合政府實施的「強制驗樓計劃」及「強制驗窗計劃」，房協推出「自願樓宇評審計劃」，鼓勵業主主動做好大廈管理及維修。

To tie in with the Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme to be implemented by the Government, the Housing Society rolled out the Voluntary Building Assessment Scheme to encourage owners to take the initiative to properly manage their buildings.



Create Homes
Revive Communities

前言

Foreword



2018年，是香港房屋協會（房協）成立的70周年，藉着這特別的日子，本特刊將房協歷史和香港房屋歷史連在一起，闡述房協過去的發展和經歷，並展望未來。

房協成立於1948年，是在第二次世界大戰後，最早為香港市民提供資助房屋服務的非牟利組織。由50年代興建香港首個出租屋邨「上李屋」開始，房協一直隨着香港戰後的高速發展，配合不同年代的市民需要提供適時的房屋服務。

韶光荏苒，房協旗下落成的居住單位已達7萬1千多個，完成的屋邨及發展項目共89個。與此同時，作為香港「房屋實驗室」，房協緊隨時代步伐，嘗試嶄新的發展模式，為解決香港房屋問題不斷提出新構想。這個創新求進的理念是我們發展房屋項目的基石，亦是我們引以為傲的特色。

香港社會正面臨「雙老化」問題，即人口及樓宇老化同時出現。房協針對跨階層人口老化，開展了為基層、中層及負擔能力較高的長者而設的住屋計劃，並進一步以「長幼共融」的發展模式建造社區，協助香港轉化為一個可讓長者和年輕人共住共融的社會。至於樓宇老化問題，房協亦將以混合發展模式，逐步重建高齡屋邨，同時因應小家庭增多的趨勢，集中興建較多小型住宅單位。展望未來，混合發展模式將是房協的重要發展方向。

土地不足始終是香港房屋問題的癥結。房協作為政府的緊密合作夥伴，將致力配合相關政策，並在平衡發展與保育的基礎上，凝聚社會共識，開展郊野公園作房屋發展用途的可行性研究，期望為市民大眾提供理性討論的參考。

回顧過去70年，房協默默耕耘，盡力為社會有需要的市民解決住屋問題。我在此衷心感謝房協歷屆的委員和員工所作的貢獻，亦感謝市民和政府對房協的信任和支持。我們為過去感恩之餘，亦不忘肩負未來的使命。經過70年悠長歲月的磨鍊，更穩固我們的基礎，更增強我們的信心，合力為香港創造更美好的未來。

鄔滿海

鄔滿海, GBS, SBS
香港房屋協會主席

2018 is a special year for the Hong Kong Housing Society (HKHS) as it marks the 70th anniversary of the organisation. This commemorative book gives a brief account of our past development as well as our future endeavours.

Established in 1948 soon after the WWII, the HKHS is the first not-for-profit organisation providing subsidised housing in Hong Kong. Since the completion of its first rental estate, Sheung Li Uk, in the 50s, the HKHS has been progressing along with the post-war fast-track development of Hong Kong, by providing different housing options to meet the changing needs of the community at different times.

During the past seven decades, we have completed 89 development projects providing more than 71,000 residential units. Being a “housing laboratory” in Hong Kong, we keep advancing with the times to explore new development models so as to help solve different housing problems with new solutions. Such a spirit of innovation is the cornerstone for our housing development.

In recent years, ageing population and ageing buildings have become growing problems in Hong Kong. In the light of the ageing population that spans across all socio-economic sectors, the HKHS has embarked on different elderly housing projects to serve the low-income, middle-income as well as the more affluent elderly. We have also expanded the vision to creating communities where the young and senior citizens can live in harmony together. Faced with the problem of ageing buildings, the HKHS adopts a mixed development model to rejuvenate its estates and to provide more small-sized flats in response to the increasing number of small families. Looking ahead, the mixed development model will constitute the major business direction of the HKHS.

The crux of the current housing problem in our community lies with the inadequate supply of land. As a close partner of the Government in housing development, the HKHS will work in line with the Government’s policy. We are conducting a feasibility study on developing the fringe areas of country parks for housing purposes. With a view to striking a balance between development and conservation, it is hoped that the study will provide good references in facilitating rational public discussion and building community consensus.

Looking back on the past 70 years, the HKHS has demonstrated great tenacity and dedication in addressing housing issues for the needy in society. Here, I would like to extend my sincere gratitude to all the former and current HKHS Members and colleagues for their contribution and I am also grateful for the trust and support of the people of Hong Kong and the Government. While being thankful for the past endeavors, we always bear in mind our mission for the future. Having gone through all the challenges of the past seven decades, we have become stronger and more confident in building a better future for Hong Kong together.



Marco Wu Moon-hoi, GBS, SBS
Chairman
Hong Kong Housing Society

前言

Foreword



時光飛逝，房協踏入70周年之際，轉眼間我亦在機構服務了25個年頭。能夠與房協上下共渡這個珍貴難忘的時刻，並為這本特刊作序，本人深感榮幸。

小時候的我曾經居住過面積較細小的單位，雖然居住環境尚可，但已經明白到房屋對人民生活質素的重要性。我深信，房屋不單是安居樂業的基本要素，更是建立鄰里關係和活化社區之本。加入房協初期，我深深感受到機構銳意為不同階層的香港市民提供優質房屋的使命，這與我矢志服務社會的信念不謀而合。

時至今日，我和房協仍然貫徹服務社群的理念，並隨着年月與香港同步演變。在過去20年，房協除了繼續提供優質的居所外，更按時代和市民需求致力解決房屋問題，開創不同類型的房屋先導計劃。由於房協擁有它獨有的優勢——既有私人機構的靈活進取，亦具備法定機構的穩健縝密，這讓我們推行創新的房屋項目時更得心應手，當中長者房屋項目就是最佳例子。早於90年代初，房協預見香港人口老化問題日益嚴重，長者的住屋需求將會很快浮現。猶記得當時房協政策規劃靈活，適時調節發展方向，開拓了長者房屋項目。到了今天，房協的長者房屋在社會上得到不俗的評價，我們為此感到自豪。

從初創時期不斷蛻變成長，房協的成功發展，實有賴多年來員工上下的克盡己職、不斷改進、力求創新的成果。我們本着「顧客為本」、「優質為尚」、「人才為基」及「資源為用」的信念，一步步奠下穩健的基礎，並帶領機構邁向新里程。

70年來，房協陪伴着香港一起成長，而這本特刊正記載了房協與香港共同走過的歲月，希望讓各位讀者更了解房協如何在不同時代回應社會的需要。在未來的日子，香港可能仍面臨種種新挑戰，但我深信，香港人將一如既往克服這些難關，而房協將繼續秉持「建屋惠民」的使命，提供創新優質的房屋項目，竭誠為市民服務。

A handwritten signature in black ink, reading '黃傑龍' (Wong Jialong). The signature is fluid and stylized, with the characters '黃', '傑', and '龍' clearly visible.

黃傑龍
香港房屋協會行政總裁兼執行總幹事

In a flash, the Hong Kong Housing Society (HKHS) has come to the time of its 70th anniversary while it is also my 25th year serving the organisation. I feel very honoured to celebrate this memorable moment with every one of HKHS and to write the foreword for this commemorative book.

I used to live with my family in a rather small flat when I was a kid. Although the living environment was acceptable, it dawned on me how important a pleasant home is meant for people's living quality. I strongly believe that a good environment for living and working is not only a basic need, but also a solid bedrock for building strong neighbourhood relationship as well as a vibrant community. When I first joined HKHS, I was deeply impressed by the strong sense of mission and commitment of the organisation to provide quality housing for different segments of the community, which shares the same value as mine to serve the public.

Over the years, HKHS and I have been paying heed to the mission of serving the community and continuously evolving along with the changes of Hong Kong. In the past two decades, not only has HKHS endeavoured to developing quality housing but also tackling housing problems to meet the changing needs of the community through piloting different first-of-its-kind housing schemes. HKHS' competitive edge lies with its unique positioning. While remaining prudent as a statutory body, it is also operating with flexibility and proactivity as a private entity. We can therefore be able to pioneer various innovative housing solutions, as demonstrated by our initiatives in elderly housing. Started in the early 90s, HKHS has anticipated the forthcoming challenges of the rapidly ageing population as well as the consequent housing needs of senior citizens. I still remember how we managed to re-engineer our development direction, by virtue of the flexible policy planning in those days, for launching the elderly housing projects. Nowadays, it gives me great pleasure to see our elderly housing projects earning good reputation in the community.

Since its inception, HKHS has gone from strength to strength. Its remarkable accomplishments were built upon the concerted and unfailing efforts of the entire team, their tireless pursuance of excellence and persistence in innovation. In tandem with our core values focusing on "Customer", "Quality", "Value" and "Prudence", we are able to create a strong foundation that guides our work and scale new heights in the years to come.

HKHS has been growing with Hong Kong for 70 years. This commemorative book features a collection of remarkable moments that are evident of the strong ties between Hong Kong and us. I hope that you will enjoy reading this book that will let you see how we responded to the social needs in different eras. There may be new challenges ahead of us, but I trust that Hong Kong people could overcome all the battles, and at the same time, HKHS will continue to uphold our mission of building quality homes and providing innovative solutions to serve the housing needs of Hong Kong people.



Wong Kit-loong

Chief Executive Officer and Executive Director
Hong Kong Housing Society



蛻變 成長

The
Burgeoning
Era

1948-1997



1945年，二戰結束，香港重光。戰後初癒的香港依然滿目瘡痍，百廢待舉；社會物資匱乏，樓房住屋嚴重不足。40、50年代之交，國內政治不穩，數以萬計難民南逃而來，於港九各山頭搭建簡陋的大小寮屋，房屋問題越見嚴峻。當時，香港尚未制訂任何公共房屋政策，更未有專職部門規劃和興建公共房屋，因此，回應這個時代召喚的力量便來自民間——香港房屋協會（房協）由此誕生。

As World War II came to an end in 1945, Hong Kong was liberated from occupation. The city was devastated and traumatised in the post-war aftermath. There was material deprivation and a shortage of housing. From the 1940s to 1950s, vast numbers of mainlanders flocked to Hong Kong driven by the incessant crises in the political arena of the Chinese mainland. The refugees built huts and settled themselves on unoccupied hillsides, which worsened the already severe housing problem. At that time, Hong Kong had not yet devised any public housing policy, not to mention any departments to steer the planning and building of public housing. The issue was made clear to the community that the housing problem must be faced and solved and thus, the Hong Kong Housing Society (Housing Society) was established.

1945

日本戰敗投降，香港重光。
Hong Kong was liberated
from Japanese occupation
after the defeat of Japan in
World War II.



時代召喚 Responding to Mission Call



房協的執行委員會舉行會議（攝於1962）：（左起）祈德尊爵士（主席）、Mr G Norton、陳乙明先生（榮譽司庫）和關祖堯爵士（副主席）。

Housing Society's Executive Committee at meeting, 1962: (From left) Sir Douglas Clauge (Chairman), Mr G Norton, Mr Tan Jat-min (Hon Treasurer), Sir Cho-yiu Kwan (Vice-Chairman).

1947年，倫敦市長透過「空襲救災基金」向香港福利議會捐出一萬四千英鎊。香港聖公會何明華會督是當時議會的成員之一，提議把這筆捐款設立一個建造房屋的機構，以紓緩香港嚴峻的住屋問題。他聯繫了一群熱心的社區領袖，組成委員會，在1948年4月17日舉行第一次會議，其後在1951年根據《香港條例第1059章》註冊成為法定團體，為香港第一個從事公共房屋事務的法定獨立機構。這家機構正是與香港一同經歷了70載變遷的房協。

In 1947, The Lord Mayor of London donated a sum of 14,000 pounds from its Air Raid Distress Fund to the Hong Kong Social Welfare Council. A member of the Council and the Anglican Bishop of Hong Kong, the Reverend RO Hall, took the lead to use the donation to launch a housing organisation for mitigating Hong Kong's serious housing problems. Bishop Hall, together with a group of social leaders, established a committee which held its first meeting on 17 April 1948. The Housing Society was formally established in 1951 as a statutory body under Hong Kong Ordinance Chapter 1059. It was the first-ever independent statutory body in Hong Kong that undertook public housing affairs, and has since then served the Hong Kong community for seven decades.

1945-1950

大批難民從大陸湧入，香港人口由60萬急升至210萬。

An influx of refugees from the Mainland led to a substantial increase of the Hong Kong population from 0.6 to 2.1 million.



1948

香港房屋協會成立。
The Hong Kong Housing Society was founded.



房協首個項目——上李屋，於1952年落成。
The Housing Society's first project, Sheung Li Uk, completed in 1952.

1952

房協建成第一個出租屋邨——上李屋。
Sheung Li Uk, the first rental housing estate of the Housing Society, was completed.

1953

12月25日，石硤尾寮屋區大火，促使政府開展公共房屋計劃。
On 25 December, a fire in the Shek Kip Mei squatter area spurred the Government to start the planning of public housing.



上李屋單位相比當時的寮屋，可說是寬敞舒適。

Compared to squatter areas back then, the residential units of Sheung Li Uk were spacious and comfortable.



上李屋的兒童遊樂設施。
The children's playground in Sheung Li Uk.



面對戰後的香港，房協決心在房屋建設上擔當重要的角色，為香港普羅家庭提供價格相宜、符合人道主義的獨立居所，與市民共同渡過這段艱苦歲月。1952年，香港首個出租屋邨、房協首個房屋項目——上李屋在深水埗落成，提供五座共360個單位，可容納1,900名租戶。上李屋突破當時單位共用設施的設計概念，單位內配備獨立廚房和配有花灑的衛生間，邨內更設有社區中心、休憩空間及基本的兒童遊樂設施。這雖然是房協初試啼聲的試驗項目，但其質素已遠較當時大多數的房屋優勝，創新的設計概念更成為日後公共屋邨的雛型。

The Housing Society was determined to play a vital role in providing affordable, humanitarian and independent housing for the general public, in order to stand shoulder to shoulder with the people of Hong Kong to ride out the difficult post-war period. In 1952, the first rental housing estate in Hong Kong, Sheung Li Uk, was completed in Sham Shui Po, providing 5 blocks with 360 residential units and accommodating 1,900 tenants. To break out from the communal design which prevailed at that time, Sheung Li Uk provided self-contained flats with kitchens, bathrooms and balconies. Moreover, it was better planned and managed with the provision of community centres, public open spaces and basic play equipment for children. Although it was a pilot project of the Housing Society and the conditions were relatively primitive, the quality of those flats was already far better than most other housing during that difficult time and became a prototype for future public housing.

1954

工務局於石硤尾災場附近建成首批兩層高的平房安置災民。與此同時，香港屋宇建設委員會於4月成立，為市民提供廉租居所。

The Public Works Department built the first of a series of two-storey bungalow houses near the site of the Shek Kip Mei fire to shelter victims. At the same time, the former Hong Kong Housing Authority was set up in April to provide low-cost flats.



屋邨內的幼稚園。
Kindergarten in an estate.

上李屋的落成，不但開展了香港公共房屋的發展史，亦為房協70年來突破時代限制的創新房屋概念掀起了序幕。房協其後陸續興建多個出租屋邨，當中包括1955年的紅磡村、馬頭涌平房區，1959年荃灣的四季大廈，1961年北角的丹拿山邨等，並在設計這些項目時別具心思，既考慮到幼童成長後所需的空間轉變，亦在規劃社會支援設施時，特別加入相應商店以配合社區所需，回應市民對房屋及相關服務的殷切期望。



1958年的紅磡村，現已重建為家維邨。
Hung Hom Estate in 1958, which was redeveloped into Ka Wai Chuen.

1955

房協興建的兩個出租屋邨，包括紅磡村及為安置內地難民而建的馬頭涌平房區相繼落成，共提供 1,444 個出租單位。

Two rental housing estates of the Housing Society, including Hung Hom Estate and Ma Tau Chung Cottage Area that was built for the mainland refugees, were completed to provide a total of 1,444 rental units.

“Yue Kwong Chuen” was honoured as the most beautiful estate name which bonded with the strong local heritage of Aberdeen where it was once a fishing village. All building names of this estate are composed of “different elements of the sea”, e.g. Pak Sha Lau, Shun Fung Lau, Hoy Kong Lau, Ching Hoi Lau and Hoy Au Lau.

／屋邨名字的由來
Origin of the Estate Name

漁光村

Yue Kwong Chuen

「海鷗樓」。漁光村曾被譽為「名字最美的屋邨」。

香港仔為傳統漁港，充滿濃厚的漁村風貌，「漁光村」亦因此而命名。屋邨內的樓宇名字均與海有關，包括有「白沙樓」、「順風樓」、「海港樓」、「靜海樓」和

1961

工務局開始興建政府廉租屋邨，為低收入家庭提供居所。The Public Works Department started to build the Government Low Cost Housing for lower-income families.

同年，房協轄下的出租屋邨（啟德邨二期和丹拿山邨）落成。In the same year, two rental housing estates (Phase II of Kai Tak Estate and Tanner Hill Estate) of the Housing Society were completed.

The completion of Sheung Li Uk was not only a milestone in the history of Hong Kong public housing development but also turned the page for the Housing Society's housing initiatives in the following 70 years. From then on, the Housing Society had striven to build more rental housing estates, including Hung Hom Estate and Ma Tau Chung Cottage Area in 1955, Four Seasons Estate in Tsuen Wan in 1959 and Tanner Hill Estate in North Point in 1961, etc. In response to the changing needs and desire of the general public for housing and related services, these estates were built to provide for the ongoing needs of the children and the community by giving consideration to the living space and shopping mix.

時任港督柏立基爵士（中）於1960年到訪觀塘花園大廈。
The then Governor of Hong Kong Sir Robert Black (middle) visited Kwun Tong Garden Estate in 1960.



1954

工務局於石硤尾災場附近建成首批兩層高的平房安置災民。與此同時，香港屋宇建設委員會於4月成立，為市民提供廉租居所。

The Public Works Department built the first of a series of two-storey bungalow houses near the site of the Shek Kip Mei fire to shelter victims. At the same time, the former Hong Kong Housing Authority was set up in April to provide low-cost flats.



屋邨內的幼稚園。
Kindergarten in an estate.

上李屋的落成，不但開展了香港公共房屋的發展史，亦為房協70年來突破時代限制的創新房屋概念掀起了序幕。房協其後陸續興建多個出租屋邨，當中包括1955年的紅磡村、馬頭涌平房區，1959年荃灣的四季大廈，1961年北角的丹拿山邨等，並在設計這些項目時特別具心思，既考慮到幼童成長後所需的空間轉變，亦在規劃社會支援設施時，特別加入相應商店以配合社區所需，回應市民對房屋及相關服務的殷切期望。

／屋邨名字的由來
Origin of the Estate Name

勵德邨

Lai Tak Tsuen



為表揚前工務司及房協委員鄔勵德先生而命名，並由鄔勵德先生親自主持屋邨開幕禮。位於大坑的勵德邨與虎豹別墅為鄰，高層大部份的雙數號單位更可以飽覽維多利亞港景色。

Located next to the Haw Par Mansion in Tai Hang, this estate was named in honour of Mr Michael John Wright, the former Director of Public Works and the Housing Society member, who officiated at its opening ceremony. Most of the residents who live on the higher levels with even unit numbers can view the scenery of the Victoria Harbour.

1955

房協興建的兩個出租屋邨，包括紅磡村及為安置內地難民而建的馬頭涌平房區相繼落成，共提供 1,444 個出租單位。

Two rental housing estates of the Housing Society, including Hung Hom Estate and Ma Tau Chung Cottage Area that was built for the mainland refugees, were completed to provide a total of 1,444 rental units.

1961

工務局開始興建政府廉租屋邨，為低收入家庭提供居所。

The Public Works Department started to build the Government Low Cost Housing for lower-income families.

同年，房協轄下的出租屋邨（啟德邨二期和丹拿山邨）落成。

In the same year, two rental housing estates (Phase II of Kai Tak Estate and Tanner Hill Estate) of the Housing Society were completed.



1961 年北角的丹拿山邨，現已拆卸及發展為優質長者房屋項目「雋悅」。
Tanner Hill Estate in 1961, which has now been redeveloped into The Tanner Hill, a quality elderly housing project.

The completion of Sheung Li Uk was not only a milestone in the history of Hong Kong public housing development but also turned the page for the Housing Society's housing initiatives in the following 70 years. From then on, the Housing Society had striven to build more rental housing estates, including Hung Hom Estate and Ma Tau Chung Cottage Area in 1955, Four Seasons Estate in Tsuen Wan in 1959 and Tanner Hill Estate in North Point in 1961, etc. In response to the changing needs and desire of the general public for housing and related services, these estates were built to provide for the ongoing needs of the children and the community by giving consideration to the living space and shopping mix.

時任港督柏立基爵士（中）於 1960 年到訪觀塘花園大廈。
The then Governor of Hong Kong Sir Robert Black (middle) visited Kwun Tong Garden Estate in 1960.



回應挑戰 Embracing Challenges

踏入60年代，隨着香港社會經濟漸趨穩定，普羅市民對公共房屋的需求持續增加。政府在1964年發表白皮書，提出加快興建徙置區及廉租屋，希望能把全港百分之四十三人口遷進政府或政府資助的樓宇內。政府由於肩負興建更多公共房屋的重責，而承擔龐大的財政壓力，這意味着政府將減少貸款予房協這類民間組織，房協因而需自行承擔其公共房屋計劃。



穩健發展基礎

面對資金壓力的難題，房協並沒有躊躇不前，反而昂然踏步，走得更前。事實上，房協早在制定租金時，已預留一定的儲備金作為未來興建新屋邨之用，這為日後自我融資提供穩健基礎。房協在1967年的年報上提出「未來的樓宇興建計劃，財政全賴自我融資」的方向，一力承擔籌集資金和興建優質房屋的責任，並期望把租戶數目躍增三倍，由1965年的五萬增至1969年達15萬，可見房協建屋惠民之心，未因融資困難而退縮。

啟德邨的兩座大廈啟明樓和德明樓分別於1960年和1961年落成，現已拆卸重建為啟德花園。

Kai Ming House and Tak Ming House: two buildings in Kai Tak Estate that were built in 1960 and 1961 respectively. They were later redeveloped into Kai Tak Garden.

1965

政府成立房屋政策委員會，以檢討房屋的供應量、質量，以及各方面的協調。
The Government formed a Housing Board to review the quality, quantity and balance of all aspects of housing.

同年，房協多個大型出租屋邨落成，包括真善美村、健康村和觀塘花園大廈（第二期）。
In the same year, the Housing Society completed a number of large rental housing estates, including Chun Seen Mei Chuen, Healthy Village and Kwun Tong Garden Estate (Phase II).



啟德邨居民的日常生活。
The daily life of the residents in Kai Tak Estate.



In the 1960s, the growing affluence of the community led to an upsurge in demand for housing. In 1964, the Government released its white paper, in which it pledged to accelerate the construction of resettlement and low-cost housing to rehouse 43% of the population into public rental housing or government subsidised housing. The commitment made by the Government on the provision of public housing put immense pressure on its finances which meant funding for sponsoring non-governmental organisations like the Housing Society would diminish. Therefore, it was necessary for the Housing Society to ride on its own resources for public housing projects.

A Solid Foundation for Development

Despite the financial pressure, the Housing Society did not stagger but kept moving ahead to embrace the new challenges. Indeed, the Housing Society had set aside a reserve when setting the rentals which paved the way for self-financing its future estate development. The annual report 1967 laid down the direction that all future building projects would be totally self-financing. That meant the Housing Society would bear the responsibilities of both fund-raising and building quality housing. It also aimed to multiply by threefold its number of tenants from 50,000 in 1965 to 150,000 in 1969. This demonstrated the unflinching commitment of the Housing Society to create homes for the people.

1972

港督麥理浩爵士公布十年建屋計劃，目標是十年內為180萬人提供獨立房屋單位，並計劃發展新市鎮。

The then Governor of Hong Kong Sir MacLehose announced a Ten-year Housing Programme to provide self-contained housing for 1.8 million people and also to start the development of new towns.



明華大廈的單位面積已提升。
Increase of the unit areas in
Ming Wah Dai Ha.



真善美邨內興建幼稚園。
The Kindergarten in Chun Seen Mei Chuen.

毫無疑問，從政府批出長期低息貸款的發展模式，走向自我融資之路，每一步走來都是挑戰。儘管如此，回望房協成立後的首20年，展示房協標誌的13個出租屋邨遍佈港島、九龍及新界，名冊上共有十萬名租戶，大大紓緩了當時緊張的房屋供應問題。

居住環境與時並進

來到70年代，香港經濟逐漸起飛，工業和貿易快速增長。房協注意到市民的生活水平相應提高，明白他們不只追求片瓦遮頭，期望享有更高質素的居住環境。

1972年，房協作出了前瞻性的決定，先從居住面積方面着手，將轄下單位的面積，由每名成年人35平方呎增加至45平方呎，為未來的屋邨規劃訂下一個全新的指標。儘管當時香港人口的年齡仍然年青，房協已預見屋邨長者人口漸多的趨勢，因此開始興建為長者而設的小型單位，配合預計的社會結構轉變。同時，房協亦按照政府規定，在屋邨內興建小學、特殊單位和社區中心，着力為居民提供設施周全、環境理想的居所。

1973

政府開始在新界區大規模發展新市鎮，三個率先發展的新市鎮為荃灣、沙田及屯門。

The Government began to develop new towns in the New Territories, including Tsuen Wan, Sha Tin and Tuen Mun.



Undoubtedly, every step from the cessation of the Government's low-interest loans to self-financing is a challenge to the Housing Society. Notwithstanding this, the Housing Society had completed 13 rental estates across the territory housing 100,000 residents in its first 20 years. Looking back, it helped alleviate the mounting demand for housing supply at that time.

A Dedication to Enhance the Living Environment

Moving into the 1970s, Hong Kong's economic growth began to flourish with pronounced industrial and commercial developments. A shelter was not enough to fulfill the people's higher aspirations for their living environment and who were looking for a better quality of life.

In 1972, the Housing Society made a forward-looking decision which was to upgrade the average living space of its rental units from 35 square feet to 45 square feet per person. This set a new benchmark for the future planning of estates. The Hong Kong population was young at that time, but the Housing Society had already anticipated the ageing trend and developed small-sized flats for the elderly in its rental estates. In line with the Government's regulations, the Housing Society also provided primary schools, flats for people with special needs and community centres in its estates. These ancillary facilities offered a quality living environment for the residents.

1966年，時任港督戴麟趾爵士主持明華大廈牌匾揭幕儀式。

The then Governor Sir David Trench officiated at the plaque unveiling ceremony of Ming Wah Dai Ha in 1966.



樂民新村內設有社區中心。

A community centre in Lok Man Sun Chuen.



勵德邨的天台網球場。

The tennis court on the rooftop of Lai Tak Tsuen.

1974

房協關注到早期於市區發展的樓宇已老化，故推行「市區改善計劃」，將殘破舊樓重建。

As some buildings developed in the urban districts in the early days became aged, the Housing Society launched the Urban Improvement Scheme to redevelop dilapidated buildings.

致力改善社區

70年代中期，不少早年發展的社區已日漸老化，不單舊樓密集、衛生環境惡劣，其僭建物之多也嚴重影響樓宇的結構安全，情況令人憂慮。

有見及此，房協積極回應其時任執行委員會成員鍾逸傑爵士在1974年的倡議，推出「市區改善計劃」，向舊區住戶收購單位，然後將舊樓拆卸，重新規劃，以興建質素較佳的新式樓宇。房協於同年在堅尼地城開展首個項目，將西營盤舊樓清拆，重建為「美新樓」。隨後的20年，有關項目工程全速進行，先後開展了30個市區改善項目，包括當中最大型項目——清拆油麻地六街的112幢戰前舊樓，於1991年重建為「駿發花園」，藉此改善舊區的居住環境。

1999年，房協最後一個市區改善項目「荷里活華庭」落成。然而，一幢幢由房協興建的重建樓宇至今仍佇立在香港各區，印證着房協在改善市區居住環境的歷程上佔着重要的角色。



美新樓於1976年落成，是「市區改善計劃」的首個項目。
Mei Sun Lau, the first Urban Improvement Scheme project completed in 1976.



位於上環的荷李活華庭標誌着「市區改善計劃」圓滿終結。

With the completion of Hollywood Terrace in Sheung Wan, the Urban Improvement Scheme was concluded.

／屋邨名字的由來
Origin of the Estate Name

觀龍樓

Kwun Lung Lau

觀龍樓位於堅尼地城，
當從高處俯瞰時，
七座大樓連成一起，
儼如一條中國蟠龍，
氣勢非凡，因而得名
觀龍樓。



攝於1976年
Photo taken in 1976

Located in Kennedy Town, the estate name reflects the impressive shape of its seven buildings linking with each other like a vivid Chinese dragon when viewed from a high altitude.

redevelopment. The first Urban Improvement Scheme project was implemented in Kennedy Town where old buildings were pulled down and redeveloped into Mei Sun Lau. Over the next 20 years, the Scheme was implemented in full swing. Altogether, the Housing Society had completed 30 projects that improved the living conditions of the old districts, including in 1991, the largest project to redevelop 112 pre-war buildings located on the original site of Six-Streets in Yau Ma Tei which became Prosperous Garden.

The completion of Hollywood Terrace in 1999 concluded the Urban Improvement Scheme. Nonetheless, the territory-wide presence of buildings redeveloped by the Housing Society manifests its crucial role in the history of improving the urban living environment.

1974

房協關注到早期於市區發展的樓宇已老化，故推行「市區改善計劃」，將殘破舊樓重建。

As some buildings developed in the urban districts in the early days became aged, the Housing Society launched the Urban Improvement Scheme to redevelop dilapidated buildings.

致力改善社區

70年代中期，不少早年發展的社區已日漸老化，不單舊樓密集、衛生環境惡劣，其僭建物之多也嚴重影響樓宇的結構安全，情況令人憂慮。

有見及此，房協積極回應其時任執行委員會成員鍾逸傑爵士在1974年的倡議，推出「市區改善計劃」，向舊區住戶收購單位，然後將舊樓拆卸，重新規劃，以興建質素較佳的新式樓宇。房協於同年在堅尼地城開展首個項目，將西營盤舊樓清拆，重建為「美新樓」。隨後的20年，有關項目工程全速進行，先後開展了30個市區改善項目，包括當中最大型項目——清拆油麻地六街的112幢戰前舊樓，於1991年重建為「駿發花園」，藉此改善舊區的居住環境。

1999年，房協最後一個市區改善項目「荷里活華庭」落成。然而，一幢幢由房協興建的重建樓宇至今仍佇立在香港各區，印證着房協在改善市區居住環境的歷程上佔着重要的角色。

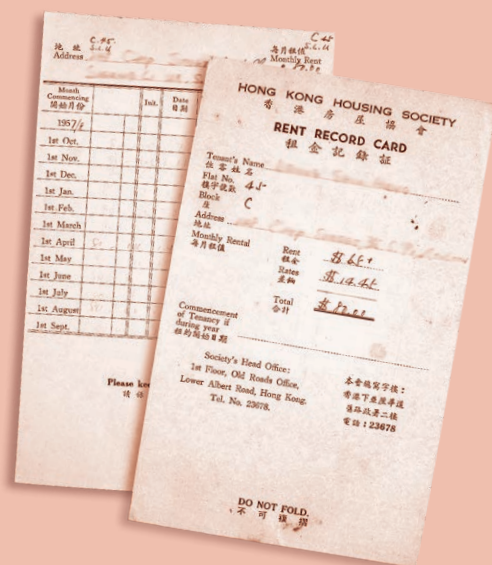
／昔日收租 Rent Collection in the Past

劃租咭

Rent Record Card

At first in the old days, estate managers would visit the estate residents from door to door to collect rents, bring the cash back to the estate offices and keep it in the safe. Years later, the estate managers could simply shout “Sign Rent Record Cards” along the corridors on each floor, and the residents would then come to them and present the payment receipt stamped with a bank chop and their own rent record cards for signing.

早期，屋邨經理上門逐家逐戶收取租金，然後帶回辦公室，收藏於夾萬內。其後，收租方式有所改變，屋邨經理走到屋邨每層的中夾長走廊，大叫「劃租咭」。租戶便會開放大門，出示租金記錄和銀行蓋印的收據，證明租戶已支付租金。屋邨經理看到已蓋印的收據，便會簽署作出確認，即「劃租咭」。



油麻地六街的戰前舊樓（右圖），後重建為駿發花園（下圖）。
The pre-war buildings at the Six-Streets in Yau Ma Tei (right), which were later redeveloped into Prosperous Garden (below).



A Passion for Improving the Community

By the mid-1970s, Hong Kong was witnessing a deterioration in many of the properties developed in earlier decades. Congested buildings, dilapidated living conditions and unauthorised building structures were signs of urban blight.

To tackle the problem of urban decay, the Housing Society responded swiftly by launching the Urban Improvement Scheme in 1974 as proposed by the then member of Executive Committee, Sir David Akers-Jones. Under this Scheme, the Housing Society acquired properties from residents in old districts for

redevelopment. The first Urban Improvement Scheme project was implemented in Kennedy Town where old buildings were pulled down and redeveloped into Mei Sun Lau. Over the next 20 years, the Scheme was implemented in full swing. Altogether, the Housing Society had completed 30 projects that improved the living conditions of the old districts, including in 1991, the largest project to redevelop 112 pre-war buildings located on the original site of Six-Streets in Yau Ma Tei which became Prosperous Garden.

The completion of Hollywood Terrace in 1999 concluded the Urban Improvement Scheme. Nonetheless, the territory-wide presence of buildings redeveloped by the Housing Society manifests its crucial role in the history of improving the urban living environment.

轉型時期 Rising to New Opportunities

80年代，香港正值中英談判的時期，「97過渡」成為社會的一大議題。在這風雨飄搖的時代，房協服務市民的社會使命卻更見承擔，並隨着政府房屋政策的轉變，在房屋發展的歷程上展開新的一頁。

告別匱乏世代，香港人口在80年代初急速增長，跨越了510萬大關，當中又以年輕人居多，他們成家立室帶來的住屋需求漸漸浮現。政府雖然早已推出「十年建屋計劃」，然而及至1982年，實際建屋量距離目標仍遠，未能有效解決市民大眾不斷在轉變的住屋需求。此時，房協配合社會時代的步伐，靈活調整了旗下業務的營運方向，擴大房屋項目的類型。



80年代人口年輕，他們組織小家庭後，增加房屋需求。
The young population in the 1980s fueled the new wave of housing demand as they set up their own families.

1982

由於石油危機導致世界經濟衰退，以及難民潮等問題，政府宣布將十年建屋計劃延長五年至1987年，以完成尚未達到的建屋目標。
Facing the impacts of world recession touched off by the oil crisis, influx of refugees and other issues, the Government announced to extend the Ten-year Housing Programme for another 5 years to 1987 for achieving the target of housing supply.



祖堯邨設施完善，設有全港首個公共屋邨的游泳池。
Cho Yiu Chuen was the first public housing estate built with a swimming pool in Hong Kong.



樓高38層的祖堯邨啟敬樓於1981年落成，是當年全球最高之公共屋邨建築物。
The 38-storey Kai King Lau in Cho Yiu Chuen completed in 1981, was the world's tallest public housing building at that time.

In the 1980s, during the Sino-British Negotiations, the transition of sovereignty was of major public concern. The political instability, however, did not undermine but strengthened the Housing Society's social mission to serve the Hong Kong people. The history of housing development in Hong Kong also embarked on a new journey at that time, as a result of housing policy changes initiated by the Government.

The time of need came to an end. The local population expanded to over 5.1 million in the early 1980s. As most of them were young people, their demand for housing began to emerge when they started to form families. Though the Government had already implemented the Ten-year Housing Programme, up until 1982, there was still a wide gap between the actual and targeted flat production, hence the ever-changing demand for public housing could hardly be satisfied effectively. To respond to the changes, the Housing Society deployed resources to reorient its business operations to creating more housing options.

1984

中英雙方簽署《中英聯合聲明》。文件中訂明，政府每年批出作私人住宅發展用途的土地面積上限為50公頃。

The Sino-British Joint Declaration was signed, which stipulated that the annual land disposal for private residential development should not exceed 50 hectares.



乙明邨位於沙田城門河側，以提供小型單位居多。

Adjacent to the Shing Mun River in Sha Tin, Jat Min Chuen mainly provided small units.

發展高層屋邨項目的開始

為了回應新時代帶來的挑戰，房協作出多項新嘗試——芸芸例子當中，發展高層出租屋邨可謂極具代表性。由於市區土地有限，加上人口結構出現轉變，家庭趨向細小化，房協意識到早期興建的低層出租屋邨模式，已未能滿足市民住屋需求。有見及此，房協轉向興建高樓層的屋邨、發展密度較高的建築群，藉此提供更多住屋單位。

房協創新的建屋設計意念再次展現。1981年，位於葵涌祖堯邨、樓高38層的啟敬樓落成，成為當年全球最高的公共屋邨建築物。同年，位於沙田的乙明邨落成，成為當時房協轄下最大型的高層出租屋邨。三座樓宇各高32層，主要提供小型單位給小家庭居住，幫助年輕家庭建立自己的小天地，邨內更設有游泳池及滾軸溜冰場，居住環境令居民喜出望外。由於市民反應甚佳，房協自此立定方針，轉向投入興建高層樓宇項目。乙明邨的出現，標誌着房協興建高層出租屋邨時代的開始。

1987

政府推出長遠房屋策略（1987–2001），除提供公共租住房屋外，亦提供置業資助，使有能力的公屋租戶及中下收入家庭自置居所。
The Government introduced the Long Term Housing Strategy (1987–2001) that included the provision of public rental housing, and also assistance offered to help tenants of public housing estates and low-/middle-income families with better affordability to purchase their own flats.

The First High-rise Estate

In response to the challenges of a new era, the Housing Society unveiled a number of new housing initiatives, of which high-rise estates were a notable one. Given the scarcity of urban land, the structural change of the Hong Kong population and the emergence of smaller-sized families, the Housing Society realised that the low-rise design of rental housing estates in the early days could no longer meet the housing needs of the public. Therefore, high-rise buildings began to appear in its estates which were also of higher density design, in order to provide more rental units.

Every challenge is an opportunity for the Housing Society to unleash its skill in innovation. In 1981, the 38-storey Kai King Lau in Cho Yiu Chuen was the world's highest public housing building, while another rental estate Jat Min Chuen was the largest housing estate of the Housing Society. Comprising three 32-storey buildings, Jat Ming Chuen provides small flats for young families. Moreover, the residents were amazed by the provision of a swimming pool and a roller-skating rink in the estate. Jat Ming Chuen received an overwhelming public response, and its success has affirmed the direction of the Housing Society in developing high-rise rental estates.



乙明邨設有綠化的休憩用地，環境舒適。
Jat Min Chuen was designed with a green recreational area.

1992

為遏止投機活動，政府向預售樓花買家徵收印花稅，同時將住宅物業按揭成數上限定為七成。

To suppress speculative activities in the property market, the Government levied stamp duty on the purchase of uncompleted flats and set the maximum loan-to-value ratio of residential properties at 70%.

開拓不同模式的建屋計劃

一直以來，置業安居是廣大市民夢寐以求的目標，而房協就是幫助大眾實現夢想的鑰匙。來到80年代末至90年代初，房協嘗試開拓不同類型的建屋計劃，為香港市民提供資助出售房屋，幫助有經濟能力的公屋租戶或中等收入的家庭自置物業，這些措施包括「住宅發售計劃」和「夾心階層住屋計劃」。

1984年，時任房協主席梁紹榮先生公布了一項大型的房屋計劃，動用17億港元在未來五年內興建9,200個出租單位和1,600個出售單位。這些出售單位建成後，以優惠價格發售予房協轄下屋邨的租戶，或符合政府「居者有其屋」計劃申請資格人士，讓更多市民享有置業機會，計劃大受市民歡迎。房協遂擴大「住宅發售計劃」，將新發展或重建之出租屋邨的部份單位，出售予受市區重建影響的居民，及房協或房屋委員會轄下屋邨的居民。隨着「住宅發售計劃」首個項目、位於荃灣的祈德尊新邨於1989年落成，房協先後推出共十個屋苑項目，提供逾一萬個單位，為市民建造一個又一個宜居的安樂窩。



時任港督衛奕信爵士（右二）於1989年為祈德尊新邨主持開幕典禮。
In 1989, the then Governor Sir David Wilson (2nd from the right) officiated at the opening ceremony of Clague Garden Estate.

90年代初經濟持續發展，部份市民的家庭收入已超過申請公屋及居屋的入息限額，但卻無力追上私人樓宇的升幅，成為了社會上的「夾心階層」。為協助這群「夾心階層」市民，房協應政府委託，推行了「夾心階層置業貸款計劃」，協助有志自置居所的中等入息家庭購買私人樓宇。此計劃共批出27億港元，受惠家庭逾5,700個。房協其後推出「夾心階層住屋計劃」（夾屋），得到政府支持，以市價的一半撥地，將出售單位以優惠價錢售予中等入息家庭，協助他們完成置業夢想。首個夾屋項目「宏福花園」於1995年落成。其後共推出了十個夾屋項目，提供約9,000個單位。1997年出現金融風暴，導致樓價大幅下滑，為穩定樓市，政府宣佈夾屋計劃自1998年起停止發展新項目。其後，房協因應市場情況，把餘下三個本為夾屋屋苑的加惠臺、曉峰灣畔及怡心園改作私人樓宇，向政府補地價後以市值價格出售。



房協首個「住宅發售計劃」項目——祈德尊新邨。
Clague Garden Estate, the first Flat-For-Sale Scheme project.

1993

房協受政府委託，推行「夾心階層置業貸款計劃」，並於1994年推出「夾心階層住屋計劃」，由時任房屋司黃星華博士（右二）為該計劃主持揭幕儀式。

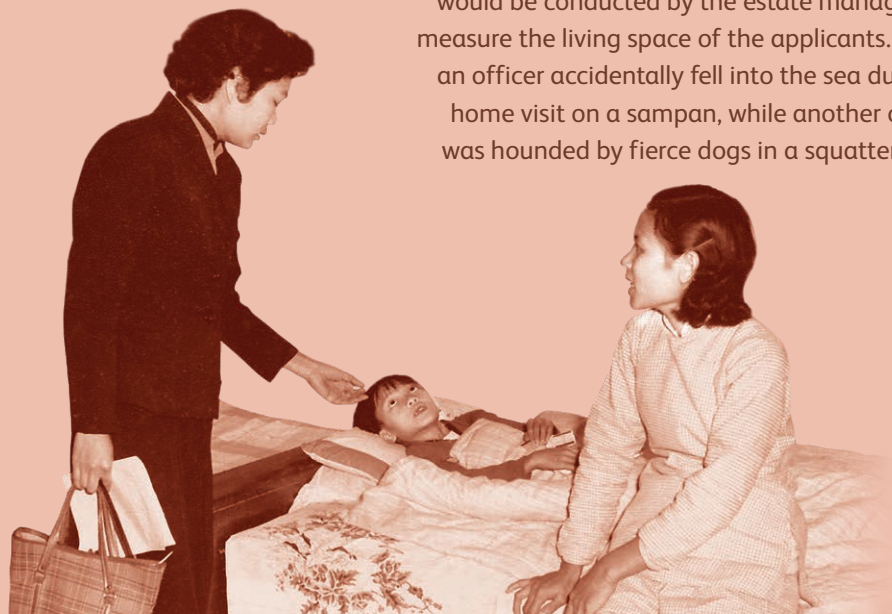
The Housing Society was appointed by the Government to administer the Sandwich Class Housing Loan Scheme, and in 1994 launched the Sandwich Class Housing Scheme with a ceremony officiated by the then Secretary for Housing Dr Dominic Wong Shing-wah (2nd from the right).



／申請房屋
Application for Rental Housing
家訪
Home Visits

早期，香港市民如果想申請房協的廉租屋，需通過嚴格的經濟審查。除必須符合入息標準外，居住環境的擠迫情況亦會影響申請。因此，屋邨經理會進行家訪，量度申請人的居住面積。曾經有職員到避風塘的舢舨進行家訪時，不慎跌落水中；亦有職員在寮屋區內被狗隻追趕。

In the early days, people who applied for the Housing Society's rental housing not only had to pass stringent financial assessments but were also assessed for whether they lived in overcrowded conditions. Therefore, home visits would be conducted by the estate managers to measure the living space of the applicants. Once, an officer accidentally fell into the sea during a home visit on a sampan, while another officer was hounded by fierce dogs in a squatter area.



宏福花園是首個夾屋屋苑。
The first Sandwich Class Housing Scheme project, Tivoli Garden.

The economic development of Hong Kong continued progressively in the early 1990s, and a social segment dubbed “Sandwich Class” appeared. These families' incomes were too high to qualify to apply for public rental housing or HOS but were insufficient to afford homes in the private market. The Housing Society was appointed by the Government to administer the Sandwich Class Housing Loan Scheme to help these middle-class families purchase private flats. Loans amounting to HK\$2.7 billion had been granted, benefiting over 5,700 families. The Housing Society then implemented the SCHS. With the Government's support to grant land at half of the land premium, properties developed under this scheme were sold at concessionary prices to eligible middle-income families. The first project Tivoli Garden was completed in 1995 and in total 10 projects were developed providing about 9,000 units. Due to the financial turmoil in 1997, property prices plunged and the Government decided to cease the SCHS in order to stabilise the property market. In view of the change of market needs, three of the SCHS developments were converted into private properties for sale at full market value. These included Cayman Rise, Mountain Shore and Serenity Place.

1992

為遏止投機活動，政府向預售樓花買家徵收印花稅，同時將住宅物業按揭成數上限定為七成。

To suppress speculative activities in the property market, the Government levied stamp duty on the purchase of uncompleted flats and set the maximum loan-to-value ratio of residential properties at 70%.

開拓不同模式的建屋計劃

一直以來，置業安居是廣大市民夢寐以求的目標，而房協就是幫助大眾實現夢想的鑰匙。來到80年代末至90年代初，房協嘗試開拓不同類型的建屋計劃，為香港市民提供資助出售房屋，幫助有經濟能力的公屋租戶或中等收入的家庭自置物業，這些措施包括「住宅發售計劃」和「夾心階層住屋計劃」。

1984年，時任房協主席梁紹榮先生公布了一項大型的房屋計劃，動用17億港元在未來五年內興建9,200個出租單位和1,600個出售單位。這些出售單位建成後，以優惠價格發售予房協轄下屋邨的租戶，或符合政府「居者有其屋」計劃申請資格人士，讓更多市民享有置業機會，計劃大受市民歡迎。房協遂擴大「住宅發售計劃」，將新發展或重建之出租屋邨的部份單位，出售予受市區重建影響的居民，及房協或房屋委員會轄下屋邨的居民。隨着「住宅發售計劃」首個項目、位於荃灣的祈德尊新邨於1989年落成，房協先後推出共十個屋苑項目，提供逾一萬個單位，為市民建造一個又一個宜居的安樂窩。

In the 1950s and 1960s, there was an interesting phenomenon in which the Housing Society was governed by an all-male executive committee, while the estate managers were all female. Back then, women preferred to stay home to look after their families. It was much easier for our female estate managers to conduct home visits and collect rents in person.

於五、六十年代，房協的執行委員會成員全是男性，屋邨經理則全屬女性。由於當時的社會風氣，女性大多留在家中，負責照顧子女和處理家務。她們對女性屋邨經理較少猜疑，願意在收租時打開大門，邀請經理到屋內傾談。

／女性掌舵

Female Estate Managers

屋邨管理

Estate Management



1993

房協受政府委託，推行「夾心階層置業貸款計劃」，並於1994年推出「夾心階層住屋計劃」，由時任房屋司黃星華博士（右二）為該計劃主持揭幕儀式。

The Housing Society was appointed by the Government to administer the Sandwich Class Housing Loan Scheme, and in 1994 launched the Sandwich Class Housing Scheme with a ceremony officiated by the then Secretary for Housing Dr Dominic Wong Shing-wah (2nd from the right).



1996年，時任港督彭定康先生（右）探訪青衣宏福花園。
The then Governor Mr Chris Pattern (right) visited Tivoli Garden in Tsing Yi in 1996.



宏福花園是首個夾屋屋苑。

The first Sandwich Class Housing Scheme project, Tivoli Garden.

Spearheading Various Housing Schemes

The Housing Society has concerned itself with the home ownership aspirations of the general public. From the late 1980s to the early 1990s, it explored various housing schemes to provide the community with subsidised sales flats. That helped the better-off tenants living in public rental housing and middle-income families to purchase flats through the Flat-For-Sale Scheme (FFSS) and the Sandwich Class Housing Scheme (SCHS).

In 1984, the then Chairman, Mr Sydney S W Leong, announced a large-scale housing scheme, involving a capital of HK\$1.7 billion, that envisaged the delivery of 9,200 rental units and 1,600 units for sale in five years. The units for sale were sold at concessionary prices to the tenants in its rental estates and eligible applicants of the Government's Home Ownership Scheme (HOS), so as to benefit more people. The very encouraging sales response inspired the Housing Society to expand the FFSS. Some units of the new or redeveloped rental estates were allocated for selling to those affected by the Urban Improvement Scheme projects and tenants of the Housing Society or the Hong Kong Housing Authority. With the first project, Clague Garden Estate in Tsuen Wan, completed in 1989, 10 FFSS estates had been developed since then, providing over 10,000 units and quality homes for the people of Hong Kong.

The economic development of Hong Kong continued progressively in the early 1990s, and a social segment dubbed "Sandwich Class" appeared. These families' incomes were too high to qualify to apply for public rental housing or HOS but were insufficient to afford homes in the private market. The Housing Society was appointed by the Government to administer the Sandwich Class Housing Loan Scheme to help these middle-class families purchase private flats. Loans amounting to HK\$2.7 billion had been granted, benefiting over 5,700 families. The Housing Society then implemented the SCHS. With the Government's support to grant land at half of the land premium, properties developed under this scheme were sold at concessionary prices to eligible middle-income families. The first project Tivoli Garden was completed in 1995 and in total 10 projects were developed providing about 9,000 units. Due to the financial turmoil in 1997, property prices plunged and the Government decided to cease the SCHS in order to stabilise the property market. In view of the change of market needs, three of the SCHS developments were converted into private properties for sale at full market value. These included Cayman Rise, Mountain Shore and Serenity Place.



自2005年，房協轄下所有出租屋邨和代管屋苑獲頒ISO 9001 質量管理認證。

All rental estates and managed properties of the Housing Society have been awarded ISO 9001 Quality Management certificate since 2005.

促進服務專業化

自成立以來，房協一直用心規劃每一個房屋項目，以心服務每一位居民。隨着旗下房屋項目的類型及屋邨數目增加，房協注意到居民對物業管理服務的期望日漸提高，故早於80年代便積極提升團隊專業技能，加強員工的客戶服務培訓，為住客提供更有效率和優質的貼心服務。新科技亦是房協邁向專業的其中一個途徑。因此，房協早於1986年開始集中訓練職員的電腦知識及操作技術，讓業務運作正式踏進電腦化時代。

提升管治效率

一間機構的內部架構就好像是一幢樓宇的結構支柱，影響着機構的持續發展。90年代初，時任房協執行總幹事蘇慶和先生檢視擁有40年歷史的委員會制度，簡化及重整管理層和員工架構，並根據員工的職責範圍把工作分級，按工作表現制訂薪酬，以



房協的物業管理服務質素卓越。
The Housing Society is known for its professional property management services.

期更有效管理人事編制及增加人力資源管理的靈活性。此等新措施大大提高團隊效率及成本效益，亦激勵員工不斷提升服務質素。

此時此刻，房協已與香港大眾市民攜手走過半世紀。經歷不同年代的社會變遷，房協沿着房屋演變的軌跡蛻變並成長，昂然邁向下一頁更精彩的新里程。

1994

政府重新設立布政司署轄下的房屋科，負責制訂公共和私人房屋發展的政策及策略。港督委任跨部門專責小組，以研究樓市過熱的問題，並公布增加房屋供應和遏止投機措施。

A Housing Branch in the Government Secretariat was re-established to map out housing policy that covered both public and private housing development. The Governor of Hong Kong appointed an inter-departmental task force to study the over-heated property market. Measures were announced to increase the supply of housing and dampen speculation.



房協定期舉辦管理層年會和員工培訓課程，以促進跨部門的交流及協助員工與時並進。

The Housing Society organises Management Forum and staff training regularly to enhance cross-divisional communication and help the staff to keep advancing their knowledge and skills.



Providing Professional Services

The Housing Society has been dedicated to creating quality homes and serving the residents with a passion. It has appreciated the ever increasing expectation of residents on property management services, in parallel with the growth of its housing portfolio including various housing schemes and the rental estates. Since the early 1980s, the Housing Society has invested in enhancing the skills of its staff and strengthening its customer services to provide more efficient and quality services for the residents. To stay in tune with advances in technology, as early as 1986, the Housing Society started to equip its staff with computer knowledge and IT skills to prepare for the digital age.

Strengthening the Corporate Governance

The corporate structure is pivotal to the sustainability of an organisation. In the early 1990s, Mr Victor So Hing-woh, the then Executive Director, reviewed the committee structure that had been established for 40 years, streamlined and re-engineered the organisational structure, and also renewed the staff establishments and commenced a performance-based remuneration system, so as to improve the effectiveness and flexibility of manpower planning and management. These new initiatives have greatly enhanced the team performance and cost efficiency, and also motivated the staff for continuous improvement.

At this point of time, the Housing Society had actually been serving the Hong Kong people for half a century. Through the transitions and changes experienced in each past decade, it had evolved in tandem with the Hong Kong community and readied itself to make further strides towards future milestones.



創新
求進

Breaking New
Grounds

1998-2018



1997年，香港主權順利回歸，香港特別行政區政府成立。回歸前，因經濟發展強勁，樓價飆升至一個市民難以負擔的水平，政府遂訂立一系列建屋計劃，幫助市民自置居所。然而，回歸後不久，金融風暴席捲亞洲，香港不能幸免，經濟急速下滑，房地產泡沫爆破，政府的房屋政策因而須要作出調整。

1997 marked the return of sovereignty and the establishment of the Government of the Hong Kong Special Administrative Region (HKSAR). The economic boom that took place prior to the handover led to a surge in property prices which were beyond the affordability of the general public. The Government therefore introduced a series of housing schemes to help people realise their aspiration for home ownership. Unfortunately, the sudden onset of the Asian financial crisis soon after the handover pierced the economic bubble and caused a sharp downturn in property prices in Hong Kong. The Government had to reshape the housing policy under the prevailing circumstances.

1997

香港特別行政區成立，並公布十年房屋計劃，目標包括每年興建不少於85,000個住宅單位、十年內使自置居所的家庭增至七成，以及在2005年年底前，把輪候租住公屋的平均時間縮短至三年。政府亦成立由財政司司長領導的房屋用地供應督導委員會。

Upon the establishment of the HKSAR, the Government announced the 10-year housing plan aiming to build at least 85,000 housing units a year, to increase home ownership to 70% by 2007, and to reduce the average waiting time for public rental housing to 3 years by 2005. The Steering Committee on Land Supply for Housing chaired by the Financial Secretary was also formed.



邁向新里程 Charting a New Course



回歸後，房屋問題是香港市民最為關注的議題之一。

After the handover, housing became a subject of great concern to Hong Kong people.

1997年香港回歸後，市民置業安居困難重重，房屋成為市民最關注的社會議題之一。社會和經濟的種種難題，無阻房協建屋惠民的決心，房協與政府的合作夥伴關係更趨緊密，按市民需求開創更多不同的房屋先導計劃，發揮創新求進的精神，進一步確立「房屋實驗室」的角色，務求為香港市民提供合宜居所。

After the reunification in 1997, housing was one of the major issues in Hong Kong as many people found it difficult to buy homes. Amid all the social and economic problems, the Housing Society stood firmly on its mission of serving the community with affordable housing. It worked even closer with the Government to launch various pilot housing schemes to serve the needs of the people. Its innovation spirit and the role of a “housing laboratory” were further exemplified, aiming to provide Hong Kong people with more quality homes.



1998年，時任香港特別行政區行政長官董建華先生（左）於房協50周年慶祝酒會上，祝願房協在21世紀的房屋發展上繼續扮演一個重要的角色。
The then Chief Executive of HKSAR Mr Tung Chee-hwa (left) wished the Housing Society continue to play an important role in the housing development of Hong Kong into 21st century at the Housing Society 50th Anniversary Cocktail Reception in 1998.



時任行政長官董建華先生（中）探訪家維邨住戶。
The then Chief Executive of HKSAR Mr Tung Chee-hwa (middle) visited the residents of Ka Wai Chuen.



房協致力為居民提供優質居住環境。
The Housing Society endeavours to create quality living environments for the residents.

創建宜居

協助置業

回歸前後，香港樓價高企，部分市民即使有能力應付每月供款償還樓宇按揭貸款，但仍苦無出路籌謀樓價的首期。為協助更多中等入息家庭達成「上車」置業的願望，房協於1998年受政府委託，肩負起推行「首次置業貸款計劃」的責任。貸款計劃極受歡迎，迅即收到二萬六千份申請。然而，因銀行提供的貸款息率下調，計劃的吸引力漸減，並於2002年終止。最終房協共批出超過148億港元貸款，讓三萬三千多個家庭及單身人士受惠。

開創長者房屋先河

來到90年代末，房協着力房屋供應的同時，開始研究幫助社區的新方式。房協其時預視到香港長者人口持續攀升，將會帶來房屋和社會問題，於是開始調整旗下發展項目的方向，由以往主力為低收入家庭提供可負擔的出租房屋，轉而調撥更多資源，發展長者房屋及引入更多迎合長者需要的配套服務，全面照顧不同階層長者的住屋及護理需要。

1998

經歷亞洲金融風暴，經濟泡沫爆破，樓價迅速下滑，不少物業頓成「負資產」。政府發表《建屋安民、邁向二十一世紀：香港長遠房屋策略白皮書》，並委託房協推出首次置業貸款計劃，以協助中下收入家庭自置居所。

The economic downturn following the Asian financial crisis led to a fall in property prices, whereas many homeowners suffered from negative equity. The Government published the "Homes for Hong Kong People into the 21st Century: A White Paper on Long Term Housing Strategy in Hong Kong", and appointed the Housing Society to administer Home Starter Loan Scheme to help low-and middle-income families to purchase their own flats.



房協於90年代末開展「長者安居樂」住屋計劃，以配合香港人口老化的預期住屋需求。

In the light of the ageing population in Hong Kong, the Housing Society embarked on the Senior Citizen Residences Scheme in the late 1990s to meet the anticipated demand in elderly housing.



Creating Quality Homes

Help the Homebuyers

Property prices had escalated to a record high around the time of reunification. Many families had the ability to make monthly mortgage payments but could not afford the down payment. To help these middle-income families realise their dream of home ownership, the Housing Society launched the Home Starter Loan Scheme in 1998 at the invitation of the Government. The scheme gained widespread popularity and received 26,000 applications. However, due to the decrease in lending rates offered by the banks, the scheme became optional to the eligible home buyers and was ultimately closed in 2002. Altogether, more than HK\$14.8 billion had been granted to some 33,000 families and single persons.

Pioneer Elderly Housing

In the late 1990s, the Housing Society started to explore new ways to serve the community while working hard to maintain the housing supply. It had foreseen the housing and social issues in association with the ever-growing ageing population, and started to modify its development direction from providing affordable rental housing for low-income families to developing elderly housing and related services to meet the housing and healthcare needs of senior citizens in a holistic approach.

1998-1999

房協推出共九個「夾心階層住屋計劃」項目，提供7,896個單位。

The Housing Society launched nine projects under the Sandwich Class Housing Scheme, providing 7,896 units.



2006年，時任香港特別行政區行政長官曾蔭權先生（左）探訪「樂頤居」的長者住戶。

The then Chief Executive of HKSAR Mr Donald Tsang Yam-kuen (left) visited the elderly residents of Jolly Place in 2006.



2008年，時任新加坡建屋發展局主席許慈祥先生（左二），在時任房協主席楊家聲先生（左）陪同下參觀「彩頤居」。

In 2008, the then Housing Society Chairman Mr Yeung Ka-sing (left) accompanied the then Chairman of Singapore Housing and Development Board, Mr James Koh Cher-siang (2nd from the left), to visit Cheerful Court.



2013年，時任香港特別行政區行政長官梁振英先生（左二），在房協主席鄺滿海先生（右二）及行政總裁黃傑龍先生（右）陪同下，探訪「彩頤居」長者住戶。

The then Chief Executive of HKSAR Mr Leung Chun-ying (2nd from the left), accompanied by the Housing Society Chairman Mr Marco Wu Moon-hoi (2nd from the right) and Chief Executive Officer Mr Wong Kit-loong (right), visited the elderly residents of Cheerful Court in 2013.



2005年，時任國家副主席曾慶紅先生（中）到訪「彩頤居」，探訪長者住戶。

In 2005, the then Vice-President of the People's Republic of China Mr Zeng Qing-hong (middle) visited the elderly residents of Cheerful Court.

1999

房協回應人口老化對長者房屋的需求，開展「長者安居樂」住屋計劃。

In response to the needs of elderly housing given rise by the ageing population, the Housing Society embarked on the Senior Citizen Residences Scheme.

2001

市區最後一個大型寮屋區（鑽石山寮屋區）完成清拆。

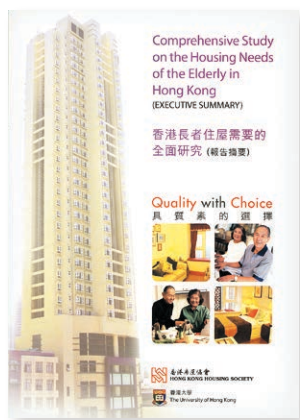
The clearance of the Diamond Hill Squatter Area, the last major urban squatter area, was completed.

房協秉承「房屋實驗室」的角色，在獲得政府的支持下，於1999年推出首創的「長者安居樂」住屋計劃，為60歲或以上的中等收入長者提供一站式生活居所。計劃引進終身租住的嶄新概念，長者只需一筆過繳付定額的租住權費，無須再繳交租金，便可終身住在為長者設計的單位，實現居家安老。兩個先導項目為將軍澳的「樂頤居」和佐敦谷的「彩頤居」，分別於2003年及2004年落成，單位設計可按住戶的年齡及身體狀況的轉變而靈活變動，並結合照護和社交康樂支援服務，例如：中西醫療、復康護理和物理治療等，屋邨內更設有健身室、室內恆溫泳池、水力按摩池，好讓長者住戶實踐健康的退休生活。

該計劃甫推出即大獲好評，申請者遠超過單位數目，這情況顯示了社會對長者房屋的需求殷切，同時也反映出市民對房協提供的長者房屋充滿信心。房協明白到長者房屋方案並非單靠討論便能制訂實行，還需以實質研究作為支持，因此委託香港大學進行「香港長者住屋需要的全面研究」。研究報告中提出「居家安老」的概念，成為了房協接下來規劃長者項目的主要設計原則。令人欣喜的是，房協正規劃位於紅磡利工街的第三個「長者安居樂」項目，就如計劃的名稱一樣，繼續讓長者安居樂活。

As Hong Kong's "housing laboratory", the Housing Society embarked on its first Senior Citizen Residences (SEN) Scheme in 1999, with the support of the Government. This Scheme provides ideal one-stop homes for the middle-income elderly aged 60 or above. The SEN units are disposed of under a "long lease" arrangement. After paying a fixed sum of the entry contribution, the elderly residents can live in the unit for life without the hassle of paying monthly rental. Two SEN pilot projects, namely Jolly Place in Tseung Kwan O and Cheerful Court in Jordan Valley, were completed in 2003 and 2004 respectively. Adaptive designs were adopted for the units to meet the changing physical needs of the elderly throughout the residing period. There are healthcare and social support services for the residents under the same roof including Chinese and Western medical clinics, rehabilitation and occupational therapy centre, etc. A gymnasium, indoor swimming pool and hydropool were also provided in the projects to create a healthy retirement lifestyle.

The two projects attracted huge interest as revealed by the multitude of people flocking to apply. It reflected the strong demand for this type of housing and also the public confidence in the elderly housing provided by the Housing Society. Appreciating that research support is essential for having a full understanding of the market situation, the Housing Society appointed the University of Hong Kong to conduct the Comprehensive Study on the Housing Needs of the Elderly in Hong Kong. The study suggested the concepts of "Ageing in Place" which became the core guiding principle underpinning its elderly housing design and development. Currently, the Housing Society is developing the third SEN project at Lee Kung Street in Hung Hom. As denoted by its Chinese name, the SEN Scheme shall let the seniors enjoy a quality and happy living.



2002

房屋及規劃地政局局長於11月發表有關房屋政策的聲明，以穩定市場，當中包括停止土地拍賣、停售房協的資助自置居所計劃及房委會的居屋和租者置其屋計劃等。有關政策被稱為「孫九招」。

In November, the Secretary for Housing, Planning and Lands released a Statement on Housing Policy to stabilise the housing market, that included calling off land auctions, a cessation of the Housing Society's subsidised sale projects and Housing Authority's Home Ownership Scheme and Tenants Purchase Scheme. The policy has been commonly known as "the Nine Measures of Michael Suen".

市區更新及屋邨重建

轉眼間，到了千禧年代，市區的高速發展映照出舊社區的逐漸褪色，市區重建成為了房協在新時代的首要任務。其實房協早在70年代推行的「市區改善計劃」，可說是市區重建計劃的雛型。有見舊區樓宇老化嚴重，房協與政府成立的市區重建局（市建局）建立策略夥伴關係，並於2002年簽署「合作備忘錄」，共同推動市區更新的工作。房協主力開展五個位於深水埗及一個位於筲箕灣的重建項目。隨着首個位於深水埗的市區重建項目「喜雅」成功推售，其他項目亦已相繼落成，先後推出市場，紓緩市民住屋所需的同時，亦為舊區帶來新氣象。



房協及市區重建局於2002年簽訂合作備忘錄，協助開展七個市區重建項目。
A Memorandum of Understanding was signed between the Housing Society and the Urban Renewal Authority to undertake seven development projects.



在市區更新過程中，重建舊區殘破的住宅大廈固然重要，樓宇維修亦是居民關注的生活議題。2005年，房協與房屋及規劃地政局合作推行「樓宇管理維修綜合計劃」，協助舊樓業主改善大廈管理及維修工作，並於全港多個地區開設物業管理諮詢中心，為業主提供全面的技術諮詢。計劃推行至2011年，便與市建局轄下的維修計劃統一執行。

2008年，房協另獲政府委託推展「長者維修自住物業津貼計劃」，並提供十億港元財政資助。往後為配合政府不同的樓宇維修計劃，陸續開展「樓宇更新大行動」、「強制驗樓資助計劃」和「自願樓宇評審計劃」，鼓勵業主主動妥善管理維修及保養物業。

喜雅是房協其中一個位於深水埗的重建項目。

Heya Green is one of the redevelopment projects undertaken by the Housing Society in Sham Shui Po.

2003

發生「沙士」事件，舊樓的衛生和安全問題引起公眾關注，房協為此開始構思計劃，協助舊樓業主改善大廈管理及維修，並於2005推出「樓宇管理維修綜合計劃」。

The outbreak of SARS prompted the public concern on the hygiene and safety problems of old buildings. The Housing Society started to plan for some measures to help property owners of old buildings to manage and maintain their buildings properly. The Building Management and Maintenance Scheme was eventually launched in 2005.



房協首個物業管理諮詢中心於2004年投入服務，由時任房屋及規劃地政局常任秘書長林鄭月娥女士（右三）主持開幕儀式。
The first Property Management Advisory Centre of the Housing Society commenced service in 2004. The then Permanent Secretary for Housing, Planning and Lands Mrs Carrie Lam (3rd from the right) officiated at the opening ceremony.



2005年，時任房屋及規劃地政局局長孫明揚先生（右二），與時任房協主席李頌熹先生（左）及執行總幹事王麗珍小姐（右）一同主持「樓宇管理維修綜合計劃」開展儀式。

In 2005, the then Secretary for Housing, Planning and Lands Mr Michael Suen Ming-yeung (2nd from the right), the then Housing Society Chairman Mr David C Lee (left) and Executive Director Miss Wong Lai-chun (right) officiated at the launch ceremony of the Building Management and Maintenance Scheme.

Urban Renewal and Estate Redevelopment

In the new millennium, one of the major tasks of the Housing Society was to participate in tackling the urban decay problem. With the Urban Improvement Scheme commenced in the early 1970s as a prototype of its work in urban renewal, the Housing Society entered into a strategic partnership with the Urban Renewal Authority (URA), an organisation set up by the Government, with the signing of a Memorandum of Understanding in 2002. The Housing Society had undertaken five redevelopment projects in Sham Shui Po and one in Shau Kei Wan. The successful launch of Heya Green, its first redevelopment project in Sham Shui Po, was followed by the completion of all the other projects which helped alleviate the housing need of the community and bring a facelift to the older urban areas.

In the process of urban renewal, redeveloping dilapidated buildings and implementing building maintenance are of equal importance. The Housing Society joined hands with the Housing, Planning and Lands Bureau to launch the Building Management

and Maintenance Scheme in 2005, in order to help the property owners of older buildings improve their building management and maintenance. In this regard, the Housing Society opened Property Management Advisory Centres in various locations in Hong Kong to offer professional advice and technical support to property owners. This scheme was later integrated with another assistance scheme run by the URA into one scheme as from 2011.

In 2008, the Housing Society was entrusted by the Government to implement the Building Maintenance Grant Scheme for Elderly Owners with a funding of HK\$1 billion. Thereafter, the Government initiated various building maintenance schemes, and the Housing Society was involved in Operation Building Bright, the Mandatory Building Inspection Subsidy Scheme and the Voluntary Building Assessment Scheme, to encourage property owners to take responsibility in properly managing and maintaining their own buildings.

2003-2004

房協同時興建「長者安居樂」的兩個試驗項目——樂頤居和彩頤居，並分別於2003年和2004年落成及接受申請。

The two pilot projects, namely Jolly Place and Cheerful Court, of the Senior Citizen Residences Scheme of the Housing Society were developed at the same time. They were completed and opened for application in 2003 and 2004 respectively.

2011

房協開展明華大廈的重建項目，以綜合模式發展，興建出租單位、資助出售單位及長者房屋，共約3,900個單位，以配合未來人口所需。

The Housing Society commenced the redevelopment of Ming Wah Dai Ha with an Integrated Redevelopment Model. The project will provide a total of about 3,900 units including rental units, subsidised sale flats and elderly housing, to cater for the future needs of the community.



2008年，時任香港特別行政區行政長官曾蔭權先生（中）、發展局局長林鄭月娥女士（右七）、運輸及房屋局局長鄭汝樺女士（左五）、勞工及福利局局長張建宗先生（左四）、多位行政及立法會議員及時任房協主席楊家聲先生（左七）出席房協60周年慶祝酒會。

In 2008, the then Chief Executive of HKSAR Mr Donald Tsang Yam-kuen (middle), Secretary for Development Mrs Carrie Lam (7th from the right), Secretary for Transport and Housing Ms Eva Cheng Yu-wah (5th from the left), Secretary for Labour and Welfare Mr Matthew Cheung Kin-chung (4th from the left), Legislative Council members and the then Housing Society Chairman Mr Yeung Ka-sing (7th from the left) attended the Housing Society 60th Anniversary Cocktail Reception.

隨着歲月增長，房協轄下的出租屋邨亦日漸老化，因此需要開始着手策劃重建的工作。繼2008年觀龍樓第一期重建後，房協進一步擴大屋邨重建項目，提供更合時宜的設備及配套，讓住戶享受舒適方便的居住環境。房協於2011年宣布以「綜合重建模式」分三期重建明華大廈，不但增加住屋單位的數目，加建資助出售房屋單位，同時亦提供「長者安居樂」長者單位及配套設施，將明華大廈重建為一個綜合社區，以配合香港整體社會的發展及需求。除明華大廈，漁光村及觀塘花園大廈亦將相繼開展重建工程，期望這些樓齡超過50年的出租屋邨在重建後煥然一新，為舊社區帶來朝氣。

資助出售房屋

踏入2010年，香港漸漸走出了金融海嘯的陰影，經濟持續增長，住宅樓價屢創新高。在這個經濟環境下，一般市民無奈將置業視為遙遠的奢想。如何將大眾的奢望帶回現實呢？在政府的委託下，房協推行「置安心資助房屋計劃」，以協助有長遠經濟能力的家庭置業安居。這計劃由政府提供土地，交予房協興建實而不華的中小型單位。項目原本以先租後買的形式推出市場，2012年，政府將計劃轉為資助出售房屋項目，首個項目「綠悠雅苑」以折扣價出售，紓緩中產人士的置業需要。「綠悠雅苑」推出後大受市民歡迎，房協稍後再推出分別位於沙田、將軍澳和屯門的資助出售房屋項目，讓中等收入家庭可以一圓置業夢。



（左起）時任國家住房及城鄉建設部科學技術司司長賴明先生、房協主席楊家聲先生、新加坡國家發展部長馬寶山先生及聯合國亞洲及太平洋社會經濟委員會 Thelma Kay 女士為房協60周年國際房屋研討會主持開幕儀式。

(From left) Mr Lai Ming, the then Director of The Science and Technology Department, Ministry of Housing and Urban-rural Construction, the People's Republic of China; Mr Yeung Ka-sing, the then Housing Society Chairman; Mr Mah Bow-tan, the then Minister for National Development, Singapore, and Ms Thelma Kay, the then Director of Emerging Social Issues Division of United Nations Economic and Social Commission for Asia and the Pacific, were officiating guests of the International Housing Conference of the Housing Society 60th Anniversary.

2012

長遠房屋策略督導委員會成立，總覽長遠房屋策略的各個房屋環節和措施，並向政府提供意見。督導委員會下亦成立跨部門工作小組，成員包括有關政府決策局和部門。

The Long Term Housing Strategy Steering Committee was established to have an overview and offer advice to the government on various housing aspects and initiatives under the long-term housing strategy. An inter-departmental Working Group, comprising relevant government bureaux and departments, was set up under the Steering Committee.

房協推出資助出售房屋項目「綠悠雅苑」，提供988個單位，為合資格市民提供置業機會。

The Housing Society launched Greenview Villa, a Subsidised Sale Flats project, providing 988 units to assist eligible citizens to buy flats.

中聯辦副主任譚鐵牛院士（前排右五）於2017年率領考察團到訪「綠怡雅苑」。

Deputy Director of Liaison Office of the Central People's Government in HKSAR Dr Tan Tie-niu (first row, 5th from the right) led a delegation to visit Greenhill Villa in 2017.



2013年，時任香港特別行政區行政長官梁振英先生（中），在房協主席鄺滿海先生（左）及行政總裁黃傑龍先生（右）陪同下到「綠悠雅苑」地盤了解項目進度。

In 2013, the then Chief Executive of HKSAR Mr Leung Chun-ying (middle) visited the Greenview Villa construction site, accompanied by the Housing Society Chairman Mr Marco Wu Moon-hoi (left) and Chief Executive Officer Mr Wong Kit-loong (right).



2016年，時任香港特別行政區行政長官梁振英先生（右二）與房協行政總裁黃傑龍先生（右）探訪「綠悠雅苑」住戶。

The then Chief Executive of HKSAR Mr Leung Chun-ying (2nd from the right) and the Housing Society Chief Executive Officer Mr Wong Kit-loong (right) visited the residents of Greenview Villa in 2016.

As time goes by, the rental estates built by the Housing Society in the early days have aged and the need for redevelopment is obvious. Further to the completion of the redevelopment of Kwun Lung Lau Phase I in 2008, the Housing Society has taken further steps in redeveloping its rental estates. In 2011, the redevelopment of Ming Wah Dai Ha in three phases with the Integrated Redevelopment Model was announced. This project will provide more rental units, with the addition of Subsidised Sale Flats (SSF), SEN flats and ancillary facilities, to create an integrated community and to meet the anticipated needs of the overall population. Apart from Ming Wah Dai Ha, Yue Kwong Chuen and Kwun Tong Garden Estate are another two estate redevelopment projects in the pipeline. After redevelopment, these over 50-year-old estates will be revived with a better environment and will bring vibrancy to the community.

Subsidised Sale Flats

In 2010, the Hong Kong economy began to recover from the impact of the financial crisis and grow vigorously, and the property prices soared again and again. The general public faced difficulty in purchasing homes. The Housing Society was then entrusted by the Government to implement the My Home Purchase Plan (MHPP) to assist families to buy flats who have stable financial ability in paying their mortgages. Under this scheme, the Government provided land for the Housing Society to build “no-frills” small and medium-sized flats. It was planned with the concept of “rent-and-buy”, but then changed in 2012 to SSF. Greenview Villa, the first SSF project, was launched at a discounted price to help middle-income families, and enjoyed a very encouraging market response. Riding on the success of this first project, a few more SSF projects in Sha Tin, Tseung Kwan O and Tuen Mun were also launched.

運輸及房屋局公布《長遠房屋策略報告》，為未來十年的房屋政策訂下框架。政府以48萬個單位作為未來十年公私營房屋的供應目標，當中公私營房屋比例為六比四。

The Transport and Housing Bureau announced the "Long Term Housing Strategy", setting a supply target of 480,000 units for public and private housing in the coming decade, with a public-private ratio of 60:40.

為房屋注入長幼共融概念

房協推出「長者安居樂」住屋計劃後，並未有放慢推動長者房屋的腳步，反而進一步研究，究竟如何擴大長者房屋項目的社會效益？如何協助有經濟能力的長者享受快樂的退休人生呢？

在這個人口結構轉變的社會，「長幼共融」成為了社區和諧的代名詞。據房協的調查顯示，雖然年輕一代都希望擁有自己的生活空間，但當中倒有不少人希望能與父母居住於同一幢大廈的獨立單位之內，或遷往父母居所的鄰近社區，以便互相照顧，共享天倫之樂。有見及此，房協遂引入創新的居所模式，將上文曾提及的筲箕灣重建項目設計成全港首個以「長幼共融」理念為基調的「樂融軒」，盡顯房協「房屋實驗室」的本色。

「樂融軒」除了為市民提供214個私人出售單位外，更於低層設60個長者出租單位，供上層住宅單位業主優先承租給其父母居住，透過這種在同一幢大廈內的混合式設計，鼓勵年輕人與家中長者鄰近居住，增進「跨代共融」式生活。這計劃於2015年推出後，市民反應異常熱烈，租與售的情況皆非常理想。「樂融軒」項目成功落實，也為房協在日後繼續研究、開拓及發展不同類型的長者房屋，注入了強心針。「樂融軒」更於2016年榮獲優質建築大獎。

Advocating Cross-generation Harmony

Following the launch of the SEN Scheme, the Housing Society has continued to explore housing solutions for the elderly population with a review on how to enhance the social efficiency and how to help those elderly of better means to enjoy a happy retirement.

In the context of our society's changing population structure cross-generation harmony becomes a synonym of a harmonious community. According to a survey conducted by the Housing Society, quite a substantial proportion of the younger generation wishes to have their own living space, yet likes to live within the proximity of their parents for the convenience of mutual support, either in a separate unit in the same building where their parents reside or in the neighbourhood. In view of such a finding, the Housing Society introduced a novel concept of a "cross-generation harmony" living model into Harmony Place, the aforementioned urban renewal project in Shau Kei Wan. This once again demonstrates its role as a "housing laboratory".

Harmony Place provides 214 residential flats for sale as well as 60 specially-designed elderly units for lease on the lower levels. Priority was given to buyers who rent an elderly unit in the same block. This mixed housing development project allows the young generation to live in proximity to their parents and promotes the concept of cross-generation harmony. Launched in 2015, both the flats for sale and the flats for lease received good market responses. The success of Harmony Place is a strong motivation for the Housing Society to look for further opportunities in elderly housing projects. Harmony Place was awarded the Quality Building Award 2016.

2015

房協繼續照顧不同階層的長者房屋需要，其長者安居資源中心已成立十周年，而全港首個非資助的優質長者房屋項目「雋悅」亦落成。

The Housing Society continued to offer different solutions to cater for the housing needs of the senior citizens. The Housing Society Elderly Resources Centre celebrated its 10th anniversary, while The Tanner Hill, the first non-subsidised quality elderly housing project in Hong Kong, was completed.



2016

政府發表《香港2030+：跨越2030年的規劃遠景與策略》，旨在更新全港發展策略，制訂空間規劃框架，為香港未來的規劃、土地、基建發展，以及為塑造跨越2030年的建設環境，提供指引。

The Government announced the "Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030", to update the territorial development strategy and provide a spatial planning framework to guide the future planning, land and infrastructure development and the shaping of the built environment of Hong Kong beyond 2030.



以「長幼共融」為發展概念的「樂融軒」，廣受市民歡迎。

Built with the concept of cross-generation harmony, Harmony Place was very popular among residents.

2017

政府成立「土地供應專責小組」，負責研究本港土地供應來源和現行措施。

The Government set up a Task Force on Land Supply, aiming to examine the sources of land supply in Hong Kong as well as current land supply initiatives.

同年，房協獲政府邀請，就探討郊野公園邊陲地帶作房屋發展用途的可行性，以兩幅分別位於元朗大欖和沙田水泉澳的郊野公園邊陲土地作為研究試點。

The Housing Society was invited by the Government to conduct feasibility study on housing development within the periphery areas of country parks by carrying out a pilot study on two sites located on the country parks in Tai Lam, Yuen Long, and Shui Chuen O, Sha Tin.



2009年，時任香港特別行政區行政長官曾蔭權先生（前排左六）、發展局局長林鄭月娥女士（前排左四）及運輸及房屋局局長鄭汝樺女士（前排左七）出席「丹拿山長者居所」奠基典禮。

The then Chief Executive of HKSAR Mr Donald Tsang Yam-kuen (first row, 6th from the left), Secretary for Development Mrs Carrie Lam (first row, 4th from the left), and Secretary for Transport and Housing Ms Eva Cheng Yu-wah (first row, 7th from the left) attended the Tanner Hill Senior Residence Foundation Laying Ceremony in 2009.



2016年，時任香港特別行政區政務司司長林鄭月娥女士（右）在房協主席鄺滿海先生（左）陪同下參觀「雋悅」。

The then Chief Secretary for Administration of HKSAR Mrs Carrie Lam (right) was accompanied by Housing Society Chairman Mr Macro Wu Moon-hoi (left) to visit The Tanner Hill in 2016.

發展優質長者房屋

如何協助有經濟能力的長者享受獨立自主的退休人生，成為了房協下一個研究課題。事實上，世界其他已發展的地區，均有顧及社會不同階層長者的房屋需要，香港反而起步較慢。面對社會上一群對住屋質素及相關服務有較高期望的長者，市場未有可滿足其居住需求的配套，房協自覺有責任為這群組的長者提供較優質的房屋服務。

2015年，房協再次引入期待已久的新概念，位於北角的優質長者房屋項目「雋悅」落成，正好填補了這組群長者的住房所需。「雋悅」是全港首創的非資助長者房屋項目，提供長者友善的獨立自住單位，並兼備休閒健體設施、家居護理支援、保健醫療及專業照護等綜合服務，為追求優質生活的長者提供

舒適寫意的環境和無微不至的服務，寫下「居家安老」的典範。

隨着住戶陸續入伙，設於「雋悅」內的「雋康天地」亦於2016年投入服務，設有日間照護和訓練中心、復康中心以及護理安老院舍，加上專業的護理團隊，輔以先進的儀器，為長者度身訂造專業護理服務。此外，房協推出全港首個為退休人士而設的優質生活平台——「雋逸生活」，為長者住客提供「一站式」多元家居服務、健體計劃、社交活動及興趣小組等。

「雋悅」嶄新的長者優質房屋概念由初推出時未被社會廣泛接納，至現時全數租出並累積600多位申請人輪候，為香港長者房屋發展起了一個良好的示範。



2018

房協推售的兩個資助出售房屋項目「翠鳴臺」及「翠嶺峰」，共收到93,000多份申請，超額150倍，破歷年紀錄，反映市民置業需求殷切。

More than 93,000 applications were received for the sale of two Subsidised Sale Flats projects, namely Terrace Concerto and Mount Verdant, of the Housing Society, representing an over-subscription of 150 times. It has set a new record and reflected the mounting demand of home ownership aspiration.



Quality Elderly Housing

The Housing Society has then examined what it can do to help the elderly residents with better affordability enjoy their retirement living. In fact, many developed cities in the world have different housing options to cater for the retired community, and yet Hong Kong has lagged a bit behind in this regard. The Housing Society felt obliged to help this group of more affluent seniors who have higher aspirations for housing and related services.

In 2015, the Housing Society introduced the long-awaited concept with the completion of the quality elderly housing project The Tanner Hill that specifically meets the needs of this niche market. The Tanner Hill is the first unsubsidised elderly housing project of its kind in Hong Kong, providing the residents with a hassle-free and caring living environment, by means of age-friendly independent residential units, lifestyle facilities, home-care support, healthcare and medical as well as skilled-care services. This project is a good example of the “ageing in place” concept.

As the residents began moving into The Tanner Hill, the Joyous Circle at The Tanner Hill commenced operation in 2016. It is provisioned with a day-care and training centre, rehabilitation centre and also a Residential Care Home for the Elderly. Together with a multidisciplinary professional team and advanced care facilities, the elderly are offered tailor-made professional healthcare services. In addition, the Housing Society has set up Hong Kong’s first one-stop quality retirement living platform - Joyous Living, providing its residents with home service, healthcare services and a wide range of social and recreational activities.

The market response to the innovative concept demonstrated by The Tanner Hill was slow in the beginning. The project has now been fully let with a long waiting list of over 600 applicants, and has established a good model for future elderly housing in Hong Kong.

推動持續發展
Sustainable
Development





房協一直配合香港的發展及市民的住屋需要，提供合宜和可負擔的居所，活化社區，用心服務居民，希望為創建一個可持續發展的香港盡一分力。

The Housing Society has been complementing the development of Hong Kong and catering to the housing needs of the public. It hopes to contribute to building a sustainable city by providing livable and affordable homes, revitalising communities and serving residents with quality services.

推動持續發展 Sustainable Development



2004年，房協榮獲香港董事學會頒發傑出董事團獎。
In 2004, the Housing Society won the Directors Of The Year Awards presented by the Hong Kong Institute of Directors.

企業管治

為了配合回歸後的轉變和挑戰，房協於2000年重整內部架構組織。房協委託麥肯錫顧問公司進行顧問研究，並採納其建議，組成兩層的管治架構。以現代企業的最佳管治模式為基礎，同時保留獨立的非牟利機構之特點，成為了房協重整架構後的管治特色。

新架構由一個新設的監事會及一個執行委員會組成。監事會共有25名成員，由房協主席和副主席領導，肩負訂立機構宗旨及指導方針之責。至於執行委員會的成員則減至12名，專注討論政策、制訂策略及監察管理層工作。精簡其他小組委員後，只保留審核委員會、提名委員會和薪酬委員會。其餘委員會職務經檢討後重新分配，由監事會、執行委員會及管理層擔任。

監事會成立後，架構內各部門的職責已有清晰界定，隨即檢討機構宗旨及工作原則。房協的遠景目標為致力解決住屋問題，不斷創新，以達致世界水平，並在質素、物值及管理等方面佔領導地位。房協亦明確訂立「顧客為本」、「優質為尚」、「人才為基」及「資源為用」的四個核心信念，成為員工跟從的工作方針。2004年，房協榮獲香港董事學會頒發「法定/非分配利潤組織董事會」之「傑出董事團」，可見房協的企業管治水平得到專業肯定。



Corporate Governance

To cope with the changes and challenges which arose after the reunification, the Housing Society revamped its corporate structure in 2000 following a review conducted by the appointed consultant McKinsey & Company, with the adoption of a two-tier board structure. The new structure drew reference from the best practices in corporate governance while retaining the uniqueness of the Housing Society as an independent not-for-profit organisation.

The new structure comprises a Supervisory Board and an Executive Committee. The Supervisory Board, with a maximum of 25 members, led by the Chairman and the Vice Chairman, is responsible for the formulation of the Housing Society's mission and guiding principles. The 12-member Executive Committee establishes policies and oversees the performance of the Management. After streamlining other Committees, the Nominating Committee, the Audit Committee and the Remuneration Committee remain. The roles of other Committees were shared by Members of the Supervisory Board, the Executive Committee and the Management.

Following the establishment of the Supervisory Board, various departments had clearly defined roles and immediately reviewed the mission and guiding principles of the organisation. The Housing Society strives to be a world-class housing solution provider and innovator with leadership in quality, value for money and management. It puts the customer, quality, talent and prudence as the core values that support its guiding principles. In 2004, the Housing Society was awarded the Directors Of The Year Awards by The Hong Kong Institute of Directors in the category of Statutory/ Non-profit-distributing Organisations. It recognised the performance of the Housing Society in its professional corporate governance.



2017/18 監事會
Supervisory Board 2017/18



樂活社區

質素與環保並重

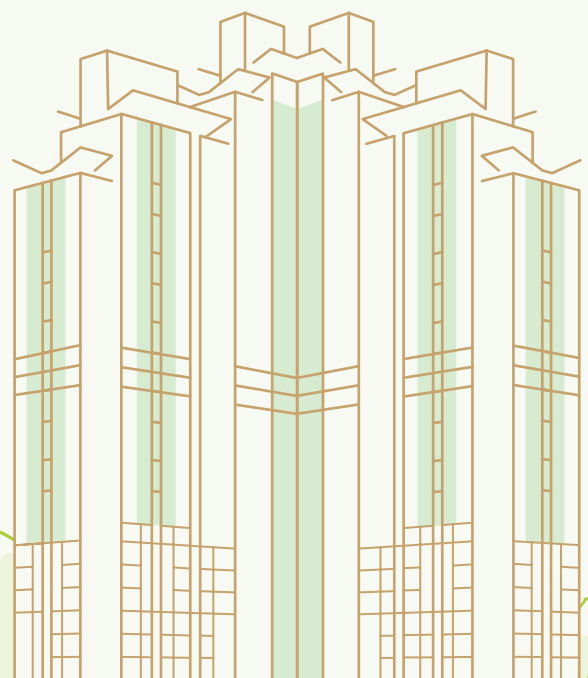
一直以來，房協着力為香港市民設計和興建用料優質、物有所值的房屋，無論物料選材以至施工過程等環節，皆採取極為嚴謹的監管制度，以確保房屋質素。同時，發展項目在整體規劃時更糅合環保元素，務求為市民建構優質的綠色家園。

房協一直支持建造業提升質素及改善工序，在2001至2003年間推出了一系列共35輯「優質工序」短片，為優良和正確的施工程序訂立標準，使建造界從業員能掌握良好的施工程序，確保施工安全和樓宇質素，短片更獲建造業訓練局、職業訓練局及本港五所大學採用為教材。



舉辦不同類型的環保活動，向住戶推廣綠色生活。
Environmental programmes promote green living to the tenants.

為了進一步創造優質的綠色生活環境、支持可持續發展，房協不斷引用嶄新的環保建築科技，如減低施工時發出的噪音及塵埃、追蹤建築廢料是否妥善處理，並同時在轄下屋苑舉辦綠色活動，提高大眾的環保意識。房協在2002年成為香港首個獲得ISO 14001環境管理體系的房屋發展機構。



使用預製建築組件，減少建築廢料。
The use of precast building elements aims to minimise building waste.



Building Happy Communities

Quality Building and Environment

Over the years, the Housing Society has endeavoured to provide quality and affordable housing to the people of Hong Kong. It closely monitors the building process from material selection to site construction to ensure the quality of housing. It has also made every effort to adopt green practices in the overall planning process to create a quality living environment.

The Housing Society has been supporting the continuous improvement of workmanship standards and work procedures. During 2001-2003, it produced a series of 35 "Quality Field Practices" videos to set a benchmark of good and proper workmanship for all field practices, so that the participating contractors and supervisors of its projects could have a common understanding of its expectation. The videos were also adopted by the Construction Industry Training Authority, the Vocational Training Council and five other local universities for teaching purposes.

房協於2001年推出一系列「優質工序」短片，並邀得時任工務局局長李承仕先生（右四）擔任主禮嘉賓。

The Housing Society launched a series of "Quality Field Practices" videos in 2001 and invited the then Secretary for Works Mr Lee Shing-see (4th from the right) to officiate at the ceremony.



To step up the effort in creating greener homes and sustainable developments, the Housing Society has been embracing the spirit of innovation and keeping up with the times to apply green building technologies e.g. implementing measures to mitigate noise and suppress dust, tracking of waste and organising environmental programmes to arouse awareness and promote green messages to its residents. In 2002, the Housing Society was the first organisation in Hong Kong awarded the ISO 14001 Environmental Management System Certification for housing development.

房協的項目着重環境及綠化，圖為祖堯邨的庭院園景。

The Housing Society is devoted to integrating environmental and green features into its projects. The photo shows the landscaped garden of Cho Yiu Chuen.



關顧樂齡人口

除發展長者房屋，房協提供貼心周到的長者服務，直接回應長者的身心所需。2005年，在油麻地駿發花園成立了全港首家「長者安居資源中心」，致力推廣「原居安老」概念，讓長者及其家人加深認識家居安全的重要性，協助住戶建設長者友善居所。隨着人口老化，社會上認知障礙症患者的比例亦相對增加，房協於2017年在中心內開設「智友善」家居探知館，以推廣認知障礙友善家居為主題，展示適合認知障礙症患者的家居設計及實用擺設示範，為患者及其家人提供更多生活上的實用資訊。

長者安居資源中心設有「模擬長者友善家居」展示長者友善的傢具設施。
The simulated age-friendly living space at Elderly Resources Centre displays age-friendly home design and products.



2013年，時任勞工及福利局局長張建宗先生（右五）、安老事務委員會主席陳章明先生（右三）及香港家庭福利會主席羅健中先生（右六）出席「樂得耆所」計劃開展禮。

In 2013, the then Secretary for Labour and Welfare Mr Matthew Cheung Kin-chung (5th from the right), Elderly Commission Chairman Mr Alfred Chan Cheung-ming (3rd from the right), and Hong Kong Family Welfare Society Chairman Mr Christopher Law Kin-chung (6th from the right) attended the kick-off ceremony of the Ageing-in-Place Scheme.

房協亦關注轄下出租屋邨人口老齡化的問題，房協於2012年推出一項名為「樂得耆所」居家安老計劃，特為屋邨長者住戶提供住屋、醫療和社交三方面的支援，務求締造出一個安全、健康和舒適的居住環境，讓長者可以安渡獨立自主的家居生活。這計劃首先於祖堯邨試行，及至2017年，計劃已擴展至房協旗下20個出租屋邨。

為了蒐集更多專業意見，凝聚各界力量，房協於2014年起與香港測量師學會建築測量組攜手，合力推展「長者住安心」計劃，致力為私人樓宇的長者業主提升居家安全設施，緩解社會老齡化帶來的居住問題。





2017年，香港特別行政區政務司司長張建宗先生（右七）及房協主席鄺滿海先生（右六）為「智友善」家居探知館主持開幕儀式。

Chief Secretary for Administration Mr Matthew Cheung Kin-chung (7th from the right) and the Housing Society Chairman Mr Macro Wu Moon-hoi (6th from the right) officiated at the opening ceremony of the MIND-Friendly Home Exploration Centre in 2017.

Care for the Ageing Population

Other than developing elderly housing, the Housing Society also provides thoughtful services for the elderly in response to their physical and psychological needs. In 2005, the Housing Society opened the first-ever Elderly Resources Centre at Prosperous Garden in Yau Ma Tei to promote ageing in place, to educate the elderly and their families about home safety and to introduce the concept of age-friendly home. In light of the ageing population, the prevalence of dementia among the elderly has increased in the community. The Housing Society therefore set up the MIND-Friendly Home Exploration Centre in 2017 to promote the concept of the dementia-friendly home, to showcase home designs and practical decor as well as to provide support to the families and caregivers of the patients.

The Housing Society's concern for the ageing population is also extended to its rental estates. It launched the Ageing-in-Place (AIP) Scheme in 2012 to provide housing, healthcare and social support for improving the safety, comfort and health of the seniors living in its rental estates, so that they can enjoy life independently and with dignity. The AIP project started in Cho Yiu Chuen and now covers all 20 rental estates of the Housing Society.

In an attempt to consolidate more professional advice and leverage help from different sectors, the Housing Society launched the Elderly Safe Living Scheme in 2014 in partnership with the Building Surveying Division of The Hong Kong Institute of Surveyors. The Scheme helped the elderly owners of private properties to enhance home safety and alleviated the potential problems brought about by the ageing population.

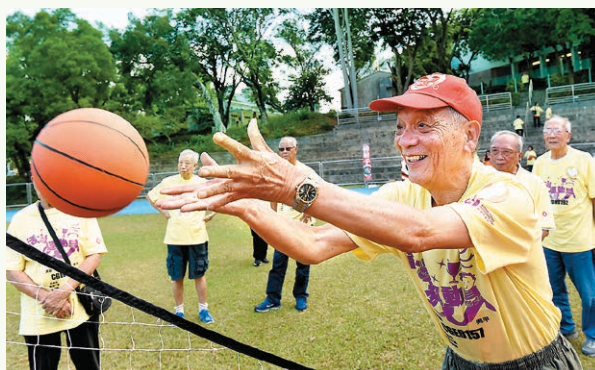


長者安居
資源中心
房協
Elderly Resources Centre
Housing Society

關愛社區

房協除了關顧長者，亦不忘與旗下屋苑內的居民建立密切聯繫，努力推廣鄰里互助精神，締造共融社區。房協於2003年成立「房協之友」，成為與居民之間的溝通平台，定期舉辦不同類型的睦鄰活動，增進居民彼此認識，凝聚社區歸屬感。

1998年，房協成立義工團隊「房協愛心隊」，組織員工和親友參加及舉辦義工服務，服務社區不同階層的有需要人士。「長者安居資源中心」亦招募義工協助在社區推廣長者友善家居的理念，鼓勵長者投身義工服務，助己助人，躍動精彩退休人生。



長者居民樂於參與「房協之友」舉辦的活動，享受積極退休人生。
The elderly residents actively participate in the recreational activities organised by the HSC to enjoy retirement life.



「房協之友」定期為長者居民提供各種康樂活動，推動鄰里互助精神。
The HSC organises various recreational activities for the elderly residents to promote neighbourhood spirit.

活化社區

房協在深水埗處理大型重建計劃時，注意到街道環境情況，需要翻新和活化。房協遂於2006年推行「社區活化計劃」，與民政事務總署商議，在全港18區之內，覓尋多個適合地點推行社區活化項目，為香港的舊區注入新活力之餘，同時保留當區的獨有特色。「社區活化計劃」首個試點是深水埗區，項目名為「綠悠翠坊」，工程包括在深水埗三個地鐵站出口附近的公用地方進行綠化、活化工程，並放置藝術擺設，以增添地區特色。其後，房協陸續於其他地區進行同類計劃，當中包括了葵青、大埔、荃灣、西貢、離島、東區及元朗，隨着最後一個項目一連接屯門公園與天后廟廣場的屯門河行人橋完成，房協活化社區項目亦宣告圓滿完成。



Care for the Community

Apart from caring for the elderly, the Housing Society also spares no effort in creating a cohesive community and developing good neighbourhood relations among the tenants of its rental estates. The Housing Society Community (HSC) was established in 2003 as a communication platform for the Housing Society and the residents. It helps foster a stronger sense of community and mutual care through social activities that bring people closer together.

Moreover, the Housing Society Volunteer Team was formed in 1998. Comprising Housing Society staff and their family members, the team actively participates in serving the underprivileged, supports different groups in need and shows care for the community. The Elderly Resources Centre also recruits elderly volunteers to help promote the Age-Friendly Housing Campaign. It encourages the elderly to commit to volunteer services, to instill a sense of mutual help and to enjoy active ageing even after retirement.

房協愛心隊
Housing Society Volunteer Team



Revitalising Local Districts

When carrying out redevelopment projects in Sham Shui Po, the Housing Society noticed the need to revitalise and rejuvenate the streets in the district, hence it has collaborated with the Home Affairs Department since 2006 to explore suitable locations across the territory to introduce the city revitalisation projects in all 18 districts, so as to improve the living environment and rejuvenate the old districts. The first revitalisation project was the “Green Lane” in Sham Shui Po, which centred on the beautification of the public areas at three exits of the Sham Shui Po MTR Station and decoration of the areas with artistic sculptures to enhance the overall cityscape. Subsequently, the Housing Society carried out similar revitalisation works in other districts such as Kwai Tsing, Tai Po, Tsuen Wan, Sai Kung, Islands, Eastern District and Yuen Long. The construction of Tuen Mun River Footbridge, connecting Tuen Mun Park with Tin Hau Temple Plaza, marked the completion of all revitalisation projects.

連接屯門公園與天后廟廣場的行人天橋是房協的社區活化項目之一。
The footbridge connecting Tuen Mun Park and Tin Hau Temple Plaza is one of the City Revitalisation projects of the Housing Society.



人才培育

房協深明要興建及管理優質房屋，必須倚賴優秀專業的團隊，所以多年來致力培訓專才，推動優質建築及物業管理服務。房協於2005年成立「香港房屋協會專業發展中心」(專業發展中心)，不時舉辦座談會及論壇，與業界分享及討論有關房屋的議題。

專業發展中心還特別為本港修讀與房屋和長者服務相關學科的優秀學生提供獎助學金，旨在為業界培育新力軍，吸引人才加入建築和物業管理服務行業，促進行業的可持續發展。

Talent Development

The Housing Society believes that a strong and professional team is essential to the development and maintenance of quality housing projects. With this in mind, it has been dedicated to cultivate the professional expertise of its staff and the housing industry in Hong Kong. In 2005, it set up the Hong Kong Housing Society Academy (HSA) to exchange knowledge and experience with industry peers by organising seminars and conferences on various housing topics.

The HSA also provides scholarships and bursaries to students who study local housing-related or elderly-care-services-related programmes to encourage young people to pursue studies in these fields, to facilitate the sustainable development of the related professions.



「香港房屋協會獎助學金計劃」，旨在培育房屋及長者服務的業界人才。
The Hong Kong Housing Society Award aims to nurture professional talents for the industries of housing and elderly services.

展望將來

為配合香港的持續發展，房協除了繼續推動長者房屋項目，亦會致力建設綠色智能居所，同時為居民提供可改動的家居設計，並隨着住戶年紀日增可靈活改動室內環境。

另外，房協將重點建構混合發展模式的社區，包括粉嶺百和路和元朗洪水橋的發展計劃。房協亦協助政府探討可增加土地供應的方案，開展大欖和馬鞍山郊野公園邊陲兩幅土地作房屋發展用途的可行性研究，希望為公眾提供參考，促進理性討論，凝聚共識。

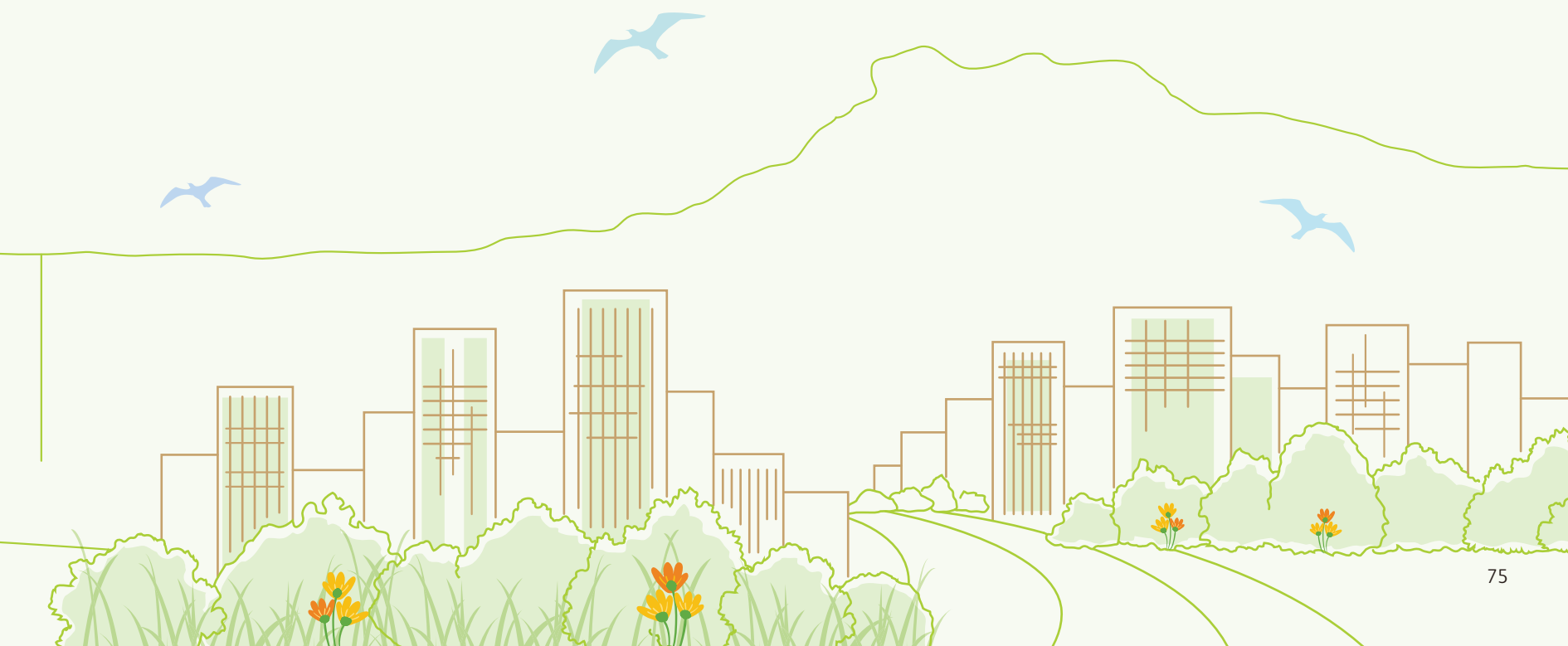
從1950年代的「上李屋」，到2010年代的「雋悅」，房協在過去的大半個世紀，與香港市民一起走過高山低谷，築建一個又一個安居之所，正如這本70周年特刊所言——創宜居・活社區。這是房協對社會承擔的責任，亦是其恪守的價值，70年來始終如一。

Looking Ahead

In support of the sustainable development of Hong Kong, the Housing Society will continue to promote elderly housing projects, and will also build greener and smarter homes incorporating adaptive flat designs to meet the changing physical needs of the residents throughout their stay in its estates.

Besides, creating communities with the mixed development model will also be its future focus, including the projects at Pak Wo Road in Fanling and Hung Shui Kiu in Yuen Long. At the same time, the Housing Society will support the Government in exploring options for increasing the land supply, by conducting feasibility studies on using the fringe areas of two country parks, one in Tai Lam and the other in Ma On Shan, for housing development. The studies aim to provide references to facilitate public discussions for building consensus on the issue.

From Sheung Li Uk in 1950s to The Tanner Hill in 2010s, the Housing Society has walked hand in hand with the Hong Kong people through countless ups and downs over the past 70 years. Despite the changes over time, it still adheres to its social mission and its belief in creating homes and reviving communities for a better future for Hong Kong.



已發展項目 Projects Developed

- 出租屋邨 Rental Estate
- 市區改善計劃 Urban Improvement Scheme
- 郊區公共房屋 Rural Public Housing
- 住宅發售計劃 Flat-For-Sale Scheme
- 夾心階層住屋計劃 Sandwich Class Housing Scheme
- 市值發展項目 Full Market Value Development
- 「長者安居樂」住屋計劃 Senior Citizen Residences Scheme
- 市區重建項目 Urban Renewal Project
- ▲ 優質長者房屋項目 Quality Elderly Housing Project
- ▲ 資助出售房屋項目 Subsidised Sale Flats Project



屯門
Tuen Mun

荃灣
Tsuen Wan

葵涌
Kwai Chung

葵芳
Kwai Fong

青衣
Tsing Yi

深水埗
Sham Shui Po

大角嘴
Tai Kok Tsui

馬頭圍
Ma Tau Wai

鑽石山
Diamond Hill

西貢
Sai Kung

黃大仙
Wong Yai Sin

佐敦谷
Jordan Valley

何文田
Ho Man Tin

土瓜灣
To Kwa Wan

牛頭角
Ngau Tau Kok

將軍澳
Tseung Kwan O

油麻地
Yau Ma Tei

紅磡
Hung Hom

石塘咀
Shek Tong Tsui

西營盤
Sai Ying Pun

中環
Central

北角
North Point

堅尼地城
Kennedy Town

上環
Sheung Wan

灣仔
Wan Chai

筲箕灣
Shau Kei Wan

大坑
Tai Hang

香港仔
Aberdeen

鴨脷洲
Ap Lei Chau

沙頭角
Sha Tau Kok

馬鞍山
Ma On Shan

沙田
Sha Tin

項目
Projects

地區
Location

落成年份
Completion Year

單位數目
No. of flats

■ 出租屋邨 Rental Estate

上李屋*	Sheung Li Uk*	深水埗	Sham Shui Po	1952	360
馬頭涌平房區*	Ma Tau Chung Cottage Area*	馬頭圍	Ma Tau Wai	1955	184
紅磡村*	Hung Hom Estate*	紅磡	Hung Hom	1955/58	1,256
四季大廈*	Four Seasons Estate*	荃灣	Tsuen Wan	1959	459
啟德邨*	Kai Tak Estate*	黃大仙	Wong Tai Sin	1960/61/81	839
丹拿山邨*	Tanner Hill Estate*	北角	North Point	1961	590
明華大廈	Ming Wah Dai Ha	筲箕灣	Shau Kei Wan	1962/63/65/78	2,516
漁光村	Yue Kwong Chuen	香港仔	Aberdeen	1962/63/65	1,144
滿樂大廈	Moon Lok Dai Ha	荃灣	Tsuen Wan	1964/65	947
真善美村	Chun Seen Mei Chuen	馬頭圍	Ma Tau Wai	1965	1,027
健康村	Healthy Village	北角	North Point	1965/93	1,189
觀塘花園大廈	Kwun Tong Garden Estate	牛頭角	Ngau Tau Kok	1960/65/67/87/91	4,921
觀龍樓	Kwun Lung Lau	堅尼地城	Kennedy Town	1968/2007	2,334
樂民新村	Lok Man Sun Chuen	土瓜灣	To Kwa Wan	1970/71/73/74	3,674
勵德邨	Lai Tak Tsuen	大坑	Tai Hang	1975/76	2,675
祖堯邨	Cho Yiu Chuen	葵涌	Kwai Chung	1976/78/79/81	2,533
乙明邨	Jat Min Chuen	沙田	Sha Tin	1981/82	3,747
家維邨	Ka Wai Chuen	紅磡	Hung Hom	1984/87/90/93	1,676
祈德尊新邨	Clague Garden Estate	荃灣	Tsuen Wan	1989	553
偉景花園	Broadview Garden	青衣	Tsing Yi	1991	448
駿發花園	Prosperous Garden	油麻地	Yau Ma Tei	1991	665
寶石大廈	Bo Shek Mansion	荃灣	Tsuen Wan	1996	267
茵怡花園	Verbena Heights	將軍澳	Tseung Kwan O	1996	971
總數 Total					34,975

* 已拆卸重建
Redeveloped

註 Note:

以上單位數目並未包括現存出租屋邨的已拆卸單位。

The above numbers of flats exclude the demolished flats of existing rental estates.

已發展項目 Projects Developed

項目 Projects	地區 Location	落成年份 Completion Year	單位數目 No. of flats		
■ 市區改善計劃 Urban Improvement Scheme					
美新樓	Mei Sun Lau	堅尼地城	Kennedy Town	1976	267
賴恩樓	Lai Yan Lau	堅尼地城	Kennedy Town	1980	100
愛群閣	Oi Kwan Court	灣仔	Wan Chai	1980	147
寶文街8號	8 Po Man Street	筲箕灣	Shau Kei Wan	1981	10
西園	Western Garden	堅尼地城	Kennedy Town	1982	432
差館上街5號	5 Upper Station Street	上環	Sheung Wan	1983	5
些利街10號	10 Shelley Street	中環	Central	1983	10
廟街221號	221 Temple Street	油麻地	Yau Ma Tei	1983	5
永豪閣	Regal Court	灣仔	Wan Chai	1984	60
炮台街39C號	39C Battery Street	油麻地	Yau Ma Tei	1984	5
高宏閣	Ko Wang Court	堅尼地城	Kennedy Town	1985	24
源輝閣	Yuen Fai Court	西營盤	Sai Ying Pun	1985	56
儒林臺3號	3 U Lam Terrace	上環	Sheung Wan	1986	17
建和閣	Kin Wo Court	深水埗	Sham Shui Po	1986	20
義皇臺1號	1 Hee Wong Terrace	堅尼地城	Kennedy Town	1987	188
高寶閣	Coble Court	鴨脷洲	Ap Lei Chau	1987	172
平瀾街7號	7 Ping Lan Street	鴨脷洲	Ap Lei Chau	1987	5
頌賢花園	June Garden	大角嘴	Tai Kok Tsui	1988	480
加暉閣	Ka Fai Court	石塘咀	Shek Tong Tsui	1988	46
太白臺10號	10 Tai Pak Terrace	堅尼地城	Kennedy Town	1988	12
龍濤苑	Dragon Centre	大坑	Tai Hang	1989	392
居仁里	Kui Yan Lane	西營盤	Sai Ying Pun	1990	48
麗雅苑	Lascar Court	上環	Sheung Wan	1991	224
毓明閣	Yuk Ming Towers	西營盤	Sai Ying Pun	1991	326
駿發花園	Prosperous Garden	油麻地	Yau Ma Tei	1991	896
尚雅苑	Elegance Court	上環	Sheung Wan	1993	69
萬盛閣	Prosperity Court	深水埗	Sham Shui Po	1994	104
萬和閣	Harmony Court	上環	Sheung Wan	1994	50
欣榮花園	Jubilant Place	土瓜灣	To Kwa Wan	1998	900
荷李活華庭	Hollywood Terrace	上環	Sheung Wan	1999	550
			總數 Total	5,620	

項目 Projects	地區 Location	落成年份 Completion Year	單位數目 No. of flats		
■ 郊區公共房屋 Rural Public Housing					
對面海邨	Tui Min Hoi Chuen	西貢	Sai Kung	1984/85/86	302
沙頭角邨	Sha Tau Kok Chuen	沙頭角	Sha Tau Kok	1988/89/91/2017	802
翠塘花園	Lakeside Garden	西貢	Sai Kung	1997	234
總數 Total					1,338

■ 住宅發售計劃 Flat-For-Sale Scheme					
祈德尊新邨	Clague Garden Estate	荃灣	Tsuen Wan	1989	926
家維邨	Ka Wai Chuen	紅磡	Hung Hom	1990/93	892
偉景花園	Broadview Garden	青衣	Tsing Yi	1991	1,328
健康村	Healthy Village	北角	North Point	1993/97	1,048
樂年花園	Cronin Garden	深水埗	Sham Shui Po	1995	728
寶石大廈	Bo Shek Mansion	荃灣	Tsuen Wan	1996	400
茵怡花園	Verbena Heights	將軍澳	Tseung Kwan O	1997	1,894
翠塘花園	Lakeside Garden	西貢	Sai Kung	1997	736
啟德花園	Kai Tak Garden	黃大仙	Wong Tai Sin	1998	1,256
景新臺	Kingston Terrace	屯門	Tuen Mun	2002	1,152
總數 Total					10,360

■ 夾心階層住屋計劃 Sandwich Class Housing Scheme					
宏福花園	Tivoli Garden	青衣	Tsing Yi	1995	1,024
雅景臺	Park Belvedere	馬鞍山	Ma On Shan	1998	882
芊紅居	Hibiscus Park	葵芳	Kwai Fong	1998	420
悅海華庭	Marina Habitat	鴨脷洲	Ap Lei Chau	1998	992
疊翠軒	The Pinnacle	將軍澳	Tseung Kwan O	1998	1,424
欣圖軒	Cascades	何文田	Ho Man Tin	1998	712
浩景臺	Highland Park	葵涌	Kwai Chung	1998	1,456
晴碧花園	Sunshine Grove	沙田	Sha Tin	1998	508
旭輝臺	Radiant Towers	將軍澳	Tseung Kwan O	1998	704
悅庭軒	Bel Air Heights	鑽石山	Diamond Hill	1999	798
總數 Total					8,920

已發展項目 Projects Developed

項目 Projects	地區 Location	落成年份 Completion Year	單位數目 No. of flats	
■ 市值發展項目 Full Market Value Development				
加惠臺	Cayman Rise	堅尼地城 Kennedy Town	2000	496
曉峯灣畔	Mountain Shore	馬鞍山 Ma On Shan	2000	1,124
怡心園	Serenity Place	將軍澳 Tseung Kwan O	2000	1,526
			總數 Total	3,146
● 「長者安居樂」住屋計劃 Senior Citizen Residences Scheme				
樂頤居	Jolly Place	將軍澳 Tseung Kwan O	2003	243
彩頤居	Cheerful Court	佐敦谷 Jordan Valley	2004	333
			總數 Total	576
● 市區重建項目 Urban Renewal Project				
喜雅	Heya Green	深水埗 Sham Shui Po	2013	327
樂融軒	Harmony Place	筲箕灣 Shau Kei Wan	2014	274
喜盈	Heya Delight	深水埗 Sham Shui Po	2015	130
喜韻	Heya Star	深水埗 Sham Shui Po	2015	175
喜薈	Heya Crystal	深水埗 Sham Shui Po	2016	350
喜漾	Heya Aqua	深水埗 Sham Shui Po	2016	275
			總數 Total	1,531
▲ 優質長者房屋項目 Quality Elderly Housing Project				
雋悅	The Tanner Hill	北角 North Point	2015	588
			總數 Total	588
▲ 資助出售房屋項目 Subsidised Sale Flats Project				
綠悠雅苑	Greenview Villa	青衣 Tsing Yi	2015	988
綠怡雅苑	Greenhill Villa	沙田 Sha Tin	2019 [#]	1,020
翠鳴臺	Terrace Concerto	屯門 Tuen Mun	2019 [#]	290
翠嶺峰	Mount Verdant	將軍澳 Tseung Kwan O	2020 [#]	330
			總數 Total	2,628

[#] 預計落成年份 Expected completion year

細說
房協

*Dribs & Drabs
on the Housing Society*

美好時光

The Good Old Days

位於深水埗的上李屋是香港首個出租屋邨，而我家九口就是上李屋的第一批租客，見證了香港公共房屋的開始。

由中環區的板間房搬進上李屋，入伙時那一刻全家都莫名興奮。還記得單位內有個小小露台，露台旁邊就是廁所，而廚房則設在室內，現在聽起來可能不以為然，但獨立的廚廁設計已是當時嶄新的單位設計。

夏天時，每家每戶都打開大門通風乘涼，鄰居間互相談天說地。到了晚上，小孩們就會聚集在一家鄰居的鐵閘前，蹲着看電視。後來這位鄰居主動招待我們入屋，每當電視在播放電影時，一屋都擠滿了人，猶如一間迷你影院，場面熱鬧非常。當時的鄰里關係就是那麼簡單、那麼直接！

要數印象最深刻的是1963年「制水」，那時四天才供水一次。由於我家人多，所以就想到用皮蛋缸儲水。那隻皮蛋缸約有小孩般高吧，當時沒有機會到公共泳池游泳，我便偷偷把兩歲大的妹妹抱進缸內，試試游水的涼快滋味！這一切就是我在上李屋成長的寶貴回憶。

在上李屋渡過了11載寒暑後，房協主動了解我們的居住狀況，安排調遷至健康村一個較大的單位，讓我們有更多的私人空間成長。在健康村又住了11年，家中經濟環境略為改善，便決定自置物業，把珍貴的屋邨單位讓給有需要的家庭。說起來，我們一家就像是50年代基層家庭的縮影，受惠於房協的廉租房屋政策，不但享受到舒適的生活環境，又提供房屋向上流動的機會，實現安居置業的夢想。

Located in Sham Shui Po, Sheung Li Uk was Hong Kong's first-ever public rental housing estate. As a family of nine, we were among its first tenants and had witnessed the opening chapter of Hong Kong's public housing.

Moving from a tiny cubicle in Central to Sheung Li Uk was incredibly exciting for all of us. I still remember the flat was self-contained with a small balcony which was adjacent to the toilet, and a kitchen. Nowadays there is nothing unusual about having these in your home, but at that time, the provision of private kitchen and toilet was a pioneering design of public housing.

During the summer, every household liked to leave their doors ajar for better ventilation, and neighbours enjoyed having little chit-chats with each other. At night, children would gather outside a metal gate of a neighbour's flat just for watching TV. Later, we were allowed to go inside. When movies were shown, the flat would turn into a home theatre packed with an audience. We all enjoyed it greatly. Such simple and heart-warming neighbourhood relationships!



梁維婉女士是房協第一個出租屋邨上李屋的第一代租客。
Ms Sandy Leung was a first-generation tenant of Sheung Li Uk, the Housing Society's first rental housing estate in Hong Kong.

The most memorable moment for me dated back to the water rationing in 1963 when water was supplied every four days. Since my family was big, we used a huge tank to keep water. The height of the container was as tall as a child. Since we barely had any chance to go to swimming pools, I stealthily put my two-year-old sister in the tank to have a taste of swimming. This is my valuable recollection of Sheung Li Uk.

After living in Sheung Li Uk for 11 years, the Housing Society took the initiative to reach out to our family and learn about our living conditions. We were later transferred to a larger unit in Healthy Village where we enjoyed more living space. Another 11 years later, our financial situation gradually improved. We decided to purchase our own flat and surrender the public housing unit to those people in need. In a way, my family represented the livelihood of a working-class family in the 1950s. Benefiting from the low-cost housing offered by the Housing Society, we were not only able to enjoy a comfortable living environment, but were given a chance to move up the social ladder, and eventually to realise the desire of home ownership.



何樂素芬女士（中）是北角丹拿山邨第一代住客，現為公務員。左為何女士的媽媽，右為她的妹妹。
A civil servant, Mrs Rosa Ho (middle) was one of the first-generation residents at Tanner Hill Estate, North Point. The portrait shows Mrs Ho's mother (left) and Mrs Ho's younger sister (right).

老地方重聚

Reunion at Our Old Home

小時候，我們一家六口住在中環一座唐樓的尾房。當時家裡管教很嚴，爸媽一律不許我們四兄弟姐妹到附近遊玩，整天只能呆在那狹小的房間中。後來，爸爸主動向房協申請出租屋邨的單位，就這樣，我們一家便遷至北角的丹拿山邨，居住環境亦因而得到改善。

60、70年代的社會，沒有什麼豐富的娛樂。屋外一條長長的走廊，盡頭一個偌大的升降機大堂，就變成我和鄰居小孩的小天地。一個膠球，大家你追我逐，有時將球踢到鄰居的鐵閘，弄得砰砰嘭嘭的，簡簡單單的遊戲，便足夠玩上一整天；印象最深刻就是屋邨地下的遊樂場，雖然只是基本的遊戲設施，但外觀設計甚具特色，陪伴我渡過不少歡樂時光。隨着丹拿山邨被拆卸，鄰里間的人情味、童年玩伴的嬉笑聲漸漸在我生活中消失，轉化為珍貴難忘的回憶。

在丹拿山邨居住的20多載光景轉眼過去。大學畢業後，家庭的經濟環境已大為改善，我們希望將這個珍貴的公屋資源，讓給社會上更有需要的家庭，於是決定遷出丹拿山邨。然而，多年後我們又再一次回到這個老地方。

早前獨居的媽媽在家中不慎跌倒受傷，我們才意識到長者友善家居的重要性。而丹拿山邨拆卸後，房協在同一個地點興建優質長者房屋項目——「雋悅」，其專為長者設計的居住單位及提供的服務，不但為媽媽提供舒適安全的居住環境，亦讓她享受獨立自主的生活。慶幸的是，在「雋悅」職員的熱心幫助下，媽媽於短時間內在熟悉的地方適應新的生活環境，身體康復進展理想。現在，「雋悅」成為了家人聚會的好地方，就如回到從前的丹拿山邨，再次回味一家人閒話家常的快樂時光。



When we were small, our family of six used to live in a flat in a “Tong Lau” in Central. We four siblings were strictly brought up and not allowed to play in the neighbourhood. We could only suffocate in a cramped unit. Later on, my father applied to the Housing Society for a rental housing unit. It just so happened that we moved to Tanner Hill Estate in North Point for a better living environment.

In the 1960s to 70s, the facets of life were not sophisticated. The long corridor and lift lobby of the building were the “playground” for me and my companions. We either chased a plastic ball or whomped it against the metal gates of some neighbours. Just a plastic ball could give us a fun-filled day. The playground in the estate impressed me the most. I grew up with this basic but special amenity. Following by the demolition of the Tanner Hill Estate, the harmonious neighbourhood relationship and sizzling childhood friendships became one of my best memories.

We had lived in Tanner Hill Estate for over two decades. After my graduation from university, the financial condition of my family had improved a lot. We therefore decided to surrender the precious rental housing unit to needier people and move out. Many years later, we were brought back to this familiar area.

My mother, who used to live alone, tripped over and suffered an injury some time ago. This incident made us realise how important an age-friendly home is for an elderly person. As Tanner Hill Estate was demolished, the Housing Society redeveloped the site into a quality elderly housing project – The Tanner Hill. The age-friendly design and related services not only provide my mother with a comfortable and safe living environment but also independent living. Thanks to the caring staff, my mother soon adapted to the new living environment and her recovery progressed well. Nowadays, The Tanner Hill has become a place for our family gatherings. It seems like we were brought back to the happy old days.

用心 作橋樑

Building Bridges with Heart



1996年梁桂英女士一家搬入寶石大廈，並擔任寶石大廈互助委員會主席至今。由2003年起，她擔任房協互委會大聯盟主席，為出租屋邨的居民表達意見和爭取權益。

In 1996, Ms Leung Kwai-ying and her family moved into Bo Shek Mansion and has been the Chairperson of the MAC till now. She has also been the Chairperson of the MAC Alliances of Housing Society since 2003, who expresses the views of the residents and fights for their rights.

1996年搬進寶石大廈，對我來說就好像中了六合彩頭獎一樣。我們一家三口原本住在葵涌一個約百呎的地方；來到寶石大廈後，一家人住在3百多呎、兩房一廳的單位，周圍環境乾淨整潔，居住環境大大改善。入住後不久，屋邨成立了互助委員會（互委會）。在機緣巧合下，我被推舉擔任主席一職，一做就20年了。

回想當年出任主席都是抱着戰戰兢兢的心情，但想到可以服務街坊，助人助己，只好硬着頭皮，凡不懂的就請教他人。擔任此職責多年可說是苦樂參半，「苦」的是有時街坊會埋怨我們做得不夠好，不開心之餘亦會自我檢討，以此作為推動力；「樂」的是與街坊建立了20年的深厚感情，更認識了一班志同道合的互委會會員，一路以來互相扶持。



作為管理處和居民之間的橋樑，互委會時刻保持雙方的良好溝通，現時有了即時通訊應用程式後，居民、互委會和房協職員之間的關係變得更密切。最難忘是有一個星期日的黃昏，管理處職員通知我們水管爆裂以致大堂水浸，升降機全部即時停用。幸好房協職員即時作出緊急應變措施，召集管理員、維修工人、工程部人員等出動搶修升降機，經過一番努力，於當晚可啟動一部升降機作緊急之用。當晚居民和職員不分你我，合力清理積水的「熱鬧」場面至今仍歷歷在目。

除了擔任寶石大廈互委會主席外，我亦是房協互委會大聯盟的主席。這大聯盟於2003年沙士期間成立，當時經濟低迷，很多租戶無力交租。我於是主動聯絡房協其他出租屋邨的互委會組織大聯盟，爭取與房協管理層見面，商討如何幫助租戶共渡時艱。現在大聯盟每年都定期與房協管理層會面，堅守聯盟宗旨，表達租戶的意見。

In 1996, when I first moved in Bo Shek Mansion, it felt as if I had won a lottery. My family of three originally lived in a tiny flat of 100 square feet in Kwai Chung. After moving in Bo Shek Mansion, we could enjoy a 300-square-foot unit with two bedrooms and one dining room. The surroundings were neat and tidy. The living conditions was greatly improved. Soon after we moved in, a Mutual Aid Committee (MAC) was set up. By chance I was elected to take up the position of Chairperson, a role I have continued for some 20 years.

I was apprehensive in assuming this chairmanship. In this position, I know that I can serve the residents, help others and help myself – albeit with the greatest reluctance. I always seek for advice when I need it. Holding this post is challenging but rewarding: challenging because sometimes I receive complaints that I am not doing a good job. It makes me sad but also drives me to perform better. On the other hand, my joy lies in fostering deep emotional bonds with neighbours, meeting a group of like-minded residents, and building mutual trust among my fellow MAC members.

As a bridge between the management office and the residents, the MAC has to maintain close communication with both sides. The tripartite bond between the residents, the MAC and the Housing Society becomes even closer with the wide use of instant messaging applications. The most memorable experience would have been the water main burst on one Sunday evening. I was informed by the management office that the incident had caused serious flooding in the lobby and shut down the lifts. In response, the Housing Society staff worked out a contingency plan in mobilising the caretakers, technicians and maintenance teams to repair the lifts. Thanks to the team's unfailing efforts, we successfully recovered one of the elevators for emergency use that night. But now looking back, the selfless cooperation between residents and the staff was really an experience and definitely the most memorable one so far!

Apart from being the Chairperson of the MAC, I am also the Chairperson of the Mutual Aid Committee Alliances of Housing Society. The Alliance was established in 2003 during the SARS outbreak. At that time, many tenants were not able to pay for their rents because of the economic downturn. I reached out to other Mutual Aid Committees of other rental estates of the Housing Society to form an alliance which strived to arrange meetings with the Housing Society's management and negotiate measures to help the tenants during hard times. And now, the Alliance upholds its mission by meeting regularly with the Housing Society's management and communicating tenants' views.

最佳夥伴

The Best Partnership

近年房屋成為香港社會的焦點議題，現屆政府積極推出不同的房屋政策，以滿足與日俱增的住屋需求。在這個社會環境下，房協靈活的運作模式，相信能夠配合政府的長遠政策，擔當合作夥伴的角色。

房協是一個獨立非牟利機構，在構思和推行房屋計劃時，往往能迅速制定新的發展方向，以更大彈性和創新的空間去回應市民的住屋需求。仍記得房協轄下的偉景花園於90年代落成，正正位於我擔任區議員的選區。該屋邨結合出租屋邨及出售住宅兩種模式，為當區居民提供不同類型的住屋選擇，充分突顯房協在房屋供應上的特別功能。

近年，房協以實驗計劃的方式，為中產及經濟能力較高的長者發展房屋項目，反映了房協開拓長者住屋項目的能力和承擔。我期望政府能給予更大的支持，如增撥土地、推廣安老及長者房屋政策，可讓房協發揮更大的創意，與政府並肩解決長者住屋問題。

我們明白房協無論在重建或覓地發展新項目上均面對一定的挑戰和局限。我期望政府可以擔當一個牽頭的角色，加強房協與其他公營機構如市區重建局的合作。舉例說，在房協出租屋邨重建計劃上，因覓地困難而影響重建進度，如果政府能夠提供一定的公屋資源，協助房協住戶調遷，加快重建進展的同時，亦達致資源同享，相信能令更多市民受惠。

藉着房協70周年的大日子，我期望房協繼續與社會大眾保持緊密溝通，聆聽基層居民的聲音。安居樂業是市民的心願，亦是我們樂見的成果，我期待房協在未來為市民提供更多優質的理想居所。



In recent years, there has been much heated debate on the subject of housing matters, and the Government has worked hard towards introducing different housing policy measures to address the people's needs. In this context, the Housing Society's flexibility has made it an ideal partner with the Government, offering support to the housing policies in the long run.

As an independent and not-for-profit organisation, the Housing Society has been swift in setting its strategic directions for planning and implementing different housing schemes. This allows the necessary room for innovation and to adapt to change. When I was a District Councillor in the 1990s, Broadview Garden, a Housing Society development, was completed within my constituency. The estate combined rental housing with residential flats for sale, so as to offer more choices to the residents.

As a housing laboratory, the Housing Society has been efficient in developing elderly housing projects to meet the needs of those middle-income elderly residents and who have better affordability. Such an initiative also highlighted the organisation's capability to envisage and execute complex projects that address market niches. I hope that the Government can continue to offer support to the Housing Society by broadening land supply and promoting elderly housing policy, so that the organisation can better leverage on its creative and flexible approach. This will provide the basis for the Government and the Housing Society to work together to address the long-term housing needs of the elderly population.

We also acknowledge that the Housing Society is faced with challenges and constraints in its redevelopment projects or new initiatives. I hope that the Government can take the lead in working more seamlessly with the Housing Society and other public bodies like the Urban Renewal Authority to bring deliverable results. For example, the Housing Society's estate redevelopment projects are often thwarted by land issues. If the Government can offer the affected residents a rehousing option in public housing estates, it will facilitate the progress of these redevelopment projects. In the long run, sharing available resources will bring benefits to the whole community.

As the Housing Society celebrates its 70 years of history, I hope that it can continue to maintain a close relationship with the community, and cater to the needs of the working-class population. We all know how fundamental it is for people to enjoy a stable life and a home of their own, and so I do look forward to the quality housing that the Housing Society can bring to the people in the years ahead.

麥美娟女士為立法會議員和葵青區議會議員，自2016年擔任立法會房屋事務委員會主席至今。

Ms Alice Mak Mei-kuen is a Legislative Councillor and a Kwai Tsing District Council member. She has served as the Chairperson of the Legislative Council's Panel on Housing since 2016.



緣來房協

Passion for the Housing Society

房協與我，結緣甚深：我既是房協委員，亦曾在房協首個出租屋邨上李屋生活和成長。

1998年，機緣巧合下，我成為了房協委員，多年來參與監事會、執行委員會及審核委員會的工作，期望運用自己的財務專業和經驗，協助機構制訂適切可行的房屋計劃。和房協並肩廿載，感受最深的是房協70年來恪守的使命——在市場上擔當「房屋實驗室」的角色，嘗試每個創新項目時，當仁不讓，為其他社會持份者起示範作用，當中「雋悅」就是一個最佳例子。

回想當時構思「雋悅」這個項目時，我們的想法是希望為一班曾為香港貢獻的中產階層，提供舒適自主的退休生活。我們曾到訪海外進行考察，汲取其他國家推行優質長者房屋的經驗。從參考、進行財務分析、至實踐硬件和軟件的设计，每一個過程都有參與其中。身為建築工程專責小組成員之一，我亦積極監察「雋悅」的建築進度，務求資源得到妥善運用。這個大項目由「零」開始，到最終成功落成，對我而言就如嬰孩誕生一樣，帶來難以言喻的喜悦。

房協讓香港人安居樂業，亦給我一個快樂的童年。出世後便在上李屋居住，屋邨的每一角落載滿我成長的印記。屋邨的空地是我和鄰居打波子、踢足球的戰場，後山是訓練長跑的基地，我的家則是鄰里間打麻雀的主場。上李屋亦為戰後無數家庭提供難能可貴的居住機會，受惠於廉租政策，不少父母將省下來得積蓄栽培下一代，造就今天社會上無數的成功人士，體現了「藏富於民」的真正意義。

回首過去，我可以大膽說，房協是一間十分成熟和穩健的非牟利機構。這有賴過往委員和管理層的集思廣益，政府的支持配合，以及一眾優秀員工的努力，凝聚力量而成。最後，我寄望房協堅守既定的發展方針，集中資源為廣大市民提供優質的房屋，造福社群。

樊偉權先生自1998年擔任房協委員至今，期間曾成為監事會、執行委員會及審核委員會成員，亦是房協第一個出租屋邨上李屋的租客。

Joseph Fan Wai-kuen has served the Housing Society as a member since 1998. Over the past 20 years, he had also been the member of the Supervisory Board, the Executive Committee and the Audit Committee. Joseph was also the tenant of Sheung Li Uk, the first public rental housing estate of the Housing Society.

I have been connected with the Housing Society for so long. Not only am I a member of the Housing Society, but also I grew up in Sheung Li Uk, the first public rental housing estate in Hong Kong.

In 1998, by coincidence I became a member of the Housing Society. I had contributed to the work of the Supervisory Board, the Executive Committee and the Audit Committee for many years, in the expectation of assisting in developing feasible housing plans by using my knowledge and experience in financial management. Working together with the Housing Society for 20 years, I am deeply impressed with its mission of playing the role of a “housing laboratory” in its 7 consecutive decades. Every time the Housing Society launches an innovative housing project, it sets an example for other community stakeholders to follow, with the Tanner Hill as an excellent example.

Recalling the days we planned for the Tanner Hill project, we hoped to provide a comfortable retirement for the middle-class who have contributed to Hong Kong’s prosperity in the past. We learnt about quality elderly housing from visiting the overseas countries. Not only did I participate in the study trips, financial analysis, as well as design the hardware and software, I also actively monitored the progress of the Tanner Hill with the aim of an efficient use of resources by being a member of the Task Force on Construction. In witnessing the project from scratch to completion, the feeling is like being at the birth of my baby, which brings me an enormous sense of satisfaction.

The Housing Society gives Hong Kong people a comfortable home and a happy childhood to me. I spent my childhood in Sheung Li Uk from birth. It was full of my memories as I still remember that the open spaces were the battleground for my friends and I to play marbles and football, the hill behind Sheung Li Uk was my running training base, and my home was the turf of neighbours playing mahjong. By providing an invaluable opportunity to many Hong Kong people to have a happy home in the post war period, Sheung Li Uk was the first low-cost public housing estate which helped many parents to raise the younger generation and accumulate savings. This policy provided the environment to nurture many successful people for Hong Kong and it truly demonstrated the importance of “leaving wealth with the people”.

Looking back, I am pleased to say that the Housing Society is a mature and well managed not-for-profit organisation. It hinges on close collaboration between members and the management, as well as the support from the Government and perseverance of the staff members. Lastly, I wish the Housing Society will adhere to its policies and focus its resources to provide quality housing for the good of the community.

老有所居

An Ideal Home for the Senior Citizens

房協向來有「房屋實驗室」之稱，敢於開展具試驗性質的房屋先導計劃，回應社會不斷變更的獨特需求。長者房屋便是其中一個成功的例子，而我們有幸參與其中。

90年代末，我們就長者住屋需求進行多方面的研究，發現中等收入的長者對專為他們設計的房屋需求很大。當時長者房屋是一項嶄新的概念，團隊由資料搜集、規劃、設計至推廣每一個環節都作詳細研究後方開始推行，過程中每一步都充滿挑戰。到了2003年，房協推出「長者安居樂」住屋先導計劃，首創以終身租約「只租不賣」的形式，廣為香港市民接受，有些第一代租客至今仍記得我們當年如何落力推廣這項計劃呢。

繼「長者安居樂」後，我們更進一步研究「長幼共融」的模式，在2015年興建了街坊稱為「孝子樓」的「樂融軒」。樂融軒的營運理念是高層單位的業主，可優先租住低層單位給父母居住，方便照應之餘，更可加強家庭成員間的關係，達致「長幼共融」。項目推出後不久，有一位住戶表示很高興能與坐輪椅的母親同住「孝子樓」，大大方便他照顧年邁的母親。他還協助宣傳「孝子樓」的優點，讓更多人了解這種嶄新的房屋模式！

2015年，我們推出了首個優質長者房屋項目「雋悅」，為較有要求的長者提供更高質素的全方位照護服務。還記得有一對夫婦，由於丈夫行動不便，以前外出做物理治療都大費周章。入住「雋悅」後，太太只需帶丈夫到樓下的專業復康中心，他便可接受護理，可見項目設計和提供的服務真正切合長者的需要。

看到長者房屋項目大受香港市民歡迎，對我們整個團隊是莫大的鼓勵，成為我們用心發展優質長者房屋和服務的動力！

劉竟成先生（右）於2011年起擔任房協總監（物業發展及市場事務），負責策劃多項房協的先導房屋計劃。許鴻傑先生在房協工作25年，於2016年退休，退休前擔任高級經理（物業策劃及發展）。

Since assuming the role of Director (Development and Marketing) of the Housing Society in 2011, Mr Daniel Lau King-shing (right) has been responsible for planning various pioneering schemes.

Having worked at the Housing Society for 25 years, Mr Hui Hung-kit retired in 2016 as the Senior Manager (Planning and Development).



The Housing Society has been a “housing laboratory” and launched many innovative housing schemes over the years to address the ever-changing housing needs of the community in a timely manner. The elderly housing initiative is one such example that we take pride in being a part of.

In the late 1990s, we undertook a study to examine the housing needs of the elderly population, and realised the significance of housing demand from the middle-income elderly. At that time, housing for the elderly was a novel concept, and the team put much effort in the research, planning, design and promotion of the scheme. In 2003, the Housing Society launched the Senior Citizen Residences Scheme, offering the units to elderly persons under the first-of-its-kind “lease-for-life” arrangement, a scheme that proved so popular that some of our earliest tenants could still recall with fondness the way we promoted the scheme.

Following this scheme, we went on to explore the model of inter-generational harmony, and in 2015 we decided to build Harmony Place, a development also known as the “filial building”. The residents of Harmony Place occupying the top floor units would have the priority of renting the units at lower floors to their parents, so that family members could more easily take care of each other. Not long after the project rolled out, a resident expressed his delight to be able to take care of his mother who was a wheelchair user. Welcoming the concept, he even promoted the development to others!

In 2015, the launch of The Tanner Hill, our first quality elderly housing project, offered even more comprehensive care services of higher quality to the elderly residents. I could recall the experience of a couple, the husband suffered from mobility issues and had difficulties making his way to therapy treatments in town. Having moved to The Tanner Hill later on, his wife would only need to bring him to the rehabilitation centre downstairs for treatment care. This convenience demonstrated that the project design and the services were indeed meeting the needs of the elderly people.

It is most rewarding for the whole team to see our elderly housing projects well received by the Hong Kong community, and it motivates us to develop more housing projects for the elderly.

綠色先驅

Our Green Path

我們兩人在房協負責工程管理差不多有20年了。這些年來，我們和同事時刻緊記建屋不是為建而建，而是要把各個項目的不同理念，在設計、興建與落實時展現出來，以滿足不同顧客群的需求。房屋政策與時並進、客戶需求變化萬千，加上房協有很多不同形式的房屋先導計劃，坦白說我們都是邊學邊做。每個項目都是新挑戰，促使我們保持對工作的熱情。

房協一向注重在建築設計和施工上實踐可持續發展的理念。從1996年落成的茵怡花園綜合發展項目，到2008年完成的滿樂大廈復修工程，以至2013年後相繼落成的市區重建項目及優質長者房屋發展等，都採用了可持續發展的設計和環保建築的技術。當年我們推行環保建築概念時，社會在這方面的意識並不高，但我們深信可持續發展是未來社會發展的方向，故由90年代起一直支持並積極推行綠色建築。

千禧年後，香港市民的環保意識及對樓宇質素的要求漸漸提高，房協率先實行ISO 14001環境管理體系，是香港首間獲得認證的房屋發展機構。至今，房協多個房屋項目獲頒建築和環保獎項，是對我們多年來的工作給予肯定及鼓勵。除了推動綠色建築，我們亦關注業界的施工水平。在2001年，我們推出一系列優質工序短片，業界和學術界更以此作為培訓教材，這也算得上是建築界的教育電視吧！

回顧過去20多年，房協在推動可持續建築及提升樓宇質素的路上，一直努力不懈。作為工程策劃及管理者，我們亦不斷探索新的建築技術及方案，務求能進一步提高工程的環保效益、施工效率及樓宇質素。未來，我們將繼續堅持可持續發展的理念，興建房屋，參與建設香港！

Both of us have worked in the Housing Society for about two decades on project management. Over the years, we firmly believe that each project – from inception, design, construction to completion – should be developed to serve its mission, and should address the needs of our customers. Housing policies progress with the times, and customers' aspirations also keep changing. Going along with our various pilot schemes, we keep our minds open and value every experience as a learning opportunity. Essentially, each project is a new challenge of its own, and that keeps our momentum going.

Sustainable design and construction are always the Housing Society's vision. From our comprehensive development of Verbena Heights in 1996, the rehabilitation of Moon Lok Dai Ha in 2008, to the various urban renewal projects since 2013, and the quality elderly housing development, we integrated sustainable design elements and technologies in them. When we first advocated such concepts, there was a lack of general awareness in society. We have adhered to this green concept since the 1990s and made it our role to act as a staunch advocate of green buildings.

As we entered the millennium, there was increased public awareness towards environmental protection, and higher expectations for building quality. In response, the Housing Society spearheaded to adopt ISO 14001 Environmental Management System for our housing developments, and was the first housing body so accredited. Our effort in this area was greatly encouraged by the many building and environmental awards presented to our projects. We also strive to promote quality construction in the building industry. In 2001, we launched the "Quality Field Practices" video series, which soon became teaching materials adopted by various industry practitioners as well as educational institutions.

Looking back, the Housing Society has been relentless in promoting sustainable development and quality building. As masterminds and managers of projects, we would take every effort to explore new construction technologies and methodologies, with a view to excel in eco-friendliness, buildability and building quality. We will uphold the sustainability vision in our future projects, and continue to build homes for the people of Hong Kong.



樂融軒
Harmony Place



楊啟裕先生(左)於2000年加入房協，2011年起出任總監(工程策劃)。

覃漢新先生於1996年入職房協，現為總經理(項目管理)。

Mr Franki Yeung Kai-yu (left) joined the Housing Society in 2000 and has taken up the role of Director (Projects) since 2011.

Mr Chum Hon-sun joined the Housing Society in 1996 and is now the General Manager (Project Management).

物管事事管

People is Central to Property Management

屈指一算，我在房協服務了38年，可說是陪伴機構走過一半的歲月。我於1980年入職，算是「紅褲子出身」，由低層做起，首個工作崗位是在勵德邨擔任房屋事務助理，後來曾於明華大廈、家維邨、對面海邨等多個屋邨擔任過物業管理工作。

在物業管理部服務多年，我一直本着用心服務的信念，與住客建立互信的關係，切實地為住戶解決問題。回想入職初期，經常上樓替住戶「劃租咭」，成為了每月恆常的家訪活動。久而久之，我們和住戶變得熟稔，有時甚至連住戶傢具的位置稍有變動，我們都能即時察覺到。

隨着時代不斷轉變，物業管理的方法亦與時並進，但我們仍恪守為住客提供優質服務的使命。儘管現在已不用上門劃租咭，但我們仍會定期做家訪，還設立24小時熱線，和透過社交媒體與住戶保持密切溝通。無論工作模式如何，每位住戶臉上幸福的笑容，都是我致力於物業管理的最大原因。

除了工作帶來的滿足感，房協的濃厚人情味亦是我投入工作的動力。記得最初在勵德邨工作時，每天在寫字樓吃完午飯後，一班同事都會坐下來吃吃水果，聊聊天，感情融洽得就好像親人一樣；到現在，親人的關係維持不變，而我則榮登物業管理部的「媽媽」，尤其每當年輕的同事在工作或生活上遇到疑難時，我都樂意與他們分享人生經驗，在物業管理的道路上並肩前進，迎接新的挑戰。



I have served in the Housing Society for 38 years. I joined the organisation in 1980, working from a very junior position as a Housing Affairs Assistant in Lai Tak Tsuen. Later on, I moved to work in other estates including Ming Wah Dai Ha, Ka Wai Chuen and Tui Min Hoi Chuen, taking up various roles in property management.

During the years, I am driven by our core belief in caring for the customers, from the way we develop trusting relationships with them to helping them resolve their everyday problems. I remember I used to go to visit the residents often to sign rent record cards in the old days, which turned into monthly home visits. As time passed, we became so familiar with the residents that I would even notice changes when they rearranged their furniture in the flats.

Our property management approach may change with the times, but after all it is meant to provide a quality service. Even though we no longer needed to sign rent record cards, we would still carry out home visits on a regular basis, and we now communicate with our residents by means of a round-the-clock hotline and social media. Whatever way we take in serving the residents, the smiles on their faces are my best rewards.

In addition to the sense of achievement at work, what I value most in the Housing Society is the caring and cohesive working relationship. In my early days in Lai Tak Tsuen, I used to spend time with colleagues after our lunch in the office, chatting with each other as we shared some fruits. In many ways it felt as if we were a family. Now, the “family” relationship remains and I am named the “mother” in the property management division. I always share my experience with the younger colleagues when they encounter difficulties about work or life, hoping that we can embrace the challenges together along the path of their careers in property management.



潘靜文女士在房協工作38年，是房協現職年資最長的員工之一。入職時為物業管理部房屋事務助理，現為高級經理（物業管理），負責行政及培訓事宜。Having worked with the Housing Society for 38 years, Ms Annie Pun is one of the most senior employees in the organisation in terms of her years of service. Having first joined as a Housing Affairs Assistant, she is now the Senior Manager (Property Management) responsible for administration and training.

房協老友

A Buddy of HS Community



游健玲女士於1983年加入房協物業管理部，任房屋助理，後晉升為助理房屋經理，1992年因移民海外而離職。於2002年回港並重投房協懷抱，協助創立「房協之友」，其後調任其他部門。2008年再續前緣，重返「房協之友」，現為高級經理（房協之友）。

Having first joined the Housing Society as an Estate Assistant in 1983, Ms Joyce Yau Kin-ling was later promoted to Assistant Housing Manager. In 1992, she decided to emigrate overseas and resigned from her position. She returned to Hong Kong in 2002 and rejoined the Housing Society to help set up the Housing Society Community (HSC), but then transferred to other departments. She has looked after the HSC from 2008 onwards and is now the Senior Manager (Housing Society Community).

「房協之友」於2003年成立，旨在實踐房協關顧居民的精神，推動鄰里間的互助互愛，建立和諧社區。而就在這一年開始，我成為了「房協之友」的其中一員。回想籌辦初期，我們只有兩名成員，事無大小都要親力親為，幸好得到同事的全力支持，計劃得以順利開展。2008年，「房協之友」進行革新，當時我們訂下社區融和的目標，以居民為本，推出一系列以「做得、唱得、跑得、跳得、玩得」為主題的屋邨活動，決心走進社區。

現在，我們已經是一個14人的大家庭了，而「房協之友」亦成為房協和居民間有效的溝通平台。為了凝聚住戶和社區、提升居民生活質素，這個團隊時刻緊貼居民所需，集思廣益，舉辦多元化及有新鮮感的活動，吸引不同年齡層的居民參與。看到住戶在活動中結識到一班志同道合的老友記，一齊飲茶、上興趣班，說說笑笑，鄰里間和諧融洽，逐步發揮「房協之友」的效用。

轉眼間，我在「房協之友」服務將近10年了。長者在台上綻放的自信笑容、居民在營火晚會上的落力演出、獨居伯伯向我們訴說的年輕往事，每一個溫馨片段都成為我繼續為居民服務的原動力。這份「貼地」的工作充滿重重挑戰，但我自覺幸運，因為既有一群年青熱誠的隊友相助，一起實現「沒有不可行，亦沒有不可能」；又得到管理層的信任，多年來讓我們團隊自由發揮，盡情投入工作，服務居民。

The Housing Society Community (HSC) was set up in 2003, to exemplify the Housing Society's care for the residents, and to foster a sense of belonging and mutual help among the residents, with the ultimate goal of creating a harmonious community. At the beginning, there were only two people in our team, so we had to work on every task, big or small. Fortunately, every one of the team work diligently to offer their full support and that made all the programmes a great success. In 2008, the HSC underwent a revamp. We mapped out the new role of the HSC in serving the residents and promoting a harmonious community, and designed various activities that covered team-building, performing arts, sports and fun fairs for the residents.

We have now expanded into a 14-person team, and the HSC has evolved into an effective communication platform between the Housing Society and the residents. We helped to build a more cohesive society and promote a higher quality of living. Our team aimed to bring in suitable services to meet the residents' needs. We introduced activities of more variety for different age groups. Many of our residents indeed made new friends through our programmes. They would then meet up for dim-sum or sign up for interest classes together. We felt tremendously encouraged by their active participation and happy relationships.

In a flash, I had already served in the HSC for a decade. The confident smiles of the elderly members on stage, their wonderful performances on our bonfire night, as well as the old stories and experiences shared by the senior residents, were all my heart-warming memories and the driving force at work. Although the work challenges never stop, I very much enjoyed working with a team of young people sharing the same "can-do" mind-set, while at the same time having the trust and support of the senior management in dedicating our efforts to serve the residents.

圖片來源 | Photo Credits

香港大學檔案中心

The University Archives, The University of Hong Kong

P.15 羅拔臣教授 Professor Robert Robertson

香港防癆心臟及胸病協會

HK Tuberculosis, Chest & Heart Diseases Association

P.15 律敦治先生 Mr Jehangir Hormusjee Ruttonjee

太古集團香港歷史檔案服務

Swire HK Archive Service

P.15 芬利先生 Mr John Finnie

天主教香港教區檔案處

The Roman Catholic Church in Hong Kong

P.15 龔樂年神父 Rev. Fergus Cronin

鄭寶鴻

Cheung Po Hung

P.32 頁頂 top of the page

香港特別行政區政府新聞處

Information Services Department, The Government of the HKSAR

P.36, 37, 57 頁頂 top of the page

P.40 主頁面 page content

香港特別行政區政府地政總署 (版權特許編號 7/2018)

Lands Department, The Government of the HKSAR (Licence No. 7/2018)

P.48-49

星島日報

Sing Tao Daily

P.53 頁頂 top of the page

© 香港房屋協會 2018

© Hong Kong Housing Society 2018

ISBN 978-988-98546-7-6

版權所有。本書任何部分之文字及圖片，
如未獲版權持有人允許，不得用任何方式
抄襲或翻印。

All rights reserved. No part of this publication
may be reproduced or transmitted, in any
form or any means, without prior permission
in writing from the copyright holder.

www.hkhs.com

DESIGN: FORMAT LIMITED
www.format.com.hk



