

CHAIRMAN'S STATEMENT 主席報告



Over the past year, we continued to fulfil our mission as a provider of social housing services while undertaking new projects that will ensure our sustainable development in the long run.

The conditions under which we operate have changed significantly over the past 63 years of our history and our role has evolved accordingly. Today, our scope has broadened to include projects that meet the changing needs of our existing residents, the communities in which they live and the expectations of our elderly population, many of whom are far more well off than in previous years.

在過去一年，我們繼續履行為社群提供房屋服務的使命，並同時開展新的項目，以確保我們可長遠持續發展。

回顧過去六十三年，社會環境變化很大，而我們擔當的角色亦與時轉變。時至今日，我們的業務範圍不斷擴展，發展的項目除了配合現有住戶和社區環境轉變的需要外，還切合人口老化及現今長者遠較以往富裕而帶來的期望。

A New Generation of Affluent Elderly

Last year, the Census and Statistics Department released a report showing that the percentage of senior citizens in Hong Kong has been on the rise. By 2039, it is believed that the number of elderly over the age of 65 in Hong Kong will rise to 28% from 13% in 2009.

This demographic shift will create new pressure for housing that is currently not being met. The Housing Society was among the first to recognise this need, and as early as the 1970s, we began providing accommodation with rental concessions to senior citizens in our rental estates. This was followed in the 90s with our launch of two pilot projects under the Senior Citizen Residences (SEN) Scheme which targeted the middle-income retirees. The scheme was very well received and reflected a strong demand for this kind of housing.

We are now addressing the needs of a new target market — the affluent elderly with two projects currently underway at Tanner Hill on Hong Kong Island and Wetland Park Road in Tin Shui Wai.

Both projects share similar characteristics yet each is different. While Tanner Hill will be an integral part of its urban surroundings, the project in Wetland Park Road will adopt a green park concept with a resort lifestyle. In the past year, we continued to push these projects forward by carrying out project planning and product positioning, as well as a number of marketing activities to promote the concept of quality retirement living.

Part of the appeal of the Wetland Park project is its rural country club setting, but this has also caused public concern on the environment. To allay these concerns, we have undertaken extensive environmental research in order to minimise the impact of the project on the ecology of Wetland Park. Our efforts to maintain a pristine natural environment were acknowledged when we received a Finalist Certificate in the Research and Planning Category (Asia-Pacific and Hong Kong) at the Green Building Award 2010 ceremony held by the Hong Kong Green Building Council.

On the other hand, we recruited a top-flight specialist in elderly care during the year to lead our core project team. He is part of what makes our approach to quality retirement living so distinctive. For both projects, we will be providing not just the hardware of bricks and mortar, but also the software including healthcare and elderly services. According to our research, we believe this new approach to senior housing will be most welcome among the affluent elderly in Hong Kong.

富裕的新一代長者

去年，政府統計處發表報告，指香港的長者人口比例持續上升。到了二零三九年，香港六十五歲以上的長者數目，將由二零零九年的百分之十三，上升至百分之二十八。

這個人口結構的轉變，將令現時住屋不足的情況更添壓力。房協早於七十年代已意識到這方面的需求，率先在出租屋邨為長者提供租金優惠的居所。到了九十年代，我們針對中產退休人士的需要，開展「長者安居樂」住屋計劃兩個先導項目，受到市場歡迎，反映該類房屋的需求殷切。

為迎合經濟能力較佳的長者，我們現正於港島丹拿山和天水圍濕地公園路發展兩個項目，以拓展新的目標市場。

該兩個項目雖有相近之處，但同時各具特色。丹拿山項目將融入周邊的市區環境；而濕地公園路項目則結合「翠綠花園」的概念及度假的生活模式。在過去一年，我們積極為這兩個項目進行規劃及定位，並舉行一些推廣活動，宣傳優質退休生活的概念。

濕地公園項目所提供的鄉村俱樂部式居住環境，是其一大特色，但同時亦引起公眾對環境的關注。為釋除疑慮，我們為該項目進行了廣泛的環境評估研究，盡量減低對濕地公園的生態影響。我們在保持原有自然環境的努力得到認同。這個項目在香港綠色建築議會舉辦的「二零一零年環保建築大獎頒獎禮」中，獲選為「研究及規劃類別——亞太地區及香港」入圍作品。

另一方面，我們於年內聘請了一名優秀的長者護理專家帶領核心項目團隊，顯示我們重點推行優質退休生活的方針。這兩個項目除了提供住房方面的硬件外，亦設有醫療和安老服務等軟件。根據我們的研究，相信這個長者房屋發展的新方向，將受有經濟能力的香港長者歡迎。



Contributing to Social Needs

In his 2010 Policy Address, the Chief Executive of the Hong Kong Special Administrative Region announced the launch of an innovative housing initiative — the My Home Purchase Plan. The Housing Society has been appointed to implement this 'rent-and-buy' scheme and develop the projects under the Plan. We are pleased to take on this new challenge which is in keeping with our role as a housing laboratory for Hong Kong.

To address the problem of urban decay, we have continued to carry out the Building Management and Maintenance Scheme (BMMS) which we launched in 2005 as a 10-year programme to help owners of older buildings manage and maintain their properties. This was reinforced by the Operation Building Bright programme which the Government had entrusted the Housing Society and Urban Renewal Authority to implement in 2009. During the first round of the programme, owners of more than 2,000 old buildings have received assistance and up to 18,000 employment opportunities have been created. The favourable response had prompted the Government to go for a second round with additional funding, and we began receiving applications in October 2010 from Owners' Corporations.

I am glad that more eligible owners have availed themselves of this opportunity to improve building safety and keep up maintenance in their buildings as this will enhance the overall quality of life in Hong Kong.

配合社會需要

於二零一零年的施政報告中，香港特別行政區行政長官宣布推出創新的「置安心資助房屋計劃」，並委託房協推行這項「先租後買」的計劃及發展有關項目。我們很高興接受這項新挑戰，繼續為香港發揮「房屋實驗室」的功能。

為解決樓宇日久失修的問題，我們於二零零五年推行為期十年的「樓宇管理維修綜合計劃」，協助舊樓業主管理及維修物業。其後，政府於二零零九年委託房協及市區重建局推行「樓宇更新大行動」，進一步加強這方面的工作。第一輪大行動為超過二千名舊樓業主提供協助，並創造多達一萬八千個就業機會。由於反應理想，政府額外注資推行第二輪行動，並於二零一零年十月開始接受業主立案法團申請。

我很高興有更多合資格的業主藉這次機會改善樓宇安全，並為物業持續保養及維修，從而提升香港的整體生活質素。



During the year, we continued to proceed with the redevelopment of five residential projects in Sham Shui Po. These projects will provide 1,257 small and medium flats, including 150 studio or one-bedroom flats for single persons or young couples. The projects will follow the 'practical but not extravagant' principle by incorporating durable quality materials and amenities that meet the needs of the residents. Environmental elements such as repaving, a green corridor and two green plazas will also be incorporated. The cost of building, managing and maintaining these amenities will be borne by the Housing Society. Works on the superstructures have already begun in K25 which is expected to complete in 2013.

One of the most significant events for the Housing Society during the year was the support-in-principle we received from the Government to redevelop our Ming Wah Dai Ha into an integrated community.

Ming Wah Dai Ha is one of our oldest estates. In 2006, we began renovating Block A to G to improve the living environment for the residents. Block H to M, however, will be completely demolished to develop a mix of housing. Besides building rental flats, we will provide elderly housing and related services, as well as commercial and other facilities to meet the needs of not just the residents, but also the local community as a whole.

All preparation work, including project design and rehousing arrangements, is underway and we expect the Master Layout Plan would be ready for submission to the Town Planning Board by the end of 2011.

年內，我們繼續發展位於深水埗的五個市區重建住宅項目。這些項目將提供一千二百五十七個中小型單位，其中一百五十個為開放式或一房單位，適合單身人士及年輕夫婦。這些項目將奉行「實而不華」的原則，採用優質耐用的物料及設施，配合住戶的實際需要，同時亦注入環保元素，例如重鋪路面、設置「綠化走廊」及兩個「綠色廣場」。房協將承擔這些設施的興建、管理及維修費用。K25 項目現正興建上蓋，將率先於二零一三年落成。

房協於年內其中一項最重要的事件，是獲得政府原則上支持重建明華大廈成為一個綜合社區。

明華大廈是房協其中一個最早期興建的屋邨。我們於二零零六年已著手翻新 A 至 G 座，以改善居民的居住環境。至於 H 至 M 座，將拆卸重建為混合房屋項目。除出租單位外，還提供長者單位及相關配套設施、商舖及社區設施等，以配合屋邨居民的需要，同時惠及整個社區。

我們現正進行所有籌備工作，包括項目的設計及居民的調遷安排，預計可於二零一一年年底將總綱發展藍圖呈交城市規劃委員會。

Way Forward

I was especially delighted during the year to see the approval for the redevelopment of Ming Wah Dai Ha as I believe this project represents a very important new strategic direction for the Housing Society.

To ensure the long-term sustainability of the Housing Society, we need to look at our own assets and examine ways of making the best use of them in the coming 30 to 50 years. Over the longer term, we would like to redevelop all of our 20 estates, although at this stage we have no specific timetable for doing so. This will depend on our financial capabilities, support of the Government to our proposals, and the availability of decanting units within our estates to accommodate tenants.

Some may feel that we are exceeding our mandate as a provider of social housing by pursuing this programme. The alternative, however, would be to do nothing with our estates and carry out only minimal maintenance while taking in rents from our tenants. But as a responsible provider of social housing, it is our belief that we can and should do more to improve the lives of people in Hong Kong.

Indeed, we will continue to take up social projects that benefit society. For example, elderly housing projects that meet the needs of the ageing population will remain a primary focus for the Housing Society in the years to come. And we will also undertake subsidised housing projects when called upon to serve the housing needs of the people. In both cases, however, we will very much depend on the amount of land premium payable to the Government to make these projects financially viable.

It has been a very active period for the Housing Society and in view of the various property development projects underway, we separated the Property Development Division into Development and Marketing Division and Projects Division.

At our 58th Annual General Meeting on 1 September 2010, members of the new Supervisory Board were elected. I would like to take this opportunity to welcome members of the new Board to the Housing Society and thank my fellow members in the Executive Committee, other Standing and Special Committees as well as Task Forces for their dedication and contributions to the Housing Society.

Finally, I would like to extend my heartfelt appreciation to all of our staff for their support, understanding and hard work over the past 12 months. It has been a significant year for the Housing Society and the beginning of an exciting new period for all of us. With our concerted efforts, I am confident that we can achieve our goals and maintain the course we have set for a new era of quality living.



Yeung Ka-sing
Chairman

未來路向

對於年內獲得批准重建明華大廈，我特別感到高興，因為我相信這個項目將為房協豎立一個非常重要的策略新方向。

為確保房協可以長遠持續發展，我們必須檢視目前的資產狀況，研究在未來三十至五十年間怎樣最能善加運用。雖然現階段尚未有具體時間表，但長遠來說，我們希望能夠重建全部二十個屋邨。這當然要視乎我們的財政能力、政府對重建方案的支持，以及屋邨是否有足夠單位作調遷之用。

有些人可能認為重建屋邨超越了我們提供社會房屋的使命，但如果我們不這樣做，我們就只是向住戶收取租金，為屋邨進行最低限度的維修。然而，作為負責任的機構，我們為社會提供房屋之餘，亦應盡力多走一步，改善香港市民的生活。

事實上，我們將不斷推行惠及社群的項目，例如配合人口老化的需要而發展的長者房屋，在未來的日子將繼續成為房協的業務重點。同時，我們亦做好準備隨時應邀發展資助房屋，協助解決市民的住屋需求。但以上兩類項目在財政方面是否可行，將取決於我們要向政府繳付的地價金額。

在這段日子，房協的業務蓬勃，目前正進行多項物業發展，因此我們將架構重組，把物業發展部分拆為物業發展及市場事務部和工程策劃部。

房協於二零一零年九月一日舉行的第五十八屆周年委員大會中，已選出新一任監事會委員。我希望藉此機會歡迎新監事會委員的加入，並感謝執行委員會、其他常設及特別委員會，以及專責小組各成員為房協付出的努力和貢獻。

最後，我衷心感謝房協全體員工過去一年的支持及體諒，同時盡心盡力地工作。對房協而言，今年是重要的一年，亦是令人振奮的新開始。我相信只要大家同心協力，堅守我們訂立的方針，必能達到目標，建立優質生活的新世代。



楊家聲
主席