

BUILDING QUALITY HOMES

追求卓越 建造優質的家



PROPERTY DEVELOPMENT 物業發展



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1. The Master Layout Plan of the Wetland Park Road project has been approved by the Town Planning Board
濕地公園路項目的總綱發展藍圖已獲城市規劃委員會通過
2. The Tanner Hill Retirement Housing project is expected to complete by the end of 2014
「丹拿山退休房屋」項目預期於二零一四年年底落成
3. Kwun Lung Lau after rehabilitation takes on a new look
復修後的觀龍樓耳目一新
4. A traditional Chinese style footbridge will be built across Tuen Mun River as a landmark of the area
橫跨屯門河的「仿傳統中式」設計行人天橋將成為該區地標



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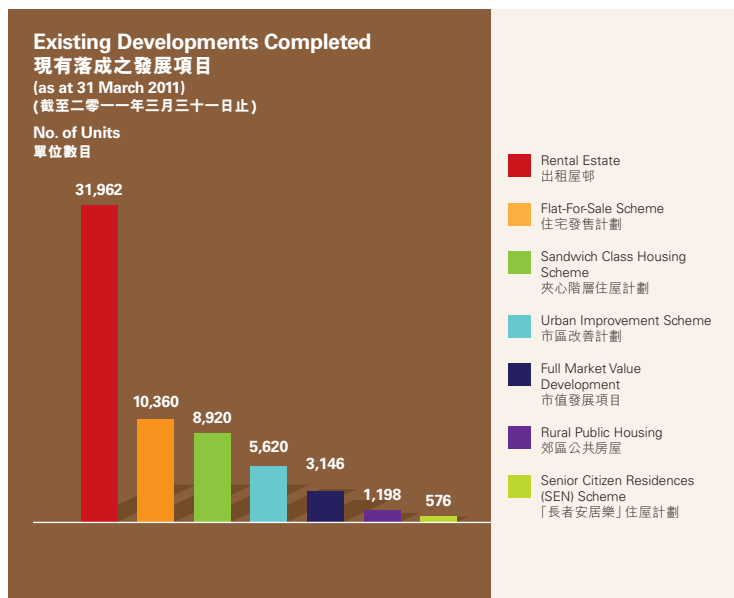


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5. The Tin Hau Revitalisation Project expands the leisure area in Lau Sin Street
「天后地區展新姿計劃」為留仙街增添休憩地方
6. The mixed scheme development to be built in Shau Kei Wan comprises both private and elderly flats
於寶葵灣興建的混合住宅項目將包括私人及長者單位
7. The K25 redevelopment project in Sham Shui Po is expected to complete in 2013
深水埗K25的重建項目預計於二零一三年竣工



The Tanner Hill Retirement Housing project will provide 588 elderly housing units in three tower blocks
「丹拿山退休房屋」項目共有三幢大樓，將提供五百八十八個長者單位

During the year, we made substantial progress on our projects at Tanner Hill and Wetland Park Road for the more affluent elderly, both of which are part of our new focus on quality retirement living. In addition to our quality retirement housing projects, we continued to fulfil our responsibilities as a provider of social housing by rehabilitating our rental estates and participating in urban revitalisation projects. We also achieved a significant milestone in 2010 when we received the support-in-principle from the Government to redevelop Ming Wah Dai Ha into an integrated community. This project, now in the planning stage, will serve as a model for the redevelopment of our remaining 19 housing estates and a sustainable role for the Housing Society to serve the people of Hong Kong.

Promoting Quality Retirement Living

We made significant headway during the year to bring our two new quality retirement housing projects closer to fruition — the Tanner Hill Retirement Housing project and Wetland Park Road Integrated Elderly Community project.

年內，我們位於丹拿山及濕地公園路的項目取得長足的進展。這兩個項目為經濟能力較佳的長者而設，提供優質的退休生活，是我們新的重點業務。除了發展優質的退休房屋項目外，我們亦透過復修出租屋邨及參與市區活化項目，繼續履行為社會提供房屋及相關服務的使命。於二零一零年，我們獲政府原則上支持重建明華大廈成為一個綜合社區項目，是一個重要的里程碑。這項目現處於規劃階段，將成為我們日後重建其餘十九個屋邨的楷模，並讓房協得以持續服務香港市民。

推動優質的退休生活

兩個新的優質退休房屋項目——「丹拿山退休房屋」項目及濕地公園路「長者綜合社區計劃」於年內進展理想，並快將取得成果。



The Wetland Park Road Integrated Elderly
Community project in drawing
濕地公園路「長者綜合社區」項目圖型

Both projects are a new challenge for the Housing Society as they are targeted towards the more 'affluent elderly', a niche on the market that has not previously been filled despite emerging demand, but which we hope other developers will emulate.

The Tanner Hill Retirement Housing project, located in North Point, will provide 588 purposely-designed units of different sizes and layouts in three tower blocks. Apart from clubhouse facilities such as indoor swimming pool, gymnasium, library and business centre as part of our overall urban retirement lifestyle offering, the project will also incorporate comprehensive care and wellness facilities to take care of the elderly in a holistic manner. This project is scheduled for completion by the end of 2014.

At our Wetland Park Road Integrated Elderly Community project in Tin Shui Wai, we plan to provide a comprehensive low-rise resort lifestyle retirement experience on a secluded site in the rural northwest New Territories. Phase I of this development, providing 650 units, is scheduled for completion in 2015. This project shares the same concept as Tanner Hill in terms of design and provision of supporting facilities. Moreover, taking advantage of the spacious site area, the project will also provide a hotel and a range of community and recreational facilities to create job opportunities and provide needy services for the local community.

這兩個項目是房協的新嘗試，對象是經濟能力較佳的長者。儘管需求日漸增加，這個特殊市場過往備受忽略。房協希望能拋磚引玉，吸引其他發展商加入這個行列。

位於北角的「丹拿山退休房屋」項目共有三幢大樓，將提供五百八十八個不同面積及間隔設計的單位。為體現大都會式的退休生活模式，住客會所將設有室內泳池、健身室、圖書館及商務中心，同時還有綜合護理及保健設施，全面照顧長者所需。這項目預期於二零一四年底落成。

至於天水圍濕地公園路的「長者綜合社區計劃」，我們將提供低層式的住屋，在清幽的新界西北部郊區締造一個全面的度假式退休生活體驗。第一期發展項目將提供六百五十個單位，預計於二零一五年落成。這項目與丹拿山在設計及配套設施上理念相同，我們將善用地皮的廣闊空間，提供酒店及多種社區及康樂設施，為當區創造就業機會及服務有需要的人士。



A seminar was held to promote happy and healthy ageing
舉辦研討會推廣快樂和健康的黃金歲月



The Housing Society Elderly Resources Centre promotes
'ageing in place' to the community
「房協長者安居資源中心」向社區推廣「居家安老」的信息

During the year, we completed a market research that helped us further develop and refine not only our end product, but also the strategy for quality retirement living. The research comprises three key components: Lifestyle, Wellness and Skilled Care. This involved interviews with experts on ageing, desktop research, qualitative and quantitative research.

For both projects, we reviewed the design and layout, analysed detailed financial viability studies, defined the service needs of our target customers, and formulated our branding and marketing strategies. Branding will be especially critical for the success of these projects by the Housing Society which has concentrated on providing housing at the low-to-middle end in the past.

We have also established a core team that will deliver skilled care services at these projects as well as for the elderly residents in our other estates. This 'software' aspect of the projects providing quality retirement living will be our competitive edge and forms part of our operational model for the future.

We organised and took part in a number of events during the year to promote the concept of quality retirement living. An event under this initiative was the Happy and Healthy Ageing Seminar at the Hong Kong Jockey Club, which brought together local and international experts to share their insights into ageing.

年內，我們亦完成了一項市場研究，有助進一步發展及優化項目的內容及優質退休生活的策略。研究針對三個主要方面：生活模式、養生保健及專業護理，當中並就人口老化問題及電腦數據分析與專家面談。

除了覆檢兩個項目的設計及布局外，我們亦就財務的可行性進行了詳細的研究分析、確定目標客戶對服務的要求，並制訂市場定位及推廣策略。由於房協過往集中為中至低下階層提供房屋，因此房協為這些項目適當地訂立市場品牌將是成功的要素。

我們亦設立了一個核心團隊，為這些項目及我們其他屋邨的長者居民提供專業的護理服務。這「軟件」部分將確立我們在提供優質退休生活方面的競爭優勢，並奠定日後營運的部分模式。

年內，我們舉辦及參與多項活動，宣揚優質退休生活的概念，當中包括香港賽馬會舉行的「快樂和健康的黃金歲月研討會」，匯集本港及國際專家，就人口老化的議題交流意見。



The Cheerful Court of the SEN Scheme has attracted visitors locally and overseas
「長者安居樂」住屋計劃的彩頤居吸引本地及海外人士參觀



We also participated in the 2010 Joint World Conference on Social Work and Social Development to examine 'ageing in place' from a property management perspective, and took part in exhibitions such as the 12th International Conference on Mobility and Transport for Elderly and Disabled Persons organised by the Hong Kong Society for Rehabilitation.

Other events in which we took part included the InnoCarnival 2010 in which we displayed household designs and products that meet the needs of the elderly, and the Safe Living and Active Ageing Festival.

Our elderly website — www.HKHSelderly.com — has been a valuable resource for the senior citizens and their care-givers. During the year, we revamped the site to make it even more useful and accessible by adding information on topics such as elderly housing, health, travel, diet, nutrition and retirement living.

Renewing Rental Estates

Most of the rental estates of the Housing Society were built in the 1960s and 70s. The design and facilities of the estates had suitably met the needs of the residents at that time. Though regular upgrading and maintenance works have been carried out, due to inherent site, design or other constraints, these estates could no longer suit the demands of modern life or an ageing population.

我們亦出席「2010聯合世界大會：社會工作及社會發展之願景及藍圖」，從物業管理的角度分析「居家安老」的概念，並參與由香港復康會舉辦的「第十二屆長者及殘疾人士交通及運輸服務國際大會」。

其他參與過的活動包括「創新科技嘉年華2010」，展出配合長者需要的家居設計及產品，以及「居安行健樂頤年」節。

我們的長者網頁(www.HKHSelderly.com)為長者及其照料者提供寶貴的資料庫。年內，我們更新了這個網頁，並增添一些專題資訊，例如長者房屋、健康、旅遊、飲食、營養及退休生活，使網頁更實用及易於查閱。

翻新出租屋邨

房協大部分的出租屋邨建於六、七十年代，設計及設施都能符合當時的居民所需。但即使定期進行改善及保養，這些屋邨受到本身既定的位置、設計及其他因素限制，無法再滿足現代生活或人口老化的需要。



Moon Lok Dai Ha won the Historical Revitalisation Developments Merit Award of the Quality Building Award 2011

滿樂大廈於「優質建築大獎2011」中獲「歷史建築活化項目優異獎」

With a priority objective to better serve our residents, comprehensive rehabilitation works have been planned or implemented for the older estates, and at the same time, detailed studies have been conducted to explore the feasibility of redeveloping the whole of these estates within the various constraints.

One of our first rental estates, Moon Lok Dai Ha, was built in 1964 and rehabilitated in 2006. Renovations to this estate included the provision of a greener, more comfortable living environment as well as additional community facilities. For this project, Moon Lok Dai Ha won a Merit Award in the special category of Historical Revitalisation Developments in the biennial Quality Building Award co-organised by nine professional bodies in the construction industry.

With regard to Kwun Lung Lau, rehabilitation works were planned for the replacement of six old elevators and addition of three new ones for the convenience of the residents. Also included in the works was a new power supply system that doubled the capacity of each unit, allowing the residents to use electrical appliances such as air-conditioners and water heaters at the same time.

為了向居民提供更佳的服務，我們已為一些較舊的屋邨計劃或進行全面的復修工程。同時，我們亦進行詳細研究，探討在各種限制下，是否可以重建整個屋邨。

滿樂大廈是我們最早期的出租屋邨之一，於一九六四年落成，並於二零零六年完成復修工程，當中包括提供更綠化、更舒適的居住環境，同時增加了一些社區設施。滿樂大廈這項工程於兩年一度由建築界九大專業團體合辦的「優質建築大獎」中，榮獲「優質建築主題獎」類別中的「歷史建築活化項目優異獎」殊榮。

至於觀龍樓的復修計劃，工程項目包括更換原有六部升降機及增加三部升降機，方便居民出入；同時設置新的電力供應系統，提升每戶的電力供應一倍，以便居民同時使用冷氣機及熱水爐等電器。



The lift service was enhanced in Kwun Lung Lau for the convenience of the residents
觀龍樓改善升降機服務，方便居民出入



Additional leisure space was provided on the rooftop of Kwun Lung Lau after rehabilitation
復修後的觀龍樓天台增設休憩空間

Other improvements included the refinement of the exterior building wall, corridor and lobby facilities with improved illumination, updated fire system and new electrical wiring. We also built a number of public facilities on the rooftop, such as a children's playground and fitness equipment for the elderly. Together with the greening of the slope, these works had significantly enhanced the living environment of the estate.

The rehabilitation works at Kwun Lung Lau were being undertaken by phases in order to minimise inconvenience to the residents. To mark the completion of the rehabilitation project, we held the Kwun Lung Lau Phase II Rehabilitation Completion and Community Hall Opening Ceremony cum Carnival on 19 February 2011.

In 2006, we began renovating Ming Wah Dai Ha by adding a shuttle lift tower, lifts in individual blocks, improved security and power systems, which were completed and ready for use in early 2010.

其他改善工程包括修葺樓宇外牆、走廊及大堂設備，並增加照明設施、更新消防系統和更換電線。我們亦利用天台的空間增建多項公用設施，例如兒童遊樂場及長者健體設備等，加上綠化斜坡工程，令屋邨的居住環境大大提升。

為減低對居民引起的不便，我們將觀龍樓的復修工程分期進行，並於二零一一年二月十九日舉行「觀龍樓二期復修工程竣工及觀龍禮堂啟用典禮」，標誌著復修工程大功告成。

我們於二零零六年開始翻新明華大廈，除了加建一幢穿梭升降機大樓外，並於每幢樓宇加設升降機及提升保安和供電系統。工程於二零一零年初完成，而各項設施亦投入服務。



Secretary for Transport and Housing Ms Eva Cheng (centre) visited a resident in Ming Wah Dai Ha
運輸及房屋局局長鄭汝華女士(中)探訪明華大廈的住戶



The rehabilitation of Ming Wah Dai Ha included an addition of a shuttle lift tower
明華大廈的復修工程包括新建一幢升降機大樓

In order to establish a model for the redevelopment of our rental estates while the rehabilitation for Ming Wah Dai Ha was in progress, we initiated a study on the redevelopment of Ming Wah Dai Ha as a pilot project, taking into consideration of critical issues like: gain in development density with the effective use of the latest potential, rehousing provisions for the tenants, appropriate housing types and facilities to meet the evolving needs of the community, and last but not least, the long-term financial viability and operation sustainability.

Supported by the findings of the study, an Integrated Redevelopment Model incorporating a proposal to redevelop Ming Wah Dai Ha as a pilot project was formulated and finally supported by the Government. Under this model, Ming Wah Dai Ha will be redeveloped by two phases, providing in total about 4,000 rental and elderly units, as well as facilities to serve the elderly within the estate and in the community at large. Phase I of the redevelopment comprising Block H to M will commence after rehousing the sitting tenants, with construction works targeted for completion by 2018.

Working along the programme agreed by the Executive Committee, the redevelopment of Ming Wah Dai Ha was formally announced in May 2011 following the approval of the proposed Planning Brief by the Town Planning Board. The Master Layout Plan would be submitted for approval in end 2011.

在復修明華大廈的同時，我們亦開始研究以重建明華大廈作為試驗項目，定出重建出租屋邨的模式。我們考慮到一些關鍵問題，包括有效運用土地潛力所增加的發展密度、租戶的調遷安排、合適的屋邨類型及設施以配合社區需求的轉變，以及長遠來說財務是否可行及能否持續營運。

我們根據研究所得，制訂了一個綜合重建模式，當中以重建明華大廈作為試驗項目，最終獲得政府支持。根據這個模式，明華大廈將分兩期重建，提供合共約四千個出租及長者單位，以及服務邨內以至社區長者的設施。重建工程第一期包括H至M座，將於完成調遷現有租戶後展開，建築工程預計於二零一八年完成。

我們遵照執行委員會同意的計劃，於二零一一年五月正式宣布重建明華大廈。有關規劃大綱已獲城市規劃委員會通過，而總綱發展藍圖將於二零一一年年底呈交該會審議。



Buyers of the Pinnacle were invited to choose their flats
疊翠軒的買家選購單位

The commencement of the redevelopment of Ming Wah Dai Ha based on the Integrated Redevelopment Model opens a new page for the Housing Society in fulfilling its mission to serve the community in housing and related services. Continuous efforts will be exerted in close liaison with the Government to evaluate the feasibility and priority of the redevelopment of the remaining 19 rental estates.

Sales and Marketing

In May 2010, the Housing Society completed the screening process of the applications for the last batch of flats at The Pinnacle, Highland Park and Cascades under the Sandwich Class Housing Scheme. Eligible applicants were invited to choose their target flats according to a priority sequence determined by computer basing on a seed number drawn by ballot.

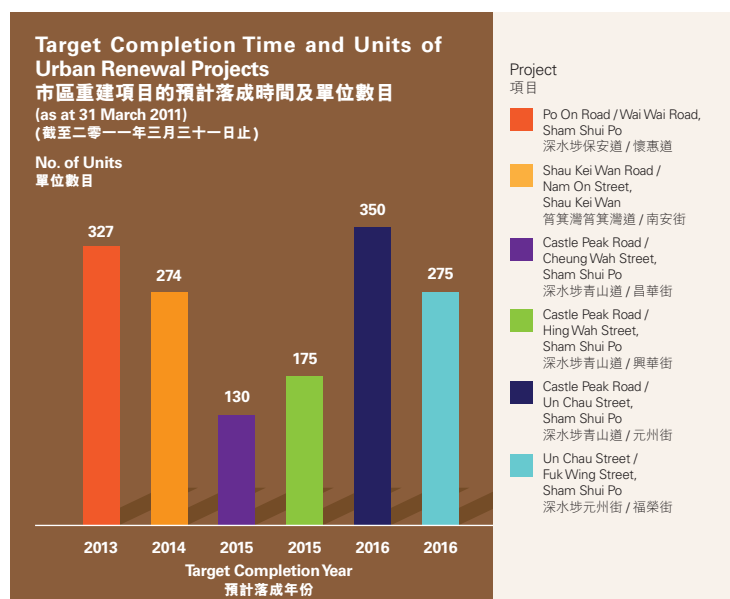
All of the 838 units available were sold out within one month, realising proceeds of \$1,848 million. About 80% of the buyers were young families of three to four members, while the rest were public housing tenants. The flats were handed over to the buyers in early July 2010 smoothly. The Housing Society offered a one-year defect liability guarantee period after the assignment of the flats and in general, all defects were duly fixed for the owners within three weeks upon reporting.

以綜合重建模式展開明華大廈的重建工程，為房協實踐提供房屋及相關服務的使命揭開新的一頁。我們將繼續與政府緊密連繫，評估重建其餘十九個出租屋邨的可行性及優先次序。

銷售及市場推廣

於二零一零年五月，房協完成疊翠軒、浩景臺及欣圖軒的「夾心階層住屋計劃」單位最後一批認購申請的篩選程序。我們根據電腦按抽籤結果釐定的優先次序，邀請合資格的申請者選擇屬意的單位。

全數共八百三十八個夾屋單位已於一個月內售罄，為房協實現十八億四千八百萬元。買家當中約八成為三至四人的年青家庭，其餘為公屋租戶。房協已於二零一零年七月初順利與買家完成單位的交收程序，並提供由單位買賣日期起計算一年的維修保證保養期。總的來說，所有紕漏問題都於業主提出起計三星期內得到妥善處理。



Urban Renewal and City Revitalisation

In collaboration with the Urban Renewal Authority, the Housing Society has been actively involved in various aspects of urban renewal in Hong Kong. Our goal with the urban renewal projects we undertake is to provide flats with higher efficiency ratios and new buildings with more space and public amenities that benefit the whole community.

The Housing Society has already undertaken a number of redevelopment projects since signing a Memorandum of Understanding (MOU) with the Urban Renewal Authority in 2002. Among these is a mixed scheme development in Shau Kei Wan. This project, which will comprise a total of 274 flats (214 private and 60 elderly flats), allows families to live in the same building with their elderly parents so as to take care of them when required. During the year, we completed the design of the project, refined the accommodation model for cross-generational care and support, and formulated the disposal strategy for both the private and elderly flats.

市區更新及舊區活化

房協與市區重建局合作，積極參與香港市區重建的不同範疇。我們推行市區重建項目的目的，是提供實用率較高的單位，並興建設有更多空間及公共設施的新樓宇，惠及整個社區。

自二零零二年與市區重建局簽訂合作備忘錄以來，房協已進行了多個重建項目，其中包括位於筲箕灣的混合發展項目，將提供合共二百七十四個單位（二百一十四個私人單位及六十個長者單位），以便子女與年邁的父母居於同一大廈，於有需要時照顧他們。年內，我們已完成項目設計、優化跨代照顧及支援的居住模式，以及制訂私人及長者單位的配置策略。



A mockup flat was built to set the building standard for the K25 project in Sham Shui Po
為深水埗 K25 項目設置模擬單位，以確立樓宇標準



Photo illustration of the K25 redevelopment project
K25 重建項目的構想圖

Our redevelopment programme also included five projects (K20 – K23 and K25) in Sham Shui Po where all major milestones were generally achieved. Works on the superstructures have already begun in K25 and is expected to complete in 2013. These projects, following the ‘practical but not extravagant’ principle, will provide 1,257 small and medium flats including 150 one-bedroom flats for single persons or young couples.

Construction works for the city revitalisation projects in Yuen Long and Tin Hau were also on track during the year. Another revitalisation initiative we have been involved for sometime is the Tuen Mun River Beautification Project. Apart from providing financial resources, we will manage and monitor the construction of a traditional Chinese style footbridge across the Tuen Mun River as a landmark for the area. After a series of negotiations, an MOU was signed in January 2011 with the Government to define the respective roles and capacities of the Housing Society and the Government in the implementation of this project. We are planning to begin construction in 2012 after the Government has gone through the necessary public consultation and gazettal processes.

我們的重建計劃亦包括位於深水埗的五個項目 (K20 – K23 及 K25)。這些項目的主要工作已大致完成，其中 K25 項目已經展開上蓋工程，預計於二零一三年落成。這些項目採取「實而不華」的原則，將提供合共一千二百五十七個中小型單位，包括一百五十個特別為單身人士及年輕夫婦而設的開放式或一房單位。

年內，位於元朗及天后的舊區活化項目均按計劃如期施工。另一個活化項目為「屯門河畔美化計劃」，涉及興建一條橫跨屯門河的「仿傳統中式」行人天橋，作為該區地標。除了提供財政資源外，我們還負責管理及監督有關的興建工程。經過一連串的磋商後，房協於二零一一年一月與政府簽訂合作備忘錄，以界訂房協及政府在執行項目上所擔當的角色和責任。我們計劃在政府完成所需的公眾諮詢及刊憲程序後，於二零一二年開始施工。



Quality Workshop and Seminar were held to reinforce the quality vision of staff and working partners
舉辦集思會及研討會，加強員工及工程夥伴對優質的理念

As part of our increasing focus on quality, we held a Quality Alignment Workshop for internal staff and a Quality Seminar for external partners to align quality expectations and set quality standards for all of our redevelopment and elderly projects.

隨著對質量的重視，我們為內部員工舉辦了一個「品質對焦」集思會，同時亦為外間的合作夥伴舉行「房協與您 同創優質新世紀」研討會，為各項重建及長者項目確立對質量的期望和品質標準。

My Home Purchase Plan

In his 2010 Policy Address, the Chief Executive of the Hong Kong Special Administrative Region announced the launch of an innovative housing initiative — My Home Purchase Plan — to be undertaken by the Housing Society.

The Plan, to be operated by way of the 'rent-and-buy' arrangement, aims to provide assistance to buyers who are able to repay mortgages but cannot afford the down payment upfront. Under the scheme, the Housing Society will lease flats to eligible applicants at prevailing market rents for a fixed period up to five years. After two years, tenants may choose to purchase the flats they are occupying or any flat on the private market at prevailing market prices. They will receive a subsidy equivalent to half of the net rental they have paid during the tenancy period for use as part of the down payment. As there will be no rental adjustment during the five-year period, tenants can plan and make their savings for the down payment on their flat.

置安心資助房屋計劃

香港特別行政區行政長官在二零一零年的施政報告中，宣布由房協負責推行一項創新的房屋計劃——「置安心資助房屋計劃」。

這項計劃是以「先租後買」的形式進行，為有供款能力但未能預付樓價首期的買家而設。根據計劃，房協將以市值租金向合資格的申請者出租單位，固定年期最長為五年。兩年後，租戶可選擇以當時的市價購買他們承租的單位或私人市場的任何單位。他們將獲得等同租住期間所繳納的一半淨租金的資助，用作繳付部分首期。由於租金在這五年內不會調整，他們可為單位的首期作出儲蓄的計劃。



The first pilot project of the My Home Purchase Plan will be developed in Tsing Yi

首個「置安心」試驗項目將於青衣興建

The first pilot project will be developed in Tsing Luk Street in Tsing Yi, providing about 1,000 small and medium-size flats with basic residential and recreational facilities. The previous foundation works will require modification and the building plans need to be revised to provide more one-bedroom flats to meet the anticipated demand of the target customers. Foundation modification works have commenced in mid-2011 and the project is expected to complete by 2014.

位於青衣青綠街的地皮將用作發展首個試驗項目，提供約一千個中小型單位，附設基本的住客及康樂設施。地盤以前完成的地基須要修改，同時我們須要修訂建築的規劃，提供更多一房的單位，以迎合預期目標客戶的需要。地基改建工程已於二零一一年中展開，項目預計於二零一四年落成。