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澳大舉辦座談會探討 2021 年特區政府施政 UM's CMS Holds Symposium on Macao SAR Government's Policy Address for 2021

澳門大學澳門研究中心於 2020 年 10 月 22 日舉行「2021 特區政府施政報告：前瞻及建議」座談會，探討將發表的第五屆特區政府的第二份《施政報告》。會上學者均積極發言，暢所欲言，為《施政報告》作前瞻探討，為特區政府出言獻策。是次會議由澳大澳門研究中心主任林玉鳳及副主任鄧安琪主持，有關內容已呈政府相關部門參考。

The Centre for Macau Studies (CMS) of the University of Macau (UM) held a symposium on the SAR government's policy address for the year 2021 on 22 October 2020, which is the second policy address of the fifth leadership of the Macao SAR. Participants had in-depth discussions on a wide range of issues related to the policy address, exchanged their views, and provided suggestions for the government's consideration. The seminar was chaired by the CMS Director Prof. LAM lok Fong and the Associate Director Dr. TANG On Kei.

澳大社會科學學院院長胡偉星從「穩經濟，固民生，促發展」三個方面談起，他認為疫情防控已成為一個常態化問題。他表示，特區政府在疫情防控方面已做得不錯，但問題還未徹底解決，如何繼續與病毒抗爭，是需要考慮的問題。他建議「外防輸入、內防擴散」，適應疫情的長期存在，做到「一手撐傘，一手幹活」。另外必需在防控和正常生活秩序中找到平衡點，而在突發事件發生時，建立健全應急機制，做到及時發現、快速處置、精準管控。澳門經濟學會會長劉本立就今明兩年的整體經濟情況，提出如何做好應對措施以及加快社會經濟復原步伐提出問題和建議。他表示，在今年國慶黃金假期間，澳門博彩業還未有復甦勢頭。在此社會趨勢下，澳門經濟學會收集了有關旅遊及博彩業發展的各類發展意見，預測今年經濟同比下跌了 60%，同時預計澳門至少需要三年時間才可恢復到 2019 年的水平。劉會長建議特區政府可考慮要求內地有關部門恢復來往澳門的便利旅遊簽證，另外政府需要維持澳門社會民生福利開支，故施政方面需要步步為營、量入為出，以減少造成二次損失。而社會層面出現居民供樓困難，據了解，相關個案還在不斷增加，需加以關注。劉本立表示澳門經濟較為單一，要抓住機會尋找到澳門發展經濟的短板，並作出經濟適度多元的戰略要點。

The Dean of Faculty of Social Sciences, Prof. HU Wei Xing, started the discussion from three aspects, namely, "stabilise the economy, maintain the quality of life of the community, and encourage the development". He considered that the prevention and the control of pandemic had become a normalised issue. Hu said that the government has done an excellent job on controlling the pandemic, however, the problem has not been solved



左起：鄧安琪博士、陳建新助理教授、李振國助理教授、林玉鳳副教授、胡偉星教授、劉本立會長、黃承發副教授、徐建華副教授、鄧益奮副教授、吳孜副教授、關鋒助理教授 From left: Dr. TANG On Kei, Dr. CHAN Kin Sun, Dr. LEI Chun Kwok, Prof. LAM lok Fong, Prof. HU Wei Xing, Dr. LAU Pun Lap, Prof. WONG Seng Fat, Prof. XU Jianhua, Prof. YIN Yifen, Prof. WU Mei, Dr. KWAN Fung

completely. He raised the concern on long-term fight against the disease and pointed out the necessity of striking a balance between the prevention and control of pandemic and the order in everyday life. Moreover, an emergency response system should be created in order to ensure timely detection, rapid handling, and precise control. The President of the Macau Economic Association (MEA), Dr. LAU Pun Lap, made suggestions for undertaking response measures and revitalising the economy, regarding the situation of the economy of the following two years. Lau said that, the gaming industry did not make a recovering trend during the past National Day golden week. Under the current social situation, the MEA collected opinions from the tourism and gaming industry and forecasted the city's GDP would plunge 60% this year compared to the same period last year. Lau estimated that Macao will take at least 3 years before it can recover to 2019 level of economic output. He also suggested the government should negotiate with the relevant Mainland authorities to relax the procedures for granting travel visas to Macao. In addition, the government needs to maintain the social welfare expenditure, therefore, they have to proceed prudently and keep expenditure within the limits of revenue in order to minimise further losses. The number of cases of mortgage repayment difficulties in Macao is increasing and this requires more attention. Lau said that the city's economy is relatively homogeneous, and it is necessary to seize the opportunity to find out the shortcomings of Macao's economic development and make a strategic plan of appropriate economic diversification.

澳門理工學院社會經濟與公共政策研究所所長鄧益奮以「建協同政府，深化行政改革」為切入點，提出三點改革框架，包括落實協同政府的公共行政新趨勢，做到上下級政府之間的上下協同、縱向協同和同級政府之間，以及同級政府不同職能部門之間的「左右協同」、「橫向協同」。另外，鄧所長表示，在構建「協同政府」時應需加強澳門公共行政改革的頂層設計，解決其深層次問題。而在落實「協同政府」過程中他提出六種可行性途徑，分別為改革授權制、促進縱向協同、突破部門本位主義、重新整合職能、構建程序性機制、完善跨部門合作機制、強化服務市民和互相信任的文化、改革問責制，解決問責難題，以及跨部門合作行動者的能力構建。澳大社會科學學院助理教授陳建新認為，以往的現金分享政策在不同時期有不同的解讀，轉為消費卡消費，目前成效理想；該措施有效推動市場電子消費支付；他期望，應建立一個機制，全面實施应急管理。此外，在公共行政方面，陳教授提出應加強政策宣傳力度，建議重點關注行政改革，未來施政要更務實，要全面思考完善政策宣傳及具體措施。

The Executive Director of Social, Economic and Public Policy Research Centre of the Macau Polytechnic Institute, Prof. YIN Yifen, presented at the seminar a three-point reform framework by introducing the concept of "constructing a joined-up government and implementing an in-depth administration reform". Yin mentioned that in order to reach this objective, close collaboration between departments and leadership-departments has to be put into practice. He suggested various feasible methods for the process of building a joined-up government, namely, reform of the system of authority delegation, collaboration between leadership-departments and departments, surmounting of departmental sectionalism, reintegration of departmental functions, constructing a systematic mechanism, optimisation of interdepartmental cooperation, fortification of the culture of servicing the community and mutual respect, and reform of the regime of accountability system. Dr CHAN Kin Sun, an assistant professor of the Faculty of Social Sciences (FSS) of UM, raised the concern that the past phases of Wealth Partaking Scheme had different interpretations over the years. Recently, the effects brought up by e-vouchers (Consumption Subsidy Scheme) are relatively positive, as the measure promotes efficiently electronic payments in the market. Chan also urges the importance of establishing a mechanism to handle contingencies. Moreover, regarding the public administration, Dr. Chan suggested that the Administration should contribute more efforts on promoting policies' implementations, and this should also be emphasised in the reform of public administration. In addition, he considered the governance in the future should be more pragmatic and reflect on improving policy advocacy and the relative measures.

澳大中國歷史文化中心主任朱壽桐認為，近年來《施政報告》中對於澳門文化建設的定位相對穩定，顯示政府對澳門文化定位的一貫性和持續性。自從國家頒佈粵港澳大灣區政策以來，澳門文化建設也在以中華文化為主和多元文化並存的框架下發展。他從文化建設、文化認知及文化研究方面提出建議，政府綱領性是建立在社會文化認知和學術研究成果的基礎上發展，目前學界關於澳門文化的研究還不夠活躍，還有改善空間。朱教授肯定澳門文化工作機構特別是當前一些基礎教育學校在中華文化傳承方面的重視，充分把握具有本土特質的主流文化和特色文化的關係，這正是澳門衝出本地，走向中國，邁向國際的優勢。澳大澳門研究中心客席副教授吳玫表示，澳門有 400 年中西文化交流的歷史，當下澳門作為中華文化與多元文化交流合作基地，如何將其建成國際化平台，如何擔當大灣區中心城市職能，澳門要發揮自己的獨特優勢。她同時倡導要將學術研究更多的落實到實際活動建設和文化發展中。

Prof. ZHU Shoutong, the Director of Centre for Chinese History and Culture, considered that the policy addresses of the recent years have determined a firm position for the city's cultural construction, revealing the constant and persistent position of the government on this issue. Since the promulgation of the Outline Development Plan for Guangdong-Hong Kong-Macao Greater Bay Area, the position on cultural development for Macao is developing within the framework of "Chinese culture as the mainstream with the coexistence of diverse cultures". Zhu gave suggestions regarding cultural construction, cultural sensibility, and cultural study and investigation. However, he raised the concern of the current inactivity about the cultural study and investigation of Macao in the academic sector. Prof. Zhu recognised that some cultural institutes in the city are doing a great job currently on passing on the Chinese cultural traditions to the younger generations, especially some basic educational institutes, revealing the unique and local characteristics and relationship between mainstream and featured cultures of the region. This uniqueness internationalises Macao and make it thrive in China and globally. Prof. WU Mei, an adjunct associate professor of the CMS, emphasised that Macao has a 400-year history of cultural exchange between the East and the West. As a base for cultural exchange and cooperation in Chinese culture and multi-culture, Macao has to make full use of its unique advantages to become an international platform and play the role of a core city in the Greater Bay Area. At the same time, she advocated that academic research should be put into practice in the construction of practical activities and cultural development.

澳大科技學院副教授黃承發關注澳門都市更新何去何從的問題。他表示在都市更新方面，希望特區政府在《施政報告》能提出更清晰的都更路線圖，而在建設智慧城市方面，有提供完整的發展規劃藍圖，應落實城市智慧化而非電子化，提高部門工作效率。未來政府需要優化智慧旅遊、活化旅遊經濟，以及鼓勵中小企業創造產業多元化。在落實精兵減政方面，政府應考慮如何靈活處理工作，降低跨部門協調合作的問題。黃教授指出，單單合併部門是不足夠的，需要簡化行政程序，下放各層權利，需要加強公務員承擔能力。另外他建議在防疫方面，澳門需要加強韌性城市的考量，以便預防未來的各種考驗。澳大社會科學學系主任徐建華表達了對今年《施政報告》的四個建議項目，包括人才引進與專才保留手續簡化；落實澳門產業多元化及高等教育市場化和產業化；推進多職能部門合併等行政改革；借鑑周邊國家和地區的警察制度，實現澳門治安警察局與司法警察局高效協同整合，從而提高效率及提升服務質素。

Prof. WONG Seng Fat, an associate professor of the Faculty of Sciences and Technology, raised the concern on the future of urban renewal in Macao. He hoped that the government would provide a clearer guideline for the urban renewal in the policy address, and that the government would provide a complete development blueprint for the construction of smart cities. In the future, the government should optimise smart tourism to revitalize the economy and encourage small and medium enterprises to create industrial diversification. Regarding the reform of public administration, the government should consider how to work flexibly and reduce interdepartmental coordination and cooperation issues. Prof. Wong pointed out that simply merging departments is not enough, and that there is a need to simplify administrative procedures, devolve powers to different levels, and strengthen the commitment of civil servants. He also suggested that in terms of pandemic prevention, Macao needs to be more resilient as a city in order to prevent future challenges. Prof. XU Jianhua, head of Department of Sociology of the FSS, expressed

his views on the four recommendations of this year's policy address, including the simplification of procedures for attracting and retaining talents; the diversification of Macao's industries and the marketization and industrialization of higher education; the implementation of administrative reforms such as the merging of multi-functional departments; and the realization of efficient synergy and integration between the Public Security Police and the Judicial Police, with reference to the police systems of neighbouring countries and regions, in order to improve efficiency and enhance service quality.

澳大社會科學學院助理教授關鋒建議今年施政要以「穩內需，保就業」為重點，政府應當適當降低對經濟復甦的預期，以務實為主，並建議防控疫情和日常社會活動需取得平衡點。同時，在都市更新方面，他建議政府應加大公共工程計劃並盡快開展基建工程以提供更多就業機會，提高就業率。此外，有關社會民生問題，關教授建議政府在紓民解困以外，對弱勢群體和低收入家庭應提供更多支援措施。澳大工商管理學院助理教授李振國圍繞經濟財政範疇——延續 2020 年各項施政措施的大方向——提出促進疫後經濟復甦，政府應當對中小企業給予足夠的扶持及必需貫徹惠民政策。他建議特區政府可考慮推行長期實施的措施，如經濟適度多元，將傳統產業升級，此外亦提到本澳需融入國家發展大局，建設澳門成葡語系國家的主要商貿平台。

Dr. KWAN Fung, an assistant professor of the FSS, suggested that the government should focus on “stabilizing domestic demand and preserving employment” in this year's administration. He also suggested that the government should step up public works projects and commence infrastructure projects as soon as possible in order to provide more job opportunities and raise the employment rate. At the same time, Kwan suggested that the government should provide more support measures for the disadvantaged and low-income families, in addition to relieving people's hardship. Dr. LEI Chun Kwok, an assistant professor of Faculty of Business Administration, said that the government should provide sufficient support to small and medium-sized enterprises and implement policies that benefit the community in order to promote economic recovery. Lei suggested that the government should consider implementing long-term measures, such as appropriate diversification of the economy and upgrading the traditional industries. He also mentioned the need for Macao to integrate into the national development and become a major commercial and trade platform for Portuguese-speaking countries.

是次會議結束後，澳門特別行政區《2021 財政年度施政報告》於 11 月 16 日公佈，澳大澳門研究中心遂於 11 月 18 日再次舉行「澳門特區政府施政報告」座談會，一眾專家學者共同討論報告內容及具體的政策和措施，與會者普遍認同政府明年的施政方針，認為以「防疫」為主的重點和延續惠民措施可以穩定民心。專家學學們重點討論施政方針中的金融、中醫藥產業、智慧城市建設、房屋、公共行政改革等政策，並在多元產業的構成和發展上作出了深入的討論，有關內容可於澳門研究中心的網頁上查閱。

After this symposium, the Policy Address of the Macao SAR Government for the Fiscal Year 2021 was announced on 16 November 2020. As such, CMS held another symposium on the policy address of the Macao SAR Government on 18 November 2020. Experts and scholars discussed the contents of the report and specific policies and measures. They generally agreed with the government's policy direction for the coming year and they believed that its focus on pandemic prevention and the continuation of measures that are beneficial to the public can stabilize people's confidence. They had in-depth discussions on the policies of finance, Chinese medicine industry, smart city construction, housing, public administration reform and the composition and development of diversified industries. Further information is available on CMS' s website.

澳大組織專家學者為特區城市總體規劃《草案》提供意見 UM Invites Experts and Scholars to Provide Opinion on “the Proposal of the Macao’s Urban Master Plan”



圖為：葛家傑（拍攝） KOT Ka Kit (Photo)

澳門特別行政區於 2020 年 9 月公佈了《澳門特別行政區城市總體規劃（2020-2040）草案》（以下簡稱《草案》），並就《草案》於 9 月 4 日至 11 月 2 日開展公開諮詢。這是澳門歷史上首次進行的法定城市規劃，對澳門意義重大，為此，澳門大學澳門研究中心於 9 月 23 日至 10 月 14 日期間，舉辦了一連四場有關《草案》的座談會，邀請專家學者從「總體規劃」、「交通基建及智慧城市」、「居住生活文化環境」以及「多元產業及區域發展」四個重點主題分析《草案》內容。透過座談交流，三十多位學者專家發表真知灼見，既關注十八區分區的作用和各種支撐數據、海域管理與城規的配合、公交安排、都市更新及發展智慧城市、文化遺產及環境保護等問題，同時亦關注疫情後澳門的城市發展、產業重整、多元發展以及土地配置等方面。四場座談會的內容已製作成意見書送呈相關政府部門參考，以下則為當中相關意見的簡要介紹。

The Macao SAR Government published “the Proposal of Macao’s Urban Master Plan (2020-2040)” (hereinafter referred to as “the Proposal”) in September 2020 and conducted public consultation from 4 September, 2020 to 2 November, 2020. This is the first statutory urban planning in the history of Macao and is of great importance to the future development of Macao. For this reason,

the Centre for Macau Studies (CMS) of the University of Macau (UM) has organised a symposium series on “the Proposal” from 23 September 2020 to 14 October 2020. Experts and scholars are invited to analyse the contents of “the Proposal” on four major themes, namely “Master Plan”, “Transport Infrastructure and Smart City”, “Residential Life, Culture and Environment”, and “Industrial Diversification and Regional Development”. During the symposium, more than 30 experts and scholars offered their insights on various issues such as the functionality of the 18 districts, data availability, administration of the sea areas, public transportation, urban renewal, the development of smart city, cultural heritage and environmental protection, etc. They are also concerned about the development of Macao after the coronavirus, industrial restructuring, industrial diversification, and land allocation in Macao. CMS has compiled an opinion pool based on the suggestions of the experts and has sent it to the relevant government department for reference. Below is a brief summary of the opinions.

（一）對「總體規劃」的整體意見

(A) General Opinion on the Master Plan

與會者一致認為特區政府制訂總體規劃，對澳門而言是非常重要而具有深遠意義的舉措。針對《草案》文本的整體方向，意見如下：

All experts agreed that the formulation of the Master Plan is very important. They made the following comments in regard to the overall direction of “the Proposal”.

1. 增加數據支持，訂立明確指標，如未來發展及土地儲備需求、各區人口分佈和增長預測、交通網絡建設、環境保護、污水及垃圾處理設置、綠化帶建設等。此外，亦建議政府根據各方面的變化對 18 個詳細規劃分區進行理性預測，如人口比例、就業職位、容積率以及 2040 時的人口增減幅度等。



1. Experts suggested the government should provide data and set indicators, such as the demand of land reserve, population distribution for each district, population projection, construction of transport networks, environmental protection, sewage and waste disposal, and green belt construction. Besides, they suggested the government should set projected patterns on the 18 planning districts based on the anticipated changes of the city, such as the population ratio, employment opportunities, floor area ratio, and the population change in 2040.

2. 優化現有法律和更新規劃標準，如文化遺產保護和緩衝區、舊區重整及現有業權問題、整合現有的不同土地用途準則等。

2. The government should improve the current legal framework and update the planning standards, such as those used for the planning of the heritage conservation areas, buffer zones, urban renewal, and ownership problem. They should also consolidate existing land use criteria according to the actual circumstances.

3. 跨部門委員會的組成缺乏來自教育範疇的人員，亦可以加入更多熟悉人文環境建設的成員。

3. Composition of the inter-departmental committee did not include any members from the education sector. They suggested that experts from the education sector and human environment should be included in formulating the Master Plan in the future.

(二) 交通基建及智慧城市

(B) Transport Infrastructure and Smart City

針對交通及智慧城市的建設，與會者認同政府的基本方向，但對具體規劃提出了不少意見：

Experts agreed with the government's general direction in the construction of transport infrastructure and smart city. However, they provided several comments on concrete planning.

1. 與會者認為，按《草案》的交通圖，對外交通的導向點可應付從外地來澳旅客及市民的需求，但對內的交通規劃仍有不足之處。輕軌路線的基礎規劃思路應該改變，以服務市民為前提，以因應未來更高的人口密度和有增無減的出行需求，也可將媽閣段向內港延伸，填沿海位置，在下面建造儲水池防洪，上面則能增加地面綠化面積；可藉祐漢區的都市更新將東線延伸至區內搭載市民，此外，需就「公用空間增加但道路沒有增加」的困局提出解決方案。

1. According to the Master Plan, experts believed that the external transport orientation points can meet the needs of visitors and residents, but the internal transport planning still has some shortcomings. Experts believed that the planning of the Light Rapid/Rail Transit (LRT) should be changed to serve the public, especially the travel demand of local residents will likely increase as population density increases. Experts also suggested extending the Barra section to the Inner Harbour, reclaim the waterfront, build a water reservoir underneath to prevent flooding, and increase the surface area for greening and build the LRT. Besides, the government should consider extending the LRT East Line to the Ion Hon district since this district is currently under urban renewal. In addition, experts believed that the Master Plan should provide a solution to the predicament that “roads have not increased while public spaces increase”.

2. 重新審視輕軌東線「走地下」的必要性。有與會者對輕軌東線全程走地下持保留態度，基於全球暖化和本澳以往的風暴潮資料，應探究在惡劣天氣及風暴潮下其運行的安全程度；在造價方面，根據相似項目的資料搜集，有與會者初步預



圖為：葛家傑（拍攝） KOT Ka Kit (Photo)



估輕軌東線如果全程走地下，造價可能為 150 億至 200 億澳門元，之後的恆常營運保養費大約每月 1 億元，即每年 12 億元。若改用造橋式興建，成本應可減半，即可以節省大約 100 億元，恆常保養費亦可降至每年 9 億元，而且工期也會較走地下短。

2. The government should review the necessity of going underground for the LRT East Line. An expert expressed concern about the proposal of the LRT East Line. Due to global warming and historical storm surge data in Macao, the government should explore its operation safety under severe weather and storm surge conditions. Moreover, based on the information collected from similar projects, this expert estimated the preliminary cost of building East Line underground is around MOP \$15 billion to MOP \$20 billion, and the regular operation and maintenance cost is about MOP \$100 million per month, or MOP \$1.2 billion per year. If the entire East Line is built in the form of a bridge, the cost should be halved, that is saving about MOP\$10 billion, the annual maintenance cost can be reduced to MOP\$900 million, and the construction period will be shorter than going underground.

3. 明確智慧城市建設的發展策略，應在智慧基礎設施、智慧出行、智慧旅遊、智慧能源四個範疇有更詳細的規劃。考慮利用如物聯網、大數據、人工智能等新興技術實現目標人群的需求搜集、分類和整合分析，完善城市功能佈局，建設「以人為本」的智慧城市。

3. The government should clarify the development strategies to build a smart city. Experts believed that there should be more detailed planning in smart infrastructure, smart travel, smart tourism and smart energy. The government should consider using emerging technologies such as Internet of Things, big data and artificial intelligence to collect, categorize and analyse the needs of the target population, and improve the functional layout of the city in order to build a “people-oriented smart city”.

(三) 居住生活和文化環境

(C) Residential Life, Culture and Environment

澳門城市綠化用地的縮減、人口密度的增加和大量遊客的湧入都將對公共空間乃至公共服務的品質產生一定的擠出效應，因此在高密度環境下，與會者均認為，合理構建綠色生態空間更為重要，有關意見如下：

The reduction of urban green space, the increase in population density and the influx of tourists in Macao will all contribute to crowding out effect on the public space and the quality of public services at a certain level. Therefore, experts believed that it is crucial to construct a green eco-space under such a high-density environment and the following are some of their suggestions.

1. 加快推動綠色生態城市，引入低碳城市的概念，利用大數據、5G 等技術對城市環境作出監測和控制。此外，與會者亦提出，執法機構應透過總體規劃改善法律上的阻礙，以適應未來如太陽能等的新能源的建設和使用。此外，當局亦應把海洋生態的保護納入到總體規劃之內。

1. The government should accelerate the promotion of eco-city and include the notion of building a low carbon city in the Master Plan. Big data and 5G technology should be used to monitor and control the quality of the urban environment. Besides, experts pointed out that the law enforcement agencies should remove the legal barriers so as to adapt to the future development of new energy sources, such as solar energy. In addition, the protection of marine ecology should be included in the Master Plan as well.

2. 因為澳門面積太小，樓價亦高，且工商業和住宅分佈混合，要公司、學校或居民搬遷都有一定難度，「原區就業」和「原區就學」的策略可能需要更多的探索。

2. As Macao is too small, the property prices are high, and the industrial, commercial and residential areas are mixed, so it is difficult for companies, schools or residents to relocate. The government should further explore the strategies to facilitate “employment and schooling within home district”.

3. 規劃應從「人」出發，考慮「人在環境中」及「人與城市空間的互動」。總體規劃在改善人居環境、提高空間利用率、調節承載平衡等的同時，需要認真思考、保留和加以實現澳門城市中原有的鮮明特色。

3. Planning should start from “people” and consider “people in the environment” and “the interaction between people and urban space”. While improving the living environment, increasing the space utilisation rate and adjusting the load-bearing balance, the Master Plan should seriously consider, preserve and realise the distinct cultural characteristics of Macao.

4. 有與會者指出，澳門過往批出的大型建設項目，當中有不少屬於「私有公共空間」，由於種種原因，這些空間未能廣為公眾使用，而且一些紀念性空間和廣場欠缺人性化設計，使用率不高，宜增加城市公共空間的可達性。

4. An expert pointed out that many of the large-scale projects in Macao belonged to privately owned public spaces, and these spaces are not widely used by the public due to various reasons. Moreover, some commemorative spaces and plazas lack user-friendly designs and are often under-utilised. The government should increase the accessibility of urban public space.

5. 為了保護好主教山景觀，南灣湖 C、D 區需要嚴格控制限高，區內的建築密度亦應減低。

5. In order to maintain the landscape of Penha Hill, there is a necessity to strictly control the height of New Urban Zones C and D. Also, the density of buildings in those areas should be reduced.

(四) 多元產業及區域發展

(D) Industrial Diversification & Regional Development

與會者認為，多年來，特區政府積極推動產業多元化發展，訂立發展方向和目標，但是次《草案》未對產業多元化發展作出具體表述，且亦未提出相關針對性的政策措施，對此意見如下：

Experts commented that, over the years, the government has been actively promoting industrial diversification and has set development direction and goals. However, “the Proposal” does not include any specific statement or provide any specific policy measure on the development of industrial diversification. As such, they provide some suggestions on industrial diversification.

1. 積極推動產業多元化發展，應訂定更詳細的產業用地佈局，如金融、科技、會展、文創、新興製造業、食品、旅遊多元、海洋經濟、中醫藥、語言翻譯等——部分多元產業需要土地，部分不一定完全依賴土地。此外，需制定相關的政策措施，優化基礎設施如水電供應、資訊科技等以配合高附加值行業發展。

1. The government should actively promote industrial diversification and provide a more detailed layout of industrial land use, especially in the following areas: finance, technology, convention and exhibition, cultural and creative industries, emerging manufacturing industries, food, tourism diversification, marine economy, Chinese medicine, and language translation. The development of some diversified industries needs to acquire land, but some industrial upgrading and diversified industries do not have to rely solely on land. Besides, the government should formulate relevant policies and measures, and optimise infrastructure facilities such as water and electricity supply and information technology to support the development of high value-added industries.

2. 在未來的綠化區注入文化價值，結合現有的文化傳統活動和社區整治，規劃具有活力的文化旅遊區如沿岸商業街暨水岸公園等。



圖為：葛家傑（拍攝） KOT Ka Kit (Photo)



2. In the future, the government can consider injecting cultural values into green spaces and integrate existing cultural and traditional activities with community renovation so as to construct a vibrant coastal commercial street and waterfront park.

3. 加強區域合作，對跨境人流數據及合作模式作出探討，在交通配套及口岸設施上作出相應部署，接洽總規的土地用途分類與國家標準的《城市用地分類與規劃建設用地標準》準則，並利用橫琴為澳門互聯互補。

3. The government should strengthen regional cooperation, explore the data on cross-boundary passenger flow and discuss the mode of cross-border cooperation. Arrangements should be made in deploying transport facilities and Macao Border- Crossing Facilities. The criteria for the classification of land use in the Master Plan should be adjusted so that it would align with the national standard written in the “Code for classification of urban land use and planning standards of development land”. In addition, Macao should cooperate closely with Hengqin to leverage their advantages and combine Macao’s own advantages in order to complement each other for future development.

由於《草案》制定時新冠肺炎對澳門的長遠影響仍是未知之數，為此，有與會者特別提出，希望政府在下一階段中修訂文本，兼顧處理疫後帶來的改變，如考慮疫情後的人口改變、旅遊業的變化對總體規劃構成的影響（包括房屋及旅遊產業土地需求）《草案》與新一屆特區政府施政的配合程度等。

As the long-term impact of the COVID-19 pandemic on Macao was still unknown at the time when “the Proposal” was formulated, several experts hoped the government would take account of the changes brought on by the pandemic when the government revise the “the Proposal” in the next phase. The government needs to consider how the population change and the change in the tourism industry will affect the Master Plan, including the land demand for housing and tourism industry. It should also consider how well the Master Plan will complement the governance of the new Macao SAR Government.

澳澳門城市總體規劃系列座談會與會學者名單

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澳門研究著作出版三則 Three Books on Macao Studies Published

書名：《自有芳華——澳門婦女人物誌》

Title : *Zi You Fang Hua (Macao Women's Biographies)*

作者：羅香珠著

Author : LO Heung Chu (Au.)

出版時間：2020年11月

Publication Date : November 2020

出版單位：澳門特別行政區政府社會工作局、澳門大學澳門研究中心

Publisher : Social Welfare Bureau of the Macau SAR Government,
the Centre for Macau Studies, University of Macau

ISBN : 978-99965-1-138-7

長期以來，婦女是社會發展的中堅力量，在社會、文化、經濟、政治參與等領域上，取得卓越的成就和貢獻。書中二十二位主人翁的生活點滴，敘述她們如何跨越時代考驗；同時亦盡顯各人自尊、自信、自立、自強的精神。本書輯錄各人的生活片段，成為澳門歷史的組成部分，也為當代青年起着教化的作用。

For a long time, women have been the backbone of social development.

This book is a collection of the lives of twenty-two protagonists. It demonstrates the spirit of self-respect, self-confidence, self-reliance and self-improvement that the new generation should learn from.



書名：《澳門回歸歷程口述史—變革前線》

Title : *On the Frontline of Change : An Oral History of Macau in the Pre-handover Era*

編者：林玉鳳編著

Editor : Prof. Agnes, LAM Lok Fong (Au. & Ed.)

出版時間：2020年12月

Publication Date : December 2020

出版單位：香港城市大學出版社

Publisher : City University of Hong Kong Press

ISBN : 978-962-937-572-0

本書為「澳門回歸歷程口述史」的首冊，以「人物史」和「事件史」兩種方式結合書寫，回顧澳門從葡治時代到回歸中國二十年來所發生的關鍵事件，如中葡會談、《基本法》起草、籌組特區政府等大事。而取名為《變革前線》，是因為採訪的對象都是當年參與回歸進程最前線的工作人員。本書的七位受訪者（李向玉、王西安、駱偉建、趙國強、楊允中、廖澤雲、崔世昌）各自有非常特殊的個人經驗，他們的回憶既反映他們所處時代的特徵，也重現了澳門歷史的重要一頁。

This book is the first volume of the “An Oral History of Macau in the Pre-handover Era”. Based on a combination of “people’s history” and “event history”, the book reviews the key events that happened in Macao during the twenty years from the Portuguese ruling to the handover of sovereignty to China. The book is named “Frontline of Change” because the interviewees were all frontline workers involved in the handover process. Each of the seven interviewees (LEI Heong lok, WANG Xian, LOK Wai Kin, ZHAO Guoqiang, IEONG Wan Chong, LIU Chak Wan, CHUI Sai Cheong) has a unique personal experience, and their recollections not only reflect the characteristics of their times, but also represent an important page in Macao’s history.



書名：《澳門回歸大事編年 (1999 – 2019)》

Title : The Chronicle of Macao (1999 – 2019)

主編：林玉鳳

Editor in Chief : Prof. Agnes, LAM Iok Fong (Ed.)

出版時間：2020年12月

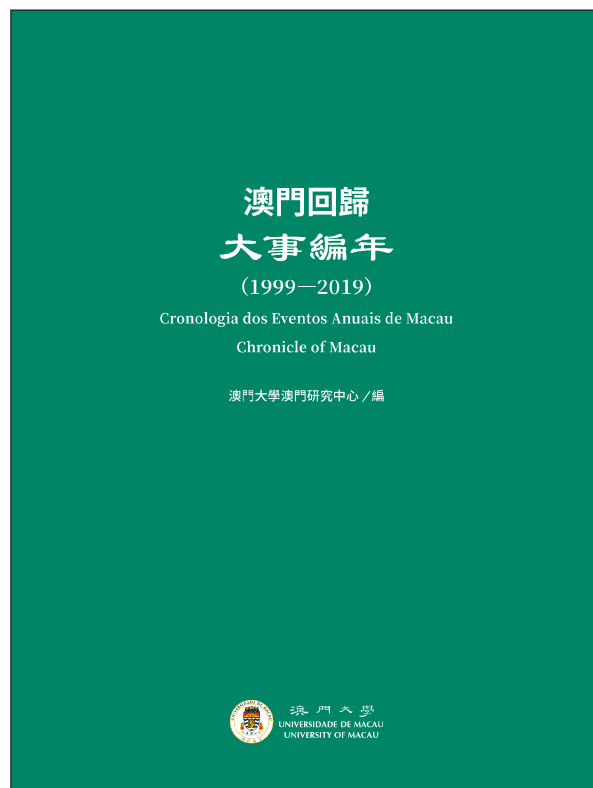
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Publisher : The Centre for Macau Studies, University of Macau

ISBN : 978-99965-1-144-8

審視過去，關注當下，洞察未來，是澳門大學澳門研究中心開展澳門當代史研究的一個主要目標。《澳門回歸大事編年 (1999-2019)》的出版，即貫徹了這一個目標，在紀念澳門回歸祖國二十周年的同時，希望透過梳理澳門回歸以來的社會大事，展示二十年來澳門的變化、發展與進步，記錄一國兩制如何在澳門踐行。本書是澳門研究中心在之前編輯出版的兩部回歸大事編年（《澳門回歸大事編年 (1999-2009)》以及《澳門回歸大事編年 (2010-2014)》）的基礎上，參考澳門特別行政區政府、中央政府和中央駐澳門機構新聞部門、港澳新聞報章、高等院校及其他學術研究部門等機構的新聞及文獻資料，一共收入超過三千個條目。本研究中心以敘事方式，力求以客觀、公正的準則，把一條一事的背景資料和相關數據簡明、準確地反映事件的真實內容。



“Predicting the future with insight by studying the present and reviewing the past” has always been one of the main goals of the Centre for Macau Studies of the University of Macau for research projects on contemporary Macao history. The publication of “The Chronicle of Macao (1999-2019)” has realized this goal. While commemorating the 20th anniversary of Macao’s handover to the motherland, we hope to show the great changes, development and progress of Macao in the past two decades, by sorting out the major events since Macao’s handover, and to record how “One country, Two systems” policy has been implemented in Macao. This book is based on the

two major publications previously published by the Centre: “The Chronicle of Macao (1999-2009)” and “The Chronicle of Macao (1999-2014)”. By taking reference from all the information and literature materials of the Macao SAR government, the Central government and the news departments of the Central Agency in Macao, the daily newspapers issued in Hong Kong and Macao, universities and other academic research departments and institutions, a total of more than 3,000 items were covered. The Centre for Macau Studies has been striving to apply a set of objective and fair guidelines, including data and background, to concisely and accurately reflect the true content of the events.

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