



A Visionary Leader

By Kit M Yip

Sr Kam-kuen Chiu, President of the Hong Kong Institute of Surveyors (HKIS), brings with him close to 40 years of experience encompassing the entire real estate life cycle. With significant contributions to Hong Kong and mainland China's real estate markets, he has a vision for the future based on decades of passion, persistency and accomplishments.

Back in 1980, coming from a science background and preferring a dynamic job that would not be confined to the office routines, the young Chiu chose to specialise in General Practice (GP) at the Hong Kong Polytechnic's Surveying programme. Graduating four years later when the real estate industry was becoming one of Hong Kong's core economic pillars, Sr Chiu joined an international professional consultancy firm in which he acquired well-rounded skills via rotation among different sections within the department. During the first nine years of his career, he quickly acquired surveyor qualification and rose through the ranks to become a Director of Valuation.

In 1993, he joined his former senior together with other colleagues to become one of the founders and shareholders of a local firm which evolved into a publicly-listed international firm. Now being the Chief Executive of Greater China and equipped with sound knowledge about the real estate life cycle encompassing investment, fund-raising, and asset management, he advises clients on public listings, real estate strategic planning & development, and business valuations.

Four Decades of Solid Experience

Looking back at his career of nearly 40 years, he finds his mainland experience the most challenging and memorable. “For a person born and bred in Hong Kong, working in mainland China in the early 1990s meant an encounter with a completely different culture. While surveyors from Hong Kong were respected for bringing professional practices to the mainland, we nevertheless had to acquire understanding of mainland’s mechanisms and integrate into her society and professional circles to accomplish our tasks.”

“Launching our first mainland branch office since 1993, I have witnessed China’s high-growth development as one of the leading economic powerhouses,” said Sr Chiu who is now the helmsman of his company’s Greater China market. Having joined the real estate industry during its emergence in mainland China and contributed to its legendary growth in the decades that followed, Sr Chiu has plenty of stories to tell. One of them is the founding of the China Real Estate Investment Trusts (C-REIT) in China. After years of constantly working with regulatory bodies in China with the sole intention of seeing the development of a healthy and robust REIT platform, he and his team were instrumental in the launch of the ground-breaking and norm-setting organisation in this sector with procedural guidelines and codes of practice.

Prior to that, he and his team were actively engaged in the transitional solution for the real estate industry by way of securitisation, i.e. to raise funds in the capital market by issuing short-term bonds with guaranteed return for buyers.

Bringing with him professional and managerial knowledge from international firms, he and fellow surveyors integrated global knowledge with mainland China’s characteristic culture to manage mega campuses. Whereas in the past Hong Kong surveyors were only managing single buildings at a time, now they are talking about managing entire industrial campuses in mainland China with sophisticated intra-campus transportation networks among buildings.

“How do you ensure consistency and efficiency for matters as fine as changing lightbulbs on huge campuses?” He asked. One could not simply ‘copy’ western experience and put it in the China’s

contexts. Going through trial and error and riding on their experience managing university campuses and architectural landmarks around the world, he and his team gradually developed a novel facility management strategy specifically for campuses of China’s leading industries.

Back in Hong Kong, he had led the firm to launch Hong Kong’s pioneering online valuation platform in 2000 by leveraging the internet boom. The platform has now become the exclusive online tools used by major banks for mortgage valuation in the city. He has also been behind the firm’s pioneering initiative to systematically foster sustainability associated with professional surveying practices.

Solving Hong Kong’s Housing Problem

As a major player in real estate throughout the most exciting eras, Sr Chiu has great visions for the HKIS. As surveyors play key roles in alleviating Hong Kong’s pressing housing issues, he believes HKIS’ panels on land, housing and building policies should continue to share insights with the HKSAR government to help increase land and housing supply.

To expedite supply of transitional housing for those waiting for public housing for instance, the Housing Policy Panel works with non-governmental organisations and advises the government to increase transitional housing’s number of storeys from four to eight to accommodate more people. In view of aging buildings, the Panel enhances maintenance standards to prolong life cycles of buildings. The Institute is also facilitating standard premium rates for agricultural land.

“We hope to help liberate land supply to shorten the waiting time for public housing, slow the surge in property prices, and make it easier for the younger generation to buy housing units,” he remarked.

In support of the government’s mega plans the Lantau Tomorrow Vision and the Northern Metropolis Development Strategy, Sr Chiu finds it imminent for the Institute to conduct manpower surveys for the government regarding talents’ demand in the coming two or three decades. The two mega projects, involving expertise in infrastructure, building, property and facility management etc, mean that a strong supply of surveying professionals will be needed. There will be talent crunch especially since many

MEET THE SURVEYOR

of the first-generation surveyors, who witnessed the Institute's inception in the 1980s, will retire in the next five years or so.

"As only publicly-funded universities have the resources to train up generations of young people, we hope to persuade the government about the needs to speed up talent grooming." The Institute has been pivotal in providing training to surveying graduates and facilitating their attainment of professional qualifications. "To ensure that future talents keep up with market needs, our Board of Education aims at communicating with local universities to help improve and fine-tune surveying programmes."

In view of the Covid pandemic, the HKIS has been investigating design of some older buildings that may lead to vertical transmission and advises the government on drainage designs to help reduce chances of transmission vertically and horizontally.

Sr Chiu has also spearheaded the launch of the Institute's Working Group on Sustainability as he believes surveyors should play a key role to help achieve carbon reduction and Hong Kong's target towards carbon neutrality by 2050. "Sustainability has become a global drive, so much so that even for real estate-related carbon emission, we surveyors are indeed competing with other professionals such as international consulting firms. With our unparalleled expertise in facility management, surveyors should take the lead to promote sustainability and its workflow within our industry."

He also acknowledges that it will take decades for sustainability to reach significant milestones and this cannot be achieved within his one-year term as the Institute's President. He is therefore convinced that the Institute and the Working Group are crucial to the continuity of these sustainability efforts.

Advice to the Younger Generation

The successful surveyor and entrepreneur relaxes and deals with pressure by engaging in weekly arts and sports activities. He finds Chinese calligraphy an excellent way to help him calm down, put away other thoughts, slowly focus on the here-and-now, and build endurance. When there are issues that he cannot solve immediately, he will put them aside and practise calligraphy. When he goes back to those issues again, he would see things in a different light.

"I used to coach my youngest son to play badminton. He is turning to 20 years old and it is now his turn to coach me," Sr Chiu stated with a sense of satisfaction. "As he grew up and became increasingly interested in badminton, he tried to acquire more knowledge and even corrected me on the way I held the racket!"

Just as playing badminton helped Sr Chiu cultivate good relationship and understanding with his sons since childhood, he believes the Institute could host more recreational activities to help young and seasoned surveyors communicate and build rapport in informal settings. Such mutual understanding would be crucial when tackling daily challenges.

As a general practice surveyor with sound knowledge in property and facility management, entrepreneurial and managerial skills, Sr Chiu has achieved versatility by diligently seeking understanding, conducting research and analyses, and making decisions regarding all issues he comes across, and learning from his predecessors.

Similarly, he believes that through acquiring understanding, exploration, and analyses, young people could come up with their own conclusions about the Greater Bay Area's growth potentials and scale of development, and thus make sound decisions. "Instead of confining themselves to Hong Kong only, young people should have greater visions. Having seen the Area at different stages since the early 1990s, I believe young people should go and see it for themselves."

Looking ahead, Sr Chiu is positive that there will continue to be opportunities and growth in the upcoming decades for the profession. "The Lantau Tomorrow Vision and the Northern Metropolis Development Strategy promise future growth in entire infrastructures. The Greater Bay Area, with consolidated efforts of nine municipalities and two special administrative regions, has a lot to offer."



高瞻遠矚 的領袖

香港測量師學會會長趙錦權測量師於業界享有近四十年經驗，不但對本港與內地房地產市場發展作出重要貢獻，他對專業一直堅持，更對測量行業有著遠大願景和抱負。

1980年，會長趙錦權測量師修畢預科理科課程後，由於並不嚮往刻板式工作，決定投考理工測量系，專修產業測量。四年後初出茅廬之際，正值香港房地產行業高速發展成為香港經濟支柱的重要時刻；他隨即加入一間國際測量顧問公司，先後於評估部門不同版塊工作吸收全面的業界知識並考取測量師資格。短短九年間，他迅速獲晉升為估價部董事。

1993年，他與前上司及其他志同道合的盟友聯手創立一家本土測量師行並成為小股東，及後逐步發展成為國際性上市公司。他現為集團公司大中華區行政總裁，對涵蓋投資、融資、資產管理的房地產全生命週期有充分掌握，為企業顧客就上市計劃、地產發展策略和規劃、與商業估價提供專業意見。

四十載豐富經驗

回看近四十年的職業生涯，他最難忘是當年勇闖內地的寶貴經驗。「我在香港土生土長，80年代初北上需要面對截然不同的文化和工作模式。雖然香港測量師將行業標準和經驗引進內地、深受尊重和歡迎，我們仍然需要克服種種挑戰，充份瞭解內地的機制、經過一段時間的磨合，融入其社會與生活圈

子，方能建立良好的關係，完成我們的工作。」

早於1993年內地房地產業萌芽時期開始，公司積極在國內開設辦事處，聘用大量內地年青員工進行培訓。因此，他見證並親身參與隨後數十年經濟騰飛的傳奇，也培育了大批專業人士，為行業的長遠發展奠定基礎。他娓娓道來的故事之一，是經過多年努力，終於見證中國房地產投資信託基金的成立；由於趙錦權測量師與團隊從早年開始一直與內地監管機構合作，其專業操守深得對方信任，才被委以重任，以平穩發展為宗旨，共同參與制定房地產投資信託基金業界標準、程式與工作守則等。去年首批公募基金面世以來，深受市場歡迎，大力舒緩基礎建設項目資金鏈的壓力。

在此以前，他與團隊已致力促進內地資產證券化的普及和推廣工作，即透過發行短期債券及為債券買家提供保證回報，從而協助地產業在資本市場上集資。



憑著國際視野與管理經驗，他偕同其他測量師融入內地文化，成功突破物業管理的範疇，從以前一般負責單體建築物的管理工作，擴大至新型工業生產園區。園區的建築物之間以複雜交通網絡聯繫起來，規模之大可想而知。他問道：「在幅員廣闊的園區內，如何確保更換燈泡等微小事情得以有效率及一致性地進行？」為免將西方的做法生硬地搬至內地，他與團隊經過不斷嘗試與學習，

逐漸發展出一套適合內地龍頭企業大型園區的全新設施管理服務模式和策略。

香港方面，乘著科網興起，他帶領公司於2000年率先創立網上物業估價平臺；經過多年優化，系統平臺現已成為本港主要銀行的主要按揭估價網上工具。近年，他亦在公司有系統地推動測量界的環保和可持續發展策略和措施。

解決房屋問題

趙錦權測量師作為資深從業人員，對香港測量師學會有遠大願景。期望透過學會就解決香港房屋與土地問題扮演主要角色，他深信學會的土地、房屋與



建築政策小組均將繼續與特區政府分享專業意見，從而協助增加土地與房屋供應。

為了加快過渡性房屋的供應以暫時應付公屋輪候人士的需要，房屋政策小組跟非政府機構合作，並建議政府將過渡性房屋的樓層從四層增至八層以容納更多住客。小組同時增強老舊樓宇的維修工作，期盼延長其壽命。同時，學會亦促進農地標準地價的制訂。趙錦權測量師表示：「我們希望透過這些工作釋放土地供應、縮短公屋輪候時間、減慢樓價升勢，讓年輕一代較容易自置居所。」

為支持政府有關明日大嶼與北部都會區發展計劃，他認為學會應該盡快為當局進行人力資源調查，研究未來二、三十年間的人才需求。該兩個宏大計劃關乎基建、建築、物業設施管理等，意味著本港對測量師需求甚殷；尤其 1980 年代學會創會期間的第一代測量師即將陸續進入退休年齡，培養新一代更刻不容緩。

學會向來為測量系畢業生提供培訓及考取專業資格的機會。趙錦權測量師稱：「由於公帑資助的大學方有足夠資源培訓一代又一代的年輕人，我們希望遊說政府加速培訓人才。我們的教育委員會經常與本地大學密切溝通以改善及微調現有測量課程，從而確保未來的人才可以滿足市場需要。」

另為應對新冠疫情，學會探討部分老舊樓宇與垂直傳播的關係，就渠管設計向當局作出建議，以盡量減低垂直與橫向傳播的機會。

由於地產建造行業難免造成碳排放，趙錦權測量師

認為測量師對於減排以及國家於 2050 年前實現碳中和的目標有一定角色，於是促成學會成立可持續發展工作小組。「可持續發展已成為環球要務，即使是關於地產業界的減排任務工作，測量師也面對其他顧問機構等的競爭。由於最熟悉設施管理的專業人士就是測量師，因此我們必須確保測量師能領導自己業界的可持續事務管理與工作流程。」

他同時稱，測量行業的可持續措施並不可能於他作為會長的一年任期內完成，而是一場持久戰。因此，他期待學會與專責小組必須長期堅持推動有關工作。

寄語年輕人

這位成功的測量師與創業家紓緩壓力的方法，就是每週參加文化康樂活動。他認為研習中國書法令他心境平和、心無雜念、專注當下、建立忍耐力。當遇上無法即時解決的難題，他會暫時將之放下、並且練習書法，之後便能以不同的角度面對之前的困難。

透過羽毛球運動，趙錦權測量師跟兒子從孩提時代開始建立深厚關係及互相瞭解。「小兒子還小的時候，我會親自教導他打羽毛球。現在他已接近 20 歲，反過來我會向他學習。」他笑言：「他在成長過程中對羽毛球越來越感興趣，因而嘗試獲取更多有關知識，甚至指出我握球拍姿勢的錯誤呢。」同樣，他相信香港測量師學會應多舉辦康樂活動，讓年輕與資深測量師增進溝通與認識，要解決問題時便事半功倍。

作為擁有豐富評估和物業設施管理經驗的產業測量師，趙錦權測量師成為多面手的訣竅是無論遇上任何難題，均努力掌握知識、研究、分析及作出決策，以及向其他前輩學習。同理，他深信透過瞭解、探索以及分析，年輕人能夠對大灣區的增長潛力與發展水準作出自己的判斷。「年輕人不應只著眼香港，應有更遠大的目標。我自 1990 年代初到內地工作，見證內地不同階段的發展；年輕人值得親自北上看看。」

展望未來，趙錦權測量師認為測量業將繼續享有大量機會以及強勁增長。「明日大嶼與北部都會區發展計劃將為基建帶來全面增長。融合九個城市與兩個特區的粵港澳大灣區更將大有可為。」

