





Corporate Sustainability



URA's sustainability vision is to meet our community's aspirations for quality living and benefit the next generation through environmentally friendly urban renewal. By default our mission of arresting urban decay in Hong Kong is to sustain the growth of the city. In pursuit of this vision and mission, our work has adopted a people-oriented approach and strived for high environmental standards while fuelling the vibrancy of the neighbourhood.

Given that urban renewal involves public interests, our stakeholders are diverse and include those who are directly affected by our businesses and various local groups. When defining the sustainability framework for the organisation, we have to take into account the inputs from stakeholders as well as broader societal expectations. We also have to consider environmental, social and economic aspects that are important at both the global and local levels. In this section, we will discuss our sustainability performance exemplified through our core businesses and different initiatives or programmes.

Care for the Environment

Greening Our Operation

Since our first carbon audit in 2012, the URA has been making steady progress in reducing the carbon footprint of our own operations and managed properties. The impacts of the annual carbon audit assessment are two-fold: first, it provides us the opportunity to identify measures to enhance our environmental performance, and second, it enables us to review and benchmark our performance against other organisations and in turn instigate more conscientious behaviour among our colleagues and business partners.

In 2014/15, carbon emissions from our own operations have achieved a year-on-year reduction of 1.9% while the Energy Use Intensity has decreased from 102.1 to 91.4 kWh/m² (note: our own operations take place in a mix of properties with central air-conditioning provided separately, those with only tenant lighting and power, as well as whole buildings), equivalent to 11% reduction. On the other hand, carbon emissions from our managed properties have increased by 6.6% primarily due to an increase in electricity consumption at the Comix Home Base, which had its first fully operational year in 2014/15 and hence a higher occupancy compared to the previous year. The increase was also partly associated with the hotter weather in 2014/15 as reflected by the larger degrees-day factor (a commonly used climatic parameter for estimating the power requirements for cooling a building).

While climate change is a key global environmental issue, waste management is also a pressing local issue. Therefore, the URA has participated in the Hong Kong Awards for Environmental Excellence's WasteWi\$e Labelling Scheme in the 2014/15 fiscal year to raise awareness among our colleagues and to introduce additional waste management measures. By meeting four of the goals covering reduced resources consumption and waste recycling, the URA has received the provisional Good Class label.

Promoting Green Buildings

URA is cognizant that our impacts on the environment are not limited to those resulting from our own operations and managed properties. In fact, the impacts associated with our urban renewal projects are more substantial and far-reaching. Therefore, high environmental standards have continued to be imposed on both our self-developed projects and projects that are implemented through joint ventures. In 2014/15, three more redevelopment projects have achieved the Hong Kong BEAM Platinum (Final) rating after construction completion, making a total of eleven projects with Platinum rating thus far. Setting a high green building standard for these eleven projects has motivated the respective designs to optimise use of resources through various measures. It also propagates an important supply chain effect on the downstream consumers as the residential flats were installed with energy-efficient and water-efficient appliances.

Annual Energy Reduction
3% - 26%



Annual Water Saving
15% - 41%



Construction Waste Recycling
50% - 98%



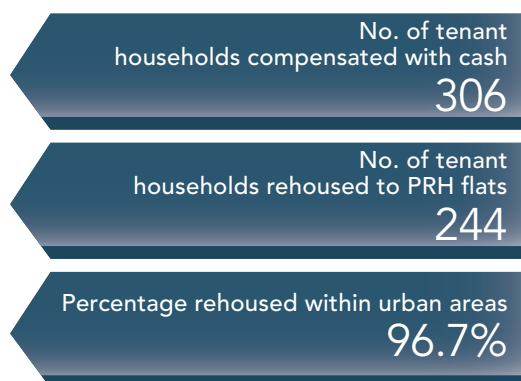
(Based on 11 Projects attaining BEAM Platinum (Final) Rating as of March 2015)

Care for the People

Assisting Displaced Households

Redevelopment is more than just renewing the building stock but about improving the living standards of the displaced households. Majority of the buildings in our redevelopment projects are severely dilapidated with safety hazards and hygienic problems. During 2014/15, acquisition offers were made to owners of 401 property interests. The cash compensation and ex gratia payment enable affected owner-occupiers to purchase premises that are in better conditions than their existing ones. With a view to enabling the residents to retain their social network in the neighbourhood, flat-for-flat option is also available for those owners who prefer to acquire a premise at the same site or the designated Kai Tak development.

On the other hand, tenants were offered cash compensation or rehousing to public rental housing (PRH) flats. The patience and compassion of the URA staff involved in the rehousing arrangement were rewarded with a number of commendation letters in 2014/15 from the beneficiaries from several redevelopment projects including Pine Street / Oak Street, Reclamation Street / Shandong Street, and Fuk Wing Street etc. To facilitate a smooth clearance process, our staff have also gone an extra mile such as helping the tenants with retrieval of important documents from government departments, or providing temporary storage space for tenants during their relocation.



(For projects in progress during 2014/15 financial year)

Stewarding Rehabilitation

As of 2014, over 5,700 buildings more than 30-year old are in poor and varied conditions. Yet, many building owners lack the confidence to implement rehabilitation projects partly due to concerns of bid rigging in the building renovation industry. Therefore, to empower the community to tackle the problem of aging buildings, the URA staff need to establish trust with the building owners through providing professional advices and technical support. The personal assistance is valued as much by the building owners as the financial assistance provided through the rehabilitation schemes.

Loan and subsidies released
over \$143 million

(For 2014/15 financial year)

Accommodating the Underprivileged

Besides adopting a people-oriented approach when delivering our core businesses of redevelopment and rehabilitation, the URA also identified other opportunities to help people in need with our available resources. It is widely acknowledged that the lack of affordable housing is a top issue affecting the state of poverty in Hong Kong. The low-income households not currently covered by PRH have no choice but reside in appalling flats or sub-divided units. In view of this, the URA has extended the offering of some renovated flats of the acquired properties at Wing Lee Street and Staunton Street in 2014/15 to non-government organisations and social enterprises including the Hong Kong Federation of Youth Groups, Light Be, and International Social Service (Hong Kong Branch) so that they can arrange short-term tenancy at below market rent for underprivileged groups such as single-parent families and youths.



■ A variety of Community Service Partnership Scheme programmes serves the people in need in old districts.

Reaching Out with Our Partners

Our care for the people extends beyond our urban renewal works. We have a passionate team of volunteers who deliver community services all year round. Seeing the potential to make bigger impacts by partnering with like-minded organisations, the URA initiated the Community Service Partnership Scheme in 2012, which is a collective effort to bring love and care to the residents of old districts. Through collaboration with universities and social service organisations, volunteer teams comprising URA staff and tertiary students have served the people in need at various old districts under different programmes. In 2014/15, we have partnered with 10 tertiary institutions and non-government organisations to serve the disadvantaged families, senior citizens, ethnic minority and visually-impaired people in old districts.

An appreciation ceremony was held by the URA to recognise the contribution of volunteers over the past year, while giving an opportunity to the volunteers and grass-roots families to celebrate the Spring Lantern Festival together. So far, around 440 volunteers have joined the Scheme and served about 1,000 residents in old districts, achieving approximately 4,000 service hours.

Engage the Community

Inspiring the Young People

While the URA has been acting as the implementer and facilitator, tackling urban decay can only be sustainable with concerted efforts from the society. This requires an understanding of the issues affecting urban renewal in Hong Kong and it starts from education. Through collaboration and partnership programmes with various organisations, we have reached out to the community and schools to introduce URA's work and the significance of urban renewal to the general public and youngsters.

During the year, a wide range of education and outreach programmes have been organised for teachers and students, such as guided visits to the Urban Renewal Exploration Centre, docent tours of old urban areas and URA's projects, talks, roving drama workshops for primary schools and inter-school drama competition for secondary schools. The newly launched "UR Class in Action" outreach activity has been well received by schools, with more than 3,000 teachers and students joining within 6 months. Besides, the online tools, namely UR Web Academy and UR City Fun mobile app, have provided teachers and students with instant information of urban renewal for experiential learning. We have also collaborated with professional and youth organisations to promote messages of urban renewal.



■ Newly launched "UR Class in Action" outreach activity.



■ Students learn about urban decay through drama competition.

Integrating Community Arts and Culture

A neighbourhood is not merely about its physical environment, but also the local culture and characteristics that give its identity. An appreciation of the local arts and culture will allow for a deeper understanding of the old districts. It will also enrich the quality of life of the residents. In view of this, the URA has implemented the "Arts and Cultural Partnership Programme in Old Urban Districts: Pilot Scheme" for nearly 4 years, supporting non-profit organisations to organise various arts and cultural programmes for the benefits of people living in old urban districts in enhancing their living quality. As of end of March 2015, the Scheme has supported 32 arts and cultural programmes, benefitting over 570,000 people in old urban areas.



■ Workshops and docent tours help promote urban renewal through experiential learning.

Diversify the Uses of Urban Space

Embracing Diversified Uses

As a mission-driven organisation, the URA sees its role to catalyse the development of a sustainable built environment to serve the community and that goes beyond green buildings. Over the years, the URA has adopted a combination of measures to uplift the old urban areas in Hong Kong. In our moderate to large scale projects, we have endeavoured to include open space and community/institution areas as far as practicable. For instance, to circumvent land scarcity issue especially in the urban areas, our redevelopment project at Citywalk in Tsuen Wan was one of the first to incorporate vertical greening, and the project received the Gold Award (non-domestic) of the 2014 Leisure and Cultural Services Department Best Landscape Award for Private Property Development. On the other hand, our redevelopment projects in various districts have provided easily accessible community and institution facilities including residential care homes for elderly, youth centres, health centres, markets, cooked food centres and an indoor stadium.

Open space
26,000 m²

Government, Institution and Community area
53,000 m²

(Based on 57 redevelopment projects commenced by the URA up to March 2015)

To embrace more diversified uses of the urban space, the URA has allocated properties to serve for social purposes, such as the Comix Home Base at Mallory Street to promote local comics culture, the GoodPoint at Prince Edward Road West to provide a supporting hub for social enterprises, and the Urban Renewal Resource Centre at Fuk Tsun Street to provide mediation facilities. During 2014/15, the URA has rendered more properties for concessionary tenancy to non-government organisations and social enterprises both in our acquired properties and dedicated preserved historical

buildings, e.g. Hong Chi Association, Association of the Hong Kong Central and Western District Limited, New Life Psychiatric Rehabilitation Association, Hong Kong Federation of Youth Groups, Light Be, and International Social Service (Hong Kong Branch).

Rental to Non-government Organisations
and Social Enterprises in URA properties
2,820 m²

Rental to Non-government Organisations
in managed Government,
Institution and Community area
3,890 m²

(For 2014/15 financial year)

URA also provides space for various Government Departments and organisations to carry out a wide range of activities, training, displays and exhibitions, including the arts, youth activities, education, tourism, hobbies and so on. A total of 148 events with URA's assistance/sponsorship had been staged at venues operated by the URA and its joint-venture partners such as Central Oasis, Urban Renewal Resource Centre, Citywalk and Western Market.



■ A community event staged at Central Oasis.



■ Training programmes equip staff with the mind-set and ability to build effective teams.

Build Our Team

Building Our Capacity

Our staff members are our key stakeholders; without a dedicated and competent team, the URA would not have been able to sustain our urban renewal efforts. A comprehensive training and development needs survey was conducted in the year to identify the needs that contribute to the success of staff at all levels. The findings were consolidated, prioritized and incorporated into the new training curriculum to facilitate course design to enhance the critical knowledge, skills and attitude of staff to do a better job. During the year, the number of training hours per employee exceeded 19 hours, 23% higher than the industry average, reflecting the commitment of the URA to a learning culture.

To address the needs to build effective teams for aligned objectives and collaborative working relationship, staff were also sent to team building workshops to equip themselves with the mind-set and ability from team building experts, to bring in-house and apply what they learn in their natural teams.

Planning Ahead

With the ever-increasing demand from the community and rising expectation from external stakeholders, our staff are facing more challenges to meet the demand and to satisfy the expectations every day. With a fast growing economy and tight labour supply market in Hong Kong, the need for effective measures to attract, retain, train, develop and motivate the right talents had never been as high.

To cater for the changing operating environment, the core competencies, critical knowledge, skills, abilities and attributes for individuals to contribute to the success of our work, for Directors, General Manager and Senior Managers were reviewed and redefined. The sets of core competencies provide a sound and fundamental reference to training needs identification and training design that build and enhance individual knowledge, skills and attitude in line with identified profiles of success, and to talent assessment and development.

In addition, to foster the critical skills and knowledge for critical positions for succession assessment and development, new competencies were also incorporated into the job profiles of critical positions. The same sets of competencies were used to assess potential successors to evaluate their readiness and to identify gaps for further development.



Members of the URA Staff Club 2015/2016

From Left
Mark LEE, Steven LUI, Kelvin LUI, Raymond KEE, Jason FUNG, Patrick AU YEUNG, Christopher WONG, Peter DY, Peter WONG,
Judy LO, Joe CHAN, LEUNG Lai Hong, Trina LOI