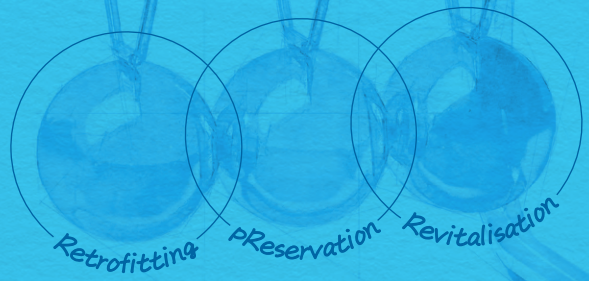


A Newton's cradle with five spheres. The two spheres on the left are highlighted with circles and labeled. The background is a light blue gradient with a faint sketch of the cradle's frame.

Redevelopment  
Rehabilitation

A Newton's cradle with five spheres. The three spheres on the right are highlighted with circles and labeled. The background is a solid blue gradient with a faint sketch of the cradle's frame.

Retrofitting  
Preservation  
Revitalisation

# OPERATING REVIEW



The URA is mandated under the URA Ordinance (URAO) and the Urban Renewal Strategy (URS) to conduct urban renewal by way of four key business strategies: Redevelopment, Rehabilitation, Heritage pReservation and Revitalisation, known as the “4Rs”.

In the face of the rapidly ageing building stocks, the URA has stepped up its work in building rehabilitation with different focuses for buildings of different ages, from promoting preventive maintenance to proposing Retrofitting, the 5<sup>th</sup> “R” to furnish old buildings with new and up-to-date features and technology, with an aim to prolong building serviceability for alleviation of redevelopment needs. The URA has also revolutionised its conventional project-led redevelopment approach in favour of a more holistic planning-led approach. To facilitate sustainable urban renewal, the URA also commenced three strategic studies in 2017 to identify strategies and solutions to take forward urban renewal projects in a more effective and efficient manner, bringing enhanced values to the community.

**In light of the importance of urban renewal to the sustainable development of Hong Kong, concerted effort of URA and stakeholders is the key to success.**

To this end, the URA has substantiated its efforts to work closer than ever with different stakeholders and assisted the Government on a number of its initiatives during the year, joining hands to improve the living environment while fostering sustainable development of Hong Kong in the long run.



## Three Strategic Studies for Sustainable Urban Renewal

Target: To develop a set of integrated strategies embracing the “5Rs” for conducting sustainable urban renewal projects.

To proactively drive planning-driven urban renewal under a holistic approach aimed at addressing Hong Kong’s rapidly ageing building stock in an effective and sustainable manner, the URA commenced three strategic studies in 2017/18, namely the Yau Mong District Study, the Study on New Strategy on Building Rehabilitation, and the Sustainability Study, all of which have achieved remarkable progress and were continued through 2018/19.

### Yau Mong District Study (YMDS)

#### Objectives:



to tackle the scale of urban decay in the district in a timely and economically sustainable manner



to set the YMDS as a pointer to facilitate future urban renewal projects in other districts

The sheer magnitude of Hong Kong’s rapidly-ageing building stock is well beyond the URA’s capabilities under its current mode of operation. Commenced in May 2017, the YMDS is a pilot study to explore new strategies for urban renewal with a holistic district-based approach. It aims at shifting the URA’s focus from the conventional project-driven redevelopment approach to a district-based renewal approach encompassing all the “5Rs”, and identifying enhanced Institutional and Implementation (I&I) strategies for formation of new operational and business models. New urban renewal initiatives with planning tools tailored to encourage effective urban renewal will be incorporated into options for forward-looking and financially sustainable Master Renewal Concept Plan (MRCP).



An aerial view of the Yau Mong District, the most densely developed area in Hong Kong.

In 2018/19, MRCP and I&I Strategies Studies, including baseline reviews, examination of opportunities and constraints and identification of Potential Urban Renewal Opportunity Areas were completed. Strategy development for institutional framework, implementation mechanisms, business and operation models, as well as proposals on more efficient application and rationalisation of planning, buildings and land controls are being finalised. These strategies will guide the formulation of MRCP with options to select and implement future district-based “5R” projects and other URA initiatives like place-making and smart-city concepts. Once the MRCP options have been formulated, public engagement will be carried out to solicit the community’s views. The YMDS is expected to be completed in early 2020.



## Study on New Strategy on Building Rehabilitation

### Objectives:



to formulate a comprehensive rehabilitation strategy, including preventive maintenance, to reduce the number of dilapidated buildings which may otherwise require redevelopment

Building rehabilitation is one of URA's key purposes and core businesses to prevent the decay of the built environment. From a social and environmental sustainability perspective, the rehabilitation of buildings is also a very promising way to improve the quality of life of local residents. Launched in mid-2017, the URA's study on New Strategy on Building Rehabilitation aims primarily at formulating a comprehensive rehabilitation strategy covering buildings of all ages with focus on the preventive maintenance of existing buildings in line with the building maintenance cycle.

On the one hand, the URA has studied the existing regulatory framework and practices with a view to formulating relevant proposals; while on the other hand, property owners would be educated on the methods and importance of preventive maintenance. The study will be completed in 2019/20.

Essential elements for proper repair and maintenance, as well as areas for retrofitting, have been identified to prolong the life of ageing buildings. Examples of such essential elements include building structure, external façade, roof covering, fire protection system, energy efficiency and barrier free facilities.

To identify buildings near the end of their physical life where rehabilitation works are no longer economically viable, an evaluation model has been devised for making an initial assessment on the necessary rehabilitation or retrofit cost of a building, which is then compared with the cost and benefit of redevelopment. Although there may be issues for buildings in this state which lack redevelopment potential due to plot ratio controls, the holistic renewal approach has the advantage of taking the livability of the entire district into consideration in its long-term strategic plan which would help make redevelopment of such buildings practical.

### Retrofitting





## OPERATING REVIEW

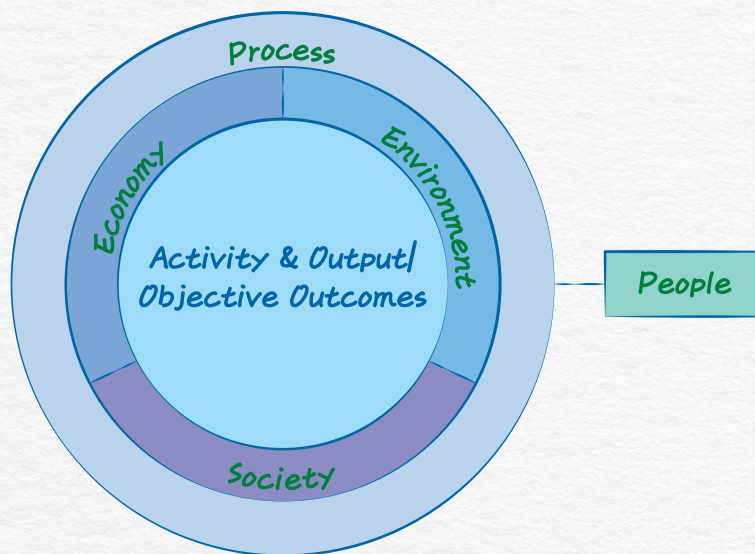
### Sustainability Study

#### Objectives:



to ensure the urban renewal process addresses relevant sustainability challenges for creating an innovative, sustainable and resilient urban renewal plan for the well-being of the community

In line with the URS which requires the urban renewal process to be forward-looking and to create sustainable, positive impacts for the community, the URA commenced a strategic sustainability study in June 2017 with a goal to establish a systematic framework comprising a set of indicators as the basis for measuring and tracking the impacts of "5R" projects within the community, and to help set objectives in line with sustainable business strategies.



The study has resulted in a preliminary sustainability framework with five key domains, namely Economy, Environment, Society, Process and People, with some key performance indicators for evaluating the URA's work. The application of the preliminary sustainability framework is being tested with a number of applied cases.



## The District-based and Integrated Approach

To take urban renewal forward in a more holistic manner and with the support of the URA Board, the URA has, since 2015, adopted a district-based and integrated approach to the urban renewal process in order to secure greater planning and social gains for the wider community.

Compared to the traditional scattered “pencil blocks” or other small scale redevelopment projects, the district-based approach to urban renewal will allow the URA to explore restructuring and replanning in older urban areas which achieves urban planning objectives and rationalises land use patterns from a sustainability perspective. It also allows the URA to integrate the “5R” initiative in a district-wide urban renewal process, thereby creating synergies among the different interventions. This overall approach aims to better tie in with the objectives of the URAO and URS to restructure and re-plan urban areas with more environmentally-friendly transport networks and rationalised land uses, thus creating more positive impact.

Based on the preliminary findings of a neighbourhood scale planning study conducted by the URA to carry forward recommendations from the Kowloon City District Urban Renewal Forum, the URA selected strategic site locations for redevelopment in the neighbourhood with a wider master plan in mind. Altogether six projects have been launched under the district-based approach in To Kwa Wan aimed at restructuring and re-planning the existing pedestrian and vehicular traffic network to create a pedestrian friendly neighbourhood with more community facilities and open space.





# REDEVELOPMENT



- + Enhance Walkability
- + Rationalise Land Use
- + Enhance Street Vibrancy
- + Improve Built Environment





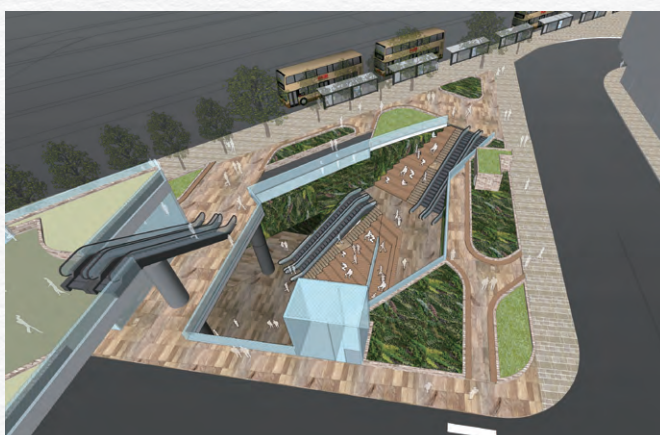
Redevelopment is one of the URA's two core business under the URS. During 2018/19 and including up to 30 June 2019, it has completed the clearance of one project site, awarded three joint venture tenders and commenced and implemented two additional projects under the planning-led approach bringing planning benefits to the community and facilitating sustainable urban renewal.

Up to 30 June 2019, a total of 62 projects comprising 59 redevelopment projects, two preservation projects and one revitalisation project have been commenced and implemented by the URA. Another six redevelopment projects undertaken in collaboration with the Hong Kong Housing Society (HKHS) have also been completed. The end result of these 68 projects is about 19,950 new residential flats, 423,000 square metres of commercial space including shops, offices and hotels, 54,000 square metres of Government, Institutional and Community (GIC) facilities and 28,000 square metres of public open space.

### New Redevelopment Projects

#### Wing Kwong Street/Sung On Street (KC-014), To Kwa Wan; Kai Tak Road/Sa Po Road (KC-015), Kowloon City

The URA commenced two new self-initiated projects, namely Wing Kwong Street/Sung On Street Project (KC-014) and Kai Tak Road/Sa Po Road Project (KC-015), during 2018/19. Wing Kwong Street/Sung On Street (KC-014) in To Kwa Wan was launched in June 2018 under the district-based approach. When combined with the five other nearby commenced URA projects in the area, the resulting redevelopment integrated with other proposed urban renewal strategies will achieve greater and holistic planning and social benefits for the district aiming to create a more walkable and smarter district. Subsequently, the Secretary for Development (SDEV) authorised the URA to proceed with the project in February 2019 and acquisition offers were made in May 2019.



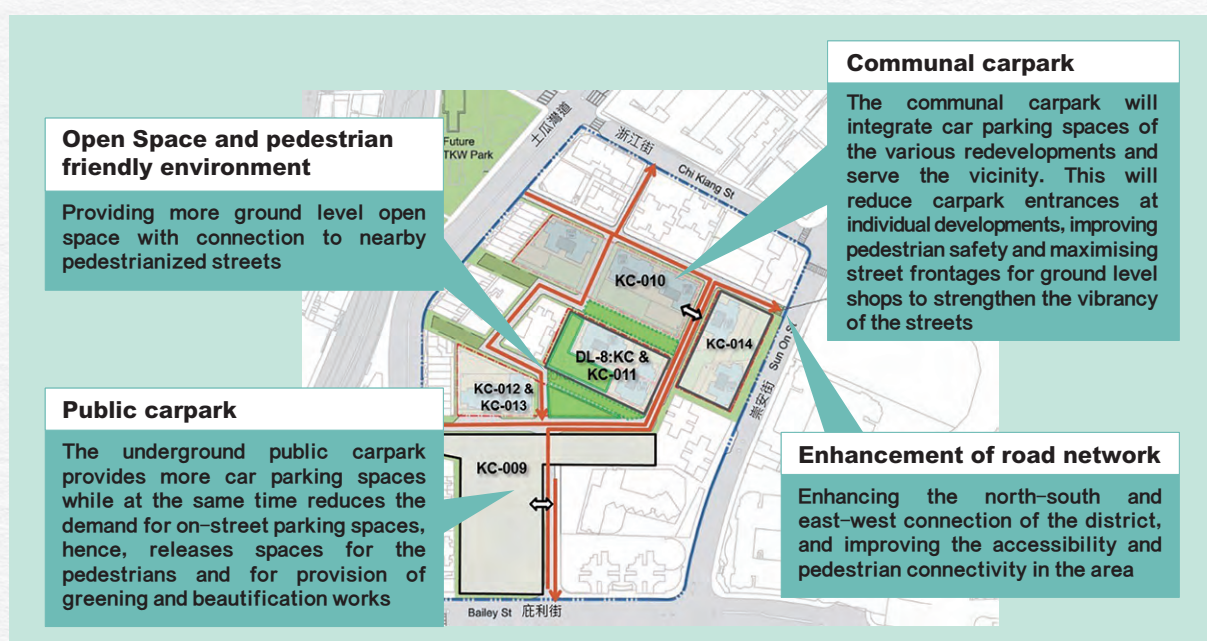
The split-level sunken plaza will become a vital node connecting the new Kai Tak Development Area and the old area of Kowloon City, enhancing the connectivity and injecting vibrancy.

The Kai Tak Road/Sa Po Road Project (KC-015) in Kowloon City, which commenced in February 2019, will restructure the urban fabric and road layout with the provision of public car parks and community facilities. The project will also create a node between the Kai Tak Development Area and Kowloon City through a proposed sunken plaza connecting the project to the Kai Tak underground shopping street, thus linking the "old" and "new" districts. An integrated approach will be adopted by leveraging the provision of public carpark at KC-015 to explore pavement widening at nearby streets in order to enhance the walkability and street vibrancy and preserve the local character of the district.



## Redevelopment Projects under the District-based Approach

Bailey Street/Wing Kwong Street (KC-009), Hung Fook Street/Ngan Hon Street (KC-010), Hung Fook Street/Kai Ming Street (KC-011), Wing Kwong Street (KC-012), Kai Ming Street/Wing Kwong Street (KC-013) and Wing Kwong Street/Sung On Street (KC-014) Projects, To Kwa Wan



Commenced under the district-based approach, the projects in To Kwa Wan will bring about a more holistic improvement of urban streetscape and built environment.

The six projects launched under the district-based approach in To Kwa Wan cover project sites totaling more than 2 hectares by area have affected an estimated total of 2,730 households. The first project KC-009 was commenced in March 2016, followed by projects KC-010, KC-011, KC-012 and KC-013 in 2016/17, and project KC-014 in June 2018. For better integration and land utilisation, the cleared site of Kai Ming Street project (DL-8), commenced in 2013 under the Demand-led Redevelopment Project (Demand-led Pilot Scheme), will be combined with KC-011 under a comprehensive planning approach. Through comprehensive planning and redevelopment of these seven projects, the URA aims to bring about a more holistic improvement of urban streetscape and built environment which cannot be realised via pencil block redevelopment of individual sites.

In order to improve the connectivity in the area, a new north-south connection linking Bailey Street and Ngan Hon Street will be proposed. The traffic circulation of the locality will be restructured and enhanced to not only create a better pedestrian environment in terms of safety, convenience and comfort, but also provide more organised public accessible open areas for future social activities and place-making. The URA also initiated a wider planning concept of providing a communal carpark in the KC-010 project including parking and loading/unloading facilities to serve the neighbouring URA project sites. This will eliminate piecemeal carpark openings at ground floor level thereby maximising shop front space and retaining a more vibrant street environment. The KC-009 project will also be provisioned with a public carpark.

Among the six projects, KC-010 was commenced as a development scheme under section 25 of the URAO and approved for implementation by the Chief Executive in Council, whereas KC-009, KC-011, KC-012, KC-013 and KC-014 were commenced as development projects and have been authorised to proceed by the Secretary for Development. All six projects are now under acquisition. Apart from KC-014, application for resumption of unacquired interests for the other five projects has been submitted to the Development Bureau.



## Cleared and Tendered Projects

The keen pursuit of project site clearance and tendering continued in 2018/19 to sustain the continuity of achievement in delivering community benefits and flat supply. One project, namely Demand-led Pilot Scheme Project at Ash Street (DL-11), was cleared on schedule. Over the same period, joint venture tenders were awarded for three projects, namely Castle Peak Road/Un Chau Street (SSP-016) and Demand-led Pilot Scheme projects at Tung Chau Street/Kweilin Street (DL-5) and Hang On Street (DL-10). The commercial portion of the DL-5 project will be designated for the Sham Shui Po Design and Fashion Project in response to the initiatives of the Commerce and Economic Development Bureau to nurture design and fashion talents. The project will turn the district into a design and fashion landmark supporting various development needs for Hong Kong.

## Other Projects of Note

### Civil Servants' Co-operative Building Society (CBS)

In order to release the redevelopment potential of CBS buildings to increase housing supply, as stated in the 2018 Policy Address, the Government invited the URA to identify one or two clusters of CBS sites suitable for high-density development as pilot projects for implementation under URA's usual project implementation approach. In response, the URA has identified two clusters of suitable CBS sites based on a set of selection criteria, and is seeking approval from the Financial Secretary to include them in URA's Business Plan/Corporate Plan for implementation.

### Yu Chau West Street, Sham Shui Po

Yu Chau West Street Project was commenced in 2013 under the Pilot Scheme for Redevelopment of Industrial Buildings. The project comprises a 10-storey industrial building built in 1962 and occupies a site area of 1,393 square metres. Acquisition commenced in 2013, however, only 27, around 67%, of owners have accepted the URA's offer, thus hindering project progress. Following the Board's approval, the feasibility of retrofitting for this project is being explored piloting the new 5th "R" of retrofitting initiatives, with a view to tallying with the 2018 Policy Address to reactivate the revitalisation of industrial buildings in Hong Kong.

### Ma Tau Wai Road/Chun Tin Street, To Kwa Wan

## 煥然懿居 e-RESIDENCE

With a view to helping higher-income families who are not eligible for Home Ownership Scheme but cannot afford private housing to meet their home ownership aspirations, the Government has introduced the "Starter Homes" Pilot Scheme (SH Scheme) for Hong Kong residents in June 2018 and invited the URA to assign the project at Ma Tau Wai Road/Chun Tin Street as the pilot project for the SH Scheme. A total of 450 units have been assigned under the SH Scheme and were sold at about 62% of market value to eligible purchasers. The invitation for application for the SH Scheme was launched on 3 January 2019 and closed on 23 January 2019. A total of 20,886 applications were received, over-subscribed by about 46 times. Random assignment of priority numbers to applicants was completed in March 2019. URA commissioned HKHS to vet the applications and eligible applicants were invited in batches for flat selection from 12 June 2019 onwards. All flats were selected within six working days.

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People checking the floor plan while visiting the show flats of e-Residence.



## OPERATING REVIEW

### Kwun Tong Town Centre



Current view of Kwun Tong Town Centre Project.

URA's largest single project to date, the Kwun Tong Town Centre Project, covers a total site area of 5.3 hectares and has affected around 1,300 households. Altogether, the project is expected to produce nearly 2,300 new flats, over 200,000 square metres of commercial space, 31,000 square metres of GIC facilities and over 13,000 square metres of public open space.

This complex project is being implemented in phases, with the site divided into five Development Areas. Development Area 1 at Yuet Wah Street was completed in June 2014 and the flats have almost been sold out. Superstructure works for the podium and residential towers in Development Areas 2 and 3 are in progress and sales of residential flats were launched in December 2018. Development Area 4 has been vacated for use as interim GIC facilities to re-provision hawker bazaars, public light bus termini and refuse collection point/public toilet from Development Areas 2 and 3. An interim bus terminus has also been provided on the former Mido Mansion site in Development Area 4. Development Area 5 remains in the acquisition and clearance stage. Special offers for occupiers of the unauthorised structures (UBTs) were issued in September 2018. With the effort of stakeholder engagement, over 85% acceptance was achieved upon the expiry of the offer. Vacant possession had been successfully obtained for 63 UBTs (about 89% of accepted cases) in February 2019 without confrontation. Land resumption for Development Area 5 was gazetted in May 2019.

In light of the progress of the clearance, Development Areas 4 and 5 of Kwun Tong Town Centre Project will proceed to the stage of gazettal of proposed road scheme within 2019 and, later on, land grant preparation based on the approved Master Layout Plan (MLP), which was the result of a series of consultations with the Kwun Tong District Council and relevant stakeholders. On the same basis, the detailed design of the development will be further elaborated and developed with a view to realising the key design features and merits as aspired in the approved MLP and for the preparation of the joint venture tender in forthcoming years.

Artist impression of Kwun Tong Town Centre Project after redevelopment.





### Peel Street/Graham Street, Sheung Wan



The Graham Market is an iconic spot for the community.

This redevelopment scheme, comprising three sites (A, B and C), has been incorporated into a master layout approval to be undertaken in phases. Foundation works at Sites A and C are underway. Superstructure works for Site B have been completed and an Occupation Permit obtained in December 2018. A public open space abutting the wet market block to connect Graham Street and Peel Street will soon be available for community to enjoy. At Site C, a more than a century-old shop house at 120 Wellington Street will be retained for adaptive reuse as a ground floor retail shop along with the preservation of character-defining elements of the façade of tenement buildings at 26 A-C Graham Street in order to preserve the street character of Graham Street Market. In addition, some of the old brick structures at Cochrane Street and the concrete signage of 118 Wellington Street will be incorporated into the public open space. The low-level podium will also serve as a convenient pedestrian access way connecting to the mid-level escalator. The whole complex in H18 will form one of the three strategic nodes under the URA's "CONET"\* place-making concept in Central and Western district.

\* CONET stands for Community, Open space and NETWORK.



## OPERATING REVIEW

### Staunton Street/Wing Lee Street, Sheung Wan

As announced in the 2018 Policy Address, having conserved the buildings in Wing Lee Street, the URA will carry out further study with a view to revitalising the building clusters it owns to preserve the heritage urban fabric at and nearby Staunton Street/Wing Lee Street Project through place-making in synergy with nearby revitalisation projects. The URA has commissioned a community-making study to better understand the needs of the local community and to develop a vision and theme for community-making initiatives. These initiatives will be explored with a view to expand by phases to embrace the adjoining neighbourhood holistically and by integrating the URA's various business strategies. Renovation of six units is in progress for interim social housing uses, whilst preparation of rezoning by the Planning Department is under way.



Current view of Staunton Street/Wing Lee Street Project.



The community-making study comprises a series of engagement events and focus group sessions which aims to better understand the needs of the local community.

### Nga Tsin Wai Village

Following site clearance in March 2016, an Archaeological Impact Assessment (AIA) undertaken by licensed archaeological professionals has revealed foundation remains of old village walls and watchtowers at some excavated locations. A new AIA licence was obtained from the Antiquities and Monuments Office (AMO) in February 2018. Further excavation and field investigation to rank the findings regarding their heritage significance was completed in early 2019. The new AIA report will be submitted to the AMO for the formulation of possible preservative measures after it is completed by the appointed archaeologist.



### **Demand-led Pilot Scheme Projects**

Under the URS, the URA may respond to a joint approach from building owners to initiate redevelopment of their buildings. In view of this, the Demand-led Pilot Scheme was introduced in 2011. Five rounds of application for Demand-led Pilot Scheme projects were held between 2011 and 2016. As at 30 June 2019, 12 redevelopment projects under the Demand-led Pilot Scheme had been commenced, with nine under active implementation. The remaining three projects were terminated due to their failure to meet the 80% threshold on owners' consent. Construction is underway for six of the nine projects while site clearance has been completed in the other three.

The Demand-led Pilot Scheme was first reviewed in 2014 after three rounds with a view to enhancing the planning gains of projects under the Scheme. However, applications received in the fifth round in 2016 were still not conducive to its objectives, necessitating a holistic review of the Demand-led Pilot Scheme. By adopting a planning-led approach to create a greater planning impact whilst owners' demand could be properly addressed, the URA is taking the opportunity to review the Scheme comprehensively in the YMDS.

### **Facilitating Services**

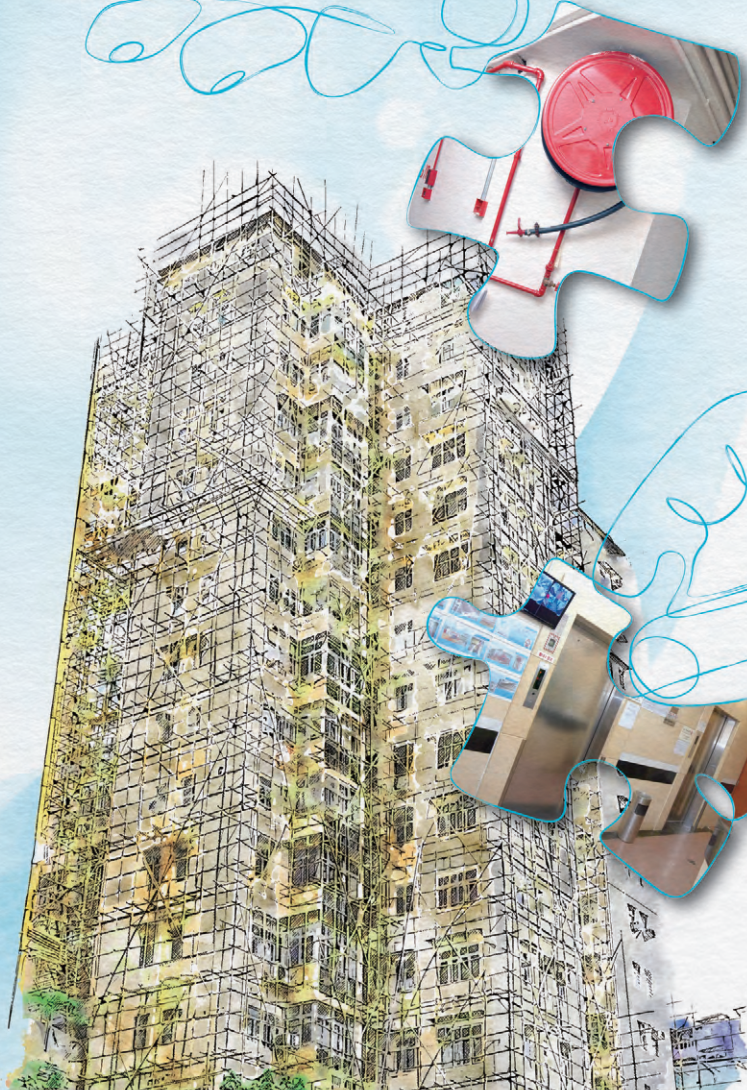
The URS allows owners to request the URA's assistance as a consultant to help them assemble their titles for redevelopment. The Facilitating Services (Pilot Scheme) commenced in 2012 to provide consultation services to interested owners of domestic and non-domestic buildings to help them assemble titles for commencing owner-initiated redevelopment through joint sale of the assembled titles in the market. Up to 31 March 2019, a total of 39 applications for facilitating services (35 for residential buildings and four for industrial buildings) had been received. One application had been successfully processed with its property interests sold by auction. The joint sale of property interests for five applications were put on the market but failed to reach a successful sale. Of the remaining applications, 28 either failed to fulfil the application criteria or were terminated for failing to reach the required threshold for joint sale. Meanwhile, three applications were selected as facilitation projects to be implemented while two applications were under review.

A pilot scheme for building owners under the CBS and Government Built Housing Scheme was launched in May 2016. Since its commencement, three applications from owners of CBS buildings had been received and selected for implementation as facilitation projects. One project had been put up for sale by public tender with no bid received. Two projects had been terminated as they failed to reach the relevant threshold for joint sale.



# REHABILITATION

- + Upgrade to Modern Standard
- + Prolong Building Serviceability
- + Enhance Liveability





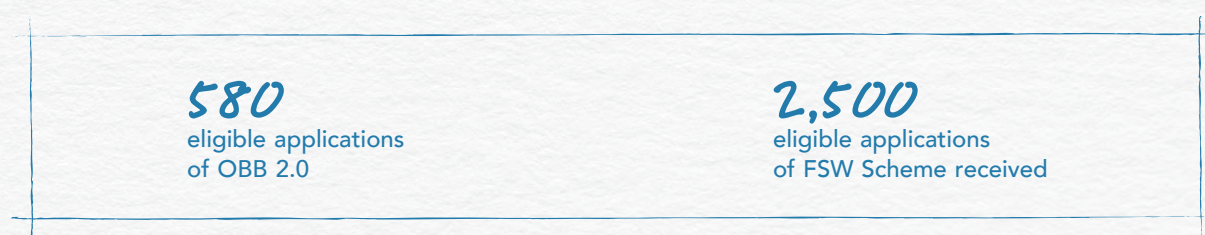
Rehabilitation is the URA's other core business under the URS. During the past year, the URA has set up its efforts in raising building owners' awareness of the importance of rehabilitation and promoting preventive maintenance with an aim to prolong building serviceability contributing to preventing urban decay.

After taking over the HKHS's responsibilities under the Integrated Building Maintenance Assistance Scheme (IBMAS) in July 2015, the URA has been the primary agent in Hong Kong for building rehabilitation. In 2018/19, the URA continued its rehabilitation efforts through IBMAS, Mandatory Building Inspection Subsidy Scheme, Operation Building Bright 1.0 and 2.0, Fire Safety Improvement Works Subsidy Scheme, Lift Modernisation Subsidy Scheme and "Smart Tender" Building Rehabilitation Facilitating Services Scheme. In July 2018, to facilitate owners joining the various building rehabilitation schemes, the URA has consolidated the various building assistance and subsidy schemes into the Integrated Building Rehabilitation Assistance Scheme for an easy one-stop application.

### Operation Building Bright 1.0 (OBB 1.0)

The URA has given full support to the Government's OBB 1.0 programme since its launch in 2009 and it is now substantially completed. About 2,440 building blocks (approximately 62,000 units) within URA's Rehabilitation Scheme Areas (RSAs) have either been rehabilitated or had their rehabilitation works substantially completed. OBB 1.0 has successfully raised owners' awareness of the need for rehabilitation as well as created employment opportunities, which was one of the original objectives of the scheme.

### Operation Building Bright 2.0 (OBB 2.0), Fire Safety Improvement Works Subsidy Scheme (FSW Scheme) and Lift Modernisation Subsidy Scheme (LIMS Scheme)



In the 2017 Policy Address (October), the Government announced the launch of OBB 2.0 and the FSW Scheme. The primary scope of works to be subsidised under OBB 2.0 covers the prescribed inspection and repair works under the Mandatory Buildings Inspection Scheme (MBIS). Applications for OBB 2.0 (first round) and FSW Scheme ended on 31 October 2018 with about 580 eligible applications of OBB 2.0 and about 2,500 eligible applications of FSW Scheme received. Eligible applicants are being approached in phases to assist them in carrying out the necessary works under the schemes.



## OPERATING REVIEW



A series of promotional materials and activities including poster and briefing sessions help building owners understand the details of Lift Modernisation Subsidy Scheme.

In the 2018 Policy Address, the Government announced the launch of LIMS Scheme at a cost of around \$2.5 billion. Modelled on the OBB 2.0 and FSW Scheme, the LIMS Scheme promotes lift modernisation in the community through financial incentives with professional support to building owners in need, and is aimed at enhancing the safety of aged lifts, and thereby public safety. The Government partnered with URA in the implementation of the scheme. It is estimated to benefit around 5,000 aged lifts within six years, taking into consideration the industry's capacity to handle the additional lift modernisation works under the LIMS Scheme. The first round of application for the LIMS Scheme started on 29 March 2019 and closed on 1 August 2019 and applicants will be notified of the results in the 4th quarter of 2019. In the meantime, promotion activities of the LIMS Scheme, such as public briefing sessions, announcements in TV and radio and briefings to district councils are in progress.

### **Integrated Building Rehabilitation Assistance Scheme (IBRAS), previously known as Integrated Building Maintenance Assistance Scheme**

**700**

Owners' Corporations (OCs) formed

**720**

IBRAS cases in progress

Beginning in 2004 and until June 2019, about 1,680 building blocks (around 73,100 units) have been rehabilitated under various URA assistance schemes. About 700 Owners' Corporations (OCs) have been formed under the Owners' Corporation Formation Subsidy of IBRAS. Currently, there are a total of 720 IBRAS cases in progress (about 610 cases for common area repair works and 110 cases for OC formation).

### **Mandatory Building Inspection Subsidy Scheme (MBISS)**

The implementation of MBIS covering all buildings 30 years of age or older came into force on 30 June 2012, and the URA duly launched the MBISS in conjunction with the HKHS on 7 August 2012. Under this Scheme, URA assists building owners to arrange first inspections of buildings within its RSAs, which are subject to statutory notices issued by the Buildings Department. Owners of buildings, which on inspection are found to require rehabilitation, may apply for rehabilitation works assistance under IBRAS, with URA providing a one-stop continual building care service. Until 30 June 2019, about 600 building blocks (approximately 15,600 units) have begun or completed inspection under the MBISS.

Since the URA is the Government's sole partner in OBB 2.0, all buildings in Hong Kong eligible for OBB 2.0, whether they are located in HKHS Service Areas or URA Service Areas, will be assisted by URA for compliance with MBIS regarding inspections and repair works. To provide coherent and effective services, URA has taken over MBISS in HKHS's Service Areas and acts as a single authority to implement MBISS with effect from the launch of OBB 2.0 in July 2018.



## “Smart Tender” Building Rehabilitation Facilitating Services Scheme (Smart Tender)

In May 2016, the URA launched Smart Tender which aims to provide technical services to the OCs of private domestic/composite buildings and reduce the risk of tender-rigging at the works procurement stage. Smart Tender provides building owners with help to procure contractors independently to carry out rehabilitation works with practical tools, independent professional advice and an electronic tendering platform.

The Government’s 2017/18 Budget earmarked \$300 million to enable property owners to participate in Smart Tender at a concessionary rate, which is expected to benefit about 3,000 owners’ organisations over five years. A Memorandum of Understanding was signed on 3 October 2017 between the Government and the URA, which stipulated the establishment of a concession fund and the implementation framework of the concession scheme for Smart Tender. Up until 30 June 2019, around 880 valid applications have been received, of which about 660 have been approved and service agreements issued to the owners’ organisations concerned. Since 27 May 2019, the Smart Tender has been expanded to cover the procurement of consultants and registered fire service installation contractors.



Smart Tender helps building owners procure consultants and contractors to carry out rehabilitation works.

## Building Rehabilitation Platform (BRP)



The all-in-one Building Rehabilitation Platform website provides building owners with comprehensive information and technical support on building rehabilitation.

On 25 March 2019, the URA launched the BRP, an all-in-one information platform, to provide building owners with professional and comprehensive information and technical support on building rehabilitation. The BRP (<https://www.brplatform.org.hk>) was built to officially replace the former Building Rehab INFO-Net through the concerted efforts of the public, private and professional sectors, with the support of the Government, public institutions, professional institutes and bodies, as well as contractor associations. Apart from retaining the existing information on different subsidy schemes and application functions available on the former Building Rehab INFO-Net, BRP has also introduced a variety of new functions and content, offering more diversified and holistic building rehabilitation information and support services for owners and different stakeholders. Currently, a building rehabilitation guidebook with a broad range of information on preparatory work, appointment of consultants and contractors, as well as monitoring of works, is available for download to help owners better understand the work, procedures and legal requirements involved in each step of building rehabilitation. The BRP will continue to enhance its content and is planning to include a cost reference centre to provide the range of costs of typical rehabilitation works items. The feasibility of establishing an assessment system on the quality of service providers for users’ reference is also being explored.



A set of specially-designed WhatsApp Stickers featuring the building rehabilitation ambassador BRbot helps promote Building Rehabilitation Platform.



# PRESERVATION AND REVITALISATION



- + Bring New Life and Vibrancy
- + Reflect Local Character
- + Facilitate Community Sharing





The URA preserves and revitalises buildings, sites and structures of historical, cultural or architectural value within its urban renewal projects, and other self-standing heritage preservation project, subject to policy support from the Administration. In the process of preservation and revitalisation, the URA has recently adopted the place-making concepts to better recognise and preserve the heritage as well as local characteristics. Urban renewal has been further taken forward by the community-making initiatives through re-building community network so as to create a more harmonious society.



The Mallory Street/Burrows Street Revitalisation Project, now known as "7 Mallory Street", fosters art and cultural activities for the community.

### 7 Mallory Street, Wan Chai

Since August 2018, URA has taken over the management and operation of 7 Mallory Street (formerly known as Comix Home Base). Since then, about 100 community activities ranging from performances to workshops have taken place. URA will continue to collaborate with a wider spectrum of art, cultural and community organisations to help foster further art and cultural activities for the community.

### Central Market

Following the approval of the Chief Executive in Council for a 21-year private treaty grant of the site of the former Central Market to URA at nominal premium, and the grant of a five-year short-term tenancy in 2017, URA commenced main revitalisation works in November 2018, applying the Building Information Modelling (BIM) technology in building construction. The project will be completed in two phases, with the first phase to be tentatively completed around early 2021 for the public's early enjoyment.

### Mong Kok

URA is enhancing the local characteristics through streetscape improvement of five themed streets, namely Flower Market Road, Tung Choi Street, Sai Yee Street, Fa Yuen Street and Nelson Street to enrich their unique characteristics and ambience. The improvement works at Flower Market Road have been completed. The implementation of the improvement works at Tung Choi Street will be taken up by Government departments. Improvements for Sai Yee Street and Fa Yuen Street have been partially finished along with the completion of URA's Sai Yee Street redevelopment project. Local consultation of the final phase of the project at Nelson Street and other sections of Sai Yee Street and Fa Yuen Street improvement works will be conducted soon.



## OPERATING REVIEW

### Shophouse Preservation Project

The construction works in the Shanghai Street/Argyle Street Project (MK/01) have been completed and fitting-out works are now in progress. The preserved shop houses will be reserved for restaurant and retail uses to celebrate the local character whilst meeting local needs.

Building Information Modelling (BIM) technology was employed in Shanghai Street/ Argyle Street Project throughout the preservation cycle, bringing higher precision and efficiency from construction, project management to facility management.



Shanghai Street/Argyle Street Project preserves the veranda façade and the character-defining elements of the pre-war buildings. Photo shows a section of the building cluster.

### Western Market

To work out a better future plan for the Western Market, Lands Department has agreed to a further 12-month extension of holding over of the land lease until February 2020.





## Place-making Initiatives



Since 2017/18, URA has been exploring the application of place-making concepts to its project portfolio. As a pilot, and to showcase the potential of place-making, three projects in the Central and Western District, namely The Center (H6), Peel Street/Graham Street (H18) and the Central Market Revitalisation Project, have been pulled together and developed under the concept of place-making, named "CONET". The purpose is to develop a "net" of these community spaces through diverse events such as exhibitions, performance and other cultural activities for the enjoyment of the local community. At H6, the venue at the ground floor, which is designated for G/IC uses, has been revamped for community use since October 2017 and re-named as "H6 CONET". It includes The Urban Renewal Exploration Centre, which is designed to enhance public awareness of the urban renewal work of URA. "H6 CONET", which also serves as an urban shortcut for the district, has gradually increased in popularity to become a hang-out space and exhibition cum performance hub, which local people, office workers and tourists can enjoy. In 2018 alone, 58 events, including exhibitions, workshops and performances, were organised by the community at the community exhibition space (Community CONET) of "H6 CONET". The number of visitors to "H6 CONET" has doubled since its opening in 2017, with over 7,000 visitors on a regular weekday now. In 2018/19, various initiatives were developed to take the place-making concept forward in order to better recognise and preserve local heritage and characteristics of a wider area through beautification of adjoining streets, setting up of tripartite collaboration for street art (including URA-hawkers-artists and URA-external wall owners-artists) and place-making partnership with neighbouring domestic building owners on building rehabilitation aesthetic direction. In coming years, the "CONET" concept of place-making will be further explored to connect H6, H18 and the Central Market Revitalisation Project to further celebrate the local characteristics and heritage richness.



Place-making concept is further injected to "H6 CONET" through the street beautification initiative to highlight local characteristics.

## Community Making Initiatives

Urban renewal is not only about redevelopment, rehabilitation, preservation and revitalisation of a place, but is also the re-building of a community and re-establishment of social network among the community members for a more harmonious society. A new community making concept is being explored in Staunton Street/Wing Lee Street Project (H19) as stated in page 44. Through engagement of community stakeholders, core values that define the community will be identified and community-making initiatives will be piloted in H19 project with an aim to expand to other URA projects.