

OPERATING REVIEW

REVITALISATION

RETROFITTING

PRESERVATION

INNOVATION

REHABILITATION

REDEVELOPMENT

The massive regeneration of rundown buildings in Hong Kong is a daunting and almost impossible task because some 600 more buildings are reaching 50 years old every year – an alarming figure. At the URA we have adopted an integrated five-pronged approach: Redevelopment, Rehabilitation, pReservation, Revitalisation, and Retrofitting, or the '5Rs'.

These five pillars work like a five-pointed star, each having been set their own goal of reaching a pinnacle of excellence, using an innovative and holistic approach.

We also constantly re-evaluate and refine our strategies. Responding to social and demographic changes over recent years, the URA has moved from a project-led to a planning-led strategy, aimed at bringing added value and benefits to the local community by improving walkability, connectivity and the provision of amenity and leisure spaces in its projects through replanning and restructuring.

With Hong Kong's stock of ageing buildings rising rapidly, we have responded by offering various financial incentives and user-friendly tools to owners for different rehabilitation works in their buildings with improving the drainage system as our latest initiative. By undertaking preventive maintenance of buildings at a young age, it is possible to extend building life, slow down the ageing process and alleviate the pressure on redevelopment needs.

Other than tackling building degeneration in older districts and improving liveability, we also preserve and revitalise historically significant buildings and sites. Our most important current project in this area is the revitalisation of the old Central Market. Work began in 2017 and with the appointment of an operator this year, we expect to reopen the site to the public in the third quarter of 2021, offering venues and experiences for dining and retail as well as grooming local start-ups.

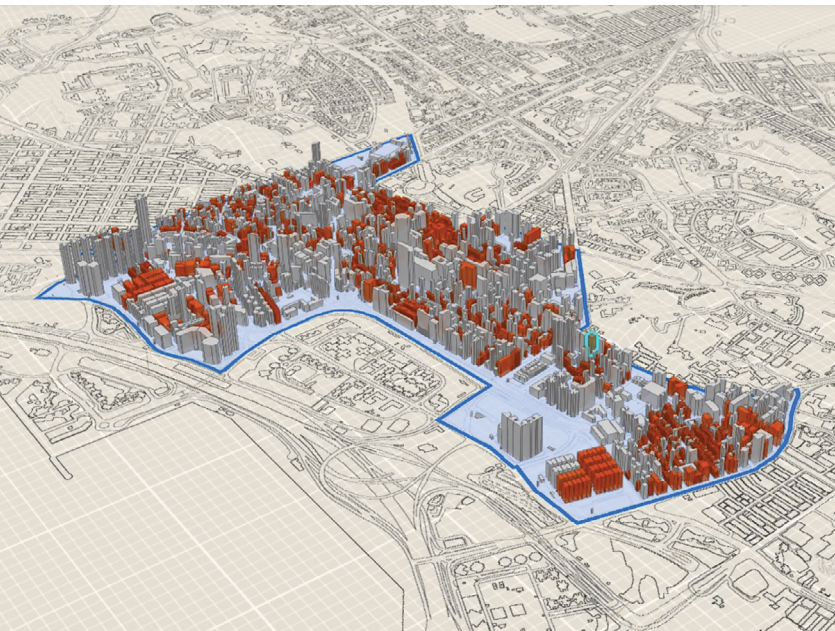


Three Strategic Studies for Sustainable Urban Renewal

Our continuous efforts in pushing forward urban regeneration are backed by three strategic studies commenced in 2017/18 with a view to addressing Hong Kong's rapid urban decay in an effective and sustainable manner. All the strategic studies have been completed by 2020/21 with findings to guide the future trajectory of the URA's urban renewal initiatives.

Yau Mong District Study (YMDS)

The sheer magnitude of Hong Kong's rapidly-ageing building stock is well beyond the URA's capabilities under its current mode of operation. To undertake urban renewal with greater efficiency and effectiveness, the YMDS, a strategic planning study aiming at taking renewal under a district-based approach encompassing all the '5Rs' in a holistic manner, was commenced in May 2017.



In 2020/21, all the working papers including the three Master Renewal Concept Plans of different density scenarios were completed. The report of YMDS with key findings and recommendations, in particular the proposed planning tools, is being finalised having regard to comments from Government bureaux and departments. The URA will then kick-start the public engagement, including consultation sessions with professional institutes and district organisations. More detailed studies on early projects and pilot testing of the proposed planning tools have commenced.

Buildings aged 50 years or above in the boundary area of YMDS are highlighted in red, reflecting the pressing issue of urban decay in the district.

Study on New Strategy on Building Rehabilitation (NSBR)

The NSBR commenced in 2017 aims to formulate a comprehensive rehabilitation strategy covering buildings of all ages to reduce the number of dilapidated buildings which may otherwise require redevelopment.

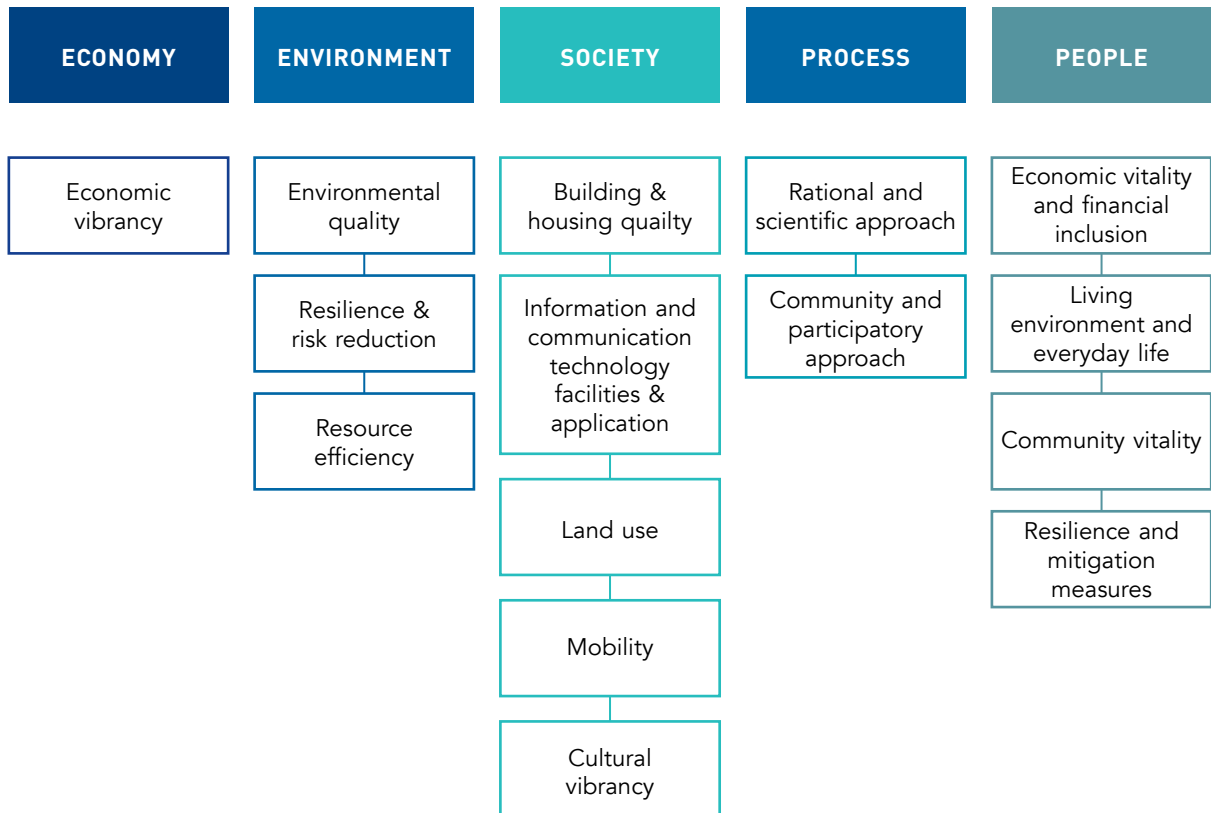
The study, which was completed in 2020, has enabled the URA to formulate a strategy for the promotion of good practices on preventive maintenance and voluntary maintenance through collaboration with various stakeholders. In 2020/21, the URA devised an action plan for the promotion strategy and kick-started several actions including the compilation of maintenance manual template, maintenance plan template and design for maintainability checklist, as well as collaboration with professional institutes and property management companies to step up promotion of preventive maintenance and encourage the adoption of related measures among industry practitioners.

Sustainability Study

To ensure the urban renewal process is forward looking and to create sustainable and positive impact for the community as stipulated in the Urban Renewal Strategy (URS), the URA commenced a strategic sustainability study in 2017. The objective is to establish a systematic framework comprising a set of indicators for measuring and tracking the impact of the URA's projects within the community.

The framework (as shown below) was formulated in 2019/20 to measure the performance of urban renewal in five domains, namely Economy, Environment, Society, Process and People, with some preliminary key performance indicators (KPIs) proposed for testing. The baseline and hypothetical testings were completed to evaluate the constraints and opportunities of applying the framework. In 2020/21, the URA completed the whole study and obtained accreditation from Social Value International for the sustainability framework for the '4Rs'¹ in November 2020. As a pilot initiative for internal evaluation, early application of some recommended KPIs is being explored to measure the performance of recent urban renewal projects.

The Sustainability Framework for Measuring Urban Renewal Performance



¹ '4Rs' stands for Redevelopment, Rehabilitation, pReservation and Revitalisation.

REDEVELOPMENT

- Rationalising Land Use
- Improving Built Environment
- Enhancing Walkability and Street Vibrancy



The very first of our '5Rs' strategy is redevelopment but its planning and implementation approach has evolved over the years. Instead of piecemeal, pencil block redevelopment, we are progressively adopting a district-based approach to secure greater planning and social gains. The most notable example is in Kowloon City where not a few blocks of buildings but a cluster of projects were initiated by the URA to rejuvenate the entire area covering more than two hectares, and transforming it into a smart living neighbourhood with much better accessibility, connectivity, environmental quality and vibrant street life.

Our Kwun Tong Town Centre Project has also perfectly exemplified the multiple social benefits brought to the community through restructuring and replanning of an area. These benefits include enhanced pedestrian and road networks, improvement to the underground utilities, as well as the provision of green and open space and community facilities including Hong Kong's first indoor air-conditioned Public Transport Interchange that incorporates various innovative and smart elements.

In light of the acute housing shortage, URA has promptly responded to the Government's Policy Address by assigning two more redevelopment projects to the 'Starter Homes' scheme, and assisted NGOs to develop transitional housing and redevelop community facilities on their sites under the 'Single Site, Multiple Uses' model.

Going forward, URA will, under viable financial circumstances, continue to follow a planning-led approach in its urban renewal initiatives with the emphasis on optimisation of community benefits and social impacts.



Projects Commenced in 2020/21

Civil Servant’s Co-operative Building Society (CBS) Project

The URA commenced two pilot CBS projects, namely Shing Tak Street/Ma Tau Chung Road Project (CBS-1:KC) and Kau Pui Lung Road/Chi Kiang Street Project (CBS-2:KC), in May 2020. The Secretary for Development (SDEV) authorised the URA to proceed with CBS-1:KC in February 2021. Appeals were handled and dismissed subsequently and the decision was published in the Gazette on 18 June 2021.

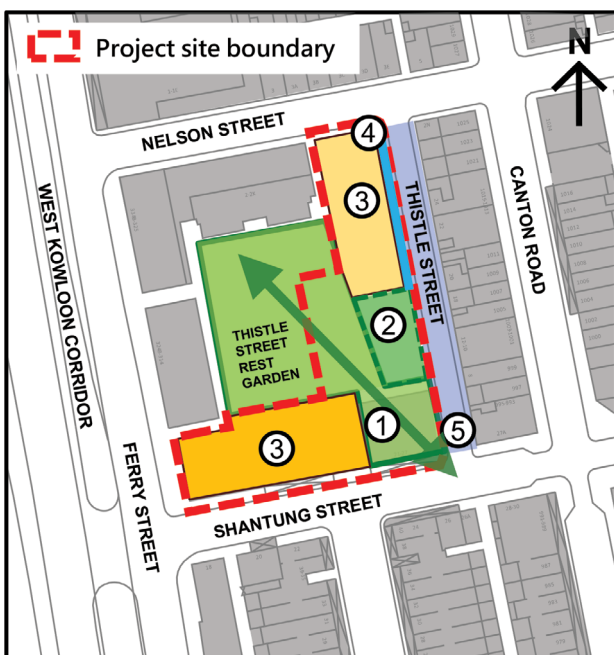


The dissolution of the last Civil Servants’ Cooperative Building Society under Shing Tak Street/Ma Tau Chung Road Development Project completes successfully.

The URA also provided free services to facilitate the dissolution of CBS in CBS-1:KC Project. The only remaining and undissolved CBS in this pilot project has completed its dissolution within one year, a processing time much shorter than usual. The former members of the CBS are being assisted to acquire titles of their properties and then become registered owners so that they can be eligible for URA’s acquisition offers, which are scheduled for issuance soon.

For CBS-2:KC, the planning procedure is underway. Two stages of public consultations were carried out through the

Town Planning Board (TPB) in June and July 2020 respectively. More than 1,200 comments were received by the TPB. Owing to the pandemic and the large number of public comments in varying degrees of complexity, longer time is required to process the comments. The response to Stage 1 public comments prepared by the URA was submitted to the TPB in late December 2020. The URA plans to carry out an engagement exercise with CBS occupiers aiming to solicit their views and provide them with more information after the issuance of acquisition offers for CBS-1:KC. The URA will determine the way forward for CBS-2:KC with consideration to various factors including departmental comments, implementability and engagement results, before making a final submission to the TPB.



The proposed planning of Shantung Street/Thistle Street Project

Shantung Street/Thistle Street Project (YTM-012)

Commenced in October 2020, the project aims to restructure and replan the neighbourhood through redevelopment and to revitalise the surroundings to enhance the liveability and walkability of the community whilst bringing vibrancy to the public spaces in the area. The URA will commence acquisition after the Development Scheme Plan of the project is approved by the Chief Executive in Council.

- ① Restructure and reversion part of existing Thistle Street Rest Garden to open up towards Shantung Street/Thistle Street to improve accessibility and visibility.
- ② Additional sunken plaza to connect with the public open space and shops to energise public space.
- ③ Provision of not more than 2,850m² of non-domestic gross floor area for Government, Institute or Community uses to meet community needs.
- ④ Building setback at Nelson Street and Thistle Street to improve pavement environment.
- ⑤ Street improvement works at Thistle Street via revitalisation to improve pedestrian walking environment.

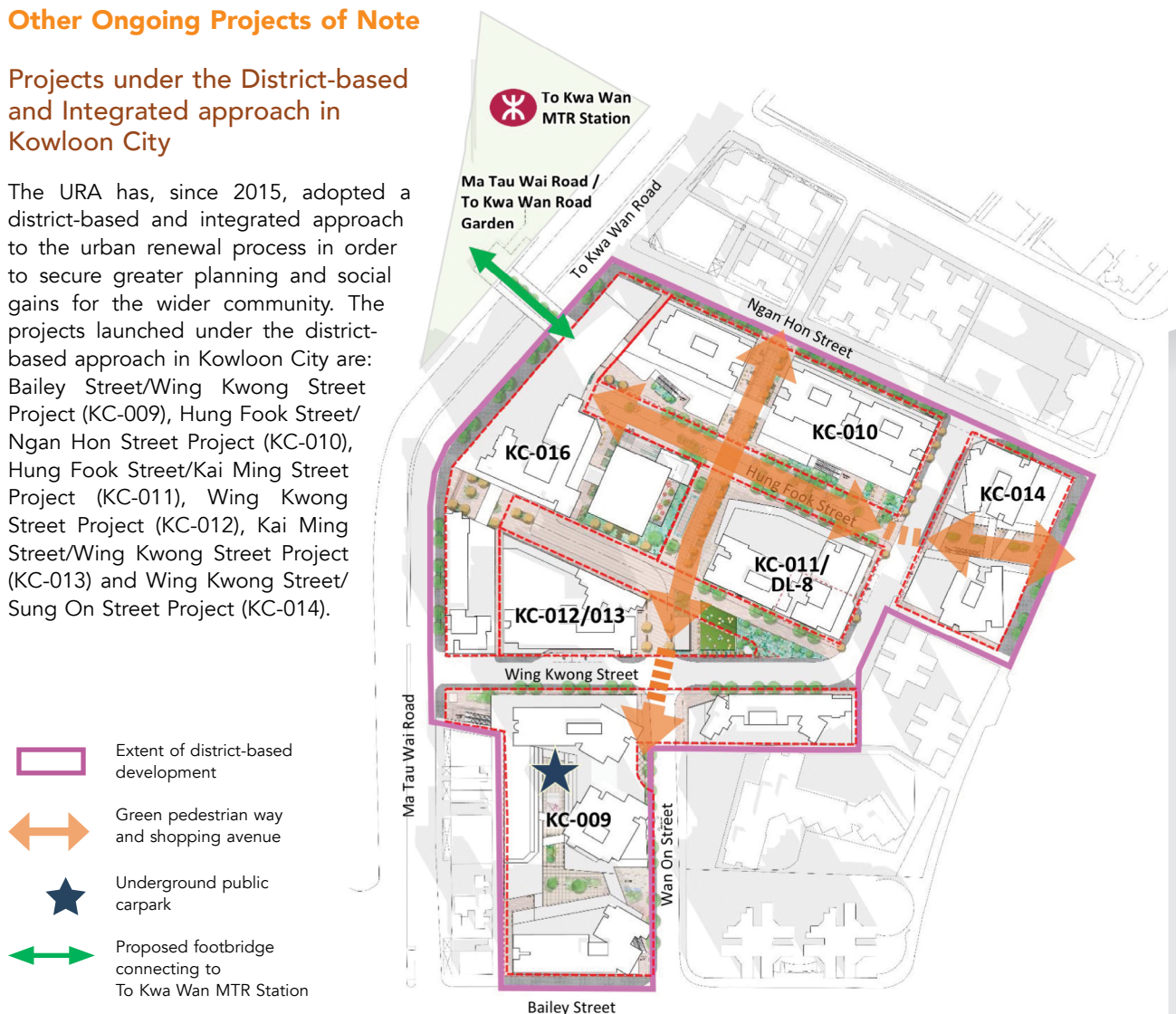
To Kwa Wan Road/Wing Kwong Street Project (KC-016)

The project was commenced in March 2021 and the planning procedure is underway. Consultation with the Kowloon City District Council was held in April 2021 with no objection received. KC-016 is expected to create synergy with seven URA ongoing redevelopment projects launched in the vicinity under the district-based approach to achieve a holistic planning for the district, thereby creating more benefits in terms of connectivity and walkability for the community.

Other Ongoing Projects of Note

Projects under the District-based and Integrated approach in Kowloon City

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. The projects launched under the district-based approach in Kowloon City are: Bailey Street/Wing Kwong Street Project (KC-009), Hung Fook Street/ Ngan Hon Street Project (KC-010), Hung Fook Street/Kai Ming Street Project (KC-011), Wing Kwong Street Project (KC-012), Kai Ming Street/Wing Kwong Street Project (KC-013) and Wing Kwong Street/ Sung On Street Project (KC-014).



These six projects, together with the cleared Demand-led Scheme project at Kai Ming Street (DL-8), have formed a cluster of projects in the Kowloon City Action Area covering a total site area of more than two hectares and involving about 2,700 households. One of the main objectives of the holistic urban renewal approach in this Action Area is to create a walkable neighbourhood with good accessibility, connectivity and vibrancy for the community at large through the provision of underground communal/public car parks and road network restructuring.

Reversions of unacquired property interests in KC-009, KC-010, KC-011, KC-012 and KC-013 to the Government took place in December 2019. The site clearance of KC-009, KC-012 and KC-013 was completed, while final clearance works of KC-010 and KC-011 are underway. The Lands Department is currently processing land grants of six projects from KC-009 to KC-013 and DL-8. For KC-014, reversions took place in May 2021 and site clearance is in progress.

Kwun Tong Town Centre Project

The URA's largest single project to date, the Kwun Tong Town Centre covers a total site area of 5.3 hectares and involved around 1,300 households prior to redevelopment. Upon completion of works in all five Development Areas (DAs), and as a result of optimising land uses and development potentials, the project could produce vast amount of living and community spaces comprising the followings:



Around
2,300
new flats



Over
200,000 m²
commercial space



Over
13,000 m²
public open space



31,000 m²

Government, Institution or Community facilities including an indoor Public Transport Interchange equipped with smart facilities



Over 16,000 square metres of the floor space of Kwun Tong Town Centre Project is allocated for public facilities including Hong Kong's first air-conditioned waiting area of the bus terminus in a covered public transport interchange and 7,100 square metres of green open space.

This project is being implemented in phases, with the site divided into five Development Areas (DAs). DA 1 at Yuet Wah Street was completed in June 2014 and the flats are almost sold out. For DAs 2 & 3, the Certificate of Compliance for the whole development was obtained at the end of April 2021 and sales of flats are in progress. The Yue Man Square Public Transport Interchange in the development, which commenced operation on 2 April 2021, is well-connected with major streets of the area and equipped with multiple innovative and smart features such as Hong Kong's first indoor air-conditioned bus waiting area that separates passengers from vehicular traffic.

For DAs 4 & 5, while the road closure and road work scheme was gazetted in August 2020 and authorised in February 2021, demolition is still in progress after completion of site clearance in March 2021. Consultation with the MTR Corporation for the elevated deck connection is underway. General Building Plans to validate key development parameters and committed design elements/features in the Master Layout Plan have been submitted to the Buildings Department for approval. It is targeted to send out the invitations for tender by early 2022.

Nga Tsin Wai Village Project

An Archeological Impact Assessment (AIA) has been ongoing for the Nga Tsin Wai Village Project since 2016 when foundation remains of old village walls and watchtowers at some excavated locations were revealed. With the agreement of the Joint Venture Partner (JVP) and the Antiquities and Monuments Office, further excavation and field investigation works were conducted between 2019 and 2021 to update and ascertain the findings on heritage significance and areas for preservation and future rescue excavation. Based on the results of further excavation, the AIA report is being prepared for target completion in 2021/22. The URA will continue to work with the JVP to expedite the preparation of relevant technical proposals in relation to the conservation-led redevelopment approach and explore ways to address various outstanding issues with government departments in 2021/22 before the redevelopment takes place.

eResidence – ‘Starter Homes’ Pilot Project

In response to the Government’s invitation to provide Starter Homes (SH) in 2018, the URA agreed to assign eResidence as an SH pilot project. Out of 493 units, applications were invited in January 2019 for the sale of 450 units. Flat selection took place in June 2019 and all 450 SH units were sold. The Occupation Permit and the Certificate of Compliance of the project were issued in September 2019 and April 2020 respectively. Handover of units to purchasers was completed in August 2020.

As a prompt response to the ‘2020 Policy Address’, the URA further launched the sale of the remaining 43 units of eResidence as SH in November 2020 at a discounted price of 70% of the then assessed market value. A total of 4,909 applications were received, which was an oversubscription of more than 113 times. Flat selection was completed in February 2021. All 43 units were sold and the handover of units to the purchasers was completed in June 2021.



Cleared and Tendered Projects

The keen pursuit of project site clearance and tendering continued in 2020/21 to sustain achievements in delivering community benefits and flat supply. As at 30 June 2021, site clearance was completed for five projects, namely Chun Tin Street/Sung Chi Street (KC-008(A)), Bailey Street/Wing Kwong Street (KC-009), Wing Kwong Street (KC-012), Kai Ming Street/Wing Kwong Street (KC-013) and DAs 4 & 5 of Kwun Tong Town Centre Project. Two joint venture tenders were awarded respectively for Tonkin Street/Fuk Wing Street (SSP-015) in April 2020 and Oak Street/Ivy Street (YTM-011) in June 2021.

Responding to Redevelopment Requests from Owners

Under the URS, the URA may respond to a joint approach from building owners to initiate redevelopment of their buildings. In view of this, two schemes, namely Demand-led Pilot Scheme and Facilitating Services Scheme, were introduced in 2011.



Demand-led Pilot Scheme

The Demand-led Pilot Scheme (DL Scheme) was introduced in 2011 with five rounds of application held between 2011 and 2016. As a result, 12 redevelopment projects under the DL Scheme were commenced. However, three of them were eventually terminated as they failed to meet the 80% threshold of owners' consent. The DL Scheme was then suspended in 2017 to undergo a critical review amid the commencement of YMDS which aims to create greater planning gain and synergy under the holistic planning approach. Subsequent to the discussion on proposed improvements of DL Scheme by the Steering Committee² of YMDS in 2019, a preliminary framework for the new Demand-led approach has been drawn, under which the implementation will be in the form of a survey system to register owners' aspirations for various urban renewal initiatives including redevelopment, rehabilitation and retrofitting. The objective is to enable consideration of owners' registered aspirations during the stage when strategic planning is underway for formulation of redevelopment/rehabilitation projects. Further implementation details for this new Demand-led survey system are being worked out, and will be piloted in the upcoming Preliminary Project Feasibility Studies.

Facilitating Services

Urban Redevelopment Facilitating Services Co. Ltd. (URFSL) was set up in 2011 as a subsidiary wholly-owned by the URA to facilitate interested property owners in assembling titles for joint sale in the market. Up to June 2021, a total of 43 applications for facilitating services (36 for residential buildings, three for CBS buildings and four for industrial buildings) have been received. One application was successfully processed and its property interests were sold by auction. The joint sale of property interests for seven applications (including one application from CBS buildings) was put on the market but failed to reach a successful sale. The other 34 applications (including two applications from CBS buildings) either failed to fulfil the application criteria or were terminated for failing to reach the required threshold for joint sale. Currently one application has been selected as facilitation project and is being implemented. Tenders will be invited later for the joint sale of property interests in this project.

Apart from facilitating property owners in assembling titles for joint sale in the market, URFSL also provides facilitating services to members of the CBSs affected by URA's projects for obtaining legal titles of their flats through dissolution of their CBSs. After becoming registered owners, former owners of the CBSs will then have the capacity to sell their properties to the URA and/or to receive resumption offers from the Government. Details of two pilot CBS projects are described on page 30 of this Operating Review.

² The Steering Committee is chaired by the Managing Director of the URA with representatives from concerned bureaux and departments.

Policy Address Initiatives

Starter Homes Projects

In the 2019 Policy Address, the Government entrusted the URA with a new mission to provide more Starter Homes (SH) or other types of subsidised sale flats in light of the experience of eResidence. The URA has identified a redevelopment project at Chun Tin Street/Sung Chi Street (KC-008(A)) in the vicinity as Phase Two of eResidence to provide about 260 SH units. Besides, the URA will provide about 2,000 SH units arising from the redevelopment of Tai Hang Sai Estate which will be taken forward in collaboration with The Hong Kong Settlers Housing Corporation Limited (HKSHCL).

Joint Redevelopment of Tai Hang Sai Estate with HKSHCL

In March 2021, with the Government's coordination and facilitation, the HKSHCL and URA signed a memorandum of understanding to jointly take forward the redevelopment of Tai Hang Sai Estate, an initiative announced by the Chief Executive in the 2020 Policy Address aiming to increase flat supply and improve the estate facilities. Doubling the existing number of 1,600 flats, a total of 3,300 new flats will be provided after redevelopment, of which 1,300 units will be allotted for rehousing the existing tenants by HKSHCL and the remaining 2,000 units will be assigned as SH units by the URA. Working in conjunction with HKSHCL, the URA will prepare a fresh planning application for a higher plot ratio design to optimise housing supply and target for submission to the TPB in the third quarter of 2021.



The aerial view of Tai Hang Sai Estate



The artist impression of the transitional housing project in Hung Shui Kiu

Assisting NGOs in Developing Transitional Housing

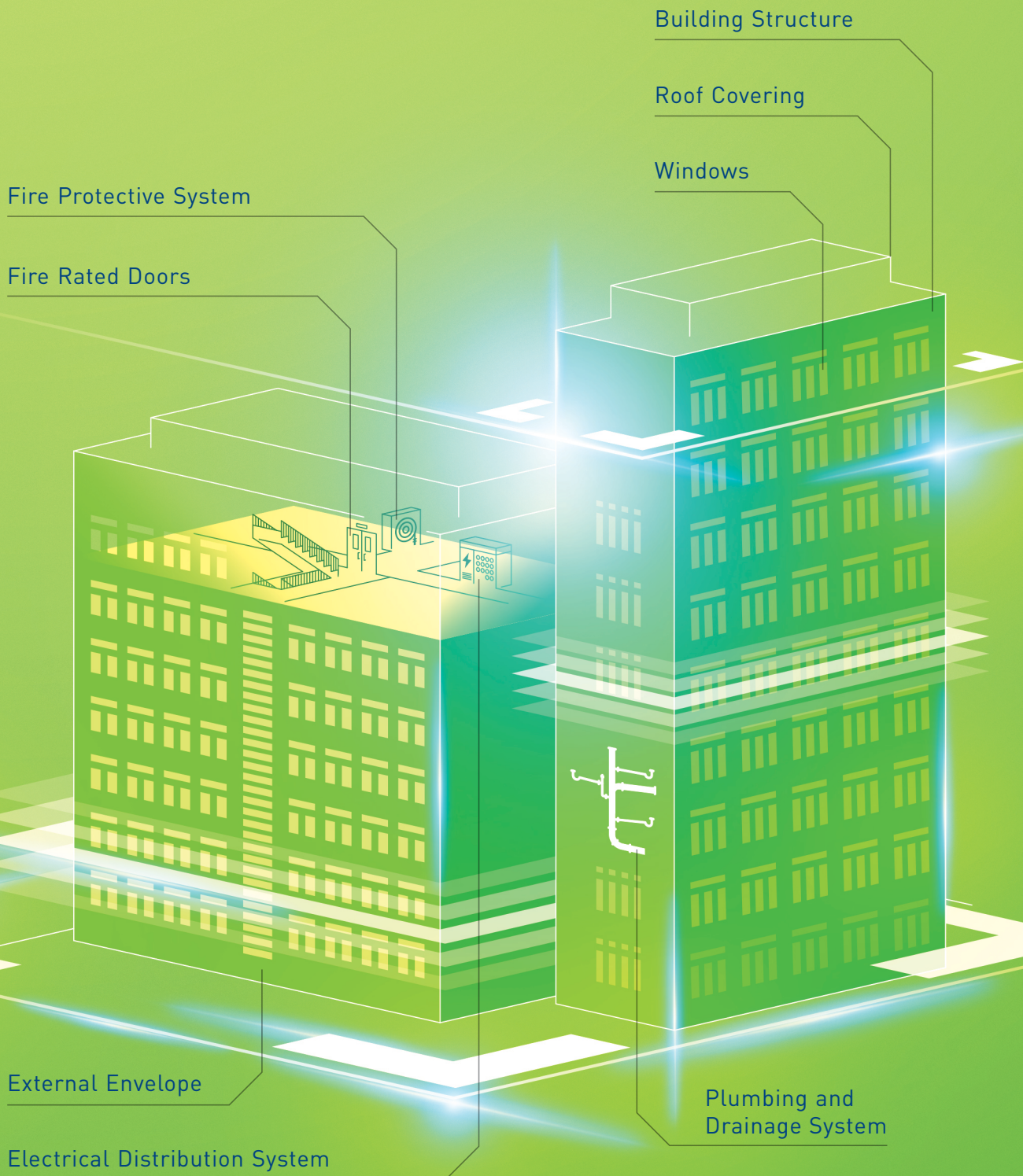
In 2019 Policy Address, the Government invited the URA to provide professional advice and project management support to assist NGOs in developing transitional housing, so as to relieve the pressure of families living in unpleasant conditions and those who have been waiting for public rental housing for a long time. In early 2020, the URA Board approved to provide project management services for NGOs based on a fee scale covering the cost incurred for carrying out engineering assessments and planning submissions for the Hung Shui Kiu (HSK) site and Ta Kwu Ling (TKL) site under section 16 of the Town Planning Ordinance. Planning consultancy services for these two transitional housing projects commenced in June 2020. The planning application for the HSK site was submitted to the TPB in June 2021. As for the TKL site, the draft planning application was submitted to the Transport and Housing Bureau (THB) in October 2020. A meeting with Ta Kwu Ling District Rural Committee and THB was held in May 2021 and further studies are being carried out to address their comment.

'Single Site, Multiple Uses' for NGO Sites

As announced in the 2019 Policy Address, in order to leverage the URA's experience in providing facilitating services for private building owners, the Government has invited the URA to offer consultancy and facilitating services to NGOs who intend to redevelop community facilities on their sites, and to take the opportunity to introduce mixed residential, education and welfare uses under the 'Single Site, Multiple Uses' model. A facilitation scheme was launched in January 2021, in which the URA acts as a consultant to facilitate NGOs to optimise their under-utilised sites by providing planning and technical support with a view to maximising the development potential of the NGO sites. Besides, the URA will also help coordinate comments from Government departments. As at 30 June 2021, enquiries from 28 NGOs were received and two of them have submitted their Expressions of Interest.

REHABILITATION AND RETROFITTING

- Upgrading to Modern Standard
- Prolonging Building Serviceability
- Enhancing Liveability



The URA is fighting an uphill battle to change the mindset of many owners and indeed the general public regarding building rehabilitation. Through publicity and public education, we have endeavoured to convince owners of old and even relatively young buildings that preventive maintenance of their properties would add value to them in the long term and – more importantly – ensure the safety of everyone.

Over the years, the URA has spared no effort to provide technical and financial assistance to owners to undertake building rehabilitation through three major schemes, namely the Operation Building Bright 2.0, the Fire Safety Improvement Works Subsidy Scheme and the Lift Modernisation Subsidy Scheme. This year, we added another important scheme, Building Drainage System Repair Subsidy Scheme, to cover drainage system maintenance for old buildings. We have also taken over from the Hong Kong Housing Society the administration of the rechristened Building Maintenance Grant Scheme for Needy Owners.

Today the URA is the sole organisation to administer all Government subsidy schemes for building rehabilitation across Hong Kong, involving over \$19 billion in total under various initiatives.

Financial and technical assistance aside, to help owners organise building rehabilitation, the URA has also launched a series of self-help tools on its all-in-one online platform, including a cost reference centre to provide owners with a reference of expected cost ranges for typical rehabilitation work items.



Highlights of Building Rehabilitation Subsidy Schemes

Operation Building Bright 2.0, Fire Safety Improvement Works Subsidy Scheme and Lift Modernisation Subsidy Scheme



The first round application for Operation Building Bright 2.0 (OBB 2.0) and Fire Safety Improvement Works Subsidy Scheme (FSW Scheme) ended on 31 October 2018 with about 600 and 2,500 eligible applications respectively. Eligible applicants were approached in phases and assisted to carry out the works under the schemes.

With an additional funding of \$3 billion for OBB 2.0 and \$3.5 billion for FSW Scheme, the second round application for the two schemes were launched in July 2020 with an application deadline on 30 October 2020. An online briefing was arranged with about 1,000 viewers and the briefing videos were uploaded to the Building Rehabilitation Platform (BRP) website for public reference. For owners of ‘three-nil’ (no management, no owners’ corporations and no maintenance) buildings, the URA has provided assistance in reviewing the provisions of the Deeds of Mutual Covenant (DMC) to verify if the owners may agree on the various schemes at owners’

meetings. Around 800 and 900 eligible applications were received in the second round application for OBB 2.0 (Category 1 buildings) and FSW Scheme respectively. Approval-in-principles (AIPs) are being issued to eligible applicants in batches so that the relevant works can be organised and commenced.

For Lift Modernisation Subsidy Scheme (LIMS Scheme), following the first round application closed in August 2019 with around 1,200 eligible applications (involving around 5,000 lifts), the second round application was launched in January 2020 with an additional funding of \$2 billion. An online briefing was conducted in August 2020 with around 600 viewers before the application closed at the end of September 2020. A video capturing the briefing session was also uploaded to the BRP for public viewing. A total of around 850 eligible applications involving around 3,300 lifts were received. AIPs are being issued to eligible applicants in batches so that the relevant works can be organised and commenced.

Eligible Applications	OBB 2.0	FSW Scheme	LIMS Scheme
1st round	600	2,500	1,200
2nd round	800	900	850
Total	1,400	3,400	2,050

IBRAS

1,070

cases in progress

Integrated Building Rehabilitation Assistance Scheme (IBRAS)

IBRAS was launched in 2018 as an all-in-one platform to integrate multiple building rehabilitation assistance schemes and services in order to facilitate owners in need of joining various schemes.

Since 2004 and up to May 2021, about 1,770 building blocks (involving around 78,900 units) have been rehabilitated under various assistance schemes. Among them, about 20 building blocks (involving around 3,400 units) were rehabilitated in 2020/21. Currently, a total of 1,070 IBRAS cases for common area repair works are in progress.

MBISS**650**building blocks
commenced/
completed
inspection**Mandatory Building Inspection Subsidy Scheme (MBISS)**

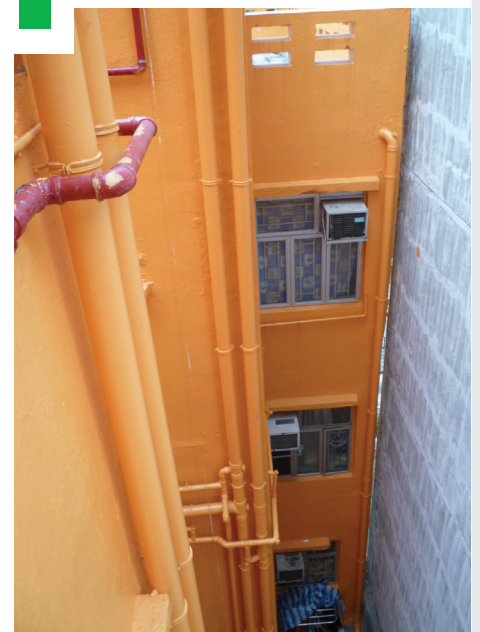
Under MBISS, the URA assists building owners to arrange first inspections of the common parts of their buildings, which are subject to statutory notices issued by the Buildings Department (BD) under the Mandatory Building Inspection Scheme. Owners of buildings requiring rehabilitation upon inspection may apply for rehabilitation works assistance under IBRAS. From 2012 to May 2021, about 650 building blocks (involving around 16,500 units) have commenced/completed the prescribed inspections under the MBISS.

**Building Maintenance Grant Scheme for Needy Owners (BMGSNO)**

As announced in the 2019 Policy Address, the Government injected an additional funding of \$2 billion to enhance the Building Maintenance Grant Scheme for Elderly Owners. The scheme was launched in 2008 and administered previously by the Hong Kong Housing Society to provide financial assistance to needy elderly owner-occupiers in undertaking repair and maintenance works for their properties. Opportunity was then taken to enhance the scheme by expanding the scope of beneficiaries, raising the subsidy ceiling and relaxing the asset limit for elderly applicants. Taken over by the URA, the scheme was later rechristened as BMGSNO to reflect the enhanced scope. Following its launch in 2020, 5,000 eligible applications have been received

BMGSNO**5,000**eligible
applications**Building Drainage System Repair Subsidy Scheme (DRS)**

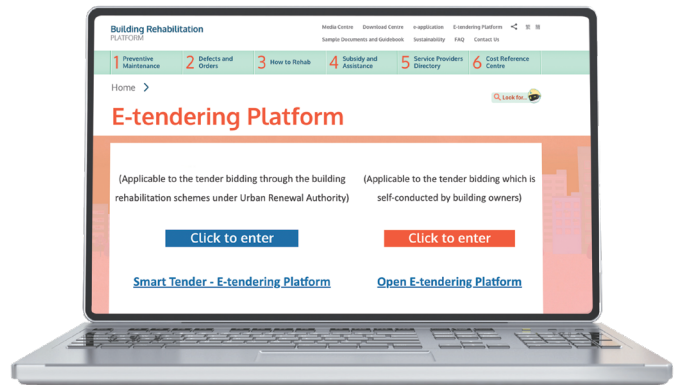
Amid the COVID-19 pandemic, there have been heightened concerns regarding potential health risks posed by defective drainage. As a result, a new building rehabilitation initiative, the DRS, was launched by the Government under the 2020 Policy Address in partnership with the URA on 1 May 2021, with a total commitment of \$1 billion to subsidise the investigation, repair, rectification and/or upgrading works of the common drains of aged domestic buildings with lower ratable values. In addition to an online briefing held on 30 April 2021 to promote this scheme, radio and newspaper advertisements were launched in May 2021 to call for applications. In the first phase, the URA would handle applications for buildings having outstanding statutory orders issued by the BD relating to common drains.



Equipping Owners with Professional Assistance and Technical Knowledge

Smart Tender Building Rehabilitation Facilitating Services Scheme (Smart Tender)

In May 2016, the URA launched the Smart Tender which aims to provide technical support for owners' corporations (OCs) of private buildings and reduce the risk of bid rigging at the works procurement stage. It was later expanded to cover the procurement of consultants and registered fire service installation contractors in May 2019 after the launch of FSW Scheme. Smart Tender seeks to help building owners to procure contractors independently via an electronic tendering platform (e-tendering platform) to carry out rehabilitation works with practical tools and provision of independent professional advice. Up to May 2021, around 1,650 valid applications have been received, of which around 1,550 have been approved and approached for providing the Smart Tender service. Further, the e-tendering platform has also been expanded to cover the procurement of contractors for applicants of LIMS Scheme and DRS since August 2019 and May 2021 respectively.



To allow OCs/DMC managers to procure selective services from consultants and contractors via the e-tendering platform free of charge without having to subscribe to the full service of Smart Tender, a new and independent e-tendering platform was launched in April 2021. The promotion of the new platform, targeting firstly at property management associations and property management companies, commenced in May 2021.

New Centralised Tender Collection System

As the URA undertakes more and more subsidy schemes for building rehabilitation, owners' demand for procuring work contractors or consultants through the 'Smart Tender' electronic tendering platform has increased substantially.

Making use of smart technology to tackle the problem, a Centralised Tender Collection System has been developed by the URA, taking reference from the practice of using barcodes in logistics services and the book return system in public libraries. The new system has commenced operation since August 2020 allowing greater efficiency of the tendering processes. Work contractors or consultants can now submit their tenders by following

instructions on the computer screen, pressing a few keys and then placing their tenders on the conveyor belt one by one. On the tender closing date, the system automatically generates the total number of tenders received and notifies the Certified Public Accountant in charge of opening the tenders, so that owners and accountants can reserve sufficient time to complete the tender opening process. The system is capable of handling a maximum of 3,000 procurement cases each year, significantly exceeding the capacity of conventional tender boxes. It also streamlines URA's internal work flow through digitalisation of tender management process using Radio Frequency Identification technology with enhanced security and accuracy. As of June 2021, the system has successfully handled about 13,000 tender documents for 450 building works projects. Positive feedbacks have been received externally from tenderers and OCs and internally from URA staff alike.



Tender documents are carried by the conveyor belt to the backend of the Centralised Tender Collection System, where details of the building for tender are read by the scanner.



Building Rehabilitation Platform (BRP)

Launched in March 2019, the BRP website (www.brplatform.org.hk) is an all-in-one information platform providing professional and comprehensive information along with technical support on building rehabilitation for building owners. Key rehabilitation information is highlighted through 55 sets of trilingual videos uploaded onto the BRP website. A building rehabilitation guidebook with a broad range of information on preparatory work, appointment of consultants and contractors, as well as supervision of works, is available for download from the BRP website to help owners better understand the works, procedures and legal requirements involved in each step of building rehabilitation. In addition, a total of nine sets of sample tender/quotation seeking documents, contracts for procurement of consultants and contractors were also uploaded onto the BRP website for public use and reference. A cost reference centre was also launched in the first quarter of 2021 to provide information on the cost range of typical rehabilitation works items.



The Building Rehabilitation Company Registration Scheme aims to establish a one-stop platform enabling building owners to search for service providers.

Going forward, the URA will continue to enrich the content of the BRP website. To provide users with more reference, a database of eligible consultants and contractors interested in undertaking building rehabilitation works will be published in phases along with a rating on their quality management systems from the first quarter of 2022 onwards. The operational details of the Building Rehabilitation Company Registration Scheme (BRCRS) comprising the assessment mechanism for formulating the above database of consultants and contractors is also being finalised. The BRCRS for Authorised Person/Registered Inspector (AP/RI) was soft launched in the first quarter of 2021. The database of AP/RI is expected to be published by the first quarter of 2022.

Retrofitting Projects

Yu Chau West Street, Cheung Sha Wan

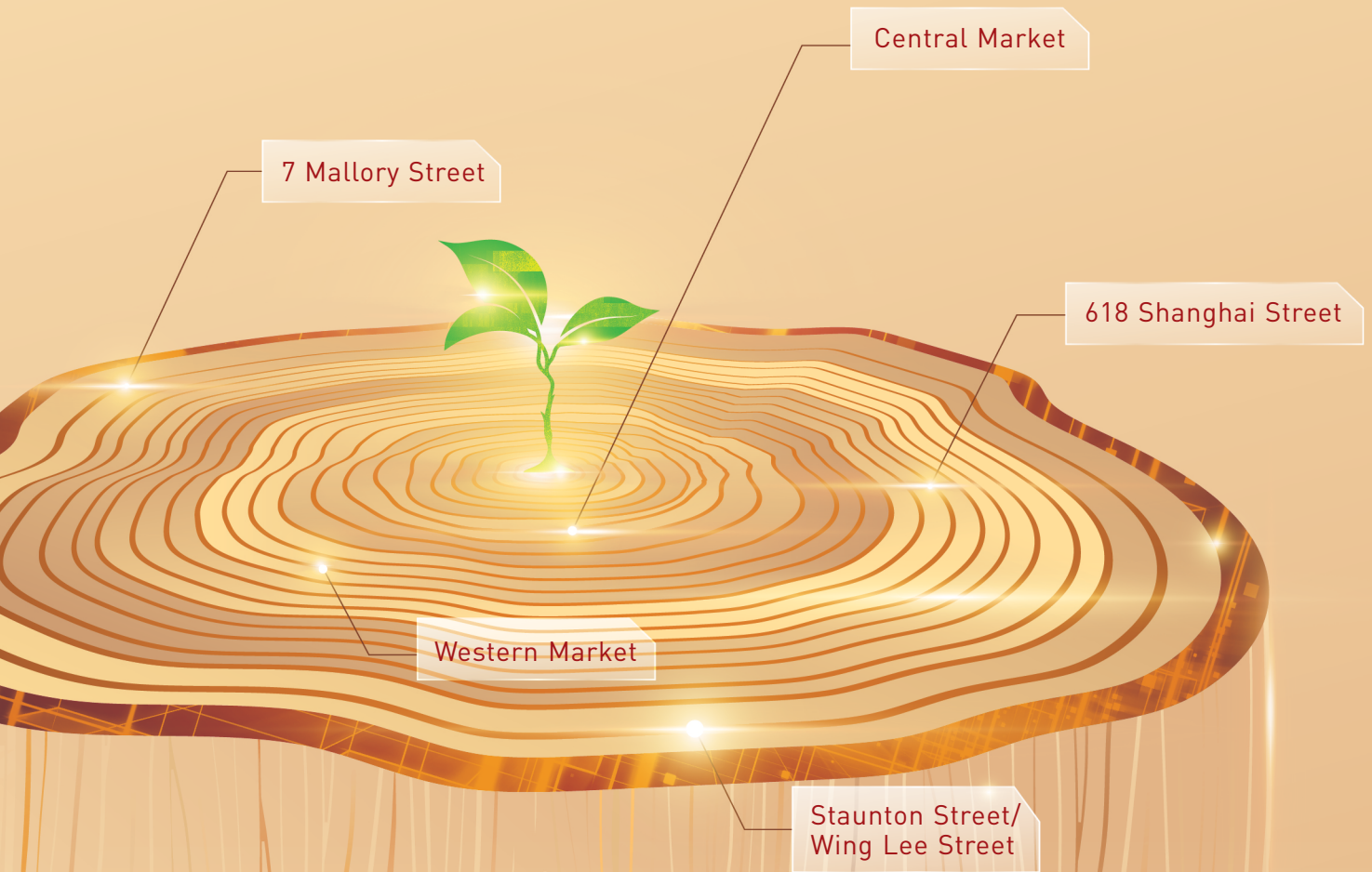
The Project first commenced in 2013 under the Pilot Scheme for Redevelopment of Industrial Buildings. Due to the low acquisition rate, the URA Board in 2018 approved that the redevelopment project should be halted. Instead, the URA would carry out retrofitting works to support rehabilitation initiatives, allowing the application of retrofitting initiatives to extend the serviceability of old industrial buildings, in support of the initiative under the 2018 Policy Address to revitalise industrial buildings. The retrofitting work commenced in November 2020 and is currently in the final construction stage targeted for completion by the end of 2021. Meanwhile, the URA is in dialogue with NGO operators to take up some of the dedicated units, with a target to commence operation also by the end of 2021, while the majority of the acquired premises will be converted for office use by the URA.

URA's Rehousing Blocks

Retrofitting and improvement works for the rehousing block at 466 Des Voeux Road West commenced in March 2020 with an aim to promote preventive maintenance and improve liveability and sustainability of the building. In particular, a co-living concept will be introduced in the project. The retrofitting work is expected to complete in the third quarter of 2021.

PRESERVATION AND REVITALISATION

- Bringing New Life and Vibrancy
- Reflecting Local Character
- Facilitating Community Sharing



Every great city has its own roots and history which leave markers on its architecture, in much the same way as an old tree can be authenticated by the annual rings found on its trunk.

At the URA, preservation and revitalisation form part of our '5Rs' regeneration strategy.

Our urban renewal initiatives go beyond the preservation of buildings, sites and structures to encompass the retention of intangible people-centric elements like the local characteristics and social networks of the community. The URA has adopted fresh conservation concepts including 'place-making' and 'community making' to preserve local heritage and characteristics by rebuilding community networks and creating a more harmonious society.

Central Market

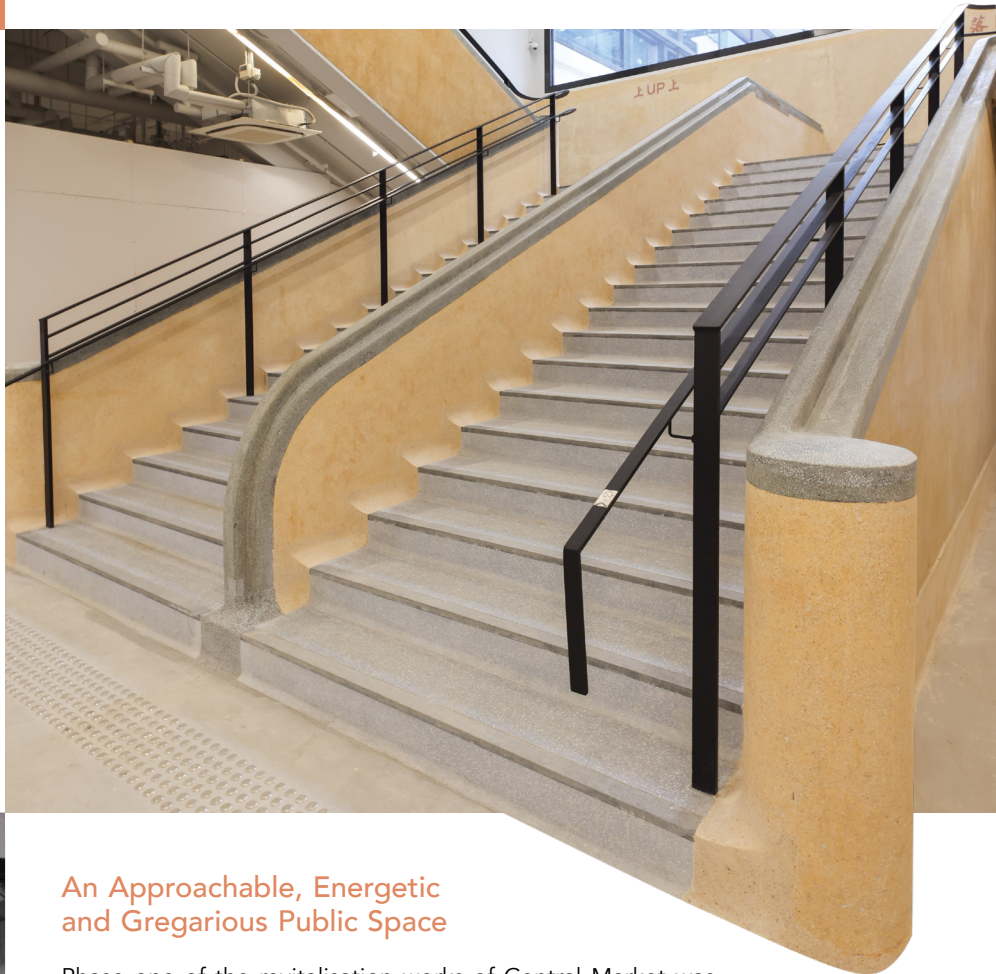
Built in 1939, Central Market is a Grade 3 historic building, an exemplification of functionalism, characterised by the Streamline Moderne Style and simple geometry. Tasked by the Government, the URA began its works on the conservation and revitalisation of Central Market in 2009, as part of a series of innovative projects to reinvigorate the legend of Central.



Before revitalisation, the Central Market has been vacant and in disrepair for over a decade, with signs of multiple structural defects.

THE
REVITALISED
HERITAGE
BUILDING

A NEW
LANDMARK
FOR ALL



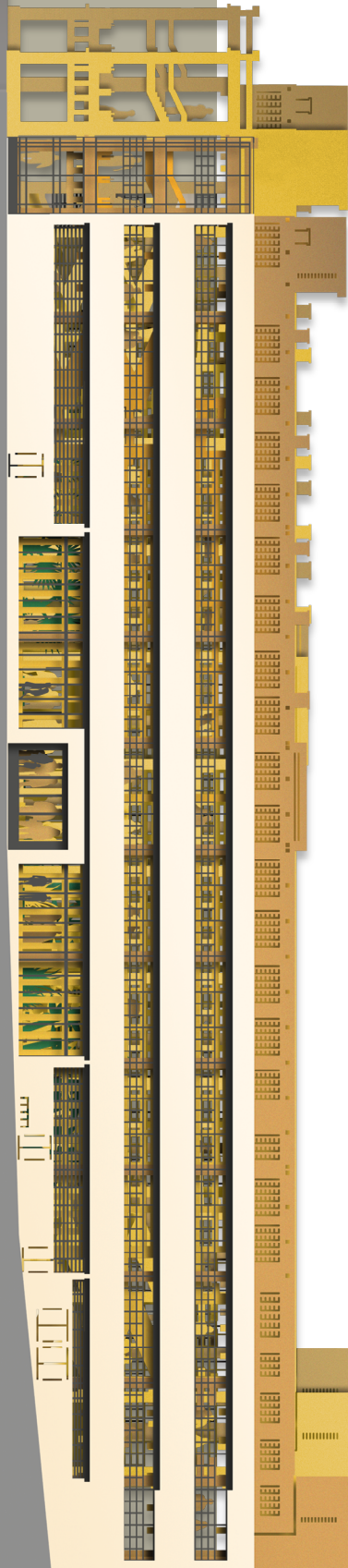
An Approachable, Energetic
and Gregarious Public Space

Phase one of the revitalisation works of Central Market was completed with the Occupation Permit obtained in October 2020. Upon successful tender, the operation contract of Central Market was awarded to Chinachem Group (Chinachem) and signed in March 2021. The URA is now partnering with Chinachem to revitalise Central Market with an emphasis on three key themes, namely 'approachable', 'energetic' and 'gregarious'. Specifically, Central Market will be shaped into a 'Playground for All' to connect neighbours as well as the old and the new generations. Diversified catering, retailing, exhibitions, STEAM³ learning and start-up businesses will be introduced in Central Market. In May 2021, a series of performances and special visual decorations by French street artists were presented in Central Market for public enjoyment. The major portion of the revitalised Central Market is targeted to open for public enjoyment in the third quarter of 2021.



The revitalised Central Market becomes a community space for holding exhibitions, promoting STEAM learning and running start-up businesses.

³ STEAM refers to the areas of science, technology, engineering, arts, and mathematics.



Preserved Elements in Central Market at a Glance

- 1 External Facades facing Jubilee Street and Queen Victoria Street**
 The Streamline Moderne Style elevation features architectural fins/eaves which emphasise horizontality with alternative bands of solid and void (i.e. concrete and windows) representative of International Style architecture.
- 2 Grand Staircases**
 The grand staircases were sensibly placed providing convenient and vital internal circulation, a testament to the design of wet markets of the modern era.
- 3 Atrium**
 The atrium at the centre of Central Market provides natural ventilation and lighting to the building, and is a major contributor to the comprehensive design addressing hygiene concerns.



- 4 Column Grid**
 The interior design with systematic grid organisation defined by the concrete column and beam structure is a representative example of a pre-war market with reinforced concrete construction in the 1930s.
- 5 Market Stalls Cluster**
 Market stalls designated for six different types of food including fish, poultry, beef & mutton, pork, vegetables and fruits are preserved.



618 Shanghai Street

Commenced operation in November 2019, 618 Shanghai Street provides a range of retail, food and beverage outlets. The Dignity Kitchen, a social enterprise located on the 2nd floor, provides valuable on-the-job training for its disabled employees in addition to having launched a free meal distribution programme to support people in need. The activity area at 618 Shanghai Street continues to serve as an event space for the local community. A series of weekend markets were held which provided opportunities for local creative talents to test their innovative designs and products in the market.



The weekend markets held at 618 Shanghai Street inject vibrancy into the local community.

Western Market

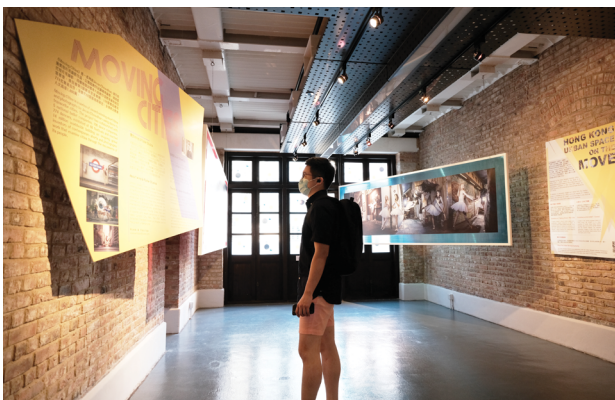
The URA is in discussion with the Government on the extension of the land lease upon its expiry in February 2022. Condition surveys of the building structure and building services installations are being conducted to identify any improvement/repair works required to upkeep the premise.



Current view of the Western Market

7 Mallory Street, Wan Chai

Managed and operated by the URA, 7 Mallory Street continues to collaborate with a wide spectrum of art, cultural and community organisations. In 2020/21, some 104 activities including exhibitions, performances and workshops were held in indoor and outdoor areas having implemented special on-site arrangements and social distancing measures. Efforts were also made during the year to upkeep the heritage condition with works on façade repairs, improvement in outdoor LED lighting and maintenance of the heritage brick walls. To enhance the site vibrancy and community linkage with Wan Chai, the URA has commissioned a consultancy study in February 2021, in which a series of community engagements and surveys under a design thinking approach have been made.



Art, cultural and community activities are organised from time to time at 7 Mallory Street.

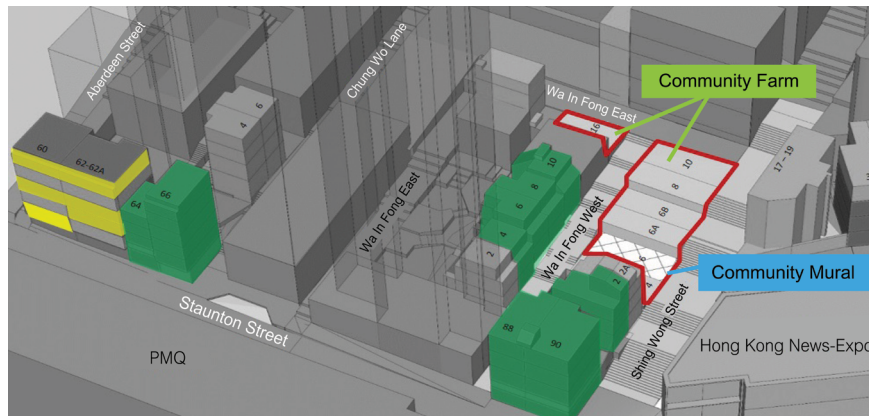
Mong Kok Streetscape Improvement

To enhance the unique local characteristics and ambience of five themed streets, namely Flower Market Road, Tung Choi Street, Sai Yee Street, Fa Yuen Street and Nelson Street, various improvement works have taken place. The URA has completed the improvement works at Flower Market Road while the Government will take up the improvement works at Tung Choi Street. Improvement works for Sai Yee Street and Fa Yuen Street have been partially completed along with the completion of Skypark. A construction contract was awarded in March 2021 for carrying out improvement works at the remaining portions of Nelson Street, Sai Yee Street and Fa Yuen Street. The URA has commenced liaison works with affected shop operators and building users, and started to strategise the phasing of works.

Community Making at Staunton Street/Wing Lee Street Neighbourhood, Sheung Wan

In line with the 2018 Policy Address which outlined the vision of revitalising building clusters with special character and urban fabric under the Staunton Street/Wing Lee Street Project (H19), the URA conducted various stakeholder engagements and completed a Community Making Study for the H19 neighbourhood in mid-2019. Based on the community visions established by the study, the URA has joined hands with community members to carry out three quick-win pilot initiatives (i.e. mural wall, community farm and docent tours) in 2020/21 aiming to regenerate and empower the local community. Some revitalisation initiatives are also in place, including the planned revitalisation works for the URA's acquired and solely owned buildings to become co-living and co-working space, as well as the partnership scheme for buildings within the neighbourhood area to align their rehabilitation needs with the overall place-making opportunity. Support from the local community and the Central and Western District Council have been solicited for the commencement of site works in May 2021 and the design engagement work of the overall place-making initiative in the neighbourhood is to be commenced in late 2021. Besides, the Planning Department has completed the rezoning process for the project to reflect the latest planning intention of preserving the building clusters. The approval of rezoning of the H19 area by the Chief Executive in Council was gazetted on 13 November 2020. The URA also gazetted a notification of withdrawal from redevelopment on the same day.

- Flats appropriated for Community Housing
- Nine buildings revitalisation works (in progress)
- Rezoning was completed by Town Planning Board



The community farm, one of the community making initiatives for the Staunton Street/Shing Wong Street Neighbourhood, helps connect the residents and revitalise the area.

Place-making Initiatives

The URA keeps up its efforts in exploring the application of place-making concepts in its project portfolio, including three projects in the Central and Western District, namely The Center (H6), Peel Street/Graham Street (H18) and Central Market being developed under 'CONET'⁴, aiming to connect the community spaces through diverse events, exhibitions, performances and cultural activities for the enjoyment of the local community.

In 2020, about 14 events were organised by the community at the exhibition space (Community CONET) of H6 CONET and the number of visitors was around 5,000 on a regular weekday. Due to COVID-19, the exhibition space was temporarily closed for a few months. Nevertheless, public access at H6 CONET remained open to facilitate visitor traffic with special onsite arrangements. At H18 CONET, the URA organised a campaign from December 2020 to January 2021 to promote Site B of H18 and the Graham Market highlighting the diversity of services and products offered as well as the local heritage. Some 70 market and shop operators participated in a redemption programme to promote local businesses. Over 100,000 Graham-themed premium items were distributed to local community members who made purchases. A closing ceremony was held at H6 CONET to celebrate the positive results among the business operators, local designers, schools and participating NGOs. With the upcoming opening of Central Market scheduled for the third quarter of 2021, further opportunities for adjoining streets and place-making partner buildings through mural art and other creative ideas are being identified to generate more community interest and street vibrancy to sustain a wider network via CONET.



Exhibitions and performances are held at the URA community spaces including H6 CONET and Central Market.



The promotional programme organised at H18 CONET as a 'place-making' initiative is well received by the participating shop operators.

⁴ CONET stands for Community, Open space and NETwork