

CORPORATE SUSTAINABILITY

#dandelion #rubber #sustainability

Dandelions are being explored as a sustainable source of industrial material as they contain rubber-like extracts in their roots. Likewise, the URA will uphold its commitment to sustainable development by embracing green and smart practices.



Environment, Social and Governance (ESG) matters, Corporate Social Responsibility (CSR) and sustainability have long been integral to URA's daily operations. We prioritise the interests of all stakeholders affected by our business activities, including redevelopment, rehabilitation, preservation, revitalisation and retrofitting. By intervening in the urban environment, we aim to combat climate change through proactive measures such as promoting district ventilation and greening; reducing residents' energy consumption by providing well-designed buildings; and improving connectivity within the district. Our corporate sustainability efforts are exemplified in how we engage with and manage our stakeholders, including households and businesses displaced by our redevelopments, as well as other residents affected by rehabilitation works.

In the following pages, we showcase URA's sustainability outcomes for 2022/23 through 10 highlight topics covering all URA operations, including planning, acquisition and clearance, building design, construction, property management, rehabilitation and corporate communications. We also detail our approach to ESG through two recently-completed projects, Central Market and the Staunton Street Revitalisation.



Looking ahead, the URA will prioritise three key aspects of its corporate sustainability development.

Firstly, we have commenced a study on achieving carbon neutrality by 2050, with a roadmap to be established in 2023/24. Secondly, we have implemented a URA Sustainability Framework, which evaluates our performance across the domains of Economy, Environment, Society, Process, and People for all redevelopment, preservation, revitalisation and retrofitting projects, as well as for specific aspects of our rehabilitation operations. Lastly, we will begin to adopt internationally-recognised reporting standards to report our ESG performances in the near future. Through these efforts, the URA aims to demonstrate its commitment to sustainable development and to being a responsible corporate citizen.

Highlight 1



Sustainability in Central Market



Central Market, situated in the heart of the bustling Central, is a Grade III historic building completed in 1939 and closed in 2003. Following the launch of the policy 'Conserving Central' in 2009, the URA was tasked to revitalise the Market and partnered with an operator to spearhead the regeneration and transformation works in 2021. As a living and innovative heritage, Central Market showcased the URA's approach to sustainability in urban renewal.

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ECONOMY
Bringing new economic activities to Central with Tai Kwun and PMQ
- 

ENVIRONMENT
Improving connectivity and walkability; 15% energy saving and waste reduction
- 

SOCIETY
Adopting 'plug-to-operate' concept to promote local brands and nurture start-ups

- 

PROCESS
Design and content of project informed by results of territory-wide survey and overseen by a community advisory committee
- 

PEOPLE
Creating immersive heritage experience through multimedia technology to portray the historical significance and story





A clear height of over 2.9m was achieved for most areas within Central Market through intensive design and construction coordinations made possible with the BIM tool.

Embracing Sustainable, Innovative and Green Design

The use of Building Information Modelling (BIM) enhanced design coordination, quality control, and clash prevention in the adaptive reuse of the heritage building. The platform was integrated with facility management to optimise the building services system, reduce the carbon footprint, and evaluate energy performance. Spatial adaptability was incorporated into the design by including multi-functional spaces, event areas and internal gardens, with inter-connectivity to promote walkability. Central Market has also implemented a greening strategy with plants, air filtration systems, automatic irrigation and energy-saving features to create a sustainable and comfortable environment. Energy consumption is expected to reduce by up to 15%.

Integrating Heritage Adaptive Reuse and Smart Construction

Innovative repair materials such as Fiber-Reinforced Polymer Composites were used to improve the building conditions for extending its useable lifespan. To overcome the challenges for adaptive reuse of the heritage building and compliance with the contemporary regulations on fire safety and barrier-free access, Central Market has been upgraded with various modern-day facilities and new structures to preserve the ambiance and aesthetic view of important Character Defining Elements such as the Grand Staircase. Phased construction with mitigation measures were adopted to keep the 24-hour passageway in operation throughout the construction stage to minimise the disturbance and inconvenience caused to the general public.

Recycled materials, ranging from floor materials to furniture coverings, were widely used. All paints, finishes, furnishings and furniture used in the project contained low amounts of volatile organic compounds and formaldehyde to ensure optimal indoor air quality and create a healthy indoor environment.

CORPORATE SUSTAINABILITY

Engaging the Community at Large

We have established a community advisory committee to oversee the implementation of Central Market's revitalisation, and conducted a territory-wide opinion survey to gather feedback on its future uses. Based on the findings of the survey, we have formulated operation guidelines for Central Market that aim to meet the public's expectations. To address the community's aspirations, we are exploring innovative uses of the Market's spaces. For instance, the communal areas, including the 1,000 square metres of public open spaces at the atrium and entrance plaza, will serve as multi-functional spaces to cater for the needs of different groups.

To support the tenants in Central Market, we provide operational assistance to minimise start-up investments in addition to applying technology and big data analysis. Under a 'plug-to-operate' concept, we provide basic fixtures and fittings that are compatible with the overall design concepts free of charge to the tenants. Local businesses and start-ups can easily plug into Central Market. Most of the restaurants and eateries are provided with the basic food and beverage facilities and operating licences. We have also designed a centralised Point-of-Sale system to help tenants monitor and develop their businesses effectively.

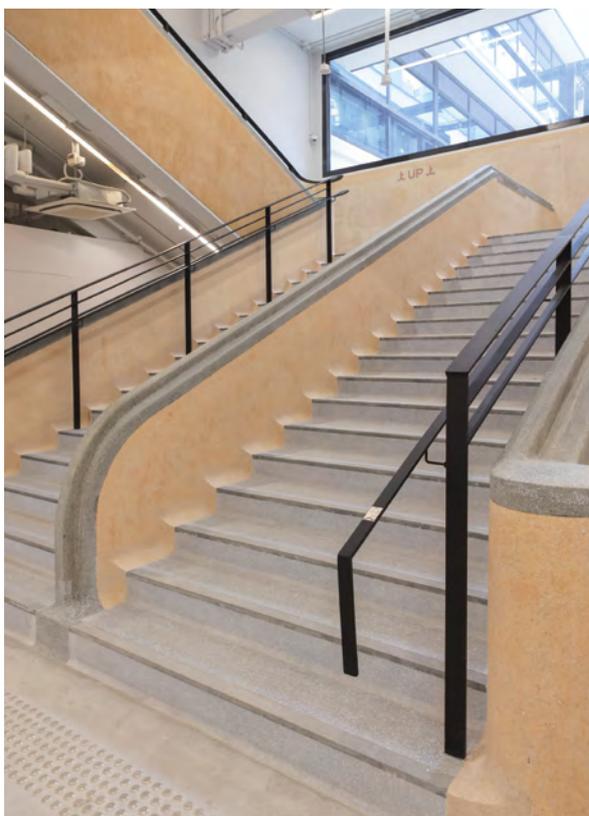


The atrium has been converted into a multi-purpose event space to cater for the needs of different community groups.

Central Market and Beyond

The revitalisation of Central Market exemplifies the URA's dedication to sustainable urban renewal. By integrating green technologies, preserving architectural heritage, and fostering community engagement, the URA has transformed an old-time iconic wet market into a leisure landmark with inclusive and vibrant public spaces that will serve the city for generations to come.

Over **20**
MILLION
The number of visitors
to Central Market since
April 2022



Awards and Recognitions of Central Market

Quality Building Award 2022

Grand Award - Hong Kong Building (Renovation / Revitalization) & Sustainable Development Award

The American Institute of Architects Hong Kong Chapter Awards 2022
Community Citations Award

HKIS QS Awards 2022

Silver Award - QS Award (Innovation)

HKIA Annual Awards 2021

Special Architectural Award - Heritage & Adaptive Re-use

HKIE Structural Excellence Award 2021

Grand Award - Hong Kong Project - Heritage

HKIP Awards 2021

Silver Award

HKICON Conservation Awards 2021

Special Mention (Adaptive Reuse Category)

MIPIM Asia Awards 2021

Gold Winner - Best Refurbished Building

RICS Awards Hong Kong 2021

Refurbishment / Revitalisation Team of the Year

CIC Celebration of BIM Achievement 2020

BIM Projects 2020

HKIBIM Awards 2020

Bronze Award - Government Projects Category

The 5th International BIM Awards Conference (2019)

The Best Reconstruction Project Award

Highlight 2



Revitalisation of Staunton Street/ Shing Wong Street Neighbourhood (H19)



A cluster of nine existing buildings on Staunton Street and Shing Wong Street forms this district revitalisation project.

A Project Driven by the Local Community

A Community Making Study was commissioned to explore with residents and community stakeholders the various revitalisation options to promote sustainable community development. The study summarised the visions of the community for the future development of the Project into four commons concepts:

<p>Knowledge Commons</p> <p>connects local groups to pass on the traditions and cultures of the community through interactive participation and cross-generational integration.</p>	<p>Impact Commons</p> <p>is a new community impact ecosystem concept aimed to promote a collaborative and supportive living environment, where individuals can live, work, and socialise in a harmonious neighbourhood.</p>	<p>Community Commons</p> <p>aims to provide a platform for a sharing economy based on the principles of a commons, enabling the optimisation of available resources across different entities and operators, while also fostering social ties and a sense of belonging among community members.</p>	<p>Wellness Commons</p> <p>fosters a harmonious community by organising activities that are tailored to the personality and ambiance of the community, promoting a sense of togetherness and well-being.</p>
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To achieve the visions, the URA has pioneered a variety of place-making prototypes and community engagement flagship programmes, including urban community farms, mural painting and guided tours, to build up a stronger community network and community education for evolving cultural history in the district.

Site Plan of H19 Project

The site plan shows the layout of the H19 project area, including Staunton Street, Shing Wong Street, and various buildings. Key features include:

- 1 Community Farm:** Located on the eastern side of the project area.
- 2 Community Mural:** Located on the southern side of the project area.
- 3 Grade II Historic Building:** Located on the western side of the project area.
- 4:** A cluster of buildings on the western side of the project area.

Legend:

- Nine buildings revitalisation works were completed for co-living use
- Flats for Community Housing
- Rezoning was completed by Town Planning Board

Conserving the Urban Fabric with Local Characteristics

The existing buildings are retained in order to maintain the local characteristics of urban fabric and streetscape. In order to revitalise the nine tenement buildings for adaptive reuse in realising the visions on impact commons and community commons, the URA has adopted a holistic and integrated urban renewal strategy to transform and upgrade the facilities to meet current building safety and living standards for putting to adaptive reuse as a 'co-living' project.

Innovative materials for repair, such as self-healing concrete and anti-mold coatings, are being utilised to extend the lifespan of building structures. Additionally, corrosion monitoring systems are being implemented to track the corrosion rate of steel structural members, enabling future analysis of repair work performance. Within the tenement buildings, spaces are being preserved as 'common rooms' to maintain the historical and cultural significance of the area and celebrate its local character. Artistic elements originating from the newspaper printing industry of the 1950s have been woven into the architecture of the conservation project to further reinforce the area's unique identity.

The project showcases URA's unwavering commitment to sustainability principles by adopting a holistic approach in exploring opportunities to engage various stakeholders in the district. This is aimed at fostering collaboration, building relationships and regenerating the community as a whole. Ideally, this will create an environment where the community is self-sufficient in operating their local businesses, and more members are encouraged to shift from being mere participants to active contributors in the long run.

In the future, the URA will partner with an operator to introduce the co-living concept in its tenement buildings located at H19. The operator will be responsible for running the 'Tong Lau' living spaces, organising activities at the 'Common Room', managing the receptions and community farms in collaboration with the domestic unit residents, community and other stakeholders.



The 4C Community Making Approach for H19 Project

FRAME
project scope

ENGAGE
stakeholders

AGGREGATE
diverse views

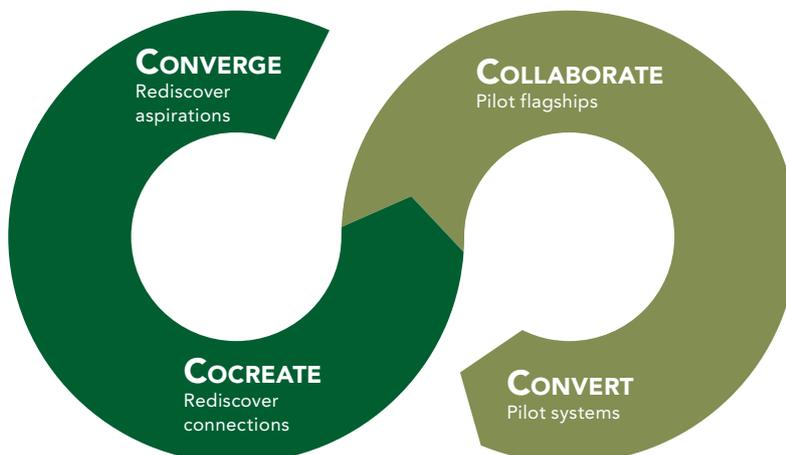
PROPOSE
common visions

VALIDATE
proposals

IMAGINE
creative ideas

PRIORITISE
quick wins

PROTOTYPE
concepts



PROGRESS
with structured programmes

BRING-IN
practitioners

FINETUNE
programme design

NURTURE
community champions

REAFFIRM
project goals & strategy

DETERMINE
pathways to sustainability

BUILD
capacity in the community

PAVE
way for wider adoption

Highlight 3



Urban Planning for Sustainability



Sustainability in urban renewal and planning extends beyond just energy savings. It is also important to consider the economic improvement and social benefits for the local community. Additionally, addressing stakeholders’ views and concerns in the planning and design process is crucial. Finally, the impact of these urban renewal projects on individual homeowners and business operators must also be taken into account. To address these factors, the URA has developed a Sustainability Framework that measures the sustainability performance of all our urban renewal projects across five Sustainability Pillars: Economy, Environment, Society, Process and People.



ECONOMY This domain examines whether the urban renewal project can stimulate economic growth in the local community. The impact on property values, business operations and employment opportunities will be evaluated. For example, the integration of modernised commercial spaces into pedestrian networks has made the redevelopment sites more appealing to businesses, resulting in the attraction of new enterprises and the creation of job opportunities for the community.



ENVIRONMENT In the planning of URA projects, there is a focus on enhancing microclimate resilience and reducing risks, improving resource efficiency and promoting environmental quality. A key strategy employed in these projects is the promotion of walking, which is the most environmentally-friendly form of transportation. This is achieved through the strategic planning of pedestrian-friendly infrastructure, including routing, wider pavements, footbridges and subways. Additionally, the enhancement or provision of public open spaces is proposed to improve urban microclimate conditions and combat the urban heat island effect.



SOCIETY The Society domain of our urban renewal projects addresses a wide range of aspects aimed at improving the quality of life for residents. These include enhancing the quality of buildings and housing, improving mobility and accessibility, promoting social vibrancy, ensuring safety, encouraging public art and integrating local culture into the community. Our projects provide various facilities and resources to help residents access the resources they need, promote diversity and inclusion, and build stronger bonds within the community.



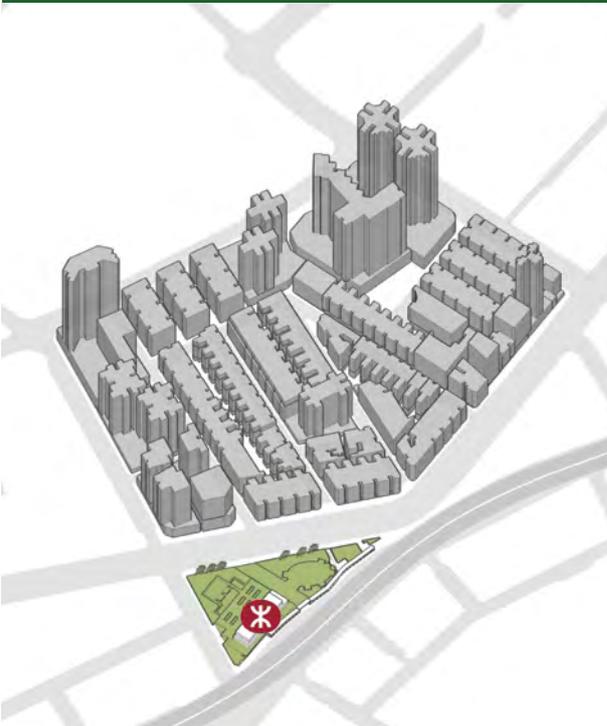
PROCESS The policies, procedures and mechanisms utilised in the planning process of our urban renewal projects must cater for the needs of our stakeholders and the community at large. Alongside the mandatory consultation procedures under the Town Planning Ordinance and Urban Renewal Authority Ordinance, we also conduct extensive engagement and consultations to gather the opinions of our stakeholders. These inputs, in turn, inform the design and planning of our urban renewal projects.



PEOPLE The planning of urban redevelopments has an indirect impact on economic vitality, financial inclusion, living environments, everyday life, community vitality, and resilience and mitigation measures for individual owners, inhabitants and businesses. One of the key objectives of URA redevelopment planning is to replace dilapidated buildings while preserving the local shop cultures and district characteristics. This is crucial for maintaining the unique identity and charm of the area.

Kowloon City Action Area 1 (KCAA1)

KCAA1 is an exemplary model of URA's sustainable approach to urban planning. It is one of URA's first 'planned, district-based' urban renewal projects. The area, located in To Kwa Wan and bounded by Sung On Street to the east, Bailey Street to the south, Ma Tau Wai Road to the west, and Chi Kiang Street to the north, spans over 28,796 square metres and was once a district of dilapidation. However, it is now being transformed into a new, modern and smart community through an integrated redevelopment, rehabilitation, preservation and revitalisation programme. The Master Concept Plan was formulated with a key objective of achieving sustainability in planning.

	Before	After
		
	Before redevelopment	KCAA1
Number of flats	2,143	4,395
Population	8,605	10,550
Communal areas	50 m ²	900 m²
Number of trees	11	110
Pedestrianisation of carriageway	0 m ²	1,590 m²
Car parking spaces	45 on-street parking spaces	272 public and retail parking spaces
Commercial areas	18,173 m ²	38,197 m²
Pavement width	Around 2m to 3m	80% pavement with 5m to 8m width
Government, Institution or Community (G/IC) facility areas	0 m ²	6,098 m²

Highlight 4

3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH | 11 SUSTAINABLE CITIES AND COMMUNITIES

Social Responsibility in Acquisition and Clearance

Sustainability Pillars | ECONOMY | ENVIRONMENT | SOCIETY | PROCESS | PEOPLE



It is inevitable that residents and business operators affected by URA's redevelopment projects will need to be displaced. This is necessary so that old, dilapidated buildings that lack modern amenities such as lifts can be replaced with new, safer and more environmentally-friendly structures to achieve urban renewal. At the URA, we take pride in ensuring that the needs of every individual entity affected by our redevelopment are attended to. We understand that relocation can be a significant event in the lives of families, individuals and businesses, and as such, we strive to implement actions and measures that facilitate their pursuit to improve the livelihood and businesses within the established boundaries of our compensation and rehousing policies.

Responsible Acquisition

Home owners within URA's redevelopment project sites are offered the amount equivalent to the market value of a 7-year-old residential flat of the same size and in the same district as the property being acquired regardless of the original properties' market value. In addition, allowances to cover expenses relating to the purchase of replacement property by the owners are provided. For these owner-occupiers, they could make use of the new capital to purchase new homes of much improved quality and environment either from the private property market or from the URA through the Flat-for-Flat scheme, and were able to leave their old dilapidated flats for a much-improved living environment.

For investors or landlords of domestic properties within URA's redevelopment, the offer is reduced depending on the number of properties owned within the redevelopment site. For these investors or landlords, the new capital enables them to look for replacement of investment properties.

96%
The percentage of home owners who accepted URA's acquisition offers in 2022/23

Care for Elderly Home Owners

Acquisition offers made to owners who lease out their properties are typically lower than those offered to owners who reside in their own properties. However, the URA recognises that some elderly property owners may rent out their properties not for investment or commercial gain, but rather to rely on the rental income for their livelihood. Additionally, some elderly property owners may not be able to reside in their own properties due to a lack of lift services or other family and health-related reasons.

In acknowledgement of their unique circumstances, the URA provides an additional allowance known as the Elderly Domestic Owner-Landlords Compassionate Allowance (EDOLCA) to these elderly owners. This allowance enables them to purchase replacement flats of a higher quality and standard, such as those with lift services.

Care for Tenants

The URA offers rehousing and allowances to tenants who need to vacate from their rented homes due to URA's redevelopment. Eligible domestic tenants may receive a one-off ex-gratia allowance. Alternatively, they may choose to be rehoused to a public rental housing unit or a URA rehousing block unit. Tenants who choose to be rehoused will experience a significant improvement in their quality of life. Not only will their living space be larger and better managed, but the rent they need to pay will also be considerably lower.

57

The number of tenants in URA redevelopment projects that were rehoused to public housing or URA's rehousing block in 2022/23

Finding New Shops for Affected Businesses

For business operators, relocation can be a daunting task that entails not only covering the costs of moving and setting up equipment in a new location, but also finding a suitable space to continue their operations and retaining their original clientele.

The URA offers ex-gratia business allowances to the affected businesses, which are calculated based on the number of years the business has operated. Even more valuable, however, are the free facilitating services provided by the URA to assist shop owners in finding replacement locations, especially those with special features such as car repair shops.

Engagement with Wet Market Stalls, Chiu Chow and Thai Businesses in Kowloon City

Kowloon City is renowned for its local shops, which offer a diverse range of products and services. From traditional street butchers and fishmongers to Chiu Chow and Thai food supply stalls and restaurants, the businesses in Kowloon City collectively contribute to the district's unique character. The bustling street life created by these thriving businesses stands in stark contrast to the neglected and dilapidated upper floors of buildings in the area.

In anticipation of the URA's major redevelopment projects in Kowloon City, the URA has been conducting surveys and engaging with special businesses to determine their specific needs and preferences for temporary and/or permanent business relocation. These engagements are still ongoing and the findings will inform the detailed planning and phasing of project implementation.

100% & 66.6%

Participation rates of market stall vendors and Chiu Chow/Thai shop owners in URA's small group engagements for Kowloon City Redevelopment

Highlight 5



Green and Smart Construction for Sustainability and Safety



URA adopts Modular Integrated Construction (MiC) for the transitional housing project at Hung Shui Kiu for its sustainability benefits.

Our Vision

We strive to achieve safer, greener and smarter construction environment through strong governance, providing incentives and embracing technologies.

Construction Site Safety

Last year, the URA's site safety team and our independent safety audit consultants have conducted over 230 safety audits for 16 active construction sites of URA's projects. Through strong governance, the accident rates of URA's construction sites remained below the territory's average.



Embracing Good Practices

From 2023, the Construction Industry Council's (CIC) Construction Safety Guidelines have been mandatory for all works contracts of URA's projects. Additionally, all contractors are required to adopt a minimum of four 'Safety-related Technologies' in their construction activities. Tenderers bidding for URA's works contracts are required to include the costs of these safety and green measures in their pricing. This arrangement aims to encourage and assist construction companies, particularly those of smaller scale, in enhancing their safety and environmental practices through the adoption of innovative technologies in their construction projects.

URA's Digital Construction Management Platform (DCMP)

The Digital Construction Management Platform (DCMP), which is currently under development, enables the systematic consolidation of data collected from multiple construction sites, thereby facilitating efficient and effective project management. These data include construction master programs, workforce projection planning, construction progress, environmental monitoring records, site safety monitoring records, supervision/inspection records for work carried out, labour force on site, and material delivery, among other things.

Various modules tailored to specific monitoring concerns have been developed from the DCMP, including the 'Environmental Monitoring Module', 'Resource Monitoring Module', 'Site Safety Monitoring Module', and 'Works Supervision Module', among others. The relevant data for each of these platforms can be extracted, analysed, and compared with the results presented in simple dashboards to enable URA's project managers to monitor the performance and progress of ongoing constructions more efficiently and effectively.

Not only will the DCMP become a single source of data for all of URA's construction sites, but additional 'modules' can also be developed over time to include areas such as construction waste, as well as energy and water consumption, enhancing our capabilities to tackle the challenges of climate change.

230,000m²
Total Gross Floor Area
of URA projects that will
adopt DCMP during
construction in 2023/24



The Environmental Monitoring Module of the DCMP collects real time environmental data including noise and pollutant levels from different construction sites for URA staff's monitoring from their offices.

Highlight 6



Green and Smart Buildings

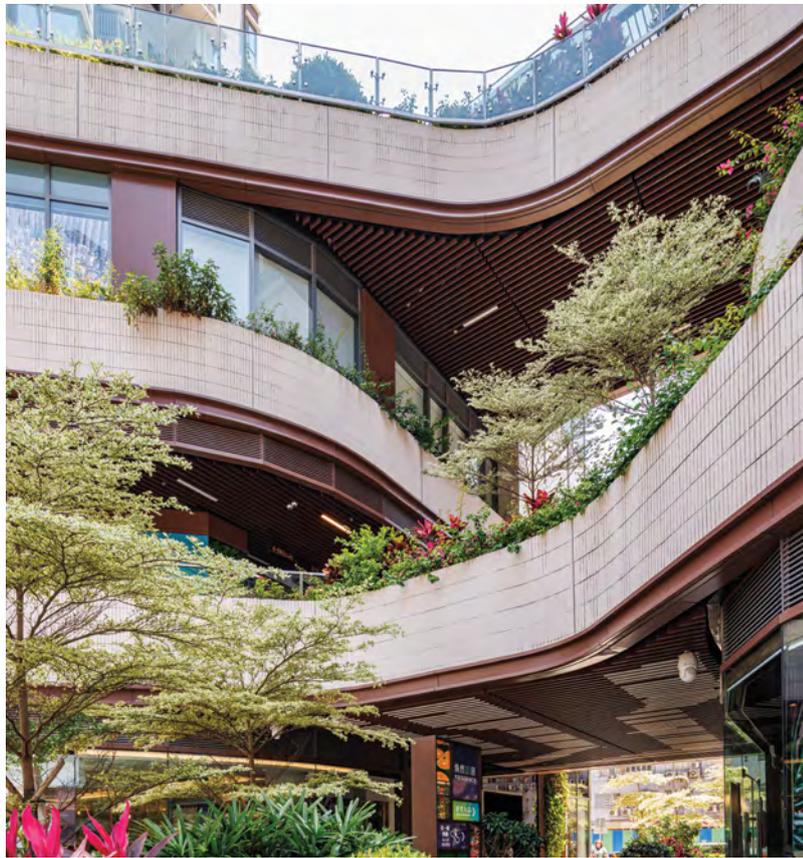


Vision

The URA is committed to creating green and smart buildings that enhance the quality of life for residents while protecting the environment. We strive to integrate innovative technologies and design solutions into all our redevelopment projects, ensuring that they meet the highest standards of sustainability, energy efficiency and resilience. By prioritising the use of green building materials, passive design and smart building systems, we aim to reduce our carbon footprint and create healthier, more liveable communities for generations to come. Our commitment to sustainability is not only a moral imperative, but also a key driver to create a low-carbon and equitable future for our urban areas.

Green Buildings

Each and every URA redevelopment projects are required to achieve Gold or above grading under the BEAM or BEAM Plus assessments.



3
Number of URA projects that obtained Provisional Platinum Rating under the BEAM Plus in 2022/23

A permeable podium at eResidence enhances district ventilation.

Innovations and Smart Living

The Centralised Smart Building Monitoring System (CSBMS), a URA self-developed system which provides simple control, monitoring and notification functions for multiple properties was adopted for various URA's rehousing blocks.

Co-Living Concept

eResidence project pioneered the co-living concept for single or couple occupants in the development. Apart from recreational facilities, common laundry and storage facilities that not only provide practical supports but also promote social interaction and sense of belonging for occupants. Depending on user feedback, these co-living facilities will be implemented in URA's future projects.



Smart communal facilities including eLaundry (left) and eStorage (right) are provided in eResidence.

Resilience to Building Deterioration

The URA initiated a research on how to prolong the building's service life from 50 years, which is the current norm for buildings in Hong Kong, to 75 years. Strengthening of building structures to meet a 75-year return wind-load design, selection of high rust-resistance reinforcement materials, and increase in concrete cover and concrete cement content are among some initial conclusions. Part of these measures have already been implemented in our eResidence Tower Three which is now under construction, in addition to other management measures to encourage future owners to properly maintain the completed buildings.

Features in eResidence Tower Three to combat building deterioration

- Adopt galvanised steel at roof concrete slabs for better protection against corrosion
- New DMC clauses to drive preventive maintenance and to empower property manager to deal with water leakage issues between flats
- Enhanced use of waterproofing materials in residential units
- Enhanced concrete grade and cement content in building structure

CSBMS Major Awards

**Hong Kong ICT Awards
2022 - Smart Living
(Smart Home) -
Gold Award**

**The 21st Asia Pacific
Information and
Communications
Technology Alliance
(APICTA) Awards -
Merit Awards**

Highlight 7



Sustainability in URA Properties



The URA operates and manages a diverse range of properties in Hong Kong. Our portfolio includes preservation and revitalisation projects, commercial premises and public open spaces, covering a total area of 530,000 square feet. These properties play a critical role in supporting the growth of local communities, providing essential community spaces within the urban landscape.

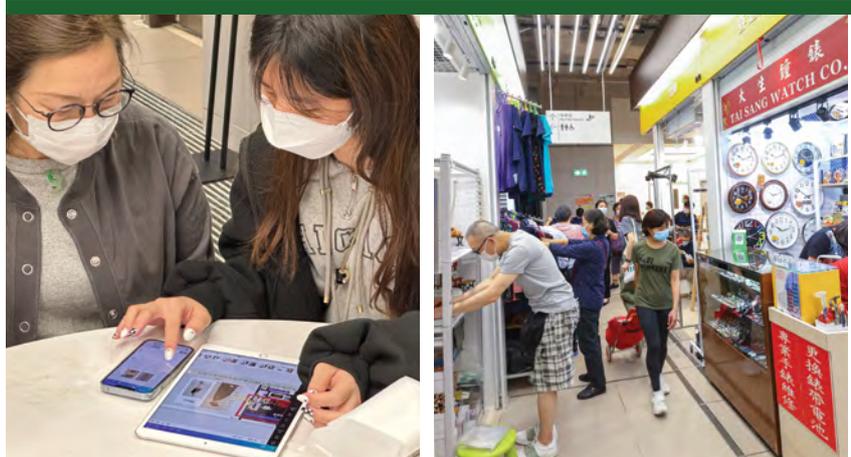
In addition to our direct management of these properties, the URA also partners with joint venture developers to manage seven commercial premises, covering a total area of 640,000 square feet and housing around 280 commercial tenants. Through these efforts, we are helping to nurture the growth of the Hong Kong community by providing retail and dining experiences, heritage appreciation and leisure spaces in various urban districts.

We take pride in maintaining close partnerships with our 450 tenants, as we work together to make positive changes in society. At the URA, our properties are more than just physical spaces; they are vital components of the community infrastructure that support the well-being and growth of the people of Hong Kong.

URA as a Responsible Landlord

From April 2020 to June 2023, the URA has disbursed \$259 million in rent relief grants to local business owners and other organisations. This programme has been crucial in providing financial assistance to eligible tenants whose businesses have been severely impacted by the pandemic. It is important to note that the amount of rent relief granted is determined by the extent to which businesses have been affected by the pandemic. Therefore, businesses that have been heavily impacted will receive a higher level of relief. We understand the challenges that businesses are facing during these unprecedented times and are fully committed to providing them with all the support they need.

Apart from rent relief, the URA also supports local small businesses to expand their clientele and improve their marketability. With the objective to bring new life and energies to the old hawker stalls that were relocated into Yue Man Square, the URA organised three workshops and one-on-one tutorials in the past year to teach hawkers at Yue Man Hawker Bazaar how to make use of social media and the internet to promote their business. In collaboration with the Institute of Vocational Education (IVE), strategies to improve the business environment of these hawkers were explored.



21
Hawkers at Yue Man Square have set up their social media accounts

Affordable Rent Scheme Empowers Non-Profit Organisations to Serve the Community

In 2022/23, around 51,000 square feet of URA premises were leased out to about 30 non-governmental organisations (NGOs) and social enterprises to provide their community services at various Hong Kong districts. By offering very affordable rent schemes, the URA supports these organisations to serve the community. Examples include:

- Music Children Foundation (at Yu Chau West Street, Cheung Sha Wan (IB-2:SSP)) provides free-of-charge high quality music programmes to underprivileged children including children with special educational needs (SEN) and children from economically challenged families, in the hope of changing children's lives for the good of the families and society at large. They have been providing music trainings, performance opportunities, and art and music appreciations to over 5,000 children.
- Dignity Kitchen Hong Kong (at 618 Shanghai Street, Mong Kok) is one of the first Hong Kong social enterprises to offer on-the-job trainings to disabled members in Hong Kong. Since its launch in late 2019, Dignity Kitchen has provided training to over 110 beneficiaries. Their services have also expanded beyond 618 Shanghai Street to form other social services including the Dignity Mama with 4 Mama stores in Hong Kong deploying 27 local members. Dignity Mama offers book retail services run by young adults with disability and promote bonding between parents and their children with disabilities.
- Hong Kong Cancer Fund Women Support Centre (at H6 CONET, Central) is the first centre in Hong Kong that offers free, specialist care to women who have been diagnosed with female cancer. The Centre offers a wide range of vigorous support programmes, including peer support group services, nursing and dietetic consultations, art therapy sessions, recover action plans and others.

Promoting Community Activities and Preservation of Historical Buildings

The URA provides community spaces at selected projects, enabling community activities at various urban locations. Central Market, Yue Man Square, 7 Mallory Street, H6 CONET and 618 Shanghai Street are some of the key locations where local organisations can book activity venues to host their community events. Whether they are student exhibitions, craftsmanship workshops, professional seminars or weekend markets, these venues offer short-term options for flexible use. In 2022/23, approximately 740 events took place at our venues.

The URA promotes preservation and revitalisation of urban spaces. It also acts as a bridge for active exchanges between the young and old, our heritage and today's culture. The URA also takes provisions for maintaining some of Hong Kong's key historical buildings and elements, including exterior walls, indoor and outdoor historical features. Today, the public can enjoy different activities and services offered at our preserved historical building clusters located in Central and Western District, Wan Chai and Mongkok, which act as a testament to our ever-changing urban streetscape.

740

Number of community events that took place in URA's shopping malls and public spaces in 2022/23

850

The number of market stall owners who tested the marketability of their merchandise at the Weekend Markets organised by URA in 2022/23

Highlight 8



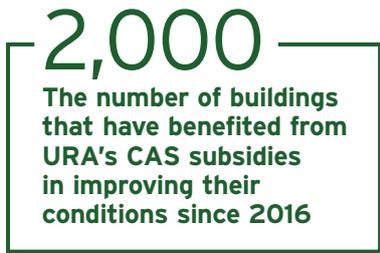
Building Rehabilitation and the People



One of URA's missions is to encourage the maintenance and improvement of existing buildings with regards to their structural stability, integrity of external finishes, and fire safety. Apart from promoting and administering various Government subsidy schemes to assist property owners in conducting repair and maintenance work, the URA places great emphasis on attending to the needs of individual stakeholders and ensuring that their livelihoods are not adversely affected by the disruptions caused by the maintenance works being carried out.

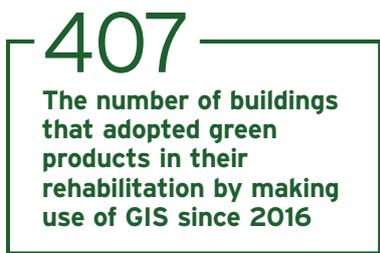
Supporting Owners to Carry Out Repairs

The Common Area Repair Works Subsidy (CAS) is a self-funded scheme by the URA that provides financial assistance to eligible domestic flat owners and buildings for repairing their common areas. The scheme aims to address issues, such as spalling concrete, deficiencies in fire safety installations, leaking roofs, and worn-out items like fire rated doors or metal windows. Since 2016, the CAS has benefitted 2,000 buildings by providing subsidies for their rehabilitation works. Additionally, the subsidy also covers security systems or barrier-free access to improve the building's safety and accessibility.



Getting Greener through Rehabilitation

Apart from repairs and improvements, the CAS scheme also supports flat owners and buildings to adopt environmentally friendly building material and installations in their common area rehabilitation works through the Green Item Subsidy (GIS). Last year, 16 buildings involving 974 units have made use of this subsidy to adopt VOC-free paint and other green products in their rehabilitation works.



Assistance during Lift Repairs

The URA is responsible for the management of Government's Lift Modernisation Subsidy Scheme which provides subsidies to eligible domestic home owners to carry out lift improvement works to ensure safety. Up to June 2023, the URA has handled more than 1,400 applications. Lift improvement works have been completed or are being carried out for about 600 applications.

When improvement works for the lift are being carried out, lift service will be suspended. Such suspension will have large impact to occupants who have mobility or health issues. Some might be forced to be confined to their homes during the entire period without lift service. To address this problem, the URA also administers various service contracts to provide social service support to those in need when their buildings undergo lift improvements under the Lift Modernisation Subsidy Scheme. These services include stair-climber, grocery and meal delivery, as well as case management to provide social services when needed.



The Story of Kam Ling Court

The chairman and active members of the Kam Ling Court's Owners' Corporation (OC) were all in their eighties. Although the OC was determined to follow the Buildings Department's statutory notice to carry out building inspections and repairs and were eligible for financial subsidies from the Government, they lacked the know-how on where and how to begin.

In such cases, the URA assigns a case officer to provide free assistance to the OC and works alongside them, sometimes even taking up the role of project manager throughout the rehabilitation journey - from subsidy application, appointment of consultants, awarding of works contracts, to carrying out of the rehabilitation works. For Kam Ling Court, their rehabilitation works were completed in December 2022 after six years of URA involvement. It was a happy conclusion to all the hard work and extra efforts of URA staff and for all the elderly residents living there.



A brand-new look of the external wall (above) and corridors at the ground floor lobby (below) of Kam Ling Court after rehabilitation. The contented elderly owners express their gratitude to URA for the abundant assistance received in the course of rehabilitation.



Highlight 9



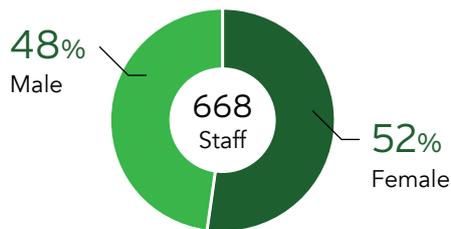
Diversity and Inclusion, Employee Advancement and Well-Being



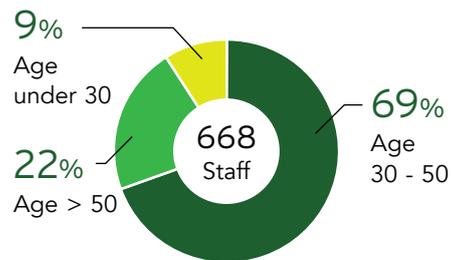
Diversity and Inclusion

Diversity and inclusion has always been an important aspect of URA's culture. Last year, we have made further progress in terms of gender equality in our senior management, and continued to implement an Equal Opportunities Policy that guided our people practice.

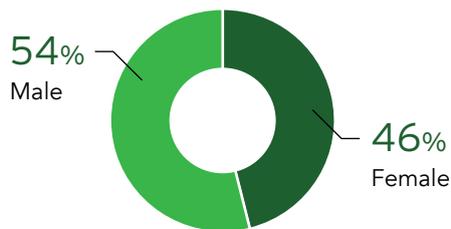
Total Workforce (By Gender)



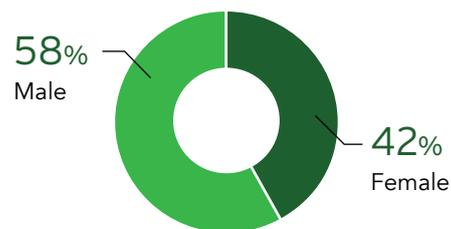
Total Workforce (By Age Group)



Pay Ratio (By Gender)



Director Level (By Gender)

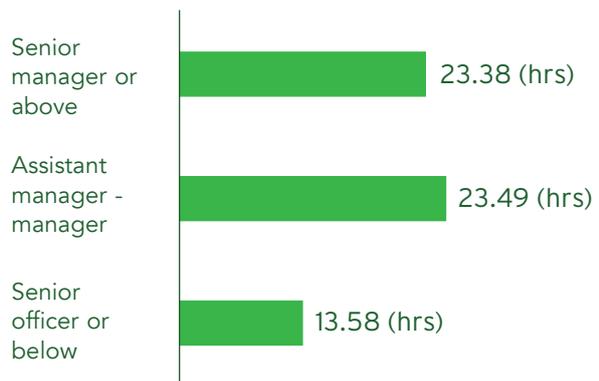


Employee Advancement

The URA believes that employee advancement is an important aspect of talent management and can have a significant impact on the success of the organisation. By investing in our employees' growth and development, we can create a more engaged and motivated workforce that is better equipped to meet the challenges of a rapidly changing business environment.

Last year, over 110 sessions of training covering topics like sustainability, operation, compliance and technology were organised by the Human Resource Division. The total training hours achieved was near 12,900, which is equivalent to an average of 19.31 training hours per employee.

Average Training Hours per URA Employees



Employee Well-Being

The URA's 'We Care Programme' originated in response to the challenges of the pandemic to support the mental and physical health of URA employees. Activities were organised around two key themes: 1) Physical Health, and 2) Resilience and Positive Mindset. Over 20 activities were organised with 1,800 participation counts in the last reporting year. Two particularly successful events are showcased below:



Message Card Campaign

In August 2022, URA employees were invited to share words of care and encouragement with each other by putting them into messages. We received an overwhelming response and shortlisted 30 messages, and from these, five messages were selected and printed onto message cards for distribution to all staff.

Although small and simple, this gesture provided an opportunity for employees to express their sentiments and care for each other, which is somehow difficult in traditional Chinese workplace culture. The activity provided some healing to the trauma caused by the pandemic, and fostered a caring and supportive work environment for URA employees.



Go Healthy! Let's Lose Body Fat Campaign

It was a five-month programme that provided both fun and health benefits to our employees. In groups of three to four, employees competed to lose the most body fat. Professional nutritionists were engaged to provide advice and support to the participants.

Losing body fat requires a combination of a healthy diet and regular exercise to build and maintain muscle mass while burning excess body fat. The campaign not only directly promoted employee health, but also sparked discussions among URA staff about the importance of maintaining a healthy body fat percentage. The campaign has helped raise a long-term awareness of this crucial well-being issue among our staff.

Highlight 10

The URA and Society

Sustainability Pillars | ECONOMY | ENVIRONMENT | SOCIETY | PROCESS | PEOPLE

Achieving Urban Renewal through Community Partnership

Urban renewal is more than just improving the physical condition of buildings. It is a collaborative process that allows us to shape the public realm to promote people’s health, happiness and prosperity. To achieve this, we engage with community members and other stakeholders, listen to their aspirations, and work to promote community well-being. By doing so, we join hands to create a liveable city for all.



URA and Thai volunteers help Thai residents affected by redevelopment projects in Kowloon City understand the redevelopment plan, compensation packages and relocation arrangement during a home visit.

Engagement being the Key to Success

The URA places great importance on communicating with and engaging the community during the process of urban renewal. Through a multi-pronged approach, we strive to ensure that every voice of the local community and their representatives is heard.

In the past year, we held 10 District Advisory Committee (DAC) meetings and attended District Council meetings to gather public opinions on URA projects and initiatives at the district level, and reached out to community stakeholders through talks and workshops organised in partnership with DAC members and local organisations, resulting in positive and constructive suggestions from the participants.

300
 Number of Thai residents and shop operators engaged by the Thai volunteer team in the Lung Shing area in the past year



URA fully supports the celebration of the Songkran Festival, with a view to strengthening and retaining the cultural characteristics of Kowloon City.

To keep ethnic minorities affected by our projects informed about the redevelopment plans, compensation packages and relocation arrangements, we initiated supportive measures for the affected Thai residents and operators in Kowloon City, which include the additional production and distribution of Thai district bulletin. A Thai volunteer team was also set up to learn about the needs and concerns of Thai residents and offer assistance.

Conserving Local Culture

To strengthen and retain the cultural characteristics of Kowloon City, URA supported the celebration of the Songkran Festival in April 2023 by being a supporting organisation and sending a team of staff volunteers to assist in the logistics arrangements of the celebration activities. The URA's support earned a positive response from the local and Thai community, especially our district partners. We were particularly pleased to see the return of the 'Water Splashing Festival', which was suspended for three years due to the COVID-19 pandemic, re-appeared as a significant attraction of Thai culture in Hong Kong.

In addition to the Thai community in Kowloon City, the URA supported the New Home Association to organise the Hindu festival celebration of 'Diwali', and a cycling programme targeting ethnic minority youth in Yau Tsim Mong (YTM). The cycling routes were specially designed to introduce the district characteristics and the future development of YTM, as proposed in the URA's Yau Mong District Study.

Supporting Local Arts and Culture

In 2022/23, the 'Arts and Cultural Partnership Programme in Old Urban Districts' (ACPP) supported seven programmes, two new and five ongoing, engaging over 12,000 participants and visitors. Through our collaboration with local groups and organisations to bring arts and cultural activities to older urban districts, we encourage residents and the general public to appreciate the distinctive characteristics in their communities.

694,000
Total number of
participants and visitors
engaged in 71 ACPP
events/activities
since 2011

CORPORATE SUSTAINABILITY



(Left) The URA's 'oUR Amazing Kid Band' performs at the Songkran Festival and spices up the event.

(Right) URA organises various educational and outreach programmes to enlighten the younger generation on urban renewal.

Grooming the Next Generation

To promote understanding of urban renewal among young people, we have implemented a diverse range of educational and outreach programmes for them to explore the issue from different perspectives, and understand the various constraints we face.

In collaboration with the Hong Kong Federation of Youth Groups Leadership Institute, the new programme of URA Youth Speak aims to facilitate communications between URA and the younger generation on the topic of urban renewal. Through a series of training programmes, a group of 30 elite secondary students were provided with knowledge on building rehabilitation and equipped with relevant skills to formulate and promote public policies on building rehabilitation to the community.

In 2022/23, a group of 144 senior form secondary students who took part in the URA x TWGHs Young Leaders Programme were encouraged to develop creative proposals for preserving local characteristics in Kowloon City under the Integrated Approach to urban renewal, leveraging their knowledge of Geographic Information System acquired through training sessions provided by Esri China and Geospatial Lab. The eight best proposals were displayed in an exhibition at 618 Shanghai Street.

To preserve and strengthen the social network of underprivileged children and families in To Kwa Wan, the 'oUR Amazing Kid Band' continued to provide free music training for 46 young members, over 50% of whom reside or have resided in URA project sites. In 2022/23, the Kid Band has resumed in-person training and conducted five performances, including one at the Songkran Festival. By sharing music and joy with the audience in public, the Kid Band members built up confidence and further strengthened their network with local organisations.

Focusing on building rehabilitation in 2022/23, students who participated in the URA and IVE's Innovative Design Competition were tasked with designing building plans or technical devices to increase property owners' awareness and enhance their capability regarding preventive maintenance and building rehabilitation.

Following the relaxation of the Government's anti-pandemic measures, the Urban Renewal Exploration Centre (UREC) reopened to continue its mission of imparting urban renewal knowledge and promoting URA initiatives to the public, in particular students from educational institutions and members of youth organisations. In 2022/23, the UREC received more than 1,600 visitors.

Caring for the Needy

The well-being of a community cannot be enhanced without taking care of its underprivileged members. As the URA pledges to put people first, we seek every opportunity to help those in need.

Under the Community Service Partnership Scheme (CSPS), volunteers from URA, local universities and NGOs took part in the Upcycling Project to produce bespoke furniture out of abandoned wood materials for 18 underprivileged families residing in inadequate housing in old districts. Through the provision of gerontechnology and art creation activities to three homes for the elderly in Sham Shui Po, the Elderly Health Project has helped improve the quality of life in the care homes, benefitting both the living standard and mental well-being of 115 elderly people.

In 2022/23, the URA's 'Home Improvement Community Programme' provided four infirm elderly tenants affected by URA projects with comprehensive refurbishment of their newly allocated public rental housing units. Through partnerships with two NGOs, the URA offered tailor-built gerontechnology and fitness equipment for the seniors, complemented by thoughtful home designs that addressed the practical needs of the beneficiaries for now and in the future. The programme has received an overwhelming response for its care for elderly residents.

The URA also stepped up its Home Repair Services Community Programme in the past year to enhance awareness of the importance of home repair and maintenance, and to improve the living conditions of the underprivileged in aged private residential buildings in Central and Western, Kowloon City, Sham Shui Po and Yau Tsim Mong districts, benefitting more than 1,000 households, including 30 ethnic-minority families. In addition, URA partnered with three NGOs to launch a series of community cleaning activities from December 2022 to March 2023 for 21 buildings in the Kim Shin Lane/Fuk Wa Street Development project area, benefitting around 1,500 households. The spring-cleaning team, joined by 80 unemployed and underemployed residents as paid cleaners, was a success with multiple benefits. Community members showed great appreciation for the improved hygiene in the environment, and the unemployed and underemployed residents expressed their gratitude to the URA for the timely job opportunities before Lunar New Year.

Over **2,500**
Number of households covered by URA's Home Repair Services Community Programme and the spring cleaning activities at Kim Shin Lane



(Left) Volunteers of the Elderly Health Project exchanges greetings with the elderly while assisting smart robot Doctor Golden to perform health checks to take care of the physical and mental well-being of the elderly people.

(Right) Volunteers pledge to serve the community by making bespoke furniture for grassroots families living in sub-divided units to improve their living conditions.