



# OPERATING REVIEW

**In a year marked by market volatility, the URA has demonstrated resilience by implementing effective strategies to navigate changing conditions and sustain the momentum of urban renewal, much like athletes adapting their training environments in response to weather to maintain their regimen uninterrupted.**

We manage the progress of ongoing projects using a dynamic approach that considers both financial position and market conditions. Decisions regarding property acquisitions and site tendering are carefully evaluated to ensure they complement each other in managing cash flow. This strategy supports the sustained momentum of urban renewal.

New measures have been introduced to improve tender success and secure upfront payments. The Development Facilitation Services, a dedicated platform, was introduced to help developers better understand project parameters before submitting tenders. In addition, new planning tools and greater design flexibility have been adopted to maximise the development potential of our projects, improving their financial viability and returns.

To complement redevelopment efforts, we continue to promote building rehabilitation, preservation, and revitalisation. Alongside administering subsidy schemes to support owners in maintaining aged buildings, the URA has introduced preventive maintenance for buildings of all ages. The new Preventive Maintenance Subsidy Scheme provides technical assistance in preparing maintenance manuals and offers incentives to encourage owners to establish dedicated maintenance funds and make regular, ongoing contributions, thus supporting systematic preventive maintenance to keep buildings in good condition. Meanwhile, creative place-making initiatives and community making programmes have been launched to inject vitality into the communities, stimulate local economies, and empower residents to lead self-driven urban renewal efforts.







## Strategic Studies for Effective Urban Renewal

With the increasing volume of ageing building stock, which significantly surpasses the pace of redevelopment, and the reducing residual plot ratio in urban areas, the URA faces substantial challenges in its urban renewal efforts. To address these constraints, a number of strategic studies, namely the District Study for Yau Ma Tei and Mong Kok and the New Strategy on Building Rehabilitation Study, “were conducted” to identify potential renewal opportunities and establish planning reserves through a holistic district-based approach, explore innovative planning mechanisms to unlock development potential, and slow urban decay through more effective building rehabilitation. The URA is committed to driving progress by implementing recommendations from the strategic studies with progressive achievements.

Embracing a planning-led approach for restructuring and replanning aged urban districts, preliminary project feasibility studies have been conducted to establish the URA’s project reserves for selected areas. Contingent upon the URA’s financial position and adequate resources from the Government, suitable projects will be chosen from the reserves for inclusion in the Corporate Plan/Business Plan for implementation to realise planning and social benefits. In addition, two further district studies are underway to identify development opportunities.

Additionally, based on the recommendations of Kowloon City District Urban Renewal Forum (DURF) in 2014, the URA has commenced in March 2025 a study for Kowloon City and Kai Tak Development Area and their adjacent waterfront and cove, collectively referred to as the Victoria Cove Area. The study aims to enhance the integration of old and new development areas including the water body, while strategically leveraging on the planning gains radiated from the URA’s projects and other recently completed Government projects/infrastructure to enhance the vibrancy of the cove area abutting Victoria Harbour in Kowloon City and Kai Tak Development Area. Its results and recommendations will create synergy with the Harbour Office’s study on the Kowloon promenade.

## Yau Mong District Study (YMDS)

Since the completion of the YMDS in 2021, the URA has leveraged its findings and insights to undertake several initiatives aimed at seizing redevelopment opportunities and encouraging private market participation. Over the past year, significant progress has been achieved, particularly in the implementation of proposals outlined in the Master Urban Renewal Concept Plan and the collaboration with the Government to apply new planning tools. These efforts aim to unlock developmental potential and facilitate private market participation. Key achievements include:

## Implementation of the First Nodal Development under YMDS

The Sai Yee Street/Flower Market Road Project (YTM-013) was commenced in March 2024 to implement the first phase of the Nullah Road Urban Waterway Development Node. This project is envisioned to become a key district landmark and a hub for socio-economic activities, contributing to rejuvenating the district’s image of Mong Kok and driving local economic growth.



One of the key features of Sai Yee Street/Flower Market Road Project is the Waterway Park with an “Urban Waterway” as a “blue-green feature” for public enjoyment.



Through holistic restructuring and replanning, the URA optimises land uses in the project area to build an "Urban Waterway" and a Waterway Park as a new "blue-green" feature as recommended in YMDS. This is coupled with a mixed-use development and a multi-purpose complex, which provides upgraded public facilities under the "Single Site, Multiple Use" model, and a cluster of linked sites redevelopment. The draft Development Scheme Plan was approved by the Chief Executive in Council (CE-in-C) in April 2025. (More details on YTM-013 Project as noted on pages 40 and 41 under Redevelopment.)

## Facilitating Private Market Participation

With a view to incentivising greater private market participation in redevelopment to catch up with the pace of urban decay, the URA has been working closely with the Government to take forward Outline Zoning Plan amendments and introduce a suite of new planning tools to unleash development potential in the Yau Mong area.

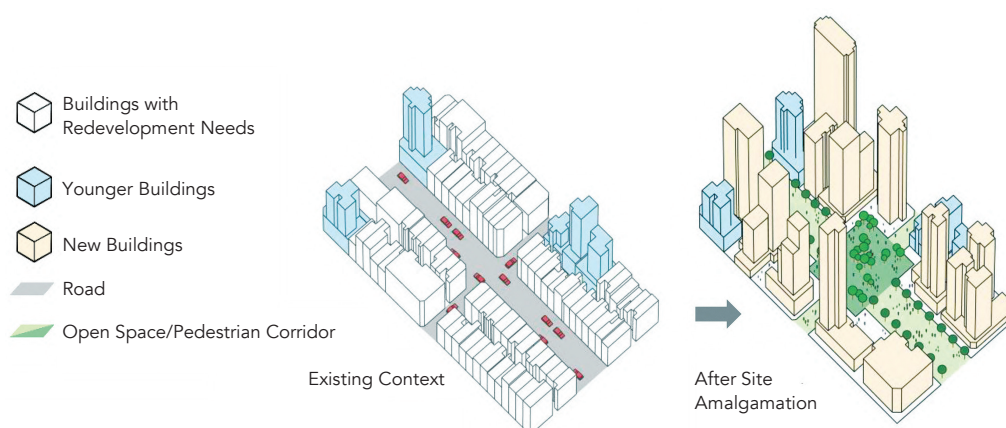
## Progress of Amending Outline Zoning Plan (OZPs)

The URA supported the Government to initiate amendments to the OZPs of Mong Kok and Yau Ma Tei to permit more flexible interchangeability between domestic and non-domestic plot ratios or to allow more design flexibility for mixed developments along character streets in selected areas, in addition to increasing the plot ratio for the Nathan Road commercial spine and relaxing building height restrictions. The draft OZPs for Mong Kok and Yau Ma Tei incorporating the above amendments were approved by the CE-in-C in May 2023 and July 2024 respectively.

## Application of New Planning Tools

To unleash development potential of small and isolated sites to allow restructuring and replanning in Yau Ma Tei and Mong Kok, new Town Planning Board (TPB) Guidelines were promulgated in July 2023 to pilot the Transfer of Plot Ratio (TPR) through processing planning applications. The TPR allows the transfer of development rights from sites with limited redevelopment potential to those strategically located with intended growth in intensity, enabling an increase in buildable and saleable areas in those "receiving sites", thereby encouraging private participation in urban renewal with higher financial returns.

YMDS has identified various small street blocks for amalgamation into more cohesive and sizeable redevelopment sites, along with under-utilised road space for pedestrian and open space use after road closure and traffic route re-diversion, which are known as Street Consolidation Areas (SCAs). Upon further deliberation and settlement of key implementation issues, and endorsement by the Government, the URA will further develop the pilot scheme.



In SCAs, closed road sections could be replanned for use of open space/pedestrian corridors to promote walkability. The more sizeable and structured development area could facilitate a better layout for holistic development and provide more solution space for car parking and other public/community facilities.



### Renewal of Public Facilities: the Nano-Parks System

One of the proposed open space initiatives under YMDS is the Nano-Parks system, which aims to reinvent the open space network. By connecting and revitalising six small-sized, scattered parks in the densely urban Shantung Street precinct, the initiative will create greater design impacts and provide opportunities for community enjoyment. The pilot implementations at Thistle Street Rest Garden and Canton Road/Soy Street Sitting-out Area are currently in progress, with designs approved by the Leisure and Cultural Services Department (LCSD) in the second quarter of 2024. These designs have incorporated distinctive design features making reference to elements of the Mong Kok district such as character streets, diverse cultures and the vibrant market environment. By unifying the style, colour scheme and other creative components of the park spaces, the URA aims to provide a refreshing and coherent experience for the general public. The second batch of schematic designs for the remaining four nano-parks, which was submitted in the first quarter of 2025, is currently under review by Government departments.



(Above) Artist Impression of Thistle Street Rest Garden  
(Right) Smart fitness equipment will be introduced in the Rest Garden to enhance the user experience and promote healthy exercise.



### Fostering Public Understanding of Yau Mong District's Renewal

An idea competition co-organised with the Hong Kong Institute of Architects was launched in March 2025 to enhance public engagement and innovative participation in the renewal of Yau Mong area. By translating complex planning mechanisms and concepts into tangible urban and building designs, the competition seeks to foster a deeper understanding of urban renewal among the general public. Professionals and students were invited to contribute innovative and creative designs that will provide solutions for shaping two sites within Yau Mong into a vibrant urban area for living, working and leisure.



(Left) The idea competition seeks practical urban design and architectural proposals by applying the planning tools and implementation mechanisms recommended in the YMDS.  
(Right) Guided tours for competition participants are organised to enhance their understanding of the Yau Mong district's renewal.



## Sham Shui Po and Tsuen Wan District Studies

The Sham Shui Po District Study (SSPDS) and the Tsuen Wan District Study (TWDS) were commenced at the end of 2022 in response to the Government's invitation under the Chief Executive's 2021 Policy Address.

Following the path charted by the YMDS, the two studies aim to adopt a holistic "district-based" and "planning-led" approach to formulate a long-term development blueprint covering areas of 366 hectares (the study areas of SSPDS and TWDS are 130 hectares and 236 hectares respectively) in the form of Master Renewal Plans (MRPs) to guide future planning and tackle the issues of urban decay in the study areas.



The two studies will draw up long-term blueprints for Sham Shui Po old area (left) and Tsuen Wan old area (right) to enhance the effectiveness of urban renewal.

Given the different characteristics of the two study areas, special studies have also been carried out to gain a better and more comprehensive understanding of the two districts. For SSPDS, special studies on the local culture and character streets, the fashion industry and the Mission Hill neighbourhood have been carried out. Special studies under TWDS cover the development capacity and infrastructure review, as well as the multi-level pedestrian network. The findings of the special studies will support and form the basis for the formulation of MRPs for the two respective studies.

New planning tools and mechanisms proposed under YMDS are further reviewed and explored in the studies. To facilitate private market participation and expedite the pace of urban renewal, various mechanisms are examined in SSPDS and TWDS to increase development incentives, such as the introduction of development bonus and concessions, all for the purposes of creating value and promoting flexibility for future redevelopments. In addition, it is crucial to identify solution spaces through comprehensive review and replanning to facilitate urban restructuring and to meet future development needs.

The Planning and Urban Design Frameworks (P&UDFs) have been prepared based on the opportunity areas identified under the studies, and with due consideration given to the views collected from the stakeholder consultation including surveys, interviews, discussion forums and workshops. Based on the P&UDFs, the MRPs are being formulated and the associated technical assessments are being carried out to ascertain the technical feasibility of the proposals. The MRPs of the two studies are targeted for submission to the Government in the second half of 2025.

The URA will continue to support the Government to develop new policies and mechanisms with the aim of enabling and facilitating private market action. To enhance efficiency in the work process, the two studies will continue to apply technologies to daily operational works, including the use of Geographic Information System for data management and analysis, and digitalisation of works.

### Victoria Cove Area Study

The Victoria Cove Area Study (the Study) will make reference to some of the world-famous harbours, such as Darling Harbour in Sydney, Australia and Aker Brygge in Oslo, Norway. Under the planning concept of the water body, waterfront and inland, three key visions will be proposed in the Study to build the Victoria Cove Area, namely: 1) capitalising and optimising the use of existing water body and waterfront; 2) creating a new and diversified waterfront; and 3) strengthening the connection between inland and waterfront.



The Victoria Cove Area spans approximately 798 hectares, including a triangular waterfront area of about 348 hectares. Under the “Water Body — Waterfront — Inland” planning concept, the study will examine ways to optimise land use in the area, create a dynamic waterfront and enhance its connectivity to the inland.

A Vision Plan will be developed in the Study to holistically outline the urban design concepts for the Victoria Cove Area. It will include proposals for the water body, waterfront and inland coupled with various suggestions on implementation timeframes (for quick-win, medium-term and long-term targets), as well as potential parties and mechanisms for implementation. The URA will also identify opportunities for the Government’s and other stakeholders’ participation in this vision.

The Study is targeted to be completed within 2025. A final report comprising the Vision Plan and Proposals will be submitted to the Development Bureau for consideration.

### New Strategy on Building Rehabilitation (NSBR)

The study on NSBR in 2020 identified three major obstacles for owners to organise building repair and maintenance works: the lack of (i) knowledge related to building rehabilitation, (ii) financial reserves and (iii) organisational capabilities. Since then, the URA has collaborated with professional institutions and practitioners to adopt a multi-pronged approach aimed at extending building life and serviceability. This involves promoting awareness and good practices concerning preventive maintenance among building owners and encouraging regular contributions to a special fund, resulting in significant progress over the past year.



## New Initiatives to Encourage Preventive Maintenance

### Preventive Maintenance Subsidy Scheme (PMSS)

In April 2024, the URA launched the new PMSS to motivate owners of residential and composite properties to carry out preventive maintenance for their buildings. This URA-funded scheme subsidises owners in appointing an Authorised Person for the preparation of the building's Maintenance Manual, which includes a maintenance schedule for common areas and facilities of the building, and an estimation of maintenance costs for the next 10 years.

To facilitate the setting up of a financial reserve for building rehabilitation, PMSS also offers a subsidy, equivalent to 10 percent of the owners' total contribution to the Special Fund over a period of the first three years, as incentives for building owners to make regular contributions to the building's maintenance fund. The subsidy is subject to maximum limits based on the number of units of the building.

As of 30 June 2025, the URA has received 13 valid applications of PMSS involving over 7,500 residential units, among which nine have been granted approvals-in-principle (AIPs). AIPs will be granted to the remaining four applications in August 2025. Chi Fu Fa Yuen, the first applicant with over 4,300 residential units, will hold a meeting by the end of 2025 to endorse the appointment of a consultant to prepare the Maintenance Manual.

Property management companies play a crucial role in assisting owners in implementing preventive maintenance. To this end, the URA conducted seven mass briefings with property management companies and professional associations, attracting around 1,300 attendees. These briefings aimed to introduce the PMSS and *Guidelines and Templates for preparing Maintenance Manual for Residential and Composite Buildings*, and to train practitioners on the promotion of PMSS to buildings under their management.

### Publication of the Guidelines and Templates for Preparing Maintenance Manual for Residential and Composite Buildings (GTMM)

In the absence of available support in the market to facilitate the preparation of a maintenance manual as required by the Deed of Mutual Covenant (DMC) Guidelines of the Legal Advisory and Conveyancing Office (LACO) of the Lands Department for new buildings, the URA took the initiative to produce the first GTMM. This is an advanced step to assist the owners' committees/corporations and building professionals in drawing up effective building maintenance and financial plans for the regular maintenance of their properties.

The GTMM outlines the necessary maintenance items, scopes of work for common areas, and details on inspection methods and maintenance cycles for common areas and communal facilities, alongside budget templates to streamline planning. After consulting over a hundred stakeholders, including Government departments, professional institutes and trade associations, the GTMM (English version) was published and uploaded to the Building Rehabilitation Platform in January 2025. To encourage the use of GTMM, the URA organised nine seminars to brief Authorised Persons and property management professionals on its application. Regular promotional briefings for building owners were also arranged in partnership with local non-governmental organisations (NGOs), receiving positive responses.



The URA publishes Hong Kong's first set of building maintenance manual guidelines and templates to enhance property owners' technical know-how in regular maintenance.

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The URA treasures industry insights as well as opinions from building owners. In early 2025, the URA assisted the Owners' Committee of Residence Bel-Air in the Southern District in engaging a consultant, who then trialled the GTMM for producing a maintenance manual, formulating maintenance plans and budget estimates. Moving forward, the URA plans to share the experiences gained from the case of Residence Bel-Air with other building professionals and owners.

### Kowloon City District-based Building Rehabilitation Pilot Scheme

To improve the overall built environment in Kowloon City, in the past years, the URA has dedicated efforts in trialling an Integrated Approach to urban renewal with an emphasis on rehabilitation and revitalisation initiatives. A pilot area, which stretches from Nam Kok Road to Tak Ku Ling Road and covers 40 buildings without imminent need for redevelopment, has been mapped out as the testing ground for the District-based Building Rehabilitation Pilot Scheme. Following the organisation of extensive promotion and engagement activities, including mass briefings, workshops, tea gatherings and street booths, the Pilot Scheme has garnered support from both building owners and the community.

With the provision of a special subsidy under the Pilot Scheme, project consultants have been appointed to carry out façade face-lifting and roof waterproofing works for six buildings to improve the built environment in the district. In addition to repairing the common areas, the URA collaborated with voluntary workers to assist 11 needy owners of these buildings in carrying out minor structural repairs within their units. All the designated repair works were completed in April 2025.

To highlight the local characteristics of Kowloon City, the URA has developed a cohesive place-making theme and design that emphasises Chiu-Thai characteristics and the history of Kai Tak Airport. The revitalisation works of Tak Ku Ling Road Rest Garden commenced in November 2024, and the streetscape works within the focus area will be awarded in July 2025. These works are anticipated to be completed in phases from 2026 to 2028. A group of local artists have been appointed to engage and collaborate with shop retailers on the design for shopfront beautification in the project area along Lung Kong Road, South Wall Road, Tak Ku Ling Road and Nga Tsin Wai Road. Most of the shop retailers responded positively to the initiative.



The revitalisation theme of Tak Ku Ling Road Rest Garden centres around aeroplanes, highlighting the historical significance of old Kai Tak Airport in the district.

Beyond enhancing the streets and the adjoining rest garden, the URA incentivises owners to upgrade their building façades and entrances, shopfronts, canopies and signage. Following a tender invitation for mural design and implementation at existing building façades to highlight the district's Chiu-Thai culture, the URA received an overwhelming response with over 30 submissions from more than 40 artists worldwide, including talents from Hong Kong, Chinese Mainland, Thailand, Japan and France. All Owners' Corporations (OCs) of the buildings who have joined the URA's District-based Building Rehabilitation Pilot Scheme acknowledged the place-making initiative for the creation of artist murals on their external walls. The first mural, themed around Thai culture, is projected to be completed by early 2026.

Insights from the Pilot Scheme, which integrates rehabilitation, revitalisation and preservation of local cultures, will assist the URA in developing targeted and holistic strategies for future district renewal.



## Joint Property Management (JPM)

The URA, in collaboration with the Hong Kong Institute of Housing, successfully implemented the JPM model in some buildings in Kowloon City. This model enables owners of single-block buildings to share resources at lower management fees by collectively hiring a single property management company for multiple buildings, achieving economies of scale. Through the JPM Trial Programme, owners of two "three-nil" buildings formed their OCs and jointly appointed a property management company, with services commenced in November 2024 and January 2025 respectively. Owners of these buildings expressed satisfaction with notable improvements in management conditions.

The URA has shared the JPM experience report with relevant Government departments and the property management institutes, facilitating the implementation of the Government's JPM pilot scheme in the Yau Tsim Mong, Sham Shui Po, Kowloon City and Tsuen Wan districts. The URA also shared the trial programme with the Sham Shui Po and Yau Tsim Mong District Councils, where our JPM experience received positive feedback.

## Stepping up Promotional Efforts on Building Rehabilitation

To boost owners' awareness of building rehabilitation and their responsibility, the URA has stepped up its promotional efforts in making information more accessible to the public. In January 2025, a 15-episode TV series was launched, educating the audience on the importance of maintaining building conditions and implementing preventive maintenance. Presented as a light-hearted drama, the TV series was paired with an engaging social media game, both receiving overwhelmingly positive responses. Together, they have garnered over 31 million views across television and social media, effectively expanding audience awareness about building maintenance essentials.

On the other hand, the URA partnered with local NGOs to promote building rehabilitation in seven old districts through home visits, surveys and promotional activities, such as street booths and tea gatherings. From October 2024, these efforts have been extended to all 18 districts. Since November 2021, assistance has been provided to 334 buildings in applying for subsidy schemes, and referral services for District Offices have helped 119 "three-nil" buildings in forming OCs.



Through the light-hearted TV drama series, the URA aims to increase owners' awareness and promote a sense of responsibility on building rehabilitation.





## REDEVELOPMENT

**The URA adopts a visionary “Planning-led, District-based” approach to rejuvenate ageing districts, delivering wider community benefits.**

Through integrated planning and design, the Ma Tau Wai Road/Lok Shan Road Project (KC-020) was launched to create synergy with the adjoining URA redevelopment, generating extended planning benefits through the spatial design of the planned open space and pedestrianised avenue that enhance visual comfort and the pedestrian environment. The project will also benefit from existing pedestrian-crossing facilities at Ma Tau Wai Road and connections with the adjoining development, improving accessibility to nearby Government, Institution or Community facilities and open spaces.

In To Kwa Wan, where multiple URA redevelopment projects are underway, we are leveraging holistic land use planning to foster synergy and maximise planning gains across the district. The Bailey Street site, granted by the Government, represents a strategic enhancement by strengthening the physical and functional linkage between the existing inland redevelopments and the waterfront. This holistic approach will better connect key open spaces and pedestrian routes, thereby enhancing accessibility and urban vitality, significantly improving the living environment and reinforcing the overall urban fabric of To Kwa Wan.

Such visionary planning extends beyond land use to address the needs of those affected by the URA’s redevelopment. To preserve the unique character of Kowloon City, proactive measures were formulated early in the project planning stage to offer interim arrangements and relocation options to business operators affected by the Nga Tsin Wai Road/Carpenter Road Project (KC-017). Strategic planning is also underway for the Sai Yee Street/Flower Market Road Project (YTM-013) to support and strengthen the local floral industry.



## Project commenced in 2024/25

### Ma Tau Wai Road/Lok Shan Road Project (KC-020)

Adjacent to the Kau Pui Lung Road/Chi Kiang Street Project (CBS-2:KC), KC-020 was commenced in August 2024 adopting holistic site planning and urban design that align with CBS-2:KC to create a cohesive built environment and improve connectivity and accessibility of the area, thus offering extended planning gains to the entire community.

KC-020 is designed to integrate with the spatial layout of the planned open space/at-grade pedestrianised avenue in CBS-2:KC to enhance visual comfort and pedestrian environment. Utilising existing pedestrian-crossing facilities at Ma Tau Wai Road in conjunction with CBS-2:KC, KC-020 aims to boost connectivity to Government, Institution, or Community (G/IC) facilities and open space clusters such as Lok Shan Road Sitting-out Area, To Kwa Wan Market and Government Offices to the east of Ma Tau Wai Road; and the residential clusters such as Lok Man Sun Chuen to the west after restructuring and redevelopment.

Furthermore, as the new community in the district-based development in To Kwa Wan evolves, pedestrians will benefit from an enhanced walking environment and new pedestrian streets within the area, facilitating access from KC-020 and CBS-2:KC projects to Hoi Sham Park at the waterfront. This also strengthens the connections between various public recreational spaces in the district, and links to To Kwa Wan's inland with its waterfront.



Under the notional design, KC-020 will contribute an additional provision of about 11,830 square metres of domestic gross floor area, 2,360 square metres of commercial/retail facilities and an ancillary carpark to the combined urban renewal project.

By adopting a holistic planning approach, KC-020 will create synergy with CBS-2:KC with enhanced connectivity and accessibility. This will link the project area with the district-based redevelopment projects in To Kwa Wan, and further to Hoi Sham Park at the waterfront.

Subject to further technical feasibility study, KC-020 will extend the proposed underground shopping street under CBS-2:KC into the project and potentially connect to the nearby To Kwa Wan MTR station exits. Additionally, KC-020 proposes sharing a vehicular run in/out with CBS-2:KC to minimise the impact on the pedestrian environment and maintain a continuous shop frontage and street vibrancy.

The project is currently under planning procedure and submission to the Secretary of Development (SDEV) for authorisation was made in January 2025.

"Similar to urban renewal, every marathon mile reshapes endurance and spirit. Both require clear goals, countless hours of preparation, attention to details and strategic planning to cross the finish line."

**Peter Wu**  
Manager, Planning & Design

Peter is a professional town planner and urban designer who has played key roles in To Kwa Wan's urban renewal projects. His expertise, strategic thinking and attention to details have been instrumental in driving successful project outcomes with his team members.



## Progress of Ongoing Key Projects

### Ming Lun Street/Ma Tau Kok Road Project (KC-018) and To Kwa Wan Road/Ma Tau Kok Road Project (KC-019)

The two projects launched in October 2022 aim to holistically restructure and replan the land uses of the area, enhancing the living environment and connectivity to the waterfront. KC-018 involves the redevelopment of old and dilapidated buildings covering 101 street numbers in the “Five Streets” area, while the adjoining KC-019 covers two industrial buildings. This plan incorporates the “Five Streets” area, the two industrial buildings and nearby under-utilised streets to optimise land uses and improve the local streetscape, overall living conditions and the built environment in the old district.

To help realise the Government’s vision of enhancing the city’s harbourfront environment, the redevelopment plan allows a 20-metre-wide setback from the waterfront to create a vibrant space for the waterfront promenade that will connect with a new Hong Kong Housing Society estate, the adjacent planned waterfront promenade and the Kai Tak Sports Park. This contributes to a continuous waterfront in Kowloon East, aiming to create a world-class harbourfront. In addition, an at-grade waterfront plaza of at least 25 metres wide will bridge the residential blocks with the commercial podium, enhancing visual appeal and walkability between the old districts and the waterfront promenade, while providing space for on-street dining and shops.



Through replanning and design, the new buildings of the KC-018 and KC-019 projects will be set back from the waterfront after redevelopment, creating space for a 20-metre-wide promenade to revitalise the harbourfront and bring greater planning benefits to the old district.

To improve accessibility to the Kai Tak Development Area, the buildings facing To Kwa Wan Road will be set back upon project completion, allowing the expansion of To Kwa Wan Road from four lanes to six.

The draft Development Scheme Plan (DSP) for both projects received approval from the CE-in-C in May 2024. In June 2025, the CE-in-C has approved the granting of two sites, one in Bailey Street, Hung Hom and the other in Tseung Kwan O Area 137 to the URA by private treaty at nominal land premium to enhance the URA’s financial capability. With the Government’s financial support, acquisition offers will be strategically arranged under a dynamic management approach.

### Nga Tsin Wai Road/Carpenter Road Project (KC-017) and Kai Tak Road/Sa Po Road Project (KC-015)

KC-017 was commenced in May 2022 with the objectives of redeveloping the aged urban district through holistic replanning and restructuring. The project includes a main site, a northern site and an eastern site, covering a total area of about 37,000 square metres. Adopting an integrated approach to urban renewal, the project is set to uplift the living environment and streetscapes to showcase the diverse local culture and dining atmosphere of Kowloon City.



Under the "Single Site, Multiple Use" model, the northern site situated at Carpenter Road Park (CRP) has been replanned to accommodate a new Joint-user Government Complex (JUC) for housing new community facilities as well as reprovisioning existing ones located in the Kowloon City Municipal Services Building and the adjoining Government buildings at the main site. The total G/IC floor area proposed in the project is approximately three times the size of the existing area.

With endorsements from the Kowloon City District Council (KCDC) and the Leisure and Cultural Services Department (LCSD), the URA commenced the main works of the first phase of CRP's revitalisation works in September 2024. To highlight the distinctive characteristics of the Lung Shing area during revitalisation, park hoardings were transformed into an outdoor art gallery themed "Immersed Cityscape". Local illustrators created artworks showcasing iconic scenes, such as aeroplanes overhead before the Kai Tak Airport relocated, children playing hopscotch on rooftops, life in the squatter zones during the 1970s, and game elements that highlight the area's unique Chiu-chow culture to engage residents and visitors. (More details about the rehabilitation and revitalisation initiatives in the nearby focus area as noted on page 34 under the Kowloon City District-based Building Rehabilitation Pilot Scheme.)



The URA collaborates with local illustrators to turn the hoardings at Carpenter Road Park into an outdoor art gallery, showcasing iconic scenes and daily life in the past.

With public works funding application in good progress and support from KCDC and relevant Government's departments, the tendering for the Design & Build works of the JUC was arranged in June 2025. Construction is slated to commence around the end of 2026.

Acquisition offers were issued in April 2024 garnering an acceptance rate of over 93 percent as of June 2025. Application to SDEV for resumption was submitted in September 2024.



Shop operators selling market-related food, who have been affected by Kowloon City redevelopment, participate in the balloting for interim shop allocation. The interim shops, which are conveniently located near both the old and new Kowloon City Markets, will enable them to continue their business during redevelopment, thereby sustaining district vibrancy.

To formulate decanting strategies for affected operators, the URA conducted surveys and interviews with shop operators selling market-related food as well as Chiu-Thai food store and restaurant operators in KC-017. Over 50 percent of the shop operators selling market-related food opted for the URA's interim arrangement. Among those choosing the interim arrangement, nearly 70 percent expressed their intent to return to the Lung Shing area once the project is completed, reflecting a very strong commitment to preserving local characteristics and the community's socio-economic ties. Various engagement sessions were held with affected shop operators to assess their operational needs. By June 2025, all shop operators opting for the interim arrangement were allocated reserved shops to continue their business.

Regarding the adjacent KC-015 project, following the tender closure in September 2024, only one non-conforming tender submission was received. The URA Board subsequently decided not to award the tender. The URA has begun

exploring a self-initiated approach for project development, while retaining the option to retender the entire project or specific completed portions, providing flexibility amid evolving circumstances. To enhance tender attractiveness, the URA has made various project enhancements including (i) reducing the numbers of public vehicle parks and basement levels construction, (ii) allowing flexibility for aboveground carpark in the notional scheme, (iii) obtaining early approval of foundation plans, (iv) making early general building plan submissions, and (v) completing a number of advance works such as demolition of existing buildings, soil decontamination, ground investigation, underground utility diversion and interfacing works for new pedestrian subway. The URA also launched the Development Facilitation Services to provide early project information to developers for gathering non-committal feedback for implementation of the KC-015 project.

### Sai Yee Street/Flower Market Road Project (YTM-013)

YTM-013, commenced in March 2024, marks the first phase of implementing the “Mong Kok East — Urban Waterway” Development Node within the Yau Mong District Study (YMDS). The project aims to address issues like outdated recreational facilities, fragmented leisure spaces and traffic congestion in the Flower Market area. Through comprehensive restructuring and planning, the URA seeks to transform Mong Kok East into a vibrant landmark while revitalising the Flower Market area for future development.

Comprising two main sites, the project includes Site A, which involves a larger site and four smaller sites in the Flower Market area with buildings over 60 years old. Site B contains existing Government facilities and leisure spaces. By adopting the “Single Site, Multiple Use” approach, Site B will host a mixed development encompassing residential, retail, office, hotel spaces and a multi-purpose complex with enhanced public amenities such as sports facilities and the future Yau Tsim Mong District Health Centre. A Waterway Park with blue-green features will also be developed within Site B, serving as a community hub for public enjoyment.



The Waterway Park will serve as a connector for integrating and creating synergy among the mixed development, the Flower Market precinct and the nearby facilities to create a vibrant leisure and recreational hub.

To maximise land use and boost street vitality, the URA implements the TPR concept at Site A through a linked site approach. The smaller sites in Site A will be transformed into public open spaces with low-rise facilities for social gatherings and commercial activities, emphasising local district characters. Meanwhile, the back lane between Flower Market Road and Yuen Ngai Street will be revitalised into the “Third Street” of the Flower Market, enhancing retail opportunities and supporting the expansion of local floral businesses.

Following the TPB’s approval for the draft DSP in February 2025, the CE-in-C granted approval in April 2025.

To sustain the economic vitality of the Flower Market during various development phases, the URA has implemented a series of short-to-medium-term strategies aimed at maintaining the vibrancy and stimulating the local economy. During the year, the Flower Market area has seen several place-making efforts come to life.

In collaboration with the Yau Tsim Mong District Office, the URA organised the Flower Market Christmas Festive Event in December 2024, transforming the area into a lively evening hotspot with large Christmas decorations and lights to draw visitors and encourage spending. Additionally, the URA partnered with a social enterprise to host Christmas ornament workshops, fostering a deeper appreciation for flowers. To further invigorate local businesses, an online game was launched in collaboration with shop operators of the Flower Market. Through offering e-shopping vouchers as rewards, the game elicited enthusiastic responses from shop operators and participants, thereby enhancing commercial vibrancy.



The dazzling Christmas decorations by the URA elevate the market’s festive ambience.





Visitors take memorable photos in front of the carousel installation or participate in Christmas ornament workshops, enhancing the vibrant atmosphere at the Flower Market.



Committed to fostering a more favourable business environment and supporting long-term growth, the URA plans to strategically highlight and enhance the market's distinctiveness through community making initiatives. Community making will be conducted to engage stakeholders in formulating common visions and strategies to ensure the district's ongoing renewal and preservation of its unique identity. Through these collaborative efforts, the URA aims to solidify the Flower Market's position as a thriving, culturally rich destination.

## Shantung Street/Thistle Street Project (YTM-012)

YTM-012 aims to revitalise the Shantung Street/Thistle Street area in Mong Kok, enhancing the urban environment with improved pedestrian walkways, green spaces and vibrant public areas. Through restructuring and replanning the project area, a portion of the existing rest garden along Thistle Street will be opened up with widened pavements and a connection to the Shantung Street/Thistle Street junction, thereby enhancing accessibility. The rest garden outside the project boundary is undergoing revitalisation by the URA, with works commenced and expected to be completed in 2026 for opening to the public.

To enhance the attractiveness of the project tender amidst market uncertainties, the URA has implemented a series of measures to streamline the tendering process and enhance project competitiveness. In January 2025, the URA launched the pilot Development Facilitation Services (DFS), providing a platform for developers to gain a comprehensive understanding of project details, thereby allowing more time for the preparation of the tender submission. This initiative also invited developers to provide non-committal feedback on YTM-012 for further analysis.

In pursuit of greater design flexibility for the project, the URA applied for a planning approval using the planning tool of "interchangeability of domestic and non-domestic plot ratio" under the Mong Kok OZP. Without exceeding the permitted maximum Gross Floor Area (GFA), the maximum domestic plot ratio was relaxed from 7.5 to 8.5, which resulted in a GFA of 14,118 square metres dedicated to private residential purposes, accommodating approximately 380 units. Additionally, about 2,850 square metres of floor space will be set aside for G/IC facilities, which shall be exempted from GFA calculation.

In March 2025, following the invitation to tender by the URA, six tender submissions were received, reflecting keen market interest in the project. The tender was successfully awarded in May 2025, and the site demolition works have been completed.

### Kim Shin Lane/Fuk Wa Street Project (SSP-017) and Cheung Wah Street/Cheung Sha Wan Road Project (SSP-018)

Commenced in 2021, the two projects aim to increase public open space, provide public facilities, and redevelop existing dilapidated buildings into modern residential developments with podium commercial/retail spaces. The projects also involve replanning and restructuring under-utilised and substandard Government facilities and lands to unlock development potential.

SSP-017 comprises 101 building blocks that are over 50 years old. The overcrowded conditions, with numerous sub-divided units, necessitate redevelopment. In April 2023, the URA issued acquisition offers for SSP-017. Over 96 percent of the property interests were acquired before the reversion of land to the Government in February 2025. Site clearance is expected to complete in mid-2026.

SSP-018 is composed of two sites. Site A mainly involves Government land currently occupied by the Cheung Sha Wan Sports Centre, and a private lot for a CLP Power electricity substation. Site B comprises wholly Government land requiring no acquisition. Site A will be optimised for residential use to boost housing supply, marking the first project where the Government provides financial support via land resources to facilitate redevelopment. Site B will be replanned to provide a new JUC with enhanced community facilities, including reprovisioning the sports centre at Site A under the concept of “Single Site, Multiple Use”. The proposed G/IC floor area is set to increase to approximately 33 times the current size. The DSP of SSP-018 was approved by CE-in-C in 2023, and an application to SDEV for resumption of the lot interest related to the electricity substation was submitted in 2024.

The works tender for the new JUC is expected to be awarded in the fourth quarter of 2025, following the approval of funding by the Finance Committee of the Legislative Council. Work completion is anticipated in 2030.

### Development Areas 4 and 5 at Kwun Tong Town Centre (K7)

K7, covering a site area of 53,500 square metres, is the largest and most complex redevelopment project by the URA. Divided into five Development Areas (DAs) for phased implementation, the redevelopment of DA 1 at Yuet Wah Street (Park Metropolitan) was completed in October 2014. DAs 2 and 3, which comprise four residential towers (Grand Central), the Yue Man Square shopping mall and Hong Kong’s first public transport interchange with an indoor air-conditioned bus waiting area, were completed in April 2021.

After issuing tender invitations for DAs 4 and 5 in November 2022, the URA rejected the tender submission received in February 2023 due to unfavourable market conditions. To enhance the attractiveness of the joint venture (JV) tender and reinforce K7’s positioning as the “town centre”, the URA has incorporated the “vertical city” planning concept into the development of DAs 4 and 5 to repackage it from a purely commercial to a mixed-use development by introducing domestic use. To better accommodate fluctuating market conditions, the proposed development provides tenderers with the flexibility to adjust the development mix among residential and non-residential uses under the “Floating Planning Parameters” arrangement without needing additional planning approval.

Zoning amendments for DAs 4 and 5 were approved by CE-in-C in September 2024. To enhance market understanding of the project scope and planning agility, roadshows were staged for both local and overseas potential investors from April to December 2024. To expedite future redevelopment, advance works are underway, including underground utility (UU) diversions and tree removal.



Incorporating elements of residential, commercial, office and hotel under the “vertical city” planning concept, the mixed-use development will establish the Kwun Tong Town Centre Project as an iconic skyscraper in the Eastern Gateway of Hong Kong.



To further explore key elements that could enhance the project's value and development flexibility, such as relaxing GFAs for aboveground carpark levels, GFA split/counting of shared-use floors, allowing earlier phased completion and/or consent to sale, the URA has been liaising with the Development Projects Facilitation Office under the Development Bureau since the fourth quarter of 2024. This effort seeks clarification and support from relevant authorities, including the Buildings Department and the Lands Department in relation to the issues identified.

In June 2025, the URA and The Hong Kong University of Science and Technology (HKUST) signed a Memorandum of Understanding, establishing a co-operative intent and framework for the HKUST to expand its off-campus education and research space in the non-domestic portion of DAs 4 and 5 upon its completion. The co-operation underscores the competitive advantages of the "vertical city" development, which promises to integrate multiple functions, including commercial, residential, trading, tourism, education and research in the project. The collaboration also elevates urban renewal benefits, offering flexible spaces to support the development of various industries in Hong Kong.

During the interim development phase, the URA has obtained approvals for the temporary use of Government land in DAs 4 and 5 as a "Free Space" for the local community. Collaborating with the Kwun Tong District Office, local organisations, NGOs and local artists, the URA has launched over 50 events and activities since 2023 at the "Free Space" for public enjoyment. In December 2024, the URA hosted the "WINTER TRANSFORM" event featuring Christmas panda installations and festive lighting decorations in Kwun Tong, turning the area into a popular photography hotspot. These initiatives throughout the years have successfully attracted over 1.5 million visitors. In November 2024, the temporary playgrounds and sports facilities of "Free Space" were closed for advance site works.



During Christmas and New Year, the URA transforms the Kwun Tong Town Centre into a vibrant attraction with large-scale panda installations, making the "Free Space" a photography hotspot. The URA also partners with Government departments and community organisations to offer a variety of activities that attract visitors and enliven the district.



### **Queen's Road West/Kwai Heung Street Project (C&W-007) (synergising with Sung Hing Lane/Kwai Heung Street Project (C&W-005))**

Commenced in December 2022, the C&W-007 Project involves the redevelopment of old buildings in poor conditions across 15 street numbers. Situated near the C&W-005 Project, the initiatives are poised to yield synergies and bring greater planning benefits for the community through the restructuring of land use, the reshaping of urban green areas and improved connectivity.

Through holistic restructuring of the two project sites, the existing Sung Hing Lane Children's Playground area will be expanded by more than 40 percent with improved access from major thoroughfares. Subject to approval from LCSD, the playground facilities will be upgraded to modern standards to better serve public needs.

Adopting an integrated approach to urban renewal, the URA will extend its efforts to improve the surrounding built environment with rehabilitation and revitalisation initiatives. A focus area adjacent to the two project sites has been identified. The URA will provide financial and technical assistance to the nearby building owners for rehabilitation. Additionally, the URA will carry out beautification works to streets, rear lanes and external walls of buildings, blending old and new elements to create a revitalised cityscape.

Authorisation from SDEV for the project was obtained in 2023. In May 2024, the Appeal Board dismissed an appeal against SDEV's decision to authorise the URA to proceed with the project. Judicial review application against the decision of the Appeal Board was dismissed by the Court in May 2025. Subject to the URA's financial and cash flow status, acquisition offers will be strategically arranged under a dynamic project management approach.

### **Nga Tsin Wai Village (K1)**

K1 is being implemented as a redevelopment-and-preservation project to preserve the relics found in Nga Tsin Wai Village. A conservation park will be provided at the centre of the site to showcase the preserved archaeological elements. The land grant was executed by the URA and the Lands Department in 2023. The archaeological rescue excavation works commenced in 2023 and will be completed in the third quarter of 2025, with foundation works to follow.

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

Two pilot projects to redevelop CBS buildings, namely Shing Tak Street/Ma Tau Chung Road Project (CBS-1:KC) and Kau Pui Lung Road/Chi Kiang Street Project (CBS-2:KC), were commenced in May 2020. Site clearance for CBS-1:KC was completed in March 2023 and the JV tender was awarded in December 2023. Demolition works were completed in March 2024 and the JV developer has taken over the site to commence the next phase of works.

For CBS-2:KC, the project will produce about 2,300 flats. Additionally, it will also provide at least 400 square metres of at-grade open space for public use, 2,400 square metres at-grade pedestrianised avenue, an underground public vehicle park, as well as G/IC facilities to serve the community. The project will be integrated with the adjoining Ma Tau Wai Road/Lok Shan Road Project (KC-020) for comprehensive planning and design to achieve greater planning and social benefits while enhancing development potential and value.

CBS-2:KC encompasses a total of 28 CBSs. When the URA commenced the Project, nine of these CBSs had yet to be dissolved. Through the provision of complimentary legal and administrative support by the URA, members of these nine CBSs have progressively completed the dissolution processes since July 2022, subsequently obtaining property titles for their flats and becoming property owners. The last ex-CBS member successfully completed the procedures in January 2025.

Acquisition offers to the property owners were issued in February 2025, with an acceptance rate of over 98 percent as of June 2025.



## Responding to Redevelopment Request from Owners

### Owners Opinion Survey

In 2021/22, a new approach to the Demand-led concept was explored under the Preliminary Project Feasibility Study for Sai Wan Ho through conducting an opinion survey with owners in the study area to solicit their views on urban renewal initiatives covering redevelopment, rehabilitation and retrofitting. The findings of the survey were used by the URA to guide the formulation of the Master Renewal Plan for the study area. A similar approach is also being undertaken in the District Studies for Sham Shui Po and Tsuen Wan, forming one of the modes of consultation in the study process. (More details about the two district studies as noted on page 31 under Sham Shui Po and Tsuen Wan District Studies.)

### Facilitating Services Scheme

The Urban Renewal Strategy 2011 outlines the URA's role in assisting owners in assembling titles for commencing owner-initiated redevelopment. To this end, Urban Redevelopment Facilitating Services Company Limited (URFSL), a wholly-owned subsidiary of the URA, was set up to provide consultation services under the Facilitating Services Scheme.

The Joint Sale (JS) Services under the Scheme facilitates owners in collectively selling their properties to private developers for redevelopment. In 2024/25, three JS applications were received. Among them, two cases, each involving two adjacent buildings respectively in Mong Kok and Sham Shui Po, have been selected as facilitation projects. Information reports and briefings will be offered to owners of these projects to assess whether they can amass sufficient consensus to meet the JS thresholds and proceed further. The third application originating from a site in Wan Chai, was rejected.

In response to the amendment to the Land (Compulsory Sale for Redevelopment) Ordinance (the Ordinance) which fosters the redevelopment of aged and dilapidated buildings by private companies, the URA introduced enhanced measures to the JS Services in December 2024. To align with the reduced compulsory sale application thresholds under the Ordinance, the basic threshold requirement for JS Service applications has been reduced from 50 to 40 percent of the total undivided shares of a lot, in addition to lowering the "joint sale threshold requirement" for triggering the JS services. In the event of an unsuccessful JS tender or auction, applicants can request a second attempt within three months, provided that reasonable adjustments are made to the terms and conditions of the JS including the reserve price, and no known developer acquisition activity is underway. These enhancements aim to boost the likelihood of a successful JS and help the owners concerned to sell their properties jointly.

Additionally, URFSL provides facilitating services to members of undissolved CBSs affected by URA projects, assisting them in obtaining legal titles for their flats through the dissolution of CBSs. It also facilitates the redevelopment of under-utilised sites occupied by NGOs under the "Single Site, Multiple Use" model. (More elaboration as noted on page 47 under the Redevelopment of NGO Site Facilitation Scheme.)

### Flat-for-Flat (FFF) Arrangement

Since its introduction in 2011, the FFF arrangement has been offered to affected owners in 32 redevelopment projects. Domestic owner-occupiers affected by these projects were offered an option to purchase in-situ FFF units within the respective redevelopment sites, in selected nearby URA development projects, or in Kai Tak Development, a completed URA self-developed residential project. As of June 2025, 67 owners have taken up the FFF offers, including 59 units in Kai Tak Development and eight in-situ units.

## Policy Address Initiatives

### Support Service Centre for Minority Owners under Compulsory Sale (SMOCS)

To speed up the redevelopment of old and dilapidated buildings by private sectors, the Government introduced a bill to amend the Land (Compulsory Sale for Redevelopment) Ordinance to the Legislative Council in December 2023, which was passed and such amendment took effect in December 2024.

Incorporated in June 2024, SMOCS, a wholly-owned subsidiary of the URA, acts as the executive arm of the Dedicated Office of Support Services for Minority Owners under Compulsory Sale (DOSS) under the Development Bureau, providing one-stop support services to minority owners facing compulsory sale applications. Apart from educational programmes, SMOCS also offers subsidised mediation, independent property valuation reports at a concessionary cost, and referrals to legal professionals, counselling services and relocation assistance.



強拍條例小業主支援中心  
Support Service Centre for  
Minority Owners under Compulsory Sale

Since commencing operations in August 2024, SMOCS has handled 484 telephone inquiries and six written inquiries, organised three SMOCS service briefings, and conducted two pro-bono legal service sessions. Additionally, SMOCS co-organised four educational talks with DOSS and NGOs, both at the district and territory-wide levels. In one of the four applications for compulsory sales, a minority owner reached a settlement with the applicant through mediation, facilitated by the property valuation report provided by SMOCS. The SMOCS webpage has garnered over 30,000 views.



Since its inception, SMOCS has organised service briefings for community members and stakeholders, alongside other educational talks at both district and territory-wide levels to enhance public understanding of its services.

### Provision of Starter Homes (SH)

The 2020 Policy Address entrusted the URA with a new mission to actively provide more SH units in its redevelopment projects, following the success of eResidence Towers 1 and 2. In response, the URA designated a project at Chun Tin Street/ Sung Chi Street as eResidence Tower 3. Of the 260 SH units of eResidence Tower 3, 173 (67 percent of the units) were sold at discounted prices to eligible first-time home buyers in March 2024. The URA will roll out the remaining units later after seeking approval from the URA Board and discussing with the Government on the sales arrangements.

In collaboration with the Hong Kong Settlers Housing Corporation Limited (HKSHCL), the URA will provide another 2,000 units in the redevelopment of Tai Hang Sai Estate.



Artist Impression of eResidence  
Tower 3



## Redevelopment of Tai Hang Sai Estate (THSE)

Following the Chief Executive's 2020 Policy Address, the HKSHCL and the URA signed the Memorandum of Understanding in March 2021 to take forward the redevelopment of THSE. In September 2021, the Government approved the joint redevelopment proposal of HKSHCL and the URA on the condition that the HKSHCL provides proper rehousing arrangements for existing tenants. The redevelopment of THSE is being implemented in two portions, namely Sites 1 and 2, which will respectively provide rehousing units for the existing residents by HKSHCL and SH units to be disposed of by the URA. The URA and the HKSHCL signed the Project Implementation Agreement in May 2023.

In mid-2023, the HKSHCL issued rehousing/compensation offers to existing THSE tenants. As of June 2025, 98 percent of the tenants have moved out. Site clearance is underway. Meanwhile, the URA continued to take forward the preparation of the project, and in May 2025 accepted the Provisional Basic Terms Offer of the land grant of Site 2 issued by the Lands Department. In July 2025, the HKSHCL also accepted the Provisional Basic Terms Offer of the land grant of Site 1. The THSE project will take approximately five years to complete after demolition.



(Left) The planning of the THSE Redevelopment (extracted from the approved Master Layout Plan)  
(Right) Enhanced community facilities and larger public open space will be provided upon the redevelopment of THSE.

## Redevelopment of NGO Site Facilitation Scheme

In response to the Government's 2019 Policy Address, the Redevelopment of NGO Site Facilitation Scheme was launched under the "Single Site, Multiple Use" model to assist NGOs in optimising their under-utilised sites. The URA offers facilitation services to interested NGOs to facilitate the redevelopment of their under-utilised sites, with a view to modernising their existing NGO facilities and maximising the sites' development potential by incorporating additional floor area that could be designated for G/IC, residential, and/or commercial use.

Between 2021 and June 2025, 29 NGOs inquired about the Facilitation Scheme and five applications were received. Following assessments, four applications were not pursued due to ineligibility or infeasibility. Currently, one application site in Yau Ma Tei is undergoing various assessments.



With the support of the URA, Cheong Ling Mansion is undergoing multiple building rehabilitation works under Operation Building Bright 2.0 and Fire Safety Improvement Works Subsidy Scheme. These efforts have not only strengthened the building's structure but also motivated the owners to enhance the exterior walls with a "forest design" mural, bringing new vibrancy to the entire area.

## REHABILITATION AND RETROFITTING

Hong Kong faces the growing challenge of ageing buildings. To slow down urban decay, timely and proper building rehabilitation has become increasingly important. Over the years, while assisting the Government in implementing various subsidy schemes to facilitate building upkeep, the URA has also provided property owners with technical assistance to support maintenance and repair works.

In 2024/25, the URA introduced new measures, including streamlining the processes related to the third round of Operation Building Bright 2.0 to help property owners organise the relevant works more efficiently. Separately, the URA launched the self-funded Preventive Maintenance Subsidy Scheme, which includes publishing guidelines and templates for preparing maintenance manuals aimed at encouraging and assisting owners to develop regular maintenance and financial plans to extend their buildings' service life.



**Maintaining buildings in good condition is a long and challenging journey, in a manner similar to a relay race that requires not only perseverance but also the concerted efforts of all.**



## Building Rehabilitation Subsidy Schemes

As the primary agent in promoting building rehabilitation in Hong Kong, the URA aims to slow down the pace of urban decay, extend building life and alleviate imminent need for redevelopment. These efforts are made through the administration of various building rehabilitation schemes promulgated by the Government or initiated by the URA to provide financial assistance, technical advice and co-ordination services to Owners' Corporations (OCs) of aged buildings.

### Government Subsidies

The URA has been entrusted by the Government to administer five subsidy schemes to support building owners in conducting maintenance and repairs, namely Operation Building Bright 2.0 (OBB 2.0), Building Drainage System Repair Subsidy Scheme (DRS), Fire Safety Improvement Works Subsidy Scheme (FSWS), Lift Modernisation Subsidy Scheme (LIMSS) and Building Maintenance Grant Scheme for Needy Owners (BMGSNO). Over the years, the URA has been the sole organisation to manage a public rehabilitation fund totalling HK\$19 billion.

The third round of OBB 2.0 and FSWS were launched in 2023, attracting positive responses. OBB 2.0 received 1,245 eligible applications, while FSWS received 1,303. Following initial eligibility checks and prioritisation assessments, the URA has begun issuing Approval-in-Principle (AIP) letters to eligible applicants starting from May 2024. By June 2025, 608 AIP letters have been issued to OBB 2.0 applicants and 557 to FSWS applicants. All AIP letters are scheduled to be granted to eligible applicants by September 2026.

Following a comprehensive review of the OBB 2.0 workflow, several measures have been introduced to expedite building maintenance. These include compiling a pre-qualification list of consultants and contractors for owners and OCs, and developing a schedule to monitor progress across the three stages of rehabilitation under OBB 2.0. If owners or OCs fail to meet the set deadlines in their progress schedules, the URA will initiate the tendering process on their behalf to appoint consultants and contractors. In managing the various subsidy schemes, the URA has continuously reviewed and streamlined its processes, enabling the implementation of a new operational structure to enhance efficiency while shortening the application time.



The URA staff explains various building rehabilitation subsidy schemes to property owners and addresses their queries to facilitate the application.

"After suffering from knee strain and muscle pulls, I had to rest and undergo rehabilitation training. During my recovery, it felt akin to rehabilitating a dilapidated building. Through preventative exercises, I hope to maintain my fitness and avoid further injury — just as regular preventive maintenance on a building helps reduce damage and slow down ageing."

**Edmond Lee**  
Senior Officer, Building Rehabilitation

As a member of the case team in the Building Rehabilitation Division, Edmond dedicates his efforts to supporting building owners by offering professional advice and much-needed assistance in organising maintenance works under various building rehabilitation subsidy schemes.



## OPERATING REVIEW

During building rehabilitation, the URA takes the special needs of individual residents as a priority, ensuring minimal disruption from the lift works. Under LIMSS, residents, especially the elderly and those with disabilities, may face mobility challenges during lift modernisation in buildings with only one lift or a single lift serving a floor. To address this issue, the URA has partnered with NGOs to provide outreach social services, such as stair-climber services, meal and grocery deliveries, and temporary accommodation for residents with special needs. In notable instances, the URA collaborated with an NGO to specially arrange stair-climber transport for patients' access to a Day Dialysis Centre during lift suspension, and arranged temporary accommodation for a family with a child with cerebral palsy during lift modernisation works to ensure smooth school attendance. Launched in 2022, these services have been well-received, with over 50 commendation letters from appreciative residents.



During lift modernisation works, the URA arranges temporary accommodation for a family with a child with cerebral palsy to ensure uninterrupted schooling.

## The URA-funded Subsidies

The URA funds and manages its subsidy schemes to supplement the Government initiatives, covering rehabilitation work items beyond the scope of existing Government programmes.

Since 2011, the URA has operated the self-financing “Common Area Repair Works Subsidy”, which is designed to encourage non-owner occupiers to engage in rehabilitation efforts. The scheme offers a maximum subsidy of HK\$1.8 million per application. By 30 June 2025, 3,364 valid applications have been received, among which 2,817 applications had their AIP letters issued.

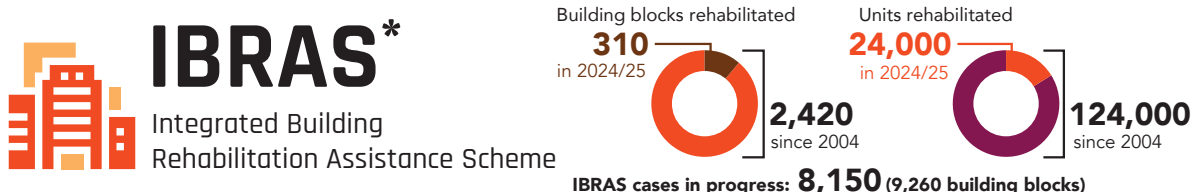
In April 2024, the URA launched the Preventive Maintenance Subsidy Scheme (PMSS) to encourage owners to perform preventive maintenance, with nine applications receiving AIPs by 30 June 2025. (More details about PMSS as noted on page 33 under New Initiatives to Encourage Preventive Maintenance.)



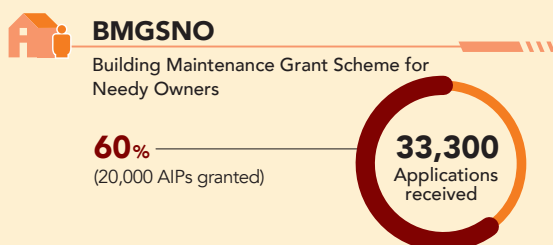
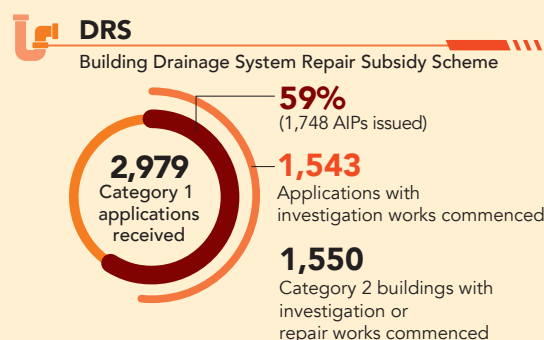
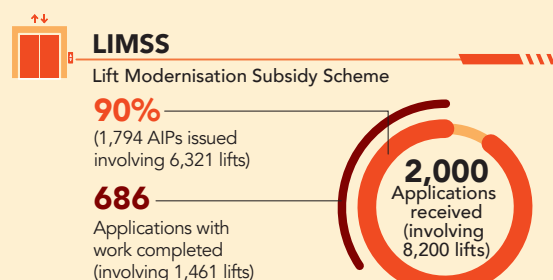
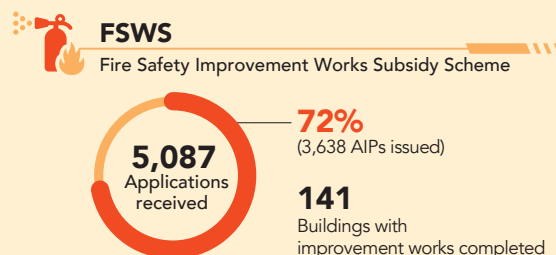
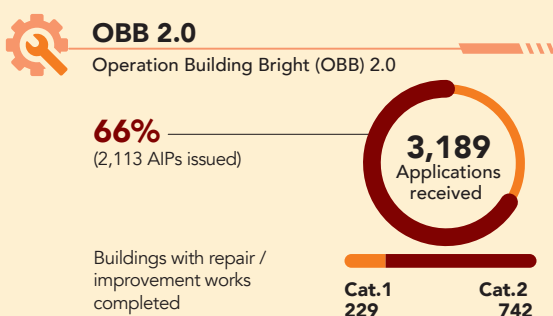
Chi Fu Fa Yuen, which comprises over 4,300 residential units, is the first applicant among the nine PMSS cases that have received AIPs.



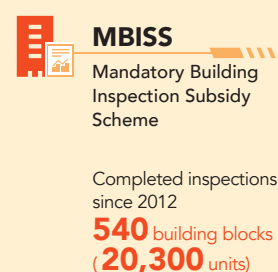
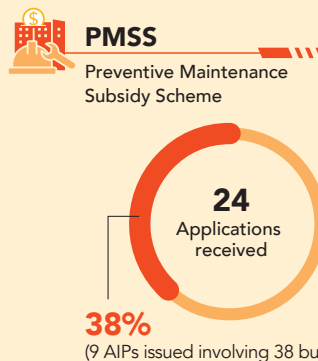
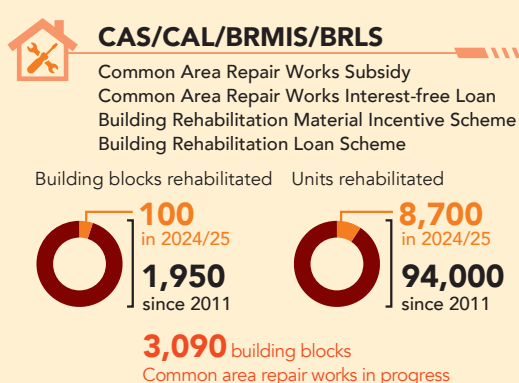
## Progress of Various Building Rehabilitation Subsidy Schemes (up to 30 June 2025)



### Managing Government-funded Subsidies



### Funding and Managing the URA's Own Subsidy Schemes



\* Major schemes under IBRAS include: Operation Building Bright 2.0 (OBB2.0), Fire Safety Improvement Works Subsidy Scheme (FSWS), Building Drainage System Repair Subsidy Scheme (DRS), Common Area Repair Works Subsidy (CAS), Common Area Repair Works Interest-free Loan (CAL), Building Rehabilitation Material Incentive Scheme (BRMIS), Building Rehabilitation Loan Scheme (BRLS).

### Equipping Owners with Professional Assistance and Technical Knowledge

#### Smart Tender Building Rehabilitation Facilitating Services Scheme (Smart Tender) and E-Tendering Platform

Launched in 2016, Smart Tender enables building owners to invite tenders for consultancy services and works contracts on an innovative online platform with the aim of minimising the risks of collusion and corruption that have long been associated with building rehabilitation works. Smart Tender also covers a suite of independent and professional services during the procurement process, which include rendering pre-tender estimates and tender collection services to OCs, as well as offering a Certified Public Accountant to administer and record the entire tender opening process. Additionally, owners have the option to participate remotely via the internet. A nominal fee is charged for using the Smart Tender service. As of June 2025, around 4,400 valid applications for the use of Smart Tender were received, among which 443,000 units have benefitted from the services.

Apart from Smart Tender, the URA also launched the free-of-charge Open E-Tendering platform in 2021 to enable OCs and/or Deeds of Mutual Covenant managers to invite tenders online without joining the URA's building rehabilitation schemes.

Over the years, the tenderers' list has expanded beyond Registered General Building Contractors to include other industry parties, such as Consultants, Registered Fire Service Installation Contractors and Registered Lift Contractors, to address the needs of different subsidy schemes.

To facilitate the procurement process for the third round of OBB 2.0, which involves adopting the Prequalification Lists for both consultants and contractors, the URA has, since April 2025, accepted online applications and expressions of interest for joining the Prequalified List and conducted quarterly assessment. By the end of June 2025, there are 61 prequalified consultants and 92 prequalified contractors in the lists.

#### Building Rehabilitation Company Registration Scheme (BRCRS)

Launched in 2021 and gradually rolled out in phases, BRCRS has received an overwhelming responses, with around 100 companies registered and more than 100 applications being processed. The scheme includes distinct databases of consultants and contractors qualified to offer building rehabilitation services or execute rehabilitation projects.

Consultants and contractors must apply to be listed in the database. Evaluations of their companies' management systems, conducted by the Hong Kong Quality Assurance Agency, are displayed in the database. Databases for Authorised Persons/Registered Inspectors and Registered General Building Contractors were released in 2022, while those for Registered Minor Works Contractors (Class I) and Registered Fire Service Installation Contractors (Classes 1 and 2) were launched in March 2025.

The Building Rehabilitation Company Registration Scheme aims to establish distinct databases of service providers qualified to offer building rehabilitation services, and provides a one-stop online registration and service search platform to assist owners in organising building rehabilitation.





## Promotion Initiatives for Building Rehabilitation

### Building Rehabilitation Platform (BRP)

Launched in 2019, the BRP at “www.brplatform.org.hk” serves as a comprehensive information hub for supporting building rehabilitation efforts. Since its inception, the platform has amassed over 2.3 million hits, reflecting its widespread usefulness and popularity. It provides building owners and stakeholders with extensive information and support services, including a guidebook on the rehabilitation process, over 70 tutorial videos in three languages, and 18 sets of sample tender documents to facilitate the procurement of consultants and contractors.

The URA published the Building Rehabilitation Guidebook in 2019 to help building owners understand the procedures for undertaking building rehabilitation projects. To align with the latest regulations and best practices, the Guidebook is currently being updated to include more practical case studies and insights from owners, property management companies, the Independent Commission Against Corruption and the Competition Commission. The revised version is planned for release in 2026.

The BRP also features a cost reference centre, which offers past project costs from buildings rehabilitated under the subsidy schemes, along with reference unit rates for 25 typical work items in building rehabilitation projects. This allows building owners and other stakeholders to gain a preliminary understanding of rehabilitation cost information.

In pursuit of continuous improvement, an online survey was conducted to gather feedback from individual users, receiving 6,000 responses. The results will be analysed to lay the groundwork for the BRP website revamp. The updated website will feature enhanced search functionalities and tools, streamlining navigation and making it easier for readers to locate the information they need. The revamped website is targeted to launch in 2026.

### Building Rehabilitation Resource Centre (BRRC)

Located at the eResidence in Hung Hom, BRRC provides one-stop information and assistance for building rehabilitation through multimedia displays and digital technology. In addition to offering video consultations for subsidy scheme applications, BRRC provides spaces for the mediation of disputes related to building rehabilitation. By June 2025, the centre has received over 30,000 visitors since opening.

## Retrofitting Project

### Ex-Mong Kok Market Building (Ex-MKM)

The URA initiated the retrofitting of Ex-MKM into an interim District Health Centre (DHC) to be managed by the Health Bureau. Following renovation and interior fitting-out works, the building was handed over to the Health Bureau in June 2025. The interim DHC is expected to remain operational until the completion of the permanent DHC located at the Joint-user Government Complex planned under the Sai Yee Street/Flower Market Road Project (YTM-013).



Following the renovation of Ex-Mong Kok Market Building, the original brick-stall configuration (above) has been transformed into a spacious reception and waiting area of the interim District Health Centre (left).





# PRESERVATION AND REVITALISATION

The URA prioritises the sustainable development of older districts.



**Apart from redevelopment, the URA preserves and rehabilitates structures of historical, cultural, or architectural significance. Additionally, we are dedicated to revitalising communities by enhancing local character and strengthening networks, aiming to create vibrant urban environments and stimulate the economy, thereby fostering community-led, sustainable renewal.**

Over the past year, we launched tailored place-making and community making initiatives to invigorate neighbourhoods undergoing urban renewal. We organised the “City Walk” programme to encourage locals and tourists to appreciate the distinctive character of the Central and Western District. During holiday seasons, large-scale festive installations were set up in the heart of Kwun Tong Town Centre and the Flower Market, attracting crowds and creating vibrant, lively atmospheres.

Complementing these efforts, the URA has pioneered the Staunton Street/Shing Wong Street Project, which systematically integrates community making principles by combining the human element of urban renewal and community development, empowering residents and organisations to collaboratively realise their aspirations, strengthen partnerships and social bonding to build a sustainable neighbourhood.



## Community Making at Staunton Street/Shing Wong Street Neighbourhood (With 88-90 Staunton Street as Grade II Historic Building)

To promote sustainable community development, the URA is committed to regenerating the Staunton Street/Shing Wong Street neighbourhood through preservation and revitalisation strategies, while fostering and empowering community engagement to establish a sustainable pilot model of "Community making driven by the community".



Several initiatives have been implemented to foster a sense of belonging and promote community-led regeneration. These include members of the neighbourhood taking care of the community farm (above), workshops held in the Common Room (top right), and the Tong Lau Experience (bottom right).

After completing revitalisation works on buildings acquired by the URA in the neighbourhood and appointing a co-living operator in late 2023, 38 domestic units in the revitalised buildings were adapted into co-living spaces called "Habyt Bridges", which opened in May 2024. Community making initiatives including community farms, workshops at the common room and the operation of "Tong Lau Experience" continue to encourage participation among both old and new community members.

Concurrently, the URA is actively promoting rehabilitation works and artists' murals to improve the environment and create more synergy with the neighbourhood.

"Much like the 'Run Together' team event, where success relies on the collective effort of all team members, community making requires stakeholders' involvement and stronger community ties to co-create a people-first neighbourhood and community spaces."

### Choi Ka Ho Manager, Property & Land

Ka Ho and his team actively foster community engagement and connections through place-making initiatives such as the "City Walk", as well as community making for the Peel Street/Graham Street Project (H18) and the Staunton Street/Shing Wong Street Project (H19), thereby enhancing the socio-economic vibrancy of the neighbourhood.



OPERATING REVIEW

In recognition of its outstanding performance in heritage preservation and revitalisation, the project was awarded several accolades for its planning, design and conservation merits in 2024/25.



Awards and Recognitions of Staunton Street/Shing Wong Street Revitalisation Project	
The Hong Kong Institute of Architects Special Awards 2024	Winner — Heritage & Adaptive Re-use
Quality Building Award 2024	Grand Award — Hong Kong Building (Renovation/Revitalisation)
The Hong Kong Institute of Planners Awards 2023	Silver Award
The Greater Bay Area Urban Design Award 2024	Grand Award for the Professional Category (Completed Project — Urban Intervention)
Royal Institution of Chartered Surveyors Awards 2024 (Hong Kong)	Winner — Refurbishment/Revitalisation Team of the Year
Hong Kong Institute of Architectural Conservationists Conservation Awards	Special Mention (Adaptive Reuse Category)

Central Market (Grade III Historic Building)

Since its official opening in April 2022, Central Market has been transformed into a dynamic community hub and popular tourist landmark. It now fosters community engagement, cultural heritage and innovation through a wide array of events and activities, attracting over 57 million visitors. In 2024/25, more than 400 events and workshops were held. In recognition of its exceptional contribution to creating a sustainable built environment, the project received the Merit award in the Pre-construction Category of the Hong Kong Institute of Surveyors Awards 2024.



The revitalised Central Market, which hosts a variety of community and cultural events, has become a “Playground for All” within the bustling city.



## Western Market (Declared Monument)

In 2021, the Government granted the URA a 5-year "hold-over" of the land lease to facilitate repair and renovation works of Western Market. To prepare for the revitalisation of Western Market, a consultant was appointed in 2023 to carry out a comprehensive condition survey of the building and develop conservation proposals for consultation with the Antiquities and Monuments Office. Repair and renovation works are anticipated to begin towards the end of 2025.

## M7 (Grade II Historic Buildings)

Situated at Mallory Street, Wan Chai, M7 is a place where "Culture Meets Community". This preserved heritage site continues to promote artistic and cultural discovery, fostering inter-generational exchanges, whilst enhancing the local community network. In May 2024, the Museum of Hong Kong Literature opened at M7, debuting with the exhibition titled "Seek Richness of Literature amidst Flowers". The museum regularly hosts exhibitions and workshops, attracting literary enthusiasts.



The Museum of Hong Kong Literature at M7 organises exhibitions, workshops and docent tours to promote Hong Kong literature to the public.

## 618 Shanghai Street (Grade II Historic Buildings)

Opened in November 2019, 618 Shanghai Street is a heritage and cultural destination promoting community, innovation and creativity. Shops have been leased to restaurants and retail operators, aiming to accentuate the unique historical character of the area while serving local community needs. Cultural activities and market programmes, including 123 events during the year featuring weekend markets, exhibitions and workshops, were proven particularly successful in engaging the younger generation.



Brimming with exhibitions and performances, 618 Shanghai Street has become a favourite spot for the younger generation with a passion for arts and culture.

## "City Walk" Programme



The "City Walk — Touring Central with Locals" programme aims to strengthen the connection between urban renewal and place-making initiatives in the Central and Western District, highlighting the area's unique historical and local characteristics. By collaborating with diverse stakeholders, the URA seeks to rejuvenate the district's business environment and neighbourhoods, encouraging both local and overseas visitors to explore its rich historical, architectural and cultural heritage. Between November 2024 and January 2025, more than 60 free tours were conducted under the programme, with volunteer local docents providing first-hand verbal recollections of the area's evolution and past local life to over 600 participants.

To capitalise on the popular trend of city walking among both local and overseas tourists, the URA has developed a "Touring Central with Locals" map available for public download. This map vividly illustrates attractions, locations, and themed tour routes, enabling residents and visitors to explore and experience the area's charm beyond docent-led tours. The programme has also attracted tourists from various backgrounds, including those from the mainland, who have shared numerous travel notes on the popular social media platform Xiaohongshu, recommending the "City Walk" attractions and travel routes. Retailers in the area, such as those selling traditional Hong Kong snacks and sauces, benefitted from an increase in foot traffic and business, as some participants purchased their products during the tours.



Local volunteers lead docent tours, sharing vivid memories of past local life and the transformation of the Central and Sheung Wan with visitors.

To boost the local economy, the Hong Kong Small and Medium Enterprises Association (HKSMEA) leveraged on the "Touring Central with Locals" map and initiated the "Backstreet Alliance" programme in Central and Sheung Wan area, attracting participation from over 35 merchants in the area who offered promotion and discounts to stimulate spending from residents and visitors.



The public can download the "Touring Central with Locals" map to explore the rich history and cultural heritage, architectural features, and human landscape of the Central and Western District.



## Place-making Initiatives

As part of its efforts to draw both residents and tourists to heritage hotspots, the URA has introduced a series of augmented reality (AR) public art installations, known as "ARTech", at historical locations in the Central and Western District. These innovative installations have drawn over 4,200 visits to the AR "check-in" spots, offering visitors an engaging exploration of the district's rich cultural heritage.

By scanning QR codes at designated sites with their mobile phones, visitors can experience fantastical scenes infused with historical elements. For example, they could see images of old newspaper headlines adorning the tenement building at 88-90 Staunton Street or giant Graham Cat greeting them from the wall of Graham Street Market, the "custodian" of the decade-old open-air wet market.

The "ARTech" attractions not only captivate visitors but also educate them about the illustrious history of the printing industry, blending technology with cultural storytelling to create memorable experiences.



By scanning QR codes at designated ARTech locations, the public can use their mobile devices to view engaging scenes combining cultural heritage and imagination through augmented reality, enjoying a new experience in historical and cultural exploration.