CR YOUTHA APT. COMMUNITY

Submitted By: Ministry of Housing and Urban-Rural Development of the People's Republic of China

Organization Profile

Organization Name: Ministry of Housing and Urban-Rural Development of the People's Republic of China

Organization Type: National government

Website: https://www.mohurd.gov.cn/

Practice Details

Country(ies): China

City(ies): Shanghai

Start Year: 2023 **Ongoing:** Yes **End Year:** N/A

Main Adequate Housing Components:



Housing Thematic Areas:

- Rental Housing
- Housing, Land & Spatial Planning
- Housing Policy, Legislation & Governance
- Housing Data & Monitoring

Relevant SDGs:



UN-HABITAT

Problem & Context

Shanghai is a megacity with a migrant population exceeding 10 million. Frontline builders and managers from across China contribute to the city's construction and essential public services. Meeting their housing needs is key to fostering a sense of belonging and making them feel the city's warmth.

Since the start of the 14th Five-Year Plan, Shanghai has vigorously developed an affordable rental housing supply system, featuring "one bed, one room, and one suite." However, from a supply structure perspective, the overall provision of dormitory-style housing for frontline city workers remains insufficient. In particular, there is still a shortage of "one-bed" units that offer moderate locations, convenient transportation, complete facilities, reasonable prices, and high quality. To address these gaps, starting in 2023, Shanghai has pioneered the creation of the New Era Home for Urban Builders and Managers to remedy these shortcomings.

Solution Developed

The CR YOUTHA APT. COMMUNITY (Maqiao AI Branch) has established itself as an exemplary New Era Home for Urban Builders and Managers, enhancing frontline workers' fulfillment, happiness, and security.

Located in the heart of Maqiao Town and adjacent to key industrial parks, the project benefits from the strong rental demand generated by over 180,000 frontline workers employed in the surrounding area.

The project provides a diversified supply of 2,475 housing units. This includes 179 suites (60 m², ¥3,500) for managers, talent and families; 2,158 single rooms (35 m², ¥2,200) for new citizens and young people just entering the workforce; and 138 rooms with 440 beds (¥500-900/bed) for frontline workers.

The project currently houses 3,063 residents, achieving a 94% occupancy rate. It serves a diverse population, including professionals as well as essential urban workers. The tenant mix is dominated by the construction (36%) and cleaning/sanitation (13%) sectors, demonstrating comprehensive coverage.

Warm services are offered through comprehensive amenities, including a property station, gym, sports courts, and a 250 m² shared living area with a Party station, kitchen, and laundry.

Implementation

Through the joint efforts of CR YOUTHA and the district government, the project acquired land in December 2019, with a total investment of about RMB 1 billion. With construction commenced in July 2020, the project was recognized as an affordable rental housing initiative in June 2022 and officially began operations in March 2023.

The project prioritizes quality, using premium, eco-friendly materials and meticulous craftsmanship to deliver "compact yet refined" homes that meet modern expectations, from high-comfort mattresses and blackout curtains to waterproof flooring and rigorous supervision.

To cater to the diverse lifestyles of young tenants, the project offers a total of 700 m² of communal space. The facilities integrate daily services, shared living areas, and versatile spaces for recreation and daily needs. Outdoors, residents enjoy sports facilities and an 1,800㎡ + commercial area for ultimate doorstep convenience.

For management, the project pioneered a 3i Smart Community: the i-infrastructure utilizes IoT for cloud-based device management; the i-service layer, centered on the RIS platform, covers all operations; and the i-ecosystem integrates third-party services like moving and shopping through the YOUTHA app.

The project established a closed-loop governance cycle through its pioneering "government-enterprise-client" joint committee and the “Youtha Yi Home” platform, continuously improving services via opinion gathering, consultation, and optimization.

Enablers & Obstacles

To ensure affordable rents, rents are subject to a rigorous, multi-tiered review. After property registration, a third-party agency assesses rates at 90% of local market value, followed by a Housing Authority reassessment. Results are recorded if aligned; significant discrepancies may trigger developer interviews, with integrity records monitored by industry authorities. Despite cost pressures, CR YOUTHA upholds its social responsibility by operating the New Era Home for Urban Builders and Managers in Building 5.

To enhance community management, a "four-in-one" governance model integrates the government, property management, and the developer, along with a tenant committee. This includes establishing community service stations, talent centers, and shared spaces; organizing targeted talent-focused activities; and implementing a "people-housing co-management" system with public security and big data departments, forging the standardized "Minhang Model" of rental community management.

Results & Impact

This project represents a vivid example of Shanghai's implementation of President Xi Jinping's important "people-centered city" concept and the comprehensive execution of the central government's policies regarding the development of affordable rental housing.

The project has achieved a breakthrough in community governance by establishing an innovative Co-Governance Committee, which encourages government, enterprises, and residents to engage in joint governance. Through the "Youtha Yi Home" platform, residents are empowered as "community managers" to tackle public services, transportation, and healthcare

challenges. This has yielded tangible outcomes, such as the addition of a new bus stop and a community health station, directly addressing residents' needs and successfully building a new model of community governance based on co-construction, co-governance, and shared benefits.

The project has fostered deep community integration. It cultivates a vibrant resident-manager culture and nurtures nine dynamic interest groups, such as basketball and calligraphy, which forge strong neighborly bonds and enhance residents' sense of belonging and happiness. This vibrant social fabric is supported by an integrated amenity hub: the Linsong Party Service Center acts as the intelligent governance core, while the Health Station and a multi-functional Activity Center provide essential medical and cultural services, creating an accessible "third place" within the community.

Replication & Scale Up

This housing model has been widely adopted across Shanghai and serves as a reference for other cities nationwide. Shanghai had managed to supply 41,000 beds for the New Era Home for Urban Builders and Managers by the end of 2024. According to the Three-Year Action Plan, no fewer than 90,000 beds will be added from 2025 to 2027.

CR YOUTHA has been instrumental in this effort, replicating the model in Shanghai's Pudong New Area and Chengdu. Leveraging deep industry experience, the company has entered 15 cities, providing 89,000 rental units and validating the model's scalability.

CR YOUTHA leverages its extensive expertise to deliver integrated rental community solutions, with industry-leading standards and profitability. Its mature operational model ensures project standardization and replication. Through strategic centralized procurement (100% category coverage) and a full value-chain cost management system, it maintains strict cost control and achieves benchmark operating costs. Furthermore, by integrating the diverse industrial resources of China Resources Land, it creates the "MixC Point" ecosystem, offering tenants convenient, high-quality lifestyle services.

Policy Uptake

This housing practice has been fully adopted into formal policy frameworks and legislation, and is being implemented at scale with institutional support.

Shanghai has established a "1+1+X" policy framework. The first "1" refers to the Implementation Opinions on Accelerating the Development of the New Era Home for Urban Builders and Managers; the second "1" is the Shanghai Three-Year Action Plan for Advancing the Development of the New Era Home for Urban Builders and Managers (2025–2027); and "X" represents several technical documents and standard systems covering full lifecycle

management. Simultaneously, Shanghai has explored a financial innovation model of "inclusion into affordable rental housing + REITs fundraising expansion".

Lessons & Takeaways

This case exemplifies how housing security aligns with and supports national strategy. Key recommendations for improvement include:

1. Provide targeted policy subsidies to developers for the renovation and operational costs of New Era Homes.
2. Direct government-held housing resources to surrounding enterprises and targeted tenant groups to enhance project outreach.
3. Introduce community programs such as night schools and job fairs to accelerate tenant integration.
4. Identify and support entrepreneurial talent within the community with policies to foster local business growth.