



# Shaping a Great City Together — 45 Years and Counting

**In our 45<sup>th</sup> year as Singapore's land use planning and conservation authority, we were delighted to continue partnering Singaporeans to shape a great city to live, work, and play in**

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# Chairman's message

## Reflections from Mr Peter Ho

Chairman, Urban Redevelopment Authority

### Shaping a Great City Together – 45 Years and Counting



As Singaporeans celebrate the nation's bicentennial in 2019, URA marked its 45<sup>th</sup> anniversary. URA also unveiled the Draft Master Plan 2019, which lays out Singapore's development plans for the next 15 years. With these milestones coinciding, it is fitting not just to look back at URA's work in the year, but also to consider how its philosophy and role has shaped Singapore's landscape over the last half-century.

#### Planning a great city from the start and building on the legacy

URA was constituted as a Statutory Board in 1974, when urban renewal was in full swing. The challenge then was to transform Singapore from a Third World country plagued by poor living conditions and a floundering economy into a modern metropolis. As the land use planning agency, URA was central to the drama of rebuilding the entire island – from planning new towns to house the population and redeveloping the city centre as our Central Business District, to reclaiming and developing Marina Bay for longer-term needs. Within a few decades, Singapore changed itself into a First World metropolis and a global economic hub. Citizens now have access to quality homes, jobs and conveniences, and enjoy a safe and clean living environment that is rich in greenery and heritage.

Key to this achievement is the comprehensive long-term planning framework that URA has embraced. It guides development island-wide in a sustainable manner, balancing economic, social and environmental objectives. It is underpinned by the vision and values of our founding leaders

which put people and their quality of life as priority.

45 years on, these fundamentals remain at the core of URA's mission. In the face of challenges arising from today's volatile world, URA has also embraced new approaches to make planning more inclusive, in process as well as in outcomes.

#### Laying the foundation for the future together

The Concept and Master Plans continue to be the foundation stones upon which Singapore's future is built. They are also the vehicles to translate plans into reality. The Draft Master Plan 2019 is the culmination of an extensive review of island-wide plans carried out in consultation with residents, stakeholders and agencies. It focuses on planning for inclusive and green neighbourhoods, rejuvenating familiar places, as well as building capacity and resilience for sustainable growth.

#### Quality living environment

New neighbourhoods that emerge from this Draft Master Plan will cater to the population's diverse needs and preferences. They will feature refreshing housing concepts, green community spaces, comprehensive and age-friendly amenities, and surroundings that are prioritised for sustainable modes of commute. A highlight is the plans for Dakota Crescent and Bayshore, which will not only be designed for quality living, but to celebrate the heritage of these areas.

### *An even greener Singapore*

The Draft Master Plan aims to bring nature and greenery even closer to citizens, and so enhance Singapore as a City in a Garden. In the near future, about 1,000 hectares of parks will be added to the current 7,800 hectares, and we will have over 400km of park connectors, as well as more than 55 Active, Beautiful, Clean (ABC) Waters projects. Most residents will be able to walk easily to a park and retreat from urbanisation in an urbanised city.

### *Vibrant economic landscape*

A thriving economy has always underpinned Singapore's competitive edge as a highly liveable city. URA continues to develop plans that will enhance economic gateways island-wide, a strategy to sustain long-term competitiveness. From the western gateway anchored by Jurong Lake District, Jurong Innovation District and Tuas Terminal, to the eastern cluster comprising our expanded airport, Changi Aviation Park and Changi City, they will support new growth sectors in the future economy, and improve air, land and sea connectivity to open new business opportunities within and outside Singapore. Citizens will also benefit from more jobs and amenities closer to homes.

### **Planning beyond the horizon**

URA is already planning beyond the horizon of the latest Master Plan, to strengthen our city's capacity and resilience to support longer-term growth. With a combined land area of almost 3,000 hectares or the size of eight Marina Bays, the Paya Lebar Airbase site and Greater Southern Waterfront present exciting opportunities for the future, and proposals for these two areas were unveiled for public feedback.

URA has also boosted its underground planning capabilities, having created a pilot 3D Underground Space Plan for Marina Bay, Jurong Innovation District and Punggol Digital District.

This innovation will be expanded to include more areas of Singapore, and represents a significant step towards more efficient planning and use of underground space, especially for utilities and services. More surface land can be freed up in the future for homes, parks and community facilities.

### **Sustaining our city's dynamism**

Equal attention is being paid to sustain what we have achieved over the years, to ensure our city stays relevant, dynamic and liveable. The island will undergo a fresh wave of urban renewal, starting from where the story of modern Singapore began – the city centre. URA has introduced initiatives to inject more housing, mixed-uses, and spaces for the community and active mobility. Our Central Business District will be revitalised as a great place not just for work, but also for living and recreation.

Singapore's iconic destinations are getting a facelift too, as URA and partner agencies announced plans to strengthen Orchard Road as a signature lifestyle precinct that draws Singaporeans and visitors from all over the world. The arts and cultural hub, home to Fort Canning Park, Bras Basah, Bugis and the Civic District, have also become livelier after new parks, event spaces and walkable streets were added.

URA's rejuvenation efforts also involve improving nature and heritage spaces sensitively, to enrich the diverse experiences our city offers for citizens' enjoyment. On the back of extensive consultations, enhancement works commenced for the 24 km Rail Corridor to strengthen its greenery and railway heritage, and to make the track more accessible for people of all ages and abilities. URA also showcased the blueprint for the Greater Rustic Coast, a 50 km uninterrupted belt from Lim Chu Kang to Changi that will take users through places of biodiversity, heritage and leisure.

## Growing interest and stewardship for a great city

Ultimately, people are what makes a great city tick, which is why engagement has become an essential part of planning over the years. From engaging communities on good practices to empowering citizens to shape buildings and spaces, URA continues to consult and partner widely in order to shape a city that is distinctive to the world, and a home that is endearing – and enduring – to every Singaporean.

### *Promoting best practices, inspiring partnerships*

Through several platforms, URA reached out to communities to promote the importance of good urban planning and design in building liveable cities. The latest editions of the World Cities Summit and International Architecture Exhibition of La Biennale di Venezia, demonstrated the breadth of URA's international outreach to recognise achievements and drive greater collaboration in these areas. Back home, the Urban Lab exhibition series was again very well-received by industry and academia partners, who showcased innovations in underground space and urban logistics. Our young people were also engaged, with the third run of the Urban Planning Festival enthusing some 2,000 students to develop ideas to make Singapore an even better city.

In addition, URA launched new platforms to facilitate greater engagement with citizens and amongst industry. The revamped Singapore City Gallery opened with more interactive exhibits to present our planning journey and vision for the city in a more experiential manner. Local architectural firms can also now share their work with fellow practitioners, through the new AUDE Space.

### *Citizens and partners take the lead*

Citizens' involvement in shaping the city has increased, with more people coming forward to lead programmes and inspiring others to join in the effort. The URA Volunteer Programme saw more volunteers step forward to share

URA's initiatives with fellow Singaporeans. Our passionate volunteers showed how every Singaporean can play a role – big or small – to deepen public interest in city planning.

Community groups are now helping to enliven our city. Their creative designs during the Re:Bench project and URA-REDAS SPARK Challenge contributed to delightful places for fellow citizens to unwind. As part of PARK(ing) Day and the Streets for People Programme, they transformed car park lots and roads into car-free spaces bustling with activities. It is also heartening that last year's Car-Free Sundays were more community-driven, enabling citizens to experience first-hand the benefits of going car-lite, which is a vital part of being a sustainable city.

Precinct stakeholders also raised their game to make precincts more attractive and vibrant. Marina Bay was a hive of activities with the inaugural Celebrate in the City and signature Marina Bay Singapore Countdown. The special bicentennial edition of i Light Singapore was unprecedented in terms of scale and turnout, and treated the public to an immersive light art display at the iconic Bay, Civic District and Singapore River. We can look forward to even more vibrant precincts in future with stakeholders set to take up more active roles, after nine precincts were selected for the pilot Business Improvement District programme.

We also saw stronger community involvement in conservation, with support from building owners and the public contributing to the gazetting of 32 Jalan Besar shophouses, the Parish of Christ Church, as well as the former Bukit Timah Fire Station and Station Master's Quarters of the Rail Corridor. They add to the list of almost 7,200 conserved buildings that reinforce Singapore's distinctive cityscape and our sense of identity. Beyond conserving buildings, URA expanded efforts to deepen partnerships in celebrating and shaping our built heritage landscape. The month-long Architectural Heritage Season and formation of the new Heritage and Identity Partnership are testament to this commitment.

## Conclusion – Shaping a great city with you

Singapore's leaders have recently emphasised that the government needs to shift its focus from one of working for the people, to one that works *with* the people. People-centric planning has defined URA's approach over the last 45 years, and I am encouraged that it continues to progress towards greater inclusivity and collaboration. I thank all our partners, and past and present URA staff, for working together to shape the city that we have today. We are excited by the prospect of partnering everyone to make Singapore an even greater city and home for the next 45 years and beyond.



**Peter Ho Hak Ean**  
*Chairman*

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## Highly liveable and sustainable city

We drew up plans to ensure Singapore remains highly liveable for generations to come. The highlight was the launch of the [Draft Master Plan 2019](#), which charts out our city's development for the next 10 to 15 years. This was the culmination of an extensive review of island-wide plans, carried out in consultation with citizens, stakeholders and agencies.

## Quality homes today and tomorrow

New homes and neighbourhoods, including major precincts to be built in the longer-term future, will provide citizens a refreshing range of housing options, convenient access to jobs and amenities as well as green community spaces. Each town will also be sensitively planned and designed to complement and strengthen the identity of the area.

### Planning Farrer Park, Lorong Chuan and Holland Plain together

Following engagements with residents and stakeholders, we developed more inclusive plans for Farrer Park, Lorong Chuan and Holland Plain that consider their feedback and aspirations. At Farrer Park for example, familiar landmarks such as the swimming pool and former boxing gym will be retained and integrated with a new sports field, park and housing.

**[WATCH]:** [The engagement efforts behind the Draft Master Plan 2019](#)



Residents contributed ideas for a new housing area at Lorong Chuan  
– © People's Association



From left to right: Familiar landmarks at Farrer Park will be integrated with new housing and community spaces (artist's impression); Holland Plain will be defined by ample green spaces and water features fit for community bonding (artist's impression)

## Amenities under one roof

At one-stop hubs, such as Our Tampines Hub, residents can shop, eat, exercise and attend courses at the community centre, all under one roof. More integrated developments have been planned in housing towns, such as the future Bukit Timah Community Building, to maximise convenience and provide shared spaces for residents.



More integrated developments that co-locate multiple facilities have been planned

## Supporting sustainable growth — Paya Lebar Airbase, Greater Southern Waterfront and the Central Area

We unveiled ideas for the [Paya Lebar Airbase](#) site and the [Greater Southern Waterfront](#), both to be developed in the longer term. After the airbase relocates, the site can be transformed into a new town with quality homes, jobs and facilities, and with its aviation heritage retained and integrated with community spaces. At the Greater Southern Waterfront, the Pasir Panjang, Labrador and Keppel areas can be rejuvenated as a delightful waterfront node and housing precinct. We are also planning for a variety of new homes and amenities in areas like Downtown, Marina South, Orchard and Rochor, to increase live-in population in the Central Area and provide residents greater access to transport nodes, employment centres as well as recreational options.



From left to right: Former airport buildings and parts of the runway at Paya Lebar Airbase can be re-purposed into vibrant community spaces (artist's impression); The future Pasir Panjang Linear Park will seamlessly connect the Greater Southern Waterfront (artist's impression) – © URA and National Parks Board



## Vibrant economic landscape

As we continue to grow our Central Business District and Marina Bay, we also worked with industry partners and experts to shape up the plans for [island-wide economic gateways](#), a key strategy to sustain Singapore's long-term competitiveness, and to bring jobs and amenities closer to homes. These vibrant hubs will be highly connected to the rest of the island and deepen Singapore's linkages to external markets. They will also provide flexible spaces that cater to businesses' needs in the future economy, and facilitate greater collaboration between business, industry, R&D and academia.

### Eastern gateway: Thriving aviation hub and lifestyle business cluster connected to the world

We came up with [proposals](#) to sustain and enliven the Changi region as a thriving economic and lifestyle hub, and as Singapore's eastern gateway to the world. They include plans for the Changi Aviation Park and Changi City.



Key nodes at Changi will host a myriad of aviation-related businesses and an innovative lifestyle business cluster



Jurong Lake District will tap its natural and heritage assets to enhance the environment for workers and residents (artist's impression) – © KCAP/SAA/Arup/S333/Lekker

### Western gateway: Bustling ecosystem with great connectivity

Anchored by Jurong Lake District, Jurong Innovation District and Tuas Terminal, and home to the Jurong and Tuas industrial estates, the western gateway will leverage improved transport linkages to drive collaborations. Its great connectivity will also facilitate seamless movement of goods, services and people, within Singapore and beyond.

### Northern gateway: High-tech and new opportunities for all

The northern gateway will be home to new growth opportunities in innovative sectors, through the development of the Agri-Food Innovation Park at Sungei Kadut and digital economy at [Punggol Digital District](#). [Woodlands Regional Centre](#) will serve as a strategic centre that is highly accessible to the rest of the region, other parts of the island, and Malaysia.



(From left to right) Punggol Digital District will facilitate knowledge sharing and collaboration between students, faculty and industry professionals (artist's impression) – © JTC; A public plaza will be developed at the new Woodlands station of the future Thomson-East Coast Line (artist's impression)

## New life for familiar places

With increasing global competition, fast-changing aspirations and trends as well as ageing infrastructure, it is important to continuously rejuvenate our city. We worked with stakeholders and agencies to forge plans to revitalise existing places, to ensure our city stays relevant, dynamic and competitive, with diverse lifestyle options for everyone.

### Rejuvenating our city centre

Our Central Business District is envisaged to evolve into a dynamic 24/7 mixed-use precinct, defined by vibrant neighbourhoods and people-friendly streets. We developed [proposals](#) to make our Downtown more friendly for active mobility and are working with stakeholders to enliven public spaces. In addition, we introduced a package of incentives to encourage a better mix of uses to boost urban vibrancy in these places, as well as other strategic areas.

[WATCH]: [Discover our plans for the Central Area](#)



Ideas to rejuvenate the city centre include new arcades flanked by activity-generating uses and outdoor "living rooms" (artist's impressions)



Robinson Road could be converted into a transit-priority corridor to make the Downtown area more conducive for active mobility and public transport (artist's impression)

## Enhancing iconic destinations — Orchard Road and the arts and cultural precincts

We exhibited preliminary plans aimed at strengthening Orchard Road as Singapore's [signature lifestyle destination](#) offering multi-faceted experiences to all. Concurrently, we are “bringing back the Orchard” by adding more lush greenery along Orchard Road and a new park attraction at Dhoby Ghaut. Fort Canning Park, Bras Basah, Bugis and the Civic District are also shaping up well as our arts and cultural hub, as we worked with agencies to improve walkability and introduced new parks and event spaces in the precincts.



From left to right: Exciting mixed-use developments could be added above the future Orchard MRT interchange station to inject new life into Orchard Road (artist's impression); The recently completed Armenian Street Park provides a space for events and enlivens the Armenian Street and Canning Rise areas

## More inclusive and endearing recreational offerings

With NParks, we started [enhancement works](#) on the central stretch of the Rail Corridor. This includes rewilding the space, ensuring the structural integrity of railway structures and trail improvements to allow people of all ages and abilities to enjoy the rich greenery and heritage of the Corridor. We also unveiled plans for the Greater Rustic Coast, a continuous 50 km belt from Lim Chu Kang to Changi that links areas of heritage, biodiversity and recreation.

**[WATCH]:** [Take a ride along the Greater Rustic Coast and discover its three distinct attributes](#)



From left to right: The site of the conserved Bukit Timah Railway Station will be transformed into a key community node of the Rail Corridor (artist's impression); The Greater Rustic Coast will take visitors through a seamless journey immersed in nature, history and leisure

## Car-lite and sustainable city

[Going car-lite](#) is an important element of a sustainable and people-friendly city. To further support this vision, we collaborated with various partners to provide citizens more opportunities to experience the benefits of a city with fewer cars. We also worked with agencies and the private sector on new initiatives to enhance the experience of walking and cycling.

### More community-driven and experiential Car-Free Sundays

Last year's editions of Car-Free Sunday SG transformed the Civic District, Telok Ayer and even one-north, into bustling car-free precincts, enabling more citizens to experience first-hand a car-lite environment. We also introduced the first Car-Free Weekend, where roads were reclaimed over the weekend for walking, cycling and family activities. This was made possible with continued support from our community partners, who made the car-free streets more lively.



Community partners raised awareness on Singapore's biodiversity through art activities in the car-free streets



Well-designed infrastructure, such as dedicated cycling paths, is key in the shift towards adopting greener modes of transport

### Towards a more walking and cycling-friendly city

As Singapore becomes more conducive for active mobility, more citizens are cycling to work. Some developers are also contributing to the car-lite goal by making their buildings more walking and cycling-friendly. To further drive these outcomes, URA and LTA launched the [Walking & Cycling Design Guide](#) to encourage best practices in developing walking and cycling infrastructure. We also [expanded the Walking and Cycling Plan](#) to require more developments to consider ways to improve active mobility during their planning stage. In addition, we mapped out plans to expand our cycling network to 1,000 km by 2040, from more than 440 km today.

**[WATCH]:** Our video series on going car-lite

- [Cycling to work](#)
- [Improving our cycling experience](#)
- [Making it safer to cycle](#)
- [Towards a car-lite future](#)



## Delightful and endearing home

[Partnering the community](#) to shape a city that citizens love also defined our work in the year. From enlivening public spaces, conserving built heritage to promoting planning and architectural excellence, we aim to cultivate stronger community stewardship in building a distinctive city that is rich in identity, which every Singaporean has a stake in and feels proud of.

## Shaping places of delight together

Empowering citizens to take ownership in shaping spaces and places is a key ingredient in building a great city. Last year, we facilitated several initiatives which saw citizens and stakeholders step forward to [enliven streets](#), [public places and entire precincts](#).

### Citizens enliven public spaces

On PARK(ing) Day, community groups transformed more than 100 car park lots into 69 interactive public PARKs. The [Streets for People programme](#) had 14 community-led initiatives last year that turned roads into car-free spaces buzzing with activities. The latest [Re:Bench](#) project saw talented young designers fabricate 14 new benches from the wooden planks of the former National Stadium, which were installed at Marina Bay, Singapore Sports Hub and The URA Centre. In the inaugural URA-REDAS SPARK Challenge, the public submitted innovative prototypes that enhance public health and wellness in our urban environment. The second run of the challenge was also launched with more participating malls offering spaces for new ideas to connect people in the city.

**[WATCH]:** [Parking lots around Bugis and Kampong Glam were transformed into fun public spaces for PARK\(ing\) Day 2018](#), while [“Peace and Power”](#), winner of the inaugural URA-REDAS SPARK Challenge, provided an innovative solution to improving [health and wellness in shopping malls](#)



*The community reclaimed car park lots and roads for a host of vibrant activities*



From left to right: The creatively-designed benches not only serve as rest areas, but spice up public spaces; "Peace and Power", the winner of the first URA-REDAS SPARK Challenge, invites the public to recharge their minds, bodies and mobile devices

## Jazzing up Marina Bay and the city centre

2018 concluded on a high with the inaugural Celebrate in the City, which hosted a festive line-up of events and dazzling light projections around the iconic Bay. The signature Marina Bay Singapore Countdown ushered in the new year, while i Light Singapore – Bicentennial Edition, attracted an unprecedented turnout. The special edition enlivened the Marina Bay waterfront, the Civic District and Singapore River, with sustainable light art installations, round-the-clock entertainment and spirited performances by our volunteers from Republic Polytechnic.

### [WATCH]:

- [Highlights from New Year's Eve celebrations around Marina Bay](#)
- [The fireworks that lit up our skyline as we rang in 2019](#)
- [The light art installations that enlivened our city as part of i Light Singapore – Bicentennial Edition](#)



From left to right: Breathtaking fireworks from the Marina Bay Singapore Countdown lit up the precinct; Revellers from all walks of life ushered in the new year



i Light Singapore – Bicentennial Edition, radiated the nightscape and took visitors through a journey of light, space and time

## Bigger role by stakeholders, more vibrant and attractive precincts

Nine new precincts were selected for the pilot [Business Improvement District \(BID\) programme](#), to drive greater stakeholder-led place management. With more local stakeholders taking on an active role, the public can look forward to more vibrant and attractive precincts, with exciting programmes and activities for all visitors.



*Kampong Glam is one of nine distinctive precincts participating in the pilot BID programme*

## Celebrating built heritage together

Community involvement grew in our [conservation efforts](#), as we worked with owners, professionals and interest groups to conserve, sustain and enhance heritage buildings. We also deepened partnerships with the community to promote greater appreciation for conserved buildings and sites. These efforts strengthened Singapore's distinctiveness as a modern city-state that is rich in heritage and identity, and ensure the continued relevance and sustenance of our built heritage to contemporary society.

### Conserving more heritage buildings

With support from building owners and the community, we conserved 32 shophouses at Jalan Besar, the Parish of Christ Church at Dorset Road and the former Bukit Timah Fire Station and Station Master's Quarters at the Rail Corridor. While some have been adapted for modern uses and others remain home to long-established communities, these historical landmarks forge a sense of belonging and contribute to a well-loved cityscape.



*The newly conserved Art Deco-style shophouses add to the rich character and history of the Jalan Besar area*

**[WATCH]:** Exploring the [Jalan Besar Conservation Area](#) and the newly-conserved [Parish of Christ Church](#)



*From left to right: Deep history, unique architecture and strong community bonds characterise the Parish of Christ Church building; The site of the former Bukit Timah Fire Station will become a gateway node for the surrounding nature and heritage attractions*

## Inspiring all to shape a vibrant heritage landscape

We conferred the 24<sup>th</sup> [Architectural Heritage Awards](#), which includes a new award category, on four heritage buildings that demonstrated highest standards in sensitive restoration and innovative design. Together with stakeholders, we organised the month-long Architectural Heritage Season – culminating in the inaugural [Kampong Glam Day Out](#) – to drive greater community involvement in appreciating and shaping Singapore’s rich heritage landscape. We also formed the [Heritage and Identity Partnership](#) to strengthen engagement efforts to protect, sustain and promote built heritage.



From left to right: Housed in a block of meticulously refurbished pre-war Singapore Improvement Trust flats, boutique hotel The Great Madras clinched last year’s Award for Restoration – © Studio Periphery, courtesy of FARM Architects; Members of the Heritage and Identity Partnership contribute ideas to strengthen Singapore’s heritage and identity

## Promoting best practices and inspiring partnerships to build a liveable city

From professionals and students to members of the public, we reached out widely to promote the importance of good urban planning and architecture in building liveable cities. Through new platforms and URA’s Volunteer Programme, we also facilitated sharing of best practices among the industry, and drove greater interest and participation in city planning among Singaporeans and visitors.

### Citizens themselves grow awareness in city planning

Our passionate volunteers stepped up efforts to grow awareness in our work. They led regular tours of the Singapore City Gallery and heritage trails, and took on the role of guides at the Draft Master Plan exhibition, helping Singaporeans to better understand our city’s needs and future plans, and inspiring more to come on board to collectively shape our city. As part of outreach efforts to nurture interest in planning among youths, the third [Urban Planning Festival](#) saw students from more than 35 schools contributing ideas to make our city better, through a series of experiential learning journeys.

[WATCH]: [The many ways our volunteers have got involved in making Singapore a great city to live, work and play in](#)



From left to right: URA volunteers took Singaporeans through our city’s upcoming development plans at the Draft Master Plan exhibition; Student participants showcase their projects from the Challenge for the Urban & Built Environment Workshop and Competition

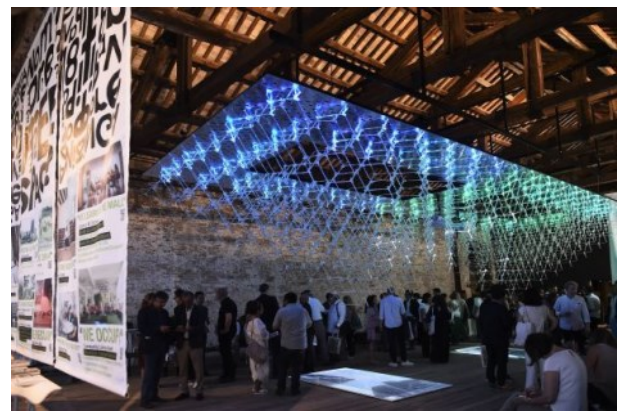


## Honouring highest standards in shaping liveable cities, and facilitating collaborations

The [World Cities Summit 2018](#) saw leaders from over 128 cities come together to discuss urban challenges, forge partnerships for innovative solutions and to celebrate sustainable cities. A highlight was the [Lee Kuan Yew World City Prize Laureate 2018](#), conferred to Seoul, South Korea. Together with DesignSingapore Council, we also recognised [nine Designs of the Year and two Designers of the Year](#) at the [President's Design Award](#) – Singapore's highest accolade for transformative design that positively impacts lives and our urban environment. In addition, we jointly commissioned the [Singapore Pavilion at the International Architecture Exhibition of La Biennale di Venezia](#), to honour innovative designs that create meaningful and delightful spaces.



The Lee Kuan Yew World City Prize was conferred to Seoul for its transformation into an inclusive, socially stable and highly innovative city



From left to right: Oasia Hotel Downtown was one of the recipients of the President's Design Award; At the La Biennale di Venezia, Singapore showcased how it has creatively found ways to create delightful spaces despite limited land

## New platforms to inspire interest and knowledge sharing in planning

We opened the revamped [Singapore City Gallery](#) with more interactive and immersive exhibits that take visitors through a discovery of Singapore's journey in urban planning, with a call to action to get more involved in shaping our city. We also launched [AUDE Space](#), a dedicated exhibition area for local architectural firms to showcase their works and share design ideas that improve the built environment.



From left to right: The revamped Singapore City Gallery helps visitors understand Singapore's urban planning story and approach in a more experiential manner; AUDE Space showcases a variety of works that have contributed to the design of our environment



## Resilient city, quality built environment

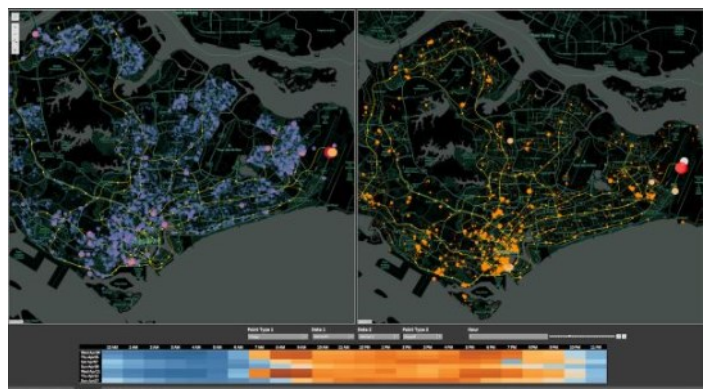
We focused on strengthening our city's resilience to meet future needs and to sustain citizens' quality of life. To this end, we adopted new innovations to enhance planning capabilities and to improve public services. We also worked with professionals to support creative ideas that enhance the urban environment. At the same time, we implemented initiatives to safeguard living amenity and the quality of our built environment.

### Strengthening planning capabilities

We continued to tap data analytics and digital technology to understand our environment more comprehensively. This helps us to make more robust data-driven decisions, and create better planning outcomes to address the fast-changing needs of our city.

#### Collaborating in data analytics for better planning

We inked a collaboration with Grab on data analytics for ride-hailing services. By gaining deeper insights into commuters' travel patterns, we can potentially enhance land use and infrastructure planning to improve travel time and convenience for citizens.



*Data analytics of commuters' travel patterns help planners make better-informed decisions in planning*



The 3D Underground Space Plan shows specific locations of underground infrastructure, including rail networks, utilities and pedestrian links

## Planning underground spaces with more precision

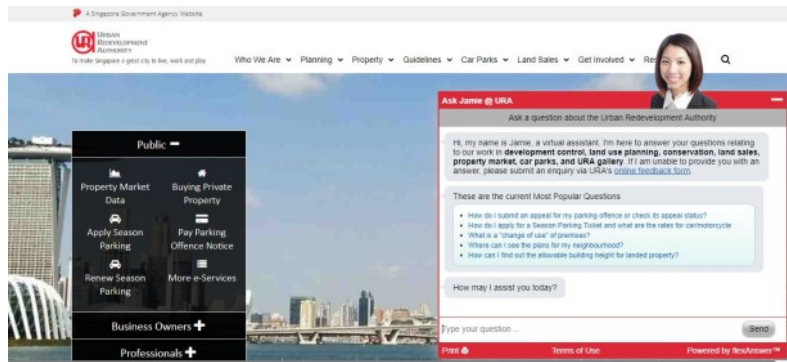
We created a 3D Underground Space Plan for Marina Bay, Jurong Innovation District and Punggol Digital District. It facilitates upfront [planning of underground space](#), and makes underground planning requirements and uses transparent to developers and building owners. This improves the efficiency and effectiveness of using underground space, and frees up more surface land for people-centric uses.

## Better public services

We also leveraged technology to deliver more user-friendly and practical services to residents and professionals.

### Enhancing touchpoints and user experience

The “Ask Jamie” chatbot was launched on the URA website to provide instant assistance to frequently asked questions from members of the public and professionals. We also enhanced the [URA's Home Buyers' Guide](#) to make it more user-friendly for homebuyers seeking information on uncompleted private homes.



With “Ask Jamie”, users no longer need to write in to URA for frequently asked questions

## More efficient services for parking enforcement

URA, together with LTA and HDB, have engaged a common service provider to enforce parking rules under the three agencies. Besides achieving larger economies of scale, it enables more efficient response to public feedback and better coordination in agencies' enforcement efforts.



With the common service provider, members of the public no longer need to contact separate agencies to report parking offences – © Land Transport Authority

## Sparking conversations for creative urban solutions

We continued to bring different stakeholders and their wealth of research and ideas together, to increase awareness and spark discussion on urban solutions that improve liveability. Our goal is to facilitate more collaborations between industry practitioners, academia and public agencies, to test-bed and implement practical innovations that improve our living environment.



*Going underground expands our space resources by optimising land use, and frees up surface land for more people-centric uses*

### Pushing the frontiers of underground space

Placing infrastructure and storage facilities underground frees up surface land for more liveable uses. Under the Urban Lab exhibition series, we showcased creative ideas for [planning and developing underground space](#), to stimulate discussion and ideas among stakeholders for future developments.

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### Keeping goods moving efficiently and sustainably

Urban Lab also brought together [urban logistics innovations](#) that are being explored and piloted by various stakeholders, to drive discussion and collaboration in new solutions that address challenges faced by the sector.



*Some logistics firms have adopted transport management software to utilise their delivery fleet more efficiently*

## Safeguarding quality of life

We reviewed and refreshed guidelines to address the changing preferences and needs of citizens and businesses. By facilitating a balance between the interests of different parties, we aim to provide an environment for businesses to thrive, while safeguarding residents' quality of life.

### Balancing diverse needs to safeguard quality of life

We formulated a regulatory framework for short-term accommodation in private homes which seeks to safeguard the amenity of local communities, and consulted the public and stakeholders for their views. Majority of Singaporeans supported the proposed regulations, but home-sharing platform operators felt they were too restrictive. As such, we will not be implementing the proposed regulations, and are continuing to monitor developments for short-term accommodation closely. We also worked with the community of the Tiong Bahru Conservation Area to regularise approved businesses in the estate. This provided clarity to residents and stakeholders on where businesses are allowed, and safeguards the residential amenity and vibrancy of the area.



There has since been more clarity on where businesses are allowed in the Tiong Bahru estate



URA revised development control guidelines for private homes to address homebuyers' evolving preferences and to safeguard living amenity (artist's impression)

### Offering citizens with more choices, while protecting liveability

To manage potential strains on infrastructure and safeguard the liveability of housing estates, and to provide a more balanced mix of unit sizes for homebuyers, we revised the [guidelines for the maximum allowable dwelling units](#) for non-landed private homes outside the Central Area. To provide residents with better provision of communal spaces, more optimally-sized balconies as well as more options of units with and without balconies, we also revised the [Bonus Gross Floor Area \(GFA\) Balcony Incentive Scheme](#), and introduced a new [Bonus GFA Scheme for indoor recreation spaces](#).

# Board members

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## Chairman

**Mr Peter Ho Hak Ean**  
Senior Advisor (Centre for Strategic Futures)  
PMO – The Strategy Group

## Members



**Mr Tan Chee Meng, Senior Counsel**  
Deputy Chairman  
WongPartnership LLP



**Mr Nagaraj Sivaram**  
(retired as Partner, Assurance  
Ernst & Young LLP wef 1 July 2019)



**Mr Khew Sin Khoon**  
President & Group Chief Executive Officer  
CPG Corporation Pte Ltd



**Mr Ngien Hoon Ping**  
Chief Executive  
Land Transport Authority



**Dr Cheong Wei Yang**  
Deputy Chief Executive Officer  
National Research Foundation  
Prime Minister's Office



**Professor Brenda Yeoh Saw Ai**  
Director, Humanities & Social Science Research  
Office of Deputy President (Research & Technology)  
National University of Singapore



**Ms Judy Hsu**  
Regional Chief Executive Officer  
ASEAN and South Asia  
Standard Chartered



**Ms Angelene Chan**  
Chief Executive Officer  
DP Architects Pte Ltd



**Mr Bill Chang**  
Chief Executive Officer, Group Enterprise  
Singtel



**Mr Ong Kim Pong**  
Regional CEO, Southeast Asia  
PSA International Pte Ltd



**Mr Khairudin Saharom**  
Principal & Director  
Kite Studio Architecture



**Mr Lim Eng Hwee**  
Chief Executive Officer  
Urban Redevelopment Authority

# URA management team

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*The Central Area Model is an icon of the Singapore City Gallery, which was recently revamped to feature more interactive exhibits. The Gallery now engages visitors in a more immersive experience of Singapore's planning journey and goals.*

Left to right:

**Tan See Nin**

Senior Director (Physical Planning)

**Ler Seng Ann**

Group Director (Development Services)

**Teh Lai Yip**

Senior Director (Conservation)

**Chou Mei**

Group Director (Conservation & Urban Design)

**Lim Eng Hwee**

Chief Executive Officer

**Fun Siew Leng**

Chief Urban Designer

**Chiu Wen Tung**

Group Director (Research & Development)





*The URA Centre is not just home to URA, but also a hub for engaging communities on urban planning and architecture ideas that shape a more liveable city.*

Left to right:

**Ng Lye Hock**

Prize Secretary (Lee Kuan Yew World City Prize) & Commissioner General (Dubai World Expo 2020)

**Goh Siow Chong**

Chief Information Officer

**Adele Tan Shiao Ling**

Group Director (Strategic Planning)

**Loh Teck Hee**

1 Group Director (Corporate Resources) & 2 Group Director (Land Sales & Administration)

**Han Yong Hoe**

Deputy Chief Executive Officer

**Yap Lay Bee**

Group Director (Architecture & Urban Design)

**Goh Chin Chin**

Group Director (Development Control)



*Creatively-designed benches and refurbished pianos have transformed the entrance of The URA Centre into a vibrant “urban park”, and is an example of how URA works with the community to enliven our city.*

Left to right:

**Yvonne Lim Li Chuen**

Group Director (Physical Planning)

**Peter Tan Guan Leong**

Senior Director (Collaboration)

**Andrew David Fassam**

Senior Director (Strategic Projects)

**Hwang Yu-Ning**

Deputy Chief Executive Officer & Chief Planner

**Seow Kah Ping**

Dean (URA Academy)

**Sin Lye Chong**

1 Group Director (Land Sales & Administration) & 2 Group Director (Corporate Resources)

**Mieko Otsuki**

Group Director (Corporate Strategy) & Board Secretary

# Advisory committees

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## International Panel of Experts

This panel was established to seek the perspectives of international experts, including architects as well as urban planners and developers, on best practices and the latest global trends in planning and urban design, to address Singapore's planning challenges in the medium-to-long term. It also provides feedback on strategic planning issues identified by URA, as well as perspectives on a broader range of strategic and urban-related issues.

### Chairman

#### **Mr Peter Ho Hak Ean**

Chairman  
Urban Redevelopment Authority

### Members

#### **Mr Jeremy Bentham**

Vice President, Global Business Environment  
Shell

#### **Professor Rebecca L.H. Chiu**

Head of Department, Urban Planning & Design  
Director, Centre of Urban Studies & Urban Planning  
Hong Kong University

#### **Dr Peter Edwards**

Former Director, Singapore-ETH Centre  
Principal Investigator, Ecosystem Services  
Urban Landscapes & Cooling Singapore

#### **Dr Hong-Seung Roh**

Director, Logistics Policy & Technology  
Korea Transport Institute

#### **Dr John D. Kasarda**

Director, Centre for Air Commerce  
University of North Carolina Kenan-Flagler Business School  
CEO, Aerotropolis Business Concepts LLC  
President, The Aerotropolis Institute China

#### **Ms Jennifer Keesmaat**

CEO, Creative Housing Society, Vancouver  
Former Chief Planner & Executive Director, Toronto

#### **Dr Anne Lise Kjaer**

Founder, Kjaer Global  
Goodwill Ambassador  
Copenhagen & Danish/UK Chamber of Commerce

#### **Dr Chris Luebke**

Director, Global Foresight & Innovations,  
Arup

#### **Professor Lui Pao Chuen**

Adviser, Ministry of National Development  
Ministry of Transport  
National Research Foundation  
Prime Minister's Office  
National University of Singapore, and  
Nanyang Technological University

#### **Mr Michael Pawlyn**

Founder, Exploration Architecture

#### **Dr Anthony M. Townsend**

Principal Consultant, Bits & Atoms LLC

## Design Advisory Committee

This committee reviews and provides feedback on URA's urban design and waterbodies design guidelines, as well as advice on local best practices and industry trends for urban design, building and architecture. It also identifies ways to encourage and promote innovative architecture and urban design in Singapore.

### Chairman

#### **Mr Mok Wei Wei**

Managing Director  
W Architects Pte Ltd

### Members

#### **Mr Cheng Hsing Yao**

Group Managing Director  
GuocoLand (Singapore) Pte Ltd

#### **Mdm Fun Siew Leng**

Chief Urban Designer  
Urban Redevelopment Authority

#### **Ms Pauline Goh**

Chairman, South East Asia  
CBRE Singapore Pte Ltd

#### **Mr Khew Sin Khoon**

President & Group Chief Executive Officer  
CPG Corporation Pte Ltd

#### **Mr Poon Hin Kong**

Deputy Chief Development Officer  
Asia/Head of Design Management  
CapitaLand Group

#### **Mr Khairudin Saharom**

Principal & Director  
Kite Studio Architecture

#### **Mr Seah Chee Huang**

Deputy Chief Executive Officer  
DP Architects Pte Ltd

#### **Mr Tan Swee Yiew**

Chief Executive Officer  
Keppel REIT Management Limited

#### **Mr Wong Heang Fine**

Group Chief Executive Officer  
Surbana Jurong Private Limited

#### **Mr Wong Mun Summ**

Founding Director  
WOHA

## Heritage and Identity Partnership

Through regular dialogue with URA, the Heritage and Identity Partnership provides advice on ways to retain and protect buildings, and contributes ideas to sustain the built heritage and memories of places as part of development plans. The Partnership also works with URA to promote greater public understanding and appreciation of Singapore's built heritage and identity.

### Chairman

**Mr Chan Sui Him**  
Senior Director  
DP Architects

### Members

**Mr Cheng Hsing Yao**  
Group Managing Director  
GuocoLand (Singapore) Pte Ltd

**Ms Helen Chia**  
Associate Editor  
Singapore Press Holdings

**Ms Chou Mei**  
Group Director (Conservation & Urban Design)  
Urban Redevelopment Authority

**Professor Ho Puay Peng**  
Head (Architecture)  
National University of Singapore

**Mr Ho Weng Hin**  
Director  
Studio Lapis

**Dr Jack Lee**  
President  
Singapore Heritage Society

**Mr Jerome Lim**  
Heritage Blogger  
The Long & Winding Road

**Ms Debbie Loo**  
Freelance Writer

**Mr Ashish Manchharam**  
Managing Director  
8M Real Estate

**Mr Poon Hin Kong**  
Deputy Chief Development Officer  
CapitaLand Limited

**Mr Khairudin Saharom**  
Principal & Director  
Kite Studio Architecture

**Ms Rita Soh**  
Managing Director  
RDC Architects

**Dr Kevin Tan**  
President  
ICOMOS SG

**Mr Alvin Tan Tze Ee**  
Deputy Chief Executive (Policy & Community)  
National Heritage Board

**Ms Yvonne Tham**  
Chief Executive Officer  
The Esplanade Co. Ltd.

**Professor Yeo Kang Shua**  
Associate Professor  
Architecture & Sustainable Design  
Singapore University of Technology and Design

**Professor Brenda Yeoh Saw Ai**  
Director, Humanities & Social Science Research  
Office of Deputy President (Research & Technology)  
National University of Singapore

# Corporate governance

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The URA Board and Management have put in place a framework to ensure adherence to good corporate governance practices.

## URA Board

The URA Act provides for URA to have a Chairman and up to 12 other Board members. The Board members are individuals from diverse fields of the private, government and academic sectors. They provide complementary expertise and depth of experience to the Board. Other than URA Chief Executive Officer, who is also a Board member, the rest are non-executive members.

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## Staff Review Committee

The Staff Review Committee consists of URA Chairman, Chief Executive Officer, and two other Board members. It reviews and approves the recruitment and promotion of officers into and within superscale grades, as well as provides guidance on HR policies and programmes.

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## Finance and Investment Committee

The Finance and Investment Committee (FIC) is chaired by URA Chairman and includes three other Board members and one non-Board member. The FIC reviews and recommends policies on the investment of surplus funds for the Board or Minister's approval, as well as considers and approves investment guidelines in line with policies approved by the Board. The FIC reviews the appointment of fund managers, custodians, investment consultants, and related service providers. Besides reviewing the annual budget for the Board's endorsement, the FIC also reviews changes to the Financial Operation Manual for the Board's approval.

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## Audit and Risk Committee

The Audit and Risk Committee (ARC) is chaired by a non-executive Board member and includes four other Board members. The main function of the ARC is to assist the Board in discharging its statutory and oversight responsibilities. The ARC meets with URA's internal and external auditors as well as Management to review their audit plans, observations, and the annual audited financial statements. It also reviews the adequacy and effectiveness of URA's risk management and internal control systems.

## Staff Review Committee

### Chairman

**Mr Peter Ho Hak Ean**

Chairman, Urban Redevelopment Authority

### Members

**Dr Cheong Wei Yang**

Deputy Chief Executive Officer,  
National Research Foundation

**Mr Bill Chang**

Chief Executive Officer, Group Enterprise  
Singtel

**Mr Lim Eng Hwee**

Chief Executive Officer  
Urban Redevelopment Authority

## Finance and Investment Committee

### Chairman

**Mr Peter Ho Hak Ean**

Chairman  
Urban Redevelopment Authority

### Members

**Mr Khew Sin Khoon**

President & Group Chief Executive Officer  
CPG Corporation Pte Ltd

**Mr Ho Tian Yee**

Managing Director  
Pacific Asset Management (S) Pte Ltd

**Ms Judy Hsu**

Regional Chief Executive Officer, ASEAN & South Asia  
Standard Chartered

**Mr Lim Eng Hwee**

Chief Executive Officer  
Urban Redevelopment Authority

## Audit and Risk Committee

### Chairman

**Mr Nagaraj Sivaram**

Partner, Assurance, Ernst & Young LLP  
(Mr Nagaraj retired from his position at Ernst & Young LLP with effect from 1 July 2019. He remains a URA Board member and Chairman of the ARC)

### Members

**Mr Tan Chee Meng, Senior Counsel**

Deputy Chairman  
WongPartnership LLP

**Mr Ngien Hoon Ping**

Chief Executive  
Land Transport Authority

**Ms Angelene Chan**

Chief Executive Officer  
DP Architects Pte Ltd

**Mr Ong Kim Pong**

Regional Chief Executive Officer, Southeast Asia  
PSA International Pte Ltd

## Risk management practices and internal controls

### Internal control framework

URA's internal control framework aims to ensure that assets are properly safeguarded, accounting systems and controls are sound and effective, financial information is reliable, and key computerised systems are adequately secure to minimise risks.

These objectives are achieved through:

- Management's emphasis on the importance of good governance and an organisational culture that is conscious of the need for internal control and risk management;
- An organisation structure with clear definition of responsibility and reporting at different levels;
- Established communications channels through regular staff seminars, staff circulars, orientation briefings, and provision of comprehensive information in URA's intranet to educate staff on internal controls and good governance;
- A Financial Operation Manual, which sets out the internal control and financial policies, procedures, and financial authority relating to all key operations of URA;
- Careful selection and deployment of staff, with regular reviews to ensure that there is appropriate segregation of duties, and that personnel are not assigned conflicting responsibilities;
- Independent internal and external auditing functions;
- Adoption of Singapore Government Instruction Manual for the handling and custody of classified documents and information technology, to ensure proper use and safeguarding of URA's information;
- Close monitoring of URA's financial risk exposure and implementing measures to minimise risk; and
- Monitoring of monthly and quarterly reporting of financial and operational performance of key activities by Management and the Board.

### Risk management framework

The Board has overall responsibility for the establishment and oversight of the organisation's risk management framework. The Board, through the ARC, is responsible for developing and monitoring the organisation's risk management policies.

URA's risk management policies are established to identify and analyse the risks faced by the organisation. Management together with ARC, set appropriate risk limits and controls, and monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the organisation's activities.

The ARC oversees how Management monitors compliance with the organisation's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by URA. The ARC is assisted in its oversight role by URA's Internal Audit and Organisation Excellence departments. Both departments undertake regular and ad hoc reviews of risk management controls and procedures, and the results are reported to the ARC.

### Internal and external audit functions

URA has an internal audit (IA) function that is independent of the activities it audits. The internal auditors report to the Chairman of the ARC functionally and to the Chief Executive Officer administratively.

The department performing IA function conducts audits and reviews URA's business functions to provide assurance to the Board that internal controls are adequate and effective in all key financial, operational, compliance and IT systems and processes. It furnishes Management with audit observations, analyses and recommendations on areas for improvement and monitors the follow-up actions. Its audit plans are reviewed and approved by the ARC. The scope of the IA function encompasses:

- Conducting financial and operational audits;
- Conducting IT audits on key computerised systems and networks; and
- Performing checks on compliance with statutory requirements, regulations and standards.

The external auditor, Deloitte & Touche LLP, was appointed by the Minister for National Development in consultation with the Auditor-General, for the audit of URA's Financial Statements. The external auditor reports to the ARC its findings on significant accounting and internal control issues, and recommends possible ways to improve systems and procedures.

### Business and ethical conduct

All staff of URA are bound by URA's terms and conditions of service to maintain a high standard of business and ethical conduct. In the course of their official duties, staff are obliged not to involve themselves in matters where a conflict of interest may arise and are to declare the situation to their supervisors. They are also obliged to comply with established guidelines pertaining to the acceptance of gifts and invitations from contractors, suppliers, clients, customers, developers, and any member of the public.

In addition, all staff members are subject to the provision of the Official Secrets Act and the Statutory Bodies and Government Companies (Protection of Secrecy) Act. They are required to sign a declaration upon recruitment to acknowledge this provision, and are reminded of this provision when they leave URA's service.

URA has also put in place a Whistle Blower Policy Statement to strengthen its business and ethical conduct. Details of the policy are posted on URA's intranet for employees' easy reference.

# About us

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The Urban Redevelopment Authority (URA) is Singapore's land use planning and conservation agency. Our mission is "to make Singapore a great city to live, work and play". We strive to create an endearing home and a vibrant city through long-term planning and innovation, in partnership with the community.

We have successfully transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. Adopting a long-term and comprehensive planning approach, we formulate strategic plans such as the Concept Plan and the Master Plan to guide the physical development of Singapore in a sustainable manner. Developed to support economic growth, our plans and policies are focused on achieving a quality living environment for Singapore.

We take on a multi-faceted role to turn plans and visions into reality. As the main government land sales agent, we attract and channel private capital investments to develop sites that support planning, economic and social objectives. Through our regulatory function, we ensure that development works are aligned with our plans. As the conservation authority, we have an internationally recognised conservation programme, and have successfully conserved not just single buildings, but entire districts. We also partner the community to enliven our public spaces to create a car-lite, people-friendly and liveable city for all to enjoy.

In shaping a distinctive city, we promote architecture and urban design excellence, and innovate to build a resilient city of opportunity that fulfils the aspirations of our people.

## Stay connected



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