



# Partnering to Plan a Liveable Home and Vibrant City

**We shaped and refined our plans for Singapore  
with those who live, work and play in this city**

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# Reflections from Mr Peter Ho, Chairman, Urban Redevelopment Authority

## Planning together to emerge stronger



We saw the year close in unusual and extremely challenging circumstances. The Central Business District (CBD) and MRT and bus networks, usually humming and bustling throughout the workweek, were empty and quiet. Chatter that typically filled meeting rooms in the city, instead moved to homes as discussions took place over online video conferences. These were but a few effects of COVID-19's rapid descent, and some of the new ways of living and working that Singaporeans had to get used to, as the nation endeavoured to subdue the virus.

COVID-19 is a Black Swan – an event that is rare, hard to predict and with wide-reaching implications. With Singapore's transformation and growth built on our connectedness with the world, the impact of this global pandemic has been enormous. No sector has escaped the effects of COVID-19. Our supply chains and businesses have been hit hard. With growing protectionism and "de-globalisation", Singapore faces rising challenges in maintaining its position as an international financial, aviation and trading hub, which is vital to driving a vibrant economy and good quality of life for citizens. The Government has quickly deployed measures to curtail the spread of the virus, and progressively reopened our city, prioritising economic recovery, job protection and building future resiliency, while remaining focused on safety. Singaporeans will still feel the impact for some time to come, and it will not be "business as usual". But the spirit of

pragmatism and resourcefulness that define Singaporeans should place us in good stead to deal with the consequences of the crisis.

### Planning long term and flexibly

The same applies to the business of URA. Significantly, Singapore's ability to respond swiftly to COVID-19 has highlighted the importance of our planning process – premised on a forward-looking and flexible approach which enables our plans to remain robust in a wide spectrum of future scenarios and contingencies. This helps to keep our city resilient and liveable over the long term. URA's work in the past year reflects our commitment to plan long term, as reflected in the proposals for Paya Lebar Air Base as a future housing town with employment opportunities and amenities, and the Greater Southern Waterfront as a new major gateway and location for urban living and recreation along Singapore's southern coast.

Our planners are already studying the changes in activity patterns resulting from the COVID-19 crisis in order to understand their implications on how we plan our urban environment and design our city. For example, many companies and organisations have embraced flexible work arrangements such as telecommuting, and this is set to continue as a practice into the future. This points to the need

for the CBD to have more mixed uses and a larger live-in population. The CBD Incentive Scheme, which was part of the Master Plan 2019 and aims to transform the CBD from a mono-use office-centric district into vibrant mixed-use neighbourhoods, is well-placed to accommodate such changing trends.

More people are relying on shops close to their homes for daily amenities. The adoption of e-commerce platforms has accelerated, and the demand for efficient delivery services has increased in tandem. All these have underlined the importance of our decentralisation strategy. The planned development of our distributed economic centres, such as Jurong Lake District, Paya Lebar Central and Woodlands Regional Centre, can be strengthened to enhance the convenience and accessibility of jobs, supporting infrastructure and community facilities within our neighbourhoods.

COVID-19 has also reinforced the need for safe interaction and recreation within the community. This need has brought health and wellness to the fore. Our planners have an opportunity to rethink the character and design of public spaces, to ensure that Singapore remains a safe living environment for all residents. We will also continue planning for more parks and open spaces near where people live and work, to provide residents accessible and safe places for respite and bonding. The Rail Corridor for example, has been progressively enhanced to accommodate people of all ages and abilities. Works have also begun around the iconic Bukit Timah Railway Station, where Singaporeans will be able to enjoy the historic and natural surroundings.

We also saw the value of using temporary and flexible spaces when we had to repurpose major meeting and convention venues, and disused apartments and schools into temporary care facilities or living quarters for migrant workers. This illustrated the importance of exercising flexibility in the use

and design of spaces to cater to various needs in different situations. For instance, as part of the plans to improve Orchard Road as a dynamic lifestyle destination, the open-air car park at Grange Road will be transformed into a multi-functional event space that can add to the buzz of the precinct. In moving towards more sustainable mobility and encouraging Singaporeans to go car-lite, we have also presented refreshing alternative uses of roads and car park lots in partnership with stakeholders, as safe environments for community activities and bonding.

### **Building resiliency together to emerge stronger**

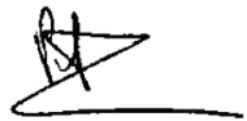
Besides planning long term and keeping our plans responsive, a crucial part of overcoming any challenge is to find strength in unity. We need to reach out widely to those who live, work and play in this city, to co-create our future. By involving citizens and businesses in the planning process, we aim for our plans to remain relevant to their needs even in the face of fast-changing trends and adversities. In this way, we hope that they can develop a strong sense of ownership and rootedness in a home they have helped shape. I am glad that over the past year, we saw increasing engagement in various areas of our work. This included more proposals from the industry and public for new areas we will be developing, growing partnerships with volunteers to share Singapore's planning story, and deepening roles of stakeholders in enriching the vibrancy and heritage of our districts. Significantly, four pilot Business Improvement Districts were formed, where stakeholders will actively work together to bring more vibrancy to their precincts.

Through coming together as a nation – whether as government, business, civil society or members of public – we can respond faster, adapt better and keep Singapore thriving now and into the future. We must shore up our city's resilience together, to build a great home and city.

In this regard, I would like to recognise the many URA staff

who stepped forward to be part of the national efforts in dealing with the crisis. Above and beyond their usual duties, they planned and built care, quarantine and temporary housing facilities for migrant workers, and volunteered as Safe Distancing Ambassadors and Enforcement Officers to keep citizens and stakeholders safe in these extraordinary times.

I also thank our partners for journeying the past year together with URA, and look forward to more collaborations to come.



**Peter Ho Hak Ean**  
*Chairman*

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# Foreword by Mr Lim Eng Hwee, CEO, Urban Redevelopment Authority

## Coming together to shape our home and city



At URA, our planners look ahead and consider how to continuously provide a good quality of life for those who live, work and play in Singapore, even many years into the future. A large and important part of this is partnering with the people that we plan for, to own and shape our shared future together.

The year's highlights reflect this continued commitment, and we saw citizens from all walks of life [come onboard](#) to co-create this shared future. Whether it was sharing with Singaporeans our planning approach and future plans as volunteers at the Singapore City Gallery and at exhibitions, or creating [multimedia content](#) to raise awareness of spaces in our city, their efforts helped grow interest and participation in city planning. When we called for ideas on what people would like to see at new growth areas or districts, we also received encouraging proposals from professionals and the public that offered fresh and relevant perspectives. We have seen strong participation from youths as well, with students spinning off their own projects based on our plans, or submitting their ideas for different areas.



*Volunteers from (from left) the National University of Singapore, School of the Arts Singapore and ITE College West were among the many who stepped forward to partner us for various programmes*

The impact of COVID-19 has further demonstrated the importance of planning a resilient city together. A home that can, even in the midst of unpredictable developments, sustain a good quality of life and provide infrastructure and spaces that strengthen our community well-being. While social interaction is being reshaped by the pandemic, our collaborations will continue. And we are already looking beyond traditional means to reach out and partner more people, such as through digital engagement and smaller group discussions.

I thank our volunteers, stakeholders and partners who stepped forward to reinforce and augment our efforts in the past year. I hope that more will take an interest and join us, to make Singapore a home that we all enjoy and cherish, and a great city for the future.



**Lim Eng Hwee**  
*Chief Executive Officer*



## Planning for our future city

We shaped and refined our plans for a liveable, dynamic and resilient city in consultation with the public. After exhibiting and gazetting the Master Plan 2019, we delved in to garner and flesh-out further ideas on specific areas through an array of platforms.

### Devising fresh ideas for future places

Co-creation with the community brought onboard more fresh and relevant ideas for our planning process. We engaged students, architects and the public to transform selected areas, and welcomed inventive proposals for certain state buildings and spaces.

### Seeking ideas for future developments

We opened up areas that had opportunities for creative developments or enhancements, such as the [Pasir Panjang Power District](#), [Paya Lebar Air Base](#) and [Bukit Timah Fire Station](#), to proposals from architects and the public through competitions that garnered enthusiastic responses. We exhibited ideas for the power district, and built on them to seek further feedback on the site from the industry before redevelopment begins.



From left to right: An idea for two new towers for living spaces and hotel use that pay tribute to Power Station A's demolished chimneys at Pasir Panjang Power District, clinched one of the ideas competition's top prizes (artist's impression) © Swee Yew Yong, Dang Bao Bao, Stephan Shen Yi Zhe; Sustainable proposals for Bukit Timah Fire Station were sought under the C40 Reinventing Cities global competition



## Reinventing spaces into vibrant places

Selected State-owned sites will be transformed into attractive places that will inject vibrancy and enhance the characters of the precincts, under the [Reinventing Spaces into Vibrant Places](#) (RSVP) programme launched in May 2019. Ranging from shophouse units and standalone buildings to utility infrastructure and public spaces, these sites will be creatively adapted for different uses. The programme welcomes innovative proposals from business owners, architects and designers to turn vacant sites into delightful and endearing places for the community.



45 Sultan Gate, two conserved shophouses, were the first State properties to be released under the RSVP programme



Planners and volunteer guides explained what was upcoming in the Master Plan to visitors

## Gazette of Master Plan

The gazette of Master Plan 2019 concluded the review of the Draft Master Plan, with over 25,000 visitors to the exhibition at The URA Centre to find out more about our proposals to rejuvenate key areas. Curated proposals also made their way to the heartlands in the form of roving exhibitions. Feedback and suggestions from visitors as well as those received from stakeholders through earlier engagements were incorporated into the plans where appropriate.

[WATCH]: [Take a look back at our Draft Master Plan 2019 roving exhibitions](#)

## Introducing more people to our planning story

Our dedicated volunteers were our continued partners in sharing the Singapore planning story with visitors at our Singapore City Gallery. They also brought visitors into heritage districts on regular tours, to tell stories of Singapore's past and our approach to conservation. In addition, we collaborated with students from LASALLE College of the Arts to develop a storytelling project centred around art interventions in Telok Ayer.



Clockwise from top left: Volunteers leading the Singapore City Gallery tour; and at a Bukit Pasoh heritage walk; 'Stories of the Sea', one of the art interventions in Telok Ayer created for the LASALLE project

## Injecting new life and vibrancy

We envisioned how to further energise some of our most iconic commercial areas through diverse offerings and enhanced greenery.

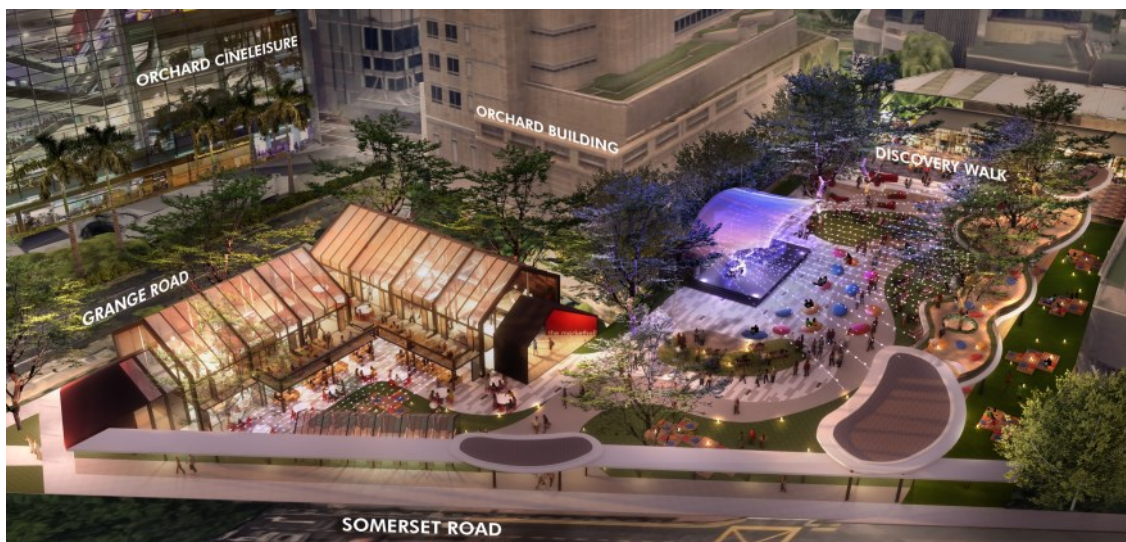
### A green oasis in our city

One of the key thrusts in our ongoing plans to enhance Orchard Road is to '[Bring back the Orchard](#)' – transforming Singapore's signature street into an attractive lush green corridor. Plans are underway to introduce new green spaces and lush planting along Orchard Road. People can enjoy a [6km-long green connection](#) linking historic green and blue spaces in the city centre. The public can look forward to taking a seamless and pleasant stroll from Orchard Road to Singapore River, while enjoying the many attractions in the city's green oasis, including new recreation options at Dhoby Ghaut.

As part of efforts to rejuvenate Orchard Road as [a lifestyle destination](#), the car park at Grange Road will also be transformed into a [well-designed multi-functional event space](#), where visitors can look forward to events and activities throughout the year.



From left to right: 6km-long green connection from Orchard to Singapore River; Orchard Road to be enhanced through a curated showcase of vibrant trees and shrubs depicting the colours of the tropics (artist's impression) © National Parks Board



New event space at Grange Road (artist's impression) © Singapore Tourism Board

## Injecting more vibrancy into Bugis

The Bugis Village and Bugis Street site is a key landmark in the Bras Basah Bugis precinct. To enhance its street market concept and make the area more vibrant and interesting, a price and quality tender to appoint a single operator for integrated management was launched and awarded to CapitaLand. Visitors can look forward to a diverse range of lifestyle offerings that complement the street market as well as enliven the adjacent streets, laneways and surroundings in the precinct.

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## Deepening youth interest in shaping our city

Students took on the challenge of learning what it takes to plan for Singapore, and came alongside us to devise educational content that would help to inform others.

### Students learn how to be planners

The Urban Planning Festival featured projects from the 10<sup>th</sup> CUBE Student Workshop, where students from 16 schools addressed the challenge of coming up with an inclusive town centre and vibrant gateway at Serangoon Central. The festival also featured projects from My Urban Backyard, where students came up with urban visioning projects using key strategies from the Draft Master Plan 2019.



*The Urban Planning Festival showcased students' urban planning proposals*

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## Co-creating workshops for youths

Working with the NUS Geographical Society, we co-created three workshops based on themes of Conserving Built Heritage, Going Car-lite and Enlivening Public Spaces, to grow and deepen youth interest in shaping Singapore.



*Youths discovered more about our historic districts through field interviews at Chinatown*



## Creating a delightful home

A living city thrives on its vibrant streets and spaces, as well as its rich culture and heritage. Partnering with stakeholders, we continued to celebrate the diversity and local identity of our unique neighbourhoods and heritage precincts through place making.

## Creating vibrant public spaces and promoting excellence in architecture

We worked with stakeholders to conceptualise and set up public spaces that would inject new life to familiar districts and beloved community nodes. We also announced plans to share and promote excellence in Singapore's architecture and urban design at international platforms.

### A one-stop portal for community to activate public spaces

A joint initiative by URA and the Housing & Development Board to support community-led efforts in enlivening public spaces, the [Lively Places Programme](#) encourages the public to organise activities that bring communities together, or to create installations that bring a [sense of delight to our public spaces](#). In the long run, the Lively Places Programme can help grow a network of like-minded volunteers and civic partners, and inspire them to implement more of such initiatives independently.

## Delightful pop-ups in community spaces

From giant *origamis* folded by the community, to a delightful maze that injected colour and amazed those who explore it, several [art installations](#) popped up in Tanjong Pagar in November 2019 that turned public spaces into vibrant and enjoyable spots in the neighbourhood. These were developed based on the winning entries for the third edition of the 'My Ideas for Public Spaces' competition, which encouraged the public to submit ideas that bring life to public spaces.



From left to right: 'A-maze' invited one to wander in and be amazed; A whimsical 'ORIGAME' featuring giant cranes which evoked fond childhood memories



Commemorating Discover Tanjong Pagar's launch was a series of exciting activities and initiatives starting with [Mid-Autumn festivities](#) © Discover Tanjong Pagar

## More vibrant precincts with pilot Business Improvement Districts

Joining Singapore River One as pilot Business Improvement Districts (BID) were Discover Tanjong Pagar, Raffles Place Alliance, Marina Bay Alliance and Marina Central. Under the [pilot BID programme](#), stakeholders will take on a more active role in transforming their precincts, and the public can look forward to vibrant districts and attractive public spaces with activities and programming they can participate in.

## A spectacular welcome to the new decade at Marina Bay

Singapore welcomed a new decade with non-stop entertainment from day till night at its biggest countdown celebration at the [Marina Bay Singapore Countdown 2020](#). Into its 15<sup>th</sup> edition, the event saw Singaporeans and visitors from around the world gathered at the heart of Singapore's city centre to usher in the New Year. Dazzling light projections on the facades of key landmarks in Marina Bay, [family-friendly activities](#) at The Lawn and Civic District, as well as exciting music revelries and the multi-sensory musical fireworks show with a 500-drone performance, wowed the audience.

Volunteers and students from Republic Polytechnic collaborated with us to capture the night's dazzling displays. Online influencers also worked with us to promote the programme, and posted photographs of the light projections and fireworks for their followers' enjoyment.



*Clockwise from top left:  
Families and friends awaiting  
the arrival of 2020 at Starlight  
@ The Lawn organised by the  
Marina Bay Alliance;  
Countdown projection, taken by  
volunteer Zhang Shijie;  
Fireworks over Marina Bay,  
taken by volunteer Diane Lee*

[WATCH]:

[Happy 2020!](#)

[Enjoy this fireworks display at #MBSC2020](#)

[Teaser fireworks at the Marina Bay Singapore Countdown 2020](#)

## Moving forward on plans for the Rail Corridor

The finalised plans for the conserved Bukit Timah Railway Station and Staff Quarters were revealed, and works began to develop the area surrounding the beloved landmarks into a community node. This was the culmination of an engagement process with stakeholders on plans to keep the [Rail Corridor](#) green and heritage-rich.

As enhancement works along the corridor progressed, stretches were also re-opened for the public to walk, jog and cycle at, such as between Commonwealth Drive and Jalan Kilang Barat.

[WATCH]: [Uncover the history of the conserved Bukit Timah Railway Station and Staff Quarters](#)



*From left to right: The future Bukit Timah Railway Station will be a green community node (artist's impression); People enjoying a re-opened stretch of the Rail Corridor*

## Singapore participates in the World Expo

URA will lead Singapore's participation at the next [World Expo](#), which will be held in Dubai in October 2021, coordinating and collaborating with partners from the public and private sectors to realise the [Singapore Pavilion](#). The Singapore Pavilion, titled 'Nature. Nurture. Future', will pay tribute to Singapore's journey towards growth, sustainability and resilience.

[WATCH]: [A fly-through of the stunning and sustainable Singapore pavilion designed by WOHA.](#)



The Singapore Pavilion: A City in a Garden (artist's impression)  
© Singapore Pavilion, Expo 2020 Dubai

## Enjoying car-lite, people-friendly streets

Our community-led car-lite initiatives showcased opportunities to transform streets into people-friendly places and promote greater sustainability.

### Expanded Car-Free Weekend for more to enjoy car-free experience

[Car-Free Sunday SG](#) took on an expanded format last year to allow more to enjoy the car-free experience both during the day and at night. We collaborated with our network of partners to present an exciting calendar of activities on car-free streets at the Civic District, Telok Ayer and one-north. These special [weekend editions](#) aimed to help more people better appreciate how going car-lite could lead to a more vibrant, liveable and sustainable city.



Roads at Telok Ayer and the Civic District turned into people-friendly, car-free streets



Co-creators of 'Colours of Our Wildlife' with string art completed with public

As part of our collaboration with the community, we co-created 'Colours of Our Wildlife' with students from NUS Environmental Studies: a community art activity featuring Singapore's biodiversity, to encourage more people to go car-lite while adding vibrancy to our car-free streets.

We also worked with Singapore Polytechnic (SP) on 'Blast from the Past', an event that transformed Amoy Street into an old school playground with games such as hopscotch, five stones and tic-tac-toe, and "live" performances by SP's GarageBand. SP students also conceptualised and produced a video on Car-Free Weekend.



"Old school" games along the car-free Amoy Street



String art installation in Jurong East where community could gather © Bold at Work

## Students create fun and interactive spaces on PARK(ing) Day

As part of the [annual event](#), students from the Singapore University of Technology & Design and the community came together to transform parking lots at [Bugis](#) as well as [Jurong East](#) into fun and interactive spaces. Known as PARKs, these people-friendly spaces were filled with art installations, interactive exhibitions, games and more, [for the public to enjoy](#).

## Celebrating built heritage with community

Conservation is a critical function of URA, underpinning the city's identity and memories. We celebrated 30 years of our Conservation Programme, including the collaborative role of stakeholders who help uphold the legacy of our conserved buildings and structures.

### Resources to improve industry standards

In collaboration with the local chapter of the International Council of Monuments and Sites (ICOMOS), URA published volumes 4 to 6 of the [Conservation Technical Handbooks](#) focusing on the structure, windows and doors, as well as interior elements of conserved buildings. Together, the series of handbooks promote better quality restoration projects, enhance the level of competency within the heritage building industry and increase appreciation for our built heritage.



Volume 4 of the Conservation Technical Handbooks



## 30 years of shaping our conserved landscape

URA celebrated the 30<sup>th</sup> anniversary of its Conservation Programme with a special exhibition which was part of the Architectural Heritage Season 2020, that told the [story](#) of Singapore's conservation journey and paid tribute to the pioneer planners who have been integral in shaping our conserved landscape today.

As part of the season's awards, URA conferred the Architectural Heritage Award for Restoration on Temasek Shophouse, which featured restored details on its façade to bring back its original grandeur, and removed internal partitions to showcase its double volume spaces.



*From left to right: Exhibition on 30-year conservation journey; Architectural Heritage Award winner Temasek Shophouse*

A highlight of the season was Tanjong Pagar Day Out, which saw a myriad of community activities held at the Tanjong Pagar, Bukit Pasoh and Duxton areas. Pop-up installations also adorned the precinct, adding colour and vibrancy across the activity areas.

We collaborated with schools to co-create initiatives that cultivated a greater understanding of our conservation work. Designers recently graduated from the Singapore Institute of Technology (SIT) worked with their lecturer to develop '[Backyard65 – Bukit Pasoh and Tanjong Pagar](#)', the first in a series of booklets featuring our city's built heritage. Additionally, 'In Conservation' with School of the Arts Singapore (SOTA) introduced visitors to the history of shophouses and invited them to draw the buildings based on their memories. SOTA students also created whimsical and quirky artworks that expressed their aspirations and appreciation for heritage buildings.



*From left to right: Community activities enlivening the streets at Tanjong Pagar Day Out; Visitors created artworks based on their memories of shophouses*



From left to right: SIT lecturer and his recently graduated students who produced 'Backyard65'; SOTA students who produced artworks exhibited at The URA Centre

## Partnering the community to conserve our built heritage

URA conserved the three oldest buildings of the former Singapore Chinese Girls' School (SCGS) campus at 37 Emerald Hill Road. The buildings will be adapted to house new cultural and lifestyle uses, in line with plans to enhance the Orchard Road precinct as a vibrant lifestyle destination. A group of SCGS alumnae drove the conservation efforts, raising awareness of the building's significance and garnering further support from stakeholders.



The former SCGS © Caroline Chia



## Ensuring a good quality environment

From rolling out new and updated guidelines, to working with developers and the industry, we aimed to safeguard an excellent living environment through our regulatory role. We also presented research and innovative ideas, to address future challenges.

## Upholding an excellent living environment

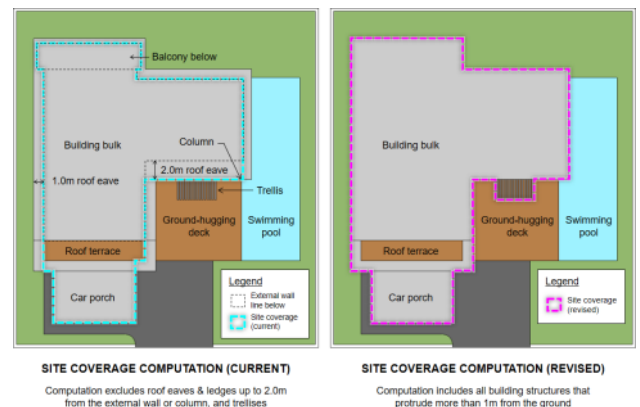
In consultation with the public and industry, we introduced and updated guidelines and policies to sustain a high quality living environment.

## New condition for housing developer's licence to better protect home buyers' interest

To ensure that developers deliver quality housing to home buyers, we worked with the Building and Construction Authority to impose a [requirement](#) for the Construction Quality Assessment System (CONQUAS) Scheme via a new condition for the housing developer's licence. This will apply to developers without a CONQUAS track record or those with at least one private residential development completed in the past three years but with a CONQUAS score below a certain threshold or with a significant number of major defects. With the implementation of this new requirement, home buyers' interest will be better protected.

## Allowing more flexibility while maintaining a good living environment for residents

We relaxed the guidelines for mezzanine floors and attics in landed homes to allow [more flexibility](#) in the design of spaces within the permissible building envelope, while continuing to safeguard the character of landed housing estates. The computation of site coverage for landed houses was also [simplified](#). In addition, we [removed the earth berm requirement](#) for landscaped car park decks in non-landed residential developments, as long as vertical greenery is provided along its edge to minimise visual impact.

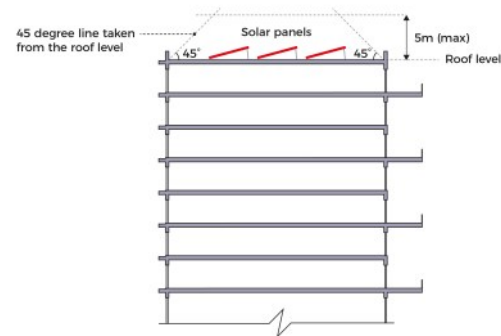
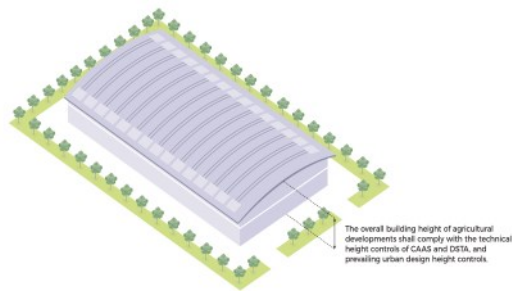


An example of the revised site coverage computation method

## Reviewing planning guidelines to support national objectives

2019 saw the [transformation of the Development Control Handbooks](#) into a web-based one-stop portal for planning guidelines to enhance user experience. To provide greater clarity to the industry, we [refined the Gross Floor Area \(GFA\) rules](#) for sky terraces, pedestrian linkages, balconies and mechanical and electrical spaces, and introduced new planning guidelines [for the installation of solar panels](#), which also supported the national drive towards environmental sustainability.

We introduced [new planning guidelines for agricultural developments](#) to facilitate the transformation of the agriculture industry and support more intensive developments, while ensuring they are compatible with their surroundings. This will optimise the use of land and enhance food resilience. We also streamlined the planning application process to enable applicants to obtain faster approval at a lower cost.



From left to right: Diagram from the Development Control Handbooks depicting building height requirements for agriculture developments; Diagram depicting guidelines for the extent and height of elevated solar panels

## Innovating for the future

In anticipation of future challenges and to strengthen our resiliency as a city, we collaborated with researchers and the public to seek out innovative solutions.



Musical Chairs, winner of the URA-REDAS Spark Challenge 2019

## Seeking bright ideas with community

The second edition of the URA-REDAS Spark Challenge sought creative ways from the public for strangers to forge connections. The winning entry brought people together with “bud-like” seats that saw adjacent seats light up when people sat down.

## Reviewing infrastructure for an ageing population

The Urban Lab exhibition '[Designing Our Age-Friendly City](#)' featured research and projects conducted by agencies, researchers and architects on making neighbourhoods more age-friendly, and possible design considerations for future nursing homes. The platform allowed for further dialogue on ensuring that our city's infrastructure and design evolves along with its residents' needs, aided by volunteer guides for the exhibition.

**[WATCH]:** [Discover different ways our built environment has been designed to be age-friendly, and why it's important](#)



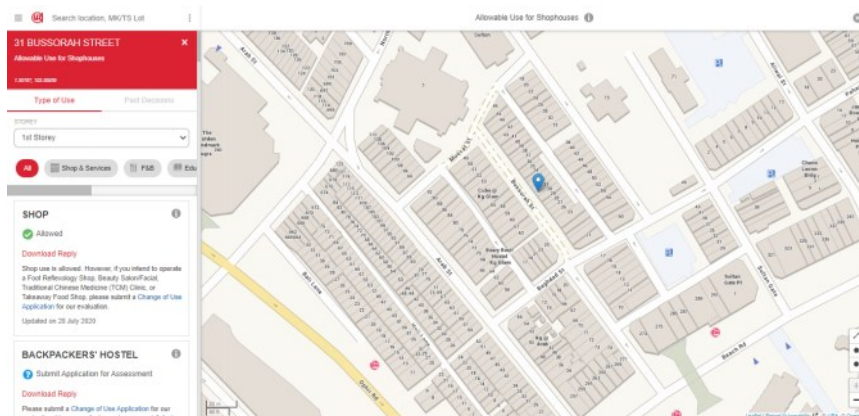
*From left to right: A “mobile kopitiam” was one of the pilots deployed to encourage more social interaction among residents of the area © Lekker Architects; Social spaces in nursing homes designed as ‘Void Decks’ allow residents to walk around and interact (artist’s impression) © FARM Architects Pte Ltd and STUCK Design Pte Ltd*



## Building stronger capabilities and a great workplace

In recent years, URA launched several initiatives to strengthen the organisation's capabilities and readiness to address future challenges, as well as to build a people-oriented workplace that delivers the highest service standards to citizens, stakeholders and staff.

On the digitalisation front, we have developed a suite of digital planning tools that optimises our planning efforts and facilitates deeper inter-agency discussions on land use. New portals such as the Change of Use eAdvisor 2.0 and the upcoming CORENET-X, also provide more consolidated and user-friendly services to professionals, to help the industry and our stakeholders make more informed decisions. In recognition of successfully transforming our core planning business through digitalisation, URA was awarded the Public Sector Transformation Business Transformation Award in 2019.



*Change of Use eAdvisor 2.0 allows users to readily check allowed and last approved uses*

We have also launched the next phase of our Digitalisation Roadmap to further enhance capabilities and processes. This involves working closely with research institutes to expand our capabilities in advanced Geospatial Information Systems, Artificial Intelligence, and cybersecurity, as well as refining our digital planning tools by integrating different systems and platforms, to make planning even more precise, effective and comprehensive. We have also formed teams that draw on staff with operational and technological expertise, to tap on Robotic Process Automation to automate manual and repetitive work, freeing up our staff for higher-value tasks and raising productivity.



Participants at the Analytics Immersion Programme

People are our greatest asset, so we remain committed to growing staff competency in order to plan Singapore better. To this end, we introduced various programmes such as a Planners' Competency Roadmap to raise our planners' and architects' proficiency in a range of specialisations such as geospatial systems and planning analytics. In support of partnering our stakeholders in co-creation, we are also training planners in public engagement and facilitation, to equip them with relevant skillsets to engage citizens and stakeholders through our work. We are strengthening collaborations and knowledge sharing across URA, such as through flexible teams, calibrating working arrangements, and facilitating mutual learning among staff, to ensure continuity of an effective and dynamic workforce.

# Board members

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## Chairman

**Mr Peter Ho Hak Ean**

Senior Advisor, Centre for Strategic Futures  
The Strategy Group, Prime Minister's Office

## Members



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Principal & Director  
Kite Studio Architecture



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

*Information accurate up to 31 July 2020*

# URA management team

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**Lim Eng Hwee**

Chief Executive Officer

**Han Yong Hoe**

Deputy Chief Executive Officer

**Hwang Yu-Ning**

Deputy Chief Executive Officer & Chief Planner

**Richard Hoo**

Deputy Chief Executive Officer (Infrastructure Planning)

**Fun Siew Leng**

Chief Urban Designer

**Ler Seng Ann**

Group Director (Development Services)

**Sin Lye Chong**

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

**Loh Teck Hee**

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

**Yvonne Lim Li Chuen**

Group Director (Physical Planning)

**Chou Mei**

Group Director (Conservation & Urban Design)

**Goh Chin Chin**

Group Director (Development Control)

**Goh Siow Chong**

Chief Information Officer

**Chiu Wen Tung**

Group Director (Research & Development)

**Adele Tan Shiao Ling**

Group Director (Strategic Planning)

**Mieko Otsuki**

Group Director (Corporate Strategy) & Board Secretary

**Yap Lay Bee**

Group Director (Architecture & Urban Design)

**Ng Lye Hock**

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

**Tan See Nin**

Senior Director (Physical Planning)

**Teh Lai Yip**

Senior Director (Conservation)

**Seow Kah Ping**

Dean (URA Academy)

**Andrew David Fassam**

Senior Director (Strategic Projects)

# Advisory committees

## International Panel of Experts

This panel was established to seek the perspectives of international experts, including architects, urban planners and strategists, 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  
Head, Scenarios, 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**

Professor Emeritus (Plant Ecology), ETH Zurich  
Principal Investigator  
Ecosystem Services in the Urban Landscapes and  
Singapore's Natural Capital

### **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, The Keesmaat Group  
Former Chief Planner, Toronto

### **Dr Anne Lise Kjaer**

Founder, Kjaer Global  
Member, Copenhagen Goodwill Ambassador Corps &  
Danish-UK Chamber of Commerce

### **Dr Chris Luebke**

Director, Global Foresight, Research + Innovation  
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  
Member, Board of Trustees  
Singapore University of Technology & Design

### **Mr Michael Pawlyn**

Founder, Exploration Architecture

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

Founder & President, Star City Group  
Urbanist in Residence, Jacobs Institute, Cornell Tech

## 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

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

### Members

**Mr Marc Boey**  
Director, Planning & Acquisitions and COO  
Far East International

### **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 Christopher Tang**

Chief Executive Officer, Singapore  
Frasers Property Limited

### **Mr Wong Mun Summ**

Founding Director  
WOHA

## Heritage & Identity Partnership

Through regular dialogue with URA, the Heritage & 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**  
Immediate Past 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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## Finance and Investment Committee

The Finance and Investment Committee (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 main function of the Audit and Risk Committee (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.

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## Staff Review Committee

The Staff Review Committee reviews and approves the recruitment and promotion of officers into and within superscale grades, as well as provides guidance on HR policies and programmes.

## 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

Fullerton Fund Management Company 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**

Retired Partner, Assurance

Ernst & Young LLP

### 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

## Staff Review Committee

### Chairman

**Mr Peter Ho Hak Ean**

Chairman, Urban Redevelopment Authority

### Members

**Dr Cheong Wei Yang**

Deputy Secretary (Special Projects)

Ministry of Health, Singapore

**Mr Bill Chang**

Chief Executive Officer, Group Enterprise

Singtel

**Mr Lim Eng Hwee**

Chief Executive Officer

Urban Redevelopment Authority

## 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 and the Code of Conduct of the Public 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 also has a Whistle Blower Policy in place. Details of the policy are communicated to all staff and posted on URA's intranet.

# 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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