



PLANNING A RESILIENT, SUSTAINABLE CITY OF THE FUTURE

We navigated uncharted waters to ensure that Singapore continues to be a great city to live, work, and play in the new normal.

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Reflections from Mr Peter Ho Chairman, Urban Redevelopment Authority

Planning a liveable, resilient and inclusive city for the next normal

The past year has been one of many firsts and a harbinger of what the future holds. Like most cities globally, the COVID-19 crisis has deeply impacted our lives in unprecedented ways and is a stark reminder that the future could be anything but normal.

Singaporeans have had to adapt to new ways of living, working, learning and bonding – working and schooling remotely, harnessing technology for business and daily needs, and interacting with one another differently in our urban spaces.

The pandemic also brought to the fore other pressing issues that we and future generations have to be prepared for, such as economic and technological disruptions, rapidly-evolving social and demographic trends, and the existential threat of climate change.

Leaders worldwide are therefore rethinking priorities and operating models of cities, so as to respond quickly to the increasingly volatile and ambiguous operating environment. While Singapore is no exception, our unique circumstance as a highly compact and land-scarce city-state necessitates a long-term, integrated and consultative approach to planning. To sustain a good quality living environment today and for the future, our plans must be agile, resilient and inclusive. URA's work in the past year highlighted our commitment to safeguard Singapore and our way of life, by equipping our city not only for the new normal, but



also for the next normal.

Charting the next chapter with flexible and inclusive planning

Our city's development blueprint has come a long way since independence. Against all odds, Singapore has transformed into one of the best cities in the world¹ through far-sighted planning, which allows us to judiciously steward our limited land, balance diverse needs and guide sustainable development.

Resiliency and flexibility have always underpinned URA's planning approach. The planning of mixed-use economic gateways islandwide, such as Jurong Lake District and Woodlands Regional Centre, has allowed us to optimise land and create thriving hubs for businesses, recreation and new homes. In the same vein, being flexible in planning enabled us to quickly leverage and convert various State properties and mixed-use spaces into quarantine and vaccination facilities. This was invaluable in helping to combat the spread of COVID-19.

For Singapore to thrive beyond current and future uncertainties, URA is continuing to plan far ahead.

¹ Singapore ranked 11th in the 2020 edition of the Schroders Global Cities Index, which measures impact scores for around 900 cities across economic, environmental, innovation and transportation factors.

Notably, URA has embarked on the Long-Term Plan Review (LTPR) to chart Singapore's future for the next 50 years and beyond. The LTPR involves working with the public, academia and industry to understand future development possibilities and their implications on land use. Through this process, URA aims to develop flexible and inclusive long-term strategies to better anticipate and capitalise on emerging trends, and to ensure that sufficient land continues to be protected for later generations.

Innovating to build a city of the future

Harnessing digital technology for a better quality of life

The acceleration of digital transformation has catalysed widespread adoption of digital tools by governments, businesses and citizens.

URA understood early on that data and digital technologies can enhance the way urban planners plan and design cities, and stayed ahead of the curve by developing and fine-tuning our data capabilities. This made us more agile in responding to citizens' needs, as shown by the swift development and roll-out of the Space Out platform before the Circuit Breaker, which enabled citizens to check crowd levels at over 500 locations across Singapore.

To push the boundaries of data-driven planning, URA took on a new role as the Whole-of-Government Centre of Excellence (CentEx) for Urban Planning and Design Platforms. As the new CentEx, we will drive deeper technology-enabled transformation of Singapore's planning system. This will provide Singapore with the adaptability and insights needed to weather multi-faceted urban complexities and to plan for better tomorrows.

Driving research and innovation

URA has continued to innovate and invest in research to ensure that we stay attuned to the current and future needs of Singapore.

To support a more sustainable future city, we took strides towards facilitating the deployment of autonomous and electric vehicles on our roads. URA partnered stakeholders to trial the viability of using autonomous robots for last-mile deliveries and launched Singapore's first tender to install electric vehicle charging points in public car parks.

Creating a vibrant and safe home for all

Sustaining a delightful living environment

COVID-19 highlighted the importance of designing distinctive and healthy cities, where city dwellers have access to safe and endearing spaces for active living and respite.

To support Singapore's vision of becoming a "City in Nature", URA has continued to prioritise plans for green spaces, by taking a science-based approach to expand our nature networks and integrate even more greenery into our urban environment. For instance, the reopening of Rail Corridor (Central) with enhanced features has made this green spine more inclusive and accessible for people of all ages and abilities.

The urban fabric is also enriched when we plan and design sensitively to shape delightful and distinctive spaces. For example, we continued to work with the community on proposals for the Paya Lebar Air Base site. Our hope is to develop plans that stitch the area with adjoining towns and integrate new and old elements

so that future generations get to experience and enjoy a new district anchored to its rich aviation heritage.

Developing safe and vibrant public spaces

As we continue to create spaces that bolster a vibrant cityscape, prioritising wellness and safety has become equally important. To this end, URA supported our pilot Business Improvement Districts and businesses in activating spaces in a safe manner, through creative design interventions and exercising flexibility for businesses to continue using their premises for lower-risk activities. Singaporeans also ushered in the new year with our signature Marina Bay Singapore Countdown taking on a safer but no less visually vibrant format.

As part of national efforts in keeping the community safe, URA also deployed Safe Distancing Ambassadors and Enforcement Officers, and retrofitted properties to safely house our migrant workers during the pandemic.

In the new normal and beyond, cities will face the dilemma of ensuring safety whilst maintaining well-utilised public spaces. Nevertheless, I am confident that URA is in good stead to ensure a high-quality urban environment for all Singaporeans to live, work and play safely in.

Partnering Singaporeans to be stewards of our city and future

To foster empathic, inclusive and well-loved cities that reflect citizens' needs and preferences, planning must be people-centric. This is why URA has continued to step up engagement efforts in the past year to co-create plans with Singaporeans. URA involved a robust

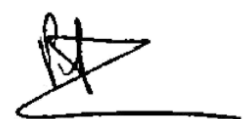
community of stakeholders and volunteers to grow understanding and collaboration in city planning. The enhanced Rail Corridor (Central) for instance, was a product of extensive public engagement. In fact, it has been 10 years since we embarked on partnering the community to shape plans for the Rail Corridor.

Several private-public partnerships were also forged to help Singapore emerge stronger. To strengthen public health resilience, URA partnered agencies and industry to develop prototypes for better dormitory design, and collaborated with venue operators to provide the public with crowd level information for malls, supermarkets, stadiums and other public venues.

Co-creation empowers citizens with an invaluable sense of belonging to a Singapore that they have helped to shape. In the coming year, URA will engage Singaporeans extensively to understand their hopes and aspirations for the future, and partner them as stewards of this land to shape a collective vision for a liveable, resilient and inclusive home.

I would like to thank URA's partners and Singaporeans for their contributions in the past year. I look forward to seeing our organisation learn and grow through more partnerships, idea exchanges, and joint ventures in the year ahead.

My sincere gratitude also goes to URA staff for their professionalism, dependability and sacrifices during a challenging time, and for going the extra mile to create a better and safer city and home for all.



Peter Ho Hak Ean
Chairman

SHAPING OUR FUTURE CITY

Amidst unprecedented times, we continued planning for a resilient and sustainable city of the future in consultation with our stakeholders.

REIMAGINING THE FUTURE SINGAPORE

We broadened planning possibilities by engaging and reimagining our future city with Singaporeans.



Involving Singaporeans to chart the next chapter

To chart Singapore's development for the next 50 years and beyond, URA has embarked on a review of our long-term land use plans with the [Long-Term Plan Review](#) (LTPR). This review is conducted every 10 years to plan our land use and infrastructure, based on evolving trends and changing needs. The LTPR will place a greater focus on strengthening the resilience, flexibility and inclusiveness of our plans. URA will put Singaporeans at the centre of the review, and is [engaging citizens and stakeholders](#) widely to gather ideas, views and insights concerning Singapore's future living environment.



The Runway 'Sheds' © MIX Design Studio



Paya Lebar Tomorrow © The University of Hong Kong

Paya Lebar Air Base as a town of the future

Design professionals and students submitted innovative proposals to reimagine the Paya Lebar Air Base site and surrounding industrial estates as a new town to meet the needs of the future. [Winning entries](#) celebrated the aviation heritage of the area, while championing progressive and bold designs to address future urban challenges. URA will partner the Singapore Institute of Planners and Singapore Institute of Architects to involve more local planners and architects to explore concept ideas and precinct designs for the site, taking into consideration the opportunities and challenges in a post-COVID-19 world.

FORGING VIBRANT ECONOMIC SPACES FOR ALL

We are strengthening our economic gateways and developing business nodes beyond the Central Business District (CBD) to bring more jobs and amenities within reach, as well as pilot new policies for economic growth.



Growing Jurong Lake District through focused investment and development



Jurong Lake Gardens is Singapore's first national gardens in the heartlands, located in Jurong Lake District

Strengthening Jurong Lake District as a key economic gateway

As the anchor of our [Western Gateway](#), Jurong Lake District is shaping up to be an attractive, low-carbon, mixed-use business district. To kickstart its next phase of development, URA worked with the economic agencies and sought views from companies in the real estate, financial, technology, sustainability and professional services sectors, on ways to enhance [the district's](#) appeal in catering to the evolving needs of businesses. We also worked with agencies to facilitate the planning and implementation of key projects including Jurong Lake Gardens, the future new Science Centre, the future tourism development next to Chinese Garden MRT station, the upcoming Jurong Region and Cross Island MRT lines, the Jurong East Integrated Transport Hub, as well as the progressive relocation of infrastructure-related government agencies to the district. Our planners, architects and engineers further reviewed and refined plans for future essential infrastructure such as district cooling systems, utility services, cycling paths and roads.

Catalysing the growth of Woodlands Regional Centre

URA has been working with agencies and stakeholders on plans to advance the transformation of [Woodlands Regional Centre](#) into the [largest economic hub](#) in the North region. A catalyst for this up and coming destination, Woods Square, an integrated commercial development with open spaces, retail and food offerings, opened in early 2020. This was followed by the [Woodlands Integrated Transport Hub](#), which helped to improve commuting times and access to amenities for residents. New public housing scheduled to be completed by 2026 and additional local amenities will also add to the vibrancy of the area.

The Woodlands North MRT Station, which opened in early 2020, will be integrated with the upcoming Rapid Transit System Link and transport hub by 2026. When completed, commuters can shuttle between Johor Bahru and Singapore in a five-minute ride, further transforming Woodlands into a cross-border growth hub and thriving economic gateway for the North region. To meet evolving needs of the industry, there will also be new industrial developments in the area that offer greater flexibility for businesses to co-locate knowledge-intensive and service-oriented activities to boost synergies.

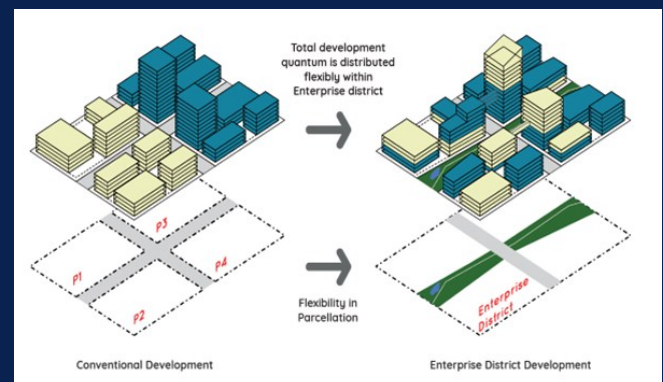
SHAPING OUR FUTURE CITY



From left to right: The opening of Woods Square, an integrated commercial development, meant greater access to amenities for residents; The Woodlands Integrated Transport Hub offers comfortable connections between the bus interchange, MRT stations and nearby shopping malls

Supporting Key Growth Industries at Punggol

Punggol Digital District (PDD) is on track to be the next-generation smart and integrated district in the Northern Gateway, bringing together a business park, the Singapore Institute of Technology (SIT) and community facilities under URA's Enterprise District framework. URA worked with JTC and SIT in enabling closer industry-academia collaboration through shared work spaces and facilities, and key industry players of the digital economy such as cybersecurity and digital technology firms will be set up in the district.



The Enterprise District framework for PDD allows greater flexibility in determining an optimal combination of uses within a set of district-level floor area controls



Changi Region is set to be a thriving economic hub, hosting industries that synergise with the airport

Reinforcing our air hub status in the east

At the **Eastern Gateway**, URA continued working with agencies to review plans to support future aviation-related businesses. We are also continuing to plan for and implement transport infrastructure, such as enhancements to roads and passenger terminals in the region.

ENHANCING SPACES FOR NATURE AND RECREATION

Working closely with the community, we enhanced natural and recreational places so that more people of all ages and abilities can enjoy them.



Clockwise from top left: Refurbished conserved truss bridge; Landscaped stairs that serve as an access point; Improved trail near the Singapore Quarry Bridge

Nature, heritage and recreation at the enhanced Rail Corridor

A 13-kilometre stretch of the [Rail Corridor](#) between Spooner Road and Upper Bukit Timah underwent enhancement works based on [public feedback](#) garnered over the years to make the trail more inclusive and accessible. This stretch was fully [reopened](#) for public use in March 2021, and visitors can now walk, jog and enter the trail safely.

We also enhanced greenery and biodiversity, and prolonged the lifespan of infrastructure for future generations to enjoy. Improvements include safer [access points](#), a more durable and accessible trail, rewilding of the space with planting of more native species, a new underpass, and four refurbished heritage railway bridges.

DEVELOPING SENSITIVELY AND SUSTAINABLY

We reviewed and enhanced our environmental impact assessment framework to strengthen processes and increase transparency. We also worked alongside partners in reaffirming our commitment to address climate change.



Environmental considerations are an important part of the planning evaluation process

Enhancements to the Environmental Impact Assessment (EIA) Framework

We supported the Ministry of National Development in reviewing the EIA framework, which was first introduced in 2008. After studying feedback from nature stakeholders and development agencies, the EIA framework was enhanced to ensure that it remains relevant and robust for Singapore. Key enhancements include strengthening the way developing agencies and consultants carry out environmental studies, increasing transparency by making the EIA reports available online, and greater upstream engagement of stakeholders on environmental issues in the planning evaluation process.



Buildings and structures, like The Helix Bridge, switched their façade lighting to green in support of the campaign

Lighting up the city with the Green Global Campaign

To mark the fifth anniversary of the Paris Agreement and reaffirm Singapore's commitment in addressing the impact of climate change, we joined hands with the National Climate Change Secretariat and the Ministry of Sustainability and the Environment to participate in this global campaign organised by C40 – a network of megacities committed to realising the goals of the Paris Agreement. On 12 December 2020, 12 buildings and landmarks around Marina Bay and the Civic District [lit up in green](#), signifying the commitment from all to build a sustainable and resilient city of the future.

ENSURING A GOOD LIVING ENVIRONMENT

We continued to explore ways to improve our cityscape and keep our living environment safe and welcoming for all.

DEVELOPING COMMUNITY-CENTRIC PLACES

Together with stakeholders, we enhanced and organised a popular pedestrian mall to make it an even more pleasant place to visit.



The street enhancements open up more walking space for pedestrians and allow safe distancing between stalls

A safer and more pleasant street experience at Waterloo Mall

Haphazard stall setups and random boxes obstructing the pathways and fire engine access were a common sight at Waterloo Mall. The congregation of street vendors in close proximity also posed public health and safety concerns in view of the COVID-19 pandemic. In an inter-agency effort between URA, Singapore Land Authority and Singapore Food Agency, all existing street vendors were each allocated a lot under a [street enhancement exercise](#) conducted from December 2020 to January 2021. Today, street vendors ply their trades at designated lots that are spaced out along the street, which prevents overcrowding, opens up more walking space and provides visitors a safer and more pleasant street experience.

ENHANCING PUBLIC INFRASTRUCTURE

In partnership with the industry, we continued studying and developing measures to improve public infrastructure.

Piloting Kerbside Loading Bays to assist delivery vehicles and reduce traffic disamenities

We worked with industry stakeholders and partner agencies to pilot Kerbside Loading Bays. Launched in April 2020, it aimed to reduce illegal parking and traffic disamenities in commercial areas that lacked designated loading facilities. As part of this pilot, kerbside parking lots located along Stanley Street, Amoy Street, Arab Street and Ann Siang Road were converted into paid Kerbside Loading Bays. The pilot ended with four Kerbside Loading Bays becoming a permanent feature of those locations and this new scheme to be introduced to appropriate areas.

This is in addition to a [Loading Bay Design and Operation Guide](#) that we published in July 2020, to facilitate safer and more efficient deliveries through better-designed and managed loading bays.

ENSURING A GOOD LIVING ENVIRONMENT

KEEPING SINGAPOREANS AND OUR CITY SAFE

During unprecedented times, we stepped up to work with various stakeholders to ensure higher standards of safety and well-being for all.

Helping the public to stay safe amidst a rapidly changing environment

As part of the government's efforts to ensure that businesses, operators and members of the public adhered to Safe Management Measures (SMMs), URA together with partner agencies sent our Safe Distancing Ambassadors and Enforcement Officers to undertake regular patrols in designated areas.

They advised businesses such as food and beverage outlets, retail outlets and backpacker hostels on the SMMs to adhere to at their premises, and took enforcement action when egregious breaches were found.



Officers advising on safe distancing and safe management guidelines in a hostel

Supporting national efforts to stabilise COVID-19

At the onset of COVID-19, URA rallied to support national efforts in containing and stabilising the pandemic. Working closely with multiple agencies and industry partners, we expedited the identification of vacant sites and suitable premises for temporary and permanent foreign worker dormitories, as well as properties and sites for Government Quarantine Facilities.

Given the urgency of the situation, we also took on the task of retrofitting temporary foreign worker housing at a few locations. Beyond expediting processes, URA leveraged digital technology and developed new platforms to enhance inter-agency collaboration to monitor the roll-out of dormitories and evaluate new proposals.

URA also worked together with other agencies to engage the Singapore Institute of Architects and Dormitory Association of Singapore Limited on ways to improve future dormitories' design, for better liveability and public health resilience.



A well-ventilated classroom converted into worker quarters

ENSURING A GOOD LIVING ENVIRONMENT

Space Out to combat the community spread of COVID-19

The Space Out website was launched in April 2020 prior to the start of Singapore's Circuit Breaker period. First created in partnership with retail mall operators, the map-based website provides regular updates on crowd levels at various malls across the island, to enable the public to make more informed choices on where and when to go out for essential activities while maintaining safe distancing.

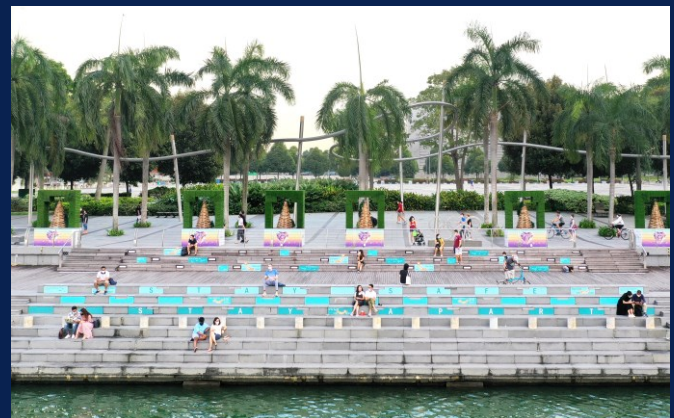
URA has since partnered more venue operators to provide the public with regular updates on crowd levels in malls, supermarkets, markets, post offices, stadiums, parks, and attractions in Sentosa.



Different layers of Space Out provide the public with crowd-level information

D'Activate: Designing for safe distancing

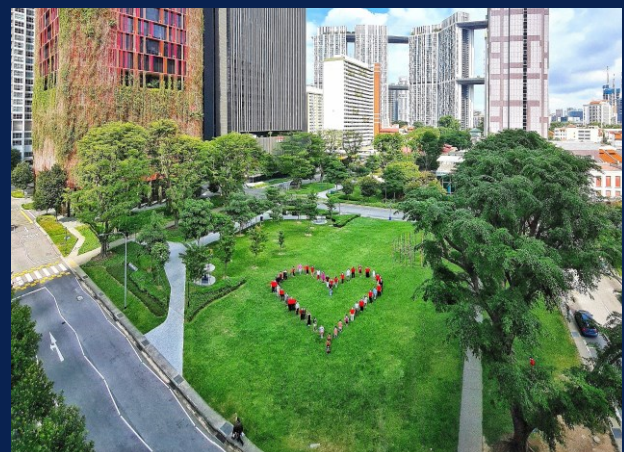
To encourage safe distancing among the public while they enjoy our public spaces, we designed graphical stickers and cut-outs of otters to provide a vibrant and friendly reminder for the public to adhere to SMMs. From October 2020 to March 2021, the [pilot pop-up installation](#) not only helped to encourage safe distancing, but also brought much visual delight to the boardwalk at Marina Bay Waterfront Promenade.



D'Activate enhanced the boardwalk visually while encouraging safe distancing

Supporting pilot Business Improvement Districts in overcoming COVID-19 challenges

The COVID-19 pandemic reinforced the importance of placemaking in Singapore. We continued to work closely with the pilot Business Improvement Districts (BIDs) to support their efforts in enhancing the precincts, and helped facilitate initiatives that they came up with to overcome challenges arising from COVID-19.



On 9 August 2020, stakeholders from the Discover Tanjong Pagar pilot BID, together with residents, business owners and management staff from URA, came together to form a socially-distanced heart to pay tribute to frontline workers of the COVID-19 pandemic © Discover Tanjong Pagar

ENSURING A GOOD LIVING ENVIRONMENT

Supporting the property industry and safeguarding home buyers' interest

To support the real estate sector affected by construction delays due to COVID-19, several [temporary relief measures](#) were rolled out. These include the extension of the [project completion period](#) for residential, commercial and industrial projects, as well as the time extension for residential development projects in relation to the remission of the Additional Buyer's Stamp Duty. In addition, Part 2 of the [COVID-19 \(Temporary Measures\) Act](#), which looks at relief from legal action in relation to the inability to perform certain contracts as a result of COVID-19, was extended to cover [Option to Purchase \(OTP\) and Sale and Purchase \(S&P\) Agreements](#), providing temporary relief to both developers and purchasers affected by the situation.

To encourage purchasers to exercise financial prudence when buying properties amidst economic and labour market uncertainties, the government imposed new conditions in the sale licenses issued to housing developers, to restrict the re-issuance of OTP. Together with the relief measures, this helped to promote stability in the property market.

Supporting the private bus industry with season parking fee waivers

To help the private bus industry that had been affected by the COVID-19 pandemic, the government rolled out [several measures](#) last year. Private bus season parking holders at all government-owned car parks were given a six-month waiver of season parking fees from [1 May to 31 October](#). The waiver had been further extended as the industry continued to be affected by the lack of tourism business.



Extension of grace period at public car parks

With the tightening of SMMs in April 2020, more people had turned to takeaway and delivery services for food, groceries and other essential goods as they stayed home. To facilitate these activities, URA, together with Housing & Development Board, [extended the grace period at our public EPS car parks](#) from 10 minutes to 20 minutes. This provided [more time for motorists](#) to temporarily park their vehicles, especially for those providing delivery services.

The parking grace period at URA's public EPS car parks was extended to allow motorists, especially those providing delivery services, more time to park their vehicles

CREATING AN ENDEARING HOME

Placemaking and architectural excellence are key avenues to create more endearing places for our people. We continued to highlight their positive impact and partnered the community in shaping lively public spaces safely.

CREATING VIBRANT AND INCLUSIVE SPACES

We enlivened public spaces, with care and precaution, to commemorate meaningful events that took place during the pandemic.



Shine a Light comprised 60 light beams that collectively projected light rays into the night sky



Artworks depicting acts of kindness were projected onto iconic landmarks such as The Fullerton Hotel Singapore

Marking the start of a new year safely

Singapore's iconic New Year's Eve event [Marina Bay Singapore Countdown](#) took on a different format to ensure that the public could usher in the new year safely and meaningfully. Instead of the usual fireworks display at Marina Bay, two light and projection shows took centre stage – the [Shine a Light](#) display with 60 light beams at The Promontory that illuminated the Marina Bay skyline nightly in December, as well as the [Share the Moment](#) projection show, which featured artworks depicting acts of kindness on the facades of three Marina Bay landmarks. Together with fireworks set off from heartland locations, these displays symbolised hope, positivity and resilience, and brought cheer to many at the end of a challenging year.

CREATING AN ENDEARING HOME

CELEBRATING ARCHITECTURAL EXCELLENCE

We worked with the industry and the wider community to promote the positive impact of architecture excellence locally and on the global stage.

Participation in the 17th Venice Architecture Biennale

The Singapore Pavilion, jointly commissioned by URA and DesignSingapore Council and curated by the National University of Singapore, was Singapore’s response to the overarching theme of ‘How Will We Live Together?’ at the 17th International Architecture Exhibition of La Biennale di Venezia.

Titled to *gather: The Architecture of Relationships*, the [Singapore Pavilion](#) showcased how public spaces in our urban context, like void decks and hawker centres, meaningfully contribute to social life. The 16 exhibited projects were grouped by four themes – Communing Relationships, Framing Relationships, Uncovering Relationships and Imagining Relationships.



The Singapore Pavilion © Tomohisa Miyachi

ENGAGING VOLUNTEERS AND PARTNERING YOUTHS IN CITY PLANNING

Amidst COVID-19 and restrictions on physical gatherings, we adapted new ways to continue engaging and collaborating with students and volunteers to further understanding of URA’s work in making Singapore a great city to live, work and play

URA Volunteer Appreciation Event
Saturday, 29 August 2020, 3pm

Thank you for joining us today! Our programme will commence shortly. Meanwhile, enjoy the spread as we wait for our guests to arrive.

Responding to Changing Needs with Digital Planning
Learn more about URA's digital planning efforts and SpaceOut initiative at this exclusive virtual sharing!
Date: 28 May 2020 (Thu)
Time: 4.30pm - 6.00pm

Urban Transformation of Orchard Road
Discover the history of Singapore's famous shopping street, and URA's role in shaping it to the distinctive precinct it is today at this exclusive virtual sharing!
Date: 29 July 2020 (Wed)
Time: 4.00pm - 5.30pm

Singapore's Food Resilience Story
Discover the role and URA's role in food, it is today at this exclusive virtual sharing!
Date: 30 Oct 2020 (Fri)
Time: 4.00pm - 5.30pm

Virtual learning journeys for our volunteers

We continued to engage our [volunteers and partners](#) by organising virtual sharing sessions that not only enhanced their understanding of URA’s work, but also provided opportunities for us to keep in touch. We also held the annual URA Volunteer Appreciation Event virtually for the first time, where we took the opportunity to innovate and experiment with different engagement modes, in showing appreciation for our volunteers’ contributions.

From top to bottom: URA’s Annual Volunteer Appreciation 2020; Virtual sharing sessions organised in 2020/2021

CREATING AN ENDEARING HOME



From left to right: The volunteer photographers who co-created 'Our Marina Bay'; Visitors viewing 'Our Marina Bay' at the Singapore City Gallery

Showcasing the best of Marina Bay

Together with URA's [volunteer photographers](#), we launched 'Our Marina Bay', a photo exhibition about the people, places and events that make Marina Bay a distinctive place. Displayed at the Singapore City Gallery, the exhibition aimed to increase awareness about how URA has shaped and enlivened our city centre through long-term planning, meticulous urban design and partnerships with the community.

Collaborations with tertiary students

We partnered the NUS Geographical Society (GeogSoc) for the second year running in organising two virtual workshops – 'Shaping a Distinctive City' and 'Planning our Future SG' – to bolster our ongoing engagement with youths. Together with GeogSoc, we shared our land use planning efforts and challenges with 270 upper secondary and pre-university students.

We worked with NUS Tembusu College to promote the safe and positive use of public spaces. As part of an academic module offered by the college, we guided students to explore the possibilities of a public space and facilitated one-day intervention projects at J Link and its surrounding town centre.

We also collaborated with LASALLE College of the Arts to launch [Rediscover: Telok Ayer](#), a public art project which tells the stories of historical and contemporary lives in Telok Ayer. Through art installations and guided tours by artists and students, audiences were offered a glimpse into the heritage and community memories of the conservation area.



From left to right: As part of Rediscover: Telok Ayer by LASALLE College of the Arts and URA, a chalk wall was set up at Telok Ayer Green for the public to share their memories; NUS GeogSoc x URA's workshop on 'Shaping a Distinctive City'

BOOSTING OUR FUTURE-READINESS

We continued to work with both internal and external stakeholders in our ongoing pursuits of future-ready solutions for a more resilient Singapore.

INNOVATING FOR A MORE SUSTAINABLE FUTURE

Together with partners from industry and agencies, we embarked on innovative initiatives to promote a more sustainable Singapore.



A member of public interacting with the delivery robot on day of launch © Infocomm Media Development Authority



Infographic on the autonomous robots trial © Infocomm Media Development Authority

Robot delivery trials at Punggol

Singapore's [urban logistics](#) system works behind the scenes to ensure efficient and on-schedule delivery of goods to people and businesses. In view of trends such as the growth of e-commerce, it is important that we continue to review and improve the way urban logistics is carried out in Singapore and leverage technology to pilot innovative delivery modes. To this end, we partnered public and private stakeholders to launch a one-year trial to test the use of [autonomous robots](#) in providing on-demand grocery deliveries in Punggol, direct from the supermarket.



Singaporeans can look forward to more EV charging points in the future

Bringing more electric vehicle charging points to Singaporeans

In line with Singapore's vision for all vehicles to run on cleaner energy by 2040, we launched Singapore's [pilot tender](#) for electric vehicle (EV) charging points at public car parks. The pilot tender covered the installation and operation of over 600 EV charging points at more than 200 public car parks island-wide, including public housing estates, industrial estates, public parks and community centres. This will boost the existing number of charging points that are currently in operation and encourage more drivers to switch to EVs. To further support this green initiative, we have mandated the provision of EV charging points at all Government Land Sales sites from June 2020.

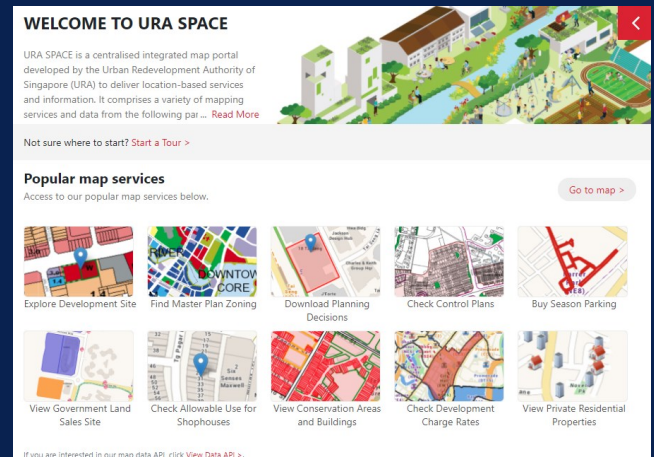
BOOSTING OUR FUTURE-READINESS

STRENGTHENING OUR CAPABILITIES

To ensure that we stayed resilient, adaptable and transparent, we continued to improve our online public services and inaugurated a learning community for staff.

Keeping URA's information e-services relevant and updated

To make planning and real estate information more accessible for industry professionals and the public, we enhanced three information e-services – [URA SPACE](#), [Real Estate Information System](#) (REALIS) and our [property market information webpage](#). The improvements led to more intuitive data visualisations and greater convenience for users, with industry professionals providing positive feedback on the enhancements. This reflected our commitment to regularly refresh data and features of our information e-services to cater to the evolving needs of our stakeholders.



The refreshed URA SPACE provides quicker navigation to popular e-services

The inaugural URA Learning Circle kicks off

The URA Learning Circle is a platform that facilitates knowledge sharing and peer learning among our staff. Since its launch in February 2020, these sessions have been conducted both in-person and online, with the latter as a default mode in line with working from home during the pandemic. A myriad of topics has been featured — covering planning and research studies, sharing sessions by colleagues from other government agencies, as well as other subjects related to URA's work.



The first URA Learning Circle was held in-person on 26 February 2020

URA's knowledge-exchange platforms go virtual

The URA Learning Circle adds to existing platforms, including the Design & Planning Exchange (DPXΔ) and Urban Lab Speaker Series, that bring together public officers and practitioners from industry and academia, to strengthen planning capabilities and foster partnerships between the private and public sector.

These platforms adapted to a virtual sharing format, in line with the default mode of working from home during the pandemic. The informative webinars conducted over the past year have enabled the URA community to continue honing a vibrant culture of learning while working remotely.

Board members



Chairman

Mr Peter Ho Hak Ean

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

Members



Mr Khew Sin Khoon

President & Group Chief Executive
Officer, CPG Corporation Pte Ltd



Ms Judy Hsu

Chief Executive Officer, Consumer,
Private and Business Banking,
Standard Chartered Bank



Ms Angelene Chan

Chairman, DP Architects Pte Ltd



Mr Bill Chang

Chief Executive Officer, Group
Enterprise, Singtel



Mr Ong Kim Pong

Regional Chief Executive Officer,
Southeast Asia, PSA International
Pte Ltd



Mr Khairudin Saharom

Principal & Director, Kite Studio
Architecture Pte



Mr Lim Eng Hwee
Chief Executive Officer, Urban
Redevelopment Authority



Mr Tan Chee Meng
Senior Counsel, Deputy Chairman,
WongPartnership LLP
(until 31 March 2021)



Mr Nagaraj Sivaram
(until 31 March 2021)



Professor Brenda Yeoh Saw Ai
Director, Humanities & Social
Science Research, Office of Deputy
President (Research &
Technology), National University of
Singapore
(until 31 March 2021)



Dr Cheong Wei Yang
Deputy Secretary (Special
Projects), Ministry of Health
(until 31 March 2021)



Mr Ngien Hoon Ping
Chief Executive Officer, Supply
Chain Business, FairPrice Group
(until 31 March 2021)



Mr Sarjit Singh Gill
Senior Counsel, Senior Partner,
Shook Lin & Bok LLP
(effective 1 April 2021)



Mr Goh Thien Phong
Founder and Managing Director,
GTP Advisory PAC
(effective 1 April 2021)



Dr Thang Leng Leng
Associate Professor and Co-
Director of Next Age Institute,
Faculty of Arts and Social Sciences,
National University of Singapore
(effective 1 April 2021)



Mr Keith Tan Kean Loong
Chief Executive
Singapore Tourism Board
(effective 1 April 2021)

URA management team

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
Covering Group Director (Conservation & Urban Design) (effective 1 July 2021)

Chiu Wen Tung
Group Director (Research & Development)

Chou Mei
Group Director (Conservation & Urban Design) (until 30 June 2021)

Goh Chin Chin
Group Director (Development Control)

Goh Siow Chong
Chief Information Officer

Ler Seng Ann
Group Director (Development Services)

Loh Teck Hee
Group Director (Design & Planning Lab)

Mieko Otsuki
Group Director (Corporate Development) & Board Secretary

Sin Lye Chong
Group Director (Land Sales & Administration)

Adele Tan Shiao Ling
Group Director (Strategic Planning)

Yap Lay Bee
Group Director (Architecture & Urban Design)

Yvonne Lim Li Chuen
Group Director (Physical Planning)

Ng Lye Hock
Prize Secretary (Lee Kuan Yew World City Prize) & Commissioner-General (Dubai World Expo 2020)

Andrew David Fassam
Senior Director (Strategic Projects)

Seow Kah Ping
Dean (URA Academy)

Tan See Nin
Senior Director (Physical Planning)

Teh Lai Yip
Senior Director (Conservation)

Information accurate up to 31 July 2021

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

Ms Jennifer Keesmaat
CEO
The Keesmaat Group

Dr Anne Lise Kjaer
Founder, Kjaer Global
Member, Copenhagen Goodwill Ambassador Corps & Danish/UK
Chamber of Commerce

Dr Chris Luebke
Leader, Strategic Foresight Hub, Office of the President
ETH Zurich

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 and
Design

Mr Michael Pawlyn
Founder & Director
Exploration Architecture

Dr Hong-Seung Roh
Director, Logistics Policy & Technology
Korea Transport Institute

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
Chairman
DP Architects Pte Ltd

Members

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

Mr Cheng Hsing Yao
Chief Executive Officer
GuocoLand Group

Mr Chris Fossick
Chief Executive Officer, Southeast Asia
Jones Lang LaSalle
(effective 1 July 2021)

Mdm Fun Siew Leng
Chief Urban Designer
Urban Redevelopment Authority

Ms Pauline Goh
Chairman, South East Asia
CBRE Singapore Pte Ltd
(until 30 June 2021)

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

Mr Poon Hin Kong
Senior Adviser, Product Development and Design
CapitaLand Group

Mr Khairudin Saharom
Principal & Director
Kite Studio Architecture Pte

Mr Siew Man Kok
Chairman and Founding Director
MKPL Architects Pte Ltd
(effective 1 July 2021)

Mr Christopher Tang
Senior Adviser
Fraser's Property Limited
(until 30 June 2021)

Mr Neil Walmsley
Adviser, Planning and Design Leader
Arup Singapore Pte Ltd
(effective 1 July 2021)

Mr Wong Mun Summ
Founding Director
WOHA
(until 30 June 2021)

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 Pte Ltd

Members

Mr Cheng Hsing Yao

Chief Executive Officer
GuocoLand Group

Ms Helen Chia

Associate Editor
Singapore Press Holdings
(until 31 July 2020)

Dr Chong Fook Loong

Group Director
(Building Research & Planning)
Housing & Development Board
(effective 1 August 2020)

Ms Chou Mei

Group Director
(Conservation & Urban Design)
Urban Redevelopment Authority
(until 30 June 2021)

Professor Ho Puay Peng

Head (Architecture)
National University of Singapore

Mr Ho Weng Hin

Director
Studio Lapis

Mr Kwee Ker Wei

Senior Vice-President
Pontiac Land
(effective 1 August 2020)

Dr Jack Lee

President
Singapore Heritage Society

Mr Jerome Lim

Heritage Blogger
The Long & Winding Road

Ms Yvonne Lim

Group Director
(Physical Planning)
Urban Redevelopment Authority
(effective 1 July 2021)

Ms Debbie Loo

Freelance Writer
(until 31 July 2020)

Ms Carmen Low

Co-Founder
Afterglow
(effective 1 August 2020)

Mr Ashish Manchharam

Managing Director
8M Real Estate
(until 31 July 2020)

Mr Poon Hin Kong

Deputy Chief Development Officer
CapitaLand Limited

Dr Venka Purushothaman

Vice-President & Provost
LASALLE College of the Arts
(effective 1 August 2020)

Mr Khairudin Saharom

Principal & Director
Kite Studio Architecture Pte

Ms Rita Soh

Managing Director
RDC Architects
(until 31 July 2020)

Dr Kevin Tan

Immediate Past President
ICOMOS SG

Mr Tan Swee Yiow

Senior Managing Director, Urban
Development
Keppel Corporation Limited
(effective 1 August 2020)

Mr Alvin Tan Tze Ee

Deputy Chief Executive
(Policy & Community)
National Heritage Board

Ms Yvonne Tham

Chief Executive Officer
The Esplanade Co. Ltd.

Dr Thang Leng Leng

Associate Professor and Co-Director
of Next Age Institute, Faculty of Arts
and Social Sciences
National University of Singapore
(effective 1 May 2021)

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

Information accurate up to 31 July 2021

Corporate governance

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.

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.

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.

Finance and Investment Committee

Chairman

Mr Peter Ho Hak Ean
Chairman
Urban Redevelopment Authority

Members

Mr Ho Tian Yee
Chairman
Fullerton Fund Management
Company Ltd

Ms Judy Hsu
Chief Executive Officer, Consumer,
Private and Business Banking
Standard Chartered Bank

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

Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

Audit and Risk Committee

Chairman

Mr Ong Kim Pong
Regional Chief Executive
Officer, Southeast Asia, PSA
International Pte Ltd
(effective 12 April 2021)

Mr Nagaraj Sivaram
(until 31 March 2021)

Members

Ms Angelene Chan
Chairman, DP Architects Pte Ltd
(until 31 March 2021)

Mr Bill Chang
Chief Executive Officer,
Group Enterprise, Singtel
(effective 12 April 2021)

Mr Sarjit Singh Gill
Senior Counsel, Senior Partner,
Shook Lin & Bok LLP
(effective 12 April 2021)

Mr Goh Thien Phong
Founder and Managing Director,
GTP Advisory PAC
(effective 12 April 2021)

Mr Ngien Hoon Ping
Chief Executive Officer, Supply
Chain Business, FairPrice Group
(until 31 March 2021)

Mr Ong Kim Pong
Regional Chief Executive Officer,
Southeast Asia PSA International
Pte Ltd
(until 31 March 2021)

Mr Tan Chee Meng
Senior Counsel, Deputy Chairman,
WongPartnership LLP
(until 31 March 2021)

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.

Chairman

Mr Peter Ho Hak Ean
Chairman
Urban Redevelopment Authority

Members

Ms Angelene Chan
Chairman
DP Architects Pte Ltd
(effective 12 April 2021)

Mr Bill Chang
Chief Executive Officer,
Group Enterprise
Singtel
(until 31 March 2021)

Dr Cheong Wei Yang
Deputy Secretary (Special Projects)
Ministry of Health
(until 31 March 2021)

Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

Mr Keith Tan Kean Loong
Chief Executive
Singapore Tourism Board
(effective 12 April 2021)

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' reference.

About us

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 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.

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[company/URASingapore](https://www.linkedin.com/company/URASingapore)



t.me/urasingapore



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