



SECURING A SPACE FOR OUR DREAMS, TODAY AND INTO THE FUTURE

Planning together for a Singapore that thrives today,
tomorrow, and in the next fifty years and beyond.

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Reflections from Mr Peter Ho Chairman, Urban Redevelopment Authority

Planning a Space for our Dreams together

The past year has been significant for the Urban Redevelopment Authority (URA). We forged ahead with several plans to better the lives and experiences of people in our city. Notably, we embarked on the Long-Term Plan Review (LTPR) – one of our biggest and most inclusive planning efforts to date – to chart the next chapter of the Singapore Story.

Mapping out Singapore for the next 50 years and beyond

During this period, we have witnessed a sharp rise in geopolitical tensions, severe disruptions to global supply chains, and highly volatile economic markets, even as cities worldwide are still emerging from the COVID-19 pandemic and continue to grapple with climate change.

This backdrop of events has once again spotlighted a future where uncertainty is the only constant. In turn, this has served to reinforce the pertinence of the LTPR's focus on enhancing the flexibility of our plans and strengthening the resilience of our city. As part of URA's regular review of Singapore's land use plans, the LTPR has enabled us to refine our strategies to effectively meet growing and increasingly diverse needs. For instance, by planning now for a climate-resilient city and developing strategies to better optimise our land resources, Singapore will be better prepared and better equipped to adapt and thrive in a world in flux, for many generations to come.

The LTPR also presented an opportunity to rethink possibilities for the country's future together with the people, who have the ultimate stake and therefore should have a hand in steering plans for a Singapore that is meaningful to them – one in which they are also invested in and want to see succeed. This is why public engagement has played an even more prominent role in URA's work over the past year, and formed a significant part of the LTPR.

We reached out and sought the views of over 15,000 people – youth, industry stakeholders, academia, interest groups and the general public – to steward plans for Singapore's next 50 years based on a collective vision, shared values, and aspirations.

These plans, when realised together, will shape a future city, home and society that is truly inclusive, liveable, and loveable.



Building up our city's resilience today

Even as we look far into the future, URA has steadily stayed ahead of the curve to ensure that our living environment remains resilient and adaptable today.

While it may be easy to take for granted our easy access to recreational options and essential amenities such as supermarkets, parks, medical clinics and food centres, this is in fact the result of our efforts in planning for lively and self-sufficient residential towns. Together with our polycentric strategy, which promoted the planning and development of islandwide employment nodes more than three decades ago, Singaporeans today have a better and more equitable spread of jobs, amenities and retail options across the island.

At the same time, we have also shifted into higher gear to transform our city centre into a more vibrant mixed-use precinct, through initiatives such as the Central Business District Incentive Scheme, and by working closely with pilot Business Improvement Districts to activate public spaces in the area for the community's enjoyment.

These strategies have not only enabled us to quickly accommodate shifts in work and commuting patterns during the peak of the pandemic, but also reinforced the importance of far-sighted planning in keeping our city relevant, nimble, and responsive in a time of increasing global uncertainty.

Innovating to meet future needs

In tandem with fast-evolving trends, preferences and technologies, URA also spearheaded research, and implemented innovative solutions in various areas.

We continued to explore ways to future-proof our infrastructure, including the test-bedding of courier hubs in public car parks to facilitate last-mile deliveries, and to support the urban logistics ecosystem with the rapid rise of e-commerce. We also rolled out Singapore's first public charging network for electric vehicles, and held our ninth Urban Lab exhibition, with the latter bringing together industry leaders and policymakers to give the public a first glimpse into autonomous mobility technology, and how it could transform our cityscape and way of life.

Creating a distinctive and well-loved city

While all cities, including ours, need to constantly evolve to serve modern-day needs, it is imperative that we continue to value what anchors and makes us who we are – a distinctive city that is all the more recognised for its judicious approach to developing sustainably, and an endearing home for all.

Rejuvenating the cityscape whilst protecting our natural and built assets

In this regard, adopting a well-balanced approach to retain and enhance our built heritage and nature vis-à-vis urban rejuvenation, has allowed us to strengthen the very elements that make Singapore a familiar and well-loved home.

The robust environmental and heritage studies put in place to guide the planning for future developments at the Springleaf and Mount Pleasant sites, for example, reflect our continued commitment to prioritising sensitive and sustainable development.

In the same vein, we also continued to make strides in protecting buildings with heritage significance. We conserved several buildings within the compounds of Saint Theresa's Home and the Old Police Academy, as well as the Golden Mile Complex. They add to our growing list of more than 7,200 heritage gems that carry fond memories for many Singaporeans, while also being adapted for present-day use.

Co-creating well-loved and well-utilised spaces

URA continued driving efforts to co-create a more people-centric urban environment. For instance, together with various partners, we fully pedestrianised Connaught Drive and Anderson Bridge to create a greener and more pedestrian-friendly Civic District.

We also crowdsourced for proposals to revitalise places like the old Bukit Timah Fire Station. We aim to continue partnering the community to give our familiar landmarks a new lease of life based on these ideas, and turn these areas into vibrant and inclusive lifestyle destinations.

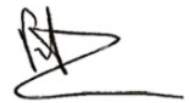
Showcasing Singapore's best practices in urban planning and design

Last but not least, we kept Singapore's flag flying high on the international stage, by showcasing our planning and design capabilities to global audiences.

The Singapore Pavilion at Expo 2020 Dubai highlighted our nation's ethos of sustainable development and advanced Singapore's vision of being a City in Nature. Together with our other national pavilion at the 17th International Architecture Exhibition of La Biennale di Venezia, it not only enabled us to share our capabilities with the rest of the world, but also highlighted Singapore's achievements in shaping a liveable city, with a unique culture and identity.

On this note, I wish to express my gratitude to Singaporeans, as well as URA's partners and stakeholders, for your continued partnership and support.

I would also like to commend URA colleagues for their dedication and contributions over the past year; for setting the gears in motion to drive Singapore's development today, and in the next 50 years and beyond – to create a shared space where diverse hopes and dreams of many generations can be brought to life.



Peter Ho Hak Ean
Chairman

CO-CREATING A FUTURE CITY FOR ALL

We continued to engage and partner stakeholders and Singaporeans widely, to shape inclusive plans and co-create solutions.

ENGAGING THE PUBLIC TO SHAPE A SPACE FOR OUR DREAMS

We worked with Singaporeans, stakeholders and agencies to put together a collective vision of a future city and home that would meet diverse needs and aspirations.

Public Engagement Exercise for the Long-Term Plan Review

URA launched a year-long public engagement exercise for the [Long-Term Plan Review](#) (LTPR) in July 2021. Over the course of the year, we engaged over 15,000 people through a variety of platforms, such as [online polls](#), facilitated discussions, [workshops](#), participatory webinars and an [art competition](#). Our partners such as the Singapore Institute of Architects, the Singapore Institute of Planners, the Urban Land Institute and the National Youth Council also conducted workshops to gather feedback and ideas from youth and the industry.

The engagements were designed to understand Singaporeans' hopes, aspirations and concerns for Singapore's future, and to develop a collective vision built upon shared values for Singapore in the next 50 years and beyond. The feedback was then translated into four outcomes for Singapore's future urban environment – a Singapore that is i) Inclusive; ii) Sustainable; iii) Adaptable & Resilient; and iv) Distinctive & Endearing.

To meet these outcomes, URA has developed a set of [planning principles](#) that respond to trends and challenges Singapore may face in the future, as well as the ideas and feedback from Singaporeans and stakeholders. In continuing the conversation to discuss the considerations and trade-offs involved, we aim to refine our planning strategies to guide sustainable development for Singapore's long-term future.



Youth at a dialogue with our Ministers on 17 July 2021 to discuss their hopes and aspirations for Singapore's future living environment



People from all walks of life participated in URA's LTPR virtual workshops

WORKING TOGETHER TO BALANCE OUR DIVERSE NEEDS AND INTERESTS

We prioritised the sensitive development of our urban spaces, guided by a consultative and evidence-based approach, which helped us put in place plans that balance different needs and interests.

Introduction of Heritage Impact Assessment

We enhanced our heritage evaluation process with the implementation of the [Heritage Impact Assessment framework](#). With the increased involvement of external consultants, stakeholders and the public for large-scale public sector redevelopment projects, the framework facilitates a more comprehensive assessment to better integrate our built heritage assets with future developments, and allows the community to play a larger role in shaping Singapore's cityscape.

Planning sensitively for green and blue spaces

Environmental considerations remain an essential tenet of our planning approach. As part of the LTPR, we conducted a series of in-depth engagements on the [planning for green and blue spaces](#) – important spaces that cater to the ecological, recreational and functional needs of our city.

We engaged a group of around 70 stakeholders from interest groups, the built environment sector, academia, and the general public for their feedback on the approach to guide our long-term planning for greenery and waterbodies. This has enabled us to establish upstream planning principles that are guided by science, to strike a better balance between nature conservation and developmental needs when planning for the long term.



Diverse stakeholders sharing their views on planning for green and blue spaces

For instance, URA engaged a multidisciplinary team of architects, ecologists, and landscape architects, amongst others, to explore potential ideas for biodiversity-sensitive development within the future mixed-use development at Springleaf. By doing so, we will not only meet housing needs, but also ensure the protection of rich biodiversity and ecological connectivity in the area.

PARTNERING THE COMMUNITY TO ENLIVEN OUR URBAN ENVIRONMENT

Ideas and solutions from the public featured prominently in our plans for a livelier and more vibrant cityscape.

Working together to reinvent the former Bukit Timah Fire Station

The former [Bukit Timah Fire Station](#) will be rejuvenated as a community node for nature, heritage and adventure lovers, featuring an environmentally-sustainable lifestyle hub that integrates urban farming, wellness, and nature-based activities, with community spaces amidst lush greenery and rich heritage.

The tender for the State property was awarded to Homestead Holland Pte Ltd, the winning team of the C40 Cities Climate Leadership Group's 'Reinventing Cities' competition, which required bidding teams to propose ways to repurpose the State property to promote healthy living, community interaction and integration with nature.



An aerial view of the future community node with a mix of lifestyle, food, educational and entertainment offerings, as well as public spaces © Homestead Holland Pte Ltd

Seeking ideas from the public to rejuvenate and enliven public spaces

URA and the Singapore Land Authority (SLA) launched the 'Charmingly Changi' ideas competition in April 2021 to invite the public to propose creative ideas to build on the unique identity of Changi Point and enhance the district as a heritage and recreational node along the Greater Rustic Coast. Agencies received 134 submissions for the concept master plan for Changi Point and the adaptive reuse of Old Changi Hospital, and announced the [winning ideas](#) in November 2021. The proposals will be further reviewed for suitable ideas and concepts to be identified and distilled into the planning parameters for the future district.



A winning proposal, "Ascending to the Sky", proposed repurposing the Old Changi Hospital building into a stargazing and aviation observatory



A winning entry for the concept master plan for Changi Point, "Changi Point: Nature & Nurturing", proposed a forest trail with restored indigenous plants to create a lush landscape for nature lovers

URA and the Real Estate Developers' Association of Singapore (REDAS) jointly awarded the third edition of the SPARK Challenge. Themed 'Enlivening Public Spaces', the latest edition of the SPARK Challenge was launched in October 2021 and [sought ground-up ideas from the public](#) to enliven shopping malls and mixed-use developments across Singapore.

[Five shortlisted designs](#) were transformed into lively and immersive physical prototypes that were showcased in the Paya Lebar Central and Marina Central pilot Business Improvement Districts (BIDs), as well as the Orchard and Jurong Gateway precincts. [The winning design](#), 'Park Yourself', was conferred a \$10,000 cash prize at the award ceremony held at Marina Square.



Finalists of the URA-REDAS SPARK Challenge pictured with the Guest-of-Honour, Second Minister for National Development Indraneel Rajah, at the award ceremony



Located at the Paya Lebar Quarter plaza, Park Yourself's colourful frames and whiteboards drew in passers-by and invited them to explore the structure and interact with others © Team Park Yourself

Transforming 30 Maxwell Road into a shared space for community and wellness

Through the URA-SLA [Reinventing Spaces into Vibrant Places](#) programme, the State property at 30 Maxwell Road has been successfully transformed into one that activates and contributes to a more vibrant public realm in the Tanjong Pagar precinct. Under this programme, the tenderers are awarded the leases for the State properties based on the quality of their concept and their bid price.

The enhanced State property is now a lively recreational space that provides the community with improved pedestrian connectivity and increased amenities and events focused on health and wellness.



A vibrant and recreational node for the community © AIBI MaxWell



Visitors can enjoy more dining options with the new café at the enhanced State property

WORKING WITH VOLUNTEERS AND YOUTH TO GROW APPRECIATION FOR URBAN PLANNING

As the country reopened progressively, we continued our efforts to engage and collaborate with youth and URA volunteers to share Singapore's urban planning story.

Coming together to plan and develop new urban trails

In ensuring that public outreach efforts were not halted despite the uncertain COVID-19 situation, we brought physical walking trails online. This included creating a six-part video series on the planning and design of Singapore River, in partnership with URA volunteers and Singapore River One, the Place Manager of the Singapore River precinct.



Filming was conducted with volunteers and Singapore River One

As part of these efforts, we also co-developed a '[Rediscover Katong](#)' walking trail with former Katong resident, Mr Johnny Tan, and URA volunteers, to raise awareness about our conservation efforts and the various trade-offs involved in urban planning. The trail debuted as a virtual tour in November 2021 and attracted more than three hundred sign-ups.



'Rediscover Katong' virtual tour featuring URA volunteers

'Where Our Memories Are Parked' art and photo exhibition

As part of our co-creation efforts with URA volunteers, '[Where Our Memories Are Parked](#)' was an art and photo exhibition that explored how green spaces woven into our urban fabric have become well-loved places. Launched in February 2022, the exhibition at City Canvas featured what people loved about these places, including the rich biodiversity and the enhancements made to improve accessibility.



URA volunteers showing visitors around the exhibition

Resuming community tours at the Singapore City Gallery

As the [Singapore City Gallery](#) reopened in tandem with the improving COVID-19 situation islandwide, we continued collaborating with our pool of volunteers to provide gallery visitors with an overview of Singapore's urban development, and to share how URA brought plans to reality through a long-term and integrated planning process.



Volunteers bringing tertiary students and other members of the public through the Singapore City Gallery

Partnering NUS Geographical Society to inculcate interest in urban planning

We sustained our collaboration with the National University of Singapore (NUS) Geographical Society to create virtual workshops for students from tertiary institutions. Through facilitated case study discussions and interactive activities, the workshops provided students with deeper insight into how long-term strategic planning has shaped our urban environment.



Facilitators and students from NUS Geographical Society at a virtual workshop

DEVELOPING A SUSTAINABLE AND RESILIENT CITY TODAY

We translated our land use plans into action, and continued to develop business, recreational and residential nodes across the island for a more liveable Singapore today, and in the decades to come.

ADVANCING PLANS TO MAKE SINGAPORE A BETTER CITY TO LIVE, WORK AND PLAY

We continued driving our polycentric strategy, supporting greater accessibility to amenities, work spaces and lifestyle nodes islandwide so that Singaporeans can work and play close to where they live.

Expanding our economic gateways to provide opportunities for all

URA continued to make progress on plans for the [Greater Southern Waterfront](#) (GSW) which were presented in the Master Plan 2019. Over the past year, URA's planners and architects worked closely with agencies and stakeholders to facilitate the planning and sensitive development of several key projects, such as the development of the Keppel Club site for [9,000 future homes](#), and the Labrador Nature Park Network. These plans will kickstart the transformation of the GSW into a new major gateway and location for urban living, with unique recreational nodes where Singaporeans can enjoy more opportunities to live, work, and play along the southern coast.



An aerial view of Singapore's southern coastline

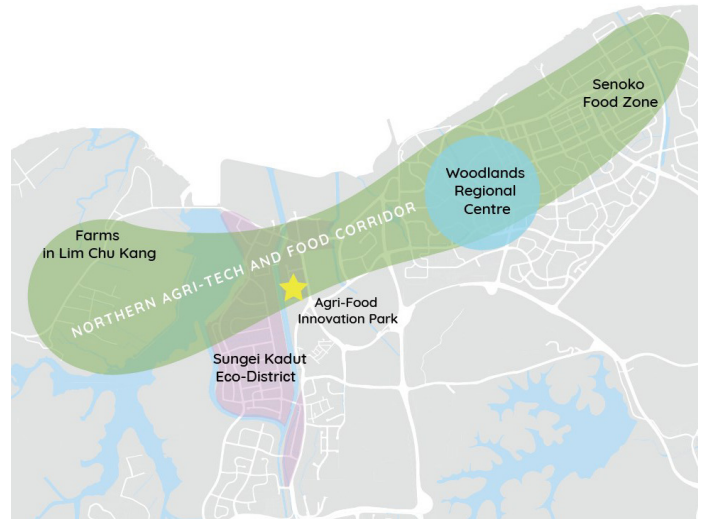
We also worked on plans to drive the growth of other economic gateways such as the [Jurong Lake District](#), which is on track to become the largest business district outside the Central Business District (CBD) when completed. The district, which will include a mix of live, work and play amenities, will also see the addition of a tourism development from 2028 to complement nearby attractions such as the Jurong Lake Gardens and the new Science Centre.

In preparation for the further development of new land parcels, we have continued conversations with the private sector to garner feedback and reviewed our plans to position Jurong Lake District as a model for urban sustainability under the [Singapore Green Plan 2030](#).

In the North, plans are also underway to develop the northern gateway. Located at the heart of the [Woodlands Regional Centre](#), which is poised to become the [largest commercial node](#) in the region, industrial developments in the upcoming Woodlands North Coast precinct, such as the 1 and 7 North Coast buildings which opened in end-2021, will provide a myriad of flexible office and industrial spaces to meet a wide range of business needs.

To complement the office cluster in the region, Woodlands North Coast together with [Woodlands Central](#), will be developed into unique and complementary mixed-use precincts where Singaporeans can enjoy a rich variety of amenities, in addition to lush recreational options and residential homes.

Over the past year, we also continued to refine plans to connect Woodlands Regional Centre with other strategic and synergistic uses like the future Agri-Food Innovation Park, Sungei Kadut Eco-District, Republic Polytechnic and Senoko Food Zone. These will form the [Northern Agri-tech and Food Corridor](#), together with the upcoming Agri-Food cluster in Lim Chu Kang that will see its new master plan completed in mid-2023.



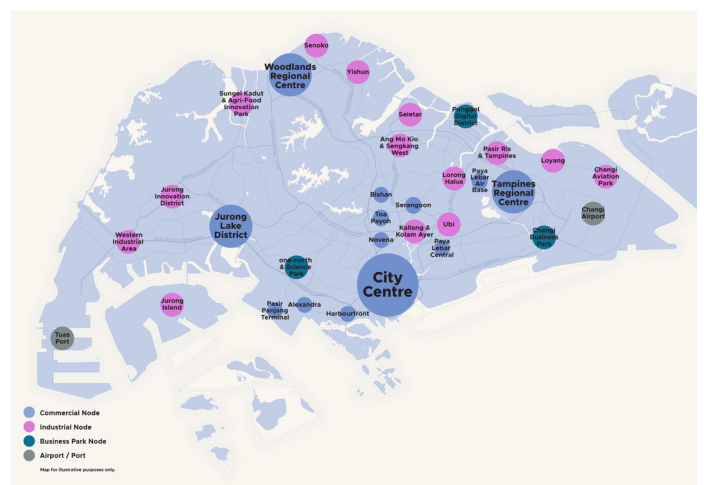
Northern Agri-tech and Food Corridor



Woodlands North Coast Building 1 © JTC Corporation

Transforming into a more vibrant city centre

As we develop these islandwide gateways, our city centre will continue to anchor Singapore as a globally attractive destination for business and leisure. In tandem with evolving business and lifestyle needs, the CBD will be transformed into a more mixed-use and vibrant precinct. The [CBD Incentive Scheme](#), which continues to see interest, is well-placed to facilitate the shift and drive rejuvenation. We will build on our existing efforts and continue to work with the private sector to reshape the CBD into a greener and more vibrant district to live, work and play in, with more housing options and a wider range of amenities and recreational offerings.



Singapore's polycentric structure with the CBD located in the south

DRIVING SUSTAINABLE URBAN DEVELOPMENT FOR A GREENER SINGAPORE

We worked towards transitioning to a more sustainable and low-carbon urban environment – one that is characterised by greenery provision, energy-efficiency, and active mobility options.

Creating greener and more walkable urban spaces

Working in partnership with the Land Transport Authority (LTA) and the National Parks Board, Connaught Drive, Anderson Bridge and Fullerton Road have been [fully pedestrianised](#) since December 2021 as part of a [series of enhancements](#) to create a green and walkable Civic District. The closing of these roads have made the area more pedestrian-friendly with more [open spaces](#) across the Esplanade Park, Empress Place and Padang, enabling stakeholders in the area to introduce more outdoor programmes. Additionally, the various arts and cultural facilities are now better connected within a park setting, allowing visitors to explore the area safely and on foot.



Visitors can look forward to a more seamless walking experience amidst lush greenery © National Parks Board

Encouraging industry to develop the built environment sustainably

Together with the Building and Construction Authority, we introduced an [incentive scheme](#) to encourage greater adoption of enhanced Construction Industry Transformation Map (ITM) standards in larger private sector developments. Under the scheme, applicants can enjoy bonus Gross Floor Area for the development beyond the Master Plan maximum allowable intensity, if they successfully deliver the stipulated ITM requirements in the areas of digitalisation, productivity, and sustainability.

PROMOTING SUSTAINABILITY AND TRANSPARENCY IN THE PRIVATE PROPERTY MARKET

We strived to maintain stability in the real estate sector, and supported citizens and the industry in times of need.

■ Implementing COVID-19 relief measures to support developers and property purchasers

With the pandemic having greatly impacted the built environment sector, we implemented relief measures under Part 8C of the [COVID-19 \(Temporary Measures\) Act](#) in July 2021 to provide support to developers and purchasers affected by construction delays resulting from COVID-19. The [measures](#) allowed developers to extend the date of unit delivery and allowed home buyers to seek reimbursement from developers for costs incurred due to the delays in unit delivery.

■ Ensuring adequacy of private housing supply to meet demand, and promote sustainability in the private housing market

Despite the adverse economic impact of COVID-19, the property market remained buoyant with housing prices rising steadily in 2021. To ensure the sufficient supply of private housing to meet demand and maintain market stability, the Government progressively increased the supply of private housing on the [Confirmed List of the Government Land Sales Programme in 2021 and 2022](#). This was complemented by the property market [cooling measures](#) introduced in December 2021 to dampen demand, especially from those purchasing properties for investment.

■ Seeking feedback through public consultation for Housing Developers Rules

In January 2022, we conducted a public consultation exercise to seek feedback on our proposed amendments to the [Housing Developers Rules](#) to ensure they remain relevant and effective in protecting home buyers' interests. When the amendments are implemented, developers will be required to provide more information on their housing projects to improve market transparency and help home buyers make better-informed decisions.

ENHANCING URBAN LIVEABILITY AND FUTURE-READINESS

We embarked on initiatives to address and anticipate evolving trends and to safeguard Singapore's future.

INNOVATING IN TANDEM WITH GLOBAL TRENDS

To ensure that a future Singapore will be able to meet evolving wants and needs, we monitored trends and spearheaded innovative efforts to future-proof the city, and our way of life.

Rolling out electric vehicle charging infrastructure in public car parks

As part of the Government's efforts to encourage electric vehicle (EV) adoption and to jumpstart the building of a more future-ready transport system, URA and LTA [awarded the pilot tender](#) for public charging infrastructure in September 2021.

In the past year, we worked with the awarded tenderers to deploy the chargers. Upon completion, this pilot tender will bring over 600 EV charging points to more than 200 public car parks across the island, contributing to the national target of 40,000 charging points in public car parks by 2030.



The first EV chargers under the pilot URA-LTA tender were rolled out in public car parks © Ministry of Transport

Envisioning a future AV-enabled city

URA presented its ninth Urban Lab exhibition titled '[Reimagining Urban Mobility with Autonomous Vehicles \(AVs\)](#)', which was held in conjunction with the LTPR's Future of Mobility theme.

The exhibition brought together industry contributors spearheading the development of autonomous mobility technology in Singapore. From January to April 2022, the exhibition at The URA Centre gave the public a first glimpse of how an AV-enabled city could look like and how AVs can contribute to a sustainable, convenient, and inclusive urban mobility ecosystem.

A total of about 100 public tours were conducted by URA volunteers over the course of the three-month exhibition.



Senior Minister of State for National Development Tan Kiat How touring the exhibition © Ministry of National Development



Tour participants, including our young ones, enjoying a tour led by a volunteer guide

IMPROVING SINGAPORE'S URBAN LOGISTICS ECOSYSTEM

To address the rapid rise of e-commerce driven by changing consumer behaviour, we worked with agencies and industry to make delivery operations more efficient and sustainable, and our city more liveable today and in the future.

Piloting courier hubs to facilitate deliveries in the last mile

To explore ways of improving last-mile delivery processes following the rapid rise of e-commerce during the pandemic, URA launched its first [courier hub pilot](#) in close partnership with agencies and two last-mile logistics service operators in October 2021.

The [pilot courier hubs](#) tapped on underutilised spaces in Housing & Development Board (HDB) car parks and facilitated delivery to the surrounding neighbourhood by parcel walkers.

Once implemented on a larger scale, the initiative could support the urban logistics ecosystem by reducing the use of vehicles and drivers in last-mile deliveries while improving productivity and promoting a more sustainable, liveable, and car-lite city.



A safe and convenient area in the car park is set aside for the orderly sorting, holding, and dispatching of parcels



Parcel walkers complete deliveries on foot to nearby residents

Supporting the growth of cloud kitchens

In response to the accelerating take-up of online food delivery services, URA published [guidelines](#) for the setting up of cloud kitchens – premises used primarily by multiple food and beverages businesses to prepare food for takeaway or delivery orders. Supporting the industry to explore the use of cloud kitchens could streamline the last-mile delivery process for businesses to better meet rising demand for food deliveries.



A delivery rider waits to pick up an order at a cloud kitchen © Smart City Kitchens



The interior of cloud kitchens © Smart City Kitchens

Continued extension of grace periods in car parks to support food delivery riders

With the uncertain COVID-19 situation, the public sector remained alert and responsive to changes in Safe Management Measures (SMMs). As a result, URA and HDB were able to react swiftly to SMM changes in response to outbreaks, allowing the quick reinstatement of extended grace periods from 10 minutes to 20 minutes at our public car parks in [May 2021](#), [July 2021](#) and [September 2021](#). This allowed us to facilitate the resultant increase in demand for takeaway and delivery services by providing delivery riders more time for temporary parking.

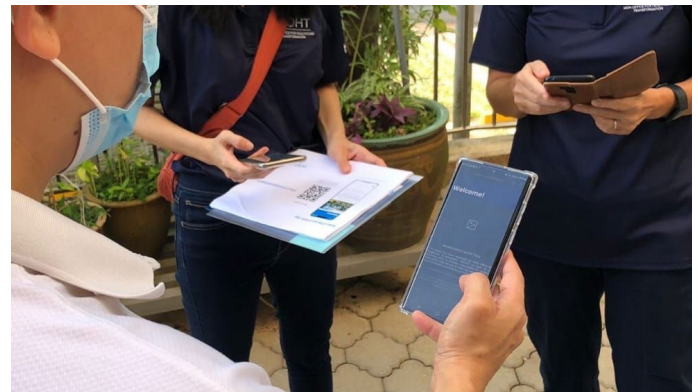
MAKING OUR LOCAL PRECINCTS AND NEIGHBOURHOODS VIBRANT, LIVEABLE, AND HEALTHY

We supported businesses and citizens, and made Singapore a great city to live, work, and play in.

Pilot town audits using the Environmental Audit Toolkit

URA collaborated with the Ministry of Health Office for Healthcare Transformation (MOHT) and partner agencies to [pilot the Environment Audit Toolkit \(EAT\)](#). Conducted in the Fengshan, Yio Chu Kang, and Queenstown neighbourhoods, the pilot has identified opportunities to enhance the built environment for more conducive and healthy spaces where our seniors can age gracefully.

The EAT was developed as part of the [‘Innovative Planning and Design of Age-Friendly Neighbourhoods in Singapore’](#) research study commissioned by URA and led by the Singapore University of Technology and Design (SUTD).



Participants testing out the EAT on a prototype mobile application © MOHT

Providing support for pilot Business Improvement Districts

URA continued to support pilot BIDs in their efforts to enliven their precincts. We provided guidance to community stakeholders to facilitate the organisation of diverse projects and activities against the backdrop of COVID-19 SMMs, such as [‘Art Encounters by Art Outreach’](#), a showcase by the Marina Central pilot BID in May and June 2021 comprising pop-up art containers, art installations and public art workshops, as well as [Discover Tanjong Pagar \(DTP\) pilot BID’s new eco-playground](#).



Art Encounters by Art Outreach showcased pop-up art containers housing an artist studio and exhibition gallery © Colin Wan (Art Outreach Singapore)



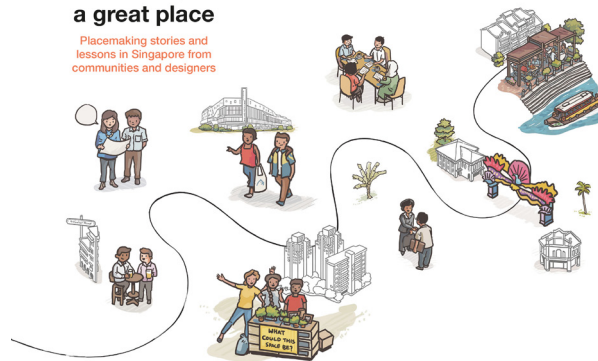
The eco-playground at the DTP Community Green has become a popular spot for children, families and the elderly to gather and unwind © DTP

Inspiring ideas for making better places

URA launched our first placemaking book, *'How to make a great place'* that traces the evolution of Singapore's placemaking efforts in the last two decades, and offers **practical tips** to individuals and communities who are keen to contribute to placemaking. Through these diverse stories, the book hopes to inspire new ideas that will enhance the vibrancy of spaces and places, and make them more delightful and meaningful over time.

How to make a great place

Placemaking stories and lessons in Singapore from communities and designers

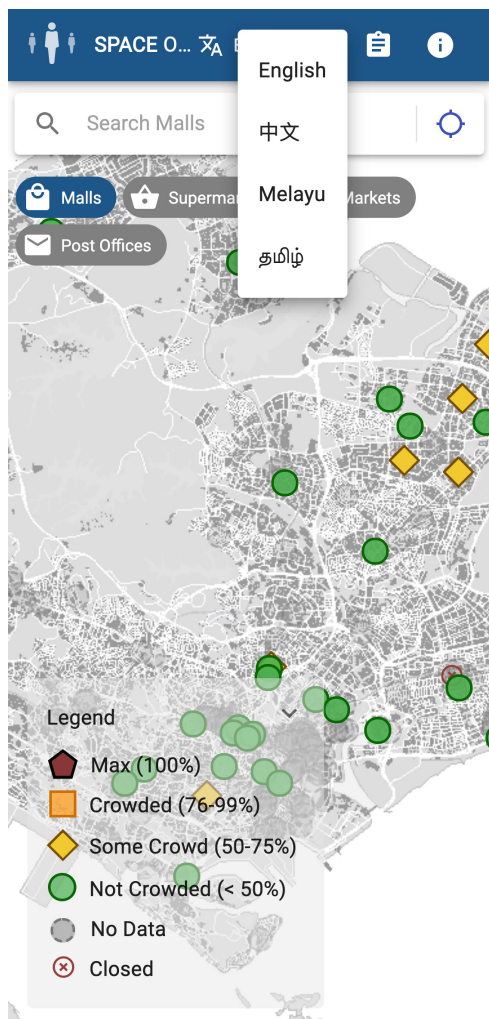


URA's placemaking book explores what goes into shaping great places that can be enjoyed by everyone

Keeping Singaporeans safe amidst the pandemic

We continued to play our part to keep the country safe. Together with partner agencies, Enforcement Officers and Safe Distancing Ambassadors undertook regular patrols in designated areas to advise businesses and members of public on the prevailing SMMs, and took enforcement action against flagrant breaches of SMMs.

URA also continued to update the [Space Out](#) website, which served to provide regular updates on crowd levels at various locations across Singapore. We partnered new venue operators to help the public make more informed decisions when visiting places for leisure and recreation amidst the gradual easing of SMMs.



Mobile view of the website which provided users with four language options

Supporting Maxwell Food Centre and the Tanjong Pagar precinct

Located opposite The URA Centre, Maxwell Food Centre has always been a popular lunch spot for URA staff. To support the hawkers amidst lower footfall to Tanjong Pagar during the pandemic and to lend a helping hand to those in need, URA organised sponsored group buys and a Lunar New Year care pack distribution to hawkers and cleaners. The beneficiaries of the group buys from the hawker stalls included needy seniors from the Banda, Chin Swee, and Jalan Kukoh Senior Activity Centres.



URA staff distributing meals from Maxwell Food Centre to needy seniors in our Kreta Ayer Community

DEVELOPING AND LEVERAGING STRONGER CAPABILITIES TO PLAN BETTER

We also facilitated knowledge exchange and enhanced our internal capabilities, to ensure that our organisation will remain resilient, reliable, and adaptable in a dynamic operating environment.

Embarking on cross-sector partnerships with academic institutions

To enhance URA's competency and research capability in urban planning and design, and to strengthen linkages between academia and industry for greater knowledge and resource-sharing, we established a strategic partnership with SUTD that commenced in October 2021.

The URA-SUTD Strategic Collaboration will enable quick experimentation, test-bedding, and the implementation of joint research projects. This will enable URA to seek opportunities from applied research and innovation to better meet the challenges of our future operating environment.

Building digitally-enabled urban planning and design capabilities

As the Urban Planning & Design Technology Centre of Excellence (URBEX), we intensified our efforts to drive digital transformation and enhance Singapore's planning ecosystem. From April 2020 to October 2021, we partnered Nanyang Technological University (NTU) to pilot a Smart Urban Planning Assistant project, which leveraged artificial intelligence to facilitate the retrieval of past planning information. This has worked to enhance planning efficiency and productivity.

Over the past year, we also organised more runs of the Analytics Immersion Programme and Executive Analytics Programme, as well as Joint Labs with other agencies to hone data-driven planning and urban design capabilities through actual use cases, and to grow understanding and use of our digital tools, such as ePlanner.

Scaling up the use of Robotic Process Automation across the organisation

URA hones a spirit of experimentation by trying out and adopting new digital tools to transform our work.

We embarked on our Robotic Process Automation journey in 2020, and have continued to explore and scale up its use through the setting up of a Community of Practice to automate various administrative tasks and processes that previously had to be done manually, such as extracting data and sorting files. This has helped to improve organisational productivity by freeing up staff resources for higher-value work.



A sharing on Advanced Search System Functionalities organised at NTU in April 2021



Participants and facilitators who took part in the 13th edition of URA's in-house analytics programme

Promoting an organisational culture of sustainability

URA's corporate approach to caring for the environment is an extension of our core work of making Singapore a great place to live, work and play. In line with the public sector's [sustainability movement](#), URA strives to promote sustainability by reducing our carbon footprint.

Through green facilities management, URA continues to be committed to minimising our environmental impact. The URA Centre and East Wing are certified Green Mark Platinum, and we have continued to achieve lower energy usage via methods such as adopting energy-efficient chiller plant design and using LED lighting.

URA also encourages staff to do their part by engaging in activities like green commuting, [tree planting](#), 'Bring-Your-Own', and recycling. These efforts collectively encourage a cohesive and organisation-wide approach towards sustainability.



URA staff planting trees at Duxton Plain Park in support of DTP's 100 trees movement

BUILDING A DISTINCTIVE CITY AND MEANINGFUL HOME

We championed efforts to ensure Singapore remains a distinctive and delightful home.

SUSTAINING BUILT HERITAGE FOR FUTURE GENERATIONS

Over the past year, we worked to retain and enhance sites of historical, architectural and social significance, thus protecting key heritage and identity locales that make Singapore a recognisable home to many.

Conserving buildings with architectural and historical merits

We continued conserving buildings with strong architectural and historical merits, to serve as links to our past and to retain our identity. One significant milestone in this ongoing journey was the conservation of [Golden Mile Complex](#) last year. The first large-scale strata-titled modern building to be conserved in Singapore, the building is a symbol of the architectural and engineering ingenuity of Singapore's pioneer generation of building professionals, and their bold vision for inclusive high-rise living during our nation building days.

Together with HDB and the National Heritage Board, URA conducted a pilot large-scale detailed heritage study on the site of the [Old Police Academy](#), as part of redevelopment plans to build 5,000 new homes in the Mount Pleasant area. Based on the findings of the study and feedback from stakeholder groups, agencies proposed conserving four buildings within the 33ha future housing estate, in addition to two buildings outside the new estate. These six buildings are assessed to be the most representative of the Police's historical, social, and architectural heritage in the area. The recommendations of the study will guide agencies in refining plans for the Mount Pleasant area, to ensure that future developments are integrated sensitively into its environment while preserving the heritage and historical significance of the area.



The 16-storey Golden Mile Complex located along Beach Road



Two of the six buildings earmarked for conservation in the Mount Pleasant area

Relaunching an enhanced and more inclusive Architectural Heritage Awards

Following a review, the [Architectural Heritage Awards](#) scheme will now recognise more areas of expertise and stakeholder groups, with expanded emphasis on intangible conservation outcomes such as creating long-term value for the community. The inclusion of a new Architectural Heritage Legacy Award, open to past winners with at least 10 years of good building management post-award, aims to encourage sustained efforts in the upkeep and management of heritage buildings.



Jurong Town Hall, 2018 winner for Award for Restoration



Temasek Shophouse, 2019 winner for Award for Restoration

Sharing best practices through the Conservation Technical Handbooks

In collaboration with the local chapter of the International Council of Monuments and Sites, we have developed a series of [conservation technical handbooks](#) to promote better restoration projects, enhance industry standards and increase the appreciation for our built heritage.

The series of eight handbooks, each focusing on different elements of conserved buildings, has been completed and published on our website.

ENRICHING OUR COMMUNAL SPACES

We held vibrant celebrations and rejuvenated public spaces in a safe manner.

A visual spectacle to welcome the new year at the iconic Marina Bay

[Marina Bay Singapore Countdown 2022](#) brought back two popular features - '[Shine a Light](#)', a colourful light display that illuminated the Marina Bay skyline throughout December 2021, and '[Share the Moment](#)', a visual storytelling showcase projected on the façades of key Marina Bay landmarks. Together with fireworks set off from the heartlands, these displays paid tribute to the partnerships forged to help the country overcome the pandemic and reflected hope and optimism as Singapore ushered in the new year in a safe and meaningful way.



The circular formation of Shine a Light's 60 light beams represented strength in diversity



Share the Moment featured projection shows on the façades of Marina Bay landmarks including the ArtScience Museum

D'Activate 2 adds colour and charm to the MBS Event Plaza

We launched a second pop-up installation along Marina Bay to provide the public with a friendly reminder to adhere to safe distancing and mask-wearing measures. Located at the Marina Bay Sands Event Plaza from July to October 2021, the installation consisted of a series of life-size silhouette figures placed at intervals along the railings, and formed an attractive and vibrant backdrop against the Marina Bay skyline.



The colourful design of the pop-up installation added to the vibrancy of the Marina Bay precinct



Visitors interacting with the masked silhouettes placed along the waterfront

Creating a vibrant streetscape at Kampong Gelam

Together with the Singapore Tourism Board, URA supported community stakeholders to install a 240-metre long graffiti mural on LTA's construction hoardings in Kampong Gelam. Titled 'Hall of Fame', the collective effort of 17 local artists transformed the hoardings into the largest open-air graffiti gallery in Singapore.

Launched in April 2021, this street art project was initiated by the One Kampong Gelam association and contributed to a more visually-pleasing streetscape in the precinct. Through such pop-up projects, the URA-HDB [Lively Places Programme](#) supports and funds community-led efforts to enliven our public spaces, turning them into vibrant and people-centric spaces.



The mural contributed to a more delightful streetscape amidst construction works in Kampong Gelam

CELEBRATING ARCHITECTURE AND URBAN DESIGN EXCELLENCE

We executed a myriad of initiatives that honoured and showcased design excellence on both the local and international level, many of which positioned Singapore as a global leader in architecture and urban design.

Flying Singapore's flag high at Expo 2020 Dubai

Attracting over a million visitors, the Singapore Pavilion at Expo 2020 Dubai brought to life Singapore's City in Nature vision in the desert environment of the United Arab Emirates (UAE) from October 2021 to March 2022. Themed 'Nature. Nurture. Future.', the Pavilion's [lush multi-dimensional landscaping](#) and green ecosystem that integrated nature, architecture, and technology, won the Gold Award for Architecture and Landscape for small self-built pavilions.

The Pavilion's showcase of a selection of homegrown retail and F&B brands, as well as a line-up of cultural performances and film screenings, gave visitors an experience of Singapore's culture.

Besides serving as a platform for knowledge exchange and collaboration to overcome global urban challenges and shape cities of the future, the Pavilion also [deepened Singapore's bilateral ties](#) with the UAE and other global partners.



The Singapore Pavilion offered an immersive experience of Singapore's efforts towards becoming a City in Nature, through the smart integration of design, technology and nature © Expo 2020 Dubai

Lee Kuan Yew World City Prize 2020 recognises well-designed cities

URA awarded the sixth edition of the Lee Kuan Yew World City Prize. Vienna, the capital of Austria, was celebrated as [the winning Prize Laureate](#) for having built, innovated, and enhanced its infrastructure to thrive in the 21st century whilst honouring its existing historical and cultural fabric. Three other cities were recognised as Special Mentions – [Antwerp](#), [Boston](#), and [Lisbon](#).

This marked the 10th anniversary of the biennial award that recognises outstanding achievements and contributions to the creation of liveable, vibrant, and sustainable urban communities around the world.



Danube River © Christian Fürthner



Vienna's Historic City Centre © lizenzfrei

President*s Design Award celebrates top local designers and designs

Jointly organised by URA and the DesignSingapore Council, the President*s Design Award (P*DA) was presented by President Halimah Yacob to 11 Designer and Design of the Year recipients for innovative design solutions that addressed issues like ageing, sustainability and climate change.

Ar. Khoo Peng Beng and Ar. Belinda Huang won a [Designer of the Year](#) award and four Design of the Year awards went to the following [architecture projects](#) — Cloister House, Kampung Admiralty, Jewel Changi Airport and Sparkletots Large Preschool at Punggol.

From July 2021 to May 2022, the works of all 11 award recipients were exhibited at 10 locations across the island as part of an outreach effort to promote design excellence.



President Halimah Yacob, Second Minister for National Development Indraneel Rajah and Chairman Peter Ho with some of the award recipients at the Istana



*P*DA 2020 exhibition at Jewel Changi Airport*

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 & 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



Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority



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



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



Dr Thang Leng Leng
Associate Professor & Co-Director
of Next Age Institute
Faculty of Arts & 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 Kok Hun

Group Director (Infrastructure Planning Authority)
(effective 1 January 2022)

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)
(until 31 March 2022)

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)

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

Professor Marina Alberti

Professor, Department of Urban Design & Planning, College of Built Environments, University of Washington

Professor Timothy Beatley

Teresa Heinz Professor of Sustainable Communities, Department of Urban & Environmental Planning, School of Architecture, University of Virginia

Dr Philipp Bouteiller

Managing Partner, Artprojekt Entwicklungen GmbH

Mr Albert Chan

Director of Development Planning & Design, Shui On Land

Mr Cheng Hsing Yao

Chief Executive Officer, GuocoLand Group

Professor Rebecca L.H. Chiu

Honorary Professor of Faculty of Architecture & Department of Urban Planning & Design, Hong Kong University

Mr Josef Hargrave

Director & Global Foresight Leader, Arup

Ms Jennifer Keesmaat

Founder & Chief Executive Officer, The Keesmaat Group

Dr Jonathan Reichental

Founder & Chief Executive Officer, Human Future

Dr Hossein Rezai-Jorabi

Director, Web Structures
Global Design Director, Ramboll Group
Managing Director, Milan Research Lab

Mr Gareth Wong

Senior Vice President, Group Strategy & Projects (Group President & CEO's Office), Sembcorp Industries Ltd

**The current term for the panel is effective from April 2022*

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 David Hutton

Group Head of Development, Lendlease Singapore Pte Ltd (effective 1 June 2022)

Mr Khew Sin Khoon

President & Group Chief Executive Officer, CPG Corporation Pte Ltd

Mr Poon Hin Kong

Senior Adviser, Product Development & Design, CapitaLand Group (until 30 May 2022)

Mr Khairudin Saharom

Principal & Director, Kite Studio Architecture

Mr Siew Man Kok

Chairman & Founding Director, MKPL Architects Pte Ltd (effective 1 July 2021)

Mr Christopher Tang

Senior Adviser, Frasers Property Limited (until 30 June 2021)

Mr Neil Walmsley

Adviser, Planning & 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
(until 31 July 2022)

Members

Mr Cheng Hsing Yao

Chief Executive Officer, GuocoLand Group

Dr Chong Fook Loong

Group Director (Research & Planning),
Housing & Development Board

Ms Chou Mei

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

Professor Ho Puay Peng

Head (Architecture), School of Design & Environment,
National University of Singapore

Mr Ho Weng Hin

Director, Studio Lapis

Mr Kwee Ker Wei

Senior Vice-President, Pontiac Land

Dr Jack Lee

President, Singapore Heritage Society

Mr Jerome Lim

Heritage Blogger, The Long & Winding Road

Ms Yvonne Lim Li Chuen

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

Ms Carmen Low

Co-Founder, Afterglow

Mr Poon Hin Kong

Deputy Chief Development Officer, CapitaLand Limited
(until 31 July 2022)

Dr Venka Purushothaman

Deputy President & Provost, LASALLE College of the Arts

Mr Khairudin Saharom

Principal & Director, Kite Studio Architecture
(until 31 July 2022)

Dr Kevin Tan

Immediate Past President, ICOMOS SG

Mr Tan Swee Yiow

Senior Managing Director, Urban Development,
Keppel Corporation Limited

Mr Alvin Tan Tze Ee

Deputy Chief Executive (Policy & Community),
National Heritage Board

Ms Yvonne Tham

Chief Executive Officer, The Esplanade Co. Ltd.
(until 31 July 2022)

Dr Thang Leng Leng

Associate Professor & Co-Director of Next Age Institute,
Faculty of Arts & 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
(until 31 July 2022)

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.

Chairman

Mr Peter Ho Hak Ean
Chairman
Urban Redevelopment Authority

Members

Mr Ho Tian Yee
Chairman
Fullerton Fund Management
Company Ltd

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

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

Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

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.

Chairman

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

Members

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 & Managing Director
GTP Advisory PAC
(effective 12 April 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 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 Long-Term 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)



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