



URBAN REDEVELOPMENT AUTHORITY



ANNUAL REPORT 1997/98

Ang Mo Kio
 Bedok
 Bishan
 Boon Lay
 Bukit Batok
 Bukit Merah
 Bukit Panjang
 Bukit Timah
 Central Water Catchment
 Changi
 Changi Bay
 Choa Chu Kang
 Clementi
 Downtown Core
 Geylang
 Hougang
 Jurong East
 Jurong West
 Kallang
 Lim Chu Kang
 Mandai
 Marina East
 Marina South
 Marine Parade
 Museum
 Newton
 North Eastern Islands
 Novena
 Orchard
 Outram
 Pasir Ris
 Paya Lebar
 Pioneer
 Punggol
 Queenstown
 River Valley
 Rochor
 Seletar
 Sembawang
 Sengkang
 Serangoon
 Simpang
 Singapore River
 Southern Islands
 Straits View
 Sungei Kadut
 Tampines
 Tanglin
 Tengah
 Toa Payoh
 Tuas
 Woodlands
 Western Islands
 Western Water Catchment
 Yishun



MISSION STATEMENT

To plan and facilitate the physical development of Singapore into a tropical city of excellence



**URBAN
REDEVELOPMENT
AUTHORITY**

TOWARDS A TROPICAL CITY OF EXCELLENCE

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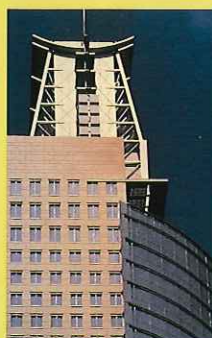


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BUILDING OUR ORGANISATION & PEOPLE

PERFORMANCE INDICATORS

KEY INDICATORS

FINANCIAL REPORT

REVIEW IN CHINESE

HIGHLIGHTS OF THE YEAR

June 1997

Mr Lim Hng Kiang, Minister for National Development, launched an exhibition on the proposed Entertainment Area at Selegie/Bugis.

July 1997

Mr Koo Tsai Kee, Parliamentary Secretary for National Development, presented four Architectural Heritage Awards.

Extended the Plan Lodgement Scheme to the erection/reconstruction of landed housing.

August 1997

Introduced the Development Application Submission System (DASSY).

October 1997

Awarded the land sale tender for the redevelopment of Fullerton Building.

Safeguarded hotels by demarcating a Hotel Core Area.

November 1997

Held a statutory exhibition on Downtown Core (Part), Marina South and Straits View Planning Areas.

Released the first *white* site in the new Downtown for sale by public tender.

Completed construction of the pedestrian mall at Trengganu Street.

December 1997

Extended the Plan Lodgement Scheme to developments on land owned by HDB and JTC.

Exempted covered rooftop areas, public thoroughfares and covered public spaces from GFA computation.

January 1998

Admitted to the Singapore Quality Class.

February 1998

Responded to market demand by deferring the launch of land sales for 2,500 private residential units to the second half of 1998. The 1998 quantum of land for commercial space was cut back to 80,000 sq'm (nett), half the 1997 quantum.

March 1998

Announced plans to implement Common Services Tunnels for the new Downtown.

Launched the pilot phase of the Electronic Development Application system (EDA).

CHAIRMAN'S MESSAGE

In the financial year 97/98, URA achieved a significant milestone in its effort to achieve a more open and transparent planning system by completing the last of a planned series of 55 Development Guide Plans (DGPs).

Completion of 55 DGPs

With the completion of the Punggol DGP, we now have in place all 55 DGPs covering the whole of Singapore.

DGPs are a result of URA's proactive effort to do systematic and comprehensive long-term planning to guide the use and development of land.

DGPs are a translation of the broad strategies of the Concept Plan into detailed, realisable proposals by identifying, distributing and safeguarding different land uses within the planning areas. In fact, many of the proposals outlined in the earlier DGPs, e.g. waterfront housing in the Kallang DGP, have already become reality.

Since the release of the first DGP in 1993, developers and the public have also come to appreciate the fact that DGPs provide a clear, transparent and certain basis to guide development. For developers, this is a boon as they can now make well-informed business decisions on what they can or cannot do with their land. They are able to plan and submit proposals for their development projects with greater confidence, knowing the DGP planning intention. This also helps to expedite the application approval process.

For the public, DGPs make transparent the landuse for each parcel of land in Singapore. They, too, can make well-informed decisions when planning to buy new homes, for example.

In the next decade or so, as more proposals in the 55 DGPs are realised, Singaporeans can look forward to an even better living and working environment.

Improvements in services to the public

URA continued to find new ways to improve its services to its customers and to facilitate the physical development of Singapore. For example, we reduced rules on development control by 10 percent. The Plan Lodgement Scheme was extended to lessees and long-term tenants of JTC land and agents carrying out projects on behalf of HDB. This scheme will shorten the building processing time by up to six weeks and will also help reduce cost as

lodgement fees are lower than fees for submitting plans for approval in the usual way.

URA has also relaxed its guidelines for setting up outdoor refreshment areas and kiosks along pedestrian malls in the city. This will not only help rejuvenate retail business for abutting commercial developments but also promote a more vibrant streetscape.

In addition, URA pressed ahead to help prepare for the eventual upturn in the economy by putting in place key infrastructure and investing in technology. URA has plans to turn the reclaimed land at Marina South into a new Downtown, a business city par excellence. We have pushed ahead with plans to implement Common Services Tunnels (CSTs) within the new Downtown. When completed, these purpose-built tunnels for housing utilities will facilitate speedy developments in future.

URA has also embarked on a pilot Electronic Development Application (EDA) System to capitalise on the broad bandwidth technology provided by the Singapore ONE network. This system enables plans to be submitted electronically from architects to URA and will result in savings in time and money for developers, architects and homeowners.

The year ahead

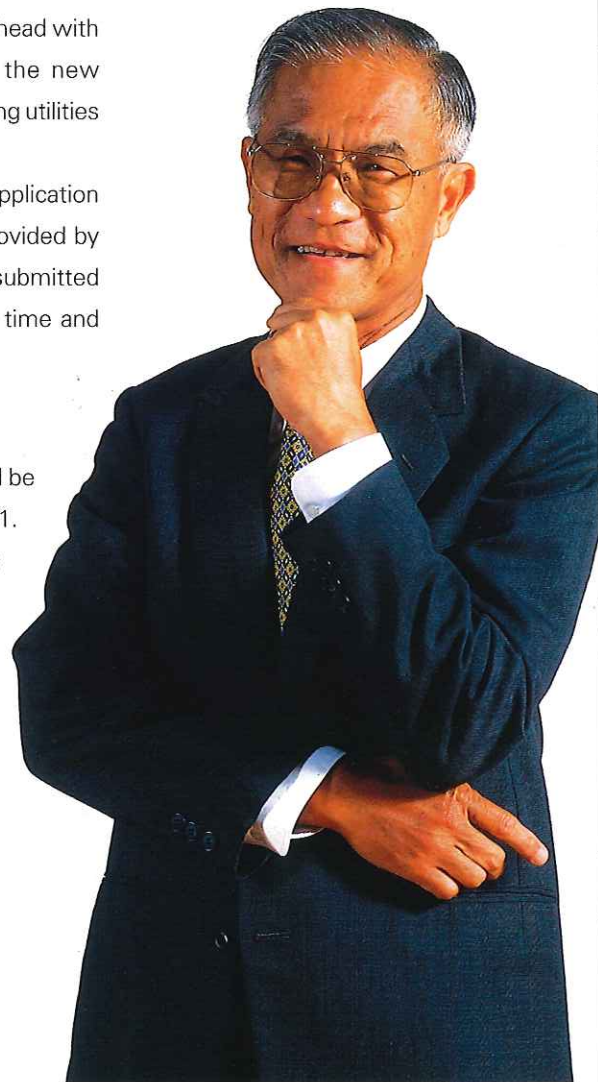
URA will also kick off the third Concept Plan Review. This will be a timely opportunity for us to review the planning vision set in 1991. We will also be studying how URA can apply successful practices from other great cities in planning Singapore's development.

When the review is completed around the year 2000, we will have a new Concept Plan which would have incorporated bold, new ideas to make Singapore a world-class city. The new Concept Plan will then be the blue-print for Singapore's physical development into the next millennium.



Associate Professor
Khoo Cheng Lim

CHAIRMAN
URBAN REDEVELOPMENT AUTHORITY



MEMBERS OF THE BOARD



Associate Professor
Khoo Cheng Lim
Advisor
Faculty of Architecture
and Building
National University of
Singapore



Mrs Pamela Lee
Senior Director of
Special Projects/STB
Consultancy
Singapore Tourism Board



Mr Goh Kim Leong
Permanent Secretary
Ministry of Law



Mr Low Tien Sio
Deputy Chief Executive and
Director (Corporate Services)
Land Transport Authority



Mr Raymond Woo Kok Chew
Principal
M/S Raymond Woo
& Associates Architects



Mr Bobby Chin
Managing Partner
KPMG Peat Marwick
Management Consultants
Pte Ltd



MG (NS) Han Eng Juan
Chief Executive
Land Transport Authority



Assoc Prof Phang Sock Yong
(Mrs)
Department of Economics
National University of
Singapore



Dr Tan Kim Siew
Chief Executive Officer
& Chief Planner
Urban Redevelopment
Authority

MANAGEMENT TEAM



Left to right:

Foo Chee See
Director,
Development Control

Chang Yong Ching
Deputy Director,
Corporate Development

Joycelyn Koh Joo Lin
Deputy Director,
Land Administration

Ler Seng Ann
Director,
Project Services

Peter Tan Guan Leong
Deputy Director,
Development Control

Wong Kai Yeng
Director,
Physical Planning
(till 14 Sep '98)

Koh Wen Gin
Deputy Chief Planner
(Development Strategies)

Dr Tan Kim Siew
Chief Executive Officer and
Chief Planner

Dr John Keung Kam Yin
Deputy Chief Planner
(Planning Policies)

Choy Chan Pong
Director,
Land Administration

Teh Lai Yip
Acting Director,
Conservation and
Urban Design

Lee Kwong Weng
Director,
Corporate Development

Yeow Chin Wee
Deputy Director,
Research and
Concept Plan Review

Michael Koh Soon Hwa
Director,
Physical Planning
(from 15 Sep '98)

ORGANISATION STRUCTURE

(Direct Reporting to Chairman)

(Administratively Responsible to CEO)

DEPUTY CHIEF PLANNER (PLANNING POLICIES)

John Keung Kam Yin (Dr)

DEVELOPMENT CONTROL DIVISION

- Processing of development applications
- Enforcement of planning regulations

DIRECTOR
Foo Chee See

DEPUTY DIRECTOR
Peter Tan Guan Leong

HEAD
Internal Audit
Yong Siew Liang

HEADS
Development Control (East)
Heng Siok Ngo

Development Control (West)
Lim Eng Hwee

Development Control (Information & Customer Services)
Chin Koon Fun

Development Control Policy Review
Yap Siew Ling

Fast Track Development
Ng Cher Pong

Development Control (Use & Enforcement)
Pang Sing Wah

PHYSICAL PLANNING DIVISION

- Island-wide land use planning
- Preparation of Development Guide Plans (DGPs)
- Formulation of strategies to realise DGPs
- Review of planning policies, standards and development constraints

DIRECTOR
Michael Koh Soon Hwa

HEADS
Development Planning
Han Yong Hoe

Strategic Planning
Tan See Nin

Local Planning
Seow Kah Ping

DEPUTY DIRECTOR
(Research & Concept Plan Review)
Yeow Chin Wee

HEADS
Property Research
Chua Chor Hoon

Property Information
Lai Keng Thye

Concept Plan Review
Ng Siau Yong

LAND ADMINISTRATION DIVISION

- Sale of state land on behalf of Land Office
- Real estate research and information
- Management of vacant state land and buildings
- Car parks management

DIRECTOR
Choy Chan Pong

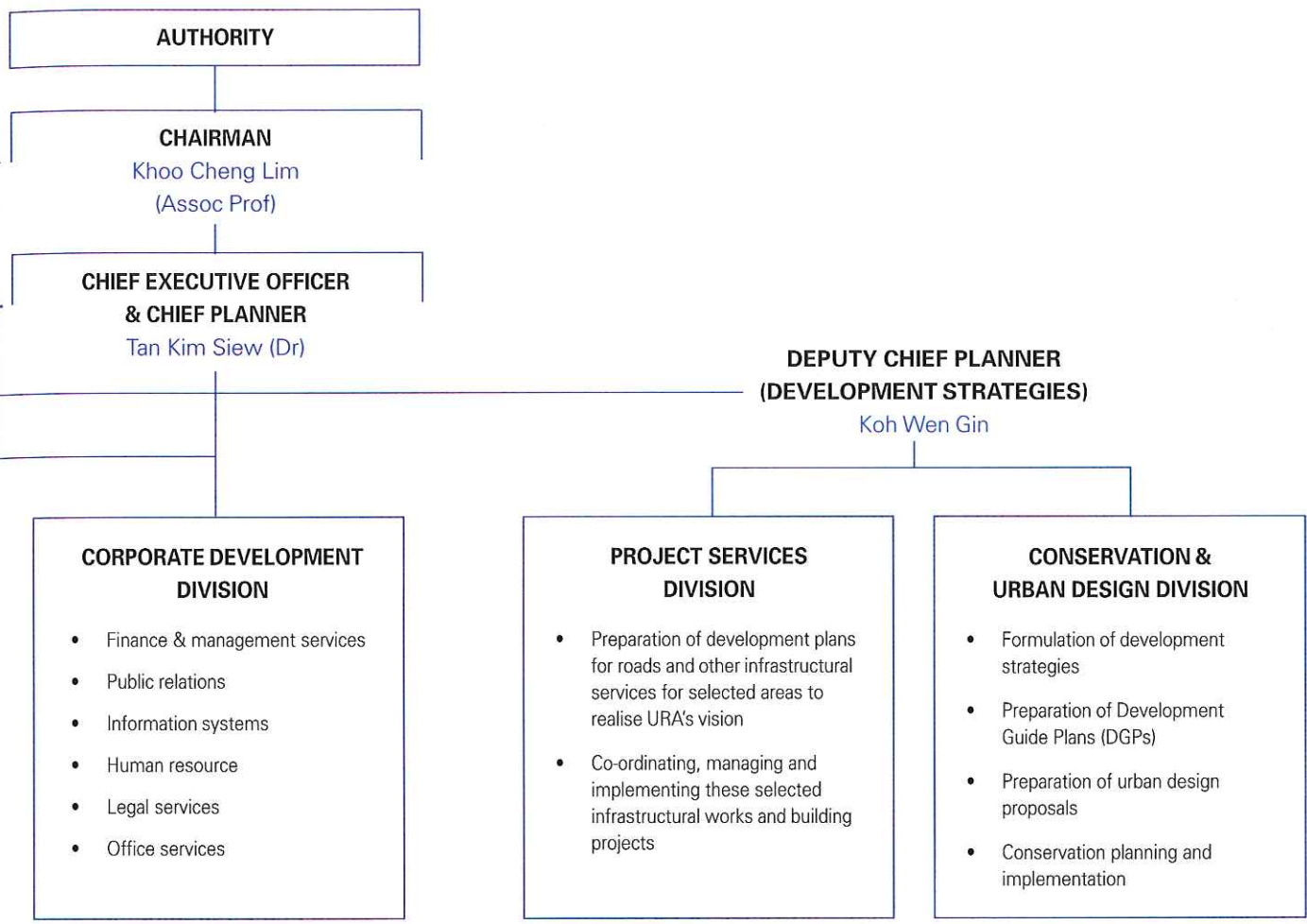
DEPUTY DIRECTOR
Joycelyn Koh Joo Lin

HEADS
Land Management
Kwek Sian Choo

Car Parks
Tan Yew Khang

Electronic Parking System
Randy Lim Chi Beng

Sale of Sites
Gerry Ong Kim Chwee



**CORPORATE DEVELOPMENT
DIVISION**

- Finance & management services
- Public relations
- Information systems
- Human resource
- Legal services
- Office services

DIRECTOR
Lee Kwong Weng

DEPUTY DIRECTOR
Chang Yong Ching

**PROJECT SERVICES
DIVISION**

- Preparation of development plans for roads and other infrastructural services for selected areas to realise URA's vision
- Co-ordinating, managing and implementing these selected infrastructural works and building projects

DIRECTOR
Ler Seng Ann

**CONSERVATION &
URBAN DESIGN
DIVISION**

- Formulation of development strategies
- Preparation of Development Guide Plans (DGPs)
- Preparation of urban design proposals
- Conservation planning and implementation

DIRECTOR
Teh Lai Yip (*Acting*)

HEADS
Finance & Management Services

Kwek Ban Seng

Accounting
Yee Ming Tek

Human Resource

Lim Eng Chong

Training
Cheah-Cheong Wing
Ying

Office Services

Lim Keve Seng

HEADS
Legal

Loretta Fung Wai Ling

Public Relations
Ang Hwee Suan

Information Systems

Vacant

Administrative Systems
Peter Quek Ser Hwee

GIS
Zulkiflee Mohd Zaki

HEADS
Contract & Administration

Vacant

Contract
Ng Eng Hing

Architectural

Sally Chua Wai Ping

Design
Anthony Chia Lye Hin

Engineering

Koh Kian Chuan

HEADS
Urban Planning

Andrew David Fassam

Urban Design
Ng Bee Theng

Conservation

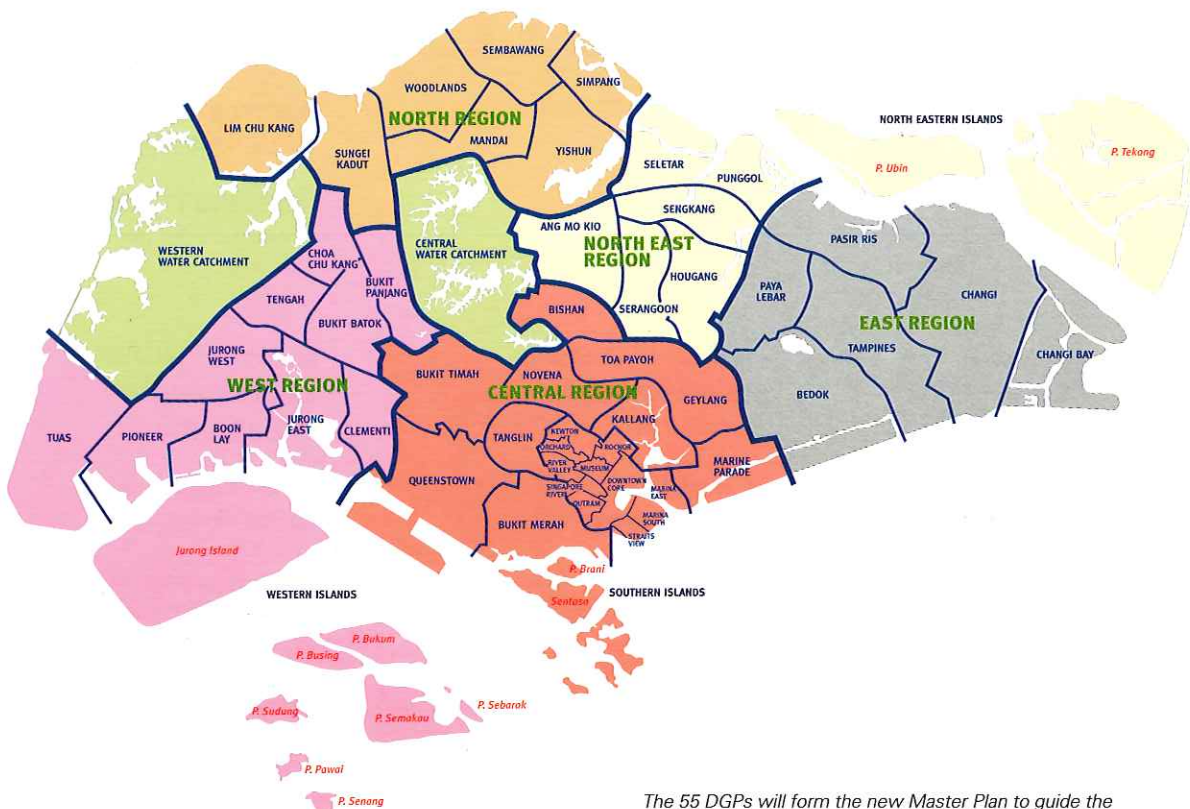
Foo Chek Chiang

REACHING A MILESTONE IN PLANNING

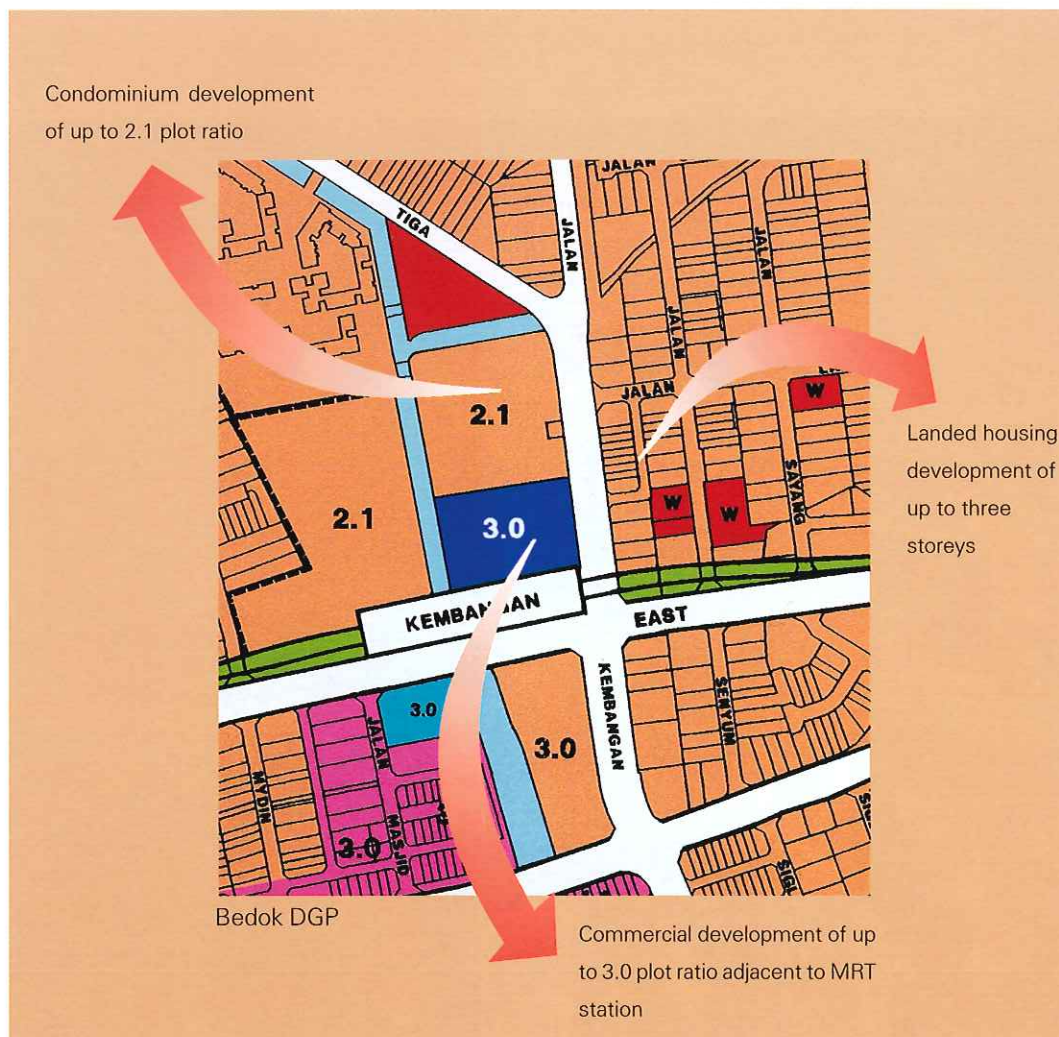
In July 1998, URA exhibited the Development Guide Plan (DGP) for Punggol, the last of the 55 DGPs to be completed. All the 55 DGPs will form the new Master Plan for the physical development of Singapore.

This systematic process of preparing the Master Plan through DGPs marks an important milestone in the planning history of Singapore. Before, the Master Plans were primarily updating exercises which captured decisions made in ad hoc planning studies done since the preceding Master Plan was published.

The DGPs marked a bold step forward whereby plans were comprehensively and proactively drawn up for various uses such as transportation, housing, industries, commercial, school and open spaces. The DGPs thus specify the land use zoning and development intensity which would be allowed.



The 55 DGPs will form the new Master Plan to guide the physical development of Singapore into the 21st century



Each DGP specifies the development potential of individual land parcels

Providing transparency and certainty

DGPs make known planning controls like land use zoning, height and development intensity, thus providing a clear and detailed basis for development control.

With the development potential of a particular site clearly spelt out, developers have a good idea of what they can or cannot build on their land parcels. They

can thus make informed decisions on their development quickly; they can also plan their development projects and submit proposals based on DGP planning intention. This helps to expedite the approval process of their development plans and provides more certainty and transparency in the planning system.

Crystallising the Concept Plan vision

DGPs translate the broad strategic Concept Plan vision into detailed, realisable proposals by identifying, distributing and safeguarding different land uses within the planning areas.

For example, to translate the Concept Plan strategy of decentralisation, one of the key proposals in the Jurong East DGP was

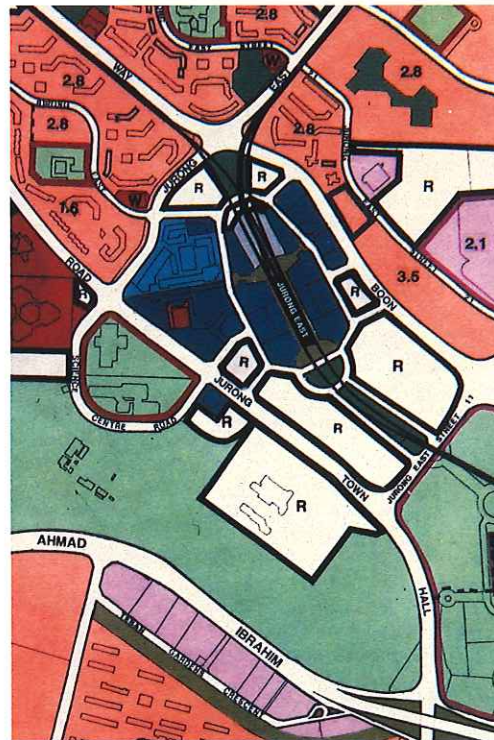
to develop a regional centre around the Jurong East MRT station.

The DGP then looked at how the proposed quantum of 1.5 million sq m of commercial floor space can be accommodated on the land around the MRT station. It also developed a conceptual urban design plan for the regional centre.

The 1985 Master Plan for Jurong East only identifies a specific area for broad-based development without details



The 1995 Jurong East DGP gives a detailed and comprehensive land use plan to develop a regional centre around the MRT station





Model showing future regional centre to be developed around the Jurong East MRT station

CREATING A PRO-BUSINESS ENVIRONMENT

URA plays an important role in helping Singapore to attract businesses. To meet their needs in the 21st century, the new Downtown is being developed with state-of-the-art infrastructure. URA also continued to reduce rules and harness IT to help save businesses time and to make information more accessible.

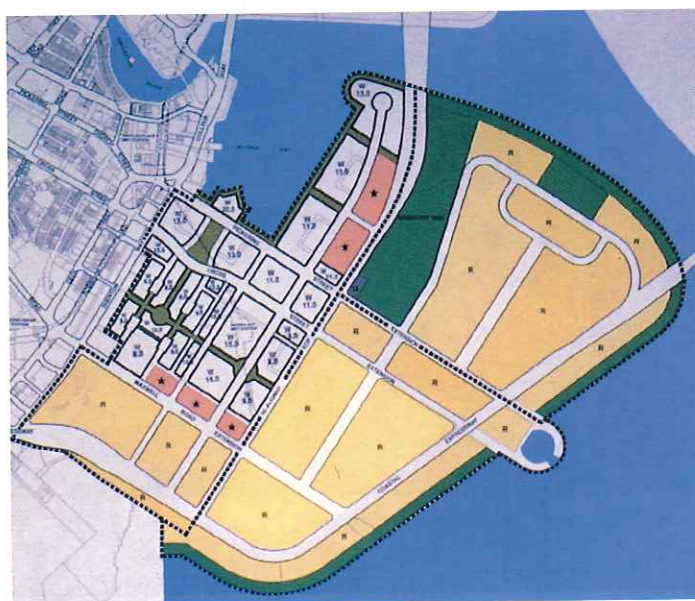
Shaping the new Downtown

URA's ideas for the new Downtown around Marina Bay were formalised as Development Guide Plans (DGP) in November 1997.

As the city of tomorrow, the new Downtown is envisaged to be an excellent place for business and for exciting city living. Not only will it house modern landmark office buildings, it will also have a wide range of recreational and entertainment facilities to keep the area pulsating with activities

round the clock.

To be business-friendly, about 50 hectares of land within the new Downtown have been zoned *white*. This allows the land to be developed for a variety of commercial, hotel and/or residential uses. Developers can change the mix or the use of the land at any time without any uncertainty as to whether the change will be allowed, and without incurring additional land premium. There is therefore maximum flexibility for developers to respond to changing market demands.



The "white" site zoning in the new Downtown will allow for greater flexibility for a wide range of developments

LEGEND	
	WHITE SITE
	RESIDENTIAL
	OPEN SPACE
	PARK & GARDEN
	WATERBODY
	ROAD
	MASS RAPID TRANSIT
	UTILITY
	RESERVE SITE
	MAXIMUM PERMISSIBLE PLOT RATIO
	DGP BOUNDARY
	SUBJECT TO DETAILED PLANNING



The new Downtown, located next to the existing CBD, allows for seamless growth to meet modern business needs

More office space

The Central and Bayfront subzones within the new Downtown are projected to provide up to three million sq m of office space, equivalent to the existing commercial space within the Central Business District (CBD) today. This will allow the CBD to grow to a size similar to those of other major cities in the world.

City housing

To complement the office space, some 9.6 hectares of land fronting Maxwell Road extension and Marina City Park have been slated

for future residential developments to provide for city living. This will help keep the future city alive at night.

Living close to the office



Living by the park

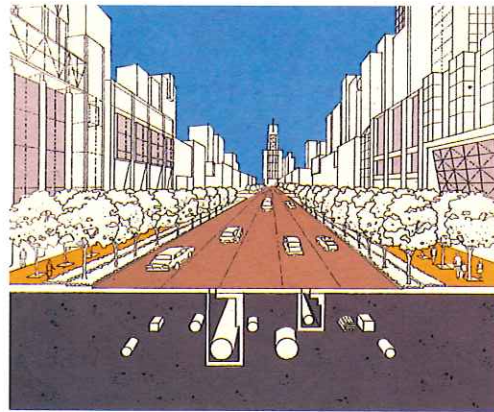


Developing state-of-the-art infrastructure

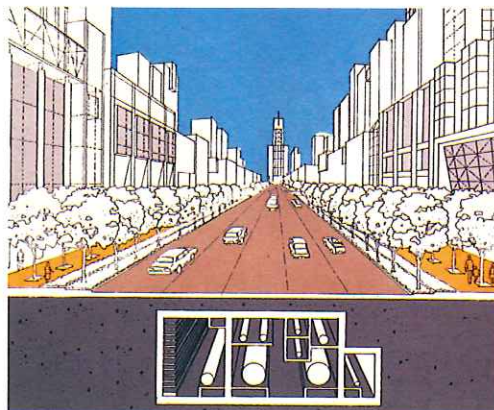
URA also released plans for the construction of Common Services Tunnels (CSTs) within the new Downtown.

CSTs are purpose-built underground tunnels that will house and distribute utility services such as water pipes, power cables and telecommunication cables to buildings. In future, chilled-water pipes for air-conditioning and pneumatic refuse conveyance systems could be installed within the tunnels as well.

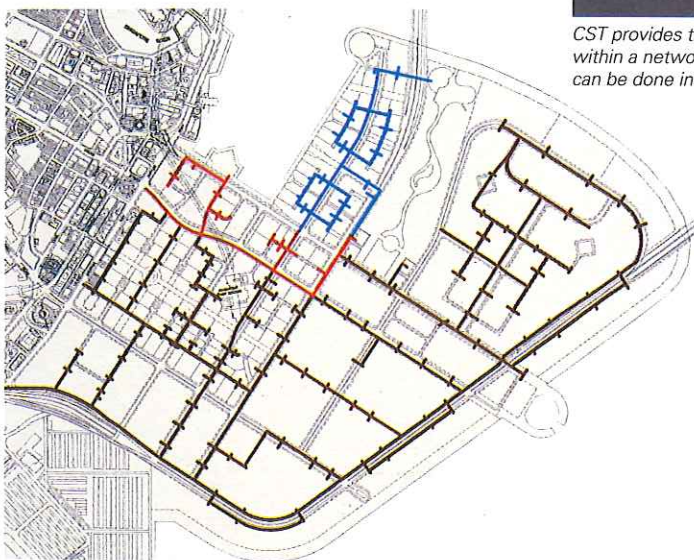
The entire CST network will comprise some 20 km of linked tunnels and is estimated to cost about \$1.35 billion. The construction of the first phase, costing approximately \$250 million, will commence in tandem with the development surrounding Marina Bay. Singapore's CST network will be the first to be built in Southeast Asia, and the second in Asia, after Japan.



Maintenance and upgrading of utility services can be disruptive to traffic and cause accidental damage to cables and pipes



CST provides the solution by locating utility services within a network of tunnels so that any service works can be done independently underground



CST LAYOUT & PHASING PLAN



LEGEND

- PHASE 1A
- PHASE 1B
- FUTURE PHASE

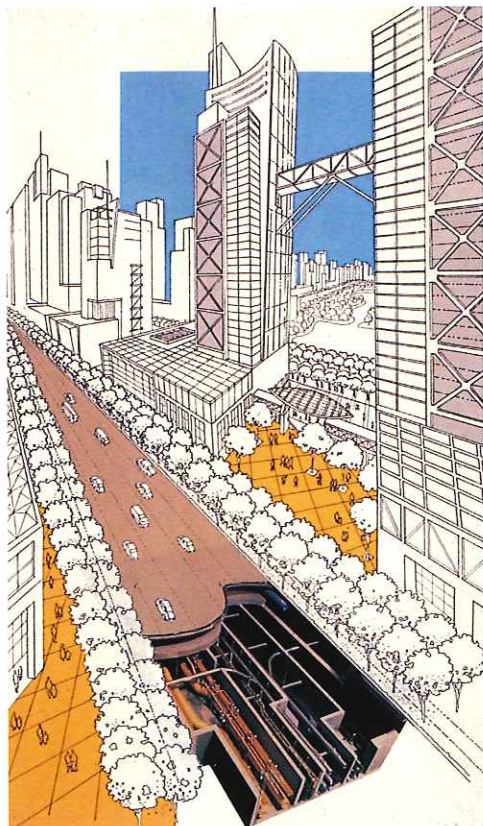
Minimum traffic disruption

With CSTs, a dedicated space is provided for positioning utility services neatly. Traffic disruptions due to excavations will be minimised as installations, repairs and inspections can be done independently underground, away from surface traffic.

More reliable services

Reliability of services will be enhanced as utility supplies will no longer be threatened by disruption due to accidental hacking of existing cables and pipes. Unforeseen breakdowns can also be minimised with more regular maintenance.

An artist's perspective of the CST within the new Downtown



CSTs are already being used extensively in high-density urban areas in Japan and Europe. This is an actual CST in Yokohama, Japan.

A better urban environment

As developments in the new Downtown will not be subject to the disruptions and inconveniences of noise and dust pollution caused by road excavation for laying new services for new buildings, the overall urban environment will be improved.

Increased flexibility

Future changes in the demand for utility services can be easily accommodated. Additional cables and pipes can be simply installed within the tunnel if there is a higher demand for these utility services. This flexibility is especially important as the majority of land parcels are zoned *white sites*.

More land for development

With CSTs, road verges previously set aside for laying underground utility services can now be released for development.

Meeting demand for commercial and industrial space

To spur economic growth, URA continued to release land for commercial and industrial developments for sale to the private sector.

Revitalising China Square

During the year, URA sold the last of seven land parcels in China Square. The site is about 1.35 hectares and will add another 40,300 sq m of gross floor area (GFA) to the CBD.

When all the seven land parcels are developed by Year 2004, they will add some



China Square, before redevelopment in 1994

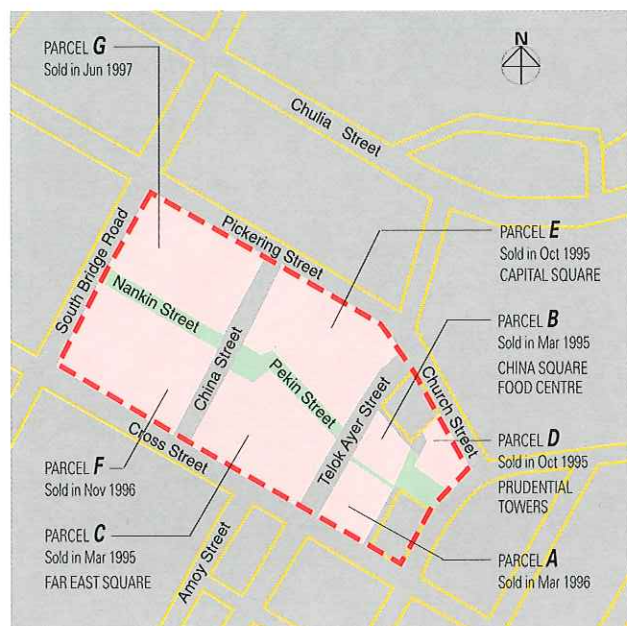
226,000 sq m of floor space to the existing downtown.

Through URA's sale of sites programme, China Square is being successfully transformed into a modern area that will complement Raffles Place nearby. It will be a district with a unique urban form, where the numerous restored shophouses will be integrated with newly-built, high-rise blocks. With the wide variety of uses there - offices, retail, entertainment, eating, arts and culture - China Square is slated to become



Today, five out of the seven land parcels sold in China Square are being developed

Location Plan of China Square showing the various land parcels put up for sale



a key point of commercial and leisure interests in the future.

Restoring Fullerton Building

Fullerton Square, which comprises the historic Fullerton Building and a 5,810 sq m parcel fronting Marina Bay was sold for hotel development.

When completed by Year 2002, Fullerton Building is expected to take on a distinctive character as a grand classic hotel in the heart of the existing downtown.

Its proximity to a host of exciting new developments at Marina Bay - like the Esplanade-Theatres-on-the-Bay, the future new Downtown, and the popular Boat Quay along Singapore River - will make the development a focal point of life and activities. A pedestrian underpass between Fullerton Building and

Model of the future Fullerton Square, comprising Fullerton Building and developed parcels fronting Marina Bay



Marina Bay will also help connect Raffles Place and Boat Quay to the Bay.

Extending Carlton Hotel

Another sale site at Victoria Street, which is at the heart of the downtown core and along a growing hotel and shopping belt, was won by Carlton Hotel, which plans to use it to build an extension to the existing hotel. The new development will fill the gap in that important corner of the Civic District and complete the streetscape.



Artist's impression of extension to existing Carlton Hotel

Meeting industrial needs

URA continued to provide land to meet growth in the industrial sector. About 31 hectares of land at Kampong Ubi and Ulu Pandan were sold for light industries and five hectares at Tuas for general industry use.

Facilitating development

Reducing rules

URA continued its efforts to reduce development control rules so as to facilitate development. During the year, the number of rules was reduced by 10 per cent.

Saving time

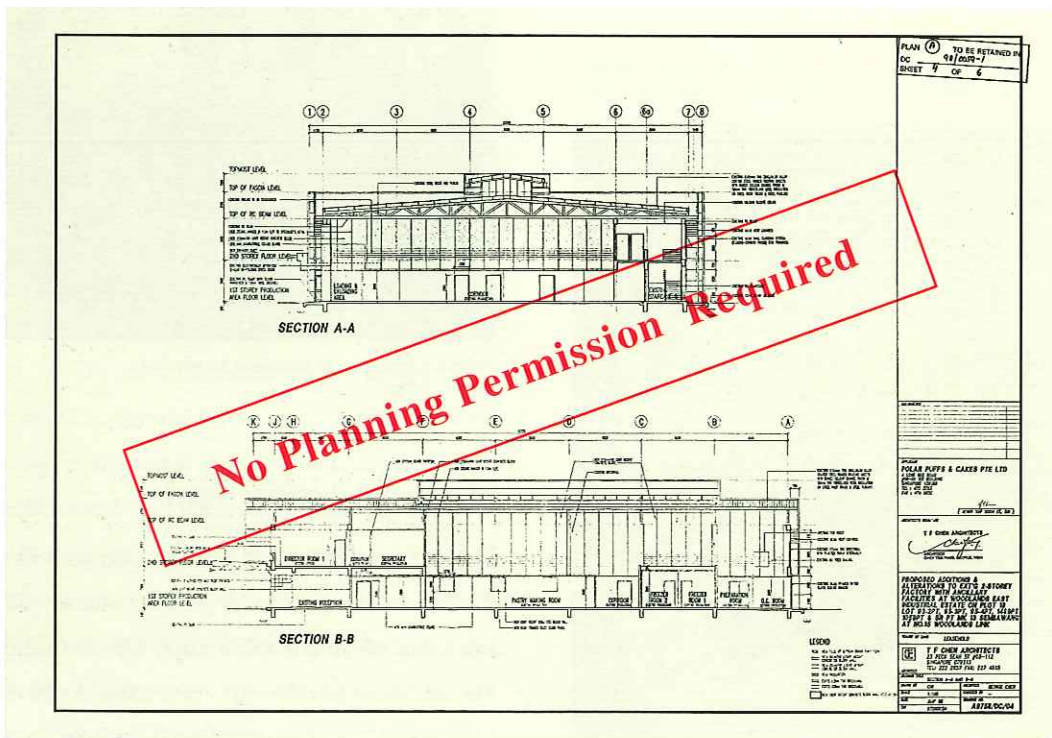
Following the success of the Plan Lodgement Scheme introduced in previous years for landed property, whereby developments which qualify for lodgement need not be submitted for planning approval, the Plan Lodgement Scheme was extended to certain developments on JTC and HDB land. This

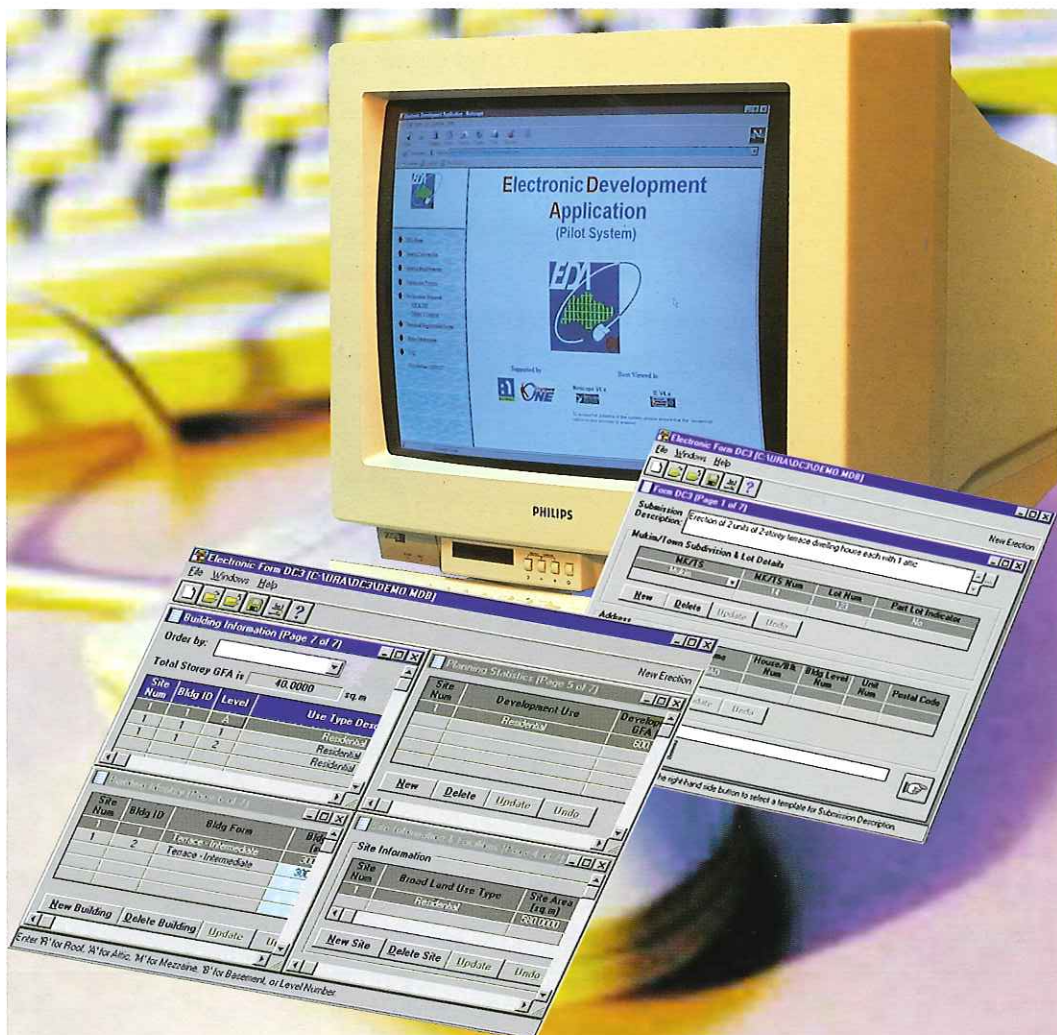
exemption also applies to lessees and long-term tenants of JTC land, and agents carrying out projects on behalf of HDB. This new scheme is expected to save HDB, JTC and their developers some five to six weeks in the building process.

Being more user-friendly

URA continued to find new ways to make development applications more convenient and more efficient. To this end, URA launched the *Development Application Submission System* (DASSY) in August 1997. DASSY is a computerised application form on a diskette. It

Extending the Plan Lodgement Scheme to certain developments on HDB and JTC land saves more time and cost





EDA takes electronic development application submissions one step further than DASSY to save processing time

was introduced to allow applications for new erection of buildings and amendments to approved plans to be made using diskettes.

The electronic form is designed to systematically guide the applicants in filling up the details. Templates or sample guides are provided to help applicants describe their development proposals. Based on the data entered, the system can also perform calculations such as totalling the GFA,

determining the gross plot ratio and percentage of communal open space. These data can be stored and updated later for resubmission or amendment if needed. With DASSY, the average transaction time at URA's counters has been reduced by 30 per cent.

URA also launched the Pilot Phase of the *Electronic Development Application (EDA) System* to take computerisation of the development application process one big step

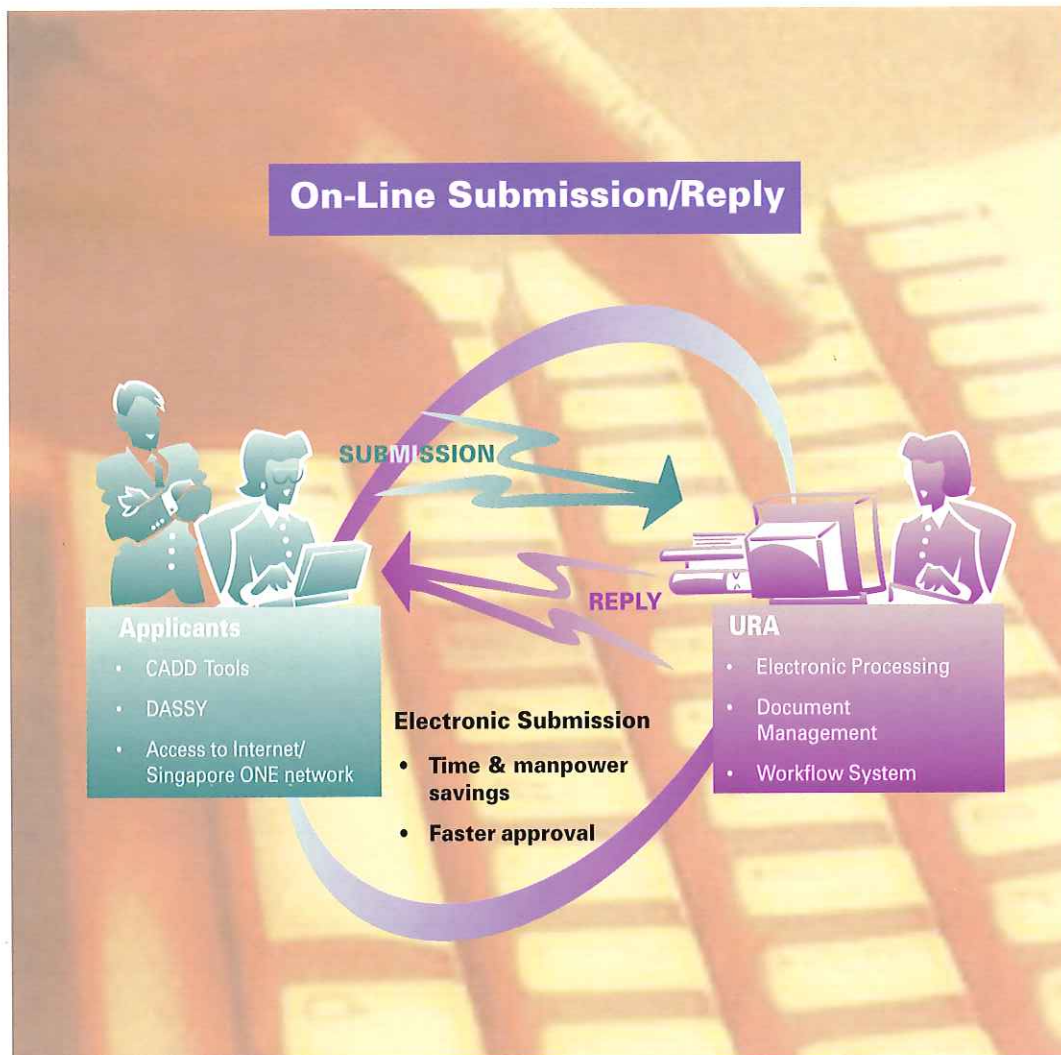
further than DASSY. EDA is a computerised system that allows applications for erection of new buildings and for amendments to approved plans to be submitted to URA through the Internet using the Singapore ONE broadband network.

EDA has many benefits. Not only will it result in time saving, it is also more convenient as applicants no longer need to manually despatch their plans to URA. There is also

greater transparency as the applicant will be able to check the status of his application and the planning decisions by simply logging onto EDA. With EDA, URA's consultations with other public agencies can be done on-line, thereby shortening the processing time even further.

The response from professionals to EDA has been encouraging and many of them have signed up to participate. The full implementation of EDA is planned for early 1999.

Graphical representation showing how DA submission is made through EDA



WRITTEN PERMISSION
Number and Residential Units/Gross Floor Area of Projects by Type of Development
(Both Private & Public)

Reference Period	Both Private & Public Sectors							
	Residential		Commercial		Industrial		Institutional & Others	
	Number	Residential Units	Number	Number/Gross Floor Area (1000 sq m)	Number	Number/Gross Floor Area (1000 sq m)	Number	Number/Gross Floor Area (1000 sq m)
1994	739	48 205	38	7974	137	1 2796	95	655.0
1995	1 223	69 621	56	4 236	152	1 825.5	112	807.2
1996	1 984	81 634	105	8 079	213	2 365.8	116	1 022.9
1997	907	60 636	103	8 05.5	171	2 047.7	116	1 077.9
1998 Jan	139	6 503	14	45.3	20	231.9	13	176.7
Feb	75	4 203	4	155.1	13	228.5	7	169.1
Mar	156	8 909	9	310	14	145.0	11	65.5
Apr	36	2 244	11	41.8	22	378.7	5	159.0
May	93	6 841	7	141.9	16	135.3	6	21.9
Jun	81	5 253	11	25.5	20	243.0	6	232.2
Jul	87	2 871	14	70.4	24	233.1	30	60.7
Aug	102	1 605	10	172.7	14	111.9	8	95.4
Sep	101	2 041	9	42.0	14	231.1	13	116.8
Oct	83	3 302	19	89.3	29	235.5	15	231.0
Nov	123	6 730	9	48.8	7	67.2	7	47.4
Dec	79	3 726	11	63.8	22	231.9	13	122.5
1997 Jan	65	6 925	11	105.9	20	418.3	10	111.4
Feb	76	11 179	3	113.3	16	254.0	12	162.0
Mar	92	6 202	12	148.4	9	300.0	10	189.9
Apr	75	10 193	10	45.1	18	302.9	10	231
May	97	2 377	8	268.8	10	212.3	8	105.2
Jun	77	2 241	8	32.9	10	264.9	13	207.4
Jul	88	2 441	11	32.5	8	35.4	10	101.1
Aug	54	2 021	4	8.4	16	239.7	6	59.6
Sep	68	3 225	10	117.1	11	177.1	11	111.2
Oct	34	4 415	4	53.9	21	205.3	11	58.2
Nov	63	9 250	2	15	17	318.3	8	75.2
Dec	71	3 200	8	38.5	11	295.0	10	193.7
1998 Jan	36	3 359	9	30.7	13	116.0	15	111.2
Feb	24	1 244	1	12.4	12	314.8	6	89.6
Mar	33	1 023	2	24	22	122.4	10	165.9
Apr	28	3 078	1	20.1	11	102.4	11	124.4
May	33	3 023	2	20.1	12	122.4	10	165.9
Jun	21	3 322	2	20.1	11	102.4	11	124.4
Jul	11	442	1	8.5	13	133.3	9	103.0
Aug	19	1 509	5	94.0	12	243.7	5	22.5

* Preliminary

PROVISIONAL PERMISSION
Number and Residential Units/Gross Floor Area of Projects by Type of Development
(Both Private & Public)

Reference Period	Both Private & Public Sectors							
	Residential		Commercial		Industrial		Institutional & Others	
	Number	Residential Units	Number	Number/Gross Floor Area (1000 sq m)	Number	Number/Gross Floor Area (1000 sq m)	Number	Number/Gross Floor Area (1000 sq m)
1994	1134	39 420	89	689.9	147	1 879.9	103	636.4
1995	1 277	89 634	121	215.4	225	2 551.6	99	1 077.5
1996	1 664	44 000	100	437.5	172	2 523.1	24	592.8
1997	729	54 066	93	815.5	185	3 758.9	120	1 005.6
1998 Jan	102	1 625	9	67.3	20	355.5	8	59.0
Feb	63	2 709	2	10.9	16	238.9	5	102.1
Mar	54	6 817	6	67.7	16	481.6	11	18.9
Apr	75	2 419	10	205.2	16	201.6	8	34.3
May	91	2 743	11	275.9	12	152.8	9	161.3
Jun	85	1 961	3	7.4	15	229.9	6	128.0
Jul	111	4 455	10	44.5	16	239.9	11	161.3
Aug	96	2 415	19	73.7	16	411.4	6	33.9
Sep	61	3 655	4	30.5	9	189.9	4	22.9
Oct	49	8 095	16	81.3	10	231.2	2	7.6
Nov	124	4 919	5	23.3	14	225.6	16	402.6
Dec	83	4 014	10	12.0	8	87.6	9	162.9
1997 Jan	68	5 740	12	12.5	13	211.6	5	20.9
Feb	64	5 105	6	13.2	10	122.4	5	34.9
Mar	64	5 122	6	13.2	12	231.6	5	37.3
Apr	48	4 155	9	20.2	9	299.9	13	152.6
May	62	3 581	11	107.4	9	101.9	12	78.1
Jun	63	2 832	8	8.0	8	120.5	6	41.6
Jul	77	6 034	7	67.1	25	323.8	14	142.2
Aug	73	2 687	12	122.2	12	354.2	18	188.9
Sep	88	3 735	5	25.1	20	663.5	9	119.7
Oct	54	8 016	9	47.9	15	214.3	14	107.0
Nov	48	3 829	7	268.3	23	393.1	9	81.5
Dec	87	3 667	6	136.6	9	31.4	9	68.1
1998 Jan	38	3 125	7	14.4	9	50.5	14	218.8
Feb	22	2 221	2	14.4	9	148.0	4	63.1
Mar	11	3 152	2	13.2	9	151.9	5	27.3
Apr	21	10 204	4	76.7	9	152.9	12	48.2
May	26	4 447	2	13.2	10	205.6	7	42.2
Jun	21	2 204	2	7.6	4	130.3	6	80.5
Jul	21	9 300	2	270	2	6.0	6	66.7

* Preliminary

Information compiled on Written Permission and Provisional Permission granted are updated in URA-Online monthly

Reaching our target

During the year, a total of 8,816 new development applications were cleared. The target of clearing more than 90 per cent of applications within seven weeks was well achieved.

Providing timely information

From March 1998, information compiled by URA on building projects that were granted provisional and written permissions was updated monthly instead of quarterly on URA-Online. This is part of URA's continuing effort to provide comprehensive, timely real estate information.

ENHANCING THE QUALITY OF OUR CITY

A great city is one which is attractive, offers a wide variety of experiences and has a strong identity. Our sale of sites programme, urban improvement projects and planning guidelines are examples of how we set the framework to turn this vision into reality.

Enlivening historic Chinatown

The bustling atmosphere at Kreta Ayer, the traditional retail core of Chinatown, was given a boost with the pedestrianisation of Pagoda and Trengganu Streets. The \$1 million project by URA and LTA will allow shops and restaurants along these streets to extend their activities onto the mall. Other community and retail events like bazaars, street performances, and festive celebrations can also take place there. Trengganu Mall was completed in November 1997 and Pagoda Mall in April 1998.

Location Plan showing the comprehensive pedestrian network to be developed within Chinatown



Trengganu Street in the late 60's before pedestrianisation



Today, bazaars are held during festivities like Chinese New Year along the paved mall

Linking walkways

Both malls will connect with a comprehensive 1.5 km pedestrian loop linking the walkways in Kreta Ayer and Telok Ayer. To be completed in the next few years, the \$1.6 million pedestrian network will make walking more pleasant and promote more vibrant streetlife along the frequently-used linkways in the historic Chinatown area.

Sculpting a more beautiful cityscape

Better roofscape

To improve Singapore's skyline and the view of buildings from above, URA relaxed certain guidelines relating to the computation of GFA for rooftop areas. The relaxation is aimed at encouraging developers to sculpt the rooftops to provide a more interesting and creative building skyline.

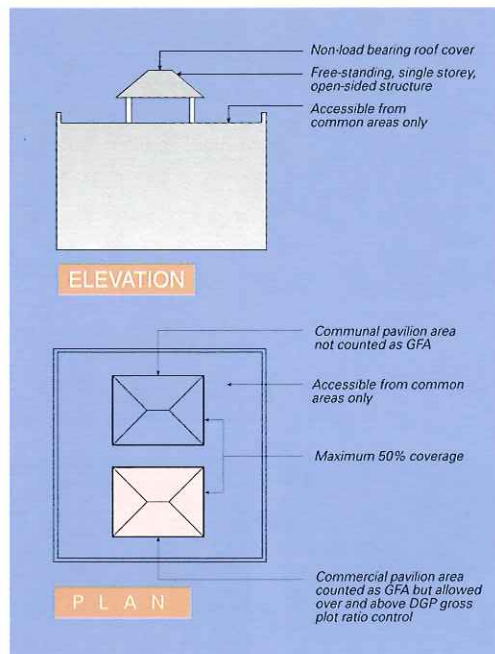
Roof top cover



Sky terrace



Diagram showing new guidelines for rooftop pavilions



Through-block pedestrian link



Second-storey pedestrian links

More covered pedestrian links

Through-block pedestrian links and first-storey public spaces within developments will also be encouraged as they will now be exempted from GFA computation. In the long run, Singaporeans will benefit from having a more comprehensive, integrated and sheltered pedestrian network. Walking will be more comfortable and plazas will act as focal points to draw in people and activities.

Sprucing up the Singapore River

URA has been co-ordinating the efforts of several government agencies to transform the area around the historic Singapore River into a thriving commercial, entertainment and residential enclave.

Improving pedestrian access

Construction of a 6-km tree-lined promenade that runs continuously along both banks of the river has started. When completed

by the end of 1998, pedestrians will be able to stroll uninterrupted all the way from the river mouth near Fullerton Square to Great World City in Kim Seng Road. The continuous promenade will encourage more people to walk along the river bank and help to make the area even livelier. By early 1999, two new footbridges at Robertson Quay and two refurbished historic bridges - Ord and Read bridges - will be ready for pedestrians to cross the river at convenient points.

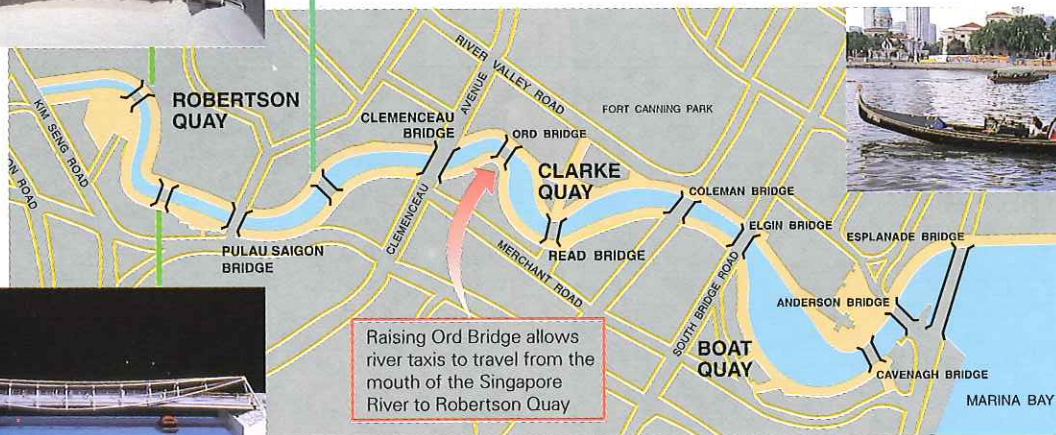
New footbridge



New footbridge



New footbridge



More activities like Gondola rides during special occasions



Ord Bridge undergoing restoration

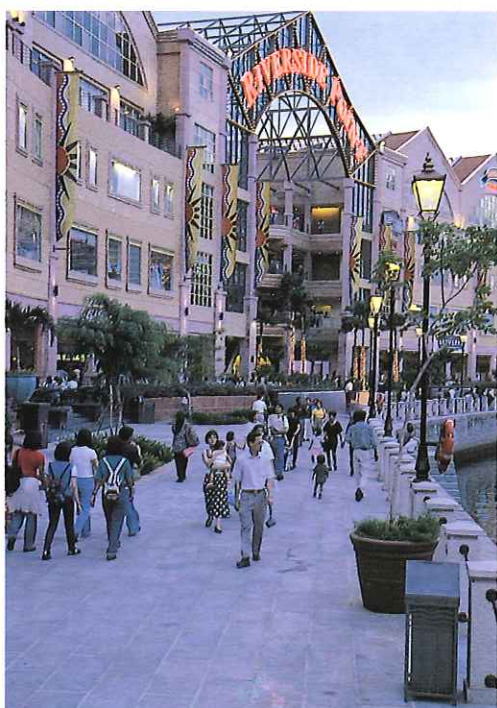


A fully restored Read Bridge



River taxis plying along the Singapore River

between Boat Quay and Clarke Quay. They have to turn back at Ord bridge as the bridge is not high enough for the boats to pass through to travel further upstream. This limits the river's potential for transport and tourism. Restoration works on the bridge will include raising it by one metre to create the extra headroom for boats to pass through.



Strolling along the river promenade

Reconstruction and fortification of the century-old river wall is well underway. More activities can take place along the river when the construction of the wall and the dredging of the waterbed are completed by early 1999. River taxis may become an alternative transportation mode and more festive celebrations and regattas can be held on the river.



Outdoor dining by the river

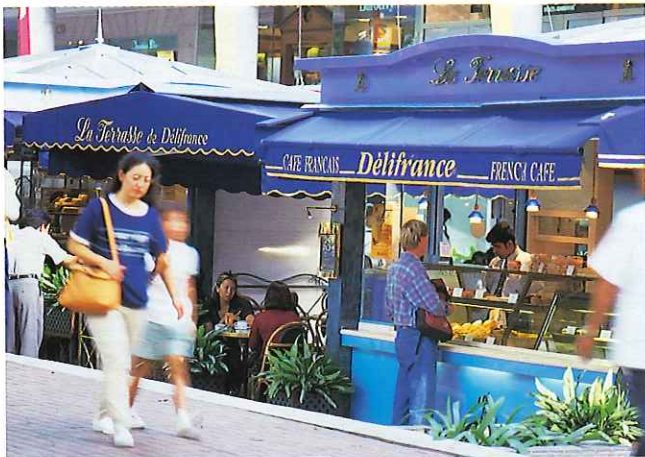
Providing an entertainment hub

In June 1997, URA unveiled exciting plans for a new entertainment hub in the Bugis/Selegie area. Situated in an area that is highly accessible, the new entertainment hub will be a focal point for bustling street performances and leisure activities such as cinemas, theatres, themed restaurants, entertainment centres, dance clubs and discos.

For the first time, signage guidelines were relaxed to allow illuminated neon signs and video screens to be erected on buildings along selected roads to brighten the streets within the entertainment areas. The neon lights will clearly mark the area as an activity hub within the central area of Singapore. To reinforce the area's potential, URA has earmarked several sites to be sold for entertainment developments.

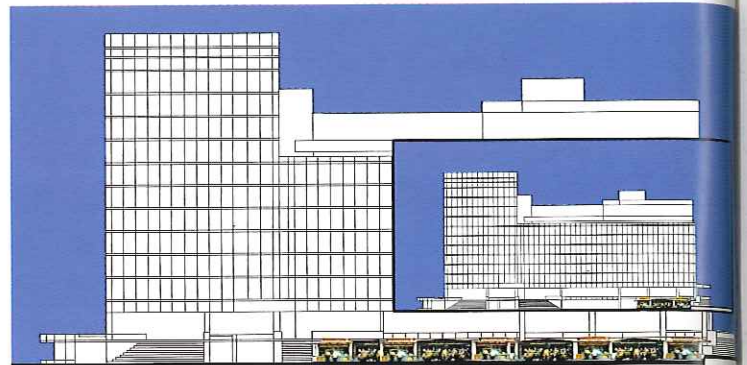
Promoting vibrant streetscape

In July 1996, URA released guidelines for setting up outdoor refreshment areas (ORAs) and outdoor kiosks along pedestrian malls in the city so as to make our streets more exciting and lively. Since then, many food outlets have sprung up along Orchard Road, adding life and character to our streetscape. To further encourage outdoor dining and promote street-level activities, URA has relaxed the guidelines for setting up ORAs and kiosks.



Outdoor kiosks and outdoor refreshment area at Wisma Atria

Previously, some developments could not have ORAs or kiosks as they had already been built up to their maximum development potential. The new guidelines allow the area for outdoor kiosks and refreshment areas to be computed as additional GFA, over and above the development potential of the building. This additional GFA will be subject to the payment of development charge or differential premium.



Previous guidelines allow few outdoor kiosks (inset); with the relaxed guidelines, more kiosks can be set up

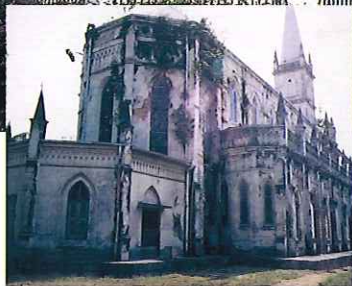
Before, kiosks could only occupy up to 10 per cent of the total building length. The relaxed guidelines allow the kiosk frontage to be increased up to 25 per cent of the total building length. If a building owner chooses to have both ORA and kiosks, the combined outlets can occupy up to 60 per cent of the total building length. With these new guidelines, we can look forward to more excitement, colour and a greater variety of outdoor eating along Orchard Road.

Outdoor kiosk at the Meridien Hotel





70 Eu Tong Sen (before and after restoration)



CHIJMES (before and after restoration)



Encouraging quality restoration

The annual Architectural Heritage Awards (AHA) ceremony saw another four winners being conferred the award for outstanding restoration works. The four winning projects reflected an interesting mix of building types and uses. They include: a two-storey Art Deco bungalow at Chatsworth Park; three shophouses at Serangoon Road; No. 70 Eu Tong Seng Street which houses the Yue Hwa emporium and CHIJMES. As a further incentive, award-winning architects will enjoy faster processing of their conservation development applications through the Express Lane System for a year.

BUILDING OUR ORGANISATION & PEOPLE

Contributing to National Education

URA contributed actively to the National Education programme to foster in our students an appreciation of the success and constraints in Singapore's development. Altogether, some 6,000 students from junior colleges and upper secondary levels visited URA to learn about city planning. In addition, URA also conducted three week-long courses for students on architectural model-making. They were introduced to the basic skills of model-making besides learning how urban design is applied in city planning.

Student model-making session



URA officer briefing students on the Central Area model

Service quality

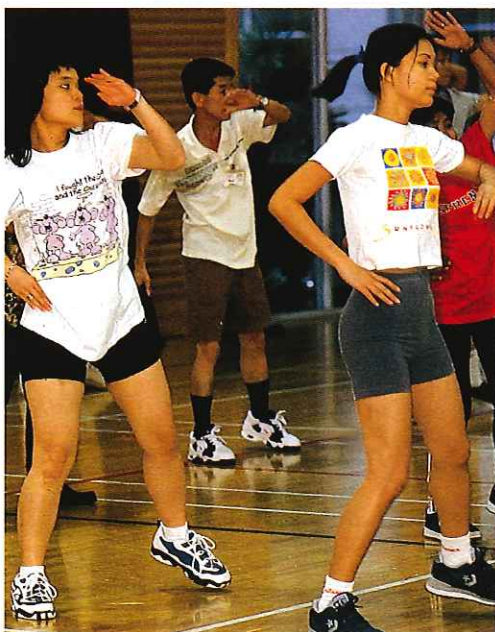
Since 1995, URA has been using the Singapore Quality Award (SQA) framework to guide us towards achieving high quality performance. In the year under review, URA was admitted to the Singapore Quality Class (SOC).

WITs and SSS

Staff participation in Work Improvement Teams (WITs) and the Staff Suggestion Scheme (SSS) continued to be strong. A total of 296 productivity and quality projects were completed, which gave a project completion ratio of 3.18. On average, each staff contributed 3.99 ideas, giving a total of 4,520 suggestions. Our WITs also won 18 awards, with five gold awards at the National Quality Circle Convention and the PS21 Public Sector WITs Convention.

Staff training

Training was provided for staff through in-house and external courses. Each staff spent an average of 13 days in training as compared to the national average of 5.7 days. More training courses were introduced for all levels of staff while undergraduate and postgraduate scholarships were awarded to outstanding officers. Overall staff training expenditure



Aerobics Marathon

amounted to \$1.1 million. URA received the 1998 Special Company Award from the Institute of Education (ITE) for our *Basic Education for Skills Training (BEST)* and the *Worker Improvement through Secondary Education (WISE)* programmes.



Book fair

Staff well-being

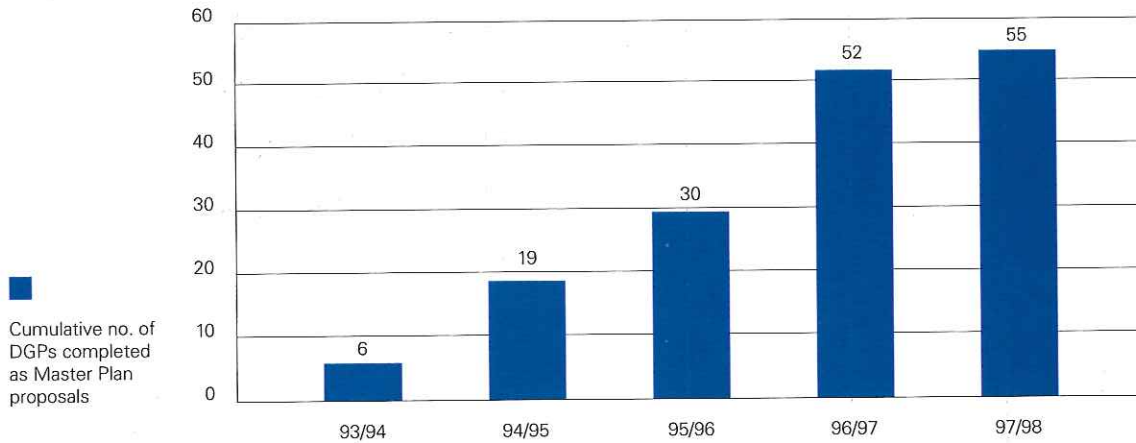
URA staff enjoyed a wide range of planned activities and events. During the year, various talks on healthcare, family life and hobbies were held. Aerobics and *tai-chi* classes were popular while tournaments in various sports and games helped to foster camaraderie among staff.

Health screening for staff

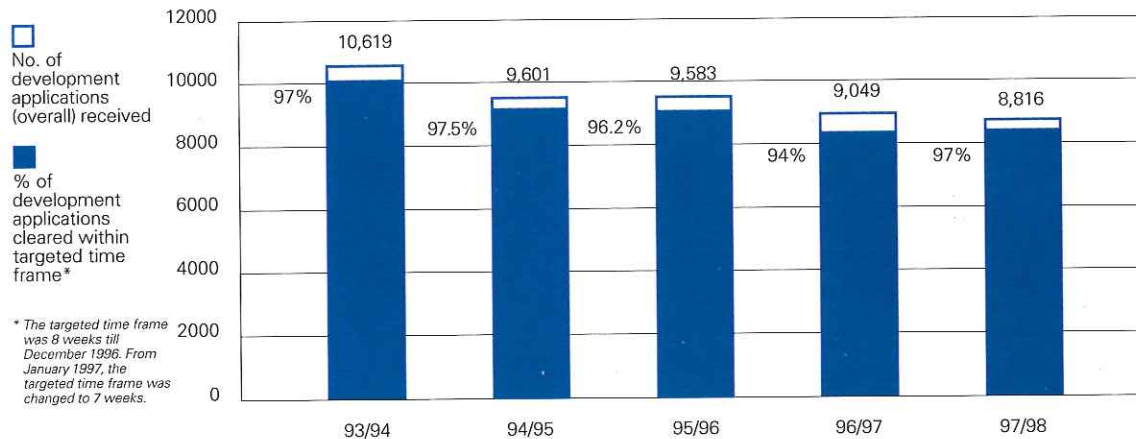


PERFORMANCE INDICATORS

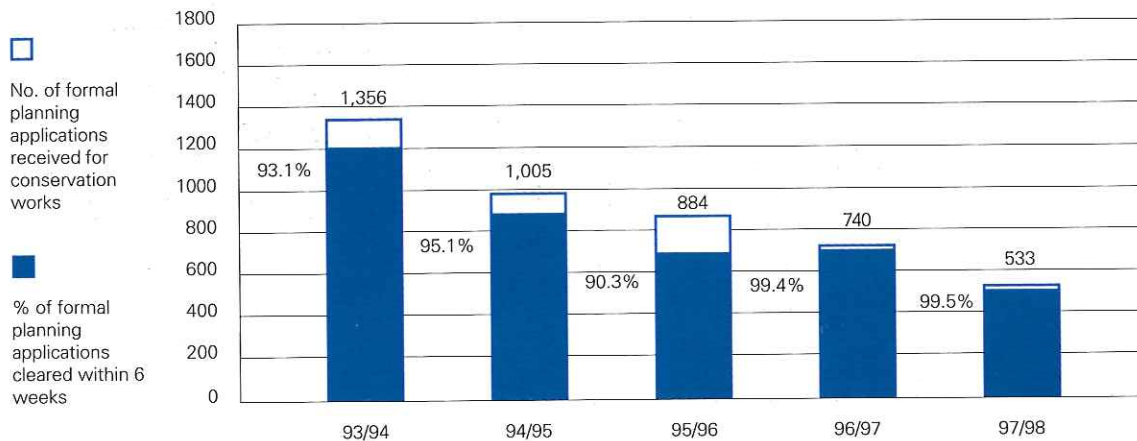
DEVELOPMENT GUIDE PLANS



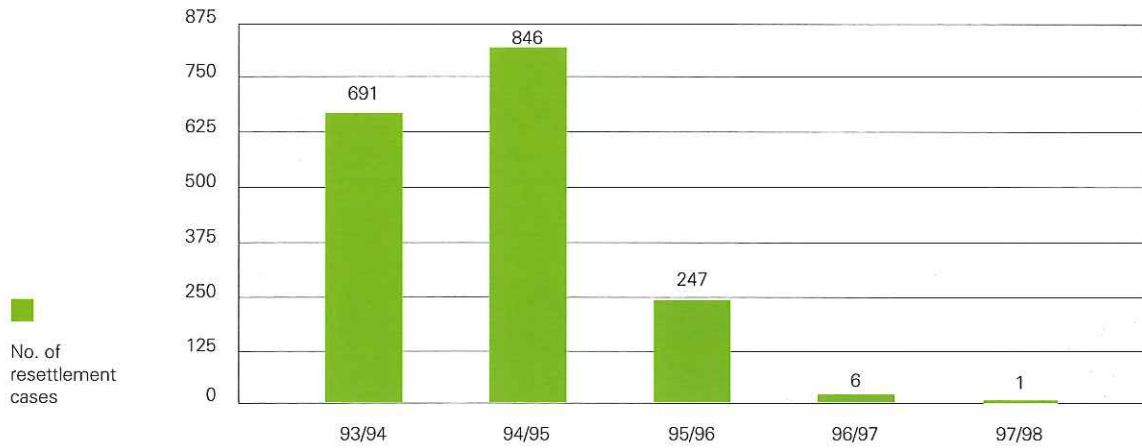
DEVELOPMENT CONTROL



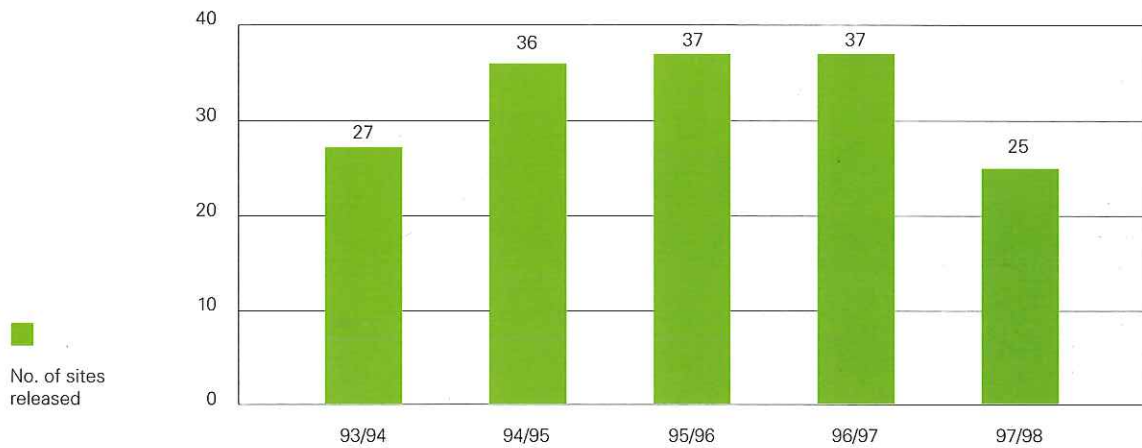
CONSERVATION



LAND MANAGEMENT



SALE OF SITES



Quantum Released

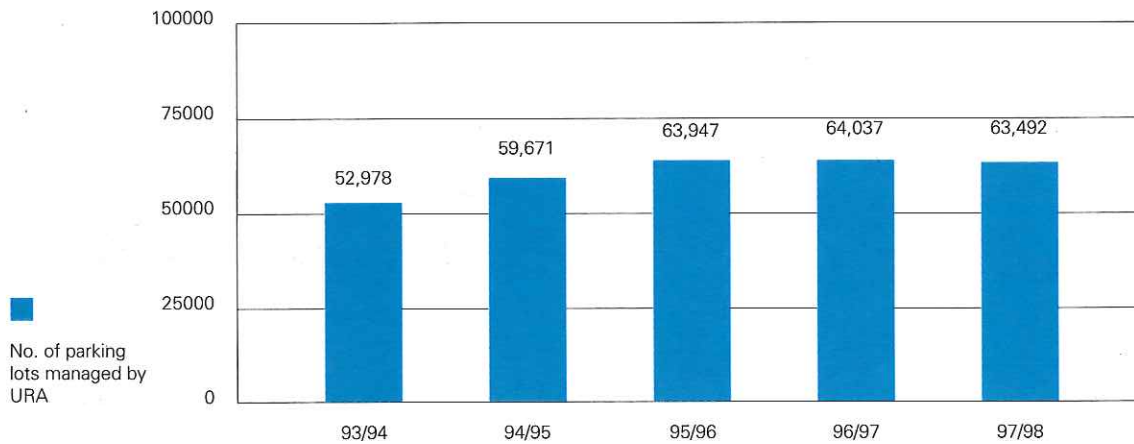
Type of Development	Quantum Released				
	93/94	94/95	95/96	96/97	97/98
Residential (no. of dwelling units)	847	3,120	2,700	3,151	2,490
Commercial (gross floor area, sq m)	37,183	42,300	137,629	230,050	136,613
Hotels (no. of rooms)	710	340	365	-	405
Shophouses (no. of units)	101	141	62	70	-
Heavy Vehicle Park (no. of lots)	927	240	240	130	476
Industrial (land area in ha)	-	30.95	34	38	48.85

PROJECT SERVICES

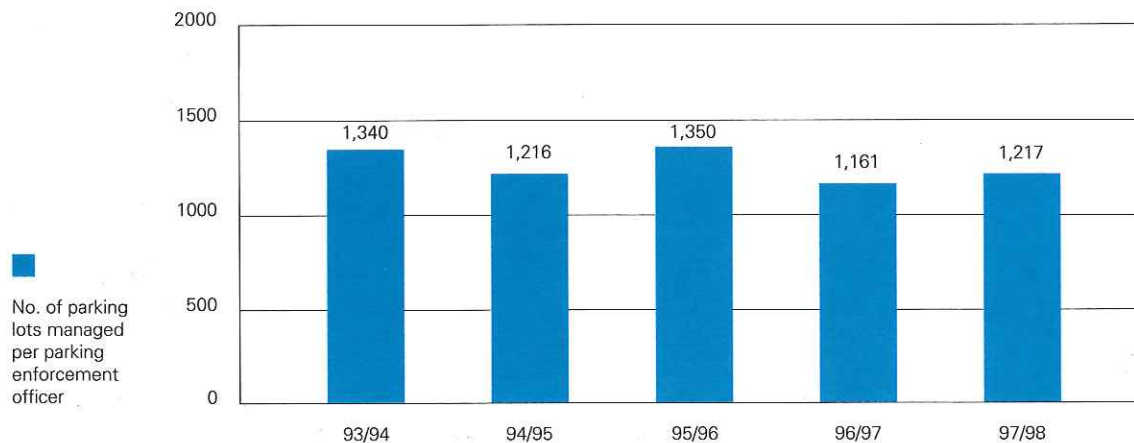
TYPES OF PROJECT		93/94	94/95	95/96	96/97	97/98	
						Completed	On-going
Building	Number	2	-	1	1	2	6
	\$ million	24.13	-	2.14	0.90	1.71	272.92
Conservation	Number	-	3	4	1	1	1
	\$ million	-	14.59	9.30	1.00	8.70	2.50
Infrastructural	Number	5	9	31	15	9	18
	\$ million	2.77	20.72	46.08	23.52	22.96	360.53
Environmental Improvement	Number	-	-	1	2	3	5
	\$ million	-	-	1.50	2.88	2.52	23.72
Total	Number	7	12	37	19	15	30
	\$ million	26.90	35.31	59.02	28.30	35.89	659.67
Development Co-ordination	Area (ha)	115	476	-	-	-	1,112
	\$ million	NA	NA	-	-	-	NA

No. and value of projects completed

CAR PARKS

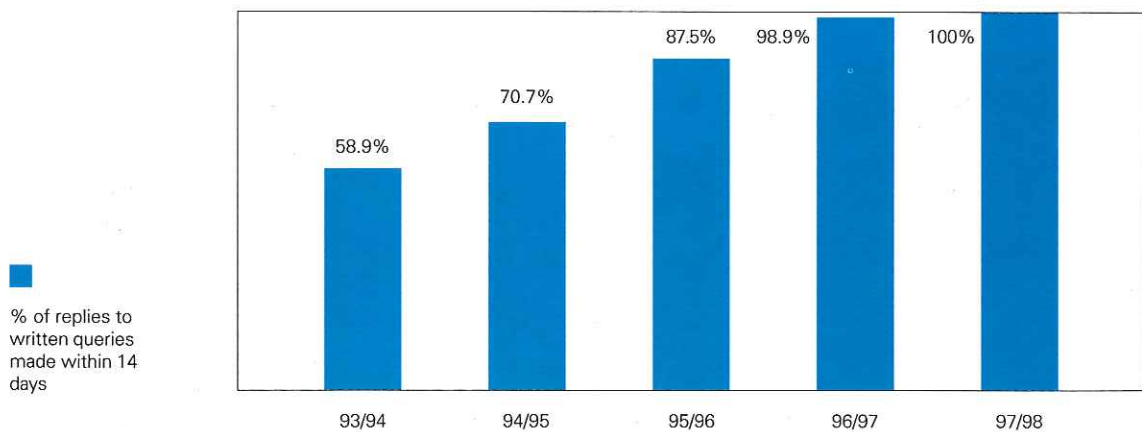
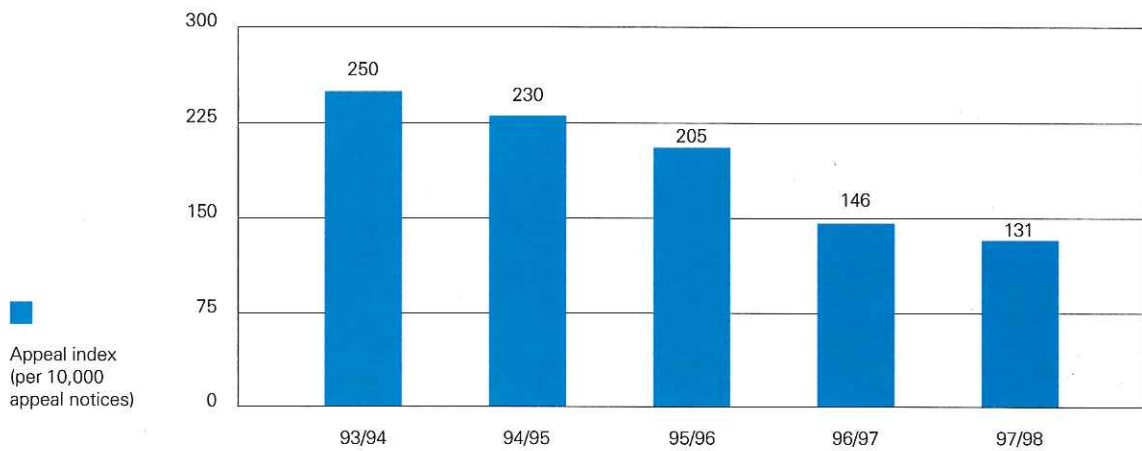
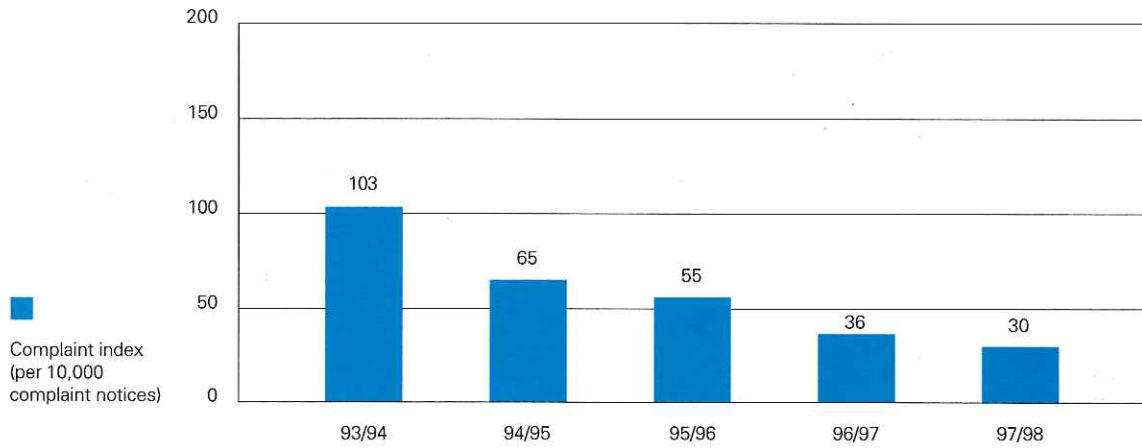


No. of parking lots managed by URA

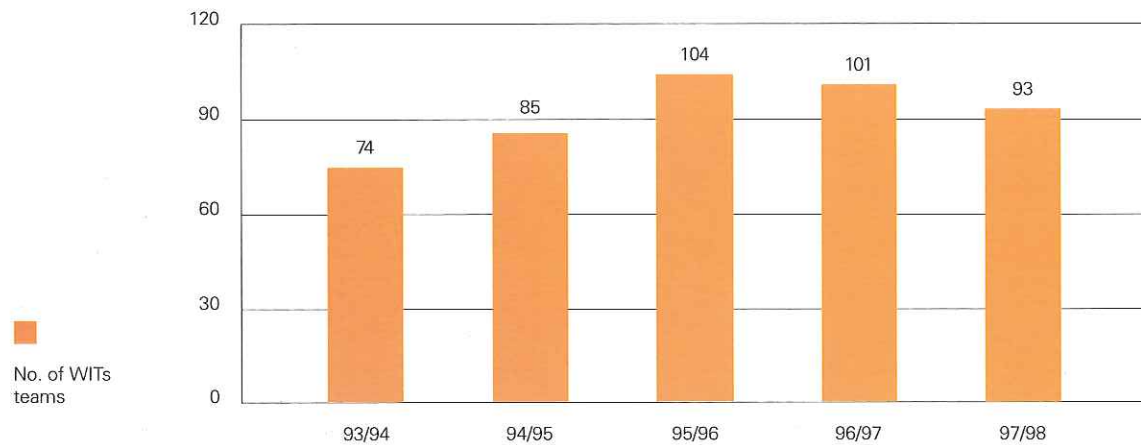
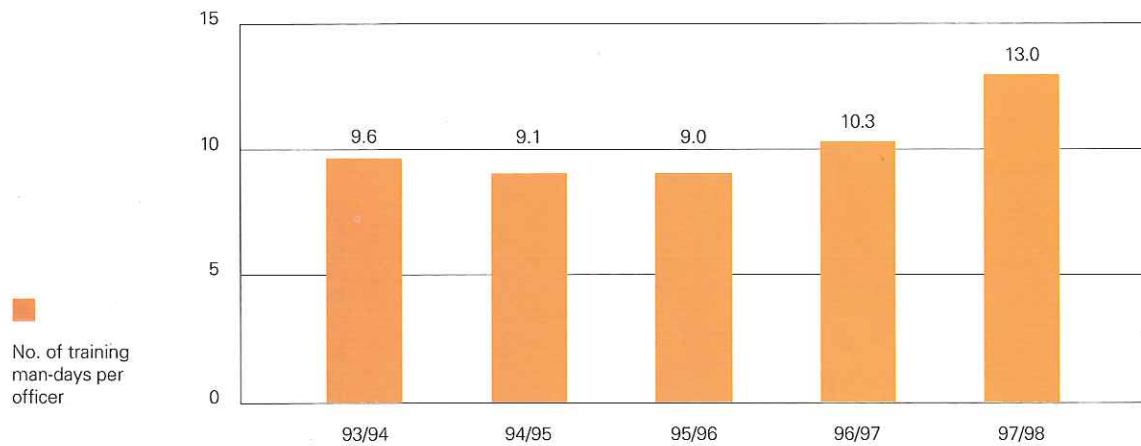
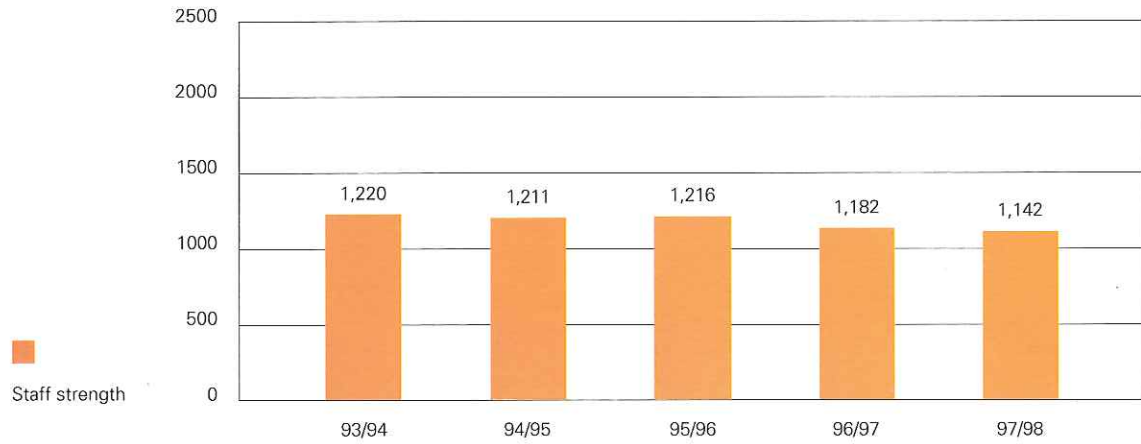


No. of parking lots managed per parking enforcement officer

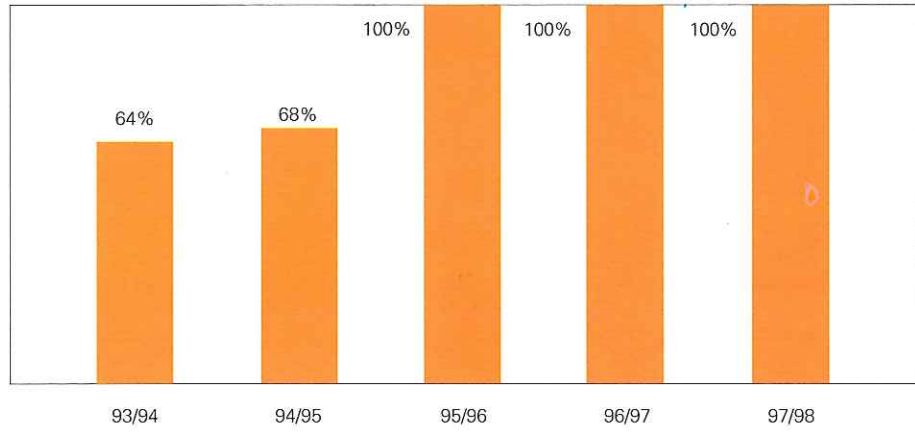
CAR PARKS



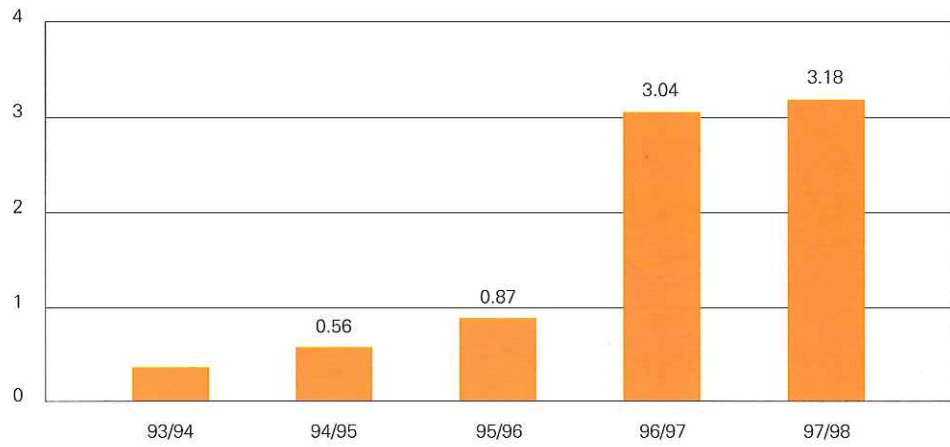
HUMAN RESOURCE



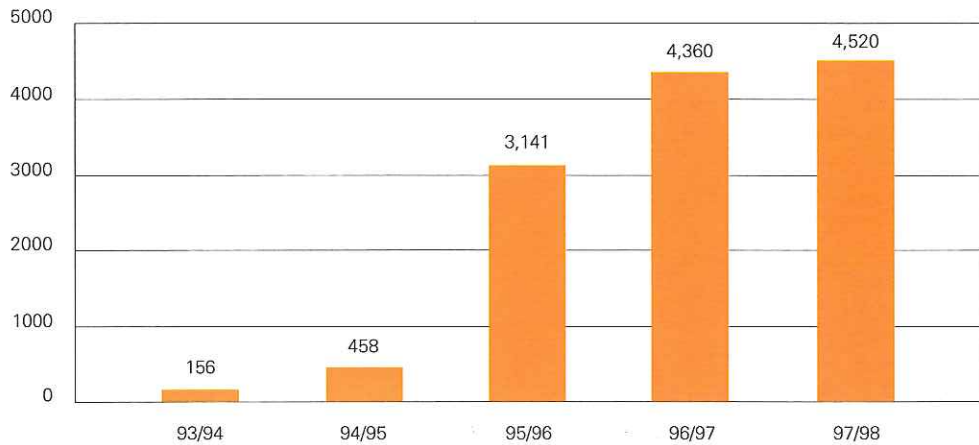

 Staff participation rate in WITs




 No. of WITs projects completed per team

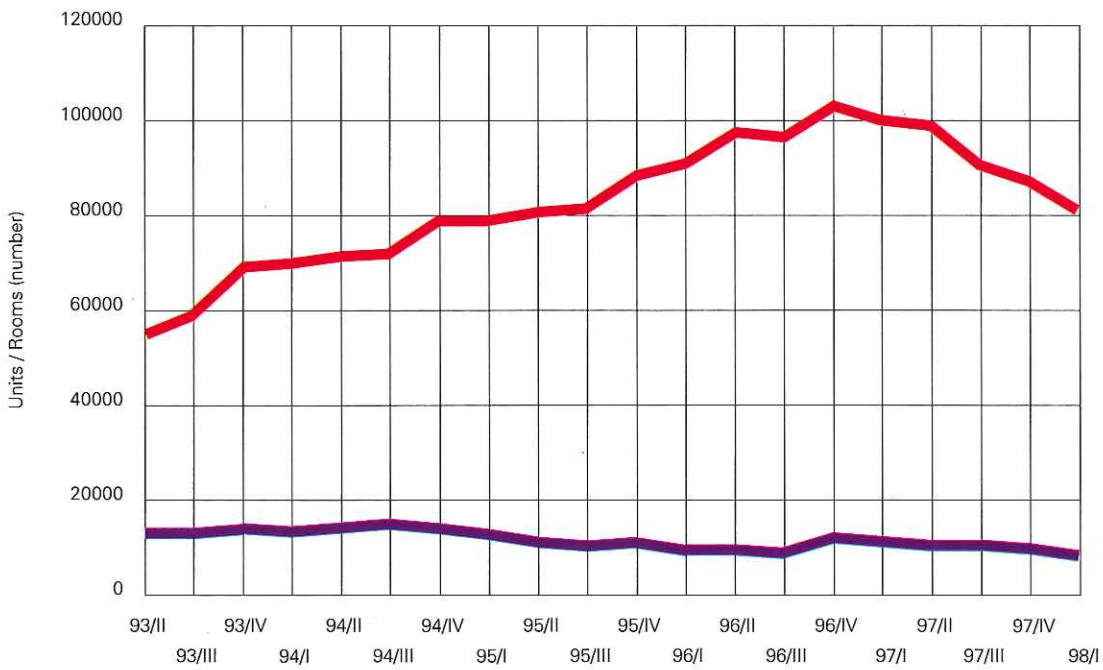


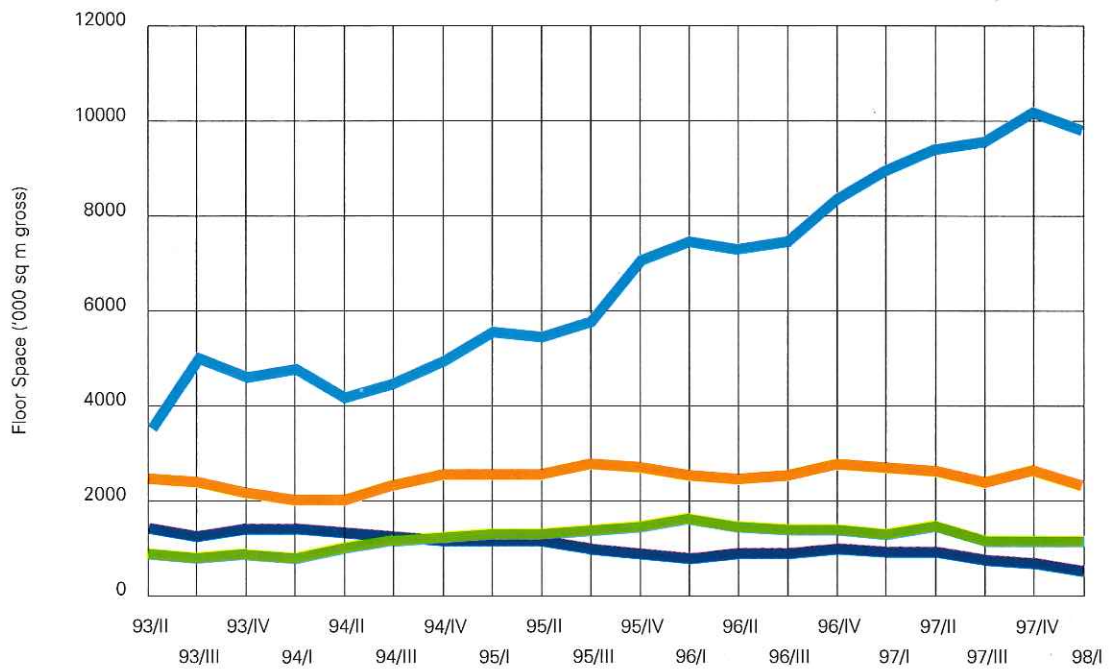

 No. of suggestions received under the Staff Suggestion Scheme



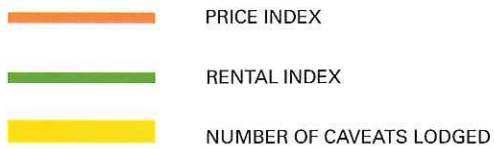
KEY INDICATORS

POTENTIAL SUPPLY

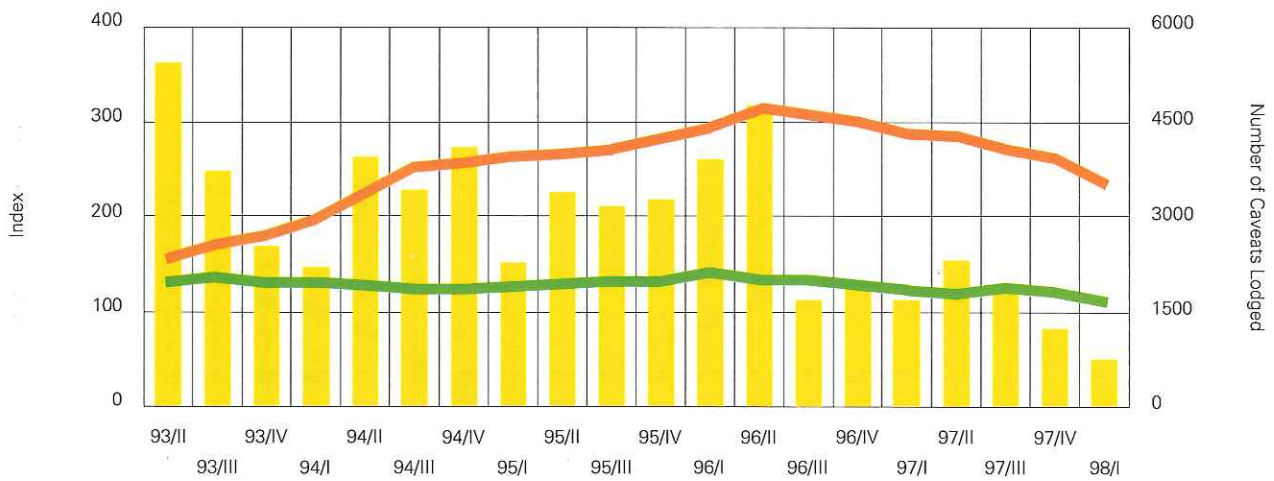




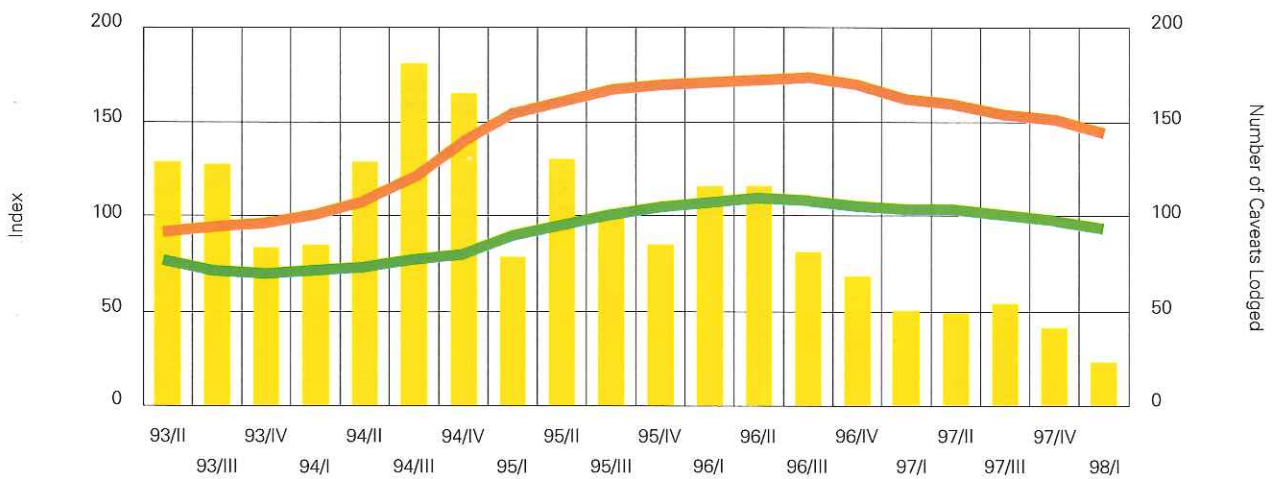
PRICE AND RENTAL INDICES



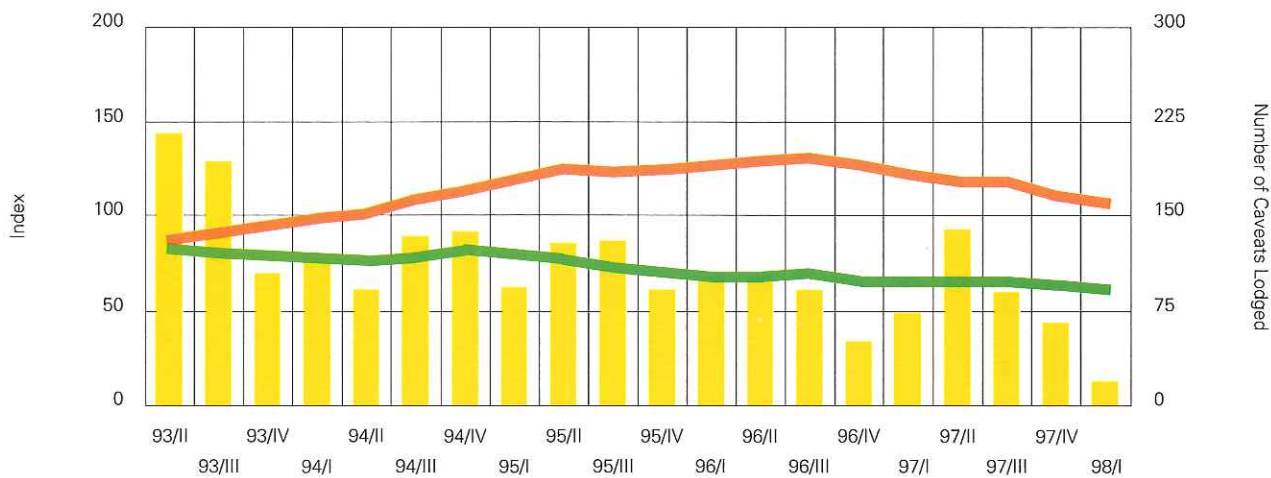
PRIVATE RESIDENTIAL UNITS



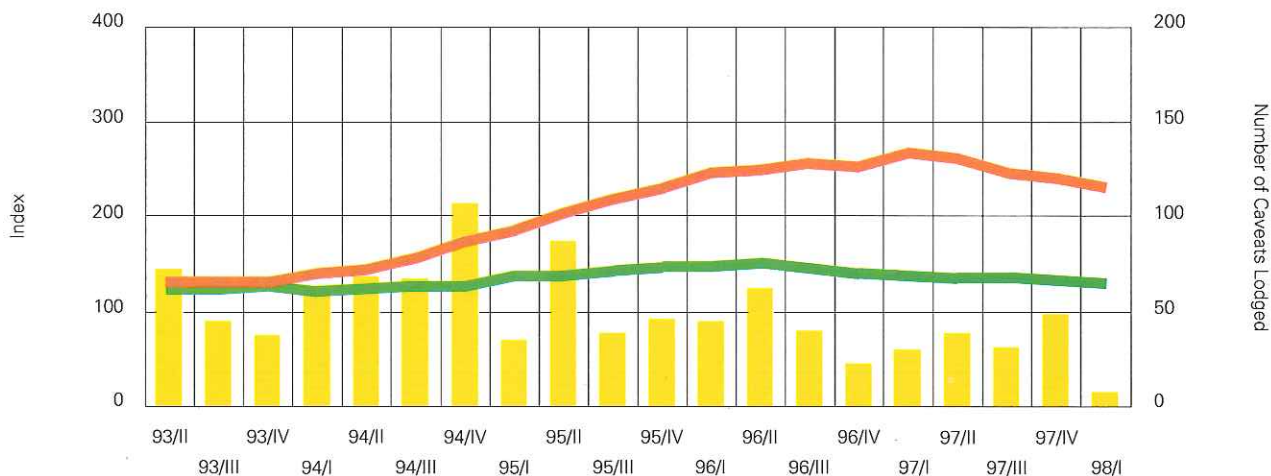
OFFICE SPACE



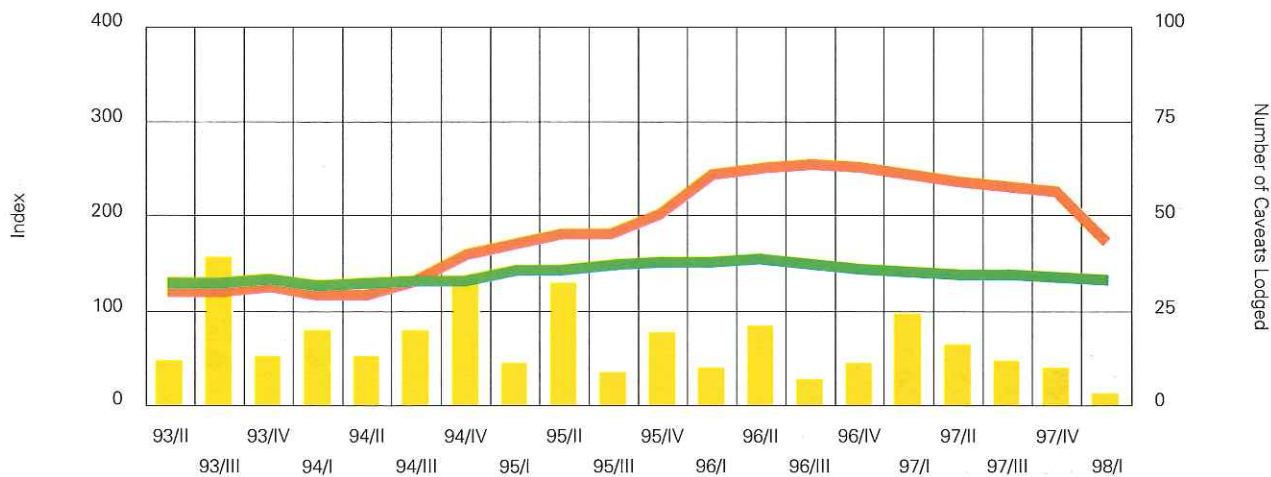
SHOP SPACE



FACTORY SPACE



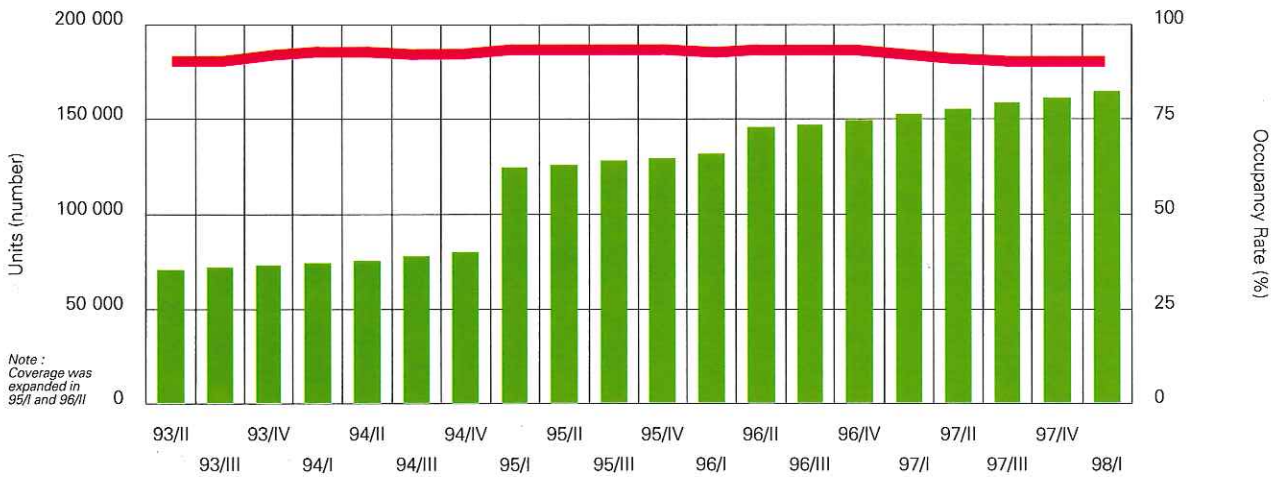
WAREHOUSE SPACE



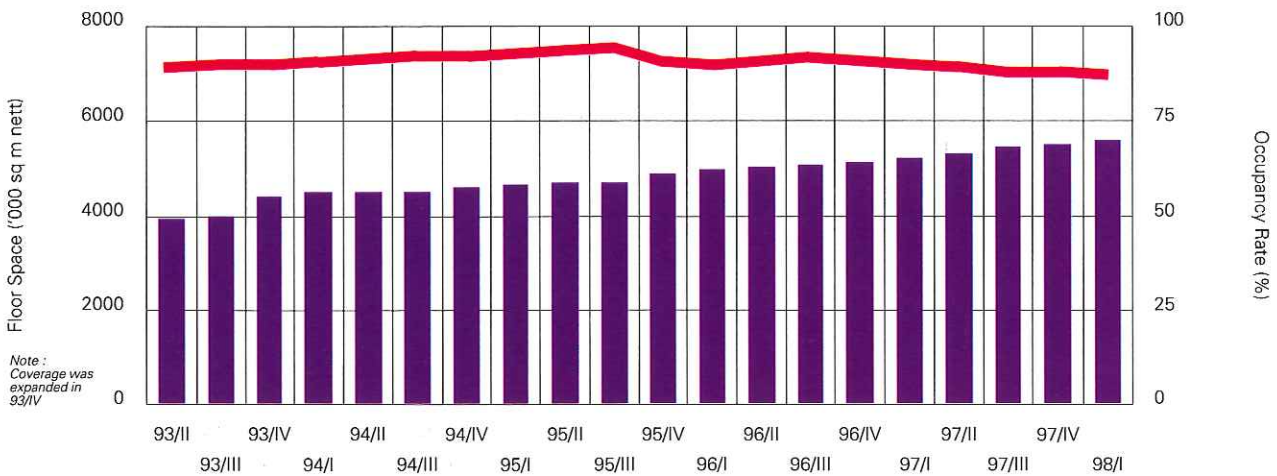
STOCK AND OCCUPANCY RATES



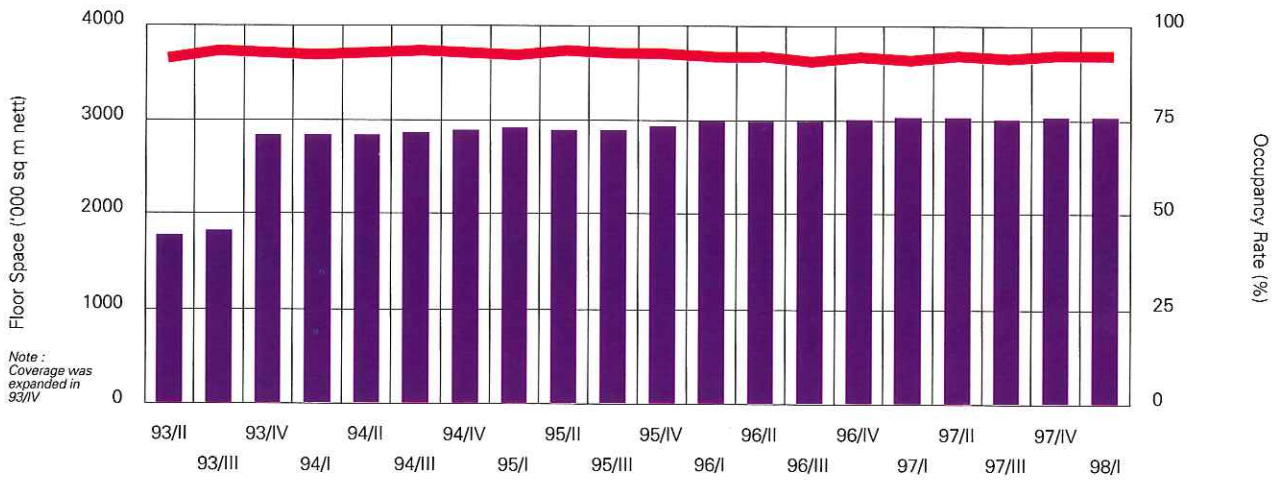
PRIVATE RESIDENTIAL UNITS



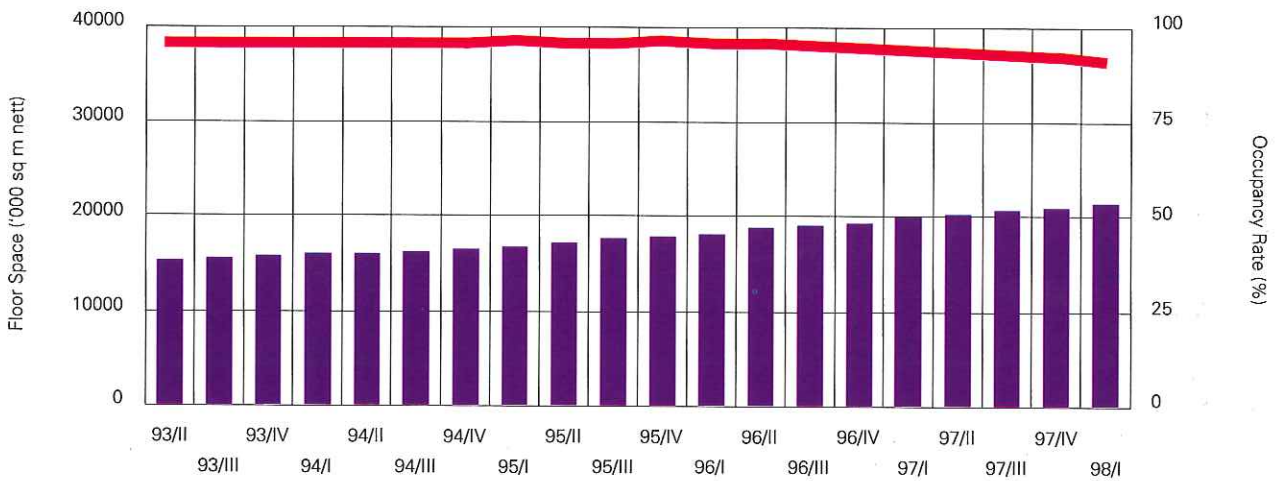
OFFICE SPACE



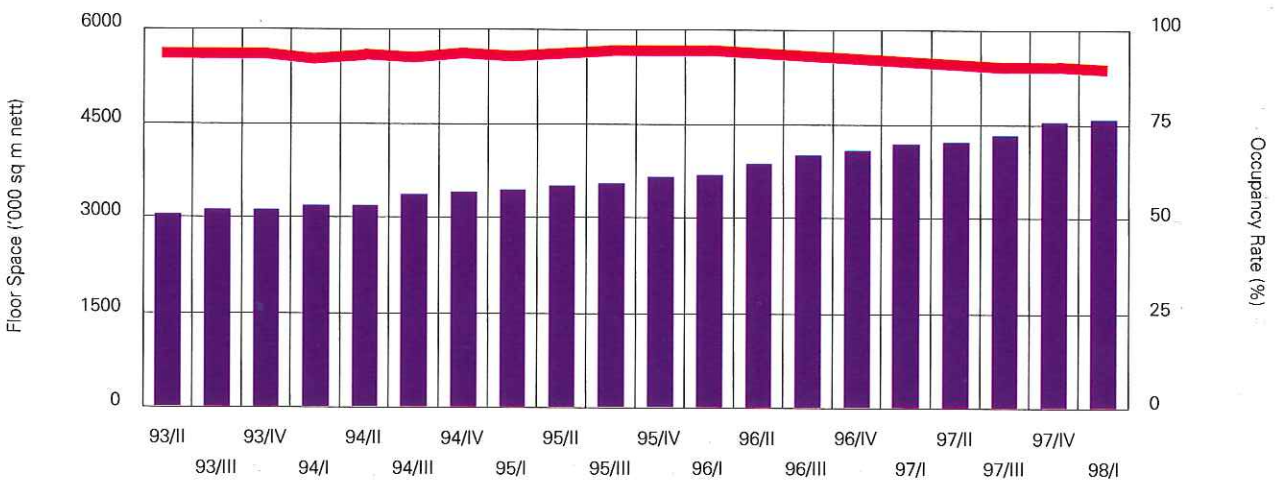
SHOP SPACE



FACTORY SPACE



WAREHOUSE SPACE



5-YEAR FINANCIAL SUMMARY

	FY93/94	FY94/95	FY95/96	FY96/97	FY97/98
Income and Expenditure (\$'000)					
Operating income	127,622	153,811	182,095	194,032	165,777
Operating expenditure	72,211	85,541	86,800	96,233	100,387
Operating surplus	55,411	68,270	95,295	97,799	65,390
Non-operating income	55,118	47,711	36,414	30,367	32,112
Surplus before Consolidated Fund Contribution	110,529	115,981	131,709	128,166	97,502
Contribution to Consolidated Fund	22,106	23,196	26,342	25,633	19,500
Retained surplus	88,423	92,785	105,367	102,533	78,002
Balance Sheet (\$'000)					
Fixed assets	31,262	49,397	112,963	109,004	100,278
Properties and projects under development	70,057	60,687	154,189	168,772	235,461
Other non current assets	36,151	20,225	20,743	19,395	14,445
Current assets	832,572	935,246	846,486	933,940	917,683
	970,042	1,065,555	1,134,381	1,231,111	1,267,867
Capital and accumulated surplus	800,988	893,773	999,140	1,101,673	1,179,675
Deferred capital grants and deferred income	73,607	58,102	42,352	30,915	18,356
Current liabilities	95,447	113,680	92,889	98,523	69,836
	970,042	1,065,555	1,134,381	1,231,111	1,267,867
Source and Application of Funds (\$'000)					
Funds from operations	79,590	103,404	119,646	133,571	104,725
Total funds generated	146,029	147,007	312,868	161,574	179,831
Capital expenditure	21,784	13,210	167,840	27,326	72,985
Financial Indicators (%)					
Operating surplus over operating income	43.4	44.4	52.3	50.4	39.4
Return on turnover	60.5	57.6	60.3	57.1	49.3
Return on average capital and revenue reserves	14.6	13.7	13.9	12.2	8.5
Return on average total assets	11.8	11.4	12.0	10.8	7.8
Statistics (\$'m)					
Sale of land revenue collected on behalf of Government	943	1,496	3,094	4,603	3,949
Development charge collected on behalf of Government	520	266	450	576	469
Value of development projects completed	26.9	25.3	59.0	28.3	35.9

HALF - YEARLY INDICATORS

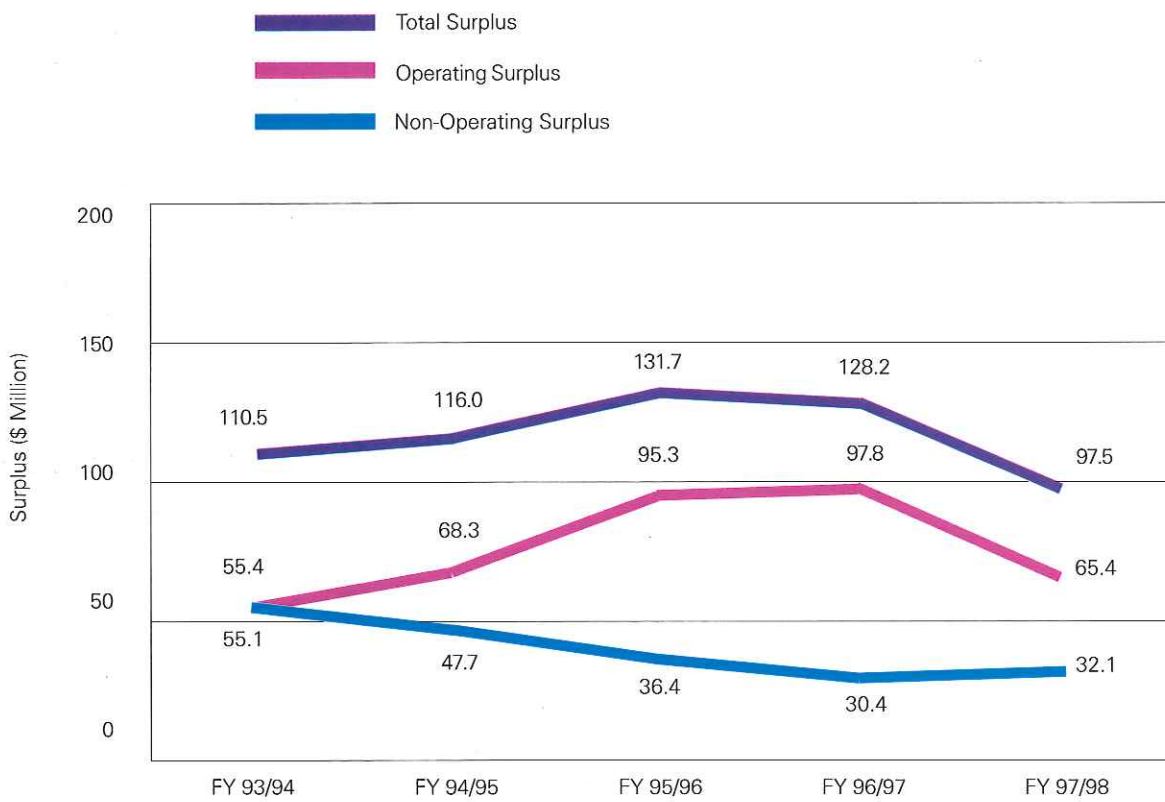
	1st Half	2nd Half	Whole Year
Operating surplus over operating income (%)			
1997/98	42.6	35.9	39.4
1996/97	57.5	46.5	50.4
Return on turnover (%)			
1997/98	53.9	43.7	49.3
1996/97	58.9	55.3	57.1
Return on average capital and revenue reserves (%)			
1997/98	10.2	6.9	8.5
1996/97	12.9	11.5	12.2
Return on average total assets (%)			
1997/98	9.3	6.3	7.8
1996/97	11.3	10.1	10.8
Operating income per \$ employment cost			
1997/98	3.01	2.79	2.90
1996/97	3.50	3.61	3.56
Operating surplus per employee (\$)			
1997/98	31,837	24,244	56,081
1996/97	44,338	37,161	81,499
Training cost per employee (\$)			
1997/98	483	589	1,072
1996/97	339	598	937
Sale of land revenue collected on behalf of Government (\$'m)			
1997/98	2,607	1,342	3,949
1996/97	2,210	2,393	4,603
Development charge collected on behalf of Government (\$'m)			
1997/98	295	174	469
1996/97	336	240	576

FINANCIAL REVIEW

FOR THE YEAR ENDED 31 MARCH 1998

OVERVIEW

- For the financial year ended 31 March 1998, URA recorded an operating surplus of \$65.4 million. A further \$32.1 million was generated from bank interest and other non-operating income. Total surplus amounted to \$97.5 million before the contribution to Government Consolidated Fund.



- A provision of \$19.5 million was made for the contribution to Government Consolidated Fund. Net surplus after the provision was \$78.0 million compared with \$102.5 million in the previous year.

INCOME

	FY 96/97	FY 97/98	Increase/(Decrease)	
	\$Million	\$Million	\$Million	%
OPERATING INCOME				
Agency and consultancy fees	96.5	67.2	(29.3)	(30)
Parking fees and other charges	46.0	45.8	(0.2)	-
Recovery of cost from agency work	30.4	30.1	(0.3)	(1)
Income from development control	15.7	17.6	1.9	12
Other operating income	5.4	5.1	(0.3)	(6)
	194.0	165.8	(28.2)	(15)
NON-OPERATING INCOME				
Bank interest and investment income	24.0	26.1	2.1	9
Income from pre-1989 sale of sites and other income	6.4	6.0	(0.4)	(6)
	30.4	32.1	1.7	6
TOTAL INCOME	224.4	197.9	(26.5)	(12)

- 3 Total income decreased 12% to \$197.9 million, mainly due to lower agency fees for services rendered on sale of lands following the Government's decision to defer land sales to avoid aggravating the excess supply in the private residential property market which arose due to the economic turmoil. Only 25 sites were launched for sale, as compared to 37 sites in FY 96/97.



- 4 Income from development control increased \$1.9 million from last year to \$17.6 million mainly due to a revision in processing fees for development applications to recover costs. At the same time, the fee structure was simplified, resulting in a reduction from 123 fee categories to 24.
- 5 Non-operating income, which comprises primarily income from investments and bank interest, also increased by 6% to \$32.1 million. During the year in review, URA deferred its plan to place out more funds for investment in the regional stock markets due to the regional economic turmoil. Instead, more of its surplus funds were placed in short term bank deposits to take advantage of the higher interest rates during this period. Although URA's existing investment in equities managed by three fund managers since 1995 was affected by the regional financial crisis, a net increase in non-operating income was achieved due to higher returns from the increased cash holdings in bank deposits.

EXPENDITURE

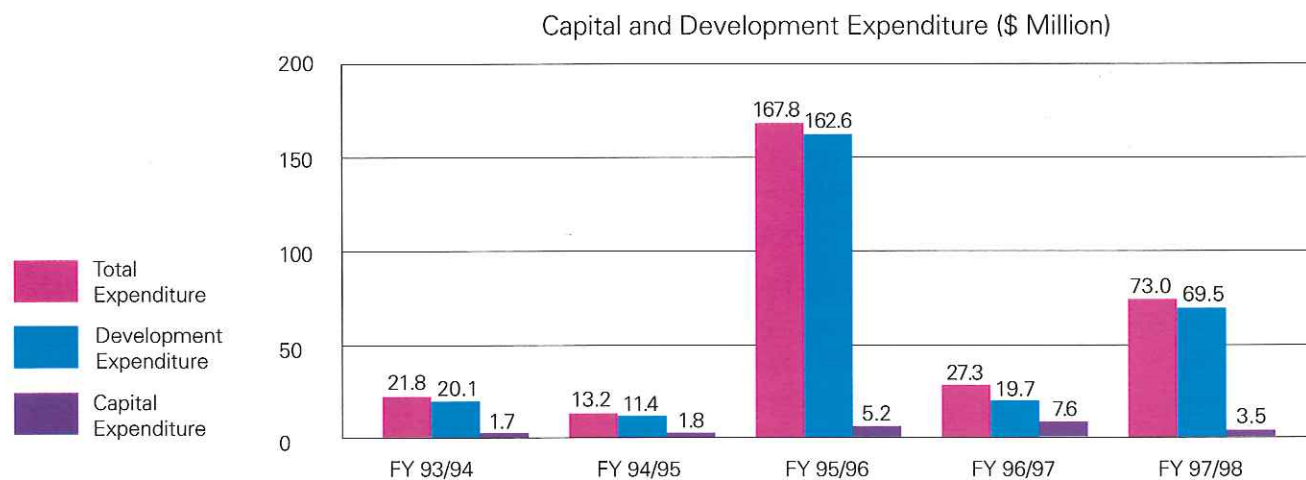
	FY 96/97	FY 97/98	Increase/ (Decrease)	
	\$Million	\$Million	\$Million	%
OPERATING EXPENDITURE				
Expenditure on manpower	54.6	57.2	2.6	5
Administrative expenses	14.9	14.2	(0.7)	(5)
Depreciation and amortisation	8.3	9.8	1.5	18
Payments to Government	11.6	12.1	0.5	4
Property and car park maintenance	6.8	7.1	0.3	4
	96.2	100.4	4.2	4

- 6 Total operating expenditure was under control through improved productivity and continuous effort to streamline operations. Expenditure increased marginally over the previous year by 4% to \$100.4 million. Manpower costs, the most significant component, remained stable at 57% of the total operating expenditure.



CAPITAL AND DEVELOPMENT EXPENDITURE

- 7 Capital and development expenditure for the year amounted to \$73.0 million compared to \$27.3 million for the previous year. Development expenditure incurred in FY97/98 was mainly for the construction of the new URA building. The building is scheduled for completion in 1998. Development Control and Car Parks Divisions which are currently renting their office premises elsewhere, will be relocated to the new building. Capital expenditure incurred was mainly for the purchase of computers and movable assets and construction of public surface car parks.



REPORT ON THE AUDIT OF THE
FINANCIAL STATEMENTS
OF THE URBAN REDEVELOPMENT AUTHORITY
For The Year Ended 31 March 1998

The financial statements of the Urban Redevelopment Authority set out on pages 50 to 60 have been examined under my direction and in accordance with the provisions of the Urban Redevelopment Authority Act, Chapter 340. I have obtained all the information and explanations I have required.

In my opinion:

- a) the accompanying financial statements show fairly the financial transactions of the Authority for the year ended on 31 March 1998 and the state of affairs of the Authority as at that date;
- b) the financial statements are prepared on a basis similar to that adopted for the preceding year, and are in agreement with the accounting and other records of the Authority;
- c) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise; and
- d) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the year have been in accordance with the provisions of the Urban Redevelopment Authority Act, Chapter 340.



CHUANG KWONG YONG
AUDITOR-GENERAL
SINGAPORE

26 JUNE 1998

BALANCE SHEET

AS AT 31 MARCH 1998

	NOTE	1997/98 S\$	1996/97 S\$
FUNDS AND RESERVES			
Capital account	3	27,691,177	27,691,177
Accumulated surplus	4	1,151,983,718	1,073,981,762
		1,179,674,895	1,101,672,939
DEFERRED CAPITAL GRANTS			
	5	18,356,041	24,474,722
		1,198,030,936	1,126,147,661
REPRESENTED BY :			
FIXED ASSETS			
	6	100,278,420	109,003,727
PROPERTIES AND PROJECTS UNDER DEVELOPMENT			
	7	235,461,353	168,772,462
INVESTMENT			
	8	250,000	250,000
OTHER NON-CURRENT ASSETS			
Deferred debtors	9	-	3,443,135
Deferred expenditure	10	10,821,328	12,329,018
Staff loans	11	3,373,261	3,372,454
CURRENT ASSETS			
Deferred debtors due within one year	9	-	3,443,135
Debtors, prepayments and advances	12	16,207,092	33,172,972
Short term investments	13	65,991,668	90,729,126
Short term deposits with banks		814,334,833	758,997,320
Cash and bank balances		21,149,277	47,597,675
		917,682,870	933,940,228
CURRENT LIABILITIES			
Agency and other deposits		7,393,484	10,191,046
Creditors, provisions and accrued charges	14	42,942,323	62,699,441
Provision for contribution to Government Consolidated Fund	15	19,500,489	25,633,191
		69,836,296	98,523,678
NET CURRENT ASSETS			
		847,846,574	835,416,550
		1,198,030,936	1,132,587,346
DEFERRED NET PROCEEDS FROM PROPERTIES SOLD			
	9	-	(6,439,685)
		1,198,030,936	1,126,147,661

The accompanying notes form part of the accounts.



ASSOCIATE PROFESSOR KHOO CHENG LIM
CHAIRMAN
25 JUNE 1998

INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 31 MARCH 1998

	NOTE	1997/98 S\$	1996/97 S\$
OPERATING INCOME			
Agency and consultancy fees	16	67,155,392	96,472,987
Parking fees and other charges		45,844,466	46,010,512
Income from development control	17	17,604,119	15,738,239
Rent, temporary occupation licence fees, service and conservancy charges		4,493,007	4,434,593
Other operating income		592,424	1,002,428
		135,689,408	163,658,759
Less:			
EXPENDITURE			
Expenditure on manpower		57,204,516	54,566,599
Administrative expenses	18	14,216,521	14,864,329
Depreciation of fixed assets	6	12,879,186	12,185,395
Temporary occupation licence fees and surcharge on parking lots	19	12,090,479	11,647,728
Property and car park maintenance		7,056,884	6,814,202
Amortization of deferred expenditure	10	3,058,504	2,274,170
		106,506,090	102,352,423
Recovery of cost from agency work	20	(30,088,201)	(30,373,569)
		76,417,889	71,978,854
OPERATING SURPLUS		59,271,519	91,679,905
NON-OPERATING INCOME			
Income from pre-1989 sale of sites	21	6,351,828	6,013,693
Income from bank deposits and investments	22	26,081,440	23,966,412
Other non-operating (loss)/income	23	(321,023)	387,266
SURPLUS BEFORE GRANTS AND CONTRIBUTION TO GOVERNMENT CONSOLIDATED FUND		91,383,764	122,047,276
GRANTS			
Amortization of deferred capital grants	5	6,118,681	6,118,681
SURPLUS BEFORE CONTRIBUTION TO GOVERNMENT CONSOLIDATED FUND		97,502,445	128,165,957
Less: Contribution to Government Consolidated Fund	15	19,500,489	25,633,191
NET SURPLUS FOR THE YEAR		78,001,956	102,532,766
ACCUMULATED SURPLUS BROUGHT FORWARD		1,073,981,762	971,448,996
ACCUMULATED SURPLUS CARRIED FORWARD		1,151,983,718	1,073,981,762

The accompanying notes form part of the accounts.

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 1998

	NOTE	1997/98 S\$	1996/97 S\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus before contribution to Government Consolidated Fund		97,502,445	128,165,957
Adjustments for:			
Depreciation of fixed assets		12,879,186	12,185,395
Amortization of deferred expenditure		3,058,504	2,274,170
Amortization of deferred capital grants		(6,118,681)	(6,118,681)
Income from bank deposits and investments		(26,081,440)	(23,966,412)
Profit on properties sold		(6,439,685)	(5,318,894)
Loss/(profit) on sale of fixed assets		523,561	(8,497)
Surplus before working capital changes		75,323,890	107,213,038
Decrease/(increase) in debtors, prepayments and advances		20,605,001	(13,034,941)
Decrease in agency and other deposits		(2,797,562)	(2,703,914)
(Decrease) /increase in creditors, provisions and accrued charges		(26,735,856)	7,832,577
Cash generated from operations		66,395,473	99,306,760
Staff loans released		(671,467)	(1,056,938)
Staff loans repayments received		656,262	1,339,140
Payment to Government Consolidated Fund		(25,633,191)	(26,341,817)
Net cash from operating activities		40,747,077	73,247,145
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure paid		(64,251,917)	(23,394,399)
Payments for purchase of fixed assets		(1,754,835)	(2,717,175)
Proceeds from properties sold		6,886,270	5,974,522
Proceeds from sale of fixed assets		68,345	8,533
Bank interest received		33,427,589	21,581,790
Dividends received		2,041,770	1,764,022
Net receipt for purchase and sale of quoted shares		11,724,816	4,664,917
Net cash (used in)/from investing activities		(11,857,962)	7,882,210
NET INCREASE IN CASH AND CASH EQUIVALENTS		28,889,115	81,129,355
CASH AND CASH EQUIVALENTS AS AT BEGINNING OF THE YEAR	24	806,594,995	725,465,640
CASH AND CASH EQUIVALENTS AS AT END OF THE YEAR	24	835,484,110	806,594,995

The accompanying notes form part of the accounts.

NOTES TO THE ACCOUNTS

31 MARCH 1998

1 PRINCIPAL ACTIVITIES

The principal activities of the Authority during the year under review consist of planning and facilitating the physical development of Singapore, selling and managing land for the Government, managing car parks and undertaking development projects on behalf of the Government and other organizations.

2 SIGNIFICANT ACCOUNTING POLICIES

(a) BASIS OF ACCOUNTING

The accounts have been prepared in accordance with the historical cost convention.

(b) GOVERNMENT GRANTS

Government grants for the purchase or development of depreciable assets are taken to the Deferred Capital Grants Account. The deferred grants will be recognised in the Income and Expenditure Statement over the periods necessary to match the depreciation of the assets with the related grants.

(c) FIXED ASSETS AND DEPRECIATION

Fixed assets are stated at cost less the accumulated depreciation. Depreciation of fixed assets commences in the year following the completion of the project or

purchase of movable assets and is calculated on a straight line basis to write off the cost of the assets over their estimated useful lives as follows :

Leasehold land	Over the period of the lease
Buildings (including covered car parks)	50 years
Plant and machinery installed in buildings	10 years
Computers	5 years
Other assets (consisting of motor vehicles, office furniture, fittings and fixtures, air-conditioners, office equipment, machinery and other equipment)	5 years

Entrance fee for corporate membership of country club is also classified as other assets. No depreciation is provided for this asset item.

Fixed assets costing S\$500 and below are written off in the year of purchase.

(d) PROPERTIES AND PROJECTS UNDER DEVELOPMENT

These pertain to development projects which have been capitalised. Upon completion of each project, the related costs will be transferred to Fixed Assets or Deferred Expenditure.

Consultancy costs incurred in respect of these projects, except building projects, are written off in the year the consultancy costs are incurred.

2 SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(e) INCOME RECOGNITION

Income from services is recognised when services have been rendered. Season parking fees are accounted for on the accrual basis. Other parking fees and related charges are accounted for on a cash basis.

Interest income on bank deposits and dividends are recognised on the accrual basis. In the previous years, dividends are recognised when received. The effect of this change on the financial statements is immaterial.

(f) INVESTMENTS

Investments held on a long term basis are stated at cost. Provision is made when there is permanent impairment in value.

Investments held as current assets are stated at the lower of cost and market value determined on an aggregate portfolio basis. Cost is determined on the average method.

(g) DEFERRED EXPENDITURE

Expenditure incurred on the construction of surface car parks is deferred and written off over 5 years.

(h) NET PROCEEDS FROM PROPERTIES SOLD

Proceeds from and cost of properties sold are recognised in the Income and Expenditure Statement as and when payments are due or received in advance from the purchasers.

3 CAPITAL ACCOUNT

The balance in this account represents :

- (a) the value of certain lands of the former Urban Renewal Department under the Ministry of National Development and some adjacent state lands vested in the Authority when it was established; and
- (b) the net book value of movable assets transferred from the former Planning Department and the Research and Statistics Unit under the Ministry of National Development upon their amalgamation with the Authority on 1 September 1989.

4 ACCUMULATED SURPLUS

Of the S\$1,152.0 million (31 March 1997: S\$1,074.0 million) in the accumulated surplus, approximately S\$414.7 million (31 March 1997: S\$424.4 million) has been utilised for the purchase of fixed and other non-liquid assets or committed for future capital expenditure.

5 DEFERRED CAPITAL GRANTS

This represents the balance of Government grants received for the Integrated Land Use System.

	1997/98 S\$	1996/97 S\$
Balance brought forward	24,474,722	30,593,403
Less:		
Amortization of deferred capital grants	6,118,681	6,118,681
Balance carried forward	18,356,041	24,474,722
Total capital grants received (excluding grants in-kind) and utilised since establishment	30,593,403	30,593,403

6 FIXED ASSETS

	Leasehold Land S\$	Buildings S\$	Plant and Machinery S\$	Covered Car Parks S\$	Computers S\$	Other Assets S\$	Total S\$
Cost							
At 1.4.1997	21,555,642	41,813,819	9,305,498	1,385,945	60,099,593	6,551,797	140,712,294
Additions	-	1,056,380	-	-	3,626,405	62,999	4,745,784
Disposals	-	-	-	-	(4,625,472)	(62,990)	(4,688,462)
At 31.3.1998	21,555,642	42,870,199	9,305,498	1,385,945	59,100,526	6,551,806	140,769,616
Accumulated Depreciation							
At 1.4.1997	1,475,016	3,375,631	2,814,807	526,659	18,778,413	4,738,041	31,708,567
Depreciation for the year	210,047	1,074,622	790,106	27,719	10,111,201	665,491	12,879,186
Disposals	-	-	-	-	(4,034,600)	(61,957)	(4,096,557)
At 31.3.1998	1,685,063	4,450,253	3,604,913	554,378	24,855,014	5,341,575	40,491,196
Depreciation for FY 1996/97							
	210,048	1,063,199	790,106	27,719	9,380,488	713,835	12,185,395
Net Book Value							
At 31.3.1998	19,870,579	38,419,946	5,700,585	831,567	34,245,512	1,210,231	100,278,420
At 31.3.1997	20,080,626	38,438,188	6,490,691	859,286	41,321,180	1,813,756	109,003,727

7 PROPERTIES AND PROJECTS UNDER DEVELOPMENT

	Balance Brought Forward S\$	Additions S\$	Transfers S\$	Balance Carried Forward S\$
At 31.3.1998				
Land, at cost	152,272,141	-	-	152,272,141
Capital expenditure	16,500,321	69,530,711	(2,841,820)	83,189,212
Integrated Land Use System (ILUS)	-	1,934,570	(1,934,570)	-
	168,772,462	71,465,281	(4,776,390)	235,461,353
At 31.3.1997				
Land, at cost	152,272,141	-	-	152,272,141
Capital expenditure	1,916,415	19,883,859	(5,299,953)	16,500,321
Integrated Land Use System (ILUS)	-	4,725,223	(4,725,223)	-
	154,188,556	24,609,082	(10,025,176)	168,772,462

The Authority took over the ILUS Project from the Ministry of National Development following the amalgamation of the former Planning Department and the Authority on 1 September 1989. ILUS is a computerised land and building information system designed to provide comprehensive information support to the planning professionals of the Authority, the Building Control Division of the Public Works Department and other building and construction organizations. The Project is financed by Government grants and the Authority.

8 INVESTMENT

This represents the Authority's investment at cost in shares (unquoted) of the International Development and Consultancy Corporation (Pte) Ltd (INDECO), a company incorporated in the Republic of Singapore. The Authority has a 1.8% (31 March 1997: 1.8%) equity interest in INDECO.

9 DEFERRED DEBTORS AND DEFERRED NET PROCEEDS FROM PROPERTIES SOLD

Under the terms and conditions of the Sale Agreements, developers who bought land from the Authority under the 4th to 11th Sales (i.e. prior to 1989) are allowed to pay the purchase price by annual instalments over periods of up to 10 years.

Deferred debtors represent the balance collectable from purchasers and deferred net proceeds from properties sold represent the unrealised portion of the net proceeds arising from such sales.

In FY 1997/98, the balance collectable from purchasers was received in full.

10 DEFERRED EXPENDITURE

	1997/98 S\$	1996/97 S\$
Balance brought forward	12,329,018	10,087,453
Add:		
Cost of projects completed during the year	1,550,814	4,515,735
	13,879,832	14,603,188
Less:		
Amortization of deferred expenditure	3,058,504	2,274,170
Balance carried forward	10,821,328	12,329,018

11 STAFF LOANS

The Authority's total loans to staff are as follows :

	1997/98 S\$	1996/97 S\$
Amount repayable within 12 months	302,806	288,408
Amount repayable after 12 months	3,373,261	3,372,454
	3,676,067	3,660,862

The amount repayable within 12 months is included in debtors, prepayments and advances. These staff loans are repayable with interest at 5% to 7.5% per annum by monthly instalments over periods of up to 25 years for housing loans and up to 7 years for other loans.

12 DEBTORS, PREPAYMENTS AND ADVANCES

	1997/98 S\$	1996/97 S\$
Sundry debtors and recoverables	7,347,922	28,377,039
Accrued interest	7,325,334	3,703,861
Prepayments	1,341,134	899,004
Advances	192,702	193,068
	16,207,092	33,172,972

Debtors are stated after making a provision for doubtful debts of S\$1,818 (31 March 1997: S\$1,818).

13 SHORT TERM INVESTMENTS

	1997/98 S\$	1996/97 S\$
Quoted shares at cost	71,702,424	93,120,391
Less:		
Provision for diminution in value		
- Balance brought forward	2,391,265	-
- Provision made during the year	3,319,491	2,391,265
- Balance carried forward	5,710,756	2,391,265
	65,991,668	90,729,126
Market value	65,991,668	90,729,126

The short term investments are managed by external fund managers since November 1995.

14 CREDITORS, PROVISIONS AND ACCRUED CHARGES

	1997/98 S\$	1996/97 S\$
Amount collected on behalf of government agencies	23,098,707	50,007,647
Amount due to contractors	11,064,762	4,086,024
Sundry creditors and accruals	8,778,854	8,468,485
Provisions	-	137,285
	42,942,323	62,699,441

15 CONTRIBUTION TO GOVERNMENT CONSOLIDATED FUND

The contribution to the Government Consolidated Fund from net surplus for the year is in accordance with Section (3)(1)(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act, Chapter 319A.

16 AGENCY AND CONSULTANCY FEES

As mentioned in Note 1, the Authority sells and manages land for the Government, manages car parks and undertakes development projects on behalf of the Government and other organizations. Agency and consultancy fees represent the total amount of fees collectable by the Authority for services rendered to these organizations during the year under review. The dollar value of these activities from which the Authority earns its agency and consultancy fees are not reflected in the Authority's accounts. Details of these transactions are:

	1997/98 S\$	1996/97 S\$
Sale of land	3,949,116,000	4,603,028,000
Development projects	22,567,000	16,382,000
Management of car parks	18,843,000	19,800,000
Collection of surcharge and licence fees on parking lots	39,536,000	38,118,000
Sale of area licences	30,361,000	30,686,000

17 INCOME FROM DEVELOPMENT CONTROL

The statutory fees and charges included in income from development control are from the sale of development plans, search fees and development application processing fees collected under the Planning (Fees) Rules made under the Planning Act, Chapter 232.

18 ADMINISTRATIVE EXPENSES

Included in the administrative expenses are the following expenses :

	1997/98 S\$	1996/97 S\$
Auditors' remuneration	110,500	96,000
Board members' allowances	65,000	64,700
Public relations and entertainment	322,024	205,083
Bad debts written off	-	87,759
Doubtful debts written back	-	(5,762)
Staff welfare	563,634	556,392
Overseas study missions, training and travel programmes	756,073	616,779

19 TEMPORARY OCCUPATION LICENCE FEES AND SURCHARGE ON PARKING LOTS

The Authority pays Temporary Occupation Licence (TOL) fees for the use of state land for kerbside and off-street parking. The fee is calculated at the rate of S\$370 per lot per year (FY 1996/97: S\$370). The Authority also pays surcharge, under the Parking Places (Surcharge) Act, Chapter 215, on designated parking lots owned by the Authority, at the rate of S\$60 per lot per month (FY 1996/97: S\$60).

20 RECOVERY OF COST FROM AGENCY WORK

The recovery of cost from agency work consists of:

	1997/98 S\$	1996/97 S\$
Reimbursement for planning services	22,087,624	21,508,060
Reimbursement from Preservation of Monuments Board	184,163	501,795
Reimbursement for land management	1,432,596	1,719,800
Reimbursement from agency car parks	4,789,151	4,902,069
Reimbursement for stores and services	1,594,667	1,741,845
	30,088,201	30,373,569

21 INCOME FROM PRE-1989 SALE OF SITES

This represents the annual instalments of outstanding land price and interest received/receivable from developers of URA sites sold by the former Authority prior to 1989. In accordance with the agreed instalment schemes spelt out in the Building Agreements, developers are allowed to pay the outstanding sale proceeds by annual instalments with interest up to FY 1998/99.

In FY 1997/98, all outstanding sale proceeds were received in full.

22 INCOME FROM BANK DEPOSITS AND INVESTMENTS

Income from bank deposits and investments consist of:

	1997/98 S\$	1996/97 S\$
Interest income from bank deposits	37,049,062	22,540,579
Gross dividend income from		
- unquoted shares	418,975	-
- quoted shares	1,626,045	1,764,022
(Loss)/profit on sale of quoted shares	(9,693,151)	2,053,076
Provision for diminution in value of quoted shares	(3,319,491)	(2,391,265)
	26,081,440	23,966,412

23 OTHER NON-OPERATING (LOSS)/INCOME

Other non-operating (loss)/income consist of:

	1997/98 S\$	1996/97 S\$
Interest on staff loans	186,316	183,975
Secondment contribution	19,886	45,856
Reimbursement from Skills Development Fund	84,221	57,310
(Loss)/profit on sale of fixed assets	(523,561)	8,497
Miscellaneous (loss)/income	(87,885)	91,628
	(321,023)	387,266

24 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

	1997/98 S\$	1996/97 S\$
Short term deposits with banks	814,334,833	758,997,320
Cash and bank balances	21,149,277	47,597,675
Cash and cash equivalents	835,484,110	806,594,995

25 FUTURE CAPITAL COMMITMENTS

The following commitments are not reflected in the accounts:

	1997/98 S\$	1996/97 S\$
Capital expenditure approved and contracted for	64,434,942	130,573,941

26 COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

主席献词

在 97/98 财政年度里, 市区重建局完成了一系列规划 55 个发展指导图 (DGPs) 中的最后一个指导图, 在努力形成一个更开放与透明的规划系统上刻上意义重大的里程碑。

完成 55 个发展指导图

随着榜鹅发展指导图的完成, 我们现在有了覆盖全新加坡的所有 55 个发展指导图。

发展指导图是市区重建局主动努力进行有系统和全面长期规划以指导土地的使用和发展的结果。

发展指导图是通过鉴定, 分配和保障不同地段在规划区内的用途把概念规划的广阔政策化为仔细, 可实现的方案。实际上, 在较早的发展指导图中的所提出的方案, 如: 加冷发展指导图中的河边住屋, 已付诸实现。

自第一个发展指导图在 1993 年发表以来, 发展商和公众人士都很高兴体会到发展指导图提供了清楚, 透明及明确的基础来指导发展。对发展商来说, 这些指导图对他们裨益不浅, 因为这一来, 他们可以清楚地知道他们的地段可作或不可作那些用途, 从而作出明智的商业决定。他们了解了发展指导图的规划用意, 将更有信心地设计及呈交发展方案。这也加速了审批程序。

对公众来说, 发展指导图清楚说明新加坡每一块地段用途的规划。他们在买新的房屋时, 也有足够的资料来帮助他们作出明智的决定。

在接下来的十年内, 当 55 个发展指导图的方案逐一实现后, 新加坡人可以期望有更理想的生活与工作环境。

改善给公众提供的服务

市区重建局继续寻找新的方法来改善它给客户所提供的服务, 以方便新加坡的城市发展。例如: 我们把有关

发展管制的条规减少了 10%。规划方案存交制也延伸到裕廊镇管理局土地的承租人和长期租户以及为建屋发展局进行工程的代理人。这项计划能把审批所需的时间缩短达六个星期, 也帮助发展商减少成本, 因这项收费比以平常方法提交发展计划申请批准的收费来得便宜。

市区重建局也放松了在市区内行人道上开设户外饮食区和小卖亭的管制, 一方面帮助重振商业中心边缘的零售业, 另一方面促进更有活力的街头景色。

此外, 市区重建局也致力于搞好基础设施并投资在科技上以为经济好转作好准备。市区重建局有计划把滨海南填土地带发展为一个特出的新商业区。我们也全力计划在新商业区实行公用实业服务隧道。完成后, 这些多种用途的隧道将方便将来更迅速的发展。

市区重建局也开始了一项电子发展申请 (EDA) 的试验性计划, 以利用新加坡 ONE 网络的宽频带技术。在这项计划下, 绘测师可以把设计图样以电子方式提交给市区重建局, 为发展商, 绘测师和屋主省钱省时间。

未来一年

市区重建局将开始第三个概念规划检讨。这是一个适当的时候让我们检讨一下在 1991 年制定的规划远景。我们也将研究市区重建局如何把其他伟大城市的成功经验应用到新加坡发展的规划上。

当这项检讨在公元 2000 年完成时, 我们将会有一项新的概念规划, 引进大胆的新构思来使新加坡称为一个世界级的城市。这项新的概念规划将成为新加坡进入另一个新千年城市发展的蓝图。

市区重建局

主席

邱正林 副教授

达到了规划的里程碑

1998年7月,市区重建局展出榜鹅区的发展指导图,也是55个发展指导图的最后一个。所有55个发展指导图将成为新加坡城市发展的总蓝图。

这项通过发展指导图有系统地制定发展总蓝图的过程是新加坡规划历史上一个重要的里程碑。以前,总蓝图的制定基本上都是根据旧的蓝图经个别项目随时修订后作出决定而成为新的蓝图。

另一方面,发展指导图全面地规划了土地的用途,如:交通,住屋,工业,购物,学校及空地,并同时列明每一个规划分区内土地的规划用途及发展密度。

提供透明度与明确性

发展指导图清楚说明规划上的管制,如土地用途,楼高及发展的密度,从而奠定发展控制上清楚透澈的基础。

发展商在清楚了解个别地段的发展潜能之后,就能知道在他们的土地上能建什么和不能建什么。因此,他们能很快在发展计划上作出明智的决定。他们也能计划他们的发展工程并根据发展指导图的规划意向来提交发展方案。这样,他们的发展计划能较快获得审批,在规划系统上也有更多的明确性和透明度。

诠释概念规划的远景

发展指导图通过鉴定,分配与保障土地在规划区内不同的用途把笼统的概念规划远景化为具体,可实现的方案。

例如:为了诠释分散的概念规划策略,在裕廊东的发展指导图中一个主要的方案是在裕廊东地铁站周围发展一个区域中心。

发展指导图同时也考虑地铁站附近的土地如何容纳一百五十万平方米的商业楼面。它也提供了区域中心的城市设计概念。

创造一个亲商的环境

市区重建局在帮助新加坡吸引商家上扮演一个重要的角色。为了迎合21世纪的需要,新的商业区将被发展并具有最先进的基础设施。市区重建局也将继续减少各种条规并应用信息技术来为商家节省时间和让各种资料更易取得。

塑造新的商业区

市区重建局在1997年11月通过发展指导图正式落实了座落在滨海湾一带的新商业区的概念。

作为一个未来的城市,新的商业区将是一个优越的商业与令人兴奋市区生活的地方。这里不只有现代化的办公大楼,还有各种各样的休闲与娱乐设施使这个地区一天廿四小时都生气勃勃。

为了更有利于商业,新商业区内将有50公顷的地段划为灵活用途的白区,以供发展为各种各样的商业,旅馆和住宅用途。发展商可随时改变地段的用途而不必担心会不会被批准,也不必付出更高的地价。因此,发展商有最大的灵活性来对市场需求上的改变作出适当的反应。

更多办公楼面

新商业区的中央和海湾分区将有三百万平方米的办公楼面面积,相当于现有的中央商业区。这样,中央商业区将能发展到和世界上其他主要城市的商业区不相上下的规模。

市区内的住宅

为了辅助区内的商业楼面,面向麦士威路延长路段和滨海市公园的9.6公顷地段将拨为将来的住宅发展以提供城市的居住用途。这样将能使未来的市区在晚上仍然满有生气。

发展最先进的基础设施

市区重建局也公布了在新商业区建设公用服务隧道(CST)的计划。

公用事业服务隧道是特别建设的地下隧道,用来容纳和输送公用事业服务,如:水管,电缆,电话线等到各大厦。将来,供应给空调的冷水管及气压垃圾输送系统也可装置在隧道内。

整个公用事业服务隧道网络将包括20公里的连接隧道,估计需耗资13亿5千万元。耗资约2亿5千万元的第一阶段建筑工程预定会跟滨海湾附近地区一起动工。公用事业服务隧道系统已在日本和欧洲人口密集的市区内广泛使用,例如东京湾,横滨,大板,巴黎等。

新加坡的公用事业服务隧道系统将是东南亚首创,在亚洲仅次于日本。

尽量减少妨碍交通

有了公用事业服务隧道,公用事业服务装置可以整整齐齐地安装在地底下。所有安装,维修和检查都可远离地面交通而在地底下分别执行,避免因挖掘路面而造成交通阻塞。

更可靠的服务

服务的可靠性将提高。公用事业服务的供应不会因为现有电缆及水管在挖掘路面时被意外破坏而停顿。由于有更定期的维修,意想不到的服务中断也将会减少。

更好的市区环境

由于新商业区内的发展不必遭受因新的高楼大厦建筑时挖掘路面来铺电缆水管所带来的噪音和灰尘污染而造成的混乱和不便。整个市区的环境也将改善。

增加灵活性

将来对公用事业服务方面需求上的改变可以很容易应付。

如:有需要时,额外的电缆和水管可以很容易地在隧道内装置。由于大多数的地段属于白色地区,这种灵活性特别重要。

更多土地供发展

有了公用事业服务隧道,以前保留作为铺设地下公用事业服务设备用途的路缘地段现在可以拿来作为发展用途。

满足工商楼面的需求

为了促进经济增长,市区重建局继续售卖地段给私人企业界作为工商业发展用途。

使中国广场恢复活力

在过去一年里,市区重建局售出中国广场七个商业地段的最后一个地段。这个地段占地1.35公顷。它将为中央商业区增加40,300平方米的商业楼面。当所有七个地段在公元2004年完全发展时,将为现有的商业区增加22万6千平方米的商业楼面。

通过市区重建局的售地计划,中国广场正在成功地转变为一个现代化的商业地区,辅助附近的莱佛士坊。这将是一个富有独特城市风格的地区,许多修建过的旧店屋将汇合在新建的商业大楼当中。作为各种各样的用途-办公,零售,娱乐,美食,艺术,文化-中国广场势必成为将来的一个商业与休闲中心点。

修建浮尔顿大厦

包括富有历史性的浮尔顿大厦和一个面临滨海湾的5千8百平方米地段在内的浮尔顿广场已被出售作为旅馆发展的用途。

在2002年完成时,浮尔顿大厦将成为一个处于现有商业区,与众不同的古典型旅馆。

由于它靠近滨海湾许多蓬勃的新发展,如海湾剧院,将来的新商业区,以及新加坡河畔广受欢迎的驳船码头,它势必成为人们生活与活动的焦点。浮尔顿大厦与滨海湾之间的一条地下人行道将把驳船码头和滨海湾连接起来。

扩建华乐大酒店

维多利亚街的另一出售地段处于中央商业区边缘发展迅速的旅馆与购物地带,由华乐大酒店购得并计划用来扩建其现有的酒店。

新的发展将填补文化区一个重要角落的间隙并使该地区的街景更完整。

满足工业上的需要

市区重建局继续提供地段来满足工业界增长上的需要。在甘榜乌美和乌鲁班丹大约31公顷的地段已售出作为轻工业用途。大士村的5公顷地也售出作为一般工业的用途。

促进发展

减少条规

市区重建局继续努力减少统制发展的条规以促进发展。过去一年内,条规项目的数目减少了10%。

节省时间

随着前几年引进的有地产业规划方案存交制的成功,该计划现在已延伸到裕廊镇管理局和建屋发展局地段的一些发展上。在这项规划存交制下,凡符合存交资格的发展可获豁免申请规划批准。

这项豁免也适用于裕廊镇管理局土地的承租人和长期租户,以及为建屋发展局进行工程建设的代理商。

这项新的计划预料将替建屋发展局,裕廊镇管理局及其发展商省下五至六星期的建筑期间。

更方便使用

市区重建局继续不断地寻找新的方法来使申请发展的程序更方便及更高效。在这方面,市区重建局在1997年8月份推出发展申请呈交制DASSY (Development Application Submission System)。

DASSY是以磁带形式呈交表格的电脑化申请方式,让申请者利用电脑磁带来申请新建筑物的兴建及修改已经批准的建筑图样。

电子表格的设计能有系统地指导申请者填上所需的资料详情,并提供样板或指导样本来帮助申请者描述其发展方案。根据所输入的数据,该系统能计算总楼面面积,确定其容积率及公用空地所占百分比。这些数据可以储存并在以后如有需要时加以修改更新以便重新呈交或修改。有了DASSY,市区重建局柜台的平均交易时间减少了30%。

市区重建局也推出了电子发展申请EDA (Electronic Development Application)的试验阶段以把发展申请程序电脑化带到比DASSY更上一层楼。

EDA是一项允许申请者通过新加坡联网宽带网络的网际网络申请兴建新建筑物及修改已经批准的建筑图样的电脑化系统。

EDA有很多好处.它不但可以节省时间,而且更方便使用.因为申请者不再需要用人力把图样送到市区重建局那里.它的透明度也更高.申请者只要进入EDA的网络就能查阅其申请的处境及规划的决定.有了EDA,市区重建局可以上网与其他政府机关即时协商,从而进一步缩短审批的时间。

专业界对EDA试验性阶段的反应良好,他们当中有许多人已经报名参加这项试验计划。

市区重建局计划在1999年初全面实施EDA。

达到我们的目标

在过去一年里,我们一共完成8,816项新发展申请的审批工作.我们不但达到甚至超出所定下在七个星期内完成审批90%申请项目的目标。

提供及时的资料

从1998年3月份开始,市区重建局所汇编有关获得临时及书面批准的建筑工程的资料通过URA-Online每月更新一次而不再象以前那样每季才更新一次。

这是市区重建局继续不断提供全面,及时的产业资料努力之的一项工作。

改进我们城市的素质

一个伟大的城市必须是富有吸引力,能提供各种各样的经验并有强的特性.我们的售地计划,改进工程及规划指南就是我们如何拟定框架把理想变成真的例子。

使历史性的牛车水更充满生气

传统零售核心的牛车水繁忙的气氛在宝塔街和丁加奴街改为行人专道以后将会更上一层楼。

由市区重建局与陆路交通局耗资一百万元进行的工程将会让街道两旁的商店与餐馆把他们的业务活动延伸到行人道上.其他的社区与零售活动如街市,街头表演以及其他佳节庆典也可在此举行。

丁加奴行人道已在1997年11月完成,而宝塔街的行人道也在1998年4月完成。

连接行人道

两条街道将与一个1.5公里的环形行人道相连并通到水车路和直落亚逸.将在几年内完成的这个耗资一百六十万元的行人道网络会使人们在此步行更愉快,也将促进这个历史性的牛车水地区行人常用的小路更充满活力。

塑造更美丽的城市街景

更好的屋顶景色

为了改进新加坡的城市建筑物的空中轮廓及从上空看下来的建筑物景色,市区重建局放松了对屋顶面积的总楼面计算限制.这样可以鼓励人们把屋顶盖好(包括屋顶花园和小亭子),及更有创意的屋顶。

更多有盖行人走廊

楼宇之间的行人通道和楼下的公共空地可获得豁免包括在总楼面的计算籍以鼓励发展商为住户建筑有盖的行人走廊.这样,走起路来会更舒服,而这些广场可成为人们聚集和进行活动的焦点。

清理新加坡河

市区重建局协调了几个政府机构的努力来把富有历史性的新加坡河附近地区转变为一个欣欣向荣的商业、娱乐与住宅兴旺地区。

改进行人通道

在新加坡河两岸建造连续六公里长的林荫行人道的工程已开始进行。在1998年底完工时，行人可以悠哉闲哉从浮尔顿广场附近的河口地带一直不断地步行到金声路的世界城。这条连续不断的行人道将鼓励更多人到河畔步行使该地区更富有生气。

到1999年初，在罗拔生码头的两座新步桥和两座整修过的历史性旧桥——乌桥和利德桥——将会开放让行人使用，在方便的地点过河。

促进新的活动

有112年历史的乌桥的修复也会提供在河面上乘船的方便。

目前，河上的船只只能从驳船码头航行到克拉码头。由于乌桥的高度不够让船只从桥下穿过航行到河的上流，因此，船只必须在到达乌桥之前转回头。这限制了新加坡河在交通与旅游业方面的发展潜能。桥的修复工程将包括把桥升高一米来让船只只能从桥下经过。

有一世纪历史的河岸的修复与坚固工程正在进行中。当河岸的建筑与河床的疏浚工程在1999年初完成时，人们可沿河进行更多活动。河上德士可称为替代性交通工具而在新加坡河上可以举办更多的佳节庆祝会与赛船会。

提供一个娱乐枢纽

市区重建局在1997年6月公布把武吉士/实利基一带发展成一个新的娱乐枢纽的计划。

处于一个四通八达，交通非常方便的地区，这个新的娱乐枢纽将成为一个多姿多彩的街头表演和休闲活动的焦点。那里会有电影院，剧院，主题餐室，娱乐中心，俱乐部和迪士尼舞厅。

我们破天荒放松对招牌方面的管制，允许在一些特选街道的大厦上面装置照明霓虹灯及录象荧幕以照亮整个娱乐区。这些霓虹灯将清楚标志出这个新加坡中央地区内的娱乐活动枢纽。

为了加强这个地区的潜力，市区重建局已划定几个地段将出售供发展娱乐实业的用途。

促进更有活力的街头景色

市区重建局在1996年7月公布了有关设立户外饮食区和在行人道旁设户外小食亭的指导原则以让我们的街道更有生气和更活跃。此后，在乌节路一带出现了许许多多的小食摊，给我们的街头生色不少。

为了进一步鼓励更多户外进餐和促进街头活动，市区重建局已修改了有关设立户外饮食区和小卖亭的规则。

过去，有些发展商因为已经用尽了最高的发展限度而不能有户外饮食区或小卖亭。新的指导原则允许充为户外饮食区和小卖亭的面积当为额外的总楼面，而不包括在建筑物发展的限度内。发展商须为这项额外总楼面付发展费或交额外地价。

以前，小食亭只能占总建筑长度的10%。修改后的条规允许小卖亭的正面占建筑物总长度的25%。

如果建筑物的业主同时要有户外

饮食区和小卖亭的话，加起来可占建筑物总长度的60%。

在新的条例下，我们可以预期见到乌节路一带有更多多姿多彩的户外饮食活动。

鼓励高素质的修复工作

在常年绘测文物奖颁奖礼中有四位优胜者因杰出的修复工作而获颁奖状。这四项获奖工程反映了有趣的建筑物种类和用途的结合。他们包括：麒麟园的一间两层楼艺术装饰独立洋房；实龙岗路的三间店屋；现在裕华百货公司使用的余东璇街70号楼，及CHIJMES。

作为额外的奖励，获奖的绘测师可通过快速通道制提出保留建筑物发展计划以享有优先审批，为期一年。

建立我们的组织和人员

对国民教育的贡献

市区重建局积极地对国民教育计划作出贡献，帮助学生们对新加坡发展上的成功与局限方面的了解。一共有六千名初级学院与中学的高班学生参观了市区重建局以学习城市规划。

此外，市区重建局也为在籍学生主办了为期三个星期的绘测模型制作课程。学生们学习制作模型的基本技能，同时学习市区设计如何应用到城市规划上。

服务素质

自1995年以来，市区重建局一直都使用新加坡素质奖的框架来指导我们朝向高素质表现发展。在过去一年里，市区重建局获得加入新加坡素质等级。

工作改进队(WIT)与员工建议(SSS)

员工继续积极参与工作改进队和员工建议制。一共有296项生产力与素质报告完成，每个工作改进队平均完成3.18项报告。每名职员平均提出3.99项意见。我们总共收到4,520项建议。我们的工作改进队也赢得了18项奖，包括全国品管圈大会和PS21公务员工作改进队大会中的五项金牌奖。

员工培训

我们通过内部与外间课程为员工提供培训的机会。每名员工平均参加13天的培训课程，远高过全国平均的5.7天。所有等级的员工都会有更多的课程供选择，大学本科与高级学位的奖学金将发给杰出的学生。员工培训的总开支达一百一十万元。

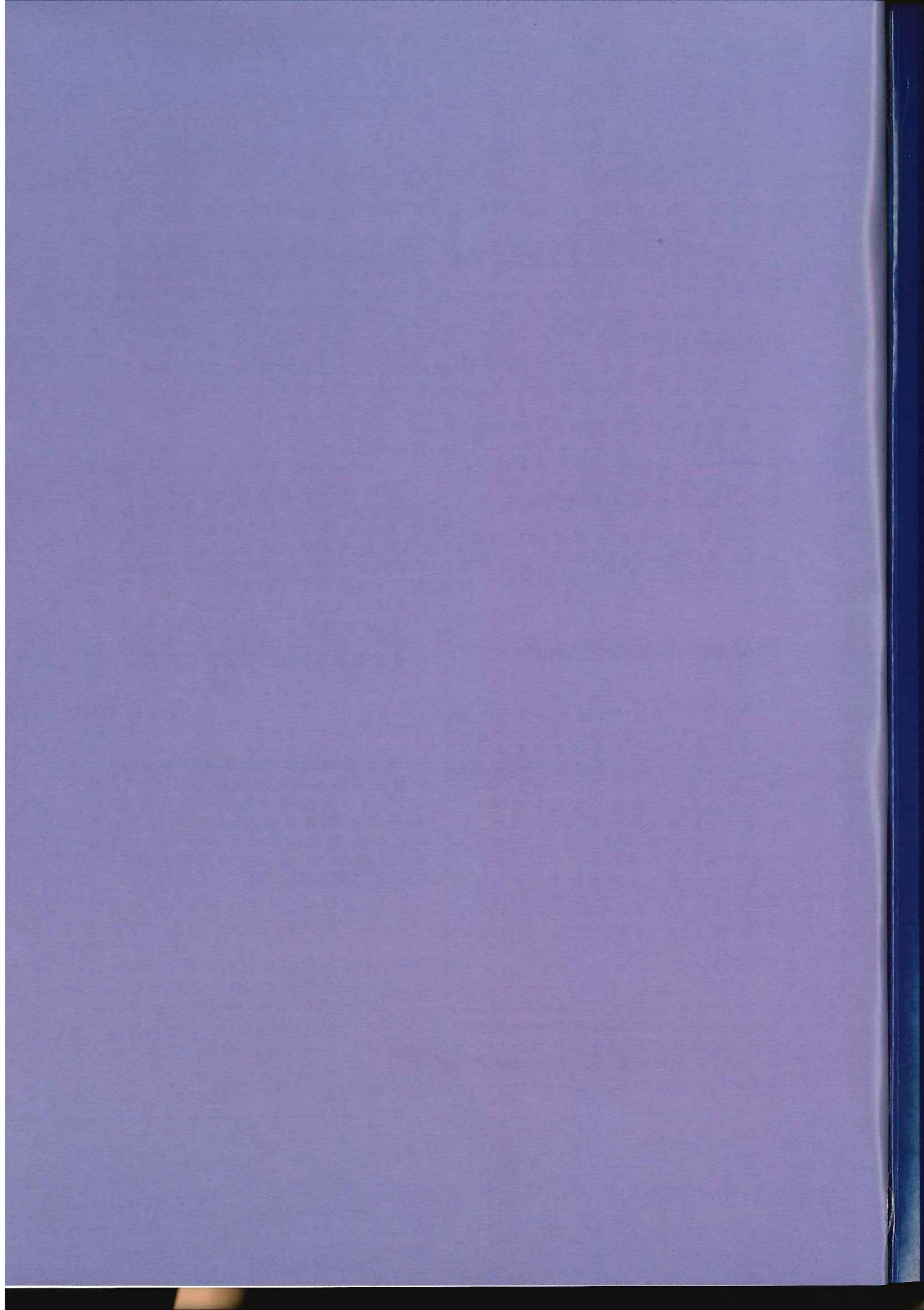
市区重建局因技能培训基本教育以及通过中学教育改进员工计划而获教育学院颁发1998年特别公司奖。

员工福利

市区重建局的员工享有各种各样的有计划活动项目。

过去一年内，我们为员工主办了保健、家庭生活、嗜好讲座。保健运动如：韵律体操和太极拳班非常受欢迎。各种球类游戏与比赛都帮助促进同事之间的友谊和忠诚。





Ang Mo Kio

Outram

Hougang

Straits View

Bedok

Pasir Ris

Jurong East

Sungei Kadut

Bishan

Paya Lebar

Jurong West

Tampines

Boon Lay

Pioneer

Kallang

Tanglin

Bukit Batok

Punggol

Lim Chu Kang

Tengah

Bukit Merah

Queenstown

Mandai

Toa Payoh

Bukit Panjang

River Valley

Marina East

Tuas

Bukit Timah

Rochor

Marina South

Woodlands

Central Water Catchment

Seletar

Marine Parade

Western Islands

Changi

Sembawang

Museum

Western Water Catchment

Changi Bay

Sengkang

Newton

Yishun

Choa Chu Kang

Serangoon

North Eastern Islands

Clementi

Simpang

Novena

Downtown Core

Singapore River

Orchard

Geylang

Southern Islands





TOWARDS A TROPICAL CITY OF EXCELLENCE

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