

# URA *Annual Report*

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# *Mission* STATEMENT

*To plan and facilitate  
the physical development  
of Singapore into a  
Tropical City of Excellence*



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# Highlights

## OF THE YEAR

### April 1999

Jointly organised the World Conference on Model Cities with the Institute of Policy Studies.

### July 1999

Mr Mah Bow Tan, Minister for National Development, presented six Architectural Heritage Awards.

Announced revised guidelines on attics and basements to improve landed housing environment.

### August 1999

Announced plans to improve public facilities at Changi Point to transform the place into a better recreational destination for Singaporeans.

### September 1999

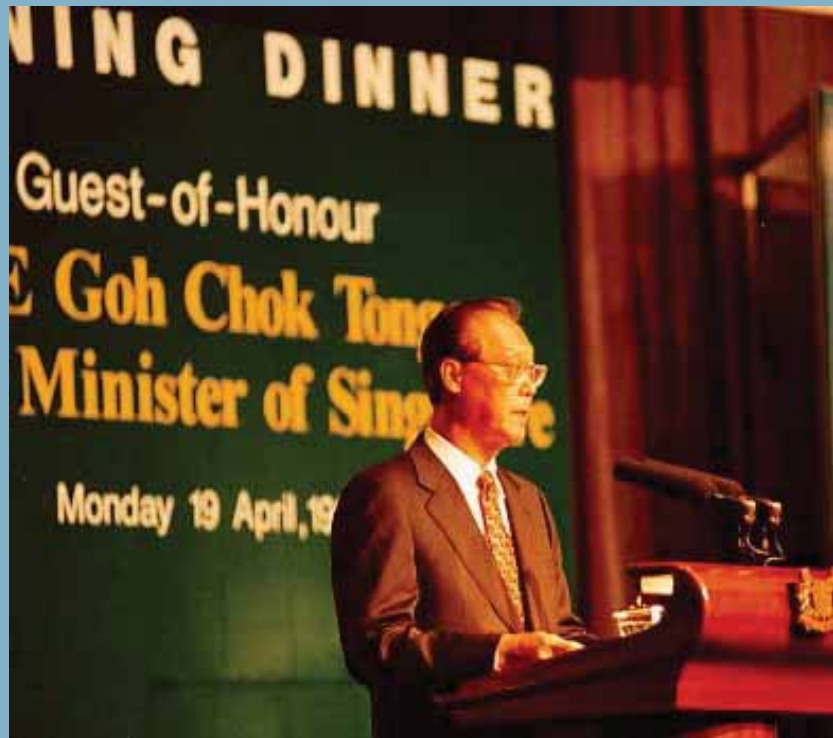
Launched a “white” site at Clarke Quay MRT Station for sale.

Announced the Government’s Land Sales Programme for private residential, executive condominium and commercial development for Year 2000.

### October 1999

Held a public auction of 12 parcels of restored conservation shophouses.

Announced plans to release data on the sales of uncompleted executive condominiums, as part of URA’s continuing efforts to improve its real estate information service to the public.



*Our Prime Minister, Mr Goh Chok Tong, at the opening dinner of the World Conference on Model Cities.*

*Minister Mah at the URA’s Architectural Heritage Awards.*





*Minister Mah at the official opening of the Singapore River Promenade.*

*The URA Centre was officially opened in November 1999.*



## November 1999

Mr Mah Bow Tan, Minister for National Development, officially opened The URA Centre on 20 November 1999. Minister Mah also launched the Electronic Development Application (EDA) system, and URA's publication titled, *home.work.play*.

Held an official opening of the Singapore River Promenade on 29 November 1999, with Minister Mah as the guest-of-honour.

Announced guidelines for setting up kiosks and outdoor refreshment areas along the Singapore River Promenade.

## January 2000

Resumed sale of sites for residential developments. Three residential sites at Jalan Pari Dedap, Rosewood Drive/Woodlands Avenue 1 and Bukit Batok East Avenue 2 were launched on 5 January 2000.

## March 2000

Improved quarterly real estate publications for the public. Private Property Price Index (PPPI) was rebased and new sub-indices were introduced.

# *Chairman's* MESSAGE

“URA aims to make  
Singapore  
the best place to  
live, work and play”



*A* *As the nation's planning authority, URA aims to make Singapore the best place to live, work and play for its residents.*

*This is no small task, given Singapore's severe land constraints. URA has always had to exercise a great deal of creativity, while maintaining a clear, bold vision and planning with a long-term view.*

*Since plans often take years to cross over from paper to reality, close inter-agency coordination and partnership between the private and public sectors have been crucial.*

## HOUSING TO CHOOSE FROM

Cluster housing is one such plan which has been implemented in a few areas, adding to the variety of housing types in Singapore.

Similarly, plans to house more people near transport nodes, particularly MRT stations, have been realised. A number of such housing developments are springing up and have proved popular with Singaporeans.

Resort-type island living, a mere pipe-dream not long ago, will also become a reality when Sentosa Cove is completed in the near future.

In trying to create a better housing environment, URA continually reviews its development control guidelines to weed out those which could be stifling creativity and limiting the use of available space. In the year under review, URA eliminated a further eight per cent of its rules. A number of the remaining rules pertaining to housing were also relaxed, to the warm reception of architects and homeowners.



## SPACE FOR BUSINESS

Another aim of planning is to ensure Singapore's sustained economic growth. Our planners have to consider the diverse needs of high-end financial services which need central locations; high value-added industries which may require large tracts of land; and business parks and science parks which benefit from being close to tertiary institutions.

The 1991 Concept Plan envisaged five regional centres - mini-cities which would meet the housing, working and recreational needs of Singaporeans. Of these, Tampines Regional Centre is the most developed today.

Novena Fringe Centre is the first of the fringe centres to be developed and a stream of commercial, retail and office developments are joining those already there.

Within the already developed Central Area, a new office development has taken shape. One Raffles Link, a "white" site sold by URA in 1996, has been completed. The developers have chosen to lease it largely as office space, housing a number of financial services companies. An additional component of One Raffles Link is the CityLink Mall, an underground shopping mall. This mall now provides weather-proof connection from City Hall MRT Station to Marina Centre for commuters and pedestrians.

## A VIBRANT WATERFRONT

Within the central area, we can look forward to a more lively Marina Bay area. The Fullerton Hotel is being restored and refurbished into a classic hotel for business travellers and tourists. Together with the waterfront development, the hotel will undoubtedly liven up the waterfront when it opens at the end of 2000.

The waterfront parcel in front of The Fullerton Hotel will have an added attraction for tourists – the Merlion. URA had initiated the re-siting of the Merlion from its current obscured position behind Esplanade Bridge, to a more prominent spot at the mouth of the river. Visitors will soon be able to view and photograph the Merlion in a more picturesque setting.

Nearby, The Esplanade-Theatres on the Bay is under construction and will open by 2002. They will transform the Marina Bay area into a glittering ring of activity. Outside the Central Area, URA will be coordinating efforts to improve Changi Point, already a favourite recreational destination. The beach walks, ferry terminal and other public amenities will be upgraded in phases.

## **THE CONCEPT PLAN REVIEW 2001**

The third Concept Plan Review is currently underway. A series of focus groups will engage professionals, interest groups, opinion leaders and politicians in discussions on the various planning issues. The general public will not be forgotten either. URA will exhibit the draft plans for all to view and will open multiple channels for public feedback.

Our hope is that the new Concept Plan will not only help propel Singapore in its quest to be a thriving world-class city, but also make Singaporeans proud to call this city, home.

**Dr Khoo Cheng Lim**  
**Chairman**  
**Urban Redevelopment Authority**

# Members OF THE BOARD

**Dr Khoo Cheng Lim**

Chairman  
Urban Redevelopment Authority



**Dr Tan Kim Siew**

Chief Executive Officer  
& Chief Planner  
Urban Redevelopment Authority



**Mr Wong Mun Summ**

Partner  
WOHA Designs/WH Architects



**Mr Alexander Paul Brown IV**

Managing Director  
ESPN STAR Sports

**BG Lim Kim Choon**

Chief of Staff, Air Staff/  
Head, Air Operations  
Ministry of Defence





**Mr Inderjit Singh**  
Member of Parliament for  
Ang Mo Kio GRC



**Mr Bobby Chin Yoke Choong**  
Managing Partner  
KPMG



**Mr Lim Jim Koon**  
Chief Editor  
Lianhe Zaobao



**Assoc Prof Milton Tan**  
Head  
Department of Architecture  
National University of Singapore

# Management

T E A M



Dr Tan Kim Siew  
Chief Executive Officer  
& Chief Planner



Mrs Koh-Lim Wen Gin  
Deputy Chief Planner  
(Development Strategies)



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



Mr Ler Seng Ann  
Director  
(Project Services)



Mr Michael Koh Soon Hwa  
Director  
(Physical Planning)



Mrs Teh Lai Yip  
Acting Director  
(Conservation & Urban Design)



**Mr Choy Chan Pong**  
Director  
(Land Administration)



**Mr Foo Chee See**  
Director  
(Development Control)



**Mr Lee Kwong Weng**  
Director  
(Corporate Development)



**Mr Peter Tan Guan Leong**  
Deputy Director  
(Development Control)



**Mr Chang Yong Ching**  
Deputy Director  
(Corporate Development)



**Mr Lim Eng Chong**  
Deputy Director  
(Land Administration)



**Mr Yeow Chin Wee**  
Deputy Director  
(Research and  
Organisational Review)

# Organisation C H A R T

(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
- Review of planning policies and guidelines

**DIRECTOR**  
Foo Chee See

**DEPUTY DIRECTOR**  
Development Control  
Peter Tan Guan Leong

**HEAD**  
Internal Audit  
Alice Wong (Ms)

**HEADS**  
Development Control  
(East)  
Heng Siok Ngo (Ms)

Development Control  
(West)  
Chin Koon Fun

Development Control  
Information & Customer  
Service  
Zulkiflee Mohd Zaki

Development Control  
Policy & Use Section  
Randy Lim

**PHYSICAL PLANNING  
DIVISION**

- Island-wide land use planning
- Preparation of Development Guide Plans (DGPs)
- Formulation of strategies to realise DGPs
- Review of Concept Plan

**DIRECTOR**  
Michael Koh Soon Hwa

**HEADS**  
Development Planning  
Han Yong Hoe

Local Planning  
Seow Kah Ping

Strategic Planning  
Tan See Nin

**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

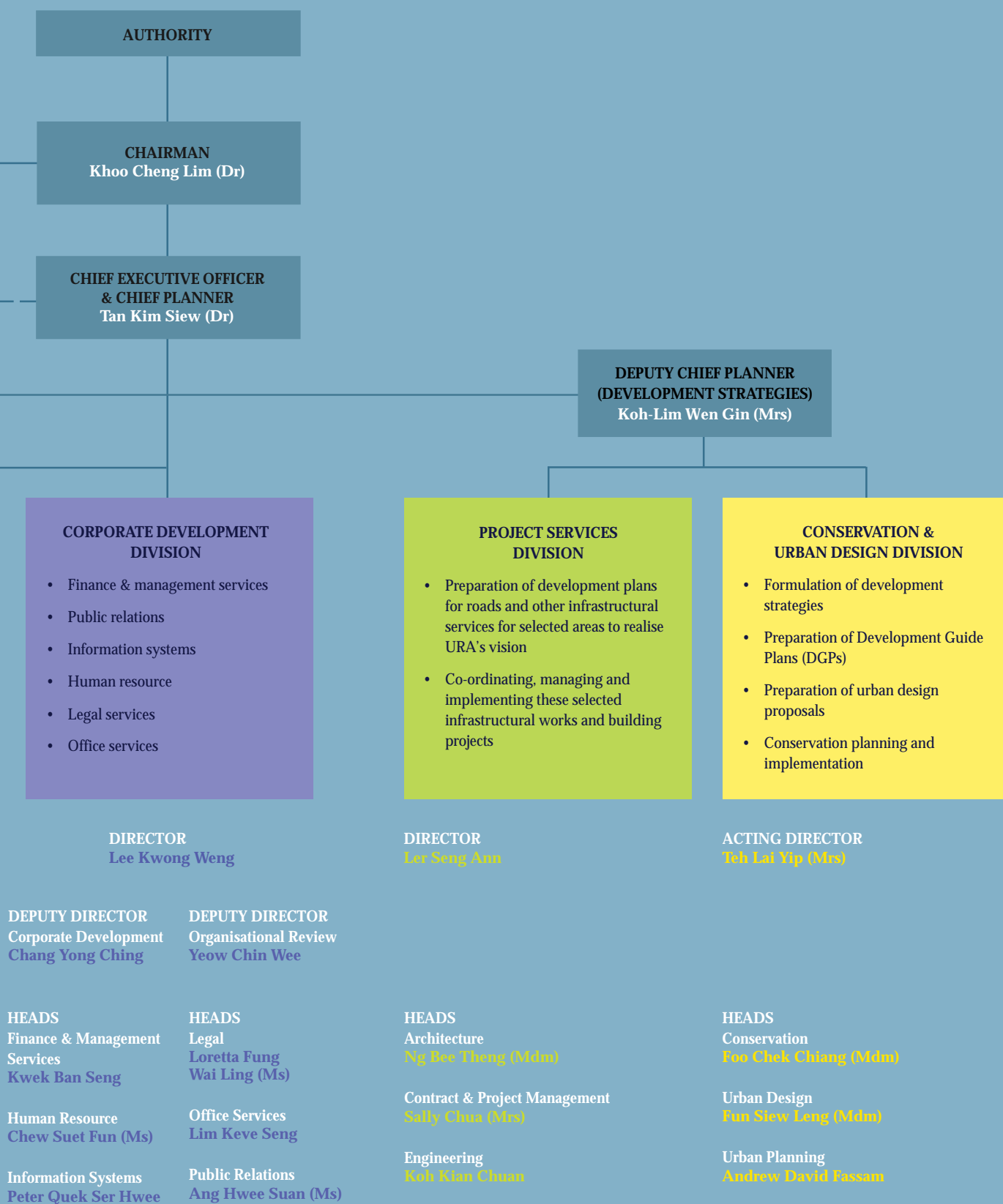
**DEPUTY DIRECTOR**  
Land Administration  
Lim Eng Chong

**DEPUTY DIRECTOR**  
Research  
Yeow Chin Wee

**HEADS**  
Car Parks  
Yong Siew Liang

Land Sales & Management  
Gerry Ong Kim Chwee

Property Research  
Chua Chor Hoon (Ms)





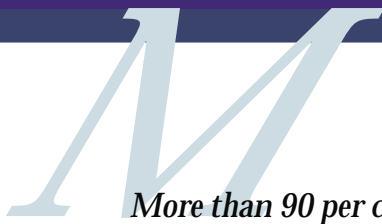
# *Creating* THE BEST HOMES

**For many Singaporeans,  
their home is the most  
valuable asset.**

**And increasingly,  
Singaporeans aspire  
to live in  
better quality homes  
located in  
pleasant surroundings.**







*More than 90 per cent of Singaporeans already own their own homes. To many, housing no longer means a roof over their own heads; instead, people want choice and quality.*

*URA has helped to meet these aspirations by ensuring that sufficient land is safeguarded for a variety of housing. URA tenders a steady supply of state land for housing development, releases comprehensive data on the private housing market to help home buyers make informed decisions, and constantly reviews and simplifies residential guidelines.*

**RESUMING LAND SALES FOR HOUSING DEVELOPMENTS**

With the economy and property markets showing signs of recovery, government land sales were resumed in the Year 2000. In total, land for 5,000 to 6,000 private residential units and 2,000 to 3,000 executive condominium (EC) units were scheduled for sale. Of these, land for 3,000 private

residential units and 1,400 EC units were launched for sale in the first half of Year 2000.

**PROVIDING COMPREHENSIVE AND TIMELY REAL ESTATE DATA**

URA compiles and publishes quarterly real estate data for use by homebuyers, developers and property analysts.

In April 2000, URA improved the method of computing the Private Property Price



*New price sub-indices by URA featured in Business Times, 28 March 2000.*

**Working numbers**

Private property price index (PPPI)

Quarter	Q4 '99	Q1 '00	Q2 '00	Q3 '00	Q4 '00
Q4 '99	100.0	100.0	100.0	100.0	100.0
Q1 '00		+6.8	+11.8	+8.1	+5.3
Q2 '00			+4.4	+11.4	+8.3
Q3 '00				+4.4	+5.3
Q4 '00					+5.3

New price sub-indices

Quarter	TERRACE	APARTMENT	CONDOMINIUM
Q4 '99	100.0	100.0	100.0
Q1 '00	+6.8	+6.8	+6.8
Q2 '00	+11.8	+11.8	+11.8
Q3 '00	+8.1	+8.1	+8.1
Q4 '00	+5.3	+5.3	+5.3



*Kew Residencia in the East Coast, an example of cluster housing.*

*Layout plan of a cluster housing development showing how residents share common facilities such as swimming pools and children's playgrounds.*

Index (PPPI) by using weights based on a mix of property transactions over a 12-quarter moving average. Previously, the index weights used in deriving the PPPI were based on the mix of property transactions in a single fixed base year. The new method ensures that the index provides a more accurate reflection of the current mix of property transactions.

New sub-indices were also introduced for the residential sector, e.g. sub-indices for terrace, apartment and condominium housing by tenure and completion status.

With effect from the first quarter of 2000, URA's real estate publications have also been improved with a more user-friendly layout and presentation of data. More data were released as part of URA's continual effort to upgrade its real estate information services to the public.

## A NEW HOUSING FORM TAKES SHAPE

Over the years, URA has introduced new housing forms to inject variety into the housing scene.

The cluster housing concept, introduced a few years ago, has taken shape in areas like Kew Residencia and Summer Gardens in the East Coast, Sun Grove in the West Coast and more recently, Horizon Gardens in the North. Cluster bungalows like Tudor Court and Bournemouth 8 have also sprung up.

Cluster housing is best described as a blend of conventional landed and condominium housing. The units are "landed" and they share common facilities like swimming pools, car parks, gardens and security facilities. Thus, cluster housing combines the advantages of conventional landed

housing and condominiums. The units are linked in clusters and arranged in different ways to create a variety of layouts and designs.

**HOUSING MORE PEOPLE NEAR MRT STATIONS**

To enable a larger number of Singaporeans to enjoy the convenience of living near MRT stations, URA has tried to place more high to medium-density housing at sites near these stations.

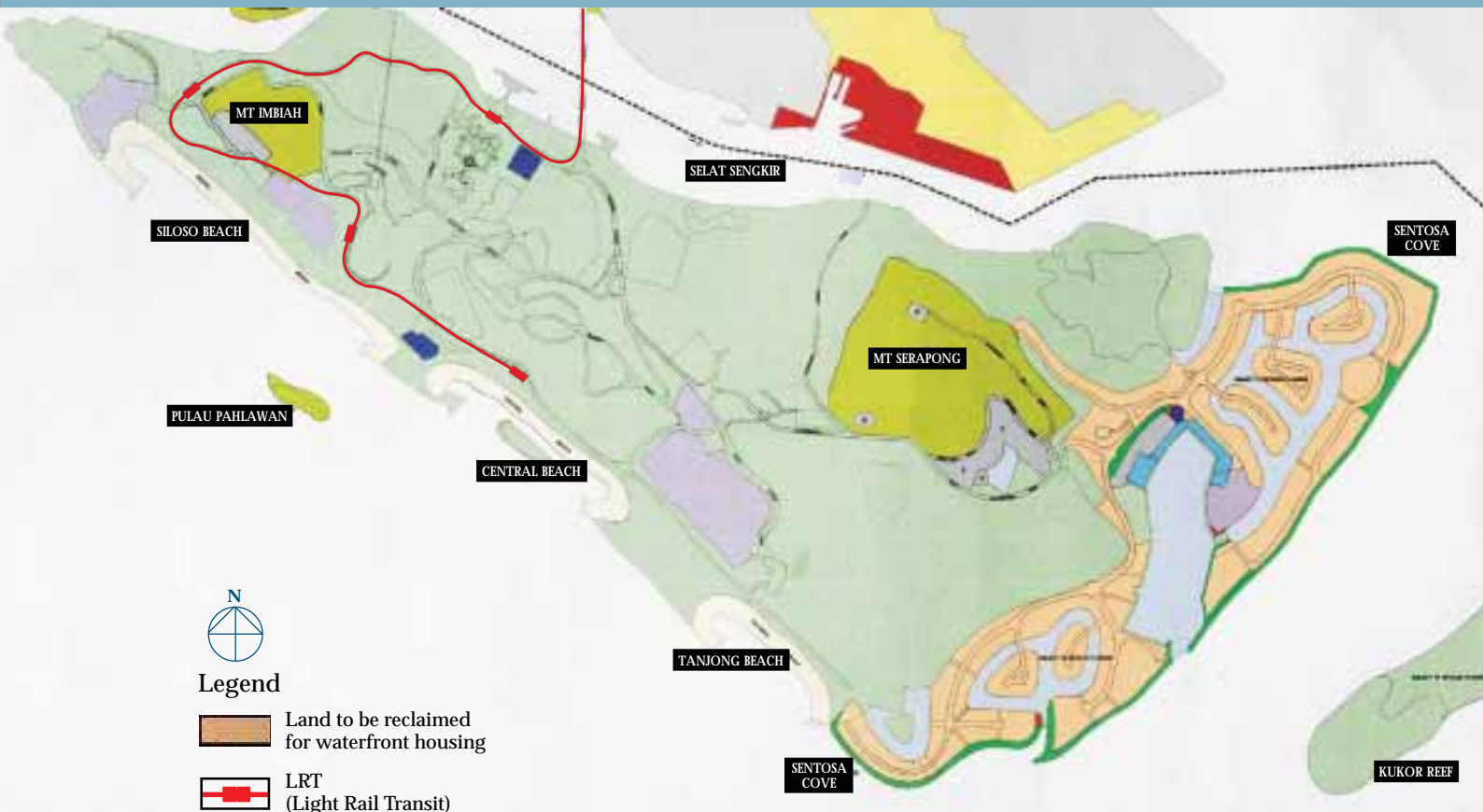
A number of URA sale sites near MRT stations have either been completed or are near completion today. Bishan 8 opposite the Bishan MRT Station and Sims Ville near Aljunied MRT Station have been completed, while East Meadows and D'Manor near Tanah Merah MRT Station are due to be completed in the next two to three years.

**A NEW LIVING ENVIRONMENT**

Under URA's Masterplan, Sentosa Cove is planned to have a mix of low, medium and high-density waterfront housing.

The planning vision is to develop the eastern part of Sentosa into a unique resort-

*Under URA's Masterplan, land will be reclaimed along Sentosa Cove for waterfront housing*





Courtesy of the Sentosa Development Corporation.

*The reclaimed land on Sentosa Cove will be transformed into a world-class waterfront residential cum commercial development offering an integrated resort experience.*

style, seafront enclave on 116.5 hectares of land, inclusive of reclamation. For this to happen, 74.7 hectares of land east of Sentosa needs to be reclaimed. Reclamation is expected to be completed by end of Year 2000.

Also being planned is a Light Rail Transit (LRT) system coming up at the end of 2002 to connect Sentosa to the mainland. The \$140 million light-rail link will be integrated with the Mass Rapid Transit North-East Line and provide greater accessibility for the housing developments at Sentosa Cove.

### REVIEWING GUIDELINES FOR FLATS AND CONDOMINIUMS

Every year, URA systematically reviews its development control policies and guidelines to ensure they remain relevant

to the market. The annual target is a five per cent net reduction. In the year under review, there was an eight per cent reduction, surpassing the annual target. In particular, three guidelines were reviewed with the aim to create better housing environment. These were:

- 1 relaxation of storey height controls for flats and condominiums under the standard typologies,
- 2 lifting of controls on communal open space (COS) for flats and condominiums,
- 3 setting up guidelines on childcare and pre-school facilities in flats and condominiums.

## Relaxing Height Controls for Flats and Condominiums

URA has reviewed the height controls for flats and condominiums and relaxed the storey height limits for these developments in many areas. This move is aimed at encouraging more flexibility in design and to free up more space for communal use.

The revised height controls will apply to those areas which fall within the standard

plot ratio and height control typology as shown in the table on the right.

An exception will be the area within the vicinity of the Singapore Botanical Gardens, where the current height control remains to preserve the views from the Gardens.

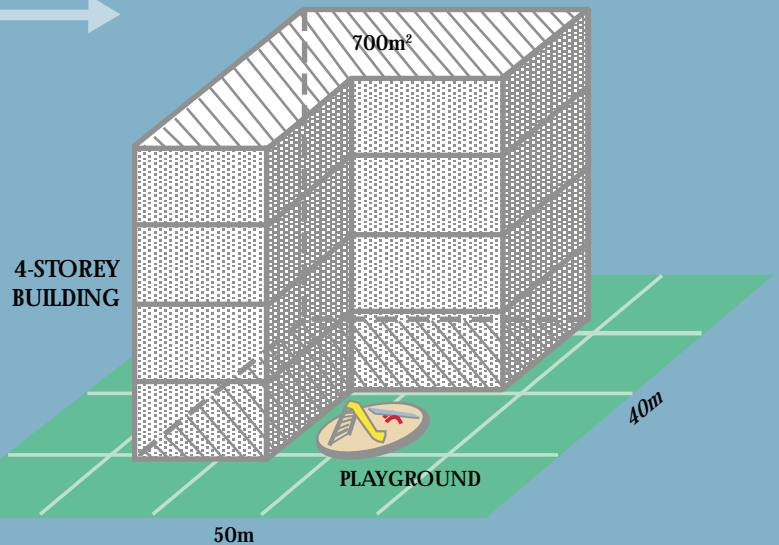
*With the relaxation of storey height controls, more space will be freed up for communal facilities such as swimming pools.*

### OLD GUIDELINE

Residential Site	- 2000m <sup>2</sup>
GPR (Gross Plot Ratio)	- 1.4
GEA (Allowable Gross Floor Area)	- 2800m <sup>2</sup> (2000m <sup>2</sup> x 1.4)
Floor Plate for a 4-storey building	- 700m <sup>2</sup> (2800m <sup>2</sup> ÷ 4)

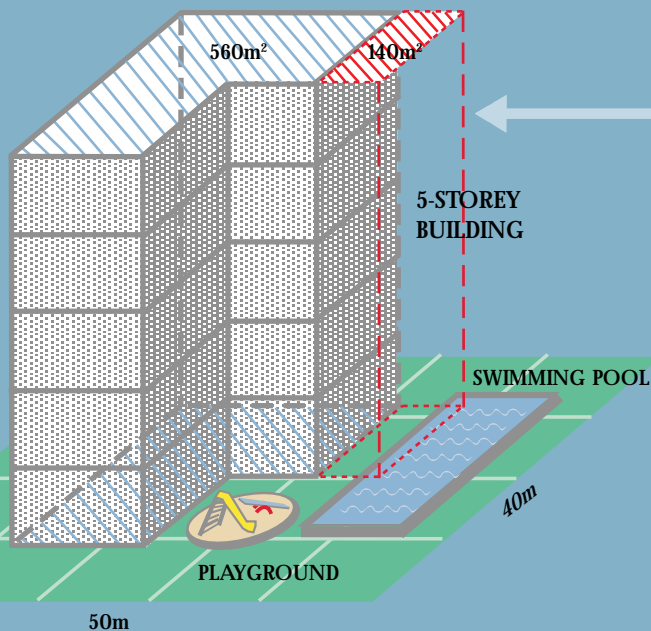
#### LEGEND

- Residential Site
- Original footprint for 4-storey building
- Reduced footprint for 5-storey building
- Space freed up for Communal Open Space



### NEW GUIDELINE

Residential Site	- 2000m <sup>2</sup>
GPR (Gross Plot Ratio)	- 1.4
GEA (Allowable Gross Floor Area)	- 2800m <sup>2</sup> (2000m <sup>2</sup> x 1.4)
Floor Plate for:	
a) 4 Storey Building (Original footprint)	- 700m <sup>2</sup> (2800m <sup>2</sup> ÷ 4)
b) 5 Storey Building (Reduced footprint)	- 560m <sup>2</sup> (2800m <sup>2</sup> ÷ 5)
Space freed up for Communal Open Space	- 140m <sup>2</sup> (700m <sup>2</sup> - 560m <sup>2</sup> )



### REVISED GROSS PLOT RATIO & STOREY HEIGHT TYPOLOGY

Gross Plot Ratio	Storey Height Control	
	Existing	Relaxed
1.4	4	5
1.6	10	12
2.1	20	24
2.8	30	36
>2.8	>30	>36

*The revised guidelines will allow buildings to be built higher.*

The revised plot ratio building height typology will not be applied to areas where the standard typology does not apply. These sites will have to comply with the existing height controls as stipulated in the Development Guide Plans (DGPs).

By building higher, architects will be able to create more innovative designs rather than slab blocks which are quite frequently seen in current 4-storey residential buildings. By building higher, buildings will have a smaller “footprint”, thus freeing more ground space for better landscaping and communal recreational facilities (*see illustration*).

#### Lifting Controls on Communal Open Space (COS)

URA lifted the control on COS requirement in flats and condominium developments with effect from January 2000.

COS refers to anything on the ground level that is not covered and is for communal use. This includes swimming pools, landscaped gardens and tennis courts for all residents. Areas like driveways, open carparks and private enclosed areas are not regarded as part of COS.

Previously, flats and condominiums had to set aside a minimum of 40 per cent for COS. This guideline sometimes restricted flexibility in layout design. With the control lifted, developers and architects have more leeway to decide on how much communal space should be provided to meet the needs of residents. Buyers can thus look forward to greater variety and flexibility in the designs of their homes.

#### Guidelines for the Provision of Childcare and Pre-school Education Facilities

Over the years, URA has received many proposals to set up pre-school educational facilities in flats and condominiums. Since there is a demand for such facilities, URA studied how they could be provided without disturbing the other residents.

In January 2000, URA released a set of guidelines for the provision of pre-school educational facilities. The guidelines specify what is allowed in flats and condominiums.



# *Creating*

## AN EFFICIENT WORK ENVIRONMENT

**To meet  
the business needs  
in the 21<sup>st</sup> century,  
URA has  
proposed plans  
to provide  
a choice of  
working environment.**







*Other than the design of the New Downtown, URA is also planning for more office spaces in the existing city, regional centres, sub-regional centres and fringe areas.*

*More floor area for industries have also been generated as stack-up factories are encouraged. New guidelines were also released to facilitate technopreneur home-offices for start-up businesses. URA also launched its very own virtual workspace for architects to submit development applications electronically.*

**NEW OFFICE DEVELOPMENT IN THE CITY**

One Raffles Link, located at Marina Centre, is a successful URA sale site that was completed in June 2000. The new development adds another 30,740 sqm of commercial space to the existing Central Business District (CBD).

This modern office building has virtually column-free, very large floor plates of about 5,000 sqm and is designed to meet

the specific needs of financial services companies.

The development is well-integrated with an underground shopping mall called CityLink Mall, which is also part of the sale site. Opened in July 2000, this link provides all-weather, direct and convenient connection for pedestrians moving from City Hall MRT Station to buildings within Marina Centre.






The mall is 350m long and is believed to be one of Southeast Asia's longest underground shopping links.

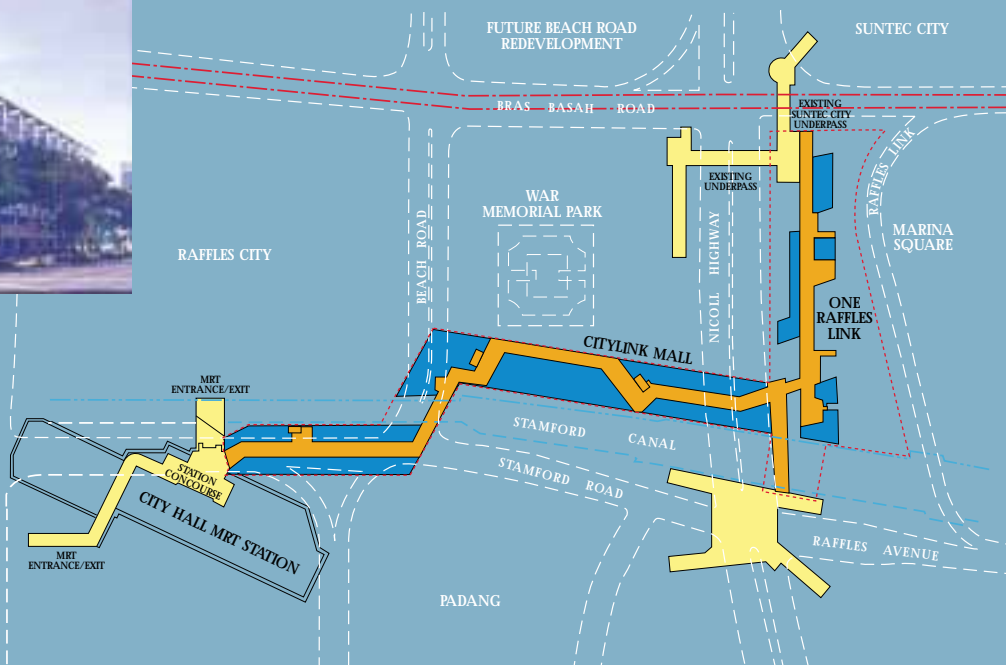
*One Raffles Link, a successful URA sale site, is the first office development in Singapore which is virtually column-free.*



*The option chosen is a 350m long underground mall which is one of Southeast Asia's longest underground shopping links.*

**Legend**

-  Existing/Committed Pedestrian Links
-  Proposed Pedestrian Links at BI
-  Commercial/Retail Space
-  Future Marina Line Alignment
-  URA Sale Site



## WHAT IT COULD HAVE BEEN

URA studied various options for underground links before deciding on the design and parcellation for the One Raffles Link sale site.

One proposal was to construct a long underpass linking the City Hall MRT Station to The Esplanade-Theatres on the Bay. However, this alignment would be sited completely below Stamford Road and was difficult to execute as there would be no space at street level to locate the entrance/exit structures or ventilation equipment.

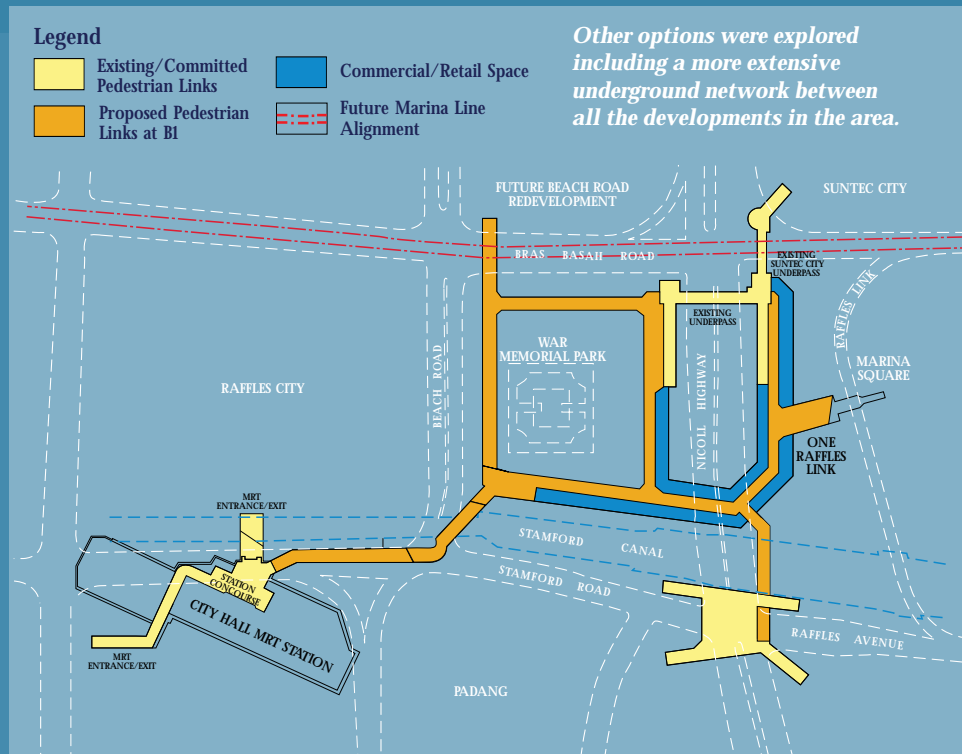
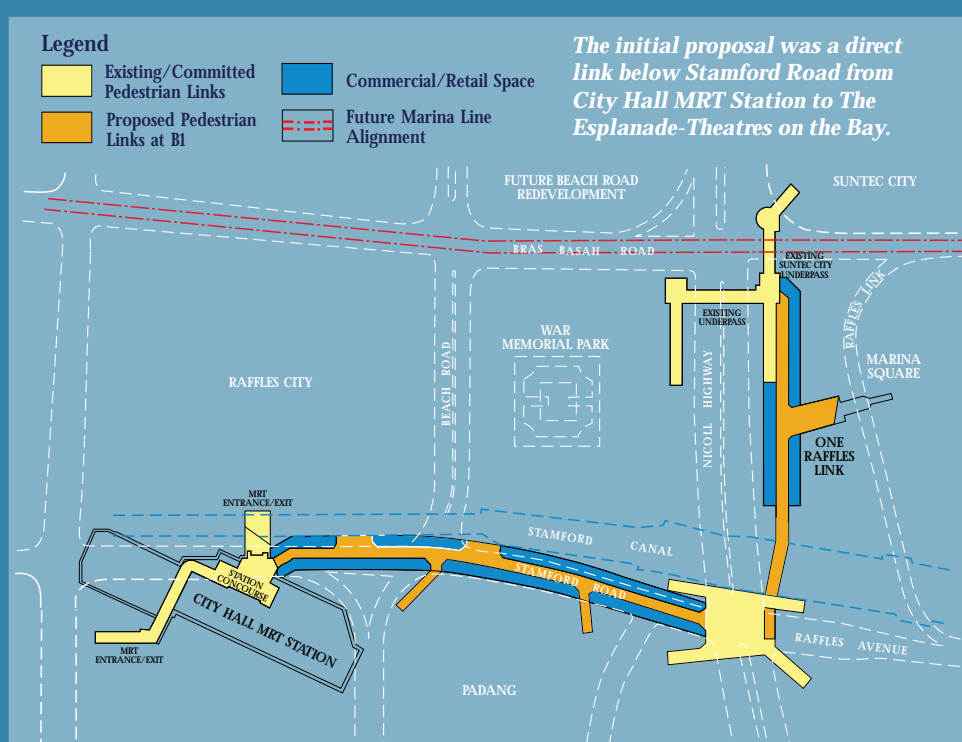
Besides studying the connection to The Esplanade-Theatres on the Bay and City Hall MRT Station, a tunnel linkage connecting to the War Memorial Park and the developments at Marina Centre was also explored.

This proposal would provide a more extensive pedestrian network within the area. However, it would be very costly to build. Hence, the proposal was revised to exclude the links around War Memorial Park and to the future Beach Road redevelopments.

One Raffles Link and CityLink Mall give us a foretaste of the future city at the New Downtown in Marina South where public facilities are planned to be fully integrated into developments and commuters will have direct access to surrounding buildings from MRT and LRT stations.



The pedestrian route flanked by shops at the Citylink Mall.



## WORKING IN REGIONAL AND SUB-REGIONAL CENTRES

In the 1991 Concept Plan, URA planned for regional and sub-regional centres to help relieve the congestion in the Central Area, as well as to provide jobs nearer to people's homes. URA has been working with a number of agencies to realise the regional and sub-regional centres concept. Businesses that do not need to be in the Central Area can locate their operations within the decentralised commercial centres which offer cheaper rentals as compared to those in the city.

Built around MRT stations, regional centres house offices and shops. The most developed regional centre today is the Tampines Regional Centre.

The vision for Tampines Regional Centre was to develop it into a financial and business centre for the eastern region. Today, this area has attracted several banks like OUB, Tat Lee and DBS and other offices such as TelePark and CPF Tampines Branch.

There is also a wide variety of retail and entertainment establishments such as Tampines Mall, Century Square and Pavilion Cineplex. Two more office buildings occupying 26,000 sqm of office space are due to be completed in the near future.

*Tampines Regional Centre is being developed as the financial and business centre for the eastern region.*





*More than 6 hectares of land is reserved for commercial developments in Buona Vista Sub-regional Centre.*



At the Buona Vista Sub-regional Centre, the new headquarters of the Ministry of Education, with 50,000 sqm of office space, is currently under construction. Over six hectares of land have been reserved for future commercial developments around the Buona Vista MRT station.

With its close proximity to the Science Hub in the south which houses tertiary institutions, research and development facilities and business parks, the Buona Vista Sub-regional Centre may soon become a centre for start-ups and research and development.

## WORKING FROM HOME

Budding technopreneurs can now use their homes as registered places of business under the Technopreneur Home Office (THO) scheme. The THO guidelines give technopreneurs a cheaper option of starting their businesses at home, while at the same time ensuring that these businesses do not bring noise and traffic problems to the neighbourhood.

The guidelines were jointly released by the National Science and Technology Board, the Housing and Development Board and URA. Effective from 5 July 1999, the THO scheme especially benefits start-ups which focus on information and communication technologies.

## WORKING IN FRINGE CENTRES

In addition to these regional and sub-regional centres, fringe centres such as Novena and Lavender will also be developed as business hubs around MRT stations with shopping and eating outlets to serve the residents in the area.

Located at the fringe of the central area, the Novena Fringe Centre is set to become a popular centre for offices. Commercial, retail and office developments such as Goldhill Centre, Goldhill Plaza, and Revenue House have taken their place there.

Coming up is Novena Square, a site sold by URA, which will have 96,000 sqm of floor space for offices and shops. The recently completed Tan Tock Seng Hospital is situated close to Novena Square too.

*Novena Square will have 96,000 sqm of floor space for offices and shops.*



## STACK-UP FACTORIES

Currently, many existing factories are only one-storey high as most businesses prefer ground floor units for easy loading and unloading of goods.

Stack-up factories were introduced by Jurong Town Corporation (JTC) in Woodlands in 1997. These factories were built up to three storeys and vehicle ramps and aerial driveways make every storey accessible to vehicles. Thus, units on every floor enjoy the same convenience as those on the ground floor.

With these stack-up factories, businesses can maintain their efficiency while using the land more optimally.

Following the success of these stack-up factories, another 90 JTC stack-up factory units have been launched in Woodlands. When completed, these stack-up factories will save land equivalent to almost 20 football fields.





*An example of a stack-up factory is the Automobile Megamart in Ubi, a sale site launched by URA, which offers customers the convenience of having all car purchasing trades under one roof.*



*An example of a stack-up factory is the Ang Mo Kio Autopoint, a multi-storey car workshop.*

The stack-up factory concept can also be seen in Ang Mo Kio Autopoint launched by HDB. The 112 shops spread over five storeys offer motorists the convenience of automobile repair, spray painting and sales of other automobile accessories all under one roof.

The stack-up concept was also what URA had in mind when it launched the sale site for the Automobile Megamart in Ubi in 1996. The six-storey megamart is a one-stop car-purchasing centre consisting of car showrooms, offices for car dealers, finance companies, insurance firms and other related trades, auto-accessory shops and eating outlets. It offers motorists the convenience of having all related car-purchasing trades under the same roof.

### WORKING WITH A VIRTUAL WORKSPACE

Virtual or electronic workspace is no longer a far away dream. More and more people are getting hooked onto the Internet and are conducting their work and businesses through the electronic highway.

URA's Electronic Development Application (EDA) system was officially launched in

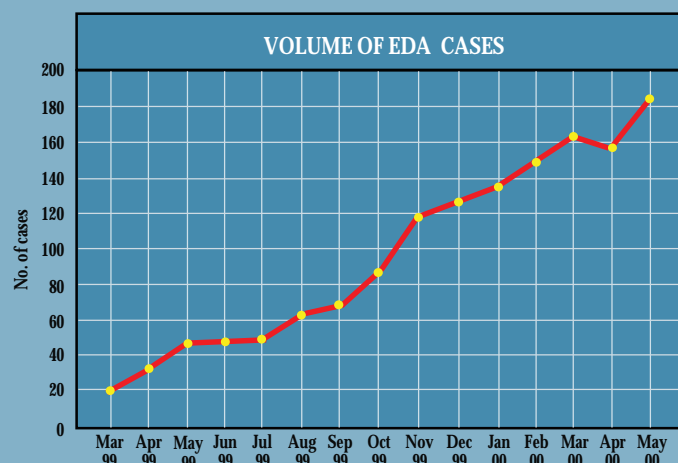
November 1999 and ever since, all planning applications can be submitted online.

EDA is a virtual workspace for Qualified Persons (QPs) who no longer need to send bulky drawings and hardcopy plans to URA. Thus, they are able to cut down on time and cost.

More importantly, the processing time of the applications is also reduced. On average, customers using EDA receive a reply in three to four weeks, about half the time it takes for a manual application.

To date, more than 150 QP firms have registered for this service and over 1,000 development applications have been received and processed.

*The number of development applications submitted via EDA has been increasing.*

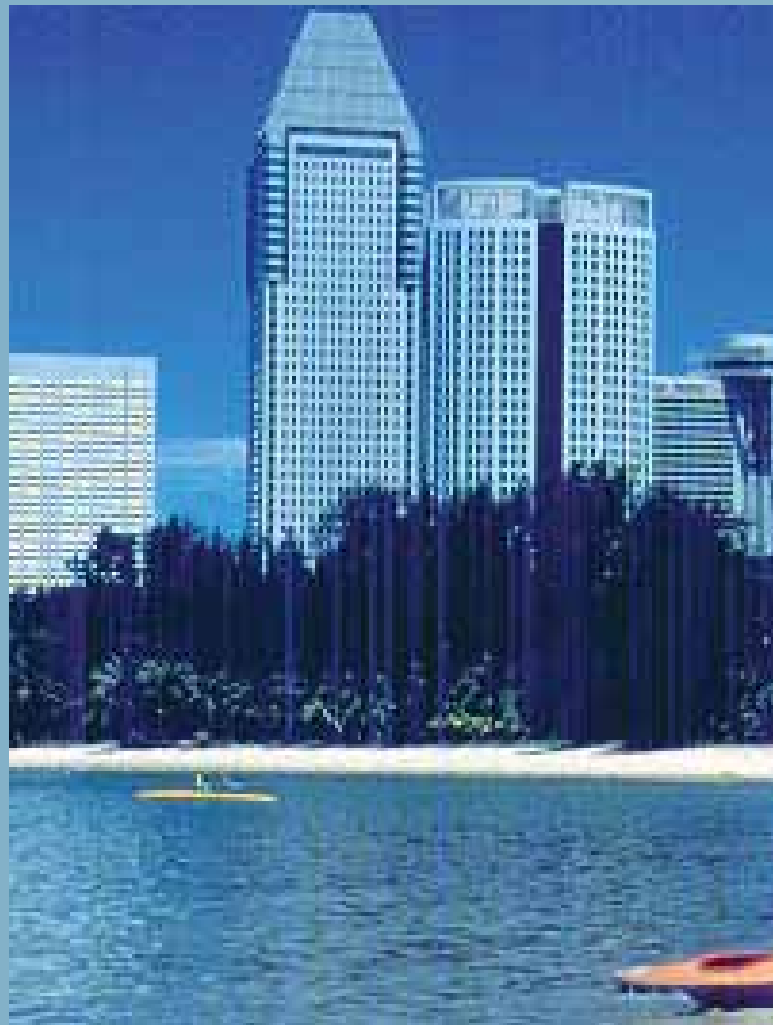




# *Creating*

## ATTRACTIVE LEISURE FACILITIES

**Besides creating  
a thriving  
work environment  
and  
an attractive place  
to live in,  
URA also plans  
for a variety of  
leisure environment  
for everyone to  
relax and unwind.**





# P

*Providing ample and attractive leisure facilities for the people is important as Singaporeans are becoming more affluent and well-travelled.*

*URA is planning for a variety of entertainment facilities which will offer locals and tourists of all ages a wide range of experience and choices. In the next year or so, the stretch fronting Marina Bay will become another recreational destination.*

*The improvement of infrastructure and facilities at Changi Point to make it a better recreational spot is now underway. Singapore River, which has already undergone a major makeover, is continually being improved to make it more attractive.*

## ARTS BY THE BAY

Located by the Marina Bay and facing the dramatic Singapore city skyline, The Esplanade-Theatres on the Bay will be the largest international performing arts centre in Singapore.

It is currently under construction and is expected to open in the second half of 2002. From its indoor performance spaces to its

outdoor venues, the Theatres will be ideal for local and international visitors to enjoy a total experience, from performing arts to shopping and dining right by Singapore's magnificent waterfront.

## A CLASSIC HOTEL IS BORN

Built in 1928 to house the General Post Office, the majestic Fullerton building was part of the colonial government's vision for a classic monumental Civic District.

*The Esplanade-Theatres on the Bay will be the largest international performing arts in Singapore.*



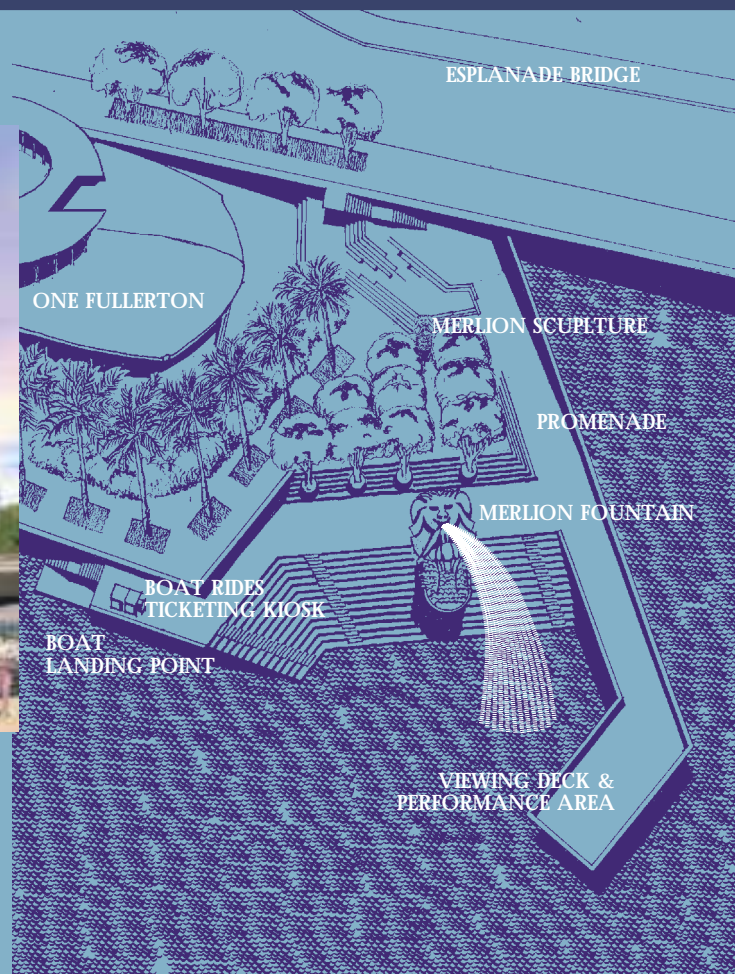


*The Fullerton Hotel, together with One Fullerton and the relocated Merlion, will breathe new life into the CBD.*

Today, this historical landmark forms the cornerstone of Singapore's distinctive skyline signature and is renamed The Fullerton Hotel.

URA's vision had been to adapt this building into a grand classic hotel that retains most of its unique architecture. URA thus sold the site in 1997 for this vision to be realised. The sale site comprises The Fullerton Hotel, a waterfront parcel directly across the road from The Fullerton Hotel and a pedestrian and vehicular underpass beneath Fullerton Road.

When completed, the waterfront development called One Fullerton will offer a range of food and beverage outlets fronting Marina Bay. The lively mix of activities found in the Boat Quay area will be extended to Marina Bay. Under URA's guidelines, The Fullerton Hotel is being conserved and adapted for hotel use with outdoor eating areas along



## THE NEW MERLION PIER

the Singapore River promenade extension. The building will have 380 luxurious hotel rooms. The historical lighthouse, barrel-vaulted, coffered ceiling which is the only one of its kind in Singapore, and the rich neo-classical facade are being kept and restored to their old splendour.

With URA's assistance, Singapore Tourism Board will be relocating the Merlion to a new site that will be developed adjacent to the promenade of One Fullerton. At its new location, the Merlion, with the city as its backdrop will have greater prominence and visibility. Together with One Fullerton and the relocated Merlion, the hotel will contribute to a bustling waterfront around the bay and bring life into the CBD.

### CHARMING CHANGI

In August 1999, URA announced plans to enhance Changi Point as a seaside recreational spot. The idea here is to capitalise on the existing charms of this well-loved spot and improve the public infrastructure, instead of redeveloping it.

URA received many good ideas and feedback from the public and professional organisations when the plans for Changi

were exhibited in 1992. URA has now incorporated some of these ideas into its plans for Changi Point. Some \$70 million will be spent on improving public facilities over a 10-year period.

The improvement works include a new ferry terminal, a waterfront walkway,

*Land reclamation will be carried out to yield more beaches for the public to enjoy.*

*A wooden board walk will be built along the beachfront. The board walk, together with the park connector, will complete the pedestrian loop that will allow the public to walk round Changi Point and enjoy the view from the woody inland to the sea.*

*A scenic route for pedestrians and cyclists will be built along Netheravon Road to give pedestrians safe and pleasant access from the inland areas to the seafront.*



**MORE BEACHES**



**PARK CONNECTOR**



**BOARD WALK**



*Existing*



*Existing*



#### Legend

- Scenic Route
- Original Coastline

a 2.3 km park connector, 2.2 km board walk along the rocky coastline and reclamation for a sandy beach. The rustic, relaxed, village-like atmosphere of Changi Point will be retained and enhanced.

URA will be calling tender for the new ferry terminal in the later part of 2000. Construction is scheduled to begin shortly after and the ferry is

expected to be completed by the end of 2002 while the waterfront walkway will be completed in the first half of 2003.

Changi will, without doubt, attract many more people after the construction work is completed.

*Plans to improve the infrastructure and facilities at Changi Point.*



*A new ferry point will be constructed. The offices and public facilities will be tucked away into the hillside and its rustic stone walls draped with hanging plants and vines. Above ground, timber board walks, pergolas, and pavilions with more planters will provide a rooftop garden above the offices. The ferry point and waterfront walkway are designed to blend into the lush greenery and the rocky shoreline along Changi Creek. This will enhance the view of this charming location. You can also look forward to having more carparks provided at the entrance to the waterfront walkway.*

## COMPLETING THE JIGSAW

Singapore River has become one of the hottest entertainment and recreational attractions in Singapore, drawing Singaporeans and tourists to its banks for food, wine, bazaars, street performances and shopping.

To facilitate uninterrupted strolls along the River, URA, together with other government agencies and private developers, have completed the pedestrian walkway on both banks of the river. A number of strategically-located pedestrian and vehicular bridges now connect the two banks.

Visitors can now enjoy a safe and comfortable stroll along the tree-lined promenade, walking from one Quay to

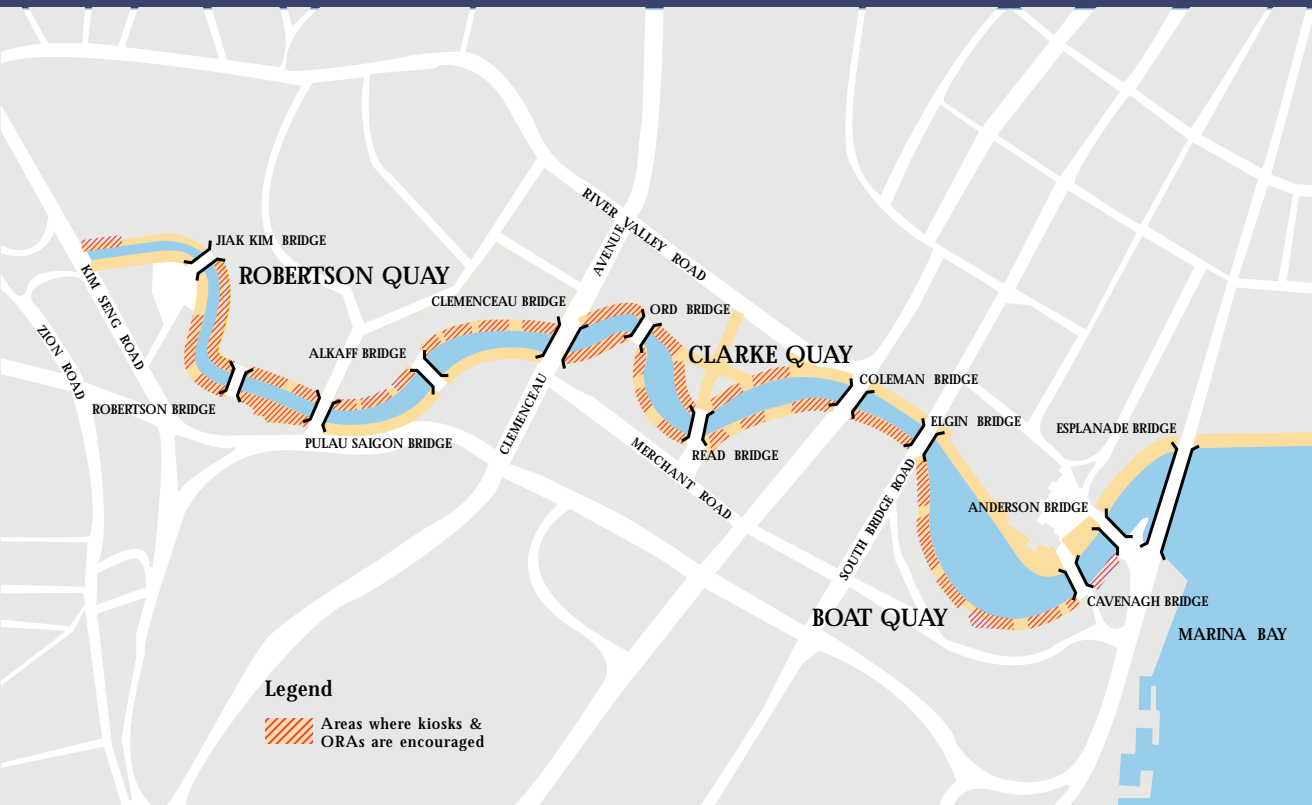
another for different entertainment experiences. The promenade was officially opened by the Minister for National Development, Mr Mah Bow Tan, on 29 November 1999.

Mr Mah also announced new guidelines to encourage more developments with first-storey commercial use to set up outdoor kiosks and outdoor refreshment areas (ORAs) on the stretch of the promenade fronting their developments.

The combined frontage of the kiosk and ORA can occupy up to 60 per cent of the building frontage. With this, more activities

*The promenade was officially opened by Minister for National Development, Mr Mah Bow Tan, on 29 November 1999.*





**Legend**  
 Areas where kiosks & ORAs are encouraged

*Singapore River will have additional outdoor refreshment areas.*

are encouraged along the river and the historic river will be rejuvenated with bustling activities once again.

In addition, URA has sold a prime “white” site along the river in February 2000. The site sits on top of the future Clarke Quay MRT station and is well-served by major roads and expressways. With spectacular views of the river, Fort Canning Hill and the Singapore skyline, the site looks set to become a landmark and a convenient place for many people to work, shop, entertain or even live in the future.

The “white” site zoning allows the developer to take into account the latest market conditions in deciding what his development would be used for.



*The prime “white” site sold by URA sits on top of the future Clarke Quay MRT station and is well-served by major roads and expressways.*



# *Creating* A BETTER ORGANISATION

**To achieve  
greater efficiency  
and better  
customer service,  
URA constantly  
improves its  
working environment  
and enhances  
the skills of staff.**





# A

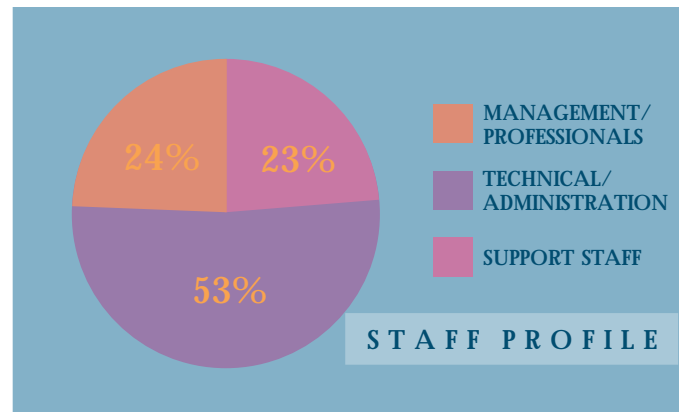
*As at end of March 2000, URA had a total staff strength of 1,075. Programmes such as service quality training and customer-oriented feedback are fully entrenched in URA to ensure that the organisation can deliver quality service and with a high level of professionalism.*

## TRAINING OUR WORKFORCE

Training was provided for staff through both in-house and external courses during the year. On an average, each staff spent 14.3 days in training as compared to the national average of 5.3 days. More training courses were introduced for all levels of staff and the overall staff training expenditure was \$1.1 million.

## AWARDS

URA won the commendation award for the 1999 Best Annual Report (public sector category), for the third year running. Two URA officers also won the National Productivity Awards in 1999 and 2000 respectively for their significant contributions and improvements at their



workplace. The ISO 9001 certification was also awarded to URA's Engineering and Architecture Sections.

Other awards that URA won included :

- the SAF Commendation Award for employers who support recognition programmes for NS men,

*URA also held training courses to strengthen team spirit among staff.*





*Mrs Koh-Lim Wen Gin, URA's Deputy Chief Planner (Development Strategies) receiving the national H.E.A.L.T.H Award for URA from our Prime Minister.*

- the SHARE Programme Platinum Award for having encouraged more than 90% of URA staff to contribute to the Community Chest, and
- the H.E.A.L.T.H Award (Silver) for employers who have commendable workplace health promotion programmes.

## RECREATIONAL ACTIVITIES

URA staff enjoyed a wide range of activities and events specially planned for them throughout the year. Activities ranged from talks on healthcare, family life and hobbies to sales of plants and festive goodies.

Aerobics, yoga and various tournaments in sports and games have been organised to encourage staff to lead a healthy and active lifestyle. The various sporting tournaments also helped in building team spirit among staff.

## ADOPTION OF TAMPINES HOME

URA took a new initiative and adopted the Tampines Home in August 1999. Besides organising a charity drive to collect donations for the Home, some of our staff also visited the residents and brought them for outings.

*URA staff and residents of the Tampines Home enjoying a weekend outing.*



### URA GALLERY AND VISITORS' PROGRAMME

Since the URA Gallery was officially opened on 27 January 1999, we have received approximately 38,800 visitors. About 49 per cent or 19,000 of these visitors were secondary school students who visit the URA Gallery as part of the National Education programme. During the year,

URA also welcomed 2,501 foreign visitors and dignitaries from over 30 countries as part of its Visitors' Programme.

### OFFICIAL OPENING OF THE URA CENTRE

On 20 November 1999, the new URA headquarters at Maxwell Road was officially opened by the Minister of National Development, Mr Mah Bow Tan. As a result, customers of URA can visit a one-stop service centre to access all of URA's services and products.



*URA staff serving a customer in the new URA headquarters, a one-stop service centre for its customers to access all services and products of URA.*

*The interactive displays and informative exhibits at the URA Gallery play host to schools all year round.*



## CONSTRUCTION EXCELLENCE AWARD FOR THE URA CENTRE

The understated elegance of The URA Centre also won the prestigious national award by the Building and Construction Authority (BCA) for construction excellence.

The URA Centre has successfully used the Total Building Performance (TBP) approach to ensure that the office environment meets the needs of the staff. Good indoor air quality, lighting and acoustic properties, coupled with thermal comfort, create a comfortable working environment for URA staff and visitors without compromising on the aesthetics of the building design.

*The BCA award for construction excellence was awarded to The URA Centre for its good indoor air quality, lighting and acoustic properties.*



*Successful use of the Total Building Performance (TBP) approach meets the needs of the staff.*

# INDICATORS

## Performance Indicators

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Development Control	48
Conservation	48
Land Management	48
Sale of Sites	49
Project Services	49
Car Parks	50
Human Resource	52

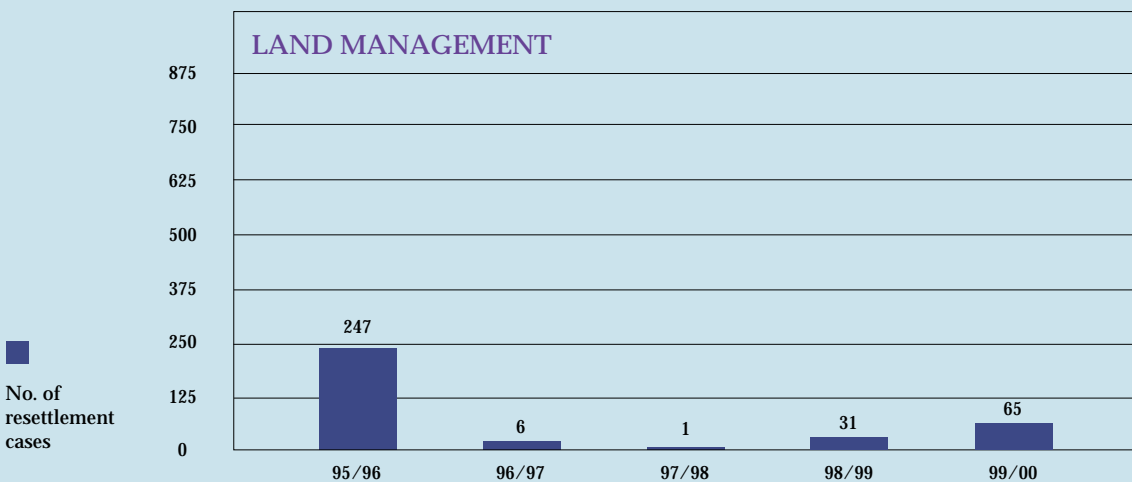
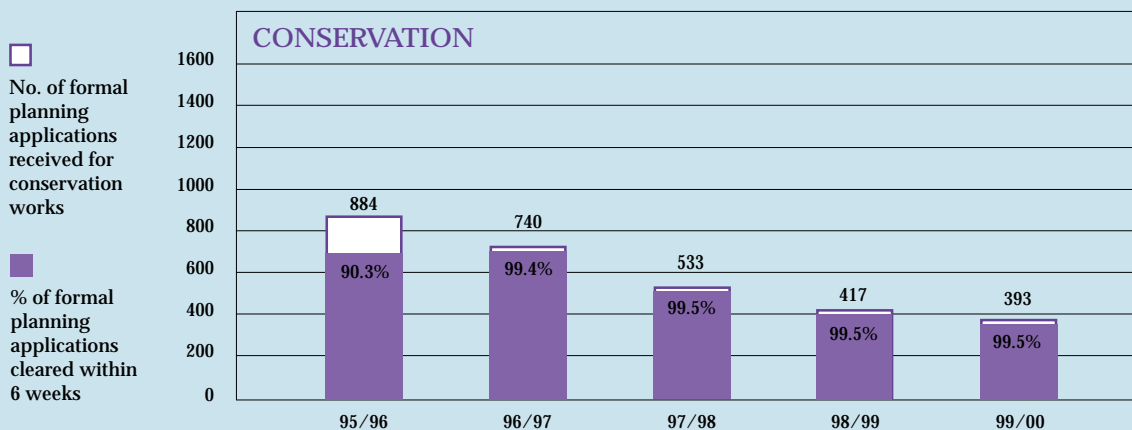
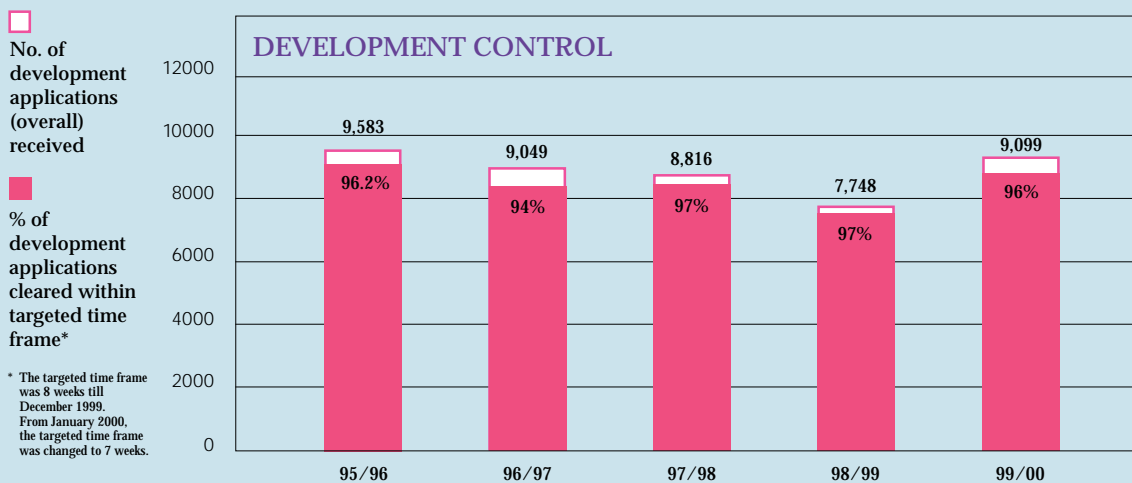
## Key Indicators

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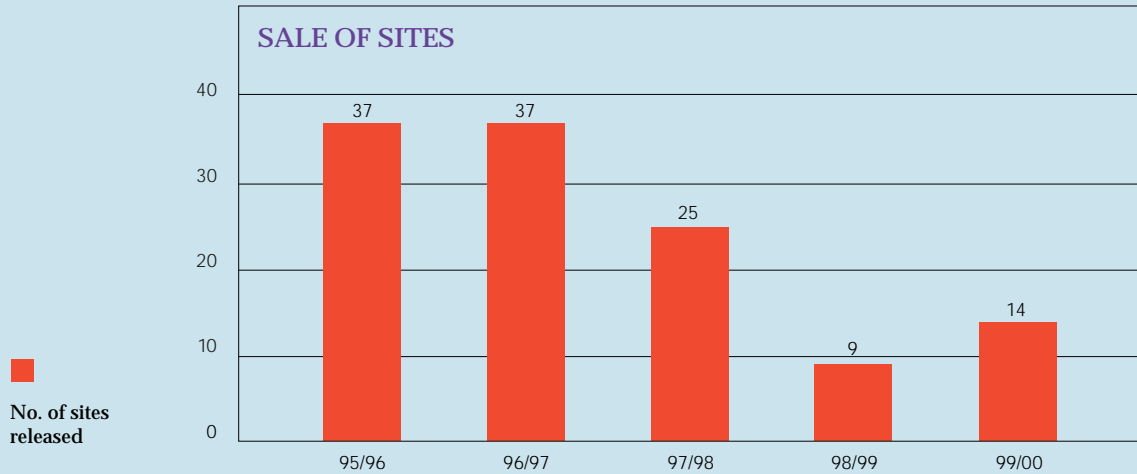
Supply in The Pipeline	54
Price and Rental Indices	55
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Stock and Vacancy Rates	58

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# PERFORMANCE INDICATORS







**SALE OF SITES**

Type of Development	Quantum Released				
	95/96	96/97	97/98	98/99	99/00
Residential (no. of dwelling units)	2,700	3,151	2,490	-	1,138
Commercial (gross floor area, sq m)	137,629	230,050	136,613	2,450	54,300
Hotels (no. of rooms)	365	-	405	-	-
Shophouses (no. of units)	62	70	-	8	42
Heavy Vehicle Park (no. of lots)	240	130	476	110	460
Industrial (land area in ha)	34	38	48.85	16.89	18.8

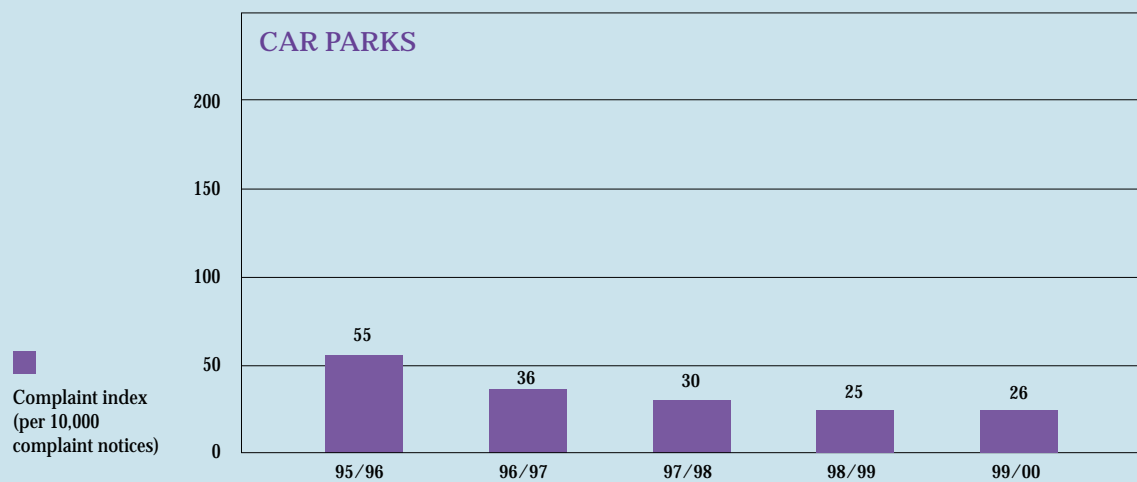
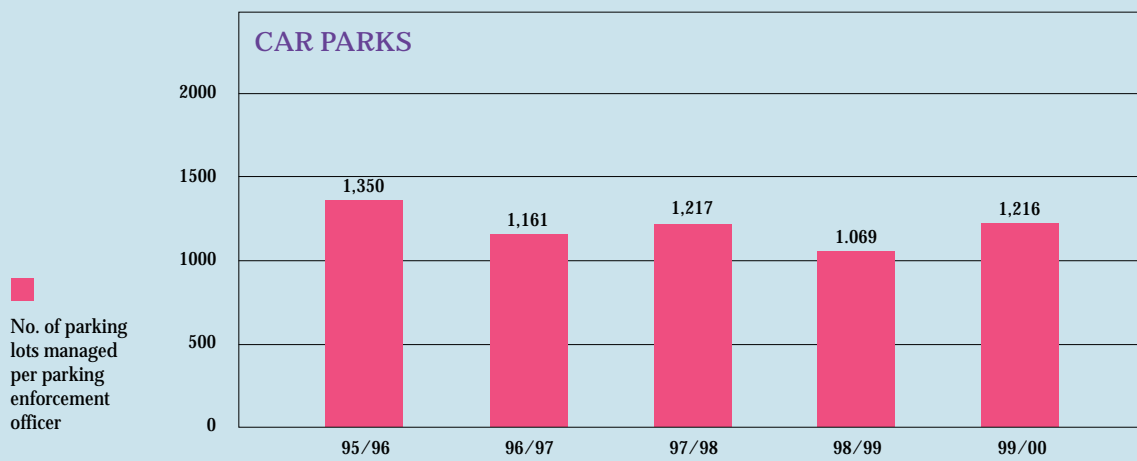
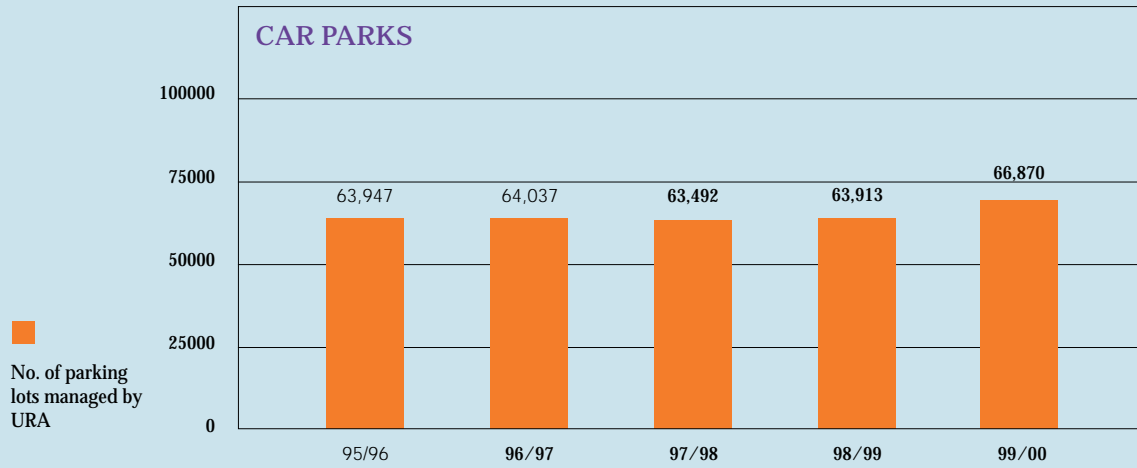
Quantum Released

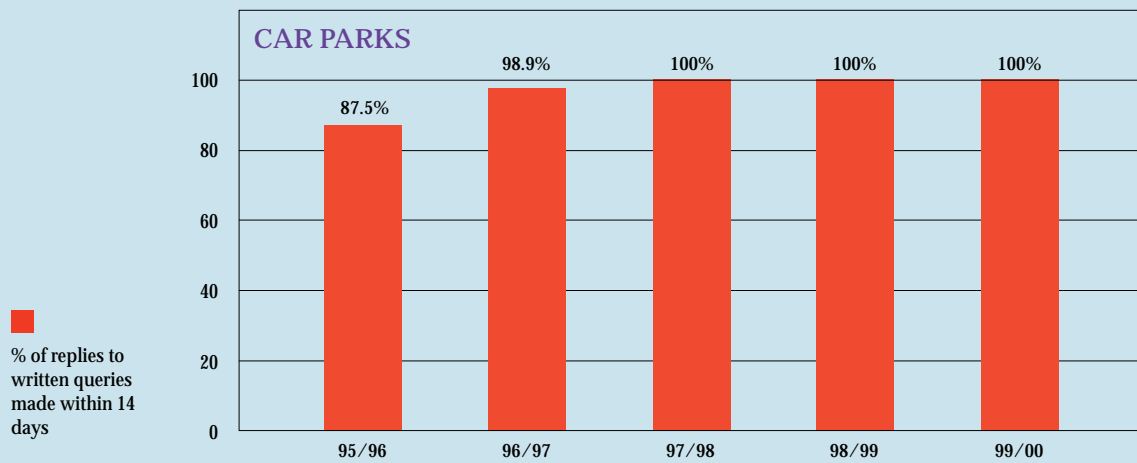
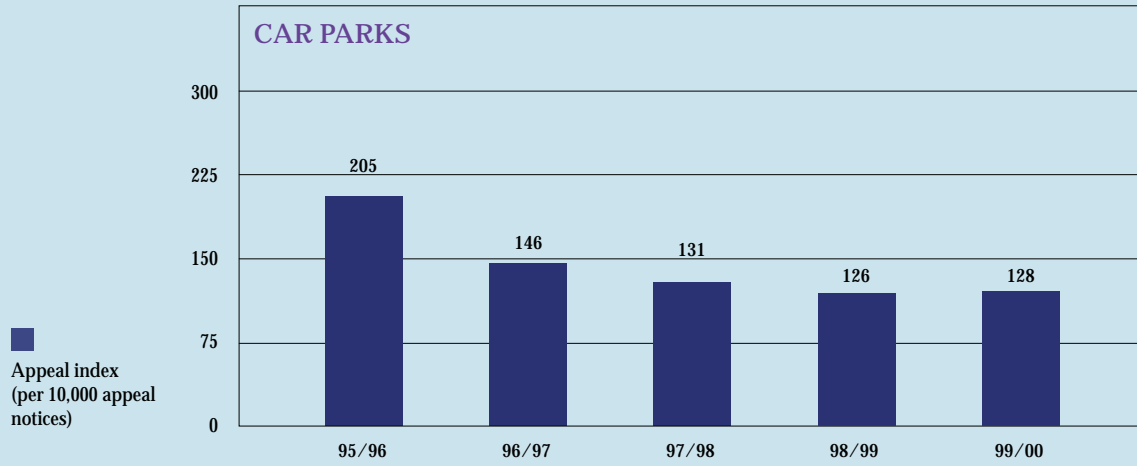
**PROJECT SERVICES**

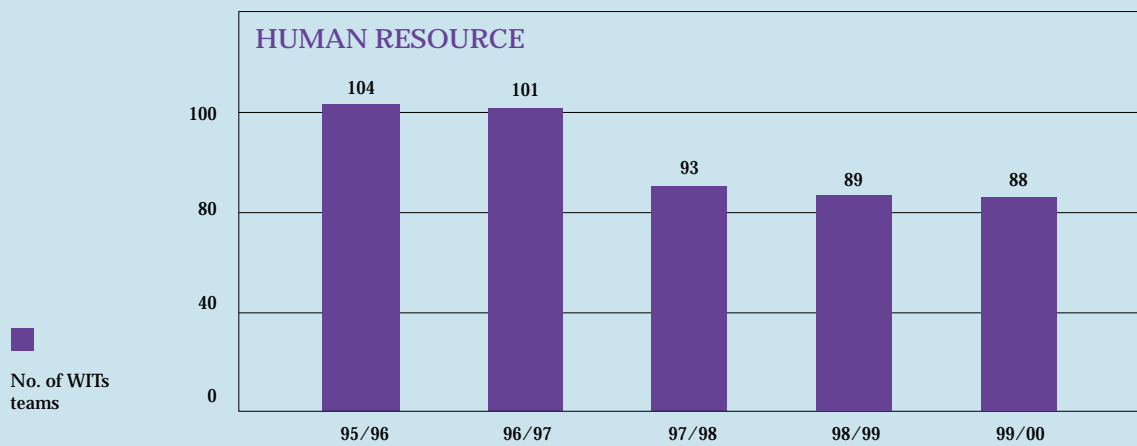
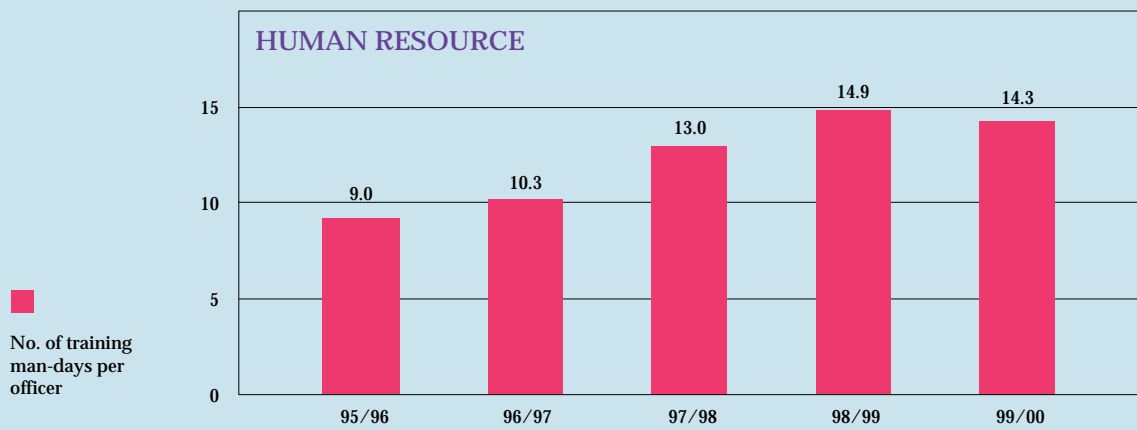
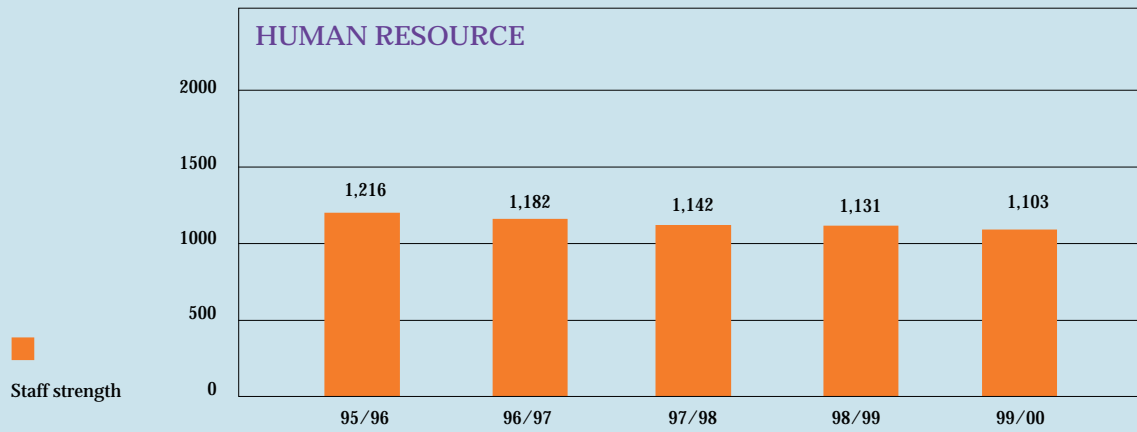
TYPES OF PROJECT		95/96	96/97	97/98	98/99	99/00	
						Completed	On-going
Building	Number	1	1	2	3	2	3
	\$ million	2.14	0.90	1.71	139.33	42.29	149.68
Conservation	Number	4	1	1	-	1	1
	\$ million	9.30	1.00	8.70	-	1.20	0.40
Infrastructural	Number	31	15	9	14	2	6
	\$ million	46.08	23.52	22.96	14.72	0.88	189.81
Environmental Improvement	Number	1	2	3	4	2	2
	\$ million	1.50	2.88	2.52	11.02	1.06	6.02
Total	Number	37	19	15	21	7	12
	\$ million	59.02	28.30	35.89	165.07	45.43	345.91
Development Coordination	Area (ha)	-	-	-	-	-	1,145
	\$ million	-	-	-	-	-	NA

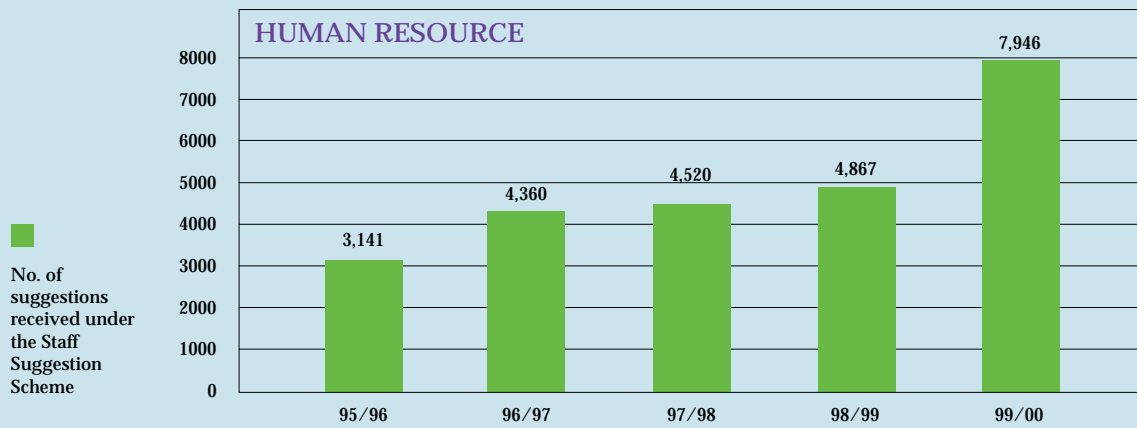
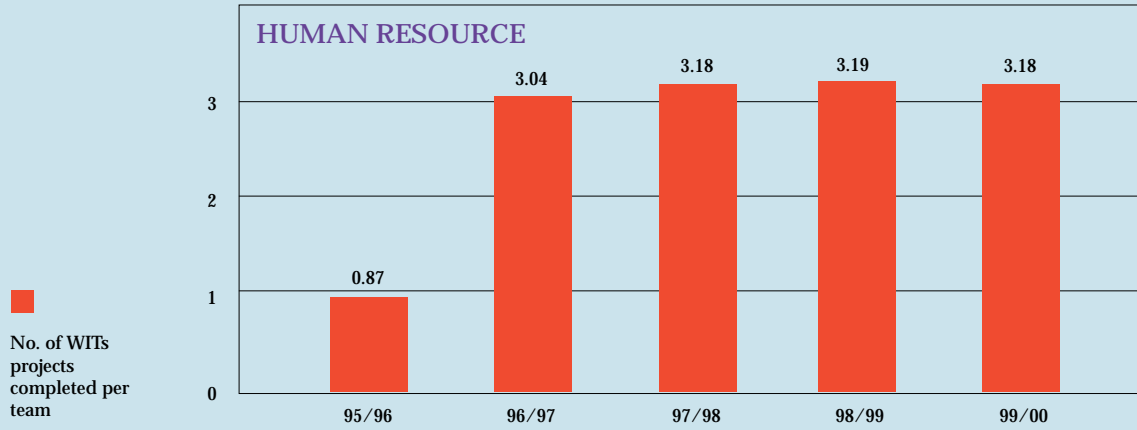
No. and value of projects completed

KEY PROJECTS	Completed	On-going
	1. Singapore River Promenade	1. Common Services Tunnel In New Downtown
	2. Pedestrian walking loop at Chinatown Historic District	2. Redevelopment of Changi Point Terminal
	3. Heavy Vehicle Parks at Pasir Ris Drive	3. Infrastructure works at Sembawang Sale Sites



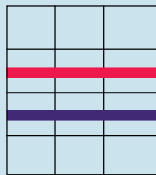






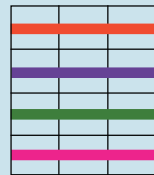
# KEY INDICATORS

## SUPPLY IN THE PIPELINE



PRIVATE RESIDENTIAL UNITS

HOTEL ROOMS

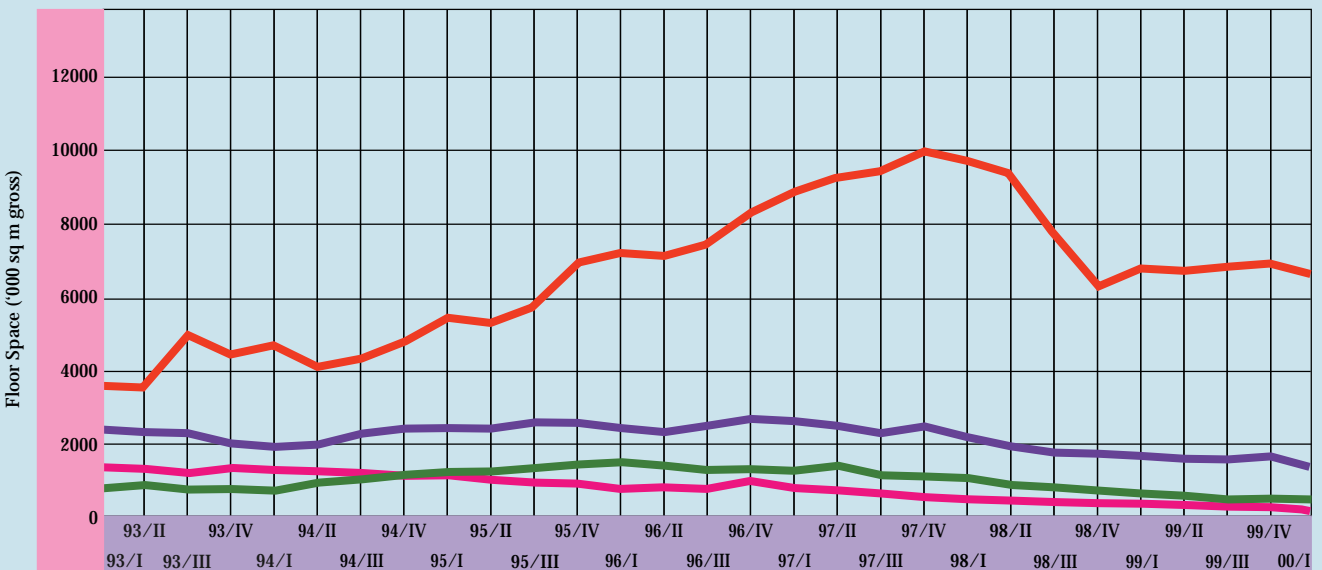
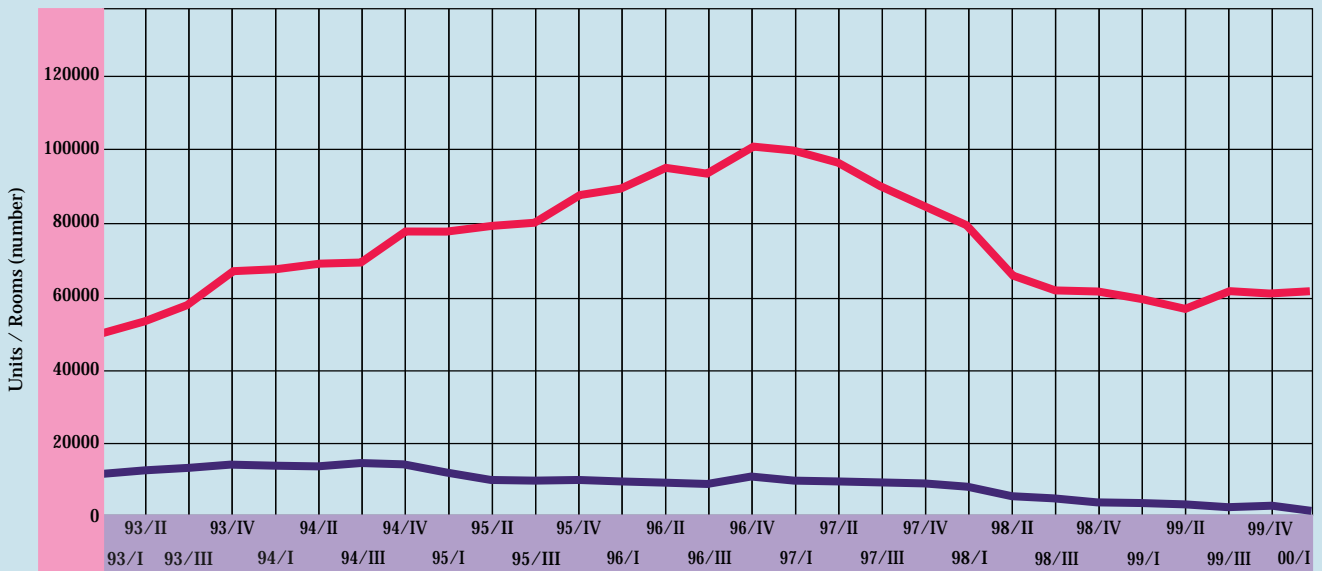


FACTORY SPACE

OFFICE SPACE

WAREHOUSE SPACE

SHOP SPACE

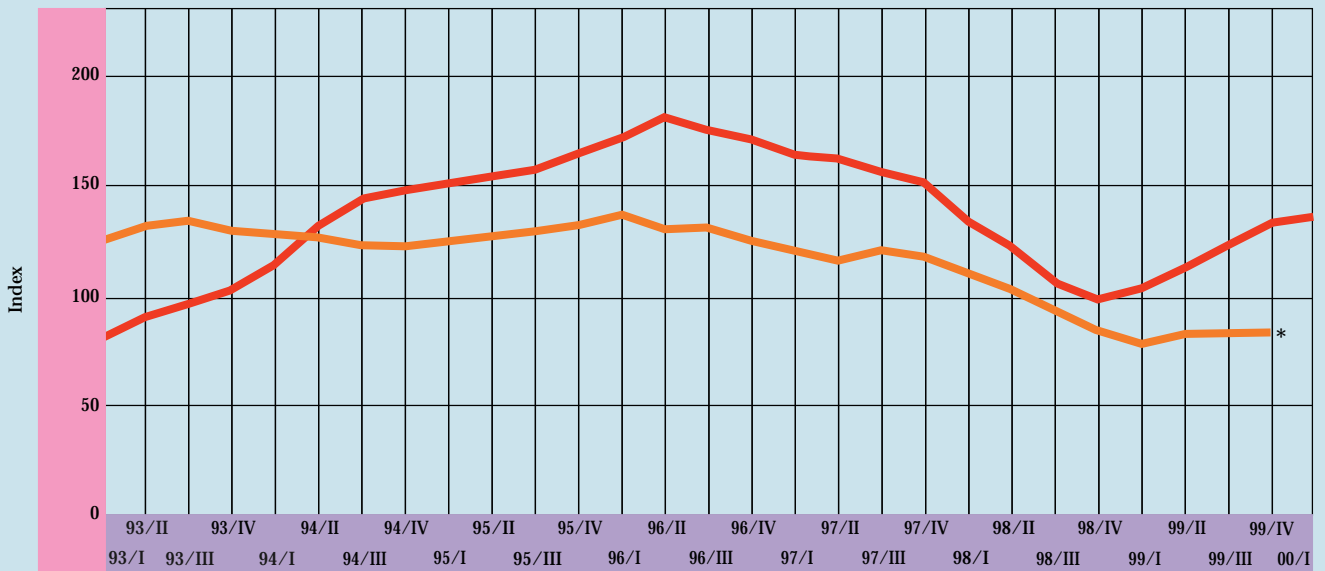


## PRICE AND RENTAL INDICES

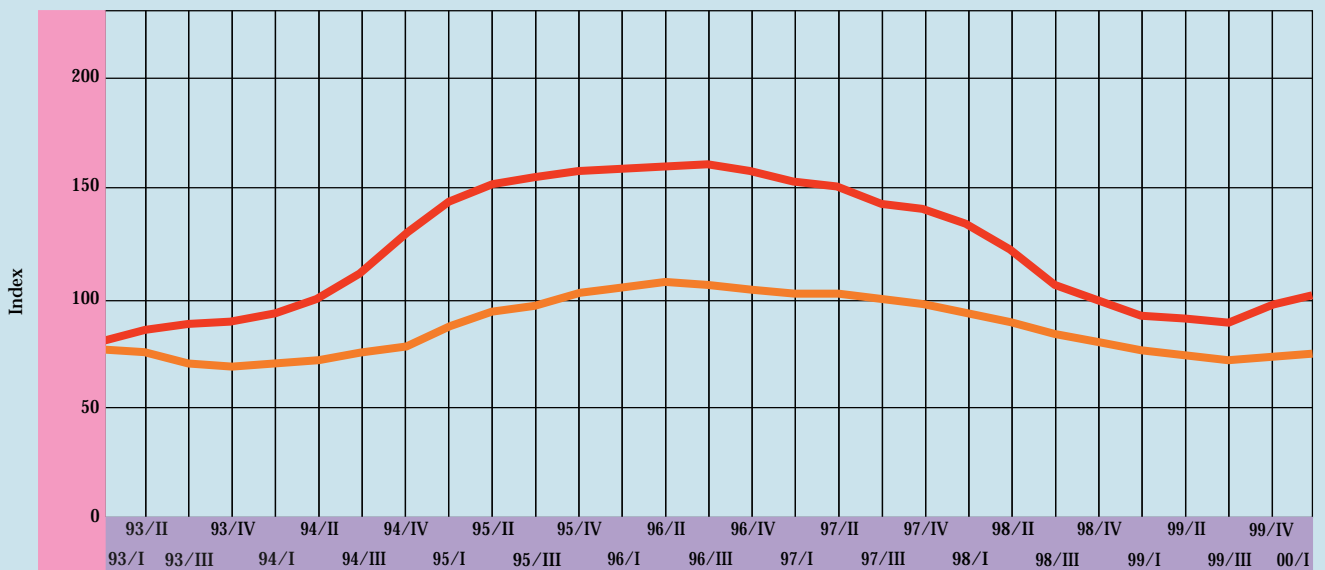


### PRIVATE RESIDENTIAL UNITS

\* The rental index is based on IRAS data, for which the 1st Qtr 2000 index was not available at print time.



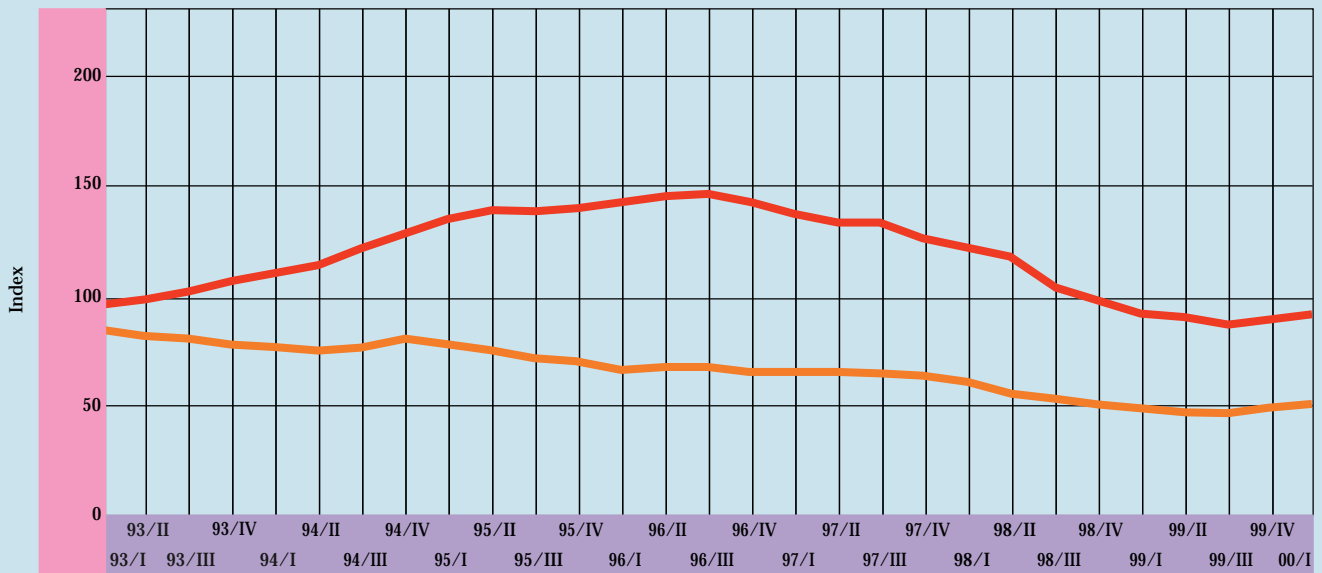
### OFFICE SPACE



## PRICE AND RENTAL INDICES

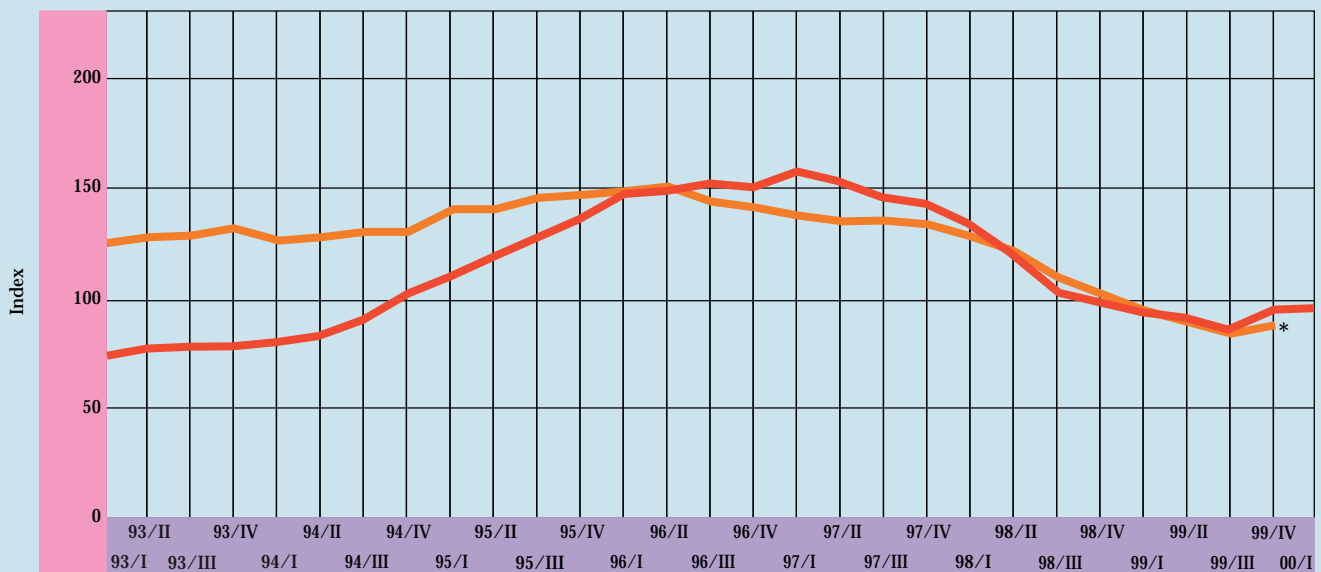


### SHOP SPACE



### INDUSTRIAL SPACE

\* The rental index is based on IRAS data, for which the 1st Qtr 2000 index was not available at print time.



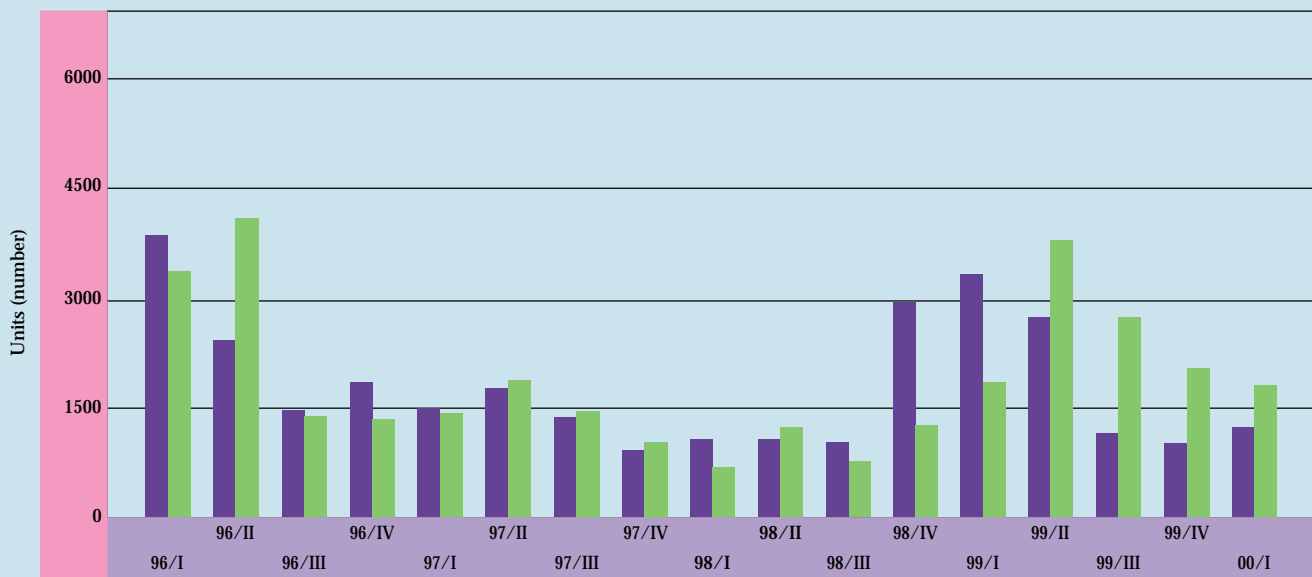


## VOLUME OF TRANSACTIONS

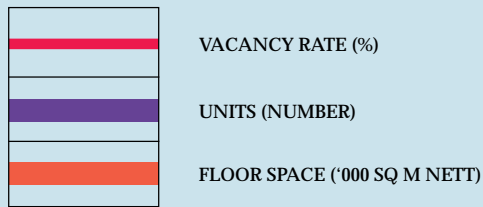


### PRIVATE RESIDENTIAL UNITS

Note :  
From 99/IV onwards, new sale includes completed units sold directly by developers.

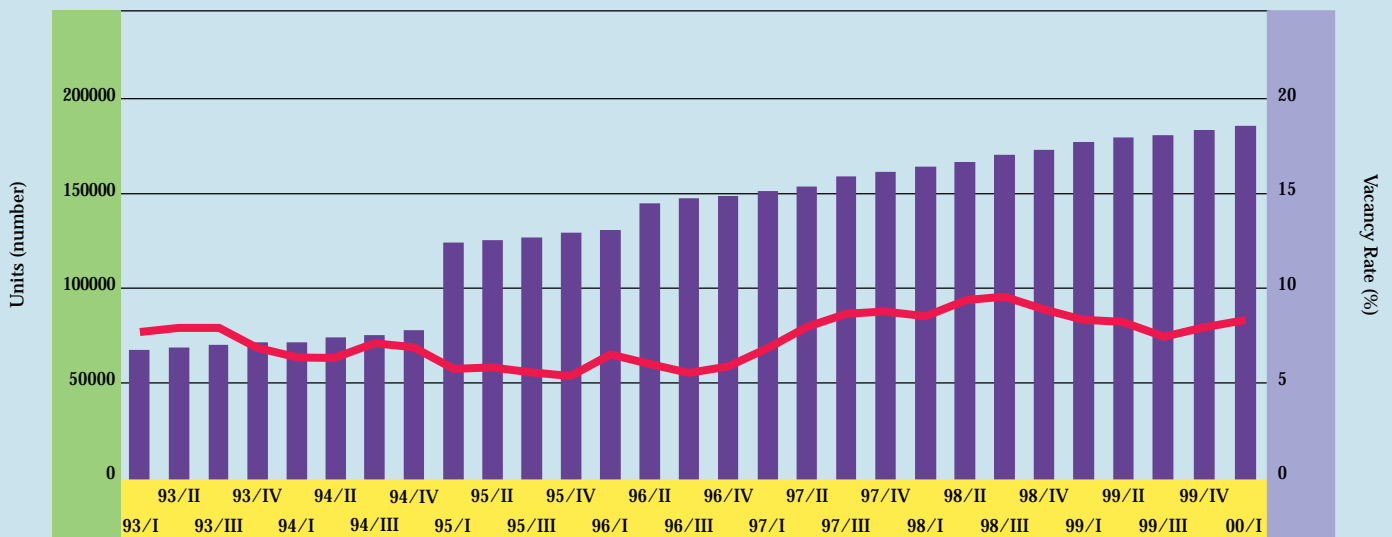


## STOCK AND VACANCY RATES



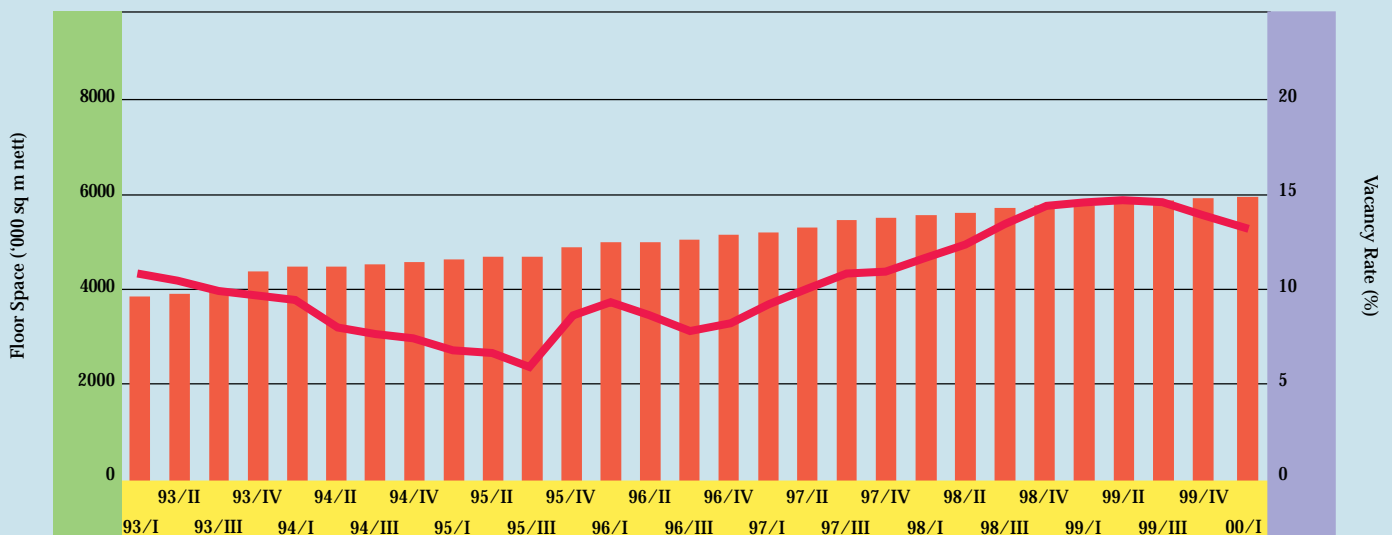
### PRIVATE RESIDENTIAL UNITS

Note : Coverage was expanded in 95/I and 96/II.



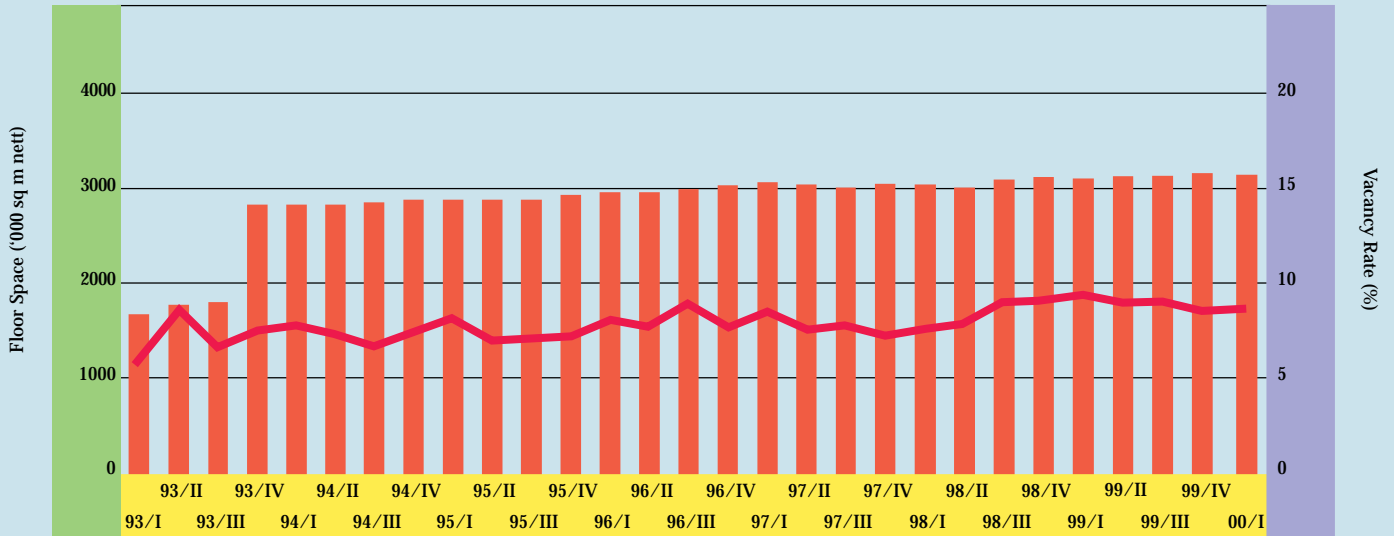
### OFFICE SPACE

Note : Coverage was expanded in 93/IV.

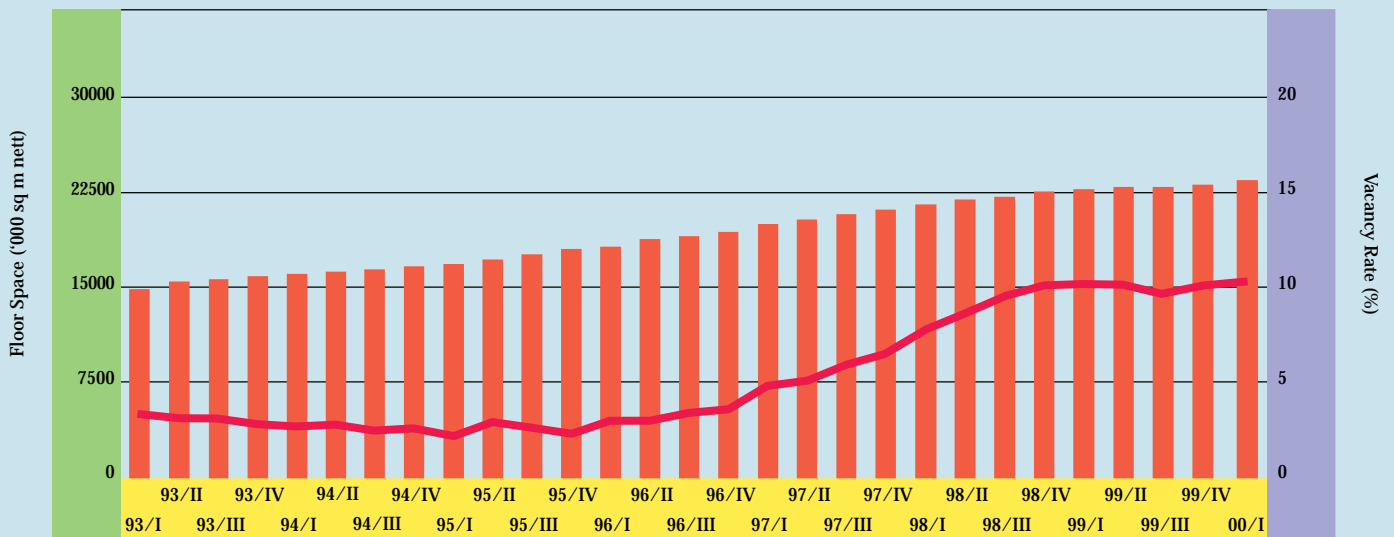


### SHOP SPACE

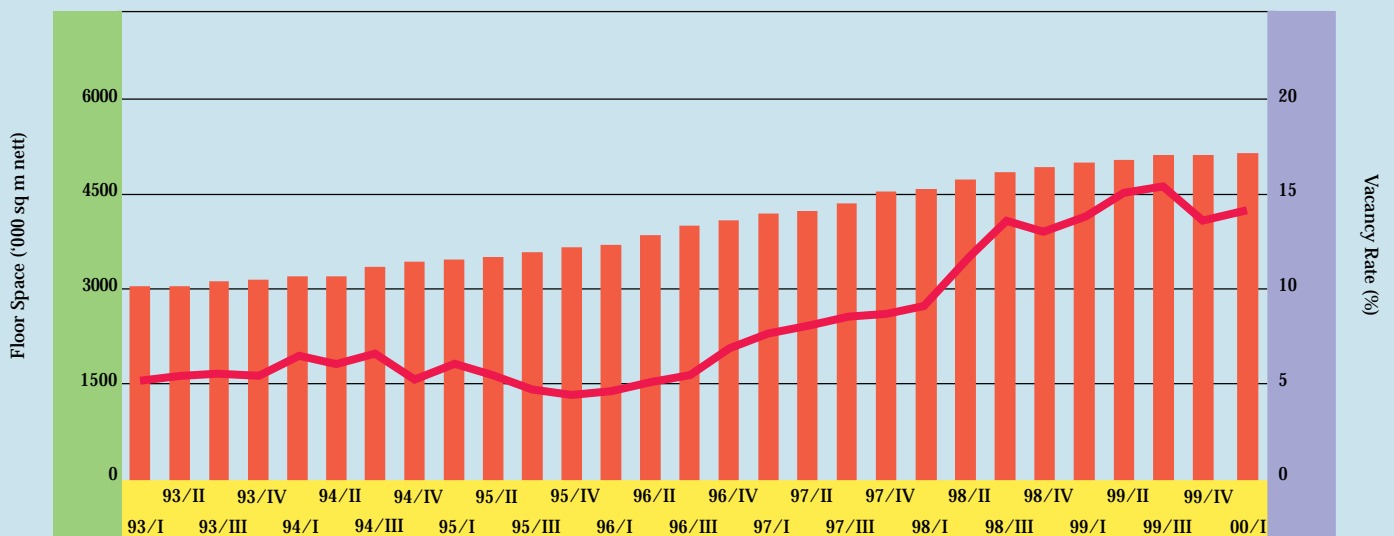
Note : Coverage was expanded in 93/IV.



### FACTORY SPACE



### WAREHOUSE SPACE



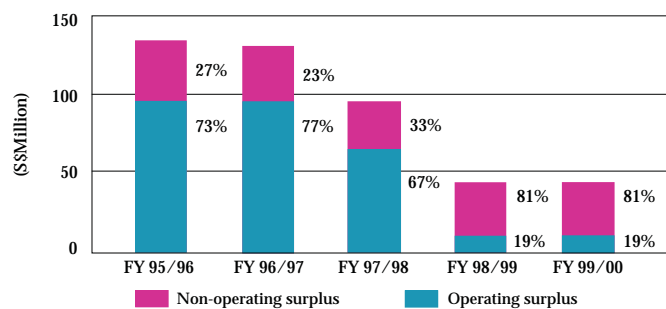
# FINANCIAL REPORT

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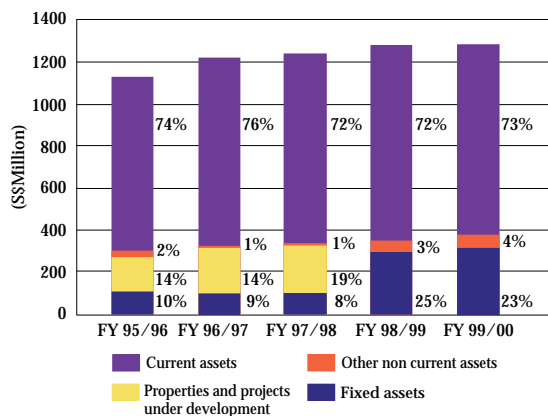
# 5-YEAR FINANCIAL SUMMARY

	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
<b>Income and Expenditure (\$Million)</b>					
Operating income	182.1	194.0	165.8	108.2	110.8
Operating expenditure	86.6	95.7	100.0	99.5	103.0
Operating surplus	95.5	98.3	65.8	8.7	7.8
Non-operating surplus	36.2	29.9	31.7	37.1	34.0
Surplus before contribution to Consolidated Fund	131.7	128.2	97.5	45.8	41.8
Contribution to Consolidated Fund	26.3	25.6	19.5	9.2	8.4
Surplus after contribution to Consolidated Fund	105.4	102.6	78.0	36.6	33.4
<b>Balance Sheet (\$Million)</b>					
Fixed assets	113.0	109.0	100.3	327.8	303.9
Properties and projects under development	154.2	168.8	235.5	5.0	5.8
Other non current assets	20.7	19.4	14.4	34.3	46.4
Current assets	846.5	933.9	917.7	931.9	959.5
	1,134.4	1,231.1	1,267.9	1,299.0	1,315.6
Capital and accumulated surplus	999.1	1,101.7	1,179.7	1,216.4	1,249.7
Deferred capital grants	30.6	24.5	18.4	12.2	6.1
Current liabilities	92.9	98.5	69.8	70.4	56.7
Deferred income and provision for pensions and gratuities	11.8	6.4	0.0	0.0	3.1
	1,134.4	1,231.1	1,267.9	1,299.0	1,315.6

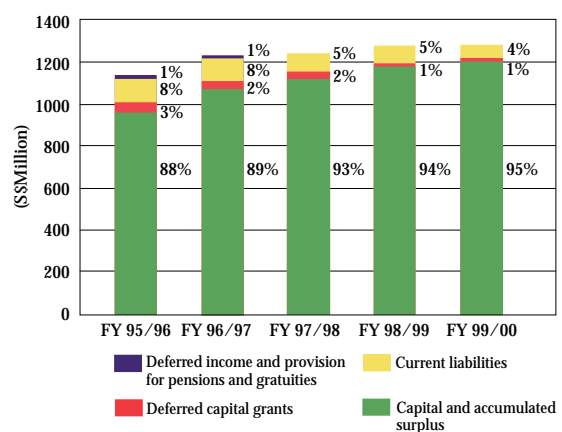
## Surplus Before Contribution To Consolidated Fund



## Assets



## Capital & Liabilities



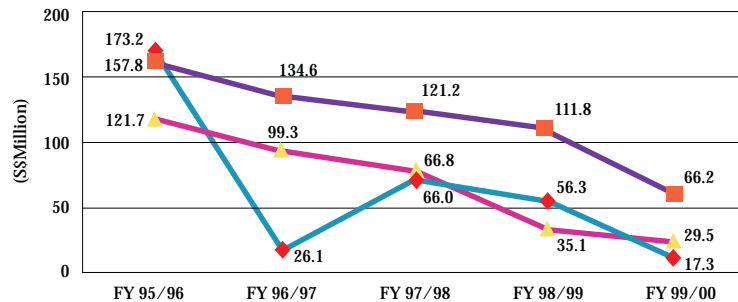
	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
<b>Cash Flow (\$Million)</b>					
Cash generated from operations	121.7	99.3	66.8	35.1	29.5
Total cash generated	157.8	134.6	121.2	111.8	66.2
Capital expenditure paid (include fixed asset purchases)	173.2	26.1	66.0	56.3	17.3

	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
<b>Financial Indicators (%)</b>					
Operating surplus over operating income	52.5	50.7	39.7	8.0	7.0
Return on turnover	60.3	57.1	49.3	31.5	28.8
Return on average capital and revenue reserves	13.9	12.2	8.5	3.8	3.4
Return on average total assets	12.0	10.8	7.8	3.6	3.2

	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
<b>Statistics (\$Million)</b>					
Sale of land revenue collected on behalf of Government	3,094	4,603	3,949	181	249
Development charge collected on behalf of Government	450	576	469	96	118
Value of development projects completed	59.0	28.3	35.9	165.1	45.4

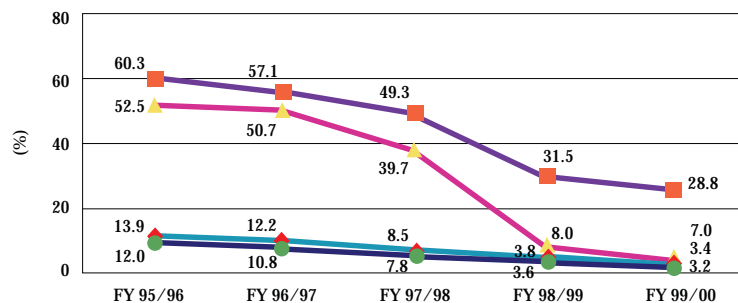
### CASH FLOW

- Total Cash generated
- ▲ Cash generated from Operations
- ◆ Capital expenditure paid (include fixed asset purchases)



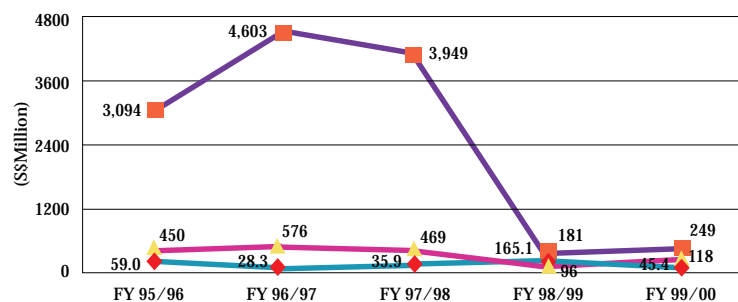
### FINANCIAL INDICATORS

- Return on turnover
- ▲ Operating surplus over operating income
- ◆ Return on average capital and revenue reserves
- Return on average total assets



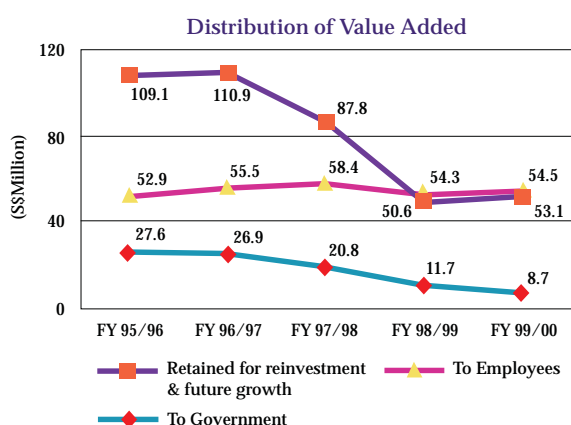
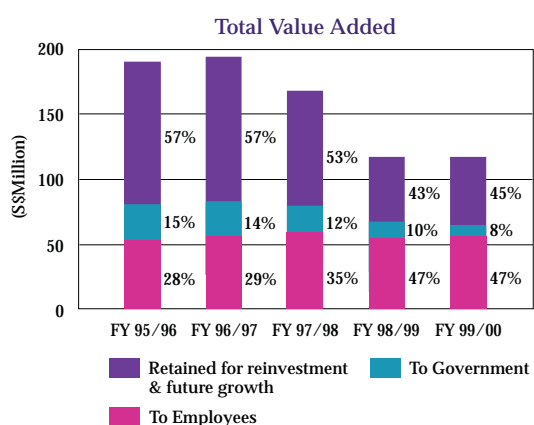
### STATISTICS

- Sale of land revenue collected on behalf of Government
- ▲ Development Charge collected on behalf of Government
- ◆ Value of development projects completed



## VALUE ADDED STATEMENT (\$Million)

	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
Turnover from operations	182.1	194.0	165.8	108.2	110.8
Less:					
Purchase of goods/services	28.7	30.6	30.5	28.7	28.5
Value added from operations	153.4	163.4	135.3	79.5	82.3
Non-Operating Income/(Expenditure)	36.2	29.9	31.7	37.1	34.0
Income from pre-1989 sale of sites	17.1	6.0	6.3	0.0	0.0
Income from bank deposits and investments	18.6	23.5	25.7	36.4	33.7
Net surplus from transfer of properties	0.0	0.0	0.0	2.0	0.0
Other non-operating profit/(loss)	0.5	0.4	(0.3)	(1.3)	0.3
Total value added available for distribution	189.6	193.3	167.0	116.6	116.3
Distribution					
To Employees					
Salaries and staff welfare/benefits	52.9	55.5	58.4	54.3	54.5
To Government	27.6	26.9	20.8	11.7	8.7
Contribution to Consolidated Fund	26.3	25.6	19.5	9.2	8.4
Property & other taxes	1.3	1.3	1.3	2.5	0.3
Retained for reinvestment and future growth	109.1	110.9	87.8	50.6	53.1
Depreciation	3.7	8.3	9.8	14.0	19.7
Surplus	105.4	102.6	78.0	36.6	33.4
Total value added	189.6	193.3	167.0	116.6	116.3



## VALUE ADDED INDICATORS

	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00
Value added per employee (S\$'000)	126.2	138.2	118.5	70.3	74.6
Value added per \$ employment costs (S\$)	2.9	2.9	2.3	1.5	1.5
Value added per turnover from operations (%)	84.2	84.2	81.6	73.5	74.3
Value added per \$ investment in fixed assets (before depreciation) (S\$)	1.5	1.2	1.0	0.3	0.2

# HALF YEARLY INDICATORS

	1st Half	2nd Half	Whole Year
<b>Operating surplus over operating income (%)</b>			
FY 99/00	12.1	1.9	7.0
FY 98/99	11.0	4.7	8.0
<b>Return on turnover (%)</b>			
FY 99/00	33.9	23.6	28.8
FY 98/99	33.4	29.5	31.5
<b>Return on average capital and revenue reserves (%)</b>			
FY 99/00	4.0	2.7	3.4
FY 98/99	4.2	3.4	3.8
<b>Return on average total assets (%)</b>			
FY 99/00	3.8	2.6	3.2
FY 98/99	4.0	3.2	3.6
<b>Operating income per \$ employment cost (\$S)</b>			
FY 99/00	2.2	2.2	2.2
FY 98/99	1.9	2.2	2.1
<b>Operating surplus per employee (\$S)</b>			
FY 99/00	6,072	957	7,029
FY 98/99	5,535	2,147	7,682
<b>Training cost per employee (\$S)</b>			
FY 99/00	440	593	1,033
FY 98/99	568	484	1,052
<b>Sale of land revenue collected on behalf of Government (\$Million)</b>			
FY 99/00	29	220	249
FY 98/99	127	54	181
<b>Development charge collected on behalf of Government (\$Million)</b>			
FY 99/00	58	60	118
FY 98/99	81	15	96

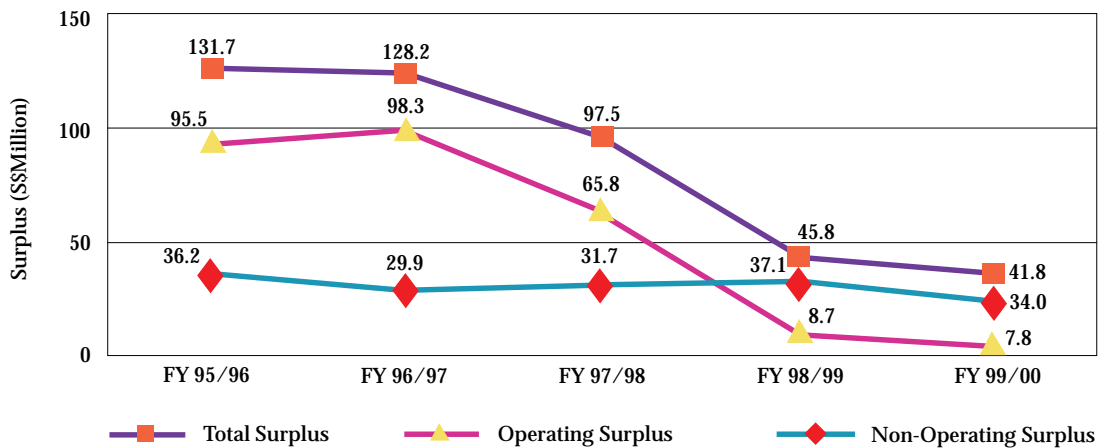


# FINANCIAL REVIEW

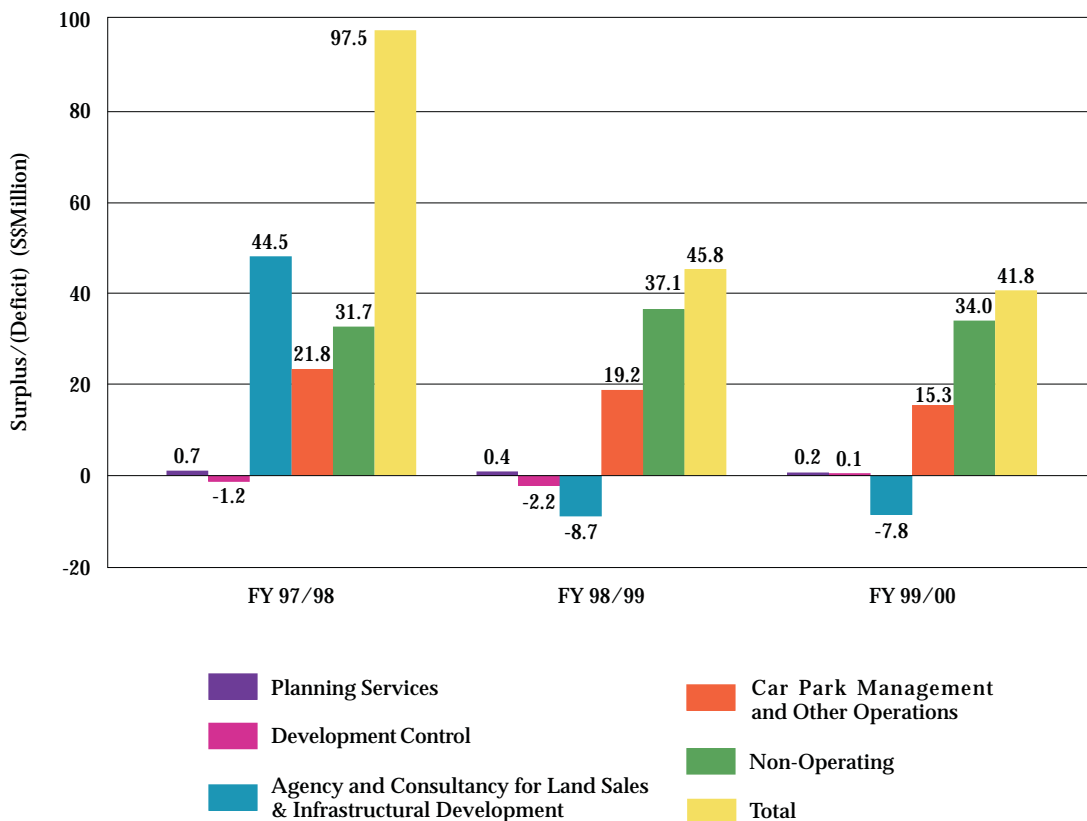
FOR THE YEAR ENDED 31 MARCH 2000

## OVERVIEW

- 1 For the financial year ended 31 March 2000, URA recorded an operating surplus of S\$7.8 million, while a non-operating surplus of S\$34 million was generated from bank interest and investment income. The total surplus amounted to S\$41.8 million before a provision of S\$8.4 million for contribution to Consolidated Fund. Net surplus after the provision was S\$33.4 million compared with S\$36.6 million in the previous year.



- 2 A breakdown of the main activities contributing to the surplus position is as shown below:-

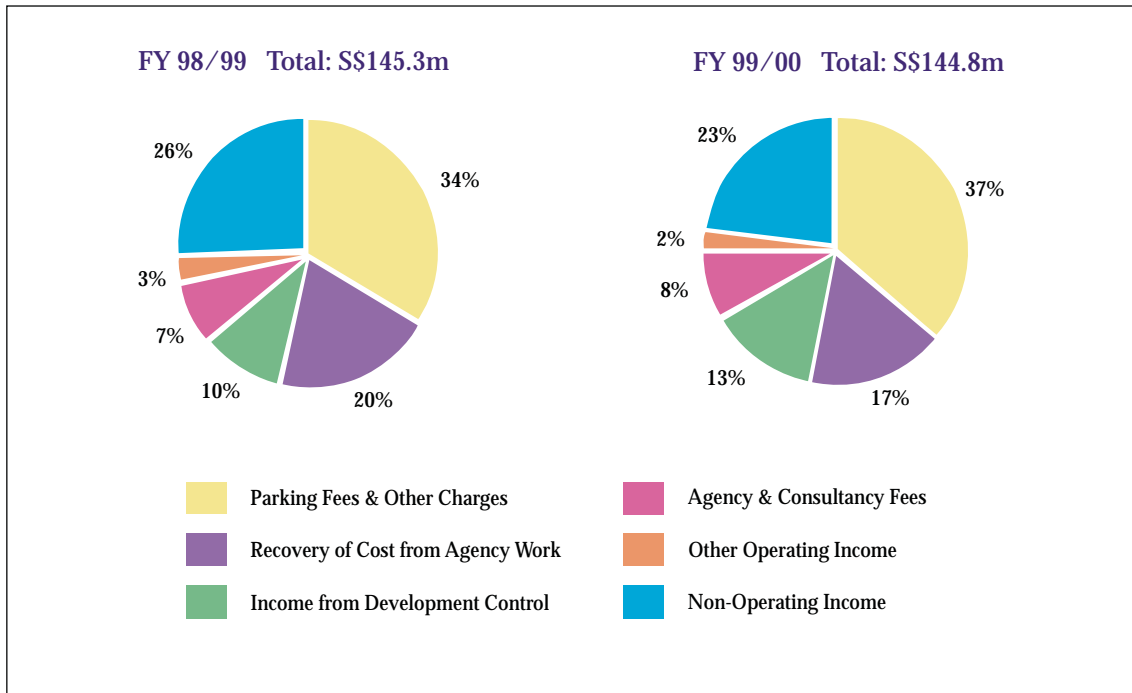


## INCOME

	FY 98/99 S\$Million	FY 99/00 S\$Million	Increase/(Decrease) S\$Million	%
<b>OPERATING INCOME</b>				
Parking fees and other charges	49.5	52.8	3.3	7
Recovery of cost from agency work	28.9	25.1	(3.8)	(13)
Income from development control	15.0	18.3	3.3	22
Agency and consultancy fees	10.3	11.4	1.1	11
Other operating income	4.5	3.2	(1.3)	(29)
	108.2	110.8	2.6	2
<b>NON-OPERATING INCOME</b>				
Bank interest and investment income*	36.4	33.7	(2.7)	(7)
Other income	0.7	0.3	(0.4)	(57)
	37.1	34.0	(3.1)	(8)
<b>TOTAL INCOME</b>	<b>145.3</b>	<b>144.8</b>	<b>(0.5)</b>	<b>(0)</b>

\*Net of fund management expenses.

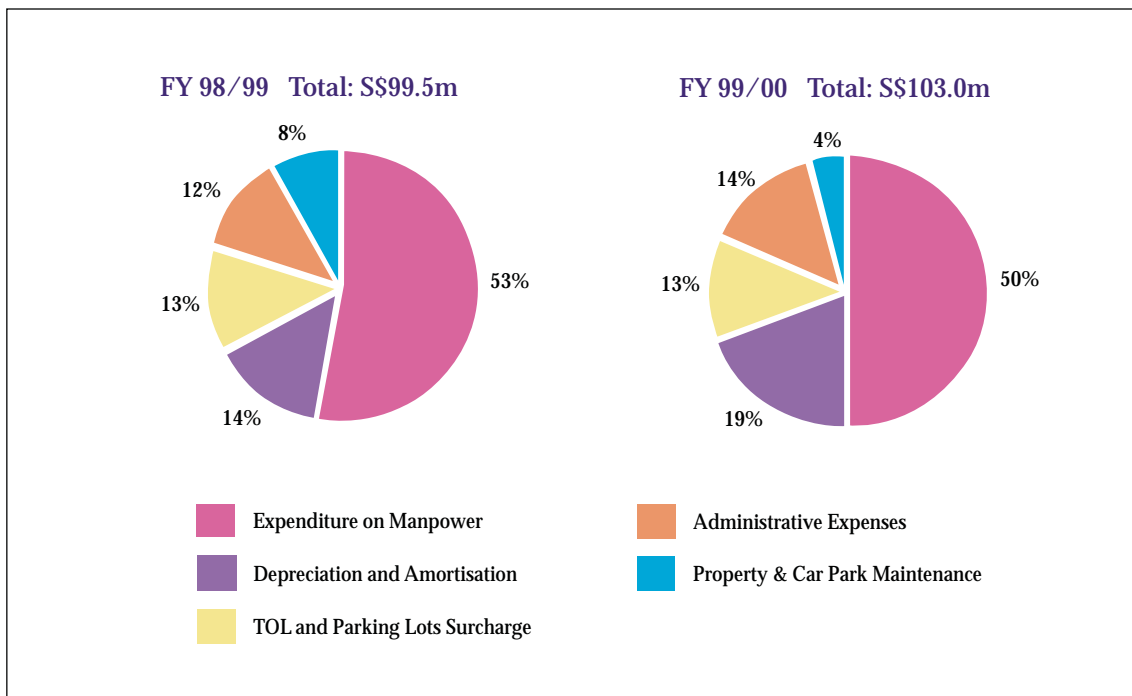
- 3 Operating income increased by 2% to S\$110.8 million mainly due to higher income from development control, carparks management and agency & consultancy activities. There was a 17% increase in the number of development applications received in FY99/00 as compared to the previous year following the recovery of the property market. This has improved the cost recovery position of the development control activity. The increase in income from carpark management and from agency & consultancy activities were mainly due to the implementation of more parking lots and more sites launched for sale. 14 sites were launched for sale in FY99/00, as compared to 9 sites in FY98/99.



- 4 Non-operating income, which comprises primarily income from investments and bank interest, decreased 8% to S\$34 million. The reduction was due to the lower interest income from bank deposits.

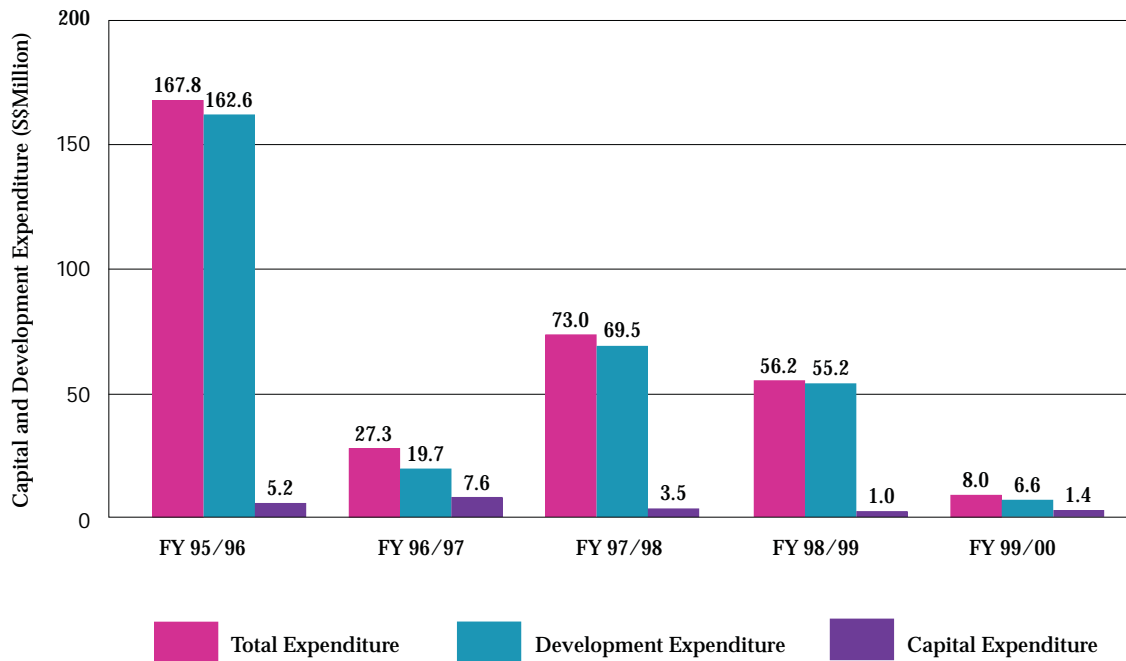
## EXPENDITURE

	FY 98/99	FY 99/00	Increase/ (Decrease)	
	S\$Million	S\$Million	S\$Million	%
<b>OPERATING EXPENDITURE</b>				
Expenditure on manpower	52.8	50.6	(2.2)	(4)
Depreciation and amortisation	14.0	19.7	5.7	41
TOL & parking lots surcharge	13.0	13.6	0.6	5
Administrative expenses	12.1	14.8	2.7	22
Property and car park maintenance	7.6	4.3	(3.3)	(43)
	99.5	103.0	3.5	4



- 5 Total operating expenditure increased by 4% to S\$103 million. The increase was mainly due to a full year depreciation charged for the new URA Centre in FY99/00, compared to a half-year depreciation charged in the previous year. Manpower cost which accounted for 50% of the total expenditure was 4% lower.

## CAPITAL AND DEVELOPMENT EXPENDITURE



- 6 With the completion of the new URA Centre in the previous year, the Capital and Development expenditure for the year decreased to S\$8 million. The bulk of this expenditure was used for the renovation of the old URA Building (East Wing) and construction of parking places.

REPORT ON THE AUDIT OF THE  
**FINANCIAL STATEMENTS**  
OF THE URBAN REDEVELOPMENT AUTHORITY FOR THE YEAR ENDED 31 MARCH 2000

The financial statements of the Urban Redevelopment Authority set out on pages 71 to 82 have been examined under my direction and in accordance with the provisions of the Urban Redevelopment Authority Act (Cap 340, 1990 Revised Edition). 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 2000 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 financial year have been in accordance with the provisions of the Urban Redevelopment Authority Act (Cap 340, 1990 Revised Edition).

CHUANG KWONG YONG  
AUDITOR-GENERAL  
SINGAPORE

27 JUNE 2000

# B A L A N C E S H E E T

AS AT 31 MARCH 2000

	NOTE	31 March 2000 S\$	31 March 1999 S\$
<b>FUNDS AND RESERVES</b>			
Capital account	4	27,691,177	27,691,177
Accumulated surplus	5	1,222,024,478	1,188,607,392
		1,249,715,655	1,216,298,569
<b>DEFERRED CAPITAL GRANTS</b>			
	6	6,118,681	12,237,361
		1,255,834,336	1,228,535,930
<b>REPRESENTED BY :</b>			
<b>FIXED ASSETS</b>			
	7	303,860,984	327,776,568
<b>PROPERTIES AND PROJECTS UNDER DEVELOPMENT</b>			
	8	5,832,801	5,018,321
<b>LONG TERM INVESTMENTS</b>			
	9	30,434,678	15,345,171
<b>OTHER NON-CURRENT ASSETS</b>			
Deferred expenditure	10	10,724,239	13,820,006
Staff loans	11	5,272,576	5,161,535
<b>CURRENT ASSETS</b>			
Debtors, prepayments and advances	12	15,936,642	11,245,222
Short term investments	13	102,120,291	81,470,347
Short term deposits with banks		817,000,000	830,092,401
Cash and bank balances		24,417,769	9,044,591
		959,474,702	931,852,561
<b>CURRENT LIABILITIES</b>			
Agency and other deposits		6,588,075	9,181,779
Creditors, provisions and accrued charges	14	41,747,545	52,100,534
Provision for contribution to Consolidated Fund	15	8,354,272	9,155,919
		56,689,892	70,438,232
<b>NET CURRENT ASSETS</b>		<b>902,784,810</b>	<b>861,414,329</b>
<b>LESS :</b>			
<b>LONG TERM LIABILITIES</b>			
Deferred income		512,752	-
Provision for pensions and gratuities		2,563,000	-
		1,255,834,336	1,228,535,930

The accompanying notes form part of the accounts.

DR KHOO CHENG LIM  
CHAIRMAN  
26 JUNE 2000

DR TAN KIM SIEW  
CHIEF EXECUTIVE OFFICER  
& CHIEF PLANNER

# INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 31 MARCH 2000

	NOTE	1999/2000 S\$	1998/1999 S\$
<b>OPERATING INCOME</b>			
Parking fees and other charges		52,787,764	49,442,941
Income from development control	16	18,312,813	15,040,411
Agency and consultancy fees	17	11,395,701	10,313,026
Rental income		2,441,546	3,803,590
Other operating income		795,565	665,891
		<b>85,733,389</b>	<b>79,265,859</b>
Less:			
<b>EXPENDITURE</b>			
Expenditure on manpower		50,553,756	52,843,278
Depreciation of fixed assets	7	21,237,317	16,585,536
Administrative expenses	18	14,848,684	12,126,979
Temporary occupation licence fees and surcharge on parking lots	19	13,600,686	12,958,041
Amortisation of deferred expenditure	10	4,617,670	3,508,876
Property and car park maintenance		4,314,997	7,570,747
		<b>109,173,110</b>	<b>105,593,457</b>
Recovery of cost from agency work	20	(25,074,083)	(28,897,565)
		<b>84,099,027</b>	<b>76,695,892</b>
<b>OPERATING SURPLUS</b>		<b>1,634,362</b>	<b>2,569,967</b>
<b>NON-OPERATING INCOME/(EXPENDITURE)</b>			
Income from bank deposits and investments	21	33,676,293	36,435,216
Net surplus from transfer of properties	22	-	1,984,793
Other non-operating profit/ (loss)	23	342,023	(1,329,063)
<b>SURPLUS BEFORE GRANTS</b>		<b>35,652,678</b>	<b>39,660,913</b>
<b>GRANTS</b>			
Amortisation of deferred capital grants	6	6,118,680	6,118,680
<b>SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND</b>		<b>41,771,358</b>	<b>45,779,593</b>
Less: Contribution to Consolidated Fund	15	8,354,272	9,155,919
<b>NET SURPLUS FOR THE YEAR</b>		<b>33,417,086</b>	<b>36,623,674</b>
<b>ACCUMULATED SURPLUS AS AT 1 APRIL</b>		<b>1,188,607,392</b>	<b>1,151,983,718</b>
<b>ACCUMULATED SURPLUS AS AT 31 MARCH</b>		<b>1,222,024,478</b>	<b>1,188,607,392</b>

The accompanying notes form part of the accounts.

# CASH FLOW

## STATEMENT

FOR THE YEAR ENDED 31 MARCH 2000

	NOTE	1999/2000 S\$	1998/1999 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus before grants		35,652,678	39,660,913
Adjustments for:			
Depreciation of fixed assets		21,237,317	16,585,536
Amortisation of deferred expenditure		4,617,670	3,508,876
Provision for pensions and gratuities		2,563,000	-
Deferred income		512,752	-
Income from bank deposits and investments		(33,676,293)	(36,435,216)
Net surplus from transfer of properties		-	(1,984,793)
Loss on disposal of fixed assets		59,702	1,715,926
Surplus before working capital changes		30,966,826	23,051,242
Decrease in debtors, prepayments and advances		1,856,463	880,796
Increase/(Decrease) in agency and other deposits		(2,593,704)	1,788,295
Increase/(Decrease) in creditors, provisions and accrued charges		(698,792)	9,360,765
Cash generated from operations		29,530,793	35,081,098
Staff loans released		(1,724,726)	(2,753,476)
Staff loans repayments received		1,597,369	868,012
Payment to Consolidated Fund		(9,155,919)	(19,500,489)
Net cash from operating activities		20,247,517	13,695,145
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure paid		(16,171,244)	(55,493,870)
Payments for purchase of fixed assets		(1,082,684)	(788,399)
Proceeds from disposal of fixed assets		11,111	36,200,377
Proceeds from refund of land and car park cost		7,870,802	-
Payment for purchase of long term investments		(15,089,507)	(15,095,171)
Net proceeds from short term investments		9,373,570	-
Bank interest received		14,632,147	37,261,050
Dividends received		3,139,009	2,408,677
Net payment for purchase and sale of quoted equity shares		(20,649,944)	(14,534,927)
Net cash used in investing activities		(17,966,740)	(10,042,263)
NET INCREASE IN CASH AND CASH EQUIVALENTS		2,280,777	3,652,882
CASH AND CASH EQUIVALENTS AS AT 1 APRIL	24	839,136,992	835,484,110
CASH AND CASH EQUIVALENTS AS AT 31 MARCH	24	841,417,769	839,136,992

The accompanying notes form part of the accounts.



# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2000

## 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 organisations.

## 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 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	3 to 5 years
Other assets : (consisting of URA Gallery exhibits, motor vehicles, office furniture, fittings and fixtures, air-conditioners, office equipment, machinery and other equipment)	3 to 8 years

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.

### (e) INCOME RECOGNITION

Income from services is recognised when services have been rendered. Season parking fees are accounted for on an 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.

## 2 SIGNIFICANT ACCOUNTING POLICIES (cont d)

### (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.

## 3 CHANGES IN ACCOUNTING POLICIES AND ESTIMATES

With effect from FY 1999/2000, the following changes in accounting policies have been made:

- (i) Twenty per cent of the agency fees for sale of sites on behalf of the Government is deferred and recognised uniformly over 5 years to match with the post-sale work carried out by the URA. Prior to that financial year, the whole amount of the agency fees is recognised when due.
- (ii) Provision for pensions and gratuities is made for eligible employees of the URA. The amount to be provided is computed in accordance with the Pensions Act (Cap. 225, 1985 Revised Edition). Prior to FY 1999/2000, the pensions and gratuities were recognised in the Income and Expenditure Statement when paid.

In the opinion of the Board, the above changes in accounting policies are considered more appropriate.

During the FY 1999/2000, the estimated useful lives of the following assets have been changed:

- (i) URA Gallery exhibits                      from 8 years to 3 & 5 years
- (ii) Personal computers                      from 5 years to 3 years
- (iii) Motor vehicles                          from 5 years to 8 years

With effect from FY 1999/2000, the deferred expenditure is amortised from the month following completion of surface car parks. Car parks completed before 1 April 1999 were amortised in the year following their completion.

The effect of the above changes is a reduction in the Net Surplus for the year as follows:

	S\$Million
(i) Changes in accounting policies	
- Deferred income	0.5
- Provision for pensions and gratuities	2.6
(ii) Changes in accounting estimates	2.0
	<hr/>
	5.1
	<hr/>

#### 4 CAPITAL ACCOUNT

The balance in this account represents :

- (i) 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
- (ii) 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.

#### 5 ACCUMULATED SURPLUS

Of the S\$1,222 million (31 March 1999: S\$1,189 million) in the accumulated surplus, approximately S\$351 million (31 March 1999: S\$360 million) has been utilised for the purchase of fixed and other non-liquid assets or committed for future capital expenditure.

#### 6 DEFERRED CAPITAL GRANTS

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

	1999/2000 S\$	1998/1999 S\$
Balance as at 1 April	12,237,361	18,356,041
Less:		
Amortisation of deferred capital grants	6,118,680	6,118,680
Balance as at 31 March	6,118,681	12,237,361
Total capital grants received and utilised since establishment	30,593,403	30,593,403

## 7 FIXED ASSETS

	Leasehold Land S\$	Buildings S\$	Plant and Machinery S\$	Covered Car Parks S\$	Computers S\$	Other Assets S\$	Total S\$
<b>Cost</b>							
At 1 April 1999	160,706,351	105,964,576	25,660,880	10,576,140	50,269,938	16,679,203	369,857,088
Additions	-	1,363,001	2,088,940	-	896,996	490,445	4,839,382
Disposals	-	-	-	-	(56,663)	(55,651)	(112,314)
Adjustments	(7,555,766)	-	-	-	19,080	19,075	(7,517,611)
At 31 March 2000	153,150,585	107,327,577	27,749,820	10,576,140	51,129,351	17,133,072	367,066,545
<b>Accumulated Depreciation</b>							
At 1 April 1999	1,290,116	4,822,184	3,751,095	673,999	27,745,616	3,797,510	42,080,520
Depreciation for the year	1,580,667	2,378,108	2,522,227	211,523	12,093,416	2,451,376	21,237,317
Disposals	-	-	-	-	(56,663)	(55,613)	(112,276)
At 31 March 2000	2,870,783	7,200,292	6,273,322	885,522	39,782,369	6,193,273	63,205,561
<b>Depreciation for FY 1998/99</b>							
	1,031,853	1,875,449	1,788,155	119,621	10,466,295	1,304,163	16,585,536
<b>Net Book Value</b>							
At 31 March 2000	150,279,802	100,127,285	21,476,498	9,690,618	11,346,982	10,939,799	303,860,984
At 31 March 1999	159,416,235	101,142,392	21,909,785	9,902,141	22,524,322	12,881,693	327,776,568

Adjustment was made to the cost of leasehold land due mainly to refund of excess land premium and differential premium from the Land Office in respect of the URA Centre.

## 8 PROPERTIES AND PROJECTS UNDER DEVELOPMENT

	At 1 April S\$	Additions S\$	Transfers S\$	At 31 March S\$
<b>1999/2000</b>				
Land, at cost	-	-	-	-
Capital expenditure	5,018,321	6,621,340	(5,806,860)	5,832,801
	5,018,321	6,621,340	(5,806,860)	5,832,801
<b>1998/1999</b>				
Land, at cost	152,272,141	4,600,000	(156,872,141)	-
Capital expenditure	83,189,212	50,591,311	(128,762,202)	5,018,321
	235,461,353	55,191,311	(285,634,343)	5,018,321

## 9 LONG TERM INVESTMENTS

	1999/2000 S\$	1998/1999 S\$
Unquoted equity shares, at cost	250,000	250,000
Marketable investments - Unit trusts, at cost	30,184,678	15,095,171
	30,434,678	15,345,171
Market value of marketable investments - Unit trusts as at 31 March	44,293,134	14,412,676

## 10 DEFERRED EXPENDITURE

	1999/2000 S\$	1998/1999 S\$
Balance as at 1 April	13,820,006	10,821,328
Add: Cost of car park projects completed during the year	1,967,153	6,507,554
Less: Reimbursement of car parks cost	445,250	-
	1,521,903	6,507,554
	15,341,909	17,328,882
Less: Amortisation of deferred expenditure	4,617,670	3,508,876
Balance as at 31 March	10,724,239	13,820,006

## 11 STAFF LOANS

	1999/2000 S\$	1998/1999 S\$
Amount repayable within 12 months	416,310	399,994
Amount repayable after 12 months	5,272,576	5,161,535
	<b>5,688,886</b>	<b>5,561,529</b>

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

## 12 DEBTORS, PREPAYMENTS AND ADVANCES

	1999/2000 S\$	1998/1999 S\$
Sundry debtors and recoverables	7,893,966	7,137,434
Accrued interest	6,978,564	3,153,541
Prepayments	985,127	871,264
Advances	78,985	82,983
	<b>15,936,642</b>	<b>11,245,222</b>

Debtors are stated net of provision for doubtful debts of S\$1,818 (31 March 1999: S\$1,818).

## 13 SHORT TERM INVESTMENTS

	1999/2000 S\$	1998/1999 S\$
Quoted equity shares at cost	102,120,291	81,470,347
Less: Provision for diminution in value		
- Balance as at 1 April	-	5,710,756
- Provision (written back)/made during the year	-	(5,710,756)
- Balance as at 31 March	-	-
	<b>102,120,291</b>	<b>81,470,347</b>
Market value of quoted equity shares as at 31 March	128,049,971	83,595,915

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

## 14 CREDITORS, PROVISIONS AND ACCRUED CHARGES

	1999/2000 SS	1998/1999 SS
Amount collected on behalf of government agencies	29,702,261	30,869,620
Amount due to contractors	1,208,011	10,862,208
Sundry creditors and accruals	10,837,273	10,368,706
	41,747,545	52,100,534

## 15 CONTRIBUTION TO CONSOLIDATED FUND

The contribution to the Consolidated Fund is made in accordance with Section (3)(1)(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act (Cap. 319A, 1998 Revised Edition).

## 16 INCOME FROM DEVELOPMENT CONTROL

The income from development control includes sale of development plans, search fees and development application processing fees collected under the Planning (Fees) Rules made under the Planning Act (Cap. 232, 1998 Revised Edition) and administrative charges for planning clearance for projects submitted by Government departments and Ministries.

## 17 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 Government and other organisations. Agency and consultancy fees represent the total amount of fees earned by the Authority for services rendered to these organisations during the year.

## 18 ADMINISTRATIVE EXPENSES

Included in the administrative expenses are the following expenses :

	1999/2000 SS	1998/1999 SS
Auditors remuneration	145,000	139,000
Board members allowances	65,000	65,000
Public relations and entertainment	71,743	137,375
Staff welfare	482,612	518,728
Overseas study missions, training and travel programmes	628,529	781,465
Bad debts written off	-	1,512

## 19 TEMPORARY OCCUPATION LICENCE FEES AND SURCHARGE ON PARKING LOTS

The Authority pays Temporary Occupation Licence (TOL) fees for the use of land belonging to the State and other Statutory Boards for kerbside and off-street parking. The Authority also pays surcharge, under the Parking Places (Surcharge) Act (Cap. 215, 1993 Revised Edition), on designated parking lots owned by the Authority. The surcharge on parking lots has been suspended since 1 September 1998.

## 20 RECOVERY OF COST FROM AGENCY WORK

	1999/2000 S\$	1998/1999 S\$
Reimbursement for planning services	19,393,200	22,683,898
Reimbursement from agency car parks	2,219,069	3,318,750
Reimbursement for land management	1,184,660	1,322,259
Reimbursement for stores and services	1,928,702	1,289,340
Reimbursement from Preservation of Monuments Board	348,452	283,318
	25,074,083	28,897,565

## 21 INCOME FROM BANK DEPOSITS AND INVESTMENTS

	1999/2000 S\$	1998/1999 S\$
Interest income from bank deposits	18,451,404	33,082,787
Provision written back/(made) for diminution in value of quoted equity shares	-	5,710,756
Gross dividend income from		
- quoted equity shares	2,632,872	1,939,172
- unquoted equity shares	418,975	369,685
- marketable investments - Unit trusts	92,927	99,820
Profit/(Loss) on sale of quoted equity shares	14,138,110	(4,567,349)
Fund management expenses	(2,057,995)	(199,655)
	33,676,293	36,435,216



## 22 NET SURPLUS FROM TRANSFER OF PROPERTIES

Capitol Building and Stamford House were returned to the Land Office in FY 1998/1999, resulting in a non-operating surplus of S\$1,984,793.

## 23 OTHER NON-OPERATING PROFIT/(LOSS)

	1999/2000 S\$	1998/1999 S\$
Interest on staff loans	300,127	216,103
Reimbursement from Skills Development Fund	56,293	75,801
Secondment contribution	12,327	24,752
Loss on disposal of fixed assets	(59,702)	(1,715,926)
Miscellaneous income	32,978	70,207
	<u>342,023</u>	<u>(1,329,063)</u>

## 24 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consists of:

	1999/2000 S\$	1998/1999 S\$
Short term deposits with banks	817,000,000	830,092,401
Cash and bank balances	24,417,769	9,044,591
Cash and cash equivalents	<u>841,417,769</u>	<u>839,136,992</u>

## 25 FUTURE CAPITAL COMMITMENTS

The following commitments are not reflected in the accounts:

	1999/2000 S\$	1998/1999 S\$
Capital expenditure approved and contracted for	585,000	4,286,833
Capital expenditure approved but not contracted for	-	1,049,000

## 26 COMPARATIVE FIGURES

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

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