

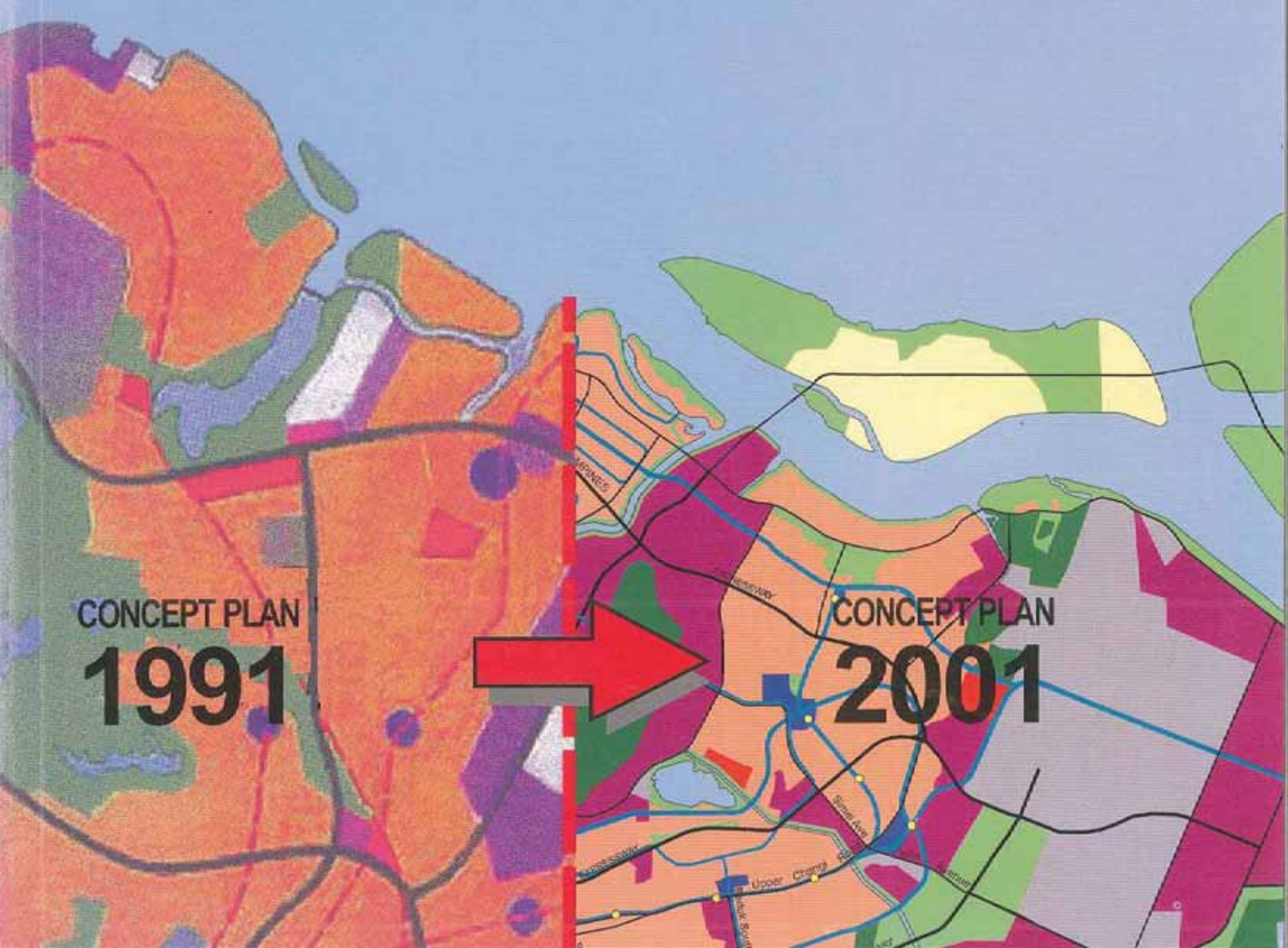
ANNUAL REPORT 2000/01



CONCEPT PLAN  
**1991**



CONCEPT PLAN  
**2001**



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**OUR MISSION**



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



## HIGHLIGHTS OF THE YEAR

### April 2000

- Released improved real estate publications.
- Relaxed the control on the number of storeys for flats and condominiums.

### May 2000

- Lifted the control on the retention under a single ownership for 10 years of 30% of the rentable floor area in commercial and flatted industrial developments.

### June 2000

- Announced revision of guidelines to facilitate e-businesses and Business Park operations.

### July 2000

- Presented six Architectural Heritage Awards.
- Released guidelines to encourage second-storey pedestrian and shopping links at Orchard.

### August 2000

- Launched the public consultation phase of the review of the Concept Plan 2001 by forming two focus groups to examine dilemmas relating to land use.

### September 2000

- Launched the exhibition "A Unique City in the Making", inviting public feedback on ideas and strategies to make the city centre more distinctive and memorable.



One of the Architectural Heritage Award winners, Nos. 60 to 66 (even) Kim Yam Road.



Mr Mah Bow Tan, Minister for National Development, viewing the exhibition "A Unique City in the Making".



*Conservation guidelines were revised to allow more flexibility.*



*The public's views were sought during the Concept Plan Review.*



*Business Park guidelines were relaxed.*

#### **October 2000**

- Held a public auction of six parcels for terrace house development at Chuan Green.
- Jointly released with SIA revised conservation guidelines giving building professionals more design flexibility.

#### **November 2000**

- Announced the Government's Land Sales Programme for private residential, commercial and hotel development for 1<sup>st</sup> half of 2001.

#### **December 2000**

- Held a public forum on interim reports of the focus groups' discussions on the review of the Concept Plan 2001.

#### **January 2001**

- Further relaxed guidelines on Business Parks, Industrial and Warehouse developments to allow more flexibility in use and design.
- Introduced a quarterly flash estimate of the private residential property price index.
- Published final reports of the focus groups for the review of Concept Plan 2001.

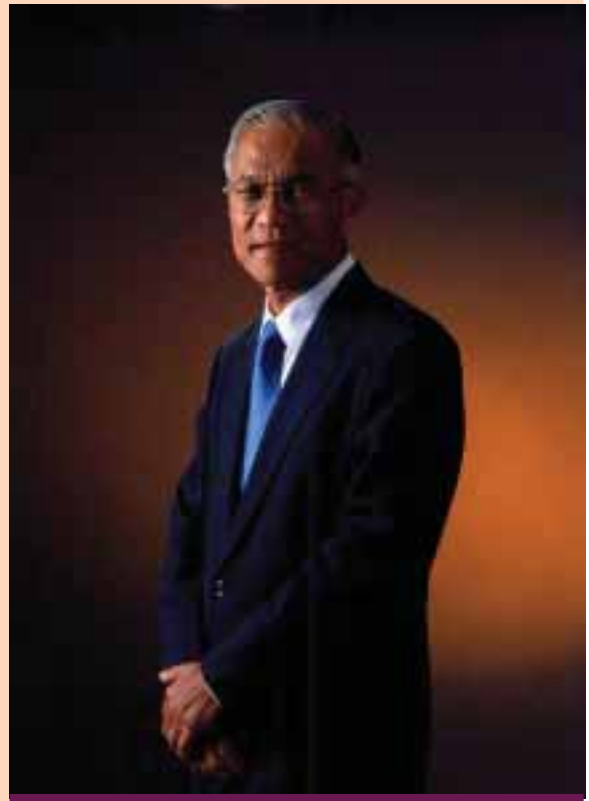
#### **February 2001**

- Prepared a Bill to abolish rent control, rounding off four years of efforts to alert affected tenants to the abolition.

#### **March 2001**

- Awarded tender for the first sale site in the New Downtown.

**MESSAGE FROM THE CHAIRMAN**



*We strive to meet Singapore's  
global vision of becoming a  
thriving world-class city*

At the dawn of the new millennium, the burgeoning New Economy has presented many new opportunities for Singapore. URA has embraced these challenges in planning for Singapore to be the best place to work, live, learn and play.

The main task for URA this past year was undoubtedly the Concept Plan Review. Through the new Concept Plan, we strive to meet Singapore's global vision of becoming a thriving world-class city as well as our local aspiration of being a best home for everyone.

As the 2001 Concept Plan will be the blueprint for Singapore's future physical development, URA initiated a full-scale public consultation programme to seek the opinions of a wide section of Singapore society. Two focus groups, comprising a cross section of the public and chaired by respected individuals outside URA, were formed to examine planning dilemmas facing our planners at this time. URA also solicited comments from the general public through our website, a public forum, a draft plan exhibition and a public dialogue with the Minister for National Development, Mr Mah Bow Tan.

In keeping with this increasingly consultative approach, an exhibition "A Unique City in the Making" was launched in September 2000 to gather public opinions on how to make Singapore's cityscape even more distinctive and exciting.

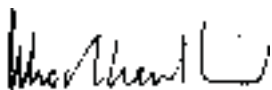
URA also expanded its existing practice of consulting industry players and professional associations by involving them in discussions on more issues related to urban planning. In addition, URA formed the International Panel of Architects and Urban Planners, creating a channel to gather and share international inputs and global best practices on urban planning.

To meet the challenges of the New Economy, URA actively reviewed its planning guidelines, ensuring that they are always pro-business and customer-friendly. Major revisions were made to its guidelines to facilitate e-businesses. Guidelines on business parks, industrial and warehouse developments as well as conservation buildings were also relaxed.

To provide more timely release of property information and promote greater transparency in the property market, URA began releasing flash estimates of the residential property price index. These flash estimates are released just one day after the close of each quarter.

Sale sites were also awarded at unprecedented speed. For example, the decision on the New Downtown 'white' site was made in only three days.

URA has thus positioned itself to be more open, sensitive, proactive and forward-looking in its land use and city planning. I am proud to have been part of this process and I am confident that URA will continue to achieve more in the years ahead.

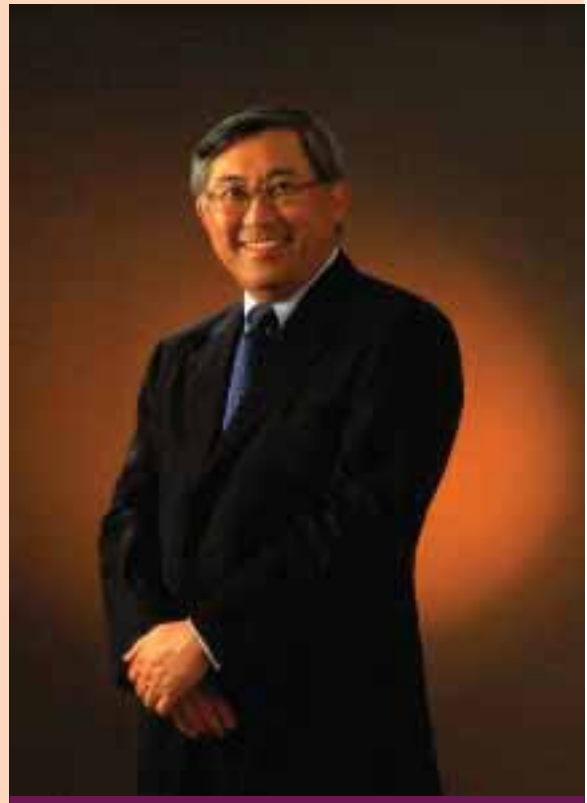


**Dr Khoo Cheng Lim**

Chairman (1 May 1987 – 31 Mar 2001)  
Urban Redevelopment Authority



**MESSAGE FROM THE NEW CHAIRMAN**



**To maintain competitiveness  
in terms of business environment  
and to improve the quality of life**

As the pace of globalisation accelerates, the twin challenges for Singapore will be to maintain competitiveness in terms of business environment and to improve the quality of life.

URA has enunciated its strategies and plans to create the best kind of physical environment to meet this challenge through the 2001 Concept Plan.

For the year ahead, URA will need to operationalise the Concept Plan into staging plans to guide its implementation. URA will also need to start translating the long term planning intentions guided by the Concept Plan into shorter term local plans which factor in the reality of current constraints for each planning area.

As Singapore society grows more cognizant and concerned about our sense of identity, URA will move beyond conservation projects which focus only on history and architecture to also address places and buildings that possess special significance. We will capitalise on the distinctive character of each area to engender a sense of rootedness and create a Singaporean identity in our planning. We aim to develop Singapore into a truly distinctive and memorable city for both our residents and visitors.

In tandem with the visions of the Concept Plan, URA will work towards changing the existing land use and zoning system to make it more flexible and adaptable to the changing external environment of the New Economy. This will complement our continuing efforts to streamline development applications and other submissions.

With the advent of new technology and growth of e-commerce, URA will also continue to improve our online services through our website. For example, we can provide more property information to the public so that buyers and sellers are able to make better-informed decisions.

For the future, URA will implement the Net Economic Value Framework to ensure that we use our resources optimally and create the maximum possible benefit to the public.

Through these efforts, URA will contribute towards making Singapore a better place to live, work and play.



**Bobby Chin Yoke Choong**

Chairman (from 1 April 2001)  
Urban Redevelopment Authority

## MEMBERS OF THE BOARD



**Dr Khoo Cheng Lim**  
Chairman (1 May 1987 to 31 March 2001)

Dr Khoo served as Chairman from 1 May 1987 to 31 March 2001. He was the Dean of the Faculty of Architecture and Building, National University of Singapore until he retired in 1998. He then served as Faculty Advisor until 2000. Dr Khoo received the Public Service Star in 1994.

**Mr Bobby Chin Yoke Choong**  
Chairman (w.e.f. 1 April 2001)

Mr Chin joined the Board on 1 April 1997 and was appointed Chairman on 1 April 2001. He is the Managing Partner of KPMG, Singapore. Mr Chin is also a Board Member of the Singapore Productivity and Standards Board, a Council Member of the Singapore Chinese Chamber of Commerce and Industry and a Director of Nanyang Girls' High School.



**Assoc Prof Milton Tan**

Assoc Prof Tan was appointed to the Board in April 2000. He is Head of the Department of Architecture at the School of Design and Environment, National University of Singapore. He is a member of a number of design evaluation panels, including the National Library, Singapore Management University, Buona Vista Science Hub, HDB Design Excellence, JTC Changi Business Park, and Singapore Institute of Architects Design awards.



**BG Lim Kim Choon**

Appointed to the Board in January 1999, BG Lim is the Chief of the Republic of Singapore Air Force. He is also a Director of Singapore Aerospace Manufacturing Pte Ltd.



**Mr Inderjit Singh**

Mr Singh joined the Board in April 2000. He is a member of Parliament for Ang Mo Kio Group Representation Constituency and Deputy Chairman of the Government Parliamentary Committee for Finance and Trade and Industry. Mr Singh is also a Board Member of the Singapore Productivity and Standards Board. He is currently the Executive Chairman of Tri Star Electronics Pte Ltd, a local electronics trading and services company.

### Mr Wong Mun Summ

Mr Wong was appointed to the Board in April 2000. He is a Partner of WOHA Designs/WOHA Architects and has won several prestigious local and international architecture awards. He is a member of the Singapore Institute of Architects.



### Mr Lim Jim Koon

Mr Lim joined the Board in April 2000. He is the Editor of Lianhe Zaobao. He is a member of the Public Transport Council, National Arts Council, Singapore 21 Facilitation Committee, Singapore Chinese Chamber Institute of Business Committee and the Advisory Panel (Chinese Programmes) to the Faculty of Business Administration, National University of Singapore.

### Mr Hans-Juergen Schnell

Mr Schnell was appointed to the Board in April 2001. He is the Managing Director of DaimlerChrysler Treasury Center Asia Pte Ltd. He is also the President of the German Business Association.



### Mrs Chin Ean Wah

Appointed to the Board on 1 June 2001, Mrs Chin is the founder and Chief Executive Officer of Wisar Asset Management Pte Ltd. She was formerly the Chairman of Morgan Stanley Asset Management for Asia ex-Japan and the first Head of Morgan Stanley's office in Singapore. She was also the first Asian woman to be Managing Director of Morgan Stanley.

### Dr Tan Kim Siew

*(to 31 May 2001)*

Dr Tan joined the Board when he was appointed Chief Executive Officer & Chief Planner in May 1996. He is also on the Board of the Land Transport Authority and the Defence Science and Technology Agency. He is a director of Keppel Fels Energy & Infrastructure Ltd.



### BG (NS) Tan Yong Soon

*(w.e.f. 1 June 2001)*

BG Tan assumed the post of Chief Executive Officer on 1 June 2001 and became a Board member at that time. He is on the Board of the Energy Market Authority of Singapore, and holds directorships in SMRT Ltd, the National Healthcare Group Pte Ltd and SilkAir (Singapore) Pte Ltd.

**MANAGEMENT TEAM**

**BG (NS) Tan Yong Soon**  
Chief Executive Officer  
*(w.e.f. 1 June 2001)*



**Dr Tan Kim Siew**  
Chief Executive Officer  
*(to 31 May 2001)*



**Mrs Koh-Lim Wen Gin**  
Chief Planner



**Dr John Keung Kam Yin**  
Deputy Chief Executive Officer

**Mr Choy Chan Pong**  
Director  
Land Administration Division



**Mr Foo Chee See**  
Director  
Development Control Division



**Mr Lee Kwong Weng**  
Director  
Corporate Development Division



**Mr Michael Koh Soon Hwa**  
Director  
Physical Planning Division



**Mr Ler Seng Ann**  
Director  
Conservation & Urban Design Division



**Mr Lim Eng Chong**  
Deputy Director  
Corporate Development Division



**Mr Peter Tan Guan Leong**  
Deputy Director  
Land Administration Division



**Mr Han Yong Hoe**  
Deputy Director  
Development Control Division



**Mr Lim Eng Hwee**  
Deputy Director  
Physical Planning Division



**Mrs Teh Lai Yip**  
Deputy Director  
Conservation & Urban Planning  
Conservation & Urban Design Division



**Mdm Fun Siew Leng**  
Deputy Director  
Urban Design & Development  
Conservation & Urban Design Division

# ORGANISATIONAL STRUCTURE

(Direct Reporting to Chairman)

(Administratively Responsible to CEO)

**DEPUTY  
CHIEF EXECUTIVE OFFICER**  
Development Control & Corporate Development  
**John Keung (Dr)**

**DEVELOPMENT CONTROL  
DIVISION**

- Processing of development applications
- Enforcement of planning regulations
- Review of planning policies and guidelines

**DIRECTOR**  
Foo Chee See

**DEPUTY DIRECTOR**  
Han Yong Hoe

**CORPORATE DEVELOPMENT  
DIVISION**

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

**DIRECTOR**  
Lee Kwong Weng

**DEPUTY DIRECTOR**  
Lim Eng Chong

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

**HEADS**  
Development Control (Central)  
Zulkiflee Mohd Zaki

Development Control (East)  
Chin Koon Fun

Development Control  
Information & Customer Service  
Heng Siok Ngo (Ms)

Development Control (West)  
Randy Lim

**HEAD**  
Information Systems  
Peter Quek

**HEADS**  
Finance & Management  
Services  
Kwek Ban Seng

Human Resource  
Chew Suet Fun (Ms)

Legal  
Loretta Fung (Mdm)

Office Services  
Lim Keve Seng

Public Relations  
Ang Hwee Suan (Ms)

**AUTHORITY**

**CHAIRMAN**

**Bobby Chin**

*[w.e.f. 1 April 2001]*

**Khoo Cheng Lim (Dr)**

*[to 31 March 2001]*

**CHIEF EXECUTIVE OFFICER**

**Tan Yong Soon**

*[w.e.f. 1 June 2001]*

**Tan Kim Siew (Dr)**

*[to 31 May 2001]*

**CHIEF PLANNER**

**Koh-Lim Wen Gin (Mrs)**

**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**  
Peter Tan

**HEADS**  
Car Parks  
Yong Siew Liang

Land Sales & Management  
Gerry Ong

Property Research  
Chua Chor Hoon (Ms)

**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

**DEPUTY DIRECTOR**  
Lim Eng Hwee

**HEADS**  
Local Planning  
Seow Kah Ping

Strategic Planning  
Tan See Nin

Development Planning  
Ag Hd Hwang Yu-Ning (Ms)

Planning Policies  
Ag Hd Marc Boey

**CONSERVATION & URBAN DESIGN DIVISION**

- Formulation of development strategies
- Preparation of Development Guide Plans (DGPs)
- Preparation of urban design proposals
- Conservation planning
- Planning and implementing infrastructural and building projects for selected areas

**DIRECTOR**  
Ler Seng Ann

**DEPUTY DIRECTOR**  
Conservation & Urban Planning  
Teh Lai Yip (Mrs)

**HEADS**  
Conservation  
Foo Chek Chiang (Mdm)

Spatial Development  
Vacant

Urban Planning  
Andrew Fassam

**DEPUTY DIRECTOR**  
Urban Design & Development  
Fun Siew Leng (Mdm)

**HEADS**  
Development Coordination  
Ng Bee Theng (Mdm)

Urban Design  
Ag Hd Leong Teng Wui

Urban Studies  
Vacant

**HEAD**  
Specialist Services  
Sally Chua (Mrs)

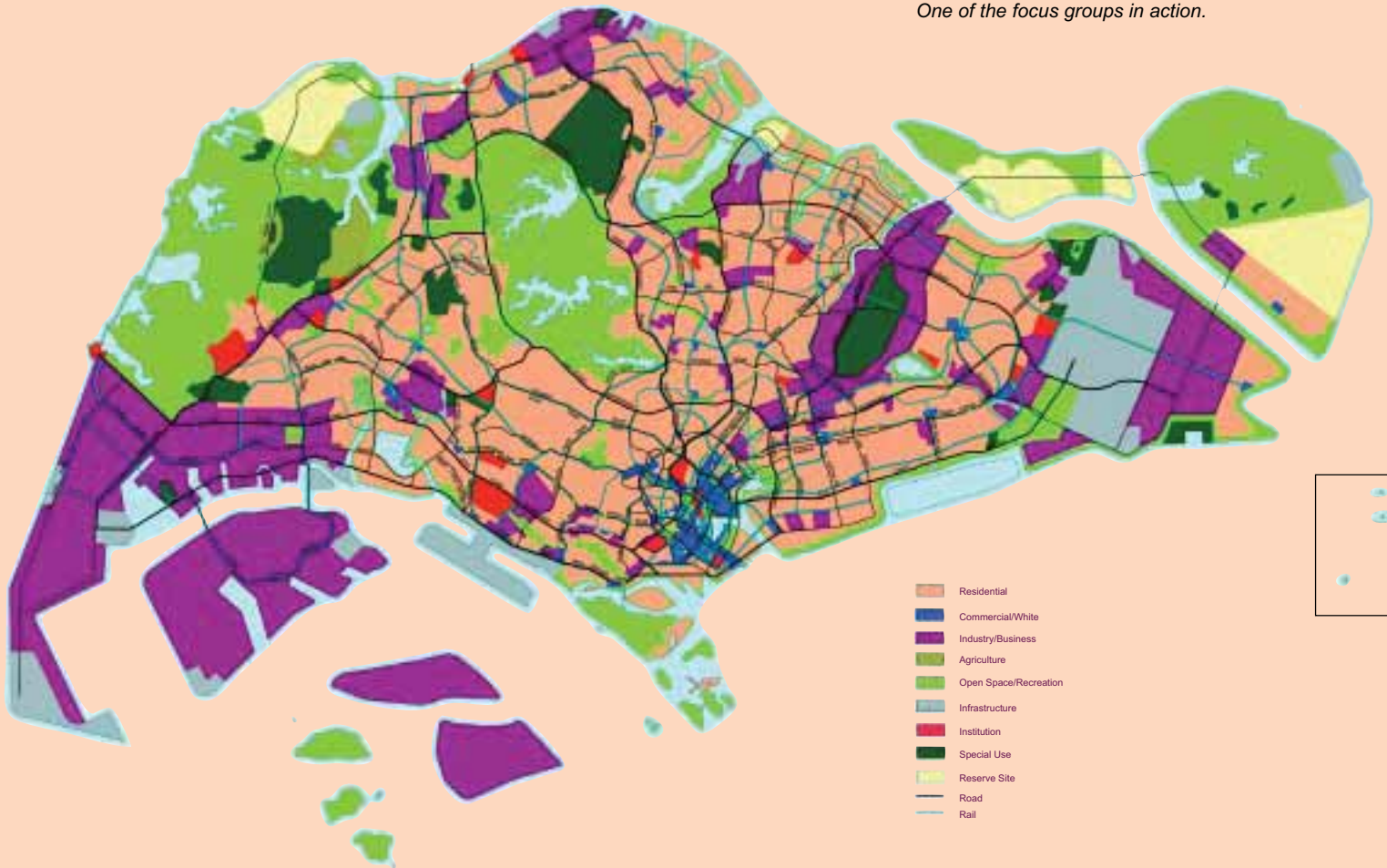




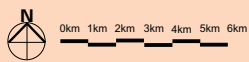
# PLANNING FOR THE FUTURE



One of the focus groups in action.



- Residential
- Commercial/White
- Industry/Business
- Agriculture
- Open Space/Recreation
- Infrastructure
- Institution
- Special Use
- Reserve Site
- Road
- Rail



The panel for the public forum on the focus groups' reports.



Minister chairing the Public Dialogue.

**Only long term planning in Singapore can help ensure that there is enough space for the competing needs of housing and recreation, industry and commerce, defence and infrastructure.**

URA's main challenge in planning for Singapore is how best to make use of our limited land. Only long-term planning can help ensure that there is enough space for the competing needs of housing and recreation, industry and commerce, defence and infrastructure.

This is the purpose of the Concept Plan, which is reviewed once every 10 years and maps out Singapore's physical development for the next 40 to 50 years. The Concept Plan 2001 is based on a population scenario of 5.5 million.

### The Concept Plan Review

URA continued with the review of the Concept Plan, which had begun the previous year.

URA sought the views of the public during the review period. Two focus groups comprising professionals from various fields of expertise were formed to examine the issues of land allocation for competing uses and the trade-off between identity and intensive use of land. The general public was also invited to give their views through the URA website and at a public forum.

The focus groups' reports were published and made available in hard copies as well as online. This gave both URA and the public the opportunity to consider the focus groups' recommendations.

In December 2000, URA held a public forum on the focus groups' reports. Chaired by Government Parliamentary Committee Chairman Mr Lew Syn Pau, the forum panel included the four focus group chairmen, Associate Professor Vivian Balakrishnan, Tham Tuck Cheong, Simon Tay and Philip Ng. The forum was attended by close to 300 people.

The draft Concept Plan was exhibited in April 2001. It represents a vision to develop Singapore into a thriving world class city in the 21<sup>st</sup> century. Key proposals included:

- **New housing in familiar places**
- **High-rise city living - a room with a view**
- **More choices for recreation**
- **Greater flexibility for businesses**
- **A global business centre**
- **An extensive rail network**
- **Focus on identity**

URA also organised a public dialogue on the draft Concept Plan proposals in May 2001 with the Minister for National Development, Mr Mah Bow Tan.

URA will be proceeding to finalise the Concept Plan 2001 taking into consideration the feedback received.



View to park



## HOUSING

### New homes in familiar places

New housing will be introduced in existing areas and regions like Bukit Merah, Bedok, Ang Mo Kio and Toa Payoh. Residents can live in a familiar area and enjoy all the ready amenities such as markets, MRT and kindergartens. For those who want to live in a new area, one or two new towns will be developed in the future, for example, Simpang.

### Better housing environment in the West Region

More housing will also be provided in the West Region. This will provide greater choice of homes closer to industrial jobs in Tuas and Jurong.

### Room with a view and innovative housing

More people will get to live on higher floors and enjoy the views. Currently, only about 35,000 people live above the 20<sup>th</sup> storey.

Some high-density housing areas are more constrained. For these areas, we can still achieve higher densities by being creative, where “experimental designs” can be introduced.

### Convenient amenities

Higher density means convenience and close-knit communities. Shops, schools, parks, bus stops and MRT stations will be within walking distance. Housing densities will be increased gradually over time.

### City living

More homes will be built in the Central Area. In future, Central Park-style apartments - a new type of high-density housing - will be available.

Presently, there are about 30,000 housing units in the city. The average plot ratio for housing in the New Downtown can be increased to between 6.0 and 7.0. In this way, the proportion of population will be increased from the current 3% to 7%. Care will be taken to ensure that the quality of the environment will not be compromised.

### Variety of low, medium and high-density housing

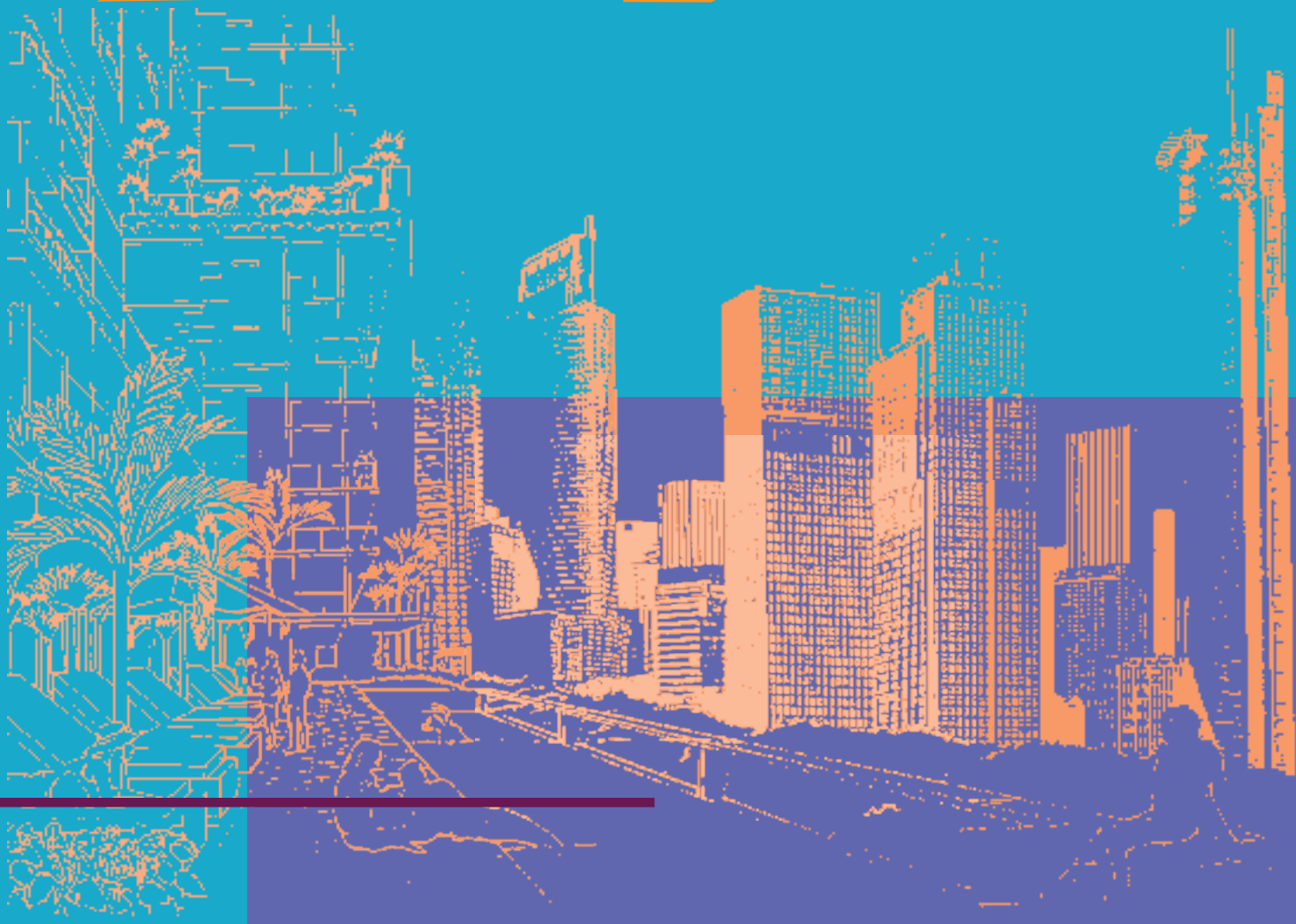
Singaporeans can continue to expect a mix of low, medium and high-density housing. The proposed density mix will not differ much from the existing one. This means that even with a 5.5 million population, people can still enjoy a variety of living environments.

Housing Density	Low	Medium	High
Existing	9%	13%	78%
Draft Concept Plan 2001	8%	13%	79%

**View to city in the distance**



**View to courtyard**





## RECREATION

### Green spaces

Today, we have 2,500 ha of open space. We will almost double the amount of green space, creating a feel of a city in a garden. This increase will also ensure that we will have sufficient green space to enjoy.

### Opening up the Central Catchment

More areas within the Central Catchment will be opened up for recreational uses, such as hiking and cycling. Look-out points will also be set up at suitable locations within the Catchment for visitors to enjoy the scenic views.

### Keeping rustic areas

Pulau Ubin, Lim Chu Kang and other existing nature areas will be kept for as long as possible. Some of these areas such as Sungei Khatib Bongsu at Simpang and Sungei China mangroves at Woodlands will be integrated with parks.



### Connecting parks and activities to your homes

In future, there will be additional linkages extending from the park-connector network to major activity nodes, or even to homes. Parks in future will have different looks, characters and activities.

### Sports and arts

Land will be set aside for more recreational and sporting activities, for example public golf courses and marinas, depending on future demand. Reservoirs like Bedok, Pandan, MacRitchie and Lower Seletar will be opened for organised water activities such as canoeing, rowing and sailing.

More new arts places, performance venues, music and dance halls will be set aside in future in the Central Area and housing estates.

## BUSINESS

### High value-added industries

Land will be set aside for high value-added industries which include electronics, chemicals, pharmaceuticals,

biomedical sciences and engineering. Some of these industries take up a lot of land but contribute substantially to our GDP growth. The chemicals industry, for example contributed 20% of the total manufacturing sector's output in the year 2000.

### Global business centre

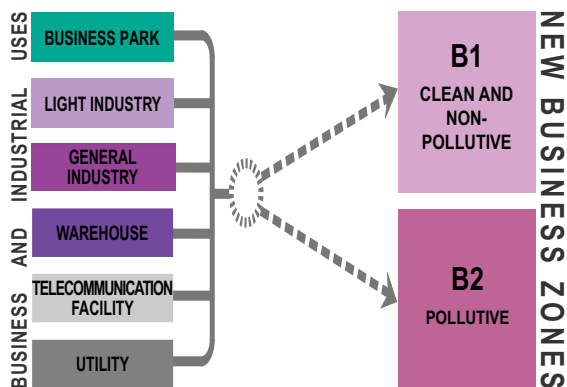
A majority of the financial and services sectors will be concentrated within the Central Area for greater synergy and critical mass. To support the increase in activities in the Central Area, we will have a denser and more comprehensive rail network.

### Greater flexibility for businesses

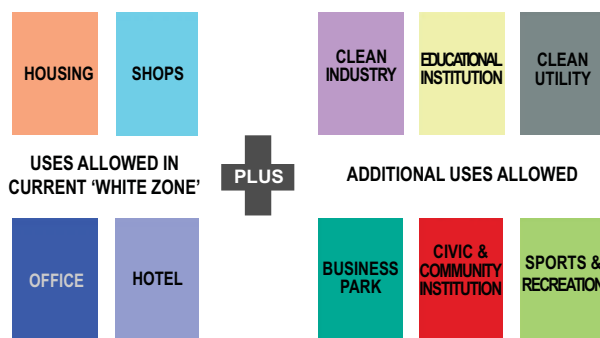
A new zoning system will be introduced. In future, business and industrial uses will be located according to their impact on the environment. Businesses can house different uses under one roof. Depending on location and specific business models, businesses can have the option to create new work-live-play-learn environments to suit their needs and those of their workers.

# NEW ZONING SYSTEM

## NEW BUSINESS ZONES



## NEW WHITE ZONE



### More intensification

Industries and businesses close to MRT stations can build higher so that more will enjoy the convenience of working near an MRT station.

### More jobs closer to homes

In order for people to live close to their workplace, we will provide:

- More industrial jobs in the North, North-East and East
- More housing in the West
- More housing in the city

We will continue to provide more jobs closer to homes by building on the 3 regional centres. They are Tampines, Woodlands and Jurong East.

### Extensive rail network

There will be new orbital and radial lines in future. Radial lines will enable commuters to travel to the city directly. They can also get from one place to another outside the Central Area more quickly with orbital lines. It will be a faster, smoother ride for drivers in future as there will be wider capacities on expressways.

### FOCUS ON IDENTITY

Our plans aim to create a distinctive city. A city alive with rich heritage, character diversity and identity. A city we can fondly call home.

### Our built heritage

Buildings and places are part of Singapore's built heritage. They are an important element in identity. More than 5,000 buildings have been conserved.

### Identity in new towns

Where possible, our plans in future will integrate unique features, significant landmarks and natural elements as part of new developments. Different planning and development guidelines can be applied to facilitate diverse factors and experiences.

New towns of the future will be smaller, more compact and personal. Existing pockets of natural features and man-made landmarks can be retained and integrated. Town centres can be planned at locations which include exciting natural and built features.

### RAIL TRANSIT SYSTEM PLAN







How natural features can be retained in a new town.

### Identity in familiar places

To build a regional identity, we will incorporate an identity map for each planning area. The identity map can show icons, activity nodes, focal points, essential routes and gathering places, which are landmarks in our social landscape. Such landmarks could be anchors amid change and renewal. Retaining and integrating them into the new plans for the area can reinforce such places.

### Our identity

Identity will become an important aspect in our planning process. We will continue looking into conserving more buildings in order to retain the collective character and memory of places. The process can perhaps be further enhanced by setting up a heritage conservation trust, which is currently under study.

## ***BUILDING A DISTINCTIVE CITY***



***A*** great city is one which not only works well but leaves a lasting impression of its unique and interesting identity.

*With this in mind, URA's planners and architects have been striving to create a distinctive city with landmarks which are recognisable, vibrant public spaces for all to enjoy, and attractive views which will inspire.*

*Recognising increased public interest in our plans, URA has also sought to engage the public constructively through various means. The feedback from developers, professionals and the general public has been useful in refining proposals.*



## Making a unique city

From September to November 2000, URA held an ideas exhibition, "A Unique City in the Making". The exhibition proposed a long-term Landmark and Gateway Masterplan to make the city centre more distinctive and memorable.

Among the ideas explored were:

- creating gateways which give a sense of entry into the city. These could take many forms, from structures to scenic views.
- encouraging landmark buildings at strategic, highly visible locations. URA is prepared to relax some urban design guidelines to promote outstanding designs.
- enhancing focal points, or popular public spaces, for instance by introducing prominent sculptures or multimedia structures.
- protecting breathtaking views. These could be views of waterbodies, natural features or significant buildings.

Through the exhibition as well as URA's website, URA sought feedback from the public on its proposals and ideas. Among the feedback received were suggestions for additional landmark and gateway sites. URA will use these to finalise the Plan.



Members of the public viewing a model showing where future landmarks might be.

HYATT HOTEL

SCOTTS SHOPPING CENTRE

MARRIOTT HOTEL/TANGS

LUCKY PLAZA

TONG BUILDING

THE PROMENADE

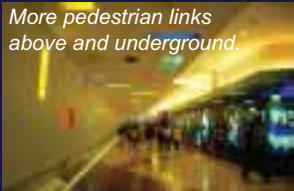
PARAGON

NGEE ANN CITY CIVIC PLAZA

CROWN PRINCE HOTEL

YEN SAN BUILDING

THE HEEREN



More pedestrian links above and underground.

### Bringing more excitement to Orchard

URA also drew up plans to make popular Orchard Road even more attractive and connected. Among the proposals were:

- Attention-grabbing electronic media structures at significant street junctions, for example a Multimedia Tower at the Scotts/Orchard Road junction and a Media Ring at the Orchard/Grange Road junction. The latter could even double as a pedestrian bridge to link nearby buildings.
- Colourful murals on the road surface to make important street junctions more distinctive.
- Second-storey verandahs which could be outdoor refreshment areas and double as covered walkways for pedestrians at ground level. These urban verandahs could extend to bus stops and join with verandahs of adjacent buildings.
- More first-storey and upper storey links, as well as underground links from MRT stations to surrounding developments.
- Pedestrianisation of selected roads, for instance, the stretch of Claymore Hill Road between Pacific Plaza and Shaw Centre. This will allow pedestrians to stroll without competing with traffic.
- Closure or diversion of some front service roads to prevent traffic from disrupting pedestrian flow.
- A new pedestrian mall above the canal in the Somerset area, possibly incorporating media elements and outdoor refreshment areas. This mall will connect the Media Ring to the Somerset MRT station.



Together with the Singapore Tourism Board (STB), URA met with the Orchard Road Business Association and held a series of dialogues with private sector stakeholders to seek their views. STB and URA also jointly held an exhibition at the Paragon shopping centre to publicise the plans and obtain feedback from the public before finalising the plans.

Both STB and URA are providing incentives to encourage building owners to implement the proposals. For example, URA is allowing additional gross floor area (GFA), over and above the approved or total permissible GFA, for activity-generating uses on the roof decks of ground links, in 2nd/3rd storey links, underground links and on urban verandahs. The additional GFA is, however, subject to payment of development charge or differential premium. Owners can also request exemption of GFA for public circulation areas.

## Tapping ideas

URA formed the International Panel of Architects and Urban Planners, chaired by URA's Chairman, Bobby Chin. The six foreign members are well-respected architects and urban planners. They are Daniel Biederman (New York), Professor Juan Busquets (Barcelona), Professor Philip Cox (Sydney), Professor Sir Peter Hall (London), Professor Fumihiko Maki (Tokyo) and Christian de Pontzamparc (Paris).

URA hosted the inaugural meeting of the Panel. The members stressed the need to enhance Singapore as a garden city and to strengthen the distinctiveness of key routes. They also suggested taking a more gradual approach to intensification. Other ideas were to formulate an island-wide green structure and to use different architectural styles to create a sense of tropical islandness.



## REALISING VISIONS AND PLANS



**U**RA plays a hands-on role in bringing its plans from paper to reality. This includes selling land for development, adding value to selected areas through urban design plans, and working closely with developers during their projects.

URA also provides infrastructure for sale sites and carries out improvement works to make selected areas more attractive and user-friendly.



A Telok Ayer shopkeeper enjoys improvements made by URA to the area.



## Releasing land for development

URA continued to release a steady supply of state land for housing, industrial and commercial development through the Government Land Sales programme.

The first sale site in the New Downtown was successfully sold in March 2001. Sites were also sold during the year for a variety of housing types at Lorong Chuan, Geylang, Kim Keat, Joo Chiat, Mount Sinai and Serangoon, and for industrial use in Tuas.

## The New Downtown takes off

URA awarded the first sale site in the New Downtown in a record time of three days after close of tender. Fetching almost \$462 million, the site is at Marina Bay. With its extensive frontage along Shenton Way, it is a strategically located launching pad for the development of the New Downtown.

The site is designated “white”, giving the developer flexibility to determine the mix of uses and the quantum for each use. Its size also offers the opportunity for the large floor plates which major financial institutions prefer.

The development will be easily accessible by public transportation, with a direct underground link to the Raffles Place MRT station. It will also be the first to enjoy the benefits of common services tunnels (CSTs). These purpose-built tunnels contain various utility lines such as water pipes, power cables and telecommunications facilities, making maintenance and upgrading of services more convenient. Construction of the first tunnel is in progress and will be completed in 2004.

Meanwhile, the National Trades Union Congress (NTUC) launched an architectural competition for the design of a second New Downtown site which will house their headquarters. The NTUC building is expected to be ready by 2004.

These developments herald the start of turning URA's planning vision for the New Downtown into reality.



## Making Telok Ayer pedestrian-friendly

URA completed the Telok Ayer Environmental Improvement Project in September 2000. The purpose of the \$1.3 million project was to help make the Chinatown walking loop that links Kreta Ayer and Telok Ayer more pedestrian-friendly.

The improvements included wider tiled walkways, tree-planting, better lighting and more regularised parking for cars and tour coaches. To promote pedestrian safety, URA also constructed forecourts and bollards in front of well-visited monuments like the Al-Abrar Mosque, Thian Hock Keng temple and the Nurgha Durga shrine.

Feedback from stakeholders, pedestrians and motorists has been very positive.



TELOK AYER STREET



STANLEY STREET



THIAN HOCK KENG TEMPLE

## Bringing out the best of Fullerton

Fullerton Building was conserved and re-opened as Fullerton Hotel in December 2000. URA and a specially formed Supervisory Design Panel guided the developer from an early stage to ensure a successful balance between commercial feasibility on the one hand, and historical and architectural integrity on the other.

The waterfront site which URA had sold together with Fullerton Building was also successfully developed into a contemporary office, retail and restaurant venue with a seaview.





## Enhancing Changi Point

Improvement works at Changi Point began in March 2001. The first phase involves the construction of a new ferry terminal, upgrading of the street leading to the terminal, and extension of the public carpark.

URA also finalised the design of a 2.2 km long boardwalk which will give the public access to the rugged coastline. Stretching from Changi Creek to near the Changi Beach Club, it will also link up with a future park connector to provide a continuous route around Changi Point.

To blend with its rustic surroundings, the boardwalk will be built primarily of timber. URA will construct it in two stages. The first stage will be completed by 2003, while

the second stage will begin in 2005 after the planned beach reclamation is completed.

The first stage involves constructing 1.2 km of the boardwalk. This stretch will feature four distinctive segments:

- Sunset Walk will be set amid huge boulders and feature a deck from which to view the sunset.
- Kelong Walk will extend on stilts into the sea, reminiscent of the kelongs which were once in the area.
- Cliff Walk will wind up to the hill.
- Sailing Point Walk will afford views of the sailboats and sea near the Changi Sailing Club.



### IMPLEMENTATION STRATEGY FOR CHANGI BOARDWALK

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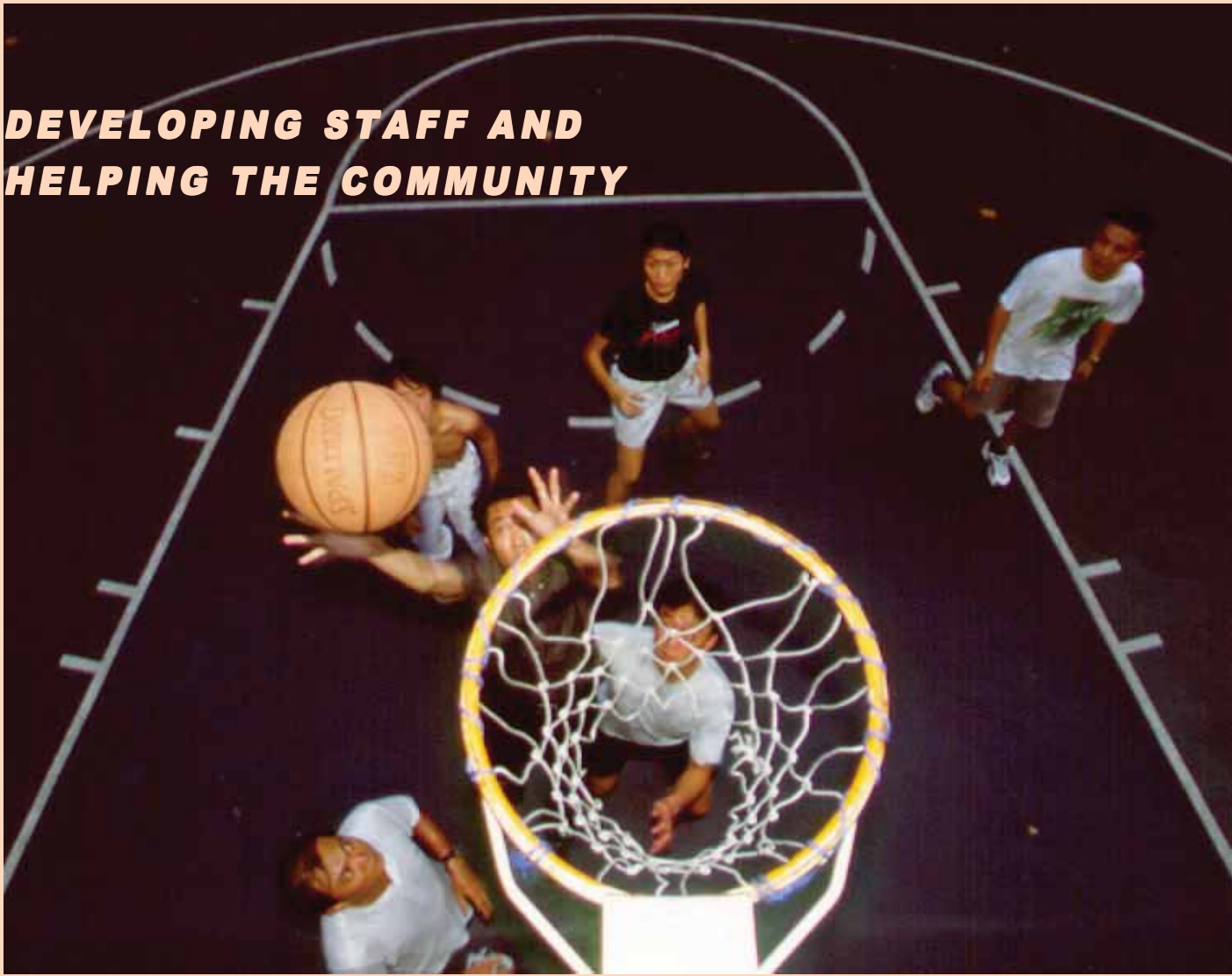
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### IMPLEMENTATION STRATEGY FOR CHANGI BOARDWALK

## **DEVELOPING STAFF AND HELPING THE COMMUNITY**



***Our staff are the key to a vibrant, responsive and socially responsible organisation. Building up their work competencies and personal satisfaction empowers them to contribute effectively to URA, and in turn enables URA to contribute to the wider community.***



*Student visitors to the URA Gallery.*



URA staff with Tampines Home residents at the zoo (above) and sprucing up the Home (below).



## Training to excel

URA's staff strength stood at 1,053 on 31 March 2001. Our staff received an average of 15.78 days of training, exceeding the national average of 12.5 days. A total of \$1.1 million was spent on in-house and external courses, to ensure that the organisation delivers best quality services with a high degree of professionalism.

## Developing potential

To enhance staff skills, URA introduced a Planning and Development Executive Scheme to train selected technical staff as Assistant Professionals. URA also encouraged staff to apply for the new Information Administrator positions, whereby staff receive training to boost IT support in the workplace. As at 31 Mar 2001, 39 staff had become Assistant Professionals and 47 were Information Administrators.

## Communicating internally

An organisation-wide intranet, Uranium, was launched in February 2001, to improve internal communications. Besides providing timely corporate news and information, Uranium is a forum for staff and management to exchange frank views and ideas.

## Winning awards

In FY 2000/2001, URA's Work Improvement Teams (WITs) and Staff Suggestion Scheme (SSS) yielded cost savings of \$1,859,843. As in previous years, WITs and SSS enjoyed 100% staff participation. 272 WITs projects (an average of 3.09 per team) were completed, and 8,417 suggestions (an average of 8.06 per staff) were submitted.

In recognition of this, URA received the Minister's Challenge Trophy at the Ministry of National Development WITs/SSS Award Presentation Ceremony.

URA's Conservation and Urban Design Division obtained ISO 9001 certification for its quantity surveying services.

URA was also joint runner-up for the 2000 Best Annual Report (statutory board category).

## Encouraging a balanced lifestyle

Various recreational activities were organised for staff throughout the year, ranging from games and sports tournaments to health food sales and lifestyle talks.

## Contributing to the community

URA received the 5-Year (1995-2000) Outstanding SHARE Programme Award 2000 for its enthusiastic support of this programme by the Community Chest. As at 31 Mar 2001, 94% of URA staff contributed to the SHARE programme.

URA also received the SAF Commendation Award for employers who support recognition programmes for NSMen.

Our staff continued to contribute time and resources to URA's adopted charity, the Tampines Home. Besides raising funds for the Home, our staff helped to spruce up its facilities and organised outings for the residents.

## Educating the public

The URA Gallery continued to enjoy high visitorship, with 58,275 people passing through its doors. Of these, 24,549 were students, many of whom also benefitted from the worksheets URA tailored for them.

## Welcoming visitors

Besides students, tourists and local visitors, URA hosted several dignitaries from countries as diverse as Mexico and Germany.

# INDICATORS

## Performance Indicators

Development Control .....	40
Conservation .....	40
Land Management .....	40
Sale of Sites .....	41
Project Services .....	41
Car Parks .....	42
Human Resource .....	44

## Key Indicators

Supply in The Pipeline .....	46
Price and Rental Indices .....	47
Volume of Transactions .....	49
Stock and Vacancy Rates .....	50



## PERFORMANCE INDICATORS

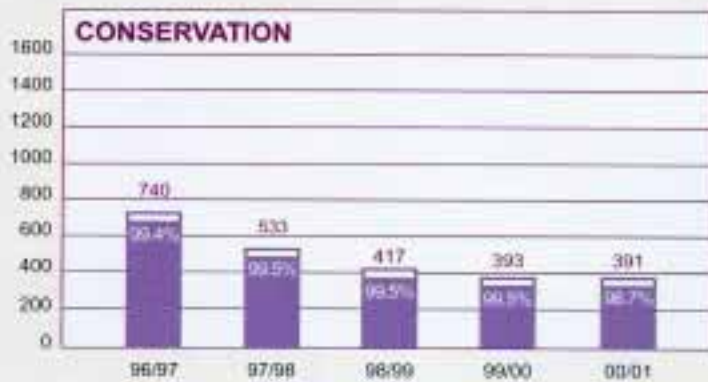
□ No. of development applications (overall) received

■ % of development applications cleared within 8 weeks

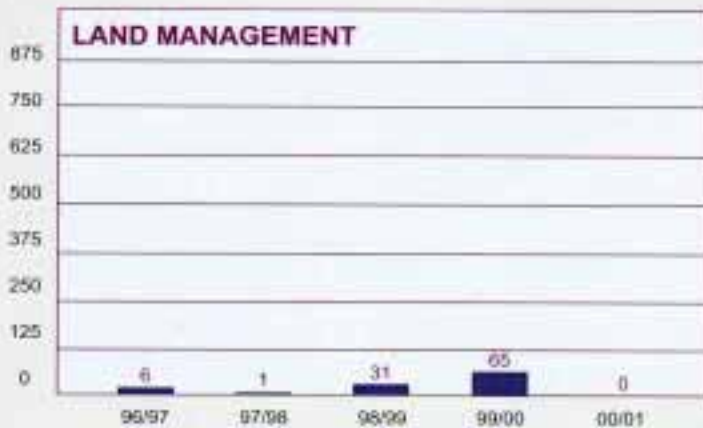


□ No. of formal planning applications received for conservation works

■ % of formal planning applications cleared within 6 weeks



■ No. of resettlement cases





No. of sites released

**SALE OF SITES**

Type of Development	Quantum Released				
	96/97	97/98	98/99	99/00	00/01
Residential (no. of dwelling units)	3,151	2,490	-	1,138	2,899
Commercial (gross floor area in sq m)	230,050	136,613	2,450	54,200	159,169
Hotels (no. of rooms)	-	405	-	-	-
Shophouses (no. of units)	75	-	8	42	-
Heavy Vehicle Park (no. of lots)	130	476	110	600	-
Industrial (land area in ha)	38	48.85	15.89	18.6	7.75

Quantum Released

**PROJECT SERVICES**

TYPE OF PROJECT		96/97	97/98	98/99	99/00	00/01	
						Completed	On-going
Building	Number	1	2	3	2	1	2
	\$ million	0.99	1.71	139.33	42.29	86.40	61.22
Conservation	Number	1	1	-	1	-	1
	\$ million	1.00	8.70	-	1.20	-	0.33
Infrastructure	Number	15	9	14	2	3	13
	\$ million	23.52	22.96	14.72	0.88	1.26	143.53
Environmental Improvement	Number	2	3	4	2	1	1
	\$ million	2.88	2.52	11.02	1.06	0.16	6.50
Total	Number	19	15	21	7	5	17
	\$ million	29.39	36.89	165.07	45.43	87.84	211.58
Development Coordination	Area (ha)	-	-	-	-	-	1,086
	\$ million	-	-	-	-	-	NA

No. and value of projects completed

**KEY PROJECTS**

**Completed**

1. Environmental Improvement Works at Chinatown Historic District
2. Newena Drainage Works
3. Heavy Vehicle Parks at Fort Road
4. Vehicle Parks at Upper Bukit Timah and Lor Ah Tze

**On-going**

1. Common Services Tunnel in New Downtown
2. Infrastructure and Environmental Improvement works at Chang Point
3. Infrastructure Works of Sentosa Bay Site









# KEY INDICATORS

## SUPPLY IN THE PIPELINE

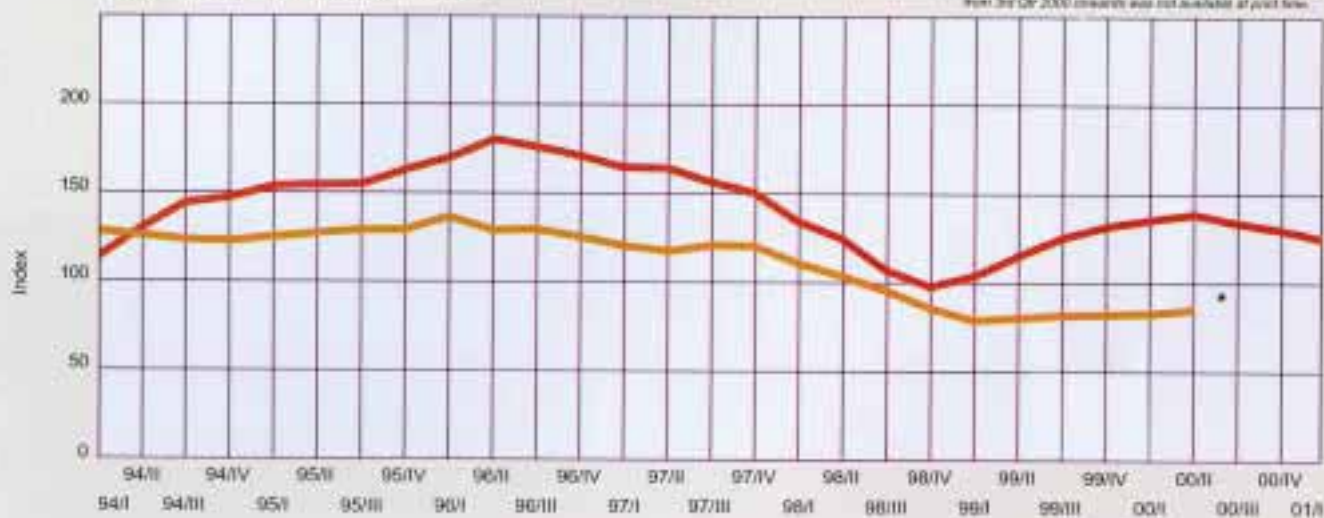


## PRICE AND RENTAL INDICES

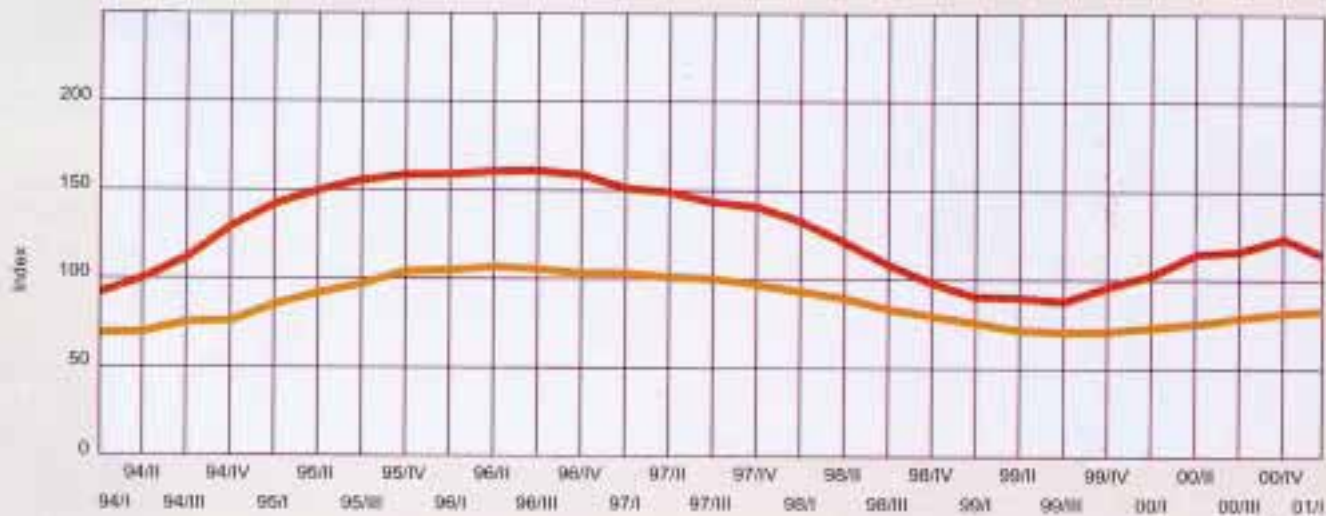
PRICE INDEX RENTAL INDEX

### PRIVATE RESIDENTIAL UNITS

\* The rental index is based on HOAS data, for which the index from 3rd Qtr 2000 onwards was not available at print time.



### OFFICE SPACE

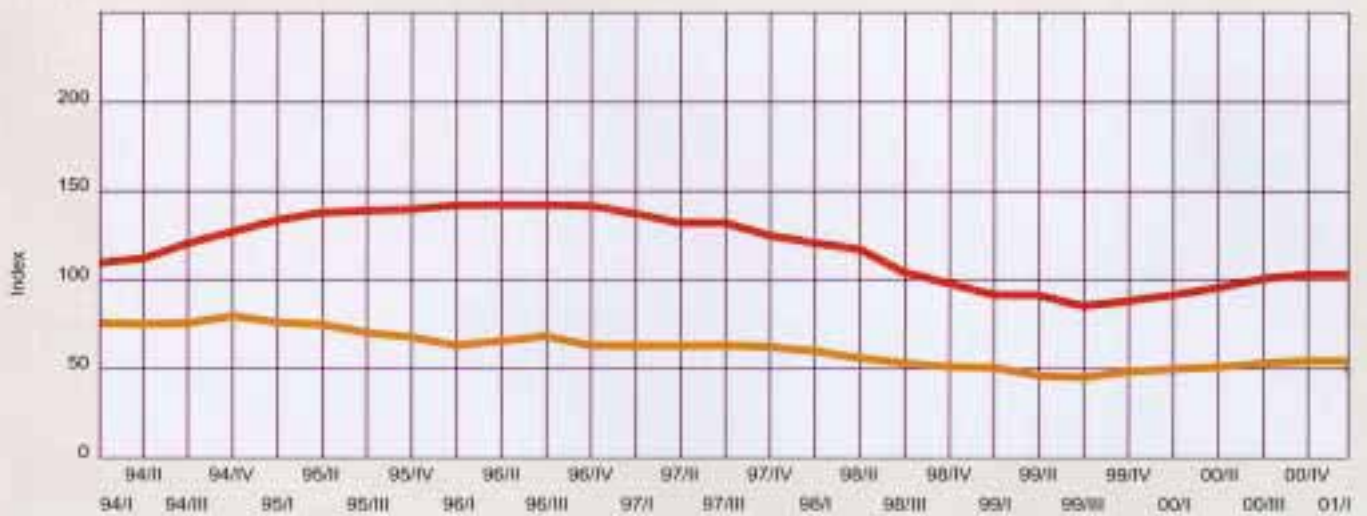




## PRICE AND RENTAL INDICES

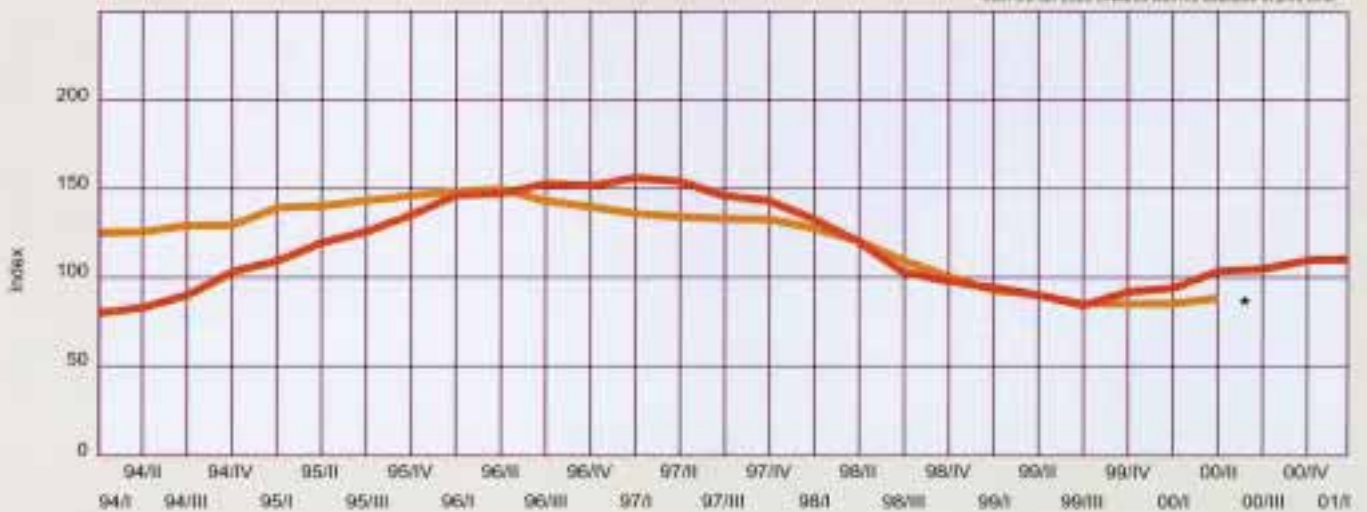
PRICE INDEX RENTAL INDEX

### SHOP SPACE



### INDUSTRIAL SPACE

\* The rental index is based on IPAS data, for which the index from 3rd Qtr 2000 onwards was not available at print time.

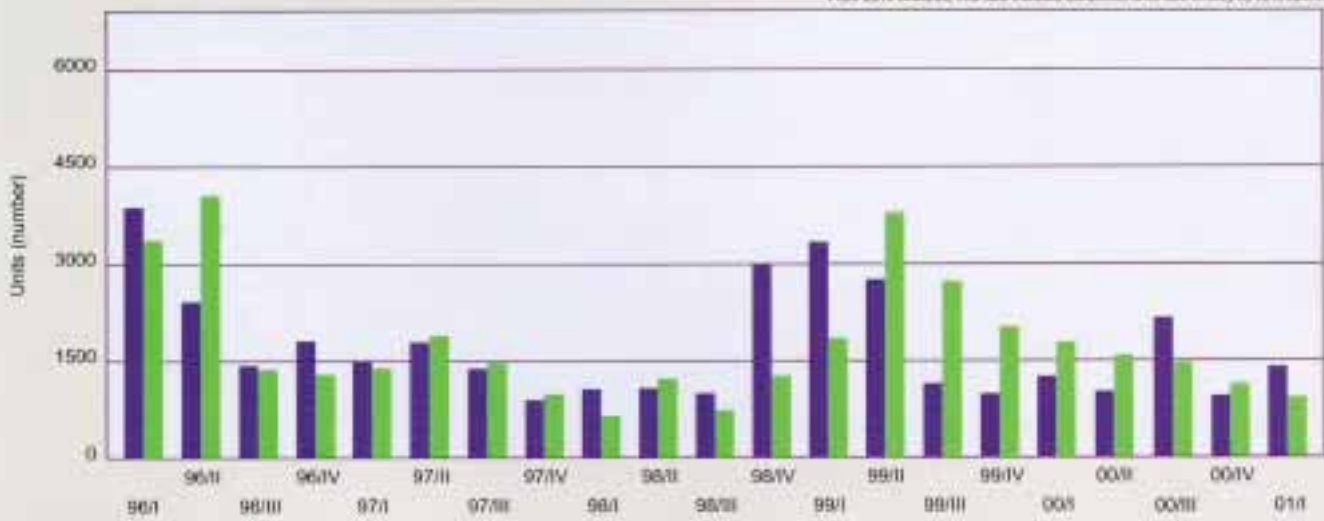


## VOLUME OF TRANSACTIONS

NEW SALE      SUBSALE / RESALE

### PRIVATE RESIDENTIAL UNITS

Note  
From 96/IV onwards, new sale includes completed units sold directly by developers.

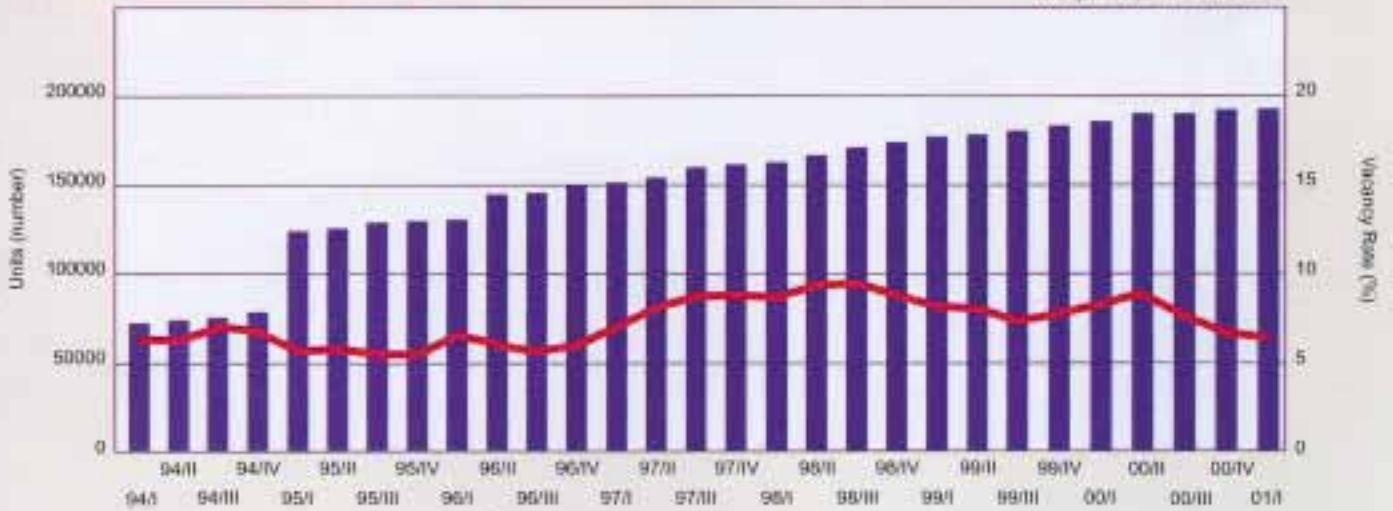


## STOCK AND VACANCY RATES

VACANCY RATE (%)
  UNITS (NUMBER)
  FLOOR SPACE ('000 SQ M NETT)

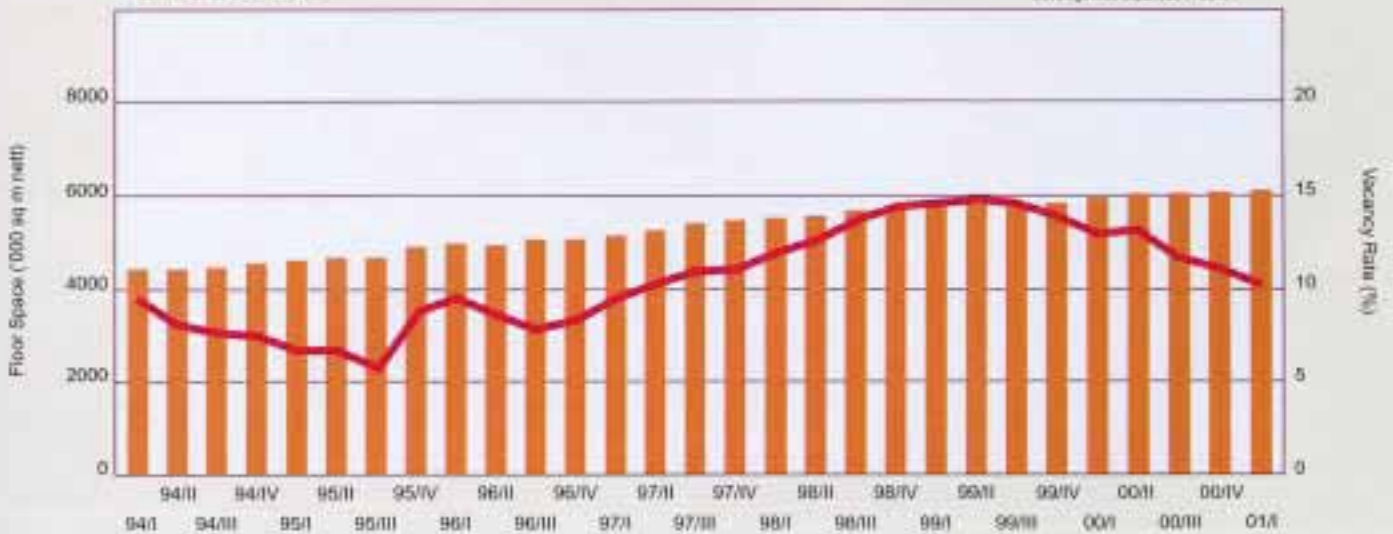
### PRIVATE RESIDENTIAL UNITS

*Note:*  
Coverage was expanded in 95I and 95II.



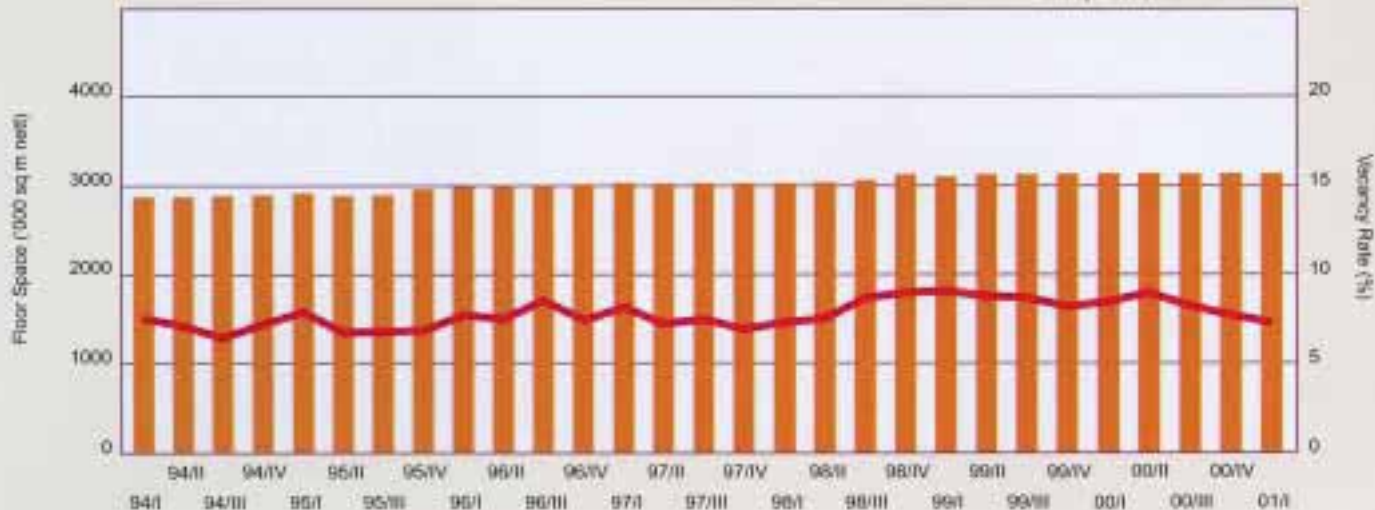
### OFFICE SPACE

*Note:*  
Coverage was expanded in 93IV.

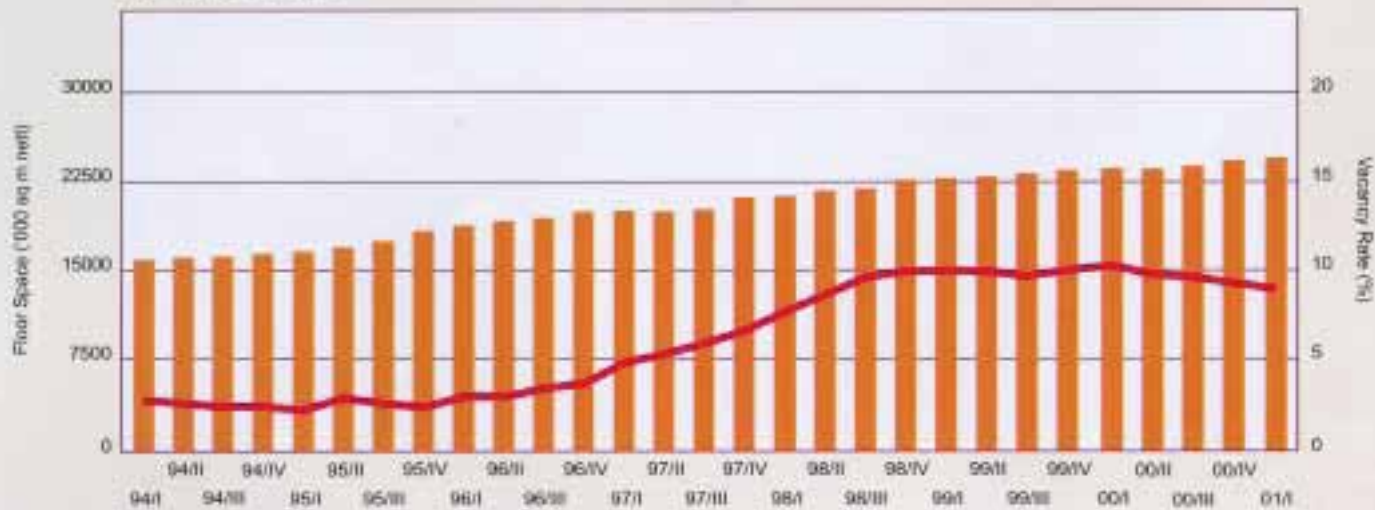


### SHOP SPACE

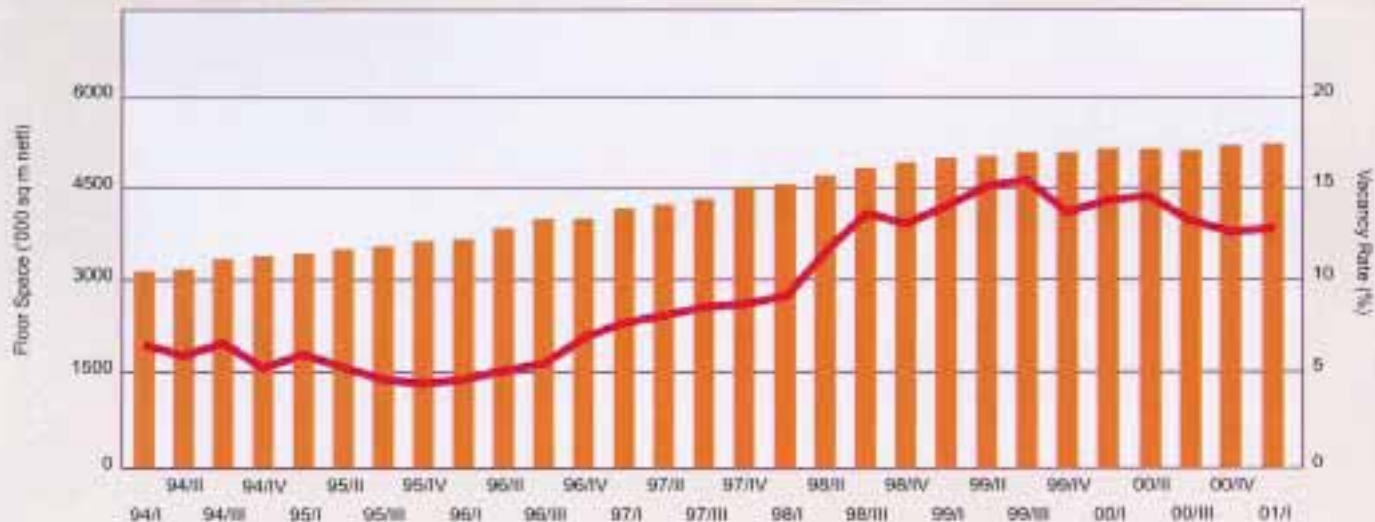
Note: Coverage was expanded in 8/97



### FACTORY SPACE



### WAREHOUSE SPACE



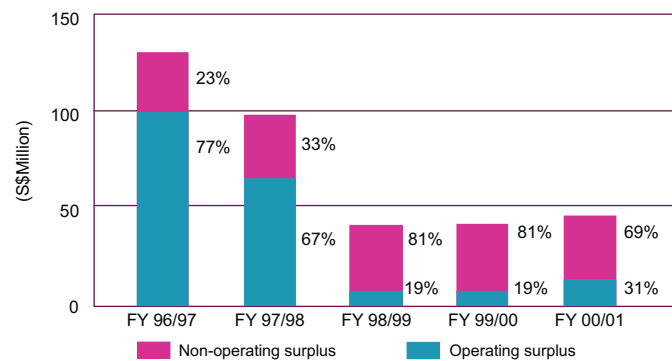
# **FINANCIAL REPORT**

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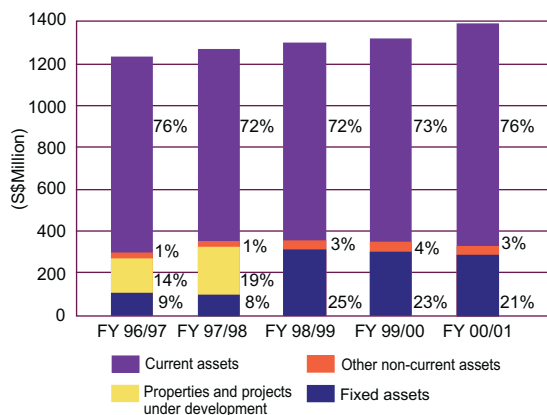
## 5-YEAR FINANCIAL SUMMARY

	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01
<b>Income and Expenditure (\$Million)</b>					
Operating income	194.0	165.8	108.2	110.8	129.6
Operating expenditure	95.7	100.0	99.5	103.0	115.4
Operating surplus	98.3	65.8	8.7	7.8	14.2
Non-operating surplus	29.9	31.7	37.1	34.0	31.5
Surplus before contribution to Consolidated Fund	128.2	97.5	45.8	41.8	45.7
Contribution to Consolidated Fund	25.6	19.5	9.2	8.4	9.1
Surplus after contribution to Consolidated Fund	102.6	78.0	36.6	33.4	36.6
<b>Balance Sheet (\$Million)</b>					
Fixed assets	109.0	100.3	327.8	303.9	288.4
Properties and projects under development	168.8	235.5	5.0	5.8	0.0
Other non-current assets	19.4	14.4	34.3	46.4	41.2
Current assets	933.9	917.7	931.9	959.5	1,070.6
	1,231.1	1,267.9	1,299.0	1,315.6	1,400.2
Capital and accumulated surplus	1,101.7	1,179.7	1,216.4	1,249.7	1,286.3
Deferred capital grants	24.5	18.4	12.2	6.1	0.0
Current liabilities	98.5	69.8	70.4	56.7	105.6
Deferred income and provision for pensions and gratuities	6.4	0	0	3.1	8.3
	1,231.1	1,267.9	1,299.0	1,315.6	1,400.2

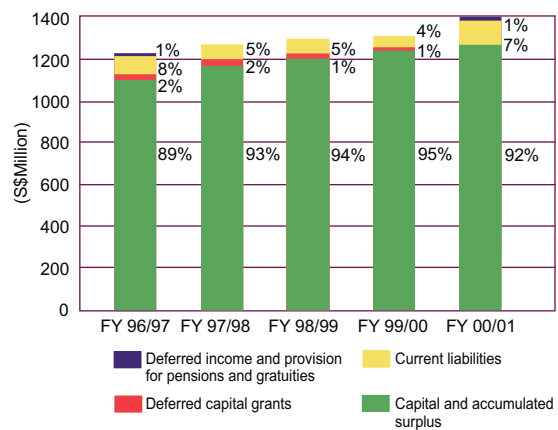
### Surplus Before Contribution To Consolidated Fund



### Assets



### Capital & Liabilities



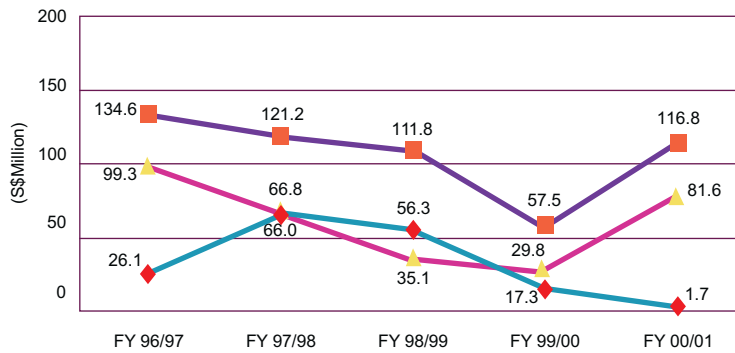
	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01
<b>Cash Flow (\$Million)</b>					
Cash generated from operations	99.3	66.8	35.1	29.8	81.6
Total cash generated	134.6	121.2	111.8	57.5	116.8
Capital expenditure (include fixed asset purchases) paid	26.1	66.0	56.3	17.3	1.7

	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01
<b>Financial Indicators (%)</b>					
Operating surplus over operating income	50.7	39.7	8.0	7.0	11.0
Return on turnover	57.1	49.3	31.5	28.8	28.4
Return on average capital and revenue reserves	12.2	8.5	3.8	3.4	3.6
Return on average total assets	10.8	7.8	3.6	3.2	3.4

	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01
<b>Statistics (\$Million)</b>					
Sale of land revenue collected on behalf of Government	4,603	3,949	181	249	1,043
Development charge collected on behalf of Government	576	469	96	118	602
Value of development projects completed	28.3	35.9	165.1	45.4	87.8

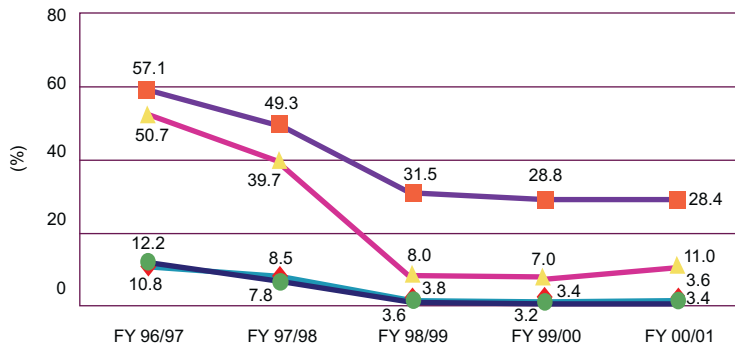
**CASH FLOW**

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



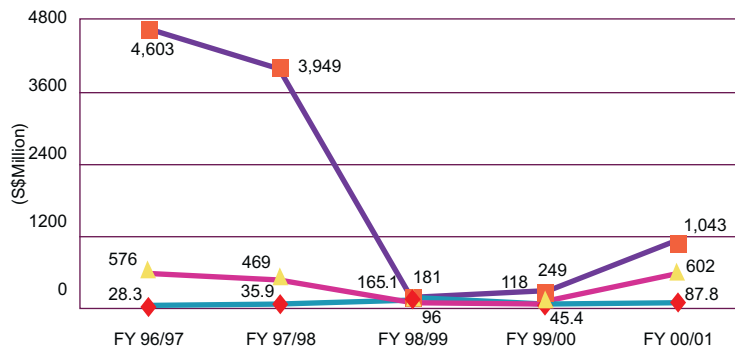
**FINANCIAL INDICATORS**

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



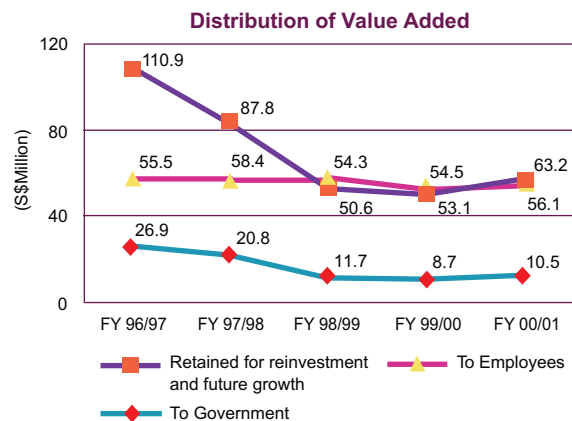
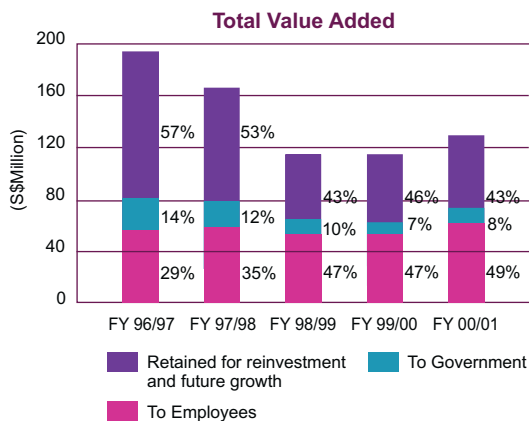
**STATISTICS**

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



## 5-YEAR VALUE ADDED STATEMENT

	FY96/97 (S\$Million)	FY97/98 (S\$Million)	FY98/99 (S\$Million)	FY99/00 (S\$Million)	FY00/01 (S\$Million)
Turnover from operations	194.0	165.8	108.2	110.8	129.7
Less:					
Purchase of goods/services	30.6	30.5	28.7	28.5	31.4
<b>Value added from operations</b>	<b>163.4</b>	<b>135.3</b>	<b>79.5</b>	<b>82.3</b>	<b>98.3</b>
Non-Operating Income/(Expenditure)	29.9	31.7	37.1	34.0	31.5
Income from pre-1989 sale of sites	6.0	6.3	0.0	0.0	0
Income from bank deposits and investments	23.5	25.5	36.4	33.6	31.0
Net surplus from transfer of properties	0.0	0.0	2.0	0.0	0.0
Other non-operating loss	0.4	(0.1)	(1.3)	0.4	0.5
<b>Total value added available for distribution</b>	<b>193.3</b>	<b>167.0</b>	<b>116.6</b>	<b>116.3</b>	<b>129.8</b>
Distribution					
To Employees					
Salaries and staff welfare/benefits	55.5	58.4	54.3	54.5	63.2
To Government	26.9	20.8	11.7	8.7	10.5
Contribution to Consolidated Fund	25.6	19.5	9.2	8.4	9.1
Property and other taxes	1.3	1.3	2.5	0.3	1.4
Retained for reinvestment and future growth	110.9	87.8	50.6	53.1	56.1
Depreciation	8.3	9.8	14.0	19.7	19.5
Surplus	102.6	78.0	36.6	33.4	36.6
<b>Total value added</b>	<b>193.3</b>	<b>167.0</b>	<b>116.6</b>	<b>116.3</b>	<b>129.8</b>



## VALUE ADDED INDICATORS

	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01
Value added per employee (S\$'000)	138.2	118.5	70.3	74.6	91.8
Value added per employment costs (S\$)	2.9	2.3	1.5	1.5	1.6
Value added per turnover from operations (%)	84.2	81.6	73.5	74.3	75.8
Value added per investment in fixed assets (before depreciation) (S\$Million)	1.2	1.0	0.3	0.2	0.3



## HALF-YEARLY INDICATORS

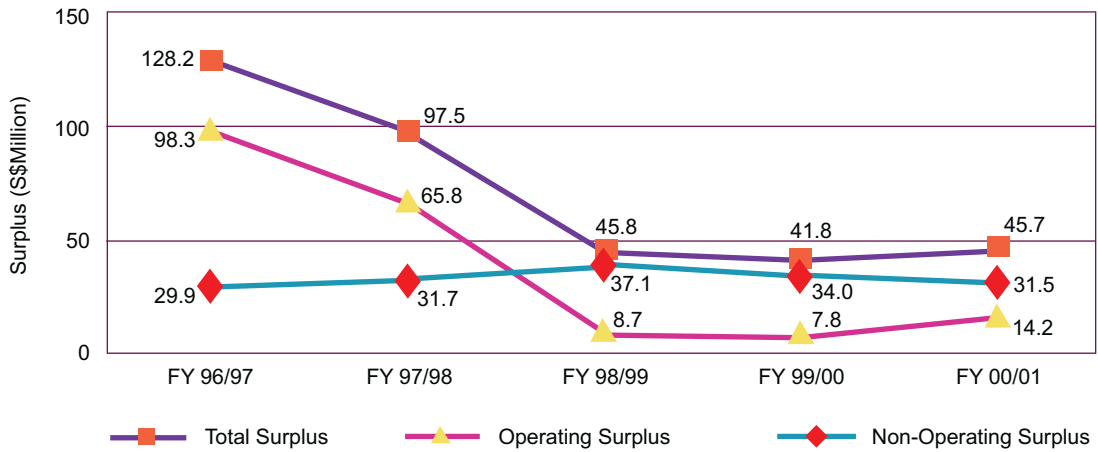
	1st Half	2nd Half	Whole Year
<b>Operating surplus over operating income (%)</b>			
FY 00/01	17.1	5.0	11.0
FY 99/00	12.1	1.9	7.0
<b>Return on turnover (%)</b>			
FY 00/01	33.7	23.2	28.4
FY 99/00	33.9	23.6	28.8
<b>Return on average capital and revenue reserves (%)</b>			
FY 00/01	4.2	3.0	3.6
FY 99/00	4.0	2.7	3.4
<b>Return on average total assets (%)</b>			
FY 00/01	3.9	2.8	3.4
FY 99/00	3.8	2.6	3.2
<b>Operating income per S\$ employment cost</b>			
FY 00/01	2.3	2.0	2.1
FY 99/00	2.2	2.2	2.2
<b>Operating surplus per employee (S\$)</b>			
FY 00/01	10,174	3,112	13,286
FY 99/00	6,072	957	7,029
<b>Training cost per employee (S\$)</b>			
FY 00/01	428	614	1,042
FY 99/00	440	593	1,033
<b>Sale of land revenue collected on behalf of Government (S\$Million)</b>			
FY 00/01	438	605	1,043
FY 99/00	29	220	249
<b>Development charge collected on behalf of Government (S\$Million)</b>			
FY 00/01	269	333	602
FY 99/00	58	60	118

# FINANCIAL REVIEW

FOR THE YEAR ENDED 31 MARCH 2001

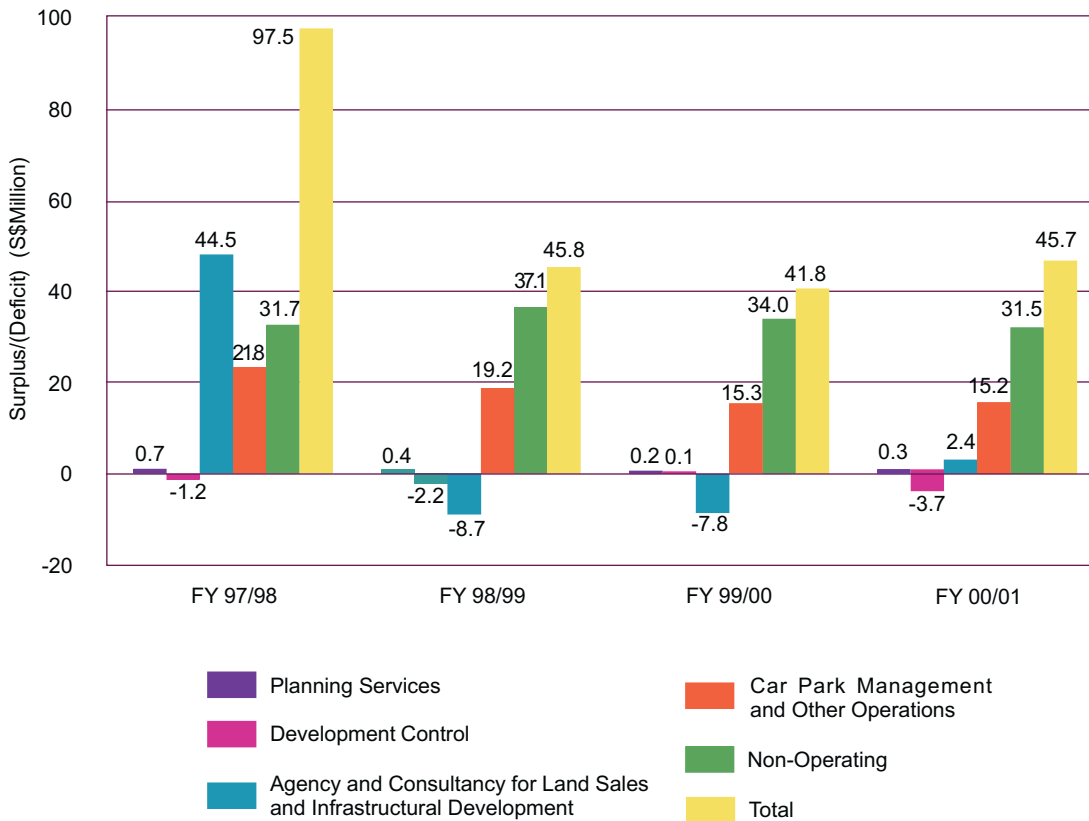
## OVERVIEW

1 For the financial year ended 31 March 2001, URA recorded an operating surplus of S\$14.2 million, S\$6.4 million or 82% higher than last year. A further S\$31.5 million was generated from bank interest, investment and other non-operating income. The total surplus for the year amounted to S\$45.7 million before a provision of S\$9.1 million for contribution to Consolidated Fund.



## URA ACTIVITIES

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

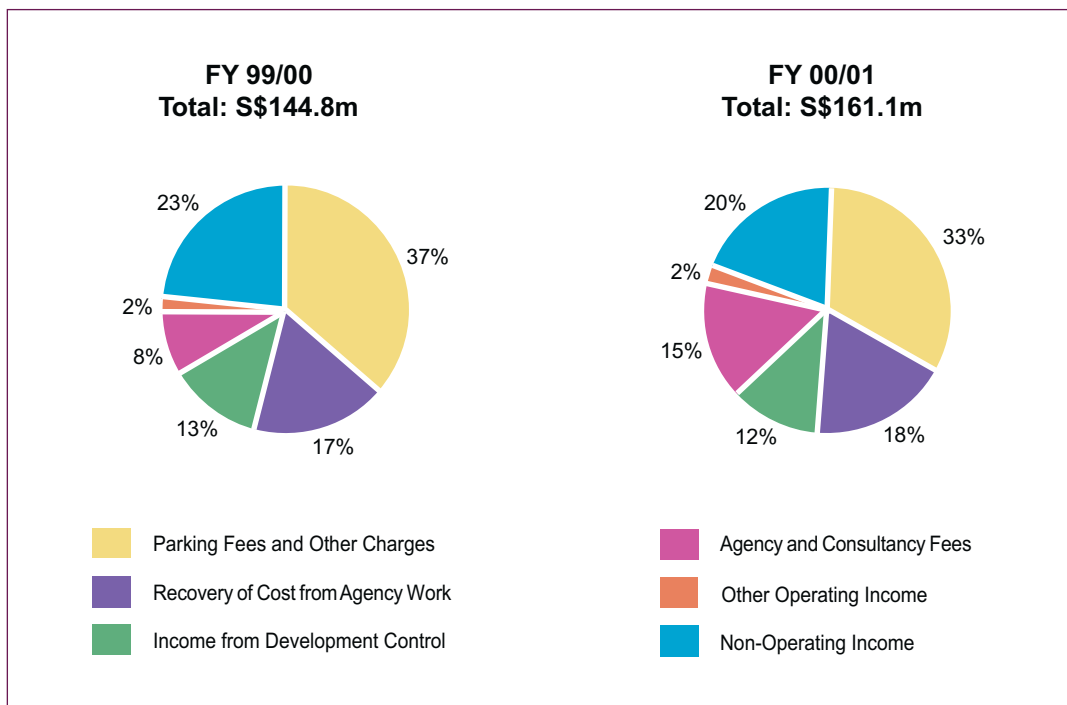


## INCOME

- 3 Operating income increased by 17% or S\$18.8 million to S\$129.6 million. In addition to the higher recovery of cost from agency work, the increase in operating income was contributed mainly by consultancy and agency fees earned for the Common Services Tunnel project and from an increase in the number of sites sold.

	FY99/00 S\$Million	FY00/01 S\$Million	Increase/(Decrease)	
			S\$Million	%
<b>OPERATING INCOME</b>				
Parking fees and other charges	52.8	52.6	(0.2)	0
Recovery of cost from agency work	25.1	29.6	4.5	18
Income from development control	18.3	18.8	0.5	3
Agency and consultancy fees	11.4	24.7	13.3	117
Other operating income	3.2	3.9	0.7	22
	110.8	129.6	18.8	17
<b>NON-OPERATING INCOME</b>				
Bank interest and investment income*	33.6	31.0	(2.6)	(8)
Other income	0.4	0.5	0.1	25
	34.0	31.5	(2.5)	(7)
<b>TOTAL INCOME</b>	144.8	161.1	16.3	11

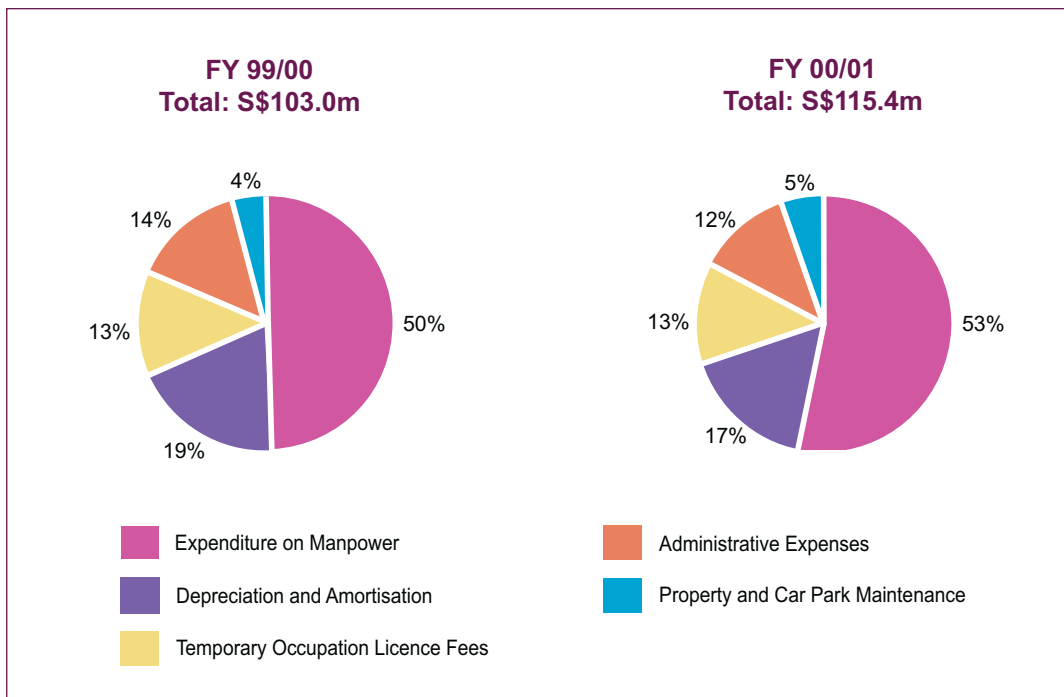
\* Net of fund management and related expenses.



## EXPENDITURE

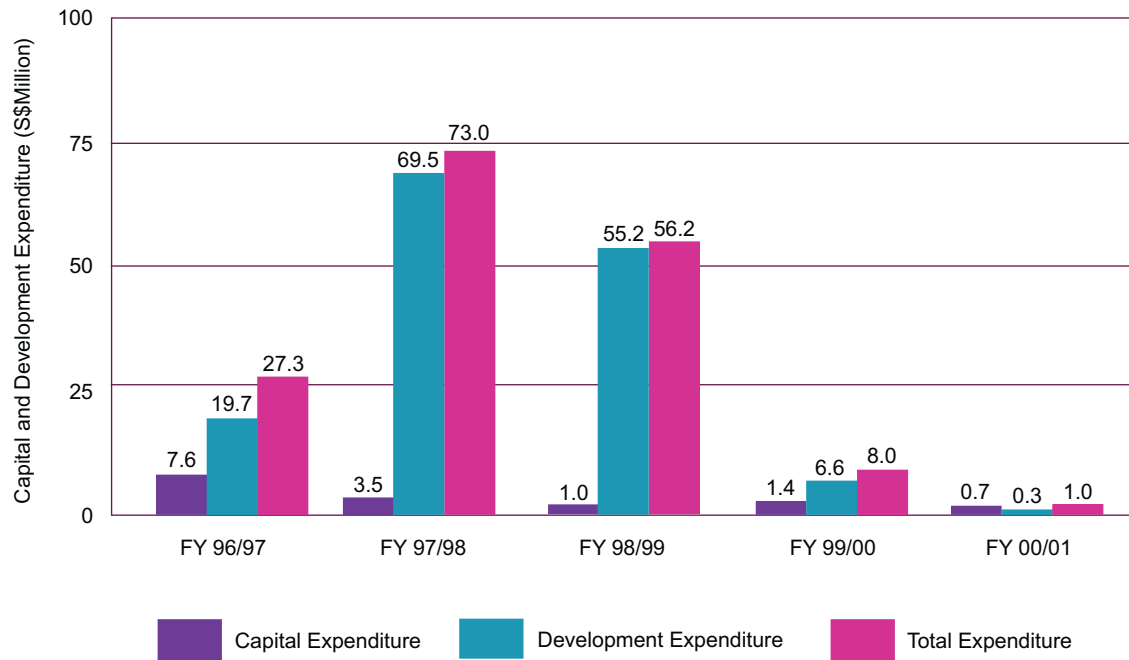
- 4 Operating expenditure increased by 12% or S\$12.4 million to S\$115.4 million. The higher expenditure was due mainly to an increase in manpower cost from the partial restoration of employer's CPF contribution and staff salaries, payment of higher variable and performance bonuses.

	FY99/00 S\$Million	FY00/01 S\$Million	Increase/(Decrease) S\$Million	%
<b>OPERATING EXPENDITURE</b>				
Expenditure on manpower	50.6	<b>61.3</b>	10.7	21
Depreciation and amortisation	19.7	<b>19.5</b>	(0.2)	(1)
Temporary occupation licence fees	13.6	<b>14.6</b>	1.0	7
Administrative expenses	14.8	<b>13.8</b>	(1.0)	(7)
Property and car park maintenance	4.3	<b>6.2</b>	1.9	44
	103.0	<b>115.4</b>	12.4	12



## CAPITAL AND DEVELOPMENT EXPENDITURE

- 5 With the completion of the URA East Wing renovation works and car park projects in the previous year, the Capital and Development expenditure for the year decreased to S\$1 million.

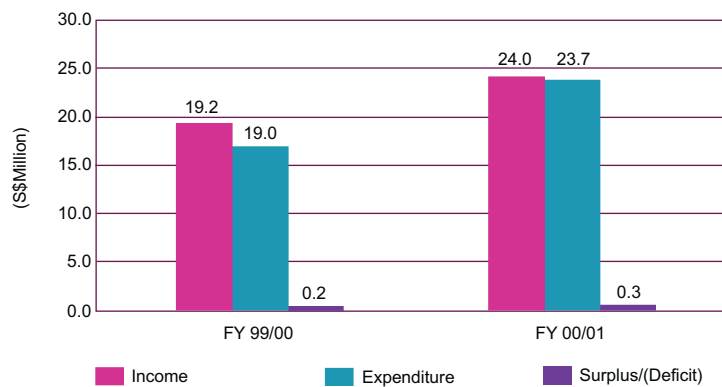


## SEGMENT REVIEW

This segment reviews the financial performance of URA's main operating activities. The income and expenditure figures have been reclassified by activities accordingly.

### PLANNING SERVICES

URA received a fee from Ministry of National Development to carry out its function as the planning authority of Singapore. The planning services provided include formulating and reviewing strategic and local land use plans, for example, the Concept Plan and Development Guide Plans; conducting surveys and planning studies; and processing land use proposals. This activity continued to operate close to break-even for the year.



### DEVELOPMENT CONTROL

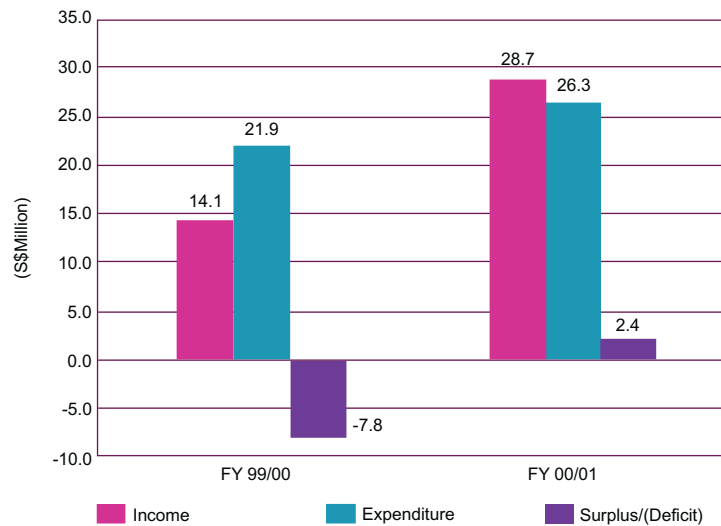
URA facilitates property owners and developers in obtaining planning approvals for their proposed developments. In the process, URA ensures that these proposals are in line with the planning requirements. The number of development applications received for the year fell by 299 cases from a high of 9,099 cases in FY1999 to 8,800 cases in FY2000. The activity recorded a deficit of S\$3.7 million in FY2000 due mainly to an increase in manpower cost following the restoration of employer CPF contribution, staff salaries and bonuses.



## AGENCY AND CONSULTANCY FOR LAND SALES AND INFRASTRUCTURAL DEVELOPMENT

In FY2000, income from agency and consultancy for land sales and infrastructural development activity was S\$14.6 million or 104% more than the previous year. A surplus of S\$2.4 million was recorded for this activity, versus a deficit of S\$7.8 million in FY1999 due mainly to the successful sale of 18 sites (out of 28 sites launched) as compared to 11 sites (out of 14 sites launched) in the previous year. As a land sales agent for the government's sale of sites programme, URA received agency fees only for sites sold.

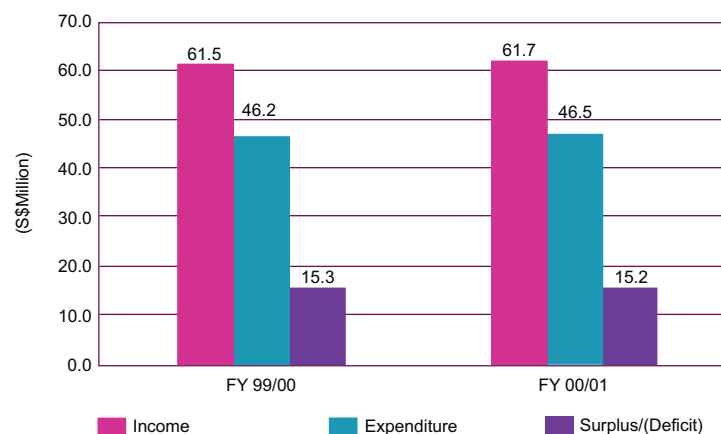
URA also co-ordinates and implements projects on environmental improvements and infrastructural works in selected areas identified for development as an agent for the government and other authorities. Some of the projects that URA continued to undertake in FY2000 were the Common Services Tunnel (CST) project for the New Downtown, infrastructural works and construction of a new ferry terminal at Changi Point.



## CAR PARK MANAGEMENT AND OTHER OPERATIONS

URA manages public parking lots. In FY2000, it managed a total of 62,541 car, heavy vehicle and motorcycle parking lots. Other operations include the management of URA properties and Controller of Housing activity.

This activity recorded a surplus of S\$15.2 million in FY2000 or S\$0.1 million lower than last year. Cost increase was marginal in tandem with a S\$0.2 million increase in income from S\$61.5 million in FY1999 to S\$61.7 million in FY2000.



REPORT ON THE AUDIT OF THE  
**FINANCIAL STATEMENTS**  
OF THE URBAN REDEVELOPMENT AUTHORITY

FOR THE YEAR ENDED 31 MARCH 2001

The financial statements of the Urban Redevelopment Authority set out on pages 65 to 77 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 2001 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 and 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

22 JUNE 2001



# BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2001

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	NOTE	31 March 2001 S\$	31 March 2000 S\$
<b>FUNDS AND RESERVES</b>			
Capital account	3	27,691,177	27,691,177
Accumulated surplus		1,258,620,838	1,222,024,478
		1,286,312,015	1,249,715,655
<b>DEFERRED CAPITAL GRANTS</b>			
	4	-	6,118,681
		1,286,312,015	1,255,834,336
<b>REPRESENTED BY :</b>			
<b>NON-CURRENT ASSETS</b>			
Fixed assets	5	288,428,576	303,860,984
Properties and projects under development	6	1,503	5,832,801
Long term investments	7	30,434,678	30,434,678
Deferred expenditure	8	7,277,847	10,724,239
Staff loans	9	3,444,626	5,272,576
		329,587,230	356,125,278
<b>CURRENT ASSETS</b>			
Debtors, prepayments and advances	10	17,415,668	15,936,642
Short term investments	11	289,250,833	102,120,291
Deposits with banks		691,450,000	817,000,000
Cash and bank balances		72,480,062	24,417,769
		1,070,596,563	959,474,702
<b>CURRENT LIABILITIES</b>			
Agency and other deposits		9,020,721	6,588,075
Creditors and accrued charges	12	87,407,611	41,747,545
Provision for contribution to Consolidated Fund	13	9,149,090	8,354,272
		105,577,422	56,689,892
<b>NET CURRENT ASSETS</b>		965,019,141	902,784,810
<b>LESS :</b>			
<b>NON-CURRENT LIABILITIES</b>			
Deferred income	14	5,244,645	512,752
Provision for pensions and gratuities	15	3,049,711	2,563,000
		1,286,312,015	1,255,834,336

The accompanying notes form part of the accounts.



BOBBY CHIN YOKE CHOONG  
CHAIRMAN

21 JUNE 2001



BG (NS) TAN YONG SOON  
CHIEF EXECUTIVE OFFICER

# INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 31 MARCH 2001

	NOTE	2000/2001 S\$	1999/2000 S\$
<b>OPERATING INCOME</b>			
Parking fees and other charges		52,644,483	52,787,764
Agency and consultancy fees	16	24,717,768	11,395,701
Income from development control	17	18,821,233	18,312,813
Rental income		3,140,236	2,441,546
Other operating income		768,589	795,565
		100,092,309	85,733,389
Less:			
<b>EXPENDITURE</b>			
Expenditure on manpower		61,320,450	50,553,756
Depreciation of fixed assets	5	21,329,709	21,237,317
Temporary occupation licence fees	18	14,645,714	13,600,686
Administrative expenses	19	13,792,289	14,848,684
Property and car park maintenance		6,192,064	4,314,997
Amortisation of deferred expenditure	8	4,280,237	4,617,670
		121,560,463	109,173,110
Recovery of cost from agency work	20	(29,578,393)	(25,074,083)
		91,982,070	84,099,027
<b>OPERATING SURPLUS</b>		8,110,239	1,634,362
<b>NON-OPERATING INCOME</b>			
Income from bank deposits and investments	21	30,963,700	33,648,140
Other non-operating profit	22	552,830	370,176
<b>SURPLUS BEFORE GRANTS</b>		39,626,769	35,652,678
<b>GRANTS</b>			
Amortisation of deferred capital grants	4	6,118,681	6,118,680
<b>SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND</b>		45,745,450	41,771,358
Less: Contribution to Consolidated Fund	13	9,149,090	8,354,272
<b>NET SURPLUS FOR THE YEAR</b>		36,596,360	33,417,086
<b>ACCUMULATED SURPLUS AS AT 1 APRIL</b>		1,222,024,478	1,188,607,392
<b>ACCUMULATED SURPLUS AS AT 31 MARCH</b>		1,258,620,838	1,222,024,478

The accompanying notes form part of the accounts.

# STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2001

	Capital Account S\$	Accumulated Surplus S\$	Total S\$
Balance as at 1 April 1999	27,691,177	1,188,607,392	1,216,298,569
Net surplus for the year	-	33,417,086	33,417,086
Balance as at 31 March 2000	27,691,177	1,222,024,478	1,249,715,655
Net surplus for the year	-	36,596,360	36,596,360
Balance as at 31 March 2001	27,691,177	1,258,620,838	1,286,312,015

The accompanying notes form part of the accounts.

# CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2001

	NOTE	2000/2001 S\$	1999/2000 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus before grants		39,626,769	35,652,678
Adjustments for:			
Depreciation of fixed assets		21,329,709	21,237,317
Amortisation of deferred expenditure		4,280,237	4,617,670
Provision for pensions and gratuities		486,711	2,563,000
Deferred income recognised		(102,551)	-
Income from bank deposits and investments		(30,963,700)	(33,648,140)
Loss on disposal of fixed assets		-	59,702
Surplus before working capital changes		34,657,175	30,482,227
(Increase) / Decrease in debtors, prepayments and advances		(66,029)	1,870,995
Increase / (Decrease) in agency and other deposits		2,432,646	(2,593,704)
Increase in creditors and accrued charges		44,583,807	51,879
Cash generated from operations		81,607,599	29,811,397
Staff loans released		(845,615)	(1,724,726)
Staff loans repayments received		2,810,544	1,597,369
Deferred agency fees received		4,848,976	498,220
Payment to Consolidated Fund		(8,354,272)	(9,155,919)
Net cash from operating activities		80,067,232	21,026,341
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure paid		(1,075,394)	(16,171,244)
Payments for purchase of fixed assets		(651,474)	(1,082,684)
Proceeds from disposal of fixed assets		-	11,111
Proceeds from refund of land and car park cost		-	7,870,802
Payments for purchase of long term investments		-	(15,089,507)
Interest received		23,555,254	14,632,147
Dividends received		3,940,334	3,122,580
Net payment for purchase and sale of short term investments		(183,323,659)	(12,038,769)
Net cash used in investing activities		(157,554,939)	(18,745,564)
<b>NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>(77,487,707)</b>	<b>2,280,777</b>
<b>CASH AND CASH EQUIVALENTS AS AT 1 APRIL</b>	23	841,417,769	839,136,992
<b>CASH AND CASH EQUIVALENTS AS AT 31 MARCH</b>	23	763,930,062	841,417,769

The accompanying notes form part of the accounts.

# NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2001

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## 1 PRINCIPAL ACTIVITIES

The registered address of Urban Redevelopment Authority (URA) is 45 Maxwell Road The URA Centre Singapore 069118.

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.

As at 31 March 2001, URA staff strength was 1,053 (31 March 2000 – 1,075).

## 2 SIGNIFICANT ACCOUNTING POLICIES

### (a) BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements are prepared in accordance with and complied in all material respect with all applicable Statements of Accounting Standard (SAS).

The financial statements, expressed in Singapore dollars, are 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, 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) AGENCY FEES

Eighty per cent of the agency fees for sale of sites on behalf of the Government is recognised as and when payments from the developers are due or received. The remaining twenty per cent is deferred and recognised uniformly over 5 years to match with the post sale work carried out by the URA.

**(e) 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.

**(f) 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.

**(g) 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.

**(h) DEFERRED EXPENDITURE**

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

**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 DEFERRED CAPITAL GRANTS**

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

	2000/2001 S\$	1999/2000 S\$
Balance as at 1 April	6,118,681	12,237,361
Less:		
Amortisation of deferred capital grants	6,118,681	6,118,680
Balance as at 31 March	-	6,118,681
Total capital grants received and utilised since establishment	30,593,403	30,593,403

## 5 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 2000	153,150,585	107,327,577	27,749,820	10,576,140	51,129,351	17,133,072	367,066,545
Additions	-	2,417,949	-	-	3,424,184	83,262	5,925,395
Disposals	-	-	-	-	(3,171)	(254,350)	(257,521)
Adjustments	-	(210,549)	21,500	-	33,356	127,599	(28,094)
At 31 March 2001	153,150,585	109,534,977	27,771,320	10,576,140	54,583,720	17,089,583	372,706,325
<b>Accumulated Depreciation</b>							
At 1 April 2000	2,870,783	7,200,292	6,273,322	885,522	39,782,369	6,193,273	63,205,561
Depreciation for the year	1,580,666	2,459,864	2,628,925	211,523	12,049,521	2,399,210	21,329,709
Disposals	-	-	-	-	(3,171)	(254,350)	(257,521)
Adjustments	-	(2,207)	2,207	-	-	-	-
At 31 March 2001	4,451,449	9,657,949	8,904,454	1,097,045	51,828,719	8,338,133	84,277,749
Depreciation for FY1999/2000	1,580,667	2,378,108	2,522,227	211,523	12,093,416	2,451,376	21,237,317
<b>Net Book Value</b>							
At 31 March 2001	148,699,136	99,877,028	18,866,866	9,479,095	2,755,001	8,751,450	288,428,576
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

Note: Three sold sites with freehold reversionary interest were not included in the above assets schedule.

**6 PROPERTIES AND PROJECTS UNDER DEVELOPMENT**

	At 1 April S\$	Additions S\$	Transfers S\$	At 31 March S\$
2000/2001				
Capital expenditure	5,832,801	276,468	(6,107,766)	1,503
	5,832,801	276,468	(6,107,766)	1,503
1999/2000				
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

All properties under development in FY1999/2000 were completed in FY2000/2001. The balance of S\$1,503 represents initial down payment made for a training system.

**7 LONG TERM INVESTMENTS**

	2000/2001 S\$	1999/2000 S\$
Unquoted equity shares, at cost	250,000	250,000
Unit trusts (quoted), at cost	30,184,678	30,184,678
	30,434,678	30,434,678
Market value of unit trusts (quoted) as at 31 March	28,749,136	44,293,134

**8 DEFERRED EXPENDITURE**

	2000/2001 S\$	1999/2000 S\$
Balance as at 1 April	10,724,239	13,820,006
Add: Cost of car park projects completed during the year	833,845	1,967,153
Less: Reimbursement of car parks cost	-	445,250
	833,845	1,521,903
	11,558,084	15,341,909
Less: Amortisation of deferred expenditure	4,280,237	4,617,670
Balance as at 31 March	7,277,847	10,724,239



**9 STAFF LOANS**

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% (FY1999/2000 – 5%) for housing loan and at prevailing prime rate of a bank at 5% (FY1999/2000 – 5%) for other loans.

	2000/2001 S\$	1999/2000 S\$
Amount repayable within 12 months	279,331	416,310
Amount repayable after 12 months	3,444,626	5,272,576
	3,723,957	5,688,886

**10 DEBTORS, PREPAYMENTS AND ADVANCES**

	2000/2001 S\$	1999/2000 S\$
Sundry debtors and recoverables (net of provision for doubtful debts)	6,788,863	7,893,966
Accrued interest	9,401,667	6,978,564
Prepayments	1,145,453	985,127
Advances	79,685	78,985
	17,415,668	15,936,642
Increase/(Decrease) in provision for doubtful debts:		
	2000/2001 S\$	1999/2000 S\$
Balance as at 1 April	1,818	1,818
Amount collected during the year	(688)	-
Balance as at 31 March	1,130	1,818

**11 SHORT TERM INVESTMENTS**

	2000/2001 S\$	1999/2000 S\$
Cost of quoted investments:		
Equity shares	109,807,101	102,120,291
Global bonds	179,443,732	-
	289,250,833	102,120,291
Market value of quoted investments as at 31 March:		
Equity shares	108,968,910	128,049,971
Global bonds	183,114,195	-
	292,083,105	128,049,971

The investments in equity shares and global bonds are managed by external fund managers. As at 31 March 2001, the total amount of funds placed with the fund managers were S\$299,036,942 (FY1999/2000: S\$107,803,857). These were represented by the following:

	2000/2001 S\$	1999/2000 S\$
<b>Quoted Investments:</b>		
Equity shares	109,807,101	102,120,291
Global bonds	179,443,732	-
	289,250,833	102,120,291
<b>Other Investments:</b>		
Fixed deposits*	1,950,000	1,700,000
Cash balances*	5,456,939	1,380,152
Interest and other receivables*	4,746,235	3,067,199
Accrued fees and other payables*	(2,367,065)	(463,785)
	299,036,942	107,803,857

\* These items have been included in the respective current assets and liabilities in the Balance Sheet.

## 12 CREDITORS AND ACCRUED CHARGES

	2000/2001 S\$	1999/2000 S\$
Amount collected on behalf of government agencies	75,976,741	29,702,261
Amount due to contractors	380,992	1,208,011
Sundry creditors and accruals	11,049,878	10,837,273
	87,407,611	41,747,545

## 13 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, 2000 Revised Edition).

## 14 DEFERRED INCOME

This represents agency fees on sale of sites received but to be recognised in the future financial years in accordance with the accounting policy explained in Note 2(d) above.

	2000/2001 S\$	1999/2000 S\$
Balance as at 1 April	512,752	-
Amount received during the year	4,834,444	512,752
	5,347,196	512,752
Amount recognised during the year	(102,551)	-
Balance as at 31 March	5,244,645	512,752

**15 PROVISION FOR PENSIONS AND GRATUITIES**

	2000/2001 S\$	1999/2000 S\$
Balance as at 1 April	2,563,000	-
Amount provided during the year	486,711	2,563,000
Balance as at 31 March	3,049,711	2,563,000

Provision for pensions and gratuities is made for eligible employees. The amount provided is computed in accordance with the Pensions Act (Cap. 225, 1985 Revised Edition).

**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 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.

During the year, agency fees of about S\$168,000 (FY1999/2000 – Nil) in relation to the proposed Merlion Pier at Marina Bay due from the Singapore Tourism Board (STB) were waived. This is the Authority's contribution in support of the STB's project, as the Merlion Pier will help to enhance the urban landscape and realise parts of the Authority's plan for the Marina Bay. The estimated total agency fees and recoverable costs to be waived for this project are about S\$600,000.

**17 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.

**18 TEMPORARY OCCUPATION LICENCE FEES**

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.

**19 ADMINISTRATIVE EXPENSES**

Included in the administrative expenses are the following expenses :

	2000/2001 S\$	1999/2000 S\$
Auditors' remuneration	145,000	145,000
Board members' allowances	73,333	65,000
Public relations and entertainment	100,640	71,743
Staff welfare	569,341	482,612
Overseas study missions, training and travel programmes	457,679	628,529

**20 RECOVERY OF COST FROM AGENCY WORK**

	2000/2001 S\$	1999/2000 S\$
Reimbursement for planning services	23,656,977	19,393,200
Reimbursement from agency car parks	2,262,345	2,219,069
Reimbursement for stores and services	2,073,913	1,928,702
Reimbursement for land management	1,335,372	1,184,660
Reimbursement from Preservation of Monuments Board	249,786	348,452
	29,578,393	25,074,083

**21 INCOME FROM BANK DEPOSITS AND INVESTMENTS**

	2000/2001 S\$	1999/2000 S\$
Interest income from bank deposits	18,665,200	18,379,594
Gross dividend income from		
- unquoted equity shares	244,803	418,975
- quoted equity shares	3,612,923	2,616,443
- unit trusts (quoted)	-	92,927
Interest income on global bonds	7,116,487	-
Interest income on short term deposits	279,278	71,810
Profit / (Loss) on sale of investments		
- quoted equity shares	6,224,382	14,138,110
- global bonds	(1,030,828)	-
Foreign exchange gain/(loss)		
- quoted equity shares	5,094	(11,724)
- global bonds	(1,853,996)	-
Fund management expenses	(2,299,643)	(2,057,995)
	30,963,700	33,648,140

**22 OTHER NON-OPERATING PROFIT**

	2000/2001 S\$	1999/2000 S\$
Interest on staff loans	266,434	300,127
Reimbursement from Skills Development Fund	213,265	56,293
Secondment contribution	14,434	12,327
Profit / (Loss) on disposal of fixed assets	800	(59,702)
Miscellaneous income	57,897	61,131
	552,830	370,176

**23 CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of cash and cash balances, deposits with banks, cash balances and fixed deposits held by Fund Managers:

	2000/2001 S\$	1999/2000 S\$
Deposits with banks	689,500,000	815,300,000
Cash and bank balances	67,023,123	23,037,617
Cash balances and fixed deposits held by Fund Managers	7,406,939	3,080,152
Cash and cash equivalents	763,930,062	841,417,769

**24 FUTURE CAPITAL COMMITMENTS**

The following commitments are not reflected in the accounts :

	2000/2001 S\$	1999/2000 S\$
Capital expenditure approved and contracted for	-	585,000
Capital expenditure approved but not contracted for	-	-

**25 COMPARATIVE FIGURES**

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