



To Make Singapore a Great City to

# LIVE WORK PLAY

Annual Report 2001/02

 URBAN  
REDEVELOPMENT  
AUTHORITY

Our Mission

# To Make Singapore a Great City to Live, Work and Play



# URA SPIRIT

We have a strong culture of achieving work excellence through URA SPIRIT.

"URA" defines how we work.

- Unlearn** We consciously re-examine what we do, and how and why we do it. We learn from our mistakes and failures, and, where necessary we unlearn what we have learnt.
- Reinvent** We are not afraid to remake URA in order to stay ahead.
- Achieve** We work hard to achieve our mission of making Singapore a great city to live, work and play.

"SPIRIT" stands for our core values.

- Service** We serve the community with commitment, sincerity and empathy. We anticipate and respond to their needs. We constantly look for new and better ways to deliver our products and services.
- Passion** We perform our duties with passion because we are creating a legacy for future generations. We persevere in the face of setbacks and take pride in our work. We do not settle for anything short of excellence.
- Integrity** We deal with our customers and colleagues ethically. We communicate openly and keep our promises. We practise professional integrity.
- Respect** We respect the value and contribution of each individual. We recognise and celebrate one another's success. We support one another's personal and professional growth to their full potential.
- Innovation** We take the initiative to innovate. We dare to dream and experiment even though it means taking risks. We forgive honest mistakes.
- Teamwork** We work across boundaries as a team to achieve our shared vision and goals. We make time to talk to each other and foster a strong sense of community within URA. We also work in partnership with the larger community outside URA.

Together, URA SPIRIT guides our daily interactions in the office and with our customers.



## Who We Are

The Urban Redevelopment Authority (URA) is Singapore's national land use planning authority. We carry out our mission by planning and facilitating the physical development of Singapore, in partnership with the community, to create a vibrant, sustainable and cosmopolitan city of distinction. Given Singapore's small size, judicious land use planning is critical for the nation's future. URA has to take into consideration not just the needs of the city, but also all the needs of an independent nation and provide sufficient land for economic growth and future development.

## What We Do

URA prepares long-term strategic plans, as well as detailed local area plans, to guide physical development, and then coordinates and guides efforts to bring these plans to reality. Prudent land use planning has enabled Singapore to enjoy strong economic growth and social cohesion, and ensures that sufficient land is safeguarded to support continued economic progress and future development.

# Our Business Functions

## PLANNING FUNCTIONS

### Concept Plan

- Strategic, long-term land use planning
- Review of Concept Plan every 10 years

### Master Plan & Development Guide Plans

- Island-wide land use planning
- Preparation of Development Guide Plans
- Formulation of strategies to realise planning visions
- Review of Master Plan every five years

### Urban Design Plans & Conservation Plans

- Development of urban design proposals
- Conservation planning

## FACILITATING FUNCTIONS

### Development Control

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

### Sale of Sites

- Sale of State land as agent for the government
- Planning of Government Land Sales programme

### Real Estate Information

- Property market research and information

### Development Coordination

- Planning and implementation of infrastructural, environmental improvement and building projects for selected areas

### Car Parks Management

- Provision and management of public parking facilities

# Chairman's Message

The past financial year was an exciting and fruitful one for URA, marked by several new milestones reached.

After an extensive consultation exercise involving other government agencies, focus groups and the public, the Concept Plan 2001 was completed in July 2001, outlining key proposals for housing, business and recreation to guide URA's long-term planning.

### Live high, live green

To inject more quality housing in the city, URA sold a site near Tanjong Pagar MRT station for high-rise, high-density residential living. We also scored a significant first for public housing in Singapore by organising an international architectural design competition to source for new and creative ideas for high-rise, high-density living at Duxton Plain.

In tandem with more high-rise homes, URA also relaxed the guidelines for balconies to encourage provision of "gardens in the sky". These can help to soften urban living and beautify the cityscape at the same time.

### All for work

As more cities around the world vie for the investors' dollar, Singapore must remain a choice business location. In June 2001, the New Downtown, positioned as Singapore's future cutting-edge financial hub, took one step closer to reality as URA formally handed over the first sale site – a "white" site – to the developers.

Early this year, URA organised the first POWER (Public Officers Working to Eliminate Red Tape) discussion with industry professionals on how we could further streamline our development control guidelines. More of such workshops are being planned.

Given the prevailing uncertain economic situation, URA attempted to mitigate its effects on businesses in various innovative ways. For example, to help smaller businesses save time and money, we introduced a pilot home-office scheme in selected areas and also facilitated change-of-use proposals via a new Lodgement Scheme.

We launched the Reserve List system, a new way of selling sites based on indicative interest from developers. This gave the market the flexibility to decide on the supply of land. To date, five sites have been sold under this system, including three by URA.

With the new Internet-based Real Estate Information System, URA began providing comprehensive and timely property market information as well as value-adding analysis tools to meet demand and promote greater transparency in the property market.

URA continued to emphasise service improvements to stay competitive and enhance customer service. Notably, we have successfully put online all services which can be

feasibly delivered electronically, to provide faster and more convenient service to our customers.

### Play in the city

As project manager for the reclamation works for the new Merlion Park at the mouth of the Singapore River, URA has played a key role in the relocation of the Merlion to its new home. Together with URA's sale of the historic Waterboat House for commercial development in April 2002, the Merlion Park will turn the Marina Bay waterfront into an even more happening "playground".

To enhance the "play" experience and vibrancy of the city at night, URA also allowed colourful advertisement signs in more activity hubs, such as at Raffles Place and along Singapore River.

### Improving ourselves

URA did not rest on our laurels. In early April 2002, to better reflect URA's role in the new millennium, we underwent a remaking with the launch of a new mission, "To make Singapore a great city to live, work and play".

### Casting our eyes ahead

The key task in the new year for URA is undoubtedly the review of the Master Plan 2003. In this review, we will focus on further enhancing our parks and waterbodies, and strengthening the identity and character of local areas. Our ideas are found in the preliminary Parks & Waterbodies Plan and the Identity Plan currently exhibited for public feedback.

What sets this consultation exercise apart from all other previous ones is that the two plans present only our preliminary ideas. The public can indicate their preferences and suggest more ideas and new areas for us to study.

As an organisation, URA will continue to review all our business practices rigorously against the SQA (Singapore Quality Award) framework to identify more opportunities for organisational improvement. We will also focus on being a more people-oriented organisation.

In continuing to unlearn and reinvent ourselves, as well as planning with the people and for the people, URA will strive towards creating a distinctive global city and the best home for those living, working and playing here in Singapore.

I thank the Board members, Management and staff for their hard work and dedication. It is my great pleasure to be working with them.



**Bobby Chin Yoke Choong**  
Chairman  
Urban Redevelopment Authority



Bobby Chin



# Highlights of the Year

## April 2001

Unveiled proposals at the exhibition “Making Orchard Road More Happening!” organised jointly by URA and STB to make Orchard Road even more vibrant, more attractive and more connected.

Released new guidelines to allow all core media activities to be housed in industrial, warehouse and business park zones.

## May 2001

Announced new guidelines to encourage building owners to build underground pedestrian links to MRT stations.



Held inaugural meeting of the International Panel of Architects and Urban Planners.

Commenced construction works for the first phase of the Common Services Tunnel network in the New Downtown.

## June 2001

Relaxed guidelines to encourage the provision of balconies in residential developments to enhance Singapore’s Garden City ambience.

Held Building Agreement Signing ceremony for the first sale site in the New Downtown.



## July 2001

Introduced Reserve List system as a feature of the Government Land Sales programme to give the market flexibility to decide on land supply.

Released final Concept Plan 2001, a long-term plan that will guide Singapore’s physical development for the next 40 to 50 years, after extensive public consultation.

Recognised seven conservation building projects with the Architectural Heritage Awards for sensitive restoration works.



## August 2001

Organised the Duxton Plain International Architectural Design Competition to get fresh and innovative ideas on high-rise, high-density public housing.

Simplified change-of-use guidelines with new Building Use table and launched the change-of-use Lodgement Scheme to be more pro-business.

## September 2001

Relaxed guidelines on strata landed housing developments to provide more flexibility in design.



1 More underground links with shops and eating outlets to MRT stations encouraged.

2 Handing over of the first New Downtown sale site to the developers.

3 Restored MITA Building, a winner of the URA Architectural Heritage Awards 2001.

4 More design flexibility for strata landed housing given.

5 Simulation of the new Merlion Park when completed - a perfect picture spot.

6 More places in the Central Area allowed for vibrant advertisement signs.

7 Chek Jawa to be kept for as long as land is not needed for development (*photo courtesy of Ria Tan*).

8 Key roads in Woodlands to be enhanced and transformed into attractive “green boulevards”.

9 The Jury in deliberation during judging of the Duxton Plain International Architectural Design Competition.

**October 2001**

Suspended the Confirmed List of the Government Land Sales programme. Land will only be made available through the Reserve List system instead.

**November 2001**

Launched the home-office concept in five pilot areas to allow all types of small businesses to use residential homes as offices.

Sold a site at Gopeng Street near Tanjong Pagar MRT station for high-rise, high-density residential use to inject more housing in the city.

Started works for the new Merlion Park in Marina Bay.



Released finalised Landmark and Gateway Plan for the Central Area after public consultation.

Launched online subscription-based Real Estate Information System to provide timely information and data on Singapore's property market.

**December 2001**

Extended the number of areas where advertisement signs would be permitted in the Central Area to add more colour and vibrancy at night.



Completed URA Enterprise, a comprehensive study on how URA has been doing and how it can do better.

**January 2002**

Led comprehensive review with various government agencies on reclamation plans for Chek Jawa, which resulted in MND's announcement of the decision to put off works to allow the unique nature ecosystems to be retained for as long as possible.



Organised first Public Officers Working to Eliminate Red Tape (POWER) session with building professionals to review development control guidelines on industrial, warehouse and business park developments.

**February 2002**

Released finalised urban design plans and guidelines for Orchard Road.

Exhibited plans and proposals to create a better living environment for Woodlands residents.



Signed a Memorandum of Understanding with Thailand's Government Housing Bank to provide assistance in setting up their National Real Estate Information Centre.

**March 2002**

Relaxed guidelines on industrial, warehouse and business park developments following POWER session review.

**April 2002**

Launched new URA mission statement at first public URA Corporate Plan Seminar, where key directions and initiatives were also highlighted by Minister for National Development and CEO, URA.

Facilitated discussions to achieve a win-win solution in balancing nature conservation and new golf course development at Kranji.

Sold historic Waterboat House at Singapore River for commercial development as part of plans to revitalise the waterfront area.

Announced winning scheme of the Duxton Plain International Architectural Design Competition and launched exhibition showcasing all design schemes submitted.







## Members of the Board

(top row, from left to right)

*Chairman:*

**Mr Bobby Chin Yoke Choong**

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 Council Member of the Singapore Business Federation and Singapore Chinese Chamber of Commerce and Industry, and a Director of Nanyang Girls' High School.

*Board Members:*

**BG (NS) Tan Yong Soon**

*(from 1 June 2001)*

BG Tan joined the Board when he was appointed Chief Executive Officer on 1 June 2001. Before joining URA, BG Tan was Deputy Secretary (Policy) of the Ministry of Finance. He is on the Board of the Energy Market Authority of Singapore, and holds directorships in Silkair (Singapore) Pte Ltd and National Healthcare Group Pte Ltd.

**Mr Lim Jim Koon**

Mr Lim joined the Board in April 2000. He is the Editor of Lianhe Zaobao, as well as a member of the Public Transport Council, Singapore 21 Facilitation Committee, Singapore Chinese Chamber Institute of Business Committee, Network China Steering Committee of IE Singapore and the Advisory Panel (Chinese Programmes) to the Faculty of Business Administration, National University of Singapore. He is also a Board Member of the Civil Service College.

(bottom row, from left to right)

**Mr Inderjit Singh**

Mr Singh was appointed to 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 SPRING

Singapore. He is currently the Executive Chairman of Tri Star Electronics Pte Ltd, a local electronics trading and services company.

**Assoc Prof Milton Tan**

Assoc Prof Tan was appointed to the Board in April 2000. He is a MITA Fellow of the Ministry of Information, Communications and the Arts. He has been a member of a number of design evaluation panels, including the National Library, Singapore Management University, Buona Vista Science Hub, NTUC HQ, HDB Design Excellence, JTC Changi Business Park and Singapore Institute of Architects Design awards. He was formerly the Head of the Department of Architecture at the School of Design and Environment, National University of Singapore. His area of research and consultancy is in design creativity and strategies.



(top row)

**Mr Wong Mun Summ**

Mr Wong joined 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.

(bottom row, from left to right)

**Mrs Chin Ean Wah**

*(from 1 June 2001)*

Appointed to the Board on 1 June 2001, Mrs Chin is the founder and Chief Executive Officer of Wisser 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. Prior to that, she was a founding staff member of the Government of Singapore Investment Corporation.

**MG Lim Kim Choon**

Appointed to the Board in January 1999, MG Lim is the Chief of the Republic of Singapore Air Force. He is also a Director of Singapore Technologies Aerospace Ltd and Civil Aviation Authority of Singapore.

**Mr Eric William Gill**

*(from 1 March 2002)*

Mr Gill was appointed to the Board on 1 March 2002. Mr Gill is the General Manager and Chief Executive Officer of The Hongkong and Shanghai Banking Corporation, Singapore. He is also a Director of the Singapore International Chamber of Commerce and a Council Member of the Association of Banks, Singapore.

**Board Committees**

*Staff Review Committee*

This committee reviews Management's recommendations on the promotion of officers into and within Superscale grades for the Board's approval.

*Chairman:*

**Mr Bobby Chin Yoke Choong**

*Members:*

**BG (NS) Tan Yong Soon, Mr Lim Jim Koon**

*Finance & Audit Committee*

This committee reviews the policies and guidelines on the investment of surplus funds, Management's recommendations on the engagement and termination of fund managers for the Board's approval, and the annual budget proposal for the Board's endorsement and Ministry's approval. It also reviews the audited financial statements, audit plans and observations of the external and internal auditors, and ensures that appropriate actions are taken by Management in respect of audit observations and its recommendations.

*Chairman:*

**Mr Inderjit Singh**

*Members:*

**BG (NS) Tan Yong Soon, Mrs Chin Ean Wah, MG Lim Kim Choon**



**Live**

CEO and Deputy CEOs at integrated "old and new" private residential enclave Lotus at Joo Chiat, winner of URA Architectural Heritage Awards 2002.

## Management Team

**Live** (from left to right):

**BG (NS) Tan Yong Soon**  
CEO

**Mr Tan Siong Leng**  
Deputy CEO

**Mrs Koh-Lim Wen Gin**  
Chief Planner & Deputy CEO

**Work** (from left to right):

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

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

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

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

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

**Play** (from left to right):

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

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

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

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

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

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





**Work**

Directors at The URA Centre, with the Raffles Place financial and business district in the background.



**Play**

Deputy Directors at an outdoor cafe along Orchard Road, Singapore's premier shopping belt.

# Organisational Structure

(as at 31 July 2002)

Directly Reporting to Chairman

Administratively Responsible to Chief Executive Officer

## DEPUTY CHIEF EXECUTIVE OFFICER

(Development Control  
and Corporate Development)

Tan Siong Leng

### DEVELOPMENT CONTROL DIVISION

Director

Foo Chee See

### CORPORATE DEVELOPMENT DIVISION

Director

Lee Kwong Weng

Deputy Director  
Han Yong Hoe

Deputy Director  
Lim Eng Chong

Head

INTERNAL  
AUDIT  
Lawrence Fong

Heads

DEVELOPMENT  
CONTROL, CENTRAL  
Zulkiflee Mohd Zaki

DEVELOPMENT  
CONTROL, CITY  
Yap Siew Ling (Ms)

DEVELOPMENT  
CONTROL, EAST  
Chin Koon Fun

DEVELOPMENT CONTROL,  
INFORMATION & CUSTOMER SERVICE  
Heng Siok Ngo (Ms)

DEVELOPMENT  
CONTROL, WEST  
Randy Lim

Heads

FINANCE  
Kwek Ban Seng

HUMAN RESOURCE  
Chew Suet Fun (Ms)

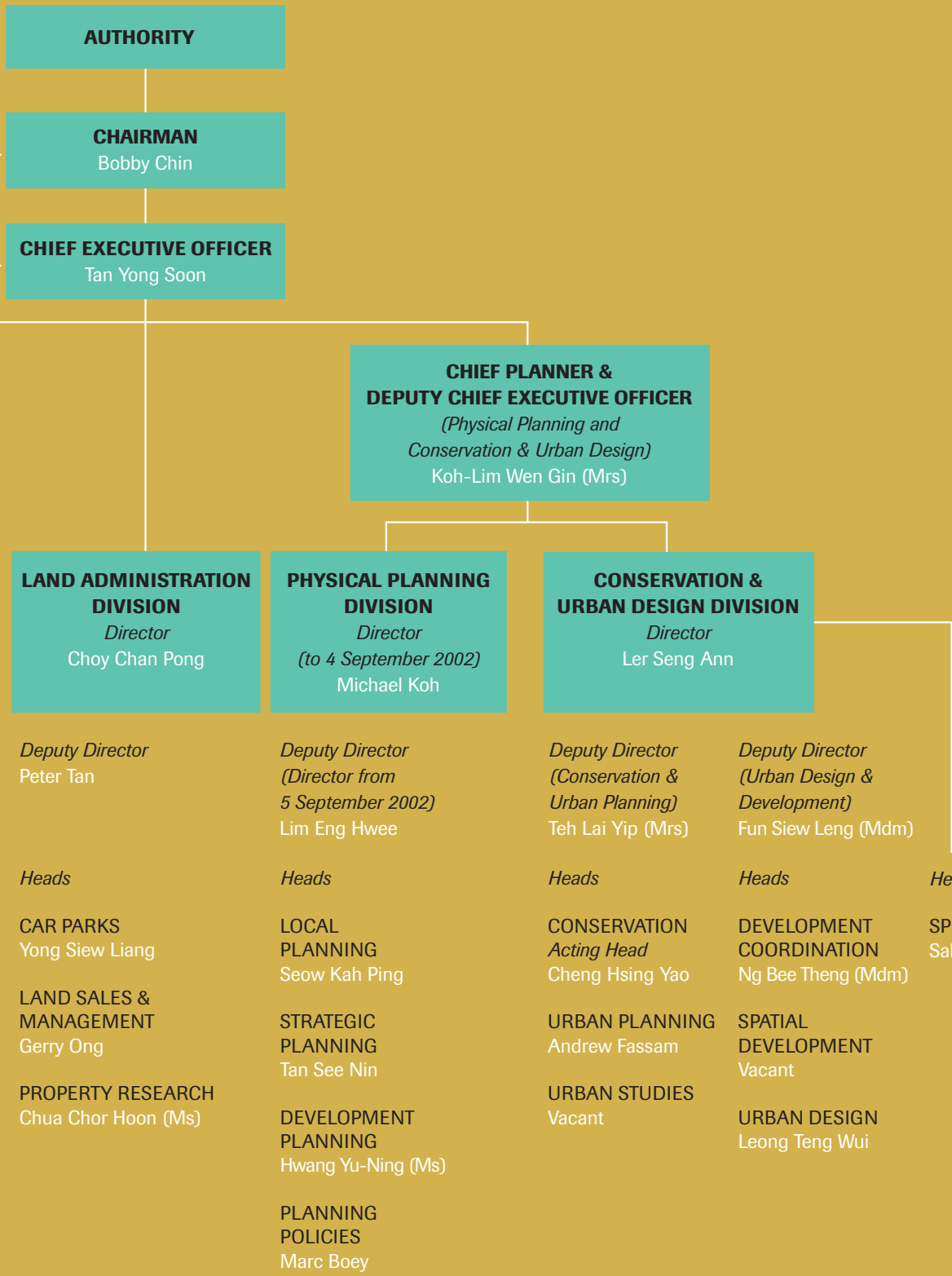
INFORMATION SYSTEMS  
Peter Quek

LEGAL  
Loretta Fung (Mdm)

MANAGEMENT SERVICES  
Chua Soon Guan

OFFICE SERVICES  
Lim Keve Seng

PUBLIC RELATIONS  
Ang Hwee Suan (Ms)







## **LIVE WORK PLAY**

Within the space of three little words,  
a whole life can be carved out.

And in an existence suspended between  
three universes – so much is dependent  
on the quality of time, and meaning  
and space.

- 1 Minister for National Development Mr Mah Bow Tan launching URA's new mission at the URA Corporate Plan Seminar 2002.
- 2 Management and senior officers at the URA Enterprise seminar.
- 3 Industry professionals and business leaders aired their views on the URA Enterprise proposals at a roundtable session.



True 'quality of life' is as much *how* we live, work and play, as much as *where* we do these things.

#### Launching the New Mission

URA held our annual Corporate Plan Seminar on 8 April 2002. The seminar was attended by more than 450 URA officers and 100 guests from the industry, government agencies, private organisations and the media. Mr Mah Bow Tan, the Minister for National Development, was the Guest-of-Honour.

At the seminar, URA's new mission - "To make Singapore a great city to live, work and play" - was launched.

The Minister set out our key challenges and directions and also announced the core planning ideas that we would be pursuing. URA's CEO, BG (NS) Tan Yong Soon outlined the main initiatives for the year that would help us fulfil our new mission.

The details of the various new ideas and initiatives will be worked out throughout the rest of 2002 and in 2003.

#### Reinventing URA

The URA Enterprise was an exercise initiated by CEO, URA in June 2001. A comprehensive review of our past performance, it also recommended how we could do better.

A total of 130 senior officers volunteered to study 18 areas identified by management, covering URA's products and services, work processes and corporate issues. A roundtable session, held in November 2001, sought the views of industry professionals, business and opinion leaders.

In the course of URA Enterprise, officers re-looked the way URA did things, examined its "sacred cows", and committed themselves to unlearn and reinvent where necessary. Enthusiasm was overwhelming as shown by the many ideas now being implemented or studied further. These ideas will help towards making Singapore a better city to live, work and play in.





1 Dairy Farm Quarry, to the west of the Central Catchment Nature Reserve  
 2 Tampines Quarry  
 3 Morse Road area, with one of the many Black & White bungalows near the foot of Mt Faber  
 4 Telok Blangah Hill and Mt Faber, with proposed bridge linking the two hills  
 5 Pasir Ris Park  
 6 Balestier  
 7 Jalan Besar  
 8 Thomson Village  
 9 Anak Bukit

These are some of the many parks, recreational areas and local places with unique character which are proposed for enhancements in the Parks & Waterbodies Plan and the Identity Plan, as part of the Master Plan Review 2003.

*Next page:*  
 Singapore: a global city of distinction that yet retains its built heritage and areas with unique local charm.

**Reviewing The Future**

Finalised in July 2001, the Concept Plan 2001 involved 10 months of extensive consultation with over 5,000 Singaporeans from various sectors.

The Plan is a long-term one, guiding Singapore's physical development for the next 40 to 50 years – with a vision to build a thriving world-class city in the 21st century.

The seven key proposals representing the main thrusts of the Concept Plan 2001 for housing, recreation, business, infrastructure and identity are:

- New homes in familiar places
- High-rise city living
- More choices for recreation
- Greater flexibility for businesses
- A global business centre
- An extensive rail network
- Focus on identity

**Preparing the Master Plan 2003**

Preparations for the next Master Plan in 2003 are already underway. Reviewed every five years, the Master Plan translates the long-term, strategic visions of the Concept Plan to comprehensive land use plans for the whole island in the immediate to medium term.

For the Master Plan 2003, URA is focusing on identity and quality of life issues.

Recognising the importance of places in Singapore that have evolved a distinctive character over many years, and how they represent our identity and help root us to Singapore, we have been working on an island-wide Identity Plan.

This plan aims to take stock of established areas like Anak Bukit and Jalan Leban across the island. Strategies will also be proposed to reinforce their

existing character and to guide sensitive development in future.

To further improve the quality of our living environment, we have also been working on an island-wide Parks & Waterbodies Plan.

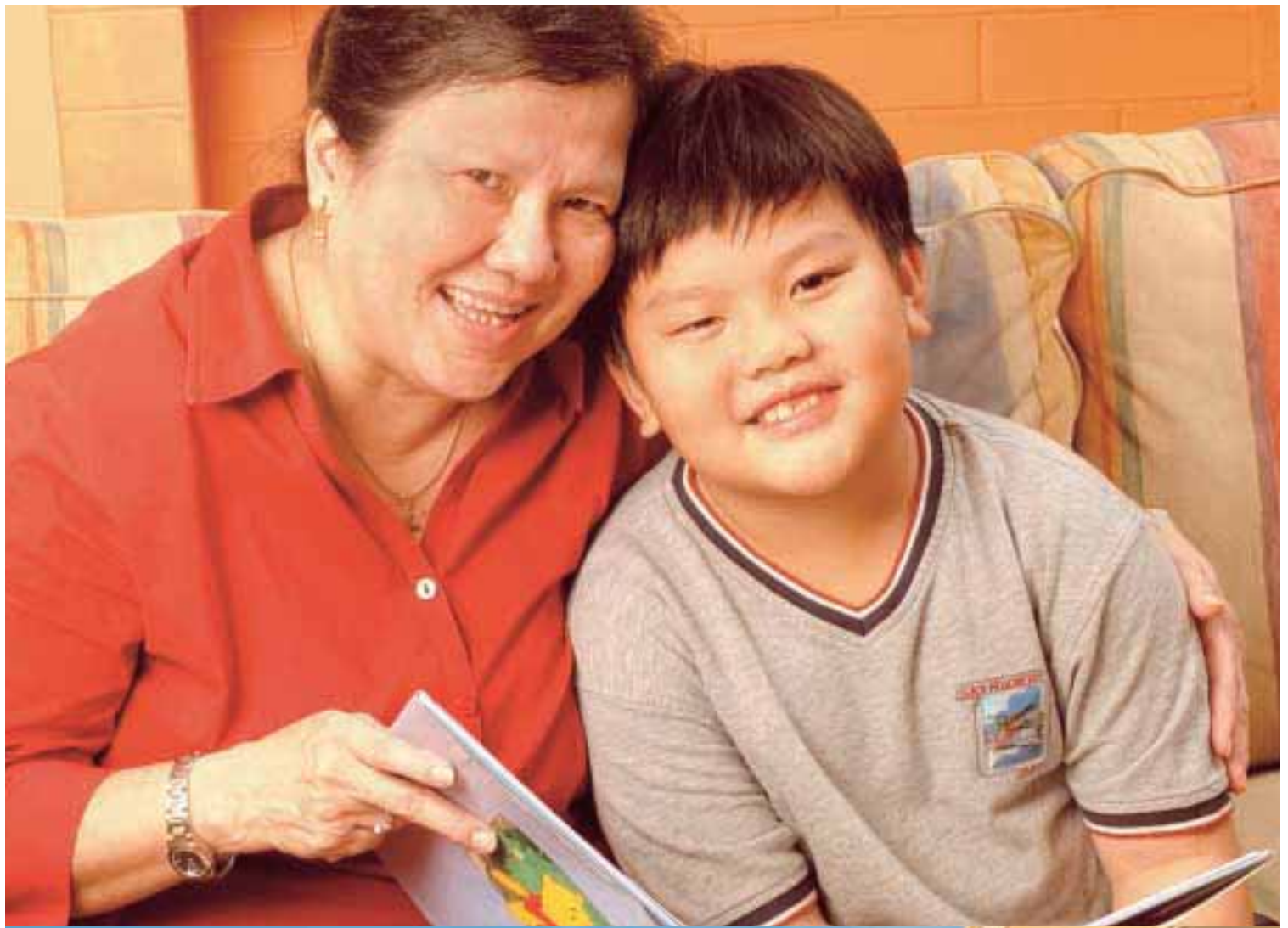
This plan proposes to enlarge some of the existing parks, create new parks (like a riverine park along Sungei Punggol in Sengkang), make parks more accessible and open up previously unexplored areas (like the Central Catchment Area). This is to offer more opportunities for everyone to enjoy a variety of recreational activities.

For the Master Plan 2003, we are also taking a consultative approach in planning. The public will be engaged through exhibitions and feedback sessions from July 2002 onwards.











## LIVING ROOM

A room sandwiches meanings between walls,  
holds oceans of experience between the  
sturdy tiled floor beneath our busy feet,  
and the white skies of plaster ceiling dreams.

Spaces exist. But a room is lived;  
and our rooms are spaces we can press close  
to our hearts.

- 1 Future Duxton Plain residents can jog at mid-levels along the running track on the 26th storey.
- 2 Model of the winning design scheme, "Sky Houses, Flying Green", for the Duxton Plain International Architectural Design Competition.
- 3 More high-rise city living with excellent panoramic views to come (*image courtesy of ARC Studio Architecture + Urbanism*).



### New Heights in Public Housing

In August 2001, MND launched and sponsored an International Architectural Design Competition for a high-density and very high-rise public housing development within the city at Duxton Plain. URA was appointed as the promoter for this competition.

The competition was significant as this was the first time that the Singapore government sponsored an international architectural competition on public housing. Competitors were asked to submit fresh, innovative and new ideas. The development, in line with the Concept Plan 2001, is an initiative to inject more housing in the city.

At Stage One of the competition, 202 submissions were received from 32 countries around the world. In December 2001, five entries were shortlisted to advance to Stage Two of the competition, where they were required to develop their ideas into implementable design proposals.

After eight months of competition, the Jury chose the submission by ARC Studio Architecture + Urbanism as the winning

design in April 2002. The winning scheme, "Sky Houses, Flying Green", features seven 48-storey apartment blocks. Unique "sky parks" on the 26th storey and roof level link the seven blocks.

The blocks are designed to maximise the city view. A variety of recreational and communal spaces are designed on the ground, mid and roof levels. These include a jogging track linking the blocks on the 26th storey, and a rooftop garden. The housing units also feature flexible room layouts.

On the whole, the competition has opened a new chapter for public housing in Singapore and achieved its objectives in offering many new and creative concepts and design solutions for further exploration, and perhaps even implementation, for future high-rise, high-density public housing developments in Singapore.

### More Rooms with a View in the CBD

In November 2001, URA sold a 0.66 ha land parcel at Gopeng Street for private residential development. The site is located near the Tanjong Pagar MRT station and has a gross plot ratio of 8.4.



- 1 More park connectors for Woodlands residents to jog from home to coast in future.
- 2 Working in the comfort of your home is made possible through the pilot home office scheme in selected areas.
- 3 Guidelines were relaxed for strata landed housing, a housing form that offers a combination of private landed housing and communal facilities.

This prime site offers the developer a rare opportunity to build high-rise, high-density housing right at the doorstep of the city centre - in line with URA's vision for a more vibrant city with a greater live-in population.

Capable of going beyond 50 storeys, the development will offer residents a new dimension in living quality with excellent views all around. To encourage activity-generating uses on the street level, the developer was allowed the option of developing commercial uses on the first storey.

### Enhancing Woodlands

Enhancement plans for Woodlands were unveiled on 17 February 2002 in an exhibition first held at the Marsiling Community Club and later at the Woodlands Civic Centre.

The proposals include a new regional park at Riverside Road that will incorporate the rustic charm of the existing natural mangrove vegetation. The upgrading of Woodlands Town Garden and Woodlands Town Park East will see better landscaping and additional facilities for both parks. New park

connectors will allow residents to jog and cycle around the estate all the way to the coast.

Woodlands will be home to Singapore's first sports school - built to fully develop Singapore's budding sportsmen. Plans are also underway to build a new junior college and primary school, in addition to upgrading existing primary schools.

Three new community clubs will complement Woodlands' only existing community club, Marsiling Community Club.

The Sembawang Town Council will also spend more than \$35 million to provide covered walkways to link MRT stations to residential blocks and neighbourhood centres.

A new "white" site will be released for sale next to Causeway Point to promote more activities in the area.

### At Home with Work

In November 2001, URA launched a pilot scheme for home-offices to be set up in Roberts Lane, Beach Road, Lavender Street, Mohamed Sultan Road and Club

Street/ Cross Street. This concept allows all types of small-scale businesses to use residential homes as offices.

Benefiting small-scale business owners who now have the flexibility to operate their offices from homes in these selected areas, this move helps to reduce business costs. New businesses starting out also gain from having lower start-up costs. URA will monitor to see if the scheme can be extended to more areas, or be modified.

### More Design Flexibility for Strata Landed Housing

In September 2001, URA relaxed and simplified the guidelines for strata landed housing developments. This allows architects and developers greater flexibility in planning and designing the internal layout of strata landed housing developments to meet buyers' expectations.

The revision lifts existing guidelines on strata landed housing developments such as setback and spacing requirements, minimum frontage, footprint and plot width as well as the maximum number of units allowed.





1 Balcony guidelines were relaxed to encourage more skysrise greenery in residential and hotel developments.



2 AHA winner, 45 Emerald Hill Road, with a restored facade, ornate windows and a distinctive Chinese-style entrance gate.



3 Another AHA winner, House of Tan Yeok Nee, a traditional Chinese courtyard house conserved and re-used as a business school campus today.

*Opposite page:*

Private "gardens in the sky" on balconies bring a bit of green into homes to soften and beautify urban living.

### Looking Up Towards “Gardens in the Sky”

Singapore’s “Garden City” image got a boost in June 2001. URA launched a new set of guidelines to encourage the provision of balconies in residential developments.

The relaxed guidelines are aimed at encouraging building owners to create “gardens in the sky” on balconies. The new guidelines allow the gross floor area (GFA) of balconies in residential developments to be computed over and above the Master Plan allowable gross plot ratio (GPR), subject to a cap of 10% and development charge, if applicable.

The new balcony guidelines were extended in November 2001 to residential components within mixed developments and hotel developments to further bring a touch of greenery into high-rise developments in Singapore.

### Awards for Restored Beauties

URA awarded the Architectural Heritage

Awards to seven projects in July 2001. They are Thian Hock Keng Temple, House of Tan Yeok Nee, MITA HQ, The Fullerton Hotel, 1 Dalvey Estate, 24 Nassim Road and 45 Emerald Hill Road.

It was the seventh year that these awards are given to recognise quality conservation buildings that have been sensitively restored to their old charm and character, and yet recreate new relevance and usefulness today. The winners also serve to set a high standard for others to follow. The 2001 winners bring the total number of projects that have received the award to 40, since its launch in 1995.

### Mapping Landmarks and Gateways

URA released the final Landmark & Gateway Plan for Central Area in November 2001. The final Plan took into account comments received from the public exhibition, “A Unique City in the Making”, held in September 2000. Receiving strong endorsement from the public and the building industry, we also

welcomed suggestions on additional gateways, landmark sites, focal points and view corridors in the city centre that will enhance the city and make it more memorable and distinctive. The best of these suggestions have been incorporated into the final plan.

The majority of respondents also felt that design competitions would help ensure quality landmark buildings on the strategic sites identified. URA is studying how this mechanism can be implemented.

### Giving the Housing Market a Boost

With effect from November 2001, developers are allowed to offer to purchasers the deferment of half of the 20% cash down payment until Temporary Occupation Permit is issued. This was in view of the prevailing property market conditions due to the economic downturn. The relaxation was generally welcomed by purchasers and developers.









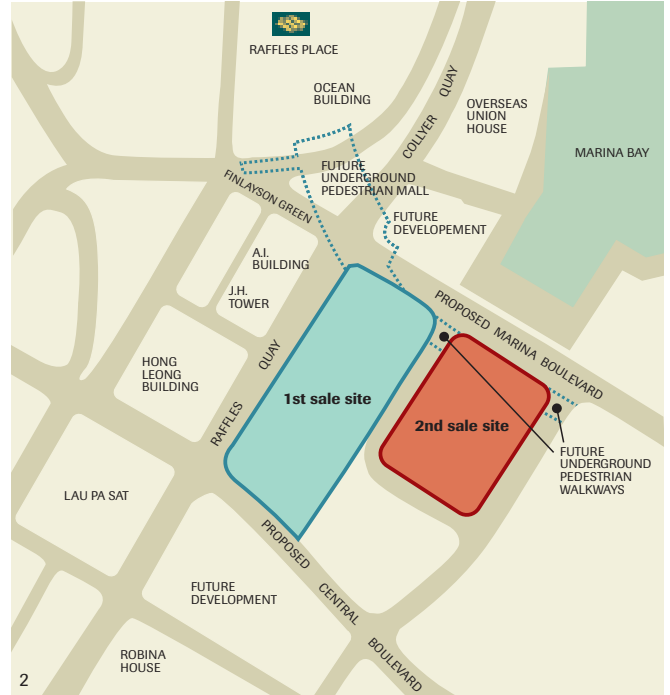
## **WORK AREA**

The difference between  
endeavour and drudgery  
has all to do with attitude.

The places in which we work,  
can be haphazard prisons,  
or else, mighty landmarks - built  
to the proud image  
of our worthiest efforts.



- 1 The New Downtown took off with the sale of the first two sites right at the doorstep of the existing CBD.
- 2 Schematic location plan of the first two sale sites in the New Downtown.
- 3 Preliminary perspective of One Raffles Quay, the first development in the New Downtown (image courtesy of Raffles Quay Asset Management Pte Ltd).



### Breaking Ground in New Downtown

Works are well underway for the New Downtown's first development. In June 2001, the first sale site was formally handed over to the developers - an international consortium of three property developers - in a Building Agreement Signing ceremony.

Sold as a "white" site, it offers the developer maximum flexibility in deciding the mix of uses and the quantum for each use.

May 2002 saw the sale of a second New Downtown site, which was also a "white" site and was in the Reserve List. Like the first site, it will also have direct underground links to Raffles Place and will be served by the Common Services Tunnel (CST) network.

The CST is a network of purpose-built underground tunnels which houses various utility service lines such as water pipes, power cables and telecommunications facilities. With the CST, service supplies will be more reliable as the cables and pipes can be maintained and inspected regularly in the tunnels. Accidental damage of services can also be avoided as upgrading and laying of new services are made easier within the tunnels without the need to excavate existing roads.

The first stage of the CST construction began in May 2001 near the first New Downtown sale site. Phase 1 (about 1.4km) is expected

to be completed by the end of 2004, in time to serve the first two sale sites. As at 1 June 2002, the first 200m of the CST has been built.





1



2



3

- 1 An attentive private sector audience being briefed at the first POWER session to review and reduce DC guidelines.
- 2 One of the many lively small group discussions at the POWER session.
- 3 Revamped URA Online is made more user-friendly with targeted customer groups.
- 4 The EDA system has gained popularity over the past two years as more development applications are submitted electronically.

**Meeting To Simplify Controls**

In January 2002, URA organised our first POWER (Public Officers Working To Eliminate Red Tape) session with over 60 building professionals and end-users from the private and public sectors. It was a lively workshop where participants worked with URA to review development control guidelines pertaining to industrial, warehouse and business park developments.

A total of 15 guidelines for such developments were reviewed, including the floor-to-floor height control, earthworks and height controls for retaining wall and boundary wall which have consequently been lifted or relaxed.

Pleased with URA's openness to dialogue, many participants gave feedback that URA has become less bureaucratic and more service-orientated. More POWER sessions will be held in the later part of 2002 and in 2003 on other development control regulations.

**More Planning Submissions Done Electronically**

The Electronic Development Application (EDA) system allows building professionals to submit development applications electronically. Under the EDA system, the processing time can be reduced by up to 50%. By March 2002, 57% of planning submissions were made

through EDA, compared with 23% a year ago.

A number of value-added services have also been added. For example, applicants can now check the status of their development applications via two-way short messaging service and through their Wireless Application Protocol enabled personal digital assistants. In November 2001, URA launched a new, user-friendly electronic form, EDAform, to make the administrative process for development applications even faster and more convenient, thus saving applicants time and effort.

**IT Drives URA's Initiatives Forward**

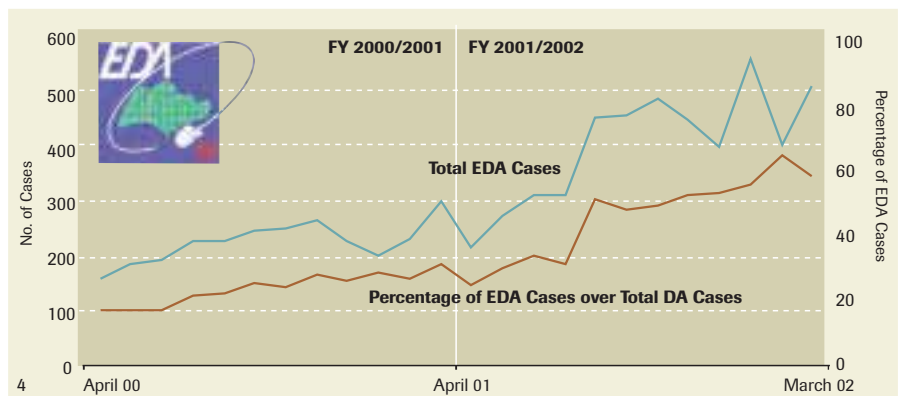
URA proactively leverages on IT to enhance customer service. In the past year, the URA Online site, which registers

more than 900,000 hits a month, was redesigned with a new, customer-friendly look. Navigation and information architecture were also improved for faster access and ease of use.

The site can also be used for transactional electronic services (e-services) such as online sales of plans, real estate transaction enquiries, season parking application and termination, and online legal requisition.

All of URA's services that can be delivered electronically were made available online by 24 June 2002.

We are actively exploring new and innovative technology, such as wireless and mobile computing, to further enhance customer service.





- 1 Small shops will now find it easier to change trade with simplified change-of-use procedures.
- 2 Business parks are one of the new choices of location for media activities.
- 3 Sale sites sold by URA through the Reserve List system since its launch.
- 4 The Reserve List system received positive review in the media.
- 5 Revised guidelines to support media activities in more locations.



3

**URA RESERVE LIST SITES SOLD AS AT 1 JUNE 2002**

NO.	LOCATION	TYPE OF DEVELOPMENT	SITE AREA (HA)	GROSS PLOT RATIO
1	Lengkong Empat	Residential	0.30	2.1
2	New Downtown (2nd sale site)	“White” Site	0.91	13.0
3	Novena Terrace	“White” Site	0.80	4.2

4

## Reserve list superior for govt land sales

**URA the winner for both govt and developers in streamlined list system in newspaper**

**Development Streamlined**

URA's new streamlined development system for the sale of land for development in the Reserve List system has been hailed as a major step forward in the government's efforts to streamline the land sales process.

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**Land up for sale**

URA's new streamlined development system for the sale of land for development in the Reserve List system has been hailed as a major step forward in the government's efforts to streamline the land sales process.

**Streamlined process**

URA's new streamlined development system for the sale of land for development in the Reserve List system has been hailed as a major step forward in the government's efforts to streamline the land sales process.

### Making Change-of-Use Easier

One of the ways for small shops to cope with the current hard times is to change the nature of their trade to meet new needs. In August 2001, URA initiated moves to help small businesses save time and money when they want to change trade. A wider range of change-of-use proposals has been exempted from planning approval.

In addition, a new pro-business Lodgement Scheme was introduced for the straightforward change-of-use proposals. Under the new scheme, tenants and property owners who wish to change the use of their premises can simply file or lodge their plans with URA - if the proposal satisfies the lodgement criteria. Once lodged, the proposals are considered automatically approved.

A new Building Use Table was also introduced to guide applicants for change-of-use proposals. By referring to the table, applicants get a clearer indication of whether the change of use can be supported, thus increasing transparency to businesses.

### More Choices in Housing Media Activities

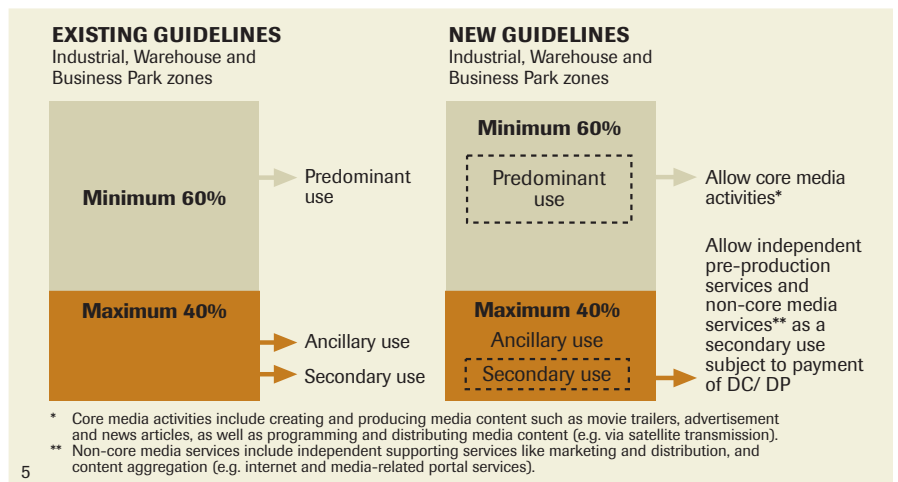
In April 2001, URA revised its guidelines to allow all core media activities to be housed

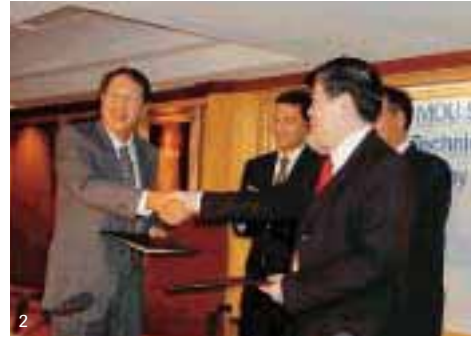
within industrial, warehouse and business park zones. This is to accommodate the changing structure of the media industry as well as to meet the demand of space by local and foreign broadcasters.

With the new guidelines, media activities are allowed to occupy at least 60% of the area in these zones. This means that media companies will now have a greater choice of premises and be able to house broadcasting, print publishing and multi-media, interactive e-commerce services all under one roof.

### Selling Sites through Reserve List

URA introduced the innovative Reserve List system as a feature of the Government Land Sales (GLS) programme in July 2001. Sites on the Reserve List will only be launched for sale if developers apply for them to be put up for sale and if the minimum price offered by the developer is acceptable to the government. The Reserve List system provides the market with greater flexibility to adjust supply to match demand. It allows the GLS programme to be more responsive to rapid changes in the market, particularly given the current uncertain economic situation.





- 1 REALIS provides up-to-date property market information in four databases.
- 2 URA and Thai government officials completed the signing of the MOU with a hearty handshake.

### GLS Responding Sensitive to the Times

In October 2001, the Government announced the suspension of the sale of residential and commercial sites from the Confirmed List of the GLS for 2002. This was in response to the property market that was affected by the uncertain economic outlook. The announcement was thus made to avoid exacerbating the oversupply in the property market.

However, sites are still made available through the Reserve List for 2002.

### Relaxing Rules on Site Re-assignment

Under the second package of off-budget measures announced by the Government on 12 October 2001, successful tenderers of GLS sites are allowed to:

- a Dispose of the entire site, whether vacant or in the course of development, to a single party before Temporary Occupation Permit (TOP) is obtained; or
- b Dispose of all his shares in the company formed to develop the site, provided that there is at least one shareholder who holds more than 50% of the shares in the new company.

Previously, the successful tenderer of a GLS site was not allowed to dispose of the land to a single purchaser before obtaining TOP. He is also required to hold a controlling interest of more than 50% of the shares in the company formed to develop the site. These restrictions are to ensure that such developers purchase the land for development and not for speculative trading. The government announced the relaxation in policies to help developers tide over their financial difficulties in the prevailing economic situation.

### REALIS: Property Information at a Click!

URA launched an Internet-based Real Estate Information System (REALIS) in November 2001 to provide timely and comprehensive information on Singapore's property market. Targeted at property analysts, researchers, developers, financial analysts and other real estate professionals, REALIS provides a vast amount of up-to-date information. Besides being conveniently available round the clock, REALIS is also packed with a range of data analysis tools for users to generate their own tables and data profiles, making property information management easy.

The need for timely information in the real estate industry has been increasing. REALIS will help to level the playing field and increase transparency by helping users save time and effort in retrieving and collating data from various sources. With over 90 subscribers, the response has been good so far.

### New Thai Partnership

In February 2002, URA signed a Memorandum of Understanding (MOU) with the Government Housing Bank of Thailand (GHB).

Under the MOU, URA will provide technical advice on system development, staff training and other assistance for a period of one year from May 2002 to help the GHB set up a National Real Estate Information Centre.

The GHB had visited URA earlier in October 2001 upon the World Bank's recommendation. URA shared with GHB its experience in providing property information services. GHB was impressed with Singapore's real estate information system and requested for URA's assistance.





## PLAYGROUND

The playgrounds in our lives,  
ring with the laughter of our hearts.

At the end of all struggles  
and tribulations, we often wander back  
to the scenes of happiness and joy,  
holding them up - precious  
like memories - and say with  
a sigh, "I know what it is like  
to have lived."









*Opposite page:*

Chek Jawa, natural beauty spot and nature's treasure trove with a great biodiversity of marine creatures and vegetation (photos courtesy of Ria Tan and the National Parks Board).

- 1 Preliminary artist's impression of the Waterboat House - set to hum with a new lease of life when redeveloped (image courtesy of Far East Organization/ Sino Group).
- 2 Works in progress at the new Merlion Park, as seen from the new viewing deck.
- 3 The distinctive Esplanade - Theatres on the Bay will add to the vibrancy of the Marina Bay waterfront when it opens in October 2002.

### Unique Chek Jawa Kept

Singaporeans can continue to enjoy the natural beauty of marine life at Chek Jawa, located at the eastern tip of Pulau Ubin. On 14 January 2002, MND announced the decision to put off reclamation works at Pulau Ubin for as long as the island is not required for development.

This review, led by URA, came after careful consideration and consultation with various organisations such as NParks, HDB, NUS, MINDEF and the community.

This decision will allow Chek Jawa and its many ecosystems to be retained in its natural state for as long as the land in Pulau Ubin is not needed for development. The rich biodiversity of sea creatures and vegetation that inhabit Chek Jawa makes it a unique place in our city.

### Balancing Nature and Golfing at Kranji

In April 2002, public concern was raised over the impact of the new golf course of the National Service Resort and Country Club (NSRCC) on the bird and wildlife habitats in the adjacent marshlands along Kranji Reservoir.

Fully aware of the ecological merits of the site when assigning it to NSRCC, URA had assessed that the proposed golf course could co-exist with the nature areas with appropriate and sensitive design and planning. Hence the golf course development was required to integrate part of the existing marshes into its design and layout.

Working closely with NParks and NSRCC, URA facilitated and helped the parties reach a win-win solution. NSRCC will retain the core marshland areas along the Kranji Reservoir. Key existing plant species will also be retained or replanted. New ponds and nature trails accessible to the public along the boundary of the course will be introduced.

### Setting the Waterfront Abuzz

Marina Bay is all poised to come alive with activities. Reclamation works for the new Merlion Park, for which URA has been appointed as the project manager, began in November 2001.

Funded by the Singapore Tourism Board (STB), the project will see Singapore's most familiar icon, the Merlion, relocated to the new Merlion

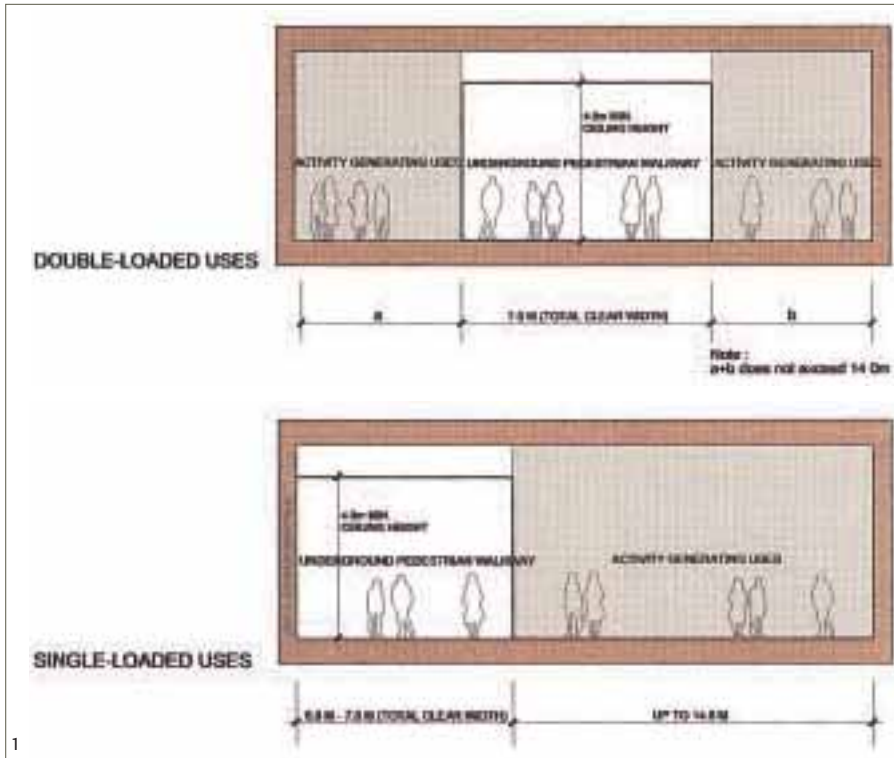
Park next to One Fullerton at the mouth of the Singapore River.

When the Park is completed in September 2002, the Merlion will become a focal point in the Marina Bay area, set against the dramatic backdrop of The Fullerton Hotel and the skyscrapers of the Central Business District.

In April 2002, the historic Waterboat House at the entrance to the Singapore River was successfully tendered for commercial development. Built in 1919, the Waterboat House is an architectural gem designed in the Art Deco Style with a distinctive nautical theme.

Today, The Fullerton Hotel – named one of the 52 best new hotels in the world in the Condé Nast Traveler magazine in May 2002 - and One Fullerton have established themselves as entertainment destinations along the Singapore River and Marina Bay. The new Merlion Park, The Esplanade – Theatres on the Bay and the redevelopment of the Waterboat House site will make Singapore's urban waterfront even more attractive and vibrant.





- 1 A sketch showing the cross-sections of two types of underground pedestrian links.
- 2 More underground linkages to RTS stations will make walking more seamless and "weather-proof" for commuters and pedestrians.
- 3 Video screens in the Central Area not only light up the night, but were also a hit with shoppers, pedestrians and football fans during the recent World Cup season.
- 4 Raffles Place, one of the new areas allowed to support advertising signs, including video screens.

Opposite page:

Orchard Road, already an exciting shopping area today, is poised for even more buzz when urban design plans for the area get implemented.



### Making Orchard Road More Happening

The Orchard Road urban design plans and guidelines were finalised in February 2002, incorporating feedback received. Apart from comments gathered during the "Making Orchard Road More Happening!" exhibition held in April 2001, URA and STB engaged stakeholders - including the Orchard Road Business Association - in four dialogue sessions. URA also sought the advice from opinion leaders in our Design Advisory Committee as well as the International Panel of Architects and Urban Planners.

The final plans include guidelines for urban verandahs, first and second storey links, underground connections to MRT stations, building edge and activity-generating uses for the first storey.

Already hailed as the prototype for a new "urban linear mall that amasses the spaces of the city" in the book "Harvard Design

School Guide to Shopping", Orchard Road's pedestrian connectivity, attractiveness and vibrancy would be further enhanced.

### Improving Our Connections

In May 2001, URA released a set of guidelines to encourage the development of more direct underground connections to Rail Transit Systems (RTS) stations - both existing and future ones.

RTS stations include Mass Rapid Transit and Light Rail Transit stations. The guidelines encourage the development of more underground shopping malls to connect to the RTS stations.

Building owners will be able to enjoy the incentive of additional gross floor area to incorporate activity-generating uses (such as retail and eating outlets) along one or both sides of the underground pedestrian walkway linking to the RTS station.

These connections, directly accessible from public areas, will be handicapped-friendly and kept open throughout the operating hours of the RTS. Collectively, the benefits of building a complete underground pedestrian network will put our public transport system to better use and enhance the experience for pedestrians and shoppers.

### Lighting Up the Night

URA and BCA announced the relaxation of guidelines for advertisement signs in the Central Area in December 2001. Under the new guidelines, advertisement signs will be supported in new areas such as Marina Centre, along the Singapore River and at Raffles Place. URA had carried out a comprehensive study and identified these activity hubs where a concentration of colourful advertisement signs could strengthen and further add vibrancy to the areas' character and identity at night.









## PEOPLE MATTER

Numbers are easy to understand,  
except where they relate to people.

Numbers matter (or not)  
depending on their season;  
but people always matter  
because the sum of their effect  
can surprise beyond the limitation  
of their numbers.





1 The audience was all ears at an engaging Staff Seminar.



2 In-house IT training courses are run regularly to help staff hone their skills.

3 URA scholars for 2002 with CEO and Chairman.



### Improving Ourselves in All Ways

URA's staff strength stood at 1,032 as at 31 March 2002. Each staff member received an average of 17 days of training. A total of \$1.6 mil was spent on a wide variety of in-house and external training courses for all staff.

An in-house Staff Seminar series was started in 2001 to inform, explain and update officers on corporate policies and initiatives, as well as to share learning. We also invited external speakers to talk about topics related to URA's work and mission.

In addition, a Self-Development Scheme was launched for all staff in January 2002. It reimburses up to \$100 per staff member annually for expenses on non-work related skills or knowledge, hobbies or sports. Its objective is to offer URA staff some flexibility and choice in self-development so as to enhance their overall effectiveness. This, in turn, will enhance their contributions to the organisation.

### Talent Investment

URA gave out a total of one undergraduate and five postgraduate scholarships in 2001 to individuals to pursue studies in reputable local and overseas universities. Another six

undergraduate, three local undergraduate and two postgraduate scholarships were awarded in 2002. The fields of disciplines include urban studies, design studies, architecture, real estate, geography, economics, public administration and computer engineering.

### Upping Productivity through IT

Our Intranet, Uranium, was revamped to improve the delivery of corporate news, information and online services to our staff. Staff can now access various e-employee services on Uranium, including ePayslip and a training administration system.

The implementation of a Resource Management System - an integrated finance and human resource management system - has also allowed more corporate services such as claims and purchase order processing to be made available online.

In the area of knowledge management, a Common Policy and Procedure System was implemented in November 2001 to provide a one-stop avenue for staff to access all URA policies, guidelines and procedures pertaining to planning, development control and urban design. A pilot electronic



- 1 The gaily decorated I-Space, hotbed of innovation and popular brainstorming spot for URA staff.
- 2 The rooftop water garden at The URA Centre helps to dissipate heat, thus providing thermal comfort and reducing energy consumption.
- 3 The huge Central Area model, centre of attraction for all visitors at the URA Gallery.
- 4 URA Management and union officials signing their way to another year of good working relations.

“ideabox” was also implemented to store all kinds of suggestions and ideas in a central repository for processing, tracking and reviews.

**Doing Things Better**

In FY 2001/2002, URA’s Work Improvement Teams (WITs) and Staff Suggestion Scheme (SSS) yielded savings of \$1,069,000. Maintaining its good track record of 100% staff participation, 235 WITs projects (an average of 3.01 projects per team) were completed and 8,008 suggestions (an average of 7.87 suggestions per member of staff) were submitted. Our WITs teams also scored well at national conventions, clinching one 2-Star, six Silver and two Bronze awards.

In 2001, URA won the Minister’s Challenge trophy given out by MND for Outstanding Achievement in the Productivity Movement.

**Innovation Initiatives**

Several initiatives were implemented to encourage and nurture a culture of innovation among URA officers. These included: an Innovation Panel set up to help officers develop and implement ideas; an Innovation of the Month Award launched in July 2001 to promote fresh

and “out-of-the-box” thinking; and a cosy corner, named the I-Space, set aside for staff to let their ideas run free.

**Caring for the Environment**

The URA Centre was awarded the second prize in the Second ASEAN Energy Award. It was recognised for achieving a comfortable and energy-efficient work environment that meets high standards in thermal comfort, building integrity, acoustic, air, spatial and visual qualities, without comprising aesthetic design.

URA continued its recycling efforts through quarterly spring-cleaning exercises. The URA Recreation Committee began participating in the green programme organised by the National Council of Social Services (NCSS). In 2001, 18,440 kg of paper was recycled, double the amount recycled in 2000.

**Welcome to Our World**

The URA Gallery continued to enjoy high visitorship, with over 50,000 visitors, of which 17,000 were students who visited it as part of the National Education programme. As part of our Visitors’ Programme, we also welcomed more than 4,000 corporate visitors. These included

many foreign visitors and dignitaries from diverse countries such as Kenya, China and New Zealand.

**Our Successes In Print**

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

Our bi-monthly external newsletter, Skyline, clinched the prize for Best Newsletter at the PRISM (Public Relations in the Service of Mankind) Awards organised by the Institute of Public Relations Singapore. Skyline was recognised for having excelled as a corporate communication tool, projecting URA’s image and organisational goals well, and creating awareness of URA’s plans and policies in an effective and interesting manner.

**Keeping Up Good Relations**

URA maintained good working relations with its staff union, Singapore Urban Redevelopment Authority’s Workers Union (SURAWU). Regular meetings were held with union officials to update each other on human resource related matters.

In October 2001, a new Collective Agreement was concluded and signed with





- 1 Some lucky ones walked away with both fun and prizes at the URA Family Day.
- 2 URA staff enjoying an invigorating mass workout session.
- 3 URA staff with Tampines Home residents at sing-a-long session.
- 4 Teamwork was the order of the day, even while playing games at the URA Family Day.
- 5 URA Management gamely belted their hearts out to raise funds during the Charity Week concert.

*Opposite page:*

URA staff lent a helping hand during an arts and crafts session at Tampines Home.

the union with minimum fuss as the changes in staff benefits were agreed to and implemented during the tenure of the previous agreement.

### **It's Rest and Relax Time!**

A variety of recreational activities and events were specially organised for staff throughout the year. The activities ranged from educational lunch-time talks to visits to farms and nature reserves, to sales of plants and festive goodies.

Sporting activities such as yoga, tai chi and aerobics were organised regularly to encourage staff to lead a healthy and active lifestyle. The gym was also upgraded to encourage regular staff usage. From May 2002, each section began organising their own weekly exercise sessions. In recognition of URA's efforts to promote and organise healthy lifestyle activities, URA was awarded the Singapore H.E.A.L.T.H. (Helping Employees Achieve Life-Time Health) Silver Award.

In September 2001, URA staff and their families spent a fun-filled Family Day at Sentosa.

### **Reaching Out with Hand and Heart**

URA continued to contribute time and resources to aid the less fortunate in our community. An eventful Charity Week – with activities like concert, fun fair, charity sales and pledge card collection – was held in November to help raise over \$24,000 for our adopted charity, MINDS Tampines Home. Visits to the home and outings for the residents were also organised.

URA has also been actively involved in the Community Chest SHARE fund-raising programme since 1984 and currently achieves 94% staff participation. For this, URA has been winning the SHARE Programme Platinum Award given out by the NCSS yearly since 1998, including in 2001.







# Advisory Committees

## International Panel of Architects and Urban Planners

This panel advises on international best practices and trends in planning and urban design and development strategies of cities around the world. It also provides feedback on planning and urban design issues identified by URA, as well as identifies ways to encourage and promote innovative architecture and urban design in Singapore.

*Chairman:*

**Mr Bobby Chin Yoke Choong**  
Chairman  
Urban Redevelopment Authority

*Members:*

**Mr Daniel Biederman**  
President  
34<sup>th</sup> Street Partnership and Byrant Park Restoration Corporation

**Prof Juan Busquets, Arch**  
Lecturer in Town Planning  
Polytechnic University of Barcelona

**Prof Philip Cox**  
Director  
The Cox Group Pte Ltd

**Prof Sir Peter Hall**  
Professor of Planning  
Bartlett School of Architecture and Planning  
University College London

**Prof Fumihiko Maki**  
Principal  
Maki & Associates

**Mr Christian de Portzamparc**  
Principal  
Atelier Christian de Portzamparc

## Design Advisory Committee

This committee reviews and provides feedback on URA's urban design and waterbodies design guidelines; advises on local best practices and industry trends for urban design, building and architecture; and identifies ways to encourage and promote innovative architecture and urban design in Singapore.

*Chairman*

**Assoc Prof Milton Tan**  
(to 30 June 2002)  
MITA Fellow  
Ministry of Information, Communications and the Arts

**Assoc Prof Heng Chye Kiang**  
(from 01 July 2002)  
Acting Head  
Department of Architecture  
National University of Singapore

*Members*

**Mr Chan Sui Him**  
Chief Executive Officer  
DP Architects Pte Ltd

**Dr Amy Khor**  
Director  
Knight Frank Pte Ltd

**Mrs Koh-Lim Wen Gin**  
Chief Planner &  
Deputy Chief Executive Officer  
(Physical Planning and Conservation & Urban Design)  
Urban Redevelopment Authority

**Mr Alan Low Keok Giap**  
Director  
P&T Consultants Pte Ltd

**Mr Philip Ng**  
Chief Executive Officer  
Far East Organization

**Mr Michael Ngu**  
Chief Executive Officer  
Architects 61 Pte Ltd

**Mr Henry Steed**  
Director  
Earth N Trees Studio Steed Pte Ltd

**Mr Hans-Juergen Schnell**  
(to 31 December 2001)  
Managing Director  
DaimlerChrysler Treasury Center Asia Pte Ltd

**Mr Eric William Gill**  
(from 1 March 2002)  
General Manager and Chief Executive Officer, Singapore  
The Hongkong and Shanghai Banking Corporation Limited

**Mr Edmund Tie**  
(to 30 June 2002)  
Executive Chairman  
DTZ Debenham Tie Leung (SEA) Pte Ltd

**Mr Khoo Peng Beng**  
(from 01 July 2002)  
Partner  
ARC Studio Architecture + Urbanism

## Design Guidelines Waiver Committee

This committee considers and advises URA if appeals for waivers from URA's urban design guidelines and standard development control requirements can be supported. It considers how the buildings will enhance our urban landscape and skyline in waiving some of these guidelines for innovative and quality building designs.

### *Chairman*

**Assoc Prof Milton Tan**

*(to 30 June 2002)*

MITA Fellow

Ministry of Information, Communications and the Arts

**Mr Wong Mun Summ**

*(from 1 July 2002)*

Partner

WOHA Designs/ WOHA Architects

### *Members*

**Mr Lee Kut Cheung**

Director

RSP Architects Planners & Engineers

Pte Ltd

*(to 30 June 2002)*

**Mr Richard Ho**

Principal

RichardHo Architects

**Mr Wong Mun Summ**

Partner

WOHA Designs/ WOHA Architects

*(from 01 July 2002)*

**Mr Joseph Cheang**

Director

Architects 61 Pte Ltd

**Mr Peter How**

Executive Vice President

Architectural & Development Services

CPG Consultants Pte Ltd

**Mr Tan Shee Tiong**

Partner

APCO Architects & Town Planners

**Mr Michael Koh**

*(to 4 September 2002)*

Director

Physical Planning Division

Urban Redevelopment Authority

## Conservation Advisory Panel

Formed in June 2002, this panel gives inputs on built heritage proposals put up by URA, as well as proposes buildings for URA to study for possible conservation. It also promotes greater public education and understanding of our gazetted built heritage.

### *Chairman*

**Dr James Khoo**

Senior Consultant Neurosurgeon

Neurological Surgery Pte Ltd

### *Members*

**Ms Ida Bachtiar**

Managing Director

Naga Films Pte Ltd

**Mrs Virginia Cheng**

Principal

National Junior College

**Mr David Fu**

Director

Kuo Properties

**Mrs Koh-Lim Wen Gin**

Chief Planner &

Deputy Chief Executive Officer

(Physical Planning and

Conservation & Urban Design)

Urban Redevelopment Authority

**Mr Lim Siam Kim**

Chief Executive Officer

National Heritage Board

**Mr Tony Lim Tze Guan**

Taxi Operator

**Mr Mustaffa bin Abu Bakar**

Practising Lawyer

Assomull & Partners

**Mr Gunalan Nadarajan**

Dean of Faculty of Visual Arts

LASALLE-SIA College of the Arts

**Mr Benji Ng**

Chief Executive Officer

Dr WHO Mediaworks

**Mr Ng Chee Seng**

Assistant Honorary Secretary

Real Estate Developers' Association

of Singapore

**Mr Quek Tse Kwang**

Principal

Quek Associates

**Mr Saw Ken Wye**

General Manager

Asia Pacific NSP

Microsoft Operations Pte Ltd

**Ms Tan Beng Luan**

Manager

Creative O Pte Ltd & Creative

Preschoolers' Bay

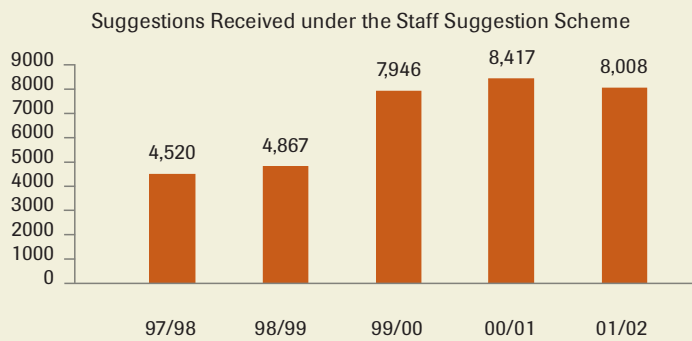
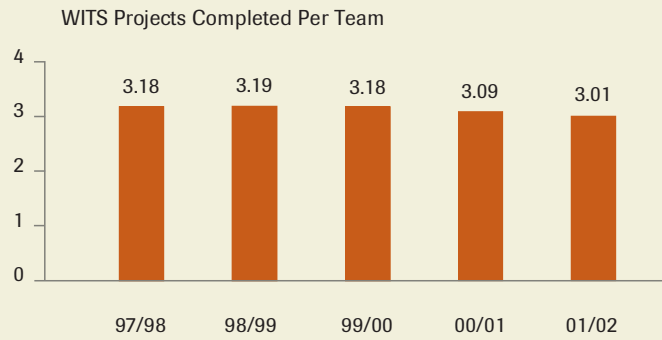
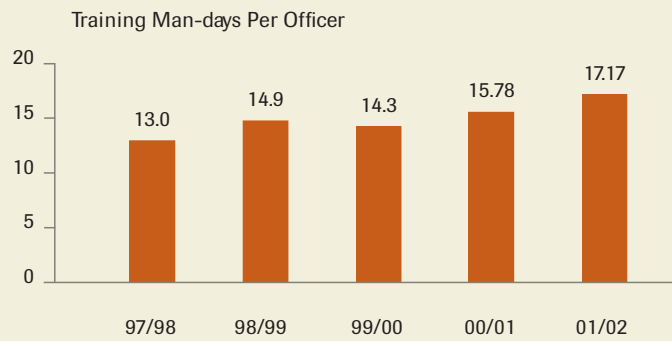
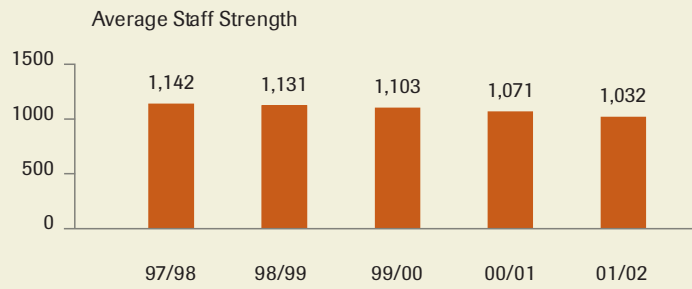
**Mr John Ting**

President

Singapore Institute of Architects



# Organisational Development Indicators



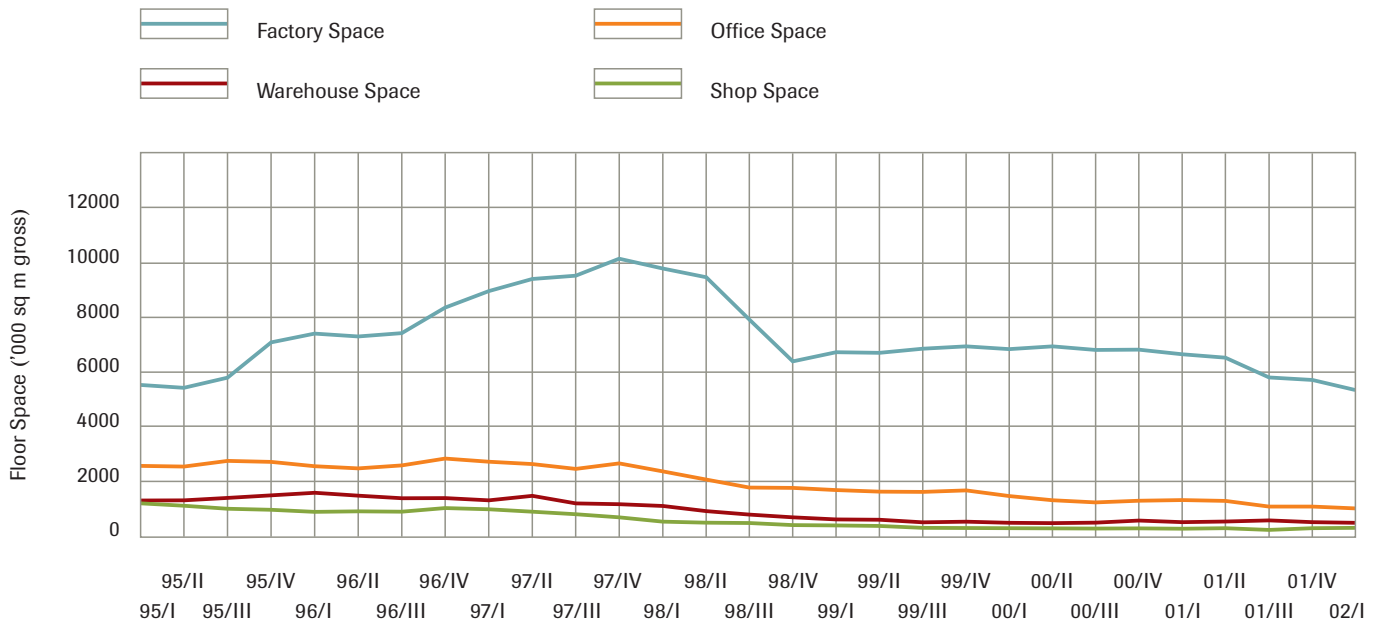
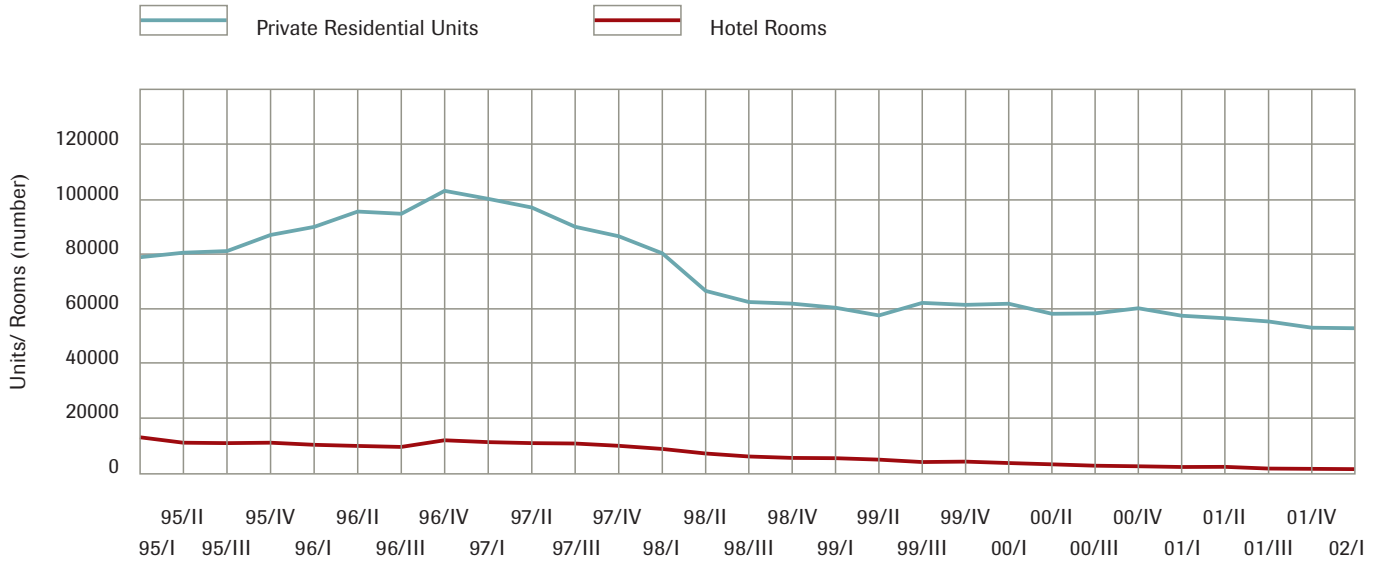
## PROPERTY MARKET INFORMATION

- 50 Supply in the Pipeline
- 51 Price and Rental Indices
- 53 Volume of Transactions
- 54 Stock and Vacancy Rates



# Property Market Information

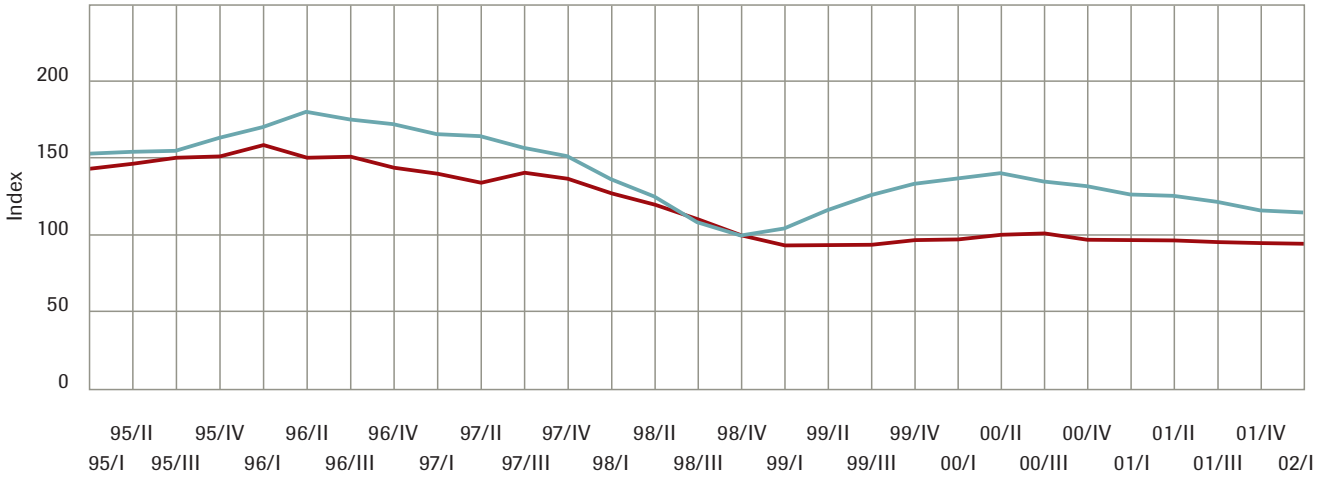
## SUPPLY IN THE PIPELINE



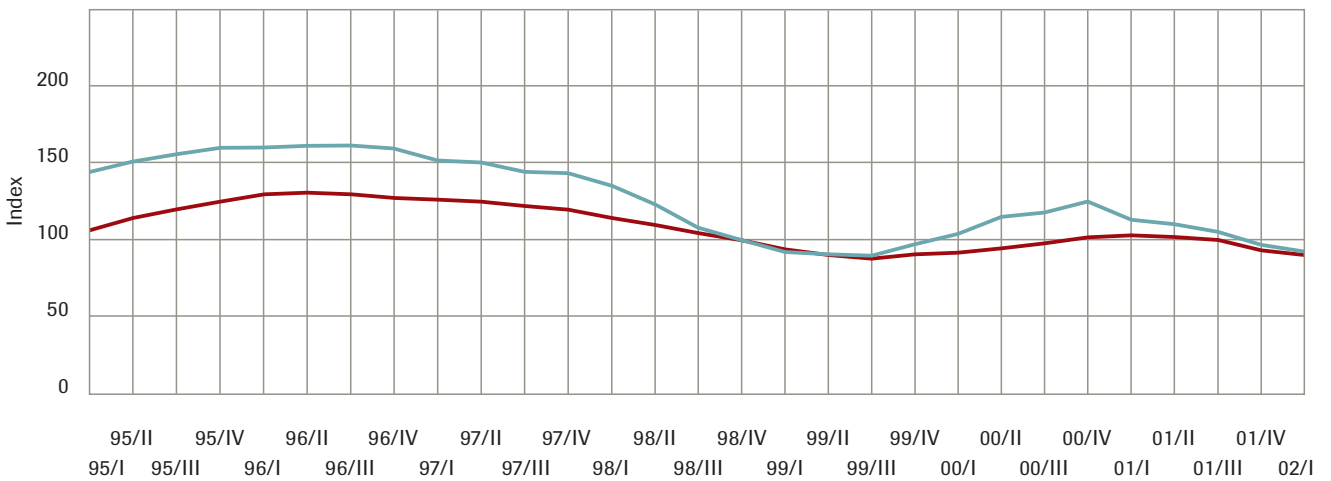
**PRICE AND RENTAL INDICES**

Price Index      Rental Index

Private Residential Units



Office Space

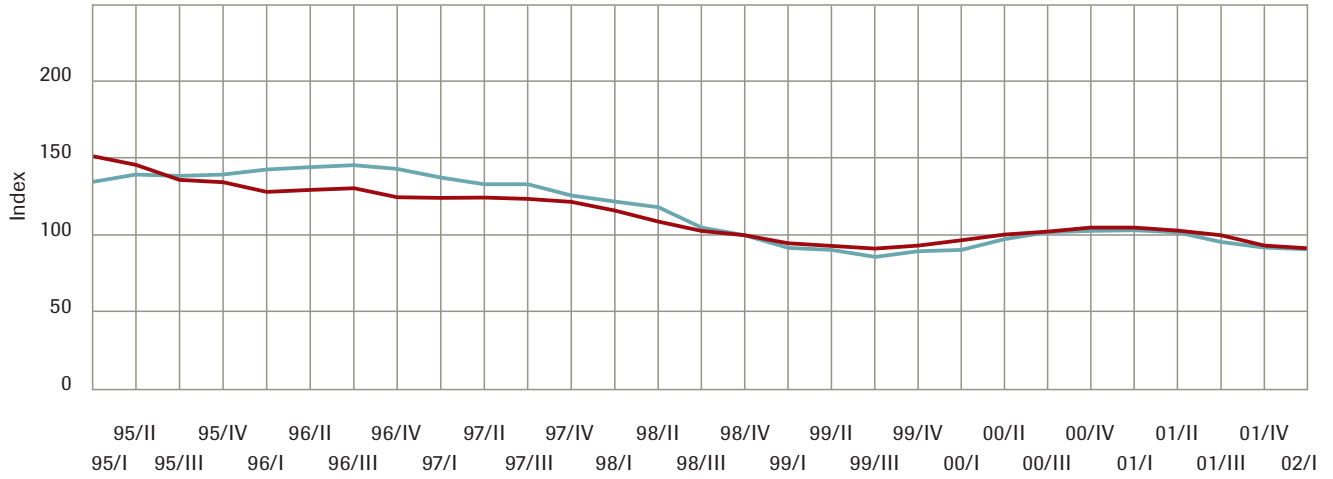




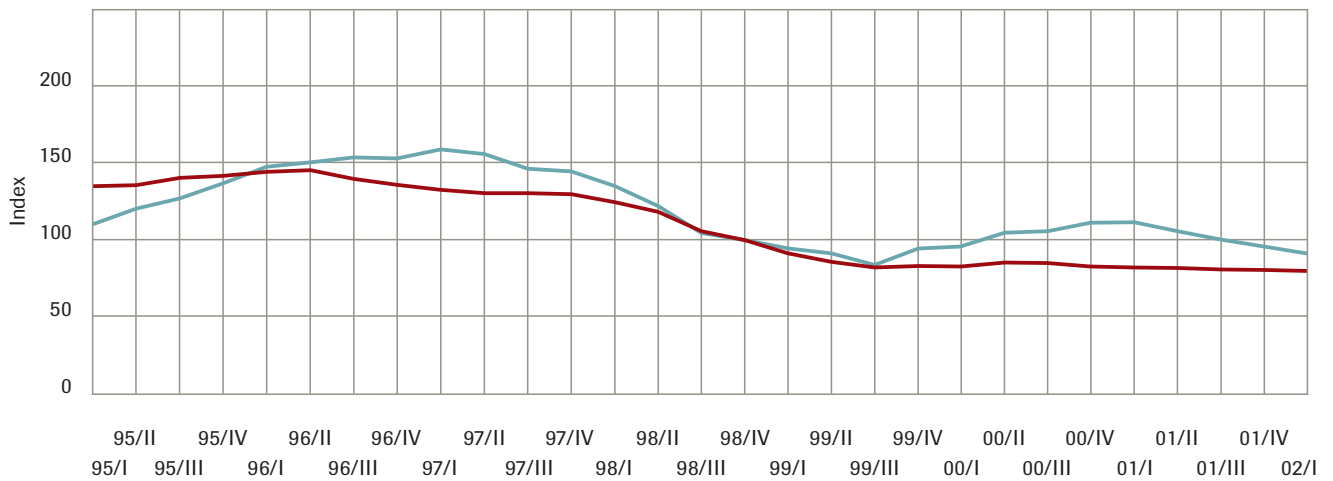
## PRICE AND RENTAL INDICES

Price Index
  Rental Index

### Shop Space



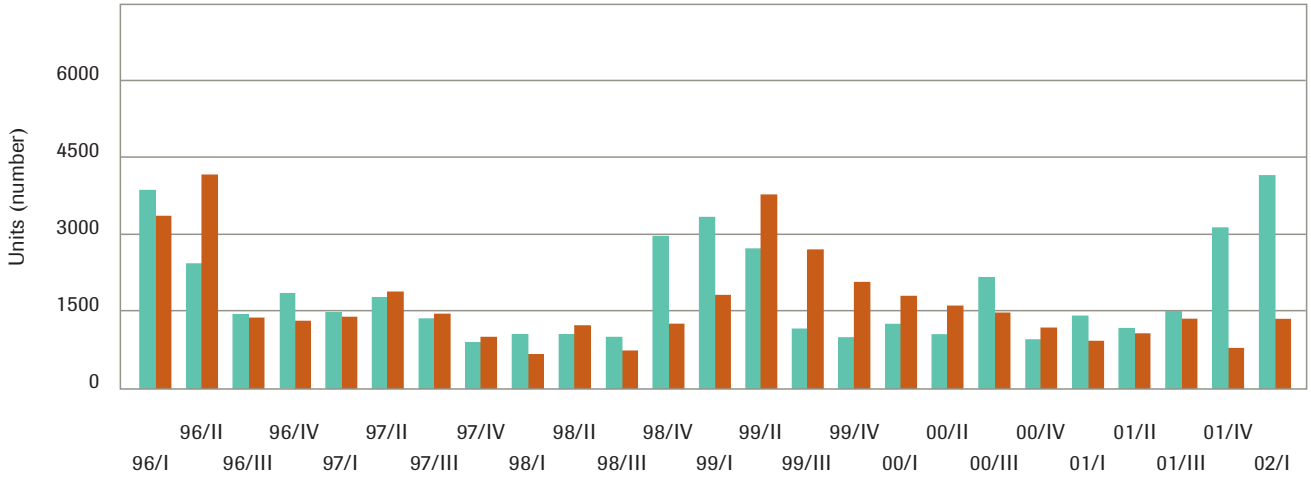
### Industrial Space



**VOLUME OF TRANSACTIONS**

■ New Sale                      ■ Subsale/ Resale

Private Residential Units



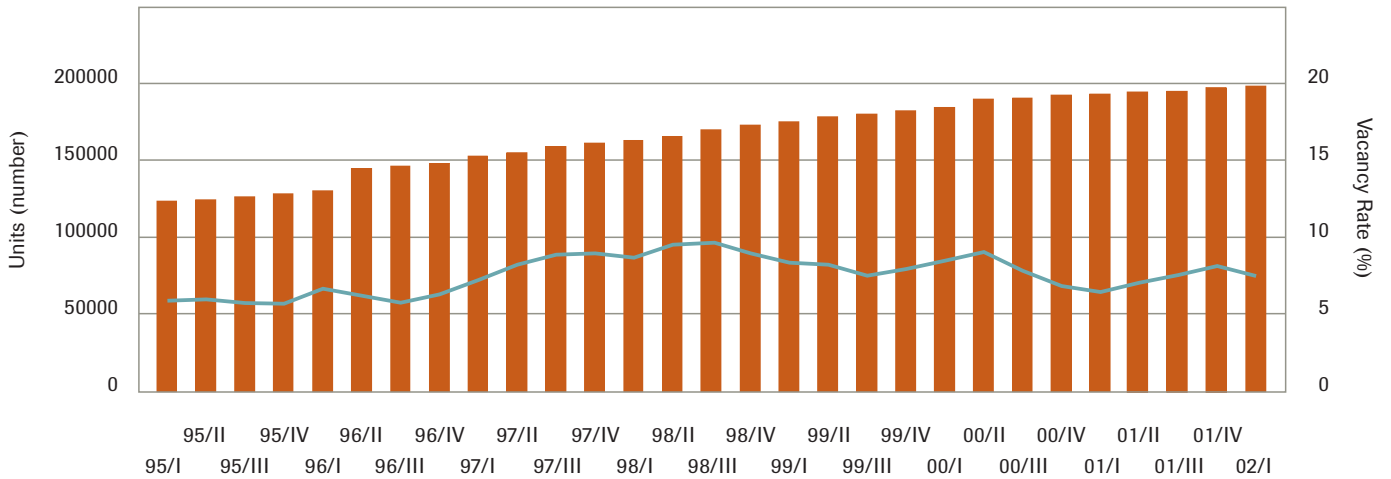
Note: New sales are compiled from the returns of URA's quarterly survey on licensed developers, based on options given by developers. From 99/IV onwards, new sales include completed units sold directly by developers.

Subsale and resale transactions are based on caveats lodged by purchasers. However, as not all subsale and resale transactions result in caveats being lodged, the figures only provide an indication of the level of transactions.

## STOCK AND VACANCY RATES

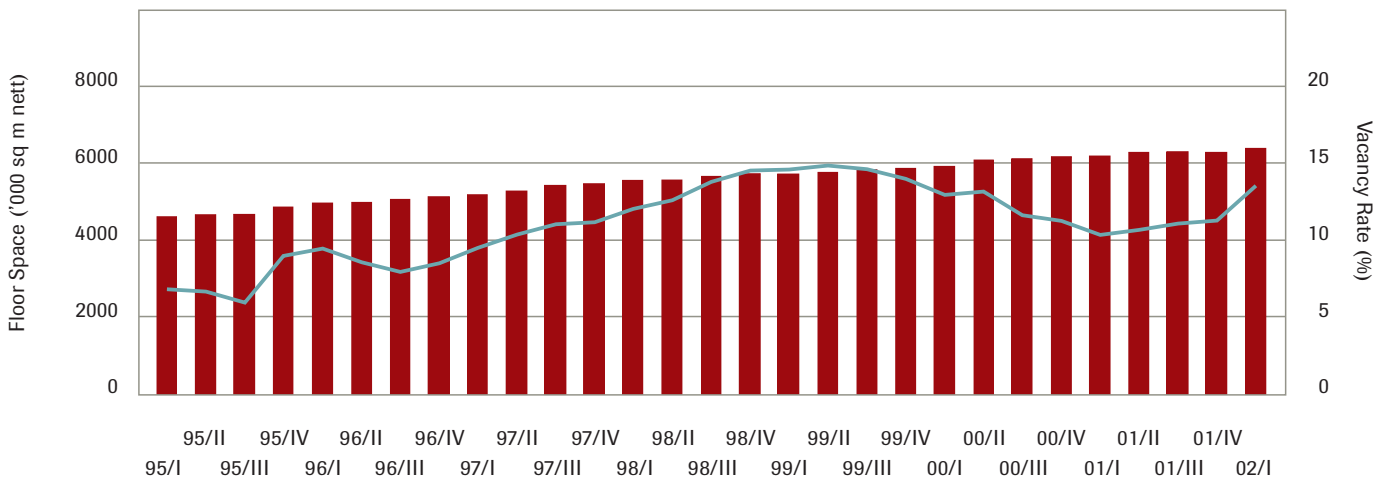
Vacancy Rate (%)
  Units (number)
  Floor Space ('000 sq m nett)

### Private Residential Units



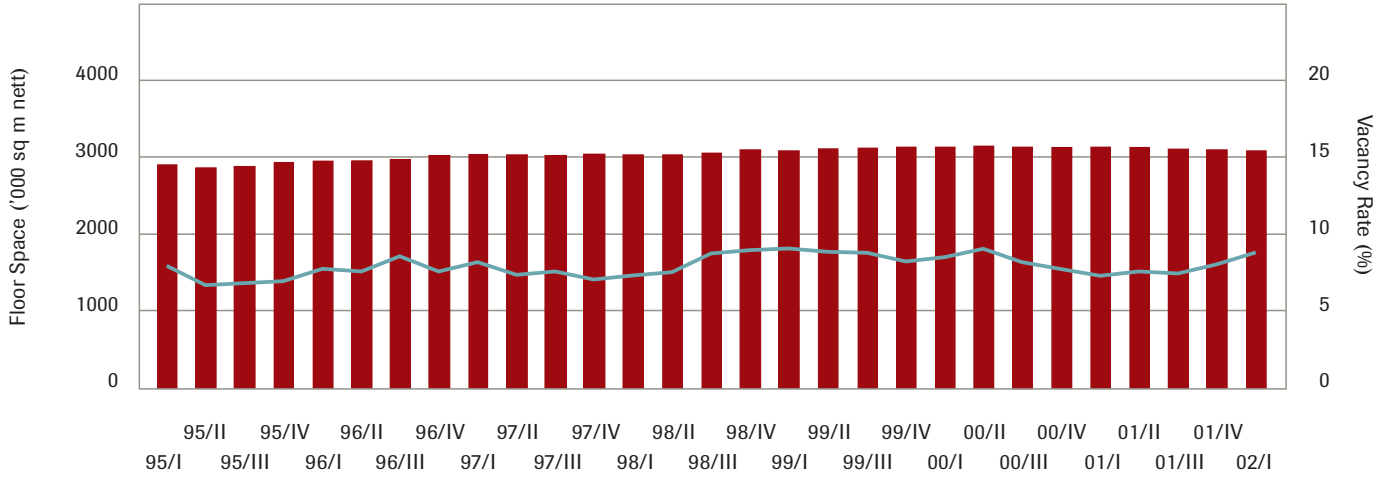
Note: Coverage of private residential units was expanded in 96/II.

### Office Space

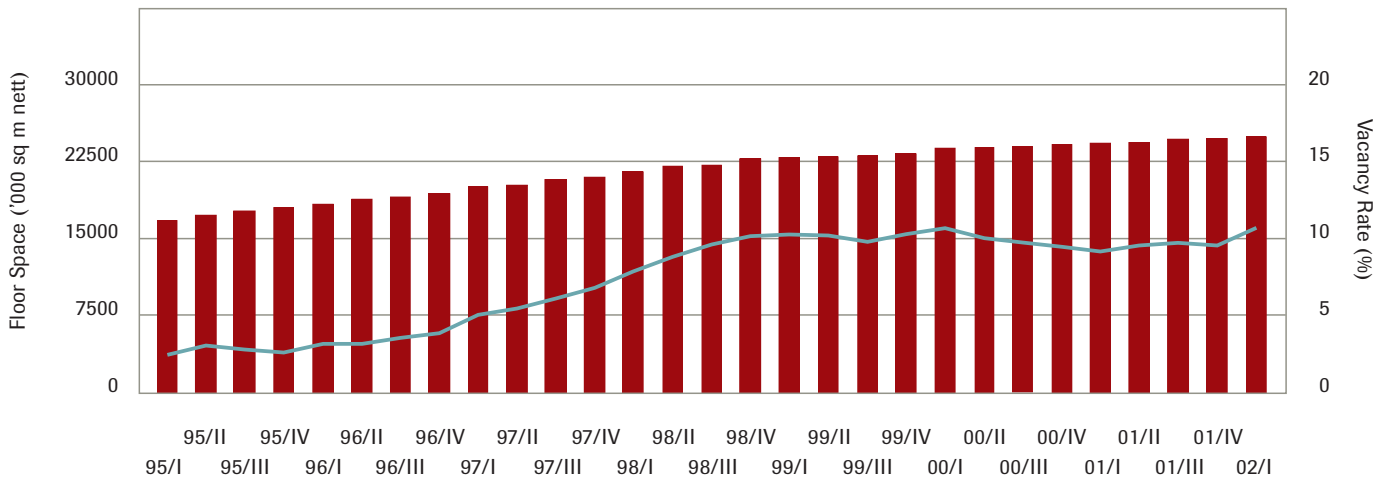




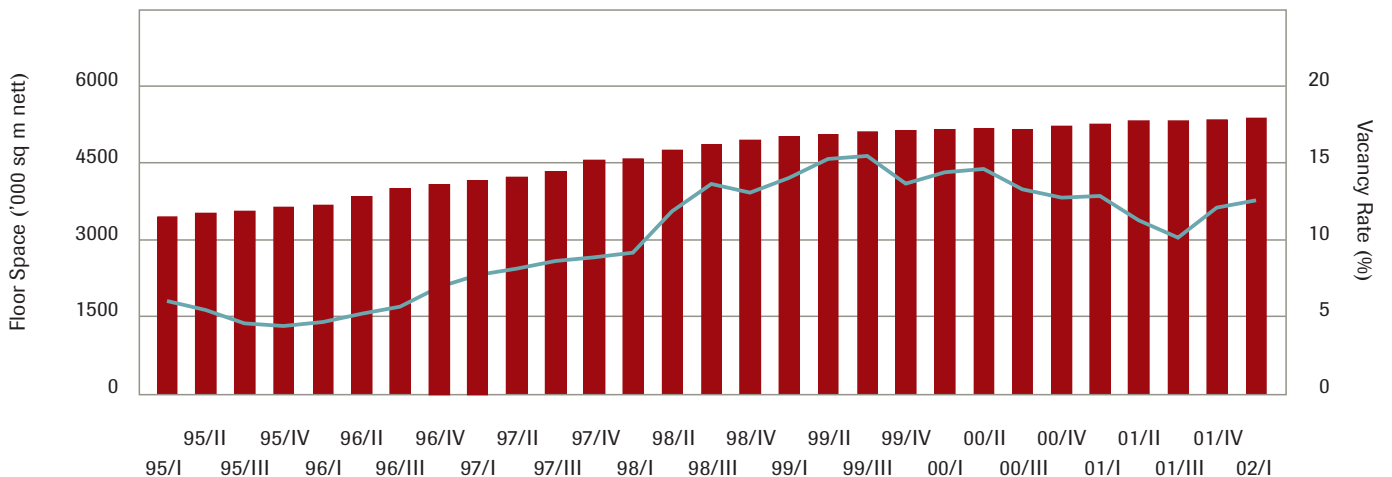
### Shop Space



### Factory Space



### Warehouse Space





## FINANCIAL REPORT

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60	5-Year Value Added Statement
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71	Cash Flow Statement
72	Notes to the Accounts



# 5-Year Financial Summary

	FY97/98	FY98/99	FY99/00	FY00/01	FY01/02
<b>Income and Expenditure (\$\$million)</b>					
Operating income*	165.8	108.2	110.8	129.6	120.4
Operating expenditure	100.0	99.5	103.0	115.4	112.1
Operating surplus	65.8	8.7	7.8	14.2	8.3
Non-operating surplus	31.7	37.1	34.0	31.5	30.6
Surplus before contribution to Consolidated Fund	97.5	45.8	41.8	45.7	38.9
Contribution to Consolidated Fund	19.5	9.2	8.4	9.1	9.5
Surplus after contribution to Consolidated Fund	78.0	36.6	33.4	36.6	29.4

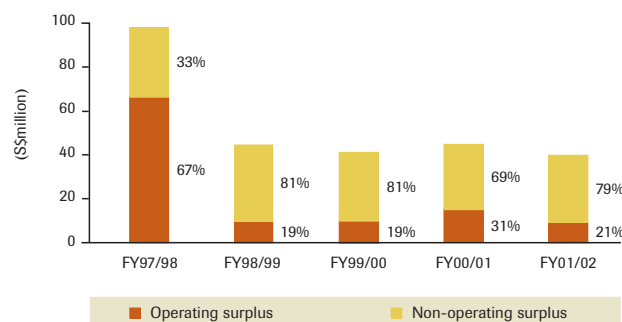
## Balance Sheet (\$\$million)

Fixed assets	111.1	341.6	314.6	295.7	284.6
Properties and projects under development	235.5	5.0	5.8	0.0	2.7
Other non-current assets	3.6	20.5	35.7	33.9	31.2
Current assets	917.7	931.9	959.5	1,070.6	1,066.4
	1,267.9	1,299.0	1,315.6	1,400.2	1,384.9
Capital and accumulated surplus	1,179.7	1,216.4	1,249.7	1,286.3	1,315.7
Deferred capital grants	18.4	12.2	6.1	0.0	0.0
Current liabilities	69.8	70.4	56.7	105.6	58.1
Deferred income and provision for pensions and gratuities	0.0	0.0	3.1	8.3	11.1
	1,267.9	1,299.0	1,315.6	1,400.2	1,384.9

\* Including recovery of cost from agency work.

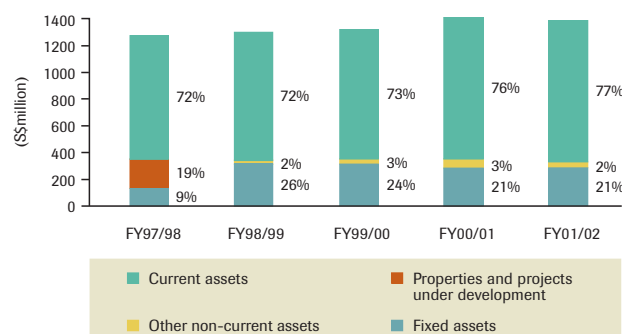
## Surplus Before Contribution to Consolidated Fund

Surplus generated from operations and investments was fairly stable over the last four years. The decrease in operating surplus after FY 1997 was mainly due to a reduction in income from agency and consultancy for land sales and infrastructural development.



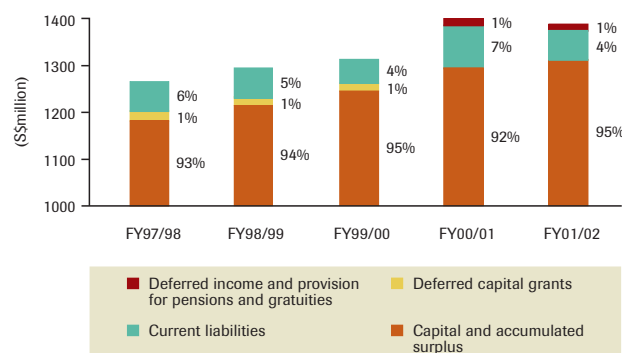
## Assets

No new major development projects were undertaken following the completion of the new URA Centre in FY 1998.



## Capital and Liabilities

Capital and accumulated surplus increased by an average of 2.9% over the last five years.



	FY97/98	FY98/99	FY99/00	FY00/01	FY01/02
<b>Cash Flow (\$\$million)</b>					
Cash generated from operations	66.8	35.1	29.8	81.6	(27.2)
Total cash generated	121.2	111.8	57.5	116.8	9.5
Capital expenditure (include fixed asset purchases) paid	66.0	56.3	17.3	1.7	4.3

**Financial Indicators**

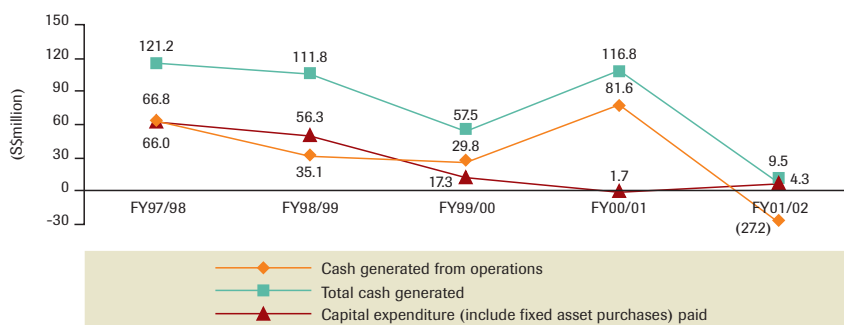
Operating surplus over operating income (%)	39.7	8.0	7.0	11.0	6.9
Return on average capital and revenue reserves (%)	8.5	3.8	3.4	3.6	3.0
Return on average total assets (%)	7.8	3.6	3.2	3.4	2.8
Operating income per S\$ employment cost	2.9	2.1	2.2	2.1	1.9
Operating surplus per employee (S\$)	56,524	7,682	7,029	13,286	8,090
Training cost per employee (S\$)	1,072	1,052	1,033	1,042	1,532

**Statistics (\$\$million)**

Sale of land revenue collected on behalf of Government	3,949	181	249	1,043	994
Development charge collected on behalf of Government	469	96	118	602	208
Value of development projects completed	35.9	165.1	45.4	878	27.3

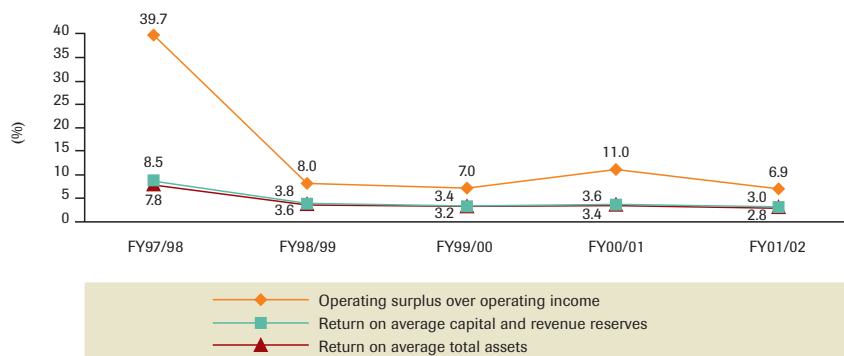
**Cash Flow**

The decrease in cash generated from operations in FY 2001 was mainly due to a drop in agency collection. Total cash flow remained positive.



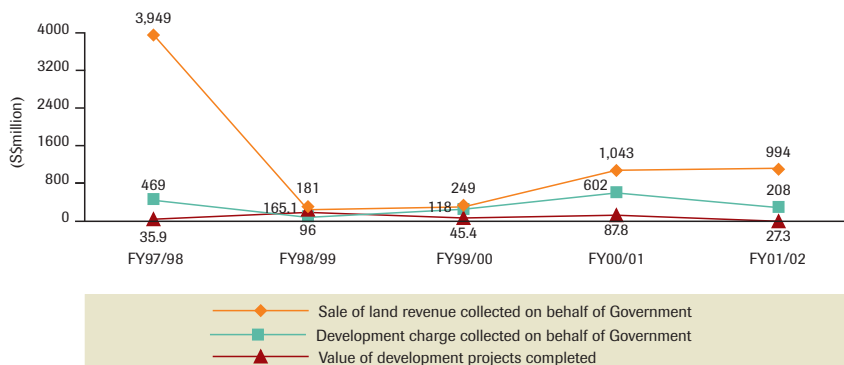
**Financial Indicators**

The financial indicators were generally stable over the last four years. The decrease in financial indicators after FY 1997 was mainly due to a reduction in income from agency and consultancy for land sales and infrastructural development.



**Statistics**

Sale of land revenue collected on the Government's behalf decreased after FY 1997 as a result of fewer sites sold.

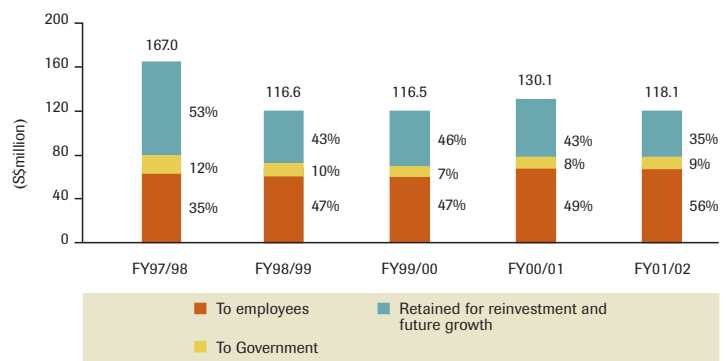


# 5-Year Value Added Statement

	<b>FY97/98</b> S\$million	<b>FY98/99</b> S\$million	<b>FY99/00</b> S\$million	<b>FY00/01</b> S\$million	<b>FY01/02</b> S\$million
Turnover from operations	165.8	108.2	110.8	129.6	120.4
Less:					
Purchase of goods/ services	30.5	28.7	28.3	31.0	32.9
<b>Value added from operations</b>	<b>135.3</b>	<b>79.5</b>	<b>82.5</b>	<b>98.6</b>	<b>87.5</b>
Non-operating Income/ (Expenditure)	31.7	37.1	34.0	31.5	30.6
Income from pre-1989 sale of sites	6.3	0.0	0.0	0.0	0.0
Income from bank deposits and investments	25.5	36.4	33.6	31.0	30.3
Net surplus from transfer of properties	0.0	2.0	0.0	0.0	0.0
Other non-operating loss	(0.1)	(1.3)	0.4	0.5	0.3
<b>Total value added available for distribution</b>	<b>167.0</b>	<b>116.6</b>	<b>116.5</b>	<b>130.1</b>	<b>118.1</b>
<b>Distribution</b>					
<b>To Employees</b>					
Salaries and staff welfare/ benefits	58.4	54.3	54.7	63.5	65.7
<b>To Government</b>	20.8	11.7	8.7	10.5	10.7
Contribution to Consolidated Fund	19.5	9.2	8.4	9.1	9.5
Property and other taxes	1.3	2.5	0.3	1.4	1.2
<b>Retained for reinvestment and future growth</b>	<b>87.8</b>	<b>50.6</b>	<b>53.1</b>	<b>56.1</b>	<b>41.7</b>
Depreciation	9.8	14.0	19.7	19.5	12.3
Surplus	78.0	36.6	33.4	36.6	29.4
<b>Total value added</b>	<b>167.0</b>	<b>116.6</b>	<b>116.5</b>	<b>130.1</b>	<b>118.1</b>

## Total Value Added

Distribution of value added to employees in FY 2001 was higher due to provision made for unconsumed leave.



	<b>FY97/98</b>	<b>FY98/99</b>	<b>FY99/00</b>	<b>FY00/01</b>	<b>FY01/02</b>
<b>Value Added Indicators</b>					
Value added per employee (S\$'000)	118.5	70.3	74.8	92.0	84.8
Value added per employment costs (S\$)	2.3	1.5	1.5	1.6	1.3
Value added per turnover from operations (%)	81.6	73.5	74.5	76.1	72.7
Value added per investment in fixed assets (before depreciation) (S\$million)	0.8	0.3	0.2	0.3	0.2

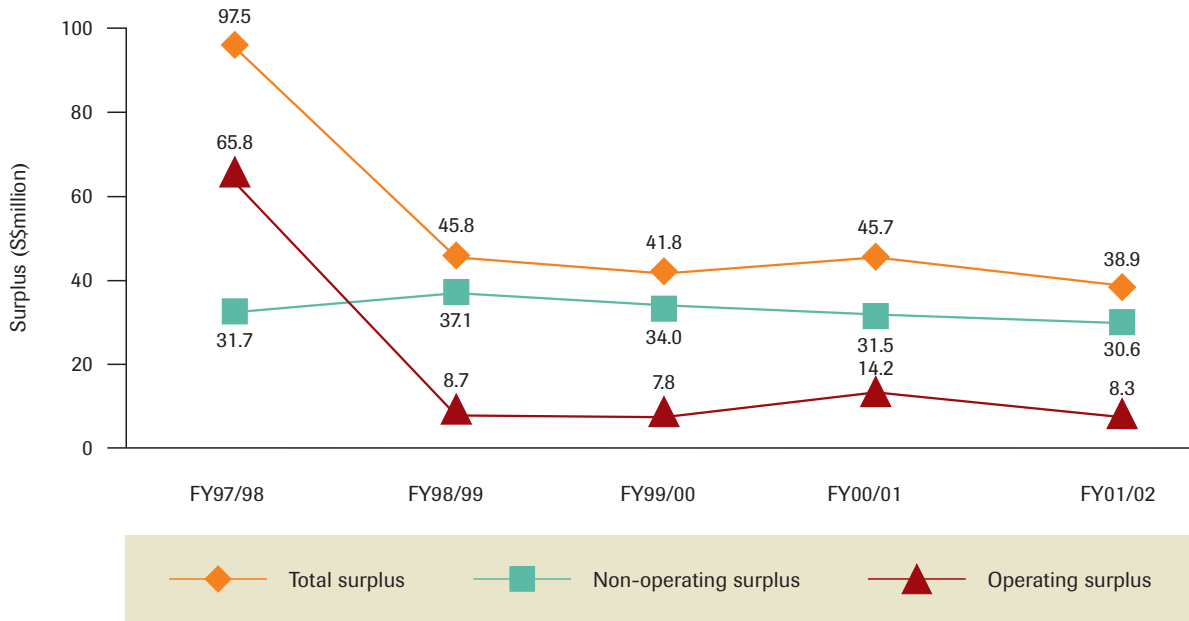


# Financial Review

FOR THE YEAR ENDED 31 MARCH 2002

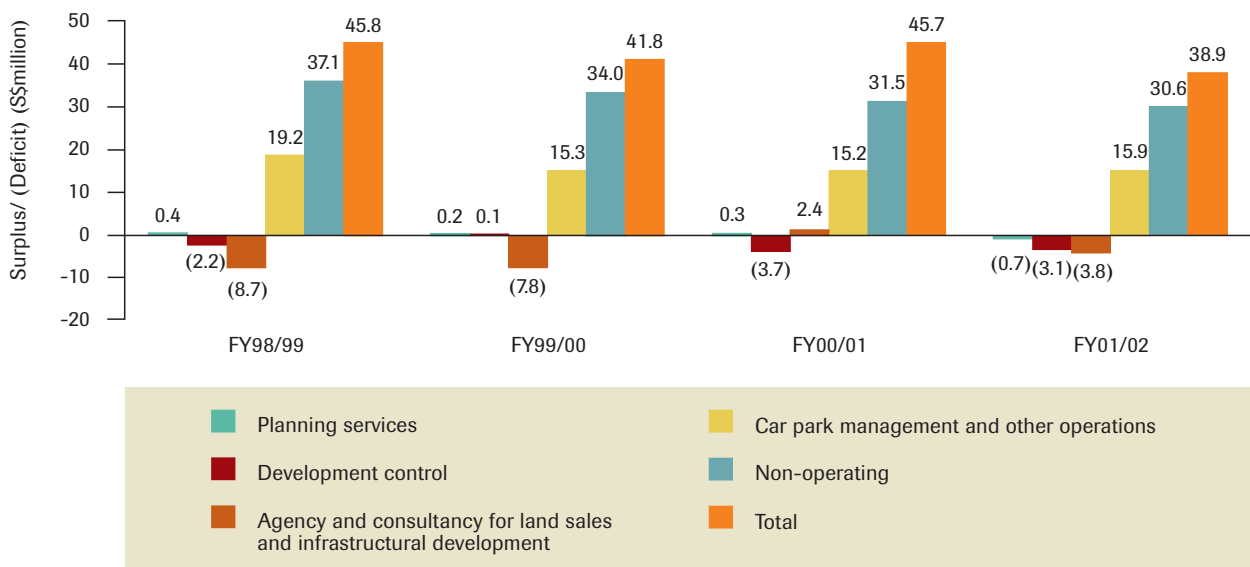
## OVERVIEW

1 For the financial year ended 31 March 2002, URA recorded an operating surplus of S\$8.3 million, while a non-operating surplus of S\$30.6 million was generated from bank interest, investment and other non-operating income. The total surplus for the year amounted to S\$38.9 million before a provision of S\$9.5 million for contribution to Consolidated Fund.



## URA ACTIVITIES

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

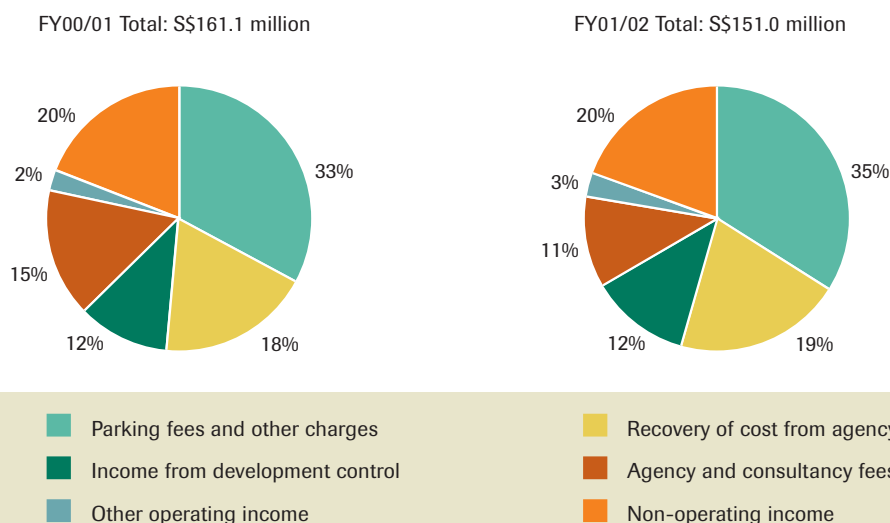


## INCOME

- 3 Operating income decreased by 7% or S\$9.2 million to S\$120.4 million. This was due mainly to a drop in agency fees earned from fewer sites sold. The higher income from consultancy fees in the previous year was mainly derived from the Common Services Tunnel project.

	FY00/01 S\$million	<b>FY01/02</b> <b>S\$million</b>	Increase/ (Decrease) S\$million	%
<b>OPERATING INCOME</b>				
Parking fees and other charges	52.6	<b>51.7</b>	(0.9)	(2)
Recovery of cost from agency work	29.6	<b>29.3</b>	(0.3)	(1)
Income from development control	18.8	<b>17.8</b>	(1.0)	(5)
Agency and consultancy fees	24.7	<b>17.3</b>	(7.4)	(30)
Other operating income	3.9	<b>4.3</b>	0.4	10
	129.6	<b>120.4</b>	(9.2)	(7)
<b>NON-OPERATING INCOME</b>				
Bank interest and investment income*	31.0	<b>30.3</b>	(0.7)	(2)
Other income	0.5	<b>0.3</b>	(0.2)	(40)
	31.5	<b>30.6</b>	(0.9)	(3)
<b>TOTAL INCOME</b>	161.1	<b>151.0</b>	(10.1)	(6)

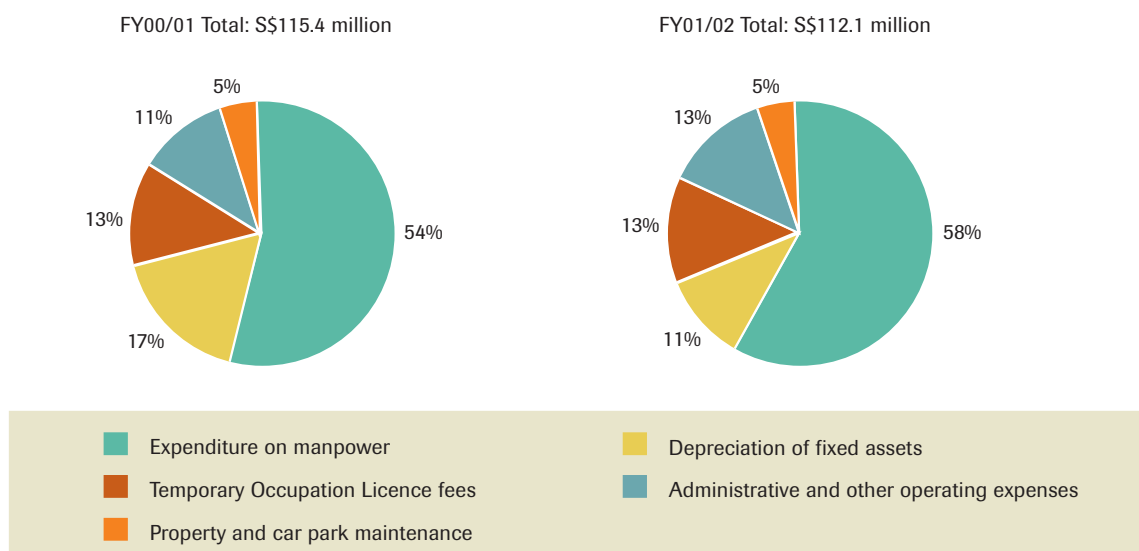
\* Net of fund management and related expenses.



## EXPENDITURE

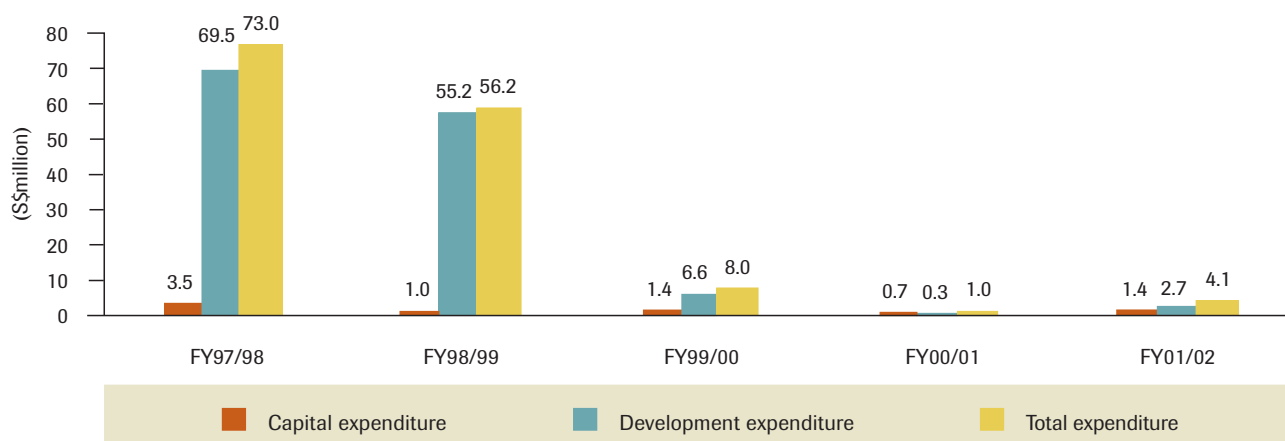
- 4 Operating expenditure decreased by 3% or S\$3.3 million to S\$112.1 million. The lower expenditure was due mainly to lower depreciation charges as major computer systems were fully depreciated in the previous year. This was partially offset by expenditure on manpower which increased by 4% due to a S\$2.9 million provision for unconsumed leave.

	FY00/01 S\$million	<b>FY01/02</b> <b>S\$million</b>	Increase/ S\$million	(Decrease) %
<b>OPERATING EXPENDITURE</b>				
Expenditure on manpower	62.3	<b>64.5</b>	2.2	4
Depreciation of fixed assets	19.5	<b>12.3</b>	(7.2)	(37)
Temporary Occupation Licence fees	14.6	<b>14.3</b>	(0.3)	(2)
Administrative and other operating expenses	12.8	<b>14.7</b>	1.9	15
Property and car park maintenance	6.2	<b>6.3</b>	0.1	2
	115.4	<b>112.1</b>	(3.3)	(3)



## CAPITAL AND DEVELOPMENT EXPENDITURE

- 5 The high development expenditure in FY 1997 and FY 1998 was mainly for the construction of the new URA Centre. For FY 2001, capital and development expenditure was mainly incurred for purchase of IT equipment and the development of an Enterprise Resource Planning system.





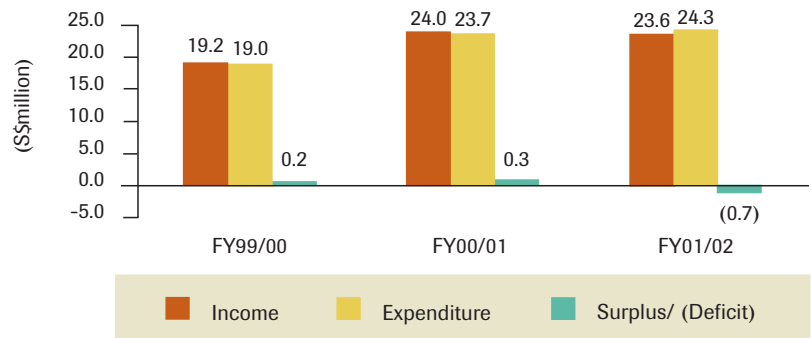
# Segment Reporting

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 the Ministry of National Development to carry out its function as the national planning authority. This activity recorded a deficit of S\$0.7 million in FY 2001 due mainly to a reduction in reimbursement and provision made for unconsumed leave.

Income and Expenditure for Planning Services

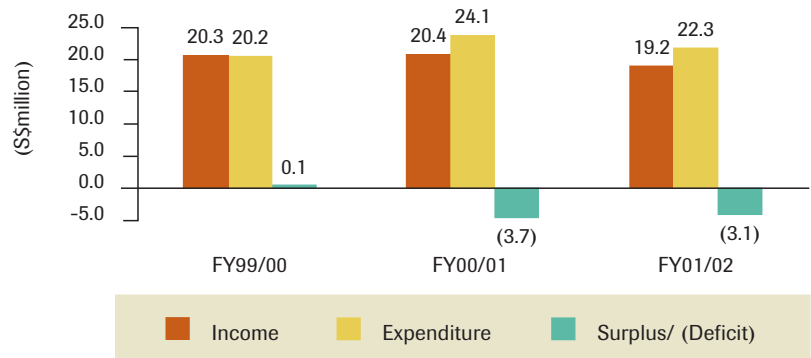


## Development Control and Conservation

URA facilitates property owners and developers in obtaining planning approvals for their proposed developments and conservation works. In the process, URA ensures that these proposals are in line with the planning requirements.

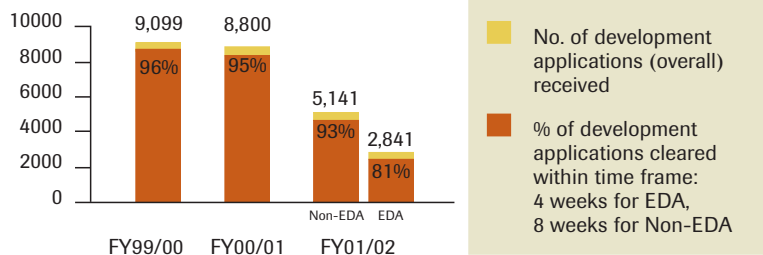
Income generated from this activity decreased by S\$1.2 million mainly because the number of development applications received fell by 818 cases from 8,800 cases in FY 2000 to 7,982 cases in FY 2001.

Income and Expenditure for Development Control and Conservation



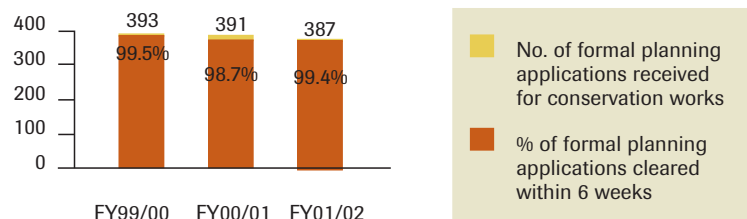
The number of formal planning applications received for conservation works also decreased from 391 cases in FY 2000 to 387 cases in FY 2001. However, the deficit position for this activity improved by S\$0.6 million to S\$3.1 million mainly due to lower depreciation expenses.

Development Control



Note: As the proportion of Electronic Development Application (EDA) cases continues to increase, it becomes necessary to separate the data between Non-EDA and EDA cases for monitoring. Starting FY 2001, data will be presented separately for Non-EDA and EDA submissions.

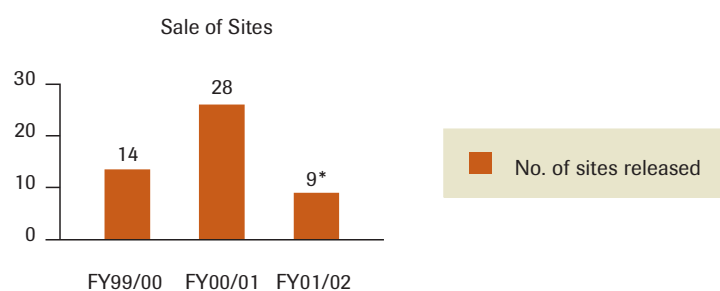
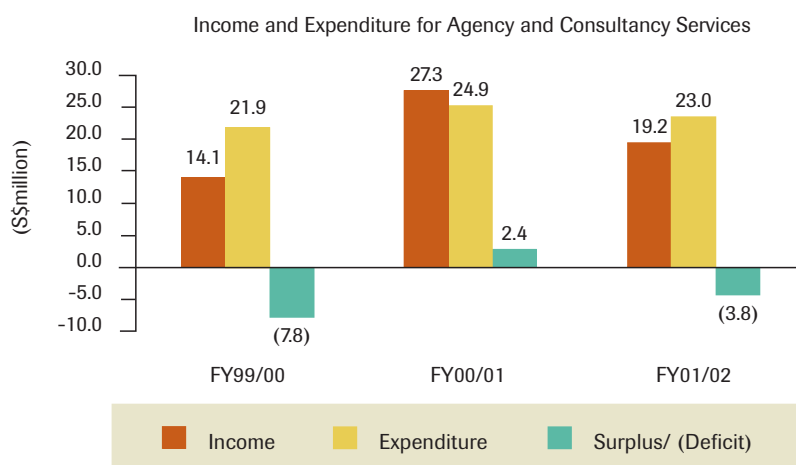
Conservation



### Agency and Consultancy for Land Sales and Infrastructural Development

As a land sales agent for the Government's sale of sites programme, URA received agency fees only for sites sold. URA also coordinates and implements projects on environmental improvements and infrastructure works in selected areas identified for development as an agent for the Government and other organisations. In FY 2001, a deficit of S\$3.8 million was recorded for this activity. This was due mainly to a decrease in number of sites sold from 18 sites in the previous year (out of 28 sites launched) to 5 sites in FY 2001 (out of 9 sites launched).

In terms of quantum released, there was a decrease of 1,863 residential dwelling units released in FY 2001 to 1,026 units. However, commercial gross floor space increased from 159,168 sq m to 234,780 sq m.



\* Another nine sites were made available for application under the Reserve List system.

SALE OF SITES			
Type of Development	Quantum Released		
	FY99/00	FY00/01	FY01/02
			Sale Sites
Residential (no. of dwelling units)	1,138	2,889	1,026**
Commercial (gross floor area in sq m)	54,300	159,168	234,780
Hotels (no. of rooms)	-	-	250**
Shophouses (no. of units)	42	-	-
Heavy Vehicle Parks (no. of lots)	460	-	-
Industrial (land area in ha)	18.8	7.8	-

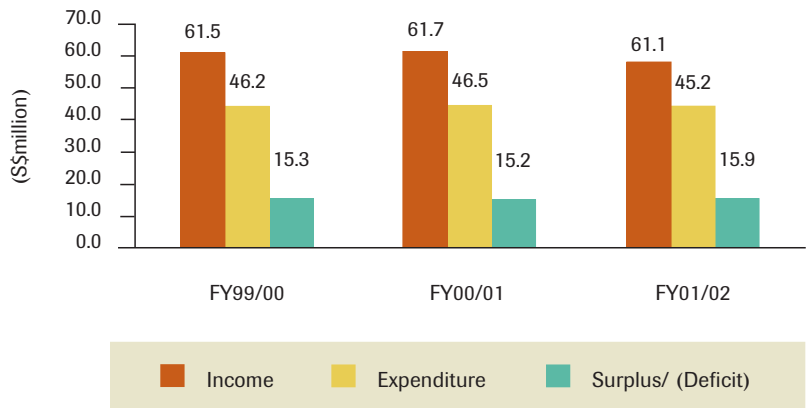
\*\* Another 1,980 dwelling units and 150 rooms were made available for application under the Reserve List system.

### Car Park Management and Other Operations

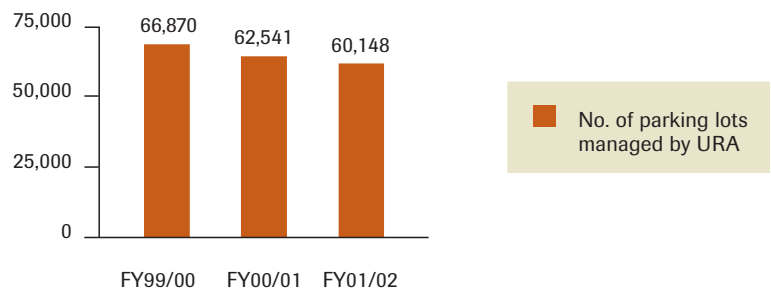
URA helps to regulate parking demand by implementing and managing the public parking lots. In FY 2001, it managed a total of 60,148 cars, heavy vehicles and motorcycle parking lots compared to 62,541 in FY 2000. Other operations include the management of URA properties and Controller of Housing activity.

A surplus of S\$15.9 million was recorded for this activity in FY 2001, an increase of S\$0.7 million from the previous year. The better performance was mainly due to an increase in rental income.

Income and Expenditure for Car Park Management and Other Operations



Car Parks





REPORT ON THE AUDIT OF THE  
**Financial Statements**  
OF THE URBAN REDEVELOPMENT AUTHORITY  
FOR THE YEAR ENDED 31 MARCH 2002

The financial statements of the Urban Redevelopment Authority set out on pages 68 to 80 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 2002 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

21 June 2002

**Balance Sheet**

AS AT 31 MARCH 2002

	NOTE	31 March 2002 S\$	31 March 2001 S\$
<b>FUNDS AND RESERVES</b>			
Capital account	3	27,691,177	27,691,177
Accumulated surplus		1,288,038,261	1,258,620,838
		<u>1,315,729,438</u>	<u>1,286,312,015</u>
<b>REPRESENTED BY:</b>			
<b>NON-CURRENT ASSETS</b>			
Fixed assets	4	284,580,872	295,706,423
Properties and projects under development	5	2,705,770	1,503
Long term investments	6	29,067,095	30,434,678
Staff loans	7	2,099,669	3,444,626
		<u>318,453,406</u>	<u>329,587,230</u>
<b>CURRENT ASSETS</b>			
Debtors, accrued interest, prepayments and advances	8	14,360,196	17,415,668
Short term investments	9	298,421,908	289,250,833
Deposits with banks		731,295,250	691,450,000
Cash and bank balances		22,385,186	72,480,062
		<u>1,066,462,540</u>	<u>1,070,596,563</u>
<b>CURRENT LIABILITIES</b>			
Agency and other deposits		7,832,574	9,020,721
Creditors, provisions and accrued charges	11	40,752,112	87,407,611
Provision for contribution to Consolidated Fund	12	9,546,051	9,149,090
		<u>58,130,737</u>	<u>105,577,422</u>
<b>NET CURRENT ASSETS</b>		<u>1,008,331,803</u>	<u>965,019,141</u>
LESS:			
<b>NON-CURRENT LIABILITIES</b>			
Deferred income	13	7,647,705	5,244,645
Provision for pensions and gratuities	14	3,408,066	3,049,711
		<u>1,315,729,438</u>	<u>1,286,312,015</u>

The accompanying notes form part of the accounts.



**BOBBY CHIN YOKE CHOONG**  
CHAIRMAN



**BG (NS) TAN YONG SOON**  
CHIEF EXECUTIVE OFFICER

# Income and Expenditure Statement

FOR THE YEAR ENDED 31 MARCH 2002

	NOTE	2001/2002 S\$	2000/2001 S\$
<b>OPERATING INCOME</b>			
Parking fees and other charges		51,685,889	52,644,483
Income from development control	15	17,837,511	18,821,233
Agency and consultancy fees	16	17,264,569	24,717,768
Rental income		4,004,070	3,140,236
Other operating income		382,722	768,589
		91,174,761	100,092,309
Less:			
<b>EXPENDITURE</b>			
Expenditure on manpower	17	64,489,281	62,292,136
Administrative and other operating expenses	18	14,791,257	12,820,603
Temporary Occupation Licence fees	19	14,300,958	14,645,714
Depreciation of fixed assets	4	12,278,495	25,609,946
Property and car park maintenance		6,255,609	6,192,064
		112,115,600	121,560,463
Recovery of cost from agency work	20	(29,289,793)	(29,578,393)
		82,825,807	91,982,070
<b>OPERATING SURPLUS</b>		8,348,954	8,110,239
<b>NON-OPERATING INCOME</b>			
Income from bank deposits and investments	21	30,339,347	30,963,700
Other non-operating income	22	275,173	552,830
<b>SURPLUS BEFORE GRANTS</b>		38,963,474	39,626,769
<b>GRANTS</b>			
Amortisation of deferred capital grants	23	-	6,118,681
<b>SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND</b>		38,963,474	45,745,450
Less: Contribution to Consolidated Fund	12	9,546,051	9,149,090
<b>NET SURPLUS FOR THE YEAR</b>		29,417,423	36,596,360
<b>ACCUMULATED SURPLUS AS AT 1 APRIL</b>		1,258,620,838	1,222,024,478
<b>ACCUMULATED SURPLUS AS AT 31 MARCH</b>		1,288,038,261	1,258,620,838

The accompanying notes form part of the accounts.



URBAN REDEVELOPMENT AUTHORITY

# Statement of Changes in Equity

FOR THE YEAR ENDED 31 MARCH 2002

	Capital Account S\$	Accumulated Surplus S\$	Total S\$
Balance as at 1 April 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
Net surplus for the year	-	29,417,423	29,417,423
Balance as at 31 March 2002	27,691,177	1,288,038,261	1,315,729,438

The accompanying notes form part of the accounts.

URBAN REDEVELOPMENT AUTHORITY  
**Cash Flow Statement**  
 FOR THE YEAR ENDED 31 MARCH 2002

	NOTE	2001/2002 S\$	2000/2001 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus before grants		38,963,474	39,626,769
Adjustments for:			
Depreciation of fixed assets		12,278,495	25,609,946
Provision for pensions and gratuities		417,003	486,711
Deferred income recognised		(1,069,439)	(102,551)
Income from bank deposits and investments		(31,699,082)	(30,963,700)
Loss on sale of unit trust		1,359,735	-
Loss on disposal of fixed assets		33,328	-
		<hr/>	<hr/>
Surplus before working capital changes		20,283,514	34,657,175
Increase in debtors, accrued interest, prepayments and advances		(1,298,571)	(66,029)
(Decrease)/ Increase in agency and other deposits		(1,188,147)	2,432,646
(Decrease)/ Increase in creditors, provisions and accrued charges		(44,965,101)	44,583,807
		<hr/>	<hr/>
Cash generated from operations		(27,168,305)	81,607,599
Staff loans released		(231,933)	(845,615)
Staff loans repayments received		1,696,728	2,810,544
Payments for pensions and gratuities		(58,648)	-
Deferred agency fee received		3,472,499	4,848,976
Payment to Consolidated Fund		(9,149,090)	(8,354,272)
		<hr/>	<hr/>
Net cash from operating activities		(31,438,749)	80,067,232
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure paid		(2,871,030)	(1,075,394)
Payments for purchase of fixed assets		(1,421,662)	(651,474)
Proceeds from disposal of fixed assets		34,920	-
Interest received		26,931,535	23,555,254
Dividends received		4,483,689	3,940,334
Payments for purchase of unit trust		(8,632,417)	-
Proceeds from sale of unit trust		8,632,417	-
Management fee rebate received		7,848	-
Net payment for purchase and sale of short term investments		(5,976,177)	(183,323,659)
		<hr/>	<hr/>
Net cash used in investing activities		21,189,123	(157,554,939)
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>		(10,249,626)	(77,487,707)
<b>CASH AND CASH EQUIVALENTS AS AT 1 APRIL</b>	24	763,930,062	841,417,769
<b>CASH AND CASH EQUIVALENTS AS AT 31 MARCH</b>	24	753,680,436	763,930,062

The accompanying notes form part of the accounts.

# Notes to the Accounts

FOR THE YEAR ENDED 31 MARCH 2002

## 1 GENERAL

The Urban Redevelopment Authority (URA) is a Statutory Board established under the Urban Redevelopment Authority Act (Cap. 340). The registered address 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 2002, URA staff strength was 1,032 (31 March 2001 – 1,053).

The financial statements of the Authority for the year ended 31 March 2002 were authorised for issue by the Board on 18 June 2002.

## 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. The grants have been fully amortised in FY 2000/2001.

### (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
Surface car parks	5 years
IT equipment	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.

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.

Realised gains and losses arising from forward foreign exchange contracts are calculated based on the difference between the market foreign exchange rate at maturity and the original foreign exchange rate on the trade date of purchase.

### 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 FIXED ASSETS

	Leasehold Land S\$	Buildings S\$	Plant and Machinery S\$	Surface Car Parks S\$	IT Equipment S\$	Other Assets S\$	Total S\$
<b>Cost</b>							
At 1 April 2001	153,150,585	120,111,117	27,771,320	29,981,560	54,583,720	17,089,583	402,687,885
Additions	-	-	-	-	1,107,427	254,627	1,362,054
Disposals	-	-	-	-	(2,868,922)	(523,414)	(3,392,336)
Adjustments	-	(13,576)	(108,985)	-	(15,090)	(3,211)	(140,862)
At 31 March 2002	153,150,585	120,097,541	27,662,335	29,981,560	52,807,135	16,817,585	400,516,741
<b>Accumulated Depreciation</b>							
At 1 April 2001	4,451,449	10,754,994	8,904,454	22,703,713	51,828,719	8,338,133	106,981,462
Depreciation for the year	1,580,667	2,700,642	2,618,134	2,857,821	448,449	2,072,782	12,278,495
Disposals	-	-	-	-	(2,842,383)	(481,705)	(3,324,088)
Adjustments	-	-	-	-	-	-	-
At 31 March 2002	6,032,116	13,455,636	11,522,588	25,561,534	49,434,785	9,929,210	115,935,869
Depreciation for FY 2000/2001	1,580,666	2,671,387	2,628,925	4,280,237	12,049,521	2,399,210	25,609,946
<b>Net Book Value</b>							
At 31 March 2002	147,118,469	106,641,905	16,139,747	4,420,026	3,372,350	6,888,375	284,580,872
At 31 March 2001	148,699,136	109,356,123	18,866,866	7,277,847	2,755,001	8,751,450	295,706,423

Note 4.1: With effect from FY 2001/2002, Deferred Expenditure on the construction of surface carpark has been reclassified as Fixed Assets.

Note 4.2: Land parcels with reversionary interest were not included in the above assets schedule.

Number of land parcel with reversionary interest:

	2001/2002	2000/2001
Balance as at 1 April		
Number of land parcel with nominal value reversionary interest	45	45
Number of land parcel with high value reversionary interest	4	4
Balance as at 31 March	49	49
	2001/2002 S\$	2000/2001 S\$
Estimated nominal value of reversionary interest	45	45
Estimated high value of reversionary interest	2,762,000	2,711,000

**5 PROPERTIES AND PROJECTS UNDER DEVELOPMENT**

	At 1 April S\$	Additions S\$	Transfers S\$	At 31 March S\$
<b>2001/2002</b>				
Capital expenditure	1,503	2,704,267	-	2,705,770
	<u>1,503</u>	<u>2,704,267</u>	<u>-</u>	<u>2,705,770</u>
<b>2000/2001</b>				
Capital expenditure	5,832,801	276,468	(6,107,766)	1,503
	<u>5,832,801</u>	<u>276,468</u>	<u>(6,107,766)</u>	<u>1,503</u>

The balance of S\$1,503 in FY 2000/2001 represents initial down payment made for a training system.

**6 LONG TERM INVESTMENTS**

	2001/2002 S\$	2000/2001 S\$
Unquoted equity shares, at cost	250,000	250,000
Unit trusts (quoted), at cost	28,817,095	30,184,678
	<u>29,067,095</u>	<u>30,434,678</u>
Market value of unit trusts (quoted) as at 31 March	<u>34,551,105</u>	<u>28,749,136</u>

**7 STAFF LOANS**

The amount repayable within 12 months is included in debtors, accrued interest, 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% (FY 2000/2001 - 5%) for housing loan and at prevailing prime rate of a bank at 4.5% (FY 2000/2001 - 5%) for other loans.

	2001/2002 S\$	2000/2001 S\$
Amount repayable within 12 months	159,493	279,331
Amount repayable after 12 months	2,099,669	3,444,626
	<u>2,259,162</u>	<u>3,723,957</u>

## 8 DEBTORS, ACCRUED INTEREST, PREPAYMENTS AND ADVANCES

	2001/2002 S\$	2000/2001 S\$
Sundry debtors and recoverables (net of provision for doubtful debts)	6,239,030	6,788,863
Accrued interest	5,867,380	9,401,667
Prepayments	2,137,963	1,145,453
Advances	115,823	79,685
	<u>14,360,196</u>	<u>17,415,668</u>
Increase/ (Decrease) in provision for doubtful debts:		
	2001/2002 S\$	2000/2001 S\$
Balance as at 1 April	1,130	1,818
Amount collected during the year	(1,130)	(688)
Balance as at 31 March	<u>-</u>	<u>1,130</u>

## 9 SHORT TERM INVESTMENTS

	2001/2002 S\$	2000/2001 S\$
Cost of quoted investments:		
Global bonds	181,256,168	179,443,732
Equity shares	117,165,740	109,807,101
	<u>298,421,908</u>	<u>289,250,833</u>
Market value of quoted investments as at 31 March:		
Global bonds	179,324,043	183,114,195
Equity shares	128,330,002	108,968,910
	<u>307,654,045</u>	<u>292,083,105</u>

The investments in equity shares and global bonds are managed by external fund managers. As at 31 March 2002, the total amount of funds placed with the fund managers was S\$313,398,313 (FY 2000/2001: S\$299,036,942). This was represented by the following:

	2001/2002 S\$	2000/2001 S\$
Quoted Investments:		
Global bonds	181,256,168	179,443,732
Equity shares	117,165,740	109,807,101
	<u>298,421,908</u>	<u>289,250,833</u>
Other Investments:		
Fixed deposits*	9,895,250	1,950,000
Interest and other receivables*	3,926,440	4,746,235
Cash balances*	2,198,613	5,456,939
Accrued fees and other payables*	(1,043,898)	(2,367,065)
	<u>313,398,313</u>	<u>299,036,942</u>

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



The cost of short term investments not recognised in the Balance Sheet represents the amount of foreign exchange contracts at Balance Sheet date.

The nominal amount and market value of the foreign exchange contracts not recognised in the Balance Sheet as at 31 March 2002 are:

	2001/2002 S\$	2000/2001 S\$
<b>At cost</b>		
Forward bought	32,909,818	12,493,536
Forward sold	43,499,391	23,438,644
<b>At market value</b>		
Forward bought	33,053,065	12,432,722
Forward sold	43,692,152	24,281,186

Realised gains and losses arising from forward foreign exchange contracts are calculated based on the difference between the market foreign exchange rate at maturity and the original foreign exchange rate on the trade date of purchase.

## 10 INVESTMENTS

### (a) INTEREST RATE RISK

The carrying amount and the effective interest rates of the major classes of bonds held are as follows:

	2001/2002 S\$	2000/2001 S\$
<b>Maturing</b>		
Less than 1 year	24,421,397	7,837,097
Between 1 and 5 years	62,758,979	52,726,773
More than 5 years	94,075,792	118,879,862
Range of effective interest rate	0.11% to 6.57%	0.32% to 5.98%

### (b) CREDIT RISK

Credit risk is incurred from debtors and financial institutions. The maximum exposure at the end of the financial year, in relation to each class of financial asset is the fair value of those assets in the Balance Sheet.

Cash and fixed deposits are placed with high credit quality financial institutions. Fund managers are bound by the Trustees Act (Cap. 337, 1999 Revised Edition), which prohibits investments in instruments with high credit risks.

The credit risk is minimised as major customers of the Authority are Government bodies. There is also consistent monitoring of the credit quality of the customers.

## 11 CREDITORS, PROVISIONS AND ACCRUED CHARGES

	2001/2002 S\$	2000/2001 S\$
Amount collected on behalf of Government agencies	27,603,394	75,976,741
Sundry creditors and accruals	13,075,352	11,049,878
Amount due to contractors	73,366	380,992
	<u>40,752,112</u>	<u>87,407,611</u>

In FY 2001/2002, an amount of S\$2,896,331 was provided for unconsumed leave under "Sundry creditors and accruals".

## 12 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). The rate of contribution for FY 2001/2002 was 24.5% (FY 2000/2001: 20%).

## 13 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.

	2001/2002 S\$	2000/2001 S\$
Balance as at 1 April	5,244,645	512,752
Amount received during the year	3,472,499	4,834,444
	<u>8,717,144</u>	<u>5,347,196</u>
Amount recognised during the year	(1,069,439)	(102,551)
	<u>7,647,705</u>	<u>5,244,645</u>

## 14 PROVISION FOR PENSIONS AND GRATUITIES

	2001/2002 S\$	2000/2001 S\$
Balance as at 1 April	3,049,711	2,563,000
Amount provided during the year	417,003	486,711
	<u>3,466,714</u>	<u>3,049,711</u>
Amount paid during the year	(58,648)	-
	<u>3,408,066</u>	<u>3,049,711</u>

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).

## 15 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.

## 16 AGENCY AND CONSULTANCY FEES

As mentioned in Note 1, the Authority sells and manages land for the Government, manages car parks and undertakes development projects on behalf of the Government and other organisations. Agency and consultancy fees represent the total amount of fees earned by the Authority for services rendered to these organisations during the year.

## 17 EXPENDITURE ON MANPOWER

The expenditure on manpower includes employer's CPF contribution amounting to S\$7,735,125 (FY 2000/2001: S\$6,637,488). As mentioned in Note 11, an amount of S\$2,896,331 (FY 2000/2001: Nil) provided for unconsumed leave was also included under the expenditure on manpower.

## 18 ADMINISTRATIVE AND OTHER OPERATING EXPENSES

Included in the administrative and other operating expenses are as follows:

	2001/2002 S\$	2000/2001 S\$
Overseas study missions, training and travel programmes	628,217	457,679
Staff welfare	550,987	569,341
Auditors' remuneration	150,000	145,000
Public relations	122,784	100,640
Board members' allowances	68,334	73,333

## 19 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.

## 20 RECOVERY OF COST FROM AGENCY WORK

	2001/2002 S\$	2000/2001 S\$
Reimbursement for planning services	22,656,367	23,656,977
Reimbursement for stores and services	2,846,990	2,073,913
Reimbursement from agency car parks	1,991,082	2,262,345
Reimbursement for land management	1,592,362	1,335,372
Reimbursement from Preservation of Monuments Board	202,992	249,786
	<u>29,289,793</u>	<u>29,578,393</u>

## 21 INCOME FROM BANK DEPOSITS AND INVESTMENTS

	2001/2002 S\$	2000/2001 S\$
Interest income from bank deposits	15,586,843	18,665,200
<b>Investments</b>		
Interest income	7,810,405	7,395,765
Gross dividend income	4,542,982	3,857,726
Profit on sale of investments	2,952,917	5,193,554
Foreign exchange gain/ (loss)	268,074	(1,848,902)
Miscellaneous gain	12,921	-
Fund management expenses	(834,795)	(2,299,643)
	<u>30,339,347</u>	<u>30,963,700</u>

## 22 OTHER NON-OPERATING INCOME

	2001/2002	2000/2001
	S\$	S\$
Interest on staff loans	143,420	266,434
Reimbursement from Skills Development Fund	80,709	213,265
Miscellaneous income	70,323	57,897
Secondment contribution	14,049	14,434
(Loss)/ Profit on disposal of fixed assets	(33,328)	800
	<u>275,173</u>	<u>552,830</u>

## 23 AMORTISATION OF DEFERRED CAPITAL GRANTS

The Government grants received for the Integrated Land Use System have been fully amortised in FY 2000/2001.

## 24 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:

	2001/2002	2000/2001
	S\$	S\$
Deposits with banks	721,400,000	689,500,000
Cash and bank balances	20,186,573	67,023,123
Cash balances and fixed deposits held by Fund Managers	12,093,863	7,406,939
	<u>753,680,436</u>	<u>763,930,062</u>

## 25 FUTURE CAPITAL COMMITMENTS

The following commitments are not reflected in the accounts:

	2001/2002	2000/2001
	S\$	S\$
Capital expenditure approved and contracted for	<u>2,747,900</u>	<u>-</u>
Capital expenditure approved but not contracted for	<u>-</u>	<u>-</u>

## 26 COMPARATIVE FIGURES

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