

your plans



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Our Mission

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





Our Strategic Thrusts

To plan for a more attractive, distinctive and vibrant city.

To facilitate the realisation of our plans in partnership with the community.

To build an excellent organisation that is customer-focused and people-oriented.

URA SPIRIT

Our values are reflected in the URA SPIRIT.
We have a strong culture of achieving work excellence through the URA SPIRIT.

“URA” defines how we work.

URA

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 in which to live, work and play.

“SPIRIT” stands for our core values.

SPIRIT

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



Who We Are, What We Do

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.

Singapore, however, is not just a city. It is a nation state with needs for economic growth, defence, housing, recreation and basic amenities. Given Singapore's land area of only 682 sq km, URA's challenge is to provide a planning blueprint that optimises our land resource to meet our current needs, safeguards land for future development, while still maintaining our quality of life.

What We Do

To achieve our mission, we prepare long-term strategic plans and detailed local area plans to guide physical development, co-ordinate with relevant partners, and guide efforts to bring these plans to reality. We carry out our work in close partnership with the community.

Our Business Functions

Planning Functions

Concept Plan

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

Master Plan

- ∴ Island-wide land use planning
- ∴ 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 planning records and legal requisition

Sale of Sites

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

Real Estate Information

- ∴ Property market research and information

Development Coordination

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

Car Parks Management

- ∴ Provision and management of public parking facilities

Our Public Responsibility

As the national planning agency, URA recognises that we can actively play a part in contributing to the environment and the community.

We take a balanced approach in our planning work and consciously protect and enhance our living, working and playing environments. To safeguard Singapore's natural heritage for future generations, we are mindful to plan sensitively in relation to the natural environment.

We believe in caring for the less fortunate in the society and contributing to the well-being of the community. This is put into action through adopting a charity and encouraging our staff to participate in community service.

As part of National Education efforts, we are committed to increasing students' awareness of Singapore's heritage and the challenges and constraints faced in planning its physical environment.

Awards

ISO 9001:2000 Certification

Management of Government
Land Sales

Provision of real estate
information services

National Quality Circles Convention 2002

2 Silver Awards

2 Bronze Awards

PS21 ExCEL Convention 2002

2 Silver Awards

Ministry of National Development ExCEL Convention 2002

Minister's Challenge Trophy

Best SSS Award

SHARE

(Social Help and Assistance
Raised by Employees) Programme

Platinum Award

Community Chest Award 2002

Corporate Bronze Award

29th Annual Report Award 2002

Commendation Award
(Statutory Boards Category)

Singapore National Employers Federation Family Friendly Firm Award 2002

H.E.A.L.T.H.

(Helping Employees Achieve
Life-time Health) Award 2002

Silver Award

Singapore Armed Forces Award For Employers 2002

Commendation Award

Chairman's Message

In URA, we strongly believe that we can only successfully plan for a great city *for* the people when we plan *with* the people. Our past year's work and approach to planning are characterised by this conviction. And the journey has proven to be a rewarding one.

Reviewing in partnership

The key focus of our energies for the past year has been the Master Plan 2003 review. We have presented the Parks & Waterbodies Plan, Identity Plan and five Draft Master Plan 2003 exhibitions since last July, and proactively sought public feedback on our proposals to enhance Singapore as a great home and business destination.

Living amid greenery

Riding on the success of the first POWER (Public Officers Working to Eliminate Red-Tape) session, we held a second one to review and streamline residential guidelines with professionals and end-users. This resulted in several relaxed guidelines to encourage more skysrise greenery.

Besides "greening our skies", we also showed our commitment to protecting Singapore's natural heritage by recognising and showing the four nature reserves and 18 nature areas not affected by future developments on our land use plans.

Primed for business

To further strengthen Singapore's position as a regional business and financial hub, a large site at Downtown@Marina Bay is being planned for an integrated business and financial centre development. This will cater to the specific needs of the major business and financial institutions.

We introduced two new, flexible business zones to provide industries, utility and telecommunication businesses with greater freedom to mix and vary their uses according to changing needs.

Doing our part to boost entrepreneurship, we started allowing all homeowners to run small-scale businesses from their residences under the new Home-Office Scheme.

To make it cheaper and faster for businesses to change their trades with changing market needs, we exempted a wider range of change-of-use proposals from planning approval. We also allowed instant approval for more buildings and uses by simply filing the proposals with us under the Lodgment Scheme.

Shaping our city's character

Identity and building conservation are increasingly important concerns to many people. To better tap into the collective memory of the public and make conservation a joint effort, URA set up the Conservation Advisory Panel last June, comprising professionals and laymen, to engage and involve the community.

In addition to retaining familiar buildings and places, our urban landscape may soon see more interesting "old and new"

developments. We expanded the annual Architectural Heritage Awards to recognise buildings with innovative yet sensitive "marriage" of restored and modern parts.

We also aim to make Singapore a more memorable city with new "identity markers". The new Merlion Park designed by URA added another jewel to the Marina Bay waterfront. The Marina Bay area was also one of the focuses of the recent "Our City Centre: A Great Place to Live, Work and Play!" exhibition, where we shared ideas to make our city centre more exciting and distinctive.

Valuing people

People lie at the heart of our journey towards organisation excellence. Besides being driven by our customer focus to constantly review our business processes and improve our service, we introduced various initiatives to build up the competency of our staff and for their self-development. We also did not forget to show our care for, and contribute to, the community.

Going forward

For the rest of this year, URA will be working hard on finalising the Master Plan 2003 towards its gazette. At the same time, we will continue to work closely with relevant partners in the public, private and people sectors to realise some of the proposals supported by the public in the near future. We will also step up gear in moulding our city centre towards global distinction, as well as promoting architecture and urban design excellence in Singapore.

We will continue our efforts to reinvent ourselves and remain relevant.

I am grateful to the Board members, Management and staff of URA. The fruits of the past year would not have been possible without their dedication and grit in rising up to every challenge.



IN URA, WE STRONGLY BELIEVE THAT WE CAN ONLY SUCCESSFULLY PLAN FOR A GREAT CITY *FOR* THE PEOPLE WHEN WE PLAN *WITH* THE PEOPLE.

A handwritten signature in black ink that reads "Bobby Chin".

Bobby Chin Yoke Choong
Chairman
Urban Redevelopment Authority

Highlights of the Year

- 01 The Conservation Advisory Panel in discussion over URA's proposals.
- 02 Sun Yat Sen Villa, sensitively restored and an Architectural Heritage Award winner in 2002.
- 03 Visitors took deep interest in the huge island model at the Parks & Waterbodies Plan and Identity Plan exhibition.
- 04 Under the Identity Plan public consultation, dialogues were held to seek stakeholders' support, views and concerns.
- 05 Participants pondered over guidelines on residential developments at the second POWER (Public Officers Working to Eliminate Red-Tape) review session.
- 06 The new Merlion Park facing Marina Bay has become a popular attraction among locals and tourists since its opening.
- 07 Various places in our city centre, as identified in the Public Sculptures Masterplan 2002, can become more attractive with public sculptures.
- 08 More outdoor kiosks may sprout up in the city centre with relaxed guidelines.
- 09 Bukit Timah Nature Reserve, one of the four nature reserves that will be shown in the Master Plan 2003 for the first time.
- 10 Minister for National Development Mah Bow Tan, Guest of Honour for URA's Corporate Plan Seminar 2003, meeting industry leaders.



APRIL 2002

Relocated Merlion to the new Merlion Park site next to One Fullerton at the mouth of Singapore River.

MAY 2002

Sold final batch of 10 parcels of conservation buildings in Chinatown.

Achieved ISO 9001:2000 certification for management of Government Land Sales.

JUNE 2002

Set up Conservation Advisory Panel (CAP) to give inputs to URA's conservation proposals and propose buildings for possible conservation.

Made available 100% of URA's services that can be put online, six months ahead of civil service target.

JULY 2002

Commissioned Institute of Policy Studies to conduct three studies on lifestyle needs and aspirations of Singapore's population.

Recognised four building/conservation projects with Architectural Heritage Awards for sensitive restoration.

Launched three-month exhibition on Parks & Waterbodies Plan and Identity Plan, as part of the Master Plan 2003 review, to present ideas on improving quality of living environment and keeping the character of Singapore's unique places. Held extensive public consultation concurrently, including formation of three Subject Groups and stakeholders' dialogues.

AUGUST 2002

Announced plans for a large site at Downtown@Marina Bay for an integrated business and financial centre development.

Expanded Lodgment Scheme and planning exemptions for change of use to be more pro-business.

Held second POWER (Public Officers Working to Eliminate Red-Tape) session with professionals and end-users to review guidelines on residential developments.

Sold a residential sale site at Boon Lay Way through Reserve List System.

Revised hotel safeguarding policy and guidelines to give hoteliers more flexibility to meet changing needs.

SEPTEMBER 2002

Launched Tools-for-Schools multi-media kit on city planning as a value-added resource for teachers.

Completed works for the new Merlion Park which was officially opened on 15 September.

Sold a residential sale site at Mount Faber Road through Reserve List system.

Unveiled Public Sculptures Masterplan 2002 to encourage more public art to enhance the city landscape.

Relaxed guidelines to promote skyrise greenery and provide design flexibility for residential flats and condominiums following second POWER session review.

OCTOBER 2002

Announced gazetting of former Singapore Armed Forces NCO Club, some pre-war buildings of former Beach Road Camp and former Central Police Station as conservation buildings, as endorsed by CAP.

Launched "My Favourite Parks 'n' Places in Singapore" children's art competition on familiar places in Singapore, including those under Identity Plan.

NOVEMBER 2002

Relaxed guidelines to encourage provision of landscaped communal areas in residential and commercial developments, following second POWER session review and Economic Review Committee's recommendation.

Released findings from public feedback received for Parks & Waterbodies Plan and Identity Plan during the three-month consultation.

DECEMBER 2002

Relaxed guidelines on outdoor refreshment areas and outdoor kiosks in the Orchard Road and Singapore River areas to provide greater design flexibility.

JANUARY 2003

Announced URA's broad directions and responses to Subject Groups' recommendations for Parks & Waterbodies Plan and Identity Plan at Appreciation Dinner for Subject Group members.

Launched "Rediscover Singapore", a handy explorer's guide to interesting nooks and crannies in Singapore, including some of the places under Parks & Waterbodies Plan and Identity Plan.

FEBRUARY 2003

Relaxed guidelines on conversion of residential flats to boarding house following feedback from flat-owners.

Achieved ISO 9001:2000 certification for real estate information service.

Launched the Draft Master Plan 2003, focusing on raising quality of living environment, providing greater business flexibility and strengthening identity. Also introduced new business zones and safeguarding of nature reserves and nature areas as overall new policies.

Launched Draft Master Plan 2003 (West Region) exhibition for public feedback.

Held second meeting of International Panel of Architects and Urban Planners to discuss URA's ideas on enhancing the city centre.

MARCH 2003

Exhibited Draft Master Plan 2003 (North Region) for public feedback.

Shared new initiatives and ideas on Central Area and promoting architecture & urban design excellence with industry leaders and professionals at URA Corporate Plan Seminar.

Members of the Board



Mr Bobby Chin Yoke Choong



BG (NS) Tan Yong Soon



Mr Inderjit Singh



Mr Lim Jim Koon

Chairman

Mr Bobby Chin Yoke Choong

Mr Chin joined the Board on 1 April 1997 and was appointed Chairman on 1 April 2001. With a career spanning 29 years at KPMG, an international firm of accountants, he has been heading its Singapore firm as Managing Partner since 1992.

Concurrently, Mr Chin has been serving in various organisations and associations. He has been a member of the Standing Committee and Council of Singapore Chinese Chamber of Commerce and Industry since 1995. He is also a Board member of Nanyang Girls' High School and a Council member of Singapore Business Federation. Most recently, he was appointed to the Board of Trustees of Singapore Indian Development Association in February 2003.

An accountancy graduate of University of Singapore, Mr Chin is also a Chartered Accountant of the Institute of Chartered Accountants in England & Wales, as well as a practising member of the Institute of Certified Public Accountants of Singapore.

Board Members

BG (NS) Tan Yong Soon

BG (NS) Tan joined the Board when he assumed the post of Chief Executive Officer on 1 June 2001. Prior to this, he had served as the Deputy Secretary (Policy) in Ministry of Finance and Ministry of Defence, as well as Principal Private Secretary to the Prime Minister.

BG (NS) Tan studied engineering at University of Cambridge, UK. He also holds a Master of Public Administration from Harvard University, USA, and attended Harvard Business School's Advanced Management Programme in 2000.

Mr Inderjit Singh

Mr Singh joined the Board in April 2000. He is the Chief Executive Officer of Infniti Solutions Pte Ltd.

Actively involved in various arms of the government, Mr Singh is a Member of Parliament for Ang Mo Kio Group Representation Constituency, Deputy Whip and Deputy Chairman of the Government Parliamentary Committee for Finance and Trade & Industry. He also sits on the board of SPRING Singapore, Pro-Enterprise Panel, National

Technological University Council and Jurong Town Corporation's International Advisory Panel for Science Hub.

In addition to an Honours degree in electrical and electronics engineering from National University of Singapore, Mr Singh also holds a Master of Business Administration from University of Strathclyde, UK.

Mr Lim Jim Koon

Mr Lim joined the Board in April 2000. He has been holding the post of Chief Editor of Lianhe Zaobao since 1995.

With wide interest in issues ranging from the public sector to business, and to nature, he lends his expertise and experience as a member of Civil Service College, National Heritage Board, National University of Singapore Business School Advisory Board, Singapore Chinese Chamber Institute of Business Management Committee, Singapore Totalisator Board SCO Trust and the Advisory Council of Nature Society (Singapore).

Mr Lim is no stranger to public policy-making, having completed his degree in Government and Public Administration at Nanyang University of Singapore.



Mr Wong Mun Summ



Mrs Chin Ean Wah



Assoc Prof Heng Chye Kiang



Mr Lim Neo Chian



RADM Sim Gim Guan

Mr Wong Mun Summ

Mr Wong was appointed to the Board in April 2000. During his illustrious career as a Partner at WOHA Designs/WOHA Architects in the past nine years, he has won several prestigious local and international architecture awards.

Receiving his training in architecture at National University of Singapore, Mr Wong was registered with Board of Architects in 1999 and is a member of the Singapore Institute of Architects.

Mrs Chin Ean Wah

A Board member since 1 June 2001, Mrs Chin founded Wisser Asset Management Pte Ltd in 1999 and is the Chief Executive Officer of the firm.

One of the best known pioneers in fund management in Singapore, Mrs Chin was formerly Chairman of Morgan Stanley Asset Management for Asia ex-Japan, and the first Head of Morgan Stanley's office in Singapore. She had begun her 13-year career at Morgan Stanley as the founding portfolio manager of the flagship country funds for Malaysia and Thailand, and later, the largest Asia Pacific Fund listed on the New York Stock Exchange. Prior to that, she was a founding staff member of Government of Singapore Investment Corporation.

Mrs Chin is an ASEAN scholar with a first class Honours degree in physics from University of Singapore.

From 1 April 2003:

Assoc Prof Heng Chye Kiang

Assoc Prof Heng joined the Board on 1 April 2003. He is Deputy Director of University Office of Research, as well as Acting Head of the Department of Architecture at the School of Design & Environment, National University of Singapore.

Trained in France and Tsinghua University, China, as well as a PhD graduate from University of California at Berkeley, USA, A/P Heng has special interest in the history and development of Chinese cities and urban design. His research is focused on medieval Chinese cities and Asian urban design.

Mr Lim Neo Chian

Mr Lim was appointed to the Board on 1 April 2003. He is the Deputy Chairman and Chief Executive of Singapore Tourism Board (STB), as well as Chairman of JTC Corporation.

A "wearer of many hats", Mr Lim is an active board member of Sentosa Development Corporation, Defence Science and Technology Agency, and National Arts Council. He is also Vice Chairman of Singapore Red Cross Society, and Deputy Chairman of China-Singapore Suzhou Industrial Park Development Co Ltd.

Mr Lim did his Bachelor of Engineering at Sheffield University, UK, under the SAF (Overseas) Scholarship, and graduated with a first class Honours in 1975.

He also attended Harvard Business School's Programme for Management Development in 1988 and the Advanced Management Programme in 2002. He was awarded the Public Administration Medal (Gold) (Military) in 1993, and the Honorary Doctorate in Engineering by Sheffield University, UK, in 1996. In 2003, he was conferred the Public Administration Medal (Gold) in recognition of his stewardship and contribution in steering STB and Singapore's tourism industry through the SARS crisis.

RADM Sim Gim Guan

Appointed to the Board on 1 April 2003, RADM Sim is Head of Naval Operations Department in the Republic of Singapore Navy.

At the same time, he is a Board member of SPRING Singapore. Prior to this, he held directorship at ST Aerospace Engines Pte Ltd and Neptune Shipmanagement Services Pte Ltd, and was also a member of Public Utilities Board.

RADM Sim studied physics at Oxford University, UK. He went on to Massachusetts Institute of Technology, USA, to do his Master of Business Administration.

The past financial year saw the retirement of former members Mr Eric William Gill, MG Rocky Lim Kim Choon and Assoc Prof Milton Tan from the Board. We thank them for their contributions during their tenure.

Corporate Governance

The URA Board and Management have put in place a number of policies and mechanisms to ensure good corporate governance.

URA Board

The URA Act provides for URA to have a Chairman and up to eight other Board members. The Board members are respected individuals from both the public and private sectors. Hailing from wide-ranging fields of architecture, tourism, media, accountancy, government and national defence, they collectively provide complementary expertise and depth of experience to the Board. Other than CEO, URA who is also a Board member, the others are non-executive members.

Apart from its statutory responsibilities, the Board also plays a strategic role in providing guidance to Management on URA's professional planning and urban design work towards achieving URA's mission. The Board meets 11 times a year.

Staff Review Committee

The Staff Review Committee consists of Chairman, URA, CEO and one other Board member. It reviews and approves the recruitment and promotion of officers into and within management grades.

The Staff Review Committee meets at least once a year.

Finance & Audit Committee (up to 14 April 2003)

The Finance & Audit Committee was chaired by a non-executive Board member and included three other Board members. Apart from reviewing policies and guidelines on the investment of URA's surplus funds, the Committee also reviewed with URA's internal and external auditors their audit plans and the results of their examination and evaluation of URA's internal accounting control system. In addition, it reviewed the audited financial statements prior to their submission to the Board for approval.

To give greater focus on the investment of URA's surplus funds and corporate governance, URA set up two committees, namely the Finance & Investment Committee and the Audit Committee to replace the Finance & Audit Committee from the new financial year 2003/2004.

The Finance & Audit Committee met five times during the financial year 2002/2003.

Finance & Investment Committee (from 15 April 2003)

The Finance and Investment Committee was set up on 15 April 2003 to provide greater focus on the investment of URA's surplus funds. Besides reviewing and recommending policies on the investment of surplus funds for the Board's approval, the Committee considers and approves guidelines on the investment of surplus funds in line with policies as approved by the Board. The Committee reviews the appointment of fund managers, custodians, and investment consultants and related service providers. It also reviews the annual budget for the Board's endorsement. This committee is chaired by Chairman, URA and includes two other Board members.

The Finance & Investment Committee meets five times a year.

Audit Committee (from 15 April 2003)

The Audit Committee was established on 15 April 2003 to provide greater focus on corporate governance. It reviews the audit plans and observations of URA's internal and external auditors, and the annual audited financial statements. It also reviews with the internal and external auditors the results of their evaluation of URA's internal accounting control system. The Committee is chaired by a non-executive Board member and includes three other Board members.

The Audit Committee meets four times a year.

Staff Review Committee	Finance & Investment Committee	Audit Committee
Chairman <ul style="list-style-type: none">• Mr Bobby Chin Yoke Choong	Chairman <ul style="list-style-type: none">• Mr Bobby Chin Yoke Choong	Chairman <ul style="list-style-type: none">• Mr Inderjit Singh
Members <ul style="list-style-type: none">• BG (NS) Tan Yong Soon• Mr Lim Jim Koon	Members <ul style="list-style-type: none">• BG (NS) Tan Yong Soon• Mrs Chin Ean Wah• Mr Ong Chong Tee (Asst Managing Director, Monetary Authority of Singapore)	Members <ul style="list-style-type: none">• BG (NS) Tan Yong Soon• Mr Lim Neo Chian• RADM Sim Gim Guan

RISK MANAGEMENT PRACTICES AND INTERNAL CONTROLS

Internal Control Framework

URA's internal control framework aims to ensure that assets are properly safeguarded, accounting systems and controls are sound and effective, financial information is reliable, and key computerised systems are adequately secure to minimise our risks.

These objectives are achieved through:

- Management's emphasis on the importance of good governance, and an organisational culture that is conscious of the need for internal control and risk management
- an organisation structure with clear definition of responsibility and reporting at different levels of the organisation
- established communication channels through regular seminars, staff circulars and orientation briefings, and provision of comprehensive information in URA's intranet to educate staff on internal controls and good governance
- a Financial Operations Manual, which sets out the internal control and financial policies, procedures and financial authority relating to all key operations of URA
- careful selection and deployment of staff, with regular reviews to ensure there is appropriate segregation of duties and that personnel are not assigned conflicting responsibilities

- independent internal and external auditing functions
- adoption of Singapore Government Security Instructions for the Handling and Custody of Classified Documents and Government Instruction Manual 8 on Information Technology to ensure proper use and safeguarding of URA's information
- close monitoring of URA's financial risk exposure and implementing measures to minimise risk
- monitoring of monthly and quarterly reporting of financial and operational performance of key activities by Management and the Board.

Internal and External Audit Functions

URA's Internal Audit Section conducts audits and reviews on URA's business functions to provide assurance to the Board that internal controls are adequate and effective in all key financial and operational systems and processes. The scope of the Internal Audit function encompasses:

- performing enterprise-wide risk assessments and review of risk management practices
- conducting financial and operational audits
- conducting IT security audits on key computerised systems and networks
- performing checks on compliance with statutory requirements, regulations and standards.

The Internal Audit Section reports directly to the Chairman of the Board and the Audit Committee. It furnishes Management with audit observations, analyses, appraisals and recommendations on areas for improvement and monitors the follow-up actions.

URA's annual financial statements are audited by the Auditor-General's Office (AGO), our external auditor. In the course of the year, the AGO issues reports containing audit observations and recommendations to Management on the areas reviewed. The scope of audit generally encompasses the key financial and operational systems of URA. Management ensures that appropriate follow-up actions are taken in respect of AGO's audit recommendations. The Chairman of the Board, the Audit Committee and Ministry of National Development are kept informed of these audit reports.

Business and Ethical Conduct

All staff of URA are bound by URA's terms & conditions of service to maintain a high standard of business and ethical conduct. In the course of their official duties, they are obliged not to involve themselves in matters where a conflict of interest may arise and are to declare the situation to their supervisor. They are also obliged to comply with established guidelines pertaining to the acceptance of gifts and invitations from contractors, suppliers, clients, customers, developers and any member of the public.

In addition, all staff members are subject to the provision of the Official Secrets Act. They are required to sign a declaration upon recruitment to acknowledge this provision, and are reminded of this provision when they leave URA's service.

Management Team



BG (NS) Tan Yong Soon
CHIEF EXECUTIVE OFFICER



Mr Choy Chan Pong
DIRECTOR
LAND ADMINISTRATION DIVISION



Mr Foo Chee See
DIRECTOR
DEVELOPMENT CONTROL DIVISION



Mr Lim Eng Chong
DEPUTY DIRECTOR
CORPORATE DEVELOPMENT DIVISION



Mr Peter Tan Guan Leong
DEPUTY DIRECTOR
LAND ADMINISTRATION DIVISION



Mdm Fun Siew Leng
DEPUTY DIRECTOR
URBAN DESIGN & DEVELOPMENT
CONSERVATION & URBAN DESIGN DIVISION



Mr Han Yong Hoe
DEPUTY DIRECTOR
DEVELOPMENT CONTROL, OPERATIONS
DEVELOPMENT CONTROL DIVISION



Mr Seow Kah Ping
DEPUTY DIRECTOR
PHYSICAL PLANNING, POLICY
PHYSICAL PLANNING DIVISION



Mrs Koh-Lim Wen Gin
CHIEF PLANNER
AND DEPUTY CHIEF EXECUTIVE OFFICER
(PHYSICAL PLANNING AND
CONSERVATION & URBAN DESIGN)



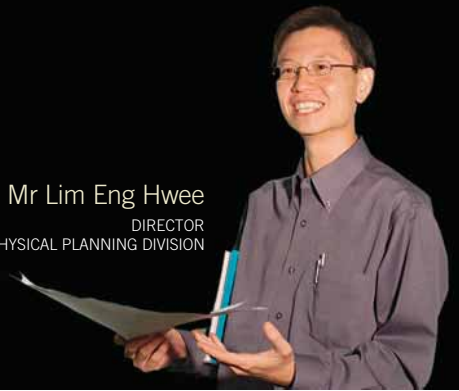
Mr Tan Siong Leng
DEPUTY CHIEF EXECUTIVE OFFICER
(DEVELOPMENT CONTROL AND
CORPORATE DEVELOPMENT)



Mr Lee Kwong Weng
DIRECTOR
CORPORATE DEVELOPMENT DIVISION



Mr Ler Seng Ann
DIRECTOR
CONSERVATION & URBAN DESIGN DIVISION



Mr Lim Eng Hwee
DIRECTOR
PHYSICAL PLANNING DIVISION



Mrs Teh Lai Yip
DEPUTY DIRECTOR
CONSERVATION & URBAN PLANNING
CONSERVATION & URBAN DESIGN DIVISION

Mr Tan See Nin
DEPUTY DIRECTOR
PHYSICAL PLANNING, DEVELOPMENT
PHYSICAL PLANNING DIVISION



Mr Ng Lye Hock
DEPUTY DIRECTOR
DEVELOPMENT CONTROL, SYSTEMS & POLICY
DEVELOPMENT CONTROL DIVISION



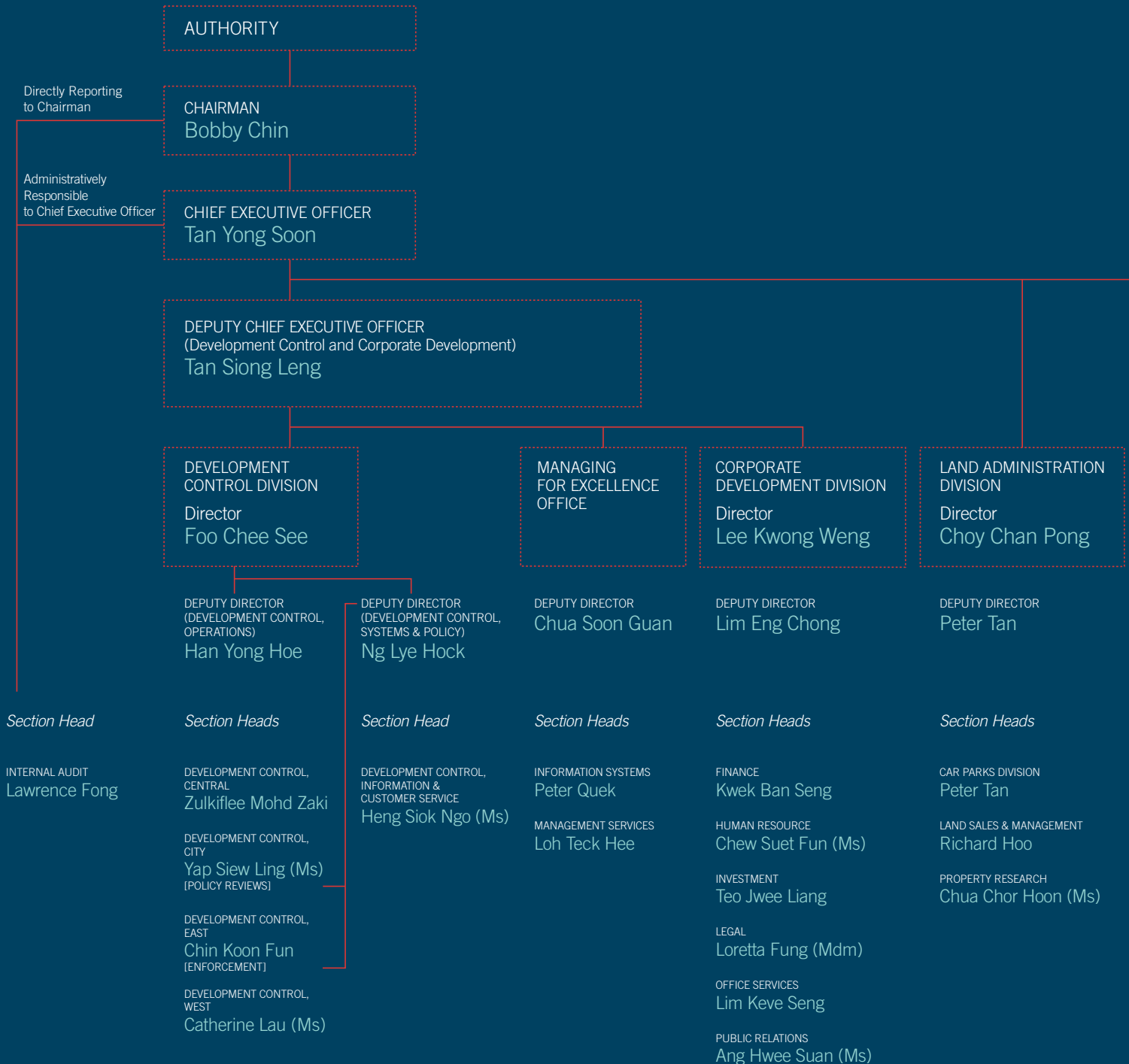
Mr Randy Lim
DEPUTY DIRECTOR
PHYSICAL PLANNING, SYSTEMS
PHYSICAL PLANNING DIVISION



Mr Chua Soon Guan
DEPUTY DIRECTOR
MANAGING FOR EXCELLENCE OFFICE

Organisational Structure

(As at 1 July 2003)



CHIEF PLANNER &
DEPUTY CHIEF EXECUTIVE OFFICER
(Physical Planning and Conservation & Urban Design)
Koh-Lim Wen Gin (Mrs)

PHYSICAL PLANNING
DIVISION
Director
Lim Eng Hwee

CONSERVATION & URBAN DESIGN
DIVISION
Director
Ler Seng Ann

DEPUTY DIRECTOR
(PHYSICAL PLANNING,
POLICY)
Seow Kah Ping

DEPUTY DIRECTOR
(PHYSICAL PLANNING,
DEVELOPMENT)
Tan See Nin

DEPUTY DIRECTOR
(PHYSICAL PLANNING,
SYSTEMS)
Randy Lim

DEPUTY DIRECTOR
(CONSERVATION
& URBAN PLANNING)
Teh Lai Yip (Mrs)

DEPUTY DIRECTOR
(URBAN DESIGN & DEVELOPMENT)
Fun Siew Leng (Mdm)

Section Heads

Section Heads

Section Head

Section Heads

Section Heads

Section Head

PHYSICAL PLANNING,
EAST
Seow Kah Ping

PHYSICAL PLANNING,
CENTRAL
Tan See Nin

PHYSICAL PLANNING,
WEST
Hwang Yu-Ning (Ms)

CONSERVATION
Cheng Hsing Yao

DEVELOPMENT COORDINATION
Ng Bee Theng (Mdm)

SPECIALIST SERVICES
Sally Chua (Mrs)

PHYSICAL PLANNING,
NORTH
Marc Boey

PHYSICAL PLANNING,
NORTH EAST
Eng Gim Hwee

URBAN PLANNING
Andrew Fassam

URBAN DESIGN
Vacant

PHYSICAL PLANNING,
LIFESTYLE
Vacant

URBAN STUDIES
Vacant

your needs, our plans.

How you see your future is how we approach our plans: what your wants and needs will be; where you pitch your expectations. We know that the issue is not merely about places and spaces, it is about how these connect with your heart, mind and soul.



The island model, centrepiece of the Parks & Waterbodies Plan and Identity Plan exhibition, highlights the various places proposed for enhancements under the two plans.

Singapore is now acclaimed world-wide as a modern, vibrant and green metropolis. URA's role in judicious and effective land use coupled with planned development and redevelopment has made this possible. New challenges seeking even smarter solutions await URA in the future.

President S R Nathan,
on his visit to URA's Parks & Waterbodies Plan
and Identity Plan exhibition,
16 September 2002



HOW WE LIVE, WORK AND PLAY



With proposals that caught their imagination, visitors of the Parks & Waterbodies Plan and Identity Plan exhibition gave their feedback eagerly.

Surveying Singapore Lifestyles

Expectations, wants and lifestyle needs – from living arrangements to recreational choices – vary from person to person. They also change with time. URA's plans must keep pace with, and even anticipate, the needs and aspirations of Singapore's population.

With this aim in mind, URA commissioned Institute of Policy Studies to conduct three lifestyle studies from June to December 2002. About 2,500 people from three segments of the population (namely young families, mature adults and the elderly) were surveyed through an online survey, interviews and focus group discussions.

Another two studies, targeted at younger residents, will be carried out in 2003. The findings will help URA draw up better land use plans to help achieve our mission.

RE-LOOKING THE MASTER PLAN

To ensure that there is sufficient land in the long term to cater to the wide-ranging needs of our city-state, the Concept Plan 2001 paints a vision for Singapore and maps out broad strategies for the next 40 to 50 years.

To guide Singapore's land use development in the medium term, specific details such as land use and development intensity are spelt out in the Master Plan.

Focusing on "heartware" issues of quality of life and identity, URA introduced two new "ideas" plans as innovative frameworks to guide the Master Plan 2003 review. Presenting possibilities on how our living environment can be enhanced, they allowed us to gauge the public's preferences and garner more ideas.

Parks & Waterbodies Plan- Painting Our Island Green and Blue

Under the Parks & Waterbodies Plan, URA suggested ways to further improve Singapore's green spaces, waters and living environment by making the most of our natural assets. The key proposals were to:

- make areas of natural beauty more accessible
- provide a variety of parks – waterfront parks, nature parks, town parks
- develop five new parks near to homes
- extend popular parks
- link parks to bring them closer to people
- make our roads and buildings "greener".



left to right:

In the pipeline are more boardwalks in the Central Catchment Nature Reserve to bring people closer to nature.

Plans are for the popular East Coast Park to be extended all the way to Marina East to cater to more visitors.

Walking, jogging or cycling between homes, parks and sports facilities will be a breeze via a comprehensive, islandwide park connector network.

The Parks & Waterbodies Plan and Identity Plan exhibition attracted **more than 35,000 visitors**. Some 4,500 people gave their views, of whom **97% supported our proposals**.



With new park connectors and bridges linking the Southern Ridges, more people can enjoy a bird's eye view of the surroundings from Mount Faber, Telok Blangah Hill and Kent Ridge.

Identity Plan – Keeping Our Shared Memories

Going beyond conserving historical buildings, the Identity Plan aimed to keep the unique “spirit” of places that are close to people’s hearts, by recognising, retaining and enhancing these places.

URA identified 15 significant areas, ranging from popular and bustling haunts, like Changi Village and Balestier, to lesser-known and idyllic gems like Gillman Village and Springleaf. These were grouped into four clusters - Old World Charm, Rustic Coast, Southern Ridges & Hillside Villages, and Urban Villages. Our proposed strategies included:

- identifying significant buildings for conservation
- recognising and allowing existing commercial uses to remain
- developing urban design plans to enhance the existing low-rise character and scale of the built environment
- retaining terrain and enhancing greenery
- improving the physical environment.

Outreach Bears Fruit and Wins Approval

URA exhibited the Parks & Waterbodies Plan and Identity Plan from 23 July to 22 October 2002 at The URA Centre and online for public feedback. At the same time, in a comprehensive three-month public consultation, we formed three Subject Groups comprising 54 people from all walks of life to represent diverse perspectives.

The Subject Groups discussed our plans in depth, met other government agencies, went on site visits, considered public feedback and heard the community over 11 stakeholders’ dialogues. They submitted their recommendations in November 2002, which were published and put online.

The exhibition attracted more than 35,000 visitors. Some 4,500 people gave their views, of whom 97% supported our proposals.

The Subject Groups also endorsed the majority of our ideas and suggested additional ones. After careful consideration, URA accepted most of them in January 2003 and put our responses online for public viewing.

Some of the ideas are already in the works, some have gone into the next stage of the review, the Draft Master Plan 2003, while others are under more detailed study.



Pulau Ubin, one of the areas along the north-east coast of Singapore recognised for their unique rusticity in the Identity Plan.



left to right:

The existing service road in front of Crown Centre in the Coronation area could be closed off for outdoor dining to enhance the cosy, village-like ambience.

At a dialogue, stakeholders of Joo Chiat area aired their views on plans to preserve its old world charm.

URA set aside land for **more than 300,000 new homes** of various housing types, in a variety of locations.

Rediscovering some of Our Favourite Places

For a glimpse of how children see and feel about Singapore, an art competition entitled “My Favourite Parks ‘n’ Places in Singapore” was held for primary school students between 14 October and 9 November 2002. It attracted 1,200 entries depicting various familiar places, including those studied in the Parks & Waterbodies Plan and Identity Plan.

Further in our ongoing quest to uncover rich and historic spots on our island, a nifty and colourful guide to interesting nooks and crannies was commissioned by URA. Chock full of tips on many places that are special to Singaporeans, including those studied under the two plans (like Katong and Changi Village), it invites readers to explore these places for themselves.

Aptly named “Rediscover Singapore”, it was bundled free with the 16 January 2003 issue of the popular “8 Days” magazine. Copies are also available at Changi International Airport for tourists to pick up.

DRAFTING MASTER PLAN 2003

URA reviewed the last Master Plan done in 1998 and drew in ideas from the Parks & Waterbodies Plan and Identity Plan. The Draft Master Plan 2003 focused on raising the quality of our living environment, providing greater flexibility for businesses and strengthening identity.

Building New Homes, Keeping Familiar Sights

The Draft Master Plan 2003 sought to better satisfy the housing needs and aspirations of a better-educated, better-travelled population. To this end, URA set aside land for more than 300,000 new homes of various housing types, in a variety of locations. These are found in familiar places as well as new towns, along the waterfront, and near MRT and LRT stations. Residents can also look forward to living amid more facilities and being served by better transportation networks.



top to bottom:

“Rediscover Singapore” features many well-known as well as lesser-known places rich in history and local flavour.

Young winners of URA’s “My Favourite Parks ‘n’ Places in Singapore” art competition at the award ceremony.

left to right:

Residents’ shopping needs will be met with more commercial facilities and amenities planned conveniently near transport nodes.

People can look forward to more new public and private housing set in a green and attractive environment.

The proposed retention of old buildings etched with local history and colour, in places like Balestier, will keep a sense of familiarity in our urban landscape.



URA introduced several **new land use zones** to provide **greater flexibility for businesses**.

Furthermore, URA also looked into retaining and enhancing familiar sights and places which could serve as physical and emotional anchors to Singapore for our people. Selected buildings rich in architectural heritage in Balestier, Tanjong Katong, Joo Chiat, Jalan Besar, Mount Sophia and Tiong Bahru are proposed for conservation. Familiar places like Siglap Village and Holland Village will also be recognised. All these proposals were widely supported by the public during the Identity Plan consultation.

Attracting and Boosting Business

URA introduced several new land use zones to provide greater flexibility for businesses.

The new impact-based Business 1 (B1) and Business 2 (B2) zones will enable businesses to vary different industrial, warehouse and utility uses within the

same site, according to changing market conditions - without the need to seek rezoning.

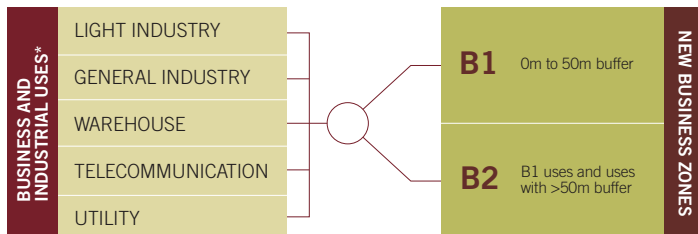
The new “Utility” zone, a result of merging the existing Utility and Telecommunication zones, will cater to the convergence of utilities and telecommunications as technology progresses.

Under the new Business-White zone, developments will be given additional gross plot ratio (GPR) for a wide range of uses allowed under the White zone, after achieving the minimum GPR of 2.5. This new concept will be introduced for a pilot area at Kallang Avenue/Lavender Street.



Minister for National Development Mah Bow Tan (third from left), and Minister of State for National Development Dr Vivian Balakrishnan (first from left) viewing the city centre model at the launch of the Draft Master Plan 2003 (Central Region) exhibition.

In addition, URA also intended to bring more jobs closer to homes, as well as build up the vibrancy of commercial hubs in Singapore, with integrated developments, better mix of uses and new community spaces. The key hub is Downtown@Marina Bay, the area around Marina Bay. Other hubs include the existing Jurong Regional Centre and the upcoming Serangoon Sub-Regional Centre.



* The above refers to the allowable uses within B1 and B2 zones.

left to right:

With greater flexibility, businesses will be allowed in new Business 1 or Business 2 zones according to their impact on the surrounding environment.

The future Central Business District extension at Downtown@Marina Bay will further reinforce Singapore's position as a business and financial hub.



URA has planned for an **additional 1,200 ha of green space**, including **bigger parks** and **another 120 km of park connectors**.

Stepping Out into More Play Places

To increase the fun quotient in Singapore with more recreational choices for all to enjoy, URA has planned for an additional 1,200 ha of green space, including bigger parks and another 120 km of park connectors.

To demonstrate our commitment to safeguard natural heritage, we reflected Singapore's four nature reserves in the Draft Master Plan 2003. We also recognised and showed 18 other nature areas which are not affected by future development on the Special & Detailed Control Plan. These areas will be kept for as long as they are not needed for development.

Besides green spaces, URA also made provisions for more sports and recreational facilities in towns across the island, as well as within the city at Kallang and around Marina Bay.

URA invited the public to view and give feedback on the Draft Master Plan 2003 for the West, North, North East, East and Central Regions in five exhibitions from 28 February to 2 August 2003. The Master Plan 2003 will be finalised by the end of this year.

Tossing Up Ideas for a Livelier City Centre

Held at the same time as the Central Region exhibition in June 2003 was the exhibition, "Our City Centre: A Great Place to Live, Work and Play!". Sharing ideas galore for areas such as Bras Basah, Bugis, Pearl's Hill and Downtown@Marina Bay, the public was again invited to give feedback in a joint effort to make our city centre even more vibrant and distinctive. The ideas covered city living, places for business, new public spaces and parks, short-term land uses and friendly pedestrian networks.

A design ideas competition is being held to draw inspiration from the private sector and the public for the design of 10 public spaces scattered across the city centre. With more attractive public spaces such as waterfront promenades and a "park necklace", our city centre is set to tick with greater buzz, around-the-clock.



top to bottom:

A lookout point in Labrador Nature Reserve, which will be shown in the Master Plan 2003.

New thematic attractions and a children's garden will be added to the expanded Singapore Botanic Gardens, a popular outdoor concert venue today.



left to right:

Waterfront living meets city living at the future Downtown@Marina Bay.

The waterfront area beneath Benjamin Sheares Bridge, one of the 10 public spaces for which design ideas are invited, offers opportunities for retail, dining and entertainment uses.



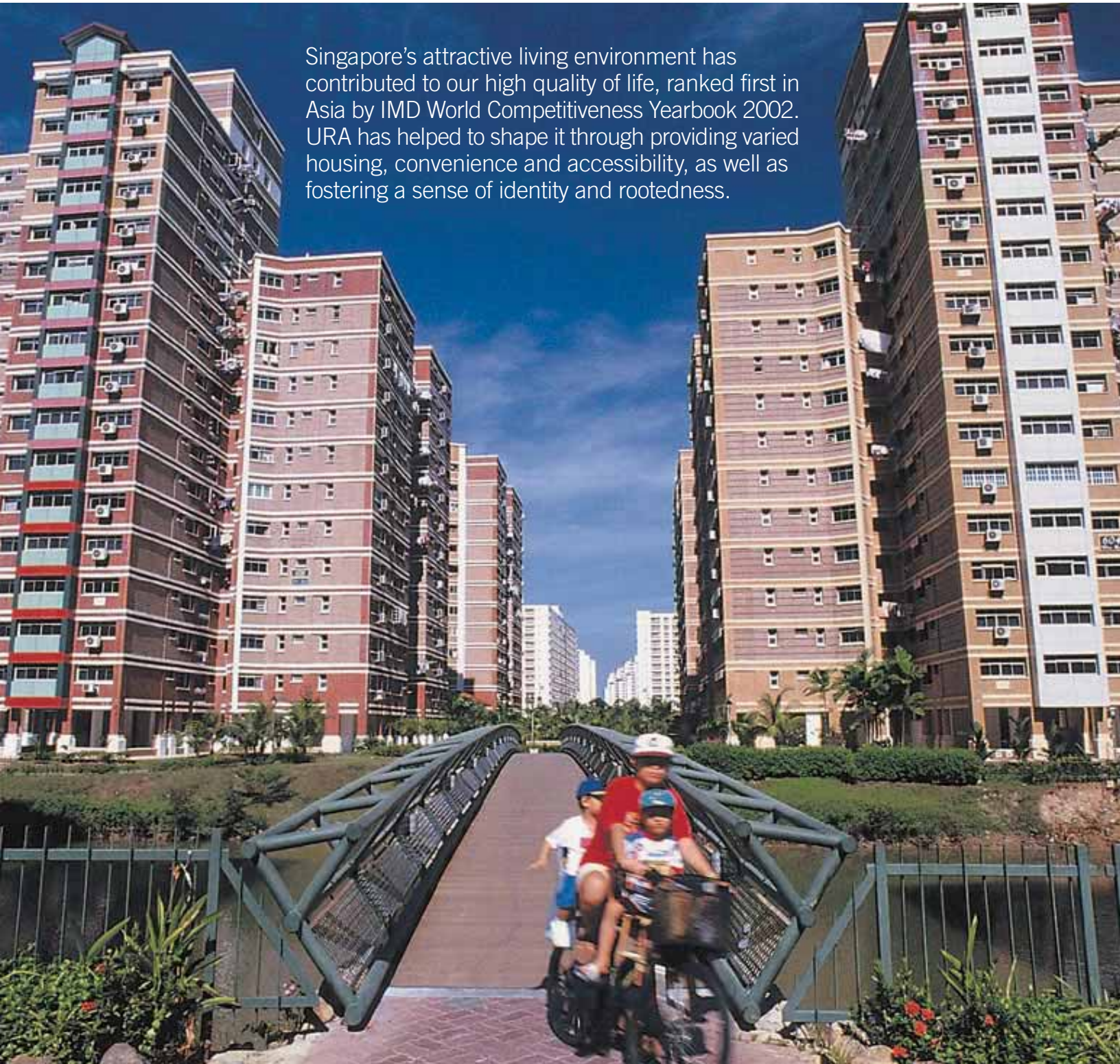
your lifestyle, our focus.

New lifestyle expectations need new approaches. And this means re-engaging with established practices, re-evaluating, or creating innovations for better living. The environment in which you live rich, meaningful and productive lives is our main focus.



Quality homes with a riverfront setting amid green, landscaped grounds:
this is just one of the various housing choices provided for Singapore's population.

Singapore's attractive living environment has contributed to our high quality of life, ranked first in Asia by IMD World Competitiveness Yearbook 2002. URA has helped to shape it through providing varied housing, convenience and accessibility, as well as fostering a sense of identity and rootedness.



LIVE A QUALITY LIFE

As of 3 June 2003, a total of 68 developments have taken advantage of the **planning incentive for balcony provision** to offer an enhanced living environment.

Greenery to Grow to New Heights

Skyrise greenery got another boost in September 2002. Responding to feedback from the second URA POWER (Public Officers Working to Eliminate Red-Tape) session, height controls for the first storey, top storey and sky terraces, as well as guidelines for planter boxes, in residential flats and condominiums were relaxed. Besides providing greater flexibility for developers and architects, this also heralds more creative and varied designs for personal and communal “sky gardens” to cater to homebuyers’ needs and tastes.

Prior to this latest guideline revision, developers have been granted an additional 10% area over and above the allowed development intensity for balcony provision in residential, hotel and mixed developments since November 2001. As of 3 June 2003, a total of 68 developments have taken advantage of this balcony bonus to offer an enhanced living environment.

More Green Links to Branch Out

Residents and users of commercial buildings can also look forward to more landscaped covered communal spaces, interesting building designs and better pedestrian linkages.

In response to recommendation by the Land Working Group of the Economic Review Committee and suggestions from the second URA POWER session, guidelines were revised last November to provide greater flexibility for developers and architects. The space used for sky bridges linking communal areas within the development, landscaped communal areas on the first storey and shadow areas under building projections (e.g. planter boxes and balconies) can be excluded from gross floor area (GFA) calculations. As a result, developers no longer need to “trade off” space for other areas (e.g. residential units or offices).

Conserving Heritage with the Community

In recent years, public appreciation and awareness of the role of building conservation in retaining a sense of identity have risen. URA acknowledges that it is all the more important to engage the public when it comes to protecting and preserving Singapore’s built heritage.

An independent Conservation Advisory Panel (CAP) was set up in June 2003 as a result of the recommendation of one of the focus groups under the Concept Plan 2001 public consultation. It gives inputs on URA’s conservation proposals for areas of old world charm, local landmarks and post-World War Two buildings. It can also propose buildings for possible conservation.



left to right:

Guidelines have been relaxed to encourage more spaces for skyrise greenery, such as this private terrace in The Boulevard Residence at Cuscaden Walk. (Source: Crawford Pte Ltd.)

Members of the Conservation Advisory Panel (CAP) pored over photographs of shophouses proposed for conservation. One of the pre-war blocks of Beach Road Camp endorsed by CAP and gazetted for conservation.

Given out to **44 well-restored monuments and conservation buildings since 1995**, the Architectural Heritage Award recognises and promotes quality restoration in Singapore.

Comprising 15 members from varied backgrounds including the building industry, arts and heritage, education, media and the government, CAP helps URA to reach out to more people to gather views. It also helps to make the process of gazetting buildings for conservation more transparent and further promote the appreciation of building heritage in Singapore.

The first buildings endorsed by CAP have been conserved. These are the former Beach Road NCO Club, old Beach Road Police Station and some old pre-war blocks of Beach Road Camp – all associated with Singapore’s early national defence history.

Award-winning Makeovers

Through URA’s annual Architectural Heritage Awards (AHA), our concerted promotional efforts and guidance have played a significant role in improving the quality of conservation efforts by the private sector. CHIJMES, one of the AHA winners in 1997, received an Award of Merit in the 2002 Asia-Pacific Heritage Conservation Awards for Culture Heritage Conservation

by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Boasting sensitive restoration, coupled with creative adaptation for modern use, another four deserving projects of various building types bagged the AHA in July 2002. These are Sun Yat Sen Villa, Central Fire Station, Winsland House II and Lotus at Joo Chiat.

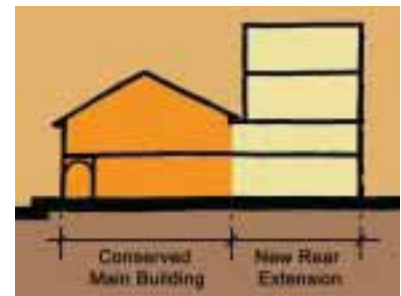
Given out to 44 well-restored monuments and conservation buildings since 1995, the AHA recognises and promotes quality restoration in Singapore. It contributes to URA’s efforts in retaining heritage and historical charm amid a throbbing global city.

Distinguishing between Two Distinguished Awards

From 2003, the AHA will be expanded to two categories. This is to better distinguish between projects that involve full restoration (Category A) and those that are allowed new extensions at the rear of the restored

buildings up to the height control of the area (Category B). In particular, Category B will give recognition to buildings that sensitively and innovatively integrate “new” elements with the “old”.

With more buildings identified for conservation under URA’s Identity Plan in 2002, our urban landscape may see more of such “old and new” fusions in the near future.



The newly-created Category B of the AHA recognises conservation projects with “old and new” integration.

left to right:

An example of shophouses with new extensions at the rear. One of the AHA winners, Central Fire Station is the oldest functioning fire station in Singapore.

Another AHA winner, Winsland House II, is delightfully juxtaposed with a larger, modern office complex.



The new Home-Office Scheme got a **strong thumbs-up from the public**. By 30 June 2003, there were 111 registrations from private homeowners and 1,339 from HDB flat dwellers.



The new and more flexible Home Office Scheme was good news widely welcomed by budding entrepreneurs and small business operators.

High Life in the City

People who aspire to chic, urban living got a shot at it in May 2003, with the launch for sale of the 46-storey Icon Loft private apartments at Gopeng Street.

The site was sold in November 2001 under the Reserve List. Located a mere stone's throw from Tanjong Pagar MRT station, it offers rooms with a view, right at the doorstep of workplaces, entertainment hotspots and transport hubs.

There will be more opportunities for city living in future to create a more vibrant city, in line with URA's vision under the Concept Plan 2001. As at 15 June 2003, a 0.58-ha site at Enggor Street near to Icon Loft, is available in the Reserve List for interested bidders. Like Icon Loft, its developer will be allowed to build up to a gross plot ratio of 8.4, beyond 50 storeys and have commercial uses on the first storey.

Home Sweet...Office!

On 10 June 2003, under a new Home-Office Scheme jointly administered by URA and HDB, it became possible for homeowners to operate small-scale businesses comfortably from their homes - including those in purely residential areas.

Budding entrepreneurs can now look forward to lower start-up costs, as well as shorter commuting time and lower expenses. Signing up for the scheme is also a breeze as those interested can simply register online to get instant authorisation. This expanded scheme, which benefits nearly one million public and private homes islandwide, came in less than two years after the introduction of URA's pilot scheme for five selected areas in the city centre in November 2001.

All except a "negative list" of 16 activities, which may cause disturbance to the surroundings, like maid agencies and courier service, are allowed. Indeed, greater flexibility is balanced with the continual need to preserve good ambience for residential areas. To monitor the impact of the scheme, authorisations are given for one year and can be renewed on a yearly basis if there is no complaint from neighbours.

The new Home-Office Scheme got a strong thumbs-up from the public. By 30 June 2003, there were 111 registrations from private homeowners and 1,339 from HDB flat dwellers, for mainly knowledge-based businesses related to web design, software development, consultancy and advertising.

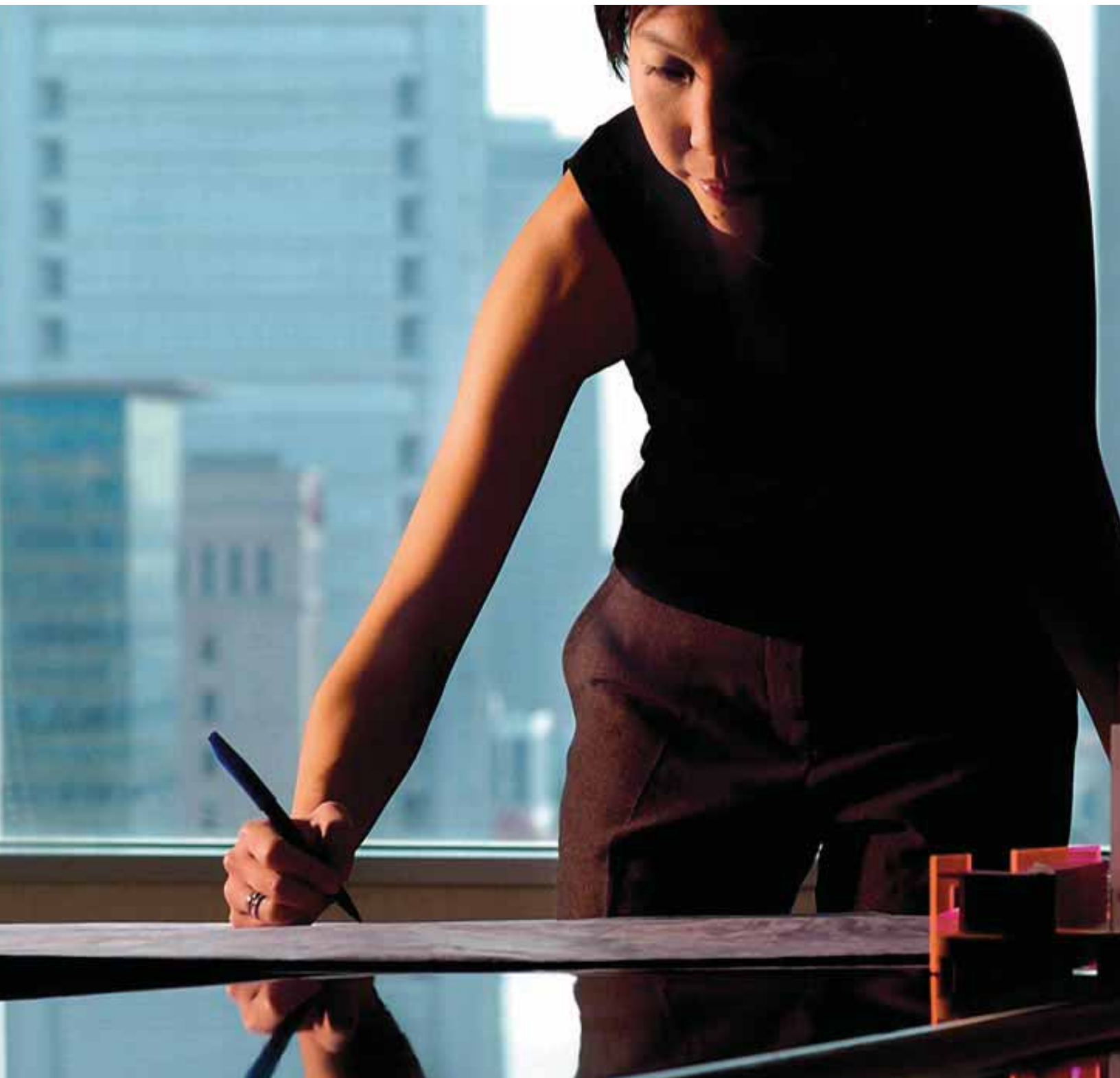


left to right:
Located at a former URA sale site near Tanjong Pagar MRT station, Icon Loft offers all the conveniences of city living, plus a breathtaking view of the city skyline. (Source: Far East Organization)

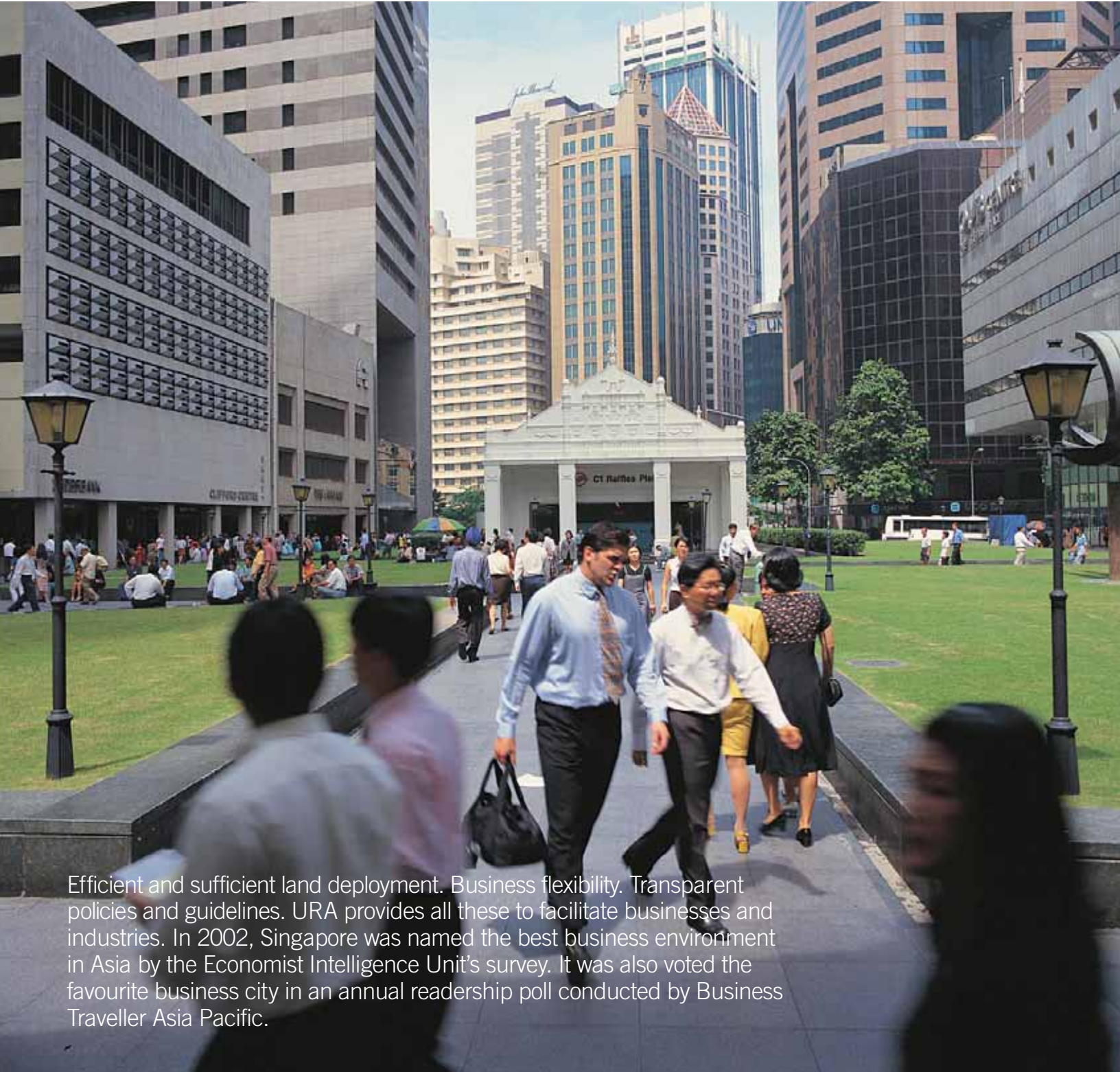
With another residential sale site at Enggor Street in the Reserve List, more people will get to work and play near their homes in the city centre.

your workplaces, our enhancements.

The places where you work. The environment where you do business. These are the spaces where you want to function productively, effectively, profitably. We work proactively and innovatively to give optimal support to Singapore's businesses and work environment for development and growth.



Lying at the heart of Singapore's business and financial district, Raffles Place pulsates with buzz from the surrounding business activity and the constant stream of office workers.



Efficient and sufficient land deployment. Business flexibility. Transparent policies and guidelines. URA provides all these to facilitate businesses and industries. In 2002, Singapore was named the best business environment in Asia by the Economist Intelligence Unit's survey. It was also voted the favourite business city in an annual readership poll conducted by Business Traveller Asia Pacific.

WORK WITH A PASSION

URA's continual engagement of our customers and stakeholders in cutting red tape has contributed significantly to Ministry of National Development's win of the **POWER Award**, given out by Ministry of Finance, for the **fourth consecutive time in April 2003**.

More Change-of-Use – with Auto Green Light!

Introduced in August 2001, URA's Lodgment Scheme for straightforward change-of-use proposals was welcomed by tenants and property owners, and especially by small businesses. If their proposals meet the lodgment criteria, they can simply file their plans with URA and obtain automatic approval.

A year on, the scheme was expanded to include more buildings and uses (such as commercial uses, childcare centres and community buildings). As at June 2003, 30% of new change-of-use proposals (or about 40 cases) per month benefit from the time and cost savings that this scheme brings.

There is even better news as a wider range of change-of-use proposals have been exempted from planning approval. More businesses are now able to switch trades readily to meet changing market needs.

More POWER to Our Customers

Following the success of URA's first POWER (Public Officers Working to Eliminate Red-Tape) session in January 2002 on industrial, warehouse and business park guidelines, the second session was held on 23 August 2002 to review guidelines on residential developments.

Various professionals and end-users, including journalists and representatives from the Feedback Unit, gathered to review 30 guidelines for flats and condominiums, and to suggest changes. Eventually, 23 recommendations were accepted, culminating in changes in guidelines like floor-to-floor height control for residential developments.

POWER sessions have proven to be an innovative tool to help URA improve and update our guidelines. They also serve as a useful platform for different end-users to hear other (sometimes conflicting)

viewpoints, so as to get a more balanced perspective on the impact that guidelines have on different parties. 93% of the participants surveyed wanted to return for subsequent sessions.

URA's continual engagement of our customers and stakeholders in cutting red tape has contributed significantly to Ministry of National Development's win of the POWER Award for the fourth consecutive time in April 2003. The POWER Award is given out by Ministry of Finance twice yearly to recognise ministries that are responsive to public feedback and proactive in reviewing their rules.

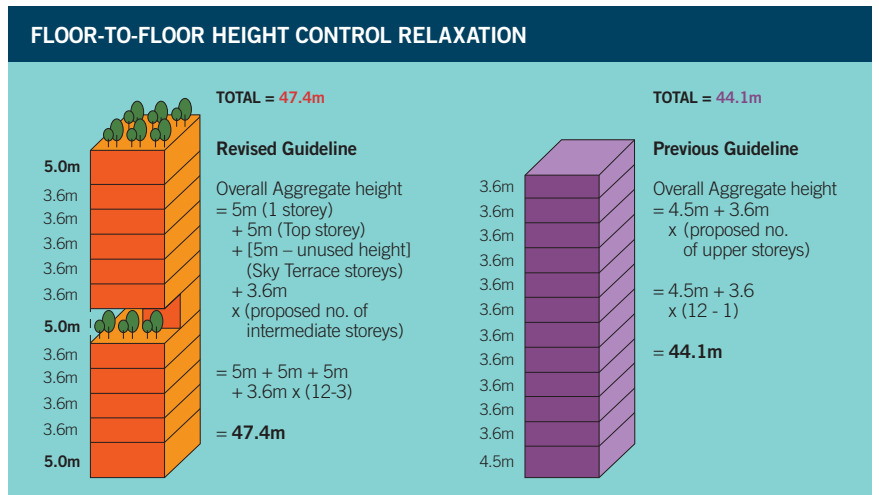
Coming up next will be the third POWER session in September 2003, where guidelines on commercial developments will come under scrutiny.



left to right:

At the second POWER session, industry professionals and end-users met in small groups to review guidelines in collaboration with URA.

Relaxed floor-to-floor height controls for residential developments give architects greater design flexibility and encourage the provision of sky terraces.



The 3.5-ha White site at Downtown@Marina Bay, planned for an integrated business and financial centre development, is set to **score several firsts** in the way that State land is sold in Singapore.

Building Bridges with Partners

In planning and facilitating Singapore's development, URA has been working closely with our partners-cum-stakeholders. Annual dialogues with professional bodies like the Real Estate Developers' Association, Singapore Institute of Architects and Singapore Institute of Planners have been institutionalised.

These dialogues serve as useful and effective channels for the fostering of mutual understanding, as well as for garnering feedback and tapping the know-how and resources of the private sector.

Land Sales continued via Reserve List

Under the demand-driven Reserve List system, sites will only be put up for tender if the minimum price offered by an interested developer is acceptable to the government. First implemented in October 2001 as an innovative feature of the Government Land Sales (GLS) programme, it ensures that there are sufficient sites available to cater to any surge in demand. At the same time, it allows the GLS to be more flexible in adjusting supply to match changes in demand.

In August and September 2002, URA sold two more residential sites under the Reserve List. This brings the total number of URA sales sites sold under this system to five since its inception.

New Business Site marries Flexibility and Innovation

First announced in August 2002, a 3.5-ha White site at Downtown@Marina Bay is being planned for an integrated business and financial centre development.

The site is set to score several firsts in the way that State land is sold in Singapore. Plans are for it to be sold to a single master developer who can then plan, design, phase and develop a well-integrated development as well as customised buildings to meet the specific needs of business and financial tenants, including future expansion. Other firsts include a longer project completion period of up to 18 years, and a flexible payment scheme for the land price to allow phasing of the development to match demand.

This new development will provide financial institutions and companies with a wider choice of developments to house their activities in Singapore. It will also strengthen Singapore's competitiveness to attract more businesses to invest and grow here.

Hotels get Greater Leeway

To ensure sufficient hotel rooms in core activity areas with a vibrant mix of hotels, entertainment, shopping and dining, a scheme was implemented in 1997 to safeguard hotel sites in the core area (Orchard Road, Marina Centre, the Bugis and Singapore River corridors) and a secondary area in Paya Lebar.

URA Reserve List sites sold as at 1 June 2003				
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	Boon Lay Way/ Jurong West St 51/41	Residential	2.70	2.1
5	Mount Faber	Residential	1.05	3.5



left to right:

Demand for sites for development continue to be met through the Reserve List, under which URA has sold five sites from its launch to 1 June 2003.

The reclaimed land opposite the Central Business District, called Downtown@Marina Bay, will be home to a large site for an integrated business and financial centre.

By end March 2003, the proportion of Electronic Development Applications out of all development applications submitted has **climbed to 80%**, up from 50% a year ago.



Hotel sites at Orchard Road (top) and Marina Centre (bottom) will continue to be safeguarded to cater to conventions and the tourism industry.

On 30 August 2002, URA and Singapore Tourism Board (STB) jointly announced that only the key convention and tourist belts of Orchard Road/Marina Centre and Singapore River/Havelock Road would be safeguarded. This frees up hotels elsewhere to be converted to other uses in response to market demand.

At the same time, URA also relaxed the definition of the 60% hotel room quantum in response to hoteliers' feedback. Hoteliers are now allowed to convert hotel rooms to hotel-related use, like business centre and private executive lounge. Not only will this serve their guests better, it will also cater to changing market needs. Furthermore, it ensures a good mix of activities in moulding a vibrant urban landscape.

More Applications go Paperless

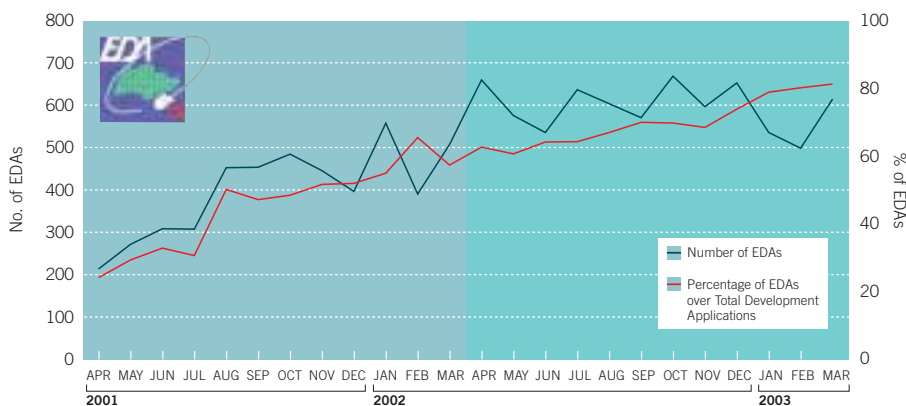
The Electronic Development Application (EDA) system, first launched in 1999, continues to increase in popularity among developers and architects. By end March 2003, the proportion of EDAs out of all development applications submitted has climbed to 80%, up from 50% a year ago.

More information that facilitates applications is now just a click away, thanks to new e-services added in the past year. These include application for a legal requisition and searching the development register for records after 2000 on the internet.

More Food-on-Wheels in the City

Buying breakfast on the way to work became more convenient for office workers and commuters in the city centre. Under a one-year trial scheme launched on 2 June 2003, URA let out 33 slots for mobile food and beverage (F&B) vans to sell takeaway cooked and packed food and beverages in five designated URA car parks during morning off-peak hours.

These car parks are located near Somerset, Lavender and Bugis MRT stations, as well as next to Bugis Village and at Angullia Park.



left to right:

Electronic submission of development applications shows a general rising trend over the past two years, underlining the popularity of the EDA system.

URA's trial mobile food van scheme not only optimises the use of under-utilised car parks during morning off-peak hours, but also enables office workers to grab breakfast on the move.

your playgrounds, our passion.

Creating a distinctive city with all the spaces and places where your heart calls “home”. We need special, soul-satisfying, unique places to play our passions out. We seek to create the spaces that make life truly enjoyable.



Besides being a popular dining and entertainment hotspot, Singapore River also regularly plays host to exciting water sports races that draw cheering crowds to its promenade.



Our Garden City is dotted with parks, open spaces and nature areas for relaxation and recreation. Orchard Road and the Marina Bay waterfront are bustling shopping, dining and entertainment areas popular among locals and tourists. Singapore River, reborn as a thriving “river of life”, was hailed as a “triumphant attraction” in the South China Morning Post on 15 January 2003. Be it urban fun or more rustic play, there is something to suit everyone’s needs and preferences.

PLAY IT UP!

URA's vision for the Marina Bay waterfront as a "Bay of Celebration" **leapt to life** in 2002, with the opening of the new Merlion Park and Esplanade - Theatres on the Bay.



Chinatown Conservation comes Full Circle

Successful "heritage hunters" walked away with unique pieces of history when the final batch of conservation buildings in Chinatown were sold in May 2002. Notably, out of the 10 land parcels, five were sold by auction and five by tender to provide buyers with a choice of how they would like to buy the units.

Flanking Upper Cross Street, New Bridge Road and Mosque Street, these heritage buildings were former "Tenement Houses", the living quarters of civil servants during colonial times. These would have to be restored according to a set of conservation guidelines for commercial use.



top to bottom:

Located at Upper Cross Street, these conservation buildings sold in May 2002 are currently being restored for hotel use.

Weekend crowds through the Marina Bay waterfront promenade for relaxation and a scenic view.

Ripples of Excitement at the Waterfront

URA's vision for the Marina Bay waterfront as a "Bay of Celebration" **leapt to life** in 2002. After a landmark move, earlier in April 2002, the well-loved Merlion finally began spouting water at its new home, Merlion Park, at the mouth of Singapore River on 15 September 2002 – much to the delight of locals and visitors.

Besides being the project manager for the reclamation works, URA also designed the park: from the pier-cum-viewing deck extending into the bay to the tree-shaded plaza behind the Merlion; from the stepped river wall flanking the Merlion to the distinct lighting scheme.

The opening of Esplanade – Theatres on the Bay on 12 October 2002 added another "jewel" to the area. Today, its waterfront hums with life as alfresco dining and outdoor arts and cultural activities constantly pull in the crowds.



left to right:

A common sight at the Esplanade waterfront: a captivated audience enthralled by a lively street performance.

Designed by URA, the strong, white light for the Merlion is juxtaposed with the warm lighting and cosy ambience of the plaza behind it.

The unique-looking Esplanade – Theatres on the Bay has become part of the distinctive cityscape around Marina Bay.

With the latest guideline relaxation, outdoor kiosk operators can enjoy **double the space** for food preparation.

Art - Out of the Showcase, Into the Open

With the unveiling of URA's Public Sculptures Masterplan on 20 September 2002, our city centre is primed to become more attractive and culturally richer for all to enjoy.

Three parks (like Fort Canning Park) and four corridors (like Singapore River) are marked out in this plan. Five landmark sculpture sites (such as the junction of Orchard Road and Scotts Road) have also been identified, with proposed design concepts to strengthen the existing character of these areas.

It takes strong public-private partnership to enrich our city's streets with sculptures. To encourage more donations of sculptures from individuals and corporations, the tax exemption under the Public Sculptures Donation Scheme was doubled last year. This scheme will be further enhanced later this year to offer even greater incentives.

Relaxed Guidelines makes Eating Out More 'In'

Eating out by the street is set to become more widespread after December 2002 with the latest relaxation of guidelines for

outdoor refreshment areas (ORAs) and outdoor kiosks in the Orchard Road and Singapore River areas. This followed URA's review, based on our observation of outdoor eating and shopping trends over the years, as well as useful feedback from architects and stakeholders.

With the latest relaxation, outdoor kiosk operators can enjoy double the space for food preparation. Patrons of ORAs can sip their coffee under lightweight and tent-like shades of more varied and interesting designs. At the same time, these structures will be kept in appropriate scale with the adjacent buildings. As a result, our city streetscape will look more diverse yet harmonious.

In the near future, ORAs and outdoor kiosks may make further inroads to the heartlands, as the expansion of the allowable areas islandwide is currently being studied.

Plugging into Expert Opinion

URA's International Panel of Architects and Urban Planners (IPAUP) - headed by URA Chairman, Mr Bobby Chin, and comprising six other renowned foreign architects and urban planners - was formed in 2001 to tap on these experts. It also provides additional opportunities to learn from international best practices, trends and urban development strategies around the world.

The IPAUP met for the second time in February 2003 and shared their wealth of experience with URA officers. Focusing on our plans to enhance the city centre as well as initiatives to promote good architecture and urban design practices in Singapore, they gave their views and also suggested ideas.

left to right:

With relaxed guidelines, outdoor refreshment areas can sport more interesting canopy designs.

Operators enjoy greater flexibility in designing their outdoor kiosks to meet their needs.

IPAUP Chairman Bobby Chin and member Prof Juan Busquets exchanging ideas for Singapore's city centre at this year's meeting.



Public sculptures flanking both banks of Singapore River evoke a sense of history and add life to the area.




your expectations, our improvements.

We seek, always, to serve our customers and our community with distinction by continually improving our systems, work environment and services. And while work takes up a large part of our daily lives, we also make the effort to enrich, and keep in balance, all the other aspects of our mind, spirit and body.



Recipients of URA's Outstanding Customer Service Award (External Customers) in 2002.
This award is one of several given out annually to recognise service excellence among our staff.



My secret to providing good customer service is to always try to maintain a friendly and humble attitude, be positive and give the customer the assurance that I want to help them in whatever way I can.

Principal Planning Executive
Lai Pui Joon *(left)*
Development Control (Central) Section

Customers may not necessarily agree with us all the time, but they often appreciate it when I show that I'm here to help, not argue or defend. By empathising with them and telling them what I can do on their behalf, it usually allows upset customers to settle down. It is most gratifying when I can win over an upset customer and delight him with my service.

Executive Planner
Kim Pua *(right)*
Development Control (City) Section

SERVING UP IMPROVEMENTS



By June 2002, we have made available on the URA website all of our services that can go online – **49 in total – six months ahead of the civil service target.**

DELIGHTING OUR CUSTOMERS

Excelling the URA Way

In 2002, URA adopted an organisational development framework, The URA Way, to develop URA into an excellent organisation that is customer-focused and people-oriented.

The URA Way, which encapsulates elements of the Singapore Quality Award (SQA) framework, guides our staff in their daily work. We also introduced a slate of initiatives to facilitate organisational improvement efforts. These included a one-stop Portal of Organisation Excellence in our intranet to house various resources related to SQA, innovation, organisational learning, knowledge management and service excellence.

Our officers are clear about what is expected of them to make URA a great organisation, in order to achieve our mission. Results of our employee opinion survey in July 2002 revealed that 94% of our staff felt proud to

work in URA. This was a marked improvement from 86% in the 1999 survey. One of the reasons quoted was that our mission and goals were well-publicised to all staff such that they were given a sense of purpose and were able to contribute in some way to achieve them.

New Milestones in Service Excellence

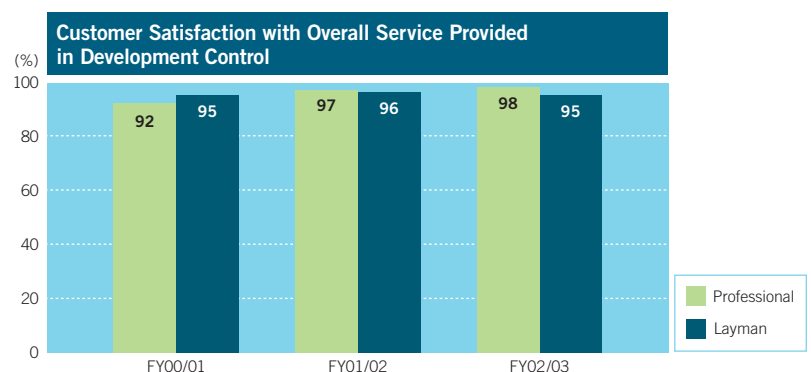
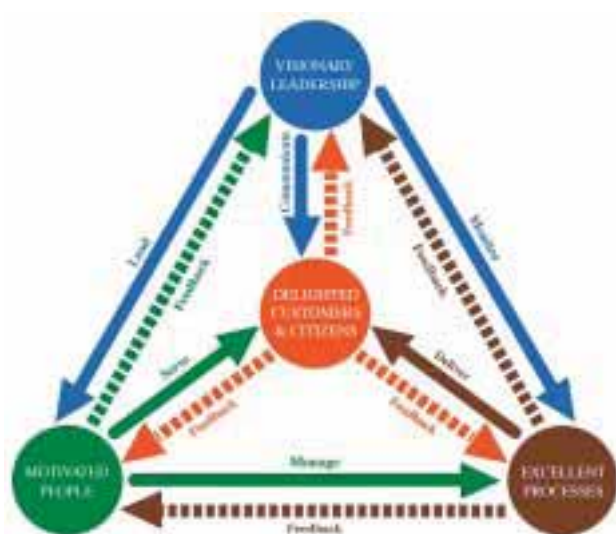
The setting up of a call centre in November 2001 to handle customers' telephone enquiries has enabled our Car Parks Division to provide a more efficient and professional level of service. A survey conducted at the end of last year showed that 95% of our customers were satisfied with our call answering service.

Our services rendered for sale of sites and the accuracy of real estate information attained 100% customer satisfaction, based on customer surveys done in 2002.

Our overall services provided in facilitating development control also met the expectations of more than 95% of our customers.

Not resting on our laurels, we continued to strive to provide quality service to our customers through constant review and improvement of our work processes. Our perseverance paid off as we attained the ISO 9001:2000 certification for management of Government Land Sales on 13 May 2002 and for real estate information service on 14 February 2003.

By June 2002, we have made available on the URA website all of our services that can go online (49 in total) – six months ahead of the civil service target. Currently, more than 70% of total service transactions are done electronically.



left to right:

The URA Way guides our staff in how each officer can contribute to achieving URA's mission and making URA a great organisation.

As a result of our relentless efforts to improve service standards, we have gained the satisfaction of the majority of our customers, both professionals and laymen, in development control.

In 2002, for our outstanding achievements in Work Improvement Teams and Staff Suggestion Scheme, we took home MND's **Minister's Challenge Trophy**. This makes it our **fourth straight win since 1999**.

Better... Better... Best!

With full staff participation, we completed 241 Work Improvement Team (WIT) projects (average of 3.05 projects per team) and contributed a total of 8,175 suggestions (average of 8.05 per officer) under the Staff Suggestion Scheme (SSS). These reaped a total savings of \$1.1 million for URA. Our WIT teams also bagged four silver and two bronze awards at national conventions.

In 2002, for our outstanding achievements in WITs and SSS, we took home MND's Minister's Challenge Trophy. This makes it our fourth straight win since 1999. We also received the Best SSS award.

URA was one of the seven pilot public agencies that took part in MOF's Six Sigma programme in January 2002. To date, we have completed two Six Sigma projects. Three projects are in progress, and another three will be undertaken this year. In particular, our two pilot projects resulted in about \$200,000 in cost savings and reduction in the processing time for Electronic Development Applications from 28 to 21 days. Our customers now enjoy even faster approvals.



New planners and architects are trained in-house through the Planning Foundation Course, conducted in a casual setting to boost learning.

DEVELOPING AND CARING FOR OUR STAFF

Maximising Every Individual Potential

Continual honing of skills and competencies enables our staff to better carry out URA's mission and work.

As at 31 March 2003, URA had a staff strength of 1029, including 311 professionals. For the FY 2002/2003, we spent \$1.4 million on a wide range of training opportunities. These included sponsoring officers on upgrading programmes, overseas seminars and study missions. This amount also included the reimbursement paid to our staff under the Self-Development Scheme for their expenses on non-work related skills or knowledge, hobbies or sports. We achieved 16.63 training mandays per officer, above the national average of 12.5.

For our strong support and commitment in promoting BEST and WISE programmes among junior officers, URA received the Special Company Award from Institute of Technical Education in 2002.

In addition to more than 30 in-house staff seminars by in-house and external experts on work-related topics held in the past year, a new Leadership Lectures Series was started in August 2002. High-profile leaders of excellent organisations from the public and private sectors were invited to share their insights on leadership and managing organisational changes.



left to right:
URA's CEO receiving the Challenge Trophy from Minister of State for National Development Dr Vivian Balakrishnan.
Full house and an engrossed audience at a leadership lecture in URA.

In September 2002, we launched the first online 360 Degree Feedback exercise as a developmental tool for our senior officers. Focusing on how they are perceived in their practice of URA's core values (i.e. URA SPIRIT), and also as leaders, the feedback from peers and subordinates proved to be a useful self-awareness and self-improvement tool for the majority of our senior officers. The exercise will be conducted again this year and will be extended to include more officers.

- in disciplines like town planning, architecture, sociology and economics - at reputable local and overseas universities.

In addition, MND also awarded the first General Management scholarship, managed jointly by MND and URA. The scholar will bring to URA diverse experience and perspectives after working in MND and other of its statutory boards on rotation basis upon graduation.

a special commemorative edition was published, featuring retrospectives and commentaries from guest writers on our past efforts and achievements in planning, facilitating development and conservation.

Nurturing Talents

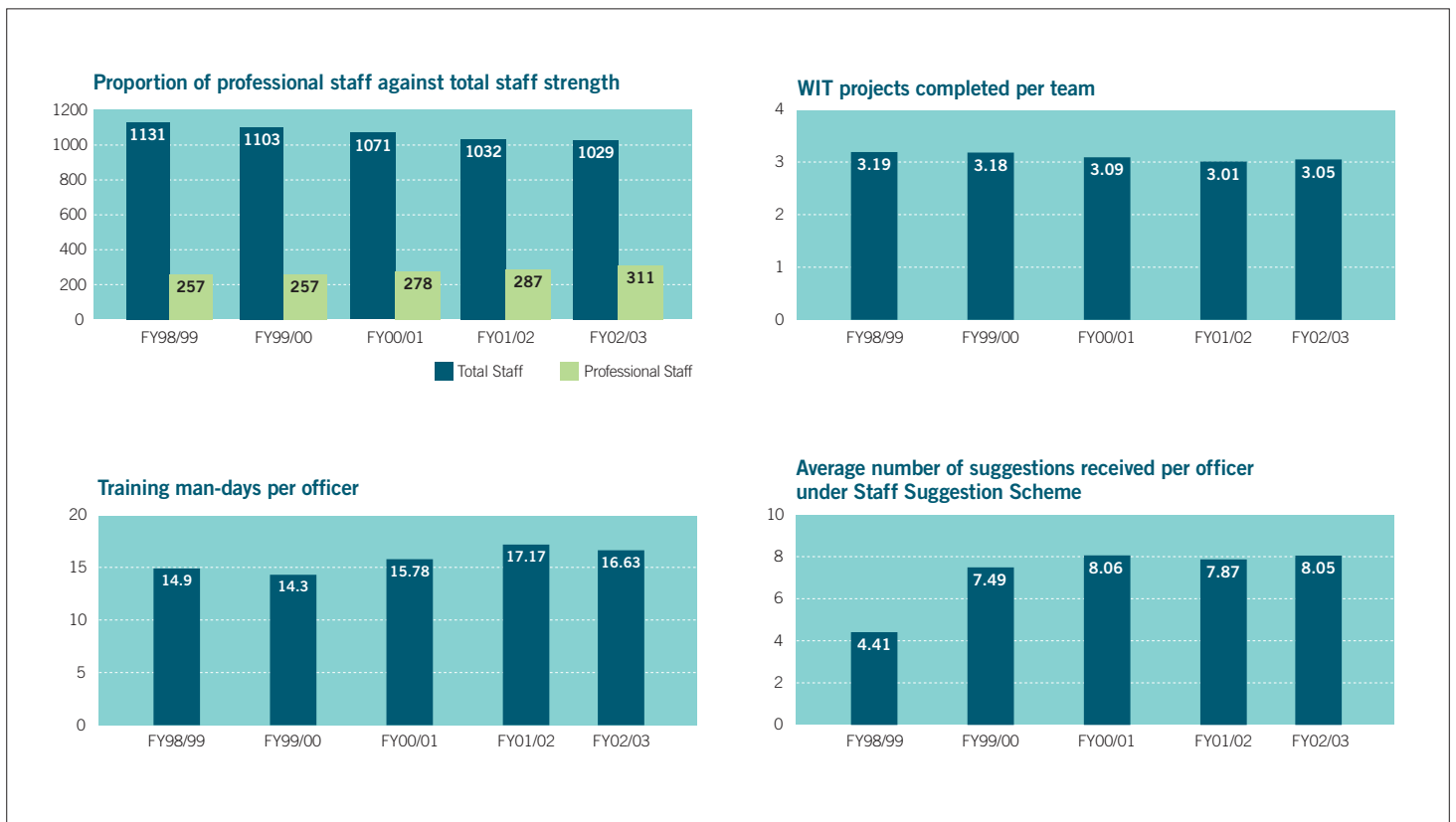
URA gave out one postgraduate and seven undergraduate scholarships in May 2003. The scholars will be pursuing their studies

Communication Achievements

Our bimonthly external newsletter, Skyline, celebrated its 20th anniversary in 2002. In place of the July/August 2002 issue,

Our annual report received a commendation award in the 29th Annual Report Award 2002 under the statutory boards category.

Organisation Development Indicators



Health at Work

Work life in URA is balanced with a hearty dose of sports and health-related activities. There was keen participation in weekly in-house exercise classes (like aerobics, yoga and taiji), various annual sports competitions (like table tennis and bowling) and regular health talks. A six-month personalised fitness programme was implemented in October 2002 to meet the specific needs of our staff who use the gym.

In conjunction with the annual national healthy lifestyle campaign, we organised an action-packed Healthy Lifestyle Week in September 2002. Featuring a health talk, bazaar and a mass health screening, it culminated in a mass aerobics and games session on ACTIVE (All Companies Together In Various Exercise) Day.

For our continual efforts in promoting a fit and healthy workforce, we won the Singapore Silver HEALTH (Helping Employees Achieve Life-Time Health) Award 2002 given out by Health Promotion Board.

Our People's Priorities, Our Concerns

URA nurtures and supports a workplace culture that helps our staff balance work, family and personal commitments better. We have put in place worklife-friendly programmes to improve the quality of life of our staff.

In recognition of our pro-family efforts, we won the Family Friendly Firm Award in 2002. This is the second time we have been conferred this biennial award by Singapore National Employers Federation.

2002 was the eighth consecutive year in which URA was bestowed the SAF Commendation Award for Employers. This reflects our staff's conviction that URA is committed to national service (NS) and facilitates their release to perform their NS in spite of heavy work commitments



Team spirit was fostered and bonds were strengthened over challenging games at outdoor team-building sessions.

Bonding over Serious Fun

We believe a sense of camaraderie and fun at work contributes to a more conducive and relaxed office environment. In 2002, we maintained an eventful programme of recreational activities, such as regular lunch-time talks on hobbies and special interests, excursions, fairs and sales. These recorded good staff turnout. More than 800 officers and guests let their hair down at URA's Dinner & Dance on 7 September 2002.

Teambuilding went "back to nature" as all our officers underwent a one-day experiential outdoor adventure course at Jurong Park, Pulau Ubin and Sentosa in 2002 and 2003.

left to right:

The health food bazaar held during URA's Healthy Lifestyle Week was a hit with our staff.

Exercising was double the fun when done with colleagues on Active Day.

Our staff came dressed to the theme of "U r a Star" at URA's Dinner & Dance in September 2002.



Our URA Gallery recorded an **all-time high of more than 60,000 visitors** in 2002, a marked increase from the 50,000 in the previous year.

SERVING OUR COMMUNITY

Shaping Young Minds

The future of our city-state will be moulded by today's young. This is why URA is dedicated to educating students about planning in Singapore.

As part of Ministry of Education's "Learning Journeys" programme and URA's special "Meet-the-Planner" visits, the URA Gallery welcomed 23,013 student visitors from secondary schools and above in the past year.

In addition, at a seminar for 240 geography and social studies teachers on 14 September 2002, we shared our ideas in the Parks & Waterbodies Plan and Identity Plan. We also launched a special multi-media kit on city planning as a value-added resource for teachers.

In the pipeline is the revamp of the URA Gallery. Visitors can look forward to a new and bigger URA Gallery with more exciting, interactive exhibits in 2004.

Opening up Our Work to Others

Besides the young, we have always extended our public education efforts to the general public of Singapore, and shared our work and experience with foreign visitors. Our URA Gallery recorded an all-time high of more than 60,000 visitors in 2002, a marked increase from the 50,000 in the previous year. Of these, 30,947 are overseas visitors, with 3,412 of them coming on hosted visits.



top to bottom:

A teacher expressing his appreciation of the useful multi-media kit on city planning at its launch.

Through interactive stations and models, the URA Gallery showcases URA's innovative solutions to planning challenges in Singapore.



left to right:

The Central Area model never fails to draw the attention of curious students at the URA Gallery.

URA's CEO and Management sharing planning ideas and experience with Prime Minister of Sri Lanka and his entourage.



Among the over 3,000 corporate visitors under our Visitors' Programme, we were honoured to receive many distinguished visitors from Singapore and overseas, including:

- His Excellency Mr S R Nathan, President of the Republic of Singapore
- The Honorary Ranil Wickremesinghe, Prime Minister of the Democratic Socialist Republic of Sri Lanka
- Her Excellency Mrs Esperanza Aguirre, President of the Senate of the Kingdom of Spain
- His Excellency Mr Radimir Cacic, Minister of Public Works, Reconstruction and Building, Republic of Croatia
- The Honorary Mookeshwar Choonee, Minister of Housing and Lands, Republic of Mauritius
- Mr Chandrababu Naidu, Chief Minister of Andhra Pradesh, India
- Dr Patrick Ho, Secretary for Home Affairs, Hong Kong SAR.
- Mr Mel Lastman, Mayor of Toronto, Canada
- Mr Sun Yonghe, Vice Governor of Jiangxi Province, People's Republic of China
- The Honorary Dr Tang Siu-tong, Chairman of the Legislative Council Panel on Planning, Lands and Works, Hong Kong SAR.

In conjunction with the Draft Master Plan 2003, we proactively invited advisers, mayors and their grassroots leaders to view the regional exhibitions on guided tours. Encouraged by their enthusiastic response and positive feedback, we will be embarking on more initiatives to reach out to and educate the community on planning and URA's work in the near future.

Giving A Hand where Needed

In all that it does, URA has always been a socially responsible organisation. And this extends beyond our work.

Under the Corporate Involvement Programme of National Council of Social Services (NCSS), we adopted HELP (Help Every Lone Parent) in 2002. We raised \$16,990 for it through various fund-raising events. In addition, our various divisions took turns in inviting its children to several fun-filled outings and activity sessions at URA.

For our consistent efforts in raising funds, we received the **SHARE Programme Platinum Award** for the **fifth consecutive year in 2002.**

96% of our staff contribute, via monthly contributions through their payroll, to the Community Chest under the SHARE (Social Help and Assistance Raised by Employees) programme. For our consistent efforts in raising funds, we received the SHARE Programme Platinum Award for the fifth consecutive year in 2002. Moreover, our efforts in raising more than \$30,000 over the past three years for MINDS (Movement for the Intellectually Disabled of Singapore), our previous adopted charity, helped us bag the Corporate Bronze award for the first time in 2002.



left to right:

Adviser to Canberra Constituency Dr Warren Lee (second from left) and his grassroots leaders on a guided tour of the Draft Master Plan 2003 (North Region) exhibition.

Children from HELP got a helping hand from IT Analyst Lim Joo Li at an arts and craft session.



President S R Nathan (third from right) learnt from URA Management about the proposals under the Parks & Waterbodies Plan and Identity Plan during his visit to the exhibition last September.

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

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

Prof Fumihiko Maki
Principal
Maki & Associates

MEMBERS

Mr Daniel Biederman
President
34th Street Partnership
and Byrant Park Restoration Corporation

Prof Philip Cox
Director
The Cox Group Pte Ltd

Mr Christian de Portzamparc
Principal
Atelier Christian de Portzamparc

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

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

Mr Khoo Peng Beng
Partner
ARC Studio Architecture + Urbanism

Mr Michael Ngu
(to 30 June 2003)
Chief Executive Officer
Architects 61 Pte Ltd

Assoc Prof Heng Chye Kiang
(from 1 July 2002)
Acting Head
Department of Architecture
National University of Singapore

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

Mr Henry Steed
(to 30 June 2003)
Director
Earth N Trees Studio Steed Pte Ltd

MEMBERS

Mr Chan Sui Him
Chief Executive Officer
DP Architects Pte Ltd

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

Mr Chia Ngiang Hong
(from 1 July 2003)
Group General Manager
City Developments Limited

Dr Amy Khor
Director
Knight Frank Pte Ltd

Mr Philip Ng
Chief Executive Officer
Far East Organization

Mr Franklin Poh
(from 1 July 2003)
Director
Tierra Designs (S) Pte Ltd

Mr Eric William Gill
(to 30 December 2002)
General Manager and Chief Executive Officer,
Singapore (to 30 December 2002)
The Hongkong and Shanghai Banking
Corporation Limited

Design Guidelines Waiver Committee

This committee considers and advises URA on whether 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 Richard Ho
(to 30 June 2002)
Principal
RichardHo Architects

Mr Tan Shee Tiong
(from 1 July 2002)
Partner
APCO Architects & Town Planners

Mr Wong Mun Summ
(from 1 July 2002)
Partner
WOHA Designs/WOHA Architects

Mr Wong Mun Summ
(to 30 June 2002)
Partner
WOHA Designs/WOHA Architects

Mr Michael Koh
(to 4 September 2002)
Director (to 4 September 2002)
Physical Planning Division
Urban Redevelopment Authority

MEMBERS

Mr Lee Kut Cheung
Director
RSP Architects Planners & Engineers Pte Ltd

Mr Joseph Cheang
(from 1 July 2002)
Director
Architects 61 Pte Ltd

Mdm Fun Siew Leng
(from 19 November 2002)
Deputy Director
(Urban Design & Development)
Conservation & Urban Design Division
Urban Redevelopment Authority

Mr Peter How
(from 1 July 2002)
Executive Vice President
Architectural & Development Services
CPG Consultants Pte Ltd

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

Mr Lim Siam Kim
Chief Executive Officer
National Heritage Board

Mr Quek Tse Kwang
Principal
Quek Associates

MEMBERS

Ms Ida Bachtiar
Managing Director
Naga Films Pte Ltd

Mr Tony Lim Tze Guan
Taxi Operator

Mr Saw Ken Wye
General Manager
Asia Pacific NSP
Microsoft Operations Pte Ltd

Mrs Virginia Cheng
Principal
National Junior College

Mr Mustaffa bin Abu Bakar
Practising Lawyer
Assomull & Partners

Ms Tan Beng Luan
Manager
Creative O Pte Ltd
& Creative Preschoolers' Bay

Mr David Fu
Director
Kuo Properties

Mr Gunalan Nadarajan
Dean of Faculty of Visual Arts
LASALLE-SIA College of the Arts

Mr John Ting
President
Singapore Institute of Architects

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

Mr Benji Ng
Chief Executive Officer
Dr WHO Mediaworks

Mr Ng Chee Seng
Assistant Honorary Secretary
Real Estate Developers' Association of Singapore

Property Market Information

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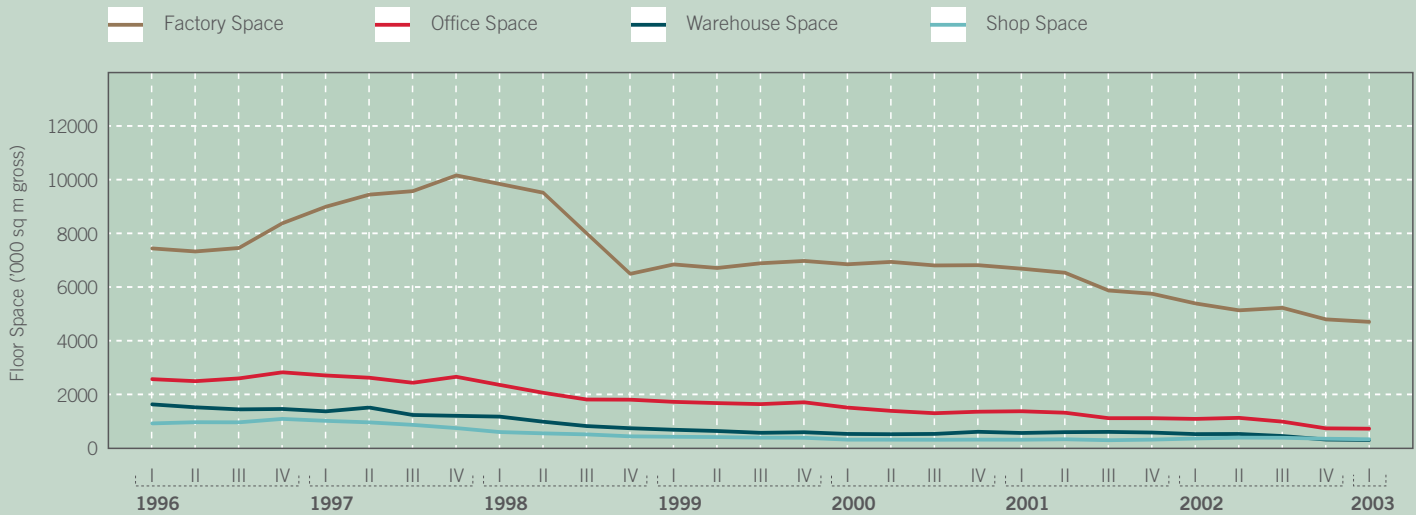
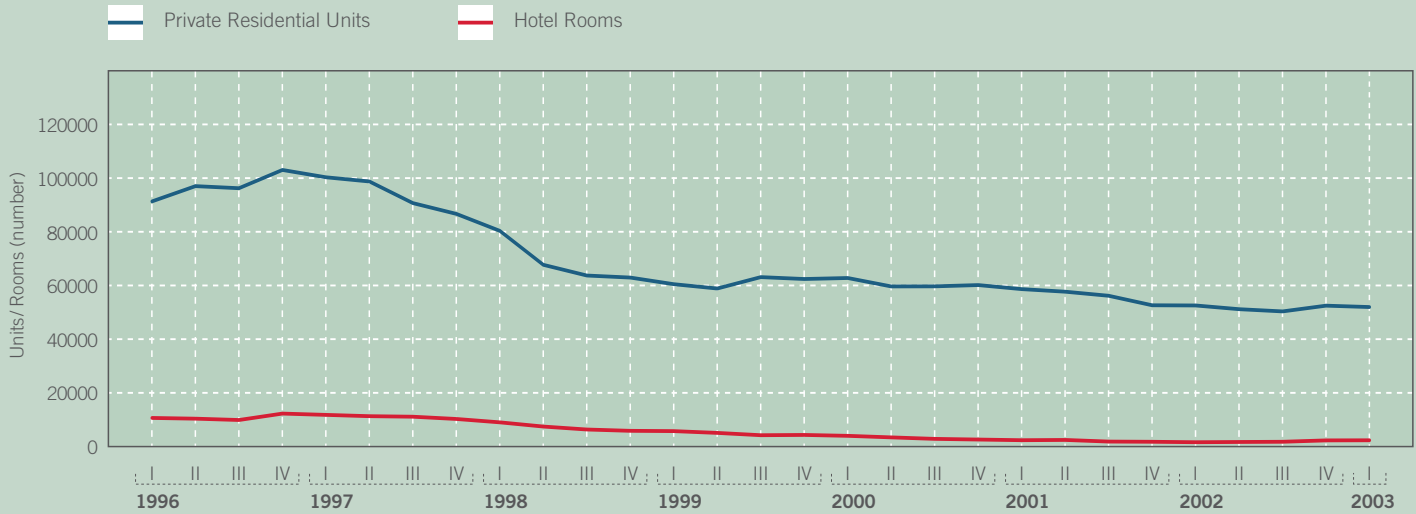
To support the mission to make Singapore a great city in which to live, work and play, URA provides timely, accurate and useful information on the real estate sector.

Homebuyers, business tenants, investors, property developers and professionals have access to up-to-date information on prices, supply and take-up of properties to help in their decision-making process. The availability of comprehensive property data thus helps to promote a transparent, efficient and stable property market.

The property information provided by URA covers the major sectors of the property market – namely, private residential property, office, shop, hotel, factory and warehouse. Data on supply in the pipeline, existing stock and vacancy, prices and rentals and sale status of uncompleted private residential properties are available electronically to the public.

Property Market Information

Supply in the Pipeline

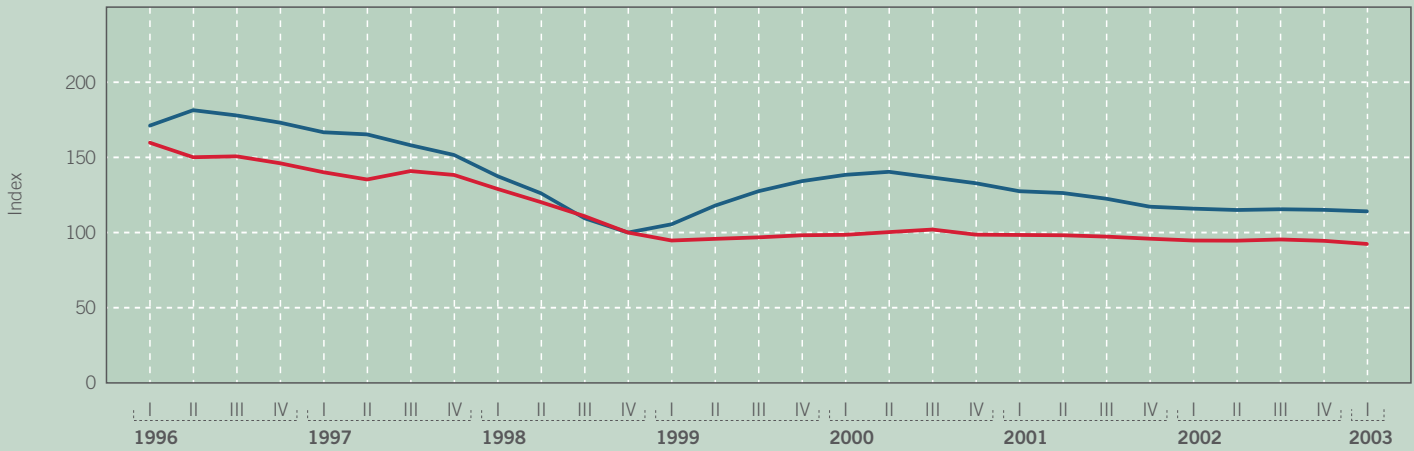


Property Market Information

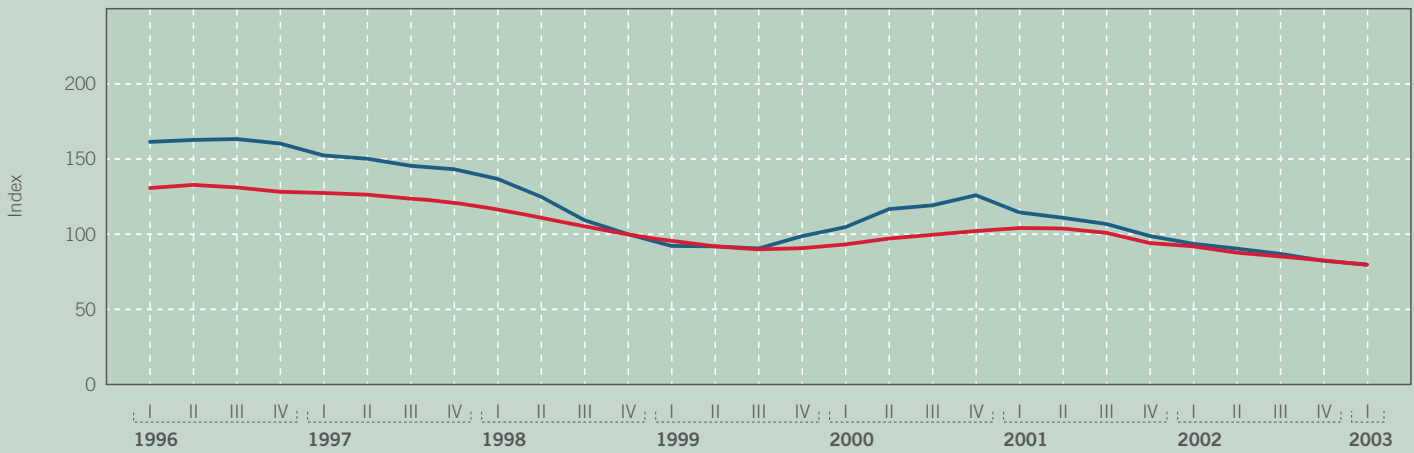
Price and Rental Indices

Price Index Rental Index

Private Residential Units



Office Space

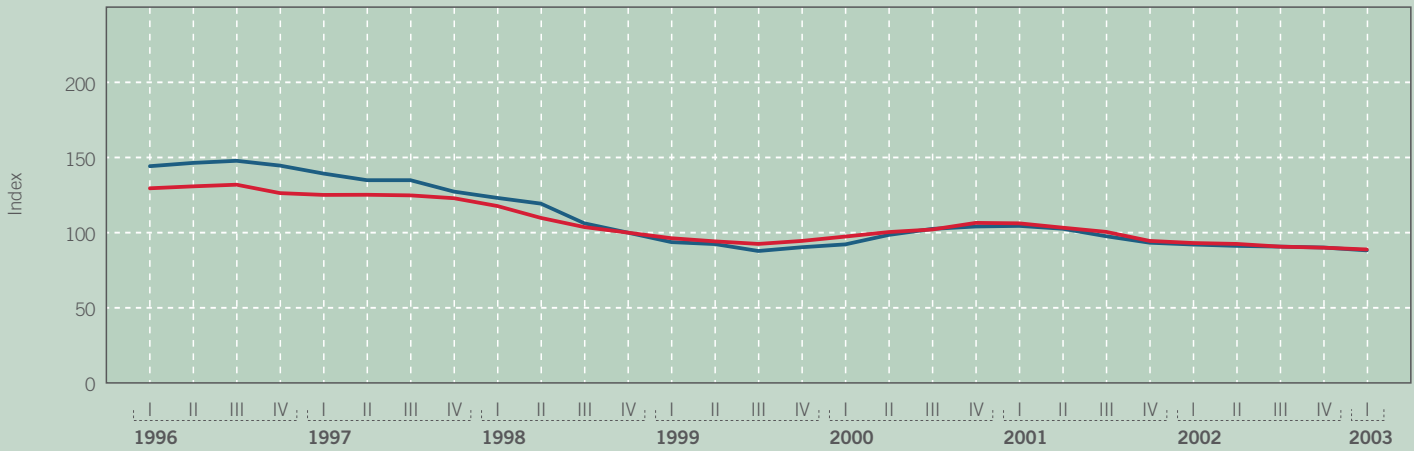


Property Market Information

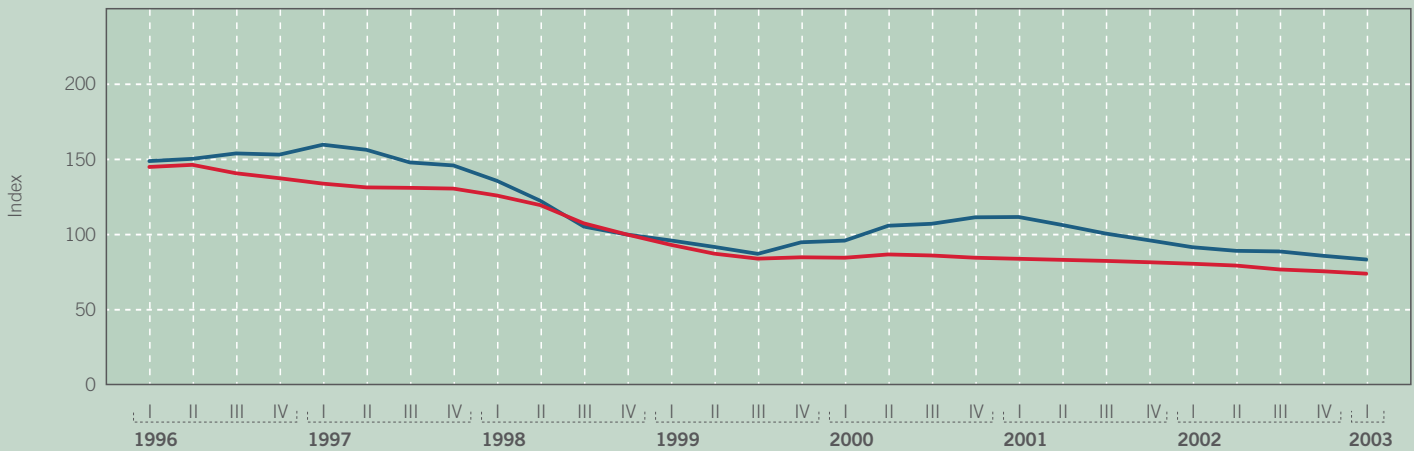
Price and Rental Indices

Price Index Rental Index

Shop Space



Industrial Space

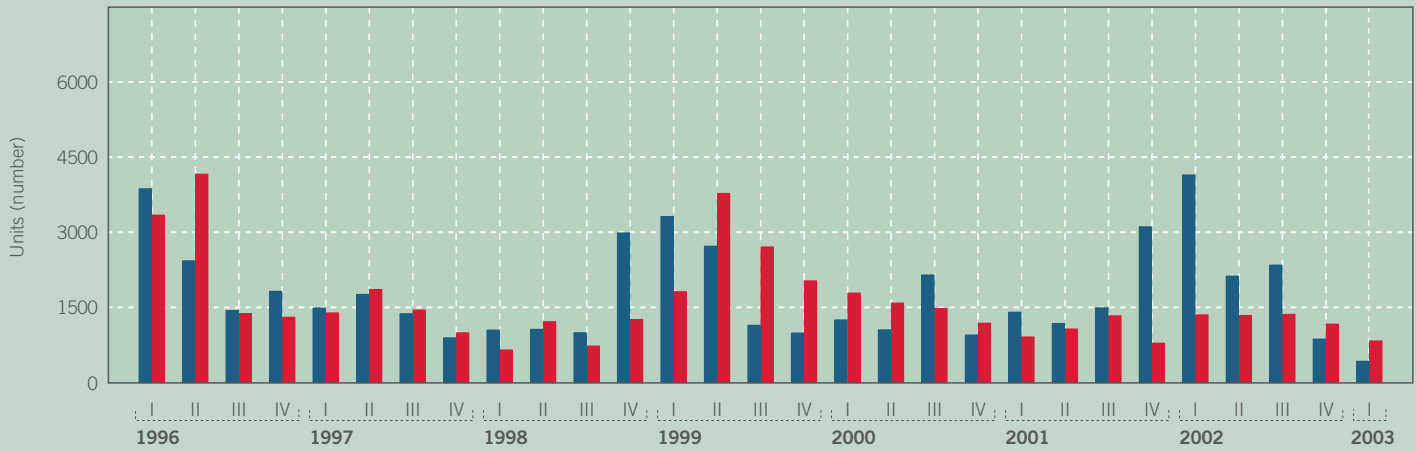


Property Market Information

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 1999/IV onwards, new sales include completed units sold directly by developers.

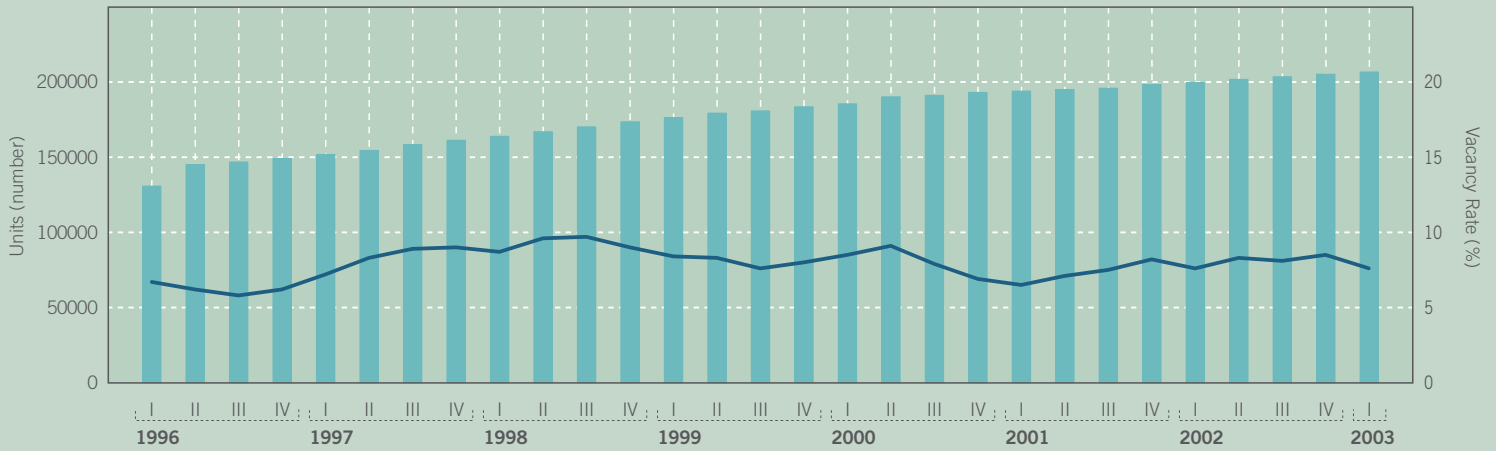
Subsale and resale transactions are based on caveats lodged by purchasers. However, as not all subsale and resale transactions result in caveats being lodged, the figures only provide an indication of the level of transactions.

Property Market Information

Stock and Vacancy Rates

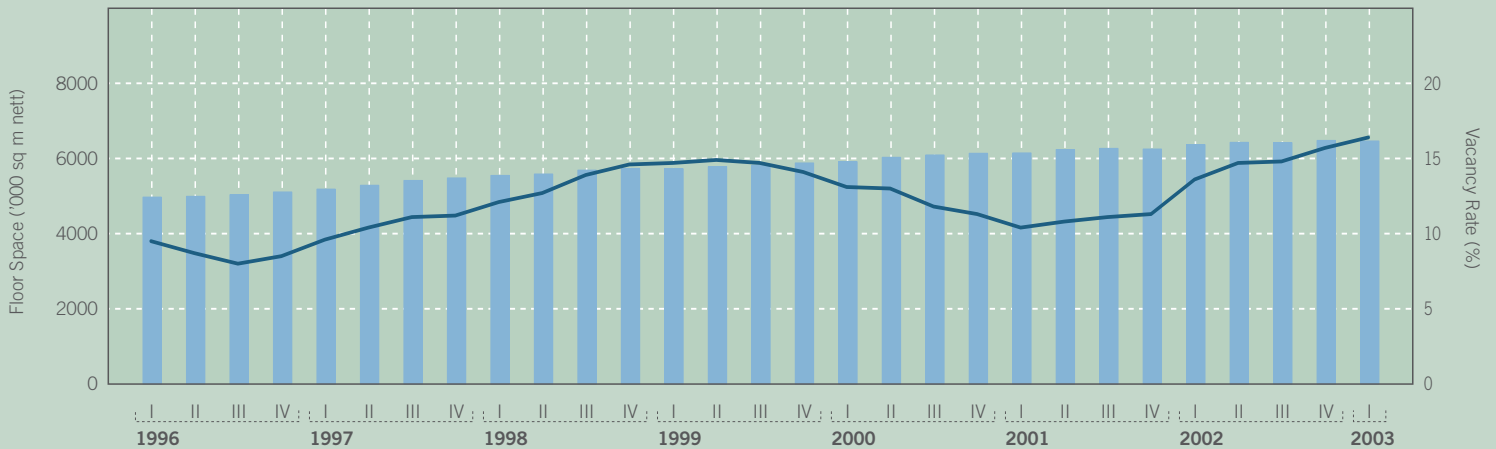
Vacancy Rate (%)
 Units (number)
 Floor space ('000 sq m nett)

Private Residential Units



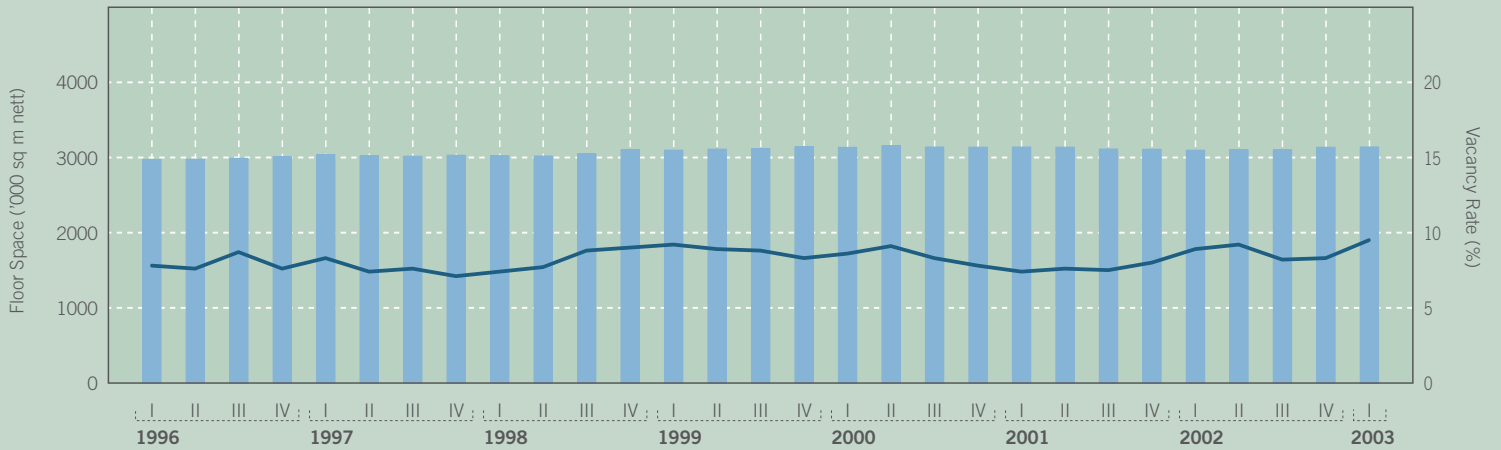
Note: Coverage of private residential units was expanded in 1996/II.

Office Space

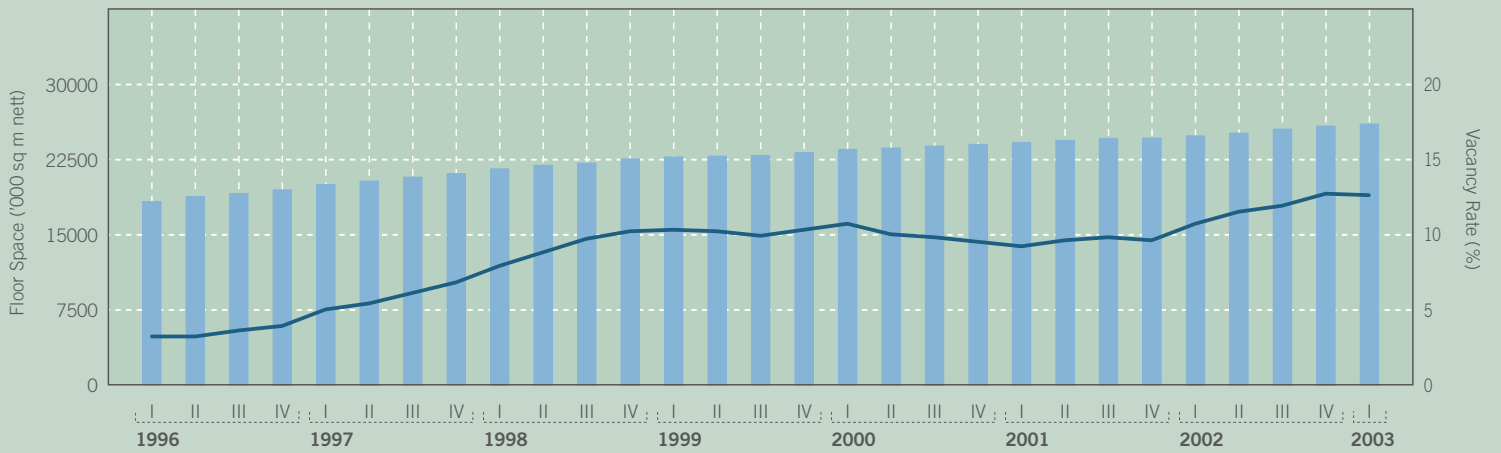


Property Market Information

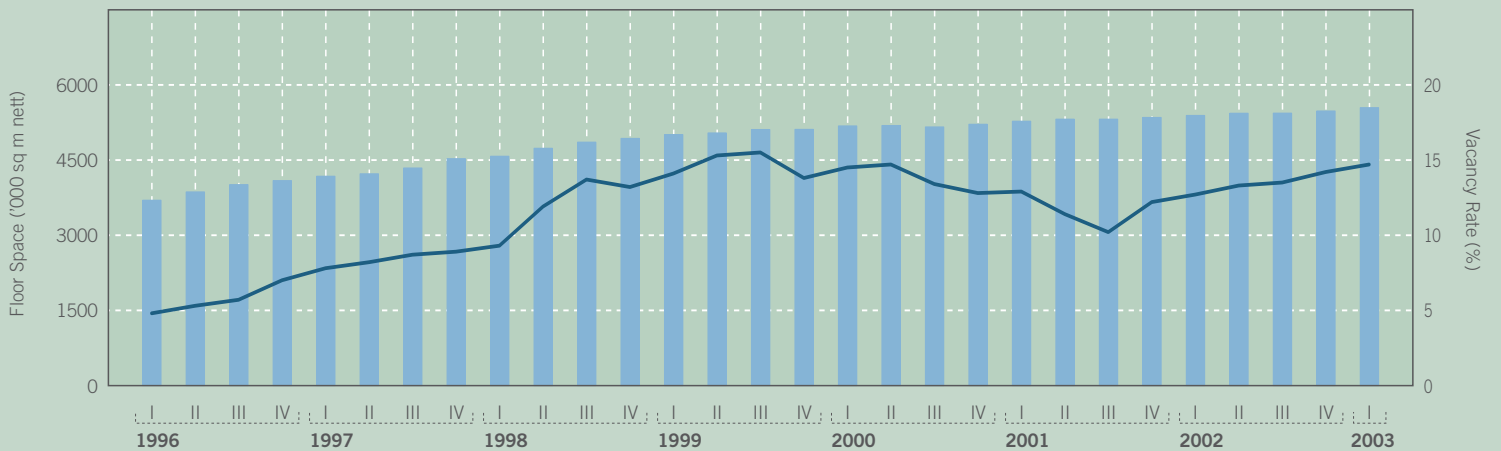
Shop Space



Factory Space



Warehouse Space



Financial Report

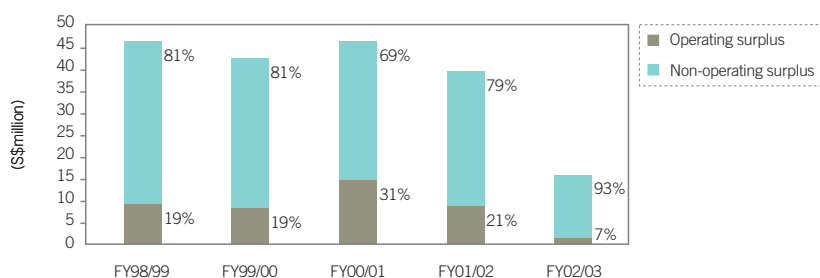
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5-Year Financial Summary

	FY98/99	FY99/00	FY00/01	FY01/02	FY02/03
INCOME AND EXPENDITURE (\$MILLION)					
Operating income (including recovery of cost from agency work)	108.2	110.8	129.6	120.4	115.8
Operating expenditure	99.5	103.0	115.4	112.1	114.7
Operating surplus	8.7	7.8	14.2	8.3	1.1
Non-operating surplus	37.1	34.0	31.5	30.6	14.3
Surplus before contribution to Consolidated Fund	45.8	41.8	45.7	38.9	15.4
Contribution to Consolidated Fund	9.2	8.4	9.1	9.5	3.4
Surplus after contribution to Consolidated Fund	36.6	33.4	36.6	29.4	12.0
BALANCE SHEET (\$MILLION)					
Fixed assets	341.6	314.6	295.7	284.6	280.9
Other non-current assets	25.5	41.5	33.9	33.9	218.6
Current assets	931.9	959.5	1,070.6	1,066.4	890.9
	1,299.0	1,315.6	1,400.2	1,384.9	1,390.4
Capital and accumulated surplus	1,216.4	1,249.7	1,286.3	1,315.7	1,327.7
Deferred capital grants	12.2	6.1	0.0	0.0	0.0
Current liabilities	70.4	56.7	105.6	58.1	51.3
Deferred income and provision for pensions and gratuities	0.0	3.1	8.3	11.1	11.4
	1,299.0	1,315.6	1,400.2	1,384.9	1,390.4

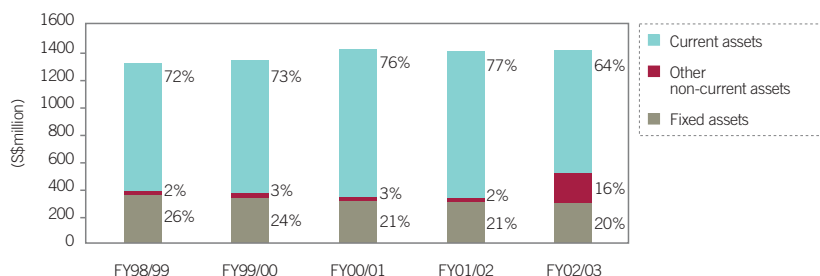
SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND

The weak economic environment has resulted in a decrease in the operating and non-operating surplus in FY2002. While expenditure increased marginally by S\$2.6 million or 2%, income from operating and non-operating activities fell by S\$20.9 million or 14% in FY2002 as compared to the previous year.



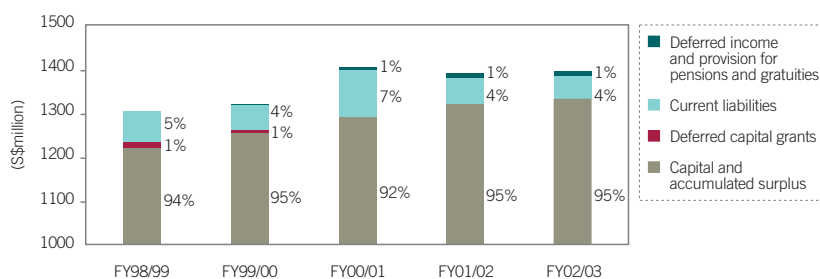
ASSETS

As at 31 March 2003, total assets increased by S\$5.5 million to S\$1,390.4 million. More cash was placed out for long-term investments, resulting in an increase in the proportion of other non-current assets to 16% as at end of FY2002.



FUNDS AND RESERVES, AND LIABILITIES

Total funds and reserves continued to grow steadily to S\$1,327.7 million as at 31 March 2003.

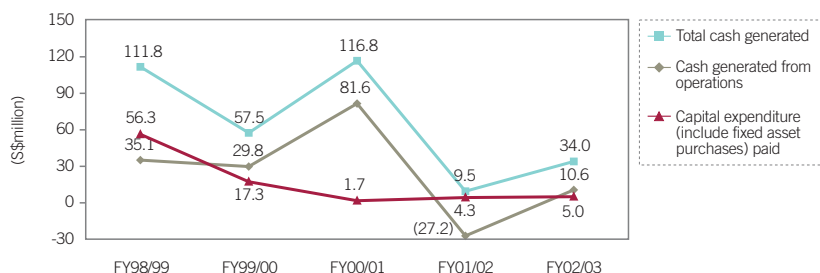


5-Year Financial Summary

	FY98/99	FY99/00	FY00/01	FY01/02	FY02/03
CASH FLOW (\$MILLION)					
Cash generated from operations	35.1	29.8	81.6	(27.2)	10.6
Total cash generated	111.8	57.5	116.8	9.5	34.0
Capital expenditure (include fixed asset purchases) paid	56.3	17.3	1.7	4.3	5.0
FINANCIAL INDICATORS					
Operating surplus over operating income (%)	8.0	7.0	11.0	6.9	0.9
Return on average capital and revenue reserves (%)	3.8	3.4	3.6	3.0	1.2
Return on average total assets (%)	3.6	3.2	3.4	2.8	1.1
Operating income per S\$ employment cost	2.1	2.2	2.1	1.9	1.8
Operating surplus per employee (S\$)	7,682	7,029	13,286	8,090	1,027
Training cost per employee (S\$)	1,052	1,033	1,042	1,532	1,236
STATISTICS (\$MILLION)					
Sale of land revenue collected on behalf of Government	181	249	1,043	994	720
Development charge collected on behalf of Government	96	118	602	208	159
Value of development projects completed	165.1	45.4	87.8	27.3	15.7

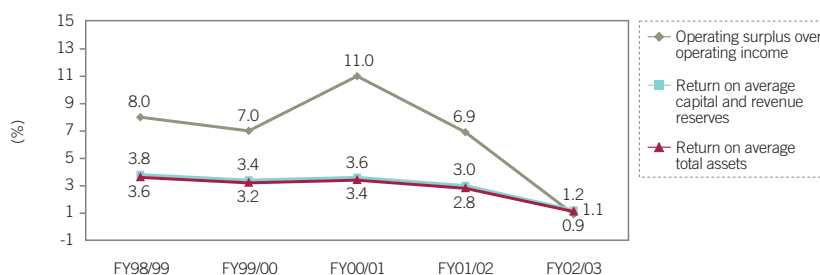
CASH FLOW

The increase in cash generated from operations in FY2002 was largely due to a lower net cash outflow in creditors and accrued charges arising mainly from agency collections.



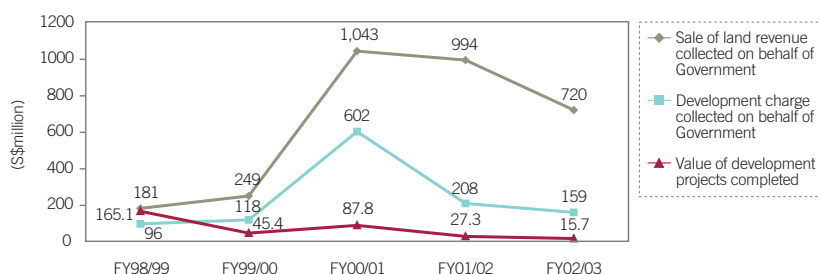
FINANCIAL INDICATORS

Operating surplus and returns on reserves and assets declined over the past three years due to the weak economic environment.



STATISTICS

Agency collections on behalf of the Government have declined over the past three years due to the sluggish property market.



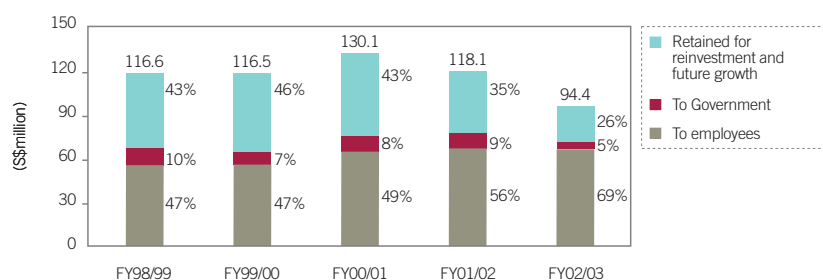
5-Year Value Added Statement

	FY98/99 (S\$million)	FY99/00 (S\$million)	FY00/01 (S\$million)	FY01/02 (S\$million)	FY02/03 (S\$million)
Turnover from operations	108.2	110.8	129.6	120.4	115.8
Less:					
Purchase of goods/services	28.7	28.3	31.0	32.9	35.7
Value added from operations	79.5	82.5	98.6	87.5	80.1
Non-operating income	37.1	34.0	31.5	30.6	14.3
Income from bank deposits and investments	36.4	33.6	31.0	30.3	14.0
Net surplus from transfer of properties	2.0	0.0	0.0	0.0	0.0
Other non-operating (loss)/revenue	(1.3)	0.4	0.5	0.3	0.3
Total value added available for distribution	116.6	116.5	130.1	118.1	94.4
Distribution					
To employees					
Salaries and staff welfare	54.3	54.7	63.5	65.7	65.1
To Government	11.7	8.7	10.5	10.7	4.6
Contribution to Consolidated Fund	9.2	8.4	9.1	9.5	3.4
Property & other taxes	2.5	0.3	1.4	1.2	1.2
Retained for reinvestment and future growth	50.6	53.1	56.1	41.7	24.7
Depreciation	14.0	19.7	19.5	12.3	12.7
Surplus	36.6	33.4	36.6	29.4	12.0
Total value added	116.6	116.5	130.1	118.1	94.4

TOTAL VALUE ADDED

In FY2002, the value added available for distribution by URA was S\$94.4 million compared with S\$118.1 million in FY2001 due mainly to lower income from operations, bank deposits and investments.

Out of the total value added available for distribution, S\$65.1 million was distributed to our employees in salaries and staff benefits, S\$4.6 million to the Government as our contribution to Consolidated Fund and other taxes and S\$24.7 million was retained for reinvestment and future growth.



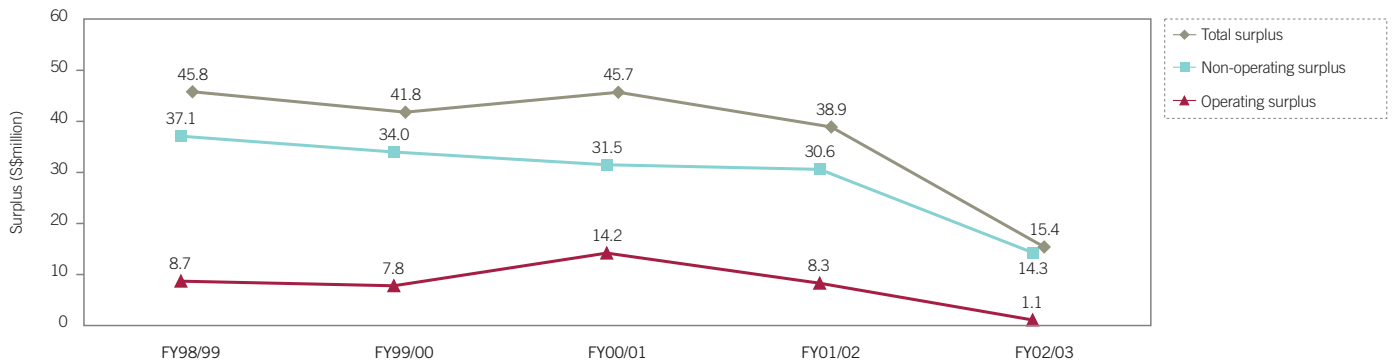
	FY98/99	FY99/00	FY00/01	FY01/02	FY02/03
VALUE ADDED INDICATORS					
Value added per employee (S\$'000)	70.3	74.8	92.0	84.8	77.5
Value added per employment costs (S\$)	1.5	1.5	1.6	1.3	1.2
Value added per turnover from operations (%)	73.5	74.5	76.1	72.7	69.2
Value added per investment in fixed assets (before depreciation) (S\$million)	0.3	0.2	0.3	0.2	0.2

Financial Review

For The Year Ended 31 March 2003

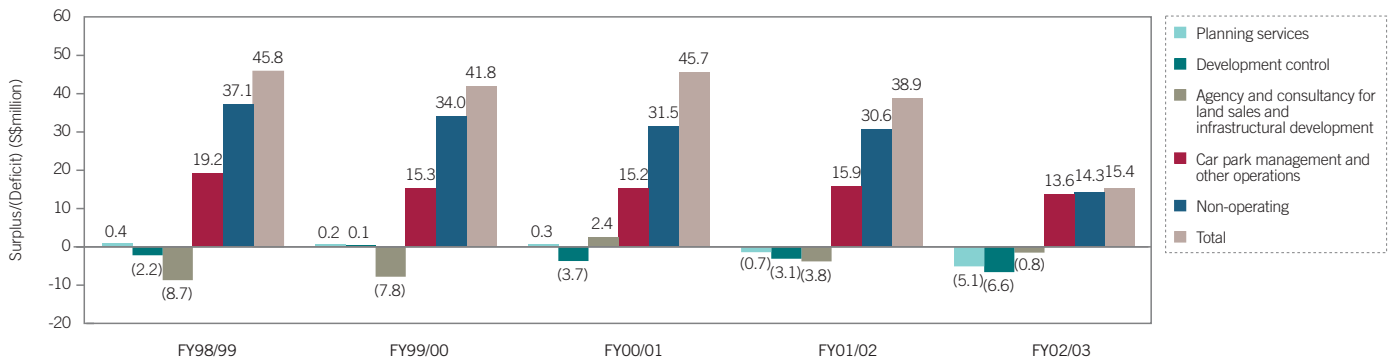
OVERVIEW

1 For the financial year ended 31 March 2003, URA recorded an operating surplus of S\$1.1 million, while a non-operating surplus of S\$14.3 million was generated from bank interest, investments and other non-operating income. The total surplus for the year amounted to S\$15.4 million before a provision of S\$3.4 million for contribution to Consolidated Fund.



URA ACTIVITIES

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



Financial Review

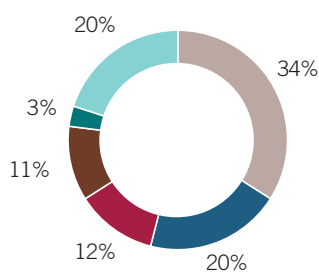
For The Year Ended 31 March 2003

INCOME

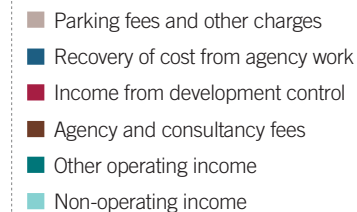
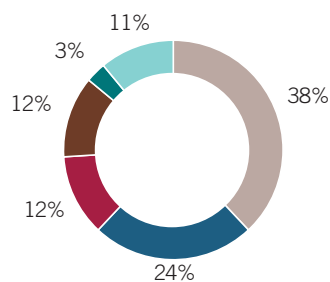
	FY01/02 S\$million	FY02/03 S\$million	Increase/(Decrease) S\$million	%
OPERATING INCOME				
Parking fees and other charges	51.7	50.6	(1.1)	(2)
Recovery of cost from agency work	29.9	30.8	0.9	3
Income from development control	17.8	15.0	(2.8)	(16)
Agency and consultancy fees	16.6	15.2	(1.4)	(8)
Other operating income	4.4	4.2	(0.2)	(5)
	120.4	115.8	(4.6)	(4)
NON-OPERATING INCOME				
Bank interest and investment income*	30.3	14.0	(16.3)	(54)
Other income	0.3	0.3	-	-
	30.6	14.3	(16.3)	(53)
TOTAL INCOME	151.0	130.1	(20.9)	(14)

*Net of fund management and related expenses.

FY01/02 Total: S\$151.0 million



FY02/03 Total: S\$130.1 million



- Operating income decreased by 4% or S\$4.6 million to S\$115.8 million. This was due mainly to lower income from development control, agency and consultancy, and parking management activities.
- Income from development control decreased by 16% or S\$2.8 million in FY2002. The volume of development applications continued to decline from 7,982 cases in FY2001 to 7,792 in FY2002 due mainly to the sluggish property market. Sale of sites activity was also affected by the weak market condition, resulting in a 8% or S\$1.4 million decrease in agency and consultancy fees earned.
- Parking fees and other charges also decreased by 2% or S\$1.1 million in FY2002. There was a revision in parking fees in September 2002, and a two-month grace period was given to motorists to allow for adjustments to the new fee structure. The decrease in income was primarily due to less proceeds from enforcement action and lower season parking ticket sales.
- As for the non-operating income, this decreased by 53% or S\$16.3 million to S\$14.3 million in FY2002. During the year, interest income earned from bank deposits decreased by S\$9.7 million to S\$5.9 million due to a re-allocation of the cash placed in fixed deposits for investment in equities and bonds and the declining interest rate environment.
- In addition, FY2002 was a difficult year for the equities markets. An accounting provision of S\$9.7 million was made for the diminution in the value of our short-term investments, as its market value was lower than its cost as at 31 March 2003. However, asset prices have since recovered and as at the date of issue of the financial statements by the Board on 18 June 2003, the market value of the short-term investments at S\$331.4 million has exceeded its cost at S\$328.7 million.

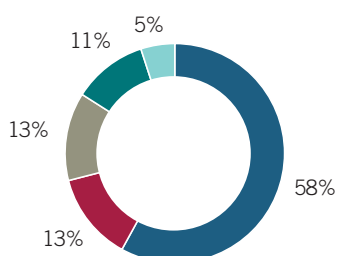
Financial Review

For The Year Ended 31 March 2003

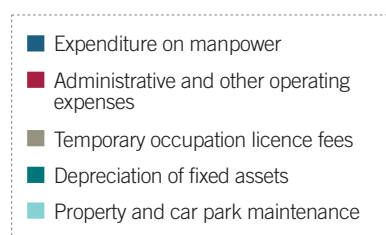
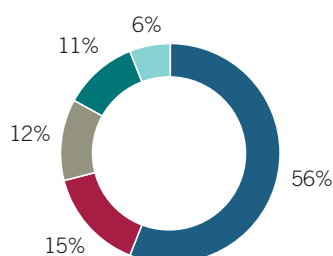
EXPENDITURE

	FY01/02 S\$million	FY02/03 S\$million	Increase/(Decrease) S\$million	%
OPERATING EXPENDITURE				
Expenditure on manpower	64.5	63.9	(0.6)	(1)
Administrative and other operating expenses	14.8	17.1	2.3	16
Temporary occupation licence fees	14.3	14.3	-	-
Depreciation of fixed assets	12.3	12.6	0.3	2
Property and car park maintenance	6.2	6.8	0.6	10
	112.1	114.7	2.6	2

FY01/02 Total: S\$112.1 million



FY02/03 Total: S\$114.7 million



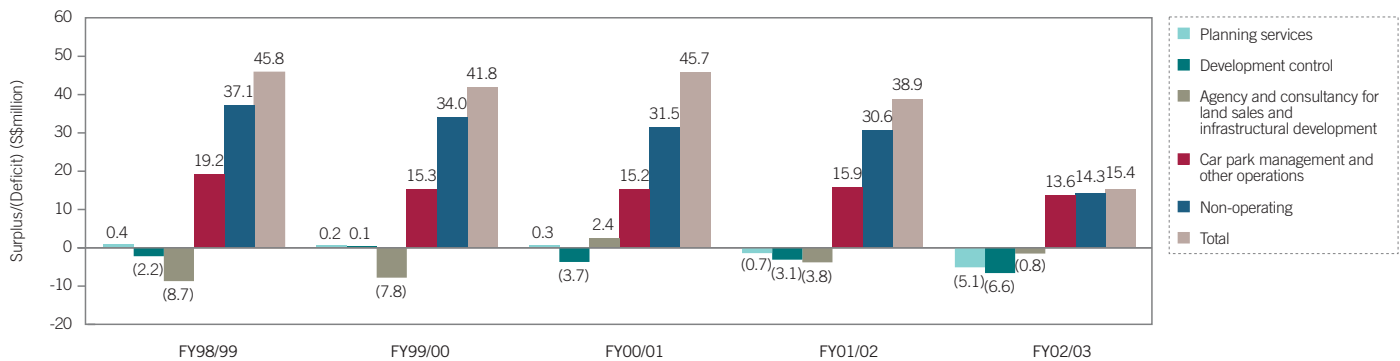
- 8 Operating expenditure was kept under control and increased marginally by 2% or S\$2.6 million to S\$114.7 million in FY2002. The increase in operating expenditure was mainly from administrative and other operating expenses, and property and car park maintenance.
- 9 Administrative and other operating expenses increased by 16% or S\$2.3 million in FY2002. In line with the government direction to promote e-commerce and as one of our continuous efforts to be pro-business and responsive to changing needs, more expenditure was incurred to implement 19 new e-services applications and improve 21 of our existing e-services applications. Moreover, due to the revision of parking charges in September 2002, additional expenditure was incurred to set up 13 temporary exchange centres to facilitate the exchange of parking coupons.
- 10 As for property and car park maintenance cost, this increased by 10% or S\$0.6 million mainly due to the changing of parking signboards following the revision in parking charges and for some minor office renovation work.

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.

URA ACTIVITIES

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

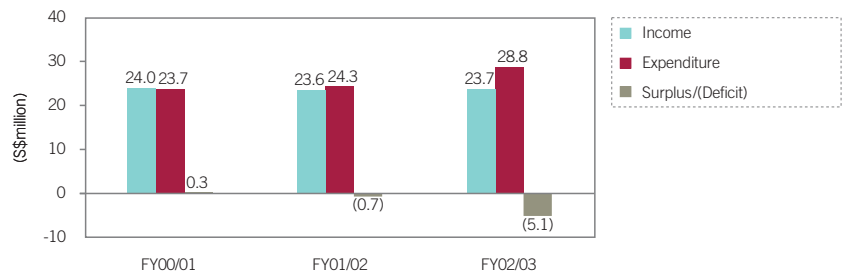


PLANNING SERVICES

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\$5.1 million in FY2002 as higher cost was incurred with the start of the Master Plan review.

During the year, URA successfully launched the Parks & Waterbodies Plan and Identity Plan public exhibition. The two plans presented ideas and possibilities on how our living environment could be enhanced by making the most of our natural assets and by retaining places with local identity and history. They provided the framework for the Master Plan review. The exhibition attracted a record number of more than 35,000 visitors in the three months' period. About 4,500 of these visitors submitted their feedback to the URA through survey forms, emails and letters, with some 97 per cent giving their endorsement to the proposals in the plans.

Income and expenditure for planning services



Segment Reporting

DEVELOPMENT CONTROL AND CONSERVATION

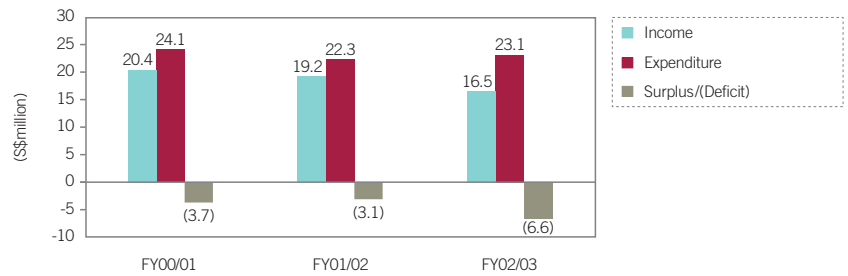
URA facilitates property owners and developers in obtaining planning approvals for their proposed developments and conservation works. In the process, URA ensures that these proposals are in line with the intentions of the Master Plan.

Income generated from this activity decreased by S\$2.7 million to S\$16.5 million in FY2002 due mainly to the sluggish property market. There were fewer cases received during the year that attracted higher processing fees. The number of development applications in FY2002 decreased by 190 cases. On the other hand, the number of formal planning applications received for conservation works increased from 387 cases in FY2001 to 426 cases in FY2002. This was mainly due to more change of use cases for conservation works received in FY2002.

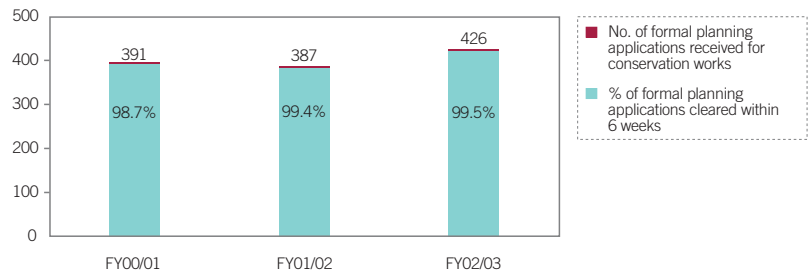
Since the launch of the Electronic Development Application (EDA) System in late 1999, more Qualified Persons (QPs) and developers are using this system to submit their applications to reap the benefits of hassle-free submission and faster approval. The proportion of EDAs out of total development applications received has since tripled from about 20% when it was launched to 65% in FY2002.

In FY2002, URA cleared 91% of the EDAs received within the four weeks' clearance timeframe.

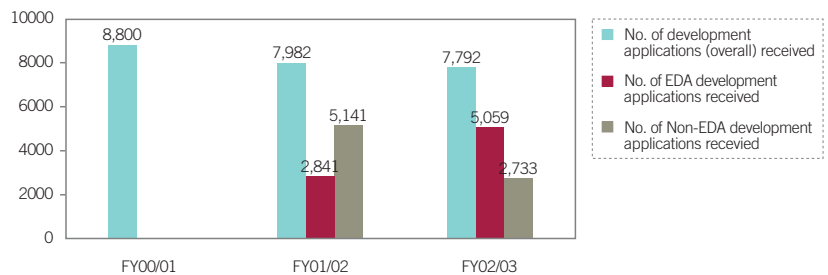
Income and expenditure for development control & conservation



Conservation

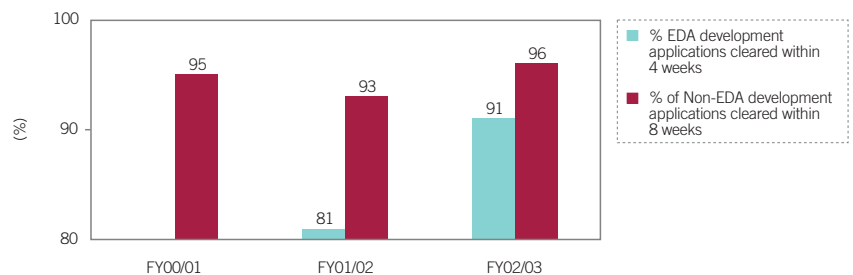


Development control development applications received



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 FY2001, data will be presented separately for Non-EDA and EDA submissions.

Development control development applications cleared within time frame



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 FY2001, data will be presented separately for Non-EDA and EDA submissions.

Segment Reporting

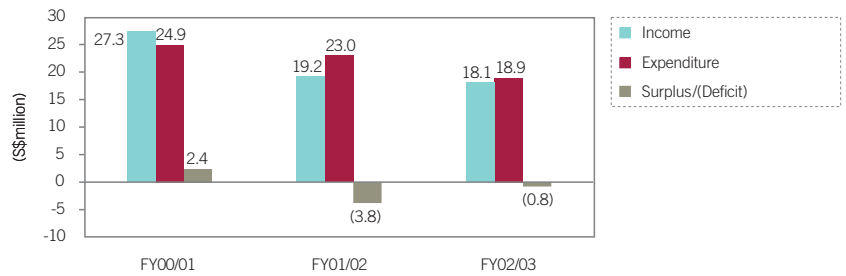
AGENCY AND CONSULTANCY FOR LAND SALES AND INFRASTRUCTURAL DEVELOPMENT

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.

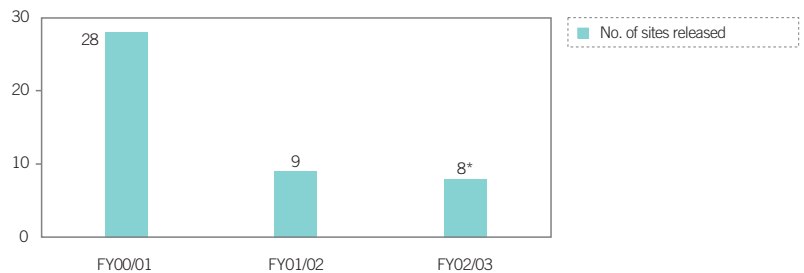
In FY2002, the deficit position for this activity improved from S\$3.8 million to S\$0.8 million. This was because of a reduction in the number of new sites prepared for sale due to the economic slowdown and the uncertain property market. The reduction in expenditure more than offset the reduction in revenue of S\$1.1 million.

The number of sites released decreased by one in FY2002 to eight sites and the number of residential dwelling units released declined by 21 units to 1,005 units. Although 42 conservation shophouses were sold, there was no sale of site for commercial development.

Income and expenditure for agency and consultancy services



Sale of sites



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

Sale of sites

Type Of Development	Quantum Released		
	FY00/01	FY01/02	FY02/03
Residential (no. of dwelling units)	2,889	1,026	1,005**
Commercial (gross floor area in sq m)	159,168	234,780	0**
Hotels (no. of rooms)	0	250	0**
Shophouses (no. of units)	0	0	42
Heavy Vehicles Parks (no. of lots)	0	0	0
Industrial (land area in ha)	8	0	0

** Another 1,185 dwelling units, 400 hotel rooms and 15,000 m² of commercial space were made available for application under the Reserve List system.

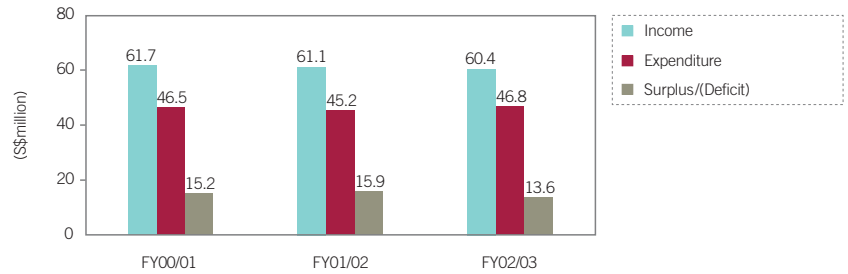
CAR PARK MANAGEMENT AND OTHER OPERATIONS

URA helps to regulate parking demand by implementing and managing public parking lots. In FY2002, it managed a total of 60,099 car, heavy vehicle and motorcycle parking lots compared to 60,148 lots in FY2001. Other operations included the management of URA properties and Controller of Housing activity.

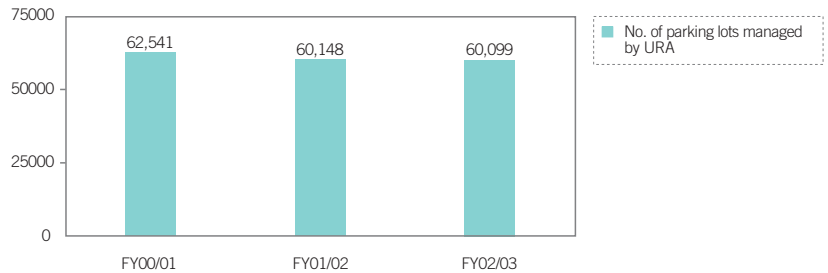
A surplus of S\$13.6 million was recorded for this activity in FY2002, a decrease of S\$2.3 million from the previous year. There was a revision in parking fees in September 2002 and a two-month grace period was given to motorists to allow for adjustments to the new fee structure. The decrease in income was primarily due to less proceeds from enforcement action and lower season parking ticket sales.

On the other hand, expenditure increased in FY2002 as we incurred higher administrative and maintenance costs in implementing the revision of the parking charges due to the setting up of 13 temporary exchange centres to facilitate the exchange of the parking coupons and changing of our parking signboards.

Income and expenditure for car park management and other operations



Car park management



Report on the Audit of the
Financial Statements of the
Urban Redevelopment Authority
For The Year Ended 31 March 2003

The financial statements of the Urban Redevelopment Authority set out on pages 83 to 97 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 2003 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

26 June 2003

Balance Sheet

Urban Redevelopment Authority
Balance Sheet
As At 31 March 2003

	NOTE	31 March 2003 S\$	31 March 2002 S\$
FUNDS AND RESERVES			
Capital account	3	27,691,177	27,691,177
Accumulated surplus		1,300,019,597	1,288,038,261
		<u>1,327,710,774</u>	<u>1,315,729,438</u>
REPRESENTED BY:			
NON-CURRENT ASSETS			
Fixed assets	4	280,927,826	284,580,872
Projects under development	5	487,713	2,705,770
Long-term investments	6	216,817,095	29,067,095
Staff loans	7	1,234,607	2,099,669
		499,467,241	318,453,406
CURRENT ASSETS			
Debtors, accrued interest, prepayments and advances	8	12,097,157	14,360,196
Short-term investments	9	319,829,571	298,421,908
Deposits with banks		530,200,000	731,295,250
Cash and bank balances		28,819,072	22,385,186
		890,945,800	1,066,462,540
CURRENT LIABILITIES			
Agency and other deposits		5,750,443	7,578,965
Creditors, provisions and accrued charges	11	42,143,529	41,005,721
Provision for contribution to Consolidated Fund	12	3,379,351	9,546,051
		51,273,323	58,130,737
NET CURRENT ASSETS		839,672,477	1,008,331,803
Less:			
NON-CURRENT LIABILITIES			
Deferred income	13	8,459,484	7,647,705
Provision for pensions and gratuities	14	2,969,460	3,408,066
		<u>1,327,710,774</u>	<u>1,315,729,438</u>

The accompanying notes form part of the accounts.



BOBBY CHIN YOKE CHOONG
CHAIRMAN

26 June 2003



BG(NS) TAN YONG SOON
CHIEF EXECUTIVE OFFICER

Income and Expenditure Statement

Urban Redevelopment Authority Income and Expenditure Statement For The Year Ended 31 March 2003

	NOTE	2002/2003 S\$	2001/2002 S\$
OPERATING INCOME			
Parking fees and other charges		50,580,985	51,685,889
Agency and consultancy fees	15	15,178,324	16,622,859
Income from development control	16	15,069,115	17,837,511
Rental income		3,591,525	4,004,070
Other operating income		581,186	382,722
		<u>85,001,135</u>	<u>90,533,051</u>
Less:			
EXPENDITURE			
Expenditure on manpower	17	63,865,835	64,489,281
Administrative and other operating expenses	18	17,114,468	14,791,257
Temporary occupation licence fees	19	14,252,708	14,300,958
Depreciation of fixed assets	4	12,655,245	12,278,495
Property and car park maintenance		6,813,347	6,255,609
		<u>114,701,603</u>	<u>112,115,600</u>
Recovery of cost from agency work	20	(30,762,404)	(29,931,503)
		<u>83,939,199</u>	<u>82,184,097</u>
OPERATING SURPLUS		<u>1,061,936</u>	<u>8,348,954</u>
NON-OPERATING INCOME			
Income from bank deposits and investments	21	13,985,816	30,339,347
Other non-operating income	22	312,935	275,173
SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND		<u>15,360,687</u>	<u>38,963,474</u>
Less: Contribution to Consolidated Fund	12	3,379,351	9,546,051
NET SURPLUS FOR THE YEAR		<u>11,981,336</u>	<u>29,417,423</u>

The accompanying notes form part of the accounts.

Statement of Changes in Equity

Urban Redevelopment Authority Statement of Changes in Equity For The Year Ended 31 March 2003

	Capital Account S\$	Accumulated Surplus S\$	Total S\$
Balance as at 1 April 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
Net surplus for the year	-	11,981,336	11,981,336
Balance as at 31 March 2003	27,691,177	1,300,019,597	1,327,710,774

The accompanying notes form part of the accounts.

Cash Flow Statement

Urban Redevelopment Authority
Cash Flow Statement
For The Year Ended 31 March 2003

	NOTE	2002/2003 S\$	2001/2002 S\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus before contribution to Consolidated Fund		15,360,687	38,963,474
Adjustments for:			
Depreciation of fixed assets		12,655,245	12,278,495
Provision for diminution in value of investment		9,674,121	-
Provision for pensions and gratuities		693,277	417,003
Deferred income recognised		(1,763,939)	(1,069,439)
Income from bank deposits and investments		(23,659,937)	(30,339,347)
(Gain)/Loss on disposal of fixed assets		(8,704)	33,328
Surplus before working capital changes		12,950,750	20,283,514
Increase in debtors, prepayments and advances		(346,626)	(1,298,571)
Decrease in agency and other deposits		(1,828,522)	(1,441,756)
Decrease in creditors and accrued charges		(207,529)	(44,711,492)
Cash generated from/(used in) operations		10,568,073	(27,168,305)
Staff loans released		(64,775)	(231,933)
Staff loans repayments received		956,001	1,696,728
Payments for pension and gratuities		(1,131,883)	(58,648)
Deferred agency fee received		2,575,718	3,472,499
Payment to Consolidated Fund		(9,546,051)	(9,149,090)
Net cash from/(used in) operating activities		3,357,083	(31,438,749)
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure paid		(4,584,125)	(2,871,030)
Payments for purchase of fixed assets		(418,793)	(1,421,662)
Proceeds from disposal of fixed assets		4,954	34,920
Interest received		15,934,244	26,931,535
Dividends received		3,449,112	4,483,689
Payments for purchase of global equities		(188,000,000)	(8,632,417)
Proceeds from sale of long-term investments		455,945	8,640,265
Net payment for purchase and sale of short-term investments		(24,859,784)	(5,976,177)
Net cash (used in)/from investing activities		(198,018,447)	21,189,123
NET DECREASE IN CASH AND CASH EQUIVALENTS		(194,661,364)	(10,249,626)
CASH AND CASH EQUIVALENTS AS AT 1 APRIL		753,680,436	763,930,062
CASH AND CASH EQUIVALENTS AS AT 31 MARCH	23	559,019,072	753,680,436

The accompanying notes form part of the accounts.

Notes to the Accounts

Urban Redevelopment Authority Notes to the Accounts For The Year Ended 31 March 2003

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 2003, URA staff strength was 1,029 (31 March 2002: 1,033).

The financial statements of the Authority for the year ended 31 March 2003 were authorised for issue by the Board on 18 June 2003.

2 SIGNIFICANT ACCOUNTING POLICIES

(a) BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements are prepared in accordance with and complied with the Statements of Accounting Standard (SAS).

The financial statements, expressed in Singapore dollars, are prepared in accordance with the historical cost convention.

(b) 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.

(c) 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.

Notes to the Accounts

(d) 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.

(e) INCOME RECOGNITION

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

Interest income on bank deposits and dividends are recognised on the accrual basis.

(f) INVESTMENTS

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

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

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. All exchange differences are taken to the Income and Expenditure Statement.

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.

Notes to the Accounts

4 FIXED ASSETS

	Leasehold Land S\$	Buildings S\$	Plant and Machinery S\$	Surface Car Parks S\$	IT Equipment S\$	Other Assets S\$	Total S\$
COST							
At 1 April 2002	153,150,585	120,097,541	27,662,335	29,981,560	52,807,135	16,817,585	400,516,741
Additions	-	-	274,393	441,493	7,854,995	431,318	9,002,199
Disposals	-	-	-	(53,259)	(21,690)	(174,497)	(249,446)
Adjustments	-	-	-	277,646	7,208	(7,208)	277,646
At 31 March 2003	153,150,585	120,097,541	27,936,728	30,647,440	60,647,648	17,067,198	409,547,140
ACCUMULATED DEPRECIATION							
At 1 April 2002	6,032,116	13,455,636	11,522,588	25,561,534	49,434,785	9,929,210	115,935,869
Depreciation for the year	1,580,667	2,699,992	2,615,976	2,270,904	1,711,468	1,776,238	12,655,245
Disposals	-	-	-	(53,259)	(21,690)	(174,497)	(249,446)
Adjustments	-	-	-	277,646	5,424	(5,424)	277,646
At 31 March 2003	7,612,783	16,155,628	14,138,564	28,056,825	51,129,987	11,525,527	128,619,314
Depreciation for FY 2001/2002	1,580,667	2,700,642	2,618,134	2,857,821	448,449	2,072,782	12,278,495
NET BOOK VALUE							
At 31 March 2003	145,537,802	103,941,913	13,798,164	2,590,615	9,517,661	5,541,671	280,927,826
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

Land parcels with reversionary interest from past sale of sites were not included in the above assets schedule. As at 31 March 2003, the Authority has a total of 48 land parcels (FY 2001/2002: 49 land parcels) of which 44 land parcels (FY 2001/2002: 45 land parcels) were with nominal value of S\$1 each. The value of reversionary interest for the other 4 land parcels (FY 2001/2002: 4 land parcels) was estimated at S\$2,784,000 (FY 2001/2002: S\$2,762,000). The Authority's in-house professional valuer has estimated the value by discounting the future value of the 4 land parcels to its present value based on the remaining number of years of the unexpired land sale tenure.

Notes to the Accounts

5 PROJECTS UNDER DEVELOPMENT

	2002/2003 S\$	2001/2002 S\$
Balance as at 1 April	2,705,770	1,503
Additions during the year	4,975,887	2,704,267
	<u>7,681,657</u>	<u>2,705,770</u>
Transfers during the year	(7,193,944)	-
Balance as at 31 March	<u>487,713</u>	<u>2,705,770</u>

6 LONG-TERM INVESTMENTS

	2002/2003 S\$	2001/2002 S\$
Unquoted equity shares, at cost	-	250,000
Unit trusts (quoted), at cost	216,817,095	28,817,095
	<u>216,817,095</u>	<u>29,067,095</u>
Market value of unit trusts (quoted) as at 31 March	<u>199,441,046</u>	<u>34,599,949</u>

The unquoted equity shares represent the Authority's investment at cost of 1.82% in share of the International Development and Consultancy Corporation (Pte) Ltd (INDECO), a company incorporated in the Republic of Singapore. The company is undergoing voluntary liquidation which is scheduled to be completed at the later part of year 2003. The unquoted equity shares of S\$250,000 were offset against the first interim distribution of S\$455,945.

7 STAFF LOANS

The amount repayable within 12 months is included in sundry debtors and recoverables under Note 8. 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 2001/2002: 5%) for housing loan and at prevailing prime rate of a bank at 4.25% (FY 2001/2002: 4.5%) for other loans.

	2002/2003 S\$	2001/2002 S\$
Amount repayable within 12 months	133,329	159,493
Amount repayable after 12 months	1,234,607	2,099,669
	<u>1,367,936</u>	<u>2,259,162</u>

Notes to the Accounts

8 DEBTORS, ACCRUED INTEREST, PREPAYMENTS AND ADVANCES

	2002/2003 S\$	2001/2002 S\$
Sundry debtors and recoverables (net of provision for doubtful debts)	6,015,058	6,239,030
Accrued interest	4,390,817	5,867,380
Prepayments	1,583,258	2,137,963
Advances	108,024	115,823
	<u>12,097,157</u>	<u>14,360,196</u>

Increase/(Decrease) in provision for doubtful debts:

	2002/2003 S\$	2001/2002 S\$
Balance as at 1 April	-	1,130
Amount collected during the year	-	(1,130)
Balance as at 31 March	<u>-</u>	<u>-</u>

Notes to the Accounts

9 SHORT-TERM INVESTMENTS

	2002/2003 S\$	2001/2002 S\$
Cost of quoted investments:		
Global bonds	212,718,849	181,256,168
Equity shares	116,784,843	117,165,740
	<u>329,503,692</u>	<u>298,421,908</u>
Less: Provision for diminution in value	(9,674,121)	-
	<u>319,829,571</u>	<u>298,421,908</u>
Market value of quoted investments as at 31 March:		
Global bonds	226,918,072	179,324,043
Equity shares	92,911,499	128,330,002
	<u>319,829,571</u>	<u>307,654,045</u>

The investments in equity shares and global bonds are managed by external fund managers. As at 31 March 2003, the total amount of funds with the fund managers was S\$336,636,142 (FY 2001/2002: S\$313,398,313). This was represented by the following:

	2002/2003 S\$	2001/2002 S\$
Quoted investments:		
Global bonds	212,718,849	181,256,168
Equity shares	116,784,843	117,165,740
Less: Provision for diminution in value	(9,674,121)	-
	<u>319,829,571</u>	<u>298,421,908</u>
Other investments:		
Fixed deposits*	3,400,000	9,895,250
Interest and other receivables*	3,789,584	3,926,440
Cash balances*	10,228,749	2,198,613
Accrued fees and other payables*	(611,762)	(1,043,898)
	<u>336,636,142</u>	<u>313,398,313</u>

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

Forward currency contracts are used to hedge foreign exchange exposure as and when required. The nominal amount and market value of the foreign exchange contracts not recognised in the Balance Sheet as at 31 March 2003 are:

	2002/2003 S\$	2001/2002 S\$
<u>At cost</u>		
Forward bought	<u>41,426,754</u>	<u>32,909,818</u>
Forward sold	<u>40,997,477</u>	<u>43,499,391</u>
<u>At market value</u>		
Forward bought	<u>41,975,015</u>	<u>33,053,065</u>
Forward sold	<u>41,886,277</u>	<u>43,692,152</u>

10 RISK MANAGEMENT

(a) Interest Rate Risk

The Authority's exposure to risk for changes in interest rates relates primarily to investment in bonds with financial institutions. The carrying amount and the effective interest rates of the major classes of bonds held are as follows:

	2002/2003 S\$	2001/2002 S\$
<u>Maturing</u>		
Less than 1 year	18,148,230	24,421,397
Between 1 and 5 years	97,865,945	62,758,979
More than 5 years	96,704,674	94,075,792
Range of effective interest rate	0.10% to 4.99%	0.11% to 6.57%

(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).

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.

(c) Foreign Currency Risk

The Authority has exposure to foreign exchange risk as a result of transactions denominated in foreign currencies, arising from investment activities by the external fund managers. Forward currency contracts are used to hedge foreign exchange exposure as and when required.

Notes to the Accounts

11 CREDITORS, PROVISIONS AND ACCRUED CHARGES

	2002/2003 S\$	2001/2002 S\$
Amount collected on behalf of government agencies	28,034,139	27,612,237
Sundry creditors and accruals	14,109,390	13,393,484
	<u>42,143,529</u>	<u>41,005,721</u>

Sundry creditors and accruals includes provision for unconsumed leave:

	2002/2003 S\$	2001/2002 S\$
Balance as at 1 April	2,896,331	-
Amount provided during the year	456,476	2,896,331
	<u>3,352,807</u>	<u>2,896,331</u>
Amount paid during the year	(392,099)	-
Balance as at 31 March	<u>2,960,708</u>	<u>2,896,331</u>

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 2002/2003 was 22% (FY 2001/2002: 24.5%).

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(c) above.

	2002/2003 S\$	2001/2002 S\$
Balance as at 1 April	7,647,705	5,244,645
Amount received during the year	2,575,718	3,472,499
	<u>10,223,423</u>	<u>8,717,144</u>
Amount recognised during the year	(1,763,939)	(1,069,439)
Balance as at 31 March	<u>8,459,484</u>	<u>7,647,705</u>

Notes to the Accounts

14 PROVISION FOR PENSIONS AND GRATUITIES

	2002/2003 S\$	2001/2002 S\$
Balance as at 1 April	3,408,066	3,049,711
Amount provided during the year	693,277	417,003
	4,101,343	3,466,714
Amount paid during the year	(1,131,883)	(58,648)
Balance as at 31 March	2,969,460	3,408,066

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 AGENCY AND CONSULTANCY FEES

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.

16 INCOME FROM DEVELOPMENT CONTROL

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

17 EXPENDITURE ON MANPOWER

The expenditure on manpower includes employer's CPF contribution amounting to S\$8,177,481 (FY 2001/2002: S\$7,735,125). As mentioned in Note 11, an amount of S\$456,476 (FY 2001/2002: S\$2,896,331) provided during the year 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:

	2002/2003 S\$	2001/2002 S\$
Staff welfare	675,890	614,075
Training and travel programmes	485,244	628,217
Auditors' remuneration	160,000	150,000
Public relations	116,706	122,784
Board members' allowances	64,986	68,334

Notes to the Accounts

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

	2002/2003 S\$	2001/2002 S\$
Reimbursement for planning services	23,016,827	22,656,367
Reimbursement for stores and services	2,959,127	2,846,990
Reimbursement from agency car parks	2,762,402	2,632,792
Reimbursement for land management	1,825,022	1,592,362
Reimbursement from Preservation of Monuments Board	199,026	202,992
	<u>30,762,404</u>	<u>29,931,503</u>

21 INCOME FROM BANK DEPOSITS AND INVESTMENTS

	2002/2003 S\$	2001/2002 S\$
Interest income from bank deposits	5,885,199	15,586,843
<u>Investments</u>		
Interest income	8,572,482	7,810,405
Gross dividend income	3,534,066	4,542,982
Profit on sale of investments	6,132,146	2,952,917
Foreign exchange gain/(loss)	1,177,311	268,074
Miscellaneous gain	-	12,921
Provision for diminution in value of investment	(9,674,121)	-
Fund management expenses	(1,641,267)	(834,795)
	<u>13,985,816</u>	<u>30,339,347</u>

22 OTHER NON-OPERATING INCOME

	2002/2003 S\$	2001/2002 S\$
Interest on staff loans	89,810	143,420
Reimbursement from Skills Development Fund	66,082	80,709
Miscellaneous income	132,113	70,323
Secondment contribution	16,226	14,049
Profit/(Loss) on disposal of fixed assets	8,704	(33,328)
	<u>312,935</u>	<u>275,173</u>

Notes to the Accounts

23 CASH AND CASH EQUIVALENTS

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

	2002/2003 S\$	2001/2002 S\$
Deposits with banks	526,800,000	721,400,000
Cash and bank balances	18,590,323	20,186,573
Cash balances and fixed deposits held by Fund Managers	13,628,749	12,093,863
Cash and cash equivalents	<u>559,019,072</u>	<u>753,680,436</u>

24 FUTURE CAPITAL COMMITMENTS

The following commitments are not reflected in the accounts:

	2002/2003 S\$	2001/2002 S\$
Capital expenditure approved and contracted for	<u>572,024</u>	<u>2,747,900</u>
Capital expenditure approved but not contracted for	<u>494,484</u>	<u>-</u>

25 COMPARATIVE FIGURES

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

Acknowledgements

URA thanks the following officers for their participation in the respective pictorials.

URA SPIRIT

Page 03

Executive Planner John Jeffrey Greig,
Executive Architect Michael Leong,
Administrative Officer Koh Wei Kee, and
Administrative Executive Suppiah Paruwathy,
at The URA Centre.

Your Lifestyle, Our Focus

Page 33

Senior Architect Wan Khin Wai and his son,
at a field next to Sun Plaza, Sembawang.

Your Workplaces, Our Enhancements

Page 39

Architect Chou Mei,
at The URA Centre.

Your Expectations, Our Improvements

Page 51

Executive Planner Kim Pua,
at the Customer Service Centre, The URA Centre.

Page 52

Executive Planner Kim Pua, and
Principal Planning Executive Lai Pui Joon,
at The URA Centre.

We also thank Millenia Walk for the use of its mall for the photograph on page 45.

Urban Redevelopment Authority

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Published by Public Relations Section, URA
Art direction and design by Green House Design + Communications
Cover, portrait and chapter divider photography by Jorg Sundermann of Cactus Studio
Other photography by Lim Chye Leong and Ng Chor Seng
September 2003