

annual report  
2015/2016

# **connecting people and places**

urban redevelopment authority

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*Kranji Marshes, Singapore's largest freshwater marshland - this beautiful haven has been lovingly restored by passionate planners, experts and individuals from public, private and people sectors. And the birds are flocking back.*

As we transform our city,  
we must make this place  
more sustainable, more beautiful,  
and more invigorating  
to the human spirit.

Lawrence Wong, Minister for National Development  
2016 Budget Speech



## Chairman's message

### A DELIGHTFUL SINGAPORE

**It is the little things we experience and do each day within spaces and networks close to where we live, work and play that make our lives more enriching, our neighbourhood more endearing, and our city more lovable. The ultimate achievement of urban planning lies in how well we pay attention to shaping such intimate spaces and experiences even while we tackle the larger urban challenges.**

In the past year, many of our efforts and initiatives reflected our continued focus in shaping our landscapes and spaces for people. They demonstrated the value of building up strong partnerships with the public, private and people sectors to deliver innovative urban solutions, and the exciting opportunities for experimentation to create a delightful city.

#### **Planning spaces for people**

The successful rehabilitation of the Kranji Marshes and the development of the Concept Master Plan for the Rail Corridor demonstrated the dedicated focus in enhancing green spaces for people. It took four years and a team of passionate planners, experts and individuals from the public, private and people sectors to restore one of Singapore's largest freshwater marshland, and part of it was opened to the public from February 2016. The pristine landscape was sensitively restored for its natural inhabitants first before adding amenities. This was a labour of love that has produced a beautiful haven for birds and animals that helps to sustain Singapore's biodiversity.

Another example is the Rail Corridor. The award of the Request for Proposal produced a thoughtful Concept Master Plan for the Rail Corridor. It also illustrated possible new housing typology to integrate future developments with the Rail Corridor, and how significant heritage buildings can be sensitively restored and adapted for community use.

It is the little things we experience and do each day within spaces and networks close to where we live, work and play that make our lives more enriching, our neighbourhood more endearing, and our city more lovable.



*Above and right: The shaping of the Rail Corridor and the rehabilitation of Kranji Marshes show that we can continue to enjoy such precious gems in spite of our urban developments; and everyone has a part to play.*



*More stakeholders are coming together to organise car-free streets like Keong Saik Street (shown in this photo) and others, bringing together communities and enlivening neighbourhoods.*

These plans provide an important design framework to shape the Corridor and strengthen its identity, connectivity, landscape and heritage.

Continuing the engagement of the community of the last few years, URA planners went a step further by conducting hands-on workshops so that participants could provide feedback on the design of footpaths and experiences of the Corridor, while gaining a better understanding of key planning and design considerations. These efforts demonstrate the value of fostering strong public, private and people partnerships in developing effective urban solutions together.

### **Demonstrating car-lite possibilities**

The journey towards a car-lite Singapore gained momentum in the past year. Phase 1 works for Ang Mo Kio as the first model cycling and walking town successfully demonstrated that it is possible to enhance pathways within mature estates for more active mobility options. Creative simulations of cycling and walking experiences at earlier community engagements in 2014 helped to garner residents' support for the improvements. This successful project with dedicated cycling paths painted in red opened the way for more towns to follow.

In another demonstration of possibilities, Singapore's very first pilot Car-Free Sunday SG on 28 February 2016 in the Civic District and parts of the Central Business District showed the potential of a city with fewer cars. Big crowds turned up to walk, jog, cycle, or simply to enjoy the newly enhanced Civic District with their families.

Elsewhere, weekend street closures have been enjoying wide support. A total of 18 streets like Haij Lane, Club Street and Circular Road are now routinely closed on weekends in efforts championed by local business communities. These streets are visibly more vibrant, and businesses are reporting better results.

In a show of support, local communities are also tapping on the Streets for People and Our Favourite Place programmes to activate temporary car-free streets and public spaces in their neighbourhood.

### **New growth centres**

Even as we pay attention to the social and environmental needs of citizens, we are making big moves to ensure our next phase of economic growth.

The 2015 announcement of the Kuala Lumpur-Singapore High-Speed Rail (HSR) terminus to be located in Jurong Lake District offers a game-changing opportunity that dovetails with plans to comprehensively redevelop the area around the future HSR terminus.

Envisioned as a district of the future, Jurong Lake District will become Singapore's second business district. It will be planned and developed as a mixed-use precinct to meet the needs of the future economy, with future housing and inclusive community spaces. As a large integrated district, it will allow smart innovations and urban systems to be tested at a whole new level.

Beyond Jurong Lake District, other mixed-use clusters are also being planned to co-locate related industries and activities for better synergies. Jurong Innovation District, a next-generation industrial estate for clean-tech activities, will host research, learning, innovation, production activities and housing. Punggol Creative Cluster will bring together academics, workers and students in creative and digital industries to cross-share resources, spaces and ideas.

### **Inspiring fresh insights**

We live in a time of complex urban challenges. Fortunately, advancements in technologies offers urban planners exciting insights and ideas to find new solutions.

The Urban Lab, a platform launched in January 2015, brings the research community and urban planners together to share emerging urban issues and solutions. It has inspired interest and discourse on future issues, from the use and impact of drones in changing the way we see the world, to innovations in energy use, and exploring the power of data and technology for better urban planning.

Such collective efforts give hope and confidence that we can continue to shape and transform Singapore for the future. Once again, I take this opportunity to thank all our partners, stakeholders and friends for their support, passion and generosity in working with us to make Singapore a delightful home.



**Peter Ho Hak Ean**  
Chairman



*Jurong Lake District is poised to become a district of the future. It will not only help drive Singapore's growth in the future economy, but be a wonderful, inclusive destination for the community.*

# On mobility and spaces

## TOWARDS A CAR-LITE, PEOPLE-FRIENDLY CITY

**How easy is it for you to get to the nearest transport networks and amenities? How connected are our networks and spaces? Where can you access lively public spaces around you? As we continue to provide quality living environments for all, a major focus is the shift towards a more car-lite and people-friendly city. It is the intimate, human level and people scale that makes our experience of the city more memorable and meaningful.**

FY15/16 saw active efforts in activating public spaces and streets and ensuring these are well connected and conducive for walking, cycling and other active mobility options. One key area is improving walking and cycling networks and experiences within residential towns and between them, making it safer and more convenient for people in their daily commutes and to encourage alternative modes of green mobility.

### **Greater priority for pedestrians and cyclists**

Works are underway in Ang Mo Kio town to show how walking and cycling infrastructure in a matured housing estate can be enhanced. New concepts are also tested that can be applied to other towns. When works are completed in 2019, it will have the longest 20 km cycling path network in any residential town.

Ang Mo Kio is the first town in Singapore to feature dedicated cycling paths that are red in colour so that they can be easily distinguished from footpaths. Bus stops are designated pedestrian priority zones, and the cycling paths go behind the bus stops, and have rumble strips to remind cyclists to slow down. Road crossings have new safety features and traffic calming measures to reduce vehicle speeds and alert motorists of pedestrians and cyclists.

Phase 1 of the works began in December 2015 and the first 4 km cycling path around Ang Mo Kio

Avenues 1, 3 and 8 was completed in July 2016. Residents were consulted earlier through community exhibitions and focus group discussions when the proposals were first unveiled in December 2014 by URA, Land Transport Authority (LTA), Housing Development Board and the National Parks Board.

To take into account pedestrian and cyclists' needs further, URA and LTA introduced a new requirement for developers to submit a Walking and Cycling Plan from July 2016. This plan ensures that new developments are designed to be thoughtful to the needs of pedestrians, cyclists and other non-motorists, including provision of bicycle parking and end of trip facilities, reducing vehicular conflict points with pedestrians and cyclists and barrier-free access. These will help create a safer, more accessible and people-friendly environment for all.

### **Making cycling to the city more viable**

URA planners are also looking to improve key routes from towns to the city especially those within a 30-minute cycling distance.

A consultancy study was initiated in June 2015 to find solutions to gaps along the 10 km Kallang Park connector, a crucial cycling route that runs along Kallang River. Passing through 11 housing estates and serving 400,000 people, residents in estates like Bishan, Bidadari and Toa Payoh could possibly enjoy a more direct and seamless experience to the city centre in future.



*Above: The dedicated paths in Ang Mo Kio town are making it safer for both cyclists and pedestrians, with the cycling path clearly marked red, a first for any housing town.*

## Streets without cars

To encourage a greater mindset shift in embracing a car-lite Singapore, temporary carfree zones introduced in the recent years are inspiring many to enjoy their neighbourhoods and streets in a different light without cars.

Singapore's very first Car-Free Sunday SG was introduced from 28 February 2016 where 5 km routes of roads were closed in the Civic District and parts of Central Business District for a trial period taking place on the last Sunday of every month up till July 2016.

The monthly editions have shown to Singaporeans a fun and real way to appreciate the potential of a city with fewer cars. It has also helped to energise the Civic District as a venue for sports, cultural and family-friendly activities. With the success of the six-month trial ending in July 2016, a second run of the Car Free Sunday will start from October 2016.

To date, 18 streets have been closed for pedestrians to enjoy. Several streets such as Haji Lane, Club Street and Circular Road are closed on a regular basis during weekends. In addition, the community has been coming forward to create their own carfree zones with URA's support through its Streets for People programme initiated from 2 July 2015.

Under the programme, many streets like Maju Avenue in Serangoon Garden, Lorong 24A Geylang, Keong Saik Street and Jalan Pisang were closed temporarily for all to enjoy, with a range of activities organised, from live performances, to yoga in the streets, copper lamp making and others. Many of the community groups are coming back to organise second editions.



*Right: Many enjoyed the Civic District without cars at the inaugural Car-Free Sunday SG on 28 February 2016.*





*We try to make meaningful use of the back alley space in Geylang. The event we held had an art studio and food truck on site. It was open to anyone and everyone, and more than 70 migrant workers had come to mingle with Singaporeans.*

Cai Yinzhou, Founder, Geylang Adventures on the street closure at Lorong 24A Geylang in December 2015.



*Left: Local groups and individuals are leading the way in re-imagining streets without cars through the Streets for People programme, from Keong Saik Street and Serangoon Gardens to Jalan Pisang and the back alleys of Geylang. The Lab image © The Lab SG.*

## Civic District enhancements

Within the city, efforts are also made to create more memorable and pedestrian-friendly streets and spaces. Phase 1 of the works to strengthen the Civic District as a green and walkable arts and cultural hub has been completed in 2015 and Phase 2 will be completed by October 2016. Empress Place has been paved over to give greater priority to pedestrians and to integrate the Asian Civilisations Museum, the Victoria Theatre and Concert Hall and the Arts House into a seamless park, with opportunities for a variety of outdoor events, such as concerts.

More walkable and comfortable pathways have been developed, with eight mature rain trees transplanted in front of Victoria Theatre and Concert Hall. Pedestrians have been enjoying waterfront views and river activities with stepped plazas introduced along the edge of the Singapore River at Queen Elizabeth Walk and in front of the Asian Civilisations Museum.

Five new Angsana trees were added to Esplanade Park to bring back a sense of nostalgia for an area that used to be a popular meeting place for couples in the 1960s, commonly known in Hokkien as the gor zhang chiu kar (the spot under the five trees). Street furniture such as benches with mobile phone charging points have also been installed. In addition, young families can look forward to a new children's playground within the park.

Connaught Drive has been converted into a two-lane street, with car and coach parking lots removed and paved over to provide more space for the public. Traffic is limited to buses and coaches, with new bus stops, shelters and coach drop-off points to allow visitors a convenient entry point into the precinct. A spacious walkway will be introduced along St Andrew's Road, in front of the National Gallery Singapore while one side of Anderson Bridge will be pedestrianised to create a new gateway into the Civic District from Marina Bay.



## Power of public space

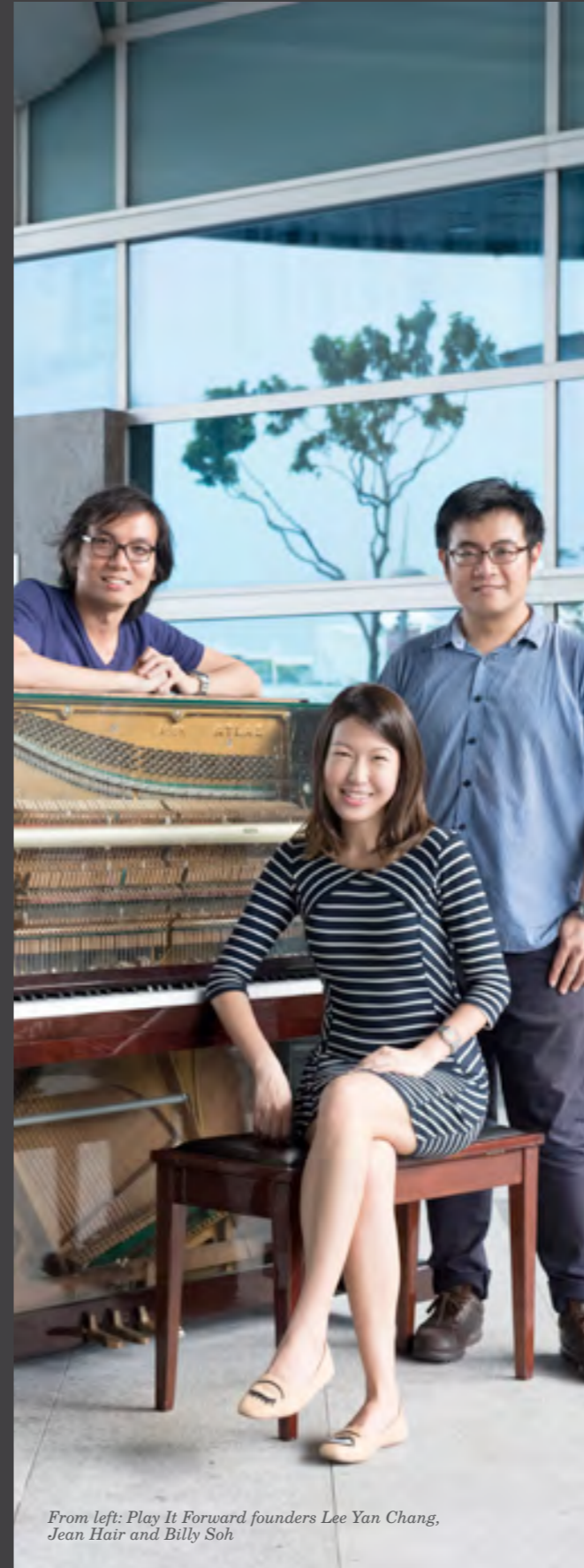
In land-scarce Singapore, the public space is increasingly becoming a valuable asset, not only because it extends our play experience but can potentially bring communities together and make a neighbourhood, street or place more memorable.

URA's pilot public space programme initiated since 2013 is bearing fruit, with varied public space activities carried out across the island. The community is also coming forward. More ideas were offered in the second edition of the public space competition and communities also initiated their own pop-up projects like KamPONG (ping pong tables) and Play it Forward (artistically transformed pianos).

To encourage more ground-up efforts, a nationwide public space programme was launched in April 2016, Our Favourite Place, to support projects initiated by the community in activating public spaces. Workshops and other activities are lined up throughout 2016 to excite people on the possibilities and to build up a network of public space champions.



Right: Whether it's a giant game of chess at Jalan Besar, or converting car park lots into fun spaces, such temporary pop-ups showed how public spaces can be activated in neighbourhoods for all to enjoy.



From left: Play It Forward founders Lee Yan Chang, Jean Hair and Billy Soh

## Activating spaces through music

URA architect Yan Chang from the Conservation Management Department initiated Play It Forward with two friends in September 2015 to engage people and activate public spaces through music, under the Our Favourite Place programme.

### How did you get started on this?

Yan Chang: There are many like us who love to play, but for various reasons have stopped doing so. There are also many who do not have access to the instrument. Yet hundreds of neglected pianos are gathering dust in households across Singapore. So why not rescue these unwanted instruments and share them with those who need it?

### How have the pianos activated spaces and helped the community?

Yan Chang: In bringing pianos to public spaces in Singapore, urban spaces become social spaces for interaction and bonding. We have brought together ordinary folks who give away their pianos for a good cause, the beneficiaries who can now regularly experience the joy of music with the donated pianos, local artists and designers who lend their creative talents to transform old pianos into art pieces, everyday Singaporeans whose faces light up with a smile when their friends play a tune, and musicians who now have a place to practise and perform.

### Any other thoughts about this?

Yan Chang: Given our limited resources, we would never have been able to pull this off on our own. It is our passion to activate the public spaces by making pianos accessible to the community and create opportunities for piano music to be experienced up close and live for free. We hope this inspires others to do something similar.

# Rethinking live, work, play

## EMBRACING NEW PARADIGMS

**For Singapore to continue to thrive, we have to stay nimble and innovative, embracing new paradigms in reshaping our environments where needed.**

One key focus is the acceleration of efforts to create jobs closer to homes as part of the larger decentralisation strategy. This continues to gather pace with the second site in Paya Lebar Central sold, with 90,000 sqm of office space, potentially creating 6,800 jobs for the precinct. The second commercial site in Woodlands Regional Centre was also released on the reserve list. Together with the first site sold in April 2014, both land parcels can add a total commercial quantum of 120,000 sqm when developed.

### A district of the future

In 2015, the Singapore Government announced that the Kuala Lumpur-Singapore High-Speed Rail (HSR) terminus will be sited in Jurong Lake District. A memorandum of understanding between the two governments on the development of the HSR has since been signed. This is a game-changer as it dovetails with plans to comprehensively redevelop the area surrounding the future HSR terminus, and offers an excellent opportunity to link up the terminus with surrounding developments, existing and new MRT lines, a new Integrated Transport Hub next to Jurong East MRT station, and pedestrian connections throughout the District.

As a regional centre in the West planned as part of URA's decentralisation efforts to bring more quality jobs, amenities, and recreational options closer to homes, the blueprint for Jurong Lake District was first unveiled in the URA Master Plan 2008 and comprised a commercial hub, Jurong Gateway;

and a leisure precinct, Lakeside. Jurong Gateway has been shaping up well, with several projects completed in the recent years.

The development of Lakeside is also underway with the Jurong Lake Gardens – Singapore's new national gardens in the heartlands, and plans for a new Science Centre. The grounds of the Gardens and new Science Centre will be sensitively integrated with Jurong Lake and its surroundings, creating an inspiring environment for Singaporeans and visitors where the spirit of community gardening, discovery, and learning take centre stage.

URA and the Jurong Lake District Steering Committee (set up in 2014 to oversee developments in the district) have reviewed the vision and goals for the district, identifying the exceptional opportunity to transform Jurong Lake District into 'A District of the Future' and a second business district. The District will drive Singapore's growth in the future economy, and cater to the diverse needs of businesses, residents, visitors, and Singaporeans from all walks of life. It will be a distinctive new gateway to Singapore, distinguished by its high connectivity, accessibility and environmentally-friendly features, where smart and green mobility options are the choice modes of commute.

The District will be a hotbed for smart innovations, and home to highly-sustainable urban infrastructure that boost district-wide productivity and manpower-efficiency to a whole new level. Most of all, Jurong Lake District will stand out as a delightful and inclusive destination for the community, defined by its greenery, extensive water bodies, built heritage, and vibrant public spaces.



*Above: The Chinese and Japanese Gardens within Jurong Lake District will be integrated with Jurong Lake Park in future, offering a beautiful set of gardens in the heartlands.*

In support of this vision and plans, a Request for Proposal to develop master plans for Jurong Lake District was launched on 11 July 2016.

### Mixed use clusters

Master plans are also being developed to create more mixed use, integrated environments, working closely with key government agencies and industry players. Such clusters co-locate related industries together for better industry synergies. These also help support the decentralisation of urban developments. Some key clusters underway are:

- **Jurong Innovation District**, a next-generation industrial estate will host research, learning, innovation, production activities and housing all in one location and could be a centre for clean tech activities
- **Tengah New Town**, a "Forest Town" surrounded by lush greenery, to be integrated with the Jurong Innovation District to create a live, work, play, learn and make environment

- **Punggol Creative Cluster**, a mixed use cluster integrating academia – the upcoming Singapore Institute of Technology, Singapore's fifth university – and businesses to enable academics, students and workers to tap into a cross-sharing of resources, spaces and ideas

### Leading on skyrise greenery

Recognising the importance of providing a quality built environment in all realms of our city, URA engaged the public sector to take the lead on skyrise greening. New developments such as schools, community centres, hospitals and offices will now need to provide 100% landscape replacement areas, raising the bar in efforts to green the urban environment.

*When the last of Keretapi Tanah Melayu's (KTM) trains pulled away from Tanjong Pagar Railway Station on 30 June 2011, no one knew the fate of the terminus and the 24 kilometre-long rail corridor that linked Singapore and Malaysia. While many of us saw it as yet another empty plot of land waiting to be developed, there were some who saw endless possibilities. In the last four years, the Corridor has taken on a life of its own. Planners continue to work with experts and the community in shaping this extraordinary green space as it enters into a new milestone with preliminary designs being developed.*





## Everyone has a part to play BUILDING SOCIAL RESILIENCE

**“Everyone – businesses, government, civic society, academia and non-government groups – has a role to play in building resilience, and everyone stands to benefit,” says Judith Rodin, President of The Rockefeller Foundation.**

FY15/16 saw various examples and demonstrations of a deeper level of public-private-people partnerships fostered, contributing to building up our social resilience. These ranged from the restoration of Kranji Marshes, to the development of the District Cooling System in Marina Bay, the shaping of the Rail Corridor and championing place management efforts for districts like the Singapore River. Outreach efforts also expanded with i Light Marina Bay drawing record numbers and there were new and creative ways of engaging and involving students and the community on heritage and planning matters.

### Kranji Marshes’ 3P restoration

At close to 57 hectares, Kranji Marshes is one of the largest freshwater marshland accessible to the public. Led by URA, its restoration over four years involved public agencies like National Parks Board and Public Utilities Board and groups like Nature Society and experts, consultants and engineers, reflecting a new kind of public-private-people partnership. Efforts also show that in spite of our dense environments, it need not come at the expense of nature.

The approach to enhance the site was carried out differently from other projects by putting ecology and birds at the centre stage of the efforts. The pristine landscape had to be restored for its natural inhabitants before adding amenities. The facilities, mostly pre-fabricated offsite include the about 11-metre tall lookout tower, floating boardwalks and eight blinds and hides for bird watching. Opened to the public from 1 February 2016, birds and other animals are observed to be coming back; the Marshes is now home to more than 170 species of birds, 54 species of butterflies and 33 species of dragonflies.



## *A concerted effort*

Behind the restoration of Kranji Marshes is a dedicated team of many passionate individuals. The marsh was created by accident in the early 1970s with the damming of the Kranji River that flooded the low-lying catchment area. Left untouched for many years, the area became a habitat for many types of wildlife. Nature Society (Singapore) initially managed two ponds in the area since 2008, when it adopted part of the marsh under Public Utilities Board (PUB)'s Active, Beautiful, Clean Waters Programme, but the restoration of the larger marshes saw the involvement of public agencies like URA, NParks, PUB, and groups like Nature Society (Singapore), as well as experts, consultants and engineers to restore and enhance the existing habitats, provide public amenities and enable visitors to learn more about the area's biodiversity.

The project team involved nature conservationists and ornithologists as part of the team from the onset. "This is important because there are some very rare species here, and freshwater marshes have birds that are disappearing from Singapore altogether. Once the baseline of the flora and fauna of the area was set, we determined where the important areas are, and fine-tuned the development plan: where to put the footpaths, bridges and hides, as we know where the sensitive areas are to avoid," wildlife consultant Subaraj Rajathurai, who also monitored the bird and wildlife population of the habitat monthly during its refurbishment, said. "We made sure not to cut down certain trees, like the albizias, which are very good for birds," he added.

"This is a very good example of the 'three-Ps' model where nature conservation involves the engagement of the three sectors of the community – the public, private, and people, resulting in the successful long-term conservation of a substantial nature area," Nature Society (Singapore) vice-chairman Ho Hua Chew said.

*Left: The eco-friendly and sustainable infrastructure and amenities at Kranji Marshes are mostly pre-fabricated offsite and blend seamlessly into the natural surroundings.*

## Uniquely Singapore solution

Deep below the iconic Marina Bay lies the world's largest district cooling system (DCS), a result of concerted public-private partnership and long term planning. As opposed to buildings housing their own chillers and cooling towers on-site, URA engineers had identified a more centralised cooling urban utility to support buildings in Marina Bay. This is part of the comprehensive common services tunnel (CST) planned in the 1990s in the systematic mapping of underground spaces in Marina Bay. It houses several utilities including electricity, water and telecommunication services.

A first in South East Asia, the CST demonstrates how locating suitable uses underground can improve operating and environmental efficiency and free up land for a more vibrant environment above ground. The DCS system is one example of utility that could be housed easily underground because of the CST.

Today, 5 km of the DCS pipe network in the tunnel serves nearly 1.7 million sqm gross floor area of developments in Marina Bay including 2 MRT stations. DCS also allows developers to achieve better building design and enhanced urban landscape without the need for cooling towers on rooftops, giving all developments in Marina Bay the freedom to use their rooftops for other uses.

With the success of this DCS, a similar one is now being explored for Punggol Creative Cluster and Jurong Lake District. Singapore Power has with its experience as the DCS operator in Marina Bay exported its expertise to Chongqing, China.



## Shaping Rail Corridor together

The Rail Corridor crossed a significant milestone with Nikken Sekkei and local landscape firm Tierra Design winning the Request for Proposal (RFP) on 9 November 2015, for their thoughtful Concept Master Plan, Lines of Life. MKPL Architects + Turenscape International also won for their proposals for an integrated housing precinct for Choa Chu Kang and the adaptive reuse of the former Tanjong Pagar Railway Station.

The winners were selected from five shortlisted teams, narrowed down from 64 teams' submissions. The RFP is a culmination of four years of public engagement, contributing to planning and design goals in the brief. The process brings in design professionals to translate community ideas into a Concept Master Plan and Concept Proposals to guide the future development of the Rail Corridor. URA planners also actively engaged residents on the winning proposals through a series of hands-on community workshops and roving exhibitions from 5 March to 2 April 2016.

The awarded Concept Master Plan and Concept Proposals offer a robust framework for the Rail Corridor, with good design strategies to strengthen the corridor's identity, connectivity, landscape and heritage. The community will continue to be engaged in shaping this extraordinary, inclusive, green space as the project moves to the next stage of preliminary design. In 2016, URA won a Public Service Award for Public Engagement for the Rail Corridor.

*Left: National Development Minister Lawrence Wong at the commissioning ceremony shared that the district cooling system is an excellent example of how we can all come together to achieve something incredible.*

*Top right: Concept design showing the seamless and connected path systems for different Rail Corridor users. © Nikken Sekkei*

*Bottom right: Concept design for the Tanjong Pagar Railway Station. © MKPL / Turenscape Team*





## Championing Singapore River

Place management, a coordinated, multi-stakeholder approach to improve precincts, is gaining momentum in the recent years. URA planners have proactively led efforts in this area, recognising that beyond the physical infrastructure, more active and vibrant programming and streetscapes are increasingly important in ensuring places and its communities continue to thrive.

The Singapore River is a key example of good place-management efforts. For his active role as Chairman of Singapore River One (SRO), the business association managing the Singapore River precinct, Wilson Tan was conferred the Place Champion Award in July 2015. Under his lead, footfall to the precinct increased by 15 per cent from 2013 to 2014. Circular Road weekend car-free zone initiated since November 2013 enjoyed an increase of 45 per cent in footfall since its inauguration. Strong stakeholder support was also garnered to enhance the outdoor dining areas along the Singapore River, in partnership with URA.

## Record numbers for i Light

The fourth edition of Asia's leading sustainable light art festival from 4 to 26 March 2016 drew a record 740,000 visitors and had the highest participation from the local art scene with 14 out of 25 artworks designed by local artists and students for the first time. Of the 14 local artworks, five were designed by local tertiary institutions, also the highest number the festival has seen so far.

Beyond injecting vibrancy and showcasing Marina Bay as a sustainable precinct, the festival also sought to engage the community, especially the younger generation to understand sustainability in a new light. With good response to the first three editions, the festival will become an annual event from 2016.

Besides i Light, the Marina Bay countdown event was another key attraction and the 31 December 2015 event was particularly significant as a wrap-up of the year round SG50 celebrations.

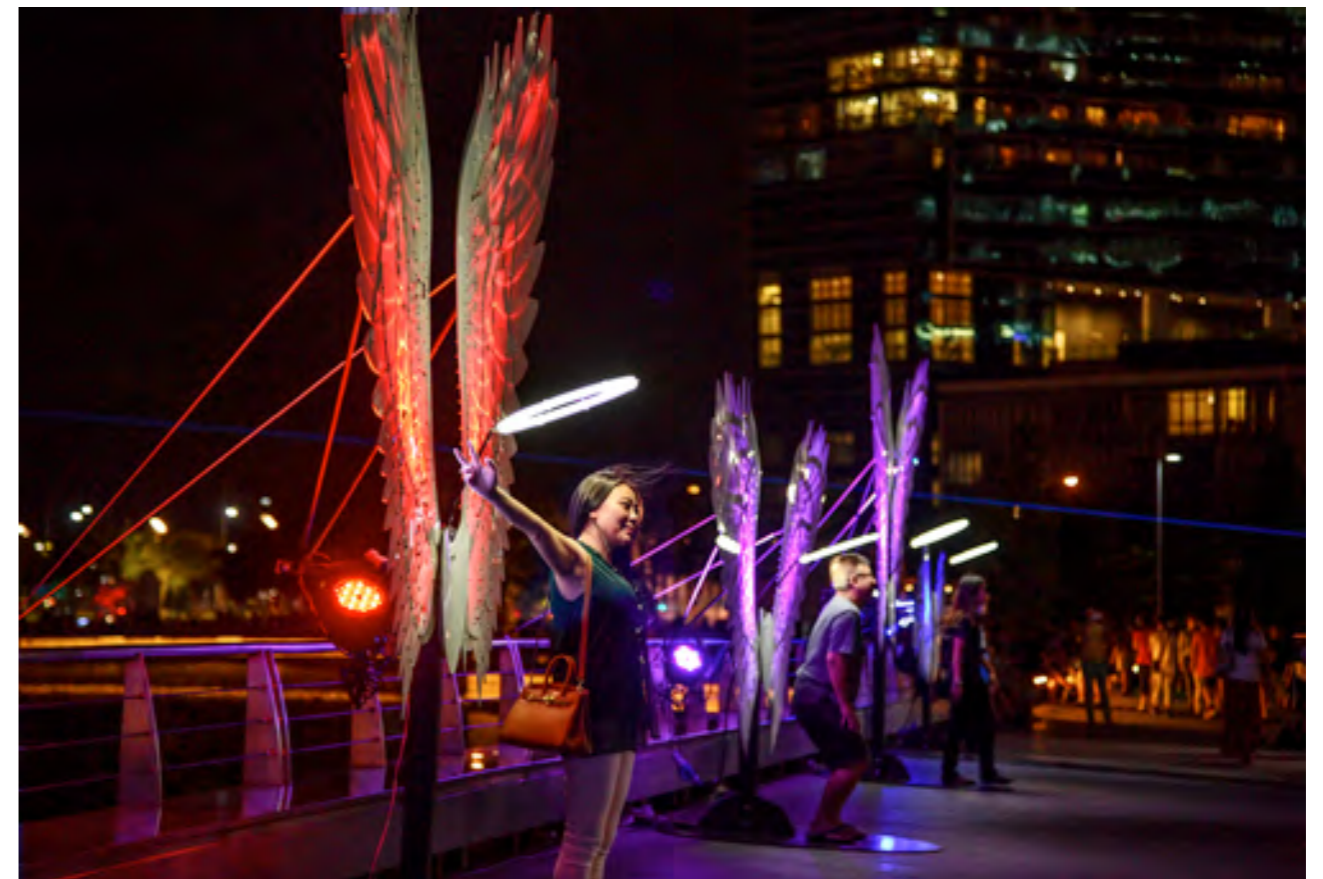
## Extending the Gallery reach

The Singapore City Gallery, the shopfront of URA that shares Singapore's unique planning story and the latest architectural and urban projects, found new ways of extending its space and engaging local artists as part of the SG50 celebrations in August 2015.

The ordinary sidewalks of The URA Centre where the gallery is located, came alive with 50 artworks of Singapore's urban landscape on display along the pillars to celebrate the nation's 50th birthday. 33 local artists took part including groups like Let's Draw! Singapore, Urban Sketchers Singapore, Pathlight School, the Yellow Ribbon Project and other individual artists. One of the artists, Lee Xin Li, a 28-year-old an emerging local illustrator, went on to produce his first solo exhibition, Sayang Singapura, opened on 1 March 2016 in the gallery's city canvas, a permanent space that features different community works regularly to encourage greater reflections on our cityscape. Xin Li is known for his imaginative drawings of Singapore scenes including iconic ones like Kallang Airport, the National Theatre and Tanjong Pagar Railway Station.

Opened since 1999, the Singapore City Gallery has grown to become a major attraction and hub for those wanting to learn more about Singapore's physical transformation and the latest plans. Its changing exhibits on the ground floor over the years has featured global and local architectural works, cutting edge research projects on subjects like the use of drones and other urban initiatives on areas like Pulau Ubin and the Rail Corridor. Continued efforts are made to further enhance the gallery as a centre for learning and exchange on urban issues.

*Right: "Angels of Freedom", "Clockwork Stories" and other innovative light installations dazzled the public at the 2016 i Light Marina Bay festival. © i Light Marina Bay*



## Deeper engagements on heritage, planning

One of URA's major outreach effort is CUBE, Challenge for the Built Environment, an annual four-day workshop and competition initiated since 2009, to enable tertiary students to gain hands-on experience in planning for Singapore. The seventh edition in 2015 saw 15 schools participating, generating ideas for Paya Lebar Central. To further excite and engage students on Singapore's planning efforts, an inaugural urban planning festival was launched. A week-long immersive experience from 26 to 29 April 2016, the festival offers specially curated activities focused on different aspects of planning and urban design, from model-making workshops, to meet-the-planner sessions and live art jamming of Singapore's cityscape.

To raise awareness and appreciation for heritage buildings and conservation efforts, a range of outreach activities were organised to actively engage students and the community. URA's partnership with the Nanyang Technological University saw students of the Wee Kim Wee School of Communication and Information producing films on Architectural Heritage Award winners to share the stories behind the buildings.

A new storyboard scheme for conserved buildings was also launched to support communities in sharing heritage stories. The first storyboard under the scheme was installed for Seletar camp on 23 May 2015, in partnership with the Pioneers and Anti-Aircraft Gunners of 160 Squadron. URA also supported a first children's book on 75 gazetted conserved buildings, written by John Koh. Other activities include documentaries and media features about heritage buildings and organising talks and tours for Chinatown, in partnership with the National Heritage Board and the Friends of the Museum.



Right: Aspiring planners, students and educators came together to learn more about the profession with the first Urban Planning Festival held at URA. The winning entries from CUBE 2015 were also on display.

# Understanding our worlds

## UNPACKING INSIGHTS FOR BETTER PLANNING

**Given the increasing complexities of our urban challenges and the availability of rich data, URA planners continue to exploit advanced digital planning tools and invest in research to build up their capabilities for better planning.**

A greater exchange of ideas and discourse was also encouraged on both the local and global arenas, for professionals and the wider community to better understand and address pressing urban challenges, generate new ideas and develop solutions together.

### Deepening insights

The suite of advanced digital planning tools are continuously enhanced and fine-tuned to encourage a more data-driven planning within URA and across agencies. The tools developed so far enable planners to overlay multiple sets of data like demographics and distribution of amenities to draw out patterns and inter-relationships across different datasets. Planners can also quickly and accurately test out scenarios for better planning of infrastructure development staging. The impact of climate change and other factors can be incorporated into modelling and simulation tools to predict and address issues through better design and mitigation measures. A comprehensive in-house Analytics Immersion Programme and sharing sessions with other agencies were organised to promote the value of the tools and to deepen planners' capabilities in using these digital planning tools and applying data analytics in their daily work.

Planners also continued to pursue and invest in research studies to provide significant insights on a range of urban issues and challenges. The walkability study in collaboration with the Future Cities Laboratory concluded, providing valuable insights on considerations and tools to

apply in Singapore's context. The underground benchmarking study was completed and work is underway for the development of an underground master plan for more effective planning and utilisation of underground spaces. A major research study on urban freight and logistics will be conducted from May 2016, in partnership with Singapore University of Technology and Design, Singapore-MIT Alliance for Research and Technology and other government agencies, including engagement with industry players.

### Inspiring discourse

Since its launch in January 2015, the Urban Lab, a dedicated physical exhibition and online platform, has been actively engaging public, private, academic entities and the community on a range of urban issues, showcasing cutting edge research and innovative projects for better urban solutions. Following the first exhibition *Future Cities: Research in Action*, by the Singapore-ETH Centre in January 2015, two more major ones were launched – *Drones: Changing the way we see the world* on 21 May 2015 and *Rethinking energy* on 1 Oct 2015. The exhibitions covered important issues like the potential use and impact of drones and innovations in energy management and use. Urban Lab's fourth exhibition in June 2016, *Our Digital World*, focused on the power of data and technology for better urban planning.

URA's architectural and urban design excellence platform also organised a range of talks throughout 2015 under its regular speaker series for both professionals and the public to understand and discuss key urban and design topics. The two new books published in 2015, *Greening the Vertical Garden City* and *A River Transformed, Singapore River and Marina Bay*, generated a greater sharing of lessons learnt and offered deeper insights on these areas of interest.



Above: Exhibitions on the use of drones, innovative energy management and leveraging data are opening up greater discourse and interest on exploiting emerging technologies and tapping new ideas in shaping our urban landscapes.

## Sharing expertise globally

On the global stage, URA and the Centre for Liveable Cities organised the annual World Cities Summit Mayors Forum and Young Leaders Symposium on 11 June 2015 in New York aimed at bringing city leaders together to discuss pressing urban issues and share best practices. Mayors and city leaders from 64 cities committed to make cities more equitable, liveable and sustainable, sharing challenges and solutions.

In addition, various study visits and training programmes were carried out as part of URA's regular efforts to share planning expertise with the international community. Some key highlights from 2015 are:

- Second run training programme on urban planning and management for the Chinese Ministry of Housing and Urban-Rural Development, in partnership with the Civil Service College
- Two-day urban planning training programme for a delegation working on the Dares Salaam Metropolitan Development Project in Tanzania, supported by the World Bank
- One week attachment in Singapore for officials from the Qatar Ministry of Municipality and Urban Planning, to study Singapore's land use planning strategies



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## Lee Kuan Yew World City Prize 2016: *Medellín*

In celebrating and sharing outstanding city transformations and best practices, the city of Medellín was awarded the Lee Kuan Yew World City Prize 2016 on 16 March 2016.

Columbia's second largest city, Medellín has fought successfully to tackle challenges of urban sprawl and environmental degradation, social inequity and years of violent crime. In the 1990s, Medellín had the highest homicide rate in the world. Putting it in Singapore's perspective, Anibal Gaviria, Medellín's former mayor explains: "imagine a country like Singapore, with more or less 5 million people. It means 20,000 murders a year". The city's bold leadership focused on long-term planning and social innovation, unconventional approaches to infrastructure development, educational and cultural transformation and small-scale yet

effective community projects that have produced a lasting positive impact on urban neighbourhoods. Anibal adds: "One of Medellín's greatest assets is the pride of its citizens. It's a wonderful asset that is linked to resilience, because if you don't love something, you won't fight for it."

In addition, four cities have been selected for Special Mention, to further share good urban practices with other cities around the world. They are Auckland, New Zealand, Sydney, Australia, Toronto, Canada and Vienna, Austria.

The Lee Kuan Yew World City Prize is a biennial international award that honors outstanding achievements and contributions to the creation of liveable, vibrant and sustainable urban communities around the world.



*The National Gallery Singapore won both the President's Design and Architectural Heritage Awards in 2015, holding up an excellent balance between the radical transformation of the monuments' identities and the exacting conservation of its heritage.*

# Celebrating excellence

## ENSURING QUALITY, ENHANCING CAPABILITIES

**Whether it is celebrating architectural, conservation restoration excellence or supporting technologies that enhance productivity, URA works closely with building professionals to raise industry standards and support best practices. URA also rolled out new services and initiatives to better serve business owners, home buyers and motorists.**

Behind every well designed and carefully restored conservation building is a passionate team of professionals and experts who have contributed their labour of love. The emphasis and pursuit of design and restoration excellence over the years has resulted in many precious gems and stunning landmarks for all to cherish. The annual President's Design and Architectural Heritage Awards in 2015 continue to celebrate and showcase the best efforts in architectural excellence and conservation restoration, offering valuable lessons and insights for the industry. In 2015, the Architectural Heritage Award enjoyed its 21st anniversary while the President's Design Award was in its 10th year. To celebrate the awards, special edition books were published to showcase the past winners over 10 years.

Critical work continue in protecting and enhancing our conserved buildings. URA's guidance and efforts behind the scenes have resulted in the successful restoration of key developments like the National Gallery, Victoria Theatre and Victoria Concert Hall and heritage buildings within the Capitol and the South Beach Sale Sites, including the Yuen Hai Ching temple which was conferred the international UNESCO-Asia Pacific Heritage Awards in recognition of its quality restoration. URA conservation planners also worked with the Singapore Land Authority to guide the restoration of 5 and 7 Gallop Road buildings. The National Parks Board has since taken over to manage them as exhibition and visitor centres as part of the Singapore Botanic Garden expansion.

### **Leveraging technology, strengthening enforcement**

Building Information Modelling (BIM) is a key technology driving productivity and enhancement of URA's digital planning capabilities. Since July 2015, we have been receiving planning permission applications for all developments with more than 5,000 sqm Gross Floor Area, in BIM. To leverage on the potential of such technology, a study was done to establish the viability of using BIM for the automation of compliance checks. The study will include the development of smart platform that can be deployed in the industry for pre-submission checks. This will transform the regulatory approval process.

In supporting Building & Construction Authority's push for game-changing construction technology and processes to be implemented, new developments on selected Government Land Sales sites will need to use prefabricated bathroom units and the prefabricated preconstruction volumetric construction (PPVC) method. The use of the PPVC method is mandatory for two residential sites sold at West Coast Vale and Clementi Avenue 1.

To continue to protect the amenity and quality environments of estates, enforcement efforts have been strengthened against unauthorised use of private residential properties, particularly infringements like illegal workers dormitories that are a potential threat to public health and safety. Efforts are also strengthened in hotspots like Geylang. 1,500 properties have been inspected through joint operations in 2015 with Singapore Civil Defence Force and Ministry of Manpower. To address errant business and entertainment outlet operators who may be contributing to disamenity issues, a three-strikes-out framework was implemented in March 2016.



*Above: The beloved Capitol Theatre has been brought back to glory, a result of four years of restoration work through strong collaboration between URA, Capitol Investment Holdings, Architects 61 and Studio Lapis.*



## Winners of 2015 President's Design Award (PDA) and Architectural Heritage Award (AHA)

### PDA Designer of the Year

Dr Colin K. Okashimo  
Sculptor & Landscape Architect  
Colin K. Okashimo and Associates

Franklin Po Sui Seng  
Principal  
Tierra Design (S) Pte Ltd

Siew Man Kok  
Chairman and Founding Director  
MKPL Architects Pte Ltd

### PDA Design of the Year (Architecture)

National Gallery of Singapore

The Oliv

Sunray Woodcraft Construction Headquarters

### AHA winners

9 & 11 Empress Place  
(Victoria Theatre and Concert Hall)

1 St Andrew's Road (National Gallery Singapore)

12, 13 & 17 Rochester Park

66 Pheng Geck Avenue  
(Alkaff Upper Serangoon Mosque)

From left to right: Award winners – Sunray Woodcraft Construction Headquarters, Alkaff Upper Serangoon Mosque, 12, 13 and 17 Rochester Park, National Gallery Singapore and The Oliv.

### Better customer services

Several major services and initiatives were implemented to help business owners and home buyers access critical information more readily and to offer greater convenience for motorists when they use URA's car parks:

**URA SPACE** is a new maps e-platform launched in June 2016 that makes it easier for business owners and the public to find information on land use, season parking, property market transactions and others. Filled with useful data and simple visualisation on geospatial maps, such information helps professionals, business operators and the public in their decision making.

A possible first of its kind available online as a pilot for six months, business owners can also check the allowable and approved use for more than 25,000 private shophouse properties in Singapore, in making decisions when buying or renting shophouse properties before they submit any necessary applications. For cases where planning permission is required for the proposed uses, applicants will be able to instantly make a change of use application within the same e-platform.

**Amendments to the Housing Developers (Control and Licensing) Act** were made to improve safeguards and provide more information to prospective purchasers of private residential properties. A new set of rules on show unit was implemented to ensure accurate depiction of units offered for sale by developers.

The **Property Price Index** was also enhanced to better reflect price changes in the private residential market.

The **Electronic Parking System (EPS)** has been installed in 72 out of 95 URA's car parks to date for greater motorists' convenience. Full implementation of the EPS in the remaining car parks is expected in the second half of 2016.



[www.ura.gov.sg/maps](http://www.ura.gov.sg/maps)

## Mission

To make Singapore  
a great city to  
live, work and play

## Values

Service  
Passion  
Integrity  
Respect  
Innovation  
Teamwork



# Board Members



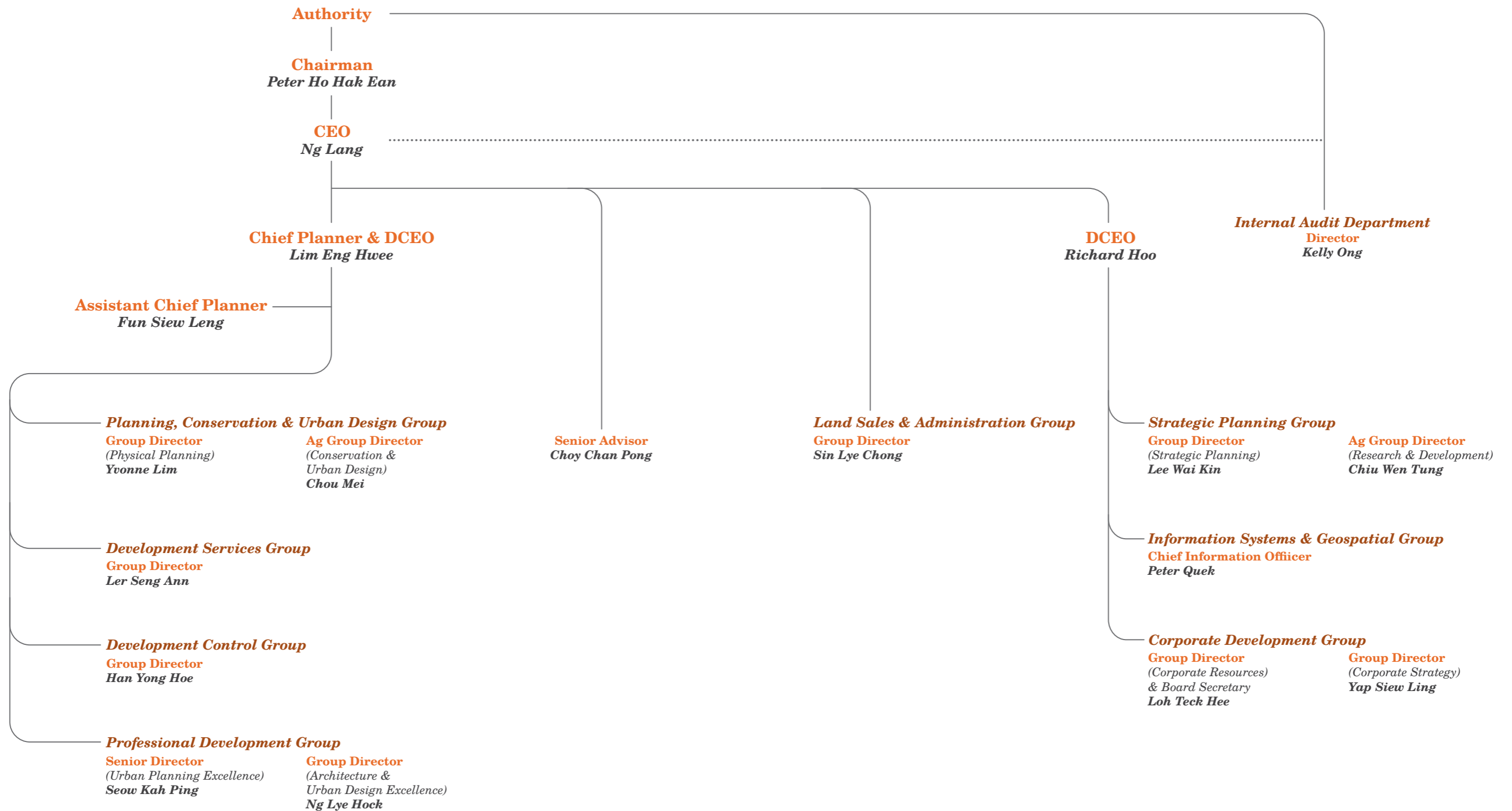
1. **Mr Peter Ho Hak Ean (Chairman)**  
*Senior Advisor, Centre for Strategic Futures  
Senior Fellow, Civil Service College*
2. **Mr Liang Eng Hwa**  
*Managing Director  
Treasury & Markets, DBS Bank Ltd  
Member of Parliament, Holland-Bukit Timah  
Group Representation Constituency*
3. **Mr Tan Chee Meng, Senior Counsel**  
*Deputy Chairman  
WongPartnership LLP*
4. **Mr Mok Wei Wei**  
*Managing Director  
W Architects Pte Ltd*
5. **Mr Nagaraj Sivaram**  
*Partner, Assurance  
Ernst & Young LLP*

6. **Adjunct Associate Prof Joe Sim Heng Joo**  
*Deputy Chief Executive  
National University Health System*
7. **Mr Goh Sin Teck**  
*Editor, Lianhe Zaobao  
Singapore Press Holdings Ltd*
8. **Ms Anisa Hassan**  
*Managing Director  
IJL Professional Dating (S) Pte Ltd*
9. **Mr Khew Sin Khoon**  
*President and Chief Executive Officer  
CPG Corporation Pte Ltd*

10. **Mr Chew Men Leong**  
*Chief Executive  
Land Transport Authority*
11. **Prof Brenda Yeoh Saw Ai**  
*Dean, Faculty of Arts and Social Sciences  
National University of Singapore*
12. **Dr Cheong Wei Yang**  
*Deputy Chief Executive Officer  
National Research Foundation*
13. **Mr Ng Lang**  
*Chief Executive Officer  
Urban Redevelopment Authority*

# Organisation Structure

with effect from 1 April 2016



# Advisory Committees

## *International Panel of Experts*

This panel was established to seek the views of renowned international architects, urban economists, planners and developers on international best practices and the latest global trends in planning and urban design strategies. As such, the 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 Peter Ho Hak Ean**

*Chairman  
Urban Redevelopment Authority*

### **Members**

#### **Mr Masatoshi An**

*Adviser  
Nikken Sekkei Research Institute Ltd*

#### **Mr Jeremy Bentham**

*Vice President, Global Business Environment  
Shell*

#### **Prof David Chan**

*Professor of Psychology  
Director, Behavioural Sciences Institute  
Singapore Management University*

#### **Prof Choi Mack Joong**

*Dean, Graduate School of Environmental Studies  
Seoul National University*

#### **Mr Jack Dangermond**

*President  
Esri*

#### **Dr John Endicott**

*Executive Director, Geotechnical, Asia  
AECOM*

#### **Dr Emi Kiyota**

*President and Founder  
Ibashi*

#### **Dr Chris Luebke**

*Director, Global Foresight and Innovations  
Arup*

#### **Prof Lui Pao Chuen**

*Senior Advisor, Ministry of Foreign Affairs  
Advisor to National Research Foundation  
National University of Singapore and  
Nanyang Technological University*

#### **Prof Ann Pendleton-Jullian**

*Professor of Architecture  
Knowlton School of Architecture  
Ohio State University*

#### **Prof Marilyn Jordan Taylor**

*Professor of Architecture and Urban Design  
Former Dean of the School of Design  
University of Pennsylvania*

#### **Peter Calthorpe**

*Principal, Calthorpe Associates*

## *Conservation Advisory Panel*

This panel gives input on built heritage proposals put up by URA, and proposes buildings for URA to study for possible conservation. It also promotes greater public education and understanding of our gazetted built heritage.

### **Chairman**

#### **Mr Richard Eu Yee Ming**

*Group Chief Executive Officer  
Eu Yan Sang International Ltd*

### **Members**

#### **Mr Theodore Chan**

*Immediate Past President  
Singapore Institute of Architects*

#### **Ms Elim Chew**

*Founder and President  
77th Street (S) Pte Ltd*

#### **Ms Diana Chua**

*Heritage Tour Guide and Consultant*

#### **Mr Richard Ho**

*Principal  
RichardHO Architects*

#### **Ms Michelle Lee Shuyun**

*Character and Citizenship Education Officer  
NE Planning and Evaluation  
Character and Citizenship Education Branch  
Student Development Curriculum Division  
Ministry of Education*

#### **Mrs Koh-Lim Wen Gin**

*Director  
Keppel Land Limited*

#### **Mr Saeid Labbafi**

*Kampong Glam Stakeholders' Representative*

#### **Dr Lai Chee Kien**

*Urban Historian*

#### **Mr Bernard Leong Mun Choy**

*Chairman  
Chinatown Business Association*

#### **Mr Loh Lik Peng**

*Director  
KMC Holdings Pte Ltd*

#### **Mr Ignatius Low**

*Managing Editor  
The Straits Times*

#### **Mr Ng Chee Seng**

*Honorary Treasurer  
Real Estate Developers' Association of Singapore*

#### **Mr Ramasamy s/o Kupusamy**

*Taxi Driver  
ComfortDelGro*

#### **Mr Alvin Tan**

*Assistant Chief Executive (Policy & Development)  
National Heritage Board*

#### **Mr Raymond Wong Sin Kang**

*Rumah Kim Choo*

#### **Dr Yeo Kang Shua**

*Assistant Professor  
Architecture and Sustainable Design  
Singapore University of Technology and Design*

#### **Mr Zainal Abidin Nordin**

*General Manager  
Darul Arqam Singapore*

#### **Mr Ler Seng Ann**

*Group Director, Development Services  
Urban Redevelopment Authority*

## *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**

#### **Mr Mok Wei Wei**

*Managing Director  
W Architects Pte Ltd*

### **Members**

#### **Mr Ashvinkumar s/o Kantilal**

*Group Chief Operating Officer  
ONG&ONG Pte Ltd*

#### **Mr Look Boon Gee**

*Managing Director  
LOOK Architects Pte Ltd*

#### **Mr Tan Shao Yen**

*Managing Director  
CPG Consultants Pte Ltd*

#### **Ms Yap Mong Lin**

*Partner  
Multiply Architects LLP*

#### **Ms Fun Siew Leng**

*Assistant Chief Planner  
Urban Redevelopment Authority*

## *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**

#### **Mr Chan Sui Him**

*Chairman  
DP Architects Pte Ltd*

### **Members**

#### **Mr Donald Han**

*Managing Director  
Chesterton Singapore Pte Ltd*

#### **Mr Richard Hassell**

*Founding Director  
WOHA Architects Pte Ltd*

#### **Mr Rod Leaver**

*Chief Executive Officer  
Asia Lend Lease*

#### **Mr Lim Ee Seng**

*Group Chief Executive Officer  
Frasers Centrepoint Limited*

#### **Mr Mok Wei Wei**

*Managing Director  
W Architects Pte Ltd*

#### **Mr Tan Shao Yen**

*Managing Director  
CPG Consultants Pte Ltd*

#### **Mr Tan Swee Yiow**

*President (Singapore)  
Keppel Land International Limited*

#### **Mr Wong Heang Fine**

*Group Chief Executive Officer  
Surbana International Consultants Pte Ltd*

#### **Ms Fun Siew Leng**

*Assistant Chief Planner  
Urban Redevelopment Authority*

# Corporate Governance

The URA Board and Management have put in place a framework to ensure adherence to good corporate governance practices.

## URA Board

The URA Act provides for URA to have a Chairman and up to 12 other Board members. The Board members are individuals from both the public and private sectors. Hailing from wide-ranging fields of architecture, media, finance, academia, and government, the members provide complementary expertise and depth of experience to the Board. Other than URA CEO, who is also a Board member, the rest are non-executive members.

## Staff Review Committee

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

## Finance and Investment Committee

The Finance and Investment Committee (FIC) is chaired by the URA Chairman and includes three other Board members and one non-Board member. The FIC reviews and recommends policies on the investment of surplus funds for the Board's or Minister's approval, as well as considers and approves investment guidelines in line with policies approved by the Board. The FIC reviews the appointment of fund managers, custodians, investment consultants, and related service providers. Besides reviewing the annual budget for the Board's endorsement, the FIC also reviews changes to the Financial Operation Manual for the Board's approval.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) is chaired by a non-executive Board member and includes three other Board members and two non-Board members. The main function of the ARC is to assist the Board in discharging its statutory and oversight responsibilities. The ARC meets with URA's internal and external auditors as well as Management to review their audit plans, observations, and the annual audited financial statements. It also reviews the adequacy of URA's internal controls and the effectiveness of URA's risk management system with the internal and external auditors.

## 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 staff seminars, staff circulars, orientation briefings, and provision of

comprehensive information in URA's intranet to educate staff on internal controls and good governance;

- A Financial Operation 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 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; and

- 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 Department conducts audits and reviews 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:

- Conducting financial and operational audits;

- Conducting IT audits on key computerised systems and networks; and

- Performing checks on compliance with statutory requirements, regulations and standards.

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

The external auditor, BDO LLP was appointed by the Minister for National Development in consultation with the Auditor-General for the audit of URA's Financial Statements. The external auditor reports to the ARC its findings on significant accounting and internal control issues, and also recommends possible ways in which the systems and procedures can be improved.

### Business and Ethical Conduct

All staff of URA are bound by URA's terms and 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 supervisors. 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 and the Statutory Bodies And Government Companies (Protection of Secrecy) 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.

URA has also put in place a Whistle Blower Policy Statement to strengthen its business and ethical conduct.

## Staff Review Committee

### Chairman

**Mr Peter Ho Hak Ean**

*Chairman*

*Urban Redevelopment Authority*

### Members

**Mr Ng Lang**

*Chief Executive Officer*

*Urban Redevelopment Authority*

**Mr Lionel Yeo**

*Chief Executive*

*Singapore Tourism Board*

## Finance and Investment Committee

### Chairman

**Mr Peter Ho Hak Ean**

*Chairman*

*Urban Redevelopment Authority*

### Members

**Mr Liang Eng Hwa**

*Managing Director, Treasury & Markets*

*DBS Bank Ltd*

**Mr Khew Sin Khoon**

*President & Chief Executive Officer*

*CPG Corporation Pte Ltd*

**Mr Ng Lang**

*Chief Executive Officer*

*Urban Redevelopment Authority*

## Audit and Risk Committee

### Chairman

**Mr Nagaraj Sivaram**

*Partner, Assurance*

*Ernst & Young LLP*

### Members

**Mr Tan Chee Meng, Senior Counsel**

*Deputy Chairman*

*WongPartnership LLP*

**Adjunct Associate Prof Joe Sim Heng Joo**

*Deputy Chief Executive*

*National University Health System*

**Mr Chew Men Leong**

*Chief Executive*

*Land Transport Authority*

**Mr Khoo Teng Chye**

*Executive Director*

*Centre for Liveable Cities Singapore*

**Prof Heng Chye Kiang**

*Dean, School of Design & Environment*

*National University of Singapore*

# *Independent Auditor's Report to Urban Redevelopment Authority*

## *Report on the financial statements*

We have audited the accompanying financial statements of Urban Redevelopment Authority (the "Authority"), which comprise the statement of financial position as at 31 March 2016, and the statement of comprehensive income, statement of changes in capital and reserves and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Urban Redevelopment Authority Act (Cap. 340) (the "Act") and Statutory Board Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements of the Authority are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Authority as at 31 March 2016, and the results, changes in capital and reserves and cash flows of the Authority for the financial year ended on that date.

## *Financial report*

*This section presents a summary of information  
extracted from the audited financial statements  
for the financial year ended 31 March 2016.  
For the full financial statements, go to  
URA's website at [ura.sg/annualreport](http://ura.sg/annualreport)*

## Report on other legal and regulatory requirements

### Management's Responsibility for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

### Auditor's responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

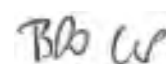
Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

### Opinion

In our opinion,

- proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise;
- the financial statements are in agreement with the accounting and other records and are prepared on a basis similar to that adopted for the preceding year; and
- the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the year are, in all material respects, in accordance with the provisions of the Act.




**BDO LLP**  
Public Accountants and  
Chartered Accountants

Singapore  
9 June 2016

## Statement of financial position

As at 31 March 2016

	Note	31 March 2016 \$'000	31 March 2015 \$'000
<b>Non-current assets</b>			
Property, plant and equipment	4	225,841	225,892
Infrastructural projects-in-progress	5	61,220	22,996
		<b>287,061</b>	<b>248,888</b>
<b>Current assets</b>			
Debtors and prepayments	6	33,678	45,153
Other financial assets	7	670,929	673,209
Cash and cash equivalents	8	195,771	283,886
		<b>900,378</b>	<b>1,002,248</b>
Less:			
<b>Current liabilities</b>			
Creditors and accrued operating expenses	9	49,619	57,701
Agency and other deposits	10	8,856	11,019
Contribution to Consolidated Fund	11	983	11,343
Deferred income	12	3,143	4,539
Other financial liabilities	7	3,826	6,672
		<b>66,427</b>	<b>91,274</b>
		<b>833,951</b>	<b>910,974</b>
<b>Net current assets</b>			
Less:			
<b>Non-current liabilities</b>			
Project advances		6,534	6,007
Provision for pensions and gratuities	13	3,732	3,567
Deferred income	12	1,723	2,455
		<b>11,989</b>	<b>12,029</b>
		<b>1,109,023</b>	<b>1,147,833</b>
<b>Net assets</b>			
<b>Capital and reserves</b>			
Capital account	14	27,692	27,692
Accumulated surplus		1,081,331	1,120,141
		<b>1,109,023</b>	<b>1,147,833</b>



**Peter Ho Hak Ean**  
Chairman



**Ng Lang**  
Chief Executive Office

9 June 2016

## Statement of comprehensive income

For the financial year ended 31 March 2016

	Note	2015/2016 \$'000	2014/2015 \$'000
<b>Operating income</b>			
Income from planning and other services	15	88,414	80,333
Agency and consultancy fees	16	25,433	24,161
Income from development control	17	20,023	23,797
Parking fees and related charges	18	69,303	71,284
Rental income		7,656	8,245
Other operating income		1,558	1,605
		<b>212,387</b>	<b>209,425</b>
Less:			
<b>Operating expenses</b>			
Expenditure on manpower and staff benefits	20	110,481	106,669
Operating supplies and services		40,294	34,866
Temporary occupation licence fees	21	27,610	27,404
Depreciation of property, plant and equipment	4	12,014	11,288
Property and car park maintenance		11,936	11,955
		<b>202,335</b>	<b>192,182</b>
<b>Operating surplus</b>	22	<b>10,052</b>	17,243
<b>Non-operating surplus</b>			
Net (loss)/income from bank deposits and investments	19	(4,378)	49,124
Other non-operating income		108	323
		<b>(4,270)</b>	<b>49,447</b>
<b>Surplus before contribution to Consolidated Fund</b>		<b>5,782</b>	66,690
Contribution to Consolidated Fund	11	(983)	(11,343)
<b>Net surplus for the financial year, representing total comprehensive income for the financial year</b>		<b>4,799</b>	<b>55,347</b>

## Statement of changes in capital and reserves

For the financial year ended 31 March 2016

	Note	Capital Account \$'000	Accumulated Surplus \$'000	Total \$'000
Balance at 1 April 2015		27,692	1,120,141	<b>1,147,833</b>
Total comprehensive income for the year		-	4,799	<b>4,799</b>
Transfer of completed infrastructural projects	23	-	(5,072)	<b>(5,072)</b>
Funding for government projects	23	-	(5,118)	<b>(5,118)</b>
Dividend paid	24	-	(33,419)	<b>(33,419)</b>
<b>Balance at 31 March 2016</b>		<b>27,692</b>	<b>1,081,331</b>	<b>1,109,023</b>
Balance at 1 April 2014		27,692	1,131,552	<b>1,159,244</b>
Total comprehensive income for the year		-	55,347	<b>55,347</b>
Transfer of completed infrastructural projects	23	-	(37,674)	<b>(37,674)</b>
Funding for government projects	23	-	(3,803)	<b>(3,803)</b>
Dividend paid	24	-	(25,281)	<b>(25,281)</b>
<b>Balance at 31 March 2015</b>		<b>27,692</b>	<b>1,120,141</b>	<b>1,147,833</b>

## Statement of cash flows

For the financial year ended 31 March 2016

Note	2015/2016 \$'000	2014/2015 \$'000
<b>Cash flows from operating activities</b>		
Surplus before contribution to Consolidated Fund	5,782	66,690
Adjustments for:		
• Depreciation of property, plant and equipment	12,014	11,288
• Provision made for pensions and gratuities	682	481
• Deferred income recognised	(4,538)	(6,098)
• Loss/(income) from bank deposits and investments	4,378	(49,124)
• (Gain)/Loss on disposal of property, plant and equipment	(10)	26
• Debts written off	10	-
Operating cash flows before working capital changes	18,318	23,263
Change in operating assets and liabilities		
• Debtors and prepayments	9,232	5,326
• Agency and other deposits	(2,163)	(765)
• Creditors and accrued operating expenses	(8,327)	(22,546)
Payments for pensions and gratuities	(517)	(886)
Deferred income received	2,410	3,422
<b>Cash generated from operations</b>	18,953	7,814
Contribution to Consolidated Fund	(11,343)	(7,127)
<b>Net cash generated from operating activities</b>	7,610	687
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(15,612)	(6,475)
Proceeds from disposal of property, plant and equipment	10	3
Interest received	12,300	8,538
Dividend received	3,906	3,387
Net payment for sale and purchase of financial assets at fair value through profit or loss	(10,762)	(96,596)
<b>Net cash used in investing activities</b>	(10,158)	(91,143)
<b>Cash flows from financing activities</b>		
Funding for government projects	(5,118)	(3,803)
Payments made for infrastructural projects-in-progress	(47,030)	(24,443)
Proceeds from infrastructural projects-in-progress recovered	-	619
Dividend paid	(33,419)	(25,281)
<b>Net cash used in financing activities</b>	(85,567)	(52,908)
<b>Net change in cash and cash equivalents</b>		
Cash and cash equivalents at beginning of financial year	283,886	427,250
<b>Cash and cash equivalents at end of financial year</b>	195,771	283,886



The Urban Redevelopment Authority (URA) is Singapore's land use planning and conservation authority. Our mission is to make Singapore a great city to live, work and play. We strive to create a vibrant and sustainable city of distinction by planning and facilitating Singapore's physical development in partnership with the community.

The URA has successfully transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. We adopt a long-term and comprehensive planning approach in formulating strategic plans such as the Concept Plan and the Master Plan, to guide the physical development of Singapore in a sustainable manner. Our plans and policies focus on achieving a balance between economic growth and a quality living environment. As the conservation authority, URA has an internationally recognised conservation programme, having successfully conserved not only single buildings, but entire districts.

To turn its plans and visions into reality, URA takes on a multi-faceted role. In addition to our planning function, URA is also the main government land sales agent. Through the sale of State land, we attract and channel private capital investment to develop sites to support economic and social development. As the place manager for Marina Bay, we promote exciting activities within Marina Bay in collaboration with other government agencies and private stakeholders. To create an exciting cityscape, URA also actively promotes architecture and urban design excellence.

Drawing on our experience in integrated planning and urban management, URA provides consultancy for overseas bilateral projects and shares our urban planning experience.