

annual report  
2016/2017

# planning for a sustainable future

urban redevelopment authority

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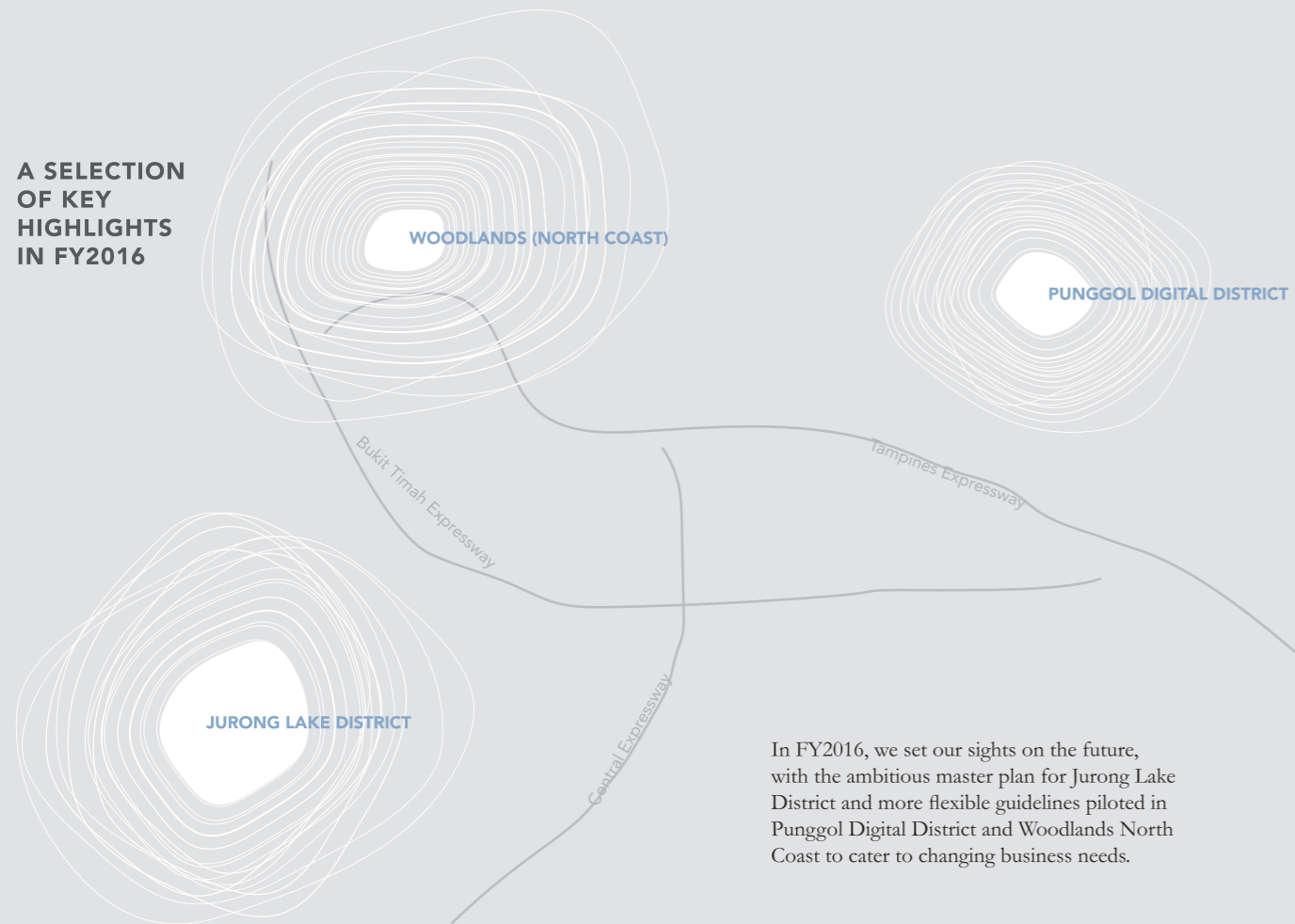
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**A SELECTION  
OF KEY  
HIGHLIGHTS  
IN FY2016**



In FY2016, we set our sights on the future, with the ambitious master plan for Jurong Lake District and more flexible guidelines piloted in Punggol Digital District and Woodlands North Coast to cater to changing business needs.

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**Who we are**  
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MOBILITY

**80%**

Jurong Lake District will have a target public transport mode share of more than 80%, higher than the current 66% island-wide.

WATERWAYS



Planners dreamt big with fresh ideas to revitalise Kallang River. More than 1,000 feedbacks were received with strong support for the key proposals.

OUTREACH

**1,000**

Total number of students engaged at URA's second urban planning festival to nurture the future generation of planners and designers.

ENVIRONMENTS



The pilot enterprise area in Punggol Digital District will see more integrated work/learn spaces with greater interactions amongst workers, students and the community.

DESIGN

**TEN**

Number of projects awarded the President's Design Award 2016, the highest design accolade in Singapore. 5 reflect architectural excellence, a focus that URA has been continuously driving amongst the industry and the public.

COMMUNITY



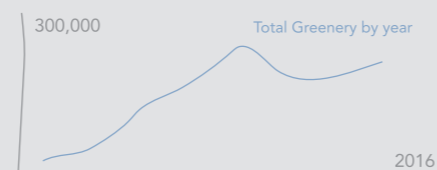
Project Bus Stop, a fun initiative to make bus waiting more enjoyable, developed by DP Architects, URA and other agencies, reflecting growing citizen participation in shaping our cityscape.

INFRASTRUCTURE

**135** MILLION

Total number of travellers Changi Airport's future terminals 4 and 5 can handle each year in future. This is one of the game-changers that allow us to build synergistic ecosystems around key infrastructures enhancing our connectivity to the world.

GREENERY



Even as our urban landscape grows denser, we continue to enhance our living environments with initiatives like the Landscaping for Urban Spaces and High-Rises Programme, encouraging more skyrise greenery.

PLACE MANAGEMENT

**THREE HUNDRED**

The number of members the LISHA Chairman Rajakumar Chandra has grown the association to. He was recognised for his proactive place-making efforts for Little India.

## Shaping our future together

**A fast-changing global landscape and rapid advancements in technology have profound implications for the future economy. While these trends may open opportunities for Singapore, they also create uncertainties that need to be managed carefully. In the last financial year, our key response was to formulate policies that are flexible enough to adapt to an uncertain and unpredictable operating environment. In this regard, our planners have taken advantage of technologies, especially digital technologies, to gain better insights into the complexities of Singapore's urban landscape. This helped improve the quality of our long-term plans while allowing more flexibility for the long term.**

### Connected city of opportunities

The Committee on the Future Economy (CFE) set out key strategies to develop Singapore into a vibrant and connected city of opportunity. Important infrastructural developments will support these strategies. The completion of both Terminal 4 and the future Terminal 5 will more than double the capacity of Changi Airport. Tuas Port will be expanded, and the new Singapore-Kuala Lumpur High-Speed Rail (HSR) terminus will be built in Jurong East. These game changer developments will not only enhance Singapore's position as a global hub, but also create opportunities for developing new urban eco-systems around the infrastructure.

In Jurong Lake District (JLD), we are developing an ambitious master plan to transform the area into our second Central Business District. JLD will be the biggest commercial centre outside the city. Given the district's close proximity to the port, and the science and technological corridor, it has the potential to be developed into a hub for companies in various sectors, including maritime services, energy, information technology, infrastructure and the built environment.

*Right: A view of today's Jurong Lake District, which will be transformed into a vibrant precinct with adaptable spaces.*





*The transport paradigm around the world is shifting. Cities which are growing more compact and dense, are focusing on facilitating active mobility and increasing public transport mode share to ease the growing burden on road networks. In Singapore, our approach to transport is similarly evolving. Now, we will plan for an even more car-lite future as opposed to building more and more roads for cars. This is all the more important given our land constraints.*

Working in partnership with the CFE, we have adapted our planning policies to allow a more flexible land zoning and development approach. In Woodlands North Coast, we will introduce more flexible guidelines to enable a wider range of business uses and types of companies to co-locate. In Punggol Digital District, we are piloting an “Enterprise District” that empowers JTC, the master developer, to mix and match uses across the district instead of the conventional land use controls imposed on individual parcels.

Planning for the future also means keeping an eye on older parts of the city with a view to rejuvenate or revitalise them. In FY2016, we held an exhibition, *A River Runs Through It*, that shared our ideas to rejuvenate both banks of

the Kallang River. We proposed to activate the waterfront space along the river and enhance the Kallang Basin as a venue for sports and recreation. It showcased how, with imagination, we can shape Singapore as a distinctive city and home for our people.

The transport paradigm around the world is shifting. Cities which are growing more compact and dense, are focusing on facilitating active mobility and increasing public transport mode share to ease the growing burden on road networks. In Singapore, our approach to transport is similarly evolving. Now, we will plan for an even more car-lite future as opposed to building more and more roads for cars. This is all the more important given our land constraints.

In the future, the transport system for new districts like JLD and Kampong Bugis will prioritise the use of public transport, walking, cycling, car-sharing and personal mobility devices. In existing towns like Ang Mo Kio and the Central Area, substantial pathways and networks for active mobility are being developed. The Walking and Cycling Plan was jointly introduced by the Land Transport Authority and URA in May 2016. It required property developers to consider upfront, the safety, convenience and accessibility for pedestrians and cyclists in the design of their developments. 2016 also saw the community support for Car-Free Sunday SG continue to grow in strength as we rolled out a second run of this initiative.

*Left: From active mobility to revitalising Kallang River, we continue to find new ways to enhance our living environments. The Bishan-Ang Mo Kio park (photo below) is one of the many green spaces along Kallang River, Singapore's longest waterway. Future plans aim to further enhance greenery along the river.*

### Strengthening capabilities

We continued to invest in research, and to embrace new innovations so that our policies can remain relevant and aligned with the needs of the nation. These ranged from studies into the impact of autonomous vehicles on town development, to research on designing spaces for an ageing population. Urban Lab, our dedicated platform to share URA's research and development ideas, helped to sustain further discourse on topics like the use of data and technology for better planning.

GIS technology and related data analytical tools have proven to be a boon to urban planning. URA's three-year digitisation programme entered its second year, and made significant progress in providing our planners with a flexible and powerful digital platform for planning and regulating. For instance, one of our geo-analytics tools, GEMMA, has enabled planning to be done faster and with deeper insights. Planners across multiple government agencies have easy access to rich layers of map-based information and data analytics algorithm. They can collaboratively analyse, compose

and evaluate urban planning scenarios on this common platform. Such digital tools gained global recognition for their innovativeness and optimal use of resources.

Another important part of the programme was the effort to try and digitise a massive archive of about 40 million physical planning records. As a result of this on-going digitisation programme, productivity improved significantly. More importantly, our ability to extract more accurate and deeper planning insights has been enhanced.

### Empowering communities

Even as we geared up for the future economy, we continued to work with local communities to enhance the attractiveness of public spaces and business precincts.

Under our Streets for People Programme, citizens and locals stepped forward to organise temporary street closures to enliven the streets in their neighbourhood and business precincts. Under the programme, government agencies came together to expedite approvals to allow streets to be quickly converted into temporary

car-free spaces for community and business activities. FY2016 saw 23 temporary street closures. This was in addition to 12 streets which were permanently closed by local communities to traffic on weekend evenings.

In place management, we continued to support champions who managed entire precincts like the Singapore River, Little India and Kampong Glam. We also intend to explore more formal models like the Business Improvement District.

With strong capabilities and partnership, we can continue to dream big in charting our collective future. I wish to thank once again all our partners, stakeholders and friends for your support, dedication and commitment in working with us to make Singapore a great city to live, work and play.



**Peter Ho Hak Ean**  
Chairman



*Clockwise from top: The temporary closure of the Farleigh Avenue carpark at Serangoon Gardens created a lively street festival in March 2017, led by resident Zheng Xiong, as part of URA's Streets for People programme. Other stakeholders are leading the way on place management efforts in precincts like Kampong Glam and the Singapore River.*



# Vibrant city of opportunities

In shaping our future, we need to continue to stay innovative, adaptable and resilient.





### Pilots for greater flexibility

Recognising the evolving economic and manufacturing landscape, we are piloting new land use guidelines with JTC at a multi-tenanted building to be developed by JTC, located within Woodlands North Coast on a site zoned as Business 1-White. As announced in March 2017, the pilot development supported the co-location of service-driven activities like research and development and after-sales support alongside manufacturing operations. A wider range of uses was allowed including industrial-related activities that provide critical support for the industrial sector.

In Punggol Digital District, an enterprise district, where the Singapore Institute of Technology (SIT) campus and JTC's business park are located within the same area, we are piloting a more flexible concept. Instead of the current zoning approach that stipulates the land use and density for each individual site, land use and development intensity was guided at the district level. JTC was appointed the master developer with the flexibility to determine the specific uses and densities of each site based on the vision and positioning of the area, as long as the entire area adhered to the total allowable Gross Floor Area of different uses

for the district. This enabled JTC to better optimise land use across the whole district by finding new ways to integrate the needs of different users.

Beyond Punggol, a master developer will also be chosen to develop the Kampong Bugis precinct, to comprehensively plan the residential area to achieve the vision and development outcomes. This approach can help create better integration between buildings, public spaces, connectivity and amenities, building a stronger precinct identity and local communities.

**With fast-shifting global landscapes and rapidly-accelerating technological advancements that have profound implications on our physical environments, we set our sights on the future in planning for a more sustainable Singapore.**

In FY2016, several game-changers allowed us to review our structure plans to build synergistic ecosystems around key infrastructures in enhancing our connectivity to the external world. The capacity of the existing Changi Airport will more than double with the development of Terminals 4 and 5. The Tuas Port will be expanded and we will build a new Singapore-Kuala Lumpur High-Speed Rail (HSR) terminus located in Jurong East.

### Singapore's second CBD

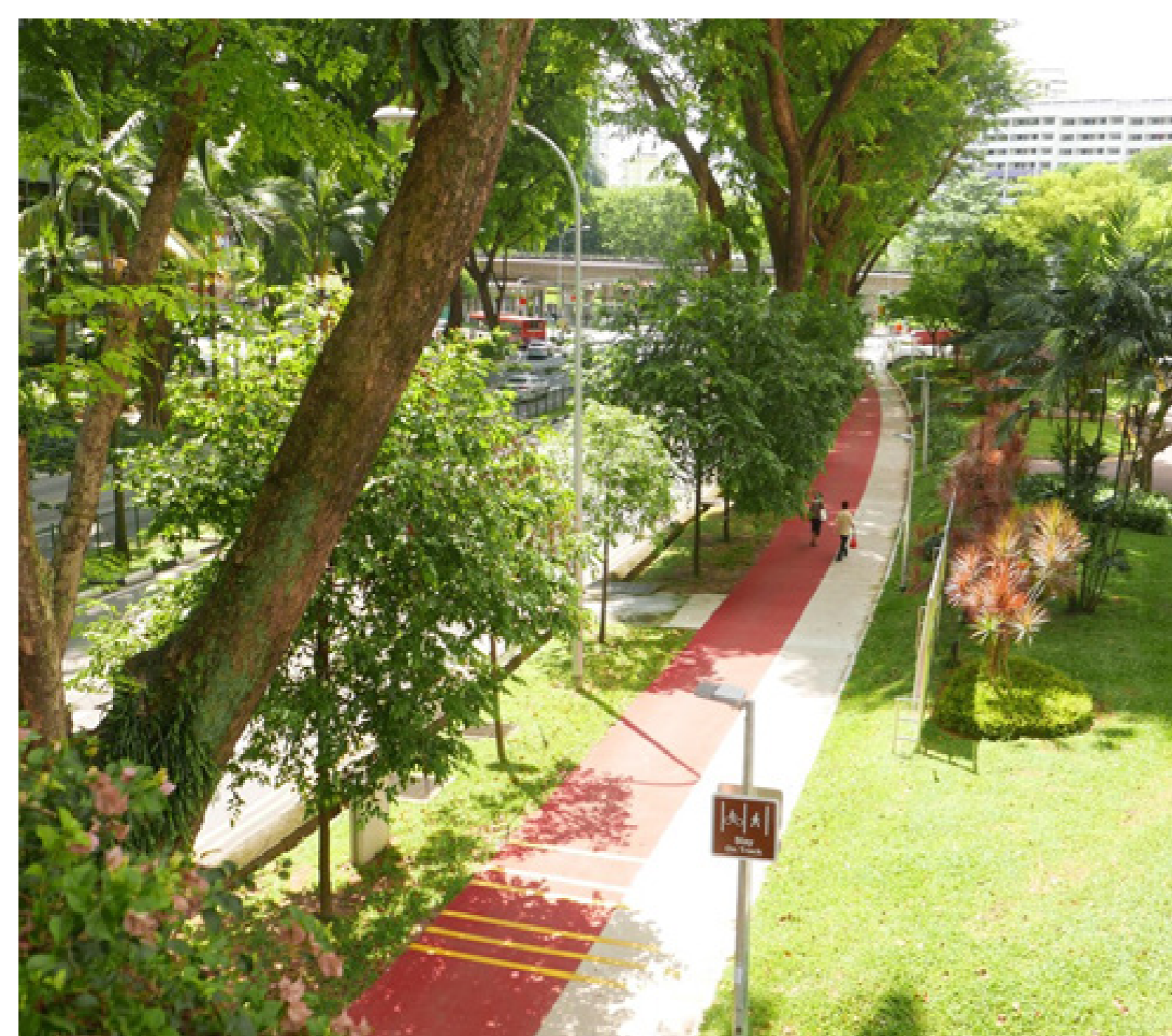
In the Jurong Lake District (JLD), we embarked on an ambitious master plan to build a second mixed-use Central Business District (CBD) around the new HSR terminus. As a new gateway into Singapore, Jurong Lake District will be transformed into a regional hub, catalysing the future rejuvenation of the broader western region. Given the district's close proximity to the port and the science and technological corridor, it has the potential to be developed into a hub for companies in various sectors, including maritime services, energy, information technology, infrastructure and the built environment.

The 2008 Master Plan first unveiled the blueprint for JLD as a new growth area with two precincts – Jurong Gateway, as the commercial hub, and Lakeside, for leisure and recreational activities. With over a million residents living in the west region, the district was well placed to grow into its full potential as the largest regional centre outside of the CBD. The key strategies of the JLD master plan unveiled in August 2017 included developing a vibrant, lively CBD with adaptable spaces for the new economy, developing green and blue spaces and places for people, creating a car-lite and commuter-centric environment and pursuing sustainable district level systems.



*Above and right: Artist impressions envisioning the future of Jurong Lake District and the Singapore Institute of Technology's future campus environment (image far right) that is open and integrated with JTC's business park in Punggol Digital District.*





### District cooling at Marina Bay

In Marina Bay where the world's largest underground district cooling system (DCS) is located, enhancements continued to be made. A recent innovation was an outdoor hybrid cooling system introduced to cool public spaces like the floating platform where National Day celebrations have been held.

Envisioned by URA in the 1990s, the DCS demonstrates how locating suitable uses underground can improve operating and environmental efficiency and free up land for a more vibrant environment above ground. This "chilled water system" provides reliable and efficient air conditioning 24/7 for 2 million square metres or 23 iconic buildings. The district cooling system capitalises on a strong backbone of infrastructure in Marina Bay, in particular, the underground Common Services Tunnel network which houses all the utilities services for the district. The various infrastructures built by URA in Marina Bay district were recognised as the top 50 engineering feats by the Institution of Engineers (IES) in its IES-SG50 awards in July 2016.

### Towards a car-lite future

Major shifts continued to be made towards a more car-lite city. The transport system for future districts like Jurong Lake District and Kampong Bugis were planned to shift significantly to make the use of public transport, walking, cycling, car-sharing and personal mobility devices a key priority. At the town levels, phase one of building up Ang Mo Kio town to be a model walking and cycling town was completed, with the opening of a four kilometre cycling path in July 2016. In phase two, it will include providing dedicated cycling and pedestrian paths throughout Ang Mo Kio and other upgrades like the provision of more secured bike parking facilities. When fully completed in 2020, the user-friendly cycling network in Ang Mo Kio will span 20 kilometres, the longest in any residential town. Improvements were also being made to other towns like Tampines, Bishan and Toa Payoh.

For the sale of sites, we imposed a cap on the number of car park spaces for a white site in Central Boulevard given the good public transport connections in the area. This was done for a sale site for the first time in support of the car-lite focus. The site was awarded in November 2016 following the public tender in August 2016.

At the building level, since the introduction of requirements for a Walking and Cycling Plan in May 2016 by URA and LTA, 30 applications were made with some going the extra mile in making provisions for showers and locker facilities for cyclists in new mixed use development like Paya Lebar Quarters. The requirements for a walking and cycling plan are particularly critical for developments that have high footfall, like schools, shopping malls, office buildings and business parks. Some elements developers can consider in their developments are providing direct pedestrian and cyclist access from nearby public transport networks, developing sufficient bicycle parking spaces and amenities for cyclists like shower rooms and lockers and designing barrier-free access and routes for use by children, the elderly and disabled.

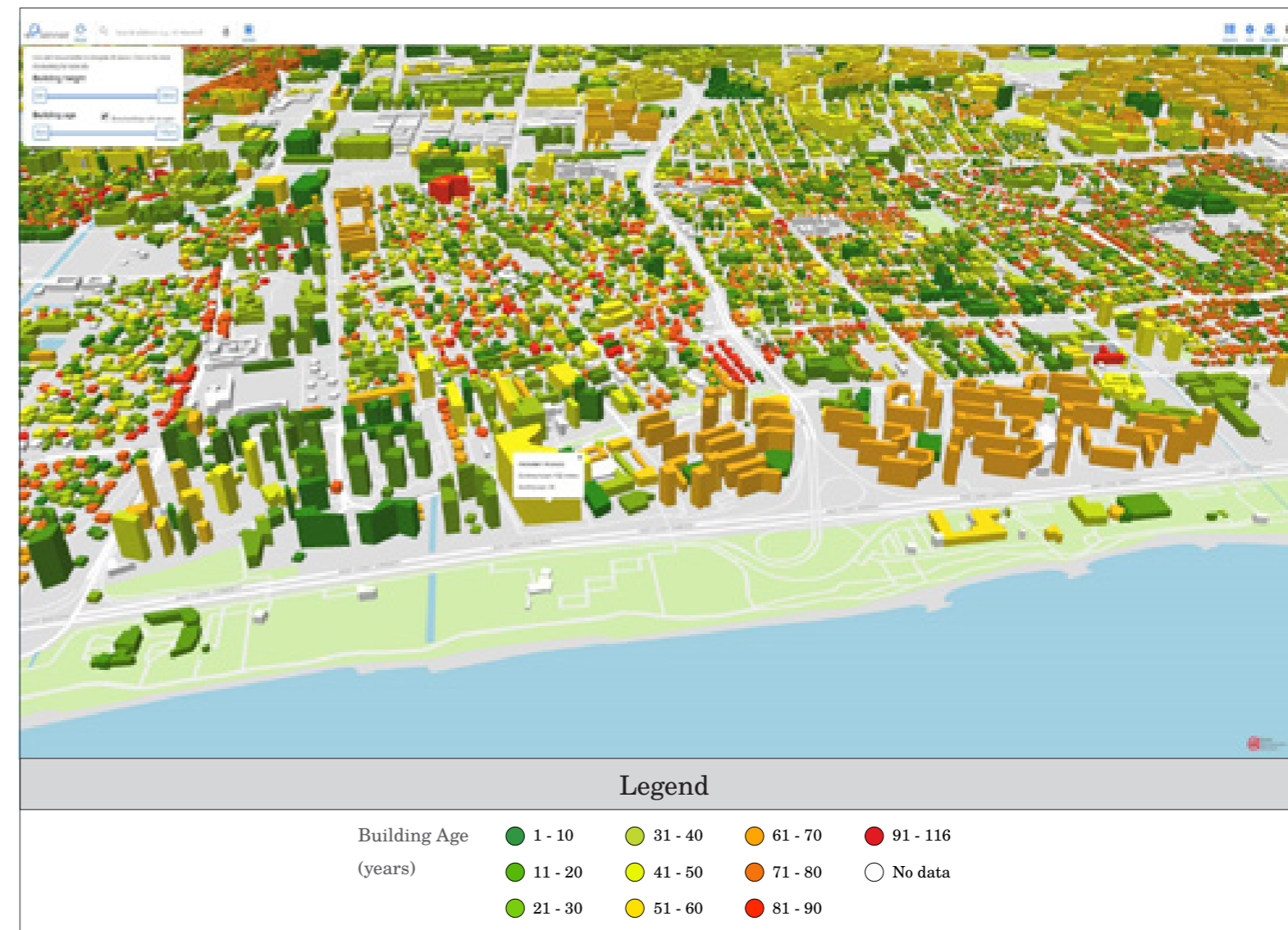
To continue to capture people's imagination and encourage a mindset shift towards a car-lite Singapore, regular editions of the Car-Free Sunday SG continued throughout the year, where the public and community groups came out in full force to enjoy the opportunity to experience part of our city without cars and the many supporting fun activities.



*Left: Whether it is using dedicated pathways in towns like Ang Mo Kio (photo above) or attending Car-Free Sunday SG editions in the city, each of us has a role to play in supporting proactive efforts towards a car-lite city.*

# Data and insight

Data and insight can potentially improve our urban landscape and quality of lives.



*Right: In the 3D visualisation from E-planner, the age of buildings in a district like Marine Parade can be clearly distinguished and helps with infrastructure planning for the future.*

*The future of city planning is an exciting one. The advancement in digital technology is transforming the way we work and the way we plan.*

Lawrence Wong, Minister for National Development  
at the launch of Our Digital World exhibition in June 2016



**With technological advancements, we broke new grounds in strengthening our planning capabilities, improving customer service and continued to share our expertise widely with local and global communities.**

#### **Investigating critical issues**

How will self-driving vehicles influence the way we move around our neighbourhoods in future? How can we improve freight flows around the city? How can we design and adapt the spaces around us for multiple purposes and for the aging population? In FY2016, planners continued to partner key agencies and research institutions to investigate critical urban issues, deepening insights in improving the planning and design of living environments for the future.

To extend the discourse further, Urban Lab, a dedicated platform initiated in 2015 to share research and innovative ideas on the urban agenda, presented *Our Digital World* in June 2016, on the use of data and technology for better planning. In September 2017, a new exhibition was presented, *Grow More With Less*. It explored the future of farming in Singapore leveraging data and technology for greater sustainability.



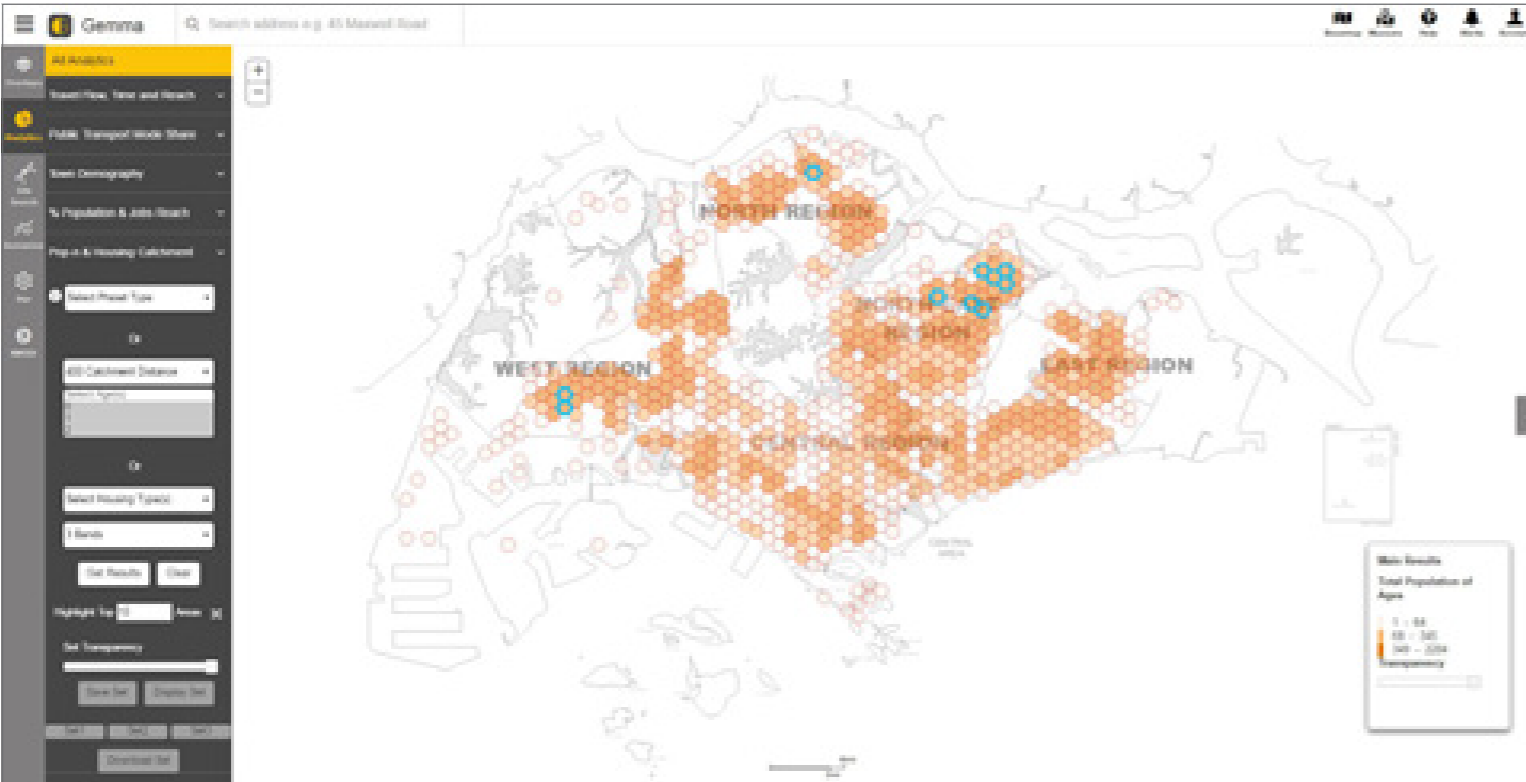
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*Left: Minister for National Development Mr Lawrence Wong launched Our Digital World exhibition showcasing the potential use of data and technology for better planning. The National Science Experiment was one of the many projects featured. An island-wide outdoor science experiment, it seeks to inspire and educate young Singaporeans to explore data and its potential.*





### Building capabilities

In leveraging technology and data for better planning, efforts continued to deepen in strengthening planning capabilities in the digital age. The three-year digitisation plan was in its second year to build up a comprehensive data architecture. The efforts included digitising 40 million physical records into digital formats, with some dating back to the 1920s. Of the many tools developed – GEMMA, the GIS-Enabled Mapping, Modelling and Analysis platform, received a special achievement award for its innovative use of geo-analytics from the global mapping company Esri in July 2017. The platform enables

planners from different agencies to compose different long term land use scenarios, analyse and simulate inter-dependent factors, from infrastructure facilities, to resource requirements to make better planning decisions.

E-planner, the first tool developed in-house now has over 100 data sets and is widely used across government agencies. A one-stop, geospatial planning analytics multi-platform, it enables planners to access and visualise many different types of data and information layers at any time, from green spaces to demographics, opening up possible new perspectives for planners in considering the location of facilities, quality of spaces

and other infrastructure and development needs.

To build up capabilities in using digital planning tools and applying data analytics in planning, an intensive in-house analytics immersion programme and an executive analytics course were organised regularly to train planners to be familiar and proficient in the use of these tools. In addition, the URA Academy was also set up in December 2016 to help planners and architects develop the relevant competencies to plan for Singapore. The Academy is coordinating and developing a suite of training programmes under a three-year competency roadmap for new planners and architects.

## Applying data science to planning

Data science is increasingly crucial for urban planning to unlock new insights. URA's data scientist Dr Alvin Chua, part of URA's Digital Planning Lab, is excited about its possibilities to help with more evidence-based decisions.

### What do you do as a data scientist?

I try to make sense of large voluminous datasets, to identify useful and relevant patterns about our city dynamics and peoples' lifestyles that can help planners make more evidence-based decisions.

### How is data science making research more convenient and how may data influence the way we plan in future?

Typically, researchers may spend hours on-site observing the flow of human traffic. Theoretically, a data scientist can discover this with big data gleaned from anonymised cellular networks and social media instead. This not only makes research more convenient, but the huge quantity of data also allows the analysis to be conducted on a larger, yet more granular scale. Planners and other stakeholders can then see patterns over an entire day and zoom into specific time periods on demand. As a result, traditional ways of drawing up 5, 10, 15 year plans for huge parcels of land may give way to planning approaches that are more specific and intense.

### What is one thing you are working on that you are excited about?

I am fortunate enough to work on some research projects that look at how developments in ground sensing, simulation and artificial intelligence can come together to improve the quality of urban life. This is exciting for me as a scientist since it allows me to experiment with future city scenarios which may sometimes be too fictional or poetic to implement given real-world time and resource constraints.



© Ministry of Communications and Information

Opposite: GEMMA enables planners from different agencies to compose different long term land use scenarios, analyse and simulate inter dependent factors, from infrastructure facilities, to resource requirements to make better planning decisions.



### Improving services for customers

URA SPACE, a new maps e-platform developed in-house and launched in June 2016 attracted about 900,000 page views to date. It has made it easier for businesses, owners and the public to find information on land use, season parking, property market transactions and others. Since the launch, three more additional information layers have been added, including information on upcoming and sold government land sales sites.

On the property market front, to better reflect price changes in the private housing market, the Property Price Index was enhanced, with the inclusion of more complete price information (net of discounts) for sold units in delicensed private residential projects. In addition, URA revised the criteria for the issue of a housing developer's sale licence with effect from 1 April 2016 to raise industry standards.

To make it easier for motorists to park at coupon car parks, a mobile application, parking.sg, was piloted in phases from May 2017, to introduce a digital payment mode for parking. The application also offered convenience for motorists to extend their parking sessions easily and monitor the validity of their parking session. Developed by URA with the

Housing Development Board and the Government Technology Agency of Singapore, the application will be progressively tested until it is ready for island-wide deployment by October 2017.

### Sharing ideas globally

On the international front, the fifth edition of the World Cities Summit jointly organised by URA and the Centre for Liveable Cities was held from 10 to 14 July 2016. Attended by 110 mayors and city leaders from 103 cities and 63 countries, the summit highlighted the global need to focus on social, technology and governance solutions to build liveable and sustainable cities of the future.

The Lee Kuan Yew World City Prize was awarded to Medellín, Colombia, at the World Cities Summit. Another key highlight of the biennial summit was the annual Mayors Forum. The latest one was held in May 2017 in Suzhou, China, where mayors and leaders shared best practices and discussed how to embrace the future through innovation and collaboration to overcome challenges.

Planners continued to share their planning expertise regularly with the international community, with URA hosting more than a thousand delegates from over 40 countries

each year. In June 2016, URA worked with the China Academy of Urban Planning and Design (CAUPD) and the Tianjin Academy of Urban Planning and Design (TAUPD) to review the Master Plan for Sino-Singapore Tianjin Eco City (SSTEC), the second flagship Government-to-Government project between Singapore and China after the Suzhou Industrial Park. This was carried out following the joint decision of the Ministry of National Development and the Tianjin Eco-City Administrative Committee to review the Master Plan to take into consideration the revised alignment of the MRT line and the expansion of Tianjin Eco-City (TEC)'s administrative boundary. We worked closely with our Chinese counterparts to reposition TEC as a liveable sustainable eco-city within the Tianjin City envisioned to help capture tourism opportunities and attract business investment from the Jing-Jin-Ji area, nationwide and internationally. During the Master Plan Review, we also proposed changes to the land use in the 30 square kilometre SSTEC to better integrate with the revised location of the regional MRT station and introduced the white site as a key innovation to allow greater land use flexibility and enhance vibrancy in the city. The review is expected to be completed by the end of 2017.



Left: The city of Medellín was awarded the Lee Kuan Yew World City Prize 2016. The city has transformed itself into a model for urban innovation with improvements like the circumvent garden (top photo), an intervention that connects the hillside and the city and generates public spaces.

# How can the city lift our spirits?

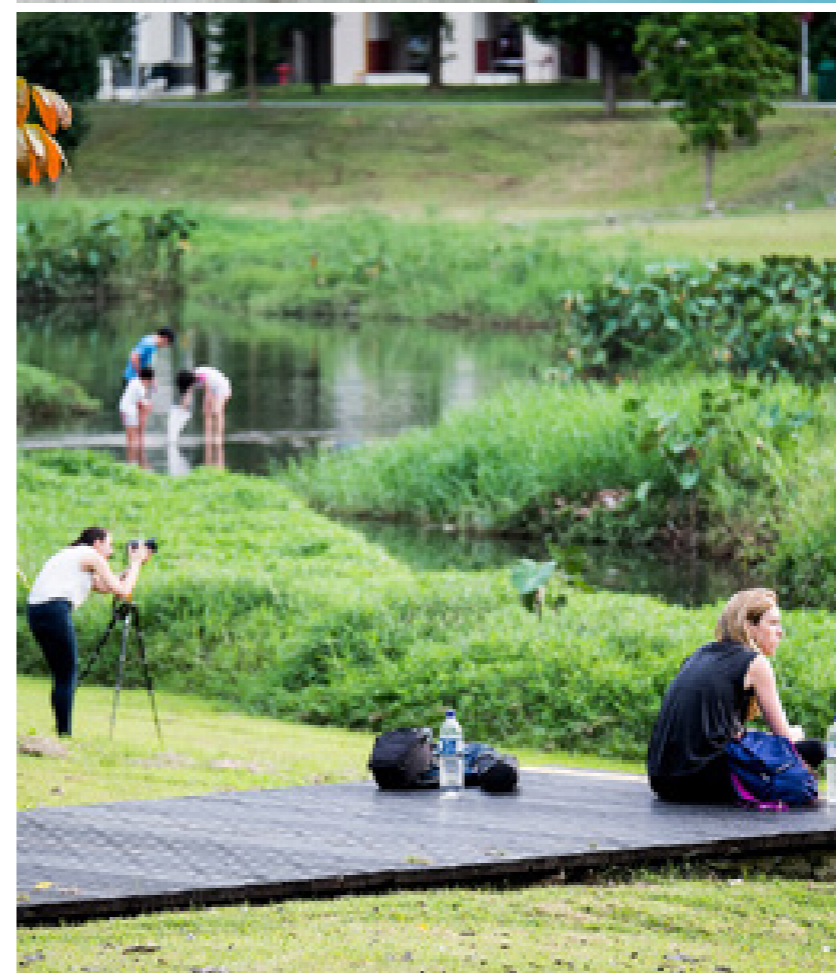
In FY2016, we show you 5 ways through more people-centric designs and spaces.

1. Creating more walkable, delightful spaces
2. Revitalising Kallang River
3. Enhancing green, protecting wildlife
4. Designing a better world
5. Keeping our heritage alive

*Right: From quirky benches at Bencoolen Street, to parks like Bishan-Ang Mo Kio park along Kallang River and the beloved Rail Corridor, there are many delightful places and spaces that can lift up our spirits.*



© Nanyang Academy of Fine Arts



© Ministry of National Development



**Even as our urban landscape grows denser, we continued to pay close attention to enhancing our public spaces and creating more urban spaces that are green, humane, accessible, well-designed and linked to our heritage.**

**Creating more walkable, delightful spaces**

In FY2016, we raised the bar on the design of meaningful public spaces by releasing new design guidelines for owners and developers of buildings in new and redevelopment sites to provide public spaces, with effect from 24 April 2017. Along with parks and other open spaces in neighbourhoods, public spaces in private developments are increasingly important as Singapore's urban landscape grows denser. Low Chee Wah, Head of Retail and Commercial Division of Fraser Centrepoint Singapore welcomed the new guidelines. He said: "We see the value of creating charming environments where communities can be inspired at work and socialise without spatial restrictions."

In the city, there were continued efforts to make it even more walkable. The public realm enhancement works for the Civic District have been progressively completed, with more landscaping, wider footpaths and a new children's playground at Esplanade Park, enhancing the overall pedestrian experience and connectivity. The pedestrianisation of one side of Anderson Bridge in May 2017 now creates a gateway into the arts and cultural precinct, where pedestrian-friendly public spaces have earlier been created by reclaiming road space around the Padang to stitch together various arts and cultural institutions.

Improvements for Bencoolen Street were also unveiled in May 2017. The road carriageway has been sized down to two lanes, and a dedicated cycling path, shaded walkways and new public spaces introduced with the space that has been reclaimed from the road. More walkable streets for Coleman, Armenian and Waterloo Streets are being planned in the next few years. Over at Boat Quay along Singapore River, diners can enjoy better views of the Civic District with the enhancements of

the outdoor dining areas completed in March 2017, in partnership with Singapore River One.

The Marina Bay promenade came alive with the annual New Year countdown celebration on 31 December 2016 and the popular i Light Marina Bay festival in March 2017. A record number of over 800,000 people visited the 20 i Light art installations. The March 2017 edition had more diverse programming and has grown to become a key platform to showcase local artists. The installations and activities highlighted the importance of sustainability, reinforcing the bay's focus as a sustainable precinct. And for the first time, festival goers could adopt an artwork. 800 of the *Moon Flower* by local artist Lee Yun Qin were taken up, with proceeds going towards the Garden City Fund.



*Right: More stakeholders are coming forward to make our environments better - Singapore River One worked with URA to refresh the outdoor dining experience along Boat Quay and the Nanyang Academy of Fine Arts students designed fun benches for Bencoolen Street.*



## Revitalising Kallang River

From walkable streets to walkable highways – we dreamt big in revitalising and improving Kallang River, our longest waterway, for a more seamless experience. We worked together with other agencies and came up with fresh ideas for rejuvenating the river unveiling key plans in March 2017 and sharing these with residents. Bernard Ng, one of the 800,000 residents living along the river was excited about the plans, who spent time with his family jogging and fishing by the river. Some of the key ideas included enhancing greenery along the river, improving connectivity across roads and highways for a more walkable and more pleasant cycling experience, turning former industrial estates and new areas into vibrant precincts for the community and introducing new sporting activities. More than 1,000 feedbacks were received with strong support for the key ideas.

## Enhancing green, protecting wildlife

In FY2016, we continued to enhance and protect our green spaces and wildlife. Following the completion of the overall master plan for the Rail Corridor, detailed implementation plan for the first four kilometre stretch from Bukit Timah Railway Station to Hillview Road was being developed. In addition, we built a 400 metre track with four possible surface materials for future trails along the corridor, where excavated rocks from the Jurong Rock Caverns were used as the base and finishing material. At the Teacher's Estate area in Yio Chu Kang where there was presence of significant wildlife, planners and engineers worked closely with experts and engaged the community to ensure that the wildlife was safely relocated during the land preparation stage to prepare for future neighbourhoods.

*Right: Proactive efforts continue to enhance our green and blue spaces like the Rail Corridor and Kallang River, for all to enjoy.*



*Enabling Village is a first of its kind and represents a natural evolution of place-making, where the redesign of the space is driven by the needs of the users.*

President's Design Award 2016 jury on Enabling Village, one of the Designs of the Year 2016.

In further greening the city, the Landscaping for Urban Spaces and High-Rises (LUSH) Programme, a skysrise greening scheme for private and public sector developments continued to introduce more greenery to our built environment. The public sector is also taking the lead with new public sector projects like hospitals and schools creating high levels of greenery and community spaces.

To provide for sufficient community spaces and amenities in neighbourhoods, we also included provisions of a park and other amenities like a childcare centre for residential/commercial sites at Fernvale Road and Bukit Batok West Avenue 6.

#### **Designing a better world**

Good design can bring communities closer together. Where Timothy Ang used to work in Jurong Point, he recalled only seeing "buildings and walls". Today, the studio manager,

who is a wheelchair user works out of a ground level office next to the housing estate of Lengkok Bahru. Not only is he surrounded by greenery, he can connect with others like himself at this one-stop hub.

"Not just a place for people with disabilities, we wanted the village to also be a new heart and hub for the community," shared lead architect Phua Hong Wei from architectural firm WOHA who led the 22-month project. "Enabling Village is a first of its kind and represents a natural evolution of place-making, where the redesign of the space is driven by the needs of the users," said the jury in its citation on this winner of the President's Design Award 2016.

The President's Design Award, the highest design accolade in Singapore, continued to celebrate and spur on good design in all design disciplines as a critical approach to addressing real challenges and improving the quality of lives. Administered by

URA and the DesignSingapore Council, three designers and 10 design projects were honoured with the award in December 2016, its 11th edition.

In promoting architectural excellence in the built environment, educational and insightful talks and exhibitions by foreign and local architects and experts on good designs were held throughout the year. A key exhibition featured American architect Emilio Ambasz's works in February 2017, a forerunner of green architecture. In URA's continued active role supporting the industry including promoting younger architects, the third edition of profiling 20 architects under 45 years old was underway with a call for nominations launched in October 2016. The final details will be released in December 2017.

*Left: Good architecture plays a critical role in contributing to quality environments with examples like the Banca dell'occhio, a medical facility (photo above) designed by green architecture forerunner Emilio Ambasz and Enabling Village (photos below) by WOHA Architects who won the President's Design Award 2016.*



© Emilio Ambasz



© Patrick Bingham-Hall



© Patrick Bingham-Hall



# President's Design Award 2016 winners (Architecture)

## Keeping our heritage alive

“You can do physical conservation but if people don't cherish old memories, then there is no meaning. It's a synergy between two things. If you have it, treasure it,” says Chan Heng Wing, Senior Advisor at the Ministry of Foreign Affairs who is glad that the home he grew up in (No. 125 Joo Chiat Place) is conserved and well restored. It was conferred URA's Architectural Heritage Award (AHA) in 2013 for its quality restoration.

We continued to keep Singapore's heritage alive through dedicated conservation and place management efforts. A key focus was the annual AHA that advocates for and promotes quality restoration, enabling current and future generations to be able to enjoy many historical gems. One of the most important things that URA's AHA does is to raise public awareness of heritage conservation, says Ho Weng Hin, partner at Studio Lapis, involved in the restoration of Capitol Singapore and South Beach, who believes the AHA rewards projects for putting in the extra effort, raises the bar for developers, and challenges architects and builders to hone their technical expertise.

We also actively educated and engaged the community on the award winners through talks, exhibitions, site visits and student documentaries. It is not just top-down, owners are also coming forward to volunteer their buildings for conservation. For example, St Joseph's Church came forward for its Parochial House to be conserved and this was done in June 2016. Since 1991, 22 buildings volunteered by owners have been conserved.

## Parochial House, St Joseph's Church

The Parochial House of St Joseph's Church was built in 1912 and established by Father Francisco da Silva Pinto d Maia, a missionary who came to Singapore in 1825. The former headquarters of the Portuguese Mission in Singapore, the church serves as a key gathering place for the community and is a reminder of the contributions of the Portuguese and Portuguese Eurasian communities. Its architecture stands out for its distinct Portuguese Baroque style with its gothic arches and pinnacles.

*From the top: Award winners / special mention – Wah Son @ Seletar Aerospace Park, National Design Centre, SkyVille@Dawson, Sultan Mosque and South Beach.*

## Designer of the Year

**Dr Hossein Rezai**  
Director  
Web Structures Pte Ltd

**Rene Tan**  
Director  
RT+Q Architects Pte Ltd

**Raymond Woo**  
Principal Architect  
Raymond Woo & Associates Architects

## Designs of the Year

Enabling Village  
WOHA Architects Pte Ltd  
Wong Mun Summ & Richard Hassell and Team

National Design Centre  
SCDA Architects Pte Ltd  
Prof Chan Soo Khian and Team

SkyTerrace@Dawson  
SCDA Architects Pte Ltd  
Prof Chan Soo Khian and Team

SkyVille@Dawson  
WOHA Architects Pte Ltd  
Wong Mun Summ & Richard Hassell and Team

Wah Son @ Seletar Aerospace Park  
ipli Architects  
Yip Yuen Hong and Team

## Architectural Heritage Award 2016 winners

225A Queen Street  
Roman Catholic Church of Saints Peter & Paul

3 Muscat Street  
Sultan Mosque

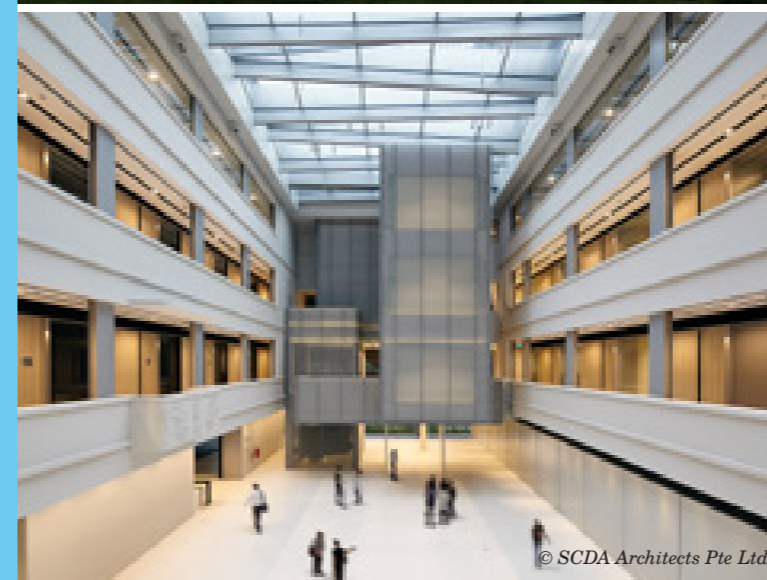
72 Club Street  
Goh Loo Club

13, 15, 17 Stamford Road  
Capitol Singapore  
(restoration and innovation)

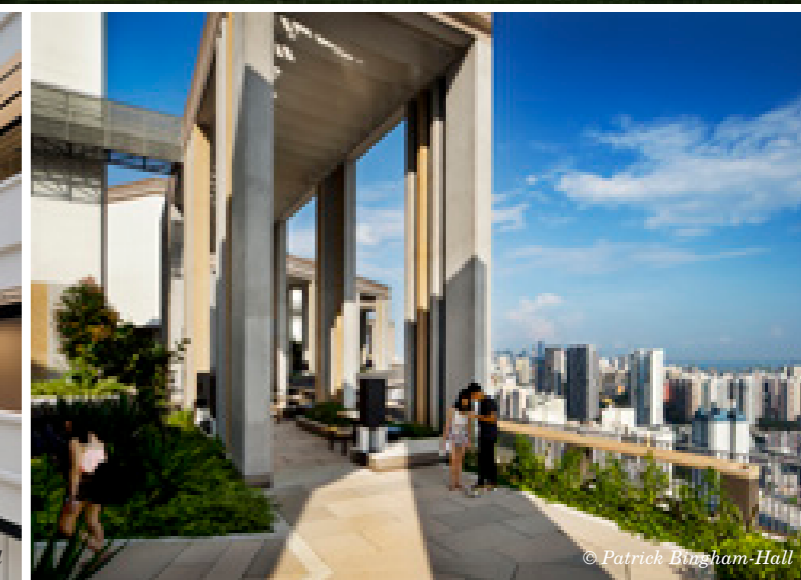
30 Beach Road  
South Beach (special mention)



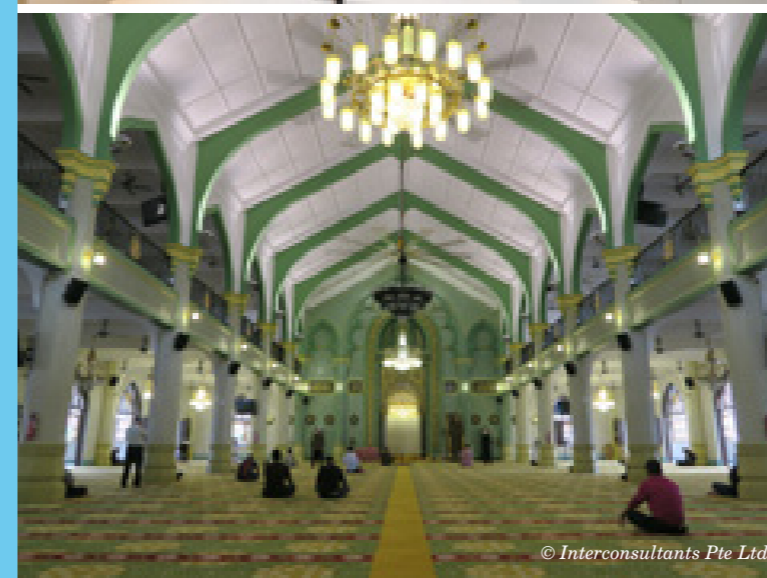
© Darren Soh



© SCDA Architects Pte Ltd



© Patrick Bingham-Hall



© Interconsultants Pte Ltd



# Empowering communities

It takes just one individual, one champion, one stakeholder to seed new ideas, galvanise the community and make things happen in reshaping our cityscape.

## Citizens enliven public spaces with street closures

Champions and passionate individuals are connecting people and injecting new life in public spaces through street closures.



URA Streets for People Programme has inspired 30 street closures so far

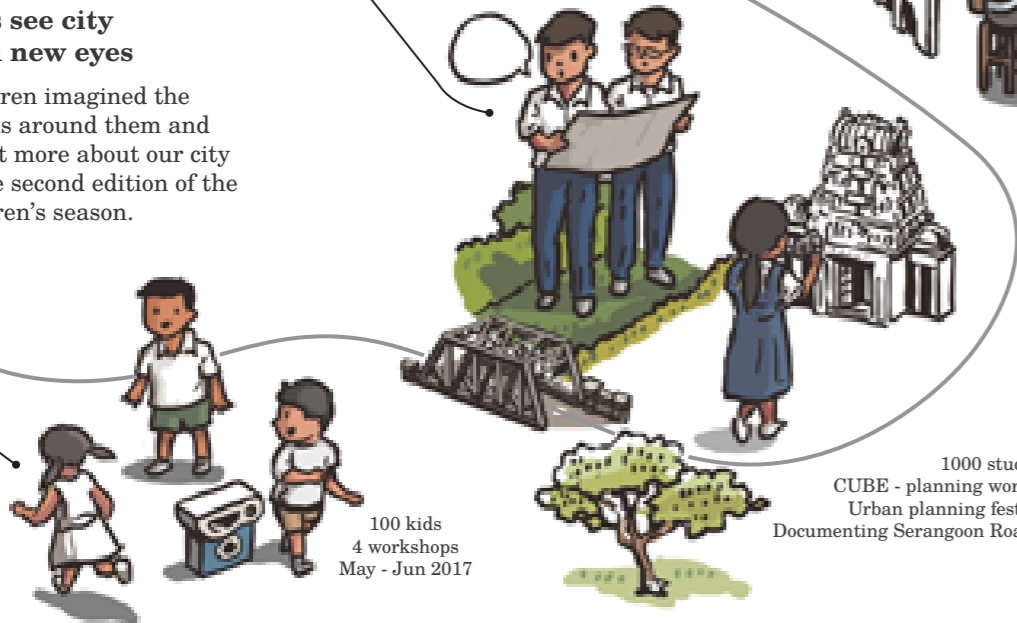
## Youths activate city with ideas, photos

Whether it is envisioning the Rail Corridor or photographing Serangoon Road, students are making their voices heard.



## Kids see city with new eyes

Children imagined the worlds around them and learnt more about our city in the second edition of the children's season.

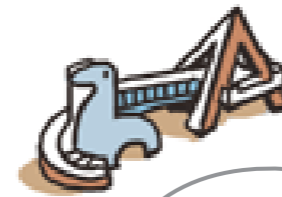


100 kids  
4 workshops  
May - Jun 2017

1000 students  
CUBE - planning workshop (Nov 2016)  
Urban planning festival (Mar 2017)  
Documenting Serangoon Road (Mar 2016 - Feb 2017)

## Residents shape their hoods with passion

We take our living spaces seriously – more residents are actively consulted on their neighbourhood plans.



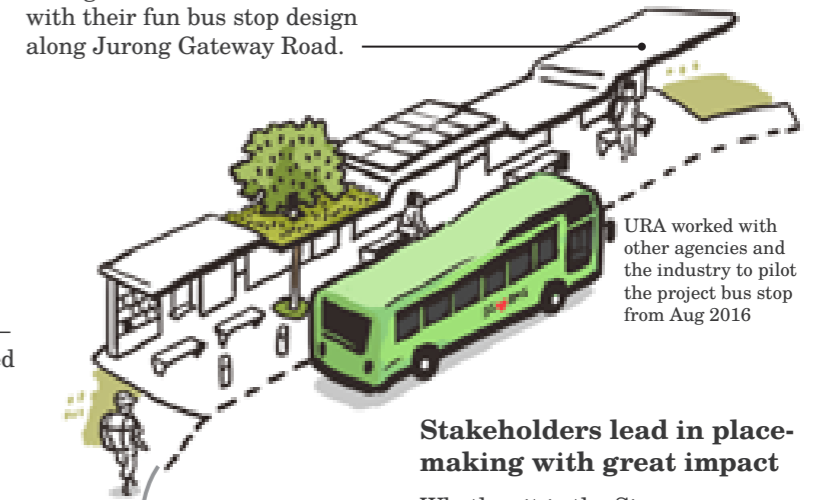
Residents are engaged actively for areas like Jalan Kayu and the Kallang River (Mar 2017)



Rajakumar Chandra, Little India's place-making champion is recognised for his fearless efforts in 2016

## Stakeholders lead in place-making with great impact

Whether it is the Singapore River or Little India, passionate place-makers are improving and sustaining the life and identity of key districts.



## Architects rethink bus stop with fun design

Waiting for the bus need not be boring. DP Architects show how with their fun bus stop design along Jurong Gateway Road.

URA worked with other agencies and the industry to pilot the project bus stop from Aug 2016





**Citizens are key to reshaping our city. In FY2016, we spent the year empowering and building up active communities of passionate youths, volunteers and other stakeholders who are making a difference to our cityscape.**

#### **Generating ideas**

“Cities change all the time, and everyone has a role to play. It’s not just about the big decision makers; they’re now looking to the population to see what people want, and how people use and engage cities,” said Australian architect Katherine Murray who sought to inspire youths in re-exploring the city through design thinking. Her inaugural urban design workshop was one of the many activities offered as part of URA’s second urban planning festival in March 2017 that was bigger and better with more than 1,000 students engaged as URA ramped up its efforts to nurture the future generation to play more active roles in shaping our cityscape.

During the festival, student teams were also recognised and awarded for their participation in URA’s 8th edition of the Challenge for the Urban & Built Environment

(CUBE) workshop cum competition held in November 2016 that saw 145 students from 11 junior colleges and five polytechnics joining. Immersing themselves as planners and urban designers, they came up with new ideas for the Buona Vista area, one of the key gateways of the Rail Corridor.

Nanyang Polytechnic students summed up the experience of the workshop: “The critique sessions were nerve-wrecking, enriching, so fun and impactful. Understanding how to develop meaningful spaces for people was such a rare opportunity for all of us as we are currently studying spatial design. Both spatial design and urban planning celebrate the human experience, but the urban planner having to consider and balance many competing needs and take on a broader view was a revelation to us.”



*Left: The second edition of the Urban Planning Festival had live art jamming, urban design workshops and other activities to engage aspiring planners and architects of the future.*

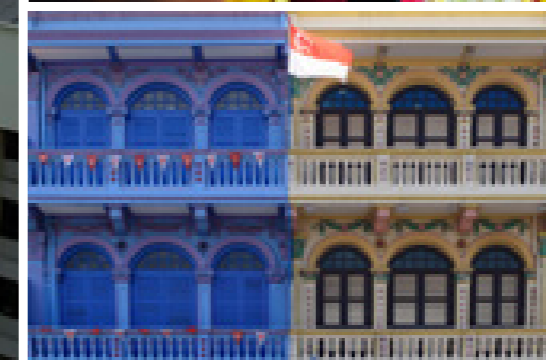
## Telling stories

“Serangoon Road is not just ‘Little India’. It’s not just a place where foreign workers and people of Indian heritage go to hang out. This area has a lot of historical architecture, much of which is not Hindu or India,” says Darren Soh, on capturing this historic road as the lead photographer of the project, “DOCUMENTING: Serangoon Road” by URA in partnership with the National Youth Achievement Award Council Young Photographers Network.

The project was initiated by URA to capture and document the more intimate and lesser-known landmarks, spaces and life of one of Singapore’s oldest roads and to open up a deeper understanding and appreciation of the Serangoon Road area, associated with familiar names like Tekka and since 1989 is also known as “Little India” where the historic conservation district is located. A year-long project from March 2016 to February 2017, Darren Soh, together with three other photographers Bernice Wong, Philipp Aldrup and Chia Aik Beng mentored and guided 30 tertiary students from 16 schools, uncovering new sights and perspectives about this colourful enclave.

From images to stories – URA also regularly trained student and volunteer groups to share stories and insights around buildings and places in historic districts like Chinatown and Tiong Bahru through free guided tours.

*Right: A selection of photos taken by students as part of the “DOCUMENTING: Serangoon Road” project - Jewelle Woo, Wong Wei Chern, Muhammad Dzaby Shabran, Chua Chang Tai and Kamini Mahesh Sadarangani.*







### Enlivening streets, spaces

Street closures took on a new meaning when awareness on disability was brought to the forefront with a special kind of street party organised in Tiong Bahru in March 2017. Put together by Society Staples and the Society for the Physically Disabled (SPD) under the Streets for People programme, we supported more of such meaningful street closures. Debra, the co-founder of social enterprise Society Staples saw the initiative as a good first step in the path to real change. “Achieving inclusivity begins with every individual. And altering our mind sets, being more educated on our misconceptions, and spreading the word around goes a long way,” she adds.

Initiated since 2015, URA’s Streets for People programme has inspired more than 30 temporary street closures to date, supporting passionate individuals who enlivened many streetscapes and

brought diverse communities together. This is in addition to 12 other regular street closures such as at Club Street and Circular Road.

Under URA’s Our Favourite Place programme, URA continued to support the international PARK(ing) Day in September 2016 that saw the largest participation from schools. More examples of public space activation took place in the city. At Bencoolen Street, the Nanyang Academy of Fine Arts initiated and ran a design competition to create fun and quirky benches, adding to the public space realm and walkable street experience. And at The URA Centre, pianos placed at the urban park attracted many music enthusiasts and became a key gathering place. The public was also invited to submit pop-up proposals for public spaces in the third edition of “My Ideas for Public Spaces” competition launched in February 2017. Winning ideas will be on display in September 2017, where some will be implemented.



*Left: Lively public spaces and streets like the urban park at URA Centre, temporary road closure at Farleigh Avenue, Serangoon Gardens and benches at Bencoolen Street serve to enliven up our urban scape.*

### Sustaining precincts

While some see Little India today as crowded and disorganised, he sees vitality and authenticity. Since assuming the role of Chairman of the Little India Shopkeepers & Heritage Association (LISHA) from 2006, Rajakumar Chandra has worked with URA and other government agencies to manage and sustain the conserved precinct's vibrancy. Because of his relentless efforts, he was conferred the Place Champion Award by the Place Management Coordinating Forum in Oct 2016<sup>1</sup>.

Born in the neighbourhood, Rajakumar's desire to sustain and grow the life in Little India led

him to join the family business and LISHA in its efforts to promote the district's heritage, culture and commerce. His approach to place management is based on a simple philosophy: "Once you move away life, you can't bring it back." Under his leadership, he has grown the LISHA membership from 50 to 300 and has introduced new festivities attracting millions to the district annually. He also worked with key agencies to improve the physical environment of the district including activating public spaces under URA's Our Favourite Place programme.

Place management, a coordinated multi-stakeholder approach to improve precincts, is a key focus

for URA planners, recognising that beyond the physical infrastructure, more active and vibrant programming and streetscapes are important to ensure places and communities continue to thrive. Rajakumar Chandra is the third recipient to receive the award in 2016. The other two are Wilson Tan, Chairman of the Singapore River One (2015) and May Sng, previous Chairman of the Orchard Road Business Association (2014).



<sup>1</sup> The Place Management Coordinating Forum is an inter-agency group comprising URA, Singapore Tourism Board, National Arts Council, National Heritage Board, National Parks Board and SportsSG which oversees the development of the place management sector in Singapore.



*BID is a tried-and-tested model in many countries, helping towns and cities bring stakeholders together to shape the vision and deliver projects and services for their districts. There is potential in implementing the model here to generate positive outcomes for the Singapore River precinct, and we are happy to have our stakeholders on board with us for this journey.*

Michelle Koh, Executive Director  
Singapore River One

### **Pilot Business Improvement District**

In a step forward to deepen place management efforts and give greater empowerment to stakeholders, Singapore River One (SRO) has come forward to be the first precinct association to pilot a Business Improvement District (BID) in Singapore.

In cities supported with a legislated BID framework, stakeholders vote to form a BID based on a business plan that is drawn up in consultation with stakeholders. If an agreed threshold of support is met, the legislation will require every eligible

stakeholder in the BID to contribute funds to enhance the precinct and increase footfall. Such a ground-up arrangement empowers businesses to market and enliven their precincts, and has proven to be a powerful way to transform precincts and sustain their business viability.

SRO has shown strong interest and taken steps towards piloting the framework as the current model of place management in Singapore is limited by the voluntary nature of participation and contribution from stakeholders.

Referencing the process of forming a BID, SRO has undergone extensive

consultation with their stakeholders, drawn up a four-year business plan to guide their development as a pilot BID, and garnered support from property owners in the precinct to form a pilot BID.

As a pilot BID, SRO will enjoy matching seed funding from URA to roll out various initiatives for the betterment of the precinct. SRO will be rejuvenating Singapore River with a more coordinated approach in marketing and promotion of the stakeholders' businesses, organising events, as well as managing the use of the recently revamped outdoor dining areas at Boat Quay.

**Mission**

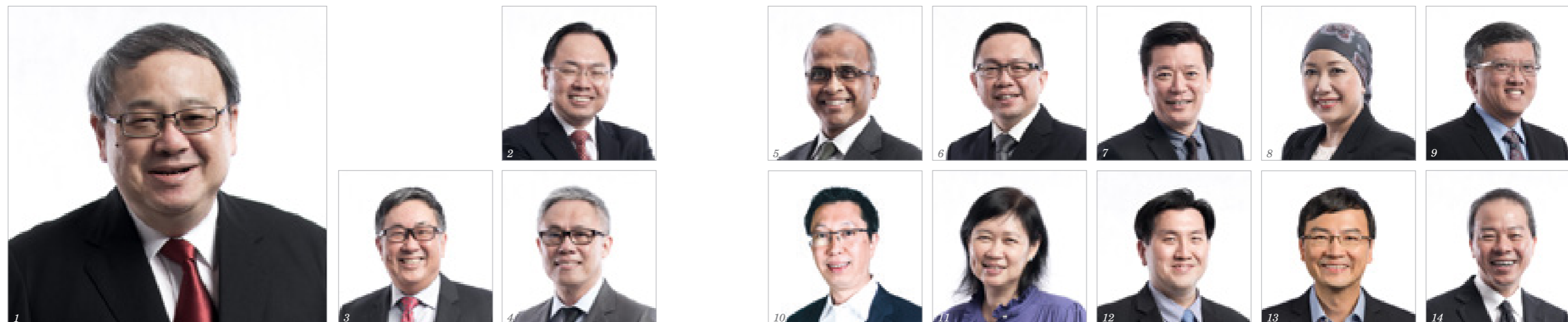
To make Singapore  
a great city to  
live, work and play

**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. **Mr Joe Sim Heng Joo**  
Chief Executive Officer  
Malaysia Operations Division  
Parkway Pantai Limited

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 Group Chief Executive Officer  
CPG Corporation Pte Ltd

10. **Mr Chew Men Leong**  
Deputy President and President, Defence Business  
Singapore Technologies Marine Ltd  
(until 30 November 2016)

11. **Prof Brenda Yeoh Saw Ai**  
Vice Provost (Graduate Education), Office of the Provost  
National University of Singapore

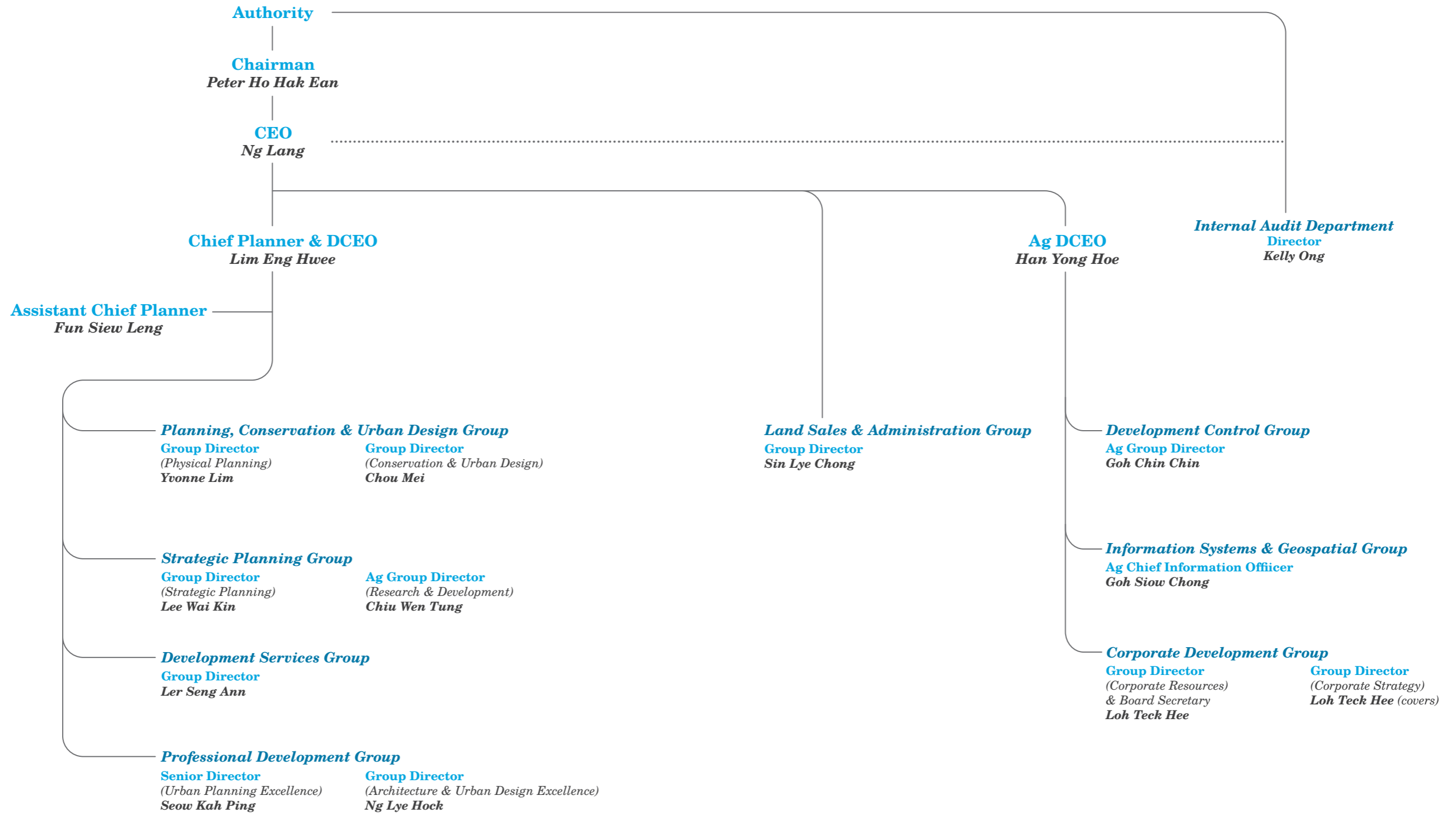
12. **Dr Cheong Wei Yang**  
Deputy Chief Executive Officer  
National Research Foundation

13. **Mr Ngien Hoon Ping**  
Chief Executive  
Land Transport Authority  
(from 1 December 2016)

14. **Mr Ng Lang**  
Chief Executive Officer  
Urban Redevelopment Authority

# Organisation Structure

as at August 2017



# Advisory Committees

## *International Panel of Experts*

This panel was established to seek the perspectives of renowned international architects, urban economists, planners and developers on international best practices and the latest global trends in planning and urban design to address planning challenges that Singapore faces in the medium-to-long term. 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**  
Chairman  
Masatoshi An & Partners 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 and Co-founder  
Esri

**Dr John Endicott**  
Executive Director, Geotechnical, Asia  
AECOM

**Dr Emi Kiyota**  
President and Founder  
Ibasho

**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 Loh Lik Peng**  
Managing Director  
KMC Holdings Pte Ltd

**Mr Richard Helfer**  
Chairman  
RCH International Pte Ltd

**Mr Saeid Labbafi**  
Chairman  
One Kampong Gelam

**Mr Bernard Leong Mun Choy**  
Chairman  
Chinatown Business Association

**Mr Rajakumar Chandra**  
Chairman  
Little India Shopkeepers and Heritage Association

**Mr Raymond Wong Sin Kang**  
Owner  
Rumah Kim Choo

**Prof Brenda Yeoh Saw Ai**  
Vice Provost (Graduate Education)  
National University of Singapore

**Dr Yeo Kang Shua**  
Assistant Professor, Architecture & Sustainable Design  
Singapore University of Technology and Design

**Dr Lai Chee Kien**  
Adjunct Associate Professor, Architecture & Sustainable Design  
Singapore University of Technology and Design

**Mrs Koh-Lim Wen Gin**  
Director  
Keppel Land Limited

**Mr Tan Kay Ngee**  
Principal Architect  
Kay Ngee Tan Architects

**Mr Ashvinkumar s/o Kantilal**  
Group Chief Executive Officer  
ONG&ONG Pte Ltd

**Mr Ng Chee Seng**  
Honorary Treasurer  
Real Estate Developers' Association of Singapore

**Mr Ignatius Low**  
Head, Media Solutions  
Singapore Press Holdings Ltd

**Mr Jerome Lim**  
Heritage Blogger  
The Long and Winding Road

**Ms Clara Chan**  
President  
Friends of the Museums

**Mr Zainal Abidin Nordin**  
General Manager  
Darul Arqam Singapore

**Mr Alfred Lim Song Huat**  
Taxi Driver  
ComfortDelGro

**Mr Kenneth Lee**  
Director, Humanities Branch  
Curriculum Planning & Development Division 2  
Ministry of Education

**Ms Debbie Loo**  
PhD student, Department of Architecture  
National University of Singapore

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

**Ms Chou Mei**  
Group Director (Conservation & Urban Design)  
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 Khew Sin Khoon**  
President and Group Chief Executive Officer  
CPG Corporation Pte Ltd

### Members

**Mr Ashvinkumar s/o Kantilal**  
Group Chief Executive Officer  
ONG&ONG Pte Ltd

**Mr Look Boon Gee**  
Managing Director  
LOOK Architects Pte Ltd

**Mr Tan Shao Yen**  
Chief Executive Officer  
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 Mok Wei Wei**  
Managing Director  
W Architects Pte Ltd

### Members

**Ms Pauline Goh**  
Chief Executive Officer, South East Asia  
CBRE Singapore Pte Ltd

**Mr Khew Sin Khoon**  
President and Group Chief Executive Officer  
CPG Corporation Pte Ltd

**Mr Seah Chee Huang**  
Director  
DP Architects Pte Ltd

**Mr Poon Hin Kong**  
Deputy Chief Development Officer  
CapitaLand Limited

**Mr Cheng Hsing Yao**  
Group Managing Director  
GuocoLand (Singapore) Pte Ltd

**Mr Tan Shao Yen**  
Chief Executive Officer  
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 Chief Executive Officer, who is also a Board member, the rest are non-executive members.

## Staff Review Committee

The Staff Review Committee consists of URA Chairman, Chief Executive Officer, and one other Board member. It reviews and endorses the promotion of officers into and within superscale grades, 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. 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 and effectiveness of URA's risk management and internal control systems.

## 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 has an internal audit (IA) function that is independent of the activities it audits. The internal auditors report to the Chairman of the ARC functionally and to the Chief Executive Officer administratively.

The department performing IA function 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, operational, compliance and IT systems and processes. It furnishes Management with audit observations, analyses, and recommendations on areas for improvement and monitors the follow-up actions. Its audit plans are reviewed and approved by the ARC. The scope of the IA 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 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. Details of the policy are posted on URA's intranet for employees' easy reference.

## Staff Review Committee

### Chairman

**Mr Peter Ho Hak Ean**

*Chairman  
Urban Redevelopment Authority*

### Members

**Mr Ng Lang**

*Chief Executive Officer  
Urban Redevelopment Authority*

**Dr Cheong Wei Yang**

*Deputy Chief Executive Officer  
National Research Foundation*

## 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 & Group 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*

**Mr Joe Sim Heng Joo**

*Chief Executive Officer, Malaysia Operations Division  
Parkway Pantai Limited*

**Mr Chew Men Leong**

*Deputy President and President, Defence Business  
Singapore Technologies Marine Ltd  
(until 30 November 2016)*

**Mr Ngien Hoon Ping**

*Chief Executive  
Land Transport Authority  
(from 1 December 2016)*

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The Urban Redevelopment Authority (URA) is Singapore's land use planning and conservation agency. Our mission is "to make Singapore a great city to live, work and play". We strive to create an endearing home and a vibrant future city through far-sighted planning and innovation, in partnership with the community.

We have successfully transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. Adopting a long-term and comprehensive planning approach, we formulate 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.

To turn plans and visions into reality, we take on a multi-faceted role. In addition to our planning function, we are 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 conservation authority, we have an internationally recognised conservation programme, and have successfully conserved not just single buildings, but entire districts. We also partner the community to enliven our public spaces to create a car-lite, people-friendly and liveable city for all to enjoy.

In shaping a distinctive city, we promote architecture and urban design excellence, and innovate to build a resilient city of opportunity that fulfils and anticipates the aspirations of our people.