

A stylized illustration of four hands in shades of orange and peach. Two hands at the top hold a horizontal blue line, while two hands at the bottom hold a diagonal red line that crosses the blue line. The background is white.

URBAN REDEVELOPMENT AUTHORITY

Annual Report 2022/2023



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Reflections from Mr Peter Ho, Chairman, Urban Redevelopment Authority

In the past year, the Urban Redevelopment Authority marked the successful conclusion of the Long-Term Plan Review (LTPR) which spotlighted strategies to chart Singapore's development over the next 50 years and beyond, based on Singaporeans' aspirations. These long-term strategies now serve as a guiding compass for us to develop more detailed plans to build a liveable, inclusive and endearing home for current and future generations.

Envisioning and planning for our future

Our LTPR journey began in July 2021, when we embarked on a year-long engagement with Singaporeans to re-imagine possibilities for our future urban environment. It could not be timelier as Singaporeans were also engaged in the Forward Singapore exercise to refresh our social compact during a time of change and uncertainty, driven by continued geopolitical instability, a slowing global economy and deepening climate crisis as well as a rapidly ageing population at home. The LTPR in parallel, brought Singaporeans together to conceptualise our long-term land use plans, based on our shared vision and collective priorities.

The review involved over 15,000 people and culminated in an exhibition in June 2022 that showcased planning concepts and strategies that sought to meet Singaporeans' diverse aspirations while allowing for greater flexibility and optionality of land use. It set the foundation for a future Singapore that is not only distinctive and endearing but also inclusive, adaptable, resilient and sustainable.

Even though the LTPR has ended, the conversations with Singaporeans are far from over. In the review of the Master Plan commencing this year, URA will build on these conversations and work with Singaporeans and stakeholders to translate the LTPR strategies into detailed plans to guide Singapore's physical development over the next 10 to 15 years. We hope to partner everyone to shape our future home, as responsible stewards, balancing our diverse needs within our limited land resources and providing options for future generations.

During the year, we also worked with various communities to co-create more immediate plans. For example, URA supported the Kampong Gelam Alliance's two-month public engagement for their draft Place Plan to seek ideas on sustaining Kampong Gelam's rich heritage while enhancing its relevance and appeal. Over at Farrer Park, we engaged stakeholders extensively to shape redevelopment plans that are sensitive to the heritage assets there. We also reached out to youths through workshops, forums and competitions to cultivate a deeper appreciation for urban planning, solicit their views on the future of our city and inspire them to contribute in their own ways.

Developing a sustainable and liveable home today

Even as we set our sights on the future, we also made good progress to build a more sustainable and liveable city today that is thriving with economic opportunities.

At Jurong Lake District, we unveiled plans for a new precinct to propel the development of Singapore's largest business district outside the city centre. Anchored on a master developer site that will integrate centralised urban systems with environmentally-friendly infrastructure, our aim is for Jurong Lake District to become a model sustainable district that achieves net zero emissions by around 2045, earlier than the national target of 2050. A new model for city living that is sustainable, car-lite, and self-sufficient is also shaping up at Marina South, with the launch of the first residential sale site in the neighbourhood. Over at the North-East region, the Punggol Digital District is on track to become an inclusive and green lifestyle destination that also houses key growth industries of the digital economy.

Enhancing and integrating our natural and heritage assets with the urban environment is an important element in creating these exciting plans. For instance, the new Springleaf estate will be sensitively developed to respect the rich biodiversity of the area. In addition, we will continue to create green and inclusive community spaces for all to enjoy, such as the well-loved Rail Corridor which underwent enhancements in the past year. With the completion of the new Bukit Timah Railway Station community node and the northern stretch of the Rail Corridor, more people can enjoy the rustic and green setting safely and comfortably.

Enlivening and showcasing our distinctive city

As we transitioned into post-COVID-19 Singapore, the past year saw the resumption of well-loved events and activities which breathed life into our city and brought us together in person again. i Light Singapore returned after a two-year hiatus with beautiful artworks and delightful programmes, while the year-end fireworks, always a crowd favourite, made a comeback at the Marina Bay Singapore Countdown 2023. We also supported the pilot Business Improvement Districts on post-pandemic events that injected vibrancy to the city, as part of our partnership with the private sector and wider community to shape endearing spaces for all.

We further enlivened our urban fabric through updated design guidelines. These include a review of guidelines for Privately-Owned Public Spaces to encourage more private developments to provide welcoming public spaces, and enhancements to the Central Business District Incentive and Strategic Development Incentive schemes to encourage greater sustainability in redevelopment projects.

And as we revitalised our city to meet future needs, we also celebrated our heritage. Seven architecturally and historically significant buildings were conserved, while the scope of the Architectural Heritage Awards was expanded to recognise both good restoration and upkeep of conserved buildings. These efforts have helped foster a stronger sense of identity and belonging, and keep rich stories of our past alive for current and future generations to appreciate and cherish.

At the same time, we continued to promote architecture and urban design excellence to local and global audiences through exhibitions, publications and awards. For example, the homecoming exhibition of the Singapore Pavilion at the 17th International Architecture Exhibition of La Biennale di Venezia featured the

different ways we share familiar spaces, while the *Art in Public Space* exhibition spotlighted the growth of Singapore's public art. On the international front, the city of Vienna won the Lee Kuan Yew World City Prize 2020 Award for its exemplary efforts in creating a liveable, vibrant and sustainable home for its people.

Providing more accessible and inclusive homes

Ensuring that housing remains accessible and inclusive for Singaporeans is critical to making Singapore a great place to live. In the past year, URA made maintaining a sustainable property market a priority amid resilient demand for private housing as we emerged from the COVID-19 pandemic.

To that end, URA worked with other government agencies to ramp up the supply of private housing through the Government Land Sales programme and supported the Housing & Development Board on the supply of public housing. To expand the range of housing options available and cater to diverse housing needs, we also awarded a tender for a pilot private assisted living development site at Parry Avenue.

Innovating to plan smarter and more efficiently

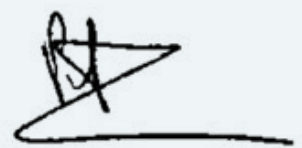
A spirit of innovation and agility continued to drive URA's efforts in planning for a more sustainable and people-centric urban environment as well as improving efficiency in public services. The development of CORENET X is set to transform the regulatory landscape through process re-engineering, adoption of modelling technologies and collaborative workflows. In addition, the new One-Stop Developers' Portal provides developers and their partners a seamless digitised end-to-end service journey in property development.

At Jurong Lake District, technological tools such as environmental modelling are being used to harness prevailing winds to cool the urban environment, while accessibility analytics have been applied to inform the planning of essential amenities and achieve the goal of '10-minute neighbourhoods'.

Journeying ahead to shape a great city for all

Through bold, far-sighted and meticulous planning, URA remains committed to chart a thriving future for Singapore. Together with Singaporeans, we will continue on this journey to shape a city of possibilities to meet our diverse needs and aspirations.

I would like to express my gratitude to URA's partners, stakeholders and Singaporeans for their invaluable partnership and contributions as well as appreciation for URA colleagues for their hard work and professionalism. I look forward to your continued participation and support, as we embark on a review of the upcoming Master Plan to chart the next chapter of Singapore's urban planning story.



Peter Ho Hak Ean
Chairman

RE-IMAGINING AND PLANNING FOR OUR FUTURE

Together with stakeholders and Singaporeans from all walks of life, we re-imagined our future city and formulated plans that balance the needs of present and future generations, meet the diverse aspirations of citizens, and ensure a sustainable and vibrant living environment.



RE-IMAGINING AND PLANNING FOR OUR FUTURE

CHARTING A SPACE FOR OUR DREAMS

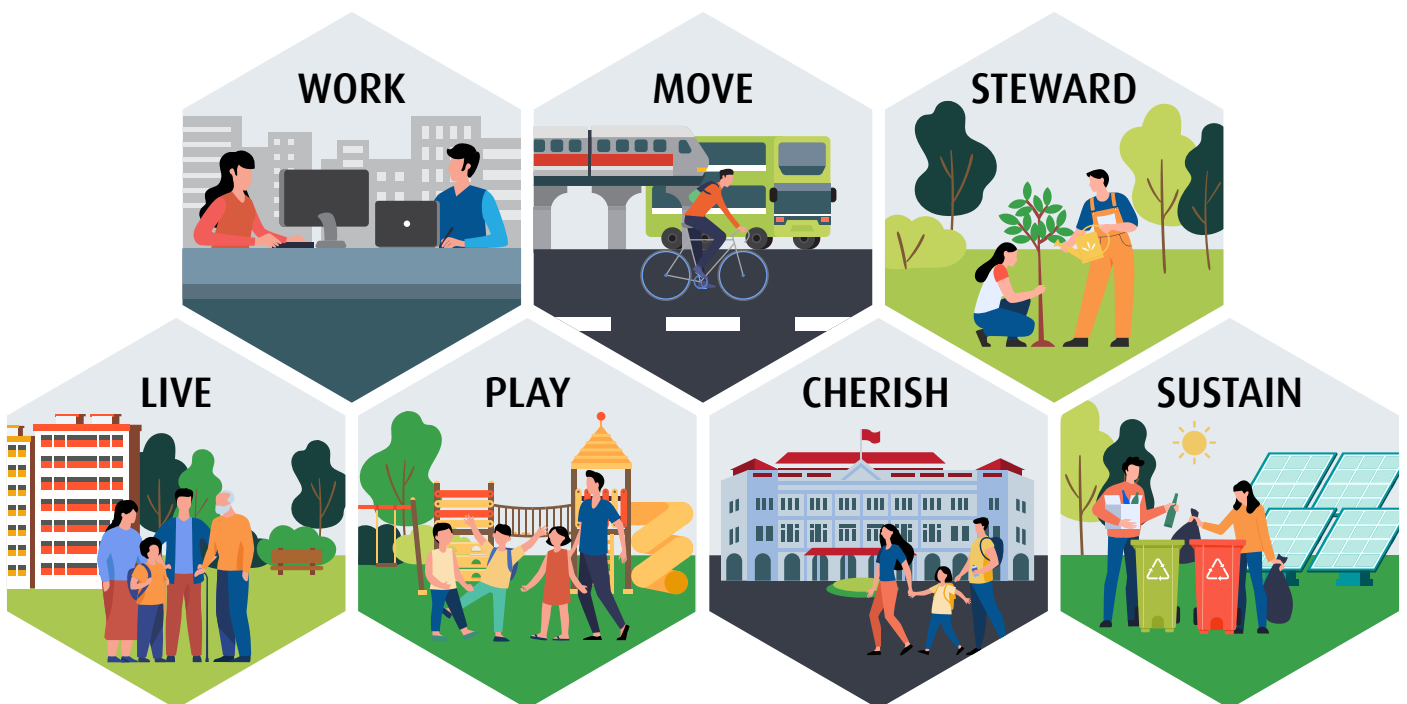
In July 2021, we started our journey on an extensive [public engagement exercise](#) with Singaporeans through the Long-Term Plan Review (LTPR), which culminated in a roving exhibition of our planning strategies for the next 50 years and beyond. In the upcoming review of the Master Plan, we will build upon these conversations to make Singapore a liveable and endearing home for all.

i A showcase of collective aspirations and strategies for Singapore's long-term future

The LTPR concluded in June 2022 with a roving [exhibition](#) that showcased the planning strategies that will achieve the collective aspirations of Singaporeans, and shape a sustainable and thriving Singapore for many generations to come.

Presented under seven pillars representing elements of Singapore's future urban environment – [Live](#), [Work](#), [Play](#), [Move](#), [Cherish](#), [Steward](#) and [Sustain](#) – these strategies will guide Singapore's development over the next five decades and beyond. They focused on meeting the aspirations of Singaporeans while enhancing flexibility and optionality of our land use for future generations. The Long-Term Plan was

drawn up with ideas and feedback shared by Singaporeans. For instance, the desire for a wider variety of housing options to address diverse needs and an ageing population has been reflected in our strategy to provide a better mix of housing typologies and more assisted living options. Many Singaporeans also expressed pride for our identity and heritage. We will therefore reinforce this through [Identity Corridors](#) which are characterised by unique streetscape design, heritage and experiences, such as the Historic East corridor that cuts across Joo Chiat and Geylang Serai and the Rail Corridor which is envisioned to be a green spine.



To explore forward-looking ideas and concepts for the redevelopment of [Paya Lebar Air Base](#) which will cater to sustainable long-term growth, the Singapore Institute of Architects and Singapore Institute of Planners presented concept proposals to transform the site into a new generation town with homes, jobs and lifestyle amenities that meet the needs of the future.

The LTPR exhibition reached a total of [200,000 people](#), with close to 50,000 visiting the exhibition at The URA Centre and islandwide in the heartlands as well as 150,000 visits to the LTPR website.



Stakeholder and community tours led by our colleagues and volunteers



The LTPR exhibition was held at various locations islandwide, including The URA Centre



Young Singaporeans viewing the roving LTPR exhibition at HDB Hub in Toa Payoh

ii Realising our aspirations for Singapore together

We have since embarked on the next bound, to translate the LTPR's long-term strategies into detailed plans to guide Singapore's physical development coherently over the next 10 to 15 years through a review of the Master Plan.

The success and relevance of the next Master Plan hinges on our engagement and consultation with Singaporeans and

stakeholders from different sectors to share their ideas with us. Together, we will arrive at a consensus on how we should be responsible stewards and balance the needs of current and future generations within our finite land. We will provide various avenues for Singaporeans to share their views on our national and local plans over the next two to three years.

SHAPING REDEVELOPMENT PLANS SENSITIVELY

In the year-in-review, we engaged stakeholders and Singaporeans extensively to carefully shape redevelopment plans that address diverse interests and needs.

i Farrer Park to feature new amenities and rich heritage

Following extensive engagement with stakeholder groups such as Friends of Farrer Park, the heritage community, sports community and surrounding residents, agencies refined development plans in [April 2022](#) to strengthen the future

housing estate's integration with the area's rich heritage, new sports and recreational facilities, and public spaces for the community.



Artist's impressions of the future public housing estate at Farrer Park, incorporating a retained boxing gym (yellow building in left image) and other sports and recreational facilities such as a new sports centre and jogging track (in right image)

ii Balancing development and heritage holistically at the Bukit Timah Turf City

To ensure that the future Cross Island Line Turf City MRT station at the Bukit Timah Turf City is sensitively integrated with the heritage of the site, [environmental](#) and [heritage impact assessments](#) were carried out in consultation with environmental and heritage groups. Measures have been identified to mitigate the impact on natural and built heritage, even as the MRT station is being developed to serve existing and future residents.

We are also working closely with agencies to support the transition of existing interim use stakeholders by providing alternative sites for tender, as leases expire in end-2023 to make way for the redevelopment of the Bukit Timah Turf City for new homes to meet the aspirations of Singaporeans. Environmental and heritage studies for the remaining areas of the site are ongoing, as agencies study its future land use plans.

COMMUNITIES TAKE THE LEAD TO SHAPE THE FUTURE OF PRECINCTS

We continued to partner community stakeholders and supported ground-up initiatives to enliven their precincts.

i Developing a Place Plan for the Kampong Gelam Historic Area

In November 2022, we supported the Kampong Gelam Alliance (KGA) in a two-month public engagement as part of their draft Place Plan to chart the future of the Kampong Gelam Historic Area. Through a public survey and workshops, more than 1,600 participants contributed ideas on ways to sustain the area's rich heritage, enhance its public spaces and connectivity as well as protect traditional trades while attracting new businesses. The engagement provided a valuable opportunity for the community to discuss and identify the collective values of the area, and strive towards shaping an attractive and resilient Kampong Gelam for present and future generations.



In January 2023, walkshops comprising site walks and discussions in Kampong Gelam were conducted to collect views and feedback on ways to enhance the historic area

ii Community stakeholders enliven public spaces

Tapping on the URA-HDB [Lively Places Fund](#), community champions in Yew Lian Park Residents' Association enhanced an old staircase in the Upper Thomson estate in October 2022 by adding a handrail and engaging an artist to design and paint a colourful mural on the steps.



One of the *Kopi* chats held to gather stories for the mural (Photo Credit: Yew Lian Park Residents' Association)

In April 2022, residents and business owners in the Tiong Bahru estate participated in the pilot Lively Places Challenge Workshop, where they contributed design ideas for temporary installations to transform newly pedestrianised streets in the neighbourhood into safe and attractive spaces. To date, some ideas have been incorporated into Land Transport Authority (LTA)'s street enhancement works.



The Upper Thomson staircase mural has become an attractive landmark and popular photo spot

iii Supporting pilot Business Improvement Districts (BIDs) on post-pandemic activities

We continued to support the pilot BIDs as they implemented initiatives to welcome visitors back to their precincts as COVID-19 measures eased. For example, in September 2022, the Marina Bay Alliance (MBA) organised [Carnival by the Bay](#), a family-oriented event that featured a carnival and movie



Carnival by the Bay featured an outdoor movie screening at the Lawn @ Marina Bay (Photo credit: MBA)

screening. Singapore River One (SRO) commemorated their 10th anniversary in March 2023 by unveiling two vibrant [murals](#) at the Coleman Underpass, in a collaboration with local artists and more than 230 stakeholders and members of the community.



For their 10th anniversary, SRO unveiled murals along the Coleman Underpass that tell stories of the past, present and future of the Singapore River (Photo credit: SRO)

CO-CREATING WITH YOUTHS AND VOLUNTEERS

Together with passionate youths and volunteers, we developed activities to inspire and deepen appreciation for urban planning.

i Showcasing community artworks at City Canvas exhibitions

We collaborated with partners and volunteers to curate exhibitions at City Canvas, a space at the Singapore City Gallery dedicated to showcasing the community's reflections and expressions about Singapore's evolving cityscape. These include:

- *Textures of the City*, a photo exhibition co-created with URA volunteer photographers in August 2022 that explored how good design can transform the way we live, work and play.



The *Heritage Inspirations* exhibition showcased tiles displaying motifs of heritage buildings that students were inspired by



- *Heritage Inspirations*, a mural art exhibition co-created with School of the Arts Singapore in October 2022 that celebrated Singapore's architectural heritage.
- *Colours of our Wildlife @ Labrador*, a photo exhibition in February 2023 by youths from National University of Singapore (NUS) Environmental Studies that featured Labrador Nature Reserve and its offerings, ranging from wildlife, historical relics to scenic views of the Southern Islands.



City Canvas has played host to many exhibitions showcasing the community's reflections on Singapore's evolving cityscape

ii Inspiring youths through workshops and forums

With the easing of the COVID-19 measures, we resumed in-person engagements with youths. We continued our collaboration with the NUS Geographical Society to develop workshops for upper and post-secondary students in January 2023. Through interactive discussions and activities, students took away deeper insights on how we plan for a liveable and sustainable city.

Some 160 students also participated in the annual *Young Planners' Forum* in January 2023 where they were introduced to the world of urban planning by our planners and architects, and were provided a glimpse of planning work through an interactive panel discussion. Students also got to learn more about the scholarship and career opportunities available at URA.



Students learning about urban planning through hands-on activities



Workshops were held in collaboration with our partners from NUS Geographical Society

In addition, 17 schools participated in the annual Challenge for the Urban and Built Environment in November 2022. Students came together to envision future possibilities for two sites in Jurong Lake District, and presented ideas such as ‘super playground’, ‘knowledge hub’ and a focus on wellness. Students also interacted with and learned from practicing architects, who served as judges and mentors.



A panel discussion at the Young Planners' Forum 2023



Students gathered to envision possibilities for the Jurong Lake District

iii Co-delivering community tours with volunteers and partners

We also resumed our popular community tours, co-delivered in partnership with URA volunteers and Friends of the Museums (FOM).

URA volunteers at the Singapore City Gallery helped share the story of Singapore's urban transformation and efforts to develop sustainably to meet the country's long-term

needs. Held up to three times weekly, these volunteer-led tours reached out to over 1,400 members of the public over the past year. FOM also conducts weekly heritage walks to Chinatown where participants can explore different parts of the historic district and find out more about how URA balances the conservation of built heritage with development needs.



Community tours held at the Singapore City Gallery



Community tours held at Chinatown (Photo credit: FOM)

SUSTAINING A LIVEABLE CITY OF OPPORTUNITIES

We pushed ahead with development plans to sustain a thriving economy, enhance green spaces and bring nature closer to people, and to ensure a stable private property market so as to foster an inclusive home.



SUSTAINING A LIVEABLE CITY OF OPPORTUNITIES

FORGING AHEAD WITH PLANS FOR VIBRANT AND SUSTAINABLE URBAN AREAS

We kickstarted exciting developments in new precincts, while continuing to make progress on key gateways, to progressively bring to fruition our plans to make Singapore a better city to live, work and play.

i Jurong Lake District: Paving the way for a model sustainable district

As part of Singapore's plan to achieve net zero emissions by 2050, [Jurong Lake District \(JLD\)](#) will aim to become a model sustainable district by having all new developments there achieve net zero emissions by around 2045. To realise these ambitions, URA has appointed an experienced operator to design, build, own and operate a large-scale district cooling system that will lower the aggregate peak cooling demand and increase overall energy efficiency in the mixed-use district.

To grow JLD into Singapore's largest business district outside the CBD, we also unveiled the land use plan for a new precinct south of Jurong East MRT Station in December 2022. The plan will guide development of the precinct over the next 20 years, and includes the launch of a 6.5-hectare master developer site as part of the first half 2023 Government Land Sales Programme. The intention is for a single developer to comprehensively master plan the site and use district-level urban solutions with innovative concepts, such as maximising solar energy deployment and implementing transport



Artist's impression of the future Jurong Lake District, which is envisioned as a model sustainable district

infrastructure to enhance connectivity and encourage Walk Cycle Ride modes. To further support the continued growth of the district and achieve our car-lite ambition, the new precinct will also be served by upcoming MRT lines, such as the Cross Island Line Phase 2.



ii Marina South: A new model for city living

The development of the Marina South neighbourhood also got underway with the [first residential sale site](#) at Marina Gardens Lane which was launched in December 2022, and awarded in July 2023. The 45-ha [Marina South precinct](#) situated next to Gardens by the Bay is envisioned to be a [sustainable](#) and car-lite precinct and a self-sufficient

[10-minute residential neighbourhood](#) offering easy access to a wide range of amenities and recreational options. A dedicated [Urban Design Guide](#) explaining the principles behind the planning and urban design requirements has been developed to help steer the development of this distinctive and community-centric precinct.



Marina South is envisioned to be a self-sufficient community-centric neighbourhood where residents enjoy good access to amenities and community facilities



Future residents will enjoy a lush and sustainable precinct with abundant greenery and open spaces and where wind flow through developments is encouraged to provide natural ventilation

iii Punggol Digital District: A smart destination for live, work, play and learn

At [Punggol Digital District](#) (PDD), apart from housing key growth industries of the digital economy, the area is also steadily shaping up as an inclusive and green lifestyle destination for the surrounding community. PDD will be developed in phases, with the first phase expected to be completed progressively from 2024, in tandem with the Punggol Coast MRT station on the extension of the North-East Line, which is expected to open by 2024.

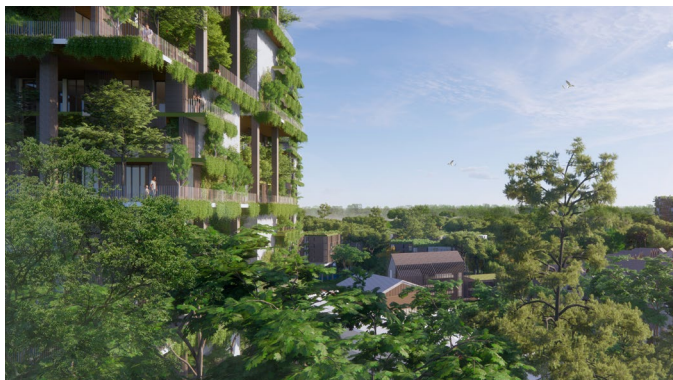
To further propel the development of PDD, we released a commercial site at Punggol Walk on the Reserve List for a short-term office development under the [first half 2023 \(1H2023\) Government Land Sales \(GLS\) Programme](#). The shorter lease of 30 years allows our land uses to be refreshed in shorter cycles while supporting businesses in adapting their operations more nimbly to changing economic trends and market demand.

iv Springleaf: An ecologically-sensitive development approach

Over at Springleaf, agencies [unveiled plans](#) in June 2022 for a new residential estate with commercial and nature-based recreation amenities and easy access to the new Springleaf MRT station, to meet the strong demand for housing with close proximity to transport nodes.

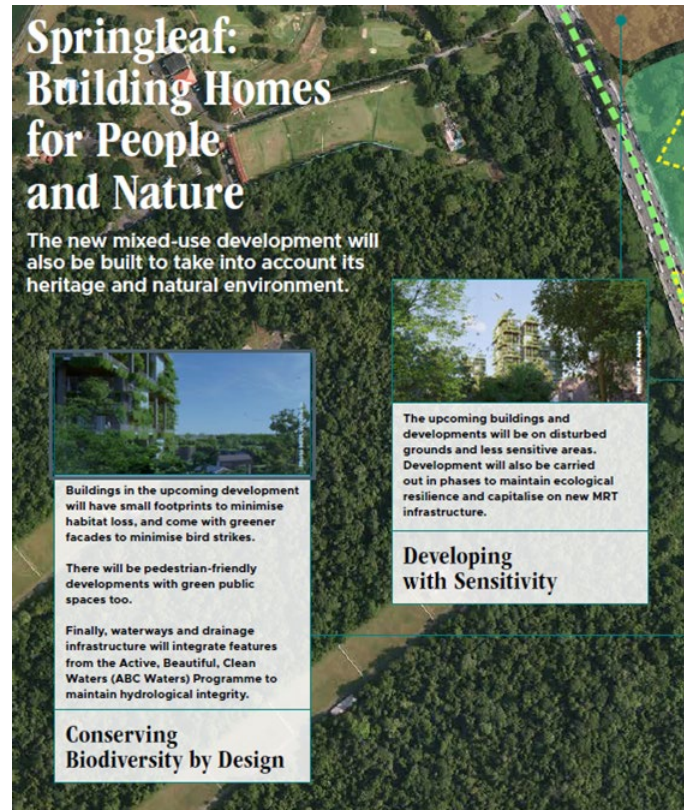
As the Springleaf estate has green areas containing a variety of native flora and fauna as well as heritage landmarks such as the former Seletar Institute and Nee Soon Post Office, the plans will sensitively integrate these elements with future developments.

For instance, URA conducted [environmental studies](#) and also engaged multiple stakeholders for feedback and suggestions. Significant biodiversity-sensitive areas in the forests at



The Springleaf estate will balance development with nature conservation using a biodiversity-sensitive approach (Image credit: MKPL Architects)

Springleaf will be conserved, and the immediate surroundings will also be retained as an ecological buffer to facilitate ecological connectivity.



Strategies to balance development needs with nature and heritage conservation

v Exciting plans afoot in the East

Exciting plans will also unfold in the East over the next few decades, as shared by Prime Minister Lee Hsien Loong in his [National Day Rally 2022 speech](#). The future town at the Paya Lebar Airbase site and its surrounding land has potential to accommodate about 150,000 new homes with the 3.8km-long runway repurposed into a green connector

or vibrant community space. The new Changi Airport Terminal 5 – which will be designed to be more pandemic resilient – is also expected to be ready by mid-2030s, with a new Changi East Urban District to be built alongside the terminal as a business and lifestyle destination to offer more jobs opportunities for Singaporeans.

A MORE INCLUSIVE AND CHARMING RAIL CORRIDOR

The Rail Corridor was made even more attractive, connected and accessible to public with two major enhancements unveiled in July 2022 and February 2023.

i Opening of new Bukit Timah community node

Located around the midway point of the 24km-long Rail Corridor, the new 4.3-hectare [Bukit Timah community node](#) comprising two conserved buildings opened to the public in July 2022. The former railway station building and railway staff quarters have been sensitively restored and repurposed as a heritage gallery and café respectively, with both buildings' architectural and heritage elements retained to amplify the area's distinctive railway heritage. The surrounding compound has also been spruced up for all to enjoy, with new amenities, gardens and lawns as well as barrier-free facilities and accessibility features.

To facilitate self-exploration of the central stretch of the Rail Corridor, we also collaborated with students from NUS Environmental Studies to launch [an interactive map](#) for the public, complete with audio clips showcasing the flora, fauna

and amenities from Upper Bukit Timah Truss Bridge to the Bukit Timah Community Node.



The Bukit Timah Community Node welcomes visitors with restored railway heritage features and lush greenery

ii Enhancing and extending our natural capital with opening of Rail Corridor (North)

In February 2023, [the Rail Corridor \(North\) opened](#), enabling visitors to enjoy a continuous green North-South recreational corridor of over 21km from Kranji MRT station to Spooner Road. The enhanced trail features over 30 access paths as well as new [amenities](#) that bring nature, heritage and recreation closer to the community. [Key highlights](#) include close to 6km of trail enhancements, the new Kranji community node connected to a nature trail and a new bridge across Hillview Road that leads to a lookout deck overlooking Bukit Timah Nature Reserve and Dairy Farm Nature Park.



Railway tracks embedded into the flooring of the new Hillview Bridge to reflect the function of the original bridge as a railway crossing



A 6m-high lookout deck offers scenic views of secondary forests and Bukit Timah Hill

ENSURING A SUSTAINABLE PRIVATE PROPERTY MARKET AND EXPANDING HOUSING OPTIONS TO CATER TO DIVERSE NEEDS

We strove to maintain stability in the real estate sector by providing a steady pipeline of supply to meet property demand and implementing policies to keep the property market sustainable.

i Ramping up private housing supply to meet housing demand and promote market stability

Demand for private housing remained resilient as we emerged from the COVID-19 pandemic. To cater to strong demand from home buyers, the Government continued to ramp up the supply of private housing on the Confirmed Lists of the Government Land Sales Programme in [2022](#) and [2023](#). Notably, the Confirmed List supply in 2023, which was

raised by nearly 50 per cent from 2022, was the highest in a decade. This complemented the property market cooling measures implemented in [September 2022](#) and [April 2023](#) to ensure prudent borrowing and pre-emptively manage investment demand, so as to promote a sustainable property market.

ii Guarding against money laundering and terrorism financing

Singapore has established a rigorous Anti-Money Laundering and Terrorism Financing (AMLTF) regime through its comprehensive legal, institutional, policy and supervisory frameworks. To strengthen our regulatory levers against money laundering and terrorism financing in the real estate sector and play a part in countering these threats, we implemented the

Developers (AMLTF) Act 2018, Housing Developers (AMLTF) Rules and Sale of Commercial Properties (AMLTF) Rules with effect from 28 June 2023. Accordingly, property developers have implemented [measures](#) to safeguard the real estate sector from money laundering and terrorism financing when selling new development projects.

iii Expanding housing and assisted living options

To expand the range of housing-cum-care options to better cater to seniors' diverse lifestyles and housing needs, we collaborated with the Ministry of Health to launch a private assisted living development site at Parry Avenue for sale in [September 2022](#). The site was put out through a Concept and Price Revenue Tender approach to ensure that the concept proposal would align with our vision for the private assisted

living development, and was successfully awarded in June 2023.

The winning concept proposal includes a wide range of services and programmes, an integrated health and social care hub as well as a variety of communal areas for social bonding and interaction, while allowing seniors to live independently.



INJECTING VIBRANCY AND FOSTERING CLOSER BONDS

Through delightful initiatives and sustenance of our built heritage in partnership with stakeholders, we shaped places that brim with vitality, fostered stronger communities, and developed innovative ideas for our urban environment.



INJECTING VIBRANCY AND FOSTERING CLOSER BONDS

RETURN OF WELL-LOVED PROGRAMMES THAT ENLIVEN OUR CITY

With the easing of the COVID-19 pandemic, well-loved programmes returned to delight the crowds and reinvigorate our city.

i i Light Singapore back to illuminate Marina Bay

After a two-year hiatus, i Light Singapore returned to Marina Bay in June 2022 with 20 captivating light art installations and a host of delightful programmes. Curated to the theme [Spark of Light](#) and anchored by the colour violet, the Festival showcased creative and eco-conscious artworks by local and international artists that inspired visitors to embrace sustainability.

Visitors were also treated to fun and enriching programmes such

as *GastroBeats*, the Festival Village that offered culinary delights and entertaining activities; *Light Forum*, a series of tours, talks and workshops; and *i Light i Pledge*, a green initiative that encouraged visitors to pledge to adopt sustainable habits. The *Rediscover Marina Bay* walking tour led by URA volunteers was also launched to enhance awareness of how the precinct was conceived and developed. Over nearly a month, the Festival attracted a strong turnout of around 1.7 million visitors.



i Light Singapore 2022 featured captivating light art installations such as Firefly Field

ii Countdown fireworks return to dazzle the crowd and usher in the new year

Crowd-favourite [fireworks](#) returned on 31 December 2022 to illuminate the Marina Bay skyline after a two-year absence, as part of the Marina Bay Singapore Countdown 2023. To add to the year-end festivities, revellers from Singapore and abroad were also treated to inspiring [light projection shows](#) on the facades of iconic landmarks, fun-filled leisure activities as well as delightful performances throughout the month of December.



Breathtaking fireworks illuminated the Marina Bay skyline with exuberant colours to ring in 2023

SUSTAINING OUR BUILT HERITAGE

We conserved buildings that anchor Singaporeans' sense of identity and heritage, and also recognised good restoration and building upkeep efforts that bring value to the community.

i Conserving significant buildings and strengthening our sense of identity

Our built heritage landscape saw the addition of seven conserved buildings in the past year that further contributed to our sense of place and identity. 1J Eng Hoon Street, a Neoclassical-styled residential house built in 1905 and designed with a local flair, was conserved in August 2022 as the last remaining historic bungalow of the former Sit Wah Road to tell the story of Tiong Bahru's development.

In addition, six buildings and one entrance archway at 49 Upper Thomson Road, the site of [St Theresa's Home](#), were conserved in March 2022 with the support of the owner as a symbol of the philanthropic spirit of Singapore's pioneers and to recall its social contributions to the local community.



The conserved buildings at St. Theresa's Home include the Chapel, Administration Building (on the right) and Sisters' Quarters (on the left)

ii Recognising outstanding restoration and building upkeep efforts

In line with our approach to sustain our built heritage, the [Architectural Heritage Awards](#) expanded its focus beyond technical restoration to also recognise the intangible value brought to the community through excellent upkeep and management of conserved buildings. Among the six projects conferred the awards in November 2022 was The Fullerton Heritage, which bagged the inaugural Legacy Award for its consistent efforts in building management and community engagement.



St James Power Station won the Award for Conservation & Innovation (Distinction) as a testimony to the growth of conservation expertise in Singapore

Held in conjunction with the awards, the Architectural Heritage Season saw community partners and stakeholders curating and hosting virtual tours on Katong and Mount Sophia. The tours were attended by some 340 participants, who gained a deeper appreciation for these heritage areas through the stories told by local stakeholders.



The Fullerton Heritage – comprising The Fullerton Hotel, The Waterboat House, Clifford Pier and Customs House – demonstrates how a well-managed heritage site can grow in architectural, cultural, social and economic value

REVITALISING OUR CITY AND CREATING MORE WELCOMING SPACES

Through design guidelines and incentive schemes, we worked to rejuvenate the city by making urban spaces more liveable, useable and sustainable.

i Shaping useable, comfortable and vibrant public spaces through design guidelines

We continued with efforts to improve the quality of public spaces by reviewing our [guidelines](#) for Privately-Owned Public Spaces (POPS) in June 2022. With the increased importance of public spaces as communal areas for respite and bonding, the latest review saw the extension of bonus

Gross Floor Area (GFA) provision for Outdoor Refreshment Areas (ORAs) to all POPS across Singapore. This served to encourage more private developments to add ORAs to enhance their public spaces, contributing to a more vibrant Singaporean streetscape.

ii Encouraging greater resident population to rejuvenate the city centre

New [guidelines](#) were introduced in October 2022 to require developers to provide a minimum of 20% of dwelling units with a net internal area of at least 70 square metres, to ensure a good mix of smaller and larger units in new private housing developments within the Central Area. This is in line with the

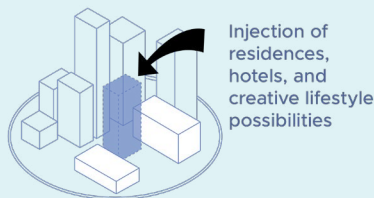
planning intention to inject greater vibrancy into the city by introducing mixed uses and building up a greater resident population in the city centre. The new guidelines will better cater to the diverse needs of the market, including families with children, while preventing an excessive supply of smaller units.

iii Future-proofing developments for a more sustainable living environment

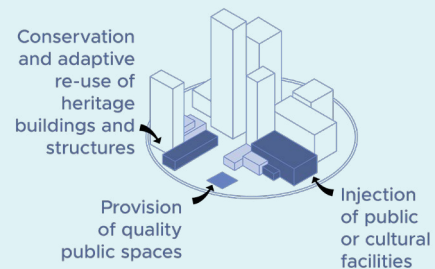
The [Central Business District Incentive \(CBDI\)](#) and [Strategic Development Incentive \(SDI\)](#) schemes aimed at facilitating our city's rejuvenation have been [updated](#) in April 2022 to encourage more sustainable developments. With the refresh, redevelopments under the two schemes will have to comply with Construction Industry Transformation Map (ITM) outcome requirements in the areas of digitalisation,

productivity and sustainability, and to provide EV charge points in line with Singapore's vision for all vehicles to run on cleaner energy by 2040. In addition, to achieve a more car-lite city centre, redevelopments under the CBDI scheme are required to adopt the lower bound Range-Based Parking Provision Standards as prescribed in LTA's prevailing Code of Practice for Vehicle Provision.

Central Business District Incentive (CBDI) Scheme



Strategic Development Incentive (SDI) Scheme



CELEBRATING ARCHITECTURE AND URBAN DESIGN EXCELLENCE

From exhibitions and awards to publications, we collaborated with the industry and wider community to promote and showcase design excellence both locally and abroad.

i Showcasing public art

At the [Art in Public Space exhibition](#) launched in conjunction with Archifest 2022 in October, the growth of Singapore's public art and how it has enlivened public spaces around us took the spotlight. Winning entries of an Instagram photo contest, *Rediscovering Public Art in the City*, were also featured at the exhibition. The exhibition also offered visitors a preview of a new publication, '[Art in Public Space, Singapore](#)', jointly published by URA and the Real Estate Developers' Association of Singapore.



Visitors enjoying the 'Art in Public Space' exhibition

ii Lee Kuan Yew World City Prize 2020 presented to the city of Vienna



Guest-of-Honour, President Halimah Yacob, presented the Prize to Vienna's Mayor, Dr. Michael Ludwig, who received the award on behalf of the city of Vienna

Jointly organised by URA and the Centre for Liveable Cities, the World Cities Summit held from 31 July to 3 August 2022 received over 2,500 delegates, with even more attending virtually.

A key highlight was the Lee Kuan Yew World City Prize 2020 Award Ceremony and Banquet held at the Istana, where President Halimah Yacob presented the Prize to the city of Vienna in recognition of its exemplary efforts in responsible environmental stewardship and sustainable urban development.

iii Coming home – 'to gather: The Architecture of Relationships'

The [Singapore Pavilion's homecoming exhibition](#) was staged at The URA Centre Atrium from 2 April to 8 September 2022, after receiving over 71,000 visitors at its original presentation in Venice for the 17th International Architecture Exhibition of La Biennale di Venezia in 2021.

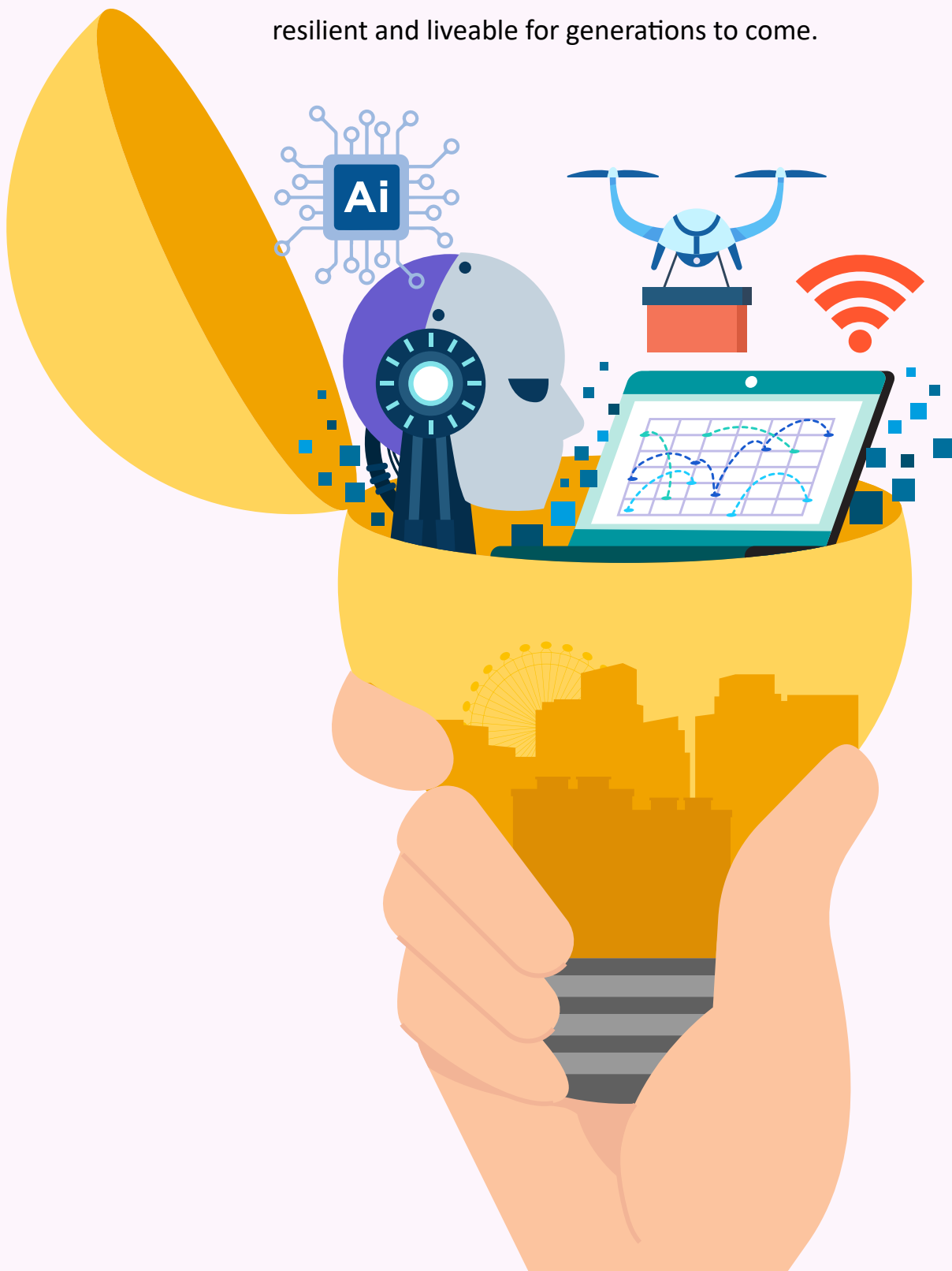
Titled '*to gather: The Architecture of Relationships*', the exhibition - jointly presented by URA and DesignSingapore Council and curated by NUS - explored various ways in which we share public spaces. The 16 projects on display examined how familiar spaces such as hawker centres and void decks meaningfully contribute to social life in Singapore.



Dr Imran Tajudeen from NUS (second from right) explaining an exhibit to Guest-of-Honour Second Minister for National Development Indraneel Rajah (centre) (Photo credit: Open Narrative)

INNOVATING FOR A CITY OF TOMORROW

We explored new frontiers to enhance our workflows to build urban environments that are resilient and liveable for generations to come.



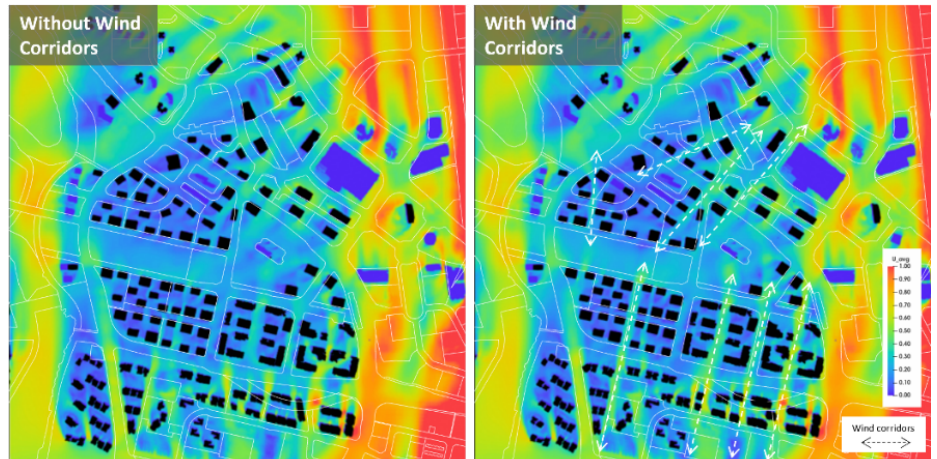
INNOVATING FOR A CITY OF TOMORROW

LEVERAGING TECHNOLOGY AND TRENDS TO SHAPE OUR FUTURE CITY

We stayed responsive to emerging trends, and tapped technological tools to shape urban environments that are adaptive, efficient and people-centric.

i Planning smarter

In our role as the Urban Planning & Design Technology Centre of Excellence (URBEX), we harnessed modelling and simulation capabilities to improve urban planning and design in Singapore. For instance, with the aim of facilitating improved thermal comfort for different districts across the island, we began integrating environmental modelling in upstream planning, which enabled us to shape data-informed tender requirements for Government Land Sales sites.



Angles and widths of wind corridors were studied to harness prevailing winds and cool the environment

At Jurong Lake District, environmental modelling is used to harness prevailing winds to cool the urban environment. Through a highly iterative process, we studied the angles and widths of wind corridors to be safeguarded and refined urban design requirements. We also applied accessibility analytics to inform the provision of essential amenities such as supermarkets, food courts and childcare centres, in order to achieve our goal of “10-minute neighbourhoods”.

We also continued to build mindshare on the future of digital planning through participation in local and international conferences. Through these platforms, we showcased our digital planning capabilities locally and abroad, and shared about initiatives that tap data and emerging technologies to enhance urban planning and design in Singapore.



A URA-LTA jointly authored paper on active mobility was presented at the Walk21 Conference held in Dublin in September 2022 (Photo credit: Walk21 Conference)

ii Facilitating safe and efficient delivery pick-ups at malls

In response to changing consumer preferences that have boosted the demand for deliveries, we worked with LTA to introduce [good practices](#) to facilitate smoother and safer delivery pick-ups at malls, thereby enhancing our urban

liveability. These practices include encouraging industry stakeholders to provide adequate motorcycle lots and waiting bays to bring about a better experience, not only for delivery riders but also for all users at commercial malls.

1 SUFFICIENT PERMANENT LOTS



Providing sufficient permanent motorcycle lots will help cater for the growing demand in deliveries.

2 ADEQUATE PARKING GRACE PERIOD



Implementing a reasonable parking grace period of around 15 to 20 mins will allow delivery riders sufficient time to collect deliveries.

3 WAITING BAYS



Setting aside waiting bays for delivery riders to park their vehicles can also facilitate speedier pick-ups, especially if they are located close to mall entrances.

Various good practices have been introduced to facilitate the safe and efficient pick-up of delivery orders

ENHANCING EFFICIENCY IN THE BUILT INDUSTRY

We stayed ahead of the curve by harnessing digitalisation and streamlining workflows to improve productivity in the built industry.

i CORENET X – a one-stop integrated digital shopfront

Together with the Building and Construction Authority (BCA), URA is spearheading efforts to transform the current regulatory landscape and practices through process re-engineering, adoption of Building Information Modelling technologies and collaborative workflows through the [CORENET X](#) initiative. We have been engaging and getting feedback from agencies and industry stakeholders throughout the year ahead of its launch in end 2023, which will save time and effort by consolidating over 20 different regulatory approval touchpoints into just

three submission gateways. We are also developing new modelling guidelines and data standards to facilitate auto-checking by an Automated Model Checker to ensure future submissions comply with requirements.

Amendments to the Planning Act have been passed in Parliament to facilitate the new regulatory processes. A dedicated [website](#) has also been set up to provide the latest updates, FAQs, informational videos and training materials.



Qualified Persons engagement session in March 2023

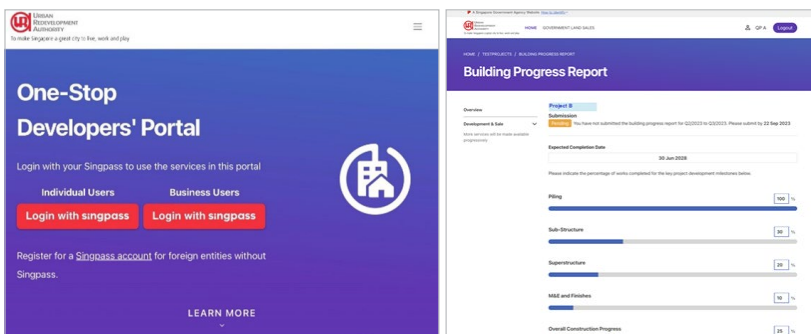


Self-help resources on CORENET X website

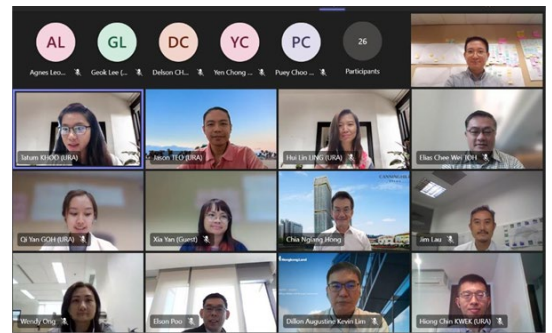
ii One-stop platform for land administration and regulatory services

Developed in consultation with industry stakeholders such as property developers, Qualified Persons and solicitors, the [One-Stop Developers' Portal](#) (OSDP) launched in August 2022 is envisioned as a one-stop platform offering developers and their partners a seamless digitalised end-to-end service journey for property development. Developers are now able to purchase eDeveloper's packets for Government sale sites,

register for tender briefings, seek clarifications on upcoming tenders, and submit building progress reports online via the portal. More services will be added in future to provide greater convenience to industry stakeholders. The OSDP will be a key part of the government's efforts to drive the digital transformation of the real estate sector.



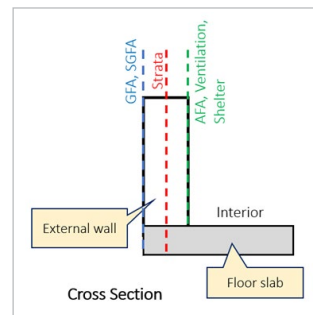
The OSDP home page and building progress report



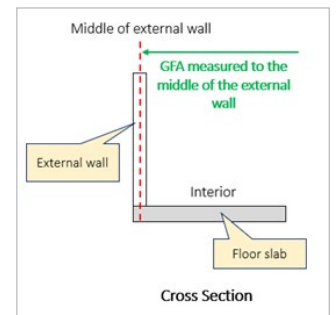
OSDP engagements with industry stakeholders conducted in 2023

iii Harmonising floor area definitions

To increase productivity for the built environment profession and provide greater clarity to property owners, URA, BCA, the Singapore Land Authority (SLA) and the Singapore Civil Defence Force (SCDF) [jointly announced in September 2022](#) a harmonised set of floor area measurements that would replace the different floor area definitions used by each agency for implementation from June 2023. The key changes include the alignment of floor areas to be measured to the middle of the walls, inclusion of all strata area as Gross Floor Area (GFA), and the exclusion of void spaces from strata area.



Before harmonisation: Differences in agencies' previous calculation of gross floor area (GFA), statistical gross floor area (SGFA), strata area and accessible floor area (AFA)



After harmonisation: All floor areas to be measured to the middle of the wall

iv Land Betterment Charge replaces Differential Premium, Development Charge and Temporary Development Levy

URA and SLA jointly developed a new legislative framework and process changes to replace the Differential Premium (DP), Development Charge (DC) and Temporary Development Levy (TDL) with a single land enhancement tax called [Land Betterment Charge \(LBC\)](#) administered by SLA. The new LBC taxation system that took effect from 1 August 2022 helped streamline business processes as landowners will only have to liaise with a single agency on the computation and payment

of LBC, compared to the previous workflow where DP, DC/TDL were administered by SLA and URA respectively. A new LBC database was also jointly developed to progressively provide baseline information on all land parcels on SLA's Integrated Land Service website. This will provide greater transparency and certainty to land owners who can check and estimate the amount of LBC payable upfront by themselves.

Board Members (Accurate as at 31 July 2023)

Chairman



Mr Peter Ho Hak Ean
Senior Advisor, Centre for Strategic Futures
Prime Minister's Office – The Strategy Group

Members



Mr Ong Kim Pong
Regional Chief Executive Officer
Southeast Asia
PSA International Pte Ltd



Mr Bill Chang
Chief Executive Officer, Group Enterprise
& Regional Data Centre Business
Singtel



Mr Sarjit Singh Gill, Senior Counsel
Senior Partner
Shook Lin & Bok LLP

Members



Mr Goh Thien Phong
Founder & Managing Director
GTP Advisory PAC



Dr Thang Leng Leng
Associate Professor & Co-Director
of Next Age Institute
Faculty of Arts and Social Sciences
National University of Singapore



Mr Keith Tan Kean Loong
Deputy Secretary (Industry)
Ministry of Trade and Industry



Dr Chong Yoke Sin
Managing Partner
iGlobe Partners Pte Ltd



Ms Choo Oi Yee
Chief Executive Officer
ADDX



Mr Zahidi Abdul Rahman
Principal Architect
Zahidi A R Arkitek

Members



Mrs Nina Yang
Chief Executive Officer
SJ CityGlobal
Surbana Jurong Pte Ltd



Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority



Mr Khew Sin Khoon
President & Group Chief Executive Officer
CPG Corporation Pte Ltd
(until 31 March 2023)



Ms Angelene Chan
Chairman
DP Architects Pte Ltd
(until 31 March 2023)



Ms Judy Hsu
Chief Executive Officer
Consumer, Private & Business Banking
Standard Chartered Bank
(until 31 March 2023)



Mr Khairudin Saharom
Principal & Director
Kite Studio Architecture
(until 31 March 2023)

Management Team (Accurate as at 31 July 2023)



Lim Eng Hwee
Chief Executive Officer



Richard Hoo Eng Jek
Deputy Chief Executive Officer



Hwang Yu-Ning
Deputy Chief Executive Officer
& Chief Planner (until 31 May 2023)



Adele Tan Shiao Ling
Deputy Chief Executive Officer
& Chief Planner



Fun Siew Leng
Chief Urban Designer



Han Yong Hoe
Executive Director



Chiu Wen Tung
Group Director
Research & Development



Chou Mei
Group Director
Conservation & Urban Design



Goh Chin Chin
Group Director
Development Control



Goh Kok Hun
Group Director
Infrastructure Planning
Authority



Goh Siow Chong
Chief Information Officer



Irene Kang Pei Pei
Group Director
Strategic Communications
& Outreach



Lee Wai Kin
Group Director
Strategic Planning



Ler Seng Ann
Group Director
Development Services



Yvonne Lim Li Chuen
Group Director
Physical Planning



Loh Teck Hee
Group Director
Design & Planning Lab



Mieko Otsuki
Group Director
Corporate Development
& Board Secretary



Jason Teo Eng Chong
Group Director
Land Sales & Administration



Yap Lay Bee
Group Director
Architecture & Urban Design



Ng Lye Hock
Prize Secretary
(Lee Kuan Yew World City Prize)
& Commissioner General
(Dubai World Expo 2020)
(until 31 Jan 2023)



Andrew David Fassam
Senior Director
Strategic Projects



Estella Kueh Sing Ming
Senior Director
Development Services



Seow Kah Ping
Dean
URA Academy



Tan See Nin
Senior Director
Physical Planning



Teh Lai Yip
Senior Director
Conservation



Yak Pek Ching
Senior Director
Development Control

Advisory Committees (Accurate as at 31 July 2023)

INTERNATIONAL PANEL OF EXPERTS

This panel was established to seek the perspectives of international experts, including architects, urban planners and strategists, on best practices and the latest global trends in planning and urban design, to address Singapore’s planning challenges in the medium-to-long term. It also provides feedback on strategic planning issues identified by URA, as well as perspectives on a broader range of strategic and urban-related issues.

Chairman

Mr Peter Ho Hak Ean
Chairman,
Urban Redevelopment Authority

Members

Professor Marina Alberti
Professor,
Department of Urban Design
and Planning,
College of Built Environments,
University of Washington

Professor Timothy Beatley
Teresa Heinz Professor of
Sustainable Communities,
Department of Urban and
Environmental Planning,
School of Architecture,
University of Virginia

Professor Philipp Bouteiller
Managing Partner,
Artprojekt Entwicklungen GmbH

Mr Albert Chan
Director of Planning and Development,
Shui On Land

Mr Cheng Hsing Yao
Chief Executive Officer,
GuocoLand Ltd

Professor Rebecca L.H. Chiu
Honorary Professor,
Department of Urban Planning
and Design,
Faculty of Architecture,
Hong Kong University

Mr Josef Hargrave
Director and Global Foresight Leader,
Arup

Ms Jennifer Keesmaat
Founder and Chief Executive Officer,
The Keesmaat Group

Dr Jonathan Reichental
Founder and Chief Executive Officer,
Human Future

Dr Hossein Rezai-Jorabi
Global Design Director,
Ramboll Group

Mr Gareth Wong
Senior Vice President,
Group Strategy & Projects
(Group President and CEO’s Office),
Sembcorp Industries Pte Ltd

DESIGN ADVISORY COMMITTEE

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

Chairman

Mrs Nina Yang
Chief Executive Officer,
SJ CityGlobal,
Surbana Jurong Pte Ltd

Ms Angelene Chan
Chairman,
DP Architects Pte Ltd
(until 30 June 2023)

Members

Mr Marc Boey
Executive Director,
Planning & Acquisitions and COO
Far East International

Mr Cheng Hsing Yao
Chief Executive Officer,
GuocoLand Group

Mr Chris Fossick
Chief Executive Officer,
Southeast Asia,
Jones Lang LaSalle

Mdm Fun Siew Leng
Chief Urban Designer,
Urban Redevelopment Authority

Mr David Hutton
Group Head of Development,
Lendlease Singapore Pte Ltd

Mr Khew Sin Khoon
President & Group Chief Executive Officer,
CPG Corporation Pte Ltd
(until 30 June 2023)

Mr Poon Hin Kong
Senior Adviser,
Product Development and Design,
CapitalLand Group
(until 30 May 2022)

Mr Khairudin Saharom
Principal & Director,
Kite Studio Architecture
(until 30 June 2023)

Mr Siew Man Kok
Chairman and Founding Director,
MKPL Architects Pte Ltd

Mr Tai Lee Siang
Head of Pillar,
Architecture and Sustainability Design
Singapore University of Technology
and Design

Mr Neil Walmsley
Adviser,
Planning and Design Leader,
Arup Singapore Pte Ltd

Mr Zahidi Abdul Rahman
Principal Architect,
Zahidi A R Arkitek

HERITAGE & IDENTITY PARTNERSHIP

Through regular dialogue with URA, the Heritage & Identity Partnership provides advice on ways to retain and protect buildings, and contributes ideas to sustain the built heritage and memories of places as part of development plans. The Partnership also works with URA to promote greater public understanding and appreciation of Singapore's built heritage and identity.

Chairman

Ms Rita Soh

Managing Director,
RDC Architects

Mr Chan Sui Him

Senior Director,
DP Architects Pte Ltd
(until 31 July 2022)

Members

Mr Cheng Hsing Yao

Chief Executive Officer,
GuocoLand Group

Dr Chong Fook Loong

Group Director (Research & Planning)/
Chief Town Planner,
Housing & Development Board

Professor Ho Puay Peng

Professor, Department of Architecture,
National University of Singapore

Mr Ho Weng Hin

Founding Partner, Studio Lapis

Mr Kwee Ker Wei

Senior Vice-President, Pontiac Land

Mr Richard Lai

Senior Principal Architect,
ADDP Architects

Dr Jack Lee

President, Singapore Heritage Society

Mr Jerome Lim

Heritage Blogger,
The Long & Winding Road

Ms Yvonne Lim

Group Director, Physical Planning,
Urban Redevelopment Authority

Ms Carmen Low

Co-Founder, Afterglow

Dr Hamzah Bin Muzaini

Assistant Professor,
Faculty of Arts and Social Sciences,
National University of Singapore

Mr Poon Hin Kong

Deputy Chief Development Officer,
CapitalLand Limited
(until 31 July 2022)

Dr Venka Purushothaman

Deputy President & Provost,
LASALLE College of the Arts

Ms Vivienne Soon

Director, Breezeway Development

Mr Khairudin Saharom

Principal & Director,
Kite Studio Architecture
(until 31 July 2022)

Dr Kevin Tan

Immediate Past President, ICOMOS SG

Mr Tan Swee Yiow

Senior Managing Director (Real Estate),
Keppel Corporation Limited

Mr Alvin Tan Tze Ee

Deputy Chief Executive
(Policy & Community),
National Heritage Board

Ms Yvonne Tham

Chief Executive Officer,
The Esplanade Co. Ltd.
(until 31 July 2022)

Dr Thang Leng Leng

Associate Professor and
Co-Director of Next Age Institute,
Faculty of Arts and Social Sciences,
National University of Singapore

Ms Thong Wai Lin

Deputy Chief Executive/
Assistant Commissioner of Lands,
Singapore Land Authority

Professor Yeo Kang Shua

Associate Professor,
Architecture & Sustainable Design,
Singapore University of Technology
and Design

Professor Brenda Yeoh Saw Ai

Director,
Humanities & Social Science Research,
Office of Deputy President
(Research & Technology),
National University of Singapore
(until 31 July 2022)

Corporate Governance (Accurate as at 31 July 2023)

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 diverse fields of the private, government and academic sectors. They 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.

FINANCE AND INVESTMENT COMMITTEE

The Finance and Investment Committee (FIC) reviews and recommends policies on the investment of surplus funds for the Board 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.

Chairman

Mr Peter Ho Hak Ean
Chairman,
Urban Redevelopment Authority

Members

Dr Chong Yoke Sin
Managing Partner,
iGlobe Partners Pte Ltd

Ms Choo Oi Yee
Chief Executive Officer,
ADDX

Mr Lim Eng Hwee
Chief Executive Officer,
Urban Redevelopment Authority

Mrs Nina Yang
Chief Executive Officer,
SJ CityGlobal
Surbana Jurong Pte Ltd

Mr Ho Tian Yee
Chairman,
Fullerton Fund Management
Company Ltd
(until 31 Mar 2023)

Ms Judy Hsu
Chief Executive Officer,
Consumer, Private and Business Banking,
Standard Chartered Bank
(until 31 Mar 2023)

Mr Khew Sin Khoon
President & Group Chief Executive Officer,
CPG Corporation Pte Ltd
(until 31 Mar 2023)

AUDIT AND RISK COMMITTEE

The main function of the Audit and Risk Committee (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.

Chairman

Mr Ong Kim Pong
Regional Chief Executive Officer,
Southeast Asia,
PSA International Pte Ltd

Members

Mr Bill Chang
Chief Executive Officer,
Group Enterprise & Regional Data
Centre Business, Singtel

Mr Goh Thien Phong
Founder and Managing Director,
GTP Advisory PAC

Mr Sarjit Singh Gill, Senior Counsel
Senior Partner,
Shook Lin & Bok LLP

STAFF REVIEW COMMITTEE

The Staff Review Committee reviews and approves the recruitment and promotion of officers into and within superscale grades, as well as provides guidance on HR policies and programmes.

Chairman

Mr Peter Ho Hak Ean
Chairman,
Urban Redevelopment Authority

Members

Mr Lim Eng Hwee
Chief Executive Officer,
Urban Redevelopment Authority

Mrs Nina Yang
Chief Executive Officer,
SJ CityGlobal
Surbana Jurong Pte Ltd

Mr Keith Tan Kean Loong
Deputy Secretary (Industry),
Ministry of Trade and Industry

Ms Angelene Chan
Chairman,
DP Architects Pte Ltd
(until 1 April 2023)

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 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;
- Established communications 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 that there is appropriate segregation of duties, and that personnel are not assigned conflicting responsibilities;
- Independent internal and external auditing functions;
- Adoption of Singapore Government Instruction Manual for the handling and custody of classified documents and 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.

Risk Management Framework

The Board has overall responsibility for the establishment and oversight of the organisation's risk management framework. The Board, through the ARC, is responsible for developing and monitoring the organisation's risk management policies.

URA's risk management policies are established to identify and analyse the risks faced by the organisation. Management together with ARC, set appropriate risk limits and controls, and monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the organisation's activities.

The ARC oversees how Management monitors compliance with the organisation's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by URA. The ARC is assisted in its oversight role by URA's Internal Audit and Organisation Excellence departments. Both departments undertake regular and ad hoc reviews of risk management controls and procedures, and the results are reported to the ARC.

RISK MANAGEMENT PRACTICES AND INTERNAL CONTROLS

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, Deloitte & Touche 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 recommends possible ways to improve systems and procedures.

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, staff 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.

About Us

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 city through long-term planning and innovation, in partnership with the community.

We have 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. Developed to support economic growth, our plans and policies are focused on achieving a quality living environment for Singapore.

We take on a multi-faceted role to turn plans and visions into reality. As the main government land sales agent, we attract and channel private capital investments to develop sites that support planning, economic and social objectives. Through our regulatory function, we ensure that development works are aligned with our plans. 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 the aspirations of our people.

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 [@urasingapore](https://www.instagram.com/urasingapore)

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www.ura.gov.sg/subscribe



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