

Greening the city

The garden city

Singapore River

URBAN REDEVELOPMENT AUTHORITY

Annual Report 1998/99

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Mission Statement

*To plan and facilitate the physical development
of Singapore into a tropical city of excellence*



 URBAN
REDEVELOPMENT
AUTHORITY

Highlights of the Year



(Top)
GPC (ND) Chairman Mr Lew Syn Pau (second from left) and MP for Kampong Glam Mr Loh Meng See (third from left) graced the official opening of Albert Mall.

(Right)
Assoc. Prof. Koo Tsai Kee (far right), Parliamentary Secretary for National Development, presenting the awards at the Architectural Heritage Awards Ceremony.

April 1998 - Launched the Electronic Development Application (EDA) pilot phase.

May 1998 - GPC (National Development) Chairman Mr Lew Syn Pau and MP for Kampong Glam Mr Loh Meng See officially opened Albert Mall.

- Announced the relaxation of guidelines for outdoor refreshment areas (ORA) and outdoor kiosks.

July 1998 - URA's initiative to phase out industries in Bukit Timah and Hillview areas was one of the 124 initiatives shortlisted for the United Nations Centre for Human Settlements' "Global Best Practices 100 List".

- Assoc. Prof. Koo Tsai Kee, Parliamentary Secretary for National Development, presented six Architectural Heritage Awards, and launched a book "Recognising Quality Restoration", featuring all past Architectural Heritage Award-winning projects. Two new technical supplements were also released to complete URA's series on conservation guidelines.

- Held a statutory exhibition on Punggol Planning Area, the last of the 55 DGPs.

- Released the Handbook on Development Control Parameters for Residential Developments.



September 1998

- Centralisation of all URA offices at The URA Centre, URA's new building.
- Announced wider coverage of statistics on building projects in URA-Online and earlier release of all four real estate publications at the same time, as part of URA's continuous efforts to provide more timely real estate information to the public.

December 1998

- Completed the sidewalk improvement works at Circular Road.

January 1999

- Mr Lim Hng Kiang, Minister for National Development, officially opened the URA Gallery.
- Gazetted the Master Plan 1998.



(Top)
Mr Lim Hng Kiang (far left), Minister for National Development, at the URA Gallery.

(Left)
Delegates of the World Conference on Model Cities at the URA Gallery.

Chairman's Message



In the financial year 98/99, URA positioned itself for the new millennium by gazetting the new Master Plan and initiating the third Concept Plan Review.

Comprehensive Planning

The new Master Plan was gazetted in January 1999, spelling out clearly the planning intentions for almost every plot of land in Singapore. This transparency eliminates the guesswork for owners and developers, thus saving them time and money.

The new Master Plan also heralded the start of the next cycle of strategic review of the Concept Plan. To be completed by 2001, the third Concept Plan review poses tremendous challenges for our planners. While taking into account complex issues arising from global competition and rapid technological advances, the Plan must also cater to the needs of an increasingly sophisticated population, well into the 21st century.

Creating a City of Character

During the year, to encourage a varied and rich city environment, URA revitalised a number of areas in the city like Albert Mall and Circular Road. Our plans have helped to inject new life and vitality into these areas. Stakeholders were consulted at the planning stage for both Albert Mall and Circular Road and their feedback were incorporated as far as possible.

In the same vein, URA recognised the role of the private sector in conserving Singapore's built heritage. For the fourth year running, the annual Architectural Heritage Awards in July 1998 were given to building owners, architects, engineers and contractors for their good conservation efforts.

URA also won international recognition for its initiative in phasing out incompatible industrial uses in the Bukit Timah/Hillview area. The project earned a placing in the "Global Best Practices 100 List" of the United Nations Centre for Human Settlements (UNCHS) in July 1998.

The World Conference on Model Cities in April 1999, jointly organised by URA and the Institute of Policy Studies, gave URA further opportunity to share and learn from other cities' experiences. This conference proved to be a useful platform for us to hear alternative views and to network with practitioners, academics and government officials from all over the world.

Showcasing Singapore's Planning Experience

URA worked to create public awareness and understanding of Singapore's unique planning constraints. Among the initiatives launched to explain the difficult balancing act that our planning work involves was a permanent exhibition centre. The URA Gallery showcases Singapore's past, present and future physical development. Its interactive exhibits and audio-visual programmes offer the public an exciting glimpse into the planning of Singapore. Six months since its opening in January 1999, the URA Gallery has welcomed more than 21,000 local and foreign visitors, with more than half of them local secondary school students. Our aim is to host as many local student visitors as possible, as part of the National Education programme.

Preparing for the Year Ahead

Last year's regional financial crisis drove home the importance of the productivity improvements that URA had been embracing in past years, and lent added urgency to our continuing efforts to streamline our policies, guidelines and procedures. We took the opportunity to re-engineer a number of work systems to increase productivity, so that we can handle our workload better and more efficiently when the economy picks up again.

During the financial year, we achieved an 8 per cent net reduction in the number of guidelines and regulations. Particularly significant was the lifting of the quantum control on ancillary offices within industrial and warehouse developments. This relaxation gives property owners and developers more flexibility in allocating space for ancillary uses. Owners of landed homes also benefit from the revision and simplification of guidelines on the construction of attics and basements in landed properties. This and other planning parameters for residential developments would be updated in the URA handbook for homeowners and developers.

As URA continues in its efforts to develop a tropical city of excellence, we acknowledge the need for an effective organisational machinery. An increasingly important aspect of this is the use of IT, which we aim to harness so that our internal processes as well as our dealings with external customers become more efficient.

To this end, we are equipping our staff with the necessary IT skills and examining new avenues to apply new technology. Our investment in the Electronic Development Application (EDA) system, in particular, will serve URA and the nation well when the economy regains its momentum and development picks up pace again.

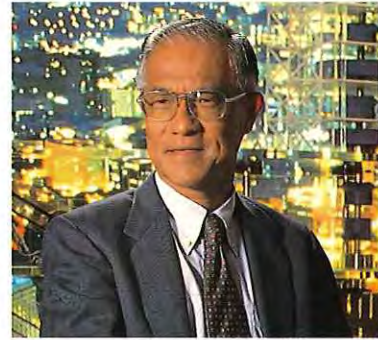


**Associate Professor
Khoo Cheng Lim**

**CHAIRMAN
URBAN REDEVELOPMENT AUTHORITY**



Members of the Board



**ASSOCIATE PROFESSOR
KHOO CHENG LIM**

Advisor
Faculty of Architecture and Building
National University of Singapore



DR TAN KIM SIEW

Chief Executive Officer
& Chief Planner
Urban Redevelopment Authority



MRS PAMELIA LEE

Senior Director of
Special Projects/STB Consultancy
Singapore Tourism Board



MR GOH KIM LEONG

Permanent Secretary
Ministry of Law



MR BOBBY CHIN YOKE CHOONG

Managing Partner
KPMG Peat Marwick
Management Consultants Pte Ltd



MG (NS) HAN ENG JUAN

Chief Executive
Land Transport Authority



MR RAYMOND WOO KOK CHEW

Principal
M/S Raymond Woo & Associates
Architects



**ASSOCIATE PROFESSOR
PHANG SOCK YONG (MRS)**

Department of Economics
National University of Singapore



BG LIM KIM CHOON

Chief of Staff, Air Staff/
Head, Air Operations Department
Ministry of Defence



MR LOW TIEN SIO

Deputy Chief Executive and
Director (Contract & Process)
Land Transport Authority

Management Team

Left to Right (Seated):

Choy Chan Pong
Director,
Land Administration

Cheong Koon Hean
Director,
Conservation and Urban Design

Koh Wen Gin
Deputy Chief Planner
(Development Strategies)

Dr Tan Kim Siew
Chief Executive Officer and
Chief Planner

Dr John Keung Kam Yin
Deputy Chief Planner
(Planning Policies)

Lee Kwong Weng
Director,
Corporate Development

Left to Right (Standing):

Peter Tan Guan Leong
Deputy Director,
Development Control

Chang Yong Ching
Deputy Director,
Corporate Development

Lim Eng Chong
Deputy Director,
Land Administration

Ler Seng Ann
Director,
Project Services

Michael Koh Soon Hwa
Director,
Physical Planning

Teh Lai Yip
Deputy Director,
Conservation and Urban Design

Foo Chee See
Director,
Development Control





Organisational Chart

(Direct Reporting to Chairman)

(Administratively Responsible to CEO)

**DEPUTY CHIEF PLANNER
(PLANNING POLICIES)**
John Keung Kam Yin (Dr)

**DEVELOPMENT CONTROL
DIVISION**

- Processing of development applications
- Enforcement of planning policies, standards and development constraints

DIRECTOR
Foo Chee See

**DEPUTY DIRECTOR
Development Control**
Peter Tan Guan Leong

**HEAD
Internal Audit**
Yong Siew Liang

**HEADS
Development Control
(East)**
Heng Siok Ngo (Ms)

**Development Control
(West)**
Chin Koon Fun

**Development Control
Information & Customer
Service**
Zulkiflee Mohd Zaki

**Development Control
Use & Enforcement**
Pang Sing Wah

**PHYSICAL PLANNING
DIVISION**

- Island-wide land use planning
- Preparation of Development Guide Plans (DGPs)
- Formulation of strategies to realise DGPs
- Review of planning policies, standards and development constraints

DIRECTOR
Michael Koh Soon Hwa

**HEADS
Development Planning**
Han Yong Hoe

Local Planning
Seow Kah Ping

Strategic Planning
Tan See Nin

**LAND ADMINISTRATION
DIVISION**

- Sale of state land on behalf of Land Office
- Real estate research and information
- Management of vacant state land and buildings
- Car parks management

DIRECTOR
Choy Chan Pong

**DEPUTY DIRECTOR
Land Administration**
Lim Eng Chong

**HEADS
Car Parks**
Tan Yew Khang

Land Management
Kwek Sian Choo

Property Research
Chua Chor Hoon (Ms)

Sale of Sites
Gerry Ong Kim Chwee

AUTHORITY

CHAIRMAN
Khoo Cheng Lim
(Assoc Prof)

**CHIEF EXECUTIVE OFFICER
& CHIEF PLANNER**
Tan Kim Siew (Dr)

**DEPUTY CHIEF PLANNER
(DEVELOPMENT STRATEGIES)**
Koh Wen Gin (Mrs)

**CORPORATE DEVELOPMENT
DIVISION**

- Finance & management services
- Public relations
- Information systems
- Human resource
- Legal services
- Office services

DIRECTOR
Lee Kwong Weng

DEPUTY DIRECTOR
Corporate Development
Chang Yong Ching

HEADS
**Finance & Management
Services**
Kwek Ban Seng

Human Resource
Chew Suet Fun (Ms)

Information Systems
Peter Quek Ser Hwee

HEADS
Legal
Loretta Fung
Wai Ling (Ms)

Office Services
Lim Keve Seng

Public Relations
Ang Hwee Suan (Ms)

**PROJECT SERVICES
DIVISION**

- Preparation of development plans for roads and other infrastructural services for selected areas to realise URA's vision
- Co-ordinating, managing and implementing these selected infrastructural works and building projects

DIRECTOR
Ler Seng Ann

HEADS
Architectural
Ng Bee Theng (Mdm)

**Contract & Project
Management**
Sally Chua (Mrs)

Engineering
Koh Kian Chuan

**CONSERVATION &
URBAN DESIGN DIVISION**

- Formulation of development strategies
- Preparation of Development Guide Plans (DGPs)
- Preparation of urban design proposals
- Conservation planning and implementation

DIRECTOR
Cheong Koon Hean (Mrs)

DEPUTY DIRECTOR
Teh Lai Yip (Mrs)

HEADS
Conservation
Foo Chek Chiang (Mdm)

Urban Design
Fun Siew Leng (Mdm)

Urban Planning
Andrew David Fassam

Shaping Singapore

To shape Singapore into a vibrant and attractive place for home, work and play, and to optimise land use, URA has put in place a proactive and forward-looking planning framework. URA has also revitalised a number of areas in the city, promoting greater vibrancy while at the same time retaining their old charm.

A New Master Plan to Guide Singapore

Development Guide Plans (DGPs) were introduced as a planning tool to ensure a more comprehensive and systematic way of drawing up land use plans. Each DGP captures in detail the land use intentions for the 55 planning areas in Singapore.

The new Master Plan 1998, which was gazetted on 22 January 1999, is the first Master Plan to be prepared through the process of drawing up DGPs. It represents the most comprehensive review of the Master Plan since 1985.

While individual map sheets are available for sale, the new Master Plan 1998 is on sale to the public in a CD-ROM format. With this, users can easily view the individual maps for specific areas on their computers. The Master Plan 1998 CD-Rom has proved to be extremely popular. By July 1999, 925 copies have been sold, which is far more than what is anticipated.

A New Buzz Around the City

URA's plans for the Bras Basah area are taking shape. Linking two important parts of the city, the Central Business District and Orchard Road area, Bras Basah was once home to many schools and bookshops. These days, it is fast becoming a vibrant downtown precinct with old-world charm.

In keeping with the overall character of Bras Basah, some of the charming old buildings in the area have been carefully conserved and restored for adaptive re-use as museums, shops, restaurants and hotels. With these new attractions, more people are being drawn to the area, making it lively both in the day and at night.



The 1985 Master Plan.



The Master Plan 1998 represents more comprehensive planning of land uses compared to the 1985 Master Plan.

Under a joint scheme with the National Arts Council (NAC), URA has identified many vacant state properties close to the Bras Basah area to house arts groups. These "arts houses" are mostly clustered in the Rochor area to draw on the synergy of being close to the Civic District and the future Entertainment Area in Bugis/Selegie. Today, Rochor has made its name as an arts precinct in the heart of the city.

Nearby, at Bugis/Selegie, bright lights are making their appearance on the night scene. Marking the gateway to the future Entertainment Area is the eye-catching illuminated billboard of Hotel Rendezvous. To encourage more bright lights, URA and the Building and Construction Authority relaxed guidelines on illuminated signages in 1997. Since then, a number of neon signs have sprung up in the area. This number is expected to grow as more building owners take advantage of the relaxed guidelines to erect illuminated signages, adding vibrancy and colour to the area.



Large brightly illuminated signs and video screens are encouraged within the Entertainment Area.

More arts groups are setting down roots in the Chinatown Historic District.



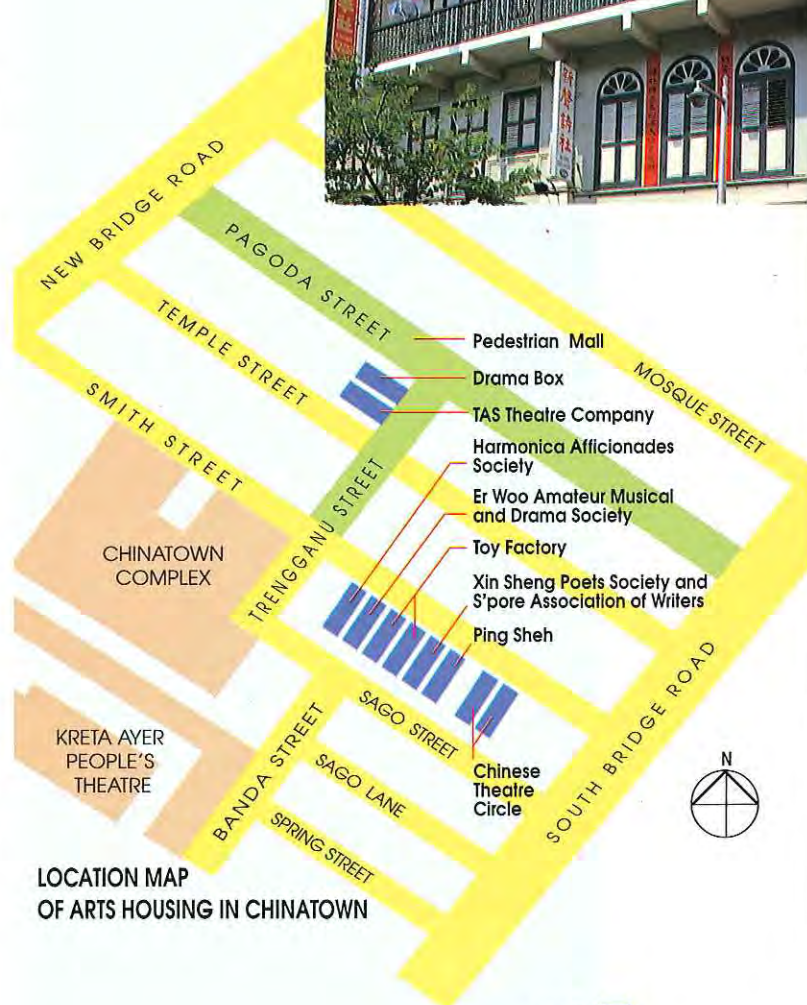
A New City Campus

Since the focus of the Singapore Management University (SMU) is on business, management and finance, URA identified a city location for it. Various sites near the city were explored and a site right in the heart of Bras Basah was finally chosen. This site is close to the business community in the Central Business District. The university will complement the other institutional uses within the Civic District, as well as arts and entertainment uses in the adjacent Entertainment Area.

The SMU campus is scheduled for completion around 2004 and is expected to draw some 16,000 full-time and 30,000 part-time students. It will bring more life and excitement to the city centre.

New Arts Housing in Chinatown

URA had identified a number of vacant state-owned buildings in Chinatown which could be converted to house arts groups. To date, about 10 arts groups have made their homes on the upper storeys of several shophouses along Smith Street and Trengganu Street.



The Making of Albert Mall

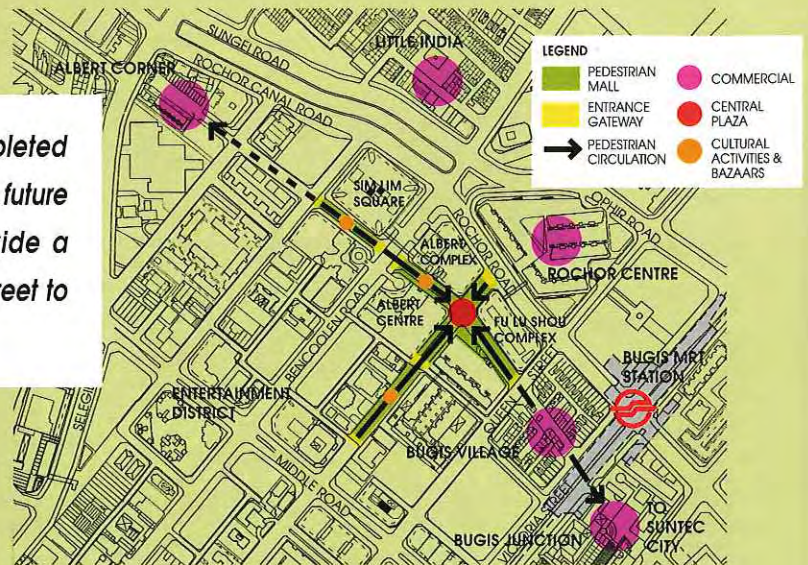
The 700-metre long Albert Mall was completed and officially opened in May 1998. With future extensions, the mall will ultimately provide a pedestrian link from Little India and Bugis Street to Suntec City and Marina Centre.

Design Considerations

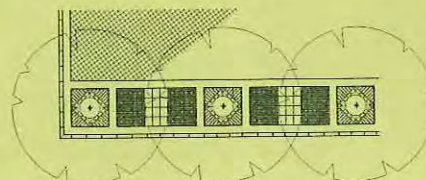
Aside from being a pedestrian walkway, URA also designed the mall as a robust, multi-purpose, activity-oriented mall that could host bazaars and accommodate large crowds during festive periods. Trees along the mall would provide a pleasant and shaded environment. Outside the two temples, URA designed a garden-like setting for residents and visitors.

URA included a new 154-lot parking area for trishaws in front of the Albert Centre to eliminate their haphazard parking along Queen Street. To encourage alfresco activities, URA also demarcated outdoor areas for Temporary Occupation Licence.

Hard-wearing materials like more durable pavers, granite and granolithic finishes were used in constructing the mall. In addition, dark colours were used to pave most of the mall for easier maintenance.



Albert Mall was planned as part of a longer link connecting Little India and Bugis Street to Suntec City and Marina Centre.



Distinctive design patterns for Albert Mall.



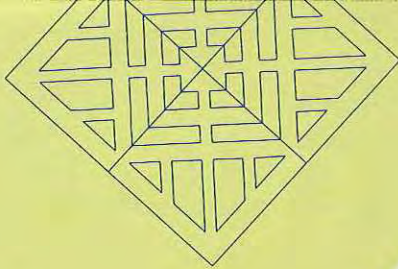
MALL

ALBERT

ROAD

ROCHOR

These heavy-duty materials are also easy to maintain.



Public Consultations and Dialogues

URA recognised that while the completed mall would be a boon to all who live in and visit the area, the construction period could be difficult for residents and businesses. Thus, an extensive community relations programme was drawn up prior to construction. URA held a number of meetings with stakeholders and grassroots members to hear their concerns. A model of the mall was also exhibited at the community centre and flyers were distributed to the residents, shopkeepers and temple trustees to explain the need for a mall, its design concept and construction timeframes.

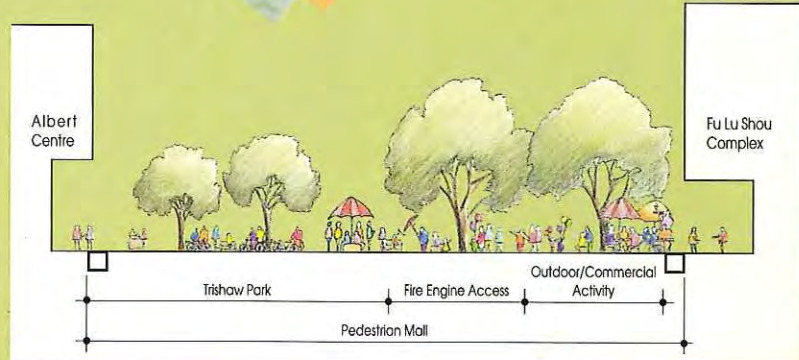
Addressing Public Concerns

Construction work was deferred from April 1995 to October 1995 to give URA time to address the concerns raised. For example, the residents and businessmen were concerned about the potential noise pollution from trishaw park, closure of car park facilities and disruption to business during construction.

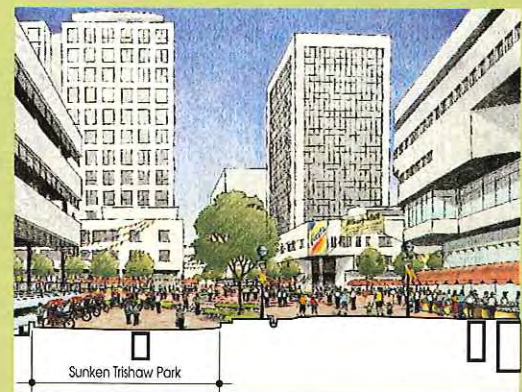
URA re-designed the trishaw park and built it with a sunken area below the ground level. This helps to clearly demarcate the trishaw park boundary and separate it from the pedestrian thoroughfare. Trees and shrubs were planted around the trishaw park to absorb noise from the activities there.



PROPOSED ILLUSTRATIVE PLAN OF ALBERT MALL



DRAFT IDEAS



AFTER CONSULTATION WITH STAKEHOLDERS

URA responded to feedback from stakeholders who were concerned about trishaws spilling on to the mall. Originally planned to be on the same level as the walkway, the trishaw park was instead built at a lower level and surrounded by trees and shrubs. The modified design not only helps to separate the park from the walkway but the landscaping also helps reduce noise pollution.

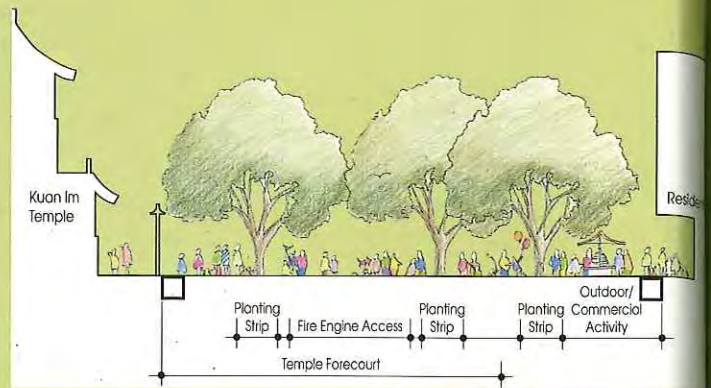
One of the challenges for URA was to minimise any inconvenience during construction so that the businesses could continue to operate and pedestrians could still walk through the area. It was particularly challenging when the whole area had to be raised by about a metre above the drainage flood level to make the mall level with the surrounding buildings. Safety measures such as hoarding and temporary pathways had to be provided to allow safe and continuous pedestrian circulation. Low hoarding was used so as not to block the entrance or facade of buildings.

URA also made sure that visitors to the area would not be inconvenienced by a lack of parking space. A 90-lot car park off Queen Street was constructed to supplement existing parking facilities in the area that would be affected by the work on the mall.

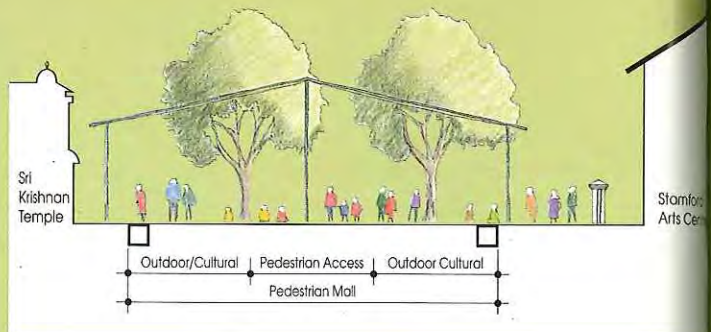
New service lanes were also constructed to ensure all buildings along the mall remained accessible to motorists at all times. Alternative drop-off points were worked out for visitors and for the loading and unloading of goods.

During construction, the community relations programme continued. Stakeholders and the public were informed of road closures. Careful coordination ensured that a new service lane behind the Sri Krishnan Temple and the Kwan Im Temple was completed before the road closure to provide alternative access.

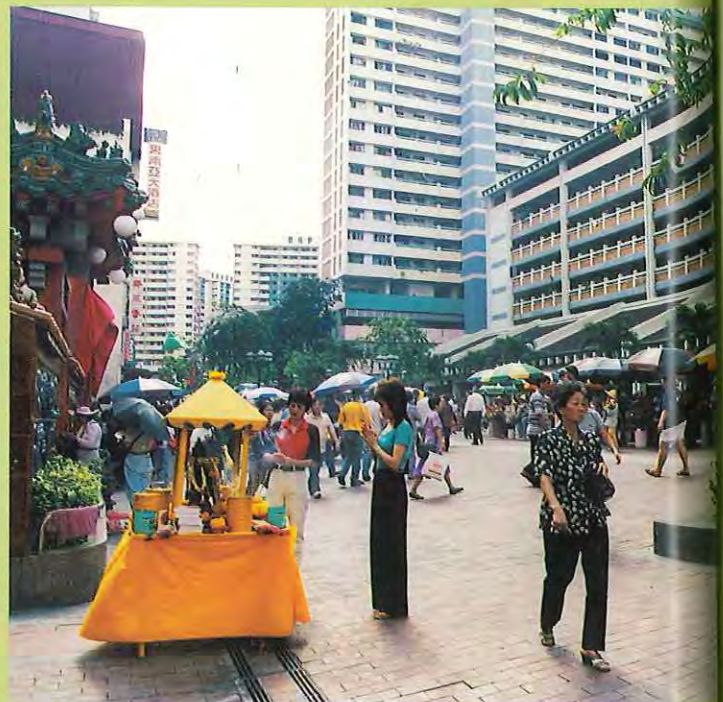
Even at the construction stage, the design of the mall was modified to address the concerns raised by the stakeholders. For example, the trees planted in front of the Sri Krishnan Temple were removed in order to create a small open space as requested by the temple trustees, so that the crowds and activities could spill over onto the mall on religious occasions.



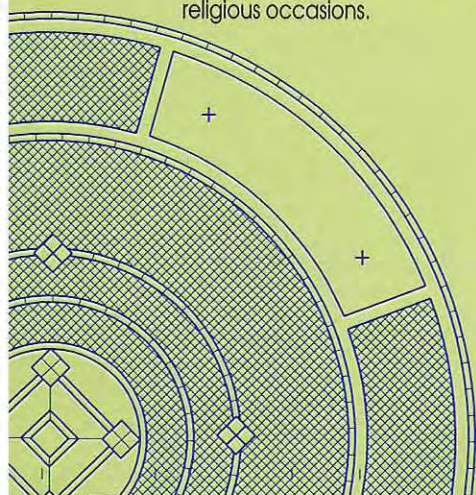
Draft ideas of a more garden-like setting for the mall fronting the temples and residential blocks.



The stretch of mall fronting the temples was originally designed like a garden with more trees and planting to provide a place of relaxation for visitors and residents. After feedback from stakeholders, URA modified the design to have fewer trees and more open space in front of the temples, to accommodate the occasional large crowds and activities during festivals.



Albert Mall today



Albert Mall Today

Since its completion, commercial and community activities like the Mooncake Festival, Clean and Green Week, Lunar New Year celebrations and bazaars have been organised along the mall. Visitors to the shops and temples no longer have to contend with traffic.



Albert Mall during construction.



Albert Mall is a multi-purpose mall that not only facilitates walking in the area but also supports commercial and community activities.



The area in the early 90s.



The completed Albert Mall.



Creating More Outdoor Dining Areas

As part of its overall plan to revitalise the areas around Singapore River and bring life and activities back to them, URA began sidewalk improvement works along Circular Road in April 1998. The objective is to encourage outdoor dining activities that can complement those along Boat Quay.

The improvement works were completed in November 1998. URA re-paved the road, widened the 300-metre long sidewalk linking Circular Road to Boat Quay and added specially designed street lamps to provide ambience lighting. Trees were planted along both sides of the sidewalk for additional shade.

The process of carrying out the improvements was a consultative one, involving participation from the stakeholders along Circular Road. URA held dialogues with the shophouse owners and occupants about a year before improvement works began. The plans were presented to the owners and occupants during the dialogues and their opinions were gathered in a poll. The result showed that the majority were in favour of the plan.

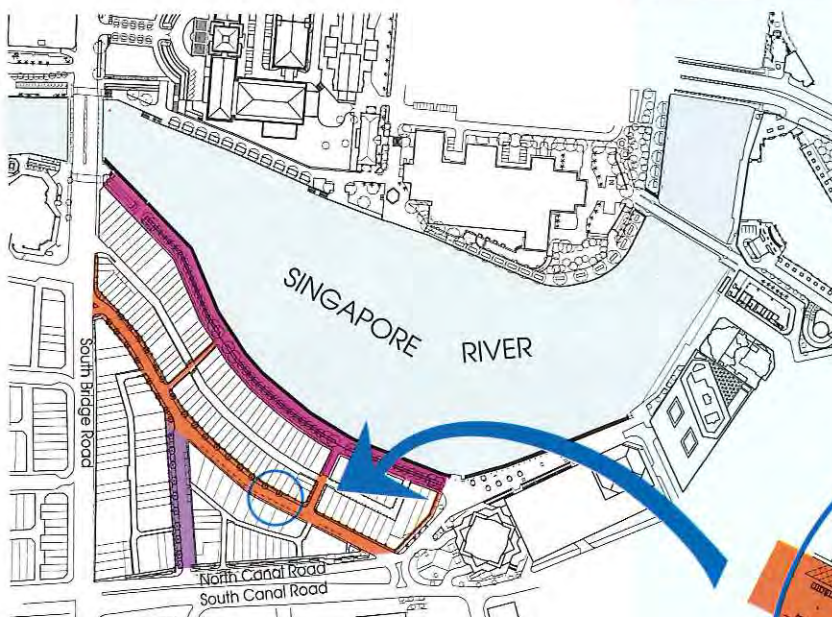
Today, Circular Road is enjoying a new lease of life as an attractive area and it has become an integral part of Boat Quay.



Careful planning went into URA's improvement works for Circular Road.



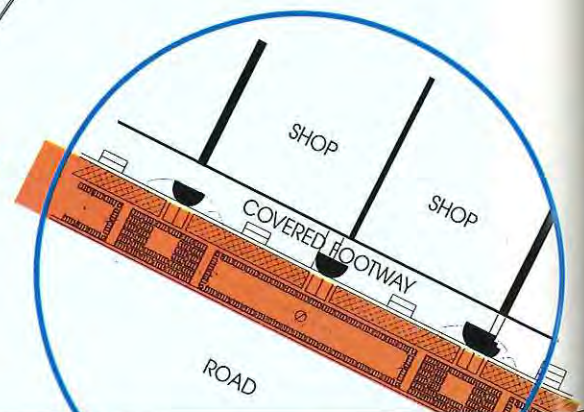
More people are attracted to the new look and ambience of Circular Road. Shopowners there are happy that URA's plan to make Circular Road more conducive for outdoor activities has proved to be a success.



Linking Circular Road to Boat Quay and other parts of the Singapore River.

LEGEND

- Boat Quay Promenade - Completed
- Circular Road Sidewalk - Completed
- Lorong Telok Sidewalk - Completion in Sep '99





53 Grange Road

A New Lease of Life for Heritage Buildings

In July 1998, URA announced six winners for the Architectural Heritage Awards. Representing a good mix of building types and adaptive re-use, the awards were given to:

- **Asian Civilisations Museum**

A museum converted from the old Tao Nan School Building.

- **209 South Bridge Road**

A three-storey corner shophouse in Chinatown meant for commercial use.

- **67, 69 & 71 Keong Saik Road**

The 26-room Keong Saik Hotel, which was converted from three shophouse units in Chinatown.

- **6 Emerald Hill Road**

A two-storey residential terrace house.

- **2 to 13 St Gregory's Place**

Grand Plaza Parkroyal, an integrated hotel development comprising 10 units of conservation shophouses and a new ten-storey building.

- **53 Grange Road**

A two-storey conservation bungalow which has become a club house within the Spring Grove condominium development.

In conjunction with the Awards, URA launched a book entitled "Recognising Quality Restoration" featuring past award-winning projects. URA also released two new technical supplements to complete the series of technical guides to promote good restoration practices. The new supplements are entitled "Understanding Mechanical and Electrical Services" and "Understanding the First Storey - Five-foot Way and Front Facade".



Asian Civilisations Museum



209 South Bridge Road



6 Emerald Hill Road



67, 69 & 71 Keong Saik Road



2 to 13 St Gregory's Place

Creating a New Residential Area

URA's initiative to phase out industries in the Bukit Timah and Hillview area made it to the "Global Best Practices 100 List" of the United Nations Centre for Human Settlements (UNCHS) in July 1998.

Chosen from over 450 submissions worldwide, the redevelopment of the Bukit Timah and Hillview area was one of 124 initiatives shortlisted. Earning a place in the "best practices" list is testimony to the successful partnership between the private and public sectors in improving the quality of our living environment.

URA encouraged the industries in the area to relocate within the shortest time possible by offering development incentives, in the form of a bonus plot ratio, to industries to cease their activities within specified timeframes. With the incentives, developers can build up to the maximum plot ratio, which ranges from 1.62 to 1.99 times the gross land area.

To date, about 93 per cent (or 112 hectares) of industrial land have been converted to residential use. Some 3,400 residential units have been built, while another estimated 5,000 units are in the pipeline. The area has taken on a brand new look and a residential character as more people move into the condominiums there.

Transforming Hillview

URA's "Industrial Phasing Out" programme, initiated in 1993, has transformed Bukit Timah and Hillview into a prime residential enclave. The series of pictures below shows this transformation.



Amoy Canning factory (left) has now become Springdale condominium.



The Hagemeyer factory (left) is now gone. In its place is the Blossomvale condominium.



The Borneo Motors showroom (left) has since been relocated. Maplewoods condominium now stands in its place.



In the makeover of Bukit Timah and Hillview, some 120 ha of land involving 250 industries were earmarked for redevelopment.



Optimising Land Use

URA continued to encourage co-location of public facilities in order to optimise land use. For example, by co-locating bus interchanges, MRT stations and commercial amenities in one multi-storey complex, land can be put to better use. The future Sengkang MRT Station is one such "space-saver". Passengers can alight from buses, take the escalator to the MRT or hop into the shops to do some shopping before going home, all without leaving the building. Such integrated facilities are also planned for the Toa Payoh MRT Station.

The integrated land use concept is similarly being used in the building of community clubs. A typical community club site is 0.4 hectares with a minimum plot ratio of 1.4. Through co-location, a higher plot ratio can be achieved on the same site.

An example is the Pasir Ris Central Community Club along Pasir Ris Drive 1. The club occupies a site of 0.4 hectares with a plot ratio of 2.3. When the club is completed in the later half of the year 2000, the Police and the Association of Muslim Professionals will be located on the same site.

The Ulu Pandan Community Club along Ghim Moh Road is the latest example. The club occupies 0.63 hectares with an achievable plot ratio of about 2.7, almost double the usual 1.4 plot ratio. Besides the community centre facilities, the complex will house six other organisations when it is completed in the year 2000. They are the offices of the National Council of Social Services, National Arts Council, Consumers' Association of Singapore, PAP Community Foundation Student Care Centre, NTUC Childcare and NTUC Computer Training Centre.



Co-locating facilities is a creative way to optimise land use.

Facilitating Developments

As part of its ongoing systematic review of policies and guidelines, URA has set a target to achieve a 5 per cent net annual reduction in rules and regulations affecting the public. During the year, 21 guidelines and regulations were either relaxed or abolished. This is equivalent to an 8 per cent net reduction, exceeding the target.

Giving Owners and Developers More Flexibility

URA lifted the quantum control on ancillary office space within industrial or warehouse developments in November 1998. Previously, ancillary office space was restricted to a maximum of 25 per cent of the total floor area of such developments.

This 25 per cent formed part of the 40 per cent quantum allowed for all the ancillary uses combined. With the change, developers can now choose to develop up to 40 per cent of the total floor space for ancillary office use.

Furthermore, storerooms that were previously categorised as ancillary uses are now considered part of the industrial or warehouse use. With this relaxation, developers and property owners have greater flexibility to allocate space for other ancillary uses like showrooms and communal facilities to suit their operational needs.

Encouraging Outdoor Refreshment Areas

Encouraged by a growing interest in setting up outdoor refreshment areas (ORAs) and the success of overseas examples, URA relaxed its guidelines for ORA along Orchard Road. From June 1998, ORA could be computed as additional Gross Floor Area, over and above the development potential of the building (subject to payment of development charge or differential premium). The total kiosk frontage was also allowed to be increased from 10 per cent to 25 per cent of the total building facade or building length.

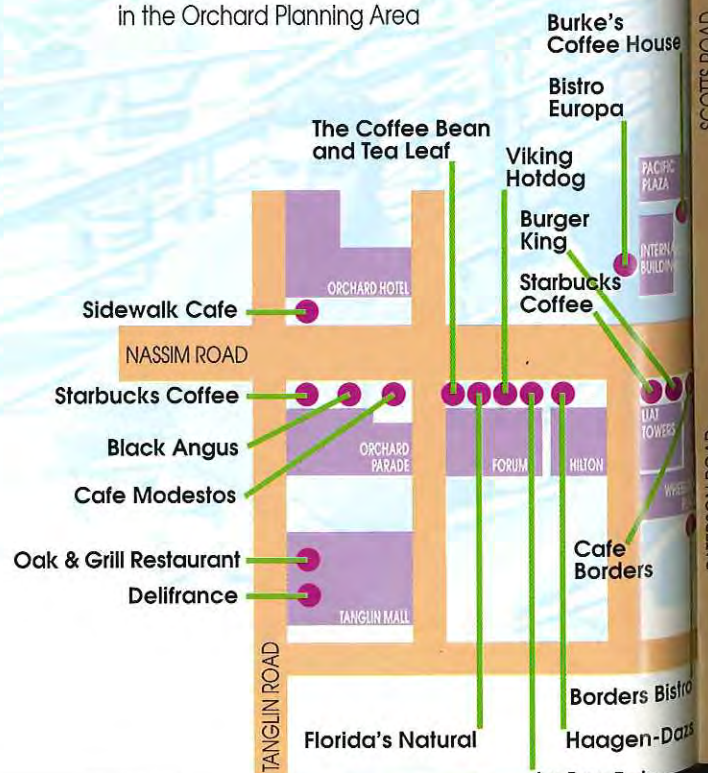
USE QUANTUM CONTROL FOR INDUSTRIAL DEVELOPMENTS			
OLD	Predominant use 60% min.	Ancillary & Secondary uses 40% max.	
		25% max. 15% max.	
	Pure Industrial Floor Space	Ancillary Office	Ancillary Store**
			Ancillary Warehouse
			Showroom
Circulation Areas & Communal Facilities			
NEW	Industrial Floor Space Inclusive of Ancillary Store/Ancillary Warehouse	Ancillary Office	
		Independent Warehouse***	
		Showroom	
		Circulation Areas & Communal Facilities	

* Illustration for industrial developments only.
 ** Demarcated storage space used for raw materials and work-in-progress.
 *** Independent warehouses are those warehouses without related production process within the same building.

Quantum controls for industrial developments have been relaxed.

LOCATION MAP

Showing Outdoor Refreshment Areas in the Orchard Planning Area



As a result of the relaxation, more building owners and operators have set up ORAs and kiosks outside their premises along Orchard Road. Since last year, there has been an increase of seven ORAs in the Orchard Planning Area.

As at June 1999, there were 34 ORAs and kiosks along Orchard Road offering shoppers a variety of food and drinks.

Creating a Better Landed Housing Environment

In recent years, attics and basements have attracted more attention among landed homeowners. Some houses have huge attics which look more like one or two additional storeys, rather than the "incidental spaces under the roof" which attics are defined as. Some attic roofs are even reaching heights of 10 metres. Architects and residents have become concerned because these huge roofs could mar the low-rise character of some neighbourhoods.

For basements, the current guidelines stipulate that they must not protrude more than 1 metre above ground level, so as to maintain the existing streetscape and character of the landed housing neighbourhood.



The increasing number of outdoor refreshment areas along Orchard Road adds a new dimension to the street life.



However, it was more difficult for houses built on sloping ground to comply with the guideline, as owners had to dig deeper to "sink" the basement.

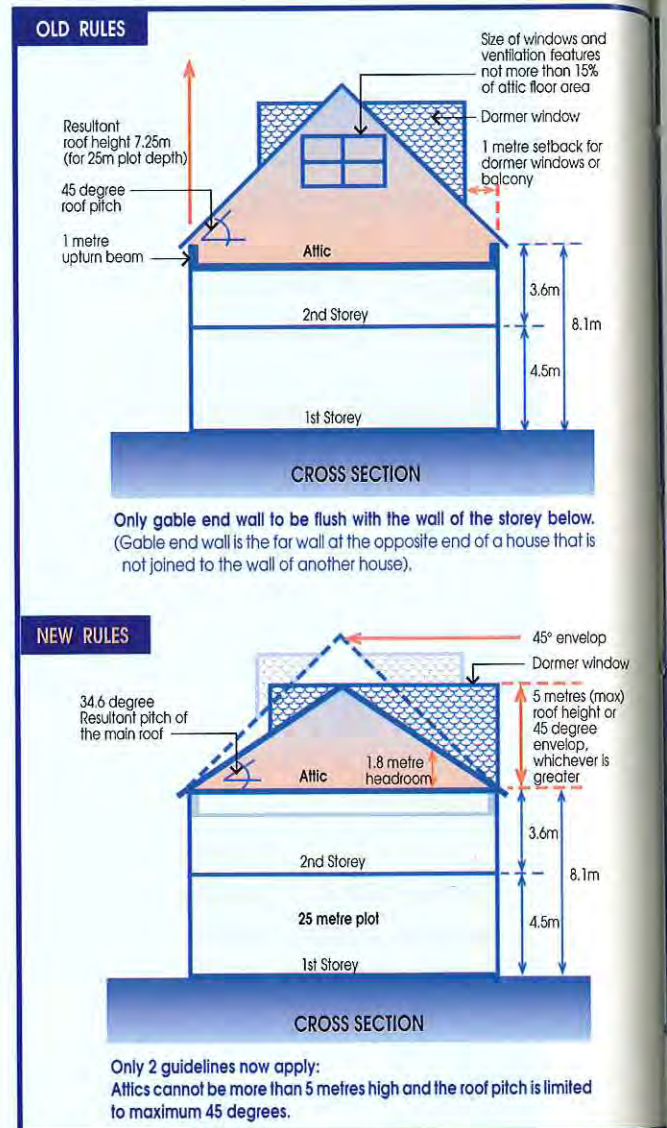
Recognising this, URA, in consultation with the Singapore Institute of Architects, has reviewed and simplified the existing attic and basement guidelines with the aim of creating a better environment in landed housing estates.

As a result of the review, controls on dormer windows setback, light, ventilation and attic floor level have been dropped. There are now only two guidelines on attics - they cannot be more than 5 metres in height, and the roof pitch is limited to a maximum of 45 degrees. With these simplified guidelines, architects have more room to exercise creativity when designing attics and roofs.

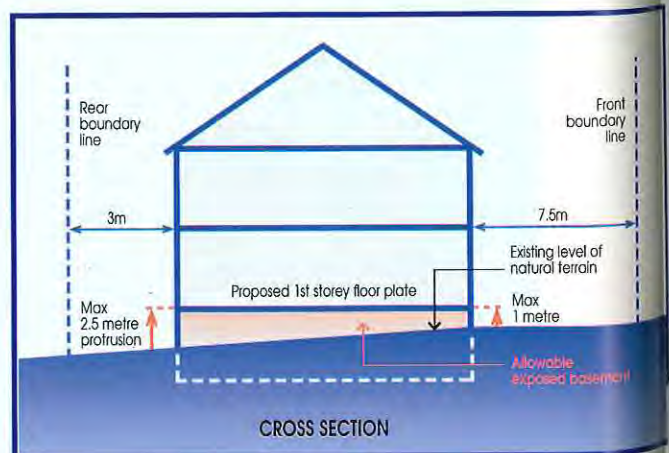
On basement structures, the guideline has been relaxed for houses on ground that slopes downward from the front to rear or side to side. The basements, when seen from the rear and side of the house, are allowed to protrude up to 2.5 metres from the ground, not just 1 metre. For homeowners, this means more usable space and less expensive basements since digging and filling works are minimised.

Making Guidelines More Transparent

In July 1998, URA released a new handbook on the planning parameters for residential developments. The handbook aims to make the guidelines more transparent to homeowners, developers and practitioners. It explains in detail the various development control parameters for residential development, such as the allowable intensity, building height, open space provision, setbacks, ancillary structures and roof garden or flat roof and so on. The handbook covers different types of housing like landed, strata landed, flats and condominiums.



URA and SIA have introduced the revised guidelines to keep in check the noticeable increase in sizes of attics in landed housing estates.



Sketch showing allowable exposed basement portion, in front and at the rear of the house.

Releasing Timely Real Estate Statistics

As part of its ongoing efforts to provide more timely and comprehensive information to the public, URA began to release all four of its quarterly real estate publications at the same time from the 3rd quarter of 1998. These were previously released separately over two weeks. The publications are also released earlier now, four weeks after the close of the quarter compared to five weeks previously.

URA is able to do this because it has streamlined and computerised the data collection and production processes for its publications on real estate statistics.

Stabilising the Property Market

In helping to stabilise the property market, URA carried out the following measures during the year:

- Deferred the Government Land Sales Programme. All residential land sales for 1998 and 1999 were deferred, except for sites at Sengkang and Clarke Quay MRT stations, and four in-fill shophouse sites in Chinatown.
- Did away with the 5 per cent premium for applications made between 1 July 1998 and 31 December 1999 to extend the project completion periods for private residential developments on Government sale sites. Such extensions were allowed to give developers more flexibility to time their developments and sales in accordance with the state of the market.
- Allowed successful tenderers of Government residential and commercial sale sites to have a one-time re-assignment of their land parcels to other parties. This concession is valid only for the period 1 July 1998 to 31 December 1999.

Facilitating Conservation Efforts

URA introduced two new measures in July 1998 to shorten the application process for conservation developments in the Historic Districts. The first measure is the shortening of the processing time from six to three weeks for change-of-use development applications, renewals and extensions of conservation permissions.

The second measure is the introduction of a premium service for submission of signage proposals for conservation



The new handbook on planning parameters for residential developments serves as a useful guide to homeowners.



Customers are happy with the new premium service for conservation signage proposals.

buildings for a nominal fee of \$40. Under the premium service, the submission is processed immediately by URA upon receipt of the application. If the application complies with the signage guidelines, URA will endorse the submitted plans immediately. Minor amendments can be made on the spot if required. The normal process takes about three weeks.

Between July 1998 and June 1999, about one-third of all signage proposals or 164 applications were submitted through the premium service, averaging about 14 applications per month. Feedback from customers indicated that they were happy with the prompt service provided through this channel.

Breaking New Grounds in IT

URA constantly harnesses IT to improve its services and make information readily available to the public.

Planning Submissions Go Electronic

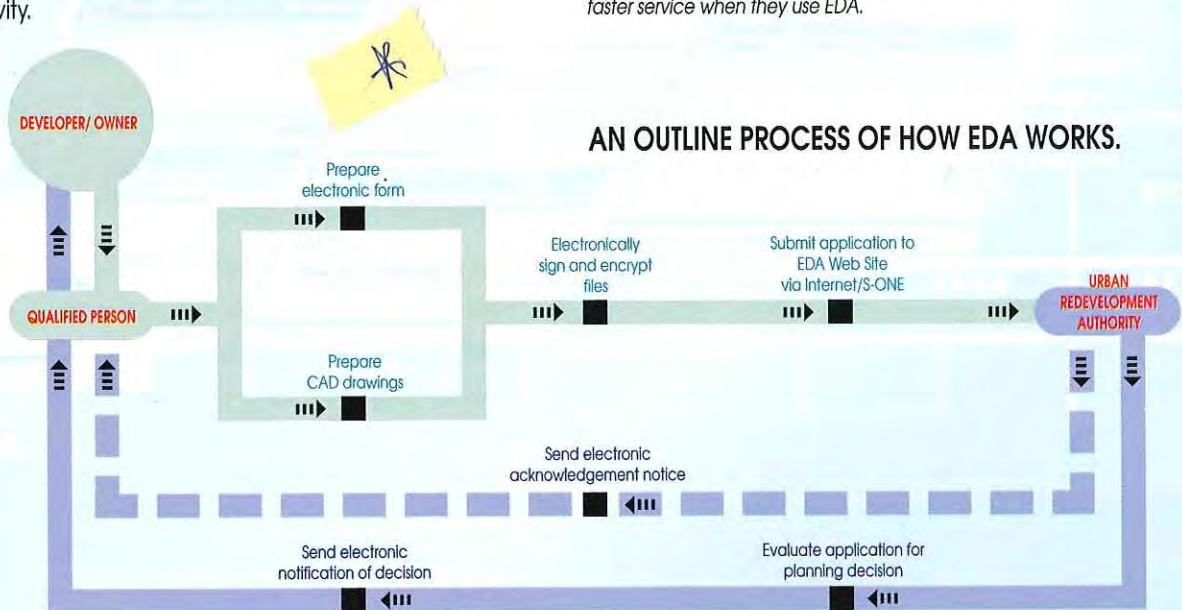
URA made use of the broad bandwidth capability offered by the Singapore ONE network to provide a fast, convenient and paperless means of submitting development applications. The Electronic Development Application (EDA) allows building owners and architects to submit development applications electronically from their homes or offices instead of submitting hard copy plans at URA.

Under a pilot phase launched in April 1998, applicants can submit electronically, applications for new erections and amendments to approved building plans as well as applications to extend written and provisional permissions. The applicants make use of digital signatures for electronic identification. After the application is processed, a planning decision is sent to the applicants electronically.

The key objective of EDA is to exploit IT to improve URA's customer service, reduce processing time and increase productivity.



URA customers benefit from more convenience and faster service when they use EDA.



For URA's customers, EDA provides faster planning decisions and the convenience of submitting and checking the status of their development applications online anytime from 7 am to 10 pm daily. This will eventually be made a 24-hour service. Customers also save money by not having to print hard copies of their plans for submission.

For URA, the productivity gains offered by EDA are substantial and translate into time savings for the customers. The average processing time for an EDA application is about 3 weeks, or 50 per cent faster than a manual paper-based application. With the development of an Electronic Document Management System (EDMS) to support EDA, there will be a quick facility for online searches and retrieval of electronic documents and digital plans. It will gradually replace the existing manual registry system. This will mean faster responses in processing applications electronically and a reduction in physical storage space.

Under the pilot phase, URA received and processed close to 200 EDA submissions. With the success of the pilot phase, EDA was soft-launched to the industry in April 1999. In the longer term, as more applications become available under EDA and the system is further fine-tuned, we can expect a more streamlined workflow and greater productivity gains.

More Real Estate Information Online

Since April 1998, URA had been releasing on its website additional information on the monthly statistics of building projects granted provisional and written permissions under the section on real estate information.

In September 1998, URA further expanded the coverage of these statistics to include building projects which have been completed or of which construction have commenced and those which have been granted building plan approvals. URA would continue to improve its real estate information service to cater to its customers' needs.

Building Statistics on Provisional Permission - Microsoft Internet Explorer

File Edit View Go Favorites Help

Back Forward Home Search Favorites Print Mail

Address http://www.ura.gov.sg/real_estate/RealEstate.htm

Real Estate Information

BUILDING COMMENCEMENT

Number and Residential Units/Gross Floor Area of Projects by Type of Development
[Private] [Both Private & Public] [Public]

Both Private & Public Sectors

Reference Period	Residential		Commercial		Industrial		Institutional & Others	
	Number	Residential Units	Number	Gross Floor Area ('000 sq)	Number	Gross Floor Area ('000 sq)	Number	Gross Floor Area ('000 sq)

More real estate information has been added to URA-Online to better serve the customers.

ISO 9001 Certification

URA uses a systematic software development methodology to ensure that all its IT systems are of the highest quality standards. In recognition of its consistent approach in establishing and implementing IT projects, URA was awarded the ISO 9001 certification for "Specification, Design Development, Testing, Implementation and Support of Application Systems" by the Singapore Productivity and Standards Board in 1998.

Sharing Our Planning Experience

Meeting the various needs of the nation entails a difficult balancing act. The public may not always know the considerations which have gone into some of URA's plans and solutions. URA has launched several initiatives to create public awareness and understanding of Singapore's unique constraints and solutions. These include setting up the URA Gallery, hosting student visits as part of the National Education programme and organising the World Conference on Model Cities.

A Showcase for Planning

The URA Gallery was officially opened by Mr Lim Hng Kiang, Minister for National Development, on 27 January 1999.

The Gallery aims to explain the delicate balance our planners need to achieve in order to meet competing demands in land scarce Singapore.

Designed for self-discovery, the Gallery has 25 hands-on exhibits, 20 interactive computer terminals, videos and audio-visual programmes. The interactive element is a recurring feature of the Gallery allowing visitors to discover at their own pace. A combination of challenging multimedia games and interesting hands-on, 3-D exhibits add an exciting touch to the exhibition.

The various exhibits trace Singapore's development and demonstrate how creative, long-term planning can help to overcome physical constraints.

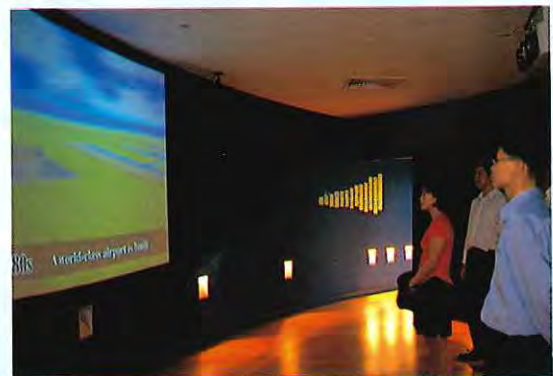
Visitors can also catch a glimpse of the future, in the form of plans for the new Downtown and the various types of housing Singaporeans will enjoy.



Colourful and interactive exhibits bring concepts to life.



The URA Gallery has more than 48 exhibits spread over 1,400 square metres of exhibition space. Multimedia show both entertain and inform visitors.



Multimedia shows both entertain and inform visitors.

Other interesting aspects of planning are showcased in the Gallery:

- how greenery improves our living environment;
- how various modes of transportation are integrated to move people and goods efficiently;
- what urban design is and the role water plays in enhancing the city landscape.

The Gallery also shows the importance of conserving our built heritage, and the lessons learnt from other great cities around the world.

Educating Young Singaporeans

The Gallery aims to have 36,000 visitors in the first year of operation. By end June 1999, more than 21,000 people, locals and foreigners, had visited the URA Gallery. More than half of these visitors were secondary school students.

URA hopes to have as many Singaporean students as possible visit the Gallery as part of the National Education programme.

During the year, URA also welcomed 1,200 foreign visitors and dignitaries from over 40 countries as part of its Visitors' Programme.



Secondary school students are the Gallery's primary target audience.

The highlight of the URA Gallery is the 98 sq. m architectural model of Singapore's Central Area. It gives visitors a bird's eye view of the city centre - covering Central Business District, Marina Bay, Singapore River, Civic District, Orchard Road and the three historic districts of Little India, Chinatown and Kampong Glam.



A Platform for Sharing

URA played host to 360 delegates from 35 countries who gathered in Singapore on 20 and 21 April 1999 for the World Conference on Model Cities (WCMC). Jointly organised by URA and the Institute of Policy Studies, the WCMC is a preparatory event for the Urban 21 World Congress, to be held in Berlin in the year 2000. The Congress will be the key follow-up to the "Global Initiative on Sustainable Development", which was launched by the leaders of Germany, South Africa, Brazil and Singapore at the 19th United Nations General Assembly Special Session on Environment and Development in 1997.

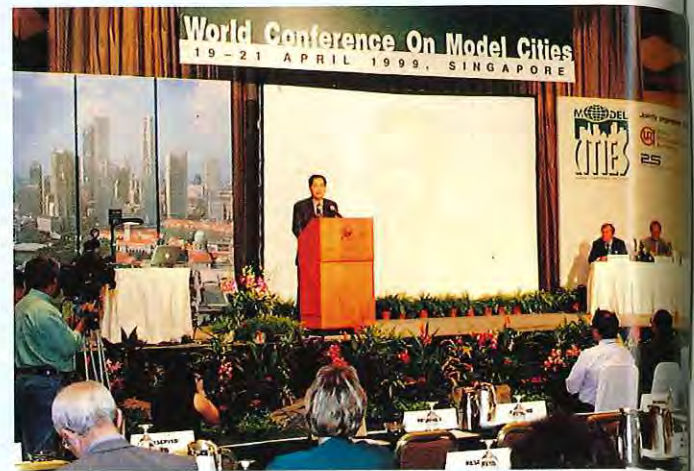
The international gathering of Ministers, mayors, CEOs, planners, architects, and academics examined and discussed the success stories of urban planning in cities worldwide.

While the Conference recognised that there is no single ideal of a model city due to differences in political, economic, historical and cultural development, examples of good practices in various aspects of planning were showcased.

These included some of Singapore's successes, for example, our public housing, pro-business land use planning and comprehensive road and rail planning. Delegates learnt of good practices in other countries as well, for example, how Hong Kong had integrated land development, pedestrian access and road planning in the building of its airport express railway.

Expanding on the idea of "accessibility", the Conference also discussed how urban projects such as civic and historic buildings, plazas, parks, boulevards and promenades weave the city of Barcelona into a tapestry of social spaces and memorable sites that are accessible to pedestrians.

Given Singapore's small size, URA is also keenly aware of the importance of creative design and use of spaces. Through careful planning and its urban design guidelines, URA has planned and encouraged the development of pedestrian



Delegates from all over the world gathered at the conference to share ideas and experiences on urban development.



The World Conference on Model Cities was officially opened by our Prime Minister, Mr Goh Chok Tong, seen here with a group of foreign delegates.



Foreign delegates viewing one of the exhibition panels.

malls at strategic locations, like Albert Mall and China Square, to provide a well-linked pedestrian network connecting the surrounding areas. Little pockets of space along the way were also transformed into a system of open plazas, beautifully-landscaped promenades or parks to provide relief and encourage social interaction.

The concept of the "cultural city" was also discussed at the Conference. Cities were urged to follow the examples of Glasgow, Barcelona and Brussels by including "cultural capital" in their concepts of wealth creation. These cities have proactive programmes for artistic, historical and cultural development that inject life and help attract international investors and talents.

Delegates found the Conference a useful forum for tapping new ideas on urban planning, sharing experiences and networking. The foreign delegates commented that the Conference was well-organised and had provided them with insights on how Singapore is planned, an area in which many were particularly interested.

Many of the delegates also attended technical tours to various Singapore government agencies like URA, the Housing & Development Board, the Land Transport Authority, the National Parks Board and the Ministry of the Environment.

A report on the conference is being compiled for publication. It will be presented to the Urban 21 Congress in Berlin as Singapore's contribution.

Defining The Model City

There is no one model that applies to all cities. The World Conference on Model Cities focused instead on the "best practices" in urban development and considered factors which have consistently contributed to creating conducive environments for work, play and living.

Some facets of a model city are featured below.

A Model City is...



*...a **liveable** city, a good place to set up home, sink roots; where housing is affordable and comfortable.*



*...an **attractive** city with lots of interesting activities for its citizens and enough public spaces to provide urban relief.*



*...a **business-friendly** city with all the necessary telecommunications and fiscal infrastructure.*

*...an **accessible** city where public transport is efficient and affordable and roads are congestion-free.*

Building Our Organisation

URA continues to focus on improving the work environment and processes and enhancing the skills of its staff to achieve greater efficiency and professionalism.

The URA Centre

With the move into URA's new headquarters in September 1998, all URA staff are now housed in one location. The URA Centre at Maxwell Road has become a one-stop service centre for customers, offering them convenient access to all of URA's services and products.

Y2K Preparation

URA has taken steps to address the millennium bug issue. As at April 1999, all of URA's major IT systems were Y2K compliant. As a safeguard, URA also conducted simulation testing for all the critical IT systems, some of which involved testing of interfaces with external service partners.

WITs and SSS

For the fourth consecutive years, URA maintained 100 per cent staff participation in Work Improvement Teams (WITs). A total of 284 productivity and quality projects were completed by the teams during the year. On average this year, each staff contributed 4.4 ideas under the Staff Suggestion Scheme, thus yielding a total of 4,867 suggestions. Together, WITs and SSS contributions resulted in estimated savings of \$1.5 million.

Our WITs won 14 awards, with two gold awards at the National Quality Circle Convention and the PS 21 Public Sector WITs Convention.

URA also bagged the Minister's Trophy for achievements in WITs and SSS among all the departments and statutory boards under the Ministry of National Development.



The new URA Centre is a one-stop service centre.



URA staff at the annual health screening exercise.

Staff Training and Development

URA achieved an average of 14.9 training mandays per staff during the year, compared with the national average of 5 mandays.

URA received a Special Company Award from the Institute of Technical Education (ITE) for its strong support and commitment to promoting the BEST programme among junior staff. This is the third time URA has received the award.

More seminars were also held to equip staff with basic knowledge of planning principles in a continuing effort to build up the core competencies of URA staff. The use of individual training road maps was extended to all staff to assess their training needs in a more systematic way.

Emphasis on Health

URA continued to promote a healthy and balanced lifestyle among its staff through activities such as the annual health screening, sports activities like Inter-Division Games, weekly aerobics, and recreational events like lunchtime talks on floral arrangements and stress management. Staff response to these activities was good.

Since incentives to reduce medical leave taken were introduced in FY1996, the percentage of staff who took such leave has been dropping steadily from 76 per cent to 68 per cent in FY1998.

In recognition of its efforts to help staff balance work with family life, URA was conferred the Family Friendly Firm Award on 22 September 1998. This made URA one of the six companies to be honoured in this way. The award is jointly conferred by the Ministry of Community Development, the Ministry of Manpower, the National Trades Union Congress and the Singapore National Employers Federation.



Self-defence instructors showing URA staff the correct moves.



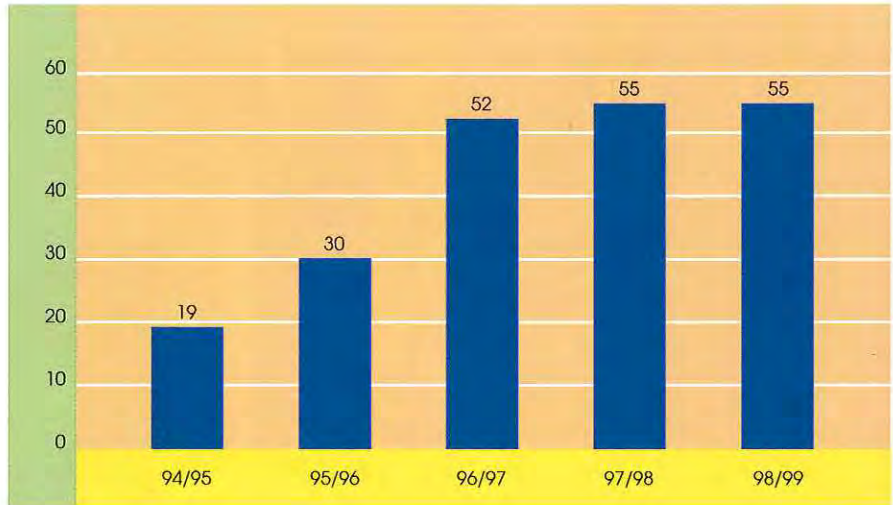
Children of URA staff having a good time at the annual Children's Party.

Performance Indicators

DEVELOPMENT GUIDE PLANS



Cumulative no. of DGPs completed as Master Plan proposals



DEVELOPMENT CONTROL

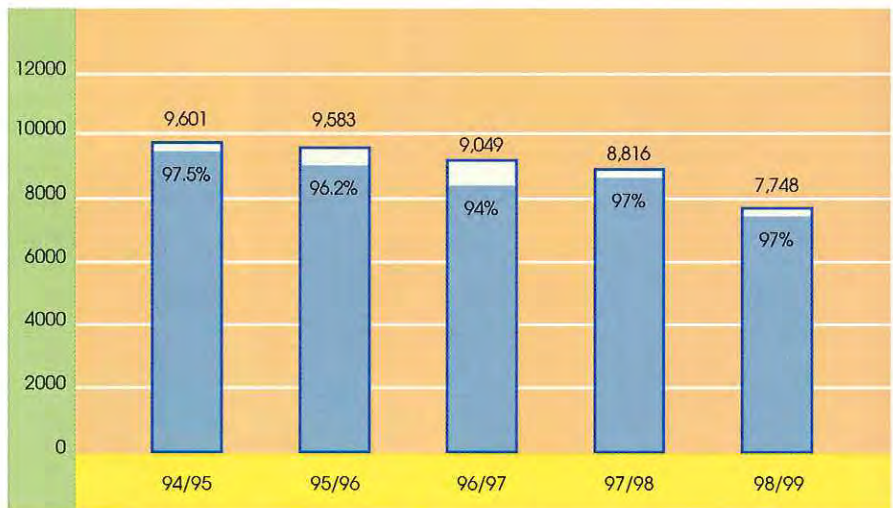


No. of development applications (overall) received



% of development applications cleared within targeted time frame*

* The targeted time frame was 8 weeks till December 1996. From January 1997, the targeted time frame was changed to 7 weeks.



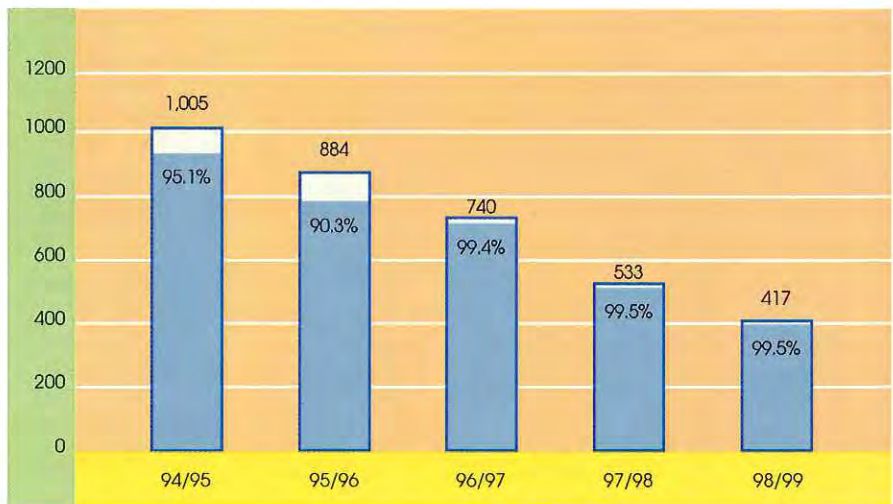
CONSERVATION



No. of formal planning applications received for conservation works

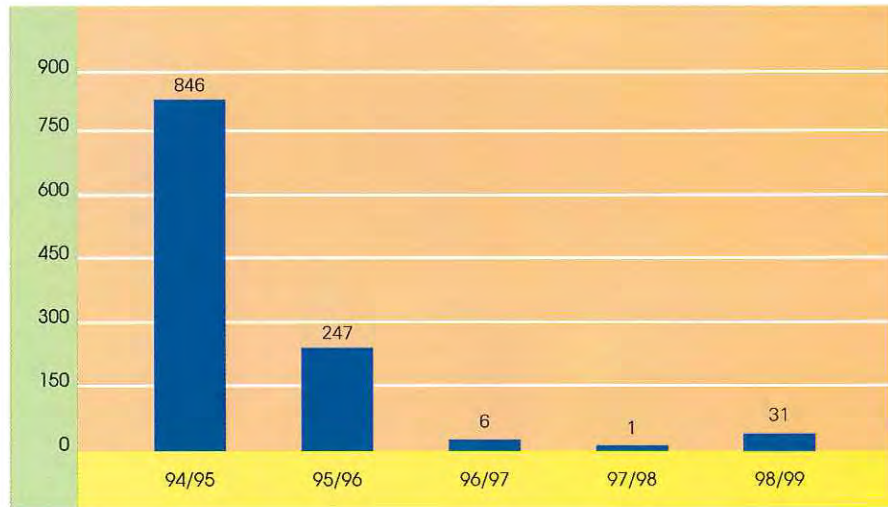


% of formal planning applications cleared within 6 weeks



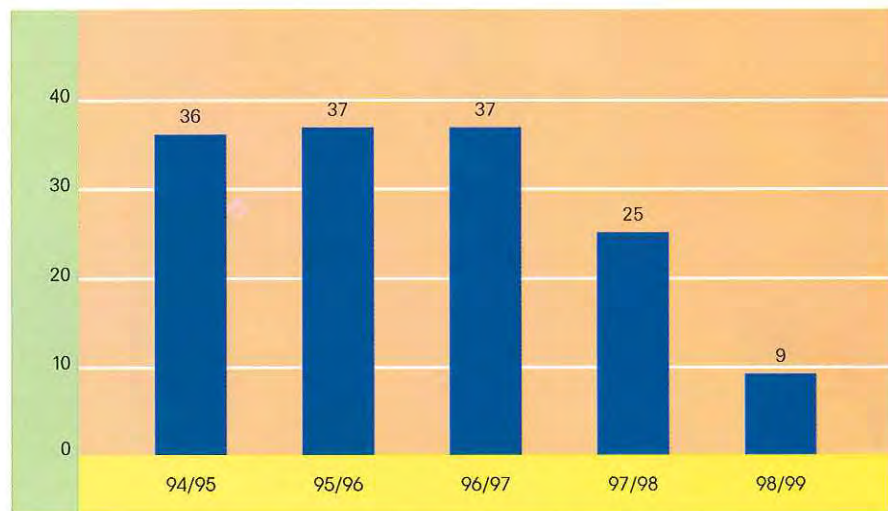
LAND MANAGEMENT

■ No. of resettlement cases



SALE OF SITES

■ No. of sites released



Quantum Released

Type of Development	Quantum Released				
	94/95	95/96	96/97	97/98	98/99
Residential (no. of dwelling units)	3,120	2,700	3,151	2,490	-
Commercial (gross floor area, sq m)	42,300	137,629	230,050	136,613	2,450
Hotels (no. of rooms)	340	365	-	405	-
Shophouses (no. of units)	141	62	70	-	8
Heavy Vehicle Park (no. of lots)	240	240	130	476	110
Industrial (land area in ha)	30.95	34	38	48.85	16.89

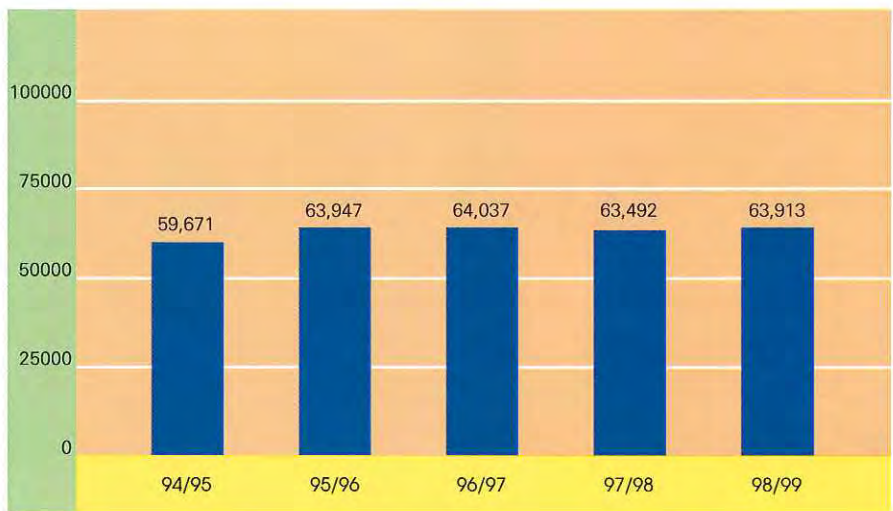
PROJECT SERVICES

TYPES OF PROJECT		94/95	95/96	96/97	97/98	98/99	
						Completed	On-going
Building	Number	-	1	1	2	3	4
	\$ million	-	2.14	0.90	1.71	139.33	162.68
Conservation	Number	3	4	1	1	-	1
	\$ million	14.59	9.30	1.00	8.70	-	2.50
Infrastructural	Number	9	31	15	9	14	9
	\$ million	20.72	46.08	23.52	22.96	14.72	403.05
Environmental Improvement	Number	-	1	2	3	4	4
	\$ million	-	1.50	2.88	2.52	11.02	35.60
Total	Number	12	37	19	15	15	30
	\$ million	35.31	59.02	28.30	35.89	165.07	603.83
Development Coordination	Area (ha)	476	-	-	-	-	1,246
	\$ million	NA	-	-	-	-	NA

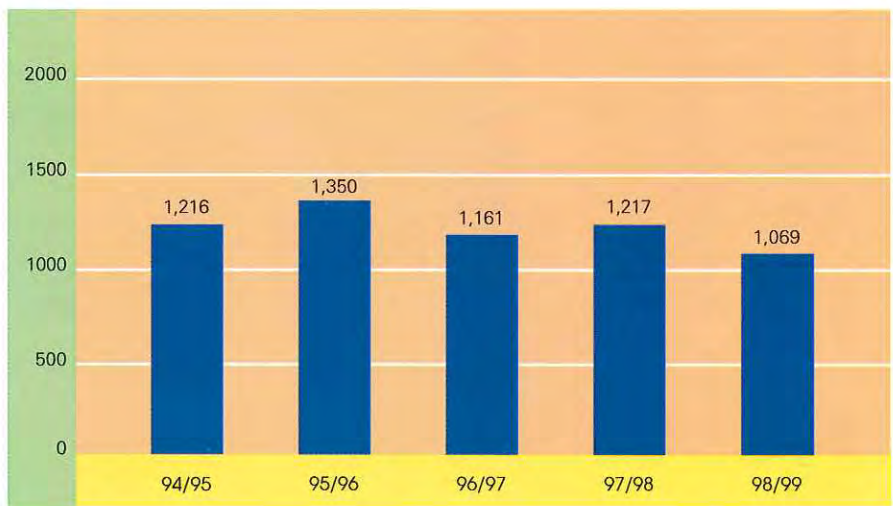
No. and value of projects completed

CAR PARKS

No. of parking lots managed by URA

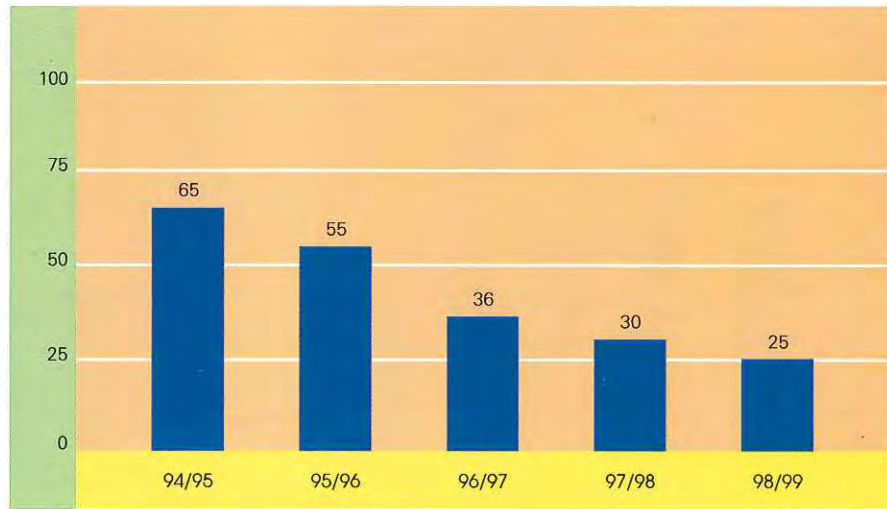


No. of parking lots managed per parking enforcement officer

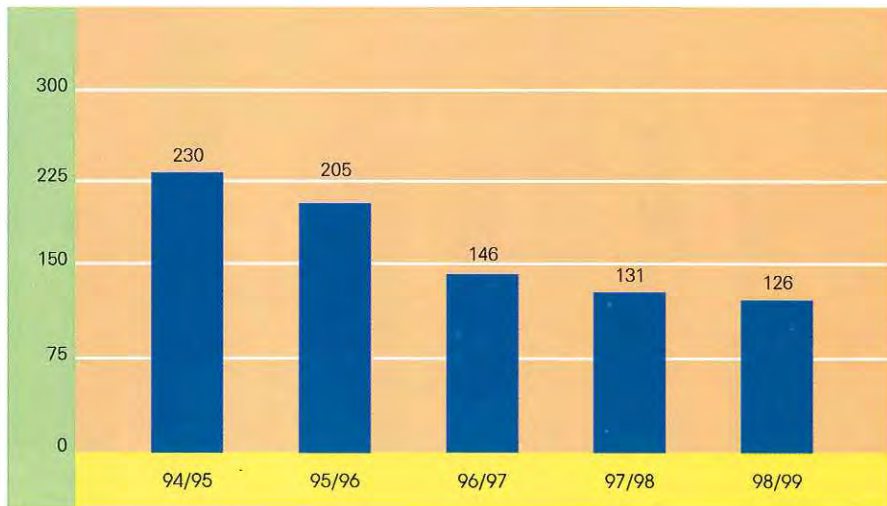


CAR PARKS

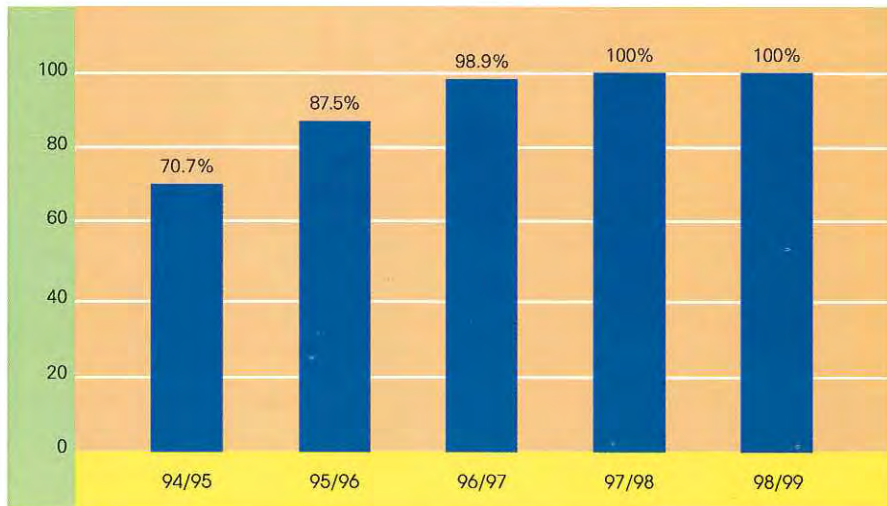
■
Complaint index
(Complaints per
10,000 notices)



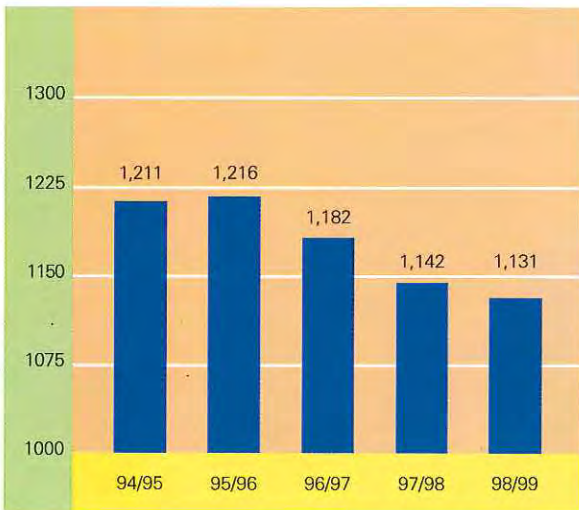
■
Appeal index
(Appeals per 10,000
notices)



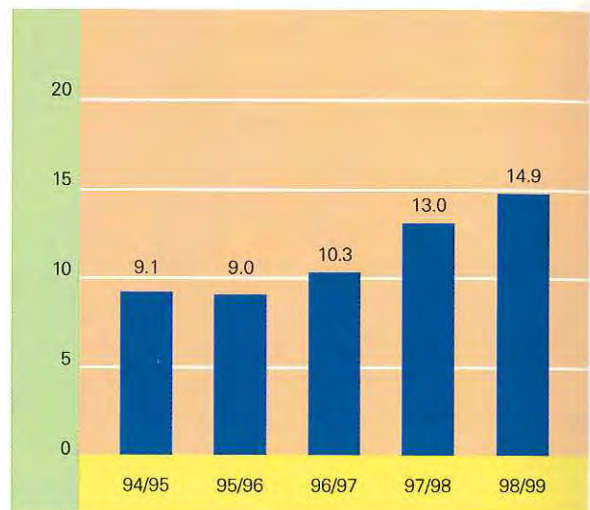
■
% of replies to
written queries
made within 14
days



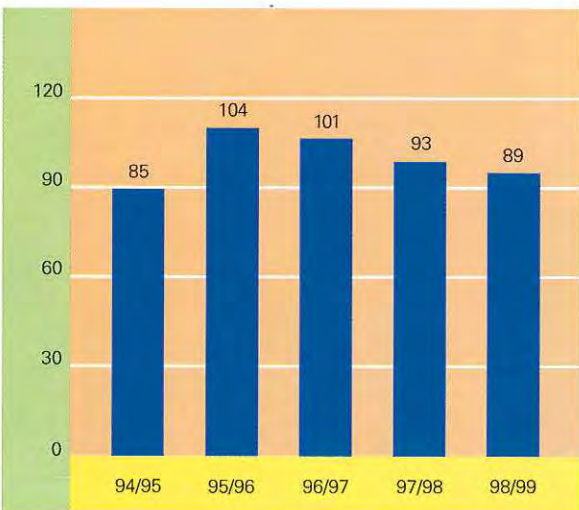
HUMAN RESOURCE



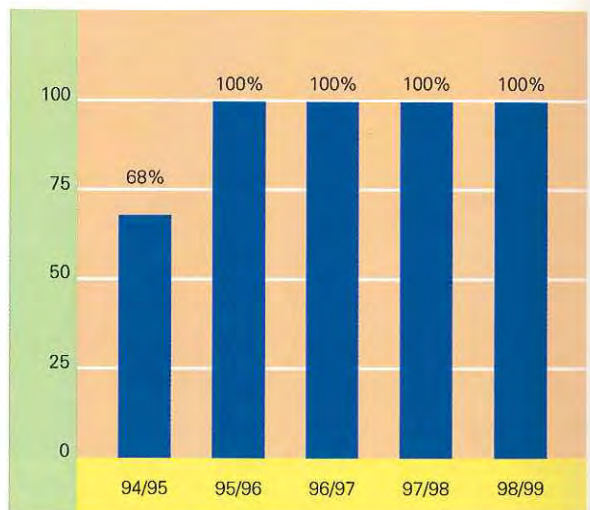
Staff strength



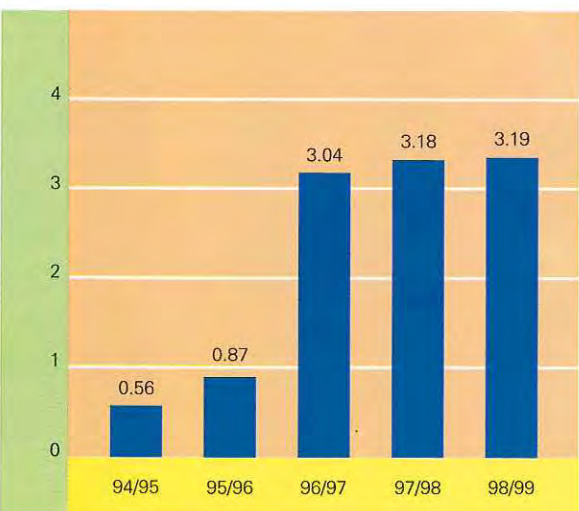
No. of training man-days per officer



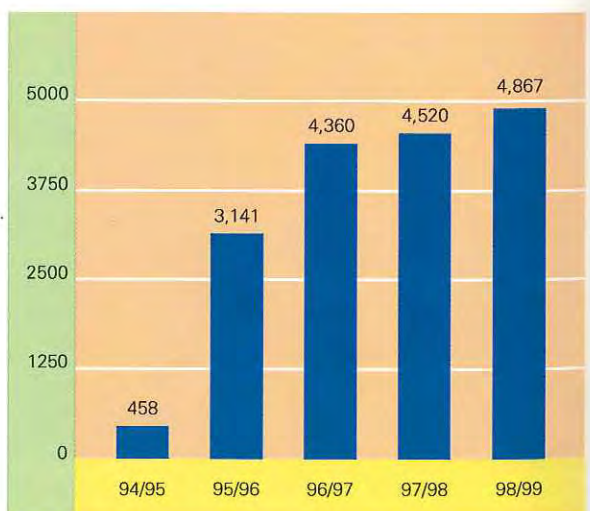
No. of WITs teams



Staff participation rate in WITs



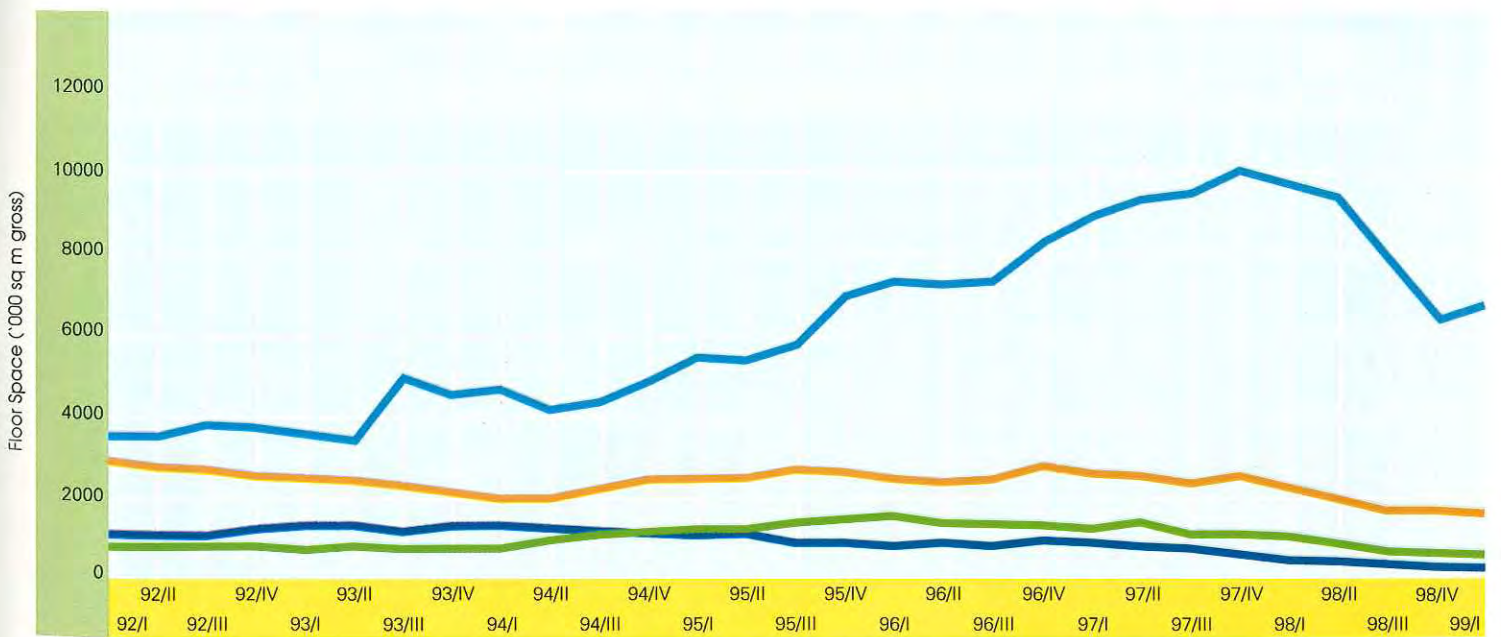
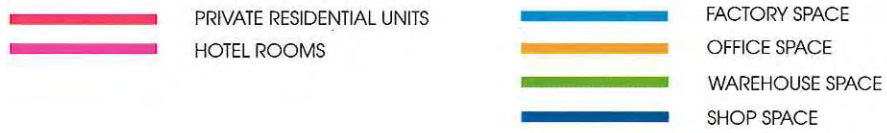
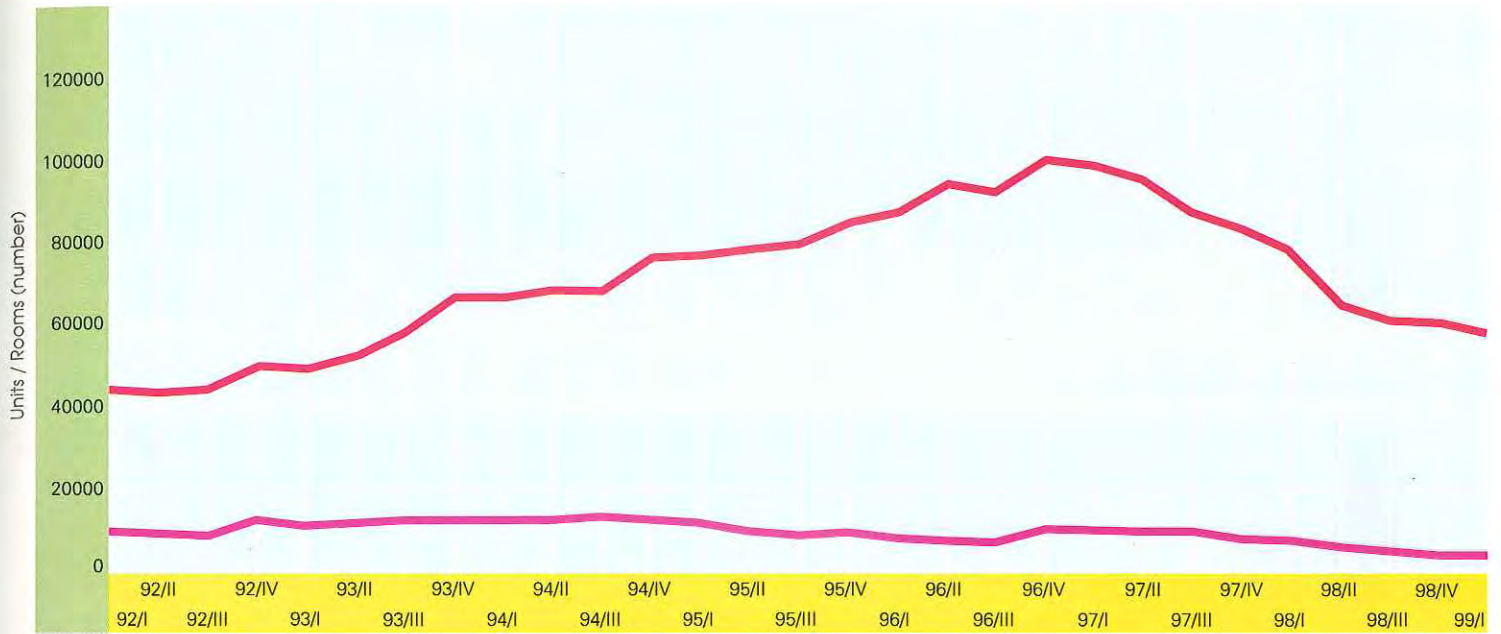
No. of WITs projects completed per team



No. of suggestions received under the Staff Suggestion Scheme

Key Indicators

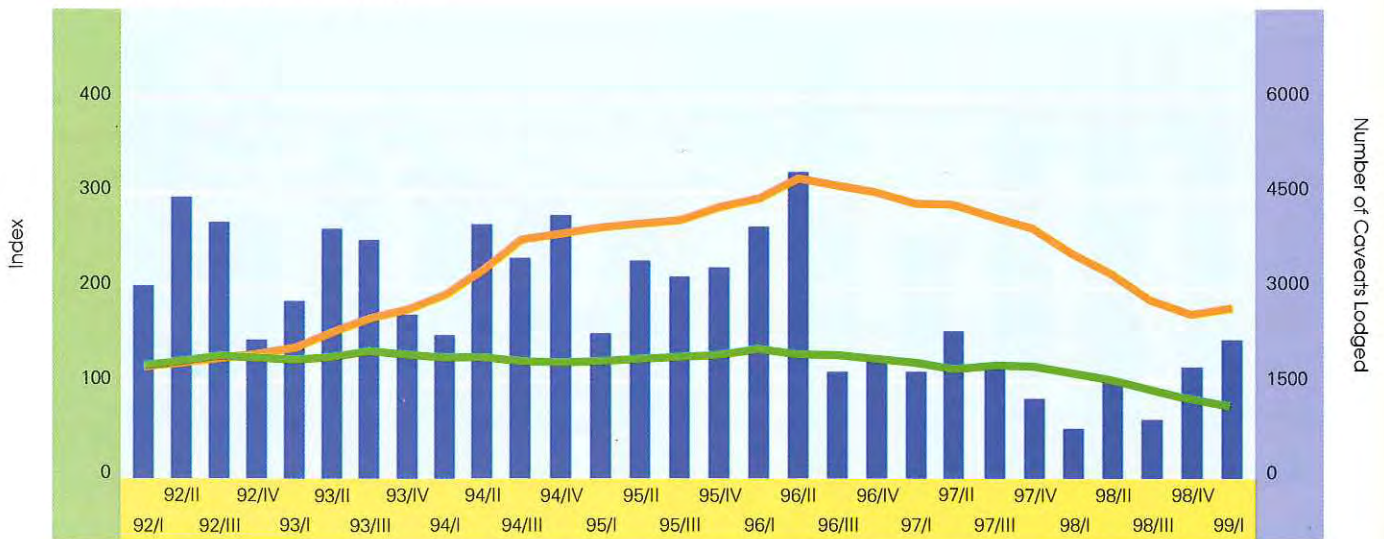
POTENTIAL SUPPLY



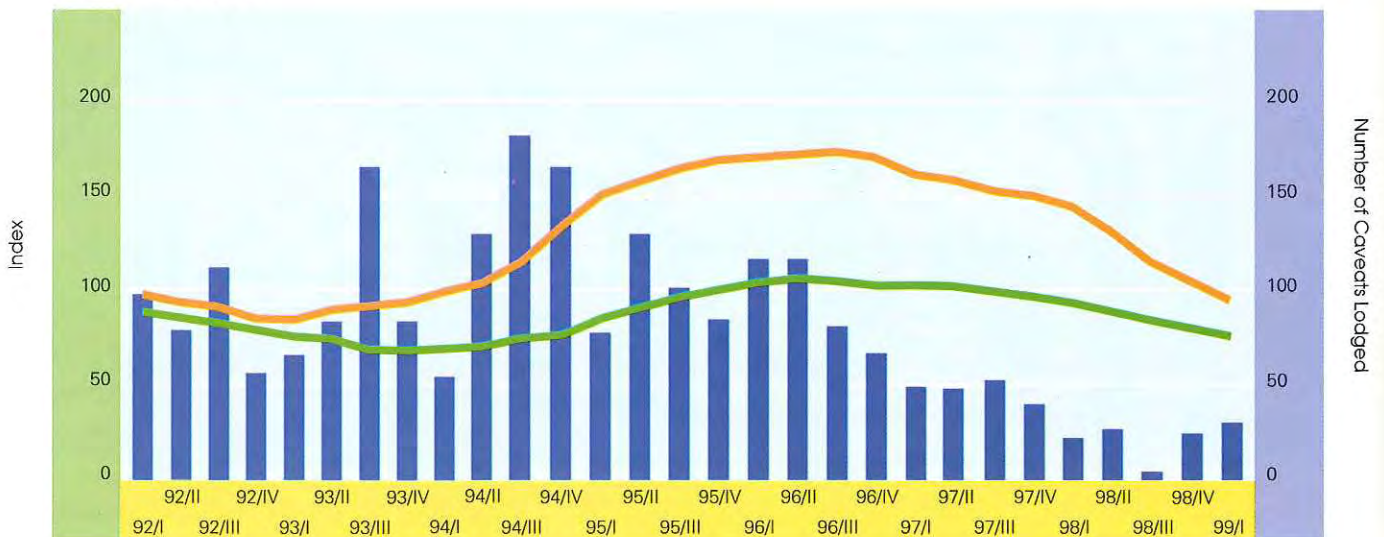
PRICE AND RENTAL INDICES

- PRICE INDEX
- RENTAL INDEX
- █ NUMBER OF CAVEATS LODGED

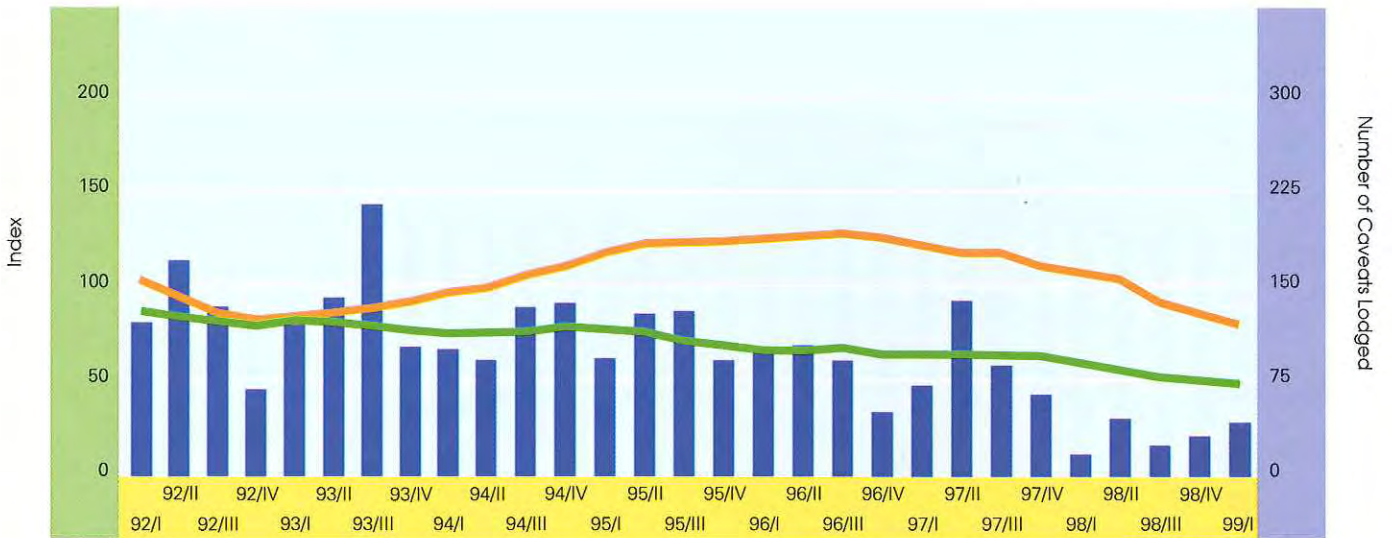
PRIVATE RESIDENTIAL UNITS



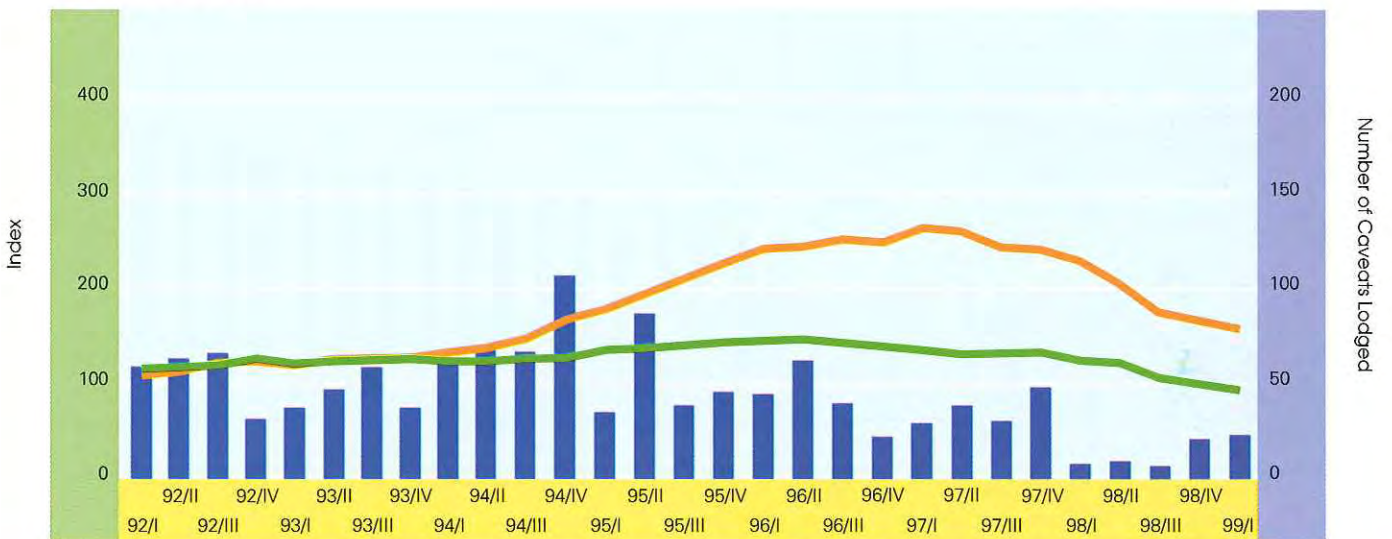
OFFICE SPACE



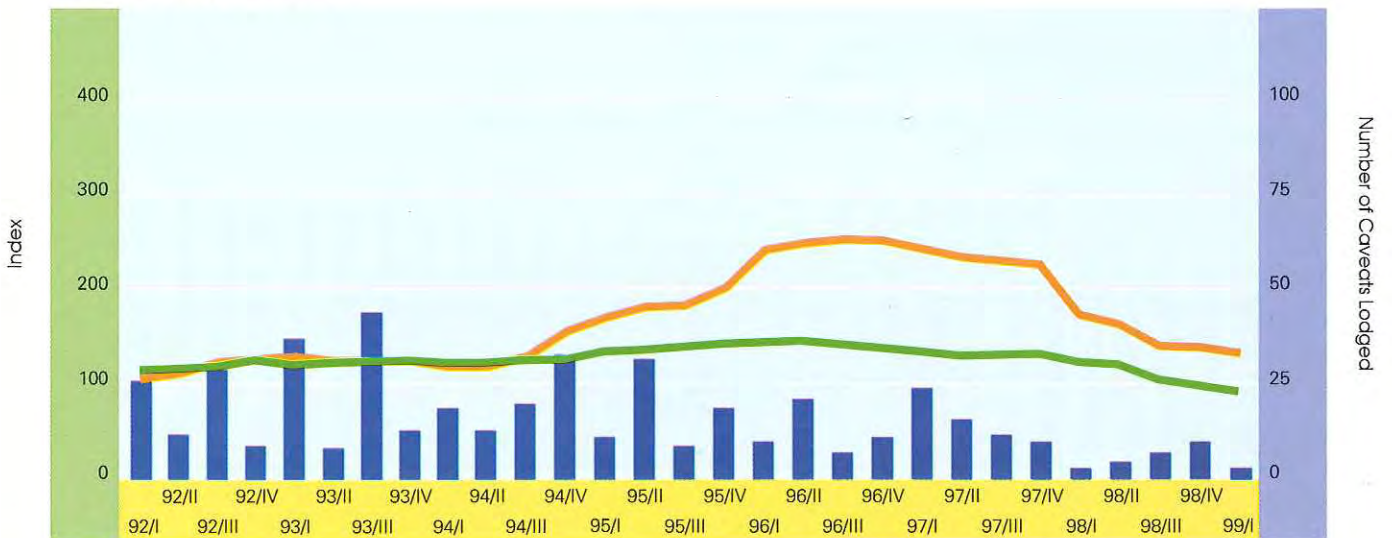
SHOP SPACE



FACTORY SPACE



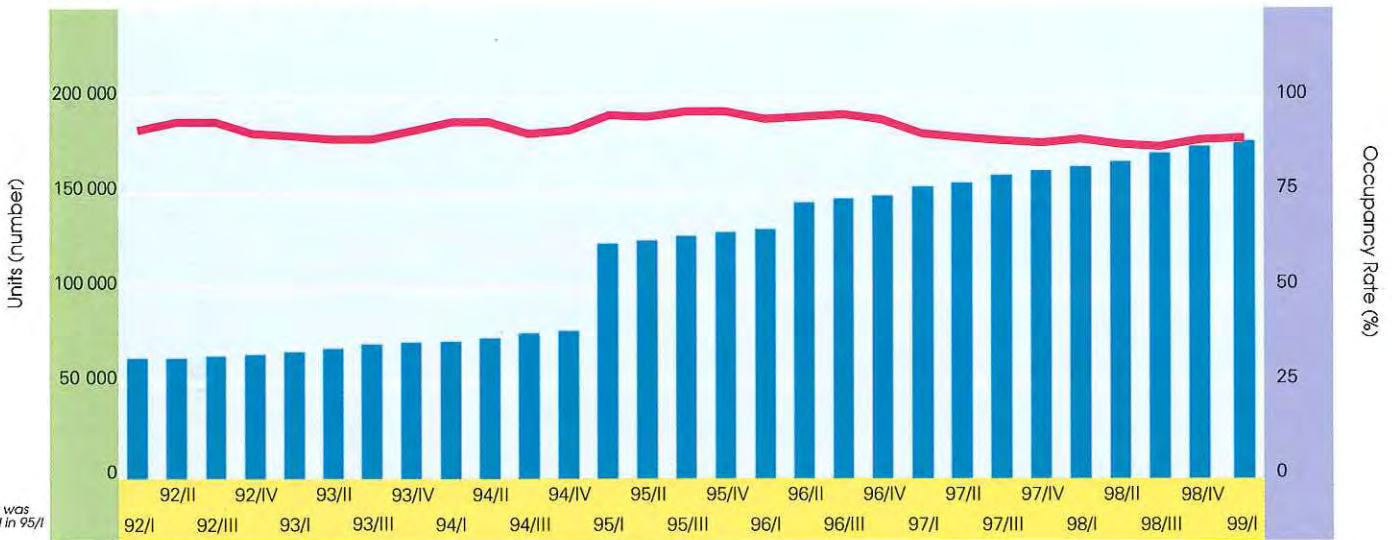
WAREHOUSE SPACE



STOCK AND OCCUPANCY RATES

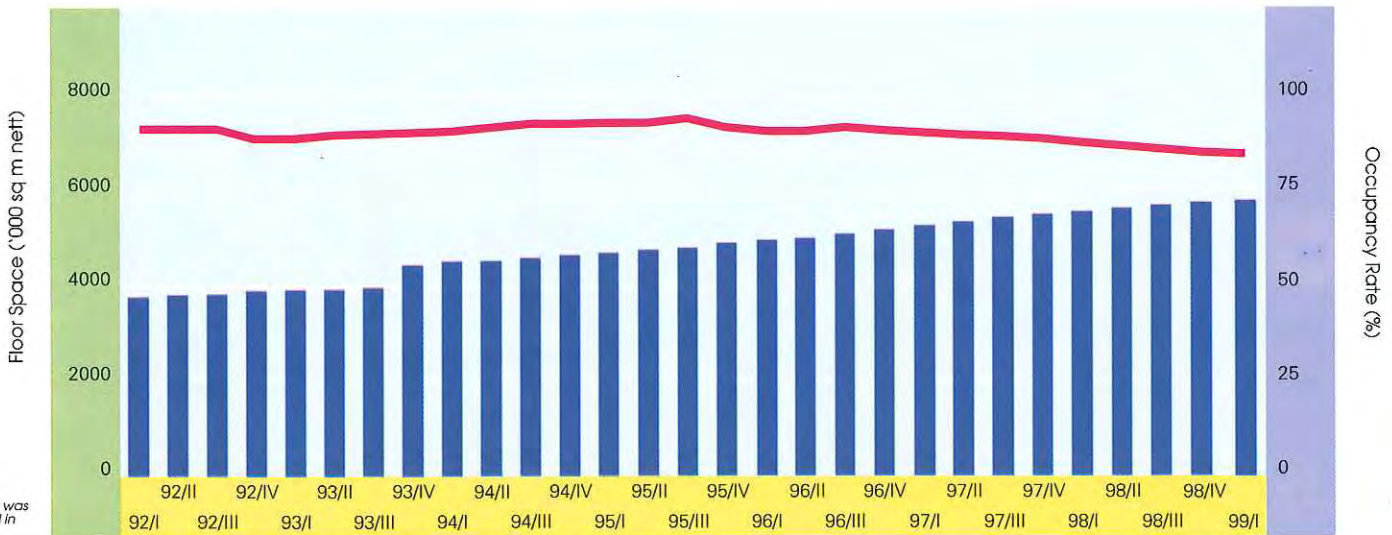
- OCCUPANCY RATE (%)
- █ UNITS (NUMBER)
- █ FLOOR SPACE ('000 SQ M NETT)

PRIVATE RESIDENTIAL UNITS



note: coverage was expanded in 95/II and 96/II

OFFICE SPACE

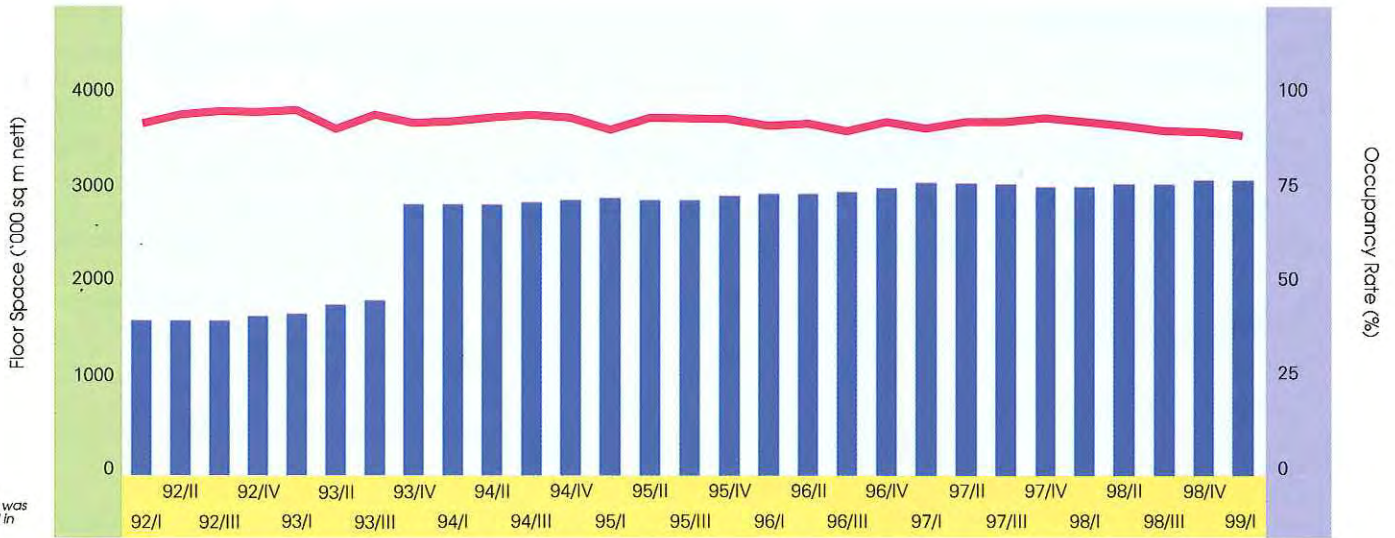


note: coverage was expanded in 93/IV

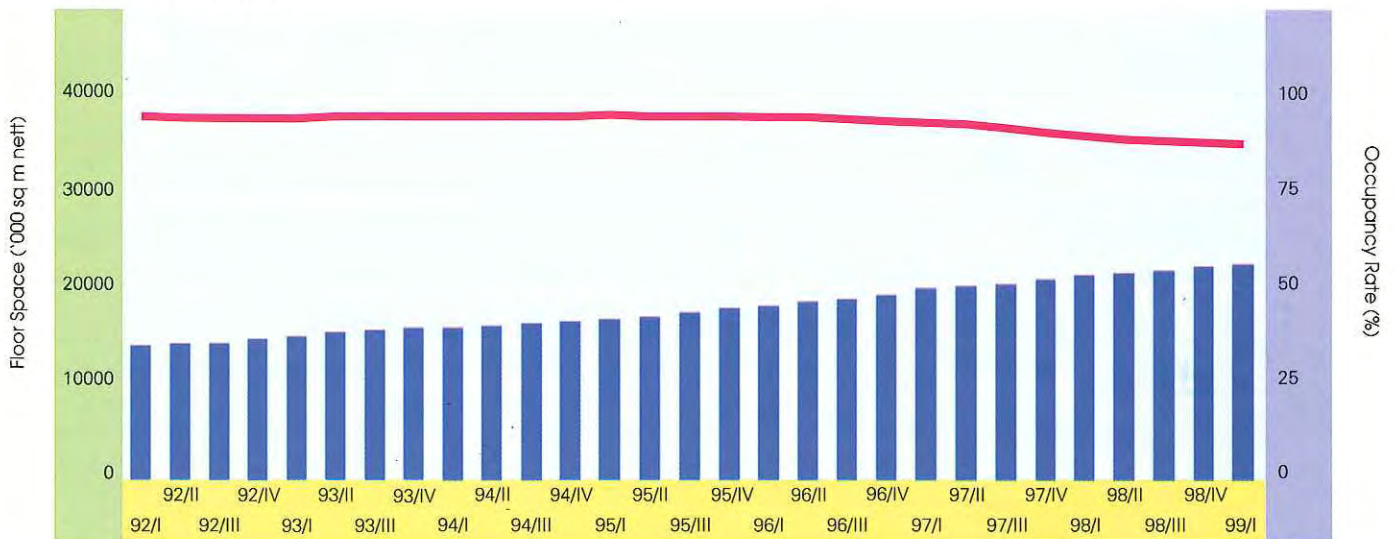
note: coverage was expanded in 93/IV

SHOP SPACE

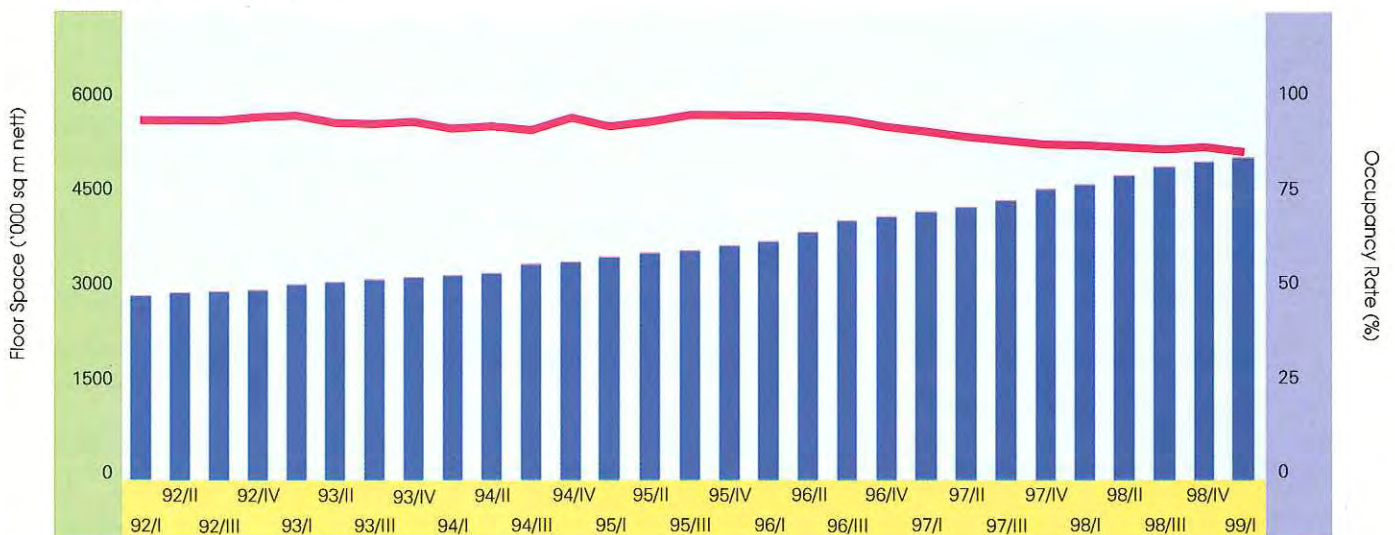
Note: Coverage was expanded in 93/IV



FACTORY SPACE



WAREHOUSE SPACE



5-Year Financial Summary

	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99
Income and Expenditure (\$\$'m)					
Operating income	153.8	182.1	194.0	165.8	108.2
Operating expenditure	85.5	86.6	95.7	100.0	99.5
Operating surplus	68.3	95.5	98.3	65.8	8.7
Non-operating surplus	47.7	36.2	29.9	31.7	37.1
Surplus before Consolidated Fund contribution	116.0	131.7	128.2	97.5	45.8
Contribution to Consolidated Fund	23.2	26.3	25.6	19.5	9.2
Surplus after Consolidated Fund contribution	92.8	105.4	102.6	78.0	36.6
Balance Sheet (\$\$'m)					
Fixed assets	49.4	113.0	109.0	100.3	327.8
Properties and projects under development	60.7	154.2	168.8	235.5	5.0
Other non current assets	20.2	20.7	19.4	14.4	34.3
Current assets	935.3	846.5	933.9	917.7	931.9
	1,065.6	1,134.4	1,231.1	1,267.9	1,299.0
Capital and accumulated surplus	893.8	999.1	1,101.7	1,179.7	1,216.4
Deferred capital grants and deferred income	58.1	42.4	30.9	18.4	12.2
Current liabilities	113.7	92.9	98.5	69.8	70.4
	1,065.6	1,134.4	1,231.1	1,267.9	1,299.0
Cash Flow (\$\$'m)					
Cash generated from operations	58.0	121.7	99.3	66.8	35.1
Total cash generated	104.0	157.8	134.6	121.2	111.8
Capital expenditure (include fixed asset purchases) paid	10.6	173.2	26.1	66.0	56.3
Financial Indicators (%)					
Operating surplus over operating income	44.4	52.5	50.7	39.7	8.0
Return on turnover	57.6	60.3	57.1	49.3	31.5
Return on average capital and revenue reserves	13.7	13.9	12.2	8.5	3.8
Return on average total assets	11.4	12.0	10.8	7.8	3.6
Statistics (\$\$'m)					
Sale of land revenue collected on behalf of Government	1,496	3,094	4,603	3,949	181
Development charge collected on behalf of Government	266	450	576	469	96
Value of development projects completed	35.3	59.0	28.3	35.9	165.1

Half-Yearly Indicators

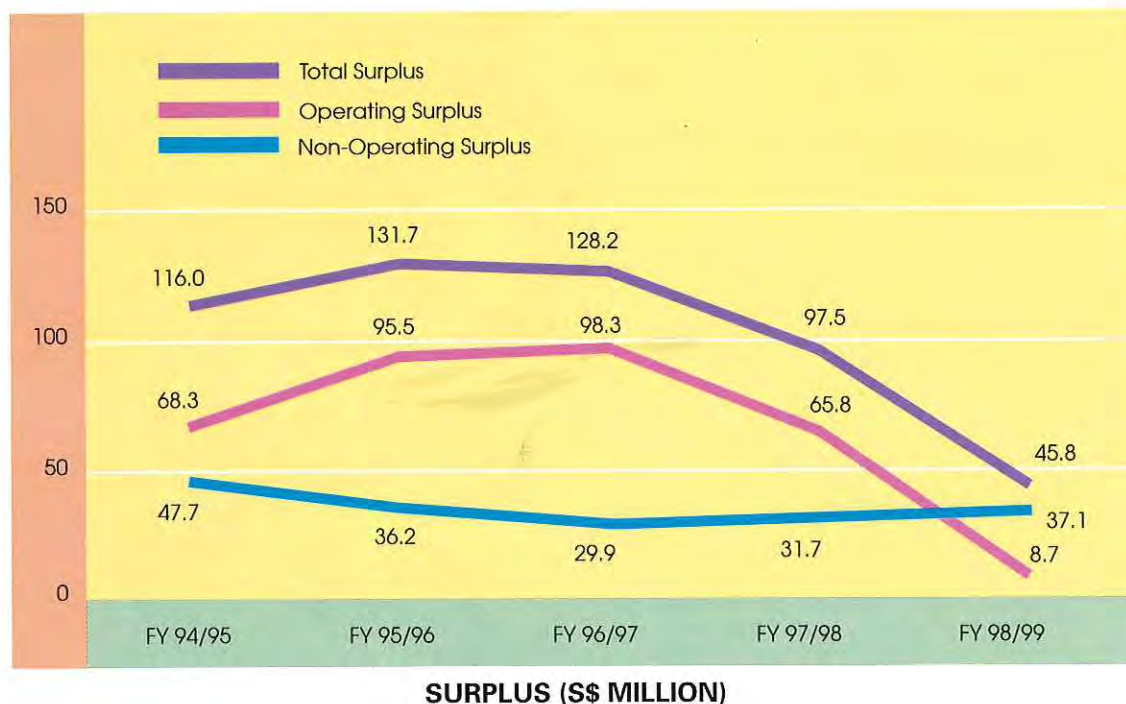
	1st Half	2nd Half	Whole Year
Operating surplus over operating income (%)			
FY 98/99	11.0	4.7	8.0
FY 97/98	42.9	36.2	39.7
Return on turnover (%)			
FY 98/99	33.4	29.5	31.5
FY 97/98	53.9	43.7	49.3
Return on average capital and revenue reserves (%)			
FY 98/99	4.2	3.4	3.8
FY 97/98	10.2	6.9	8.5
Return on average total assets (%)			
FY 98/99	4.0	3.2	3.6
FY 97/98	9.3	6.3	7.8
Operating income per \$\$ employment cost			
FY 98/99	1.9	2.2	2.1
FY 97/98	3.0	2.8	2.9
Operating surplus per employee (\$\$)			
FY 98/99	5,535	2,147	7,682
FY 97/98	32,060	24,464	56,524
Training cost per employee (\$\$)			
FY 98/99	568	484	1,052
FY 97/98	483	589	1,072
Sale of land revenue collected on behalf of Government (\$\$'m)			
FY 98/99	127	54	181
FY 97/98	2,607	1,342	3,949
Development charge collected on behalf of Government (\$\$'m)			
FY 98/99	81	15	96
FY 97/98	295	174	469

Financial Review

FOR THE YEAR ENDED 31 MARCH 1999

OVERVIEW

- 1 For the financial year ended 31 March 1999, URA recorded an operating surplus of S\$8.7 million. While a non-operating surplus of S\$37.1 million was generated from bank interest and investment income. The total surplus amounted to S\$45.8 million before the contribution to Consolidated Fund.



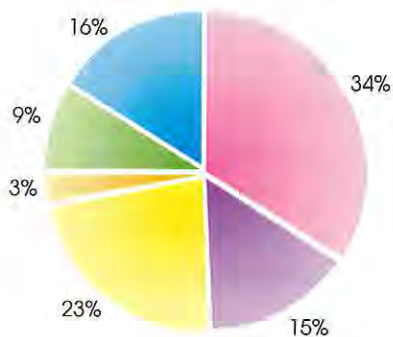
- 2 A provision of S\$9.2 million was made for the contribution to Consolidated Fund. The net surplus after the contribution was S\$36.6 million compared with S\$78.0 million in the previous year.

INCOME

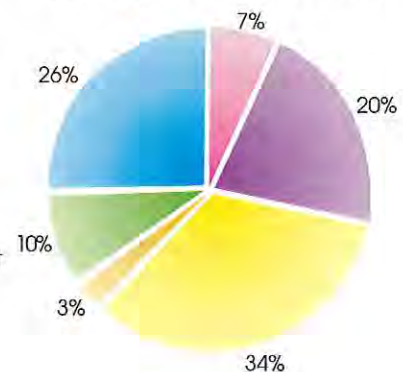
	FY 97/98 S\$Million	FY 98/99 S\$Million	Increase/(Decrease) S\$Million	%
OPERATING INCOME				
Agency and consultancy fees	67.2	10.3	(56.9)	(85)
Parking fees and other charges	45.8	49.5	3.7	8
Recovery of cost from agency work	30.1	28.9	(1.2)	(4)
Income from development control	17.6	15.0	(2.6)	(15)
Other operating income	5.1	4.5	(0.6)	(12)
	165.8	108.2	(57.6)	(35)
NON-OPERATING INCOME				
Bank interest and investment income*	25.7	36.4	10.7	42
Income from pre-1989 sale of sites and other income	6.0	0.7	(5.3)	(88)
	31.7	37.1	5.4	17
TOTAL INCOME	197.5	145.3	(52.2)	(26)

* Net of fund management expenses.

FY 97/98 TOTAL: S\$197.5M



FY 98/99 TOTAL: S\$145.3M



- The economic downturn has affected URA's income. Total income decreased 26% to S\$145.3 million compared to FY 97/98. This was mainly due to lower agency fees for services rendered on sale of lands following the Government's decision to suspend land sales for residential and commercial sites (except for a few special cases) in response to the soft property market. Only 9 sites were launched for sale, as compared to 25 sites in FY 97/98.
- The weak property market also led to a drop in the number of development applications. This resulted in the reduction in income from development control by 15% to S\$15.0 million. Parking-related income, on the other hand, increased by 8% to S\$49.5 million, mainly due to the implementation of new heavy vehicle parks.
- Non-operating income, which comprises primarily income from investments and bank interest, increased 17% to S\$37.1 million. This was primarily due to the increase in the value of investments following the recovery of the Singapore stock market in the latter half of FY 98/99.

Financial Review

FOR THE YEAR ENDED 31 MARCH 1999

EXPENDITURE

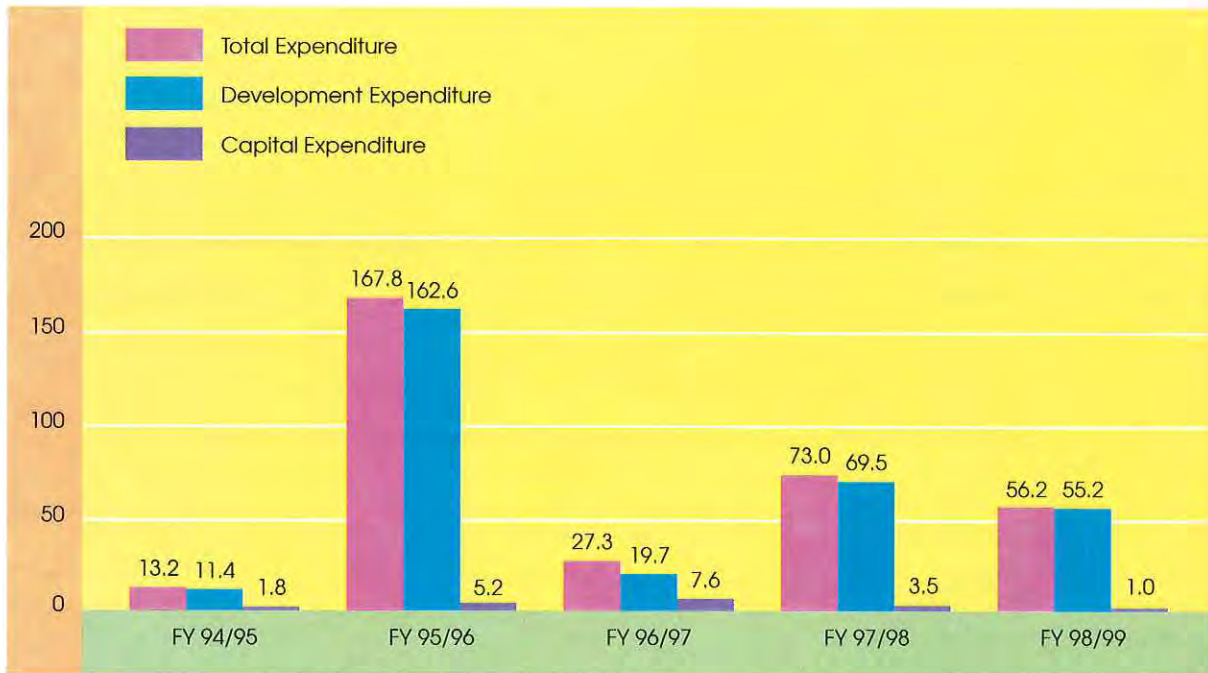
	FY 97/98 S\$Million	FY 98/99 S\$Million	Increase/ (Decrease) S\$Million	%
OPERATING EXPENDITURE				
Expenditure on manpower	57.2	52.8	(4.4)	(8)
Administrative expenses	13.8	12.1	(1.7)	(12)
Depreciation and amortization	9.8	14.0	4.2	43
TOL and parking lots surcharge	12.1	13.0	0.9	7
Property and car park maintenance	7.1	7.6	0.5	7
	100.0	99.5	(0.5)	(1)



- 6 Total operating expenditure remained stable at S\$99.5 million, compared with S\$100.0 million in FY 97/98. Manpower cost, which accounted for 53% of the total expenditure in FY 98/99, reduced by 8% compared with the previous year.
- 7 The other expenditure items recorded an increase compared to FY 97/98. The increase was mainly attributed to additional Temporary Occupation Licence fees on new parking lots for heavy vehicle, higher property tax and depreciation for the new URA Centre and maintenance expenses.

CAPITAL AND DEVELOPMENT EXPENDITURE

- 8 Capital and development expenditure for the year amounted to S\$56.2 million and was S\$16.8 million lower than the previous year. The bulk of this expenditure, amounting to S\$46.4 million was used for the construction of the URA Centre which was completed in September 98.



CAPITAL AND DEVELOPMENT EXPENDITURE (\$\$ MILLION)

REPORT ON THE AUDIT OF THE

Financial Statements

OF THE URBAN REDEVELOPMENT AUTHORITY
FOR THE YEAR ENDED 31 MARCH 1999

The financial statements of the Urban Redevelopment Authority set out on pages 51 to 60 have been examined under my direction and in accordance with the provisions of the Urban Redevelopment Authority Act, Chapter 340. I have obtained all the information and explanations I have required.

In my opinion:

- a) the accompanying financial statements show fairly the financial transactions of the Authority for the year ended on 31 March 1999 and the state of affairs of the Authority as at that date;
- b) the financial statements are prepared on a basis similar to that adopted for the preceding year, and are in agreement with the accounting and other records of the Authority;
- c) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise; and
- d) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the financial year have been in accordance with the provisions of the Urban Redevelopment Authority Act, Chapter 340.



CHUANG KWONG YONG
AUDITOR-GENERAL
SINGAPORE

14 JUNE 1999

Balance Sheet

AS AT 31 MARCH 1999

	NOTE	31 March 1999 S\$	31 March 1998 S\$
FUNDS AND RESERVES			
Capital account	3	27,691,177	27,691,177
Accumulated surplus	4	1,188,607,392	1,151,983,718
		1,216,298,569	1,179,674,895
DEFERRED CAPITAL GRANTS			
	5	12,237,361	18,356,041
		1,228,535,930	1,198,030,936
REPRESENTED BY :			
FIXED ASSETS			
	6	327,776,568	100,278,420
PROPERTIES AND PROJECTS UNDER DEVELOPMENT			
	7	5,018,321	235,461,353
LONG TERM INVESTMENTS			
	8	15,345,171	250,000
OTHER NON-CURRENT ASSETS			
Deferred expenditure	9	13,820,006	10,821,328
Staff loans	10	5,161,535	3,373,261
CURRENT ASSETS			
Debtors, prepayments and advances	11	11,245,222	16,207,092
Short term investments	12	81,470,347	65,991,668
Short term deposits with banks		830,092,401	814,334,833
Cash and bank balances		9,044,591	21,149,277
		931,852,561	917,682,870
CURRENT LIABILITIES			
Agency and other deposits		9,181,779	7,393,484
Creditors, provisions and accrued charges	13	52,100,534	42,942,323
Provision for contribution to Consolidated Fund	14	9,155,919	19,500,489
		70,438,232	69,836,296
NET CURRENT ASSETS			
		861,414,329	847,846,574
		1,228,535,930	1,198,030,936

The accompanying notes form part of the accounts.



Associate Professor Khoo Cheng Lim
Chairman

10 JUNE 1999



Dr Tan Kim Siew
Chief Executive Officer
& Chief Planner

Income and Expenditure Statement

FOR THE YEAR ENDED 31 MARCH 1999

	NOTE	1998/99 S\$	1997/98 S\$
OPERATING INCOME			
Parking fees and other charges		49,442,941	45,844,466
Income from development control	15	15,040,411	17,604,119
Agency and consultancy fees	16	10,313,026	67,155,392
Rental income		3,803,590	4,493,007
Other operating income		665,891	594,614
		79,265,859	135,691,598
Less:			
EXPENDITURE			
Expenditure on manpower		52,843,278	57,204,516
Depreciation of fixed assets	6	16,585,536	12,879,186
Temporary occupation licence fees and surcharge on parking lots	17	12,958,041	12,090,479
Administrative expenses	18	12,126,979	13,813,311
Property and car park maintenance		7,570,747	7,056,884
Amortization of deferred expenditure	9	3,508,876	3,058,504
		105,593,457	106,102,880
Recovery of cost from agency work	19	(28,897,565)	(30,088,201)
		76,695,892	76,014,679
OPERATING SURPLUS		2,569,967	59,676,919
NON-OPERATING INCOME/(EXPENDITURE)			
Income from pre-1989 sale of sites	20	-	6,349,638
Income from bank deposits and investments	21	36,435,216	25,678,230
Net surplus from transfer of properties	22	1,984,793	-
Other non-operating loss	23	(1,329,063)	(321,023)
SURPLUS BEFORE GRANTS		39,660,913	91,383,764
GRANTS			
Amortization of deferred capital grants	5	6,118,680	6,118,681
SURPLUS BEFORE CONTRIBUTION TO CONSOLIDATED FUND		45,779,593	97,502,445
Less: Contribution to Consolidated Fund	14	9,155,919	19,500,489
NET SURPLUS FOR THE YEAR		36,623,674	78,001,956
ACCUMULATED SURPLUS AS AT 1 APRIL		1,151,983,718	1,073,981,762
ACCUMULATED SURPLUS AS AT 31 MARCH		1,188,607,392	1,151,983,718

The accompanying notes form part of the accounts.

Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 1999

	NOTE	1998/99 S\$	1997/98 S\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus before grants		39,660,913	91,383,764
Adjustments for:			
Depreciation of fixed assets		16,585,536	12,879,186
Amortization of deferred expenditure		3,508,876	3,058,504
Income from bank deposits and investments		(36,435,216)	(25,678,230)
Profit on properties sold		-	(6,439,685)
Net surplus from transfer of properties		(1,984,793)	-
Loss on disposal of fixed assets		1,715,926	523,561
Surplus before working capital changes		23,051,242	75,727,100
Decrease in debtors, prepayments and advances		880,796	20,605,001
Increase/(Decrease) in agency and other deposits		1,788,295	(2,797,562)
Increase/(Decrease) in creditors, provisions and accrued charges		9,360,765	(26,735,856)
Cash generated from operations		35,081,098	66,798,683
Staff loans released		(2,753,476)	(671,467)
Staff loans repayments received		868,012	656,262
Payment to Consolidated Fund		(19,500,489)	(25,633,191)
Net cash from operating activities		13,695,145	41,150,287
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure paid		(55,493,870)	(64,251,917)
Payments for purchase of fixed assets		(788,399)	(1,754,835)
Proceeds from properties sold		-	6,886,270
Proceeds from disposal of fixed assets		36,200,377	68,345
Payment for purchase of long term investments		(15,095,171)	-
Bank interest received		37,261,050	33,427,589
Dividends received		2,408,677	2,041,770
Net (payment)/receipt for purchase and sale of quoted shares		(14,534,927)	11,321,606
Net cash used in investing activities		(10,042,263)	(12,261,172)
NET INCREASE IN CASH AND CASH EQUIVALENTS		3,652,882	28,889,115
CASH AND CASH EQUIVALENTS AS AT 1 APRIL	24	835,484,110	806,594,995
CASH AND CASH EQUIVALENTS AS AT 31 MARCH	24	839,136,992	835,484,110

The accompanying notes form part of the accounts.

Notes to the Accounts

31 MARCH 1999

1 PRINCIPAL ACTIVITIES

The principal activities of the Authority during the year under review consist of planning and facilitating the physical development of Singapore, selling and managing land for the Government, managing car parks and undertaking development projects on behalf of the Government and other organizations.

2 SIGNIFICANT ACCOUNTING POLICIES

(a) BASIS OF ACCOUNTING

The accounts have been prepared in accordance with the historical cost convention.

(b) GOVERNMENT GRANTS

Government grants for the purchase or development of depreciable assets are taken to the Deferred Capital Grants Account. The deferred grants will be recognised in the Income and Expenditure Statement over the periods necessary to match the depreciation of the assets with the related grants.

(c) FIXED ASSETS AND DEPRECIATION

Fixed assets are stated at cost less the accumulated depreciation. Depreciation is calculated on a straight line basis to write off the cost of the assets over their estimated useful lives as follows :

Leasehold land	Over the period of the lease
----------------	------------------------------

Buildings (including covered car parks)	50 years
--	----------

Plant and machinery installed in buildings	10 years
---	----------

Computers	5 years
-----------	---------

Other assets (consisting of motor vehicles, office furniture, fittings and fixtures, air-conditioners, office equipment, machinery and other equipment)	5 and 8 years
---	---------------

Fixed assets costing S\$500 and below are written off in the year of purchase.

With effect from FY 1998/99, assets are depreciated in the month following their purchase or completion. Assets purchased or completed before 1 April 1998 were depreciated in the year following their purchase or completion. As a result of this change, the depreciation charge increased by S\$3.6 million in FY 1998/99 and the net surplus is reduced by the same amount.

(d) PROPERTIES AND PROJECTS UNDER DEVELOPMENT

These pertain to development projects which have been capitalised. Upon completion of each project, the related costs will be transferred to Fixed Assets or Deferred Expenditure.

Consultancy costs incurred in respect of these projects, except building projects, are written off in the year the consultancy costs are incurred.

(e) INCOME RECOGNITION

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

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

(f) INVESTMENTS

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

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

(g) DEFERRED EXPENDITURE

Expenditure incurred on the construction of surface car parks is deferred and written off over 5 years.

3 CAPITAL ACCOUNT

The balance in this account represents :

- (a) the value of certain lands of the former Urban Renewal Department under the Ministry of National Development and some adjacent state lands vested in the Authority when it was established; and
- (b) the net book value of movable assets transferred from the former Planning Department and the Research and Statistics Unit under the Ministry of National Development upon their amalgamation with the Authority on 1 September 1989.

4 ACCUMULATED SURPLUS

Of the S\$1,189 million (31 March 1998: S\$1,152 million) in the accumulated surplus, approximately S\$360 million (31 March 1998: S\$396 million) has been utilised for the purchase of fixed and other non-liquid assets or committed for future capital expenditure.

5 DEFERRED CAPITAL GRANTS

This represents the balance of Government grants received for the Integrated Land Use System.

	1998/99	1997/98
	S\$	S\$
Balance as at 1 April	18,356,041	24,474,722
Less:		
Amortization of deferred capital grants	6,118,680	6,118,681
Balance as at 31 March	12,237,361	18,356,041
Total capital grants received (excluding grants in-kind) and utilised since establishment	30,593,403	30,593,403

6 FIXED ASSETS

	Leasehold Land S\$	Buildings S\$	Plant and Machinery S\$	Covered Car Parks S\$	Computers S\$	Other Assets S\$	Total S\$
Cost							
At 1 April 1998	21,555,642	42,870,199	9,305,498	1,385,945	59,100,526	6,551,806	140,769,616
Additions	158,745,433	78,849,997	19,921,725	9,190,195	446,862	12,953,767	280,107,979
Disposals	(19,594,724)	(15,660,620)	(3,566,343)	-	(9,277,450)	(2,921,370)	(51,020,507)
Transfers	-	(95,000)	-	-	-	95,000	-
At 31 March 1999	160,706,351	105,964,576	25,660,880	10,576,140	50,269,938	16,679,203	369,857,088
Accumulated Depreciation							
At 1 April 1998	1,685,063	4,450,253	3,604,913	554,378	24,855,014	5,341,575	40,491,196
Depreciation for the year	1,031,853	1,875,449	1,788,155	119,621	10,466,295	1,304,163	16,585,536
Disposals	(1,426,800)	(1,503,518)	(1,641,973)	-	(7,575,693)	(2,848,228)	(14,996,212)
At 31 March 1999	1,290,116	4,822,184	3,751,095	673,999	27,745,616	3,797,510	42,080,520
Depreciation for FY 1997/98	210,047	1,074,622	790,106	27,719	10,111,201	665,491	12,879,186
Net Book Value							
At 31 March 1999	159,416,235	101,142,392	21,909,785	9,902,141	22,524,322	12,881,693	327,776,568
At 31 March 1998	19,870,579	38,419,946	5,700,585	831,567	34,245,512	1,210,231	100,278,420

7 PROPERTIES AND PROJECTS UNDER DEVELOPMENT

	At 1 April S\$	Additions S\$	Transfers S\$	At 31 March S\$
1998/99				
Land, at cost	152,272,141	4,600,000	(156,872,141)	-
Capital expenditure	83,189,212	50,591,311	(128,762,202)	5,018,321
	235,461,353	55,191,311	(285,634,343)	5,018,321
1997/98				
Land, at cost	152,272,141	-	-	152,272,141
Capital expenditure	16,500,321	69,530,711	(2,841,820)	83,189,212
	168,772,462	69,530,711	(2,841,820)	235,461,353

8 LONG TERM INVESTMENTS

	1998/99 S\$	1997/98 S\$
Unquoted shares, at cost	250,000	250,000
Marketable investments, at cost	15,095,171	-
	15,345,171	250,000
Market value of marketable investments as at 31 March	14,412,676	-

9 DEFERRED EXPENDITURE

	1998/99 S\$	1997/98 S\$
Balance as at 1 April	10,821,328	12,329,018
Add: Cost of projects completed during the year	6,507,554	1,550,814
	17,328,882	13,879,832
Less: Amortization of deferred expenditure	3,508,876	3,058,504
Balance as at 31 March	13,820,006	10,821,328

10 STAFF LOANS

	1998/99 S\$	1997/98 S\$
Amount repayable within 12 months	399,994	302,806
Amount repayable after 12 months	5,161,535	3,373,261
	5,561,529	3,676,067

The amount repayable within 12 months is included in debtors, prepayments and advances. These staff loans are repayable with interest at 5% to 7.5% per annum by monthly instalments over periods of up to 25 years for housing loans and up to 7 years for other loans.

11 DEBTORS, PREPAYMENTS AND ADVANCES

	1998/99 S\$	1997/98 S\$
Sundry debtors and recoverables	7,140,654	7,347,922
Accrued interest	3,150,321	7,325,334
Prepayments	871,264	1,341,134
Advances	82,983	192,702
	11,245,222	16,207,092

Debtors are stated net of provision for doubtful debts of S\$1,818 (31 March 1998: S\$1,818).

12 SHORT TERM INVESTMENTS

	1998/99 S\$	1997/98 S\$
Quoted shares at cost	81,470,347	71,702,424
Less:		
Provision for diminution in value		
- Balance as at 1 April	5,710,756	2,391,265
- Provision (written back)/ made during the year	(5,710,756)	3,319,491
- Balance as at 31 March	-	5,710,756
	81,470,347	65,991,668
Market value of quoted shares as at 31 March	83,595,915	65,991,668

The short term investments are managed by external fund managers since November 1995.

13 CREDITORS, PROVISIONS AND ACCRUED CHARGES

	1998/99 S\$	1997/98 S\$
Amount collected on behalf of government agencies	30,869,620	23,098,707
Amount due to contractors	10,862,208	11,064,762
Sundry creditors and accruals	10,368,706	8,778,854
	52,100,534	42,942,323

14 CONTRIBUTION TO CONSOLIDATED FUND

The contribution to the Consolidated Fund is made in accordance with Section (3)(1)(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act, Chapter 319A.

15 INCOME FROM DEVELOPMENT CONTROL

The statutory fees and charges included in income from development control are from the sale of development plans, search fees and development application processing fees collected under the Planning (Fees) Rules made under the Planning Act, Chapter 232.

16 AGENCY AND CONSULTANCY FEES

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

17 TEMPORARY OCCUPATION LICENCE FEES AND SURCHARGE ON PARKING LOTS

The Authority pays Temporary Occupation Licence (TOL) fees for the use of land belonging to the State and other Statutory Boards for kerbside and off-street parking. The fee is calculated at the rate of S\$370 per lot per year (FY 1997/98: S\$370). The Authority also pays surcharge, under the Parking Places (Surcharge) Act, Chapter 215, on designated parking lots owned by the Authority, at the rate of S\$60 per lot per month (FY 1997/98: S\$60). The surcharge was suspended with effect from 1 September 1998.

18 ADMINISTRATIVE EXPENSES

Included in the administrative expenses are the following expenses :

	1998/99	1997/98
	S\$	S\$
Auditors' remuneration	139,000	110,500
Board members' allowances	65,000	65,000
Public relations and entertainment	137,375	322,024
Staff welfare	518,728	563,634
Overseas study missions, training and travel programmes	781,465	756,073
Bad debts written off	1,512	-

19 RECOVERY OF COST FROM AGENCY WORK

	1998/99	1997/98
	S\$	S\$
Reimbursement for planning services	22,683,898	22,087,624
Reimbursement from agency car parks	3,318,750	4,789,151
Reimbursement for land management	1,322,259	1,432,596
Reimbursement for stores and services	1,289,340	1,594,667
Reimbursement from Preservation of Monuments Board	283,318	184,163
	28,897,565	30,088,201

20 INCOME FROM PRE-1989 SALE OF SITES

This represents the annual instalments of outstanding land price and interest received/receivable from developers of URA sites sold by the former Authority prior to 1989. In accordance with the agreed instalment schemes spelt out in the Building Agreements, developers are allowed to pay the outstanding sale proceeds by annual instalments with interest up to FY 1998/99.

All outstanding sale proceeds were received in full in FY 1997/98.

21 INCOME FROM BANK DEPOSITS AND INVESTMENTS

	1998/99 S\$	1997/98 S\$
Interest income from bank deposits	33,082,787	37,049,062
Provision (written back)/ made for diminution in value of quoted shares	5,710,756	(3,319,491)
Gross dividend income from		
- quoted shares	1,939,172	1,626,045
- unquoted shares	369,685	418,975
- marketable investments	99,820	-
Loss on sale of quoted shares	(4,567,349)	(9,693,151)
Fund management expenses	(199,655)	(403,210)
	36,435,216	25,678,230

22 NET SURPLUS FROM TRANSFER OF PROPERTIES

Capitol Building and Stamford House were returned to the land office during the year, resulting in a non-operating surplus of S\$1,984,793 (FY 1997/98: Nil).

23 OTHER NON-OPERATING LOSS

	1998/99 S\$	1997/98 S\$
Interest on staff loans	216,103	186,316
Reimbursement from Skills Development Fund	75,801	84,221
Secondment contribution	24,752	19,886
Loss on disposal of fixed assets	(1,715,926)	(523,561)
Miscellaneous income/(loss)	70,207	(87,885)
	(1,329,063)	(321,023)

24 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

	1998/99 S\$	1997/98 S\$
Short term deposits with banks	830,092,401	814,334,833
Cash and bank balances	9,044,591	21,149,277
Cash and cash equivalents	839,136,992	835,484,110

25 FUTURE CAPITAL COMMITMENTS

The following commitments are not reflected in the accounts:

	1998/99 S\$	1997/98 S\$
Capital expenditure approved and contracted for	4,286,833	64,434,942
Capital expenditure approved but not contracted for	1,049,000	-

26 COMPARATIVE FIGURES

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

市区重建局常年报告

REVIEW IN MANDARIN

主席献词

在98/99财政年度里，市区重建局在宪报上发表了新的总规划图并开始第三个概念规划检讨，准备迈进新的千禧年。

全面规划

市区重建局的新总规划图在1999年1月于宪报上公布，清楚列出新加坡差不多每块土地的规划意向。这种透明性消除了业主和发展商的各种猜测，为他们省下不少时间和金钱。

新的总规划图也宣布了下一节概念规划策略性检讨周期的开始。将在2001年完成的第三个概念规划检讨给我们的规划师带来巨大的挑战。除了考虑全球性竞争与日新月异的科技进展所引起的复杂课题外，总规划图也必须满足越来越高品味的人民的需求，以进入二十一世纪。

创立一个有特色的城市

过去一年里，市区重建局为了鼓励一个多姿多彩并充实的城市环境，恢复了一些地区如雅柏走廊及沙球劳路的活力。我们的策略已把新生命与活力注入这些市区内。在规划雅柏走廊和沙球劳路的发展时，我们征询了有关人士的意见，并尽量把他们的意见容纳在这些规划里。

同样的，市区重建局也体会到私人企业界在保留新加坡的传统建筑物方面重要的角色。我们在1998年7月颁发第四层的常年旧建筑修复奖给建筑物的业主，建筑师，工程师和承包商以表扬他们在保留传统建筑物上的努力。

市区重建局在逐步撤出武吉智马和山景区不相容的工业所采取的主动获得国际间的赞赏。这项计划于1998年7月入选联合国人类拓展中心的“全球100杰出实践计划”的行列。

1999年4月市区重建局与政策研究院联合主办“世界模范城市大会”让市区重建局有进一步的机会与其他城市分享和交换经验。这个大会提供一个有用的场合让我们吸取不同的见解，并与世界各地的行家，学者及政府官员建立起联系网络。

展示新加坡的规划经验

市区重建局也致力于创立公众对新加坡独特的规划局限的意识和了解。我们设立了一个永久性的展览中心来解释我们在规划过程中艰难的平衡行动。市区重建局画廊展示了新加坡过去、现在与将来的实质发展。它的相互作用展览品与视听节目以有趣的方式让公众人士了解新加坡的规划。自1999年1月开幕以来，市区重建局画廊迎进了21,000名本地与外国参观者，其中有一半以上是本地的中学生。我们的目标是尽量吸引本地学生来参观，作为国民教育计划的一部份。

为将来做好准备

去年的区域金融危机说明了市区重建局在过去多年来所强调改进生产力的重要性，加强我们努力精简我们的政策、指导原则和程序手续的迫切性。我们借此机会重新设计了好几项工作系统来提高生产力，以期在经济复苏时能更有效地来处理我们更高的工作量。

在过去一个财政年内，我们成功地减少了8%指导原则和条例。特别值得一提的是我们废除了对工厂与货仓发展规划中附属办公用地的数量管制。这项条例的放宽给业主和发展商在分配厂房楼面上有较大的灵活性。经我们修订并简化对有地产业上建阁楼和地下室的条例后，有地房屋的业主也得到好处。这些措施和其他有关住宅发展的规划尺度将在市区重建局给屋主和发展商的手册上加以修订。

市区重建局将继续发展使新加坡成为一个杰出的热带城市。要达到这目标，我们体会到我们需要有一个高效率的组织机制。最重要的一点是对资讯与科技的利用，以便争取与提高我们内部程序和处理客户需求的效率。

在这方面，我们正为我们的员工装备所需的资讯科技技能并探讨应用新科技，特别是我们在电子发展申请(EDA)系统上的投资。当经济好转，发展步伐较快的时候必能为市区重建局以及新加坡全国带来好处。

市区重建局主席 - 邱正林 副教授

塑造新加坡

为了把新加坡塑造成一个充满活力及吸引人居住，工作与玩乐的地方，并充份地利用我们的土地，市区重建局制定了一套主动积极并有远见的规划结构。促使市区内的一些地区恢复生气与活力，同时又能保留它们原有的魅力。

一套新的总规划图

较早时，我们以发展指导蓝图作为规划的工具来确保能更全面及有系统地规划土地的使用，每一个发展指导蓝图详细地列出新加坡55个规划区土地的使用意向。

在1999年正月22日于宪报上分布的1998年总规划图是第一个通过制定发展指导蓝图的程序来作出的总规划图。它代表了自1985年以来对总规划图所作出最全面的检讨。

虽然个别的地图仍然可以在市场上购得，但至1998年总规划图却是以唯读光碟的形式出售给公众人士。这么一来，使用者可以通过自己的电脑很容易地查阅具体地区的个别规划。

1998年总规划图唯读光碟非常受欢迎。到目前为止，已售出925套唯读光碟，远比预期中来得多。

一个新的艺术与文化地带

市区重建局对勿拉士峇沙地带的规划经已迅速成形。连接中央商业区与乌节路地区这两个市区的重要部份，勿拉士峇沙曾经是很多学校与书店云集的地方。如今，它已根据博物院发展指导图的预想逐渐形成一个充满活力又具有旧时代美感的闹市地带。

在一个与艺术理事会的联合计划下，市区重建局物色了许多靠近勿拉士峇沙地带空置着属于国家的房地产来作为艺术团体的活动场所。这些艺术之家，主要是群集在梧槽区一带，靠近行政区及将来的娱乐区，位于武吉士/实里基一带。现在的梧槽区已成为市中心闻名遐迩的一个艺术区。

附近的武吉士/实里基地带灯光明亮，形成迷人的夜景。标志了通往将来的娱乐枢纽的大门是龙都大酒店，它的照明广告牌很引人注目。为了鼓励人们多装置灯光明亮的招牌，市区重建局和建筑与建设管制当局在1997年已放宽了对照明招牌的管制。近年来，这一带的霓虹灯如雨后春笋纷纷出现。相信将来会有更多业主趁条例放宽而多装置霓虹灯来使这一带更充满活力和五彩缤纷。

为了配合勿拉士峇沙的特色，区内的一些迷人旧建筑物经已小心保存与修建作为博物馆、商店、餐馆及酒店。有了这些特色，会吸引更多人来这里，不论白天或昼夜都充满活力。

一个新的市区校园

由于新加坡管理大学的重点在于商业、行政和金融，市区重建局为它物色了一个市区内的地点。在考虑了市区内的几个地点后，最终选中了勿拉士峇沙的中心地点。这里和中央商业区的工商界毗邻。大学可以和行政区内的其他机构相辅相成，也配合了邻近娱乐枢纽的艺术与娱乐场所。

新加坡管理大学预期在2004年左右完成校园的建设工程，并估计可吸引一万六千名全职及三万名兼职学生。这将为市中心带来更多生活气息与刺激。

牛车水的新艺术之家

市区重建局已鉴定牛车水区内一些空置并属于国家的建筑物可改为艺术团体的会所。到目前为止，已有大约十个艺术团体把会所设在史密斯街和丁加奴街店屋的楼上。

雅柏走廊的形成

长达700米的雅柏走廊的建筑工程已竣工并于1998年5月正式开幕。将来的扩建工程将使这条行人道连接小印度和武吉士街，一直通往新达城和滨海广场。

设计时的考虑点

除了作为一条行人道外，市区重建局也把走廊设计成一个朝气蓬勃，多种用途，以活动为中心的走廊，以供举办集市，并在节日及宗教节日，能容纳大群观众。两旁的树木将提供一个更怡人的林荫环境。在两间大寺庙外，设计了一个大花园般的空地供居民及游客使用。

市区重建局在雅柏坊前面建设了一个能容纳154部三轮车的停车场，以解除在奎因街乱停放车辆的问题。为了鼓励户外活动，市区重建局也划分了一些户外的地段以充临时用途。

在建筑走廊时，所采用的是可耐久的原料如较耐用的地面，花岗岩及碎花岗岩与水泥制成的地面。此外，走廊的路面多以深色为主以方便维修。

公共咨询与对话

市区重建局体会到虽然走廊在落成后会为该地区的居民与访客带来一片兴旺。但在工程动工期间居民和商家会叫苦连天，苦不堪言。因此，在

动工前制定了广泛的社区关系计划。市区重建局召开多次会议来聆听受影响者及基层领袖的困难，也在附近的联络所展示走廊的模型，并向居民、商家及庙宇信托人分发单张、设计构思与建筑进度时间表来说明建走廊的好处。

处理人们关心的问题

市区重建局把建筑工程动工日期从1995年4月挪后到1995年10月以解决另一些人们关心的问题，例如：居民及业主担心三轮车停车场可能带来的噪声，及施工期间停车场关闭对他们的生意的影响。

市区重建局重新设计了三轮车停车场，把它建在一个低于地面层的凹陷地区。这有助于清楚划分三轮车停车场的界线并与行人通路分隔。三轮车停车场的四周也种了树木以减少吵杂的声音。

市区重建局的一个挑战是如何在施工期间内尽量减少不便，以使商家能继续营业，而居民也仍然能通往这地带。更大的挑战是把整个地区升到比水沟涨水高度高一米以让走廊与周围的建筑物同一水平。同时须提供安全设施如临时围墙及行人道以供行人安全及无间断的川行。为了避免挡住建筑物的进口或门面，临时围墙的高度是较一般的低。

市区重建局也确保到这地带访问的客人不会因缺少停车位而遭受不方便，而在奎因街旁建了一个90多个车位的停车场来补充原有的停车设施，以免受走廊建筑施工影响。

当局也建了新的通道以确保走廊两旁的建筑物在任何时间内都能让车辆进出，访客能上、下车或装卸货物。

施工期间促进社区关系的节目并无中断过，受影响方面及公众人士都被通知有关路段封闭的消息，小心的协调确保路段封闭是在完成克里斯南兴都庙和观音堂后面的新通道后才进行。

甚至在施工期间，走廊的设计也经修改以满足受影响方面的要求。例如在克理斯南兴都庙前面所种的树因庙宇信托人要求在庙前设一空地以便在宗教节日时让信徒有更大空间来参加活动而移开。

今日的雅柏走廊

自工程竣工后，走廊一带有各种的商业与群众活动，如中秋节、绿化周、农历新年及市集等来商店购物和到庙里拜神的访客不再需要受到车辆交通的困扰。

创造更多户外用餐的地方

作为恢复新加坡河畔地区的活力及把生活气息与活动带回这里是全盘计划的一部份。市区重建局从1998年4月开始在沙球劳路翻新两旁的行人道，其目的在于鼓励户外的用餐活动以补充驳船码头那里的活动。改进工程于1998年11月竣工，市区重建局为马路重新铺上路面，加宽连接沙球劳路和驳船码头的300米长的行人道，并装上特别设计的路灯以提供周围的灯光。行人道两旁种植树木以增加遮蔽。工程进行的过程是协商性的，让沙球劳路一带受影响者参与意见。在动工前一年市区重建局即与店主和租户举行对话，并向他们展示设计图以征求他们的意见，并举行投票表决，结果显示大多数人赞成该计划。

今天，沙球劳路已成为一个吸引人的地带并成为驳船码头的一部份。

传统建筑物焕然一新

1998年市区重建局宣布六名旧建筑修复工程奖得奖人的名单。代表不同建筑物种类的集群及适当的重新使用，奖状表扬：

- 亚洲文明博物馆——由旧的道南学校改建。
- 桥南路209号——牛车水的一间作商业用途的三层楼角头店屋。
- 恭锡路67, 69及71号——在牛车水的一间由三间店面改建有26间客房的恭锡酒店。
- 翡翠山路6号——一间两层楼的住宅排屋。
- 圣格烈哥利坊2至13号——华宾酒店，一间由十单位保留旧店屋及新建的十层楼建筑物融成一体酒店发展计划。
- 格兰芝路53号——在春林共管公寓内一间受保留的独立洋房改建成的居民俱乐部会所。

配合这些奖状的颁发，市区重建局出版一本介绍过去得奖计划工程的书，书名是：“认识高素质修复保留建筑物”。市区重建局也发表两项新的技术附录以完成促进好的修复实践的技术指导系列。新的附录是：“了解机械与电气服务”及“了解第一层——五脚基与门面。”

改造山景区

市区重建局主动逐步把工业撤出武吉智马和山景区的计划在1998年7月获选为联合国人类拓居中心的“全球100项最佳行动”之一。

武吉智马及山景区的重建计划是全球各地450项参赛者中，入选的124项计划之一。能够在“最佳行动”中榜上有名，说明了私人企业和政府合

作改善我们生活环境素质的成功伙伴关系的重要性。

市区重建局以额外容积率为奖励，鼓励山景区的工业在最短的时间内搬迁并在特定的时间范围内停止其业务。在这项奖励计划下，发展商可以在该地段内建起达到总土地面积的1.62至1.99倍的最高积容率。

到目前为止，有大约百分之九十三（或112公顷）的工业用地被改为住宅用地。已建成的住宅有3,400单位，另有5,000单位在兴建中，该地区已呈现崭新的面貌。更多居民搬入这里的共管公寓后，使这地区更具住宅的特色。

充份利用土地

市区重建局继续鼓励公共设施的共存以充份利用土地。例如：把巴士转换站、地铁站和商业设施综合在一座多种用途大厦，土地就能得到更好的使用。将来的盛港地铁站就是一个“节省空间”的例子。乘客可以在这里从巴士下车，搭自动电梯到地铁站或踏进商店购物，然后才回家，完全不必离开这座建筑物。大芭窑地铁站也将被计划成这种综合设施的建筑物。

这种综合使用土地的概念，也同样地应用在民众俱乐部的建设，一个典型的民众俱乐部占地0.4公顷，最低容积率是1.4。通过公同并存的概念，在同一块土地上能达到较高的容积率。

位于巴西立第一通道的巴西立中心民众俱乐部是一个例子。该俱乐部占地0.4公顷，容积率是2.3。当俱乐部在公元2000年下半年完成时，警察部队及回教专业人士协会将设址于此。

位于锦茂路的乌鲁班丹民众俱乐部是最新的例子，该俱乐部占地0.63

公顷，容积率可达2.7，比通常的1.4多了将近一倍。在公元2000年完成时，除了民众联络所的设施外，它将是六个其他团体的会所，包括全国社会服务理事会、国家艺术理事会、新加坡消费人协会、人民行动党群众基金儿童护理中心、职总儿童护理中心及职总电脑培训中心。

方便发展

作为对于政策及指导原则不断进行有系统检讨的当儿，市区重建局已制定目标把涉及公众人士的法规与条例来达致每年减少百分之五。在过去一年内，21项指导原则及条例已被放宽或废除，这相等于8%的净减少，超出了目标。

给业主和发展商更大的灵活性

市区重建局在1998年11月解除了对工业或货仓内附属办公楼面数量的控制。过去，附属办公楼面以该发展计划总楼面面积最高25%为限，而这25%也包括所有附属用途被允许的40%限制内。经改变后，发展商现在可以选择发展达40%的总楼面面积为办公用途。

此外，储藏室过去被列为附属用途，现在已被视为工业或货仓用途。自从放宽管制后，发展商与地产业主有更大的灵活性来分配空间作其他附属用途，例如展览室/陈列室及公用设施以符合其业务上的需要。

鼓励露天餐座

由于越来越多人对露天餐座的设立感到兴趣，加上外国的成功例子，

市区重建局在1998年6月放松了对露天餐座在乌节路的指导原则。露天餐座可被视为建筑物发展潜能以外的附加总楼面面积（在于缴付发展费或附加额的差异），茶点亭的门面从总建筑物门面或长度的10%可增加到25%。自放宽管制后，更多业主及经营者在乌节路行人道上开设露天餐座或销售亭。自去年以来，在乌节规划区内增加了七个露天餐座。

于1999年6月，乌节路共有34个露天餐座及销售亭为购物者提供各种各样的饮料和食物。

创立一个更好的有地房屋的环境

近年来，阁楼与地下室已引起了有地房屋业主的注意。有些屋子的阁楼建得大到好象增添了一两层楼，而不是定义下的“屋顶下的附带空间”。有些阁楼的顶尖高达整10米。建筑师和居民对这些庞大的屋顶会破坏了一些地区的低层特色都很关注。

至于地下室，目前的指导原则规定不能突出地面一米以上，以保持原有的街景及有地住屋的邻区特色。但是，在斜坡上的房屋会比较难符合规定，因为业主必须往下挖得很深才能把地下室沉下。

有鉴于此，市区重建局在和新加坡建筑师公会协商后，已检讨并简化有关阁楼和地下室的指导原则，以期待为有地住宅区创立更好的环境。

检讨结论是取消对屋顶窗的收进，光线与通风及阁楼层的控制，有关阁楼的指导原则，现在只有两项规定：那就是不能高出5米的屋顶，屋顶陡斜以最多45度为限。有了简化的指导原则，绘测师有更大的空间以更多创意来设计阁楼和屋顶。

至于地下室的结构，指导原则的规定也放宽了，特别是从前到后向下斜，或从一边斜向另一边的屋子，从屋子的后面或旁边看，可从地面突出达2.5米而不是单以1米为限。对屋主来说，这意味着能有更多可用的地方，而且因为无须大量挖掘及填土，可节省建地下室的费用。

使指导原则更透明

在1998年7月市区重建局出版一份住宅发展规划参数的新手册。这本手册的目的在于让屋主，发展商及执业者对指导原则有深一层的了解。它清楚地说明供住宅发展各种发展控制的参数，例如：可被允许的密度，建筑物的高度，空地的规定收进，附属结构及屋顶花园或平顶屋顶等。这本手册还包括覆盖不同种类的住屋，例如有地房屋，分层地契的有地房屋、组屋与公寓与共管公寓。

发表及时的房地屋统计数字

为了不断提供更及时及全面资讯给公众，市区重建局从1998年第3季开始同时发表它的四份房地产季度报告。在这之前是分两个星期分别发表。发表的日期也提前，在季度结束后的四个星期发表，而不是象以前那样在五个星期后才发表。

市区重建局能做到这一点是因为它把供发表的房地产统计数字的数据收集及生产程序精简化和电脑化。

稳定产业市场

为了稳定产业市场，市区重建局在过去一年内实行了以下措施：

- 在1998年和1999年政府把住宅用土地的售卖计划都押后，只售出盛港与克拉码头地铁站用地及牛车水的四间店屋翻新的地点。
- 于1998年7月1日至1999年12月31日期间内申请展延政府所售的地段来完成私人住宅发展工程可免交5%的附加费，这是要让发展商有更大的灵活性来根据市场的情况计划他们的发展工程和销售。
- 允许成功标得政府所发售供住宅及商业发展用地者有一次把所标得地段转让给别人的机会。这项优待仅限于1998年7月1日至1999年12月31日之间。

方便保留旧建筑物的努力

市区重建局在1998年7月实行两项简化在历史性地区内进行保留建筑物发展计划申请程序的措施。第一项措施是把申请更改用途，更新或延长保留准证的审批时间从六个星期减到三个星期。

第二项措施是提出一项只收象征性四十元的保留建筑物指示牌申请手续的特别服务。在这项优待服下，市区重建局在收到申请后马上进行审批。如申请符合指示牌的指导原则，市区重建局将即时批准并在所呈上图纸上批注，如有必要，可当场作轻微的修改。

通常这种申请的程序须三个星期的审批时间，在1998年7月至1999年6月间，大约有三分一的指示牌申请书，即164项申请是在这项特别服务下提出，平均每个月有14项申请项目。客户的反应显示他们对这种通过这种途径提供的快速服务感到满意。

开拓资讯科技的新天地

市区重建局不断争取利用资讯科技来改善其服务并让公众人士更方便取得有关的资讯。

以电子方式呈交建筑图样

市区重建局利用新加坡联(Singapore One Network)的宽带功能来提供快速方便及无纸张的呈交发展规划图方法，该电子发展申请系统(EDA)让业主及建筑师能够从家里或办公室以电子方式提呈发展申请书而无须到市区重建局去呈交图纸。

在一项于1998年4月开始实行的实验性计划下，申请者可以通过电子邮件提交新建筑物设计或修改已获批准图样的申请，以及延长书面及临时准证的申请。申请者可以用数码签名方式来作电子确定。经审批后，有关规划上的决定也以电子方式通知申请者。

EDA的目的在于充份利用资讯科技来改进市区重建局的客户服务，缩减审批时间及提高生产力。

对市区重建局的客户来说，电子发展申请(EDA)提供快速的规划决定及方便呈交和查阅其发展申请的最新情况。连线查阅的时间是从每天早上七点到晚上十点。以后，将发展到可以每天廿四小时查阅。客户也因为不再需要去印制图纸呈交审批而节省金钱。

对市区重建局来说，EDA所提高的生产力甚多并为客户节省时间。EDA申请的平均审批时间是三个星期，比图纸方式呈交申请者快了50%。经电子“门垫”管理系统的开发以支援EDA后，连线查索及提取电

子文件及数码图将会更快速。它将逐步取代目前的人工注册系统。这意味着电子审批更快，同时也省下储藏的地方。

在实验性阶段中，市区重建局收到并处理了将近200项EDA申请，随着实验阶段的成功完成，EDA已在1999年4月初步在整个行业中推出。长远来说，当更多申请项目可以通过EDA进行及整个系统更臻完美后，我们相信整个工作流程会更顺畅，生产力也会大大地提高。

更多的房地产连线资料

自1998年4月以来，市区重建局在网页上发表有关获得临时及书面准证的建筑工程计划的每月统计数字。

1998年9月更把所包括统计数字扩大到包括已完成的建筑工程，已动工兴建的工程，以及已获得建筑图批准的计划。市区重建局将不断改进其房地产资讯服务以满足客户的需求。

ISO 9001验证

市区重建局利用一个系统化的软件开发方法来确保其资讯科技系统具备最高的水平。因为不断设立及实行资讯科技的项目。它获得由新加坡生产力与标准局在1998年颁发的ISO 9001的验证，以确认其规格、设计开发、测试、实行及支持应用系统的合格。

分享我们的规划经验

要满足国家的各种需要，必须要有高难度的平衡技巧。公众人士可能不知道市区重建局的一些规划与解决方案中所涉及的考虑点。

因此，市区重建局采取好几项措施来提高国人对新加坡所面对的独特限制及解决方案的意识和了解。这包括设立市区重建局规划展览馆，在国民教育计划下邀请学生前来参观及主办世界模范城市大会。

规划的橱窗

市区重建局城市规划展览馆于1999年正月27日由国家发展部长林勋强先生主持开幕仪式。城市规划展览馆的目的在于解释我们的规划师在面对新加坡土地稀少所带来的竞争性需求时如何取得微妙的平衡。

以自己发掘的概念来设计，展览馆有25项亲自动手操作的展览品，20台互联电脑终端机，录相与影音节目，展览馆的一大特色是互通的因素，让参观者可随自己的步伐来观赏。

各项展览品追溯新加坡的发展并说明有创意的长远规划如何克服实际的局限。参观者也可以一看将来的情景，新的市中心的规划图以及新加坡人民将能享用的各种房屋。

展览馆中也展示了有关规划的一些有趣方面：

- 绿化如何改进我们的居住环境；
- 如何综合各种交通方式来有效地运载人和货物；
- 城市规划的概况，以及如何用水的特色来加强我们的市容。

展览馆也说明保留传统建筑物的重要性，以及从世界其他大城市所学到的教训。

教育途径

展览馆在开放的第一年内目标是要吸引三万六千名参观者。截至1999

年6月，已有超过二万一千人，包括本地人与外国旅客在内，参观过市区重建局展览馆。参观者中有一半以上是在籍的中学生，市区重建局希望能尽量吸引更多新加坡籍的学生前往参观，以作为国民教育计划中的一部份。

今年内，市区重建局也欢迎了来自40个国家的1,200名游客与国家领导。

共享的平台

1999年4月20至21日，市区重建局主办了一项世界模范城市大会，吸引了来自35个国家360名代表出席。由市区重建局和政策研究院共同主办的世界模范城市大会是公元2000年假柏林举行的城市21世界大会的预备事项。世界大会将是紧随“全球持续发展”动力的努力。这项动力是由德国、南非、巴西和新加坡在1997年举行的第19届联合国全体大会环境与发展特别会议中发起的。

在这个国际会议中，来自各国的部长，市长，总裁，规划师与学者参考和讨论了世界各大都市在城市规划上的成功故事。

大会意识到我们不能预期对模范城市达致划一的模式，这是因为政治、经济、历史与文化发展各不相同。然而，大会强调在规划上的各种考虑因素所构成的良好惯例。

这包括新加坡的一些成就。例如：我们的公共住屋计划，亲商的土地使用规划及全面的陆路与轨道的规划。代表也学习到其他国家的良好惯例。例如：香港如何综合土地发展、行人及通往机场的地下铁轨道。

大会也进一步解释有关通道的问题并讨论市区内的发展工程，如政府行政与历史性建筑物、广场、公园、

林荫道、行人道，使整个巴塞罗娜城市发展成社交活动场所及行人容易通往的有纪念性的地方。

鉴于新加坡的小面积，市区重建局非常清楚创意设计 & 空间利用的重要性。通过小心规划和市区设计指导原则，市区重建局计划和鼓励在地点适中的地方建盖行人通道以连系周围环境，如雅柏走廊和中国广场。范围较小的空旷地段因此被联系成广场和公园，形成人们交流的地方和暖和了空间密度。

大会中也提及“文化城市”的概念。与会城市代表受鼓励参考并效法格拉斯哥、巴西罗娜、布鲁赛尔的例子，以在他们的创造财富的概念中也包括文化资本在内。这些城市有主动积极的计划去促进艺术，历史与文化的发展，从而在城市中注入生机并吸引国际旅客和人才。

大会的代表们觉得大会是一个很好的场合来吸取新的概念，分享经验和建立网络，外国代表赞扬大会组织得很好并让他们深入了解新加坡的规划情形，这是许多代表特别感兴趣的一个领域。

许多代表也参加了技术访问团参观新加坡的一些政府机关如市区重建局、建屋发展局、陆路交通局、国家公园管理局及环境发展部。

大会的记录正在整理准备出版，并会在柏林举行的城市21大会中呈上，作为新加坡的贡献。

建立我们的机构

市区重建局持续不断的把集中力放在改进其工作环境与工作程序，并

提高其员工的技能以便在工作的所有领域上取得更高的效率与专业性。

市区重建局中心

市区重建局在1998年9月搬入新的总部大厦后，所有市区重建局的职员都会在同一地点办公。处于麦士威路的市区重建局中心已成为一个为客户提供一站式服务的中心，方便他们取得市区重建局的所有服务与产品。

电脑千年虫防备

市区重建局已采取措施应付电脑千年虫的问题。截止1999年4月为止，所有主要资讯科技系统都已符合应付千年虫的措施，可安然进入公元2000年。作为一种防患措施，市区重建局也举行了所有关键性资讯科技系统的模拟性测试，其中有些涉及与外面服务伙伴接口的测试。

工作改进队伍 (WITs) 与职员建议计划 (SSS)

市区重建局连续四年保持全体员工百分之百参与工作改进队伍的记录。过去一年里一共完成了284个生产力与素质的项目。今年里，每一位员工平均提出了4.4项职员建议计划下的建议，总共收到4,867项建议，工作改进队伍与职员建议计划总共为市区重建局节省了大约一百五十万元。

我们的工作改进队伍在全国品管圈大会及公共服务21工作队伍大会中赢获14项奖状和二枚金牌。

市区重建局也从国家发展部所有法定机构当中获得工作改进队伍与职员建议计划优异表现的部长奖杯。

员工培训与发展

比起全国平均的5个培训日，市区重建局在过去一年里取得每名职员平均14.9个培训日。

市区重建局因大力支持并致力于促进初级职员参加BEST课程的培训而获得技术教育学院颁发的特别公司奖，这是市区重建局第三次获得这项表扬奖。

为建立市区重建局员工的核心工作胜任能力，市区重建局举办了更多的座谈会以充实职员对规划原则的基本知识。个人培训进度规划的制度也普及所有员工以便能以更有系统的方式来评估他们在培训方面的需要。

强调健康

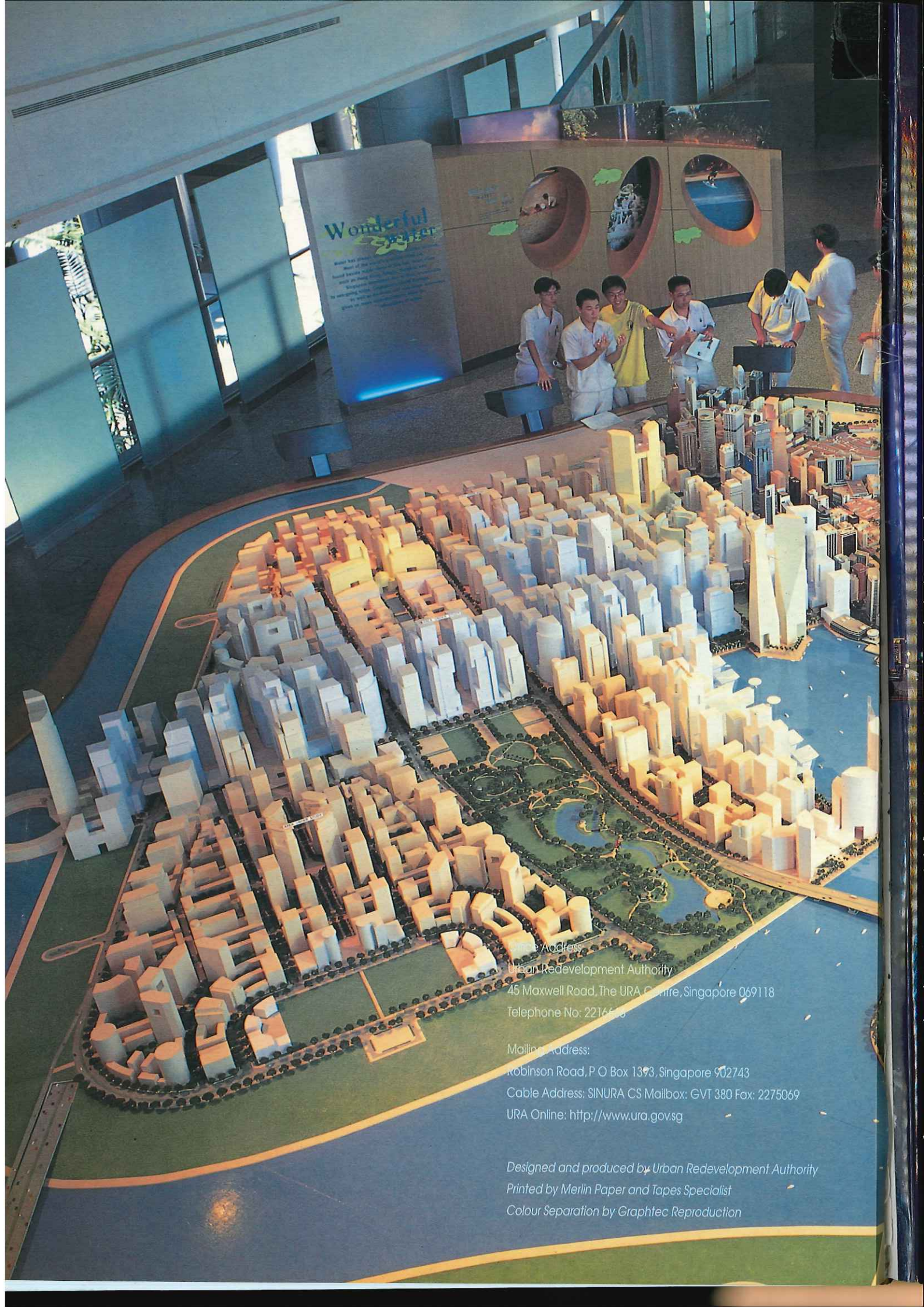
市区重建局通过各种活动，如常年健康检查，组际球类比赛，每周的健身操及一些康乐活动，如关于插花艺术或解除压力等的午餐时间讲座来促进员工的健康与平衡生活方式。员工对这些活动的反应良好。

自从1996财政年度起，市区重建局开始鼓励员工避免请病假以来，员工请病假的百分比已从76%减至1998财政年度的68%。

市区重建局于1998年9月22日获得颁发“亲家庭企业奖”，以表扬其帮助员工平衡工作与家庭生活的努力，市区重建局是获这项表扬奖的六间公司与机构之一。这项奖项是由社会发展部、人力部、全国职工总会和新加坡雇主联合会共同颁发的。

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Wonderful Waterfront

Water has always been an important part of the Singapore story. It has shaped our history, our culture and our identity. Today, as we look towards the future, we are reimagining our waterfront to create a vibrant, sustainable and world-class urban environment. This is the vision of the Wonderful Waterfront project, which will transform the area into a premier destination for living, working and playing.

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