



Land Transport  Authority

THE CHOICES WE MAKE >>



**GOING ON A WEEKEND TRIP
WITH YOUR FAMILY >>**

AVERAGE DAILY PUBLIC TRANSPORT RIDERSHIP IN 1996

3.97 MILLION

AVERAGE DAILY PUBLIC TRANSPORT RIDERSHIP IN 2006

4.36 MILLION



» LTA makes possible every journey – for you and your loved ones.



GOING TO SCHOOL FOR AN EXAM »

**» LTA sets you on the right track,
so you can concentrate on the more
important subjects in life.**



AVERAGE DAILY RAIL RIDERSHIP IN 1996

0.87 MILLION

AVERAGE DAILY RAIL RIDERSHIP IN 2006

1.51 MILLION

CATCHING UP WITH AN OLD CLASSMATE



TOTAL MOTOR VEHICLE POPULATION IN 1996

668,304

TOTAL MOTOR VEHICLE POPULATION IN 2006

799,373

TOTAL NEW ROADS
(LANE-KM)
BUILT BY 1996

76

TOTAL NEW ROADS
(LANE-KM)
BUILT BY 2006

701

» **LTA enables smooth drives so you can catch up on the good old times.**



CREATING C A SMOOTHIE





HOICES FOR R JOURNEY

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VISION

**To build a world-class
land transport system**

MISSION

**To provide an effective and
cost-effective land transport
system for different needs**

STRATEGIC THRUSTS

Faced with the realities of a growing and ageing population, we are challenged to develop a public transport system that is accessible and able to meet the needs of all Singaporeans. Meanwhile, the ever present quandary of limited land space calls for creative and optimal land use. These are the issues that keep us centred in the work that we do so that we might develop a sustainable land transport system that supports a vibrant and inclusive Singapore, well into the future.

VALUES

- »» **Commitment to goals**
- »» **Teamwork**
- »» **Competence**
- »» **People focus**
- »» **Integrity**
- »» **Care & concern**

MAKE PUBLIC TRANSPORT A CHOICE MODE

To promote the use of public transport, as well as make public transport safe, secure, convenient, affordable and accessible to people with different needs.

EXCEL IN SERVICE QUALITY

To provide pleasant travel experiences to commuters and service experiences to the customers, as well as be pro-enterprise in supporting our partners.

OPTIMISE ROAD NETWORK AND ENHANCE ITS ACCESSIBILITY

To keep our roads smooth-flowing, as well as provide a conducive (e.g. safe and barrier-free) walking environment for different groups of people.

CREATE VALUE AND INSTIL PRIDE IN OUR WORK

To encourage staff to come up with innovative solutions to create value for the organisation, as well as develop a pool of committed and motivated staff who are proud of their work.



CHAIRMAN'S STATEMENT

The years ahead are among the most exciting yet. We have the opportunity to ensure that our land transport system meets the needs of a growing and ever more dynamic population. We will focus on ensuring that the land transport system works well for the people that use it. After all, we do not build roads for cars nor rail for trains – we build for our people. To determine how we will proceed, we first consider what has brought us to this point.

LTA's first 12 years have included major projects, such as the opening of the North East Line (NEL), as well as the further lengthening of the overall rail network by 55 km and the addition of 55 stations. We have opened the Tampines Expressway (TPE) and the Seletar Expressway (SLE), as well as extended the West Coast Highway above Pasir Panjang Road. Farrer Road and the Bukit Timah Expressway from Kranji Expressway to Seletar Expressway have also been widened. In all, we have increased our roads by nearly 300 km.

At the same time, we have exploited technology for many purposes, such as congestion management (Electronic Road Pricing), ensuring road safety (Junction Eyes) and improving online services to customers. We have adopted various measures such as Wheelchair Accessible Buses (WAB) to ensure as many citizens as possible can make use of our public transport system safely and reliably.

Overall, these projects and our other efforts have made it possible for more than one-and-a-half million people to make nearly four-and-a-half million journeys on public transport everyday. At the same time, nearly 800,000 drivers can drive confidently on safe, well-maintained and well-designed roads.

While Singapore's public transport system enjoys the privilege of having been ranked among the best in the world in its overall operation by the International Association of Public Transport (UITP) in January 2007, we know this is only one part in measuring our performance, since what matters most to individual commuters are their own experiences and rankings. Thus, it is our aim going forward to ensure that as many Singaporeans as possible rank their commutes highly.

Among the ways we intend to make the commuting experience as desirable as possible are the many initiatives in progress to enhance the public transport experience, such as the Real Time Bus Arrival Information System, already under way in a trial programme. Later this year, we will see the opening of the first phase of the Kallang–Paya Lebar Expressway (KPE), which will open a new corridor of access between the heart of the city and the expanding northeast, as well as incorporate the longest underground road in Southeast Asia into our network. The KPE will reduce traffic on the surface streets of our city.

And starting from 2010, the Circle Line will enable commuters to bypass City Hall or Raffles Place stations. This will cut down travelling time and avoid transfers at busy major interchanges. The recently announced 40km Downtown Line will not only embrace the city's new financial centre and integrated resorts, but by reaching out to the northwestern and eastern parts of our island, bring more Singaporeans to these vibrant new centres of business and entertainment.

All of these events point us to an exciting future, a future in which LTA moves from the fundamental directive of building and maintaining our complex and highly integrated urban transport system, to a more complex objective of meeting the commuting

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priorities of individuals and society alike, but in ways that are sustainable and meet the commuting needs of generations to come. To do this, we will choose carefully what we build and where, and will further heighten our emphasis on service delivery. We will work to understand changing commuter expectations and what enhances commuting experiences.

To this end, from April through June of this year, LTA and the Ministry of Transport (MOT) undertook focus group discussions as part of a larger consultation process to get suggestions and feedback on some of the key issues and long-term challenges for our land transport policies. We want to better understand what Singaporeans from all walks of life have to say about their transport system and what ideas they have to make the system better for the future. Mrs Lim Hwee Hua, Minister of State for Transport, together with members of the Transport GPC, led this effort. In tandem with the focus group discussions with various stakeholders and members of the general public, we received hundreds of contributions through dedicated feedback channels, as well as the ongoing input we received through media forums.

The consultation process told us that Singaporeans care about the choices we make. Though LTA establishes policies that guide system use, we all as individuals decide how to get from one place to another every day. Many thoughtful ideas and suggestions came from the discussions and reached the eyes and ears of those who do the planning, determine the policy and execute the projects. As LTA continues in its long-term planning, these inputs are taken into account.

The information we received also told us that commuters' concerns often transcend core issues such as fares.

Singaporeans care about including those whose mobility is challenged. Singaporeans care about making the commute as efficient and comfortable as possible. Singaporeans care about treating each other well as part of our commutes, and making room for our fellow traveller. And some Singaporeans want to cycle and others want to walk, sheltered from tropical sun and rain. While some of these issues can be addressed through careful planning and policies, some are determined by each of us every time we step outside our door.

Most of us want to have a choice of which mode of travel to take. Many of us want our public transport to work so well that it becomes easy to choose public transport. Many motorists would be happy to leave their cars at home during the week if they feel they can reliably get to work without delay.

So, though Singapore faces many of the same choices and challenges as other major metropolitan cities around the world, some of our challenges are immediate, such as very limited land space and a rapidly growing population.

And this is where creativity, a passion for innovation and a true caring for the people of Singapore come into play. Every day, LTA staff find ways to make the system better for our people. I would like to thank LTA Board Members, management and staff for their ongoing commitment and enthusiasm for our mission. In whatever role they fill, they stand ready to help Singapore face the choices and challenges head on.

Mr Michael Lim Choo San
Chairman

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BOARD MEMBERS



>> MR MICHAEL LIM (CHAIRMAN)

The Chairman of the Land Transport Authority, National Healthcare Group Pte Ltd and Nomura Singapore Limited, Mr Michael Lim is a Chartered Accountant by profession, having spent a large part of his career at PricewaterhouseCoopers Singapore, where he retired as Executive Chairman. He is a board member of PSA International Pte Ltd and sits on the board of several listed companies. In addition, Mr Lim serves as a member of the Public Service Commission and the Board of Trustees of the Nanyang Technological University.

“Among our key challenges for land transport development will be sustainability, a high level of connectivity and very importantly, a system that all Singaporeans can use so they can be active participants in our society. Our consultation with the public in the last year has told us that these are our citizens’ priorities. Our Board members, with their diverse backgrounds, will provide valuable inputs to help LTA meet these challenges.”



>> MR YAM AH MEE

Mr Yam Ah Mee was in the airforce before starting his career with the Civil Service, where he has held various portfolios. He is currently the Chief Executive of LTA and a member of the Board of Governors of The Hwa Chong Institution and a member of the Board of Governors of SAF Yacht Club. Mr Yam is also the Director of Neptune Shipmanagement Services (Pte) Ltd, Member of Management Board of the Centre for Remote Imaging, Sensing Processing (CRISP), Director of EZ-Link Pte Ltd and Chairman of MSI Global Pte Ltd.

“LTA is undergoing an exciting evolution as we focus on the essence of our mission: that transport is about people and for people. We do not build roads and rail lines to transport vehicle; we build to transport people. In whatever capacity we engage people – as commuters, community members, or customers of transport – we are reminded that all of our work is for the people. If we can answer “yes” to this core question – ‘Does the transport system serve the people well?’ – then we have met our objectives.”



>> PROFESSOR YONG KWET YEW

Professor Yong Kwet Yew is a Professor of Civil Engineering and Vice-President of the National University of Singapore. He is President of the Southeast Asian Geotechnical Society and chairs several government advisory committees and professional committees. He is a Fellow of the Institution of Engineers and an Accredited Adjudicator, Singapore Mediation Centre. He has also served as consultant to government agencies, as well as local and international companies on several major construction projects in Singapore, China and the region.

“Public transportation as a choice becomes a problem only if we stop to pursue this dream.”

BOARD MEMBERS

PROFESSOR CHAM TAO SOON



Professor Cham Tao Soon has spent more than three decades in the academia and is presently the Chancellor and Chairman, Board of Trustees of SIM University, and a Special Advisor to the SIM Group. He is also the Chairman of Natsteel Ltd, United Overseas Bank Ltd, WBL Corporation Ltd and Singapore Symphonia Co Ltd. In addition, Prof Cham serves as a member of the Singapore International Foundation and the Council of Presidential Advisers, and he is the founding member of the Asian Association of Business Incubation (AABI).

“For all large cities, land transport is an issue of great concern to the whole population. Commuters need to have a means to move around efficiently and cost effectively. Looking ahead, LTA needs to employ not just advance engineering principles, but embark on a continual quest for service excellence to nurture an environment that will enable this to happen.”



MR YEO GUAT KWANG



Mr Yeo Guat Kwang is a Member of Parliament and the President of the Consumers Association of Singapore. He is also with the National Trades Union Congress (NTUC) as Director for Quality Worklife and the Executive Secretary of the Amalgamated Union of Statutory Board Employees. In addition, Mr Yeo is a board member of the Standards, Productivity & Innovation Board (SPRING Singapore), Public Utilities Board, Financial Industry Dispute Resolution Centre and the Singapore Chinese Orchestra.

“To sustain the growth of our economy, we have to grow our rail and road network progressively. So far, we have made very good progress and I am confident that we would be able to build a world class transport system that Singaporeans deserve.”



MR PHILIP LEE



Mr Philip Lee has a broad range of investment banking experience, and is JPMorgan’s Chief Executive Officer of Investment Banking for Southeast Asia. As the head of JPMorgan’s Investment Banking arm in the region, Mr Lee is responsible for all investment banking services from international fund raising, advisory, treasury to derivatives businesses in the region.

“Efficient and well-planned land transportation policies are very crucial elements of the overall infrastructure backbone that will continue to position Singapore well as a preferred location for businesses. In today’s world where businesses are going global, Singapore’s best-in-class land transportation system will continue to make it a viable regional hub for business operations.”





» **MRS KOH-LIM WEN GIN**

Mrs Koh-Lim Wen Gin is the Chief Planner and Deputy Chief Executive Officer of the Urban Redevelopment Authority of Singapore (URA), and a member of the the Preservation of Monuments Board. As an architect and urban planner, Mrs Koh has extensive experience in strategic and local planning, as well as urban design and conservation of built heritage. She also chairs the URA Design Advisory Panel and serves as a member of several committees driving key national initiatives.

"The Concept Plan that maps out Singapore's physical development for the next 40 to 50 years has a vision for a thriving world-class city in the 21st century. We want a city that's dynamic, distinctive and delightful. It is also about building an endearing home for Singaporeans. Together with my colleagues at LTA, we strive to realise a good integration of land use and transport developments to achieve a sustainable high quality living environment for all."



» **MR LIM SWEE CHEANG**

Mr Lim Swee Cheang is the Director/ CEO of the Institute of Systems Science (ISS), National University of Singapore, and has over 30 years of experience in the IT industry. Mr Lim has served on various local and international committees, including committees set up at the national level to drive key initiatives, and is presently a member of various advisory committees.

"LTA has been providing a world-class land transport system for our commuters and road users with safe, smooth and seamless journeys. This is achieved through innovative deployment of technologies, customer-oriented planning and policy development, and quality design and engineering. I believe the future will be even more exciting, with LTA deploying technologies to fuel our ubiquitous digital networking society with intelligent transportation information anytime and anywhere, that would empower our citizens and visitors to optimally utilise the land transport system effectively and efficiently, and with delight."



» **MS INDRANEE RAJAH**

Ms Indranee Rajah is a Director of Drew & Napier LLC and serves as one of the two Deputy Speakers of Parliament in Singapore. A Member of Parliament representing Tanjong Pagar GRC, she is also the Chairman of the Government Parliamentary Committee (GPC) for Defence and Foreign Affairs, a Member of GPC for Community Development, Youth and Sports, and an Adviser to Tanglin-Cairnhill Grassroots organisations.

"Public land transport by its nature involves many challenges in terms of balancing funding, policy objectives and public interest. LTA has done well and can do even better going forward. We should not aim to be just world-class, because that suggests that our aim is to meet standards set by other countries. We should aim to have a land transport system of such a standard that even other global cities will look to it as an inspirational model for transport of the future."

BOARD MEMBERS

DR WU SHEN KONG



Dr Wu Shen Kong was the President of BP Companies in Singapore and Thailand until his retirement in December 2006, after more than 35 years of service. He is also a board member of Tuas Power Ltd, Sky China Petroleum Services Ltd, ADV SCT Ltd and Singapore Copper Technologies Pte Ltd.

"LTA has come a long way and I believe the journey ahead will be as challenging. With the projected increase in population and changes in demographics, the spectrum of needs will widen and the expectation of Singaporeans will be higher and more demanding. LTA is well positioned to understand and to serve effectively the changing needs of our customers and stakeholders, and to play our part to make Singapore a better place to live."



MR WILLIE TAN



Mr Willie Tan is the Deputy Secretary (Administration) in the Ministry of Defence, and has served in various capacities in the public service. Mr Tan was appointed Chairman of Singapore Discovery Centre on 1 Feb 2006, and is also currently a Board member of the Defence Science and Technology Agency.

"Land transport plays a central role in our daily lives in Singapore. It also poses great challenges because we are a city state with limited land and a high population density. A modern transport system that works does not happen by chance. It requires tremendous effort in terms of foresight, planning, engineering expertise and consultation. There will always be new demands and challenges. However, what remains unchanged is the fact that at the heart of all these is the commuter, the member of the public whom we serve. Singapore deserves to have the best land transport system and I am privileged to be involved in a small way in the exciting work of LTA to help achieve a world-class land transport system."



ASSOCIATE PROFESSOR MILTON TAN



Associate Professor Milton Tan is a MICA Fellow and Executive Director of the Design Singapore Council at the Ministry of Information, Communications and the Arts (MICA). He is on secondment from the National University of Singapore where he is an Associate Professor of Architecture, specialising in design creativity and digital design media. He is also a Board Member of the Housing Development Board, and President of Harvard Club of Singapore.

"To be mobile is a joy, advantage and privilege. What we take even more for granted is that transportation does not come ready-made – it is designed. Mobility demands the best designs for the experience of travel, as well as the necessary functions of getting us to our destinations."





» **MR ABDUL WAHAB**

Mr Abdul Wahab is the South Asia Regional Director for Content Management & Archiving for EMC Corporation. With over two decades of experience in the IT industry, Mr Wahab is currently responsible for the management and growth of EMC's Content Management and Archiving software sales and operations in South Asia.

"Information is at the core of every organisation. It is how we harness and leverage this information that will assist us in the continued success of our world-class transportation system. LTA has been at the forefront of deploying information technology for a better and more efficient transportation system, but this is a dynamic and ever-evolving process. We should continually look at ways of re-defining how commuters and providers alike can benefit from the use of information technology."



» **MR POH SAY TECK**

A veteran journalist with more than 20 years of experience in journalism, Mr Poh Say Teck is the Political Editor of Singapore's leading Chinese newspaper, Lianhe Zaobao.

"As a journalist, land transport has always been a subject close to my heart as it affects people from all walks of life. Since becoming a Board Member of LTA, I have the benefit of gaining insights into the complexities of the need to balance the different needs surrounding land transport, where there is no 'one-size-fits-all' solution to the challenges faced. Everybody has a part to play to achieve what is best for all."



» **MR GREG SEOW**

Mr Greg Seow is the Chairman of the Singapore Land Authority and AMP Capital (Singapore) and has over 20 years of experience in fund management. Mr Seow concurrently serves as a trustee of the Singapore Armed Forces pension fund and as a board member of the Central Provident Fund.

"An effective transport system is a bit like successful investing which requires appropriate long-term strategies, continuous review, good implementation, competitive pricing and consistent performance. Singapore is rapidly changing, with rising expectations from a growing and more affluent population. The challenge for the Authority in the years ahead is to ensure an integrated transport network which provides convenient choices, is reliable and offers value for money."

SENIOR MANAGEMENT



LEFT TO RIGHT

MR JEREMY YAP
DEPUTY GROUP DIRECTOR,
VEHICLE & TRANSIT
LICENSING

MR YAM AH MEE
CHIEF EXECUTIVE

MS ALICE TAN
DEPUTY GROUP DIRECTOR,
CORPORATE SERVICES

DR CHIN KIAN KEONG
ACTING GROUP DIRECTOR,
ROAD OPERATIONS &
COMMUNITY PARTNERSHIP



LEFT TO RIGHT

MR FREDERICK WONG
GROUP DIRECTOR, SAFETY
& CONTRACTS

MRS ROSINA HOWE
GROUP DIRECTOR,
INNOVATION & INFOCOMM
TECHNOLOGY

MR LEW YII DER
ACTING GROUP DIRECTOR,
POLICY & PLANNING

MR YAP CHENG CHWEE
DEPUTY GROUP DIRECTOR,
ROAD PROJECTS



LEFT TO RIGHT

MR LEONG KOK HOONG
DEPUTY GROUP DIRECTOR,
SAFETY & CONTRACTS

MR SIM WEE MENG
ACTING GROUP DIRECTOR, RAIL

MR LIM BOK NGAM
DEPUTY CHIEF EXECUTIVE,
INFRASTRUCTURE &
DEVELOPMENT

MRS MARIA CHOY
GROUP DIRECTOR, VEHICLE
& TRANSIT LICENSING



LEFT TO RIGHT

MR PATRICK LOH
DEPUTY GROUP DIRECTOR, RAIL

MR LEONG KWOK WENG
DEPUTY GROUP DIRECTOR,
INNOVATION & INFOCOMM
TECHNOLOGY

MR PAUL FOK
ACTING GROUP DIRECTOR,
ENGINEERING

MRS TAMMIE LOKE
DEPUTY GROUP DIRECTOR,
CORPORATE COMMUNICATIONS



**MAKING PUBLIC
TRANSPORT A
CHOICE MODE >>**



GETTING YOU THERE >>



Getting there is half the fun. Public transport can only be the preferred choice of commuters if it is efficient, safe, accessible and easy to use – all the components that make up an enjoyable journey.

LTA's goal is to create a sustainable public transport system that is convenient and used by all commuters, through a comprehensive mass rapid transit network with integrated and complementary bus services, underscored by an excellent level of service.

THE RAPID TRANSIT SYSTEM: OUR TRANSPORT BACKBONE, AN INTERNATIONAL PACESETTER

The Mass Rapid Transit (MRT) system forms the backbone of our public transport network.

Consistent with that, we continue to realise the full potential of the rapid transit for moving the maximum number of people to their destinations in the shortest possible time. To that end, we embarked on the construction of the Circle Line and the Downtown Line (DTL).

When these two lines are completed, there will be a far-reaching network of MRT stations spanning the island; a network that not only links the different lines but is also integrated with the bus system.

With this, Singapore advances further towards creating a comprehensive transportation system across the republic.

THE CIRCLE LINE MOVES CLOSER TO FRUITION

The Circle Line represents a very exciting step forward for the rail network. When it is opened from 2010 onwards, the line will reduce travelling time for commuters by allowing them to bypass busy interchanges like City Hall and Raffles Place.

The line will span 33 km with 29 stations that link all radial Rapid Transit System lines running into the city.

Progress on the first three phases of the Circle Line has been good, with a substantial amount of civil engineering work completed. Electrical and mechanical works commenced mid last year with the installation of tracks and the fitting of signalling, control, communication and building services systems in stations and tunnels.

As at March 2007, 12 trains out of the eventual 40 trains have been delivered. The delivery allows the trains to be tested with electrical and mechanical systems within the depot.

THE DOWNTOWN LINE SURGES AHEAD

The Downtown Line is another significant extension of our rail network.

When ready, the Downtown Line will support the transformation of the Marina Bay area into a vibrant waterfront residential and entertainment centre. At the same time, in complementing the heavily utilised East West Line, the Downtown Line will also serve currently underserved housing estates like Bukit Timah, Bukit Panjang and Bedok Reservoir.

Covering 40km, the Downtown Line will be built in three stages, with the entire line targeted for completion by 2018.

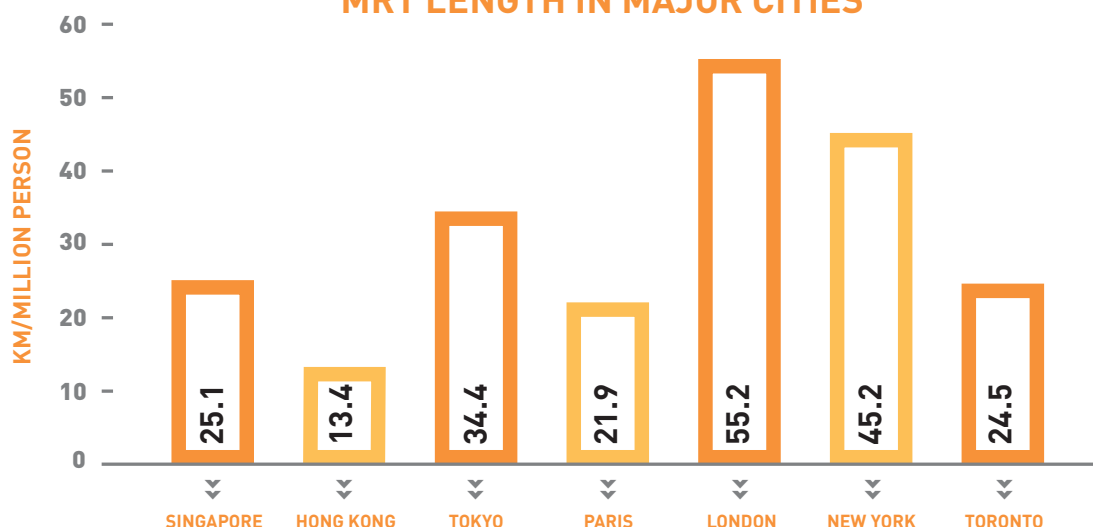
Tenders were invited for the construction of several tunnels and stations for DTL Stage 1 in the year.

SERVING THE SOUTH WEST REGION OF SINGAPORE

LTA continually seeks to better serve all the wards in the nation. In keeping with that, we are developing the Boon Lay Extension to meet the growing needs of the south west region.

An extension of the current East West Line from Boon Lay Station to Joo Koon Circle, the Boon Lay Extension consists of a fully elevated track about 4 km long with two aboveground stations, the Pioneer Station and Joo Koon Station. All major contracts for the Boon Lay Extension have been awarded.

MRT LENGTH IN MAJOR CITIES



**MAKING PUBLIC
TRANSPORT A CHOICE MODE >>
GETTING YOU THERE**

Scheduled for completion by 2009, the Boon Lay Extension will greatly improve public transport access to the Jurong Industrial Estate and bring greater convenience to residents living in the south-western part of Jurong West. This is in line with the nation's vision of a comprehensive rail network, making commuting easier for all on the island.

To-date, viaduct construction from Boon Lay Station to the new Pioneer Station has been substantially completed, and works on both stations are progressing well.

**BUS TRANSPORT MADE EASY
SMOOTHER TRAFFIC FOR BUSES**

Singapore's bus network has the distinction of being tightly woven into the nation's transport tapestry; the network interlaces with the rail network to form an efficient transportation system that better serves the nation's needs.

In October 2005, a full-day bus lane scheme was launched along Orchard Road to improve bus speeds during peak periods

To improve bus speeds during peak periods on busy roads, the full-day bus lane scheme was launched along Orchard Road in October 2005. The implementation of the scheme not only resulted in faster travelling speeds for buses plying that stretch, this faster travelling speed also brought an increase in ridership, both on weekdays and weekends.





on busy roads. The implementation of the scheme not only led to faster travelling speeds for buses plying that stretch, but also brought about an increase in ridership.

The success of this trial spurred us to launch the full-day bus lane scheme in five more locations on 1 April 2007, together with the revision of bus lane operation hours. These new locations are Eu Tong Sen Street, Hill Street, Victoria Street, Bras Basah Road and Somerset Road / Penang Road.

In yet another effort to smoothen out traffic for buses, 'Give Way to Buses' signs were installed at locations where it is difficult for buses to exit from bus bays. In all, 177 signs were placed along arterial roads with heavy traffic. Future reviews of other areas that may require the signs will be conducted.

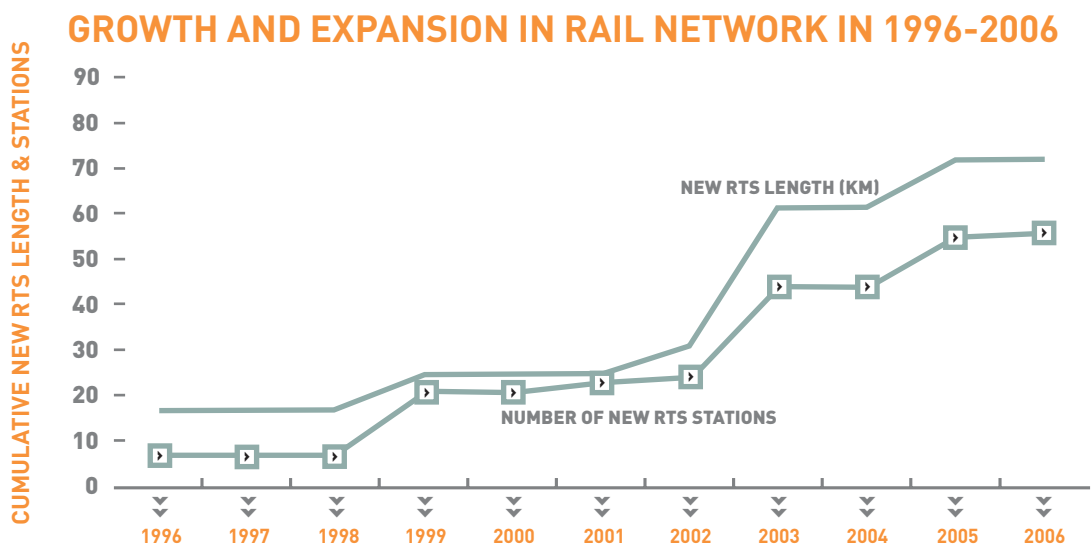
To further enhance public transport travel, LTA rolled out a trial to provide real-time bus arrival information at 30

bus-stops with a high volume of commuter traffic in the Orchard Road area, as well as in Ang Mo Kio and Yishun towns. This information provided on LED panels will help commuters make more informed travel decisions and, thus, better manage waiting time and transfers.

REVISING BUS SERVICE REGULATIONS

Good regulations are critical enablers of efficiency, and, therefore, are key to service excellence. With this in mind, LTA carries out continual reviews of bus service regulations to raise the standards of bus services, as well as to better meet the needs of bus users.

During the year, the Public Transport Council (PTC) reviewed the premium bus service scheme. The objective of the review was to simplify the guidelines to encourage more premium buses, thereby providing more choices for public transport users.



**MAKING PUBLIC
TRANSPORT A CHOICE MODE >>
GETTING YOU THERE**

Since its introduction, PTC has approved 26 premium bus services applications.

The PTC Act was also amended in 2006. With the revision, bus operators who operate 10 or more bus service routes are now required to apply for a Bus Service Operator's Licence. PTC will be able to stipulate quality of service standards as licence conditions. These standards cover six key aspects of service: bus service reliability, loading, safety, provision of information,

availability of bus services and integration with other modes of public transport. Financial penalties will be meted out for non-compliance.

OPTIMAL CONNECTIVITY FOR MAXIMUM CONVENIENCE

In an urban landscape, there are benefits to integrating developments around MRT stations or bus interchanges with our transport nodes to give commuters a seamless journey.



**We carry out continual reviews
of bus service regulations to
raise the standards of bus
services and to better meet the
needs of bus users.**

With an increasing number of impending developments around MRT stations, planning is key. The challenge is to ensure that key elements such as station entrances and alterations to electrical and mechanical systems are integrated with these developments without compromising safety. To address this challenge, LTA worked closely with developers and railway operators on building design.

An example is the comprehensive integration of the commercial development SQUARE 2 with Novena MRT Station. Located above and adjacent to Novena MRT Station, SQUARE 2 is not only integrated with the station via a basement passageway, it is also connected to Tan Tock Seng Hospital by an underpass and a link bridge. With the intricacy of linkages and ever-evolving on-site challenges, the project involved close collaboration among all parties, including the developer's project team and the railway operator.

The commercial development CENTRAL is also fully integrated with Clarke Quay MRT Station, providing train commuters with the convenience of a sheltered walkway facility. CENTRAL is a 12-storey Small Office Home Office (SOHO) development with retail and beverage outlets. Sited directly above the station, it enjoys links to the station at the concourse level.

To enhance the journey experience, covered linkways and shelters are provided for pedestrian overhead bridges. These not only provide commuters with a seamless experience when transferring between transfer nodes, they also serve to shelter commuters from the inclement weather.

BUILDING AN INCLUSIVE SOCIETY BARRIERS NO MORE

Making commuting easier and more comfortable for all in the nation is a goal that rests within the very heart of our mission.

To achieve this, the MRT must be made user-friendly as it is a principal mode of transport and one of the most efficient carriers for the masses.

The Station Upgrade project to retrofit existing MRT stations with barrier-free facilities was completed in August 2006. A total of 75 lifts were installed at 47 MRT stations along the North-South and East-West lines. Stations were also made more disabled-friendly with the erection of ramps, toilets for the disabled, handicapped drop-off points and a tactile guidance system for the visually impaired.

Beyond the rail system, work has also begun on enhancing access to facilities near roads. A high priority is the conversion of facilities near MRTs/LRTs and major healthcare institutions such as hospitals, polyclinics, dialysis centres and homes into barrier-free places. By the end of 2007, most of these facilities would have been upgraded.

ENABLING THOSE WITH SPECIAL MOBILITY NEEDS

The LTA is mapping out new service approaches that promote an inclusive society for commuters with special needs. These efforts reached a high point with the introduction of the first Wheelchair-Accessible Bus on the roads.

**MAKING COMMUTING
EASIER
AND MORE
COMFORTABLE
FOR ALL IN THE
NATION IS A GOAL
THAT RESTS WITHIN
THE VERY HEART OF
OUR MISSION.**

**A TOTAL OF
75 LIFTS
WERE INSTALLED AT
47 MRT STATIONS
ALONG THE NORTH-
SOUTH AND EAST-
WEST LINES.**

**MAKING PUBLIC
TRANSPORT A CHOICE MODE >>
GETTING YOU THERE**

The Wheelchair-Accessible Bus hit the roads in June 2006, conveying passengers on SBS Transit's Service 21, which plies between the Whampoa and Pasir Ris estates. So far, the bus operators launched a total of nine Wheelchair-Accessible Buses services along the routes of bus service numbers 2, 12, 21, 51, 72, 76, 147, 196 and 198. By 2010, 40% of our bus fleet will be wheelchair-accessible.

With these barrier-free facilities in place, the public transport system will be able to cater to the diverse transportation needs of the population.

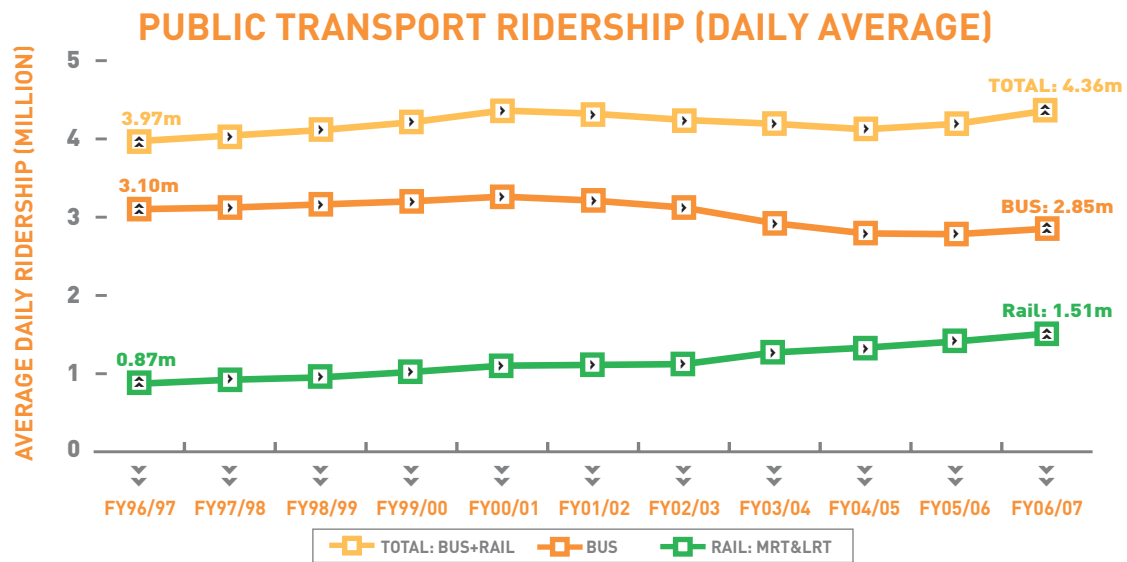
**ENSURING A SAFE RIDE
TESTING OUR EMERGENCY RESPONSES**

Safety and security on public transport is of paramount concern.

During the year under review, we conducted exercises to test our readiness in emergency situations. We also conducted a tabletop exercise with the public transport operators to ensure business continuity in the event of a flu pandemic. These exercises underscored the importance of having contingency plans and access to information during a crisis.



**The Wheelchair-Accessible
Bus hit the roads in June 2006
and by 2010, 40% of our
bus fleet will be wheelchair-
accessible.**



The LTA also actively participated in exercises organised by other agencies on emergency preparedness. These exercises served as valuable platforms for LTA to rehearse co-ordination efforts with the agencies in the event of a crisis, as well as test LTA's emergency systems and Standard Operating Procedures (SOPs) to identify gaps for further improvements.

In addition to the above, MRT stations such as City Hall and Marina Bay, along with 13 other stations, also received security enhancements in the form of CCTV improvements as part of LTA's efforts to step up security on the public transport system.

MAKING PUBLIC SAFETY A PRIORITY

LTA continues to seek ways to improve safety on public transport systems. To this end, public transport operators were issued with a Code of Practice for Permanent Way in August

2006 that sets the minimum requirements in key components such as rails, fastenings, joints, switches and crossings.

MORE EFFICIENT AND EVER MORE INTEGRATED.

Singapore has long adopted a long-term strategic approach to road planning. It invests heavily to establish a land transport plan that revolves around the integration of urban and transport planning, expansion of the road network, improvement of transport infrastructure and the harnessing of the latest technology in network and traffic management. The result is a high standard of service delivery coupled with an unimpeded flow of traffic.

All in all, the year under review bore witness to the continuing evolution of the public transportation landscape in Singapore.

During the year under review, we conducted exercises to test our readiness in emergency situations. We also conducted a tabletop exercise with the public transport operators to ensure business continuity in the event of a flu pandemic. These exercises underscored the importance of having contingency plans and access to information during a crisis.

BUILDING A VIBRANT CITY >>



WITH SMOOTH TRAFFIC >>



In land-scarce Singapore, road development requires careful planning and a holistic approach towards our nation's urban development. Optimal road usage, coupled with intelligent traffic schemes, enable motorists to arrive at their destinations quickly with minimal hassle.



EASING TRAFFIC IN SINGAPORE OPTIMISING ROAD USAGE WITH THE KPE

Roads have always been a key factor in the growth and development of cities. In land-scarce Singapore, a world-class land transport system is particularly indispensable.

The nation's stance is clear: land transport is a critical enabler of economic efficiency and social connections. Land transport must, therefore, operate at the highest levels of efficiency and performance.

With the island's small land area and large vehicular population, however, road planning calls for creativity, together with the necessary investment in infrastructure.

The Kallang–Paya Lebar Expressway is an illustration.

One of the most ambitious engineering projects ever undertaken in Singapore, the KPE stretches from the East Coast Parkway to the Tampines Expressway. When completed, it will be Southeast Asia's longest underground expressway.

As an example of integrated land use, the expressway was designed to increase road capacity – catering to the growing traffic in the north-eastern part of Singapore – and will optimise land use.

Work began on the first section of the expressway in 2002, where the section of the East Coast Parkway between the Benjamin Sheares Bridge and Fort Road was temporarily realigned. This was followed by the diversion of Geylang River,

the Pan Island Expressway and Airport Road. Of the work involved, the construction of the tunnel located beneath the route of the Pelton Canal presented the biggest challenge.

In the year under review, work on the expressway continued to progress smoothly, with Phase 1 scheduled to be opened on 26 October 2007 and Phase 2 in end-2008. All the necessary preparatory steps for the Phase 1 opening have been carefully mapped out and implemented, including the completion of the Standard Operating Procedures and incident management plans. These incident management and response plans were developed in collaboration with agencies such as the Traffic Police and the Singapore Civil Defence Force.

ENVIRONMENTALLY-CONSCIOUS TUNNEL

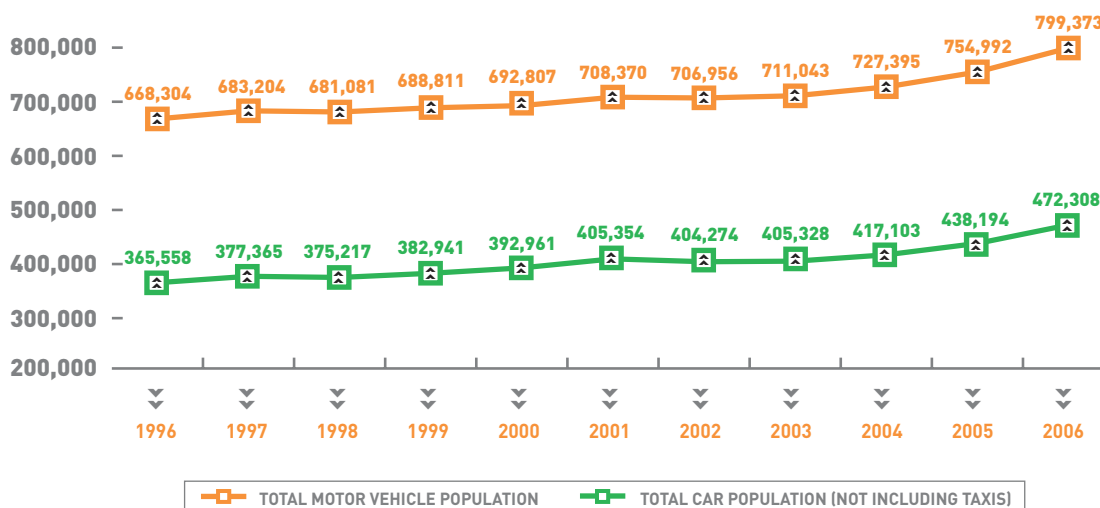
Fort Canning Tunnel was another engineering achievement.

Opened to traffic in January 2007, this 350 metre-long tunnel runs beneath Canning Rise and Canning Walk and was designed – together with realigned roads – to maximise land use in the civic district.

The key challenge of the project revolved around moderating the environmental impact of constructing a concrete tunnel in a verdant district. To avoid injury to the natural, green environment of Fort Canning Park, the Sprayed Concrete Lining method was employed to build the tunnel. This is a first for road tunnel construction in Singapore.

Usually employed in other countries for the construction of tunnels through hills and mountains bearing heavy forestation, this method removes the need to fell trees in the construction.

MOTOR VEHICLE AND CAR POPULATION (1996-2006)



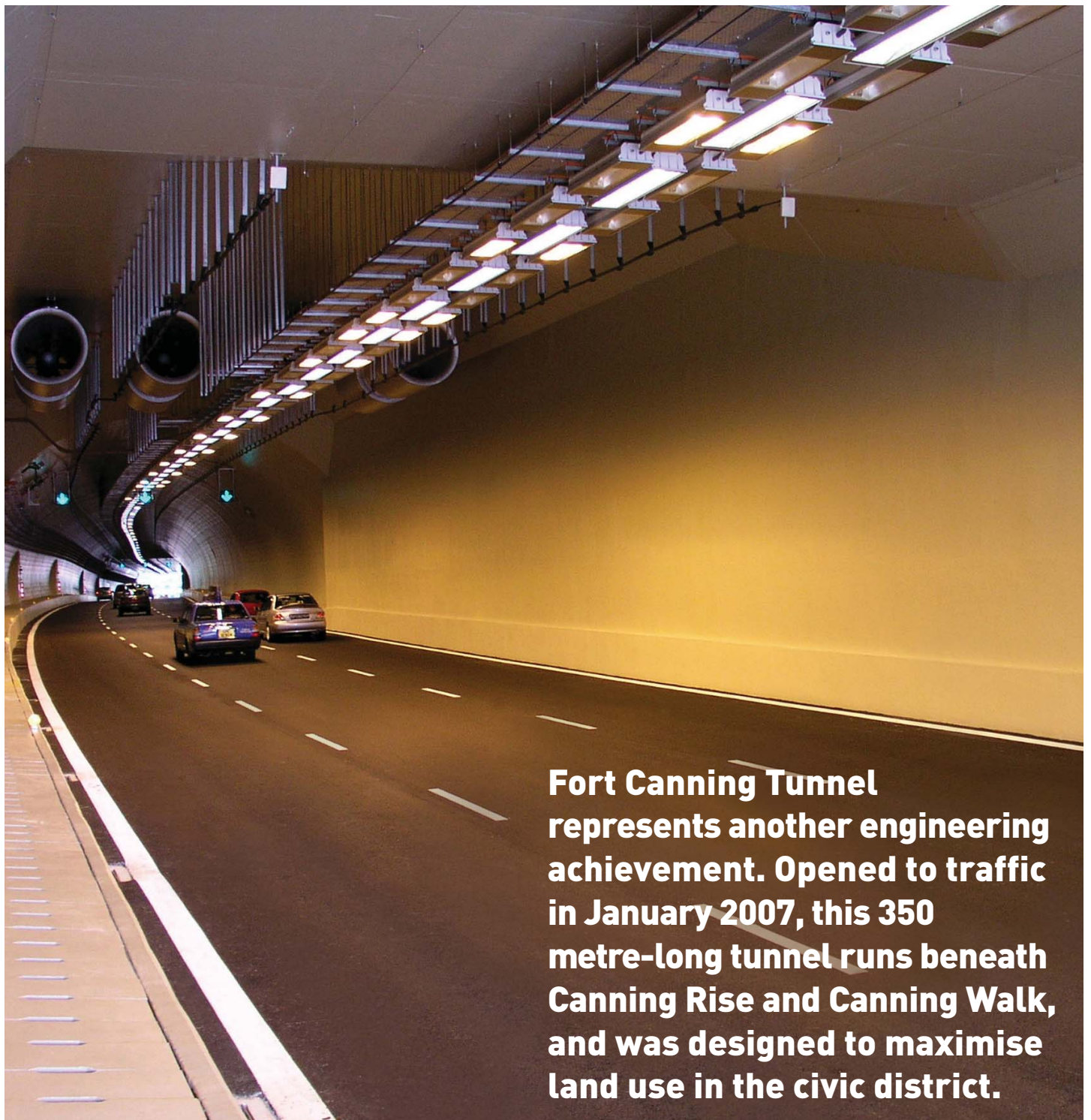
**BUILDING A
VIBRANT CITY »
WITH SMOOTH
TRAFFIC**

This minimised the impact of construction works on the existing landscape. Because of this, a total of 35 trees were saved, including an iconic 50-year-old Terap tree.

Prior to the opening of the tunnel, preparation works were conducted to ensure safety and efficiency in the operation and use of the tunnel. These included the setting up of strategies for the operation and maintenance of the

tunnel, working with external agencies for joint incident management procedures and emergency exercises, testing and commissioning of all systems, and educating the public on safe tunnel usage.

The tunnel was officially opened on 15 January 2007 by Mr Raymond Lim, Minister for Transport and Second Minister for Foreign Affairs.



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SPEEDY VEHICLE RECOVERY

In the year, LTA enhanced its Vehicle Recovery Service.

The service was expanded to cover more major arterial and outer ring roads, including Telok Blangah semi-expressway, Dunearn Road and Bukit Timah Road. The service speed was also improved, with response and clearance time at road tunnels pared down to an average of eight minutes, from the previous average of 10 minutes.

At the same time, tow trucks were upgraded with the addition of reflective strips on the trucks and additional steps at the cabins to assist motorists in climbing up the trucks. A dedicated car carrier was also provided for special towing, as well as a double-cap vehicle that is able to ferry more passengers out of expressways and tunnels quickly.

COMFORT ON THE ROAD

As part of a continual upgrade of road infrastructure, protective coating was applied on 86 road structures to reduce the impact of weather, exhaust fumes and other environmental chemicals, thus improving durability.

Seventy-nine vehicular and pedestrian underpasses were also enhanced with the installation of facilities management systems. This allows the monitoring of the mechanical and electrical (M&E) facilities, which are critical to the operation of these underpasses.

As a result of these and other efforts, the International Roughness Index – which measures the level of comfort drivers enjoy on the island's roads – improved for more than 85% of Singapore's expressways and major roads during the year.

PRACTISING ROAD SAFETY

Measures are taken to ensure that road safety is not compromised, particularly during major construction works.

To safeguard the interests of road users, the Street Works Act was reviewed and enhanced in the year.

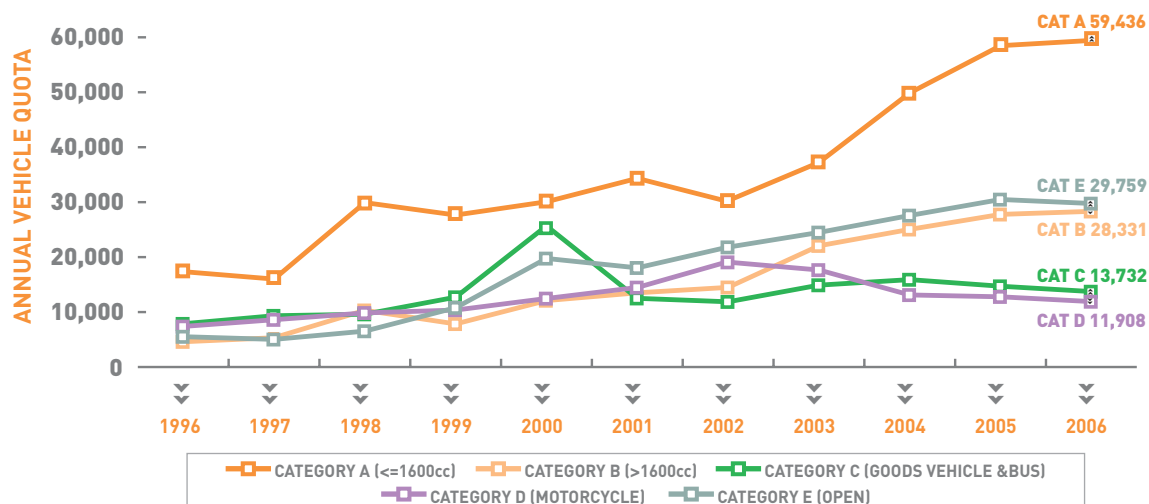
Among the changes, a new "Road Safety Zone" was introduced. This zone corresponds to an area that lies within 20 metres of the outermost edge of the public street or road structure. This new guideline ensures that public safety is not compromised at any time. Firms that intend to carry out any construction works that would encroach upon the zone would require permission from LTA.

The Code of Practice for Road Openings was also reviewed. This is the first overhaul of the Code since the last review in October 1997. The result is an update of the technical requirements and conditions to reflect current practices and technological changes. Among the changes, the Code now incorporates an expanded scope of control works on public streets.

During the year in review, a trial of a new and more durable road kerb design was launched. Following the practice in other developed countries, the new kerb height is now 150mm, compared to the previous 175mm. About 100m of these kerbs were constructed as part of the trial.

Street lights also underwent a makeover, with the installation of surge arrestors and watertight enclosures at the control boxes. More than 1,000 control boxes were upgraded during the year, reducing the frequency of lamp failures due to timer fault.

ANNUAL VEHICLE QUOTA FOR CATEGORIES A,B,C,D AND E (1996-2006)



GREEN = GO RED = STOP

IT'S A SIMPLE CONCEPT BUT THE WORK THAT GOES BEHIND ENSURING TRAFFIC EFFICIENCY AND SAFETY FOR ALL ROAD USERS IS FAR FROM STRAIGHTFORWARD.

INTELLIGENT TRAFFIC MANAGEMENT

Green = go, Red = stop.

It's a simple concept but the work that goes behind ensuring traffic efficiency and safety for all road users is far from straightforward. LTA implements a myriad of traffic schemes to facilitate traffic flow and ensure that motorists and pedestrians experience optimal speed, convenience and safety on the roads.

TECH TRAFFIC

Technology is a key enabler in road planning.

Smart technology and technical services can dramatically increase the efficiency and productivity of a transport system. And the nation has found state-of-the-art traffic technology to be an important tool for traffic management.

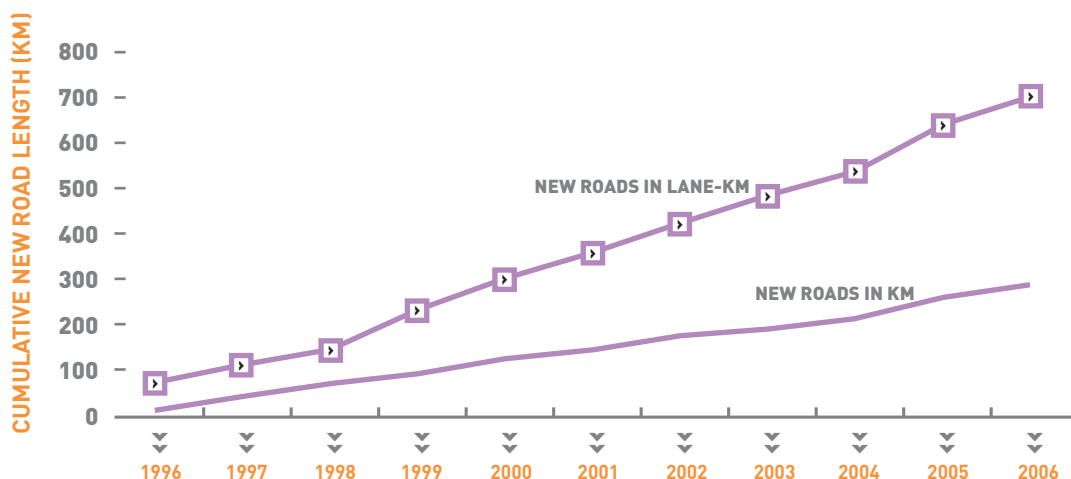
An example is the Unified Maintenance Hub.

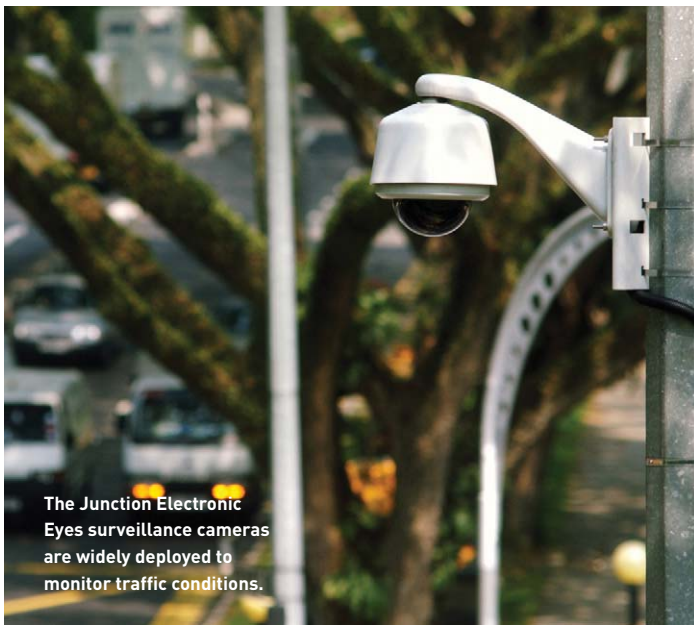
Introduced in 2006, the Unified Maintenance Hub is an integrated and user-friendly application that allows all fault reports and planned maintenance and rectification works to be logged onto a centralised database.

With information available at the touch of a button, the application makes tracking of repair works easy, while significantly reducing oversights. This minimises the downtime of systems, resulting in overall smoother traffic network.

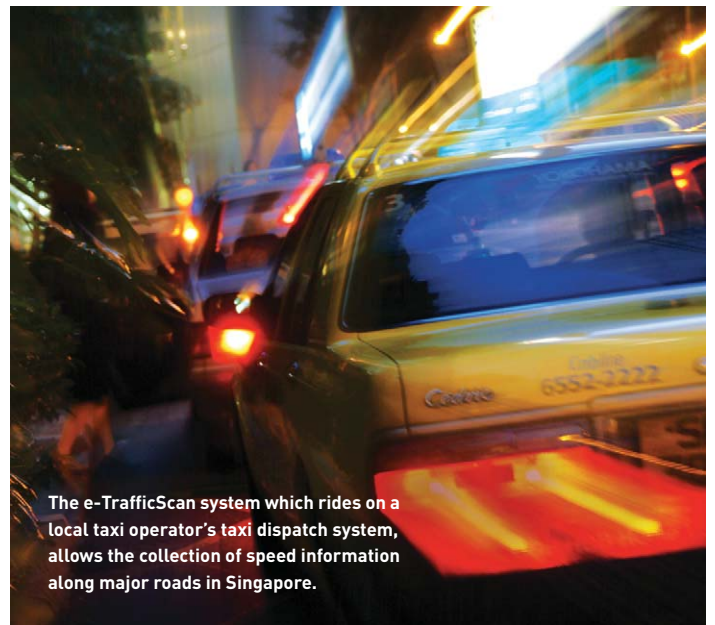
The Digital Archiving System is another example where technology has proven instrumental in improving process flow. Completed in October 2006, the new system converts analogue videos from all Pan Tilt Zoom surveillance cameras along the expressways and Central Expressway tunnels into digital streams, with 24x7 video recording. The videos are stored and can be easily retrieved through remote access at LTA, facilitating traffic studies and post incident reviews, as well as the investigation of traffic incidents.

NEW ROADS BUILT IN 1996-2006





The Junction Electronic Eyes surveillance cameras are widely deployed to monitor traffic conditions.



The e-TrafficScan system which rides on a local taxi operator's taxi dispatch system, allows the collection of speed information along major roads in Singapore.

KEEPING AN EYE ON THE ROAD

Junction Electronic Eyes are surveillance cameras built on digital video transmission technology. They are widely deployed to monitor traffic conditions at traffic junctions.

These cameras are currently being installed at strategic locations in three phases. When completed, there will be about 280 surveillance cameras deployed across the island.

While Junction Electronic Eyes provide useful traffic surveillance at permanent locations, urgent or ad-hoc traffic monitoring is occasionally required. The mobile video camera answers this need.

This mobile camera utilises wireless 3G technology and rechargeable batteries. Without the need for a permanent power source or transmission line, the camera can be conveniently strapped onto any lamp post.

INFORMATION IS KING

Technology is also used for the collection of traffic data.

April 2006 saw the implementation of the wireless-based e-TrafficScan system. This system rides on a local taxi operator's taxi dispatch system – which utilises GPS receivers in the taxis – to collect speed information along major roads in Singapore. The automated system is not only able to collect

15 times more data compared to the earlier system, but it also drastically reduces cost. The result is a more accurate information on traffic conditions on a greater number of arterial roads.

Singapore shared the benefits of this system with the world. e-TrafficScan was showcased internationally at the 8th Intelligent Transport Systems Asia-Pacific Forum and Exhibition 2006 in Hong Kong. It was also presented at Singapore's World Roads Conference 2006 and at the Public Service Exhibition.

In February 2007, a trial was conducted to test the accuracy and reliability of traffic data collection technology. This trial explored the use of infrared and radar detectors as substitutes for existing loop detectors located underneath road junctions. Compared to the loop detectors, these infrared and radar detectors are less prone to wear and tear. In addition, they can be unobtrusively mounted on an overhead bridge or by the side of a road.

EFFICIENCY AND SERVICE EXCELLENCE POWERED BY TECHNOLOGY

Singapore aims to manage congestion through the continual transformation of its land transport systems and networks. Moving ahead, it will continue to use technology in innovative ways to make commuting easier, more comfortable and more efficient for all.

Smart technology and technical services can dramatically increase the efficiency and productivity of a transport system. And the nation has found state-of-the-art traffic technology to be an important tool for traffic management.



FORGING A COMMUNITY BASED ORGANISATION >>



ENGAGING PEOPLE >>



As a dynamic entity, LTA forms inter-dependent relationships with a wide range of stakeholders. This includes our business and community partners, public transport operators, commuters, motorists, members of the public and staff.

By establishing strong ties with our stakeholders, we are better able to understand their needs and enhance our services to meet these needs.

ENGAGING IN CREATIVE OUTREACH ENHANCING PUBLIC AWARENESS AND UNDERSTANDING

As the nation's rail and road network expands, transport issues of multiple dimensions and greater complexity will have to be addressed. Engaging the community and stakeholders as partners in this undertaking puts us in a better position to resolve these complex issues.

Hence, we continue to create new initiatives to foster our engagement with the community and other stakeholders. One of the most important tasks in this is the promotion of a deeper understanding of complex land transport issues in creative and captivating ways.

The VR-10 edutainment e-game is one of our most successful efforts in this. This informative and fun game on Singapore's land transport system was launched in October 2005 with some 5,000 CDs distributed to all primary schools and libraries in Singapore. This put the game in the hands of over 150,000 youths.

Research conducted after the launch indicated that an overwhelming 88% of respondents felt that they had learned more about Singapore's land transport system after playing the game. Even more heartening, 97% were interested in playing the game again.

The brainchild of LTA staff, the VR-10 game bagged several youth and international innovation awards during the year for its originality.

Following the success of the VR-10 game, LTA developed an e-Game called "The Great Transport Challenge 2020"

to educate the general public on the intricate policy trade-offs concerning land transport matters in a simple and fun way.

KEEPING STAKEHOLDERS INFORMED

The benefits of new road transport strategies and schemes must be communicated to the people to whom they matter most: the public and other stakeholders.

In line with that, LTA regularly updates the public and other stakeholders on its latest plans and programmes.

In the instance of the Circle Line, we proactively sought to engage the constituencies affected by the construction of the line.

This included the hosting of a Grassroots Luncheon in March 2007. Briefing sessions and home visits were also carried out throughout the year during which we reviewed plans and conferred with residents on the work going on at specific MRT stations such as the Buona Vista Station, Holland Village Station, Kent Ridge Station, one-north Station and Bartley Station. In all, 250 briefing sessions and meetings were held with advisers, grassroots organisations and stakeholders in the year.

Site visits to major LTA projects were also conducted. One such visit was by Mountbatten grassroots and residents to the tunnel at the Kallang-Paya Lebar Expressway. In addition, we organised exhibitions on our projects, installed public information panels at locations with high traffic, and distributed collaterals such as newsletters and brochures on construction projects.



Meeting with Minister Teo Chee Hean at Pasir Ris MRT Station to receive surrounding area for improvement works.



Site visits to LTA's major projects are conducted to keep stakeholders informed of key developments.

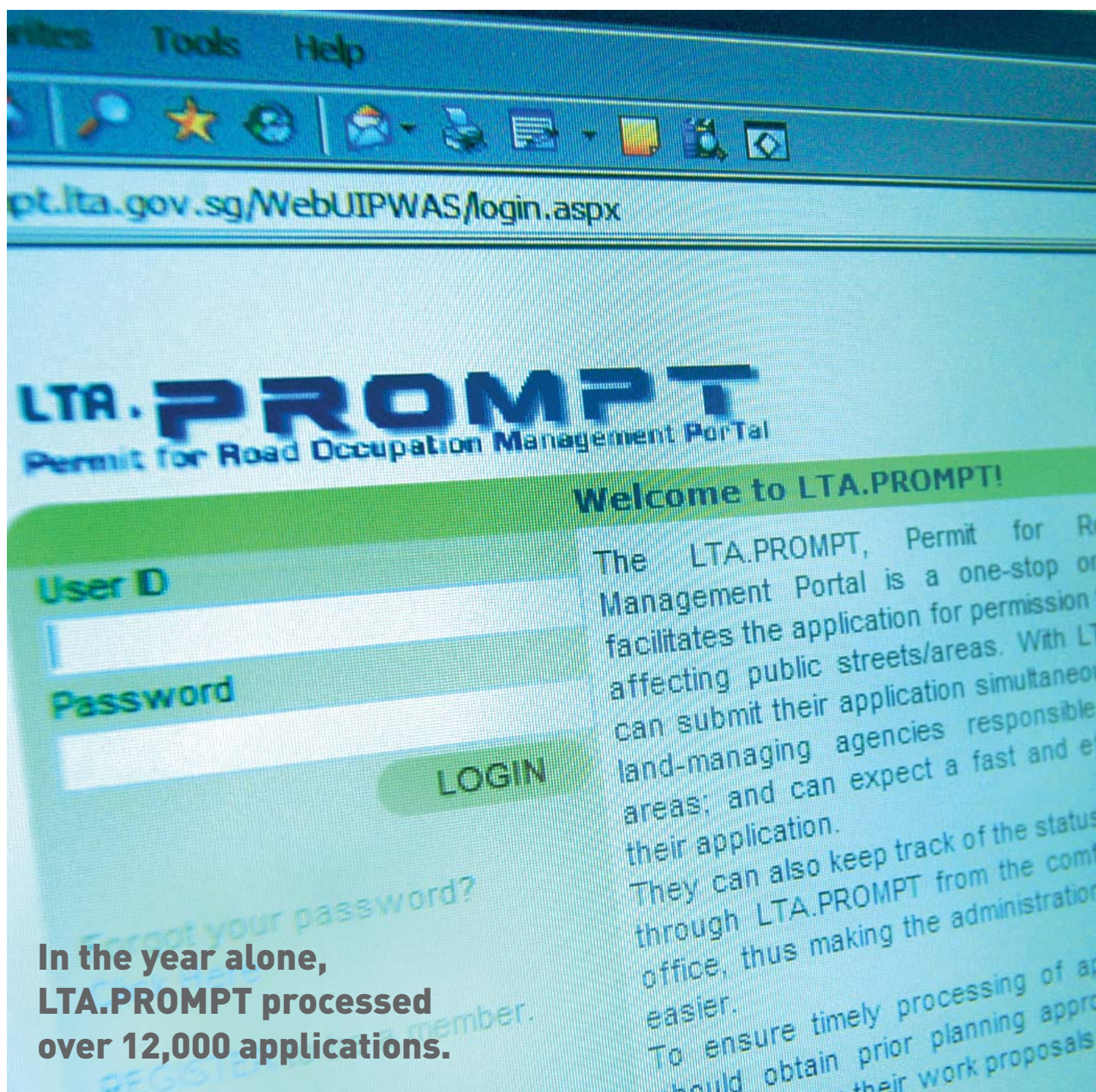
WORKING WITH OUR PARTNERS

The building of partnerships has been key to LTA's success.

To foster closer partnerships, we conduct regular dialogue sessions with the motoring industry and public transport operators to garner feedback. This led to better tailoring of services to meet the needs of prospective and existing vehicle owners, as well as the exploration of new ways to improve the public transport system.

CUTTING RED TAPE

During the year, several processes were streamlined to improve efficiency. One such effort was in the application process for vocational licence for bus drivers and bus attendants. After a feasibility study, we have done away with the requirement for foreign applicants for these positions to possess either a work permit or a Singapore driving licence at the time of application. As a result, applicants applying through the Singapore School Transport Association or the Singapore School and Private Hire Bus Owners'



**In the year alone,
LTA.PROMPT processed
over 12,000 applications.**



The framework of the mobile-services masterplan has made it possible for the faster dissemination of information.

Mobile phone usage, once a luxury, has become a norm among Singaporeans. And we have developed a mobile-Services Masterplan to leverage on this trend.

Association can now register for and attend the bus driver vocational licence training course upon receiving our in-principle approval.

Another regulation that was dealt with was the Vocational Licence regulations for public bus operators, who are currently responsible for enforcing strict controls on the conduct and behaviour of operators and their staff. These operators now benefit with the introduction of a lifelong omnibus Vocational Licence for applicants who continue to be employed by the same company. We have also scrapped regular medical examinations as a requirement, placing the onus of ensuring the fitness of their drivers on the omnibus companies. With this, there is no longer a need for repeated applications, or for frequent medical examinations.

Following feedback from the industry, regulations have also been revised to allow deregistered vehicles to leave the Export Processing Zones temporarily for repairs and inspection at authorised inspection centres before export. Previously, deregistered vehicles were not allowed to leave the zone pending their export.

ADVANCING EMPLOYABILITY

To help bus attendants stay employable longer, the training programme for bus attendants has been revamped in collaboration with the Singapore Safety Driving School. The new programme covers more hands-on components to cater to the less academically-inclined. Feedback to the new course structure has been positive.

To enable taxi drivers to remain employable for a longer period, the age limit for taxi drivers has been revised upwards from 70 to 73 years. Discussions are currently being held with the Ministry of Health and the Traffic Police to work out the implementation details.

CUSTOMER SERVICE – FASTER AND BETTER A ROADMAP FOR MOBILE SERVICES

e-services has allowed LTA to improve its level of customer service and enhance its operational effectiveness.

Mobile phone usage, once a luxury, has become a norm among Singaporeans. And we have developed a mobile-services masterplan to leverage on this trend.

Since June 2005, with the introduction of the Unified Maintenance Hub messaging service, contractors have been able to check on the status of their work orders and receive replies from LTA via SMS. Traffic equipment fault alerts can also be sent via this channel. This speeds up the process of maintenance and job servicing.

Another e-measure that streamlined administrative processes was the launch of the Permit for Road Occupation Management Portal or LTA.PROMPT. This portal is a convenient one-stop online facility for the application of works on public areas. With this, forms no longer have to be submitted to various government agencies, shortening the application processing time and reducing costs. At the same time, both applicants and members of the public have access

ONE.MOTORING has proven highly successful. Online enquiries have increased seven-fold while online transactions have surged five-fold. Correspondingly, walk-in visits, phone enquiries and correspondences have decreased significantly, without affecting the quality of customer service.

to ready information on road works and relevant application information. In the year alone, LTA.PROMPT. processed over 12,000 applications.

24X7 ON-THE-ROAD SERVICES

e-Services@ONE.MOTORING is another example of how we tap on technology to improve and simplify processes for motorists.

With this application, both government and commercial services for land transportation are now made available on one portal, so that customers may enquire, register, apply and pay for their motoring transactions with the relevant government agencies without hassle, any time anywhere.

ONE.MOTORING has proven highly successful. Online enquiries have increased seven-fold while online transactions have surged five-fold. Correspondingly, walk-in visits, phone enquiries and correspondences have decreased significantly, without affecting the quality of customer service. One clear benefit of the portal was the improved turnaround time for registration of new vehicles: this dropped from the previous one to three days to less than 10 minutes now.

More significantly, ONE.MOTORING has cut operational cost by some 40%.

To complement this service, a free online newsletter was launched. Called On-the-Roads e-News Alert, the newsletter delivers useful road-related information to ONE.MOTORING subscribers via email, providing updates on traffic management, road projects, road closures and more.

BOLSTERING COMMUTERS' INTERESTS

Better service to public transport users remains a top priority.

In line with that, the PTC Act was amended on 1 July 2006, laying the ground for the creation of a ticket payment regulatory framework that will better safeguard commuters' interests.

This amendment protects commuters' interests in areas such as fees for the usage of ez-link cards and also provides for service standards to be imposed on the sale, replacement, refund and top-up of ez-link cards. Such a framework is essential as the ez-link card is the predominant mode of payment for public transport fares.

In an effort to ensure that taxis provide the best possible service, we engaged NexusLink to conduct a monthly face-to-face poll with taxi commuters. Taxi users were asked to rate local taxi companies in five areas, namely:

- overall service
- cleanliness of the taxi
- phone booking service
- responsiveness to commuter feedback
- driver service

Also, to help commuters make informed decisions before joining a taxi queue in the city, we carried out a survey on the waiting time at taxi stands in town. The survey indicated that while the average waiting time was below 15 minutes, waiting times were significantly longer from 10pm to 11pm at certain taxi stands in the city, such as those at Ngee Ann City, Lucky Plaza, Wisma Atria and Bugis Junction. We worked with the building owners to display the waiting times at the respective taxi stands for the benefit of commuters.

ENHANCING SERVICE STANDARDS

Both motor dealers and motorists will also benefit from a new system for managing vehicle recalls.

During the year, an Electronic Vehicle Recall System (EVRS) was developed to replace the manual system in managing vehicle recalls. Leveraging on workflow and imaging technologies, this system improves the efficiency of recall processes, making it more convenient for motor dealers. Funded jointly by The Enterprise Challenge and LTA's Innovation Fund, the system was introduced in March 2007. With EVRS, vehicle owners will be informed of recalls earlier and they are able to check online if their vehicles are affected.

As a result, more vehicles affected by recalls get rectified earlier and this helps to improve vehicle and road safety in Singapore. Since its introduction, the EVRS has garnered positive feedback from motor dealers as they are now able to react quickly in the event of a recall.

To enhance its service standards, LTA also moved to implement the PS21 Service Standards. Introduced by the PS21 Committee in 2006, this code of service standards sets performance standards in the public service. Briefings and benchmarking exercises were conducted to prepare our staff for the adoption of these standards.

To help accelerate response to service gaps, and as part of the organisation's risk management effort, LTA drew up a risk management framework. This comprises a list of key risks associated with individual operations and functions. Mitigation measures and risk trigger indicators were established for each set of risks.

OUR PEOPLE, OUR STRENGTH

The success of LTA rests on the dedication and commitment of every LTA employee.

LTA sees its relationship with its employees as a strategic partnership. We aspire to be a people-centric workplace, so

To enhance its service standards, LTA moved to implement the PS21 service standards that sets performance benchmarks in the public service.



that our staff may find fulfilment in their work, and in turn, deliver exemplary service to our customers.

ATTRACTING AND DEVELOPING THE BEST

We appreciate that standards in service delivery will only rise on the back of well-motivated and better-trained employees. Accordingly we place high importance on attracting, retaining and growing the best people.

To improve our recruitment process, we embarked on several new initiatives in the year, introducing the Employee Referral Scheme and walk-in-interviews, creating an online job portal and conducting career talks at tertiary institutions. In the area of training and development, we launched more customised training to complement our existing host of programmes, and introduced the Talent Management Framework to monitor and groom potential leaders.

ENGAGING STAFF

We view open communication as key to the effective engagement of our employees and continually explore new routes to improve dialogue.

As part of our efforts in the year, we carried out an employee opinion survey titled "Have Your Say!". This survey sought to uncover LTA staff's perception of the organisation's strengths and weaknesses. Both quantitative and qualitative feedback were gathered and presented to staff and senior management.

The survey revealed that while our staff ascribe to our vision and mission, recognise our commitment towards staff training and development, and find that the conducive environment

at their workplace boosts their satisfaction level, there are areas that could be further improved upon. These areas included the organisation's career development, rewards and performance management systems. The highlighted areas are now under review and appropriate action plans are being taken.

Finally, the launch of the e-Directory and HR Portal has helped the organisation further reach out to its staff, as it makes information such as staff contact details and human resource policies readily accessible on the intranet.

RECOGNISING OUR STARS

Each year, the efforts of staff at the Vehicle and Transit Licensing (VTL) division of LTA are recognised through the VTL Recognition Scheme. The scheme provides extra impetus for staff to excel in service through honours such as the Spot-the-Good-Service, Commendation and Extraordinary Service awards.

In addition, we bestow the LTA Shining Star Award on employees who consistently go out of their way to deliver impeccable service, with the Super Star Award being the highest recognition of service excellence.

Last year, four deserving employees were conferred the Shining Stars Award, eight employees the Stars Award and one employee the Super Star Award.

Our staff were not the only ones recognised for their contributions. Last year, the organisation won the coveted Work-life Excellence Award for its efforts in promoting a healthy work-life balance for staff.

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**IN 2006, LTA RAISED
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BRINGING THE TOTAL
AMOUNT RAISED SINCE
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MILLION.**

PRACTISING RESPONSIBLE CORPORATE CITIZENSHIP

We strive to be a conscientious corporate citizen by constantly exploring ways to give back to the community through environmentally-conscious efforts and contributions to charitable organisations.

PROTECTING THE ENVIRONMENT

Construction works in a city landscape can take a toll on the environment.

As we undertake major projects in rail and road infrastructure construction, we strive to minimise the impact of construction work on the environment.

As part of these efforts, we partnered the Public Utilities Board and the National Environment Agency to host a series of seminars on Earth Control Measures in February 2007. The seminars were conducted at worksites for members of professional institutions, trade associations and tertiary institutions. The LTA Earth Control Guidebook was also launched at the seminars.

Since 1 October 2006, we have also been working with the National Environment Agency to ensure that diesel driven vehicles comply with the Euro IV emission standards for a cleaner environment.

CARING FOR SOCIETY

In 2006, LTA raised S\$94,000 through various charity events, bringing the total amount raised since 2000 to almost S\$2.5 million. The proceeds this year went towards the purchase of a specially-fitted vehicle for its appointed beneficiary, Muscular Dystrophy Association of Singapore.

LTA also committed S\$120,000 annually to the LTA Cares Fund – a fund administered by the National Council of Social Service – to help subsidise the transportation costs of a group of physically-challenged people whose household income falls below S\$1,000 a month. This group includes brittle bone disorder sufferers and quadriplegic patients who are unable to take public transport because of their condition. The funds will be given out from 2007 to 2009.

LTA was also the first statutory board to join the Comcare Connection, an agency that pairs statutory boards with voluntary organisations to provide community support. LTA was matched with Metta School, a special education school for students with special needs such as autism or Mild Intellectual Disability. Our staff opened up their hearts to the students, volunteering eagerly to be part of the students' monthly field trips. These excursions help the students learn independent living skills such as taking public transport and performing simple chores like buying food.

We are exploring further opportunities for collaboration with Metta School, including inviting the students to our corporate charity events. A pilot job attachment scheme was also put in place, with two students receiving monthly attachment stints at the LTA Staff Club House to prepare them for working life.

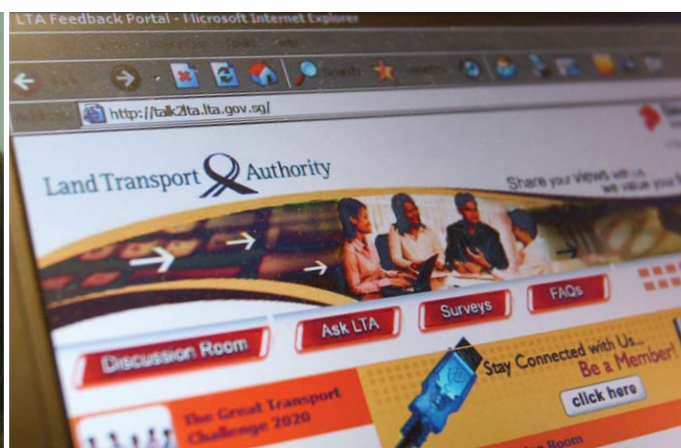
WINNING HEARTS AND MINDS

We aim to help our commuters be a part of the nation's land transport development. To this end, we continue to broaden our engagement with the public and other stakeholders, exploring new channels of communication and new approaches in engagement.



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PURSuing ORGANISATIONAL EXCELLENCE >>



KEEPING YOU SAFE >>



LTA's corporate culture upholds the essential tenets of safety and quality. This philosophy translates into meticulous planning and execution of our policies and initiatives for public transport.

The national awards accorded to us also attest to the priority we place on pursuing organisational excellence. These accolades recognise not only our innovation and quality, but also our contribution to human resource development and the community.



WORKING TOWARDS ZERO ACCIDENTS

The LTA is committed to work safety. We believe that every worker has a right to a safe and healthy workplace.

To achieve this goal, we adopt a multi-pronged approach.

First and foremost, we seek to ensure safety by putting in place a work safety framework that enforces safety practices. One of our key activities in this area is the conduct of periodic reviews to ensure that our rail and road systems are safe. In addition, during construction, a safety plan is put in place to ascertain that the environment is safe for members of the public, our staff and contractors.

Next, we provide safety information and training to our contractors. This is complemented by events such as the Annual Safety Award Convention, aimed at motivating our partners to adopt better work safety practices. We host this event each year to recognise contractors who have been proactive and successful in ensuring the health and safety of their workers and in promoting safe work practices at the work site. Participants in the competition are evaluated by judges who carry out site audits. They are also judged on their presentations.

During the year in review, we engaged DuPont Safety Resources to conduct an independent assessment of our occupational health and safety systems. According to the findings, LTA demonstrates a strong commitment for safety in the safety schemes and processes it has implemented. The organisation scored an average of 3.7 out of 5 on the construction benchmark, a significant improvement from the 2.3 obtained in the last assessment in 2003.

The award of the Occupational Safety and Health Assessment Series (OSHAS) 18001 Certification by the Building and Construction Authority in June 2006 was an affirmation of our worksite safety practices.

DEMONSTRATING INNOVATION AND EXCELLENCE

Since our inception, LTA has delivered a string of innovations in the field.

The awards garnered in the year included the National InfoComm Award – Merit, for our information portal, e-Services@ONE.MOTORING. LTA was recognised by the Infocomm Development Authority of Singapore and the Singapore infocomm Technology Federation for the creative use of infocomm technology.

Three of our projects also received the Ministry of Transport Innovation Awards for the significant benefits they bring to commuters. Two projects – the Payment of Electronic Road Pricing Charges via SMS and It's Now Easy to Talk2LTA (an interactive portal that allows us to engage our stakeholders for consultation) – won the Distinguished Awards while VR-10: Engaging Our Youths in a Fun Way earned the Merit Award.

Meanwhile, Project ORBIT clinched the MIS Asia IT Excellence Award for the Best Business Enabler, for improving work processes and enhancing customer service.

LTA was also a semi-finalist at the CAPAM International Innovation Awards. The award recognises innovative initiatives in public administration.

Last but not least, our Quality and Excellence Search Teams did us proud at the National Innovation & Quality Circle Awards 2006, netting 12 Gold, 10 Silver and one Bronze awards.

RECOGNISING COMMUNITY AND HUMAN RESOURCE ACHIEVEMENTS

Our efforts to contribute to the community were also recognised. In 2006, we were the sole winner in the Formal Group category for the President Social Service Award. This award is conferred by the President of Singapore for outstanding voluntary contributions.

The VR-10 e-game, a public education project, won the International Association of Public Transport (UITP) Youth Project Award for advancing the usage of public transport by young people. It went on to secure the grand public prize at the 57th UITP World Congress held in Helsinki, Finland in May 2007.

And for the fourth consecutive year, we won the ComChest SHARE Award (Gold) for being a corporate member of the Community Chest's SHARE programme. LTA was also the Gold award winner in the Singapore HEALTH Awards for the third year running, in recognition of its workplace health practices.

SAFETY, SECURITY AND SERVICE POWERED BY INNOVATION

Keeping commuters, road users and workers safe and secure remains the focus of LTA. To realise this, we will continue to develop comprehensive safety strategies and ensure co-ordinated and sustained deployment efforts. We demonstrate our capacity for innovation and creativity throughout the organisation, benefiting Singaporeans in their daily commutes and in their service encounters with LTA.



**MAINTAINING A
GLOBAL PROFILE >>**



INSPIRING CHANGE >>



Today's global marketplace calls for a world without borders, where information can be readily shared for the benefit of all. At LTA, we open our organisation to visitors from the region and beyond, so that others may learn from our expertise and experience. Roadshows and exhibitions also form the platform for us to share our innovations with a wider audience.

SHARING KNOWLEDGE

Innovation has become the hallmark of land transport policies and programmes in Singapore.

LTA's work continually leads it to explore new approaches. To share its knowledge and experience with others, LTA launched the LTA Academy on 27 September 2006.

With aspirations to become a leading global institution in land transport studies, the LTA Academy serves as a one-stop learning platform for overseas governments, organisations and professionals wishing to tap on Singapore's experience in land transport management and development. The Academy also promotes research and the exchange of best practices within the global land transport community.

The LTA Academy offers programmes that cover five key areas:

- Land Transport Policy and Planning
- Public Transport Management
- Traffic and Road Management
- Rail Transit Development and Systems
- Vehicle Licensing and Standards

Since its inception, the LTA Academy has hosted and trained over 1,000 people from across the globe, including those from China, India, South Korea, France, Finland, South Africa, Antigua and Barbuda. It has also organised several technical seminars and talks for local professionals and practitioners.

At the corporate level, LTA hosted over 70 visits by foreign delegates, during which we shared with our distinguished visitors the ways in which we manage various land transport challenges, including the use of technology for systems such as the Electronic Road Pricing and island-wide traffic monitoring.

In the year, the World Roads Conference 2006 also served as a key platform for LTA to foster global networking and the sharing of ideas on public transportation.

This three-day conference, jointly organised by LTA and the Association of Consulting Engineers Singapore, attracts government authorities, policymakers, traffic and infrastructure agencies, as well as experts and professionals in the traffic and transport industries from all over the world.

The conference theme of "Sustainable Strategies and Infrastructure" drew many globally-based organisations, including Parsons Brinckerhoff (UK), PB Consult Inc (USA), Mitsubishi Corporation (Japan), and Satellic Traffic Management (Australia). The event also saw the participation

of globally-based academics from institutions like Norwegian University of Science and Technology (Norway) and Yamaguchi University (Japan). In all, a total of 256 delegates attended the event held from 27 to 29 September 2006.

In addition to discussions and interactions among international transport professionals, government officials, academics, and road associations on the development of sustainable road systems, the conference showcased Singapore's experiences over three decades of road infrastructure development and management.

The LTA also shares its wealth of experience in land transport engineering and management through its consultancy firm, MSI Global. Set up in 1995, MSI Global has since exported LTA's amassed knowledge and expertise worldwide.

MSI Global offers consultancy on key aspects of land transport management including transportation planning, rail systems engineering, infrastructure management, intelligent transport system and demand management. Its expertise has been tapped on by organisations in many countries, including Dubai, China, Sri Lanka and Thailand.

In 2006, MSI Global brought LTA's expertise to Shanghai, with the inking of a contract with Shentong Metro in July. With the signing of the agreement, MSI (Shanghai) Consultancy Pte Ltd will act as the Project Manager for the Shanghai Metro Line 10 E&M Systems Project Management Service. The RMB 62.7 million contract involved the overseeing of a rail line of 42.1 km made up of 34 stations and two stabling depots.

MSI Global also brought LTA's expertise to Thailand, when it secured a S\$7.62 million contract in 2006 in consortium with Singapore Technologies Electronics Limited to upgrade the Automatic Fare Collection System and Smart Card System for the BTS SkyTrain network in Bangkok. This project was successfully completed in June 2007.

ON THE ROAD

During the year, LTA's innovations and projects were showcased at various roadshows and conferences. e-Services@ONE.MOTORING made appearances at various events, including the World Roads Conference in September 2006, the 8th Singapore Motorshow in November 2006, and the Public Service Exhibition in the same month.

A WORLD OF POSSIBILITIES

LTA appreciates the need to continuously improve our land transport system. Moving ahead, we have set ourselves the undertaking to continue to share our experience with our peers in the industry.

KEY VISITS

➤➤ **22 March 2006**

Minister Mohammed Saeed

Ministry of Transport and Communications,
Maldives

➤➤ **23 March 2006**

Hon Maurice (MD) Williamson

New Zealand

➤➤ **24 April 2006**

Mr Jeffrey Radeb

Minister of Transport,
South Africa

➤➤ **3 July 2006**

Mr Kwok Fook Seng

Deputy High Commissioner & Minister
Counsellor to the Singapore High Commission
in Kuala Lumpur

➤➤ **24 July 2006**

Mr Pramesh Sharma

Chairman of the Board of the Land Transport
Authority, Fiji

➤➤ **18 December 2006**

Mr Luo Zhijun

Jiangsu Party Secretary and delegation
China

➤➤ **4 Jan 2007**

Ms Peta Seaton

Member of Parliament and Shadow Minister
of New South Wales

➤➤ **17 Jan 2007**

Mr Christian Bonfert

International Association of Public Transport

➤➤ **25 Jan 2007**

Mr Robert Huber

Vice-President of UITP
International Association of Public Transport

➤➤ **20 March 2007**

Mr Michael Parker

Chairman of King's College Hospital NHS Trust
UK Public Health Representatives

FINANCIAL REVIEW

FY06/07 FINANCIAL RESULTS

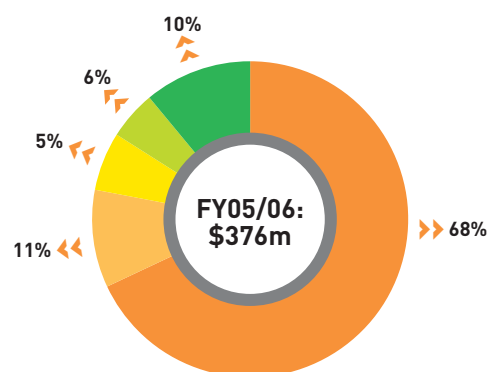
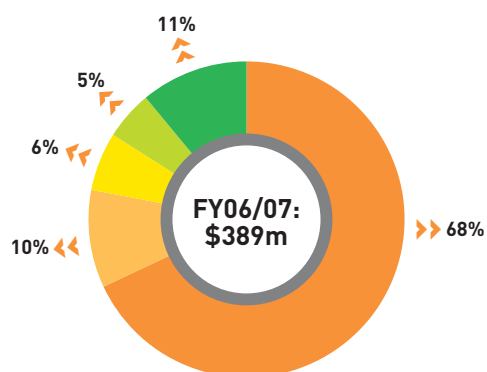
INCOME & EXPENDITURE

The Authority has achieved an overall net surplus of \$44m for FY06/07.

	FY06/07 \$'M	FY05/06 \$'M	INCREASE/(DECREASE) \$'M
Operating Income	389	376	13
Operating Expenditure	(723)	(709)	14
Operating Deficit	(334)	(333)	1
Non-Operating Surplus	25	18	7
Deficit Before Government Grants	(309)	(315)	(6)
Government Grants	364	371	(7)
Contribution to Consolidated Fund	(11)	(11)	–
Net Surplus	44	45	(1)

OPERATING INCOME

The Authority has collected total operating revenue of \$389m in FY06/07, an increase of \$13m (3%) over FY05/06's collections of \$376m. The increase is contributed mainly by higher management fees and composition fines received in FY06/07.



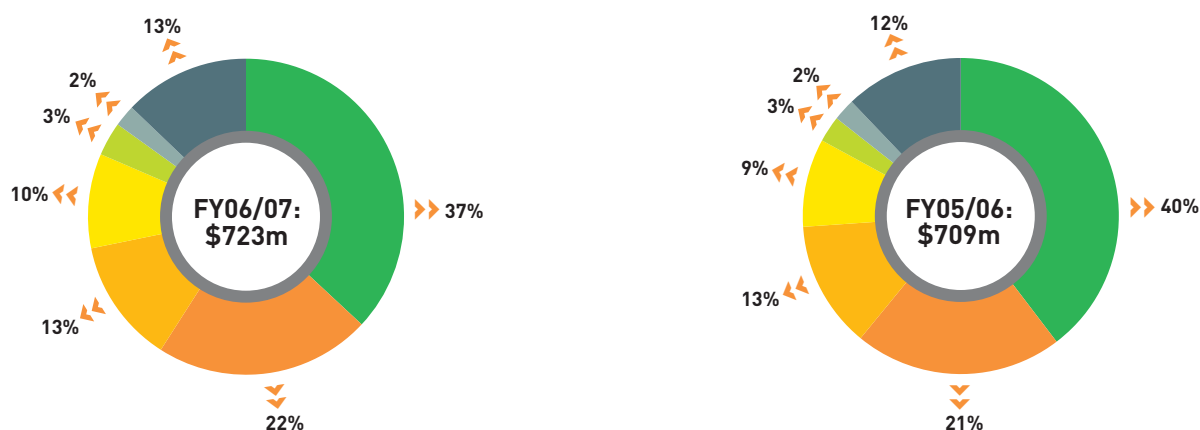
BREAKDOWN	FY06/07 \$'M	FY05/06 \$'M	INCREASE/(DECREASE) \$'M	%
Management Fees from Government	266	259	7	3
Vehicle Transit Licensing Fees	38	41	(3)	(7)
Composition Fines	22	19	3	16
New Motor Vehicle Registration Fees	20	21	(1)	(5)
Others	43	36	7	19
Total Operating Income	389	376	13	3

FINANCIAL REVIEW

FY06/07 FINANCIAL RESULTS

OPERATING EXPENDITURE

The Authority incurred a total operating expenditure of \$723m in FY06/07, \$14m [2%] higher than FY05/06's expenditure of \$709m.

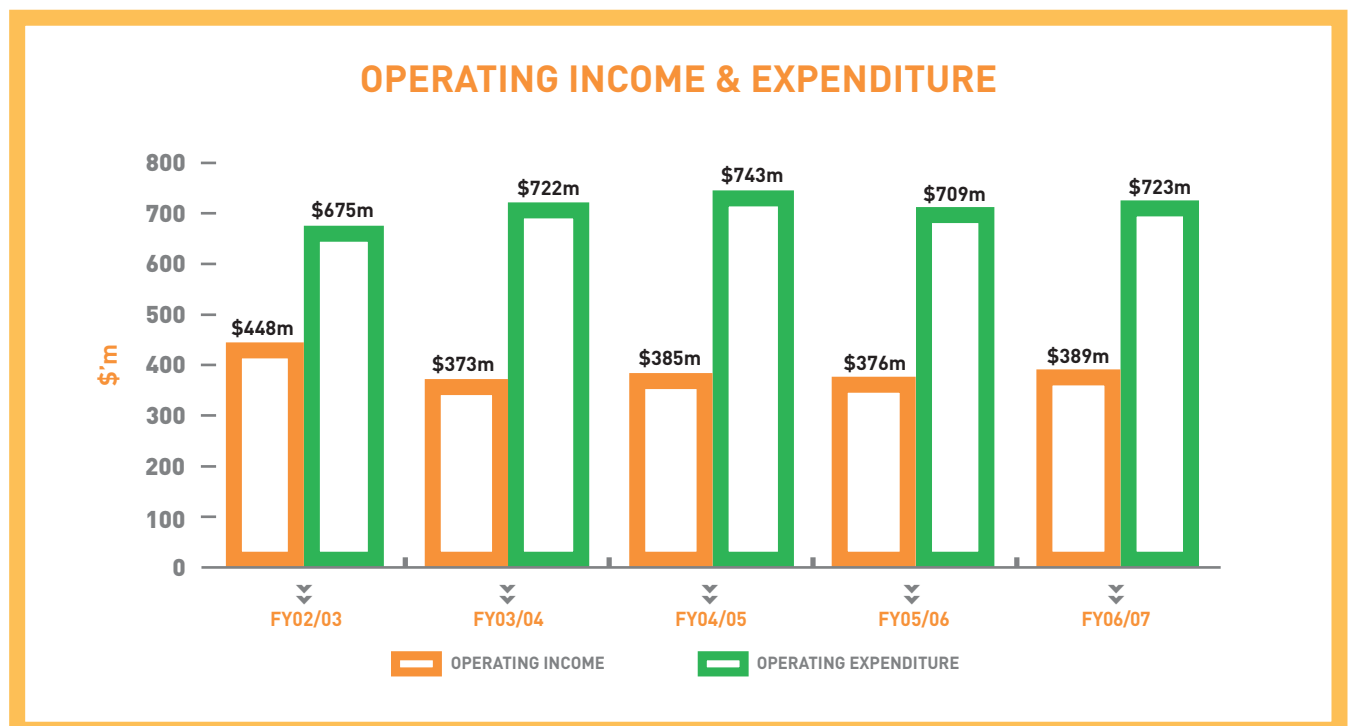
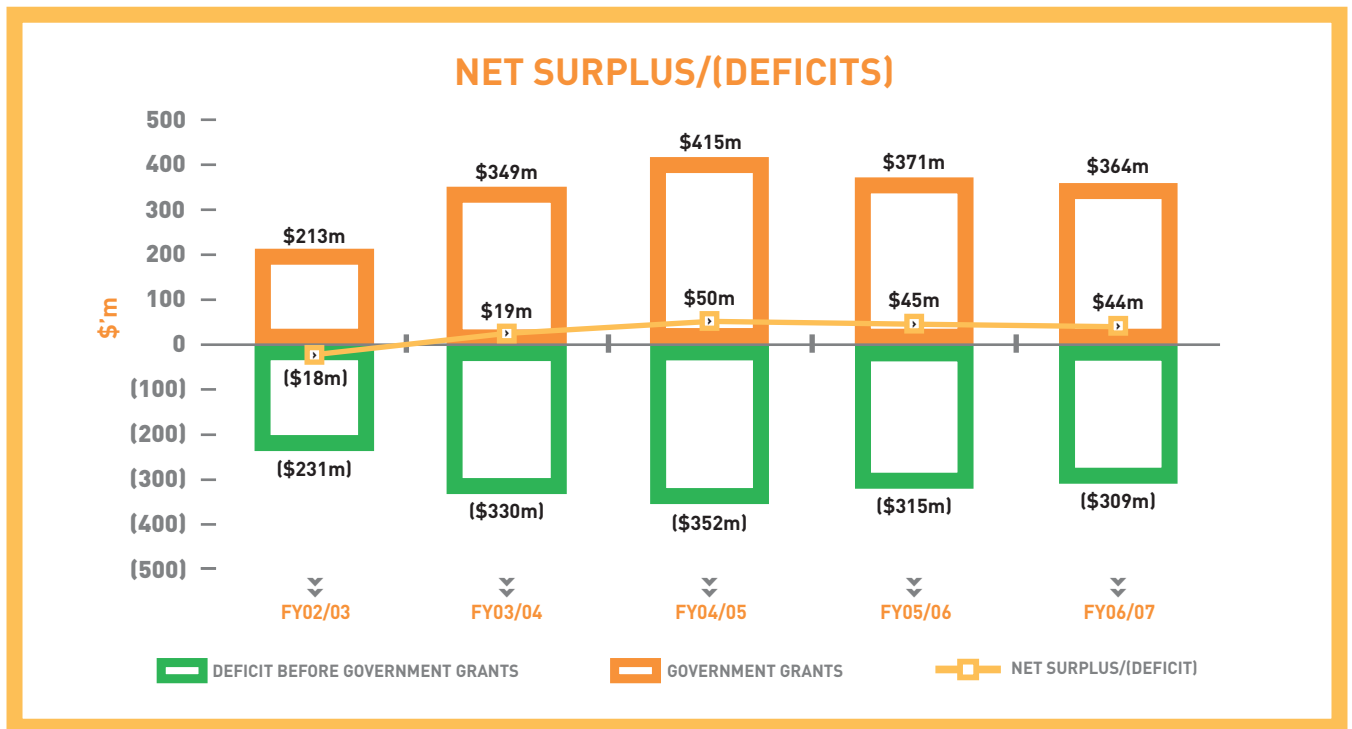


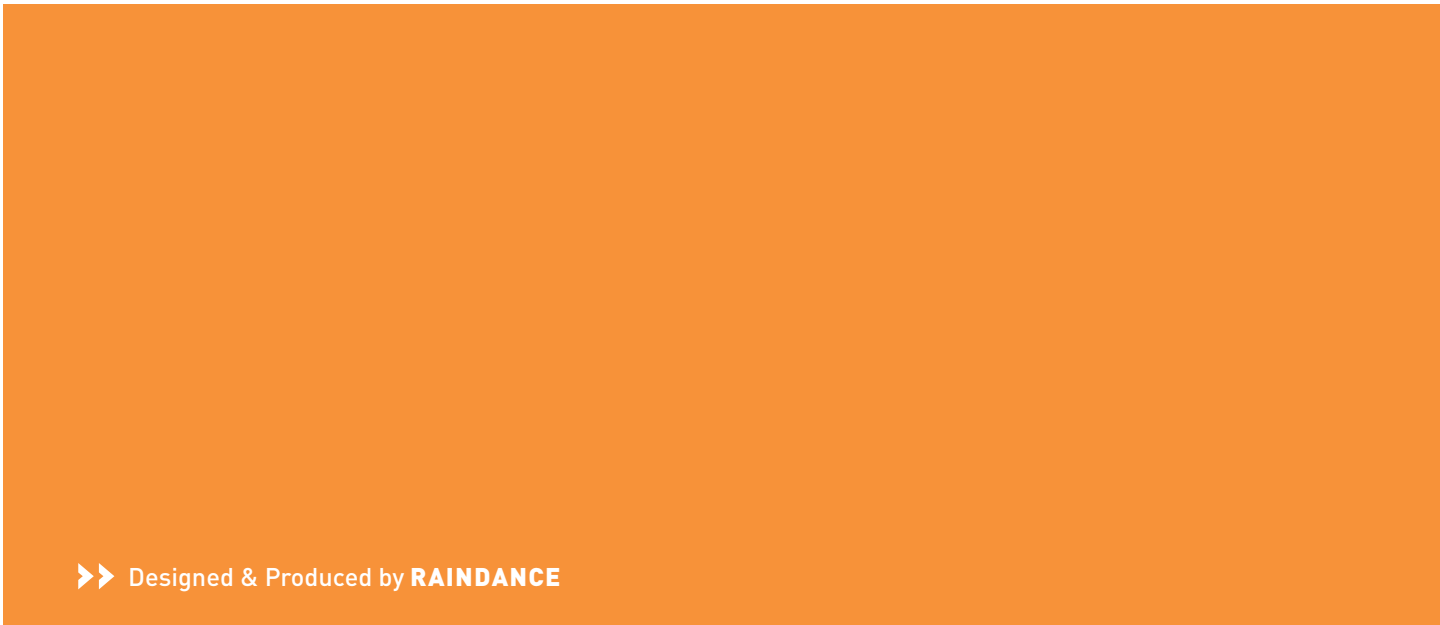
BREAKDOWN	FY06/07 \$'M	FY05/06 \$'M	INCREASE/(DECREASE)	
			\$'M	%
Depreciation	267	281	(14)	(5)
Employee Benefits	160	151	9	6
Bond Interest	92	92	–	–
Maintenance & Upkeep	70	64	6	9
Utilities	25	19	6	32
Agency Fees	16	16	–	–
Others	93	86	7	8
Total Operating Expenditure	723	709	14	2

BALANCE SHEET

	FY06/07 \$'M	FY05/06 \$'M	INCREASE/(DECREASE)	
			\$'M	%
Property, Plant & Equipment	13,383	12,593	790	6
Other Non-Current Assets	429	386	43	11
Current Assets	1,041	1,026	15	1
Assets	14,853	14,005	848	6
Equity	755	725	30	4
Deferred Capital Grants	11,348	10,443	905	9
Borrowings	2,300	2,300	–	–
Other Non-Current Liabilities	119	103	16	16
Current Liabilities	331	434	(103)	(24)
Equity & Liabilities	14,853	14,005	848	6

5-YEAR FINANCIAL SUMMARY





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Singapore 219428

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10 Sin Ming Drive
Singapore 575701

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<http://www.onemotoring.com.sg>