

SMALL  
ISLAND

BIG

PLANS

WE ARE  
ISLAND V  
NEEDS. I  
THE **BIG**

A SMALL  
WITH BIG  
HERE IS  
PICTURE



*Atop Henderson Waves, Singapore's highest pedestrian bridge.*



# BIG ASPIRATIONS

Singapore is a small city state with big dreams and big aspirations.

Within a mere land area of 700 sq km, our visionary planning has to fulfil our nation's needs, provide space for economic development, and provide quality living and recreation opportunities, in a sustainable manner for generations to come.

As we continue to dream bigger, aim higher and reach out to the world, we also continue to endear Singapore to the hearts of our people through retaining our unique identity and character.

**LIVE • WORK • PLAY**



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# OUR MISSION

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

# OUR STRATEGIC THRUSTS

- » To plan for a more attractive, distinctive and vibrant city
- » To facilitate the realisation of our plans in partnership with the community
- » To build an excellent organisation that is customer-focused and people-oriented

» Our values are reflected in the URA SPIRIT. We have a strong culture of achieving work excellence through the URA SPIRIT. Together, the URA SPIRIT guides our daily interactions in the office and with our customers.

**The URA “SPIRIT” stands for our core values.**

# SPI

## SERVICE

We serve the community with commitment, sincerity and empathy. We anticipate and respond to their needs. We constantly look for new and better ways to deliver our products and services.

## PASSION

We perform our duties with passion because we are creating a legacy for future generations. We persevere in the face of setbacks and take pride in our work. We do not settle for anything short of excellence.



## INTEGRITY

We deal with our customers and colleagues ethically. We communicate openly and keep our promises. We practice professional integrity.

## INNOVATION

We take the initiative to innovate. We dare to dream and experiment even though it means taking risks. We forgive honest mistakes.

# RIT

## RESPECT

We respect the value and contribution of each individual. We recognise and celebrate one another's success. We support one another's personal and professional growth to their full potential.

## TEAMWORK

We work across boundaries as a team to achieve our shared vision and goals. We make time to talk to each other and foster a strong sense of community within URA. We also work in partnership with the larger community outside URA.

# WHO WE ARE

The Urban Redevelopment Authority (URA) is Singapore's national land use planning and conservation authority. We carry out our mission by planning and facilitating the physical development of Singapore, in partnership with the community, to create a vibrant, sustainable and cosmopolitan city of distinction.

URA is the main land sales agent for the Government. The sale of sites programme is an essential part of land use planning.

Through land sales, the Government attracts and channels private capital investment and market expertise to the development of sites for meeting Singapore's land use planning needs. The sale of sites programme, which began in 1967, has been instrumental in shaping the physical development of Singapore. In the process, it has also transformed raw land into valuable real estate.

As the Development Agency for Marina Bay, URA initiates and executes master plans for and facilitates the development of Marina Bay. It coordinates the efforts of relevant service partners to implement key infrastructure for the area.

URA also actively markets and promotes Marina Bay to attract investments, and works with the stakeholders around the Bay to make it an exciting 24/7 live-work-play environment for Singaporeans and visitors.

Singapore is an island city state. Given Singapore's limited land area of about 700 sq km, URA's challenge is to provide a planning and development blueprint that optimises our land resource to meet our current needs. We also need to safeguard land for future economic growth, while enhancing our quality of life.

# OUR BUSINESS FUNCTIONS

## PLANNING

### CONCEPT PLAN

- » Strategic, long-term land use planning
- » Review of Concept Plan every 10 years

### MASTER PLAN

- » Island-wide land use planning
- » Formulation of strategies to realise planning visions
- » Review of Master Plan every five years

### URBAN DESIGN PLANS & CONSERVATION PLANS

- » Development of urban design proposals
- » Conservation planning

## FACILITATING

### DEVELOPMENT CONTROL

- » Processing of development applications
- » Enforcement of planning regulations
- » Review of planning policies and guidelines
- » Sale of planning records and legal requisition

### SALE OF SITES

- » Planning of Government Land Sales Programme
- » Sale of State land, as agent for the Government

### REAL ESTATE INFORMATION

- » Property market research and information

### CONTROLLER OF HOUSING

- » Issue housing developer's license
- » Review rules on developers in the sale of uncompleted properties

### DEVELOPMENT CO-ORDINATION

- » Planning, facilitation and implementation of infrastructural, environmental improvement and building projects for selected areas

### CAR PARKS MANAGEMENT

- » Provision and management of public parking facilities

### DEVELOPMENT AGENCY, MARINA BAY

- » Events and activities programming
- » Marketing and place management

# OUR PUBLIC RESPONSIBILITY

As the national planning agency, URA recognises that we can actively play a part in contributing to the environment and the community.

We take a balanced approach in our planning work and consciously protect and enhance our living, working and playing environments. To safeguard Singapore's natural heritage for future generations, we are mindful to plan sensitively in relation to the natural environment.

Caring for the environment is an extension of URA's core work in sustainable development and creating a quality living environment. Hence we are committed to the conserving of resources, as part of our efforts to protect the environment.

We believe in caring for the less fortunate in the society and contributing to the well-being of the community. This is put into action through adopting a charity and encouraging our staff to participate in community service.

As part of the National Education effort, we are committed to increasing students' awareness of Singapore's heritage, and to help them better understand the challenges and constraints that are faced in planning its physical environment.



# AWARDS

**Cityscape Asia 2008 Real Estate Award**  
**for Bras Basah.Bugis – Arts, Culture, Learning**  
**and Entertainment District**

- » Architecture – Best Urban Design  
and Masterplanning Award

**PRISM Award (Public Relations In the Service**  
**of Mankind) 2008**

**Best Public Service Campaigns (Public Sector)**  
**for Marina Bay**

- by Institute of Public Relations of Singapore
- » Excellence Award

**PRISM Award (Public Relations In the Service**  
**of Mankind) 2008**

**Best Public Service Campaigns (Public Sector)**  
**for Architectural and Urban Design Excellence**

- by Institute of Public Relations of Singapore
- » Merit Award

**Exemplary Systems in Government (ESIG)**  
**Award 2007**

**for Integrated Planning and Land Use System (iPLAN)**  
by Urban and Regional Information Systems Association  
(URISA)

- » Distinguished Enterprise Systems

**SAP Excellence Awards 2008**  
**for Resource Management System (REMAS)**

- » Best Upgrade Project Category by SAP

**CIO Asia 100 Honouree 2008**  
**for Intelligent Information Profiling System (IIPS)**

by CIO Asia Magazine

**Green Mark Award**  
**for the URA Centre**

- by Building and Construction Authority
- » Gold Category

**ASTRID Award**  
**for URA Annual Report 2006/2007**  
» Grand Award (Annual Report Category)

**Singapore Quality Class Recertification 2007**  
by SPRING Singapore

**People Developer Recertification 2007**  
by SPRING Singapore

**Excellent Service Award 2007**  
by SPRING Singapore

- » Seven Star Awards
- » 17 Gold Awards
- » 18 Silver Awards

**PS21 STAR Service Awards 2007**  
by Public Service Division, Prime Minister’s Office

**National Innovation & Quality Circles Awards 2007**  
by SPRING Singapore

- » One Silver

**Home Team NS Awards for Employers 2007**  
by Ministry of Home Affairs

- » Special Award

**Meritorious Defence Partner Award 2007**  
by Ministry of Defence

**SHARE (Social Help and Assistance Raised by**  
**Employees) Programme 2007**  
by Community Chest

- » Platinum Award

**Association of Persons with Special Needs Award**  
**for Excellent Service**  
by Children’s Charities Association

- » Bronze Award



**THE MASTER  
PLAN 2008 WILL  
BE A SOUND  
BLUEPRINT TO  
MOULD OUR CITY...**

# CHAIRMAN'S MESSAGE

» URA sees the city as our canvas, painting bold strokes of Singapore's future and at the same time, paying attention to the finer details on the canvas to bring alive the vision. «

The key focus for the past year has been the Master Plan 2008 review where we chart big plans for Singapore, envisioning the city state as a lively and liveable global city – a city that is distinctive, offering great opportunities and a good life for all.

The Master Plan charts our vision for the next 10 to 15 years, building on the strategies derived from URA's mid-term review of the Concept Plan the year before.

Over the past few months, we have actively sought public feedback on our proposals. I would like to thank the thousands who have shared their views and ideas for the draft Master Plan 2008 proposals with us. I am certain that with your feedback, the Master Plan 2008 will be a sound blueprint to mould our city towards global distinction, where big dreams and aspirations come true.

## Shaping Tomorrows Today

The draft Master Plan 2008 will enhance Singapore as a liveable city with quality living environments for all to enjoy. We will be spoilt for choice as a greater diversity of living experiences will be offered in attractive new towns, familiar places, and choice locations around the island, with a plethora of amenities available at our doorstep.

More fun is on the cards as a new comprehensive Leisure Plan is unveiled. In this key proposal of the draft Master Plan 2008, we can expect more leisure choices island-wide for all ages, from the great outdoors, city buzz to quiet green retreats.

The network of park connectors, trails, promenades and the 150km round-island-route will link up the delightful recreational gems around the island and offer a myriad of leisure experiences.

Identity and heritage will continue to be a key focus to make Singapore a home to cherish and a memorable city. Beyond the 6,800 conserved buildings, we will enhance areas with strong characters and identities, special places which help make Singapore's streetscape distinctive and where memories are shared.

To strengthen Singapore's position as a regional hub, new areas like the business and leisure destination of Jurong Lake District,

Paya Lebar Central and the waterfront lifestyle hub at Kallang Riverside will bring jobs and activities closer to home. The Beach Road and Ophir-Rochor corridor plus the rejuvenation of Tanjong Pagar will offer a variety of locations to suit varied business needs.

## Marina Bay: Pulsating with Life

The city centre will continue to be our key commercial centre, especially with the seamless extension of the existing financial district into Marina Bay. Currently, we see a nucleus of office developments taking shape with the completion of One Raffles Quay and the upcoming Marina Bay Financial Centre. Set to be double the size of London's Canary Wharf, the new growth area will be the pulse of financial and business activities.

Besides playing host to the signature New Year's Eve countdown, Marina Bay was abuzz with sporting action as the inaugural Marina Bay Urban Challenge kicked off with the City Duathlon. It was also the centre of celebrations as the nation celebrated its 42nd birthday for the first time on The Float at Marina Bay.

We will witness the remarkable transformations around the Bay as the many developments such as The Sail, the Marina Bay Sands Integrated Resorts and the double-helix bridge take shape to become a premier Garden City by the Bay.

## New Playground Amongst the Ridges

The proposal to link up the Southern Ridges, first mooted under the 2002 Identity Plan, has come into fruition as the two bridges and elevated walkway were completed this year.

Henderson Waves, Alexandra Arch and the meandering Forest Walk provide a seamless connection through the popular hill parks of Mount Faber, Telok Blangah and Kent Ridge and create another enchanting spot in our city. They give us an opportunity to get closer to nature whilst enjoying the panoramic views of the city, harbour and Southern Islands.

## Expressions of Design

The year was a celebration of outstanding architecture and design through the various awards and events organised by URA. The Singapore 1:1 Island exhibition featured 65 of our nation's most

» The Master Plan 2008 will undoubtedly take us further in our endeavour to become a vibrant global city, brimming with excitement and opportunity, and offering an excellent quality of life. «

significant architectural and urban design projects outside the city centre developed since Singapore’s independence.

I am also heartened to note that URA has reached out to the public on architecture and urban design. We co-funded the first-ever Singapore ArchiFest to help raise public awareness and appreciation of good architecture and urban designs. In partnership with schools and the design community, URA rolled out the Young Urbanist Programme where students were introduced to the principles of urban design and planning through a series of workshops.

**Catalyst for Developments**

We work in partnership with private developers through the land sales process to stimulate the development and transformation of the various areas around the island.

The key sites sold under the Government Land Sales programme in the past year include two Marina View land parcels with a combined site area of about 1.92ha to sustain the development momentum at Marina Bay, and a 3.5ha site at Beach Road to set in motion the development of the Beach Road/Ophir-Rochor Corridor.

Responding to pressing business needs, URA helped address the short-term shortage in office supply by selling sites on shorter leases of 15 years for transitional office use. This was well received by the business community.

**Business and Customer-centric**

URA displayed its continual commitment to forge stronger relationships with our stakeholders, partners and the public through constant consultation and engagement, to understand and be attentive to their needs. During the course of the year, we have relaxed or abolished some of our rules, as part of our ongoing review of processes and guidelines to ensure that they are relevant to industry needs.

In response to industry feedback for increased supply and variety of hotel accommodation to meet increasing demand, URA has allowed golf clubs to build hotel accommodation facilities within their club premises. We have also collaborated with the HDB to extend the validity of the home office scheme period, giving home office users more certainty to manage their business plans.

We will continually fine-tune our regulatory framework to be more responsive to our customers.

**Global Connections**

Over the past year, URA has actively promoted Singapore as a great place to live, work and play in at major exhibitions and conferences around the world such as the Marche International des Professionnels de L’Immobilier (MIPIM) in Cannes and MIPIM Asia in Hong Kong.

We also highlighted our proposed plans and real estate investment opportunities in key growth areas such as Marina Bay and the Beach Road/Ophir-Rochor Corridor to the international property and investment community. For the first time, Singapore set up a Singapore Pavilion at the Cityscape Dubai 2007 to promote investment opportunities to Middle Eastern investors.

In addition, we had the privilege of sharing our planning experiences with the many foreign delegates who visited us. In particular, we are honoured to lead the master planning team of the Sino-Singapore Tianjin Eco-city Project, working closely with the Chinese government and other agencies. The Eco-city Project aims to plan for a thriving city that is socially harmonious, environmentally friendly and resource efficient, and most importantly, a replicable model for other Chinese cities.

**Striving Forward**

For the rest of the year, URA will be working hard to finalise the Master Plan 2008 for publication. The Master Plan 2008 will undoubtedly take us further in our endeavour to become a vibrant global city, brimming with excitement and opportunity, and offering an excellent quality of life.

We thank our partners and stakeholders for contributing to the realisation of our plans, working with us to shape the physical landscape of our future and to make Singapore a home of choice, a magnet for business, an exciting playground and a place to cherish.



**Chan Heng Loon, Alan**  
Chairman



# HIGHLIGHTS

1 April 2007 to 31 May 2008



## BIG PLANS FOR TOMORROW

**May 08 »** URA unveiled the draft Master Plan 2008 – Where My Future Is: Great Opportunities, Good Life, which focuses on sustaining economic growth and enhancing the quality of life for our people for the next 10 to 15 years. **1**

## MAGNET FOR BUSINESS

### Sporting Action at Marina Bay

**May 07 »** The Oakley City Duathlon kicked off the inaugural Marina Bay Urban Challenge, an annual series of sporting events, held at the Central Promontory. **2**

### Celebration at Marina Bay

**Aug 07 »** The National Day Parade was held for the first time on the world's first and largest floating stage on 9 Aug 2007.

### Marina Bay Countdown

**Dec 07 »** A 250,000-strong crowd ushered in the New Year at the Bay amidst dazzling fireworks and thousands of wishing spheres. **3**

### New Financial District at Marina Bay

**Feb 08 »** URA unveiled details on how Marina Bay will be a seamless extension of Raffles Place, offering high-quality office spaces along a lively waterfront.

### Plans for Ophir-Rochor Unveiled

**Mar 08 »** The Ophir-Rochor Corridor will be transformed with exciting proposals to develop it into a mixed-use area, featuring offices, hotels, residential and other complementary facilities within a park-like environment.

### Journey to the West

**Apr 08 »** The blueprint for Jurong Lake District was unveiled as part of the draft Master Plan 2008. URA's vision is to transform the area into a unique lakeside destination for business and leisure in the next 10 to 15 years. **4**



# PLAYGROUNDS WE LOVE

## Punggol Point

**Nov 07 »** The proposals for a new waterfront promenade and park at Punggol Point were unveiled and will bring the public up close to the waters.

## Woodlands Waterfront

**Jan 08 »** The proposal for the Woodlands Waterfront, comprising a coastal promenade and a park, was unveiled. The new facilities will improve accessibility of the northern coast and its waterfront to the people. **5**

## More Nature Walks

**May 08 »** A new playground for the people was officially opened. Prime Minister Lee Hsien Loong opened two pedestrian bridges, Henderson Waves and Alexandra Arch, and an elevated walkway, Forest Walk, linking up the three hillparks at the Southern Ridges, enabling the public to walk from Kent Ridge, Telok Blangah Hill to Mount Faber. **6**

## Labrador Nature and Coastal Walk

**May 08 »** URA announced plans to build a series of connections at the Southern Ridges, from Alexandra Road to the waterfront at Bukit Chermin, from hilltops down to seafront, enabling visitors to enjoy greenery, rustic charm and waters.

## New Island-wide Leisure Plan

**May 08 »** As part of the draft Master Plan 2008 review, URA also unveiled the new island-wide Leisure Plan that showcases a diverse range of leisure opportunities for all to enjoy.





# HIP HOTSPOTS

## Rejuvenating Orchard Road

**Oct 07 »** Singapore’s premier shopping street, Orchard Road, will get a boost under a \$40 million rejuvenation package announced by the Singapore Tourism Board (STB), and jointly driven by an inter-agency taskforce comprising URA and other government agencies.

## Enhancing Singapore River

**Feb 08 »** Singapore River will be developed into an even more compelling 24/7 waterfront leisure destination through a series of infrastructural enhancement works and staging of new events announced jointly by URA and STB. **7**

## New Open Space at Dhoby Ghaut

**Mar 08 »** The vacant State land above the Dhoby Ghaut MRT station will be put to good use as an interim space for community events and performances under URA’s Public Spaces Master Plan. **8**

## Bras Basah.Bugis

**May 08 »** URA’s efforts to rejuvenate Bras Basah.Bugis and make it a thriving Arts & Culture, Learning and Entertainment Hub was recognised at the second Cityscape Asia 2008, under the category ‘Architecture – Best Urban Design & Masterplanning’.



# CREATING A PLACE TO CHERISH

## Young Urbanist Programme

**May 07 »** Students got to appreciate what good urban design is all about through a series of workshops designed specially for them by URA. **9**

## Architectural Heritage Award 2007

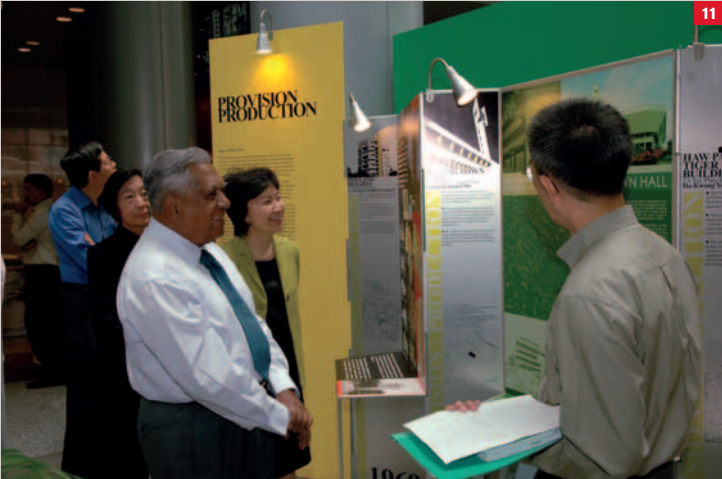
**Oct 07 »** Six winning restoration projects were recognised at the annual Architectural Heritage Award ceremony. **10**



Source: SCDA Architects Pte Ltd







**Singapore 1:1 Island Exhibition**

**Nov 07 »** 65 of Singapore’s most significant architectural and urban design projects outside the city centre told stories of Singapore’s economic and social transformation since our nation’s independence.

**Feb 08 »** President S R Nathan toured the Singapore 1:1 exhibition on 5 Feb 2008.

**Singapore ArchiFest 07**

**Nov 07 »** Singapore celebrated A•UDE excellence through architectural and urban events at the inaugural Singapore ArchiFest. The event was organised by the Singapore Institute of Architects and co-funded by URA under the A•UDE Promotion Programme.

**President Design Award 2007**

**Nov 07 »** Three designers and designs under the Architecture & Urban Design discipline were recognised at the 2nd President’s Design Award.



**OUR LAND SALES PROGRAMME**

**Aug 07 »** URA successfully sold the first transitional office site at Scotts Road to Scotts Spazio Pte Ltd.

**Sep 07 »** URA successfully sold two sites – a commercial sale site at Beach Road to South Beach Consortium and the Marina View Land Parcel A to MGP Berth Pte Ltd.

**Dec 07 »** URA successfully sold Marina View Land Parcel B to MGP Kimi Pte Ltd.



South Beach

Source: City Developments Ltd



# PRO-BUSINESS INITIATIVES

## Hotel Accommodation Allowed in Golf Clubs

**Jul 07 »** URA announced guidelines to allow hotel accommodation to be built within golf clubs, increasing the supply and variety of hotel accommodation.

## Revised Baseline Definition

**Jan 08 »** URA embarked on an extensive communication effort to educate and inform the industry on the revised development baseline definition which came into effect on 1 Jan 08.

## Conversion of Surplus Car Parks to Office Uses

**Feb 08 »** URA allowed surplus car parks in commercial, mixed-use and hotel developments in the Central Business District and Marina Centre areas to be temporarily converted into office use.

## Home Office Scheme

**Apr 08 »** URA and HDB jointly extended the validity period for the Home Office Scheme from three years to five years, giving businesses more certainty in their operations.



# CONNECTING GLOBALLY

## Cityscape Asia 2007

**Apr 07 »** URA was the supporter and participant of the inaugural Cityscape Asia exhibition and conference in Singapore. We showcased our plans and visions, and wooed international investors with real estate investment opportunities. **14**

## Participation in Cityscape Dubai

**Oct 07 »** URA participated in Cityscape Dubai. It marked the first time a Singapore Pavilion was set up in a premier international property event in the Middle East to attract and promote Singapore to Middle Eastern investors. **15**

## Singapore City Gallery Welcomes VIP

**Nov 07 »** Korea's First Lady, Kwon Yang-suk, paid a visit to our City Gallery to learn about Singapore's co-location strategy.

## Visit from Tianjin Officials

**Jan 08 »** Officials from the China Academy, Tianjin Planning and Design Institute, and the Tianjin Planning Bureau visited URA for discussions on the Sino-Singapore Tianjin Eco-city Project.

## Showcasing Ophir-Rochor at MIPIM Cannes

**Mar 08 »** URA participated in MIPIM Cannes and marketed the first sale site in the Ophir-Rochor Corridor to international investors and to showcase Singapore as a great city to invest, live, work and play in.

## Cityscape Asia 2008

**Apr 08 »** URA showed its support once again and participated in the second Cityscape Asia exhibition and conference in Singapore.



# GOING GREEN

**May 08 »** The URA Centre was awarded the BCA Green Mark (Gold) Award for our environmentally-friendly features and good practices. **16**



**OUR BOARD  
MEMBERS BRING  
BIG PASSION  
WITH THEM**



# MEMBERS OF THE BOARD

## A: Mr Chan Heng Loon, Alan (CHAIRMAN)

(FROM 1 DECEMBER 2005, APPOINTED  
CHAIRMAN SINCE 1 APRIL 2006)

- » Chief Executive Officer, Singapore Press Holdings
- » Chairman, SPH Magazines Pte Ltd
- » Chairman, SP PowerAssets Ltd
- » Board Member, Singapore Power Ltd
- » Board Member, MediaCorp Press Ltd and MediaCorp TV Holdings Pte Ltd
- » Board Member, Casino Regulatory Authority of Singapore
- » Chairman, PowerGas Limited

## B: Mr Chan Sui Him

(FROM 1 APRIL 2006)

- » President, Board of Architects
- » Chairman, DP Architects Pte Ltd
- » Director, DSLSG Investment Co Pte Ltd

## C: Mr Chong Lit Cheong

(FROM 1 APRIL 2006)

- » Chief Executive Officer, International Enterprise Singapore
- » Chairman, IE Singapore Holdings Pte Ltd
- » Chairman, CrimsonLogic Pte Ltd
- » Director, Changi Airports International Pte Ltd
- » Director, Singapore Cooperation Enterprise
- » Director, Business China
- » Council Member, National Crime Prevention Council
- » Trustee, Asia Pacific Breweries Foundation

## D: Mrs Cheong Koon Hean

(FROM 1 APRIL 2004)

- » Chief Executive Officer, Urban Redevelopment Authority
- » Deputy Secretary (Special Duties), Ministry of National Development
- » Board Member, National Heritage Board
- » Board Member, JTC Corporation
- » Board Member, Jurong Port Pte Ltd (from 1 Aug 2008)
- » Board Trustee, Urban Land Institute

## E: Prof Heng Chye Kiang

(FROM 1 APRIL 2003)

- » Dean, School of Design and Environment, National University of Singapore (from 1 Aug 2007)
- » Board Member, Centre for Liveable Cities Advisory
- » Board Member, Asia Research Institute
- » Board Member, Institute of Real Estate Studies
- » Academic Advisory Committee Member, Chinese University of Hong Kong
- » Editorial Advisory Board Member, Journal of Architecture (ROC)
- » International Editorial Advisor, Traditional Dwellings & Settlements Review (USA)
- » International Editorial Board Member, Journal of Architecture Education (China)

## F: Mr Inderjit Singh

(FROM 1 APRIL 2000)

- » Founder and Chief Executive Officer, Infiniti Solutions Pte Ltd
- » Member of Parliament for Ang Mo Kio Group Representative Constituency
- » Chairman, Ang Mo Kio Yio Chu Kang Town Council
- » Member, Board of Trustees, Nanyang Technological University
- » Chairman, Action Crucible for Finance
- » Chairman, National Trust Council
- » Deputy Chairman, National Youth Achievement Award
- » Deputy Chairman, Action Community for Entrepreneurs

## G: Mr Mok Wei Wei

(FROM 1 APRIL 2006)

- » Managing Director, W Architects Pte Ltd
- » Deputy Chairman, Preservation of Monuments Board
- » Council Member, Chinese Heritage Centre
- » Member, Board of Architects (to Dec 2007)

## H: Mr Ong Chong Tee

(FROM 1 APRIL 2006)

- » Deputy Managing Director (Research, Monetary Policy & Investments, Development & External Relations), Monetary Authority of Singapore
- » Board Member, Central Provident Fund Board
- » Board Member, Singapore Land Authority
- » Council Member, Institute of Banking and Finance
- » Member, Savers Fund Trustee Board, Ministry of Defence
- » Members, INVEST Board of Trustees, Ministry of Home Affairs

## I: BG (NS) Tan Kok Kiang Bernard Richard

(FROM 1 APRIL 2006)

- » Managing Director, DBS Bank (from 2 Jan 2008)
- » Director, Premier Corporation Pte Ltd
- » Board Member, St Joseph's Institution

## J: Dr Teh Kok Peng

(FROM 1 APRIL 2004)

- » President, GIC Special Investments Pte Ltd
- » Board Member, China International Capital Corporation
- » Member, Governing Board, Lee Kuan Yew School of Public Policy
- » Member, Board of Governors, Institute of Policy Studies

## K: Mr Tham Khai Meng

(FROM 1 APRIL 2006)

- » Co-Chairman, Ogilvy & Mather Asia Pacific
- » Board Member, Ogilvy & Mather Worldwide New York
- » Deputy Chairman, DesignSingapore Council, Ministry of Information, Communications and the Arts
- » Chairman, Industry Development Panel, Ministry of Information, Communications and the Arts



# MANAGEMENT TEAM

- A: Mrs Cheong Koon Hean**  
» CHIEF EXECUTIVE OFFICER

**B: Mrs Koh-Lim Wen Gin**  
» CHIEF PLANNER & DEPUTY CHIEF EXECUTIVE OFFICER, PHYSICAL PLANNING AND CONSERVATION & URBAN DESIGN

**C: Mr Tan Siong Leng**  
» DEPUTY CHIEF EXECUTIVE OFFICER, DEVELOPMENT CONTROL AND CORPORATE DEVELOPMENT

**D: Mr Choy Chan Pong**  
» DIRECTOR, LAND ADMINISTRATION

**E: Mr Lee Kwong Weng**  
» DIRECTOR, CORPORATE DEVELOPMENT

**F: Mr Ler Seng Ann**  
» DIRECTOR, CONSERVATION & DEVELOPMENT SERVICES

**G: Mr Lim Eng Hwee**  
» ASSISTANT CHIEF PLANNER & DIRECTOR, PHYSICAL PLANNING
- H: Mr Larry Ng Lye Hock**  
» DIRECTOR, ARCHITECTURE & URBAN DESIGN EXCELLENCE

**I: Mr Wong Kai Yeng**  
» DIRECTOR, PLANNING SERVICES

**J: Mdm Fun Siew Leng**  
» DIRECTOR, URBAN PLANNING & DESIGN

**K: Mr Han Yong Hoe**  
» DIRECTOR, DEVELOPMENT CONTROL

**L: Mr Peter Tan**  
» DEPUTY DIRECTOR, DEVELOPMENT CONTROL

**M: Mr Lim Eng Chong**  
» DEPUTY DIRECTOR, LAND ADMINISTRATION, CAR PARKS

**N: Mrs Teh Lai Yip**  
» DEPUTY DIRECTOR, CONSERVATION & DEVELOPMENT SERVICES
- O: Mr Seow Kah Ping**  
» DEPUTY DIRECTOR, PLANNING SERVICES

**P: Mr Tan See Nin**  
» DEPUTY DIRECTOR, PHYSICAL PLANNING, DEVELOPMENT

**Q: Mr Randy Lim**  
» DEPUTY DIRECTOR, CORPORATE DEVELOPMENT, INVESTMENT

**R: Mr Richard Hoo**  
» DEPUTY DIRECTOR, PHYSICAL PLANNING, POLICY

**S: Mr Andrew Fassam**  
DEPUTY DIRECTOR, URBAN PLANNING & DESIGN

**T: Mr Peter Quek**  
» DEPUTY DIRECTOR, CORPORATE DEVELOPMENT, INFORMATION SYSTEMS

**U: Mr Marc Boey**  
» DEPUTY DIRECTOR, LAND ADMINISTRATION, SALES & RESEARCH





OUR TEAM  
**THINKS BIG** AND  
PUTS BIG PLANS  
INTO MOTION

# CORPORATE GOVERNANCE

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

### URA Board

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

Apart from its statutory responsibilities, the Board also plays a strategic role in providing guidance to Management on URA’s professional planning and urban design work areas towards achieving URA’s mission.

The Board meets six times a year.

### Staff Review Committee

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

The Staff Review Committee meets at least once a year.

### Finance & Investment Committee

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

The Finance & Investment Committee meets at least two times a year.

### Audit Committee

The Audit Committee (AC) is chaired by a non-executive Board member and includes three other Board members. The main function of the AC is to assist the Board in discharging its statutory and oversight responsibilities. It meets with URA’s internal and external auditors to review their audit plans, observations, and the annual audited financial statements. The AC also reviews, with the internal and external auditors, the results of their evaluation of URA’s internal control system. The Audit Committee meets four times a year.

### STAFF REVIEW COMMITTEE

#### Chairman

Mr Chan Heng Loon, Alan

#### Members

Mrs Cheong Koon Hean

Mr Bernard Tan

### FINANCE & INVESTMENT COMMITTEE

#### Chairman

Mr Chan Heng Loon, Alan

#### Members

Mrs Cheong Koon Hean

Mr Ong Chong Tee

Dr Teh Kok Peng

Mrs Chin Ean Wah  
(Chief Executive Officer, Wiser Asset Management)

### AUDIT COMMITTEE

#### Chairman

Mr Inderjit Singh

#### Members

Mr Chan Sui Him

Mrs Cheong Koon Hean

Mr Tham Khai Meng

**RISK MANAGEMENT PRACTICES  
AND INTERNAL CONTROLS**

**Internal Control Framework**

URA’s internal control framework aims to ensure that assets are properly safeguarded, accounting systems and controls are sound and effective, financial information is reliable and key computerised systems are adequately secure to minimise our risks.

These objectives are achieved through:

- » Management’s emphasis on the importance of good governance and an organisational culture that is conscious of the need for internal control and risk management.
- » An organisation structure with clear definition of responsibility and reporting at different levels of the organisation.
- » Established communication channels through regular staff seminars, staff circulars, orientation briefings and provision of comprehensive information in URA’s intranet to educate staff on internal controls and good governance.
- » A Financial Operations Manual, which sets out the internal control and financial policies, procedures and financial authority relating to all key operations of URA.
- » Careful selection and deployment of staff, with regular reviews to ensure there is appropriate segregation of duties and that personnel are not assigned conflicting responsibilities.
- » Independent internal and external auditing functions.
- » Adoption of Singapore Government Security Instructions for the Handling and Custody of Classified Documents and Government Instruction Manual on Information Technology to ensure proper use and safeguarding of URA’s information.
- » Close monitoring of URA’s financial risk exposure and implementing measures to minimise risk.
- » Monitoring of monthly and quarterly reporting of financial and operational performance of key activities by Management and the Board.

**Internal and External Audit Functions**

URA’s Internal Audit Section conducts audits and reviews on URA’s business functions to provide assurance to the Board that internal controls are adequate and effective in all key financial

and operational systems and processes. The scope of the Internal Audit function encompasses:

- » Performing enterprise-wide risk assessments and review of risk management practices.
- » Conducting financial and operational audits.
- » Conducting IT security audits on key computerised systems and networks.
- » Performing checks on compliance with statutory requirements, regulations and standards.

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

PricewaterhouseCoopers (PwC) was appointed by the Minister for National Development in consultation with the Auditor-General for the audit of URA’s Financial Statements. Arising from the audit, PwC reports to the Audit Committee its findings on significant audit, accounting and internal control issues, and also recommends possible ways in which the system and procedures can be improved. Management will ensure the appropriate follow-up actions are taken in respect of PwC’s audit recommendations. The Chairman of the Board, the Minister for National Development and Auditor-General are kept informed of these audit reports.

**Business and Ethical Conduct**

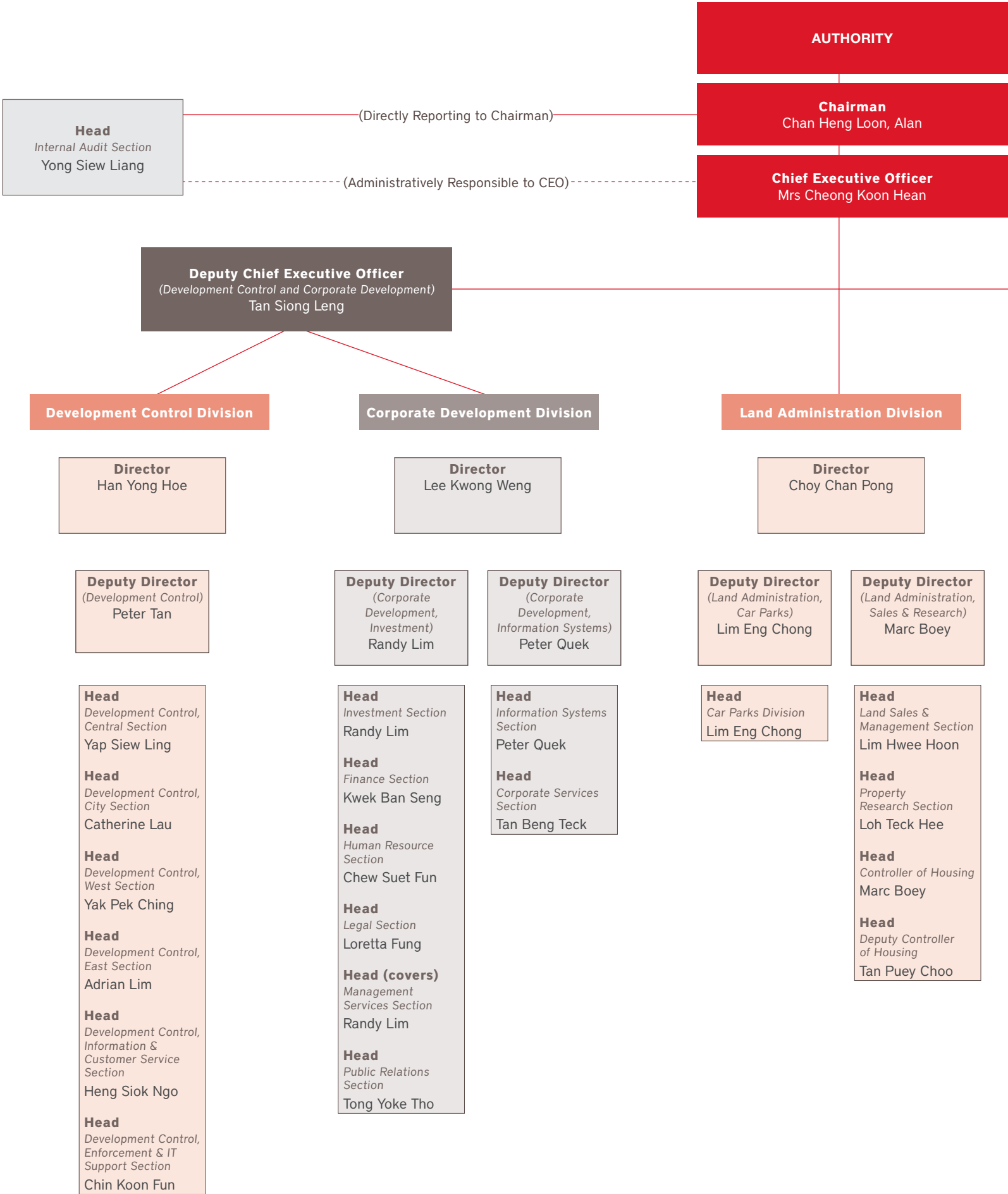
All staff of URA are bound by URA’s terms & conditions of service to maintain a high standard of business and ethical conduct. In the course of their official duties, they are obliged not to involve themselves in matters where a conflict of interest may arise and are to declare the situation to their supervisor. They are also obliged to comply with established guidelines pertaining to the acceptance of gifts and invitations from contractors, suppliers, clients, customers, developers and any member of the public.

In addition, all staff members are subject to provision of the Official Secrets Act and the Statutory Bodies And Government Companies (Protection Of Secrecy) Act. They are required to sign a declaration upon recruitment to acknowledge this provision, and are reminded of this provision when they leave URA’s service.

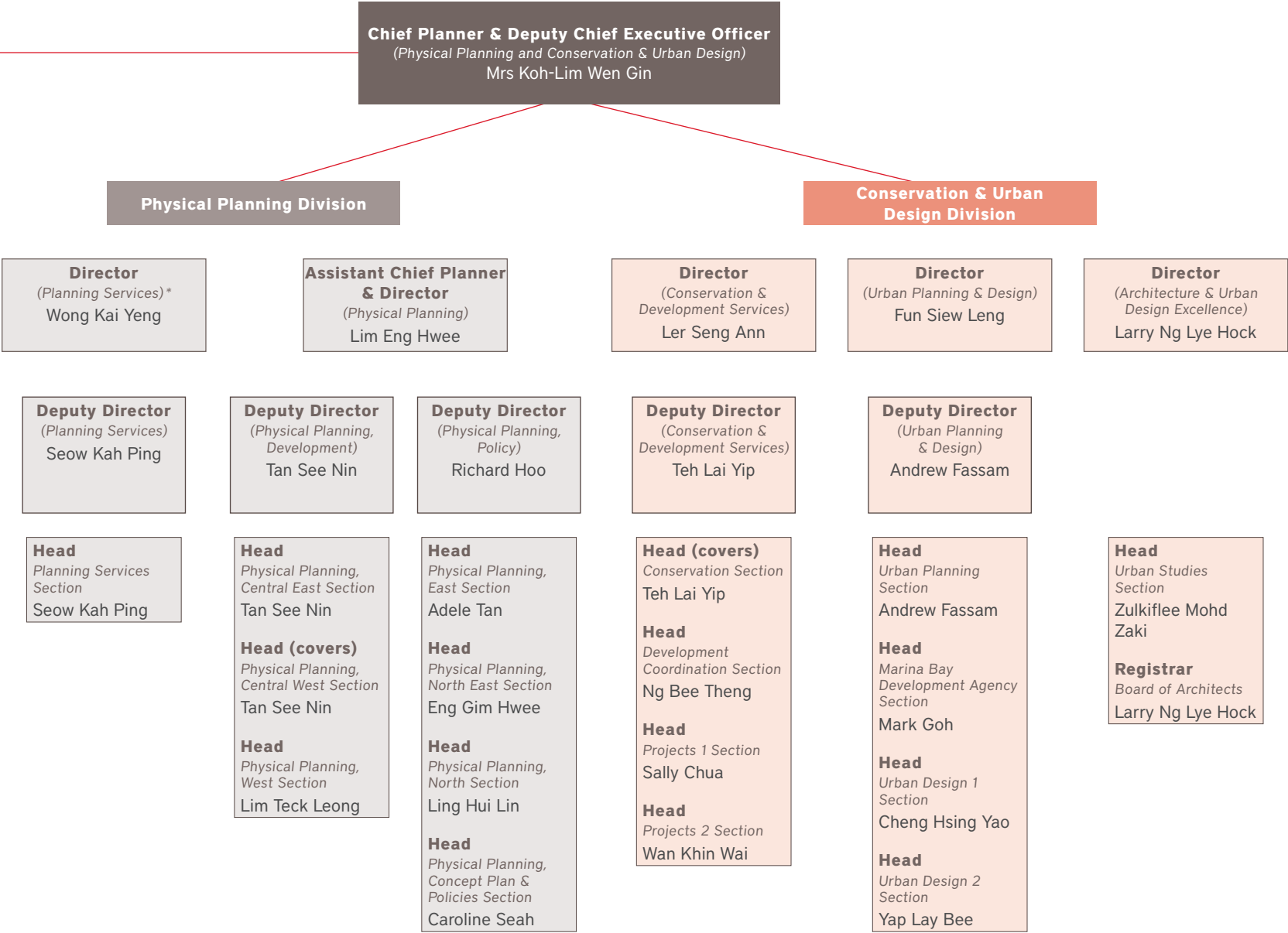
URA has also put in place a Fraud Policy Statement to strengthen its business and ethical conduct.

# ORGANISATION CHART

(As at 1 August 2008)







\* Overseas consultancy and related work will be under DCEO Tan Siong Leng's purview



# ADVISORY COMMITTEES

(As at 1 August 2008)

## INTERNATIONAL PANEL OF ARCHITECTS & URBAN PLANNERS

This panel advises on international best practices and trends in planning and urban design, and development strategies of cities around the world. It also provides feedback on planning and urban design issues identified by URA, as well as identifies ways to encourage and promote innovative architecture and urban design in Singapore.

### Chairman

Mr Chan Heng Loon, Alan  
Chairman, Urban Redevelopment Authority

### Members

Mr Aaron Betsky  
Director, Cincinnati Art Museum, USA

Prof Joan Busquets, Arch  
Professor, Harvard Graduate School of Design, USA

Mr Bob Deacon  
General Manager, Darling Harbour, Australia

Prof Sir Peter Hall  
Professor of Planning, University College London, UK

Prof Fumihiko Maki  
Principal, Maki & Associates Architects, Japan

Ms Marilyn Taylor  
Urban Design Partner, Skidmore, Owings & Merrill, USA

## CONSERVATION ADVISORY PANEL

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

### Chairman

Dr James Khoo  
Senior Consultant Neurosurgeon, Neurological Surgery Pte Ltd

### Members

Ms Ida Bachtiar  
Managing Director, Naga Films Pte Ltd

Dr Zoe Boon Suan Loy  
Principal, Anglican High School

Ms Claire Chiang  
Managing Director, Banyan Tree Gallery Singapore Pte Ltd

Mr Richard Eu Yee Ming  
Group Chief Executive Officer, Eu Yan Sang International Ltd

Ms Goh Sin Hwee (from 1 June 2008)  
Associate Local News Editor, Lianhe Zaobao

Mr Michael Koh  
Chief Executive Officer, National Heritage Board

Mrs Koh-Lim Wen Gin  
Chief Planner & Deputy Chief Executive Officer,  
Physical Planning and Conservation & Urban Design,  
Urban Redevelopment Authority

Prof Lily Kong Lee Lee  
Vice-President (University & Global Relations) & Director,  
Asia Research Institute, National University of Singapore

Mr Samuel Lee Seong Meow (to 31 May 2008)  
Associate Dean, Degree Programmes, Nanyang Academy  
of Fine Arts

Ms Sabrina Long (from 1 June 2008)  
Head of Department, 3D Design, Nanyang Academy of Fine Arts

Mr Mohamed Muzammil bin Mohamed (from 1 June 2008)  
Lawyer & Vice-Chairman, Bedok Community Centre  
Management Committee

Mr Nazir Bin Hussin (to 31 May 2008)  
Lecturer (Electrical Engineering), School of Engineering,  
Ngee Ann Polytechnic

Mr Ng Chee Seng  
Assistant Honorary Secretary, Real Estate Developers' Association  
of Singapore

Mr Robin Ng Kian Tong  
President, Citycab Operators' Association

Ms Rita Soh Siow Lan (to 31 May 2008)  
Immediate Past President, Singapore Institute of Architects

Mr Tai Lee Siang (from 1 June 2008)  
President, Singapore Institute of Architects

Dr Easaw Thomas  
Senior Consultant, Anaesthesia (Obstetrics & Gynaecology)  
Department, KK Women’s & Children’s Hospital

Ms Wo Mei Lan  
Director, Liu & Wo Architects Pte Ltd

**DESIGN GUIDELINES WAIVER COMMITTEE**

This committee considers and advises URA on whether appeals for waivers from URA’s urban design guidelines and standard development control requirements can be supported. It considers how the buildings will enhance our urban landscape and skyline in waiving some of these guidelines for innovative and quality building designs.

**Chairman**

Mr Mok Wei Wei  
Managing Director, W Architects Pte Ltd

**Members**

Mr Joseph Cheang  
Director, Architects 61 Pte Ltd

Mdm Fun Siew Leng  
Director (Urban Planning & Design), Conservation & Urban Design Division, Urban Redevelopment Authority

Mr Look Boon Gee (from 1 July 2008)  
Principal Partner, Look Architects

Mr Peter How (to 30 June 2008)  
Executive Vice President, CPG Consultants Pte Ltd

Mr Tai Lee Siang  
Director, DP Architects Pte Ltd

Mr Tan Shee Tiong (to 30 June 2008)  
Consultant, DP Architects Pte Ltd

Ms Yap Mong Lin (from 1 July 2008)  
Principal, Yap Architects

**DESIGN ADVISORY COMMITTEE**

This committee reviews and provides feedback on URA’s urban design and waterbodies design guidelines; advises on local best practices and industry trends for urban design, building and architecture; and identifies ways to encourage and promote innovative architecture and urban design in Singapore.

**Chairman**

Prof Heng Chye Kiang  
Dean, School of Design and Environment, National University of Singapore

**Members**

Mr Chan Soo Khian (from 1 July 2008)  
Founding Principal, SCDA Architects Pte Ltd

Mr Chan Sui Him  
Chairman, DP Architects Pte Ltd

Mr Anthony Chia (from 1 July 2008)  
Deputy General Manager, Design & Projects, City Developments Limited

Mr Chng Chee Beow  
Executive Director, Wing Tai Land Pte Ltd

Mr Allen Kerton (to 30 June 2007)  
Chairman, President and Managing Director, Belt Collins International (Singapore) Pte Ltd

Mrs Koh-Lim Wen Gin  
Chief Planner & Deputy Chief Executive Officer, Physical Planning and Conservation & Urban Design, Urban Redevelopment Authority

Mr Liam Wee Sin  
Chief Operating Officer, UOL Group Limited

Mrs Ong Choon Fah  
Executive Director, Advisory Services, Consulting & Research, DTZ Debenham Tie Leung (SEA) Pte Ltd

Mr William Ong  
Partner, Axis Architects Planners

Mr Benson Puah (from 1 July 2007)  
Chief Executive Officer, The Esplanade Co Ltd

Mr Siew Man Kok (to 30 June 2008)  
Partner, MKPL Architects

Ms Rita Soh Siow Lan  
Director, RDC Architects Pte Ltd