

Shaping Singapore's Next Chapter



Annual Report
2025 | 2026

Contents

- 3** Reflections from Chairman
- 7** Turning Plans into Liveable Places
- 16** Enabling Growth, Resilience and Market Confidence
- 23** Strengthening Resilience and Driving Transformation
- 30** Creating Shared Experiences and Future Capabilities
- 37** Board Members
- 39** Management Team
- 41** Advisory Committees
- 43** Corporate Governance
- 47** About Us

Building on Enduring Foundations to Steward Singapore's Next Chapter

Reflections from Mrs Ow Foong Pheng, Chairman,
Urban Redevelopment Authority

Around the world, cities are navigating an increasingly complex and uncertain landscape. Climate change, economic volatility, technological disruption and shifting social needs are reshaping how people live, work and connect. In this turbulent environment, the ability to plan ahead while remaining responsive to change has never been more critical.

For Singapore, long-term planning has always been more than a technical exercise. It is a strategic discipline and shared responsibility. In a country where land is finite and every choice carries weight, we continuously balance present needs and future possibilities, making deliberate and sometimes difficult decisions so that Singapore remains liveable, inclusive and resilient for Singaporeans.

This past year, the Urban Redevelopment Authority (URA) marked a significant milestone with the gazette of the Master Plan 2025, following our most extensive public engagement exercise to date. Over two years from October 2023, Singaporeans from all walks of life contributed ideas, aspirations and feedback through exhibitions, dialogues, workshops and community conversations, to build a shared vision for how Singapore's physical development should take shape over the next decade and beyond, so as to accommodate growth and opportunities, and maintain a good quality of life for our people. The Master Plan 2025 is therefore more than a land use blueprint — it reflects a shared ambition for a city that supports well-being, sustains economic vitality, strengthens resilience, and safeguards our natural and built heritage.

The gazette of the Master Plan is not the culmination of the journey. It marks the transition from shared vision to implementation, where ideas are progressively translated into new neighbourhoods, infrastructure and lived experiences.

URA has worked closely with partners across government, industry and the community to advance the implementation of land use plans on multiple fronts. Amid a fast-changing global environment, we have continued to refine Singapore's planning strategies while staying guided by our long-term vision. This balance of foresight, discipline and adaptability has been central to Singapore's development into a highly liveable, resilient and distinctive global city.



Turning plans into places across Singapore

In the coming years, new homes and neighbourhoods will emerge in central locations such as Pearl's Hill, Marina South, Bukit Timah Turf City, the former Keppel Golf Course site and Mount Pleasant, along with new housing areas at Dover-Medway, the former Singapore Racecourse at Kranji, Newton and Paterson, as well as longer-term developments at the future Sembawang Shipyard district and Paya Lebar Air Base. These future neighbourhoods are being carefully planned as well-connected, green and distinctive places, integrating housing with transport networks, parks, community facilities and everyday amenities to support diverse lifestyles and evolving needs.

Alongside these efforts, existing towns are being progressively renewed to meet the changing needs of Singaporeans while retaining their familiarity and character.

Bringing everyday living even closer to home

In line with the Master Plan's vision for convenient, active and inclusive living, URA continues to work closely with partner agencies to bring daily needs and community facilities closer to where people live. New Sport-in-Precinct facilities in Kolam Ayer and Whampoa, together with future integrated community hubs in towns such as Woodlands, Yio Chu Kang and Sengkang, will improve access to sports, recreation and essential services within residential estates. We are also improving transport connectivity and neighbourhood amenities while repurposing underutilised spaces such as areas beneath viaducts and within HDB multi-storey car parks for community use. These efforts help to make more efficient use of our limited land.

We made good progress on the Bishan-to-City Links project with the completion of more than half of Singapore's longest elevated pedestrian and cycling bridge across the Pan-Island Expressway. When ready, the 682m bridge will form part of a continuous 10km green route from Bishan to the city centre, bringing nature and active mobility opportunities closer to around 800,000 residents. Together with a new park, sports and recreational facilities in an open space beneath Whampoa Flyover along the Central Expressway, a park connector and connectivity improvements to nearby neighbourhoods, these enhancements will strengthen links between communities and support our vision for the Kallang River corridor as a vibrant green spine through the city. By improving access to nature, recreation and surrounding neighbourhoods, we are creating a more accessible, liveable and inclusive environment for residents and visitors to enjoy for years to come.

Strengthening Singapore's identity and enhancing public spaces

As we shape new districts and rejuvenate existing ones, URA continues to place strong emphasis on identity, heritage and placemaking, so that Singapore's growth is not only forward-looking, but also deeply rooted in its history, culture and enduring identity.

Through initiatives such as the Historic East Identity Corridor and other neighbourhood engagements, communities were invited to help shape how familiar places could be enhanced for everyday enjoyment. These efforts are helping to create more welcoming streets, public spaces and neighbourhood anchors that foster social interaction and a stronger sense of belonging.

At the same time, conservation and adaptive reuse efforts continue to enable important buildings and sites to remain active contributors to Singapore's evolving urban landscape, while retaining their historical significance and character. This is reflected in upcoming estates such as Bukit Timah Turf City, where heritage buildings will be thoughtfully woven into the new housing estate to create a distinctive neighbourhood that honours its past, embraces its natural surroundings, and offers residents a unique place to live, gather and thrive.

Supporting a competitive and resilient economy

URA continues to support Singapore's economic competitiveness by maintaining a stable and responsive pipeline of development opportunities that enables sustainable growth and investment. Through the Government Land Sales Programme, we ensure a steady supply of housing and mixed-use sites to support demand, maintain market stability and meet longer-term development needs. Strategic growth areas, such as Jurong Lake District, are being progressively strengthened as key nodes of future economic activity, while decentralisation efforts bring more jobs, amenities and services closer to homes.

Complementing these efforts, initiatives such as CORENET X — a one-stop digital platform for building regulatory approvals — and the digitalisation of our touchpoints with the real estate industry through the One-Stop Developers' Portal, are streamlining processes and enhancing efficiency across the built environment and real estate sectors. At the same time, measures such as streamlined approvals for showflat sites, new legislation to formalise the Business Improvement District model, and pilot initiatives to support greater night vibrancy in the city centre, are fostering a more agile, pro-enterprise and dynamic urban environment.

Building a climate-resilient city for our future

Sustainability and resilience remain central to Singapore's planning approach. Over the past year, URA has worked with partner agencies on forward-looking strategies to safeguard Singapore against the impact of climate change. Technical studies for 'Long Island' have advanced in support of Singapore's long-term coastal protection strategy, with preparatory works commencing soon to ensure timely delivery of this critical project. At the same time, we continue to integrate climate-sensitive urban design strategies across the island. These efforts underscore our commitment to shaping a city that is not only efficient and liveable today, but also resilient and sustainable for generations to come.

URA also continues to harness digital technologies to transform city planning. As Singapore's urban environment becomes more complex, digital tools and data are enabling more integrated, coordinated and responsive future-ready planning. The Infrastructure Network Planning and Alignment Clearance platform, for instance, is enhancing the planning and coordination of underground infrastructure, reducing disruptions and costs, while optimising the use of underground space and safeguarding capacity for future needs.

URA has also accelerated the adoption of artificial intelligence across its work, from improving access to decades of planning records and streamlining Government Land Sales processes, to supporting safer, more efficient operations, and enhancing user experience across key services. As these capabilities continue to mature, AI will help improve work efficiency, support better-informed decisions, and strengthen our ability to deliver more responsive, innovative and effective planning outcomes for Singapore.

Advancing design excellence

Beyond planning systems and processes, URA continues to champion design excellence as a key pillar of Singapore's urban development. Platforms such as the President's Design Award, the '20 Under 45' programme, and Singapore's participation in international forums, including the Venice Architecture Biennale, underscore the importance of thoughtful, human-centred design in shaping distinctive and meaningful places. Together with initiatives such as the World Cities Summit and the Lee Kuan Yew World City Prize, these efforts promote the exchange of ideas and best practices, celebrate excellence in urban development, and nurture the next generation of architects, planners and designers who will shape the cities and lived experiences of tomorrow.

Shaping tomorrow's Singapore together

None of these achievements would have been possible without the strong partnership of our stakeholders across government, industry, academia, community and interest groups, and the wider public. I extend my deepest appreciation to all stakeholders, volunteers and staff for their continued dedication and commitment to shaping Singapore's future.

As we look ahead, Singapore's next chapter will be defined by how we continue to respond to an increasingly complex world, from climate change and demographic shifts to economic transformation and evolving social needs. Yet Singapore's experience has shown that with long-term planning, collective stewardship and strong partnerships, we can adapt, thrive and seize new opportunities with confidence.

URA remains committed to stewarding Singapore's precious land responsibly, strengthening resilience, and shaping a city where present and future generations can fulfil their aspirations. Together, we will continue to build on strong foundations and translate plans into meaningful places, shaping a Singapore that remains liveable, inclusive and inspiring for everyone.



Ow Foong Pheng
Chairman

Turning Plans into Liveable Places



Long-term planning remains central to Singapore's sustainable development, helping us balance growth, liveability and resilience. In 2025, URA launched the Draft Master Plan 2025 (DMP2025) exhibition and gazetted Master Plan 2025 (MP2025), Singapore's statutory land use blueprint for the next 10 to 15 years, shaped through public engagement to guide the development of homes, workplaces, amenities and public spaces. As these plans move from vision to implementation, URA will continue to work with communities, stakeholders and agencies to create a more liveable, inclusive and future-ready city.

Shaping a More Liveable and Endearing Home

Launched in October 2023, URA's DMP2025 public engagement exercise was its most extensive to date, reaching close to 220,000 people. Singaporeans shared aspirations for more connected neighbourhoods, accessible amenities, welcoming public spaces and a more climate-resilient city that is rooted in nature and identity.

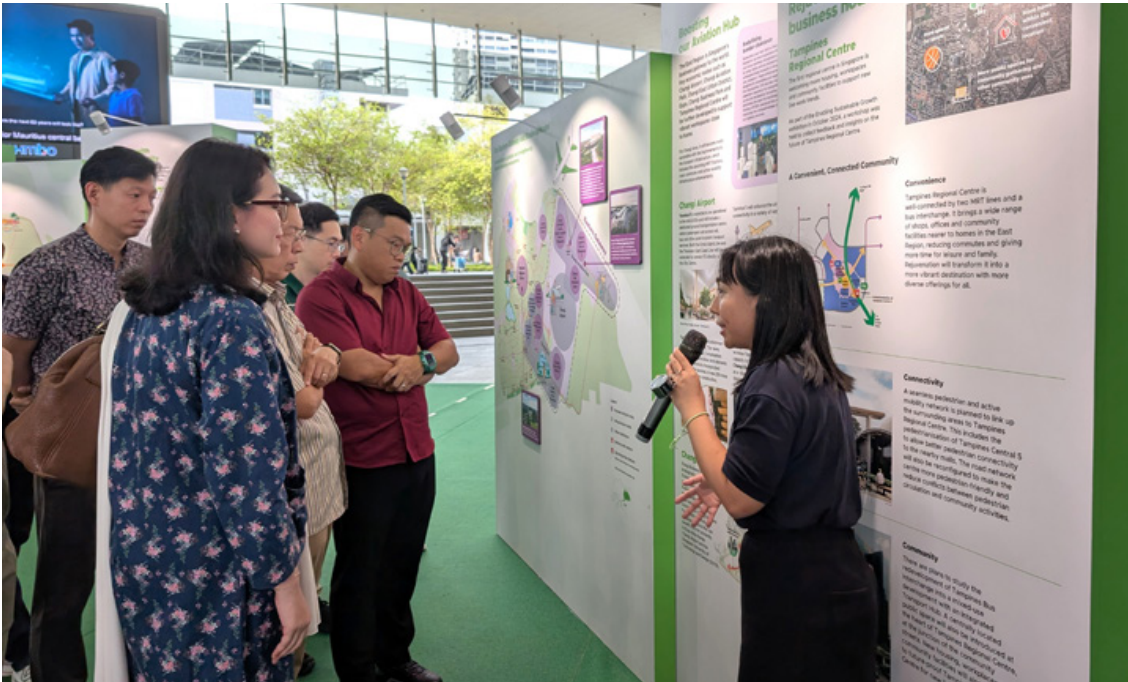
Engaging Singaporeans in shaping our shared future

The [DMP2025](#) exhibition was held at The URA Centre and another 14 locations islandwide from 25 June to 29 November 2025. It presented land use plans and strategies under four [themes](#) of *Shaping a Happy and Healthy City*; *Enabling Sustainable Growth*; *Strengthening Urban Resilience*; and *Stewarding Nature and Heritage* – to support a more liveable, inclusive and resilient city, balancing housing, economic, social and environmental needs.

The exhibition welcomed close to 250,000 visitors, the highest attendance for a URA urban planning exhibition to date, while the exhibition website drew close to 500,000 views. Interactive platforms such as Dream Lab further enriched the experience, generating over 52,000 AI images for 16 future development areas based on visitors' inputs, bringing future development possibilities to life in a more tangible and engaging way.



▲ The DMP2025 exhibition at The URA Centre was officially launched by Minister for National Development Chee Hong Tat on 25 June 2025.



Guided tours for local Advisers and grassroots leaders at the DMP2025 roving exhibitions.



At the DMP2025 roving exhibitions, families took part in craft workshops to imagine and design Singapore's future towns.

Setting Singapore's development blueprint for the next decade

The extensive engagements helped translate Singaporeans' aspirations into development proposals which were incorporated into MP2025, [gazetted](#) on 1 December 2025 as Singapore's land use blueprint for the next 10 to 15 years.

One key focus of MP2025 is the introduction of new homes and neighbourhoods across the island to support diverse lifestyles and evolving needs. These include [centrally located neighbourhoods](#) such as Pearl's Hill, Marina South and Mount Pleasant, as well as new housing areas at Dover-Medway, the former Singapore Racecourse at Kranji, the future Sembawang Shipyard district, and Paya Lebar Air Base when it relocates from the 2030s onwards.

Agencies are already progressively transforming the [Greater Southern Waterfront](#) into a vibrant waterfront and gateway precinct, starting with the development of Berlayar Estate at the former Keppel Golf Course, paving the way for 10,000 new homes near the city centre.

In the longer term, new mixed-use neighbourhoods at Newton and Paterson, together with the rejuvenation of existing towns such as Pasir Ris and Yishun, will create greener, better-connected communities with distinctive identities. Homes will be planned alongside amenities, public transport, parks and recreational spaces, while heritage and local character will be carefully woven into the urban fabric to strengthen residents' sense of place and belonging.



 User-generated AI image from Dream Lab depicting the new neighbourhood at the former Singapore Racecourse at Kranji.

Master Plan 2025 in numbers



2
years

of engagement
culminating
in the main
DMP2025
exhibition at
The URA Centre

Close to

250,000

people visited the DMP2025
exhibitions and roadshows




Planners and
volunteers led
more than

530

guided tours



15 media
announcements
over 20 months

More than

550

mainstream media pieces
about the DMP2025



More than **720**
social media posts,
received,
28 million
interactions



Close to **500,000**
people visited the URA and
DMP2025 website, generating

1.74 million page
views



Collaborated
with agency
partners
to organise
more than

170
events

involving over **4,300**
participants across
Singapore



Strengthening Identity, Connectivity and Belonging

Building on the Master Plan vision, URA worked with residents, stakeholders and community partners to strengthen Singaporeans' connection to everyday places. Through conversations, creative initiatives and sensitive planning, we supported ground-up ideas and implemented place-based efforts that honour heritage, strengthen community ties and make shared spaces more meaningful.

Connecting communities through Identity Corridors

As part of the DMP2025 public engagement, visioning workshops, site walks and focus group discussions were held for the [Historic East](#), [Inner Ring](#) and [Kallang River](#) Identity Corridors. These corridors comprise key streets and routes that connect places of heritage, culture and community significance across Singapore. Participants shared ideas for more vibrant streets and stronger community connections in Katong-Joo Chiat, which informed plans for a new pedestrian mall along East Coast Road, between i12 Katong and Katong V.



Students and professionals also helped design and implement public space installations along the Historic East Identity Corridor, creating moments of delight inspired by the area's rich heritage. Unveiled at a Katong-Joo Chiat community event, the installations showed how public feedback had shaped emerging plans for the Corridor.



Installed along the former East Coast shoreline, the public space installation 'The Jetty' recalls the area's coastal past.



'Kueh Kueh at Katong' pays homage to the Nonya confections made in the kitchens of Joo Chiat and Katong. Located on the front lawns of the former Joo Chiat Police Station, these pavilions invite residents and visitors to gather, engage and celebrate the heritage of the neighbourhood.



Strengthening connectivity from Bishan to the city

URA reached a major milestone in the Bishan-to-City Links project, with more than half of Singapore's longest elevated pedestrian and cycling bridge completed. Spanning 682m across the Pan-Island Expressway, the bridge will complete a continuous 10km green route from Bishan to the city, enabling residents to cycle to the city centre in under 30 minutes. Close to 800,000 residents living within 2km of the Kallang River will benefit from the improvements.

Complementary works along the Kallang River include a new park connector, an underpass to Mar Thoma Road and wider paths between Mar Thoma Road and Jalan Taman. Agencies are also studying how the space beneath Whampoa Flyover can be activated for sports and recreational uses.

Scheduled for completion in the second half of 2027, these enhancements will help transform the Kallang River into a greener and more welcoming corridor that supports recreation, active mobility and community life.



Aerial view of the elevated pedestrian and cycling bridge under construction.

Honouring heritage in the transformation of Bukit Timah Turf City

Bukit Timah Turf City is envisaged as a new housing estate that celebrates its history and natural assets. Formerly home to Singapore's second racecourse, the area will be redeveloped to offer public and private homes amid heritage and nature, with new amenities, public transport links, and a green, walkable environment for existing and future residents.

Some buildings at Bukit Timah Turf City have been identified as important markers that reflect the site's 66 years of recreational and equestrian history. As part of DMP2025, 22 former Singapore Turf Club buildings, including the iconic North and South Grandstands, have been gazetted for conservation. They span different clusters, building types, ages and architectural styles.

A new central open space in front of the Grandstands will pay homage to the site's sporting heritage, while future roads and pedestrian networks will reference the historic racetracks.

Through adaptive reuse, these heritage buildings can support uses such as sports, childcare, retail and food and beverage, while adding character to the estate. Greenery within Eng Neo Avenue Forest and Bukit Tinggi will also be retained as part of a new nature park of up to 40ha, bringing residents closer to nature and recreation.



Artist's impression of how the former Bukit Timah Saddle Club Clubhouse can be repurposed to form a new amenity node for future residents.

Bringing Active Living and Community Amenities Closer to Home

URA worked with agencies and the community to bring recreation and amenities closer to homes. Guided by the Master Plan vision, we are creating more accessible sports and recreational spaces within neighbourhoods, integrated with housing, parks and community facilities.

Expanding sports and recreation options in neighbourhoods

On 13 June 2025, Sport Singapore (SportSG), URA and the Housing & Development Board (HDB) jointly announced [a new Sport-in-Precinct \(SIP\) facility in Kolam Ayer](#). Together with the newly completed SIP facility in Whampoa, this brings the islandwide SIP network to 12 facilities.

Residents can look forward to greater convenience in staying active, healthy and connected, with improved access to sports amenities within their neighbourhoods. More SIP projects are also under construction in Choa Chu Kang, Keat Hong, Ulu Pandan, Tampines North and Pasir Ris East.

Complementing these are new integrated community hubs in towns such as Woodlands, Yio Chu Kang and Sengkang. Located near transport nodes, these hubs will bring together sports, recreational, healthcare and retail facilities under one roof to better serve residents' needs.

Beyond building new facilities, agencies are also activating vacant State properties and underutilised spaces for sports and community use. New and upcoming developments include Ark Sports Village under the Gali Batu flyover along Zhenghua Park, which commenced operations in January 2026, and a SIP facility on top of the multi-storey car park at 19A Dover Crescent, slated for completion by 2027.



^ AI-generated illustration of how underutilised spaces across Singapore, including spaces beneath flyovers such as at Whampoa, can be activated to bring sports and recreational opportunities closer to residents.

Renewing Places and Supporting Heritage Districts

As neighbourhoods and districts evolve, URA continued to balance renewal with conservation so that development strengthens both functionality and identity. Through adaptive reuse and careful planning within heritage precincts, we kept places relevant while retaining their distinctive character.

Keeping conserved buildings relevant through adaptive reuse

To support city centre rejuvenation and bring more people closer to city living, URA awarded the tender for the conserved buildings at Chitty Road and Veerasamy Road for residential use on 7 August 2026. As part of the tender for the site, URA also commissioned structural investigations and provided planning and technical information to facilitate the restoration and adaptive reuse of the buildings, in line with the vision for Little India Historic District as a lively mixed-use precinct.

The tender award marks an important step towards the sensitive restoration and adaptive reuse of the buildings, which will transform the site into a residential cluster that blends heritage character with contemporary urban living. With its central location and close proximity to amenities, the development will offer future residents the convenience and vibrancy of city living within a distinctive historic setting.

Conservation of Orchard Road Presbyterian Church

Constructed in 1878, the main building of the Orchard Road Presbyterian Church — the oldest existing Presbyterian church building in Singapore — was conserved in recognition of its architectural significance, long-standing history and familiarity to Singaporeans.

Through conservation, this cherished landmark will continue to contribute to the character and collective memory of Orchard Road for generations to come.



As one of the oldest churches in Singapore, the Orchard Road Presbyterian Church will be protected and retained as Orchard Road continues to evolve.

Supporting heritage districts and heritage businesses

Since 2025, the Inter-Agency Task Force for Heritage Businesses, Traditional Activities and Cultural Life has worked with businesses, community groups and agencies to support heritage businesses and safeguard the distinctive character of historic districts.

Kampong Gelam served as a pilot precinct to test ways to support heritage businesses and cultural activities amid evolving economic and social trends. In partnership with the community, we revitalised heritage and community spaces, leveraged State land for cultural and community activities, supported longstanding restaurants and introduced placemaking efforts to enhance the visitor experience.

These efforts will guide similar initiatives in Chinatown and Little India, as we continue to engage stakeholders across the three historic districts on the needs of businesses, residents and community groups. Their feedback will shape refinements to guidelines, support measures and use mixes that strengthen cultural identity while responding to changing business and lifestyle trends.

Enabling Growth, Resilience and Market Confidence



Amid a more complex global environment, URA refined planning strategies, policies and regulatory processes to support businesses and strengthen economic resilience. These efforts helped maintain a stable property market while safeguarding Singapore's long-term liveability and competitiveness.

Creating Vibrant Districts and Supporting Enterprises

URA worked with industry partners and agencies to strengthen key precincts, unlock new opportunities for businesses and improve experiences for visitors through placemaking and more responsive regulation.

Strengthening partnerships to enliven districts and enhance city vibrancy

Following the successful [pilot Business Improvement District \(BID\) programme](#) launched in 2017, new legislation will be introduced to formalise the BID model in 2027. Through stronger partnerships with the private sector, the initiative will enable more coordinated placemaking efforts, helping districts become more vibrant, benefitting businesses, communities and visitors.

In line with ongoing efforts to enhance night vibrancy and support businesses in the city centre, agencies also launched a one-year pilot on 18 August 2025 to allow extended liquor trading hours and new nightlife uses in the Boat Quay Historic District and neighbouring areas. Together, these efforts will support more lively, attractive and well-managed precincts across Singapore.



Catalysing the next phase of development for Jurong Lake District

To advance the development of [Jurong Lake District](#) (JLD), the Government released a [White site at Town Hall Link for sale](#) on the Confirmed List in 2026, after carving it out from the former Master Developer site. This was in response to market feedback and prevailing economic and property market conditions.

JLD remains central to Singapore's decentralisation strategy, bringing quality jobs and amenities closer to homes. With homes, workspaces, retail, dining, recreation and seamless public transport connectivity, it is envisaged as a vibrant regional centre and attractive live-work-play district in western Singapore.

The Government has invested significantly in key infrastructure, including the revitalised 90ha Jurong Lake Gardens and the addition of two new MRT lines — Jurong Region Line and Cross Island Line — to drive the transformation of JLD. The release of the White site at Town Hall Link offers developers a timely and strategic opportunity to partner the Government in shaping JLD's next phase of growth and meeting diverse market demand.



^ Artist's impressions of the upcoming Jurong Lake District that will bring homes, workplaces, amenities and recreation closer together.

Supporting Enterprise and Liveability through Responsive Regulation

URA reviewed planning rules, streamlined processes and calibrated requirements to support businesses and sustain liveability. Working with industry and partner agencies, we reduced compliance burden, shortened approval timelines and provided greater flexibility while maintaining planning, safety and quality-of-life outcomes.

Streamlining approvals and reducing regulatory burden

URA simplified regulatory requirements to give businesses greater certainty.

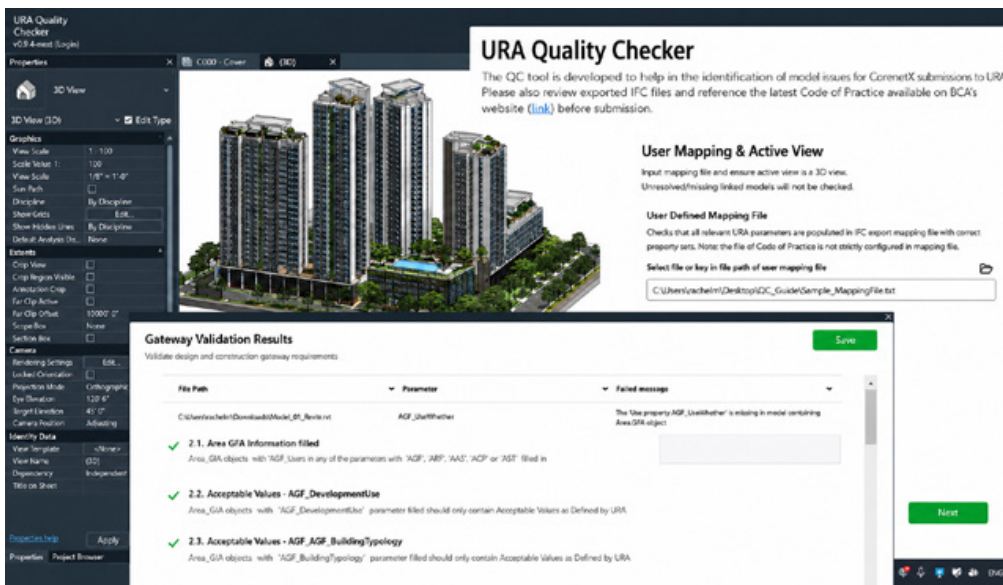
From 2 February 2026, business operators changing to commercial uses within People's Association (PA)-managed Community Clubs and Business Parks on JTC Corporation (JTC)-owned land will no longer need URA's planning permission. They need only obtain consent from PA or JTC as applicable, and the relevant licences from other agencies before commencing operations.

To support sustainability goals, proposals to deploy [solar farms on State or Statutory Board-owned land will also be exempted from URA's planning permission requirements from 31 October 2025](#). They only require clearance from other technical agencies.

URA and the Singapore Land Authority (SLA) also enhanced the [Temporary Occupation Licence \(TOL\)](#) process for showflat sites. Developers can now select from a pre-identified list of vacant sites on SLA's TOL portal, reducing consultation time by about six weeks

and halving the time needed for agency approval. In addition, Central Area projects may obtain upfront approval for a three-year TOL, up from the previous maximum of two years, giving developers greater certainty and flexibility for marketing activities while encouraging more innovative, land-efficient approaches such as virtual showflats.

In addition, the [new CORENET X regulatory processes were implemented from 1 October 2025](#) for larger new projects of 30,000sqm Gross Floor Area and above, covering the majority of Government Land Sales (GLS) sites and many public sector projects. To encourage more time and cost savings for the built environment industry, URA partnered the industry on productivity tools such as Building Information Modelling (BIM), including a model Quality Checker solution that flags issues early in the process, and worked with trade associations to co-develop workflows for different project types.



URA's BIM Quality Checker helps to identify issues at the design and model preparation stage, ensuring higher quality submissions.

Calibrating regulatory requirements to support evolving needs

URA also refined its regulatory requirements to better support development and business needs while upholding planning and safety standards.

In April 2025, URA broadened the lodgment criteria for single landed house proposals from Designated Landed Housing Areas to all residential-zoned land in the Master Plan, except for conservation areas and Good Class Bungalow Areas. Proposals with deviations from development control guidelines may also qualify for lodgment with prior waiver approval. These refinements allow more proposals to benefit from lower application fees and faster lodgment approvals.

In response to industry feedback, URA worked with the Singapore Civil Defence Force to review Fire Code requirements for Serviced Apartment II (SA2) developments. The agencies engaged industry stakeholders to better understand conversion challenges and developed a more calibrated approach. This led to a dedicated SA2 category in the Fire Code, with requirements tailored to the operating model while safeguarding fire safety. The updated framework supports current and future SA2 proposals, and advances URA's objective of growing the supply of SA2 developments to meet Singapore's rental housing demand.

Streamlining property development services and approvals

URA partnered industry stakeholders to advance the digitalisation of the real estate industry through the One-Stop Developers' Portal, giving developers, Qualified Persons and solicitors a more seamless way to access GLS and regulatory services across the property development lifecycle. With the launch of the Housing Developer's Licence and Audited Accounts/Auditor's Certification e-services in 2025, developers now benefit from a more user-friendly licensing journey, auto-retrieval of information and streamlined submissions. Overall, the system has enabled more than 3,000 users to carry out digital transactions more efficiently.

Supporting a Stable and Sustainable Property Market

URA fostered a stable and sustainable property market through judicious planning of the GLS programme and regular review of property market policies. By releasing strategic GLS sites in key precincts, URA supports planning objectives while meeting medium-term market needs for housing and commercial spaces.

Maintaining housing supply and supporting property market stability

URA continued to sustain a high level of private housing supply in the GLS programme to meet housing needs and maintain market stability. The average supply injection of about 9,500 private housing units per year from the Confirmed List of the 2025-2026 GLS Programmes was more than 50 per cent higher than the historical average annual supply over the past decade. The sites released are well-distributed across the island, offering a wide variety of options to cater to diverse housing needs. Beyond conventional private housing sites for owner-occupation demand, sites for SA2 use were also made available to support rental housing demand, particularly from residents seeking longer-stay options. These include two sites at Cross Street and Telok Ayer Street, the first such sites made available in the Central Business District.

URA also worked with partner agencies to review property market policies to keep the market stable and sustainable. In July 2025, the Government extended the holding period for Seller's Stamp Duty (SSD) for residential properties from three to four years and increased SSD rates to rein in the sharp increase in the number of private residential property transactions with short holding periods in recent years.



▲ URA closely monitors market conditions and calibrates land supply to support a stable and sustainable property market.

Extending the temporary relaxation of occupancy cap for rental of private residential properties

To meet sustained rental demand, URA extended the temporary relaxation of [the occupancy cap for rental of larger private residential properties for a further two years, until 31 December 2028](#).

The occupancy cap was first relaxed in January 2024 to allow private residential properties of at least 90sqm to house up to eight unrelated persons, up from the previous cap of six, until 31 December 2026. URA will continue to monitor the rental market situation closely to ensure stability.

Partnering agencies to realise key development objectives

In collaboration with the Singapore Police Force, URA launched a site at [Lorong Bistari for the development of a multi-storey Next-Generation Driving Centre in October 2025](#) and successfully awarded the site in March 2026. The upcoming development will incorporate advanced training technologies, featuring intelligent driving circuits with sensors and real-time monitoring, as well as simulator-based training to deliver more efficient, consistent and safe driver training and testing.

Strengthening trust and resilience in the real estate sector

To uphold Singapore's reputation as a trusted financial hub and meet Financial Action Task Force's (FATF) international standards, URA partnered agencies in a multi-year inter-ministerial effort to review and strengthen Singapore's anti-money laundering (AML) and counter proliferation and terrorism financing (CP&TF) regime. This included developing and legislating risk-proportionate regulations in consultation with developers, putting in place practical guidelines, efficient audit systems and robust penalty frameworks to ensure compliance. In the 2025 FATF assessments, Singapore received international recognition, achieving the highest rating of Substantial Effectiveness for our AML and CP&TF regime for the designated non-financial businesses and professions, which included the real estate sector.

Strengthening Resilience and Driving Transformation



URA strengthened Singapore's long-term resilience by planning ahead to address urban and climate challenges, while advancing digital transformation and land optimisation across the built environment.

Planning Ahead for Climate Resilience

URA strengthened Singapore's climate resilience through long-term land use and coastal planning. We worked with partner agencies to address rising sea levels and climate-related risks, and integrate adaptation measures with sustainable development.

Protecting our East Coast with preparatory works for 'Long Island'

To support the timely delivery of 'Long Island' to protect our East Coast from rising sea levels, agencies plan to commence preparatory works. These include removing seabed obstructions, followed by the construction of temporary sand bunds and sand infilling in the waters off the East Coast. The works will be carried out progressively, with mitigation measures to minimise impact on the environment and community. They will not predetermine the plans and reclamation profile for 'Long Island', which will continue to be refined through ongoing technical studies and public engagement.



^ Artist's impression of a view from 'Long Island' towards East Coast Park.

➤
A public engagement session with Singaporeans to understand their aspirations for 'Long Island'. Credit: Ministry of National Development



Coastal protection plan for Greater Southern Waterfront and Changi

In August 2025, PUB announced the completion of the first coastal protection site-specific study for City-East Coast. Over the course of the study, URA worked with PUB to develop multi-functional solutions that take into account land use plans while protecting Singapore from coastal flooding. This includes preserving recreational access to Changi Beach Park and integrating coastal protection measures with planned works at Greater Southern Waterfront.

Supporting low-carbon energy pathways

As an energy-disadvantaged city with limited renewable options and a reliance on imported natural gas, Singapore's decarbonisation efforts depend on diversifying its energy mix and testing a portfolio of low-carbon options. URA supported these national efforts by safeguarding sites for energy import infrastructure and providing land requirements at the upstream planning stage for alternative energy options, including the ammonia pathfinder project on Jurong Island and early assessments of Singapore's geothermal potential. Planning ahead helps to preserve options so that land can be made available should these low-carbon pathways become technologically and commercially viable.

Long-term resilience also requires stronger digital capabilities so that agencies can better harness data, improve inter-agency coordination and respond to increasingly complex urban challenges more effectively.

Driving Digital Innovation in Urban Planning and Systems

URA advanced digital transformation across urban planning, infrastructure coordination and capability development. By leveraging data and emerging technologies, we strengthened planning capabilities, improved service delivery and supported more responsive and informed decision-making.

Enhancing underground infrastructure planning with advanced mapping technologies

URA's Infrastructure Network Planning and Alignment Clearance (INPAC) platform marks a major step forward in underground infrastructure network planning. By improving how networks are planned and coordinated, it helps agencies make smarter use of underground space and safeguard capacity for future needs. The platform was recognised at Esri Singapore's GeoInnovation Award 2026 on 6 March 2026.

By integrating digital utility records and advanced mapping technologies into a centralised system, it enables government agencies, utility licensees and private consultants to plan with a complete spatial view, identify potential conflicts early and coordinate more effectively.

Building on these digital planning capabilities, URA is also applying artificial intelligence (AI) to improve productivity, service delivery and public engagement.



^ The team behind the INPAC platform receiving the award at Esri's flagship event, which recognises organisations using geospatial insight to improve public and community outcomes. Credit: Esri Singapore

Harnessing AI to uplift competencies and service delivery

We introduced AI tools to enable smarter search of archival case records and streamline preparatory work for the GLS Programme. During the DMP2025 public engagement, AI image generation tools helped participants visualise possible future scenarios, facilitating more meaningful conversations and ideation.



Visitors at the DMP2025 exhibition explored Dream Lab, an interactive AI-powered platform that enabled them to visualise future development possibilities across Singapore.

URA also applies AI to support safer, more efficient operations and improve user experience. Cameras with video analytics have been deployed at selected carparks to monitor parking activities in real time, while new AI detection systems will be trialled on Mobile Enforcement Vehicles to identify unsafe parking behaviour more promptly.

To improve access to regulatory information, URA will roll out a new generative AI-enabled

Development Control Assistant by end-2026 to help users search and query Development Control Guidelines and circulars more intuitively, improving the overall service experience.

URA continues to foster an AI-literate workforce that can use AI responsibly and effectively, strengthening organisational capabilities as AI is adopted across more core functions.

Deepening exchanges with local and international counterparts

As the Urban Planning & Design Technology Centre of Excellence, URA drives thought leadership in applying data and emerging technologies to urban planning and design.

URA participated in local and international platforms to exchange insights on data-driven urban planning. These included the Conference on Computational Urban Planning and Urban Management 2025, Public Service Transformation Convention 2025, GovTech StackX Conference, NUS Cities Symposium, and the Urban Solutions & Sustainability Research & Innovation Congress 2026.

URA also engaged agencies, academia and international partners on integrated data use, modelling and simulation, and AI-enabled tools, leveraging ePlanner, our in-house 2D-3D geospatial visualisation and analytics platform. These engagements included exchanges with the Tokyo Metropolitan Government, the Greater London Authority and the UK Royal Academy of Engineering. URA also organised the Design & Planning Exchange lecture series, bringing practitioners, academia and industry experts together to advance knowledge and build capabilities in urban science and data-driven planning.

Unlocking Development Potential and Strengthening Land Resilience

By optimising land use and unlocking development potential, Singapore can strengthen resilience and expand possibilities for future generations.

Coordinating major infrastructure to optimise space

As Singapore continues to grow, early and coordinated planning of infrastructure is increasingly critical, particularly where transport, power, water and telecommunications networks compete for limited surface and underground space.

Through the Major Infrastructure Workflow, URA works with infrastructure agencies and utility licensees to identify overlapping infrastructure projects and appoint a lead implementing agency to coordinate planning and design along a common corridor. By addressing potential conflicts before construction begins, it reduces repeated road openings, avoids unnecessary utility diversions, and safeguards space for both current and future infrastructure needs.

Since its introduction in 2024, URA, in collaboration with lead agencies, has made significant progress in optimising Singapore's underground infrastructure. As at December 2025, the initiative had coordinated approximately 272km of utility corridors, planned 35km of Utility Specific Ducts, and helped avoid an estimated \$300 million in unnecessary utility-rerouting costs. These outcomes are supported by measures to strengthen infrastructure planning and coordination, space optimisation strategies, and the adoption of non-invasive mapping technologies, enabling more accurate subsurface assessments with minimal disruption while preserving space for future growth.



^ Coordinated infrastructure planning helps Singapore make the best use of limited space while supporting future growth and minimising disruption to daily life.

Securing critical infrastructure through smarter land use

Climate change adds to the resource pressures faced by land-scarce Singapore. A warmer climate affects water supply, raises cooling demand and intensifies urban heat, while decarbonisation reshapes how energy and waste are managed.

URA works with agencies to plan critical infrastructure for intensification or co-location so that land can be used more efficiently. PUB has called for a feasibility study for a potential sixth desalination plant developed fully underground. The proposed dual-mode facility could switch between seawater and freshwater as sea-level rise threatens to push saltwater into low-lying reservoirs, freeing surface land for other uses while strengthening water security.

The same principle of co-location guides the Tuas Nexus, Singapore's first integrated water reclamation and solid waste treatment facility, which captures synergies across the water-energy-waste nexus. Over the year, the project advanced with the appointment of a consultancy joint venture for Phase 2 of the Integrated Waste Management Facility, designed to process up to 2,900 tonnes of waste per day while supporting resource recovery and future carbon capture.

Incorporating Singapore's revised civil aviation regulations into development plans

In August 2025, the Civil Aviation Authority of Singapore implemented revised civil aviation height regulations around airports following an international review conducted by the International Civil Aviation Organisation. While the changes may allow building height limits and development intensity to be raised in some parts of Singapore, opportunities must be assessed alongside broader considerations such as liveability and infrastructure capacity.

URA is working closely with relevant agencies to progressively incorporate these revised height limits into development plans where appropriate, supporting Singapore's long-term growth and unlocking greater development potential.

Creating Shared Experiences and Future Capabilities



URA worked with stakeholders, partners and the community to enliven the city, strengthen community connections and build future capabilities through placemaking, design excellence programmes and collaborative platforms.

Enlivening Public Spaces and Shared Experiences

With the support of stakeholders, URA activated public spaces across the city as welcoming places for people to gather, participate in city life and appreciate Singapore's urban environment.

Marina Bay Singapore Countdown 2026 caps off SG60 celebrations

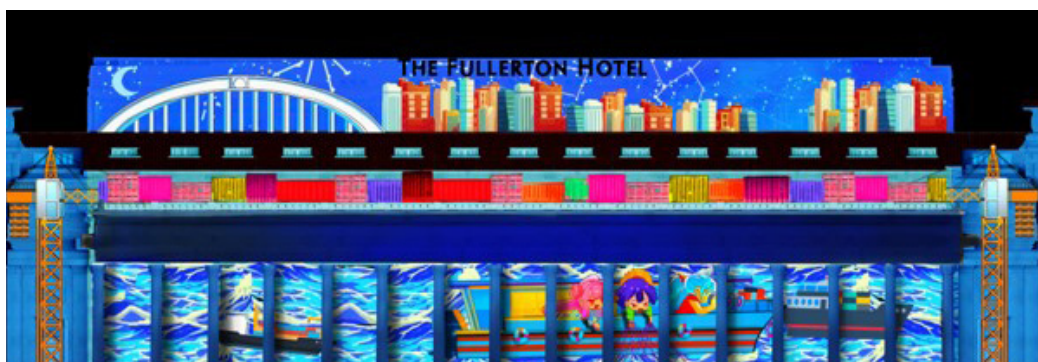
The [Marina Bay Singapore Countdown 2026](#) rounded up Singapore's 60th birthday (SG60) celebrations with a spectacular month-long programme in December 2025. Highlights included the Brightening Lives light projection showcase that illuminated the façade of The Fullerton Hotel alongside a light projection showcase set against UOB Plaza 1. The festivities culminated in a breathtaking 360-degree fireworks display that illuminated the Marina Bay skyline to usher in 2026.



Countdown fireworks lit up the night sky over Marina Bay as Singapore ushered in 2026.



Artwork 'My Island Home' by Kenji Teo was projected on the façade of The Fullerton Hotel.



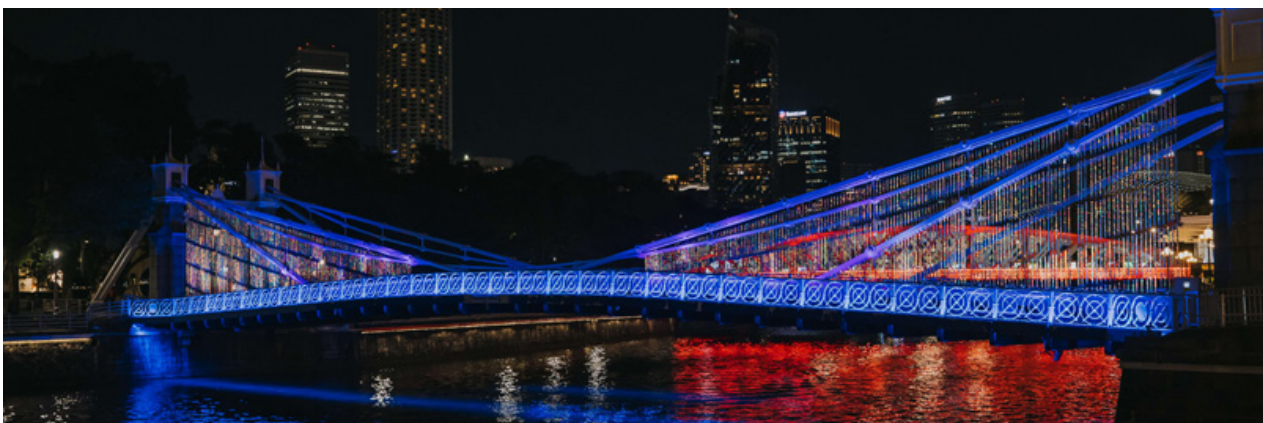
Fostering connections through art, light, sound and sustainability

The [11th edition of i Light Singapore](#) illuminated Marina Bay and surrounding precincts from May to June 2025 with 17 light art installations by artists from Singapore and around the world. Returning to South Beach and expanding to new satellite sites at Raffles Place and the Singapore River, the festival brought new experiences to more visitors across the city centre.

Themed “To Gather”, the festival brought people together to create new memories and reflect on collective aspirations for a sustainable, shared future. Held in conjunction with SG60, it also celebrated Marina Bay’s transformation into the vibrant People’s Bay of today, demonstrating how placemaking can enliven public spaces, foster community connections and strengthen shared ownership of our city.



^ ‘Piano Walk’ by Amigo & Amigo (Australia), presented by Marina Bay Sands, transformed the Marina Bay waterfront into a stage for collaborative music. Each visitor’s steps on the larger-than-life piano collectively created unique melodies, coupled with an original composition that played automatically every ten minutes.



^ Presented by UOB and DesignSingapore Council, ‘Bridge of 1,000 Dreams’ transformed the Cavenagh Bridge across the Singapore River with illuminated bamboo sticks, reflecting the dreams and visions of Singaporeans that collectively build a stronger tomorrow.

Designing moments of delight along Orchard Road

To create more welcoming spaces for visitors to pause and gather, URA co-organised the Orchard Road Bench Design Competition with the Singapore Furniture Industries Council. Launched on 18 March 2026, the competition invited professional designers and students to design street furniture that will add interest and enhance comfort along Orchard Road. Eight winning benches will be installed along the Orchard Road pedestrian mall by end-2026.



> The Orchard Road bench competition was launched on 18 March 2026.

Advancing Design Excellence and Global Urban Leadership

URA championed design excellence and strengthened Singapore's reputation as a leader in urban development through awards, exhibitions and collaborative platforms that recognise innovation, nurture talent and showcase Singapore's urban development experience internationally.

London conferred Lee Kuan Yew World City Prize 2026



▲ Nominating Committee members and the Prize Secretariat team during a site visit to Queen Elizabeth Olympic Park, London.

London was conferred the [Lee Kuan Yew World City Prize 2026](#) in the eighth edition of the biennial international award, which recognises cities that demonstrate outstanding innovation, effective governance and strategic leadership in tackling complex urban challenges. Presented on 15 June 2026 as part of the World Cities Summit 2026, the award recognised London's transformative approach to urban development and its exceptional ability to reinvent itself while delivering meaningful change in a densely built-up metropolis. Antwerp, Budapest, Guangzhou, Taipei and Tianjin were recognised as Special Mentions for their outstanding best practices in urban initiatives and innovative approaches to city transformation.

Championing architectural and urban design excellence

In January 2026, URA launched the fourth edition of the '[20 Under 45](#)' programme, which recognised 23 young Singapore-based architects for their leadership and contributions to the built environment. As part of the initiative, the selected architects have also been invited to develop design proposals for recreational amenities at a new waterfront park along the Kallang River, translating ideas into real places that serve the community.



▲ Ms Indranee Rajah, Second Minister for National Development, with architects featured in the fourth edition of the '20 Under 45' programme.

Recognising exceptional designs at President's Design Award 2025

The [President's Design Award \(P*DA\) 2025](#), jointly organised by URA and the DesignSingapore Council, marked its 15th edition in conjunction with Singapore's 60th year of independence. Presented by President Tharman Shanmugaratnam at the National Gallery Singapore on 31 July 2025, it serves as the nation's highest accolade for designers and design projects across disciplines.

The winners were recognised for designs that drove positive social and spatial transformation, technological innovation, and more inclusive and resilient environments. Designers of the Year, Alan Tay and Gabriel Tan, were honoured alongside seven projects that clinched the Design of the Year award: 21 Carpenter, Bird Paradise, Delta Sport Centre, KartaCam 2, School of Tomorrow, Silver Pride Lion Troupe and SJ Campus.



P*DA 2025 award winners with President Tharman Shanmugaratnam at the award ceremony held at National Gallery Singapore. Credit: Gan Jia Jun

Reimagining city-making through food, culture and collective design at Venice Biennale 2025

In celebration of SG60, the Singapore Pavilion at the [Venice Architecture Biennale 2025](#) offered international audiences a glimpse into our distinctive approach to planning, design and nation building, using dining as a curatorial lens to explore how architecture, policy and participatory design intersect with the everyday lives of Singaporeans.

Titled RASA-TABULA-SINGAPURA, the multisensory exhibition brought together the ideas of RASA, referring to taste, feeling and lived experience; and TABULA, meaning table, tablet or surface. It examined Singapore through the lens of 'superdiversity' as a form of 'collective intelligence', as a place shaped by many layers of 'flavours' – history, culture, nature and everyday experiences.



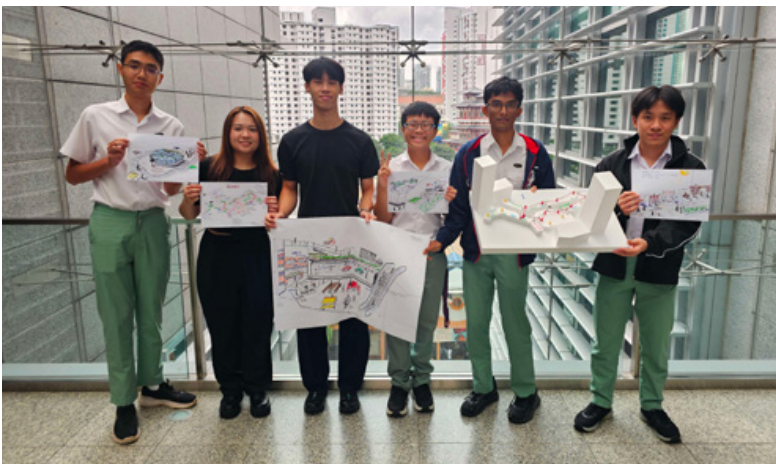
Titled RASA-TABULA-SINGAPURA, the Singapore Pavilion brings Singapore's superdiversity to the table through a dynamic exhibition that reimagines city-making through food, culture, and collective design. Credit: Giulio Boem

Inspiring the Next Generation of City-Makers

URA deepened partnerships with schools, communities and volunteers to make planning more relatable and participatory, inspiring young Singaporeans to contribute to the city's future.

Engaging students across the education spectrum through hands-on programmes

At the annual Challenge for the Urban Built Environment Workshop (CUBE) 2025, more than 80 students from 12 schools reimagined public spaces around their campuses with guidance from mentors from the National University of Singapore's Department of Architecture, and practising architects.



Students with their design proposals to enliven shared spaces within their school communities.

Under the Whole-of-Government Gig Work initiative, URA partnered colleagues from the Institute of Technical Education, National Library Board and MOE on a three-stage learning journey centred on the DMP2025 exhibition. The programme reached 600 students and deepened their understanding of planning trade-offs in land-scarce Singapore.

Extending our partnership with MOE, we pursued collaborations that nurture youth and educator engagements. Through our inaugural Project Work: Marketplace of Ideas collaboration, junior college students explored how 'Long Island' could balance diverse stakeholder interests with national needs. Building on our long-standing GP Connect! partnership, we hosted sharing sessions across three junior colleges, reaching nearly 1,000 students and instilling values of stewardship and resilience.

Complementing these efforts, we developed interactive learning packages on MOE's Student Learning Space, providing students from secondary to pre-university levels with another avenue to learn about Singapore's planning processes. Beyond learning, students also contributed ideas and perspectives that informed how URA engages communities and develops future plans.

Bringing youth perspectives into our planning processes, we sustained our long-standing collaborations with polytechnics, including working with Singapore Polytechnic students from the Diploma in Landscape Architecture programme to conceptualise design ideas for Identity Corridors, and with students from Ngee Ann Polytechnic School of Humanities and Interdisciplinary Studies to develop engagement strategies for DMP2025.

Building community stewardship through partnerships

URA strengthened partnerships with volunteers and community groups to broaden appreciation of Singapore's planning journey. Volunteer-led tours of the DMP2025 exhibition reached more than 4,300 members of the public, while our Singapore City Gallery tours engaged 1,300 visitors.



Over 300 guided tours of the DMP2025 exhibition were conducted by a dedicated pool of 125 volunteers.

We continued to nurture URA's decade-long partnership with Friends of the Museums, with weekly Chinatown Heritage Walks engaging close to 1,500 participants. In conjunction with DMP2025, we expanded the series with a new 'Stewarding Nature & Heritage in Tanjong Pagar' tour, highlighting how heritage conservation, greenery and urban development can be balanced in a land-scarce city.

To engage families, we introduced parent-child model-making workshops at the Singapore City Gallery, using 'Long Island' to explore the importance of planning for future generations. Co-delivered with more than 40 youth volunteers as a DMP2025 fringe activity, the workshops drew over 500 participants.



Children with 'Long Island' models that they had imagined and built with their parents.

BOARD MEMBERS

Information accurate as at 31 July 2026

CHAIRMAN



Mrs Ow Foong Pheng
Chairman
Urban Redevelopment Authority

MEMBERS



Dr Chong Yoke Sin
Independent Director



Ms Choo Oi Yee
Chief Executive Officer
Climate Impact X



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



Mr Goh Thien Phong
Founder and Managing Director
GTP Advisory PAC



Mr Loh Chin Hua
Chief Executive Officer
and Executive Director
Keppel Ltd



Mr Keith Tan Kean Loong
Deputy Secretary
Energy, Carbon and Corporate
Ministry of Trade and Industry



Dr Thang Leng Leng
Associate Professor
Department of Japanese Studies
Faculty of Arts and Social Sciences
National University of Singapore



Mrs Nina Yang
Group Chief Development Officer
CPG Corporation Pte Ltd



Ms Janet Young
Managing Director
Group Head Channels and Digitalisation
Strategic Communications and Brand
United Overseas Bank Limited



Mr Zahidi Abdul Rahman
Principal Architect
Zahidi A R Arkitek



Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

MANAGEMENT TEAM

Information accurate as at 31 July 2026



Mr Lim Eng Hwee
Chief Executive Officer



Mr Richard Hoo Eng Jek
Deputy Chief
Executive Officer



Ms Adele Tan Shiao Ling
Deputy Chief Executive
Officer and Chief Planner



Mdm Fun Siew Leng
Chief Urban Designer



Mr Chiu Wen Tung
Group Director
Research & Development



Ms Choo Chai Foong
Group Director
Development Services



Ms Chou Mei
Group Director
Conservation & Urban Design



Mr Vijay Das
Group Director
Infrastructure
Planning Authority



Ms Goh Chin Chin
Group Director
Development Control



Mr Goh Siow Chong
Chief Information Officer



Mr Huang Zhongwen
Group Director
Design & Planning Lab
(From 1 June 2026)



Ms Irene Kang
Group Director
Strategic Communications
& Outreach

Management Team



Mr Lee Wai Kin
Group Director
Strategic Planning



Mr Vijay Liew
Group Director
Corporate Development
and Board Secretary
(From 1 April 2026)



Ms Yvonne Lim Li Chuen
Group Director
Physical Planning



Mr Loh Teck Hee
Group Director
Design & Planning Lab
(Until 31 May 2026)



Ms Mieko Otsuki
Group Director
Corporate Development
and Board Secretary
(Until 31 March 2026)



Mr Jason Teo Eng Chong
Group Director
Land Sales & Administration



Ms Yap Lay Bee
Group Director
Architecture & Urban Design



Mr Andrew David Fassam
Senior Director
Strategic Projects



Mr Han Yong Hoe
Executive Director
(Until 31 December 2025)

Dean
URA Academy
(From 1 January 2026)



Ms Estella Kueh Sing Ming
Senior Director
Development Services



Mr Tan See Nin
Senior Director
Projects



Ms Tan Siok Kheng
Senior Director
Physical Planning



Ms Teh Lai Yip
Senior Director
Conservation
(Until 29 July 2026)



Ms Yak Pek Ching
Senior Director
Development Control

Advisory Committees

Information accurate as at 31 July 2026

Design Advisory Committee

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

Chairman

Mrs Nina Yang

Group Chief Development Officer
CPG Corporation Pte Ltd

Members

Mdm Fun Siew Leng

Chief Urban Designer
Urban Redevelopment Authority

Mr David Hutton

Group Head of Development
Lendlease Singapore Pte Ltd

Mr Chintan Raveshia

Director
Cities, Planning and Design Lead Asia Pacific
Arup

Mr Siew Man Kok

Chairman and Founding Director
MKPL Architects Pte Ltd

Ms Soon Su Lin

Chief Executive Officer
Fraser's Property Singapore

Mr Desmond Sim

Group Chief Executive Officer
Edmund Tie & Company (SEA) Pte Ltd

Mr Tai Lee Siang

Deputy President/Chief
Innovation and Enterprise Officer
Singapore University of
Technology and Design

Mr Ronald Tay

Chief Executive Officer
CapitaLand Development
Singapore

Mr Zahidi Abdul Rahman

Principal Architect
Zahidi A R Arkitek

Heritage and Identity Partnership

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

Chairman

Ms Rita Soh
Managing Director
RDC Architects

Members

Mr Marc Boey
Executive Director, Property
Services and Chief Operating Officer,
Far East International
Far East Organization

Dr Chong Fook Loong
Group Director (Urban Planning)
and Chief Town Planner
Housing & Development Board

Ms Chou Mei
Group Director
Conservation & Urban Design
Urban Redevelopment Authority

Professor Ho Puay Peng
Professor
Department of Architecture
National University of Singapore

Mr Ho Weng Hin
Founding Partner
Studio Lapis

Ms Amira Karim
President
Singapore Heritage Society

Ms Koh Choon Fah
Adjunct Professor
NUS Cities
National University of Singapore

Mr Jerome Lim
Heritage Blogger
The Long & Winding Road

Dr Hamzah Bin Muzaini
Associate Professor
Faculty of Arts and Social Sciences
National University of Singapore

**Professor Venka
Purushothaman, PhD**
President
LASALLE College of the Arts
University of Arts Singapore

Ms Vivienne Soon
Director
Breezeway Development

Dr Kevin Tan
President
ICOMOS Singapore

Mr Melvin Tan
Joint Managing Director
LAUD Architects Pte Ltd

Mr Tan Swee Yiow
Chairman
Keppel REIT Management Limited

Dr Thang Leng Leng
Associate Professor
Department of Japanese Studies
Faculty of Arts and Social Sciences
National University of Singapore

Ms Thong Wai Lin
Deputy Chief Executive and
Assistant Commissioner of Lands
Singapore Land Authority

Mr Yang Sheng
Founder
Sunnecolc

Dr Yeo Kang Shua
Associate Professor
Architecture & Sustainable Design
Singapore University of
Technology and Design

Mr Yeo Kirk Siang
Group Director
Policy & Community
National Heritage Board

Corporate Governance

Information accurate as at 31 July 2026

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

URA BOARD

The URA Act provides for URA to have a Chairman and up to 12 other Board members. The Board members are individuals from diverse fields of the private, government and academic sectors. They provide complementary expertise and depth of experience to the Board. Other than URA Chief Executive Officer, who is also a Board member, the rest are non-executive members.

Finance and Investment Committee

The Finance and Investment Committee (FIC) reviews and recommends policies on the investment of surplus funds for the Board, as well as considers and approves investment guidelines in line with policies approved by the Board. The FIC reviews the appointment of fund managers, custodians, investment consultants, and related service providers. Besides reviewing the annual budget for the Board's endorsement, the FIC also reviews changes to the Financial Operation Manual for the Board's approval.

Chairman

Mrs Ow Foong Pheng

Chairman
Urban Redevelopment Authority

Members

Dr Chong Yoke Sin

Independent Director

Ms Choo Oi Yee

Chief Executive Officer
Climate Impact X

Ms Janet Young

Managing Director
Group Head Channels and
Digitalisation
Strategic Communications
and Brand
United Overseas Bank Limited

Mr Lim Eng Hwee

Chief Executive Officer
Urban Redevelopment Authority

Audit and Risk Committee

The main function of the Audit and Risk Committee (ARC) is to assist the Board in discharging its statutory and oversight responsibilities. The ARC meets with URA’s internal and external auditors as well as Management to review their audit plans, observations, and the annual audited financial statements. It also reviews the adequacy and effectiveness of URA’s risk management and internal control systems.

Chairman

Mr Goh Thien Phong
Founder and Managing Director
GTP Advisory PAC

Members

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

Mr Loh Chin Hua
Chief Executive Officer and
Executive Director
Keppel Ltd

Mrs Nina Yang
Group Chief Development Officer
CPG Corporation Pte Ltd

Staff Review Committee

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

Chairman

Mrs Ow Foong Pheng
Chairman
Urban Redevelopment Authority

Members

Mr Keith Tan Kean Loong
Deputy Secretary
Energy, Carbon & Corporate
Ministry of Trade and Industry

Mrs Nina Yang
Group Chief Development Officer
CPG Corporation Pte Ltd

Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

Risk Management Practices and Internal Controls

Internal Control Framework

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

These objectives are achieved through:

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

Risk Management Framework

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

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

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

Internal and External Audit Functions

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

The department performing the IA function conducts audits and reviews URA's business functions to provide assurance to the Board that internal controls are adequate and effective in all key financial, operational, compliance, and information and communications technology (ICT) systems and processes. It furnishes Management with audit observations, analyses, and recommendations on areas for improvement and monitors the follow-up actions. Its audit plans are reviewed and approved by the ARC. The scope of the IA function encompasses:

- Conducting financial and operational audits;
- Conducting IT audits on key ICT systems and infrastructure; and
- Performing checks on compliance with statutory requirements, regulations and standards.

The external auditor, Ernst & Young LLP, was appointed by the Minister for National Development, in consultation with the Auditor-General, for the audit of URA's Financial Statements. The external auditor reports its findings on significant accounting and internal control issues to the ARC and makes recommendations to improve systems and procedures.

Business and Ethical Conduct

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

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

URA has in place a Whistle Blower Policy to strengthen its business and ethical conduct. Details of the policy are posted on URA's intranet for employees' reference.

About Us

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

We have transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. Adopting a long-term and comprehensive planning approach, we formulate strategic plans such as the Long-Term Plan and the Master Plan to guide the physical development of Singapore in a sustainable manner. Developed to support economic growth, our plans and policies are focused on achieving a quality living environment for Singapore.

We take on a multi-faceted role to turn plans and visions into reality. As the main government land sales agent, we attract and channel private capital investments to develop sites that support planning, economic and social objectives. Through our regulatory function, we ensure that development works are aligned with our plans. As the conservation authority, we have an internationally recognised conservation programme, and have successfully conserved not just single buildings, but entire districts. We also partner the community to enliven our public spaces to create a car-lite, people-friendly and liveable city for all to enjoy.

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

 URA Staff Strength as at 31 July 2026: 1,093

STAY CONNECTED

     @URASingapore | www.ura.gov.sg

Receive our monthly updates: www.ura.gov.sg/subscribe



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

ISSN: 2425-0031 (digital)