

Annex

Mr Lim Eng Hwee



Mr Lim Eng Hwee was awarded the Colombo Plan Scholarship and studied at the University of Auckland, where he graduated in 1989 with a Bachelor of Planning. He subsequently obtained a Master in Public Administration from Harvard University in 1997. Mr Lim was appointed Chief Executive Officer (CEO) of the Urban Redevelopment Authority (URA) on 1 September 2017, having previously served as Deputy CEO and Chief Planner. He has also served in the Ministry of National Development (MND) and Ministry of Trade and Industry, with roles spanning urban planning, development implementation, and economic development policy.

2 Mr Lim has over 35 years of rich experience in urban planning, urban design, implementation of land use policies and development initiatives. As CEO, he set the mandate for major national planning milestones, including reviews of Master Plans and Long-Term Plans, ensuring that these exercises addressed Singapore's structural challenges of land scarcity, climate resilience, and economic competitiveness, while sustaining overall liveability and remaining adaptable to future uncertainties. Under his leadership, the organisation strengthened its role in shaping new business nodes and development areas islandwide, reinforcing Singapore's position as a global business hub and regional connector, while delivering high-quality urban environments that support liveability and vibrancy for Singaporeans.

3 Mr Lim also played a pivotal role in advancing Singapore's strategic response to climate change. Through the 'Long Island' initiative for example, he guided the development of an integrated, multi-objective approach to coastal protection that simultaneously addresses flood resilience, water resilience, land optimisation, and community needs. The initiative has been anchored by public engagement, with more

than 3,000 people engaged thus far to develop the vision for 'Long Island', reflecting Mr Lim's belief that long-term national plans must be co-created with Singaporeans.

4 During Mr Lim's term, he further steered URA's efforts to deepen partnerships with stakeholders in sustaining Singapore as a distinctive city – one that is vibrant and strong in identity. Meaningful progress was made in embedding built heritage and identity within new developments, enlivening key precincts, and expanding spaces that support the well-being of Singaporeans. Notably, Golden Mile Complex became the first large-scale strata-titled modern building in Singapore to be conserved and adaptively reused. Building on the encouraging pilot Business Improvement District (BID) programme, URA has also moved towards enacting legislation to formalise BIDs. In parallel, the Rail Corridor and Recreation Master Plan advanced more innovative approaches to optimise limited land as well as tap on green spaces and waterbodies, to improve the availability and accessibility of recreational spaces to better support population well-being.

5 A strong advocate of innovation, Mr Lim championed the adoption of data-driven and technology-enabled planning. Under his leadership, URA strengthened its role as the Public Sector's Urban Planning & Design Technology Centre of Excellence, advancing spatial analytics and AI-enabled planning capabilities while uplifting planning competencies and digital collaboration across government agencies.

6 Beyond planning outcomes, Mr Lim placed strong emphasis on people development and organisational well-being. He fostered a constructive partnership with the Singapore Urban Redevelopment Authority Workers' Union and during his tenure, in recognition of this sustained collaboration, URA received the Medal of Commendation in 2023 and was the sole recipient of the Plaque of Commendation (Star) award in 2025, the highest honour accorded to an organisation that consistently makes significant contributions in supporting workers by the National Trades Union Congress.

Ms Tan Shiao Ling, Adele



Ms Tan Shiao Ling, Adele graduated *Magna Cum Laude* from Princeton University with a Bachelor of Science in Engineering (Civil Engineering & Operations Research) in 1997. She subsequently obtained a Master in Public Administration from Harvard University in 2008. With close to 30 years of public service experience, she has led major planning and policy workstreams spanning environmental sustainability, liveability, infrastructure planning, as well as underground space planning and development.

2 As Deputy CEO and Chief Planner, Ms Tan provided strategic leadership in shaping Singapore's long-term land use and infrastructure frameworks, such as steering the development of the Draft Master Plan 2025 (DMP2025), and translating land use strategies into coherent plans that guide Singapore's development over the next 10 to 15 years. The exercise marked a significant evolution in participatory planning, incorporating extensive public and stakeholder engagement to ensure plans address Singaporeans' aspirations.

3 Ms Tan also played a central role in leading the Long-Term Plan Review (LTPR), a critical national exercise that charts Singapore's development trajectory for the next 50 years and beyond. She guided the identification and analysis of long-term trends, risks and uncertainties, and led the formulation of land use strategies that carefully balanced land optimisation, flexibility, and resilience. Her leadership ensured that the myriad demands for land — such as to support economic growth, housing, sustainability, infrastructure needs and future optionality — were systematically assessed and integrated into a cohesive national framework. As part of the LTPR, Ms Tan led sustained engagements with the public, industry stakeholders and government agencies. These engagements enriched the planning process and ensured that the

voices and values of Singaporeans are meaningfully considered to inform national strategies.

4 Ms Tan also steered efforts in pushing the boundaries of enhancing strategies to better optimise Singapore's limited land. This includes making good use of our underground space by driving better coordination in the planning of infrastructure, storage, and utilities underground, and identifying more opportunities to free up land for other uses.

5 Prior to her current appointment, Ms Tan served as Chief Infrastructure Planning Officer in MND, where she led whole-of-government efforts to strengthen the planning, coordination and implementation of major infrastructure projects. Her ability to integrate policy, planning, and execution across agencies has been a defining feature of her leadership, enabling complex national initiatives to be delivered with clarity and coherence.

Ms Lim Li Chuen Yvonne



Ms Lim Li Chuen, Yvonne graduated with a Bachelor of Science (Building) from the National University of Singapore in 1999 and was appointed Group Director (Physical Planning) on 1 July 2015. She brings deep professional experience in land use planning, policy development, and implementation across both public agencies and the organisation.

2 Since assuming her current role, Ms Lim has led the design and delivery of two Master Plan reviews, continuously pushing frontiers in policy communication, stakeholder engagement, and planning innovation. She established robust consultation frameworks that enabled systematic engagement with government agencies as well as public and private-sector stakeholders across multiple platforms, strengthening the robustness of planning outcomes. In the most recent DMP2025, Ms Lim led the operational planning and engagement efforts at scale, guiding URA to successfully complete its largest public engagement exercise to date, ensuring that feedback from diverse stakeholder groups was meaningfully considered and incorporated into the planning process.

3 Ms Lim is a strong proponent of innovation in land use planning. She led a multi-disciplinary team to develop a Geospatial Information Systems-enabled mapping tool that has since been further enhanced into a cross-agency consultation, analysis and approval platform. Such tools significantly improved planners' access to data, analytical rigour, and operational efficiency, strengthening the organisation's planning capabilities.

4 Beyond her current portfolio, Ms Lim has held a range of policy and leadership roles within and outside URA. During her secondment to MND, she contributed to key policy reviews and implementation efforts. Within URA, she has helmed leadership

positions across both local and strategic planning functions, building deep expertise across the full planning value chain.

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