

# Shaping Our Shared Future

ANNUAL REPORT 2024/2025



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# Reflections on a Diamond Jubilee: Shaping Singapore's Tomorrow

From Mr Peter Ho, Chairman,  
Urban Redevelopment Authority

As Singapore commemorates its diamond jubilee, we can look back on the extraordinary journey that our nation embarked on some sixty years ago. From an unpromising start that saw newly-independent Singapore grappling with housing shortage and economic hardship, we have transformed into a vibrant global metropolis, a thriving economic hub, with self-contained housing towns distributed across the island.

Singapore's ranking as one of Asia-Pacific's most liveable cities did not come about by chance. It is the direct result of a stewardship ethos, instilled by our pioneer generation, which prioritises the needs of future generations over immediate gains. Despite the unfavourable circumstances then, our pioneers did not only focus on resolving pressing issues, but also cast their eyes into the future with hope and ambition. This same principle has also guided Singapore's long-term, integrated approach to land use planning, allowing us to maximise limited land resources for sustainable development and meet the diverse needs of both present and future Singaporeans.

The Urban Redevelopment Authority (URA) spearheads this mission through its Long-Term Plan and Master Plan. The Long-Term Plan charts a course for strategic land use and infrastructure development over five decades, while the Master Plan translates these strategies into detailed actionable plans for cohesive development on the ground over a 10- to 15-year horizon. These plans are continuously refined to account for challenges and opportunities in global and local circumstances and are worked through in consultation with stakeholders, ensuring they remain relevant to our evolving national needs and aspirations.

## Planning a Space for Our Dreams

In the past year, URA has built on the conversations and strategies in the last Long-Term Plan Review (LTPR) and unveiled the Draft Master Plan 2025 (DMP2025) in June 2025. DMP2025 outlines the development proposals which will guide Singapore's physical evolution over the next decade.

Shaped by URA's most extensive public engagement to date in which almost 220,000 people have participated in various activities since October 2023, the DMP2025 envisions a more liveable, inclusive, and endearing Singapore, with a focus on Shaping a Happy Healthy City, Enabling Sustainable Growth, Strengthening Urban Resilience, and Stewarding Nature and Heritage.

The DMP2025 and URA's work in the past year reflect our commitment to work with Singaporeans to build a future based on the aspirations of one people that is the foundation of the country's prosperity in the next 60 years and beyond.



## Creating More Inclusive Neighbourhoods for Tomorrow

Prioritising a good quality living environment remains paramount in this collective future, even as we rejuvenate our limited land to ensure Singapore remains relevant to the world. To this end, URA has plans for more inclusive neighbourhoods islandwide to meet the diverse aspirations of Singaporeans from all backgrounds. From Bukit Timah Turf City and Sembawang North to Kranji and Newton, our future neighbourhoods will bring life's essentials – transport, amenities, parks – closer to homes, and be sensitively woven with shared spaces, greenery and heritage to support active and cohesive communities. The plans for Bukit Timah Turf City and the former Keppel Golf Course have since been rolled out, with the first private residential sites launched under the Government Land Sales (GLS) Programme in 1H2025.

## Reimagining Urban Spaces Together

Beyond new neighbourhoods, we have partnered Singaporeans and stakeholders to reimagine our urban landscape, to create spaces where all can live, work, and play well. This includes roving exhibitions for a Recreation Master Plan that brings recreational options closer to homes in order to support an active and healthy citizenry, and an ideas competition for the historic Tanjong Pagar Railway Station in which the public contributed creative ideas to transform the beloved building into a lively community hub.

As part of efforts to make workplaces more vibrant, the public also formed competition teams and submitted innovative proposals to transform the former Jurong Bird Park and Jurong Hill area into a dynamic work and play destination. Offering businesses and workers with flexible industrial spaces that are harmoniously integrated with amenities, recreational spaces, and the rich greenery and heritage of the area, this future business park exemplifies the progress of URA's decentralisation strategy. This strategy will sustain long-term economic growth and bring quality job opportunities, comprehensive amenities, and delightful spaces closer to homes.

Industry professionals also helped to co-create plans and dream up design proposals to rejuvenate Raffles Place Park and the Queensway viaduct space along the Rail Corridor. Their creativity and expertise will be invaluable in giving these familiar places a new lease of life for communities to unwind, create new memories, and celebrate the areas' heritage.

## Honouring the Past as We Build Our Future

On this note, it is URA's strong belief that heritage and development are not mutually exclusive, even in land-scarce Singapore. We demonstrate this belief through initiatives that deepen our sense of identity even as we chart our plans for the future. Firstly, we marked the 30<sup>th</sup> anniversary of the Architectural Heritage Awards, paying tribute to outstanding contributions across the public, private, and people sectors in rejuvenating Singapore's conserved buildings. Secondly, URA partnered stakeholders to develop a new thematic framework that will serve as a compass to recall built heritage in Singapore's nation-building journey, reinforcing our sense of nationhood. Lastly, several buildings of the highest significance were earmarked for conservation. From the Mun San Fook Tuck Chee Temple and Jurong Hill Tower, to the NatSteel Steel Pavilion and former SIT blocks at Dakota Crescent, these buildings will remain as important landmarks that tell the stories of how our nation and communities have evolved, while serving the needs of users today and tomorrow.

In addition to integrating built heritage with new developments, URA also made headway in sensitively enhancing familiar places in our neighbourhoods that contribute to the 'soul' of our communities. Notably, we worked with over 2,300 residents and stakeholders to develop plans to enhance the Identity Corridors, to make them more welcoming for communities to bond and appreciate the unique charm of their urban environment.

Efforts to create vibrant spaces that bring people together to forge cherished memories also manifested through our well-loved signature events, with the 10<sup>th</sup> edition of i Light Singapore and 20<sup>th</sup> edition of the Marina Bay Singapore Countdown transforming our Downtown area into a tapestry of immersive activities and festivities for both locals and visitors alike.

## Nurturing Local and Global Connections

URA has continued to advocate for sustainable development and excellence in urban design among both the local and global community. Through platforms such as the Young Planners' Forum, community tours, and the Challenge for the Urban and Built Environment (CUBE), we held rich dialogues and collaborated with students, young professionals, and community groups to deepen appreciation and knowledge for Singapore's approach to urban planning.

Through the Lee Kuan Yew World City Prize (LKYWCP) 2024, the launch of the inaugural City Network for LKYWCP as well as the 11<sup>th</sup> meeting of the International Panel of Experts, URA strengthened Singapore's connections to the world and created opportunities for knowledge exchange to uplift planning capabilities in Singapore and across countries.

## Mastering Tomorrow's Challenges

Faced with global threats like climate change and an uncertain geo-political landscape, URA has continued to bolster Singapore's resilience on several fronts. In addition to expanding research and collaborations on climate protection, we engaged more than 3,000 people to co-create the vision for 'Long Island', ensuring that the plan not only achieves multiple national objectives but also embodies the hopes of Singaporeans. We drove initiatives to enhance last-mile deliveries, including a Tripartite Workgroup and courier hub scheme, to facilitate efficient and safe delivery operations for businesses and workers in the growing e-commerce sector.

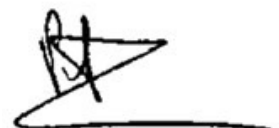
We also aim to foster a pro-enterprise environment amidst efforts to build a more resilient and sustainable future city. For this purpose, URA introduced several measures to help businesses streamline processes and support them in employing more sustainable redevelopment strategies. They include assisting businesses in progressively onboarding to the CORENET X system, providing GFA incentives for building owners to adopt district cooling systems, adopting new sustainability measures in the revised CBD Incentive and Strategic Development Incentive schemes, and working with other agencies to adjust the Additional Buyer's Stamp Duty timelines to support complex projects that help achieve transformation outcomes for the built environment sector.

## The Journey Continues

It has been both a privilege and a deeply enriching journey to have served as URA's Chairman over the past 13 years. During this time, I have seen through key milestones including reviews of our Long-Term Plans and Master Plans. I have also witnessed URA's transformation through innovation and digitalisation, earning its badge for its role as the Government's 'Urban Planning & Design Technology Centre of Excellence'. Through this role, URA has strengthened capabilities for collaborations across agencies to develop better land use plans for a more liveable Singapore. I am honoured to have worked with so many committed colleagues who proudly carry URA's mission to make Singapore a great city to live, work, and play.

As I pass the torch to Mrs Ow Foong Pheng, our incoming Chairperson, I do so with full confidence in her leadership, experience, and vision to steer URA towards greater heights of excellence.

My heartfelt thanks go to our partners, volunteers as well as colleagues past and present. Your unwavering support and dedication have been foundational to URA's achievements in the past decades. Building on the legacy of our pioneer generation and in the same spirit of the DMP2025, let us continue to write the next chapter of Singapore's story together with Singaporeans, to create a liveable, inclusive, and endearing home for generations to come.



**Peter Ho Hak Ean**  
Chairman

# Planning an Endearing Home Together



As Singapore celebrates its 60<sup>th</sup> year of independence, we continued to partner Singaporeans across generations and backgrounds to chart a shared future. From the Draft Master Plan 2025 (DMP2025) and new neighbourhoods to vibrant workspaces and community nodes, our hope is to collectively shape Singapore into a more liveable, inclusive and endearing home where generations can achieve their aspirations and thrive.

## CREATING A SPACE FOR OUR DREAMS IN THE DMP2025

The DMP2025 Exhibition was launched in June 2025 following URA's most extensive public engagement to date. Close to 220,000 people participated in various engagement activities since October 2023, and contributed feedback and ideas for our future city and neighbourhoods. Building on the last Long-Term Plan Review, the DMP2025 presents to Singaporeans the land use plans and proposals that will guide Singapore's development over the next 10 to 15 years, anchored by four themes of (i) Shaping A Happy Healthy City; (ii) Enabling Sustainable Growth; (iii) Strengthening Urban Resilience; and (iv) Stewarding Nature and Heritage.



Minister for National Development, Mr. Chee Hong Tat, launched the DMP2025 Exhibition at the URA Centre on 25 June 2025.

### Shaping a Happy Healthy City

Singaporeans can look forward to more diverse and inclusive housing options with new neighbourhoods planned across the island, including at Dover-Medway, the former Singapore Racecourse at Kranji, Sembawang North, Newton, Paterson and Pearl's Hill. The new developments will bring life's essentials – transport, amenities, workspaces and recreational options – closer to homes, and have heritage and nature woven into the surroundings. Existing neighbourhoods will also be rejuvenated with new integrated community hubs planned in Woodlands, Yio Chu Kang and Sengkang, bringing sports, recreational, healthcare and retail facilities together under one roof.

Our city centre will continue to be revitalised as a dynamic global business hub and vibrant mixed-use precinct featuring revamped workplaces, new homes as well as public spaces. Lifestyle and entertainment destinations such as Orchard Road are set to become livelier and more connected with a wider variety of attractions, such as a new destination park in the heart of Orchard Road that will merge Dhoby Ghaut Green and Istana Park with a 500-metre stretch of Orchard Road.



Artist's impression of the new destination park with family-friendly recreational spaces in the heart of Orchard Road. (Credit: NParks)

## Enabling Sustainable Growth

The DMP2025 continues to build on our decentralisation strategy to establish vibrant mixed-use business nodes islandwide that are well connected by an extensive public transportation system. The latest plans to develop our Northern, Eastern and Western Gateways as well as other business nodes will drive Singapore's long-term economic competitiveness and bring more job opportunities, amenities, and inclusive spaces closer to where residents live. For example, the Bishan Sub-Regional Centre will be rejuvenated with new workplaces, a polyclinic, amenities, and pedestrian-friendly streets. Agencies are also studying the feasibility of adding a new hawker centre that could be integrated with a revamped bus interchange in Bishan.



↑ Artist's impression of a pedestrian mall linking future developments and community facilities within Bishan Sub-Regional Centre.

## Strengthening Urban Resilience

The DMP2025 outlined our efforts in developing strategies to strengthen Singapore's climate resilience and optimise land use. For example, we have leveraged environmental modelling and analytic capabilities to guide more climate-sensitive urban design for better thermal comfort. Technical studies have also commenced for 'Long Island', to explore engineering and nature-based solutions for the project which aims to achieve multiple objectives, including enhancing water and flood resilience, and creating more land and recreational opportunities to meet future needs. We will also continue to tap on underground space for infrastructure and storage, and free up surface land for more people-centric uses.



← Artist's impression of the view of 'Long Island' from East Coast Park.

## Stewarding Nature and Heritage

Even as we shape new plans, built heritage continues to anchor our collective identity. A total of 33 buildings and structures representing important milestones of Singapore's nation-building journey were proposed for conservation under the DMP2025 and will be incorporated as part of future developments. They include the NatSteel Steel Pavilion, the former Pasir Panjang English School, 22 buildings at Bukit Timah Turf City such as the iconic North and South Grandstands, and Jurong Hill Tower. The buildings add to the Mun San Fook Tuck Chee Temple and 19 pre-war bungalows at Adam Park which were conserved in December 2024 and January 2025 respectively.

Beyond conserving buildings, we unveiled strategies to improve Singaporeans' experiences at well-loved places, including enhancement plans for three Identity Corridors and three newly-identified identity nodes - at Siglap, Moonstone Estate, and Newton. The DMP2025 reinforced our commitment to shaping Singapore as a City in Nature, with plans for a new Kranji Nature Corridor to strengthen ecological connectivity in the northern region as well as new parks to support active living and well-being.



*Artist's impression of how the former Fairways Quarters at Bukit Timah Turf City could be repurposed as a community node in the future housing estate.*



*Newton is planned to be a community-centric neighbourhood with its lush greenery, heritage, and identity woven into future plans.*

## INCLUSIVE NEIGHBOURHOODS WITH HOMES FOR ALL ASPIRATIONS

We worked with Singaporeans and stakeholders to plan for more inclusive neighbourhoods and homes, including in more central locations, to support aspirations for convenient living and healthy lifestyles.

### A Vibrant Housing Estate at Bukit Timah Turf City

Plans are underway to transform [Bukit Timah Turf City](#) into a new housing estate featuring 15,000 to 20,000 homes, including public housing that will be introduced along Bukit Timah for the first time in 40 years. Extensive engagements with residents, heritage and nature groups were conducted to ensure that the plans not only meet Singaporeans' housing aspirations, but are also developed sensitively to incorporate heritage, nature, and community spaces that are a stone's throw from public transport and amenities.



 Artist's impression of the future Bukit Timah Turf City housing estate, with inclusive open spaces amidst heritage and nature.

### Setting Plans in Motion with Sale of First Private Housing Sites at Future Neighbourhoods

The first private housing sites in Bukit Timah Turf City and the former Keppel Golf Course were launched on 8 April 2024 and 24 June 2025 respectively. The 48ha site of the former Keppel Golf Course will not just present an opportunity for more people to live close to the city centre and along the waterfront, but also serve as a catalyst for the transformation of the Greater Southern Waterfront into a new major mixed-use gateway.

## SUPPORTING ACTIVE LIFESTYLES AND SOCIAL CONNECTIONS

Building a city that supports the population’s well-being, physically and mentally, remains a key priority in our plans. From shaping recreational spaces and parks to enlivening public spaces and community nodes, we worked closely with the public and stakeholders to plan towards a happier and healthier city.

### Co-creating a Recreation Master Plan for All

Recognising recreation as fundamental to improving wellness and strengthening social ties, we launched a series of roving exhibitions for the [Recreation Master Plan](#) between April and July 2024 to engage residents for ideas and feedback to enhance recreational options islandwide. The Recreation Master Plan will be grounded on three strategies aimed at creating more diverse recreational opportunities across our island while optimising the use of Singapore’s limited land: (i) Enhancing our network of green and blue spaces by improving connectivity and activating waterbodies; (ii) Bringing recreation closer to homes and workplaces by weaving sports, arts, heritage and wellness into our everyday spaces, including underutilised spaces; and (iii) Involving the community in shaping inclusive and endearing recreational spaces for people of all ages and abilities.



↑ Activating our waterbodies to unlock more recreational opportunities. (Credit: People’s Association)

↑ Extension of Villa Verde Park under the Kranji Expressway viaduct illustrates the potential of leveraging underutilised spaces for recreation. (Credit: NParks)

### Working with Professionals to Revamp Raffles Place Park

In June 2024, URA and the National Parks Board (NParks) launched a design competition to invite architects and designers to submit innovative proposals to revamp Raffles Place Park. The winning design presented a signature public space with varied gathering areas and a new event plaza for more community events. Planned for completion by 2028, the new park will complement ongoing efforts to shape our Downtown as a loveable mixed-use precinct for both work and play.



← Winning design by DP Architects for the revamp of Raffles Place Park, featuring a thoughtful balance of civic and park spaces catering to a wide demographic of users. (Credit: DP Architects)

### From Rail to Trail: 14 Years on

As part of the DMP2025 public engagement, the public and industry professionals joined us to shape the Rail Corridor into a more inviting community space. Residents shared their aspirations for a new community node at the Queensway viaduct space. Building on the feedback, we partnered the Singapore Institute of Architects to invite industry professionals to develop innovative proposals to transform the space into a multifunctional community node.

The winning proposal was unveiled in January 2025 at the 'From Rail to Trail' exhibition, together with plans for another new community node at Stagmont Ring, as well as winning proposals from the 'From Dreams to Rail-ity' ideas competition, where the public dreamt up creative designs to transform the historic Tanjong Pagar Railway Station into a vibrant community hub. These milestones marked a 14-year journey with Singaporeans to transform the Rail Corridor into an extraordinary community space, a partnership which is set to continue for many years to come.



↑ The winning design from the 'From Dreams to Rail-ity' competition showcased a new contoured landscaped community lawn at the Tanjong Pagar Railway Station's forecourt. (Credit: Kenneth Chiang)



↑ Professionals envisioned the Queensway viaduct space to be lined with heritage exhibits, guiding visitors through different eras of Queenstown's development. (Credit: Designshop, HKS Asia Pacific Design Consulting and team)

### Bringing Together Innovations to Support Healthy Living and Well-being

To promote evidence-based urban planning that supports healthy living, active ageing, mental wellness, and social connections, we showcased research from academia, industry and partner agencies at the '[Well-being in the City: Innovating Healthy Living](#)' exhibition from April to May 2025.

A new research project was awarded to the Singapore University of Technology and Design under the Research, Innovation and Enterprise 2025 Cities of Tomorrow R&D programme, to develop data-driven solutions to support the design of multifunctional ecological corridors for both ecological and community needs.



↑ Visitors learnt about how environmental factors such as colours and sky visibility could influence their perception of thermal comfort and motivation to be more active.



↑ Then-Senior Minister of State for National Development Mr Tan Kiat How with members from the Pelatok Art Farm at the launch of the 'Well-being in the City: Innovating Healthy Living' exhibition.

## ANCHORING OUR COLLECTIVE IDENTITY AS WE PROGRESS

We continued to incorporate heritage and identity considerations into our land use plans to strengthen Singaporeans' sense of belonging, even as we redevelop Singapore to stay ahead. Beyond working with the community to conserve buildings and structures of the highest significance and giving them a new lease of life, we pursued new strategies to recall built heritage while facilitating development.

### Thematic Narratives to Reinforce Our Nationhood

Building on the Heritage & Identity Plan in the last Long-Term Plan Review, we engaged stakeholders through the DMP2025 to develop a new thematic framework covering 'Economy', 'Housing', 'Social' and 'Defence' – key pillars in Singapore's nation-building journey. The framework will guide strategies to recall built heritage in our nation-building journey, including enhancing the character of areas through sensitive urban design, as well as identifying buildings for conservation.

We also introduced new strategies to facilitate the conservation of large modern buildings. One example is the provision of bonus Gross Floor Area (GFA) for the redevelopment of Golden Mile Tower, to encourage the owners to retain the iconic cinema block as part of the site's proposed redevelopment.

### Honouring Good Practices at the 2024 Architectural Heritage Awards

The 2024 Architectural Heritage Awards marked 30 years since the Award was first launched, reflecting our commitment to honour good practices in sustaining the vibrancy of conserved buildings. The award was conferred on five project teams for a residential townhouse at [59 Emerald Hill Road](#), [Bukit Timah Railway Station](#) (Distinction), [Bukit Timah Truss Bridges](#), [former 17,19 & 21 Jiak Kim Street warehouses](#) and [St Joseph's Church at Victoria Street](#), recognising their exemplary efforts in restoring heritage buildings and structures as well as commitment to enrich Singapore's built heritage landscape.



↑ *St Joseph's Church, Victoria Street, recipient of Award for Conservation for its thoughtful balance between meeting contemporary needs and safeguarding historic character. (Credit: ONG&ONG, Fabian Ong)*



↑ *Former 17, 19 & 21 Jiak Kim Street Warehouses, recipient of Award for Conservation, with a curated trail of art installations and storyboards telling the story of the Singapore River. (Credit: Frasers Property Singapore, Finbarr Fallon)*

## Forging the Future of Our Identity Corridors with Communities

We engaged local communities extensively to develop the vision and enhancement plans for the three Identity Corridors of Historic East, Kallang River and Inner Ring. Over a period of eleven months, over 2,300 people comprising residents, stakeholders, and members of the public, shared ideas to make the Identity Corridors more endearing and inclusive, through platforms such as workshops, kayaking expeditions and surveys. Their feedback guided the development of detailed proposals to improve experiences along each corridor.



Members of the public were brought on kayaking expeditions along Kallang River, allowing them to appreciate the site better.

We also published [Identity Guides](#) for the Identity Corridors to provide the public with a useful resource to drive community projects that can be supported by the [Lively Places Fund \(LPF\)](#). Some projects have since been realised on site, such as murals, public furniture and installations, which not only enlivened the areas but also illuminated their heritage.



Ideas contributed by stakeholders of the Historic East Corridor have translated into plans for a pedestrian mall at Katong to support events and activities.



Residents along the Kallang River Corridor shared aspirations for a lively recreational space that supports inter-generational bonding, which have translated into proposals for waterfront enhancement projects at Moonstone-Bendemeer and Potong Pasir-St Andrew's, including a Sport-in-Precinct facility.

Along the Inner Ring Corridor, agencies will enhance connections between neighbourhoods such as along Zion Road, from Eu Tong Sen Street to Orchard Road, and from Kallang Road to Balestier Road, with wider walking and cycling paths. These enhancements will enable residents around the city fringe to enjoy more seamless green commutes.

# Sustaining an Open and Thriving Economy



We remain committed to strengthening Singapore's position as a global economic hub, fostering a pro-enterprise environment, and supporting Singaporeans' aspirations to thrive. To achieve this, we drove plans for business nodes islandwide, ensured a sustainable property market, and improved processes to support business efficiency.

## REIMAGINING TODAY'S SPACES FOR TOMORROW'S ECONOMY

Beyond ensuring that our land use plans cater to the nearer-term needs of the economy, we also cast an eye into the future to build capacity to seize new opportunities.

### Jointly Shaping the Former Jurong Bird Park and Jurong Hill

As part of the DMP2025 public engagement, URA and JTC launched the '[Reimagining Former Jurong Bird Park and Jurong Hill ideas competition](#)' on 18 October 2024 to seek creative ideas to reimagine the 39ha site as a vibrant space for both work and play. The winning team proposed to sensitively redevelop the area into a mixed-use precinct that integrates innovation-driven industrial uses with amenities and recreational spaces, drawing inspiration from the site's greenery, water features, industrial history as well as being home to Singapore's first aviary sanctuary. We are now distilling suitable ideas and concepts into planning and design principles to guide the site's future redevelopment and uses.



↑ The 'Reimagining Former Jurong Bird Park and Jurong Hill' ideas competition received 37 submissions.

### Showcasing the Progress of Decentralisation

Our decentralisation strategy took centre stage at the 'Enabling Sustainable Growth: Shaping the Future of Work' exhibition in October 2024, as part of the DMP2025 public engagement. The exhibition showcased how decentralisation has helped to sustain a competitive economy, create job opportunities and bring amenities closer to homes, and will continue to do so into the future. From regional gateways and sub-regional centres to fringe centres, our hierarchy of business nodes across the island offer a variety of high-quality mixed-use spaces for businesses across different sectors and for Singaporeans, providing convenience and options to all.

## SAFEGUARDING A STABLE AND SUSTAINABLE PRIVATE PROPERTY MARKET

To keep the property market stable and sustainable, we monitored the market closely and carefully calibrated the supply of land from the Government Land Sales (GLS) programme to ensure its adequacy in catering to market demand.

### Ramping Up GLS Supply of Private Housing to Meet Demand

In 2024, we ramped up the GLS private housing supply to 11,110 private housing units, its highest level since 2013. We sustained a high level of supply in 2025, as demand for private housing remained resilient. A good spread of sites has been made available islandwide to provide a variety of housing options that cater to different needs and preferences. This includes the release of more long-stay Serviced Apartments sites, following the successful award of the pilot site at Zion Road in 2024. To inject more live-in population in the Central Region and make housing more accessible for Singaporeans, GLS sites in new housing precincts such as Marina South, Holland Plain, former Keppel Golf Course, and Bukit Timah Turf City, were released for sale.

## ENHANCING REGULATION OF PROPERTY DEVELOPERS

Beyond monitoring the real estate market, we implemented measures to regulate property developers and safeguard home buyers' interests.

### Adjustment of Additional Buyer's Stamp Duty Regime to Achieve Transformation Outcomes for Built Environment Sector

On 5 March 2025, the Government introduced extensions to the Additional Buyer's Stamp Duty (ABSD) remission timelines for licensed housing developers undertaking complex projects. This will encourage housing developers to undertake complex large-scale urban transformation developments, optimise land use through intensification or integration, rejuvenate older estates, and adopt new construction technologies to achieve higher productivity targets.

### Enhancing Anti-money Laundering and Counter-financing of Terrorism Measures in Singapore's Real Estate Sector

URA was involved in the Inter-Ministerial Committee (IMC) review to strengthen Singapore's Anti-Money Laundering regime, and contributed to the recommendations in the [IMC report](#) published on 4 October 2024. Working closely with other Government agencies, we are developing and enhancing Whole-of-Government sensemaking of money laundering risks.

## SUPPORTING A PRO-ENTERPRISE ENVIRONMENT

**We introduced new initiatives as well as improved regulatory processes and services to support industry and business productivity.**

### Updates to Corenet X Implementation to Facilitate Industry Adoption

CORENET X is a multi-agency effort co-led by URA and the Building and Construction Authority (BCA). In response to industry feedback, we developed a phased implementation plan, announced in [January 2025](#), to provide the industry more time to adopt new processes and requirements. From October 2025, larger projects of 30,000 sqm GFA will be required to make submissions under CORENET X, followed by new projects of all sizes in October 2026. We also stepped up on industry engagement and change management initiatives, focusing on developers and consultants who will be onboarded in the first phase. Industry participation through voluntary submissions has been encouraging, with more than 40 projects of various typologies submitted. From the initial projects, we worked closely with partner agencies and industry collaborators to distil learning points and made improvements to the processes, system and practices, gearing towards the mandatory submission phase starting October 2025.

### Streamlining Lodgment Criteria for Landed Houses

We streamlined the [lodgment criteria for single landed house proposals](#) on 1 April 2025, which allowed more landed house proposals to qualify for lodgment so long as certain requirements are met. This includes proposals deviating from URA's guidelines, as long as URA's prior waiver had been obtained for the deviation. The enhancement not only reduces regulatory burden for the industry, but also shortens project timelines for single landed house proposals.

### Improving Service Delivery with New Services in One-Stop Developers' Portal

Developed in close collaboration with industry stakeholders, the [One-Stop Developers' Portal](#) is a digital end-to-end platform for developers to conveniently access land administration and regulatory services. We have launched many e-services on the portal, including access to eDeveloper's packet on land sales conditions, e-submission of building progress of development projects and e-declarations of show unit. In the latest round of enhancements, we launched the e-application for amendment to prescribed forms. To further improve service delivery to the industry, we will launch more new services such as the e-application for housing developer's licence and delicensing, and submission of audited accounts and auditor's certification.

# Celebrating Liveability and Building Connections



We worked with local and global stakeholders to build capabilities and promote excellence in urban planning and design. We also forged lasting relationships by enlivening our city and partnering different segments of the population on various fronts.

## ENLIVENING OUR CITY, FOSTERING RELATIONSHIPS

Our signature programmes not only injected buzz and vibrancy into well-loved places, but also brought Singaporeans and visitors together to appreciate the urban environment, unwind, and create new memories.

### Illuminating the City Centre with i Light Singapore

The 10<sup>th</sup> edition of i Light Singapore set Marina Bay, South Beach, Millenia Walk, and Tanjong Pagar aglow from May to June 2024, with 17 mesmerising light art installations by 25 artists from 11 countries. Inspired by the theme of 'Cyclical Nature', the vibrant showcase of artworks sought to explore the endless potential of everyday objects for re-design, restoration and repurposing. Together with precinct partners such as Discover Tanjong Pagar, the festival's footprint was also expanded to Tanjong Pagar for the first time, bringing the immersive experience to even more people.



↑ *Arc ZERO: Nimbus by Studio James Tapscott presented a ring of mist encircling a floating walkway and a window created by the ever-evolving state of water framing the city. As the mist diffuses, it encourages reflection on urbanisation and use of finite resources.*



↑ *Iwagumi Air Scape by ENESS (Australia) presented air-filled inflatables that are inspired by the Japanese art form of Iwagumi, the arrangement of rocks in aquascaping.*

### Bringing All Together at the Marina Bay Singapore Countdown 2025

As part of 'ONE Countdown 2025' celebrations to commemorate Singapore's 60<sup>th</sup> birthday, the 20<sup>th</sup> edition of Marina Bay Singapore Countdown 2025 saw a myriad of festivities usher in the new year, including the return of 'Brightening Lives' which lit up the Fullerton Hotel facade with light projection shows. New Year's Eve celebrations reached a climax with a series of fireworks displays in the hour leading up to midnight, and a grand finale at the stroke of midnight as the crowd welcomed 2025.



↑ *'Brightening Lives' light projection show at the Fullerton Hotel.*



↑ *Grand display of fireworks at Marina Bay at the stroke of midnight. (Credit: Jojo Lau)*

## PROMOTING EXCELLENCE IN URBAN PLANNING AND DESIGN

We continued to be at the forefront of promoting excellence in urban planning and exchanging best practices globally and locally on urban solutions to overcome challenges.

### Recognising Best Practices in Urban Solutions at the Lee Kuan Yew World City Prize 2024

Mexico City, the capital of Mexico, was awarded the [Lee Kuan Yew World City Prize](#) (LKYWCP) 2024 for its ability to address complex urban challenges and achieve transformational progress within a relatively short time of five years. Through visionary leadership, the city brought about significant advancement in urban renewal and regeneration, environmental sustainability, transport and digital transformation to improve residents' lives. Jointly organised by URA and the Centre for Liveable Cities (CLC), the biennial international award also recognised Cape Town (South Africa), Melbourne (Australia), Rio de Janeiro (Brazil), and Wellington (New Zealand) as Special Mentions for their achievements and best practices in city management.

### Inaugural Launch of City Network for Lee Kuan Yew World City Prize to Promote Knowledge Exchange

To facilitate global knowledge exchange on building liveable and sustainable cities, URA and CLC launched the [City Network for Lee Kuan Yew World City Prize](#), a community of practice that gathers representatives from the Laureate and Special Mention cities of the LKYWCP, along with nominated knowledge organisations from each city. As a platform for global dialogue on urban issues, the Network aims to bring cities together to collectively address urban challenges through partnerships between government officials, planning departments and knowledge organisations.

### Partnering the Singapore Institute of Planners to Raise Professional Standards

To raise professional standards in urban planning, URA representatives in the Singapore Institute of Certified Planners (SICP) Advisory Panel supported the Singapore Institute of Planners on the setting up of the SICP certification programme, to enhance planners' professionalism in Singapore.

### Bringing global expertise together at the International Panel of Experts 2025 meeting

We held the 11<sup>th</sup> run of the International Panel of Experts meeting from 19 to 21 March 2025, bringing together nine experts from a range of urban-related fields to discuss solutions and opportunities to address global and local trends, understand how international planning practices could potentially be adapted to Singapore's context, and seek feedback on URA's strategic planning issues and development scenarios.

The latest meeting covered how Singapore could better navigate complex futures, strengthen social cohesion, and transit to a low-carbon economy, and yielded useful insights and alternative planning paradigms for Singapore's future.



↑ IPE members with URA senior management at CapitaGreen.

## CO-CREATING WITH COMMUNITIES, YOUTH AND VOLUNTEERS

We actively engaged and forged meaningful partnerships with youth, volunteers and community groups to collectively shape Singapore's urban landscape.

### Shaping the DMP2025 With Youths

As part of public engagement for the DMP2025, we organised a focus group discussion with 80 young professionals to gain valuable insights into their vision for Singapore's future workplace landscape. Held in conjunction with the launch of the 'Enabling Sustainable Growth: Shaping the Future of Work' exhibition on 24 October 2024, participants explored Singapore's decentralisation strategy and plans for building a future-ready economy. Through facilitated discussions, they shared perspectives on upcoming developments and suggested enhancements to better support the aspirations of businesses, workers, and residents.



↑ Participants engaged in focus group discussions on how upcoming business nodes can better serve diverse stakeholder needs.

In addition, we held a Youth Dialogue on 19 February 2025 with 165 participants aged 16 to 35 years old where they engaged with then-Minister for National Development, Mr Desmond Lee, and URA's Chief Executive Officer, Mr Lim Eng Hwee, on their aspirations for housing, workspaces, greenery, and heritage. The session provided a platform for youths to share their priorities and concerns while gaining deeper appreciation of Singapore's planning challenges and the principles that guide our land use policies.



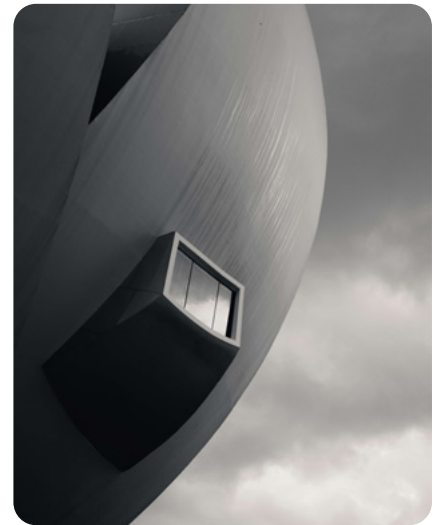
↑ Minister Desmond Lee and URA CEO Lim Eng Hwee engaging youth participants in a lively discussion on Singapore's future development at the DMP2025 Youth Dialogue.

### ‘Mad About Singapore 2024’ Photo Competition and Exhibition

For the first time, we partnered InstaSG, a local community of Instagrammers, to co-organise the ‘Mad About Singapore 2024’ photo competition and exhibition. Organised in conjunction with URA’s 50<sup>th</sup> anniversary, the campaign captured images that celebrated the collective efforts that have transformed our city and made it a liveable, inclusive, and endearing home for all.



↑ Visitors viewing the top 100 photos selected from over 5,600 submissions received during the month-long competition in April 2024.



↑ Awarded first prize is a photograph that amplifies the iconic ‘lotus’ design of the ArtScience Museum, and highlights a window that allows natural light into the space, illustrating how functionality blends in with aesthetics. (Credit: \_nat\_graphy\_)

### Expanding School Outreach Programmes

Our youth engagement initiatives continued to flourish, with the annual Young Planners’ Forum attracting more than 180 post-secondary students, where participants gained firsthand insights into the multifaceted nature of city planning in shaping Singapore’s urban development.

We also diversified our educational offerings for students across different disciplines, reaching out to nearly 3,100 students and educators with insights on key aspects of urban planning, from balancing trade-offs to meet diverse stakeholder needs, to the use of emerging technologies like Generative Artificial Intelligence (GenAI) in planning.

To further extend our outreach to secondary schools, we will be offering a new ‘Building a Sustainable Singapore’ workshop – a three-hour interactive programme where students engage in hands-on activities to gain understanding of sustainable urban development, inclusive decision-making, and responsible stewardship.



↑ Engaging students through various interactive outreach programmes.



## Engaging Communities Through Volunteer-guided Tours

Our regular volunteer-led community tours of the Singapore City Gallery reached more than 1,600 members of public, providing participants with a deeper understanding of Singapore's urban transformation and the importance of long-term planning to meet the needs of current and future generations.

The Chinatown Heritage Walks programme, a decade-long partnership with Friends of the Museums (FOM), drew over 1,000 participants. These weekly guided tours illuminate Chinatown's cultural mosaic whilst highlighting our balanced approach towards built heritage conservation and urban development.



↑ Gallery tours conducted by URA volunteers showcase Singapore's long-term planning efforts.



↑ FOM docents share how Chinatown's rich heritage enhances our city's distinctive character and contributes to our sense of belonging.

## Designing 'Long Island' with Families at the Paper Paradise Workshop

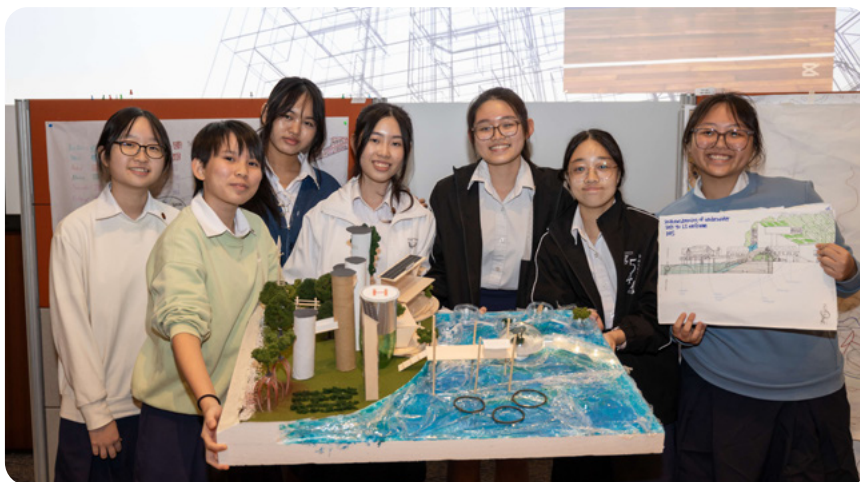
In November 2024, we rolled out 'Paper Paradise – Designing 'Long Island'', a series of school holiday workshops that brought some 80 families into the fascinating world of urban planning for climate resilience. Through a Singapore City Gallery visit, model-making, and AI visualisation, parent-child participants learnt about how URA plans for land-scarce Singapore and experienced first-hand the challenge of balancing competing land use needs when designing their dream 'Long Island'.



Participants with their dream 'Long Island' creations.

## Challenge for the Urban and Built Environment Workshop 2024 on 'Long Island'

As part of the ongoing public engagements for 'Long Island', the 2024 edition of the Challenge for the Urban and Built Environment (CUBE) welcomed 121 students from 18 tertiary institutions to envision and draw up exciting possibilities for living, working, playing and moving on and around the future 'Long Island'.



Students with their proposal for 'Long Island' on the final day of the workshop.

# Innovating to Build a Resilient Future



We leveraged smart technology and innovative solutions to augment our planning processes as well as bring more convenience to both industry and the public. We also refined our strategies and plans, consulting stakeholders widely in the process to build a resilient city that supports quality of life for many future generations.

## COLLABORATING AND INNOVATING TO IMPROVE LAST-MILE SOLUTIONS

We collaborated with various sectors to push the boundaries for last-mile delivery solutions that bridge the gap between services and end-users, utilising resources efficiently and bringing convenience to all.

### Formalisation of Courier Hub Scheme to Support Delivery Services

Following a successful pilot, URA and the Housing & Development Board (HDB) formalised the [Courier Hub Scheme](#) in September 2024 to improve the efficiency of last-mile Business-to-Consumer deliveries in residential estates. Through the scheme, logistics companies can tap on parking lots at HDB multi-storey car parks located across Singapore to support delivery activities. This initiative optimises the use of underutilised spaces, and potentially increases productivity by facilitating a higher volume of deliveries made by parcel walkers and reducing trips taken by delivery vehicles.

### Promoting Multi-sectoral Efforts to Enable Safe and Efficient Deliveries

The 11<sup>th</sup> edition of the Urban Lab exhibition series, '[Delivering into the future: Enabling safe and efficient deliveries](#)' was launched in November 2024 to showcase efforts by the Government and industry to improve last-mile deliveries and encourage collaborations across sectors to enhance our urban logistics ecosystem. The ideas and innovations presented include possible infrastructural improvements to make delivery journeys safer and more efficient as well as the use of artificial intelligence to facilitate job assignments and fleet-sharing across courier companies.



← Launched by then-Minister for National Development, Mr Desmond Lee, the exhibition showcased efforts to improve last-mile deliveries across different sectors. (Credit: MND)

### Tripartite Partnership to Drive Safer and More Efficient Deliveries

A Tripartite Workgroup comprising representatives from developments, industry associations, and agencies was formed in November 2023 to improve delivery efficiency, ensure the safety of e-commerce platform workers, and minimise disamenities caused by delivery operations at developments. Co-led by URA and the Land Transport Authority (LTA), the Workgroup has been engaging delivery personnel and development representatives to gather suggestions to improve last-mile deliveries. Engagement efforts included a survey on delivery challenges with over 2,000 delivery personnel, a focus group discussion where more than 60 participants shared insights and ideas as well as site visits to study good practices that have been implemented within developments.



← Then-Minister for National Development Mr Desmond Lee, then-Minister for Transport Mr Chee Hong Tat, and Secretary-General of NTUC Mr Ng Chee Meng hosted a focus group discussion in June 2024 to discuss solutions to make last-mile deliveries more efficient. (Credit: MND)

## BUILDING A SUSTAINABLE AND RESILIENT FUTURE CITY

We embarked on several initiatives to shape a more sustainable and resilient city that prepares us for future challenges and safeguards our quality of life for generations to come.

### Driving the Adoption of Sustainable District-level Infrastructure

We introduced new [GFA incentives](#) to encourage building owners to adopt District Cooling Systems (DCS) or Centralised Cooling Systems (CCS). Mechanical and electrical spaces needed to support the DCS and CCS networks will now be allowed as bonus Utility GFA, over and above the Master Plan allowable GFA for the site. Buildings that have tapped on a DCS or CCS network and no longer need an in-building chiller plant, can repurpose the space originally catered for the plant for other uses.

### Revised CBD Incentive Scheme and Strategic Development Incentive Scheme to Support More Sustainable Development

Since their introduction in 2019, the CBD Incentive (CBDI) and Strategic Development Incentive (SDI) schemes have played an important role in encouraging the transformation of older buildings into lively mixed-use developments that bring positive impact to their surrounding urban environment. To date, 14 CBDI and seven SDI proposals received have been given in-principle approval, with works on several of these projects underway.

To support the continued transformation of the city centre and key strategic areas, the CBDI and SDI schemes were [extended for another five-year period](#). Aligned with global efforts to reduce construction-related emissions, new proposals submitted to the schemes will need to consider how existing buildings can be partially retrofitted while supporting intensification and rejuvenation.



↑ The redevelopment of 15 Hoe Chiang Road under the CBDI Scheme will introduce a publicly-accessible 'internal street' across the development that connects to the surrounding covered walkway network and a new bus stop serving the neighbourhood. (Credit: Fragrance Group/DPA)



↑ Under the CBDI Scheme, the Skywaters will feature a mix of Grade A offices, residential, hotel and retail uses as well as 10,000 sqm of greenery and communal spaces. (Credit: SOM/Bezier)

## Envisioning 'Long Island' Together

Agencies have engaged more than 3,000 members of the public and stakeholders since November 2023 to shape the plans for '[Long Island](#)', an integrated solution along the East Coast that will meet multiple national objectives, including coastal protection, flood management, enhancing our water resilience with a new reservoir, and creating additional land for future development needs. We will review the ideas and feedback received together with findings from ongoing technical studies, to guide the development of detailed plans for 'Long Island'.



↑ The first public focus group discussion for 'Long Island' was held in May 2024 and attended by about 60 members of the public. (Credit: MND)

## Enhanced Site Coverage Guidelines to Safeguard the Character of Housing Estates

As part of continuous efforts to safeguard the character of residential estates and in response to feedback from the industry, we introduced enhanced [site coverage guidelines for detached houses \(bungalows\)](#) in March 2025. The revision sought to manage the overall building bulk of such houses to preserve the low-scale character of such estates, and facilitate good tropical design such as the incorporation of sun-shading features.

## Forging a New Way to Coordinate Major Infrastructure Network Planning and Implementation to Better Optimise Use of Underground Space

In early 2024, URA rolled out a new framework where lead implementing agencies (LAs) carrying out major infrastructure network projects are identified and tasked to carry out coordination of multi-infrastructure network and to ensure optimisation of both the underground space and implementation. These include ensuring adequate space is provided for future infrastructure network, deconflicting overlapping proposed and existing infrastructure, and reducing repeated excavation and diversion works. The framework had been applied on projects such as LTA's Tuas Road Viaduct (Phase 2) and Changi Northern Road corridor projects as well as HDB's Tengah Phase 4, saving space, time, and cost. URA has also been working with SLA and infrastructure/development agencies to enhance mapping and surveying practices of utility infrastructure to enhance the accuracy, reliability, and accessibility of utility plans and information.

# BOARD MEMBERS

(As at 31 July 2025)

## Chairman



**Mr Peter Ho Hak Ean**  
Senior Advisor,  
Centre for Strategic Futures  
PMO – The Strategy Group  
(Until 31 March 2025)



**Mrs Ow Foong Pheng**  
Chairman  
Urban Redevelopment Authority  
(From 1 April 2025)

## Members



**Mr Chang York Chye, Bill**  
Chief Executive Officer  
Nxera & Digital InfraCo, Singtel  
(Until 31 March 2025)



**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 Ong Kim Pong**  
Group Chief Executive Officer  
PSA International Pte Ltd  
*(Until 31 March 2025)*



**Mr Keith Tan Kean Loong**  
Deputy Secretary  
(Energy and Carbon)  
Deputy Secretary (Industry)  
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

(As at 31 July 2025)



**Lim Eng Hwee**  
Chief Executive Officer



**Richard Hoo Eng Jek**  
Deputy Chief Executive Officer



**Adele Tan Shiao Ling**  
Deputy Chief Executive Officer & Chief Planner



**Fun Siew Leng**  
Chief Urban Designer



**Han Yong Hoe**  
Executive Director



**Chiu Wen Tung**  
Group Director (Research & Development)



**Choo Chai Foong**  
Group Director (Development Services)



**Chou Mei**  
Group Director (Conservation & Urban Design)



**Vijay Das**  
Group Director (Infrastructure Planning Authority)



**Goh Chin Chin**  
Group Director (Development Control)



**Goh Siow Chong**  
Chief Information Officer



**Irene Kang Pei Pei**  
Group Director (Strategic Communications & Outreach)



**Lee Wai Kin**  
Group Director  
(Strategic Planning)



**Yvonne Lim Li Chuen**  
Group Director  
(Physical Planning)



**Loh Teck Hee**  
Group Director  
(Design & Planning Lab)



**Mieko Otsuki**  
Group Director  
(Corporate Development)  
& Board Secretary



**Jason Teo Eng Chong**  
Group Director  
(Land Sales &  
Administration)



**Yap Lay Bee**  
Group Director  
(Architecture &  
Urban Design)



**Andrew David Fassam**  
Senior Director  
(Strategic Projects)



**Estella Kueh Sing Ming**  
Senior Director  
(Development Services)



**Seow Kah Ping**  
Dean (URA Academy)  
(until 8 May 2024)



**Tan See Nin**  
Senior Director  
(Projects)



**Tan Siok Kheng**  
Senior Director  
(Physical Planning)



**Teh Lai Yip**  
Senior Director  
(Conservation)



**Yak Pek Ching**  
Senior Director  
(Development Control)

# ADVISORY COMMITTEES

(As at 31 July 2025)

## INTERNATIONAL PANEL OF EXPERTS

This panel was established to seek the perspectives of international experts, including architects, urban planners and strategists, on best practices and the latest global trends in planning and urban design, to address Singapore's planning challenges in the medium-to-long term. It also provides feedback on strategic planning issues identified by URA, as well as perspectives on a broader range of strategic and urban-related issues.

### Chairman

#### Mr Peter Ho Hak Ean

Senior Advisor,  
Centre for Strategic Futures  
PMO – The Strategy Group

### Members

#### Professor Marina Alberti

Professor of Urban and  
Environmental Planning,  
Department of  
Urban Design and Planning,  
College of Built Environments,  
University of Washington

#### Professor Timothy Beatley

Teresa Heinz Professor  
of Sustainable Communities,  
Department of Urban and  
Environmental Planning,  
School of Architecture,  
University of Virginia

#### Professor Rebecca L.H. Chiu

Honorary Professor,  
Department of Urban  
Planning and Design,  
Faculty of Architecture,  
Hong Kong University

#### Mr Albert Chan

Director of Planning and  
Development, Shui On Land

#### Mr Cheng Hsing Yao

Group Chief Executive Officer,  
GuocoLand Limited

#### Professor Philipp Bouteiller

Managing Partner,  
Artprojekt Entwicklungen GmbH

#### Mr Josef Hargrave

Director and  
Global Foresight Leader,  
Arup

#### Ms Jennifer Keesmaat

Founder and  
Chief Executive Officer,  
The Keesmaat Group

#### Dr Jonathan Reichental

Founder and  
Chief Executive Officer,  
Human Future

#### Dr Hossein Rezai-Jorabi

Global Design Director,  
Ramboll Group

#### Mr Gareth Wong

Chief Operating Officer,  
Integrated Urban Solutions,  
Sembcorp Industries Ltd

\*The term for the panel was effective from April 2022 to March 2025

## DESIGN ADVISORY COMMITTEE

This committee reviews and provides feedback on URA's urban design and waterbodies design guidelines, as well as advice on local best 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

#### **Mr Marc Boey**

Executive Director,  
Property Services and  
Chief Operating Officer,  
Far East International  
*(Until 30 June 2025)*

#### **Mr Tai Lee Siang**

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

#### **Mr Chris Fossick**

Non-Executive Director,  
Pacific Century Regional  
Developments  
*(Until 30 June 2025)*

#### **Mdm Fun Siew Leng**

Chief Urban Designer,  
Urban Redevelopment Authority

#### **Mr David Hutton**

Group Head of Development,  
Lendlease Singapore Pte Ltd

#### **Mr Siew Man Kok**

Chairman and Founding Director,  
MKPL Architects Pte Ltd

#### **Mr Chintan Raveshia**

Director,  
Cities, Planning & Design Business  
Leader, Asia Pacific Region, Arup  
*(From 1 July 2025)*

#### **Ms Soon Su Lin**

Chief Executive Officer,  
Fraser's Property Singapore  
*(From 1 July 2025)*

#### **Mr Desmond Sim**

Group Chief Executive Officer,  
Edmund Tie & Company (SEA) Pte Ltd  
*(From 1 July 2025)*

#### **Mr Cheng Hsing Yao**

Group Chief Executive Officer,  
GuocoLand Limited  
*(Until 30 June 2025)*

#### **Mr Ronald Tay**

Chief Executive Officer,  
CapitaLand Development Singapore  
*(From 1 July 2025)*

#### **Mr Neil Walmsley**

Regional Director UK/Europe,  
Urban Solutions, Hatch  
*(Until 30 June 2025)*

#### **Mr Zahidi Abdul Rahman**

Principal Architect,  
Zahidi A R Arkitek

## HERITAGE & IDENTITY PARTNERSHIP

Through regular dialogue with URA, the Heritage & 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 Cheng Hsing Yao

Group Chief Executive Officer,  
GuocoLand Limited

#### Mr Ho Weng Hin

Founding Partner,  
Studio Lapis

#### Mr Richard Lai

Associate Partner,  
ADDP Architects

#### Professor Ho Puay Peng

Professor,  
Department of Architecture,  
National University of Singapore

#### Dr Hamzah Bin Muzaini

Associate Professor,  
Faculty of Arts and Social Sciences,  
National University of Singapore

#### Dr Chong Fook Loong

Group Director (Urban Planning  
Group) & Chief Town Planner,  
Housing & Development Board

#### Dr Venka Purushothaman

Deputy President & Provost,  
LASALLE College of the Arts

#### Mr Kwee Ker Wei

Director,  
Pontiac Land

#### Mr Jerome Lim

Heritage Blogger,  
The Long & Winding Road

#### Ms Yvonne Lim

Group Director,  
Physical Planning,  
Urban Redevelopment Authority  
(until 31 July 2024)

#### Ms Chou Mei

Group Director  
(Conservation & Urban Design),  
Urban Redevelopment Authority  
(from 1 August 2024)

#### Mr Alvin Tan Tze Ee

Deputy Chief Executive  
(Policy & Community),  
National Heritage Board  
(until 31 July 2024)

#### Ms Carmen Low

Co-Founder,  
Afterglow

#### Ms Vivienne Soon

Director,  
Breezeway Development

#### Dr Kevin Tan

President,  
ICOMOS Singapore

#### Mr Tan Swee Yiow

Chairman and  
Non-Executive Director,  
Keppel REIT Management Limited

#### Ms Thong Wai Lin

Deputy Chief Executive &  
Assistant Commissioner of Lands,  
Singapore Land Authority

#### Mr Yeo Kirk Siang

Group Director (Policy & Community),  
National Heritage Board  
(from 1 August 2024)

#### Dr Thang Leng Leng

Associate Professor,  
Department of Japanese Studies  
Faculty of Arts and Social Sciences,  
National University of Singapore

#### Dr Yeo Kang Shua

Associate Professor,  
Architecture & Sustainable Design,  
Singapore University of  
Technology and Design

#### Dr Jack Lee

Immediate Past President,  
Singapore Heritage Society

# CORPORATE GOVERNANCE

(As at 31 July 2025)

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  
(From 1 April 2025)

**Mr Peter Ho Hak Ean**

Senior Advisor,  
Centre for Strategic Futures  
PMO – The Strategy Group  
(Until 31 March 2025)

### 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  
(From 1 April 2025)

**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 Chang York Chye, Bill**

Chief Executive Officer,  
Nxera & Digital InfraCo, Singtel  
(Until 31 March 2025)

**Mr Sarjit Singh Gill,  
Senior Counsel**

Senior Partner,  
Shook Lin & Bok LLP

**Mr Loh Chin Hua**

Chief Executive Officer  
and Executive Director  
Keppel Ltd  
(From 1 April 2025)

**Mrs Nina Yang**

Group Chief  
Development Officer  
CPG Corporation Pte Ltd

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## 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  
(From 1 April 2025)

**Mr Peter Ho Hak Ean**

Senior Advisor,  
Centre for Strategic Futures  
PMO – The Strategy Group  
(Until 31 March 2025)

### Members

**Mr Keith Tan Kean Loong**

Deputy Secretary  
(Energy and Carbon)  
Deputy Secretary (Industry)  
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 are established to identify and analyse the risks faced by the organisation. Management together with ARC, set appropriate risk limits and controls, and monitor 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 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 IT 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 computerised systems and networks; and
- Performing checks on compliance with statutory requirements, regulations and standards.

The external auditor, Deloitte & Touche 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 to the ARC its findings on significant accounting and internal control issues, and recommends possible ways 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.

### STAY CONNECTED

@URASingapore



[www.ura.gov.sg](http://www.ura.gov.sg)

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