



Annual Report 2023/2024

50 YEARS OF SHAPING OUR CITY AND HOME TOGETHER



CONTENTS

- 3 | REFLECTIONS FROM CHAIRMAN
- 6 | SUSTAINING SINGAPORE'S
LONG-TERM GROWTH WITH PLANNING
- 17 | ENABLING SUSTAINABLE GROWTH
- 20 | CREATING A VIBRANT ENVIRONMENT
AND COHESIVE COMMUNITIES
- 25 | BUILDING A RESILIENT FUTURE
- 30 | URA'S 50 YEARS AT A GLANCE
- 34 | BOARD MEMBERS
- 36 | MANAGEMENT TEAM
- 38 | ADVISORY COMMITTEES
- 41 | CORPORATE GOVERNANCE
- 44 | ABOUT US

REFLECTIONS FROM MR PETER HO, CHAIRMAN, URBAN REDEVELOPMENT AUTHORITY

2024 marks the Urban Redevelopment Authority's golden jubilee. As the national land use planning and conservation agency, URA has played a central role in the transformation of Singapore. Over the past half century, we have worked with stakeholders in stewarding our limited land resources to realise our founding fathers' vision of transforming Singapore from a mudflat into a modern metropolis and more. As we reflect on this significant milestone, we also reaffirm our commitment in continuing to forge plans to make Singapore an even better home today and into the future.

Achieving a bold vision against the odds

The establishment of the Urban Redevelopment Authority (URA) in 1974 as a statutory board charged with the mission to plan for the long-term infrastructure needs of a young nation was an act of faith in the future of Singapore. Fifty years on, the belief and determination of generations past and present to secure a better tomorrow for Singaporeans have transformed Singapore into the modern metropolis we know today.

Long-term strategic planning is deeply rooted in URA's DNA. The reclamation of Marina Bay for instance, started in the 1970s even though there was no pressing need for land at the time. Yet the planners of the day, looking out decades ahead, took the bold step of creating new space south of the city centre. They acted on the conviction that this would give Singapore the flexibility and capacity to capture opportunities in the future. This belief has helped Singapore to become one of the top business and lifestyle destinations in the world.

Beyond planning to meet future needs, shaping Singapore is also about creating a high-quality living environment and an endearing home for generations of citizens. URA has therefore placed strong emphasis on urban design and architectural

excellence since the early days, when our work focused on the Central Area. This effort has grown to cover many other precincts and made Singapore the distinctive and beautiful city of today. The iconic Marina Bay skyline, The Helix bridge, Henderson Waves, and Alexandra Arch, are all renowned landmarks in Singapore and beyond. At the same time, URA champions the conservation of our built heritage as it is a vital part of the urban landscape that strengthens our sense of identity and connects Singaporeans across generations to our history and culture. To date, URA has conserved more than 7,200 heritage buildings in over 100 conservation areas – no easy feat in land-scarce Singapore.

In the push towards a more sustainable future, URA has also embarked on research, as well as spearheaded significant infrastructure developments such as the District Cooling System, and innovative policies such as the Landscaping for Urban Spaces and High-



Rises Programme (LUSH) to mitigate the effects of climate change in our urban environment.

Charting the next chapter as stewards of today

Our mission to make Singapore a great city to live, work and play continues today, and is unending. URA has in the past year worked closely with Singaporeans to ensure that our island city-state thrives and many generations to come can achieve their aspirations.

We embarked on the Draft Master Plan 2025 (DMP2025) public engagement in October 2023 to chart the next chapter of Singapore's development. Building on the conversations in the Long-Term Plan Review in 2022, we are engaging widely to find solutions to balance competing needs and diverse aspirations to make Singapore a more liveable, inclusive and endearing home for all.

Focusing on the four pillars of Shaping a Happy and Healthy City, Enabling Sustainable Growth, Strengthening Urban Resilience and Stewarding Nature and Heritage, to date we have involved more than 90,000 people in the DMP2025 conversations. They have shared their feedback on our plans for the next 10 to 15 years through platforms such as dialogues, exhibitions and competitions. Our plans include new neighbourhoods in central locations such as Pearl's Hill, Bukit Timah Turf City, Mount Pleasant and Marina South, which aim to give citizens more amenities and housing options closer to the city as well as build on ongoing efforts to better distribute transport demand across the island. We also began extensive public consultations for a Recreation Master Plan, which expands on past efforts to enhance our quality of life as well as physical and mental well-being.

Building on efforts to improve lives by bringing plans to fruition with Singaporeans

We brought to life plans that were forged together with Singaporeans and stakeholders over the years, and partnered communities in shaping more delightful spaces for all. For instance, we opened the new Buona Vista community node along the Rail Corridor which offers the young and old an inclusive space for active living, nature, and bonding. There will be more to look forward to along the Rail Corridor, as we engage the community to develop plans for the historic Tanjong

Pagar Railway Station and the Queensway viaduct to become exciting community spaces for people of all ages, backgrounds and abilities.

As part of efforts to partner stakeholders in strengthening the Singaporean identity and enlivening our urban landscape, URA supported the Kampong Gelam Alliance in developing their inaugural Place Plan. The Plan aims to bring precinct stakeholders together to make Kampong Gelam an even more attractive and relevant precinct that is anchored on its rich heritage.

We made strides in creating new opportunities for live, work and play. Many developments and infrastructure projects to support the growth of Jurong Lake District (JLD) as Singapore's largest business district outside the city centre saw further progress in the year. In June 2023, agencies also announced plans to comprehensively redevelop the Singapore Racecourse site at Kranji to meet future needs for housing as well as to improve citizens' quality of life with complementary spaces for leisure and recreation.

Accessible housing for every aspiration and lifestyle

With resilient housing demand on the heels of the COVID-19 pandemic, URA implemented various initiatives to maintain market stability and a steady supply of home options for residents with different aspirations. A key measure was ramping up the private housing supply on the Confirmed Lists of the 2024 Government Land Sales (GLS) Programme which was the highest in 11 years, with a good mix of sites released islandwide.

To cater to evolving lifestyle preferences, URA introduced a new category of long-stay Serviced Apartments with a three-month minimum stay requirement, with an inaugural GLS site at Zion Road awarded for development in April 2024. To further address rental demand, URA temporarily relaxed the occupancy cap for larger private residential properties from six persons to eight persons.

Bringing people together to forge new memories and appreciate our city

We continued to present well-loved programmes to add buzz to our city, bringing people together to

build relationships and create new memories. The 2023 edition of i Light Singapore dazzled festival-goers with captivating artworks and transformed Marina Bay into a visual playground. For the first time, the Festival was brought to two new locations – South Beach and Millenia Walk – bringing fresh experiences to more Singaporeans and visitors. The signature Marina Bay Singapore Countdown once again delighted revellers with a host of exciting activities around the Bay throughout December, where they also ushered in the new year with a spectacular display of artisanal fireworks.

At the national and global stage, we covered new ground in promoting Singapore's best practices in sustainable planning, architecture and urban design. Notably, we honoured eight projects and individuals who have made an impact on the lives of Singaporeans through design excellence at the President's Design Award 2023. We also launched the new Singapore Architecture Collection in collaboration with National Library Board to celebrate how Singapore architects have shaped Singapore's modern landscape. On the international front, the Singapore Pavilion at the Venice Architecture Biennale 2023 hosted over 97,000 visitors, while the 12th World Cities Summit Mayors Forum was held in the Lee Kuan Yew World City Prize 2018 Laureate city of Seoul in September 2023.

Embracing innovation to reap opportunities and build a resilient future city

Planning for a more sustainable and resilient city requires constant innovation. URA announced plans for 'Long Island', an integrated solution which safeguards our homes, businesses, infrastructure and public spaces against sea level rise caused by climate change, while creating exciting opportunities such as 20km of new coastal and waterfront parks for the future. To keep our city cool, URA also brought together cross-sector climate-resilient solutions and research at the Urban Lab exhibition, in order to spark further collaboration amongst the public, private and academia sectors in mitigating the effects of rising urban heat.

Even as we set our sights to enhance long-term resilience, we made progress on the ground during the year in review. To support our ambition to make JLD

a model sustainable district and living laboratory to test-bed sustainable innovations, eight winning urban solutions from the JLD Innovation Challenge will be piloted in existing developments to reduce carbon emission, energy usage, waste and resources as well as to achieve a car-lite environment. Additionally, we are planning for a new, large-scale district cooling system plant in JLD to serve current and future developments, bringing it a step closer to the goal of achieving net-zero emissions around 2045.

URA also recorded progress in our expanded role as the Infrastructure Planning Authority to strengthen the coordination of planning and implementing major infrastructure networks. Over the past year, significant efforts were made to optimise and coordinate some 24km of major infrastructure networks, across different agencies.

Towards even better years ahead

URA's work continues to evolve in tandem with new and emerging challenges. We remain committed to supporting positive environmental, social and governance (ESG) outcomes and will be publishing our first Sustainability Report this year. The Sustainability Report will serve as an additional compass to guide us in developing plans and policies that support and align with Singapore's net-zero ambitions by 2050.

I would like to thank URA's partners, stakeholders and Singaporeans for their continued partnership and contributions as well as express my appreciation for URA colleagues, past and present, for their hard work and professionalism. On behalf of URA, I look forward to the upcoming Draft Master Plan which will reflect our collective aspirations for the next chapter of the Singapore Story.



Peter Ho Hak Ean
Chairman

SUSTAINING SINGAPORE'S LONG-TERM GROWTH WITH PLANNING



From our inception in 1974, we have completed five reviews of Singapore's Long-Term Plans – previously called the Concept Plan, and have embarked on the ninth review of the Master Plan. This forward-looking and systematic approach to planning has helped us steward Singapore's limited land resources, and plan ahead in anticipation of future needs and aspirations. The review of the Draft Master Plan 2025 (DMP2025) will help translate our long-term planning initiatives into detailed land use and development plans for the next 10 to 15 years, to provide room for growth and improve the quality of life of Singaporeans.

To this end, the DMP2025 focuses on Shaping a Happy and Healthy City, Enabling Sustainable Growth, Strengthening Urban Resilience and Stewarding Nature and Heritage.

**BRINGING
PLANS TO LIFE
AND FORGING
THE FUTURE
TOGETHER**

To ensure that Singapore continues to grow sustainably in the long term and remains an endearing home where generations of Singaporeans can achieve their aspirations and thrive, we not only transformed plans into reality in the past year but also launched the **DMP2025 public engagement** in October 2023, to chart the next chapter of Singapore’s development. By engaging Singaporeans and stakeholders through various platforms, we aim to build on the conversations in the **Long-Term Plan Review**, and work together to make Singapore a more liveable, inclusive and endearing home.

**DRAFT MASTER
PLAN 2025
PUBLIC ENGAGEMENT**

Making Singapore a liveable, inclusive and endearing home for all

Long-term planning has helped us manage our scarce land resources and shape the city we live in today.

In 2021, we journeyed with Singaporeans in the Long-Term Plan Review to reimagine how Singapore can meet our diverse needs and aspirations over 50 years and beyond.

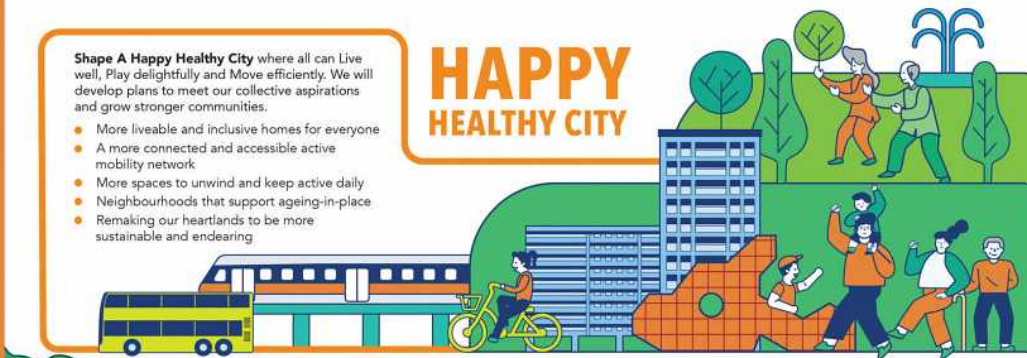
We are now coming together to build on these shared conversations to map out detailed plans for the next 10 to 15 years.

Join us in shaping our city together:
www.go.gov.sg/URADraftMasterPlan

Shape A Happy Healthy City where all can Live well, Play delightfully and Move efficiently. We will develop plans to meet our collective aspirations and grow stronger communities.

- More liveable and inclusive homes for everyone
- A more connected and accessible active mobility network
- More spaces to unwind and keep active daily
- Neighbourhoods that support ageing-in-place
- Remaking our heartlands to be more sustainable and endearing

**HAPPY
HEALTHY CITY**



**SUSTAINABLE
GROWTH**

Enable Sustainable Growth with a vibrant economy that provides quality Work opportunities.

- Flexibility to adapt to new economic trends
- More mixed-use spaces for workers and businesses
- Sites with different lease tenures and densities to support innovation and new trends



URBAN RESILIENCE

Strengthen Urban Resilience to combat climate change and optimise our limited land resources, to sustain a good quality of life.

- Capitalise on our sea, underground and underutilised spaces and co-locate multiple uses
- Integrate nature-based solutions with infrastructure for innovative urban solutions

**STEWARD OUR
NATURE AND
HERITAGE**

Steward our Nature and Heritage to enhance our natural capital and built heritage, shaping a home that we Cherish.

- Strengthen the distinctive character and heritage of our towns
- Enhance green and blue spaces, and strengthen ecological connectivity
- Bring nature closer to people

**LEVERAGE
TECHNOLOGY**

Tap On Technological Opportunities to further efforts in land optimisation, and enhance our quality of life.

- Improve how we live, work and play by leveraging emerging technologies
- Enhance land optimisation through innovative design and policies



▲ Key focus areas of the DMP2025 public engagement



◀ Through platforms such as focus group discussions, exhibitions and online polls, we sought ideas and feedback on the DMP2025 from Singaporeans from all walks of life

Connecting communities from Bishan to the city

Following through on plans to revitalise the Kallang River presented in 2017, five new and improved connections under [Phase 1 of the Bishan-to-City Links project](#) were opened, providing joggers, cyclists and walkers with a contiguous route stretching from Bishan to the Central Business District. The route will be further enhanced with

the completion of Singapore’s longest elevated pedestrian and cycling bridge across the Pan Island Expressway (PIE) in the coming years, offering users a seamless 10km green commute along the Kallang Park Connector and contributing to more sustainable and healthier lives.



▲ The new Kallang Bahru underpass is lined with copper inlays of birds and animals



▲ The Central Expressway underpass boasts increased headroom, new seating and decorative lighting

Meeting Singaporeans' housing aspirations with new homes in central locations

To further efforts in introducing more live-in population close to workplaces and amenities, reduce travelling time as well as address Singaporeans' aspirations for more diverse and accessible housing options, we unveiled plans for new neighbourhoods in central locations at the ['My City, My Home' exhibition](#) in November 2023, and sought public feedback on the plans. Covering areas such as Pearl's Hill, Bukit

Timah Turf City, Mount Pleasant and Marina South, these future neighbourhoods are planned to be more inclusive, sustainable and endearing, where residents can enjoy the convenience of city living and well-designed environments.



▲ Future residents and visitors at Pearl's Hill will enjoy lush green public spaces next to Outram Park MRT station



▲ 55 guided tours of 'My City, My Home' exhibition were conducted by 24 URA volunteers for 440 participants

Bringing play to everyday play-ces through the Recreation Master Plan

Recreation has always been an integral aspect of Singapore's land use planning, aimed at enhancing our physical, mental and social well-being as well as to bring people and communities together. The 1991 Long-Term Plan laid out the blueprint for a network of green and blue spaces across the island. This was later expanded into the Leisure Plan 2008, the first plan that guided the implementation of a variety of recreational options islandwide, including the Round Island Route, Southern Ridges and enhancements to Sungei Buloh Wetland Reserves.

In our latest endeavour, we embarked on an extensive public consultation for a [Recreation Master Plan](#) as part of the DMP2025 engagements. The Recreation Master Plan aims to enhance our quality of life as well as physical and mental well-being, by activating our green and blue spaces, introducing recreational spaces closer to homes, and involving the community more deeply to create endearing play spaces.



▲ Proposals in the Recreation Master Plan focus on creatively enhancing green, blue and underutilised spaces for more recreational opportunities to support active lifestyles, well-being and community bonding



▲ AI-generated image providing a visual reference of a city that is barrier-free for all to play, based on ideas from Leslie, 17 years old

SHAPING DELIGHTFUL SPACES ALONG THE RAIL CORRIDOR

Since the return of the railway land in 2011, we have engaged the public and stakeholders extensively to shape plans for the Rail Corridor and bring them to reality to offer more inclusive recreational space along the green spine. We continued to do so in the past year.

New community node at Buona Vista

The opening of [Buona Vista node](#) – the first community node along Rail Corridor (South) – offered a new space for play, nature recreation and bonding. Sensitively integrated with the Rail Corridor and surrounding developments in one-north, the new community node features a children’s playground with biophilic elements, fitness areas for adults and seniors, a ‘plug-and-play’ space underneath the North Buona Vista Link viaduct for fitness enthusiasts and community activities, and a 500sqm community lawn that serves as a flexible events space. This marked another milestone for the collective efforts between agencies, stakeholders such as the Friends of Rail Corridor, residents, heritage and nature groups, and the public to shape the future of Rail Corridor.



▲ Rain gardens and vegetated swales recall the original stream and marshland landscape of the Rail Corridor before the railway was first built (Photo credit: National Parks Board)



▲ Children’s playground with biophilic elements to offer diverse textures and environment that encourage interaction with nature (Photo credit: National Parks Board)

Reimagining the historic Tanjong Pagar Railway Station

As part of the DMP2025's focus to Steward our Nature and Heritage, we launched an ideas competition – '[From Dreams to Rail-ity](#)' – for the former Tanjong Pagar Railway Station (TPRS), inviting the public to submit proposals to reimagine the historic railway station as a vibrant and inclusive multi-functional community building at the southern gateway into the Rail Corridor. The competition sought ideas to support the transformation of the building and site, with attractive and inviting public spaces for all. The public was also invited to share their memories and stories as well as give feedback on the type of activities they would like to see at the future TPRS.



▲ The 'From Dreams to Rail-ity' Ideas Competition invites the public to submit ideas to reimagine the former Tanjong Pagar Railway Station as a unique heritage and recreational node along the Rail Corridor

Transforming the Queensway viaduct space into a multi-functional community node

Singaporeans can look forward to more inclusive spaces along the Rail Corridor and greater opportunities to shape the space together such as the future community node at the [Queensway viaduct space](#). Agencies have engaged the local community on ideas

to transform the space underneath the Queensway viaduct into a multi-functional community node that offers a safe, accessible and inclusive environment for a variety of activities.



▲ Artist's impression of a multi-functional and inclusive community space at the Queensway node (Photo credit: Housing & Development Board)

ENLIVENING PUBLIC SPACES WITH THE COMMUNITY

We partnered local communities further to enliven precincts and public spaces, supporting stakeholders' interests in the process and creating places of delight for all.

Unveiling a new Place Plan for Kampong Gelam

In July 2023, the Kampong Gelam Alliance (KGA) unveiled its inaugural [Place Plan](#) for the Kampong Gelam Historic Area. Taking on board ideas and feedback gathered from a two-month public engagement and in collaboration with URA, KGA developed a plan that is guided by five focus areas: Identity, Economy, Placemaking, Connectivity and Activation. Through initiatives such as [artworks in public spaces](#) and a cultural mapping project to build a knowledge repository within the community, the plan aims to transform Kampong Gelam into an even more attractive, inclusive and historic area while preserving its 'soul'. In the same year, we also continued to support Kampong Gelam stakeholders in initiatives to enliven the precinct, such as the Cahaya Ramadan Bazaar.



▲ Singaporean artist Yip Yew Chong's mural at 92 Arab Street, an initiative under the Place Plan, captures the vibrant streetscapes of Kampong Gelam's yesteryears (Photo credit: Yip Yew Chong)

Transforming spaces into lively places at Kampong Gelam and Potong Pasir

We supported communities that led efforts to enliven public spaces across the island. As part of Archifest 2023, six interactive urban installations were created by architects and designers to celebrate Kampong Gelam's rich heritage. At Potong Pasir, self-taught artist Anne Neo rallied residents and students from St

Andrew's Secondary School to paint colourful motifs on [33 benches](#) at the Potong Pasir community plaza. These efforts were supported by the [URA-HDB Lively Places Fund](#), which provides the community with funding to make public spaces more delightful and memorable.



▲ 'Dulang-dulang' transformed a parking zone for coaches and cars at Kampong Gelam into a public gathering space



▲ Community champion, Anne Neo, with one of the painted benches in the Potong Pasir neighbourhood (Photo credit: Anne Neo)

Creating a more vibrant waterway with PLAY@Punggol

With support from JTC Corporation (JTC), National Parks Board, and the Singapore Institute of Architects, we launched the PLAY@Punggol design competition to seek creative design concepts to shape three public spaces along the picturesque Punggol Waterway. In August 2023, [Wow, a crocodile!](#), [Flora and Fauna Kinetics Playscape](#), and [Pencils by the Water](#) were chosen as the winning designs to be transformed into physical installations, adding vibrancy to the Punggol neighbourhood.

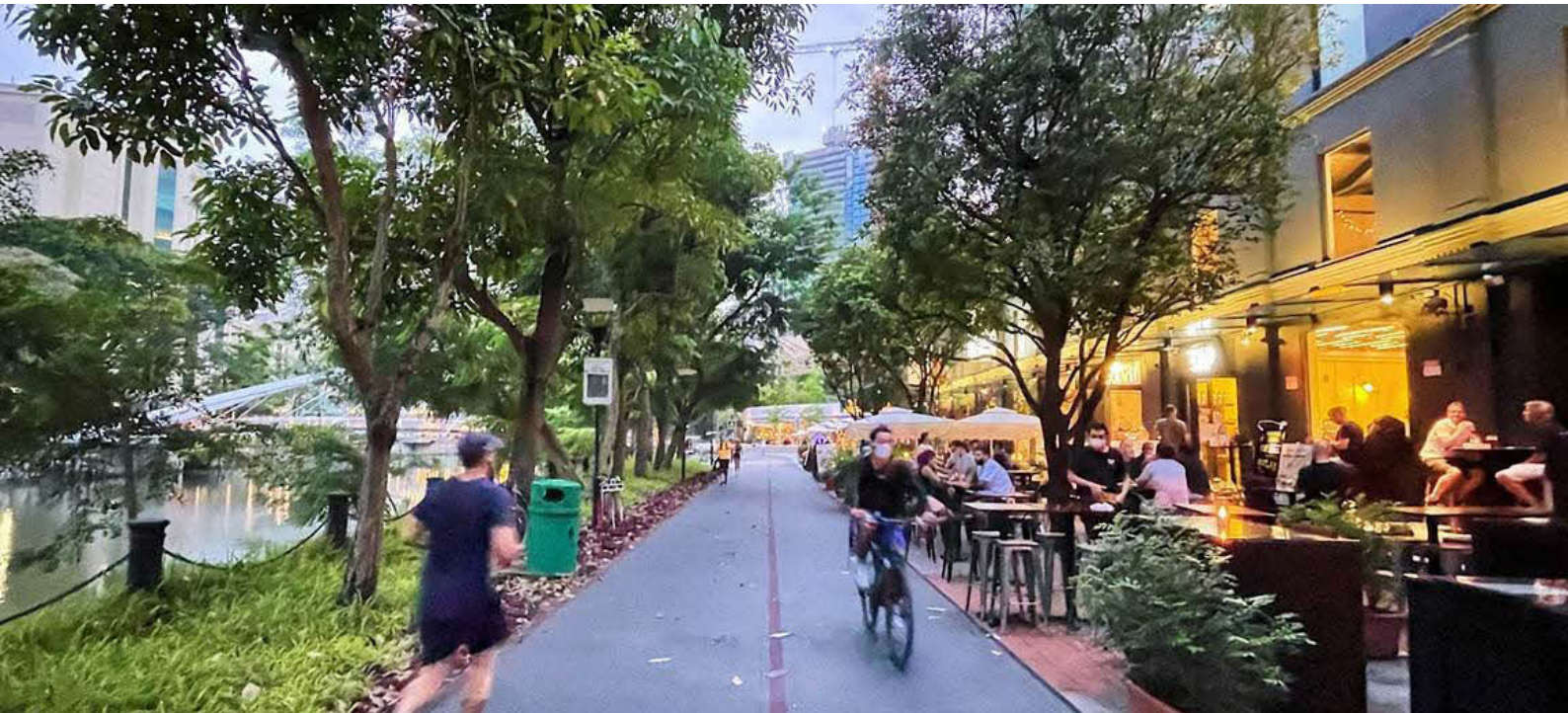


▲ 'Wow, a crocodile!' by Land Design One Pte Ltd

Providing a safer and more positive experience along Singapore River

With the completion of the Singapore River segment of the Round Island Route and other improvements along the river promenade, we carried out a review of the [guidelines](#) for Outdoor Refreshment Areas (ORAs) at Robertson Quay and Clarke Quay to ensure that the area continues to provide a safe and positive experience for all users. For example, to avoid

obstructing pedestrian and cyclist movement along the shared walkways, ORAs are now only allowed on State land fronting the development and adjacent to the river promenade. All furniture and structures, including menu stands and signage, must also be placed within the approved ORA boundary.



▲ Clear demarcation of shared path and ORAs at Singapore River promenade, making a positive experience for pedestrians, cyclists and diners

DEEPENING ENGAGEMENTS WITH YOUTHS AND VOLUNTEERS

We reached out to aspiring youths and volunteers to co-develop programmes and deepen appreciation for urban planning and design.

Engaging youths through forums and workshops

The annual Young Planners' Forum invites aspiring post-secondary students to explore the world of urban planning in Singapore and gain insights into a planner's work at URA. At the latest edition, 200 participants experimented with AI tools and collectively envisioned the future of upcoming developments such as the future elevated pedestrian and cycling bridge along the Bishan-to-City route, and 'Long Island'. URA professionals also shared with participants on career opportunities as well as insights on how planning, engineering, architecture and data analytics contribute to URA's mission.

We also sustained our partnership with the NUS Geographical Society in co-creating interactive workshops for upper secondary and pre-tertiary students in May 2023 and January 2024. Over 490 students participated in these workshops, engaging in discussions and hands-on activities that involved them in planning a liveable and sustainable city.

In addition, 140 students from 18 junior colleges, polytechnics and the Institute of Technical Education participated in the 14th edition of the annual Challenge for the Urban Built Environment (CUBE) in November 2023 and formulated plans on transforming the former Jurong Bird Park site. Guest lecturers from the National University of Singapore (NUS) and JTC engaged the students in introductory

discussions and applications of sustainable urban planning. Under the mentorship of leading industry professionals and architecture student facilitators from NUS, the students were guided throughout their projects which were presented to a critique panel comprising representatives from the professional industry and URA.



▲ Students brainstorming solutions to a planning challenge at a youth workshop



▲ Youth participant sketching his vision for the future bridge across the PIE at the Young Planners' Forum



▲ Cutting-edge AI tools provided students with new ways to visualise and conceptualise their urban designs at CUBE

Showcasing the community's perspectives at Singapore City Gallery

We collaborated with partners and volunteers to curate a variety of exhibitions at City Canvas, a space at the Singapore City Gallery dedicated to presenting the community's reflections and expressions about Singapore's evolving cityscape.

Perspectives of Singapore River – a photo exhibition in May 2023 co-created with students from the School of Science and Technology, Singapore's Media Club, showcased the dynamic character of Singapore's historic river across the three quays and at various times of the day.

Memories @ 58 – an exhibition that featured 65 sketches in various styles and media that captured the artists' memories of their favourite places across our Little Red Dot. Held in August 2023, the exhibition was a collaboration with the Urban Sketchers Singapore, in celebration of Singapore's 58th birthday.

and worlds and wonders – our first ever poetry exhibition that explored Kampong Gelam's heritage, history and culture in partnership with School of The Arts, Singapore's Faculty of Literary Arts. It was launched in November 2023 in conjunction with the annual Architectural Heritage Season.

Connecting Communities from Bishan to the City – launched in March 2024, this collection of community photos showcased how the improved connections, greenery and picturesque waterfront views as well as vibrant public spaces along the Kallang River have created a more enjoyable experience for residents.

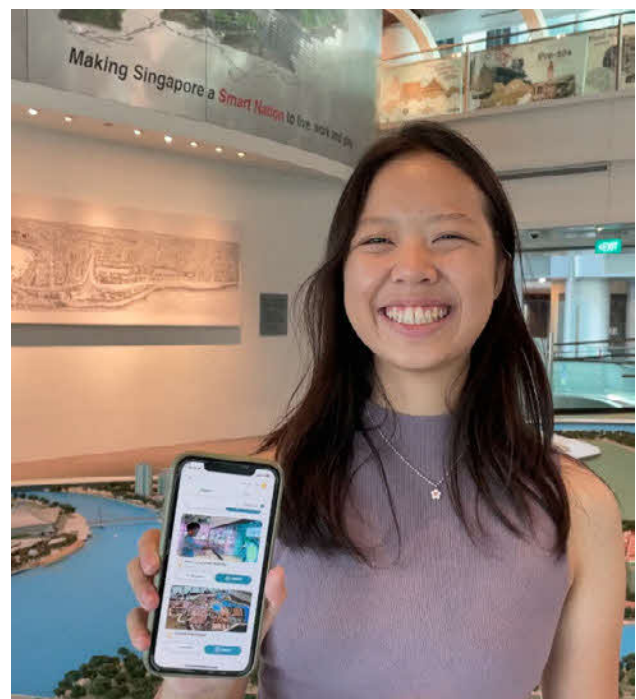
We also collaborated with student volunteer, Ms Chan Hui Si, to launch a Singapore City Gallery's "quest" on Questeon in August 2023. This mobile app offers on-demand, self-guided discovery of places where visitors can embark on an immersive adventure and explore the Gallery's exhibits via a series of engaging in-app activities. With over 1,800 users to-date, it reflects the public's desire for new experiences, and fuels our commitment to broadening outreach through partnership and innovation.



▲ Artists showcasing their favourite places in Singapore at 'Memories @ 58' exhibition



▲ Celebrating our future poets at the launch of 'and worlds and wonders' poetry exhibition



▲ Collaboration with student volunteer, Hui Si, on mobile app 'Questeon'

Teaming up with volunteers and partners to engage the public on community tours

We continued to engage the public through volunteer-led community tours around the Singapore City Gallery, reaching more than 1,400 participants in the past year. The tours provided participants with a deeper understanding of Singapore’s urban transformation over the past 50 years and the importance of long-term planning in meeting the needs of residents.

Around 1,000 participants also joined our weekly Chinatown Heritage Walks, co-delivered with the

Friends of the Museums (FOM) for the past nine years. These tours explore Chinatown’s rich tapestry and showcase the delicate balance between urban development and the conservation of our built heritage. To expand our outreach, we introduced new thematic tours such as *Of Tracks and Trains*, which delves into the area’s history as a major transportation node, and *Capturing the Facades of Telok Ayer*, a heritage tour that offers a unique photo walk experience.



▲ Passionate URA volunteers shared about Singapore’s urban development story



◀ Happy participants at the end of our inaugural photo walk around Telok Ayer

ENABLING SUSTAINABLE GROWTH



We continued to ensure that our city grows sustainably and provides opportunities for citizens today and in the future to thrive.

PROVIDING OPPORTUNITIES FOR GENERATIONS TO COME

We planned for and embarked on sustainable development to set aside options for future generations, cater to emerging needs and changing demands, and to safeguard a quality living environment.

Supporting Jurong Lake District's growth

Further progress was made to support the growth of Jurong Lake District (JLD) as Singapore's largest business district outside the city centre. In particular, the new Jurong East Integrated Transport Hub to be located next to Jurong East MRT station is on track to be completed in 2028. The development will bring greater convenience to the community with a bus interchange that is co-located with a mix of office, retail and community uses such as a community centre, library and sports facilities. New housing options near the Jurong East MRT station and Jurong Lake Gardens are also being introduced so that more people can benefit from the job, lifestyle and leisure opportunities that JLD offers. In addition, a 6.5-hectare White site at JLD was released for sale, which will provide office, residential, retail and other complementary spaces to cater to the future needs of businesses and residents, when realised.



▲ Artist's impression of an active and pedestrian-friendly promenade that will connect a string of attractions around Jurong Lake

Strengthening our water resilience with new Kranji Water Reclamation Plant

The new Kranji Water Reclamation Plant and Kranji NEWater Factory, expected to be operational by 2035, are critical water infrastructure which will support upcoming residential and industrial developments in northern and north-western

Singapore. Through extensive consultations with nature and heritage groups at the planning stage, agencies will factor in environmental, heritage and land use considerations to ensure that the infrastructure is developed sensitively.

Safeguarding Singapore Racecourse site for future housing

With local horse racing experiencing declining spectatorship over the years, the Government announced on 5 June 2023 that the Singapore Turf Club at Kranji will close its facility by March 2027.

The site will be holistically master-planned to better meet future land use needs, such as for housing as well as with other potential uses such as leisure and recreational spaces.

ENSURING A STABLE AND SUSTAINABLE PRIVATE PROPERTY MARKET

We implemented various initiatives to keep the property market stable and provide options for homeowners with different aspirations and preferences.

Increasing housing supply to meet demand and promote stability

To cater to strong housing demand as well as promote market stability and sustainability, the Government increased the supply of private housing on the Confirmed List of the Government Land Sales (GLS) Programme in 2023 and 2024. Notably, the total

supply of private housing on the Confirmed Lists of the 2024 GLS Programme was the highest since 2013. We also released a good spread of sites islandwide that offers a variety of housing options to meet different needs and preferences.

Relaxing rental occupancy cap temporarily to cater to demand

To cater to rental demand and support households and individuals that intend to rent, we [temporarily relaxed](#) the occupancy cap for private homes from six persons to eight persons for larger private residential properties from 22 January 2024 to 31 December

2026. Owners of private residential properties larger than 90sqm can register with us to have up to eight unrelated occupants staying on the premises, with a minimum stay duration of three months.

Expanding housing options to meet diverse needs

We introduced a new category of [long-stay Serviced Apartments](#) (SA) with a three-month minimum stay requirement. This new housing type aims to address demand from people who may choose to rent on a longer-term basis for various reasons, such as while

waiting for the completion of their new or renovated homes, and those who are on longer-term stays in Singapore for study or work. A GLS site at Zion Road (Parcel A) with long-stay SA component had since been awarded for development in April 2024.



▲ More housing options will be introduced to meet diverse needs and preferences

CREATING A VIBRANT ENVIRONMENT AND COHESIVE COMMUNITIES



In partnership with stakeholders, we developed novel ideas and embarked on initiatives that rejuvenated our urban landscape and strengthened community bonds.

ADDING BUZZ TO OUR CITY

Well-loved programmes continued to enliven and add buzz to our city, delighting Singaporeans and visitors.

Captivating festival goes with new immersive experiences and locations

i Light Singapore returned in June 2023 with 14 captivating [light art installations](#) that transformed Marina Bay into a visual playground where art, technology and sustainability converged. For the first time, the Festival expanded to two new locations – South Beach and Millenia Walk – offering fresh experiences for festival goers. A variety of exciting programmes were also presented in collaboration with event partners and sponsors, including GastroBeats, the Festival Village which offered culinary delights and entertaining activities; i Light i Pledge, a green initiative which encouraged the public to adopt eco-conscious practices; and Light Forum, a series of enriching talks and workshops.



▲ Symphony 1 is a sprawling and ethereal artwork along the Mist Walk



▲ Marina Bay was illuminated by light art installations inspired by the colour blue, such as Glacier Dreams, a large-scale projection on the façade of the ArtScience Museum at Marina Bay Sands



Show-stopping fireworks illuminated Marina Bay as Singapore ushered in 2024

Ring in 2024 with breathtaking fireworks, exhilarating attractions and exciting programmes

Singapore ushered in 2024 with spectacular artisanal fireworks as part of the [Marina Bay Singapore Countdown 2024](#). Launched from a central location at the Bay, the fireworks offered spectators an immersive viewing experience from all around. Throughout the month of December, revellers were also treated to a range of exciting programmes

presented in partnership with event and community partners. These include inspiring light projection shows on the façades of iconic landmarks; fun-filled entertainment offerings such as go-karting and a snow and ice-themed playground as well as delightful performances that added buzz to the Bay.

CHERISHING OUR BUILT HERITAGE

We partnered agencies and stakeholders in exploring new ways to enhance our conservation areas and adapt them for the diverse needs of today.

Rejuvenating Smith Street to inject vibrancy and drive footfall to historic Chinatown

Smith Street is set to be refreshed with new offerings and experiences for locals and tourists, through the appointment of a master tenant to rejuvenate the contiguous row of shophouses from 11 to 37 Smith Street and the adjacent pedestrian mall. Conceptualised

in consultation with stakeholders, the project will inject vibrancy and drive higher footfall to the Chinatown Conservation Area with community programmes and creative lifestyle and retail concepts, while preserving the historic district's cultural and architectural heritage.

Revising guidelines to enhance character of conservation areas

As part of our regular review of [conservation guidelines](#) in consultation with the industry and stakeholders, the latest revision to the guidelines in December 2023 aims to enhance the character of existing conservation areas while giving due consideration to functional and technical requirements, such as improving accessibility

and safety for visitors. The design of infill sites as well as new interventions at key and prominent junctions will be guided more closely to minimise impact to the character of conservation areas. In addition, to promote sustainability efforts, greater flexibility may be considered for the addition of solar panels.

PROMOTING ARCHITECTURE AND URBAN DESIGN EXCELLENCE

We leveraged thought leadership and collaborated with stakeholders to co-deliver initiatives that showcase design excellence both locally and abroad.

Drawing crowds at the Singapore Pavilion at Venice Architecture Biennale 2023

Co-commissioned by URA and DesignSingapore Council, and organised by the Singapore Institute of Architects, the Singapore Pavilion at the Venice Architecture Biennale 2023 saw over 97,000 visitors interacting with the Values Measurement Machine. Comprising analogue plotting devices, the Machine marked responses on intangible aspects of what people wanted from their cities and created a dynamic display of the audience's desires that built environment industry professionals could consider in the future.



▲ The Values Measurement Machine at the Singapore Pavilion (Image credit: Claudio Martin and Chiara Becattini)

Honouring design excellence at the President*s Design Award 2023

The President*s Design Award (P*DA) 2023, jointly organised with DesignSingapore Council, was presented by then President Halimah Yacob to eight recipients at the Istana on 12 July 2023.

The latest edition of the nation's highest design accolade celebrated projects and individuals who had made a transformative impact on the lives of Singaporeans and the wider community through design excellence. CapitaSpring, the Singapore Pavilion at Expo 2020 Dubai and State Courts Towers clinched the Design of the Year award, while Ar. Tan Kay Ngee of Kay Ngee Tan Architects was recognised for his architectural contributions through the Designer of the Year award.



▲ P*DA 2023 winners with then President Halimah Yacob at the award ceremony held at the Istana

Celebrating modern and contemporary architecture artefacts

The new Singapore Architecture Collection, launched in collaboration with the National Library Board (NLB), aims to deepen efforts in documenting, preserving and making available a repository of archival materials on Singapore’s modern and contemporary architecture. The collection is still growing with the first extensive set of contributed materials presented at an exhibition at the URA Centre. Titled *To Draw an Idea*, the exhibition showcased over 500 materials from William Lim Associates – W Architects’ key projects from the 1980s to the 2010s, such as the refurbishment of National Museum of Singapore and early adaptive reuse proposals for the Singapore River. More than 55,000 people visited the exhibition which included

programmes such as the Curators’ Talks, children’s archi-workshops, as well as tours for the public and strategic stakeholders.



▲ President Tharman Shanmugaratnam’s visit to the exhibition, together with core teams from URA and NLB (Image credit: MCI)

Promoting and sharing insights on urban design



▲ Renowned panellists Moshe Safdie and Dr Cheong Koon Hean sharing their insights at the Urban Design Forum

On 3 September 2023, the Urban Design Forum was held at the URA Centre, with world-renowned architects and urban planners, including Moshe Safdie of Safdie Architects and Dr Cheong Koon Hean of the Centre for Liveable Cities, taking part in an insightful sharing on the importance of urban design in shaping endearing and liveable cities.

At the Forum, URA also announced its urban design guidebook series with the launch of the first two guidebooks, *“A Distinctive & Delightful City”* and *“A Green & Liveable City”*. The guidebook series seeks to document URA’s urban design strategies, and provide insight into the planning and urban design policies that have sought to elevate the quality of Singapore’s cityscape. It also spotlights best practices gleaned from successful projects developed by the industry and government agencies.

World Cities Summit Mayors Forum 2023

The 12th World Cities Summit Mayors Forum, which hosted approximately 50 mayors and city leaders, was held in the Lee Kuan Yew World City Prize 2018 Laureate city of Seoul from 24 to 26 September 2023. The Forum facilitated lively discussions amongst city leaders centred around the theme ‘Liveable and Sustainable Cities: Forging an Inclusive and Resilient Future’.



▶ City leaders pictured at the Mayors Forum 2023 hosted in Seoul, South Korea

BUILDING A RESILIENT FUTURE



To protect against climate change impact and enhance quality of life in Singapore for generations to come, we embrace a culture of innovation in our land use plans and planning processes.

STRENGTHENING URBAN RESILIENCE AND LIVEABILITY

We drove long-term plans and innovative planning approaches to enhance resilience in a fast-changing and uncertain world.

‘Long Island’: Protecting our home against sea level rise and envisioning a more liveable future

To protect our low-lying East Coast from sea level rise, we announced the start of technical studies and public consultation for ‘[Long Island](#)’, an integrated solution which protects our homes, businesses, infrastructure and public spaces while creating new prospects for the future. By reclaiming land off the East Coast, ‘Long Island’ will not only defend Singapore against the effects of climate change and strengthen our city’s water resilience, but also offer [exciting opportunities](#), such as 20km of new coastal and waterfront parks which would triple the length of the waterfront parks in the area, and cater to the aspirations of many generations of Singaporeans.



▲ Artist's impression of the view across the new reservoir towards 'Long Island' from East Coast Park



▲ Artist's impression of the view across the new reservoir from 'Long Island'

Keeping our city cool with climate-resilient solutions

The tenth edition of URA’s Urban Lab exhibition series, titled ‘[Shaping a Heat Resilient City](#)’, featured cross-sector solutions and research that mitigate the effects of rising urban heat and build a more climate-resilient city. The exhibition brought together diverse stakeholders in the built environment sector, ranging

from government agencies to researchers and private sector professionals. Among the solutions showcased was the Whole-of-Government Urban Planning & Design Technology Centre of Excellence (URBEX) led by URA which leverages data, analytics and simulation to manage urban heat.



▲ The exhibition was launched by Second Minister (National Development) Indraneel Rajah at The URA Centre



▲ Exhibition tours were conducted by URA volunteers for members of the public

Propelling Jurong Lake District as a model sustainable district

Together with Smart Nation & Digital Government Office, we organised the JLD Innovation Challenge which invited participating teams to propose novel urban solutions to reduce carbon emissions, energy usage, waste and resources as well as achieve a car-lite environment. Innovative solutions from eight winning teams will be piloted in existing developments in the district to support the ambition to make JLD a model sustainable district and living lab to testbed sustainable innovations.

➤ Innovative solutions from eight winning teams will be piloted in existing developments in JLD



New district cooling system plant in Jurong Lake District

Envisaged as a model district for urban sustainability under the Singapore Green Plan 2030, JLD is a step closer to its ambition of becoming a leading centre for green finance with a new, large-scale district cooling

system plant on the way. When completed, the system will serve future developments in the district, including office, residential and retail uses.

Building digitally-enabled capabilities in urban planning and design

Over the past year, we continued to develop digitally-enabled capabilities in urban planning and design. We leveraged technologies such as Generative AI, Natural Language Processing and Machine Learning to develop and roll out a search engine called Smart Urban Planning Assistant and internal Large Language Model-enabled chat assistants. These urban planning tools serve to enhance internal workflows and organisational productivity, such as by facilitating quicker and accurate information retrieval.

In addition, we incorporated AI image generators into our urban design workflows to achieve significant cost and time savings and used Generative AI for our DMP2025 public engagement efforts.



▲ Student participants at a workshop using AI-enabled image generation to develop design ideas



▲ An AI-generated impression of possible recreational activities along the waterfront at Sembawang Shipyard

Improving service experience for last mile deliveries to condominiums

With the rise of e-commerce increasing the demand for home delivery services, we continued to explore ways to promote better last-mile delivery processes in the urban logistics ecosystem. We supported the Singapore Logistics Association with their launch of a Best Practice Guide for Last-Mile Delivery (Condominiums) in June 2023, which was developed in close collaboration with industry partners such as the MCST Association of Singapore as well as agency

counterparts from the Building and Construction Authority (BCA), Enterprise Singapore and Land Transport Authority. The guide aims to address common challenges faced when carrying out logistics deliveries in condominiums, and encourages all stakeholders – from delivery personnel to security guards and residents – to contribute to a more efficient and satisfactory delivery process.

PROMOTING EFFICIENCY IN THE BUILDING AND DEVELOPMENT INDUSTRY

We enhanced efficiency in the built industry through digitalisation and refining workflows.

Enhancing infrastructure planning and implementation coordination in Singapore

With our expanded role as the Infrastructure Planning Authority (IPA), we now drive and advocate holistic planning and development of major infrastructure (network) projects such as utility transmission pipelines and cables, to ensure that the underground space within the road reserve is better optimised and coordinated, and citizens benefit from well-implemented infrastructure. On 29 August 2023, we co-organised an inaugural seminar with the Institution of Engineers Singapore, that brought together Singapore's infrastructure and utilities engineering community to understand the new requirements and workflows related to infrastructure and utility planning, design and implementation. Besides practical and actionable insights for industry practitioners,

the seminar also highlighted the importance of data accuracy and shared good practices for the industry to consider adopting.



▲ The inaugural seminar brought together Singapore's infrastructure and utilities engineering community at a single platform

Soft launch of CORENET X

Jointly developed with BCA, we rolled out CORENET X in December 2023. It will be implemented progressively in phases to give the industry time to adapt to the new processes. With the launch of CORENET X, over 20 submission touchpoints will be consolidated into three approval gateways. It requires the project parties to collaborate

and submit a coordinated model while regulatory agencies will jointly assess submitted designs to ensure that regulatory requirements are complied with and provide a single consolidated response at each stage, saving time for Qualified Persons and minimising abortive work. The industry can tap on training and resources available at the CORENET X [website](#).

An enhanced One-Stop Developers' Portal

Implemented in August 2022, the [One-Stop Developers' Portal](#) (OSDP) was envisioned to serve as a one-stop digitised platform which provides developers and their partners with a convenient end-to-end service journey for property development. The

OSDP was further enhanced in 2023 with expanded coverage of development sites and introduction of new e-services such as the launch of the show unit e-service which allowed developers to submit documents online for show unit inspections.

URA'S 50 YEARS AT A GLANCE

1974

- The Urban Redevelopment Authority (URA) was formally constituted as a Statutory Board

1980

- Introduction of coupon parking system



1985

- The Central Area Structure Plan marked out high-density corridors with conserved historic districts

1989

- Took on the role of National Conservation Authority
- Merger with the Planning Department and Research and Statistics Unit of MND, forming the URA we know today

1990

- Completion of pilot conservation project at Tanjong Pagar



1991

- Concept Plan 1991 introduced key strategies such as decentralisation and enhanced access to greenery
- Implementation of infrastructure works at Tanjong Rhu for a waterfront housing precinct



1994

- Completion of land reclamation at Marina Bay



- Played a key role in master planning the township under the Suzhou Industrial Township Agreement

1995

- Launch of the Architectural Heritage Awards to recognise well restored gazetted National Monuments and conserved buildings in Singapore
- Launch of the Integrated Land Use System

1998

- Master Plan 1998 incorporated 55 Development Guide Plans

1999

- Introduction of the Electronic Development Application System
- Opening of the Singapore City Gallery



2000

- Establishment of the Design Advisory Committee

2001

- Concept Plan 2001 incorporated a major public consultation exercise, a Parks & Waterbodies Plan, and an Identity Plan

2003

- Master Plan 2003 showcased details of the Parks & Waterbodies Plan and Identity Plan

2004

- Launch of "20 under 45" Programme

2005

- Assumed the role of Development Agency for Marina Bay and spearheaded place management efforts including organising the first Marina Bay Singapore Countdown



2006

- Completion of the Changi Coastal Boardwalk and Changi Ferry Point Terminal



- Launch of the President's Design Award Singapore
- Won the ULI Awards for Excellence (Global & Asia Pacific) for our Conservation Programme

2008

- Master Plan 2008 unveiled the blueprint for Jurong Lake District, and the new Islandwide Leisure Plan
- Opening of the Southern Ridges which subsequently won the ULI Global Awards for Excellence in 2010
- Conferment of the Singapore Quality Award
- Led Singapore's Master Planning team for the Sino-Singapore Tianjin Eco-City
- Launch of the first World Cities Summit in Singapore

2009

- Introduction of the Landscaping for Urban Spaces and High-Rises (LUSH) programme to encourage pervasive and accessible greenery in our urban environment

2010

- Completion of several key public infrastructure in Marina Bay including The Helix pedestrian bridge, 3.5km waterfront promenade and Youth Olympic Park



- Award of the inaugural Lee Kuan Yew World City Prize together with the Centre for Liveable Cities
- Held the inaugural i Light Singapore to showcase light art installations created by Singaporean and international artists

2011

- Opening of Gardens by the Bay, creating a compelling destination to live and play in the city

2013

- Set up of the Digital Planning Lab to enhance our geospatial and data science capabilities

2014

- Master Plan 2014 unveiled plans for Greater Southern Waterfront and the proposed gazette of 75 heritage buildings for conservation

2016

- Launch of the first Car-Free Sunday SG to promote a car-lite Singapore



- Set up of the URA Academy to deepen planning and urban design competencies
- Introduction of the URA Service Portal And Community E-services (URA SPACE), providing one-stop access to planning information
- The world's largest underground district cooling network was commissioned in Marina Bay
- The most extensive Common Services Tunnel network in Southeast Asia was operational in Marina Bay
- Completion of the Rail Corridor Master Plan



2017

- The Rail Corridor won two international master plan awards from the UK Landscape Institute and International Federation of Landscape Architects
- Launch of Parking.SG to facilitate digital payments and complement physical parking coupons
- Launch of the pilot Business Improvement District (BID) framework to foster closer partnerships with the community



2018

- The number of buildings conserved exceeded 7,000
- Formation of a new Heritage and Identity Partnership (HIP)

2019

- Master Plan 2019 presented proposals for an inclusive, sustainable and resilient city

2020

- Conservation of Golden Mile Complex
- National effort to keep the community safe during Covid-19; deployed Safe Distancing Ambassadors and Enforcement Officers, retrofitted properties to safely house our migrant workers, launched SpaceOut to provide crowd level information and introduced measures to help the real estate industry tide through the pandemic

2021

- Launch of Expo Dubai 2020 SG Pavilion

2022

- Appointment as the Urban Planning & Design Technology Centre of Excellence (URBEX) for whole of Government
- Formation of Infrastructure Planning Authority Group to lead in the holistic coordination of major infrastructure projects
- Implementation of Heritage Impact Assessment framework
- Reopening of the historic Bukit Timah Railway Station
- Successful conclusion of Long-Term Plan Review that showcased planning concepts and strategies that sought to meet Singaporeans' diverse aspirations while allowing for greater flexibility and optionality of land use



2023

- Opening of Rail Corridor (North)
- Launch of Draft Master Plan 2025 public engagement
- Launch of CORENET X as a one-stop integrated digital shopfront for approval of building works

BOARD MEMBERS

(Accurate as at 31 July 2024)

CHAIRMAN



Mr Peter Ho Hak Ean

Senior Advisor, Centre for Strategic Futures
Prime Minister's Office – The Strategy Group

MEMBERS



Mr Bill Chang

Chief Executive Officer
Nxera & Digital InfraCo
Singtel



Mr Sarjit Singh Gill, Senior Counsel

Senior Partner
Shook Lin & Bok LLP



Mr Ong Kim Pong

Group Chief Executive Officer
PSA International Pte Ltd

MEMBERS



Mr Goh Thien Phong
Founder and Managing Director
GTP Advisory PAC



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



Mr Keith Tan Kean Loong
Deputy Secretary (Industry)
Ministry of Trade and Industry



Dr Chong Yoke Sin
Independent Director



Ms Choo Oi Yee
Independent Director



Mr Zahidi Abdul Rahman
Principal Architect
Zahidi A R Arkitek



Mrs Nina Yang
Global Advisory & Sustainability Lead
CPG Corporation Pte Ltd



Mr Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority

MANAGEMENT TEAM

(Accurate as at 31 July 2024)



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



Lee Wai Kin
Group Director
Strategic Planning



Loh Teck Hee
Group Director
Design & Planning Lab



Yvonne Lim Li Chuen
Group Director
Physical Planning



Mieko Otsuki
Group Director
Corporate Development
& Board Secretary



Chou Mei
Group Director
Conservation & Urban Design



Goh Chin Chin
Group Director
Development Control



Goh Siow Chong
Chief Information Officer



Chiu Wen Tung
Group Director
Research & Development



Yap Lay Bee
Group Director
Architecture & Urban Design



Jason Teo Eng Chong
Group Director
Land Sales & Administration



Irene Kang Pei Pei
Group Director
Strategic Communications
& Outreach



Choo Chai Foong
Group Director
Development Services



Vijay Das
Group Director
Infrastructure Planning Authority



Tan See Nin
Senior Director
Projects



Teh Lai Yip
Senior Director
Conservation



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



Andrew David Fassam
Senior Director
Strategic Projects



Yak Pek Ching
Senior Director
Development Control



Estella Kueh Sing Ming
Senior Director
Development Services



Tan Siok Kheng
Senior Director
Physical Planning

ADVISORY COMMITTEES

(Accurate as at 31 July 2024)

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

Chairman,
Urban Redevelopment Authority

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 Philipp Bouteiller

Managing Partner,
Artprojekt Entwicklungen GmbH

Mr Albert Chan

Director of Planning and Development,
Shui On Land

Mr Cheng Hsing Yao

Group Chief Executive Officer,
GuocoLand Limited

Professor Rebecca L.H. Chiu

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

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

Head, Group Strategy & Projects
(Group President and CEO's Office),
Sembcorp Industries Pte Ltd

*The current term for the panel is effective from April 2022

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
Global Advisory & Sustainability Lead,
CPG Corporation Pte Ltd

Ms Angelene Chan
Chairman,
DP Architects Pte Ltd
(until 30 June 2023)

MEMBERS

Mr Marc Boey
Executive Director,
Planning & Acquisitions and COO
Far East International

Mr Cheng Hsing Yao
Group Chief Executive Officer,
GuocoLand Limited

Mr Chris Fossick
Non-Executive Director,
Pacific Century Regional Developments

Mdm Fun Siew Leng
Chief Urban Designer,
Urban Redevelopment Authority

Mr David Hutton
Group Head of Development,
Lendlease Singapore Pte Ltd

Mr Khew Sin Khoon
President & Group Chief Executive
Officer,
CPG Corporation Pte Ltd
(until 30 June 2023)

Mr Khairudin Saharom
Principal & Director,
Kite Studio Architecture
(until 30 June 2023)

Mr Siew Man Kok
Chairman and Founding Director,
MKPL Architects Pte Ltd

Mr Tai Lee Siang
Head of Pillar,
Architecture and Sustainability Design
Singapore University of Technology
and Design

Mr Neil Walmsley
Regional Director UK/Europe
Urban Solutions, Hatch

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 Jerome Lim

Heritage Blogger,
The Long & Winding Road

Mr Tan Swee Yiow

Chairman and Non-Executive Director,
Keppel REIT

Dr Chong Fook Loong

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

Ms Yvonne Lim

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

Mr Alvin Tan Tze Ee

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

Professor Ho Puay Peng

Professor, Department of Architecture,
National University of Singapore

Ms Carmen Low

Co-Founder, Afterglow

Dr Thang Leng Leng

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

Mr Ho Weng Hin

Founding Partner, Studio Lapis

Dr Hamzah Bin Muzaini

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

Ms Thong Wai Lin

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

Mr Kwee Ker Wei

Director, Pontiac Land

Dr Venka Purushothaman

Deputy President & Provost,
LASALLE College of the Arts

Mr Richard Lai

Associate Partner,
ADDP Architects

Ms Vivienne Soon

Director, Breezeway Development

Professor Yeo Kang Shua

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

Dr Jack Lee

Immediate Past President,
Singapore Heritage Society

Dr Kevin Tan

President, ICOMOS Singapore

CORPORATE GOVERNANCE

(Accurate as at 31 July 2024)

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 or Minister's approval, 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

Mr Peter Ho Hak Ean

Chairman,
Urban Redevelopment Authority

MEMBERS

Dr Chong Yoke Sin

Independent Director

Ms Choo Oi Yee

Independent Director

Mrs Nina Yang

Global Advisory & Sustainability Lead,
CPG Corporation Pte Ltd
(until 31 March 2024)

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

Mr Ong Kim Pong
Group Chief Executive Officer,
PSA International Pte Ltd
(until 31 March 2024)

MEMBERS

Mr Bill Chang
Chief Executive Officer,
Nxera & Digital InfraCo
Singtel

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

Mr Goh Thien Phong
Founder and Managing Director,
GTP Advisory PAC
(until 31 March 2024)

Mrs Nina Yang
Global Advisory &
Sustainability Lead,
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

Mr Peter Ho Hak Ean
Chairman,
Urban Redevelopment Authority

MEMBERS

Mr Keith Tan Kean Loong
Deputy Secretary (Industry),
Ministry of Trade and Industry

Mrs Nina Yang
Global Advisory & Sustainability Lead,
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 also put in place a Whistle Blower Policy Statement to strengthen its business and ethical conduct. Details of the policy are posted on URA's intranet for employees' easy 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 Concept 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

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



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