

Chairman's Statement



In our current efforts to develop Singapore into a distinctive and vibrant global city, our unique reputation as a premier Garden City has given us a ready premium over other cities in the region. However, the status quo is not sufficient. A new level of awareness, equating greenery to the quality of the living environment, is now prevalent among many cities in the region, and the world. Many have also started greening their cities and many more will pursue policies of aggressive greening to augment the quality of life.

Against this backdrop, the vision to evolve Singapore into a City in a Garden has gained more relevance than ever before – both for meeting the lifestyle and recreation needs of an increasingly sophisticated population, and for enhancing Singapore's attractiveness as a destination for foreign businesses and talents, in an increasingly competitive regional economic environment. Our goal is to interweave greenery with the urban environment and to bring nature closer to people. Our belief is that this will be the best environment for the community to live, work and play in. Our satisfaction will be to see this environment inspire and create a sense of pride and belonging for Singaporeans.

NParks seeks to deliver the City in a Garden vision through three broad thrusts: strengthen our green infrastructure, develop Singapore as a centre for horticulture and landscape excellence and build community ownership.

Strengthening our Green Infrastructure

FY 2005 was a year of milestones for NParks, key of which was the launch of the Gardens by the Bay International Design Competition. The centrepiece

of our park development programme, Gardens by the Bay comprises three world-class gardens fanning out across interconnected waterways around Marina Bay. When these gardens are completed, the Marina Bay will be the iconic symbol of our City in a Garden. These gardens will provide a new dimension in colour, vibrancy and space and strengthen Singapore's reputation as the world's premier tropical Garden City.

Our park development programme also broke new ground with the launch of one-north Park, which features wireless internet technology throughout the park. At the same time, the year saw the completion of the Tanglin Core redevelopment at the Botanic Gardens. Taking centrestage at Tanglin Core is the Botany Centre. It will serve as the focal point for professionals across the industry to share knowledge and develop excellence in botany, landscape and horticulture. Other parks in the pipeline include Horticulture Park, Admiralty Park and Jurong Central Park. All three are slated for completion by next year.

We also made considerable progress in our efforts to give Singaporeans easy access to our parks and nature reserves by building park connector loops and linkages around major residential areas. A noteworthy achievement was the completion of the coast-to-coast connector traversing stretches from Pasir Ris to East Coast Park. By 2015, Singaporeans and Singapore residents will be able to enjoy 170 km of park connectors that will provide a core network of park connectors across the island.

Skyrise greenery continues to present greening opportunities in land-scarce Singapore. Our efforts to promote this new dimension in greening marked a new milestone with the completion of Singapore's first pitched green roof at the Botanic Gardens' Botany Centre. We will continue to leverage on new technologies to encourage and promote skyrise greenery.

Developing a Centre for Landscape Excellence

A well-developed landscape industry is vital to maintaining Singapore's edge as a premier tropical Garden City. Under our second thrust, NParks will work towards maintaining a robust local landscaping industry through close partnerships with industry players.

Our focus will be on manpower development and raising skills standards through certification and job redesign. To this end, NParks has formed the Singapore Landscape Industry Council to promote quality, productivity and excellence in landscape-related training and development. We also continue to benchmark and develop arboriculture expertise through the Certified Arborist Programme, which is accredited to the International Society of Arboriculture.

To showcase our landscaping expertise, we will stage the inaugural Singapore Garden Festival at the end of this year. This biennial event is the first show to bring together top international award-winning landscape and garden designers from garden shows around the world, who will work alongside Singapore's own talented horticulturalists to create displays and activities for Singaporeans. The Festival will also provide an important platform for industry players in Singapore and around the region to network and facilitate an exchange of ideas.

Building Community Ownership

The transformation of Singapore from a Garden City into a City in a Garden will require the active participation of the community. Underpinning our third thrust to build community ownership is our partnership with the private sector and community to provide a diverse range of programmes and activities aimed at nurturing a culture of gardening and inspiring a love for nature.

In the year under review, NParks saw a record turnout of over 21 million visits for some 3,000 activities in our parks. We have also extended the breadth of community participation in the greening of Singapore through "Community in Bloom", a programme that seeks to nurture a gardening culture. Programmes like the Adopt-A-Park Scheme and Park Watch Scheme also help to inculcate an appreciation for greenery.

We also continued to deepen our existing relationships with corporate and community partners and seek new partnerships to enrich the life experiences of Singaporeans and Singapore residents. During the year, we collaborated with the Hongkong and Shanghai Banking Corporation Limited (HSBC) to launch the Young Arborist Programme to educate our young children about the beauty and value of trees, as well as the Pulau Ubin Conservation Fund which supports the Ubin-HSBC Volunteer Hub and Chek Jawa Nature Gallery. At the same time, we worked with SPH Foundation, Singapore Petroleum Company Limited and Underwater World Singapore to initiate innovative outreach programmes aimed at inculcating a love for nature. Our partnership with Ricoh Asia Pacific Pte Ltd also helped bring to fruition a green oasis for office workers in Tanjong Pagar.

Towards Organisational Excellence

We remain committed in our drive towards organisational excellence by putting in place quality management systems that strengthen our key processes and promote best practices. During the year under review, we streamlined our ISO 9001 processes by aligning them to our broad thrusts. Our commitment to encouraging a culture of continual improvement and innovation saw NParks being awarded the I-Class certification by Spring Singapore in June 2006. The I-Class has a very robust framework to help us sustain and enhance our innovation capabilities. I am optimistic that the success of this first certification will help us further sharpen NParks' innovation focus.

I would like to take this opportunity to welcome Mr Ng Lang who took over the helm as Chief Executive Officer from Dr Kiat W. Tan who retired in February 2006. I am confident that Mr Ng's extensive experience in management will help provide new leadership perspectives and continue to build a strong and focused team to move the organisation forward. I would also like to express my heartfelt gratitude and appreciation to Dr Tan for transforming NParks from a government department concerned primarily with green infrastructure provision to a progressive statutory board whose core mission is to meet the lifestyle and recreation needs of our community. I am also delighted that Dr Tan has agreed to remain as Advisor to NParks as well as to spearhead the development of Gardens by the Bay.

All our achievements in the past year would not have been possible without the extraordinary spirit of our dedicated and talented staff. We, therefore, take great effort and care in developing our talent through a holistic approach to staff development. We have also systematically expanded our training programmes to ensure that our staff are equipped with new skill sets as we chart new territories in the greening of Singapore.

In June 2006, we bade farewell to three of our Board members who have greatly helped to shape and guide NParks through the years. On behalf of NParks, I would like to convey my deep appreciation to Mr Goh Chye Boon, Mr Edward Wong and Mr Adrian Zecha for their invaluable service and guidance. I would also like to take this opportunity to welcome Mrs Christina Ong, Mr Augustin Lee, BG(NS) Philip Su and Mr Yatiman Yusof to the NParks Board. Their combined wealth of experience in management, international relations, trade and industry and hospitality will be of immense benefit to NParks as we work to create a City in a Garden.

May I also express my deepest appreciation to our partners, volunteers and sponsors for your tireless efforts and contributions. I look forward to your continued support as we bring to fruition our City in a Garden vision.



Prof Leo Tan

Chairman, National Parks Board
August 2006

Members of the Board



Prof Leo Tan Wee Hin
Chairman

Prof Tan is Director of the National Institute of Education where he plays a key role in steering the education of educators. A marine biologist by training, Prof Tan sits on several Boards including the Nanyang Technological University Council and SAFTI MI Board of Governors. He is also Chairman of the National Youth Achievement Award Council, President of the Singapore National Academy of Science, Immediate Past President of the Federation of Asian Scientific Academies and Societies, and Founding Member of the Science Council of Asia.



Mrs Christina Ong
Deputy Chairman

Mrs Ong is Managing Director of Club 21 Pte Ltd, a lifestyle retailer with more than 200 stores worldwide. A leading fashion entrepreneur, Mrs Ong is a recipient of The Italian Fashion Hall of Fame Award in 1995 and the Italian Award of Cavaliere De Lavo. Mrs Ong is also a noted luxury hotelier, managing a stable of niche properties under the COMO Hotels brand.



Mrs Theresa Foo-Yo Mie Yoen
Board Member

Mrs Foo is currently Chairman and Senior Advisor of BNP Paribas Peregrine (S) Ltd and BNP Paribas Peregrine Securities Pte Ltd. With an illustrious banking career spanning 39 years, she is also a member of several boards and organisations including Singapore Totalisator Board, Preservation of Monuments Board, Singapore International Foundation and Securities Industry Council. She is the current Chairman of The Esplanade Co. Ltd.



Mr John Ho Yew Yuen
Board Member

Mr Ho is Managing Director of HYY Consultants Pte Ltd. A trained accountant, he is a Fellow of the Institute of Chartered Accountants in England and Wales, a Fellow of the Association of Chartered Certified Accountants, and a Certified Public Accountant, Singapore. A Senior Partner at Ernst and Young, Singapore until his retirement several years ago, he is now a Senior Advisor there. He has also served on the Accounting Standards Committee of the Institute of Certified Public Accountants of Singapore.



Mr Augustin Lee
Board Member

Mr Lee is Director, Industry Division at the Ministry of Trade and Industry. A Singapore Government Scholar, Mr Lee holds a Master of Science in Management from the Graduate School of Business, Stanford University.



Mr Ng Lang

Board Member & Chief Executive Officer

A Public Service Commission Scholar, Mr Ng has held key positions in the Foreign Service and the Healthcare Industry. He has also held appointments in community projects like The Courage Fund and the Healthcare Humanity Award.



Mr Francis Phun Teow Kie

Board Member

Mr Phun is the Chairman of Singapore Explorer Pte Ltd. A recipient of the Singapore Entrepreneur of the Year Award Rotary/ASME 2001, he also chairs the Tampines East Community Club and was awarded the Public Service Medal in 2004. Among other industry appointments, he is the Chairman of the Association of Singapore Attractions and Singapore River Business Association.



Ms Priscylla Shaw

Board Member

A lawyer by training, Ms Shaw practised at the Singapore Bar for 12 years before taking a career break. Well-known for her extensive involvement on various boards in the arts, health and social services and community service institutions, she is Chairman of the Asian Civilisations Museum and a Trustee of SingHealth Foundation. She serves on the Boards of the National Arts Council, Yong Siew Toh Conservatory of Music (National University of Singapore), National Heritage Board, National Volunteer and Philanthropy Centre, Singapore Repertory Theatre and Alliance Francaise de Singapour.



Mr Daren Shiau

Board Member

Mr Shiau is a Partner at Allen & Gledhill. An alumnus of the East-West Center established by the United States Congress and a Fulbright scholar, he is an international expert of the Commission on Environment Law of IUCN based in Switzerland. His appointments in Singapore have included Member of the Media Development Authority's Films Appeal Committee, Director on the Board of Directors of the Singapore Environment Council, and Member of the Government's Feedback Unit Supervisory Panel. Mr Shiau is also a published novelist and poet and was Singapore's Young Artist of the Year in 2002.



BG(NS) Philip Su

Board Member

BG(NS) Su is Assistant Chief Executive Officer at JTC Corporation. He is a member of the National Youth Achievement Award Council and the Singapore Environment Council. BG(NS) Su was also a Member of the Board of Sentosa Development Corporation from 1997 to 2001.



Mr Yatiman Yusof

Board Member

Mr Yatiman has held several key appointments in the Ministry of Foreign Affairs and the Ministry of Information, Communications and the Arts. He was elected the Member of Parliament (MP) for Kampong Kembangan Constituency in 1984 and served as one of the MPs for the Tampines Group Representation Constituency from 1988 to 2006. Mr Yatiman has also held key positions in Berita Harian and Berita Minggu up to 1986.

Management Team

from left to right

Felix Loh
Director
Resource Management
(Acting)

Wong Tuan Wah
Director
Conservation

Chia Seng Jiang
Director
Corporate Development

Ms Peggy Chong
Deputy Chief Executive Officer
Planning & Resource
Management Department

Dr Kiat W. Tan
Advisor to NParks
Project Director
Gardens by the Bay Development Office

Simon Longman
Director
Streetscape

Ng Lang
Chief Executive Officer

Dr Leong Chee Chiew
Chief Operating Officer
Operations Department
Commissioner of Parks & Recreation

Chuah Hock Seong
Director
Parks Business
(Concurrent appointment as CEO, Singapore Garden City Pte Ltd)

Kong Yit San
Director
Parks

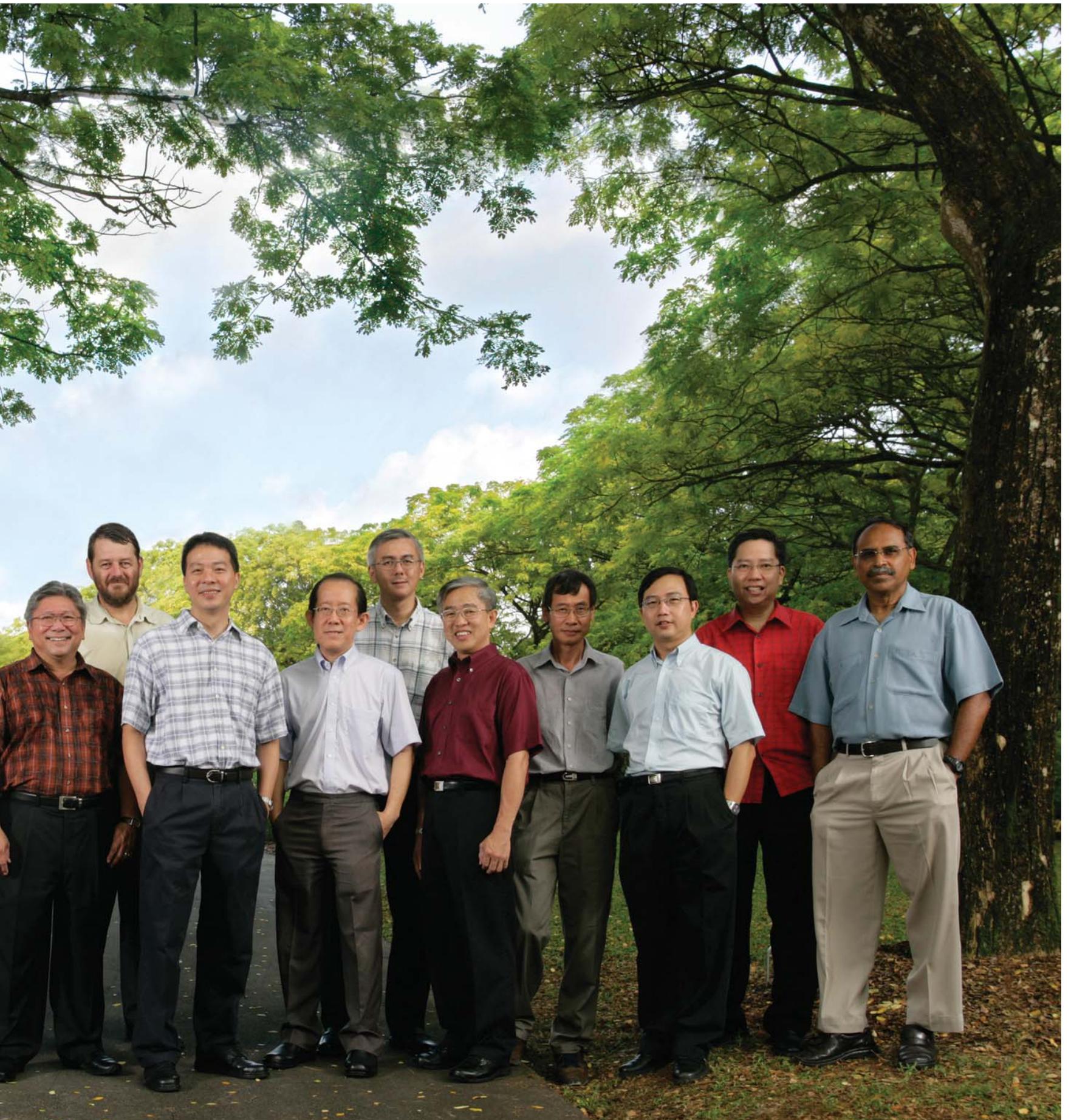
Dr Chin See Chung
Director
Singapore Botanic Gardens

Sim Cheng Hai
Director
Policy & Planning

Yeo Meng Tong
Director
Parks Development

Teva Raj
Director
Industry





Organisation Structure

Chief Executive Officer

Ng Lang

Deputy Chief Executive Officer

Planning & Resource Management Department

Ms Peggy Chong

Director
Policy & Planning

Sim Cheng Hai

Assistant Director
Physical Planning

Ms Kim Goh

Assistant Director
Strategic Policy

Vacant

Director
Research

Sim Cheng Hai
(Covering)

Assistant Director
Research

Dr Tan Puay Yok

Deputy Director
Finance/IT

Bin Hee Jum

Financial Controller
Finance

Rajesh Pahwa

Assistant Director
IT

Vacant

Director
Corporate Development

Chia Seng Jiang

Assistant Director
Organisation Development

Oi Keng Hunt

Assistant Director
Corporate Administration

Mrs Tan-Yan Oi Chee

Director
Resource Management

Felix Loh
(Acting)

Assistant Director
Communications

Ms Lee Pin Pin

Assistant Director
Legal

Milton Goh

Assistant Director
Human Resource

Ms Ivy Liew

Assistant Director
Procurement

Joseph Chua

Director
Singapore Botanic Gardens

Dr Chin See Chung

Deputy Director
SBG Management & Development

Dr Wong Wei Har

Assistant Director
Botanical Research, Keeper/
Herbarium & Library

Vacant

Assistant Director
Living Collections

Alan Tan
(Covering)

Assistant Director
Hort. Research
(Orchid Breeding & Micropropagation)

Dr Lim-Ho Chee Len

Assistant Director
Visitor Management & Education

Ms Audrey Wong

Assistant Director
Special Projects

Ms Kho Soo Pei

Director
Industry

Teva Raj

Assistant Director
Industry Development

Veera Sekaran

Assistant Director
Manpower Development

Yong Fook Chyi

Advisor to NParks
& Project Director
Gardens by the Bay
Development Office

Dr Kiat W. Tan

Chief Operating Officer &
Commissioner of Parks & Recreation
Operations Department

Dr Leong Chee Chiew

Director
Parks

Kong Yit San

Director
Streetscape

Simon Longman

Director
Conservation

Wong Tuan Wah

Director
Parks Business

Chuah Hock Seong
(Concurrent appointment as CEO,
Singapore Garden City Pte Ltd)

Director
Parks Development

Yeo Meng Tong

Deputy Director
Gardens by the Bay
Development Office

Kenneth Er

Deputy Director
Parks (North)

Phua Kin Keng

Assistant Director
Streetscape (Central)

Oh Cheow Sheng

Deputy Director
Biodiversity Centre

Dr Lena Chan

Assistant Director
Parks Business Management

Lee Yan Tuck

Assistant Director
Design

Long Seen Hui
(Acting)

Assistant Director
Planning & Development

Ms Ong Chui Leng

Deputy Director
Parks (East)

Ms Kalthom Abdul Latiff
(Covering)

Assistant Director
Streetscape (East)

S K Ganesan

Curator
Istana

Koh Soon Kiong

Assistant Director
Parks Business Development

Ms Tan Lai Kheng

Assistant Director
Development Management

Ms Gan Kim Choo

Assistant Director
Corporate Strategy

**Dr Khwaja Ismail
Sudderuddin**

Deputy Director
Parks (South)

George Tay

Assistant Director
Streetscape (West)

Tee Swee Ping

Assistant Director
Central Nature Reserve

Ms Sharon Chan

Deputy Director
Parks (West)

Tay Boon Sin
(Covering)

Assistant Director
Streetscape (Projects)

Ng Cheow Kheng

Assistant Director
Sungei Buloh Wetland Reserve

Ms Ng Sock Ling

Assistant Director
Facilities

Yeong Yee Shyong

Assistant Director
Pulau Ubin

Robert Teo

Assistant Director
Nursery

Mrs Kartini Omar-Hor



As at August 2006