Making Singapore our City in a Garden is an ongoing effort that is built on the support and love for nature amongst the community, as well as the collective talents of the industry.

From conducting surveys to exploring innovative methods such as structural cells for improved tree growth and stability, NParks is harnessing science and technology in order to advance our capabilities in greening and conservation management.

At the same time, the community continues to lend invaluable support and contributions to NParks’ efforts, to help build a sustainable living environment for Singaporeans to appreciate and enjoy for generations to come.
On our nation’s 50th birthday, we honour our past and build for the future through research, development and conservation.

In our Jubilee year, we had much to celebrate. NParks has made significant advances in science, development and public education, capped by the Singapore Botanic Gardens being inscribed as a UNESCO World Heritage Site. For this and the many other achievements detailed in this report, I would like to recognise the hard work and commitment of the many who make our City in a Garden a reality.

Our founding Prime Minister Mr Lee Kuan Yew believed in the power of nature’s greenery to lift our spirits. Generations of NParks staff, students, partners and volunteers share his enduring vision. This year, Singaporeans from over 850 community gardens and 31 schools took part in our Community in Bloom and Community in Nature programmes. We also planted a record 38,000 trees, introducing over 40 new tree species, and completing over 40 kilometres of park connectors across the island.

With these efforts, we weave greenery throughout our changing urban environment. Necessarily, we adapt how we care for our trees, in step with our country’s development needs. Where we used to plant trees directly in the ground for our streetscapes, for example, we now use load-bearing structural cells to maintain rooting and breathing space under roads and pavements. This enables us to nurture healthy trees with robust root systems, even in built-up areas.

Planning, planting and pruning, however, are only part of NParks’ work. Our mission is also to protect our natural heritage. To this end, we conduct comprehensive biodiversity surveys at our nature reserves, discovering three endemic plant species and four new plant species this year. Our Citizen Science programme engages the community in data collection island-wide, helping us better map and track our biodiversity.

We launched Springleaf Nature Park last year as a green buffer to the Central Catchment Nature Reserve. Chestnut and Windsor Nature Parks are also in the works. These Nature Parks will give Singaporeans more green spaces for nature-related activities, while preserving the ecosystems of the Reserve.

This year, we expanded our remit from caring for our terrestrial flora and fauna to protecting our native marine life as well. Working with community conservation groups and academic partners, we opened our first Marine Park on Sisters’ Islands. The Sisters’ Islands Marine Park will be a base for outreach, education, conservation and further scientific research in this important biodiversity site of seagrass beds, coral reefs and sandy shores.

As NParks’ scope of work evolves with the needs of our nation, widespread support from the government, the private sector and the public is more important than ever. I would like to thank the board, management and all employees of NParks, individual donors, corporate sponsors and our dedicated volunteers for their support over the past year. Together, we are able to fulfil our statutory function as well as our shared vision of a thriving City in a Garden for generations to come.

Mrs Christina Ong
Chairman
National Parks Board
MEMBERS OF THE BOARD
AS OF SEPTEMBER 2015

MRS CHRISTINA ONG
CHAIRMAN

Mrs Ong is Managing Director of Club 21 Pte Ltd, a lifestyle retailer with more than 40 stores worldwide. A leading fashion entrepreneur, Mrs Ong is a recipient of the British Fashion Hall of Fame Award 1995 and the Italian Award of Cavaliere De L’Oro. Mrs Ong is also a luxury hotelier, managing a stable of niche properties under the COMO Hotels & Resorts (Asia) Pte Ltd brand.

MRS DEBORAH ONG
(?:TILL AUGUST 2015)

Mrs Ong is a partner at PricewaterhouseCoopers Singapore. She has more than 25 years of public accounting experience, providing audit and advisory services to a wide range of clients. Besides leading a portfolio of the firm’s largest clients, Mrs Ong has been appointed as the firm’s Risk & Quality leader. She was previously the firm’s Human Capital Leader.

MRS KOH-LIM WEN GIN
(?:TILL AUGUST 2015)

Mrs Koh-Lim was the Chief Planner and Deputy Chief Executive of the Urban Redevelopment Authority (URA) from 2001 to 2008. Her career with URA spanned over three decades, during which she played a key role in the strategic planning and design of Singapore’s city and urban landscape, and the conservation of Singapore’s built heritage. She is currently Independent Director of Keppel Land Limited, Board Member of Sentosa Development Corporation, Chairman of Sentosa Cove Resort Management Ltd and Senior Advisor to several public firms. In 2009, Mrs Koh-Lim was conferred the Meritorious Service Award by the Government of Singapore.

DR MALONE-LEE LAI CHOO
(?:TILL AUGUST 2015)

Mr Malone-Lee is Director of the Centre for Sustainable Asian Cities, School of Design and Environment at the National University of Singapore (NUS). Prior to joining NUS, Dr Malone-Lee worked in the areas of strategic planning, urban planning policies and heritage conservation. Her current research interests lie in urban sustainability, particularly on its nexus with development, economic growth and city culture. Her more recent research projects have focused on issues of city densification, liveability and wellbeing and their links to sustainability benchmarking and assessment. Together with her research team, she has been investigating planning strategies for sustainable growth, particularly for the dense cities in the developing countries of Asia. She is a part-time consultant with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

NGIAM SHIH CHUN
(?:TILL AUGUST 2015)

Mr Ngiam is the Deputy Secretary for Industry in the Ministry of Trade and Industry, where he oversees policies to develop Singapore’s economy. He was formerly the Special Assistant to Emeritus Senior Minister in the Prime Minister’s Office. Prior to that, he was the Director of Community Relations and Engagement at the Ministry of Community Development, Youth and Sports where he promoted community bonding and racial and religious harmony, and helped to develop volunteerism and philanthropy. He was also concurrently the Director of the Social Sector Planning Unit. Mr Ngiam has also served in the Ministry of Home Affairs and the Ministry of Education.

SEAH KIAN PENG
(?:TILL AUGUST 2015)

Deputy Speaker of Parliament and a Member of Parliament for the Marine Parade GRC, Mr Seah is also the Chief Executive Officer (Singapore) of NTUC FairPrice Cooperative Limited. Mr Seah has worked in both the public and private sectors, and serves in various public and community organisations. He is on the board of International Co-operative Alliance, Singapore Centre for Social Enterprises, Centre for Fathering and Singapore Olympic Foundation. He is a Fellow of the Singapore Institute of Directors and Chartered Institute of Marketing. He also chairs the Harvard Business School Singapore and the Marine Parade Leadership Foundation.

ANDREAS SOH-MEN-PAO
(?:TILL AUGUST 2015)

Mr Soh-Men-Pao is a partner at PricewaterhouseCoopers Singapore. He has over 20 years of public accounting experience, providing audit and advisory services to a wide range of clients. Besides leading a portfolio of the firm’s largest clients, Mrs Ong has been appointed as the firm’s Risk & Quality leader. She was previously the firm’s Human Capital Leader.

WARREN FERNANDEZ
(?:TILL AUGUST 2015)

Mr Fernandez is the Editor of The Straits Times. He has been with the Singapore Press Holdings for almost two decades, during which he served in many roles including political correspondent, news editor, deputy political editor, foreign editor and society editor. Mr Fernandez graduated with First Class Honours from Oxford University, where he read Philosophy, Politics and Economics, and also has a Master’s Degree in Public Administration from Harvard University’s John F. Kennedy School of Government. He has served on a number of public committees such as the Remaking Singapore Committee, the Singapore 21 Committee, Compass, and the Cost Review Committee and used to sit on the boards of the Civil Service College and National Environment Agency. Currently, he is a board member of the National Heritage Board, SGCArtMart, Sphere Exhibits Pte Ltd, SPH (Oversas) Ltd and The Straits Times Press Ltd.

DR SURIANI SURATMAN
(?:TILL AUGUST 2015)

Dr Suriani is Senior Lecturer at the Department of Malay Studies, National University of Singapore. She is trained as a social anthropologist. Her teaching and research covers areas on Malay culture and society. She has conducted research in Singapore, Malaysia and the Philippines. She is currently Deputy Chairman of the Malay Heritage Foundation Board of Directors. She is also a board member of The National Art Gallery, Singapore. In addition, Dr Suriani is a potter and has done commissioned creative pieces for Temasek Holdings, The Sentosa Resort and Spa, National Heritage Board, Patron of the Year Award and Singapore International Foundation.

GEORGE HUANG
(?:TILL AUGUST 2015)

Mr Huang is Managing Director of Maritime Supply Corporation (S) Ltd, a pioneer in the local processing industry, since 1999. He serves on the boards and committees of various organisations including Singapore Manufacturing Federation, Consumers Association of Singapore and Singapore Environment Council. He is also the Honorary Consul General of the Federal Democratic Republic of Ethiopia to Singapore.

KENNETH ER
(?:TILL AUGUST 2015)

Mr Er began his career in National Parks Board (NParks) and has been involved in the planning, implementation and management of parks and open spaces in the city. In 2003, he was seconded to the Ministry of National Development, where he oversaw policies and was actively involved in the review of legislation pertaining to parks and greenery infrastructure, agri-veterinary issues, and building and construction. Mr Er was subsequently appointed General Manager at Gardens by the Bay, where he played a pivotal role in developing the Gardens from concept to form. He was also concurrently appointed Chief Executive Officer (Corporate Development & Services) at NParks. He was appointed Chief Operating Officer of Gardens by the Bay in 2012. Mr Er is presently the Chief Executive Officer of NParks.

GUY HARVEY-SAMUEL
(?:TILL AUGUST 2015)

Mr Harvey-Samuel is a member of the boards of the Singapore Zoological Gardens Limited, Chief Executive Officer of Singapore, The Hongkong and Shanghai Banking Corporation Limited (HSBC), A Permanent Resident of Singapore, Mr Harvey-Samuel is a member of HSBC’s Executive Committee and has direct responsibility for all HSBC operations based in Singapore. He is also a member of the Advisory Board of the National Youth Achievement Award Council and sits on the National Arts Council Advisory Board, the Jurong Town Corporation Board and Sentosa Jurong Private Limited Board.

MS JAMIE ANG
(?:TILL AUGUST 2015)

Ms Ang is the Director for Fiscal Policy in the Ministry for Finance, where she oversees overall fiscal planning, budget policy, strategic planning and economic analysis. She also served as Director for Fiscal Policy under the Ministry of Finance since July 2010. Prior to this, she was a Director for Research and Strategy Management and Deputy Director for Housing at the Ministry of National Development. Ms Ang has also served in the manpower Planning and Strategy Division as well as the National Education, Employment and Social Benefits Unit. Mr Ngiam has also served in the Ministry of Manpower and concurrently the Director of the Social Development Unit. Mr Ngiam has also been with the Singapore Union of Daily Newspapers since 1993 and serves in various organisations. He is on the Social Sector Planning and Development, where he oversaw policies and was actively involved in the review of legislation pertaining to parks and greenery infrastructure, agri-veterinary issues, and building and construction. Mr Er was subsequently appointed General Manager at Gardens by the Bay, where he played a pivotal role in developing the Gardens from concept to form. He was also concurrently appointed Chief Executive Officer (Corporate Development & Services) at NParks. He was appointed Chief Operating Officer of Gardens by the Bay in 2012. Mr Er is presently the Chief Executive Officer of NParks.
MANAGEMENT TEAM
AS OF SEPTEMBER 2015

TOP PICTURE / SINGAPORE QUARRY
Left to right
KENNETH ER
Chief Executive Officer
LEE PIN PIN
Director, Communications & Community Engagement
OH CHEOW SHENG
Director, Streetscape
DR KIAT TAN
Advisor to NParks
DR LEONG CHEE CHEW
Deputy Chief Executive Officer, Professional Development & Services Cluster and Commissioner of Parks & Recreation

BOTTOM PICTURE / HINDEDE NATURE PARK
Left to right
FRANCIS LIM
Director, Corporate Services
NG CHEOW KHENG
Director, Horticulture & Community Gardening
TEVA RAJ
Director, Municipal Landscapes
DAMIAN TAN
Director, Design
MS KARTINI OMAR
Senior Director, Parks Division 2

TOP PICTURE / BUKIT TIMAH NATURE RESERVE
Left to right
DR LENA CHAN
Director, National Biodiversity Centre
LIM LIANG JIM
Director, Corporate Strategy & Planning & Industry/CUGE
CHIA SENG JIANG
Director, Parks Division 1
KONG YIT SAN
Assistant Chief Executive Officer, Park Management & Lifestyle Cluster
WONG TUAN WAH
Director, Conservation

BOTTOM PICTURE / DAIRY FARM QUARRY
Left to right
MS TAN LAI KHENG
Director, Lifestyle Business
BIN HEE JUM
Director, Finance & Procurement
YEONG MENG TONG
Director, Parks Development
DR NIGEL TAYLOR
Director, Singapore Botanic Gardens
TAN CHONG LEE
Assistant Chief Executive Officer, Corporate Development & Services Cluster
SIM CHENG HAI
Senior Director, Policy & Planning
This past year, NParks continued to work with partners and the community to further integrate nature as part of the makeup of our city – from our parks, gardens and nature reserves to our urban spaces and the streets connecting them. This was backed by substantial scientific research, studies and innovation to enhance NParks’ greening efforts and further the evolution of our City in a Garden.
NParks’ commitment to excellence is exemplified in our quest to develop world-class gardens that not only play an important role as botanical institutions, but are also valued spaces where all Singaporeans and visitors can relax and enjoy.

Supporting a Landmark Bid
For the year in review, NParks engaged stakeholders and other community groups to support Singapore Botanic Garden’s United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site bid by sharing thoughts, wishes and memories in pledge books throughout the Gardens.

In September 2014, NParks supported the visit of the technical assessor from the International Council on Monuments and Sites (ICOMOS), as part of the bid to inscribe the Gardens as Singapore’s first UNESCO World Heritage Site. ICOMOS has been appointed by the World Heritage Committee to provide expert evaluations of properties, which are proposed for inscription. The Gardens had submitted its nomination dossier to the Committee in January 2014, detailing its historical, economical and cultural significance, together with a site management plan that outlined how the Gardens would be conserved in the future.

The Singapore Botanic Gardens was successfully inscribed as a UNESCO World Heritage Site on 4 July 2015.

Using Science and Technology to Conserve Our Heritage Trees
Through the use of science and technology, NParks continues to demonstrate its commitment to conserve and raise awareness of our natural heritage. In an initiative to conserve the iconic 170-year-old Tembusu tree at the Singapore Botanic Gardens, arborists, engineers and other experts from NParks and ST Kinetics developed the world’s first dynamic support system to prop up the Heritage Tree’s lateral limb without compromising movement and growth.

To highlight the importance of trees as part of Singapore’s heritage, a book titled “Tall Tales: Singapore Botanic Gardens Heritage Trees Trail Guide” was produced, featuring 29 Heritage Trees in the Gardens. Sponsored by Mrs Kirtida Mekani, an NParks Community in Bloom ambassador and Garden City Fund Management Committee member, the book is used regularly by nature guides and teachers leading tours and learning journeys in the Gardens.

The support system provides an environment for the Tembusu tree’s lateral limb to sway naturally under wind while supporting it at the same time.

A Fruitful Discovery for Singapore
The Singapore Botanic Gardens continues to play a significant role in furthering botanical science. An addition to the ginger family was made through the discovery of a new species of ginger, found only in Singapore. First located in the Central Catchment Nature Reserve in 2012 by NParks’ conservation officers, the rare species was described in November 2014 and named Zingiber singapurense. The Gardens’ researchers are working hard to cultivate the plants, which will eventually be introduced in the various nature reserves and parks.

Enhancing the Gardens Experience
As part of efforts to share the Gardens’ heritage with the public and boost visitor experience, several enhancement works for the National Orchid Garden are planned to start in 2016. The improved facilities will advance horticultural work at the Cool House, the Yuen Peng McNeice Bromeliad Collection enclosure and the Tan Hoon Siang Mist House, enabling researchers to grow a wider variety and range of rare orchids that are not found in our tropical climate. This will strengthen conservation efforts and better facilitate documentation and research. Visitors can also view and appreciate the beauty of orchids and plants up close with an additional level at the Cool House, and observe back-of-house operations via a new viewing deck overlooking the nursery.

The enhancements of the Cool House (which will be renamed The Sembcorp Cool House), Yuen Peng McNeice Bromeliad Collection enclosure and the Mist House are sponsored by Sembcorp Industries, the family of the late Lady Yuen Peng McNeice, and an anonymous donor.

NParks’ commitment to excellence is exemplified in our quest to develop world-class gardens that not only play an important role as botanical institutions, but are also valued spaces where all Singaporeans and visitors can relax and enjoy.

An official from ICOMOS, the expert body mandated to advise the World Heritage Committee, visited the Singapore Botanic Gardens in September 2014 for an on-site inspection and assessment of its heritage assets.

Visitors showed their support for the Gardens’ UNESCO bid by penning their thoughts in pledge books.

Zingiber singapurense, a small but resilient species with orange-red bracts and almost white flowers, is endemic to Singapore. This rare ginger, previously unknown to science, was discovered in our forests and officially published in “The Gardens’ Bulletin Singapore” in November 2014.
In other ongoing initiatives with community partners, NParks has collaborated with Singapore Press Holdings (SPH) to develop the SPH Walk of Giants at the Singapore Botanic Gardens’ new Learning Forest. One of several thematic walks planned for the forest, the elevated boardwalk will be built to allow visitors to observe the flora and fauna at the forest floor, mid-forest and canopy levels. Two Sepetir trees were planted on-site by SPH chairman Dr Lee Boon Yang and NParks staff to mark the start of development for the 9.8-hectare Learning Forest, which will be completed in 2016.

Growing Our Green Spaces in the Heartland – A New National Garden

In continuing efforts to create a quality living environment through our green spaces, a new national garden will be developed in the Jurong Lake District. Plans are underway to enhance Jurong Lake Gardens, which will comprise Jurong Lake Gardens West, Jurong Lake Gardens Central and Jurong Lake Gardens East. First announced by Prime Minister Lee Hsien Loong at the 2014 National Day Rally, the 90-hectare national garden will be designed sensitively to preserve the area’s tranquility. Community gardeners from all over Singapore will work with local landscape designers and industry partners to create display gardens of high horticultural standards at Jurong Lake Gardens.

To encourage community participation to shape the design of the new Gardens together, a series of roving exhibitions was organised in 2015 to gather feedback from the public. The first phase of development, Jurong Lake Gardens West, is expected to complete in 2017.

Bringing the Enjoyment of Nature to New Heights

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By developing our parks into attractive leisure destinations and beautifying our streetscapes, NParks is helping the love of nature take root, and engaging and inspiring the community to be part of our City in a Garden vision.

Giving Park-Goers More To Look Forward To
To improve accessibility and enliven our city’s green spaces, NParks upgraded amenities at East Coast Park’s Parkland Green. Park-goers are now treated to a variety of dining and recreation options. A one-hectare open lawn offers visitors an unobstructed sea view, open spaces and more opportunities to enjoy outdoor activities such as picnics and kite-flying.

Connecting People To Nature
NParks ramped up its Park Connector Network with the completion of Springleaf Park Connector and Pelton Canal Park Connector. This brings the total network of park connectors to 270km, as of end-March 2015. Existing park connectors were also enhanced. These included Tampines, Geylang, Ulu Pandan and Siglap Park Connectors, where amenities such as cantilevered decks, shelters and benches were installed.

Vertical and rooftop greeneries mitigate the effect of “Urban Heat Island” (UHI) by shading the otherwise exposed heat-absorbing surfaces of buildings and other man-made structures. It cools down the surrounding ambient temperatures and helps improve air quality by absorbing airborne pollutants.

Nature Ways are designed to replicate the natural structure of forested vegetation and incorporate four layers: canopy layer with rainforest trees, mid-canopy layer with smaller fruit-bearing trees, and undergrowth layer comprising flowering shrubs. They transform our streetscape greeneries into linear gardens for all to enjoy.

Enhancing green infrastructure is a significant undertaking comprising establishing world-class gardens, rejuvenating urban parks, enlivening streetscapes, and optimising urban spaces for greenery and recreation. Through collaboration and with the aid of science and research, our city is poised to foster a rich biodiversity, enriching our living environment within the urban landscape.

To encourage community partners to embrace greenery in our urban spaces, NParks has taken steps to work with partners to integrate greenery into residential, commercial and even educational developments, connect people with nature and provide a sustainable urban living environment.

Taking Nature To a New Level Through LEAF and SGIS
NParks continues to work with industry partners and the community to sustain our green cover by using innovative landscape designs and incorporating diverse forms of greeneries within various developments.

The Landscape Excellence Assessment Framework (LEAF) was launched in 2013 to recognise developments for greener excellence in Singapore. In the year in review, 12 new and existing developments have been recognised for outstanding achievements in design incorporating greenery. These included seven condominiums, three HDB developments, one office building and for the first time ever, an educational institution. Currently, 23 new and existing developments have received LEAF certification.

A new “Outstanding Project” category has also been added to recognise developments that have raised the bar in greening excellence. The Adana @Thomson condominium, SOLARIS and Tree House condominium were the first to receive this honour.

Under NParks’ Skyrise Greenery Incentive Scheme (SGIS), Singapore’s Skyrise Greenery footprint was increased by 4.4 hectares to a total of 65 hectares, with the Singapore Institute of Technology at Temasek Polytechnic, Daikin Building, Shaw Centre, Chua Chu Kang Community Club and Northbrooks Secondary School being a few highlights. These developments made use of innovative landscaping with carefully selected plants, and supporting systems that enabled rooftop gardening and vertical greeneries. Our city’s Skyrise Greenery projects have also gained international recognition. For instance, the Ocean Financial Centre and Tree House condominium were recognised by Guinness World Records in September 2013 and April 2014 for having the world’s largest vertical garden at 2,125 and 2,289 square metres respectively.
Enhancing our green infrastructure has helped shape an environment that is home to various species of flora and fauna. Using a science-based approach, NParks continues to enhance, restore and create habitats, and conduct research surveys, all part of efforts to safeguard and enrich our biodiversity for generations to enjoy.
Advancing Research Efforts

As part of a systematic long-term management plan of Bukit Timah Nature Reserve, NParks has embarked on a two-year comprehensive biodiversity survey to better understand the conservation status and distribution of plants and animals.

The survey is undertaken by NParks staff, scientists and experts who also worked on the last comprehensive survey, conducted between 1993 and 1997. The findings will build on previous research and survey results to help NParks continue to sensitively manage the Reserve.

Restoring Our Nature Reserves

Due to erosion of slopes and trails and damage to the trees at the Bukit Timah Nature Reserve, NParks began pre-emptive slope stabilisation works, enrichment plantings and trail repairs to restore the Reserve and ensure public safety. A 1.3-kilometre raised boardwalk will be installed sensitively, enabling visitors to enjoy nature and minimising the impact to the forest floor. The 20-year-old visitor centre at the foot of the Reserve is also being upgraded. This includes revamping the exhibition area, which showcases habitats and conservation measures at the Reserve, expanding the function rooms for educational workshops, talks, and outreach activities, and adding new amenities.

These enhancement works are expected to complete in 2016. During the restoration period, the public can still access the main trail leading to the summit of the hill during the weekends.

Showcasing Our Flora and Fauna

To create awareness of Singapore’s wildlife, a coffee table book “Rainforest in a City” was published by NParks. This was authored by Dr Chua Ee Kiam, an NParks volunteer and avid nature writer and photographer.

Launched in February 2015, the 200-page book highlights the natural heritage of the Bukit Timah Nature Reserve and Central Catchment Nature Reserve, offering an in-depth look into the habitats, and featuring a collection of photographs captured by Dr Chua and other photographers and contributors.

“Rainforest in a City” won the prestigious Bronze medal in the 2015 Independent Publisher Book Awards—Environment/Ecology/Nature category.

Protecting the Reserve With Green Buffers

Springleaf Nature Park was launched on 1 November 2014, the first of four new nature parks serving as green buffers to the Central Catchment Nature Reserve. Naturally and historically significant, the 6-hectare site was formerly part of the Chan Chu Kang village, named after the headman Chan Ah Lak who acquired the land for cultivation.

The other nature parks being developed around the Central Catchment Nature Reserve as buffers include Chestnut Nature Park, Thomson Nature Park and Windsor Nature Park. These parks are alternative recreational venues, easing visitorship pressure on our nature reserves. To date, reforestation works have commenced at the 80-hectare Chestnut Nature Park and the 75-hectare Windsor Nature Park.

The development of nature parks, which serve as green buffers for the nature reserves and provide alternative spots for recreation, is part of a holistic approach to protect and conserve Singapore’s biodiversity.
Minister of State for National Development Desmond Lim (second from left) admiring the pebble works of art done by Tham Pui San (second from right), a long-serving volunteer with the Sungei Buloh Wetland Reserve during the launch of the Reserve’s extension.

A new 31-hectare extension to the Sungei Buloh Wetland Reserve was opened in December 2014, providing new opportunities for outdoor recreational and educational activities. A new visitor centre facilitates programmes that encourage bio-learning and enrich visitors’ experiences. In addition, six new guided walks are being offered to the public on Saturdays.

The extension marks the completion of phase two of the Sungei Buloh Wetland Reserve masterplan, which aims to preserve Sungei Buloh as a living wetland and tranquil sanctuary for wildlife such as crabs and mudskippers.

NParks has begun the next phase of works under the masterplan to sensitively enhance the Kranji Marshes and the western end of the Reserve, where Cashin House is situated, so as to attract more biodiversity, foster nature appreciation and conduct education and outreach activities.

NParks’ conservation efforts would not be possible without the support of the community. In an annual event held to celebrate the community’s efforts in conserving Singapore’s natural heritage, the third Festival of Biodiversity gathered 37 partners comprising nature groups, research bodies and corporate organisations to raise awareness of our local biodiversity. Attracting over 20,000 visitors, the two-day event at VivoCity in July 2014 featured nature-related craft workshops and exhibits showcasing Singapore’s flora and fauna, and provided a platform for the public to contribute ideas on enhancing Pulau Ubin’s natural environment. Festival of Biodiversity 2014 was sponsored by Sembcorp Industries, with the generous support of VivoCity, Toshiba and IKEA.

Through wide-ranging public discussions and brainstorming workshops, over 4,000 ideas were received from the public on how to preserve Pulau Ubin’s natural heritage. One of these ideas was the launch of Ubin Day on 30 November 2014, spearheaded and organised by the community and supported by NParks to celebrate the unique charms of the island. Several new initiatives in consultation with the community were announced, including shoreline protection and restoration, species recovery, habitat enhancement, a new centre for education and field studies, nature-based recreation, and education and outreach. These initiatives would help ensure that the island’s rustic charm, natural environment, and rich biodiversity and heritage can continue to be enjoyed by future generations of Singaporeans.
Unveiling Singapore’s First Marine Park

During the year in review, Singapore’s first marine park, Sisters’ Islands Marine Park, was unveiled. The marine park spans approximately 40 hectares around Sisters’ Islands and along the western reefs of St. John’s Island and Pulau Tekukor.

Through the use of agent-based modelling, a predictive numerical modelling tool, models were developed to predict the movement and settlement of coral propagules. The research outcomes helped to validate the suitability of Sisters’ Islands as a marine park, which has diverse habitats including coral reefs, sandy shores and seagrass meadows. The marine park serves as a platform for outreach, education, conservation and research activities related to our native marine biodiversity.

Guided walks have been rolled out on Big Sister’s Island, which allow participants to get up close with marine life. Other upcoming activities include workshops, seminars, camps and talks at the outreach and education centre at St. John’s Island. Schools have also been invited to be part of monitoring programmes and contribute to marine biodiversity research.

Using Agent-Based Modelling (ABM) to Validate the Marine Park’s Location

NParks adopts a holistic approach to managing the coastal and marine environment, based on sound inter-disciplinary science. This requires an understanding of how changes in habitat quality may affect the population growth or decline of organisms. Predictive modelling tools are used to complement field research and investigations so that connectivity patterns, which are otherwise difficult to visualise, can be understood.

In collaboration with DHI Water & Environment (S) Pte Ltd, NParks has developed the probabilistic Agent-Based Model (ABM) for coral larvae dispersal. The first of its kind to be developed for use in the study of corals in the region, this modelling package supports a framework that allows simulation of coral larvae dispersal patterns, their mortality rate, habitat quality and settlement success, based on varying hydrodynamics and water quality conditions, including water temperature, suspended sediments and flow velocities.

This research also validates the suitability of the Sisters’ Islands as the location for developing Singapore’s first marine park. Looking at how coral larvae from local reefs were dispersed and settled, the model indicated that the Sisters’ Islands were a good source of reefs that could populate other reefs areas in Singapore. Thus, by designating the Sisters’ Islands as a marine park, it can be further enriched as a nursery by relocating corals from other areas.

Dr Karenne Tun, 45
Deputy Director, Coastal & Marine
National Biodiversity Centre

Our City in a Garden vision is not just about enhancing the greenery of our landscapes but also caring for the blue waters of our marine realm.

Dr Tun and her team are dedicated to conserving and managing the habitats and biodiversity of our coastal and marine (C&M) environment, using science and technology to strengthen their capabilities.

They oversee the management of the recently launched Sisters’ Islands Marine Park, which includes agency consultation, contract management, day-to-day operations, research and conservation project implementation, networking with stakeholders and survey and monitoring activities.

Managing C&M habitats and biodiversity effectively requires sound understanding of their biology and ecology, and their responses to the various stressors that impact them, reinforced by a strong scientific foundation. For example, the team conducts ecological surveys that help formulate effective, targeted management recommendations and activities to safeguard critical or sensitive habitats and biodiversity. The team also leverages new tools and technologies that help expand their reach and understanding such as agent-based modelling, environmental DNA (eDNA) and remotely operated instruments.

The team brings together diverse expertise: from biologists and ecologists focusing on coral reefs, mangroves, intertidal areas and mudflats, to ecological data managers, geographic information system (GIS) practitioners and C&M policy experts.

“Healthy oceans support a healthy earth, and by doing our part to keep Singapore’s blue heart clean and vibrant, we add to the City in a Garden vision by promoting the essence of sustainable living.”
Taking Stock of Singapore’s Marine Life with the Comprehensive Marine Biodiversity Survey

Scientific research and surveys continue to play a key role in furthering Singapore’s efforts in marine conservation. Since the five-year Comprehensive Marine Biodiversity Survey (CMBS) was launched in 2010, some 880 surveys have been conducted at 311 sites in mudflats, seabeds and reef habitats. More than 60,000 specimens have been collected, of which, 100 species have been identified as possibly new to science. Some 480 volunteers have been part of the five-year survey journey, contributing in photography, outdoor field sampling and collection, specimen processing, database support as well as organizing outreach programmes. CMBS sponsors include Asia Pacific Breweries, HSBC, Keppel Care Foundation, Shell companies in Singapore and The Air Liquide Group.

Making Discoveries with Citizen Science

The locations of the bi-annual Heron Watch survey nearly doubled this past year, with 150 volunteers, including students and experienced and novice bird-watchers, taking part across over 70 locations.

With strong participation from the community, the Citizen Science project builds on past research by gaining a better understanding of the herons’ population numbers, distribution and feeding and roosting habits. Initiated by

Nurturing our Flora and Fauna

NParks volunteer Wang Luan Keng, the survey helps guide the management of Singapore’s habitats to protect our flora and fauna.

Fostering International Partnerships in Biodiversity Conservation

NParks is committed to working with the international community to champion biodiversity conservation efforts. In line with this aim, NParks conducted the ASEAN Workshop on Singapore Index from 10 to 12 June 2014 and attended the 12th Meeting of the Conference of Parties (COP) to the Convention on Biological Diversity from 6 to 17 October 2014 in Korea to promote the awareness of the Singapore Index on Cities’ Biodiversity (SI) to ASEAN cities. The SI is a self-assessment tool for cities to benchmark and monitor the progress of their biodiversity conservation efforts against their own baselines.

NParks also participated in the 15th Informal ASEAN Ministerial Meeting on the Environment and Related Meetings, the 29th International Coral Reef Initiative General Meeting, the 67th Session of the Marine Environmental Protection Committee of the International Maritime Organisation and the 9th Ad Hoc Open-ended Informal Working Group by the Ministry of Foreign Affairs.

In addition, NParks co-hosted the first Symposium on Intertidal Conservation in Southeast Asia, aimed at raising awareness and sharing strategies on the conservation of intertidal areas in the region. Conducted on 12 and 13 June 2014 at the Sungei Buloh Wetland Reserve, the symposium was attended by over 60 government representatives, site managers and thought leaders from 11 countries. Topics covered included benefits and threats to intertidal areas, climate change, tourism, land use, site management, policy approaches, and best practices.

From enhancing, restoring and creating habitats for our flora and fauna to making discoveries with Citizen Science, enriching Singapore’s biodiversity makes up an important part of NParks’ City in a Garden vision. Many of these initiatives involve collaboration with members of the public, demonstrating our relentless pursuit to continuously engage and inspire the community.

Citizen Science encourages stewardship of nature among Singaporeans, while collecting information that helps to develop long-term conservation management strategies.
NParks heads various initiatives aimed at promoting a love for nature and encouraging the community to play an active role in building our City in a Garden, from cultivating ambassadors to conducting outreach programmes and establishing corporate partnerships.
Fostering Appreciation for Biodiversity in the Next Generation

Among NParks’ community engagement programmes for the young was the production of a new interactive skit titled “Secrets of the Swamp”. Based on a book by local author Neil Humphreys, the play sought to raise awareness of Singapore’s biodiversity among primary school children. Over the past financial year, the skit was performed during assembly periods to 19 primary schools and reached out to more than 17,000 students.

NParks also tied up with the Singapore Scouts Association to develop a new badge programme promoting local biodiversity among young scouts, and enabling them to learn more about the birds and trees found here. More than 600 students and some 30 teachers from 40 schools participated in NParks’ Community in Nature (CIN) school programmes including the “Greening Schools for Biodiversity” initiative, Nature Ways Monitoring and Marine Eco-toxicity Biomonitoring Programmes. Besides equipping students with a better understanding of nature in Singapore, these activities also provide them with opportunities to care for the environment.

In other ongoing school-related activities, more than 500 Primary 5 pupils from the Gifted Education Programme in nine schools visited parks and nature reserves in May 2014 as part of the annual Learning Journey organised by NParks and Ministry of Education, which began in 2011.

Next Generation Programme in nine schools visited by pupils from the Gifted Education Programme. The visit allowed these students to observe various species of flora and fauna in their natural habitats.

NParks and Ministry of Education, May 2014 as part of the annual parks and nature reserves in nine schools visited by pupils from the Gifted Education Programme. The visit allowed these students to observe various species of flora and fauna in their natural habitats.
A year-long national photo competition beginning September 2014 was held to create greater appreciation and awareness of our parks and gardens through the lens of the community. As part of celebrations for Singapore’s 50th birthday, the Singapore Garden Photographer of the Year Photo Competition was organised in partnership with Garden City Fund and the Photographic Society of Singapore, with the generous support of presenting sponsor, City Developments Limited, and sponsors, Nikon and Singapore Press Holdings. Various nature walks in Pulau Ubin, Fort Canning Park and Sungei Buloh Wetland Reserve led by photography experts were concurrently organised to provide enthusiasts with valuable pointers on how to take good nature shots.

Over 15,000 people attended the first of NParks’ Concert Series in the Park at Bishan-Ang Mo Kio Park on 14 March 2015. This was the first in a series of six free outdoor concerts held in parks in conjunction with SG50 celebrations. The concert featured performances by local talents such as Kit Chan, Suhaimi Yusof and Olivia Ong, and various student and community groups, and other activities such as a kite display and a carnival.

Noel Thomas, 33
Conservation Manager
Pulau Ubin

Pulau Ubin is known for its rich natural heritage, and officers like conservation manager Noel Thomas play an important role in caring for the unique biodiversity of the island.

He coordinates species recovery and habitat enhancement projects on Pulau Ubin, including monitoring animals such as bats and otters. When monitoring a certain bat species, he would survey all their known roosts, take note of their movements between roosts, and the roost make-up, and look out for nursing infants to better understand the bats’ breeding habits.

Noel cites snakes as his favourite group of animals and considers working close to nature and wildlife as the best part of his job. Experienced in herpetology, which refers to the study of reptiles and amphibians, he and his team conduct various reptile and amphibian surveys on the island. These surveys are mostly conducted at night by walking through a forest transect and spotting animals such as snakes, lizards and frogs with a headlamp. When an animal is found, species information and location is collected. Depending on the rarity of the species, additional data such as length and sex may be recorded as well. This data contributes to biodiversity research, which informs and guides NParks’ conservation management strategies.

With continued scientific study and research, we can sustain nature spots like Pulau Ubin and achieve our City in a Garden vision.

“As we continue our tireless efforts to green up urban Singapore, we are also building our knowledge of the animals that live in our forests and waters.”

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The Pasir Panjang Nursery is a key facility for test-bedding and nurturing plant materials for Singapore’s greening efforts. Seeds and saplings of native plants are collected from our forests and parks, and grown at the nursery until they are ready to be planted islandwide. The public tour is a way of inspiring the community to continue the shared responsibility of carrying on Singapore’s greening journey.
The Community in Bloom (CIB) programme continued to receive widespread support, providing opportunities for the community to participate in Singapore’s greening efforts. At the biennial CIB Awards 2014, a new Diamond Award was launched and presented to gardens with three prior consecutive Platinum Awards, demonstrating consistently outstanding quality, community involvement, environmentally friendly practices and biodiversity. Created in conjunction with the CIB Awards’ 10th Anniversary, the Diamond Award was conferred upon 15 community gardens out of a record 343 participants in 2014.

The fifth biennial Singapore Garden Festival took place between 16 and 24 August 2014, hosting over 300,000 visitors. The festival was held indoors and outdoors for the first time in Gardens by the Bay, and featured over 50 displays and more than 250,000 plants. Visitors were treated to 2.2 hectares of gardens and floral exhibits, horticultural structures stretching to a record 10-metre height, and award-winning landscape designer Jun-ichi Inada’s Orchid Extravaganza.

Seven new CIB ambassadors were appointed, bringing NParks’ Community in Bloom volunteer numbers to over 3,000 active gardeners with 42 CIB ambassadors, who play an important role in fostering the love for gardening and facilitating gardening-based initiatives among the community.

With the support of our corporate partners, community gardens are being developed at voluntary welfare organisations (VWOs), enabling residents to enjoy the benefits of nature. The beneficiaries include Grace Orchard School, sponsored by Sumitomo Corporation Asia & Oceania Pte Ltd; Community Rehabilitation Centre, sponsored by Syngenta Asia Pacific Pte Ltd; Handicap Welfare Association, sponsored by Singapore Oxygen Air Liquide Private Limited; and Metta Day Rehabilitation Centre for the Elderly, sponsored by Mizuho Bank, Ltd.

In all, NParks added 120 new community gardens this year, bringing the total to more than 850 community gardens island-wide.

To further promote the notion that everyone can garden, a new CIB Indoor Gardening initiative was launched. The programme aims to bring the benefits of gardening indoors and provides information such as how to grow plants, types of plants suitable for indoor environments and how to display them attractively. ST Kinetics successfully piloted the programme in its premises by decking the walls with customised wall-mounted planters, creating a greener office environment.

Prior to the festival, a highlight that took place was the week-long “Share a Plant” initiative, which encouraged the appreciation of plants and gardening. Over 100 community gardeners, students, parents and teachers worked together to pot the plants. Some 5,000 plants were potted and distributed across five parks and gardens.

The Singapore Garden Festival continued to earn international recognition, becoming Asia’s first event to receive the prestigious “Achievement of the Year” award from the Canadian International Garden Tourism Awards Committee in October 2014.

Nurturing a Blossoming Gardening Community

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Harnessing Social Media

With online campaigns such as “Singapore Blooms”, NParks expanded its online reach, increasing fans of its Facebook page to more than 46,000 as of 31 March 2015. The Singapore Botanic Gardens Facebook page also attracted more than 28,000 fans. The NParks corporate website was also revamped to improve its usability and engage visitors more effectively.

To broaden its online engagement, NParks co-organised the 9th Worldwide InstaMeet (WWIM) at Fort Canning Park on 17 May 2014 with InstaSG and ExploreSingapore, a day when users worldwide capture and share photo-worthy moments. Some 100 Instagrammers were introduced to the park’s historical and natural heritage and challenged to take creative shots of its landmarks.

Forging Corporate Partnerships

NParks continued to forge partnerships with organisations so that they could play a role in Singapore’s greening journey. In the year under review, various companies including Clarins, Lintec Singapore Pte Ltd, Panasonic Asia Pacific, UPS and Shimizu Corporation and their partners participated in the Garden City Fund’s Plant-A-Tree Programme. Their staff came together to plant trees at parks and gardens including Ang Mo Kio Town Garden West, One North Park and Bedok Reservoir Park.

The creation of a Banana Trail with Ricoh Asia Pacific and Ricoh Singapore marked another corporate partnership that engaged the community and promoted biodiversity. On 11 October 2014, over 300 staff and family members from Ricoh, their clients and CHIJ Our Lady Queen of Peace students established a new Banana Trail at Fort Canning Park’s Spice Garden by planting more than 60 saplings of nine different species of edible bananas.

Over 360 organisations, several of which are recurring partners, have participated in the Plant-A-Tree Programme since its inception in 2007. The programme has reached out to over 29,000 individuals and achieved planting of some 17,000 trees in our city. In other corporate partnerships, Lianhe Zaobao held the annual Zaobao Song Nuan charity event at Bishan-Ang Mo Kio Park on 6 September 2014. Twenty volunteers led 100 participants on a guided tour of Pond Gardens. Students and parents from Pathlight School and Society of the Physically Disabled were invited to draw scenes of the park, and guests were treated to student performances.

Toyota Tsusho Asia Pacific sponsored educational signs at four Nature Ways (Kheam Hock, Tampines, Yishun-Mandai and Admiralty), offering the public an opportunity to appreciate the plants, birds and butterflies sighted along these nature corridors. Staff from the company also planted shrubs along Tampines Nature Way.

In appreciation of the contributions by corporations to the building of our City in a Garden, NParks, through the Garden City Fund, dedicated three Heritage Trees in the Singapore Botanic Gardens to City Developments Limited, Sembcorp Industries Ltd and Singapore Press Holdings Ltd.

In addition to engaging and inspiring communities as part of our City in a Garden vision, NParks endeavours to cultivate talent so that our landscape and horticulture industry is well-equipped for Singapore’s greening journey.

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Eric Ong, 34
Assistant Director

Streetscape

Caring for trees is more than just a job for Eric Ong. With his team of 12 streetscape officers, he oversees the care of trees in the eastern part of Singapore. A typical work day consists of conducting checks to assess the trees’ health and stability, check for defects and prescribe follow-up action where needed.

As there are around 1.5 million roadside trees in Singapore, every tree is tagged and has an ID number. Arborists, or tree doctors, like Eric conduct visual tree inspections, which involve checking for symptoms of disease or defects at the tree’s base, trunk and canopy.

They use equipment to aid their work such as mallets to check for hollowness in the tree, metal probes to assess the depth of any cavities, and secateurs, a type of shears used in the formative pruning of young trees and for snipping away watershoots sprouting around the tree base. In some cases, advanced tree diagnostic instruments such as the sonic tomograph and resistograph may be used to help detect internal defects and changes in wood density.

Tree doctors may also prescribe measures such as corrective pruning, installing tree support systems or soil amelioration techniques including mulching, fertilisation, and improving aeration and drainage.

Arborists play an important role in maintaining our lush greenery, which is essential to the long-term sustainability of our City in a Garden. “The work and efforts that arborists undertake help to maintain the pleasant green environment that makes Singapore highly liveable,” Eric relates.
At the heart of NParks’ efforts are people, and it is through enhancing competencies that the landscape and horticulture industry can continue to grow. NParks is committed to this by regularly conducting industry development and in-house training programmes, and organising enriching and productive activities that our staff can be a part of.

NParks’ efforts to enhance industry capabilities work hand-in-hand with the use of science and technology to sustain greening efforts and build our City in a Garden.
Grooming Industry Talent

Over the years, efforts have been made to build up knowledge for industry leadership and management, raise levels of mechanisation and innovation, and introduce best practices in sustainable and productive maintenance and manpower development. NParks has been working together with the Landscape Industry Association of Singapore (LIAS) and ITE College East to further build up the industry’s talent pool. The NParks-LIAS-ITE Scholarship Award was first announced in September 2013 and the first batch of scholars was selected in June 2014. Nine students enrolled in ITE’s Nitec in Facility Technology (Landscaping Services) were offered joint scholarships by the Garden City Fund and LIAS member companies.

The first batch of scholars successfully completed their one-month Industrial Attachment (IA) with their respective sponsoring companies in December 2014, benefiting from the close mentorship of industry experts. By the end of the scholarship, students gained invaluable practical knowledge through a total of 32 weeks of IA, opening doors to full-time employment after graduation. Their career pathway will lead them to become supervisors or team managers.

As part of NParks’ two-year Landscape Apprenticeship Programme (LAP), an initiative started in 2012, six apprentices were carefully selected and successfully placed in five landscaping companies in the year in review. The LAP aims to train a new generation of highly skilled landscape specialists and project managers through on-the-job training and formal classroom lessons under the Workforce Skills Qualifications (WSQ) Landscape Framework and also provides opportunities for those with no horticultural background to pursue their passion for plants.

Advancing Skills Through Training

NParks’ training arm, the Centre for Urban Greenery and Ecology or CUGE in short, continued its commitment to broaden and deepen the skills and knowledge base of the landscape industry. Over the reporting period, its training programmes reached out to more than 4,000 participants, who took part in CUGE’s WSQ modules, short courses, workshops and seminars, including the ISA Certified Arborist Programme and the Urban Parks Seminar.

Other courses included the “Rooftop Tree Planting & General Maintenance of Rooftop Greenery” workshop, part of the Skyrise Greenery Guidelines Series, on 12 June 2014, and the “Environment-Friendly Management Practices for Green Spaces in Singapore” seminar on 15 September 2014.

One of the hands-on courses launched by CUGE was the “Climb and Branch Walk Difficult Trees” class from 4 to 6 August 2014. Led by Mr Andy Neverman, a leading arborist from New Zealand, it was an enjoyable and fruitful experience for participants, who learnt how to use climbing lines and harnesses to safely climb and branch walk difficult trees.

The “School of Life” exhibition by SPH, held at Suntec City Convention Centre from 7 to 9 November 2014, attracted more than 60,000 visitors and served as a platform for CUGE to raise awareness of training and career opportunities in the landscape industry.

The latest CUGE Research Seminar saw a record turnout since its inauguration in 2009. Themed “Urban Resilience”, the seminar was conducted on 19 November and attracted 157 participants, including professionals from government agencies, academia, landscape architects, engineers, arborists and horticulturists.
CUGE Research’s work builds on decades of research by NParks, that develops solutions to address Singapore’s urban challenges.

Fostering Ideas, Spearheading Innovation

Besides training, CUGE is also at the forefront of research efforts to build up knowledge and standards on the greening and ecology of cities.

For the past few years, CUGE has been researching and experimenting with the use of structural soil and structural cells under paved roads to address challenges posed by limited rooting space for tree growth. This year, CUGE has begun to work on in-house designed cells that suit location conditions. Field trials of these cells are currently being conducted along Bukit Timah Road.

Plans are in the pipeline to expand on this concept through the design, development, and test bedding of subterranean (concealed) tree pits as a solution towards sustainable urban greening.

Expanding its repertoire of tools to nourish urban soil, CUGE has also embarked on the research of biochar (charcoal) as a soil conditioner that has the potential to simultaneously capture and store atmospheric carbon. This not only enhances urban tree growth but also contributes to efforts to combat climate change.

CUGE also spearheaded the development of the NParks Research Masterplan (2014), which serves as a blueprint for undertaking strategic research over the next decade. Building on years of research undertaken by NParks to address national urban challenges, this holistic plan is a focused roadmap which will boost the organisation’s capabilities through integration among research, operations and policy, the use of sophisticated tools and technology, as well as the expansion of key research areas.

To enable large trees to develop in an urbanised area where rooting space is limited, NParks has developed innovative polypropylene structural cells, which are modular suspended pavement systems installed under roads and paved surfaces to allow for greater rooting and breathing space. The structural cells also have the bearing capacity to hold heavy structures.

Structural cells pave the way for a fundamental shift from the current industry norm. Previously, the industry norm for tree planting was to install a contiguous area of soil to grow trees and sustain loads. The heavy weight of the load on the soil resulted in a highly compacted soil environment impenetrable to tree roots.

With structural cells, the load is sustained by the cell, resulting in an improvement of the soil conditions (i.e. low compacted soil and enhanced drainage) which are essential to the growth of healthy roots. NParks had started off working with trademarked products and thereafter, designed and developed several variants of structural cells of our own to suit a variety of local urban conditions.

Structural cells are currently being installed for a new row of trees along Queen Elizabeth Walk, as part of the Jubilee Walk. The structural cells will help ensure that the trees continue to thrive in an urban environment, even when they are old.

DR Genevieve Ow, 36

Senior Researcher (Arboriculture)

Centre for Urban Greenery & Ecology

Balancing greening efforts with urban growth is no easy task, as Dr Ow explains. Trees are healthiest when they are planted in uncompacted soil because this allows water, air and nutrients to reach their roots. However, an urban environment requires hard surfaces to support people and vehicles, and hard surfaces naturally compact soil.

Through research and development, the idea of structural cells is being explored as a possible solution. Drawing on various disciplines such as engineering, geology and plant science, it involves using rigid frames to support hard surfaces such as parking lots, roads or footpaths. The frames keep soil loose and help provide trees with a soil environment that largely mimics the natural environment. They allow roots to extend beyond limited planting spaces, exploring the spaces beneath pavements and improving tree growth and stability.

Dr Ow believes that with continued research and development, we can continue to develop novel ways to sustain greening efforts in our City in a Garden.

“It’s my hope that these research outcomes will take root as best practices in greening within an urban environment.”
Broadening Staff’s Horizons

NParks remains committed to investing in staff training to build up in-house expertise. Two officers completed their attachment to Prospect Park in the United States, as part of NParks’ overseas exchange programme, and another officer was on professional attachment involved in parks and street scape maintenance in New Zealand. NParks also signed a Memorandum of Understanding with the Royal Botanic Garden Edinburgh in the United Kingdom and will be identifying suitable officers for the professional exchange programme.

On-going knowledge-sharing sessions were also organised so that staff continue to develop the expertise and skills needed in their work. On 19 January 2015, CUGE and the National Biodiversity Centre introduced the new Habitat Enhancement Seminar for NParks staff to gain a better understanding of how to manage an urban habitat enhancement project. Featuring a series of talks from expert speakers, the seminar was attended by nearly 130 NParks staff from various divisions. This will be followed by a new series of workshops focusing on specific sites for habitat enhancement projects.

Fielding Talent for Tomorrow

Opportunities continue to abound for those keen to pursue careers in NParks. The NParks Cadetship Programme exposes tertiary students in relevant fields to practical working experience in NParks, allowing them to make more informed career choices. Ten students from Singapore Polytechnic’s Diploma in Landscape Architecture course and four from Ngee Ann Polytechnic’s Diploma in Landscape Design and Horticulture course graduated from the programme in the past year.

In 2014, NParks awarded a total of five Undergraduate Scholarships, three Overseas Merit Awards and three postgraduate scholarships among its staff.

Inspiring Joy and Kindness Within the Community

Besides developing its own staff, NParks also strongly believes in giving back to the community. The third annual NParks Kindness Day was held on 16 December 2014. More than 100 children from childcare centres and homes under the care of The Salvation Army were guided through various activities in our parks and gardens such as Kitchen Garden and Mangrove Guided Tour (Pasir Ris Park), Ecolife Tour (Bishan-Ang Mo Kio Park) and Storytime with Sara and Garden Tour (Jacob Ballas Children’s Garden). The children were also treated to lunch and Christmas presents contributed by NParks staff.

NParks staff shared the joy of gardening and nature appreciation by donating Singapore Garden Festival 2014 tickets to beneficiaries of various volunteer welfare organisations including The Salvation Army, Woodlands Social Centre and St Hilda’s Community Services.

NParks also promoted bonding and healthy living among staff at the NParks Sports Carnival on 26 February 2015 at East Coast Park. It was an enjoyable day of games and activities such as captain’s ball, tug-of-war, beach volleyball, pushball, sandcastle building, tree-climbing and more.

NParks’ culture of collaboration and teamwork received affirmation when its “50 Years of Greening Singapore” and “Skyrise Greenery Initiative” projects were given the Minister’s Award (Team) 2014 for their efforts. The award recognises team-based contributions and represents the highest accolade given by the Ministry of National Development (MND) to outstanding teams among MND agencies.

NParks’ Nature Ways project also won the Most Innovative Project Nominee Award at the PS21 ExCEL (Public Service 21 Excellence through Continuous Enterprise and Learning) event, held at Nanyang Polytechnic from 28 to 30 October 2014.

Notably for CUGE, the centre received the APEX 2014 Award of Excellence in the category “One-of-a-Kind Green Publications” for its work on CITYGREEN, a bi-annual publication on urban greenery and ecology.

These achievements are a testament to the dedication, passion and high standards NParks brings in our greening journey.

Enhancing our green infrastructure and competencies.

Engaging communities.

Enriching our biodiversity.

These efforts work in tandem to shape a Singapore where we all come together to build a City in a Garden that will thrive and flourish for years to come.

NParks Kindness Day provides opportunities for staff to volunteer their time and contribute to the community.
NATIONAL DAY AWARDS

PUBLIC ADMINISTRATION MEDAL (SILVER)
Ms Lee Pin Pin,
Director, Communications & Community Engagement

PUBLIC ADMINISTRATION MEDAL (BRONZE)
Ms Kalthom Binte Abd Latiff,
Deputy Director (Arts & Heritage Parks), Parks 1

COMMENDATION MEDAL
1. Ms Norzehan Binte Ahmad,
   Assistant Director (Parks), Parks 1
2. Thomas Yee Chung Yao,
   Deputy Director (Park Connector Network), Parks 2

EFFICIENCY MEDAL
1. Khamsani Bin Mohd Yasir,
   Senior Executive (Parks & Trees Regulatory), Policy & Planning
2. Ms Woh Siew Choo,
   Manager (Streetscape), Streetscape

AWARDS AND ACCOLADES

Excellent Service Award 2014
• Attractions (3 Star, 4 Gold, 1 Silver)
• Public Service (2 Gold, 6 Silver)

Excellence in Public Service Awards 2014
• PS21 Star Service Awards
• PS21 ExCEL Awards 2014
• Most Innovative Project/Policy Award (Nominee)

MND Family Minister’s Award (Team) 2014
### Regional Parks maintained by NParks

<table>
<thead>
<tr>
<th>Name</th>
<th>Area (ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admiralty Park</td>
<td>25.67</td>
</tr>
<tr>
<td>Ang Mo Kio Town Garden East</td>
<td>4.89</td>
</tr>
<tr>
<td>Ang Mo Kio Town Garden West</td>
<td>20.63</td>
</tr>
<tr>
<td>Bedok Reservoir Park</td>
<td>42.29</td>
</tr>
<tr>
<td>Bedok Town Park</td>
<td>12.43</td>
</tr>
<tr>
<td>Bishan-Ang Mo Kio Park</td>
<td>62.00</td>
</tr>
<tr>
<td>Bukit Batok Nature Park</td>
<td>35.74</td>
</tr>
<tr>
<td>Bukit Batok Town Park – Little Guilin</td>
<td>42.16</td>
</tr>
<tr>
<td>Bukit Timah Nature Reserve</td>
<td>162.64</td>
</tr>
<tr>
<td>Central Catchment Nature Reserve</td>
<td>455.00</td>
</tr>
<tr>
<td>Changi Beach Park</td>
<td>28.52</td>
</tr>
<tr>
<td>Choa Chu Kang Park</td>
<td>11.81</td>
</tr>
<tr>
<td>Clementi Woods Park</td>
<td>11.50</td>
</tr>
<tr>
<td>Coney Island Park</td>
<td>46.64</td>
</tr>
<tr>
<td>Dairy Farm Nature Park</td>
<td>75.32</td>
</tr>
<tr>
<td>East Coast Park</td>
<td>218.31</td>
</tr>
<tr>
<td>Esplanade Park</td>
<td>2.40</td>
</tr>
<tr>
<td>Fort Canning Park</td>
<td>19.74</td>
</tr>
<tr>
<td>Hindhede Nature Park</td>
<td>9.00</td>
</tr>
<tr>
<td>Hong Lim Park</td>
<td>1.26</td>
</tr>
<tr>
<td>HortPark</td>
<td>23.92</td>
</tr>
<tr>
<td>Istana Park</td>
<td>1.30</td>
</tr>
<tr>
<td>Jurong Central Park</td>
<td>7.98</td>
</tr>
<tr>
<td>Kallang Riverside Park</td>
<td>6.23</td>
</tr>
<tr>
<td>Kent Ridge Park</td>
<td>47.86</td>
</tr>
<tr>
<td>Labrador Nature Reserve</td>
<td>25.88</td>
</tr>
<tr>
<td>Labrador Park and Nature Reserve</td>
<td></td>
</tr>
<tr>
<td>Lower Peirce Reservoir Park</td>
<td>10.00</td>
</tr>
<tr>
<td>Lower Seletar Reservoir Park</td>
<td>4.30</td>
</tr>
<tr>
<td>MacRitchie Reservoir Park</td>
<td>12.00</td>
</tr>
<tr>
<td>Marina Promenade</td>
<td>15.10</td>
</tr>
<tr>
<td>Mount Faber Park</td>
<td>56.44</td>
</tr>
<tr>
<td>One-north Park</td>
<td>3.39</td>
</tr>
<tr>
<td>Pasir Ris Park</td>
<td>73.02</td>
</tr>
<tr>
<td>Pasir Ris Town Park</td>
<td>12.76</td>
</tr>
<tr>
<td>Pearl’s Hill City Park</td>
<td>8.50</td>
</tr>
<tr>
<td>Pulau Ubin Recreation Area</td>
<td>649.94</td>
</tr>
<tr>
<td>Punggol Park</td>
<td>16.30</td>
</tr>
<tr>
<td>Punggol Waterway Park</td>
<td>12.30</td>
</tr>
<tr>
<td>Rifle Range</td>
<td>65.28</td>
</tr>
<tr>
<td>Sembawang Park</td>
<td>15.57</td>
</tr>
<tr>
<td>Sengkang Riverside Park</td>
<td>20.70</td>
</tr>
<tr>
<td>Singapore Botanic Gardens</td>
<td>60.93</td>
</tr>
<tr>
<td>Springleaf Nature Park</td>
<td>10.78</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,919.39</strong></td>
</tr>
</tbody>
</table>

### Facts & Figures FY 2014

<table>
<thead>
<tr>
<th>Total Number of Parks</th>
<th>Total Area Maintained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional parks</td>
<td>202.70</td>
</tr>
<tr>
<td>Neighbourhood parks</td>
<td>263</td>
</tr>
<tr>
<td>Park connectors*</td>
<td>66</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>387</strong></td>
</tr>
</tbody>
</table>

| Parks, playgrounds, open spaces, fitness corners and park connectors* | **2,376** |
| Nature reserves**                                                   | **3,375** |
| Istana and Parliament House grounds                                 | **42**    |
| Roadside greenery                                                   | **2,554** |
| Vacant state land                                                   | **1,348** |
| Government premises                                                | **9**     |
| **Total**                                                           | **9,704** |

* Total mileage of the park connectors maintained is 270 kilometres as of 31 March 2015.
**Excludes Bukit Timah Nature Reserve, Central Catchment Nature Reserve, Sungei Buloh Wetland Reserve and 10 hectares from Labrador Nature Reserve which have been computed under “Nature reserves”.

_Forest Walk at the Southern Ridges_
The Centre for Urban Greenery and Ecology (CUGE) was established by NParks as a regional centre of excellence to advance urban and green living environment, and a one-stop training and knowledge hub in urban greenery and ecology.

### Workforce Skills Qualifications (WSQ) Courses

- WSQ Certificate in Landscape Operations
- WSQ Certificate in Basic Nature Interpretation
- WSQ Higher Certificate in Landscape Operations ( Arboriculture )
- WSQ Advanced Certificate in Landscape Supervision ( Arboriculture )
- WSQ Advanced Certificate in Landscape Supervision ( Parks, Reserves and Gardens )
- WSQ Advanced Certificate in Landscape Supervision ( Landscape Design & Construction )
- WSQ Advanced Certificate in Landscape Supervision ( Turf, Sports Ground and Greens )
- WSQ Advanced Certificate in Landscape Supervision ( Nursery )
- WSQ Diploma in Landscape Management ( Parks, Reserves and Gardens )
- WSQ Diploma in Landscape Management ( Arboriculture )

### Professional Certification Programmes

- Certified ISA Arborist Programme
- Certified Arborist Municipal Specialist Programme
- Certified Park Manager Programme
- Certified Playground Safety Inspector Programme
- Certified Practising Horticulturist Programme
- ISA Tree Risk Assessment Qualification

### Facts & Figures FY 2014

- **Certification Programmes**: 144
- **International Briefings/Overseas Executive Programmes**: 620
- **Total Number of Training Places**: 5,600
- **WSQ Courses**: 2,089
- **Seminars, Workshops & Professional Speaker Series**: 2,747
- **Plant Diversity and Nomenclature – Part I, II, III, IV**
- **Plant Health and Pest Management**
- **PLA Masterclass: Play for All Ages**
- **Presentation Essential for Green Space Managers**
- **Professional Speaker Series: Toronto’s Tree Protection By-Laws**
- **Professional Speaker Series: Epiphytes and Mistletoes of Singapore**
- **Science & Symptoms of Quality Turf**
- **Skyrise Greenery Guidelines Series – Rooftop Tree Planting & General Maintenance of Rooftop Greenery**
- **Trees & Greenery of Development within the City in a Garden**
- **Tree Failure Profile for Common Wayside Trees in Singapore**
- **Urban Biodiversity and Conservation**

### International Briefings and Overseas Executive Programmes

- CUGE Overseas Executive Programme on Greenery Planning & Management
- Briefings for Overseas Delegates
GARDEN CITY FUND DONORS’ ACKNOWLEDGEMENT
FY 2014

$1 million and above
City Developments Ltd
Sembcorp Industries Ltd

$100,000 and above
Clarins Pte Ltd
Ke Viva Pte Ltd
Rosalyn Leong Sou Fong
Singapore Press Holdings Ltd
Syngenta Asia Pacific Pte Ltd
The Hongkong and Shanghai Banking Corporation Limited

Below $100,000
Abahad Bte Alahman
Advance Sports Technologies Pte Ltd
Agility Fairies & Events Logistics Pte Ltd
Alvin Nicholas Nathan
AMK Ventures Group (2009) Pte Ltd
APP Engineering Pte Ltd
Ashino-Rindo Development Ltd
Bank Julius Baer & Co Ltd
Bazuros Inc
Bharath and Kiritha Maikani
Bungy Agribusiness Singapore Pte Ltd
Bureau Veritas Marine Singapore Pte Ltd
BW Maritime Pte Ltd
Canon Singapore Pte Ltd
CapitaMalls Asia Ltd
Cargill Asia Pacific Holdings Ltd
Cargill Pacific Airways Ltd
CCIS Singapore Pte Ltd
CHC Construction Pte Ltd
Chee Wei Liang
Chen-Yi AgroIndustries Pte Ltd
China Aviation Oil (Singapore) Corporation Ltd
DN Hybrid Ltd
Dole Asia Holdings Pte Ltd
EMARCO Enterprise Ltd
Ethnouse International Research Pre-School Pte Ltd
Events Partner Pte Ltd
EverShine Projects Pte Ltd
Expo AV/Sonic Pte Ltd
Extra Excellence (S) Pte Ltd
ExxonMobil Asia Pacific Pte Ltd
Fondation D’entreprise Air Liquide
Global Nguyen

Corporate Governance FY 2014

Board Members
NParks is overseen by a Board comprising 11 members. The current Chairman is Mrs Christina Ong. All the Board members are non-executive members, except the Chief Executive Officer, Mr Kenneth Er. The Board derives its strength from the extensive and complementary background, qualifications and experience of its members.

The Board’s key responsibilities are to:

- Endorse broad directions, policies and strategies relating to NParks’ achievement of its vision, mission and objectives, and performance of its functions
- Oversee NParks’ operating and financial performance taking into account NParks’ budget, expenditure, assets, transactions and projects
- Provide guidance on matters relating to NParks’ parks and infrastructure development programmes
- Approve NParks’ tenders (as members of the relevant Tenders Boards)

The Board has established the following committees to assist it in carrying out its duties:

- Human Resource and Compensation Committee;
- Audit Committee;
- Operations Risk Committee; and
- Garden City Fund Management Committee.

The Human Resource and Compensation Committee’s role is to review key human resource policies and provide strategic oversight of related risks. The Audit Committee ensures a high standard of corporate governance through independent reviews of internal controls, financial reporting processes and financial risks. In addition, the Audit Committee reviews the audited financial statements, as well as the audit plans and observations of external and internal auditors. The Operations Risk Committee provides strategic oversight on NParks’ operations risk management framework, including review of NParks’ operations risks. The Garden City Fund Management Committee plans, develops, promotes and manages the Garden City Fund in accordance to its Trust Deed.

Board’s Conduct of its Affairs

The Board meets four times a year and as and when necessary to address any significant matters that may arise. To enable the Board to fulfil its responsibilities, the Management Team strives to provide the Board members with adequate information during Board meetings and on an ongoing basis. The Board also has direct and independent access to the Management Team for further information and explanation, if necessary.

Accountability and Audit

The Board’s accounts are audited by the Auditor General or such other auditor may be appointed annually by the Minister in consultation with the Auditor-General. The auditor engaged for financial year ended 31 March 2015 was Deloitte & Touche. The auditor’s findings in the course of the annual financial audit are submitted to the Board and also reported to the Ministry of National Development. The audited financial statements and the auditor’s report are also presented to Parliament.

Internal Control Framework

NParks’ internal control system ensures that assets are safeguarded, properly accounting records are maintained, and financial information is reliable. The overall control framework includes:

- An organisation structure with clearly defined authority and delegation limits and reporting mechanisms to higher levels of management and to the Board;
- An annual budgeting and quarterly financial reporting system for all operating units that enables progress against annual plans and objectives to be monitored;
- Compliance with the provisions of the National Parks Board Act, Chapter 198A, Singapore Financial Reporting Standards, Government Instruction Manuals, Finance and PSD Circulars and Minutes for policies and procedures related to operations, human resource management and financial controls and regulations;
- A risk management framework which ensures close monitoring with proper mitigating measures for all identified high risk areas.
**PUBLICATIONS**

**BOOKS**
1. *A Walk Through History – A Guide to the Singapore Botanic Gardens*
   By Nigel Taylor and Ada Davis
2. *Rainforest in a City*
   By Chua Ee Kiam
3. *My Green Space: Indoor Gardening Made Simple*
   By Lily Chen, Ng Shan Jun, Ang Wee Fooong, et al.
4. *A Guide to Common Epiphytes and Mistletoes of Singapore*
   By Jean W.H. Yong, James Wang Wei, Joanne Y.T. Khow, Sheue Chiou Rong and Wong Wei San
5. *Tall Tales: Singapore Botanic Gardens Heritage Trees Trail Guide*
   By Shue Zhi Zhang, Ang Xing Qi, Lahiru Wijedasa and Nigel Taylor (Singapore Botanic Gardens)
6. *Native Orchids of Singapore – Diversity, Identification and Conservation*
   By Yen Tim Wing
7. *Secrets of the Swamp*
   By Neil Humphreys and illustrated by Cheng Puay Koon
8. *Living in a Garden – The Greening of Singapore*
   By Timothy Auger
9. *Caterpillars of Singapore’s Butterflies*
   By Harace Tan and Kew Sin Khooon
10. *Trees of Our Garden City*
    Edited by Tee Swee Ping
11. *1001 Garden Plants in Singapore*
    Edited by Leong Tzi Ming and James Gan
    By Boo Chih Min, Kartini Omar-Hor and Ou-Yang Chow Lin
13. *Dragonflies of Our Parks and Gardens*
    By Robin Ngiam
14. *Migratory Birds of Sungei Buloh Wetland Reserve*
    By James Gan, Mendis Tan and David Li
15. *Our Fragile Rainforest*
    By Leong Tai Ming and James Gan
16. *1001 Garden Plants in Singapore*
    By Lily Chen, Ng Shan Jun, Ang Wee Fooong, et al.
17. *Secrets of the Swamp*
    By Neil Humphreys and illustrated by Cheng Puay Koon
18. *Caterpillars of Singapore’s Butterflies*
    By Harace Tan and Kew Sin Khooon
19. *Trees of Our Garden City*
    Edited by Tee Swee Ping
20. *1001 Garden Plants in Singapore*
    Edited by Leong Tzi Ming and James Gan
    By Boo Chih Min, Kartini Omar-Hor and Ou-Yang Chow Lin
22. *Hornbills in the City – A Conservation Approach to Hornbill Study in Singapore*
    By Marc Cremades and Ng Soon Chye

**JOURNALS**
   July 2014 & November 2014
   July 2014 & November 2014

**PERIODICALS**
19. *Gardenwise, August 2014 & February 2015*
20. *CITYGREEN issue 9 – Nature & Health in Cities*
21. *CITYGREEN issue 10 – Resilience in Cities*


These publications are available for sale at the Gardens Shop at the Singapore Botanic Gardens. Visit botanicgardensshop.sg and www.sbg.org.sg for more information.
FINANCIAL REVIEW

INCOME

The Board’s income comprised mainly rental income from souvenir kiosks and food & beverage outlets in Singapore Botanic Gardens and Fort Canning Park. The income for the year was $24.0 million. The 29% increase from last year’s income was mainly due to the increase in rental income, interest income and admission charges.

Income for FY 2014 & FY 2013

<table>
<thead>
<tr>
<th>Income</th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>Increase/(Decrease)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income</td>
<td>8,254</td>
<td>5,576</td>
<td>2,678</td>
<td>48</td>
</tr>
<tr>
<td>Admission charges</td>
<td>2,438</td>
<td>1,856</td>
<td>582</td>
<td>31</td>
</tr>
<tr>
<td>Plan Fees</td>
<td>3,377</td>
<td>3,246</td>
<td>131</td>
<td>4</td>
</tr>
<tr>
<td>Composition amounts</td>
<td>1,399</td>
<td>1,582</td>
<td>(183)</td>
<td>(12)</td>
</tr>
<tr>
<td>Agency fees</td>
<td>1,568</td>
<td>1,177</td>
<td>391</td>
<td>33</td>
</tr>
<tr>
<td>Interest income</td>
<td>2,747</td>
<td>933</td>
<td>1,814</td>
<td>194</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>4,231</td>
<td>4,215</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>24,014</strong></td>
<td><strong>18,585</strong></td>
<td><strong>5,429</strong></td>
<td><strong>29</strong></td>
</tr>
</tbody>
</table>

OPERATING EXPENDITURE

The Board’s expenditure for the year was $235.0 million. The 23% increase from last year’s expenditure was mainly due to an increase in maintenance and improvements of parks as well as an increase in general and administrative expenses and staff costs.

Operating Expenditure for FY 2014 & FY 2013

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>FY 2014</th>
<th>FY 2013</th>
<th>Increase/(Decrease)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>80,967</td>
<td>73,895</td>
<td>7,072</td>
<td>10</td>
</tr>
<tr>
<td>Maintenance and improvement of parks</td>
<td>105,006</td>
<td>75,697</td>
<td>29,309</td>
<td>39</td>
</tr>
<tr>
<td>General and Administrative expenses</td>
<td>38,473</td>
<td>30,729</td>
<td>7,744</td>
<td>25</td>
</tr>
<tr>
<td>Depreciation</td>
<td>10,537</td>
<td>10,816</td>
<td>(279)</td>
<td>(3)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>234,983</strong></td>
<td><strong>191,137</strong></td>
<td><strong>43,846</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>
The Board's capital expenditure for the year was $7.9 million. The increase in capital expenditure was mainly due to additions in office and electrical equipment.

**Capital Expenditure for FY 2014 & FY 2013**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2014 '000</th>
<th>FY 2013 '000</th>
<th>Increase/(Decrease) '000</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building, structures &amp; other capital improvements</td>
<td>11</td>
<td>84</td>
<td>(73)</td>
<td>(87)</td>
</tr>
<tr>
<td>Equipment</td>
<td>3,075</td>
<td>609</td>
<td>2,466</td>
<td>405</td>
</tr>
<tr>
<td>Motor Vehicles</td>
<td>332</td>
<td>89</td>
<td>243</td>
<td>273</td>
</tr>
<tr>
<td>Development work-in-progress</td>
<td>4,511</td>
<td>4,260</td>
<td>251</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Capital Expenditure</strong></td>
<td>7,929</td>
<td>5,042</td>
<td>2,887</td>
<td>57</td>
</tr>
</tbody>
</table>

As at 31 March 2015, the Board’s total assets stood at $349.0 million, an increase of 3% over last year. Non-current assets and current assets represent 34% and 66% of total assets respectively. Non-current assets consisted mainly of leasehold land and buildings and structures at Singapore Botanic Gardens and Fort Canning Park. Capital and reserves stood at $166.9 million, while current and non-current liabilities stood at $56.9 million and $125.3 million respectively.

**Total Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2014 '000</th>
<th>FY 2013 '000</th>
<th>Increase/(Decrease) '000</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current Assets</strong></td>
<td>117,822</td>
<td>118,933</td>
<td>(1,111)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td>231,179</td>
<td>219,742</td>
<td>11,437</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>349,001</td>
<td>338,675</td>
<td>10,326</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Liabilities & Equity**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2014 '000</th>
<th>FY 2013 '000</th>
<th>Increase/(Decrease) '000</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital &amp; reserves</strong></td>
<td>166,871</td>
<td>155,549</td>
<td>11,322</td>
<td>7</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td>125,277</td>
<td>126,054</td>
<td>(777)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>56,853</td>
<td>57,072</td>
<td>(219)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>349,001</td>
<td>338,675</td>
<td>10,326</td>
<td>3</td>
</tr>
</tbody>
</table>
In our opinion,

(a) The accompanying financial statements of National Parks Board ("NParks") and its subsidiary (the "Group"), set out on pages 66 to 88 are properly drawn up in accordance with the provisions of the National Parks Board Act, Chapter 198A (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2015, and of the results, changes in equity of the Group and NParks and cash flows of the Group for the financial year ended on that date;

(b) proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise; and

(c) the receipt, expenditure, investments of moneys and the acquisition and disposal of assets by NParks during the financial year have been in accordance with the provisions of the Act.

On behalf of the National Parks Board and its subsidiary

______________________________________________
Christina Ong
Chairman

______________________________________________
Kenneth Er Boon Hwee
Chief Executive Officer

Singapore
22 July 2015
INDEPENDENT AUDITORS’ REPORT TO THE MEMBERS OF THE BOARD OF NATIONAL PARKS BOARD

Report on the Financial Statements

We have audited the accompanying financial statements of National Parks Board (“NParks”) and its subsidiary (the “Group”) which comprise the statements of financial position of the Group and NParks as at 31 March 2015, the statements of income or expenditure and other comprehensive income and statements of changes in equity of the Group and NParks and the consolidated statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 66 to 88.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the National Parks Board Act, Chapter 198A (the “Act”) and Singapore Financial Reporting Standards ("SB-FRS"), and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal controls relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditors’ Responsibility

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of changes in equity and statement of income or expenditure and other comprehensive income of NParks are properly drawn up in accordance with the provisions of the Act and SB-FRS so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2015, and the results and changes in equity of the Group and NParks, and cash flows of the Group for the year ended on that date.

Opinion

In our opinion, the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by NParks during the year are, in all material respects, in accordance with the provisions of the Act; and proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.

22 July 2015

Delaith & Teale

Public Accountants and Chartered Accountants
Singapore

Report on Other Legal and Regulatory Requirements

Management’s Responsibility for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditors’ Responsibility

Our responsibility is to express an opinion on management’s compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal controls relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any; but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal controls. Because of the inherent limitations in any accounting and internal control system, non-compliance may nevertheless occur and not be detected. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management’s compliance.

In our opinion:

a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by NParks during the year are, in all material respects, in accordance with the provisions of the Act; and

b) proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.
NATIONAL PARKS BOARD AND ITS SUBSIDIARY STATEMENT OF FINANCIAL POSITION
As at 31 March 2015

Assets

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>6</td>
<td>208,447,505</td>
<td>209,550,640</td>
<td>208,309,037</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>7</td>
<td>3,878,787</td>
<td>2,526,375</td>
<td>3,878,685</td>
</tr>
<tr>
<td>Other receivables</td>
<td>8</td>
<td>18,741,635</td>
<td>8,106,873</td>
<td>18,741,385</td>
</tr>
<tr>
<td>Government grants receivable</td>
<td>11</td>
<td>249,942</td>
<td>-</td>
<td>249,942</td>
</tr>
<tr>
<td>Inventories</td>
<td>-</td>
<td>5,035</td>
<td>-</td>
<td>5,035</td>
</tr>
<tr>
<td>Total current assets</td>
<td></td>
<td>231,317,669</td>
<td>219,988,923</td>
<td>231,179,049</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>7</td>
<td>1,512,000</td>
<td>1,680,000</td>
<td>1,512,000</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>10</td>
<td>116,309,533</td>
<td>117,253,352</td>
<td>116,309,533</td>
</tr>
<tr>
<td>Investments in subsidiary</td>
<td>9</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td></td>
<td>117,821,533</td>
<td>118,933,352</td>
<td>117,821,535</td>
</tr>
<tr>
<td>Total assets</td>
<td></td>
<td>349,139,202</td>
<td>338,922,275</td>
<td>349,000,584</td>
</tr>
</tbody>
</table>

Liabilities and equity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>12</td>
<td>52,079,779</td>
<td>39,557,901</td>
<td>52,074,938</td>
</tr>
<tr>
<td>Provision for pension costs</td>
<td>13</td>
<td>90,000</td>
<td>582,300</td>
<td>90,000</td>
</tr>
<tr>
<td>Government grants received in advance</td>
<td>11</td>
<td>-</td>
<td>10,893,775</td>
<td>-</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>14</td>
<td>2,348,744</td>
<td>1,425,729</td>
<td>2,348,744</td>
</tr>
<tr>
<td>Contribution to consolidated fund</td>
<td>15</td>
<td>2,339,014</td>
<td>4,618,390</td>
<td>2,339,014</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td></td>
<td>56,857,537</td>
<td>57,078,095</td>
<td>56,852,696</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred capital grants</td>
<td>16</td>
<td>116,309,524</td>
<td>117,253,342</td>
<td>116,309,524</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>14</td>
<td>3,479,745</td>
<td>3,388,218</td>
<td>3,479,745</td>
</tr>
<tr>
<td>Provision for pension costs</td>
<td>13</td>
<td>5,488,074</td>
<td>5,412,679</td>
<td>5,488,074</td>
</tr>
<tr>
<td>Total non-current liabilities</td>
<td></td>
<td>123,277,343</td>
<td>126,054,239</td>
<td>123,277,343</td>
</tr>
<tr>
<td>Capital and other funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital account</td>
<td>17</td>
<td>4,528,275</td>
<td>4,528,275</td>
<td>4,528,275</td>
</tr>
<tr>
<td>Share capital</td>
<td>18</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td></td>
<td>112,238,816</td>
<td>133,433,434</td>
<td>112,105,039</td>
</tr>
<tr>
<td>Sinking fund</td>
<td>19</td>
<td>50,236,231</td>
<td>47,817,323</td>
<td>50,236,231</td>
</tr>
<tr>
<td>Total capital and other funds</td>
<td></td>
<td>167,004,322</td>
<td>155,789,491</td>
<td>166,870,545</td>
</tr>
<tr>
<td>Total liabilities and equity</td>
<td></td>
<td>234,824,876</td>
<td>239,132,734</td>
<td>233,129,939</td>
</tr>
<tr>
<td>Net Assets of Garden City Fund</td>
<td>20</td>
<td>11,819,548</td>
<td>11,790,533</td>
<td>11,819,548</td>
</tr>
<tr>
<td>Net Assets of National Productivity Fund</td>
<td>21</td>
<td>1,934,686</td>
<td>3,315,761</td>
<td>1,934,686</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these consolidated financial statements.

NATIONAL PARKS BOARD AND ITS SUBSIDIARY STATEMENT OF INCOME OR EXPENDITURE AND OTHER COMPREHENSIVE INCOME
Year ended 31 March 2015

Income

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Operating income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental income</td>
<td></td>
<td>8,233,999</td>
<td>5,575,853</td>
<td>8,233,999</td>
</tr>
<tr>
<td>Admission charges</td>
<td></td>
<td>2,437,997</td>
<td>1,855,520</td>
<td>2,437,997</td>
</tr>
<tr>
<td>Plan fees</td>
<td></td>
<td>3,376,500</td>
<td>3,245,600</td>
<td>3,376,500</td>
</tr>
<tr>
<td>Composition amounts</td>
<td></td>
<td>1,399,475</td>
<td>1,852,240</td>
<td>1,399,475</td>
</tr>
<tr>
<td>Agency fees</td>
<td></td>
<td>1,568,254</td>
<td>1,177,062</td>
<td>1,568,254</td>
</tr>
<tr>
<td>Interest income</td>
<td></td>
<td>2,746,766</td>
<td>933,272</td>
<td>2,746,766</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td></td>
<td>2,432,506</td>
<td>4,220,775</td>
<td>2,432,637</td>
</tr>
<tr>
<td>Total operating income</td>
<td></td>
<td>24,015,497</td>
<td>18,590,325</td>
<td>24,013,628</td>
</tr>
<tr>
<td>Operating expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>23</td>
<td>(80,966,572)</td>
<td>(73,895,286)</td>
<td>(80,966,572)</td>
</tr>
<tr>
<td>Maintenance and improvements of parks</td>
<td></td>
<td>(105,005,501)</td>
<td>(75,697,279)</td>
<td>(105,005,501)</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td></td>
<td>(38,481,912)</td>
<td>(30,737,664)</td>
<td>(38,472,697)</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td></td>
<td>-</td>
<td>5,035</td>
<td>-</td>
</tr>
<tr>
<td>Total operating expenditure</td>
<td></td>
<td>(234,627,333)</td>
<td>199,719,520</td>
<td>(224,627,333)</td>
</tr>
<tr>
<td>Non-operating income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividend income</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total non-operating income</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Surplus before contribution to consolidated fund</td>
<td></td>
<td>13,651,562</td>
<td>27,164,099</td>
<td>13,758,908</td>
</tr>
<tr>
<td>Contribution to consolidated fund</td>
<td>15</td>
<td>(2,339,014)</td>
<td>(4,652,390)</td>
<td>(2,339,014)</td>
</tr>
<tr>
<td>Surplus after contribution to consolidated fund</td>
<td></td>
<td>11,312,548</td>
<td>22,511,709</td>
<td>11,419,894</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these consolidated financial statements.
NATIONAL PARKS BOARD AND ITS SUBSIDIARY
STATEMENT OF CHANGES IN EQUITY
Year ended 31 March 2015

<table>
<thead>
<tr>
<th>Group</th>
<th>Capital surplus</th>
<th>Share surplus</th>
<th>Accumulated surplus</th>
<th>Sinking fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 April 2013</td>
<td>4,528,275</td>
<td>1,000</td>
<td>92,037,239</td>
<td>40,787,041</td>
<td>137,353,555</td>
</tr>
</tbody>
</table>

Surplus for the year, representing total comprehensive income for the year - - 22,511,709 - 22,511,709

Transactions with owners, recognised directly in equity

Transfer from accumulated surplus to sinking fund (Note 19) - - (7,030,191) 7,030,191 -

Dividend (Note 25) - - (949,000) - (949,000)

Funding for government project (Note 26) - - [3,126,323] - [3,126,323]

Total - - (11,051,514) 7,030,191 (4,021,323)

At 31 March 2014 4,528,275 1,000 103,443,434 47,817,232 155,260,666

Surplus for the year, representing total comprehensive income for the year - - 11,312,548 - 11,312,548

Transactions with owners, recognised directly in equity

Transfer from accumulated surplus to sinking fund (Note 19) - - (2,418,999) 2,418,999 -

Funding for government project (Note 26) - - (98,167) - (98,167)

Total - - (2,517,166) 2,418,999 (98,167)

At 31 March 2015 4,528,275 1,000 112,238,816 50,236,231 167,004,322

NATIONAL PARKS BOARD AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
Year ended 31 March 2015

<table>
<thead>
<tr>
<th>Note</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Operating activities

Deficit from operations (210,975,771) (172,555,421)

Adjustments for:

Depreciation of property, plant and equipment 10 10,537,283 10,815,517

Loss on disposal of property, plant and equipment 24 521 115,278

Provision for pension costs 13 165,307 185,681

Amortisation of lease premium received in advance (83,333) (83,333)

Interest income (2,746,766) (933,272)

Operating cash flow before movement in working capital (203,102,749) (162,455,550)

Inventories 5,035 12,560

Trade and other receivables 311,445 9,135,016

Trade and other payables 12,757,725 3,013,811

Deferred revenue 1,097,875 13,924

Payment for pension costs 13 (582,212) (837,709)

Funding for government projects 26 (3,126,323)

Net cash flows used in operating activities (201,195,677) (142,557,913)

Contribution to Consolidated Fund paid (4,618,390) (2,892,382)

Net Cash flows used in operating activities (205,814,067) (145,450,295)

Investing activities

Proceeds from disposal of property, plant and equipment 7,448 1,013

Purchase of property, plant and equipment (7,928,809) (5,041,661)

Interest received 2,085,291 937,761

Net cash used in investing activities (5,836,070) (4,102,887)

Financing activities

Grants received (less payment on behalf) 11 202,630,677 195,509,170

Grants receivables 11 8,687,760 -

Unutilised grants returned 11 (473,468) (525,362)

Dividends paid 25 - (949,000)

Funding for government projects 26 (3,126,323)

Net cash from financing activities 210,746,802 190,908,485

Net cash used in investing activities (5,836,070) (4,102,887)

Net (decrease) increase in cash and cash equivalents (903,335) 41,355,303

Cash and cash equivalents at beginning of the year 209,350,640 167,995,337

Cash and cash equivalents at end of the year 208,447,305 209,350,640

The accompanying notes form part of these consolidated financial statements.
NATIONAL PARKS BOARD AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 March 2015

1 General

National Parks Board (“NParks”) is a statutory body under the Ministry of National Development (“MND”) established under the National Parks Board Act (Chapter 198A).

The Board has its registered office at Singapore Botanic Gardens, 1 Cluny Road, Singapore 229569.

The primary activities of NParks are to develop, manage and promote the National Parks and Nature Reserves as valuable reserves for recreation, conservation, research and education and to develop, upgrade, manage and maintain the public parks, open spaces on behalf of the Government.

There has been no significant changes in the nature of these activities during the financial year.

The principal activities of the subsidiary are described in Note 9 to the financial statements.

The financial statements of NParks for the financial year ended 31 March 2015 were authorised for issue by members of the Board on 22 July 2015.

2 Summary of Significant Accounting Policies

BASIS OF ACCOUNTING AND ADOPTION OF NEW AND REVISED STANDARDS - The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Act, and Statutory Board Financial Reporting Standards (“SB-FRS”), including INT SB-FRS and Guidance Notes.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of SB-FRS 102 Share-based Payment, leasing transactions that are within the scope of SB-FRS 17 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SB-FRS 2 Inventories or value in use in SB-FRS 36 Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

• Level 1 inputs are quoted prices [unadjusted] in active markets for identical assets or liabilities that the entity can access at the measurement date;
• Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
• Level 3 inputs are unobservable inputs for the asset or liability.

ADOPTION OF NEW AND REVISED STANDARDS - On 1 April 2014, the Group adopted all the new and revised SB-FRSs and Interpreted SB-FRSs (“INT SB-FRS”) and SB-FRS Guidance Notes that are effective from that date and are relevant to its operations. The adoption of these new/updated SB-FRSs, INT SB-FRSs and SB-FRS Guidance Notes does not result in changes to the Group’s accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following new/updated SB-FRSs, INT SB-FRSs and Amendments to SB-FRSs that are relevant to the Group and NParks were issued but not effective:

• Improvements to Financial Reporting Standards (January and February 2014)

Management has considered and is of the view that the adoption of the SB-FRSs, INT SB-FRSs and Amendments to SB-FRSs that were issued as at the date of authorisation of these financial statements but not effective until future periods will have no material impact on the financial statements of the Group and NParks in the period of their initial adoption.

BASIS OF CONSOLIDATION - The consolidated financial statements incorporate the financial statements of NParks and entities (including special purpose entities) controlled by NParks (its subsidiary). Control is achieved when NParks:

• Has power over the investee;
• Is exposed, or has rights, to variable returns from its involvement with the investee; and
• Has the ability to use its power to affect its returns.

NParks reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when NParks obtains control over the subsidiary and ceases when NParks loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statement of income or expenditure and other comprehensive income from the date NParks gains control until the date when NParks ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with the Group’s accounting policies.

In NParks’ financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in income or expenditure.

FINANCIAL INSTRUMENTS - Financial assets and financial liabilities are recognised on the Group’s statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premium or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period. Interest and expenses are recognised on an effective interest basis for debt instruments.

Financial assets

All financial assets are recognised and derecognised on a trade date basis where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value plus transaction costs.

Loans and receivables

Trade and other receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest method, except for short-term receivables when the effect of discounting is immaterial.

Impairment of financial assets

Financial assets, other than those at fair value through income or expenditure, are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been impacted.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset’s carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

For financial assets that are carried at cost, the amount of the impairment loss is measured as the difference between the asset’s carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables where the carrying amount is reduced through the use of an allowance account. When a trade receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in income or expenditure.

For financial assets measured at amortised cost, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through income or expenditure to the extent that the carrying amount of the financial asset at the date the impairment was reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

NParks reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when NParks obtains control over the subsidiary and ceases when NParks loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statement of income or expenditure and other comprehensive income from the date NParks gains control until the date when NParks ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with the Group’s accounting policies.

In NParks’ financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in income or expenditure.

FINANCIAL INSTRUMENTS - Financial assets and financial liabilities are recognised on the Group’s statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premium or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period. Interest and expenses are recognised on an effective interest basis for debt instruments.

Financial assets

All financial assets are recognised and derecognised on a trade date basis where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value plus transaction costs.

Loans and receivables

Trade and other receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest method, except for short-term receivables when the effect of discounting is immaterial.

Impairment of financial assets

Financial assets, other than those at fair value through income or expenditure, are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been impacted.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset’s carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

For financial assets that are carried at cost, the amount of the impairment loss is measured as the difference between the asset’s carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables where the carrying amount is reduced through the use of an allowance account. When a trade receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in income or expenditure.

For financial assets measured at amortised cost, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through income or expenditure to the extent that the carrying amount of the financial asset at the date the impairment was reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.
IMPAIRMENT OF TANGIBLE AND INTANGIBLE ASSETS - At the end of each reporting period, the Group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a profit discount rate that reflects current market assessment of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately as an expense.

Where an impairment loss subsequently reversed, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately as income.

PROVISIONS - Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

GOVERNMENT GRANTS - Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. Government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred capital grants in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets. This treatment also applies to assets transferred from other government organisations and other donated assets.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in income or expenses in the period in which they become receivable.

The value of land at the Singapore Botanic Gardens and the Fort Canning Park that vested in NParks when it was established in June 1990 was taken to the deferred capital grants account. The value of all other assets net of liabilities transferred from the former Parks and Recreation Department of Ministry of National Development (MO) to NParks in June 1990 and July 1995 amounting to $4,526,273 was taken to the capital account.

TRUST AND AGENCY FUNDS - Trust and agency funds are set up to account for funds held in trust where NParks is not the owner and beneficiary of the funds received from the Government and other organisations. The receipts and expenditure in respect of agency funds are taken directly to the funds accounts and the net assets relating to the funds are shown as a separate line item in the statement of financial position. Trust and agency funds are accounted for on the accrual basis.

NParks administers the funds on behalf of the holders of these funds. Upon dissolution of these funds, the remaining moneys in these funds shall be returned to the owners of the funds.

REVENUE RECOGNITION - Revenue is recognised to the extent that it is probable that the economic benefits will flow to NParks and the revenue can be reliably measured.

Rental income

Rental income receivable under operating leases is recognised in surplus or deficit on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

Admission charges

Admission charges are recognised upon the sale of admission tickets to visitors.

Composition amounts

Composition amounts are recognised on the issuance of the notice of offence to offenders.
Agency fees
Where it is probable that the economic benefits will flow to the Group and the revenue and costs, if applicable, can be reliably measured, agency fees are recognised over the period in which the services are completed.

Plan fees
Plan fees are recognised over the period in which services are completed.

Interest income
Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Dividend income
Dividend income is recognised when the shareholders’ rights to receive payment have been established.

Miscellaneous income
Miscellaneous income comprising income derived from consultancy fees, sale of publications, souvenirs and orchid plantlets, course fees, and park usage and barbeque permit fees are recognised in the period in which they are earned. Liquidated damages are recognised as income when the right to claim such liquidated damages from contractors are established. Compensation collected from contractors whose work resulted in damage to trees and plants are recognised upon issuance of the notice of offence.

RETIREMENT BENEFITS COSTS - Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group’s obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit retirement obligations due to pensionable officers are recognised in accordance with the Superannuation Act (Cap. 319A, 2004 Revised Edition). Provision for pension costs for eligible retired employees is estimated by management based on the most recent valuation performed once every three years by professional actuaries. For pension costs, the cost of providing benefits is determined using the projected unit credit method. Remeasurement, comprising actuarial gains and losses is reflected immediately in the profit of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur.

Remeasurement recognised in other comprehensive income is reflected immediately in accumulated surplus and will not be reclassified to income or expenditure. For active members of the scheme, the “projected accrued benefit” is based on the scheme’s actuarial formula and upon service as of the valuation date, but using the employee’s scheme salary, projected to the age at which the employee is assumed to leave active service. For inactive members, it is the total benefit. The defined benefit obligation/project benefit obligation/plan liability is the discounted present value of the “projected accrued benefit”. The service cost is the corresponding value of benefits earned by active members over the year as a result of one more year of service.

EMPLOYEE LEAVE ENTITLEMENT - Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

CONTRIBUTION TO CONSOLIDATED FUND - Under Section 131[(1)](a) of the Act and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Group is exempt from income tax. In lieu of income tax, NParks is required to make contributions to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act, Chapter 319A. The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on the net surplus of the Group for each of the financial year at the prevailing corporate tax rate for the Year of Assessment Contribution to consolidated fund is provided for on an accrual basis.

CASH AND CASH EQUIVALENTS IN THE STATEMENT OF CASH FLOWS - Cash and cash equivalents in the statement of cash flows comprise cash at bank and demand deposits that are readily convertible to a known amount of cash and are subject to insignificant risk of changes in value.

3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Group’s accounting policies, which are described in Note 2, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Group did not make any material judgements that have significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

Depreciation and impairment loss on property, plant and equipment

The cost of property, plant and equipment are depreciated on a straight-line basis over their useful lives. The Group estimates the useful lives of these property, plant and equipment to be within 5 to 93 years, based on the estimated useful lives of the assets. The carrying amounts are disclosed in Note 10 of the financial statements. Changes in the expected level of usage, technological developments and economic conditions could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Impairment losses would be made for property, plant and equipment whenever there is objective evidence that the assets are impaired. The required level of impairment losses to be made is estimated by reference to the estimated value in use or price quotations from independent third parties.

Impairment loss on trade receivables

The Group evaluates whether there is any objective evidence that trade receivables are impaired and determines the amount of impairment loss as a result of the inability of the debtors to make required payments. The Group bases the estimates on the ageing of the trade receivables balance, credit-worthiness of the debtors and historical write-off experience. If the financial conditions of the debtors were to deteriorate, actual write-offs would be higher than estimated.

Valuation of defined benefits obligations

The Group and the Singapore Government jointly finance the payment of gratuity, pension or allowance to pensionable officers at their retirement. The split of pension costs is determined based on the accumulated pensionable emoluments earned by the pensionable employee while in government services as compared with the employee’s service with the Group up to retirement.

The valuation of the defined benefits obligations is determined using the projected unit credit method. The most recent full actuarial valuation of the defined benefits obligations was carried out as at 31 March 2013.

The assumptions which have the most significant effect on the results of the valuation are those relating to discount rate, future salary increase rate, pre-retirement mortality and historical average annual salary increase rate. The assumptions used by the actuary are the best estimates chosen from a range of possible actuarial assumptions, which due to the timescale covered, may not necessary borne out in practice. The present value of the liabilities is derived from cash flows projected over long periods and is inherently uncertain.

4 Financial Instruments, Financial Risks and Capital Risks Management

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans and receivables (including cash and cash equivalent)</td>
<td>229,939,749</td>
<td>217,777,367</td>
<td>229,801,129</td>
<td>217,531,912</td>
</tr>
<tr>
<td>Financial liabilities at amortised cost</td>
<td>59,996,867</td>
<td>50,171,270</td>
<td>59,992,026</td>
<td>50,165,590</td>
</tr>
</tbody>
</table>

(b) Financial risk management policies and objectives

The Group is exposed to financial risk arising from its operations which include interest rate risk, credit risk and liquidity risk. The Group has written policies and guidelines, which set out its general risk management framework as discussed below.

There has been no change to the Group’s exposure to these financial risks or the manner in which it manages and measures the risk.

National Parks Board and its Subsidiary
Notes to the Consolidated Financial Statements
31 March 2015
(i) Interest rate risk management

The Group’s exposure to changes in interest rates relates primarily to fixed deposits and non-current trade receivables. Surplus funds in NParks are placed with Accountant-General’s Department (“AGD”) as disclosed in Note 6. Other than funds placed with AGD and non-current trade receivable with fixed interest rate as disclosed in Note 7, there are no other significant interest-bearing assets or interest-bearing liabilities as at the end of the reporting period.

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable possible changes in interest rates to have a significant impact on the Group’s operations and cash flows.

(ii) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group.

Credit risks, or the risk of counterparties defaulting, are controlled by the application of regular monitoring procedures. Except for receivables due from MND and other government agencies, there is no significant concentration of credit risk. The extent of the Group’s credit exposure is represented by the aggregate balance of financial assets at the end of each reporting period.

(iii) Liquidity risk management

Liquidity risk arises in the general funding of the Group’s operating activities. It includes the risks of not being able to fund operating activities in a timely manner. To manage liquidity risk, the Group places majority of its surplus funds with the Accountant-General’s Department which are readily available where required.

(iv) Fair values of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities as reported in the financial statements approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

(c) Capital risk management policies and objectives

The Group manages its capital to ensure that it will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of accumulated surplus, capital account, sinking fund and share capital. The overall strategy of the Group remains unchanged from the previous financial year.

5 Related Party Transactions

Some of the Group’s transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

The Group and NParks entered into the following significant transactions with its parent Ministry, MND, and other related parties during the year:

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>MND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services and expenses paid</td>
<td>906,100</td>
<td>861,938</td>
</tr>
<tr>
<td>Revenue collected on behalf</td>
<td>24,375,392</td>
<td>27,480,811</td>
</tr>
<tr>
<td>Development expenditure paid on behalf</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Gardens by the Bay</td>
<td>2,962,342</td>
<td>8,384,387</td>
</tr>
<tr>
<td>- Other state projects</td>
<td>50,215,174</td>
<td>52,242,148</td>
</tr>
<tr>
<td>Grants received/receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Operating grant</td>
<td>216,205,716</td>
<td>192,273,355</td>
</tr>
<tr>
<td>- Development grant</td>
<td>44,717,220</td>
<td>62,152,490</td>
</tr>
<tr>
<td>- Other grant</td>
<td>486,736</td>
<td>-</td>
</tr>
<tr>
<td>Other Ministries and Statutory Boards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services and expenses paid to other statutory boards</td>
<td>8,547,039</td>
<td>12,666,401</td>
</tr>
<tr>
<td>Transfer of IT computer equipment from other statutory board</td>
<td>672,634</td>
<td>-</td>
</tr>
<tr>
<td>Expenses paid on behalf of other statutory boards</td>
<td>12,999,682</td>
<td>9,808,237</td>
</tr>
<tr>
<td>Computer and IT-related expenses</td>
<td>3,328,251</td>
<td>4,364,677</td>
</tr>
<tr>
<td>Minimum lease receipts under operating leases recognised as income (Note 27)</td>
<td>921,226</td>
<td>-</td>
</tr>
<tr>
<td>Minimum lease payments under operating leases recognised as expense (Note 27)</td>
<td>1,221,871</td>
<td>1,943,567</td>
</tr>
<tr>
<td>Grants received/receivable</td>
<td>3,759,115</td>
<td>1,710,101</td>
</tr>
<tr>
<td>Garden City Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of publications/souvenirs</td>
<td>88,883</td>
<td>112,937</td>
</tr>
<tr>
<td>Transfer of donated gallery from Garden City Fund</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Expenses paid on behalf</td>
<td>188,148</td>
<td>269,959</td>
</tr>
<tr>
<td>Gardens by the Bay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services and expenses paid</td>
<td>2,235,342</td>
<td>-</td>
</tr>
<tr>
<td>Expenses paid on behalf</td>
<td>1,603,252</td>
<td>5,582,421</td>
</tr>
<tr>
<td>Compensation of key management personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The remuneration of key management personnel during the financial year were as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group and NParks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term employee benefits</td>
<td>1,646,011</td>
<td>1,443,651</td>
</tr>
</tbody>
</table>


6 Cash and Cash Equivalents

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash at bank</strong></td>
<td>215,846</td>
<td>417,373</td>
<td>77,578</td>
<td>172,300</td>
</tr>
<tr>
<td><strong>Deposits with AGD</strong></td>
<td>208,231,459</td>
<td>208,933,267</td>
<td>208,309,037</td>
<td>208,103,547</td>
</tr>
</tbody>
</table>

*With effect from financial year 2009/2010, Statutory Boards were to participate in the Centralised Liquidity Management by the Accountant General’s Department (“AGD”) under AGD Circular 4/2009. Deposits are centrally managed by AGD, available to the statutory board upon request and earns interest at the average rate of 0.85% (2013/2014 : 0.62%) per annum.

7 Trade Receivables

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not past due and not impaired</td>
<td>3,593,572</td>
<td>2,374,239</td>
<td>3,593,470</td>
<td>2,374,107</td>
</tr>
<tr>
<td>Past due but not impaired [(i)]</td>
<td>1,797,215</td>
<td>1,832,136</td>
<td>1,797,215</td>
<td>1,832,136</td>
</tr>
<tr>
<td>&lt; 1 month</td>
<td>175,369</td>
<td>111,200</td>
<td>175,369</td>
<td>111,200</td>
</tr>
<tr>
<td>1 month to 4 months</td>
<td>72,707</td>
<td>39,227</td>
<td>72,707</td>
<td>39,227</td>
</tr>
<tr>
<td>&gt; 4 months</td>
<td>1,549,139</td>
<td>1,681,709</td>
<td>1,549,139</td>
<td>1,681,709</td>
</tr>
<tr>
<td>Impaired receivables</td>
<td>2,071,494</td>
<td>2,315,135</td>
<td>2,071,494</td>
<td>2,315,135</td>
</tr>
<tr>
<td>Less: Allowance for impairment</td>
<td>(2,071,494)</td>
<td>(2,315,135)</td>
<td>(2,071,494)</td>
<td>(2,315,135)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,390,787</td>
<td>4,206,375</td>
<td>5,390,685</td>
<td>4,206,243</td>
</tr>
</tbody>
</table>

Represented by:
- Current portion: 3,878,787, 2,526,375, 3,878,685, 2,526,243
- Non-current portion: 1,512,000, 1,680,000, 1,512,000, 1,680,000
- Total: 5,390,787, 4,206,375, 5,390,685, 4,206,243

The credit period on rendering of services is 30 days (2013/2014: 30 days). Other than non-current receivables which interest is charged at 2%, no interest is charged on the trade receivables and no collateral is held by the Group over the trade receivables.

(i) No allowance has been made on these receivables as management believes that there has not been significant change in credit quality and the amounts are still considered recoverable.

Movement in the allowance for doubtful debts

<table>
<thead>
<tr>
<th></th>
<th>Group 2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of the year</td>
<td>2,315,135</td>
<td>2,390,533</td>
</tr>
<tr>
<td>Decrease in allowance recognised in income or expense</td>
<td>(242,647)</td>
<td>(73,398)</td>
</tr>
<tr>
<td>Balance at end of the year</td>
<td>2,071,494</td>
<td>2,315,135</td>
</tr>
</tbody>
</table>

8 Other Receivables

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MND [(i)]</td>
<td>13,438,551</td>
<td>1,973,699</td>
<td>13,438,551</td>
<td>1,973,699</td>
</tr>
<tr>
<td>Garden City Fund [(i)]</td>
<td>20,832</td>
<td>38,735</td>
<td>20,832</td>
<td>38,735</td>
</tr>
<tr>
<td>Gardens by the Bay [(i)]</td>
<td>10,789</td>
<td>303,714</td>
<td>10,789</td>
<td>303,714</td>
</tr>
<tr>
<td>Other receivables</td>
<td>558,171</td>
<td>753,825</td>
<td>558,171</td>
<td>753,825</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>1,184,973</td>
<td>501,305</td>
<td>1,184,973</td>
<td>501,305</td>
</tr>
<tr>
<td>Prepayments</td>
<td>2,889,920</td>
<td>3,886,521</td>
<td>2,889,920</td>
<td>3,886,521</td>
</tr>
<tr>
<td>Deposits</td>
<td>638,297</td>
<td>649,074</td>
<td>638,147</td>
<td>648,824</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18,741,635</td>
<td>8,106,873</td>
<td>18,741,385</td>
<td>8,105,273</td>
</tr>
</tbody>
</table>

9 Investment in Subsidiary

<table>
<thead>
<tr>
<th></th>
<th>Group 2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unquoted equity investment, at cost</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Details of the subsidiary are as follows:

<table>
<thead>
<tr>
<th>Name of subsidiary</th>
<th>Principal activities</th>
<th>Place of incorporation and business</th>
<th>Equity interest held</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore Garden City Pte. Ltd. [(ii)]</td>
<td>Landscape planning, advisory services and business consulting services</td>
<td>Singapore</td>
<td>100%</td>
</tr>
</tbody>
</table>

[(i)] Audited by RSM Chio Lim LLP.
[(ii)] Non-trade amounts due from Garden City Fund and Gardens by the Bay are unsecured and interest-free, and are repayable on demand.
### 10 Property, Plant and Equipment

#### National Parks Board

<table>
<thead>
<tr>
<th>Leasehold Land</th>
<th>Building, structures, capital and other improvements</th>
<th>Office equipment, furniture and fittings</th>
<th>Motor vehicles</th>
<th>Laboratory and gardening equipment</th>
<th>Construction-in-progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**Cost:**

- **At 1 April 2013**
  - $61,501,429
  - $150,262,470
  - $30,918,573
  - $1,828,724
  - $1,162,162
  - $694,998
  - $246,368,256
- **Additions**
  - $84,143
  - $583,820
  - $89,400
  - $24,510
  - $4,259,778
  - $5,041,661
- **Transfer**
  - $2,921,858
  - $1,415,517
  - $4,337,375
- **Disposal/Write-off**
  - ($5,088,815)
  - ($1,305,710)
  - ($106,301)
  - ($6,501,028)

**At 31 March 2014**

- $61,501,429
- $148,799,656
- $31,512,210
- $1,811,623
- $1,186,822
- $617,301
- $244,908,897

**Carrying amount:**

- **At 31 March 2014**
  - $61,501,429
  - $148,799,656
  - $31,512,210
  - $1,811,623
  - $1,186,822
  - $617,301
  - $244,908,897

**Additions**

- **(i)** Additions to building structures, capital and other improvements includes a gallery amounting to $1,000,000 (Note 5) transferred from the other government agency.
- **(ii)** Additions to office equipment, furniture and fittings includes IT computer equipment amounting to $672,634 which has been transferred from another government agency.

**At 31 March 2015**

- $12,780,893
- $95,209,953
- $26,985,995
- $1,090,893
- $797,782
- $136,865,499

**Notes:**

- Additions to building structures, capital and other improvements includes a gallery amounting to $1,000,000 (Note 5) transferred from the Garden City Fund.
- Additions to office equipment, furniture and fittings includes IT computer equipment amounting to $672,634 which has been transferred from another government agency.

### 11 Government Grants (Receivable) Received in Advance

**Group and NParks**

<table>
<thead>
<tr>
<th>Operating grants</th>
<th>Capital grants</th>
<th>Development grants</th>
<th>Other grants</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**At 1 April 2013**

- $5,970,713
- $386,425
- $3,330,596
- $47,118
- $9,734,832

**Grants received during the financial year**

- $192,273,355
- $1,383,000
- $60,769,249
- $1,710,101
- $256,135,705

**Interest income received**

- (1,173)
- $5,664
- $4,469

**Transfer to development grant**

- ($154,975)
- $154,975
- -

**Transfer to deferred capital grants (Note 16)**

- ($4,048,320)
- ($1,265,684)
- ($52,719)
- ($3,566,723)

**Unutilised grants returned**

- ($235,351)
- ($272,011)
- -
- ($525,362)

**Payment on behalf**

- -
- ($60,626,535)
- -
- ($60,626,535)

**Transfer to statement of income or expenditure and other comprehensive income**

- ($185,080,617)
- ($1,382,034)
- ($188,462,651)

**At 31 March 2014**

- $8,706,805
- $230,555
- $3,633,949
- ($1,677,534)
- $10,893,775

**Grants received during the financial year**

- $208,128,920
- $266,000
- $43,888,801
- $4,197,356
- $256,481,027

**Grants receivables**

- $8,076,796
- $562,419
- $48,545
- $8,687,760

**Interest income earned**

- $2,495
- $19,700
- -
- $22,195

**Transfer to deferred capital grants (Note 16)**

- ($7,594,878)
- ($255,195)
- ($12,000)
- ($739,370)
- ($8,601,443)

**Unutilised grants returned**

- ($473,468)
- -
- -
- ($473,468)

**Payment on behalf**

- -
- ($53,177,716)
- -
- ($53,177,716)

**Transfer to statement of income or expenditure and other comprehensive income**

- ($212,052,245)
- -
- $2,029,827
- ($214,082,072)

**At 31 March 2015**

- $4,791,930
- $243,855
- ($5,084,847)
- ($200,880)
- ($249,942)

**Notes:**

- (Total operating grants received/receivable less transferred to deferred capital grants since establishment are $2,248,469,806 (2013/2014 : $2,037,858,968).
- Other grants comprise grants received from other government agencies. During the year, IT computer equipment and the related capital grant of $672,634 was transferred from another government agency to NParks.
- Development grants received from MND for Gardens by the Bay and other development projects.

### 12 Trade and Other Payables

<table>
<thead>
<tr>
<th>Group</th>
<th>NParks</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**Trade payables**

- $11,705,882
- $5,994,513
- $11,701,041
- $5,988,833

**Other payables**

- MND (i)
  - $2,710,645
  - $2,966,408
  - $2,966,408
- Garden City Fund (ii)
  - $25,360
  - $11,444
  - $25,360
  - $11,444
- Others
  - $13,343,997
  - $8,711,710
  - $13,343,997
  - $8,711,710
- GST payable
  - $1,227,615
  - $1,692,909
  - $1,227,615
  - $1,692,909
- Rental and other deposits
  - $2,051,128
  - $6,871,108
  - $2,051,128
  - $6,871,108
- Accrued expenses
  - $15,717,417
  - $13,306,809
  - $15,717,417
  - $13,306,809
- $52,079,779
- $39,557,901
- $52,074,938
- $39,552,221

**Notes:**

- Payables to Ministry of National Development comprise primarily state revenue collections received on behalf of the Ministry. The amounts are unsecured and interest-free, and are repayable on demand.
- Non-trade amounts due to Garden City Fund were unsecured and interest-free.
13 Provision for Pension Costs

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>At beginning of year</td>
<td>5,994,979</td>
<td>6,647,007</td>
</tr>
<tr>
<td>Provision for the year</td>
<td>165,307</td>
<td>185,681</td>
</tr>
<tr>
<td>Payments during the year</td>
<td>(582,212)</td>
<td>(837,709)</td>
</tr>
<tr>
<td>At end of the year</td>
<td>5,578,074</td>
<td>5,994,979</td>
</tr>
</tbody>
</table>

Represented by:
- Current portion 90,000 582,300
- Non-current portion 5,488,074 5,412,679

Amounts recognised in income or expenditure in respect of the defined benefit plan are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest cost</td>
<td>47,500</td>
<td>49,900</td>
</tr>
<tr>
<td>Service cost</td>
<td>117,807</td>
<td>135,781</td>
</tr>
<tr>
<td>Total</td>
<td>165,307</td>
<td>185,681</td>
</tr>
</tbody>
</table>

The provision has been estimated by management based on the most recent valuation of the pension scheme performed by an independent firm of professional actuaries.

The principal assumptions used by the professional actuaries in determining the pension costs were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rate</td>
<td>0.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Salary increase rate</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

Assumptions regarding future mortality are based on published statistics and mortality tables.

14 Deferred Revenue

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease premium received in advance</td>
<td>1,465,278</td>
<td>1,548,611</td>
</tr>
<tr>
<td>Deferred rental income</td>
<td>3,192,000</td>
<td>1,680,000</td>
</tr>
<tr>
<td>Plan fees received in advance</td>
<td>1,001,300</td>
<td>1,214,700</td>
</tr>
<tr>
<td>Other income received in advance</td>
<td>169,911</td>
<td>370,636</td>
</tr>
<tr>
<td>Total</td>
<td>5,828,489</td>
<td>4,813,947</td>
</tr>
</tbody>
</table>

Represented by:
- Current portion 2,348,744 1,425,729
- Non-current portion 3,479,745 3,388,218

The lease premium received in advance represents the unamortised balances of lease premium received in advance from a tenant.

15 Contribution to Consolidated Fund

With effect from 1 April 2003, NParks is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act, Chapter 319A. The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on the net surplus of the Group for each of the financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

16 Deferred Capital Grants

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at the beginning of the financial year</td>
<td>117,253,342</td>
<td>123,143,488</td>
</tr>
<tr>
<td>Amounts transferred from Government grants (Note 11)</td>
<td>8,601,443</td>
<td>5,366,723</td>
</tr>
<tr>
<td>Amounts transferred from Garden City Fund (Note 20)</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>Less: Amortisation of Deferred Capital Grants</td>
<td>128,854,785</td>
<td>128,310,211</td>
</tr>
<tr>
<td>Balance at the end of the financial year</td>
<td>116,309,524</td>
<td>117,253,342</td>
</tr>
</tbody>
</table>

Total capital grants received (excluding grants-in-kind transferred from Garden City Fund) and utilised since establishment 231,223,430 222,621,987

17 Capital Account

Capital account represents the value of assets net of liabilities (excluding the leasehold land acquired via Government capital grants) transferred from the former Parks and Recreation Department ("PRD") of MND when NParks was established in June 1990 and when PRD merged with NParks in July 1996.

18 Share Capital

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of shares</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Injection of capital is part of the Capital Management Framework for Statutory Boards under Finance Circular Minute M26/2008. The shares have been fully paid and are held by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act (Chapter 183). The holder of these shares, which has no par value, is entitled to receive dividends.

19 Sinking Fund

The sinking fund is designated to fund the replacement and capital improvement of property, plant and equipment.
20 Net Assets of Garden City Fund

NParks established the Garden City Fund ("GCF") on 1 July 2002 to enhance the enjoyment of the garden city in areas where there is no government funding. The Garden City Fund is managed, administered and controlled by the Garden City Fund Management Committee (the Committee), although NParks has the authority to remove any members from the Committee, and provide directions and guidelines on the conduct of meetings and other matters relating to the proceedings of the Committee.

The Garden City Fund comprises the Garden City Endowment Fund (GCEF) and the Garden City Non-Endowment Fund (GCNEF). The GCNEF comprises all monies transferred from the specific funds of NParks upon the formation of the Garden City Fund on 1 July 2002 and all other contributions to the GCNEF. The GCEF and the income from the GCEF will be used to further the objectives of the Garden City Fund.

Upon dissolution of the Garden City Fund, the remaining monies in the fund shall be donated to charitable organisations which have been designated as institutions of a Public Character under the Income Tax Act (Chapter 134) and registered under the Charities Act (Chapter 37).

The following financial information represents GCNEF. There has been no contribution to the GCEF since establishment.

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014/2015</td>
<td>2013/2014</td>
<td></td>
</tr>
<tr>
<td>Donations received</td>
<td>4,012,512</td>
<td>1,794,654</td>
<td></td>
</tr>
<tr>
<td>Sales of publications/souvenirs</td>
<td>105,409</td>
<td>134,242</td>
<td></td>
</tr>
<tr>
<td>Courses/hours fees</td>
<td>123,323</td>
<td>92,508</td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>34,120</td>
<td>27,504</td>
<td></td>
</tr>
<tr>
<td>Exchange gain</td>
<td>-</td>
<td>8,469</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>801</td>
<td>950</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4,276,165</td>
<td>2,058,327</td>
<td></td>
</tr>
<tr>
<td>Printing and stationery</td>
<td>43,815</td>
<td>92,819</td>
<td></td>
</tr>
<tr>
<td>Horticultural works</td>
<td>88,635</td>
<td>103,887</td>
<td></td>
</tr>
<tr>
<td>Publicity and outreach activities</td>
<td>2,558,877</td>
<td>399,629</td>
<td></td>
</tr>
<tr>
<td>Professional fees</td>
<td>281,424</td>
<td>289,194</td>
<td></td>
</tr>
<tr>
<td>Depreciation of plant and equipment</td>
<td>45,800</td>
<td>42,517</td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of plant and equipment</td>
<td>-</td>
<td>683,333</td>
<td></td>
</tr>
<tr>
<td>Rental expenses</td>
<td>20,370</td>
<td>3,388</td>
<td></td>
</tr>
<tr>
<td>Enhancements of parks/facilities</td>
<td>27,375</td>
<td>109,966</td>
<td></td>
</tr>
<tr>
<td>Library operating expenses</td>
<td>64,095</td>
<td>61,512</td>
<td></td>
</tr>
<tr>
<td>Transfer of donated gallery</td>
<td>1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange loss</td>
<td>2,019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>114,720</td>
<td>36,775</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4,247,150</td>
<td>1,813,020</td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>29,015</td>
<td>245,307</td>
<td></td>
</tr>
</tbody>
</table>

21 Net Assets of National Productivity Fund

NParks also administers the following fund on behalf of the Productivity Fund Administration Board.

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014/2015</td>
<td>2013/2014</td>
<td></td>
</tr>
<tr>
<td>Balance as at beginning of the year</td>
<td>3,515,761</td>
<td>3,892,006</td>
<td></td>
</tr>
<tr>
<td>Less: Expenditure</td>
<td>(1,581,073)</td>
<td>(376,245)</td>
<td></td>
</tr>
<tr>
<td>Staff related cost</td>
<td>(192,236)</td>
<td>(184,415)</td>
<td></td>
</tr>
<tr>
<td>Consultancy/Professional fees</td>
<td>-</td>
<td>(263)</td>
<td></td>
</tr>
<tr>
<td>General administration</td>
<td>(26,739)</td>
<td>(87,667)</td>
<td></td>
</tr>
<tr>
<td>Grant disbursement</td>
<td>(1,362,100)</td>
<td>(103,900)</td>
<td></td>
</tr>
<tr>
<td>Balance as at end of the year</td>
<td>1,934,686</td>
<td>3,515,761</td>
<td></td>
</tr>
</tbody>
</table>

22 Miscellaneous Income

<table>
<thead>
<tr>
<th></th>
<th>Group</th>
<th></th>
<th>NParks</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Liquidated damages</td>
<td>612,876</td>
<td>450,352</td>
<td>612,876</td>
<td>450,352</td>
</tr>
<tr>
<td>Course fees</td>
<td>1,597,781</td>
<td>1,785,407</td>
<td>1,597,781</td>
<td>1,785,407</td>
</tr>
<tr>
<td>Barbecue permit fees</td>
<td>428,562</td>
<td>426,968</td>
<td>428,562</td>
<td>426,968</td>
</tr>
<tr>
<td>Park usage fees</td>
<td>708,054</td>
<td>676,493</td>
<td>708,054</td>
<td>676,493</td>
</tr>
<tr>
<td>Consultancy fees</td>
<td>1,869</td>
<td>6,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tour fees</td>
<td>74,395</td>
<td>120,571</td>
<td>74,395</td>
<td>120,571</td>
</tr>
<tr>
<td>Events income</td>
<td>-</td>
<td>27,314</td>
<td>-</td>
<td>27,314</td>
</tr>
<tr>
<td>Merchandise</td>
<td>13,131</td>
<td>243,022</td>
<td>13,131</td>
<td>243,022</td>
</tr>
<tr>
<td>Publication and plant sales</td>
<td>267,193</td>
<td>225,428</td>
<td>267,193</td>
<td>225,428</td>
</tr>
<tr>
<td>Others</td>
<td>528,645</td>
<td>250,223</td>
<td>528,645</td>
<td>250,223</td>
</tr>
<tr>
<td></td>
<td>4,222,506</td>
<td>4,220,778</td>
<td>4,220,637</td>
<td>4,214,778</td>
</tr>
</tbody>
</table>
Notes to the Consolidated Financial Statements
31 March 2015

23 Staff Costs

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>$70,004,612</td>
<td>63,988,427</td>
<td></td>
</tr>
<tr>
<td>Contributions to defined contribution plans</td>
<td>$9,632,968</td>
<td>8,647,104</td>
<td></td>
</tr>
<tr>
<td>Pension costs</td>
<td>$165,307</td>
<td>185,681</td>
<td></td>
</tr>
<tr>
<td>Other staff benefits</td>
<td>$1,162,685</td>
<td>1,076,074</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$80,966,572</td>
<td>73,895,288</td>
<td></td>
</tr>
</tbody>
</table>

There are currently 6 (2013/2014: 7) employees of NParks who are under pension schemes other than the Central Provident Fund (Note 13).

24 Deficit from Operations

The following items have been included in arriving at deficit from operations:

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss on disposal of property, plant and equipment</td>
<td>$531</td>
<td>115,278</td>
<td></td>
</tr>
</tbody>
</table>

25 Dividends

During the financial year ended 31 March 2014, NParks paid total dividends of $949,000 on the ordinary shares issued to the Minister for Finance in respect of the financial year ended 31 March 2013.

26 Funding for Government Project

During the financial year ended 31 March 2015, NParks paid total dividends of $949,000 on the ordinary shares issued to the Minister for Finance in respect of the financial year ended 31 March 2013.

27 Operating Leases Arrangements

As lessee

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum lease payments under operating lease included as an expense</td>
<td>$1,221,871</td>
<td>1,943,567</td>
<td></td>
</tr>
</tbody>
</table>

The future aggregate minimum lease payments under non-cancellable operating leases contracted for at the reporting date but not recognised as liabilities as at 31 March 2015 with related parties are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within one year</td>
<td>$1,204,327</td>
<td>1,180,349</td>
<td></td>
</tr>
<tr>
<td>In the second to fifth year inclusive</td>
<td>$581,317</td>
<td>1,308,340</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,785,644</td>
<td>2,488,689</td>
<td></td>
</tr>
</tbody>
</table>

As lessor

The Group rented out its properties under operating leases. Rental income earned during the year was $8,233,999 (2013/2014: $5,573,853).

The future aggregate minimum lease receivables under non-cancellable operating leases contracted for at the reporting date but not recognised as at 31 March 2015 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within one year</td>
<td>$6,526,583</td>
<td>6,160,044</td>
<td></td>
</tr>
<tr>
<td>In the second to fifth year inclusive</td>
<td>$20,126,211</td>
<td>21,604,263</td>
<td></td>
</tr>
<tr>
<td>After five years</td>
<td>$36,240,000</td>
<td>39,460,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$62,892,794</td>
<td>67,204,267</td>
<td></td>
</tr>
</tbody>
</table>

At the end of the reporting period, NParks has outstanding commitments under non-cancellable operating leases with related parties, which fall due as follows:

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within one year</td>
<td>$1,048,000</td>
<td>921,226</td>
<td></td>
</tr>
<tr>
<td>In the second to fifth year inclusive</td>
<td>$4,192,000</td>
<td>4,192,000</td>
<td></td>
</tr>
<tr>
<td>After five years</td>
<td>$3,013,000</td>
<td>4,061,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$8,233,000</td>
<td>9,174,226</td>
<td></td>
</tr>
</tbody>
</table>

The above amounts exclude operating lease premium received in advance of $1,465,278 (2013/2014: $1,548,610) (Note 14).

28 Capital Commitments

<table>
<thead>
<tr>
<th></th>
<th>Group and NParks</th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted but not provided for</td>
<td>$273,437,522</td>
<td>227,778,425</td>
<td></td>
</tr>
<tr>
<td>Less: Development expenditure on behalf of government</td>
<td>(273,425,581)</td>
<td>(226,771,610)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$11,941</td>
<td>1,004,815</td>
<td></td>
</tr>
<tr>
<td>Authorised but not contracted for</td>
<td>$314,080,632</td>
<td>352,358,762</td>
<td></td>
</tr>
<tr>
<td>Less: Development expenditure on behalf of government</td>
<td>(297,350,240)</td>
<td>(350,710,341)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$16,730,392</td>
<td>1,648,421</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$16,742,333</td>
<td>2,653,236</td>
<td></td>
</tr>
</tbody>
</table>

NParks is the agent to develop, upgrade, manage and maintain the public parks on behalf of the government. Amount contracted but not provided for comprise mainly work relating to Garden by the Bay and amount authorised but not contracted for comprise mainly work relating to parks development and park connector network.
29 Contingent Liabilities

At the reporting date, there were the following contingent liabilities relating to various claims that have been made against the Group and NParks in respect of third parties damages. These claims have been referred to the insurers for their assessments.

<table>
<thead>
<tr>
<th></th>
<th>2014/2015</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims not provided for</td>
<td>1,665,336</td>
<td>1,671,576</td>
</tr>
</tbody>
</table>

Group and NParks
Front Cover
Aerial view of Central Catchment Nature Reserve

Introduction
Page 2
Bishan-Ang Mo Kio Park

Management Team
Page 8
Top photo – Singapore Quarry
Bottom photo – Hindhede Nature Park

Page 9
Top photo – Bukit Timah Nature Reserve
Bottom photo – Dairy Farm Quarry

Chapter Dividers
Page 12 – Greening Our City
View of the city from Pearl’s Hill City Park

Page 20 – Nurturing Our Flora and Fauna
Local volunteers and international experts contributing their
time and expertise to deepen understanding of Singapore’s
marine heritage through their support and participation in the
Comprehensive Marine Biodiversity Survey (CMBS)

Page 30 – Growing Together
The community participating in Garden City Fund’s Plant-A-Tree
Programme at Punggol Promenade

Page 40 – Enhancing Capabilities
A landscape worker participating in the Best Chainsaw Operator
Championship, as part of Green Thumbs, an annual event by
Landscape Industry Association Singapore (LIAS) and Centre for
Urban Greenery and Ecology (CUGE) to celebrate the development
journey of the landscape industry

We thank staff and partners of NParks who contributed
photos to this annual report:
Ministry of National Development: front cover
Goh Teck Leong: page 2
Cheah Kin Wai: page 12
Dr Jan Leong-Škorníková: page 15, photo of ginger (bottom)
Cheryl Chia: page 22, photo of Seraya (top left)
Dr Chua Ee Kiam: page 22, photo of Malaysian Horned Frog
(bottom left)
David Tan: page 23, photo of Long-tailed Parakeet (bottom)
Kenneth Er: page 24 (top left) and page 37 (bottom)
Neo Mei Lin: page 28, photo of Three-striped Ratworm (top left)
Kareen Tan: page 28, photo of Neptune’s Cup sponge (top right)
Mendis Tan: page 28, photo of egrets (bottom)
Soh Kian Beng: page 38
Shawn Yee: page 40
Yee Gin Pak: page 48
Tan Chee Hiang: page 49
Ong Guat Pheng Shirline: page 50, 51
Oei Geok Baw: inside back cover

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www.facebook.com/SingaporeBotanicGardens to find out more
about activities in the parks and gardens.

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