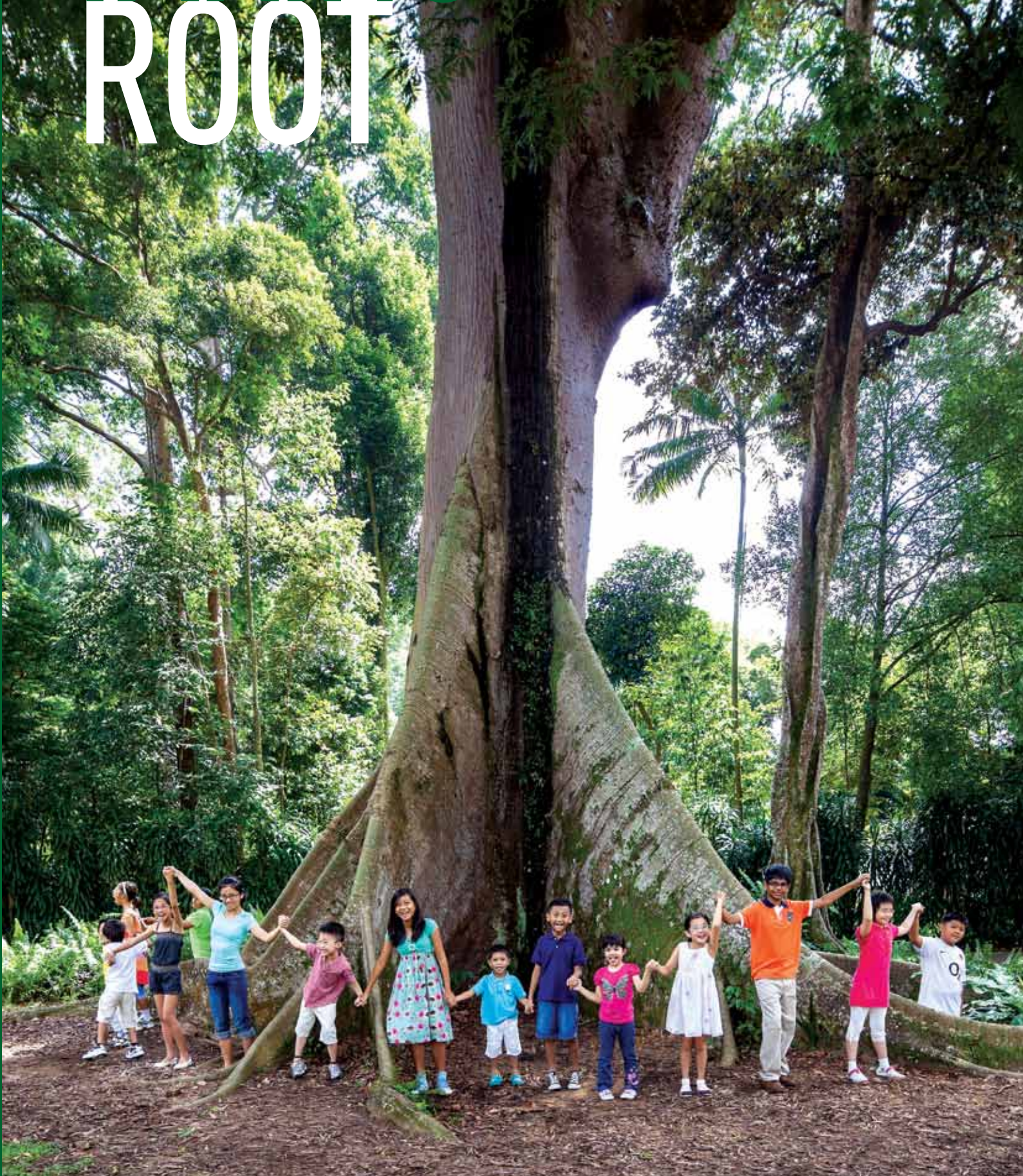


TAKING ROOT

Our City in a Garden
Annual Report 2011/2012







We collaborate; we listen.

Partnership and **public engagement** have always been the hallmark of NParks' approach to creating a greener and more vibrant living environment for all Singaporeans. We work with other public agencies to develop new infrastructure projects, collaborate with local and international organisations in our efforts to promote biodiversity and develop our landscape industry, and reach out to Singaporeans from all walks of life to listen to their feedback and suggestions to improve our parks and green spaces.

The process of partnership and public engagement will become even more important as we embark on the next phase of our journey – to create a **City in a Garden**, where homes are surrounded by nature and biodiversity and where greenery is tightly integrated into our living and working environment. As we move forward, we will continue to reach out to all Singaporeans to share in this vision, and invite all to help shape the living landscape for our future generations.

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Chairman's Message



Every Singaporean matters
in our City in a Garden.

The main responsibility of the National Parks Board is to create vibrant, green living environments for all Singaporeans. This involves infrastructure development, biodiversity conservation and enhancing greenery. Above all, the needs of Singaporeans remain the core motivation of our work.

Conceptualised in partnership with other agencies and the public, the vision of Singapore as a "City in a Garden" is a natural evolution of Singapore's Garden City story. By integrating homes and workplaces into an island-wide network of exciting parks, nature areas, streetscapes and park connectors, nature can become part of everyday life for all Singaporeans.

Community and public partnership is vital to us achieving this goal. In 2011, NParks launched a public engagement effort to involve Singaporeans across the island. We organised mobile exhibitions and focus group discussions, and used social media to reach out to the digital community. We were very encouraged by the response, receiving more than 4,000 suggestions to help us better understand the needs of different groups of park users and nature lovers.

Our engagement and outreach in 2011 build on ongoing collaborative efforts with the community, which include the flourishing Community in Bloom programme. This programme is a wonderful example of how residents, corporate employees and school groups can work together to bring nature into our daily lives. The value of publicly-sourced feedback and ideas can also be seen in the North Eastern Riverine Loop, Community in Nature programme and the upcoming Destination Parks and Round Island Route. We also worked closely with the community for the 20th World Orchid Conference, the opening of the Labrador Nature & Coastal Walk, and the designation of 2011 as the International Year of Forests.

NParks also has wonderful supporters in the corporate community. For example, the year-long City in a Garden photography competition was made possible by partnership with the Photographic Society of Singapore, Clarins, City Developments Limited, Panasonic and Grand Hyatt Singapore. The Healing Garden at the Singapore Botanic Gardens benefitted from the support of Thong Chai Medical Association and Makino Botanical Garden. The Garden City Fund's Plant-A-Tree programme has also proved popular, with organisations such as ST Engineering and Young NTUC contributing time and effort. Since 2007, over 11,000 trees have been planted.

NParks also benefits from working closely with government agencies and citizen groups. The Ministry of Education and 160 schools have included eco-awareness and nature themes into their curricula and activities, inspiring a love of nature and a sense of environmental awareness in school children. Many public agencies have worked with us to shape our infrastructure projects. Nature groups and the online community continue to provide us with invaluable feedback.

I would like to thank all of NParks' staff, partners, sponsors and friends for your unflagging commitment and support over the past year. The board and management of NParks look forward to working with you to make our City in a Garden a reality for all.

A handwritten signature in black ink, appearing to read 'Christina Ong', written in a cursive style.

Mrs Christina Ong
Chairman
National Parks Board

Members of the Board

As of September 2012



Mrs Christina Ong
Chairman

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



Mrs Deborah Ong
Deputy Chairman

Mrs Ong is a partner at PricewaterhouseCoopers Singapore. Mrs Ong has more than 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 recently been appointed as the firm's Risk & Quality Leader. She was previously the firm's Human Capital Leader.



Mr Andreas Sohmen-Pao
Board Member

Mr Sohmen-Pao is the Chief Executive Officer of BW Maritime Pte Ltd, one of the world's leading maritime groups. He is also a non-executive director of The Hongkong and Shanghai Banking Corporation Ltd and sits on the boards of The Esplanade Co. Ltd and the Singapore Sports Council. Mr Sohmen-Pao holds a double first class honours degree (B.A. Hons) from Oxford University and an MBA with distinction from Harvard Business School.



Dr Suriani Suratman
Board Member

Dr Suriani is Senior Lecturer at the Department of Malay Studies, National University of Singapore (NUS). 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.



Mrs Koh-Lim Wen Gin
Board Member

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 a member of several statutory board advisory panels, Senior Advisor to several private firms and an Independent Director of Keppel Land Limited and Keppel Land China Limited. In 2009, Mrs Koh-Lim was conferred the Meritorious Service Award by the Government of Singapore.



Dr Malone-Lee Lai Choo
Board Member

Dr 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 held senior positions in the civil service, working in the areas of strategic planning, planning policies and heritage conservation. Her current research interest is on urban planning policies and strategies for sustainable cities, focusing on the benchmarking cities, densification, city liveability and resource optimisation.



Mr Poon Hong Yuen
Board Member and
Chief Executive Officer,
National Parks Board

Mr Poon has held appointments across the public service, including the Economic Development Board, the Ministry of Trade and Industry, and the Infocomm Development Authority of Singapore. Most recently, he served as Director of Economic Programmes at the Ministry of Finance (MOF), where he oversaw budget policies for economic programmes. He also oversaw MOF's international relations unit, representing Singapore's interests in international finance forums. Mr Poon sits on the Board of Governors, Temasek Polytechnic.



Mr Warren Fernandez
Board Member

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 deputy editor. Mr Fernandez is a member of the Energy Studies Institute. He 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.



Mr Ngiam Shih Chun
Board Member

Mr Ngiam Shih Chun 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 Director of Community Relations and Engagement at the Ministry of Community Development, Youth and Sports (MCYS) 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.



Mr Seah Kian Peng
Board Member

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 Co-operative Limited. In addition, he is the Chairman of the Government Parliamentary Committee for Community Development, Youth and Sports, and also a board member of the International Co-operative Alliance, co-chair of the Social Enterprise Association of Singapore, and a board member of the Centre for Fathering and Health Promotion Board. Mr Seah has worked in both the public and private sectors, and serves in various public and community organisations.

Management Team

As of September 2012



The Management Team photos were taken at Punggol Promenade Riverside Walk.

TOP PIC
(FROM LEFT)

Wong Tuan Wah
Director,
Conservation

Oh Cheow Sheng
Director,
Streetscape

Chia Seng Jiang
Director,
Parks Division 1

Dr Lena Chan
Director,
National Biodiversity Centre

Felix Loh
Assistant Chief Executive
Officer (Designate),
Corporate Development &
Services Cluster

Poon Hong Yuen
Chief Executive Officer

Dr Kiat W Tan
Advisor to NParks

Yeo Meng Tong
Director,
Parks Development

Ms Kartini Omar-Hor
Director,
Parks Division 2

Bin Hee Jum
Director,
Finance & IT

Ms Peggy Chong*
Deputy Chief Executive Officer,
Gardens by the Bay



**BOTTOM PIC
(FROM LEFT)**

Kenneth Er*
Assistant Chief Executive Officer,
Projects and
Chief Operating Officer,
Gardens by the Bay

Ms Adele Tan
Director,
Corporate Development

Teva Raj
Director,
Industry/CUGE

Kong Yit San
Assistant Chief Executive Officer,
Park Management & Lifestyle Cluster

Dr Nigel Taylor
Director,
Singapore Botanic Gardens

Ms Tan Lai Kheng
Deputy Director,
Lifestyle Business

Yong Fook Chyi
Director,
Resource Management

Sim Cheng Hai
Director,
Policy & Planning

Ng Cheow Kheng
Director,
Horticulture &
Community Gardening

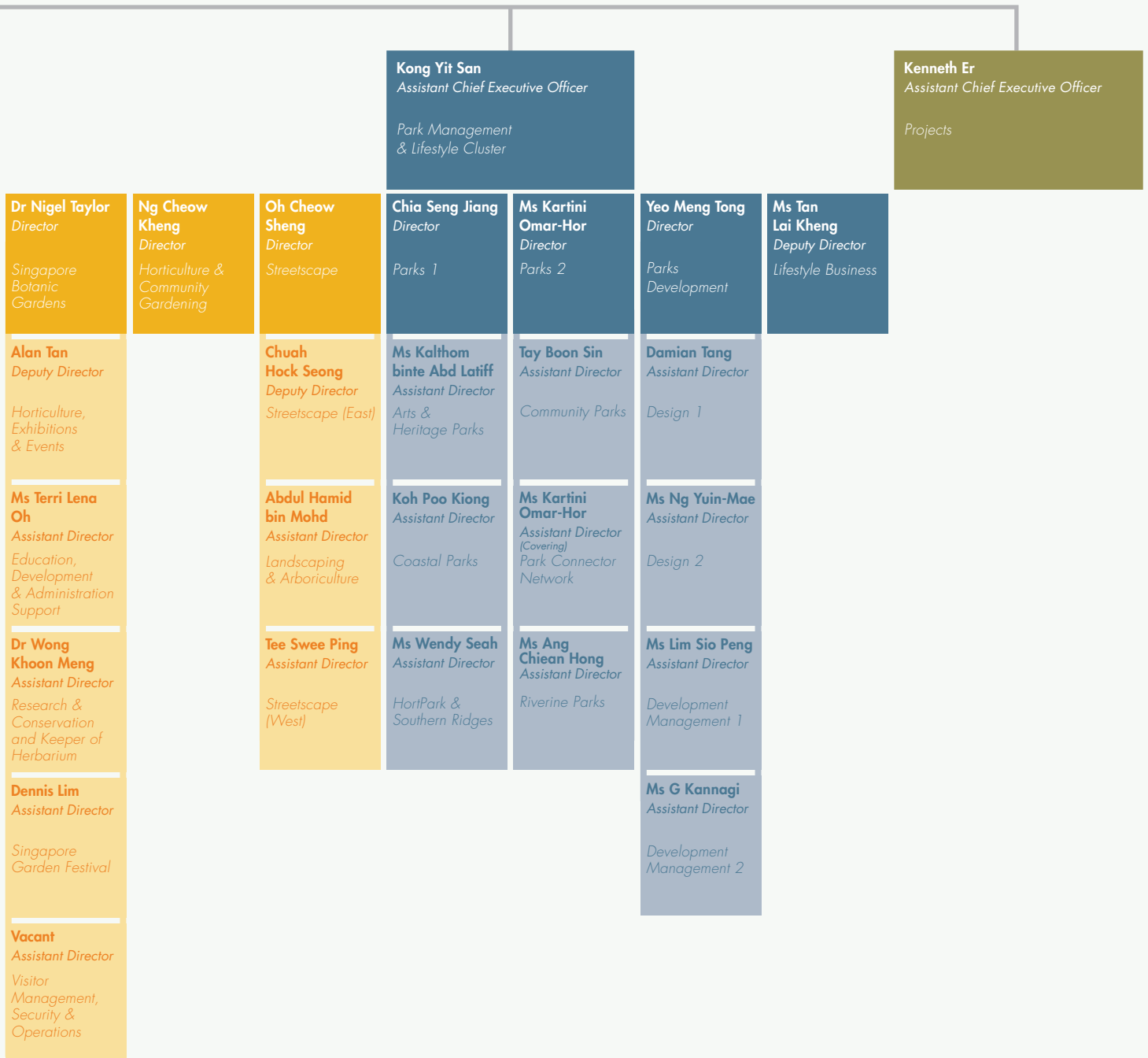
Ms Lee Pin Pin
Director, Communications &
Community Engagement

Dr Leong Chee Chiew
Deputy Chief Executive Officer,
Professional Development
& Services Cluster and
Commissioner of Parks & Recreation

Organisation Structure

As of September 2012







Creating Green Spaces



A large green park with a modern white sculpture and a stone path. The sculpture is a long, low structure with several vertical, curved openings. A woman in a blue dress is walking on a stone path in the foreground. The background shows a wide grassy area with trees and a small stream.

In land-scarce Singapore, competing demands for real estate will always present a challenge as we seek to sustain and grow our green spaces. However, the high level of public engagement with NParks' infrastructure projects and the continued commitment of our partners have resulted in a proliferation of innovative ideas and fruitful collaborations, and attest to the enduring value that is placed on enhancing and enriching Singapore's green landscape.



Working with the community to shape our parks

Grassy river banks have replaced concrete bulwarks, and a sculpture takes pride of place on Recycle Hill. This is the *Bishan-Ang Mo Kio Park*, which was officially opened by Prime Minister Lee Hsien Loong on 17 March 2012.

Conceptualised by NParks and PUB and shaped through a process of public engagement, the park is a focal point for residents of both estates with its family-friendly amenities such as picnic grounds, a dog run and kite-flying greens. One of the main highlights is a naturalised and meandering stretch of the Kallang River, which was restored and reshaped from a 2.7-kilometre-long concretised canal as part of a long-term initiative to rejuvenate Singapore's waterscape. Community ownership of the project was evident from the 2,000 residents and participants from community groups who were present at the opening ceremony, and who continue to be involved by conducting patrols within the park and along the waterway.

One of the exciting new developments that Singaporeans can look forward to as the City in a Garden takes shape is *Destination Parks*. Announced by PM Lee during the Bishan-Ang Mo Kio Park

"We should make more active use of our rivers rather than having them just as a backdrop or scenery. For example, we can use them to increase public interaction with animals and plants in the river ecosystem."

Joanne Chow

City in a Garden public engagement exercise

opening, Destination Parks are planned as large regional parks with their own distinctive themes to attract Singaporeans from all over the island. Three parks have been identified for development into Destination Parks – Admiralty Park, East Coast Park and Jurong Lake Park – based on their geographical locations in the Northern, Eastern and Western parts of the island respectively. These will be developed within the next five to 10 years.

To engage the public in the development of Destination Parks, roadshows and focus group discussions were held to garner feedback and ideas for the project. These will be evaluated and suitable ones incorporated into the development plans.





- 01 The completion of Bishan-Ang Mo Kio Park is part of a long-term initiative to rejuvenate urban parks and draw Singaporeans closer to nature and water. Here, an NParks guide introduced Prime Minister Lee Hsien Loong to the flora found in the park.
- 02 Cycling is a popular activity along the park connectors of the newly-opened North Eastern Riverine loop. At the official opening, Deputy Prime Minister Teo Chee Hean interacted with handcyclists leading a group of brisk-walkers at Punggol Promenade Riverside Walk.

Connecting Singaporeans through our green links

Breathtaking views and rich biodiversity frame the 26-kilometre **North Eastern Riverine Loop**, which was officially opened by Deputy Prime Minister Teo Chee Hean on 25 February 2012. The fourth loop of the Park Connector Network links Sengkang Riverside Park, Punggol Park, Punggol Waterway Park and Punggol Point Park. With 80 per cent of the loop running along waterways including Serangoon and Punggol reservoirs, it offers stunning views of the waterways and northeastern coastline, and is home to riverine residents such as dragonflies, butterflies, water birds and even otters.

The North Eastern Riverine Loop is part of a bigger picture that is being envisaged for Singapore's Park Connector Network. This involves the creation of a

The North Eastern Riverine Loop enables about half a million residents living in Punggol, Sengkang, Buangkok and Hougang to enjoy the rustic charm of our waterways and have easy access to four parks in the vicinity.

150-kilometre **Round Island Route** which will connect more than 3.5 million residents, making it a recreational destination on a national scale. Announced by DPM Teo on 25 February 2012, the idea for the Round Island Route emerged out of over 4,000 suggestions gathered through a City in a Garden public engagement exercise. When ready, it will present a new recreation option for citizens and further enrich the experience of park users and tourists.



- 01 During the 20th World Orchid Conference preview, the Flower Dome at Gardens by the Bay featured a specially-curated display of 14,000 orchid plants consisting of about 150 hybrids and 30 species from around the world.
- 02 At Tampines Eco Green, dead trees are left alone to serve as important nesting sites for birds such as woodpeckers.
- 03 The Sultan (*Camacina gigantea*), one of Singapore's largest dragonflies, is one of the 13 species seen and recorded in Tampines Eco Green.

Raising eco-awareness in the heartland

Seventy species of birds, 13 species of dragonflies, 12 species of butterflies and 32 species of spiders (including *Sphingius vivax* which had never been spotted in Singapore before) – this is a snapshot of the biodiversity that has been recorded at **Tampines Eco Green**, which opened on 24 April 2011. The event, which was attended by more than 700 students and residents from the East, was organised by NParks to commemorate the International Year of Forests and

Earth Day. It featured interactive activities such as guided walks, invertebrate sampling and the building of hedges, which were aimed at promoting a deeper appreciation of the natural environment.

The park was designed and developed according to the guidelines for Green Mark for Parks as well as the Principles and Guidelines of Water Sensitive Urban Design. Structures such as the signage, benches, bird hides, earth mounds and hedges were made using recycled materials, and the park itself features an eco-toilet, vegetated swales (a natural drainage system that traps particulate pollutants), and green roofs on all the shelters and toilets.

To enhance biodiversity, NParks has also included some unique touches to the 36.5-hectare park. It has introduced trees and plants that produce abundant nectar and fruit, as well as tall grass, to attract more birds, butterflies and other animals. At night, it is "lights out" at the park in order to minimise disturbance to sensitive wildlife.



Catching a sneak preview of a new Singapore icon

Singaporeans and guests from overseas, young and old, thronged *Gardens by the Bay* and its Flower Dome during a sneak preview on 14 to 20 November 2011, when the doors were open to ticket holders attending the 20th World Orchid Conference (20WOC). Over the seven-day period, some 300,000 visitors were wowed by the spectacular display of plants within the cooled conservatory, one of two, in Bay South Garden.

About 1.2 hectares in footprint, the Flower Dome replicates the cool-dry climate of Mediterranean and semi-arid subtropical regions, enabling the display of habitats and plants from regions in South America, the United States, South Africa and Madagascar, Western Australia and the Mediterranean Basin. Designed with the environment in mind, it also incorporates cutting-edge technologies that provide energy-efficient solutions in cooling.





Spearheading new initiatives with corporate partners

Corporate partnerships have played an important role in seeing many of NParks' projects to fruition. The *Healing Garden* at the Singapore Botanic Gardens, for example, was launched with the support of Thong Chai Medical Association and Japan's Makino Botanical Garden.

The 2.5-hectare garden, which showcases 500 species of plants from Southeast Asia with healing properties, is the largest of its kind in the region. Launched on 21 October 2011, the garden took three years to set up and is designed to be a tranquil retreat with medicinal plants as its main focus. An iPhone application is also available for visitors to find out more about the various plants in the garden.

To celebrate the launch of the Healing Garden, Makino Botanical Garden put up a three-week exhibition of botanical paintings by renowned natural history illustrator Untei Sekine from the Edo era. Other corporate collaborations included Exxon/Mobil Asia's continued support for the Singapore Botanic Gardens calendar and Singapore Press Holdings' \$1.2 million pledge towards the development of outreach programmes for the SPH Walk of Giants within the Gardens' Learning Forest.

Even as these initiatives were being ramped up, NParks continued to engage the public to fine-tune ideas for the Singapore Botanic Gardens. Between

August and November 2011, it conducted a City in a Garden public engagement exercise, seeking public input to guide the detailing of upcoming plans for the Gardens. Areas where it is seeking public opinion on include activities for visitors to the Jacob Ballas Children's Garden and the Learning Forest, as well as ways to showcase the Gardens' rich heritage and to enhance the visitor experience, especially at night.



- 01 *The new Healing Garden adds to the many upcoming horticultural attractions developed to strengthen Singapore Botanic Gardens' position as a key botanic institution. President Tony Tan Keng Yam officiated at its launch.*
- 02 *The Labrador Nature & Coastal Walk connects the Southern Ridges to the Southern Waterfront and enables visitors to get closer to nature and learn more about the rich biodiversity in the area.*

Singapore Botanic Gardens now sees more than 4 million visitors yearly, the highest garden attendance in the world.

Collaborating with public sector partners on new lifestyle projects

A new leisure playground has opened in the southern part of Singapore – the result of close collaboration between the Urban Redevelopment Authority (URA) and NParks. The **Labrador Nature & Coastal Walk** was conceptualised and developed by URA under its 2008 Leisure Plan and is managed by NParks. It was officially launched by Minister for Trade and Industry Mr Lim Hng Kiang on 2 January 2012, at a community event which involved over 800 participants. The 2.1-kilometre walk comprises three distinct segments – Alexandra Garden Trail, Berlayer Creek, and Bukit Chermin Boardwalk. With its opening, visitors can now enter mangrove and coastal areas which were previously inaccessible to pedestrians.



02

"Trees for Life" Art Competition

The art pieces on this and the following pages were created for the "Trees for Life" Art Competition, which received more than 2,500 entries from the pre-school, primary and secondary levels. Organised by NParks, the competition aimed to raise awareness of our trees as well as the greenery and biodiversity around us.



Chair Tree

Evangeline Teo Jia Xuan, 7
Nanyang Academy of Fine Arts




Trees Are Tall

Nguyen Lan Chi, 4
Holy Grace Kindergarten



Nurturing
Biodiversity





From our nature reserves to our urban forests, along our coastlines and river banks, the rich DNA of Singapore's natural heritage is being recorded, catalogued and conserved, thanks to the efforts of many. A shared passion brings them together – the subject matter experts, students, volunteers, residents, community groups, public agencies and corporate partners. It is a passion combined with respect for the rich biodiversity that exists in our City in a Garden.

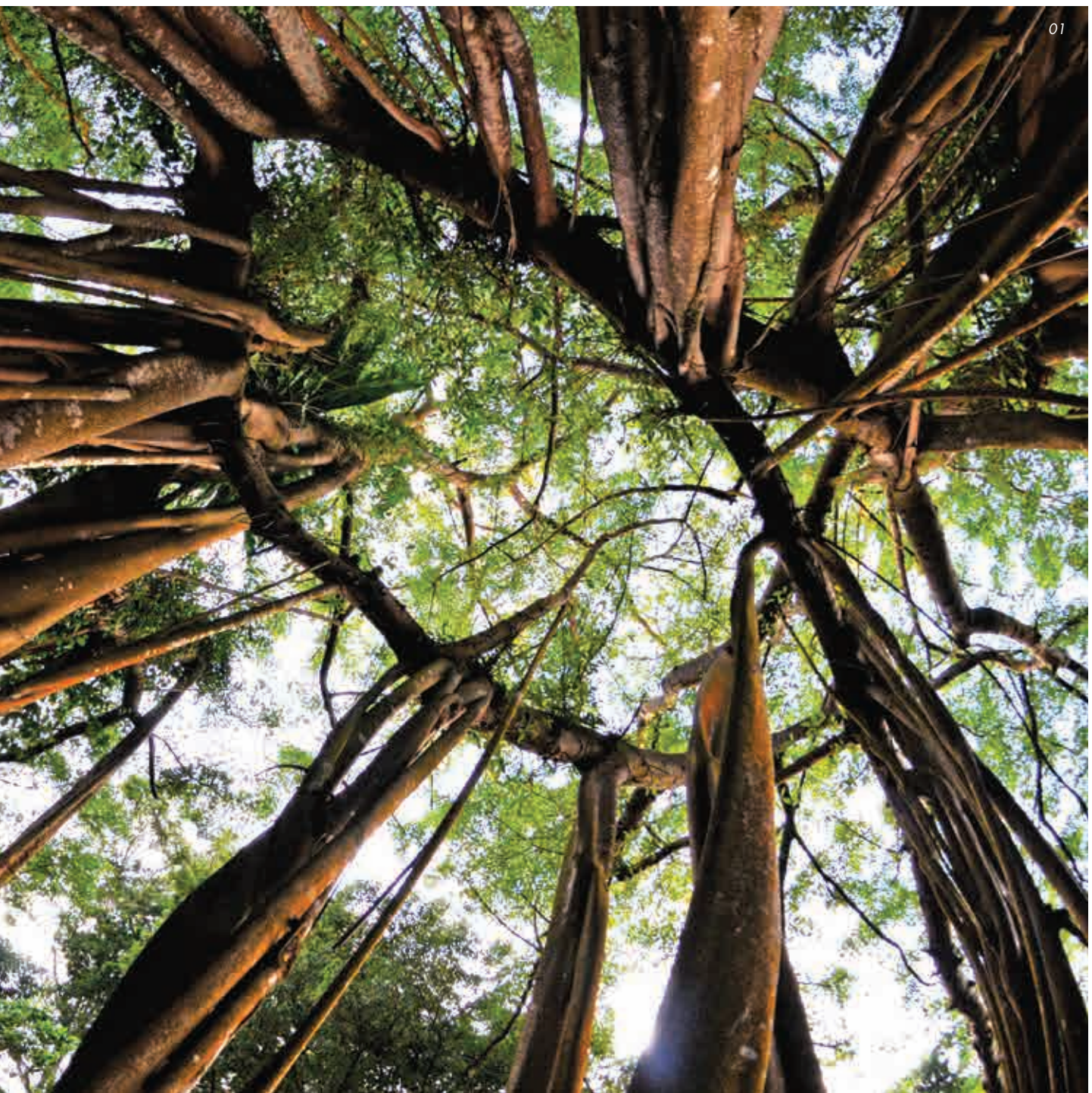
Collaborating to conserve Singapore's natural heritage

From green tree snails to rare orchids and elusive damselflies – over 500 species new to Singapore, including 100 new to science, have been discovered in the past 10 years of biodiversity conservation. Recorded in forests, and intertidal and sub-tidal habitats, some of these amazing discoveries of flora and fauna were showcased at an exhibition at the HortPark Gallery from 21 April to 2 May 2011. The exhibition *“A Decade of Biodiversity Conservation and Discoveries in Singapore”* was put together by NParks and the National University of Singapore's Raffles Museum of Biodiversity Research, and launched by Professor Tommy Koh, Ambassador-

at-Large, Ministry of Foreign Affairs, and Special Advisor, Institute of Policy Studies. Professor Koh is also the Patron of the Nature Society (Singapore).

During the exhibition, NParks launched a book on Singapore's dragonflies – the first in a series that will document Singapore's rich biodiversity and ecological heritage. The book *“Dragonflies of our Parks and Gardens”* was inspired by the findings of a two-year dragonfly conservation project that started in 2008.

Also unveiled at the exhibition was *Flora & Fauna Web* – a one-stop portal on plants and animals in Singapore. The portal (<http://florafaunaweb.nparks.gov.sg>) provides the public with access to information on more than 2,500 plant and 1,000 animal species.





- 01 *"Roots" by Aw Ah Choon won the merit prize in the "Trees and Forests" theme for the City in a Garden photography competition. It depicts the majesty of the aerial roots sharing space with the tree canopy at the Singapore Botanic Gardens.*
- 02/03 *The Rebecca's Sprite Damselfly (Archibasis rebecca) and White-spotted Cat Snake (Boiga drapiezii) were rediscoveries featured in the exhibition on "A Decade of Biodiversity Conservation and Discoveries in Singapore".*
- 04 *Visitors to the "Forests, People, Environment" exhibition held at the Singapore Botanic Gardens from 2 to 24 July 2011 learnt about the importance of forests, including the unique conservation of Singapore as an urban forest.*

With the support from photographers and corporate partners, the City in a Garden photography competition helps to document and share the beauty of Singapore's greenery and biodiversity.

Reaching out to mark the International Year of Forests

The celebration of 10 years of biodiversity conservation in Singapore dovetailed with activities to mark the United Nations' International Year of Forests in 2011. Public engagement and participation were the order of the day as NParks reached out to the community to raise awareness of Singapore's forests and trees. A special contest was organised for the public to share their photographs and their experiences at the parks and nature reserves, as well as their favourite tree, plant or forest animal.

Among the key events to celebrate the International Year of Forests was the launch of the *"Forests, People, Environment"* exhibition at the Singapore Botanic Gardens. Opened by then Minister of State for National Development and Manpower Mr Tan Chuan-jin on 2 July 2011, the

exhibition highlighted the rich biodiversity found in forests, their importance to people, and their relevance in the Singapore context where tree-lined roads, parks, nature reserves and green spaces linked by park connectors have given rise to urban green forests.

Launched in tandem with this was a year-long *City in a Garden* photography competition aimed at capturing the amazing biodiversity and rich greenery in Singapore. A collaboration between NParks and the Photographic Society of Singapore, the competition attracted the avid support of shutterbugs from across the island, as well as corporate partners including Clarins, City Developments Limited, Panasonic Singapore and Grand Hyatt Singapore.



Creating platforms for sharing and networking

The third *Biodiversity of Singapore Symposium 2011*, jointly organised by NParks and the National University of Singapore on 24 September, presented a platform for the biodiversity conservation community to interact, exchange knowledge and explore future collaborations. The seminar featured 21 speakers covering topics on terrestrial, freshwater and marine conservation. Awards were also presented to individuals and organisations who have made significant contributions to biodiversity conservation. Among the recipients was Ria Tan, who has been sharing information on biodiversity through her

wildsingapore and Flickr websites, as well as 10 schools and organisations for their longstanding participation in the International Coastal Cleanup.

Then Minister of State for National Development and Manpower Mr Tan Chuan-jin, who graced the event, also launched NParks' *Community in Nature programme*. It aims to establish a network of Singaporeans who are passionate about the country's natural heritage and can champion the cause of protecting it.



My Family In The Garden
Charlene Teo Wei Ting, 4
Helios Preschool



Loving The Tree
Koh Xin Rui, Reanna, 4
The Little Skool House International Pte Ltd

“I want my City in a Garden to be forest-like, with long walking trails and tall trees.”

Bee Hor

City in a Garden public engagement exercise

- 01 Through guided tours and learning journeys, the Community in Nature programme enables Singaporeans to understand and appreciate nature. Other nature-related activities will provide opportunities for them to grow from being casual observers to becoming more active participants.
- 02 Bukit Timah Nature Reserve is one of the places where the Missing Marvellous Katydid (*Phlugis thaumasia*) has been sighted at night. Also seen in Dairy Farm Nature Park and Central Catchment Nature Reserve, this species is predatory and feeds on other insects, unlike most grasshoppers.

Working together to document Singapore’s biodiversity

Two visiting biologists and 30 enthusiastic volunteers joined more than 20 staff from the National University of Singapore and NParks in a mini **marine biodiversity expedition** from 5 to 9 March 2012. Dr Kristine White from the University of the Ryukyus and Dr Bertrand Richer de Forges from the University of New Caledonia were among those who conducted activities ranging from inter-tidal surveys of Pulau Ubin’s coastal areas to dredging of the seabed to collect organisms and DNA samples. The study was carried out as a prelude to two other major expeditions planned as part of NParks’ Comprehensive Marine Biodiversity Survey, which started in 2010 to take stock of Singapore’s marine biodiversity. Besides experts from tertiary institutions and non-governmental organisations, and individual enthusiasts, this survey was also supported by corporations like Shell Companies in Singapore and the Care-for-Nature Trust Fund. Asia Pacific Breweries (Singapore) Pte Ltd – a new sponsor – donated \$250,000, and its employees also volunteered their time to participate in the survey.

Celebrating milestones in Singapore’s conservation journey

In a strong affirmation of Singapore’s conservation efforts, the 163-hectare Bukit Timah Nature Reserve was declared an **ASEAN Heritage Park** during the 13th Informal ASEAN Ministerial Meeting on the Environment, which took place in Cambodia on 18 October 2011. This made it the second nature reserve in Singapore – after Sungei Buloh Wetland Reserve – to join the prestigious network of 30 protected areas in the region.

In Singapore, the achievement was marked by a visit by President Tony Tan Keng Yam to the TreeTop Walk at the nature reserve. The strong student involvement in conservation efforts was also highlighted during his visit. Examples included their efforts in removing invasive species, planting trees to enhance the natural habitat and producing outreach collaterals on forest conservation issues.



02

From the outset, nature groups, non-governmental organisations, tertiary institutions, volunteers and government agencies have been working closely with NParks and LTA to conduct feasibility studies and ecological monitoring surveys for the Eco-Link project.

Sustaining the momentum with community support

Even as Singapore gains international recognition for its work on conservation, new projects have been initiated to ensure that the momentum continues. On 30 July 2011, NParks and the Land Transport Authority broke ground on a major initiative to conserve biodiversity in Singapore's urban landscape – the construction of the **Eco-Link** at Bukit Timah Expressway (Eco-Link@BKE). The first ecological corridor of its kind in Southeast Asia, the Eco-Link will connect the Bukit Timah and Central Catchment Nature Reserves across the BKE. When ready in 2013, native populations of birds, flying squirrels, insects, monitor lizards, palm civets, pangolins, porcupines and snakes will be able to use the Eco-Link as their own thoroughfare between

the nature reserves and in the process help propagate plant species through pollination and seed dispersal.

The Eco-Link project has been made possible because of the community's commitment to biodiversity conservation. Nature Society (Singapore), for example, provided expertise in monitoring birds and vertebrates during the pre-construction stage and would continue to do so after the Eco-Link is completed. An important NParks partner since the early 1990s, the society also supported programmes such as the Advanced Waders Workshop and Asian Waterbird Census held at Sungei Buloh Wetland Reserve in October 2011 and January 2012 respectively.



01 Lisbon and Curitiba are two cities which have applied the Singapore Index on Cities' Biodiversity. Seen in this picture are Mariana Cabral Cardoso from University of Lisbon (left) and Vinicius Abilhoa from Municipal Secretariat of Environment, Curitiba (right) who participated in the Third Expert Workshop on the Development of the City Biodiversity Index.

02 Nature Society (Singapore) supports NParks' programmes such as shorebird monitoring between Sungei Buloh Wetland Reserve and Mandai mudflats during the migratory season.



Gathering international expertise to shape the Singapore Index on Cities' Biodiversity

Over 30 international biodiversity experts and city officials gathered in Singapore from 11 to 13 October 2011 for the *Third Expert Workshop on the Development of the City Biodiversity Index*. The index, also known as the Singapore Index on Cities' Biodiversity, is an internationally-recognised self-assessment tool for cities to benchmark and monitor their biodiversity conservation efforts.

The workshop, organised by NParks and the Secretariat of the Convention on Biological Diversity, was held at Fort Canning Park. Participants discussed the scoring of the indicators and ways forward for the Singapore Index, which included a call to document cities' experiences, and the expansion of the network of cities applying the Singapore Index.



Warning

Evangeline Ng Shuo Yu, 17
Nanyang Academy of Fine Arts



Trees For Life

Joey Wong Zou Yu, 10
St Anthony's Primary School

A group of people, including a child with a backpack, looking at a large informational sign in a lush green conservatory. The scene is filled with various tropical plants and trees, creating a vibrant and natural atmosphere. The people are dressed in casual attire, suggesting a family outing or a community walk.

As Singapore embarks on its journey towards a City in a Garden, the community will play a key role in transforming static infrastructure into inspirational living, breathing spaces. We value the ideas, efforts and contributions of the community, and we will continue to engage people from all walks of life in order to enrich our vision and build an enduring home for the next generation.

Engaging the Community





More than 4,000 suggestions on the City in a Garden vision were received through traditional and social media channels as well as some 40 roadshows island-wide.

All on board for City in a Garden

"We're going to have parks and gardens in the heartlands. And we'll link them all up to create a City in a Garden." Prime Minister Lee Hsien Loong said this at the 2011 National Day Rally as he outlined plans to keep Singapore "special and exceptional".

The idea behind the *City in a Garden* vision is to surround homes with greenery and biodiversity so that Singaporeans are able to step out into an island-wide network of exciting parks, nature areas, streetscapes and park connectors. It links the environment, history and heritage with recreation and other shared spaces, binding the community together.

To give Singaporeans a greater say in shaping the landscape for future generations, NParks launched a *public engagement exercise* on 22 August 2011 to introduce the City in a Garden vision and invite all to share their ideas on how it can be achieved. Focus group discussions were also conducted to garner feedback from grassroots organisations, Members of Parliament and other segments of the community on specific projects such as Destination Parks and the Round Island Route.

Growing the park community

Garden swings and sandcastles ushered in Singapore's inaugural *Parks Festival 2011*, which was launched on 17 September. The nine-day event, held in conjunction with World Parks Day, was packed with activities that attracted a wide spectrum of participants as well as strong support from companies, schools and volunteers.

Highlights of the festival included a forest exploration by night and the opportunity to sleep under the stars, guided walks at parks and nature reserves, brisk-walking, cycling, gardening workshops, a charity concert and an award-winning WaterFire art installation. With the support from McDonald's Singapore and SMRT Corporation Ltd, NParks also introduced a Parks Passport aimed at encouraging members of the public to visit different parks and get their passports "stamped".

Another important community outreach event was *Clean & Green Singapore 2012*. Jointly organised by NParks, National Environment Agency, PUB and the North West Community Development Council, the annual campaign was launched by DPM Teo Chee Hean with the planting of a small-leaved nutmeg tree on 29 October 2011.

“Residents can gather and form Green Clubs to plant fruit trees or other plants and share their ideas. This synergy will help create more vibrant estate parks and bring communities closer together to foster a kampung spirit.”

Jane

City in a Garden public engagement exercise



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01 Through roving exhibitions at various locations island-wide, members of the public were invited to contribute feedback on how the City in a Garden vision can be realised.

02/03 The tree-planting tradition is celebrated annually during the Clean & Green Singapore campaign, where Singapore leaders plant trees in parks and various constituencies. Former Minister Mentor Mr Lee Kuan Yew and Senior Parliamentary Secretary for National Development, Dr Mohamad Maliki Bin Osman were among those who planted trees during Clean & Green Singapore 2012.

04 This public collaboration art installation at Raffles Place Park by Sculpture Society (Singapore) and NParks was one of the many activities organised in conjunction with Parks Festival.

Six **Community in Bloom ambassadors** received awards in recognition of their contributions to the national gardening movement.

In all, about 50 new **Community in Bloom** gardens were created in 2011. Community engagement remained strong with about 430 active gardening groups in both public and private residential estates, educational institutions and organisations.

Streetscape Gardens were launched at the Bishan-Toa Payoh and Jurong Group Representative Constituencies to create more opportunities for the community to be involved in caring for greenery along the roads. Under this initiative, roadside ornamental gardens are planted and cared for with the involvement of residents.

To inject greater vibrancy into the parks, NParks has been collaborating with various art groups and artists to enrich its calendar of activities. To mark the opening of two public art gallery venues – Galeri Utama and Galeri Nila – at **The Foothills Fort Canning Park** in September 2011, a series of art exhibitions was organised in partnership with artists like Kenn Wong, Loh Wan Wan, Marcel Heijnen and Choo Meng Foo. In early 2012, two art cafes opened at the park, providing the public with classes in painting, photography and clay modelling.

Coming together in celebration of trees

A total of 300 tropical trees decked in Christmas lights – this was the spectacle that welcomed visitors to the Singapore Botanic Gardens during the month-long *Trees of the World 2011* celebration in December. The celebrations involved twice the number of trees and attracted the participation of a bigger group of embassies, corporations, schools and community groups compared with the previous year.

Trees also played a central role in connecting donors with beneficiaries from social service organisations through a book launch that took place at the Istana in June 2011. Commissioned by then President SR Nathan, *"Trees of the Istana"* helped raise S\$129,000 for President's Challenge 2011. The book features over 70 of some 150 species of trees found at the Istana, and provides readers with a glimpse of how its grounds have been nurtured into a stately arboretum.

Strengthening the corporate connection

On the corporate front, Coca-Cola has come on board to support the Active Healthy Green Lifestyle at Park Connectors programme. Their sponsorship of more than \$100,000 will support initiatives to encourage the community to make greater use of the Park Connector Network.

Panasonic Asia Pacific also partnered NParks to support the first mangrove biodiversity monitoring study in the mangrove forest at Pasir Ris Park. The results of the study will provide NParks with valuable information to enable the long-term conservation and management of Singapore's mangrove forests.

The Garden City Fund's Plant-A-Tree programme continued to attract strong corporate support. Since its launch in 2007, more than 11,000 trees have been pledged and planted by 209 organisations and 473 individuals.

Engaging an international audience

With over 300,000 local and international visitors, 130 orchid experts from 31 countries and more than 75 stunning displays of the world's finest and most spectacular orchids, the *World Orchid Conference* made a successful return to Singapore, 48 years after it was first held here in 1963.

Organised jointly by NParks and the Orchid Society of Southeast Asia, the 20th World Orchid Conference (20WOC) – also known as the "Olympics of Orchids" – took place at the Marina Bay Sands Expo and Convention Centre from 13 to 20 November 2011. Singapore won the bid to host 20WOC six years ago, and is the only Asian city with the rare privilege of hosting the event for the second time.

Themed "Where New and Old World Orchids Meet", 20WOC provided an important networking platform for the enthusiasts, industry and academia, with an exciting programme line-up that included the World Orchid Show; a conference covering the latest trends, technology, and scientific discoveries in the orchid world; and a marketplace featuring the finest orchid plants and unique orchid-related products from across the world.

In 2011, eight *orchid-naming ceremonies* were also held at the Singapore Botanic Gardens in honour of foreign dignitaries and VIP visitors.





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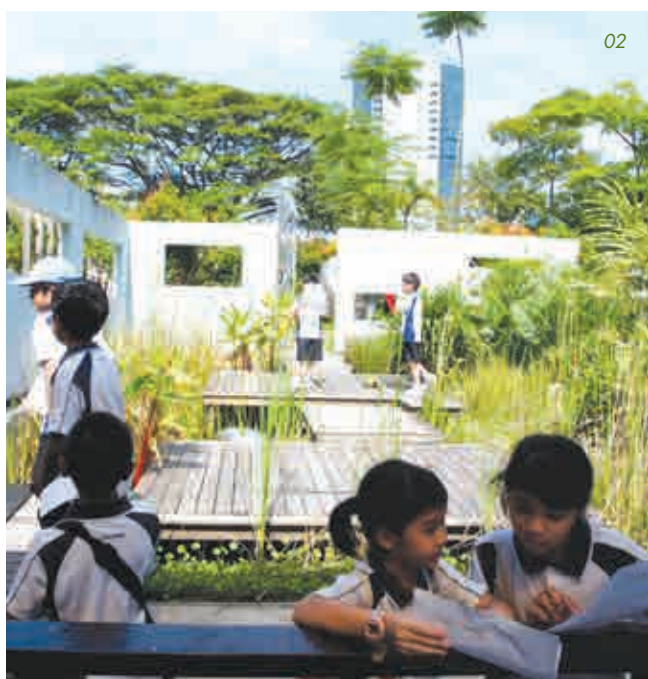
Inspiring the next generation

Experiential learning and the environment dovetailed with the development of a series of **enhanced online resource packages** in October 2011. Aimed at engaging and inspiring the younger generation, "Learning Journeys" cover eight parks and nature reserves and now comprise lesson plans for educators and activity worksheets for students aged seven to 16. These are closely aligned with the school syllabus.

For the third year running, NParks continued to partner Shell and Northlight School in **Nature Nurtures**, an initiative to involve youths in confidence- and skills-building activities and motivate them to contribute to society. As part of the programme, students and volunteers took part in a biodiversity learning trail at Tampines Eco Green on 8 October 2011.

NParks has also embarked on a long-term collaboration with Raffles Institution to introduce cycling and learning along the park connectors. The project was launched along the North Eastern Riverine Loop of the Park Connector Network on 7 October 2011, with the first batch of 30 students and teachers from Raffles Institution cycling from Pasir Ris Park to Punggol Park. To ensure sustainable

- 01 *Trees of the World 2011, a month-long light-up of 300 tropical trees along the entire length of the Singapore Botanic Gardens, enabled individuals, organisations and community groups to come together and dress up trees with Christmas lights. Minister for National Development Mr Khaw Boon Wan launched the event.*
- 02 *Deputy Prime Minister Tharman Shanmugaratnam, who officially opened the 20th World Orchid Conference, was brought around to admire some of the over 50,000 orchids displayed.*
- 03 *The Garden City Fund's Plant-A-Tree programme received strong support from corporations such as ST Engineering, which planted 1,000 trees at Punggol Promenade.*
- 04-06 *Foreign dignitaries including Her Excellency Yingluck Shinawatra, Prime Minister of the Kingdom of Thailand; His Excellency Ban Ki-moon, Secretary-General of the United Nations and Mrs Ban Soon-taek; and Her Excellency Dr Angela Merkel, Chancellor of the Federal Republic of Germany, had orchids named in conjunction with their visits to the Singapore Botanic Gardens.*



outreach to students, NParks continued to integrate its programmes with schools' curricula and co-curricular activities. Under the Ministry of Education's (MOE) **Programme for Active Learning (PAL)**, some 4,200 Primary 1 and 2 students from 11 schools took part in NParks' Kids for Nature programme this year. This represented a 400 per cent increase in participation – a testimony to the success of the 2010 pilot programme which reached out to 870 students from three schools.

A comprehensive **booklet on NParks' programmes** was introduced in January 2011 to further facilitate take-up of these initiatives. This was well-received by more than 7,000 educators who picked it up at some 30 roadshows, exhibitions and school talks that NParks participated in. NParks also worked closely with MOE to facilitate the inclusion of parks and gardens into the new **Social Studies Resource Guide** for primary schools. The guide accompanies the revamped social studies syllabus which is being rolled out in phases to all primary schools in 2012.

In other student engagement initiatives, a new play telling the **City in a Garden** story was produced and has been making its rounds in primary schools, where it is performed during assembly. Pre-schoolers also joined their older compatriots in the Green Wave, a global campaign by the Convention on Biological Diversity in May 2011 to promote awareness of the importance of biodiversity. In Singapore, the response to **Green Wave 2011** was overwhelming, with 210 schools involved in the planting or watering of trees, compared with 91 the previous year.

- 01 With the revised social studies syllabus, many in the current cohort of more than 215,000 students are expected to visit Singapore's green spots, such as the Jacob Ballas Children's Garden, National Orchid Garden, Dairy Farm Nature Park, the nature reserves, HortPark or Fort Canning Park.
- 02 Under NParks' partnership with MOE's PAL programme, students explored various parks and learnt about nature. In this picture, students went on a scavenger hunt in HortPark to search for and identify items of nature.
- 03 The number of pre-schools taking part in Green Wave 2011 grew from just one in 2010 to 58.

Under NParks' participation in the MOE's Little Green Dots project, 11 kindergartens participated in a pilot where more than 800 pre-schoolers learnt about trees and plants through learning journeys to Dairy Farm Nature Park and Jacob Ballas Children's Garden.

Networking with netizens

NParks continued to strengthen its online engagement with the public by making use of social media to generate greater exposure for its parks and programmes. The **NParks Facebook Page** (www.facebook.com/nparksbuzz) was started in July 2011 to allow people to share their experience in gardening, conservation and lifestyle. Together with its quarterly online newsletter My Green Space and the monthly NParks Buzz, NParks has been able to reach out to the net-savvy generation. These online tools also provided NParks with an additional platform to solicit feedback and gain a deeper understanding of park users' preferences.

NParks' maiden foray into the mobile platform resulted in a beta version of a **location-based application** to show visitors the various points of interest and the

location of amenities in the park. An improved version will be available by end of 2012.

Five microsites were created to promote major NParks programmes during the year. Examples included the International Year of Forests page celebrating Singapore's urban forest, and the City in a Garden (CIAG) portal that gathers ideas from netizens on various aspects of the CIAG vision.

NParks has also made available another 10 **Do-It-Yourself walking guides** for download from its website, bringing the total number of guides available online to 44. Complete with maps and photographs, the guides aim to enhance the park experience and raise awareness of trees and the biodiversity present in Singapore.





NParks works hand in glove with the landscape industry to transform Singapore's vision of a City in a Garden into a reality. We collaborate closely to provide the people, expertise and experience that are needed to drive this effort. It is imperative, therefore, that we continue to address the training and people development needs of the industry in order to strengthen our capabilities and set new benchmarks in productivity and professionalism.

Strengthening Capabilities





- 01 One of the highlights of Green Thumbs is the Skills Championships, which showcase the various competencies of the landscape workforce. Then Minister of State for National Development and Manpower Mr Tan Chuan-Jin tried his hand at the Skid Steer Loader.
- 02 Held since 2006, Green Thumbs is an annual event on the landscape calendar, celebrating the growth and transformation of the industry.
- 03 The Certified Practising Horticulturists programme is one of many organised by CUGE to raise capabilities in the industry.

In the next three years, the landscape industry is expected to grow between 4 and 6 per cent each year. The Landscape Productivity Roadmap aims to upskill the landscape industry as part of efforts to grow Singapore into a City in a Garden.

Working together to boost the landscape industry

NParks' Centre for Urban Greenery and Ecology (CUGE) has joined hands with the landscape industry to develop a \$12 million **Landscape Productivity Roadmap** that will boost the capabilities of the workforce as part of efforts to grow Singapore into a City in a Garden. Announced at the annual landscape event **Green Thumbs** on 12 September 2011, the roadmap adopts a comprehensive and holistic approach to enhancing productivity across the industry, with plans for more than 20 initiatives to be implemented progressively from 2011 to 2016.

Some of the initiatives that are being developed under the productivity roadmap include landscape

design guidelines for productive maintenance, landscape maintenance benchmarks, a Landscape Apprenticeship and Mentorship Programme, a Nursery Accreditation Scheme and mechanisation.

Of these, the Landscape Apprenticeship and Mentorship Programme has already seen the first batch of landscape apprentice leaders graduating from its Leaders' Training Course in December 2011. The programme seeks to attract Singaporeans between the ages of 20 and 35 to the landscape industry through a practical "earn as you learn" scheme, with a strong emphasis on mentoring and on-the-job training.



Boosting capabilities

In October 2011, a pioneering group of 14 participants successfully completed the inaugural *Workforce Skills Qualifications (WSQ)* Diploma programme in Landscape Management (Parks, Reserves and Gardens). The programme was specially designed for landscape supervisors and managers in the field of park and reserve management, practitioners aspiring to be *Certified Practising Horticulturists* and *Certified Park Managers* accredited with CUGE, as well as mid-career individuals who wish to move into the specialist field of park and reserve management.

As of December 2011, another 12 landscape professionals have also joined the ranks of Certified Practising Horticulturists in Singapore, bringing the total number of certified professionals here to 104. This marked a significant milestone for the home-grown programme which was launched only in 2008. The certification is the first of its kind in Asia for practising horticulturists to seek recognition of their professional status. The November 2011 intake for the programme also saw another first – the participation of a senior industry delegate from the United Arab Emirates.

CUGE also reaches out beyond the landscape sector to provide customised WSQ training for practitioners in other fields such as facilities management. On 24 February 2012, nine property officers from the Jurong Town Corporation Industrial Properties Division successfully completed a CUGE course leading to the *WSQ Certificate in Landscape Operations*. Through these efforts, CUGE aims to train and impart landscape, arboriculture and horticulture know-how to a wider network of professionals.

Certification continues to be an important step in boosting capabilities and raising the level of professionalism in the landscape industry.





01 Benjamin Lee, NParks' Assistant Director, Conservation (Projects), is a recipient of the Postgraduate Scholarship offered by NParks to expand its talent pool.

02 The Helios Residences was the second prize winner at the Skyrise Greenery Awards 2011, which recognised achievements in incorporating skyrise greenery into architectural designs.

03 NParks also works to raise the skill levels of its specialists. Apart from tree-climbing, arborists are also trained in the use of high-tech equipment to examine the condition of trees.

Building the talent pool

To build up NParks' talent pool, five Undergraduate Scholarships, three Overseas Merit Awards and five Postgraduate Scholarships were presented in 2011 to promising candidates who will return after their studies to contribute to the agency's work. Applications for *NParks' scholarships* are open to 'A' Level students, polytechnic graduates, degree holders and industry practitioners. Suitable in-service staff are also identified for the Postgraduate Scholarships. Recipients of the scholarships and awards pursue their studies in top universities in the United States, United Kingdom and Australia, focusing on areas such as botany, plant sciences and environment management.

CUGE also assisted the landscape industry in building its talent pool by organising a career fair on 4 December 2011. Held at the Singapore Botanic Gardens' Botany Centre, the second edition of *Career Fair @ CUGE* attracted more than 60 members of the public and helped participating employers with 10 job placements.



“Encourage residents to get creative in planting skyrise greenery in their HDB flats.”

Paviythira

City in a Garden public engagement exercise

Adding an international dimension to greening efforts

Four overseas submissions were among the 18 received for *Skyrise Greenery Awards 2011*, which gives recognition to the creative incorporation of skyrise greenery into architectural designs. Presented at Archifest 2011 in October, the awards were organised by NParks and Singapore Institute of Architects to encourage the integration of horizontal and vertical greenery in buildings. Top prizes went to “Hanging Garden in CBD” at 158 Cecil Street Singapore, The Helios Residences and myVillage. Other projects which came in for honourable mention included 6 Battery Road A&A Upgrading Works – Vertical Garden, Mapletree Business City, Treelodge@Punggol and Universal Studios Singapore (Resorts World Sentosa).

To promote the arborist profession and foster deeper relationships between arborists in the region, Singapore hosted the *Asia Pacific Tree Climbing Championship* for the first time in June 2011. The event, jointly organised by CUGE and the Singapore Arboriculture Society, was held at the Esplanade Park. The championship saw 23 representatives from Australia, Hong Kong, Nepal, New Zealand and Singapore gathering to compete in the categories of Aerial Rescue, Footlock, Throwline, Work Climb and Speed Climb. James Kilpatrick from New Zealand broke the world Footlock record enroute to winning the men’s category, while Kiah Martrin from Australia emerged as the top woman climber.



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Radiance Of A Tree

Kwok Ling Yi Samantha, 15
Raffles Girls’ School (Secondary)



The Colours Of Life

Nor Zahirah Binte Zainuddin, 16
Pasir Ris Secondary School

Walking the talk

When it comes to championing the causes of conservation, biodiversity and wider social responsibility, the staff at NParks have again demonstrated their commitment to walking the talk.

Hort Champs (NParks' horticulture champions) helped provide informal or on-the-job transfer of knowledge to colleagues who are not horticulture-trained, through inter-divisional activities such as species reintroduction at Labrador Nature Park on 6 October 2011 and a nursery tour on 19 October 2011.

More than 500 NParks officers also took part in a native tree planting event jointly organised by the **Staff Well-Being Committee** and Gardens by the Bay.

About 200 native tree species were planted at the event, which took place at the Gardens' Fragile Forest on 20 October 2011. The highlight of the day was the planting of a 15-metre tall *Koompassia excelsa*.

NParks staff were also out in strength for **Corporate Kindness Day** on 12 January 2012. More than 200 staff visited 12 charity homes for the elderly, disabled, children and animals. The staff were involved in various activities such as Chinese New Year craft-making with the elderly, an excursion to HortPark with autistic young adults, baking cookies with children and spring cleaning for animal homes.





02

- 01 Corporate Kindness Day provided opportunities for NParks staff to give back to the community.
- 02 NParks staff planted trees at the Fragile Forest at Gardens by the Bay.
- 03 Children were introduced to nature through potting activities conducted by NParks staff on Corporate Kindness Day.



Trees Protect Us
Li An Qi, 12
Nanyang Primary School



03



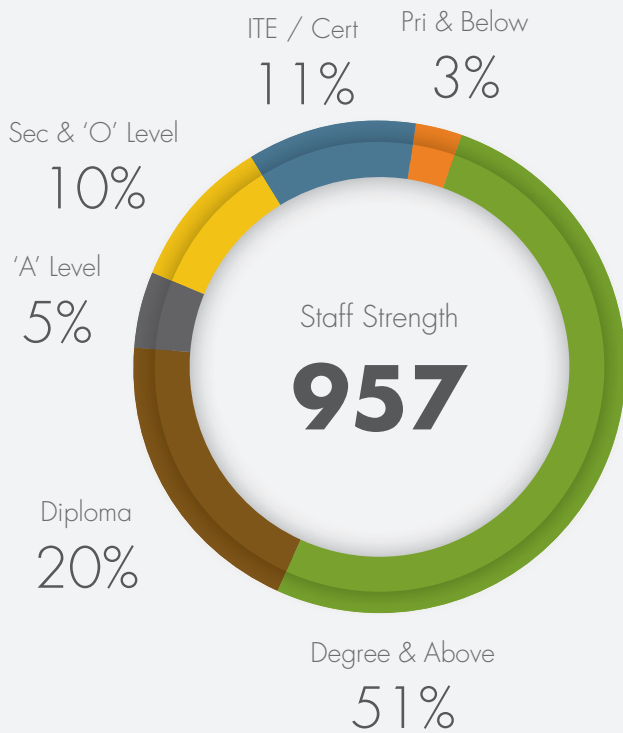
Trees For Life
Deborah Ng Jing Ting, 9
Nanyang Academy of Fine Arts



Cartoonish Trees
Kjell Steeman, 13
Genesis School for Special Education

Facts and Figures

FY2011



Degree & Above	492
Diploma	187
'A' Level	48
Sec & 'O' Level	96
ITE / Cert	106
Pri & Below	28
GRAND TOTAL	957

As of 31 March 2012

Bedok Reservoir Park



National Day Awards

Dr Lena Chan , Director <i>National Biodiversity Centre</i>	Public Administration Medal (Silver)
Mr Koh Soon Kiong , Curator <i>Istana, Conservation</i>	Public Administration Medal (Bronze)
Mr Oh Cheow Sheng , Director <i>Streetscape</i>	Public Administration Medal (Bronze)
Mr Abdul Hamid bin Mohd , Assistant Director <i>Landscaping & Arboriculture, Streetscape</i>	Commendation Medal
Ms Poh Joo Nam , Assistant Curator <i>Istana, Conservation</i>	Commendation Medal
Mr Tan Chin Peng , Section Head <i>GIS, Streetscape</i>	Commendation Medal
Mdm Mao Hwee Lan , Personal Assistant <i>Parks 1</i>	Efficiency Medal
Ms Ow Siew Ngim , Senior Manager <i>Streetscape West, Streetscape</i>	Efficiency Medal

Long Service Medals

Ms Camelia H Marican , Manager <i>Singapore Garden Festival, Singapore Botanic Gardens</i>	Long Service Medal
Mr Yeo Meng Tong , Director <i>Parks Development</i>	Long Service Medal

Awards and Accolades

Excellent Service Award 2011	8 Star, 4 Gold, 12 Silver
PS21 Star Service Award 2011	1
PS21 ExCEL Convention 2011	Best PS21 Project (Gold)
MND Minister's Award (Team) 2011	1
ISO 9001:2008	
ISO 14001:2004	
Share Awards 2011	Gold
Total Defence Awards 2011	Meritorious Defence Partner Award (MDPA)

Facts and Figures

FY2011

Regional Parks Managed by NParks

	Area (ha)		
Admiralty Park	25.67	Kranji Reservoir & Fishing Grounds	9.00
Ang Mo Kio Town Garden East	4.94	Labrador Nature Reserve (Labrador Park and Nature Reserve)	25.44
Ang Mo Kio Town Garden West	20.63	Lower Peirce Reservoir	6.00
Bedok Reservoir Park	42.39	Lower Seletar Reservoir Park	3.30
Bedok Town Park	14.62	MacRitchie Reservoir Park	12.00
Bishan-Ang Mo Kio Park	62.00	Marina Promenade	15.10
Bukit Batok Nature Park	35.74	Mount Faber Park	56.46
Bukit Batok Town Park – Little Guilin	42.16	One-north Park	3.39
Bukit Timah Nature Reserve	162.64	Pasir Ris Park	73.02
Central Catchment Nature Reserve	455.00	Pasir Ris Town Park	12.76
Changi Beach Park	31.11	Pearl's Hill City Park	8.48
Choa Chu Kang Park	5.00	Pulau Ubin Recreation Area	649.94
Clementi Woods Park	11.73	Punggol Park	16.21
Coney Island	46.64	Punggol Waterway Park	12.30
Dairy Farm Nature Park	75.32	Sembawang Park	15.48
Duxton Plain Park	1.80	Sengkang Riverside Park	20.70
East Coast Park	209.60	Singapore Botanic Gardens	64.04
Empress Place	1.50	Sungei Buloh Wetland Reserve	164.61
Esplanade Park	2.40	Sun Plaza Park	9.58
Fort Canning Park	19.74	Tampines Eco Green	36.50
Hindhede Nature Park	10.39	Telok Ayer Green	0.13
Hong Lim Park	1.26	Telok Blangah Hill Park	34.19
HortPark	23.50	Tiong Bahru Park	3.00
Istana Park	1.30	Toa Payoh Town Park	4.78
Jurong Central Park	7.18	Upper Peirce Reservoir	12.00
Kallang Riverside Park	4.81	Upper Seletar Reservoir	15.00
Kent Ridge Park	46.52	War Memorial Park	1.64
Kim Seng Park	0.90		
Kranji Nature Trail	38.45		

West Coast Park	50.00
Windsor Interim Green	60.00
Woodlands Town Garden	10.94
Woodlands Waterfront Park	11.22
Yishun Park	14.15
Zhenghua Park	13.50
Total	2,849.80

Total Number of Parks

Regional parks	62
Neighbourhood parks	254
Park connectors*	46
Total	362

Total Area Maintained

	Area (ha)
Parks (Regional parks**, neighbourhood parks and park connectors)	2,300.02
Nature reserves	3,347
Istana and Parliament House grounds	42
Roadside greenery	2,656
Vacant state land	1,492
Government premises	9
Total	9,846.02

* The total mileage of the park connectors maintained is 209 kilometres as of 31 March 2012.

** 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'.

Toa Payoh Town Park



Facts and Figures

FY2011

CUGE Training Programmes

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.

Number of Training Places

International Briefings/Overseas Executive Programmes	1,173
Seminars, Workshops & Professional Speaker Series	2,808
WSQ Courses	3,251
Certification Programmes	111
Total	7,343

Workforce Skills Qualification (WSQ) Courses

WSQ Certificate in Landscape Operations

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 Diploma in Landscape Management (Parks, Reserves and Gardens)

East Coast Park



Professional Certification Programmes

Certified Arborist Programme
Certified Arborist Municipal Specialist Programme
Certified Park Manager Programme
Certified Playground Safety Inspector Programme
Certified Practising Horticulturist Programme

Seminars / Professional Speaker Series / Workshops

MND Urban Sustainability R&D Congress – Urban Ecology Track
2nd Water Sensitive Urban Landscape Seminar
Ecological Guidelines for Aquatic Systems Seminar
Trees Sensitive Urban Design Seminar
3rd Regional Turf Seminar
Earth Control Measures Seminar
Standards on Planting Media
High Rise Green Building Irrigation
Integrating Environmental Infrastructure into Place Making
WSUD Landscape and Ecology Workshop
Tropical Turfgrass Identification, Uses & Requirements
2nd International Landscape Productivity Seminar
What is Tree Biomechanics and Why Should I Care?
5th Regional Arbo Seminar
NParks Legislation & Enforcement Management Course
Social and Therapeutic Horticulture Workshop
Landscape Safety Orientation Course
Ecological Habitats: Freshwater Habitat

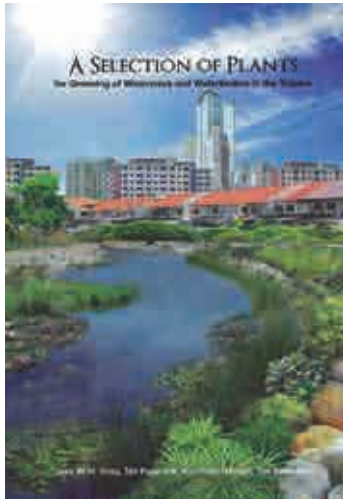
Basic Nature Interpretation Course
The Living Gardens: Native Plants
Water Quality Monitoring Workshop
Ecological Habitats: Mangrove
The Living Gardens: Creating Dragonfly-Friendly Habitat
Requirements for Biodiversity Impact Assessment in Singapore
Slope Protection and Maintenance Course
The Living Gardens: Managing Bees and Wasps
Plant Health and Pest Management
Plant Diversity and Nomenclature – Part 1
Plant Diversity and Nomenclature – Part 2
Edible Landscaping – Creating Landscapes with Edible Plant Species
Truck Mounted Aerial Lift Refresher Training and Re-certification
Land Surveying Appreciation Course
Seminar on Safe Design for Skyrise Greenery
Advanced Hands-On Tree Pruning Workshop
Messing Up Old Trees with Pruning and Other Interventions
Professional Speaker Series: The Softer Side of Sustainability (Martha Schwartz)
Professional Speaker Series: Innovative Biological Products as Sustainable Alternatives to Chemicals for the Environment (Dr Yannick Bidon)

International Briefings and Overseas Executive Programmes

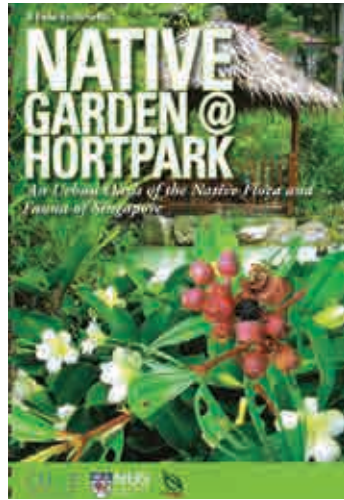
CUGE Overseas Executive Programme
CUGE Overseas Executive Programme (conducted in Chinese)
Briefings for Overseas Delegates

For more information on CUGE courses, programmes and workshops, visit www.cuge.com.sg.

Publications



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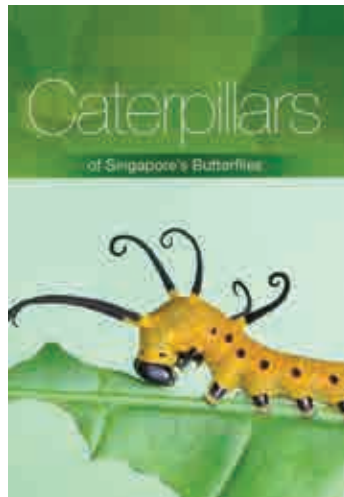
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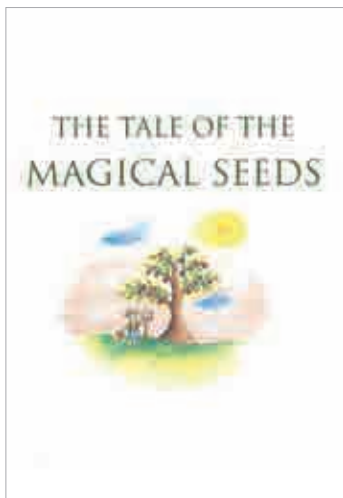
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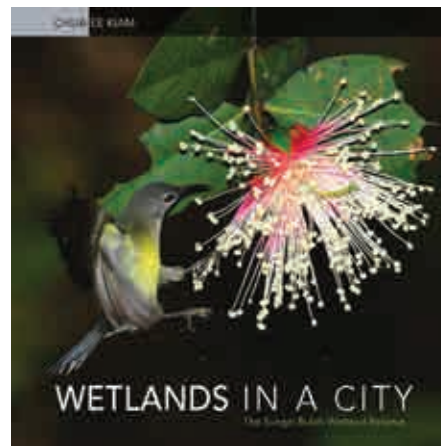
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Books

- 01 A Selection of Plants for Greening of Waterways and Waterbodies in the Tropics
By Dr Jean W.H. Yong, Dr Tan Puay Yok, Nor Hafiz Hassan, Dr Tan Swee Ngim
- 02 Native Garden @ HortPark
By Dr Tan Puay Yok, Dr Richard T. Corlett, Dr Hugh T.W. Tan
- 03 The Ginger Garden
By Dr Jana Leong-Škornicková and Dina Gallick
- 04 Tropical Gardeners' Guide to Healthy Plants
By Dr Pim Sanderson, Dr Fong Yok King, Daniel Burcham
- 05 Caterpillars of Singapore's Butterflies
By Horace Tan and Khew Sin Khoon
- 06 Our Fragile Rainforest
By Dr Leong Tzi Ming and James Gan
- 07 The Tale of the Magical Seeds
By Dr Chin See Chung
- 08 Migratory Birds of Sungei Buloh Wetland Reserve
By James Gan, Mendis Tan, David Li
- 09 Wetlands in a City
By Dr Chua Ee Kiam

Journals

- 10 The Gardens' Bulletin Singapore

CUGE Standards

- 11 CS E05:2012, Guidelines on Waterproofing for Rooftop Greenery
- 12 CS E06:2012, Guidelines on Irrigation for Rooftop Greenery
- 13 CS E07:2012, Guidelines on General Maintenance for Rooftop Greenery

Periodicals

- 14 Gardenwise
- 15 CITYGREEN
The CUGE publication CITYGREEN won the Award of Excellence under the Green Magazine/Journal category in APEX 2012 (24th Annual Awards for Publication Excellence). It was also one of the five finalists for the MPAS Award (Magazine Publishers' Association of Singapore), under the Trade Magazine category.

These publications are available for sale at The Library Shop and The Garden Shop at the Singapore Botanic Gardens. Visit www.sbg.org.sg for opening hours and contact information.

Corporate Governance

FY2011

Board Members

NParks is overseen by a Board, comprising 10 members currently. The current Chairman is Mrs Christina Ong. All are non-executive members, except for the Chief Executive Officer of NParks, Mr Poon Hong Yuen. 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 input and guidance on matters relating to NParks' parks and infrastructure development programmes and establishment.
- Approve NParks' tenders (as members of the relevant Tenders Boards).
- The Board has established four committees – the Human Resource and Compensation Committee, the Audit Committee, the Operations Risk Committee, and the Garden City Fund Management Committee – to assist it in carrying out its duties.

The Human Resource (HR) and Compensation Committee's role is to review key HR policies and provide strategic oversight of key HR risks. The Audit Committee ensures a high standard of corporate governance, through independent reviews of internal controls and financial reporting processes and financial risks. The Committee also reviews the audited financial statements, 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 for the 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 2012 was Deloitte & Touche. The auditor 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, proper accounting records are maintained, and that financial information is reliable. The overall control framework includes:

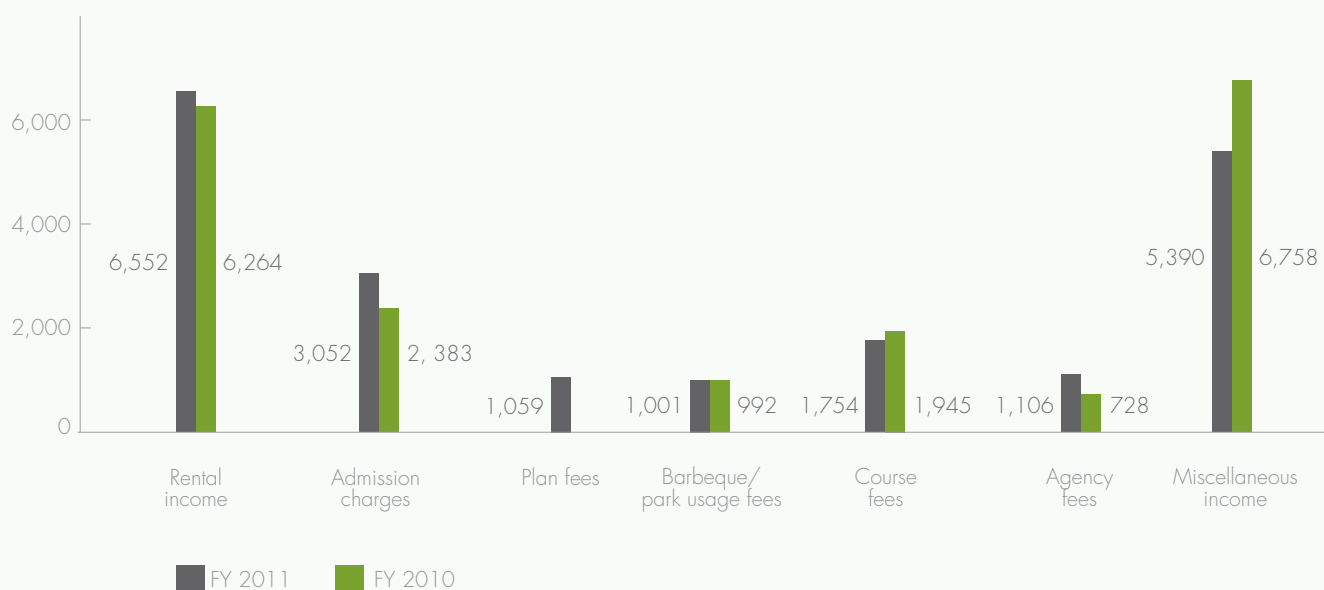
- An organisation structure with clearly defined authority and delegation limits and reporting mechanisms to higher levels of management and to the Board;
- An annual budgeting and quarterly financial reporting system for all operating units that enables progress against annual plans and objectives to be monitored, and vacancies to be acted upon;
- 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.

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 \$19.9 million. The 4% increase over last year's income was mainly due to a new revenue stream brought about by the introduction of plan fees.

Income for FY 2011 & 2010

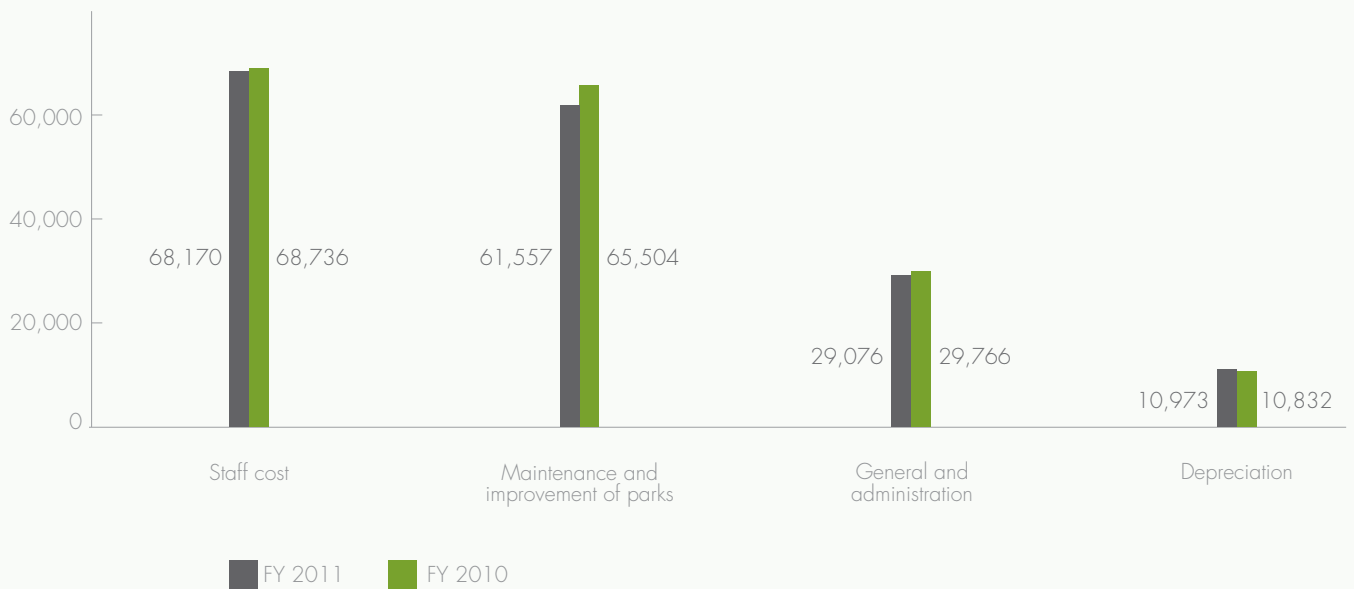


Income	FY 2011 \$ '000	FY 2010 \$ '000	Increase/(Decrease) \$ '000	% Change
Rental income	6,552	6,264	288	5
Admission charges	3,052	2,383	669	28
Plan fees	1,059	-	1,059	100
Barbeque/park usage fees	1,001	992	9	1
Course fees	1,754	1,945	(191)	(10)
Agency fees	1,106	728	378	52
Miscellaneous income	5,390	6,758	(1,368)	(20)
	19,914	19,070	844	4

Operating Expenditure

The Board's expenditure for the year was \$169.8 million. The 3% decrease over the last year's expenditure was mainly due to the decrease in cost of maintenance and improvements of parks.

Operating Expenditure



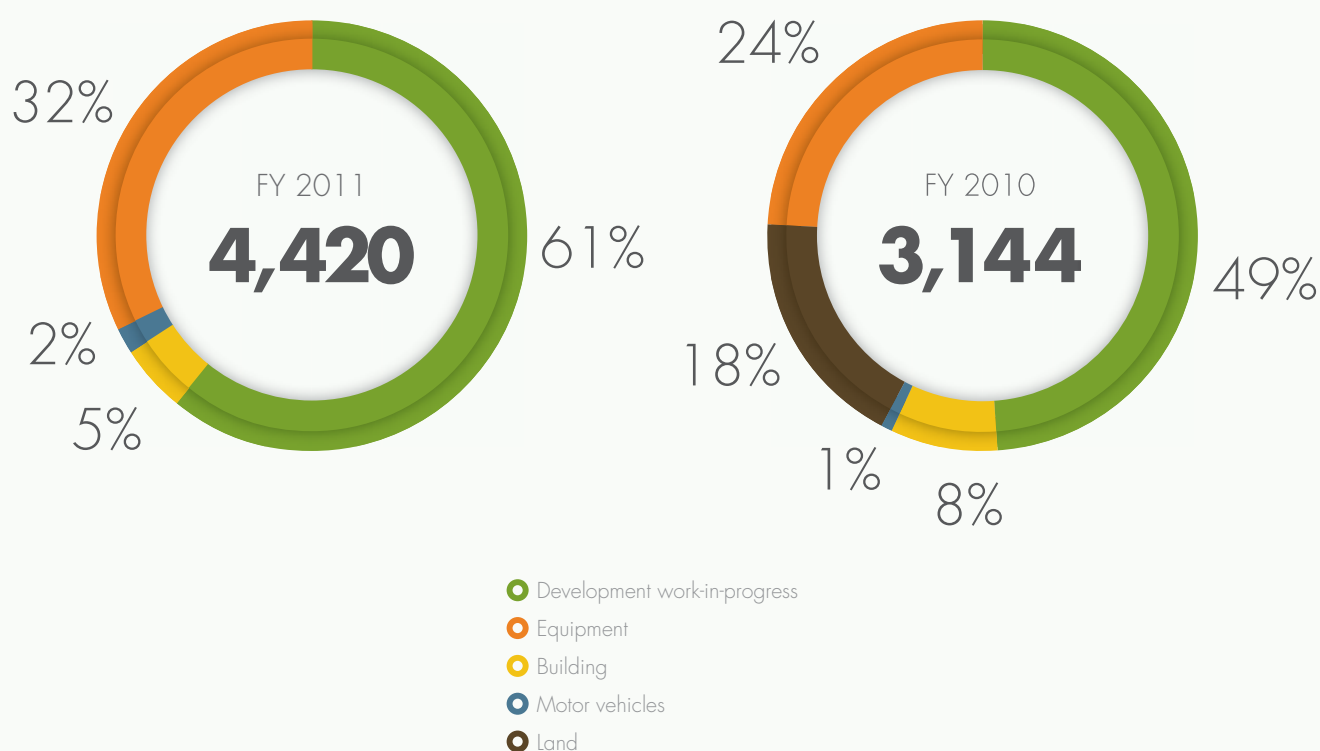
	FY 2011	FY 2010	Increase/(Decrease)	
Operating Expenditure	\$ '000	\$ '000	\$ '000	% Change
Staff cost	68,170	68,736	(566)	(1)
Maintenance and improvement of parks	61,557	65,504	(3,947)	(6)
General and administration	29,076	29,766	(690)	(2)
Depreciation	10,973	10,832	141	1
	169,776	174,838	(5,062)	(3)

Financial Review

Capital Expenditure

The Board's capital expenditure for the year was \$4.4 million. The increase in capital expenditure was mainly due to the development of IT system and building improvement work in Singapore Botanic Gardens.

Capital Expenditure for FY 2011 & FY 2010

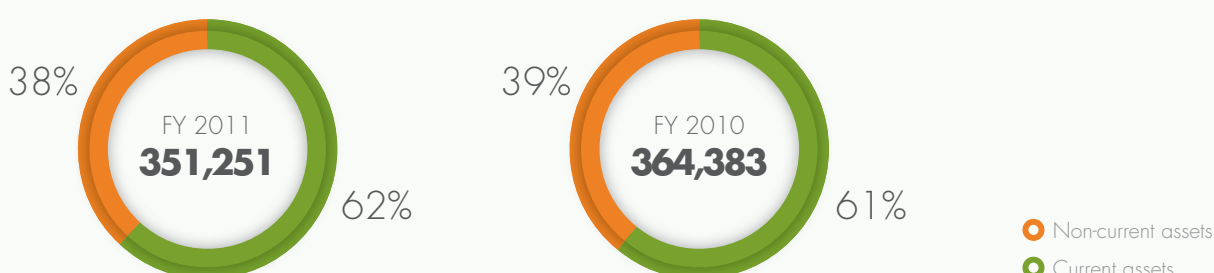


Capital Expenditure	FY 2011	FY 2010	Increase/(Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Land	-	566	(566)	(100)
Building	200	249	(49)	(20)
Equipment	1,404	753	651	86
Motor vehicles	102	38	64	168
Development work-in-progress	2,714	1,538	1,176	76
	4,420	3,144	1,276	41

Financial Position

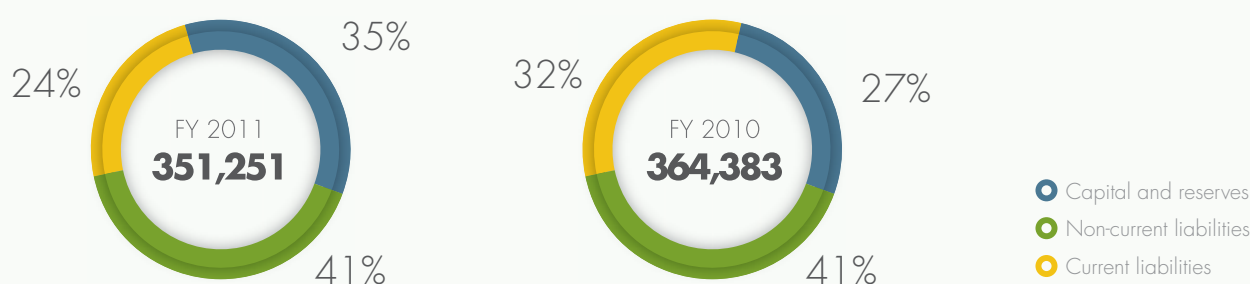
As at 31 March 2012, the Board's total assets stood at \$351.3 million, a decrease of 4% over last year. Non-current assets and current assets represent 38% and 62% of total assets respectively. Non-current assets consisted mainly of leasehold land and buildings and structures at Singapore Botanic Gardens and Fort Canning Park. Capital and reserves stood at \$123.3 million, while current and non-current liabilities stood at \$85.6 million and \$142.3 million respectively.

Total Assets



	FY 2011	FY 2010	Increase/(Decrease)	
Assets	\$' 000	\$' 000	\$' 000	% Change
Non-current assets	134,247	141,086	(6,839)	(5%)
Current assets	217,004	223,297	(6,293)	(3%)
	351,251	364,383	(13,132)	(4%)

Total Liabilities and Equity



	FY 2011	FY 2010	Increase/(Decrease)	
Equity and Liabilities	\$' 000	\$' 000	\$' 000	% Change
Capital and reserves	123,291	97,357	25,934	27%
Non-current liabilities	142,319	148,999	(6,680)	(4%)
Current liabilities	85,641	118,027	(32,386)	(27%)
	351,251	364,383	(13,132)	(4%)

Financial Statements

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Statement by National Parks Board

In our opinion,

- (a) the accompanying financial statements of National Parks Board ("NParks") and its subsidiary (the "Group"), set out on pages 60 to 84 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 2012, 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, required by the Act to be kept by NParks, have been properly kept in accordance with the provisions of the Act; 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



Mrs Christina Ong
Chairman



Poon Hong Yuen
Chief Executive Officer

Singapore
Date: 24 July 2012

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 2012, the statements of 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 notes, as set out on pages 60 to 84.

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.

Opinion

In our opinion, the consolidated financial statements of the Group and the statement of financial position and statement of 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 2012, 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.

Other matters

The consolidated financial statements of the Group and the statement of financial position and statement of comprehensive income of NParks for the year ended 31 March 2011 were audited by another auditor who expressed an unmodified opinion on those statements on 20 July 2011.

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.

Auditor's 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-compliances 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.

Opinion

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 in accordance with the provisions of the Act.

Deloitte + Touche LLP

Public Accountants and
Certified Public Accountants

Singapore
Date: 24 July 2012

Statement of Financial Position

As at 31 March 2012

Assets	Note	Group		NParks	
		2011/2012 \$	2010/2011 \$	2011/2012 \$	2010/2011 \$
Current assets					
Cash and cash equivalents	6	156,689,542	213,282,883	156,378,085	213,177,384
Trade receivables	7	2,791,662	3,368,600	2,706,121	3,240,220
Other receivables	8	57,914,950	6,856,047	57,913,350	6,854,447
Inventories		6,519	25,017	6,519	25,017
Total current assets		217,402,673	223,532,547	217,004,075	223,297,068
Non-current assets					
Trade receivables	7	1,680,000	1,680,000	1,680,000	1,680,000
Property, plant and equipment	10	132,567,296	139,406,223	132,567,296	139,406,223
Investments in subsidiary	9	–	–	2	2
Total non-current assets		134,247,296	141,086,223	134,247,298	141,086,225
Total assets		351,649,969	364,618,770	351,251,373	364,383,293
Liabilities and equity					
Current liabilities					
Trade and other payables	12	54,906,940	62,800,246	54,889,604	62,786,082
Provision for pension costs	13	504,654	70,000	504,654	70,000
Government grants	11	24,478,892	48,803,540	24,478,892	48,803,540
Deferred revenue	14	83,333	250,604	83,333	250,604
Contribution to consolidated fund	15	5,684,945	6,117,121	5,684,945	6,117,121
Total current liabilities		85,658,764	118,041,511	85,641,428	118,027,347
Non-current liabilities					
Deferred capital grants	16	132,567,284	139,406,207	132,567,284	139,406,207
Deferred revenue	14	3,663,945	3,395,278	3,663,945	3,395,278
Provision for pension costs	13	6,087,726	6,197,380	6,087,726	6,197,380
Total non-current liabilities		142,318,955	148,998,865	142,318,955	148,998,865
Capital and other funds					
Capital account	17	4,528,275	4,528,275	4,528,275	4,528,275
Share capital	18	1,000	1,000	1,000	1,000
Accumulated surplus		89,314,593	67,137,750	88,933,333	66,916,437
Sinking fund	19	29,828,382	25,911,369	29,828,382	25,911,369
Total capital and other funds		123,672,250	97,578,394	123,290,990	97,357,081
Total liabilities and equity		351,649,969	364,618,770	351,251,373	364,383,293
Net assets of Garden City Fund	20	16,516,478	10,999,013	16,516,478	10,999,013
Net assets of National Productivity Fund	21	562,502	–	562,502	–

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

Statement of Comprehensive Income

Year ended 31 March 2012

	Note	Group		NParks	
		2011/2012	2010/2011	2011/2012	2010/2011
		\$	\$	\$	\$
Operating income					
Rental income		6,551,680	6,264,380	6,551,680	6,264,380
Admission charges		3,052,099	2,382,893	3,052,099	2,382,893
Plan fees		1,059,400	–	1,059,400	–
Fines and forfeitures		1,132,116	3,497,315	1,132,116	3,497,315
Agency fees		1,106,306	727,796	1,106,306	727,796
Interest income		986,668	439,737	986,668	439,737
Miscellaneous income	22	6,219,310	5,874,554	6,025,244	5,757,739
		20,107,579	19,186,675	19,913,513	19,069,860
Operating expenditure					
Staff costs	23	(68,170,454)	(68,735,977)	(68,170,454)	(68,735,977)
Maintenance and improvements of parks		(61,556,759)	(65,504,376)	(61,556,759)	(65,504,376)
General and administrative expenses		(29,109,629)	(29,782,342)	(29,075,510)	(29,766,180)
Depreciation of property, plant and equipment	10	(10,972,961)	(10,831,543)	(10,972,961)	(10,831,543)
Deficit from operations					
	24	(149,702,224)	(155,667,563)	(149,862,171)	(155,768,216)
Government operating grants	11	169,630,291	176,825,089	169,630,291	176,825,089
Other grants:					
– government agencies	11	2,413,779	3,768,524	2,413,779	3,768,524
– non-government		–	173,262	–	173,262
Deferred capital grants amortised	16	11,258,955	10,984,407	11,258,955	10,984,407
Surplus before contribution to consolidated fund					
		33,600,801	36,083,719	33,440,854	35,983,066
Contribution to consolidated fund	15	(5,684,945)	(6,117,121)	(5,684,945)	(6,117,121)
Surplus representing total comprehensive income for the year					
		27,915,856	29,966,598	27,755,909	29,865,945

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

Statement of Changes in Equity

Year ended 31 March 2012

Group	Capital account \$	Share capital \$	Accumulated surplus \$	Sinking fund \$	Total \$
At 1 April 2010	4,528,275	1,000	46,507,241	16,575,280	67,611,796
Net surplus for the year, representing total comprehensive income for the year	–	–	29,966,598	–	29,966,598
Transfer from accumulated surplus to sinking fund (Note 19)	–	–	(9,336,089)	9,336,089	–
At 31 March 2011	4,528,275	1,000	67,137,750	25,911,369	97,578,394
Net surplus for the year, representing total comprehensive income for the year	–	–	27,915,856	–	27,915,856
Transfer from accumulated surplus to sinking fund (Note 19)	–	–	(3,917,013)	3,917,013	–
Dividends (Note 25)	–	–	(1,822,000)	–	(1,822,000)
At 31 March 2012	4,528,275	1,000	89,314,593	29,828,382	123,672,250

NParks

At 1 April 2010	4,528,275	1,000	46,386,581	16,575,280	67,491,136
Net surplus for the year, representing total comprehensive income for the year	–	–	29,865,945	–	29,865,945
Transfer from accumulated surplus to sinking fund (Note 19)	–	–	(9,336,089)	9,336,089	–
At 31 March 2011	4,528,275	1,000	66,916,437	25,911,369	97,357,081
Net surplus for the year, representing total comprehensive income for the year	–	–	27,755,909	–	27,755,909
Transfer from accumulated surplus to sinking fund (Note 19)	–	–	(3,917,013)	3,917,013	–
Dividends (Note 25)	–	–	(1,822,000)	–	(1,822,000)
At 31 March 2012	4,528,275	1,000	88,933,333	29,828,382	123,290,990

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

Consolidated Statement of Cash Flows

Year ended 31 March 2012

	2011/2012 \$	2010/2011 \$
Operating activities		
Deficit before contribution to consolidated fund	(149,702,224)	(155,667,563)
Adjustments for:		
Depreciation of property, plant and equipment	10,972,961	10,831,543
(Gain) loss on disposal of property, plant and equipment	(155,356)	66,058
Defined benefits obligations	325,000	(532,620)
Amortisation of lease premium received in advance	(83,333)	(83,333)
Interest income	(986,668)	(439,737)
Operating cash flow before movement in working capital	(139,629,620)	(145,825,652)
Inventories	18,498	(25,017)
Trade and other receivables	(6,744,967)	35,629
Trade and other payables	(8,684,572)	(5,068,935)
Deferred revenue	352,000	–
Amounts due from MND	(1,065,727)	36,405,518
Amounts due from Garden City Fund	(165,560)	258,879
Amounts due from other government agencies	(18,269,629)	(1,714,929)
Cash used in operating activities	(174,189,577)	(115,934,507)
Contribution to consolidated fund paid	(6,117,121)	(6,761,453)
Cash flows used in operating activities	(180,306,698)	(122,695,960)
Investing activities		
Proceeds from disposal of property, plant and equipment	441,354	2,636
Purchase of property, plant and equipment	(4,420,032)	(3,143,595)
Interest received	936,215	327,763
Net cash used in investing activities	(3,042,463)	(2,813,196)
Financing activities		
Grants received	128,577,820	198,709,225
Dividends paid	(1,822,000)	–
Net cash from financing activities	126,755,820	198,709,225
Net (decrease) increase in cash and cash equivalents	(56,593,341)	73,200,069
Cash and cash equivalents at beginning of the year	213,282,883	140,082,814
Cash and cash equivalents at end of the year (Note 6)	156,689,542	213,282,883

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

Notes to the Financial Statements

1 General

National Parks Board ("NParks") is a statutory board 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 259569.

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 2012 were authorised for issue by members of the Board on 24 July 2012.

2 Summary of significant accounting policies

Basis of accounting and adoption of new and revised standards – The financial statements are 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.

In the current financial year, the Group has adopted all the new and revised SB-FRSs, INT SB-FRS and SB-FRS Guidance Notes that are relevant to its operations and effective for annual periods beginning on or after 1 April 2011. The adoption of these new/revised 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 except as disclosed below:

SB-FRS 24 (Revised) Related Party Disclosures

SB-FRS 24 (Revised) Related Party Disclosures is effective for the Group with effect from 1 April 2011. The revised standard clarifies the definition of a related party and consequently additional parties may be identified as related to the Group.

The Group was previously exempted from disclosure of transactions and outstanding balances with other state-controlled entities under the previous SB-FRS 24 Related Party Disclosures. During the financial year, with the revised standard, the changes to related party disclosures has been applied retrospectively with restatement of the comparative information as set out in Note 5 to the financial statements.

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 at the date of authorisation of these financial statements but not effective until future periods will have no material impact on the financial statements 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 subsidiaries). Control is achieved where NParks has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with those used by other members of the Group.

All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

In NParks's 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 of 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. Income and expenses are recognised on an effective interest basis for debt instruments.

Financial assets

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 recognition of interest would be immaterial.

Impairment of financial assets

Financial assets 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.

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 expense.

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 loss was recognised, the previously recognised impairment loss is reversed through income or expense to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment loss 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.

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of significant direct issue costs.

Financial liabilities

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Derecognition of financial liabilities

The Group recognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

Leases – Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

The Group as lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Notes to the Financial Statements

The Group as lessee

Rentals payable under operating leases are charged to income or expense on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Inventories – Inventories are stated at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out method, and includes expenditure incurred in acquiring the inventories. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

Property, plant and equipment – Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost of property, plant and equipment over their estimated useful lives, using the straight-line method on the following bases:

Leasehold land	–	Over the lease periods of 87 to 93 years
Buildings, structures, capital and other improvements	–	20 years
Office equipment, furniture and fittings	–	5 to 10 years
Laboratory and gardening equipment	–	7 years
Motor vehicles	–	8 to 10 years

Construction-in-progress included in property, plant and equipment is not depreciated as these assets are not available for use. Fully depreciated assets still in use are retained in the financial statements.

The estimated useful lives, residual values and depreciation method of property, plant and equipment are reviewed at the end of each reporting period with the effect of any changes in estimates accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the income or expense in the year the asset is derecognised.

Impairment of non-financial 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 pre-tax 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 income 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.

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 (PRD) to NParks in June 1990 and July 1996 amounting to \$4,528,275 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 recognized 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.

Fines and forfeitures

Fines and forfeitures 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 recognized 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.

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. Fines collected from contractors whose work resulted in damage to trees and plants are recognised upon issuance of the notice of offence.

Notes to the Financial Statements

Retirement benefits costs – Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. 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 the statement of financial position in accordance with the Pensions Act (Cap. 225, 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 ("PUC") actuarial method. Under the PUC method, a "projected accrued benefit" is calculated for each benefit. For all active members of the scheme, the "projected accrual benefit" is based on the scheme's accrual 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 benefits". 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. Any actuarial gain or loss arising from the valuation of pension provision is immediately recognised in income or expenditure under staff costs.

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 13(1)(e) 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 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.

Cash and cash equivalents in the statement of cash flows – Cash and cash equivalents comprise cash at bank and demand deposits that are readily convertible to a known amount of cash and are subject to an 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 of and impairment loss on property, plant and equipment

The cost of property, plant and equipment are depreciated on a straightline 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 he was in the government services as compared with his service with the Group up to his 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 1 April 2010 and this has been updated on an approximate basis to 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 necessarily borne out in practice. The present value of the liabilities is derived from cash flows projections 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:

	Group		NParks	
	2011/2012	2010/2011	2011/2012	2010/2011
	\$	\$	\$	\$
Financial assets				
Loans and receivables (including cash and cash equivalent)	215,193,446	224,686,627	214,796,198	224,452,498
Financial liabilities				
At amortised cost	54,906,940	62,800,246	54,889,604	62,786,082

(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.

(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. These deposits are with short-term maturities and there are no other significant interest-earning assets (except for a non-current trade receivable with fixed interest rate as disclosed in Note 7) 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. The Group does not have any interest-bearing financial liabilities.

Notes to the Financial Statements

(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:

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
MND		
Services and expenses paid	148,070	20,482
Expenses paid on behalf	535,642	433,359
Services rendered	14,188	2,094
Revenue collected on behalf	22,787,761	18,487,164
Development expenditure paid on behalf		
– Gardens by the Bay	–	141,808,029
– Other state projects	44,148,190	50,906,567
Grants received/receivable	190,987,537	179,427,014

	Group and NParks	
	2011/2012 \$	2010/2011 \$
Other Ministries and Statutory Boards		
Services and expenses paid to other ministries	45,510	107,833
Services and expenses paid to other statutory boards	6,673,682	5,551,468
Services rendered to other ministries	255,564	470,823
Services rendered to other statutory boards	251,004	178,871
Expenses paid on behalf of other ministries	142,504	51,914
Expenses paid on behalf of other statutory boards	6,541,174	5,770,296
Development expenditure paid on behalf of other statutory boards		
– Gardens by the Bay	272,630,417	152,804,191
– Other projects	6,930,591	601,218
Computer and IT related expenses	3,453,511	1,488,901
Minimum lease payments under operating leases recognized as an expense	149,700	149,700
Garden City Fund		
Expenses paid to Garden City Fund	15,880	24,286
Donations received	–	112,000

Compensation of key management personnel

The remuneration of key management personnel during the financial year were as follows:

	Group and NParks	
	2011/2012 \$	2010/2011 \$
Short-term employee benefits	2,260,727	2,297,143

6 Cash and cash equivalents

	Group		NParks	
	2011/2012 \$	2010/2011 \$	2011/2012 \$	2010/2011 \$
Cash at bank	10,544,250	454,506	10,232,793	349,007
Deposits with AGD ⁽ⁱ⁾	146,145,292	212,620,084	146,145,292	212,620,084
Deposits with banks ⁽ⁱⁱ⁾	–	208,293	–	208,293
	156,689,542	213,282,883	156,378,085	213,177,384

⁽ⁱ⁾ With effect from financial year 2009/2010, Statutory Boards are to participate in the Centralised Liquidity Management by the AGD under AGD Circular 4/2009. Deposits, which are interest-bearing, are centrally managed by AGD and are available to the statutory board upon request and earns interest at the average rate of 0.66% (2010/2011 : 0.56%) per annum.

⁽ⁱⁱ⁾ In the previous financial year, short-term fixed deposits are made for varying periods of up to 1 year depending on the immediate cash requirements of the Group, and earn interest at the average deposit rates of 0.28% per annum. The fixed deposits are easily convertible to cash upon request by the Group.

Notes to the Financial Statements

7 Trade receivables

	Group		NParks	
	2011/2012 \$	2010/2011 \$	2011/2012 \$	2010/2011 \$
Not past due and not impaired	1,508,045	1,381,053	1,495,630	1,381,053
Past due but not impaired ⁽ⁱ⁾ :	2,963,617	3,667,547	2,890,491	3,539,167
< 1 months	484,155	1,094,382	484,155	1,094,382
1 months to 4 months	259,841	407,365	186,715	278,985
> 4 months	2,219,621	2,165,800	2,219,621	2,165,800
Impaired receivables	2,345,488	2,302,352	2,345,488	2,302,352
Less: Allowance for impairment	(2,345,488)	(2,302,352)	(2,345,488)	(2,302,352)
Total	4,471,662	5,048,600	4,386,121	4,920,220
Represented by:				
Current portion	2,791,662	3,368,600	2,706,121	3,240,220
Non-current portion	1,680,000	1,680,000	1,680,000	1,680,000
Total	4,471,662	5,048,600	4,386,121	4,920,220

The credit period on rendering of services is 30 days (2010/2011 : 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.

A majority of the Group's receivables that are neither past due nor impaired are creditworthy counterparties with good track record of credit history. Except for the non-current trade receivables, there are no customers who represent more than 5% of the total balance of trade receivables.

In determining the recoverability of a receivable the Group considers any change in the credit quality of the receivable from the date credit was initially granted up to the reporting date. Credit risk is limited due to management's on-going evaluation of the creditworthiness of the Group's customers and that majority of the Group's trade receivables are within their expected cash collection cycle.

⁽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:

	Group and NParks	
	2011/2012 \$	2010/2011 \$
Balance at beginning of the year	2,302,352	2,302,352
Increase in allowance recognized in income or expense	43,136	—
Balance at end of the year	2,345,488	2,302,352

8 Other receivables

	Group		NParks	
	2011/2012	2010/2011	2011/2012	2010/2011
	\$	\$	\$	\$
Other receivables				
– MND ⁽ⁱ⁾	28,107,205	2,770,473	28,107,205	2,770,473
– Other government agencies ⁽ⁱⁱ⁾	19,993,072	1,723,443	19,993,072	1,723,443
– Garden City Fund ⁽ⁱⁱ⁾	189,999	2,454	189,999	2,454
– Other receivables	3,450,782	406,603	3,450,782	406,603
Interest receivable	442,089	498,997	442,089	498,997
Prepayments	3,882,708	500,903	3,881,358	499,553
Deposits	1,849,095	953,174	1,848,845	952,924
	57,914,950	6,856,047	57,913,350	6,854,447

Notes

⁽ⁱ⁾ Receivables from Ministry of National Development comprise of direct development grants receivable by NParks. These amounts are unsecured and interest-free, and are repayable on demand.

⁽ⁱⁱ⁾ Non-trade amounts due from other government agencies and Garden City Fund are unsecured and interest-free, and are repayable on demand.

9 Investment in subsidiary

	2011/2012	2010/2011
	\$	\$
Unquoted equity investment, at cost	2	2

Details of the subsidiary are as follows:

Name of subsidiary	Principal activities	Place of incorporation and business	Equity interest held	
			2011/2012	2010/2011
			%	%
Singapore Garden City Pte. Ltd. ^(a)	Landscape planning, advisory services and business consulting services	Singapore	100	100

^(a) Audited by RSM Chio Lim LLP.

Notes to the Financial Statements

10 Property, plant and equipment

	Leasehold land \$	Building, structures, capital and other improvements \$	Office equipment, furniture and fittings \$	Motor vehicle \$	Laboratory and gardening equipment \$	Construction- in-progress \$	Total \$
Group and NParks							
Cost:							
At 1 April 2010	60,935,129	148,087,007	32,997,389	1,746,846	844,908	107,241	244,718,520
Additions	566,300	249,290	692,313	37,700	60,060	1,537,932	3,143,595
Transfers	–	307,943	645,568	–	–	(953,511)	–
Disposal/Write-off	–	(124,400)	(1,117,756)	(19,800)	(31,056)	–	(1,293,012)
At 31 March 2011	61,501,429	148,519,840	33,217,514	1,764,746	873,912	691,662	246,569,103
Additions	–	200,000	1,288,270	101,500	116,149	2,714,113	4,420,032
Transfer	–	529,155	903,583	–	–	(1,432,738)	–
Disposal/Write-off	–	–	(4,683,842)	(51,389)	(46,739)	–	(4,781,970)
At 31 March 2012	61,501,429	149,248,995	30,725,525	1,814,857	943,322	1,973,037	246,207,165
Accumulated depreciation:							
At 1 April 2010	9,139,579	64,781,781	22,023,594	1,029,998	580,703	–	97,555,655
Depreciation	714,534	7,385,623	2,478,772	178,402	74,212	–	10,831,543
Disposal/Write-off	–	(123,881)	(1,050,230)	(19,800)	(30,407)	–	(1,224,318)
At 31 March 2011	9,854,113	72,043,523	23,452,136	1,188,600	624,508	–	107,162,880
Depreciation	731,695	7,344,143	2,638,491	175,794	82,838	–	10,972,961
Disposal/Write-off	–	–	(4,400,024)	(49,209)	(46,739)	–	(4,495,972)
At 31 March 2012	10,585,808	79,387,666	21,690,603	1,315,185	660,607	–	113,639,869
Carrying amount:							
At 31 March 2012	50,915,621	69,861,329	9,034,922	499,672	282,715	1,973,037	132,567,296
At 31 March 2011	51,647,316	76,476,317	9,765,378	576,146	249,404	691,662	139,406,223

11 Government grants

	Operating grants ⁽ⁱ⁾ \$	Capital grants \$	Development grants ⁽ⁱⁱⁱ⁾ \$	Other grants ⁽ⁱⁱ⁾ \$	Total \$
Group and NParks					
At 1 April 2010	7,148,651	710,102	24,860,985	1,052,097	33,771,835
Grants received during the financial year	179,075,994	351,020	361,917,301	3,311,653	544,655,968
Interest income (returned) earned	–	11,017	314,880	–	325,897
Transfer to deferred capital grants (Note 16)	(2,386,858)	(589,827)	(257,045)	(2,812)	(3,236,542)
Payment on behalf	–	–	(346,120,005)	–	(346,120,005)
Transfer to statement of comprehensive income	(176,825,089)	–	–	(3,768,524)	(180,593,613)
At 31 March 2011	7,012,698	482,312	40,716,116	592,414	48,803,540
Grants received during the financial year	167,106,900	378,913	282,989,151	1,662,959	452,137,923
Grants receivable	23,501,724	–	–	–	23,501,724
Interest income (returned) earned	–	(8,368)	68,278	–	59,910
Transfer to development grant	(16,000,000)	–	16,000,000	–	–
Transfer to deferred capital grants (Note 16)	(3,774,107)	(97,108)	–	(348,817)	(4,220,032)
Payment on behalf	–	(50,905)	(323,709,198)	–	(323,760,103)
Transfer to statement of comprehensive income	(169,630,291)	–	–	(2,413,779)	(172,044,070)
At 31 March 2012	8,216,924	704,844	16,064,347	(507,223)	24,478,892

Notes

- ⁽ⁱ⁾ Total operating grants received/receivable less transferred to deferred capital grants since establishment are \$1,666,724,606 (2010/2011 : \$1,479,890,089).
- ⁽ⁱⁱ⁾ Other grants comprise grants received from other government agencies.
- ⁽ⁱⁱⁱ⁾ Development grants received from MND and other government agencies for Gardens by the Bay and other development projects.

Notes to the Financial Statements

12 Trade and other payables

	Group		NParks	
	2011/2012 \$	2010/2011 \$	2011/2012 \$	2010/2011 \$
Trade payables	6,500,688	8,563,864	6,483,352	8,549,700
Other payables				
– MND ⁽ⁱ⁾	2,647,109	1,877,828	2,647,109	1,877,828
– Garden City Fund ⁽ⁱⁱ⁾	33,640	11,655	33,640	11,655
– Others	6,735,394	5,251,012	6,735,394	5,251,012
GST payable	1,691,930	4,765,397	1,691,930	4,765,397
Rental and other deposits	5,784,268	2,343,758	5,784,268	2,343,758
Accrual expenses	31,513,911	39,986,732	31,513,911	39,986,732
	54,906,940	62,800,246	54,889,604	62,786,082

⁽ⁱ⁾ 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.

⁽ⁱⁱ⁾ Non-trade amounts due to Garden City Fund and subsidiary were unsecured and interest-free.

13 Provision for pension costs

	Group and NParks	
	2011/2012 \$	2010/2011 \$
At beginning of the year	6,267,380	6,800,000
Provision for the year	395,000	401,351
Payments during the year	(70,000)	(933,971)
At end of the year	6,592,380	6,267,380
Represented by:		
– Current portion	504,654	70,000
– Non-current portion	6,087,726	6,197,380
	6,592,380	6,267,380

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

	Group and NParks	
	2011/2012 \$	2010/2011 \$
Interest cost	91,000	87,000
Service cost	304,000	314,351
Total	395,000	401,351

The provision has been estimated by management based on the 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 are as follows:

	2011/2012	2010/2011
Discount rate	1.3%	1.3%
Salary increase rate	3.0%	3.0%

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

14 Deferred revenue

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Lease premium received in advance	1,715,278	1,798,611
Deferred rental income	1,680,000	1,847,271
Plan fees received in advance	352,000	–
	3,747,278	3,645,882
Represented by:		
Current portion	83,333	250,604
Non-current portion	3,663,945	3,395,278
	3,747,278	3,645,882

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.

Notes to the Financial Statements

16 Deferred capital grants

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Balance at the beginning of the financial year	139,406,207	147,154,072
Amounts transferred from Government grants (Note 11)	4,220,032	3,236,542
Amounts transferred from Garden City Fund (Note 20)	200,000	–
	143,826,239	150,390,614
Less: Amortisation of Deferred Capital Grants	(11,258,955)	(10,984,407)
Balance at the end of the financial year	132,567,284	139,406,207
Total capital grants received (excluding grants-in-kind transferred from Garden City Fund) and utilised since establishment	214,398,091	210,178,059

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

	2011/2012	2010/2011	2011/2012	2010/2011
	Number of shares		\$	\$
Issued and fully paid up:				
At beginning and end of year	1,000	1,000	1,000	1,000

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 moneys 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 GCNEF 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 moneys 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.

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
		(Restated)
Donations received	7,722,227	4,619,975
Sales of publications/souvenirs	108,923	98,978
Exchange gain	1,279	–
Interest income	16,152	13,951
	7,848,581	4,732,904
Printing and stationery	66,065	245,916
Maintenance	55,754	219,391
Horticultural works	102,444	83,942
Publicity and outreach activities	362,853	650,747
Professional fees	108,195	179,957
Depreciation of plant and equipment	195,336	152,146
Impairment loss	229,167	–
Rental expenses	5,562	47,412
Training and courses	100	2,975
Enhancements of parks/facilities	1,100,909	259,365
Signboards	–	16,104
Library operating expenses	42,563	61,737
Exchange loss	–	5,410
Others	62,168	28,075
	2,331,116	1,953,177
Surplus for the year	5,517,465	2,779,727

Notes to the Financial Statements

	2011/2012	Group and NParks 2010/2011	1 April 2010
	\$	\$ (Restated)	\$ (Restated)
Surplus for the year	5,517,465	2,779,727	4,994,855
Accumulated fund at beginning of the year	10,999,013	8,219,286	3,224,431
Accumulated fund at end of the year	16,516,478	10,999,013	8,219,286

Represented by:

Current assets

Cash and cash equivalents	15,463,763	11,326,277	7,249,074
Trade receivables	5,663	3,517	5,562
Other receivables ^(a)	37,885	36,027	5,058
	15,507,311	11,365,821	7,259,694

Non-current asset

Plant and equipment	1,259,573	1,647,685	1,270,622
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Current liabilities

Trade payables	30,362	12,034	57,793
Other payables	220,044	2,459	253,237
Deferred donation income	–	2,000,000	–
	250,406	2,014,493	311,030

Net assets	16,516,478	10,999,013	8,219,286
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The following adjustments were made to the prior year financial statements of GCF:

	2010/2011			1 April 2010		
	Balance as previously reported	Prior year adjustments	Balance as restated	Balance as previously reported	Prior year adjustments	Balance as restated
	\$	\$	\$	\$	\$	\$

Statement of financial position

Other receivables and deposits ^(b)	14,722	21,305	36,027	2,986	2,072	5,058
Plant and equipment ^(a)	87,121	1,560,564	1,647,685	80,438	1,190,184	1,270,622
Accumulated fund ^(a,b)	9,417,144	1,581,869	10,999,013	7,027,030	1,192,256	8,219,286

Statements of comprehensive income:

Donations (non-tax deductible) ^(a)	42,731	519,476	562,207	–	–	–
Sales of publications/souvenirs /merchandise ^(b)	66,923	32,055	98,978	–	–	–
Publicity and outreach activities ^(b)	638,747	12,000	650,747	–	–	–
Depreciation of plant and equipment ^(a)	17,927	134,219	152,146	–	–	–
Others ^(a, b)	12,376	15,699	28,075	–	–	–

Notes

- (a) Donation in kind consisting of services and plant and equipment received by GCF were omitted in the financial statements of GCF in the previous financial years. The impact of this adjustment to donation, depreciation of plant and equipment, other expenses and plant and equipment have been adjusted as above.
- (b) An amount of \$32,055 being the revenue from the sale of publications collected on behalf of GCF by NParks were omitted in the financial statements of GCF in the previous financial years. The related effects on expenses of \$12,822 and amounts due from NParks of \$21,305 have been adjusted as above.

21 Net assets of National Productivity Fund

NParks also administers the following fund on behalf of the Productivity Fund Administration Board from 1 April 2011.

	Group and NParks	
	2011/2012 \$	2010/2011 \$
Balance as at beginning of the year	–	–
Add: Grants received	965,000	–
Less: Disbursements	(402,498)	–
Staff related cost	(108,671)	–
Consultancy/Professional fees	(261,208)	–
General administration	(32,619)	–
Balance as at end of the year	562,502	–
Net assets represented by:		
Cash and bank balances	562,502	–

22 Miscellaneous income

	Group		NParks	
	2011/2012 \$	2010/2011 \$	2011/2012 \$	2010/2011 \$
Liquidated damages	368,165	209,274	368,165	209,274
Course fees	1,754,479	1,945,205	1,754,479	1,945,205
Barbeque permit fees	459,028	470,082	459,028	470,082
Park usage fees	541,756	521,595	541,756	521,595
Consultancy fees	194,066	182,015	–	65,200
Tour fees	113,919	115,673	113,919	115,673
Events income	742,089	892,771	742,089	892,771
Merchandise	793,895	796,580	793,895	796,580
Publication and plant sales	205,660	195,308	205,660	195,308
Others	1,046,253	546,051	1,046,253	546,051
	6,219,310	5,874,554	6,025,244	5,757,739

Notes to the Financial Statements

23 Staff costs

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Wages and salaries	59,307,125	60,473,776
Contributions to defined contribution plans	7,388,424	6,881,829
Pension costs	395,000	401,351
Other staff benefits	1,079,905	979,021
	68,170,454	68,735,977

There are currently 10 (2010/2011 : 10) employees of NParks who are under pension schemes other than the Central Provident Fund. The pension amount to be paid to each employee upon retirement under this scheme is dependent on, among other factors, the number of years of service and the last drawn salary. The pension costs are shared between NParks and the Accountant-General's Department in accordance with the Fourth Schedule of the Act.

24 Deficit from operations

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

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
(Gain) loss on disposal of property, plant and equipment	(155,357)	66,058

25 Dividends

During the financial year ended 31 March 2012, NParks declared total dividends of \$1,822,000 on the ordinary shares issued to the Minister for Finance in respect of the financial year ended 31 March 2011. The dividend was paid on 14 February 2012.

26 Operating leases arrangements

As lessee

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Minimum lease payments under operating lease included as an expense	1,239,530	1,250,899

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 2012 are as follows:

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Within one year	1,479,358	1,239,530
In the second to fifth year inclusive	3,773,463	4,529,210
After five years	-	263,181
	5,252,821	6,031,921

The Group entered into operating leases mainly for usage of the Alliance for Corporate Excellence (ACE) system from Ministry of Finance and premises for nurseries. The leases have an average period of 3 to 7 years.

As lessor

The Group rent out its properties under operating leases. Rental income earned during the year was \$6,551,680 (2010/2011 : \$6,264,380).

The future aggregate minimum lease receivables under non-cancellable operating leases contracted for at the reporting date but not recognised as at 31 March 2012 are as follows:

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Within one year	5,094,671	4,944,910
In the second to fifth years inclusive	13,335,189	14,118,864
After five years	44,880,000	47,760,000
	63,309,860	66,823,774

The above amounts exclude operating lease premium received in advance of \$1,715,278 (2010 : \$1,798,611) (refer to Note 14 to the financial statements).

27 Capital commitments

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Contracted but not provided for	350,649,720	445,663,295
Less: Direct development expenditure to be reimbursed by MND /other government agencies	(350,034,927)	(445,513,418)
	614,793	149,877
Authorised but not contracted for	384,350,214	488,905,424
Less: Direct development expenditure to be reimbursed by MND /other government agencies	(373,060,039)	(476,882,137)
Less: Direct development expenditure to be funded through NParks's accumulated surplus	(10,000,000)	(10,000,000)
	1,290,175	2,023,287
	1,904,968	2,173,164

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 Gardens by the Bay and amount authorised but not contracted for comprise mainly work relating to parks development and park connector network.

Notes to the Financial Statements

28 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.

	Group and NParks	
	2011/2012	2010/2011
	\$	\$
Claims not provided for	1,309,378	1,203,587

29 Subsequent events

Management has assessed and is of the view that there is no material impact on the financial statements for the year ended 31 March 2012 arising from the procurement of foldable bicycles which is under-going Corrupt Practices Investigation Bureau investigations as at the date of this report.



FRONT COVER

Location: Singapore Botanic Gardens

Tree: Kapok or White Silk-cotton Tree (*Ceiba pentandra*)

The broad trunk, horizontal main branches and buttress roots of this Heritage Tree give it a distinctive shape recognisable from a distance. The buttress roots are nature's way of providing more support to a very tall tree. When the tree flowers and fruits, matured seedpods will split to release hundreds of seeds that float on fluffy parachutes of white fibre. This water-resistant fibre, called kapok in Malay, was previously used to stuff pillows, mattresses and life-jackets.

OTHER PHOTOGRAPHY LOCATIONS

Pages 6 – 7: Punggol Promenade Riverside Walk

This is part of the North Eastern Riverine Loop, Singapore's fourth Park Connector Network loop, which was officially opened on 25 February 2012.

Pages 10 – 11: Bishan-Ang Mo Kio Park

The upgrading of the 62-hectare Bishan-Ang Mo Kio Park included transforming a concretised canal into a river teeming with life. This involved a series of bioengineering techniques and the use of a combination of natural materials such as vegetation and rocks.

Pages 18 – 19: Pulau Ubin

Volunteers and staff from NParks and National University of Singapore worked hand-in-hand to collect specimens from mudflats in Pulau Ubin, in a marine biodiversity expedition conducted as part of NParks' Comprehensive Marine Biodiversity Survey.

Pages 26 – 27: Butterfly Garden in HortPark

The Butterfly Garden in HortPark is frequented by visitors every last Saturday of the month when it is open to the public from 9am to 12pm.

Pages 34 – 35: 158 Cecil Street Singapore

This office block won the top prize at the SIA-NParks Skyrise Greenery Awards 2011. From the second level to the ninth, plants such as ferns and money plants grow along its columns, beams and walls.

INSIDE COVER AND PAGE 1

The photos on these pages were winning entries selected from the City in a Garden photography competition, a year-long contest organised in 2011 to capture Singapore's biodiversity and rich greenery.

We thank the following photographers for the use of these photos:

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Visit www.nparks.gov.sg and www.facebook.com/nparksbuzz to find out more about activities in parks and gardens.



NATIONAL PARKS BOARD

Singapore Botanic Gardens
1 Cluny Road

Singapore 259569

TEL (65) 6471 7808

FAX (65) 6472 3033

WEBSITE www.nparks.gov.sg

EMAIL nparks_mailbox@nparks.gov.sg

