

# *Grow With Us*

50 YEARS OF GREENING SINGAPORE



ANNUAL REPORT 2013/2014



## Grow With Us

The seeds of Singapore's greening campaign were sown in 1963, when former Prime Minister Mr Lee Kuan Yew planted a Mempat tree at Farrer Circus. Fifty years later on 16 June 2013, he set a Rain Tree sapling firmly in the ground at Holland Village Park, marking the start of a series of activities to commemorate our greening journey.

As we look back at the greening efforts over the past 50 years, we can see the dramatic transformation that has taken place in Singapore's landscape as we transitioned from those nascent years to a Garden City and now to our City in a Garden.

Going forward, we will continue to be guided by the vision of our pioneering leaders to make Singapore a distinctive and attractive place to live in. We will continue to build on the foundations that have been laid over the past five decades and we invite everyone – individuals, communities and corporations – to Grow With Us.



# Contents

Chairman's Message	03	Cherish With Us	24	Corporate Governance	55
Members of the Board	04	Build With Us	36	Financial Review	56
Management Team	06	Facts And Figures	46	Financial Statements	60
Organisation Structure	08	Publications	52		
Green With Us	10	Garden City Fund	54		

Golden Penda trees and Bougainvillea plants blooming along Clementi Road



# Chairman's Message

*"Our job is to respond to the needs of Singapore and its residents for the next fifty years, seeding commitment and enthusiasm for Singapore's natural heritage for future generations."*



**Mrs Christina Ong**  
Chairman  
National Parks Board

Singapore's commitment to preserving and nurturing our natural heritage spans five decades, beginning with the idea that a beautiful green city would be an intangible asset to the country for residents and visitors alike. In 2013, the National Parks Board (NParks) commemorated the fruition of this idea, recognising past contributions and engaging people from all walks of life as partners in continuing this legacy.

Our 50<sup>th</sup> Anniversary commemorative dinner on 26 July 2013 brought together over 200 guests, whose dedication and efforts have shaped Singapore as we know it today. The event was a fitting tribute to their efforts, as Minister of National Development Mr Khaw Boon Wan thanked our guests against the beautiful sunset backdrop of the Singapore Botanic Gardens, currently in consideration for UNESCO World Heritage Site status.

Protecting our natural heritage is our responsibility to future generations. As an urban city-state, Singapore has unique challenges in ensuring that our biodiversity continues to thrive. Last year, we completed Southeast Asia's first ecological corridor, Eco-link@BKE, to bridge the Bukit Timah and Central Catchment nature reserves across the Bukit Timah Expressway. This project was only possible through collaboration with agencies such as the Land Transport Authority and many academic and community stakeholders.

Such partnership is central to our continued evolution as a City in a Garden. Our Nature Ways project enables communities to take pride and responsibility in the greening of their own neighbourhoods. Launched in January 2014, the Tengah Nature Way was developed

with members of 21 local community groups, schools, and religious and commercial organisations who helped to plant beautiful shrubs and plants along the roads. Other Nature Ways have already been completed in Admiralty, Tampines, Yishun, Punggol, Tanglin and Kheam Hock. By the end of next year, NParks aims to complete 60km of Nature Ways for everyone to enjoy.

Over the past fifty years, we have established over 300 parks across the island. More than just beautiful green areas, these are community spaces where friendships are made, birthdays are celebrated and families spend time together. To this end, we completed the first elevated park connector linking Ayer Rajah to Clementi and Buona Vista, and the Choa Chu Kang Park Extension last year. We hope that families and residents will explore these connectors and their parks, discovering the charms of each.

The job of NParks is more than maintaining plants, designing streetscapes and protecting our local flora and fauna. Our job is to respond to the needs of Singapore and its residents for the next fifty years, seeding commitment and enthusiasm for Singapore's natural heritage for future generations. Thank you for your support in cherishing, nurturing and building Singapore as a City in a Garden.

Mrs Christina Ong  
Chairman  
National Parks Board

# Members of the Board

## As of September 2014



**Mrs Christina Ong**  
Chairman



**Mrs Deborah Ong**  
Deputy Chairman



**Kenneth Er**  
Board Member  
& Chief Executive Officer



**Mrs Koh-Lim Wen Gin**  
Board Member



**Dr Malone-Lee Lai Choo**  
Board Member



**Ngiam Shih Chun**  
Board Member



**Seah Kian Peng**  
Board Member



**Andreas Sohmen-Pao**  
Board Member



**Warren Fernandez**  
Board Member



**Dr Suriani Suratman**  
Board Member

**Mrs Christina Ong**  
Chairman

Mrs Ong is Managing Director of Club 21 Pte Ltd, a lifestyle retailer with more than 422 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 & Resorts (Asia) Pte Ltd brand.

**Mrs Deborah Ong**  
Deputy Chairman

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

**Kenneth Er**  
Board Member and  
Chief Executive Officer,  
National Parks Board

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

**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 Independent Director of Keppel Land Limited, Board Member of Sentosa Development Corporation, Chairman of Sentosa Cove Resort Management Ltd,

a member of several statutory board advisory panels and Senior Advisor to several private firms. 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 worked in the areas of strategic planning, urban planning policies and heritage conservation. Her current research interest is on urban planning policies and strategies for sustainable cities, focusing on the benchmarking of cities, densification, city liveability and resource optimisation. She is a part-time consultant with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

**Ngiam Shih Chun**  
Board Member

Mr Ngiam is the Deputy Secretary for Industry in the Ministry of Trade and Industry, where he oversees policies to develop Singapore's economy. He was formerly the Special Assistant to Emeritus Senior Minister in the Prime Minister's Office. Prior to that, he was the Director of Community Relations and Engagement at the Ministry of Community Development, Youth and Sports (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.

**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 Social and Family Development, and also a board member of the International Co-operative Alliance and co-chair of the Social Enterprise Association of Singapore. Mr Seah has worked in both the public and private sectors, and serves in various public and community organisations. He is also a Fellow of the Singapore Institute of Directors.

**Andreas Sohmen-Pao**  
Board Member

Mr Sohmen-Pao is the Chief Executive Officer of BW Maritime Pte Ltd and Chairman of BW LPG Ltd. He is a non-executive director of BW Offshore Limited, The Hongkong and Shanghai Banking Corporation Ltd, The Esplanade Co. Ltd and Singapore Maritime Foundation, and is a member of the Singapore Sports Council and the Singapore Symphony Orchestra Council. Mr Sohmen-Pao previously worked for Goldman Sachs International in London and served from 2006 to 2012 as a director of the Maritime and Port Authority of Singapore. He holds an honours degree (BA Hons) from Oxford University and an MBA from Harvard Business School.

**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 graduated with First Class Honours from Oxford University, where he read Philosophy, Politics and Economics, and also has a Master's Degree in Public Administration from Harvard University's John F. Kennedy School of Government. He has served on a number of public committees such as the Remaking Singapore Committee, the Singapore 21 Committee, Compass, and the Cost Review Committee and used to sit on the boards of the Civil Service College and National Environment Agency. Currently, he is a board member of the National Heritage Board.

**Dr Suriani Suratman**  
Board Member

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

# Management Team

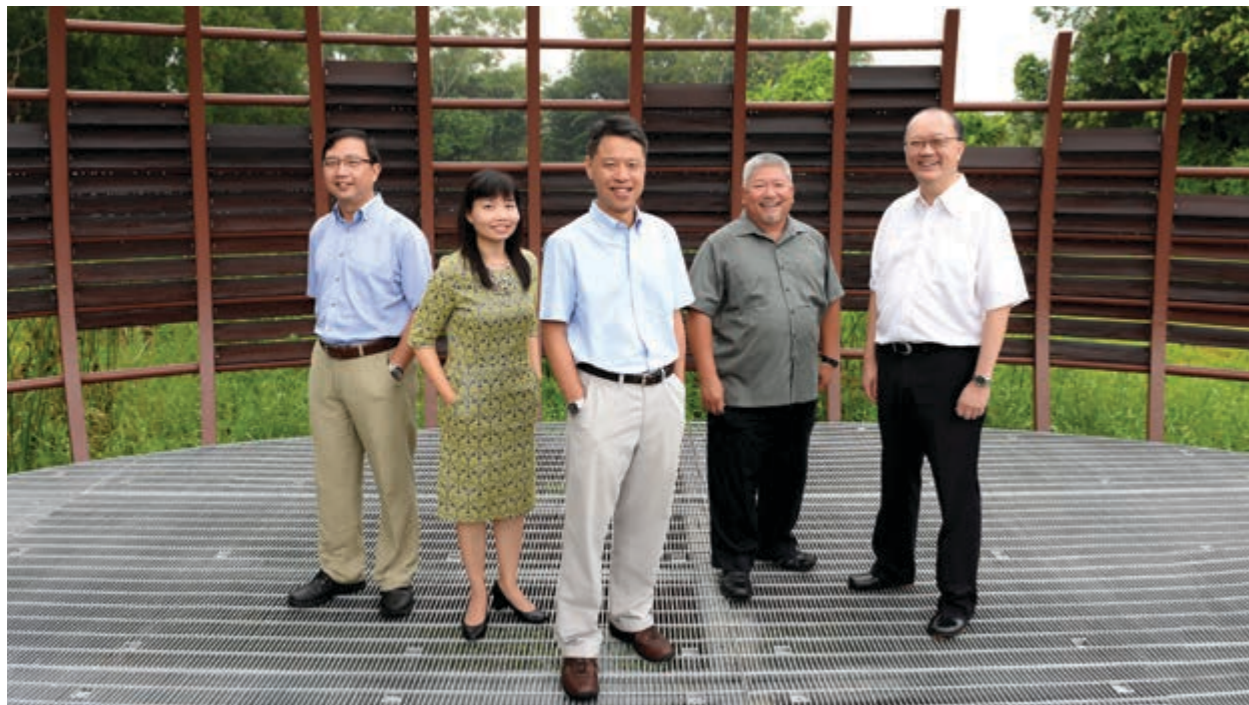
## As of September 2014

TOP PICTURE / LEFT TO RIGHT

- Sim Cheng Hai** Director, Policy & Planning
- Ms Lee Pin Pin** Director, Communications & Community Engagement
- Kenneth Er** Chief Executive Officer
- Dr Kiat W Tan** Advisor to NParks
- Bin Hee Jum** Director, Finance & IT

BOTTOM PICTURE / LEFT TO RIGHT

- Ms Tan Lai Kheng** Director, Lifestyle Business
- Ng Cheow Kheng** Director, Horticulture & Community Gardening
- Chia Seng Jiang** Director, Parks Division 1
- Yeo Meng Tong** Director, Parks Development
- Kong Yit San** Assistant Chief Executive Officer, Park Management & Lifestyle Cluster
- Teva Raj** Director, Inspectorate & Review Unit



The Management Team photos were taken at Sungei Buloh Wetland Reserve. (See inside back cover for more details.)

TOP PICTURE / LEFT TO RIGHT

- Lim Liang Jim** Director, Industry/CUGE
- Oh Cheow Sheng** Director, Streetscape
- Dr Lena Chan** Director, National Biodiversity Centre
- Dr Leong Chee Chiew** Deputy Chief Executive Officer, Professional Development & Services Cluster and Commissioner of Parks & Recreation
- Wong Tuan Wah** Director, Conservation

BOTTOM PICTURE / LEFT TO RIGHT

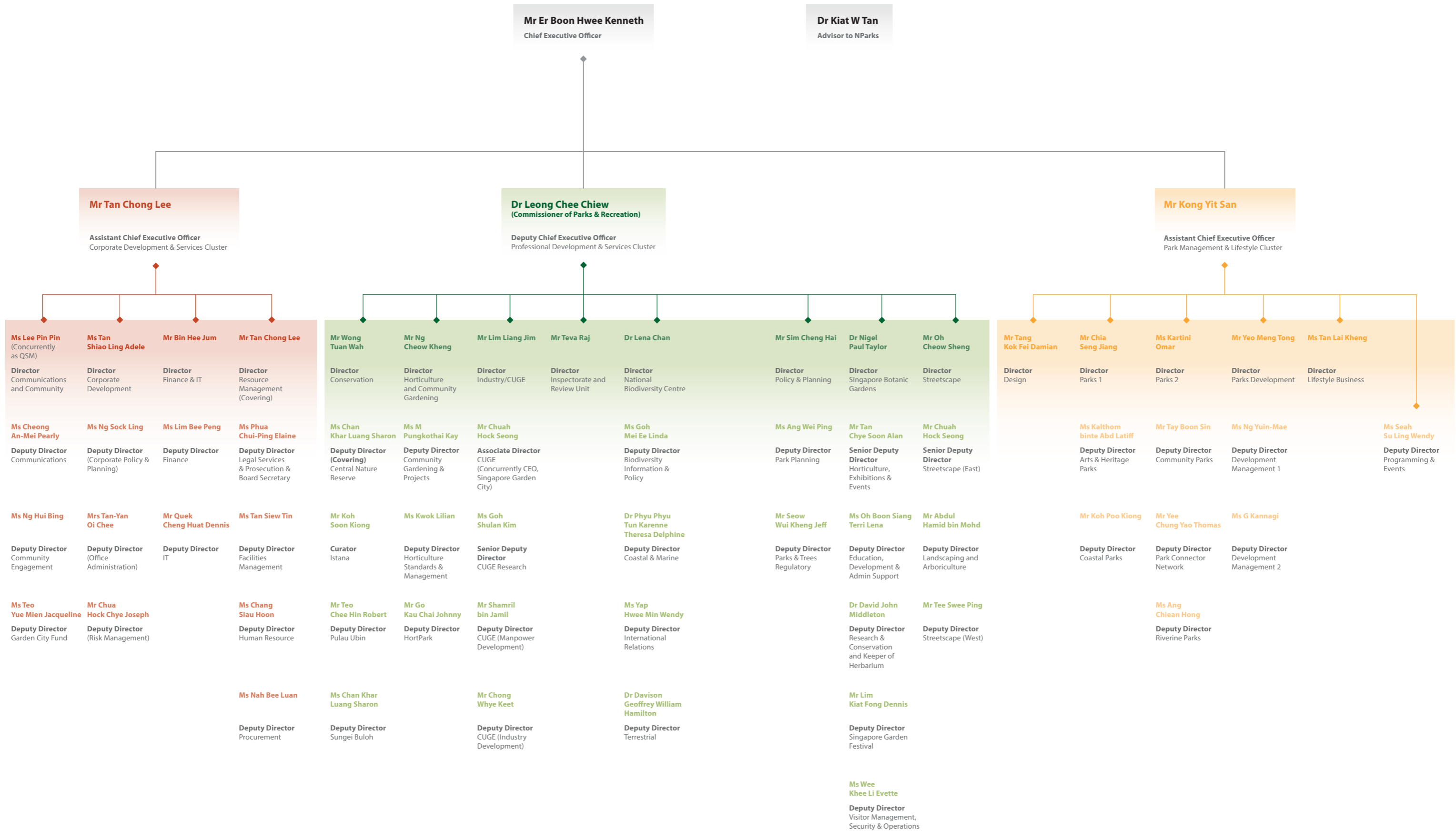
- Dr Nigel Taylor** Director, Singapore Botanic Gardens
- Ms Kartini Omar** Director, Parks Division 2
- Tan Chong Lee** Assistant Chief Executive Officer, Corporate Development & Services Cluster and Director, Resource Management (covering)
- Damian Tang** Director, Design



Not in picture: Ms Adele Tan, Director, Corporate Development (on maternity leave)

# Organisation Structure

As of September 2014





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## *Green With Us*

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50 Years of Greening Singapore was not just a commemoration of the progress that we have made in building up our green infrastructure; it was also a recognition of the immense community effort that helped ensure the success of these greening efforts. From across the wide spectrum of Singapore's society, individuals, communities and corporations stepped forward to help nurture green spaces, conserve our biodiversity and enhance the living environment for all Singaporeans.



(Clockwise from far left)

Mr Lee Kuan Yew planted a Rain Tree at Holland Village Park to mark 50 Years of Greening Singapore.

Efforts in greening Singapore over the years have resulted in an extensive streetscape lined by trees and plants. Seen in this picture are Cat's Claw Ivy (*Maesjadyena unguis-cati*) plants along Havelock Road.

Through planting seeds and caring for plants, the "Every Child A Seed" programme aims to encourage children to appreciate the hard work that goes into the greening of Singapore.

Neil Humphreys, author of a new children's book "Secrets of the Swamp", presented snippets of the adventure tale through a story-telling session at My Tree House of Central Public Library.

The Association of Banks in Singapore (ABS) celebrated its 40th anniversary by mobilising 26 banks and financial institutions to contribute 400 trees to our City in a Garden.

## Let's continue on our greening journey together

### Commemorating 50 Years of Greening

Former Prime Minister Mr Lee Kuan Yew had a vision to make Singapore a distinctive and attractive place in which to live. In 1963, he planted a Mempat tree at Farrer Circus, which signified the start of the greening campaign. On 16 June 2013, Mr Lee planted a Rain Tree at Holland Village Park, marking 50 Years of Greening Singapore and commemorating the community's involvement in these efforts.

The event was one of many commemorative activities planned for the year. NParks collaborated with more than 100 partners to engage more Singaporeans than ever before. The aim was to inspire more people, especially the younger generation, to get involved in the greening movement and contribute towards nation-building through the greening of Singapore. To inculcate an appreciation of greenery among

To commemorate 50 Years of Greening Singapore, NParks worked with more than 100 partners on a series of activities, events and programmes reaching out to more than 2 million people, including schools, corporations, tenants and members of the public.

the young, some 43,000 Primary 3 pupils from 183 schools were introduced to planting early in the year under the "Every Child A Seed" initiative, which was supported by the Garden City Fund and the Ministry of Education. Each pupil received a seed-planting kit and experienced first-hand the efforts and time needed to care for plants.

### Reaching out through Commemorative Planting of 1,963 trees

Mr Lee's planting at Holland Village Park also marked the launch of the 1963 Commemorative Tree Planting activity. This was well supported by more than 5,000 volunteers from corporate organisations, schools, non-government organisations and the media who planted 1,963 trees between June and November 2013.

“ Not only has Playsets of Yesteryears reminded many of us to take a moment to enjoy the simpler things in life, it has imbued the surrounding environment with a sense of joy, friendship and good cheer. ”

**Ronald Wong and Jonathan Cho, who visited Playsets of Yesteryears in Raffles Place Park**

Singapore’s first mass tree-planting that involved students from primary to tertiary levels took place on 20 August 2013, when more than 100 students and educators from various educational institutions came together to plant 50 trees at Dairy Farm Nature Park.

Corporates also came out in strong support, with organisations such as the Association of Banks in Singapore, HSBC and Lianhe Zaobao incorporating the Commemorative Tree Planting into their own anniversary celebrations. Other corporate supporters included StarHub Ltd and United Parcel Service, whose staff participated in tree plantings at various locations.

To date, more than 300 organisations have participated in tree plantings under the Garden City Fund’s Plant-A-Tree (PAT) programme since its inception in 2007. More than 15,000 trees have been planted and over 24,000 individuals reached through PAT.

### Chronicling the Greening Journey through Videos and Books

In print, in video or on air, different media were used to depict Singapore’s transformation towards becoming City in a Garden over the past five decades. A 200-page book “Living in a Garden: The Greening of Singapore” was published with the sponsorship of Dairy Farm Singapore, EnGro Corporation, Far East Organization, Temasek Holdings, Tuas Power and Woh Hup Pte Ltd, while a video “IrememberParks” was compiled to feature some of Singapore’s most iconic parks and the reflections of people who visited them.

Media Development Authority and Channel NewsAsia gave their full support for the production of a documentary entitled “Nature of a City”, which was broadcast by MediaCorp in August 2013. The programme garnered a viewership of about 176,000.

To reach out to children, NParks published a storybook entitled “Secrets of the Swamp”, an adventure tale reminding children to do their part in conserving the natural heritage of Singapore. The National Library Board also put up Green Book Displays in eight public libraries in June and July, to create greater awareness of Singapore’s greening journey amongst the general public.



(Left and right) The main windows at TANGS Orchard and other areas in the department store were transformed into a lush garden oasis to share the greening message with shoppers and passers-by.

### Making a Trip down Memory Lane

Going from the young to the young at heart, the roving installation “Playsets of Yesteryears” was installed in Raffles Place Park to reach out to office workers. It later made its way to East Coast Park, Bishan-Ang Mo Kio Park and the Singapore Botanic Gardens, giving members of the public an opportunity to relive childhood memories of playing in the parks. The installation, which featured popular play equipment from the 1970s and 1980s and exhibition panels depicting the history of some of the more popular parks in Singapore, was well received, and NParks received requests to extend the programme or make it a permanent feature.

A similar sense of nostalgia was felt at a Commemorative Dinner which was organised for more than 200 partners and pioneers who played an integral part in Singapore’s greening journey. The event took place on 26 July 2013, against the backdrop of Swan Lake at the Singapore Botanic Gardens.

### Collaborating with Corporate Partners

In other efforts to raise awareness of the greening movement, NParks partnered SingPost to produce and launch biodegradable commemorative stamps which contained seeds for planting. There was also support from Moove Media, which promoted the greening of Singapore and the Singapore Botanic Gardens on large wall murals, light boxes and glass panels at 16 Northeast Line MRT stations and the Ang Mo Kio and Toa Payoh Bus Interchanges. The displays garnered an estimated 19 million views over nine weeks.

Over at Orchard Road, NParks partnered Clarins and TANGS to put up large horticultural displays at TANGS Orchard, reaching out to over 30,000 shoppers and passers-by with key messages about Singapore’s biodiversity. Green displays were also exhibited at Isetan Orchard, and My Art Space at Istana Park organised a green-themed Juried Art Competition.



Commemorative stamps were issued by Singapore Post in June 2013 and featured Singapore’s urban landscape nestled within a thriving garden with plants and wildlife.

(Top) Glass panels at MRT stations depicted the story of the greening of Singapore and the role of the Singapore Botanic Gardens.

(Bottom) “Playsets of Yesteryears” featured play equipment from the 1970s and 1980s and roved to several parks in 2013.



◆ *Love Nature* ◆



**April Gwee**  
 IN HER 30S, ADMINISTRATOR  
 VOLUNTEER IN  
 REFORESTATION ACTIVITIES

Geography was one of April's favourite subjects when she was in school. "The power and beauty of nature never ceased to amaze me," she said. In 2002, she decided to take a more active role in environmental activities and started volunteering with NParks at Bukit Timah Nature Reserve.

Passionate about issues related to deforestation and global warming, April takes part in tree-planting and reforestation efforts and has roped in some of her friends to help as well. Last year, she participated in the Comprehensive Marine Biodiversity Survey where she helped to identify, sort and record specimens at St John's Island. She has also volunteered for various outreach and education activities for the past 12 years. "Educating the young is important," she said. "Teach them to pay it forward."

**MY WISH FOR OUR  
 CITY IN A GARDEN  
 IN THE NEXT 50  
 Years**

"I hope that we can instil a stronger sense of belonging and ownership amongst Singaporeans, so that everyone will learn to love the greenery and cleanliness, come forward to voice their concerns over the environment, and walk the talk."

NParks' volunteer programme started in the early 1990s with 50 people. Today, we are encouraged to count more than 1,000 active volunteers as our friends and partners.

50 Years of Greening Singapore was also the theme of the inaugural exhibition at the Singapore Botanic Gardens Heritage Museum and City Developments Limited (CDL) Green Gallery which opened in November 2013. Supported by CDL in cash and kind, the new attractions drew over 12,000 visitors within a month of the opening.

Other partners commemorated Singapore's greening milestone through food and exercise. More than 70 food and beverage, retail and recreation outlets in parks rolled out special promotions to mark 50 Years of Greening Singapore. The Straits Times held its inaugural Run in the Park in Punggol in August 2013, and Big

Splash partnered Mizuno for the Big Splash Mizuno Wave Run 2013 at East Coast Park in September. In commemorating 50 Years of Greening Singapore, we worked hand-in-hand with public agencies, corporate organisations, sponsors, media, and schools and expanded our partner network, enabling us to reach out to more than 2 million people through all these activities.

**Recognising the Role of Volunteers**

On 30 November 2013, Prime Minister Lee Hsien Loong planted the 1,963rd tree in the 1963 Commemorative Tree Planting initiative. At the event, which marked the end of a year-long series of activities to commemorate 50 Years of Greening Singapore, the Prime Minister presented 10-year service awards to NParks volunteers.

In 2013, the number of active NParks volunteers crossed the 1,000 mark, a 25 per cent increase over the previous year. More than half the new volunteers were involved in the Comprehensive Marine Biodiversity Survey, signifying growing interest in volunteering for biodiversity conservation.

Volunteers were also behind the introduction of the new Nature Guided Walk at the Istana, which was launched on 1 February 2014 during the Istana Open House.



(Left and right) As part of the city's tree-planting tradition, Singapore's leaders plant trees in various parks and constituencies during the Clean and Green Singapore week. Among those who participated in the annual tradition in 2013 were Minister for National Development Khaw Boon Wan and Deputy Prime Minister Teo Chee Hean.

## Caring for the Living Environment

Another group of volunteers are the Community in Bloom ambassadors who regularly contribute time, effort and resources to foster the love for gardening amongst members of the community. During the launch of Clean and Green Singapore (CGS) 2014 on 26 October 2013, PM Lee presented awards to six ambassadors in recognition of their efforts.

The Community in Bloom programme (CIB) aims to promote a gardening culture among Singaporeans by encouraging and facilitating gardening efforts by the community. In 2013, more than 80 community gardens were created, bringing the total number to about 700. These were spread among public and private residential estates, educational institutions and organisations.

To recognise NParks' contributions in setting up CIB's first community garden in Mayfair Park Estate and helping to create a vibrant and happy community, we were presented with the inaugural David Naidu Award by the Mayfair Park Neighbourhood Committee.

Together with Jurong residents, Deputy Prime Minister Tharman Shanmugaratnam participated in the launch of "2CG" community garden located within the Chinese Garden premises.



## Extending our Reach through Park Activities

In other outreach and commemorative activities, NParks and our partners engaged adults and children in various Earth Day celebrations on 22 April 2013. To bring nature closer to Singaporeans who prefer to stay indoors, four cameras were installed at Sungei Buloh Wetland Reserve, allowing the public to view live footage of animals in a nature reserve via their computers or mobile devices. A number of organisations, including Sharp, Timberland and Gap, also partnered NParks to drive various Earth Day-related initiatives.

“Caring for and protecting the environment should not be conveyed through just words, but through our actions.”

**Goh Sin Teck, Editor, Lianhe Zaobao**  
on commemorating 50 Years of Greening at the paper's 90<sup>th</sup> anniversary celebration held at Bishan-Ang Mo Kio Park in September.



(Top)  
The PCN Enhancement Works is a project initiated and undertaken by the community to improve the user experience along the park connectors; here, volunteers are seen conducting paving works at the PCN path at Bedok Reservoir Park.



(Bottom)  
In collaboration with Coca-Cola Singapore and Changi General Hospital, the new "Exercise is Medicine" fitness corner was opened at Simei Park Connector, encouraging nearby residents and regular users of park connectors to have an active healthy lifestyle.

Our Park Connector Network (PCN) provided another rich avenue for community outreach and engagement. Under the Garden City Fund's PCN Enhancement Works initiative, members of the Hewlett Packard Alumni & Friends group, Temasek Polytechnic Adventure Club and Tampines Cycling Club came together to help pave cement footpaths at Bedok Reservoir Park. Members of Hewlett Packard Alumni also raised funds in support of small enhancement works for PCN.

Bedok Reservoir Park was one of the segments covered during a Discover Singapore Ride, which is aimed at providing participants with an opportunity to explore Singapore on bicycle via the Park Connector Network. Other rides in the series covered the Geylang Park Connector as well as the western part of Singapore.

“Our first ST Run in Punggol and Sengkang allowed many of our readers to experience first hand the tremendous job that NParks has done in building up the park connector network. Many told us they had discovered, or rediscovered, a stunningly beautiful part of our island.”

**Warren Fernandez, Editor, The Straits Times**

## Partnering Corporates in Other Green Initiatives

Corporate partners also worked with NParks on initiatives involving volunteer welfare organisations and institutions as well as public wellness. StarHub Ltd supported the setting up of the Seeds of Hope Edible Garden at the Singapore Boys' Hostel while RICOH Asia Pacific Pte Ltd supported the EcoHaven Garden at MINDS' Lee Kong Chian Gardens School. The Ascott supported the Knowledge Garden at Jamiyah Children's Home and Timberland Singapore stepped in to set up a herbs and edibles garden within Breast Cancer Foundation's premises.

In another corporate collaboration, a fitness corner was opened at Simei Park Connector in March 2014 to encourage more Singaporeans to get active and exercise their way to better health. Sponsored by Coca-Cola Singapore and developed in consultation with the Exercise Is Medicine Singapore programme under Changi General Hospital's Sports Medicine Centre, this new fitness corner features equipment that will cater to a broad spectrum of users.

“ From this project, I learnt how to grow a Roselle plant from its seed. It was fun and enjoyable. I wish that I can plant a durian seed in my neighbourhood park. ”

**Bryston Chue, student, South View Primary School** on “Every Child A Seed” programme



(Left) Guided walks to various parks and gardens are conducted for Primary 1 and 2 students throughout the year under NParks' Kids for Nature initiative, organised in conjunction with MOE's Programme for Active Learning.

(Right) Students and educators were given a demonstration on how to plant trees at Singapore's first mass tree-planting activity involving students from primary to tertiary levels.

## Strengthening our Student and Educator Outreach

Between 24 July and 2 August 2013, more than 350 students from about 40 secondary schools, junior colleges and institutions participated in the Singapore Geospatial Challenge organised by Singapore Land Authority in collaboration with NParks, the National Heritage Board and the Preservation of Monuments Board. The event was organised to raise awareness of Singapore's rich historical and green heritage.

Students from a record-setting 237 schools in Singapore also planted more than 630 trees in support of Green Wave, a worldwide biodiversity campaign held annually on 22 May. This represented an increase of more than 25 per cent in the number of participating schools compared to the previous year.

In other school-related activities, pupils from Tampines North Primary School's Eco Club underwent training to learn how to conduct guided walks at Tampines Eco Green, while teaching staff from Broadrick Secondary School participated in the inaugural session of Caring for the Orchids at the Geylang Park Connector in August. All 500 Primary 5 pupils from the Gifted Education

Programme in nine schools visited parks and nature reserves in May as part of the Annual Learning Journey organised by NParks and the Ministry of Education. The places they visited included HortPark, Kent Ridge Park, Labrador Nature Reserve, the Southern Ridges and Sungei Buloh Wetland Reserve.

Nature also provided inspiration for some 150 art students involved in the Singapore Biennale Artists-in-Schools project. As part of our Community in Nature efforts, NParks guided participating students on field trips across selected nature reserves and parks in Singapore.

Under the new Nature Cares programme which aims to connect corporations, students and community through nature-related activities, outings were organised for the elderly, intellectually challenged students and hearing-impaired children. The beneficiaries were accompanied by adult and student volunteers. NParks also showcased Nature Cares at the 2<sup>nd</sup> National Secondary School Leaders Conference organised by the Ministry of Education and the National Youth Council on 17 April 2013. The 2013 Nature Cares programme was made possible with support from Bunge, Credit Suisse, Keppel Group, PricewaterhouseCoopers and Singapore Power.



With the support of corporate partners through the Garden City Fund, CIB gardens are set up at some voluntary welfare organisations such as MINDS Lee Kong Chian Gardens School. Seen here is Nobuaki Majima, Managing Director of RICOH Asia Pacific Pte Ltd, helping to harvest an eggplant with a student.



(Top)  
Besides guided tours, activities such as nature-themed sessions are also organised regularly in the parks and gardens to help adults and children appreciate nature's wonders.

(Bottom Left)  
As part of efforts to engage young Singaporeans in commemorating 50 years of greening Singapore, a special arrangement was made for students to interact with Australian wildlife conservationist Bindi Irwin.

(Bottom Right)  
The "Lost in a Garden City" play has been viewed by more than 50,000 pupils during assembly periods since it made its rounds to primary schools in 2011. The play highlights how Singapore has progressed towards becoming a City in a Garden despite many challenges.



The parks and nature reserves also hosted many other student and teacher activities throughout the year. Twenty students and their teachers from Greendale Primary School and Rivervale Primary School participated in the Young Hearts for Conservation programme which was held in Pulau Ubin in June. The pilot programme aims to move students from awareness to action through various activities to help conserve Singapore's biodiversity.

Sungei Buloh Wetland Reserve hosted students from Hangzhou during their summer camp in July, under the Sister Wetland Affiliations Programme. They were joined by students from River Valley High School. The trip was organised by the China National Wetland Museum and "Happy Sunday", a popular children's television programme in Hangzhou.

Some 20 students from various primary schools had the rare opportunity to interact with Bindi Irwin, daughter of the late "Crocodile Hunter" star Steve Irwin,

when she and her family visited the Singapore Botanic Gardens in April 2013. The 14-year-old Australian shared her experiences in wildlife conservation and thrilled students with her interesting anecdotes. In recognition of her efforts to promote wildlife conservation and inspire our youths to appreciate our natural heritage, Bindi was presented with an orchid named after her – *Dendrobium Bindi Irwin*.

In other outreach efforts, over 1,000 preschool educators attended NParks' first preschool teachers' training programme in February and March to equip them with the knowledge of our native biodiversity and the know-how to use parks and gardens for their outdoor learning lessons.

NParks also participated in more than 50 roadshows, exhibitions and school assembly talks over the past year, reaching out to more than 38,000 students and educators.

## ◆ Nature Cares ◆



Sam Neo

27, VICE-PRESIDENT OF  
KEPPEL VOLUNTEERS

VOLUNTEER IN NATURE CARES

As the administrator for Keppel Care Foundation, Sam got involved with Nature Cares when the Foundation decided to fund the project, which brings together corporations, children and beneficiary organisations through nature-related activities. However, he wanted to do more than just assist with the donation process, and so he decided to play a more active role by becoming a volunteer himself.

When he first started in 2013, Sam felt apprehensive, especially when it came to reaching out to the beneficiaries. "I had limited exposure to volunteer work and I was not sure what to expect," he recalled. "I guess the challenge was for me to face my inner fears and overcome them by doing even more over time."

Today, Sam not only works with NParks to coordinate the Nature Cares programme, he also actively recruits Keppel staff for the activities and makes it a point to be present for all the sessions which range from guiding park tours to plant potting.

MY WISH FOR OUR  
CITY IN A GARDEN  
IN THE NEXT **50**  
Years

"I hope Singapore will be a place filled with gracious and empathetic people who truly care not only for themselves, but also for the people and things around them."



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## *Cherish With Us*

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The steady build-up of Singapore's green infrastructure over the past five decades has enabled biodiversity to take root and flourish in our City in a Garden. We have also worked closely with the landscape industry to strengthen their capabilities and grow the talent pool. These efforts, together with the close involvement of the community, have helped to enrich Singapore's natural heritage and create a vibrant, living legacy for future generations of Singaporeans to cherish and enjoy.

# Let's make space for nature to flourish

## CHERISH OUR BIODIVERSITY

### Extending our Nature Ways

Throughout the years, biodiversity has continued to be a key focus. As part of a collaborative effort to bring biodiversity closer to the neighbourhood, more than 20 corporate and community partners have come together to green up the 13km Tengah Nature Way, which is the longest Nature Way in Singapore to date. They include Yuhua Zone 5 RC, NatSteel, Al Mukminin Mosque, Institute of Technical Education College West, Community in Bloom Ambassadors, and students from nine schools including Hillgrove Secondary School, Kranji Secondary School and Swiss Cottage Secondary School who will be monitoring the birds and butterflies along the Nature Way.

Under the Tengah Nature Way @ South West initiative which was unveiled by NParks and South West Community Development Council on 16 February 2014, community gardens will be planted with bird- and butterfly-attracting plants that will help create a green route for these animals to travel between the Bukit Timah Nature Reserve, Central Catchment Nature Reserve and the Western Catchment (SAFTI Live-Firing Area).

Thriving butterfly and bird populations in other parts of Singapore indicate that our biodiversity conservation efforts are on track. Over the past year, Oriental Pied Hornbill chicks have been spotted in specially-constructed nest boxes at various green spaces such as Pasir Ris Park and Sungei Buloh Wetland Reserve. Another nest box has also been installed at Nathan Road, with the sponsorship of Kajima Overseas Asia Pte Ltd and the support of residents from nearby Bishopsgate Residences.

### Monitoring Singapore's Marine Biodiversity

Surveys and scientific research help provide an indicator of the progress Singapore has made in conserving its natural heritage. They also highlight the importance of nurturing healthy ecosystems and promoting the appreciation of Singapore's rich biodiversity to future generations.

The five-year Comprehensive Marine Biodiversity Survey (CMBS), which was launched in 2010, crossed a significant milestone with the completion of the second marine biodiversity expedition in June 2013. The three-week expedition, carried out by NParks and

the National University of Singapore's Tropical Marine Science Institute (TMSI), involved some 50 volunteers and about 50 scientists, including 25 renowned biodiversity experts from 10 countries. During the expedition, a biodiversity survey was conducted of reef habitats and the seabed from shallow subtidal areas to deeper waters in the Singapore Strait and the southern islands of Singapore. The first marine expedition, which was held in October 2012, surveyed the Johor Straits.

In addition, during field trips conducted as part of a Bryozoans and Hydroids Workshop organised by TMSI, 15 new records were made of intertidal, mangrove and freshwater bryozoans.

Since the launch of the CMBS, some 60,000 specimens have been collected through surveys conducted in mudflats, sea beds and reef habitats. From these, over 200 new records for Singapore were made, about 10 species were rediscovered, and over 100 species were identified as possibly new to science. Corporate sponsors for CMBS include Asia Pacific Breweries, Care-for-Nature Trust Fund, Keppel Corporation, Shell companies in Singapore and The Air Liquide Group, which have donated more than \$1 million to the National University of Singapore and the Garden City Fund for the survey.



(Far left) Mayor of South West District, Dr Amy Khor, and Advisor of Bukit Gombak Constituency, Low Yen Ling, joined 400 district residents in the planting of bird- and butterfly-attracting shrubs along the Tengah Nature Way.

(Middle) The Plain Tiger butterfly (*Danaus chrysippus chrysippus*) can be spotted along the Tengah Nature Way.

(Top right) The Comprehensive Marine Biodiversity Survey has uncovered many interesting marine species including the "Lipstick" sea anemone which is possibly new to science. This predatory animal was found in the mudflats at Pulau Ubin.

(Bottom right) Then Acting Minister for Manpower and Senior Minister of State for National Development Tan Chuan-jin (right) participated in the second marine biodiversity expedition and observed specimens collected during the survey.



(Top left and right)  
Heron Watch, an island-wide survey on our resident herons and egrets, provides us with valuable information about the population of these long-legged birds throughout Singapore.

(Bottom)  
Children got to learn more about Singapore's flora and fauna through free art and craft workshops conducted at the Festival of Biodiversity 2013. President Tony Tan Keng Yam was the guest-of-honour.

### Bird Monitoring Bears Fruit

Bird ringing activities conducted by NParks over the years have also borne fruit. In December 2013, a Mongolian Plover (*Charadrius mongolus*) which was ringed in Singapore in October 2012 was spotted at the Inner Gulf of Thailand. In another sighting, a Whimbrel, believed to be about 20 years old, was spotted again at Sungei Buloh Wetland Reserve in January 2014, 19 years after it was first ringed here in 1995.

NParks' corporate partners have also stepped forward to support the bird ringing initiative. Nine sessions of the HSBC Bird Banding Awareness activity were held during the year. They involved volunteers from HSBC and Central Catchment Nature Reserve, as well as NParks staff, and were aimed at highlighting the importance of bird banding as a monitoring activity to help in conservation management of our nature reserves.

On 6 July 2013, NParks also conducted an island-wide Heron Watch, 10 years after the first snapshot survey captured the population status and distribution of herons and egrets throughout Singapore.

### Celebrating Biodiversity with the Community

Community efforts to conserve Singapore's natural heritage were celebrated at the Festival of Biodiversity, which took place in July 2013. Organised by NParks and the Biodiversity Roundtable, a group of over 20 key representatives from various sectors of the nature community, the two-day festival was supported by Kingsmen, Kose, Toshiba and VivoCity, and attracted some 10,000 visitors.

During its opening, President Tony Tan Keng Yam launched a new book "Living In A Garden", showcasing Singapore's development into a City in a Garden, and a special set of biodegradable stamps affixed with seeds to commemorate 50 Years of Greening Singapore. NParks also announced a new initiative, Greening Schools for Biodiversity, which enables schools to assess and enrich the biodiversity in their school compounds.

## ◆ Appreciate our Natural Heritage ◆



**Yap Tat Ming**

44, BANKER  
VOLUNTEER-GUIDE

A little girl once "hijacked" a guided tour that Tat Ming was conducting at Fort Canning Park. "She would interrupt me every time she saw a squirrel, and so our nature tour became a squirrel-spotting game that day," he recalled.

Then there was the elderly man who let Tat Ming in on the secret to raising clever children – get them to study under a Banyan tree!

These were just two of the many interesting people that Tat Ming has met in the 10 years he has been volunteering with NParks. The banker, who does guiding two or three times a month, loves to share with visitors, especially residents, about the lesser known bits of nature that one can find here. He specialises in tours such as Heritage on the Hill, the Fort Canning Spice Trail and Trees of the Fort.

**MY WISH FOR OUR  
CITY IN A GARDEN  
IN THE NEXT 50  
Years**

"I believe we can sustain our City in a Garden for generations to come by inculcating an appreciation of our natural heritage, getting every citizen to play a part in greening our city and fostering a culture of reducing, reusing and recycling."

## Championing Conservation Efforts Internationally

NParks remains committed to working with the global community in biodiversity conservation. It co-chairs the Technical Committee on Coastal and Marine Environment to spearhead the implementation of Integrated Urban Coastal Management (IUCM) in Singapore. IUCM is a proactive planning and management framework for sustainable development of marine and coastal areas within an urban context. A Memorandum of Understanding (MOU) with the Partnerships in the Environmental Management for the Seas of East Asia (PEMSEA) was signed on 18 November 2013 that established Singapore as a PEMSEA Regional IUCM Demonstration Site and Learning Centre. Recognised as a positive example in IUCM, NParks is working on showcasing Singapore's experiences and best practices internationally.

At the 11<sup>th</sup> Singapore-Thailand Civil Service Exchange Programme (CSEP-11) in February 2013, NParks and Thailand's Ministry of Environment and Natural Resources agreed to conduct workshops on how to apply the Singapore Index (a self-assessment tool for cities to benchmark and monitor the progress of their conservation efforts) to Thai cities. The workshops were conducted in Krabi on 19 – 20 August 2013, and in Chiang Rai on 22 – 23 August 2013. There were 23 municipalities with about 100 participants for both workshops.

NParks has also embarked on a five-year project to account for the carbon stock and carbon flux in vegetation and land use in Singapore. Coordinated by the National Biodiversity Centre, this will form part of Singapore's biennial reporting of our national greenhouse gas inventory to the United Nations Climate Change. The project, which is undertaken by Austrian consortium ANRICA (Austrian Natural Resources Management and International Cooperation Agency), began in November 2013.



(Far left) Landscape companies can now tap on the Landscape Productivity Grant scheme to buy equipment such as the motorised hedge trimmer, which is expected to reduce the time taken to trim hedges by 75%.

(Right) Installation and maintenance of vertical greenery is one of the emerging skills that landscape technicians are increasingly expected to have.

## BUILD UP OUR LANDSCAPE INDUSTRY

### Giving Local Landscape Companies a Productivity Boost

Close collaboration with the landscape industry has been another hallmark of Singapore's greening journey. NParks launched a new \$3.9 million Landscape Productivity Grant scheme in September 2013 to help local landscape companies defray the cost of equipment purchase for projects such as landscape design, construction and maintenance. The grant is an initiative under the \$12 million Landscape Productivity Roadmap, a national effort to enhance productivity, raise capabilities and professionalism, and to restructure operations in the landscape sector, which employed some 7,300 personnel in landscape design and architecture, implementation and maintenance in 2012.

Signing of MOU between Singapore and PEMSEA. From left to right: Renato C. Cardinal (PEMSEA), Stephen Adrian Ross (Executive Director, PEMSEA), Dr Leong Chee Chiew (Deputy CEO, NParks), Koh Kim Hock (Director-General, NEA), Dr Lena Chan (Director, NParks)



### Growing the Talent Pool

To build on the success of Singapore's greening efforts over the past 50 years, NParks continues to develop a pool of highly trained students for careers in the landscape industry. On 7 September 2013, NParks, Institute of Technical Education (ITE) and Landscape Industry Association (Singapore) (LIAS) signed an MOU to award 50 scholarships worth \$600,000 over five years. The scholarships, which are funded by the Garden City Fund and LIAS, will go to students pursuing ITE's Nitec in Facility Technology (Landscaping Services) course. This was announced at Green Thumbs 2013, an annual event which celebrates the progress and achievements of the landscape industry.

To create awareness of Continuous Education and Training as well as career opportunities in the landscape industry, NParks' Centre for Urban Greenery and Ecology (CUGE) Career Centre participated in the Discover the Service in You Career Fair on 15 November. The fair was organised by the South West CDC in collaboration with the Singapore Workforce Development Agency. Under CUGE's invitation, two landscape employers, Prince's Landscape & Construction Pte Ltd and Swee Bee Contractor Pte Ltd, also participated in the event.

“ My hope is that this new scholarship programme for ITE students will help to plant a seed in their minds which will germinate into their becoming Landscape Professionals of the next generation. ”

**Mr John Tan, Chairman, Landscape Industry Association (Singapore)**  
on the MOU signed to award 50 scholarships to ITE students.

## ◆ Get Involved in Gardening ◆



**Mdm Normala Bte Alias**

47, TEACHER

COMMUNITY IN BLOOM AMBASSADOR

From a garden in Kranji Secondary School, "Hundred Thousand Native Plants" have taken root. Mdm Normala started the school's Community in Bloom (CIB) Garden in 2006 as a launch pad for the South West CDC's community planting project and turned it into a place where the community can learn about native plants.

An educator at heart, she is also always on the lookout for opportunities to make gardening fun and engaging for students. "We made use of the herbs to brew herbal teas such as mint tea, roselle tea and lemon grass tea, and the students use the flowers from the garden to study the reproductive systems of plants," said the science teacher. An Amazing Plant Race was also conducted in the school garden to get students to learn about plants in a fun way.

As a CIB ambassador since 2008, Mdm Normala gives talks regularly at community libraries to share gardening ideas and experiences.

**MY WISH FOR OUR  
CITY IN A GARDEN  
IN THE NEXT 50  
Years**

**"I hope that more people will be interested in conserving nature and get involved in gardening. We need to make more people aware of the value of plants to our ecosystem and thus to our survival."**

"We will be working with NParks in our ongoing efforts to transform our school grounds into a living classroom that will enrich our environmental education programme, and enhance the well-being of our students and staff."

**Aaron Loh, Principal,  
Commonwealth Secondary School**  
on being one of the first schools to participate in NParks' Greening Schools for Biodiversity programme.

The Tree Identification workshop is one of many training programmes conducted by CUGE to develop skills in the landscape industry.



### Enhancing Skills across the Landscape Industry

To prepare Singapore for the next phase of its greening journey, NParks continued to put in concerted efforts to support skills development in the landscape industry. In June and July, CUGE organised the inaugural run of the Workforce Skills Qualifications (WSQ) Skills Pack in Nursery Production which covered modules such as media production, plant propagation and maintaining and monitoring production systems (hydroponics-related).

A certification programme on Tree Risk Assessment Qualification was also introduced for NParks staff and industry professionals. The programme by the International Society of Arboriculture (ISA) was aimed at promoting safety by providing a standardised and systematic process for assessing tree risk.

CUGE renewed its Memorandum of Collaboration (MOC) with ISA when senior ISA representatives visited Singapore from 17 to 20 May 2013. The MOC underscored the recognition of CUGE as one of its key certification partners in Asia and Singapore's position as a hub for arboriculture excellence. CUGE and Parks &

Leisure Australia (PLA) also renewed their existing MOC in July, as a testament to continually enhance the skills and knowledge of green space managers in the field of park, recreation and visitor management.

### Strengthening Competencies in Water Management

As part of CUGE's Water Sensitive Urban Landscape Series, a one-day workshop was conducted by industry experts in April 2013 on the topic of storm water treatment and harvesting for irrigation and non-potable on-surface use. Trainees included architects, landscape architects and designers, irrigation specialists and contractors and landscape professionals.

In July 2013, CUGE also published the first two guidelines in its Standards in Urban Ecology series, which is focused on building the competencies in pond water quality management within the local landscape industry. The two guidelines introduce the theory and practice of water quality monitoring for ponds in the tropics, and set out recommended standards for pond water quality using key parameters based upon empirical measurements from 59 ponds across Singapore.

## Strengthening our Research Efforts

As part of efforts to further strengthen our research capabilities and provide a strong scientific foundation for NParks' greening and biodiversity efforts, CUGE Research published five scientific papers, eight research technical notes and a conference paper in 2013.

Dr Christine Vogt, Professor in the Department of Community, Agriculture, Recreation and Resource Studies at Michigan State University, joined CUGE as its fifth Research Fellow. Since 2009, the CUGE Research Fellowship programme has been bringing together global experts and CUGE researchers to collaborate in areas such as urban greenery, urban ecology and urban studies, with the aim of making tropical cities more liveable. Dr Vogt worked with the Urban Studies team to develop a social value framework to garner insights on Singaporeans' value of parks and urban greenery.



Preschool children enjoyed a day out at Jacob Ballas Children's Garden during NParks' Corporate Kindness Day. Other parks where the charity organisations were brought to included Bishan-Ang Mo Kio Park, HortPark, Pasir Ris Park, East Coast Park, Fort Canning Park, and Gardens by the Bay.

## NURTURE OUR STAFF

### Building Expertise among Staff

Over the past decades of greening Singapore, NParks has established a strong pool of experience and in-house expertise. Through formal courses and informal sharing experiences, NParks' staff continued to develop the knowledge, skills and expertise required for their roles within the organisation.

Horticulture Champions (or Hort Champs) took part in various activities organised by colleagues from various units within NParks. These included a plant learning trip to local nurseries, a guided tour of the native giants at the Singapore Botanic Gardens Rain Forest Trail and a sustainable landscaping practices workshop. The Hort Champs' Native Plant Squad also participated in various salvaging and propagation activities, and helped reintroduce native plant species back into the nature reserves.

In September, NParks' Hort Standards and Plant Information Unit conducted its second Plant

Staff who completed their professional exchange programmes brought back knowledge in horticulture and landscape management best practices to share among colleagues, and helped build NParks' network with these overseas botanical institutions.



Plant learning trips to local nurseries were regularly organised to enrich staff's knowledge on plants suitable for planting in Singapore.

Matrix roadshow for operations staff, this time focusing on plants for riverine conditions. The session included a demonstration on how to use the Plant Matrix, a specially designed tool to help the staff select suitable plants for a given site condition in a quick and user friendly manner. This was followed by a showcase of 30 recommended species of trees and shrubs.

NParks also invested in overseas staff training. Two staff went on professional exchange programmes to Parks Victoria in Australia and Prospect Park in the United States of America respectively.

### Strengthening our Capabilities

NParks continued to build up its talent pool through its Scholarship, Overseas Merit Award and Cadetship programmes. In 2013, four Undergraduate Scholarships and three Overseas Merit Awards were given.

A total of seven students from Singapore Polytechnic's Diploma in Landscape Architecture course and eight from Ngee Ann Polytechnic's Diploma in Landscape Design and Horticulture course graduated from the NParks Cadetship Programme during the year.

### Spreading Cheer on Corporate Kindness Day

NParks is also committed to giving back to the community. Corporate Kindness Day was organised on 31 May 2013, reaching out to close to 400 participants from 10 charity organisations. A hundred staff volunteered to bring the beneficiaries out to seven parks across Singapore, where educational activities were concurrently organised for them to enjoy.



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## *Build With Us*

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Since the launch of Singapore's first tree planting campaign some 50 years ago, the country's landscape has undergone a dramatic transformation. Our commitment to the Greening of Singapore remains. Today, we continue to find ways to overcome greening challenges in a highly complex urbanised environment and engage the community in building up our green infrastructure.



(Top left and bottom right) The Singapore Botanic Gardens Heritage Museum at Holttum Hall and CDL Green Gallery were officially opened by Prime Minister Lee Hsien Loong.

(Top right) The Singapore Botanic Gardens is home to more than 40 Heritage Trees, including the Jati Bukit, or Mountain Teak, near the Swan Lake gazebo.

## Let's create a living legacy for future generations

### Capturing Singapore Botanic Gardens' Rich Heritage

As we marked the milestone in the 50 Years of Greening of Singapore, it was fitting that a nomination has been submitted for Singapore Botanic Gardens to become the country's first UNESCO World Heritage Site. In November, NParks and National Heritage Board unveiled a five-year Site Management Plan proposing how the Gardens will be managed in the future. Members of the public were invited to contribute their feedback to the Plan, which formed part of the Nomination Dossier that was submitted to UNESCO.

The Plan highlighted how the authenticity and integrity of the Gardens was being conserved and enhanced. Examples included the conservation of Heritage Trees and enhancements in the Gardens to connect plants and people.

### Connecting Plants and People

One of these enhancements was the opening of the Heritage Museum and CDL Green Gallery to give visitors insights into the Gardens' rich history and Singapore's 50-year greening journey. Located at Holttum Hall, which was built in 1921 to serve as the Director of the Gardens' office and laboratory, the Heritage Museum features interactive exhibits and historical items including old photographs, artefacts, plant specimens, rare botanical books and botanical paintings that date back to the early 19th century. The exhibits in the Museum are supported by City Developments Limited (CDL).

The zero-energy CDL Green Gallery is located on Holttum Lawn and features solar photovoltaic-cladded roof panels that harvest all the energy required for its operations. The building has been accorded the Building and Construction Authority's Green Mark Platinum status – the highest tier for green buildings

The Singapore Botanic Gardens Heritage Museum chronicles the evolution of the Gardens, from its beginnings as a pleasure garden to one that fosters agricultural development in Southeast Asia through its research work.



(Left)  
The new 240 sqm Heritage Museum in the Gardens features historical items including plant specimens and botanical paintings dating back to the early 19th century.

(Bottom)  
The new 0.6-hectare Foliage Garden is planted with species of aquatic plants, aroids, begonias, ferns, fern allies, prayer plants and tropical pitcher plants.



in Singapore. Conceptualised as an extension to the Museum, the Gallery houses botanical and greening-related exhibits, and opened with a large-scale exhibition on 50 Years of Greening Singapore.

A new Foliage Garden has also been opened at the Bukit Timah Core of the Singapore Botanic Gardens. The development showcases more than 300 species of plants with diverse colours, shapes and textures to inspire visitors on the use of diverse plants to add colour and unique points of interest in gardens and landscapes.

In other enhancements, 56 interpretative signs were installed to increase the educational impact for visitors to the Singapore Botanic Gardens. Ten new nature-based education programmes were also introduced, catering to different age groups.

### Furthering Botanical Science

The Singapore Botanic Gardens has also been playing an active role in furthering botanical science in the region. In 2013, it contributed 32 scientific papers and research articles in this field, including papers on nine new plant species from India, Sulawesi and Indochina and new orchid distribution records for Myanmar. A total of 25 research field trips were carried out to countries such as Vietnam, Brunei and Thailand to enhance the Gardens' herbarium collection. Following the signing of a Memorandum of Understanding on the Botanical Survey of Brunei Darussalam in May 2013, work is also being carried out on specimen identifications in herbaria in Singapore and Brunei.

“ In commemoration of CDL’s 50th Anniversary and 50 Years of Greening Singapore this year, we hope that this outstanding Gallery will capture the eco- imagination and raise the appreciation of nature amongst the Gardens visitors. ”

**Esther An, Head of Corporate Social Responsibility and General Manager (Corporate Affairs), CDL** on the opening of the CDL Green Gallery in the Singapore Botanic Gardens.

## ◆ Encourage our Young ◆



*Kristy Lim*

24, CREATIVE DESIGNER  
VOLUNTEER IN PLANT PROPAGATION

Kristy's favourite piece of nature in Singapore is a path she mapped out while trekking from Dairy Farm Park to Bukit Panjang, taking in Bukit Timah Hill along the way. She describes it as her "personal sanctuary".

It was this love for the natural environment that led Kristy to NParks while she was searching online for volunteering opportunities. "I had a lot of free time back then and it was pretty silly to waste it," she recalled.

Her first session as an NParks volunteer was with plant propagation, where she got to re-pot and trim plants, do a bit of weeding and visit nurseries. Today, she continues to volunteer at least once a month, signing up for sessions that will bring her close to nature. "I prefer doing activities that have direct impact on the environment," she said. "So now I get the best of both worlds by contributing to the environment while being in places that I like."

**MY WISH FOR OUR CITY IN A GARDEN IN THE NEXT 50 Years**

“ I hope that Singapore will become even more charming with the nature that we have left and the new green spaces that we have created. We have to educate the younger generations on the achievements of the greening campaign, and encourage them to play their part and contribute to it. ”



(Far left)  
In the longer term, Eco-Link@BKE will help restore the ecological balance in the two nature reserves and provide a conducive environment for biodiversity to thrive.

(Right)  
Minister of State for National Development Desmond Lee was shown the Yellow-ringed Cat Snake that was found at the Eco-link@BKE site. Mr Lee led a tree-planting session to kick-start the greening of the ecological bridge.

### Completing the Construction of Eco-Link@BKE

On 5 October 2013, representatives from government agencies and non-governmental organisations came together to plant 50 native trees at Eco-Link@BKE, signifying the completion of construction work on the ecological bridge. The first of its kind in Singapore, Eco-Link@BKE connects Bukit Timah and Central Catchment Nature Reserves over an expressway, enabling wildlife to move freely between them. As the greening efforts take root, NParks and the Land Transport Authority (LTA) will continue to work with nature groups, non-governmental organisations, tertiary institutions, schools, volunteers and government agencies to conduct feasibility studies and ecological monitoring surveys. The baseline data collected will be used as a comparison against the findings of future surveys to monitor the movement of animals between the two reserves.

### Creating New Parks and Gardens

Continuing with the greening efforts of the past 50 years, NParks has further strengthened Singapore's network of green spaces. The 6.8-hectare Choa Chu Kang Park Extension was officially opened on 29 March 2014 with the planting of 30 native trees by grassroots advisers and volunteers. Plans were also announced for a three-generation community garden in Choa Chu Kang that will bring residents closer to one another and to nature. The garden is a joint initiative between NParks and One Connect @ Chua Chu Kang Group Representation Constituency.



Minister for Health Gan Kim Yong, who is also Grassroots Adviser to Chua Chu Kang Grassroots Organisations, participated in tree-planting at the launch of the Choa Chu Kang Park Extension.

Other green spaces that were opened and upgraded in 2013 included Telok Kurau Lorong N Park and Changi Beach Park. A streetscape garden was also developed at Yishun St 81 in collaboration with the community. This brought the total number of such gardens to 11.

### Linking Communities through the Park Connector Network

The Park Connector Network continued to grow, linking communities and green spaces across the island. As of March 2014, more than 220 km of park connectors have been completed.

On 24 August 2013, NParks launched its first elevated park connector which links Ayer Rajah to Clementi and Buona Vista. More than 70 participants from PC&Frens and Love Cycling Singapore took part in the inaugural ride across the Ayer Rajah Expressway. The ride brought the participants from West Coast Park to the scenic Jurong Lake Park via the West Coast, Ulu Pandan and Jurong Park Connectors. To celebrate the new link, a One Community Walk event was also organised by Ayer Rajah Constituency in collaboration with NParks. The event on 25 August attracted more than 500 residents.

“ It’s a fantastic bridge. Thank you for continuing to improve the cycling/walking networks. ”

Shona Trench, a fan of NParks’ Facebook page on the elevated park connector bridge.



(Far left)  
The new elevated park connector bridge links Pandan Gardens Park Connector to Ulu Pandan Park Connector.

(Left)  
The Interlace Condominium is one of nine developments recognised for outstanding greenery under the new LEAF certification scheme.



Coach Park Link Bridge at Sentosa was one of the recipients for the Special Award - Design for Maintenance at the Skyrise Greenery Awards 2013.

In Tampines, the Park Connector Network is an integral part of the town's cycling path network, complementing dedicated cycling tracks constructed by the Land Transport Authority. Completed on 14 June 2013, the 11.3-km network allows residents to move about easily and safely on bicycles, to places such as the MRT station and bus interchange.

### Greening our Urban Infrastructure

A more recent development in Singapore's greening history is the effort to green Singapore upwards as well. In 2013, another 9.1 hectares of skyrise greenery was added to our urban landscape, bringing the total to 61 hectares. New skyrise greenery projects that were completed included those at Bishan Junction 8, St Andrew's Community Hospital and Telok Kurau Primary School.

The Skyrise Greenery Awards 2013 were presented to a record 14 local developments to recognise excellence

The first dedicated urban greenery exhibition in Asia, *GreenUrbanScape Asia* brought together international experts and thought leaders to explore key issues and challenges in urban greenery and landscaping in a global context.

in implementing sky gardens and vertical greenery. PARKROYAL on Pickering, Singapore received the Outstanding Award for its unique "hotel in a garden" concept, in which skyscraper greenery was integrated with its architecture, extending to rooms, corridors, lobbies and common washrooms. A total of 77 entries were received for the awards – the highest number since its inception in 2008.

To promote urban greenery, GreenUrbanScape Asia 2013 was held in conjunction with the International Skyrise Greenery Conference from 7 to 9 November 2013. Jointly organised by NParks, Landscape Industry Association Singapore, Singapore Institute of Landscape Architects and Singex Group, the event attracted over 4,000 participants including 650 conference delegates and speakers from 25 countries.

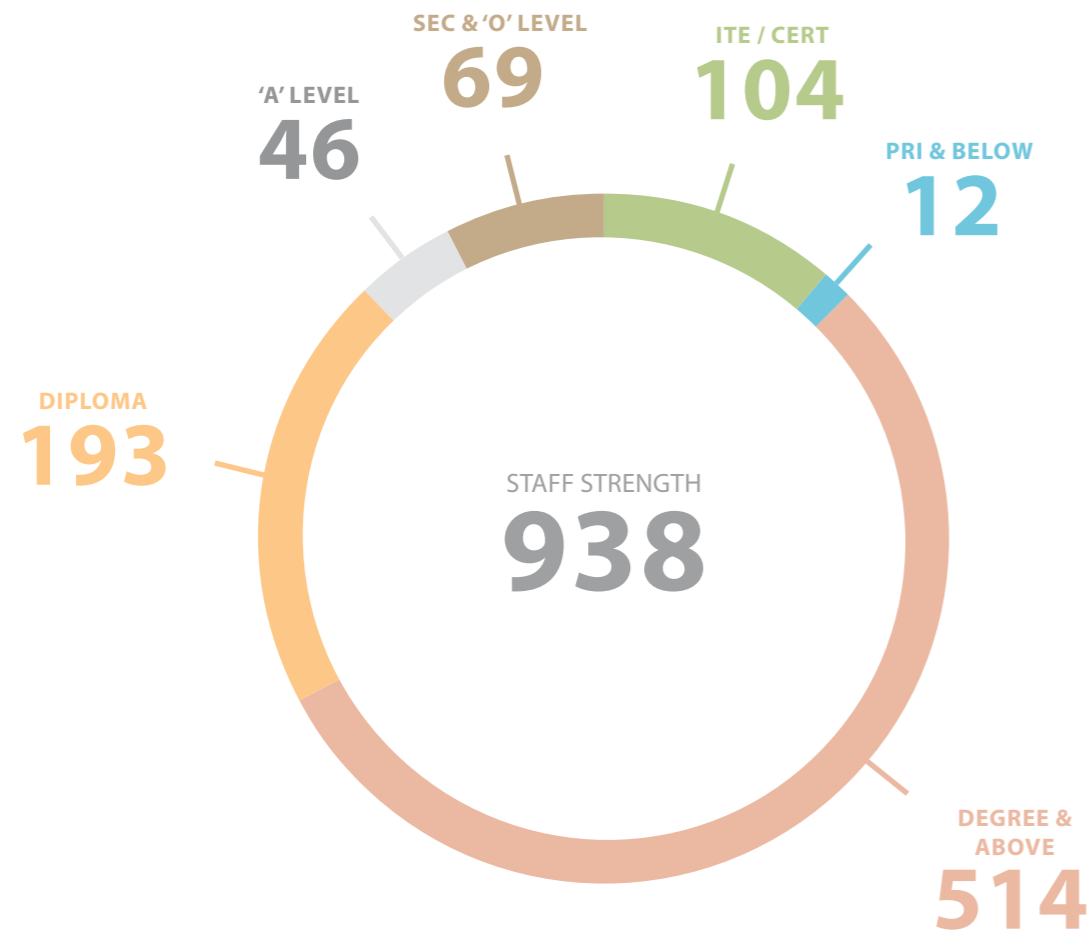
NParks has also been engaging the industry in regular discussions on the topic of urban greenery. A Skyrise Greenery Sharing Session in June 2013 attracted more than 70 stakeholders including architects, landscape architects, developers, building owners, agency representatives and contractors. Topics discussed included upcoming CUGE standards for Skyrise Greenery and updates on the Skyrise Greenery Incentive Scheme.

### Encouraging Greenery through LEAF

Nine developments were recognised for outstanding greenery under NParks' new Landscape Excellence Assessment Framework (LEAF) certification scheme, the first and only one in Singapore solely dedicated to the provision and management of quality greenery. New developments Corals at Keppel Bay, Senja Parc View, The Interlace and The Rainforest as well as existing developments 158 Cecil Street, Khoo Teck Puat Hospital, Newton Suites, Pangshan Grove and Siloso Beach Resort were presented with the certificates during the inaugural ceremony on 19 August.

# Facts and Figures

FY 2013



## NATIONAL DAY AWARDS

### MERITORIOUS SERVICE MEDAL

Mrs Christina Ong, Chairman

### PUBLIC ADMINISTRATION MEDAL (BRONZE)

1. Ms Ang Chiean Hong, Deputy Director (Riverine Parks), Parks 2
2. Lim Kiat Fong, Deputy Director (Singapore Garden Festival), Singapore Botanic Gardens

### COMMENDATION MEDAL

1. Lew Chee Keong, Assistant Director (Facilities Management), Resource Management
2. Kang Chu Siong Edwin, Assistant Director (Landscaping & Arboriculture), Streetscape

### EFFICIENCY MEDAL

1. Goh Meng Yong, Manager (Legal Services & Prosecution), Resource Management
2. Tan Ming Lee, Senior Officer (Streetscape East), Streetscape

### LONG SERVICE MEDALS

1. Ms Kalthom binte Abd Latiff, Deputy Director (Arts & Heritage Parks), Parks 1
2. Koh Poo Kiong, Deputy Director (Coastal Parks), Parks 1
3. Ms Kartini Omar, Director Parks 2
4. Sim Cheng Hai, Director Policy & Planning

## AWARDS AND ACCOLADES

EXCELLENT SERVICE AWARD 2013 ( 3 Gold, 15 Silver )

PS21 STAR SERVICE AWARD 2013

MND MINISTER'S AWARD (TEAM) 2013

ISO 9001:2008

ISO 14001:2004

COMMUNITY CHEST AWARDS 2013 ( SHARE Gold Award 2013 )



MacRitchie Reservoir Park



Henderson Waves at the Southern Ridges

# Facts and Figures

## FY 2013

### REGIONAL PARKS MAINTAINED BY NPARKS

	Area (ha)		Area (ha)
Admiralty Park	25.67	Pearl's Hill City Park	8.50
Ang Mo Kio Town Garden East	4.89	Pulau Ubin Recreation Area (Offshore Island)	649.94
Ang Mo Kio Town Garden West	20.63	Punggol Park	16.30
Bedok Reservoir Park	42.39	Punggol Waterway Park	12.30
Bedok Town Park	12.43	Rifle Range	65
Bishan-Ang Mo Kio Park	62	Sembawang Park	15.57
Bukit Batok Nature Park	35.74	Sengkang Riverside Park	20.70
Bukit Batok Town Park – Little Guilin	42.16	Singapore Botanic Gardens	60.93
Bukit Timah Nature Reserve	162.64	Sungei Buloh Wetland Reserve	164.61
Central Catchment Nature Reserve	455	Sun Plaza Park	9.60
Changi Beach Park	28.52	Tampines Eco Green	36.61
Choa Chu Kang Park	11.81	Telok Blangah Hill Park	34.19
Clementi Woods Park	11.50	Tiong Bahru Park	3.33
Coney Island	46.64	Toa Payoh Town Park	4.91
Dairy Farm Nature Park	75.32	Upper Peirce Reservoir Park	4
East Coast Park	209.60	Upper Seletar Reservoir Park	15
Esplanade Park	2.40	War Memorial Park	1.64
Fort Canning Park	19.74	West Coast Park	50
Hindhede Nature Park	9	Windsor Interim Green	60
Hong Lim Park	1.26	Woodlands Town Garden	10.94
HortPark	23.92	Woodlands Waterfront Park	11.22
Istana Park	1.30	Yishun Park	13.22
Jurong Central Park	7.98	Zhenghua Park	13.50
Kallang Riverside Park	6.95		
Kent Ridge Park	47.86		
Kranji Nature Trail	38.45	<b>Total</b>	<b>2,908.70</b>
Kranji Reservoir Park	9		
Labrador Nature Reserve (Labrador Park and Nature Reserve)	25.88		
Lower Peirce Reservoir Park	10		
Lower Seletar Reservoir Park	3.30		
MacRitchie Reservoir Park	12		
Marina Promenade	15.10		
Mount Faber Park	56.44		
One-north Park	3.39		
Pasir Ris Park	73.02		
Pasir Ris Town Park	12.76		

### TOTAL NUMBER OF PARKS

Regional parks	59
Neighbourhood parks	271
Park connectors*	63
<b>Total</b>	<b>393</b>

### TOTAL AREA MAINTAINED

	Area (ha)
Parks, playgrounds, open spaces, fitness corners and park connectors**	2,363
Nature Reserves	3,380
Istana and Parliament	42
House grounds	
Roadside greenery	2,550
Vacant state land	1,363
Government premises	9
<b>Total</b>	<b>9,707</b>

\* The total mileage of the park connectors maintained is 228 kilometres as of 31 March 2014.

\*\* 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'.



Ang Mo Kio Town Garden West

# Facts and Figures

FY 2013

## 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.



## WORKFORCE SKILLS QUALIFICATION (WSQ) COURSES

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

## PROFESSIONAL CERTIFICATION PROGRAMMES

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

## SEMINARS / PROFESSIONAL SPEAKER SERIES / WORKSHOPS

- Basic Tree Identification Course (Trees Along Road Reserves)
- Basic Tree Identification Course – Fabaceae
- Basic Tree Inspection – Level 1
- Basic Tree Maintenance Course
- CUGE Research Seminar
- CUGE Playground Seminar
- CUGE Turf Seminar
- Conflict Management and Negotiation Skills for Green Space Managers
- Contract Interpretation Course
- Develop Design Briefs for Integrated Eco-Habitats
- Edible Landscaping – Creating Landscapes with Edible Plant Species
- Ecological Designs for Pond Construction and Restoration in Singapore
- Enhanced Productivity in Turf Planting – Hydrosprigging for Turf Establishment
- Green Infrastructure & Ecosystem Services
- Green Mark for Parks (LEAF Assessor)
- Guidelines for Tropical Turfgrass Installation, Management, Identification, Uses & Requirements
- Landscape Safety Orientation Course
- Landscape Design Guidelines for Productive Maintenance & Sustainability
- NParks Legislation & Enforcement Management Course
- Plant Diversity and Nomenclature – Part I, II, III, IV
- Park Survey and Research Methods
- Plant Health and Pest Management

- Professional Speaker Series: Mechanical Injury and Occlusion – An Urban, Tropical Perspective for Eight Common Tree Species in Singapore
- Professional Speaker Series: The Underestimated Value of Urban Ecology
- Professional Speaker Series: Coastal Plant Matrix
- Professional Speaker Series: Weed Management
- Professional Speaker Series: Tree Micro Injection
- Professional Speaker Series: Therapeutic Gardens in Australia
- Survey Methods for Ecological Assessment of Ponds in Singapore
- Standards on Planting Media – Soil Mixture and Compost Mulches
- Tree Failure Profile for Common Wayside Trees in Singapore
- Writing Professional Arborist Report
- What is Tree Biomechanics and Why Should I Care?
- Water Sensitive Urban Landscapes Workshop Series: Integrating Storm Water Treatment and Harvesting for Irrigation and Non-Potable On-Surface Use

## INTERNATIONAL BRIEFINGS AND OVERSEAS EXECUTIVE PROGRAMMES

- CUGE Overseas Executive Programme on Greenery Planning & Management
- Briefings for Overseas Delegates

# Publications

## BOOKS



### My Green Space: Indoor Gardening Made Simple

By Lily Chen, Ng Shan Jun, Ang Wee Foong, et al.



### Common Epiphytes and Mistletoes of Singapore

By Jean W.H. Yong, James Wang Wei, Joanne Y.T. Khew, Sheue Chiou Rong and Wong Wei San



### Community in Bloom

By National Library Board and National Parks Board



### Tall Tales

By Shee Zhi Qiang, Ang Xing Qi, Lahiru Wijedasa and Nigel Taylor (Singapore Botanic Gardens)



### Native Orchids of Singapore – Diversity, Identification and Conservation

By Dr Yam Tim Wing



### Secrets of the Swamp

By Neil Humphreys and illustrated by Cheng Puay Koon



### Living in a Garden – The Greening of Singapore

By Timothy Auger



### Caterpillars of Singapore's Butterflies

By Horace Tan and Khew Sin Khoon



### Trees of Our Garden City

Edited by Tee Swee Ping



### 1001 Garden Plants in Singapore

By Boo Chih Min, Kartini Omar-Hor and Ou-Yang Chow Lin



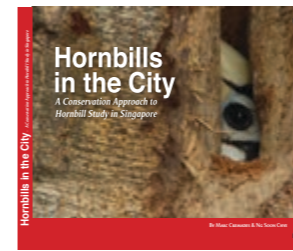
### Migratory Birds of Sungei Buloh Wetland Reserve

By James Gan, Mendis Tan and David Li



### Dragonflies of our Parks and Gardens

By Robin Ngiam



### Hornbills in the City – A Conservation Approach to Hornbill Study in Singapore

By Marc Cremades and Ng Soon Chye



### Our Fragile Rainforest

By Dr Leong Tzi Ming and James Gan

## JOURNALS



### The Gardens' Bulletin Singapore, July 2013 & December 2013

## CUGE STANDARDS



### CS C01:2013 Guidelines on Water Quality Monitoring for Tropical Ponds



### CS C02:2013 Guidelines on Water Quality Assessment and Management for Tropical Ponds



### CS A03:2013 Specifications for Soil Mixture for General Landscaping Use

## PERIODICALS



### Gardenwise, July 2013 & February 2014



### CITYGREEN Issue 7 – Stepping Up with Green Issue 8 – Cultivating the City



The CUGE publication CITYGREEN won the APEX 2013 (25th Annual Awards for Publication Excellence).

These publications are available for sale at The Library Shop and The Gardens Shop at the Singapore Botanic Gardens. Visit [www.sbg.org.sg](http://www.sbg.org.sg) for opening hours and contact information.

## Garden City Fund Donors' Acknowledgement FY 2013

### ABOVE \$100,000

Aramsa China Pte Ltd  
Asia Pacific Breweries (Singapore) Pte Ltd  
Delia Prvacki  
Rosslyn Leong Sou Fong  
SembCorp Industries Ltd  
The Hongkong And Shanghai Banking Corporation Ltd

Kumiai Navigation (Pte) Ltd  
Lee Kok Choy  
Leng Hoe Lon  
Lim Eng Keong  
Lim Wee Kian  
Loke Poh Kim Belinda  
Malayan Banking Berhad  
Mapletree Commercial Trust  
Mellon Foundation  
Mizuho Corporate Bank Ltd  
Mondelez Asia Pacific Pte Ltd  
National Arbor Day Foundation  
National Trades Union Congress  
Nils Von Zweigbergk  
NTUC Fairprice  
Ong Chee Chang  
Optimal Corporation  
Oversea-Chinese Banking Corporation Limited  
Panasonic Asia Pacific Pte Ltd  
Powen Electrical Engineering Pte Ltd  
Pricewaterhouse Coopers LLP  
Prime Deco Pte Ltd  
PT Bank Mandiri (Persero) TBK  
Rainforest Research Pte Ltd  
RBC Investor Services Trust Singapore Limited  
RBC Royal Bank  
Rico Drilling Services Pte Ltd  
Ricoh Asia Pacific Pte Ltd  
SAIS PTA  
Sato Asia Pacific Pte Ltd  
Seagate Technology International  
Sembawang Shipyard Pte Ltd  
Shimizu Corporation  
Siemens Pte Ltd  
Sim Geok In Dr Anne Pakir  
Singapore Industrial Pte Ltd  
Singapore Power Ltd  
Singapore Telecommunications Ltd  
Standard Chartered Bank  
StarHub Ltd  
State Bank of India, Singapore  
STMicroelectronics Pte Ltd  
Suntech Ventures Pte Ltd  
Surbana International Consultants Pte Ltd  
Susan Perkon Chia Yuet Foon  
Symantec Asia Pacific Pte Ltd  
Tai Tong Yun

Tay Hock Jin Alvin  
The Air Liquide Foundation  
The Association of Banks in Singapore  
The Bank of East Asia Limited  
The Bank Of Tokyo-Mitsubishi UFJ Ltd  
The Girls' Brigade Singapore, 16th P Company  
The Legends Fort Canning Park Pte Ltd  
The Ritz-Carlton Millenia Singapore  
The Singapore Institute of Architects  
The Toronto Dominion Bank  
Tokio Marine Life Insurance Singapore Ltd  
Toshiba Singapore Pte Ltd  
Tung Soo Hua  
Unicredit Bank AG  
Uniseal Creative Solutions Pte Ltd  
United Overseas Bank Ltd  
United Parcel Service (USA)  
VTB Capital PLC Singapore Branch  
Wong Kan Seng

Donations listed above are of a minimum amount of S\$1,000.

The Garden City Fund was set up in 2002 to encourage the community to express their personal stake in sustaining our City in a Garden. While the government will continue to fund the basic green infrastructure, the Fund works in partnership with individuals and corporations to supplement the growth of our City in a Garden through conservation efforts, research, outreach and educational programmes.

For more information, please visit [www.gardencityfund.org](http://www.gardencityfund.org).



## Corporate Governance FY 2013

### BOARD MEMBERS

NParks is overseen by a Board comprising 10 members. The current Chairman is Mrs Christina Ong. All the Board members are non-executive members, except the Chief Executive Officer, Mr Kenneth Er. The Board derives its strength from the extensive and complementary background, qualifications and experience of its members.

The Board's key responsibilities are to:

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

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

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

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

### BOARD'S CONDUCT OF ITS AFFAIRS

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

### ACCOUNTABILITY AND AUDIT

The Board's accounts are audited by the Auditor-General or such other auditor may be appointed annually by the Minister in consultation with the Auditor-General. The auditor engaged for financial year ended 31 March 2014 was Deloitte & Touche. The auditor's findings in the course of the annual financial audit are submitted to the Board and also reported to the Ministry of National Development. The audited financial statements and the auditor's report are also presented to Parliament.

### INTERNAL CONTROL FRAMEWORK

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

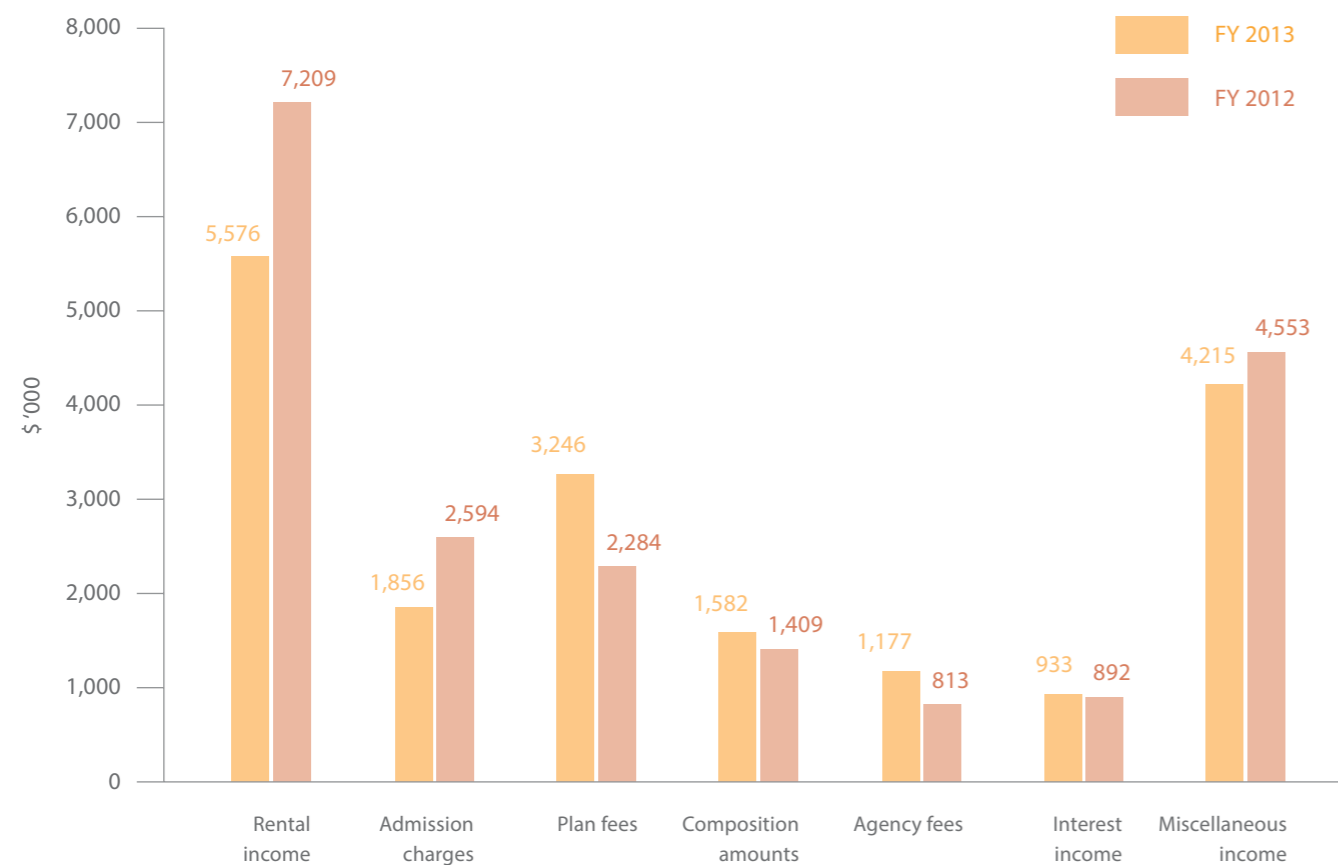
- An organisation structure with clearly defined authority and delegation limits and reporting mechanisms to higher levels of management and to the Board;
- An annual budgeting and quarterly financial reporting system for all operating units that enables progress against annual plans and objectives to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

## 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 \$18.6 million. The 6% decrease from last year's income was mainly due to the decrease in rental income.

#### INCOME FOR FY 2013 & FY 2012



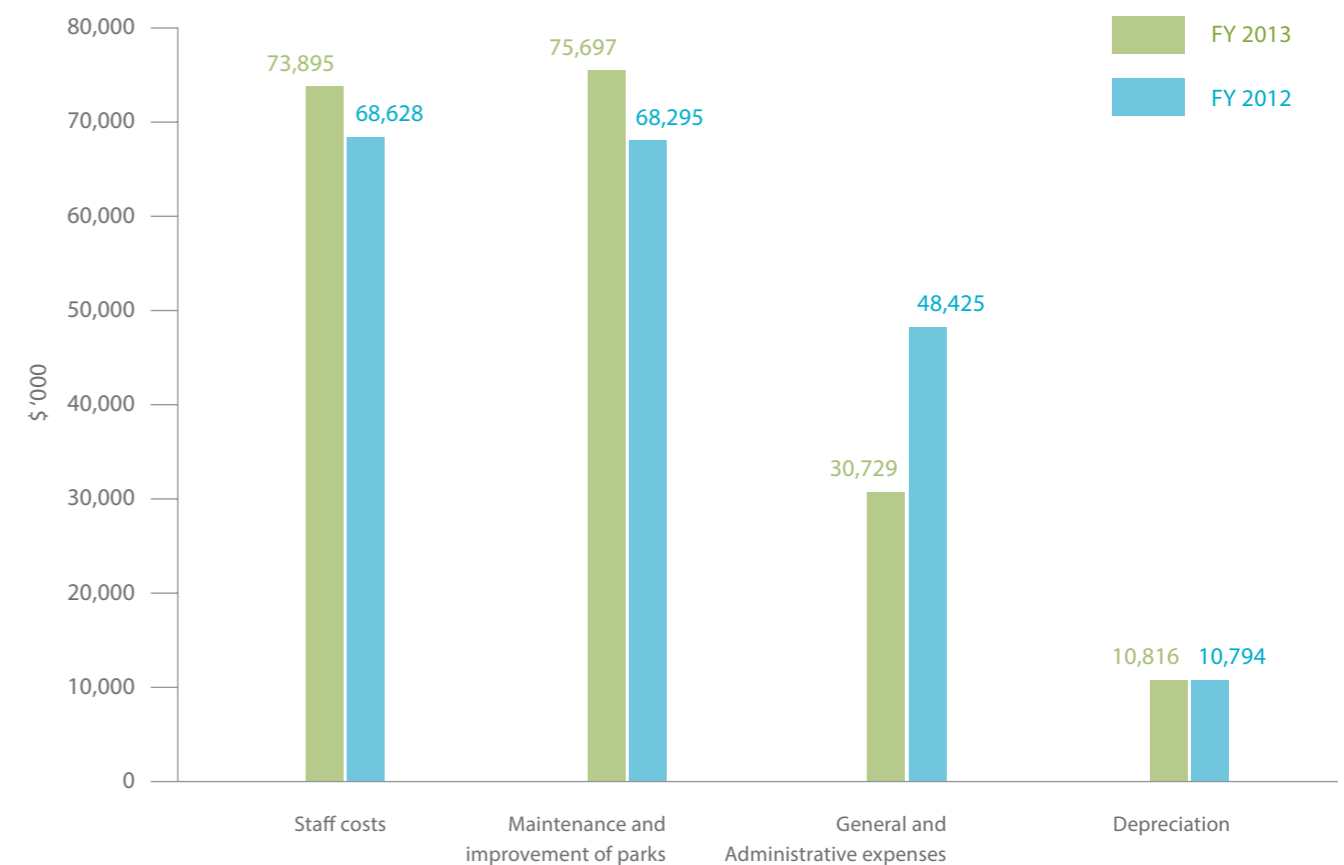
Income	FY 2013	FY 2012	Increase / (Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Rental income	5,576	7,209	(1,633)	(23)
Admission charges	1,856	2,594	(738)	(28)
Plan fees	3,246	2,284	962	42
Composition amounts	1,582	1,409	173	12
Agency fees	1,177	813	364	45
Interest income	933	892	41	5
Miscellaneous income	4,215	4,553	(338)	(7)
	18,585	19,754	(1,169)	(6)

## Financial Review

### OPERATING EXPENDITURE

The Board's expenditure for the year was \$191.1 million. The 3% decrease from last year's expenditure was mainly due to the decrease in general and administrative expenses offset by an increase in maintenance and improvements of parks as well an increase in staff costs.

#### OPERATING EXPENDITURE FOR FY 2013 & FY 2012

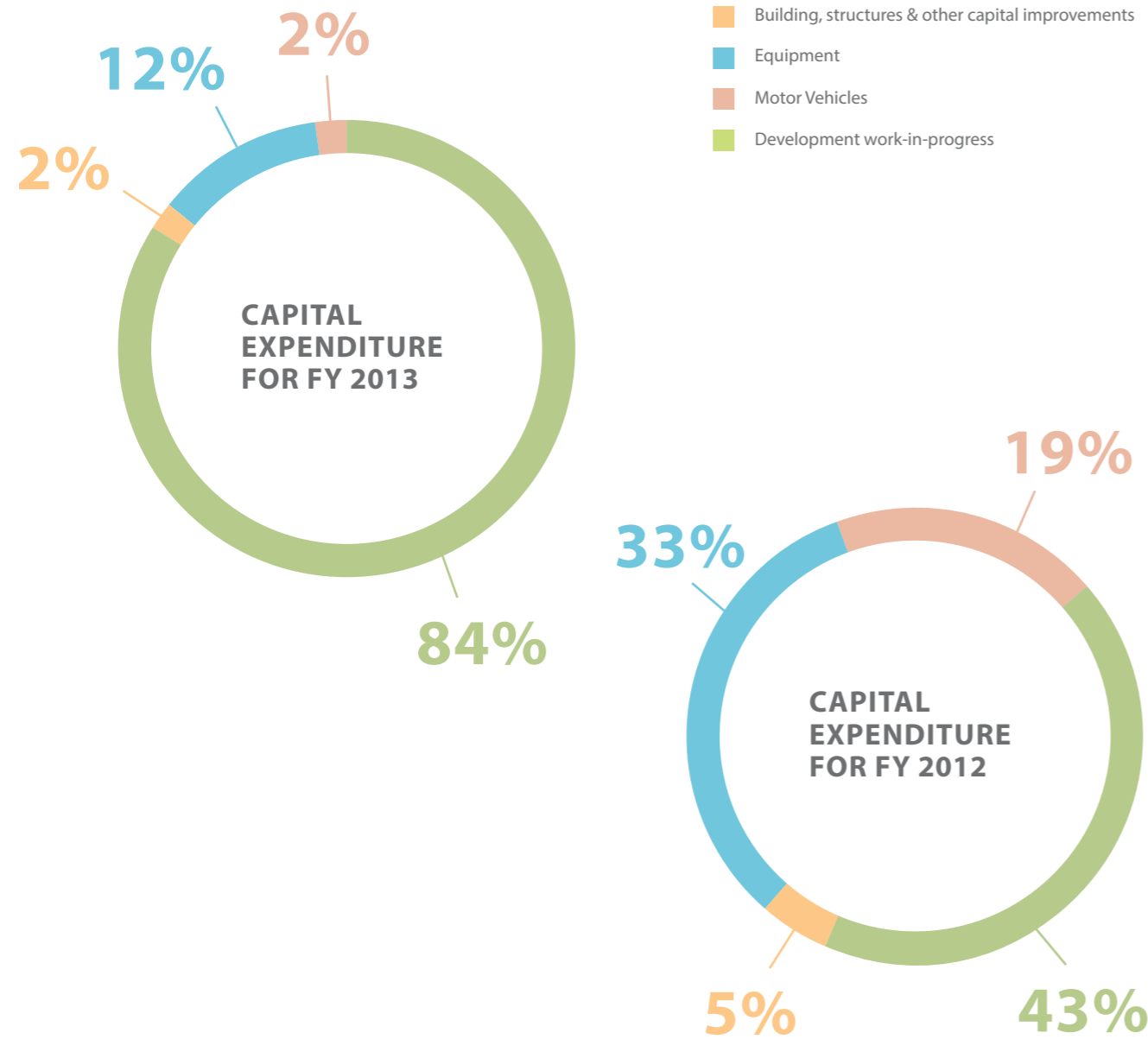


Operating Expenditure	FY 2013	FY 2012	Increase / (Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Staff costs	73,895	68,628	5,267	8
Maintenance and improvement of parks	75,697	68,295	7,402	11
General and administrative expenses	30,729	48,425	(17,696)	(37)
Depreciation	10,816	10,794	22	-
	191,137	196,142	(5,005)	(3)

# Financial Review

## CAPITAL EXPENDITURE

The Board's capital expenditure for the year was \$5 million. The increase in capital expenditure was mainly due to the work carried out on Heritage Museum, headquarter building and visitor centre at Singapore Botanic Gardens.



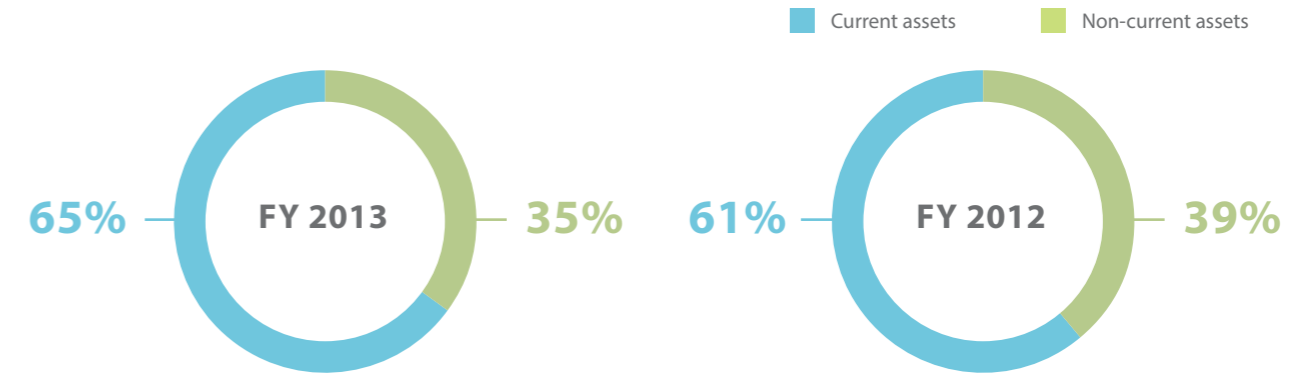
	FY 2013	FY 2012	Increase / (Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Capital Expenditure				
Building, structures & other capital improvements	84	133	(49)	(37)
Equipment	609	930	(321)	(35)
Motor Vehicles	89	551	(462)	(84)
Development work-in-progress	4,260	1,243	3,017	243
	5,042	2,857	2,185	76

# Financial Review

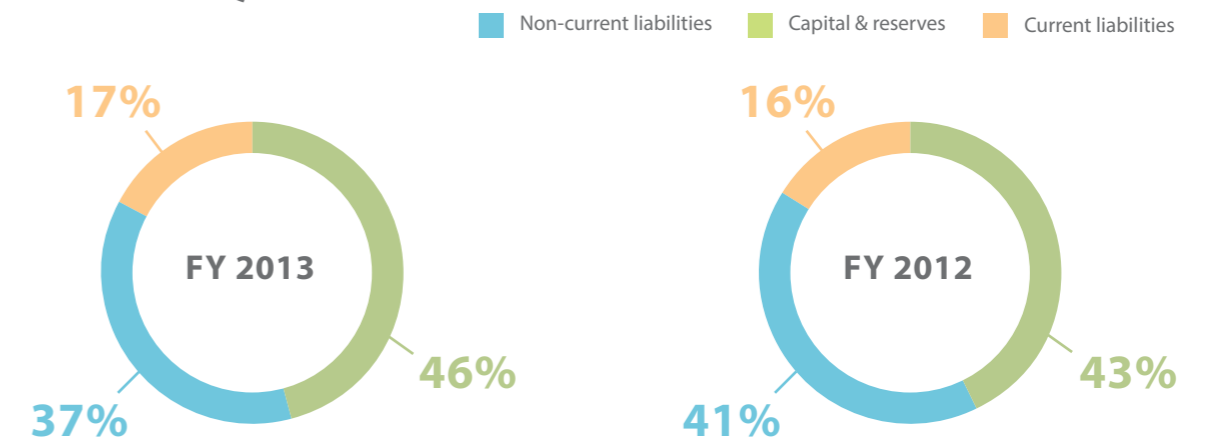
## FINANCIAL POSITION

As at 31 March 2014, the Board's total assets stood at \$338.7 million, an increase of 5% over last year. Non-current assets and current assets represent 35% and 65% 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 reserve stood at \$155.5 million, while current and non-current liabilities stood at \$57.1 million and \$126.1 million respectively.

### TOTAL ASSETS



### TOTAL LIABILITIES & EQUITY



	FY 2013	FY 2012	Increase / (Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Assets				
Non-current assets	118,933	124,823	(5,890)	(5)
Current assets	219,742	196,346	23,396	12
	338,675	321,169	17,506	5

	FY 2013	FY 2012	Increase / (Decrease)	
	\$ '000	\$ '000	\$ '000	% Change
Equity & Liabilities				
Capital & reserves	155,549	137,110	18,439	13
Non-current liabilities	126,054	132,410	(6,356)	(5)
Current liabilities	57,072	51,649	5,423	10
	338,675	321,169	17,506	5

# Financial Statements

## Contents

61	Statement by National Parks Board
62	Independent Auditors' Report
64	Statement of Financial Position
65	Statement of Income or Expenditure and other Comprehensive Income
66	Statement of Changes in Equity
67	Consolidated Statement of Cash Flows
68	Notes to the Consolidated Financial Statements

## 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 64 to 88 are properly drawn up in accordance with the provisions of the National Parks Board Act, Chapter 198A (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2014, 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



**Christina Ong**  
Chairman



**Kenneth Er Boon Hwee**  
Chief Executive Officer

Singapore  
23 July 2014

## 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 2014, the statements of income or expenditure and other comprehensive income and statements of changes in equity of the Group and NParks and the consolidated statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on 64 to 88.

### Management's Responsibility for the Financial Statements

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

### Auditors' Responsibility

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

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

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

### Opinion

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of changes in equity and statement of income or expenditure and other comprehensive income of NParks are properly drawn up in accordance with the provisions of the Act and SB-FRS so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2014, 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.

### 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

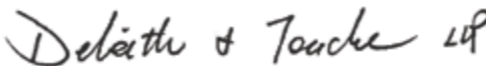
Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, 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.



Public Accountants and  
Chartered Accountants  
Singapore

23 July 2014

**STATEMENT OF FINANCIAL POSITION**

As at 31 March 2014

	Note	Group		NParks	
		2013/2014	2012/2013	2013/2014	2012/2013
		\$	\$	\$	\$
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	6	209,350,640	167,995,337	209,105,567	167,772,924
Trade receivables	7	2,526,375	1,619,188	2,526,243	1,595,974
Other receivables	8	8,106,873	26,960,622	8,105,273	26,959,022
Inventories		5,035	17,595	5,035	17,595
<b>Total current assets</b>		<b>219,988,923</b>	<b>196,592,742</b>	<b>219,742,118</b>	<b>196,345,515</b>
<b>Non-current assets</b>					
Trade receivables	7	1,680,000	1,680,000	1,680,000	1,680,000
Property, plant and equipment	10	117,253,352	123,143,499	117,253,352	123,143,499
Investments in subsidiary	9	-	-	2	2
<b>Total non-current assets</b>		<b>118,933,352</b>	<b>124,823,499</b>	<b>118,933,354</b>	<b>124,823,501</b>
<b>Total assets</b>		<b>338,922,275</b>	<b>321,416,241</b>	<b>338,675,472</b>	<b>321,169,016</b>
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Trade and other payables	12	40,900,297	38,137,997	40,894,617	38,134,797
Provision for pension costs	13	582,300	837,709	582,300	837,709
Government grants received in advance	11	10,893,775	9,734,852	10,893,775	9,734,852
Deferred revenue	14	83,333	83,333	83,333	83,333
Contribution to consolidated fund	15	4,618,390	2,858,382	4,618,390	2,858,382
<b>Total current liabilities</b>		<b>57,078,095</b>	<b>51,652,273</b>	<b>57,072,415</b>	<b>51,649,073</b>
<b>Non-current liabilities</b>					
Deferred capital grants	16	117,253,342	123,143,488	117,253,342	123,143,488
Deferred revenue	14	3,388,218	3,457,627	3,388,218	3,457,627
Provision for pension costs	13	5,412,679	5,809,298	5,412,679	5,809,298
<b>Total non-current liabilities</b>		<b>126,054,239</b>	<b>132,410,413</b>	<b>126,054,239</b>	<b>132,410,413</b>
<b>Capital and other funds</b>					
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		103,443,434	92,037,239	103,202,311	91,793,214
Sinking fund	19	47,817,232	40,787,041	47,817,232	40,787,041
<b>Total capital and other funds</b>		<b>155,789,941</b>	<b>137,353,555</b>	<b>155,548,818</b>	<b>137,109,530</b>
<b>Total liabilities and equity</b>		<b>338,922,275</b>	<b>321,416,241</b>	<b>338,675,472</b>	<b>321,169,016</b>
<b>Net assets of Garden City Fund</b>	20	<b>11,790,533</b>	<b>11,545,226</b>	<b>11,790,533</b>	<b>11,545,226</b>
<b>Net assets of National Productivity Fund</b>	21	<b>3,515,761</b>	<b>3,892,006</b>	<b>3,515,761</b>	<b>3,892,006</b>

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

**STATEMENT OF INCOME OR EXPENDITURE AND OTHER COMPREHENSIVE INCOME**

Year ended 31 March 2014

	Note	Group		NParks	
		2013/2014	2012/2013	2013/2014	2012/2013
		\$	\$	\$	\$
<b>Operating income</b>					
Rental income		5,575,853	7,209,377	5,575,853	7,209,377
Admission charges		1,855,520	2,594,121	1,855,520	2,594,121
Plan fees		3,245,600	2,284,300	3,245,600	2,284,300
Composition amounts		1,582,240	1,408,459	1,582,240	1,408,459
Agency fees		1,177,062	812,402	1,177,062	812,402
Interest income		933,272	891,993	933,272	891,993
Miscellaneous income	22	4,220,778	4,635,551	4,214,778	4,552,947
		18,590,325	19,836,203	18,584,325	19,753,599
<b>Operating expenditure</b>					
Staff costs	23	(73,895,286)	(68,628,203)	(73,895,286)	(68,628,203)
Maintenance and improvements of parks		(75,697,279)	(68,295,273)	(75,697,279)	(68,295,273)
General and administrative expenses		(30,737,664)	(48,445,062)	(30,728,762)	(48,425,223)
Depreciation of property, plant and equipment	10	(10,815,517)	(10,794,061)	(10,815,517)	(10,794,061)
		(191,145,746)	(196,162,599)	(191,136,844)	(196,142,760)
<b>Deficit from operations</b>	24	<b>(172,555,421)</b>	<b>(176,326,396)</b>	<b>(172,552,519)</b>	<b>(176,389,161)</b>
Government operating grants	11	185,080,617	179,029,752	185,080,617	179,029,752
Other government grants	11	3,382,034	1,892,453	3,382,034	1,892,453
Deferred capital grants amortised	16	11,256,869	12,280,969	11,256,869	12,280,969
		199,719,520	193,203,174	199,719,520	193,203,174
<b>Non-operating income</b>					
Dividend income		-	-	-	200,000
<b>Surplus before contribution to consolidated fund</b>		<b>27,164,099</b>	<b>16,876,778</b>	<b>27,167,001</b>	<b>17,014,013</b>
Contribution to consolidated fund	15	(4,652,390)	(2,858,382)	(4,652,390)	(2,858,382)
<b>Surplus after contribution to consolidated fund</b>		<b>22,511,709</b>	<b>14,018,396</b>	<b>22,514,611</b>	<b>14,155,631</b>
<i>Items that will not be reclassified subsequently to income or expenditure</i>					
Actuarial loss on provision for pension costs	13	-	(337,091)	-	(337,091)
<b>Surplus representing total comprehensive income for the year</b>		<b>22,511,709</b>	<b>13,681,305</b>	<b>22,514,611</b>	<b>13,818,540</b>

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

## STATEMENT OF CHANGES IN EQUITY

Year ended 31 March 2014

	Capital account	Share capital	Accumulated surplus	Sinking fund	Total
	\$	\$	\$	\$	\$
<b>Group</b>					
At 1 April 2012	4,528,275	1,000	89,314,593	29,828,382	123,672,250
<b>Total comprehensive income for the year</b>					
Surplus for the year	-	-	14,018,396	-	14,018,396
Actuarial loss on provision for pension costs (Note 13)	-	-	(337,091)	-	(337,091)
Total	-	-	13,681,305	-	13,681,305
Transfer from accumulated surplus to sinking fund (Note 19)	-	-	(10,958,659)	10,958,659	-
At 31 March 2013	4,528,275	1,000	92,037,239	40,787,041	137,353,555
<b>Total comprehensive income for the year</b>					
Surplus for the year	-	-	22,511,709	-	22,511,709
Total	-	-	22,511,709	-	22,511,709
Transfer from accumulated surplus to sinking fund (Note 19)	-	-	(7,030,191)	7,030,191	-
Dividend (Note 25)	-	-	(949,000)	-	(949,000)
Funding for government project (Note 26)	-	-	(3,126,323)	-	(3,126,323)
At 31 March 2014	4,528,275	1,000	103,443,434	47,817,232	155,789,941
<b>NParks</b>					
At 1 April 2012	4,528,275	1,000	88,933,333	29,828,382	123,290,990
<b>Total comprehensive income for the year</b>					
Surplus for the year	-	-	14,155,631	-	14,155,631
Actuarial loss on provision for pension costs (Note 13)	-	-	(337,091)	-	(337,091)
Total	-	-	13,818,540	-	13,818,540
Transfer from accumulated surplus to sinking fund (Note 19)	-	-	(10,958,659)	10,958,659	-
At 31 March 2013	4,528,275	1,000	91,793,214	40,787,041	137,109,530
<b>Total comprehensive income for the year</b>					
Surplus for the year	-	-	22,514,611	-	22,514,611
Total	-	-	22,514,611	-	22,514,611
Transfer from accumulated surplus to sinking fund (Note 19)	-	-	(7,030,191)	7,030,191	-
Dividend (Note 25)	-	-	(949,000)	-	(949,000)
Funding for government project (Note 26)	-	-	(3,126,323)	-	(3,126,323)
At 31 March 2014	4,528,275	1,000	103,202,311	47,817,232	155,548,818

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

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 March 2014

	2013/2014	2012/2013
	\$	\$
<b>Operating activities</b>		
Deficit from operations	(172,555,421)	(176,326,396)
Adjustments for:		
Depreciation of property, plant and equipment	10,815,517	10,794,061
Loss on disposal of property, plant and equipment	115,278	1,377,889
Provision for pension costs	185,681	222,190
Amortisation of lease premium received in advance	(83,333)	(83,333)
Interest income	(933,272)	(891,993)
Operating cash flow before movement in working capital	(162,455,550)	(164,907,582)
Inventories	12,560	(11,076)
Trade and other receivables	9,135,016	(5,339,494)
Trade and other payables	3,013,811	(17,320,557)
Deferred revenue	13,924	(122,985)
Payment for pension costs	(837,709)	(504,654)
Amounts due from MND	8,613,653	17,842,152
Amounts due from Garden City Fund	(53,618)	182,686
Amounts due from other government agencies	-	19,963,694
Cash used in operating activities	(142,557,913)	(150,217,816)
Contribution to Consolidated Fund paid	(2,892,382)	(5,684,945)
Cash flows used in operating activities	(145,450,295)	(155,902,761)
<b>Investing activities</b>		
Proceeds from disposal of property, plant and equipment	1,013	109,020
Purchase of property, plant and equipment	(5,041,661)	(2,857,173)
Interest received	937,761	926,160
Net cash used in investing activities	(4,102,887)	(1,821,993)
<b>Financing activities</b>		
Grants received	195,509,170	197,038,984
Unutilised grants returned	(525,362)	(28,008,435)
Dividends paid (Note 25)	(949,000)	-
Funding for government project (Note 26)	(3,126,323)	-
Net cash from financing activities	190,908,485	169,030,549
Net increase in cash and cash equivalents	41,355,303	11,305,795
Cash and cash equivalents at beginning of the year	167,995,337	156,689,542
<b>Cash and cash equivalents at end of the year (Note 6)</b>	<b>209,350,640</b>	<b>167,995,337</b>

The accompanying notes form part of these consolidated financial statements.

## NOTES TO THE CONSOLIDATED 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 2014 were authorised for issue by members of the Board on 23 July 2014.

### 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.

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

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

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

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

On 1 April 2013, the Group adopted all the new and revised SB-FRSs and Interpretations of SB-FRS ("INT SB-FRS") and SB-FRS Guidance Notes that are effective from that date and are relevant to its operations. The adoption of these new/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.

Management anticipates that the adoption of the above SB-FRSs, INT SB-FRSs and amendments to SB-FRSs in future periods will not have a material impact on the financial statements of the Group and of NParks in the period of their initial adoption.

**Basis of consolidation** - The consolidated financial statements incorporate the financial statements of NParks and entities (including special purpose entities) controlled by NParks (its 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

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

#### Loans and receivables

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

#### Impairment of financial assets

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

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

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

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

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

#### Derecognition of financial assets

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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 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 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.

#### 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.

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 tangible and intangible assets** - At the end of each reporting period, the Group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

**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.

### Composition amounts

Composition amounts are recognised on the issuance of the notice of offence to offenders.

### Agency fees

Where it is probable that the economic benefits will flow to the Group and the revenue and costs, if applicable, can be reliably measured, agency fees are recognised over the period in which the services are completed.

### Plan fees

Plan fees are 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.

### Dividend income

Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

### Miscellaneous income

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

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

Defined benefit retirement obligations due to pensionable officers are recognised in 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. Remeasurement, comprising actuarial gains and losses is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Remeasurement recognised in other comprehensive income is reflected immediately in accumulated surplus and will not be reclassified to income or expenditure. For 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.

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

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

#### Impairment loss on trade receivables

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

#### Valuation of defined benefits obligations

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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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

The assumptions which have the most significant effect on the results of the valuation are those relating to discount rate, future salary increase rate, pre-retirement mortality and historical average annual salary increase rate. The assumptions used by the actuary are the best estimates chosen from a range of possible actuarial assumptions, which due to the timescale covered, may not 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	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
<b>Financial assets</b>				
Loans and receivables (including cash and cash equivalent)	217,777,367	194,468,618	217,531,912	194,222,741
<b>Financial liabilities</b>				
At amortised cost	40,900,297	38,137,997	40,894,617	38,134,797

#### (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.

##### (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:

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
<b>MND</b>		
Services and expenses paid	861,938	1,101,177
Revenue collected on behalf	27,480,811	23,384,790
Development expenditure paid on behalf		
- Gardens by the Bay	8,384,387	72,077,272
- Other state projects	52,242,148	48,117,962
Grants received/receivable		
- Operating grant	192,273,355	184,657,508
- Development grant	62,152,249	133,536,076
<b>Other Ministries and Statutory Boards</b>		
Services and expenses paid to other statutory boards	12,666,401	15,598,999
Expenses paid on behalf of other statutory boards	9,808,237	5,212,605
Computer and IT related expenses	6,154,764	5,185,749
Minimum lease payments under operating leases recognised as an expense	153,480	153,480
Grants received/receivable	1,710,101	2,446,794
<b>Garden City Fund</b>		
Revenue collected on behalf	112,937	20,821
Donations	-	126,000
Expenses paid on behalf	269,959	520,371
<b>Gardens by the Bay</b>		
Expenses paid on behalf	5,582,421	10,123,880
Grants transfer	-	3,814,585

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Within one year	921,226	-
In the second to fifth year inclusive	4,192,000	4,065,226
After five years	4,061,000	5,109,000
	9,174,226	9,174,226

## Compensation of key management personnel

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Short-term employee benefits	1,443,651	1,469,743

## 6. Cash and cash equivalents

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
Cash at bank	417,373	1,042,159	172,300	819,746
Deposits with AGD <sup>(i)</sup>	208,933,267	166,953,178	208,933,267	166,953,178
	209,350,640	167,995,337	209,105,567	167,772,924

<sup>(i)</sup> 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 0.62% (2012/2013 : 0.55%) per annum.

## 7. Trade receivables

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
Not past due and not impaired	2,374,239	699,121	2,374,107	675,907
Past due but not impaired:	1,832,136	2,600,067	1,832,136	2,600,067
< 1 month	111,200	113,412	111,200	113,412
1 month to 4 months	39,227	39,918	39,227	39,918
> 4 months	1,681,709	2,446,737	1,681,709	2,446,737
Impaired receivables	2,315,135	2,390,533	2,315,135	2,390,533
Less: Allowance for impairment	(2,315,135)	(2,390,533)	(2,315,135)	(2,390,533)
Total	4,206,375	3,299,188	4,206,243	3,275,974
Represented by:				
Current portion <sup>(i)</sup>	2,526,375	1,619,188	2,526,243	1,595,974
Non-current portion (Note 14)	1,680,000	1,680,000	1,680,000	1,680,000
Total	4,206,375	3,299,188	4,206,243	3,275,974

The credit period on rendering of services is 30 days (2012/2013 : 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.

<sup>(i)</sup> 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	
	2013/2014	2012/2013
	\$	\$
Balance at beginning of the year	2,390,533	2,345,488
(Decrease) Increase in allowance recognised in income or expense	(75,398)	45,045
Balance at end of the year	2,315,135	2,390,533

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 8. Other receivables

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
Other receivables				
- MND <sup>(i)</sup>	1,973,699	10,818,170	1,973,699	10,818,170
- Garden City Fund <sup>(ii)</sup>	38,735	5,810	38,735	5,810
- Gardens by the Bay <sup>(ii)</sup>	303,714	9,628,692	303,714	9,628,692
- Other receivables	753,825	1,390,499	753,825	1,390,499
Interest receivable	501,305	441,715	501,305	441,715
Prepayments	3,886,521	3,786,529	3,885,171	3,785,179
Deposits	649,074	889,207	648,824	888,957
	8,106,873	26,960,622	8,105,273	26,959,022

## Notes

<sup>(i)</sup> 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.

<sup>(ii)</sup> Non-trade amounts due from other government agencies, Garden City Fund and Gardens by the Bay are unsecured and interest-free, and are repayable on demand.

## 9. Investment in subsidiary

	2013/2014	2012/2013
	\$	\$
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	
			2013/2014	2012/2013
			%	%
Singapore Garden City Pte.Ltd <sup>(a)</sup>	Landscape planning, advisory services and business consulting services.	Singapore	100	100

<sup>(a)</sup> Audited by RSM Chio Lim LLP

## 10. Property, plant and equipment

	Leasehold land	Building, structures, capital and other improvements	Office equipment, furniture and fittings	Motor vehicles	Laboratory and gardening equipment	Construction-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$
<b>Group and NParks</b>							
Cost:							
At 1 April 2012	61,501,429	149,248,995	30,725,525	1,814,857	943,322	1,973,037	246,207,165
Additions	-	133,444	659,375	551,157	269,826	1,243,371	2,857,173
Transfer	-	880,031	1,159,291	-	-	(2,039,322)	-
Disposal/Write-off	-	-	(1,625,618)	(537,290)	(50,986)	(482,188)	(2,696,082)
At 31 March 2013	61,501,429	150,262,470	30,918,573	1,828,724	1,162,162	694,898	246,368,256
Additions	-	84,143	583,830	89,400	24,510	4,259,778	5,041,661
Transfer	-	2,921,858	1,415,517	-	-	(4,337,375)	-
Disposal/Write-off	-	(5,088,815)	(1,305,710)	(106,501)	-	-	(6,501,026)
At 31 March 2014	61,501,429	148,179,656	31,612,210	1,811,623	1,186,672	617,301	244,908,891
Accumulated depreciation:							
At 1 April 2012	10,585,808	79,387,666	21,690,603	1,315,185	660,607	-	113,639,869
Depreciation	731,695	6,938,840	2,866,557	142,678	114,291	-	10,794,061
Disposal/Write-off	-	-	(1,003,925)	(172,004)	(33,244)	-	(1,209,173)
At 31 March 2013	11,317,503	86,326,506	23,553,235	1,285,859	741,654	-	123,224,757
Depreciation	731,695	6,916,140	2,922,403	153,662	91,617	-	10,815,517
Disposal/Write-off	-	(5,088,815)	(1,189,419)	(106,501)	-	-	(6,384,735)
At 31 March 2014	12,049,198	88,153,831	25,286,219	1,333,020	833,271	-	127,655,539
Carrying amount:							
At 31 March 2014	49,452,231	60,025,825	6,325,991	478,603	353,401	617,301	117,253,352
At 31 March 2013	50,183,926	63,935,964	7,365,338	542,865	420,508	694,898	123,143,499

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 11. Government grants received in advance

	Operating grants <sup>(i)</sup>	Capital grants	Development grants <sup>(iii)</sup>	Other grants <sup>(ii)</sup>	Total
	\$	\$	\$	\$	\$
<b>Group and NParks</b>					
At 1 April 2012	8,216,924	704,844	16,064,347	(507,223)	24,478,892
Grants received during the financial year	184,657,508	351,000	133,185,076	2,476,172	320,669,756
Grants receivable	-	-	-	(29,378)	(29,378)
Interest income earned	-	326	33,841	-	34,167
Transfer to development grant	(2,311,201)	-	2,311,201	-	-
Transfer to deferred capital grants (Note 16)	(1,748,181)	(661,310)	(68,635)	-	(2,478,126)
Transfer to Gardens by the Bay (Note 5)	(3,814,585)	-	-	-	(3,814,585)
Unutilised grants returned	-	(8,435)	(28,000,000)	-	(28,008,435)
Payment on behalf	-	-	(120,195,234)	-	(120,195,234)
Transfer to statement of income or expenditure and other comprehensive income	(179,029,752)	-	-	(1,892,453)	(180,922,205)
At 31 March 2013	5,970,713	386,425	3,330,596	47,118	9,734,852
Grants received during the financial year	192,273,355	1,383,000	60,769,249	1,710,101	256,135,705
Interest income earned	-	(1,175)	5,664	-	4,489
Transfer to development grant	(154,975)	-	154,975	-	-
Transfer to deferred capital grants (Note 16)	(4,048,320)	(1,265,684)	-	(52,719)	(5,366,723)
Unutilised grants returned	(253,351)	(272,011)	-	-	(525,362)
Payment on behalf	-	-	(60,626,535)	-	(60,626,535)
Transfer to statement of income or expenditure and other comprehensive income	(185,080,617)	-	-	(3,382,034)	(188,462,651)
At 31 March 2014	8,706,805	230,555	3,633,949	(1,677,534)	10,893,775

## Notes

<sup>(i)</sup> Total operating grants received/receivable less transferred to deferred capital grants since establishment are \$2,037,858,968 (2012/2013 : \$1,849,633,933).

<sup>(ii)</sup> Other grants comprise grants received from other government agencies.

<sup>(iii)</sup> Development grants received from MND and other government agencies for Gardens by the Bay and other development projects.

## 12. Trade and other payables

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
Trade payables	5,994,513	5,133,487	5,988,833	5,130,287
Other payables				
- MND <sup>(i)</sup>	2,969,408	3,200,226	2,969,408	3,200,226
- Garden City Fund <sup>(ii)</sup>	11,444	32,137	11,444	32,137
- Others	8,711,710	6,078,975	8,711,710	6,078,975
GST payable	1,692,909	917,124	1,692,909	917,124
Rental and other deposits	6,871,108	5,482,447	6,871,108	5,482,447
Accrual expenses	14,649,205	17,293,601	14,649,205	17,293,601
	40,900,297	38,137,997	40,894,617	38,134,797

<sup>(i)</sup> 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.

<sup>(ii)</sup> Non-trade amounts due to Garden City Fund were unsecured and interest-free.

## 13. Provision for pension costs

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
At beginning of the year	6,647,007	6,592,380
Provision for the year	185,681	222,190
Actuarial losses recognised in the year	-	337,091
Payments during the year	(837,709)	(504,654)
At end of the year	5,994,979	6,647,007
Represented by:		
Current portion	582,300	837,709
Non-current portion	5,412,679	5,809,298
	5,994,979	6,647,007

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Interest cost	49,900	82,430
Service cost	135,781	139,760
Total	185,681	222,190

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:

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Discount rate	0.8%	0.8%
Salary increase rate	3.0%	3.0%

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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 14. Deferred revenue

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Lease premium received in advance	1,548,611	1,631,945
Deferred rental income (Note 7)	1,680,000	1,680,000
Plan fees received in advance	242,940	229,015
	<u>3,471,551</u>	<u>3,540,960</u>
Represented by:		
Current portion	83,333	83,333
Non-current portion	3,388,218	3,457,627
	<u>3,471,551</u>	<u>3,540,960</u>

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

### 15. Contribution to consolidated fund

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

### 16. Deferred capital grants

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Balance at the beginning of the financial year	123,143,488	132,567,284
Amounts transferred from Government grants (Note 11)	5,366,723	2,478,126
Amounts transferred from National Productivity Fund (Note 21)	-	379,047
	<u>128,510,211</u>	<u>135,424,457</u>
Less: Amortisation of Deferred Capital Grants	(11,256,869)	(12,280,969)
Balance at the end of the financial year	<u>117,253,342</u>	<u>123,143,488</u>
Total capital grants received (excluding grants-in-kind transferred from Garden City Fund) and utilised since establishment	<u>222,621,987</u>	<u>217,255,264</u>

### 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

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	Number of shares		\$	\$
Issued and fully paid up:				
At beginning and end of year	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>

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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 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	
	2013/2014	2012/2013
	\$	\$
Donations received	1,794,654	3,460,442
Sales of publications/souvenirs	134,242	212,620
Courses/tours fees	92,508	68,470
Interest income	27,504	19,892
Exchange gain	8,469	-
Other income	950	-
	<u>2,058,327</u>	<u>3,761,424</u>
Printing and stationery	92,819	109,018
Horticultural works	103,887	145,572
Publicity and outreach activities	389,629	833,640
Professional fees	289,194	120,494
Depreciation of plant and equipment	42,517	114,095
Loss on disposal of plant and equipment	683,333	428,323
Rental expenses	3,388	85,872
Enhancements of parks/facilities	109,966	1,129,273
Library operating expenses	61,512	57,906
Exchange loss	-	3,801
Donations to Gardens by the Bay	-	5,625,301
Others	36,775	79,381
	<u>1,813,020</u>	<u>8,732,676</u>
Surplus (Deficit) for the year	245,307	(4,971,252)
Surplus (Deficit) for the year	245,307	(4,971,252)
Accumulated fund at beginning of the year	11,545,226	16,516,478
Accumulated fund at end of the year	<u>11,790,533</u>	<u>11,545,226</u>

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Represented by:		
<b>Current assets</b>		
Cash and cash equivalents	11,566,058	10,776,984
Other receivables	24,569	50,493
	<u>11,590,627</u>	<u>10,827,477</u>
<b>Non-current asset</b>		
Plant and equipment	264,038	829,456
<b>Current liabilities</b>		
Trade payables	4,864	64,180
Other payables	59,268	17,998
Deferred donation income	-	29,529
	<u>64,132</u>	<u>111,707</u>
Net assets	<u>11,790,533</u>	<u>11,545,226</u>

### 21. Net assets of National Productivity Fund

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Balance as at beginning of the year	3,892,006	562,502
Add: Grants received	-	4,525,107
Less: Disbursements	(376,245)	(1,195,603)
Staff related cost	(184,415)	(158,106)
Consultancy/Professional fees	(263)	(377,704)
General administration	(191,567)	(280,746)
Purchase of plant and equipment (Note 16)	-	(379,047)
<b>Balance as at end of the year</b>	<u>3,515,761</u>	<u>3,892,006</u>
Represented by:		
Cash and bank balances	3,552,126	3,892,006
Accruals	(36,365)	-
Net assets	<u>3,515,761</u>	<u>3,892,006</u>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 22. Miscellaneous income

	Group		NParks	
	2013/2014	2012/2013	2013/2014	2012/2013
	\$	\$	\$	\$
Liquidated damages	450,352	335,826	450,352	335,826
Course fees	1,785,407	1,503,529	1,785,407	1,503,529
Barbeque permit fees	426,968	421,065	426,968	421,065
Park usage fees	676,493	496,568	676,493	496,568
Consultancy fees	6,000	70,244	-	-
Tour fees	120,571	89,032	120,571	89,032
Events income	27,314	367,220	27,314	367,220
Merchandise	243,022	591,363	243,022	591,363
Publication and plant sales	225,428	238,885	225,428	238,885
Others	259,223	521,819	259,223	509,459
	4,220,778	4,635,551	4,214,778	4,552,947

### 23. Staff costs

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Wages and salaries	63,988,427	59,576,459
Contributions to defined contribution plans	8,647,104	7,915,364
Pension costs	185,681	222,190
Other staff benefits	1,074,074	914,190
	73,895,286	68,628,203

There are currently 7 (2012/2013 : 8) employees of NParks who are under pension schemes other than the Central Provident Fund (Note 13).

### 24. Deficit from operations

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Loss on disposal of property, plant and equipment	115,278	1,377,889

### 25. Dividends

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

### 26. Fundings for government project

During the financial year ended 31 March 2014, \$3,126,323 was incurred to fund the Eco-link project. This amount was recorded as a reduction in NParks' accumulated surplus during the financial year as this was a contribution to the government.

### 27. Operating leases arrangements

#### As lessee

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Minimum lease payments under operating lease included as an expense	1,943,567	1,467,407

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 2014 are as follows:

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Within one year	1,180,349	1,284,784
In the second to fifth year inclusive	1,308,340	2,488,689
	2,488,689	3,773,473

#### As lessor

The Group rented out its properties under operating leases in addition to the information disclosed in Note 5. Rental income earned during the year was \$5,575,853 (2012/2013 : \$7,209,377).

The future aggregate minimum lease receivables under non-cancellable operating leases contracted for at the reporting date but not recognised as at 31 March 2014 are as follows:

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Within one year	6,160,004	4,777,463
In the second to fifth years inclusive	21,604,263	11,983,848
After five years	39,440,000	42,000,000
	67,204,267	58,761,311

The above amounts exclude operating lease premium received in advance of \$1,548,611 (2012 : \$1,631,945) (Note 14).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 28. Capital commitments

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Contracted but not provided for	227,776,425	293,018,851
Less: Development expenditure on behalf of government	(226,771,610)	(293,018,851)
	1,004,815	-
Authorised but not contracted for	352,358,762	344,003,270
Less: Development expenditure on behalf of government	(350,710,341)	(342,768,048)
	1,648,421	1,235,222
	2,653,236	1,235,222

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

### 29. Contingent liabilities

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

	Group and NParks	
	2013/2014	2012/2013
	\$	\$
Claims not provided for	1,671,576	1,888,000

#### Front Cover

Location: Mandai Road

Rows of mature Rain Trees flank Mandai Road, one of five Heritage Roads in Singapore. The Heritage Road scheme was initiated by NParks in 2001 to conserve some of the more scenic and significant tree-lined roads in Singapore.

#### Management Team

Photography location:  
Sungei Buloh Wetland Reserve

Page 6 - Dragonfly Pod (top), Main Bridge (bottom)

Page 7 - Mangrove (top), Boardwalk (bottom)

#### Chapter Dividers

Page 10

Community participating in Garden City Fund's Plant-A-Tree programme at Punggol Promenade

Page 24

Pupils on a guided tour of Jacob Ballas Children's Garden

Page 36

Trumpet Trees (*Tabebuia rosea*) blooming at Pangsua Park Connector

#### We thank staff and partners of NParks who contributed photos to this annual report:

Tee Swee Ping: inside front cover, first photo on first row; page 12, top photo on second column

Neo Mei Lin: inside front cover, second photo on first row

Alan Yong: inside front cover, first photo on second row

David Li: inside front cover, extreme right photo; page 28, top left

Lee Jia Hwa: page 12, bottom photo on second column

National University of Singapore: page 27, top right

Doris Chow: page 34

Wendy Ang: page 36

Goh Gan Khing: page 39, top right

Wong Tuan Wah: page 42

Darric Tan: page 44, top

Wong Wai Foong: page 47

Alisa Wee: page 49

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