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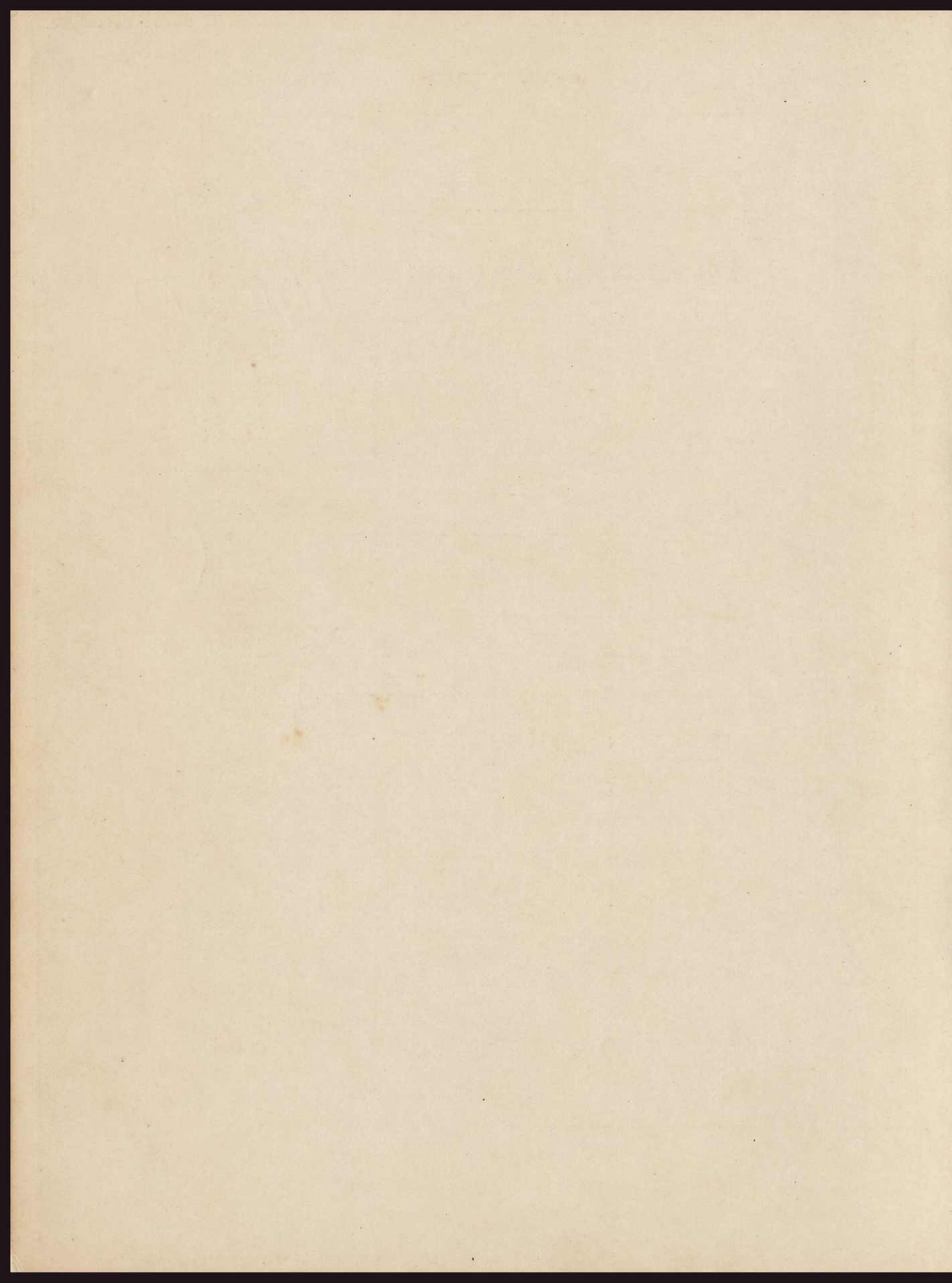


HOUSING & DEVELOPMENT BOARD

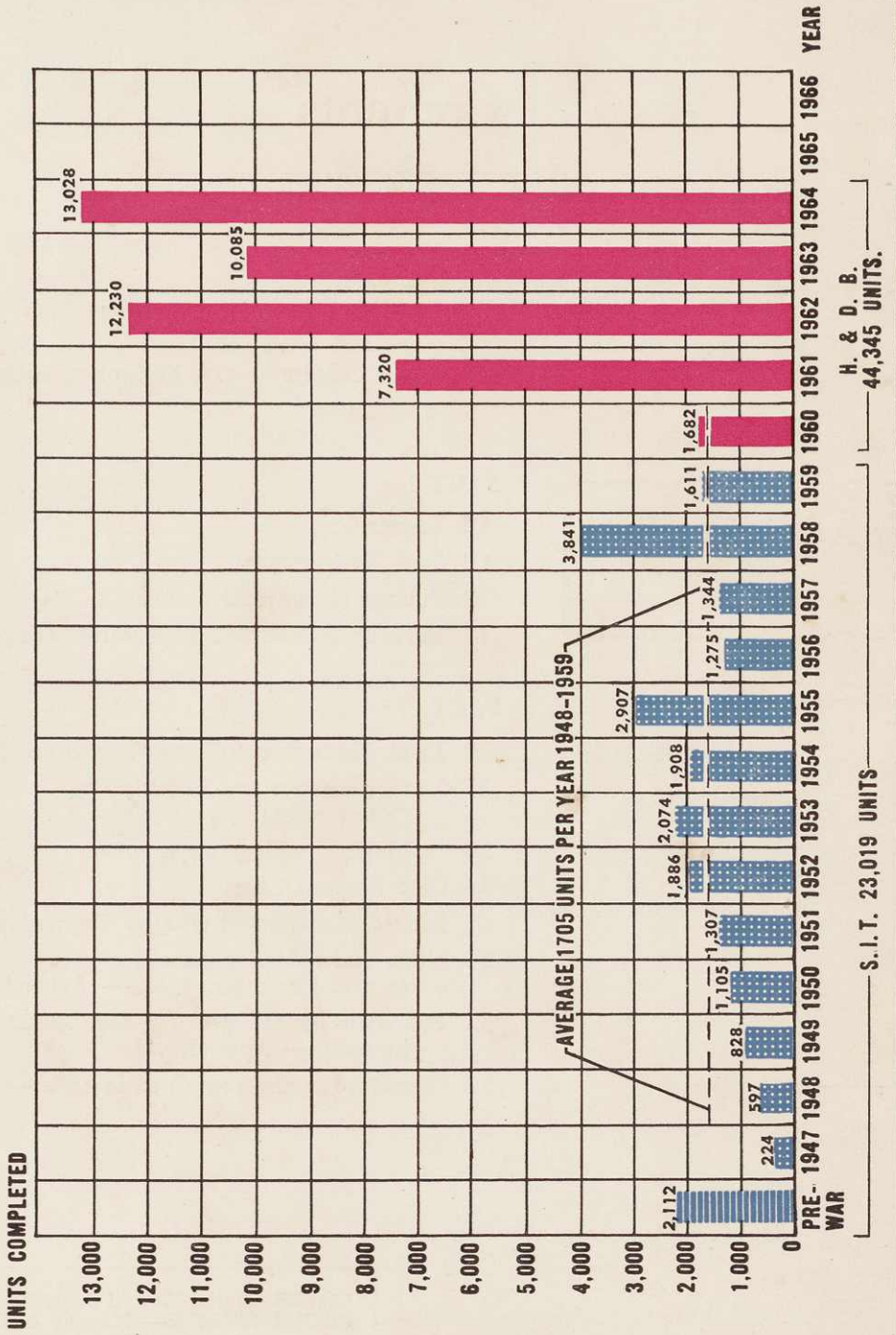
HOUSING & DEVELOPMENT BOARD

HOUSING & DEVELOPMENT BOARD	
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HOUSING AND DEVELOPMENT BOARD BUILDING STATISTICS



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Administration

Housing

**COVER—Aerial View of Bukit Ho Swee Estate
FRONTISPIECE — Housing & Development
Board Building Statistics.**



HOUSING & DEVELOPMENT BOARD

Members
of the Board

at 31st December, 1964

MR. TAN KIA GAN (*Chairman*)

MR. REGINALD QUAHE (*Deputy Chairman*)

Members

DR. FONG KIM HENG

MR. LIM CHONG KEAT

INCHE H. M. YOOSOFF

Allocations
Committee

at 31st December, 1964

DR. FONG KIM HENG (*Committee Chairman*)

Members

INCHE H. M. YOOSOFF

MDM. CHAN CHOY SIONG

MR. S. V. LINGAM

MR. TEONG ENG SIONG

CHE SAHORAH BINTE AHMAT

CHIEF EXECUTIVE OFFICER

ESTATES MANAGER

*Mr. Ng Kah Ting was a member of the Allocations Committee
from 30th November, 1963 to 30th July, 1964.*

List of Senior Officers

as at 31st December, 1964

Secretariat

Chief Executive Officer

MR. TAN KAH JIN - - - - B.A.(Hons.)(Malaya)

Secretary

MR. DAVID WONG CHIN DUING

Asst. Secretary

MR. LIM KOON POH - - - - B.A.(Malaya)

Asst. Secretary (Legal)

MR. WILLIAM CHEE TIANG CHIN B.A.(Malaya), Barrister-at-Law
(Lincoln's Inn)

Finance

Financial Officer

MR. FOO FATT KONG - - - - A.A.S.A., A.C.A.A.

Deputy Financial Officer

MR. R. F. SCULLY

Internal Auditor

MR. HO ENG HOCK - - - - A.A.S.A., A.C.C.S.

Senior Asst. Financial Officers

MR. FONG KOK WOH - - - - A.A.S.A.

MR. TAN NGI KENG - - - - A.A.S.A., A.C.C.S.

Building

Chief Architect

MR. TEH CHEANG WAN - - - B.ARCH.(Sydney),
A.R.I.B.A., A.R.A.I.A.

Head/Urban Renewal

MR. ALAN F. C. CHOE - - - B.ARCH.(Melb.), Dip.
Town & Regional
Planning, Dip.Arch.
(F.R.M.T.C.), A.R.I.B.A.,
A.M.T.P.I., A.R.A.I.A., M.A.P.I.

Senior Architect

MR. WONG WAI YING - - - B.ARCH.(Hons.)(Sydney),
A.R.A.I.A., A.R.I.B.A.

Asst. Architects

MRS. WONG CHOONG LENG - - B.ARCH.(Melb.), A.R.I.B.A.

MRS. YAP LAU WAI CHEN - - B.ARCH.(Durham), A.R.I.B.A.

MR. SI HOE KOK SING - - - B.ARCH.(N.Z.), A.R.I.B.A.
A.N.Z.I.A., S.I.A.

MR. CHEE TECK CHIANG - - - B.ARCH.(Melb.),
A.R.A.I.A., A.R.I.B.A.

Building

Asst. Architects (Continued)

MR. CHU PAK CHOW	- - - -	B.ARCH.(Melb.), A.R.A.I.A., A.R.I.B.A., Trop.Arch.(London A.A.)
MR. LEE WENG YAN	- - - -	Dip.Arch.(U.C.L.), A.R.I.B.A.
MR. PETER SOO BOO KOCK	- - - -	Dip.Arch.(Dunelm) England, A.R.I.B.A.
MR. TAY SIOW HWA	- - - -	Dip.Arch.(Sheff.U.), A.R.I.B.A.
MR. CHEAH CHENG HOOI	- - - -	B.ARCH.(Melb.), A.R.A.I.A., A.R.I.B.A.
MR. JOSEPH S. L. GOH	- - - -	F.M.I.T.(Dip.), B.ARCH.(Melb.), A.R.I.B.A.
MR. GILBERT TYE TEK KEOW	- - - -	Dip.Arch.(Sheff.U.), A.R.I.B.A.
MR. HENG FOOK SENG	- - - -	Dip.Arch.(Birmingham), A.R.I.B.A.
MR. LEE SAM KONG	- - - -	B.ARCH.E.(Adelaide), Dip.T.&C.P.(Sydney), A.R.A.I.A., A.R.I.B.A.

Contracts Officer

MR. TOH CHEE SENG	- - - -	A.R.I.C.S., A.I.ARB.
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Senior Civil Engineer

MR. J. T. STEVENS	- - - -	A.M.I.C.E., A.M.I.MECH.E., M.I.STRUCT.E., M.ASCE.
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Asst. Civil Engineers

MR. LIU HUA AN	- - - -	B.E.(Hons.), D.I.C., A.M.I.E.(Aust.), A.M.M.S.E.
MR. AU ENG KOK	- - - -	B.E., A.M.I.C.E., A.M.I.E.(Aust.), A.M.ASCE., A.M.I.E.(M).
MR. CHEW SEONG YEAN	- - - -	Dip.Eng.(Brighton), A.M.I.C.E., A.M.I.E.(Aust.), A.M.I.E.(M), A.M.ASCE.
MR. CHENG CHING TANG	- - - -	F.R.M.I.T., A.M.I.E.(M).
MR. POK SHEUNG FOO	- - - -	B.E., A.M.I.E.(Aust.), A.M.I.E.(M).
MR. YAO CHEE LIEW	- - - -	B.E.(Sydney)
MR. A. J. GOMEZ	- - - -	B.E., Grad.Dip.H.E., Grad.I.E.(Aust.).
MR. NG SUAN CHUNG	- - - -	B.E.(N.S.W.).
MR. LOW SIEW AIK	- - - -	B.E.(Malaya)

Structural Engineer

MR. WONG GAI HONG	- - - -	M.I.STRUCT.E., M.SOC.C.E.(France).
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Asst. Structural Engrs.

MR. TAN TIONG BENG	- - - -	M.I.STRUCT.E., A.M.I.E.(M).
MR. CHUNG CHENG CHEK	- - - -	A.M.I.STRUCT.E.
MR. CHUA IT MENG	- - - -	B.Sc.(Eng.), A.W.P.
MR. B. M. CHOTRANI	- - - -	A.M.I.STRUCT.E., A.M.I.E.(India), A.M.ASCE.
MR. YEO TECK LEE	- - - -	Dip.C.E.(F.R.M.I.T.), Grad.I.C.E., Grad.I.STRUCT.E.

Building

Surveyors

MR. V. FERNANDO - - - - - B.SURVEY(Q'land).
MR. C. E. PERRY - - - - - Grad.N.Z.I.S., L.S.(S'pore),
M.I.S.(F.M.)
MR. HOW HUAI HOON - - - - - M.I.S.(F.M.)

Estates

Estates Manager

MR. TAN TIAN BOON - - - - - B.Sc., F.A.I., F.I.HSG.,
A.A.L.P.A.

Estates Officer (Lettings)

MR. NG BOON ONG - - - - - A.A.I., A.I.HSG., A.A.L.P.A.

Estates Officer (General)

MR. CHOO KIA PENG - - - - - A.I.HSG.

Estates Officer (Bukit Ho Swee)

MR. LEONG SIEW WHYE - - - - - A.I.HSG.

Estates Officer (Kg. Java)

MR. HO LUM KHUAN - - - - - A.A.I.

Estates Officer (Tiong Bahru)

MR. TEO HEE CHER - - - - - A.A.I.

Estates Officer (Alexandra)

MR. A. D. PONNAMBALAM - - - - - A.I.HSG.

Estates Officer (Kallang)

MR. PHANG WONG YEW - - - - - A.I.HSG.

Lands

Lands Manager

MR. ONG HUCK JIN - - - - - A.A.I., A.R.V.A.

Lands Officers

MR. W. R. JANSEN - - - - - F.A.I.

MR. JOHNNY LOH JWEE SIAM - - - - - A.A.I.

MR. WEE SEK KAY - - - - - A.A.I.

Resettlement

Administrative Officer (Resettlement)

MR. KWOK CHEE WENG

Surveyor & Planner

MR. LEE ENG KWANG - - - - - L.S.E.(Aust. & N.Z.),
Grad.N.Z.I.S., M.I.S.(F.M.),
Licensed Surveyor (S'pore),
M.I.S.(Aust.)

Senior Resettlement Officer

MR. LIM HOON YONG - - - - - B.A.(Nanyang)



A close-up of a block of flats sold under the Home Ownership Scheme.

Introduction

DURING 1964 the Housing and Development Board completed an all-time record of 13,028 units of low-cost public housing and exceeded for the fourth successive year the housing targets under the State Development Plan (1961 to 1964). The table below shows how the Board's 1st Five Year Building Programme (mid 1960 to mid 1965) providing for the construction of 51,031 units at an estimated cost of \$192.1M was dovetailed into the State Development Plan, and the progress made so far.

Targets under the State Development Plan		Completions by the Board	
1960	- NIL units	1960	- 1,682 units
1961	- 7,096 "	1961	- 7,320 "
1962	- 9,735 "	1962	- 12,230 "
1963	- 9,690 "	1963	- 10,085 "
1964	- 12,750 "	1964	- 13,028 "
	* 39,271 units		44,345 units

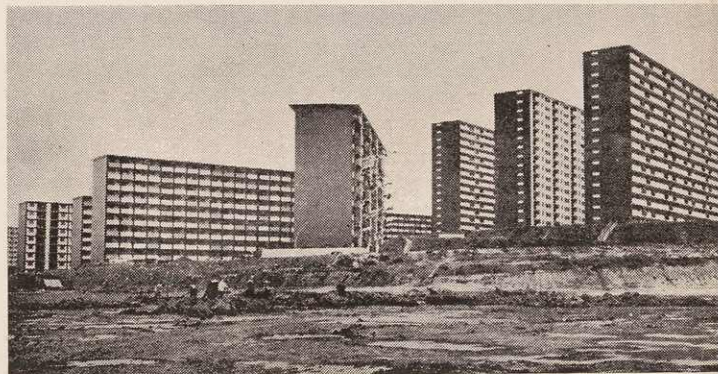
* leaving 11,760 units to be completed in 1965.

The magnitude of the Board's housing programme and its speed of construction have attracted comments by experts and visitors from all over the world. It is estimated that by the end of 1964 some 400,000 persons, or just under 23% of Singapore's total population of 1.8 million, were living in units built by the Housing and Development Board and its predecessor.

Home Ownership Scheme

Singapore's acute housing shortage had been eased to such an extent by the end of 1963 as a result of the Board's massive building programme, that the Board was able to turn its attention in 1964 to the question of Home Ownership.

In February, 1964 the Minister for National Development announced a Home Ownership for the People Scheme and entrusted the Housing and Development Board with the responsibility for implementing it. The basic objective of this scheme is to encourage a property-owning democracy in Singapore, and to enable Singapore citizens in the lower middle income group to own their own homes. Without this scheme the majority of wage-earners in this income

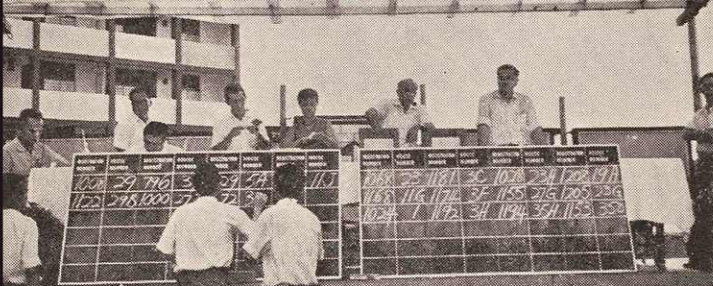


Some of the 2,068 two and three-room flats in Queenstown Neighbourhood III sold under the Home Ownership for the People Scheme.

HOME OWNERSHIP
FOR THE PEOPLE
BALLOTING CEREMONY



居者有其屋
抽籤儀式



Balloting in progress. Purchasers are given registration numbers which are balloted against the addresses of the flats for sale.

group will not be able to buy their own homes because of the prevailing high prices.

2,068 two and three-room flats in Queens-town were made available for sale on 99 year leases in 1964. A three-room flat sells at \$6,200 and a two-room flat at \$4,900. For those unable to buy the flats outright, loans are offered by the Board. The monthly instalment on a three-room flat over 15 years is only \$44 after an initial down-payment of \$1,200. A similar flat is rented at \$60 p.m. under the lettings scheme.

Only Singapore citizens are eligible to purchase these flats which must be used solely as a residence by the purchaser and his immediate family. The individual income of any member of the family must not exceed \$800 p.m. whilst the total family income must not exceed \$1,000 p.m. No person is allowed to purchase more than one flat.

Upon making their initial down-payments, purchasers are given registration numbers which are balloted, from time to time, against the addresses of the flats for sale. The first ballot was held in April, 1964 and by the end of the year over 1,600 of the 2,068 Queens-town flats set aside under the Home Ownership Scheme had been sold. Registration for the remaining flats exceed the 400 odd units still available at Queenstown. In view of the great demand, it is intended to extend this Scheme to other Estates in 1965.

2nd Five Year Building Programme (1966 to 1970)

With its 1st building programme well on the way to completion, the Board has already initiated work on its 2nd building programme. It was originally intended that this 2nd programme should cover the period 1965 to 1970. Government has, however, recently indicated that the State Development Plan (1961 to 1964) will be extended to cover 1965, and it is estimated that an additional \$41.9M will be spent on low-cost housing under the Plan as a result of this extension.

Under its 2nd Five Year Building Programme the Board will continue to provide low-cost housing along the periphery of the city and in Jurong. Slum clearance and urban renewal will be tackled with equal vigour. Two precincts, one in the north covering approximately 90 acres and another in the south covering approximately 130 acres are to be redeveloped. Acquisition and clearance of lands affected by these urban renewal schemes have already commenced. It is estimated that these two renewal schemes will cost \$150M of which some \$124.8M will be expended over the period of the 2nd building programme. The other \$25.2M will be spent by the end of 1965 largely on land acquisition and clearance.

Expenditure on low-cost housing under the Board's 2nd Five Year Building Programme is estimated at \$181.7M. Approximately 60,000 new units of low-cost and urban renewal housing will be provided under this programme at the rate of 12,000 units per annum.



Part of a large crowd witnessing the balloting ceremony under the Home Ownership for the People Scheme.

PART

I

Administration

Secretariat

Finance

Secretariat

SINCE ITS FORMATION on 1st February, 1960 there has been a tremendous growth in the activities of the Housing & Development Board and in its overall establishment. Revenue Expenditure has grown from \$14.7M in 1960 to \$36M in 1964, whilst Capital Expenditure has increased from \$10M to \$47.7M over the same period. In 1960 — the first year of this Board's existence — only 1,682 units of low-cost public housing were built. In 1964, however, the Board completed 13,028 units. By the end of 1964 the Board had completed a total of 44,345 units against 23,019 units built by its predecessor, the Singapore Improvement Trust. Board staff have more than doubled from 1,082 in 1960 to 2,410 at the end of 1964.

These rapid advances in the output, expenditure and staff of the Board have required greater care in administration, and the creation of an efficient system for the consideration, discussion and decision at Officer, Committee or Board level of all issues. The Secretariat is the central channel through which all business passes. It is responsible for ensuring that all matters requiring the Board's attention are placed before the Board expeditiously, and that decisions are acted upon without delay.

Ordinary meetings of the Board are held once each month and special meetings are convened whenever necessary. During 1964 the Board met on 13 occasions, dealt with 171 items of business at these meetings and took decisions on 424 files in circulation.

The Board

The Board comes within the portfolio of the Minister for National Development. All five members of the Board, details of whom are given on page 3, are appointed by the Minister under Section 5 of the Housing & Development Ordinance No. 11/59. There was no change in the composition of the Board during the year 1964.

The Allocations Committee

During the year two changes were made to the composition of this Committee. Che Sahorah binte Ahmat was appointed an additional member from 1st June, 1964 whilst Mr. Ng Kah Ting ceased to be a member from 1st August, 1964.

Terms and Conditions of Service

The Secretariat continues to be responsible for the administration and records of all staff matters. All interviews, appointments and resignations are handled by the Secretariat.

Staff and salary regulations are by now most complicated and require experienced personnel to operate them.

The Housing & Development Board (Provident Fund) Rules were approved by the Minister in July of 1964, and were published in a Government Gazette Supplement dated 17th July, 1964.

Establishment & Personnel

During 1964 a total of 5 senior officers left the service against 12 who were recruited. In addition 3 serving officers in the Intermediate Professional Officers' Scheme were promoted to senior posts. 234 junior employees were taken on during the year whilst 52 left. The total Board strength at 31st December, 1964 comprised:—

Senior Officers - - - - -	61
Junior Officers - - - - -	704
Subordinate Division Officers -	72
Daily-rated employees - - -	1,573
	<hr/>
	2,410
	<hr/>

A table showing the approved establishment and actual strength of the various Board departments at the end of 1964 is at page 16.

During 1964 there was a further intake of 31 new recruits under the Board's scheme for training its own Works Apprentices. This training scheme was initiated in 1961 because the Board experienced difficulty in recruiting Clerks-of-Works of acceptable standard to supervise its massive building programme. Since the inception of the scheme, a total of 166 recruits have been taken on. 84 of these have passed their second examination and been promoted Junior Clerks-of-Works, 14 have been promoted as Draughtsman or Housing & Maintenance Inspectors, whilst 37 have left the service. The new batch of 31 recruits who joined towards the end of 1964 are currently receiving their practical and theoretical training.

12 appointments were made during 1964 to the Intermediate Professional Officers' Scheme under which recruits are given in-service training and encouraged to study for professional qualifications. The effectiveness of this scheme is indicated by the fact that whilst there were 37 expatriate out of a total of 50 senior officers in 1957, the Board is now almost completely Malaysianised—there being only 1 expatriate out of 61 senior officers at the end of 1964.

Serving junior officers continue, in increasing numbers, to avail themselves of the training facilities offered by the Singapore

Polytechnic. During the year 78 Board officers attended Polytechnic courses leading to Diplomas in Architecture and Architectural Draughtsmanship (16), Structural Engineering (14), Building (32), Civil Engineering (5), Land Surveying (9), Accountancy (1) and Mechanical Engineering (1). These officers are released on full pay for one whole day (or two half days) per week in cases where they are required to attend lectures during the working day, and must also attend evening classes. They are required to serve the Board for a minimum of 3 years after completing their courses.

Vacation employment was given by the Board in 1964 to 6 students from the Singapore Polytechnic, 13 commercial teacher-trainees from the Teachers' Training College, and 2 students of Architecture from London. These students were attached to various Board departments to gain practical experience and training related to their courses of study. They are paid an allowance of \$3/- per day by the Board for the period of their attachment.

Housing Board Training Awards under the Colombo Plan

Five professional and technical officers from abroad were attached to the Board during 1964 for training under the Colombo Plan Technical Co-operation Scheme. These were an Architect and a Chief Housing Officer from Thailand, an Administrative Housing Assistant from Saigon, a Technical Assistant from Sarawak, and a Draughtsman from Pakistan.

Training facilities under the Colombo Plan were first offered by the Board in 1962. The following awards are available annually:

- (a) 2 Senior Fellowships in low-cost housing for fully qualified Architects;
- (b) 2 Senior Fellowships in Engineering for fully qualified Engineers;
- (c) 8 Junior Fellowships for Architectural and Engineering Technicians;
- (d) 2 Junior Fellowships in Estate Management for persons who should preferably be qualified in Housing Management.

Candidates for the above training award must have an adequate command of the English language.

Since these awards were first made available, a total of 12 trainees from neighbouring countries have been attached to the Board for 3 to 6 months' training in low-cost housing techniques and methods. Apart from the five trainees mentioned above, previous recipients of these training awards included 3 architects from the Philippines, 3 technicians from Sabah and 1 from Sarawak.

Seminars & Study Tours

During 1964 Board officers attended seminars, conferences, study tours and training courses. (See details below)

The Board's surveyor was one of the members of a Survey Team sent by the Government of Singapore to Sabah in the latter part of 1964 to ascertain the assistance required by the Sabah Government for the opening of a new highway in Sabah.

Public Relations

A 20 minute colour film entitled "Happy Homes" which depicts the work done by the Housing & Development Board in the provision of low-cost housing in Singapore was entered for two film contests held in June 1964. The Board's film won an award at the

11th Asian Film Festival in Taipei, and was awarded a Certificate of Honourable Mention in an International Contest for Planning and Housing Films held at the 27th World Congress for Housing & Planning in Israel.

Overseas non-exclusive, non-theatrical distribution rights to this film "Happy Homes" have been granted to the Central Office of Information, Hercules Road, Westminster Bridge Road, London, S.E.1.

"Happy Homes" was screened at the Malaysian Pavilion in the New York World Fair throughout its 1964 session, and will again be shown to the public during the 1965 session of the World Fair.

Amongst the distinguished visitors to the Board during 1964 were:

- (a) The Prime Minister of Cambodia,
- (b) The Danish Minister for Foreign Affairs,
- (c) The Malaysian Minister of Agriculture and Co-operatives,
- (d) The Governor of Malacca,
- (e) The Federal German Ambassador to Malaysia,
- (f) The Pakistan Ambassador to the Philippines,
- (g) Members of the Kedah State Assembly,
- (h) The Mayor and Members of the Penang City Council and
- (i) Municipal Councillors from Ipoh.

Seminar/Study Tour	When held	Board Representatives
Advanced Management Seminar, Cameron Highlands	January, 1964	An Asst. Secretary.
Computer Seminar	April, 1964	Chief Executive Officer and a Senior Asst. Fin. Offr.
Seminar on Metropolitan Planning and Study Tour of Traffic Planning and Transportation Systems, Tokyo	June, 1964	Head, Urban Renewal.
Malaysian Architectural Conference, Singapore	Sept., 1964	Head, Urban Renewal.
Study Tour of Reclamation Projects in Japan	October/ November, 1964	Senior Civil Engineer and an Asst. Civil Engineer.
ECAFE Training Course on Economic Development Planning, Singapore ...	December, 1964 to January, 1965	An Asst. Secretary. An Asst. Architect. An Asst. Estates Officer.

Conducted tours of housing estates were also provided for groups of visitors which included the Sarawak Trade Mission, the Sabah Contractors Association, the Afro-Asian Representatives to the 1964 Annual Convention of the National Trade Unions Congress held in Singapore, a Japan Broadcasting Corporation Reporting Team, and the U.S. National Editorial Association Study Mission.

A dinner was given by the Minister for National Development for staff of the Ministry and the Board on 23rd December, 1964. This dinner was held at the Tanglin Integrated Secondary School in Queenstown and over 500 guests attended.

Recreational Facilities

In order that its employees might have recreational facilities and a suitable place for social gatherings after office hours, the Board has provided and furnished two club houses for members of the Housing & Development Board Recreation Club.

The club house at Kay Siang Road has badminton and tennis courts where staff can meet at the end of the day's work for healthy exercise. For those who are not sports-minded, the club premises on the 18th floor of Selegie House were officially opened on 15th February, 1964. Because of its central location and high elevation, this club house commands a magnificent view of the City of Singapore and is a place where staff can spend their free evenings in the companionship of their families, friends or colleagues.

Industrial Relations

In June 1963 the Industrial Arbitration Court made an Award to the effect that the Board should provide daily-rated employees of the Estates Department with work on Sundays and public holidays if they requested it, but directed that the rate of pay for such work should be the ordinary rate unless otherwise agreed between the Board and the employee.

The Daily-Rated Workers' Union made two applications to the Arbitration Court during 1964 for enhanced rates of pay for work on Sundays and public holidays. The

Court directed that both parties should make further attempts to arrive at a settlement, but by the end of 1964 the issue had still not been resolved. If agreement cannot be reached, the matter is to be referred to the Court for final determination.

In October 1964 the Union commenced proceedings in the High Court in Suit 1163 of 1964. The Union asks the Court for a declaration that its members are entitled to double pay for work on Sundays and treble pay for work on statutory public holidays in accordance with the provisions of the Labour Ordinance, notwithstanding that such work is requested by its members. The Suit is still pending hearing in the High Court.

Long Service Awards

Long Service Awards were made during the year to 5 officers who had each completed 25 years' service with the former Singapore Improvement Trust and the Board. Each officer received a gold tiepin and a Long Service Certificate at a ceremony held in the Board Room in February, 1964. So far a total of 37 officers have been issued with these Certificates.

Staff Establishment 1964

ESTABLISHMENT AT 31.12.64

APPOINTMENTS FILLED AT 31.12.64

Senior Officers	Inter-mediate Officers	Junior Officers (including monthly rated tempy & open vote staff)	Subordinate Division Officers (including monthly rated tempy & open vote staff)	Daily-rated employees (Mandores Labours etc.)	Total	DEPARTMENTS	Senior Officers	Inter-mediate Officers	Junior Officers (including monthly rated tempy & open vote staff)	Subordinate Division Officers (including monthly rated tempy & open vote staff)	Daily-rated employees (Mandores Labours etc.)	Total
6	1	21	8	—	36	SECRETARIAT	5	1	21	8	—	35
5	—	112	8	—	125	FINANCE	5	—	109	8	—	122
43	7	396	21	144	611	BUILDING	37	5	302	19	123	486
10	19	156	12	1831	2028	ESTATES	8	17	155	12	1383	1575
3	1	20	1	17	42	LANDS	3	—	19	1	17	40
3	4	98	3	83	191	RESETTLEMENT	3	4	71	24	50	152
70	32	803	53	2075	3033	TOTAL	61	27	677	72	1573	2410

Finance Department

Capital

1964 SAW FURTHER progress made in the continuation of the First State Development Plan 1961 to 1964 which has been extended to 1965. Contributions were also made towards the formulation of the Second State Development Plan/the First Malaysia Plan 1966 to 1970 totalling some \$306.5M.

The inclusion of the Jurong New Town Project of approximately 3,221 units in the First State Development Plan for Low Cost Housing has been revised to bring the ownership of all low cost housing units at Jurong to be vested in the Economic Development Board, the Housing & Development Board acting as the building agent of the E.D.B. Consequently approved loans to the Board to finance the First State Development Plan will be reduced by \$20M to \$192M. As at the 31st December 1964 some \$7.2M had been expended on Jurong New Town N'hood I Phase I since 1962 and advances from E.D.B. and Govt. totalled \$8.8M.

Capital contracts awarded in 1964 amounted to \$43.7M and payments in respect of projects completed and in progress amounted to \$47.7M whilst advances drawn from Govt. against approved loans during the year totalled \$44M.

Revenue

As at 31st December 1964 some 55,829 units were under management (representing 50,038 accounts) as compared with 45,163

units as at the close of the previous year. Rent levels remained generally at \$20.00/\$46.50/\$66.50 per month for 1-room, 2-room and 3-room units respectively, inclusive of charges for conservancy and services to common parts, although slightly higher inclusive rents of \$36.50, \$66.50, \$96.50/\$126.50 have been levied for 1, 2 and 3 room units at Selegie House and Cantonment Road because of centralised locality with corresponding more expensive land costs. Land tenancies administered by the Board as at the end of the year under review totalled 4,521.

Rent income for the year totalled \$28M approximately. Net contra recoveries for service and conservancy charges amounted to \$1.7M.

Loan charges representing Interest and Principal Repayments on loans made by the Government of Singapore amounted to \$17.3M, whilst the Board's liability for Property Tax for 1964 was \$9.2M.

A further \$7.3M was advanced by Government on account of subsidy grant (pending finalisation of agreed components for a subsidy formula) bringing the total advances received since 1960 to \$17M.

Agency & Other Functions

The Board continued to carry out various functions as agent for Government and other bodies principally in respect of Urban Redevelopment, construction of markets, schools,

etc. Expenditure in respect of these projects for 1964 amounted to:—

	Advances	Expenditure
Urban Redevelopment -	\$0.25 M.	\$0.41 M.
Markets - - - - -	0.45 M.	0.24 M.
Veterinary Centre/ Model Farm - - -	0.10 M.	0.10 M.
Schools - - - - -	0.50 M.	0.20 M.

Resettlement expenditure for 1964 totalled \$4.0M of which \$3.3M represented compensation paid for improvements and disturbance and transport allowances.

Reclamation at Kallang Basin and Bedok continued with expenditure for the year under review amounting to \$1.2M and \$0.4M respectively. Government advanced \$2M for work at Kallang Basin and \$1.06M towards Seacom cable and Bedok reclamation which includes a pilot scheme completed in 1963 at a cost of some \$1.1M.

Mechanisation

The punched card system introduced for rent accounting has proved satisfactory and has been extended to cover payroll and Central Provident Fund returns. Extension of the punched card system to cover housing maintenance expenditure and statistics as well as records of tenants deposits has been planned for introduction in early 1965.

By arrangement with the Central Provident Fund Board members' contributions and employer's donations are punched on to C.P.F. Board's unit cards, thus obviating considerable manual processing with consequent saving of time and effort to both parties.

Investigations have been made into the feasibility of introducing a small computer unit within the next few years.

Decentralised rent collection has been extended by the opening of new rent collecting offices at Bukit Ho Swee, Queensway and MacPherson. The over-crowded rent office at Princess House moved to new, spacious and more suitable accommodation at Alexandra Area Office erected on the site of the old Alexandra Police Station.

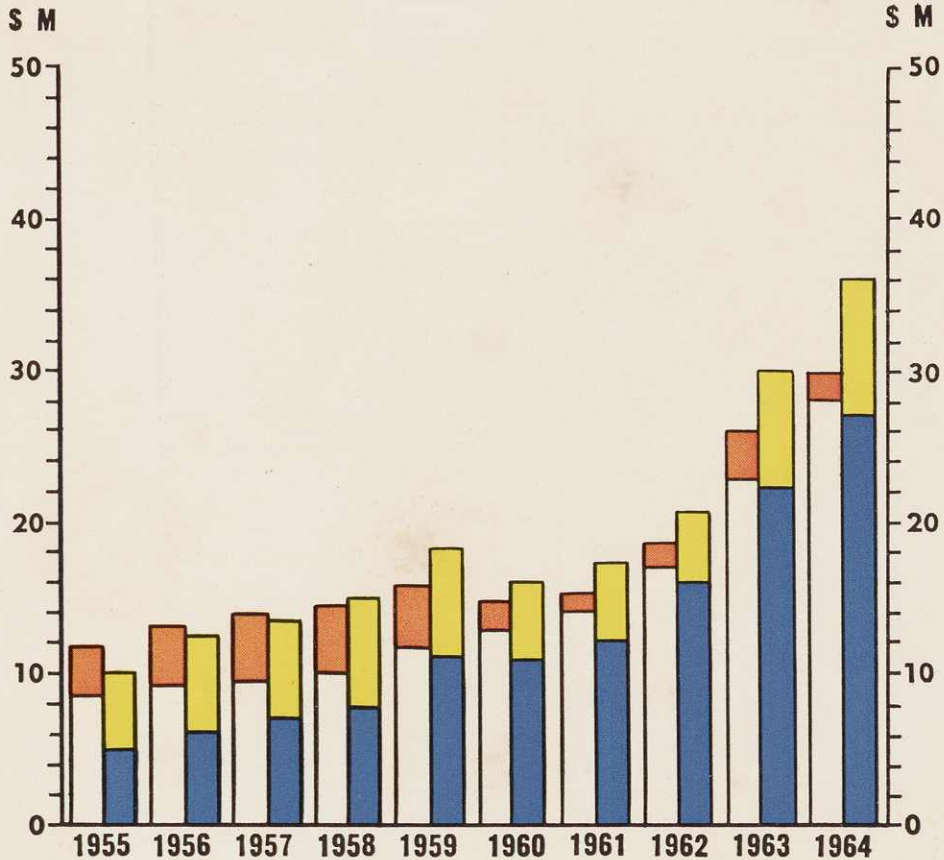
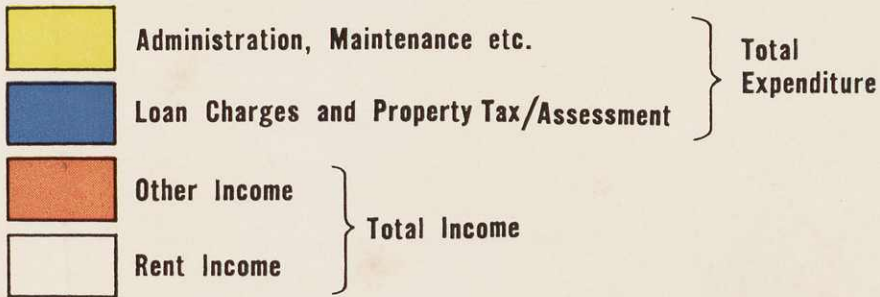
Internal Audit

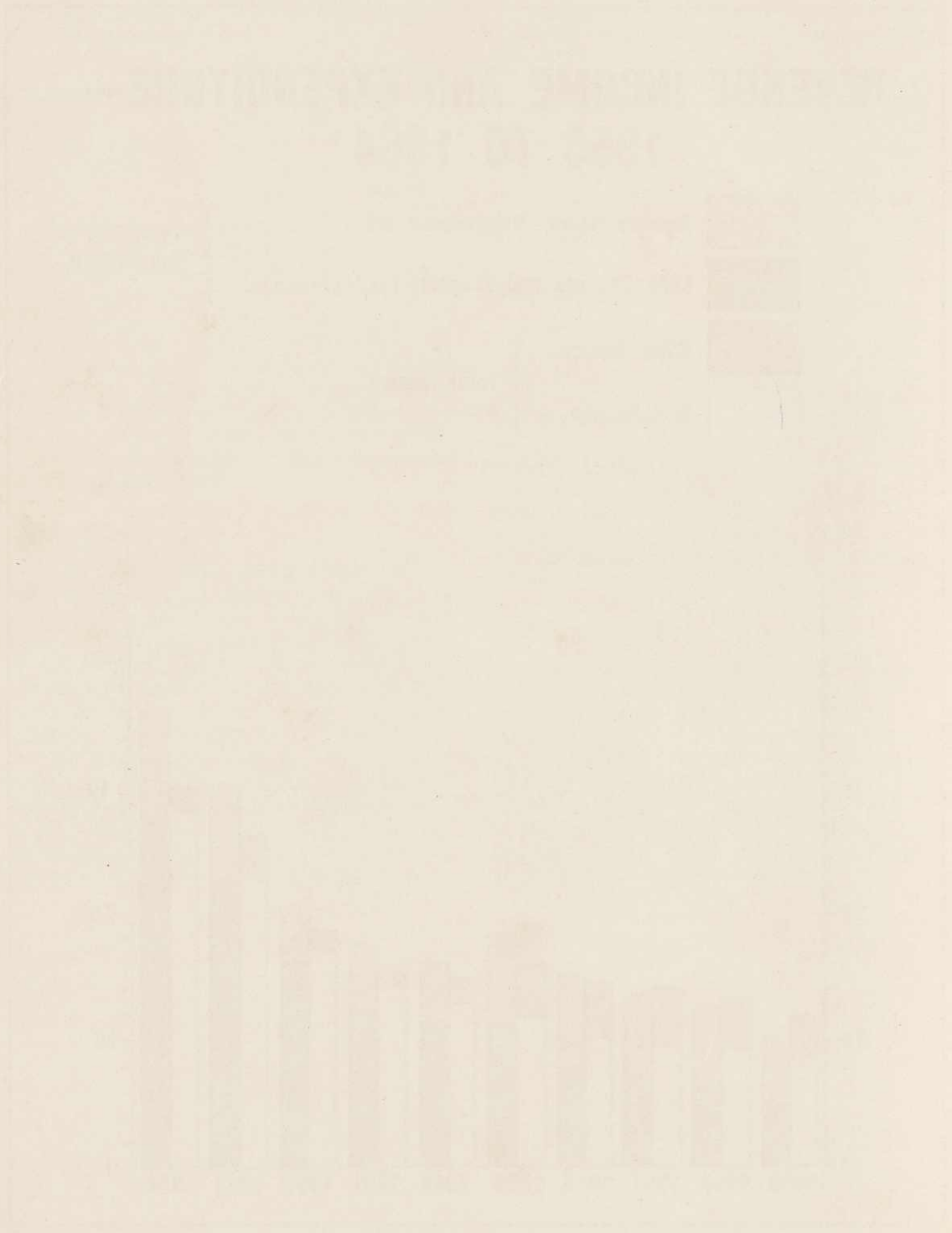
The Board's internal audit section was reorganised and strengthened with the appointment of a qualified accountant as Internal Auditor. Despite shortage of staff, considerable audit work, including physical and surprise checks had been carried out by the section recommending improvements where appropriate. During the year under review some 1,584 cases involving more than \$3M in compensation were vouched and some 26% of the cases had been physically checked by the section at the various sites.

Provident Fund

The Board's own provident fund was approved in 1964 with retrospective effect from 1st January 1961. The fund has not yet been recognised by Inland Revenue Dept. as an approved fund and steps are being taken to obtain such recognition. As at 31st December, 1964 there were 478 contributors to the fund, members of the staff who are members of the Municipal Provident Fund as at the same date totalling 196.

REVENUE INCOME AND EXPENDITURE— 1955 TO 1964





PART

II

Housing

Land Management

Land Clearance & Resettlement

Buildings

Estate Management

Lands Department

LAND IS ESSENTIAL for development and the Department has been able to provide all the land required for the Board's First Five Year Building Programme. The Board uses about 200 acres of land per year, and new areas must be constantly acquired as existing ones are utilised for development. This is vital, particularly as the Board's rate of development is to be accelerated with the implementation of the Government's urban renewal scheme in 1965.

Particular attention was therefore devoted by the Department during the year to urban acquisitions. A team of urban renewal staff for lands work is being organised to cope with this work. Investigations into the title position of areas scheduled for acquisition and development under the Second Five Year Building Programme (1966 to 1970) were also made.

The other duties of the Lands Department include implementation of the industrial schemes at Redhill, Tanglin Halt, Bendemeer and Kampong Ampat, control and management of all undeveloped Board lands, leasing out of sites by tender for private development in conformity with the Board's schemes, sale of land to Government for schools, community centres, health clinics and other community facilities, exhumation of graves on cemetery sites earmarked for development, demolition of buildings in areas scheduled for redevelopment, and valuation work in connection with all land matters. The Senior Officers of the Lands Department are gazetted Collectors and Deputy Collec-

tors of Land Revenue for compulsory land acquisition work and all work related to State land.

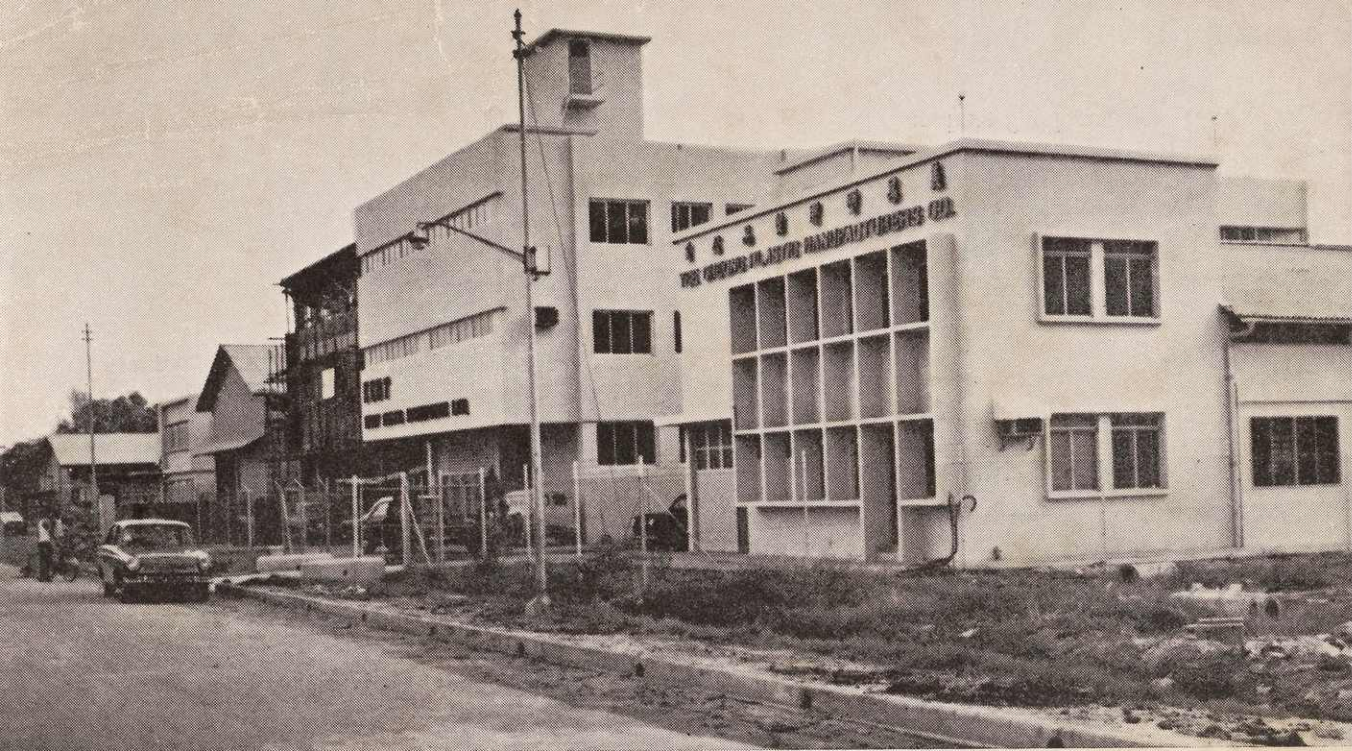
Acquisitions

Some of the compulsory acquisitions dealt with during the year included a 27-acre site at Serangoon Road, a 44½-acre cemetery at Queenstown, and a total of about 17½ acres of fire sites in various parts of the island.

In preparation for urban renewal development, action was initiated for the compulsory acquisition of 177 lots of land totalling approximately 12 acres in private ownership in Precinct North I, and three lots of land totalling about 17¼ acres in Precinct South I. These two precincts will be the first to be comprehensively redeveloped by the Board under its urban renewal scheme.

Action was also initiated for the acquisition of approximately 41 acres of land at Queenstown, 101½ acres at Kallang Basin and 48½ acres of War Department land at Clementi Road. Negotiations were also conducted with Government for the acquisition of various areas of State land required for redevelopment, e.g. the former Alexandra Police Station site where the Board's new 4-storey temporary office building stands.

The work of land acquisition has increased tremendously and the impetus is bound to accelerate further when the Board implements its massive projects in 1965.



Factories completed and under construction at the Bendemeer Industrial Estate.

Land Management

Once an area of land has been acquired, it is essential to contain all buildings, structures and occupiers on the land in their existing state until the land is cleared for re-development. No improvements to the buildings can be allowed as to do so would increase the Board's clearance commitments. All new unauthorised buildings in the course of construction are summarily demolished after service of an immediate demolition notice. Demolitions of illegal structures are often very unpleasant but are essential for good land management.

In 1964 a total of 230 unauthorised structures were demolished in a total area of approximately 1,500 acres of Board land occupied by about 9,000 temporary buildings.

Industrial Estates

All the plots of land at the four industrial estates at Redhill, Bendemeer, Tanglin Halt and Kampong Ampat have been well subscribed and the industrial schemes have been successful. During the latter half of the year there was a marked increase in building acti-

vity in the Tanglin Halt and Bendemeer Industrial Estates.

The state of development of factory sites in the Industrial Estates on 31st December, 1964 was as follows:—

Redhill:

Out of a total of 30 factory sites in this Estate, factory buildings on 28 sites were completed and occupied. The remaining 2 factory plots were under development.

Tanglin Halt:

Of the 20 factory sites under Lands Department management, factory buildings on 10 sites were completed, 6 sites were under development and work on 4 sites was pending approval of building plans.

Bendemeer:

Out of a total of 26 factory sites, factory building on 2 sites were completed, 14 sites were under development and work on some of the 10 sites was pending approval of building plans.

Kampong Ampat:

Out of a total of 16 factory sites, factory buildings on one site was nearing completion, piling on two sites had been completed, and the setting out of the five standard factories was completed. The remaining 5 standard factory sites were being considered for multi-storey flatted factory development. Work on the remaining three sites will commence later.

Leases & Sales

Board lands earmarked for private development are normally disposed off on the tender system. Six sites in Queenstown and one site in Dunman Road for petrol stations were leased to the highest bidders during 1964. The Board also sold 3 sites for schools, 1 for an electric substation and 1 for drainage works.

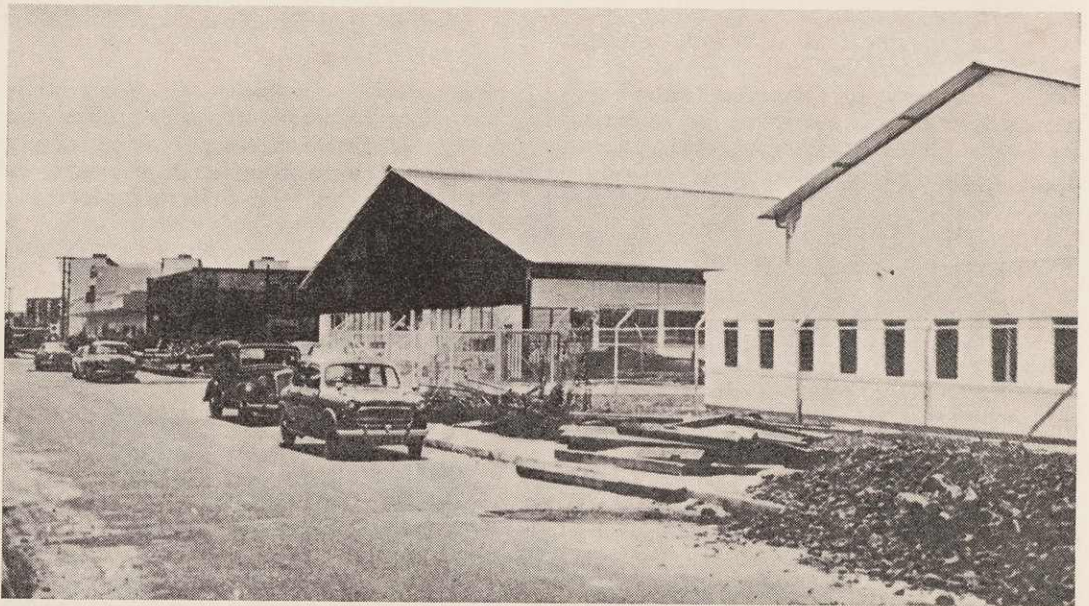
Fifteen 99-year leases were issued during the year following satisfactory completion of development. Recommendations were made for another eight 99-year leases to be issued as the industrial sites had been satisfactorily developed.



Obsolete buildings in Precinct N1 being demolished under the Board's urban renewal programme.



Old shophouses in Precinct S1 scheduled for demolition.



A view of some factories at the Tanglin Halt Industrial Estate.

Resettlement Department

THE YEAR 1964 witnessed a tremendous increase in the number of cases dealt with by the Resettlement Department. This was made possible because of the implementation with effect from 1.1.64 of a new compensation policy for displaced families. A feature of this new Resettlement Policy is the introduction of enhanced replacement rates for improvements instead of the compensation rates offered in the past. Another feature is the removal of restrictions on compensation payments to owner-occupiers and sub-tenants of squatter huts who opt for Housing & Development Board accommodation. Bona fide farmers can now opt for either resettlement in one of the Board's Resettlement Areas and compensation under the former scheme, or enhanced compensation under the new replacement rate scheme plus a replacement grant of \$1,000 per acre for their cultivated land.

The staffing position was greatly strengthened in 1964 by the recruitment of three Resettlement Officers, one Senior Resettlement Inspector, twenty-nine Resettlement Inspectors and twenty-six Resettlement Assistants. A separate section was also set up during the year to undertake the gigantic task of clearing families from the Central areas for Urban Redevelopment. The staff for this team comprises: 1 Resettlement Officer, 2 Senior Resettlement Inspectors, 20 Resettlement Inspectors and 10 Resettlement Assistants.

Clearance & Resettlement

As a result of the new policy and the expansion of the inspectorate establishment, a record number of families were dealt with in 1964. There were 128 sites registered for clearance at the beginning of the year. 69 new requests were received during the year making a total of 197 sites on the list for clearance. 72 sites were completely cleared during the year, 4 sites were deleted from the list and 74 other sites were under active clearance action at the close of 1964.

A total of 3,643 families (compared to 817 families in 1962) were cleared from various sites during the year, of which 150 cases were resettled in Resettlement Areas; 2,584 were rehoused in Housing & Development Board accommodation; 754 families found their own accommodation and 155 were encroachment cases where only part of their improvements were affected. The Department demolished 1,198 huts.

Compensation paid in 1964 amounted to more than \$3.2 million as compared to \$1.7 million in 1963 and \$838,000 in 1962.

15 Resettlement Areas came under the control of the Department. Three Areas have been fully infilled and will be handed over to the Land Office for administration as soon as allocation of land to existing settlers is completed.

Surveying & Planning

During the year topographical mapping and miscellaneous survey work were carried



Squatter huts and stalls at Toa Payoh to be cleared for development of the Satellite Town.



Another view of existing conditions at Toa Payoh.

out in 14 Areas involving a total of approximately 1,842 acres of land. Surveys for the purpose of awarding replacement grants to genuine farmers were also done in 63 sites totalling approximately 105 acres.

A total of 169 sitings for the construction of self-built houses were done in 6 Resettlement Areas where the owners have been resettled. Other surveys involving the demarcation of boundaries, sub-division of plots, details of settlers' holdings, replacing lost pegs etc. were also carried out in 4 Resettlement Areas.

During the year 8 contracts were let involving the construction of 10,000 ft. run of laterite roads (main and access), 2,000 ft. run of concrete drains and also 300 ft. run of culverts to provide drainage for the roads in Resettlement Areas. Approximately 1,200 ft.

run of existing earth streams were re-graded and re-aligned to alleviate flooding in low lying land within Resettlement Areas. A reinforced concrete/timber bridge was constructed and about 50,000 cu. yds. of earth were involved in the preparation of sites for house plots. Water supply was provided in newly developed Resettlement Areas involving in the laying of 15,000 ft. run of 6" diameter and 6,500 ft. run of 4" diameter mains and installation of 14 stand-pipes at a total cost of \$135,000. The total expenditure on Engineering Work amounted to \$235,464 for the year.

Assistance was rendered to the Primary Production Department in their Model Farm Extension Schemes in Resettlement Area 61 where various types of engineering work were carried out by contract.



Basic Terrace Houses in Resettlement Area 53A for Malay Families affected by Clearance in Jurong.



Self-built house in a Resettlement Area.

As a result of the new policy, the Department no longer provides basic houses for displaced families in Resettlement Areas. However, 7 basic houses and 2 basic shops were constructed in 1964 by the term contractor for some outstanding cases dealt with under the old policy.

Special Scheme

A Special Scheme to resettle Malay families affected by the development of the Jurong Industrial Project was implemented in 1964 resulting in the construction of 7 blocks of basic terrace houses (4 units per block) with piped water installed for each unit in Resettlement Area 53-A. These houses are given in exchange to the Malay families for their huts demolished as a result

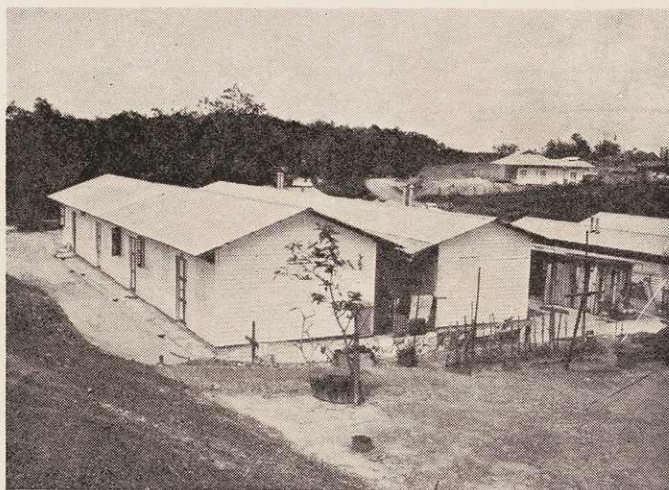


A displaced settler's holdings and his self-built house in a Resettlement Area.

of clearance and the cost of the basic terrace house recovered from these families on instalment basis.

Acquisition of Land

In spite of the increasing difficulty in obtaining suitable land for bona fide farmers, the Department has been able to acquire more than 191 acres of private land for development into two new Resettlement Areas at a cost of \$525,000. These Areas will be ready for allocation in early 1965. Acquisition of another 132 acres on behalf of the Economic Development Board will be completed by January 1965 to enable the Department to resettle the families cleared from the Jurong Industrial Site.



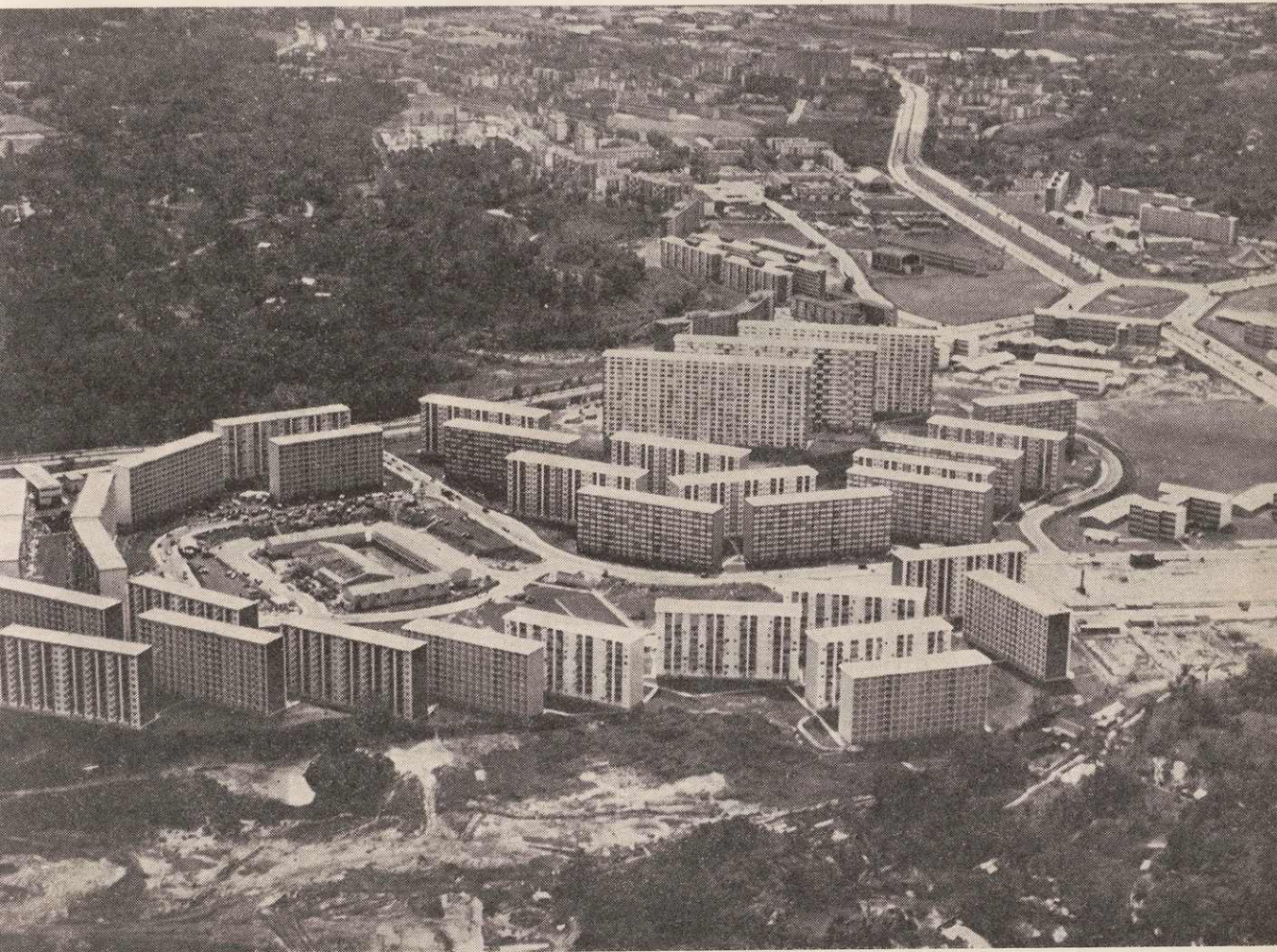
Another View of the Basic Terrace Houses in Resettlement Area 53A.

Building Department



16-storey buildings at Queenstown, Neighbourhood III.
These buildings are the tallest in Queenstown.





Aerial view of Queenstown Neighbourhood III. Queenstown is the largest housing estate so far developed by the Board with 17,500 units in five neighbourhoods and an estimated population of 125,000 persons.

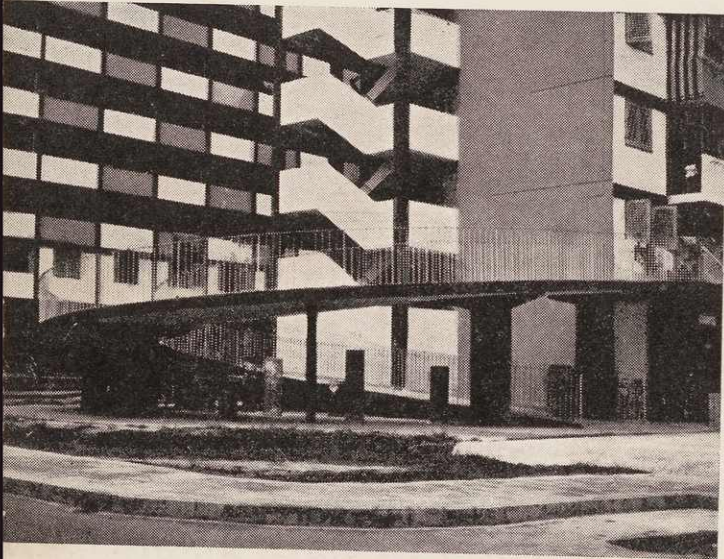
DURING 1964 the Board completed a record number of 13,028 units of public housing in the following areas:—

Queenstown

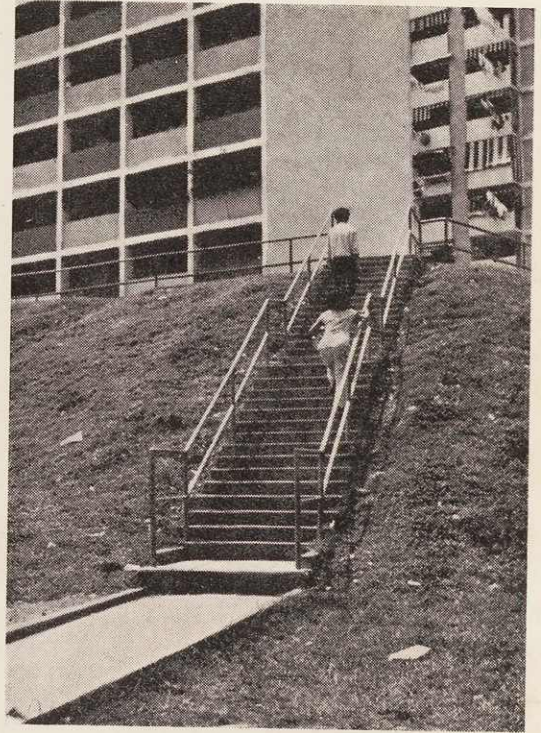
In 1960 when the Board took over from the S.I.T., only about 3,000 units of flats had been completed and occupied. By the end of 1964, 17,500 units of flats and shops in 5 neighbourhoods had been completed. Queenstown is the biggest housing estate

developed by the Board so far, and has an estimated population of 125,000.

The development of the town centre has not been completed as expected in 1964 due to delay in the construction of the 2 theatres allocated to private enterprise for development. However, as the construction of the theatres is now in full swing, it is hoped that the second shopping concourse in Queenstown together with the theatres can be completed by the end of 1965.



Concrete staircase linking the housing units with the shopping centre at Bukit Ho Swee Estate.



Ramp at Bukit Ho Swee Estate.

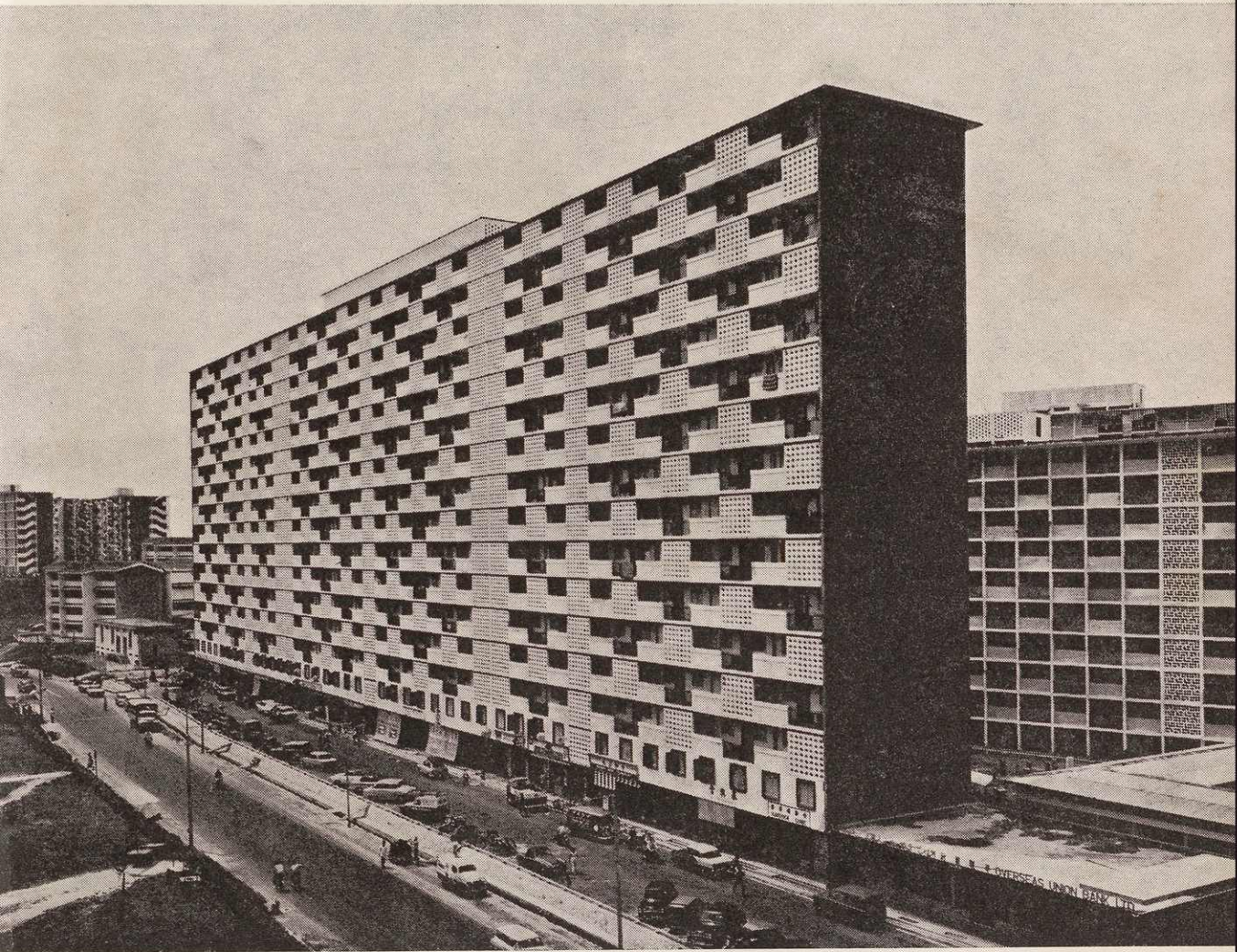


10-storey flats at Bukit Ho Swee Estate.

Bukit Ho Swee Fire Site

The development of the Bukit Ho Swee Fire Site reached its final stages in 1964. During the year, a total of 2,751 units (mainly 1-room flats and shops) a children's playground, a shopping centre and a market were completed in the Estate. There were about 1,000 units under construction at year's end.

The appearance of the Bukit Ho Swee Fire Site has been completely changed from one of the worst slums before the 1961 fire to a healthy and clean new housing estate with amenities and community facilities such as primary and secondary schools, creche, market, child health and maternity centre, children's playground, open spaces and shops.



The tallest building (16-storey) in Bukit Ho Swee Estate with shops on the ground floor.



Aerial view of MacPherson Road (South) Estate which is scheduled for completion by the end of 1965. The Estate will then house a population of 70,000 in 10,126 residential units.

MacPherson Road (South)

During 1964, the biggest concentration of the Board's housing development was at MacPherson Road (South). 5,904 units of various types of flats and shops were completed, and the remaining 2,300 units are in the various stages of construction. It is expected that by the end of 1965 the whole Estate can be completed to house 70,000 people.

The MacPherson Road (South) Estate is the biggest estate on the eastern sector of Singapore.



Erection of pre-fabricated flats at MacPherson Road (South) Estate under an experimental scheme.

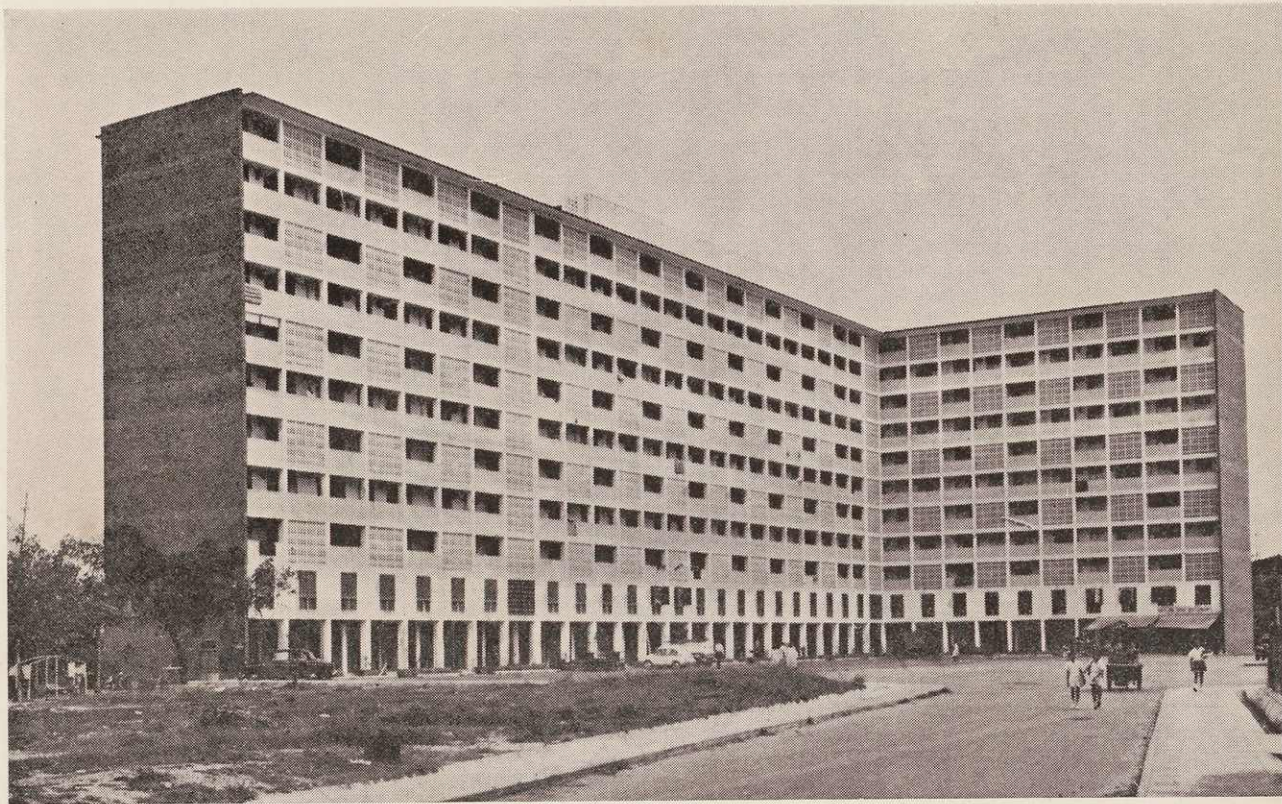


Another view of the Geylang Serai project.

Geylang Serai

Development of the Geylang Serai District Centre has been progressing very satisfactorily. During the year 217 units of flats and shops were completed and 325 units were under construction by the end of the year. 3 markets completed at the end of 1963 have been opened for business. The whole development of flats and shopping centre in Geylang Serai is expected to be completed and occupied by early 1965.

The Public Works Department has completed the widening of Changi Road to ease one of the worst traffic bottlenecks in Singapore and schools adjoining the shopping centre are now under construction.



A block of 11-storey flats in Geylang Serai with shops at the ground floor. A total of 542 units to house an estimated population of 4,000 is planned for this Estate.

Redhill Extension

The Redhill Extension Estate is situated between Redhill Estate and Alexandra Hill Estate. Development of the Redhill Extension Estate commenced during 1964 and earthworks for the first 4 building contracts were completed during the year. The excess earth from the development is being used to reclaim the South Quay of the Singapore Port Authority.

1,152 units of 1-room flats were completed in Redhill Extension Estate in 1964 while 1,692 units were under construction by the end of the year. This Estate is only 3 miles away from the city centre and is extremely popular. The development of the Estate is predominantly of 1-room emergency flats as these are in great demand.

Completed flats at the Redhill Extension Estate. 5,727 units to house a population of 40,000 are planned.

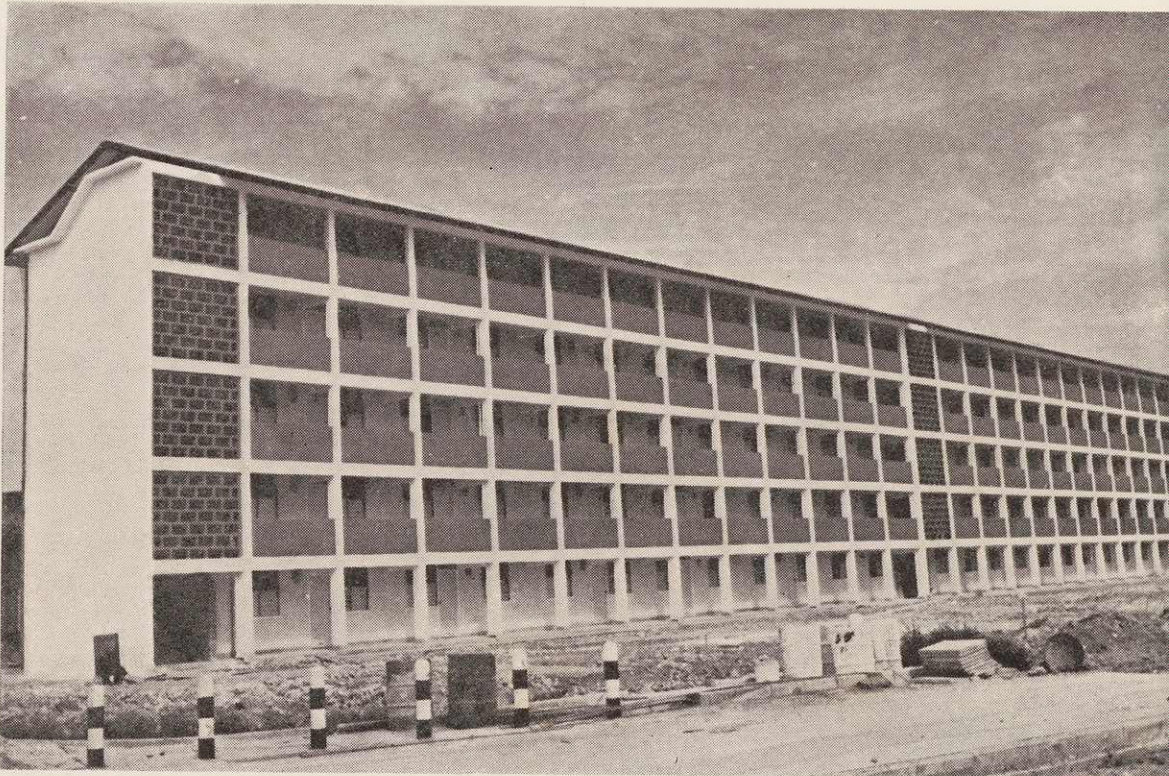




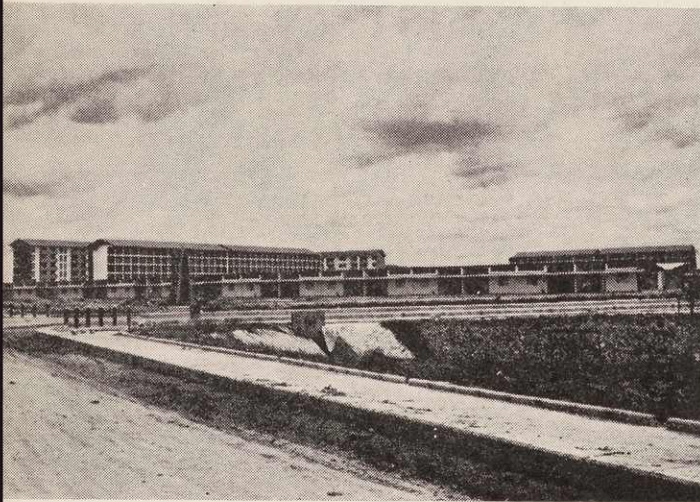
12-storey flats at the Tanjong Rhu/Fort Road Estate. The whole estate comprising 2,656 units has now been completed and some 20,000 persons live here.

Tanjong Rhu and Fort Road

The final block of 12-storey flats was finished in early 1964. The whole Estate comprising 2,656 units has now been completed. Because of the proximity of this Estate to Crawford Area and Kallang Basin, most of the flats have been utilised for re-settlement of people affected by the Urban Renewal and Kallang Basin Reclamation Schemes.



Completed flats in Jurong Neighbourhood I.

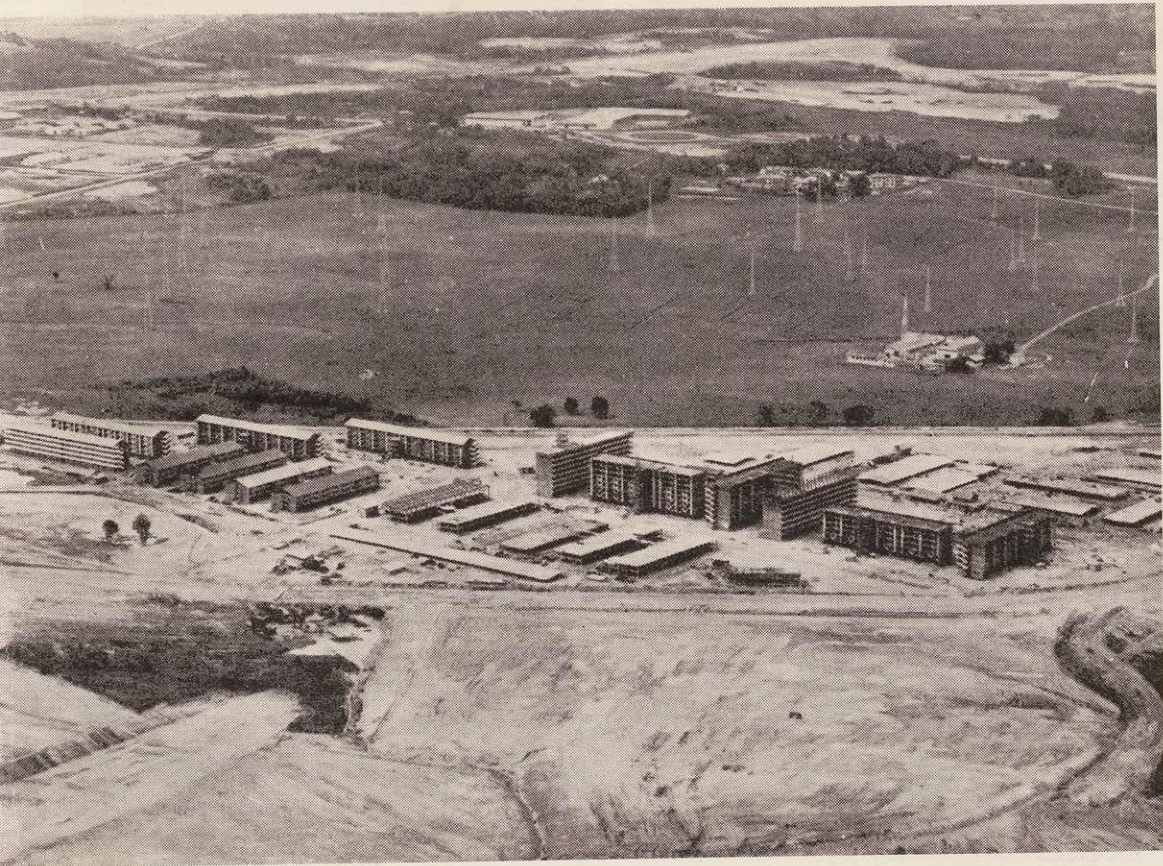
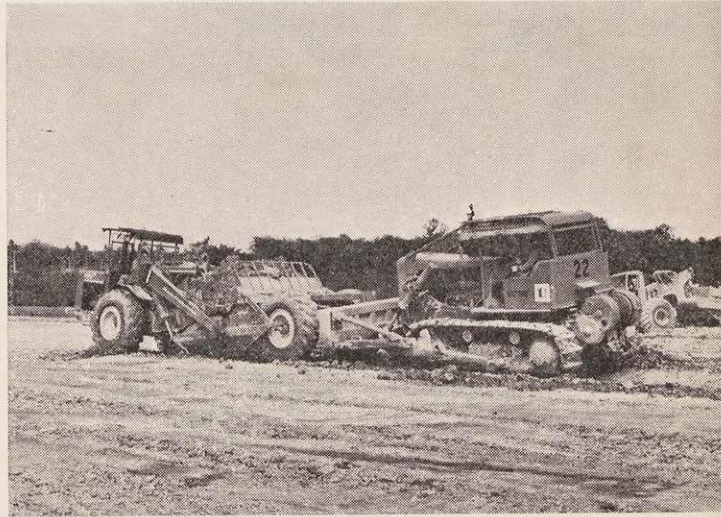


Newly constructed flats and shops for workers in the Jurong Industrial Complex. A total of 7,048 units is planned for Neighbourhood I. When completed this neighbourhood will house some 45,000 workers and their families.

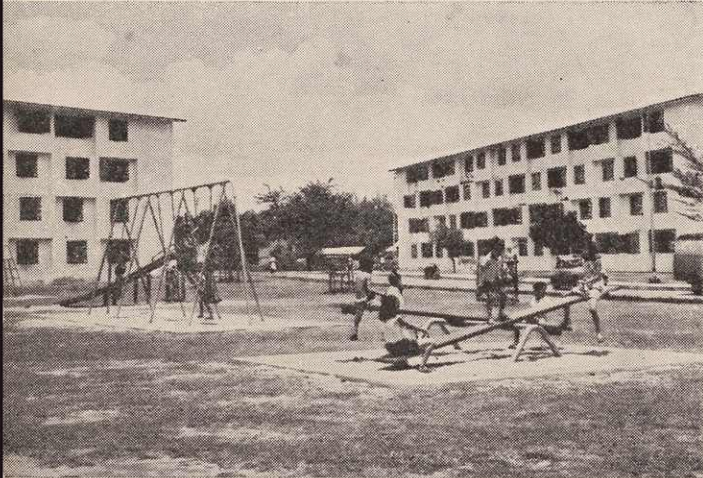
Jurong, Neighbourhood I

Low cost public housing is being constructed by the Housing Board at the Jurong Industrial Estate as agent for the Economic Development Board. 200 acres have been set aside for the first residential neighbourhood. 221 units were completed in 1963 and 1,171 in 1964 with a further 2,871 units under construction at year's end.

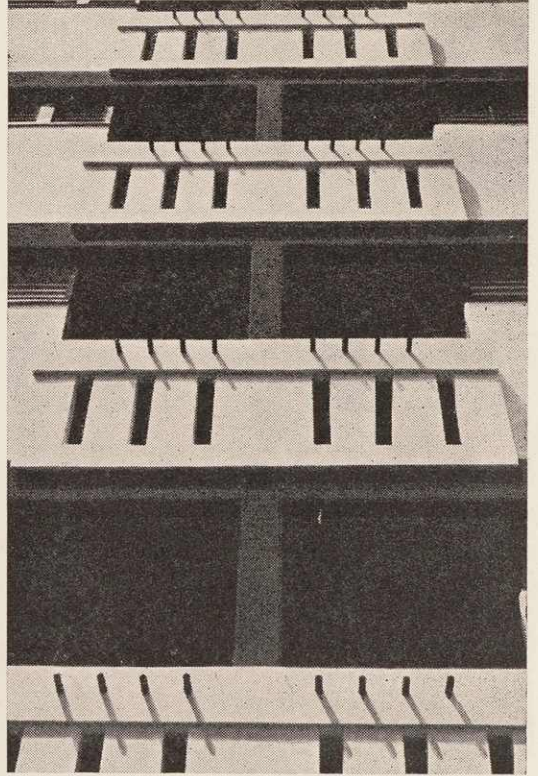
Our earthworks machinery at work at Jurong.



Buildings under construction at Jurong Neighbourhood I. 1,392 units had been completed by the end of 1964 with a further 2,871 units under construction.



A children's playground at Clarence Lane — Queenstown.



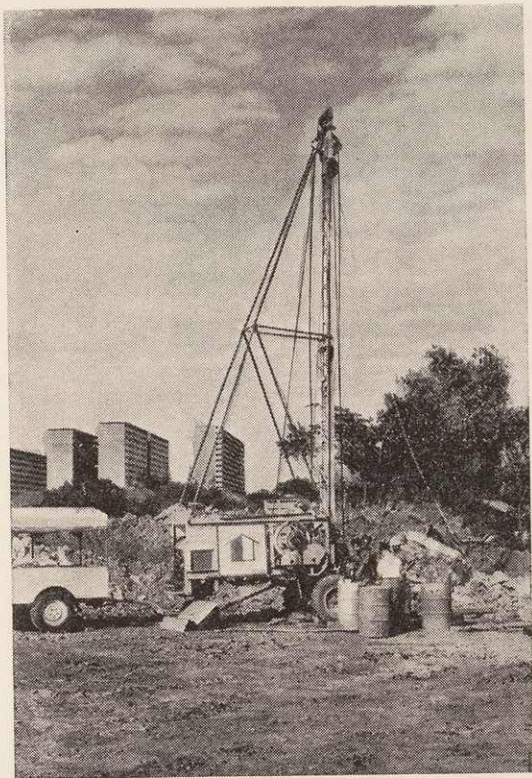
Details of balconies of 1-room flats.



A typical neighbourhood market and shopping centre in Queenstown.

Changi Prison and Bedok Reformative Training Centre

In 1963 Government decided to remove the Outram Road Prison so that the prison site can be developed under the Urban Renewal Programme. The Board was requested to act as agent to provide additional accommodation in the existing Changi Prison and the Bedok Reformative Training Centre to facilitate the removal of the Outram Road Prison. During 1964 the Board completed 118 units of staff quarters in Changi Prison, 3 blocks of accommodation for prisoners, an extension to the hospital, workshop for prison industry, some extension to kitchen facilities, an execution chamber and other ancillary facilities. In the Bedok Reformative Training Centre, the Board completed 16 units of staff quarters and a block of dormitory.



One of the Board's drilling machines used for testing ground conditions.

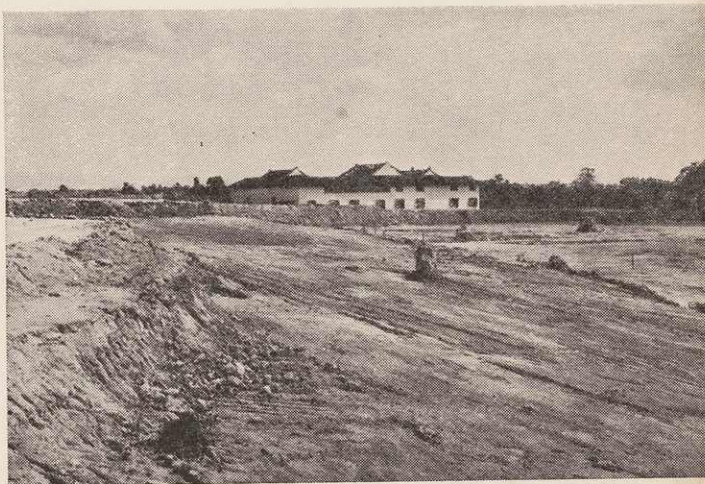
2nd Five-Year Building Programme (1966 to 1970)

The Board's 1st Building programme providing for the construction of 51,031 units at a cost of \$192.1M will be completed ahead of schedule by mid 1965. Plans have already been drawn up for the Board's 2nd building programme which will cover the period 1966 to 1970. This programme will cost an estimated \$306.5M and provides for the construction of 60,000 units in the following areas:—

- Toa Payoh Satellite Town.
- Jurong New Town.
- Tiong Bahru Fire Site (balance).
- Kallang Basin.
- Henderson Road.



A site at Toa Payoh which has been cleared of squatters and is being levelled for construction purposes.



Another view of earthworks at Toa Payoh. Building in background is a Chinese temple.



Aerial view of the 48 acres reclaimed at Bedok under the Board's pilot scheme.

Another view of the reclaimed land at Bedok.



Queenstown Neighbourhoods VI and VII.
 Telok Blangah New Town.
 Precinct N I (Urban Renewal).
 Precinct S I (Urban Renewal).

Under its 2nd programme the Board will continue to build low-cost housing along the periphery of the city at Toa Payoh, Tiong Bahru, Kallang, Henderson Road, Queenstown and Telok Blangah.

The biggest project which the Board will undertake in this programme is the development of the Toa Payoh Satellite Town. The 620 acre site which is bounded by Thomson Road, Braddell Road, Serangoon Road and Sungei Whampoa, is only four miles from the centre of Singapore. It is planned to construct a total of 36,000 units in this new Satellite Town to house a population of 250,000 person — twice as many as at Queenstown. There will be 4 neighbourhoods, each of which will have its own primary and secondary schools, market, shopping centre, health clinic, religious institutions and other community facilities. A town centre

with a fire station, public library and post office will also be provided.

Work on the development of Toa Payoh has already started. Over 100 acres have been cleared of squatters and contracts for the construction of 1,425 units have already been let. It is expected that the first units at Toa Payoh will be ready for occupation early in 1966.

Construction of public housing at Jurong will be continued under the Board's 2nd building programme. The type and pace of housing development is dictated by the Economic Development Board in accordance with their population projections.

Urban Renewal

With the completion of 44,345 units by the end of 1964, the backbone of Singapore's housing shortage has been broken, and the Board has recently rehoused over 1,500 families from two precincts within the central area slums preparatory to urban renewal.

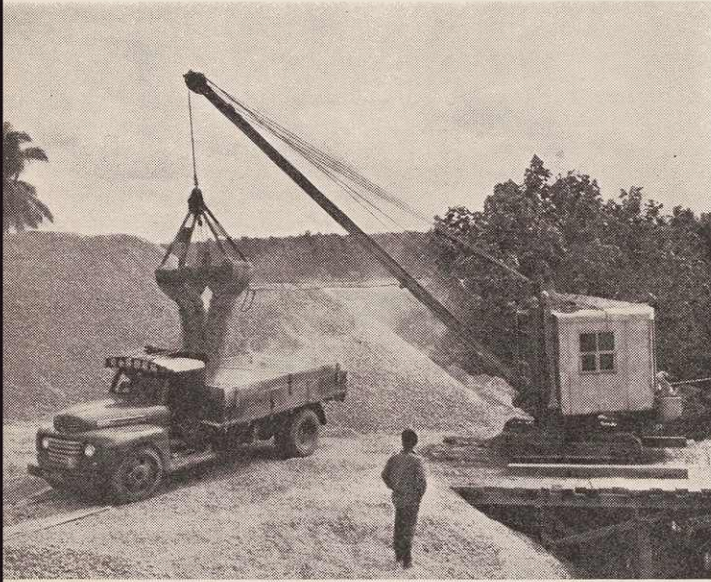
The central area of Singapore covering approximately 1,000 acres consists mainly of



Examples of squatter huts at Kallang Basin which have to be cleared prior to reclamation.

Reclamation work at Kallang Basin. Area already reclaimed is at centre and right of centre.





Loading of granite from our Pulau Ubin Quarry at Teban Wharf.

obsolete and dilapidated two, three and four storey shophouses built in the 19th century to house the tens of thousands of male immigrant labourers who poured into Singapore from 1848 onwards. These buildings, many of which are over 100 years old, have been divided and subdivided into tiny cubicles to such an extent that some 300,000 persons today live in the 1,000 acres scheduled for redevelopment. In certain areas the densities are even higher, ranging from 500 to 700 persons per acre, whilst in some blocks as many as 1,000 persons are packed together to the acre in houses without adequate light and air or proper sanitary facilities. Lack of living space has forced the tenants of these slums to use the narrow streets, laid down a century or so ago and already hopelessly choked with motor traffic, as their dining room, social meeting place and playground thus adding to the already severe street congestion.

For the purposes of urban renewal, the central area of Singapore has been divided into 17 precincts, nine (designated N1 to N9)

north of the Singapore River and eight (S1 to S8) to the South. Two precincts N1 and S1 are to be redeveloped initially under the Board's 2nd Five-Year Building Programme. The remaining 15 precincts will be subsequently redeveloped in the light of experience gained.

Precinct N1 covers approximately 90 acres and is bounded by Beach Road, Crawford Street, Victoria Street and Jalan Sultan. It is planned to build 6,250 new residential units with schools, a community centre, childrens' creche, cinema and other community facilities in this precinct. Acquisition and clearance of the private lots affected is already under way. Private enterprise will be invited to participate in this renewal scheme. The mile-long strip of land between Beach Road and Nicoll Highway will be made available to private developers for the construction of luxury apartments, shops, hotels and a cinema.

Precinct S1 covers approximately 130 acres and is bounded by Outram Road, New Bridge Road and Havelock Road. By and large the buildings in this precinct comprise of two, three or four-storey shophouses which have been divided and subdivided into cubicles over the last 100 years or more, and which today form the slums of China-town. They will all be demolished and in their place will rise modern blocks of flats, offices and shops. A total of 7,785 new residential units will be built here. The roads forming the boundary of this precinct will be extensively widened and improved. Private enterprise will also be invited to participate in the redevelopment of this area.

Land Reclamation

Apart from continuing with its own massive housing activities the Board will also carry out two major reclamation schemes on behalf of Government under its 2nd building programme. The larger of these is the East Coast Reclamation Scheme under which approximately 1,000 acres spanning a distance of 6 miles from Bedok to Tanjong Rhu will be reclaimed.

Following a successful pilot project carried out by the Board in 1963 when 48 acres

AR/1964

were reclaimed at Bedok, the Board was directed by Government to investigate the possibility of extending the reclamation right up to Tanjong Rhu. Extensive surveys and test bores were carried out during 1964 to determine the quantity of fill material available in the area and the condition of the sea bed. International Tenders for this large scale reclamation project, which is estimated to cost a total of \$53M, were invited in November, 1964 and will close on 1st March, 1965.

The other reclamation project which the Board will complete on behalf of Government under its 2nd building programme is at Kallang Basin. There are some 400 acres of swamp land below high tide level within the Basin bounded by Bendemeer Road, Serangoon Road, MacPherson Road, Aljunied Road, Sims Avenue and Geylang Road. Reclamation of the Basin is being carried out in conjunction with the development of Toa Payoh. Five million tons of earth from Toa Payoh will be transported to the Basin for use as fill material.

A special haul road between Toa Payoh and Kallang Basin with a Bailey Bridge across Serangoon Road was completed by the Board at the beginning of 1964. This had to be done as approximately 1,000 lorry loads of earth have to be moved from Toa Payoh to the Basin every day, and traffic would be completely disorganised if this heavy lorry traffic were to use the public roads. By the end of 1964 more than 100 acres had been reclaimed within the Basin. The whole scheme which will cost an estimated \$28.5M is scheduled for completion by 1969.

Building Industry

Tender prices throughout 1964 remained stable and the building industry was able to meet all the construction demands arising from both the public and the private sectors.

Wages and prices of building materials also remained stable throughout the year, but there was some fluctuation in prices of granite. The Board operates two granite quarries at Bukit Timah and Pulau Ubin which together produce about 700 tons of granite per working day to meet approximately 75% of the Board's requirements.



Pulau Ubin Quarry in operation. The quarry produces about 10,000 tons of granite per month.

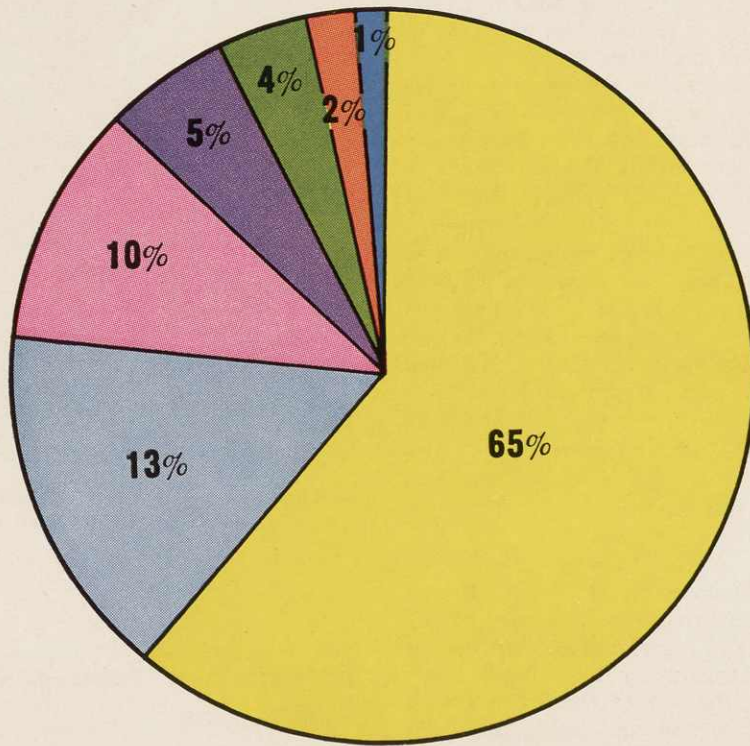
Industrialised Methods of Construction

Following intensive investigations into various industrialised methods of construction the Board awarded, as an experiment, a contract in mid 1963 for the construction of 10 blocks of 10-storey prefabricated flats comprising 1,200 units.

By the end of 1964 the firm had completed the structures for only 2 blocks. Because its price, which was some 6% lower than the cost under the traditional system, was uneconomical the firm has been unable to fulfill its contract, and arrangements have been made to complete the remaining 8 blocks by the traditional method of construction.

Despite this set-back in its first experiment at industrialised building, the Board will continue to study closely the new methods of industrial construction which are being constantly developed, with a view to adapting a system suited to local conditions.

WHERE THE BUILDING MONEY GOES



BASED ON MACPHERSON ROAD (SOUTH) BALANCE, CONTRACT 1.

- 65% STRUCTURE
- 13% PILING
- 10% SEWER, SANITATION & WATER
- 5% ROAD, DRAINS & CAR PARKS
- 4% LIFT
- 2% GAS & ELECTRICITY
- 1% EARTHWORKS & TURFING

TOTAL 100%



The Applications, Lettings and Sales Section of the Board is located on the ground floor of the Ministry of National Development building at Upper Pickering Street.

Estates Department

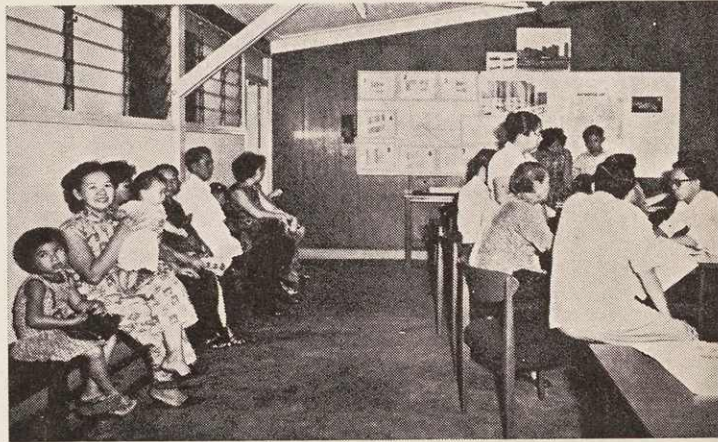
THE ESTATES DEPARTMENT is responsible for the management of the Board's numerous housing estates. Its tasks include registration of applications for Board accommodation, allocation of flats and shops, supervision of tenancies and property maintenance and repairs. It has a large labour force to collect domestic refuse and ensure that its estates and their surroundings are kept clean.

Management is controlled by a head office located at Queenstown, which is responsible for implementing the Board's housing policies and for co-ordinating the work of its various Area Offices as well as the Applications and Lettings Section at Upper Pickering Street.

10,900 new properties were taken over for management during 1964, bringing the total number of units under management to 55,829. The Department now has seven Area Offices at Kallang, Princess House, Kampong Java, Tiong Bahru, Queenstown, Bukit Ho Swee and MacPherson. The last two were opened in 1964. Each is responsible for the day to day administration of housing estates under its control. Decentralisation of management in this way has helped to establish a more personal and local relationship between the Board and its tenants.

Applications & Lettings

All allocations of flats are made by the Allocations Committee chaired by a Member of the Board, with four Assemblymen, the Chief Executive Officer and the Estates Manager forming the other members of this Committee. Sub-Committees are appointed



Members of the public registering to purchase flats under the Home Ownership for the People Scheme.

whenever necessary for the allocation of specific properties newly handed over for management.

9,928 applications for housing accommodation were registered in 1964 out of which 8,606 families accepted accommodation allocated to them. It is estimated that some 400,000 persons, or just under 23% of Singapore's population of 1.8 million were living in estates managed by the Board at the end of 1964. Because of the need to reserve new units for rehousing families being cleared from the Urban renewal areas, applicants who register after 1964 may not get flats within 4 days of registration as hitherto because the demand is now greater than the supply.



Victims of the Pulau Minyak Fire which occurred in November, 1964 queuing to be registered for Board accommodation. ▲

▼ Board staff in the temporary office at the Geylang English School attending to the housing needs of the Pulau Minyak fire victims. 266 of the 322 families which registered were rehoused by the end of 1964.



In the letting of shop premises, tenders received throughout the year showed keen competition. Shopkeepers rehoused from clearance areas to make way for future development are now granted concessional shop rents for a 3 year period.

Rehousing (Clearance and Fire)

493 families who were victims of various small fires were rehoused in 1964. Apart from this, 2,227 families and 69 shopkeepers displaced by clearance schemes for redevelopment were also rehoused in 1964.

The Board embarked in 1964 on the renewal of old estates, and tenants residing in old houses and artisan quarters were rehoused to make way for redevelopment. Two estates, Henderson Estate and Lavender Street Estate, have been cleared by arranging suitable transfers of accommodation. Next in hand will be the evacuation of Upper Aljunied Estate, Kolam Ayer Estate and Bukit Merah Estate.

The demolition of our older estates, usually of the single-storey artisan quarters type subject to flooding and high cost of maintenance, will provide approximately 150 acres of valuable city land for Urban Redeve-

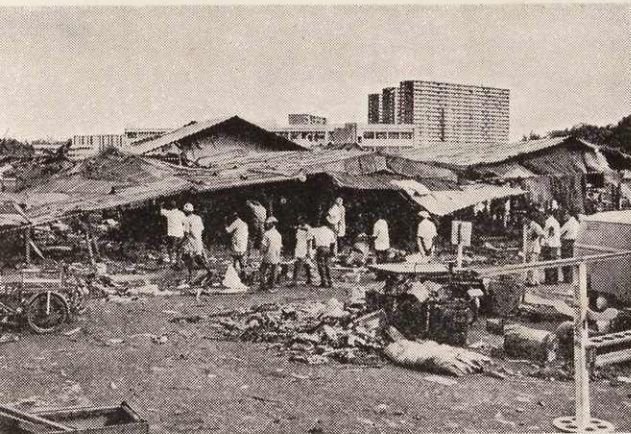
lopment. The availability of these sites will enable the Board to erect more than 10 times the existing number of housing units on these sites.

Mutual Transfer Bureau

With the formation in 1964 of a Transfer Bureau in the Applications and Lettings Section, requests for transfer of accommodation from existing Housing Board tenants due to financial, medical and domestic reasons are now dealt with in a speedier and more efficient way by a mechanised system. Under this system particulars of each request are coded and punched on a card. It is possible to arrange a mutual transfer in a few minutes by marrying two cards through a selector capable of handling thousands of cards. Approximately 5% of our existing tenants have requested transfers to alternative accommodation for one reason or another.

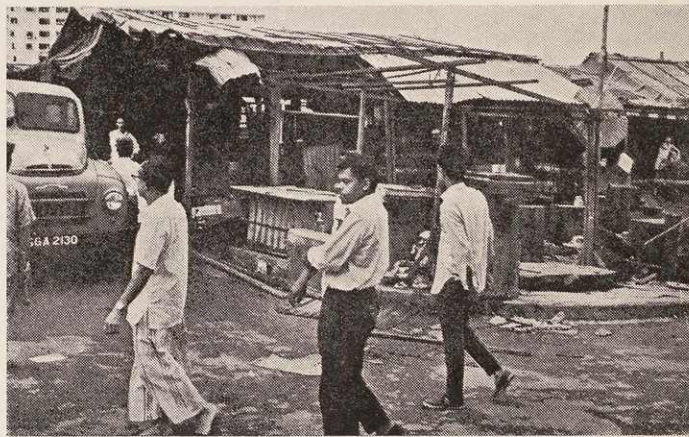
Home Ownership Scheme

Details of Government's Home Ownership for the People Scheme which was launched early in 1964 are given in the introduction to this Report. The operation of this scheme has been assigned to the Estates De-



Unauthorised hawkers' stalls in the vicinity of a Board estate being demolished. ▲

A close up of some unauthorised hawkers' stalls. Note: several stalls are erected on the pedestrian walk. ▼



partment which has set up a flats for Sale Section at Upper Pickering Street to register and process applications from members of the Public. The pilot scheme at Queenstown where 2,068 flats were set aside for sale has proved very successful, and the scheme will be extended to other Estates in 1965.

Until such time as the buyers of these multi-storey flats are able to form themselves into a corporation to maintain the common corridors, staircases and surrounding open-spaces undertake periodical external redecoration of the buildings and unkeep, maintain and repair common facilities such as lifts and staircase lighting, the Board will undertake these functions at a monthly charge of \$10/- per owner.

Landscaping

Landscaping is of prime importance in the appearance of any housing estate. In support of Government's "Grow More Trees" campaign, shrubs and trees have been planted in all housing estates to beautify the surroundings. The Board's own nursery at Kay Siang Road has been expanded fourfold and mechanisation has also been introduced to give more and better plants.

Hawker Problem

Unauthorised hawkers' stalls continue to be erected in large numbers in many of the Board's estates. These are put up overnight in the vicinity of markets, on public streets, carparks and pavements. They constitute a threat to health and cause traffic congestion.

Demolition of these stalls is not the ultimate solution to the problem. In order that hawkers may sell their wares under sanitary and controlled conditions, the Board has so far constructed 532 covered hawkers' pitches at Kallang, Alexandra Hill and Bukit Ho Swee Estates. The Board is also conducting an experiment at Bukit Ho Swee whereby the ground and first floor of one block of flats are being converted for use as hawkers' pitches in order that the hawkers may be kept off the streets.

The hawker problem in Singapore is a perennial one. In order that the Board might deal more effectively with the problem within its estates, the Estates Manager was appointed on 1st June, 1964 as a member of Government's Public Health Advisory Board which deals primarily with issues affecting city cleansing, hawkers, markets and public health.

HOUSING STATISTICS 1964
Units under Management at 31st December, 1964

	Dwellings — No. of Rooms					Shops		Misc.	Total	Estate Totals
	1	2	3	4	5	Cum-dwellings	Lock-up			
1963 Report - - -	6,483	14,702	20,547	2,113	44	648	474	152	—	45,163
Properties taken over for management in 1964 -	1,440	2,922	6,287	2	—	209	—	40	—	10,900
	7,923	17,624	26,834	2,115	44	857	474	192	—	56,063
Less Units demolished during 1964 - - -	—	136	92	—	—	—	—	6	—	234
As at 31.12.64 - - -	7,923	17,488	26,742	2,115	44	857	474	186	—	55,829

HOUSING & DEVELOPMENT BOARD

Appendix II

HOUSING STATISTICS

Details of New Estates Handed Over For Management in 1964

Estates	Dwellings — No. of Rooms				Shops	Misc.	Total
	1	2	3	4			
Queenstown Neighbourhood 4 Phase 2 Contract 1		90	306				396
Kallang Contract 11	180						180
St. Michael's Contract 4A			1	1	1		3
Jurong New Town Neighbourhood 1 Contract 1			205		16		221
Queenstown Neighbourhood 4 Phase 2 Contract 2			714		42		756
Cantonment Road	72	72	180		10	39	373
York Hill		420	35		7		462
Fort Road	1188	288	36				1512
Queenstown Neighbourhood 3 Contract 1		192	576				768
Queenstown Neighbourhood 3 Contract 2		70	570				640
Queenstown Neighbourhood 3 Contract 3		70	630				700
Queenstown Neighbourhood 3 Contract 4		50	430				480
Queenstown Neighbourhood 3 Contract 5			480				480
Bukit Ho Swee Phase 3 Contract 7		636	108		27	1	772
Bukit Ho Swee Phase 3 Contract 5			280		22		302
Geylang Serai Contract 1		144	56	1	56		257
MacPherson Road (S) Contract 1			600				600
MacPherson Road (S) Contract 2			720				720
MacPherson Road (S) Contract 3		120	360				480
Queenstown Neighbourhood 4 Phase 2 Contract 5					28		28
Queenstown Neighbourhood 3 Phase 1 Contract 6		770					770
As at 31.12.64	1440	2922	6287	2	209	40	
						Total	10900

annual report 1965



HOUSING & DEVELOPMENT BOARD



Housing & Development Board

LIBRARY

National Development Building

Maxwell Road,

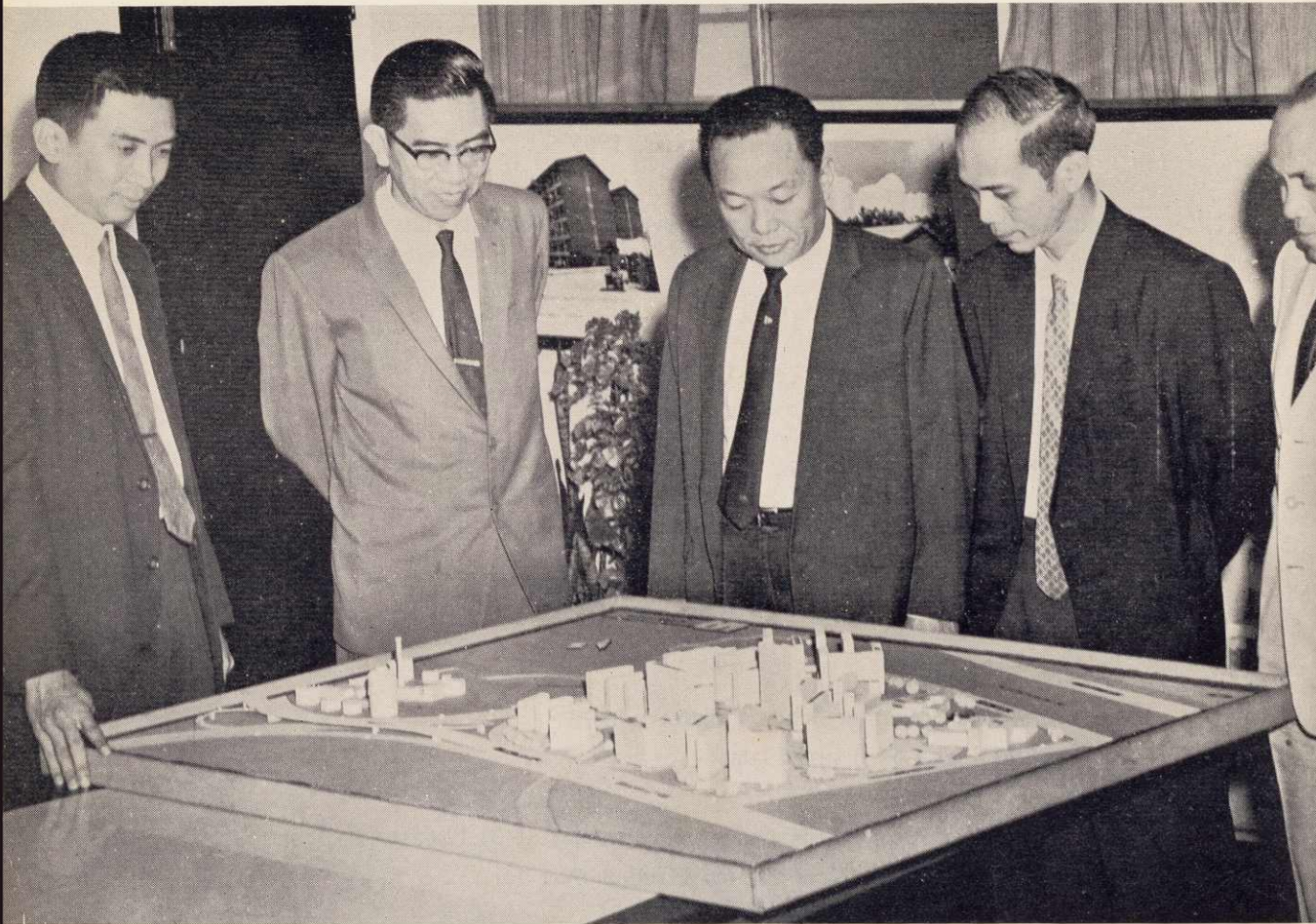
Singapore 2.

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**COVER — Aerial View of MacPherson (South)
Balance.**

FRONTISPIECE — Members of the Board.



Members of the Board, 1965 from left to right: Mr. Lim Chong Keat, Dr. Fong Kim Heng, Mr. Tan Kia Gan (Chairman) Mr. Reginald Quahe (Deputy Chairman) Tuan Haji M. Yoosoff

**Members
of the Board**

at 31st December, 1965

MR. TAN KIA GAN (*Chairman*)

MR. REGINALD QUAHE (*Deputy Chairman*)

Members

DR. FONG KIM HENG

MR. LIM CHONG KEAT

TUAN HAJI M. YOOSOFF

**Allocations
Committee**

at 31st December, 1965

DR. FONG KIM HENG (*Substantive Committee Chairman*)

TUAN HAJI M. YOOSOFF (*Acting Committee Chairman*)

Members

MDM. CHAN CHOY SIONG

MR. S. V. LINGAM

MR. TEONG ENG SIONG

MDM. SAHORAH BINTE AHMAT

CHIEF EXECUTIVE OFFICER

ESTATES MANAGER

Owing to ill health Dr. Fong Kim Heng tendered his resignation as member of the Board w.e.f. 18.12.1965.

**List of Senior
Officers**

at 31st December, 1965

Secretariat

Chief Executive Officer

MR. LIM PHAI SOM . . . B.A. (Malaya)

Ag. Secretary

MR. LIM KOON POH . . . B.A. (Malaya)

Asst. Secretary (Legal)

MR. WILLIAM CHEE TIANG
CHIN . . . B.A. (Malaya) Barrister at Law
(Lincoln's Inn)

Asst. Secretaries

MR. KWOK CHEE WENG
MR. SOH ENG LIM . . . B.A. (Hons.) (Malaya)

Finance

Financial Officer

MR. FOO FATT KONG . . . A.A.S.A., A.C.A.A.

Deputy Financial Officer

MR. R. F. SCULLY

Asst. Financial Officers

MR. FONG KOK WOH . . . A.A.S.A.
MR. TAN NGI KENG . . . R.A.S., A.A.S.A., A.C.C.S.

Internal Auditor

MR. HO ENG HOCK . . . A.A.S.A., A.C.C.S.

Building

Chief Architect

MR. TEH CHEANG WAN . . . B.Arch. (Sydney),
A.R.I.B.A., A.R.A.I.A.

Head/Urban Renewal

MR. ALAN F. C. CHOE . . . B.Arch. (Melb.), Dip. Town &
Regional Planning, Dip. Arch.
(F.R.M.T.C.), A.R.I.B.A.,
A.M.T.P.I., A.R.A.I.A., M.A.P.I.

Senior Architect

MR. WONG WAI YING . . . B.Arch. (Hons.) (Sydney),
A.R.A.I.A., A.R.I.B.A.

Executive Architects

MR. SI HOE KOK SING . . . B.Arch. (N.Z.),
A.R.I.B.A., A.N.Z.I.A., S.I.A.

MR. CHEE TECK CHIANG . . . B.Arch. (Melb.),
A.R.A.I.A., A.R.I.B.A.

Asst. Architects

MRS. WONG CHOONG LENG . . . B.Arch. (Melb.),
A.R.I.B.A.

MRS. YAP LAU WAI CHEN . . . B.Arch. (Dunelm),
A.R.I.B.A.

MR. CHU PAK CHOW . . . B.Arch. (Melb.), A.R.A.I.A.,
A.R.I.B.A., Trop. Arch.
(London A.A.)

Building

Asst. Architects (Continued)

- MR. LEE WENG YAN . . . Dip.Arch. (U.C.L.), A.R.I.B.A.
MR. PETER SOO BO KOCK . . . Dip.Arch. (Dunelm), A.R.I.B.A.
MR. TAY SIOW HWA . . . Dip.Arch. (Sheff.U.), A.R.I.B.A.
MR. CHEAH CHENG HOOI . . . B.Arch. (Melb.), A.R.I.B.A.,
F.M.I.T. (Dip.)
MR. JOSEPH S. L. GOH . . . F.R.M.I.T. (Dip.) B.Arch. (Melb.),
A.R.I.B.A., A.R.A.I.A.
MR. GILBERT TYE TEK
KEOW . . . Dip.Arch. (Sheff.U.) A.R.I.B.A.
MR. HENG FOOK SENG . . . Dip.Arch. (Birmingham),
A.R.I.B.A.
MR. LEE SAM KONG . . . B.Arch.E. (Adelaide),
Dip.T. & C.P. (Sydney),
A.R.I.B.A., A.R.A.I.A.
MDM. IRIS CHEN . . . B.Arch. (Hongkong)
MDM. TAN AI FONG . . . B.Arch. (Melb.), A.R.A.I.A.
MR. TAN WEE LEE . . . B.Arch. (Melb.),
A.R.A.I.A., A.R.I.B.A.
MR. TAN ENG KIAT . . . A.A.Dip. (Hons.) (London)

Asst. Electrical Engineer

- MR. TAN THIAN SOON . . . Dip.Eng. (Educ.Dept.Vic.Aust.),
Grad.Member I.E. (Aust.)

Senior Civil Engineer

- MR. J. T. STEVENS . . . M.I.C.E., A.M.I.Mech.E.,
M.I.Struct.E., M.ASCE.

Executive Engineers

- MR. AU ENG KOK . . . B.E., A.M.I.C.E., A.M.I.E. Aust.,
A.M.ASCE., A.M.I.E. (M)
MR. CHEW SEONG YEAN . . . Dip.Eng., A.M.I.C.E.,
A.M.I.E. (M), A.M.ASCE.

Asst. Civil Engineers

- MR. LIU HUA AN . . . B.E. (Hons.), D.I.C. (Concrete),
A.M.I.E. Aust., A.M.I.E.(M),
A.M.I.C.E.
MR. CHENG CHING TANG . . . F.R.M.I.T., A.M.I.E.(M),
A.M.I.E. (Aust.)
MR. POK SHEUNG FOO . . . B.E., A.M.I.E. Aust., A.M.I.E.(M)
MR. YAO CHEE LIEW . . . B.E. (Sydney), A.M.I.E. (Aust.)
MR. A. J. GOMEZ . . . B.E. (N.S.W.), Grad.Dip.H.E.,
(N.S.W.), A.M.Inst.H.E. (Eng.),
Grad.I.E. (Aust.)
MR. NG SUAN CHUNG . . . B.E. (N.S.W.)
MR. LOW SIEW AIK . . . B.E., A.M.I.E. (Aust.)
MR. TANG AH TEE . . . Dip.Eng. (Brighton)
MR. GAN KIM TAP . . . Dip.Eng. (Brighton)
MR. YONG TEIK WAH . . . D.L.C. (Hons.), Grad.I.C.E.
MR. KEE YONG WEE . . . B.E. (Civil), A.R.M.I.T., Grad.I.E.
Aust. Grad.I.Struct.E.,
Grad.I.C.E.
MR. WONG KOK LOONG . . . B.E. (Malaya), A.M.I.E. Aust.,
A.M.ASCE.
MR. TAN KUANG WHYE . . . F.R.M.I.T., Grad.I.C.E.
Grad.I.E.Aust.

Structural Engineer

- MR. WONG GAI HONG . . . M.I.Struct.E., M.Soc.C.E. (France)

Building

Asst. Structural Engineers

MR. TAN TIONG BENG	. . .	M.I.Struct.E., A.M.I.E.(M)
MR. CHUNG CHENG CHEK	. . .	A.M.I.Struct.E.
MR. CHUA IT MENG	. . .	B.Sc. (Eng.), A.W.P.
MR. B. M. CHOTRANI	. . .	A.M.I.Struct.E., A.M.I.E. (India), A.M.ASCE.
MR. YEO TECK LEE	. . .	Dip.C.E. (F.R.M.I.T.), Grad.I.C.E., Grad.I.Struct.E.
MR. U. YONG DANG	. . .	Dip.Eng. (Brighton)
MR. SEETO YEW LEE	. . .	B.Sc. (Eng.), Grad.I.Struct.E.
MR. WONG KWAI WAH	. . .	B.E. (Melb.), Grad.I.C.E. (Aust.), Master of Tech. (N.S.W.)

Surveyors

MR. V. FERNANDO	. . .	B.Surv. (Q'land).
MR. C. E. PERRY	. . .	Grad.N.Z.I.S., L.S. (S'pore), M.I.S.(M).
MR. WU KUO LIANG	. . .	B.Surv. (Q'land), L.S. (Aust.), Assoc.I.S.Aust.

Lands Officers

MR. WEE SEK KAY	. . .	A.A.I., R.I.C.S.
MR. J. LOH JWEE SIAM	. . .	A.A.I.

Estates

Estates Manager

MR. TAN TIAN BOON	. . .	B.Sc., F.A.I., F.I.H.M.
-------------------	-------	-------------------------

Executive Estates Officer

MR. NG BOON ONG	. . .	A.A.I., A.I.H.M.
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Ag. Executive Estates Officer

MR. LEONG SIEW WHYE	. . .	A.I.H.M.
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Estates Officer (Kg. Java)

MR. CHOO KIA PENG	. . .	A.I.H.M.
-------------------	-------	----------

Estates Officer (Lettings)

MR. HO LUM KHUAN	. . .	A.A.I.
------------------	-------	--------

Estates Officer (Tg. Bahru)

MR. TEO HEE CHER	. . .	A.A.I.
------------------	-------	--------

Estates Officer (Alexandra)

MR. A. D. PONNAMBALAM	. . .	A.I.H.M., M.R.S.H.
-----------------------	-------	--------------------

Estates Officer (Kallang)

MR. PHANG WONG YEW	. . .	A.I.H.M.
--------------------	-------	----------

Lands

Lands Manager

MR. ONG HUCK JIN	. . .	F.A.I., F.R.V.A.
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Lands Officer

MR. W. R. JANSEN	. . .	F.A.I.
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Resettlement

Head, Resettlement Dept.

MR. DAVID WONG

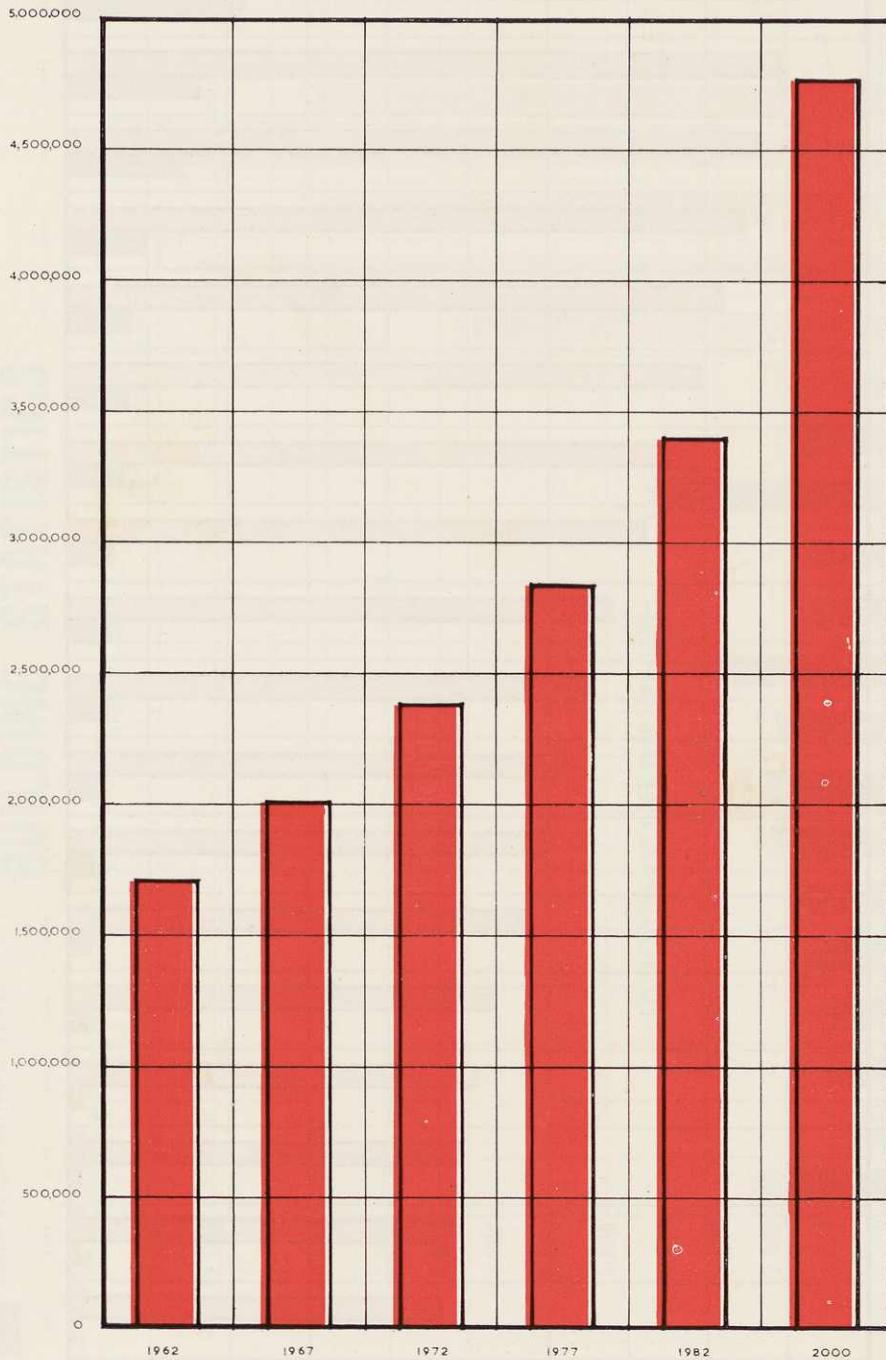
Engineer/Surveyor

MR. TAN CHWEE SENG	. . .	Dip. C.E. (FRMIT), Dip.L.S. (ARMIT),, Grad.I.C.E. (London).
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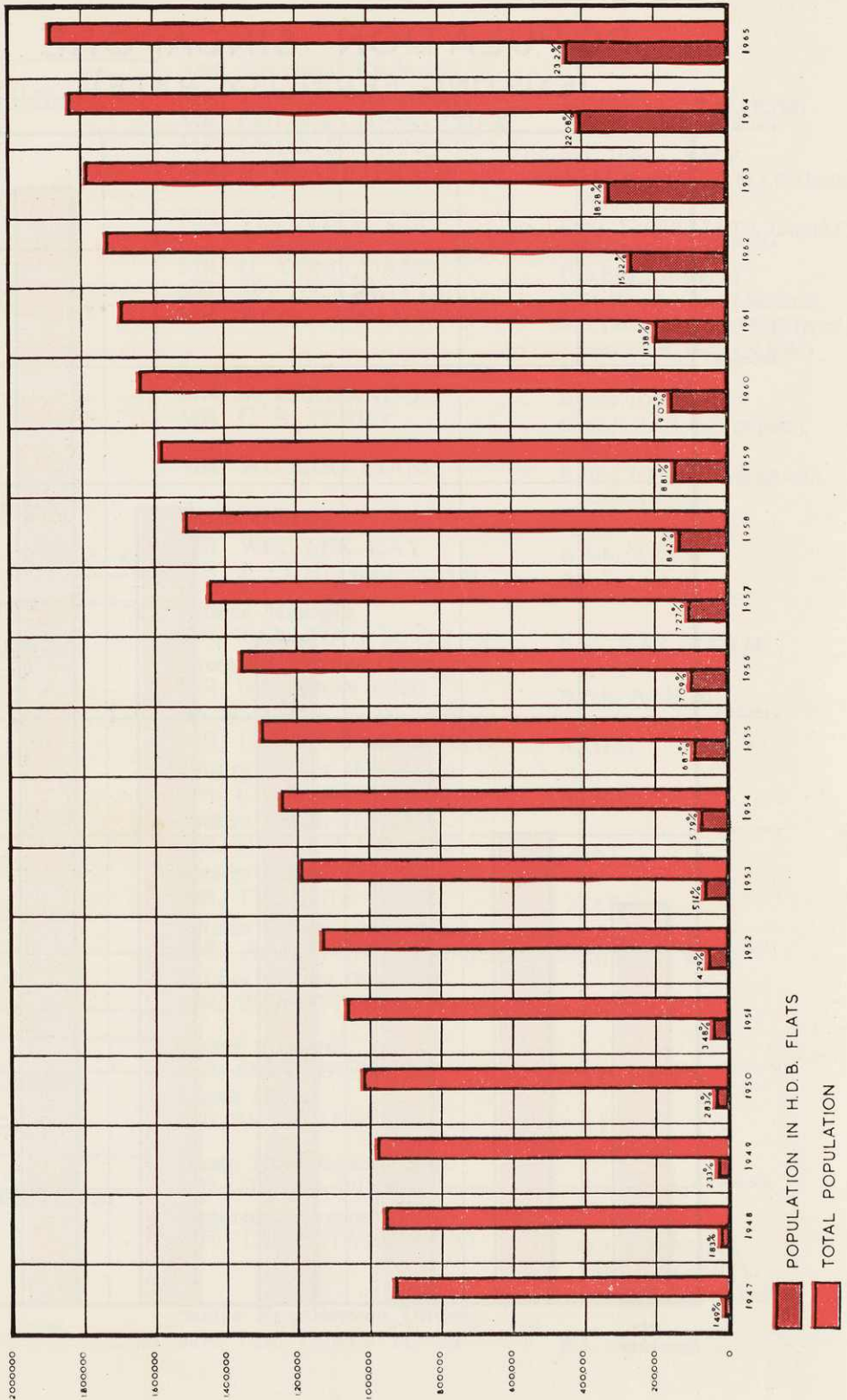
Senior Resettlement Officer

MR. LIM HOON YONG	. . .	B.A. (Nanyang)
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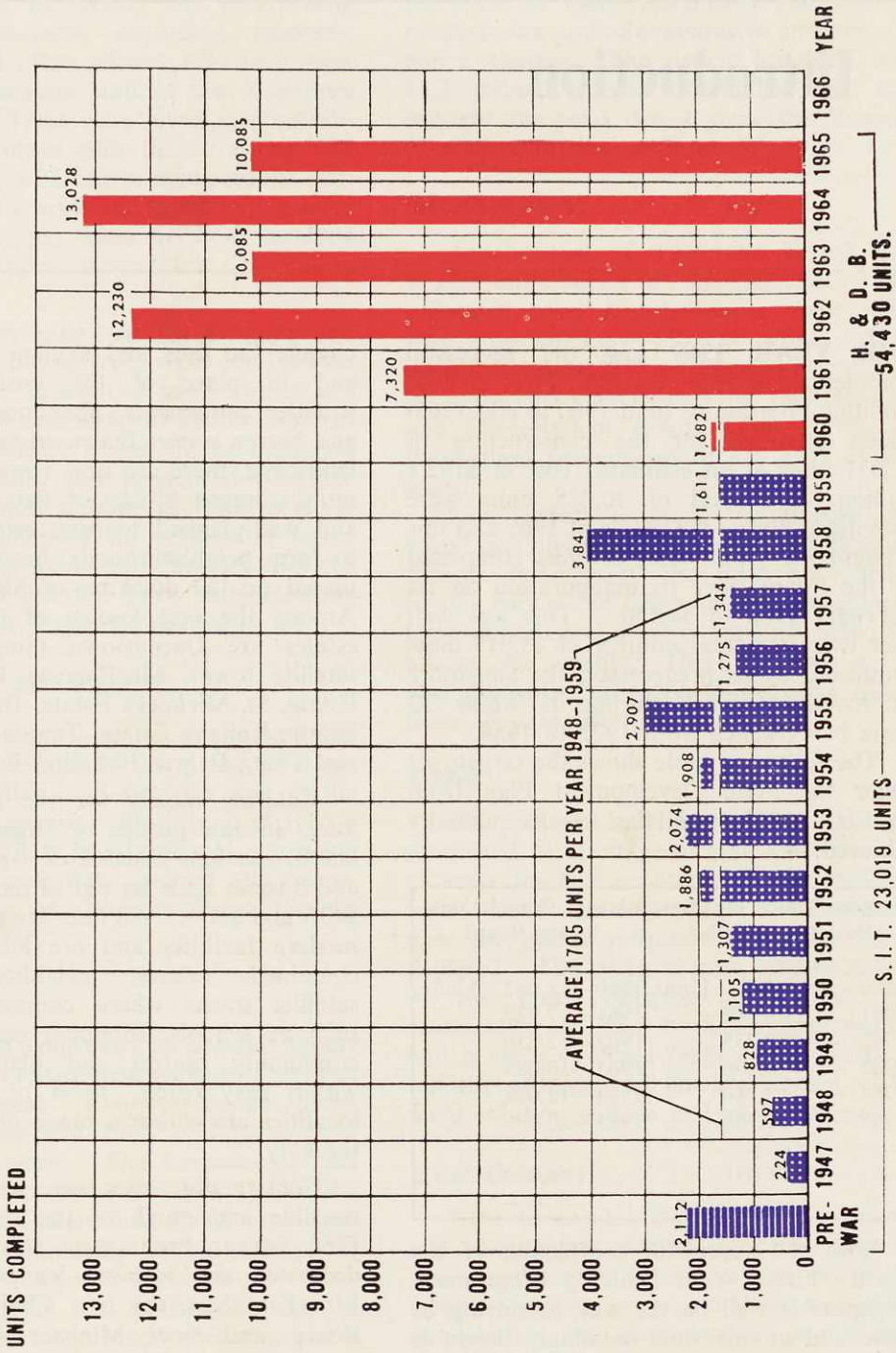
POPULATION—SINGAPORE (EXISTING FERTILITY RATE)



POPULATION HOUSED IN HOUSING & DEVELOPMENT BOARD FLATS



HOUSING AND DEVELOPMENT BOARD BUILDING STATISTICS



Introduction

THE YEAR 1965 saw the successful completion of the Board's First 5-Year Building Programme (mid-1960 to mid-1965) which provided for the construction of 51,031 units at an estimated cost of \$192.1 million. A total of 10,085 units were completed during the whole of 1965 and this brought the grand total of units completed by the Board since its inauguration on 1st February 1960 to 54,430. This was well over twice the total number of 23,019 units completed by its predecessor, the Singapore Improvement Trust, during its whole 32 years of existence from 1927 to 1959.

The following table shows the targets set under the State Development Plan from 1960 to 1965 and the results actually achieved:—

Targets Under the State Development Plan			Actual Completions by the Board	
1960	— Nil	Units	1960— 1,682	Units
1961	7,096	..	1961— 7,320	..
1962	9,735	..	1962—12,230	..
1963	9,690	..	1963—10,085	..
1964	12,750	..	1964—13,028	..
1965	11,760	..	1965—10,085	..
	51,031	..	54,430	..

With the successful completion of the Board's First 5-Year Building Programme, Singapore is well on the way to solving its acute and at one time seemingly insoluble housing problem. Physically and on the ground, the achievement has helped to

change the face and skyline of Singapore and in place of the unsightly slums, squatter settlements, abandoned cemeteries and barren wastes that used to disfigure the landscape, there are now rows and rows of multi-storeyed blocks of flats in attractive and well-planned housing estates clustered to form neighbourhoods, most of them situated on the outskirts of Singapore City. Among the best known of these housing estates are Queenstown (Singapore's first satellite town), MacPherson Road (South) Estate, St. Michael's Estate, Bukit Ho Swee Estate, Kallang Estate, Tanjong Rhu Estate and Tiong Bahru (Fire-Site) Estate.

Catering mostly for the needs of the lower income groups of Singapore's population, the flats consists of 1-room, 2-room and 3-room units let out at rentals of \$20/-, \$40/- and \$60/-. All flats are provided with modern facilities and are located in self-contained estates, neighbourhoods or satellite towns where communal services such as schools, shopping centres, clinics, community centres and playgrounds are within easy reach. Most of the housing localities are within a range of 5 miles from the City.

Construction costs were kept as low as possible and much of the success of the First 5-Year Programme was due to the dedicated and inspired leadership of Mr. Lim Kim San, the first Chairman of the Board and now Minister for Finance. Radical changes were made in contracts and tenders procedures and the initiative, drive

and energy of the young and enterprising team of architects, engineers, planners, surveyors and other officers who took over from the expatriate staff of the Singapore Improvement Trust were given responsibilities commensurate with their training and put to full use with encouraging results. Mr. Lim Kim San's work and contribution were fittingly recognised when he won the 1964 Ramon Magsaysay Award for Community Leadership.

Not all the units that the Housing and Development Board built were for its own requirements. In addition to its own estates the Board also acts as agent for the Government and statutory bodies in the provision of housing units and residential quarters. Among the most notable of these projects were the building of the residential sector for the Jurong Industrial Complex and the completion of Everton Park Staff Housing for the Port of Singapore Authority.

Homes for the People

In addition, under a programme launched in 1964, the Housing and Development Board also built flats for sale to the lower income groups. By the end of 1965 a total of 2,884 flats had been sold consisting mostly of 3-room flats situated at Queens-town and the MacPherson Road (South) Housing Estate.

Finance

The Board continued to depend largely on long term Government loans to carry out most of its work. Loan repayment terms were fixed early in 1965 at 7½% over a period of 60 years. The formula for rent subsidies has yet to be finalised and in the meanwhile the Government makes provisional advances amounting to an average of more than \$3 million a year.

Revenue from rent collections, sale of property, agency fees and other charges is supplemented by subsidy grants and out of these the Board has to meet expenditure in

the form of loan repayments and interest property tax and administrative and maintenance charges. The deficit for 1965 was \$5.2 million (subject to audit) and this brought the total deficit since the Board's formation to \$21 million.

Management

At the end of 1965 the Board had 71,630 units under its management. The estimated total population in these units was approximately 430,000 people which means that over 23% of the total population of Singapore was housed by the Housing and Development Board. This is one of the highest proportions in any part of the world.

Every effort is made to improve the social and living conditions of the Board's tenants and one of the main approaches to this end is the fostering of Management Corporations and other community activities among the tenants. There is much scope and necessity for more to be done along these lines in future.

Land

The policy of building upwards is mainly motivated by shortage of land and the need to make the best economic use of available land. Land values are high and land suitable for public purposes is rapidly being depleted. The siting of new satellite towns in the more outlying areas and the reclamation of land from sea and swamp will bring a welcome relief to the situation but the problem will always remain. The main solution will lie in Urban Renewal.

Resettlement

Next to availability of land, clearance and resettlement work is of prime importance for the effective implementation of the Board's housing programmes. Resettlement of squatters and slum dwellers is not only done through rehusing in Housing Board flats but also—in the case of those who opt

to continue as farmers and "rural" shopkeepers—in Resettlement areas which have been set aside in the outlying districts. In 1965 the Resettlement Department cleared a record number of 6,510 families from public land and it paid out a record sum of \$5.5 million in compensation.

Agencies

In addition to its own basic work in the field of public housing and development, the Housing Board also carried out agency work in both housing, construction and general development work for the Government and other public authorities. Besides the provision of housing facilities in the Jurong Industrial Complex and at Everton Park mentioned earlier, major projects undertaken were the reclamation of land at the East Coast shoreline and at the Kallang Basin, and the implementation of the Urban Renewal Scheme in the centre of the City. The Board also carried out construction work on behalf of various Ministries, departments and organisations in the building of schools, clinics, libraries, veterinary centres, and so on.

Second 5-Year Programme

With the successful completion of the First 5-Year Programme, the Board has managed to clear the huge backlog of housing applications and housing requirements in connection with the clearance of slum and squatter settlements. It is now in a position to tackle the twin problems of urban renewal and the provision of housing to keep pace with the rapid rate of population growth. This is its major task under the Second 5-Year Programme from 1966 to 1970. Under this programme a total of 60,000 units will be built at the rate of 12,000 a year or 1,000 a month for a total estimated cost of \$306 million. The higher cost is accounted for by the higher cost of land in the Urban Renewal areas, where an estimated \$125 million will be

spent on 14,190 units. Half the total number of 60,000 units built will be concentrated in the gigantic second satellite town of Toa Payoh which, like Queenstown, will be built on the "neighbourhood" principle of self-contained estates each incorporating all essential services. Special attention will be paid to traffic and transportation problems and environmental amenities. When completed, Toa Payoh will have more than 30,000 units housing 200,000 people by 1970.

Another important feature of the Board's Second 5-Year Programme will be the completion of the Reclamation Scheme at the East Coast shoreline and at Kallang Basin which will yield a total of about 2 additional square miles of land for public housing and industrial and commercial development.

Most impressive of all will be the effective implementation of the Urban Renewal Scheme under which \$125 million will be spent during the period of the Second 5-Year Programme to redevelop and rejuvenate the slum-ridden areas in the centre of Singapore City so as to make the most economical use of the land available. Included in the scheme will be a "Golden Mile" of towering flats, office blocks and commercial buildings lining the main sea-front overlooking Singapore harbour.

When the Housing and Development Board was started it was estimated that a total of 150,000 units would have to be built by 1970 if the housing situation was to keep pace with the growth in population. It was expected that private enterprise would take care of about 30% of the estimated requirements, leaving the Board to provide the remaining 110,000 units or so for the lower income groups. During the first 5-Year Programme the Board had managed to exceed every one of its annual target figures and at the rate it is going there is no doubt that the targets for the Second 5-Year Programme will also be easily achieved if not exceeded.

**PART
I**

**Administration
Finance**

Administration

THE FIRST 5-YEAR Building Programme ended most successfully in mid-1965 and was marked by the production of a souvenir publication, "50,000 UP" followed closely by the early production of the 1964 Annual Report in August, 1965—an accomplishment which received special commendation from the widely distributed journal, "The Far East Economic Review." The ending of the First 5-Year Programme involved much work in connection with the preparation of the Second 5-Year Programme where greater emphasis will be placed on improved design of flats and layout of housing estates besides better economic and speedy construction.

With the separation of Singapore from Malaysia and the resultant reshuffling of Government portfolios, the Housing and Development Board came under the Ministry of Law and National Development, with Mr. E. W. Barker as the Minister. Within the Housing and Development Board itself, changes were also effected at executive and administrative levels. The post of Administrative Officer (Resettlement) in the Resettlement Department was abolished and a new post of Head, Resettlement Department created. Two posts of Executive Architect, two posts of Executive Engineer and two posts of Executive Estates Officer were also created to cope with the rapid expansion of the Building and Estates Departments respectively.

The Urban Renewal Unit was set up on 1st August, 1964 and much work had been done in 1965 to strengthen it into an effective section of the Building Department. It will have a major part to play during the Second 5-Year Programme.

There was no change in the composition of the Board at the beginning of the year but towards the end of the year, Dr. Fong Kim Heng, a founder member, resigned for health reasons. Dr. Fong had been member of the Board and Chairman of the Allocations Committee since the beginning.

Committees

The Allocations Committee continued to be the only standing committee of the Board during the year. As a result of Dr. Fong's resignation, Tuan Haji M. Yoosoff, another member of the Board, took over the chairmanship of the Committee.

An ad hoc Contracts Committee was formed to review contracts and building practices and procedures with a view to streamlining the work of the Contracts Section in the Building Department in conjunction with the intended recruitment of a new Contracts Officer.

During the year Selection Boards were set up on 33 occasions to carry out recruitment exercises while 13 appointments to senior posts were referred to the Public Service Commission.

Establishment and Personnel

Mr. Tan Kah Jin continued to serve as Chief Executive Officer of the Board until the expiry of his period of secondment in September. He was relieved by Mr. Lim Phai Som from the Economic Planning Unit of Government.

Mr. David Wong Chin Duing, who had been Secretary of the Board, was transferred to fill the newly created post of Head of the Resettlement Department on 11th November, 1965. Mr. Lim Koon Poh was appointed Acting Secretary and Mr. Kwok Chee Weng, who had been the Administrative Officer (Resettlement), reverted to the Secretariat as Assistant Secretary.

An additional post of Secretarial Assistant in the Intermediate Professional Officers' Scale was created in the Secretariat and filled on promotion by Mr. Ng Kwok Kee. The post of Committee Clerk, held by Mr. Siah Thiam Puay, was redesignated Personal Assistant to the Chairman.

During the year a total of 3 senior officers left the service but 16 were recruited. 198 junior officers were employed in 1965 whilst 63 left. The total Board strength at 31st December 1965 comprised:—

Senior Officers	74
Intermediate Officers	36
Junior Officers	768
Subordinate Division Officers	117
Daily-rated Employees	1853
	—
	2848
	—

A table showing the approved establishment and actual strength of the various Board departments at the end of 1965 is at

Rated Housing and Development Board Workers' Union and the Amalgamated Union of Public Employees (Housing and Development Board Branch). An annual dinner was held for the benefit of the staff and members at the end of the year.

Seminars and Study Tours

Mr. Alan F. C. Choe, Head, Urban Renewal Team was released from 4th April, 1965 to 7th August, 1965 to undertake an urban renewal study tour of Europe and America. On his way to Europe, Mr. Choe also spent about a week in Tokyo for the same purpose.

Mr. Tan Tian Boon, the Estates Manager, represented Singapore and the Board at the preparatory meeting of the Afro-Asian Housing Congress held in Cairo in November. Mr. Tan was successful in getting the Afro-Asian Housing Organisation to accept Singapore as its venue for the 2nd Afro-Asian Housing Congress scheduled to be held in November 1966.

Visitors to the Board

The Board's achievements have become widely known, and, as a result, during the year a continuous stream of visitors from all corners of the world — Asian countries, Australia, Africa, the United States, the West Indies and Europe—visited the Board in order to learn about the Board's activities at first hand. Various groups of journalists and photographers representing international periodicals and magazines also visited the Board during the year, as well as groups from local community organisations and institutions of learning.

the history of the Board that celebrations on such an extensive scale were held. The programme included an Exhibition, a Model Tenants' Ceremony, a Talentime Contest, a Poster and Photographic Competition and a Big Walk and Sports Competition.

With nearly a quarter of the total population of Singapore living in the Board's estates, it was one of the aims of the "Housing Board Week" to get the tenants of all races together in various activities and competitions to help promote among them a spirit of unity, pride and communal harmony.

about the past achievements and future planning of the Board.

Magsaysay Award

The Board indirectly received a feather in its cap when its first Chairman, Mr. Lim Kim San (now the Minister for Finance) was awarded the Ramon Magsaysay Award for Community Leadership in "marshalling talents and resources to provide one-fifth of the Singapore population with decent, moderately priced housing amidst attractive surroundings." With typical modesty he attributed the main credit for his success to

Establishment 1965

	Sect.	Finance	Bldg.	Estates	Lands	Resettle- ment	Total
I. Senior Officers							
(a) Approved as per Budget .	5	5	50	11	3	3	77
(b) As at 31.12.65 .	5	5	62	13	3	3	91
(c) Filled as at 31.12.65 .	5	5	51	8	2	3	74
(d) Vacant as at 31.12.65 .	-	-	11	5	1	-	17
II. Intermediate Professional Officers							
(a) Approved as per Budget .	1	-	6	21	1	4	33
(b) As at 31.12.65 .	2	-	9	25	1	4	41
(c) Filled as at 31.12.65 .	2	-	4	25	1	4	36
(d) Vacant as at 31.12.65 .	-	-	5	-	-	-	5
III. Junior Officers							
(a) Approved as per Budget .	21	124	424	174	20	72	835
(b) As at 31.12.65 .	21	124	441	193	20	80	879
(c) Filled as at 31.12.65 .	21	124	332	192	20	79	768
(d) Vacant as at 31.12.65 .	-	-	109	1	-	1	111
IV. Subordinate Division							
(a) Approved as per Budget .	8	10	21	263	1	27	330
(b) As at 31.12.65 .	9	10	21	263	1	30	334
(c) Filled as at 31.12.65 .	9	10	21	48	1	28	117
(d) Vacant as at 31.12.65 .	-	-	-	215	-	2	217
V. Daily-Rated							
(a) Approved as per Budget .	-	-	192	2023	19	83	2317
(b) As at 31.12.65 .	-	-	191	2213	19	83	2506
(c) Filled as at 31.12.65 .	-	-	154	1599	19	81	1853
(d) Vacant as at 31.12.65 .	-	-	37	614	-	2	653
VI. All Categories							
(a) Approved as per Budget .	35	139	693	2492	44	189	3592
(b) As at 31.12.65 .	37	139	724	2707	44	200	3851
(c) Filled as at 31.12.65 .	37	139	562	1872	43	195	2848
(d) Vacant as at 31.12.65 .	-	-	162	835	1	5	1003

Finance

LOANS WERE PROVIDED by the Government to finance Board's low-cost housing programmes. During the year \$85.6M worth of building contracts were awarded and capital expenditure for completed building projects and work in progress amounted to \$33.1M. Loans drawn from the Government for the year totalled \$35.2M.

Revenue Income & Expenditure

At the end of the year the Board had some 71,360 housing units consisting mainly of flats under its financial management. With rentals at steady levels, total net income derived from rent reached \$35.6M. for the year. Included in this figure are net contra recoveries for Service Charges and Conservancy Charges which amounted to \$2.7M. Loss of income arising from unoccupied properties, bad debts written-off and amounts unrecoverable from staff quarters amounted to \$2.2M.

As in previous years loan charges representing repayments of principal and interest on loans made by the Government remained the main item of expenditure totalling \$19.6M. Loan repayment terms which were provisionally taken at 5 $\frac{3}{4}$ % over a period of 20 years were fixed early in the year at 7 $\frac{3}{4}$ % over a period of 60 years. \$13.2M was paid for Property Tax and expenditure for Administration of the Board and Maintenance of Board's properties amounted to \$8.4M and \$2.0M. respectively.

The deficit for the year was \$5.2M.

(subject to audit), bringing the total since formation of the Board in February, 1960 to \$21.0M. Pending an agreement of a formula on the basis of making subsidy grants the Government advanced \$3.7M. during the year towards the subsidy grants bringing the total to \$20.7M.

Monthly Rental* Charges

Type of Unit	Amount
One-room	\$20.00
Two-room	\$46.50
Three-room	\$66.50

Higher Rental* at locality where land & building costs are more expensive

One-room	\$ 36.50
Two-room	\$ 66.50
Three-room	\$ 96.50
Four-room	\$126.50

* Inclusive of service and conservancy charges.

Agency and Related Functions

As an authority on housing, the Board has often been requested to act as a building agent. Consequently the Board extended its activities and undertook the building of schools, markets, veterinary centres for the Government, library for the Nanyang University and the development of Everton Park into a housing estate for the Port of Singapore Authority.

The Board is also entrusted with Urban Redevelopment and an Urban Renewal Team was formed to undertake this project. The Board continued to carry out land clearance work and reclamation at Kallang

Basin and Bedok on behalf of the Government for housing and industrial development.

Total expenditure for these agency works amounted to some \$25.7M. for the year against which advances were received from time to time.

Mechanisation

The Board's main accounting and rent accounting records are kept under mechanised systems. The machines were also used to assist in the punching and verification of information in connection with social surveys carried out by the University of Singapore during the year under review.

Internal Audit Section

The rapid expansion of Board's activities has correspondingly increased audit work.

The opening of new area offices, stores and increased compensation cases for checking gave rise to the appointment of additional clerical staff and the continuing reorganisation of the section resulted in the creation and filling of the post of Senior Audit Assistant.

Increased surprise physical checks were carried out at area offices and appropriate improvements and suggestions have continuously been made to departments during the course of verifications and checks.

In spite of some staffing problems and increased audit work, the section managed to send out about 680 queries. In the field of resettlement compensation checking 3053 cases involving over \$4.4 million in compensation had been vouched and about 25% of the cases were physically checked at various clearance sites.

DISPOSITION OF INCOME — 1965

Revenue Income

Rent
Service Charges
Conservancy Charges \$35.6M 82.4%
Miscellaneous \$2.4M 5.6%
Deficit \$5.2M 12%

Revenue Expenditure

Loan Charges \$19.6M 45.4%
Property Tax \$13.2M 30.6%
Administration \$ 8.4M 19.4%
Maintenance \$ 2.0M 4.6%

Total Expenditure: \$43.2M
(Subject to Audit)

PART

II

Building

Estate Management

Land Acquisition & Management

Land Clearance & Resettlement

Building

THE YEAR 1965 was a most momentous year. The First 5-Year Housing Programme was completed in the middle of the year and by the end of the year, a total of 54,430 units of flats and shops were completed. The target figure of 51,000 units of flats laid down in the State's 5-Year Building Programme was exceeded by more than 3,000 units. The preparatory work for the Second 5-Year Housing Programme was progressing satisfactorily and at the end of the year 13,459 units of flats and shops were under construction.

The following are the schemes of public housing undertaken by the Board in various parts of Singapore during the year:—

Queenstown

All the five neighbourhoods in Queenstown have more or less been completed before 1965. Therefore, during the year only 26 units of shops in Neighbourhood III Shopping Centre were scheduled and completed. The private sector completed 2 theatres in the town centre during the year. However, the Board decided to acquire two cemetery sites off Stirling Road and Buona Vista Road to develop another two neighbourhoods within this new town. An additional 10,000 housing units are planned to be developed in these two neighbourhoods to bring the total number of residential units in Queenstown eventually to about 27,000 with a population of about 160,000.

During the year the acquisition of the Stirling Road Cemetery Site was completed and the Resettlement Department was extremely active in the taking of census and the clearing of this neighbourhood. Actual construction work for the development of Neighbourhood VI is expected to start in 1966.

Bukit Ho Swee

The development of the Bukit Ho Swee Fire Site was completed during the year with the construction of 732 units of flats in Phase IV. The estate now has a total of 11,446 flats and shops providing accommodation for 70,000 people.

Only one market was still under construction at the end of the year in one of the two Bukit Ho Swee shopping centres. The last 2 of the 4 schools planned within Bukit Ho Swee Fire Site had also been completed by the Board at the end of the year. These two schools, one secondary and one vocational, were specially designed by the Board to suit the restricted availability of land within the fire site.

The Bukit Ho Swee Housing Project is a remarkable achievement. Few people could have imagined that one of the worst slums in Singapore in 1961 could be transformed in such a short time into a healthy and clean new housing estate with all the communal facilities and amenities such as primary

and secondary schools, maternal and child health clinics, a children's creche and playground, open spaces, a community centre, markets and shopping centres.

MacPherson Road (S) Estate

The biggest housing estate on the eastern side of Singapore, the MacPherson Road (S) Estate, was also completed in 1965 with a further 2,087 units of flats and shops constructed during the year. The total number of units now within the estate is 10,133 which house an approximate population of 65,000. The estate is extremely popular with the people of Singapore and all the flats were occupied almost immediately after they were handed over for management.

Geylang Serai

The year 1965 also saw the completion of the Geylang Serai district shopping centre. During the year the last block of building with 325 units of flats and shops in the centre was completed. The whole development consists of 504 flats, 78 shops and 3 markets to house 4,000 people and the shopping facilities are estimated to serve about 80,000 people living in the Geylang Serai area.

The Public Works Department is now developing the schools within the shopping complex after they have completed the widening of Changi Road.

Redhill Extension

The development of the Redhill Extension progressed satisfactorily during the year. 2,388 units of flats were completed in the estate and by the end of the year, a further 2,210 units of flats and shops were under construction. The estate is situated in an extremely popular residential area along Tiong Bahru Road and all the flats are immediately occupied after completion. Quite a number of these flats have been utilised to resettle the people affected by clearance.

St. Michael's Estate

During the year 660 units of one-room flats were constructed in the St. Michael's Estate for the resettlement of the people affected by the Toa Payoh clearance. The housing units within St. Michael's Estate now total 4,369 to house 28,400 people. These 660 units were the last blocks of houses to be built within St. Michael's Estate.

Jurong New Town

The most intensive activity in a single housing estate during the year by the Board was in Jurong New Town where 2,871 units of flats and shops were completed. At the end of the year, one district centre, 2 shopping centres consisting of 83 shops and 2 markets; and 166 units of 3-room flats were under construction.

Jurong is the first industrial satellite town to be built in Singapore. The Economic Development Board is responsible for the overall scheme. The Housing and Development Board is assisting in planning as well as the development of the residential neighbourhoods. By the end of the year, 4,263 units of housing had been built in Neighbourhood I and at present there are sufficient flats and houses for every worker in the Jurong Industrial Complex who wishes to stay in this new town.

Everton Park

The Board acted as the agent for the Port of Singapore Authority in building a housing estate in their former Everton Park where 8 bungalows were demolished to make room for the construction of 996 units consisting of 222 two-room flats, 762 three-room flats and 12 shops. These buildings were completed and occupied during the year.

The Port of Singapore Authority was particularly happy about this new housing estate and has requested the Board to assist them in constructing another estate in Blair Plain.

Toa Payoh

Toa Payoh is the second residential satellite town to be constructed by the Board (The first was Queenstown). The extent of the project is slightly under 1 square mile or about 600 acres bounded by Thomson Road, Braddell Road, Serangoon Road and the new Jalan Toa Payoh to link up with Woodsville Circus and Thomson Road.

It is proposed to construct about 30,000 units of flats for about 180,000 people. The proposed new town consists of 4 neighbourhoods with 4 shopping centres and 1 town centre where facilities like theatres, clinics, libraries, banks, post-office, police station, community centres and Housing Board Area Office, etc. are to be located. 72 acres have also been set aside in Toa Payoh to provide a school complex for 16 primary schools and 8 secondary schools. Special sites have also been provided for the construction of churches, temples and other religious institutions. Other community facilities such as Cheshire Home, Girls' Home, Fire Station, etc. are also to be provided.

The construction work for Toa Payoh started smoothly in accordance with the plan and by the end of the year, 5,009 units of flats and shops were under construction in this new town. The first group of these flats are expected to be ready for occupation in the middle of 1966.

In the development of Toa Payoh, about 5 million cubic yards of earth are surplus to the requirements and this earth is being transported to Kallang Basin to reclaim about 387 acres of swamp land for industrial and housing development.

Kallang Basin

During the year the reclamation work in Kallang Basin progressed very smoothly and by the end of the year about 180 acres of swamp land had been reclaimed.

The whole basin bounded by Lavender Street, Serangoon Road, MacPherson Road, Aljunied Road and Geylang Road consists

about 1,000 acres in extent of which 387 acres are covered by water during high tides. It is planned to set aside about one-third of the reclaimed area for housing development and about two-thirds of the reclaimed area for industrial development. The industries to be located in Kallang Basin are expected to be labour intensive as the whole basin is surrounded by heavily populated residential districts.

At the end of the year 1,686 units of various types of flats and shops were under construction in Kallang Basin in the sector for residential development.

Tanjong Rhu — Contract 4

During the year the Board started construction on 1,388 units consisting mainly of one-room flats and shops in Tanjong Rhu area for the resettlement of the people affected by the urban renewal development of Northern Precinct No. 1. After the completion of these 1,388 units, the Tanjong Rhu/Fort Road Estate will have a total of 3,950 units of flats and shops to house 25,000 people.

Upper Changi Estate

At the end of the year, the Board started to develop Upper Changi Estate off Upper Changi Road for the construction of 832 units of various types of flats and shops to meet the requirements of resettling families affected by the East Coast Reclamation. The people in this area had requested that they should not be moved to other Board estates. Therefore, this estate was specially constructed to meet the wishes of the people in this area.

Kampong Tiong Bahru Fire Site Balance

After the disastrous fires in Kampong Tiong Bahru in 1959 and Bukit Ho Swee in 1961, the Government adopted the policy of gradually clearing all the attap slums which

constitute great fire hazard. During the year, the Resettlement Department cleared about 50 acres of very bad attap slums adjoining the Kampong Tiong Bahru Fire Site for development. The earthworks had been completed during the year and tenders had been called for the construction of the first 2 contracts consisting of 660 one-room, 216 two-room, 514 three-room flats and 46 shops.

East Coast Reclamation

In a crowded environment like Singapore where the population is increasing at the rate of about 3% per annum and development in both the public and private sectors is using up 500 to 1,000 acres of land per year, it is most essential that not only must the land be carefully utilized but wherever possible additional land should be reclaimed. Such reclamation is being carried out at Kallang Basin and the East Coast.

The Board had completed a pilot scheme on reclamation in the East Coast and tenders had also been prepared and let at the end of 1964 to reclaim about 1,000 acres of land from Bedok to Tanjong Rhu stretching from about 2,000 feet at Bedok to about 1,000 feet in width at Tanjong Rhu, and covering about 6 miles in length. The tenders were received in the first half of the year and the contract was signed some time in September with a large Japanese firm.

At the end of the year, all the preparatory work was at an advanced stage and actual reclamation work started in April 1966.

Queenstown Remand and Female Prison

The Board also acted as the agent for Government to provide alternative accommodation for the Outram Road Prison which is to be demolished under the Urban Renewal Programme.

In Queenstown, the Board constructed a new prison on the periphery of the town for

the Prison Authorities. The new prison consists of the prison headquarters, staff quarters, assembly hall, cell blocks, etc. This new prison was completed and ready for occupation in February, 1966.

Exhibition at Outram Road

On 21st July the Prime Minister declared open a major exhibition at the site of the former Outram Road Prison as part of the Housing Board Week Celebrations to commemorate the completion of the Board's First 5-Year Building Programme. Approximately 200,000 people visited the Exhibition when it was opened to the public for a period of 10 days.

The exhibition stands were extremely extensive and covered 5 acres of ground. There were 3 exhibition pavilions in addition to the pavement, landscaping, garden and children's playground.

The exhibits in the first 2 pavilions consisted of the following:—

- (1) Maps indicating the present housing estates and the sites for future development.
- (2) Charts showing the organisation and functions of the Board.
- (3) The present population and the forecast on the growth of the future population. The percentage of people staying in the Housing Board flats out of the total population and also its future trend.
- (4) The standard and planning of the housing estates and the amenities provided within the neighbourhoods.
- (5) The income and expenditure of the Board and the annual housing subsidy.
- (6) All the housing schemes completed under the First 5-Year Building Programme including Queenstown where more than 12,000 units of

flats were completed and the Bukit Ho Swee Fire Site where the first few blocks of flats were completed for occupation eight months after the outbreak of the fire.

The last pavilion was solely utilised for publicising the following housing schemes under the Second 5-Year Building Programme (1966—1970).

- (1) The new housing estates to be constructed along the periphery of the City to meet the growth of the population and the formation of new families. The biggest housing estate to be constructed under the Plan is Toa Payoh New Town.
- (2) Clearance and development of the attap slums around the City. Notable examples are the Kampong Tiong Bahru Fire Site Balance and the Henderson Road area.
- (3) The last but not the least is the urban renewal programme for Singapore. The two precincts N.1. and S.1 are to be redeveloped in the next five years. Extensive photographs of the old buildings and plans and models of the new development occupied half the pavilion.

Another significant feature of the Outram Road Exhibition was the full-sized one-room improved flat. This fully-furnished one-room improved flat portrayed the improvement of the standard of living of the Singapore people. These larger flats are to be constructed under the Second 5-Year Plan and it is an improvement on the one-room emergency flats constructed under the First 5-Year Plan.

Building Industry

The building industry in Singapore has performed remarkably well in the last 5 years. The efficiency of the industry has been so improved that the building costs were among the lowest in the world.

Great doubts had been expressed in early 1960 on the ability of the industry to cope with both public and private developments. However, the completion of the First 5-Year Housing Plan has proved that this opinion is conservative and unfounded.

The success of the public housing programme is a tribute not only to the ability of the management but also to the efficiency of the workers in the industry.

The Board has contributed in no small measure to the expansion of the industry in the last few years due to the adoption of the following policies:—

- (1) Encouraging the formation and expansion of contracting firms.

In order to encourage more people to take part in the building industry and also to encourage the expansion of the existing building industry the Board has adopted the "open-door" policy of allowing the maximum number of contracting firms to tender for its jobs by reducing the stipulation of past experience in the type of work and other prerequisites for the award of the tenders. The building industry has responded splendidly to the Board's new policy. The existing contracting firms have expanded to carry out more or bigger contracts and quite a number of new contracting firms have been formed to tender for the Board's projects. Most of the Buildings completed in the First 5-Year Programme have been carried out by firms which have done very little or no building work before 1960.

- (2) Technical Assistance by the Board to the Contractors.

The supervising officers of the Board from the professional Engineers and Architects down to the Clerks-of-Works and Works Apprentices have been instructed by the Board to provide every technical

assistance and advice to the contractors to expedite construction work. It is the standard practice for the Engineers and Architects to co-ordinate with other Government departments and authorities on the provision of services and construction of roads and sewers in such a way that the progress of the work will be expedited as much as possible and so that obstructions and the holding up of work is reduced to the absolute minimum. The co-operation between our supervising technical officers and the contractors has greatly improved the efficiency of the construction work. A good example was the 20-storey "Selegie House" which was built by the Board in less than 18 months, while the 9-story "Rochore House", 200 yards away, had taken more than 20 months to build—from 1956 to 1958—under its predecessor.

(3) Reduction of Administrative Delays and Good Relations between the Board and the Contractors.

The Board has adopted a new administrative procedure whereby red-tape in the administration is reduced to the minimum and it is not unusual for contractors to submit their tenders at 10.30 in the morning and the successful tenderer to be informed to prepare to start work at 12.00 noon on the same day. The contractors are encouraged to bring any difficulties for discussion with the Board's Architects or Engineers or the heads of the various departments. There is no restriction for the contractors to see either the Chief Executive Officer or the Chairman of the Board on any matters. The easy access to the authorities in the Board has built up a climate of confidence in the Board among the contractors and this in

turn has enabled the contractors to stabilize and reduce the tender prices by omitting unnecessary contingencies.

(4) Regular Payments to Contractors.

The Board has adopted a policy whereby the contractors receive their monthly payments regularly and at fixed times. This regular payment has enabled the contractors to plan their finances with confidence and thereby reduce the element of interest-costs in the tender prices.

(5) Assistance in Supply of Building Materials.

To achieve a high rate of progress in construction, the contractors must be supported by an efficient building materials supply industry.

The Board has calculated in detail the total quantity of building materials required for our housing programme and the manufacturers of building materials and suppliers are kept informed by the Board of the total quantities of these materials required and also the time schedules for delivery. This information has enabled both the manufacturers and suppliers to have forward planning and to supply the required materials on schedule and also to some extent to reduce their costs.

(6) Manufacture of Building Materials by the Board.

In 1960, when the Board's Housing Programme was beginning to gain momentum and the granite quarry operators were in no position to supply the necessary amount of granite for our schemes, the Board started to operate two quarries in Singapore to supplement the supply of granite. The operation of the two quarries by the Board has helped to stabilize the price of granite in the last four years.

Establishment and Expansion of the Industry (For the Manufacture of Building Materials)

As result of the expansion of both public and private construction programmes in the last 5 years, several new industries for the manufacture of building materials have been established and the old established industries have also been greatly expanded to cope with the demands of the development programmes. The following are a few examples of the establishment of some of the new industries and the expansion of existing industries:—

(1) National Iron & Steel Mills Ltd.

Before 1963, all the steel used in Singapore was imported from various Asian and European countries. The National Iron & Steel Mills Ltd. was established in Jurong New Town in 1963 and the production of the steel bars is now able to keep up with the demand in Singapore and since 1965 all the steel bars used by the Board are produced by the National Iron & Steel Mills Ltd.

(2) Brick Kilns.

The manufacture of bricks is an old established industry in Singapore but the demands of the development programme in the last 5 years has provided a very strong stimulant to these old industries and several brick kilns have gone into major expansion and schemes for modernising the machinery. Several new brick kilns have been established to manufacture bricks as well as other ceramic products. Singapore is self-sufficient in bricks and in fact some of Singapore's products have been exported to the Borneo Territories.

(3) Cement Grinding Factories.

Before 1960 all the cement used in Singapore were imported from foreign countries. However, in the

last 5 years two cement grinding factories have been established and a third one is now under construction. The products of these factories are sufficient to satisfy the demand of the building industry in Singapore and in fact, when all the factories are in full production Singapore will have to export the excess quantities of the cement.

(4) Supply of Granite.

Singapore is particularly fortunate to have very rich reserves of granite deposits and the quarries in Singapore have enjoyed an unprecedented period of prosperity during the last 5 years. Most of the quarries have modernised their machinery and increased their production in the last 5 years. Singapore is self-sufficient in granite and in fact, some of the products from the Pulau Ubin quarries have been exported to Borneo and other territories.

(5) Paint Manufacturing Industry.

Before 1959 there were very few paint manufacturing factories in Singapore. However, in the last 5 years more than 10 paint factories have been established as a result of the demand of the development programme. Singapore is now more than self-sufficient in the supply of paints.

(6) Sand.

The supply of sand to the Singapore building industry is mainly from the Tampines and Changi areas. The price of sand has fluctuated in accordance with the rainfall. During the rainy season where there is a good supply of water for washing the sand, the production of sand usually exceeds the demand of the industry. However, in the dry seasons, the price of sand increases

quite appreciably and this has made the import of sand from Malaya an economical proposition. It is estimated that between 5% to 10% of the sand used by Singapore's building industry is imported from Johore and elsewhere.

- (7) Prefabrication of Frames for factories and other buildings.

As a result of the Government's policy of industrialisation, the demand for structural frames for factory and other types of buildings has increased tremendously and several new specialist firms have been formed during the past five years to fabricate various types of steel frames. The R.S.J. and other structural steel are mainly imported products.

- (8) Carpentry and Joinery Factories.

As a result of our First 5-Year Housing Programme, several carpentry and joinery factories have been established to manufacture standard door frames, window frames, doors and windows for public

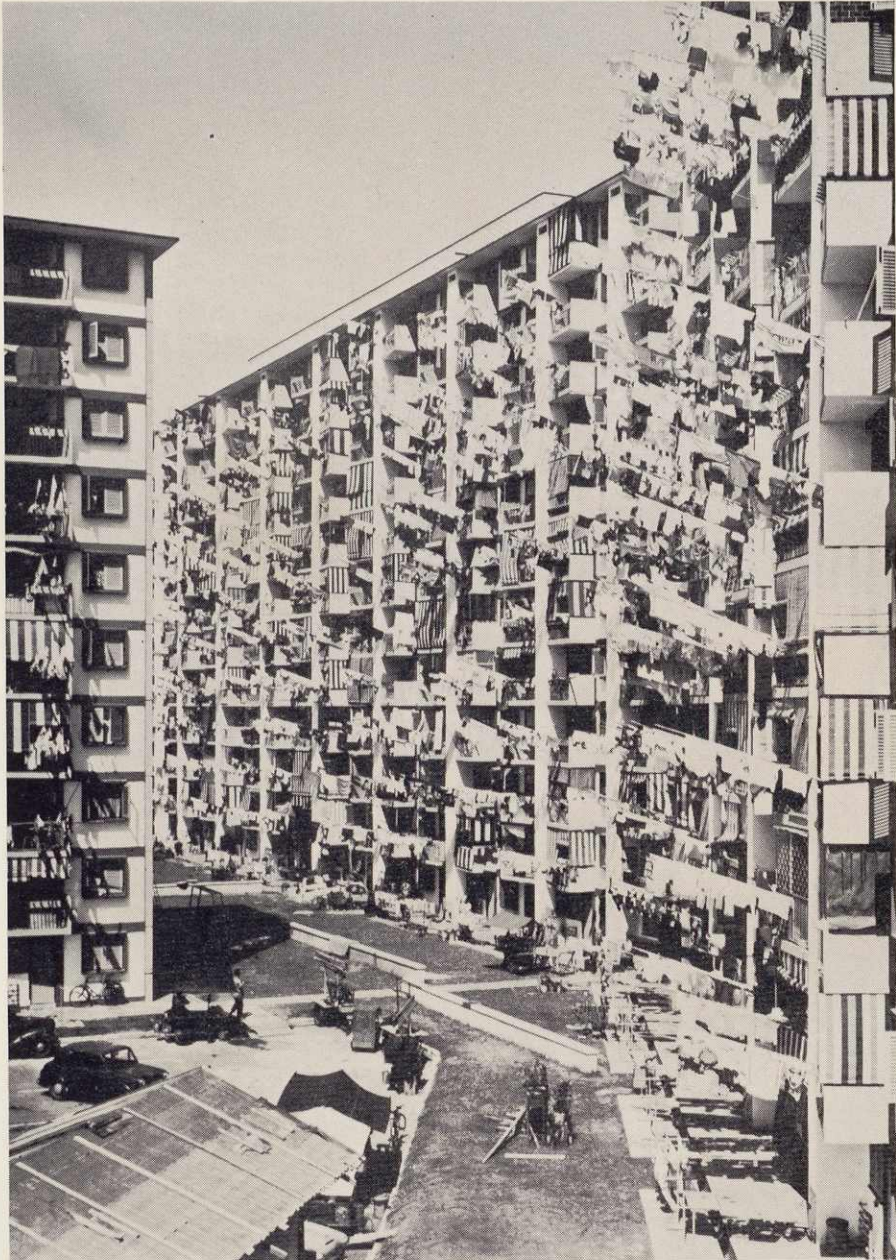
housing requirements. The establishment of these factories has enabled our contractors to obtain high quality standard-sized doors, door-frames, windows and window-frames at reduced costs and this has in turn assisted in the reduction of costs in public housing.

- (9) Hollow Block Manufacturing Industry.

The demand of hollow blocks for the housing programme has created a new industry in Singapore and 4 or 5 large factories have been set up in the last 5 years to produce hollow blocks for the contractors undertaking the construction of the housing.

- (10) Adjustable Louvre Frames.

Before 1959 all the adjustable window frames used in Singapore were imported products. As a result of the demand of public housing, 2 factories have been set up to manufacture adjustable louvre frames in Singapore. These factories are able to meet the demand and also have a small surplus for export.



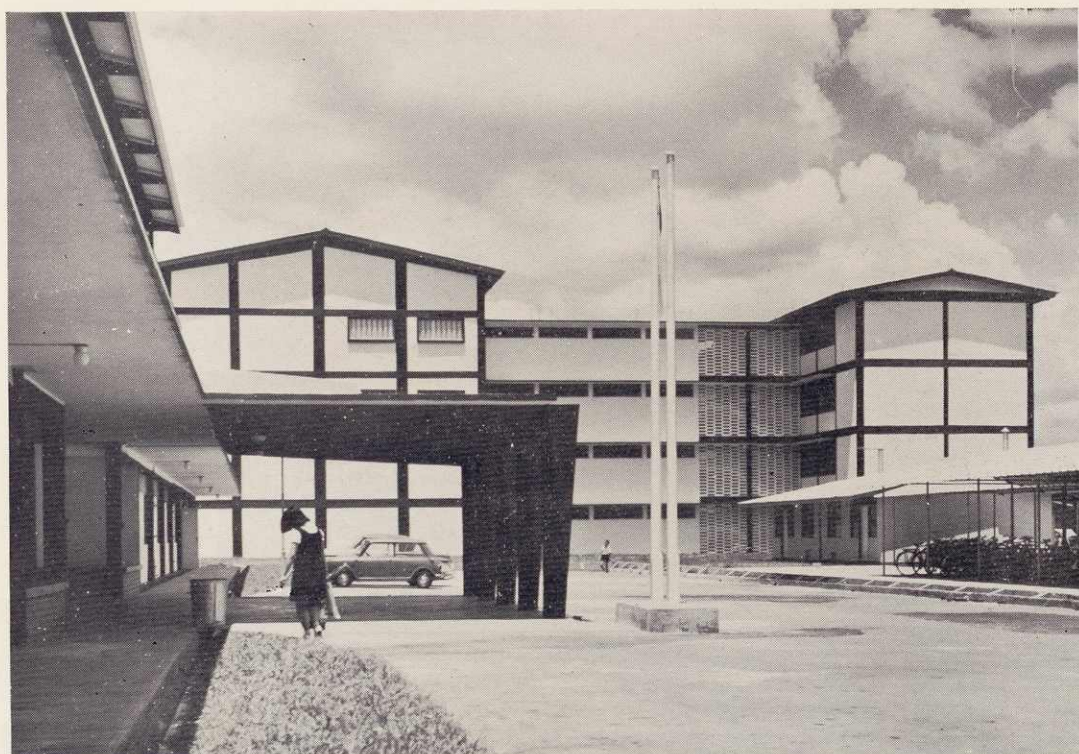
Bukit Ho Swee Estate: Washing being hung out on back verandahs. A common sight in Housing Board flats.



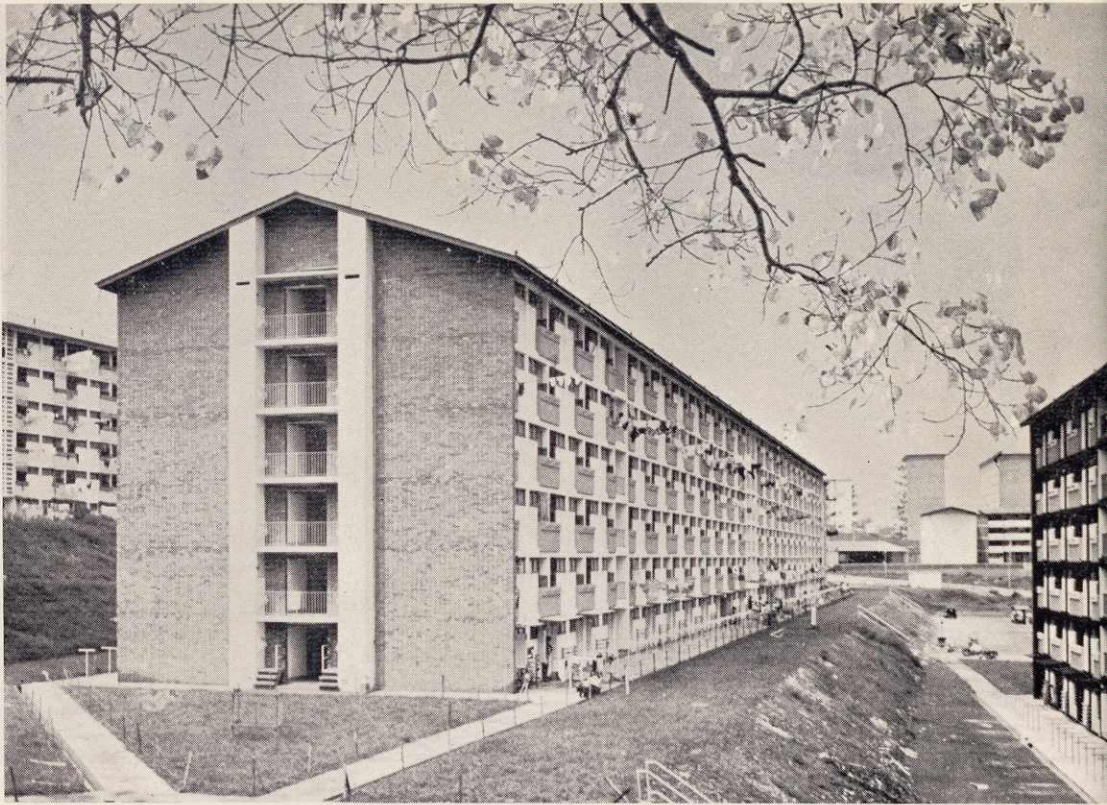
One of the blocks of multi-storey flats at Bukit Ho Swee with the Area Office on the ground floor.



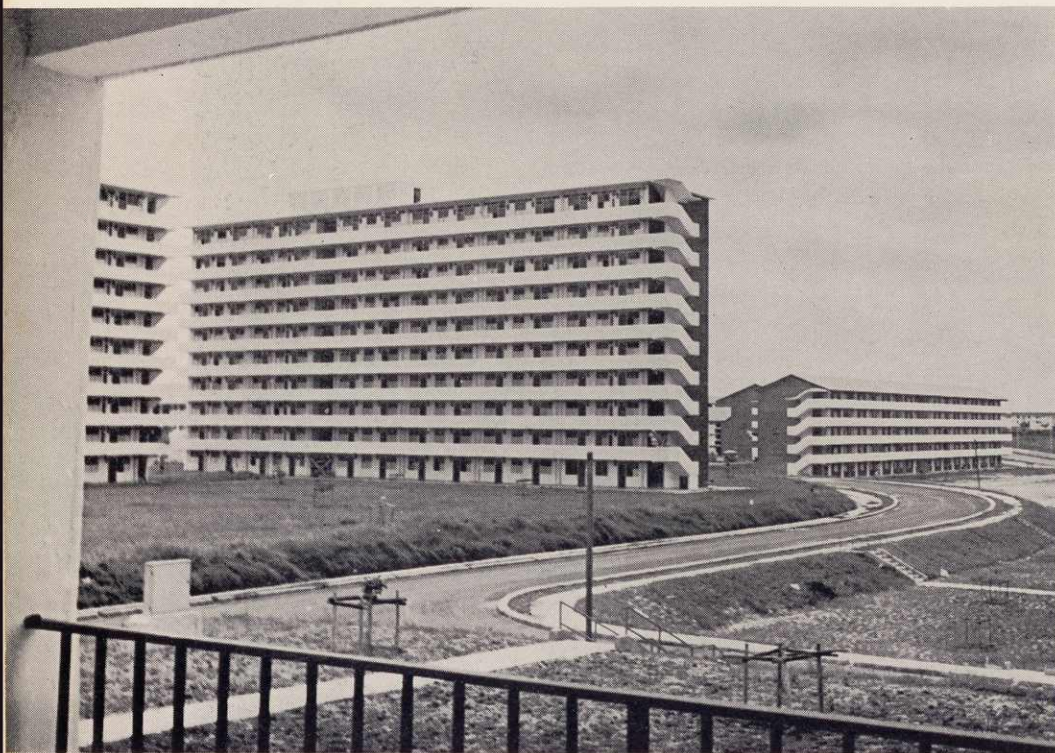
Newly completed 16-storey flats at Bukit Ho Swee (Balance).



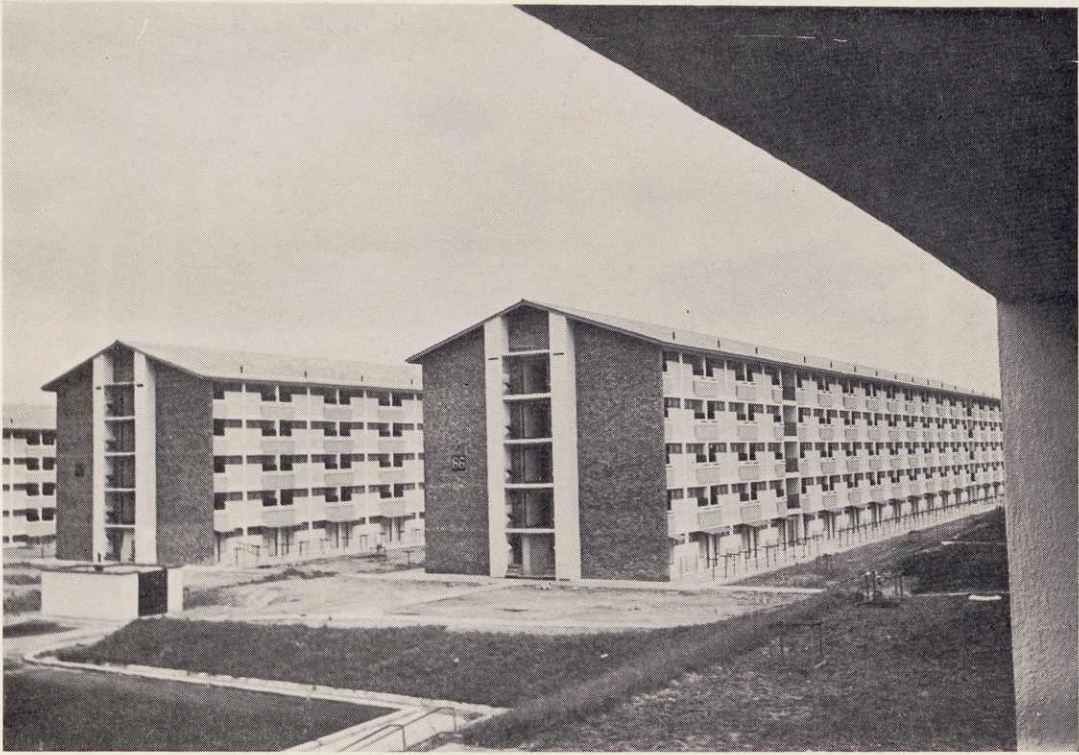
A Secondary School built by the Board at Bukit Ho Swee Estate.



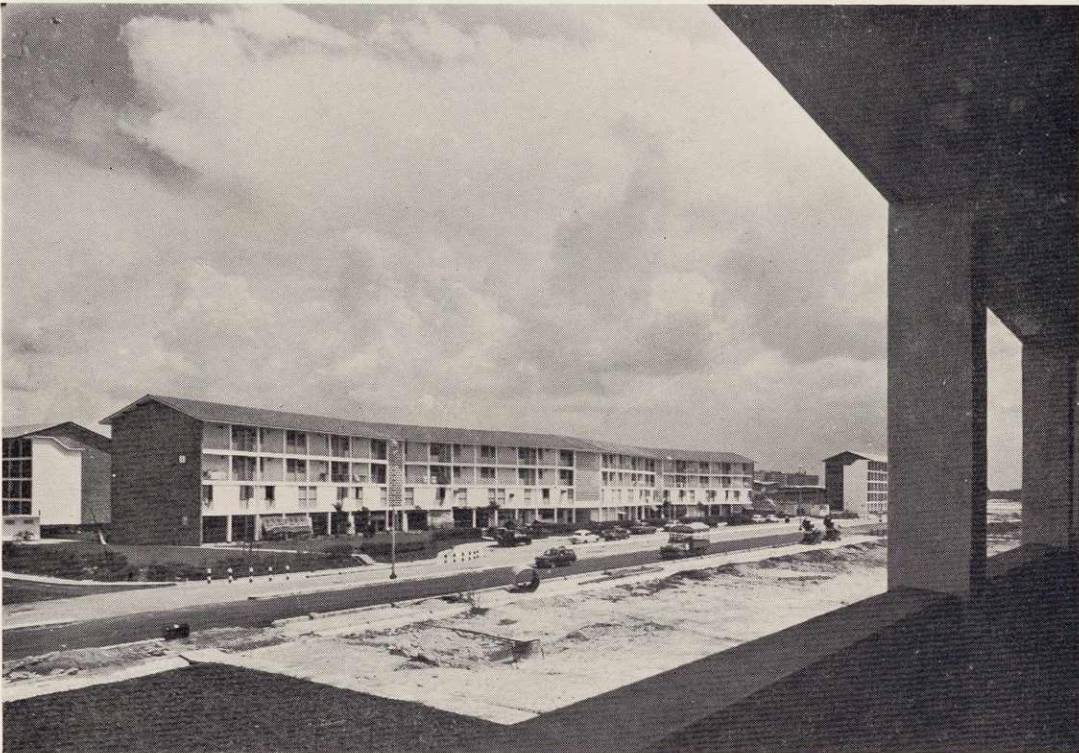
General view of 1-room units at Redhill Extension.



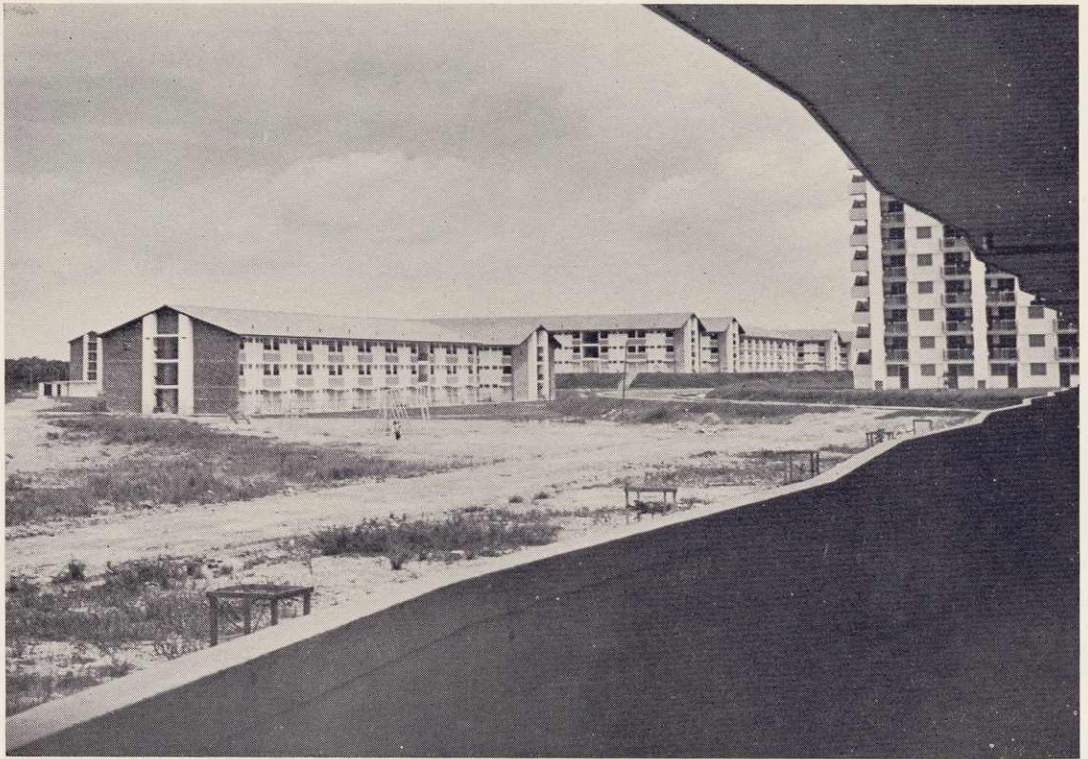
10-storey and 5-storey flats built for industrial workers at Jurong.



Newly completed one-room flats at Jurong New Town.



These are the first few blocks of flats built at Jurong New Town.



Flats for Industrial workers in Jurong New Town.



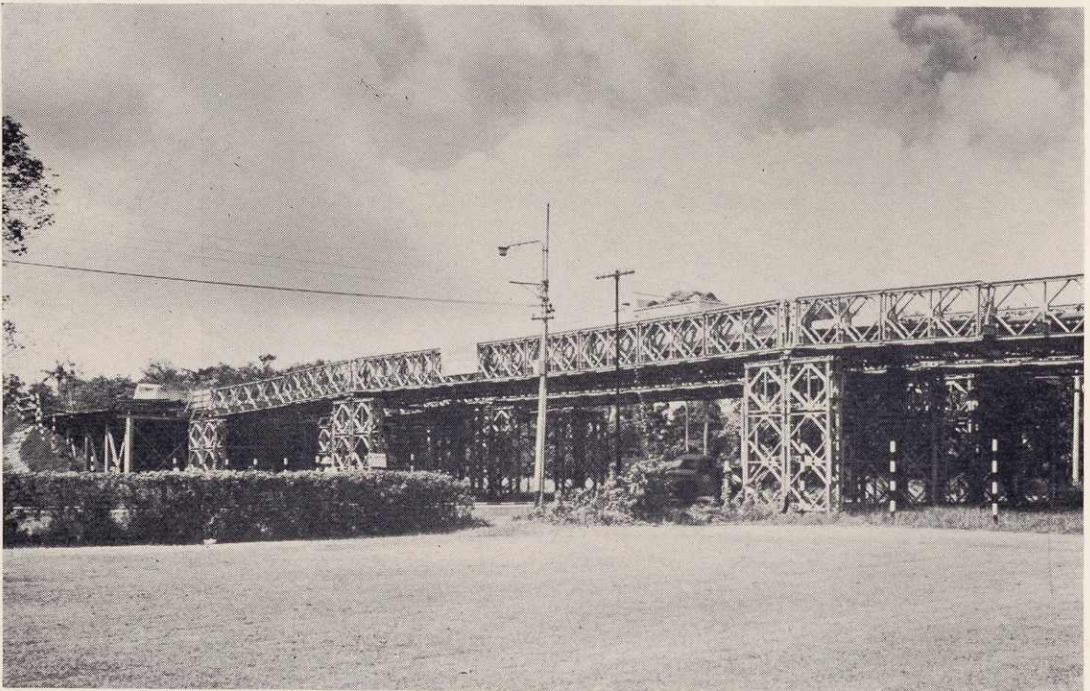
A view from the centre area of the flats built at Everton Park. These flats were built by Housing & Development Board for the Singapore Port Authority.



Another view of flats built by Housing & Development Board at
Everton Park for Singapore Port Authority.



Excess earth from Toa Payoh being unloaded at Kallang Basin.



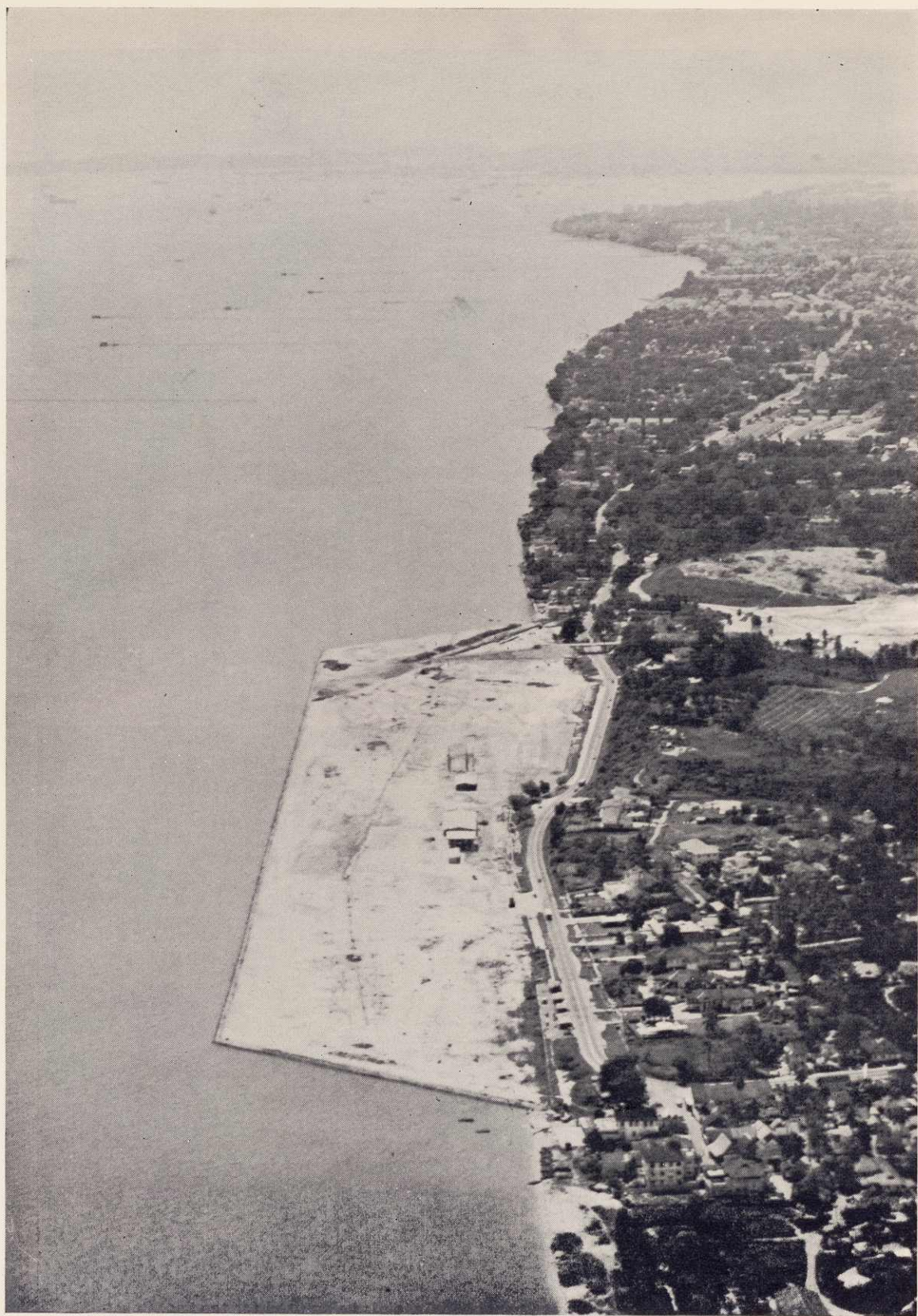
Bailey Bridge over Serangoon Road—more than 1,000 lorry loads (about 1,000 tons) a day rumble across from Toa Payoh to swamps of Kallang Basin.



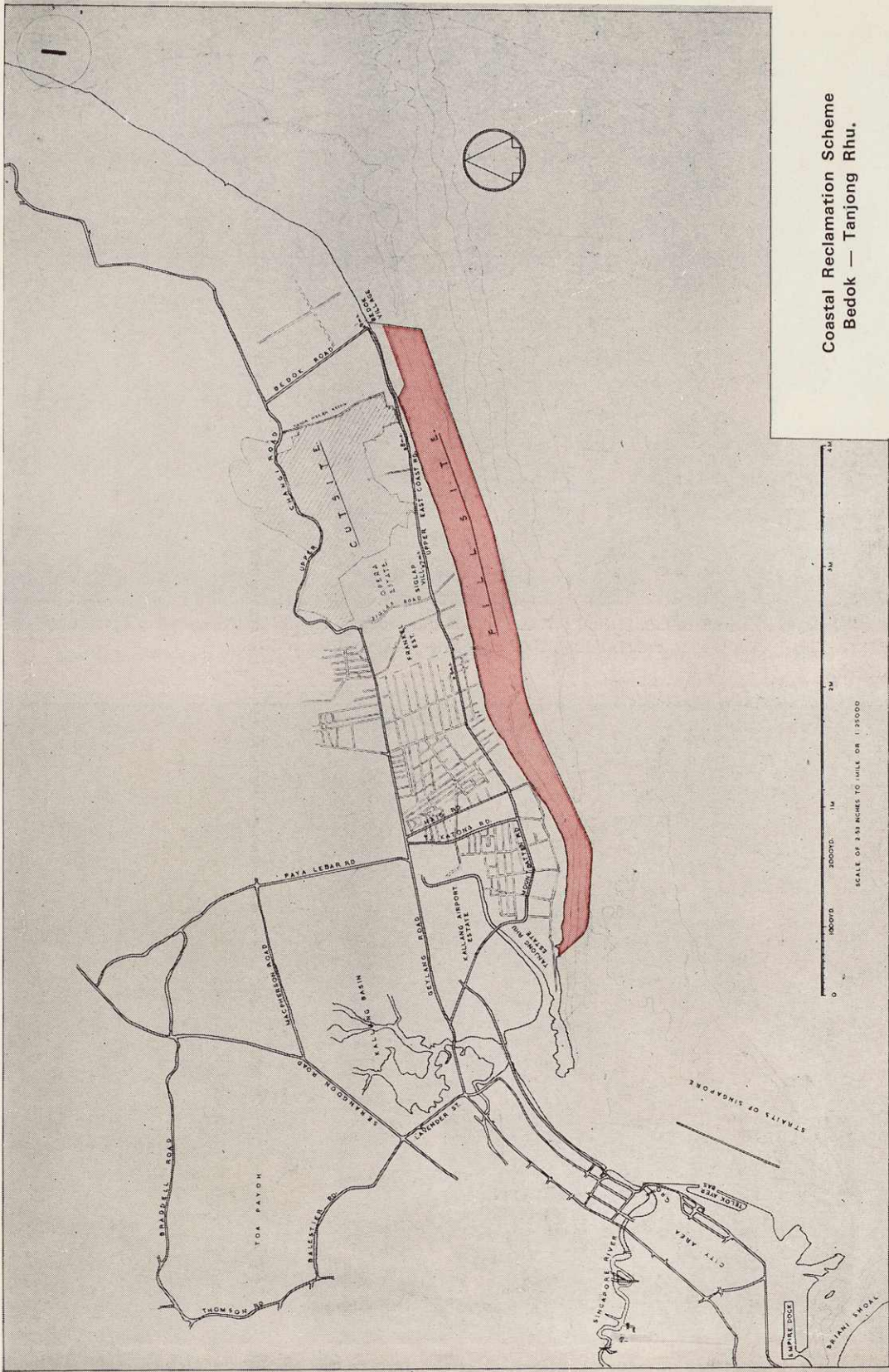
Swampland at Kallang Basin being reclaimed.



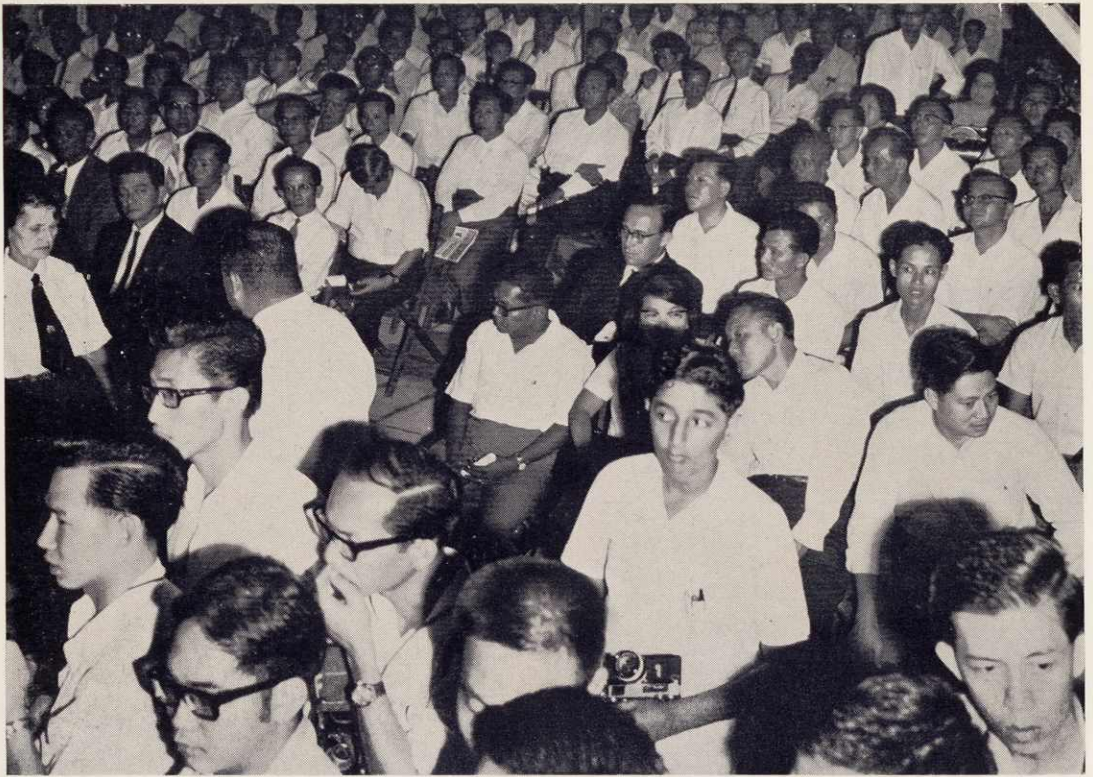
Earth excavated from the hills at Changi and Bedok is being used for the East Coast Reclamation.



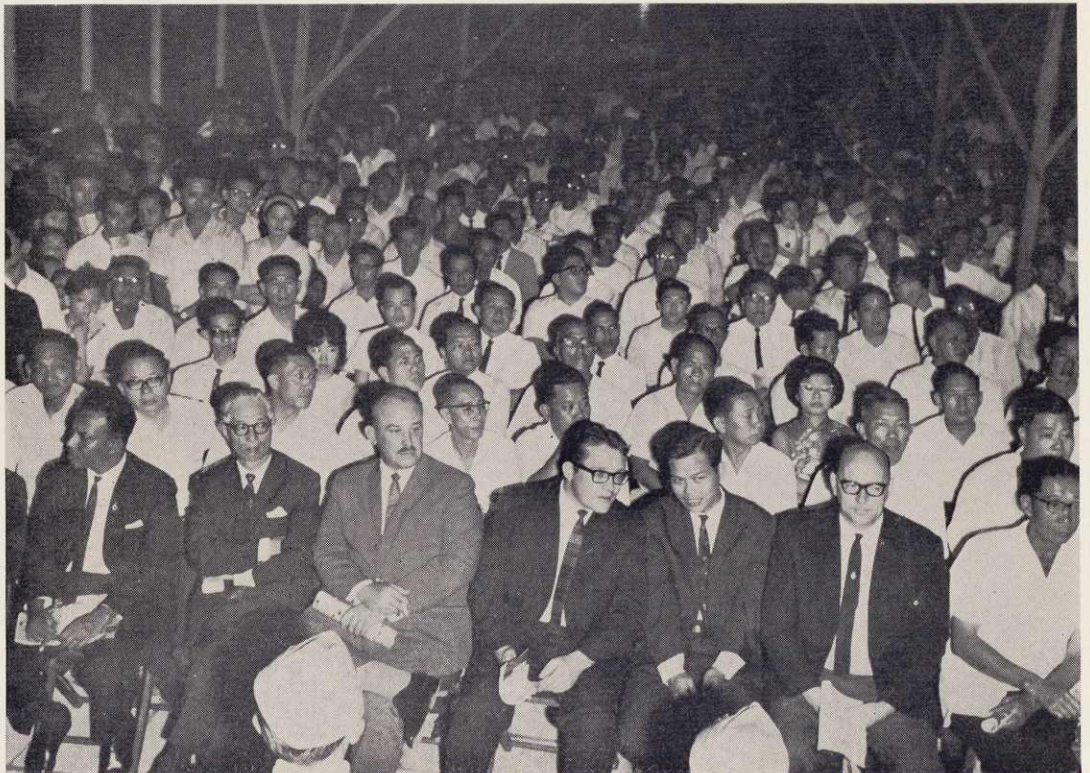
An aerial photo showing the existing coast line from Bedok to Tanjong Rhu.



Coastal Reclamation Scheme
Bedok — Tanjong Rhu.



"Outram Prison Site Exhibition": A section of the crowd witnessing the opening ceremony on 21st July, 1965 at former Outram Prison Site.



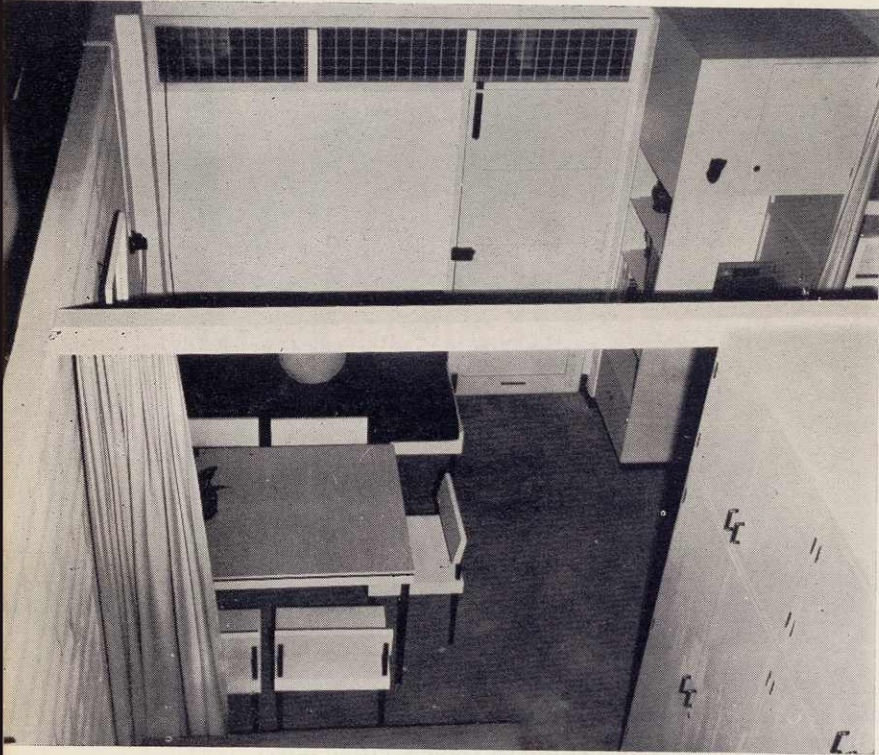
Large crowd attending opening ceremony at the former Outram Prison Site to mark the completion of the Board's 1st Five Year Building Programme.



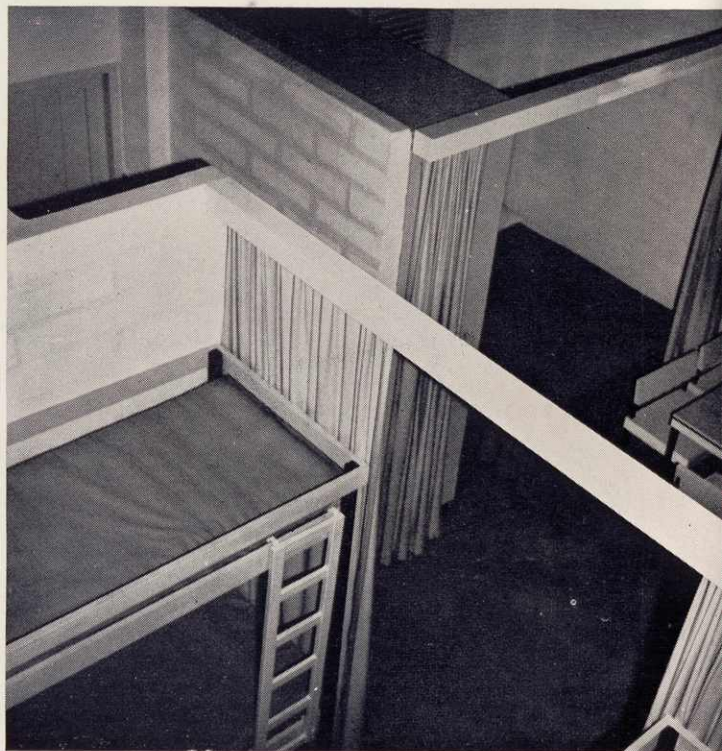
Section of crowd viewing exhibits at the Exhibition held at former Outram Prison Site.

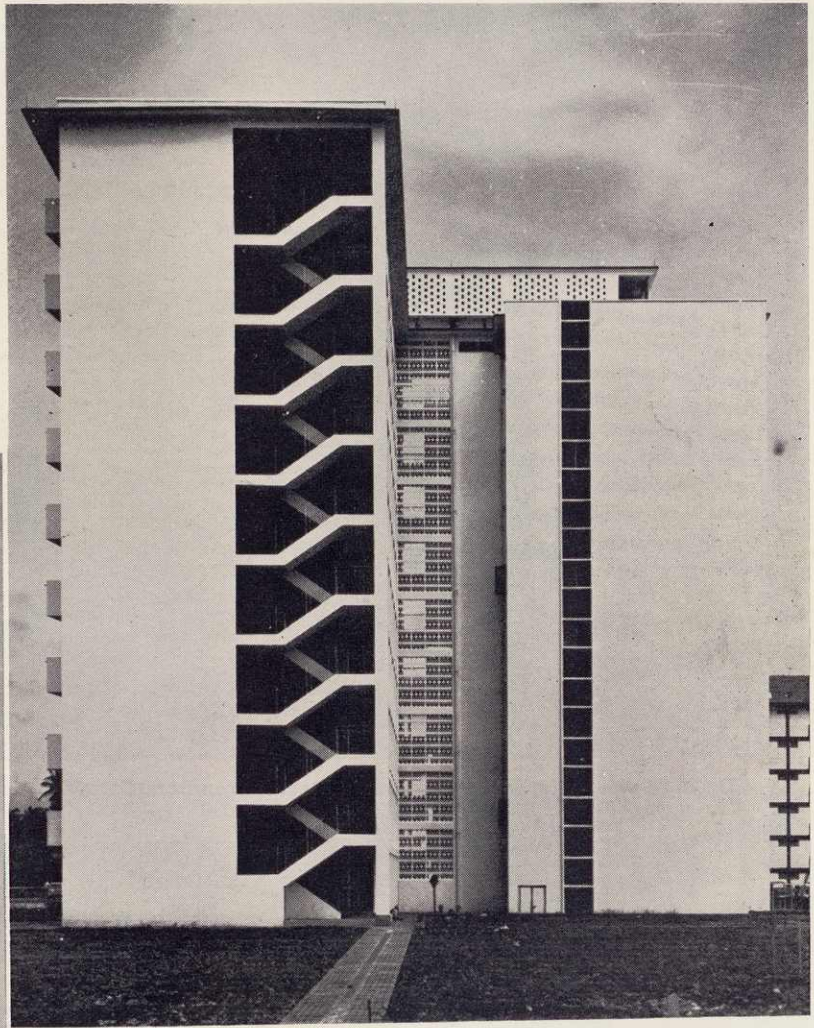


Huge crowds viewing the exhibits at the Exhibition held at former Outram Prison Site.

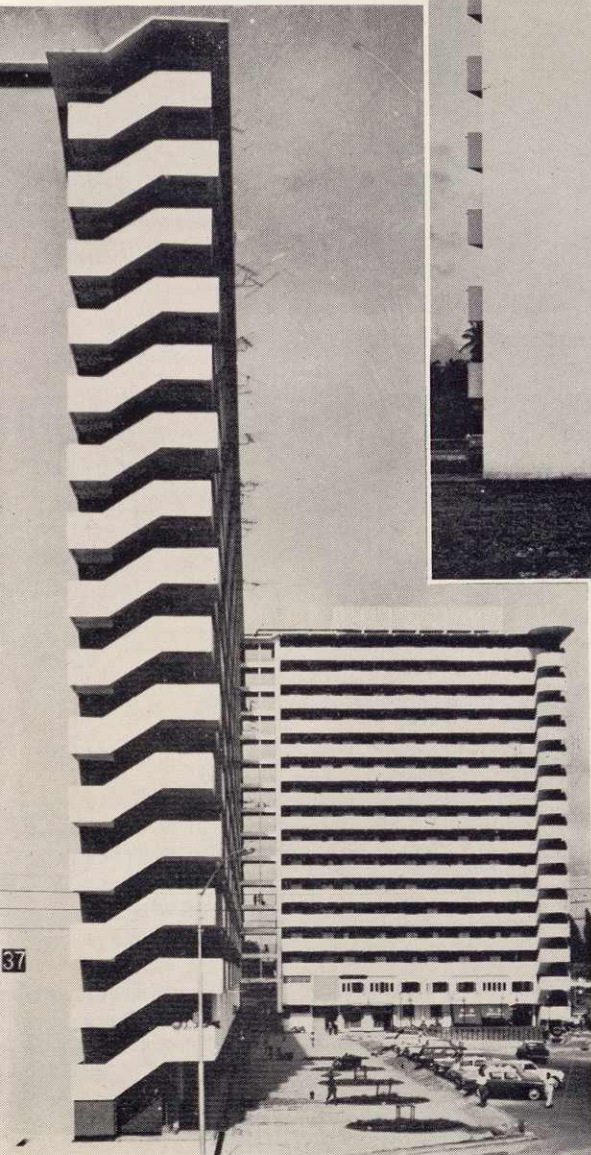


View of a furnished full size one-room flat.

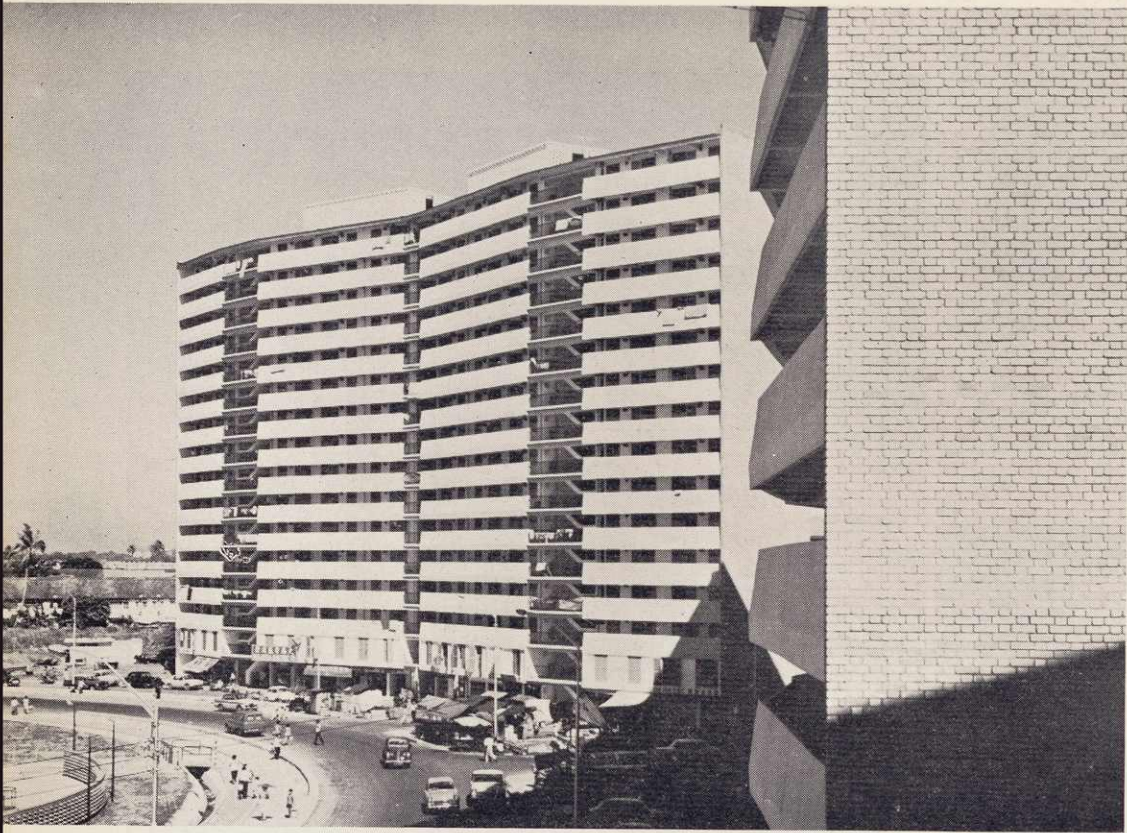




A side view showing the staircase design of a block of flats at MacPherson Road (Balance) Estate.



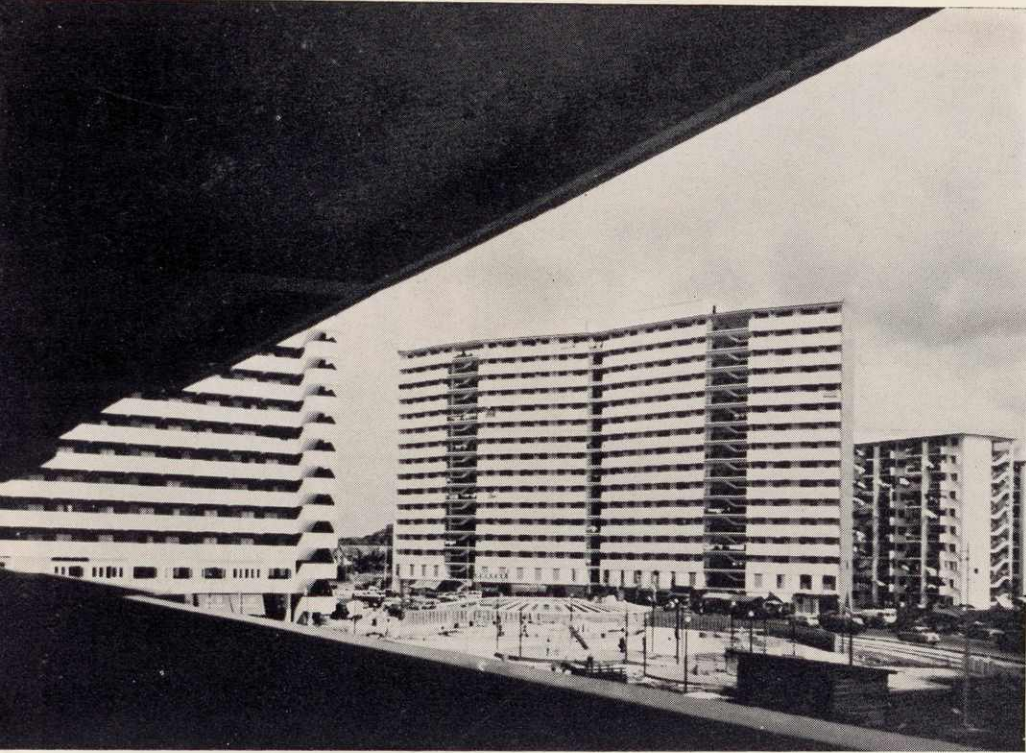
View of a block of flats at Pesiaran Keliling—MacPherson Road Estate.



These 16-storey flats are the tallest in MacPherson Road Estate.



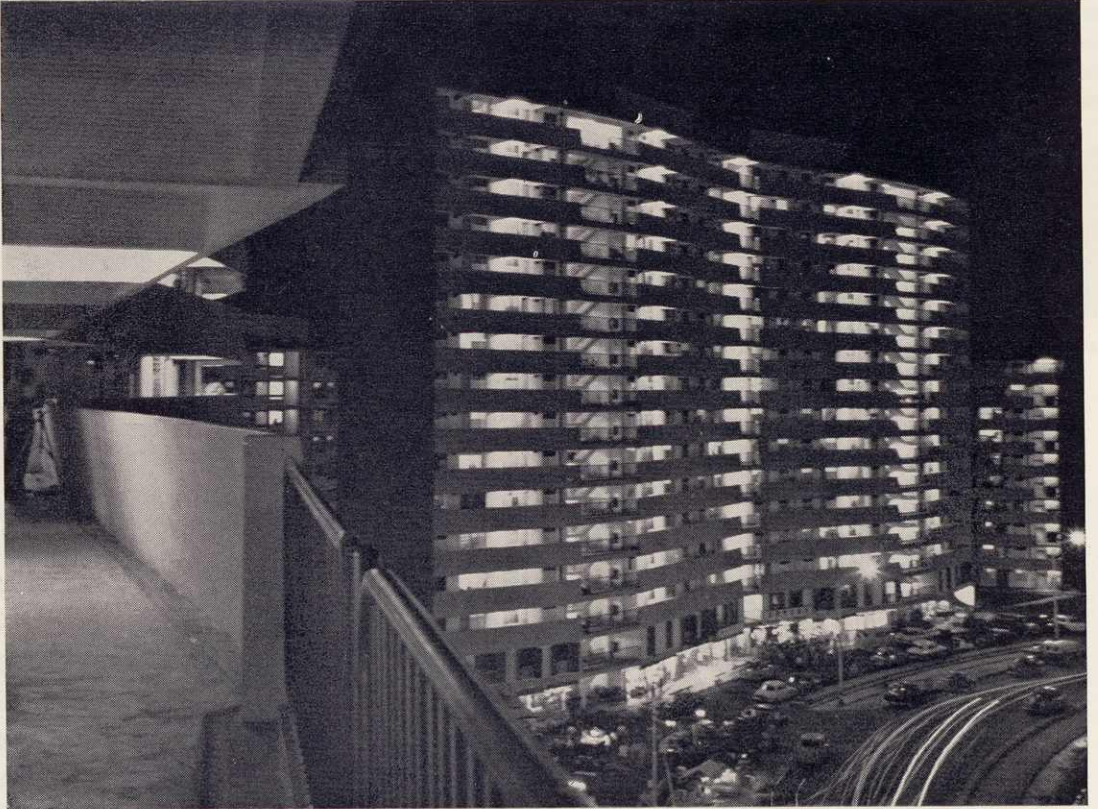
Flats sold under the Board's "Home Ownership for the People" Scheme at MacPherson Road Estate.



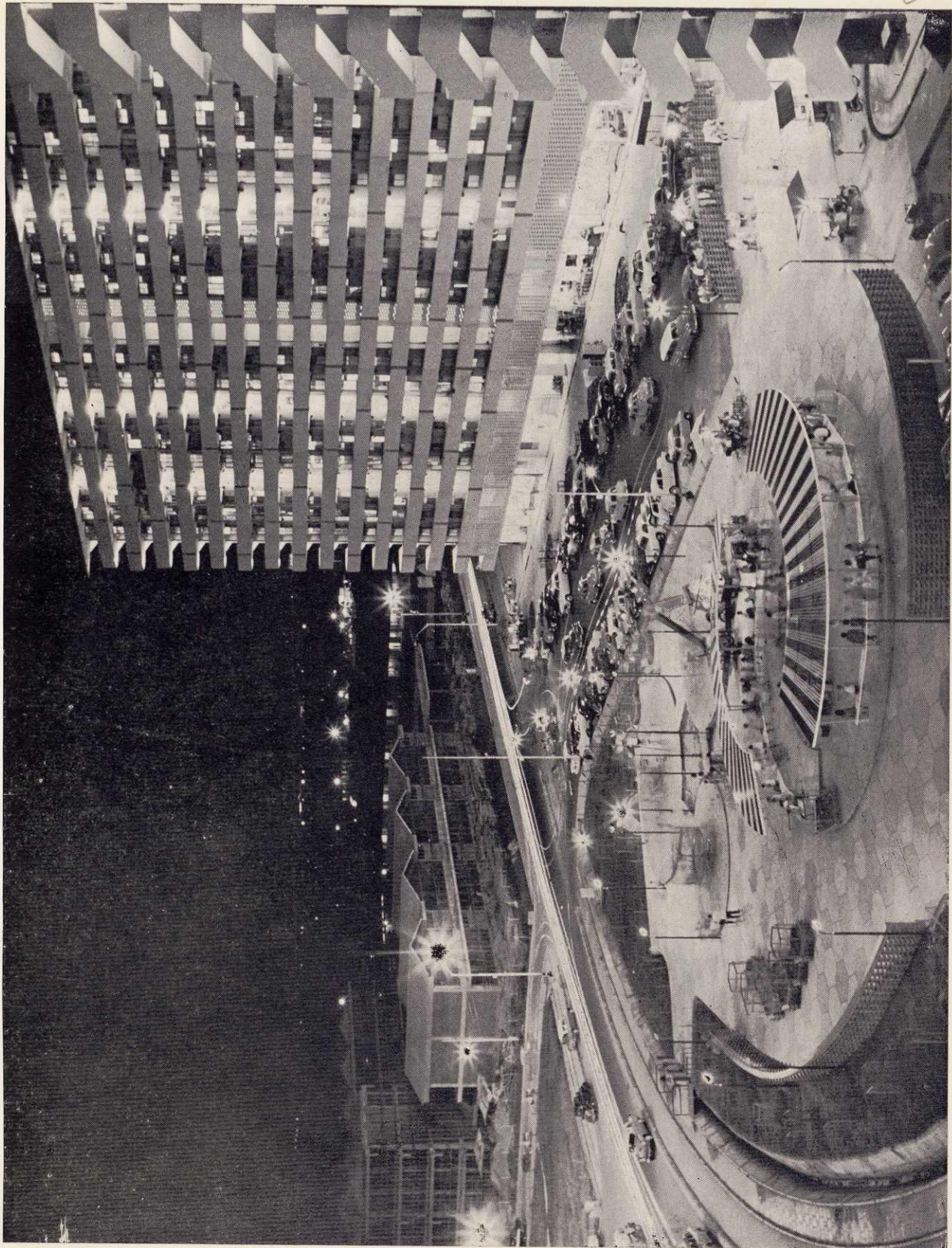
An interesting view of the newly completed multi-storey flats at MacPherson Road Estate with a modern playground in the foreground.



One of the many modern playgrounds built by Housing & Development Board. This one is at MacPherson Road (S) Balance Estate.

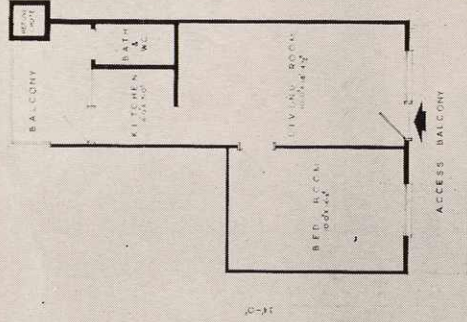


MacPherson Road Estate showing night shopping on the ground floor.



Night scene at MacPherson Road Estate with children's playground in the foreground.

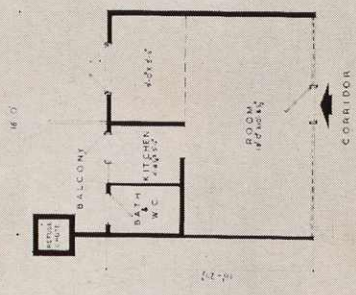
30' 0"



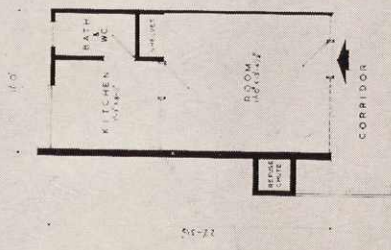
THE INCLUSIVE ESTIMATED COST
COMPRISES THE FOLLOWING:

1. BUILDING
2. SANITARY
3. ELECTRICAL
4. LIFT
5. PILING
6. EXTERNALWORKS
7. ROADS & CAR PARKS
8. OTHER SERVICES

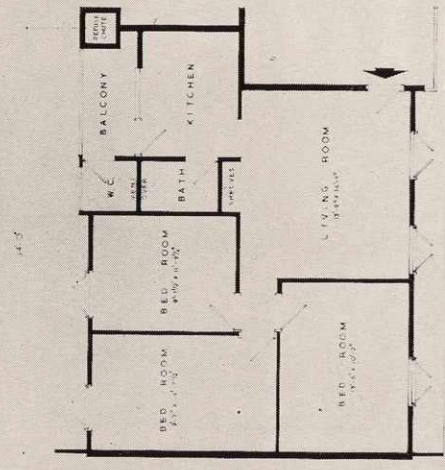
2 - ROOM UNIT
APPROX. LIVING AREA - 425 SQ. FT.
INCLUSIVE ESTIMATED COST - \$3,800/-



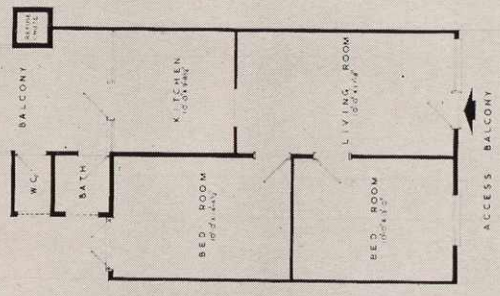
**IMPROVED
1 - ROOM UNIT**
APPROX. LIVING AREA - 310 SQ. FT.
INCLUSIVE ESTIMATED COST - \$2,800/-



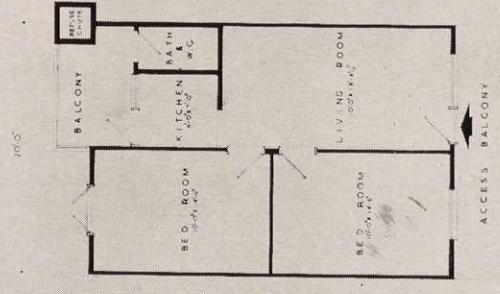
1 - ROOM UNIT
APPROX. LIVING AREA - 230 SQ. FT.
INCLUSIVE ESTIMATED COST - \$2,000/-



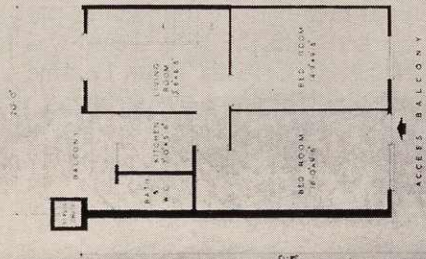
4 - ROOM UNIT
APPROX. LIVING AREA - 780 SQ. FT.
INCLUSIVE ESTIMATED COST - \$7,000/-



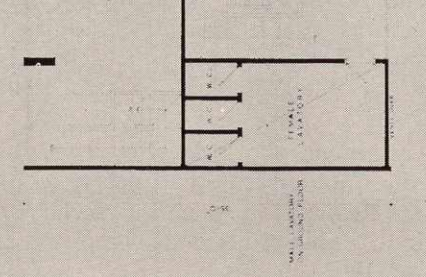
**IMPROVED
3 - ROOM UNIT**
APPROX. LIVING AREA - 630 SQ. FT.
INCLUSIVE ESTIMATED COST - \$5,700/-



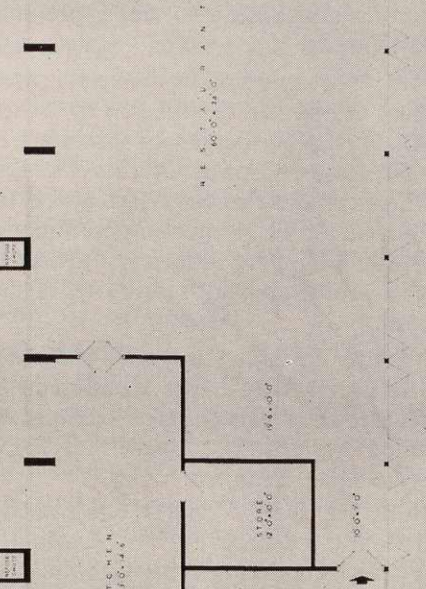
3 - ROOM UNIT
APPROX. LIVING AREA - 550 SQ. FT.
INCLUSIVE ESTIMATED COST - \$4,900/-



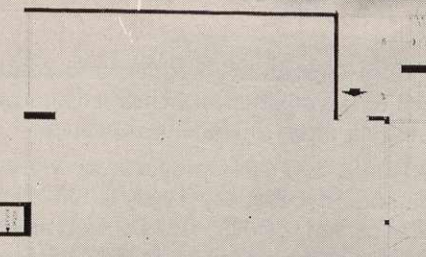
SHOP WITH LIVING ACCOMMODATION ON FIRST FLOOR
 APPROX. LIVING AREA 474 S.F.
 INCLUDES ESTIMATED COST \$10,000



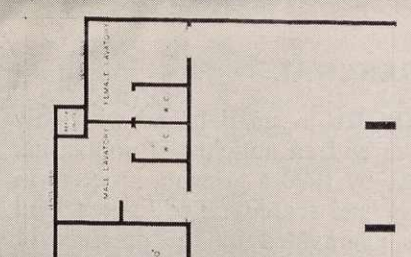
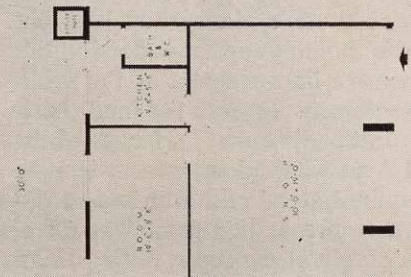
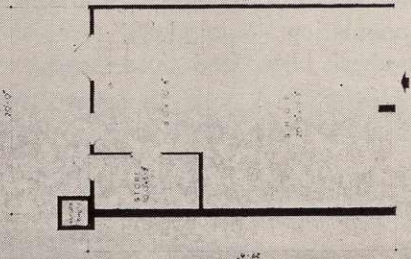
SHOP WITH LIVING ACCOMMODATION ON GROUND FLOOR
 APPROX. LIVING AREA 541 S.F.
 INCLUDES ESTIMATED COST \$10,000



RESTAURANT
 APPROX. LIVING AREA 340 S.F.
 INCLUDES ESTIMATED COST \$10,000



EATING HOUSE
 APPROX. LIVING AREA 420 S.F.
 INCLUDES ESTIMATED COST \$10,000



RESTAURANT
 APPROX. LIVING AREA 340 S.F.
 INCLUDES ESTIMATED COST \$10,000

EATING HOUSE
 APPROX. LIVING AREA 420 S.F.
 INCLUDES ESTIMATED COST \$10,000

URBAN RENEWAL

IN SINGAPORE, a small Island with only 224 sq. miles and an anticipated population of 4 millions by 1990 a growing problem in the future is land scarcity. The limited land situation is aggravated by the presence of slums in the Central Areas thereby sterilising the most strategic and valuable land from being developed.

The slums in the Central Area are bounded by Cantonment/Outram Road south of Singapore River and Kallang Basin to the north and covering an area of approximately 1,500 acres. They consist of mainly 2 to 4 storey buildings of approximately 100 years old—many of which are ripe for demolition. These properties are fragmented into lots with frontages as narrow as 14 feet and depths of about 200 feet thereby making comprehensive improvement difficult if not impossible. Most of the roads too are incapable of handling present day traffic volume. In addition, most of these areas have no modern sanitation, or essential amenities. Not only are these areas unsuitable for living and bringing up children as they are a danger to health and the structures constitute a danger of life, but they are also holding up any possibilities of comprehensive improvement as the problem of resettlement of families and businesses are most difficult. Hence whilst the Central Area where development is most urgently required stood still and in fact deteriorated, the surrounding land was developed at an accelerated pace resulting in an urban sprawl.

Slum clearance and urban renewal was one of the Board's objectives when it was formed in 1960. It is recognised that improving the housing conditions of the masses could not be tackled by provision of more housing only to cater for the natural increase of population — it should also be designed to check blight and clear slums.

The immediate task was, therefore, to break the back of the housing shortage be-

fore slum clearance could be undertaken if we are to have better and cheaper alternative housing to offer to the slum dwellers.

Nonetheless, early preparatory work was done, and in February 1962, a U.N. expert in the person of Mr. E. E. Lorraine, an Architect/Planner arrived in Singapore on a 6 months assignment to do a preliminary survey.

His report and findings were followed by the visit of another U.N. Team of 3 experts, Dr. O. H. Koenigsberger an Architect/Planner, Professor Charles Abrams a Lands/Legal expert and Professor S. Kobe, a traffic economist. They spent approximately 2 months in Singapore to make a further study on the problems and feasibility of urban renewal.

In order to understudy and facilitate the experts during their short duration in Singapore, a counter part team of local personnel of allied training was drawn up to work with the U.N. Team.

Both the U.N. Reports established beyond doubt the necessity and feasibility of Singapore to undertake this gigantic task.

The Board's first limited scale renewal project was completed in 1963 with the completion of Selegie House which comprises a 20 storey block flanked by two 10-storey blocks at a cost of \$3.8 millions.

The second pilot project on a small scale was the Cantonment Road project comprising 334 flats and shops and a creche for 150 children. This project was completed at the end of 1963.

Upon the departure of the U.N. Team, the nucleus of the counter part team comprising an Architect/Planner and 2 Asst. Architects continued with the work of urban renewal for the Central Area.

An Urban Renewal Team comprising the initial members of the counter part team that worked with the U.N. Team was formed in June 1963. This Team became a section of the Building Department of the Board by February 1964.

By the end of 1965, this initial team of 3 men had grown to an effective team of 9 senior officers and 67 junior staff.

In addition specialised sections within this Team to tackle land acquisition, resettlement, survey and records collection, administration and design was formed under a Head of the Urban Renewal Unit.

Whilst master planning and formulation of policies and strategies were being considered, acquisition and resettlement programme had already been initiated in the priority areas for redevelopment. This is because it is a recognised fact that acquisition and resettlement are both difficult and time consuming and must be initiated well in advance if renewal programme is to be smoothly programmed.

Urban Renewal is a difficult, gigantic and challenging task. Although its benefits and objectives such as creating a better and suitable place for all to live and work in, the improvement of traffic circulation and social amenities, to create more employment and business opportunities and to increase the tax base, yet few countries have ventured into this field, although many have completed plans even before Singapore gave serious thought to the subject. This is because the problem of resettlement cannot be resolved. In other words for urban renewal to succeed there must be suitable good, low-cost public housing to relocate the families living in the slums to be cleared. With the successful completion of the first 5-Year Building Programme, Singapore has achieved the essential ingredient to launch urban renewal as the "back of the housing shortage" has been broken and affected families can be relocated to suitable new Housing and Development Board estates.

Singapore has become the first city in Asia to comprehensively tackle slum clearance and urban renewal.

In the plan for the eventual improvement of the whole of the City Centre, the Central Area is divided into 17 Precincts, 9 Pre-

cinets north and 8 Precincts south of the Singapore River. A scheduled programme of action has been drawn up for action in each of the Precincts based on priority. As a strategy redevelopment of 2 Precincts, one in the North and one in the South have been simultaneously started. This will give a two prong centrifugal action of redevelopment moving from North and South towards the City Centre.

Both these Precincts, N. 1 and S.1 are regarded as pilot projects of a comprehensive nature. The North Precinct 1 is bounded by Crawford Street, Beach Road, Jalan Sultan and Victoria/Kallang Road and it occupies an area of approximately 80 acres. When completed this precinct will yield some 6,000 new residential units with amenities such as schools, creche, community centres, shopping areas, cinemas, car-parks and playgrounds.

Acquisition was started in this Precinct on January 1965. To date 2 acres of land have been acquired. 1232 families have been resettled in suitable Housing and Development Board Estates nearby. In addition, 36 businesses have also been resited to other suitable industrial and business areas. Demolition has been carried out on 179 buildings.

Early in 1966 engineering works such as earthworks, boring test and piling commenced to signal the start of building operations in the Contract I area bounded by Palembang Road, Java Road, Crawford Street and Sumbawa Road.

The South Precinct 1 is bounded by Outram Road, New Bridge Road and Havelock Road. It occupies an area of approximately 130 acres. It is proposed to build 7,700 new residential units together with multi-level shopping, carparking, offices, cinemas, restaurants, schools, playgrounds and other community amenities.

Acquisition action was commenced in this Precinct on January, 1965. Up to the end of 1965, 10 acres have been acquired.

1807 families have been resettled in suitable Housing and Development Board estates nearby. In addition, 38 businesses and industries were also relocated to suitable shops and industrial area.

In February 1964, 3 blocks of 12-storey buildings comprising 455 units of flats and 7 shops were completed at York Hill.

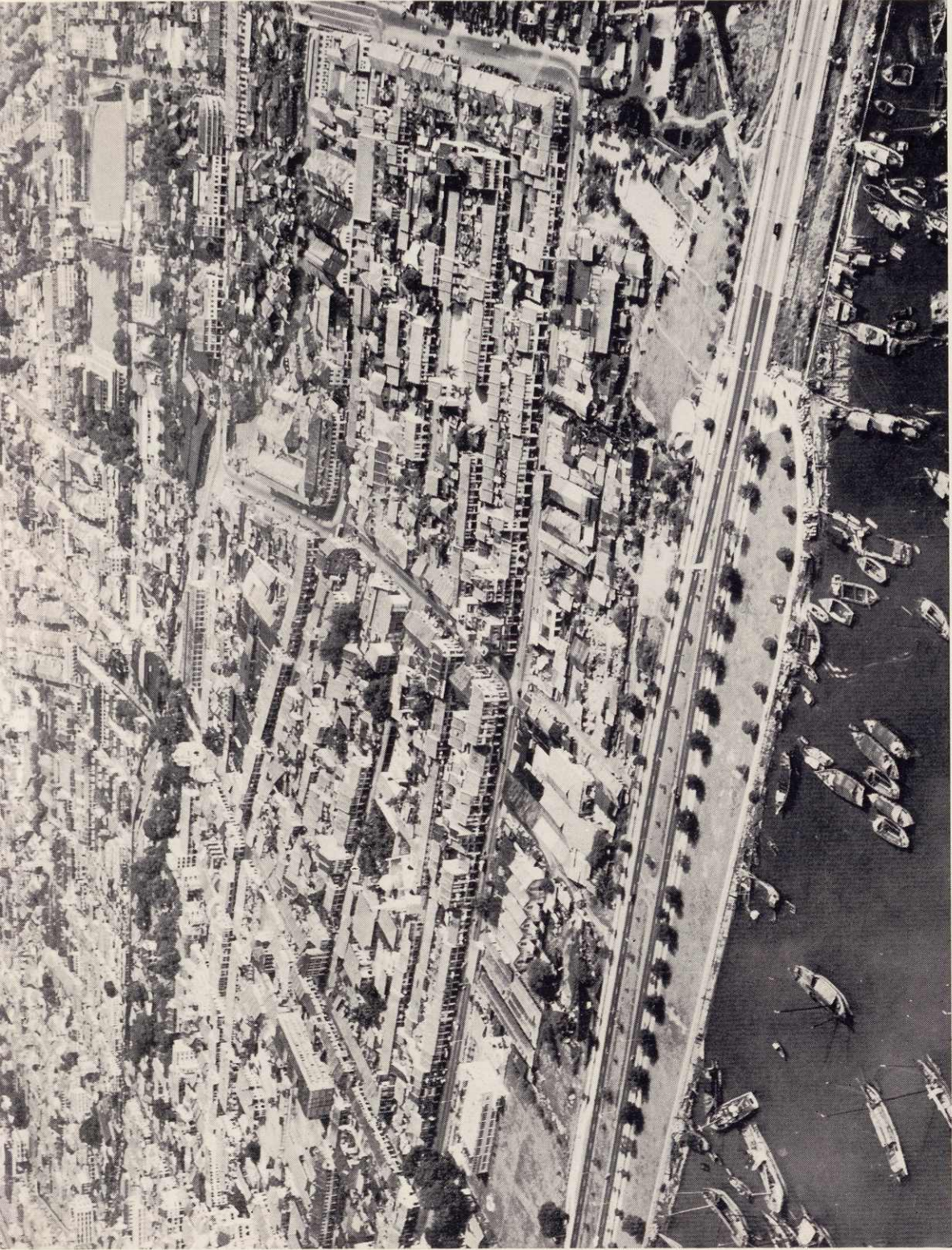
In June 1965, a second contract for building operations was started at the former Ban Kee Fire Site for 2 blocks of 12 and 16 storey buildings comprising 534 units of flats and 19 shops. Meanwhile earthworks have also commenced in two other areas in this Precinct. One site is at the former Outram Prison Site which commenced in May 1965

and the other at Park Road behind the Majestic Theatre.

It is planned to encourage private participation to build in Urban Renewal area. Sites suitable for good class residential and commercial development will be set aside for private participation.

Besides doing urban renewal projects the Urban Renewal Unit is also busy with planning of new town, large housing projects and other specialised Government projects.

Some of the major design projects undertaken by the unit include the Toa Payoh New Town, Kallang Basin Reclamation Scheme, Woodlands New Town and the Kallang Park Sports Exhibition, Transportation and Tourist Centre.



An aerial view of Precinct North I showing the uneconomic use of the land. Most of the buildings are over a hundred years old and many are of only two storeys high and are now ripe for demolition.

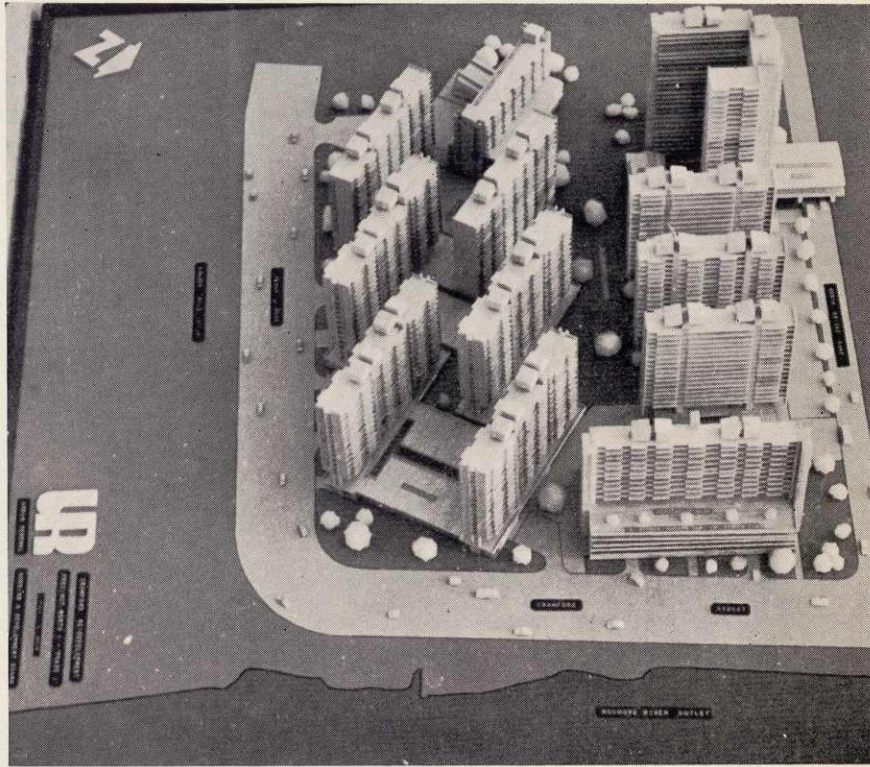


A general view of Precinct South I from Chin Swee Road. In the foreground can be seen demolition being carried out on recently vacated buildings. The left background shows the completed blocks of York Hill flats. The Central background shows the almost completed Ban Kee site buildings.

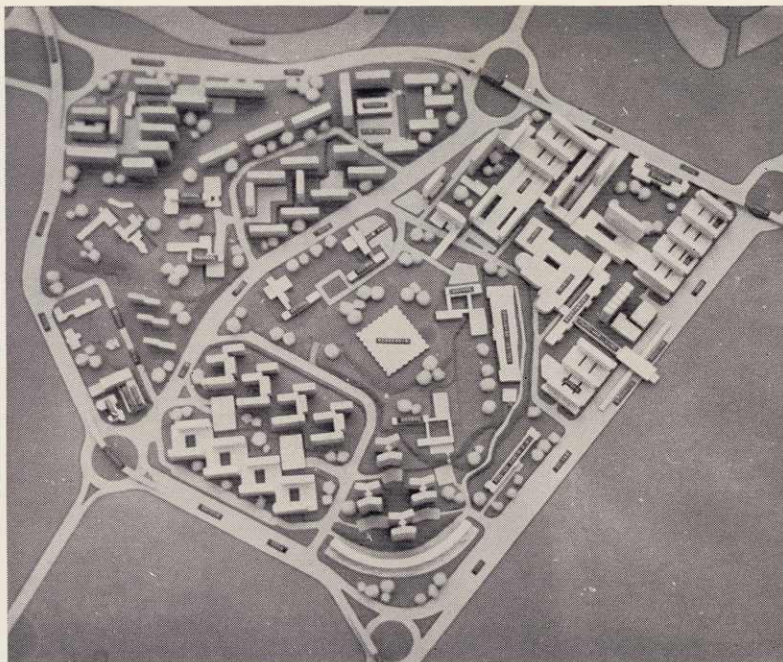


Construction of buildings at Ban Kee site of Precinct South I.

A model demonstrating the redevelopment proposal for portion of Precinct North I.



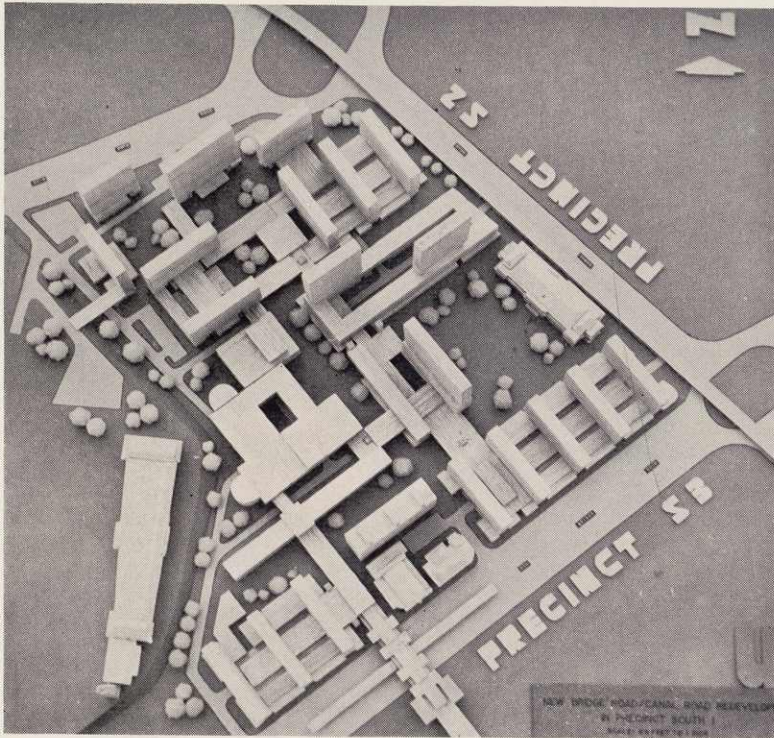
A scene of a typical squalid side street in the Central Area.



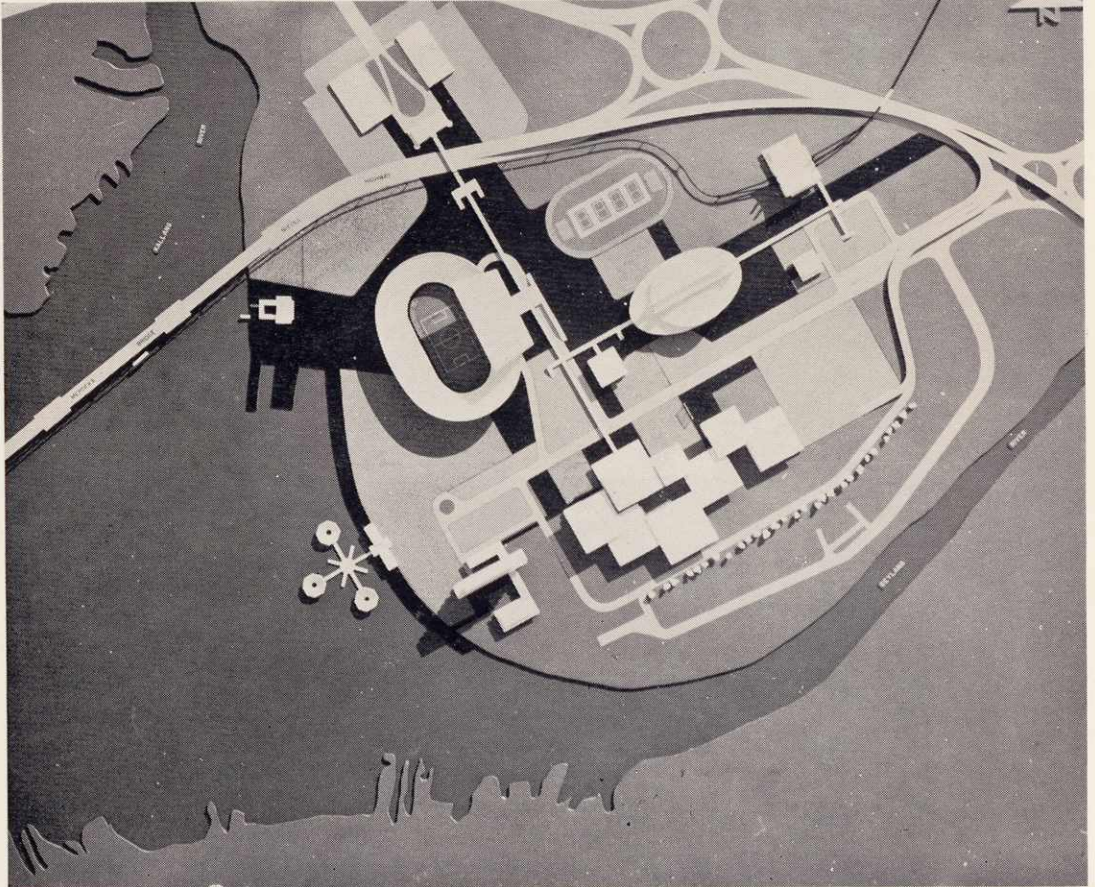
Model of redevelopment proposals for Precinct South I comprising 136 acres of land bounded by Outram Road, Havelock Road and New Bridge Road.



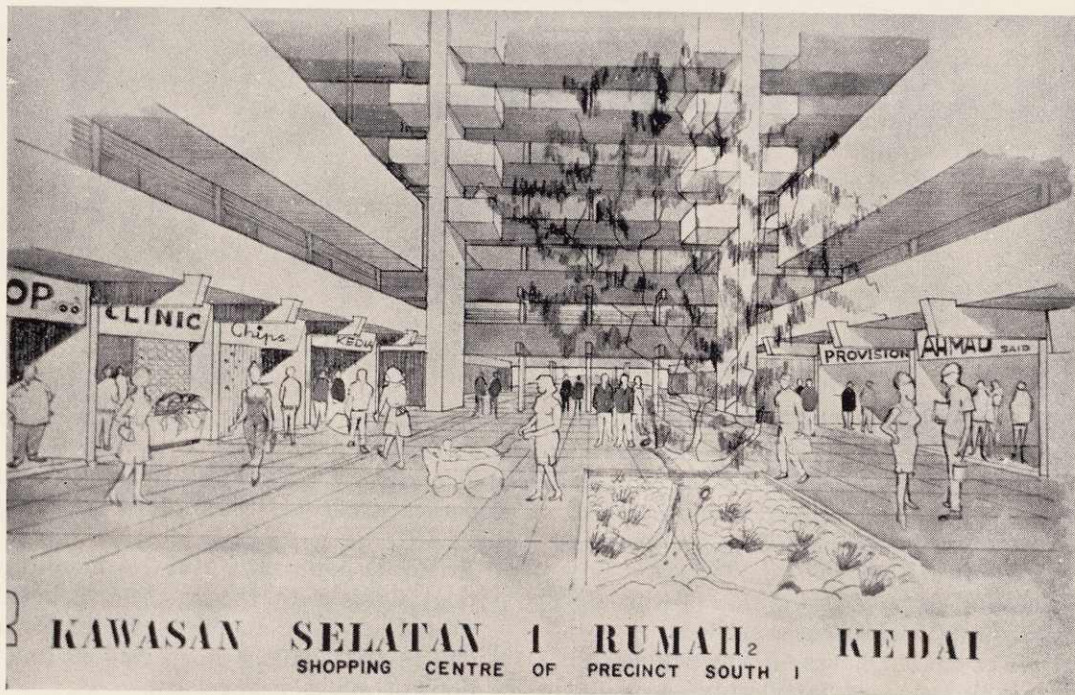
A close-up of a typical slum building in Precinct S1. Structural beams have sagged and are temporarily propped up by occupants.



Model showing proposals for the redevelopment of part of Precinct South I bounded by New Bridge Road, Canal Road, Chin Swee Road and the Pearl's Hill Reservoir. Besides residential development, there will also be development of shopping complex, hotels, cinemas, offices, multi-storey carparks all set in landscaped environment.



The Kallang Park Sports Complex which also houses a transportation, exhibition, tourist and recreational centre is one of the many schemes designed by the Urban Renewal Department of the Board on behalf of Government.



An artist's impression of a landscaped shopping court free from traffic hazards which will be developed in the Precinct North I urban renewal programme.



An artist's impression of a two level shopping complex with landscaped internal courts which will be developed in the Precinct South I urban renewal programme.

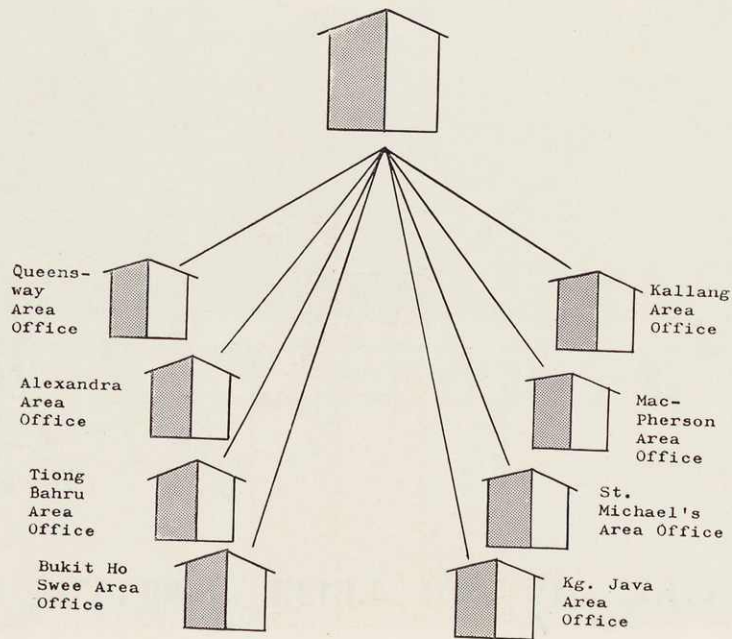
Estate Management

THE ESTATES DEPARTMENT takes over completely for management premises erected and completed by the Building Department. Its tasks range from valuation and fixing of rents, processing of public applications for Housing Board accommodation, allocation of flats and shops to supervision of tenancies and property maintenance and repairs over the life of the buildings. An adequate labour force is also engaged to collect refuse and to

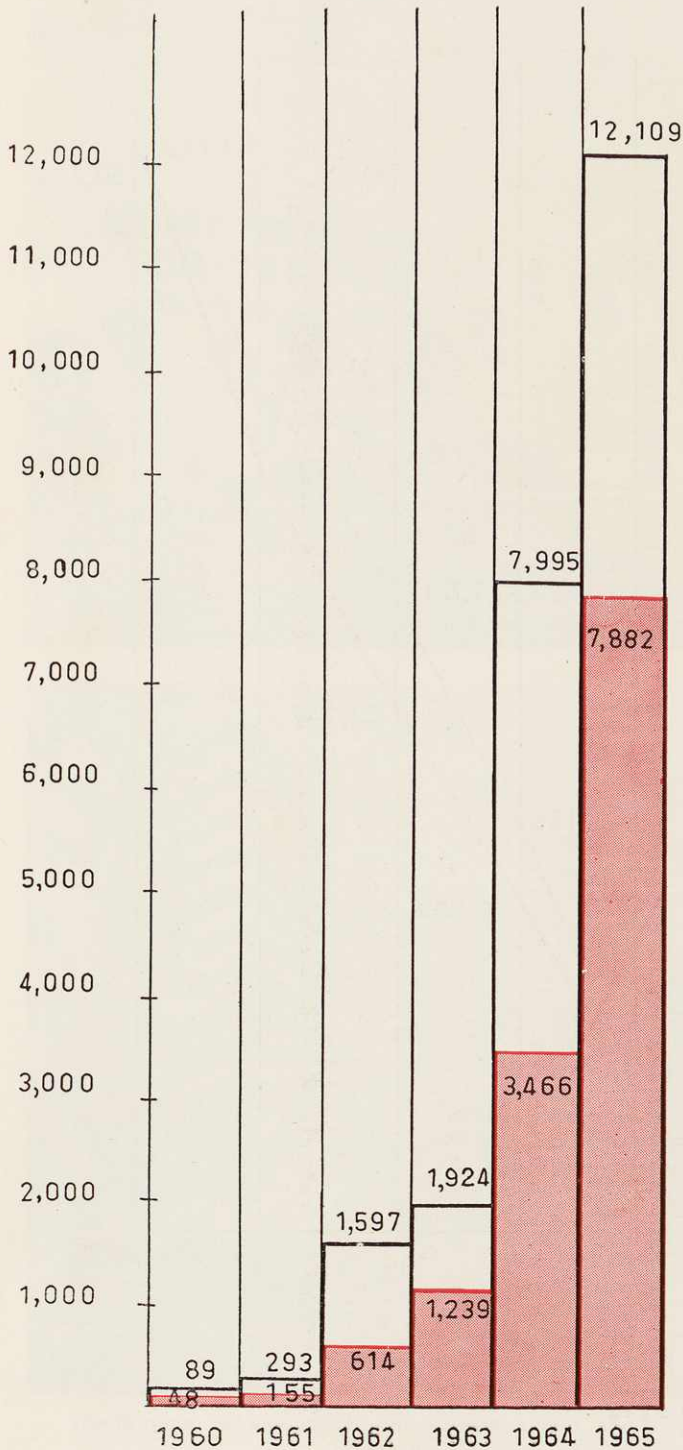
ensure that its estates and open spaces are kept clean.

The management of the Board's 71,360 properties is effected through the following offices:—

Estates Department (Central Administration) Deals with Management Policies, Co-ordinates the functions of the Area Offices and administers specialised functions of estate management.



Families Rehoused from clearance Areas



These Area Offices are responsible for the day to day management of the Board's estates. Decentralised management is provided for the convenience of the tenants and for direct supervision of the estates.

Applications and Lettings

The Applications and Lettings Section deals with registration of housing applications, lettings, transfers, shop tenders, sale of flats and rehousing.

Allocation of flats are made by the Allocations Committee comprising:

- Board Member (Chairman)
- 4 Members of Parliament
- Chief Executive Officer
- Estates Manager

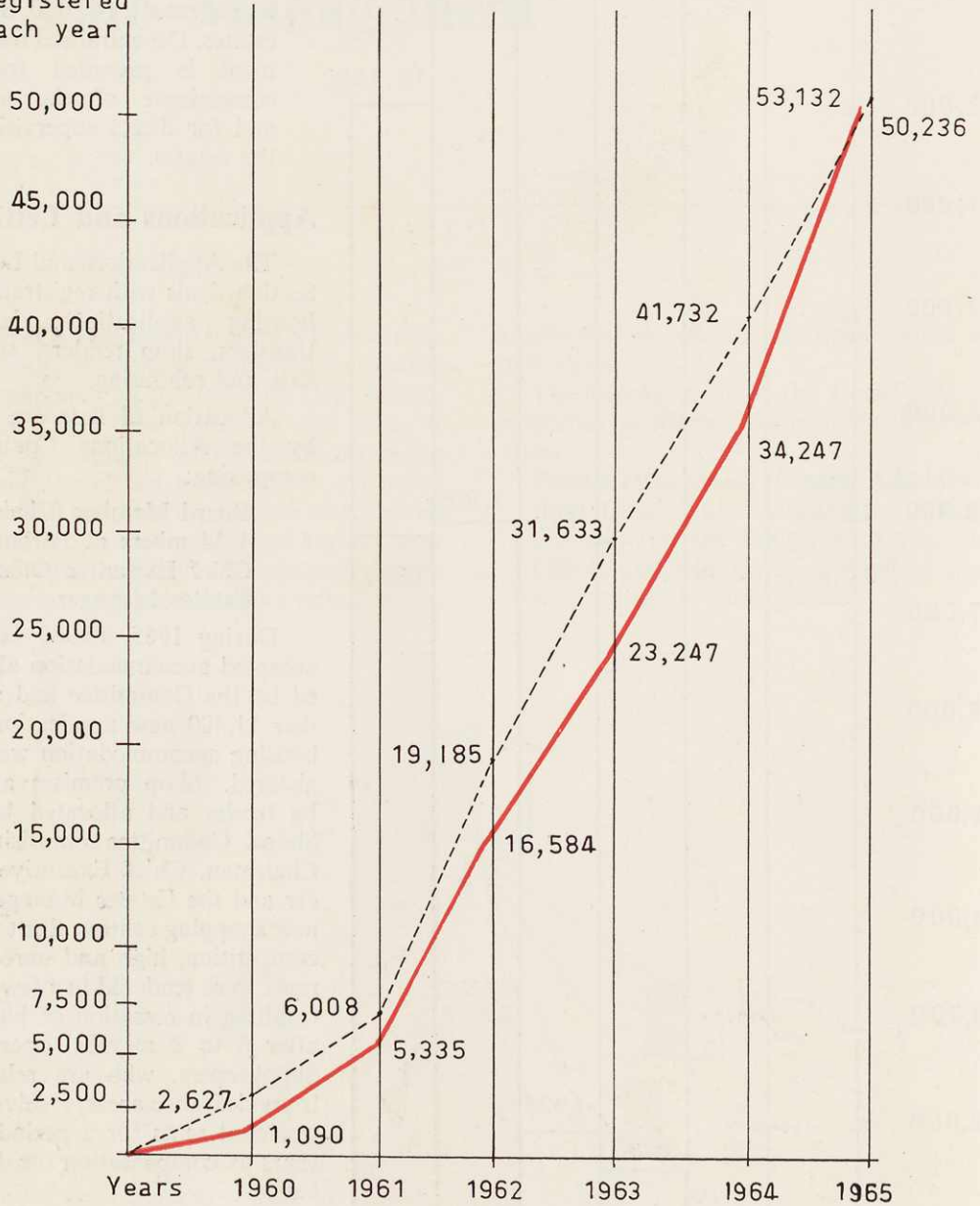
During 1965, 15,989 families accepted accommodation allocated by the Committee and a further 11,400 new applications for housing accommodation were registered. Shop premises are let by tender and allocated by the Shops Committee comprising the Chairman, Chief Executive Officer and the Estates Manager. In new shopping centres, due to keen competition, high and unrealistic rents were tendered in a few cases resulting in cessation of business after 6 to 8 months' operation. Shopkeepers, who are rehoused from clearance areas, receive concessional rents for a period of 3 years as compensation for disturbance.

□ New Cases

■ Settled Cases

Applications and Lettings

Number of
Applications
registered
each year



----- Applications Registered
— Applicants Housed



The Minister for Law and National Development, Mr. E. W. Barker, at a Balloting ceremony at MacPherson Estate for the sale of flats.

Home Ownership Scheme

To enable citizens in the lower income groups to own their own homes, a new Sales Section was set up at the Upper Pickering Street Offices to register and process applications from those who wish to purchase flats. A total of 3,484 flats have been sold (432 two rooms and 3,012 three rooms) in Queenstown and MacPherson Estates at very low prices of \$4,900/- for a two-room flat and \$6,200/- for a three-room flat. For those who are not able to purchase the flats outright, they are encouraged to make use of the instalment plan under which monthly repayments could be made over a maximum of 15 years.

In order to create a spirit of self-reliance and a sense of belonging to the community, steps were taken in 1965 to encourage the formation of Management Corporations to

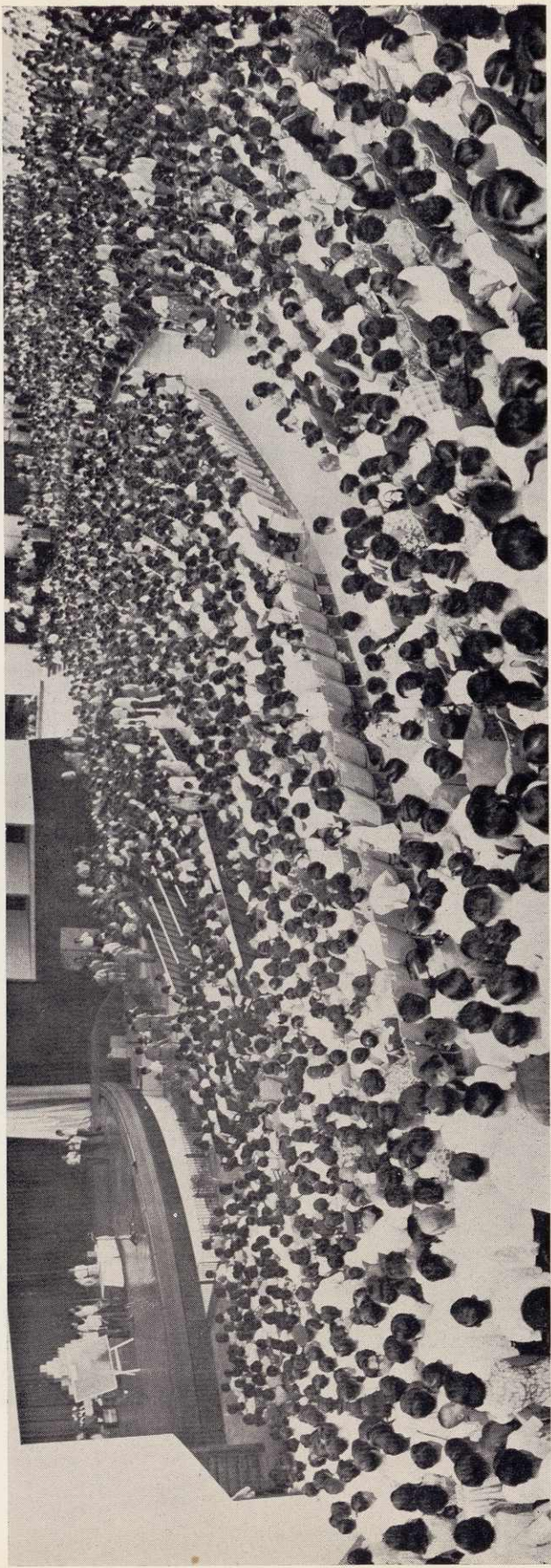
maintain the common areas such as the corridors, staircases, lifts and the surrounding open spaces. The tenants of the three 16-storey blocks sold at Queenstown have already formed themselves into an Association and with the guidance of the Estates Department will eventually progress into a Management Corporation.

Mutual Transfer Bureau

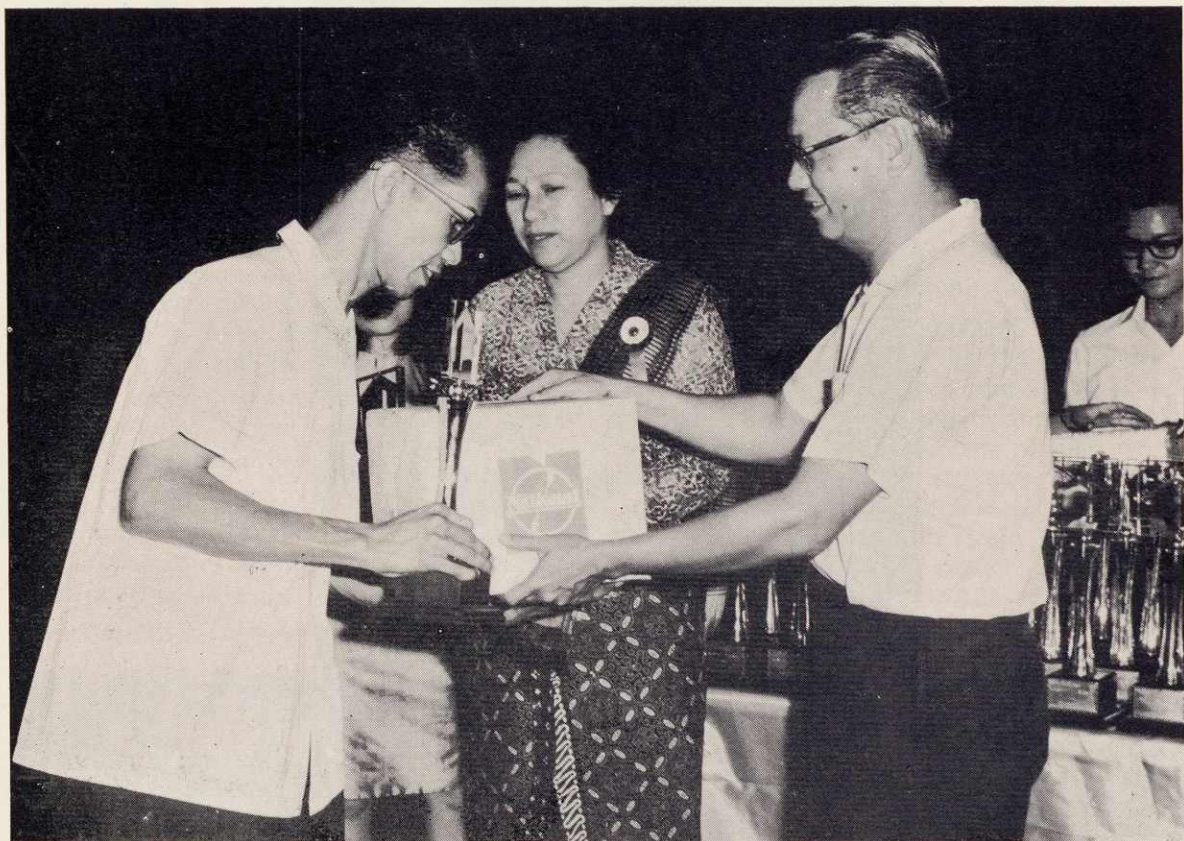
With already more than 23% of Singapore's population living in the Housing Board estates, requests for transfer of accommodation from existing tenants due to financial, medical and domestic reasons are dealt with in a speedier and more efficient way with the aid of a mechanised system. Human problems cannot be ideally measured mathematically by this system and finer points are reviewed by the Allocations Subcommittee.



The Prime Minister, Mr. Lee Kuan Yew, gave away prizes to Model Tenants during the Housing Board Week.



Talentime—Finals



A Talentime Contest was held at the National Theatre at which the Minister for National Development Mr. Lim Kim San gave away the prizes to the successful contestants.

The Social Aspect

The provision of a roof over one's head should not be the sole consideration. The problems connected with the uprooting of a family from an old place and resettling it in a new environment are always present. A new housing estate is not made up of bricks and mortar. It must be given life, a heart and a will. There is normally a period of adjustment for the tenants who find themselves new to the surroundings among new neighbours and having to lead a new way of life. New tenants are periodically visited and looked after by the management staff with the prime objective of helping these families to adjust themselves to their new

environment. To promote a happy community spirit among the tenants in its housing estates, social functions are organised to bring the families into contact with each other. The Board periodically organises social functions like talentime and other contests, recreational activities like football and basketball matches between various housing estates and big walks and social dances.

In 1965, the Housing and Development Board organised a series of sports activities including a Big Walk and social events for its tenants, to mark the happy occasion on the completion of the 1st 5 Year Housing Programme under the present Government. The celebrations extended over a week.

The Hawker Problem

Although modern, hygienic markets are provided in the Board's estates, unauthorised hawkers congregate in car parks and busy streets causing obstruction to traffic and leaving behind each day tons of litter which are a health hazard.

An attempt to solve this problem has been made by the building of covered hawkers' pitches in centralised localities within the estates to offer itinerant hawkers a place to carry on their business. In Bukit Ho Swee Estate the ground floor and first floor of one block of flats have been converted into hawkers' pitches with the hope that hawkers will be kept off the street. Experiments are still being carried out to provide similar facilities in other estates.

Estate Amenities

Children's playgrounds are provided with equipment of all varieties, e.g. the ones

shown below for the enjoyment of the younger generation. Ample open spaces are included in the development of the estates. They are well turfed and shaded with trees for the tenant's recreation.

Landscaping

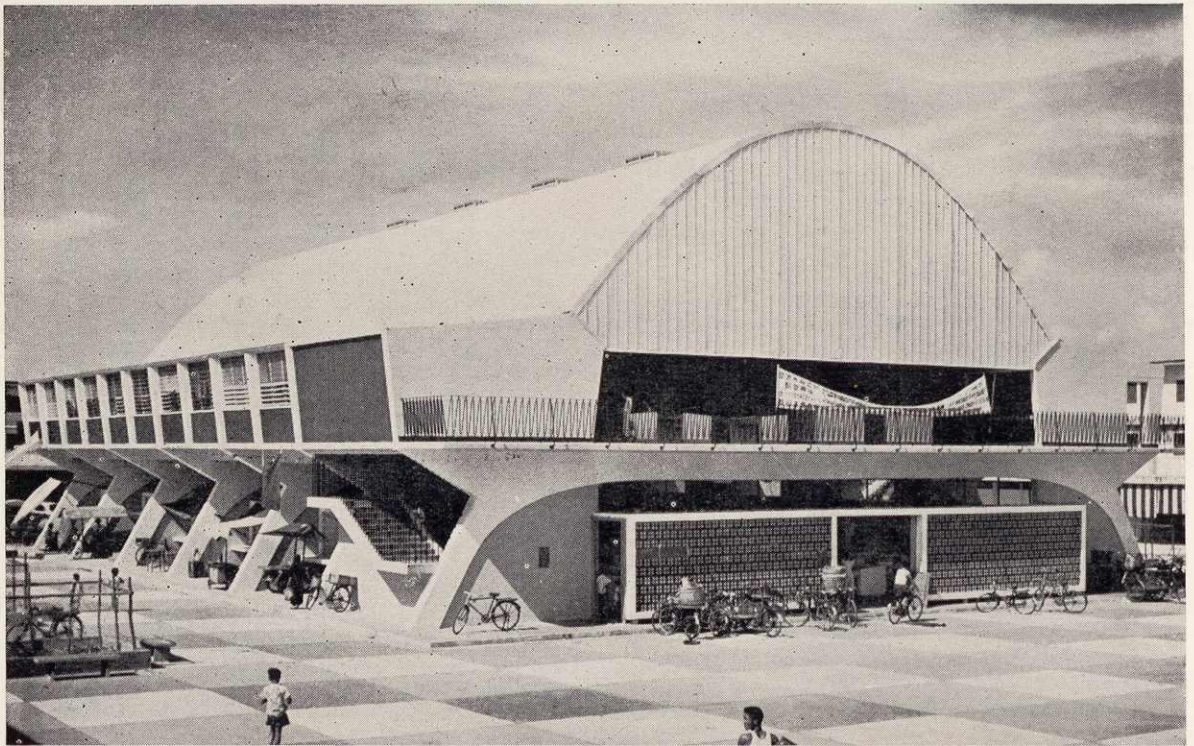
Landscaping is of prime importance in improving the appearance of any housing estate. The Board has a Nursery at Kay Siang Road which has now been expanded to supply trees and shrubs which are used to beautify the housing estates. Because of the vast expansion of the Board's estates the problem has been to find more trees and shrubs of greater variety suitable for planting in the estates and a study is being made not only on the provision of better and greater variety of trees and shrubs but also on the manner landscaping is to be carried out effectively.



Hawkers cluttering up a car park



Hawkers congregating in a busy street



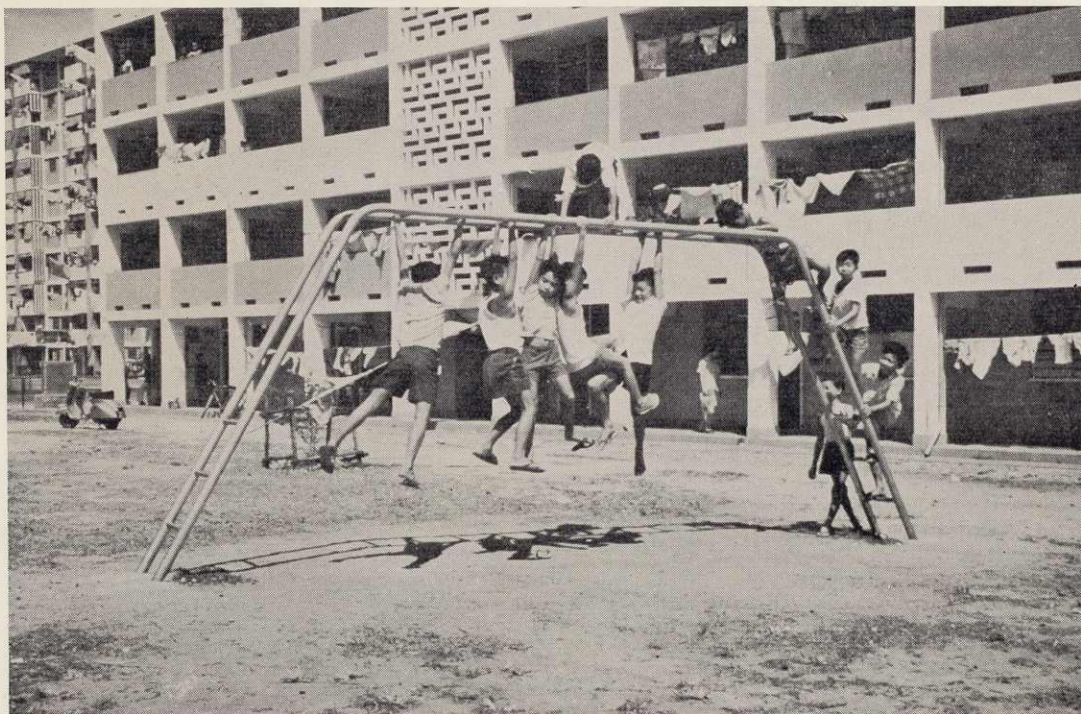
A typical modern market in Saint Michael's Estate surrounded by a paved concourse. Fresh food is sold on the ground floor and dried goods are sold on the first floor.

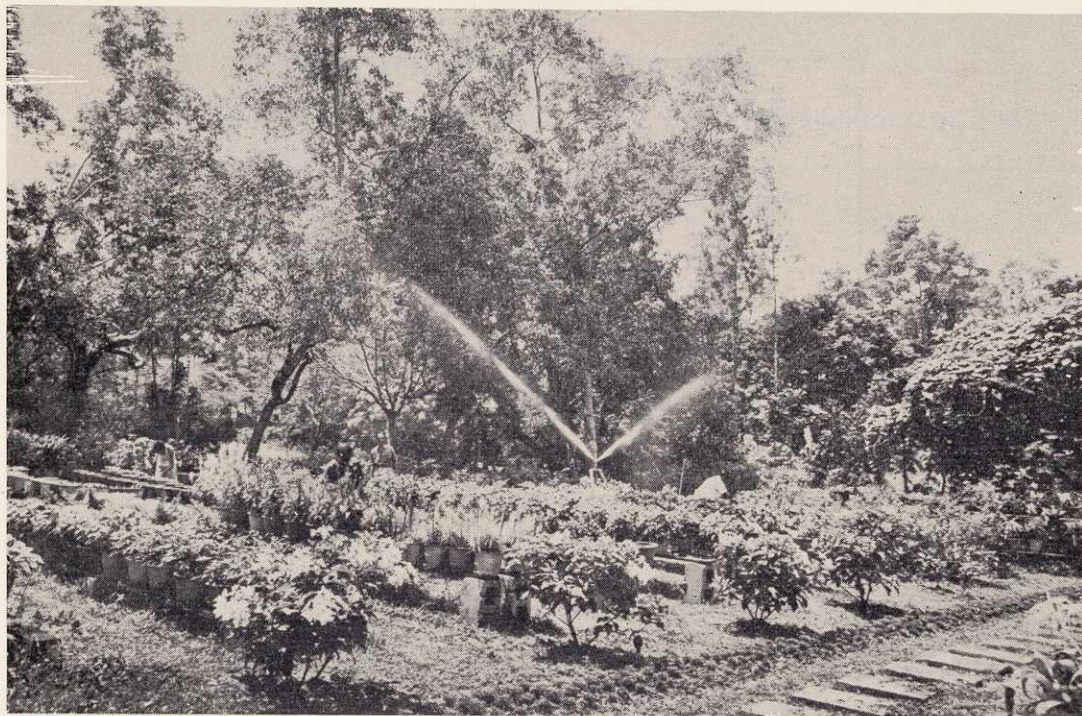


Examples of children's playground equipment in Board Estates

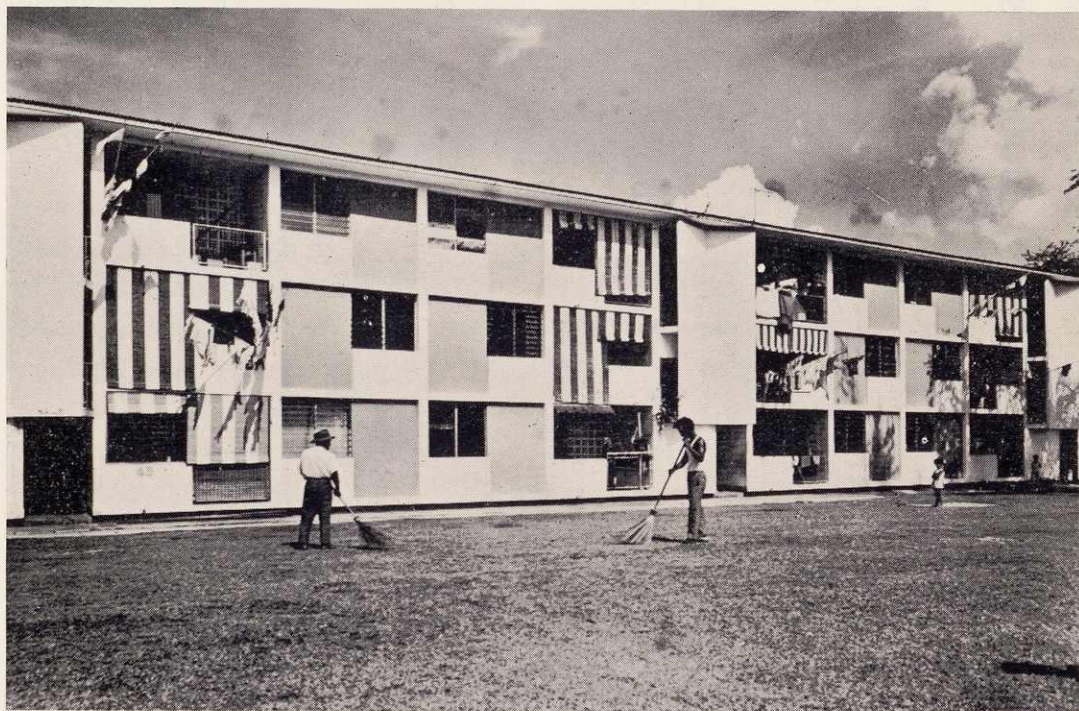


Examples of children's playground equipment in Board Estates.





The Board maintains a large nursery at Kay Siang Road to supply thousands of trees and shrubs for its estates.



The open spaces are swept daily by a labour force of 1,700 labourers who also clear the refuse, cut grass, wash staircases and lifts and attends generally to all conservancy duties.

HOUSING STATISTICS 1965

Units under Management at 31st December 1965

	Dwellings — No. of Rooms					Shops		Misc	Estate Total
	1	2	3	4	5	Cum-dwellings	Lock-up		
1964 Report	7,923	17,488	26,742	2,115	44	857	474	186	55,829
Properties taken over for management in 1965	8,968	3,611	3,120	56	—	192	40	2	15,989
LESS Units demolished during 1965	—	215	192	—	—	9	2	40	458
As at 31.12.65	16,891	20,884	29,670	2,171	44	1,040	512	148	71,360

HOUSING STATISTICS

Details of New Estates Handed Over For Management in 1965

Estates	Dwellings — No. of Rooms				Shops	Misc.	Total
	1	2	3	4			
Geylang Serai Contract 2		264	39		22		325
MacPherson Road, Contract 4		333	180			1	514
MacPherson Road, Contract 12	456	184	36		6		682
Queenstown Neighbourhood 3 Contract 7					26		26
Redhill Balance Contract 1	1152						1152
MacPherson Road, Contract 6			224	56	20		300
MacPherson Road, Contract 7		340	180				520
MacPherson Road, Contract 11	912						912
Bukit Ho Swee, Phase 3, Contract 8	1300				70		1370
MacPherson Road, Contract 8	228	280					508
MacPherson Road, Contract 10		648	72		12		732
Bukit Ho Swee, Phase 4, Contract 1	1008						1008
Jurong New Town Contract 2			467				467
Jurong New Town Contract 3	384	300	20				704
MacPherson Road, Contract 5		90	486		14	1	591
St. Michael's Contract 8	660						660
Redhill Balance Contract 2	732						732
Redhill Balance Contract 3	960						960
Redhill Balance Contract 4	696						696
MacPherson Road, Contract 9 (Part)			240				240
MacPherson Road, Contract 9A			240				240
Bukit Ho Swee, Phase 4, Contract 2			100		25		125
MacPherson Road, Contract 13		452	116		19		587
Jurong New Town, Contract 4		720					720
Jurong New Town, Contract 5	480				18		498
MacPherson Road, Contract 9B			120				120
MacPherson Road, Contract 9A			600				600
	8968	3611	3120	56	232	2	15989

Land Acquisition and Management

Land Acquisition

THE AVAILABILITY of land is necessary for housing and other development projects and the functions of the Department are to carry out land acquisition, land valuation, land management, sales and leases.

The major acquisitions during the year have been in connection with properties required for Urban Redevelopment, the Kallang Basin and East Coast Reclamation Schemes and various areas of land required for the Board's low cost housing programme and for resettlement purposes.

For the urban renewal of Precincts North I and South I, a total of 237 lots of land in private ownership were gazetted for compulsory acquisition. Generally, most urban properties are small in size with each lot on an average of approximately 1,000 sq. ft. but the procedural acquisition work involved is the same as for a very large area of land of a few hundred acres on one lot. Hence, when there are numerous lots under different ownership to be acquired and when the work is handled by a limited staff, the acquisition process is time consuming. Sometimes there is difficulty in getting all the facts of a case as, for example, a landowner is not resident in Singapore and the property is tied up in some form of complicated settlement or trust the facts of which are only available after the case has been laboriously investigated. The officer handling the acquisition proceedings has to ensure that the owner is competent to alienate the

land and give a valid receipt for the compensation money before the compensation is paid. In all doubtful cases he has to pay the compensation into Court. Very often, legal points are involved and it is essential to have officers well versed in land acquisition work, but it takes time and experience to mould such officers.

Generally, landowners accept the principle of compulsory acquisition of land and appreciate that their lands are being acquired for development projects for the good of the State and its citizens. Some owners have therefore asked for very reasonable amounts of compensation for their land. There are no doubt others who would want to do their part in the Housing Board's redevelopment schemes, and it is hoped that this spirit of co-operation will manifest itself to a greater extent in future.

Towards the end of the year, the team of urban renewal staff attached to the Department for the necessary training in land acquisition work was transferred to the Building Department together with one senior officer of the Department.

Lands affected by the Kallang Basin Reclamation Scheme cover an area of approximately 400 acres for the development of another industrial complex. Vast areas of low-lying swamp land within the Basin are being filled with the surplus earth from the Toa Payoh project, and all the affected lots of land in private ownership have to be acquired compulsorily. An initial area of

approximately 148 acres comprising 89 lots of land in private holding was gazetted for compulsory acquisition in 1965.

In the East Coast Reclamation Scheme, a stretch of land from Bedok to Tanjong Rhu over a distance of 6 miles and totalling an area of 1,000 acres is being reclaimed from the sea. As the amount of earth from Board land at Upper East Coast Road is inadequate to meet the requirements of this project, additional land comprising 94 lots in private ownership totalling an area of 265 acres off Upper East Coast/Changi Roads have to be acquired. This acquisition excludes an adjoining area of approximately 300 acres being acquired with the co-operation of the Commissioner of Lands.

The Department also acquires land for resettlement purposes so as to facilitate clearance of farming cases in all those areas required for redevelopment. A total of 290 acres in Pasir Labar (Area 58) and in Lim Chu Kang (Area 108) were initiated for acquisition during the year.

Whilst the Department has devoted a good portion of its time in performing agency functions for the Government, no effort has been spared to devote its remaining attention to the task of ensuring a sufficient reserve of land to meet the Board's own requirements for its low cost housing programme. During the year, the Department also initiated the acquisition of various lots of land for housing purposes such as the 9-acre site at Commonwealth Avenue/North Buona Vista Road, 7¼ acres at Tiong Bahru/Alexandra Roads, and an additional area of about 31 acres at Kampong Tiong Bahru.

The Department has made available lands at the following localities where the Board's developments for the year have been concentrated, namely MacPherson Road (South) Balance, Geylang Serai, Tanjong Rhu/Mountbatten Road, St. Michael's Estate, Bukit Ho Swee, Redhill Balance, Redhill Cemetery Site, Bukit Ban Kee, Toa Payoh and Changi Road.

The Department's responsibilities in the field of land acquisition rose tremendously during 1964/1965 and the cost of land acquisition initiated during this period reached an unprecedented total of \$30,550,750.

Although adequate lands are already in hand to cater for the Board's 1966 building programme, the Department is exploring various proposals for the acquisition of more lands for the Board's ever increasing demand for land so as to maximise further the target number of housing units per year.

Land Management

The amount of work in land management increased during the year, principally due to the Board's various development schemes and the acquisition of new areas of land. A total of over 1,800 Notices to Quit were served for clearance purposes in Kampong Tiong Bahru, Henderson Road, Stirling Road, Serangoon Road and Toa Payoh. The Lands Inspectors also supervised the exhumation of over 4,000 graves on land required for redevelopment.

Constant patrol was maintained on Board land against unauthorised erections and a total of 121 demolitions were carried out in 1965. Demolition work is often unpleasant but it is very essential as a deterrent measure in land management.

Permission was granted to 116 cases of essential minor repairs to dwellings, and 65 applications for the review of land rentals were investigated. There were 29 cases of transfer of tenancies to immediate members of the family due to the death of registered tenants. A total of 56 wayang permits were issued mainly for local religious occasions.

203 tenancies were issued to regularise the position of the occupiers of the fire site at Lorongs 3 to 9 following completion of acquisition. The Department also took over the management of the 48½ acres War Department land at Clementi Road following acquisition of the land.

Sales & Leases

Over the years the Board has issued many building agreements for 99-year leases to encourage private development of its lands. In this way the Board has been successful in promoting residential, commercial and industrial developments.

By the end of 1965, the Board had undertaken to issue no less than 276 leases with the accent in recent years on industrial leases which account for no less than 148 of the total. Besides this, the Board has issued leases for the following varied users, viz: Petrol filling and Service Stations, Church buildings, Electric Substations, Markets, Cinemas, an Infant Welfare Clinic, a Sewage Pumping Station and a Gasholder Station.

During the year besides industrial leases being given special attention the Board has also catered for the needs of its tenants in Queenstown (the first new town) by issuing building licences for 2 Cinemas in the town centre and 6 Petrol Station in well chosen locations. On the whole, an achievement worthy of note has been the Board's contribution in the field of industrial development. The Board has successfully promoted and

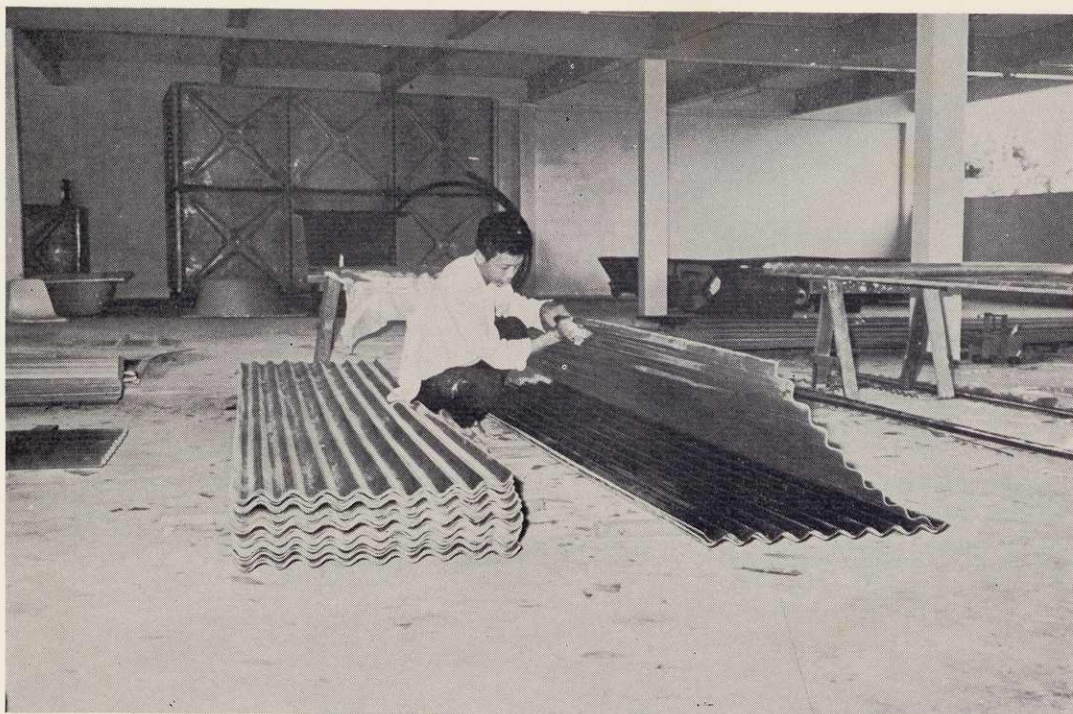
developed 5 industrial estates at Alexandra/Leng Kee Roads, Redhill, Tanglin Halt, Bendemeer Road and Kampong Ampat.

Industrial Estates

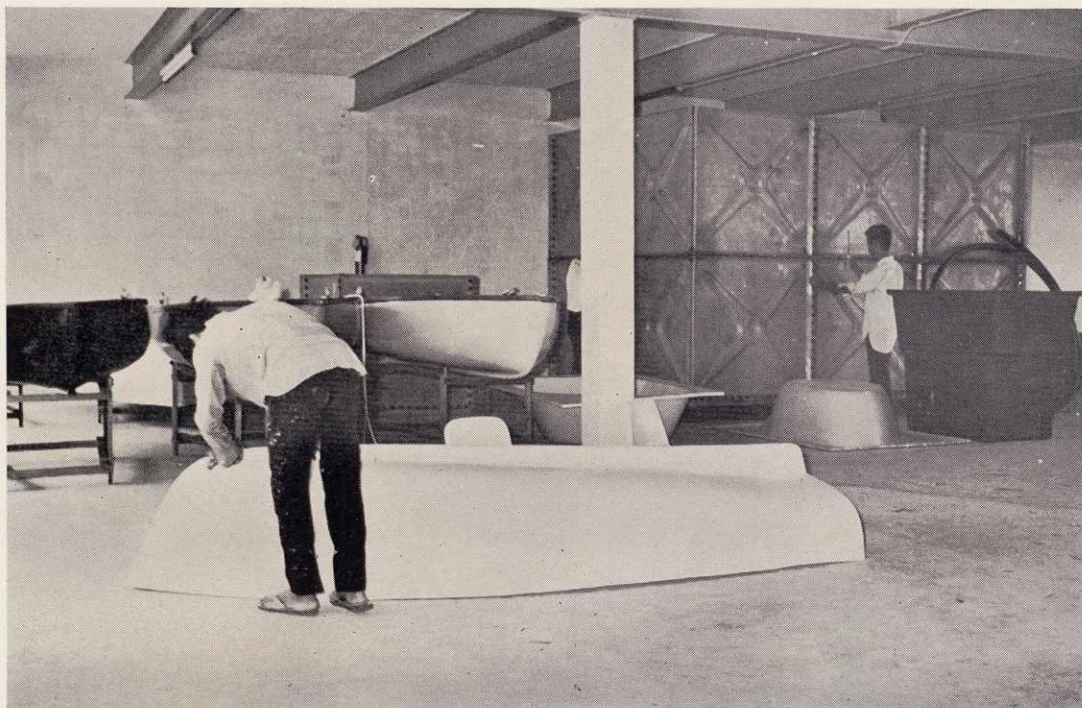
During the year there was a great deal of building activity at Tanglin Halt, Bendemeer Road and Kampong Ampat Industrial Estates. At Redhill Industrial Estate large factory buildings were completed on the last two factory sites and with this, the complete development of the whole of this industrial estate comprising 30 factory sites was achieved. On the whole, development progressed most satisfactorily at all the 4 industrial estates in 1965.

The state of development of the 4 Industrial Estates under H.D.B. management as at 31st December, 1965 was as follows:—

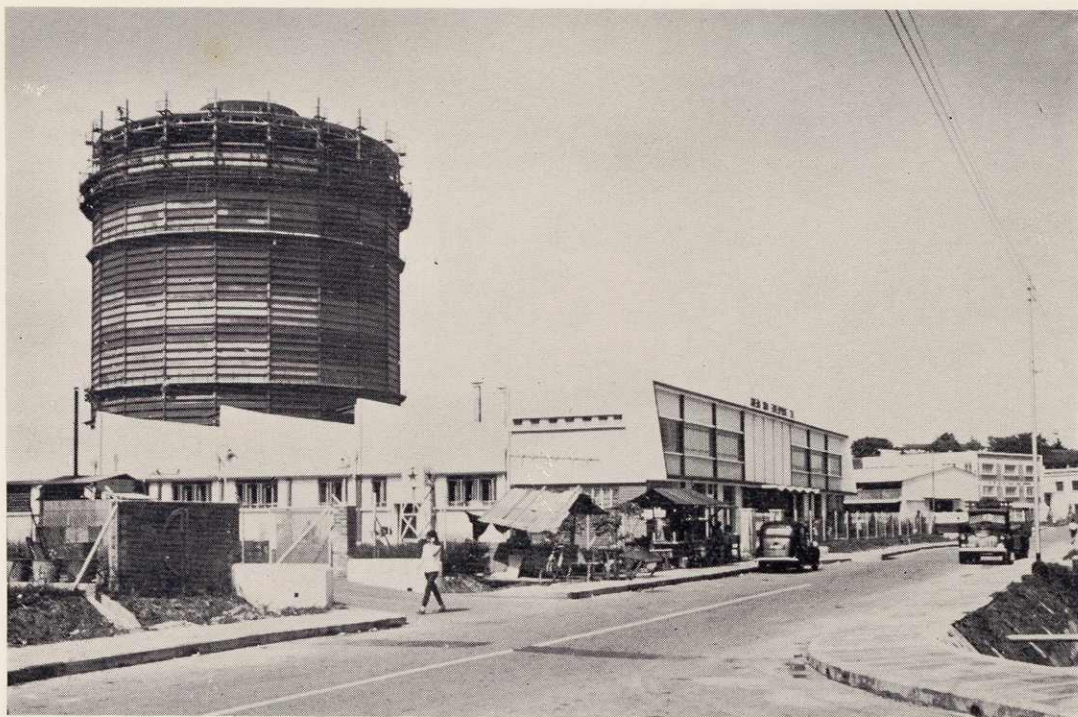
Industrial Estate	No. of Factories completed	No. of Factories under construction	No. of Factories awaiting approval of Building Plans
Redhill	30	—	—
Tanglin Halt	20	—	—
Bendemeer Road	19	3	3
Kampong Ampat	8	2	—



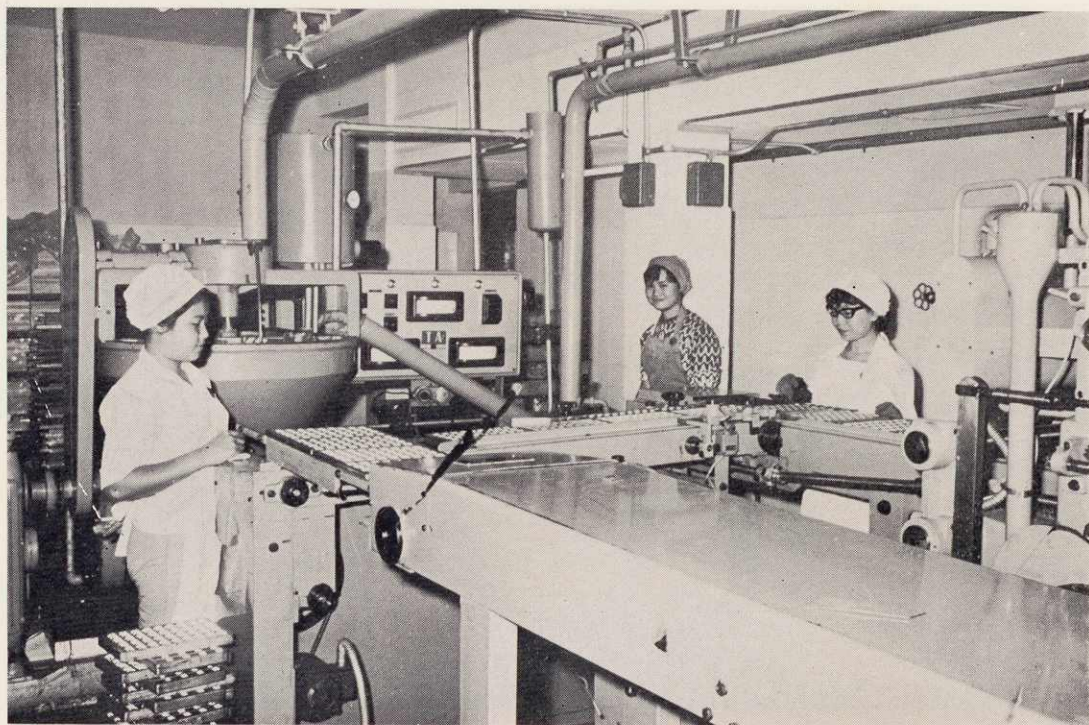
Tanglin Halt Industrial Estate: Manufacture of fibre glass products. Water tanks in background.



Tanglin Halt Industrial Estate: Manufacture of fibre glass products. Water tanks in background.



Tanglin Halt Industrial Estate: Side view of Chocolate Factory with Gas Holder in background.



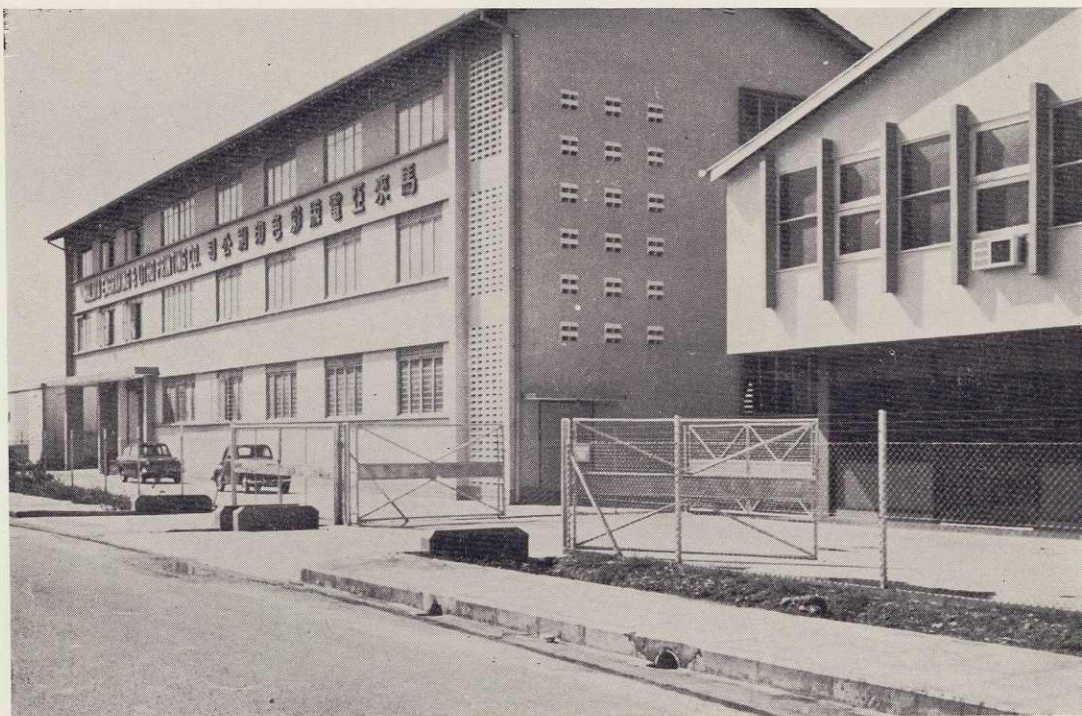
Tanglin Halt Industrial Estate: Chocolate Factory manufacturing process.



Tanglin Halt Industrial Estate: Aluminium holloware factory—manufacture of aluminium cooking utensils.



Tanglin Halt Industrial Estate: Aluminium hollowares factory—Stacking and storage of finished products.



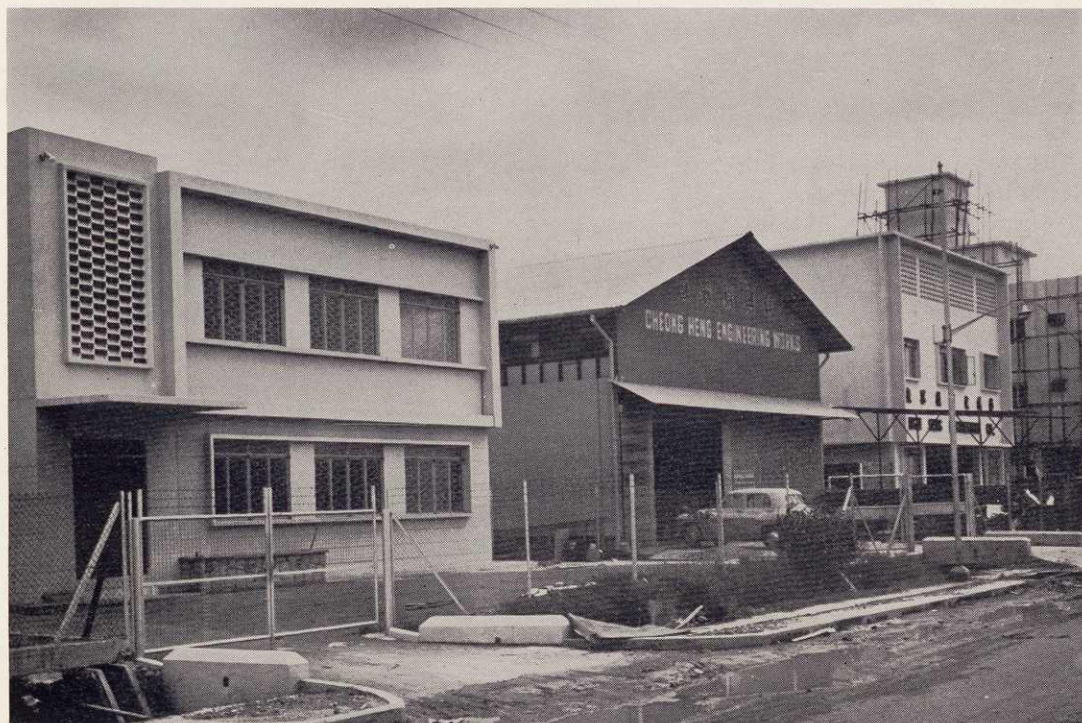
Tanglin Halt Industrial Estate: Engraving and Litho printing factory.



Kampong Ampat Industrial Estate: Front view of 5 detached 2-storey Standard Factory buildings.



Bendemeer Road Industrial Estate: Some completed factories.



Bendemeer Road Industrial Estate: Some completed factories.



Kampong Ampat Industrial Estate: Colour Printing Factory.



Church building under construction in Queenstown N. III.

Land Clearance and Resettlement

Clearance

FOR THE RESETTLEMENT Department 1965 was a year of unprecedented achievement during which it demolished 2,013 huts and cleared a record of 6,510 families living on sites required for Government's vast housing, industrialisation, urban renewal and other development projects. 4,570 of these families were rehoused in Board flats, 1,758 found their own accommodation, whilst 182 moved into Resettlement Areas controlled by the Department. Compensation paid during the year to displaced families amounted to a record \$5.5M.

The highest annual figures previously attained were in 1964 when the Department cleared 3,643 families and paid compensation totalling \$3.2M. Statistics relating to families cleared and compensation paid by this Department since it was first set up in 1957 are given on page 85.

At the beginning of 1965 there were 123 sites scheduled for clearance. 52 sites were completely cleared of encumbrances during the year whilst 3 were deleted at the request of the developing authorities. However 69 new requests were received and at year's end the number of sites earmarked for clearance had increased to 137 involving 7,539 families in 3,461 structures. A list of the 52 sites fully cleared in 1965 is on page 86.

Four Resettlement Areas were fully infilled during the year and handed over to the Land Office for administration. At year's end 15 Resettlement Areas remained under the control of this Department.

Resettlement Policy

The Department's ability to achieve the unprecedented record of clearing more than 6,500 families in 1965 was mainly due to the result of implementation of a new Resettlement Policy in the previous year where a more practical approach to solve the clearance and resettlement problems had been evolved. Farmers and hut owners were accorded enhanced rates of compensation for their improvements and shopkeepers were given preferential treatment in the form of concessional rents for Board shops without having to go through the normal public tender system.

Special Schemes

During the year 33 units of two-storey terrace timber houses were specially designed and built at Area 20B in Koh Seck Lim Road for sale to towgay growers affected by the clearance of Urban Renewal Precincts N1 and N4. Compensation payable to the towgay growers is offset against the cost of these houses, and the balance due is recovered in 12 instalments.

The 28 basic terrace houses built in 1964 at Resettlement Area 53A, off Chua Chu Kang Road, for sale to displaced Malay families proved popular, and a further 36 units were constructed in 1965. 16 of these were erected in Area 53A while 20 were built in Area 103, Lim Chu Kang Road. Compensation payable is withheld as down payment while the balance is recovered in instalments of \$10 p.m.

The Government announced late in 1965 that Malay families cleared from sites required for public development and moving into Housing Board accommodation would be given a concessional 20% rebate on the basic rent normally charged. The Social Welfare Department has been charged with the responsibility of investigating claims from Malay families for this rebate, and will issue "Certificates of Eligibility" to all those who qualify for the rebate.

Difficulties Encountered

Despite the generous terms offered under Government's resettlement policy, it is often difficult to persuade squatters to move. Many of the families have occupied the land and huts for decades, and their inherent desire to remain undisturbed cannot be easily overcome although in the majority of cases they go from conditions of squalor into new homes in healthy surroundings with all amenities such as electricity, piped water supply and modern sanitation.

Every effort is made by staff of this Department to establish the closest possible co-operation with the squatters and to explain to them the advantages of accepting resettlement accommodation. Stubborn cases can, however, cause long delays in development projects and where reasonable alternative accommodation has been refused a Warrant to Dispossess is obtained under the State Lands Encroachment Ordinance and the squatter evicted. The Board Chairman must give his approval before any such Warrant is executed.

As Government's development programmes gain impetus increasing requests for speedy clearance are received. Thus although 52 sites were completely cleared and a record 6,510 families moved in 1965, the Department had 137 sites scheduled for clearance at year's end—14 more than when

the year began. The clearance of central areas for Government's Urban Renewal projects is bringing to light new problems in connection with the resettlement of urban shopkeepers and various types of small industries. These problems are being closely examined in conjunction with other authorities concerned.

Engineering & Surveying

The primary function of the Engineering and Surveying Section is to find, survey and develop land suitable for use as Resettlement Areas for the relocation of farming families. Where an area has potentialities for resettlement purposes, detailed mapping, topographical and engineering surveys are carried out to provide information for the design and layout of plots, roads and drains. Wherever possible, water pipes are laid.

During the year vacant and partially occupied land covering 1,380 acres in the vicinity of Marsiling, Tampenis, Lim Chu Kang and Sungei Tengah were mapped with a view to possible future development into Resettlement Areas. Surveys for the subdivision of plots, demarcation of boundaries, pegging of lots and sitings for self-built houses were carried out in 7 Resettlement Areas.

Capital expenditure on development work in Resettlement Areas during 1965 totalled nearly \$476,000. This covered the construction of 36 units of Malay terrace houses, 33 units of two-storey terrace timber houses and wells for towgay growers, 26,000 ft. run of laterite roads, 31,000 ft. run of concrete and minor drains, 82,000 cu. yds. of earthworks and 20,000 ft. run of mains and installation of 21 standpipes.

Land Acquisition

Early in the year two parcels of land measuring some 132 acres were acquired

on behalf of the Economic Development Board at a cost of some \$434,000. These have now been developed into Resettlement Areas 102 and 103 off Lim Chu Kang Road for the resettlement of farming cases. A

total of 79 plots are provided in these two areas.

Proposals for the acquisition of a further 602 acres for development into new Resettlement Areas 58, 65, 106 and 108 were approved during 1965.

CLEARANCE & COMPENSATION STATISTICS

Year	Moved to Resettlement Area	Rehoused in Board's Flats	Found Own Accommodation	Total	Compensation Paid
1957	67	3	70	140	\$ 109,000
1958	146	50	107	303	317,000
1959	131	132	160	423	472,000
1960	132	45	207	384	330,000
1961	57	77	160	294	273,000
1962	198	342	277	817	883,000
1963	307	589	285	1,181	1,700,000
1964	150	2,584	909	3,643	3,200,000
1965	182	4,570	1,758	6,510	5,500,000
Total	1,370	8,392	3,933	13,695	12,784,000

List of sites cleared in 1965

	Appendix Date Cleared
1. Realignment of Braddell Road Phase I	5.1.65
2. Kallang Basin Industrial Site Phase VIII	30.1.65
3. Kallang Basin Industrial Site Phase X	31.1.65
4. Kallang Basin Industrial Site Phase XII	30.1.65
5. Kallang Basin Industrial Site Phase XIII	30.1.65
6. Kallang Basin Industrial Site Phase XIV	30.1.65
7. Kallang Basin Industrial Site Phase XI	20.2.65
8. Whitley Road Widening Encroachment	11.3.65
9. Rural Settlement of Old People of Woodland (Supplementary)	16.3.65
10. Lorong L—Still Road to Siglap Canal	16.3.65
11. Widening of Yio Chu Kang Road Jalan Teck Kee to 8 m.s.	23.3.65
12. Lorong J—Still Road/Telok Kurau Road Site	26.3.65
13. Jurong Industrial Project Kranji Sawmill Site	31.3.65
14. Federal Reserve Units (Jurong/Chua Chu Kang)	31.3.65
15. Secondary Vocational School Site Sennett/Upper East Coast Road	30.4.65
16. Federal Reserve Units (Alexandra/Queenstown)	30.4.65
17. Rural School at 9 $\frac{3}{4}$ m.s. Yio Chu Kang Road	30.4.65
18. Jurong Industrial Project (Asia Cement Clearance Site)	3.5.65
19. Jurong Industrial Project (Boon Lay Road Phase II)	24.5.65
20. Keppel Road/Spottiswood Park Clearance Lot 201-74	29.5.65
21. Works Brigade Camp off Clementi Road	29.5.65
22. Jurong Industrial Project Phase III Part II (Proposed Access Road)	10.6.65
23. Jurong Industrial Project Phase III Part V (Proposed Railway Route Phase I)	6.7.65
24. Widening of Subsidiary Channel 'C' Geylang Drainage Scheme Phase II	22.7.65

25.	Lowlang Road School Site (Supplementary)	22.7.65
26.	Jurong Industrial Project Phase VI Part III (Light Industrial Section I & II)	28.7.65
27.	R.C. Canal Lining of Sungei Whampoa from Tai Gin Lane to Kim Keat Road	31.7.65
28.	Jurong Industrial Project Phase I Part V (North of Approach Road)	10.8.65
29.	Royal Malaysian Navy Quarters at Marsiling Road Lot 143-9 Pt.	19.8.65
30.	Gentle Road School Site Lot 144 T. S. XXVIII	31.8.65
31.	Clearance of Land at Raffles Quay	31.8.65
32.	Bedok/Upper Changi Road Coastal Reclamation Phase III	31.8.65
33.	Kallang Reclamation (East) Phase I	31.8.65
34.	Christian Cemetery Site Phase II	27.9.65
35.	Land Adjacent to Chinese School Site at Redhill Cemetery	30.9.65
36.	Clementi Road Realignment Site	30.9.65
37.	Jurong Industrial Project Phase VI Part II (Heavy Industrial Phase II)	30.9.65
38.	Bedok/Upper Changi Road Coastal Reclamation Phase II	30.9.65
39.	South Precinct I—Stage XIII	20.10.65
40.	Bedok/Upper Changi Road Coastal Reclamation Phase VI	8.11.65
41.	Proposed Development of a Playground at Lot 97-13 Mk. I Chancellor Road	10.11.65
42.	Toa Payoh—Phase I (Cut Area)	29.11.65
43.	Precinct North I—Stage I	30.11.65
44.	Secondary School at 10 m.s. Changi Road/Jalan Tiga Ratus	30.11.65
45.	Subsidiary Drain to Sungei Kallang	8.11.65
46.	Clearance for Outlet Drains in Toa Payoh Drain No. 2	6.12.65
47.	Secondary School Site at Rangoon Road (Clerical Union Premises)	18.12.65
48.	Siglap Fire Site Phase II	30.12.65
49.	MacPherson Road (South) Extension Phase I	30.12.65
50.	Whitley Road School Site Lots 37-6 & 37-3 Mk. XVII	31.12.65
51.	Toa Payoh Clearance Site Phase IV (Haul Road)	31.12.65
52.	Toa Payoh Clearance Site Phase IV (Sewer Mains)	31.12.65



(1) Obsolete properties in the urban centre scheduled for clearance. Some 9,500 families have to be cleared from such properties in Precincts N1 & S1.



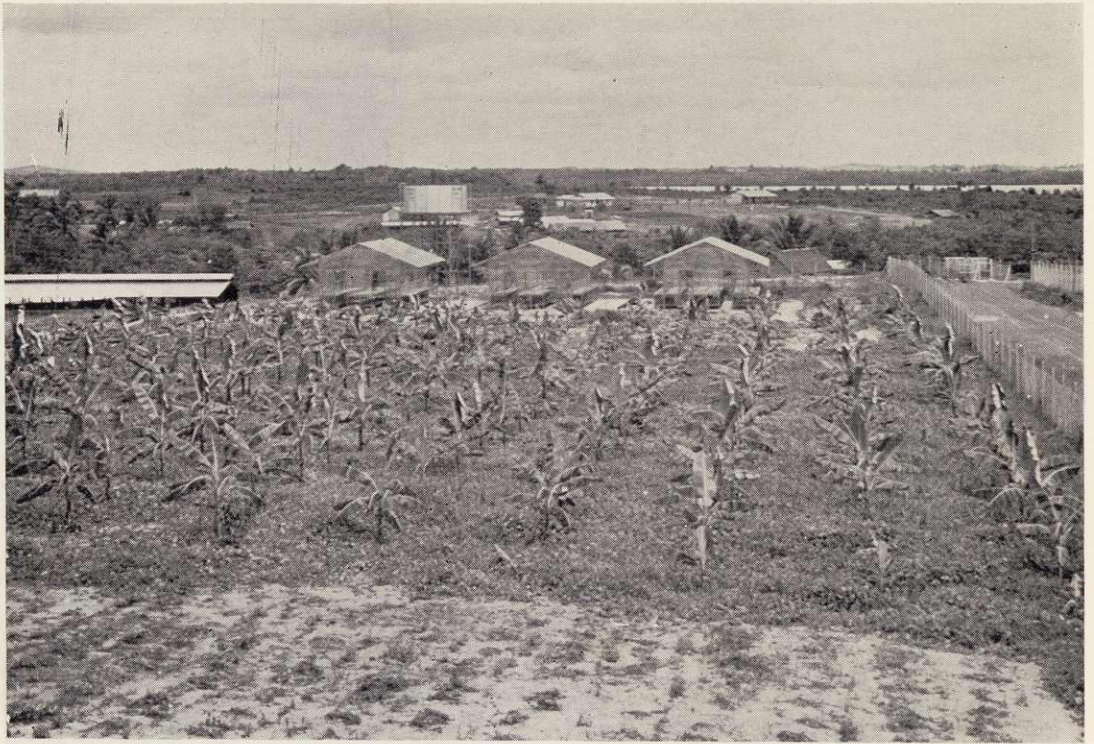
(2) A census is taken of every family pending clearance to determine its eligibility for resettlement/compensation benefits.



(3) Allocation of rehousing units to squatters.



(4) A squatter family moving into its new home.



(5) A Resettlement Area for bona fide displaced farmers.



(6) Wherever possible standpipes are provided in all Resettlement Areas.



(7) Drains being laid in a Resettlement Area.



(8) A new site being developed for the Resettlement of farming cases.



(9) Terrace houses at Koh Seck Lim Road for the resettlement of towgay growers. 33 units were built.



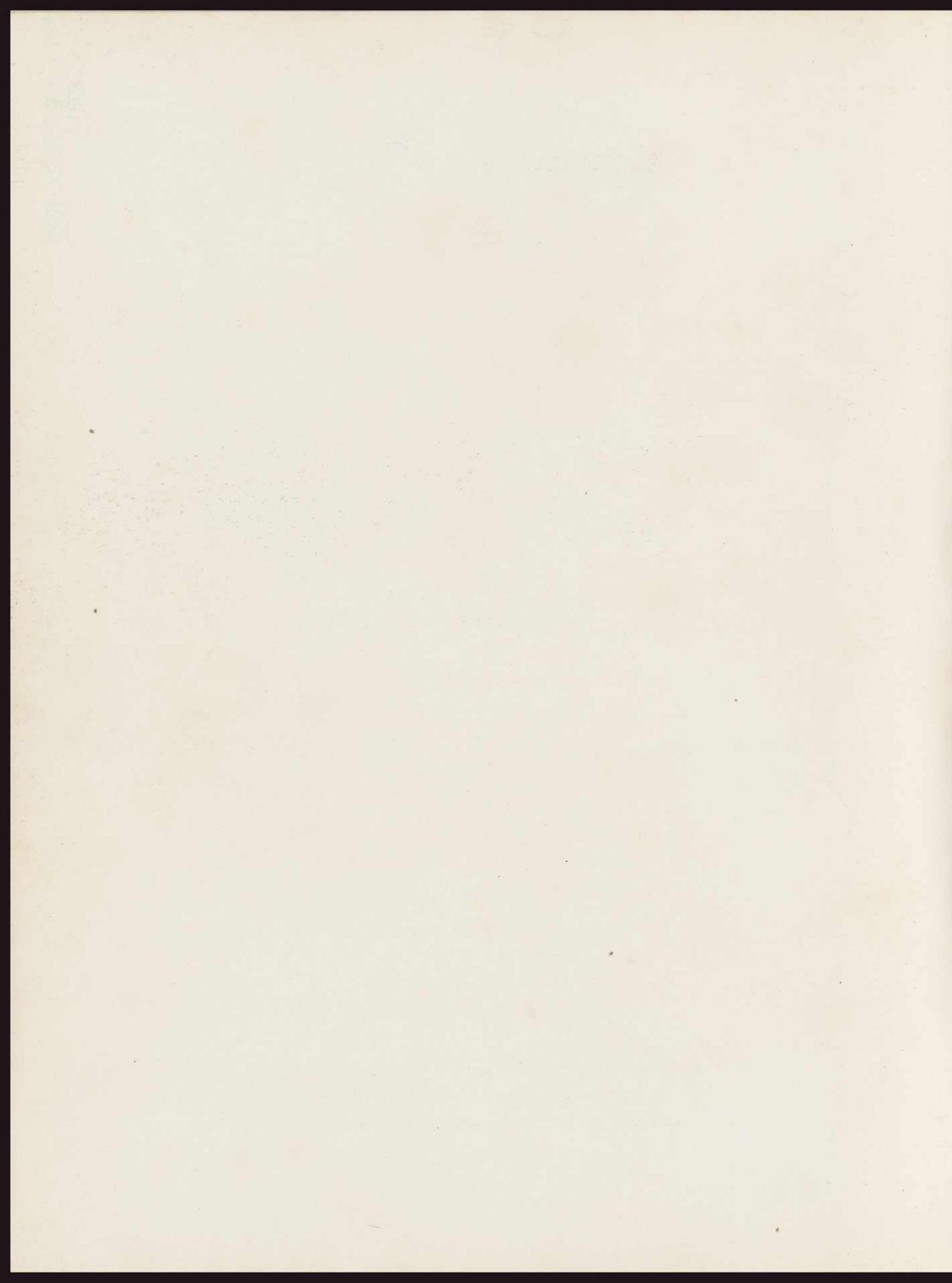
(10) Close-up view of terrace houses at Koh Seck Lim Road.

annual report 1966



HOUSING & DEVELOPMENT BOARD

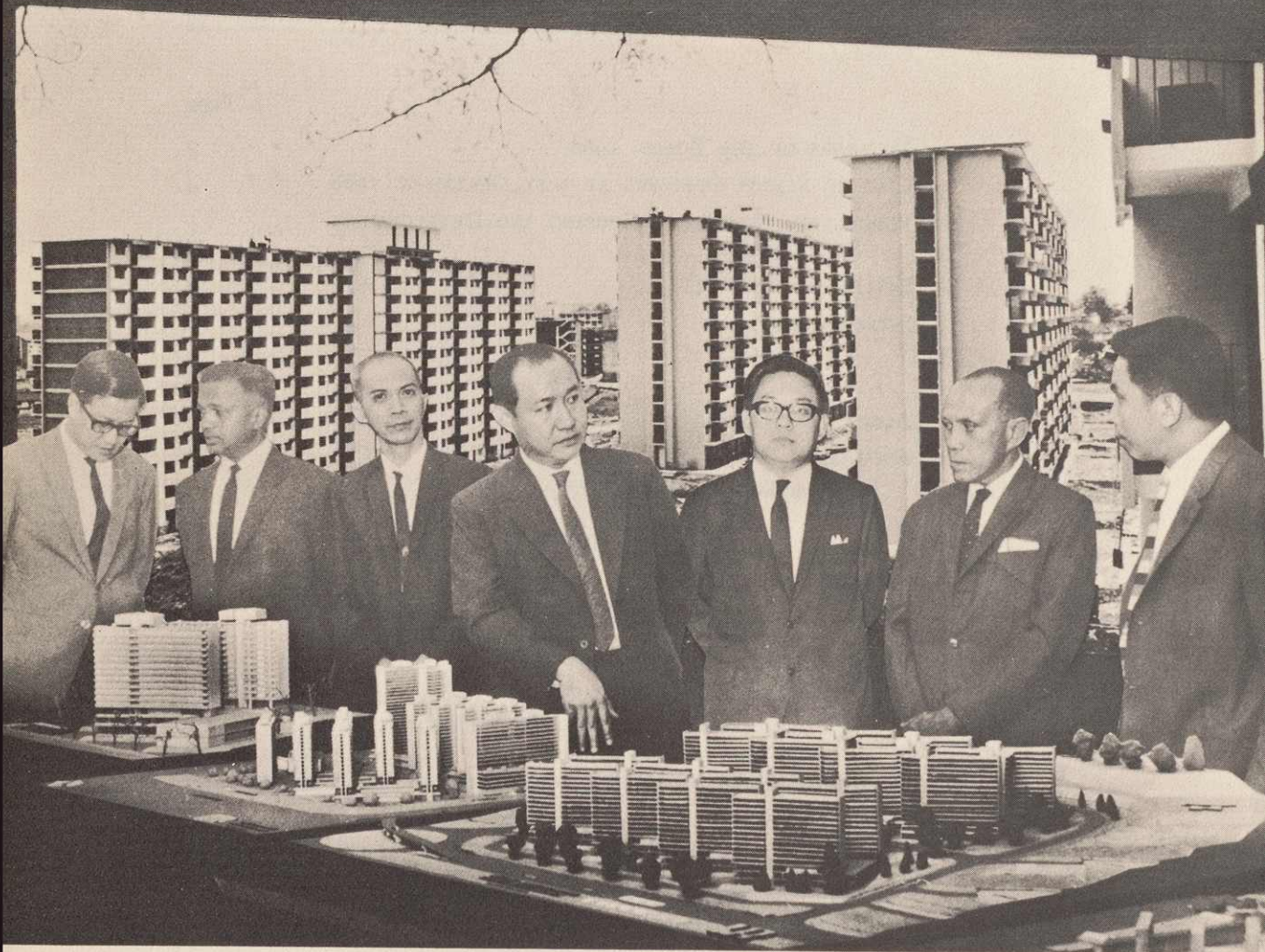




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FRONTISPIECE—Members of the Board, 1966.
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CHAIRMAN AND MEMBERS OF THE BOARD 1966.

From left to right: Mr. Lim Phai Som (Chief Executive Officer), Mr. M. Coomaraswamy, Mr. Reginald Quahe (Deputy Chairman), Mr. Howe Yoon Chong (Chairman), Mr. Lee Hee Seng, Tuan Haji M. Yoosoff and Mr. Lim Chong Keat.



HOUSING & DEVELOPMENT BOARD

Members
of the Board

at 31st December, 1966

MR. HOWE YOON CHONG (*Chairman*)

MR. REGINALD QUAHE (*Deputy Chairman*)

Members

MR. LIM CHONG KEAT

TUAN HAJI M. YOOSOFF

MR. M. COOMARASWAMY

MR. LEE HEE SENG

List of Senior Officers

at 31st December, 1966

Secretariat

Chief Executive Officer

MR. LIM PHAI SOM - - - B.A.(Malaya)

Ag. Secretary

MR. WILLIAM CHEE TIANG CHIN B.A.(Malaya), Barrister-at-Law
(Lincoln's Inn)

Asst. Secretaries

MR. KWOK CHEE WENG - - -

MR. SOH ENG LIM - - - B.A.(Hons.) (Malaya)

Finance

Financial Officer

MR. FOO FATT KONG - - - A.A.S.A. (Senior)

Deputy Financial Officer

MR. R. F. SCULLY - - -

Internal Auditor

MR. HO ENG HOCK - - - A.A.S.A., A.C.C.S.

Asst. Financial Officers

MR. FONG KOK WOH - - - A.A.S.A.

MR. TAN NGI KENG - - - A.A.S.A., A.C.C.S., R.A.S.

Building

Chief Architect

MR. TEH CHEANG WAN - - - B.ARCH.(Sydney), A.R.I.B.A.,
A.R.A.I.A.

Ag. Contracts Officer

MR. GOH CHONG PAK - - -

Asst. Contracts Officer

MR. LAI PANG FEE - - - A.R.I.C.S., A.A.I.

Senior Architect

MR. WILLIAM WONG WAI YING - B.ARCH.(Hons.)(Sydney),
A.R.A.I.A., A.R.I.B.A., S.I.A.

Executive Architects

MR. SI HOE KOK SING - - - B.ARCH.(N.Z.), A.R.I.B.A.,
A.N.Z.I.A.

MR. CHEE TECK CHIANG - - - B.ARCH.(Melb.), A.R.A.I.A.,
A.R.I.B.A.

Asst. Architects

MRS. WONG CHOONG LENG - B.ARCH.(Melb.), A.R.I.B.A.

MRS. YAP LAU WAI CHEN - B.ARCH.(Dunelm), A.R.I.B.A.

MR. CHU PAK CHOW - - - B.ARCH.(Melb.), A.R.A.I.A.,
A.R.I.B.A., Trop.Arch.
(London A.A.), Dip. Building
(Bouwcentrum)

Building

Asst. Architects (Continued)

MR. CHEAH CHENG HOOI	-	-	B.ARCH.(Melb.), A.R.I.B.A., • F.M.I.T.(Dip.)
MR. JOSEPH S. L. GOH	-	-	F.R.M.I.T.(Dip.), B.ARCH.(Melb.), A.R.I.B.A., A.R.A.I.A.
MR. GILBERT TYE TEK KEOW	-	-	Dip.Arch.(Sheff.U.), A.R.I.B.A.
MR. HENG FOOK SENG	-	-	Dip.Arch.(Birmingham), A.R.I.B.A.
MR. LEE SAM KONG	-	-	B.ARCH.E.(Adelaide), Dip. Town & Country Planning(Sydney), A.R.I.B.A., A.R.A.I.A.
MADAM IRIS CHEN	-	-	B.ARCH.(Hongkong)
MADAM TAN AI FONG	-	-	B.ARCH.(Melb.), A.R.A.I.A., A.R.I.B.A.
MR. TAN WEE LEE	-	-	Dip.Arch.(G.I.T.), B.ARCH.(Melb.), A.R.I.B.A.
MR. SEET CHAY TUAN	-	-	Dip.Arch.(Hammersmith, London), A.R.I.B.A.

Asst. Electrical Engineer

MR. TAN THIAN SOON	-	-	Dip.Eng.(Educ.Dept.Vic.Aust.), Grad.Member I.E.(Aust.)
--------------------	---	---	---

Senior Civil Engineer

MR. J. T. STEVENS	-	-	M.I.C.E., A.M.I.MECH.E., M.I.STRUCT.E., F.ASCE., M.I.E.(S)
-------------------	---	---	--

Executive Engineers

MR. AU ENG KOK	-	-	B.E., A.M.I.C.E., A.M.I.E.Aust., A.M.ASCE., A.M.I.E.(S)
MR. CHEW SEONG YEAN	-	-	Dip.Eng., C.Eng., A.M.I.C.E., A.M.I.E.(M), A.M.ASCE., A.M.I.E.(S)

Asst. Civil Engineers

MR. LIU HUA AN	-	-	B.E.(Hons.), D.I.C. (Concrete Structures), A.M.I.E.(S), A.M.I.C.E.
MR. CHENG CHING TANG	-	-	F.R.M.I.T., A.M.I.E.(S), A.M.I.E.(Aust.)
MR. POK SHEUNG FOO	-	-	B.E., A.M.I.E.(Aust.), A.M.I.E.(M)
MR. YAO CHEE LIEW	-	-	B.E.(Sydney), A.M.I.E.(Aust.),
MR. NG SUAN CHUNG	-	-	B.E.(N.S.W.)
MR. LOW SIEW AIK	-	-	B.E.(Malaya), A.M.I.E.(Aust.)
MR. TANG AH TEE	-	-	Dip.Eng.(Brighton)
MR. GAN KIM TAP	-	-	Dip.Eng.(Brighton), Grad.I.C.E.
MR. YONG TEIK WAH	-	-	D.I.C.(Hons.), Grad.I.C.E., A.M.I.E.(M)
MR. WONG KOK LOONG	-	-	B.E.(Malaya), A.M.I.E.(Aust.), A.M.ASCE.
MR. TAN KUANG WHYE	-	-	F.R.M.I.T., Grad.I.C.E., Grad.I.E.(Aust.)
MR. TAN TOCK TIONG	-	-	A.G.I.T., A.M.I.E.(Aust.)

Building

Executive Structural Engineer

MR. TAN TIONG BENG - - M.I.STRUCT.E., A.M.I.E.(M)

Asst. Structural Engineers

MR. CHUA IT MENG - - B.Sc.(Eng.)(London),
A.M.I.STRUCT.E.
MR. B. M. CHOTRANI - - A.M.I.STRUCT.E., A.M.I.E.(India),
A.M.ASCE.
MR. U. YONG DANG - - Dip.Eng. (Brighton)
MR. SEETO YEW LEE - - B.Sc.(Eng.), Grad.I.STRUCT.E.
MR. WONG KWAI WAH - - B.E.(Melb.), Grad.I.C.E.(Aust.),
Master of Tech. (N.S.W.)
MR. CHOONG THIM KWAI - - B.E., M.Bdg.Sc., A.M.I.E.(Aust.),
A.M.ASCE.
MR. PAN FON NAM - - F.R.M.I.T., Grad.I.C.E.
MR. ANG WENG SHONG - - F.R.M.I.T., Grad.I.E.(Aust.)

Executive Surveyor

MR. V. FERNANDO - - B.Surv.(Q'land), L.S.(S'pore),
M.I.S.(M)

Surveyors

MR. C. E. PERRY - - Grad.N.Z.I.S., L.S.(S'pore),
M.I.S.(M)
MR. WU KUO LIANG - - B.Surv.(Q'land), L.S.(Aust.)
Assoc.I.S.Aust.

Urban Renewal

Head, Urban Renewal

MR. ALAN F. C. CHOE - - B.ARCH.(Melb.), Dip. Town &
Regional Planning, Dip.Arch.
(F.R.M.T.C.), A.R.I.B.A.,
A.M.T.P.I., A.R.A.I.A.,
M.A.P.I.

Asst. Architects

MR. LEE WENG YAN - - Dip.Arch.(U.C.L.), A.R.I.B.A.
MR. PETER SOO BO KOCK - - Dip.Arch.(Dunelm), A.R.I.B.A.
MR. TAY SIOW HWA - - Dip.Arch.(Sheff.U.), A.R.I.B.A.
MR. CHEW WENG KONG - - Dip.Arch.(Birmingham),
A.R.I.B.A.
MR. KUAH LEONG HENG - - Dip.Arch.(Hull), A.R.I.B.A.,
A.R.I.A.S., M.R.S.H.

Arch./Planner

MR. HIJJAS BIN KASTURI - - B.ARCH.(Melb.), Dip. Town &
Regional Planning, A.R.A.I.A.

Asst. Struct. Engineer

MR. YEO TECK LEE - - Dip.C.E. (F.R.M.I.T.), Grad.I.C.E.,
Grad.I.STRUCT.E.

Asst. Civil Engineer

MR. A. J. GOMEZ - - B.E.(N.S.W.), Grad.Dip.H.E.
(N.S.W.), A.M.INST.H.E.
(Eng.), A.M.I.E.(Aust.)

Lands Officers

MR. J. LOH JWEE SIAM - - A.A.I., A.R.V.A.
MR. WEE SEK KAY - - A.R.I.C.S., A.A.I., M.I.S.(M)

Estates

Estates Manager

MR. TAN TIAN BOON - - B.Sc., F.A.I. F.I.H.M.

Executive Estates Officers

MR. NG BOON ONG - - - F.A.I., F.I.H.M.

MR. CHOO KIA PENG - - A.I.H.M.

Ag. Executive Estates Officer (Lands)

MR. ONG HUCK JIN - - - F.A.I., F.R.V.A.

Estates Officer (G)

MR. PHANG WONG YEW - - A.I.H.M.

Estates Officer (Lettings)

MR. HO LUM KHUAN - - A.A.I.

Estates Officer (MacPherson)

MR. PENU MOHAN SINGH - - B.A.(S'pore)

Estates Officer (Kampong Java)

MR. LEONG SIEW WHYE - - A.I.H.M.

Estates Officer (Queensway)

MR. KWOK CHUON WEI - - B.Sc.(Physics)(Nanyang), A.A.I.

Estates Officer (Alexandra)

MR. A. D. PONNAMBALAM - - A.I.H.M., M.R.S.H.

Estates Officer

MR. TEO HEE CHER - - A.A.I.

Lands Officer

MR. W. R. JANSEN - - - F.A.I.

Estates Officer (Legal)

MRS. A. KENNEDY - - - LL.B.(Hons.)

Ag. Head, Resettlement Dept.

MR. LIM KOON POH - - - B.A.(Malaya)

Engineer/Surveyor

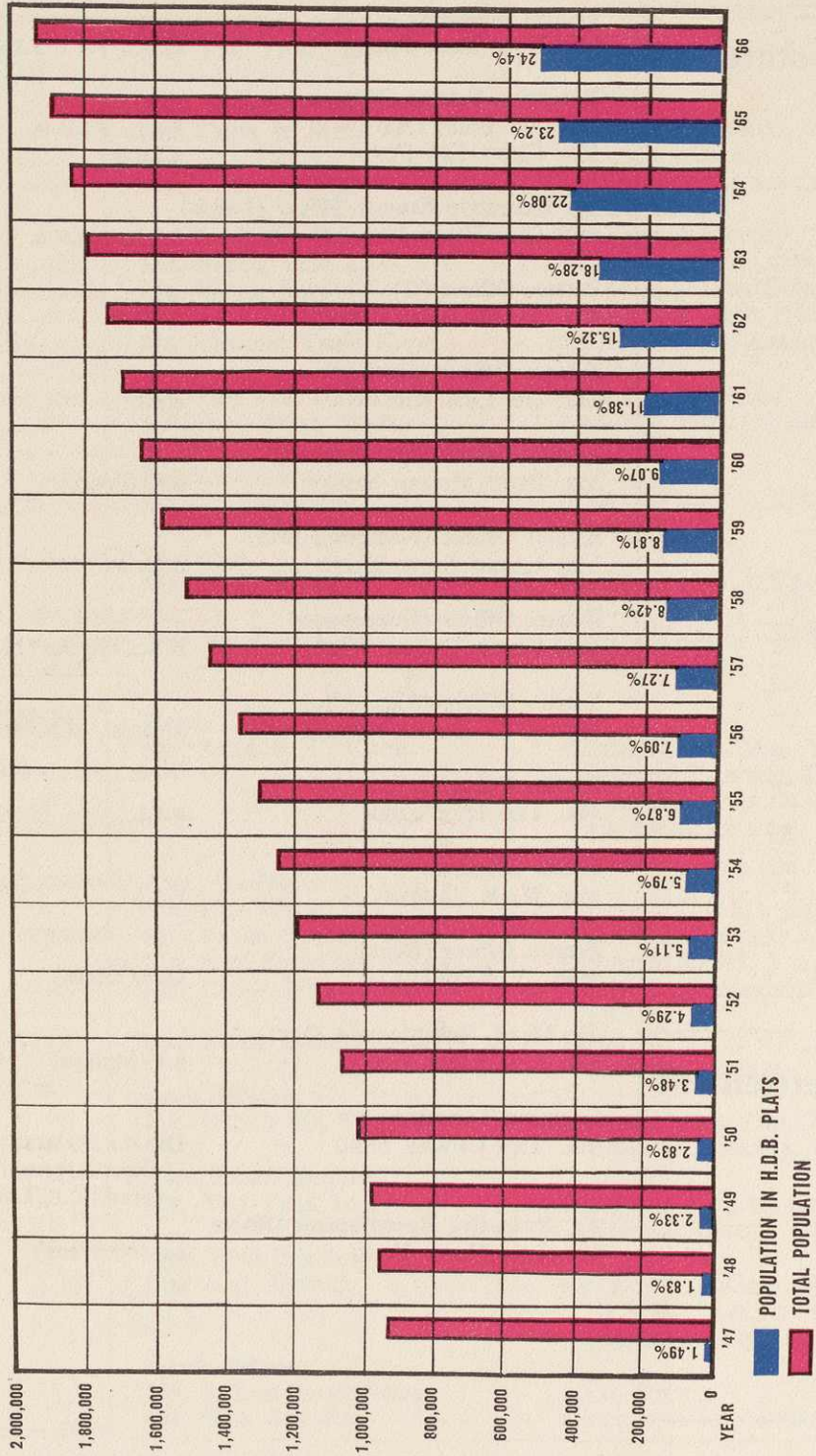
MR. TAN CHWEE SENG - - Dip.C.E.(FRMIT),
Dip.L.S.(ARMIT),
Grad.I.C.E.(London)

Ag. Executive Resettlement Officer

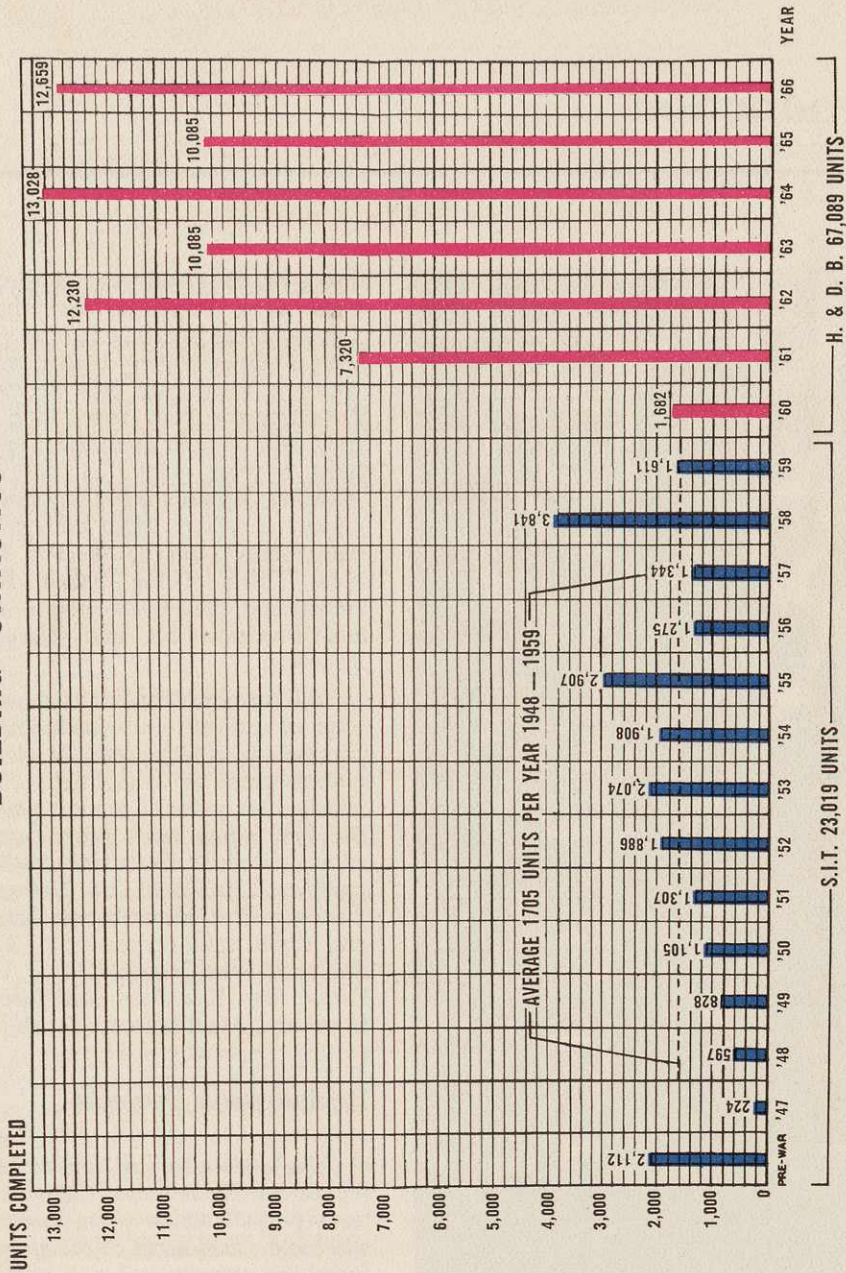
MR. LIM HOON YONG - - B.A.(Nanyang)

Resettlement

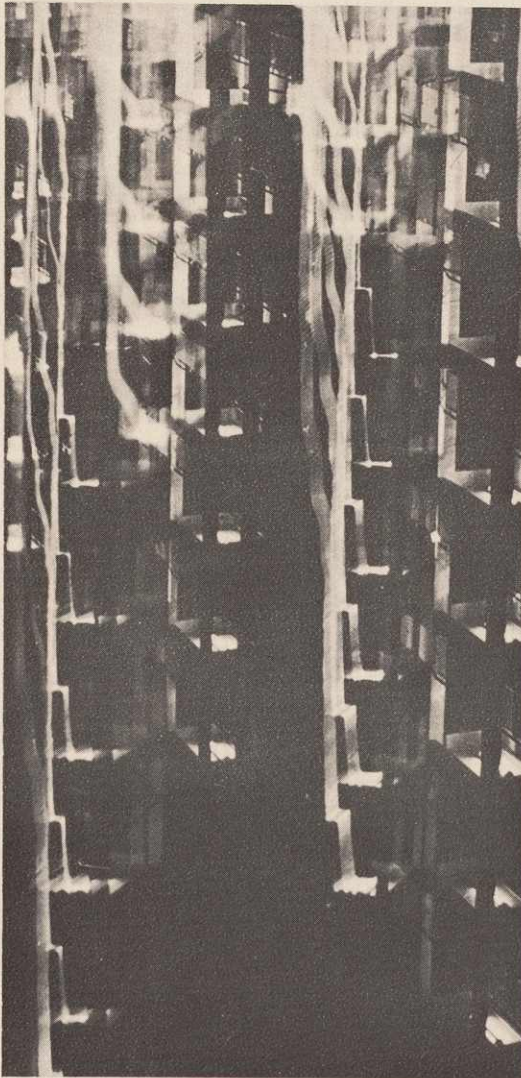
POPULATION HOUSED IN HOUSING & DEVELOPMENT BOARD FLATS



HOUSING AND DEVELOPMENT BOARD BUILDING STATISTICS



Introduction



1966, the first full year of Singapore's existence as a Republic, saw the Housing & Development Board launching upon its Second 5-Year Programme. Under this programme which is dovetailed into Singapore's Second Development Plan 1966/1970, some 60,000 units will be built at an average rate of 12,000 units a year. The total cost of the 5-year Building Programme (including Urban Renewal) comes to \$380 million. Most of the construction will be in Toa Payoh, Jurong New Town, Tiong Bahru, Kallang Basin, Henderson Rd., Queenstown, Telok Blangah and Precincts S.1 and N.1 under Urban Renewal.

By the end of the year under review a total of 12,659 units (including shops) were completed. A large number of the units completed were at Toa Payoh Satellite Town where after years of planning and preparation the first 5,640 units were completed. Next comes Redhill Extension with 2,210 units completed followed by Kallang Basin and Tanjong Rhu/Mountbatten Road with 1,686 and 1,388 units respectively. The balance of the units were completed at Upper Changi Estate, Ban Kee Fire Site, Jurong, Bukit Ho Swee and MacPherson (South).

Reclamation Projects

The year also saw the commencement of the Bedok Reclamation Scheme — an ambitious project which when completed in 1970 will yield 1,000 acres of reclaimed land on the foreshore stretching for 6 miles. 27 million cubic yards of earth will be moved by an automatic conveyor belt system fed by giant

bucket wheel excavators cutting the earth at Bedok.

At Kallang Basin reclamation work proceeded throughout the whole of 1966. Earth for this reclamation was obtained from Toa Payoh and was conveyed by conventional methods by means of motor lorries travelling on a special haul road crossing Serangoon Road by a Bailey Bridge designed by the Board's engineers. By the end of the year a total of about 230 acres was reclaimed.

Urban Renewal

Another significant development in the year was the completion of the first contract of the comprehensive plan in Urban Renewal Precinct S.1; at the Ban Kee Fire Site 553 units (including shops) were completed. Other contracts at Park Road and at Precinct N.1 (Beach Road/Crawford Street) were let out, and at the end of the year, the buildings were in varying stages of completion.

New Type Flats

New type of flats were introduced during the year. The one-room improved type which provides more space and allows the possibility of tenants putting in removable partitions for greater privacy was first introduced at Toa Payoh. These flats were rented out at \$30/- p.m. (inclusive of service charges).

Further, the Board introduced a new type of flats for sale under the Home Ownership for the People Scheme. Hitherto flats sold under this scheme were the two and three-

room standard types which were priced at \$4,900/- and \$6,200/- respectively. The new three-room improved type introduced by the Board at Toa Payoh has a larger area by way of a bigger balcony and kitchen, separate bathroom and W.C. facilities and a better standard of finish. These were sold at \$7,500/- per unit. This new improved type proved to be immensely popular.

Other new type flats were constructed by the Board. These are the new type 4-room flats, intended for large families, built in the Alexandra/Henderson Road area on which previously stood 106 units of single storey artisans' quarters built by the Singapore Improvement Trust. These had been demolished and at the end of the year the blocks of 4-room flats were in an advanced stage of completion. It is expected that this project will be completed in May 1967.

The following table shows the targets set under the State Development Plans from 1960 to 1966 and the results actually achieved:—

Annual Targets Under the State Development Plans			Actual Completions by the Board	
1960	-	Nil Units	1960	- 1,682 Units
1961	-	7,096 "	1961	- 7,320 "
1962	-	9,735 "	1962	- 12,230 "
1963	-	9,690 "	1963	- 10,085 "
1964	-	12,750 "	1964	- 13,028 "
1965	-	11,760 "	1965	- 10,085 "
1966	-	12,000 "	1966	- 12,659 "
		<u>63,031</u> "		<u>67,089</u> "



Newly completed 16-storey flats at Ban Kee Fire Site.

Giant bucket wheel excavators cutting the earth at Bedok Plain.

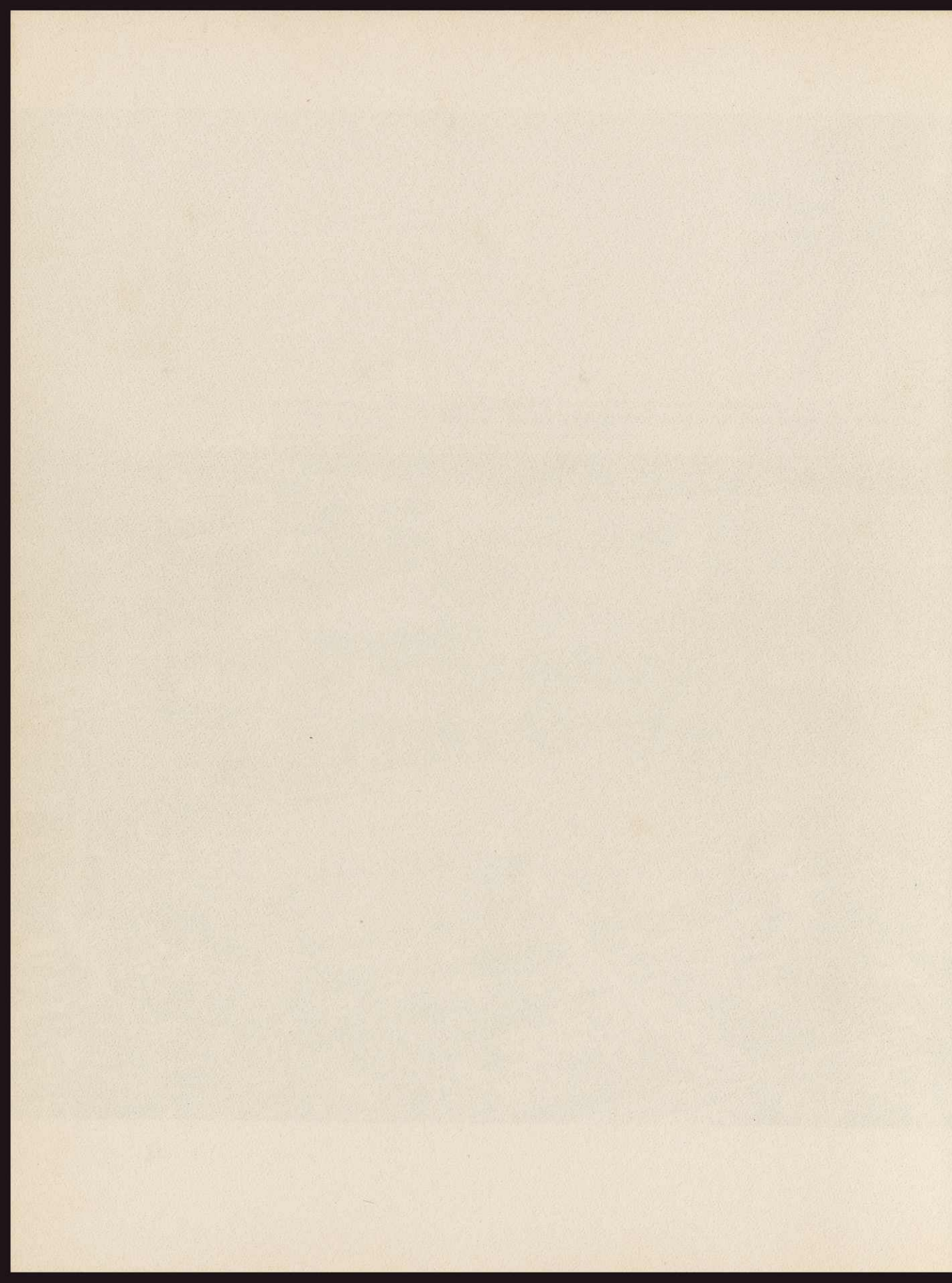




Multi storey-flats at Toa Payoh New Town.

Aerial view of the reclamation work in progress at Kallang Basin
(230 acres of swamp land have been reclaimed by the end of 1966.)





PART

I

Administration

Finance

Administration

1966 WAS MARKED by important changes in personnel and in departmental organisation.

The Board

Mr. Howe Yoon Chong, who had been Chief Executive Officer when the Board succeeded the Singapore Improvement Trust on 1st February, 1960, returned exactly six years later to serve as Chairman in place of Mr. Tan Kia Gan, who had resigned earlier on his being appointed Chairman of the Tourist Promotion Board. Mr. Howe is also Permanent Secretary to the Ministry of National Development, the Housing and Development Board's "parent" Ministry, and his doubling up in the two posts served to further strengthen the close ties which exist between the Ministry and the Board. The Chairman of the Board is also ex officio Deputy Chairman of the Economic Development Board.

The Deputy Chairman, Mr. Reginald Quahe, and Mr. Lim Chong Keat, who had been with the Board since 1960, had their terms of office extended for yet another three years on 1st February. At the same time, Tuan Haji M. Yoosoff had his term extended for a second term. Mr. M. Coomaraswamy, a practising lawyer, became a new Board Member in place of Dr. Fong Kim Heng who had resigned in December 1965 for reasons of ill health. Another new Board Member, Mr. Lee Hee Seng, who is the General Manager

of the Malaya Borneo Building Society, was appointed on 1st August, 1966 after the Housing and Development Ordinance had been amended by the Housing and Development (Amendment) Act, 1966 to provide for the total membership of the Board to be increased from five to a maximum of seven including the Chairman and Deputy Chairman. The total Board membership is now six.

Committees

Tenders and quotations continued to be opened by Tenders Committees, while Selection Boards continued to be appointed ad hoc to interview candidates for junior and subordinate posts. Senior and certain designated posts are appointed under the advice of the Public Services Commission. The ad hoc Contracts Sub-Committee completed its sittings and submitted its report to the Board.

A new "Leases Committee" was formed with the Chairman, Chief Executive Officer and Estates Manager as members.

Members and officials of the Board also continued to be associated with various inter-government committees and other deliberative and co-ordinating bodies during the year. Notable among the inter-organisational activities in which members and officers of the Board took part were Budget and Development Plan meetings, planning meetings, meetings of the Vocational Guidance Steering

Committee and the Working Committee for the Family Planning and Population Board Exhibition and a Population Sample Survey project.

Establishment and Personnel

During the year the Urban Renewal Unit was established as a full-fledged department, while the Lands Department was merged into the Estates Department. Mr. David Wong, Head of the Resettlement Department, tendered his resignation in October and Mr. Lim Koon Poh, the Acting Secretary, was transferred as Acting Head of the Resettlement Department. Mr. William Chee Tiang Chin, the Assistant Secretary (Legal) became Acting Secretary.

The work of the Secretariat continued to be divided mainly into the two main sections of "staff" and general administration. As a result of the transfer of the Public Relations Section to the Secretariat the post of Assistant Secretary, Public Relations (originally Publicity and Publications Officer) was created.

After a record of 37 years' service, Mr. Lee Tak Kwang retired as Chief Clerk but was retained in the capacity of Temporary Clerical Supervisor.

Office Accommodation

The Central Administration Section of the Estates Department moved over to the Annexe to Princess House while the Survey Section of the Building Department came over to Princess House proper. With the move the physical location of the various Departments were divided between the two main office buildings as follows:—

Princess House (proper) —
Secretariat
Finance Department
Building Department
Urban Renewal Department

Annexe Building —
Estates Department (central, and including Alexandra Area Office)
Resettlement Department.

Budget and Estimates

The Board's 1966 Budget was approved by the Ministry in March and published in the Gazette in June. The establishment and financial estimates of the Board for 1967 were considered in June and the proposed Budget for 1967 was duly submitted to the Ministry for approval. The approved audited accounts of the Board for 1964 was published in the Government Gazette on 30th December.

In connection with the Estimates, audit and financial arrangements were modified to bring about various improvements.

Staff Relations, Conditions of Service

An agreement known as the "Housing and Development Board (Monthly-Rated) Employees Agreement of 1st January 1966" was signed with the Amalgamated Union of Public Employees. The agreement was signed on 3rd September and incorporates changes in the "Conditions of Service" affecting all monthly-rated employees.

A "Home Ownership for the Staff" Scheme was adopted to provide members of the staff with special facilities for the purchase of low-cost flats. The Scheme is formulated under the public "Home Ownership for the People" Scheme.

Progress was made towards revising arrangements for clerical and similar examinations so as to make them more realistic and in keeping with the work and needs of the staff concerned as well as those of the Board generally.

Changes were also made to the Staff Housing Loans rules and the Vehicle Loan rules.

Other important changes in the "Conditions of Service" included the upgrading and creating of several senior posts, the adoption of a revised basis for giving incremental credits to serving officers promoted within the same scale, revision of the schedule of posts which carry acting allowances, and changes in the various provisions for training.

Training Courses and Seminars

The Board continued to provide facilities for in-service training and vacation employment under various schemes including those of the Colombo Plan organisation, the University of Singapore and the Singapore Polytechnic. Members of the staff attended courses run by the Political Study Centre and the Department of Extra Mural Studies of Singapore University. The Board also co-operated in survey projects, exhibitions, seminars and other similar activities.

The Chief Architect, Mr. Teh Cheang Wan had the honour of being specially invited by the Fijian Government to advise them on low-cost housing. Mr. Teh went to Fiji via Australia where he also attended the 9th Congress of the Australian Planning Institute.

The Head of the Urban Renewal Department, Mr. Alan Choe, attended several seminars in America and Japan.

Legislation

The long awaited reprint of the Housing and Development Ordinance was issued on 2nd November. The reprint incorporated all the latest amendments to the Ordinance so that reference to the Ordinance is greatly facilitated.

Public Relations

The highlight of the year was a ceremony held in July to mark the inauguration of the East Coast Reclamation Project. The ceremony took place at Bedok and was attended by more than a thousand guests. The Minister for Law and National Development, Mr. E.W. Barker, who officiated at the ceremony, announced that approximately 1,000 acres of land would be reclaimed in 4 years at a cost of \$44.3 million.

Two balloting ceremonies were held at MacPherson Estate and Toa Payoh New Town respectively to allocate flats to applicants registered under the "Home Ownership

for the People" Scheme. Up to the end of the year a total of 4,204 units of 2-room and 3-room standard type and improved type flats located at Queenstown, MacPherson and Toa Payoh Estates had been sold.

A brochure on the scheme for the sale of flats at Toa Payoh New Town was printed for distribution to enable members of the public to know the conditions of sale, locality and types of flats for sale, and the terms of payment.

A cleanliness campaign was launched at one of the new housing estates towards the end of the year. Posters and leaflets in four languages were printed and displayed in all the housing estates to encourage the residents to keep their estates clean.

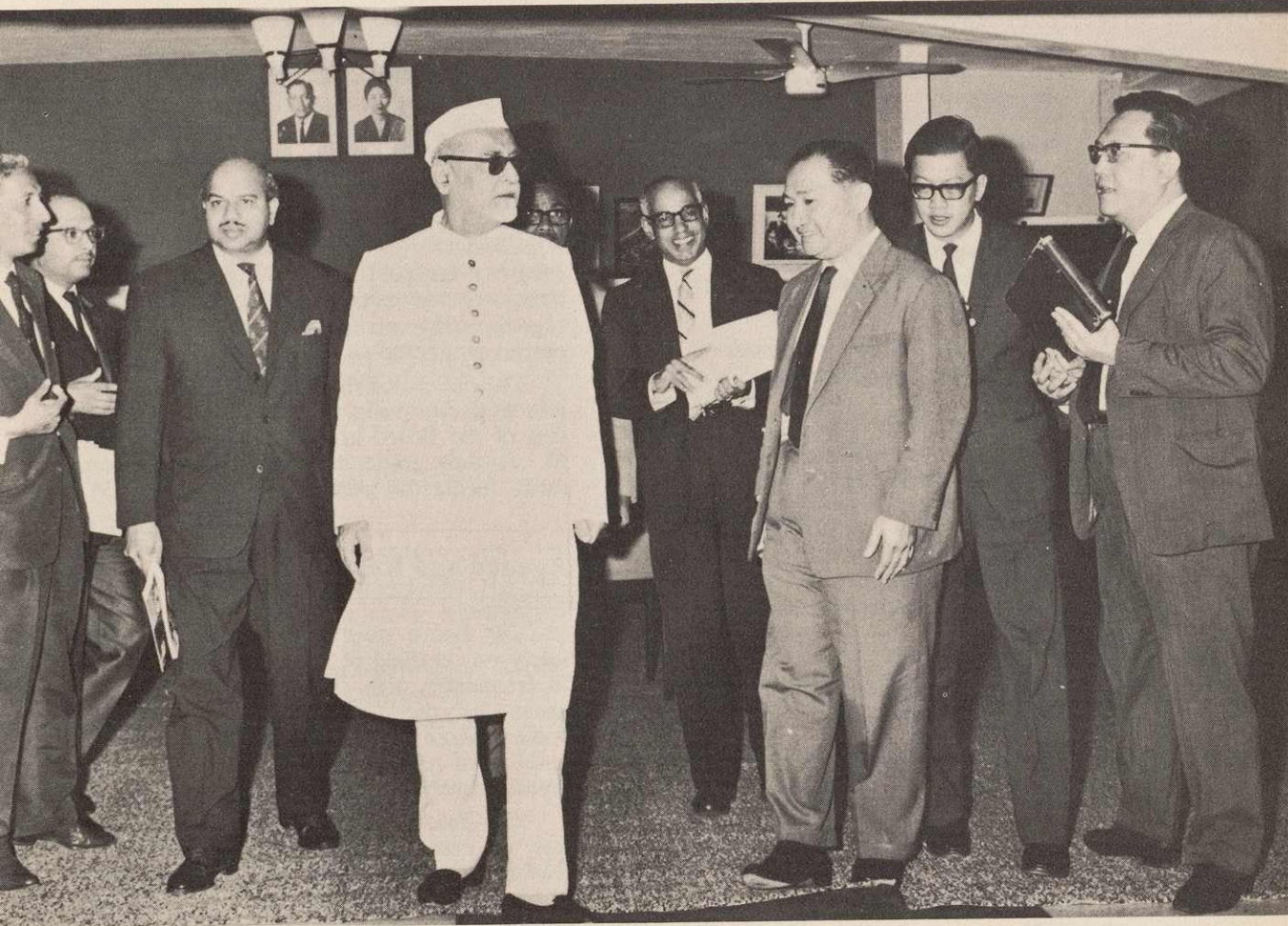
Regular press releases were issued to keep the public informed of the activities of the Board. In addition, public comments and suggestions published in the newspapers were answered. During the year no less than 55 complaints and suggestions were made by the public through the local newspapers.

Complaints and queries in the form of letters or verbally through the telephone were dealt with directly with the complainants. Most of the complaints or comments concerned the improvement of facilities provided in the housing estates.

The Board's achievements have become widely known, and, as a result, during the year a continuous stream of visitors from all corners of the world — Asian countries, Australia, Africa, the United States and Europe — visited the Board in order to learn about the Board's activities at first hand. Various groups of journalists and photographers representing international periodicals and magazines also visited the Board during the year, as well as groups from local community organisations and institutions of learning.

Honours and Distinctions

Two Board Members featured in the year's National Day honours list. Tuan Haji M. Yoosoff was made a Justice of the Peace, while Mr. Lim Chong Keat was awarded the Public Service Star. The Public Administration Medal was conferred on six members of the staff.



The Vice President of India, Dr. Zakir Husain, visited the Board on 15th October, 1966. Photo shows the Vice-President being received by the Chairman of Housing & Development Board, Mr. Howe Yoon Chong in the Board Room

Finance

Capital Expenditure on Housing Development

The provision of low cost housing by the Board is financed by Government and during the year, building contracts equivalent to \$70.7 M. were awarded and capital expenditure for completed building projects and work in progress totalled \$52.7 M. The initial allocation to the Board by Government of \$45 M. to meet low cost housing expenditure for the year proved insufficient and additional funds amounting to \$6 M. were provided bringing the total for the year to \$51 M.

Revenue Income and Expenditure

The Board had some 78,326 housing units consisting mainly of flats under its financial management at the end of the year. Such financial management embraced not only the units let to the public for rent but also those sold under the Board's Home Ownership Scheme. Income derived from rent grossed \$41.6 M. during the year. Included in this figure are contra recoveries for service and conservancy charges amounting to \$3.3 M. Loss of income arising from unoccupied properties and bad debts written off came to \$1.9 M.

Loan charges, representing repayments of principal and interest, on loans obtained from the Government was the main item of expen-

diture — \$23.5 M. Loan repayment terms remained at $7\frac{3}{4}\%$ over a period of 60 years. Property tax paid totalled \$13.7 M. and expenditure for administration of the Board together with maintenance of Board's properties amounted to \$13.3 M.

The deficit for the year was \$5.7 M. (subject to audit) bringing the total since formation of the Board in February 1960 to \$26.7 M. Subsidy grants advanced by the Government during the year amounted to \$6.5 M.

Agency and Related Functions

The Board does not focus its activities solely on the field of residential construction. It frequently acts on requests as building agent for the Government and statutory bodies thereby extending its activities to the building of schools, markets, clinics and community centres, veterinary centres, etc.

The Board is undertaking the enormous task of urban redevelopment on behalf of Government and during the year some \$5.8 M. was reimbursed to the Board by Government in respect of expenditure during 1966 on these activities.

The reclamation schemes at the Kallang Basin and the East Coast are being carried out by the Board on behalf of Government. During the year, expenditure in respect of these two projects met by Government amounted to \$5.2 M. and \$10.2 M. respectively. The total expenditure by the Board

on all its agency functions totalled \$27.6 M. for 1966, \$5.1 M. of which represented expenditure on land clearance and resettlement.

Home Ownership

Arising from the success of the sales schemes at Queensway and MacPherson, flats were built in Toa Payoh and elsewhere for sale in order to encourage more Singapore Citizens to take advantage of this scheme to own their own homes at very low cost. The interest rate charged to such purchasers taking advantage of Board loans is only 6¼% p.a. over repayment periods up to 15 years.

The prewar flats at Tiong Bahru which had been let at low rentals were also put up for sale and would-be purchasers who were unable to pay for the flat in one lump sum, were offered loans at 7½% p.a. interest. Loans granted by the Board during the year to assist Singapore Citizens acquire their own flats amounted to \$9.4 M.

Mechanisation

The Board's main accounts and rent accounting records are kept under mechanized systems. During the year, the Board's punched card installation was utilised for the analysis of information gathered by the University of Singapore on its amenities survey of Queenstown.

Internal Audit

The Board runs its own Internal Audit Section as distinct from its Statutory Auditors to maintain a running check on all its activities. Continuous checks are made on cash as well as on the procedures, rules and regulations together with verification that proper records of accounts, stores and equipment are maintained; recommendations and suggestions for improvement and correction of weaknesses are also made as necessary.

This Section devotes a considerable amount of its time and energy to the checking of improvements and assessments on which compensation is paid to settlers being cleared from their places of residence to make way for development. During the year in question, some 2,600 such cases were checked, a third of them being subjected to strict physical verification.

MONTHLY RENTAL CHARGES

(inclusive of service and conservancy charges)

1-Room	2-Room	3-Room	4-Room
\$20.00	\$46.50	\$66.50	—
\$26.00			
*\$36.50	*\$66.50	*\$96.50	*\$126.50

* At locality where land and building costs are more expensive.

DISPOSITION OF INCOME — 1966

Revenue Income	Revenue Expenditure
Rent	Loan Charges
Service Charges	\$23.5M. — 46.5%
Conservancy Charges	Property Tax
\$41.6M. — 82.4%	\$13.7M. — 27.1%
Miscellaneous	Administration
\$ 3.2M. — 6.3%	\$10.4M. — 20.6%
Deficit	Maintenance
\$ 5.7M. — 11.3%	\$ 2.9M. — 5.8%

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PART

II

Building

Estates and Lands Management

Urban Renewal

Land Clearance and Resettlement

Building

THE FIRST 5-Year Programme was completed in the middle of 1965. The Second 5-Year Programme was scheduled to commence from the middle of 1965 to the middle of 1970. However, adjustments were made to treat all the schemes in 1965 as an extension of the First 5-Year Programme and the Second 5-Year Programme began from the year 1966. Under the Second 5-Year Programme 60,000 units of public housing are to be built at the average rate of 12,000 units per annum.

A very good start was made in 1966 on the Second 5-Year Programme. During the year 12,659 housing units and shops were completed and at the end of the year a further 12,960 units were under various stages of construction.

I. HOUSING & DEVELOPMENT BOARD SCHEMES

The following are the schemes of public housing undertaken by the Board in various parts of the Republic of Singapore.

Queenstown

After the completion of the first five neighbourhoods in Queenstown, satisfactory progress has been made towards developing two additional neighbourhoods in this new town. Exhumation of the graves in Neighbourhood VI was completed during the year and the earthworks tender was accepted to-

wards the end of the year. It is anticipated that the building construction will start early next year.

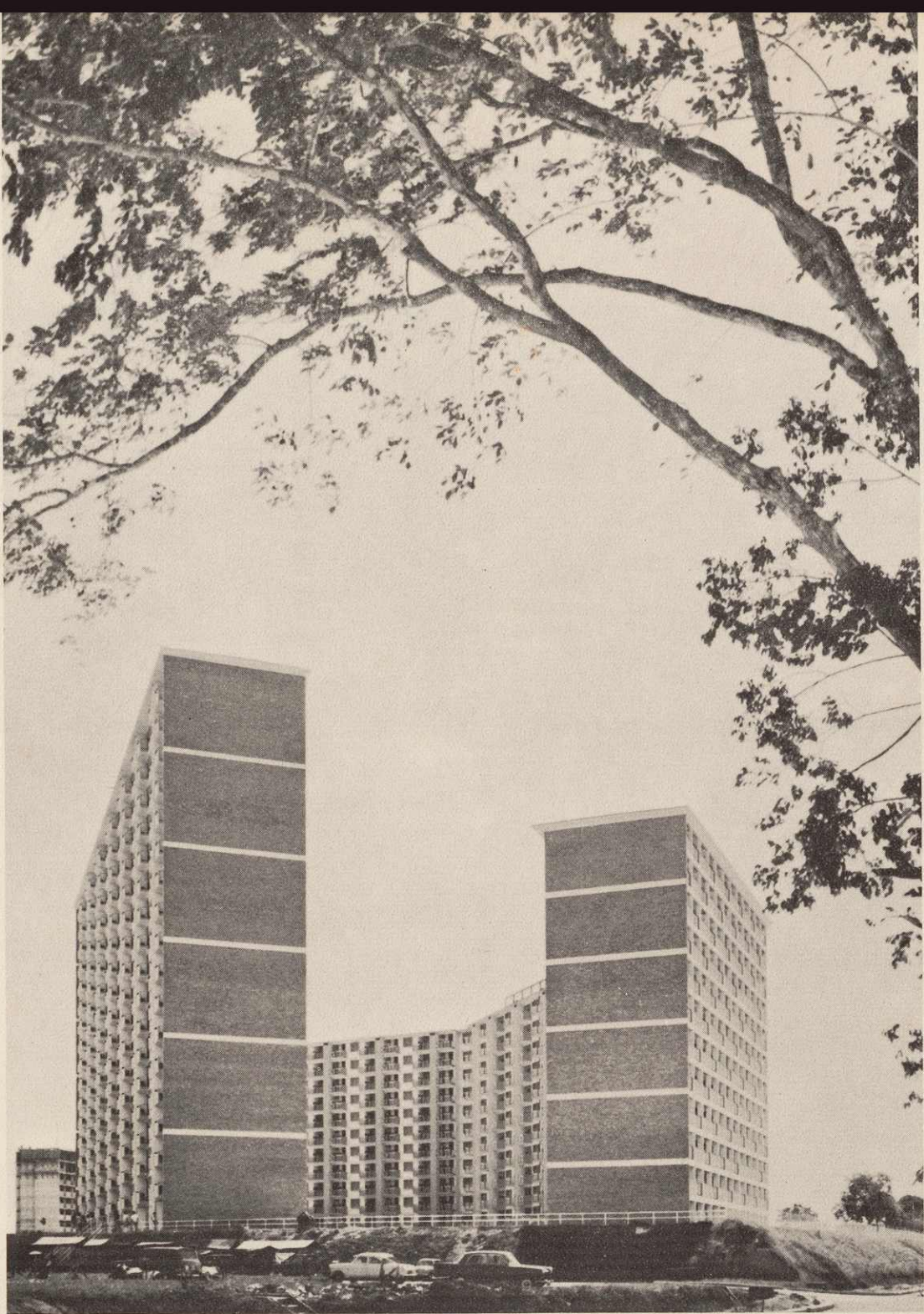
The acquisition of the land for Neighbourhood VII was completed after protracted negotiations. Exhumation of the graves will be started by the end of 1967. When both Neighbourhoods VI and VII are completed Queenstown will have a population of 160,000 housed in about 27,000 housing units.

Toa Payoh

Toa Payoh will be the biggest development under the Second 5-Year Plan and it is also the second residential satellite town to be developed by the Board. It is proposed to construct about 30,000 units of flats and shops in the 4 neighbourhoods and a town centre at the 600 acres site.

The development of Toa Payoh went into full swing during the year and a total of 5,640 residential units and shops had been completed in the satellite town and a further 3,962 units of flats and shops were under construction at the end of the year.

72 acres of land had been allocated to the Ministry of Education for the construction of 8 school complexes for a total of 16 primary schools and 8 secondary schools. By the end of the year, 1 school complex had almost been completed and the earthworks for the second school complex had also been finished towards the end of the year.



2 & 3 room flats in Toa Payoh.

First group of 1-room
improved flats at
Toa Payoh.



Some of the flats completed in Toa Payoh.



④



Aerial View of Part of Toa Payoh Development.



Aerial view of Alexandra Hill Estate and Redhill Extension.

The satellite town is located fairly close to the city and is popular with the people. Almost as soon as the flats are completed and handed over to the Estates Department for management, the buildings are occupied. This is in very marked contrast to the early days of Queenstown when considerable persuasion was necessary to induce the people to move into the satellite town.

The Public Works Department is now proceeding with the construction of Jalan Toa Payoh running across the southern part of the satellite town linking Thomson Road and Woodsville Circus. This new road will be the main southern connecting link between the satellite town and the road system within the Republic.

Bukit Ho Swee Estate

The development of Bukit Ho Swee Estate was completed in 1965 with 11,446 units of flats and shops for an estimated 70,000 people.

During the year the Resettlement Department was able to clear an additional site adjoining the housing estate and a building contract was let for another 1,016 units of flats and shops. It is anticipated that the whole scheme will be completed in 1967.

MacPherson Road (S) Estate

The MacPherson Road (S) Estate is the largest housing estate on the eastern side of Singapore with 10,133 housing units, housing an estimated 65,000 people. During the year another 21 units of shops were completed in the estate together with 1 Hawkers' Pitch. The construction of 2 hawkers' centres was let during the year to provide accommodation for the large number of hawkers within the estate. A small pocket of land adjoining the estate was cleared during the year and tenders were called for the construction of 351 residential units and shops and a hawkers' centre.

During the year the Ministry of Education built several schools in this area some of which have been completed while others are still under construction.

Redhill Extension

The Redhill Extension was completed in the year with the exception of the L-shaped 16-storey building. During the year 2,210 units of flats and shops were completed in the estate to bring the total housing completed to 4,598 units. An area office was also opened in this estate to serve the tenants within the new estate as well as the surrounding areas.

The estate is well located and is extremely popular. Most of the blocks are immediately occupied as soon as they are ready. A considerable number of families who were af-

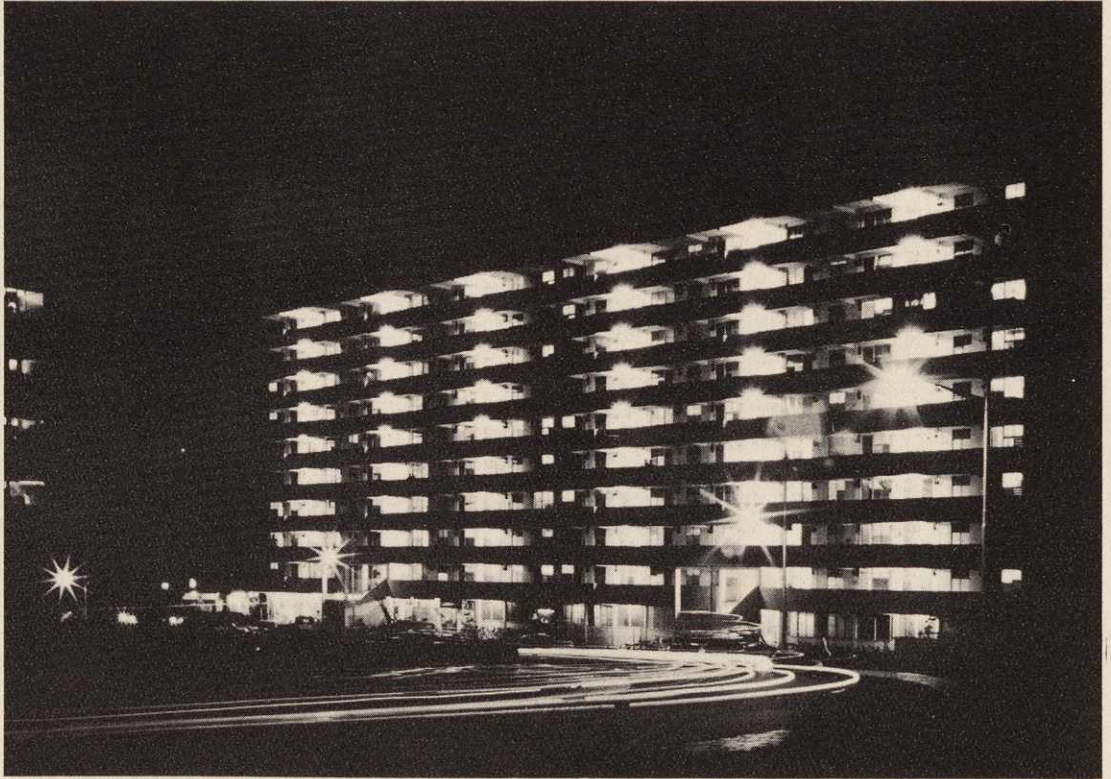
ected by urban renewal and other development schemes moved into this estate during the year.

Redevelopment of Bukit Merah Estate

There were 388 units of single-storey artisans' quarters in Redhill Estate built by the Singapore Improvement Trust during 1951-1953. These quarters were located on the low ground and were periodically inundated by flood waters during heavy rains. It has been decided that the very valuable land should be put to better use. Action was taken during the year to rehouse the occupants of these quarters in new flats and all the single-storey structures were demolished. It is proposed to build approximately 3,000

Redhill Extension — Shopping Centre.





Night Scene at Redhill Estate.

units of various types of flats under the re-development scheme and piling had started towards the end of the year on 5 blocks of buildings.

Upper Changi Road Estate

The Upper Changi Road Estate was specially planned to rehouse those who were affected by the East Coast Reclamation operations and wished to remain in this area. A contract was let at the end of 1965 to build 832 units of 1, 2 and 3 room flats and shops. By the middle of the year 712 units of flats and shops were completed in the estate to house the people affected by clearance. A shopping centre is provided within the estate. The Ministry of Education is now looking into the possibility of building a primary school adjacent to this new estate.

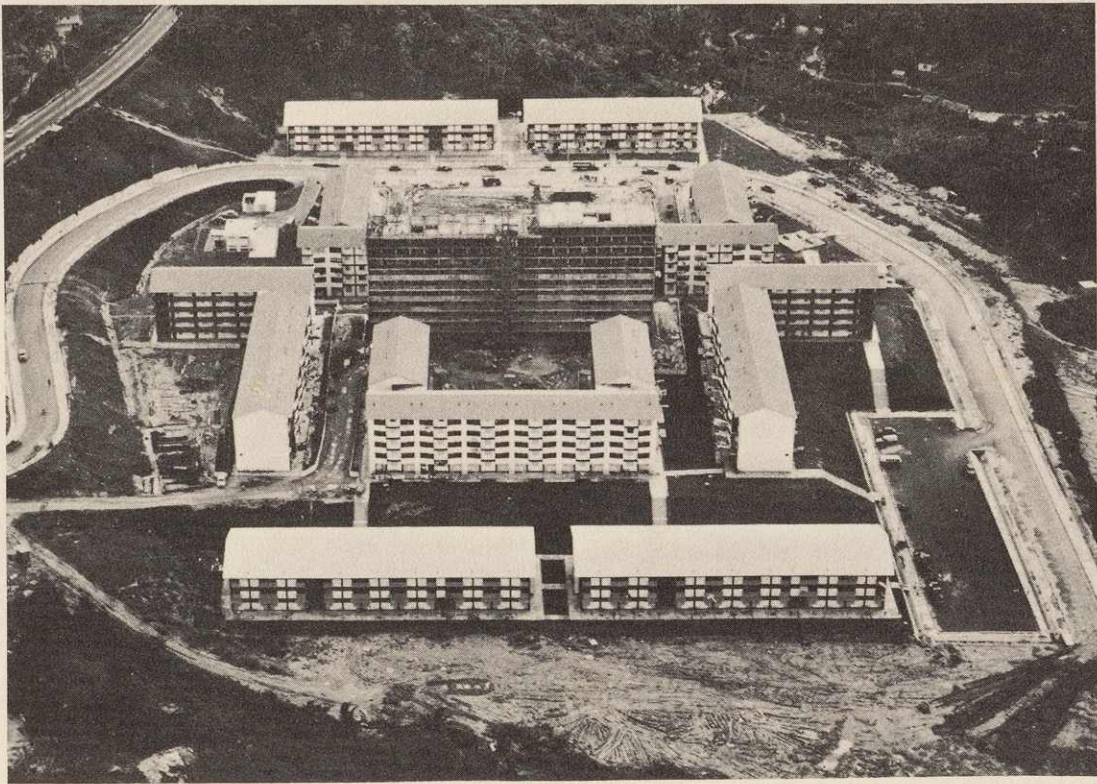
Kallang Basin

The progress of construction in Kallang Basin Neighbourhoods I & II was very satisfactory and by the end of the year 1,686 units of flats and shops were completed and a further 1,236 units were under construction including the 2 shopping centres for Neighbourhoods I & II.

In addition to the development of the residential sector, the Board also undertook the construction of 2 blocks of 7-storey flatted factories. This is the first scheme of flatted factories constructed by the Board for rehousing the industrial cases affected by the development schemes in and around the Kallang Basin area. If this experiment proves to be a success, more flatted factories will be built in Kallang Basin and elsewhere.



5-storey 2 & 3 Room Flats at Upper Changi Estate for the Resettlement of the people affected by the East Coast Reclamation.



Upper Changi Housing Estate.



Aerial View of the Development of Tiong Bahru Balance.

Tanjong Rhu/Mountbatten Road

The last 2 blocks of buildings in the Tanjong Rhu/Mountbatten Road Estate were completed during the year to bring the total for the whole estate to 3,950 units of flats and shops for approximately 25,000 people.

This housing estate is very close to the city and is extremely popular. A substantial number of people affected by Urban Renewal clearance of Precinct N.1 had moved to this new housing estate.

Tiong Bahru Balance

The development of the Tiong Bahru Balance is part of the Government's policy of gradual clearance of the attap slums so that the disastrous fires of Kampong Tiong Bahru

in 1959 and Bukit Ho Swee in 1961 would not occur again.

During the year, earthworks for the 50 acres of very bad attap slums were completed and 3 contracts were let for the construction of 2,259 units of flats and shops. Some of these buildings are expected to be completed during 1967.

The Public Works Department had built part of the new ring road system within the housing estate. This new road will eventually extend from Jalan Bukit Merah to Kampong Bahru Road and New Bridge Road. After the completion of the new road system, the congestion in the present Tiong Bahru Road is expected to be greatly relieved.

Henderson Road Redevelopment

Under the Second 5-Year Programme, the single-storey artisans' quarters constructed by the former Singapore Improvement Trust are



Model of Erskine Hill Office Building for Ministry of National Development & Headquarters of the Housing & Development Board.

to be gradually cleared so that the valuable land which is on the edge of the city can be put to economic use.

The Henderson Road Redevelopment is one of these schemes. The 106 units of artisans' quarters at the corner of Alexandra Road and Henderson Road were demolished earlier to make way for 472 units of 4-room flats which were still under construction at the end of the year.

The Government policy on low cost housing is to provide 1-, 2- and 3-room type of flats, and only a small number of 4-room flats are built for the exceptionally large families. These flats are expected to be ready for occupation in May, 1967.

Upper Aljunied Road Estate Redevelopment

The former Upper Aljunied Road Estate was built by the Singapore Improvement Trust in 1953 consisting of 191 units of single-storey terrace houses and 5 units of shops with communal services.

The redevelopment of Upper Aljunied Road Estate is another scheme to utilise land to better purpose.

These single-storey buildings were demolished in 1966 and 1,268 units of flats and shops are now under construction in this estate. It is envisaged that these buildings will be ready for occupation towards the end of 1967.

Erskine Hill Office Building at Maxwell Road

Since the formation of the Board in early 1960, its offices had been moved from Upper Pickering Street to Queenstown as the majority of the developments under the First 5-Year Programme were in Queenstown and the surrounding areas such as Bukit Ho Swee, Alexandra Hill and Redhill Extension.

The activities of the Board in future will steadily shift towards the central areas with





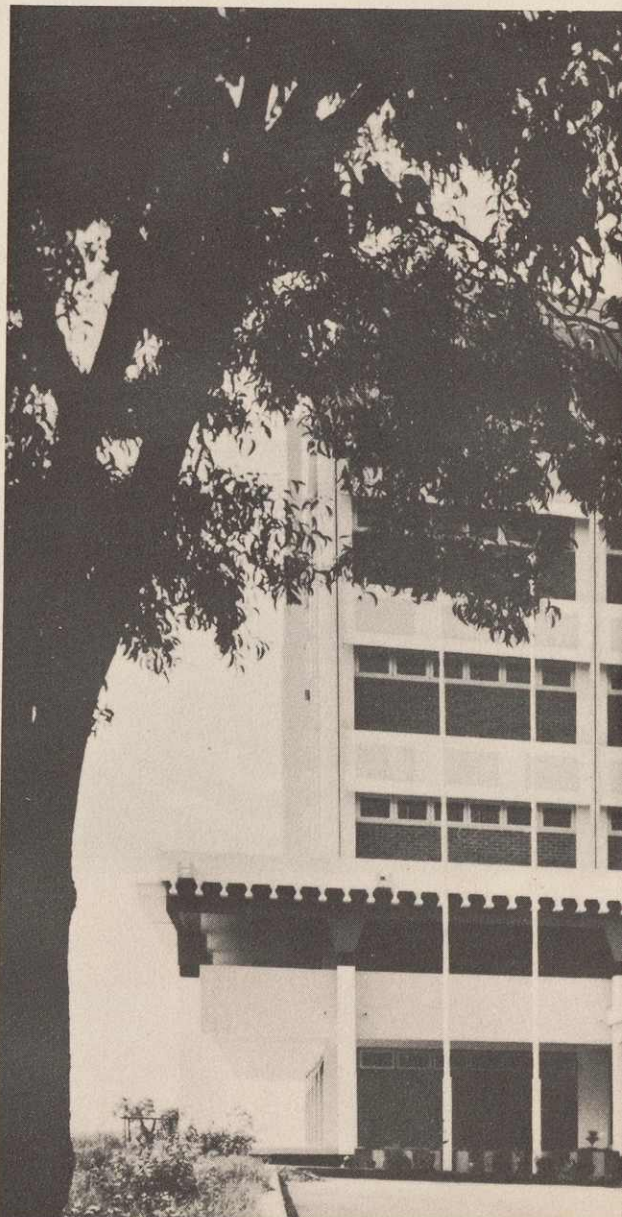
Jurong Neighbourhood I Shopping Centre.



the increasing tempo of urban redevelopment and a central location for the Board's offices will be of advantage.

The departments of the Ministry of National Development are also dispersed within the city. For examples the headquarters of the Ministry are in Upper Pickering Street while the Public Works Department is in High Street and the Planning Department is in City Hall. It had been felt for quite some time that it would greatly facilitate the administration and also be convenient to the public if all the departments under the Ministry could be located under one roof. Therefore, it was proposed to construct an office building in Maxwell Road to house all the departments under the Ministry of National Development and also the headquarters of the Housing & Development Board.

The plan to construct a 22-storey office building with a total floor area of about 10 acres with multi-storey underground car parks for 1,000 cars was approved by the Board and the Government. Earthworks for the office building were carried out in 1965 while the piling was completed in 1966. The contract for the construction of the office building was let in September and by the end of the year part of the basement foundation had been concreted. The new office is scheduled to be completed by the end of 1968. The proposed office building will not only be the most modern Government building but also the biggest office building in the Republic.





**Jurong Industrial Estate Neighbourhood I
Neighbourhood Centre.**

Nanyang University Library.





Aerial View of Kallang Basin Reclamation.

Aerial View of the East Coast Reclamation.





Mr. E.W. Barker, Minister for National Development, inaugurating the East Coast Reclamation Project.

II. AGENCY PROJECTS

The following were the main agency projects undertaken by the Board on behalf of Government Ministries, or statutory authorities:—

Jurong New Town

The Board acted as agent for the Economic Development Board to develop the residential neighbourhood in this industrial satellite town. At the end of 1965 the Board completed 4,263 units of housing in Neighbourhood I and during 1966 a further 352 units of flats and shops in 2 shopping centres and 1 neighbourhood centre were completed.

Blair Plain

The Board also acted as agent for the Port Authority of Singapore to develop a

residential scheme at Blair Plain. Under the scheme, 884 residential units, 1 hawkers' centre and 1 recreation club-house are under construction at the end of the year. Blair Plain is the second residential scheme undertaken by the Board on behalf of the Port Authority. The first scheme is at Everton Park which was completed and occupied in 1965.

Nanyang University Library

The Board acted as agent for the Ministry of Education to construct a library for the Nanyang University. This library costing \$1 million was a gift from the Government to the University. The construction of the library began towards the end of 1965 and was completed and occupied in October. The library is 7-storey in height with a canteen at the top floor and covered area of approximately 110,000 sq.ft.

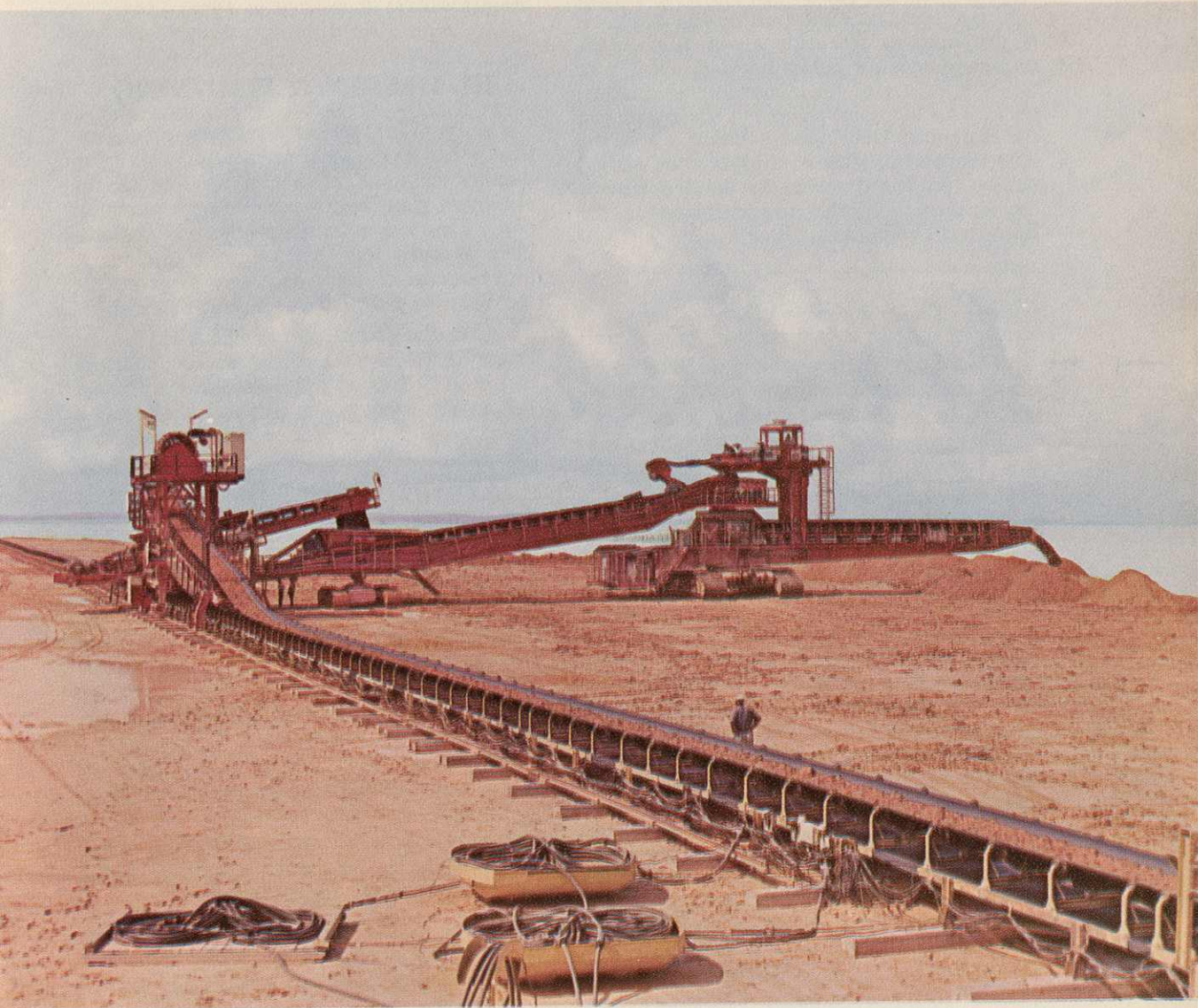
A bucket wheel excavator excavating earth at Bedok Plain.





Aerial View of Siglap Plain where soil is obtained for the coastal reclamation.

Automatic Conveyor Belt and Earth Spreader at the Bedok Coastal Reclamation.



Kallang Basin Reclamation

In the development of Toa Payoh about 5 million cubic yards of earth which are surplus to the requirements and this earth is being transported from Toa Payoh to reclaim about 400 acres of swamp land within the Kallang Basin. The earthworks have been in progress for more than two years and by the end of the year about 230 acres of swamp land had been reclaimed within the Basin. It is proposed to set aside about $\frac{1}{3}$ of the reclaimed area for public housing and $\frac{2}{3}$ of the reclaimed area for labour-intensive industries. This is a joint project of the Board and the Economic Development Board where the construction of public housing is to be carried out by the Board while the development of the industries is the responsibility of the Economic Development Board.

East Coast Reclamation

The biggest agency project undertaken by the Board for the Government is the reclamation of the East Coast.

The proposal of the East Coast Reclamation is to cut 27 million cubic yards of earth from Siglap Plain and to reclaim 1,000 acres of the land along the East Coast stretching from Bedok to Tanjong Rhu for a distance of 6 miles and ranging from 1,000 feet to 2,000 feet from the existing coast-line into the sea. By the end of the year all the installations of machinery were completed. The tunnels under Upper Changi Road and the bridge across East Coast Road for the conveyor-belt were also completed. By the end of the year, 2.3 million cubic yards of earth had been excavated and conveyed into the sea and this constituted about 8.5% of the total volume of the earthworks. Approximately 140 acres of land (excluding the pilot scheme of 48 acres completed in 1963) were reclaimed during the year and this constitutes about 14% of the total land area to be reclaimed under the contract. Other ancillary works had also commenced during the year.

The method adopted for the reclamation is one of complete mechanisation using a con-

veyor-belt system. As the reclamation area is along a populated area, this method has been chosen in order to eliminate the dust and noise of the conventional method of reclamation by means of lorries. From the observations of the work so far accomplished, the nuisance to the residents along the coast is almost negligible. In fact, the machine has been so quiet that its operation is hardly audible and the dust nuisance is virtually non-existent. It is anticipated that the reclamation project will be completed in 1970.

III. DESIGN & PLANNING

In the First 5-Year Programme the emphasis had been to construct the maximum number of units of public housing in the minimum time and at the most economical cost. This was essential as the housing problem in 1960 was then so acute that emergency measures were necessary as otherwise the situation might have got out of hand.

After the completion of the First 5-Year Programme, the back of the housing shortage had been broken and therefore in the Second 5-Year Programme the emphasis has shifted from speed and expediency to amenity and quality.

A Design & Research Unit was set up in the Building Department to look into ways and means of improving the design and planning of the housing estates. This Research Unit has made a study of housing estates so far completed in the Republic to find out the defects in terms of design and planning and also the additional amenities required for the improvement of the estates. The knowledge gained by this study will be utilised in the planning of future schemes.

Under the First 5-Year Programme the Board had built the following types of housing units:—

- (1) A small number of 1-Room Flats with communal kitchens and toilets as an experiment.
- (2) A small number of 1-Room Flats with communal W.Cs. but individual kitchens and bathrooms as an experiment.

- (3) 1-Room Emergency Self-contained Flats with individual kitchens, bathrooms and W.Cs.
- (4) Standard 1-Room Flats.
- (5) Standard 2-Room Flats.
- (6) Standard 3-Room Flats.

It has been found from experience that 1-room flats with communal facilities are not satisfactory. On the one hand it is expensive to manage these properties as the costs of communal services are extremely high, while on the other, the tenants would prefer to have their own kitchens, bathrooms and W.Cs. Therefore, under the Second 5-Year Programme, no 1-room flats are to be built with wholly or partially communal services.

New Type Plans

Continuous efforts have been made by the Board to review and improve the designs of the standard type plans. These have resulted in the following improved designs:—

- (a) **Improved One-Room Flat:** This type has been introduced to meet the needs of families which are too big to be accommodated in the standard one-room flats but whose incomes are insufficient for them to afford the two-room flats. The one-room improved flat provides increased living area which could be partitioned according to the needs of the family. The rental is fixed at \$30/- p.m. which is only \$10/- p.m. more than the one-room emergency flat. These flats are in great demand.
- (b) **Improved Three-Room Flat:** All the flats built under the First Five-Year Programme are provided with combined bathroom/W.C. The new features introduced in the new improved three-room flat are separate bathrooms and W.Cs. and larger kitchens and balconies. These new flats have proved to be extremely popular.

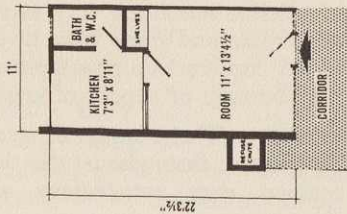
IV. BUILDING INDUSTRY

The building industry in Singapore during the year has improved its efficiency and maintained its stability. No shortage of the supply of building materials has been experienced throughout the industry and the tender prices for the low cost housing have remained stable throughout the year.

With the establishment of the various building materials industry in the Republic during the last five years, the supply of building materials for the construction of low cost housing has almost reached self-sufficiency and more than 90% in value of the materials used for low-cost housing are either partially or wholly produced in the Republic.

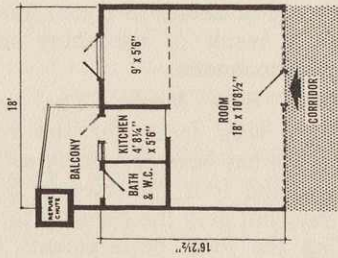
The following is a brief review of the building materials industry:—

- (a) **Steel:** National Iron & Steel Mills Ltd. in Singapore has supplied more than 90% of all the reinforced steel bars required by the building industry in Singapore. The supply of the reinforcement has been extremely satisfactory and there has been no report of delays of construction work as a result of the short supply of reinforcements.
- (b) **Steel Wire Mesh:** The supply of steel wire mesh for the reinforcements has been extremely satisfactory and the four factories in Singapore have not only the capacity for supplying the local requirements but also able to meet the demands of overseas markets.
- (c) **Cement:** During the year the three cement factories in Singapore were all in production and the capacity of these factories well exceeded the total demand of the local market. During the year, the supply and the prices of cement remained very satisfactory and stable and there were no hold-up of the construction programme due to the shortage of supply of cement.
- (d) **Granite:** The supply of granite in Singapore throughout the year remained very satisfactory and the



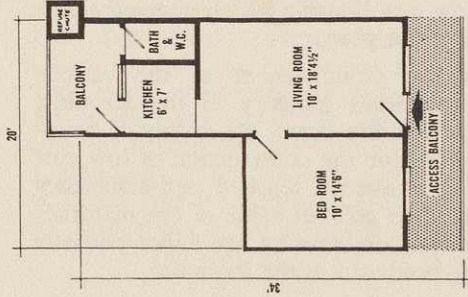
1-ROOM UNIT

APPROX. LIVING AREA — 230 SQ. FT.
INCLUSIVE ESTIMATED COST — \$2,000/-



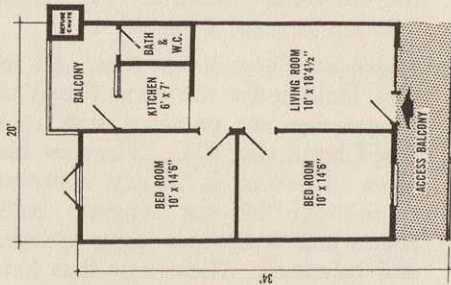
IMPROVED 1-ROOM UNIT

APPROX. LIVING AREA — 310 SQ.FT.
INCLUSIVE ESTIMATED COST \$2,800/-



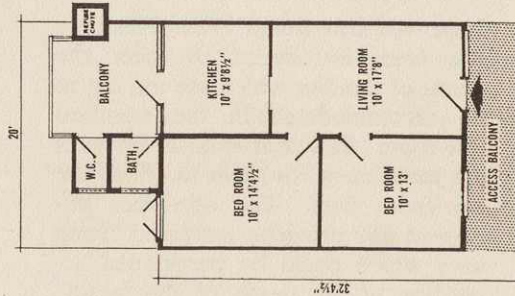
2-ROOM UNIT

APPROX. LIVING AREA — 425 SQ.FT.
INCLUSIVE ESTIMATED COST \$3,800/-



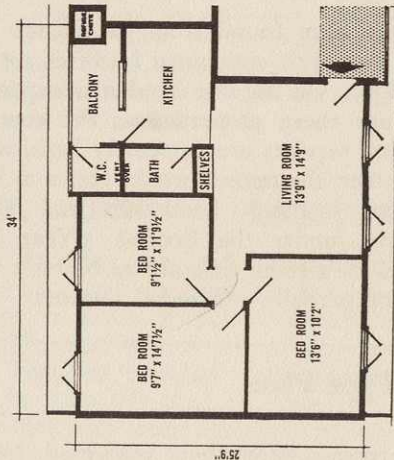
3-ROOM UNIT

APPROX. LIVING AREA — 550 SQ.FT.
INCLUSIVE ESTIMATED COST \$4,900/-



IMPROVED 3-ROOM UNIT

APPROX. LIVING AREA — 630 SQ.FT.
INCLUSIVE ESTIMATED COST — \$5,700/-

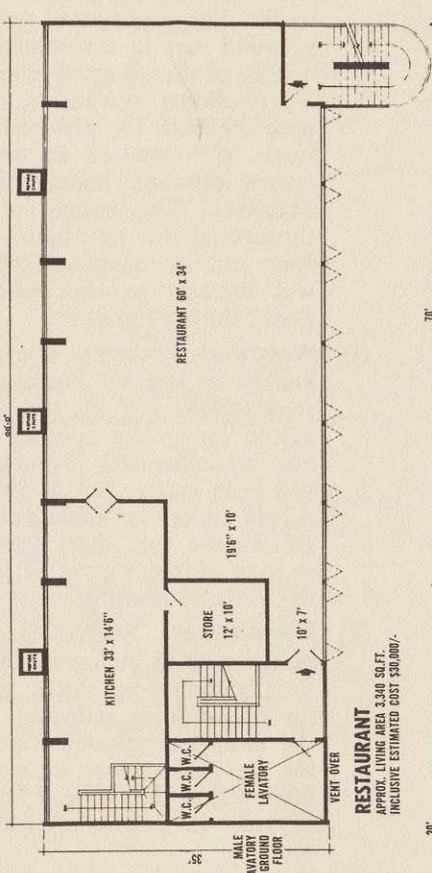


4-ROOM UNIT

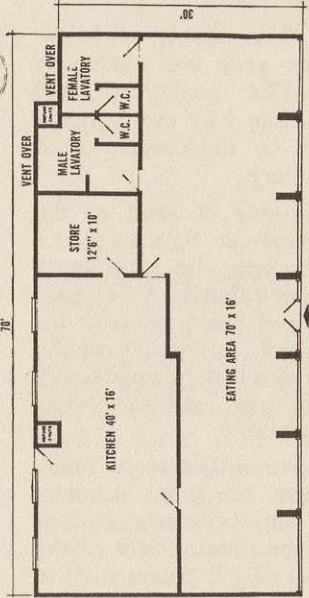
APPROX. LIVING AREA — 786 SQ.FT.
INCLUSIVE ESTIMATED COST — \$7,000/-

THE INCLUSIVE ESTIMATED COST
COMPRISES THE FOLLOWING—

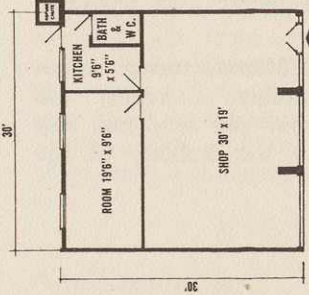
1. BUILDING
2. SANITARY
3. ELECTRICAL
4. LIFT
5. PILING
6. EXTERIORS.
7. ROADS AND CAR PARKS
8. OTHER SERVICES.



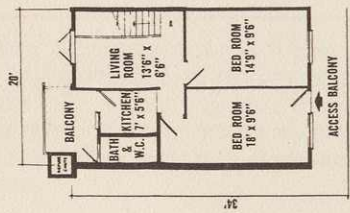
RESTAURANT
 APPROX. LIVING AREA 3,340 SQ. FT.
 INCLUSIVE ESTIMATED COST \$30,000/-



EATING HOUSE
 APPROX. LIVING AREA 2,200 SQ. FT.
 INCLUSIVE ESTIMATED COST \$20,000/-



SHOP WITH LIVING ACCOMMODATION ON GROUND FLOOR
 APPROX. LIVING AREA 540 SQ. FT.
 INCLUSIVE ESTIMATED COST — \$7,600/-



SHOP WITH LIVING ACCOMMODATION ON FIRST FLOOR
 APPROX. LIVING AREA 1,120 SQ. FT.
 INCLUSIVE ESTIMATED COST — \$10,000/-

- THE INCLUSIVE ESTIMATED COST COMPRESSES THE FOLLOWING:—
1. BUILDING
 2. SANITARY
 3. ELECTRICAL
 4. LIFT
 5. PILING
 6. GROUNDWORKS
 7. ROADS AND CAR PARKS
 8. OTHER SERVICES

Housing & Development Board quarries in both Bukit Timah and Pulau Ubin supplied about almost 70% of the granite required for our housing programme. The remaining 30% of the granite was supplied by the privately operated quarries.

- (e) **Brick Kilns:** The supply of bricks throughout the year was extremely satisfactory. The quality of the bricks as a whole had been greatly improved due to modernisation of existing machinery.
- (f) **Sand:** The supply of sand to the building industry in Singapore throughout the year was satisfactory due to abundant rainfall. As a result of plenty of water being available for washing the sand, the quality of the sand had remained very satisfactory throughout the year and the prices were also very stable.
- (g) **Paint Manufacturing Industry:** There were more than ten paint factories established in Singapore as a result of the drive for the development of the industry. Most of the paints used in Singapore by the building and other industries were locally manufactured. There had been no shortage of the supply of paint during the year and the prices of paints also remained very stable.
- (h) **Hollow Block Manufacturing Industry:** The stability of supply and prices of cement and sand had also brought about the stability of the

supply and prices of hollow blocks during the year and there was no shortage of supply of hollow blocks for low-cost housing.

- (i) **Manufacture of Plywood:** There were three plywood factories in Singapore manufacturing plywood for the formwork. The quality and prices of the plywood vary in accordance with the quality of the plywood manufactured. The building contractors in Singapore use both the plywood manufactured in Singapore as well as imported plywood mainly from West Malaysia. The supply of plywood throughout the year had been abundant and no complaint of shortage was brought to the notice of the Board during the year.
- (j) **Woodwork Factory:** The designs of joinery for low-cost housing had been standardised and all the joinery required for public housing were factory manufactured. Several factories had been established in Singapore to supply joinery to building contractors. During the year there was no interruption of the supply of joinery for the low-cost housing.
- (k) **Ironmongery:** Several factories had been set up in Singapore to manufacture ironmongery, locks and hinges for the building industry. However, the more complicated locks such as for the main doors were still being imported as the demand for this type of locks in Singapore was not very great.

Estates and Lands Management

General

By the end of the year, a total of 13,151 units of property, including 1,333 hawkers' pitches, were handed over for management. Appendix I (Page 59) gives an analysis of those properties taken over, and Appendix II (Page 60) shows the types of accommodation in the various estates under management at the end of the year.

With the increase in the number of properties, it was necessary during the year to establish a new area office. Thus, on 10th October, a new area office was established in Jalan Tiong, Bukit Merah, making a total of nine area offices under the Estates Department.

The Lands Department was merged into the Estates Department on 1st April. With the merger, the Lands Section of the Urban Renewal came under the control of the Estates Department for effective co-ordination in dealing with land acquisition and other lands matters.

Estates Management

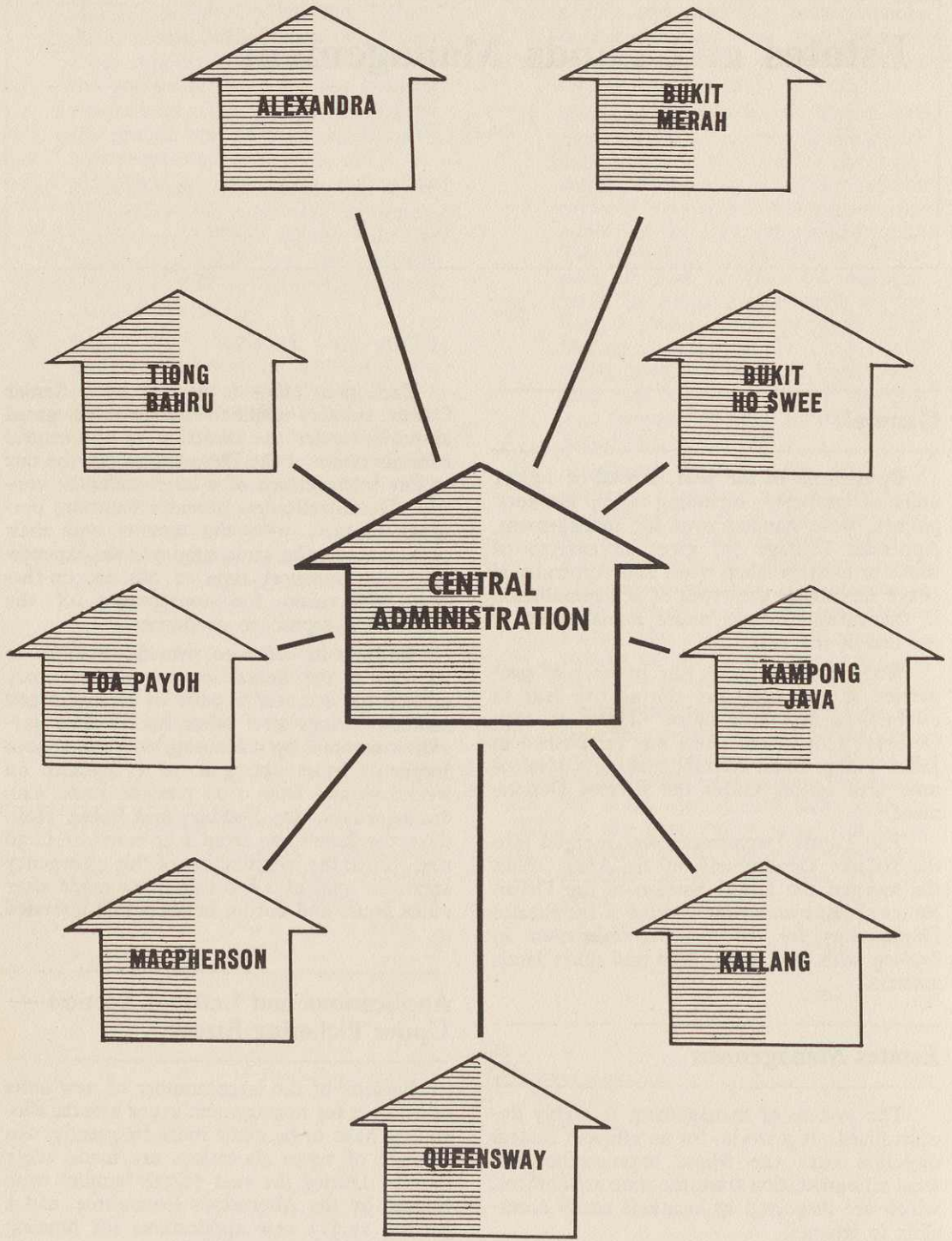
The system of management is highly decentralised. It provides for an efficient central direction over the whole organisation and local administration from the nine area offices, which are dispersed in locations easily accessible to tenants.

Each area office is headed by a Senior Officer, suitably qualified and given delegated authority under the direction of the central administration of the Department, for the day to day management of estates under its control. Decentralisation provides for more personal contacts with the tenants and their problems. At the same time it saves expenditure and transport time of officers, on-the-spot supervision for conservancy of the estates and repairs to properties.

In June in order to provide facilities to all tenants the Board set up an emergency service for essential repairs to electrical and sanitary fittings after office hours. This service is manned by a Housing & Maintenance Inspector from 5.00 p.m. to 12.30 a.m. on weekdays and from 1.00 p.m. to 12.00 a.m. on Saturdays. On Sundays and Public Holidays the hours are from 9.30 a.m. to 12.30 a.m. Since the introduction of this emergency service a total of 2,600 calls were made after office hours and during holidays and attended to.

Applications and Lettings Section — Upper Pickering Street

Because of the large number of new units taken over for management every month, allocations have to be made more frequently. An average of 2,750 allocations are made every month. During the year 12,328 families were housed by the Allocations Committee, and a further 17,313 new applications for housing



accommodation were registered. Shop premises are let by public tenders, and are allocated by the Shops Committee. Shop-keepers who are rehoused from clearance areas, receive concession in rents in the form of "rising rents" spread over a period of three years, as compensation for their being dislocated.

Transfers

With approximately 24.4% of Singapore's population living in Housing & Development Board's estates, requests for transfers of accommodation from existing tenants due to financial, medical and other domestic reasons are dealt with in a speedier and more efficient way by a mechanised system. The finer points have to be reviewed by the Allocations Committee as human problems cannot be ideally measured mathematically.

Home Ownership

The Home Ownership for the People Scheme was initiated in early 1964, and the operation of the scheme came under the charge of a special Section at Upper Pickering Street to register and process applications from the public.

By the end of the year, a total of 3,484 units had been sold in the Queenstown and MacPherson Estate at prices of \$4,900/- for a 2-room flat and \$6,200/- for a 3-room flat.

Encouraged by the good response for the purchase of the standard type flats, the Board decided to introduce and offer for sale flats of better design and finish and with larger floor areas. The improved flats were made available for sale to the public at Toa Payoh Estate at \$7,500/- for a three-room flat. They have proved to be immensely popular.

Loans are available from the Board for those who are unable to purchase the flats outright on a small down payment of \$1,500/- with the balance repayable up to 15 years by monthly instalments. In October, the first 720 new type units were balloted on site. At the end of the year a total of 1,641 applicants were on the waiting list for some 1,770 units to be completed in 1967.

Sale of Tiong Bahru Pre-War Flats

In 1965, the Board decided that the flats in this estate were to be sold to sitting tenants at very reasonable prices ranging from \$10,000/- for a 2-room flat to \$23,250/- for a 4-room flat. In cases where the tenants could not afford an outright purchase, they were given loan facilities with a down payment of only 10% of the costs of their flats and the balance repayable over a period of up to a maximum of 15 years at 7½% interest. In cases of genuine hardship where the tenants could not afford to purchase the flats, suitable alternative accommodation were provided by way of transfers. In spite of all these attractive terms, there was organised resistance in the beginning to the sale of these flats because the tenants who were enjoying very low pre-war rentals as compared with post-war units, were loath to leave. However, when these were offered for re-sale to the members of the public, they were sold without difficulty, and in many cases, were sold at prices well above the Board's reserved prices. At the end of the year, 94% of the 769 units had been sold, whilst many of the remaining units were occupied by tenants waiting for transfers.

Redevelopment of Old Estates

In the early part of the year, the Board rehoused a total of 312 families from 312 units of Artisan Quarters at Bukit Merah. The families affected were rehoused in flats at Lengkok Bahru and adjoining estates within half a mile away. The demolition of the Artisan Quarters was completed in November and the site is being redeveloped into multi-storey flats, which will in turn provide alternative accommodation to rehouse families in the adjoining squatter areas across the road.

Towards the end of the year, the scheme to redevelop old estates gained impetus, following the success of the Lavender and Henderson Estates clearance where a better utilisation of land was achieved. It was decided to redevelop the Balestier Estate consisting of 1,395 units at Lorong Limau,

Rayman Avenue, Whampoa Estate, Towner Road and Kim Keat Lane. With their clearance, a total of approximately 63 acres would be available for redevelopment. The major factors which prompted the Board to adopt this scheme are that the rentals of these premises are very low ranging from \$9.70 to \$26/- per unit. With the rent income from these units, it was no longer economical to maintain them as the cost of repairs and management far exceed the rent income. Furthermore, the houses in this area are subject to periodic floods and on two occasions, rescue operations had to be organised by the Board's officers in liaison with the Social Welfare Department where the tenants were accommodated at a nearby school for the night. Families affected by this clearance were transferred to nearby Lavender Estate or Toa Payoh Estate. In some cases, they were given priority for the purchase of flats in Toa Payoh.

Hawker Problem

The present hawker problem in Singapore has grown to such an extent that the Ministry of Health and the Hawkers Department are experiencing great difficulties in dealing with this problem satisfactorily.

The Board is endeavouring to solve this problem in its estates by providing modern and hygienic hawker centres and pitches within the estates to re-site them. There must also be control to prevent unauthorised hawking, as otherwise the primary object of the scheme to contain the hawkers will fail.

In consequence, the Board has, for the first time, employed a limited number of Hawkers Liaison Officers under a pilot scheme to regulate and control the activities of these hawkers in its estates which hitherto have been the responsibility of the Hawkers and Markets Department of the Ministry of Health. An experiment to resite hawkers from car parks into Hawker Centres and controlled open pitches at MacPherson and Toa Payoh Estate was carried out successfully. A total of 72 cooked food stalls (covered pitches) and 419 open pitches were provided at MacPherson Estate whilst another 914

open pitches were provided in the Toa Payoh Estate. In addition a hawker centre occupying the ground and first floors of the multi-storey block of flats at Block No. 50, Have-lock Road, containing 161 stalls was declared open by the Minister for Law and National Development on 21st March. Provision of further centres and pitches in other estates will be made as necessary.

Social Aspects

Families who are resettled from an old place into an entirely new environment with new neighbours and having to lead a new way of life normally need a period of adjustment. Housing Inspectors periodically visit them with a view to help them to adjust themselves to the new environment.

In the rehousing of families dispossessed by clearance schemes, highly concentrated in specific blocks of flats such as that at Bukit Ho Swee and Tanjong Rhu, management and social problems have resulted in spite of control and more attentive management. These two estates happen to be the worst where infringements of tenancies were concerned. Cleanliness of common staircases, corridors and open spaces was difficult to maintain, turfing, trees and other plants were periodically destroyed. In view of this, the Board decided in March that the allocation of flats to families affected by clearance schemes should be on the basis of alternate floors. In this way, there will be balanced communities in the new housing estates as it has proved undesirable to allow concentration of any specific part of the estates to completely re-house only clearance schemes families.

In the development of new estates as far as possible ample open spaces which are turfed and shaded with trees are provided for the tenants' benefit.

Management and Acquisition of Land

In April the Lands Department and the Lands Section of the Urban Renewal Team were merged with the Estates Department to achieve better co-ordination and results.

With the merger, the major re-organisation carried out was as follows:—

- (a) Management of land held by the Board pending development was decentralised to the various area estates offices which also manage adjacent built-up housing estates;
- (b) A Legal Unit was set up to handle the legal and other technical functions (other than land acquisition and land management) such as supervision of industrial leases and industrial estates. The Legal Unit provides an integrated service for the Estates Division as well in processing leases and mortgages in the sale of flats, legal proceedings for eviction of recalcitrant tenants and legal advice on all functions of the department;
- (c) The remaining staff of the former Lands Department not absorbed by

the Legal Unit and in the decentralisation of land management have been redeployed into a nucleus of seven Acquisition Teams whose sole function is land acquisition.

During the year, 655 lots comprising approximately 1,500 acres and costing approximately \$28.6 Million were approved for compulsory acquisition with a further 795 lots costing approximately \$32.6 Million under preparation.

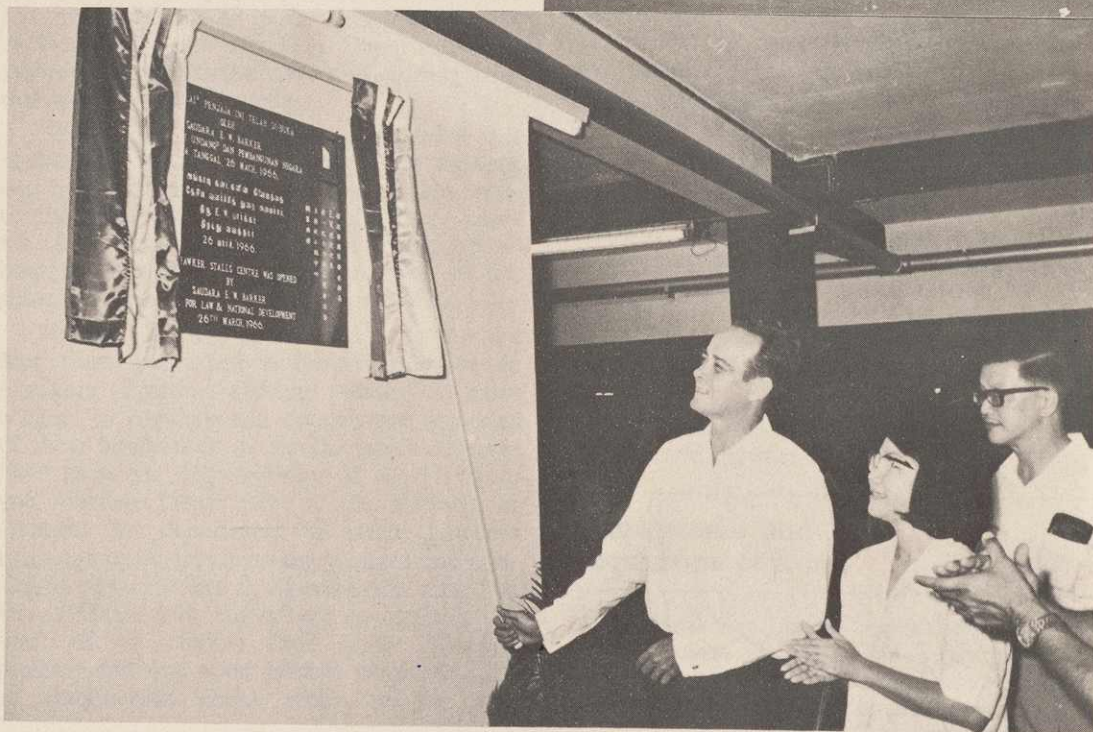
The number of official enquiries held, awards made and possession of land taken has increased in tempo. During the year, 281 lots were compulsorily acquired with awards amounting to \$11.32 Million.

A survey was also carried out for better utilisation of surplus Board land incapable of housing development and as a result of this survey, 12 petrol station sites were sold to oil companies realising approximately \$4.5 Million for the Board.

Hawkers Centre at Bukit Ho Swee Estate. Cooked food stalls on ground floor and dry goods on first floor.

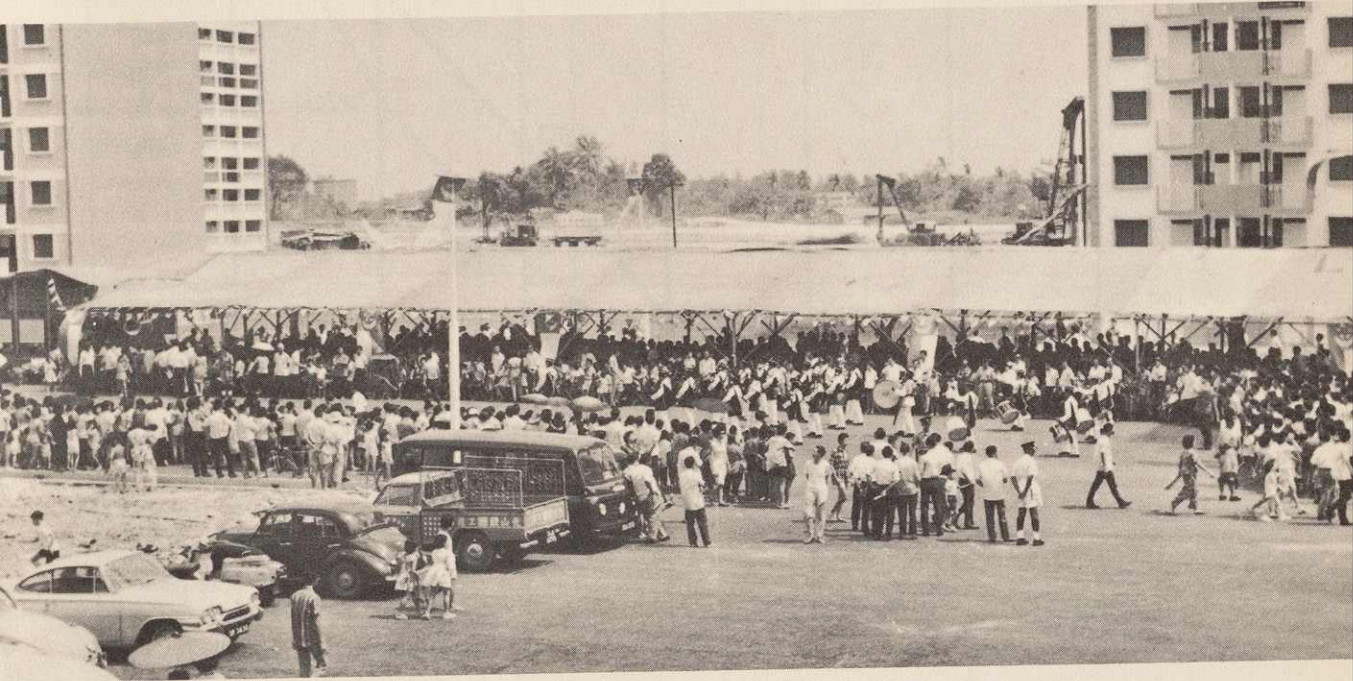


Opening Ceremony of Hawker Centre by Mr. E.W. Barker, Minister for Law & National Development, accompanied by Madam Chan Choy Siong, M.P. for Delta.





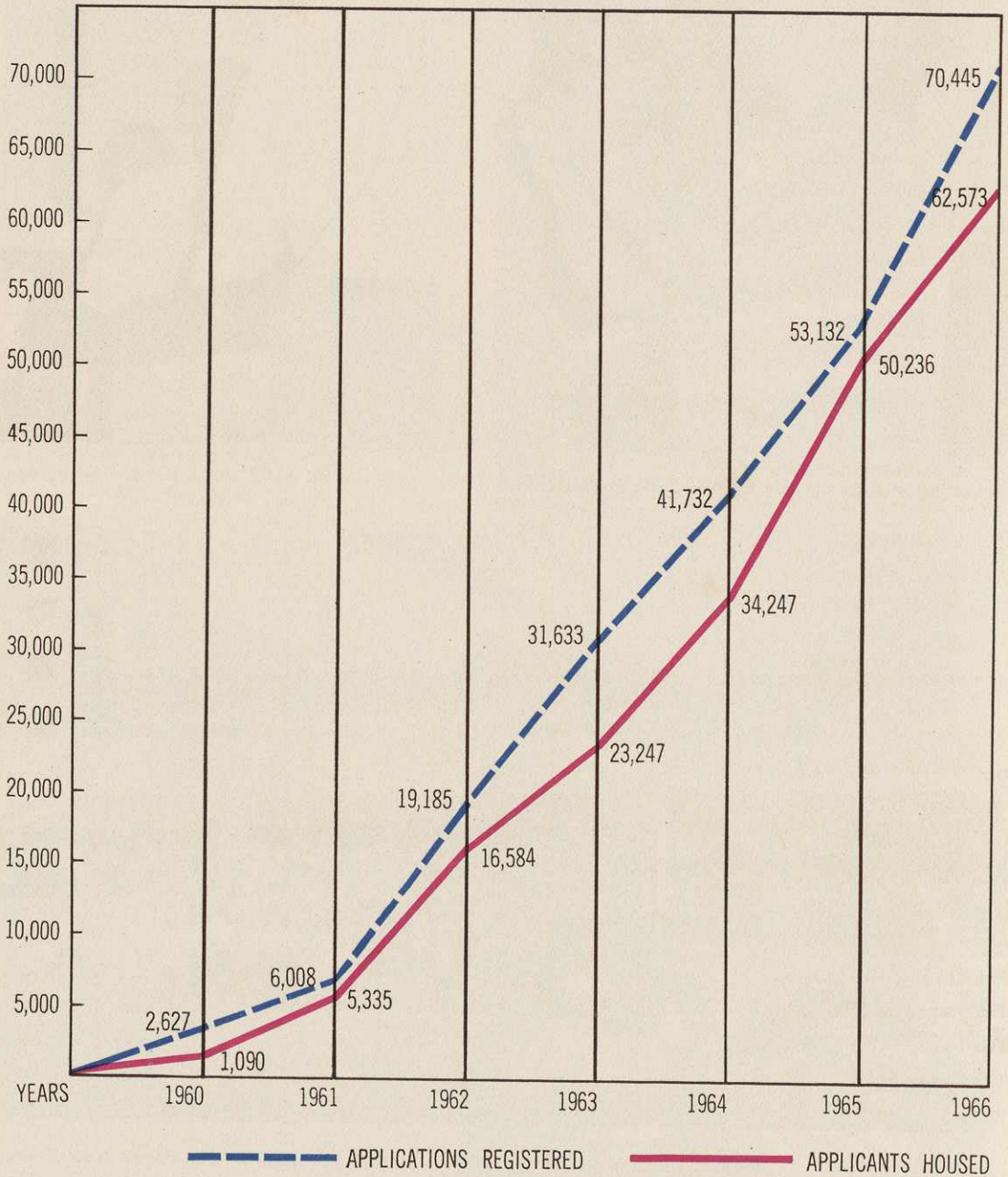
Ballotting of flats for sale by Mr. E.W. Barker.



Ballotting Ceremony for the sale of the first 720 units at Toa Payoh New Town.

Applications and Lettings

NUMBER OF
APPLICATIONS
REGISTERED
EACH YEAR



HOUSING STATISTICS

Details of New Estates Handed Over for Management in 1966

Estates	Dwellings — No. of Rooms				Shops	Misc.	Open Hawkers' Pitches	Total
	1	2	3	4				
Jurong New Town C. 6 - -			96		45			141
Jurong New Town C. 7 - -	768							768
Jurong New Town C. 8 - -	885							885
Jurong New Town C. 10 - -			68		30			98
Jurong New Town C. 14 - -					10			10
Bk. Ho Swee Ph. II C. 3 - -		606	1					607
Bk. Ho Swee Ph. III C. 9 - -		96				161		257
Cantonment Road - - -					4			4
MacPherson Road C. 14 - -					21			21
MacPherson Road C. 15 - -						72		72
Tg. Rhu/Mountbatten Rd. C.4	1,302	26			60	1		1,389
Upper Changi Road (part) - -	250	290	60	4	22			626
Toa Payoh N. II C. 1 - - -	840					3		843
Toa Payoh N. II C. 2 - - -		401	171		13			585
Toa Payoh N. II C. 3 - - -	516	229	11			4		760
Toa Payoh N. II C. 4 (part) - -		478						478
Toa Payoh N. II C. 4 (part) - -		30	90					120 (sale)
Toa Payoh N. II C. 5 - - -	516	240	40			2		798
Redhill Balance C. 5 - - -		360	60		12			432
Redhill Balance C. 6 - - -	216	704			32			952
Redhill Balance C. 7 - - -		432			18	1		451
Kallang Basin N. I C. 1 - - -	935				33			968
Ban Kee Fire Site C. 1 - - -	534				19			553
MacPherson Road C. 10 - - -							315	315
MacPherson Road C. 15 - - -							104	104
Toa Payoh N. II C. 1 - - -							100	100
Toa Payoh N. II C. 3 - - -							200	200
Toa Payoh N. II - - - -							614	614
	6,762	3,892	597	4	319	244	1,333	13,151

HOUSING STATISTICS

Units under Management at 31st December 1966

	Dwellings — No. of Rooms					Shops Dwgs.	Lock-up	Misc.	Open Hawkers' Pitches	Estate Total
	1	2	3	4	5					
1965 Report	16,891	20,884	29,670	2,171	44	1,040	512	148	—	71,360
Properties taken over for management in 1966 ...	6,762	3,892	597	4	—	235	84	244	1,333	13,151
As at 31st December, 1966	23,653	24,776	30,267	2,175	44	1,275	596	392	1,333	84,511

Rehousing of Fire Victims during the year 1966

S C H E M E		No. of Families Registered	No. of Families Rehoused	No. of Units Used	No. of Cases Cancelled	Any Special Grant	Outstanding Cases C/F
Fire Victims cases b/f from 1965							
1.	Lorong 1, Geylang Fire Victims	53 (Balance B/F)	1	1	52	3 months rent subsidy	nil
2.	Lorongs 21 & 21A, Geylang Fire Victims	31 "	—	—	—	— do —	31
3.	Lorongs 5, 7 & 9, Geylang Fire Victims	52 "	—	—	—	— do —	52
4.	Bukit Ho Swee Fire Victims	6 "	1	1	—	— do —	5
5.	Bukit Ban Kee Fire Victims	19 "	1	1	1	— do —	17
6.	Siglap Fire Victims	16 "	—	—	16	— do —	nil
7.	23A-23H, Bartley Road Fire Victims	4 "	—	—	—	— do —	4
8.	6, 7 & 8, Synagogue St. Fire Victims	12 "	1	1	—	— do —	11
9.	898D, 898E, 894, Lorong 3, Geylang Fire Victims	1 "	—	—	1	— do —	nil
Fire Victims cases registered during the year 1966							
10.	Kallang Road Fire Victims	8	7	7	—	— do —	1
11.	89, Keong Siak Road Fire Victims	1 (Reinstated b/f)	1	1	—	— do —	nil
12.	41-3, Ah Hood Road Fire Victims	8	8	8	—	— do —	nil
13.	38 & 40, Park Road Fire Victims	17	12	12	—	— do —	5
14.	Maude Road Fire Victims	63	38	38	—	— do —	25
15.	C.Y.M.C.A. Building Fire Victim	1	1	1	—	— do —	nil
16.	136-136A, Boat Quay Fire Victim	1	1	1	—	— do —	nil
17.	Holland Road Fire Victims	2	1	1	1	— do —	nil
Total		295	73	73	71	—	151

Urban Renewal

MUCH OF THE EFFORTS of 1966 were devoted to planning and preparation of sites.

In land acquisition, action in respect of 90% of land in Precinct S.1 and 75% of land in Precinct N.1 has been completed. The balance of land in these 2 Precincts not yet acquired has been gazetted for acquisition. Besides acquisition of sites in these two Precincts, sites which may serve as "catalysts" to open up other areas have also been acquired.

As with all development programme in Singapore, clearance of sites presented the greatest problem.

In Precinct S.1, 2,376 families and businesses were relocated to nearby well planned housing estates. In Precinct N.1, 1,828 families and businesses were also relocated.

It is expected that the clearance programme would be greatly accelerated with the completion of more low-cost housing estates to help with clearance. In addition to assisting in the clearance of marginal industries affected by the renewal programme, more flatted factories will also be built.

During the year urban renewal has generated much public interest. Proper publicity is essential to explain the necessity for urban renewal and the opportunities it presents to everyone in all walks of life. The Department was invited to give talks to various community organisations. With site activities, demolition and construction under way, the public is now assured of Government's earnest intentions to proceed with urban renewal.

During the year the first contract of the comprehensive plan for Precinct S.1 was completed. This was the Precinct South 1 Contract I, Bukit Ban Kee Redevelopment comprising of 534 one-room improved flats with 19 shops.

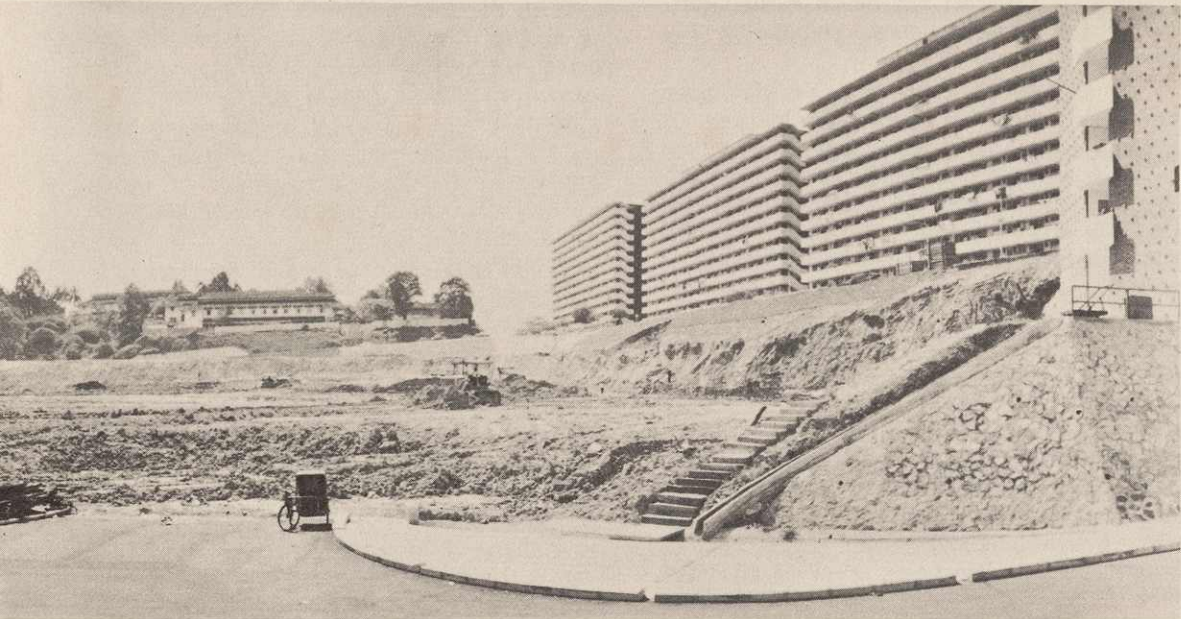
Besides the completion of this first contract, tenders were called for Contract II Park Road Redevelopment comprising 364 shops and 130 flats, Contract III Outram Road Redevelopment comprising 419 shops

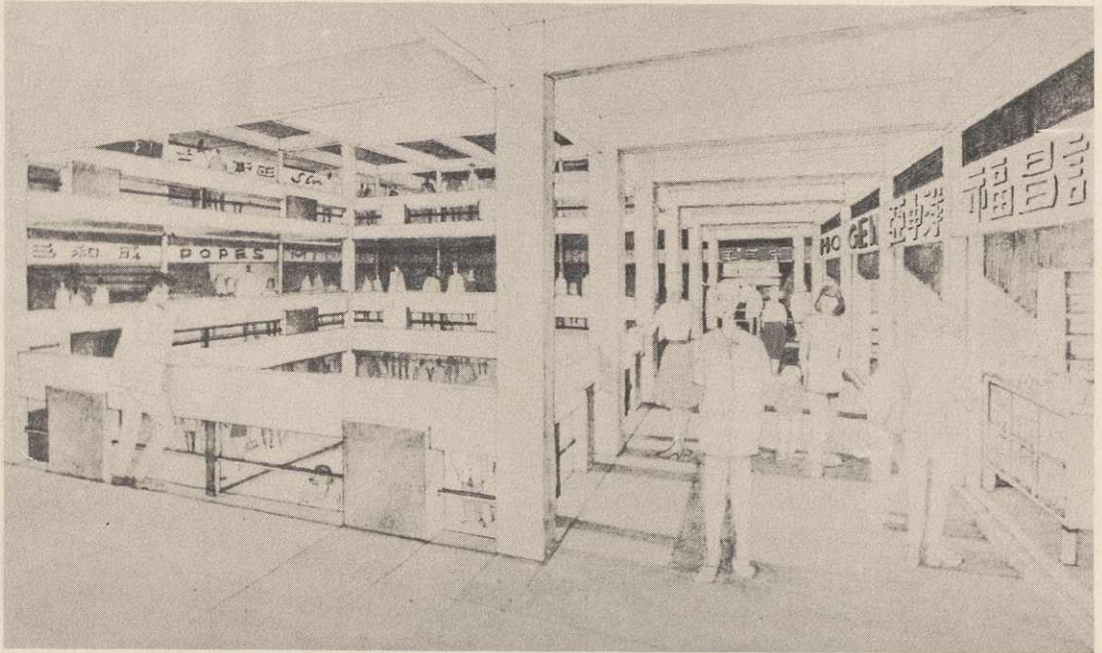




A Typical Slum Site in Precinct South 1 which will be Cleared for Redevelopment.

Site Preparation of Chin Swee Road Redevelopment (Contract VI) under way. On the Right are the Three Blocks of Flats and Shops at York Hill Redevelopment Completed in 1964.





Artist Impression of Internal Shopping Court of Park Road Redevelopment (Contract II) which is under Construction.

and 864 flats. In Precinct North 1 tenders were also called for the First Contract in this Precinct — Contract 1B, Beach Road/Crawford Street Redevelopment comprising 420 flats and 72 shops.

Urban Renewal, however, does not mean just the construction of low cost housing. It means the general improvement of the whole environment including roads, carparking facilities, the provision of amenities and the construction of a variety of commercial buildings which necessitates the investment of private capital.

Sites for a major sewerage pumping station to provide modern sanitation for all the southern precincts and all the northern precincts are being provided at Chin Swee Road and Crawford Street respectively. With the completion of these two major sewerage pumping stations, the whole of the Central Area of Singapore can be serviced with modern waterborne sanitation. Land for road improvement is also being prepared at Have-lock Road, Chin Swee Road and Outram

Road in Precinct S.1 and at Crawford Street, Beach Road in Precinct N.1.

With the establishment of a proper footing at Precincts S.1 and N.1, it can be expected that urban renewal will from now on proceed with much greater speed.

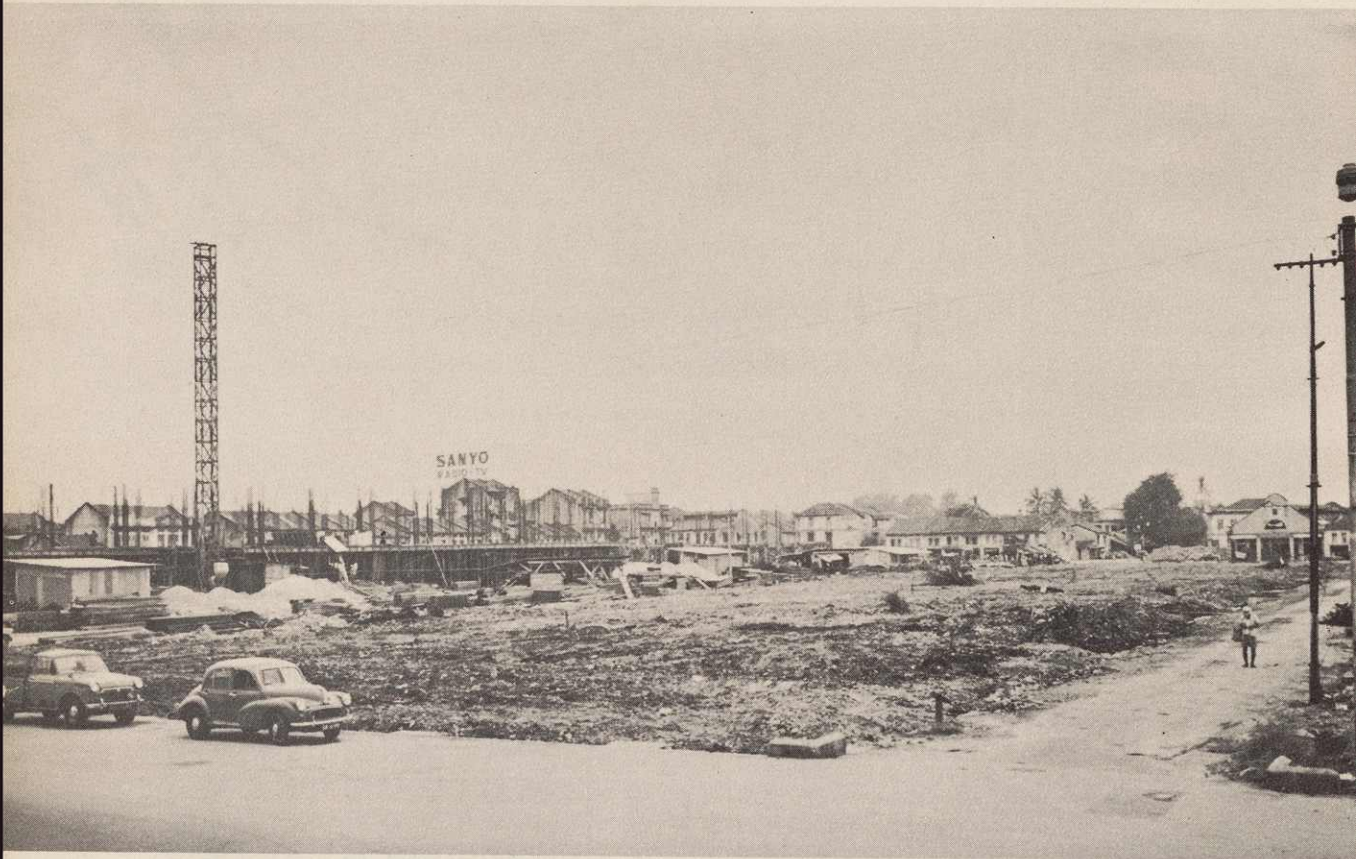
Besides the two pilot Precincts — S.1 and N.1 — plans were also prepared by the Department for the development of other strategic sites which are in urgent need of redevelopment.

Plans were also prepared for strategic multi-level carparks to be built within the Central Area.

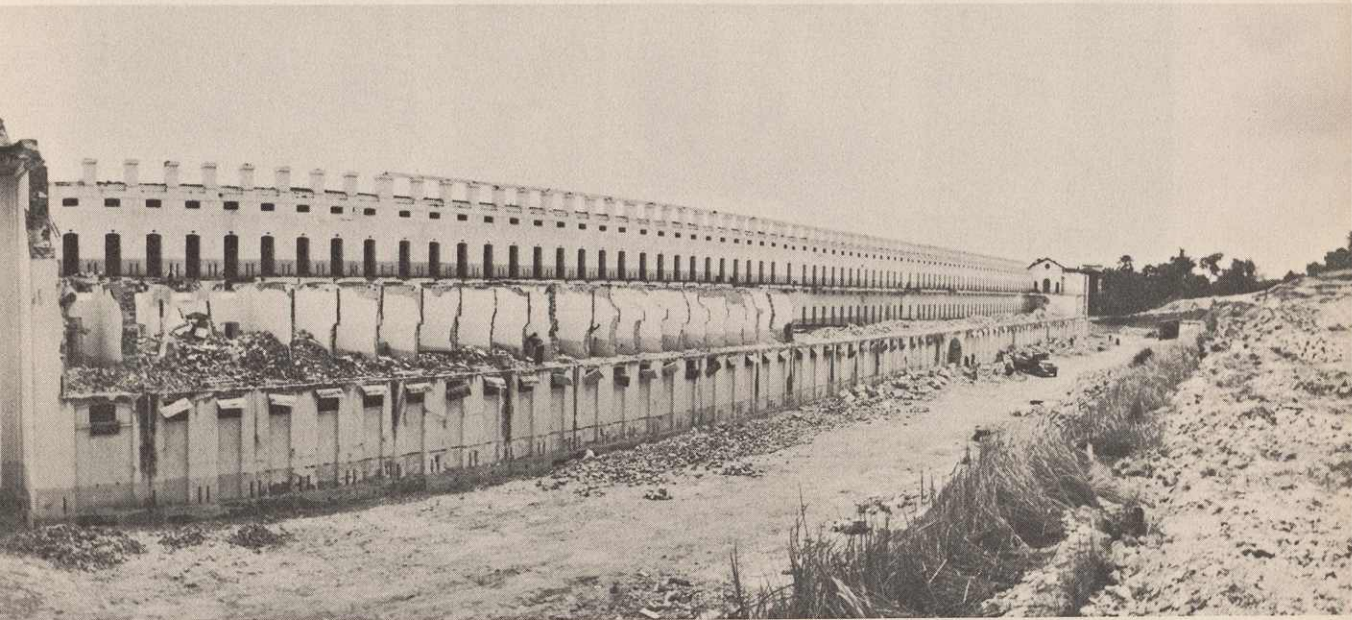
Apart from preparing the comprehensive plan for the redevelopment of the Central Areas, the Department was also engaged in the planning of Woodlands New Town, revising the plan for Jurong New Town, the creation of district centres at Bukit Timah and Holland Road, comprehensively planning the Kallang Sports/Exhibition/Tourism and Transportation Centre, and comprehensively planning tourism projects for Singapore.

Newly Completed Flats and Shops at Bukit Ban Kee Redevelopment Contract I in Precinct South 1.

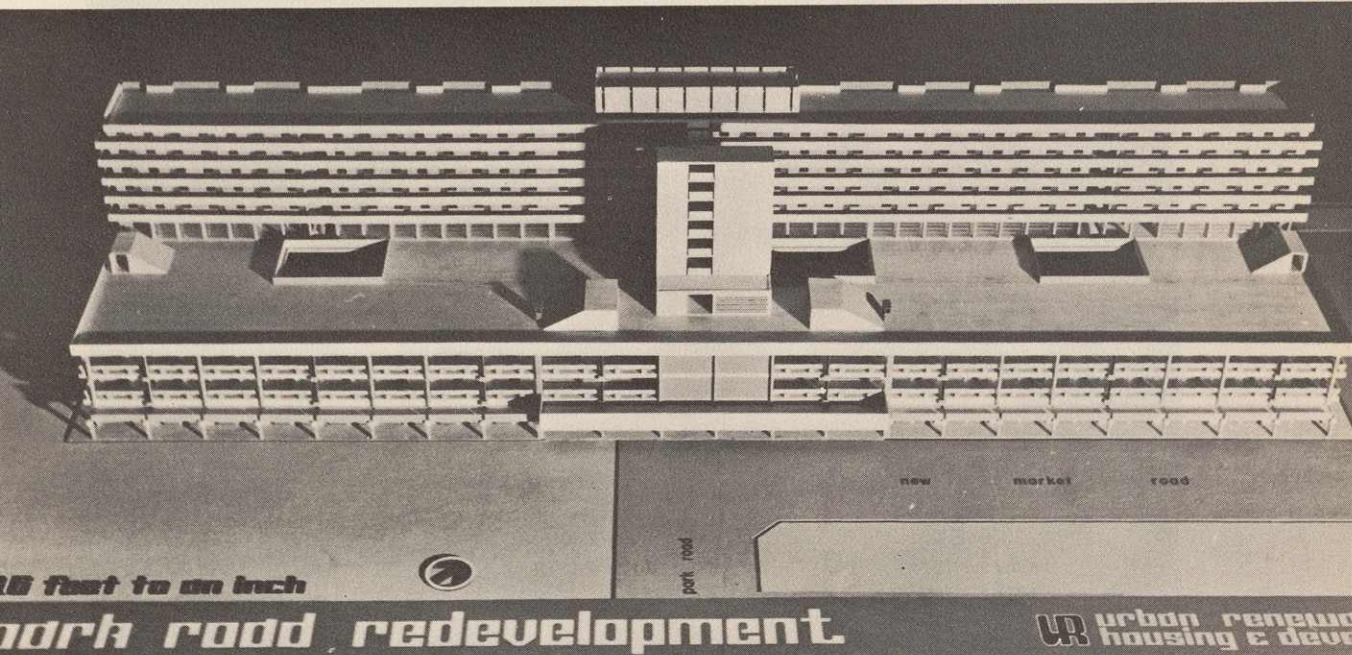




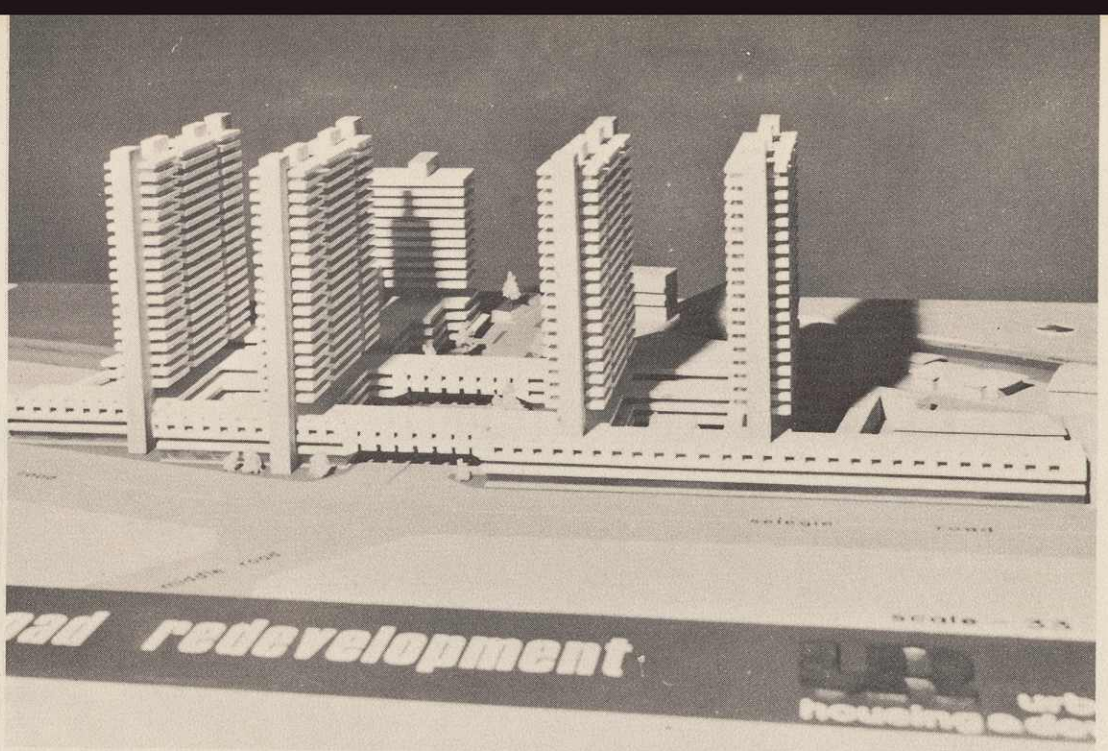
Site at Precinct North 1 Cleared and Ready for Building Operations. On the Left are Buildings Forming Beach Road/Crawford Street Redevelopment Contract I under Construction.



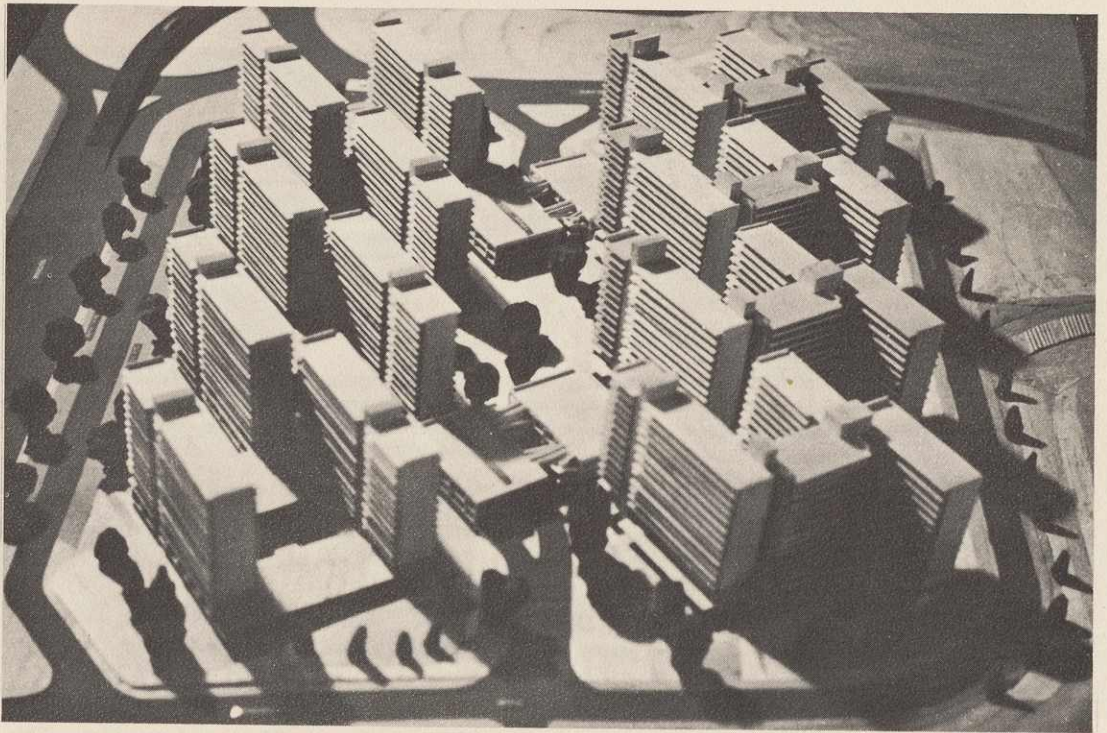
Demolition of Outram Prison to Make Way for Outram Road Redevelopment (Contract III).



Model of Park Road Redevelopment (Contract II) Comprising 364 Shops and 130 Flats. This Project is under Construction.



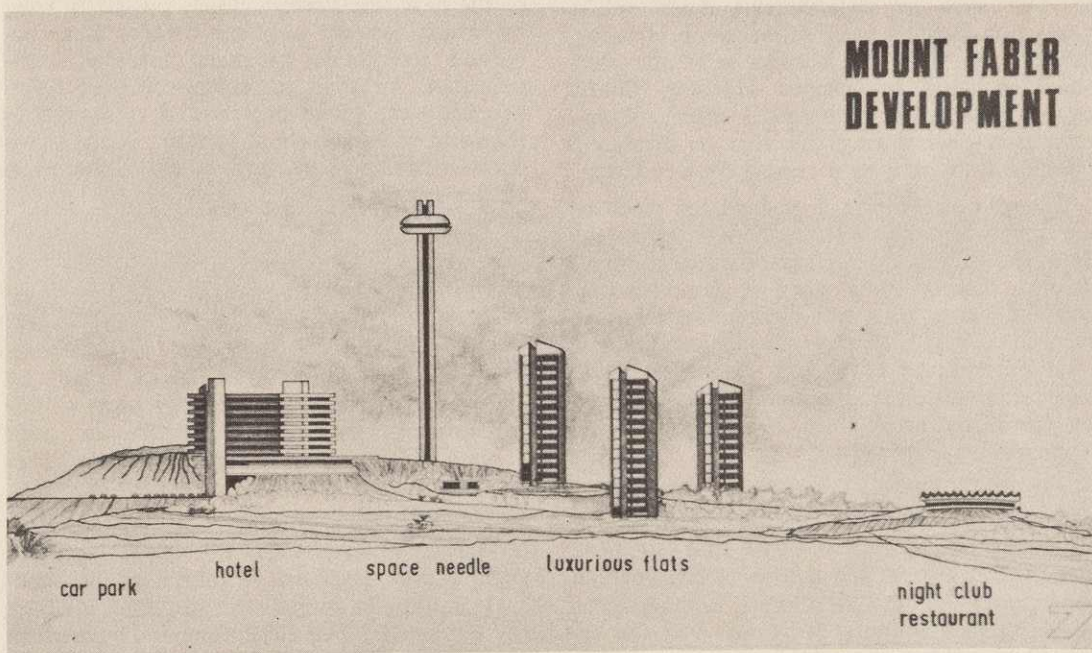
Model for Redevelopment of Selegie Road.



Model of Outram Road Redevelopment (Contract III) Now under Construction.



Building Construction in Progress for Park Road Redevelopment (Contract II).



Artist Impression of Proposed Development of Tourist Amenities at Mount Faber. This is one of the many Projects Undertaken by The Urban Renewal Department on Behalf of the Government.

Land Clearance and Resettlement

The tempo of clearance set in 1965 continued into 1966. A total of 6,018 squatter families were cleared and 2,175 squatter huts on State land were demolished to make way for public housing schemes, industrialisation projects and city redevelopment as well as construction of new roads and schools and other public works. The people cleared consisted of: 304 bona fide farmers, 5,479 residential families, 175 shop-keepers and 60 small industries. 266 farmers were relocated to new sites in Resettlement Areas while 3,982 non-farmers were rehoused in Housing Board flats. The shopkeepers were allocated shops situated in various Housing Board estates mostly on preferential terms. Compensation paid during the year to displaced families amounted to a record \$5.1 million.

Despite the shortage of land for resettlement purposes, the Resettlement Department managed to achieve a clearance rate comparable to that of 1965 when it demolished a total of 2,013 huts and cleared an all time record of 6,510 families in all involving a total expenditure of \$5.5M. Statistics relating to families cleared and compensation paid by the Department since 1957 are given in Appendix A (page 73).

At the beginning of the year there were 137 sites scheduled for clearance of which 61 sites were completely cleared and 10 sites were withdrawn in the course of the year at the request of the developing departments while 83 new requests were received during the year making a total of 149 sites under clearance at the end of the year. A list of the

61 sites cleared during the year is shown in Appendix B (page 74).

The Resettlement Department was managing a total of 11 Resettlement Areas while one more area (Resettlement Area 100) was added in during the year, making a total of 12 Resettlement Areas under the Department's administration at the end of the year.

The steady increase in the rate of families cleared is mainly due to the implementation of the new resettlement policy passed in 1964 by which farmers and hut owners were accorded reasonable enhanced rates of compensation for their improvements and shopkeepers were given preferential treatment in the form of concessional rent for Board shops without having to go through the normal shop tender system.

Special Schemes

During the year special resettlement schemes for Malay families affected by clearance were implemented. 40 units of terrace houses with water installations were erected for the families in Resettlement Areas 74 and 78 at a total cost of some \$60,000/-. These schemes have proved to be popular.

Urban renewal clearance has brought to light a new problem in relocation of small scale industries which are scattered all over the city area. The Resettlement Department conducted a survey of these industries mostly in the North 1 and South 1 Precinct areas.



A squatter settlement occupying valuable land required for a road widening project.



View of widened road after clearance.



A sauce factory at Resettlement Area 102 Lim Chu Kang relocated from York Hill Area.

Some 450 such industries were surveyed and data obtained were processed to ascertain the nature and extent of the problem and to evolve a policy which will eventually lead to its solution with a view to reducing the effects of dislocation to a minimum.

As a result of the survey, an area of 7.5 acres was demarcated in Resettlement Area 102 for resettlement of sauce factories affected by urban renewal clearance. This area provides a total of 9 plots ranging from half to one acre each. Two sauce factories from an urban renewal clearance area have already set up their plant and commenced operations.

A strip of land in Tanjong Rhu Resettlement Area 35 was excised for the resettlement of some 6 coffin-makers from Canal Road and Rochore Road. The land given to each of these coffin-makers is about 1,800 sq.ft. The Resettlement Department has undertaken to construct 6 units of terrace

workshops the cost of which will be recovered from the resettled coffin-makers in monthly instalments. The terms and conditions of their resettlement are identical to those offered to Towgay Growers when they were resettled at Koh Sek Lim Road in 1965.

Surveying and Engineering

The Surveying & Planning Section of the Resettlement Department continued to investigate lands which are suitable for resettlement purposes. Vacant and partially occupied lands totalling approximately 1,835 acres were mapped in the Districts of Lim Chu Kang, Chua Chu Kang, Mandai, Bukit Batok, Sembawang, Nee Soon and Tampenis. Assistance was rendered to the Commissioner of Lands to map the Burial Ground in Chua Chu Kang/Lim Chu Kang covering 80 acres

and also to the Ministry of Interior and Defence in Mandai Road and Bukit Batok covering 272 acres.

The Engineering Section constructed 40 units of terrace houses with water installation in Resettlement Areas, 74 and 78. A sea-wall was built in Area 20B, Koh Sek Lim Road to arrest tidal erosion. Contracts were let during the year to provide 3,283 ft. run of laterite roads, 7,018 ft. run of concrete drains, 760 ft. run of earth drains, 295 ft. run of

culverts and 2,020 ft. run of minor drainage work in various Resettlement Areas.

Land Acquisition

Some 559.02 acres of private land were proposed for acquisition during the year with a view to developing them into five new Resettlement Areas i.e. 65, 105, 106, 111 and 114.

APPENDIX "A"

Clearance & Compensation Statistics

Year	Move to Resettlement Areas	Rehoused in Board's Flats	Found Own Accommodation	Total	Compensation Paid
					\$
1957	67	3	70	140	109,000
1958	146	50	107	303	317,000
1959	131	132	160	423	472,000
1960	132	45	207	384	330,000
1961	57	77	160	294	273,000
1962	198	342	277	817	883,000
1963	307	589	285	1,181	1,700,000
1964	150	2,584	909	3,643	3,200,000
1965	182	4,570	1,758	6,510	5,500,000
1966	266	4,158	1,594	6,018	5,100,000
Total	1,636	12,550	5,527	19,713	17,884,000

List of sites cleared in 1966

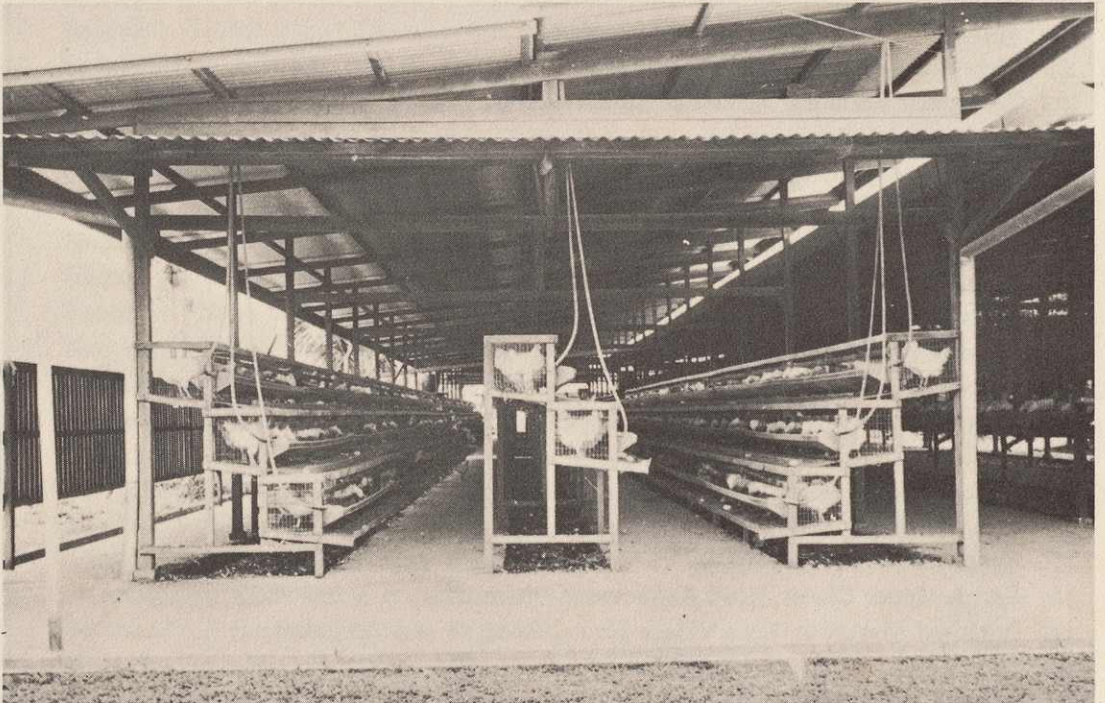
APPENDIX "B"

Names of Sites	Date Cleared
1. Adam/Lornie Road Widening Site Phase I	18.1.66
2. Langsat Road Clearance (from Still Road to Lorong 101)	31.1.66
3. Jurong Industrial Project Clearance of Jalan Besi	31.1.66
4. Pasir Laba Development Stage I	31.1.66
5. Kallang Basin Reclamation East Phase V	31.1.66
6. Secondary School site at Dunman Road/Crescent	14.2.66
7. P.M. Office — Special Project	15.2.66
8. Jalan Hwi Yoh School Site	17.2.66
9. Making up of Lorong 101 Section 19 L.G.I.O.	21.2.66
10. Bedok/Upper Changi Coastal Reclamation Phase V	22.2.66
11. Bedok/Upper Changi Coastal Reclamation Phase VIIIA	22.2.66
12. Bedok/Upper Changi Coastal Reclamation Phase VIIIB	22.2.66
13. Whitley Road Widening (Supplementary)	1.3.66
14. Secondary School at Rangoon Road Clerical Union Premises (Suppl.)	21.3.66
15. Macpherson Clearance (South) Balance	1.4.66
16. Widening of Onan/Dunman/Fowlie Roads	7.4.66
17. Clearance of Outlet Drains No. 1 in Toa Payoh	10.4.66
18. Pilot Canal Sungei Kallang North of Braddell Road	14.4.66
19. Toa Payoh Clearance — Phase II	17.4.66
20. Bedok/Upper Changi Coastal Reclamation Phase IV	19.4.66
21. Kallang Basin Reclamation East Phase II	23.4.66
22. Kallang Basin Reclamation East Phase III	23.4.66
23. Kallang Basin Reclamation East Phase IV	23.4.66
24. Bukit Ho Swee Fire Site Phase VB	27.4.66
25. Clearance of Land at Kim Keat Area 99	31.5.66

Names of Sites Cleared	Date Cleared
26. Precinct South I Stage V	31.5.66
27. Redevelopment of Upper Aljunied Estate	14.5.66
28. Kg. Tiong Bahru Fire Site Ph. I & Ph. I Extension (Supplementary)	31.5.66
29. Kg. Tiong Bahru Fire Site Phase II (Supplementary)	31.5.66
30. Project D 501	31.5.66
31. Middle Ring Road (from Aljunied Road to Paya Lebar Road) ...	9.6.66
32. Jurong Industrial Project Phase V Part IV on Six Hill, Proposed Oil Refinery Site	30.6.66
33. Upper Serangoon Road Technical School 4½ m.s.	30.7.66
34. Recovery Home Thomson Road Clearance Site	21.7.66
35. Concrete Lining of Sungei Whampoa Down Stream of Kim Keat Rd.	10.2.66
36. Precinct South I — Stage XIX	30.7.66
37. 95-D Genting Lane Clearance Site — Lot 222	30.7.66
38. Approach Road to Thomson Rise Estate	30.7.66
39. Geylang Serai Development	30.7.66
40. Christian Cemetary Site — Phase III	23.7.66
41. Making up of Siglap Road (from East Coast Road to the Sea) ...	16.8.66
42. Kampong Tiong Bahru Fire Site Phase II	31.8.66
43. Farrer Road Widening Scheme (Supplement)	31.8.66
44. Clearance of PBU Land at Mandai	31.8.66
45. Secondary Technical School at Mount Vernon	31.8.66
46. Stirling Road Cemetery Site	31.8.66
47. Widening of Ayer Rajah Rd./Gillman Circus to N. Buona Vista Rd.	10.9.66
48. Precinct South I — Stage XII	23.9.66
49. Defence Project at Mandai (Project D 518)	30.9.66
50. Sungei Pandang Drainage Scheme	30.9.66
51. Lorong G.K.N. Telok Kurau Road to Siglap Canal	30.9.66
52. Precinct South I — Stage VIII	27.10.66
53. Precinct North I — Stage III	31.10.66
54. Paya Lebar Road Dual Carriage Ways Macpherson/Geylang Roads	31.10.66
55. Land at Kallang Basin Phase II	31.10.66
56. Widening of Upper Serangoon Road (Woodsville Circus to Yeo Chu Kang Road)	10.11.66
57. Redhill Cemetery Site Phase VI	25.11.66
58. Bedok/Upper Changi Road Reclamation Phase IXA	30.11.66
59. Proposed Market at Tuas Village Jurong Road 18 m.s. (Supplement)	30.11.66
60. Land at Moulmein Road and Shrewsbury Road	20.12.66
61. Kallang Basin Reclamation (E) Ph. V Extension	1.12.66



Interior view of the sauce factory. The factory is neat, free from dust and bottles are well stacked with ample storage space.



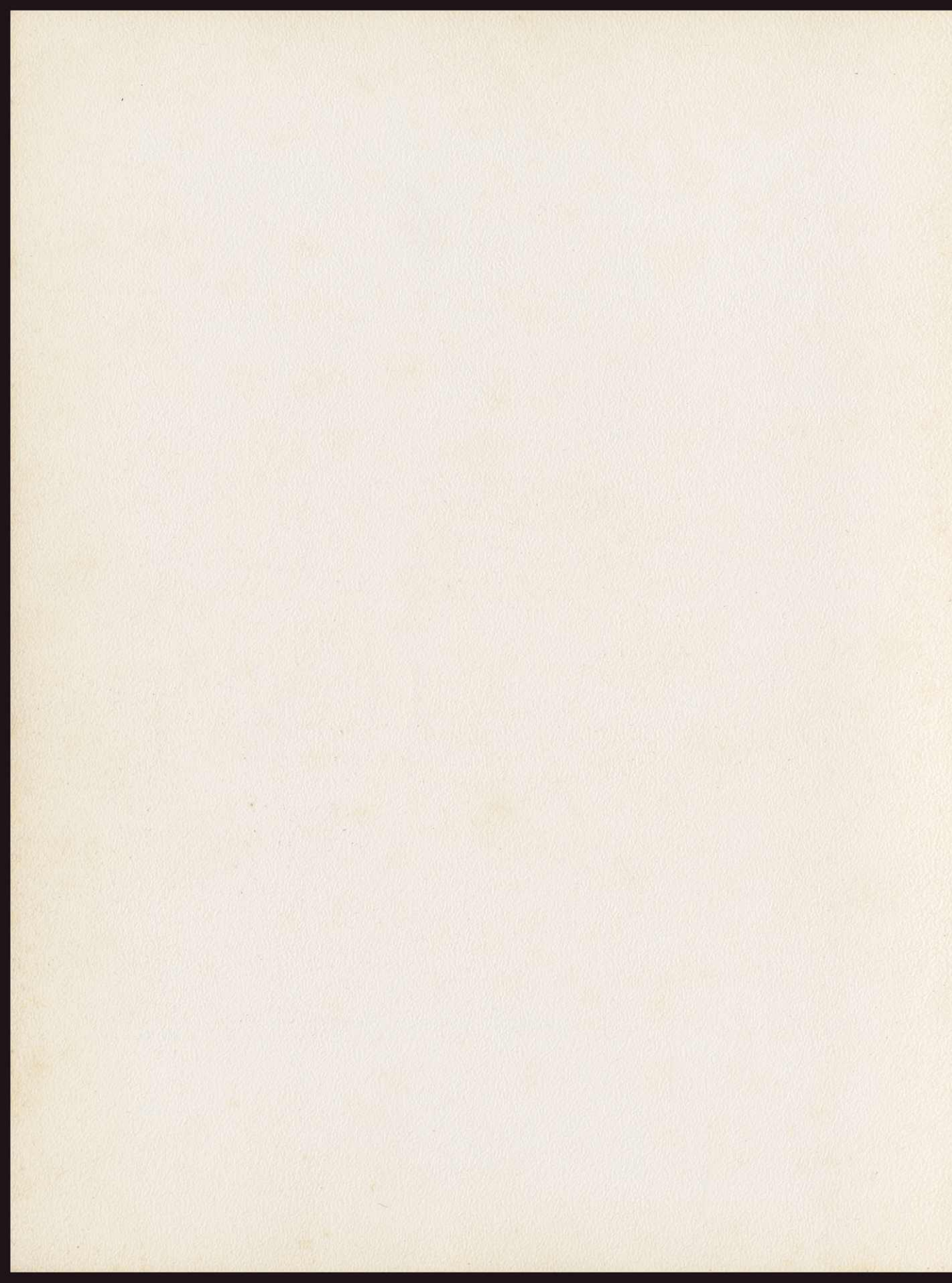
Interior view of a chicken farm. The coops are stacked in rows of 3 tiers in order to save space.



annual report 1967

HOUSING & DEVELOPMENT BOARD





THE
HOUSING &
DEVELOPMENT
BOARD
ANNUAL REPORT
1967



Newly-completed blocks of flats with ground floor shops in Kampong Tiong Bahru Estate.

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COVER - *Aerial view of Singapore's "Golden Mile"*



CHAIRMAN AND MEMBERS OF THE BOARD, 1967.

*From left: Tuan Haji M. Yoosoff, Mr. Lee Hee Seng (standing) Mr. Reginald Quahe (Deputy Chairman),
Mr. Lim Chong Keat (standing), Mr. M. Coomaraswamy and Mr. Howe Yoon Chong (Chairman).*

**Members
of the Board**

at 31st December, 1967

MR. HOWE YOON CHONG (*Chairman*)

MR. REGINALD QUAHE (*Deputy Chairman*)

Members

MR. LIM CHONG KEAT

TUAN HAJI M. YOOSOFF

MR. M. COOMARASWAMY

MR. LEE HEE SENG

List of Senior Officers

at 31st December, 1967

Secretariat

Ag. Chief Executive Officer

MR. TEH CHEANG WAN B.ARCH.(Sydney),
A.R.I.B.A., A.R.A.I.A.

Ag. Secretary

MR. WILLIAM CHEE TIANG CHIN B.A.(Malaya)
Barrister-at-law
(Lincoln's Inn)

Asst. Secretaries

MR. KWOK CHEE WENG

MR. SOH ENG LIM B.A.(Hons.)(Malaya)

Asst. Secretary (Public Relations)

MR. CHEW LOY KHOON

Finance

Ag. Financial Officer

MR. R.F. SCULLY

Ag. Deputy Financial Officer

MR. FONG KOK WOH A.A.S.A.

Internal Auditor

MR. HO ENG HOCK A.A.S.A., A.C.C.S.

Asst. Financial Officer

MR. TAN NGI KENG A.A.S.A., A.C.C.S., R.A.S.

Asst. Financial Officer (on pupilage)

MR. JOHN LIM KEE SWEE Dip. Accty.(S'pore), R.A.S.

Building

Chief Architect

MR. TEH CHEANG WAN B. ARCH.(Sydney), A.R.I.B.A.,
A.R.A.I.A.

Ag. Contracts Officer

MR. GOH CHONG PAK

Asst. Contracts Officer

MR. LAI PANG FEE A.R.I.C.S., A.A.I., M.I.S.(M).

Senior Architect

MR. WILLIAM WONG WAI YING B.ARCH.(Hons.)(Sydney),
A.R.A.I.A., A.R.I.B.A.

Executive Architects

MR. SI-HOE KOK SING B.ARCH.(N.Z.), A.R.I.B.A.

MR. CHEE TECK CHIANG B.ARCH.(Melb.) A.R.A.I.A.,
A.R.I.B.A.

Building

Asst. Architects

MRS. WONG CHOONG LENG	...	B.ARCH.(Melb.), A.R.I.B.A.
MRS. YAP LAU WAI CHEN	B.ARCH.(Dunelm), A.R.I.B.A.
MR. CHU PAK CHOW	B.ARCH.(Melb.), A.R.I.B.A., TROP. ARCH.(London A.A.), Dip. Bldg.(Bouwcentrum)
MR. CHEAH CHENG HOOI	B.ARCH.(Melb.), A.R.I.B.A.
MR. JOSEPH S.L. GOH	F.R.M.I.T.(Dip.), B.ARCH. (Melb.), A.R.I.B.A., A.R.A.I.A.
MR. GILBERT TYE TEK KEOW	Dip.ARCH. (Sheff. U.), A.R.I.B.A.
MR. HENG FOOK SENG	Dip.ARCH. (Birmingham), A.R.I.B.A.
MR. LEE SAM KONG	B.ARCH.E.(Adelaide), Dip. Town & Country Planning (Sydney), A.R.I.B.A., A.R.A.I.A.
MDM. IRIS CHEN	B.ARCH.(Hongkong)
MDM. TAN AI FONG	B.ARCH. (Melb.), A.R.A.I.A. A.R.I.B.A.
MR. TAN WEE LEE	Dip.ARCH.(G.I.T.), B.ARCH.(Melb.), A.R.I.B.A.
MR. SEET CHAY TUAN	Dip.ARCH. (Hammersmith, London), A.R.I.B.A.
MR. HARRY LEE HENG LAN	F.R.M.I.T.(Dip.) A.R.I.B.A., A.R.A.I.A.
MR. TAN SEE KIAT	A.R.I.B.A., A.R.A.I.A.

Asst. Electrical Engineer

MR. TAN THIAN SOON	Dip.Eng.(Educ.Dept.Vic. Aust.), Grad. Member I.E. (Aust.)
--------------------	--------	---

Asst. Electrical Engineer (on pupilage)

MR. CHUA KIAN TONG	Dip.Elect.Engr.(Hons.) (C.M.)(S'pore)
--------------------	--------	--

Ag. Senior Civil Engineer

MR. AU ENG KOK	B.E., A.M.I.C.E., A.M.I.E.Aust. A.M.ASCE., A.M.I.E.S.
----------------	--------	--

Executive Engineer

MR. CHEW SEONG YEAN	Dip.Eng.(Brighton.) C.Eng., A.M.I.C.E. A.M.I.E.S.
---------------------	--------	--

Asst. Civil Engineers

MR. LIU HUA AN	B.E.(Hons.), D.I.C. (Concrete Structures), A.M.I.E.S., A.M.I.C.E.
MR. CHENG CHING TANG	F.R.M.I.T., A.M.I.E.S., A.M.I.E.(M), A.M.I.E.(Aust.)
MR. POK SHEUNG FOO	B.E., A.M.I.E.(Aust.), A.M.I.E.(M)

Building

MR. YAO CHEE LIEW	B.E.(Sydney), A.M.I.E.(Aust.), A.M.I.E.S., A.M.ASCE.
MR. NG SUAN CHUNG	B.E.(N.S.W.)
MR. LOW SIEW AIK	B.E.(Malaya), A.M.I.C.E., A.M.I.E.(Aust.), A.M.ASCE, A.M.I.E.S.
MR. TANG AH TEE	Dip.Eng.(Brighton)
MR. GAN KIM TAP	Dip.Eng.(Brighton), Grad. I.C.E.
MR. YONG TEIK WAH	D.L.C.(Hons.), Grad. I.C.E., A.M.I.E.(M)
MR. WONG KOK LOONG	B.E.(Malaya), A.M.I.E.(Aust.), A.M.ASCE
MR. TAN KUANG WHYE	F.R.M.I.T., Grad. I.C.E., A.M.I.E.(Aust.)
MR. TAN TOCK TIONG	A.G.I.T., A.M.I.E.(Aust.)
MR. HENG YEE SIANG... ..	B.E.(Hons.)Malaya
MR. HO SIEW KOON	F.R.M.I.T., A.M.I.E.(Aust.)
MR. JOHN WEI	B.E.(Hons.) Malaya
MR. JACK SEE TIAN MIN	Grad. I.C.E.(England)
MR. CHAN YUEN PHUI	Grad. I.C.E.(London), Grad. I.E.(S'pore) F.R.M.I.T.
MR. TANG NGI WAH	B.Sc.(Hons.)(Eng.)(London), Grad.I Struct.E.
Asst. Mechanical Engineer	
MR. LUM SHUET MENG	Dip.Mech.Eng.(S'pore) (Cert. of Merit) Part II (I.Mech.E.)
Executive Structural Engineer	
MR. TAN TIONG BENG	M.I.Struct.E., A.M.I.E.(M)
Asst. Structural Engineers	
MR. CHUA IT MENG	B.Sc.(Eng.) (London), A.M.I.Struct.E., A.M.I.E.S.
MR. B.M. CHOTRANI	A.M.I.Struct.E., A.M.I.E.(India)
MR. U YONG DANG	Dip.Eng.(Brighton), Grad.I.C.E.(England)
MR. SEETO YEW LEE	B.Sc.(Eng.), Grad.I.Struct.E.
MR. WONG KWAI WAH	B.E.(Melb.), Grad.I.C.E. (Aust.), Master of Tech. (N.S.W.)
MR. CHOONG THIM KWAI	B.E.,M.Bdg.Sc., A.M.I.E. (Aust.), A.M.ASCE
MR. PAN FON NAM	F.R.M.I.T., Grad.I.C.E.
MR. ANG WENG SHONG	F.R.M.I.T., Grad.I.E.(Aust.)
Executive Surveyor	
MR. V. FERNANDO	B.Surv.(Q'land), L.S.(S'pore), M.I.S.(M), M.I.S.(Aust.)

Building

Surveyors

- MR. C.E. PERRY M.N.Z.I.S., L.S.(S'pore),
M.I.S.(M)
MR. WU KUO LIANG B.Surv.(Q'land),
L.S.(Aust.), Assoc.I.S. Aust.

Urban Renewal

Head, Urban Renewal Department

- MR. ALAN F.C. CHOE... .. B.ARCH.(Melb.), Dip.Town &
Regional Planning (Melb.),
Dip.ARCH.(F.R.M.T.C.),
A.R.I.B.A., A.M.T.P.I.,
A.R.A.I.A., M.A.P.I.,
M.S.I.A.

Asst. Architects

- MR. LEE WENG YAN Dip.ARCH.(U.C.L.), A.R.I.B.A.
MR. PETER SOO BO KOCK Dip.ARCH.(Dunelm), A.R.I.B.A.
MR. TAY SIOW HWA Dip.ARCH.(Sheff. U.),
A.R.I.B.A.
MR. KUAH LEONG HENG Dip.ARCH.(Hull), A.R.I.B.A.,
A.R.I.A.S., M.R.S.H.
MR. LESTER THAM BOON KHENG A.R.I.B.A., M.S.I.A.
MR. JOHN TAIPING CHOU B.ARCH.(Hons.)(N.S.W.),
Dip.Town & City Planning
(Sydney), Dip.City Design
(N.S.W.), A.R.I.B.A.,
A.R.A.I.A.

Asst. Architects (on pupillage)

- MR. FOO AH FONG Dip.ARCH.(S'pore)
Dip.Town & Country Plan-
ning (U. of Auckland)
MR. SOH GIN TECK Dip.ARCH.(S'pore)
MR. TAN PENG GUAN Dip.ARCH.(S'pore) M.S.I.A.

Architect/Planner

- MR. CHIN WAI YEONG B.ARCH.(Sydney), Master of
Town & Country Planning
(Sydney), A.R.I.B.A.,
A.R.A.I.A.
MR. FRANCOIS CUENOD Dip.ARCH.(Geneva U.) S.I.A.
(Member of Swiss Engineers
& Architects Society)

Lands Officer

- MR. JOHNNY LOH JWEE SIAM A.A.I., A.R.V.A.

**Urban
Renewal**

Asst. Structural Engineer
 MR. YEO TECK LEE F.R.M.I.T., A.M.I.E.(Aust.)
Asst. Civil Engineer
 MR. A.J. GOMEZ B.E.(N.S.W.), Grad.Dip.
 H.E.(N.S.W.), A.M.Inst.
 H.E.(Eng), A.M.I.E.(Aust.)

Estates

Estates Manager
 MR. TAN TIAN BOON B.Sc., F.A.I., F.I.H.M.
Executive Estates Officers
 MR. NG BOON ONG F.A.I., F.I.H.M.
 MR. CHOO KIA PENG A.I.H.M.
**Executive Estates Officer
(Lands)**
 MR. ONG HUCK JIN F.A.I., F.R.V.A.
Estates Officer (G)
 MR. PHANG WONG YEW A.I.H.M.
**Estates Officer
(Lettings)**
 MR. TEO HEE CHER A.A.I.
**Estates Officer
(Kampong Java)**
 MR. LEONG SIEW WHYE A.I.H.M.
**Estates Officer
(Alexandra)**
 MR. A.D. PONNAMBALAM A.I.H.M., M.R.S.H.
Estates Officer (Toa Payoh East)
 MR. LIM POH GUAN B.A.(Singapore)
**Estates Officer
(MacPherson)**
 MR. SWEE KEE SIONG A.A.I.
**Estates Officer
(Queensway)**
 MR. KWOK CHUON WEI B.Sc.(Physics)(Nanyang),
 A.A.I.
Estates Officers
 MR. PENU MOHAN SINGH B.A.(S'pore), A.A.I.
 MR. HO LUM KHUAN A.A.I.
Lands Officers
 MR. W.R. JANSEN F.A.I.
 MR. N.A. SUBRAMANIAM Dip.Urb.Val.
**Estates Officers
(Legal)**
 MRS. A. KENNEDY LL.B.(Hons.)
 MRS. CHU KUAN LEE LL.B.(Hons.)

Resettlement

**Ag. Head, Resettlement
Department**

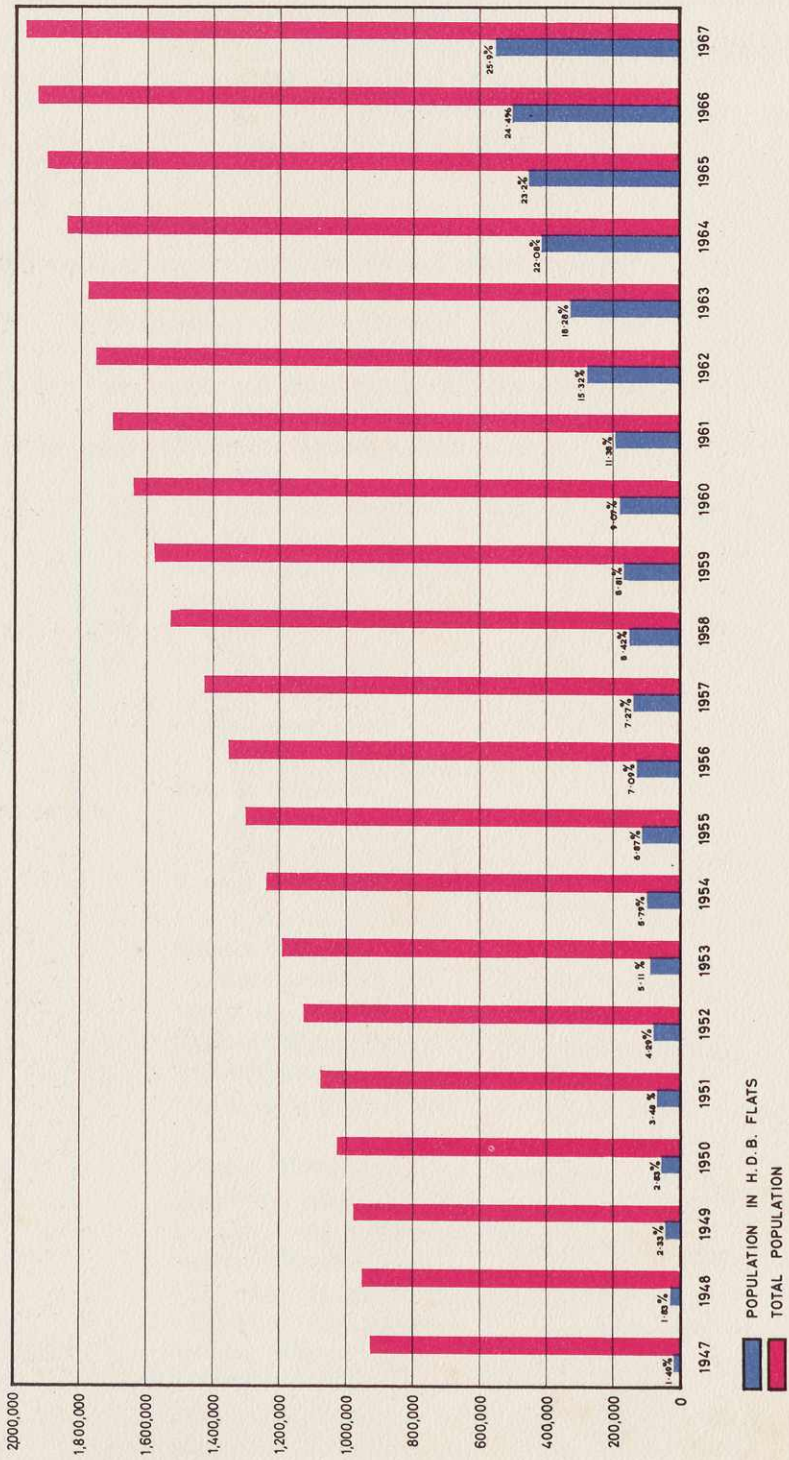
MR. LIM KOON POH B.A.(Malaya)
Engineer/Surveyor

MR. TAN CHWEE SENG Dip.C.E.(FRMIT)
Dip.L.S.(ARMIT)
Grad.I.C.E.(London)

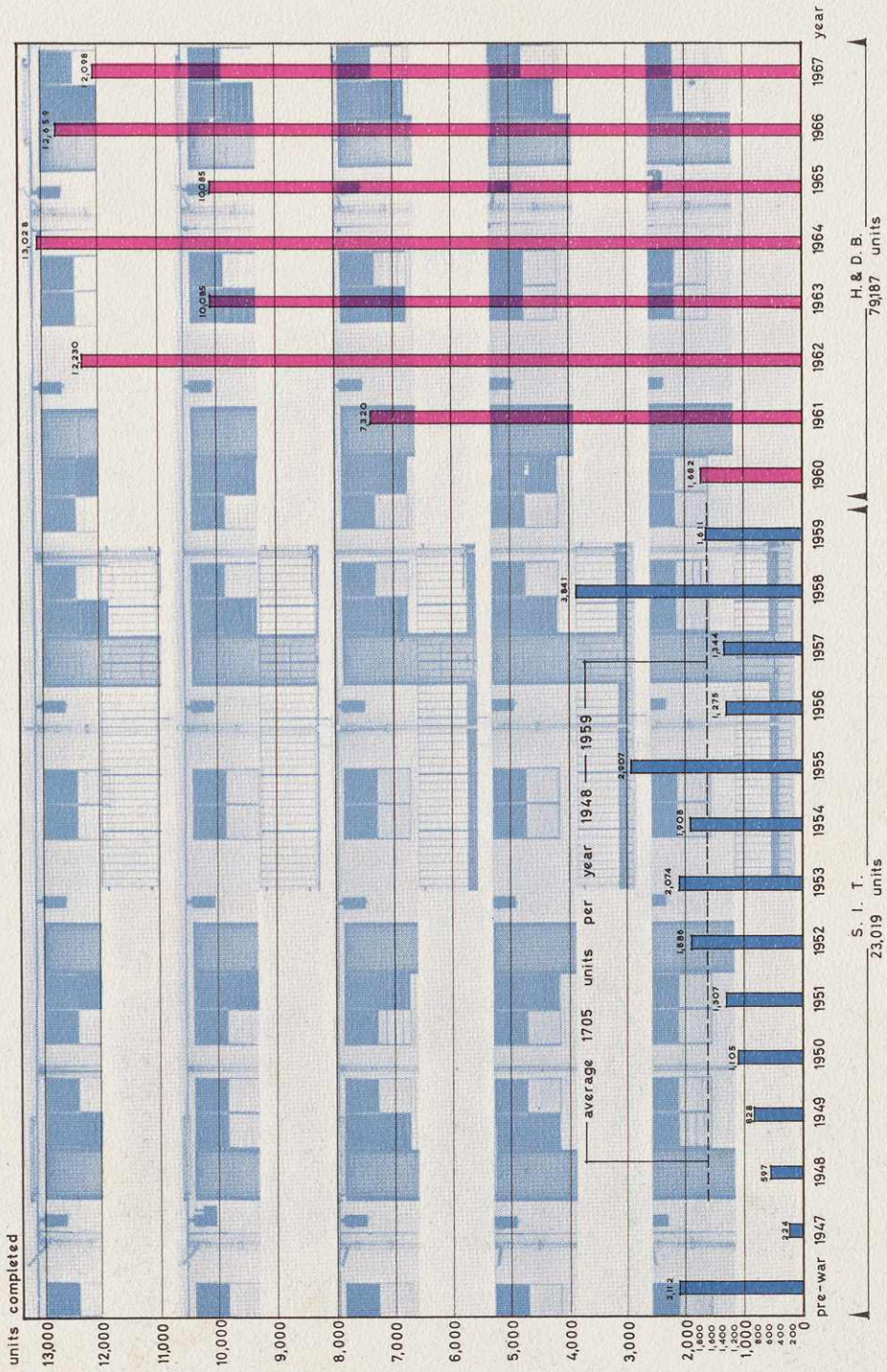
Ag. Executive Resettlement Officer

MR. LIM HOON YONG... .. B.A.(Nanyang)

POPULATION HOUSED IN HOUSING & DEVELOPMENT BOARD FLATS



HOUSING AND DEVELOPMENT BOARD BUILDING STATISTICS





A school with multi-storey flats in the background (MacPherson Estate)

Introduction

THERE WAS STEADY PROGRESS in all the different fields of the Board's activities during 1967. Main highlights of the year were the continued development of the second satellite town at Toa Payoh, the sale of selected Urban Renewal sites to private developers, and the holding of the second Afro-Asian Housing Congress in Singapore.

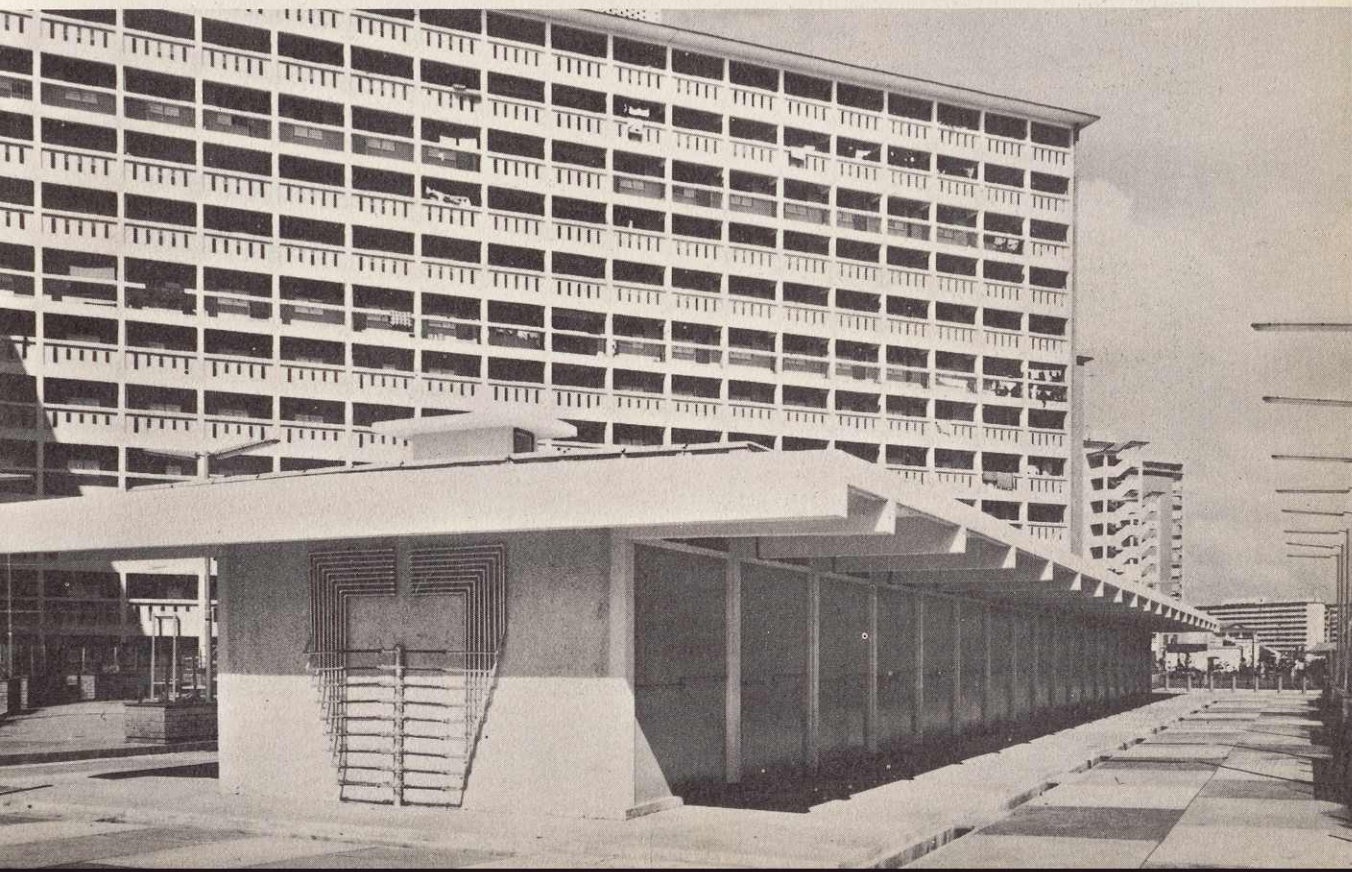
Building

The Board completed 12,098 units of

flats and shops in 1967 bringing the total, since the Board replaced the Singapore Improvement Trust in 1960, to 79,187 units. Together with the units completed by the Singapore Improvement Trust (1927-1959) the number of units and shops completed to date totals 102,206.

There were 18,309 housing units under construction at the end of the year—the highest number yet recorded for units under construction at any one time.

View of lock-up shops at Toa Payoh Estate. Cooked-food hawkers' Stalls in front of the flats at Toa Payoh



The most interesting developments of the year were the implementation of the new policy to incorporate provisions for "hawkers' centres" and "flatted factories" in the Board's estate layouts, and the proposal to build a large sports complex at Queenstown. These developments reflect the Board's intention to provide more and better facilities in its estates and in its housing and development work generally.

Estates Management

The Board introduced parking charges in connection with the use of its car parks in two housing estates during the year. The Board also took over from the Ministry of Health the responsibility for controlling hawkers within its own estates.

In 1960 the basic qualifications for registration for a flat, inter-alia, specified that the applicant must include at least 4 other persons who are members of his immediate family or are related by blood and are dependents of the applicant.

By 1967 the housing problem has eased to such an extent, with the increasing number of flats available in various estates, that the Board decided to amend basic qualifications for registration for a flat to minimum of two persons (including the applicant) who can form a nucleus of a family unit, provided that none of the persons to stay in the flat earn more than \$500/- per month and the total "family income" does not exceed \$800/-.

Home Ownership for the People

Tentative steps were taken during the year to form the first of the "Management Corporations" which are required to be set up in those blocks sold under the "Home Ownership" Scheme. The organisation and administration of "Management Corporations" will be an increasingly important feature in the Board's estates as the "Home Ownership" Scheme gains momentum.

Resettlement

Of special interest during the year's resettlement activities were the clearance of the "Golden Mile" and other designated areas for the sale of Urban Renewal sites to private developers, the clearance of further areas in Precincts N.1 and S.1 for new Urban Renewal projects in these localities, the rehousing of tenants in the old Singapore Improvement Trust "artisans' quarters" under the various estate redevelopment schemes, and the clearance of squatters and settlers in connection with the continued progress of projects and developments at Toa Payoh, the "cut site" at Siglap Plain for the East Coast Foreshore Reclamation, Kallang Basin Reclamation and the development of the additional Neighbourhoods 6 and 7 at Queenstown.

Urban Renewal

The year's Urban Renewal activities were dominated by the project to sell 14 "designated area" sites for private development. The exercise was in furtherance of the need to attract private enterprise to complement the Government's efforts at carrying out Urban Renewal. A full report of the sale of the 7 out of 14 sites appears elsewhere.

At Precincts N.1 and S.1 the first blocks of Urban Renewal buildings undertaken by the public sector began to make their appearance. In the initial stages most of the public buildings constructed under the Urban Renewal programme will consist of low cost housing.

New designs for the construction of multi-use buildings under the Urban Renewal Programme were introduced during the year. These designs are the result of the Urban Renewal Department having recourse to "strata zoning" instead of traditional zoning concepts which have influenced local planners in their work up to now. The use of "strata zoning" is a major innovation not only for Urban Renewal but for urban planning and development in Singapore as a whole.



19-storey Y-shaped block (improved 3-room flats) at Toa Payoh Estate, sold under the "Home Ownership for the People" Scheme. The selling price for a 3-room flat of 650 sq. ft. of internal area is \$7,500/-.
(Singapore \$3.02 = US \$1)

The first multi-use building was nearing completion at the end of the year at Park Road near the "Chinatown" area in Precinct S.1.

Development and Surveys

In the wider context of the Board's activities as a housing and development authority, several events took place which were of interest to the Board. The most important was the signing of a "plan of operation" under which the United Nations, at a cost of over \$15 million, will help to plan and co-ordinate the development of Singapore over the next 20 years. As part of the plan, a \$3.4 million contract was awarded by the United Nations to an Australian firm to form, with local officers as counterparts, the "State and City Planning Project" under the control of the Ministry of National Development. This project is to produce by 1970 a comprehensive Urban Renewal and development planning programme, a traffic and transportation plan, a set of guiding principles for Urban Renewal and development planning, a comprehensive data bank with machinery for up-dating and collection of data through sample surveys to permit up-to-date projection of the future trends for planning purposes, and last but not least to train local staff who will continue with the work of City planning and development control for the future.

General

Singapore was elected to be a member for four years in the United Nations Committee on Building, Housing and Planning, with effect from January, 1967. Singapore's election to the Committee is an indirect recognition of the achievements of the Housing & Development Board in the fields of building, housing and planning among the developing nations. According to the quantitative targets set by the Committee, the developing countries are required to build ten new dwelling units per 1,000 population a year during the Development Decade (i.e. the 1960's). In his report to the 4th Session of the Committee, the

Secretary General said that the average rate achieved so far was in the neighbourhood of two new dwelling units per 1,000 population per year. Singapore, newly-emerged as an independent nation in 1965, is one of the few developing countries to measure up to the targets set by the United Nations.

The Crucial Years Ahead

At the close of the year, although there had been the devaluation of the pound by 14.3% on 18th November, 1967, there were no indications that the British Government would withdraw completely its military presence in Singapore earlier than the mid-1970's. However, events took a dramatic turn in January 1968 following the visit to Singapore of the Secretary for Commonwealth Relations, culminating in the British Government's announcement in the House of Commons on 16th January, 1968 that it will completely withdraw its military presence from Singapore by the end of 1971 instead of to gradually withdraw over a period of years up to the mid-1970's. This decision has serious repercussions on the economy of Singapore, particularly in aggravating our unemployment problems. The Housing & Development Board as the major construction authority, whose activities over the past 8 years had provided employment for tens of thousands of people, must be called upon to play its part in the ensuing years in order to cushion off the effects of the accelerated British withdrawal. With the increased pressure for more jobs to be created, it is not unlikely that notwithstanding financial difficulties, the Government will strive to provide more public housing, the construction of which will create more jobs to absorb some of the 30,000 people who will lose their employment as a result of the British withdrawal and a further 25,000 youths who will each year be looking for jobs for the first time. The Housing & Development Board is confident that its members and staff of all categories will rise to the occasion to do their utmost to meet this challenge and to work for the good of the country.



Close-up of the two blocks of 7-storey flatted factories at Kallang Basin Estate.



Aerial view of Alexandra Hill Estate (Centre) & Redhill Extension (left background). These two housing estates have approximately 8,000 flats to house about 40,000 people.



Newly-completed shopping centre and car parks at Queenstown (Neighbourhood IV). The single storey buildings are for hawkers selling cooked-food.



*1-room Improved Flats at Kampong Tiong Bahru Estate. The rental for a 330 sq. ft. internal area 1-room flat is \$30/- per month.
(Singapore \$3.02 = US \$1)*

PART

I

Administration

Finance



MacPherson Estate as it looks at night

Administration

THERE WERE NO SIGNIFICANT CHANGES in the administration of the Board during the year. The administration continued to revolve largely around the file circulation system, the monthly meetings of the Board, the appointment of ad-hoc committees and the carrying out of job interviews through "Selection Boards". Board members, on rotation, took part in the proceedings of the "Selection Boards" for Junior and Subordinate staff; appointments to Special Grade "A" & "B" Clerical posts, Intermediate Professional Scale posts and Senior Officers posts are made on the advice of the Public Service Commission.

The Allocations Committee – the Board's only remaining substantive "standing committee" – continued to meet under the auspices of the Estates Department's Applications and Lettings Section at Upper Pickering Street. The sole Board member on the Committee, Tuan H.M. Yoosoff, served as Chairman with the Estates Manager and the Chief Executive Officer as members.

Establishment and Personnel

In July, the Chief Executive Officer, Mr. Francis Lim Phai Som, was recalled by Government from his secondment with the Board to take up the post of Registrar of Vehicles. The Chief Architect, Mr. Teh Cheang Wan, became the Acting Chief Executive Officer as well as continuing with his duties as Chief Architect.

The Financial Officer, Mr. Foo Fatt Kong, left the Board's service on completing his contract in November. The post was advertised in October and the Deputy Financial Officer, Mr. R.F. Scully, acted in the post pending the appointment of a new Financial Officer.

The Senior Civil Engineer, Mr. J.T. Stevens, the Board's last expatriate officer, left the Board's service to enter private practice on completion of his contract in April. Mr. Stevens leaves the Board with a distinguished record of service. He was awarded the Republic's Public Administration Gold Medal in 1963 and the M.B.E. in 1965. His services as a consultant was retained by the Board for the Coastal Reclamation projects.

The post of Executive Estates Officer (Lands) was substantively filled in August.

The post of Assistant Secretary (Public Relations) which had been vacant the previous year, was finally filled in February. One of the posts of Research Officer in the Urban Renewal Department was offered to a candidate late in the year, and the officer will commence duty in early 1968.

Office Accommodation and Security

Work went on steadily throughout the year on the construction of the new office complex at Erskine Hill. The 22-storey building, the largest office building in the

Republic, is expected to be completed by the middle of 1969. Meanwhile, in view of the intended move, the provision of added office space and facilities to accommodate current requirements is mostly made on a "standstill" basis.

Measures to improve security arrangements and security awareness were implemented as a result of thefts of office equipment at subsidiary offices and work-sites.

Budget, Estimates, Accounts, Annual Report

The Board's 1967 Budget was approved by the Ministry in May and published in the Gazette in June. The establishment proposals and financial estimates of the Board for 1968 were considered in September and October and the proposed Budget for 1968 was duly submitted to the Ministry for approval.

The final audited accounts for the year 1965 were published in the Government Gazette shortly after the end of the year, on the 12th January 1968.

The Board's Annual Report for 1966 was published in July.

Staff Relations, Conditions and Schemes of Service

As a result of the New Trade Union Ordinance (Amendment) Act, 1967 the Amalgamated Union of Public Employees, Housing Board Branch had to be dissolved. A new Union, the Housing & Development Board Workers' Union was formed to represent the Junior and Subordinate employees of the Board and sought recognition from the Board in October.

To conform with Government's declared policy of maintaining high standards of conduct and discipline in the public service, Conduct & Discipline Rules applicable to Board officers have been strictly enforced. During the year disciplinary action was

taken against 25 officers resulting in their dismissal from service. Thirteen of the officers dismissed were Clerks-of-Works who were found to have been involved in irregularities in connection with piling contracts.

Training Schemes and Courses

The Board introduced a number of training schemes for technical and professional staff in 1967. A "pupilage" training scheme for Chartered Quantity Surveyors was started with the co-operation of an established firm in the Republic while an in-service trainee scheme for Estates Officers and Valuers was also started.

The Works Apprentice Scheme for training future Clerks-of-Works was amended to allow entry into the Technical Timescale (\$155 rising to \$615) upon passing the required approved examinations. A Gardening Apprentice Scheme was approved at the end of the year in line with the current policy to turn Singapore into a "Garden City".

The Board continued to lend its support to the various "in-service" training schemes of the Colombo Plan, the Vocational Guidance Steering Committee, the University of Singapore and the Polytechnic, among others.

A number of the Board's senior officers, including the Ag. Senior Civil Engineer, Mr. Au Eng Kok, went overseas on scholarships granted by foreign governments and other sponsoring bodies.

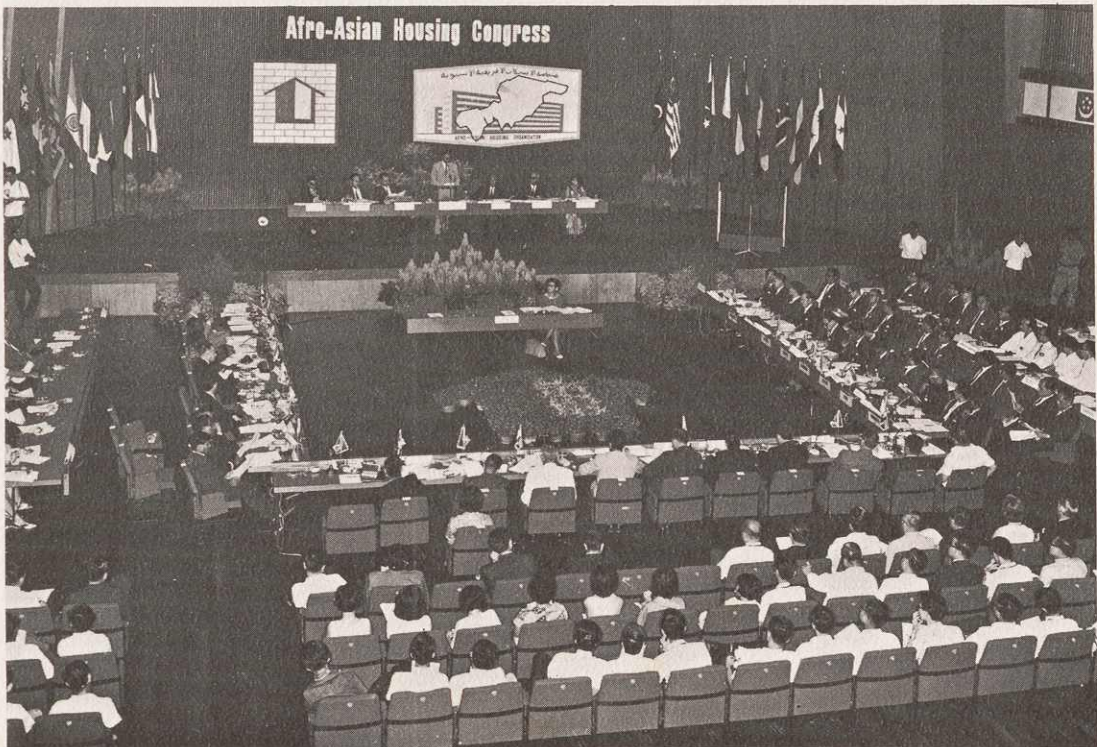
Seminars and Conferences

The Chairman, Mr. Howe Yoon Chong, led the Singapore delegation to a conference on Urban Growth held in Hawaii in May. The Chief Architect, Mr. Teh Cheang Wan, represented Singapore at the 5th Session of the Housing, Building and Planning Committee at Geneva in October. The Committee is a body of the United Nations Economic and Social Council (ECOSOC) and this was the first time that Singapore had been represented on the Committee.

Minister for Law & National Development, Mr. E.W. Barker inaugurating the 2nd Afro-Asian Housing Congress held in Singapore in October 1967.



Minister for Culture & Social Affairs, Inche Othman Wok addressing delegates at the closing session of the Congress.



2nd Afro-Asian Housing Congress

The Afro-Asian Housing Congress was originally formed to provide "a meeting ground" to initiate and encourage the exchange of experience of leading architects on subjects relating to housing in Afro-Asian countries.

The 1st Congress was held in Cairo in December, 1963. Delegates from 20 countries, including the Soviet Union, attended the Congress. Singapore – then a State of Malaysia – was represented by Mr. Tan Tian Boon, Estates Manager of the Housing & Development Board and Mr. Lee Hee Seng, General Manager of the Malaya Borneo Building Society (Mr. Lee Hee Seng was appointed a Member of the Board on 1st August, 1966).

In December, 1965 as a follow-up to the 1963 Congress a Preparatory Meeting was held again in Cairo to discuss arrangements for the venue of the 2nd Congress and setting up of the present proposed organisation. Mr. Tan again represented Singapore, just then newly emerged as an independent nation, at this meeting.

The 1965 meeting unanimously chose Singapore as venue for the 2nd Congress which was tentatively scheduled to be held in November, 1966.

A Working Party was formed to commence preparations for the holding of the 2nd Afro-Asian Conference in Singapore early 1967. However, due to various difficulties, the headquarters of the Congress at Cairo requested for a postponement on two occasions before it was finally held on 7th – 15th October, 1967 in the Singapore Conference Hall. Among the special arrangements which were made in connection with the holding of the 2nd Congress in Singapore were the issuing of the attractive commemorative stamps by the Postal Services Department, the organisation of a Housing & Photographic Exhibition and the publication of a Handbook on Facts and Figures on Public Housing in Singapore. Forty-

seven delegates and observers from nineteen Afro-Asian countries attended the Congress. Twenty-five papers were submitted of which 10 were by the Singapore representatives who formed the largest delegation.

The Congress made a number of resolutions and recommendations at its closing session and called upon all Governments of Afro-Asian countries to intensify their efforts in the field of public housing and commended Singapore as worthy of study in the field of large-scale public housing.

Legislation

The new Land Acquisition Act came into force during the year and it was expected the Act will have an important effect on the work of the Housing & Development Board in compulsory acquisition of land for its development projects.

The Land Title (Strata) Act was passed by Parliament and came into effect at the end of the year. The Act will facilitate the subdivision of registered land on which flats are erected into strata and to provide for the registration of title relating to parts of the subdivided building and the disposition of such title. The Bill also provides that the owners of flats shall become "the Management Corporation" and be responsible for maintenance of the flats and other related duties.

Claims for over-payments in piling

Investigations on piling work executed by M/s. Gammon (M) Ltd. during 1960 to 1966 were carried out by officers of the Corrupt Practices Investigation Bureau during the latter half of 1966 and continued up to the middle of 1967. These investigations revealed that there had been over-payments made as a result of claims by M/s. Gammon on the length of piles driven into the ground. M/s. Gammon admitted the over-payments and agreed to pay a sum of \$2.7 million to the Board in full settlement. The over-payment was assessed at \$2,098,000/- and a

sum of \$602,600/- was agreed upon to cover cost of investigations, losses caused by delays and other consequential items. In addition, M/s. Gammon had to meet all Board's legal expenses and the costs of employing an engineering firm as consultants.

M/s. Gammon further undertook liability to indemnify the Board in full in respect of any damages, costs and expenses suffered or incurred by the Board consequent upon any structural defects in any building arising within 10 years from date of completion of each contract as the result of inadequate piling.

The agreement setting out the terms of settlement was signed on 8th September, 1967.

Public Relations

Wide publicity continued to be given to promote the sale of flats in new estates under the "Home Ownership for the People" Scheme. Four balloting ceremonies were held at Toa Payoh and one at Bukit Merah. A revised edition of the sales brochure on the flats in Toa Payoh was printed to enable prospective purchasers to know of the location, types of flats available and terms of payment.

To keep the public constantly aware of the Board's major policy decisions and approved schemes, press releases were issued regularly. Frequent comments and suggestions from members of the public appearing

in the press, mostly concerning improvement of facilities and services to estates, were answered, and verbal and written complaints and enquiries received by this section were also dealt with.

To focus attention on the locality, environment and other aspects of new housing estates on the island, a series of conducted week-end tours to Toa Payoh New Town was organised in the middle of the year, for the benefit of families under clearance. Community leaders in these areas assisted in the campaign. Inspection tours of Board's projects were also arranged for visitors who came from many parts of the world, and for interested groups from local and foreign community organisations, institutions of learning and representatives of international periodicals and magazines, to enable them to learn about the Board's work at first hand.

An attractive booklet "Bukit Ho Swee Estate" was printed and distributed. This booklet describes the 1961 fire in Bukit Ho Swee, one of the worst slum areas in Singapore, and its transformation into a modern housing estate.

Honours and Decorations

Seven officers of the Board figured in the National Day Honours List for the year. The Head of the Urban Renewal Department, Mr. Alan Choe, was awarded a Public Administration Medal (Gold).



Blocks of multi-storey flats at Toa Payoh Estate.

Finance

Capital Expenditure on Housing Development

BUILDING CONTRACTS EQUIVALENT to \$57.3M were awarded during 1967, and capital expenditure for completed building projects and work in progress totalled \$56.2M.

The allocation of funds to the Board by Government for purposes of meeting low-cost housing expenditure amounted to \$45M, out of which only \$30M was approved for release to and drawn by the Board. As at 31st December, 1967, payments to contractors had exceeded loan drawings by some \$6.5M the excess being met by the temporary use of funds earmarked and required for other purposes, e.g. payment of loan charges, repairs and maintenance etc.; deposits of tenants and contractors; general fund, etc.

Revenue Income and Expenditure

At the close of the year, the Board had under its financial management 86,534 housing units, consisting mainly of rented flats and those sold under the Board's Home Ownership scheme, as compared to 78,326 units at 31.12.66.

Income derived from rent grossed \$43.6M, inclusive of service and conservancy charges of \$4.9M. Loans granted to the public in 1967 for the purchase of Board's flats amounted to \$9.0M. These are repayable over a maximum period of 15 years at 6¼% interest per annum. Interest and principal repayments received on loans to the public

were \$1.7M and \$7.1M respectively. Loss of income arising from unoccupied properties and bad debts written off was \$1.6M (3.3% of income).

Repayments of principal with interest on loans obtained from the Government came to \$24.8M. Property tax, expenditure for administering the Board and maintenance of Board's properties were \$14.2M, \$10.0M and \$3.0M respectively.

Deficit for the year was \$4.2M (subject to audit) bringing the cumulative total since February 1960 to \$26.0M. Subsidy grants received from the Government in 1967 amounted to \$6.2M.

Agency and Related Functions

As in prior years, the Board undertook agency work for the building of schools, markets, clinics, community centres, veterinary centres, etc. The overall expenditure incurred by the Board on all its agency functions totalled \$28.0M out of which \$4.1M was expended on land clearance and resettlement.

For urban redevelopment carried out on behalf of Government, a total of \$6.6M was reimbursed to the Board, while sums reimbursed for the reclamation schemes at Kallang Basin and the East Coast came to \$3.2M and \$7.8M respectively.

Mechanisation

The Board's main accounts and rent

accounting records are kept under mechanised systems. The feasibility of introducing a small computer unit is still under investigation and consideration.

During the year, the Board's punched card installation was utilised by the Economic Research Centre of the University of Singapore in their survey of households, etc. carried out on behalf of the Estates and Resettlement Departments of the Board and other Government departments.

Internal Audit

The Internal Audit Section maintains a running check on the Board's activities, and its existence complements the purpose and functions of the Statutory Auditors. Apart from continuous checks on cash held in Finance Area Offices and on Board's accounts and ancillary records, the check on estates and engineering stores and equipment and office inventories in departments, has been intensified during the year. From June this year, the section also undertakes close checks on the Board's piling projects, including witnessing the checking of pile lengths and sampling steel used for piles at various

building sites in conjunction with the Technical Audit Unit of the Building Department.

This section plays an important role in the verification of assessments on huts and improvements of the settlers/farmers affected by the clearance of land for development. During the year over 2,100 assessment cases were examined, of which 32% were subjected to strict physical checks at sites. The amount of compensation involved in these cases approximated \$2½ million.

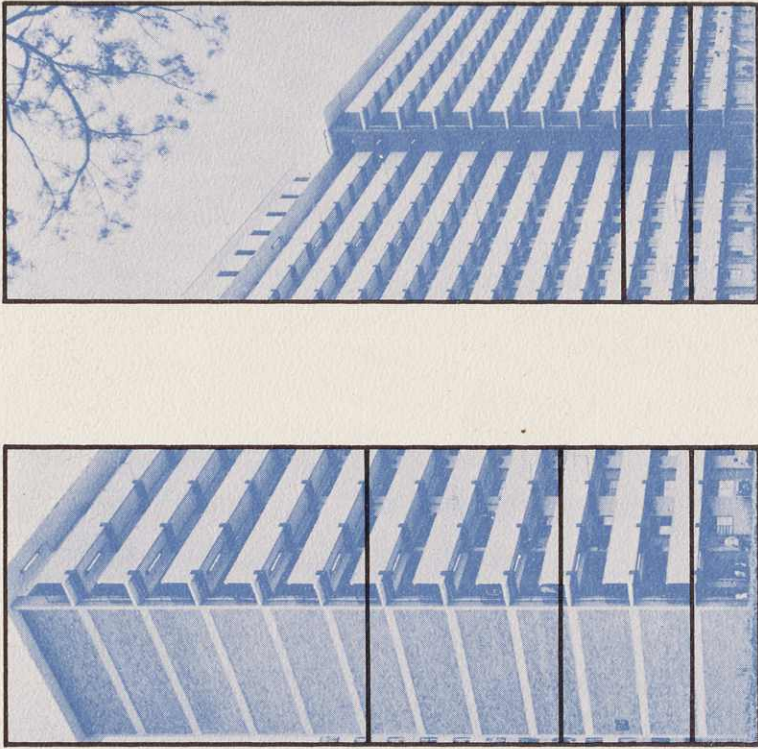
Provident Fund

The Inland Revenue Department finally approved the Board's own Provident Fund in accordance with Section 5(6) of the Income Tax Ordinance, on 18th October 1967, but with retrospective effect from 1st January 1966. This in effect privileges the Fund to be a tax exempt body while contributions towards this fund by members will be deductible for personal income tax purposes.

As at 31st December 1967, the Fund had a membership of 962, while the number of Board officers contributing to the Municipal Provident Fund stood at 173.

DISPOSITION OF INCOME - 1967

REVENUE EXPENDITURE REVENUE INCOME



↑
 LOAN CHARGES
 \$24.8M - 47.7%

↑
 PROPERTY TAX
 \$14.2M - 27.3%

↑
 ADMINISTRATION
 \$10.0M - 19.2%

↑
 MAINTENANCE
 \$3.0M - 5.8%

↓
 RENT
 SERVICE CHARGES
 CONSERVANCY CHARGES
 \$43.6M - 83.8%

↓
 MISCELLANEOUS
 \$4.2M - 8.1%
 DEFICIT
 \$4.2M - 8.1%



Bird's eye view of Kampong Tiong Bahru Estate of multi-storey buildings. This Estate is built on a slum clearance site where previously there were shacks and temporary houses.

PART

II

Building

Estates and Lands Management

Urban Renewal

Resettlement



Newly-completed Neighbourhood Shopping/Residential Centre with Children's Playground at Toa Payoh (Neighbourhood III)

Building

THE BUILDING DEPARTMENT prepares and executes plans and proposals in connection with the Board's housing and development activities. In the special field of land development, the Building Department has been shouldering the main responsibility for carrying out important land reclamation projects in Singapore. Land reclamation work is undertaken by the Board on behalf of the Government through "agency" arrangements.

To carry out its work of "designing and supervising the erection of new buildings" (as described in terms of its financial and budgetary vote provisions), the Building Department is divided into four main sections, viz. Architecture, Engineering, Survey and Contracts. Recent developments have also resulted in the setting up of special units—one on Design and Research, and another for Internal Technical Audit.

HOUSING & BUILDING

The Board's housing schemes are formulated in terms of 5-Year (Building) Programmes which are incorporated in the 5-Year Development Plans of Singapore. In the longer perspective, the Board's housing and development projects are required to conform to the Singapore Master Plan. The period of the Master Plan in its present form expires in 1972.

Under the 1st 5-Year (Extended) Programme, 1960-65, the Board completed

54,430 housing units as well as other miscellaneous units such as markets, schools, clinics, offices and stalls. Most of the housing units were built for rent (pegged at levels to come within the means of workers and others in the low-income groups) but a proportion were sold under various schemes, notably the "Home Ownership for the People" Scheme launched in 1964.

Under the 2nd 5-Year Programme, 1966-70, the Board plans to build 60,000 units at the rate of 12,000 units a year. In 1966 it completed 12,659 housing and shop units, and in 1967 it maintained satisfactory progress by completing 12,098 units and having 18,309 units under construction by the end of the year. The Board also completed other miscellaneous buildings during the year including 1,707 hawkers' stalls, 2 flatted factories and 2 restaurants, and a community centre, a holiday camp and a Girls' Homecraft Centre.

Layouts

In 1967 the Board decided to adopt more liberal standards when planning the layout of its new estates and neighbourhoods. The standards relating to population densities will be relaxed as a result of more generous provisions being made for open spaces between buildings, road widths, children's playgrounds, landscaping and car parking facilities.

1967 also saw the Board implementing its new policy of providing for hawkers'



Shopping centre at MacPherson Estate South (Balance)

centres and flatted factories to be widely incorporated in its housing schemes and layouts. The Board has decided to accept the presence of hawkers in its estates as an inescapable reality and in order to bring it under control, has decided to provide for "hawkers' centres" to be included in the layout plans for its future estates and housing areas. Similarly, the Board has decided to provide for the resettling of "industrial cases" affected by its clearance and re-development schemes by building its own flatted factories for them. Without the flatted factories the industrial cases would be difficult to resettle unless they meet the tests of viability imposed by the Economic Development Board.

Designs

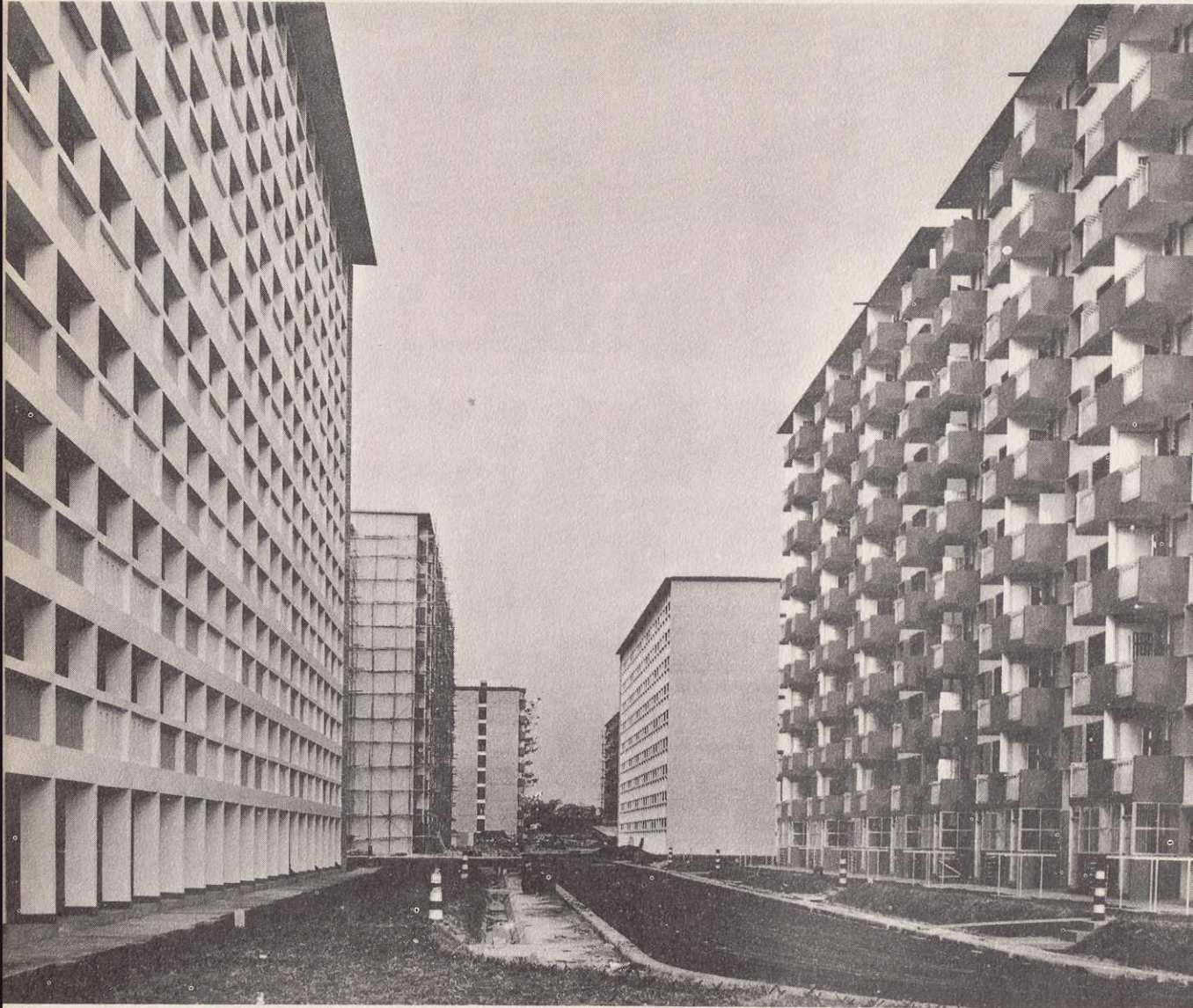
The majority of the Board's housing units consist of self-contained flats and shops of 1-room, 2-room and 3-room designs with limited variations in terms of size, amenities and standard of finish. Under the

1st 5-Year Programme, the Board decided to construct these units (grouped in multi-storeyed or "high-rise" Slab Blocks in most cases) in the proportion of 40% 1-room units, 30% 2-room units and 30% 3-room units. However, it has since found that the 1-room units were extremely popular among its would-be tenants in the low-income groups, while the 3-room units were popular among would-be purchasers under the "Home Ownership for the People" scheme. As a result, the Board has decided that under the 2nd 5-Year Programme, it would build new units more or less in the proportion of 45% 1-room units, 25% 2-room units and 30% 3-room units.

The experiment to provide 4-room units at the Henderson Road Re-development Estate was put into practical effect during 1967 when 472 of these flats were completed around the middle of the year. These units were offered for rent at \$120/- per month and a close watch is being maintained on the public response to the renting of these flats.



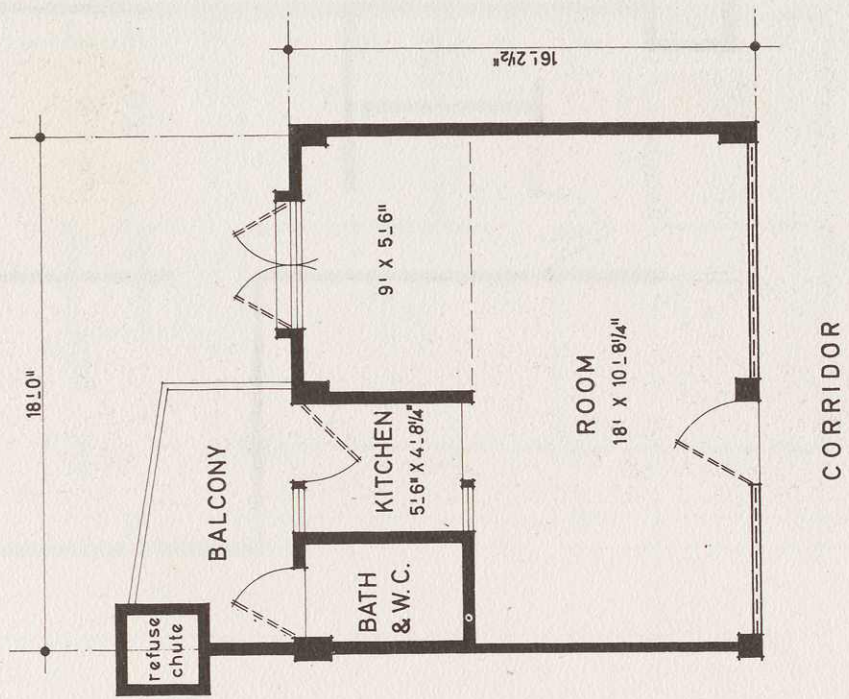
A recreational centre and children's playground in Toa Payoh New Town.



Two rows of multi-storey flats showing details of balcony design.

IMPROVED 1 - ROOM UNIT

TOA PAYOH NEIGHBOURHOOD III CONTRACT IV

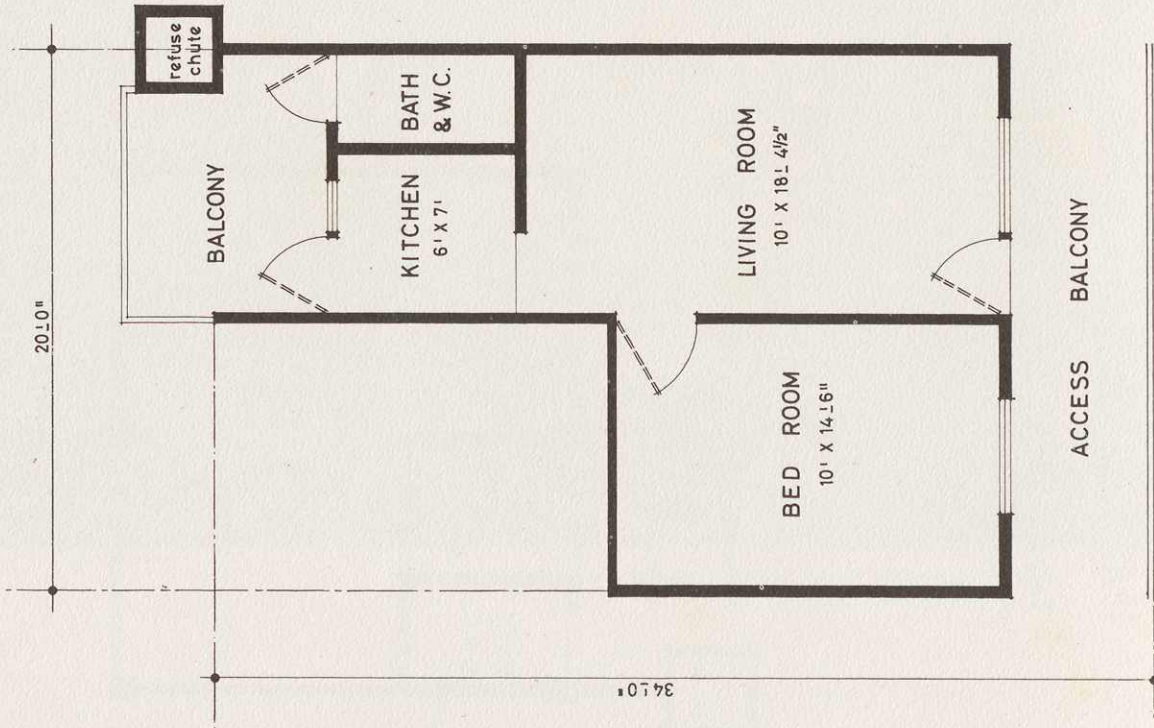


BREAKDOWN COSTS

Type of Unit	Improved 1 - Room	
Internal Floor Area Per Flat	352 F.S.	
Circulation Area Per Flat	101 F.S.	
Covered Floor Area Per Flat	453 F.S.	
No. of Units	1040	
	<u>Contract Price Per Flat</u>	
Building		\$ 1,704.38
Sanitary		\$ 334.05
Electrical		\$ 66.53
Elevator		\$ 108.77
Roofing		\$ 48.93
Water Connections		\$ 30.00
Gas Connections		\$ 30.00
Piling		\$ 377.00
Roads Carparks		\$ 116.51
Earthworks		\$ 49.98
Sewers		\$ 65.47
Turfing		\$ 4.22
Drainage & Culverts		\$ 23.23
Soil Investigation		\$ 6.69
Miscellaneous		\$ 2.11
Supervision		\$ 19.36
Cost per unit		\$ 2,987.23
Cost per F.S. of internal floor area		\$ 8.48
Cost per F.S. of covered floor area		\$ 6.59
Monthly rental		\$ 30.00
Selling price		\$ 3,300.00

2 - ROOM UNIT

TOA PAYOH NEIGHBOURHOOD IV CONTRACT III



BREAKDOWN COSTS

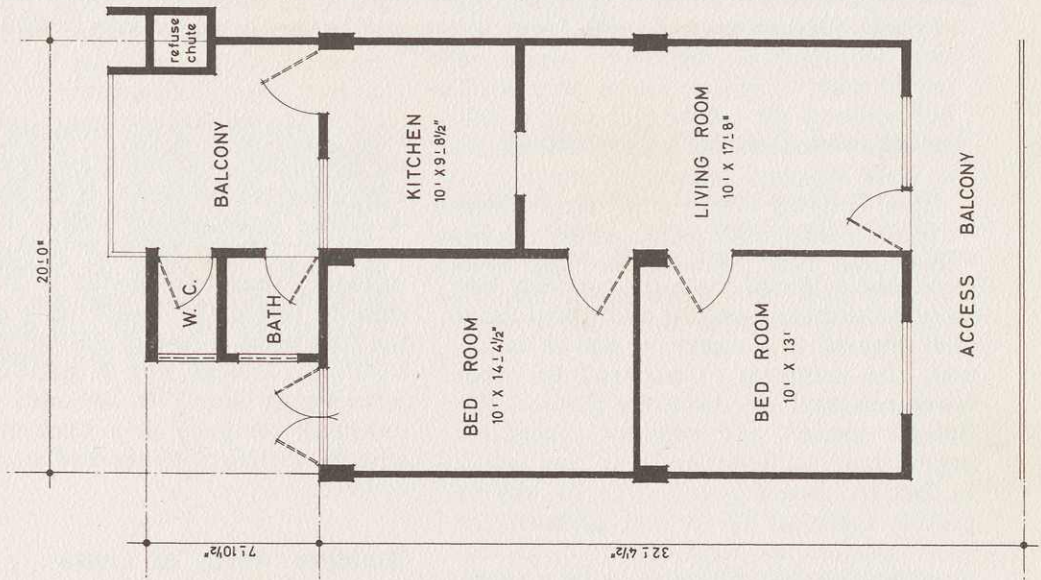
Type of Unit	2 - Rooms
Internal Floor Area Per Flat	463 F.S.
Circulation Area Per Flat	115 F.S.
Covered Floor Area Per Flat	578 F.S.
No. of Units	480

	<u>Contract Price Per Flat</u>
Building	\$ 2,171.47
Sanitary	\$ 339.58
Electrical	\$ 71.86
Elevator	\$ 177.79
Roofing	\$ 65.75
Water Connections	\$ 52.08
Gas Connections	\$ 30.00
Piling	\$ 350.95
Roads, Carparks	\$ 129.64
Earthworks	\$ 58.80
Sewers	\$ 71.30
Turfing	\$ 9.26
Sewer Connections	\$ 2.32
Soil Investigation	\$ 6.48
Drainage & Culverts	\$ 28.71
Miscellaneous	\$ 1.39
Supervision	\$ 37.50
Cost per Unit	\$ 3,604.88
Cost per F.S. of Internal Floor Area	\$ 7.78
Cost per F.S. of Covered Floor Area	\$ 6.24
Monthly rental	\$ 40.00
Selling price	\$ 4,900.00

(Singapore \$3.02 = US \$1)

IMPROVED 3 - ROOM UNIT

TOA PAYOH NEIGHBOURHOOD IV CONTRACT V



BREAKDOWN COSTS

Type of Unit	Improved 3-Rooms	
Internal Floor Area Per Flat	660 F.S.	
Circulation Area Per Flat	156 F.S.	
Covered Floor Area Per Flat	816 F.S.	
No. of Units	360	
	<u>Contract Price Per Flat</u>	
Building	\$3,173.94	
Sanitary	\$ 366.64	
Electrical	\$ 95.56	
Elevator	\$ 118.14	
Roofing	\$ 92.40	
Water Connections	\$ 30.50	
Gas Connections	\$ 30.00	
Piling	\$ 648.12	
Roads, Carparks	\$ 102.96	
Earthworks	\$ 38.94	
Sewers	\$ 58.08	
Turfing	\$ 11.88	
Sewer Connections	\$ 5.28	
Soil Investigation	\$ 7.26	
Drainage & Culverts	\$ 20.46	
Miscellaneous	\$ 1.32	
Supervision	\$ 50.18	
Cost per Unit	\$4,887.64	
Cost per F.S. of Internal Floor Area	\$ 7.40	
Cost per F.S. of Covered Floor Area	\$ 5.99	
T.V. Antenna	\$ 36.00	
Selling price	\$7,500.00	

(Singapore \$3.02 = US \$1)



The newly completed flats at Bukit Ho Swee. This group of buildings is the last phase of Bukit Ho Swee Fire Site.

Tender and Contract Procedures

As in previous years the Board continues to observe the "open door" policy to encourage as many contractors as possible to tender for Board contracts provided they have the necessary capital and resources at their disposal to compete for and to undertake the contracts. Compared to other Governmental or statutory Bodies, the Board's tenders and contract procedures involve less restriction and less "red tape". In fact the Board goes out of its way to provide technical advice and guidance for its contractors and their employees to help them improve their efficiency. In this manner, considerable expertise has been handed down to the contractors which has in no small way helped in the speed of construction work. The system of registration and rigid classification of contractors as adopted by

other authorities is not followed. Instead, the Board adopts a flexible policy where each contractor is considered on his own merits. A careful investigation is done of the contractor's background and previous work, including recommendations of outside architects before the award of a tender. If the contractor is new or has not proven his capability to deal with a large contract a performance bond is obtained from an insurance company or a bank in order to ensure satisfactory completion of the contract.

Building Rates & Costs

The average rate of housing construction achieved by the Board during the 1st 5-Year (Extended) Programme was 9,896 units per year, while the average rate during the first two years of the 2nd 5-Year Programme has

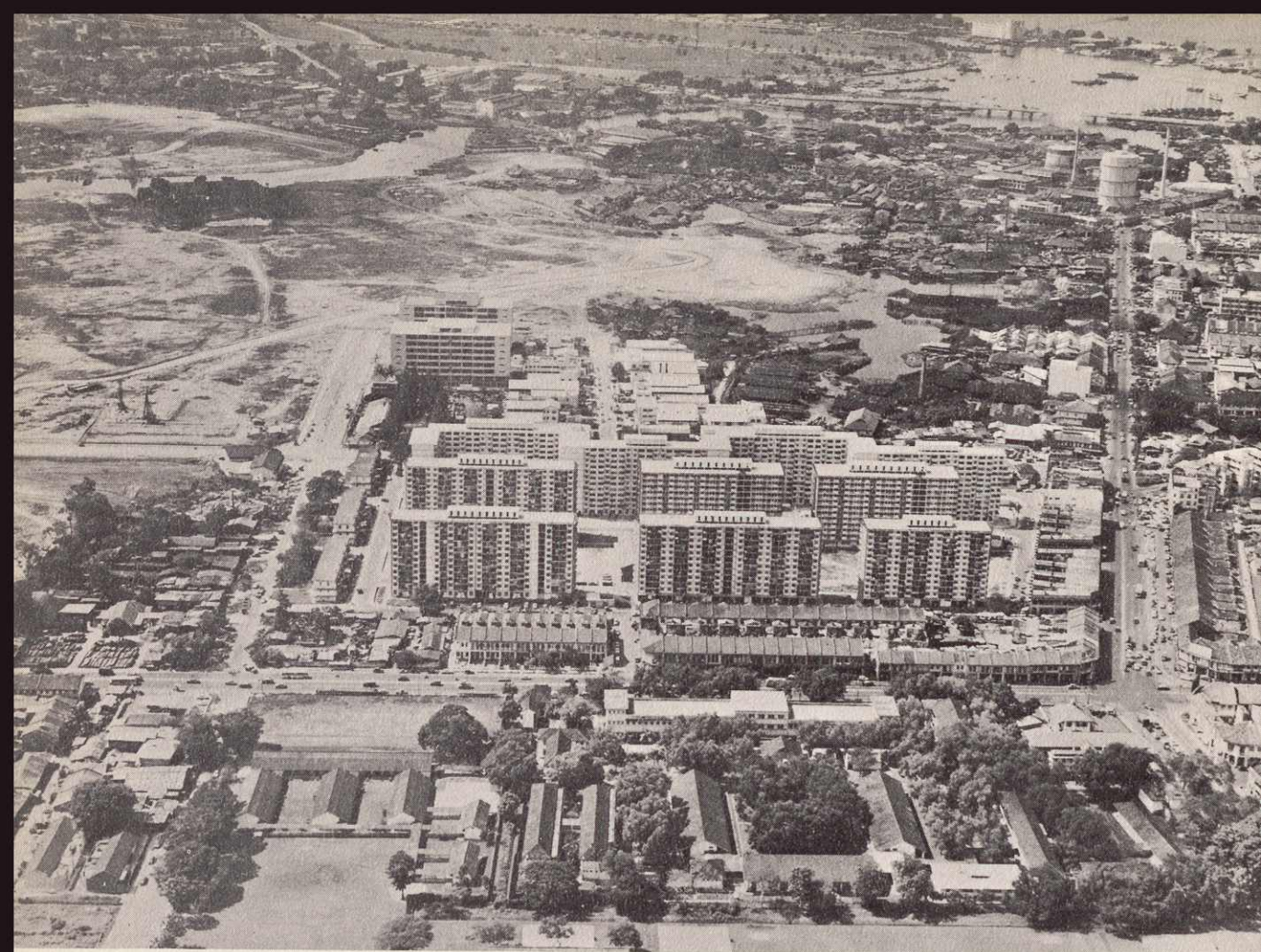
been 12,379 units per year. The significance of these achievements is best seen in the light of the fact the average rate achieved by the S.I.T. between 1947 and 1959 was 1,705 units a year and even during its best period in the early 1950's, the S.I.T. could only manage an average of 2,000 units a year. The highest number of units the S.I.T. ever built in a single year was 3,841 in 1958. When the Board first announced its intention to build over 50,000 units at the rate of 10,000 units a year under the 1st 5-Year Programme, it was the considered opinion of many an expert that the targets were either completely unrealistic or else they would so strain the capacities and capabilities of the building industry and raise building prices to such an extent that the whole programme would lead to unmitigated disaster. The Board has so far proved the pundits wrong. The targets set under the 1st and 2nd 5-Year Programmes have been achieved and maintained. What is more, the average construction costs incurred by the Board so far have been estimated to be between 30% and 40% lower than those prevailing under the S.I.T. Even more significant is that, in spite of the substantial increase in the volume of construction work, and in spite of a small increase in wages and in the prices of building materials in the last eight years, the construction cost has remained fairly constant. (In fact the cost per square foot in the public housing sector in 1967 was estimated to be about 5% lower than the cost in 1960 and 1961). This stability in the construction cost over the last eight years is unique and the construction cost

in the public housing sector in Singapore is among the lowest in the world.

General — Building Materials Manufacturing Industry

The 1st and 2nd 5-Year Programmes together with other projects carried out under various public and private development schemes have provided a broad-based home market for the building materials manufacturing industry to develop and expand. Most of the established industries have gone through a period of expansion and modernisation of their machinery to increase their production for both the local and foreign markets. Taking advantage of the building boom and the incentive offers under the Government's industrialisation policy, several new industries have also been set up to manufacture and supply materials hitherto imported from other countries.

In the last few years, the building materials manufacturing industries have also expanded to a great extent in terms of the markets they supply. Not only is Singapore now self-sufficient in the supply of most of the building materials needed for housing and development projects but the local suppliers are now able to supply materials such as cement, steel wire mesh, granite, bricks, plywood, paints, iron nails, adjustable louvre frames and blades, metal and aluminium parts and fittings and a wide range of other similar products to markets all over the world.



Lavender Street Estate seen from the air. Kallang Basin is in the background.

THE YEAR'S OPERATIONS

The largest number of units built during the year were located at Toa Payoh, where the second and largest new town in Singapore, with 30,000 units housing an estimated 180,000 people, will be built under the 2nd 5-Year Programme. Other main areas where housing units were completed or under construction during the year were Tiong Bahru, Upper Aljunied Road, Bukit Ho Swee, Queenstown Neighbourhood 6, Precincts S.1 and N.1 under the Urban Renewal programme, and MacPherson Road (South).

Sports Complex in Queenstown

By far the most interesting development which took place in terms of actual schemes during the year was the decision to build a sports complex in Queenstown. An area of 10 acres of land along Stirling Road between Neighbourhood 2 and Neighbourhood 6 has been set aside for this project.

The complex will consist of an open field, an all-weather running track and three swimming pools – one built to Olympic

standards, one of medium size, and one to serve as a small teaching pool for children. There will be changing rooms for both males and females, capable of serving the needs of 2,000 to 3,000 persons per day. In addition to all these, the complex will also contain badminton and tennis courts and facilities for indoor games. The complex will be the first of its kind so far in Singapore and it represents the biggest single project aimed at providing improved amenities and communal facilities in the Board's estates. Plans are also in hand for an even bigger and better sports complex to be built at the second satellite town of Toa Payoh in later years.

Erskine Hill Office Building

This is a joint undertaking by the Housing & Development Board and the Ministry of Law and National Development for the construction of a 22-storey office building at Maxwell Road. Work on this project progressed satisfactorily during 1967 and it is expected that the building – providing accommodation equivalent to 10 acres of floor space – will be completed and ready for accommodation in the first half of 1969.

In connection with the project, a special underground carpark will be constructed to provide between 800 and 1,000 parking spaces for the use of both the public and the officers working in the Building. The earthworks for the carpark had been completed by the end of 1967 and tenders were expected to be called early in 1968.

AGENCY ACTIVITIES

Apart from its own housing and development projects and the carrying out of land reclamation work as an agent of the Govern-

ment, the Board also undertakes housing, building and development projects for various public organisations including the Government. These projects are carried out under ad hoc agency arrangements.

The following are the main agency projects undertaken by the Board during the year:

Blair Plain. The Board has been acting as the principal agent of the Port of Singapore Authority in constructing quarters for the Authority's employees. The first scheme completed under this arrangement was the Everton Park project; Blair Plain is the second such scheme.

Construction work at Blair Plain during 1967 was slightly ahead of schedule and it is expected that by the middle of 1968, 872 units of living quarters and 12 shops, as well as a hawkers' centre and a club premises will be ready for occupation and use.

People's Association Projects. The Board has also been acting as agent for the People's Association. During 1967, the Board completed a holiday camp at Ponggol for the Association while a community centre at Balestier Road was under construction at the end of the year.

Rural Shopping Centre at Jurong. The Board is acting as a direct agent of the Government for the construction of a rural shopping centre and a market at the 10th milestone, Jurong Road, for the resettlement of the shops and market in the vicinity affected by the widening and extension of Jurong Road. At the end of the year, the earthworks for the project had been completed and the building contract had been awarded.

Quarters at Beach Road Police Station. The Board is acting as an agent of the Ministry of the Interior and Defence for the construction of a block of 48 units of police quarters at Beach Road next to the Urban Renewal "Golden Mile" stretch. By the end of the year the piling work for the project had been virtually completed and the building contract had been awarded.

LAND RECLAMATION

The Board is carrying out two important land reclamation projects on behalf of the Government under special agency arrangements. In so doing the Board has also come to be recognised as the main authority on land reclamation in Singapore.

Kallang Basin Reclamation

The progress of earthworks in connection with the Kallang Basin Reclamation Scheme was partly held up because of the delay in the clearance of squatters from the Basin. In spite of this the rate of reclamation progressed according to schedule and a total of 300 acres had been reclaimed by the end of the year.

The reclaimed areas have been partly used by the Board for the building of housing estates, flatted factories and terrace factories and also by the Economic Development Board for the development of industrial estates.

The construction of roads, bridges and the laying of services within Kallang Basin has also been carried out during the year and it is expected that by the end of 1968, the major road and drainage systems in the Basin will be completed.

East Coast Foreshore Reclamation (Bedok to Tanjong Rhu)

The biggest agency project undertaken by the Board for the Government is the reclamation of the East Coast Foreshore from Bedok to Tanjong Rhu. The proposed reclamation under the present phase involves an area of about 1,000 acres stretching for a distance of 6 miles. 27 million cubic yards of earth for the reclamation have to be transferred from Siglap Plain to the seashore by means of a conveyor belt system. Both the excavation and filling work are carried out by the latest mechanical methods in order to ensure that the whole operation is

continuously in progress for 24 hours a day and that it is noiseless and dustless so as to cause the least possible nuisance to the important residential areas affected by the scheme.

The following is a summary of the position regarding various aspects of the project at the end of the year:

- (1) INSTALLATION OF MACHINERY – Completed
- (2) STEEL BRIDGE ACROSS EAST COAST ROAD – Completed
- (3) TUNNELS UNDER CHANGI ROAD – Completed
- (4) RECLAMATION WORK –
 - (a) **Cutting:** $8\frac{1}{4}$ million cubic yards of earth have been excavated and conveyed to the Foreshore. This constitutes about 31.5% of the total volume of earthworks for the entire project.
 - (b) **Filling:** Approximately 420 acres of land had been reclaimed and this constitutes about 42% of the total land area to be reclaimed under the existing phase of the contract.

A two-mile stretch of sand beach is now forming itself at the edge of the reclamation. If no uncontrollable erosion takes place in future, Singapore will have several additional miles of beautiful sand beach at the edge of the reclamation when the project is completed.

Extension of East Coast, Reclamation and other Reclamation Projects

During the year the Government announced its approval of the proposal to extend the present East Coast Foreshore Reclamation from its present western limit at the Singapore Swimming Club frontage by a second phase ending at the tip of Tanjong Rhu.



Aerial view of the East Coast Reclamation where more than 400 acres of land have been reclaimed by the end of 1967.

Earlier in the year the Government also announced its plans for a relatively small reclamation project, involving an area of about $10\frac{1}{2}$ acres in extent, off the Pasir Panjang foreshore along the west coast.

Plans were also under consideration at the end of the year for a reclamation project at Woodlands near the Johore-Singapore Causeway.



Aerial view of Kallang Basin Reclamation Scheme showing newly-reclaimed land and the two flatted factories in background. 400 acres of swampland are to be reclaimed from the Kallang Basin for labour intensive industries and low cost housing.

Housing Estates Under Construction, 1967

Bukit Ho Swee

The construction of this Estate, developed on the site of the fire which broke out in 1961, was completed during the year when the last 1,116 housing units under two contracts were handed over for management. The entire Estate now consists of a total of 12,462 units providing accommodation for an estimated population of 75,000 people.

Due to the rapid pace at which the Estate was developed, the provision of public amenities and facilities has generally not been up to standard. This shortcoming has now been made good over the past few years by the addition of gardens, flower-beds, footpaths, public benches and "landscaping" amenities generally.

Tiong Bahru

Together with Bukit Ho Swee, Tiong Bahru used to be one of the worst slum areas (of the "squatter-hut" variety) in Singapore. Some of the worst fire outbreaks, Bukit Ho Swee Fire itself, took place or originated in Tiong Bahru. The development of the Tiong Bahru area – which has been going on since the earliest days of public housing in Singapore – is largely motivated by the need to clear the squatter slums and to reduce the incidence of fires.

During 1967 a further total of 2,734 flats and 77 shops were completed at Tiong Bahru while another 1,172 units of flats and shops as well as 210 hawkers' stalls were under construction.



One of the many 12-storey buildings (3-room flats with shops at ground floor) at Kampong Tiong Bahru. These 3-room flats with 560 sq. ft. of internal area will be sold to the public at \$6,200/-. (Singapore \$3.02 = US \$1)

In co-ordination with the housing programme, the Public Works Department has carried out part of the new road system of linking Jalan Bukit Merah to New Bridge Road. After the completion of this new road system, the congestion in the present Tiong Bahru Road is expected to be greatly relieved and this new road will provide an alternative route from Clementi Road to the city as a by-pass to Bukit Timah Road in the event of flooding caused by heavy monsoonal rains.

Queenstown

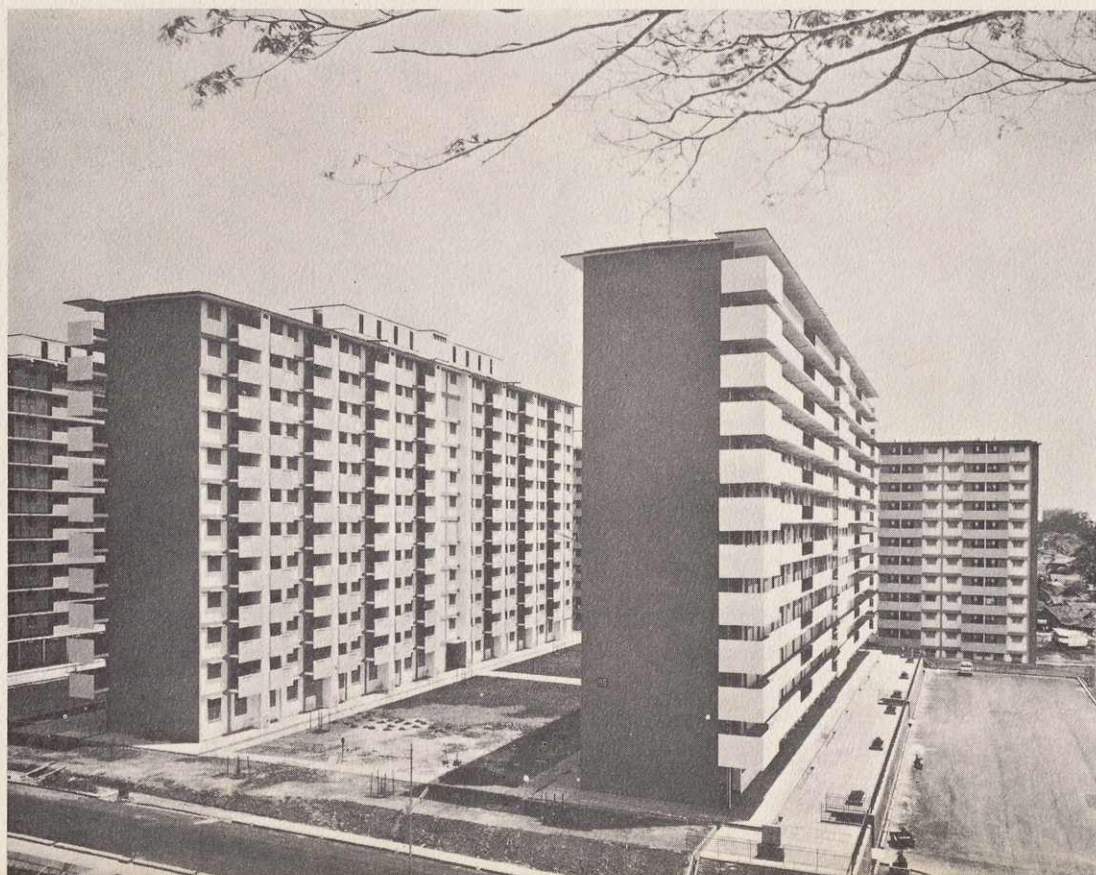
The development of Queenstown can be said to have "come of age" during 1967 when the main outstanding schemes in the Town Centre were completed. With two cinemas, an emporium and a new shopping complex now completed and in active operation, the Town Centre can now fulfil

its proper role as the commercial and social nucleus of Queenstown, making it quite independent of the City proper for the facilities and amenities normally associated with the needs of a self-sufficient community. A noteworthy event in this connection was the opening of a good class restaurant and nightclub in the shopping centre during the year.

Because of the present popularity of the area, the Queenstown project has been extended by the addition of two neighbourhoods to the five which were originally planned and completed. Work on the two new neighbourhoods progressed satisfactorily and at the end of 1967 there were 2,743 units of flats and shops under construction in Neighbourhood 6, while land acquisition in Neighbourhood 7 was finally completed after protracted negotiations.

The industrial estate at Tanglin Halt has proved to be very popular among local developers. In view of this, in the develop-

Newly completed 12-storey flats at Kampong Tiong Bahru Estate.





Departmental store, restaurant & night club on top floor at Queenstown Town Centre.

ment of Neighbourhood 7 which adjoins Tanglin Halt, a further area of 10 to 15 acres will be set aside for the construction of multi-storeyed flatted factories.

It is estimated that when eventually completed, Queens own will contain 25,000 to 27,000 housing units providing accommodation for 150,000 to 160,000 people.

MacPherson Road (South) Estate

This is by far the biggest of the Board's estates in the north and east of the City next to Toa Payoh. It is extremely popular and like Queenstown, was among the first estates to contribute a proportion of its flats for sale under the "Home Ownership for the People" scheme.

During the year a total of 322 flats and 29 shops, as well as 510 hawkers' stalls in three hawkers' centres, were completed at this Estate.

In view of the Estate's popularity, the Board has decided to consider providing additional housing units in the area. At present the Estate contains 10,484 flats and shops providing accommodation for about 65,000 people.

Upper Changi Estate

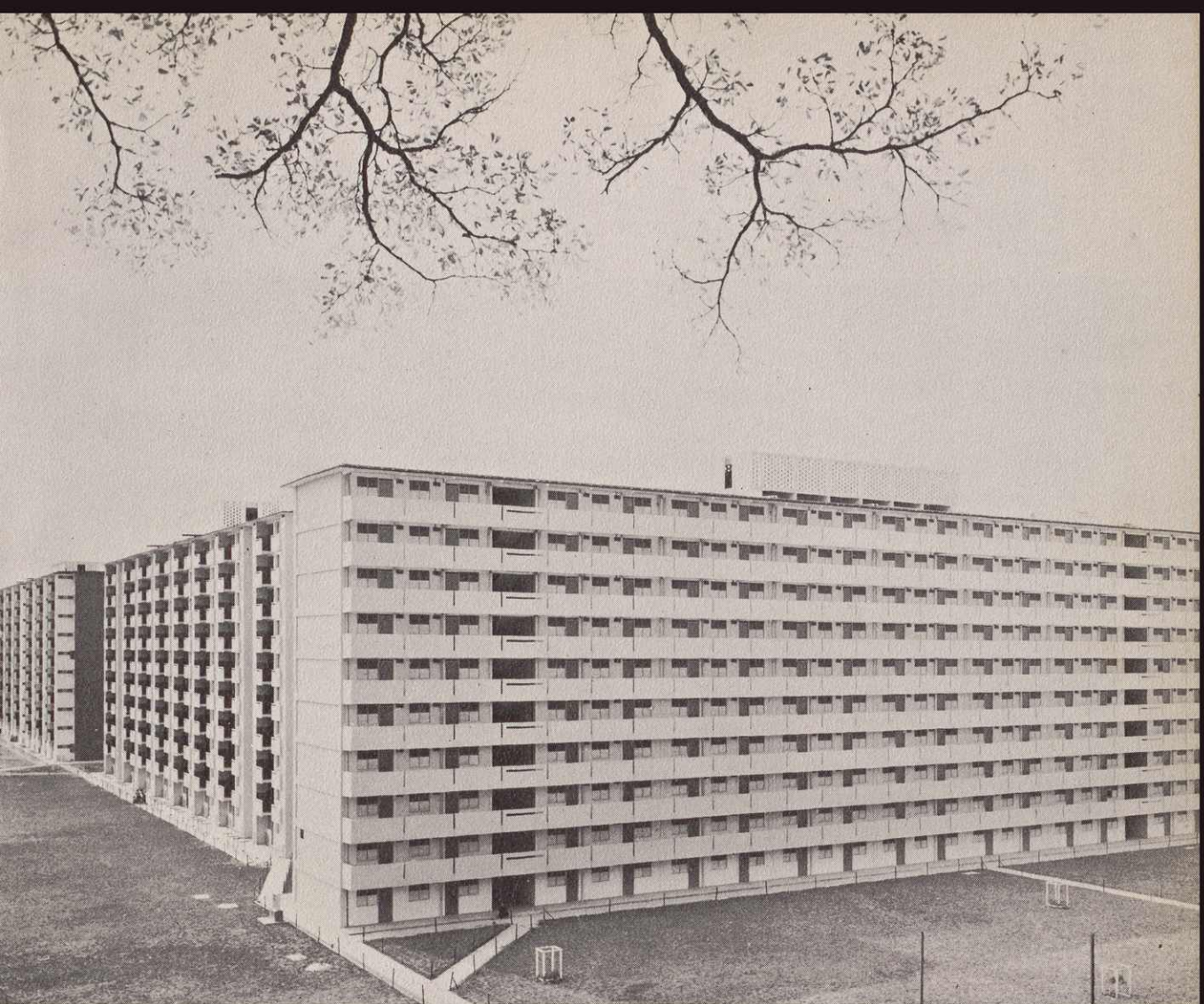
This Estate has been specially built to rehouse the people affected by the East Coast Reclamation project. 712 flats and shops out of the total of 832 units planned for this Estate were completed by the end of 1966 and the remaining 120 units were completed during 1967. In keeping with the present policy, a hawkers' centre with 28 stalls was under construction at the end of the year.

Toa Payoh

This is the second satellite town and it is planned to be completed under the

A newly-built Hawkers' Centre at MacPherson Estate (South).





*Newly-completed multi-storey flats at Toa Payoh Estate with open space in foreground. 2-room flats of 450 sq. ft. internal area are sold at \$4,900/- or rented out at \$40/- per month.
(Singapore \$3.02 = US \$1)*

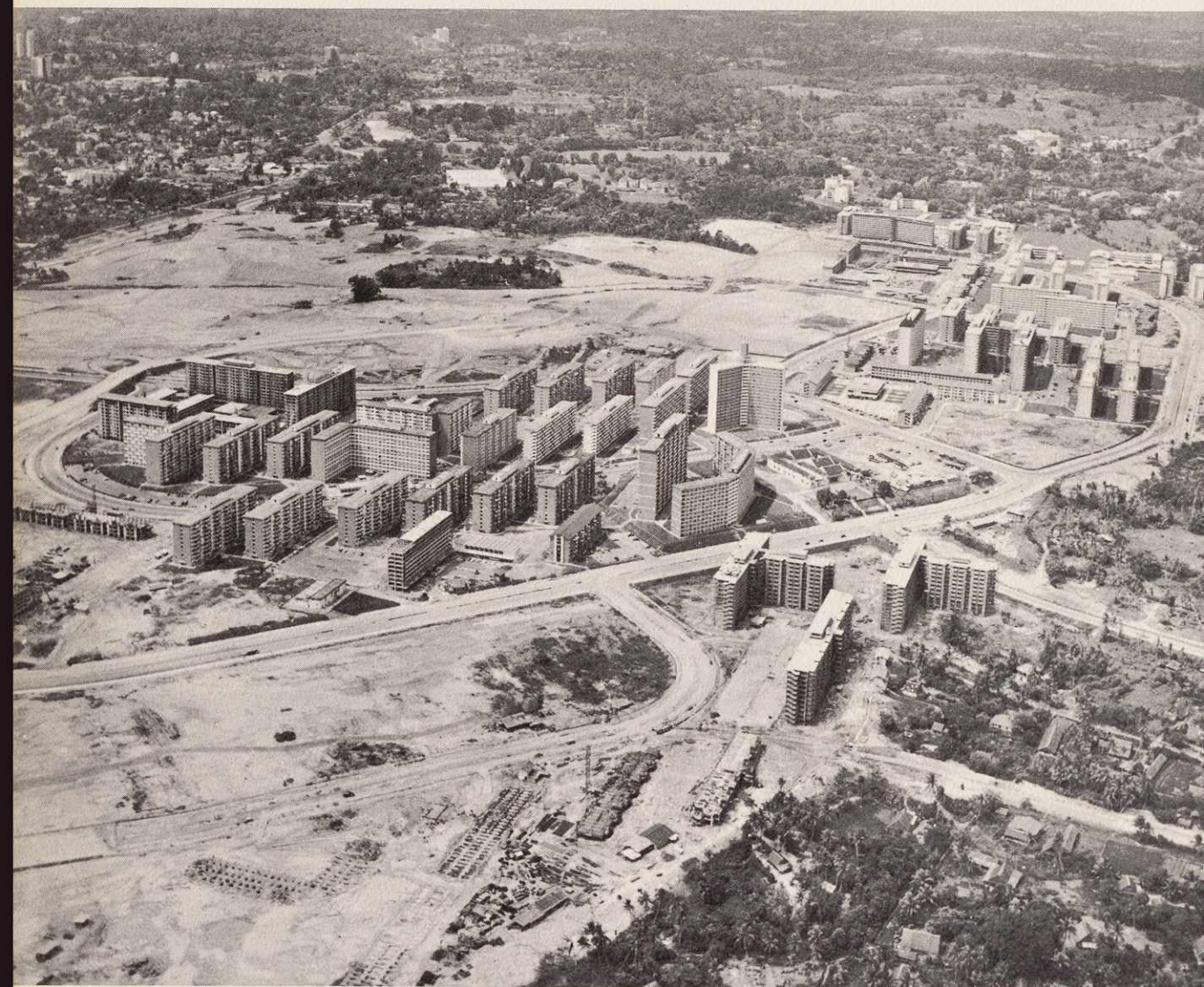
2nd 5-Year Plan. It will contain 30,000 flats and shops as well as a town centre and a sports complex.

In 1967, 3,541 flats and shops were completed at Toa Payoh together with one Girls' Home-craft Centre and 162 hawkers' stalls. A further 6,805 flats and shops and 2 neighbourhood shopping centres were under construction at the end of the year.

During the year, the Ministry of Education completed one out of the 8 school complexes which Toa Payoh is planned to have eventually. The Public

Works Department has also co-ordinated their work to keep pace with the progress of the Toa Payoh development. On the southern side of the area, Jalan Toa Payoh which links Thomson Road with Woodsville Circus is virtually completed. The main access road to Toa Payoh from the north, featuring a flyover above Bradell Road was under construction at the end of 1967.

Toa Payoh is proving popular because of its central location and its nearness to the City centre.



Toa Payoh New Town from the air. Newly-completed blocks of flats are seen in the background. In the foreground are building works in progress. About 8,000 units of the flats have been completed in the New Town and another 8,000 units of flats are under construction. The New Town is expected to be completed in 1970 with 30,000 units of flats to house approximately 150,000 people.



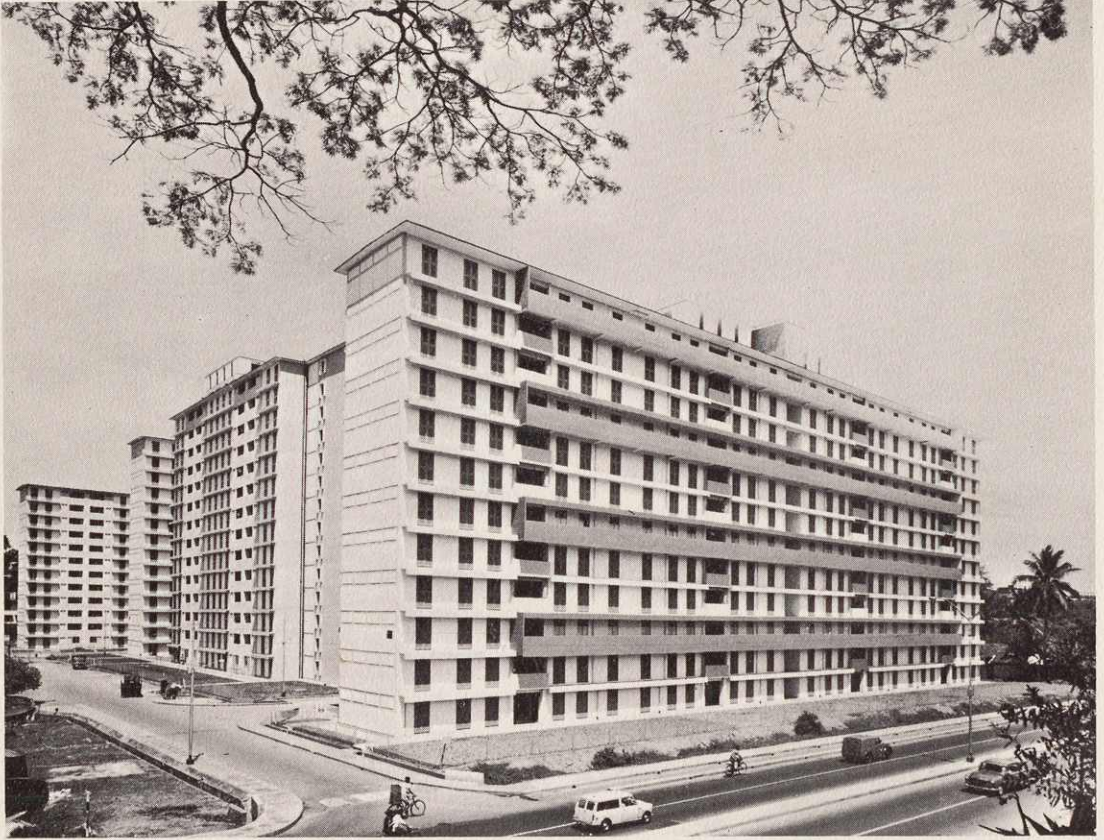
L-shaped, 16-storey Block, at Redhill Extension for sale under the Home Ownership Scheme.

Bukit Merah Re-Development

This is one of several projects which the Board undertook during 1967 in connection with the re-development of the uneconomic estates built by the S.I.T. In Bukit Merah (Redhill), 32 acres of land were made available by the demolition of 388 units of

single-storeyed "artisans' quarters" built by the S.I.T. in 1951-1953, and which had been subjected to periodical flooding.

The filling up of the cleared site in order to raise its level was completed in 1966 and by the end of 1967 a total of 700 units of 1-room Improved flats had been completed while 1,740 flats and 36 shops were under construction.



472 units of 4-room flats completed in Henderson Crescent.

Henderson Road Re-Development

This was another of the projects aimed at replacing the uneconomic "artisans' quarters" built by the S.I.T. with multi-storeyed flats. At Henderson Road, 110 artisans' quarters were demolished to make way for 472 units of 4-room flats which were completed during 1967.

Upper Aljunied Road Estate

This was yet another estate affected by the policy to re-develop uneconomic S.I.T. built properties under the 2nd 5-Year Programme. 191 artisans' quarters were demolished and in their place, 386 flats and 46 shops, together with 162 hawkers' stalls were completed during 1967 while another 836 flats and shops were under construction at the end of the year.

Prince Charles Crescent

This development is an extension of Alexandra North Estate built by the S.I.T. in 1950. 1,399 units of 1-room Improved flats and 9 shops were under construction at the end of the year.

The properties in this development are expected to be very popular and about half the total of new units will be set aside for the resettlement of people affected by current projects in the area.

Kallang Basin Estate

The reclamation of Kallang Basin which is currently in progress will yield about 400 acres of land. 130 acres will be used for housing while the remaining 270 acres will be zoned for use by labour-intensive industries.

The development of housing and industrial properties had already started. In the residential zone, work on the development of Neighbourhoods I and II started in 1965 and in 1966, 1,686 units of flats and shops were completed. In 1967, a total of 1,176 flats and 60 shops together with 420 hawkers' stalls were completed. Half of the completed flats are reserved for letting through normal public applications while the other half are reserved for rehousing the people directly affected by clearance schemes arising out of the reclamation and development of the Basin.

In 1966 the Board also undertook the construction of 2 blocks of 7-storey flatted factories. These were the first flatted factories to be built by the Board and the units were completed during the first half of 1967. One of the factories was finally sold to the Economic Development Board while the other is retained by the Board for the purpose of resettling industrial cases affected by its own schemes and policies.

The Board has also embarked on a new scheme to build 100 terrace factories in the Kallang Basin. Each terrace factory has a covered floor area of 1,000 square feet together with 700 square feet of paved area. When ready, the terrace factories will be for both resettlement cases and for allocation to suitable industries.



A 16-storey L-shaped building at Redhill Extension Estate.

Estates And Lands Management

General

The Estates Department is responsible for the management of all houses, buildings and other property belonging to or vested in the Board. Since April 1966, when the former Lands Department and the Lands Section doing acquisition work for the Urban Renewal Unit were integrated into the new Lands Division of the Estates Department, land acquisition and management have also become an important part of the work of the Estates Department.

During 1967, a total of 10,738 units of newly completed properties were handed over to the Estates Department for management. The units included 407 Open Hawkers' Pitches and 436 controlled car parking lots as well as 112 units in a flatted factory. This is the first time that a flatted factory – i.e. a multi-storeyed building for light industrial undertakings – came under the management of the Estates Department. One block of flatted factory was sold to the Economic Development Board. Appendices I and II (pages 68 & 69 respectively) give details of the units taken over for management during and up to the end of 1967.

Application and Lettings

The rules governing the conditions under which accommodation in Board flats could be applied for were changed during the year. With this latest change, families with the minimum size of two members can apply for registration to be Board's tenants as and when new units are completed and allocated. (Old units which now and then fall vacant are normally reserved for rehousing families affected by clearance schemes and natural disasters such as fire outbreaks). The relaxation of the Board's rules is a measure of the extent to which the Board has succeeded in overcoming the housing shortage in Singapore.

A total of 15,562 applications for housing accommodation were registered during the year, as compared to 17,313 new applications received during 1966. The number of applications which were settled by allocations made during the year came to 12,635 – an increase of 307 over the number of families housed in 1966. The diagram I at page 62 shows that at the end of 1967, there were 10,799 applications which remained to be settled. This compares with the total of 7,872 applications which remained outstanding at the end of 1966.

Applications and Lettings

NUMBER OF APPLICATIONS REGISTERED EACH YEAR



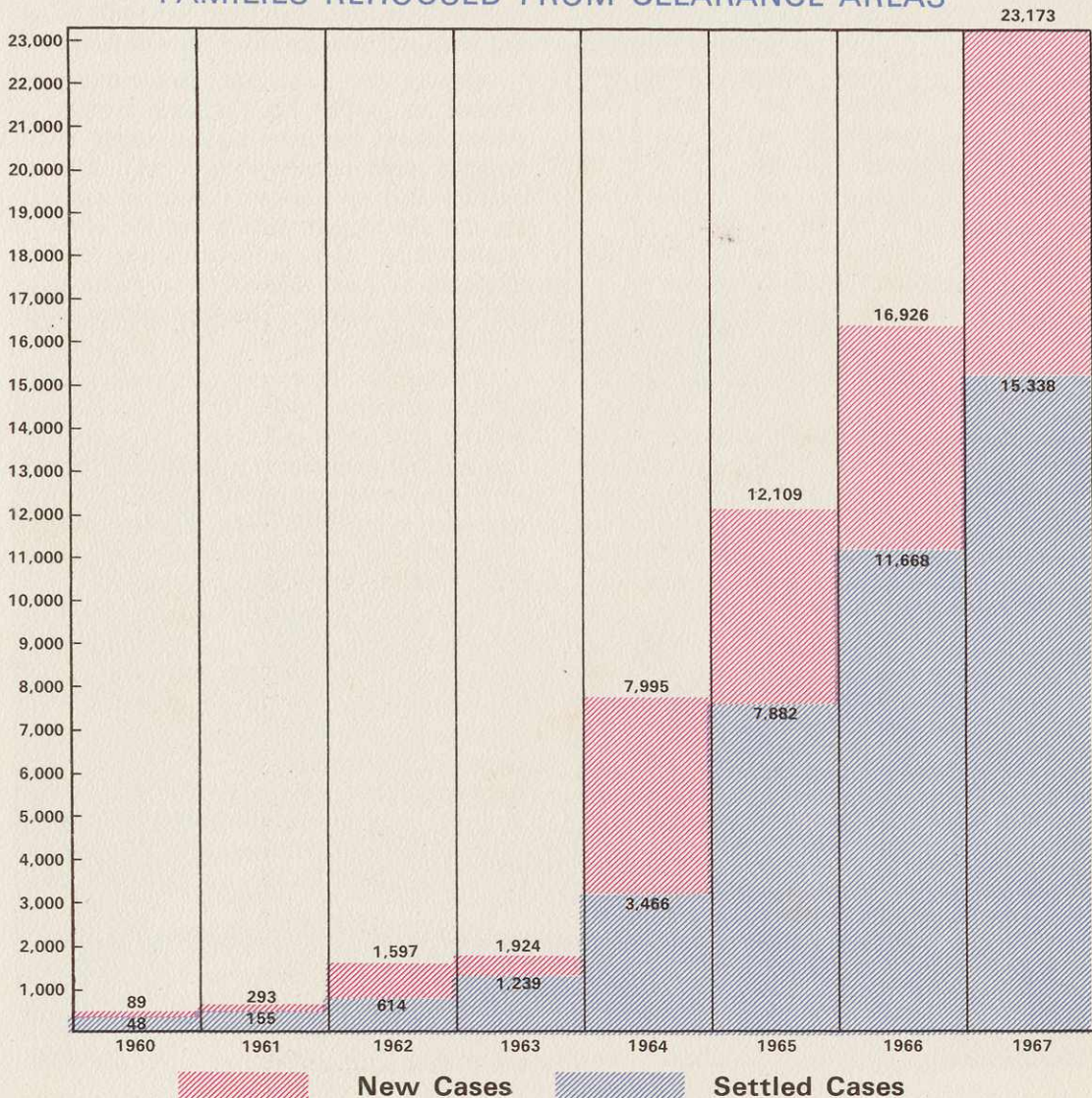
Rehousing

An important aspect of the work of the Application and Lettings Section (located at the old S.I.T. premises in Upper Pickering Street) is the rehousing of families affected by clearance schemes and natural disasters. The diagram II at page 63 shows that up to the end of 1967 a total of 23,173 families had to be rehoused from clearance areas; of these 15,338 cases were settled.

During 1967, a total of 89 families affected by fires were rehoused by the Board. These included 81 families out of the 134 cases registered in connection with the year's fires at Maude Road (second outbreak), Jalan Eunus, Crawford Street and elsewhere. The table at Appendix III (page 70) gives details of the rehousing cases connected with fire disasters.

Fire victims are given 3 months' rent subsidy on being rehoused by the Board.

FAMILIES REHOUSED FROM CLEARANCE AREAS



Sale of Housing Properties

Under the "Home Ownership for the People" scheme, a total of 1,499 units of two-room and three-room flats were sold during the year, bringing the overall total since the scheme was started in 1964 to 5,786. Most of the units sold in 1967 were located at Toa Payoh. The following table gives a summary of the units sold under the scheme:—

Estate	Period	No. of Units		
		2-Room	3-Room	Total
Queenstown	1964/65	342	1,726	2,068
MacPherson	1965/66	90	1,326	1,416
Geylang Serai	1965	82	1	83
Toa Payoh	1966/67	190	1,381	1,571
Redhill (Bukit Merah)	1967	90	270	360
Kg. Tiong Bahru (Balance)	1967	2	286	288
		796	4,990	5,786

The popularity and success of the "Home Ownership for the People" scheme is shown by the fact that at the end of the year there were 2,526 applications on the waiting list for future sales of flats. It is expected that 3,678 units will be completed and sold under the scheme in 1968.

The sale of 769 units of pre-war flats at Tiong Bahru was eventually completed in August 1967. The sale was first started in 1965. The units were sold at market prices and special loan terms were offered to sitting tenants.

The first of a new series of schemes to sell existing housing properties in order to promote home ownership was approved and put into effect towards the end of the year. Fifty-eight units of two-storey terrace houses at Stirling Road, Queenstown, were offered for sale to sitting tenants and the response was considered to be very encouraging.

Estates Management and Maintenance

The main work of the Estates Department revolves around the management and maintenance of housing estates. The work is carried out on a decentralised basis through the operation of Area Offices located in the main centres of tenant population. The Area Offices also serve as rent collecting centres for the Board's Finance Department.

A new Area Office was opened at Toa Payoh (East) on 15th December 1967, bringing the total number of Area Offices to 10.

During the year, the Department reviewed its policy on the employment of direct labour for carrying out estate maintenance and conservancy work. It was decided that an attempt should be made to try out the idea of letting out the work of grass-cutting and hedge-trimming at the Queenstown and MacPherson Estates to private contractors. The trial scheme is to put into effect in 1968.

To check the deteriorating position caused by indiscriminate parking in the Board's estates, action was taken to provide controlled parking facilities in some of the estates at Queenstown and Tiong Bahru. For the payment of a seasonal fee; tenants living in the nearby properties were assured of regular parking spaces for their cars.

Action was also taken during the year to solve the deteriorating situation caused by hawkers in the Board's estates. Hawkers Liaison Officers were recruited and sent for training by the Markets and Hawkers Department of the Ministry of Health. The responsibility for hawker control in the Board's estates was formally transferred from the Ministry of Health to the Housing & Development Board on 1st December, 1967.

During the year a total of six sites were leased out to oil companies for the construction of petrol/service stations at various localities. The premium collected totalled more than \$1.6 million.

Other interesting aspects of the Department's activities in connection with estates management and maintenance were the introduction of central television antennae in the new estates and the increased emphasis given to landscaping and tree-planting work centering around the maintenance of the Board's plant nursery at Kay Siang Road.

LANDS

The pace of land acquisition work was increased considerably to keep up with the

demands of land for public housing, urban renewal, reclamation and resettlement projects. The main areas of activity were in the Urban Renewal precincts, Kallang Basin and in proposed Resettlement Areas. When eventually completed the acquisitions would involve 228 lots covering a total area of 648.43 acres.

Completed acquisitions during the year involved 47 lots covering an area of 135.98 acres at a cost of \$2.8 million.

The number of land tenancies under management remained unchanged at 2,984 as at 31st December, 1966.

12-storey block of flats with shops on the ground floor and a Hawkers' Centre at Kallang Basin Estate.





View of newly completed Hawkers' and food stalls in a Board estate.

A children's playground at Tiong Bahru Estate.





One of the many playgrounds built for Toa Payoh residents.

Appendix I

ESTATES MANAGEMENT
New Estates Taken Over For Management In 1967.

ESTATES	DWELLINGS				SHOPS					REMARKS [re Col. (I) unless otherwise indicated]
	No. of Rooms				Cum	Lock	Total	Misc.	Total	
	1	2	3	Total	Dwgs	UP				
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	
Toa Payoh, N'hood 2	706	352	468	1,526	12	2	14	1	1,541	Community Centre
Toa Payoh, N'hood 3	1,040	640	103	1,783	38	4	42	170	1,995	162 Hawkers' Stalls & 8 Cigarette Stalls
Toa Payoh, N'hood 4	—	480	*960	1,440	—	—	—	—	1,440	*300 Improved type
Redhill	—	90	270	360	10	2	12	162	534	Hawkers' Stalls
Upper Changi Road	*88	49	71	208	—	—	—	—	208	*Standard type
Queenstown, N'hood (Town Centre)	—	—	—	—	—	8	8	62	70	Lock-Up Stalls
Queenstown, N'hood 4 (Phase 2)	—	—	—	—	20	1	21	437	458	1 Community Hall & 436 Car Parking Lots
Henderson Road Redevelopment	—	—	*472	472	—	—	—	—	472	4-Room Units
Kallang Basin, N'hood 1	704	374	242	1,320	52	2	54	259	1,633	1 Community Centre & 258 Hawkers' Stalls
Kallang Basin (Stage 1)	—	—	—	—	—	—	—	112	112	Units in a Flatted Factory
Princess Elizabeth Park (Hill View Avenue)	—	—	—	—	—	—	—	52	52	Hawkers' Stalls
Tiong Bahru	—	—	—	—	6	16	22	—	22	
Kampong Tiong Bahru	624	254	512	1,390	44	2	46	10	1,446	Hawkers' Stalls
MacPherson Road (S)	—	—	—	—	—	—	—	755	755	407 Open Hawkers' Pitches & 348 Hawkers' Stalls
TOTAL	3,162	2,239	3,098	8,499	182	37	219	2,020	*10,738	

- NOTES:** (a) All 1-Room Units are of Improved-type except for those at Upper Changi Road.
 (b) All 3-Room Units are of Standard type except for 300 Units at Toa Payoh, N'hood 4.
 The Units at Henderson Road Redevelopment Estate are 4-Room Units.

SUMMARY		
DWELLINGS		
1-Room	3,162	
2-Room	2,239	
3-Room)	3,098	
4-Room)		8,499
SHOPS		
Cum-Dwg.	182	
Lock-Up	37	219
MISCELLANEOUS		
Stalls	1,062	
Car Parking Lots	436	
Flatted Factory Units	112	
Open Hawkers' Pitches	407	
Others	3	2,020
TOTAL	10,738	10,738

* This figure represents New Units let in 1967. The total number of units completed in 1967 is shown at Appendix IV (page 71).

ESTATES MANAGEMENT
Units Under Management During 1967

PROPERTIES	Units as at 31.12.66	Units taken over during 1967	Units Withdrawn		Units as at 31.12.67	REMARKS
			Reverted	Demolished		
DWELLINGS:						
1-Room	23,653	3,162	2,517 ^(a)	—	24,298	(a) Jurong properties handed back to E.D.B. (b) Artisans Qrs. at Bt. Merah development.
2-Room	24,776	2,239	1,020 ^(a)	183 ^(b)	25,812	
3-Room	30,267	2,626	856 ^(a)	143	31,894	
4-Room	2,175	472	—	12	2,635	
5-Room	44	—	—	—	44	
	80,915	8,499	4,393	338	84,683	
SHOPS:						
Cum-dwellings	1,275	182	119	—	1,338	
Lock-Up	596	37	—	—	633	
	1,871	219	119	—	1,971	
MISCELLANEOUS:						
Open Hawkers' Pitches	1,333	407	615 ^(c)	—	1,125	(c) 300 pitches at Toa Payoh & 315 pitches at MacPherson reverted to car park.
Flatted Factory Units	—	112	—	—	112	
Parking Lots (Controlled)	—	436	—	—	436	
Land Tenancies	2,984	—	—	—	2,984	
Others (Stalls, Community Centres, etc.)	392	1,065 ^(d)	—	50 ^(e)	1,407	(d) 1,062 stalls & 3 Community Centres/Halls
	4,709	2,020	615	50	6,064	(e) Houses pending demolition & 48 Garages at Eng Keng Street.
TOTAL	87,495	10,738	5,127	388	92,718	

SUMMARY	Dwellings	Shops	Misc.	Total
	Units as at 31.12.66	80,915	1,871	4,709
Units taken over, during 1967	8,499	219	2,020	10,738
	89,414	2,090	6,729	98,233
Units Reverted or Demolished	4,731	119	665	5,515
Units as at 31.12.67	84,683	1,971	6,064	92,718

ESTATES MANAGEMENT
Rehousing of Fire Victims During 1967

	No. of Families Registered	No. of Families Rehoused	No. of Cases Cancelled	Outstanding Cases as at 30. 12. 67
Cases brought forward from 1966	151	8	120	23
Maude Road Fire (2nd Fire)	108	64	—	44
Jalan Eunos Fire	7	6	1	—
Crawford Street Fire	10	4	—	6
Sago Street Fire	5	4	1	—
Jalan Kolam Ayer Fire	1	1	—	—
Fire at 28, Jalan Tembikai	3	2	—	1
Total	285	89	122	74

Units Completed in 1967

1967 Completions	1-Room	2-Room	3-Room	4-Room	Shops	Total
1. Bukit Ho Swee Ph. III Con. X Stage I	452	142	—	—	—	594
2. Bukit Ho Swee Ph. III Con. X Stage II	—	—	400	—	22	422
3. Henderson Road	—	—	—	472	—	472
4. Bukit Merah Con. I	700	—	—	—	—	700
5. Kallang Basin N I Con. III	—	374	242	—	36	652
6. Kallang Basin N I Con. IV	—	—	—	—	6	6
7. Kallang Basin N II Con. I	380	180	—	—	18	578
8. Kpg. Tiong Bahru Con. I	624	252	226	—	46	1148
9. Kpg. Tiong Bahru Con. II	—	2	286	—	—	288
10. Kpg. Tiong Bahru Con. III	312	426	54	—	31	823
11. Kpg. Tiong Bahru Con. IV	432	1	119	—	—	552
12. Tiong Bahru Estate	—	—	—	—	6	6
13. MacPherson Road	—	147	175	—	29	351
14. Queenstown N IV Ph. II Con. III	—	—	—	—	21	21
15. Queenstown Town Centre N II	—	—	—	—	77	77
16. Toa Payoh N II Con. VII	—	—	228	—	—	228
17. Toa Payoh N III Con. III	—	—	576	—	—	576
18. Toa Payoh N III Con. IV	1040	—	—	—	—	1040
19. Toa Payoh N III Con. V	—	640	—	—	—	640
20. Toa Payoh N IV Con. II	—	—	195	—	22	217
21. Toa Payoh N IV Con. III	—	480	—	—	—	480
22. Toa Payoh N IV Con V	—	—	360	—	—	360
23. Upper Aljunied Road Con. I	—	4	382	—	46	432
24. Upper Changi	—	48	72	—	—	120
25. Palembang Road N I Con. I	729	113	28	—	25	895
26. Park Road Con. II Stage I	—	90	40	—	290	420
	4669	2899	3383	472	675	12098

Miscellaneous:

- 2 Flatted Factories (Kallang Basin)
- 1 Holiday Camp (Ponggol)
- 1 Girls' Homecraft Centre (Upper Aljunied Rd)
- 2 Community Centres (Queenstown & Park Rd)
- 1 Creche & 1 Kindergarten (Park Rd)
- 2 Restaurant (Queenstown)
- 9 Offices (8 Palembang Rd & 1 Park Rd)
- 1707 Hawkers Stalls as follows:-
 - 420 Kallang Basin
 - 510 MacPherson
 - 74 Park Road
 - 91 Queenstown
 - 74 Tiong Bahru Estate
 - 162 Toa Payoh
 - 162 Upper Aljunied Road
 - 162 Redhill Extension
 - 52 Princess Elizabeth Estate



Contract 1A at Northern Precinct No. 1 Palembang Road Redevelopment under the Urban Renewal Programme.

Urban Renewal

URBAN RENEWAL is a many-sided, multi-purpose, long-term project concerned with revitalising Singapore. Singapore—with one of the finest natural harbours in the world—is generally ranked as the second most important port in Asia and, by the 1967 figures of shipping tonnage passing through its harbour roads, the 4th largest port in the world. It is also almost unique in the world as a newly-independent island—Republic—a city with a multi-racial, cosmopolitan population totalling nearly 2 million in an area of over 224 square miles. The renewal of the heart and nerve-centre of Singapore is therefore of vital interest not only locally but also regionally and internationally. Singapore is virtually the only country in the region to face up to the challenge of urban renewal.

In practical and physical terms, the main effect of the Urban Renewal project will be the rebuilding of the obsolete properties in the central areas, comprehensively planning for traffic and circulation systems in the commercial, civic and social centre of Singapore city lying on either bank of the Singapore River. The entire area consisting of approximately 1,700 acres (with a population of 320,000 according to a recent sample survey) has been divided into 19 sections called “precincts” which have been serially numbered in order of priority for redevelopment and designated north or south precincts according to their position in relation to the Singapore River. Under the 2nd Singapore 5-year Plan, 1966-70, Urban Renewal has been launched mainly

in the form of a “two-prong” programme involving the redevelopment of two initial precincts, N.1 and S.1, located at either ends of the overall Urban Renewal area. Actual construction work at these precincts—at the Outram/Havelock Road area and Crawford Street/Beach Road area respectively—began in 1966 and was in full progress during 1967.

1967 saw the Urban Renewal Department busily occupied with yet another important aspect of Urban Renewal. To carry out Urban Renewal effectively and successfully, both the public and private sectors must co-operate and complement each other's efforts in what is aptly described as a “tandem-team” operation: Thus, in addition to the two-prong programme in terms of physical area, there is also a parallel and complementary two-prong approach from the points of view of finance, resource and enterprise. In 1967 the Urban Renewal Department took the necessary steps to attract participation by the private sector by means of the sale of specially selected sites to private developers.

Sale of Urban Renewal Sites for Private Development

A total of 14 sites at strategically located “designated areas” in the City were specially prepared in readiness for the sale. The sites were mostly on State-land or had been acquired under the Land Acquisition Ordinance where necessary. They were then re-parcelled and cleared and special “simu-

lated" plans and designs were prepared for each of the sites. The sites were strategically located and varied in their proposed use so as to cater for a wide range of investment possibilities.

Appendix A (page 76) gives the details of the sites and the proposals for their development as contained in the advertisements calling for tenders.

The sites were located mainly at Kallang Park (old Kallang Airport area), the "Golden Mile" stretch at Beach Road, at Havelock/Outram Road area, and at three other scattered parts of the City centre. The site areas ranged from 19,300 sq. ft. for the smallest to 408,700 sq. ft. for the largest parcel of lands. The types of development proposed for the sites were hotels with shopping complexes, flats and apartments (solely or in combination with shopping complexes), a Floating Restaurant, an Amusement Centre and an Exhibition Centre, an Office Building and a Multi-storey car-park with a shopping complex and restaurant. The capital investment involved if all the proposed projects were implemented was estimated at \$90 million.

In order to encourage investors to tender for the sites and take part in the projects, the Government agreed in April 1967 to various concessions which would encourage development in the "designated areas". These concessions as applied to the Urban Renewal sites were highlighted in the advertisements and notices for the sale of the sites and were briefly as follows:-

- (a) Property Tax to be assessed at the rate of 12% instead of the usual 36% for a period of 20 years.
- (b) Exemption from Property Tax payment for a period of 6 months plus one month per storey of the building to be constructed.
- (c) No payment of development charges.

In addition, prospective investors were offered the following special facilities in connection with the sales projects:-

- (i) "Simulated" sketch plans for the development of the selected sites were provided.
- (ii) Each successful tenderer would only have to make a down payment of 20% (inclusive of the 5% deposit for each tender) on signing the relevant Building Agreement and the remaining 80% of the tendered premium could be paid over 10 years without interest.
- (iii) Priority in the clearance of layout and building plans would be given to ensure that building operations can start on schedule, without being held up.
- (iv) Vacant possession of the sites would be given within three months of the building plans being approved.

Notices inviting tenders for the purchase of the Urban Renewal sites were advertised in the local newspapers as from 15th June 1967. Publicity was also given through the display of models and drawings simulating possibilities for the development of the sites. A brochure giving general details and drawings of the proposed developments for the sites and "Developer's Packets" giving full details and simulated plans for each particular site, were sold to prospective tenderers and other interested parties at \$50 and \$100 per copy respectively. In all, 112 brochures and 115 "Developer's Packets" were sold.

In submitting their tenders, developers and their architects were given the choice:

- (a) to adopt the simulated guide plans provided.
- (b) to amend the simulated guide plans; or
- (c) to provide alternative plans for the proposed developments.

The selection of tenders would be based not only on the premiums offered but also on such overall considerations as economic returns on investment and the merits of the designs and proposals submitted.

Developers were given four months in which to put up their proposals and tenders closed on 16th October, 1967.

In all, fourteen tenders were received. This response was very encouraging, especially in view of the fact that less than half of the 14 sites had been considered likely to attract tenders. (They had nevertheless all been included in the offer for sale in order to test the market).

The tenders were duly considered and seven of the offers and proposals were eventually accepted. Details of the seven successful tenders were as follows:—

Proposed Development	Successful Tenderer	Land Premium Offered	Estimated Total Investment (excluding land)
150-Bedroom Hotel & Shopping Complex	M/s. King's Hotel Ltd.	\$977,850.20 @ \$16.15/sq. ft.	\$3,642,000
150-Bedroom Hotel & Shopping Complex	M/s. Welcome Private Ltd.	\$807,773.60 @ \$15.20/sq. ft.	\$3,641,000

Proposed Development	Successful Tenderer	Land Premium Offered	Estimated Total Investment (excluding land)
Floating Restaurant Refreshment Centre, Kallang Park (Parcel 'B')	M/s. Floating Cabaret & Nightclub.	\$704,000 @ 32/sq.ft.	\$1,624,000
Multi-storey Carpark (700 cars), Shopping Complex and Restaurant Collyer Quay (Parcel 'G').	M/s. Overseas Union Enterprise Ltd.	\$3,002,950 @ \$55.10/sq. ft.	\$5,000,000
Office Building, Chin Swee Road (Parcel 'I' - Site 'A').	M/s. Tong Fong Realty Ltd.	\$320,147.60 @ \$16.60/sq. ft.	\$358,000
Flats & Shopping Complex, People's Park (Parcel 'N').	M/s. People's Park Development Ltd.	\$2,508,750 @ \$22.50/sq. ft.	\$16,750,000
200-Bedroom Hotel & Shopping Complex Havelock Road, (Parcel 'R').	M/s Apollo Enterprises Ltd.	\$2,111,792 @ \$16/sq. ft.	\$6,850,000

It was estimated that the total investment for these seven projects would amount to \$48 million. It was also estimated that the seven projects would provide direct employment for 4,200 persons after completion. As some of the projects were geared towards the tourist trade, it was also to be expected that they would indirectly generate a good deal of additional employment. An estimated 1,500 construction workers would be employed daily during the progress of work for the completion of the seven projects.

Construction on all the projects would start in 1968.

After the results of the tenders were announced, several offers were received for the unsold sites. Negotiations were subsequently conducted with potential investors for these sites.

The results achieved in the pilot exercise for the sale of urban renewal sites had been satisfactory. Without doubt the results would have been even better if the sales promotion had been carried out overseas as well as locally. Moreover, in view of the size and expense involved in the projects proposed, many more sites would have been taken up if financial assistance had been made available through special arrangements. The lessons learnt from the pilot exercise had nevertheless been invaluable and would be put to good use in future schemes for the sale of Urban Renewal sites to private developers.

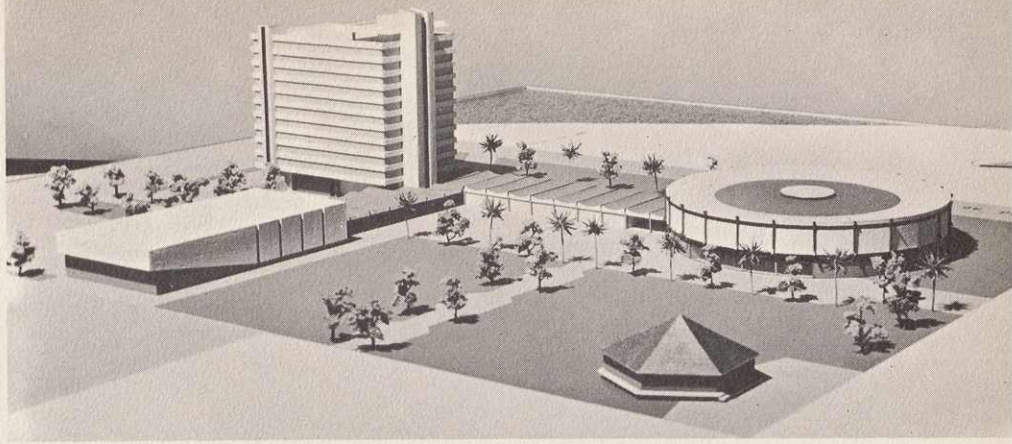
SALE OF URBAN RENEWAL SITES

Land Parcel Ref:	Location	Proposed Development	Approx. Site Area in sq. ft.
A	Kallang Park	350 bedroom hotel with shopping complex and other amenities.	150,000
*B	Kallang Park	Floating Restaurant and refreshment area.	22,000 with restaurant built over sea.
C	Kallang Park	Amusement Centre/Ice skating rink/bowling centre.	327,600
D	Kallang Park	Exhibition Centre.	408,700
E	"Golden Mile" at Beach Road.	350 bedroom hotel with shopping complex.	96,700
F	"Golden Mile" at Beach Road.	Luxury apartments.	275,300
*G	Collyer Quay	Multi-storey carpark for 700 cars together with shopping complex and restaurant.	54,500
*I (Site A)	Chin Swee Road Redevelopment.	Office Building	19,300
*N	People's Park at New Bridge Road.	Flats and shopping complex and other commercial use.	111,500
P	"Golden Mile" at Beach Road.	350 bedroom hotel cum shopping complex.	141,100
**Q	Havelock Road/Outram Road.	Flats.	127,200
*R	Havelock Road/Outram Road.	200 bedroom hotel with shopping complex.	131,987
*S	Havelock Road/Outram Road.	150 bedroom hotel with shopping complex.	60,548
*T	Havelock Road/Outram Road.	150 bedroom hotel with shopping complex.	53,143

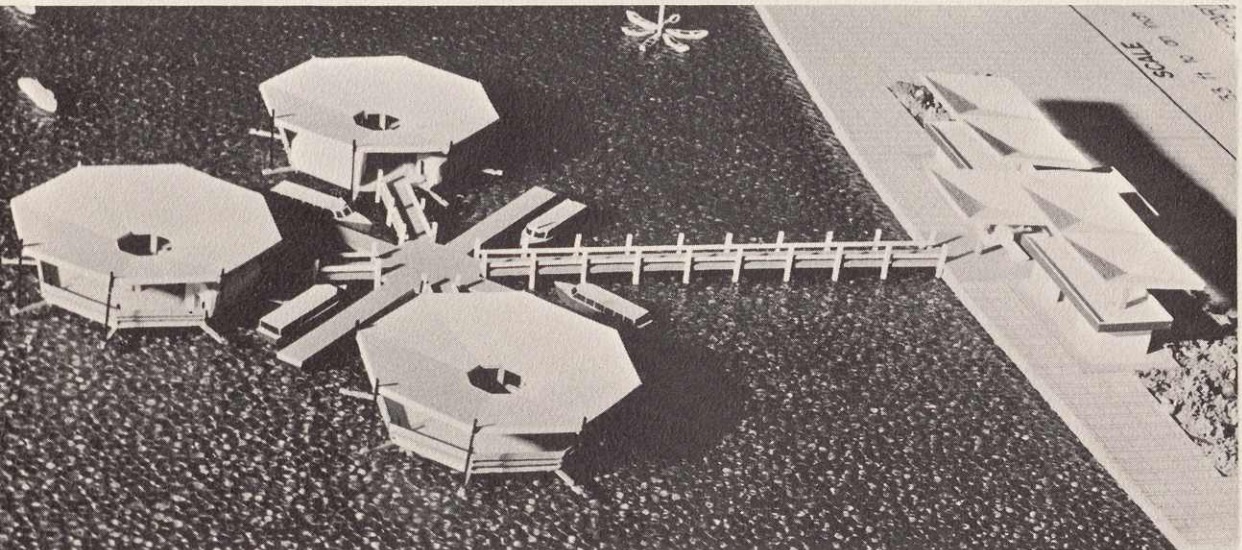
* SITES SUCCESSFULLY TENDERED FOR.

** THIS SITE IS DELETED FROM THE ABOVE LIST AND AMALGAMATED WITH SITES 'R', 'S' AND 'T'.

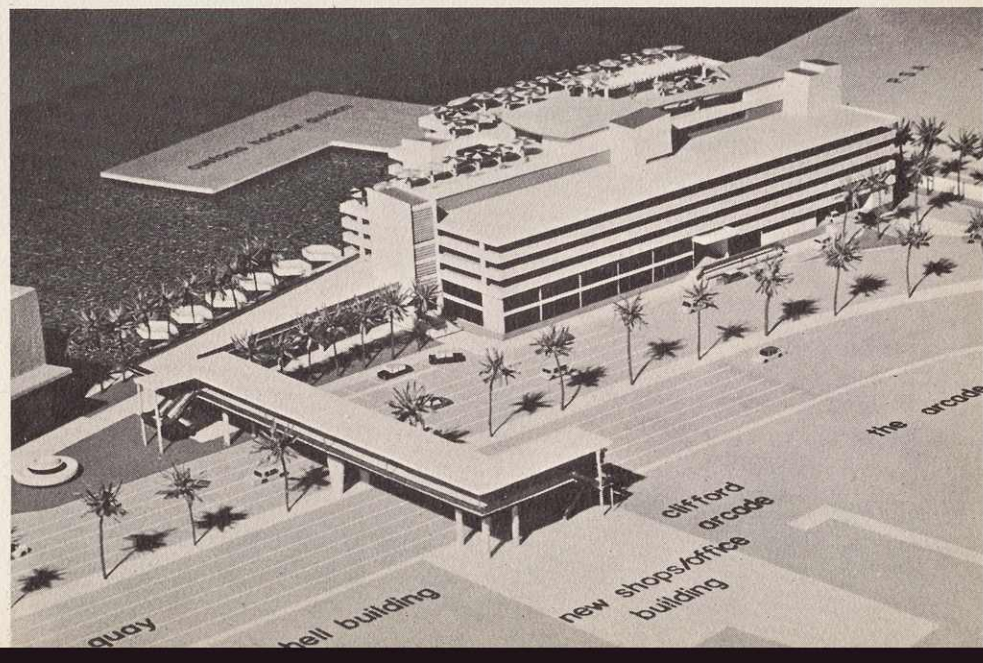
Model showing Entertainment Centre comprising Ice Skating rink/bowling centre/theatrette/rooftopping amenities and a multi-block of fun land at the Kallang Park. This is one of the sites offered for sale.



Model of Floating Restaurant and Refreshment Centre at Kallang Park. This site has been successfully tendered.



Model showing the proposed multi-storey carpark cum shopping complex and roof top nightclub restaurant at Collyer Quay. This site was successfully tendered.



THE YEAR'S OPERATIONS

The public sector development of Precincts N.1 and S.1 proceeded according to schedule during the year. In connection with this aspect of the Urban Renewal programme, the Department produced new types of plans involving "strata zoning". This approach results in the construction of "multi-use" blocks for the first time. Thus, in the Outram Road Redevelopment Scheme, the blocks of buildings provide for the first two floors to be used for shopping facilities; the third floor is a "void deck" which serves as a buffer separating the commercial areas from the flats which are located from the fourth floor upwards. The void deck also serves the additional purpose of providing

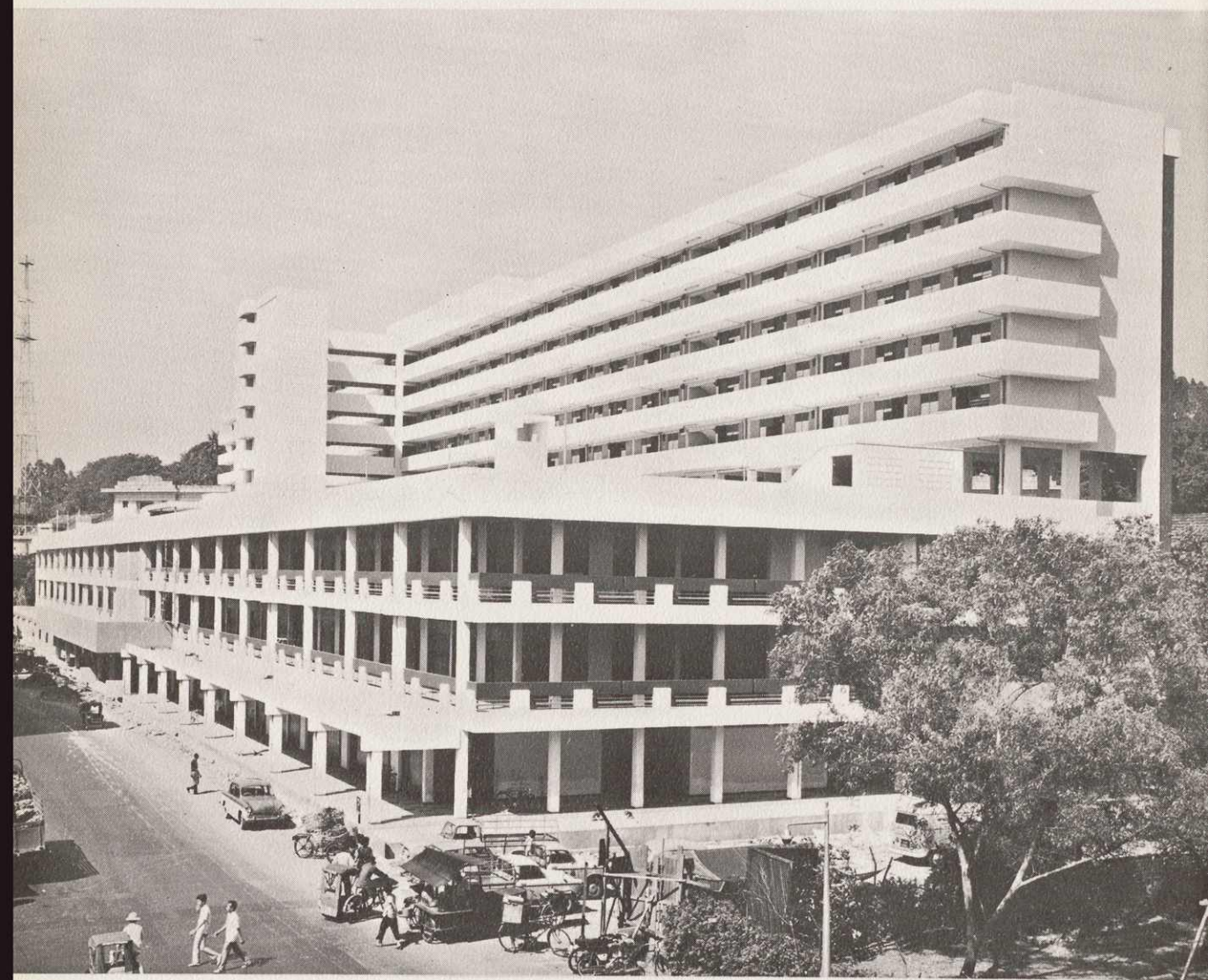
good ventilation and visual impact of openness necessary for such high density multi-use zoning. The roofs of the void decks on the third floor will be used as recreational areas with equipped children's playgrounds, creches, kindergartens, libraries, games rooms and community centres.

The internal shopping courts included in such schemes would provide the necessary separation of pedestrian from vehicle traffic and would be "landscaped" to provide a pleasant environment.

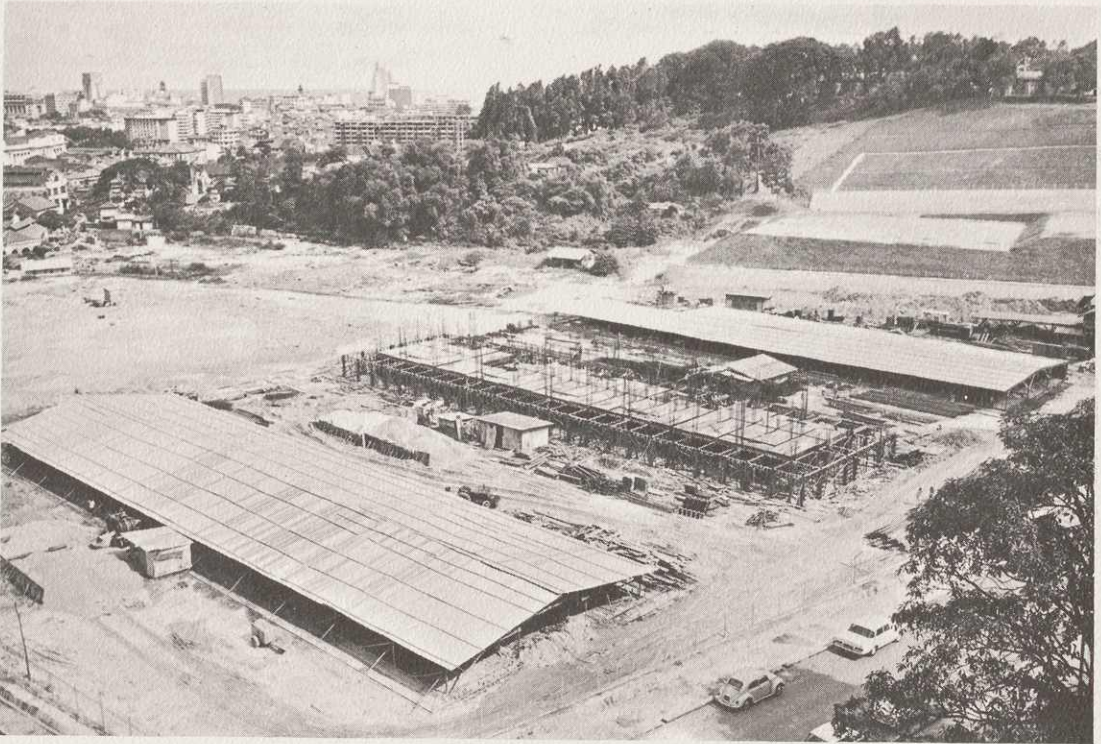
Schemes involving the provision of multi-level car-parking within them are also being prepared to solve not only the problem of pedestrian/traffic segregation but also the carparking problem commonly faced in most areas.



Aerial view of Precinct South 1, Contract III. Outram Road Redevelopment under construction.



Park Road Redevelopment at Southern Precinct No. 1 under the Urban Renewal Programme. 3 floors for eating shops and shopping centre with the roof deck as a Creche.



Contract VIa, Chin Swee Road, Precinct South 1, in progress.

Precinct South I

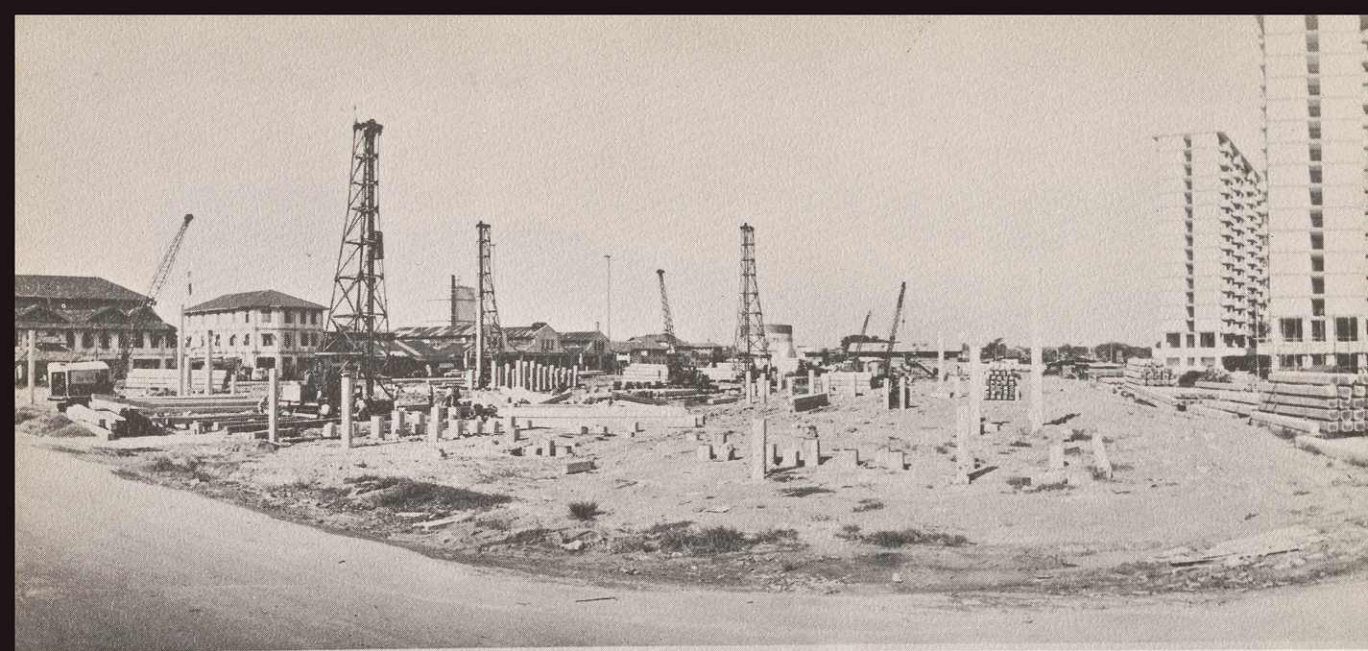
By the end of 1967 the land available (acquired as well as State-reverted) amounted to 98% of the total land area (136 acres) in this Precinct.

Up to the end of the year 2,552 families and some businesses had been resited from the slum conditions of the area to new public housing estates.

During the year 130 units of 2- and 3-room flats with 364 shops and eating-houses and a creche on the roof deck were completed

under Contract II of the Park Road Re-development Scheme. Under construction were 864 units of 2- and 3-room flats with 419 shops under Contract III.

Two siteworks at Chin Swee Road, one for a school and the other for a Sewerage Pumping Station to serve all the southern precincts, were under way by the end of the year. Along the principal roads such as Havelock Road and Outram Road, land acquisition, clearance and demolition work had been completed to enable the Public Works Department to lay the necessary services for the development of future projects in the Precinct.



Precinct North I — North Bridge Road/Crawford Street. Site preparation and engineering works in progress. On the right can be seen blocks of flats nearing completion.

Precinct North I

In this Precinct, approximately 75% of the total land area had been made available. 2,216 families and businesses, equivalent to 78% of the total number affected, were relocated in newly-built housing estates in the City.

At the end of the year, 3 blocks of 16-storey flats under Contract 1A of the Palembang Road Redevelopment Scheme were nearly completed.

Other Schemes

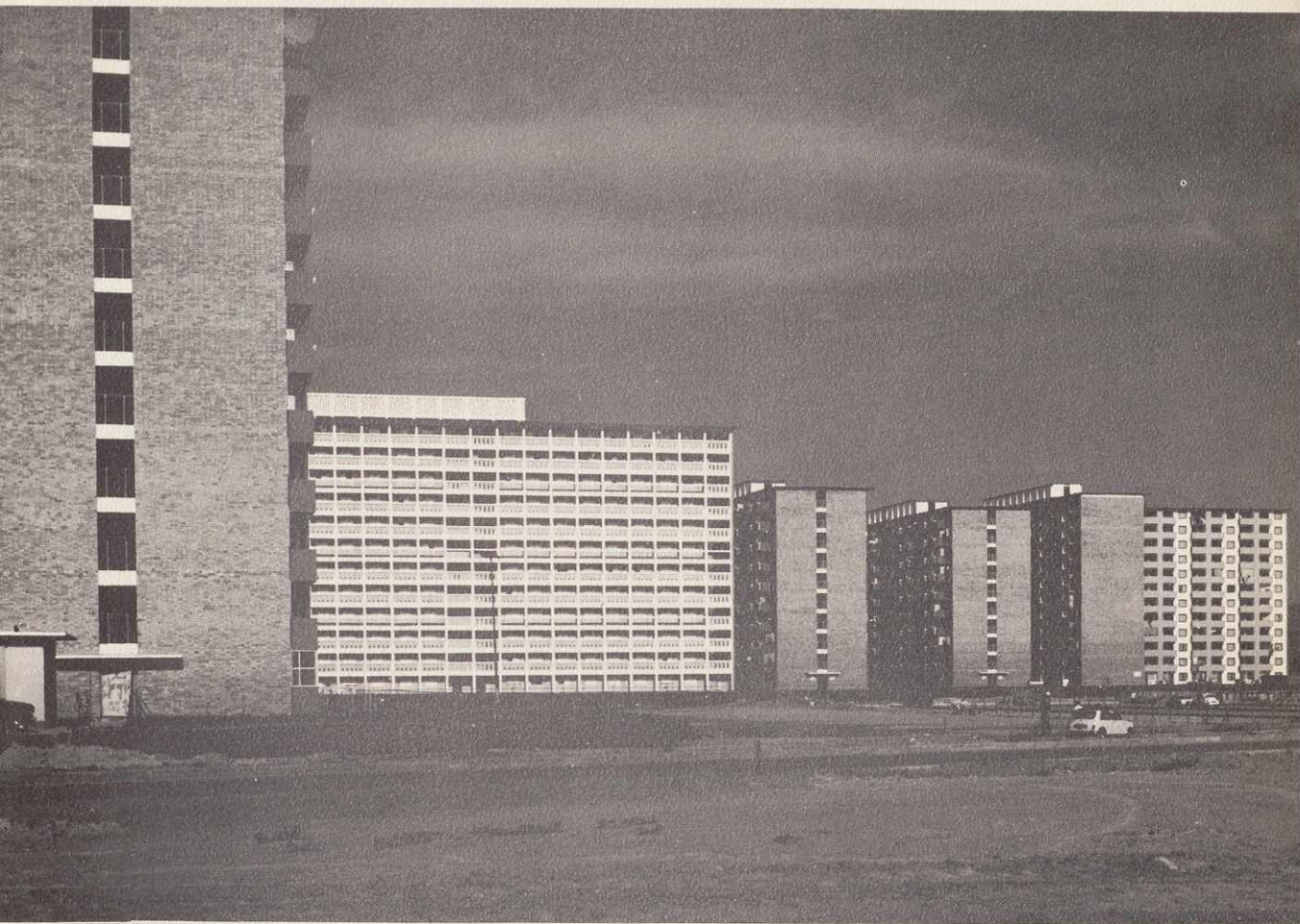
During the year the Department also started work on the renewal of Precinct North XI where two sites were affected by recent fire-outbreaks. The sites were at Kitchener Road and Maude Road respectively. In the Selegie Road area, plans were also completed for the redevelopment of the Chinese Y.M.C.A. fire site. Other main areas of activity were Colombo Court and the area behind High Street at Ford Street. Both these latter areas will be comprehensively redeveloped as commercial centres

with special facilities for carparking.

General

In addition to its normal Urban Renewal functions, the Department was also involved with the preparation of advisory plans for the Singapore Tourist Promotion Board and the drawing up of a "Master Plan" for tourist development in Singapore. The plan included the comprehensive development of Blakang Mati Island as a tourist complex.

The Department was also involved in the proposals for the comprehensive development of the reclaimed land at Bedok and the East Coast Foreshore, amounting to 1,000 acres in the first instance. In the development of Woodlands New Town the Department is preparing the necessary plans. It is expected that Woodlands New Town would eventually have a population of 300,000—about twice the estimated population for Queenstown. The development of Woodlands New Town is being co-ordinated with the Economic Development Board's development of the Kranji area as a Timber Industries Centre.



Typical scene in one of the Board estates at it looks at dark.



12-storey flats built for workers in Kallang Industrial Estate.

Resettlement

THE RESETTLEMENT DEPARTMENT carries out clearance and demolition work in connection with such development activities as public housing, industrialisation and Urban Renewal, land reclamation, and the construction of roads, sewers, schools and other public works. Most of the people affected by the Department's clearance activities are squatters, farmers and dwellers in urban slums.

The settlers affected by clearance schemes are mostly rehoused in the Board's housing estates under special arrangements. Genuine farmers and special industrial cases are relocated in resettlement areas which are mostly located in outlying parts of Singapore. All other cases are allowed to make their own arrangements for finding alternative housing accommodation, farming plots or business and industrial premises with the help of suitable compensation and other facilities provided by the Resettlement Department.

The Department works as an "agency" of the Government and it carries out clearance and resettlement work throughout the whole of Singapore for all Government and public authorities including the Housing & Development Board. In terms of internal organisation the Department is divided into a Resettlement Section as such, and an Engineering and Surveying Section.

Resettlement Areas on being duly completed are handed over to the Government's Lands Office for management and maintenance.

THE YEAR'S OPERATIONS

The Department recorded another successful year of clearance and resettlement work in 1967. A total of 5,984 families were cleared and 2,413 huts were demolished. Total compensation paid to families affected by clearance during the year amounted to \$4.1 million.

The people cleared during 1967 consisted of 102 farmers, 5,179 residential families, 280 shopkeepers, 239 small industry operators and 184 miscellaneous cases. One hundred bona fide farmers and two rural shopkeepers were relocated to new sites in Resettlement Areas, while 3,758 residential families were rehoused in Housing & Development Board flats.

Clearance Areas

In spite of the shortage of land for use as resettlement areas and the fact that the success of the Board's "Home Ownership for the People" Scheme had reduced the supply of available Board flats in choice localities for rehousing or resettlement cases, the Department maintained a satisfactorily high rate of clearance work during the year. Major projects which were carried out according to rigid target dates during the year included the clearance of the "Golden Mile" stretch under the Urban Renewal Programme, clearance for the laying of water mains by the P.U.B., and clearance

for projects under the Ministry of the Interior and Defence. The clearance of the "Golden Mile" stretch involved an area of about 37 acres in extent, stretching from Crawford Park along Beach Road and Nicoll Highway to Jalan Laut. A total of 409 residential families, 91 small factories, 26 shops and 81 godowns and warehouses were affected by the clearance work for the project. Actual clearance work began in January 1967 and was completed - except for a few public buildings awaiting demolition - in August. Total compensation paid in connection with the clearance work came to \$170,000.

Appendix A on page 89 shows the number of families cleared by the Resettlement Department since 1957 and the amount of compensation paid, while Appendix B (page 90) gives a list of the 44 sites cleared during the year.

There were 149 sites on the list for clearance at the beginning of the year.

Of these, 76 were from new requests made during the year. Four sites were deleted from the list at the direction of the relevant developing authority while 44 sites were successfully cleared. There were still 177 sites on the list for clearance at the end of the year.

Resettlement Areas

Of the 12 Resettlement Areas under management by the Department, one was completely infilled and handed back to the Land Office while 2 new areas were added in the latter part of the year. One of these, known as Area 74 or Kampong Java Teban at the 10 $\frac{1}{4}$ m.s. West Coast Road was specially meant for development as a Malay Settlement. The other area, known as Resettlement Area 114 at the end of Chua Chu Kang Road was still under preparation at the end of the year.

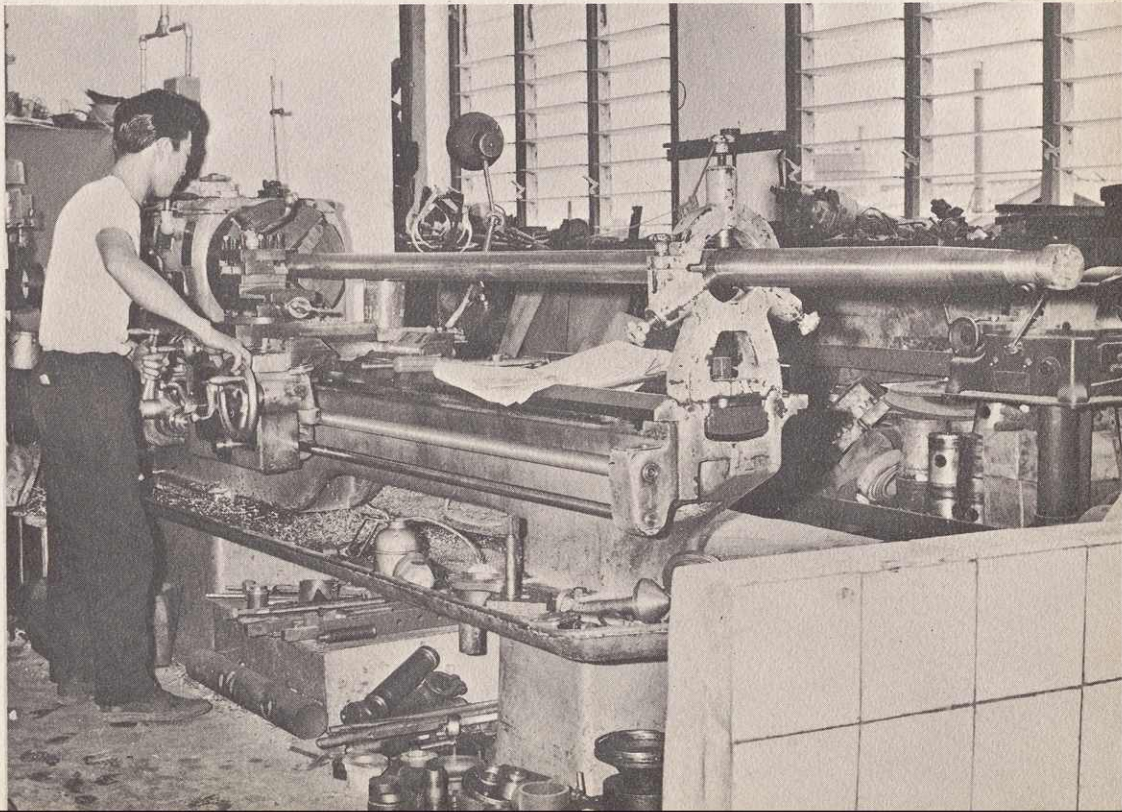


A closer look at the flatted factories at Kallang Basin Estate.



*A tooth-brush factory
in Kallang industrial estate.*

A skilled worker operating a lathe in one of the flatted factories at Kallang.



SURVEY & ENGINEERING

1967 was a record year for the number of topographical surveys carried out by the Department's Survey and Engineering Section. A total of 4,500 acres of land were surveyed during the year. Of these, 2,000 acres, consisted of vacant and partially occupied land mainly in the form of rubber estates at Lim Chu Kang, Chua Chu Kang and Tampines. The other 2,500 acres consisted of land at Pulau Ubin. Similar surveys were being conducted at the other important island next to Pulau Ubin - Pulau Tekong Besar.

Assistance was rendered to the Department of Civil Aviation in connection with land demarcation and the marking out of part lots by theodolite work at the $8\frac{3}{4}$ m.s.

Tampines Road for the proposed extensions to the Singapore Airport runway. Similar work was carried out at the $11\frac{1}{2}$ m.s. Chua Chu Kang Road for the acquisition of land for resettlement areas.

Due to delays in land acquisition work, no major engineering projects were undertaken during the year. The only notable work was the erection of 6 terrace shops with water installation at Area 35 (Tanjong Rhu) for the resettlement of coffin makers.

General

The Department co-operated with the Economic Research Centre of the University of Singapore in the carrying out of a "social survey" among families in the Resettlement Areas. The field survey was carried out during the latter half of the year.

Clearance & Compensation Statistics.

Year	Moved to Resettlement Areas	Rehoused in Board's Accommodation	Found Own Accommodation	Total	Compensation Paid
					\$
1957	67	3	70	140	109,000
1958	146	50	107	303	317,000
1959	131	132	160	423	472,000
1960	132	45	207	384	330,000
1961	57	77	160	294	273,000
1962	198	342	277	817	883,000
1963	307	589	285	1,181	1,7 M
1964	150	2,584	909	3,643	3,2 M
1965	182	4,570	1,758	6,510	5,5 M
1966	266	4,158	1,594	6,018	5,1 M
1967	90	4,002*	1,892	5,984	4,1 M
Total	1,726	16,552	7,419	25,697	21,984,000

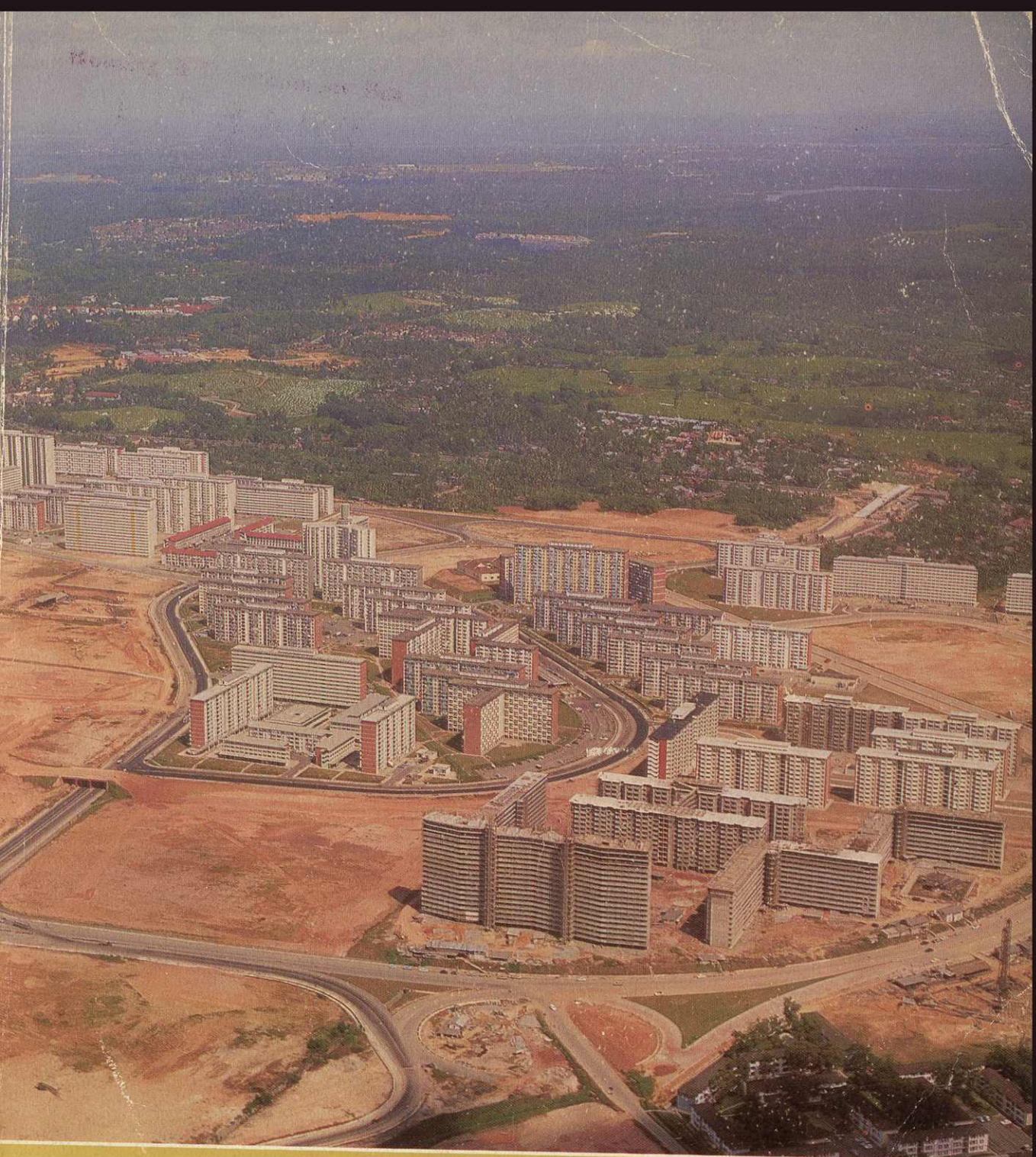
Note: * Includes Shopkeepers/Industries relocated to Board's accommodation.

List of Sites Cleared in 1967

Appendix B.

Names of Sites Cleared	Date Cleared
1. Pasir Laba Extension (Project D 501)	14.1.67
2. Kampong Tiong Bahru Fire Site Phase III	23.1.67
3. Kampong Tiong Bahru Fire Site Phase I & Phase I Extension ...	31.1.67
4. Making Up of Teng Tong Road	31.1.67
5. Precinct North I – Stage V	31.1.67
6. Precinct North I – Stage XV A	31.1.67
7. Pulau Bukom Kechil Clearance	28.2.67
8. Bukit Timah Flood Alleviation Scheme Phase I – Contract No. 1	28.3.67
9. Whitley Road School Site (Supplementary)	27.3.67
10. Access to Colombo Camp (Sungei Ulu Pandan Drainage Scheme)	26.3.67
11. Malay Kampong at Damar Darat	31.3.67
12. Clearance of Land Required for Mandai Road Diversion ...	31.3.67
13. Clearance of State Land Lot 115-6 pt. Mk. V At Clementi Road	10.4.67
14. Precinct South I – Stage X	29.4.67
15. Secondary Technical School at Mount Vernon (Supplementary)	29.4.67
16. Jalan Raya – Proposed Making Up under Section 19 L.G.I.O. ...	29.4.67
17. Toa Payoh – Phase I	30.6.67
18. Macpherson South School Site A	30.6.67
19. Proposed Community Centre at Moulmein Constituency ...	1.7.67
20. Clearance of Tenancies at Lorongs 21/21A Lots 306-15 & 16 ...	1.7.67
21. Site for Vocational School and Fire Station at Jalan Boon Lay	24.7.67
22. Precinct South I – Stage II B... ..	24.7.67
23. Jurong Industrial Project (Ph. IV Pt. I) (Pulau Semulun Phase II)	31.7.67
24. Pulau Minyak Fire Site Kallang Basin Reclamation East ...	31.7.67

Names of Sites Cleared	Date Cleared
25. Access to Kallang Basin South of Pelton Canal	31.7.67
26. Toa Payoh Outlet Drain No. 5	7.8.67
27. Lining of Alexandra Canal (from Delta Road to Kim Seng Road)	31.8.67
28. Upper Changi Road Clearance between Siglap Road and Bedok	31.8.67
29. Jurong Road Widening & Realignment-Phase II	8.9.67
30. Lot 79-1 Clearance of Tenant at Junction of Dovonshire/Exeter Rd.	30.9.67
31. Bukit Timah Flood Alleviation Scheme Phase I (Contract No. 2)	20.9.67
32. Pan Island Expressway (from Aljunied Road to Paya Lebar Road)	30.9.67
33. Clearance of Land Lot 2063 and 94-11 Mk. XXV	30.9.67
34. Gan Eng Seng School Site	30.9.67
35. Redhill Cemetery Site Phase V (Supplementary)	30.9.67
36. Precinct North I - Stage XI	30.9.67
37. Precinct South I - Stage XI	31.10.67
38. Toa Payoh Clearance - Phase VC	20.10.67
39. Seletar Range	31.10.67
40. Clearance of Kolam Ayer Banana Plantation Kallang Basin Reclamation (East)	31.10.67
41. State Land at Outram Road adjacent Lot 57-15	30.11.67
42. Clearance of Land off Soon Wing Road for outlet Drain No. 1 at Kallang Basin	30.11.67
43. Toa Payoh - Phase III	30.11.67
44. Maude Road Second Fire Site	31.12.67



annual report 1968

HOUSING & DEVELOPMENT BOARD



B

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BOARD
ANNUAL REPORT
1968



Side elevation of a 10-storey block of 1-room improved flats at Neighbourhood 6, Queenstown showing the Central Common Corridor.

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COVER - *Aerial View of Toa Payoh New Town*



CHAIRMAN AND MEMBERS OF THE BOARD, 1968.

From Left to Right: Tuan Haji M. Yoosoff, Mr. Lee Hee Seng (standing), Mr. Reginald Quahe (Deputy Chairman), Mr. Lim Chong Keat (standing), Mr. M. Coomaraswamy and Mr. Howe Yoon Chong (Chairman).

**Members
of the Board**

at 31st December, 1968

MR. HOWE YOON CHONG (*Chairman*)

MR. REGINALD QUAHE (*Deputy Chairman*)

Members

MR. LIM CHONG KEAT

TUAN HAJI M. YOOSOFF

MR. M. COOMARASWAMY

MR. LEE HEE SENG

List of Senior Officers

at 31st December, 1968

Secretariat

Chief Executive Officer

MR. TEH CHEANG WAN (AG.) ... B.Arch. (Sydney),
F.R.I.B.A., M.S.I.A.

Secretary

MR. WILLIAM CHEE TIANG CHIN B.A. (Malaya)
Barrister-at-law
(Lincoln's Inn)

Asst. Secretary (Public Relations)

MR. CHEW LOY KHOON

Financial Officer

MR. R.F. SCULLY (AG.)

Deputy Financial Officer

MR. FONG KOK WOH (AG.) ... A.A.S.A.

Internal Auditor

MR. HO ENG HOCK A.A.S.A., A.C.C.S.

Asst. Financial Officers

MR. TAN NGI KENG A.A.S.A., A.C.C.S., R.A.S.

MR. JOHN LIM KEE SWEE Dip. Accty. (S'pore), R.A.S.
(on pupillage)

MR. GOH KHEE TEONG B.Accty. (S'pore)
(on pupillage)

Finance

Chief Architect

MR. TEH CHEANG WAN B.Arch. (Sydney)
F.R.I.B.A., M.S.I.A.

Contracts Officer

MR. GOH CHONG PAK (AG.) ...

Asst. Contracts Officers

MR. LAI PANG FEE A.R.I.C.S., A.A.I.,
M.I.S. (M), M.S.I.S.

MR. YEE MAN NGOH Prof. Dip. (Building)
(S'pore Poly.)

MR. TAY CHEOW BENG Prof. Dip. (Building)
(S'pore Poly.)

Building

Senior Architect

MR. WILLIAN WONG WAI YING B.Arch. (Hons.) (Sydney),
A.R.A.I.A., A.R.I.B.A.

Building

Executive Architects

- MR. SI-HOE KOK SING B.Arch.(N.Z.), A.R.I.B.A.
MR. CHEE TECK CHIANG B.Arch. (Melb.), A.R.A.I.A.,
A.R.I.B.A.

Asst. Architects

- MRS. WONG CHOON LENG B.Arch. (Melb.), A.R.I.B.A.
MRS. YAP LAU WAI CHEN... .. B.Arch. (Dunelm), A.R.I.B.A.
MR. CHU PAK CHOW B.Arch. (Melb.), A.R.I.B.A.,
Trop. Arch. (London A.A.),
Dip. Bldg. (Bouwcentrum).
MR. JOSEPH GOH SOON LIP ... F.R.M.I.T. (Dip.), B.Arch.
(Melb.), A.R.I.B.A.,
A.R.A.I.A.
MR. ROBERT TAY SIOW HWA ... Dip. Arch. (Sheffield U.),
A.R.I.B.A.
MR. GILBERT TYE TEK KEOW ... Dip. Arch. (Sheffield U.),
A.R.I.B.A.
MR. HENG FOOK SENG Dip. Arch. (Birmingham),
A.R.I.B.A.
MR. LEE SAM KONG B.Arch.E.(Adelaide), Dip.
Town & Country Planning
(Sydney), A.R.I.B.A.,
A.R.A.I.A.
MDM. IRIS CHEN B.Arch. (Hongkong)
MDM. TAN AI FONG B.Arch. (Melb.), A.R.A.I.A.,
A.R.I.B.A.
MR. SEET CHAY TUAN Dip. Arch. (Hammersmith,
London), A.R.I.B.A.
MR. HARRY LEE HENG LAN ... F.R.M.I.T. (Dip.)
A.R.I.B.A., A.R.A.I.A.
MR. TAN SEE KIAT A.R.I.B.A., A.R.A.I.A.
MR. FOO AH FONG Dip. Arch. (S'pore), Dip.
Town & Country Planning
(U. of Auckland), M.T.P.I.
(N.Z.)
MR. TAN BIN YEE Dip. Arch. (S'pore), Dip.
(on pupillage) Town & Country Planning
(U. of Auckland)
MR. TONY TAN KENG JOO... .. Dip. Arch. (S'pore)
(on pupillage)

Asst. Electrical Engineers

- MR. TAN THIAN SOON M.I.E. (Aust.)
MR. YEOH SENG HOCK B.Eng. (W.Aust.)
MR. CHUA KIAN TONG Dip. Elect. Engr. (Hons)
(on pupillage) (C.M.) (S'pore).

Senior Civil Engineer

- MR. AU ENG KOK B.E., M.I.C.E., M.I.E. Aust.,
A.M.A.S.C.E., A.M.I.E.S.

Building

Executive Civil Engineers

MR. CHEW SEONG YEAN	C.Eng., M.I.C.E., A.M.I.E.(S)
MR. LIU HUA AN	B.E. (Hons.), D.I.C. (Concrete Structures), M.I.C.E.

Asst. Civil Engineers

MR. CHENG CHING TANG	F.R.M.I.T., A.M.I.E.S., A.M.I.E.(M), M.I.E.(Aust.)
MR. POK SHEUNG FOO	B.E., A.M.I.E.(Aust.), A.M.I.E.(M)
MR. YAO CHEE LIEW	B.E. (Sydney), A.M.I.E. (Aust.), A.M.I.E.S., A.M.A.S.C.E.
MR. NG SUAN CHUNG	B.E. (N.S.W.)
MR. LOW SIEW AIK	B.E. (Malaya), M.I.C.E., A.M.I.E. (Aust.), A.M.A.S.C.E., A.M.I.E.S.
MR. TANG AH TEE	Dip. Eng. (Brighton), C. Eng., M.I.C.E., A.M.I.E.(M)
MR. GAN KIM TAP	Dip. Eng. (Brighton), A.M.I.C.E.
MR. TAN KUANG WHYE	F.R.M.I.T., A.M.I.C.E., M.I.E. (Aust.), A.M.I.E.S.
MR. TAN TOCK TIONG	A.G.I.T., M.I.E. (Aust.)
MR. HENG YEE SIANG...	B.E. (Hons.) (Malaya)
MR. HO SIEW KOON	F.R.M.I.T., C.Eng., M.I.C.E., A.M.I.E. (Aust.)
MR. JOHN WEI	B.E. (Hons.) Malaya
MR. CHAN YUEN PHUI	A.M.I.C.E., Grad. I.E. (S'pore), F.R.M.I.T.
MR. TANG NGI WAH	B.Sc. (Hons.) (Surrey), Grad. I. Struct E., Grad. I.C.E.
MR. CHAN KOK WENG	F.R.M.I.T., Grad. I.E.(Aust.)
MR. LOW KAI SENG	F.R.M.I.T.
MR. LEW AH LET	F.R.M.I.T., Grad. I.E.(Aust.), Cert. Concrete Technology.
MR. KUO SIEW YEE	A.S.M.B., F.R.M.I.T., Grad. I.E. (Aust.)
MR. LIANG FOO JEE	Prof. Dip. C.E.(S), Grad. I.E.S.
MR. SOO KOK LEONG	B.E. (S'pore), Prof. Dip. (civil) (S'pore Poly.)
MR. FOO JIT HUA	A.M.I.C.E.
MR. CHEANG JEN BOON (on pupillage)	Prof. Dip. (Civil) (S'pore poly)

Asst. Mechanical Engineer

MR. LUM SHUET MENG	Dip. Mech. Eng. (S'pore) (Cert. of Merit), Part II (I. Mech. E.)
--------------------	-----	-----	--

Building

Quarry Superintendent

MR. CHARLES TAN SIEW LIM ... R.D.A.

Senior Structural Engineer

MR. TAN TIONG BENG ... M.I. Struct E., A.M.I.E.(M)

Asst. Structural Engineers

MR. CHUA IT MENG ... B.Sc. (Eng.) (London), A.M.I. Struct. E., A.M.I.E.S.

MR. B.M. CHOTRANI ... A.M.I. Struct. E., A.M.I.E. (India)

MR. U YONG DANG ... Dip. Eng. (Brighton), Grad. I.C.E. (England)

MR. SEETO YEW LEE ... B.Sc. (Eng.), Grad. I. Struct. E

MR. WONG KWAI WAH ... B.E. (Melb.), Grad. I.C.E. (Aust.), Master of Tech. (N.S.W.)

MR. PAN FON NAM ... F.R.M.I.T., A.M.I.C.E.

MR. ANG WENG SHONG ... F.R.M.I.T., M.I.E. (Aust.)

MR. LEOW KIM FONG... B.Sc. (Eng.)

MR. SAW JIN HAI ... F.R.M.I.T., A.M.I.E. (Aust.)

MR. SOON CHEE YIN ... Dip. Struct. Engineering, Grad. I. Struct. E.

MR. LING HOW CHONG ... B.Sc. (Eng.), M.Eng. Sc. (N.S.W.) Grad. I.E. Aust., Grad. I.E.(M)

MR. LIM CHWEE BOK ... A.M.I. Struct. E.

MR. EDWARD POH CHOO CHYE... B.Sc. (Hons.) (C.E.)

MR. YEO TECK LEE ... F.R.M.I.T., A.M.I.E. Aust., A.M.I.E.S.

Senior Surveyor

MR. V. FERNANDO ... B.Surv. (Q'land), F.S.I.S., M.I.S. (Aust.), M.I.S.(M) L.S. (S'pore)

Surveyors

MR. C.E. PERRY ... M.N.Z.I.S., M.S.I.S., M.I.S.(M), L.S. (S'pore)

MR. YEOH JOO PHENG ... B.Surv. (Q'land), Dip. L.S. (R.M.I.T.)

MR. ANG KIM TEE ... M.S.I.S., Assoc. I.S. Aust.

Urban Renewal

Head, Urban Renewal Dept.

MR. ALAN F.C. CHOE... B.Arch. (Melb.), Dip. Town & Regional Planning (Melb.), Dip. Arch. (F.R.M.T.C.), A.R.I.B.A., A.M.T.P.I., A.R.A.I.A., M.A.P.I., M.S.I.A.

Urban Renewal

Executive Architect

MR. LEE WENG YAN Dip. Arch. (U.C.L.),
A.R.I.B.A.

Assistant Architects

MR. PETER SOO BO KOCK Dip. Arch. (Dunelm),
A.R.I.B.A.

MR. TAN WEE LEE Dip. Arch. (G.I.T.), B.Arch.
(Melb.), A.R.I.B.A.

MR. LESTER THAM BOON KHENG C.Arch. (London),
A.R.I.B.A., M.S.I.A.

MR. JOHN TAIPING CHOU B.Arch. (Hons.) (N.S.W.)
Dip. Town & City Planning
(Sydney), Dip. City Design
(N.S.W.) A.R.I.B.A.,
A.R.A.I.A.

MR. CHAU PO LIANG B.Arch. (Sydney), A.R.A.I.A.,
A.R.I.B.A.

MR. R. KRISHNAMOORTHY B.Arch. (Madras), M.Tech.
(Regional Planning) (India),
M.Arch. (Melb.), A.I.I.A.

MRS. TAN SWEE YIN B.Arch. (Melb.), A.R.I.B.A.
Dip. of Town & Regional
Planning (Melb.)

MR. SOH GIN TECK Dip. Arch. (S'pore)
(on pupillage)

MR. TAN PENG GUAN... .. Dip. Arch. (S'pore) M.S.I.A.
(on pupillage)

Architect/Planners

MR. FRANCOIS CUENOD Dip. Arch. (Geneva U) S.I.A.
(Member of Swiss Engineers
& Architects Society) F.U.S.
(Federation of Swiss
Planners)

MR. LIM CHEW KUAN Dip. Arch. (P. London), Dip.
Town Planning (P. London)
A.R.I.B.A., A.M.T.P.I.,
M.S.I.A.

MR. TAN SIOE AN Arch. Engr. (Bandung),
M.C.P. (Harvard)

Planner

MR. CHOO BOK LAM A.M.T.P.I.

Planning Officers

MISS ADELINA THEN B.A. (Hons.) (S'pore)

MISS HENG GEK LUAN B.A. (Hons.) (S'pore)

Lands Officers

MR. JOHNNY LOH JWEE SIAM A.A.I., A.R.V.A.

MR. PENU MOHAN SINGH B.A. (S'pore), A.A.I.

MR. TANG SOON LEE A.A.I.

Estates

Estates Manager

MR. TAN TIAN BOON B.Sc., F.A.I., F.I.H.M.

Executive Estates Officers

MR. NG BOON ONG F.A.I., F.I.H.M.

MR. CHOO KIA PENG F.I.H.M.

Estates Officer (General)

MR. PHANG WONG YEW A.I.H.M.

Estates Officer (Lettings)

MR. TEO HEE CHER A.A.I.

Estates Officer (Sales)

MR. HO LUM KHUAN A.A.I.

Estates Officer (Alexandra)

MR. A.D. PONNAMBALAM A.I.H.M., M.R.S.H.

Estates Officer (Kampong Java)

MR. LEONG SIEW WHYE A.I.H.M.

Estates Officer (MacPherson)

MR. SWEE KEE SIONG A.A.I.

Estates Officer (Toa Payoh East)

MR. LIM POH GUAN B.A. (S'pore), A.A.I.

Estates Officer (Queensway)

MR. KWOK CHUON WEI B.Sc. (Nanyang), A.A.I.

Estates Officer (Bukit Merah)

MR. YOW KWOK SUM

Executive Estates Officer (Lands)

MR. ONG HUCK JIN F.A.I., F.R.V.A.

Lands Officers

MR. W.R. JANSEN (ON F.A.I.

SECONDMENT TO STATE &
CITY PLANNING-1.9.68)

MR. N.A. SUBRAMANIAM A.N.Z.I.V.

Estates Officer (Legal)

MRS. A. KENNEDY LL.B. (Hons.), A.A.I.

MISS TEO SWEE HOON... .. LL.B. (Hons.)

Resettlement

Head, Resettlement Department

MR. LIM KOON POH B.A. (Malaya)

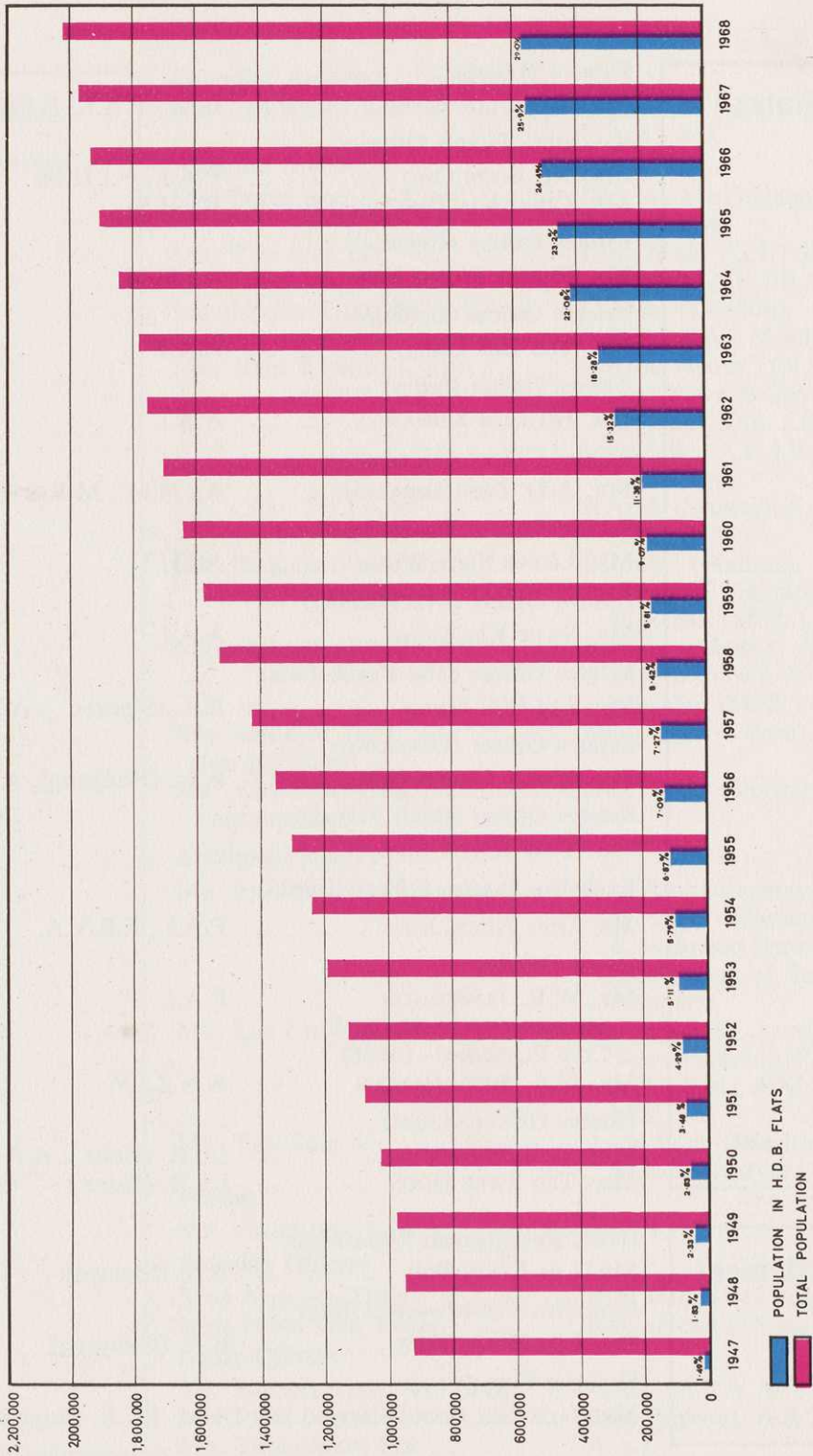
Executive Resettlement Officer

MR. LIM HOON YONG... .. B.A. (Nanyang)

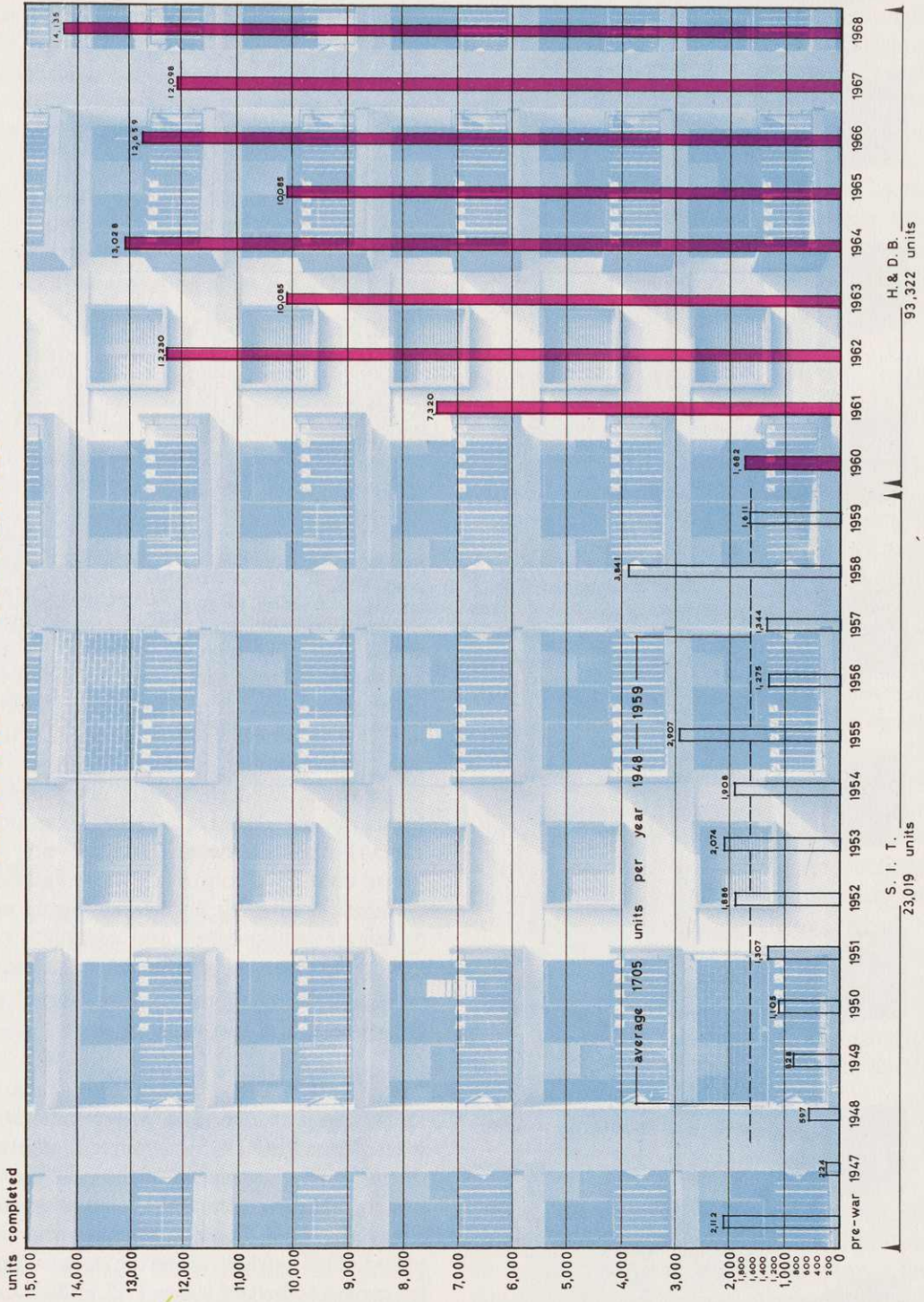
Engineer/Surveyor

MR. JACK SEE TIAN MIN (AG.)... .. A.M. I.C.E. (England)

POPULATION HOUSED IN HOUSING & DEVELOPMENT BOARD FLATS



HOUSING AND DEVELOPMENT BOARD BUILDING STATISTICS





INTRODUCTION

DURING 1968, THE BOARD'S building programme was intensified in consonance with its policy to accomplish as much as possible during the third year of its five-year programme.

BUILDING

With the completion of 14,135 units of public housing together with 932 hawker stalls, 19 offices, 3 community centres, 2 social function halls, 77 industrial workshops and 2 canteens, 1 block of flatted factories and 1 club-house and 2 markets, the total number of flats and shops completed by the Board since 1960 was 93,322 units. The total number of units together with those constructed by the former Singapore Improvement Trust (1927-1959) stood at 116,341 units at the end of the year. The Board continued to provide more and better facilities in housing and development work to ensure well-ordered and complete community life for the populace in its estates.

17,692 housing units were under construction at the end of the year.

LAND RECLAMATION

The land reclamation programme which was begun in 1965 continued unabated during 1968. By the end of the year approximately 65% of the land reclamation work along the East Coast fore-shore was completed. This work involved the transportation by conveyor-belt of some 17.5 million cubic

yards of earth from the cut-site at Siglap Plain into the sea for reclaiming 785 acres of land from Bedok to the Singapore Swimming Club. The whole project is expected to be completed by early 1970.

Phase II of the East Coast Reclamation Project was approved during the year. This phase involves the reclamation of the foreshore from the Singapore Swimming Club to the tip of Tanjong Rhu. Work on this project is expected to start early in 1969.

Studies are being made both by the Board and the Planning Department for the efficient utilization of the reclaimed area with a view to constructing a link-road to the City, shopping centres, houses, hotels, parks and recreational facilities.

The Kallang Basin Reclamation Scheme continued to progress satisfactorily during the year. Approximately 85% of the work connected with this reclamation scheme was completed by the end of the year.

Reclaimed areas in the Kallang Basin will be mainly utilized for industrial purposes. The Jurong Town Corporation has taken over the flatted factories which were previously constructed for the Economic Development Board.

URBAN RENEWAL

The Board's main efforts during the year were directed towards attracting private development to complement the Government's efforts in the urban area. The Urban Renewal Department prepared a further 14 sites for sale to private developers. The site areas ranged from 12,250 square feet to 72,500 square feet. The sale of these sites was advertised in the local newspapers on 15th November and intending developers were given four months to tender for these sites.

The People's Park Project comprising 364 eating and other stalls was completed

in the middle of the year. All these stalls have been occupied. This project was unique because it was designed specifically to relocate en-masse all the stalls which were housed in the old People's Park. On the roof of the podium of the building a modern creche capable of accommodating some 140 children was constructed together with a block of 130 flats. This creche has been acclaimed as one of the best of its kind in South-East Asia.

NEW SCHEMES TO SOLVE THE PROBLEM OF RESETTLEMENT

The problem of resettlement in the wake of redevelopment of the urban areas was a phenomenon that had to be dealt with in earnest. The resettlement schemes that were evolved were designed to achieve smooth and speedy relocation of small scale business involving stall-holders and shopkeepers and of small industrial establishments to new shopping centres and terrace factories constructed for this purpose. On the vacant site in the Java/Palembang Roads area, a temporary shopping centre comprising 42 units of temporary shops of 300 square feet each was constructed. Terrace factories were constructed at Kallang to facilitate industrial resettlement and a new shopping centre and market along Jurong Road to obviate the problems arising from road works in that area. The Jurong shopping centre and market comprising 49 shops, 73 open pitches and 32 units of lock-up stalls were sold at cost to those affected by the resettlement exercise.

SALE OF FLATS

The Board's Home Ownership Scheme which was first started in 1964 continued to make progress during the year. The emphasis previously had been on the sale

of two-room and three-room flats but in June, 1968, the Board, for the first time, offered 452 one-room improved flats located at Bukit Ho Swee for sale. The Board's Home Ownership Scheme was augmented by the Central Provident Fund (Amendment) Act, 1968, which was introduced in September. Under this Act, members of the Fund could utilize their Central Provident Fund balances as payments against the purchase of Housing & Development Board flats and, further, use their monthly contributions to pay towards the cost of the flats by monthly instalments. Following the introduction of the Central Provident Fund (Amendment) Act, there was a sharp increase in the number of applications for the purchase of flats. A total of 8,455 applications were registered during the year, of which 5,910 were registered between 1st September and 31st December.

In July, the Board extended the Home Ownership Scheme to sitting tenants who were encouraged to avail themselves of the benefits of the Central Provident Fund (Amendment) Act to purchase the flats they were residing in. As an inducement for them to purchase the flats, the Board reduced the down payment to 5% of the purchase price of the flat which in the case of a two-room or three-room flat amounted to a minimum of \$300 and in the case of a one-room flat to \$100. Where the sitting tenants did not want to purchase their flats, special arrangements were made to resettle them in nearby blocks at the appropriate rental for such flats. By the end of the year, 14,041 units were sold, of which 4,255 were sold during the last four months of the year. 4,716 units were purchased by sitting tenants. The Home Ownership Scheme, as a social innovation, paves the way for those in the lower income group to own their own houses and to engender in them a feeling of security and well being in society.

SURVEYS

With an estimated 28.8% of Singapore's population living in flats rented from the Housing and Development Board, the Board considered it important that the changes in the social patterns and attitudes of people living in public housing units should be studied. The help of the Economic Research Centre of the University of Singapore was therefore enlisted to conduct a survey to ascertain such changes. Accordingly, a household survey was started in August. This household survey was a 10% random sample survey of all the rented properties under the control of the Housing and Development Board, excluding business premises, property sold under the Home Ownership Scheme and block lettings to institutions. The survey covered 7,391 out of a total of 74,000 dwelling units, and preliminary analysis showed that 80% of the households constituted nuclear families (i.e. parents and children) or extended nuclear families (i.e. grand-parents, parents and children). The average household size for all the dwelling units was 6.2 persons per flat. About 50% of the sample population were young persons of 17 years of age or below, or an average of 3 young persons per household. In regard to income, the survey revealed that the average monthly income per household in all the units was \$318. The average, however, varied from \$180 for the one-room units to \$677 for the multi-room units. On living conditions and attitudes, compared with their previous experience, the survey showed that 89.7% of the tenants got along very well or fairly well with their neighbours, 7.5% were indifferent and 2.8% did not get along well at all. Further, 66% of the tenants found that life in the Board's flats was better, 13% found the present condition worse and 21% felt that there was no change in their present living condition as compared



2 blocks of 10-storey flats in Bukit Merah Redevelopment sold under the "Home Ownership for the People" Scheme.

with the past. Surveys of this nature furnish useful information on the effect of change in their environment and the social consequences that follow. The Board therefore feels that it would be useful to conduct more such surveys in the future as an aid to future development planning.

VISITS OF FOREIGN DIGNITARIES

The Board was honoured to conduct a number of foreign dignitaries on tours of Housing and Development Board estates. In chronological order, they were:

General Ne Win, Chairman of the Revolutionary Council of Burma;
Mrs. Indira Gandhi, Prime Minister of India;

Emperor Haile Selassie I of Ethiopia;
Mr. John Gorton, Prime Minister of Australia;

Mr. Kang Ryang Wook, Vice-President of the Democratic Republic of Korea; and
Dr. G. Borg Olivier, Prime Minister of Malta.

HONOURS, DECORATIONS

The Board records with pride the honour bestowed on the Chairman, Mr. Howe Yoon Chong, for his valuable services to the Republic as Chairman of the Board. Mr. Howe was awarded the Darjah Utama Bakti Chermalang (the Distinguished Service Order) on National Day.

Six Board officers were awarded the Public Administration Medal.

The Chairman of the Revolutionary Council of Burma, General Ne Win, being briefed by the Chairman, Mr. Howe Yoon Chong. Listening to them is the Minister of Social Affairs, Inche Othman Wok.





The Prime Minister of India, Mrs. Indira Gandhi, being briefed on the work of the Housing and Development Board by the Chairman, Mr. Howe Yoon Chong. Behind her is the Minister-in-Attendance, Inche Rahim Ishak, the Minister of State for Foreign Affairs.



His Majesty, Emperor Haile Selassie I being welcomed by a member of a family living in a Housing and Development Board flat in Queenstown during his State visit to Singapore on 25.5.68.



The Prime Minister of Australia, Mr. John Gorton, being briefed by the Chairman, Mr. Howe Yoon Chong, when he visited Toa Payoh New Town on 10.6.68.



*The Vice-President of Democratic People's Republic of Korea,
Mr. Kang Ryang Wook signing the Visitors Book.*

*The Prime Minister of Malta, Dr. G. Borg Olivier, (Centre) is seen here on the rooftop of the 19-storey "Y"
block, Toa Payoh with the Chairman, Mr. Howe Yoon Chong.*





Interior of the creche in the Park Road Redevelopment Scheme.

PART

I

Administration

Finance



A closer look at a block of multi-storey flats at Neighbourhood 6, Queenstown, sold under the "Home Ownership for the people" Scheme.

ADMINISTRATION

THE BOARD'S ADMINISTRATION was carried out by six departments, namely the Secretariat, the Finance Department, the Building Department, the Estates Department, the Urban Renewal Department and the Resettlement Department. In August 1968, the Board set up within the Secretariat, a new unit, the Statistical and Research Unit, with the assistance of the Economic Research Centre of the University of Singapore. A unit of this nature is essential for the systematic collection, collation and analysis of all relevant data which will contribute material for sound planning for future development. The setting up of this unit entailed the secondment of a senior officer from the Estates Department and the appointment of four Research Assistants on the Intermediate Professional Officer's scale. Mr. S.C. Chua who was formerly Chief Statistician, Government Statistics Department, was appointed as Statistical Adviser to the Board. Arrangements were also made for Dr. Stephen Yeh of the Economic Research Centre, University of Singapore, for training the Research Assistants in data processing.

ESTABLISHMENT AND PERSONNEL

The Secretariat continued to ensure that the administrative functions of staff recruitment, personnel work and co-ordinating the needs of other departments were efficiently

conducted. Efforts were made during the year to fill the vacant posts of Chief Executive Officer, Financial Officer and Contracts Officer. These posts remained unfilled at the end of the year as no suitable candidates were found to fill them.

A number of senior officers were promoted during the year. Mr. Lim Koon Poh, the acting Head of the Resettlement Department was promoted to the post of Head, Resettlement Department. Mr. Chee Tiang Chin, who had been acting Secretary, was promoted to the position of Secretary. The post of Senior Civil Engineer, which had been vacant since 1967, was substantively filled by Mr. Au Eng Kok. The Board also created a number of executive posts in the Building and Urban Renewal Departments and most of these posts were substantively filled by promoting suitable serving officers.

The administration's responsibility during the year was primarily aimed at effective implementation of the Board's intensive building programme. The Staff Recruitment Unit ensured that all departments had the necessary manpower to carry out their tasks efficiently. For this purpose, a number of recruitment exercises were held during the year, and 477 candidates were selected after interview by selection boards to fill the vacancies in the Board. Recruitment to the senior establishments were made on the advice of the Public Service Commission



Two of the many 10-storey buildings (3-room flats with shops at the ground floor) at Upper Aljunied Estate.

which held 47 interviews for the Board during the year.

In consonance with Government's policy not to recruit Clerical Officers but, in place thereof, to recruit Clerical Assistants, the Board decided to recruit Clerical Assistants whose commencing salary would be \$130 (basic) per month and the maximum \$330 (basic) per month.

The six-month probationary period imposed on all junior staff of the Board was reviewed in October in the light of which the Board decided to lengthen the period to three years, during which period the officers concerned would not be allowed to apply for any other posts. The Board also introduced the Trainee Estates Officers Scheme which sought to attract students with Higher School Certificates to join the Board's establishments on the salary scale of \$235-\$965. Those recruited would be required to pass the examinations set by the Chartered Auctioneers' and Estate Agents' Institute, in addition to being given in-service training, with the ultimate object of appointing them as Assistant Estates Officers initially, and subsequently as Estates Officers.

The Board continued to lend its support to the various "In-Service" Training Schemes of the Colombo Plan, the University of Singapore and the Polytechnic. A team of Filipinos and some Burmese professionals were with the Board for several months. A number of the Board's senior officers went overseas on scholarships or training courses sponsored by foreign Governments and other bodies. The Senior Structural Engineer, Mr. Tan Tiong Beng, was one of those who was granted a scholarship, whilst Mr. Lim Hoon Yong attended a Higher Administration course in Australia under the Colombo Plan.

The Board records with deep regret the death of Mr. Kwok Chee Weng, the Board's

Assistant Secretary, during the year. Mr. Soh Eng Lim, another Assistant Secretary, left the Board's service on completing his contract in November and three posts of Assistant Secretary were filled by three Secretarial Assistants in an acting capacity.

TOURS, SEMINARS AND CONFERENCES

The Board sent a team comprising the Estates Manager, Mr. Tan Tian Boon (Team Leader), two Estates Officers, Mr. A.D. Ponnambalam and Mrs. Anamah Kennedy, and the Executive Architect, Mr. Si-Hoe Kok Sing on a 3-month study tour on Housing Management in Israel and other East European countries.

Mr. Teh Cheang Wan, the Chief Architect, was awarded a Leader Grant by the United States Government under the Educational and Cultural Exchange Programme. He went on a 60-day tour which commenced in mid-April.

Mr. Alan Choe, the Head of the Urban Renewal Department, attended the "International Consultation on People and Cities" which was held from the 25th June to the 2nd July at Coventry Cathedral, England.

The Senior Architect, Mr. William Wong, attended a seminar and study tour on "The Industrialization of Housing for Asia and the Far East" which was held in Copenhagen, Denmark, from 25th August to 14th September.

PUBLIC RELATIONS

During the year the Public Relations Section of the Secretariat was kept busy arranging conducted tours of Board projects for a large number of visiting dignitaries, civic groups and officials from Housing Authorities from many parts of the world. All the visitors to the Board showed keen interest in the work carried out by the

Board, and expressed the view that Singapore had much to teach the world on public housing, slum clearance and rehousing.

Regular press releases publicised the Board's plans and policies regarding low-cost housing. The "Home Ownership" Scheme which was given wide publicity generated tremendous response. In November, the 2nd Sale of 14 urban renewal sites, which was also widely publicised, brought about good results.

To propagate the ideal that urban renewal was essential in the central areas, and to help the public to accept this idea, a coloured film entitled "Building a New Singapore" was completed and released for public screening in November at local cinemas. Copies of the film were also distributed to Singapore Foreign Missions abroad and to interested organisations on request.

Another publicity programme arranged for the Urban Renewal Department was the opening ceremony on 16th October 1968 of a newly completed housing and shopping complex in Beach Road/Crawford Street—the first major project to be completed in Precinct North One in the Urban Renewal Programme. The Member of Parliament

for Crawford, Mr. Low Yong Nguan, officiated at the ceremony.

The Public Relations Section helped to bridge the gap between the estate management and the many thousand tenants, living in Board estates. Numerous suggestions and complaints from tenants and the public, which touched on various aspects of Board administration, continued to be received throughout the year. Prompt action was taken to deal with all these cases.

In October, the Public Relations Section assisted in a major publicity drive launched in all Board estates in conjunction with the island-wide "Keep Singapore Clean" campaign sponsored by the Ministry of Health. The ultimate objective of the campaign was to make Singapore the cleanest City in South-East Asia. Circulars and posters were printed and distributed to all tenants and wide publicity was given to the various activities organised in the various estates through the media of television, radio and press to emphasise the need to keep Singapore clean. The response was immediate and apparent to foreign visitors who were greatly impressed by the cleanliness of the City.

3 blocks of 10-storey 3 room improved flats in N4, Toa Payoh, which have been sold under the "Home Ownership for the People" Scheme.





A new facade in Toa Payoh New Town Neighbourhood IV—a 20-storey block of 3-room improved flats for sale

FINANCE

The Board's housing projects covered not only low-cost housing but also housing redevelopment in urban renewal areas. Building contracts equivalent to \$70.0 million were awarded during 1968 and capital expenditure for completed building projects and "work-in-progress" totalled \$68.7 million. Loan monies totalling \$50.0 million to meet expenditure on low-cost housing was only made available by the Government in December 1968. Payments to contractors and others at the end of the year exceeded loan drawings by \$27.2 million, and this excess had to be met from funds earmarked and required for other purposes, e.g. repairs and maintenance, etc.

REVENUE INCOME AND EXPENDITURE

The Board had under its financial management 86,534 housing units in 1967. At the close of 1968, housing units under financial management rose for the first time to over a hundred thousand units, comprising mostly of rented flats and those sold under the Board's Home Ownership Scheme.

Income derived from rent grossed \$47.4 million, inclusive of service and conservancy charges of \$5.2 million. Loans granted to the public in 1968 for the purchase of Board flats amounted to \$28.3 million. These are repayable over a maximum period of 15 years at 6¼% interest per annum.

Interest and principal repayments received on loans to the Public were \$2.3 million and \$12.8 million respectively. Loss of income arising from unoccupied properties was \$1.3 million.

Repayments of principal with interest on loans obtained from the Government came to \$27.7 million. Property tax, expenditure for administering the Board and maintenance of Board's properties were \$15.5 million, \$11.2 million and \$3.2 million respectively.

Deficit for the year was \$4.8 million (subject to audit), bringing the cumulative total since February 1960 to \$27.3 million. No subsidy grants were received from the Government in 1968.

PROVIDENT FUND

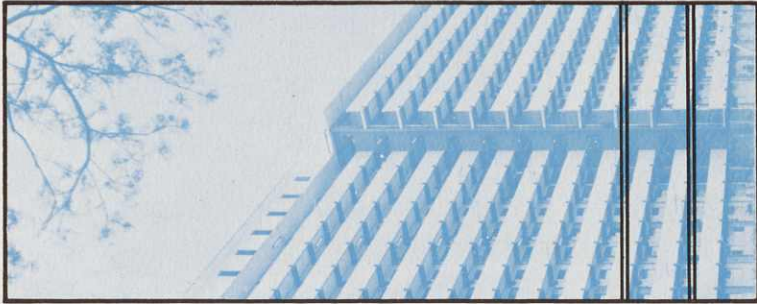
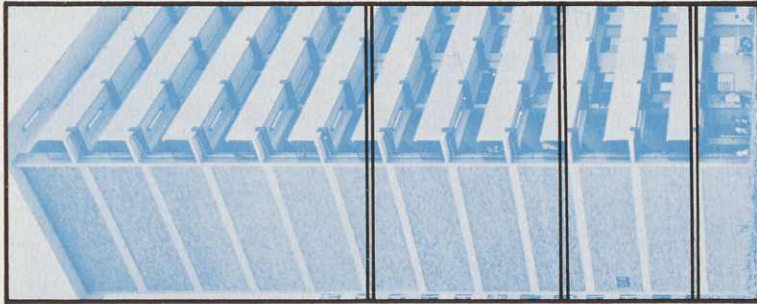
As at 31st December 1968, the Board's own Provident Fund had 1,115 members, while 168 Board Officers were contributing towards the Municipal Provident Fund.

AGENCY AND RELATED FUNCTIONS

Agency work for the reclamations at the East Coast from Bedok to the Singapore Swimming Club and at Kallang Basin, construction of flats, shops and other facilities for the British Phosphate Commissioners of Melbourne at Christmas Island, flats and flatted factories for the Jurong Town Corporation, the completion of the Blair

DISPOSITION OF INCOME - 1968

REVENUE EXPENDITURE REVENUE INCOME



↑
 LOAN CHARGES
 \$27.7M - 48.1%

↑
 PROPERTY TAX
 \$15.5M - 26.9%

↑
 ADMINISTRATION
 \$11.2M - 19.4%

↑
 MAINTENANCE
 \$3.2M - 5.6%

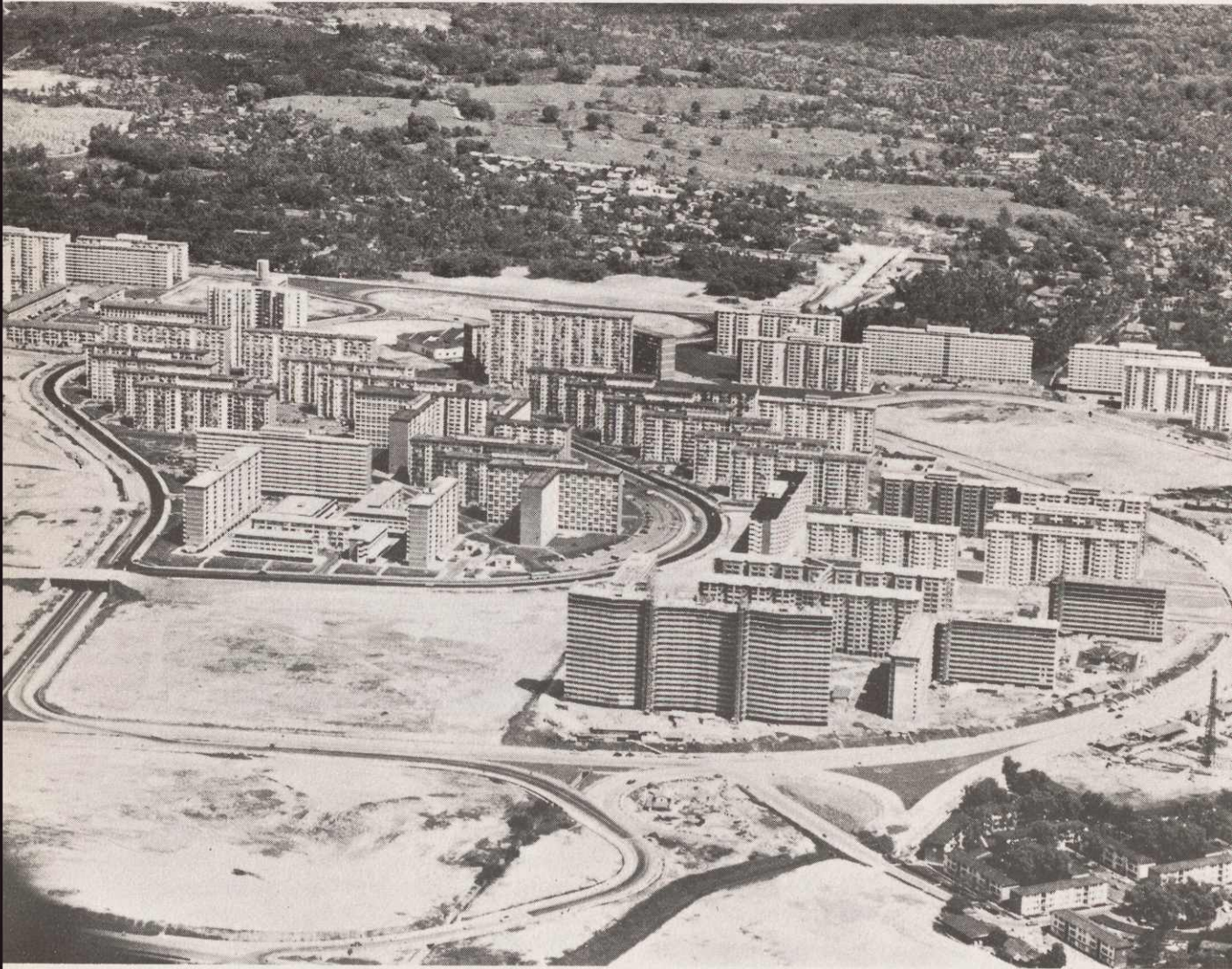
RENT
 SERVICE CHARGES
 ↕ CONSERVANCY CHARGES
 \$47.4M - 82.3%

↕ MISCELLANEOUS
 \$5.4M - 9.4%
 ↕ DEFICIT
 \$4.8M - 8.3%

Plain Project on behalf of the Port of Singapore Authority urban redevelopment and resettlement projects involved expenditure totalling \$31.2 million. However, \$6.2 million and \$0.7 million of this sum were expended on Land Acquisition for Urban Renewal and Kallang Basin respectively, and \$4.2 million was expended in respect of land

clearance and resettlement.

Urban Redevelopment expenditure, inclusive of land cost, totalled \$9.5 million of which \$8.3 million was reimbursed to the Board, while sums reimbursed by Government for reclamation works in the Kallang Basin and the East Coast amounted to \$4.2 million and \$10.6 million respectively.



Bird's eye view of Toa Payoh New Town. In the foreground sites have been cleared for the development of new neighbourhoods.

BUILDINGS

PART

II

Building

Estates and Lands Management

Urban Renewal

Resettlement



An internal view of Blair Plain Housing Estate. These flats were completed by the Board for the Port of Singapore Authority's staff.

BUILDING

THE BUILDING DEPARTMENT looked into the possibility of improving the design of its low-cost housing units. Plans were made to set up a Design & Research Unit which would form, in 1969, an additional section to the four existing sections of Architecture, Engineering, Survey and Contracts.

DESIGN & RESEARCH UNIT AND IMPROVEMENTS IN DESIGN

The Design & Research Unit would be headed by an Executive Architect. Within the Unit itself there would be Architects, Engineers and Draftsmen. The Unit will look into the improvements of designs, layouts of the estates, and the possibility of building further upwards.

HAWKERS' CENTRE

In 1967, the Board accepted the policy of including a hawkers' centre as a necessary component in a housing estate to constitute part of the shopping facilities provided within the estate. In 1968, several 2-storey hawkers' centres and cooked-food stalls were completed. Studies were made of these centres and it was discovered that such a layout whilst having positive results, presented some drawbacks as well.

The provision of these centres removed the cluttering of car parks by food stalls, traffic obstruction along the roads in the

estates, and the health problem generated by illegal hawking and the wanton disposal of waste food. Further the hawkers enjoyed security of tenure of their stalls, free from fear of both prosecution for illegal hawking and harassment by gangsters in the protection racket.

One of the drawbacks that was observed was that stalls on the 1st floor suffered economically because of the paucity of patronage in the 1st floor stalls. Further the Estates Department had to deal firmly with some who encroached upon public space.

The Design & Research Unit is considering further improvements.

IMPROVEMENTS TO FLAT DESIGN

In the wake of appeals by the public for flats with more privacy, the Board introduced in Queenstown Neighbourhood VI, a new plan which provided for the construction of point-blocks with no access balconies. Only 4 units of flats were built on each floor, 3 of which were of the 3-room type and the remaining one was the 4-room type. The floor area of the new 3-room flat was 720 sq. feet each, about 80 sq. feet more than the 3-room Improved Type. The total floor area of the 4-room flat was 850 sq. feet. The construction cost of this type of flat was about 10% higher than

that of the normal standard blocks. If these new type flats prove popular, more point-blocks would be built.

The Board considered a number of improvements to the facilities provided in buildings. For example, the introduction of television to Singapore more than 5 years, ago, saw the indiscriminate springing up of T.V. antennae which caused damage to the roofs during installation. The Electrical Engineers of the Building Department studied the problem and introduced central T.V. antennae for the 3-room flats as a standard feature.

Investigations into the frequency of the breakdown of the lifts in Board estates revealed that the majority of breakdowns were caused by vandalism, misuse and thefts of fittings. To improve the performance of lifts the Board decided to provide a minimum of 2 lifts in each block of flats so that in the event of the breakdown of one lift, the other could be used. The speed of the new lifts was increased from 150 feet per minute to 200 feet per minute. Additional light indicators were introduced inside the lift and at the landings, and the machinery was improved to reduce the jerk at the point of landing. Laminated plastic wall-panels and doors were added for the easy maintenance of the lifts.

SPORTS FACILITIES

The provision of sports and recreational facilities in the housing estates was looked into and additional playgrounds, basketball fields, badminton courts, and sepak raga courts were constructed in both the old and new estates. Towards the end of the year, tenders were called for the construction of the Queenstown Sports Complex, off Stirling Road, which, when completed, would consist of a football field, an all-weather Olympic-size running track, 5 swimming pools and other sporting facilities such as

badminton and tennis courts and a clubhouse for indoor games. This Complex would be the biggest of its kind to be built in Singapore.

CO-OPERATION WITH OTHER STATUTORY BODIES

The Building Department worked very closely with other statutory bodies like the Public Works Department in planning the layout of the estates and the utilisation of the reclaimed land in the East Coast and in the Kallang Basin.

In the field of road construction, Jalan Gagak Selari Utara was completed to link up with lower Delta Road. Plans were also made to extend Jalan Bukit Merah, passing through the middle of Tiong Bahru Estate, to link up with Kampong Bahru Road and New Bridge Road. This traffic system, when completed, should greatly relieve congestion in Tiong Bahru Road. It would also be an all-weather road, ready for use as a by-pass to connect Woodlands with the City Centre in the event of the flooding of Bukit Timah Road.

The Public Works Department completed Jalan Toa Payoh on the southern side of Toa Payoh New Town. The new traffic system at Woodsville Circus connecting one end of Toa Payoh to the city was completed and the gyratory system at Thomson Road linking the other end of Jalan Toa Payoh was under construction. Two flyovers were under construction, one on the northern side of the New Town linking it with Braddell Road and the other connecting it with Jalan Toa Payoh.

The extension of Bendemeer Road within the Kallang Basin to join with Serangoon Road was almost completed by the Public Works Department by the end of the year. With the completion of this extension a one-way traffic system would be introduced.

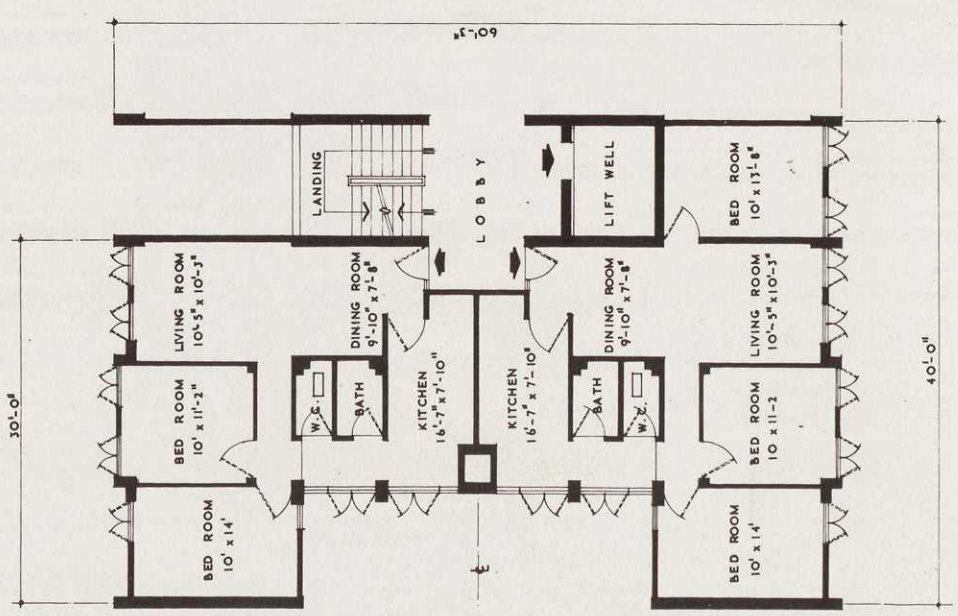


A newly-completed "L"-shaped block of 16-storeys containing 3-room improved flats in Neighbourhood 6, Queenstown.

3-Room and 4-Room improved type in the new point-block with no access balconies in Queenstown Neighbourhood VI

BREAKDOWN COSTS

Type of Unit	MK. PI	MK. PII
Internal floor area per flat	3-Room (Improved)	4-Room (Improved)
Circulation floor area per flat	719 F.S.	852 F.S.
Covered floor area per flat	102 F.S.	102 F.S.
Nos. of Units	821 F.S.	954 F.S.
	342	114



	Contract price per flat	
Building	\$5,209.62	\$6,145.68
Sanitary	\$ 500.66	\$ 550.66
Electrical	\$ 202.41	\$ 252.41
Elevator	\$ 352.31	\$ 417.48
Roofing	\$ 73.34	\$ 86.90
Water Connections	\$ 24.12	\$ 24.12
Gas Connections	\$ 32.89	\$ 32.89
Piling	\$ —	\$ —
Roads, Carparks Drains, Culverts & Rubble facing	\$ 202.76	\$ 240.26
Earthworks	\$ 304.86	\$ 361.25
Sewers	\$ 54.64	\$ 64.75
Turfing	\$ 8.63	\$ 10.22
T.V. Antenna	\$ 61.40	\$ 61.40
Supervision	\$ 52.49	\$ 62.20
Soil Investigation	\$ 6.47	\$ 7.67
Cost per Unit	\$7,086.60	\$8,317.89
Cost per F.S. of internal floor area	\$ 9.86	\$ 9.76
Cost per F.S. of covered area	\$ 8.63	\$ 8.72

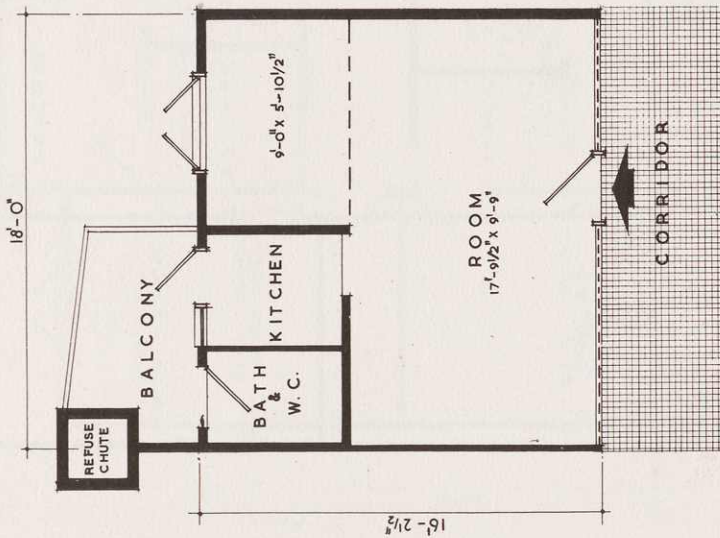
(Singapore \$3.06=US\$1)

I-Room Improved Queenstown Neighbourhood VI Contract II

BREAKDOWN COST

Type of Unit	I-Room Improved Type
Internal Floor Area per flat	309 F.S.
Circulation Floor Area per flat	97 F.S.
Covered Floor Area per flat	406 F.S.
No. of Units	1112
Contract Price Per Flat	
Building	1,797.76
Sanitary	330.94
Electrical	69.24
Elevator	159.14
Roofing	66.13
Water Connection	31.42
Gas Connection	30.58
Piling	109.08
Roads, Carparks and Drain	172.42
Earthwork	54.69
Sewer	43.26
Turfing	7.42
Site Investigation	4.33
Water Supply to high pressure zone	79.41
Supervision	21.94
Cost per Unit	2,977.76
Cost per F.S. of internal floor area	9.64
Cost per F.S. of covered floor area	7.33
Monthly Rental	\$ 30.00
Selling Price	\$3,300

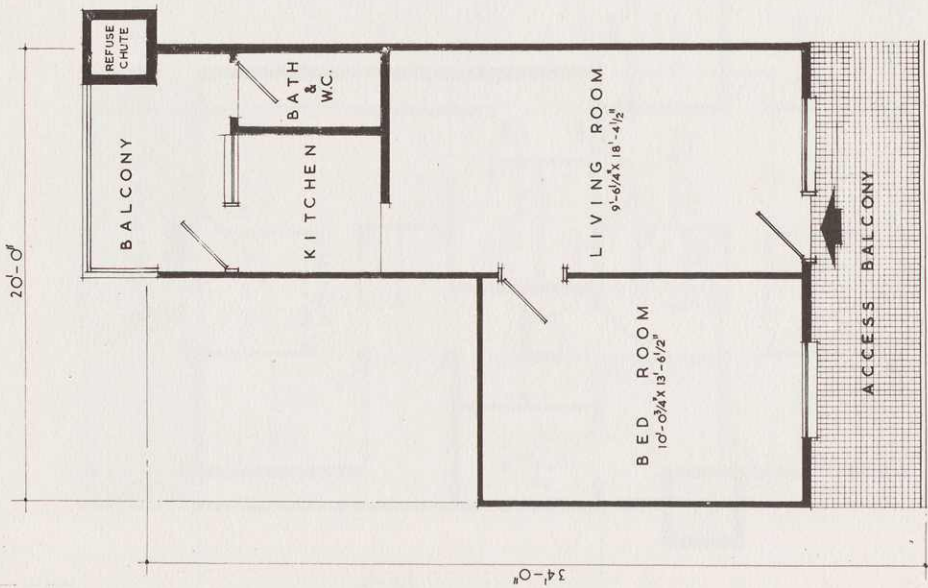
(Singapore \$3.06 = US\$1)



2-Room Queenstown Neighbourhood VI Contract III

40

BREAKDOWN COST



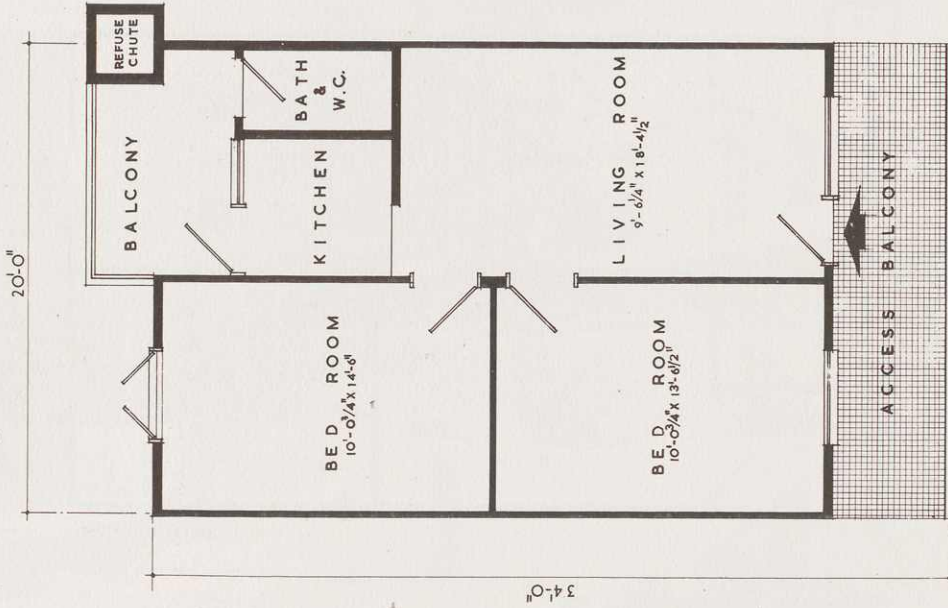
Type of Unit	2-Room
Internal Floor Area per flat	450 F.S.
Circulation Floor Area per flat	111 F.S.
Covered Floor Area per flat	561 F.S.
No. of Units	288

Contract Price Per Flat

Building	2,402.55
Sanitary	399.31
Electrical	76.39
Elevator	251.55
Roofing	69.75
Water Connection	34.72
Gas Connection	34.72
Piling	160.65
Road	55.80
Earthwork	38.25
Sewer	52.20
Turfing	17.55
Soil Investigation	2.25
Supervision	69.75
Cost Per Unit	3,665.44
Cost per F.S. of internal floor area	8.15
Cost per F.S. of covered floor area	6.53
Monthly Rental	\$ 40.00
Selling Price	\$4,900

(Singapore \$3.06 = US\$1)

3-Room Type in Pearl's Hill



BREAKDOWN COST

Type of Unit 3-Room
 Internal Floor Area per flat 569 F.S.
 Circulation Floor Area per flat 121 F.S.
 Covered Floor Area per flat 690 F.S.
 No. of Units 249

Contract Price Per Flat

Building	2,811.43
Sanitary	500.00
Electrical	180.00
Elevator	150.22
Roofing	78.52
Water Connection	25.00
Gas Connection	30.00
Piling	504.70
Roads, Carparks & Drains	194.03
Earthwork Rubble & R.C. Retaining Wall	501.29
Sewer	47.23
Turfing	4.55
Site Investigation	6.26
Supervision	40.97
Cost per Unit	5,074.20
Cost per F.S. of internal floor area	\$ 8.92
Cost per F.S. of covered floor area	7.35
Monthly Rental	\$ 60.00
Selling Price	\$6,200

(Singapore \$3.06 = US\$1)

3-Room (Improved) Toa Payoh Neighbourhood I-Contract VI.

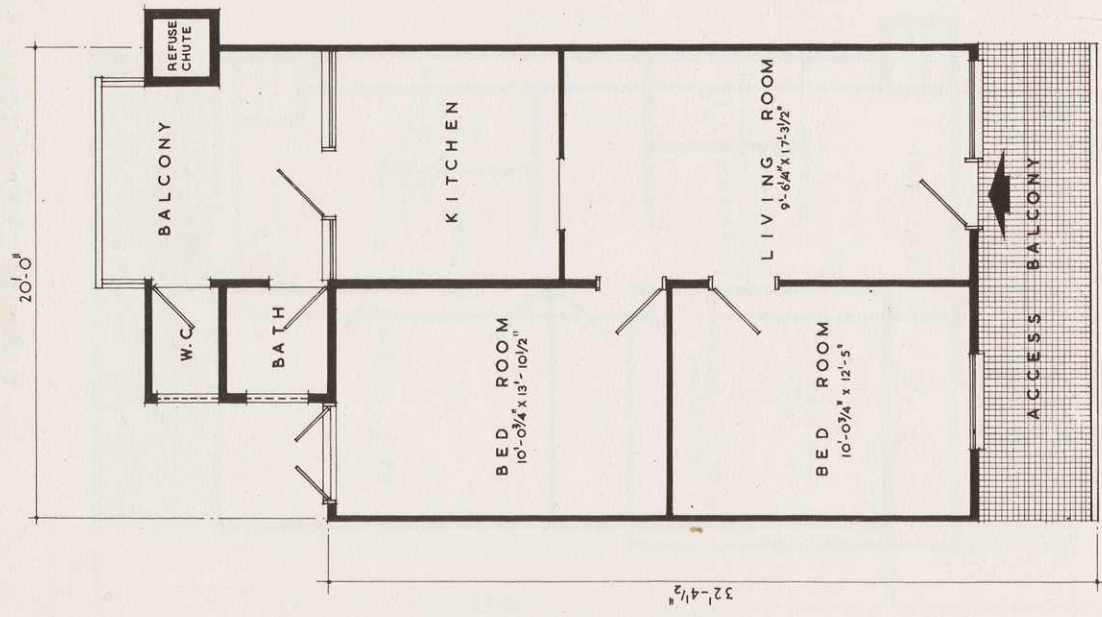
BREAKDOWN COST

Type of Unit	3-Room Improved Type
Internal Floor Area per flat	673 F.S.
Circulation Floor Area per flat	178 F.S.
Covered Floor Area per flat	851 F.S.
No. of Units	320

Contract Price Per Flat

Building	3,704.19
Sanitary	478.13
Electrical	150.00
Elevator	248.34
Roofing	55.19
Water Connection	21.88
Gas Connection	34.38
Piling	675.02
Roads, Carparks & Street Lighting	135.27
Earthwork	100.95
Sewers	135.27
Turfing	14.13
Drain, Culverts, Bridges	49.13
Soil Investigation	3.37
T.V. Antenna	62.50
Supervision	61.24
Cost per Unit	5,928.99
Cost per F.S. of internal floor area	8.81
Cost per F.S. of covered floor area	6.97
Selling Price	\$ 7,500

(Singapore \$3.06 = US\$1)



THE BOARD'S ROLE IN THE BUILDING INDUSTRY

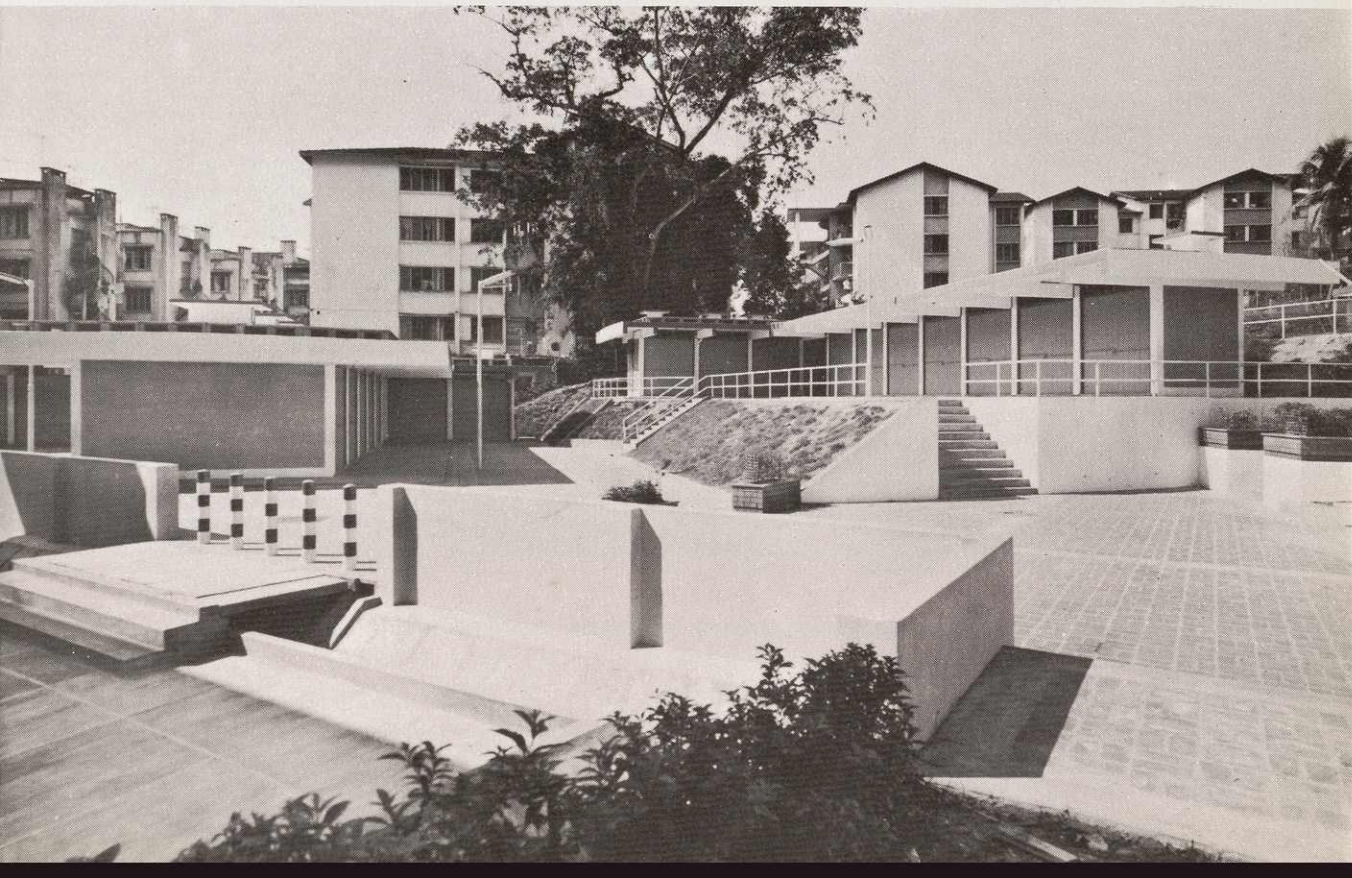
The intensification of the Board's building programme contributed to making 1968 a year of unprecedented building boom in the Republic. The building industry was, however, faced with shortages of building materials and skilled workers intermittently. This was due to the fact that the conditions of a free import market and favourable credit terms that existed before 1966 ceased after that year. In the wake of industrialisation contractors had to buy most of their materials from local manufacturers, at a higher price and less favourable credit terms in face of limited supplies and restrictive practices adopted by some profiteers. This was reflected in the tender prices increasing from 5% to 10%.

In order to stabilise the prices of building

materials and to eliminate monopolistic practices, the Board's activities extended to participation in the manufacture or the distribution of certain essential materials. In 1962, when the Board realised that the quarry operators in Singapore were not prepared to expand the production of granite because of their fear of the militant stand of the Quarry Workers' Union and their belief that better profits could be derived by limiting supply, the Board started its own quarry and soon established itself as the biggest quarry operator in the Republic.

During the year, the Board set up the Mandai Quarry, the second one to be operated by the Board. This quarry should be in full production by the middle of 1969. The Board will then be in a position to supply all the granite requirements for the Board's housing programme.

A general view of the hawkers stalls in Kim Tian Road, off Tiong Bahru Road, for hawkers affected by clearance work in the area.





2 blocks of 12-storey flats with ground floor shops in Kampong Tiong Bahru.



A general view of the newly-completed hawker and shopping centre in Kampong Tiong Bahru Estate.



An aerial view of Neighbourhoods III, IV and VI in Queenstown.

AGENCY ACTIVITIES

In addition to its own low-cost housing and development projects and the land reclamation schemes in the East Coast and Kallang Basin (dealt with earlier on in the Report) carried out on behalf of the Government, the Board undertook agency work for Government departments and other authorities.

The construction of the 24-storey Erskine Hill Office building at Maxwell Road to house all the departments and statutory bodies under the Ministry of Law & National Development reached an advanced stage during the year. This building is expected to be ready for occupation by the middle of 1969.

Originally, the office building consisted of 2 basement floors and 22 storeys. The top basement floor was intended for a "V.I.P. carpark" and the 21st and the 22nd storeys were intended for a small theatre, a seminar room and a canteen. However, on examining the submission of the other Government departments for their office space requirements, it was found that the office space in the original plan was inadequate. As a result, the top basement floor, the 21st and the 22nd storeys were converted into office space. Plans were also drawn up to build a canteen and a 4-storey underground carpark for about 850 cars behind the main office building.

The subsidiary contracts for the internal works of the building and construction of the carpark and canteen were awarded during the year.

Blair Plain, the biggest housing estate constructed by the Board for the Port of Singapore Authority, comprising 884 units of flats and shops, together with a market and a clubhouse, was completed during the year.

A community centre was built at Balestier

Road junction on behalf of the People's Association. Two other community centres, at Queenstown and Toa Payoh, were also built by the Board and rented out to the People's Association.

The Board acted as agent for the Ministry of Interior & Defence in the construction at Beach Road of a block of police quarters comprising 48 units and the construction at Pearl's Hill of another block comprising 336 units. Both schemes would be completed in 1969.

Construction work was started on the first 300 ft. span bridge across Sungei Kallang in the Kallang Basin. Several flatted factories were either completed or were under construction by the end of the year for the Jurong Town Corporation.

CHRISTMAS ISLAND PROJECT

The British Phosphate Commissioners of Melbourne which controls Christmas Island requested the Board to act as agent for them in the construction of workers' quarters in Christmas Island. A team of contractors visited the island to study the local conditions following which a contract was awarded to a Singapore Contractor for the construction of 150 units of shops and flats together with an office and some communal facilities.

This project, outside Singapore, is of profound significance to Singapore for it is the first time that professional services offered by the Republic have been utilised elsewhere, a recognition of the Board's unqualified success in the field of public housing.

HOUSING ESTATES UNDER CONSTRUCTION, 1968

TOA PAYOH

The Department's activities were mainly concentrated on the development of Toa

Payoh New Town and 5,646 units of flats and shops were completed by the end of the year, bringing the total number of units completed at Toa Payoh to about 15,000 units. These units housed an estimated population of about 60,000 to 70,000 people. A further 5,851 units were under construction. When completed the new town would have 30,000 to 35,000 units of flats for a population of between 150,000 to 175,000. The types of units constructed at Toa Payoh were mostly either of the 1-room improved type intended mainly for rental, or of the 3-room improved type intended mainly for sale.

In order to facilitate the emergence of definite neighbourhoods and the development of communities, two area offices with two social function halls were constructed. The area offices—regional offices of the Board—were for the convenience of the tenants. The social function halls were for the use of the tenants for social activities; they would also be used by the tenants at low

rentals for weddings, parties and other celebrations. A shopping centre was also completed in Neighbourhood II.

Substantial areas within the Toa Payoh New Town were zoned for labour intensive industries. Towards the end of the year, consideration was being given to letting out a factory site to foreign investors.

QUEENSTOWN

In 1968, steps were taken to consolidate the old neighbourhoods.

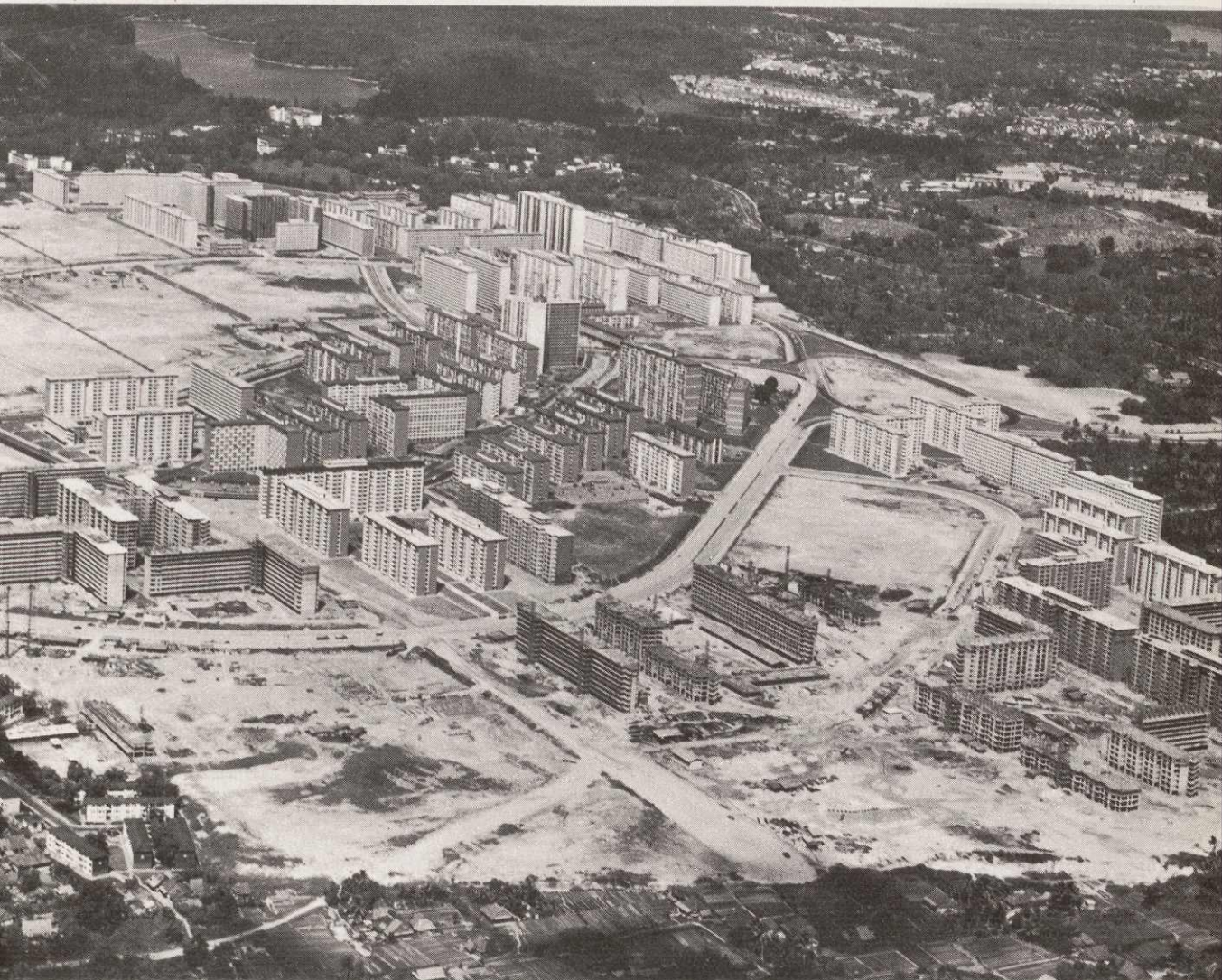
Landscaping was carried out in the completed five neighbourhoods to beautify the estate and to improve the living environment.

A cooked-food centre consisting of 92 hawkers stalls was completed in Neighbourhood III to accommodate all the hawkers in the vicinity. The town centre was further developed to become the shopping, cultural and social centre of the town. A District Library was also under construction.

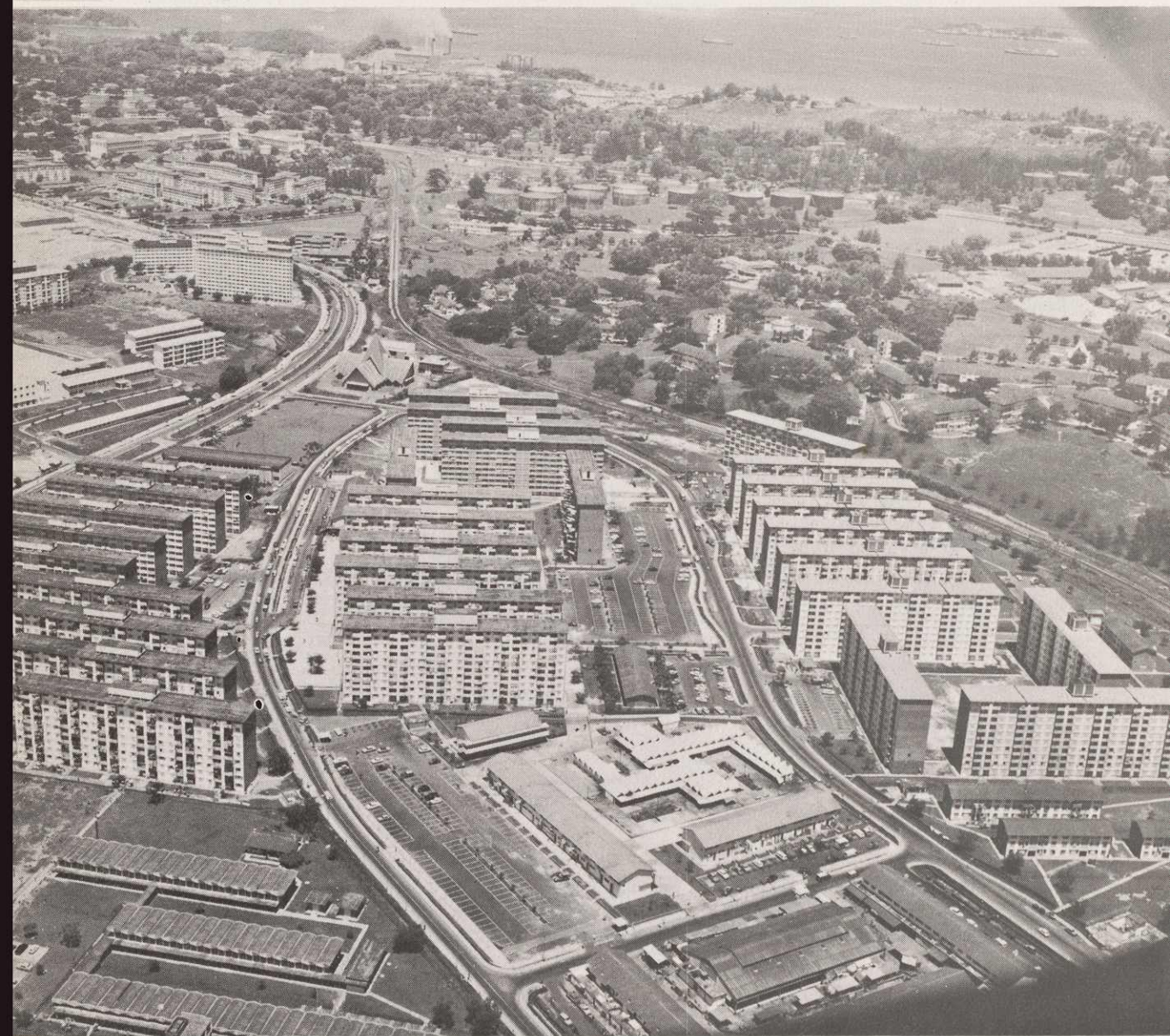
Neighbourhood VI was under construct-

12-storey block of 3-room (improved) flats in Neighbourhood 6, Queenstown, containing ground floor shops with living accommodation on 1st floor. Ample car park space is provided.





Another aerial view of Toa Payoh New Town, seen from the South.



*An aerial view of completed Neighbourhood 4 in Queenstown.
In the foreground is a market and shopping centre.*

ion. Plans for Neighbourhood VII comprising 90 acres of land, the last neighbourhood in Queenstown, were refined. Part of the neighbourhood would be built on the Khek Cemetry. Acquisition of this cemetry was completed in the year, and exhumation of the graves was started. The old Khek Temple at the cemetry however, would be preserved.

The Board intends to construct 6,000 units in this neighbourhood, and in consonance with the concept of improved planning, design and layout for a neighbourhood, the heights of the buildings are to be varied to exploit the contour and existing features of the land. It is intended, as an experiment, to construct buildings of between 20 to 30-storeys in height. Extension of buildings upwards will entail the freeing of more groundfloor space for recreational facilities and yet maintain the

high density of public housing.

At the end of 1968, a total of 17,694 units of public housing were completed and a further 2,827 units were under construction. The addition in the course of the year to the total was 2,058. When completed, it is envisaged that Queenstown would have a population of about 150,000 to 160,000 people living in 25,000 to 27,000 units.

The popularity of Queenstown has grown with time by the provision and development of public transport which has made it much more accessible from the City Centre. The demand for housing, both for rental and for sale has far exceeded the supply. At the end of the year, more than 2,000 applicants were on the waiting list to purchase 3-room improved flats in Queenstown. It is quite likely that the registration for sale of flats in Queenstown will have to be closed owing to the forward booking of flats.

Close-up of New hawker stalls in Neighbourhood 3, Queenstown.





Close-up of two 12-storey blocks containing 2-room flats in Neighbourhood 6, Queenstown.

A 10-storey block of 1-room (improved) flats in Neighbourhood 6, Queenstown.





Newly-built 1-room improved flats at Upper Aljunied Road Estate.



10-storey blocks of 1-room (improved) flats in N6, Queenstown with children's playground. A community centre is located in one of the housing units in the ground floor.

A 16-storey of 2-room and 3-room flats in Neighbourhood II in Kallang Basin.



KALLANG BASIN ESTATE

Approximately 400 acres of land, reclaimed from the Kallang Basin and the adjoining areas, would form the Kallang Basin Estate. Two-thirds of the reclaimed land has been sold for industrial development while the remaining one-third has been allotted for public housing. During the year, 534 units of public housing together with 76 industrial workshops and 1 canteen were added to the existing 2,922 units of public housing making a total of 3,456 units completed within the Kallang Basin Estate under the 2nd 5-Year Plan. All the groundfloor flats would be used for cottage industries. Each unit of industry would have an area of 1,200 sq. ft. with accommodation on the 1st floor. In view of the fact that the Kallang Basin is traditionally an industrial area, the demand for floor space for cottage industries is expected to be higher.

A new and more efficient concept of planning for the better utilisation of land was introduced in one of the neighbourhoods. This concept involves 2 rows of shops facing one another with a paved pedestrian walk in-between as against the old concept whereby the shops circumscribed the market and hawkers stalls. The hawkers' centre and market were located on one side of the rows of shops.

KAMPONG TIONG BAHRU

The clearance of the attap slums which had developed in the post-war years was

continued during the year. 1,172 units of public housing together with a neighbourhood shopping centre were completed. Adjoining the Tiong Bahru Estate a 15-acre site was zoned for labour intensive industries. In this site a block of 5-storey flatted factories has been completed.

REDEVELOPMENT OF BUKIT MERAH ESTATE

25 acres of land were made available for redevelopment after the demolition of 388 units of single storey Singapore Improvement Trust artizan quarters. During the year, 1,536 units of public housing together with a community centre were completed under the redevelopment programme. At the end of the year, a further 968 units of flats together with a neighbourhood shopping centre were under construction. Most of the flats completed in the estate were of the 1-room improved type, which are intended for the resettlement of families affected by the clearance of urban renewal sites in the Southern Precincts.

UPPER ALJUNIED ROAD ESTATE

The Redevelopment of the Upper Aljunied Road Estate was completed during the year. The single storey Singapore Improvement Trust building in the estate, demolished in 1966, made way for 1,268 units of low-cost housing.



A general view of the newly-completed 10-storey blocks of flats in the Bukit Merah Redevelopment Scheme.

ESTATES

LANDS MANAGEMENT

The Estates Department managed more properties in 1968, and assumed greater responsibilities. In 1968, a further 12,847 units were added to the 92,718 units which were managed by the Department at the end of 1967. 3,130 units were either reverted or demolished during the year. The total number of units under the management of the Estates Department as on 31st December, 1968 was therefore 102,435 units.

Appendix 'A' shows the number of the types of new units taken over for management from 1st January 1968 to 31st December

1968 and Appendix 'B' shows those units under management as at 31st December, 1968.

The increase in the number of properties under management was due to the tremendous achievement by the Building Department during the year which, as mentioned elsewhere, completed 14,135 units.

APPLICATIONS & LETTINGS/REHOUSING

A total of 15,016 applications for housing accommodation were registered during the year as compared to 15,562 new applications received during 1967. The drop in 1968 was due to the increasing popularity of the "Home Ownership" Scheme. More people availed themselves of the opportunity to own a Housing & Development Board flat, the 3-room Improved Type of units being

particularly popular amongst the buyers. The number of applications which were settled by allocations made during the year came to 12,755. (See Appendix 'C').

During 1968, a total of 369 families affected by fires were rehoused by the Board. The table at Appendix 'D' gives details of the rehousing cases connected with fire disasters.

SALE OF HOUSING BOARD FLATS

4,386 new properties were sold in the course of the year. The total number of new flats sold since the introduction of the "Home Ownership for the People" Scheme in 1964 was 14,041. Sitting tenants were encouraged to purchase their own flats. Special terms and conditions were offered to them. They were allowed to make use of their Central Provident Fund balances for the purchase of the flats and the reduction of the down payment to \$300/- for 2-room or 3-room flat and \$100/- for a 1-room flat. By 31st December 1968, 3,655 existing flats and houses were sold.

ESTATES MANAGEMENT

The Estates Department during the year studied the possibility of improving tenant-management relationship. All the housing estates had been grouped geographically into 10 areas with a senior officer in charge of each area. An optimum of approximately 10,000 units for each area was adopted. The



The dual-carriageway leading to Toa Payoh New Town from Braddell Road

system of management was fundamentally the decentralisation of the staff to 10 area offices. However, with the increase in the number of properties under its management, the Estates Department took measures to establish two new area offices.

To help the tenants to understand the policies of and the regulations enforced by the Board, the Estates Department appointed resident Housing & Maintenance Inspectors in the estates who were available for consultation even after office hours.

8 of the 10 area offices had resident Housing & Maintenance Inspectors. During the year, 3,594 complaints in connection with tenancy infringements, repairs and general matters were dealt with by the Inspectors. They further dealt with 2,816 visits for advice.

In June 1966, an Emergency Service for repairs to electrical and sanitary fittings was set up to cope with complaints of defects which occurred after office hours or during holidays. This service proved very useful to the tenants and was continued during the year. 5,059 calls were received and attended to after office hours and during holidays. The Central Complaints Bureau was manned by Housing & Maintenance Inspectors from 5.00 p.m. to 12.30 a.m. on weekdays, and from 1.00 p.m. to 12.00 midnight on Saturdays and from 9.30 a.m. to 12.30 p.m. on Sundays and public holidays. Complaints were received by the Complaints Bureau which in turn transmitted them to the various area offices where the tradesmen stationed in the emergency service units provided immediate and effective service.

A newly-completed 16-storey block of 3-room improved flats in Neighbourhood 3, Toa Payoh sold under the "Home Ownership for the People" Scheme.



NURSERY

The Estates Department was concerned with the need to beautify the estates. The Board's nursery at Kay Siang Road was extended from 2½ acres to approximately 12 acres during the year and 23,928 trees and plants were supplied to the existing estates. All this work was assigned to a landscaping team under the charge of a foreman gardener. To cope with the increasing amount of work, 20 Gardening Apprentices were appointed during the year.

The Estates Department participated, on behalf of the Board, and for the first time, in the Flower Show sponsored by the Singapore Gardening Society in March/April 1967. All the 10 exhibits were awarded prizes among which were 3 first prizes. Encouraged by this achievement the department participated in the 1968 Horticultural Show sponsored jointly by the Singapore Gardening Society and the South-East Asia Orchid Society. The exhibits submitted by the nursery won 1 Gold Medal, 3 Silver Cups, 19 Silver Medals and 20 Bronze Medals. On an overall basis, the nursery was adjudged the best nursery.

HAWKER PROBLEM

One main problem facing the department in the management of the estates was the difficulty encountered in controlling the activities of hawkers. The hawkers, the majority of whom are unlicensed, hawked their wares in the estate car parks. They disposed food and wrappings carelessly dirtying the estates and posing a health hazard. Hawker Liaison Officers were appointed to control the activities of the hawkers. Hawkers' centres, built by the Building Department, were handed over to the Estates Department for management. The hawkers were asked to take out licences and to avail themselves of the modern facilities provided in the hawkers' centres. During the year, a

total of 1,164 stalls were provided in 10 hawkers' centres bringing the total number of stalls under the Department's management to 3,003.

It was felt that better control could be exercised if only one department was responsible for the management of the hawkers in Board estates. During the year the Markets & Hawkers Department of the Ministry of Health which had hitherto shared the responsibility with the Estates Department handed over the management of hawkers within Board's estates to the Estates Department.

KEEP OUR ESTATES CLEAN CAMPAIGN

In conjunction with the "Keep Singapore Clean Campaign" organised by the Ministry of Health in October, the Estates Department organised the "Cleanest Estate" competition. Posters were up in the various estates to remind the tenants to be more civic-minded and to observe the rules on cleanliness. "Clean-up" operations in which members of Citizens Consultative Committees and tenants participated, were organised. Much effort was expended to make the competition a success and the Queenstown Estate was adjudged the cleanest estate. It is proposed to hold such competitions annually.

The Department discussed with the Ministry of Health on means to impress upon the tenants in the estates the necessity to keep the environment clean and the seriousness of the offence of littering under the Local Government (Conservancy) Regulations, 1968. It was agreed that, with effect from 1st January, 1968 the Inspectorate Staff of the Department – the assistant Estates Officers the various grades of Housing and Maintenance Inspectors, the Hawkers' Liaison Officers and the Time-keeper Overseers – would be vested with



A Japanese garden with trees, pool bridge—designed for the recreation of the resident at Queenstown Neighbourhood II.

the power to ticket and summon to court tenants caught breaking the conservancy regulations.

PETROL SITES

During the year, 5 sites were leased out to oil companies for construction of petrol/service stations in various parts of the island. The premium and ground rent collected totalled \$2,423,264/- bringing the total amount collected to date to \$8,079,839/-.

LEGAL UNIT

A Legal Unit was set up in the Estates Department. This unit was set up to handle all the legal matters pertaining to Notices to Quit, agreement of sale, issue of leases and agreements to the various purchasers and, on behalf of the purchasers processing, executing, stamping and registering the legal documents under the Land Titles Ordinance.

The Department managed 95 industrial premises during the year. Building Agreements, leases, contractual agreements, and assignment in respect of these matters were handled by the Unit.

LAND ACQUISITION

In order to cope with the ever increasing demand for land for low-cost housing, urban renewal projects and resettlement areas, the Lands Acquisition Section of the Estates Department continued to pursue

vigorously the task of land acquisition. The acquisition work was handled by separate independent acquisition teams each comprising a senior officer, an Intermediate Professional Officer, a Trainee Estate Officer/Valuer, 2 Lands Inspectors and a clerk. These officers were directly responsible for all matters connected with the acquisition of a particular site.

In addition to the acquisition of land for the Board, the Section also assisted the Government to acquire land for the Paya Lebar Airport Extension and for roads. The bulk of the acquisition work during the year was acquiring land for urban renewal schemes: a total of 477 lots of private land with a total area of approximately 571 acres at a cost of \$9.7M were acquired. The Section also successfully acquired by private treaty a large area of land in Hume Heights, approximately 43 acres in Jurong, all the low lying lands in Kallang Basin, approximately 4 acres of land devastated by a fire on 23rd November in Havelock Road and lands in Woodlands, Yio Chu Kang/Jalan Kayu. Besides land acquisition the department also undertook large scale exhumation of graves. About 5,000 graves were exhumed in the Khek Cemetery, 1,800 in the Hokien Kin Long Thong Cemetery and 800 graves in the Singapore Hokien Huay Kuan/Gan Burial ground.

Two "T" blocks of 3-room (improved) flats in Neighbourhood 1, Toa Payoh, sold under the "Home Ownership for the People" Scheme.





A general view of the newly-completed hawker and shopping centre in Kampong Tiong Bahru Estate.

Two 12-storey blocks of 1-room improved flats with ground floor shops in Upper Aljunied Estate.



New Estates Taken Over For Management 1968

Estates	Dwellings					Shops			Misc.	Total	Remarks (re: Col. J) unless otherwise indicated
	No. of Rooms					Cum	Lock	Total			
	1	2	3	4	Total	Dwg.	-up				
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	
Palembang Rd. Precinct N.1 C.1	729	113	-	28	870	15	10	25	3	898	1 Office 1 Com. Centre 1 Void Deck
Kallang Basin	380	180	231	-	791	31	2	33	162	986	162 Hawkers' Stalls
Upp. Changi Rd. Est.	-	-	-	-	-	-	-	-	28	28	28 Hawkers' Stalls
Queestown	1,112	-	300	-	1,412	26	-	26	169	1,607	168 Hawkers' Stalls 1 Com. Centre
Bkt. Ho Swee	452	142	400	-	994	20	2	22	-	1,016	
MacPherson Est.	-	147	175	-	322	27	2	29	282	633	162 Hawkers' Stalls 120 Open Pitches
Upp. Aljd. Rd. (Redev.)	816	4	382	-	1,202	64	2	66	162	1,430	162 Hawkers' Stalls
Tiong Bahru	-	-	-	-	-	-	-	-	74	74	74 Hawkers' Stalls
Kg. Tg. Bahru	744	427	175	-	1,346	46	1	47	31	1,424	31 Hawkers' Stalls
Park Rd.	-	90	40	-	130	-	365	365	60	555	1 Creche 59 Eating Stalls
Toa Payoh	-	-	2,591	-	2,591	94	10	104	198	2,893	198 Hawkers' Stalls
Bkt. Merah (Redev.)	932	121	179	-	1,232	20	-	20	1	1,253	1 Com. Centre
Jurong Shopping Complex	-	-	-	-	-	43	6	49	1	50	1 Market
Total	5,165	1,224	4,473	28	10,890	386	400	786	1,171	12,847	

Summary		
Dwellings		
1-room	5,165	
2-room	1,224	
3-room	4,473	
4-room	28	10,890
Shops		
Cum Dwelling	386	
Lock-up	400	786
Miscellaneous		
Open Hawkers Pitches	120	
Stalls	1,044	
Creche	1	
Community Centre	3	
Void Deck	1	
Office	1	
Market	1	1,171
Total	12,847	12,847

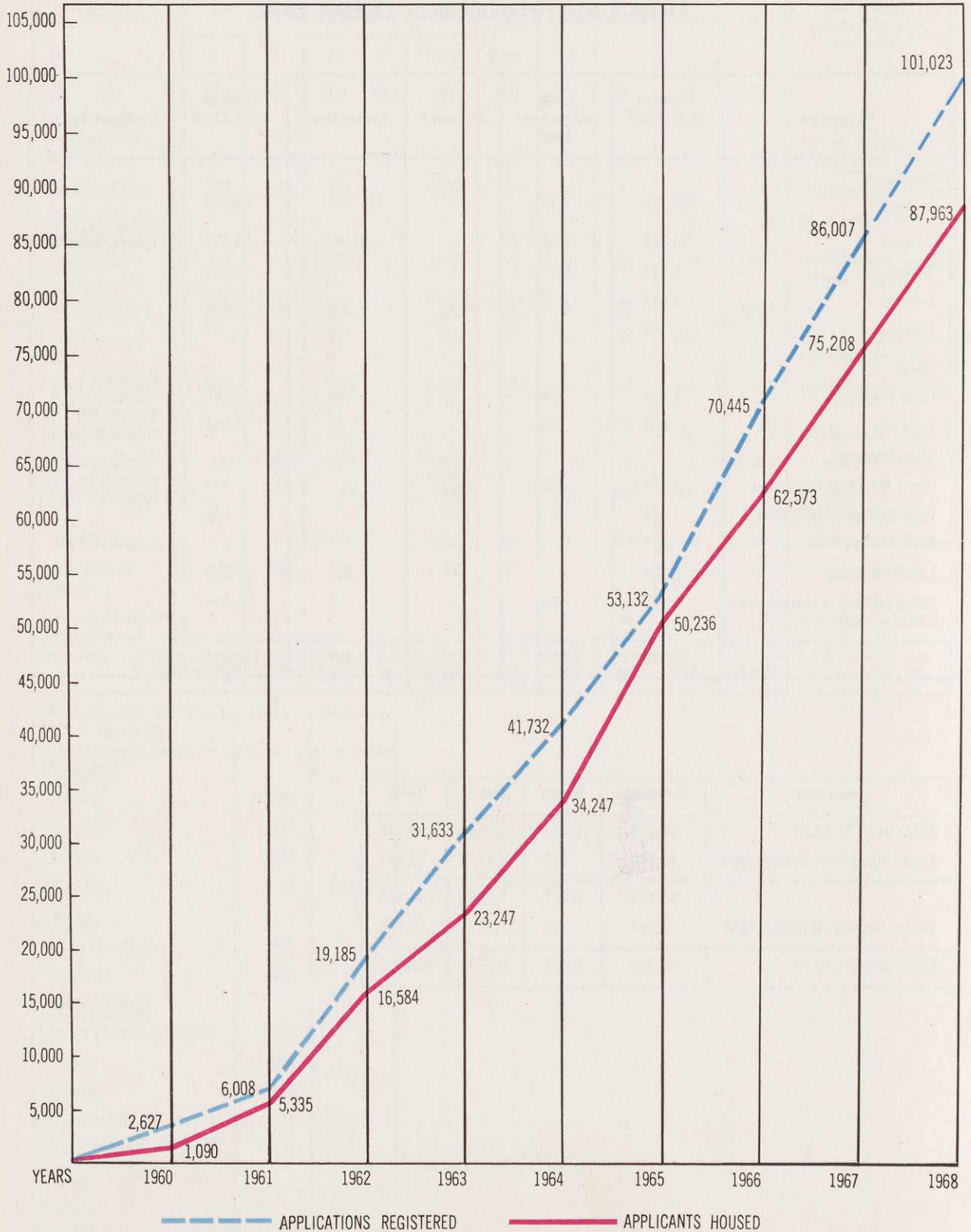
ESTATES MANAGEMENT
Units Under Management During 1968

Properties	Units as at 31.12.67	Units taken over 1968	Reverted	Demolished	Units as at 31.12.68	Remarks
Dwellings						
1-room	24,298	5,165	—	—	29,463	Balestier Redev. Scheme
2-room	25,812	1,224	—	1,344	25,692	
3-room	31,894	4,473	—	—	36,367	
4-room	2,635	28	—	—	2,663	
5-room	44	—	—	—	44	
Shops						
Cum Dwellings	1,338	386	—	63	1,661	Balestier/ Bkt. Merah/ Temple Est. Redev. Scheme
Lock-up	633	400	—	12	1,021	
Miscellaneous						
Open Hawkers Pitches	1,125	120	511	—	734	511 Pitches reverted to car-park
Parking Lots (Controlled)	436	—	—	—	436	
Flatted Factories	112	—	112	—	—	Sold to E.D.B.
Land Tenancies	2,984	—	—	1,086	1,898	
Others (Stalls, Community Centres, etc.)	1,407	1,051	—	2	2,456	
	92,718	12,847	623	2,507	102,435	

Summary	Dwellings	Shops	Misc.	Total
Units as at 31.12.67	84,683	1,971	6,064	92,718
Units taken over during 1968	10,890	786	1,171	12,847
	95,573	2,757	7,235	105,565
Units reverted or demolished	1,344	75	1,711	3,130
Units as at 31.12.68	94,229	2,682	5,524	102,435

Applications and Lettings

NUMBER OF APPLICATIONS REGISTERED EACH YEAR



LIST OF 1968 FIRES

No.	Name of Fire	No. of Families Registered	No. of Families Rehoused	No. of Cases Cancelled	Outstanding Cases as at 31.12.68
1.	96 Devonshire Road Fire Victims	17	13	4	nil
2.	103A Thomson Road Fire Victims	10	7	3	nil
3.	35D Playfair Road Fire Victims	1	1	—	nil
4.	Changi Road Fire Victims	13	10	—	3
5.	Lorong 25, Geylang Fire Victims	16	10	—	6
6.	Jalan Sayor Fire Victims	15	10	—	5
7.	Carey Road Fire Victims	367	318	—	49
Total		439	369	7	63

HOUSING & DEVELOPMENT BOARD

Summary of Building Units Completed in the Year 1968

Appendix "E"

LOCALITY	SUMMARY OF BUILDING UNITS										OTHERS	
	Living Units (Number of Room Units)					Total		TOTAL				
	1-Rm.	1-Rm. (I)	2-Rm.	2-Rm. (I)	3-Rm.	3-Rm. (I)	4-Rm.		Living Units	Shops		
Bukit Merah	264	952	121	-	179	-	-	-	1516	20	1536	1 Community Centre
Queenstown	-	1112	288	-	-	606	-	-	2006	52	2058	92 Hawkers' Stalls, 1 Community Centre and 1 Office Building
Toa Payoh	-	1572	320	-	532	3054	-	-	5478	168	5646	408 Hawkers' Stalls, 2 Area Offices and 2 Social Function Hall
Kallang Basin	-	-	273	-	246	-	-	-	519	15	534	76 Workshops and 1 Canteen
Kampong Tiong Bahru	-	972	147	-	22	-	-	-	1141	31	1172	1 Flatted Factory, 1 Canteen and 241 Hawkers' Stalls
Upper Aljunied Road	310	506	-	-	-	-	-	-	816	20	836	162 Hawkers' Stalls
Tanjong Rhu	-	-	-	-	-	-	-	-	-	-	-	16 Office Spaces
Outram Road	-	-	672	-	192	-	-	-	864	419	1283	1 Community Centre
Balestier Road Junction	-	-	-	-	-	-	-	-	-	-	-	1 Hawkers' Pitch and 1 Club
Blair Plain	-	-	-	241	-	631	-	-	872	12	884	1 Market
Jurong 10 m. s.	-	-	-	-	-	-	-	-	-	49	49	28 Hawkers' Stalls
Upper Changi Estate	-	-	-	-	-	-	-	-	-	-	-	1 Market
Bukit Ban Kee	-	-	-	56	-	28	-	-	84	53	137	1 Block of Workshop
Manadi Quarry	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	574	5114	1821	297	1171	4319	-	-	13,296	839	14,135	932 Hawkers' Stalls/Pitch, 19 Offices, 3 Community Centres, 2 Social Function Halls, 77 Workshops, 2 Canteens, 1 Flatted Factory, 1 Club and 2 Markets.

NOTE: 1-Rm. (I) = 1-Room(Improved Type)
 2-Rm. (I) = 2-Room(Improved Type)
 3-Rm. (I) = 3-Room(Improved Type)



Night scene in Neighbourhood III, Queenstown.



A view of the first 3 blocks of flats in Palembang Road Redevelopment, seen from the Esplanade.

URBAN RENEWAL

FOLLOWING A VERY SUCCESSFUL OPERATION in 1967 to attract private participation in urban renewal, a further batch of urban renewal sites in the Central Area of the City was prepared and advertised for sale in November 1968. Complementing the task of preparing sites for sale was the planning and designing of public housing and many aspects of commercial requirements such as shops, markets, hawkers' stalls, offices, car-parks, as well as open spaces and other social facilities. The planning and designing for all these activities in the Central Area was carried out in consultation with the appropriate government Departments and other departments in the Board, particularly the Building Department which carried out the physical construction of the projects.

In the course of the renewal of the City, new roads were planned and constructed incorporating sewers, drains, water mains and other facilities to serve a more dynamic City of the future. Thus major public actions were carried out to accelerate reconstruction of the dilapidated parts of the City by both the public and the private sectors.

SALE OF URBAN RENEWAL SITES FOR PRIVATE DEVELOPMENT

The advertisement of tenders for the

first sale of sites resulted in an outright sale of seven out of the fourteen sites advertised. The remaining unsold sites also attracted considerable interest among developers. Negotiations with several developers commenced almost immediately after the close of tender. At the end of 1968 a choice site along the "Golden Mile" was taken up for the development of a first class luxury hotel, an investment project of about \$27 million. At least 4 other sites had reached a stage when signing of the Building Agreements was imminent. On the conclusion of the sale of these sites, the total investment would be about \$124 million, and, on the completion of the projects, the employment opportunity generated would be in the region of 7,500 jobs. This is an all time record for real estate development in Singapore.

All the developers who had signed the Building Agreements had started their piling work on the various sites and by the end of December 1968 at least 5 of the piling contracts were completed, and building operations were started.

The projects in the second sale of 14 urban renewal sites provided a wide range of choice for investors. In addition, 8 other sites were also available for sale by negotiation. The proposals are briefly indicated in Appendices I & II.

The lessons learnt from the first sale had been incorporated into the Second Sale. "Guide values" of every parcel of land

were indicated for the benefit of intending tenderers particularly those from overseas. The guide values of the land were not intended to reflect on the exact market values of the sites, and tenderers could offer values above or below the "guide values". Information regarding soil conditions was also provided in the "Developers Packet".

As in the first exercise, the Government again offered attractive concessions such as:-

- (a) A down payment of 20% (inclusive of the 5% deposit upon tender) on signing the Building Agreement, and the payment of the balance of 80% of the tendered premium to be spread over 10 years without interest.

- (b) Property Tax assessed at the rate of 12% for a period of 20 years.
- (c) Exemption from property tax payment for a period of 6 months plus one month per storey of the building to be constructed.
- (d) No payment of development charge. The successful tenderer will be given:
 - (1) Priority for clearance of layout and building plans to ensure early commencement of building operations.
 - (2) Simulated sketch plans for development.
 - (3) Vacant possession of the sites

The ground floor restaurant in "People's Park". The Park Road Redevelopment Scheme consists of 3 floors of eating shops and shopping centre with a "void deck" on the third floor and flats from the 4th to 9th floor.



within 3 months after the approval of the building plans.

The Second Sale was advertised in the local newspapers on 15th November. The developers were given till 12 noon on 14th March, 1969 to put up their proposals. In order to assist the public to visualize the potential value of the sites and to enable them to do costing and feasibility study on the project, schematic plans and models were prepared. The models were displayed on the 6th floor, Housing and Development Board Office at Alexandra Road during office hours.

The developers in submitting their tenders could:

- (a) adopt the simulated guide plans provided; or
- (b) amend the simulated guide plans; or
- (c) submit alternative plans for the proposed developments, the alternative being subject to control by the Board.

The selection of tenders would not be based on premium offered alone but would also take in consideration the overall economic return and design merits.



A typical scene in the shopping arcade in busy "People's Park."



Close-up of the Outram Road Redevelopment, consisting of 8 blocks of 15-storey flats and shops, which is nearing completion.

PRECINCT SOUTH I

Redevelopment in Precinct South I, bounded by Outram Road, Havelock Road and New Bridge Road with an approximate area of 180 acres, resulted in very substantial widening and improvement of Outram Road and Havelock Road which would eventually form part of the Central Area transportation network bringing motor traffic in and out of the City. This redevelopment made possible the laying of a large sewer main along New Bridge and Canal Road which would lead to the new pumping station now being built on a site formerly occupied by squatters. On the western slope of Pearl's Hill a site was prepared to receive a 66 KV substation which will serve the whole of Precinct South I. Thus, in 1968 a major part of the precinctal framework was prepared so that further redevelopment projects either by the public sector or the private sector could be carried out in Precinct South I.

In planning the redevelopment of the precinct, care was taken to preserve the natural beauty of Pearl's Hill, crowned with a service reservoir and blessed with many fine tall trees. A plan to landscape the hill, and to turn it into a public park easily accessible by interesting foot-paths was approved.

The major public housing projects at Outram Road, Chin Swee Road and Bukit Ban Kee were substantially completed by the end of the year. When totally completed in early 1969, these projects would yield 2,727 units of flats, 566 units of lock-up shops, 139 units of shops with quarters, one market and two multi-storey car-parks. The People's Park project mentioned earlier on, was completed and occupied in the middle of the year.

Other public sector work included the renovation of the York Hill School, and the designing of a police quarters project at the

back of the Ministry of the Interior and Defence barracks and another project at Peral's Hill.

PRECINCT NORTH I

Approximately 60 acres of land bounded by Victoria Street/Kallang Road, Crawford Street, Jalan Sultan and Beach Road has been zoned off to form Precinct North I.

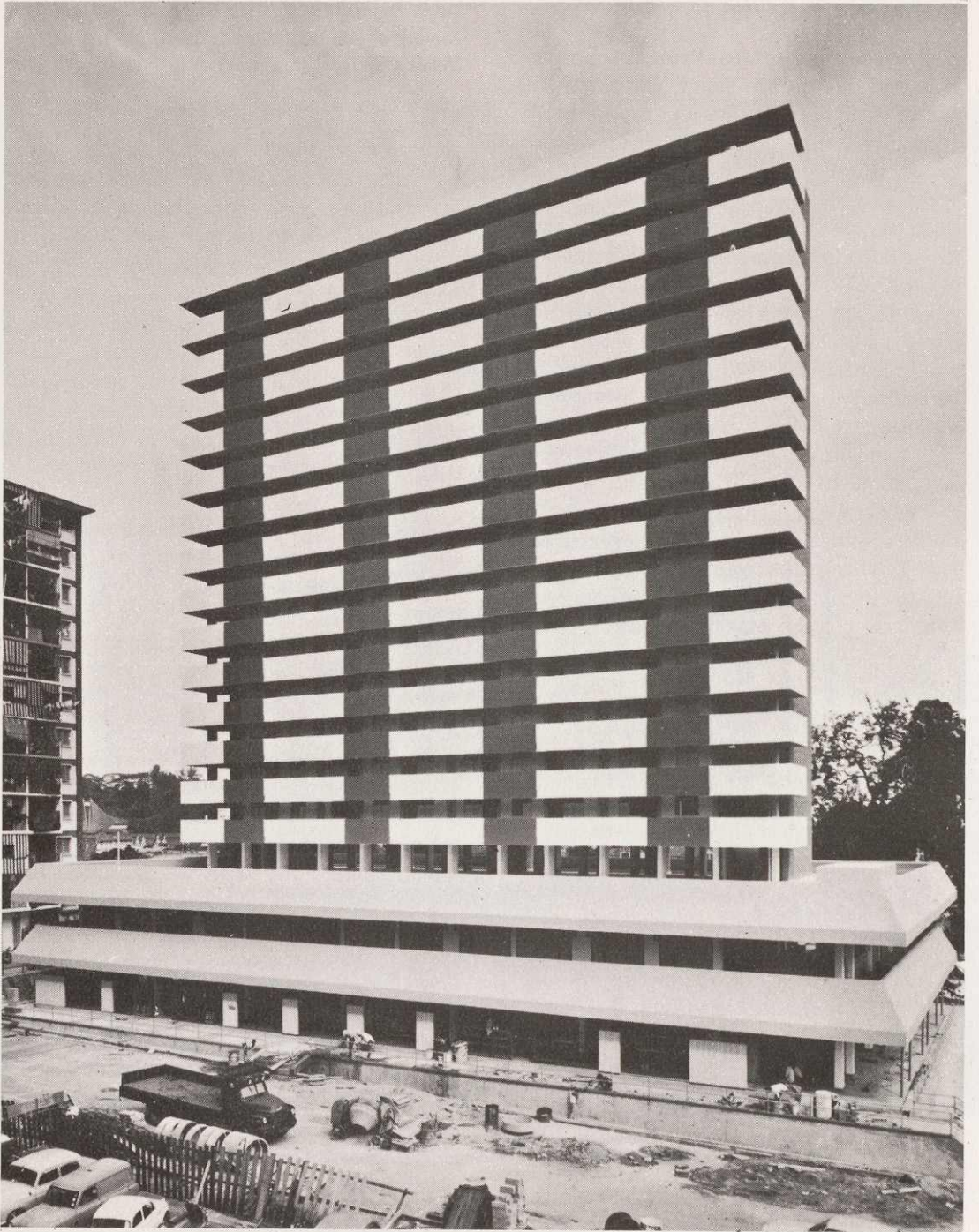
As in Precinct South I, large tracks of land were reserved for very substantial widening and improvement of major roads. Crawford Street would link with Lavender Street and Beach Road to form a major roadway to serve the City. The redevelopment in Precinct North I and the "Golden Mile" made it possible to widen and improve this roadway.

Contract IA along Palembang Road consisting of three slab blocks of 16-storey public housing with shops on the ground floor podium, was completed and occupied towards the middle of the year. By the end of the year, Contract II in North Bridge Road/Crawford Street was also substantially completed while building work for Contract IB in Beach Road was started.

All the available land south of North Bridge Road in this Precinct would be used mainly for constructing units of public housing and shops with the exception of a large piece of land reserved for the construction of a major sewerage pumping station. Mosque Fatima would be retained and adjacent redevelopment would be planned to blend in with it. The total redevelopment of this portion of the precinct would yield 3,548 units of flats, 269 units of lock-up shops and 211 units of shops with quarters and social facilities. Land north of North Bridge Road would be mainly sold to the private sector.

OTHER SCHEMES

Besides the sites for sale to the private



Chin Swee Road Redevelopment in Precinct S1. The picture shows a market on the ground with shops on the first floor and a "void deck" on the second floor between 14-storey flats.

sector, there were also other areas outside precinct SI and NI where renewal action had taken place.

Plans were developed for the fire sites at Maude Road and Kitchener Road, and construction work had started at Maude Road. These two projects would contain 529 units of flats, 51 units of shops with quarters, 23 units of lock-up shops, 8 units of single storey terrace factories, and 100 car parking lots.

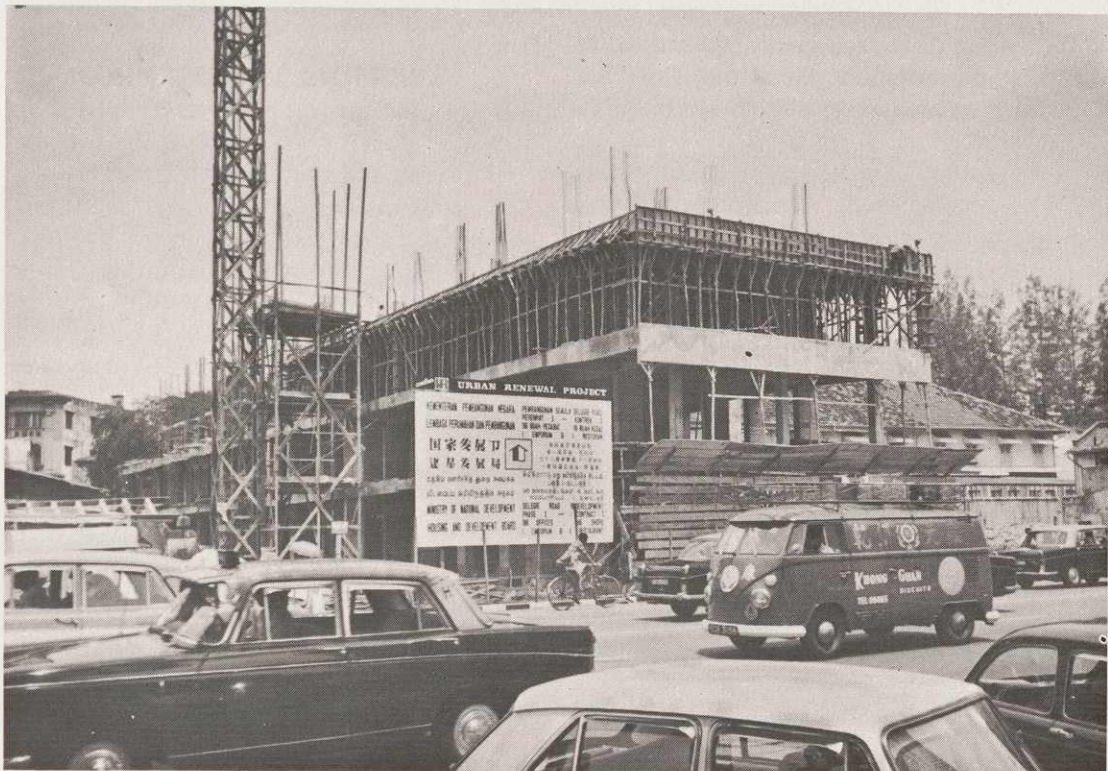
At the fire site of the Selegie Road Chinese YMCA, one contract was let out and building work started. Another site adjacent to it was being prepared for construction.

Early this year a fire destroyed the

Ellenborough Market at Boat Quay. Plans to redevelop the area embracing $1\frac{1}{4}$ acres of land were prepared. To help in the relocation of some of the commercial activities in the area, a temporary building, located at Park Road, next to the People's Park Building, was designed and the tender was advertised.

The Colombo Court project behind City Hall progressed well. The site was completely cleared, and planning and drawings for the project were completed. Tender for its construction was called towards the end of the year. The project when completed by 1971, would yield about 161,500 square feet of shopping space, a 4-storey basement pay car-park having 613 parking lots, and a large restaurant.

Selegie Rd. Redevelopment phase 1-cont. I. Under constructions are 96 offices, 16 shops 1 Emporium and 1 restaurant under the Urban Renewal scheme.



GENERAL

Other projects were planned too. The remaining parts of Precincts SI and NI, plus a few others were studied fairly closely for implementing urban renewal work. The work involved included valuation, relocation consideration, plan layout alternatives and costing.

The Department also developed large comprehensive plans for the following areas outside of the Central Area.

1. **CHANGI.** The plan included all the existing recreational facilities at Changi embracing an area of 562 acres. An ambitious recreational and entertainment complex was envisaged in the plan to interest the private investors.
2. **BEDOK CUT SITE AND THE EAST COAST RECLAMATION.** A plan was made for these two large areas which together make up 2,150 acres of land. Housing and light industries would dominate the Bedok Cut Site, whilst housing, commercial buildings, and recreational facilities would be constructed along the 6 miles of the reclaimed land. A major expressway would run along the sea-front from Bedok to join up with Collyer Quay and Shenton Way to form an impressive sea-front motorway.
3. **RECLAMATION IN FRONT OF THE "GOLDEN MILE".** A plan was also made for this area of about 120 acres of land. It would mainly

be used for tourist projects, car-parks and some luxury housing.

4. **BUKIT TIMAH DISTRICT CENTRE.** A guide plan was put up for development in the vicinity of the Upper Bukit Timah/Jurong Road intersection. The guide plan incorporated a district centre with essential amenities to serve residents in this sector of the Republic.
5. **WOODLANDS NEW TOWN.** The programme to develop the new town was drastically changed because of the British military pullout. The Naval Base would soon be available as a result of the pull-out, providing opportunity for industrial expansion and subsequent residential development. The new plan made provision for a population of over 600,000 and industrial land of over 3,000 acres.
6. **FABER HILL TOURIST PROJECT.** A development plan was completed by the State & City Planning for the Telok Blangah area. In the plan, a zone occupying the ridge of the Faber Hill range was reserved for development of tourist and recreational facilities. The Urban Renewal Department assisted in the development of the plan, and made detailed proposals which included a Space Needle Project, one hotel and a nightclub cum restaurant complex.



A landscaped courtyard in the newly-completed Park Road Redevelopment Scheme.



The playdeck on the third floor of the Park Road Redevelopment Scheme.

**THE FOLLOWING ARE THE SECOND SALE OF SITES IN DESIGNATED
URBAN RENEWAL AREAS EARMARKED FOR PRIVATE DEVELOPMENT
(BY TENDER)**

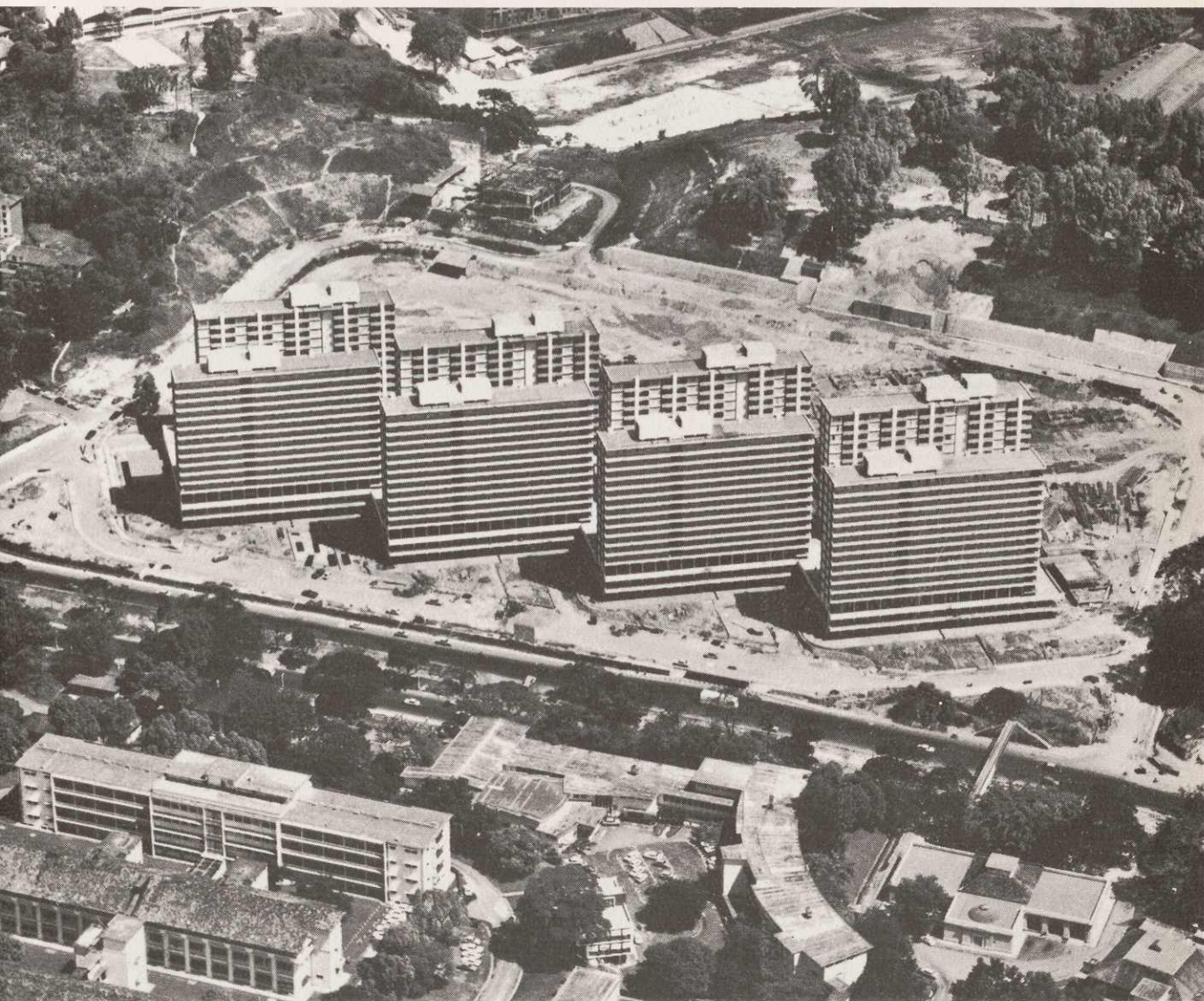
THE SCHEDULE

Land Parcel Reference	Location	Proposed Development	Approx. Site Area in sq. ft.	Guide Value of Land per sq. ft.
1.	Chin Swee Road	Office/Hotel/ Shopping	45,600	\$17/-
2.	Chin Swee Road	Office/ Shopping	31,400	\$16/-
3.	New Bridge Road/ Outram Road	Office/Apart- ments/ Shopping	58,900	\$20/-
4.	Tras Street/ Peck Seah St.	Office/Hotel/ Shopping	41,600	\$15/-
5.	Penang Road/ Fort Canning Road	Office/Hotel/ Showrooms/ Car Park	72,500	\$25/-
6.	Cecil Street/ Stanley Street	Office/ Shopping	14,900	\$30/-
7.	Shenton Way/ McCallum Street	Office/ Showrooms	32,000	\$45/-
8.	Shenton Way	Office/Hotel/ Shopping	35,380	\$50/-
9.	Shenton Way	Office/Hotel/ Shopping	35,380	\$50/-
10.	North Bridge Road/ High St./North Boat Quay	Office/ Shopping/ Car Park	60,350	\$50/-
11.	Synagogue St./ Philip Street	Office/ Showrooms/ Car Park	44,600	\$30/-
12.	Anson Road/ Parsi Road/	Office/ Showrooms	12,250	\$32/-
13.	Shenton Way	Office/Hotel/ Shopping	35,380	\$50/-
14.	Shenton Way	Office/Hotel/ Shopping	35,380	\$50/-

**THE FOLLOWING ARE THE SECOND SALE OF SITES IN DESIGNATED
URBAN RENEWAL AREAS EARMARKED FOR PRIVATE DEVELOPMENT
(BY NEGOTIATION):**

THE SCHEDULE

Land Parcel Ref:	Location	Proposed Development	Approx. Site Area in sq. ft.	Guide Value of Land per sq. ft.
A	Kallang Park	350 bedroom Hotel with Shopping Complex and Other Amenities.	180,000	\$20/-
D	Kallang Park	Exhibition Centre	420,000	\$10/-
K	Kallang Park	Entertainment Complex	175,000	\$20/-
L	Kallang Park	Entertainment Complex	100,000	\$20/-
F	'Golden Mile' Beach Road	Tourist/Commercial Project	145,600	\$20/-
H	'Golden Mile' Beach Road	Tourist/Commercial Project	220,000	\$20/-
M	'Golden Mile' Beach Road	Tourist/Commercial Project	74,000	\$20/-
P	'Golden Mile' Beach Road	Tourist/Commercial Project	205,000	\$20/-



Aerial view of Outram Road Redevelopment Scheme.



A closer look of Toa Payoh New Town from the air.

RESETTLEMENT

PRESSURE ON SQUATTER clearance was more strongly felt in the year under review than ever before. This was largely due to the accelerated development policy on urban renewal projects, and the increasing demand for industrial lands in Jurong and Kallang Basin areas, which generated the demand for public housing and the need for expansion of public utilities and public works such as the construction of roads and laying of sewer mains.

At the beginning of the year there were 177 sites on the priority list for clearance. During the year a further 118 sites were added to the list. Of these, 59 sites were completely cleared of squatters and 6 sites were deleted from the list as a result of changes in the development programmes, leaving a total of 230 sites for active clearance at the close of the year. (For details please see Appendix 'A').

THE YEAR'S OPERATION

For the year ended 31st December 1968, a total of 5,863 squatter families were cleared from sites required for development and 1,635 squatter huts demolished. The squatters cleared comprise 132 farmers, 5,096 residential families, 305 shopkeepers, 73 small industry operations and 257 cases in other miscellaneous categories. Of these, 123 farmers were given land in Resettlement Areas, 3,842 residential families were rehoused in Board flats in various housing

estates, 184 shopkeepers relocated in various shopping centres in Board housing estates and 37 industrial cases given alternative accommodation. Total compensation paid to these people amounted to \$3.1M.

Appendix 'B' shows the number of families cleared by the Resettlement Department since 1957 and the amount of compensation paid.

RESETTLEMENT AREAS

The land availability position was not improved during the year. In order to cope with the increasing pace of clearance, the lands reserved in existing Resettlement Areas were fast used up. In consequence, three Resettlement Areas were completely infilled with displaced farmers and handed over to the Commissioner of Lands for management. This left the Resettlement Department with a balance of 10 Resettlement Areas under its control at the close of the year. However, efforts were made in the year to develop four new Resettlement Areas i.e. Areas 118 (20 m.s. Lim Chu Kang Road); 114 (16 $\frac{3}{4}$ m.s. Chua Chu Kang Road); 65 (13 m.s. Chua Chu Kang Road) and 105 (9 m.s. Tampines Road). At the end of the year, earthwork and other engineering works were in progress in these Resettlement Areas and all efforts made to ensure that land in these areas would be available for the relocation of farmers in the first quarter of 1969.

URBAN RENEWAL CLEARANCE

There were two salient features under urban renewal clearance: one was that of the 5,863 families cleared during the year, one-third was accounted for urban renewal projects. The other notable feature was that many urban renewal sites were offered for sale to private developers and on all those sites taken up by private investors, clearance of residents, shops and industrial cases was to be accomplished on target dates within a short span of time.

The task was not only difficult but also strenuous especially in urban areas where the existing shopping centres were uprooted for new development. The position was further aggravated by the shortage of alternative accommodation, both residential and commercial, to relocate the affected people. Worth mentioning here was the clearance work for the site at Clyde Terrace/Beach Road, which was taken up by a hotel company. Work which involved the clearance of 175 cases comprising 138 residential families, shopkeepers and small industrial concerns was started in May and was completed on

target at the end of the year.

The Department managed to clear a good number of urban sites for sale to private investors i.e. land at Clyde Terrace/Beach Road and at Havelock Road for four hotel projects presently under construction; at Tras Street/Tanjong Pagar earmarked for a hotel project; at Outram Road/New Bridge Road for a shopping centre and hotel; at the former People's Park for a shopping centre/offices/flats; at Maude Road for car park/shopping centre and offices; and land at Colombo Court for a shopping centre/car park. In addition to clearance work extensive census surveys of families affected by clearance were carried out by this Department. These areas comprise:

- (a) **North Precinct:** Teng Hai Place adjoining the Odeon Theatre; Arab Street area; Waterloo Street/Queen Street; Albert Street/Rochore Road and Selegie Road and
- (b) **South Precinct:** Ellenborough Market area; Anson Road/Choon Guan Street; Synagogue/Philip Street; and Tanjong Pagar/Eng Kiat Place.

Close-up of a curved 16-storey block of 2-room and 3-room flats in Bukit Ho Swee Estate fronting Havelock Road. In the foreground is a landscaped recreational area.



SPECIAL SCHEMES

(i) TEMPORARY SHOPPING CENTRES

To relieve the difficult plight of the shopkeepers arising from clearance of urban areas, a temporary shopping centre was constructed on the vacant site at Java/Palembang Road with 42 units of temporary shops of 300 sq. ft. each. These shops were let on temporary occupation licence basis at \$100/- per month as licence fee and essential public utilities such as water, lavatories, electricity and telephones were provided. Work on the Second Phase providing for 18 units of temporary shops was started at the end of the year and these shops, when ready for occupation, would be utilised for the relocations of business such as sundry shops, electrical shops etc., from the same clearance area.

Another prototype temporary Shopping Centre was also designed on an old fire site at New Market Road for wholesale merchants affected by the redevelopment of Ellenborough Market in Precinct South II. Construction work was already in progress and it was estimated that this temporary shopping centre would be ready for occupation in early 1969.

(ii) TERRACE FACTORIES AT KALLANG

The year witnessed some relief to the difficult problem of industrial resettlement arising from urban renewal clearance. Besides the continuation of the Department's established policy of relocating displaced workshops and cottage industries to the flat-topped factory at Bendemeer Road and to the Resettlement Areas, the Department, in conjunction with the Building Department, designed and constructed 76 units of terrace factories at Geylang Square, off Lorong 1, Geylang Road, for relocation of displaced industries from urban areas as well as Toa Payoh, Kallang Basin and Kampong Tiong

Bahru. Each unit of these terrace factories had a built-in area of 1,000 sq. ft., plus an open space of approximately 300 sq. ft. and were let at the monthly rental of \$270/- inclusive of \$55/- for service and conservancy charges. However, the Resettlement cases were given a rebate in the form of Rising Rental System - from a rental of \$206/- for the first year, rising up to \$270/- p.m. for the fourth and subsequent years. 31 carpentry/furniture makers, 14 metal workshops, 25 mechanical engineering workshops, 2 animal feedmills and 14 cottage industries in the miscellaneous category were relocated there.

(iii) NEW SHOPPING CENTRE AND MARKET AT JURONG ROAD

In connection with the roadworks at 10 m.s. Jurong Road, an old market in the vicinity was demolished and on the vacant site the Department, in conjunction with the Building Department, designed and constructed a new Rural Shopping Centre with provision for a market and a concourse of shops for re-accommodating displaced shopkeepers and hawkers. This Rural Shopping Centre provided a total of 49 shops and a market containing 73 open pitches and 32 units of lock-up stalls. The shops were sold at cost to the affected shopkeepers on a 99-year lease. The selling price for two units of Coffee Shops was pegged at \$22,500 per unit whilst the price for the rest of the retail shops was \$15,000 per unit. The shopkeepers could pay the amounts by monthly installments extended over a period of 15 years.

Assistance was rendered by this Department to the displaced hawkers to form a limited company called the "Jurong Tenth Mile Market Ltd." to purchase the market from the Board at the cost of \$200,000 on a 99-year lease. Concession was also given by allowing them to pay an initial deposit equivalent to 30% of the selling price, the balance to be paid by monthly instalments



A 2-storey hawker centre recently completed in Tanjong Rhu Estate.

over a period of 15 years. This scheme was in fact the first of its kind that was devised to implement group resettlement of displaced shopkeepers and market hawkers and the scheme was very well received by the displaced people.

ENGINEERING/SURVEYING SECTION

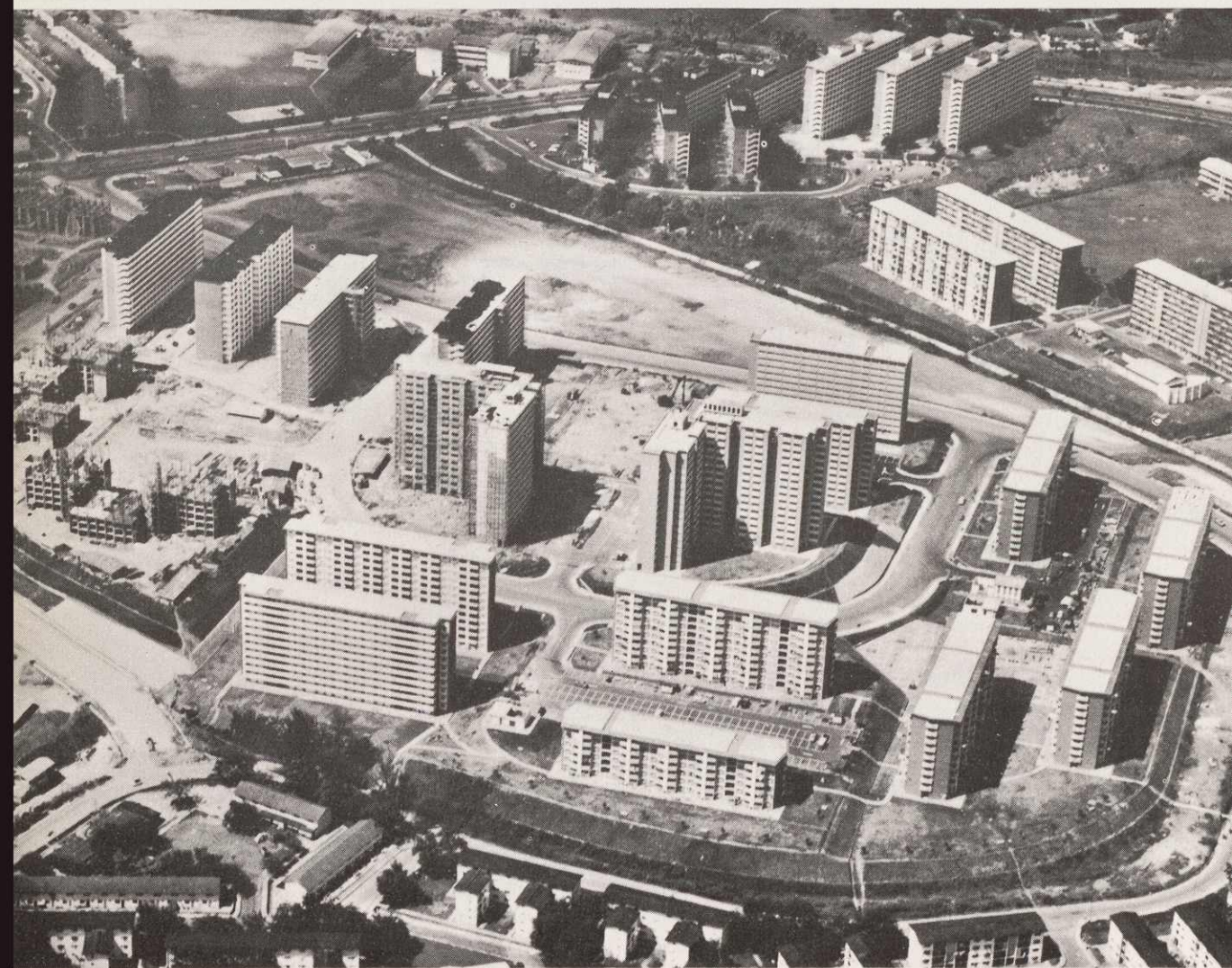
A total of 398 acres of land were acquired during the year for development into Resettlement Areas 105 (North & South of 9 m.s. Tampines Road); 65 (13 m.s. Chua Chu Kang Road); 106 (off Sungei Tengah Road) and 118 (20 m.s. Lim Chu Kang Road). Resettlement Areas 114 (16 $\frac{3}{4}$ m.s. Chua Chu Kang Road) and 22 (Extension) (Jurong Road 9 $\frac{1}{2}$ m.s.). Towards the end of the year, acquisition of land for Resettlement Areas 115 (17 m.s. Lim Chu Kang Road) and 116 (18 m.s. Lim Chu Kang Road) were requested. Surveys and levelling work for Area 118 was given top priority as Area 118 was intended for resettlement of farmers affected by Defence Projects in Pasir Laba area. The total extent of the areas surveyed was 526.55 acres, including both State and acquired land.

The topographical survey of Pulau Tekong which began in the middle of 1967 was still in progress. However, at the end of the year, approximately 80% of the land was already mapped.

In the second half of the year, survey was carried out in 13 m.s. Chua Chu Kang Road for the urgent development of this area into Resettlement Area 65. In order to meet this urgent assignment, all the 9 Survey Teams were deployed on the job and the survey was completed by the target date in November.

With the exception of the topographical survey of Pulau Tekong and part of Areas 115 and 106 for the Shopping Centres and Resettlement Zones which was done by the plane tabling method, all survey work was carried out by theodolite survey. A Computing Section was set up. The purchase of an electronic calculating machine reduced computation work by half and facilitated greatly the design, planning and engineering work of the section.

In order to cope with the increasing tempo of engineering work in Resettlement Areas, two Overseers and two Temporary Draughtsmen were recruited towards the end of the year. 9 Contracts were advertised in the year and the total expenditure on engineering works covering earthworks, drainage, culverts, laterite roads, septic tanks, the erection of basic houses for Malay families and a temporary shopping centre amounted to \$1M. Water supply involving the laying of 15,000 ft. run of water mains was provided in Resettlement Areas 65, 114, 118 and 74 at a cost of approximately \$65,000.



An aerial view of Queenstown Neighbourhood 6, showing completed blocks of flats. On the left are two blocks of 20-storey flats under construction.



A newly completed playground in Toa Payoh New Town.

List of Sites Cleared in 1968

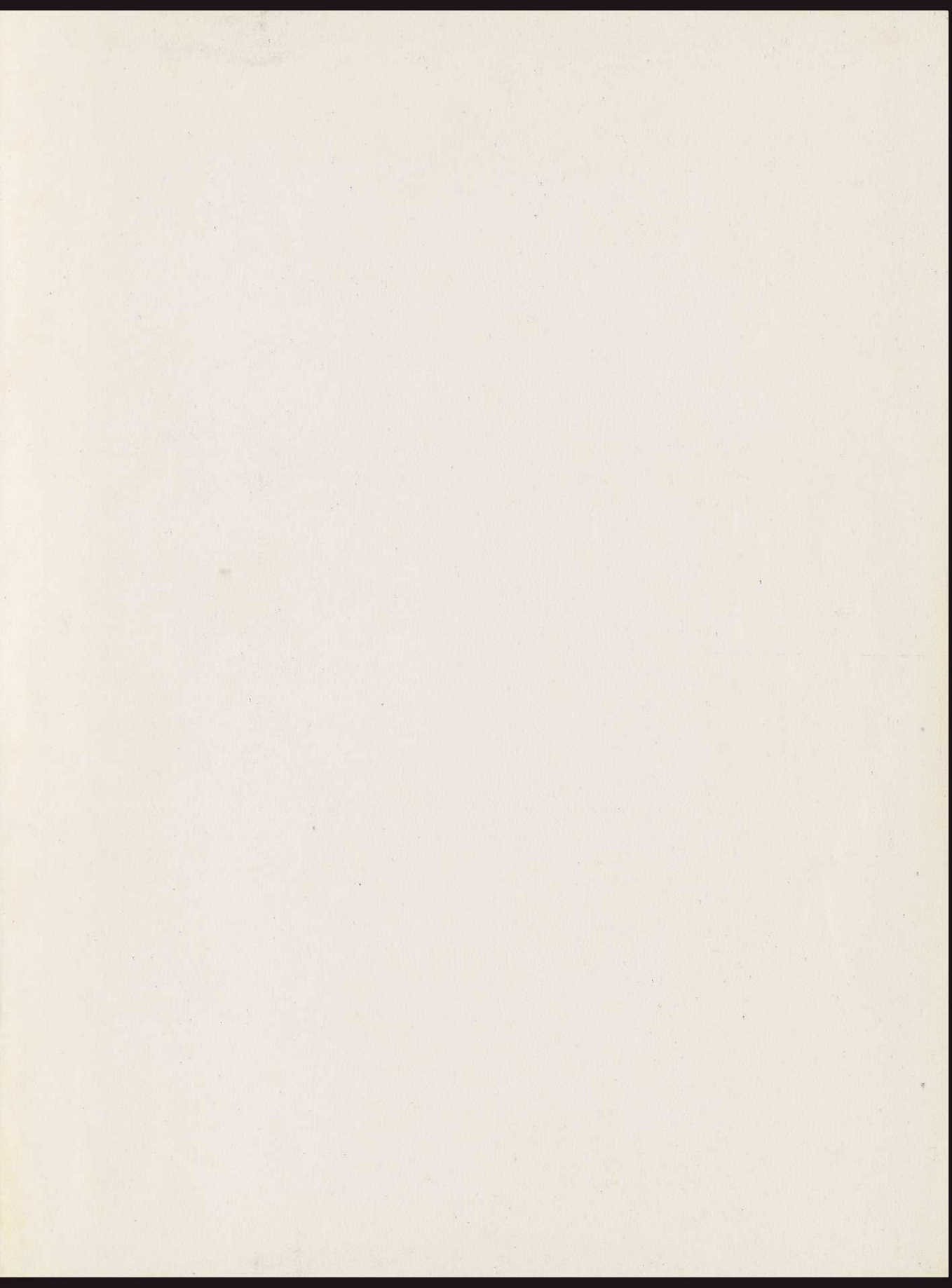
Name of Sites Cleared	Date Cleared
1. Proposed Community Centre on State Land Lot 147-97 MK. XXIII at Kim Chuan Road	10.1.68
2. Kallang Basin Reclamation East Ph. I Extension	13.1.68
3. Primary School Site near the Junction of Thomson Road/Newton Road	31.1.68
4. Bedok/Upper Changi Coastal Recl. Phase IXB	15.2.68
5. Reclamation of Outlet Drain from Flower Road to Jansen Road	20.2.68
6. Tao Payoh Clearance Phase IV	29.2.68
7. Kampong Tiong Bahru Fire Site Ph. III Extension	29.2.68
8. Widening of Upper Serangoon Road (Woodsville Circus to Yio Chu Kang Road) Supplementary No. 1	31.3.68
9. Maude Road First Fire Site	31.3.68
10. Bedok/Upper Changi Coastal Reclamation Ph. XIB	15.4.68
11. Kallang Basin Reclamation (East) Phase VII	19.4.68
12. Construction of Pilot Canal (Sungei Kallang Upstream of Braddell Road Bridge)	25.4.68
13. Precinct South I- Stage IIA	30.4.68
14. Clearance of State Land Lot 255 MK. XVII Thomson Road 6¼ m.s.	30.4.68
15. State Land West Coast Road Lot 532 pt. MK. V	30.4.68
16. Vocational School & Fire Station Site at Jurong (Extension)	30.4.68
17. Tampenis P.D.F. Field Camp	30.4.68
18. Bedok Valley Water Scheme	15.5.68
19. Macpherson South School Site C	31.5.68
20. Precinct South I - Stage XVII (Peng Siang Quay)	31.5.68
21. Temple at Grange Road near T.T.C.	31.5.68
22. Gimson School Site	31.5.68
23. Jurong Industrial Project (Phase VI - Part III) Section III & IV - Clearance of the 1st Light Industrial Area, Phase II	10.6.68
24. Reclamation at 6 m.s. Pasir Panjang Road	17.6.68
25. Precinct South I - Stage VI (People's Park Clearance)	24.6.68

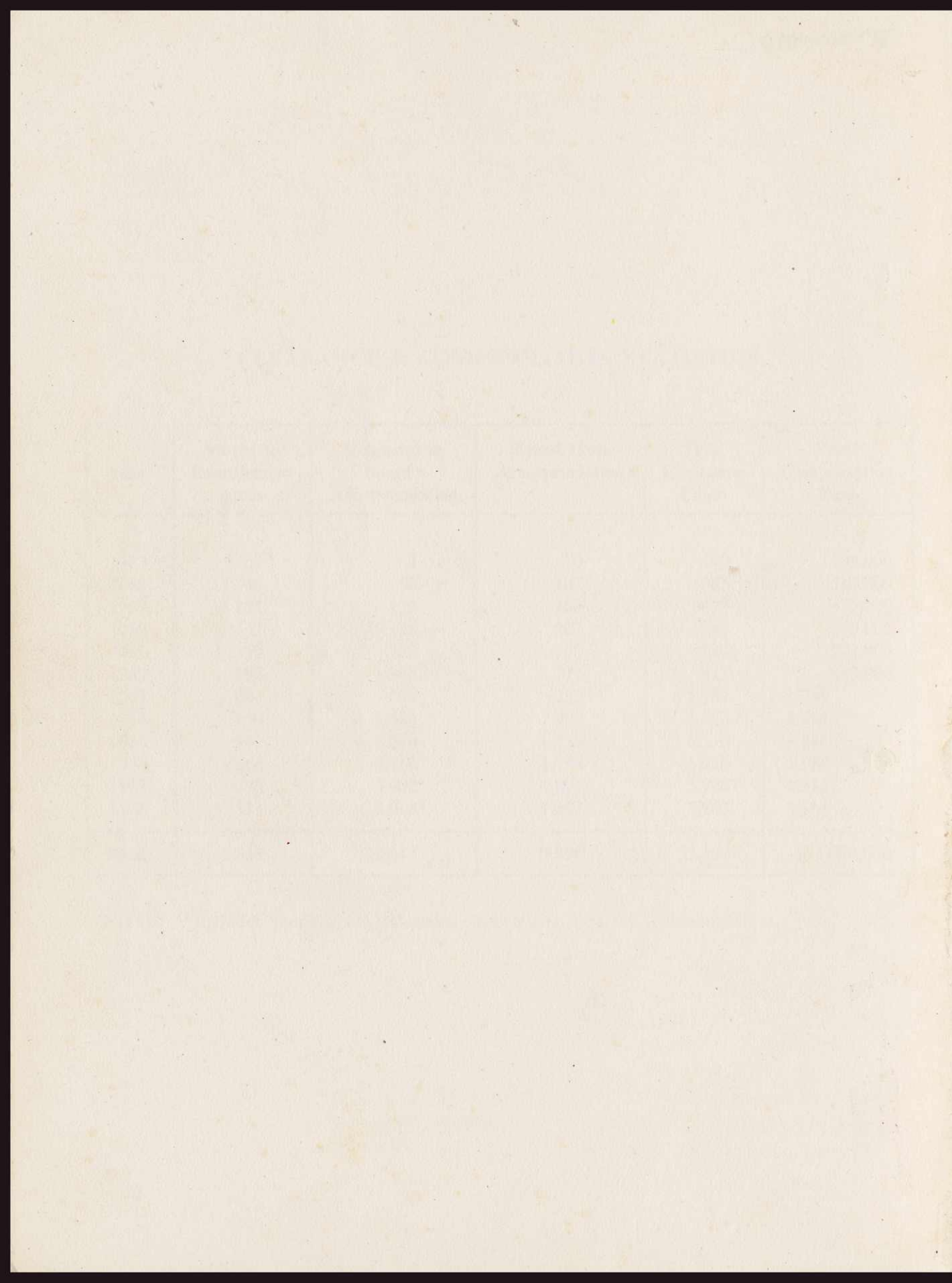
Name of Sites Cleared	Date Cleared
26. Jalan Toa Payoh Development Extension	30.6.68
27. Pulau Pawai Clearance	30.6.68
28. Precinct North I Golden Mile Section A	30.6.68
29. Precinct North I Golden Mile Section C	15.7.68
30. Areas for Access Roads, Sewers & Facilitating Reclamation Work- Kallang Basin - Section 'B'	20.7.68
31. Making Up of Mackerrow Road	22.7.68
32. R.A.F. Transmitter Station (Jurong)	29.7.68
33. Bukit Timah Flood Alleviation Scheme Phase I Contract No. 3	18.8.68
34. Bajau Project D 549	21.8.68
35. Precinct North I Golden Mile Section B	31.8.68
36. Clearance of godown opposite to Pulau Minyak	3.9.68
37. Maude Road Second Fire Site (Extension)	13.9.68
38. Precinct South I - Stage IV	23.9.68
39. New Road from 6th Avenue Bukit Timah Road to Holland Road	23.9.68
40. Alexandra Road North Estate - Extension of Prince Philip Avenue	27.9.68
41. Making Up of Jalan Ishak	30.9.68
42. Making Up of Lorong Melayu	5.10.68
43. Sungei Pandan Drainage Scheme (Supplementary)	16.10.68
44. Garbage Disposal Plant Site at Redhill Industrial Estate	16.10.68
45. Clearance of State Land Lot 115-6 pt. MK. V at Clementi Road (Maju Camp Range and Training Areas) Supplementary	31.10.68
46. Project D 501 (Supplementary)	31.10.68
47. Making Up of Lorong Selangat off Sommerville Road	31.10.68
48. Making Up of Jalan Yasin	5.11.68
49. Making Up of Joo Chiat Lane	6.11.68
50. State Land at Dunearn Road Lot 59-72 pt. T.S. XXVIII	7.11.68
51. Construction of Pilot Canal (Sungei Kallang Upstream of Braddell Road Bridge from Ch. 5900 to 8700)	8.11.68
52. Bedok/Upper Changi Road Coastal Reclamation Phase VIIB	15.11.68
53. Kampong Tiong Bahru Fire Site Phase IV	15.11.68
54. Proposed Centralized Workshop at Upper Thomson Road 9 m.s.	28.11.68
55. Fish Landing Centre at Koh Sek Lim Road	28.11.68
56. Widening of Outram Road (Seng Poh Road to Kim Seng Road)	19.12.68
57. Camp Site in Resettlement Area 59 Sungei Gedong	31.12.68
58. Southern Access to Toa Payoh Township	26.12.68
59. Kallang Basin Reclamation (East) - Phase IXB	31.12.68

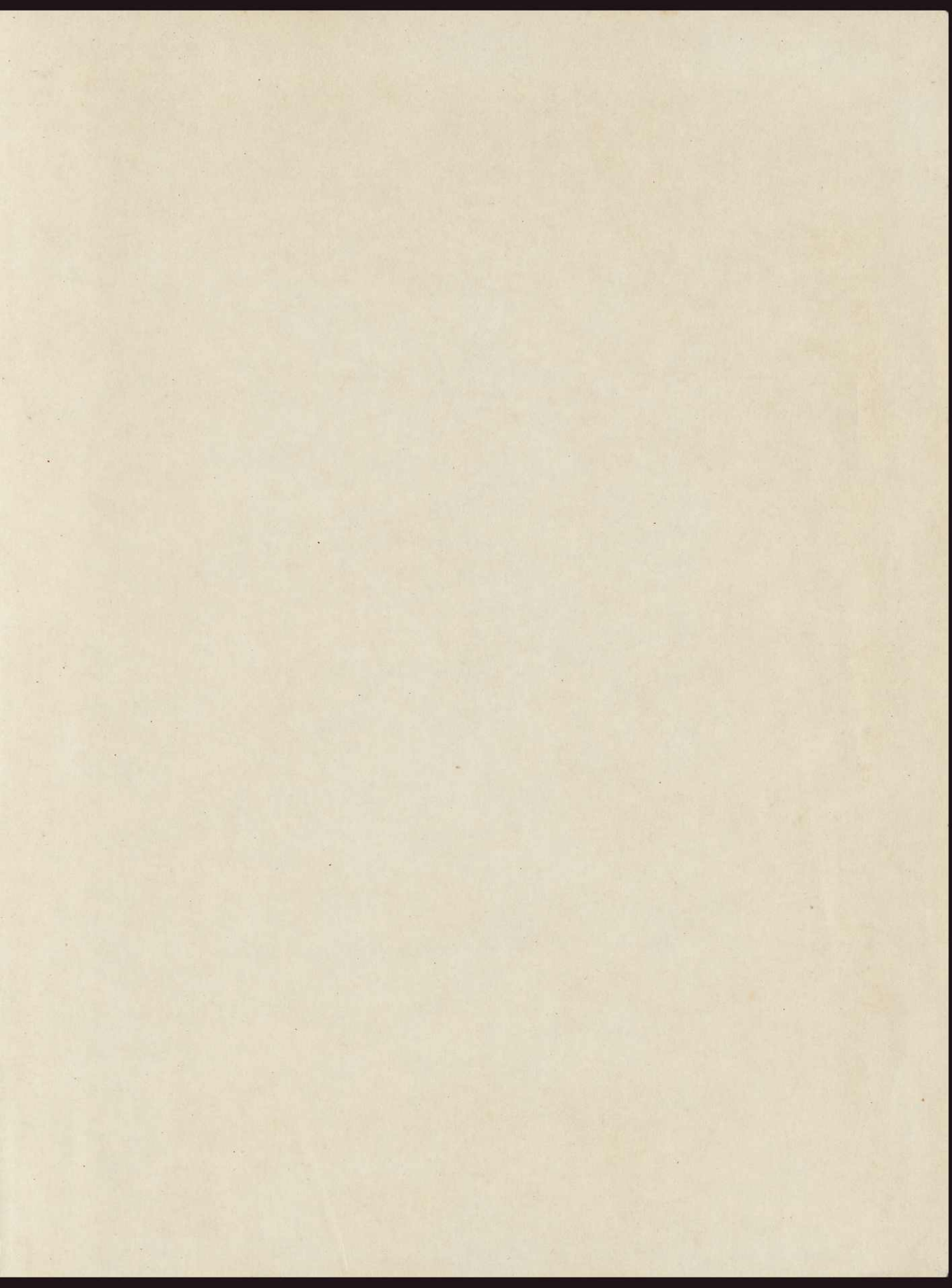
CLEARANCE & COMPENSATION STATISTICS

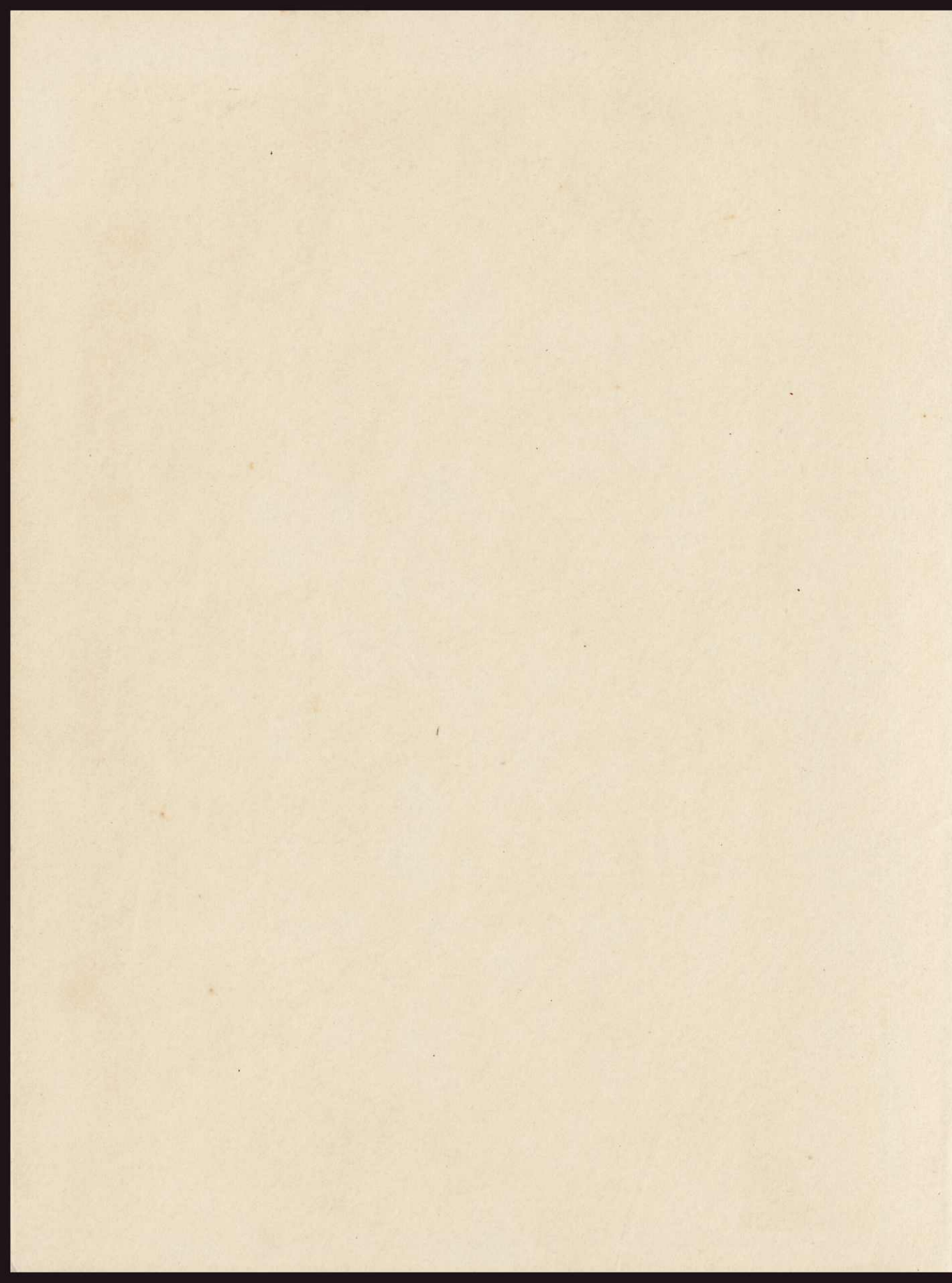
Year	Moved to Resettlement Areas	Rehoused in Board's Accommodation	Found Own Accommodation	Total Clearance Cases	Total Compensation Paid
					\$
1957	67	3	70	140	109,000
1958	146	50	107	303	317,000
1959	131	132	160	423	472,000
1960	132	45	207	384	330,000
1961	57	77	160	294	273,000
1962	198	342	277	817	883,000
1963	307	589	285	1,181	1.7M
1964	150	2,584	909	3,643	3.2M
1965	182	4,570	1,758	6,510	5.5M
1966	266	4,158	1,594	6,018	5.1M
1967	90	4,002*	1,892	5,984	4.1M
1968	123	4,063*	1,677	5,863	3.1M
Total:	1,849	20,615	9,096	31,560	\$25,084,000

NOTE: *Includes shopkeepers/industries relocated to Board's accommodation.









LOH YEOK WING
TEL: 649419

