



Bite-sized lessons
with big impact
from SLA's Brown
Bag sessions

Stories of grit, growth and
resilience—featuring the dreamers,
disruptors, believers, risk-takers,
visionaries, movers, fighters and
challengers from Singapore.

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THE
IDEA

As Singapore marks its 60th year of independence, we honour the generations who have built this nation through unity, ingenuity, and resilience. SG60 is not just a celebration of how far we've come—it's also a call to action: to continue building a more inclusive, innovative, and sustainable Singapore together.

It is in this spirit that we at the Singapore Land Authority (SLA) embrace the challenge of turning constraints into possibilities. While Singapore may be bounded by limited land, our capacity for innovation and transformation knows no bounds.

As our world becomes increasingly unpredictable and challenges grow ever more complex, it is crucial—now more than ever—that we pause to reconsider how we think, work, act, and engage with our stakeholders.

The Brown Bag sessions were a series of lunchtime conversations initiated to exemplify how curiosity and collaboration can spark meaningful dialogue and inspire new ideas.

In 2021, as the effects of the pandemic continued to reverberate through the lives of individuals and across organisations and governments, we found ourselves asking, "How can we gain a real sense of what is happening on the ground? How do we stay attuned to emerging trends? How can we be inspired to generate new ideas in optimising spaces, beyond purely economic uses?"

One way, we believed, was by bringing together individuals from diverse backgrounds, industries, and areas of expertise to share their stories, thought processes, experiences, and lessons. And this was how SLA's Brown Bag sessions began.

In July 2021, we held our inaugural session with Mr Wee Teng Wen from the Lo & Behold Group. Since then, we have had the privilege of hosting over 20 speakers, primarily from the private sector, who shared their stories of resilience, entrepreneurship, and sustainability.

From sports to finance to logistics to fashion to hospitality and entertainment, these conversations have been a wellspring of learning for all of us at SLA. And this book, *Think Unlimited*, extends that spirit outward—to our fellow Singaporeans today, and for generations to come.

At SLA, we are committed to shaping and stewarding Singapore's land and geospatial resources not just with technical excellence, but with imagination and purpose. We aim to engage, co-create, and evolve alongside the people we serve by tapping into the collective talents of our community and embracing a mindset of possibility—realising a vision of space that is not just physical, but filled with potential.

As we reflect on our shared journey and look toward the future, we hope this compilation of stories will serve as a beacon of hope and inspiration for us all to always *Think Unlimited*.

This publication is a collaborative effort between SLA and our distinguished speakers, all of whom generously contributed their time and effort on a pro bono basis.

All speakers featured in this publication were from the private sector when their respective sessions took place between 2021 and 2024.

The content reflects their Brown Bag session, and each

story features them photographed against a State property that best resonates with their professional domain or personal narrative. The ■ **State properties** managed by SLA in this publication are highlighted in colour and with a square.

We extend our warmest gratitude to all the speakers who have participated in these conversations, embraced this project, and shared their wisdom.





ABOUT SLA

The Singapore Land Authority (SLA) is a statutory board under the Ministry of Law. Formed on 1 June 2001, our mission is to ensure effective use of land resources and data for the economic and social development of Singapore.

Our vision Limited Land • Unlimited Space is a creative paradox that aptly highlights our nation's constraints and SLA's commitment in addressing them. The word 'Space' is multi-dimensional, encompassing realms from the physical to the digital. 'Unlimited' represents the extent of our commitment in our quest for solutions and innovations that will contribute to the economic and social development of Singapore.

State Land and Properties

SLA manages about 11,000 hectares of State land and about 2,600 State properties, which are used for residential, commercial, social and community purposes. Through the careful planning and execution of interim uses for State properties under our management, SLA is able to maximise the use of vacant State land and properties in creative and innovative ways to support our nation's evolving economic and social needs.

Geospatial

SLA drives the use and development of geospatial information and technology by fostering a national collaborative environment that encourages innovation, knowledge sharing and value creation among public agencies, private enterprises and the community.

Regulatory

SLA is the national land registration and land survey authority and is responsible for maintaining accurate and reliable land ownership and land boundary systems.



Vanessa stands before a vibrant mural by Mural Lingo at **The Foundry**—a social impact hub by The Majority Trust in partnership with the Singapore Government Partnerships Office, SLA and Tote Board. Housed in the former Elections Department building, the space brings together diverse groups to support various social causes such as vulnerable individuals and families, youth mental health, isolated seniors and beyond.

Never Too Young to Build an Empire:

Vanessa Ho

on cutting her teeth in the media at 15, launching NUS Alumni Ventures as a student, and co-founding a venture capital firm by 21

For Vanessa Ho, years are no measure of experience. Her career began when she was just 16, when she competed in *The New Paper New Face*, a local modelling contest where she emerged the finalist. She then went on to win Face of Singapore in 2017. In 2019, at 19, she was talent scouted to join Mediacorp's Star Search, marking her foray into acting. She has since starred in over 20 commercials for the likes of Sony, Huawei, DBS Bank, and Pearlie White and is also a host, emcee, and music DJ for events.

But more than a pretty face, Vanessa, who is now 26, has managed to build up a diverse portfolio career that sits at the intersection of entertainment and media and startups and business. At a stage where most are still trying to figure out their unique strengths, Vanessa has long worked out her strategic formula, carving her own distinct path in life.

FAILING EARLY

Vanessa's entrepreneurial drive was evident since her teens. Recalling the eight-month gap before university that Junior College (JC)

graduates will recognise, she dabbled in acting while co-founding a fashion subscription startup to provide clothes rental with her JC classmate. They secured inventory, and even attracted interest from two major investors.

"I was trying to solve my own problem. I was doing a bit of acting already under different agencies. And after that I started a fashion subscription company, which is why I joined this incubator programme called The Bridge Fashion Incubator by Singapore Fashion Council."



Vanessa was the 2017 winner of Face of Singapore, the Singapore edition of Face of Asia. Each year, the international finals are held in Seoul, South Korea.



Behind the scenes on a modelling job for UOB.



TOP AND RIGHT

Vanessa and her dad at Mediacorp Star Search 2019. At just 20 and still a student, she dazzled with her charisma and versatility, earning the Samsung Galaxy Breakthrough Award and securing a spot among the 12 finalists.

However, COVID-19 hit, and the business did not take off. Instead of feeling defeated, Vanessa channelled this setback into learning as much as she could in corporate internships during university, treating them as another kind of incubator—one for resilience.

“Who’s going to rent clothes anymore? So we could do two things, right? We either pivot and do a retail model, which is very anti-sustainability and circular economy, and goes against the ethos of the company or just look for other corporate experiences. So I went on to do internships throughout my university stint. But yeah, my startup never really took off.”

What she terms an “early failure” was but a valuable lesson and early head start to her entrepreneurial journey.

FORAY INTO MEDIA AND ENTERTAINMENT

In 2019, not knowing what Star Search was, Vanessa was unexpectedly roped into joining the long-running Mandarin talent competition. What followed took her by surprise.

“My Mandarin was the worst—like a dry sponge. But I got the ‘Most Improved Artist’ award through sheer percentage growth—from like level one to six—while others progressed more modestly from six to ten. By the numbers, I improved the most. That’s how I won.”

After this exposure, Vanessa got her first acting break: she was cast in a role alongside Rui En and other artistes for a female bodyguard show. But just as momentum built, COVID-19 struck, and the Malaysia-bound shoots were scrapped during the circuit breaker. These two hurdles marked her uni days—with her startup collapsing and big break disappearing.

But all was not lost. Working alongside industry veterans like Huang Biren and Christopher Lee, Vanessa gained not just acting chops, but also the close proximity of the mentorship. In particular, it was the mentors’ warmth and consideration towards the young actors that touched her the most.

“They spent a lot of time with us. Witnessing their prowess up close, and having them train me was one of the most privileged experiences I have had. They didn’t just train us in acting; they got to know us as people as well. They knew how like sleep-deprived we were, how exhausting training was, so they were really there for us.”

Looking back, she said these experiences helped her reach new audiences on social media, particularly the older folks. She also notes how her late foray into traditional media was the opposite of the usual transition people make. She adds, matter-of-factly, that from a venture



capitalist (VC) investor perspective, it would not be wise to invest in a shrinking market size when it comes to her career trajectory, so she moved on from these early stints.

“I never thought that I would have a chance to do traditional media. Because most people start from traditional media, like TV and movies, then social. Mine was the reverse because, I mean, with Netflix, HBO, and Disney+, I think it’s just a shrinking market size—which goes back to my startup mindset, right?”

STARTING THE FIRST ALUMNI ANGEL NETWORK AT NUS While still a third-year student at the National University of Singapore (NUS), Vanessa took a proactive stance to build the first network of its kind in her school. Noticing that other universities like Stanford and Tsinghua had robust alumni angel networks, she identified the opportunity to do something of that equivalent for the students at NUS.

“Why do we have to wait till we graduate to engage in the private sector investment? Why not do it now?”

Teaming up with enterprising peers—founders of watch brands, gaming startups, and other ventures—she co-founded NUS Alumni Ventures, Singapore’s first student-led angel network. Their vision was a bold one: to operate not as a campus club, but as a professional investment body.

“We pushed the team to dream like an organisation run by alumni. I was in year three, but we had a team and a lot of advisors who were like C-suites at different companies, VC partners, etc. And we just showed humility and also the eagerness to learn and to contribute.”

Collaborations with corporates like Visa, Salesforce, and StorHub for joint demo days followed, while deals ranged from proptech (MetroResidences, tokenised real estate platform CitaDAO) to cross-border syndication. They even did a specific proptech demo day in 2023.

But Vanessa’s ambitions stretch beyond NUS. The network is also helping universities in Indonesia, Malaysia, and China replicate the model.

“The goal isn’t exclusivity. At this stage, we are thinking bigger. More networks mean more capital and deal flow for everyone.”

CO-FOUNDING A VC IN HER EARLY 20s This early experience of building NUS Alumni Ventures—where she rallied student investors—laid the groundwork for her next move. Partnering with Varun Mittal, a seasoned investor, she co-founded Fintech Nation, where she helped secure backing from a large institutional fund to launch their own \$10 million early-stage vehicle.

“We started by syndicating angel deals—getting 10 people to write \$10-20K cheques, pooling funds into a startup through a special purpose vehicle. We wrote cheques for very early-stage Southeast Asia startups.”

Fintech Nation’s strategy hinges on three uncompromising questions: whether the founders are truly the best people to solve the problem, whether the solution fits the market’s real needs, and most crucially, whether there’s exit potential.

“VCs only make money if the company sells or launches an IPO. In Southeast Asia’s markets, we’re usually looking at acquisition by



Vanessa co-founded NUS Alumni Ventures (NAV) in June 2020, alongside fellow alumni from the NUS Entrepreneurship Society. NAV is Southeast Asia’s first student-alumni-led angel investment network, designed to bridge the gap between aspiring entrepreneurs and experienced investors within NUS.

corporates or US players. No exit path? Your money's stuck forever. It's not very glamorous. And if there are returns at all, they usually take a decade."

But capital alone doesn't secure the best deals—Vanessa says that a lot of her time also goes into networking and building a personal brand.

"I organise monthly mixers at my home or a restaurant, creating spaces for what I call 'alpha information sharing'. Because in an industry where relationships dictate deal flow, this is vital. We're not Sequoia or Y Combinator. Without those personal connections, we don't get a seat at the table."

But staying ahead means more than schmoozing. It demands obsessive market awareness ("What's next after AI?") and founder-first support. Vanessa specialises in go-to-market strategy and social media acquisition, while Varun navigates regulatory landscapes with introductions to financial institutions. It also requires them to be clear about what value they can add to the startups.

"Top founders are oversubscribed. They choose whose money to take. Our value-add decides whether it's ours. So how do we support and contribute to founders so that they want our money? Take HeyMax—I invested because my social media expertise complements their mile-tracking platform. Founders should want more than cash; they should want your strategic value."

Beyond capital, the firm also serves as the ecosystem's backbone through partnerships with the Singapore Fintech Association, financial institutions and fintech companies.

BRUTAL REALITIES OF THE SPACE AND LOOKING AT STARTUPS

To the uninitiated, VC may appear to be little more than high-stakes gambling—a roll of the dice on unproven founders and uncertain markets. But Vanessa is quick to dispel this myth.

"What people might call 'gambling on the person' is often years of intuition at work. When you've been in this space for a decade or more, you develop a sense for founders—a gut feeling that tells you, 'This person is solid.' But that instinct isn't magic. It's honed through experience."

She adds that behind every decision lies rigorous analysis.

"We don't just throw money at ideas. We research, we consult our networks, and we scrutinise every assumption. Sometimes, we spend weeks on due diligence—only for the investment committee to reject the deal. That's not gambling, that's discipline. We answer to partners, to boards, and to funds with specific theses. Every dollar has to justify itself."

In addition, she highlights the brutal realities of the space and how it's far from glamorous.

"In the startup space, 90 to 95% of companies fail or barely scrape by. VC operates on the power law: you back 30, 40 startups knowing most will not make it. But you're betting on that one or two that will become a Grab or Gojek and salvage the entire portfolio."

FINTECH OPPORTUNITIES IN THE REGION

While Singapore's fintech landscape matures, Vanessa has her sights set beyond our borders: on the sprawling, fragmented markets of Indonesia, Thailand, and Vietnam.

"Walk into any 7-Eleven here and you'll see QR codes, PayNow—it's seamless. But most Southeast Asian SMEs still operate in the analogue age. That's where the real transformation will happen."

Her conviction lies in SME-enablement fintech—digital payments as the gateway, followed by microfinance, supply chain solutions, and insurance for businesses traditionally excluded from formal systems.

“These mom-and-pop shops don’t just need transactions; they need capital, protection, and tools to grow. The potential is enormous.”

Yet the path is far from straightforward, as one requires more than just data to succeed. Barriers include regulatory frameworks, cultural friction, and ground truths.

“You can’t rely on spreadsheets here. That’s why I’m at conferences in Jakarta or Ho Chi Minh every other month—building networks so I can call a local friend and ask, ‘Will regulators actually allow this?’ What looks perfect on paper might be impossible in practice.”

For Vanessa, this is Fintech Nation’s next act: not just moving money, but moving the needle for millions of small businesses.

CONNECTING THE DOTS

How then does Vanessa’s early exposure to the media industry have to do with her startup ventures? Well, a lot, it seems. Not one to believe in binary career choices, she says professional success isn’t about rigid specialisation or aimless dabbling—it’s about intentional hybridity that comes from knowing yourself and your strengths.

“There are two paths to excellence. You can be in the top 1% in one skill—like a quant, a real estate savant. Or you can be in the top 25% in any interdisciplinary skill set. I am too restless to be the 1%. I am always itching to try new things—one day hosting, another day DJing, then investing. That’s why I mix my media expertise with startup investment. That’s how I book a lot of jobs for hosting or investments and the reason why startups want to work with me. So I think picking one side and knowing which one you are is very important.”

While batchmates at Mediacorp pursued traditional showbiz paths, Vanessa’s early embrace of social media gave her an unexpected edge. During COVID-19, when productions halted, her digital presence meant endorsements kept coming. She wasn’t reliant on any agency’s whims—she built her own platform instead.

The intentional hybridity, as she puts it, also shines through things like her entrepreneurship podcast with The Smart Local’s Bryan Choo and VC partner, Bennett Lee, and her side hustles like hosting and DJing.

“We merged startup insights with media savvy—that intersection is where magic happens. And I only take gigs in finance and tech. Every event is a chance to deepen relationships that might benefit Fintech Nation. When I LinkedIn-ed Indonesian bankers about ad packages, they responded because of my VC hat. That’s killing two birds with one stone.”

But as with wearing multiple hats, Vanessa recognises the difficulty of managing it all, so she recently systemised her approach, and got a former NUS hallmate to manage her social media, freeing her to focus on scaling.



“When I spin, I can play whatever I want. But if the crowd is inclined to a genre I don’t enjoy as much, I’ll still try my best to deliver. My strength is House and Top 40s commercial music. But at venues such as Avenue at Marina Bay Sands, when the crowd slows down, I’ll serve up a string of hip hop tracks or retro music, and if they dance harder or sing along, I’ll play more tracks from that genre. A big part of being a DJ is reading the room. The same can be said in business—give the market what it wants, not what you want.”



In 2024, Vanessa appeared as a guest venture capital investor on Channel NewsAsia's *The Big Spark*, a business reality show where aspiring entrepreneurs pitch their ideas to some of the region's most prominent venture capitalists for a shot at over S\$1 million in seed funding. In the top image, Vanessa is pictured with Mr Murli Ravi from Tin Men Capital, one of the other investors on the show.

"I realised I can't personally reply to every client and still evaluate startups properly. The next phase? Grooming other emcees so I'm not always the face."

EARLY SACRIFICES

With so much under her belt, Vanessa says what she has accomplished today came with certain trade-offs.

"I think there were two main sacrifices. While friends were binge-watching shows, I was in modelling competitions, *Star Search*, and other side hustles. I've watched almost zero TV series, just movies, because they're only two hours or so. Some call that 'no life'. I call it prioritisation. I still made time for friends, drinks, and connections. But yes, that part of childhood? Gone."

The second trade-off had bigger repercussions.

"I don't recommend this lifestyle unless you're wired for it. If you're not an extrovert, it'll break you. I also got sick often, especially during conference seasons. I got eczema, acne problems, and some female issues, all when I started working multiple jobs at the same time."

In hindsight, she says the important question to ask is—what you are building worth the cost?

OVERCOMING LIMITING BELIEFS

Beyond the polished CV and LinkedIn profile, Vanessa shares how her journey began on a rocky note, when she had to confront the limiting beliefs that held her back. This was during her early years in the media industry, at just 16 or 17, when credibility was hard-won. Over time, however, the support of early believers helped shift her mindset.

"The limiting beliefs came from myself and also some employees who didn't really believe in me and some clients who didn't think I could handle mature conversations with adults. I went to a lot of global fintech festivals and conferences overseas, and age becomes a very important thing—people kind of underestimate you. Thankfully, I built confidence and a track record from early supporters and clients."

One such figure was Varun, her collaborator at Fintech Nation.

"He was the one who really pushed me to speak to CNA to do *The Big Spark*. I was like, everybody in the VC space has been there for at least 10 years before they're a judge on *Shark Tank*'s Singapore version. I'm not going to make it there. They're not going to want me—but surprisingly, they did."

Agencies, too, played a pivotal role, booking her for DJ gigs and high-profile events when she was just starting out. Saying it was these few people helped her build her own confidence eventually; she now focuses on cultivating her personal brand. Till today, her LinkedIn profile omits her university graduation date—a deliberate choice.

SUCCESS IS A FLUID CONCEPT

For Vanessa, success has never been a static concept, but something that evolves with the life stage you're in.

"Success, and what a successful career is, the definition changes."

From her university days to now, approaching her late twenties, her focus has been clear: her metric isn't money, but personal development.

“Self

d o u b t

is
the
biggest
roadblock
to anything we
want to achieve.”



Vanessa at the Singapore FinTech Festival (SFF) 2024, the world's largest financial technology event, held annually in Singapore.

Organised by the Monetary Authority of Singapore, the Global Finance & Technology Network (GFTN), and Constellar in collaboration with The Association of Banks in Singapore, SFF serves as a global platform for the fintech community to connect, collaborate, and co-create.

"I had job offers that would pay me double, but I chose a startup over a management consulting role because, for me, it was about personal development, exposure, and levelling up."

But looking ahead, she envisions a different kind of success.

"I hope the fruits of labour from my first 30 or 40 years will allow me to have a more balanced life—as a family woman, a mother. I don't want to be the absent friend or partner I've been in the past. Success at 50? It's not just career milestones—it's presence, it's relationships."

Her leadership style, too, is fluid, and shaped by the people around her.

"If my team is independent and self-motivated, I lead by building genuine connections. But if someone drops the ball—like during a high-stakes demo day—I become stricter, enforcing timelines and micromanaging only when necessary."

PRIVILEGE OF BEING IN SINGAPORE

Much of what she has accomplished today, Vanessa attributes, in part, to Singapore's culture of inclusivity, which has also been instrumental in her growth.

"People here give you a chance whether you're female or male. Gender matters less, especially in tech. Some of the smartest investors I know are younger than me, yet respected for their expertise."

However, it was only when she ventured abroad that she realised that discrimination exists elsewhere.

"At fintech festivals in other Asian countries, the contrast was stark. Colleagues pointed out how little airtime I got compared to male or older counterparts. That's when I realised—Singapore isn't the norm. We're just very privileged here. Singapore has been... different."

And for that, Vanessa is grateful. And with many more years ahead of her, there's no stopping how big her empire will grow.



When I think unlimited, I think of...
pursuing our ambitions
even if the world doubts us.

I am unlimited when...
I become a better version
of myself every day.

I N D E X



↑ Once a British military barracks in the 1800s, **■ Dempsey** has evolved into a vibrant lifestyle and dining destination near the Singapore Botanic Gardens. Nestled in lush greenery, it blends colonial heritage with modern charm, featuring a mix of restaurants, cafés, boutiques and sports and wellness establishments. Remnants like tiled-roof structures and old playing fields hint at its military past. Today, Dempsey is celebrated both locally and internationally as one of Singapore's premier spots for dining and leisure.

LEFT: Dempsey was originally the site of a nutmeg plantation that later became Tanglin Barracks for British troops in the 1800s. The site was also once the headquarters of the Far East Land Forces, and later the headquarters of the Ministry of Defence (MINDEF) and the Central Manpower Base (CMPB).

➤ Built in the mid-1960s as married quarters for British military personnel, **■ Chip Bee Gardens** has transformed into a trendy lifestyle enclave. Once home to expatriate teachers after the British withdrawal, it now features a mix of residential and commercial spaces, blending heritage with contemporary charm. Known for its distinctive 1960s-style design, the estate is now popular for its eclectic blend of local lifestyle and F&B brands, including quaint cafés and homegrown brand names.



➔ ■ **Dignity Kitchen at 69 Boon Keng Road** is a social enterprise-run food court staffed by individuals with disabilities and from disadvantaged backgrounds. Operated by Project Dignity and founded by Koh Seng Choon, engineer turned entrepreneur and recipient of the Straits Times Singaporean of the Year 2024 award for his efforts, the outlet offers meaningful employment through skills training and food service roles. Housed in a striking red State property since 2021, it serves affordable local hawker fare and baked goods in an inclusive environment. Beyond being a vibrant dining spot, Dignity Kitchen stands as a powerful symbol of empowerment, mental health advocacy, and social change, aligning with broader efforts to promote dignity and opportunity for all.



↩ The charming row of restored 1930s heritage buildings at ■ **52-56 Kampong Java Road** will soon become a vibrant multi-disciplinary arts sandbox for experimentation, creation, and collaboration. Originally residences for municipal officers, the buildings sit along a road named after Javanese gardeners who once sold produce along Arab Street. Awarded to 19SixtyFive Pte Ltd via a joint tender by SLA and the National Arts Council, the space will feature acoustically treated studios, galleries, and performance venues. It will also host live performances, arts markets, and arts festivals - enriching Singapore's artistic landscape and fostering creative growth.



➔ Built in 1956, the ■ **Former Bukit Timah Fire Station** served as part of the post-war Fire Service expansion and features distinctive elements like a hose drying tower and the Colony of Singapore's coat of arms. Decommissioned in 2005, the 0.86ha site—comprising the main station, firefighters' quarters, and Station Master's residence—has been gazetted for conservation. Strategically located near the Rail Corridor and nature reserves, it is now set to be revitalised by LHN Facilities Management into a mixed-use community node, offering co-living, heritage, and nature experiences with sustainable, zero-energy features while preserving its historic character.





↑ Originally known as Flagstaff House, the **Former Command House** was built between 1937 and 1938 as the residence of Malaya's senior military commander. Designed in a distinctive Arts and Crafts-inspired style with pitched roofs and brick archways, the house later provided lodging for royalty, a president in office, and senior military figures. In 2007, UBS, the Swiss investment bank, made it its business university's Asia-Pacific campus. Now a national monument, the State property continues its legacy as an elegant event venue, blending heritage, architecture, and history with quiet distinction.



↑ The former St Andrew's Mission Hospital at **5 Kadayannallur Street** provided respite and care to impoverished women and children in its early years, with a unique triangular air well in the middle of the building to let in natural light and ventilation. Originally built in the 1920s, it has served various purposes over the years, including as a government medical store, an outpatient dispensary and an office space. It has most recently been transformed into **KADA**, a creative lifestyle and wellness hub with co-working and co-living spaces popular with the youth. The building, one of Singapore's earliest Modernist structures, houses one of the nation's oldest electric lifts, still in operation today.

1. Crowd of onlookers during the opening of the outpatient clinic at Kadayannallur Street (1964).
2. Maxwell Road outpatient dispensary (1989).



↓ Launched in November 2024, **The Foundry** is a collaborative hub for social purpose organisations housed in the former Elections Department building at **11 Prinsep Link**. The Foundry is a result of a partnership with The Majority Trust, SLA, Tote Board, and the Singapore Government Partnerships Office, with its 17,000 sq ft space housing over 20 non-profits and social enterprises. With an aim to foster a vibrant ecosystem, The Foundry supports idea incubation, community-building, and collaborative innovation to address Singapore's evolving social challenges.



➔ ■ **1925 Quarters at 79-95 Hindoo Road** is situated in a beautifully restored row of red-brick, two-storey building in the heritage Little India precinct. Originally built in 1927 to house junior Asian staff of the Municipality of Singapore, this State property has been transformed into a modern co-living space by Eco-Energy Pte Ltd and Cove Living Pte Ltd. The building retains its distinctive colonial architecture, featuring pitched roofs and fair-faced brick columns, and reflects the shared history of other municipal quarters in the area.



↓ Opened in 1937, ■ **Old Kallang Airport** was Singapore's first purpose-built civilian aerodrome and was hailed as the world's most modern at the time. Described as the "finest airport in the British Empire", it gained international recognition, with aviator Amelia Earhart praising it as "an aviation miracle of the East". The Art Deco terminal later housed the People's Association from 1960 to 2009 and is now part of a conserved site with a hangar, service blocks, and an entrance gateway. Since 2011, it has hosted a variety of events, from arts and culture to corporate launches.

4. Immigration check point (1948).

5. Aerial view in 1957. The foreground shows Nicoll Highway, while the circular control tower can be seen beside the highway on the right.

↑ ■ **New Bahru at 46 & 58 Kim Yam Road** occupies the former site of Nan Chiau High School, a historically significant educational institution that was first the Nan Chiau Teachers' Training School established in 1941. Today, the site has been reimagined into a dynamic lifestyle destination that blends residential, retail, and commercial uses. Developed by the Lo and Behold Group, it houses an exciting collection of homegrown brands and offers community-centric spaces and activities, and is well visited by locals and international tourists.



3. Nan Chiau High School in 1993.



➔ Built between 1952 and 1953, **■ Pasir Panjang Power Station** began with Station A, which was named when Station B was added in 1965. Its iconic red-brick design reflects Singapore's early urban transformation. Together, the two stations powered Singapore's industrial boom in the 1960s. In recent years, its arresting architecture was the stunning backdrop for the staging of shows and events, including the Louis Vuitton Spring Summer 2023 trunk show and the immersive exhibition on Singapore's founding Prime Minister Lee Kuan Yew's life and legacy.

BOTTOM: Aerial view of Pasir Panjang Power Station (1957).



↑ The **■ Ridout Tea Gardens** in Queenstown was once home to Singapore's first Japanese-themed community garden, later redeveloped in 1980 into a traditional Japanese Garden (RIGHT) with ponds, pavilions and bridges. In the late 1990s, the site was transformed into the McDonald's Ridout Garden outlet, blending modern dining with the location's tranquil past. Today, it stands as one of the few recognisable flagship McDonald's outlets worldwide, drawing families for its food as much as its unique and scenic setting.





↑ The **State Land @ Margaret Drive**, once the site of Hua Yi Secondary School or previously known as Hua Yi Government Chinese Middle School, is now home to a restored public running track. Established in 1956 as Singapore's first government-aided Chinese secondary school, Hua Yi was renowned for its academic excellence and sports achievements. After relocating in the 1980s, the school left behind its legacy at Margaret Drive. The newly restored running track honours its historical connection to education and sports, providing a community space for residents to enjoy.



↑ The Team Singapore Wall of Fame at **8C Jalan Kledek** features a vibrant mural celebrating Singapore's Olympians and Paralympians. Created by graffiti artist Ceno2, it showcases Team Singapore athletes Nur Syahidah Alim, Shanti Pereira, Maximilian Maeder, Loh Kean Yew, and Yip Pin Xiu for their sporting achievements on the world stage. The location also houses the Vintage Camera Museum, home to over 1,000 cameras that offer a fascinating glimpse into photographic history. It's a unique landmark in Kampong Glam where sport, art, and photography come together.

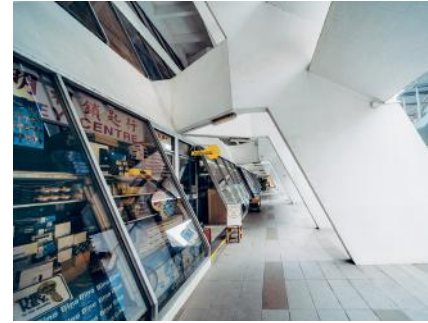
↓ **Smith Street**—named after Sir Cecil Clementi Smith, Governor of the Straits Settlements—is a heritage-rich enclave in Chinatown where conserved shophouses and pedestrian-friendly spaces bring the area's storied past to life. Once known as Hei Yuen Kai or "Theatre Street" and home to the iconic Lai Chun Yuen Theatre, Smith Street has been rejuvenated with exciting lifestyle concepts including local favourites and international brands while preserving local Chinese culture. With its unique blend of history, culture and architecture, Smith Street is a living showcase of Chinatown's enduring identity and evolving vibrancy.



↓ EtonHouse International Education Group's headquarters at **6A and 8 Stevens Road** occupies a pair of conserved colonial-era heritage bungalows managed by SLA. Once a residential property—including the former home of philanthropist and businessman Lee Kong Chian—the heritage site has been thoughtfully repurposed into a serene, greenery-filled office space. Retaining elements like timber floors and arched doorways, the design features biophilic elements and clever adaptive reuse.



➔ The ■ **Tanjong Katong Complex**, a familiar and iconic landmark in the heart of the Geylang Serai area, is set for rejuvenation. These include plans to dedicate a portion of the redeveloped space to tenants representing traditional Malay trades, preserving and celebrating the heritage and culture of the Malay community. With its deep historical roots and strong cultural ties, the revitalised Tanjong Katong Complex will continue to serve as a vibrant hub, honouring its past while evolving to meet the future needs of the community.



↶ ■ **Temasek Shophouse at 28 Orchard Road** was known for its distinctive architecture. Built in 1928, it was one of the first buildings in Singapore to feature spiral staircases. The social impact hub will expand to include restored units at **14, 22, and 38 Orchard Road** with reinstated historic features such as its Shanghai plaster façade, further highlighting Orchard Road's transformation from nutmeg plantations and motor showrooms to a place of renewed purpose for people, planet, and community.



↑ ■ **Vidacity** is a sustainability innovation hub located at the former Loyang Primary School (RIGHT), now creatively repurposed as a space for green entrepreneurship by City Sprouts. The site features co-working areas, workshops, and living labs focused on urban farming and sustainable technologies. Home to startups in fields such as agriculture, water treatment, reusable materials, and waste innovation, Vidacity brings together a community dedicated to building solutions for a more sustainable future.



↩ The former community centre at **10 Kampong Eunos** is now home to ■ **Vivistop Kampong Eunos**, Singapore's only non-profit makerspace dedicated to children and youth. Operated by Vivita, the space offers hands-on workshops, camps, and competitions that introduce young learners to robotics, AI, and emerging technologies. Supported by public sector and community partners, this SLA-led initiative has transformed the State property into a vibrant hub for creative learning and empowering the next generation of tech-savvy changemakers.



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#09-01, Singapore 307987

EXTRACT FROM ISBN

978-981-94-3583-8 (e-Book)

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