



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.



Zac at **Vidacity's** Fab Lab, home to Repair-Kopitiam—a community initiative tackling throwaway culture through hands-on repair workshops. As part of City Sprout's Project G.R.O.W sustainability programme, the space empowers communities to go green by reducing waste and sharing skills. The restored fans pictured here will be donated to families in need in Pasir Ris as part of the 'Repair for Good' e-waste initiative.

Man on a Green Mission:

Zac Toh

on building a sustainable future through nature, tech, and a can-do attitude

Community Builder. Modern Farmer. Tree-grower. Full-time Dreamer & Innovator. These are the descriptions on Zac Toh's LinkedIn profile. And if you know him, you know it couldn't be more spot-on. From building an urban farming community from scratch during the height of the pandemic, to helping manage one of Southeast Asia's top green commodity suppliers, to innovating nature-based solutions for some of today's biggest challenges—nothing seems to faze the 33-year-old.

In the public eye, his name is perhaps most synonymous with City Sprouts, a community-building platform and social enterprise that facilitates connections and creates shared experiences through green spaces and programmes that bridge the gap between people, food, and nature.

The story started with terrariums. At the time, Zac's business and life partner, Simone Lim, who was still in banking, was running terrarium-making workshops on the side and selling her creations at Boutique Fairs. After receiving a positive response, the duo figured, about a year later, that a permanent space would be ideal. They decided to take a chance and, in 2019, successfully won the tender for a 96,000-square-foot space at the **former Henderson Secondary School**. However, their timing coincided with the onset of the pandemic, which meant Zac and his co-founders, Simone and Chee Zhi Kin, had to hit the ground running immediately.

"Typically, if the business makes a lot of sense, then you shouldn't even do it because it's probably going to fail. So you need to start a business where people think it doesn't make sense. When we started City Sprouts, everyone thought we were crazy. We tendered with eyes half open and actually won it. It was during COVID-19. So we really struggled to build the community space. And because everyone was staying at home, we had to try everything—from online camps to one-person tours and two-person tours."

What drew Zac and Simone to participate in the tender was also the fact that the brief was particularly interesting. The first-ever integrated space of its kind in Singapore, SLA was looking to



A terrarium-making workshop for all ages at a City Sprouts farmers market.

RIGHT

■ City Sprouts @ Henderson

was established in a residential neighbourhood in the heart of the Bukit Merah estate. It features a rice paddy field, an aquaponics showcase, high-tech container mushroom farms, greenhouse plots, and a sustainability centre for workshops.



From harvesting farm produce and trialling new agricultural methods to leading tree-planting initiatives, City Sprouts collaborates with both independent and corporate volunteers to engage communities.



transform the site of the ■ former Henderson Secondary School into an intergenerational space that comprised a childcare centre, a nursing home and dialysis centre, and an urban farm. This proposition appealed to them, as they also identified the opportunity to benefit the community in the area.

“Here in Henderson, we see quite a lot of disparity. You have low-income seniors and soup kitchens alongside million-dollar properties. Our vision is to integrate the marginalised into every community we build. Wherever City Sprouts is, it has to benefit the community around it. That’s kind of our internal mandate.”

City Sprouts has also become more than just an urban farming initiative. Over the years, it has served as a test bed for innovation for startups, including Tomato Town, an urban farm that utilises the Vertical Aeroponics System to grow fruits and vegetables. Today, it operates three farms on HDB car park rooftops and owns plots far exceeding the size of City Sprouts itself.

As a social enterprise, City Sprouts is guided by three areas of social impact: Youth, Golden Seniors, and Persons with Disabilities (PWDs). For instance, Zac says they collaborate with active ageing centres to overcome space and manpower constraints, enabling them to run their programmes more effectively. He also shares how they designed a Roblox game, developed in partnership with creative technology studio, MeshMinds, to bridge the generational tech gap through a virtual reality community farm.

“We go to places like Kopitiam (the foodcourt) and hawker centres to teach some of these seniors to play Roblox, to learn the tech. Because Singapore is facing an ageing population, right? With EZ-Link cards, they recently changed to a system where you top up on your phone. But a lot of elderly are still used to topping up at 7-Eleven. So instead of telling them, ‘I teach you how to top up,’ we want to tell them, ‘We’ll play a game with you.’ And when you get volunteers to teach the elderly Roblox, they are also more excited.”

City Sprouts also works closely with organisations like the Institute of Mental Health (IMH) and Thye Hua Kwan Autism Centre to provide rehabilitation programmes and employment opportunities for their patients.

"We now have about five or six volunteers converting to full-timers. A lot of these centres have long waiting lists. So we try to help them transition into the working world and integrate them into society. We do this through training on our premises and then deploying them to other farms. We have a very strong network of different community farms—some are commercial, some are community-based—so we can deploy them accordingly."

Today, City Sprouts has expanded its footprint across the island, with locations in ■ **Henderson**, ■ **Pasir Ris**, West Coast, Punggol, and ■ **Bedok**. But like all things worth doing, the journey hasn't been without its challenges. Zac reflects on having to go through a lot of trial and error, including the hiring process.

"When the business started, a lot of people didn't want to stay because they had to work on Saturdays and Sundays, and it's very *siong* (tiring). So then we started to relook at the way we hire—from what we tell them at the start to all the compensation practices. And then it became more acceptable. Now we have a long queue of people who want to join City Sprouts."

NO PLAN B

Despite growing up surrounded by plants and the nursery business, Zac never envisioned himself staying in the industry. His family's company, one of Southeast Asia's leading wholesale landscape nursery suppliers, provides many of the trees seen in Singapore and around the region. Yet, for Zac, the early days of working at the nursery felt far from inspiring.

"I was like a labourer then. My dad would pay my brother and me \$1.50 an hour. We'll pluck weeds and add fertiliser. It made me not want to be in the industry. The only reward was if my dad was feeling generous, he'd treat us to char kway teow at the end of the session. And we looked forward to that. My holidays and off days were spent following him and working for him. It was something the family wanted me to do, although I wanted to work for \$6 an hour at McDonald's."

However, despite his initial reluctance, Zac appreciates the lessons of grit and resilience he learnt from those experiences and acknowledges the positive influence his father has had on him. Till today, Zac reveals that his father is still happily working.

"My father's dream was to start an engine workshop, but my grandfather was too fierce, so he had to take over the grass fields instead. I've never



City Sprouts' social impact programmes are centred around engaging Golden Seniors, Youths, and PWDs. The farms are designed with accessibility standards in mind—including quiet zones and wheelchair-friendly pathways.

LEFT

A wayang stage built around the banyan tree now serves as an open classroom and art space at ■ **City Sprouts @ Henderson**, bringing the community together through stories and creativity—right at the heart of the farm. Banana trees beside the stage pay tribute to Redhill's legendary tale of Hang Nadim and the swordfish, keeping local history alive in a playful way.



The "Song of the Sea" installation by GWS Living Art was awarded Bronze in the Vertical Greenery Competition at the Singapore Garden Festival Horticulture Show 2019, held at Jurong Lake Gardens.



Integrated green wall installations by GWS Living Art at Mandai Wildlife Reserve (TOP) and Mandai Rainforest Resort (RIGHT).

seen my dad give up. Even during COVID-19, when things were tough, he kept going. He's someone who has no fear. The biggest lesson I learnt from him is grit."

So at just 22, and fresh out of National Service, Zac took a leap of faith to start his own company, GWS. With no prior work experience, he dived headfirst into the unknown.

"I don't know if I was naturally inclined to start my own thing, but I've always liked being in charge. If something fails, I'd rather it be because of me than because someone else told me what to do. Since young, I've been a bit stubborn."

At the time, he had almost taken up a part-time job selling Fujitsu computers. He went through sales training for the role, but the company later asked him to sell Compaq computers instead. Uninterested in the alternative, Zac decided to pursue his own venture, marking the start of his entrepreneurial journey.

"Most people think: go to university, then start a business. If the business fails, at least you have a degree. But my take is that if you do that, you always have something to fall back on. There's a Chinese saying: 破釜沉舟 (to cut off all avenues of backing out). If you want to do something, go all in. You don't think about the alternative. You make it work somehow."

So make it work he did. At the time, Zac noticed that his father was purchasing numerous green wall systems, and it dawned on him that he could build a brand around this concept. One thing led to another, and GWS (Green Wall System)—later rebranded as GWS Living Art—was born. However, the journey was far from smooth. In his own words, he spent the first year and a half "just trolling around", followed by several years of "painful progression". Adding to the difficulty was the presence of established industry players, forcing him to "compete with giants".

"I was 21, 22. So some people looked at me a certain way. They see a young boy trying to sell a product for a cladding wall system that's over 20 storeys high, there's no way they are gonna approve it. I went into meetings, got ridiculed, and then they asked me about building codes. But I didn't mind being criticised or ridiculed. I went to BCA Academy¹ to learn more about the industry."

Zac also recalls the arduous first few years, where he had to learn the nuts and bolts of the technology required for green walls and green roofs himself. With no proper guidance, community, maker spaces or relevant programmes, it was easy to just give up at that juncture. In spite of the steep learning curve, his passion, together with a keen sense of how he could fill a gap in the market, kept him going.

"The turning point came when I realised a lot of landscapers didn't really want to install green walls or roofs or undertake the risk of installing them. To install a green wall, you need to understand many things: structure, mechanical and electrical systems, grow lights, LED chips, and how to make an ST² submission. But I'm very interested in all these, so I will read patent papers about them."

Because of this, Zac decided to specialise in installation, positioning himself as a subcontractor for landscapers and main contractors. But as a greenhorn in the building and construction industry, Zac often found himself having to learn on the job, with contractors and site supervisors becoming his unexpected teachers. He also noted how his youth was a double-edged sword.



The team who worked tirelessly behind the first shipment of trees and grass to Qatar in December 2024.

1: BCA Academy is the education and research arm of the Building and Construction Authority (BCA), Singapore. It provides quality training and education pathways for a diverse group of audience to build the capabilities of the workforce to advance the built environment sector.

2: ST refers to Structural Plans, developed by Professional Engineers to detail the structural elements of a building.



Green walls at Terminal 4 Changi Airport and Jewel Changi Airport.



Singapore's first public buses with plants installed on their roofs—touted as the first in Asia—were launched at Lakeside Garden. 'Garden on the Move' was part of a three-month study to assess whether the plants can lower the temperature inside the buses and potentially reduce fuel consumption.

The project was funded by Temasek Foundation and supported by the National Parks Board, Moove Media, and the Singapore Green Building Council.

"There are two sides to being young in this industry. One is when they see a young boy, they will *tekan* (bully). But there's also the other side, where they're very, very kind and interested to help. And when they know you're the boss, they're even more keen. So I was lucky to have met people who wanted to help me."

Eventually, Zac developed his own system to gain better control over the quality and execution of his projects. To enhance their irrigation systems, they partnered with Netafim, the global leader in sustainable irrigation solutions. These efforts paid off when the company secured its first major project, Terminal 4, at Changi Airport, followed by other high-profile projects, including Jewel Changi Airport in 2017.

Coming a long way from his early days, Zac says that failure is part and parcel of the process and shares the importance of separating your pride and ego from the work.

"At the start of GWS, a lot of the ideas I came up with didn't work. There were a lot of failures, but I don't see failure as a very big deal. I am quite fast to kill my ideas, and I just move on. I'm not a lover of solutions—I'm a lover of problems. I try to fix the problem, not fall in love with the solution. A lot of people get stuck because they're too attached to their solutions."

HARNESSING THE LATEST TECHNOLOGY FOR CLIMATE CHANGE

At the heart of Zac's work is the love for tinkering, building, and pushing boundaries. As the founder of GWS Living Art, he has made it his mission to tackle climate change through innovative, nature-based carbon capture solutions. And he does this by staying at the forefront of the latest research and scientific findings and collaborating with universities and research institutions.

"I love tinkering with stuff. I like to build products. I love technology. I love people telling me random stuff, and I love hearing different perspectives. In a way, I'm also a very *kay poh* (nosy) kind of person. I am interested in finding new ways to do things."

The company's two flagship technologies—Gaiaamat and Smart Green—exemplify this spirit of innovation. Gaiaamat, a Green Roof Mat System, was successfully patented in 2023 by the Intellectual Property Office of Singapore (IPOS) and earned Zac the BCA Innovator of the Year Award in 2017. This proprietary soil-less system uses a lightweight mat made of rockwool material, making it easier to install and maintain compared to conventional soil-based systems.

Smart Green, on the other hand, represents the future of integrating data and nature. Leveraging the Internet of Things (IoT), Smart Green's green roof and green wall systems provide health benefits, reduce pollution, and lower temperatures while creating an aesthetically pleasing design. With simple and sturdy mechanisms, they can also be installed anywhere and require low maintenance. Another interesting technology in development uses AI to recognise biodiversity through sound.

"How do we quantify the sounds of birds and nature into hard data? Because in sustainability, what can be measured gets managed. So we're building an automated recognition system that can identify birds and other biodiversity based on their sounds. We converted sound into spectrograms—essentially turning sound into pictures. This made it easier for the AI to recognise patterns and biodiversity."

One of GWS's most innovative and exciting projects was the creation of Asia's first green roof bus—an idea that almost didn't come to fruition. For two years, Zac and his team pitched the concept but were met with scepticism. Many were doubtful about the mat-based system, fearing it might fly off the roof of the bus. Egged on by his team, Zac decided to

test the system on his own car. And just as they were on the verge of giving up, Temasek Foundation stepped in with timely support.

"I thought it was okay if Singapore didn't want to do this first; I'd bring it to Guangzhou. But Temasek (Foundation) thought it was a good idea, so they backed the project. We redid all the paperwork, and everything became faster and easier. In the end, we managed to do it with SBS Transit. The results were pretty cool."

Today, GWS Living Art operates in five countries. While the company was highly active in China before COVID-19, the pandemic posed challenges. However, Zac remains undeterred and remains focused on greening technologies within cities, using different spaces to rejuvenate urban areas.

TEAMWORK MAKES THE DREAMWORK

Behind Zac's achievements, particularly with City Sprouts, lies the indispensable role of Simone—his partner in both life and business. Simone, who left her banking job in 2023 to join Zac full-time, has been instrumental in shaping the community-building and programming aspects of City Sprouts, areas Zac admits he needed her expertise in.

"When Simone came to help, I knew she could take the company to the next level. There's an X-factor that she brings. I know how to operate, clean things up, and talk about City Sprouts, but developing new programmes, understanding what the community wants, and bringing people together—that's her strength. Without her, City Sprouts wouldn't be what it is today."

Their complementary skill sets, coupled with their contrasting approach to risk-taking, make them a dynamic duo. For instance, when Simone proposed the idea of expanding a part of their business to Shanghai, it was Zac who made the call. Despite thinking it was a great idea, she needed his courage to push things forward. But when it comes to people management, Simone says that is where her strengths lie.

"I always need a backup plan. But Zac doesn't need one. He's like, 'Let's go!' Many times, I have ideas, but I don't have the guts to actually execute them. He's the one who says, 'I think this is good. Let's do it.' I think I come in more on the people side. Having been an employee, I understand how employees feel and where they're coming from. I really enjoy working with people and coming up with new ideas."

Her creativity has led to some of City Sprouts' most memorable initiatives, like the DBS Intergenerational Fashion Show, a project that brought together different age groups of people for a fun and meaningful fashion event in 2023.

CHALLENGING TIMES

The COVID-19 pandemic was one of the most challenging periods for Zac and Simone, both personally and professionally. Zac described it as a "scary period", as they had just taken over the Henderson space at the time. And to make matters worse, his family business was also struggling, prompting him to return and help. The financial strain was immense, as they were also purchasing a house then.

"At one point, my bank account had less than \$10,000 left. Simone had to step in and fork out the money for the down payment on our house, which we bought in 2019. She was still working in the bank at the time."

When asked how he overcame these challenges, he says, matter-of-factly: "Just believe."

"There's no point in worrying. If you worry, it means you didn't do everything you could. So you try to cover all bases, and whatever happens, you don't take it too much to heart."



"My dad is a very technical person. His dream was to start an engine workshop, but my grandfather was too fierce, so he had to take over the grass fields instead. I've never seen my dad give up. Even during COVID-19, when things were tough, he kept going. He's someone who really has no fear. The biggest lesson I learnt from him is grit."



Models of all ages lit up the stage in pre-loved outfits at the inaugural Intergenerational Fashion Show, held during the launch of the DBS Foundation Outdoor Theatre in May 2023. Hosted by DBS Foundation in partnership with City Sprouts, The Fashion Pulpit and Fashion for a Social Cause, the event championed sustainable style and inclusivity.



■ **Vidacity**, a sustainability innovation hub and living lab, was officially launched in May 2024, with its opening graced by President Tharman Shanmugaratnam.

The former Loyang Primary School has been transformed into a 100,000 sq ft space featuring large-scale ideathons, nature-based solutions labs, startup studios, grow spaces, makerspaces, and fabrication labs.



Reflecting on his struggles in the first few years, where there were no avenues for support or guidance, Zac felt a strong need to create a space where other startups could thrive with the right resources and community.

VIDACITY: A HUB FOR INNOVATION AND COLLABORATION

With support from SLA, Enterprise Singapore, and the SG Eco Fund, he launched ■ **Vidacity** in May 2024. Located in the former Loyang Primary School, ■ **Vidacity** brings together diverse stakeholders to tackle sustainability challenges through programmes,

spaces, and events designed to foster collaboration, innovation, and positive change.

At its core, it aims to redefine how startups and innovators learn, grow, incubate, and cultivate more startups.

"If we are going to succeed, we'll need a wave of innovative startups and entrepreneurs. But in Singapore, there's a lack of consolidated resources for early-stage startups across various sustainability sectors that require hardware and space—making it particularly challenging to source funding, secure Proof of Concept partners, or get the Go-To-Market support needed to scale."

What sets ■ **Vidacity** apart in its work with startups is its ability to transform spaces into living labs—enabling them to test, adapt, and deploy real-world solutions faster.

"With ■ Vidacity, what we're trying to do is to unscrew and re-screw the learning process. We want people to rethink learning and success in Singapore and bring in fun and curious ways to learn. Vidacity is about pushing boundaries."

SINGAPOREAN PRIDE

Zac envisions ■ **Vidacity** as a catalyst for transformative entrepreneurship and is optimistic and excited to see how things unfold.

Zac takes pride in Singapore's global reputation, highlighting how being from Singapore carries weight overseas. Despite its small size, the country has consistently punched above its weight.

"When you tell people you're from Singapore, they know you're legit. It's like saying apple means apple—no surprises. That trust is invaluable."

This extends to Singapore's ambitious sustainability efforts, he says. The nation's pledge to achieve net-zero emissions by 2050 is a significant

“IF YOU
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RIGHT

This artist's impression of **City Sprouts @ Bedok**—located on the former grounds of Kampong Chai Chee Community Centre—depicts its transformation into a vibrant, sustainable, and inclusive intergenerational community hub.

Zac & Simone's advice to the young:

1. Be contented, yet not contented

"You should be grateful for what you have, but never rest on your laurels. The moment you think you're successful, that's when things start to go downhill. I like to always be on the edge."

2. Embrace discomfort

"I don't like people to be too comfortable, and I don't like to be too comfortable myself. When you're too comfortable, you lose the traits that push you to achieve more. That's why I'm a bit chaotic—I want to keep everyone, including myself, on their toes."

3. Gain diverse experiences

"Young people should travel and work abroad—go to places like Thailand or China. By working in different societies and economic systems, they can discover their own passions. Only then can they figure out how to contribute to society or the economy."

4. Challenge your limits

"When you're comfortable and not challenged, you're not learning. I motivate my team to challenge their limits because I want them to know what they are capable of. If I don't push them to be a better version of themselves, I'm not a good manager."



commitment. He points out that while Singapore has made strides with solar energy, even installing panels on reservoirs, solar power currently meets only about 10% of the country's energy needs. However, he has faith that Singapore can meet its net-zero target, even if the journey is challenging.

LATEST PLANS

The latest two initiatives that City Sprouts is rolling out include a Social Entrepreneurship Programme and a Cat-Assisted Therapy Centre.

Developed with DBS Bank, the Social Entrepreneurship Programme aims to teach students about social enterprises and financial literacy. After giving talks at schools for the past two years, they noticed the growing interest that schools and students have in entrepreneurship. The programme, now being piloted with secondary school students, includes five sessions where kids learn about social problems, product development, and building an inclusive society.

Meanwhile, at **City Sprouts @ Bedok**, a feline-assisted therapy centre is taking shape. Located within the HDB neighbourhood, it houses a Cat Community Garden in collaboration with Wildflower Studio—a social enterprise that's engaged with partners like the IMH, SHINE, and Stroke Support Station. The idea? To support the emotional well-being and social connection for vulnerable groups, advocate for the adoption of rescue cats and foster intergenerational bonding through volunteer opportunities with active ageing centres and nursing homes.

"It's about responsible pet ownership and using animals as a medium for therapy. The space also encourages community involvement, with volunteers and friends coming together to care for the cats and support one another."

Whether it's innovating green solutions, expanding their community-building efforts, supporting up-and-coming startups, or scaling their business overseas, Zac and Simone are a testament to the fact that anything is possible—when you dare to dream.

I am unlimited when... I dream. (Zac)
I am unlimited when... I am a mum. (Simone)

"When we think unlimited, we often envision a very modern, perhaps even futuristic, sci-fi world. In sci-fi, you have a tiny planet, a mere dot, with drones orbiting around it. The concept of space is also figurative—it doesn't have to be physical. When we started in Henderson, it was just a field, essentially land. But it evolved into a community space. And this space lives in people forever. Land is just land, but space is memory—a shared memory. The same space can hold very different meanings for different people."



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.



↑ ■ **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.



↓ 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.



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.

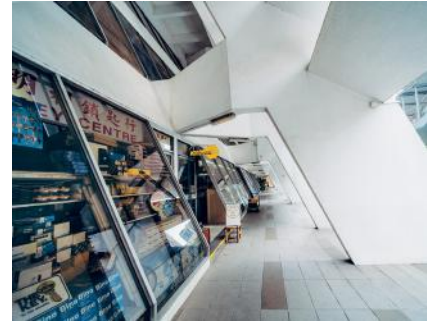
↓ **Smith Street**—named after Sir Cecil Clementi Smith, Governor of the Straits Settlements—is a heritage-rich enclave in Chinatown where conserved shophouses and pedestrian-friendly spaces bring the area's storied past to life. Once known as Hei Yuen Kai or "Theatre Street" and home to the iconic Lai 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 Eunus** is now home to ■ **Vivistop Kampong Eunus**, 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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