



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.



Jaelle is shot at 1925 Quarters, located at ■ [79-95 Hindoo Road](#). This property in Little India was originally built in 1927 as the quarters for junior Asian staff of the Municipality of Singapore. Today, it has been repurposed as a co-living space, as part of SLA's efforts to unlock the value of State properties that are attuned to evolving lifestyle needs.

The Modern Agora:

Jaelle Ang

on reimagining the co-working space in an experience economy

In ancient Greek cities, the Agora was an open space for citizens to gather over various activities, whether commercial, political or social. It was located centrally and was considered the hub where trades of all kinds took place. Today, Jaelle Ang, CEO and co-founder of The Great Room, a premium hospitality-centric co-working operator headquartered in Singapore, terms the office or at least her vision of the office a “modern Agora”.

“We believe that the office is not just a place to be productive. It’s the modern Agora. It’s a space for learning and exchanging because things are moving so fast. It’s also a container for social capital, connections, events, community, water cooler gossip, and casual collisions.”

Since 2015, the company has established 12 co-working spaces across Asia Pacific, including Singapore, Bangkok, Hong Kong and Sydney. And this all started when Jaelle sensed that there was a big gap in the market to fill.

“So there is the backpack brigade—the startups, and they love the co-working spaces. But there are also the grown-ups. However, the grown-ups were stuck with kind of just a service office. There’s the traditional old economy, and there’s the experience economy. So I thought, ‘Is there a space where—I want to get things done, I’m a professional, I’m a high performer, but I also want to play, and I care about the experience economy.’”

SOLVING FOR SOMETHING DIFFERENT

While offices are too stifling, the home too isolating, and cafes too informal and unreliable, Jaelle says that the co-working space occupies a nice in-between. However, even before the pandemic, she observed that co-working spaces were mostly perceived as being “cheap and cheerful”. It was a highly competitive and rather unexciting market. With many players and no premium offering, it was often reduced to a basic, perfunctory experience. Jaelle, however, was determined to solve for something different. She believed that people wanted more than just flexibility.

In the old days, she explains, grand mansions and castles often featured a space informally known as The Great Room. Located at the heart of the property, it was where everyone gathered.



Jaelle launched her very first venture—Art Bug, an art school for children. Noticing a shortage of specialist art teachers for kids aged 5 to 12, she saw an opportunity to fill the gap. She collaborated with educators and principals to develop a tailored art programme for young learners.

This design typology, she says, was something architects sought to recreate in hotels, aiming to capture the same sense of warmth and community.

“We liked the idea that this is where people gather over great food and great conversations, where it’s always buzzing and heartfelt. It was a working name for the longest time until we had to register the business. I was like, let’s just use The Great Room—three simple words, culturally appropriate in any geography, and possibly global.”

After viewing over 60 buildings in Singapore, Jaelle signed her first lease with CapitaLand in 2015. She describes herself as *gungho* at the time. Being the first co-working office at One George Street, in a Grade A office she notes how other players started entering that space soon after.

“Looking back, I’m not sure why they trusted me to lease 15,000 square feet. After just viewing the deck and meeting me, I signed my biggest cheque ever. That night, I couldn’t sleep. Our goal was to open at 50% capacity. We marketed heavily and did many things, but on the opening day, we were only at 8%. It was terrifying.”

Despite this uncertain start, The Great Room has come a long way. For one, Jaelle shares the importance of thinking like a “small giant”, even from the very beginning. This mindset spurs the team to work towards a bigger vision, one that includes expanding across the region and globe.

Next, a strong brand identity was also vital to the success of the business. The company established a comprehensive playbook of standards, design language, and vocabulary to ensure consistency across all spaces, creating a unified brand and experience. In addition, the emphasis on “performance, play, and purpose” guides their vision, as Jaelle says these are the three key things their audience looks for.

“High performance is table stakes. So when I come into work, I want to be productive. I want great acoustics, good cyber security, and a conducive workspace. These are quite basic, but not all operators have them. Next is play; the workspace must be a great container for that play element. And the third one is, of course, purpose”.

Today, Jaelle says they are committed to securing at least 50% of pre-sales before starting any construction, something they have learnt since the days of starting at 8%. Their global ambitions of being a not-so-small giant also came true in 2022, when they became part of US flexible workplace provider, Industrious, a platform with a network of 150+ locations across 65 cities. This formed part of their push for international expansion and served as the APAC arm of the business. In 2025, Industrious was acquired by the largest global real estate company, CBRE Group, for \$800 million.

FIRST LOVE: ARCHITECTURE

Reflecting on her journey, Jaelle describes her path as “meandering”. What began as a dream to become an architect took an unexpected turn, leading her into the worlds of entrepreneurship, business, and ultimately, real estate. Having always wanted to be an architect, she studied at the prestigious Bartlett School of Architecture in London after completing her studies at Raffles Girls’ School and a boarding school in England. She explains how architecture represents a confluence of all the things she loves: history, geography, people, and finance. Slated to start work in New York at an architectural firm after graduating, her plan was unfortunately thwarted by the incidents of September 11.

During this period, Jaelle started her own venture, an art school for kids



called Art Bug, and through the experience, she felt the need to equip herself with the business skills she was lacking. So she decided to return to school, pursuing her MBA at Imperial College London.

"I wanted to be an entrepreneur. But there were tools missing in my toolkit. So I wanted to collect certain tools and skill sets and expand my network. Firstly, being away from Singapore for a long time, I didn't have the network. Secondly, I felt there was a big gap in my understanding of economics and financial markets. It was clear that my business would only grow to the extent and scale of my own growth. Business school felt like the right thing to do."

After her MBA, she honed her business skills at Citibank and Credit Suisse in the area of business strategy and mergers and acquisitions. The toolkit she picked up at the global banks set the stage for the subsequent sale of Art Bug when it grew to a size of 40 schools.

Later, after a serendipitous encounter with the CEO of Country Group Development, a Thailand-based property development startup, she made the decision to return to her first love—real estate.

FROM FISH MARKET TO AWARD-WINNING LUXURY HOTEL AND RESIDENCES

In 2009, Jaelle left her job at the bank, packed her bags, and relocated to Bangkok to pursue an opportunity to develop a prime piece of riverfront real estate. While this new chapter proved to be exciting, she also grappled with the anxiety and stress of this change, which required her to shuttle back and forth between Singapore and Thailand, take a pay cut and, most of all, deal with a big unknown and unfamiliar territory.

"There's this 37-acre site, roughly seven times the size of the Mandarin Oriental down the road. It's one of Bangkok's last golden parcels, owned by the crown. All I could see was its exciting potential. Bear in mind, I was a bit of a closet architect while working at Credit Suisse. I was a banker, but I was always looking for a chance to build something, to create something."

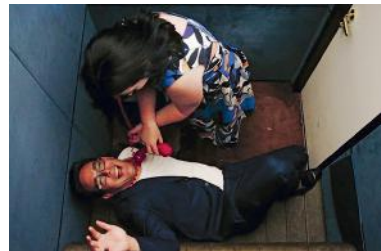
Where others saw an unattractive fish market with hundreds of squatters, Jaelle, with her architectural eye and business instincts, recognised the land's immense potential.

"I love building something from zero to one. I love messiness, because I find

LEFT AND BOTTOM

"At The Great Room, we like to say, 'It's all work, it's all play.'"

As a premium co-working space, The Great Room reimagines the modern workplace by blending the warmth of world-class hotels and the sophistication of business clubs. From zany photo booths at social events to thoughtful design touches, The Great Room makes coming to work that much more fun.





"We made it our business to make Mondays electric with our *Monday Breakfast Club* and *Turndown Carts*. We are also secretly proud of how people try to sneak into our *Great Thirstdays* because of the great company they find themselves in."

that whenever there's mess and grit, there are interesting opportunities." Her determination led her to pitch the project to over 70 hotel groups, eventually securing the Four Seasons and Capella Hotel. With no 'in' in the industry, she admits that the biggest milestone was getting the head of development to visit the site and convince them. The company acquired the land for less than \$50 million, with the project valued at \$1.1 billion, and it was completed in February 2020, after seven years and during the height of the pandemic. Capella Bangkok went on to top The World's 50 Best Hotels list in 2024, with Four Seasons Hotel Bangkok at Chao Praya River at 14th.

HOSPITALITY AT THE HEART OF THE WORKSPACE

Drawing on her experience in the luxury hospitality industry, Jaelle was inspired to infuse the same guiding philosophies into The Great Room. This simple but profound principle, borrowed from the Four Seasons, has stuck with her since.

"How can we serve a hot cup of coffee with a smile? If you want the coffee to be hot, your back-of-house has to be well-designed with the right connections and adjacency. And if you want it served with a smile, your employees have to be happy."

This attention to detail and focus on creating a welcoming atmosphere extend to the space's unique initiatives. Every Monday, *The Breakfast Club* kicks off at 8am, offering a sumptuous breakfast spread. Team leaders often hold their Monday meetings here, creating a vibrant buzz.

"It's not a blue feeling—it's a great feeling. You smell the coffee; you feel the energy. And later, at 5pm, a turn-down cart is placed on each desk, a touch of delight borrowed from the hotel industry to signal the end of the workday."

The space also fosters a sense of community through holiday parties and social events like *A Great Day* and *Great Thirstdays*. Members co-create what they would like to experience, dress up and celebrate together. As such, Jaelle is proud to share that attendance is always high. The Great Room has also hosted a gamut of events ranging from fashion, arts, philanthropy, private equity and wellness. They have also hosted fireside chats spanning the fun, the serious, and the political—*Great Minds Never Think Alike*—a staple of the space's programming.

Ultimately, being small worked to the company's advantage, as it forced them to think creatively. The questions Jaelle and her team often ask themselves are: How do we create excitement? How do we create happiness? How can we bring people in?

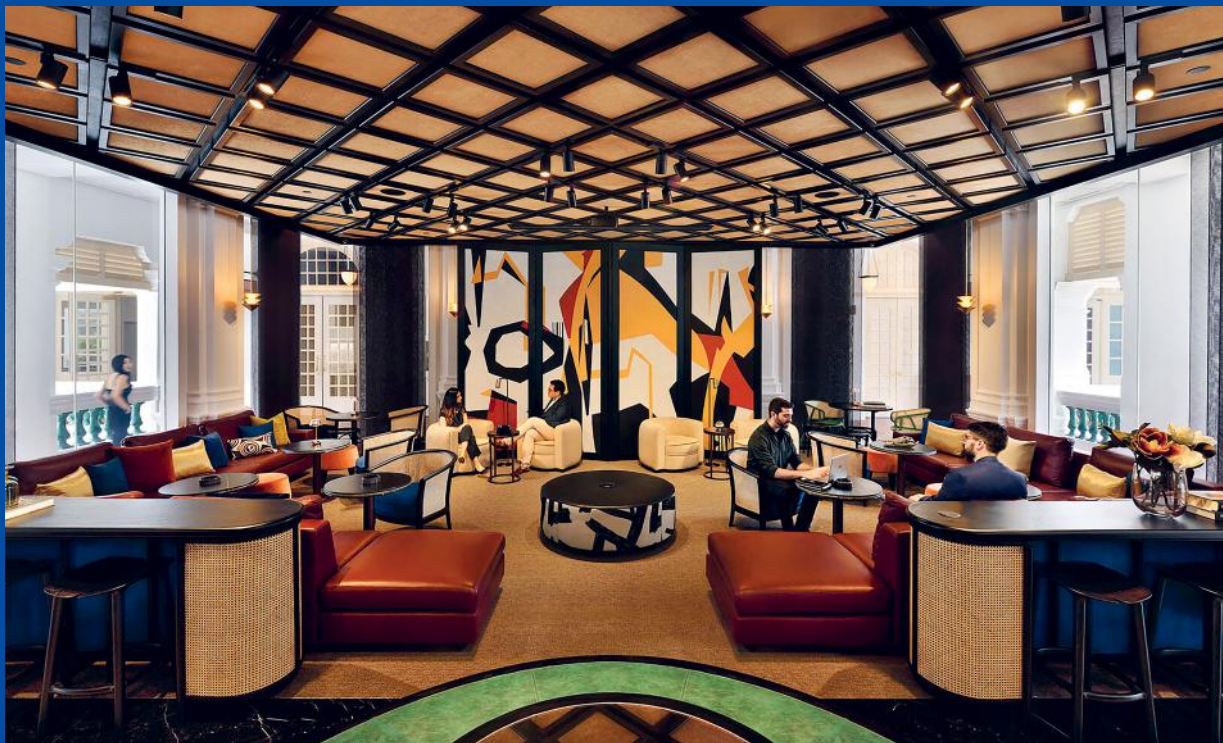
"The cost of trying was low back then. If something didn't work, we'd fail fast and move on. We took risks, and it paid off."

THE GREAT ROOM AT RAFFLES HOTEL

One project that remains close to Jaelle's heart is The Great Room at Raffles Hotel.

"I fought very hard for it. At that time, the board were very divided. We were exactly half-half. Half of us felt that it would be so iconic, so monumental; we've got to do it. But if we don't get it right, Singaporeans are going to scold us. But I think we had a really good relationship with the landlord and the hotel. To their credit, I think they were much more visionary and could see it materialise way before we could."

She recalls the numerous hurdles they faced working within a conservation building with a monument status—from persistent humidity problems and outdated electrical systems to strict regulations limiting structural modifications and renovations.



TOP: Singapore's first co-working space in a luxury hotel, The Great Room, Raffles Arcade is a premier space in a national monument, overlooking a courtyard enclosed with heritage colonnades.

BOTTOM: The Great Room, Gaysorn Tower in Bangkok, occupies 30,000 sq ft over two floors, with breathtaking 360 degree views of the city's skyline.



The inaugural session of the series *Conversation with My Mentor* began at The Great Room in 2020, with the goal of sharing stories and insights from the interactions between mentors and mentees.

The first session featured Jaelle in conversation with Mark Edleson, founding partner of GHM Indonesia, the leading global operator of Mandara Spa Asia, and founder of Alila Hotels & Resorts.



The concierge and entranceway at The Great Room, South Bridge.



The Great Room, One George Street.

"None of our interesting technology, like door technology or sensors, works. So we had to rethink everything. We had to think of everything in a deconstructed way because you can't move any walls. The space is essentially a glass box in the middle of the shopping arcade, so people can see everything from all angles and come from anywhere. Typically, the view of the office is set, which is your wonderful hero shot, your first impression. Now, because people could come from anywhere, we had to rethink the hero view. There is no back of house; you can't hide anything messy and dirty. So it was quite challenging."

They eventually pulled through, and this project galvanised Jaelle's lifelong love for conservation properties. Jaelle lives in a pre-war conservation townhouse herself, and The Great Room went on to open at the former Eu Yan Sang medical hall on South Bridge Road—another conservation building in Singapore.

"After this project, we received interest and attention from different developers and hoteliers who were impressed that hotels could be reimagined in such a different way. It was not the intention, but we earned the reputation of being the ones who could work with buildings or spaces that were more challenging, weird, or strange."

TRADING ON UNCERTAINTY

In the face of global disruption, when most business leaders would play it safe, Jaelle leaned into the unknown and harnessed it.

"I view the pandemic, or any kind of crisis for that matter, as an interesting time. You know Ayrton Senna, the Formula One race car driver? He said that in sunny weather, you can overtake like three cars. In rainy weather, you can overtake 15 cars."

This racing metaphor encapsulates Jaelle's business philosophy: where others see risk, she identifies opportunities. Her company's model is built around this principle, providing flexibility when markets are most unpredictable.

"We're selling flexibility and flexible space. And when do people want and need flexibility and would pay a premium? When things are uncertain. So you can almost say that we are trading on uncertainty and volatility, whether that comes from shorter business cycles, inflation, or recession. I don't have a crystal ball, but what I know is that the world is definitely volatile and will change."

This insight has proven prescient in recent years. As traditional commercial real estate struggled with rigid long-term leases during pandemic lockdowns and subsequent workplace transformations, Jaelle's business model demonstrated remarkable resilience.

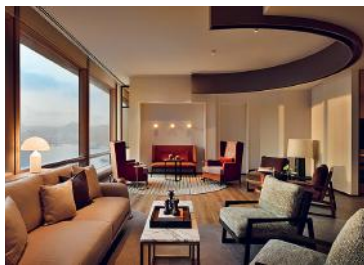
"Our business actually doesn't just thrive when companies are growing. We thrive when companies don't know what to do—to grow, to cut, to move, or to hold the space before they make bigger decisions."

OPPORTUNITIES APLENTY

Despite the proliferation of co-working spaces, Jaelle believes the industry is just in its infancy. "Right now, co-working spaces are only around 2 to 3% of total commercial real estate. Very small. So the big prediction is by 2030, it will be around 30%."

This expansion, she argues, isn't simply driven by changing workplace preferences but by fundamental shifts in corporate real estate strategies, where companies maintain both conventional and flexible workspace arrangements.

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Launched at one of the most sought-after addresses in the city, The Great Room at One Taikoo Place in Quarry Bay, Hong Kong, occupies 24,000 sq ft in Swire Properties' brand new Triple Grade-A Office Tower.

Jaelle's personal philosophies:

1. You don't need all the answers

"I don't need to know all the answers. If you have a longer time horizon then you're like 'I have time to get it right, I'm willing to learn and I don't need to know all the answers now, but I will keep going'. And sometimes it's about that endurance."

2. Be long-term greedy

"Gus Levy from Goldman Sachs said that learning to be long-term greedy is one of the things that can value-add your life most. He may be referring to investments but I think it's applicable to life as well because when you're long-term greedy, you're actually also kinder to yourself and to the people around you."

3. Make mistakes, the earlier the better

"The earlier you make mistakes, the cheaper the 'tuition fee' you pay for it. In addition, you must have perseverance and persistence. The strategy is do it now and get it done."

4. Be tenacious

"I think any founder or CEO definitely has that almost-unreasonable tenacity—a dose of foolishness combined with extreme tenacity."

While optimistic about growth, Jaelle acknowledges not every player will succeed.

"We're just starting to build, and it's growing 10 times, but that doesn't mean everyone will succeed. But I think it means that there are different segments, different brands, and different companies who will be attracted by different offerings."

LANDLORDS AS PARTNERS

Whether it's Gaysorn Tower in Bangkok, One Taikoo Place in Hong Kong, or Raffles Hotel in Singapore, The Great Room has managed to occupy some of the most coveted and enviable addresses across Asia. And the secret to convincing landlords to work with them? Jaelle emphasises the importance of forging strong partnerships and says that if they don't get it right, they simply cannot succeed.

"To set up for success, we share the good and bear the pain together, and we have long partnerships. We don't do three or six years; South Bridge is a 15-year plan. So we take a lot more time with landlords to be collaborative. And when I say partnership, it's the mindset, it's designing the space, and it's owning some of the problems that you want to solve together, whether it's your other tenant experience or increasing ancillary revenue."

BALANCING LIFE AND WORK: GLASS OR RUBBER BALL?

As if Jaelle doesn't already have enough on her plate, she is also a mother of four and describes her role as a juggler of glass and rubber balls.

"Think of yourself as a juggler, and you're juggling glass balls and rubber balls. You have to be clear about what the glass balls are and what the rubber balls are in your life. We never want any balls to drop, but if they do, you've got to make sure it's a rubber ball. It disrupts your routine, but it's going to bounce back up. In different phases of your life, you've got to know which are the glass and rubber balls, be it relationship, health, family, friends, or spirituality."

She also recalls, as a young analyst at Citibank, she asked this similar question of managing work and life to Sallie Krawcheck, the then CFO of Citibank, and the response she got has since been seared in her memory.

"Sallie said this to me, which sort of burst my bubble. She said that there is no such thing as balance and that it's a fallacy. I clearly remember it and loved it, but I've come to describe it a bit differently, using the juggling analogy."

THE FUTURE IS BRIGHT

Right now, Jaelle remains optimistic and excited about the opportunities that the future holds for the co-working space. Brimming with ideas, she professes she is foremost a learner, always relentless and always ready to challenge the status quo, while remaining firmly pragmatic.

"I have many ideas every day. So many that my friends don't want to listen anymore. They ask me to put them in a jar and to only tell them the nines, not the sevens, eights or whatever. So I put them in there. I think about many things, but I'm also rather singular. I mentioned co-working is going to expand by 10 times. I'm so excited by that opportunity."

When I think unlimited, I
think of...
the growth that comes
from curiosity.

I am unlimited when...
I work towards something
bigger than myself.



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.

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➔ 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.

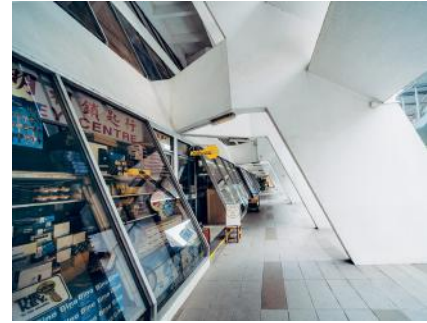
↓ **Smith Street**—named after Sir Cecil Clementi Smith, Governor of the Straits Settlements—is a heritage-rich enclave in Chinatown where conserved shophouses and pedestrian-friendly spaces bring the area's storied past to life. Once known as Hei Yuen Kai or "Theatre Street" and home to the iconic Lai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

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