

## BRINGING QUALITY JOBS CLOSER TO HOME

1. The success of Singapore's economy has contributed to the good living standards we enjoy today. To sustain a vibrant economy with a wide variety of jobs and opportunities that meets the needs and aspirations of our people, the Draft Master Plan 2013 will set aside sufficient land to grow our economy and bring quality jobs closer to home. As we strengthen our city centre and employment centres, we will also make a greater effort to decentralise jobs and create new hubs for businesses.

### **Sustained growth of the city centre**

2. Our Central Business District (CBD), which includes Marina Bay, is regarded as the heart of our economy, particularly for the financial and business sector. We will continue to grow the CBD and Marina Bay area with new offices, retail space and residences. Redevelopment sites and future sale sites near Tanjong Pagar MRT station will also provide opportunities for rejuvenating the CBD with a mix of office, residential and hotel uses.

3. Marina Bay will offer at least another one million sqm of office space within the Central Area in addition to the 6.5 million sqm already available. More jobs will also be created at a new shopping and entertainment belt along Bayfront Avenue stretching from Marina Bay Sands to Marina Bay Station Square. This new retail belt will form a key link in the necklace of attractions all round the Bay.

### **Continued development of regional commercial hubs**

4. We will continue to strengthen key growth areas like Jurong Lake District, Tampines Regional Centre, Paya Lebar Central and one-north.

5. The expansion of office, retail and entertainment amenities at these areas will provide businesses with additional choices for locations and increase the range and variety of live-work-play options for residents staying nearby. Besides having more choices for quality jobs and amenities, working nearer home will help these residents cut down on their commuting times.

6. One of the major new initiatives is the North Coast Innovation Corridor that will begin to take shape with exciting new developments at the Woodlands Regional Centre and the Punggol Learning Corridor and Creative Cluster. This will become an attractive major employment node for residents in the north and north-eastern part of Singapore.

#### Woodlands Regional Centre

7. Envisioned as Singapore's northern gateway, the Woodlands Regional Centre was identified under the Land Use Plan as part of the decentralisation strategy to bring jobs closer to homes and add more business hubs outside the city centre. With over 100 ha of land available for expansion, it is planned to be developed over the next 10 to 15 years as a vibrant live-work-play environment that will serve as the key commercial cluster in the north. It will be well-connected to the city via the future Thomson MRT Line and to Malaysia via the future cross-border rail link.

8. The Woodlands Regional Centre comprises two districts, Woodlands Central and Woodlands North Coast. To capitalise on the enhanced connectivity, the development of Woodlands Regional Centre will begin with the sale of a commercial site near the Woodlands MRT station in December. When fully developed, this regional centre will offer approximately 100,000 new jobs.

9. Woodlands Central is planned to be a pedestrian-friendly regional retail hub with new offices, retail shops and a pedestrian mall running through the heart of the district. This pedestrian mall will not only provide a seamless connection to the Woodlands MRT station and bus interchange, but will also be a focal point for community events.

10. Green boulevards will run through the commercial core of Woodlands North Coast while streets lined with eateries and amenities will serve office workers and visitors. Woodlands North Coast will house the first business park cluster in the north. An area will be set aside for Small & Medium Enterprises (SMEs) who may not need to be located in the city, but would still like to be located near transport nodes. The SMEs located here can also benefit from the proximity to Malaysia with the future cross-border rail link.

#### Punggol Creative Cluster and Learning Corridor

11. The Punggol Creative Cluster will house innovative industries with green areas, community spaces and waterfront views that will provide an attractive work and play environment. The Learning Corridor will be anchored by a tertiary institution and have strong ties to the Creative Cluster.

#### **New industrial hubs and business parks**

12. More industrial hubs will be developed to meet the diverse needs of high-value industrial activities, and create new jobs for residents living nearby at the same time. Located in areas such as Seletar and Jurong West, each hub will have a different economic focus.

#### Seletar Aerospace Park

13. The 320 ha Seletar Aerospace Park is a major integrated hub developed by JTC Corporation (JTC). About half the land in the Park is used by the Seletar Airport while the remainder is used for the aerospace industry. Phases 1 and 2 of the Park's development have been completed, and Phase 3 of its development is underway. When fully completed, Seletar Aerospace Park will create up to 10,000 jobs and generate highly skilled employment opportunities.

14. The Park hosts a wide range of aerospace activities including maintenance, repair and overhaul services, manufacturing and general assembly of aircraft engines and components, business aviation, training, and R&D. The clustering of aerospace-related operations and businesses in the Park is intended to help companies located there derive benefits from economies of scale and the many synergies from being in an integrated environment. There is also significant scope for new industry collaborations through the Park's shared infrastructure, close proximity of suppliers, customers and partners within a tightly-knit aerospace business community.

15. To enable a quick start for new entrants in the Park, the high-rise JTC Business Aviation One accommodates companies supporting the business aviation sector and other support services. The Park also offers ready-built standard factories targeted at companies engaging in maintenance, repair and overhaul activities as well as manufacturing of aerospace components. To date, the Park has attracted strong international interest. Global leaders such as Rolls-Royce, Eurocopter, ST Aerospace and Pratt and Whitney, as well as homegrown players such as MAJ Aviation and Wah Son Engineering. The Park is set to play a pivotal role in the growth of Singapore's aerospace industry

### Defu Industrial Estate

16. Defu Industrial Estate is envisioned to be redeveloped as a green and sustainable industrial park of the future. Over the next 15 to 20 years, the existing factories at Defu Industrial Estate will be progressively replaced with new industrial complexes. It will be revitalised into a modern industrial park, complete with landscaped greenery and environmentally sustainable features, and be renamed Defu Industrial Park.

17. The new industrial park will eventually house three key zones. The northern and central zones will be safeguarded for strategic industries such as logistics, precision engineering, infocommunications and media, electronics, clean energy and biomedical. The southern zone will be set aside for new modern industrial complexes to house the existing factories in Defu Industrial Estate. The existing food-related companies will be re-located to Bedok Food City.

18. When fully redeveloped, the total amount of factory floor space of the new Defu Industrial Park will be increased five-fold to 2.1 million sqm of industrial space, which will help meet Singapore's future industrial needs.

### Lorong Halus Industrial Park

19. The Lorong Halus Industrial Park, which is over 100 ha in size, will be Singapore's first industrial park built on a former landfill. It is envisioned to be a next-generation industrial park that will incorporate topographic features of the existing landfill. The land parcels fronting Sungei Serangoon will incorporate greenery along an activity-filled riverfront and will be integrated with supporting recreational amenities and spaces for the public.

20. Catering to light and clean industries such as food, lifestyle and logistics, Lorong Halus Industrial Park will be developed to become a major employment centre and provide more jobs closer to homes in the North-East region.

### Integrated industrial township

21. 2 West is envisioned as a future mixed-use integrated township comprising the 50 ha CleanTech Park, Nanyang Technological University (NTU), Wenya Industrial Park, and part of the future Tengah Town. Developed in the western part of Singapore, 2 West will integrate residential, industrial, business, educational and research uses, creating a unique work, live, play and learn ecosystem that is integrated within a manufacturing environment. It will potentially be served by underground and above-ground people and goods-mover networks, and linked via multi-purpose elevated decks for enhanced liveability and mobility.

22. Besides the ongoing developments in CleanTech Park and the expansion in NTU, Wenya Industrial Park will be opened up progressively. Google Asia Pacific Pte Ltd, for example, is currently constructing a three-storey data centre at Wenya Industrial Park that is scheduled for completion by 2013. It will host Google's full product line for South East Asia.

### CleanTech Park

23. JTC is developing CleanTech Park to support Singapore's position as a clean technology hub. The Park was planned, designed and developed with an emphasis on retaining the natural environment and biodiversity of the area. Located next to NTU, the Park is set to promote the cross-fertilisation of ideas between academia and industry.

24. JTC CleanTech One, the first building in the Park, provides specialised business park, laboratory and office space, and has clustered a vibrant mix of cleantech companies and research institutes together to foster innovation in this emerging sector. It is currently home to local and international industry leaders such as DHI Water & Environment, a Danish firm specialising in water and environmental research, and consultancy Pfizer, one of the world's largest research-based pharmaceutical company. Public sector organisations located in CleanTech One include the Nanyang Environment & Water Research Institute and the Energy Research Institute.

25. With a strong representation of cleantech R&D and businesses, JTC CleanTech One is well placed to serve as a living laboratory to test-bed and showcase yet-to-be commercialised innovative solutions. The second development in the Park, JTC CleanTech Two, will be completed in 2014 to cater to new demand for space from industry players.

### **Rejuvenation of industrial estates**

26. JTC is currently rejuvenating existing industrial estates as part of its long-term goal to increase land productivity while maintaining a pro-business environment. These industrial estates are strategically located close to residential estates, public transport nodes and amenities to support the industry's higher employment base.

#### Tanjong Kling and Tukang Innovation Park

27. Tanjong Kling in Jurong will be redeveloped into a focal point for high value-added manufacturing activities in food, electronics, environment technology, oil and gas.

28. Work has commenced to transform Tukang Innovation Park to offer a conducive business environment for forward-looking corporations engaging in knowledge-centric and innovation activities. The Park is also home to the MedTech Hub, dedicated to growing the medical technology industry and set to house a cluster of manufacturers, suppliers and service providers.

#### Tuas Biomedical Park

29. Tuas Biomedical Park is a world-class manufacturing hub developed by JTC for the biomedical industry. Located at the western tip of Singapore, the 312ha Park hosts process development and manufacturing operations of major pharmaceutical, nutritional, biologics and medical technology companies. The success of the Park hinges on its dedicated "plug-and-play" infrastructure, which has generated economies of scale, enabling companies to reduce start-up costs. The clustering of biomedical companies here has enabled them to benefit through creating synergies and the sharing of services and infrastructure.

30. Today, the Park is home to a vibrant and growing biomedical manufacturing community comprising leading global biomedical companies such as Abbott, GSK, Lonza, MSD, Novartis, Pfizer and Roche. The presence of these large biomedical players has created opportunities for collaborations and spin-offs for our SMEs, which are an integral part of the biomed manufacturing ecosystem. JTC is developing BioMed One to help manufacturers achieve cost-competitiveness and higher efficiencies through demand aggregation. To be completed in 2015, the building is an integrated one-stop facility which will consolidate shared facilities, amenities and a vendor's hub for the Tuas Biomedical Park community.