

## <Case Study Title>

<Sample text> The Singapore government has a well-deserved reputation for its long-term, forward looking approach to land use planning, earned largely because of its success in transforming the island-state from a chaotic ‘third-world’ country without adequate housing, basic sanitation and infrastructure in the 1960s, to the gleaming, efficient, well-run city it is today.

In recent years however, Singapore has experienced rapid population growth, largely due to immigration. As infrastructure growth could not catch up, the planning system was “thrown out of gear”<sup>1</sup> creating an unprecedented infrastructural crunch. In Mass Rapid Transit (MRT) stations, dense crowds would gather on the train platforms during peak hours, unable to squeeze onto the overcrowded train carriages. At the same time, house prices rose faster than income growth, due to a combination of the global liquidity glut, low interest rates, as well as public housing shortages.<sup>2</sup> As the rapid increase in numbers of foreigners introduced unfamiliar frictions into Singapore’s societal and political fabric, public dissatisfaction grew.

In response to growing public concerns over the long-term viability of its population policies and liveability of the island, the Singapore government formulated and released a Population White Paper<sup>3</sup> titled “A Sustainable Population for a Dynamic Singapore” in January 2013. This paper was presented as “a necessary relook” at the responses needed to tackle the various challenges that had arisen. At the same time, the White Paper set out to address a demographic challenge that Singapore faced: an ageing population coupled with extremely low fertility rates.

### <Level One Main Heading>

The policy roadmap set out in White Paper was described as a major shift in policy where the rate of workforce and population growth would be slowed, compared to their recent trajectories.<sup>4</sup> Key proposals from the White Paper included more generous incentives to encourage Singaporeans to have children, and for Singapore to take in a controlled stream of new citizens and Permanent Residents to counteract the effects of an ageing population. The White Paper also envisaged a larger proportion of Singaporeans taking on Professional, Managerial, Executive and Technical (PMET) jobs, thereby creating the need for additional foreign workers in lower-skilled jobs. At the same time, high-skilled immigrants would also be needed to provide skills, expertise and access to new markets. The government would also plan Singapore’s

---

<sup>1</sup> Teo Chee Hean, “Opening Speech at the Parliamentary Debate on Population White Paper”, February 4, 2013, <http://www.straitstimes.com/sites/straitstimes.com/files/DPM%20Opening%20Speech%204%20Feb%202013.pdf>

<sup>2</sup> Khaw Boon Wan, “2013 Budget Debate – Shaping Housing Policies Together”, accessed November 4, 2013, [http://www.mnd.gov.sg/budgetdebate2013/speech\\_kbw.htm](http://www.mnd.gov.sg/budgetdebate2013/speech_kbw.htm)

<sup>3</sup> A White Paper refers to a policy document issued by the government to explain or discuss matters. White Papers are often presented for debate in parliament.

<sup>4</sup> Teo, “Opening Speech”.

---

*This case was written by <name/s> under the guidance of <name>, <Lee Kuan Yew School of Public Policy (LKY School)>, National University of Singapore and has been funded by the Lee Kuan Yew School of Public Policy. The case does not reflect the views of the sponsoring organisation nor is it intended to suggest correct or incorrect handling of the situation depicted. The case is not intended to serve as a primary source of data and is meant solely for class discussion.*

Copyright © <yyyy> by the Lee Kuan Yew School of Public Policy at the National University of Singapore. All rights reserved. This publication can only be used for teaching purposes.

infrastructure developments well in advance, and implement them in a timely and effective way, with a buffer built in where possible.

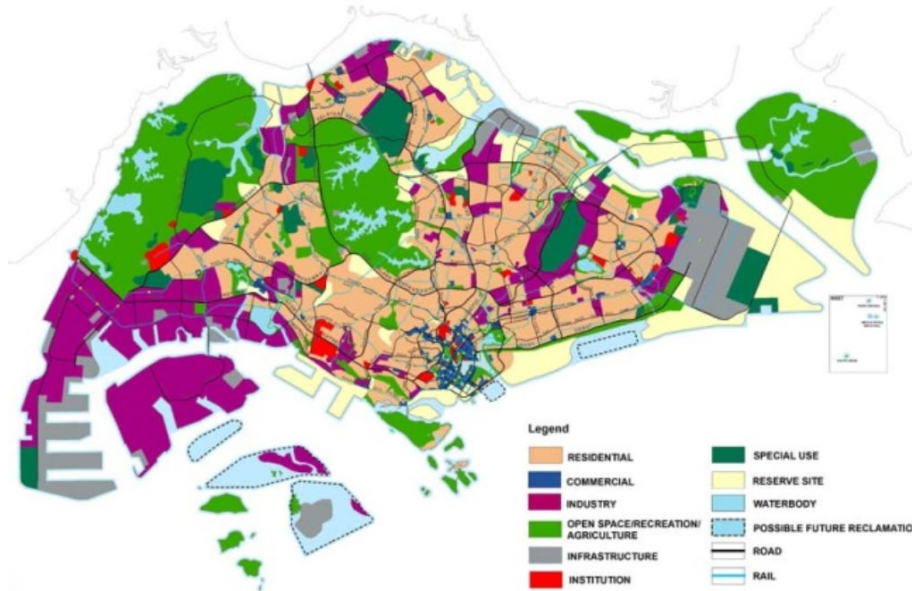
The Population White Paper estimated a population of 6.5 to 6.9 million people<sup>5</sup> by 2030, based on anticipated birth rates, life expectancies, as well as the need for immigration and foreign labour based on the country's social and economic needs. In tandem with the Population White Paper, a forward-looking Land Use Plan was presented to the public, which articulated the government's proposed land use and infrastructure development strategy to support a population of 6.9 million by 2030.

**<Level two sub-headings>**

Long-term, forward-looking planning is firmly entrenched as an integral part of Singapore's land use development process. Singapore's Concept Plan, a strategic, long-term land use and transportation plan drawn up to guide the city-state's development over the course of 40 to 50 years, is reviewed every decade.

As its name suggests, the Concept Plan is conceptual; the finer details of precinct design, precise land-parcel configuration, zoning or even plot ratio are thus not spelt out. Rather, the Concept Plan maps out a structure for Singapore's urban development on a broad, island-wide basis. For instance, it proposes the location of future housing, commercial, industrial clusters, as well as where major infrastructure projects (e.g. the MRT Network, reservoirs) will be needed and provided. Green spaces (e.g. Nature Reserves and Nature Areas, parks and open spaces) are also safeguarded. Exhibit 1 shows the Concept Plan that was published in the 2013 Land Use Plan report.

Exhibit 1: Concept Plan 2011



Source: Urban Redevelopment Authority, "Past Long Term Plans", <https://www.ura.gov.sg/Corporate/Planning/Long-Term-Plan-Review/Past-Long-Term-Plans>

---

<sup>5</sup> This would consist of 3.6 to 3.8 million citizens, 0.5 to 0.6 million PRs and a non-resident population of 2.3 to 2.5 million.