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THE PRESIDENT HAS SEEN...

July 15, 1976

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Presidential Initiatives Between Now
and the Nomination

Attached is an elaboration of one of last
week's five suggested initiatives - on "Aid to Cities
and Urban Counties."

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Industrial Development as an Aid to
Urban Blight and Chronic Unemployment

Background

The major older cities of the nation -- New York, Philadelphia, Boston, Detroit, Cleveland, Newark, St. Louis, etc. -- suffer from deterioration of their ratable values, outward migration of industry -- manufacturing, warehousing and distribution particularly -- and high unemployment and large welfare costs.

Any long term solution that will save these cities requires their economic revitalization -- and this means a sizeable portion of industry and jobs must be attracted back to the cities.

One significant element in this effort is Federal policy. Federal policy heretofore has encouraged urban decentralization -- the Federal Housing Authority and Veterans housing, the Federal Highway Program, Federal electrification programs, etc. If the cities are to be reinvigorated Federal policy must encourage it. This will take several major policy changes:

1. Federal setting of maximum welfare as well as minimum welfare standards.
2. Federal housing programs to reattract the middle class to the cities.
3. Federal transportation policies to encourage public transportation in cities.
4. Federal energy policies to make energy costs in cities more competitive.
5. Federal assistance for industrial development and redevelopment in cities.

Industrial Development

1. The large cities in trouble will not come out of their difficulties unless they can attract industry and employment.

2. These cities have vast areas of slums, depopulated "bombed-out" sections, which are producing little revenue and constitute not only "eyesores" but are areas of degradation, crime and delinquency, and these "rotten areas" have spread to adjacent areas. The properties in some of these areas have already been acquired by municipalities through tax delinquencies.
3. A Federal program to help acquisition of certain of these areas for industrial redevelopment would be a major assist to them. Many of these areas could be made available for industrial usage, if the land costs are written down, if they are cleared, and if the basics of utilities and transportation are provided.

Financing:

Because of the present stringencies on cities, Federal assistance would be a desirable infusion for actual progression of such a program.

Federal assistance should take two, possibly three, forms:

1. Federal funds to assist state and local government in acquiring necessary additional land, clearing sites, and in writing down land values. Municipalities would be allowed to use land they now own to match Federal funds.
2. Modification of the so-called "Ribicoff Amendment" that currently limits the amount of tax-exempt revenue bond financing for industrial development. This modification should be designed to permit larger amounts of tax-exempt industrial revenue financing for urban areas that have had consistently high unemployment.
3. Consideration should also be given to stimulating industry to locate in these areas through:
 - a. a special modification of the corporate income tax, and
 - b. an accelerated tax write-off for capital outlays.

The matching financial assistance and the liberalized "Ribicoff", and the possible modification of the corporate tax incentives, would be limited to:

1. Urban areas where there has been a rate of unemployment of more than 9% for at least two years.
2. Urban areas that have lost manufacturing, assembling, packaging or warehousing jobs aggregating more than 27% of their employment in such field.
3. Urban areas where states have authorized public benefit corporations for industrial development that:
 - a. Have power to issue revenue bonds, acquire and develop properties.
 - b. Have a continuing life and consistency of management.
 - c. Have power to lease and sell by mortgage such industrial properties.
4. And would be limited to urban areas wherein such developments are given real property tax protections.

Federal Investment

A Federal investment of \$2 billion to spur the growth of private sector employment in these urban areas of consistently high unemployment will be more than compensated for in terms of reduced welfare, crime and unemployment costs, and will be returned to the Federal Treasury in the form of additional tax revenues.

Such a Presidential initiative might well be a turning point in the long steady deterioration of our urban centers and the start of their revitalization.

The basic result would have a lasting and invigorating effect on our entire economy which will benefit all citizens.

Singapore's experience is an interesting prototype:

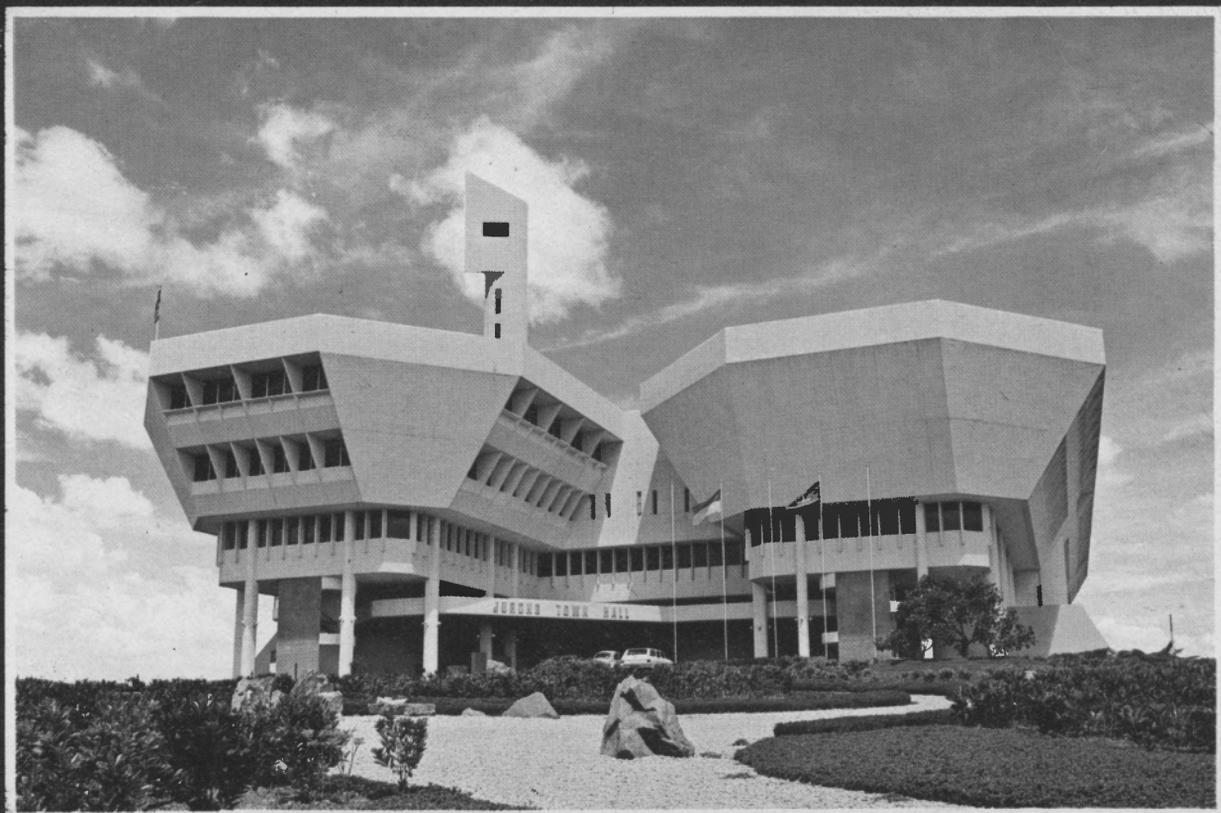
In 1964, Singapore, with a population of three million Chinese, had a per capita GNP of \$300. Singapore's leaders decided to make Singapore a haven for international corporations -- believing that the only way to prevent Communist takeover was to advance economic and social programs for the people of Singapore.

As a step in carrying out this objective, Singapore built a 8800-acre industrial park, in which over 620 corporations employing nearly 70,000 workers have located in the short space of twelve years, and the per capita GNP has gone up from \$300 in 1964 to \$2000 today -- the third highest in Asia. The program has been so successful that they are now expanding to 14,000 acres and expect to attract over 1,000 factories.

This development shows what can be accomplished by imaginative governmental policy to attract industry. I believe the basic concept is adaptable to major city redevelopment here in the United States.

A brochure of Singapore's "Jurong Town Corporation" is attached.

JURONG TOWN CORPORATION



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COVER: THE JURONG TOWN HALL	

Jurong Town Corporation's official symbol uses the initials "J.T.C." to symbolise the factories, flats and social amenities in an industrial town set against the blue ocean on which the export trade to all parts of the world will flourish. The three white lines below the initials denote water, water of the Jurong River, Kranji River and Kallang River where the Jurong Town Corporation's industrial estates are situated and water of the Jurong Port as a whole. All-in-all it is a symbol of success and prosperity as Jutown (short form of Jurong Town) implies.

INTRODUCTION

Singapore, an island on the cross-roads between east and west, and north and south, is the focal point of South-East Asian trade. With its favourable geographical location and supplemented by its large supply of efficient human resources, Singapore embarked on its industrialisation programme in August, 1961. Over thirteen years have passed and Singapore is now fast becoming a fully industrialised state, through the vigorous implementation of its industrial development and promotion programme.

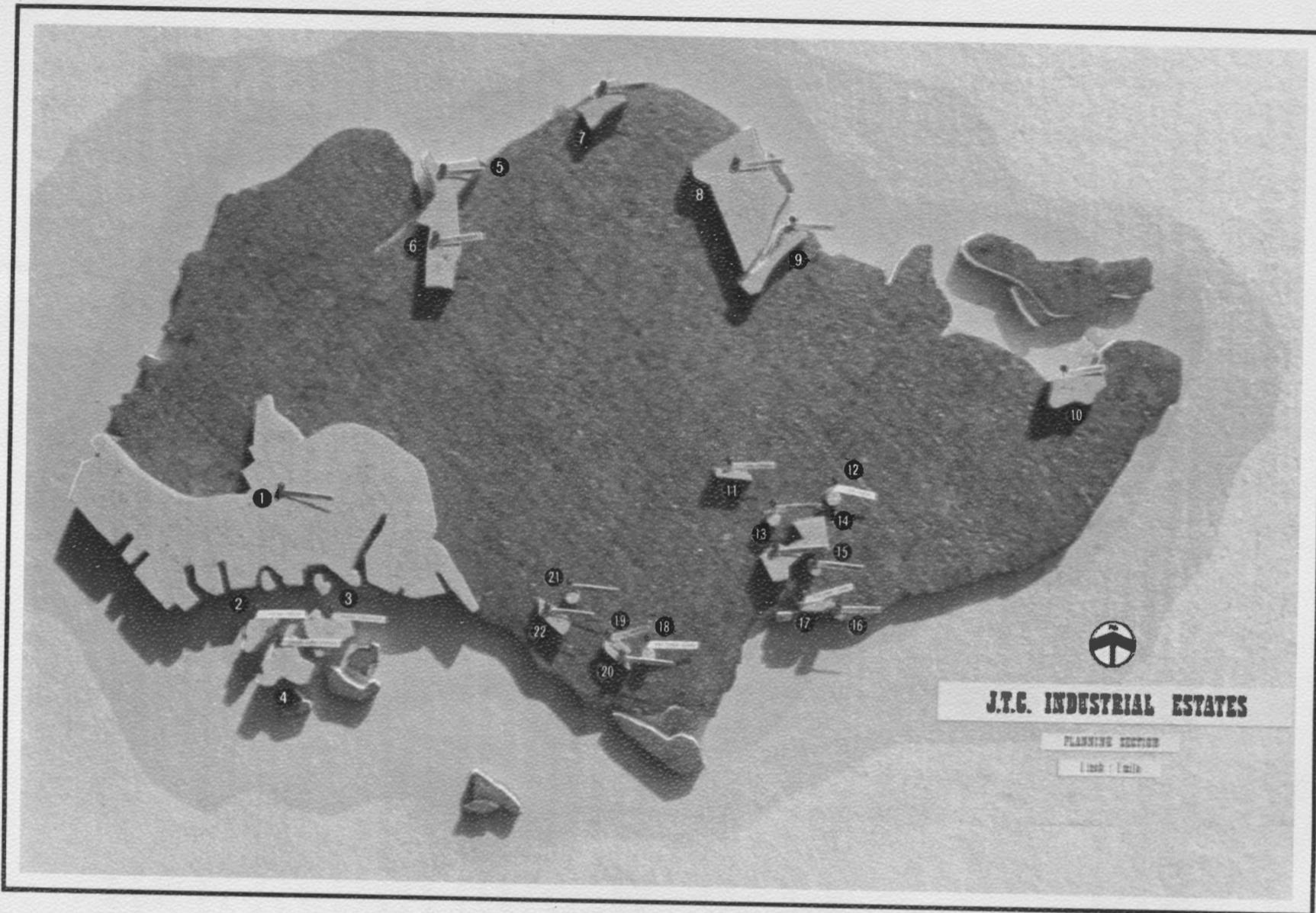
JURONG TOWN

The island's largest industrial estate is in Jurong Town, in the south-west corner of Singapore. Out of the barren hills and swamplands has grown a Town which today is a land-mark for industrialisation in Singapore. The Corporation has prepared land for industrial use at a rapid rate of almost 404 hectares (1,000 acres) per annum and to date 3,573 hectares (8,832 acres) of land has been prepared. Another 283 hectares (700 acres) of land is under preparation and is expected to be completed within the next 18 months. The first phase of development of this Town covered an area of about 1,447 hectares (3,650 acres) and was completed towards the end of 1968. The second phase of development was to the west whilst the third phase was the reclamation of swamplands east of Jurong River and in Lokyang to the north. Much of these areas have already been allocated to industries.

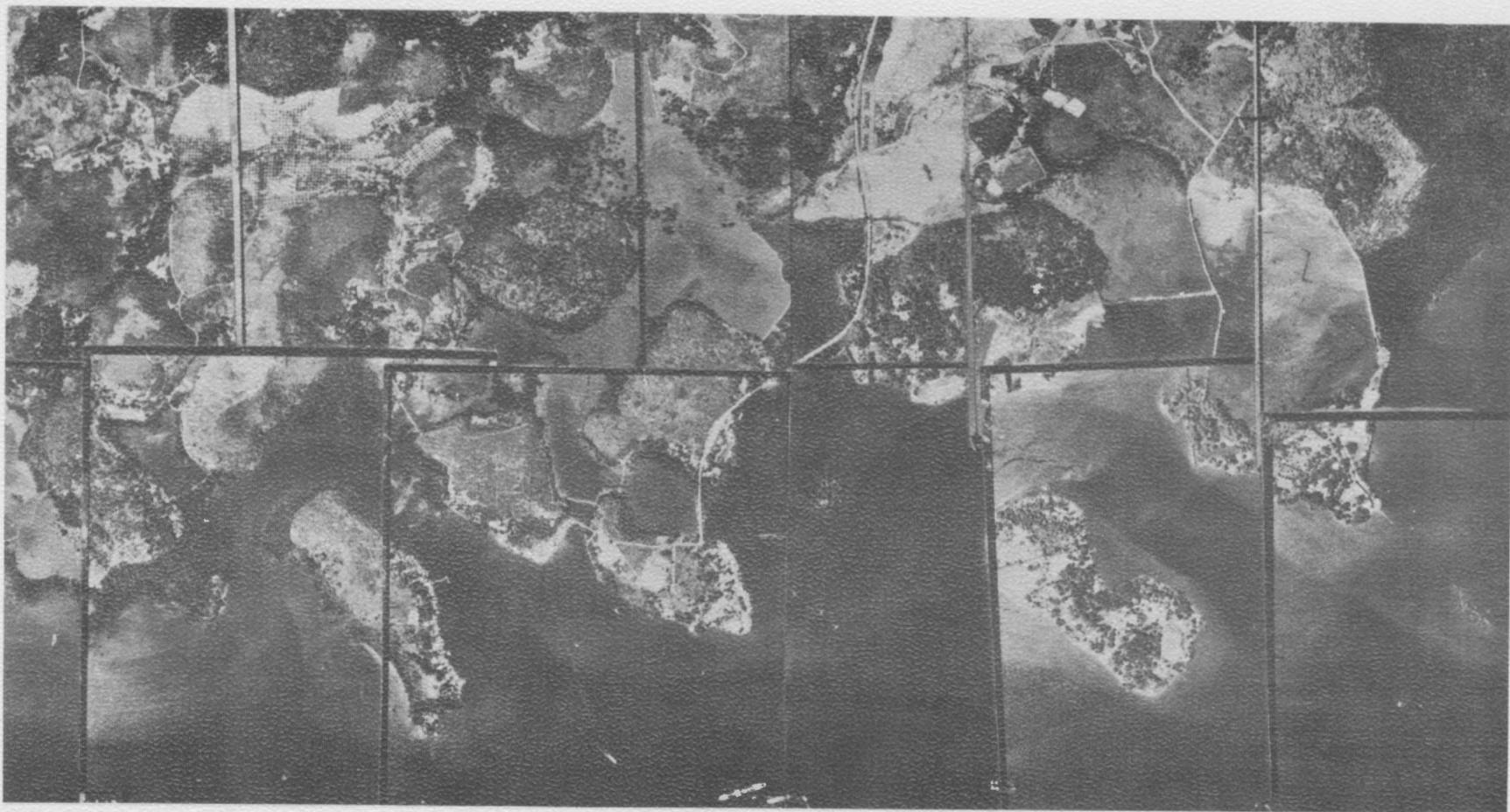
Thus, Jurong Town is expanding in all directions. The expansion programme when completed will increase the size of Jurong Town to more than 5,666 hectares (14,000 acres) with over 1,000 factories and a total employment of more than 100,000 workers. On 1st January 1975, there were 563 factories in production employing about 65,000 workers and another 212 factories were in various stages of planning and construction.

Jurong Town with its many attractions is a well-planned self-contained industrial Town with excellent roads and infrastructure. The pulse of industries and economic progress can be felt here. This is an excellent example of what can be produced out of barren hills and swamps by sheer determination and hardwork.

The Town is divided into zones, namely, parks, recreational, business, residential, light, medium and heavy industrial zones. This zoning is essential for separating the housing and business area from the industries by parks and recreational areas. It is also necessary to separate the "clean industries" and the "dirty industries". This is in line with the Corporation's policy to make Jurong Town a garden industrial town so that workers living in it can enjoy the social amenities usually available in a self-contained town. The following are among the facilities and infrastructure that have been developed and planned in Jurong Town.



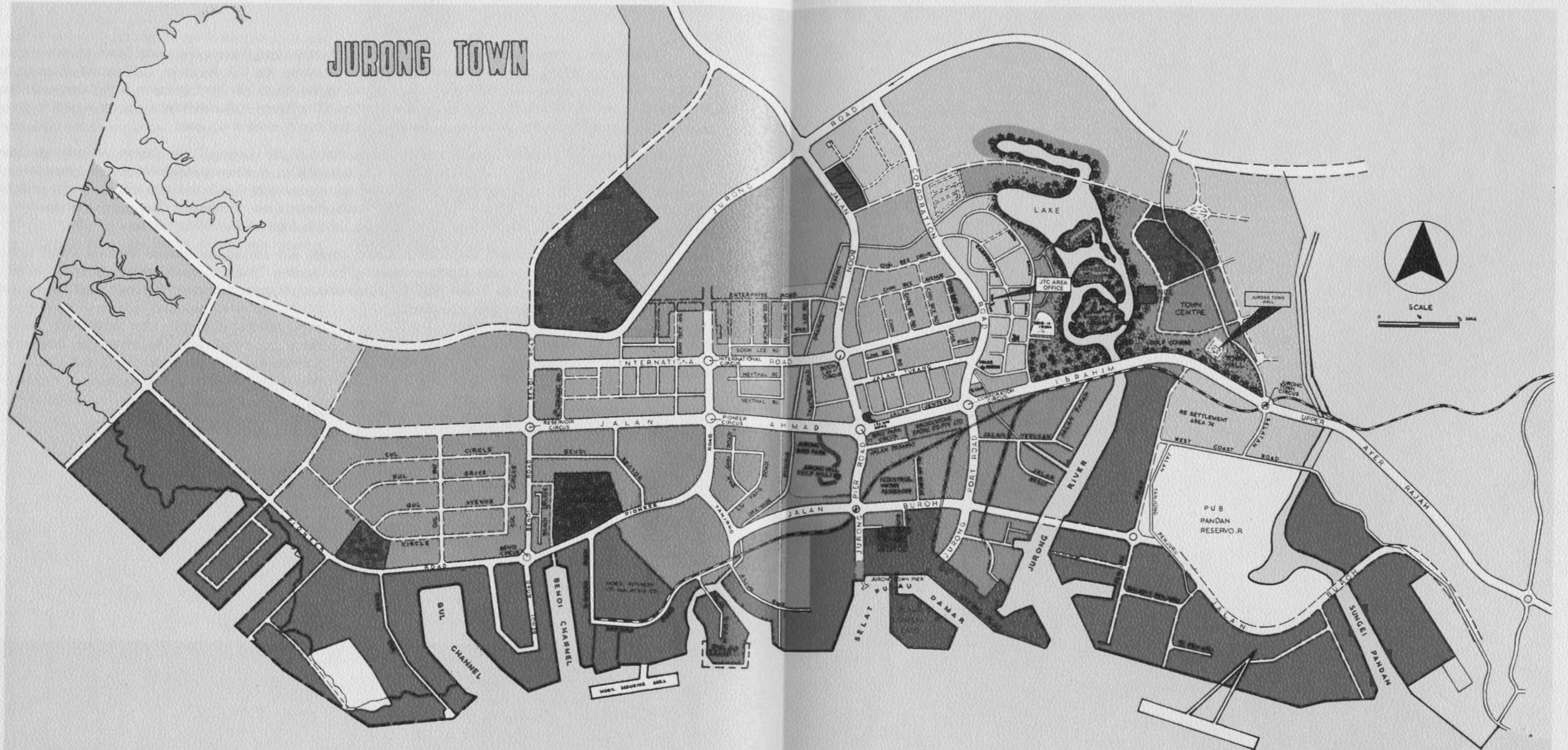
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|----------------------|-----------------|-------------------|-------------------------|------------------|
| 1. JURONG TOWN | 6. SUNGEI KADUT | 11. TOA PAYOH | 16. TANJONG RHU | 21. TANGLIN HALT |
| 2. PULAU PESEK | 7. SENOKO | 12. KAMPONG AMPAT | 17. KALLANG PARK | 22. AYER RAJAH. |
| 3. PULAU MERLIMAU | 8. SEMBAWANG | 13. ST. MICHAEL'S | 18. KAMPONG TIONG BAHRU | |
| 4. PULAU AYER CHAWAN | 9. SELETAR | 14. KALLANG BASIN | 19. REDHILL | |
| 5. KRANJI | 10. LOYANG | 15. SIMS AVENUE | 20. TELOK BLANGAH | |



JURONG TOWN

Aerial view taken prior to development before July 1961. This provides an impression of the original topography of the land consisting of hills, mangrove swamp & prawn ponds before development.

JURONG TOWN



- LEGEND**
- LIGHT INDUSTRIES
 - MEDIUM GENERAL INDUSTRIES
 - HEAVY MARINE INDUSTRIES
 - RESIDENTIAL
 - TOWN CENTRE
 - INSTITUTIONAL
 - OPEN SPACES / PARK LAND
 - JURONG PORT

SE LAY SEM BILAN

Jurong Town Hall and Business Centre

The elegant Jurong Town Hall expressing the confidence and dignity of Jurong Town stands majestically on the 24 metres (80 ft) Corporation Hill directly overlooking the 121 hectares (300 acres) Jurong Park to the west and the Pandan Reservoir and the open sea to the south. A Jurong Town Golf Course fringing the Town Hall to the south adds to the beauty of the scene. The Town Hall also keeps a quiet watch at the panoramic view of the industrial estate in a distance to the south-west and west.

The Town Hall marks the beginning of development of the Jurong Town Centre. A team of Chartered Architects and Town Planners from the British Consultant firm of Messrs Hugh Wilson & Lewis Womersley were commissioned by the Corporation to study the development of the Centre and recommend a road lay-out and general land use plan for the Centre. The Consultants have presented their recommendations to the Corporation and all plans have since been cleared by the Master Plan Committee.

Thus, it is expected that a full scale business centre will spring out around the Town Hall to provide for ample business and shopping facilities catering for Jurong Town. The initial development of 40 acres of choice land adjacent to the Town Hall for commercial purposes has been approved by the Minister for Finance and its development has commenced.



Model of Jurong Town Centre.

Factories and Land

Land value in Jurong Town is competitive and kept within control. Lease rentals are calculated at 6% of the price of land per square metre per annum. Leases are granted for period up to 60 years, depending on the location of the site, the type of industry and total investment made.

Standard factory buildings, designed and built by the Corporation are available to industrialists requiring ready-built premises for immediate occupation. These buildings with covered areas ranging from 870 to 3,252 sq metres (9,360 to 35,000 sq ft) may be purchased or rented at reasonable rentals.

A seven-storey flatted factory building, constructed near the Jurong Town housing estate, Neighbourhood I has a rentable area of 14,418 sq metres (155,200 sq ft) for light industries or for use as offices or stores. All the space has been taken up and the Corporation is now considering the construction of a second flatted factory beside the first building.



7-storey Flatted Factory.



Jurong Town—View from Jurong Hill.



Part of Industrial Zones in Jurong Town.



Aerial view of Industrial Zones in Jurong Town.



An aerial view of Gul Channel - area earmarked for shipbuilding and repair industry.



A dry dock for ship repairing under construction at Gul Channel.

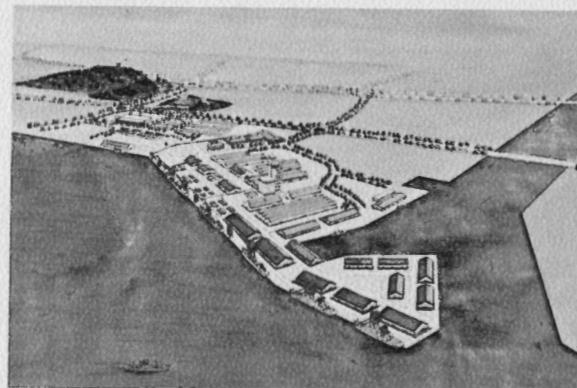
Jurong Port

A Port with 914 metres (3,000 feet) of deep-water wharf and 366 metres (1,200 feet) of coastal wharf serves the Town. The depth of water at this deep-water wharf is 11.58 metres (38 feet) below Admiralty Datum and the coastal wharf is 5 metres (16 feet) below Admiralty Datum. The facilities available in the Port are modern and include a fully integrated bulk cargo handling system capable of handling dry bulk cargo at the average rate of 1,219 tonnes (1,200 tons) per hour. The Port has prepared open storage area of about 8.56 hectares (21.16 acres) and covered storage space of about 29,817 sq metres (321,000 sq ft).

Extension of the Port by connecting it with a nearby reclaimed island, Pulau Chichir at the mouth of the Jurong River, has started. A S\$25 million loan from the Asian Development Bank to partially finance this project was signed on 5th September, 1970. When completed, the extension will give an extra 16 hectares (40 acres) of valuable storage land and will provide an additional 732 metres (2,400 feet) of deep-water wharf of about 12.80 metres (42 feet) below Admiralty Datum.



Fertiliser being bagged in warehouse.



Jurong Port Expansion Project.



Ships at Jurong Port.



Aerial view of Jurong Marine Base and warehousing facilities.

Jurong Marine Base

The Jurong Marine Base was established in late 1970 as a supply terminal for the Offshore Oil Exploration industry in South East Asia. As the activity relating to offshore exploration in the region picked momentum, the demand for facilities at the Marine Base grew steadily.

Two additional sheds were constructed in 1972 due to shortage of storage space. Cargo handling services at the Base also increased through the years with the increase in the handling of drilling muds, oil well cement, drill pipes and miscellaneous oil-field equipment.

There has been a general upward trend in all facets of activity in the Base during the years.

To cater for increased oil drilling activity in this part of the world, the area of the Base was expanded in 1974 and there are plans to extend the wharf and wharf facilities in the near future.

Jurong Town Pier

This pier now serves as a landing point for visitors to Jurong Town as well as for workers travelling to the oil refineries and other industries based on the Southern Islands. The pier has also a first-class restaurant on its first floor.

Railway

Nineteen kilometres (12 miles) of railway link Jurong Town to the main Singapore-West Malaysia network to facilitate the transport of manufactured goods and raw materials to and from West Malaysia.

Roads

About 120 kilometres (75 miles) of modern metalled roads serve the Town and these are extended or new roads built as the Town expands. There was only one partly metalled road of about 2 miles long serving the whole area before the development of Jurong Town was started in 1961. Today, there are several 6-lane express-ways that lead into and through the Town in addition to the numerous access roads to the various factories.

Drainage

There is a good and well planned network of drainage system throughout the Town and even during very heavy rainfall there is no possibility of flooding.

Services

A full complement of services is provided in the Town and these include electric power, telephones, domestic water, industrial water and modern sanitation.

- (i) Transport services—The Singapore Bus Service Ltd (SBS) serves the Town. This provides a good and efficient bus service both within and outside the Town.
- (ii) Power Station—the largest power station on the island owned by the Public Utilities Board is in Jurong Town. It is now being extended to a capacity of 640 megawatts.
- (iii) Drinking water is supplied by a 122 cm (48 inch) diameter water main capable of supplying 136 million litres (30 million gallons) of fresh water per day.
- (iv) An industrial water plant, the only one in Singapore, makes available high quality industrial water processed from effluent water discharged from a large sewerage purification plant nearby. The treatment plant has a capacity of 46 million litres (10 million gallons) per day. The rates are low, depending upon the amount consumed the more the amount consumed the lower the rate.



Power Station.



Jurong Town Pier/Restaurant.

HOUSING

By 1980, it is estimated that the total population of Jurong Town and the surrounding area would be about 400,000. The present population of 72,000 will, therefore, continue to increase rapidly for many years to come. In view of this, provision for housing is given high priority by the Corporation. At present, there are over 13,000 units of low cost flats and 256 shops/shop houses. Over 4,000 units of the improved type and more shops are now under construction and will be ready in the next few months. Another 2,750 units of low cost flats and 30 shops cum flats at Kampong Java Teban are now under construction. These flats will continue to be built and improved until the need of the workers and their families for accommodation is satisfied. In addition to low cost housing, 4 blocks consisting of 160 executive flats have been completed and sold. In addition, 2 more blocks of larger and improved executive flats consisting of 144 units were completed in December 1974. Another two blocks (120 units) are nearing completion.

All available space in Jurong Town's first residential neighbourhood is committed to housing, shopping and related amenities and construction here is nearly completed. Construction of about 10,000 units of low cost flats in Neighbourhood II (Boon Lay Garden) has started and most of the completed units (numbering over 3,000) have been allocated. More and more workers want to live in Jurong Town and all flats are taken up as soon as they are completed. In addition to renting, the workers can now buy these flats under the Jurong Town Home Ownership Scheme and so far about 3,500 flats have already been sold under this scheme in Jurong Town. This reflects the increasing willingness of workers to set up permanent homes close to their places of work in Jurong Town. Such a trend is a good sign as it will assist in ensuring a continuous flow of skilled labour living close to industries.



Neighbourhood I, Jurong Town
— 100% occupancy rate.

*Aerial view of Boon Lay Garden.
In background first phase completed.*



SOCIAL AMENITIES

A comprehensive list of social amenities are available in Jurong Town. These amenities include restaurants, markets, shops, clinics, hospital, schools, community centre, a swimming pool, an air-conditioned cinema, a drive-in cinema, an ice-skating rink and a bowling alley. A creche is also available for children of working mothers who are now able to go to work in nearby factories without fear of any harm coming to their little toddlers.

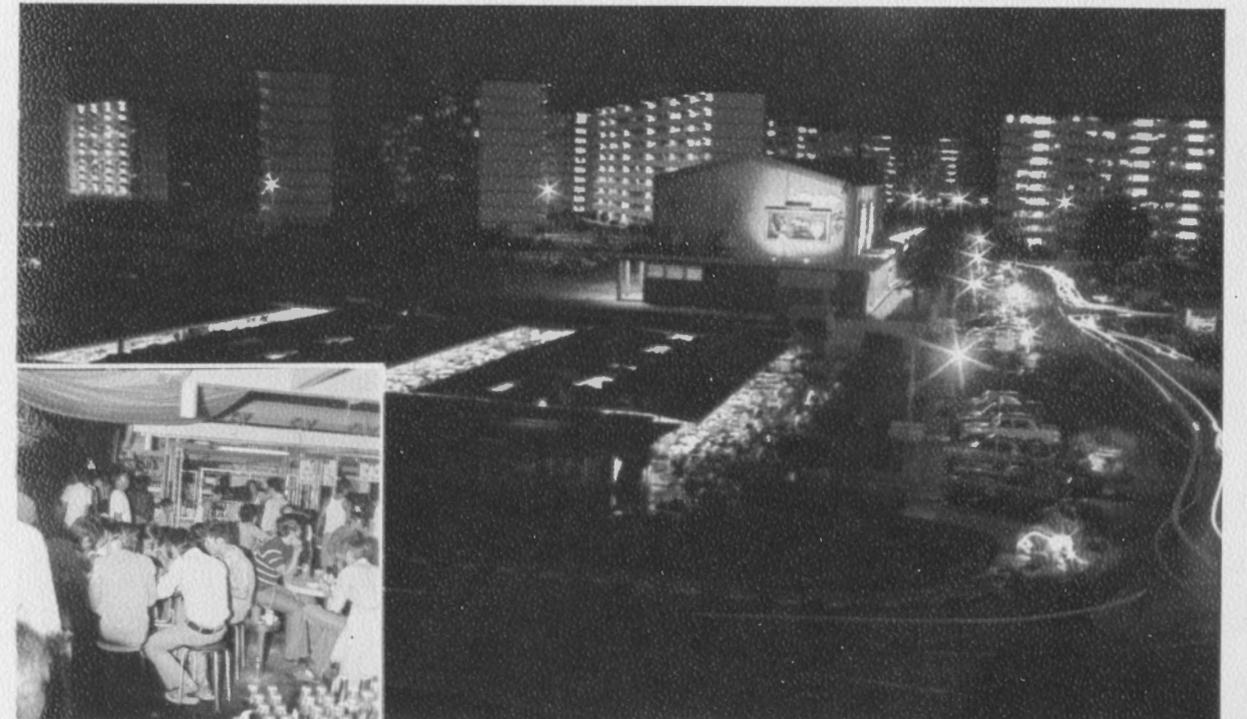
The following pages describe some of the other facilities provided in Jurong Town.



Jurong Town Swimming Pool.



The 136 units of Executive Flat 200—a place for Executives in the self-contained Jurong Town.

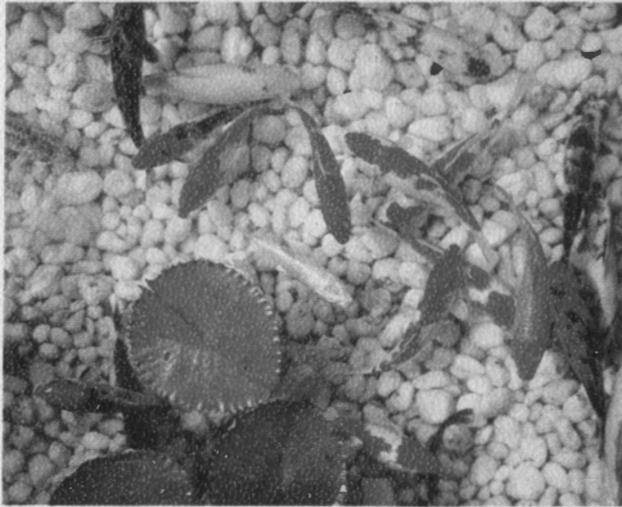


Jurong Cinema & Hawker's Centre at Night.

*Right:
Senke style lantern in the
Japanese Garden.*



*Below:
The famous Japanese
Carps—Nishiki-go.*



Jurong Park

Jurong Park covers some 121 hectares (300 acres) of land and an artificial lake of 200 acres carved out of the upper reaches of the Jurong River. The whole of the upper Jurong River is now a lake with islands created in the lake. On one of these islands is a Chinese Garden whilst Seiwaen (Japanese Garden) is situated on the other. These are world-class gardens, planned by well-known experts in their own fields.



Aerial view of the 300-acre Jurong Park. In foreground the Japanese Garden already visited by more than a million people.



*Peace and tranquility – the high
rise Pagoda in the Chinese Garden.*



*The Twin Spring Autumn Pavilions
in the Chinese Garden.*

Jurong Bird Park

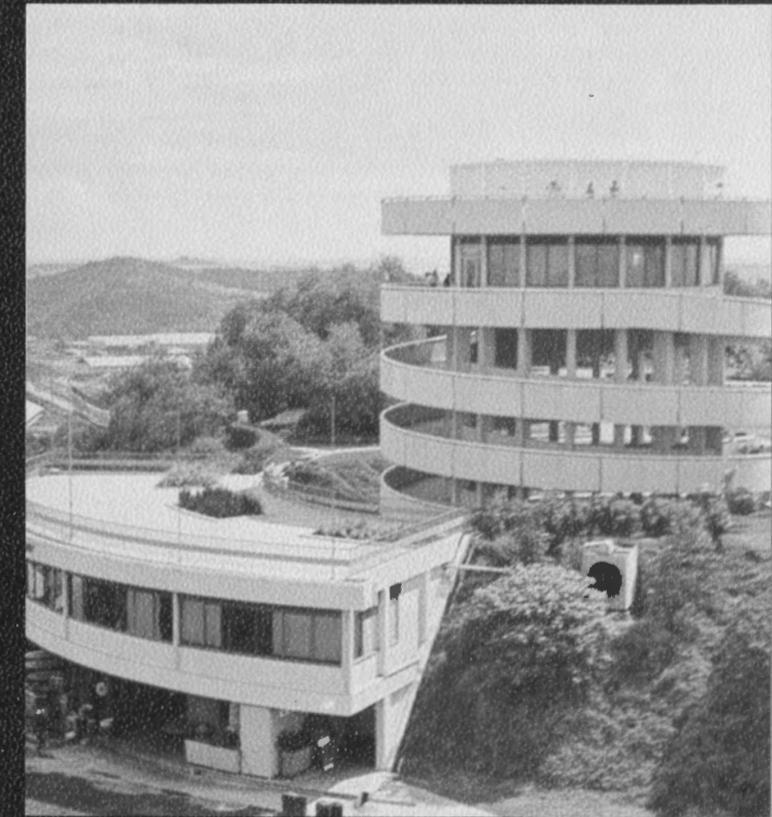
Over 20 hectares (50 acres) of land on the western slope of Jurong Hill was developed into a bird-park by the Jurong Town Corporation. The Park is now owned and administered by the Jurong Bird Park Pte Ltd. It has the highest man made waterfall and possibly also the largest walk-in-aviary in the world, with nets covering an area of about 2 hectares (5 acres). Besides the walk-in-aviary there are 95 transit and display aviaries. In view of the vast area covered by the Park, tramcars are available to bring visitors around in case they do not wish to walk.

- (A) Flamingoes.
- (B) Waterfall within walk-in-aviary.
- (C) Entrance and Administrative Building.
- (D) Tram-Car.
- (E) Secretary Bird.



Jurong Hill Park

Situated at the top of Jurong Hill is a futuristic Look-out Tower which is a land-mark for Jurong Town. Its height from sea-level is about 76 metres (250 feet) and its base houses a first-class air-conditioned restaurant. Jurong Hill itself is converted into a park. From this Look-out Tower, a visitor can have a panoramic picture of Jurong Town as well as parts of Singapore, Indonesia and Malaysia.



Look-out Tower on Jurong Hill.

Sports Complex

The Sports Complex consisting of a football stadium, running tracks, tennis, basketball, volley ball and other courts is now completed and opened to the public. All these facilities are situated within walking distance from the main residential areas. These facilities add to the existing facilities which include a swimming pool and 2 tennis courts.



Sports and recreation for the people—the Jurong Sports Stadium with a seating capacity of 6,000.

Jurong Town Golf Course

An 18-hole golf course is planned for Jurong Town. The first phase of the development involves the construction of a 9-hole golf course in the Jurong Park. This is already completed. The second phase, to complete the second 9 holes, will commence as soon as clearance work around the Jurong Town Hall is completed.

The Golf Course is managed by the Jurong Country Club (Pte) Ltd, which is a wholly-owned subsidiary of the Corporation.



Part of Jurong Country Club Golf Course.

OTHER INDUSTRIAL ESTATES

Besides Jurong Town, there are 16 other industrial estates in other areas in Singapore. All these estates are owned and managed by the Corporation.

In the northern sector of the island at Kranji and the Sungei Kadut area, industrial land has been prepared from mangrove swamps and presently some 119 hectares (295 acres) of land have been reclaimed and 322 hectares (795 acres) planned. Here, most of Singapore's timber industry will be re-sited from their present sites in and around the city itself. Part of Sungei Kadut area would be reserved for some clean and desirable industries involving high technology.

In the former Naval Base to the north-east, 154 hectares (381 acres) of swamps around Sungei Senoko have been reclaimed to accommodate marine and engineering industries. This is known as Senoko Industrial Estate. Construction of flats to serve this area and Sembawang has already been completed. Kallang Park and Tanjong Rhu covering some 10 hectares (25 acres) are also utilised for marine industries.

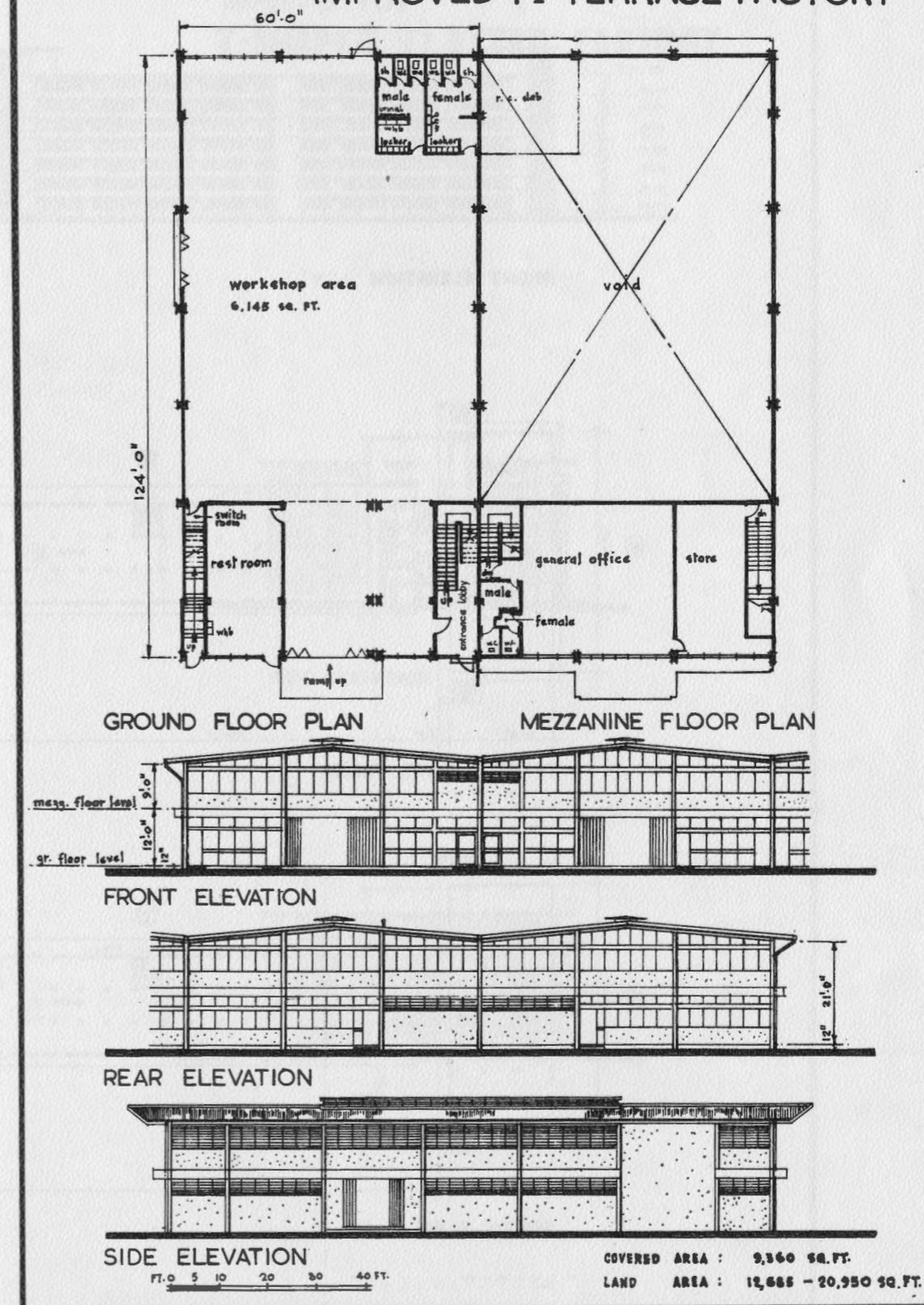
Other industrial estates are Kallang Basin, Tiong Bahru, Redhill, Tanglin Halt, Kampong Ampat, Toa Payoh, Ayer Rajah, St. Michael's, Sims Avenue and Telok Blangah covering 127 hectares (314 acres) in all. Flatted factory spaces at reasonable rental are available in most of these industrial estates.

The Corporation is also planning ahead for development of a northern industrial estate in the Sembawang/Seletar area and in the Loyang area. In addition, comprehensive planning is being undertaken for the development of the Southern Islands for industrial and other purposes.

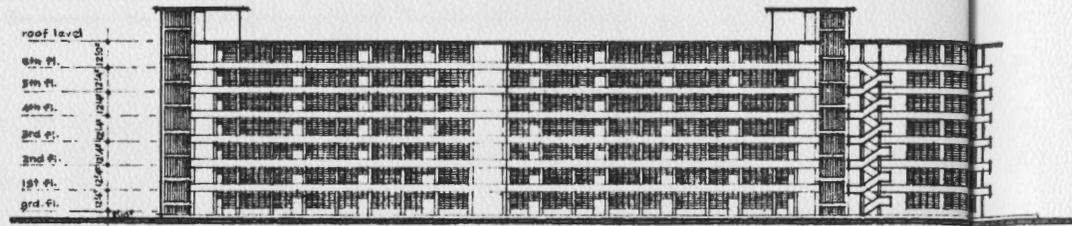
FUTURE EXPANSION

These are by no means the only industrial estates to be owned and managed by the Corporation in Singapore. More will be established as more land is made available or acquired for industrial development so as to ensure adequate and immediate supply when demand arises.

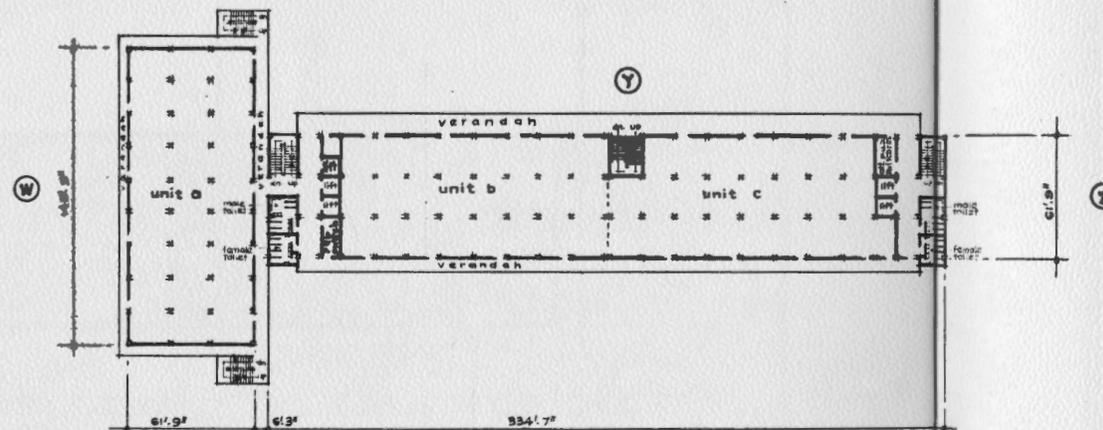
IMPROVED T1 TERRACE FACTORY



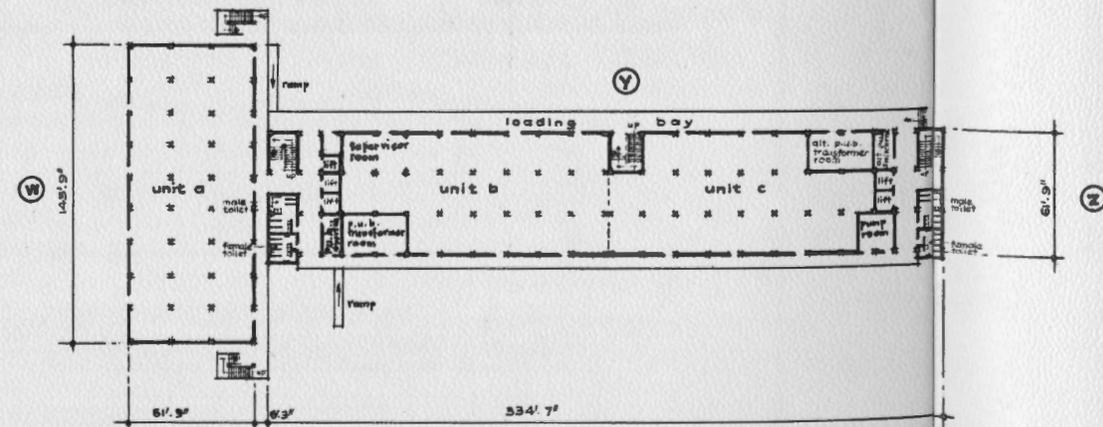
IMPROVED TYPE T-SHAPED FLATTED FACTORY



FRONT ELEVATION - 'Y'



TYPICAL FLOOR PLAN

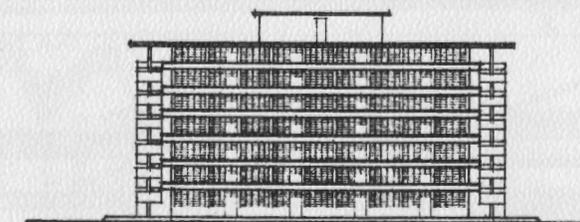


GROUND FLOOR PLAN

FT. 0 10 20 30 40 50 100 FT.



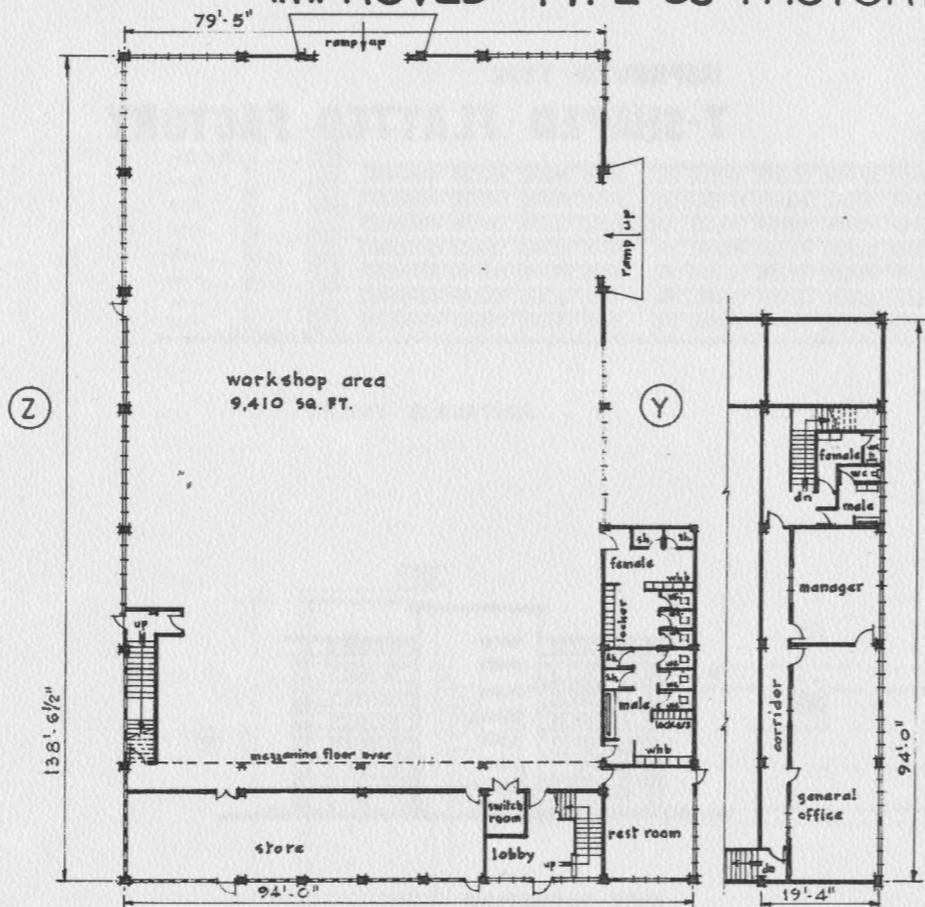
SIDE ELEVATION - 'z'



SIDE ELEVATION - 'w'

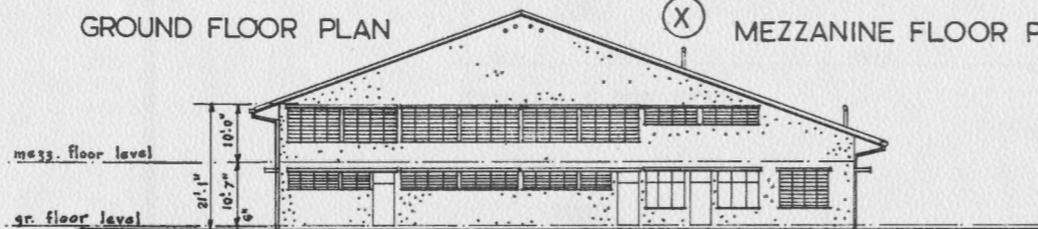
TOTAL BUILT-ON FLOOR AREA: 258,510 SQ. FT.

IMPROVED TYPE C3 FACTORY

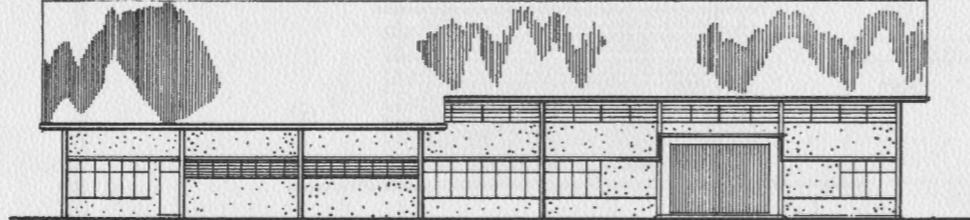


GROUND FLOOR PLAN

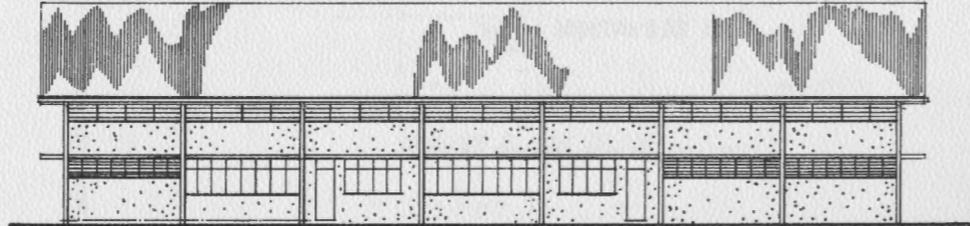
MEZZANINE FLOOR PLAN



FRONT ELEVATION • 'X'



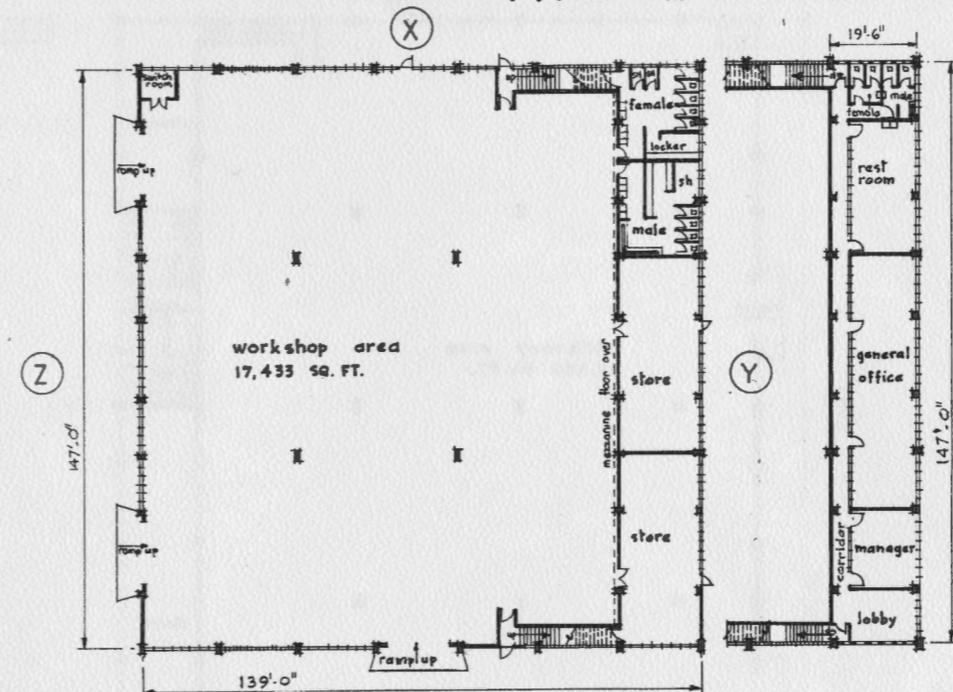
SIDE ELEVATION • 'Y'



SIDE ELEVATION • 'Z'

COVERED AREA : 13,515 SQ. FT.
LAND AREA : APPROX. 1 ACRE.

IMPROVED TYPE D2 FACTORY

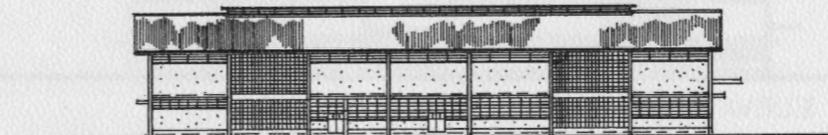


GROUND FLOOR PLAN

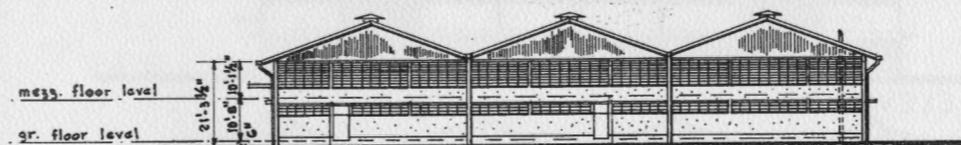
MEZZANINE FLOOR PLAN



FRONT ELEVATION • 'W'



REAR ELEVATION • 'X'



SIDE ELEVATION • 'Y'

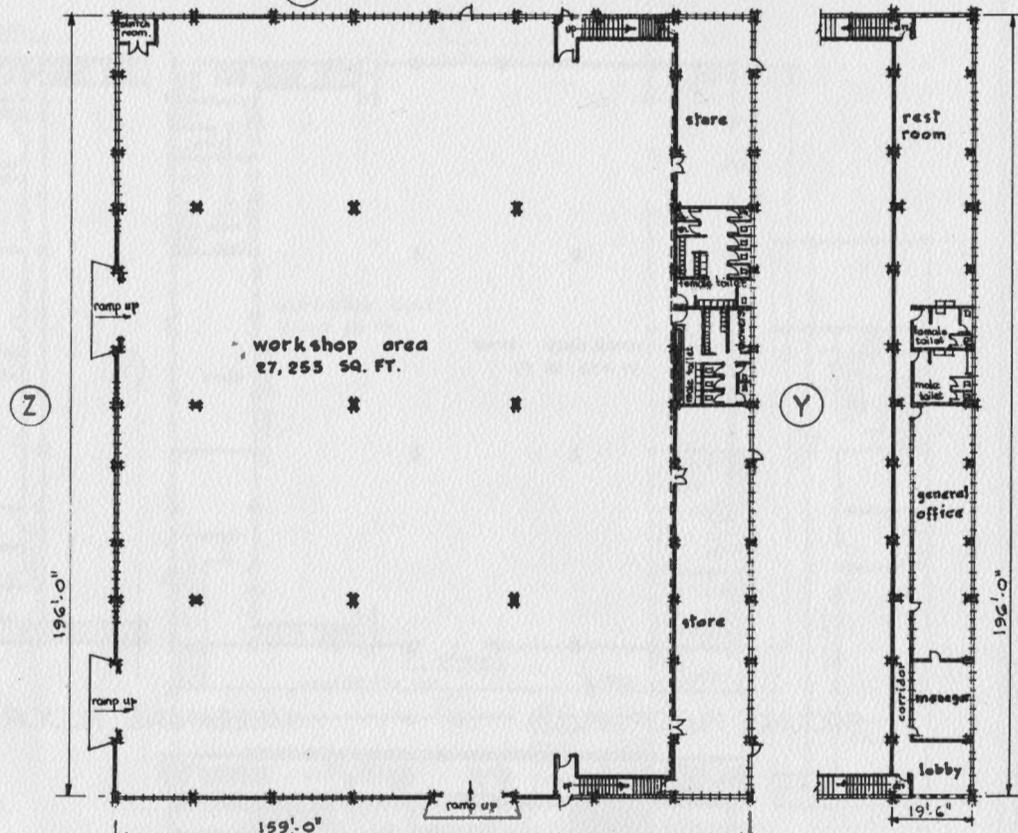


SIDE ELEVATION • 'Z'

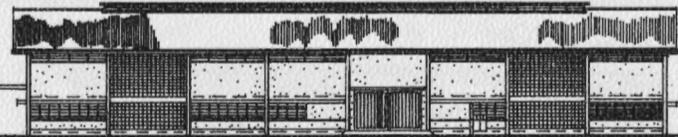
FT. 0 10 20 30 40 50

COVERED AREA : 23,496 SQ. FT.
LAND AREA : APPROX. 1 - 1/2 ACRES

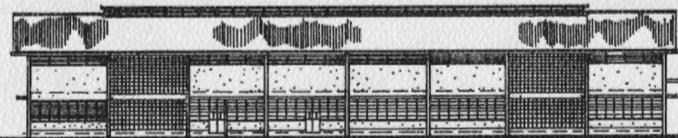
(X) IMPROVED TYPE E2 FACTORY



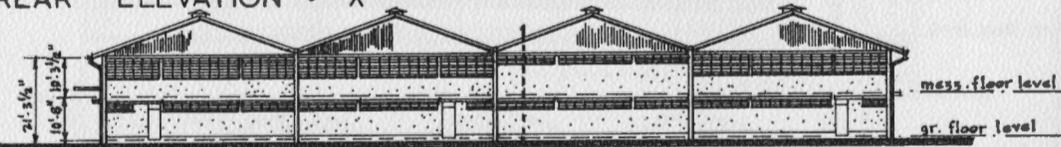
GROUND FLOOR PLAN (W) MEZZANINE FLOOR PLAN



FRONT ELEVATION • 'W'



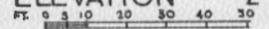
REAR ELEVATION • 'X'



SIDE ELEVATION • 'Y'



SIDE ELEVATION • 'Z'



COVERED AREA : 35,213 SQ. FT.
LAND AREA : APPROX: 2 ACRES

- 1st Edition 1968
- 2nd Edition 1970
- 3rd Edition 1971
- 4th Edition 1972
- 5th Edition 1973
- 6th Edition 1974
- 7th Edition 1975

Printed by Koon Wah Lithographers, Singapore.

STATUS OF ADMINISTRATION-SPONSORED LEGISLATION

Level of clearance	Source of proposal
i/a in accord with the program of the President	(SU) State of the Union (E) Budget (SpM) Special Message
c/w consistent with the Administration's objectives	(SS) Signing Statement (PC) Presidential Communication

* Addition to list of Congressional action since last report

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