

## KAREN THAM

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Singapore 297921  
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Singapore Citizen, Hong Kong PR

### ACADEMIC QUALIFICATIONS

Bachelor of Architecture,  
University of Oregon, USA, 1987

Master of City Planning,  
Massachusetts Institute of  
Technology (MIT), USA, 1991

Beyond Smart Cities Professional  
Course, Media Lab,  
Massachusetts Institute of  
Technology (MIT), USA, 2017

Sustainability and Climate Risk  
Certificate, National University of  
Singapore, Risk Management  
Institute, 2024

### PROFESSIONAL QUALIFICATIONS

- Licensed Architect, California  
USA C25032 since 1994
- American Institute of Certified  
Planners, AICP 30636 since  
2018
- Singapore Institute of Certified  
Planners, SICP 0007, 2024
- Accredited Landscape  
Architect, Singapore Institute  
of Landscape Architects (SILA  
Accre. LA 9432/1120/0148),  
since 2020
- ABC Waters Professional,  
Singapore Institute of  
Landscape Architects (ABC-  
SILA054) 2024
- Sustainability and Climate Risk  
(SCR) Professional certification,  
Global Association of Risk  
Professionals (GARP 2416507)  
2024

### PROFESSIONAL MEMBERSHIPS

- American Institute of  
Architects (AIA) since 1999
- American Planning Association  
(APA) since 2012
- Hong Kong Chapter - American  
Institute of Architects (HKAIA)

## KEY EXPERIENCE

### Master Planning & Urban Design | Sustainable & Resilient Communities

Karen Tham brings over 30 years of international expertise in architecture, urban planning, and landscape architecture. She has worked and lived in Boston, San Francisco, Hong Kong, and Singapore.

Karen holds a Master of City Planning from the Massachusetts Institute of Technology (MIT) and a Bachelor of Architecture from the University of Oregon. She is a licensed architect in the USA, a certified city planner in both the USA (AICP) and Singapore (SICP), and an accredited landscape architect in Singapore (SILA).

She previously served as the Executive Director of Urbanism + Planning at AECOM and the Managing Director and Global Lead at Surbana Jurong. She led the successful design, delivery, and implementation of complex projects such as the Singapore Sports Hub. She also facilitated stakeholder engagements and conducted capacity-building programs to expedite the implementation of planning, development and design guidelines.

Karen is an advocate for sustainability and resilience in design and has earned the Sustainability and Climate Risk (SCR) certification from the Global Association of Risk Professionals (GARP) and the ABC Waters Professional (ABCWP/SILA) certification. She has implemented water-sensitive urban design strategies and contributed to projects achieving certifications such as Singapore Green Mark, ABC Waters, and USGBC LEED. Her dedication to sustainable practices and her expertise reflect her commitment to creating innovative, resilient, and future-ready environments and communities.

## PROJECT EXPERIENCE

### MASTER PLANNING & URBAN DESIGN

#### Sembawang Shipyard District Master Plan

**Role:** Project Co-Leader representing the Singapore Institute of Planners (SIP)

**Client:** The Urban Redevelopment Authority (URA)

The Urban Redevelopment Authority (URA) engaged the Singapore Institute of Planners (SIP) to spearhead the redevelopment of Sembawang Shipyard and its surrounding areas of approximately 410 hectares, including existing and proposed reclaimed land.

Led by two Co-leaders, a 15-member SIP Core Team was commissioned and focused on five key planning considerations: Social & Heritage, Sustainability & Low Carbon, Economic & Real Estate, Green & Blue, and Urban Design.

Over a 24-week consultancy, the team conducted workshops with government agencies and engaged SIP members. Through stakeholder collaboration, research, and ideation, the Sembawang Shipyard District Master Plan was completed that balanced historic preservation and cultural heritage with residential, commercial, leisure, and tourism development needs.

#### Detailed District Master Plan and Design Standards and Guidelines for New Clark City (NCC) National Government Administrative Centre (NGAC)

**Role:** Project Director (Surbana Jurong)

**Client:** The Philippine Japan Initiative for CGC Inc. ("PJIC")

The National Government Administrative Center (NGAC) is a 243-hectare demonstration and start-up area of New Clark City, a prominent 9,450-hectare greenfield development.

since 1999

- Singapore Institute of Planners Fellow Member, (FSIP) since 2021
- Singapore Institute of Planners, Council Member 2010-2024
- Hong Kong Institute of Urban Design (HKIUD), since 2019
- HKIUD International & Mainland Affairs Committee, since 2020
- USGBC LEED AP
- Certified Green Mark Manager

## PROFESSIONAL EXPERIENCE

30+ years

2025

Adjunct Assoc. Professor  
National University of Singapore

2024 – present

CPG Consultants, Singapore  
Specialist Consultant

2022 - 2025

Part-Time Tutor  
National University of Singapore

2022 – 2023

AECOM Singapore  
Executive Director  
Urbanism + Planning

2019 – 2021

Surbana Jurong Consultants  
Managing Director and Global  
Lead, Master Planning

2017 – 2019

HASSELL Singapore  
Principal, Master Planning, Urban  
Design & Landscape Architecture,  
SE Asia

2004 - 2017

AECOM Hong Kong/Singapore  
Regional Executive Director  
Design, Planning & Economics,  
SE Asia

2000 - 2002

CPG Consultants Singapore  
Vice President, Planning & Design

Design Standards and Guidelines were developed for NGAC to serve as a development guide for potential investors to achieve a vibrant and active district consistent with the vision and aspirations of the Master Plan.

Capacity building workshops and training sessions were held with an implementation guidance manual to empower stakeholders and government authorities to evaluate, review and approve future development proposals.

### **Housing Development Board Smart Urban Habitat Master Plan, Singapore**

**Role: Project Director (AECOM)**

**Client: Housing Development Board (HDB)**

The Singapore Housing Development Board's Smart Urban Habitat Master Plan is developed as a framework for identifying and evaluating various Smart Initiatives and Technologies that can be implemented in new and existing residential developments and communities throughout Singapore.

The intent is to implement smart urban solutions to improve the lives of residents by improving mobility and access to resources, enhancing the living environment, providing a safe and sustainable neighbourhood and increasing the efficiency of housing estate maintenance and operations. As a result, the Smart Urban Habitat Master Plan is currently being implemented in Punggol New Town and planned for Tengah New Town.

### **Jurong Innovation District (JID) Master Plan and Development Guidelines, Singapore**

**Role: Project Director (AECOM)**

**Client: Jurong Town Corporation (JTC)**

The Jurong Innovation District is the master plan of a 600-hectare site for industrial and mixed-use development. Creating a new generation industrial estate that supports innovation by providing a test bed for new technologies and collaborative spaces that encourages entrepreneurship. The master plan also supports smart technologies such as driverless vehicles and Industry 4.0 automated industries, as well as strategies to encourage a car-lite development and active mobility.

The Development Guidelines ensure that new developments and future investors adhere to the intent of the design: to create a green, sustainable, fenceless environment that encourages interaction, community bonding and placemaking.

## URBAN DESIGN & LANDSCAPE DESIGN

### **Singapore Sports Hub, Singapore (Constructed)**

**Role: Project Director (AECOM)**

**Client: Dragages Singapore Pte Ltd**

The award-winning Singapore Sports Hub is Singapore's first and largest public private partnership development. The 35-hectare site accommodates the Sports Stadium of 55,000 seat capacity, Aquatic Centre of 6,000 capacity and 2 Multi-purpose Indoor Arenas of 3,000 capacity. Located along the prominent Kallang basin, the master plan, landscape design and events overlay address issues of security, access & crowd management.

The Master Plan and Urban Design is focused on connectivity to the city and adjacent neighbourhoods as well as completing the public waterfront promenade as part of the island-wide park connector system and round-island cycling routes.

The landscape is designed to cater to daily visitors as well as crowds on event days and the non-elite community sports and facilities are well integrated within the landscape and roof gardens. These include beach volleyball, lawn-bowling, skate-park, basketball courts, water-play park, playgrounds, fitness stations, giant chess, recreational running track, sports library, and sports museum.

Principles of water sensitive urban design are well integrated into the landscape through bioswales and retention ponds, and rainwater is harvested for irrigation.

1998 - 2000  
Wong Tung Associates, Hong Kong

1996-1998  
HOK International (Asia) Hong Kong

1991-1996  
Elbasani & Logan Architects, California, USA

1987-1989  
Jung Brannen & Associates, Boston, USA

#### **WEBINAR PRESENTATIONS**

ULI Asia Pacific Summit, May 2021  
*Live Virtual Tour: Clark Philippines*  
Speaker and Panel Discussion

HKIP X SIP Joint Webinar Series #1, Mar 2021  
*Planning for a Healthy City*  
Moderator

National Economic Development Authority (NEDA) Philippines  
Joint Venture of CPRMCI and TTPJ Learning Series, Nov 2020  
*Evolution of Metropolitan Areas: A Webinar on Metropolitan Planning: Singapore Case Study*  
Speaker and Panel Discussion

Centre of Livable Cities and Shanghai MCHURDM  
The 2nd Singapore Shanghai Dialogue, Oct 2020  
*Building A Resilient City Post-COVID*  
Speaker and Panel Discussion

#### **PUBLICATIONS AND MEDIA**

The Straits Times 29/06/2020 pg. A25 and The Straits Times Online  
*Pandemic highlights need to move offices closer to homes*

The Straits Times 30/05/2020 pg. B9 and The Straits Times Online  
*Covid-19 will likely speed up shift to decentralise CBD*  
Cubes Magazine, Urban Jungle Issue #88 Oct/Nov 2017

#### **Cotai Strip Resort Development, Macau (Constructed)**

**Role: Senior Project Manager (AECOM/EDAW HK)**

**Client: Venetian Macau Limited**

The 'Cotai Strip' is a 13.5-hectare public realm design, branded as 'Asia's Las Vegas'. It is designed to be an electric, dynamic landscape and the front door to casino and resort hotel developments. The site includes a 30m wide by 1.2km long urban streetscape on both sides of the street, that is designed to be the arrival experience to this district and the main entrance boulevard to create the identity and character of the prestigious the 'Cotai Strip'. Included in the landscape construction documentation but not implemented are the 4.6-hectare themed Tropical Gardens and 1.7 hectares Grand Falls and Water Park for future spectator events.

#### **Tengah New Town, Singapore (Phase 1 in Construction)**

**Role: Project Director (AECOM)**

**Client: Housing and Development Board**

This 700-hectare comprehensively planned new town will house 56,000 residential units, community facilities, and commercial opportunities. A high-rise, high-density housing model is planned as a total living environment where people can live, work, play and learn. Employment opportunities are provided through commercial centres well-spread in the town, as well as in industrial parks located nearby. Roads are also designed for future autonomous cars to create a car-lite and walkable district.

The landscape design for Tengah New Town is based on the concept of a Forest Town and the intent is to conserve mature trees and existing habitats, while enhancing biodiversity through planting of native species in developed areas. Urban farming is introduced as part of food security, community building and greening to reduce heat-island effect.

#### **RESORT MASTER PLANNING**

##### **Dilmunia Health Island, The Kingdom of Bahrain (In Construction)**

**Project Director (AECOM)**

**Client: Ithmaar Development Corporation**

A 128-hectare island located on the northern edge of the Kingdom of Bahrain. AECOM was commissioned by IDC to prepare a master plan and design guidelines for the island, creating a residential community of varying typology interspersed with other land uses based around an animated canal.

##### **Kura Kura Island Concept Master Plan (In Construction)**

**Project Director (AECOM)**

**Client: Confidential**

Kura Kura Island is ideally located in Indonesia with excellent water frontage and road connectivity to the mainland. The Master Plan and Design Guidelines for the 516-hectare site is envisioned to create a socially responsible and environmentally sensitive resort & residential community that will create an international experience with traditional allure. When completed, Kura Kura Island will accommodate 3,919 dwelling units and 5,582 hotel keys.

##### **Subic Resort Master Plan, Philippines**

**Project Director (AECOM)**

**Client: Heung-A Property Group**

The award-winning Master Plan consists of a 453-hectare destination resort development project for golf, golf residential, shopping, waterpark, resort hotels, boutique hotel, sports complex, senior living, and mixed-use condominiums. The resort offers a unique natural setting that connects the ocean to the mountains along the existing stream, and developmental programs are well integrated with the natural environment.

*Interview: Singapore Urban Heat Island - Steps Toward A Cooler Singapore*

Architecture + Urbanism Asia Magazine, 2015  
*The Singapore Sports Hub  
Innovating the "Hub-Ecosystem" for Healthy, Strategic Growth*

#### **AWARDS**

SIP Gold Award 2021  
Excellence in Planning for Community Engagement & Social Inclusiveness  
Kigali City Master Plan Review, Rwanda

SIP Gold Award 2021  
Excellence in Planning 5000ha  
Kigali City Master Plan Review, Rwanda

SIP Bronze Award 2021  
Excellence in Planning >500ha  
Walini TOD Master Plan 2035

SIP Special Mention 2021  
Concept Planning for Industrial Sites at Nateuy & Namor, Laos

SILA Merit Award 2015  
*Singapore Sports Hub (Institutions)*

SIA Design Award 2014  
*Singapore Sports Hub*

World Architecture Festival 2014  
Completed Building: Sport  
*Singapore Sports Hub*

World Architecture Festival 2013  
Best Future Projects Leisure-Led Development Building  
*Singapore Sports Hub*

World Architecture Festival 2013  
Future Project of the Year  
*Singapore Sports Hub*

*\*Awards list prior to 2013 not included. Available upon request.*

#### **URBAN REGENERATION**

##### **Johor Bahru CBD Master Plan, Malaysia**

**Role: Project Director (AECOM)**

**Client: CBD Development SDN BHD**

The urban regeneration is for a 42-hectare site in a designated heritage district within Johor Bahru's CBD. The master plan and infrastructure planning are designed to improve connectivity, re-introduce residential development into the CBD, and revitalize the downtown. Creating meaningful connections with adjacent new and future developments and providing solutions to urban challenges such as vehicular and pedestrian access, parking, security, infrastructure, and economic resilience. Also, identifies historic buildings to be restored thus enhancing and providing an authentic cultural experience for locals and visitors, as well as preserving Johor Bahru's architectural legacy.

#### **STRATEGIC & REGIONAL PLANNING**

##### **Regional Plan and Master Plan for G4 City Economic Corridor, Kazakhstan**

**Role: Project Director (Surbana Jurong)**

**Client: The Caspian Group**

G4 City is envisioned to become 'A New Economic City & Global Tourism Hub Along the Silk Route'. Located North of Almaty, the cultural and commercial hub of Kazakhstan, the G4 City Master Plan provides guidance for long-term growth and identifies the key strategies required to support the envisioned growth by 2050. The growth strategy proposes the entire corridor to become One Integrated City, introduces 4 key anchor developments to catalyze the intended development, and proposes key strategies for improved global and local connectivity, world-class infrastructure, and sustainable green environment to realize the vision.

The project planned area is around 120sqkm, while the entire G4 City is anticipated to spread over 486sqkm of new urban land generating 1 million jobs and accommodating 2.1 million residents by 2050. Key land uses include city level commercial, business parks, industries, logistics, global campus for educational facilities, tourism and entertainment zone, mixed uses, variety of residential uses, green spaces, infrastructure provisions, transport hubs, and public facilities. The Regional and Master Plans will be presented to the President and Prime Minister of Kazakhstan in mid-2021.

##### **Danang City Conceptual Master Plan 2030, Vision Plan to 2045, Vietnam**

**Role: Project Director (Surbana Jurong)**

**Client: Sakae Corporate Advisory Pte. Ltd**

The key objective of the Concept Master Plan is to develop a long-term plan for Danang City that would guide the infrastructure and urban development required for the future growth of Danang, up to 2030 and provide a vision to 2045.

The Master Plan for the Danang City area of 128,543 hectares was developed through a visioning process which involved discussions and workshops with the stakeholders, various government agencies and technical experts.

It is envisioned that Danang City will become a pioneer city in hi-tech industry, hi-tech agriculture, smart infrastructure, and smart communities in the region and for the whole country, as well as an attractive, livable, and sustainable destination. The Concept Master Plan was recently approved by the Prime Minister in early 2021.