



The First Five Years

Centre for Liveable Cities, Singapore
Annual Report 2012-2013

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Centre for Liveable Cities, Singapore
Annual Report 2012-2013

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The First Five Years

In 2008, the Singapore government set up the Centre for Liveable Cities. We began on a high note with the inaugural World Cities Summit that year. Based on our mission to distil, create and share knowledge on liveable and sustainable cities, we have grown our competencies in research, capability development, and promotion work. As Chairman of the Advisory Board, I am pleased to present our first Annual Report.



Research is our lifeblood. Since 2011, we have conducted 138 research interviews with Singapore leaders to distil their tacit knowledge of city planning and governance. Based on these, we developed our *Framework for Liveable and Sustainable Cities*, and our signature *Urban Systems Studies*. We also collaborate with others to address emerging challenges, like creating liveable high-density cities, and *community engagement*. Whether retrospective or forward-looking, our research is grounded in Singapore's experiences, and focussed on useful outputs for practitioners.



Capability Development has become a major part of our work. Since our flagship *Leaders in Urban Governance Programme* began in 2010, 582 local and foreign participants have experienced our regular as well as tailored programmes. Hallmarks of our capability development include the use of our Framework and Urban Systems Studies in the curriculum, dialogues with senior leaders, local or foreign study trips, and workshops to develop solutions to real-world problems.

Promotion work is our most visible face, especially the biennial *World Cities Summit*. In 2012, the third edition of this global event drew some 1,200 delegates from 64 nations. Key highlights of the Summit are the Lee Kuan Yew World City Prize, and the annual *World Cities Summit Mayors Forum*. Since March 2009, we have also organised the popular CLC Lecture Series.

Publications are another platform for sharing the fruits of our research and events. Our periodicals, including our monthly *CLC e-Newsletter* and biannual *Urban Solutions* magazine, reach over 30,000 recipients.

Taken together, the work of our Centre aims to deliver valuable, practitioner-oriented knowledge to local and global audiences in engaging ways. This first Annual Report will help us to take stock of our work and communicate this to our growing number of staff, advisors, stakeholders, partners, and the public. Let me take this opportunity to thank all of you for your contributions. We look forward new collaborations and achievements in the coming year.

Dr Liu Thai Ker

Chairman

Centre for Liveable Cities Advisory Board

Advisory Board



Chairman
Dr Liu Thai-Ker
Director
RSP Architects
Planners & Engineers
(Pte) Ltd.



Prof Heng Chye Kiang
Dean
School of Design and
Environment
National University of
Singapore



Prof Kishore Mahbubani
Dean
Lee Kuan Yew School of
Public Policy
National University of
Singapore



Mr Philip Ng Chee Tat
Chief Executive Officer
Far East Organization



Mr Tan Gee Paw
Chairman
PUB, Singapore's
National Water
Agency



Mr Liew Mun Leong
Chairman
Changi Airport Group



Mr Lee Tzu Yang
Chairman
Shell Companies
in Singapore



Prof Phang Sock-Yong
Professor of Economics
Singapore Management
University

Panel of Distinguished Advisors



Dr Aline Wong
Academic Advisor
SIM University



Mr David Lim
Independent Director
Ascendas India Trust and
Wheelock Properties
Singapore



Mr S Dhanabalan
Chairman
Parameswara Holdings
Ltd



Mr J Y Pillay
Chairman
Council of Presidential
Advisors



Mr Mah Bow Tan
Non-Executive Chairman
Global Yellow Pages



Mr Ngiam Tong Dow
Adjunct Professor
Lee Kuan Yew School of
Public Policy
National University of
Singapore



Mr Philip Yeo
Chairman
Spring Singapore

Fellows



Mr Lim Neo Chian
Chairman and Director
Ascendas Hospitality
Fund Management
Pte Ltd



Ms Low Sin Leng
Chairman
Sino-Singapore
(Chengdu) Innovation
Park Development Co.,
Ltd

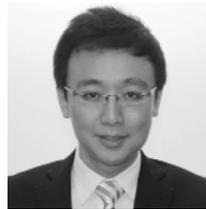
CLC Executive Group



Mr Khoo Teng Chye
Executive Director



Dr Limin Hee
Acting Director
(Research)



Mr Julian Goh
Acting Director
(Capability Development)



Ms Adeline Lim Soo Wah
Deputy Director



Ms Amanda Ong
Deputy Director

A leading knowledge centre for liveable & sustainable cities

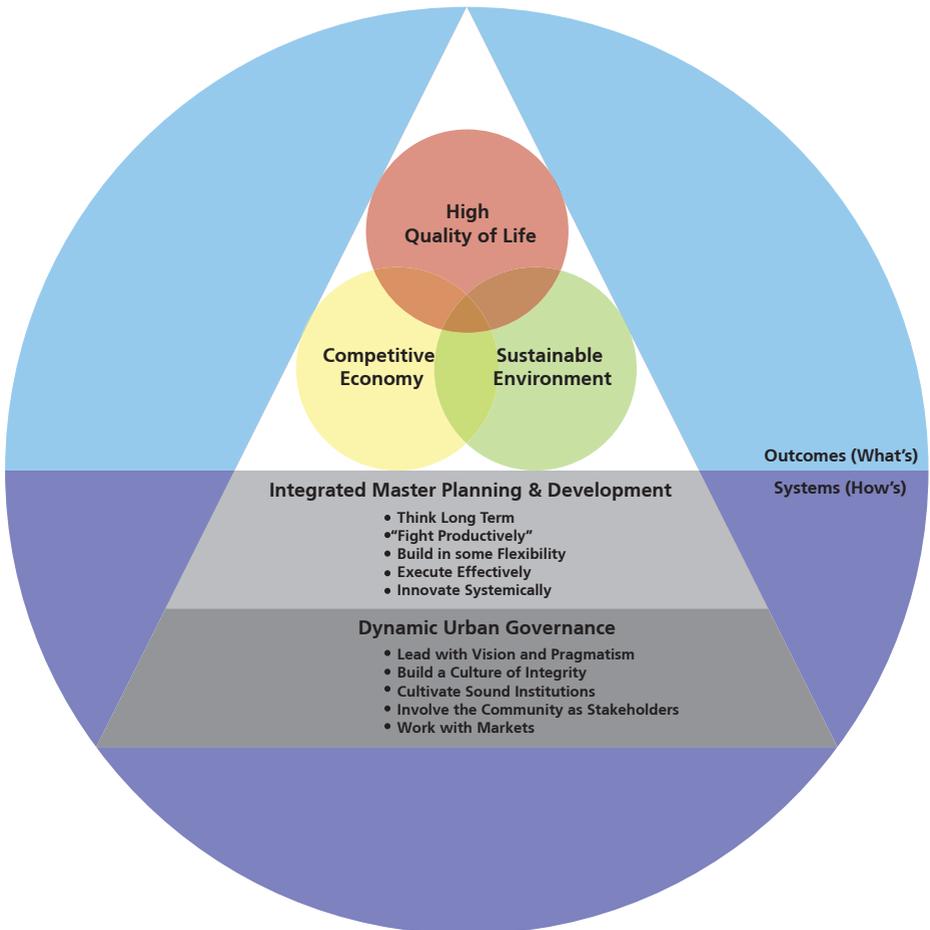
The Centre for Liveable Cities (CLC) was set up in 2008 based on a strategic blueprint developed by Singapore's Inter-Ministerial Committee on Sustainable Development. The Centre's mission is to distil, create and share knowledge on liveable and sustainable cities. CLC distils key learning points from Singapore's experiences over the last half-century, while creating knowledge to address emerging challenges. It also shares knowledge with, and learns from, other cities and experts.

CLC receives guidance from its Advisory Board, comprising senior figures from academia, industry and the public sector. A high-level panel of Distinguished Advisors - comprising prominent former politicians and senior civil servants - contributes to the intellectual development of the Centre. CLC works closely with its Stakeholder Agencies - representing Singapore's urban planning, governance and development expertise - to integrate their knowledge. CLC Panel of Experts are domain experts with technical knowledge and expertise that CLC will tap for capability development and future consultancy projects. The Centre operates as part of the Ministry of National Development, and comprises a dynamic CLC team of officers from diverse disciplines and backgrounds. Guided by the CLC Framework for Liveable and Sustainable Cities, the Centre works across three main areas - Research, Capability Development, and Promotion.

Research



The CLC Framework for Liveable and Sustainable Cities



Singapore — a densely populated city-state with over 5 million inhabitants living on 710 sq km of land — has consistently ranked well amongst cities with high liveability. From Mercer’s Quality of Living Survey to Monocle’s Most Livable Cities Index, Singapore is one of few densely populated cities that are able to achieve high liveability standards.

This led the Centre for Liveable Cities (CLC) to embark on a research project to understand what Singapore had achieved, and how it did this. The “CLC framework for liveable and sustainable cities” brings together three key outcomes that have been constant in how Singapore envisioned liveability:

- A competitive economy in order to attract investments and provide jobs
- Ability to survive with limited natural resources in terms of land and water
- A high quality of life that includes addressing environmental and hygiene problems, as well as providing affordable education, housing and healthcare

These three outcomes, which are highly visible, were treated as a statement of policy goals.

Next, the CLC Framework assumed the following hypotheses — first, integrated master planning and development to keep the outcomes of a liveable city

in view over the long term; second, dynamic urban governance that sustains the conditions for a liveable city to thrive.

The research then fleshed out likely processes and mechanisms that enable this transformation, i.e., the “rules” that must be in place to sustain these desirable outcomes.

Integrated Master Planning and Development

- Rule 1: Think Long Term
- Rule 2: Fight Productively
- Rule 3: Build in Some Flexibility
- Rule 4: Execute Effectively
- Rule 5: Innovate Systemically

Dynamic Urban Governance

- Rule 1: Lead with Vision and Pragmatism
- Rule 2: Build a Culture of Integrity
- Rule 3: Cultivate Sound Institutions
- Rule 4: Involve the Community as Stakeholders
- Rule 5: Work with Markets

The CLC Framework was conceived by Dr Liu Thai Ker, Chairman of the CLC Advisory Board. It was developed with inputs from Khoo Teng Chye, Cheng Hsing Yao, Chng Kai Fong, Dr Limin Hee, Prof. Lily Kong, Leong Ching, Donald Low, Aaron Maniam, Prof. Neo Boon Siong, Ng Wai Keen, Serena Wong and Yang Wen.

Quote from CLC Staff



Being derived from Singapore's actual urban development experience, and drawing from the deep experiences of practitioners, the CLC Framework is about the relationships of outcomes and processes that both draw from the past, that also provides a lens for looking at the urban challenges that we face ahead. It does not stay static, but is dynamically tested through research and interactions with cities and policy-makers in helping us understand the rich and complex relationship of people and the environment.

— **Dr Limin Hee**, Acting Director (Research), CLC

(Top photo) A city administrator discussing take-aways from the CLC Framework, in one of CLC's capability development programme.

Urban Systems Studies

SINGAPORE'S URBAN SYSTEMS STUDIES BOOKLET SERIES

Water

*From Scarce Resource to
National Asset*

SINGAPORE URBAN

Transportation

*Overcoming
Sustaining*

USS Water and Transportation series covers

Research on Singapore's Strategic Sectors

CLC researchers collaborated with various government agencies to launch a series of monographs in 2012. Entitled URBAN SYSTEMS STUDIES, the series draws on research into Singapore's development over the last 50 years and features exclusive interviews with pioneering leaders.

The series documents how Singapore has transformed itself to a highly liveable and sustainable city over the last five decades across various fields. It also examines the question of how Singapore can face new and more complex forms of urban challenges. Historical events, policies, institutions, and laws were also summarised.

- Jul 2012: WATER — FROM SCARCE RESOURCE TO NATIONAL ASSET
- Oct 2012: TRANSPORT — OVERCOMING CONSTRAINTS, SUSTAINING MOBILITY
- Nov 2012: INDUSTRIAL INFRASTRUCTURE — GROWING IN TANDEM WITH THE ECONOMY

The series is available in local bookstores and online for purchase. It is used as course material in CLC's capability development programmes.

Quotes from Experts

“Every other policy has to bend at the knees for our water survival.”

— **Lee Kuan Yew**, former Prime Minister, recalling the early days of Singapore’s independence.

Excerpt from *Water: From Scarce Resource to National Asset*, page 14.

“Institutional integration is what differentiates us from the rest of the world. It provides a drive, it provides the initiative, and it influences perspective and eventually the end delivery.”



— **Low Tien Sio**, former Executive Director of the Mass Rapid Transit Corporation

Excerpt from *Transport: Overcoming Constraints, Sustaining Mobility*, page 39.

“The quality of our infrastructure becomes particularly important because, to some extent, it compensates for the other ‘weaknesses’. Thus the aim from the start has been to develop industrial infrastructure that can act as a differentiating advantage for Singapore.”



— **Manohar Khatani**, CEO of JTC

Excerpt from *Industrial Infrastructure: Growing in Tandem with the Economy*, page 16.

Reflections



Transport USS: "It provides an in-depth review of the challenges faced in each phase of land transport development, and the underlying principles which guided key policies and decisions implemented."

— **Prof. Cham Tao Soon**, Chancellor and Chairman, SIM University



Industrial Infrastructure USS: "It takes readers through the challenges faced at each phase of growth and how the key policies and decisions were crafted and implemented."

— **Philip Yeo**, Chairman, SPRING Singapore

Water USS: "The Water Urban Systems Study succinctly captures how Singapore was able to turn its water constraints into a virtue, highlighting the three key principles that underpinned the efforts of PUB, Singapore's National Water Agency, in ensuring water sustainability: Collect every drop of rainwater, Collect every drop of used water, and Reuse every drop of water more than once."

— **Tan Gee Paw**, Chairman, PUB



10 Principles for Liveable High-Density Cities



10 Principles for Liveable High-Density Cities exhibit in Bilbao, Spain.

Lessons Crystallised

The CLC and the Urban Land Institute (ULI) carried out a study on Singapore's urbanisation, to find clues on how cities can mitigate the stresses of high-density living as well as exploit the opportunities that density creates. Singapore was chosen because it is a high-density city that has consistently ranked well in various international liveability surveys.

CLC and ULI identified four distinct districts in Singapore that would constitute highly dense and highly liveable spaces — the mixed-use downtown district of Marina Bay, the commercial corridor of Orchard Road, and two high-quality and affordable public housing hubs, Toa Payoh and Tampines. The CLC-ULI team studied the origins, development cycle and planning framework of these four districts to identify success factors, issues and solutions.

Two joint CLC-ULI workshops were held in Singapore in the first half of 2012, bringing together more than 62 thought leaders, experts and practitioners from disciplines related to urban planning and development and representing both the private and public sectors. Participants discussed factors that contribute to the liveability of a highly dense city.

Key findings from the study were compiled in the book *10 Principles for Liveable High-Density Cities: Lessons from Singapore*, published in January 2013.

Spotlight:

Book Excerpts

Principle 2: Embrace Diversity, Foster Inclusiveness

The city has fostered inclusiveness and built community bonds through neighbourhood community centres that bring together people of similar interests from diverse backgrounds and cultures.



Principle 4: Develop Affordable Mixed-Use Neighbourhoods

In Singapore's new towns, facilities such as shopping malls and libraries are located at the town centre while kindergartens and childcare facilities would be closer to the residential areas. Generally, most

Community in Bloom activity.

services within a precinct can be reached on foot or by public transport. Having shared amenities also make the cost of living in these developments more affordable



Principle 7: Relieve Density with Variety and Add Green Boundaries

“Checkerboard planning” was often used in Singapore’s town planning to mitigate density by having different types of land use within a town, and also developments that are varied in terms of the height and density. Green boundaries between one high-density neighbourhood and another also provide relief. For example, Bishan and Ang Mo Kio, two dense neighbourhoods in Singapore, are separated by a park that gives residents some “breathing space”.

Schematic “checker-board” planning of Toa Payoh town.

Quotes from Experts and CLC Staff



“We can see strong existing interagency collaboration for long-term planning in the Singapore Government.”

— **David Moritz**, Principal, East West Capital, (Project Steering Committee Member)



“Some people like choices, and would enjoy staying in a city with diverse offerings. Compact high-density cities enable amenities and attractions to be concentrated, thereby giving variety and choices. For some whom prefer quieter places, there are other choices just outside the city, be it in suburban housing estates, natural areas like parks and beaches.”

— **Yap Lay Bee**, Director, Urban Redevelopment Authority



“Quality of life has a temporal aspect and can change over the course of a day or week. Orchard Road, for example, tends to attract large crowds on evenings and weekends, which some people may feel adds to the vibrancy of urban living. Others may have a different perception of this crowdedness, favouring instead to visit Orchard Road minimally or at non-peak hours. Planning for quality of life, therefore, is not only about the management of space but also time.”

— **Yeo Su-Jan**, PhD candidate, Department of Architecture, National University of Singapore



“The 10P report details the process of distilling key principles for creating a high-density, highly liveable city, which involved significant input from two workshops with public and private agencies and academe. The principles are developed and presented with the foremost intent of supporting strategies in the real world.”

— **Ruhi Lal**, Manager, CLC

Reflections

"This is especially timely and useful given the massive urbanisation that will occur over the next several decades. Hopefully the recommendations in the report can help these rapidly developing cities, especially those in the emerging economies and the 'global south' develop more effective approaches to increasing density in ways that can simultaneously spur higher rates of economic development, while improving liveability for their rapidly growing populations."



— **Richard Florida**, Co-Founder and Editor at Large at The Atlantic Cities (www.theatlanticcities.com),

"The power of the document is that the points are applicable universally and are feasible when they are part of a progressive transformation of the built environment as part of rapid urbanisation."

— **Archdaily.com**



"I think this is not a book for the shelf — I think it's a book for the meeting room, to have people talk about different principles and what that means and I'm sure that's really the goal of the book."

— **Simon Treacy**, Group CEO of MGPA and Chairman of ULI (South Asia)

"The essence of the book is people-centred. I am always against high density and high-rise, because I think high density does not equate to high-rise. I was looking at the chapter, then I realised that there was no preconceived idea anywhere stated in the report that high density is high-rise. Then I realised that this report takes a very, very broad and open-minded approach to the issues. So I congratulate the team for doing that."

— **Tan Shee Tiong**, Architect and Planner

Community Engagement



Civic engagement process in Bilbao.

Harnessing Public Opinion

Key to the success of any city's planning and development is the people that inhabit it. Beyond the tired view of public interests being portrayed as competing and fragmented, citizens around the world are increasingly vocal as well as active in partnering the public and private sectors in development projects.

With this in mind, the CLC embarked on a joint research project with Singapore's Urban Redevelopment Authority and other agencies under Singapore's Ministry of National Development, to learn from other cities' experiences in engaging communities. The project took shape when CLC and various government agencies came together to craft the project scope. Findings were shared with several government agencies involved in community engagement work, and an article on the research was published in *Urban Solutions* in June 2013.

Three case studies: Bilbao, Hong Kong and New York

The research teams looked at how cities engaged or, in some cases, omitted to engage citizens in planning and development. Case studies were taken from three key cities from different continents around the world:

Bilbao, Spain; Hong Kong, China; and New York, United States.

Bilbao

While the Spanish city of Bilbao does not have a legislated system of public engagement, it is firmly committed to civic participation. The city's engagement approach is to be "as mainstream as possible" and not be limited to minority groups. Annual surveys are conducted to find out what residents want, what they enjoy and what needs to be improved. Such qualitative and quantitative data helps keep majority sentiments in view.

Hong Kong

Hong Kong's Protection of the Harbour Ordinance, 1997 is a milestone legislation that addresses reclamation. It arose from public dissatisfaction against the over-development of Victoria Harbour, going back as far as the 1970s. This set the stage for civil society organisations to voice their opinions on various harbour developments in Hong Kong through the 1990s and 2000s. Today, public consultation has become an integral component of policy-making in Hong Kong.

New York

The boroughs of New York abide by a legislated consultative process for development projects. Development proposals that require rezoning are subjected to the Uniform Land Use Review Process. Here, views of the Community Board, the Borough President, the City Planning Council and the Mayor have to be taken into account. This formal process is also time-bound — taking up to seven months — which ensures that the consultative process is finite.

Spotlight:

Key lessons

1: Lead by example

Leadership that is sincere, open-minded and willing to modify plans when there are good reasons to do so often find greater chance of success in public engagement. Tapping into the community requires a people-centred approach to effectiveness, rather than a time-centred one, with concomitant financial and human resources dedicated to the implementation of the engagement processes.

2: Cultivate positive relations

The history of public engagement in the three cities surveyed indicates that civil society as well as professional groups need time and opportunities to develop. Effective stakeholder engagement would enable connections emotionally as well as rationally. It is thus important to develop positive relations with various groups, NGOs and the media on a sustained basis.

3: Clarify engagement goals and mechanics

To be constructive in achieving engagement outcome, one needs to be clear in articulating the goals and mechanics of engaging the community. The mechanics include the way the engagement is framed and pitched, and the strategic use of data and survey material. To facilitate constructive public debate, transparency of information is critical as well as marking the boundaries of the subject at hand.

4: Recognise local contexts and capabilities

The effectiveness of any public engagement approach is highly dependent on the political and cultural milieus of the country, and the readiness and maturity of their civil society to propose ideas and responsibly see them through. A number of community engagement examples owe their success to vibrant civic culture and the passion and vision of individuals who had the tenacity and connections to push the project forward.

Quote from CLC Staff



"Singapore's limited land resources mean that new developments often present significant trade-offs... This has generated debates about what the right balance between maintaining quality of life and the pursuit of economic growth should be. These trade-offs are not new. People, however, are no longer content to be passive consumers of the outcomes of development decisions. There is growing interest in the rationale behind the decisions made, and mounting pressure to open up opportunities for greater public involvement in the decision-making process."

— **Dr Limin Hee**, Acting Director (Research), CLC



"Glimpses into how other cities have dealt with community engagement, particularly the success stories, have reaffirmed the belief in how fulfilling community engagement can be, if done well. It requires tenacity, passion and really some blind faith that, at the end, everyone can be happy. My own hope is that officers who had worked on this project would be inspired to persevere in their domain of community engagement efforts. Though arduous, it all contributes to that final goal — as we continue to fine-tune Singapore's recipe of what good engagement really means."

— **Louisa-May Khoo**, Senior Assistant Director, CLC

Research

By the numbers

Research	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014*
Urban System Studies				
Completed	-	3	4	4
Published	-	-	3	2
Forward-Looking Research				
Completed	-	-	2	1
Published	-	-	1	1
Interviews				
Completed	-	18	53	55

* Research finished and/or published till January of 2013.

2012 Forward-Looking Research Collaborators



Capability Development



Capability Development is a key part of the Centre's activities. Through its ongoing research, CLC distils and creates knowledge on liveable and sustainable cities. These valuable lessons are then shared through its Capability Development programmes. The Centre's various learning platforms also draw on the expertise of Singapore's urban pioneers.



Temasek Foundation Leaders in Urban Governance



TFLUGP closing ceremony at Pinnacle@Duxton roof top garden.

For city leaders interested in Singapore's urban development experience

Launched in June 2012, the TEMASEK FOUNDATION LEADERS IN URBAN GOVERNANCE PROGRAMME featured a programme for leaders interested in developing high-density yet economically competitive, liveable and sustainable cities.

The programme aimed to share the principles of Singapore's integrated approach to high-density and high-liveability planning, and help international delegations design and realise action plans for unique urban governance solutions.

The inaugural run saw 10 delegations from eight countries develop concept papers on meeting a specific challenge that will be implemented over a year.

In Singapore, the week-long programme enabled the delegation to learn about the country's urban strategies through experts from organisations such as the Urban Redevelopment Authority, Housing & Development Board, National Parks Board, JTC Corporation, National Environment Agency, Land Transport Authority and PUB, the National Water Agency.

Each delegation's concept paper was then critically examined together with public-sector practitioners and related private-sector representatives, to determine their viability, after which further action plans were developed for execution.

Over the next 12 months, the Centre worked with the teams to track and review their implementation process. To date, the delegations from NDRC and Quezon City have requested for follow-up advisory and training programmes from the Centre.

TEMASEK FOUNDATION LEADERS IN URBAN GOVERNANCE PROGRAMME is jointly organised by the Centre for Liveable Cities and Temasek Foundation.



(Photo above) Minister Khaw Boon Wan (Ministry of National Development, Singapore) presenting training certificates.

Spotlight:

Kuching City Sets its Targets for 2017



During the programme in Singapore, the Kuching North City Hall delegation laid out the soon-to-be unveiled “Clean, Beautiful and Safe Enhancement Plan” for Kuching City.

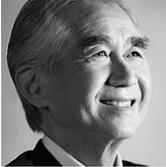
By sharing ideas with and tapping the knowledge of Singapore experts during the five-day programme, the team put together the final pieces for their plan - to make Kuching City the “cleanest, most beautiful and most talked-about Asian city by 2017”.

The administration launched its plan in January 2013 and will use the first year as a baseline for its performance over the next five years. The plan measures various aspects in enhancing the cleanliness, beauty and safety of Kuching City, including: specific targets in reducing waste, attaining specific standards in water quality, maintaining a low air pollution index, and most of all, the engagement of the community in the process.

- Achieve 2B Class water standard for Sarawak River
- Maintain air pollution index at below 50
- 40% of areas reserved for parks and recreation
- 80% utilisation of parks and open spaces

(Top-left photo) Clean, Beautiful and Safe Enhancement Plan activities led by Datuk Haji Abang Abdul Wahap Bin Haji Abang Julai, the Mayor of Kuching North.

Quotes from Experts and CLC Staff



"The science of urban planning is often overlooked because it is technical and requires spatial planning. We need leadership who are enlightened and committed. Professionals must be scientists with tested skills in R&D, as well as be artists who have an aesthetic sense."

- **Dr Liu Thai Ker**, Chairman for CLC, at the opening lecture



"Singapore's model may not suit the contexts of different countries and cities; it is a model that requires strong government commitment to home ownership and to set aside extensive resources for public housing. In some countries with less resources, the government provides small plots of land with basic infrastructure such as water and electricity to facilitate the building of informal housing by residents themselves."

- **Dr Cheong Koon Hean**, CEO, Housing & Development Board, on the initial capital required for low-cost housing



"We bill the customer on water consumption as well as the collection of used water. The second part is done through the water-borne fee and the sanitary appliance fee. We also apply the water conservation tax, which is 30% of the water tariff. We are also pricing at marginal source, the cost of producing the next drop of water."

- **Chew Men Leong**, Chief Executive, PUB, on Singapore's pricing of water



"It is not every day that mayors from around the region come together to learn from and network with one another and with experts and urban pioneers from Singapore. CLC, with its resource of Urban System Studies and pool of experts, helped to share Singapore's successes and pitfalls to be avoided. This is the true spirit of sharing and gives an added dimension and value to which the city leaders from around the region appreciated."

- **Brian Patrick Tan**, Assistant Director, CLC

Reflections



"All who mentored us this week are the cream of urban planning, sharing real-life, not textbook, experiences."

- **Rohan Seneviratne**, Additional Secretary, Ministry of Defence and Urban Development, Sri Lanka



"The programme will be useful for the local city planning and administration for a sustainable development of the city of Visakhapatnam."

- **Burla Ramanjaneyulu**, Commissioner, Greater Visakhapatnam Municipal Corporation, India



"This programme will give new discourse about urban problem solving in Makassar City."

- **H. Muhammad Masri Tiro**, Head of Physical and Infrastructure Division, Makassar City, Indonesia

Singapore-Myanmar Technical Co-operation Programme



Participant briefing at Tuas incineration plant.

Sharing Knowledge with Myanmar

The CLC developed and carried out a five-day training programme for a group of 12 senior Myanmar officials on the topic of “Planning and Development of Urban Infrastructure” from 27–31 August 2012.

The participants comprised Director Generals, Managing Directors and Heads of Departments from various Myanmar government agencies, including ministries of home affairs and transport, and regional development committees from Yangon and Nay Pyi Daw.

The objectives of the programme were to share principles and approaches to solving complex urban challenges. With this in mind CLC designed a programme that covered three key modules:

- Lectures and introduction to the CLC Framework and CLC Urban Systems Studies
- Learning journeys and site visits
- Dialogues with Singapore’s urban pioneers and public and private sector leaders



By introducing and examining Singapore's urban transformation process over the last 50 years, facilitators and dialogue speakers helped extract key lessons from the case studies that could be of use to Myanmar's development journey.

At the end of each session the Myanmar officials, facilitated by CLC staff, carried out further reflection and consolidation of learning. These enabled participants to discuss the applicability of the knowledge that was shared, to address real urban challenges in Myanmar.



(Photo above) Delegate briefing at Housing & Development Board Hub.



Delegates' site visit to Toa Payoh Town (top) and URA City Gallery (bottom).

Quotes from Experts and CLC Staff



"You can leapfrog technology, but not people development. You have to build capabilities, foundations... When you first start, you spend money on good sanitation, electricity, sewage, factories — to first improve people's lives. The rest can follow later. So it is always the first generation that gets into development, that makes a sacrifice for the next generation... Don't be in a hurry for the bright lights to come."

— **David Lim**, Independent Director Ascendas India Trust and Wheelock Properties Singapore
(Session on "Competitive Economy")



"To minimise risk, your strategy should leverage on your strengths. For example, one of Singapore's key strengths is the strength of our business city. So, it was logical for Singapore to develop its MICE (meetings, incentives, conferences, and exhibitions) sector. While the tourism and leisure sector was important on its own, we knew that developing the sector would also strengthen the MICE sector, as serious business must be complemented with some fun. Play on your strengths to help you. For similar reasons, we decided to expand education and healthcare sectors, attracting people to Singapore for healthcare and education. Myanmar's culture, history and scenery are its strengths but main weakness is infrastructure – airport, hotel capacity, roads, training and etc are its key constraints.:

— **Lim Neo Chian**, Chief Executive Officer, Singbridge International
(Session on "Urban infrastructure planning and development")



"Singapore sees Myanmar as a strategic partner in the ASEAN realm and we were happy to provide a platform for our friends to learn from Singapore's urban development model. What struck me most during the exchange was their passion and enthusiasm in wanting to solve their country's urban challenges. In the wake of Myanmar opening up to the world, there is a common and urgent desire by its people for Myanmar to realise its full potential. I was pleased to be part of Singapore's efforts in helping them towards this end."

— **Brian Patrick Tan**, Assistant Director, CLC

Reflections

"[We are] inviting investors to invest in Myanmar. We need to learn about master planning for a specific period. How to review it [and] the lessons from past experience. We are going to submit to our government our reform in master planning, [and we hope to gain] late comer advantage and reform [based on] the lessons of Singapore's experience and apply that to our country. When Nigeria reformed towards democratic, [it] totally collapsed. Singapore is totally developed. We are going to study why."



- **Kyaw Linn**, Managing Director, Department of Public Works, Ministry of Construction, Myanmar
(Session on "Infrastructure Financing")



Myanmar participants in Toa Payoh.

Leaders in Urban Governance Programme



Networking ✓✓✓
↳ each other
↳ learning from
leaders

AFFECTIVE
♥

WOG
work
together

LEARNING
Aspirations

COGNITIVE
☺

Strategies for hopeful
positive future

Policy tradeoffs

WOG Info/Coord²
Learn from China ✓

Engagement
Synergy - Econ/
Soc.

Diff Agencies
Challenges

LUGP action plan activity.

Training Singapore's Urban Leaders

CLC's Leaders in Urban Governance Programme (LUGP), delivered in collaboration with the Civil Service College, focuses on urban governance and leadership in Singapore. Launched in 2010, this flagship training is a three-week full-time programme with a one-week overseas study component that enables participants to:

- Understand the foundations of Singapore's urbanisation success
- Gain insights into international urbanisation trends, challenges and opportunities
- Build expertise in the principles and practice of strong urban governance
- Network with urban pioneers, policy-makers and experts from various ministries and agencies as well as peers who will become future leaders in the public service

This practitioner-oriented programme is designed for government officers in Singapore who have demonstrated high potential and leadership in public service and aspire to acquire broader perspectives on the development of Singapore and develop competencies to lead the development and management of the city-state into the future.

The third run of the LUGP took place from 17 September to 5 October 2012, where participants discussed the Urban Systems Studies on competitive economy, environmental sustainability, financing and probed speakers on panel discussions on master planning. The overseas study trip to China offered an avenue to look at Singapore's experience and development model when transposed to new socio-economic contexts.

Creating a holistic training programme:



(i) **Overview Modules: Introduction to the Framework**

Breakout discussion sessions and panel discussion sessions with Urban Pioneers served to provoke thought on the key outcomes (the "whats") and systems (the "hows") of a liveable and sustainable city.



(ii) **Urban System Studies and Panel Discussions**

Each Urban System Studies (USS) session underscored the attributes of strong urban governance and integrated master planning that enabled the achievements and successes highlighted in each USS. The session was led by a faculty lead with vast experience and rich domain knowledge, followed by a panel discussion with urban pioneers and resource persons from relevant ministries and statutory boards.

(Left photos) Framework breakout discussion session.

(iii) Learning Journeys

Site visits were used to highlight the components and application of the CLC Framework.

(iv) International Organisation Sessions

Through a special lecture, case analyses and networking sessions with an international organisation, participants were exposed to international perspectives and issues in development.



(v) Ministerial Dialogue Sessions

The sessions set the stage for participants to share their thoughts on urban governance with Singapore's leaders and gain insights into strategies on the government's approach to urban development and management. It provided participants an opportunity to understand the rationale behind key decisions made by the government through the Ministers' past experiences.

(vi) Overseas study

A one-week overseas study trip to Shanghai and Beijing was organised to understand first-hand the urbanisation challenges. The workshop was co-organised by the China Centre for Urban Development, National Development and Reform Commission (NDRC).



(Top photo) Ministerial dialogue session. (Bottom photo) Delegates at Suzhou Industrial Park.

Quotes from Experts and CLC Staff

"...at the EDB, we came up with six desired attributes for the Singapore economy. These included flexibility to deploy and redeploy resources; inclusiveness where industries should create jobs which match Singapore's capabilities ; resilience where industries could cushion Singapore against economic downturns. We also wanted sustainability in limited resources such as land and energy, growth as well as global leadership. We select and develop industries that help strengthen these attributes for Singapore's economy."



- **Yeoh Keat Chuan**, Managing Director, EDB, at the LUGP "Charting the Future" session

"From the water point of view, the major challenge is to keep this strength as a competitive advantage. If you imagine the future with a larger population, you will have to meet growing demands. You have to provide for non-domestic usage of water and this would have to be significant. There will be a need for more infrastructure and there will be constraints as to how much infrastructure and networks we can build to deliver water to the users."



- **Chew Men Leong**, CEO, PUB, The National Water Agency, at the LUGP "Charting the Future" session

"I would argue that going forward, the types of industries that we attract would certainly not be the same as those that came in the 1960s. These will be more talent-based industries, where a "green" environment is necessary. Liveability would be an important factor."



- **Poon Hong Yuen**, CEO, NParks, at the LUGP "Charting the Future" session

"It was inspiring to see participants grow over the course of the three-week programme, as they gained a better appreciation of other sectors of urban governance and built camaraderie and a tacit understanding with their peers to work together to face future challenges for Singapore".



-**Lim Hui Ling**, Assistant Director, CLC

Feedback

"The interactions with leading personalities from business, politics and government helped me better understand the challenges ahead in order for us to implement change."

"I understand better why certain policies are crafted in a certain way in response to greater issues in a national and global context."

"It was good to be able to learn from and compare past and present leadership approaches."

"I drew lessons not only from Singapore's shortcomings and strengths but also from urban management in other cities."

"I now have a deeper appreciation of Singapore's development journey and the shifts in strategy as Singapore repositions itself to respond to the new norms."



LUGP participants at ETH Singapore visit.

MND City EXCEL



Action Plan workshop session.

Knowledge sharing with Singapore's government agencies

Beginning in February 2013, the CLC launched nine capability development programme specially tailored for the Ministry of National Development in Singapore (MND).

The five-day programme, which lasted from 18–22 February 2013, is modelled after CLC Leader's in Urban Governance Programme. The sessions included dialogues with experts and government leaders as well as an assignment undertaken by participants. The programme covered themes such as "Foundation of a Liveable and Sustainable City"; "Trade-offs for Liveability (Quality of Life)"; "Environmental Challenges"; "Physical Challenges"; and "The Future".

Participants came from various levels at organisations under the purview of the Ministry of National Development. This included Agri-Food & Veterinary Authority, Building & Construction Authority, the Council for Estate Agencies, Housing & Development Board, the Ministry of National Development, National Parks Board and Urban Redevelopment Authority.



Training Areas:

- Foundation of a Liveable and Sustainable City
- Trade Offs for Liveability (Quality of life)
- Environmental Challenges
- Physical Challenges
- The Future

Over the course of five days, participants engaged in dialogue with experts from various fields - some from their organisations. Candid question-and-answer sessions enabled participants and experts alike to share concerns as well as insights to challenges. These sessions made use of CLC's Liveability Framework as well as the Urban Systems Studies series as bases for dialogue.



Bishan- Ang Mo Kio Park site visit led by
Atelier Dreiseitl's Tobias Baur



(Top photo) MND Permanent Secretary Benny Lim during the interactive session with participants. (Bottom photo) Action Plan presentation.

Quotes from Experts



“The Green Building Master Plan targets 80% of all buildings in Singapore to be Green Mark Certified by 2030. The plan took a holistic approach – regulatory framework, public sector leading, incentive schemes to help private sector, capability development etc. The private sector was spurred through providing bonus gross floor area for new green mark buildings and funds set aside for retrofitting existing buildings to make them more energy efficient.”

- **Tan Tian Chong**, Group Director, Technology Development Building & Construction Authority, Singapore

Feedback

"It opened a different dimension/perspective to how one would view and see issues/problems/solutions."

"The learning journey to the park, the hands-on experience (cycling) on the PCN and in the park, followed by briefings from the architect himself who was involved in it (and Nparks/PUB), was a good way of making the case study come alive!"

"This is a very privileged learning experience which not many would have the chance. This should be opened up to most civil servants."

"They allowed me to understand the issues faced by Singapore in its development. The forums/discussion sessions were the most valuable and interesting. This should be retained and built on. Inviting guest speakers/former civil servants have a wealth of experience to pass on to the trainees."

"Master planning is a great way for the nation's growth... such plans are not secret and milestones ought to be shared in public along the planning stage."

Capability Development

By the numbers

Programme Participants				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014*
Total Participants	23	19	64	373

International Programmes				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014*
No. of conducted programmes	0	0	2	4
Average Programme Rating**	n.a.	n.a.	4.45	4.61

Local Programmes				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014*
No. of conducted programmes	1	1	1	6
Average Programme Rating**	4.40	4.37	4.44	4.48

**Programmes from April 2013 to December 2013*

*** 5.0 as highest*

FY 2012/ 2013 International Participants Regional Spread

- China
- Laos
- Philippines
- Vietnam
- Myanmar
- India
- Sri Lanka
- Malaysia
- Indonesia



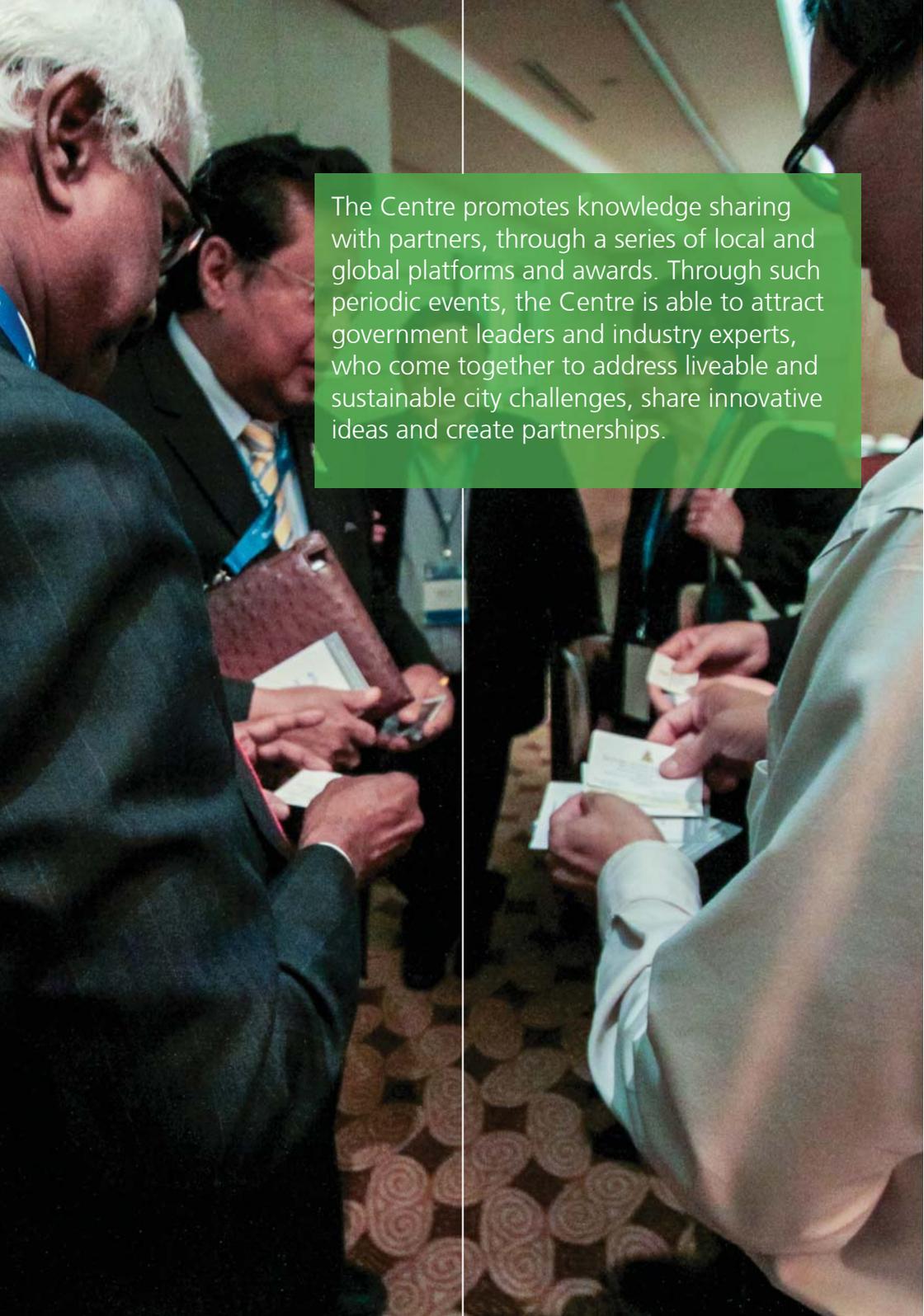
FY 2012/ 2013 Local Participants from Singapore Government Agencies

- Ministry of National Development (MND)
- Ministry of the Environment and Water Resources (MEWR)
- Ministry of Trade and Industry Singapore (MTI)
- JTC Corporation (JTC)
- Singapore Land Authority (SLA)
- National Parks Board (NParks)
- Housing & Development Board (HDB)
- Singapore Economic Development Board (EDB)
- Urban Redevelopment Authority (URA)
- PUB, Singapore's National Water Agency
- Building Construction Authority (BCA)
- National Environmental Agency (NEA)



Promotion





The Centre promotes knowledge sharing with partners, through a series of local and global platforms and awards. Through such periodic events, the Centre is able to attract government leaders and industry experts, who come together to address liveable and sustainable city challenges, share innovative ideas and create partnerships.

World Cities Summit 2012



WCS opening plenary session.

A Biennial Meeting of City Leaders & Experts

The World Cities Summit (WCS) is a biennial exclusive and premier platform for government leaders and industry experts to address liveable and sustainable city challenges, share innovative urban projects and forge partnerships.

In 2012, the Summit was held in Singapore from 1–5 July at the Sands Expo & Convention Centre and attended by 4,300 senior delegates from over 208 cities. Co-located with the Singapore International Water Week and CleanEnviro Summit Singapore, the three events attracted over 19,000 attendees from Singapore and internationally.

The Session

The Summit featured a number of plenary sessions. Representatives from a wide variety of sectors heard leaders from the public sector, United Nations, the World Bank, MIT, Shell, Electricité de France and Siemens AG who shared their analyses of issues and solutions in governance in sustainability, water and environment development, urbanisation forces and smart cities.



Highlights from the Summit

Apart from the plenary sessions, the Summit featured four unique components:

1. **World Cities Summit Mayors Forum** — an annual closed-door meeting dedicated for mayors and city leaders from diverse regions to network, discuss best practices and co-operate on initiatives in sustainable development and growth.

2. **Lee Kuan Yew World City Prize** — a biennial international award that honours outstanding achievements and contributions to the creation of liveable, vibrant and sustainable urban communities around the world. The Prize was awarded to the city of New York in 2012.



Lee Kuan Yew Water and City Prize presentation.

Spotlight: WCS Expo

Featuring close to 80 exhibitors, the expo was a dedicated space for strategic and supporting partners to share their work. Exhibitors also included multilateral organisations, urban solution providers and commercial developers. In addition, the Expo showcased developments across cities with a Cities Pavilion and a Sustainable Singapore Pavilion.



WCS Expo hall.

Quotes from Experts and CLC Staff



"...what we can learn from Singapore is its very relevant industrialisation experiences — the lessons of how Singapore was able to upgrade and transform itself from a manufacturing industry to a knowledge industry, including biotechnology and medical services, which can be exported to the whole world."

— **Dr Feng Lun**, Chairman of the Board, Vantone Holdings Co. Ltd and Chairman, World Future Foundation



"As a small country, [Singapore has] to try to be relevant and useful to our neighbours and to the world, and being a thought leader in an important emerging field is being relevant and useful. One of the historic shifts in the world is urbanisation... we are living in an increasingly urban world. The challenge to the world is how we can make our cities liveable, safe and sustainable...and by hosting the biannual WCS, Singapore is trying to make a contribution."

— **Prof Tommy Koh**, Ambassador-at-large, Ministry of Foreign Affairs, Singapore



"The success of the WCS lies in the co-ordination between multiple agencies. Co-ordinating the efforts across so many agencies was a key challenge, and it required much good will, co-operation and camaraderie to produce an international summit of such stature, whilst still ensuring that all participating agencies were able to extract value from this event. I am glad to be a part of this highly collaborative and resilient team and look forward to an even better WCS in 2014."

— **Benjamin Lee**, Assistant Director, CLC

Reflections



“The World Cities Summit is an extremely important event because it brings many cities that are in need of solutions for city planning and advices on urban development, to learn from cities with very rich experiences.”

— **H.E. Edson Aparecido**, Secretary, Metropolitan Development for the State of São Paulo, Brazil

“WCS is definitely very useful [in enhancing one’s] network with many high-level city representatives and [to] learn about each city’s experiences and initiatives. Such forums and conferences are very beneficial in exchanging excellent solutions to problems faced in city planning.”

— **H.E. Dr. Ali Yousif Abdulnabi Al-Shukri**, Minister of Planning, Iraq



World Cities Summit Mayors Forum 2012



WCS MF in session.

Growing a Common Network of City Leaders

The World Cities Summit Mayors Forum is a dedicated platform for mayors and city leaders from diverse regions to network, discuss best practices and co-operate on initiatives in sustainable development and growth. A closed-door event, the Forum allows city leaders to share city planning experiences with peers and also learn about solutions from businesses and international organisations.

Held in Singapore on 1 July 2012 in conjunction with the World Cities Summit, the Forum attracted over 100 mayors and city leaders from 94 cities, triple that of the last two editions.

Under the theme, “Liveable and Sustainable Cities”, leaders discussed challenges as well as proven solutions and best practices. Mayors and city leaders participated in six sessions on the topics of sustainable environment, high quality of life, competitive economy, integrated master planning and development, dynamic urban governance and building liveable cities. Each session’s moderator then presented the discussions at a combined plenary discussion.

The CLC Liveability Framework for liveable and sustainable cities guided the Forum discussions. Specifying three main outcomes — high quality of life,



competitive economy and sustainable environment — the Framework outlines how these could be achieved through integrated master planning and development and dynamic urban governance. The leaders came to a collective agreement that strong governance and integrated planning hold the key to solving challenges like poverty and environmental degradation.

Breakout Sessions

- Integrated master planning and development
Moderated by Dr Liu Thai Ker, Director of RSP Architects Planners & Engineers (Pte Ltd)

- Dynamic urban governance
Moderated by Prof Kishore Mahbubani, Dean of Lee Kuan Yew School of Public Policy, NUS

- Achieving a high quality of life
Moderated by Lee Tzu Yang, Chairman, Shell Companies in Singapore

- Building liveable cities
Moderated by Dr Alfonso Vegara, President, Fundación Metrópoli

- Ensuring a sustainable environment
Moderated by Ambassador Burhan Gafoor, Chief Negotiator for Climate Change, Ministry of Foreign Affairs, Singapore

- Maintaining a competitive environment
Moderated by Greg Clark, Chairman of OECD LEED Forum and Senior Fellow at the Urban Land Institute



World Cities Summit Mayors Forum networking and closing session.

Quotes from Experts and CLC Staff



"The economy, is not an arena where city governments have a monopoly power. City governments, in relation to the economy, must act in a way which encourages and builds the market, investors, entrepreneurs, traders, mobile people, mobile capital, so there is not a monopoly; and city governments must develop a mechanism that is market-friendly."

— **Greg Clark**, Chairman of the OECD LEED Forum, Senior Fellow at the Urban Land Institute



"There was a joint feeling that cities have a important role in the economy... the debate we had considered that competitive cities make competitive countries, and we need competitive cities to attract talent, to create jobs, attract investment, [increase] quality of life... So competitiveness is very important and cities are the most sophisticated cluster of our global economy because at this scale you can really provide competitive advantage for companies and also quality of life for people."

— **Dr Alfonso Vegara**, President, Fundación Metr poli



"We all need to look beyond the hard infrastructure and to look at the practices — how people use that infrastructure and, if I can call it, the "feel-good" factor about living in the city. And this is where we got into discussions around the activities that happen in a city, not just the economics... the cultural activities where people come together for recreation, for sports, for culture, for leisure and that this is also a very key part of the high quality of life."

— **Lee Tzu Yang**, CLC Advisory Board Member, Chairman, Shell Companies in Singapore



"Since the World Cities Summit Mayors Forum's first run in 2010, it has grown to become one of the world's largest gatherings of city leaders with more than 100 participating cities in 2012. Seeing more and more cities joining the discussions year after year gives me a great sense of fulfilment. Being involved in the forum has expanded my knowledge of cities and cultures and enabled me to make friends with like-minded counterparts from different parts of the world. I hope the forum can continue to inspire and encourage more people to identify solutions to developmental issues."

— **Cherine Liu**, Assistant Director, Centre for Liveable Cities

Reflections



"The WCS Forum is a great enabling opportunity for mayors and those involved in all aspects of cities to connect and learn from one another."

— **Lisa Scaffidi**, Lord Mayor of Perth, Australia



"I highly appreciate the way this was organised, such that many participants shared on each theme, providing learning that each of us can bring back and apply to our local context."

— **Tran Minh Sanh**, Chairman of Ba Ria-Vung Tau Province, Vietnam



"Every city has its unique problems. While the problems may seem similar, the roots or the ways to solve them vary. So it is important for everyone to listen and exchange ideas. Meetings like the WCS Mayors Forum are important because leaders and mayors do not often get a chance to gather and exchange ideas."

— **Amarsanaa Erdenebileg**, Director of Foreign Relation and Cooperation Department, Ulaanbaatar, Mongolia



"A great experience, especially interacting with different officials from other countries and sharing opportunities common to countries. Although there was limited time, I was able to discuss my favourite topic on culture and the arts among the youth, which can be a good vehicle for community participation governance."

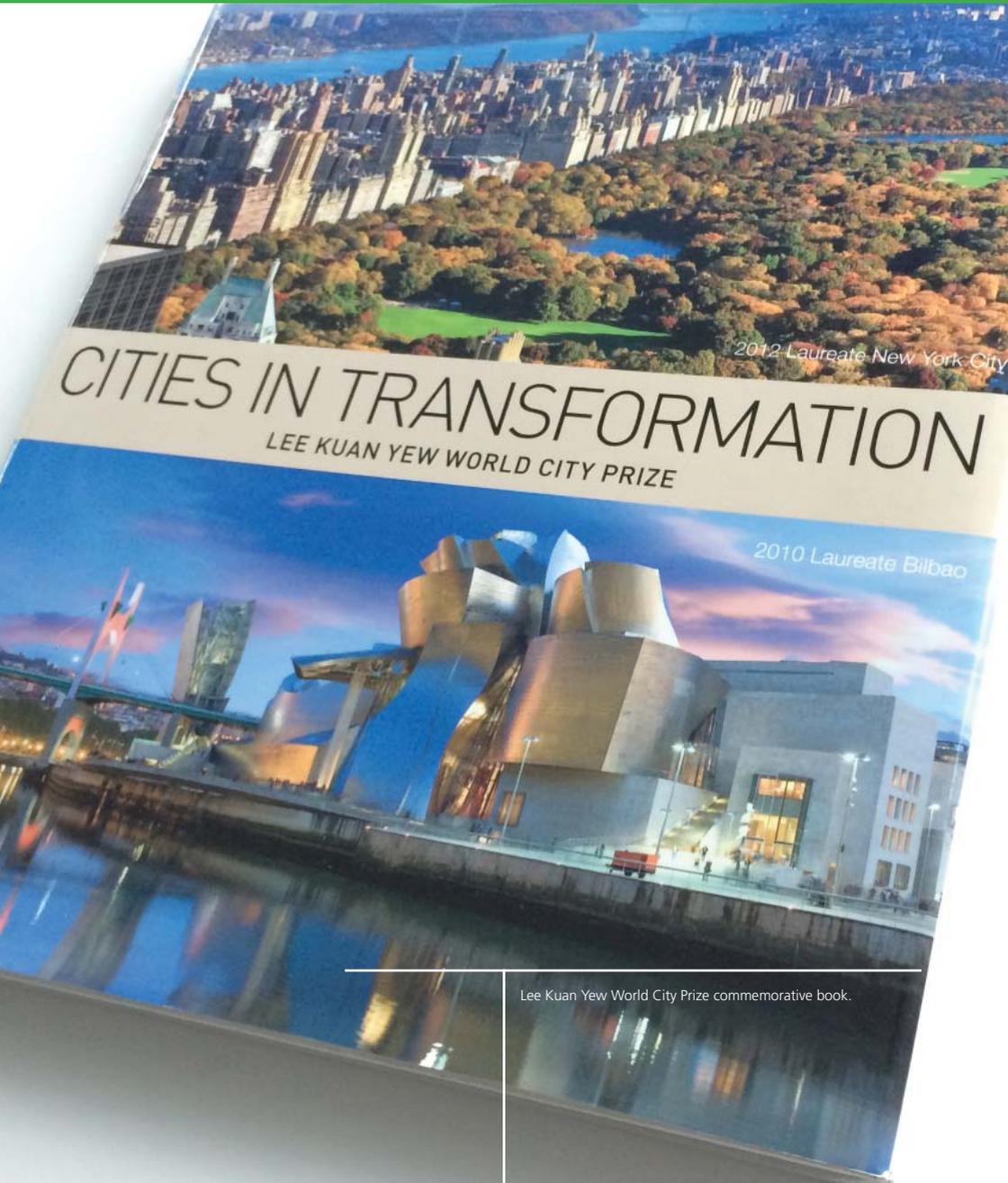
— **Remedios L. Petilla**, Mayor of Palo, Leyte, the Philippines



"I attended the Mayors Forum and learned a lot from other mayors and city managers who talked about how their cities developed and challenges they faced, as they share experiences. That's excellent for learning and I hope we can benefit from it by applying what we have learnt, for the future."

— **Dr Liu Bao Chun**, Director General of Foreign Affairs Office, Guangzhou Municipal Government, China

Lee Kuan Yew World City Prize



Lee Kuan Yew World City Prize commemorative book.

Recognising outstanding solutions

First presented in 2010, the Lee Kuan Yew World City Prize is a biennial international award that honours outstanding achievements and contributions to liveable, vibrant and sustainable urban communities. It is presented during the World Cities Summit.

The Prize recognises cities and their key leaders and organisations for displaying foresight, good governance and innovation in tackling the many urban challenges faced, to bring about social, economic and environmental benefits in a holistic way to their communities.

Co-organised by the URA and the CLC, the Lee Kuan Yew World City Prize is named after Singapore's first Prime Minister (1959–1990), who was instrumental in developing Singapore into a distinctive, clean and green garden city in a short span of a few decades.

The Prize emphasises practical and cost effective solutions and ideas, to facilitate the sharing of best practices that are replicable across cities around the world. Prize Laureates are presented with an award certificate, a gold medallion and a cash prize of S\$300,000, sponsored by Keppel Corporation.

In the first two cycles, the Prize has received nominations from over 30 countries worldwide — 78 and 62 nominations in 2010 and 2012, respectively. The year 2013 saw the opening of nominations for the 2014 Lee Kuan Yew World City Prize, with two main changes:

1) Nomination is now for the “city” instead of “individual” and “organisation” categories. Key leaders and organisations as well as partners in the developmental team will still be recognised in the nomination.

2) Selection of key demonstration projects will relate to and contribute towards the overall master plan or strategy for the city. This highlights the importance for cities to have a clear vision and consistent plan in achieving a sustained and durable urban transformation.



(Left to right) Dr Cheong Koon Hean, Prize Nominating Committee Member; Micheal Bloomberg, Mayor of New York City; Prof Kishore Mahbubani, Prize Nominating Committee Chairperson; Larry Ng, Prize Secretary.

Nomination criteria

All nominations are evaluated on the following criteria:

- (i) Demonstration of strong leadership and governance through vision, foresight and commitment to achieve the objectives of the urban transformation and desired urban solution;
- (ii) Creativity and innovation in the overall master-planning / strategy and implementation approach, to establish new models and benchmarks;
- (iii) Good and applicable practices and ideas that can be adopted for the benefit of other cities; and
- (iv) Successful implementation, taking into account the scale and sustainability of the transformation's long-term impact.

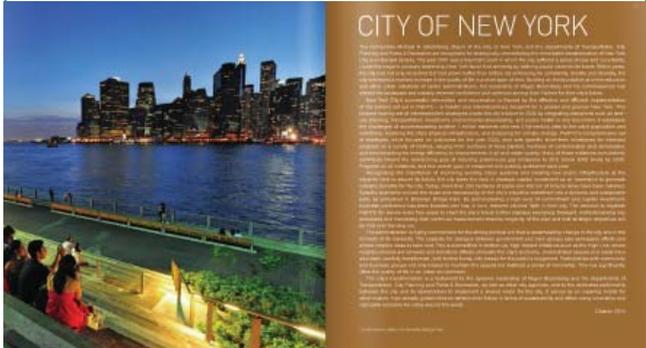


Prize award ceremony.

Spotlight:

2012 Prize Laureate: City of New York

New York City's successful reinvention is framed by the effective and efficient implementation of the actions set out in PlaNYC — a holistic and interdisciplinary blueprint for a greater and greener New York. The interdependent strategies within PlaNYC chart the city's future to 2030 by integrating land use, transportation, environmental stewardship and public health in one document.



Article feature on New York City, in the book *Cities in Transformation*.

The capacity for dialogue between government and civic groups also synergises efforts and allows creative ideas to take root. This is exemplified in bottom-up, high-impact initiatives such as the High Line, where neighbourhoods are renewed and beneficial effects stimulate the city's economy.

The city's transformation is a testament to the dynamic leadership of Mayor Bloomberg, the Departments of Transportation, City Planning and Parks and Recreation, as well as other city agencies, and to the dedicated partnership between the city and its stakeholders to implement a shared vision for the city.

Reflections

“Receiving the Lee Kuan Yew World City Prize is not only a great honour, it is an affirmation of our vision for New York as a global leader of sustainable development and innovative public spaces. Our vision has been informed by the experiences of other cities around the world, including Singapore. New York is a city that is open — to all people, commerce, and ideas — and we will continue to make our city an even more attractive place to live, work, and visit. We hope that our story helps inspire other city leaders to promote economic growth by fostering a culture of freedom and innovation.”



— Speech by **Michael R. Bloomberg**, Mayor, City of New York, at the Lee Kuan Yew World City Prize 2012 Media Conference in Singapore



“For Bilbao City Hall to be named the first recipients of this important award is a great form of recognition for us. We are truly honoured and hope that Bilbao can provide inspiration for other cities — even as we explore other areas of opportunity and growth.”

— **Dr Iñaki Azkuna**, Mayor of Bilbao

CLC Lectures Series



Hong Kong Secretary for Development Carrie Lam delivering a lecture.

CENTRE for
Liveable Cities
SINGAPORE

Knowledge that Inspires

Through its flagship CLC lecture series, the Centre organises regular public talks and panel discussions featuring thought leaders and experts related to urban liveability and sustainability. Drawing about 200 participants each time, these lectures have attracted members of the public, private and civic sectors, as well as scholars, journalists. These events generate robust discussions and a diversity of perspectives.

In FY2012/2013, CLC organised 9 such lectures, on themes ranging from smart cities and the measurement of quality of life, to scenario planning of energy resources in the future and challenges to maintaining equity in cities.

2012 Lectures

1. "Hong Kong's Heritage Conservation: A Paradigm Shift," 17 May 2012
In collaboration with the Lee Kuan Yew School of Public Policy
2. "In Conversation with: Environmental Pioneers — Trading Up or Trading Off?" 29 May 2012
In collaboration with the Singapore Environment Institute
3. "Ageing in Inclusive Cities," 13 September 2012
4. "Growth and Governance: The Indian Urban Scene," 10 October 2012
5. "Professional Team Sports and the Urbanisation of Desire: Cities, Nations, and Public Private Participation," 16 October 2012
In collaboration with Singapore Sports Council
6. "Shell Scenarios: Navigating Complex Dynamics in an Era of Volatility," 16 November 2012
In collaboration with Shell
7. "Radical Revisioning of Engineering," 3 December 2012
8. "Can We Make the Cities We Want?," 22 February 2013
9. "Singapore Public Housing Story", 21 March 2013



Professor Susan S. Fainstein (Top photo) and Dr Bervyn Lee (Bottom photo) speaking at CLC Lecture Series events.

Quotes from Experts and CLC Staff



"What's the purpose of the city? What are we trying to achieve by having it?... if you look at the history of why, you can see that up to a certain density and certain scale, it was necessary to deliver economic agglomeration, the social interactions, the cross-fertilisation of ideas."

— **Prof Brian Collins**, Professor, Engineering Policy and Director, Centre of Engineering Policy, University College London



"Here in Singapore, the 25 years of development that I've seen has seen a huge blossoming of prosperity and that's a good thing. That brings stresses, and many of those stresses cross traditional boundaries.... The stresses, I believe, come more from the development of prosperity than the development of population. So I think population is an important issue, but I don't think it's the primary issue. The primary issue is around prosperity both maintaining and enhancing that, over time."

— **Jeremy B. Bentham**, Vice President, Global Business Environment, Shell



"... we have to actually move from segregation to integration for older people. And you know, designers have a lot to do with it... if you want to create the place where people can meet each other in the neighbourhood, there are a lot of designs we can implement."

— **Dr Emi Kiyota**, Environmental Gerontologist and President & Founder of Ibasho



"I believe the success of each lecture depends on both the speakers as well as the audience. Every lecture, we've an average of 200 participants across sectors and geographical regions, many with unique perspectives, who contributed interesting and provocative questions and ideas. Very often, our speakers tell us how invigorating these sessions are — ideas are championed and challenged, and in the process they learn more about their own fields. The wide-ranging topics and experts featured in the Lecture Series have also drummed up excitement about the Centre's work. In fact, many of the Centre's staff were attracted to join the team after following the lecture series on our website. "

— **Huang Zhengyang**, Assistant Director, CLC

Feedback

"Informative and insightful. I thought it was particularly interesting to hear an external expert comment on Singapore's policies. It gives an "out-of-the-box" perspective."

"Excellent, motivational, inspiring and enlightening."

"Interesting and insightful, especially policy considerations in the past which give a very fresh perspective."



CLC Lecture audience.

Urban Solutions

URBAN SOLUTIONS

ISSUE 1 ○ JULY 2012

INTERVIEW:
DR LIU
THAI KER

CITY FOCUS:
NEW YORK
CITY

ESSAY:
SIR PETER
HALL

URBAN SOLUTIONS

INTERVIEW
Lee Kuan Yew
Herbert Bautista

CASE STUDY
Ahmedabad
Singapore
Yokohama

ESSAY
Limin Hee & Scott Dunn
Ayesha & Parag Khanna
Marilyn Jordan Taylor
Anthony G.O. Yeh

CITY FOCUS
Kigali

OPINION
Eduard Glaser
Ed Korbey

Urban Solutions magazine covers.

Sharing Solutions for Contemporary Challenges

In 2012, the CLC launched *Urban Solutions*, a biannual magazine that shares content on creating liveable and sustainable cities. Every issue, we invite top global practitioners and thought leaders in urban planning and governance to share best practices, research and new ideas.

The first two issues, published in July 2012 and February 2013, were co-curated with Singapore's Urban Redevelopment Authority (URA), to explore the topic of planning for liveable high-density cities.

The CLC consults with a panel of advisors that include leading global practitioners and experts in the field of urban governance, planning and development. Panellists provide feedback on essays from contributors as part of the editorial process.

Available in print and digital editions (www.clc.gov.sg/publications/urbansolutions.htm), the magazine is distributed to the leaders of cities around the world as well as to CLC's network of partners in the public and private sectors, NGOs and international organisations, journalists, scholars and experts.



Extracts from US Issues and CLC Staff Quote

[Issue #2, p08-10]

“An interesting thing happened when employees from every municipal department were forced to work together under one roof. Those who might have otherwise been reluctant to co-operate with people outside of their organisation began collaborating with others naturally.”



— “Integrating Emergency Response Management for a Resilient Rio”, by **Eduardo Paes**, Mayor of Rio de Janeiro (Urban Solutions, Issue #1, July 2012)

[Issue #1, p32–37]

“To achieve urban sustainability through transport planning, there is no substitute for a good public transport system that delivers a smooth, interconnected service throughout most — if not all — of the 24-hour day. With this as its base, many different urban forms are then possible... it must minimise the need for car travel, and maximise the opportunities for short trips on foot and by bicycle, and on short-distance public transport...”



— “New Perspectives on Transportation and Urban Density” by **Sir Peter Hall** (Urban Solutions, Issue #1, July 2012)

“We created Urban Solutions from scratch, and that in itself was an instructional journey rich with learning. I found many excellent urban innovations out there, albeit not always well known. Our challenge is to distil and communicate it such that it becomes practical and useful knowledge.



We wanted to create an international “ecosystem” where city leaders, urban practitioners and the related businesses could contribute knowledge and also be connected with the ideas and services they require. So it is most heartening when they write to tell us what the value of Urban Solutions has been to them, and when people contact us to request copies of the publication. ”

— **Petrina Yeap**, Assistant Director, CLC

Reflections

"Most impressive. I enjoyed perusing it."

— **JY Pillay**

Chairman, Council of Presidential Advisors

"Looks like an impressive set of resources"

— **Karl Fjellstrom**

Regional Director, Institute for Transportation and Development Policy

"Contents are very good and relevant."

— **Jennifer Ho**

Managing Director, CJ FORTE Pte Ltd

"Substantial in its content and discussion."

— **Erwin Viray**

Professor & Head, Graduate School of Architecture Design, Kyoto Institute of Technology

"Well produced, many insightful articles."

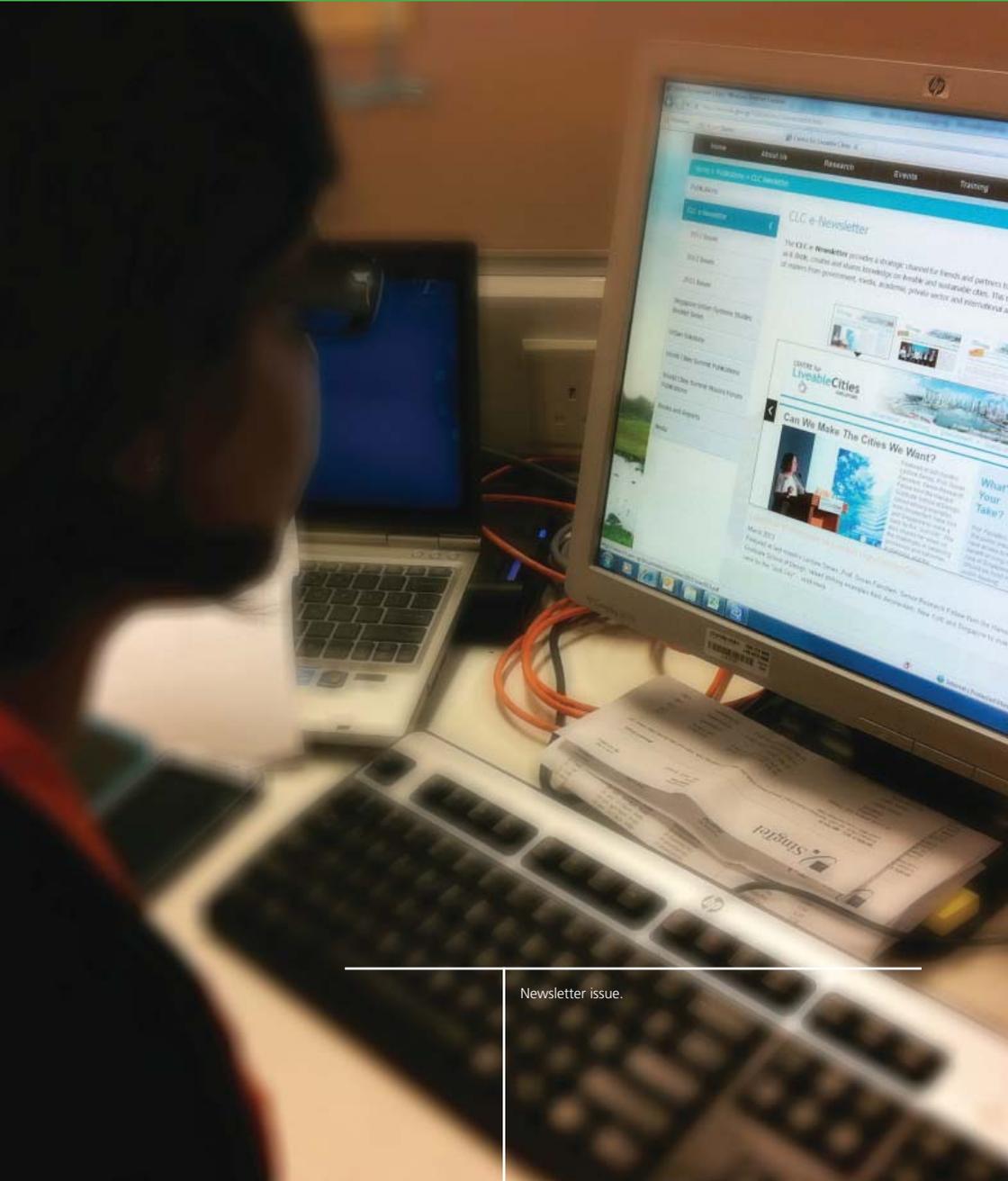
— **Lau Wah Ming**

Vice Chairman, WaterTech Pte Ltd

"I've been reading Urban Solutions on my computer — the pdf version. Really spot-on information for our visitors — just the kind of questions they always ask. We've begun to refer many such visitors to these PDFs. "

— **Colin Lauw**, Senior Manager, Corporation Communications,
Urban Redevelopment Authority

CLC eNewsletter



Newsletter issue.

Giving Ideas a Multiplying Effect

The CLC eNewsletter was launched in January 2011 as a periodic online channel to share the knowledge and ideas from CLC events such as World Cities Summit, CLC Lecture Series and various international research workshops.

The monthly issues also inform the readers about the Centre's upcoming events. CLC staff also contribute articles to update readers on new developments in partnerships. Each issue also features original content about how to improve cities through interviews with experts.

The eNewsletter reaches an international audience of over 30,000 contacts. These include city leaders, senior representatives from government, non-government and international organisations, related businesses and industries, academia and the media. A recent addition to the eNewsletter is Readers' poll, where readers are invited to vote for or against an idea coming out of CLC's engagement.

Quotes from Experts and CLC Staff

Rapid urbanisation brings about many issues such as that of the environment and transport as well as labour conflicts and social unrest. These problems have also been experienced by Singapore, Hong Kong, South Korea and Taiwan in the past. Presently, China is in this stage of development, hence we are facing the [same] problems... more developing cities [in China] will think along the Singapore model, [to] face challenges from industrial transformation.



— Excerpt from an interview with **Dr Feng Lun**, Chairman of World Future Foundation and Vantone Holdings, in the CLC eNewsletter (Sep 2012)

I think connecting elderly people from homes to destinations seems to be a problem in cities. Oftentimes we look at homes, [how they can be] safe and accessible, and how destinations can be safe and accessible — and forget about the transition part. Many elderly people have sight and hearing problems, so they need a bit more support.... In New York for instance, elderly people need more seats on the streets, because they are not strong enough to walk long distances. Access to public toilets is also important.



— Excerpt from an interview with **Dr Emi Kiyota**, Environmental Gerontologist and President & Founder of Ibasho, in the CLC eNewsletter (Nov 2012)

This monthly publication gained traction when we first had requests from our stakeholders to feature their news. More often now, we have been receiving requests from international readers to add them into CLC's mailing list — including mayors, CEOs of organisations and renowned journalists, and that is when we know we are receiving international recognition. We are proud to achieve relatively high readership for our eNewsletter over the last year, as compared to industry standards, and we will continue to create insightful and interesting content to promote knowledge sharing.

— **Grace Lau**, Manager, CLC



Reflections

"... good publications by CLC. Read the newsletters with a lot of interest."

— **Tang Weylin**, Head, Planning & Policy, National Research Foundation, Prime Minister's Office, Singapore

"I always find CLC's newsletter a good read. Keep up the good work."

— **Prof Gopinath Menon**, Principal Consultant, CPG Consultants, Singapore & Adjunct Associate Professor, Nanyang Technological University

"It is always a professional pleasure & privilege for me to go thru its very insightful articles on topical urban issues."

— **Vijay K. Saluja**, Director, Giraffe Heroes India Program & Former Chief Engineer (civil), New Delhi Municipal Council

Promotion

By the numbers

World Cities Summit			
	2008	2010	2012
Delegates			
Local Participants	242	734	564
Overseas Participants	485	441	639
Total	727	1175	1203
VVIP			
Ministers	8	17	13
Mayors & Governors	45	43	77
Total	53	60	90
Countries	52	49	64
Exhibitors	13	50	102
Co-located Events	2	10	35

World Cities Summit Mayors Forum

	2010	2011	2012
Participants			
City and Provincial Leaders	30	32	99
Cities and Provinces	28	21	92
Countries	21	19	32

WCS Participants Regional Spread

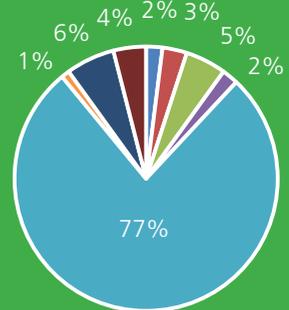
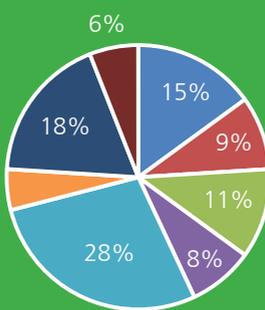
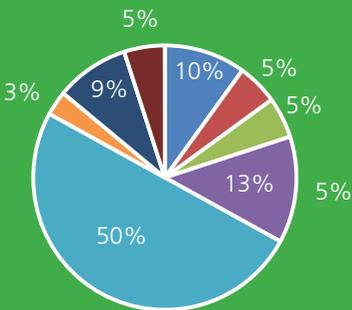
Region	2008	2010	2012
Africa	76	66	83
Americas	37	41	125
Europe	34	48	251
Middle East	96	35	86
Sout-East Asia	371	124	3782
Oceania	22	22	67
East Asia	68	78	295
South and Central Asia	35	27	195
Total	739	441	4884

Spread Percentage

2008

2010

2012



■ Africa
 ■ Americas
 ■ Europe
 ■ Middle East
 ■ SE Asia
■ Oceania
 ■ East Asia
 ■ South and Central Asia

WCS 2012 Participating Cities and States



Adelaide	Dezhou City	Palu City	Kotte Municipal Council
Ahmedabad	Dubuque	Penang State	Council
Al Hasa	Foshan	People's Committee of Ba Ria-Vung Tau Province	Taichung
Al Qassim	Fujin	People's Committee of Da Nang	Taipei
Bangkok	Greater Visakhapatnam Municipal Corporation (GVMC)	People's Committee of Hanoi	Taoyuan County
Barcelona	Guangzhou municipality	People's Committee of Ho Chi Minh	Tashkent
Batam	Hobart	People's Committee of Quang Ngai City	Thane Municipal Corporation
Bengkalis Regency	Jakarta	Perth	Tianjin Binhai New Area People's Government
Bilbao	Jambi	Phnom Penh Municipality	Tianjin Eco-city Administrative Committee
Brisbane	Jilin	Quanzhou	Tokyo Metropolitan Tomsk
Buenos Aires (autonomous city)	Luang Prabang City	Quezon City	Tsu City
Busan Metropolitan City	Luang Prabang Province	Rio de Janeiro State	Ulanbataar
Champasak Province	Makassar	Rome	Vancouver
Changzhi	Malmo	São Paulo State	Vienna
Chennai	Montreux	Sarawak State	Wellington
Chiang Mai Province	Moscow	Saskatoon	Wuhan
Cincinnati	Mumbai	Seberang Perai Municipal Council	Xining
Commission of the City of Kuching North	Muntinlupa	Seoul	Yokohama City
Copenhagen	Nasinu Town	Shenzhen	Zhanjiang
Council of the City of Kuching South Metro	National Capital Region (NRC)	Singapore	Zunyi
Manila	Nausori Town	Sri Jayawardenapura	
Davao City	Navotas		
Dehiwala-Mount Lavinia Municipal Council	New York City		
	Palembang		
	Palo		

Annex



Calendar of Events

April 2012



CLC-ULI 10 Principles
for High Density High Liveability Cities
Workshop 2 (Workshop 1 was held in March
2012)

May 2012



CLC Lecture Series:
"Hong Kong's Heritage Conservation"

17

CLC Lecture Series:
"In Conversation with Environment Pioneers -
Trading Up or Trading Off?"

29

June 2012



Calendar of Events

July 2012

1-4

World Cities Summit



Launch of "Water: From Scarce Resource to National Asset" and Urban Solutions #1



August 2012

27-31

Singapore-Myanmar Technical Co-operation Programme

September 2012



13

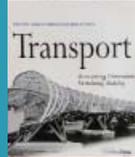
CLC Lecture Series:
"Ageing in Inclusive Cities"

Leaders in Urban Governance Programme

Calendar of Events

Launch of "Transport: Overcoming Constraints, Sustainability Mobility"

October 2012



10

CLC Lecture Series:
"Growth and Governance - The Indian Urban Scene"

16

CLC Lecture Series:
"Professional Team Sports and the Urbanization of Desire"

November 2012

Launch of Industrial Infrastructure: Growing in tandem with the Economy



16

CLC Lecture Series:
Shell Scenarios - Navigating Complex Dynamics in an Era of Volatility"



December 2012

3

CLC Lecture Series:
"Radical Revisioning of Engineering"



Calendar of Events

January 2013



24

Launch of "10 Principles for Liveable, High-Density Cities: Lessons from Singapore"

February 2013



Launch of Urban Solutions #2



18

MND City EXCEL

22

CLC Lecture Series:
"Can We Make the Cities We Want?"

March 2013



21

CLC Lecture Series:
"Singapore Public Housing Story"

Stakeholders (Singapore Government Agencies)



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