

**CONNECTING  
PEOPLE  
& CITIES**

CENTRE FOR  
LIVEABLE CITIES

ANNUAL REPORT  
2013-2014

# TABLE OF CONTENTS

## 04 Chairman's Message

## 06 Executive Director's Message

## 08 People

## 18 Connecting People and Cities

## 20 Research

- 22 Ideas for active mobility in Singapore
- 26 Balancing growth with environmental sustainability
- 30 Driving smart cities with social sciences
- 32 Casting new scenarios for cities
- 34 Bringing varied viewpoints to Singapore
- 39 Research by the numbers

## 40 Capability Development

- 42 Dialogues on Singapore's past, present and future
- 46 A tale of three cities
- 50 Learning from Singapore's experiences
- 54 Cascading training for China's urbanisation
- 56 Inspired planning for Quezon City
- 58 Winding road to greener mobility
- 58 22 countries take part in MFA City EXCEL
- 60 Masterclass for future leaders
- 63 Capability development by the numbers

## 64 Promotion

- 66 Connecting in Bilbao to share solutions
- 72 Spotlight on engagement and equity
- 74 Conversations that matter
- 75 Circulating timely ideas
- 76 Co-creating ideas for our urban futures
- 81 Promotion by the numbers

## 82 Annex

## CHAIRMAN'S MESSAGE

# Connections that bring cities closer

At the Centre for Liveable Cities (CLC), our day-to-day work is underpinned by the mission to distil, create and share knowledge on liveable and sustainable cities.

A consistent thread cuts across our three main focus areas – research, capability development and promotion. In each, we aim to extend the connections we've made into a virtuous cycle, to bring positive developments to Singapore and other cities.

From April 2013 to March 2014, we conducted original research for two new monographs in our *Urban Systems Studies* series; trained participants from over 90 cities in urban planning, development and governance; and organised the World Cities Summit Mayors Forum, in addition to over a dozen public lectures featuring world-renowned experts.

More specifically, in research, we focussed in on sustainable environment and housing in order to document and analyse Singapore's achievements in these areas in the last 50 years. Such retrospective research helps us transform a treasure trove of tacit knowledge – through official records and oral interviews – into useful references for present-day practitioners.

In more forward-looking research, CLC led the Cities Roundtables, where experts from international research institutes gathered to consider various scenarios for the future of Singapore, using tools such as big data, mobility and connectivity planning, as well as the social sciences to decode human behaviour.

We extended the impact of our capability development programmes by linking experts from Singapore and around the world. With participants from Mongolia to Kiribati, and through study trips from Singapore to Malmö to Tianjin, our programmes consistently achieve high scores in content relevance and engagement. Through these programmes, we also continue to feature and test findings in the CLC Liveability Framework and *Urban System Studies*.

In 2013, we were honoured to have the city of Bilbao in Spain – laureate of the Lee Kuan Yew World City Prize – host our World Cities Summit Mayors Forum. 56 mayors, governors and other top leaders participated in the Forum – the first time it has been held away from Singapore.. The theme, "Common Challenges, Shared Solutions", pinpoints the inter-dependence between cities when creating effective and sustainable solutions in urban development. I am happy to report that in our discussions and workshops, the significance of our connectivity was never far from the leaders' minds .



For our promotion work, we continue to grow audiences for the CLC Lectures Series by inviting exciting practitioners to share their viewpoints; while publications like *Urban Solutions* and our CLC e-Newsletter share the outcomes of our work with global audiences who are unable to take part in site-specific events.

For all the key connections that have enhanced our work this past year, we wish to thank our generous stakeholders and experts. They contributed their time and knowledge while partner organisations fielded their best and brightest as participants.

I also wish to thank our dedicated CLC staff and the wider public who give their unending support to the Centre. Your belief in our work is what drives this virtuous cycle of knowledge sharing. We look forward to creating more conversations and delivering solutions that matter in the coming year.

**Dr Liu Thai Ker**  
Chairman

Centre for Liveable Cities Advisory Board

## EXECUTIVE DIRECTOR'S MESSAGE

# People that Drive Solutions for Cities

When it comes to cities, the saying 'Rome was not built in a day' still rings true. In fact, the 'building' never quite ends. We, at CLC, recognise that our work in driving solutions for liveable cities is about building on existing connections; tapping the best in the field; and constantly expanding our collaborations.

So, rather than tick off a list of 'things we've done', I'll focus on the people we've worked with and the connections we've made.

We're very fortunate to be guided by our Advisory Board, our Panel of Distinguished Advisors and our Steering Committee of Stakeholder Agencies. Comprising experienced policymakers and heads of institutions here in Singapore, these leaders lend timely and valuable advice to help us carry out our work.

In Research, this year we've gone even further to engage top experts, through our new CLC Visiting Fellowships. Visiting Fellows include Professors Susan and Norman Fainstein from the US; Professor Jan Gehl from Denmark; and Dr Isher Judge Ahluwalia from India — all of who have made significant contributions in careers that span decades. For instance, Professor Jan Gehl—renowned for turning Copenhagen into the cycling and pedestrian-friendly city that it is today—is now turning his sights to Singapore. He and his team are collaborating with CLC and our stakeholder public agencies to see how tropical cities like Singapore can follow in Denmark's footsteps.

In Capability Development, we conducted programmes for local and international participants, training as many as 469 in the year. Our panel of experts from Singapore's public sector have contributed greatly to these programmes, especially by sharing their tacit knowledge of Singapore's physical development. Tailored programmes were organised too, for officials from the Philippines and China. Participants from Quezon City in the Philippines, for instance, have identified useful lessons for implementing various new strategies, from sustainable low-income housing to converting solid waste to energy.

In Promotion, in addition to co-hosting our first World Cities Summit Mayors Forum outside of Singapore with the Spanish city of Bilbao, we collaborated with the Eisenhower Fellows Society on a special conference and held another on Singapore's physical transformation centred on the legacy of Lee Kuan Yew, Singapore's longest-serving Prime Minister. The latter also featured the 'who's who' of public policy in Singapore, intellectuals as well as planners



who have 'fought in the trenches' during Singapore's development, so to speak.

Finally, I want to highlight the final important group of people — our staff. The team at CLC has grown over the last six years and we continue to grow, not just in numbers but also in our understanding of the evolving changes to cities. Our staff's commitment is a key ingredient that enabled us to see through these 12 months of rigorous research, knowledge sharing and training collaborations.

I look forward to working with our team to deliver more to you—our stakeholders, partners and audiences—in the coming year.

**Khoo Teng Chye**  
Executive Director

Centre for Liveable Cities

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# CONNECTING PEOPLE AND CITIES

When we think of cities, we often think of bustling metropolises, centres of culture and trends, faceless crowds and fast-paced transactions.

At the Centre for Liveable Cities, we want to channel the energies and synergies of cities towards creating liveable and sustainable spaces for the key actors within: people living in and around cities.

This annual report documents the key research, training and promotion work done by the centre in the past year – from training programmes for Singapore practitioners to city mayors coming together to share solutions.

From 2013 to 2014, we've connected people and cities, ideas and experiences; frameworks and outcomes, in order to distil, create and share knowledge on liveable and sustainable cities.

We hope that this report will give you a vision of future cities that the CLC and its partners are working towards, where cities truly connect with its people to achieve better liveability and sustainability.



# RESEARCH

By building on Singapore's urban development experience and understanding of urban systems, our researchers work with CLC's Panel of Experts and collaborators to create knowledge and urban solutions for current and future challenges relevant to Singapore and other cities. Our key research output includes the CLC Liveability Framework, which captures and distils Singapore's urban systems approach, and our *Urban Systems Studies* series, which unpacks the systemic components that make up the city of Singapore.



## IDEAS FOR ACTIVE MOBILITY IN SINGAPORE

With an increased resident population in Singapore, stressors on transport infrastructure have reared their ugly heads in recent years, with more cars on the road than ever. Considered with the effects of global warming, it is high time to address such congestion — and one way is to implement active mobility in Singapore, especially in walking and cycling.

Active mobility has multiple benefits ranging from health to economic to environmental. Common complaints about walking and cycling in the city focus largely on weather conditions and connectivity. To address the range of issues, CLC, together with the Urban Land Institute (ULI), embarked on a wide-ranging research to consider how active mobility can be improved and implemented in Singapore.

Working with government, private and civil organisation stakeholders, CLC's research examines various plans by the Singapore government on enhancing walkability and cycling; key examples of active mobility around the world; and challenges in Singapore. The research findings will culminate in a publication titled *Active Mobility for Creating Healthy Places*, to be launched at the World Cities Summit in June 2014.



“[The design approach for places] has to be people-friendly — no matter if it is for cars, pedestrians or cyclists. It has to take into consideration, ‘who are we designing for?’.”



— Mizah Rahman, founder of civic group, Participate in Design



### Bikeshop with Gehl Architects

Part of the Active Mobility research conducted by CLC was the “Bikeshop” led by Professor Jan Gehl and his team at Gehl Architects. By gathering local participants for a site discussion on bikes in Ang Mo Kio, the session brought up the following observations:

“mini highways” — cyclists often had to compete with pedestrians along the footpath which tends to be very narrow, whereas cars have significantly wider carriageways.

“safe junctions” — Singapore’s road junction design typically features slip roads that could create potential blind spots for cyclists and pedestrians

“parking for bikes” —The current lack of bicycle parking spaces will make increasing cycling rates unsustainable. More can be done to encourage private stakeholders such as commercial buildings to provide parking for bicycles.





Workshop participants during the planning session (above) and site visit (bottom).

# Balancing growth with environmental sustainability



Instead of adopting the conventional “develop first, clean up later” mode of growth, Singapore’s early pioneers decided that a “clean and green” Singapore would be a differentiating strategy to drive international competitiveness, create jobs and provide security for its people.

Today, in spite of rapid urbanisation and industrialisation, Singapore has sustained a green and liveable environment. What were the specific decisions in economic and environmental objectives that led to the Singapore we see today?

As part of its *Urban Systems Studies* series, the CLC research team published an extensive study in 2013 titled *Sustainable Environment: Balancing Growth with the Environment* (2013).

Containing original research into the country’s environmental and economic policy objectives, the book features interviews and accounts of policy decisions, trade-offs and the implementation of adaptive environmental policy to meet Singapore’s changing economic demands.

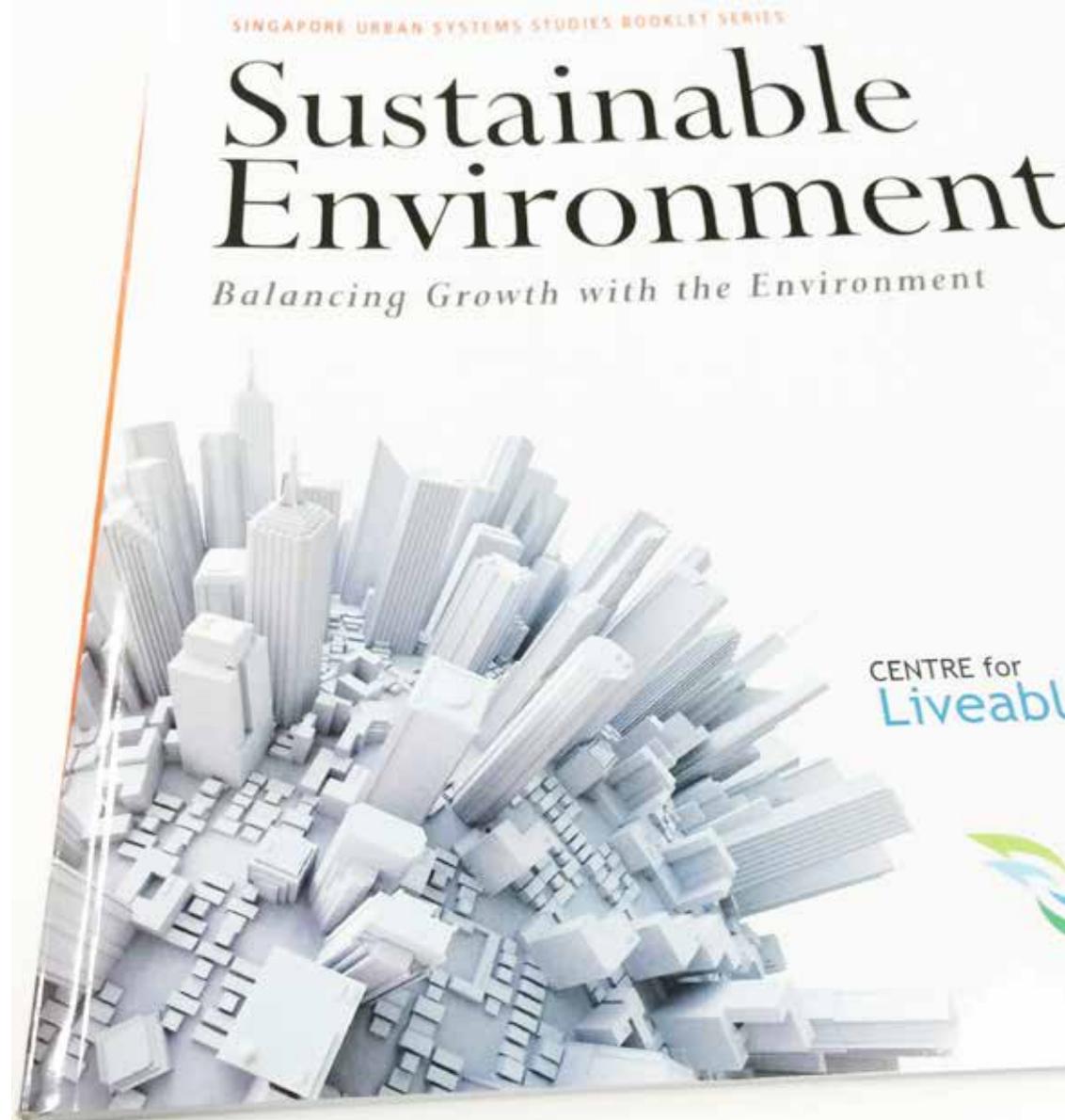
This study frames two key dilemmas — the need for economic growth versus environmental preservation, and the realisation of short-term versus long term-benefits.



“Growing the economy and preserving the environment are not mutually exclusive goals. A strong economy provides Singapore with resources to protect and improve the environment; while a clean environment improves the quality of life, and helps Singapore to attract and retain more talent. ”



— Goh Chok Tong, Senior Minister, in *Urban Systems Studies: Sustainable Environment*, p.1





“He [Lee Kuan Yew] knew that we were embarking on an industrialisation programme which would bring a lot of pollution to Singapore. And he had the foresight to say, ‘Let us put in the pollution control measures right from the start. Don’t wait for the problem to be so big before you take any action to correct it.’ And I think he knew that a lot of industrialists would be exporting their polluting activities to Singapore. And if we had not placed our control measures right from the very beginning, Singapore would have been a totally different place — a very polluted place.”



—Tan Guong Ching, former Permanent Secretary of the Ministry of the Environment, in *Urban Systems Studies: Sustainable Environment*, p.10



Present Singapore River development after the clean-up in 1977 to 1987.  
Image source: An evening near Clarke Quay by Erwin Soo. CC by 3.0



#### About the series

Urban Systems Studies delve deep into key areas the CLC has identified in the CLC Liveability Framework, attempting to address the key question: how has Singapore transformed itself to a liveable and sustainable city within the last four to five decades?

Each title comprises interviews with urban pioneers and in-depth descriptions of planning, implementation and governance experiences, revealing the complex support structures of Singapore’s urban achievements so far.

The series is used as course material in CLC’s Leaders in Urban Governance Programme.

Launched in FY 2013/2014:

- Sustainable Environment: Balancing Growth with the Environment (May 2013)
- Housing: Turning Squatters into Stakeholders (June 2013)





# Driving smart cities with social sciences

Social science principles are vital in planning and designing a modern and smart city. Other than hard infrastructure and cold data, specific experiences and values are a key part of the equation that sums up a city.

In November 2013, CLC co-hosted its annual Cities Roundtable with Singapore-ETH Centre's Future Cities Laboratory. The Roundtable surveyed a number of cross-cutting issues, including:

1. Social aspects of high-density living
2. Big data/smart city
3. Mobility and the environment

The Roundtable brought together researchers working on cities from both public, institutional and academic sectors. Researchers from A\*STAR, National University of Singapore, Singapore-ETH Centre, MIT, Housing and Development Board, NParks and the Singapore University of Technology and Design presented case studies and data, and proposed models for various aspects of Singapore's future as a smart city.

In addition to the research findings and case studies shared at the Roundtable, collaboration between private and government research centres and institutes was also proposed in order to operationalise the knowledge and data.

## Perceptions of density

Higher densities are not always negative, especially if there is social interaction and connectedness. To encourage positive interaction, researchers at the Roundtable pointed to the provision of high-quality urban environment with accessible, flexible

public spaces and amenities. Implementing sustainability measures and building in green spaces can improve the quality of the urban environment. Thoughtful urban design and scale adjustments are also useful tools for making high density living work better.

## Deciphering big data

Exciting examples in the application of big data were shared by the researchers — from devising megacities to specific projects such as the upcoming Jurong Lake District in Singapore. For policymaking, researchers cautioned that data gathered within short time frames could run the risk of approximating inaccurate results in longer time frames. The legality and privacy concerns of generating big data were also debated, since patterns in the data may reveal private information belonging to citizens.

## Visualising potentials in mobility

A key takeaway from the Roundtable was that visualisation tools could bring human and emotive dimensions to understanding mobility, especially when paired with qualitative surveys. Scenarios of future mobility for Singapore were presented, where further research potential include the impact of electric bikes as well as introduction of driverless cars.

  
About Cities Roundtable

The Cities Roundtable is convened by the CLC, an annual event that brings together research institutes in Singapore to share ideas and explore collaborations with public agencies in the field of urban liveability and sustainability.



# Casting new scenarios for cities

Which kind of city are you living in and how will it develop in the future? How will our understanding of cities determine how they evolve? What are the energy implications of urbanisation? How well can cities adapt and reform to external change?

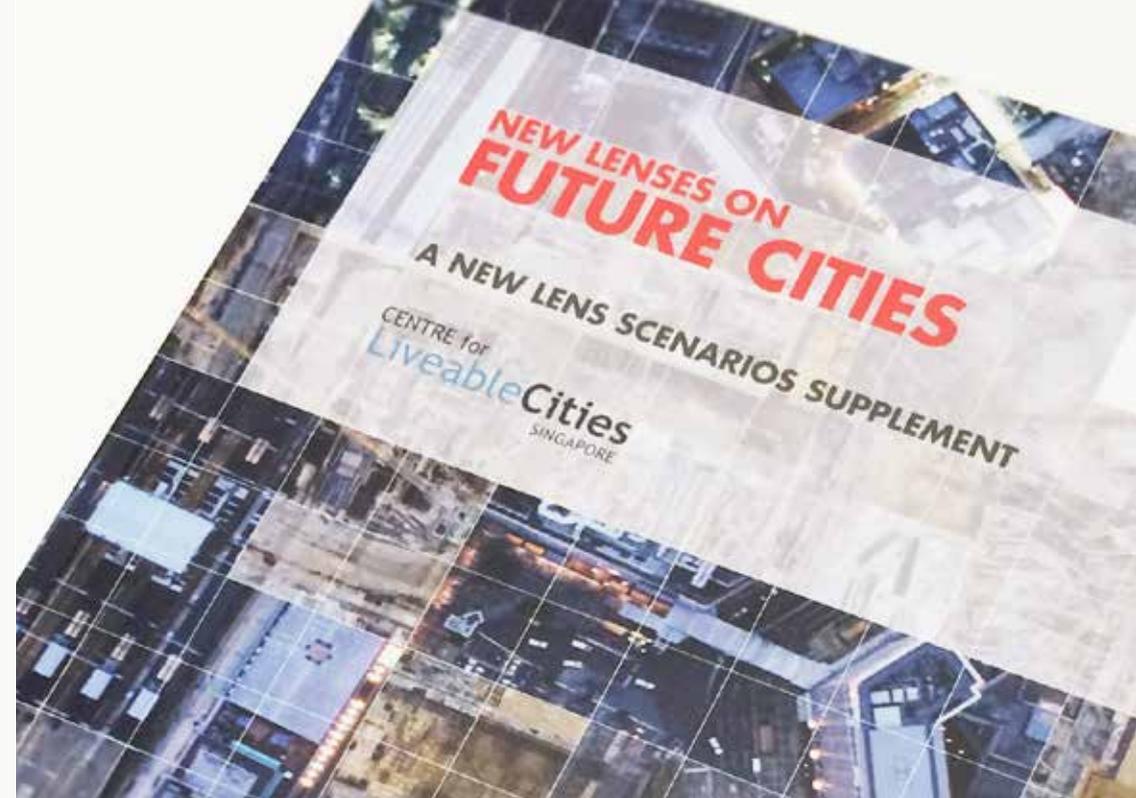


These were some of the key research questions posed by Shell's Global Business Environment Team, and encapsulated in the publication *New Lenses on Future Cities*.

In the chapter on Singapore, subtitled "How Singapore escaped trapped transition," CLC and Shell researchers identified key factors that buoyed the smooth transition of the country from developing status to an advanced economy. These include transportation and housing policy manoeuvres, investments, trust-building and capacity development, and last but not least, long-term planning. Launched in Singapore in January 2014, the book also details useful city archetypes, cities' energy uses and frameworks on how future cities can be developed.

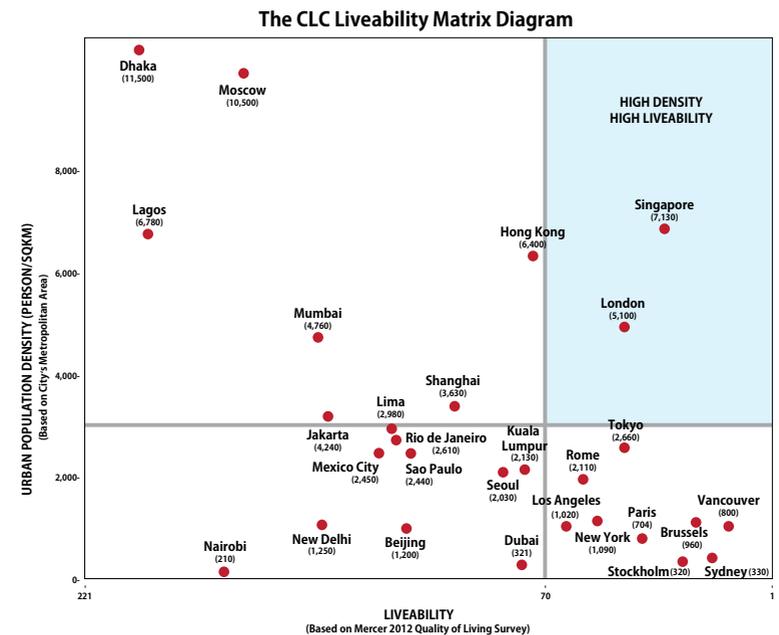
"You look towards those cities that are approaching more to the top right [of the graph on opposite page] for future liveability. So cities, indeed like Singapore, like London, like Hong Kong, like the Manhattan area of New York, which have both high density and high liveability. They're highly attractive. And so this gives us the message that it is feasible to develop urban settings that are both attractive and compact."

— Jeremy Bentham, Vice President, Global Business Environment, Shell



## Collaboration with Shell

In early 2012, Shell and CLC signed a three-year Memorandum of Understanding to collaborate on research, publications and events on urban management and solutions. CLC's contribution to *New Lenses on Future Cities*, published in early 2014, is the culmination of the joint research collaboration during which CLC shared its knowledge, particularly about Singapore's development experience.



# Bringing varied viewpoints to Singapore

In 2013, CLC introduced its inaugural CLC Visiting Fellowship programme. By inviting distinguished researchers and practitioners to undertake research in their areas of expertise and interests here in Singapore, the programme creates the opportunity for CLC to exchange knowledge on sustainable and liveable cities.

CLC Visiting Fellows:

- Professor Norman Fainstein  
*President Emeritus, Connecticut College*
- Professor Jan Gehl  
*Professor, Urban Design, Royal Danish Academy of Fine Arts and Founding Partner, Gehl Architects*
- Dr Isher Judge Ahluwalia  
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- Professor Susan Fainstein,  
*Senior Research Fellow, Harvard Graduate School of Design*



“Crises have happened regularly, and may continue to happen and may become more significant. And the crises are not going to be expressed always in terms of the bursting of bubbles. There was a recent assault against Singapore, saying it was a bubble economy, which I did not agree with. The crises are going to be expressed politically, in ways that seem to have nothing to do with neo-liberal or economists and economics, but have a great deal to do with the response of people to environments of increasing inequality and of deprivation at the bottom.”



— CLC Visiting Fellow,  
Professor Norman Fainstein



“Good architecture is about the interaction between form and life. And while form is easy to study and easy to communicate in still photos, life is complicated... and has not been studied much. So I’ve spent many, many years being focused on [that]. Cities are not good if the life in the cities is not good. And housing is not good if you can’t live a good life in these places. So the ‘people story’ of physical planning is what I work with.”



— CLC Visiting Fellow,  
Professor Jan Gehl



“I believe very strongly that [India] needs a decentralised model. We need accountability closer to where the action is, and for that we really need to devolve funds and make city governments more powerful. But that is only a partial answer to our challenge of urbanisation. At the same time, we need metropolitan planning and we need regional planning. We need rural-urban connectivity because we are an economy undergoing significant structural transformation. So it is not just a question of giving each city the services that they need for planning, for transit-oriented development within the city. It is much more than that.”



— CLC Visiting Fellow,  
Dr Isher Judge Ahluwalia

## Making the cities we want

What kind of city do people want to live in, and what are the underlying principles to creating this?

For Professor Susan Fainstein, it is justice that should inform the planning of cities, for which she proposes three key principles: diversity, democracy and equity. The author of *The Just City* was a Visiting Fellow at the CLC, where she gave lectures, participated in panel discussions and published articles, sharing her views on the challenges of balancing processes and outcomes, the trappings of community participation and the demands of competition.

In terms of engendering diversity, while other cities like Hong Kong have lowered the income level at which one can qualify for public housing, Professor Fainstein notes that Singapore has raised it, thereby enabling a very diverse and mixed income population to live in public housing. Nonetheless, she raised questions on the need for a strict racial quota in housing, and did not believe that ethnic enclaves would necessarily limit spatial equity in Singapore.

In CLC's Urban Solutions (Issue 3), Professor Fainstein also analysed the country's Population White Paper that was released in January 2014, where she described the double-edged sword that is public consultation. "Accommodation of advocacy-based civic groups helps build trust and removes that sense of remoteness from policymaking — both of which are often the cause of social tension," she said. However, she noted that such consultation, when hastily carried out, could also run the risk of misrepresentation.



Professor Susan Fainstein during a CLC Lecture Series event.



“There is a concern in Singapore I know, that if there’s too much redistribution, if there’s too much of a commitment to greater equity, that this will reduce growth. There’s also a concern that Singapore as a city-state is limited in its capabilities.

However, I would argue that there are great advantages to being a city-state. They far outweigh the disadvantages. ”



— CLC Visiting Fellow,  
Professor Susan Fainstein,  
In CLC's Lecture Series, *Singapore's  
Dilemma as a City-State:  
Just City or Global City?*



“Our research involves close collaborations with public agencies in Singapore as well as interviews with our pioneers about past development decisions. At the same time, we are constantly looking outwards to identify useful case studies that will enhance our own capability development and engagement with city leaders around the world. The final goal is really to share and enhance this knowledge to help Singapore and other cities arrive at better solutions for the future.”



— Tai Jo Fen,  
CLC Staff

## Research by the Numbers

Research	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014
Urban System Studies				
Completed	-	1	6	7
Published	-	-	3	2
Forward-Looking Research				
Completed	-	1	2	2
CLC Insights				
Completed	-	-	-	3
Interviews				
Completed	-	18	53	55



# CAPABILITY DEVELOPMENT

At CLC, we recognise the urgent need to drive on-going conversations between urban pioneers and the new generation of city leaders. In designing capability development programmes for local and international audiences, we tap foremost experts in the field to share valuable lessons on creating liveable and sustainable cities.



## DIALOGUES ON SINGAPORE'S PAST, PRESENT AND FUTURE

Examining Singapore's urban solutions requires a multitude of considerations. In the months of September and October 2013, nominated Director-level officers from various Singapore government ministries and agencies undertook a participant-led programme organised by the CLC and Civil Service College to do just that.

The 31 participants were joined by Ministers and Permanent Secretaries of various government ministries, as part of a dialogue series where the leaders addressed key challenges in urban policymaking. CLC's research for its *Urban Systems Studies* — spanning topics from housing to infrastructure building — also took the spotlight with CEOs of public agencies bringing real-life examples into the equation.

The programme also cast scenarios whereby participants could propose and counter-propose policies to address the tensions or issues in urban governance. Specific ideas and proposals for public policymaking were presented to senior policymakers such as the Permanent Secretary and Minister for National Development. The process empowered participants and promoted the exploration of new ideas and solutions.

Furthermore, an overseas study trip to Amsterdam, Copenhagen and Malmö helped participants explore the roles and structures of civil society, consider cycling as a viable alternative, and encourage the community to take charge of common areas.

Finally, be it water management or housing supply, what stood out were the recurring references to the importance of community consultation and engagement. At the end of the programme, participants concurred that these are crucial in the areas of co-creation and ground-up support needed in Singapore's development.

### What's LUGP?

LUGP, or Leaders in Urban Governance Programme, is the only programme offered in Singapore focusing on urban governance and leadership. The flagship leadership programme is a three and a half week programme which targets high performing directors in the Public Sector Leadership Programme. The knowledge and skills emphasised in this programme enable urban leaders to contribute effectively towards a more liveable and sustainable future for Singapore.



“As a participant, I appreciated this gathering of high-level speakers as it allowed us to gain deep insights into the thinking and deliberation on issues of the day and future challenges by policy makers and former leaders. Their willingness to engage in frank and candid dialogue allowed for free flow of exchange of ideas and stimulating commentary.”



— Programme feedback

LUGP participants trying out rental bikes during the Amsterdam study trip.

# A tale of three cities

Despite being thousands of miles apart, Hong Kong, Singapore and Tianjin have deep commonalities, as participants in CLC's twice-yearly Executive Development and Growth Exchange (EDGE) soon realised soon realised.

Held in March and April 2014, a group of 29 Singaporean participants from the CLC EDGE programme made a week-long study trip to Tianjin Eco-city and Hong Kong to learn about these cities' experiences in urban development. This followed two weeks of expert-guided site visits in Singapore and seminars derived from the findings in CLC's *Urban Systems Studies*.

In Tianjin, the Eco-City was proof to participants that strong political will and means was needed to produce results, particularly as massive an undertaking as creating a new city and drawing residents and investments there.

In Hong Kong, what stood out for participants was the strong civic engagement, where the community was involved in many aspects of their urban development projects. Singapore, having experienced a comparatively nascent civic movement, was tipped to move in a similar fashion and pointers on harnessing this positive movement were shared with the Singaporean participants.



“As Singapore develops and the society progresses, people have higher aspirations and different needs as compared to the past. In today's urban planning, it is not just about providing and building of infrastructure. Urban development has to go hand-in-hand with social development.”

-Siow Chen Shi,  
Constituency Director/People's Association,  
Ministry of Culture, Community and Youth



Opposite image: Action plan presentation.



About EDGE

“EDGE”, short for Executive Development and Growth Exchange, is a specially tailored programme conducted by CLC twice a year that targets promising mid-level public sector officers primarily from the infrastructure and environment sector.



The learning journeys worked well as it involved a “hands-on” approach, while the overseas study trip provided useful urban lessons.



— Programme feedback



## Learning from Singapore's experiences

Along with 29 other city leaders and officials, Mr Gotabaya was in Singapore for the Temasek Foundation Leaders in Urban Governance Programme (TF LUGP) held from 27 to 31 May 2013. Coming from 11 cities across seven Asian countries, most of the leaders were meeting for the first time. Nonetheless, they shared a common purpose: to mitigate fallouts from and to sustain their cities' urban development.

Ranging from integrated master planning to rehousing slum dwellers into public housing, the programme's contents were delivered through lectures, case studies and site visits.

CLC curated discussions based on the CLC Liveability Framework and its *Urban System Studies* series. Case studies from the latter were brought to life by Singapore's pioneer professionals, CEOs, directors and senior officials from various government agencies, who shared their practical insights.

The delegates also took part in discussion sessions with Dr Vivian Balakrishnan, Minister for Environment and Water resources, and Mr Mah Bow Tan, former Minister for National Development.

Like the inaugural run in 2012, action plans were proposed by each city's team and facilitated by CLC and sector experts, including the World Bank, Cities Development Initiative for Asia, and the Asian Development Bank.

One such project, by the Metro Manila Development Authority aims to overcome implementation challenges to deliver metro-wide urban services across the local boundaries of the 16 cities and one municipality.

Mrs Cristina Velasco, a participant and consultant for the Metro Manila Development Authority, shared that "Singapore is very brave in taking bold steps even if they make mistakes along the way, but they have pride in all the victories... and they are very, very selfless in sharing all these with us, so we appreciate that very much."

For Mr Gotabaya and his team, the exposure to Singapore's experience means that "[we] can learn from [Singapore] and rather than starting from the bottom, we can start from a high level so that is a very useful thing."

“Singapore has experimented and practised these things, and has come to a high standard and high level.”

— Gotabaya Rajapaksa,  
Secretary of Defence and Urban  
Development Ministry, Sri Lanka,  
in an interview with Channel NewsAsia,  
pointing to the strong appeal of  
Singapore's knowledge in urban  
management.



### About TF LUGP

#### Partnering Temasek Foundation

The Temasek Foundation Leaders in Urban Governance Programme was launched in June 2012, jointly organised by the CLC and Temasek Foundation in Singapore. The programme supports international city leaders in the design and realisation of action plans for unique urban solutions, by sharing principles behind Singapore's integrated approach to high-density and high-liveability planning. To date, the programme has trained over 60 leaders from over 20 cities.

#### 2013 Participating Cities:

1. Ba-Ria-Vung Tau, Vietnam
2. Chennai, India
3. Coimbatore, India
4. Jakarta Timur, Indonesia
5. Medan, Indonesia
6. Luang Prabang, Laos
7. Vientiane Capital, Laos
8. Pakse, Laos
9. Yangon, Myanmar
10. Metro Manila, the Philippines
11. Metro Colombo, Sri Lanka





### Singapore 2013: Basic Facts

- Land area: 716 sq. km.
- Population: 5.3m (3.8m citizens and residents)
- Population Density: 7422 per sq. km.
- Total Fertility Rate: 1.29
- Literacy rate: 96.1%
- Labor Force Participation: 66.6%
- Unemployment rate: 2%
- 2012 GDP: S\$ 330b (GDP per capita S\$ 63k)
- GDP Growth: 1.2% (over 2011)
- Trade: S\$ 974b (Imports S\$ 472b, Exports S\$ 514b)
- Exchange Rate: US\$ 1 = S\$ 1.25
- Inflation: 4.6% (2012)
- Labor productivity growth: 1.2% (2012)

# Cascading training for China's urbanisation

In China today, the proportion of permanent urban residents to its total population stands at 53.7%, lower than other countries with similar per capita income levels. The average in similar developed nations stands at 80%, and in developing countries, the average is 60%.

The National Development Reform Commission (NDRC) is a key macroeconomic management agency under China's State Council, and is in charge of mapping China's strategy for urban development. Tasked by Chinese premier Li Keqiang to draft China's first formal urbanisation plan, the commission approached CLC to tailor its Temasek Foundation Urban Management Leaders Programme (TF LUGP) for the organisation.

In April 2013, NDRC and its partner agencies, which included the Ministry of Housing and Urban-Rural Development, the Ministry of Finance, the Ministry of Land and Resources, and China Development Bank, fielded 87 delegates to Singapore for the programme. They were led by NDRC's Deputy Director-General of Development Planning Department, and comprised officers from the central, provincial and city levels.

The delegates examined Singapore's experience to assist them in the drafting of their urbanisation plan. Particularly, they aimed to strengthen the capability of the Chinese central government on the high-density and high-liveability guiding principles in urban development and management based on Singapore's experience.

As part of the programme, the delegation

discussed their urban projects with CLC's facilitators and urban pioneers involved in Singapore's urbanisation. Together, they developed an action plan to address their challenges. The process of creating the action plans helped the participants to apply the principles learnt. A closing ceremony was subsequently held in Beijing in September 2013 for the participants to share their experience as a way to consolidate and refresh the learning. Back home, each officer cascaded the learning points to their peers, resulting in a multiplier effect where the training content reached over 800 officers.

In March 2014, China's first official plan on urbanisation was unveiled for the period between 2014 and 2020. Recognising that a higher urban ratio will help raise incomes of rural residents who work in cities and unleash consumption potential, the plan focused on directing the country's urbanisation onto a people-centred and environmentally friendly path. The plan outlines the optimisation of city layouts by boosting the role of major cities, increasing the number of small and medium-sized cities and improving the service functions of small towns. In addition, the country will help 100 million migrant workers and other permanent urban residents gain resident status.

“The NDRC and relevant agencies are mapping China's Urbanisation Plan, which states the overall direction for the future urbanisation, strategic priorities and reform initiatives. This requires us to explore innovation based on China's conditions, and learn from other cities' experience and lessons in urbanisation. Singapore's has achieved great success in urban development, along with its strong economic growth. The objective of our trip is to share about the development within China and learn from Singapore's experience.”

— Chen Yajun, Deputy Director-General, NDRC Department of Development Planning



## About TF UMLP-China

TF UMLP-China is a five-day executive training programme conducted in Singapore from 8 to 12 April 2013 and 22 to 26 April 2013 for the National Development Reform Commission (NDRC). The programme is a spin-off from the inaugural TF-Leaders in Urban Governance Programme (TF-LUGP) held in Singapore from 26 to 30 June 2012, where one of the participating teams was from NDRC. Impressed by TF-LUGP, the NDRC team requested for the CLC to conduct a training programme for its organisation and partner agencies. The NDRC was tasked by China premier Li Keqiang to draft China's new urbanisation plan. They were keen to learn international experience and best practices in urban development to assist them in the drafting of the plan.

TF UMLP-China aimed to strengthen the capability of the Chinese central government on the high-density and high-liveability guiding principles in urban development and management based on Singapore's experience.



# Inspired planning for Quezon City

The Temasek Foundation Leaders in Urban Governance Programme (TF LUGP) inspired Quezon's leaders to plan and launch a number of ambitious projects. These include sustainable low-income housing, solid waste-to-energy strategies, the re-development of the Quezon City Hall into a green building, and the establishment of an entertainment thoroughfare focusing on the city's broadcast and performance centres.

The Philippines, a top emerging economy with a double-digit birth rate, faces the pressing demand for adequate housing and jobs for its people. Today, over 60% of the population reside in metropolitan areas in varying conditions, and this is set to increase in the future.

In Quezon City, the country's most populous city with 2.7 million residents, its leaders are convinced that models for development are best sourced from cities close to home. Having attended the first Temasek Foundation Leaders in Urban Governance Programme back in June 2012, Mayor of Quezon City, Herbert M Bautista, reconnected with CLC in Singapore in August and October 2013 with a contingent of over 60 delegates.

The Filipino delegation followed up with advisory and training initiated by CLC and Temasek Foundation. Key research from CLC's *Urban Systems Studies* was shared with the contingent, including principles behind good urban governance, integrated master planning, housing, greening, sustainable environment and economic competitiveness.



"I would like Quezon City to take advantage of the positive global perception that the Philippines now enjoys."



— Mayor Herbert Bautista,  
Quezon City



Quezon city officials visits HDB rental flats.

# Winding road to greener mobility

How convenient is it to bike around Singapore? More importantly, how safe are our streets for pedestrians who need to negotiate vehicular traffic? These questions took centre stage in CLC's City EXCEL programme for officers from the Ministry of National Development and its related agencies.

Held over a week in February 2014, the group of 22 participants attended seminars covering a broad scope of infrastructural research taken from CLC's *Urban Systems Studies*. They then focused on two modes of green commuting: cycling and walking.

## Bike connectivity and intra-town cycling

The participants were given comparisons on the share of transport, between Singapore and other countries. Consumer's cost considerations were also made between cycling, driving and taking the train. For instance, participants found that cycling between Punggol and Tampines was 24 minutes faster than travelling by LRT and buses.

An experiential part of the programme saw participants spending half a day cycling and walking around the town of Tampines. To evaluate current conditions, participants made real-time observations on road signs, road conditions as well as pedestrian and cyclist behaviour. They also interviewed pedestrians, cyclists and shopkeepers along their journeys to learn more about the day-to-day experiences of the residents.

The programme concluded with a series of specific recommendations across two broad areas — infrastructural improvements to

encouraging walking and cycling and public education for enhanced road user behaviour.

# 22 countries take part in MFA City EXCEL

In partnership with the Ministry of Foreign Affairs in Singapore, a City EXCEL programme was organised in January 2014 for an international contingent of 28 delegates from 22 countries. Site visits and discussions with local experts provided the group with first-hand accounts of the workings behind Singapore's infrastructural planning and governance principles.



### What's City EXCEL ?

Organised by the CLC in partnership with the BCA Academy (BCAA), City EXCEL is a week-long programme provides participants with insights into the underlying principles of development that led to Singapore's urban development and governance.

Practitioner-led and project-based, the programme draws on the proprietary CLC Liveability Framework developed by the CLC and is applied across different sectors. Participants learn about using a system-wide approach in managing key urban challenges, including:

- Integrated Long-Term Planning for Liveability
- Building Liveable High-Density Communities
- Developing Competitive Economies
- Urban Governance and Infrastructure Financing

### Methodologies in City EXCEL

- Seminars
- Site-specific learning journeys
- Panel and dialogue sessions with key policymakers and representatives from civic group
- Applied project sessions



“The learning journey to the park, the hands-on experience (cycling) on the PCN (Park Connector Network) 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.”

— Joanne Tay, Exec Planner, Urban Redevelopment Authority

“The programme has been an eye-opener to the achievement of better urban initiatives that consider [issues of] liveability and sustainability. What I have gained throughout the course is highly relevant and beneficial — [the] capacity enhancement and development modules shared and lectures will be considered [as] blueprints for achievement of sustainability at our local context, complementing best and suitable practices.”

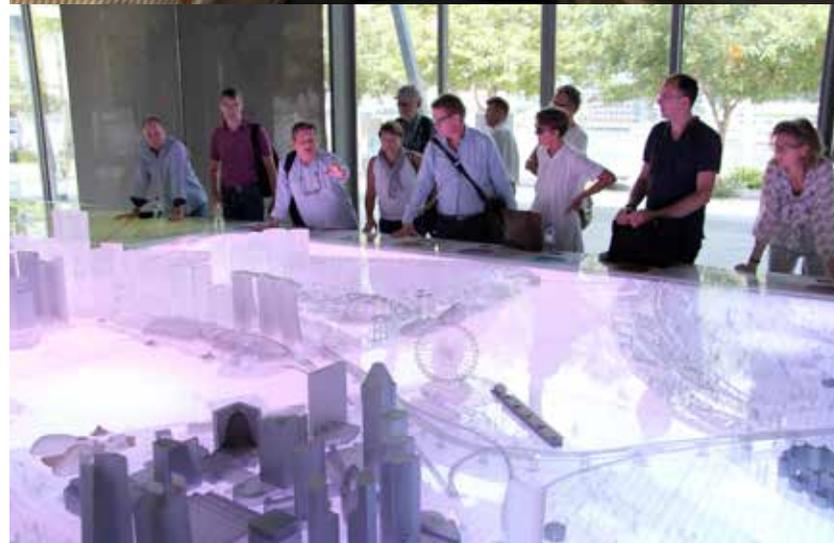
— Tarakabu Tofinga, MFA City EXCEL participant (Jan 2014) and Senior Land Planning Officer, Ministry of Environment Lands & Agriculture Development, Kiribati

# Masterclass for Future Leaders

In every profession, there comes a time in one's career to step up to the next level in capability, proficiency and networks. For the same reason, the Strategic Urban Governance Masterclass Programme by the Danish Architecture Centre organised for a group of urban planning and technical professionals to visit Singapore as part of its overseas study component. This followed a similar exchange with the CLC's Leaders in Urban Governance Programme where Singaporean participants made a study trip to Copenhagen, Denmark.

The Danish Architecture Centre, Denmark's national centre for architecture, building and urban development, sent a contingent of 23 members to Singapore from September to October 2013. A highlight of the programme was a roundtable discussion between CLC's LUGP participants and the Danish contingent, where they shared unique narratives from Denmark and Singapore and considered the adaptability of narratives between the two countries.

Tapping on the CLC's stakeholder agencies, the Danish contingent also learnt about some of the concrete urban solutions in Singapore, such as water-management, mobility, housing, energy-provision or liveability, as well as urban governance.



Opposite page images: SUG workshop and site visits.



“We need to formalise experiences and pitfalls in urban planning into lessons for future leaders and planners. By tapping a pool of expert practitioners and resources such as the CLC Liveability Framework and Urban System Studies, we are able to connect the dots for our partners. ”



— Ruhi Lal,  
CLC staff

## Capability Development by the Numbers

Programme Participants				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014
Total Participants	23	19	64	469

International Programmes				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014
No. of conducted programmes	0	0	2	8
Average Programme Rating*	n.a.	n.a.	4.4	4.5

Local Programmes				
	FY 2010/ 2011	FY 2011/ 2012	FY 2012/ 2013	FY 2013/ 2014
No. of conducted programmes	1	1	1	7
Average Programme Rating*	4.4	4.4	4.4	4.4

\*1- Lowest, 5 - Highest

# PROMOTION

City challenges can only be solved when we come together to share innovative ideas and create partnerships. At CLC, we promote this through a series of local and global events and publications. Through such platforms, the centre is able to attract government leaders and industry experts to address liveable and sustainable solutions for our cities' futures.

WORLD  
CITIES  
SUMMIT

World Cities Summit Mayors Forum  
13-15 June 2013  
Bilbao, Spain



CENTRE for  
LiveableCities  
SINGAPORE



UNIVERSITY OF  
SINGAPORE

CONNECTING  
IN BILBAO  
TO SHARE  
SOLUTIONS

City governments are making a joint commitment to create solutions with other cities and with their own citizens, to help motivate change to produce better social and environmental outcomes. This was the parting shot at the fourth annual World Cities Summit Mayors Forum, held in Bilbao, Spain, from 13 to 15 June 2013.

A strong attendance of 56 mayors, governors and other top leaders participated in the Forum, the first time it has been held away from Singapore. Organised by the CLC and Singapore's Urban Redevelopment Authority, the Forum was hosted by the city of Bilbao, the inaugural Lee Kuan Yew World City Prize Laureate in 2010. The Forum's theme was "Liveable and Sustainable Cities: Common Challenges, Shared Solutions," and featured thematic discussions ranging from planning and governance to the economy, environment and quality of life.

UN-Habitat data indicates that many new cities will be created by 2050, when the world becomes home to three billion more people. With existing cities ill-equipped to handle large-scale expansions, Forum participants advocated strong city leadership through the alignment with drivers of positive change, the mobilisation of resources around a vision of successful cities, and the addressing of corruption, dysfunctional governance and crime.



"To achieve liveable and sustainable cities, we need to involve the local community. They are the key shapers of our cities. We must discuss the different models and common denominations that can bring public administration closer to citizens."



— His Royal Highness, the Prince of Asturias (now King Felipe VI of Spain),  
Guest of Honour at the  
2013 World Cities Summit Mayors Forum

The Forum also identified the means for city leadership to succeed, including new approaches to city planning; new financial models; “place-making”; and innovative systems and institutions to make cities more flexible and adaptable.

An exhibition, “City Portraits”, was held alongside the Forum, featuring close to 60 case studies on on-going developments and best practices in city planning around the world. The exhibition is available as a 130-page online publication.

Finally, the Forum introduced its plans for a new track called WCS Young Leaders, to identify promising young leaders who are committed to bringing change to cities and shaping the agenda of the World Cities Summit. The inaugural line-up of WCS Young Leaders would be announced at the 2014 World Cities Summit.



“High quality of life requires inclusiveness, especially for the handicapped citizens through barrier-free design, technology for the blind and the creation of public spaces that enable everybody to participate during events and social activities.”

— Mr Ibon Areso,  
Deputy Mayor of Bilbao, Spain  
(now Mayor of Bilbao, Spain)

“Politicians are not mere city managers but leaders. And strong leadership means not only having the knowledge of “what-to” but also having the innovation of “how-to”. To do this, I think politicians need to learn how to “forget” more, because what worked in the past does not necessarily mean it will work in the future.”

— Mr Josep Roig,  
Secretary General of United Cities  
and Local Governments

Networking session at Bilbao City Hall, Spain.



About the World Cities Summit Mayors Forum

The World Cities Summit Mayors Forum is an annual by-invitation only global event for mayors and city leaders to discuss urban issues and share best practices. The forum was initiated by Singapore in 2010 as a response to the urgent need for cities to come together to address pressing urban challenges. It has since become one of the biggest and most important platforms for mayors and city leaders to generate new insights, ideas and solutions that can be applied to many cities. It is a key highlight of the broader World Cities Summit, held once every two years.



# Spotlight on engagement and equity

With the success of ground-up movements - from crowdsourcing to hackathons - city leaders are keen to engage better urban communities. Another pressing challenge is income inequality, the the need to promote social equity.

In 2013, the CLC documented a range of perspectives on public engagement and social equity in its bi-annual *Urban Solutions* magazine. These two subjects take centre-stage through case studies, interviews and research from cities, leaders and prominent experts.

In *Urban Solutions* issue #3, CLC Deputy Director Dr Limin Hee and Senior Assistant Director Louisa-May Khoo wrote about prominent success cases in public engagement efforts, from Hong Kong to Bilbao in Spain and New York in the United States.

In the same issue, CLC Visiting Fellow Professor Susan Fainstein made counterpoints to the potential outcomes of such engagement. Professor Fainstein, from the Harvard Graduate School of Design School, cautions that civic participation often runs the risk of representing middle-class perspectives, which is contrary to the ideas of justice and equity as espoused in her work, *The Just City*.

Together, these arguments made a clear call for leaders and practitioners to develop strategies that enhance the positive effects of public engagement while fending off potential weaknesses in representation.



“There are many dimensions to equity, and societies will feel more strongly about some dimensions than others at different times.... At its core, everyone must have a real chance to have a good life and be able to contribute to society regardless of where they start at birth: real opportunities when you are young through education, as well as later in life. That’s critical for a sense of fairness in a society.”



— Mr Tharman Shanmugaratnam, Deputy Prime Minister of Singapore in an interview in *Urban Solutions* issue #4



## About Urban Solutions

Each issue of CLC’s bi-annual *Urban Solutions* takes on themes based on the Centre’s forward-looking research. Published every six months in print and digital versions, the magazine is distributed to city leaders around the world, as well as to CLC’s network of partners and experts around the world.



# Conversations that matter

Having garnered a considerable following, the CLC Lecture Series is gaining traction as a forum where audiences share their ideas and opinions unreservedly.

The CLC Lecture Series features thought leaders and experts in its calendar of public talks and panel discussions throughout the year. Well-attended by members of the public, private and civic sectors, as well as scholars and journalists, each lecture attracts between 200 to 400 participants.

In FY2013/2014, the CLC organised 13 such lectures, on themes such as walkability, technology, governance and tourism. The series also featured mayors from New Taipei City in Taiwan, and Eindhoven in the Netherlands.

Overall, audiences have rated the CLC Lecture Series positively in helping them generate new ideas and in considering alternative viewpoints. Beyond the lectures, the CLC also sends videos and invites audiences to share further responses via feedback forms and opinion polls.

The CLC Lecture Series was featured in the Singapore Public Service Division's *Challenge* magazine as a key information and networking resource for public service employees.

“I appreciate the CLC for organising such meaningful events and for inviting such gem speakers here. Keep up the good work! It is really helpful for an educator like me. I will share some of these ideas obtained with my students and colleagues.”

— Mr Desmond Lim,  
Assistant Director, Temasek Polytechnic

“Pleasantly surprised at the speed that this unexpected lecture came about and was organised. The attendance is also admirable.”

— Mr John Ting,  
Principal, AIM & Associates

“I really enjoyed the talk and would love to attend more of such talks by critical intellectuals. I hope the CLC will continue to invite thinkers like these to present.”

— Mr Lim Buey Shyan,  
Senior Vice President,  
Sembcorp Development Ltd



Speakers at CLC Lecture's "Tourism and Singapore Development" programme.

## Circulating timely ideas

CLC's monthly e-Newsletter is a well-received periodical carrying articles by researchers, video interviews with visiting leaders and experts, event reports, and news about CLC courses and partnerships.

The CLC e-Newsletter reaches an audience of over 34,000 city leaders, senior representatives from government, non-government and international organisations, related businesses and industries, academia and the media.

Subscribers have also actively made use of

the monthly polls to share their thoughts on key issues facing urbanisation today. From "upsizing" public housing in Singapore to China's economic growth overshadowing its culture, and community engagement in different parts of the world, our readers regularly give their take on trending issues delivered by CLC guest speakers.



## Co-creating ideas for our urban futures

Aside from CLC flagship programmes, we also co-organise conferences as part of our wider promotion work. Two highlights from the year include joint conferences partnering the Eisenhower Fellowships in Singapore and Malaysia, and the Lee Kuan Yew Centre for Innovative Cities in Singapore.

### Sharing insights to Singapore's physical transformation

Ask any visitor to Singapore from the 1960s who returns today, and the most common impression would be the country's remarkable physical transformation.

On 18 September 2013, the Lee Kuan Yew Centre for Innovative Cities and Centre for Liveable Cities jointly presented a public conference, "Lee Kuan Yew and the Physical Transformation of Singapore," to analyse and document the historical efforts in transforming Singapore's physical landscape — all under the leadership of Singapore's longest-serving prime minister.

The event, which attracted 300 guests, was also held in celebration of Mr Lee's 90th birthday that same month.

Former Singapore President S R Nathan opened the conference by describing the country's transformation as "a story of the challenges to find and implement the right policies... it is about our story: how our hopes, our dreams and our aspirations have been transformed. It is the story of our lives."

Discussions were convened under five themes: planning, housing, greening, water and future transformational challenges.

Driven by insightful and lively debates, discussions featured pioneer officials who worked under Mr Lee's leadership as well as current policymakers and experts. For veteran tourism consultant Mrs Pamela Lee, who was in the audience, "the presentations and discussions, were in my mind 'just right', long enough to get to the substance and not so long as to drag a topic beyond its worth. I loved what I learnt, and I loved that we all bonded by sharing views."

Top image: Former Singapore President S R Nathan opening the conference.

## Eisenhower Fellows on global urban futures

On 17 October 2013, the CLC co-organised a full-day conference for Eisenhower Fellows (EF), as part of the larger Singapore-Malaysia EF Conference “The Future of Urban Living”.

The event was attended by 120 participants made up of Eisenhower Fellows, as well as invited urban thought leaders, academics, government officials, professionals, and students.

Guests were welcomed by Eisenhower Fellowships President Mr John Wolf, as well as Ms Lim Soo Hoon, President of the Singapore Eisenhower Fellowships Society and Permanent Secretary at the Ministry of Finance.

Nineteen speakers presented their ideas and experiences in urban planning and design, providing vastly different aspects of urban living: from policies to boost birth rates to physical aspects of planning a liveable environment.

Prominent speakers who presented at the conference included Mayor of New Taipei City, Dr Eric Chu; Chief Minister of Selangor, Tan Sri Dato’ Seri Abdul Khalid Ibrahim; General Manager (Global Government & Education) at IBM Corporation, Jeffrey Rhoda; World Bank Lead Economist, Jordan Schwartz; and award-winning conservation architect Ms Abha Narain Lambah.



“People these days are buying into places as well as into spaces. They don’t just want a house that’s nice for them, they want a community they can be part of... [ultimately, it is about] working very hard to find mechanisms by which we can engage the community on both the benefits and the costs, and indeed the trade-offs associated with particular models of development.”



— Ms Jennifer McAllister, Technical Director, Infrastructure Advisory, at AECOM



# THE FUTURE OF URBAN LIVING

An event organised by Singapore Eisenhower Fellowships Society  
& Eisenhower Fellows Association Malaysia

16 - 19 OCTOBER 2013 Singapore & Iskandar Malaysia



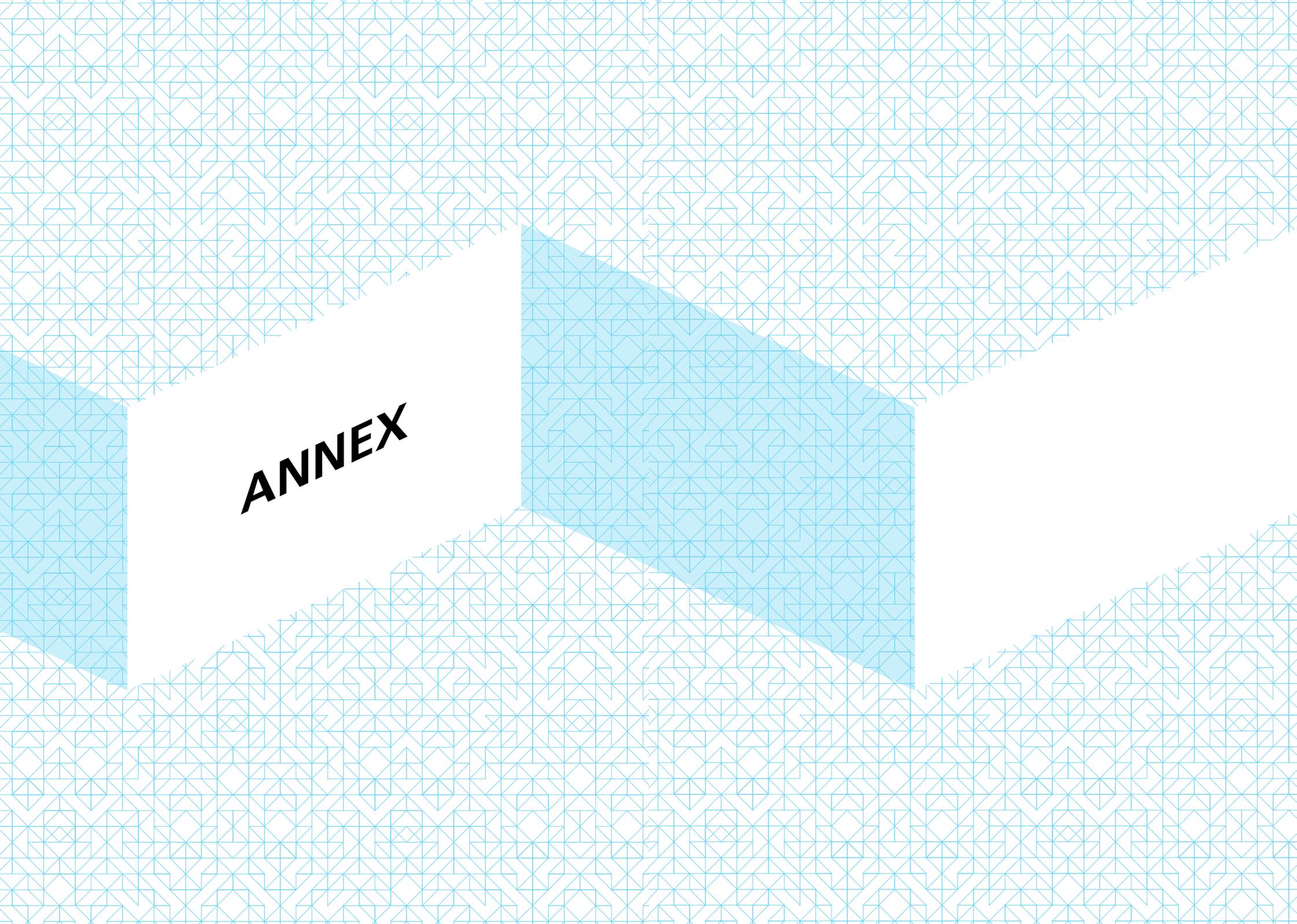
The term “sharing economy” could perhaps be used to characterise our promotion work, because what drives us is to share this collective knowledge with as many as possible. From thought-provoking articles and in-depth case studies to large-scale lectures — our content serves not just to inform, but also to stimulate ideas, counterpoints and discussions. We invite everyone to analyse liveability and sustainability issues with fresh eyes, and to create new solutions with us for a better future.



— Grace Lau,  
CLC staff

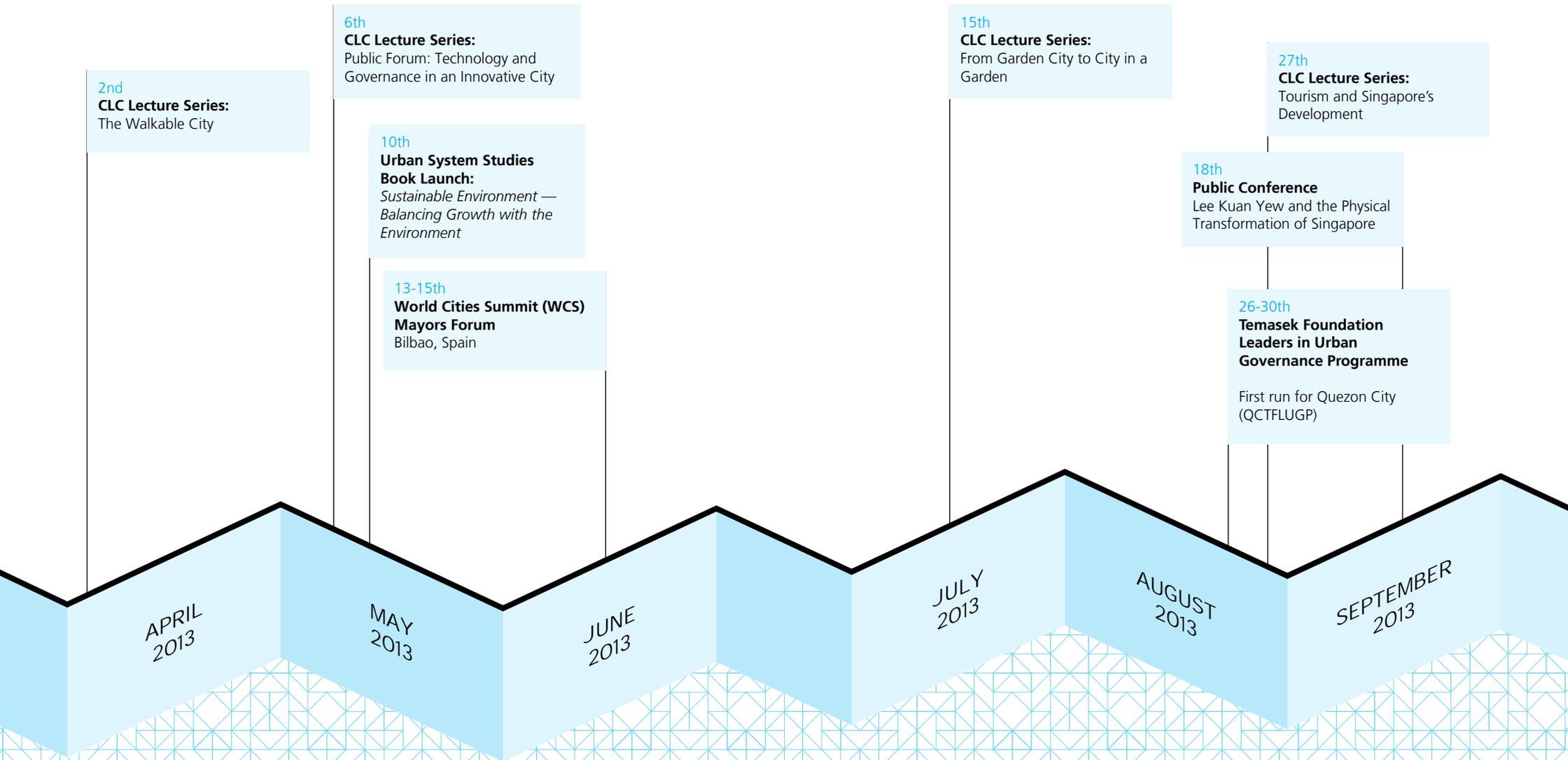
## Promotion by the Numbers

World Cities Summit Mayors Forum				
Participants	2010	2011	2012	2013
City and Provincial Leaders	32	32	99	56
Cities and Provinces	28	21	92	51
Countries	21	19	32	30

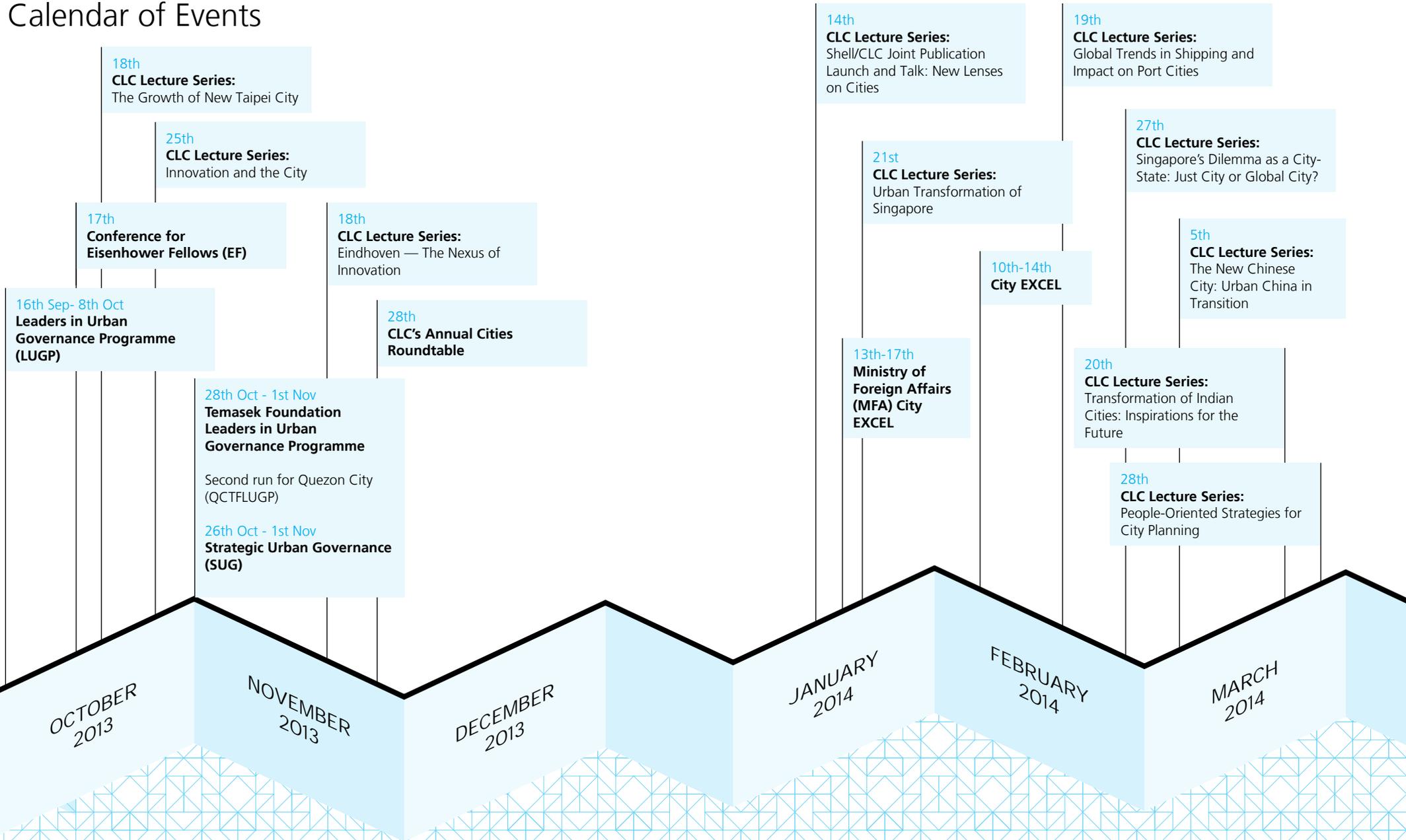


**ANNEX**

# Calendar of Events



# Calendar of Events



# CENTRE FOR LIVEABLE CITIES STAKEHOLDERS

## Parent Ministries:



## Stakeholders Steering Committee Members:



Ministry of National Development | Ministry of the Environment and Water Resources | Agri-Food & Veterinary Authority of Singapore | Building and Construction Authority | Civil Service College | Economic Development Board | Energy Market Authority | Housing and Development Board | Infocomm Development Authority Of Singapore | International Enterprise Singapore | JTC

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