



CONNECTING
PAST AND
FUTURE

ANNUAL REPORT 14/15



ANNUAL REPORT 14/15

CONNECTING PAST AND FUTURE

CONTENTS

4 Message from the Advisory Board Chairman

6 Message from the Executive Director

8 Our People

22 **FEATURE** World Cities Summit 2014

32 **FEATURE** Andhra Pradesh

40 **FEATURE** Active Mobility

50 Research

60 Capability Development & Advisory

70 Knowledge Platforms

78 Calendar of Events

MESSAGE FROM THE ADVISORY BOARD CHAIRMAN



Photo © Institute of Policy Studies

Singapore's experience in urban planning and governance over the last 50 years has attracted increasing recognition from different corners of the world. It is truly gratifying. Many cities — in Southeast Asia, China, India and the rest of the world — are keen to learn from Singapore's experience and to tap our expertise. International scholars, the media and various city rankings often profile Singapore as a good model of urban liveability and sustainability. At the Centre for Liveable Cities, such accolades reinforce our sense of responsibility to share Singapore's experience with others.

Research into Singapore's planning and governance is central to our work. These studies, conducted in collaboration with our stakeholder government agencies, become course materials in our capability development programmes. Research also provides CLC with a sound basis to more professionally and thoughtfully curate these programmes, as well as our lectures, conferences and magazines. As this Annual Report shows, CLC has grown over the last year in the number and quality of our programmes and projects. It is encouraging to see that more people, organisations and cities find value in our work.

Our Advisory Board, comprising leaders in their respective fields, provides strategic guidance for the future development of the Centre. CLC is also privileged to tap the knowledge and expertise of Singapore leaders at various levels. Our Distinguished Advisors are prominent former cabinet ministers and senior civil servants who contributed to Singapore's development at the highest levels, while CLC Fellows include past and present CEOs and other top leaders

from government, the private sector and academia. Our Panel of Experts is made up of senior professionals who led the design and execution of key urban policies and programmes. Backed by this strong web of expertise, CLC has launched its inaugural advisory project, working with the Andhra Pradesh government to support the planning of their new capital city.

Beyond sharing Singapore's expertise with others, CLC wishes to learn from other cities and experts around the world. Our most prominent effort is the World Cities Summit, which is one of largest known gatherings of urban leaders. The 2014 edition of the Summit was extremely well received, with a record number of mayors and city leaders attending, and good international media coverage. Another platform to engage foreign experts and scholars is our Visiting Fellowship, which brings thought leaders to Singapore to participate in research, workshops and lectures. Partnerships are essential in all these efforts. We are proud to work with organisations like the World Bank, UN Habitat and Urban Land Institute on many initiatives.

To our advisors, stakeholders, fellows, experts, partners and staff, I wish to thank them all for helping CLC develop into an organisation of value to Singapore and other cities, and one that we can all be proud of. I hope this report enables you to discover new aspects of CLC's work, and new ways to engage and collaborate with us.

LIU THAI KER
CHAIRMAN, ADVISORY BOARD
Centre for Liveable Cities

Connecting Past and Future.

After 50 years of independence, Singapore stands at the crossroads between the successes of our past and the promise as well as challenges of the future. “Connecting past and future”, the theme of this Annual Report, encapsulates our work in the past year.

The Centre for Liveable Cities studies Singapore’s transformation—the past—through our interviews with pioneer leaders and close collaborations with our stakeholder agencies. This information is distilled into key principles and shared with contemporary practitioners to help them address emerging challenges—the future.

In **Research** this year, we completed seven new Urban System Studies, bringing the total to 16. These studies document Singapore’s planning and governance experiences across different domains. CLC also continued our partnership with the US-based Urban Land Institute on our pathfinding ‘active mobility’ research, which began in 2013. In 2014, our team conducted workshops and fieldwork to explore cycling and walking from historical and multidisciplinary angles, culminating in a publication launched in New York that distilled 10 design principles for more walkable and bikeable cities.

“Reimagining Tampines”, an exciting new project to develop strategies to make Tampines town more liveable, led us to co-organise a series of workshops led by global planning expert Jan Gehl, involving architecture students, civic groups and local grassroots advisors. The Tampines Liveability Blueprint distils ideas from the workshops, and envisions a more liveable and sustainable Tampines.

Meanwhile, our Mainstreaming the ABC Waters Programme Forum sought ways to encourage greater adoption of this programme to rejuvenate urban waterways by both private and public planners and developers. It aimed to provoke discussion on mainstreaming strategies, and was followed by a closed-door workshop for over 70 participants from public

agencies, research institutions, and private sector representatives, to discuss and make recommendations.

CLC is growing steadily in staff numbers, as well as engaging more individuals with deep urban governance and planning expertise as advisors, fellows and experts. To strengthen our knowledge development capabilities, we are organising ourselves into five Knowledge Clusters—Environment and Resource; Infrastructure and Mobility; Quality of Life, Society and Culture; Integrated Planning and Development and Housing; as well as Urban Governance, Land, Financing and Economic Development. All research output feeds into the two other core work streams of CLC.

In our **Capability Development & Advisory** work, knowledge is shared with local and international practitioners. This financial year, we have had 16 runs of our training programmes. We are also bringing Singapore’s public officers to cities like Copenhagen, Rotterdam, Tokyo and Seoul to learn from their best practices, and the feedback collected has given us the motivation to continue channelling our resources to developing our capability development programmes.

Most notably, we have embarked on a greater role in international advisory. CLC is working closely with various Singapore government agencies to provide capability development and consultation to the Indian state of Andhra Pradesh, in its efforts to develop Amaravati, a new capital city. Guided by our CLC Liveability Framework and with experience in infrastructure planning and implementation that spans decades, our Singapore experts are helping to analyse ground realities and land planning issues in Amaravati.

For our **Knowledge Platforms**, the highlight was the World Cities Summit, co-organised with the Urban Redevelopment Authority, alongside the Singapore International Water Week and CleanEnviro Summit Singapore. In 2014, these attracted a total attendance of 20,818 people from 133 countries, with a record number of senior-level participants comprising

MESSAGE FROM THE EXECUTIVE DIRECTOR

ministers, mayors, business leaders and heads of international organisations. This year, we also launched the inaugural World Cities Summit Young Leaders Symposium. This network of close to 200 young leaders was formed in recognition of the need to build a dynamic community of change-makers to shape the global urban agenda. The successful event drew a total of 275 local and international media representatives, generating over 1,100 news clips globally.

As we continue to connect Singapore’s past to her future, we must take a step back to connect CLC’s own past and future. In this report, we recollect the various projects that we have embarked on, to position ourselves as enablers for city leaders, people sector activists and private sector players in building liveable and sustainable cities.



I hope the pages in this report express the energy and excitement with which we’ve carried out our work. I’m thankful to our team and to you, our partners, for your support. I look forward to opportunities where we can collaborate to create positive outcomes for our communities.

KHOO TENG CHYE
EXECUTIVE DIRECTOR
Centre for Liveable Cities

OUR PEOPLE

I think long-term thinking is still important. There may be certain policies or plans that we make which may not show results in the short term but will likely show results in the long term. ... you can only realise the value of these things many, many years down the road. How is Singapore different? Why is it that we're different? We are different because of what we did 20 years ago.

Mah Bow Tan
Former Minister for National Development

*Interview with the Centre for Liveable Cities,
30 November 2011*



ADVISORY BOARD

CLC's Advisory Board comprises members with vast experience and are leaders in their respective areas of expertise.



LEE TZU YANG

Member, Council of Presidential Advisers and Chairman, The Esplanade Co Ltd

Previous

Former Chairman, Shell Companies in Singapore



PROF. KISHORE MAHBUBANI

Dean, Lee Kuan Yew School of Public Policy, National University of Singapore

Previous

Former Permanent Secretary for Foreign Affairs



DR LIU THAI KER *Chairman*

Senior Director, RSP Architects Planners & Engineers Pte Ltd

Previous

Former Chairman, National Art Council
Former CEO and Chief Planner, Urban Redevelopment Authority



ALAN CHAN

Chief Executive Officer, Singapore Press Holdings Ltd

Previous

Former Permanent Secretary for Transport



DR TAN CHIN NAM

Chairman, Temasek Management Services

Previous

Former Permanent Secretary for Information, Communications and the Arts



TAN GEE PAW

Chairman, PUB Singapore's national water agency

Previous

Former Permanent Secretary of the then Ministry of the Environment



CHOO CHIAU BENG

Senior Advisor, Keppel Corporation Limited

Previous

Former Chief Executive Officer of Keppel Offshore & Marine



PROF. HENG CHYE KIANG

Dean, School of Design and Environment, National University of Singapore

Previous

Former Head, Department of Architecture, School of Design and Environment



PROF. ALINE WONG

Academic Advisor, SIM University

Previous

Former Senior Minister of State for Health and Education

DISTINGUISHED ADVISORS

This is a high-level Panel comprising prominent retired politicians and former senior civil servants who have played an integral role in Singapore's urban development.

Our Distinguished Advisors play an advisory role and we work closely with them to enhance CLC's intellectual development through tapping

their wealth of knowledge and experience via oral history interviews, lectures and roundtable discussions.



ALAN CHAN
**Chief Executive Officer,
Singapore Press Holdings Ltd**

Previous
Former Permanent Secretary
for Transport



S DHANABALAN
**Member, Council of
Presidential Advisers**

Previous
Former Minister for
National Development



NGIAM TONG DOW
**Adjunct Professor, Lee Kuan Yew
School of Public Policy,
National University of Singapore**

Previous
Former Permanent Secretary
for National Development



J Y PILLAY
**Rector, College of Alice & Peter Tan,
National University of Singapore
Chairman, Council of
Presidential Advisers
Board Member, Financial Intelligence
Authority, Vatican City State**

Previous
Former Permanent Secretary
for National Development



PETER HO
**Chairman, Urban
Redevelopment Authority**

Previous
Former Head of Civil Service



LIM CHEE ONN
**Senior International Adviser,
Singbridge Pte Ltd**

Previous
Former Minister without Portfolio,
Prime Minister's Office



DR TAN CHIN NAM
**Chairman, Temasek
Management Services**

Previous
Former Permanent
Secretary for Information,
Communications and the Arts



TAN YONG SOON
**Adjunct Professor, Lee Kuan Yew
School of Public Policy,
National University of Singapore**

Previous
Former Permanent Secretary for the
Environment and Water Resources



DAVID LIM TIK EN
**Deputy Chairman,
Ascendas India Trust**

Previous
Former Acting Minister for Information,
Communications and the Arts



MAH BOW TAN
**Adjunct Professor,
Nanyang Technological University**

Previous
Former Minister for
National Development



PROF. ALINE WONG
**Academic Advisor,
SIM University**

Previous
Former Senior Minister of State for
Health and Education



PHILIP YEO
**Chairman, Economic Development
Innovations Singapore Pte Ltd (EDIS)
Chairman, SPRING Singapore**

Previous
Former Permanent Secretary for Defence

FELLOWS

CLC Fellows are distinguished individuals who are affiliated to CLC and have contributed significantly to its mission. CLC Fellows enhance the quality of CLC's knowledge products and capability development programmes.



LIM NEO CHIAN

Chairman, Ascendas Hospitality Fund Management Pte Ltd

Deputy Chairman, Gardens by the Bay

Previous

Former Chief of Army, SAF
Former Chairman, Jurong Town Corporation



LOW SIN LENG

Senior Advisor, Sembcorp Development Ltd

Chairman, Nanyang Academy of Fine Arts

Previous

Former Group CEO, Sembcorp Industries Ltd for National Development



PROF. LUI PAO CHUEN

Adviser, Ministry of National Development

Previous

Former Chief Defence Scientist, MINDEF



PROF. NEO BOON SIONG

Professor, Nanyang Business School, Nanyang Technological University

Previous

Former Dean, Nanyang Business School, Nanyang Technological University



ANDREW TAN

Chief Executive, Maritime and Port Authority of Singapore

Previous

Former Chief Executive Officer of the National Environment Agency



PROF. LEO TAN WEE HIN

Director (Special Projects), Faculty of Science, National University of Singapore

Previous

Former Director, National Institute of Education
Former Director, Singapore Science Centre

PANEL OF EXPERTS

Specifically designed to cater to the needs of future consultancy projects, CLC Experts assemble a pool of domain experts and practitioners in the fields of technical knowledge and expertise related to CLC's work. CLC Experts are an invaluable resource to CLC in its capacity to act as a knowledge platform and urban incubator. Based on the requirements of specific projects, CLC could tap on their relevant expertise to work together with CLC staff in active or advisory roles.

CHAN YOON KUM
Senior Advisor, PUB

Previous

Former Deputy Chief Executive, PUB

CHIONH CHYE KHYE
Executive Director, CEA

Previous

Former CEO, BCA

CHOY CHAN PONG
Senior Advisor, Urban Planning Excellence Department, URA

FOO CHEE SEE
Former Director (DGPs, Concept Plan and Development Control), URA

FOONG CHEE LEONG
**Former Director General (Meteorological Service), NEA
Former Head (Pollution Control Department), NEA**

GOH HUP CHOR
Former Dy Chief Planner, URA

JEFFREY HO
Managing Director, Urban Planning & Design, Surbana Corporation Pte Ltd

JOSEPH HUI
**Former Director General (Environmental Protection), NEA
Former Chairman, ASEAN Working Group on Environmentally Sustainable Cities (AWGESC)**

KHOO SEOW POH
Deputy CEO, NEA

Previous

Former Director General (Public Health), NEA

LAU JOO MING
Senior Advisor, HDB

Previous

Former Managing Director of the HDB Building Research Institute
Former Deputy CEO of the HDB Building Group

PAMELIA LEE
Former Senior Director of Special Projects & STB Consultancy, STB

PROF. LEE SING KONG
**Director, NIE
Professor (Biological Sciences), NTU
Managing Director, NIE International**

Previous

Former Deputy Commissioner, Parks and Recreation

DR LEONG CHEE CHIEW
**Dy CEO, NParks
Commissioner, Parks & Recreation**

LEUNG YEW KWONG
Principal Consultant, KPMG

Previous

Former Chief Legal Officer and Chief Valuer (IRAS)

LIM CHIN CHONG
Former DCEO, JTC

LOH AH TUAN
**Director/Consultant, Keppel Integrated Engineering Ltd
Senior Adjunct Fellow of the Singapore Environment Institute, NEA**

Previous

Former Deputy CE & Director General (Environmental Protection), NEA
Former Chairman, ASEAN Working Group on Environmentally Sustainable Cities (AWGESC)

PANEL OF EXPERTS

continued

—
WILFRED LOO
Vice President,
Jurong Consultants Pte Ltd

—
DONALD LOW
Associate Dean (Executive Education
and Research) and Senior Fellow,
LKY School of Public Policy

—
LINDA LOW
Senior Research Fellow, Lee Kuan Yew
School of Public Policy, NUS

—
LOW TIEN SIO
Deputy CEO, Sentosa Leisure Group

Previous
 Former Deputy Chief Executive, LTA

—
PROF. GOPINATH MENON
Adjunct Associate Professor,
School of Civil and Environmental
Engineering, NTU

Previous
 Former Chief Transportation Engineer, LTA

—
ONG GEOK SOO
Former Advisor, Chairman's office, JTC
Former ACEO, JTC

—
ONG SENG ENG
Former Director Waste &
Resource Management Dept, NEA

—
P. TEVA RAJ
Director (Industry), NParks
Centre Director (CUGE), NParks

—
MOHINDER SINGH
Dean, LTA Academy

Previous
 Former Director (Research & Planning), LTA

—
BENEDICT TAN
Senior Advisor, BCA

Previous
 Former Deputy CEO, BCA

—
TAN CHOON SHIAN
Principal and CEO,
Singapore Polytechnic

Previous
 Former Deputy Managing Director, EDB

—
TAN TIAN CHONG
Group Director (Research Group), BCA

—
TONY TAN KENG JOO
Senior Advisor, Surbana
International Consultants Pte Ltd

Previous
 Former Chief Architect, HDB

—
TAN SIONG LENG
Former CEO, BCA

—
TAN YOK GIN
Assistant CE (Operations), PUB

—
MARGARET TEO
Former Assistant CE
(Development & Leisure), STB

—
WONG KAI YENG
Former Director (Physical
Planning Division), URA
Former Executive
Vice President, Singbridge

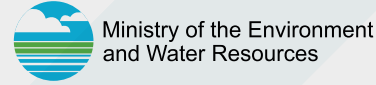
—
YAP CHIN BENG
Deputy CEO (Estates & Corporate),
HDB

—
YAP KHENG GUAN
Former Senior Director, PUB

—
YEO YEK SENG
Acting CE, EMA

STAKEHOLDERS

Parent ministries



Stakeholder agencies



The CLC Stakeholders Steering Committee comprises the CEOs of relevant agencies. The purpose of the Committee is to guide and support CLC in achieving greater alignment. Stakeholder agencies are also encouraged to leverage the growing network and knowledge base of the Centre to advance their respective agency's mission. At the same time, CLC aims to augment the stakeholder agencies' knowledge base and open up more economic opportunities for Singapore. The participation of our stakeholders is invaluable to CLC's success and the vision of making Singapore a global integrated urban solutions hub.

STAFF

KHOO TENG CHYE
Executive Director

ISABELLE TAY
PA to Executive Director

JULIAN GOH SEO HIAN
Director (Capability Development)

DR LIMIN HEE
Director (Research)

GENE TAN
Creative Director (Singapore Future Exhibition)

ADELINE LIM SOO WAH
Deputy Director (Promotion)

SOPHIANNE MOHAMAD ARAIB
Deputy Director (Research)

AMANDA ONG HWEE FANG
Deputy Director (Corp Devt & Partnerships)

REMY GUO RUI MING
Senior Assistant Director

CHERUB HO
Senior Assistant Director

ELYSSA KAUR LUDHER
Senior Assistant Director

BENJAMIN LEE IK LIN
Senior Assistant Director

LIM HUI LING
Senior Assistant Director

LIM SWEE KENG
Senior Assistant Director

DINESH NAIDU
Senior Assistant Director

MAYERS NG MEI SZE
Senior Assistant Director

SHAROL NG SUAT LUI
Senior Assistant Director

TAI JO FEN
Senior Assistant Director

JOANNA TAN HWANG SOO
Senior Assistant Director

BRIAN PATRICK TAN WEN-PIN
Senior Assistant Director

WONG CHOCK FANG
Senior Assistant Director

MICHELLE CHNG WEI PING
Assistant Director

ALEX HO RUI TAO
Assistant Director

JASZMINE LAU HOI YEE
Assistant Director

THOMAS LIEW QIANG HSIU
Assistant Director

LIM WEI DA
Assistant Director

SHARON LOH SIOW-URN
Assistant Director

NISHA SHARDA
Assistant Director

MINA ZHAN XIAOMEI
Assistant Director

CHEONG KAY TECK
Manager

NICOLE CHEW TIAN-EN
Manager

CHONG SIET LING
Manager

RUHI LAL
Manager

GRACE LAU ENG TONG
Manager

DR LIN GUANGMING
Manager

ALICE LIM
Manager

JOSHUA SIM
Manager

GURUBARAN S/O SUBRAMANIAM
Manager

TAN WEILIE
Manager

MERCY WONG SEE JING
Manager

VICTORIA WU MENGQIAN
Manager

HAZELINA YEO
Manager

YONG RUI YAN
Manager

FAYE WANG SHIHUA
Management Support Officer / Admin

JEAN WANG SHIJUN
Management Support Officer / Admin

ASIAH BTE MOHD SHAH
Higher Corporate Support Officer

ADJUNCT STAFF

PROF. LILY KONG
Research Advisor

PROF. PHANG SOCK YONG
Research Advisor

PABLO VAGGIONE
Advisor

GREG CLARK
CLC-WCS Advisor

ENG TIANG SING
Project Director

JEAN CHIA
Senior Assistant Director

LOUISA-MAY KHOO
Senior Assistant Director

KATY TAN
Senior Assistant Director

WU WEI NENG
Senior Assistant Director

MICHELLE KUNG
Researcher

JESSICA CHEAM
Editor

GRACE CHUA
Editor

HAN XINYU
Editor

KOH BUCK SONG
Editor

LEONG WEN SHAN
Editor

ALVIN PANG
Editor

ARTHUR SIM
Editor

SYLVIA SIN
Designer

SERENA WONG
Adjunct

VISITING FELLOWS



PROF. JAN GEHL

Founding Partner, Gehl Architects

Prof. Gehl's people-centric approach has deeply influenced the urban transformation of Copenhagen into one of the world's most liveable cities.

Prof. Gehl led a series of workshops on "Re-imagining Tampines" that devised a methodology to study public spaces, and developed detailed strategies to enhance liveability there.



PROF. SUSAN
FAINSTEIN

Senior Research Fellow, Department of Urban Planning and Design, Harvard University

Prof. Susan Fainstein is the author of *The Just City*, which has won numerous accolades.

The Fainsteins had dialogues with HDB and the National Security Co-ordination Secretariat, and advised on CLC's research projects, e.g., the study on ethnic clusters in private residential estates, and affordable housing.



PROF. NORMAN
FAINSTEIN

Professor Emeritus of Sociology and Urban Studies, Connecticut College

Prof. Norman Fainstein is founding Editor of *Ethnic and Racial Studies*.



PROF. RONALD
WATERMAN

Senior Advisor, Dutch Ministry of Infrastructure and Environment

Prof. Waterman is a leading expert in coastal zone development and land reclamation, known for his integrated approach for reclamation projects in the Netherlands.

Prof. Waterman discussed integrated coastal development with local public officers, gave a lecture, and was a panellist at the "Mainstreaming the ABC Waters Programme Forum and Workshop".



SANTIAGO CASTRO

President, Bankers' Association of Colombia (ASOBANCARIA)

Mr Castro was formerly Director-General of the Colombian Civil Aviation Authority, and a Congressman from 1994-2010.

Mr Castro wrote about how emerging cities can reform their leadership and institutions, and innovative measures to finance civil infrastructure. He also lectured on the transformation of Colombian cities.



PROF. MARTHA
KAPLAN

Professor of Anthropology, Vassar College, and Distinguished Affiliated Fellow, Asia Research Institute, NUS

Prof. Kaplan is a cultural and historical anthropologist who writes extensively on colonial and postcolonial situations.

Both professors conducted a workshop on ethnographic research methods in CLC, consulted for CLC's research projects, and held dialogues with senior officers from our stakeholder agencies. Prof. Kaplan also lectured on "Water Cultures: Fiji, New York and Singapore".



PROF. JOHN
KELLY

Visiting Professor, Social Sciences, Yale-NUS

Prof. Kelly served various positions in the University of Chicago, including Deputy Dean of the Social Sciences and Chair of Anthropology.



**WORLD CITIES
SUMMIT 2014**

We learnt what not to do by watching other cities and also what to do from watching good cities... We are not the only city, there are thousands of other cities and you can see the mistakes they've made. And you can also see what they have done right. And you got to learn from them.

Lee Kuan Yew
Founding Prime Minister

*Interview with the Centre for Liveable Cities,
31 August 2012*

A Summit for City Leaders and Future Change-Makers

World Cities Summit 2014



In-Conversation: Shaping our cities, water and the environment for a liveable and sustainable future. From left: moderator Professor Tommy Koh, Secretary-General of OECD Angel Gurría, Singapore's Minister for National Development Khaw Boon Wan, and CEO of Suez Environnement Jean-Louis Chaussade.

The World Cities Summit is the exclusive and premier platform for government leaders and industry experts to address liveable and sustainable city challenges, share integrated urban solutions and forge new partnerships. The biennial World Cities Summit includes the Lee Kuan Yew World City Prize and the World Cities Summit Mayors Forum, and in its fourth run in 2014, the inaugural World Cities Summit Young Leaders Symposium. Find out all about the World Cities Summit [here](#).

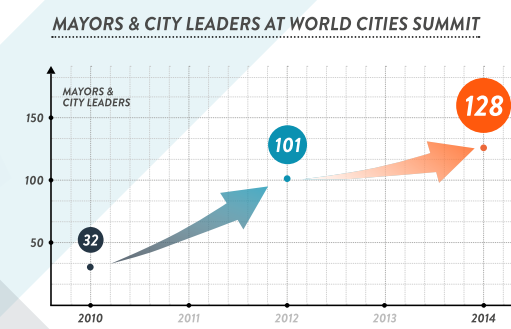
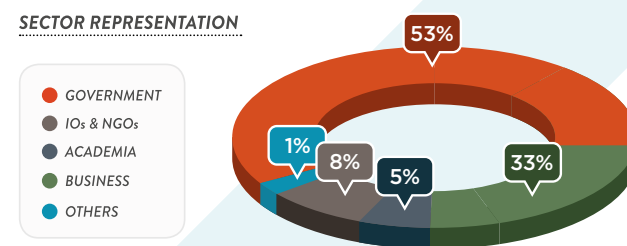
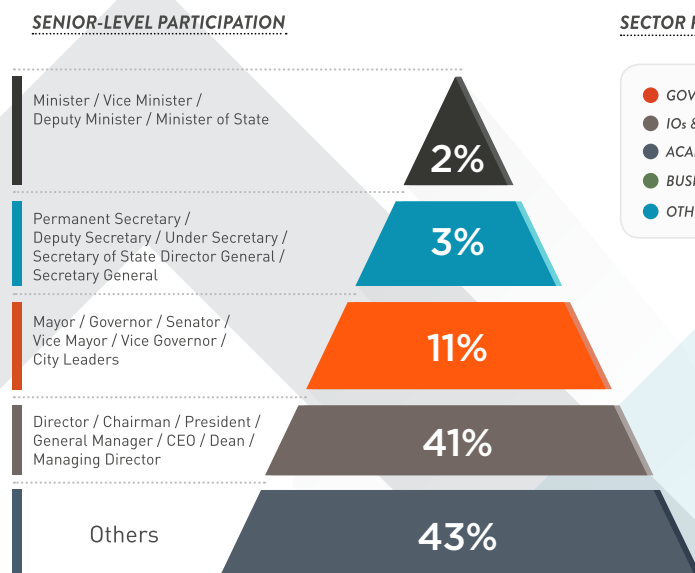
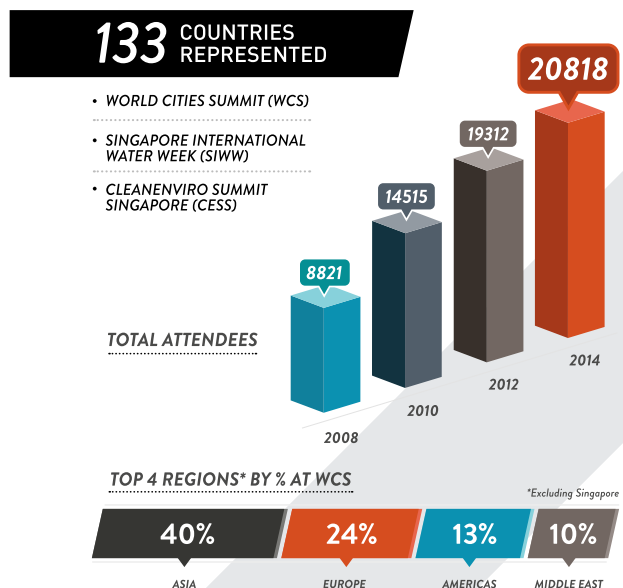
The 4th World Cities Summit was complemented by a constellation of premier events: the 6th Singapore International Water Week, the 2nd CleanEnviro Summit Singapore, and the 10th Ministers' Forum on Infrastructure Development in the Asia Pacific Region. This drew

extensive representation worldwide from 133 countries, with a total attendance of 20,818 people. A record number of senior-level participants attended the World Cities Summit, including ministers, mayors, business leaders and heads of international organisations.

Five key themes emerged from the insightful conversations and best practices shared by the thought leaders convened at the Summit from 31 May to 4 June 2014 in Singapore:

1	2	3	4	5
Connectivity	Technology	Equity	Engagement	Identity
Cities of the future collaborate and connect well	Driving innovation and improving liveability	Cities are resilient and sustainable when they are inclusive	Successful cities are citizen-centred	Culture is crucial for character

Learn about the city initiatives and transformative projects along these five themes from different parts of the world in the **World Cities Summit 2014 Conference Proceedings Book**.



Common Challenges, Shared Solutions

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 pressing urban issues and share best practices. In its 5th year, a total of 122 mayors and city leaders attended the WCSMF on 1 June 2014, with 60% of them being first-timers. This peer-to-peer platform enabled a series of insightful exchanges and practical learning.

Read about what they have to say in our **Mayors' Blog**.

Together, all participating cities summited a letter of support to the United Nations Open Working Group on Sustainable Development Goals, to support a standalone goal focused on sustainable cities and human settlements.



Deputy Executive Director of UN-HABITAT Dr Aisa Kirabo Kacyira thanking the mayors at WCS Mayors Forum 2014 for their support towards a standalone Sustainable Development Goal on Sustainable Cities and Human Settlements.



“What makes the World Cities Summit different from other forums is that in every discussion we deal with solutions.”

Patricia de Lille
Executive Mayor,
Cape Town, South Africa

Mayor Anibal Gaviria (left) from the 2014 Lee Kuan Yew World City Prize Special Mention City of Medellin, Colombia, in deep discussion with his Director of Planning Jorge Alberto Perez Jaramillo and Vice Mayor Philip Heylen from Antwerp, Belgium, at the WCS Mayors Forum 2014.



Suzhou Bags the 2014 Lee Kuan Yew World City Prize

Mayor Zhou Naixiang explains the innovation and transformation of the City of Suzhou over the years in **Urban Solutions Issue 5**. The city of more than 10 million citizens is known for its many scenic water bodies, beautiful gardens, and its efforts in preserving its ancient cultural heritage. Suzhou continues to advance with innovative technologies and strategies that promote rural and urban integration, talent cultivation and sustainable development.

Download *Urban Solutions Issue 5* to read about the 2014 LKY World City Prize Laureate City of Suzhou, and the two cities with Special Mentions—Medellin and Yokohama.

The Lee Kuan Yew World City Prize is a biennial international award that honours outstanding achievements and contributions to the creation of liveable, vibrant and sustainable urban communities around the world.

“We have different countries, people, religion and tradition. That is why the exchange of experience and ideas is helping each city and each country.”

Dr Gabur Bagdy
Executive Mayor, Deputy Mayor,
Budapest, Hungary

“A problem shared is halfway to being solved... we can see this event as a huge expo where people can freely exchange ideas and experiences... this Summit is definitely useful; it is attracting very, very significant urban leaders.”

Helen Clark
Administrator, United Nations
Development Programme

Agents of Change: Seeding Change in My City!

World Cities Summit Young Leaders Symposium



The inaugural World Cities Summit Young Leaders Symposium 2014 in Singapore adds a new and important dimension to the World Cities Summit—a new community of voices advocating for more liveable cities.

Typically aged between 30 and 45, the dynamic group of close to 200 young leaders comprised elected

representatives, senior government officials, urban planners, industry experts, architects, economists and researchers. Fifty-seven young leaders from 28 cities attended the Symposium in Singapore. Their voices spoke with realism to meet the new challenges of globalisation, and with optimism for the long-term future of liveable cities.

Connect with the Young Leaders community



10 Key Takeaways and Initiatives from the WCS Young Leaders Symposium 2014

- 1 People — the heart of cities.**

“Every citizen deserves to be happy.”

His Excellency Kinlay Dorjee, Mayor, Thimphu, Bhutan
- 2 Technology enables participation.**

“What do we mean by creating smart and intelligent cities? I think it’s about developing cities with smart and intelligent people.”

Andrei Sharonov, Dean, Moscow School of Management, SKOLKOVO, Russia
- 3 Trust empowers.**

“Governments that let go actually find the trust in them increasing.”

Dr Karen Bakker, University of British Columbia, Vancouver, Canada
- 4 There is no one-size-fits-all solution.**

“We need to combine high-tech with a high-touch approach for people cut off from technology.”

Jon Andoni Aldekoa de la Torre, Mayor’s Office Delegate Director, Bilbao City Council, Spain
- 5 Successful cities are liveable.**

“Give people the space and the possibility to come together and create things together.”

Pablo Viejo, Head of the Asian Centre for Sustainable Cities, EDF Lab Singapore
- 6 Transparent data is key.**

“We currently need to use data more effectively to tell stories to our population so they can envision alternative futures.”

The Right Honourable Stephen Yarwood, Lord Mayor, Adelaide, Australia
- 7 Preserve the soul of cities.**

“If you lose the soul of a city, you lose it. Political and social leadership are critical to ensure that change maintains the memories of cities.”

Sanjeev Sanyal, Global Strategist, Deutsche Bank
- 8 Cities must be a home to be embraced.**

“Human connections are the basic building blocks of society. If these are not strong, it is impossible for a city to flourish.”

Hamdan Abdul Majeed, Executive Director, ThinkCity, Penang, Malaysia
- 9 Cities must be actively inclusive.**

“In our anxiety to embrace technology, we forget that different people adjust differently to technology.”

Desmond Lee, Minister of State for National Development, Singapore
- 10 Cities as centres for co-opetition.**

“In Silicon Valley, they talk about ‘co-opetition’ which I think is a better word than competition.”

Michael Jansen, Chief Executive Officer, Cityzenith, USA

See the full report of the Symposium [here](#).

International Media Coverage

The significance of the World Cities Summit in bringing together government leaders, top business executives and experts attracted international media from to report on the summit, as well as to feature mayors and their cities.

International broadcasters including CNBC, BBC and Bloomberg, as well as Channel NewsAsia from Singapore, were onsite to conduct interviews and do live crosses from the Summit.

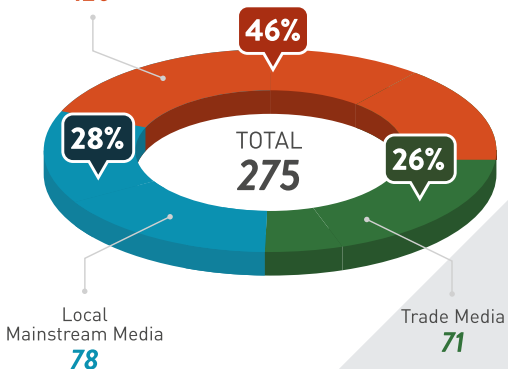
275
MEDIA REPRESENTATIVES

159
MEDIA ORGANISATIONS



1100+ NEWS CLIPS (BROADCAST, PRINT, ONLINE) = **\$5.26M** ADVERTISING VALUE EQUIVALENT

International Mainstream Media
126



THE NETHERLANDS

- **Triple summit in Singapore puts urban planning on the map**
Independent European Daily Express

INDIA

- **The Singapore story: Lessons in innovative city governance and political commitment**
Hindustan Times
- **Rapid urbanization threatens overcrowded cities like Manila**
Business Inquirer

CHINA

- **Chinese city Suzhou receives Lee Kuan Yew World City Prize**
CCTV Online
- **China's urbanisation makes first step at internationalisation**
Caijing.com

TAIWAN

- **EasyCard to be useable in Singapore in the near future**
The China Post

JAPAN

- **International projects at the World Cities Summit**
Jpubb

RUSSIA

- **Moscow urbanists sent to Singapore**
Ради Дома Про

VIETNAM

- **Planning the cities of the future**
Vietnam Investment Review

AUSTRALIA

- **Rivalry shelved as city heads focus on swelling population**
The Age
- **Australia's Capital City Lord Mayors meet in Singapore to discuss cities on world stage**
Medianet

PHILIPPINES

- **Lessons from liveable cities**
The Philippine Star

SINGAPORE

- **Digital cities for digital citizens**
The Business Times
- **Young leaders share ideas on future cities**
The Straits Times
- **Sharing solutions city-to-city**
Today
- **City planners now listen to what dwellers have to say**
The Straits Times
- **Mayors who are the bright lights in their big cities**
The Straits Times

INDONESIA

- **Follow the Mayor of Makassar at World Cities Summit Mayors Forum 2014 in Singapore**
Tribun News
- **Ahmed Aboutaleb – A Muslim mayor of Rotterdam**
Detik News

IRAN

- **Tehran mayor confers with UN-habitat deputy executive director**
Islamic Republic News Agency

OMAN

- **Sultanate attends World Cities Summit**
Oman Daily Observer

MALAYSIA

- **Invest in transport improvements, cities urged**
Bernama
- **Medellin's stunning success story**
New Straits Times

COLOMBIA

- **Barranquilla shares experiences**
La Gran Noticia

MEXICO

- **Governor of Hidalgo presents paper: "Innovations in urban dynamics and governance"**
El Sol de Tulancingo

ROMANIA

- **Nicolae Robu, in Singapore, at the largest conference of mayors held in the world**
index stiri

SPAIN

- **The World Cities Summit Singapore will feature successful case studies from the city of Bilbao**
Finanzas

UNITED KINGDOM

- **Stats and the City: why it pays to count your way around urban Britain**
The Information Daily

HEADLINES
FROM AROUND THE GLOBE

ANDHRA PRADESH

To do planning and development well calls for best practices ... you have to have professional inputs, technical inputs, all the various perspectives put in, all your analyses and then you have the process that brings all these considerations into bear — and you need people who have the experience, the competencies, the qualifications and the right capabilities to make decisions.

Lim Hng Kiang

Minister for Trade and Industry

*In an interview with the Centre for Liveable Cities,
13 April 2012*



Building a New Capital City

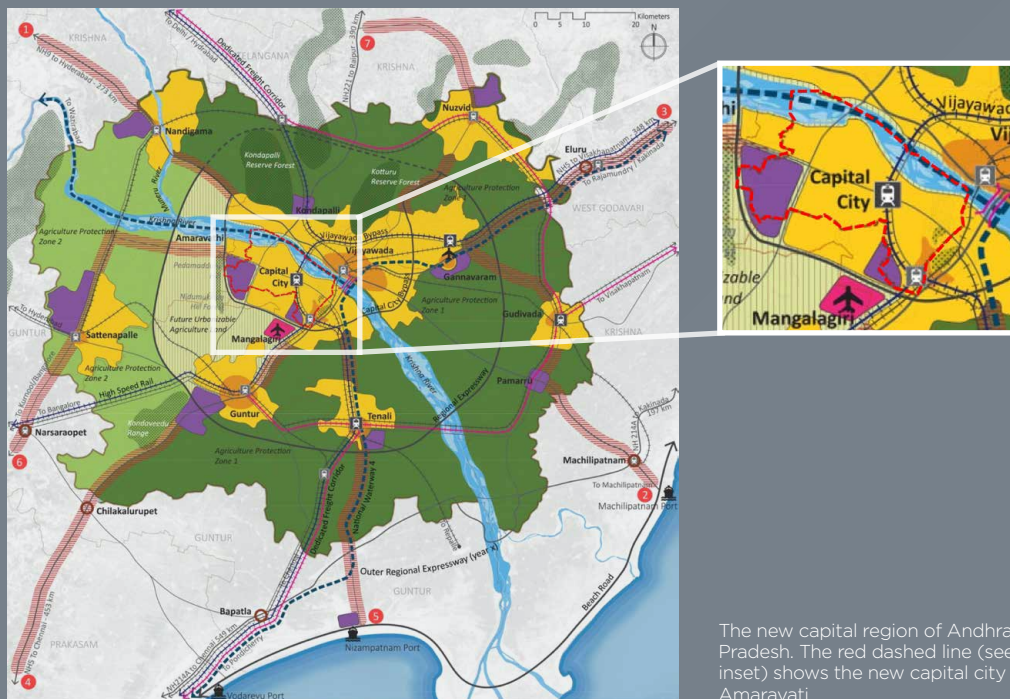
Singapore & Andhra Pradesh Collaborate on a Capital City

For 10 years, Chandrababu Naidu had been the Chief Minister of Andhra Pradesh. He put its capital Hyderabad on the global IT map, attracting global companies like Microsoft, IBM, Dell, Deloitte, Computer Associates and Oracle to set up shop there from the late 1990s.

In 2014, with the Andhra Pradesh Reorganisation Act, Hyderabad was lost to the new state of Telengana, and Andhra Pradesh's state boundary

was redrawn without a capital. Mr Naidu, who came back into power in June 2014, now has the challenge to build a new capital for the South Indian state within the next 10 years — and Amaravati will be its name.

A long-time observer and admirer of Singapore, Chief Minister Mr Naidu requested in November 2014 for Singapore to partner Andhra Pradesh in the master planning and development of Amaravati.



The new capital region of Andhra Pradesh. The red dashed line (see inset) shows the new capital city Amaravati.



CM Naidu and the Indian delegation learning from Mr Khoo and URA Senior Architect Linda Lui about the planning and development of the Marina Bay downtown area from the viewing gallery of Marina Bay Sands in November 2014.

CLC Executive Director Khoo Teng Chye was nominated to be Singapore's representative on Andhra Pradesh's Capital City Advisory Committee, and on 8 December 2014, the governments of Singapore and Andhra Pradesh signed a Memorandum of Understanding to collaborate on the development of the new Andhra Pradesh Capital City.

An inter-agency team from Singapore—led by the Ministry of Trade and Industry and comprising International Enterprise Singapore, Singapore Cooperation Enterprise, and CLC—would offer masterplanning, expert advice and capability development for the Andhra Pradesh officials.

For Singapore, the Andhra Pradesh Capital City Project showcases the capabilities of our planners, developers and professionals in urban planning and infrastructure development. It has also provided a rare opportunity for young officers from various government agencies to work alongside Singapore's urban experts to provide inputs on the master plans and witness the real challenges of building up a new administration and city from scratch.

MANUFACTURING, LOGISTICS AMONG AREAS OF INTEREST

India's infrastructure boom set to benefit S'pore firms, workers

RUMI HARDASMALANI
rumih@mediacorp.com.sg

SINGAPORE—Companies in Singapore, including the likes of Ascendas-Singbridge and Sembcorp Industries, are poised to grab a slice of the growing multibillion-dollar infrastructure pie in India as they prepare to bid for mega development projects in Andhra Pradesh state, where an all-new capital city is being carved out.

over the final master plan for Amaravati to Chief Minister Chandrababu Naidu, marking the completion of the detailed three-part design that Singapore had agreed to provide under a Memorandum of Understanding signed between the Republic and Andhra Pradesh in December 2014.

In a briefing earlier, Mr Iswaran noted that homegrown companies including Ascendas-Singbridge and Sembcorp Industries are gearing up



Artist's impression of Amaravati's waterfront area. PHOTO: SURBANA

“Urbanisation is set to gather pace as India further develops its economy. This master plan demonstrates Singapore's capabilities and paves the way for future partnerships in India, across sectors such as urban planning, infrastructure and supporting services.

IE Singapore's chief executive Teo Eng Cheong

TODAY, p. 4, 21 July 2015. Read the full article [here](#).

Three Master Plans for Andhra Pradesh

Under the MOU, the first urgent assignment was to deliver the three master plans:

#1 Capital Region Plan

Approximately 7,325 sq km area

#2 Capital City Master Plan

Approximately 217 sq km of the core of the capital city

#3 Seed Development Master Plan

Approximately 16.9 sq km of the first section of the capital city

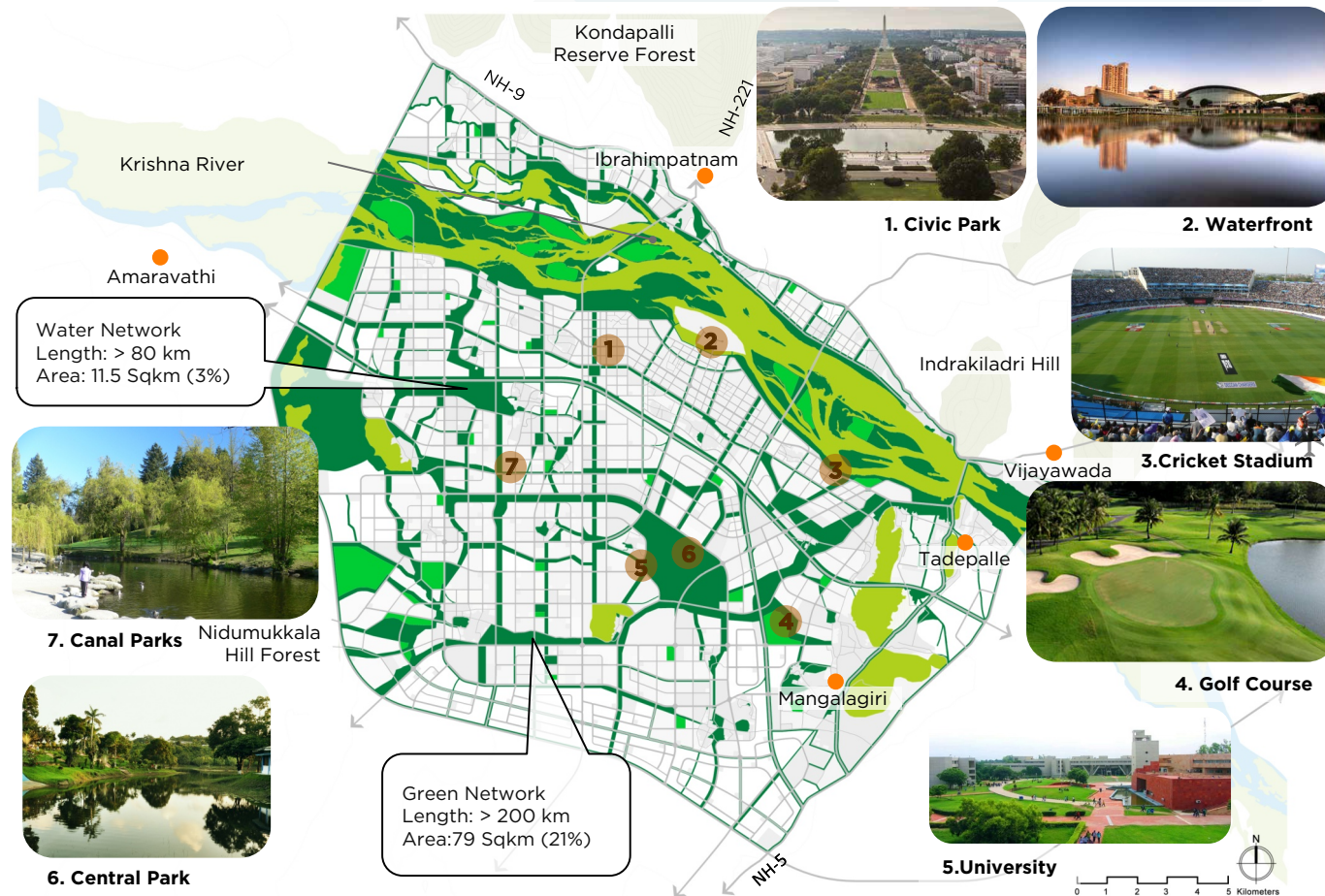
CLC worked closely with the consultants to refine each stage of the plan and ensured that interfacing with the Government of AP was carried out to take into consideration the ground realities and local land planning issues. It was critical that the plans were aligned with AP's vision for the Capital City. CLC Experts like Wong Kai Yeng, Loh Ah Tuan, Lim Neo Chian, Yap Kheng Guan and Chan Yoon Kum, who were responsible for Singapore's land use and infrastructure planning and implementation in the past decades, were brought in to interact extensively with the consultants.



CLC Expert Wong Kai Yeng and the planners from Surbana-Jurong sharing with CM Naidu about Toa Payoh Hub and town as an example of a transit-oriented development in March 2015.



Second Minister (Trade & Industry) S. Iswaran hosting Chief Minister Naidu and Minister (Municipal Administration and Urban Development) P. Narayana on a boat cruise together with CLC Expert Loh Ah Tuan in March 2015, where they explained the Singapore River clean-up and the development of the Marina Reservoir and Marina Bay area.



Drawing from Singapore's experiences and based on CLC's principles of liveability, CLC made certain that key principles such as strategic long-range planning based on demographic projections, economic analysis, provision of jobs and homes, safeguarding of road and rail corridors, active mobility, environment management, enhancement of green and blue spaces, and protection of natural and heritage resources were captured in the master plans.

A layer of the Capital City Master Plan, highlighting features along the proposed Green and Blue Network.

*The Singapore master planning consultancies chosen to draft the plans were Surbana International Consultants and Jurong Consultants Pte Ltd. These organisations trace their roots to Singapore's Housing & Development Board and its main industrial developer, the Jurong Town Corporation, respectively.

Connecting CLC Experts with the Future of Andhra Pradesh



Wong Kai Yeng
Founder and Director, JenEon Consultants Pte Ltd

Mr Wong was a Senior Vice President of Singbridge International Pte Ltd. Prior to that, he was a Group Director in the Urban Redevelopment Authority. One of the key projects he was involved in extensively was the Sino-Singapore Tianjin Eco City Project. He was also with the Public Utilities Board as its Director of Planning & Policy.



Loh Ah Tuan
Director/Consultant, Keppel Seghers Engineering Singapore Pte Ltd

Mr Loh joined the Ministry of the Environment and Water Resources some 30 years ago. He served as the Director-General for Environmental Protection and Deputy Chief Executive Officer of the National Environment Agency. Mr Loh was Singapore's Environment Lead Negotiator for the US-Singapore FTA, and Chairman of the ASEAN Working Group on Multilateral Environmental Agreement.



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

Mr Lim has served as Chairman Jurong Town Corporation; CEO of China-Singapore Suzhou Industrial Park Development Co Ltd; and Chairman of Bangalore IT Park Board's Exco, among other roles. He was closely involved in the planning and development of the Jurong Island Petrochemical Hub and the one-north project for the knowledge-driven industries.



Yap Kheng Guan
Adjunct Professor, Nanyang Technological University (NTU)

Mr Yap was a Senior Consultant and Senior Director at PUB. He was responsible for several major flood control projects and was project director of the Singapore River clean-up and the Marina Barrage project. He also set up the 3P Network department in PUB which transformed their approach to public communication and outreach.



Chan Yoon Kum
Senior Advisor, PUB

Mr Chan, an engineer by training, had helmed the Water Department as its Director in 1995, and was subsequently appointed the Assistant Chief Executive and Deputy Chief Executive of PUB. In his career, he has driven numerous national programmes and projects on water supply including the National Save Water Campaign, Desalination and NEWater.

Behind the Scenes: Going Beyond the Master Plans

As important as integrated master planning is, it is only one part of the formula for a successful city. Dynamic urban governance cannot fall short for good plans to be realised.

The CLC team took it upon themselves to drive home this message to the Capital Region Development Authority (CRDA),

the newly set-up body in charge of the future planning and administration of the AP capital region and city. They worked closely with the CRDA to examine and refine its institutional set-up and manpower recruitment policies and processes, so that the CRDA can implement the master plans quickly and effectively.

Andhra Pradesh Leaders in Urban Governance Programme

19-24 January 2015, Singapore

To complement its advisory work, CLC customised its Leaders in Urban Governance Programme for 23 representatives from the Government of Andhra Pradesh and the CRDA.

The training covered a visioning exercise for the capital city, the master planning methodology adopted by the Singapore consultants, principles applied by Singapore in the areas of land, economy, transport, housing and environment, and also some models of integrated township development used by Singapore companies overseas.

The programme's central focus outlined a vision for the capital city—one that is vibrant, liveable, with good infrastructure and economic development—and emphasised responsibilities required of city leaders to bring the vision to fruition.



Participants of the 1st Andhra Pradesh Leaders in Urban Governance Programme.

ACTIVE MOBILITY

...many, many cities now are changing so that people are invited to walk more, to bicycle more, and get out of the cars because that's good for climate and good for health, and good for liveability of the cities, and good for noise, and pollution and a number of things. So for God's sake, go in that direction instead of putting in more and more traffic.

Prof. Jan Gehl

Professor of Urban Design at the Royal Danish Academy of Fine Arts, and Founding Partner of Gehl Architects

*In an interview with the Centre for Liveable Cities,
27 March 2014*



Why Aren't More of Us Walking and Cycling?

Making a Case for Active Mobility in Singapore



Photo taken in the 1950s within a PWD Quarters along Yio Chu Kang Road. Photo by malakins, CC-by-2.0.

It's hard to remember a time when pedestrians and bicycles outnumbered motorists and cars on Singapore's roads. Today, with pleasant tree-lined streets and general ease of connectivity, why aren't more city dwellers cycling or walking?

To investigate this, CLC and US-based Urban Land Institute (ULI) embarked on a joint study called "Creating Healthy Places through Active Mobility". This idea first took seed in November 2013.

An earlier collaboration with ULI on "10 Principles for Liveable High-Density Cities: Lessons from Singapore" in 2013 established key factors which make for a pleasant living experience.

Of the 10 principles, many relate to active mobility; particularly the

tenets of "prioritising green transport"; "developing mixed-used neighbourhoods"; and "making public spaces work harder".

"Creating Healthy Places through Active Mobility" builds on the principles of high density living, and is in line with both ULI's focus on building healthy places and Singapore's current directions in transport and urban development design.

This was done through rigorous fact-finding as well as collaboration between the two partners and multiple Singapore agencies. They include the Urban Redevelopment Authority, Land Transport Authority, National Parks Board, and Housing and Development Board.

From April–June 2014, the project carried out a series of wide-ranging discussions and workshops as well as fieldwork that recorded the different kinds of obstacles faced by pedestrians and cyclists.

The study produced a publication of the same name, distilling 10 design principles for making cities more walkable and bikeable. "Creating Healthy Places through Active Mobility" was launched in Singapore and New York in October 2014.

Workshops Investigating Local Active Mobility



Cycling around Ang Mo Kio Town to discover the impediments to cyclists. Watch the **video** to find out more about the research and workshop processes!

TODAY

singapore

Study recommends combining cycling with public transport in S'pore



SINGAPORE — The hot weather may put off many from using the bicycle as a means of commuting, but it is possible to cycle in comfort even in the Republic's tropical climate.

By Saw Ming En. JUNE 3

SINGAPORE — The hot weather may put off many from using the bicycle as a means of commuting, but it is possible to cycle in comfort even in the Republic's tropical climate.

That is the view of Danish architect and urban design consultant Jan Gehl, one of those involved in a research project to make Singapore a more pedestrian- and bike-friendly city. The project's initial findings were released at a press conference yesterday.

The primary research spanned March to June 2014. It included a "Prepshop" among 49 invited stakeholders from public, private and people sectors to gather feedback and discuss strategies; a "Bikeshop" led by Danish architect Jan Gehl that dived into site-specific observations of Ang Mo Kio, the selected study area; and a technical design workshop among selected agency representatives. During the Bikeshop, more than 50 participants walked and cycled through the residential town to review design strategies for enhancing the transportation experience for pedestrians and cyclists. Inputs from the Bikeshop were incorporated into the National Cycling Plan, with proposals for Ang Mo Kio as a Model Cycling Town.

Walking and cycling are not only highly effective and convenient forms of mobility, but also encompass a wide spectrum of benefits for all stakeholders in the city. These benefits include improvements to health and liveability, as well as economic and environmental contributions. With adequate investment and good design, cycling and walking can provide attractive mobility options for all.

10 IDEAS FOR PEOPLE-FRIENDLY

WALKING & CYCLING CITIES

2

PROVIDE DEDICATED SPACE FOR ALL

Protected **bike lanes & cycle tracks** alongside pedestrian sidewalks and vehicular carriageways

1

MAKE IT CONVENIENT & EFFICIENT

Integrate cycling and walking infrastructure with **public transit**

Bike share systems for cities starting to promote cycling

3

ENSURE VISIBILITY AT JUNCTIONS

Safe junction designs that allow drivers to look out for pedestrians and cyclists when turning

Painted cycling lanes at junctions maximise and hold onto drivers' attention

4

MAINTAIN CONTINUITY OF MOVEMENT

Cyclist-friendly junction designs with gentle bends to facilitate continuous cycling

Continuous sidewalks that require cars to stop and allow pedestrians and cyclists to continue through intersection without stopping

5

KEEP IT SLOW

Stringent speed limits and slow speed zones at high pedestrian traffic areas

Shared streets with design interventions to slow vehicles and allow co-existence of road users

8

MAKE IT COMFORTABLE & ATTRACTIVE

Street planting to provide shade and visual relief for all road users

Sheltered walkways for pedestrians

Prioritise maintenance for pedestrian and cycling infrastructure

9

MIX UP THE USES

Mixed use developments to make walking and cycling more convenient for daily commutes

10

CLOSE THE LOOP WITH END-OF-TRIP AMENITIES

Adequate public bike parking facilities at destinations

Showers and laundromats at workplaces

6

PRIORITISE AT-GRADE CROSSINGS

At-grade crossings to facilitate continuous movement by pedestrians and cyclists

Above/sub-grade crossings only for direct connections between destinations

Diagonal crosswalks at high pedestrian traffic areas

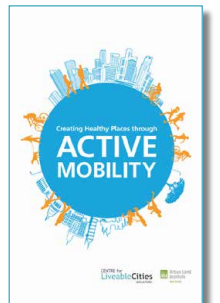
7

ENSURE CONSISTENCY IN DESIGN STANDARDS

Standard infrastructure design for the whole network for user friendliness

Consistent signage

CHECKLIST FOR TROPICAL CITIES
Factors that will enhance comfort of active travel in the tropics



Download the free e-book now and find out more about this project!

Singapore: The World's First Tropical Cycling City?

Capping this project on Active Mobility, CLC held a public roundtable panel as part of the CLC Lecture Series in November 2014 that featured renowned architects, experts and Singapore planners who discussed the research findings and recommendations.



CLC Lecture: Creating Healthy Places through Active Mobility — Sharing Experiences from Cities. From left: Camilla van Deurs, Scott Dunn, Cliff Lee, Kenneth Wong, and moderator Dr Limin Hee. Catch the full exchange in this [video](#).



CAMILLA VAN DEURS
Partner at Gehl Architects

When asked how Copenhagen built such a successful cycling culture:

“Bicycle lanes were always built first. They were about everyday movement... an equal form of urban transportation. Another success factor is the ‘people-first design’. Cars have to give priority to bicycles and pedestrians.”



SCOTT DUNN
Vice-President and Director of Development at AECOM

When asked how cycling can be encouraged in tropical cities:

“Urban design can... enhance the comfort of cyclists and pedestrians. We have more buildings that are taller, and there’s a lot of wind that comes down from the buildings that helps cool you. So we can use building form to bring the wind down to street level.”



CLIFF LEE
Director (Physical Planning, Infrastructure) at the Urban Redevelopment Authority

When asked how Singapore can start its move away from cars:

“Singapore’s National Cycling Plan will start off with off-road cycling, and aim to create 700 kilometres of cycle paths island-wide, hopefully by 2030. This is a multi-agency effort, with LTA taking care of intra-town cycling, NParks in charge of park connectors, PUB covering drains to gain that space, JTC, HDB, Sport SG, HPB, TP and cycling enthusiasts. With this network in totality, we will have a better chance to get more people to cycle.”



KENNETH WONG
Director (Local Planning) at the Land Transport Authority

When asked what roles various sectors can play:

“We should encourage building owners to provide cycling facilities... Our Travel Smart Network is aimed at mitigating demand for transport, but also includes a grant to incentivise companies to install bicycle parking and shower facilities.”

Active Mobility Project Wins the MND Minister’s Award

ACTIVE MOBILITY

In August 2015, the project received the Singapore Ministry of National Development (MND) Minister’s Award (Team) 2015.



Back row, from left: Khoo Teng Chye, Seow Kah Ping (URA), Han Jok Kwang (cyclingenthusiast), Scott Dunn (AECOM). Front row, from left: Francis Chu (cycling enthusiast, LoveCycling SG), Teo Kwang Liak (LTA), Minister Khaw Boon Wan, Limin Hee, Yong Rui Yan. Missing: Pauline Oh (ULI), Remy Guo.

An annual award to recognise significant team-based contributions to the stakeholders and the MND, this accolade emphasises innovation and value creation. The Active Mobility project between CLC and ULI checked all the boxes: exhibiting innovation with a view to improving efficiency, effectiveness and productivity — making it a strong example in effecting public service transformation.

“I hope this book will help further the conversation among our people, as we imagine our future and forge a consensus on the way forward, preferably on foot and bicycles.”

Khaw Boon Wan
Minister of National Development, in the Foreword of *Creating Healthy Places Through Active Mobility*

Success Factors for City Transformation

Not all cities are created equal. Some cities have an advantageous, pedestrian-friendly urban fabric retained from history, while others begin from a starting line of more motorist-centric infrastructure and urban sprawl. Some cities leverage strong civic cultures that support space sharing, while others face strong anti-cycling sentiments. We take a look at success factors that can propel a city towards being more cycling- and pedestrian-friendly.



Amsterdam

Effective collaboration between government and civic society

ROAD FATALITIES IN 2008
60% lower than that of USA

Civic campaigns such as the "Stop de Kindermoord" (Stop the Child Murder) campaign in the 1970s were backed by parents, anti-motorists and the wider society to address the lack of road safety.

New York City

Visionary leadership: transformation in a snap

The Bloomberg administration led many pilot projects which were implemented quickly and cheaply to demonstrate the positive impacts of pedestrianisation and bicycle infrastructure.

More than **350** MILES OF BICYCLE LANES installed in the city in three years



Seoul

15 MAJOR EXPRESSWAYS REMOVED SINCE 2002

A major elevated highway was replaced with the Cheonggyecheon Restoration Project, providing active, lively spaces for the public.

The city continues to implement bold, major projects, including transforming a major viaduct in the heart of downtown into an elevated park.

Transformation through high-impact projects



Copenhagen

People-oriented planning

Copenhagen adopts a people-centric approach to planning through public-life studies and robust data collection on people and public space activities. Regular 'urban life accounts' also track the performance of their walking and cycling initiatives, supporting policy-making and review with concrete pedestrian and cyclist traffic counts.

11,500 CYCLISTS use the newly-built *Cykelstangen* daily, 15% more than computer simulations predicted.



YOUBIKE LOSS RATE OF **0.84%** in last three years

Without large-scale provision of dedicated infrastructure for cycling, Taipei's success is based on a strong civic culture of sharing and mutual respect that facilitates space sharing. Bike theft, a problem that plagues many cities, is also negligible in Taipei, thanks to the strong civic culture among its people.

Taipei

Strong civic culture



Hear What International Thought Leaders Have to Say

Urban Solutions Issue 6 contains curated lessons of active mobility from all around the world. Read about the following and more in our free biannual magazine!



Boris Johnson
Mayor of London shares the new £1.3-trillion 2050 infrastructure plan for the English capital.

"I would not say cycling is the number one thing, but it is very important. We have a huge cycling agenda. We are putting about a billion pounds into some of the roundabouts and junctions to make them safer. And putting in big cycle super-highways as well."



Janette Sadik-Khan
Former Transportation Commissioner of New York City explains the intricate link between city and street planning.

"The fact is, our streets work better for everyone when you don't make pedestrians and cyclists fight over the scraps not given over to cars."

Photo © Olugbenro Photography



Robert Doyle
Lord Mayor of Melbourne sums up the renaissance of Swanston Street to become a pre-eminent, people-friendly civic space.

"Initially, I was opposed to the idea of banning cars from Swanston Street but the more I considered it, the more it made sense. No great city wants to bring more cars into its heart. They do the opposite."



Ridwan Kamil
Mayor of Bandung, Indonesia talks about challenges facing Bandung including the provision of a sustainable transport infrastructure and the need to keep its citizens happy.

"We are currently experimenting on a new concept called 'Happiness Projects', devised to address short-term goals while we wait for big projects to come on-stream. For instance, we created Bandung Fun Days—Mondays are now a Free Bus Day... Friday is Bike to Work Day..."

Photo © City of Melbourne

RESEARCH

I spent more than half a year to define what was a new town ... We wanted the new town to be highly self-sufficient... So I interviewed a lot of people, I interviewed emporium operators, interviewed polyclinic doctors, the polytechnics... all kinds of people, industries and so on... Basically the question is how many people do you need to sustain an emporium, to sustain a supermarket, to sustain a polyclinic, etc. And the number came to 250,000.

Dr Liu Thai Ker
Former CEO, HDB

*In an interview with the Centre for Liveable Cities,
16 September 2011*



Research Updates

	FY2010/11	FY2011/12	FY2012/13	FY2013/14	FY2014/15
URBAN SYSTEMS STUDIES					
Completed	-	1	5	3	7
Published	-	-	3	2	3
FORWARD-LOOKING RESEARCH					
Completed	-	1	2	2	2
Published	-	-	1	1	-
INSIGHTS					
Completed	-	-	-	3	4
INTERVIEWS					
Completed*	10	55	28	57	32

*Numbers differ from previous annual reports due to a change in the method of calculation.

Re-Imagining Tampines

Creating a Liveability Blueprint for a Mature Town

In the 1900s, Tampines in eastern Singapore was an expansive forest. Named after the native ironwood trees, or *tempinis* in Malay, the area is now one of the most developed regional centres, with a population of around 240,000 residents.

Built in the 1980s, Tampines is now becoming a “mature” estate as with many other public housing towns in Singapore. As the needs and aspirations of residents evolve through the years, there is a need for a comprehensive review of planning and development in Tampines.

Local Advisors, led by Minister Heng Swee Keat, started the Re-imagining Tampines initiative to bring together people from different sectors to create a more engaging, coordinated and integrated local physical planning process for Tampines.

Together with co-funding agencies — URA, HDB and LTA — CLC organised three workshops to identify strategies to enhance liveability in the town. Professor Jan Gehl, with support from Gehl Architects, conducted the workshops and shared strategic advice on a people-centric approach to enhance public life and public spaces. Watch this **video** to find out more.

The workshops involved NUS architecture students, civic groups and grassroots advisors from Tampines. The key outcome, the Tampines Liveability Blueprint, distils the ideas discussed during the workshops, and articulates a vision for a more liveable and sustainable Tampines. A refined version of the blueprint was drafted in collaboration with WOHA Architects, the key private sector collaborator in the Re-Imagining Tampines process.

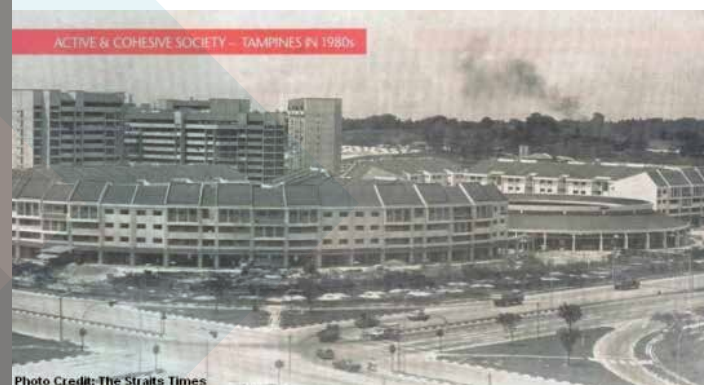


Photo Credit: The Straits Times

Tampines round market, Singapore, in the 1980s.

Did you know?

In October 1992, the Building and Social Housing Foundation (BSHF) of the United Nations awarded the World Habitat Award in the Developed Country Category to HDB for Tampines town. The Award recognises innovative and successful human settlements.



SOLAR POWERED BICYCLE SHELTER

Provide a zero energy parking and charging shelter at the Community Promenade gateway for bicycles and personal mobility devices to prevent indiscriminate parking within the Town Centre.



LAST QUARTER MILE CONNECTIONS TO EACH DOOR STEP

Connect adjacent residential blocks to the Community Boulevard seamlessly via sheltered linkways integrated with green roofs.



NEIGHBOURHOOD TRAFFIC CALMING MEASURES

Introduce traffic calming measures along Tampines Street 11 by narrowing lanes, incorporating speed reducers and raised crossings to prioritise pedestrian safety.



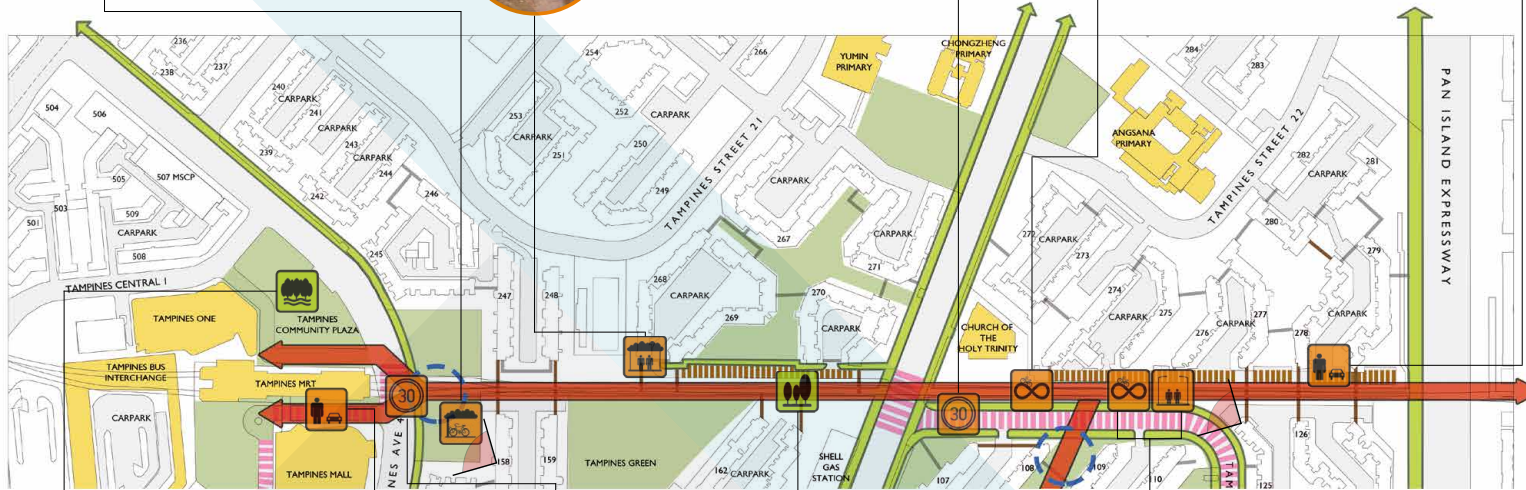
INFORMATION AT A GLANCE

Use the viaduct surface as signage display area to provide commuters with wayfinding infographics and community news.



SHARED STREETS

Implement shared streets (vehicular & pedestrian) within HDB car park roads flanking the Community Promenade by using different paving material.



Case study:
A vibrant Tampines Community Promenade proposed during the workshop



BIO-RETENTION PONDS/ SWALES

Integrate PUB's ABC features in park spaces as a means to naturally manage stormwater discharge, beautify the area, and to bring people closer to water.



TOWN CENTRE TRAFFIC CALMING MEASURES

Introduce traffic calming measures by imposing lower speed limits and using different paving material within the Town Centre along Tampines Central 5 and Avenue 4 to prioritise pedestrian safety.



LANDSCAPING BELT

Transform open spaces into an intensive landscaped band to promote urban greening and blue integration, active living and outdoor learning with parks, gardens and swales.



PEOPLE-FRIENDLY INTER-TOWN CONNECTOR

Design the Community Promenade connecting Tampines to Simei with broad shared pedestrian and cycling paths, verdant planting, urban furniture, art installations and support infrastructure.

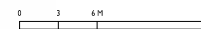
PEDESTRIAN MALL

Reclaim part of Tampines Central 5, transforming it into a lushly landscaped pedestrianised mall with spill over commercial activity below Tampines MRT station.



LEGEND

- Desired Lines
- Community Nodes and Institutions
- Community Parks
- Blue and Green Edges
- Existing Sheltered Linkways
- New Sheltered Linkways
- Traffic Calming Measures
- Shared Pathways
- Gateways
- Viewpoints



One of the workshop outcomes is this proposed improvement to an under-utilised MRT viaduct space.

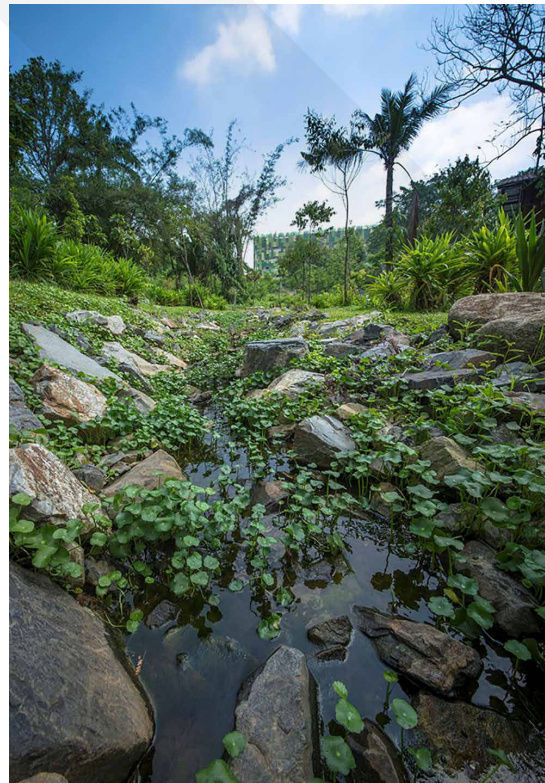
One of the four areas within Tampines chosen as case studies for the workshops is the under-utilised MRT viaduct space from Simei to the Town Centre. These spaces are envisioned as a vibrant pedestrian and cyclist-friendly place infused with green and blue elements.

Mainstreaming the ABC Waters Programme Forum and Workshop

Highlighting the Untapped Potential of the ABC Waters Programme

Mention industrial estates and what comes naturally to mind is the quick start-up, plug-and-play environment that defined the industrial infrastructure of the 1960s. Jurong was the pioneering industrial estate of Singapore, built fast to give us the competitive edge to attract the industries we needed during the early stages of economic development.

Fast forward a few decades, we now have JTC CleanTech Park, Singapore's first eco-business park. What's special about this 50-hectare park is that it was developed with the emphasis on retaining the natural environment and biodiversity of the area, incorporating design features of the ABC Waters Programme in its Eco Garden and plan of the whole development. Beyond being a well-loved community asset, this sustainable initiative also reduces downstream stress in drainage networks. If industrial estates are allocating resources and space for "Active, Beautiful and Clean" waters, what excuses are there for other parcels of land?



JTC CleanTech Park contains community spaces and lush greenery. Photo © Ng Guan Shyh.

"... there are two kinds of mindsets. One is to get rid of water as quickly as possible; the other, to learn from nature, and to bring systems from nature's intelligence back into the city, and reinvent such techniques from a human scale."

Herbert Dreiseitl
Liveable Cities Lab

"It has been a very, very useful programme, getting all the agencies together, including the participants, to listen to what the agencies have done. I think it is important for them to come together. I must give credit to CLC for getting us all together."

Tay Bee Choo
Deputy Director (Landscape Implementation), HDB

On 27 February 2015, CLC organised a "Mainstreaming the ABC Waters Programme" Forum to push for a greater adoption of ABC Waters principles by both private and public planners and developers. The ABC Waters Programme is a long-term initiative by PUB, Singapore's national water agency, to transform Singapore's utilitarian drains, canals and reservoirs into beautiful streams, rivers and lakes that are well-integrated with the surrounding parks and spaces, and create focal points and recreational spaces for the community to enjoy. Since 2006, the programme has created close to a hundred developments integrated with green and blue elements¹. The public forum featured a

sterling line up of eight speakers and panellists to promote the value of ABC Waters and to provoke discussion on strategies for mainstreaming this initiative. This was followed by a closed-door workshop for over 70 participants from public agencies, research institutions, and private sector representatives to discuss and make recommendations on how to support better planning, implementation and maintenance of such projects.



¹60 projects have been completed, 40 are in progress.

Principles for Mainstreaming ABC Waters

Support inter-agency collaboration in planning and implementation.

Make information for planning of blue and green networks easily available, such as in a masterplan layer.

Improve guidelines on inter-agency collaboration frameworks, resourcing and knowledge sharing.

Undertake more research to determine and develop further the values and benefits of the ABC Waters Programme.

Cities Roundtable 2014

Forward-looking Research for Cities



co-hosted with the Building Research Institute (BRI) of the Housing & Development Board (HDB).

Cities Roundtable 2014 was divided into three themed segments, each with a panel discussion:

1. **Smart Nation**
2. **People and the Built Environment**
3. **Sustainable Urban Solutions**

CLC's forward-looking research continues with the convening of the 3rd Cities Roundtable on 28 November 2014. The annual platform welcomed 120 researchers from close to 40 public and private organisations.

Here, Singapore-based researchers network and shared their latest work, with a focus on current, inter-disciplinary and practical urban topics. This edition was

The Roundtable curators identified these themes from a comprehensive survey of around 250 current urban research by the public sector and local research institutes. The roundtable allowed all to catch up on the research projects undertaken by various parties, allowing overlaps to be identified and presenting possibilities for parties to explore collaborative efforts and create synergy. Read about all the projects presented in the **3rd Cities Roundtable Report**.



Heard at the Cities Roundtable 2014



On Rapid Data Mapping Technology and how it employs air-borne and mobile laser scanning and imaging to create a high-quality 3D map of Singapore:

“It will be five times more accurate than Google Maps.”

VICTOR KHOO
Singapore Land Authority

Read all about it in this [paper](#).



On fostering a positive commuter culture on our public transport system using themed train cabins:

“It’s not about transport; it’s not about faster, better, cheaper... It’s about that human element that is missing in our daily commute.”

ABDUL RASHID BIN ADNAN
LTA Transport Experience Lab

Read all about it in this [paper](#).



On how social media analytics can be used on microblogging data like Twitter to improve urban planning:

“If we can use data analytics to discover the mood of the people out there, sense their wants and needs, it will help in deciding what the new applications should be.”

PROF. LIM EE-PENG
Director of Living Analytics Research Centre (LARC),
School of Information Systems, SMU

**CAPABILITY
DEVELOPMENT &
ADVISORY**

Singapore would present itself as a reference point, as a model, as a collaborator, so that we would be able to work together with companies, countries, cities, in order to offer them something of value.

Dr Tan Chin Nam

Former Permanent Secretary for Information,
Communications and the Arts

*In an interview with the Centre for Liveable Cities,
3 October 2014*



Photo by Sikarin Thanachaiary,
CC-by-nc-sa-2.0.

Capability Development & Advisory Updates

	FY2010/11	FY2011/12	FY2012/13	FY2013/14	FY2014/15
TOTAL PARTICIPANTS					
Programme Participants	23	19	64	469	453
INTERNATIONAL PROGRAMMES					
No. of programmes conducted	0	0	2	8	8
Average Rating	n.a.	n.a.	4.4	4.5	4.5
LOCAL PROGRAMMES					
No. of programmes conducted	1	1	1	7	8
Average Rating	4.4	4.4	4.4	4.4	4.4

What it Means to Support Leaders of the Future

Recognising that Varied Solutions Exist is a Start



The Capability Development team interacting with the delegation from the 3rd Temasek Foundation Leaders in Urban Governance Programme (TFLUGP).

At the rate with which the world is urbanising, the need for tailored training in various aspects of city planning will only intensify. As Singapore's foremost public training provider in creating liveable and sustainable cities, CLC brings together local experts and experience and seeks out global best practices.

In the year, we conducted eight local and eight international training programmes. These training programmes brought participants to various learning journeys around Singapore, and to cities like Copenhagen, Rotterdam, Incheon, Seoul, Tokyo and Yokohama – to

witness what each were doing to provide a good quality of life while keeping an eye on environment sustainability. CLC also draws on its Liveability Framework and *Urban Systems Studies* research, to focus on the challenges and solutions for Singapore.

In the same year, CLC extended its practitioner-oriented development programmes by making its formal foray into international advisory. Here, we have embarked on international advisory work, focusing on knowledge and software transfer to cities and regions such as Andhra Pradesh in India and Colombo in Sri Lanka.

Witnessing a Systems Approach to Solutions

5th Leaders in Urban Governance Programme (LUGP)

Twenty-eight officers participated in the 5th Leaders in Urban Governance Programme (LUGP) from September to October 2014. This training targets high-performing Director-level officers under the Public Sector Leadership Programme (PSLP). For the first time, LUGP also invited nominations from the media industry, to build the capacity of media professionals in urban governance.

In addition to intensive sessions in Singapore, the participants went on two study visits—to Rotterdam in the Netherlands, and Copenhagen in Denmark. The objective? To understand how each city worked to achieve liveable and sustainable systems, and forge relationships with these international peers.



A social housing area in Copenhagen visited by the LUGP participants.

Lessons on Social Housing in Copenhagen, Denmark

18–19 September 2014

At Copenhagen Municipality, social housing is high on the agenda, and underpinned by the philosophy of “providing a good life”.

Since the 19th century, Denmark has abandoned the home ownership model for a social housing model supported by a legislative framework. All social housing organisations in Denmark are non-profit, and social housing is non-speculative in nature. Rental of these housing is also based on a balanced rent principle, where the rental cost is equal to the cost of providing the housing.

While the municipality has overall supervision over the social housing organisations within its area, the housing organisation is the entity that’s responsible for administering the waiting lists for housing and regulation of existing rules as approved by the municipality.

SOCIAL HOUSING IN COPENHAGEN

20%
of people live in social housing

60,000
units are managed by 29 social housing organisations

Units are dispersed throughout the city, avoiding high concentrations in particular areas

26%
of social housing tenants are recipients of social security benefits

Lessons from Rotterdam, the Netherlands

14–17 September 2014

A CYCLING CULTURE ENABLED

In the Netherlands, cycling is seen as a safe activity; non-polluting; having positive health benefits; enabling better mobility; and beneficial for the economy and tourism. Witteveen+Bos, an engineering and consultancy firm, shared its research and technical know-how in enabling an excellent cycling infrastructure with the 5th LUGP delegation, including a bicycle tour.



5th LUGP participants on a cycling learning journey of Rotterdam.

Cycling for the elderly: The elderly have taken to electric bikes positively, as it allows continued mobility and access to further destinations.

CYCLING IN ROTTERDAM

Cycling tracks 35,000 kilometres	NUMBER OF BICYCLES 1.8million FOR 17 MILLION PEOPLE
Average Speed ~15–18 km/h	Cost of a basic bicycle ≥€200
Students that bike to school 50% Primary school 80% Secondary school	MODE OF CHOICE for journeys <7.5 km

CYCLING EXAMS available for Children at **10 to 11 years**

RESEARCH, DESIGN & MANUFACTURING CAMPUS

Another key highlight was a visit to the Research, Design & Manufacturing (RDM) Campus, which was established with the aim of putting the “golden triangle of business, education and research” into practice. The renovated historical industrial buildings house a combination of start-ups, firms and educational and knowledge institutes.

The project was a “joint adventure” between major partners, the port authority, two educational institutes and a housing agency. The delegation learnt that such a “ground-up” approach effectively contributed to Rotterdam’s economic, education and research development — by fostering industry capability



5th LUGP participants visit the Research, Design & Manufacturing (RDM) Campus in Rotterdam.

through the creation of a “green-house” for technical expertise, knowledge and ideas to be shared.

An EDGE for Promising Public Officers

6th and 7th Executive Development and Growth Exchange (EDGE) Programme

CLC's Executive Development and Growth Exchange (EDGE) Programme is conducted twice a year, benefiting promising officers from the Infrastructure & Environment (I&E) Sector slated for the Public Sector Leadership Programme (PSLP).

In Singapore, they explored CLC's Urban Systems Studies through dialogues and discussions, as well as integrated learning journeys to places like Seletar Aerospace Park, HDB Building and Research Institute, Bishan-AMK Park and TOUCH Seniors Activity Centre. This programme also brought participants on study trips to East Asia, i.e., South Korea and Japan.

Lessons from Incheon and Seoul

14 July-15 August 2014

During the visit to Incheon and Seoul in South Korea, participants of the 6th EDGE Programme learnt about key urban trends, challenges and plans of both cities, and built working relations with Seoul Institute and the Seoul Metropolitan Government. They met with the Samsung group to understand the unique role and contribution of Chaebol conglomerates in Seoul's rapid urban growth. In Incheon, participants visited the Songdo city to study smart city and technology driven initiatives for urban management.

TRACKING HAPPINESS AND LIVING CONDITIONS IN SEOUL

At the Seoul Institute, the Seoul Survey was shared. Established in 2003 and conducted annually in October across 25 districts, the survey covers urban and social issues related to policy. There are a total of 217 indicators to monitor trends in living conditions and well-being of residents. Parameters of the survey were shared, as well as the public's reception to a government commissioned survey.



6th EDGE participants at the Woomyun Public Housing Development in Seoul, learning from the Seoul Housing Corporation about the city's public housing policies and development.

Lessons from Tokyo and Yokohama

16 March-2 April 2015

During the visit to Tokyo and Yokohama City in Japan, participants of the 7th EDGE Programme learnt about Tokyo's high public transport mode share and use of alternative modes of transport such as cycling and walking; the government's role in encouraging underground developments; and challenges to the implementation of such projects. They were introduced to the "Green Matrix System" in Yokohama that guides the conservation of existing greenery and integration of the public and privately-owned forests. The participants visited Seoul as well, where they learnt how the city is moving towards being a smart and safe city through the Seoul Safety Integrated Control Centre.

The programme scored a feedback rating of 4.7 out of 5.0, the highest rating since CLC first took over full organisation of EDGE from the Ministry of National Development in 2014.



7th EDGE participants in Yokohama, en route to Minato Mirai 21.

MINATO MIRAI 21: FUTURE PORT FOR THE 21ST CENTURY

Translated to mean "port of the future in the 21st century", the Minato Mirai 21 area is now flourishing as one of the newest urban districts in the Greater Tokyo Metropolitan area. Future plans include a greater focus on business and commercial entities, accompanied by cultural and artistic activities that make full use of the port's historical and cultural assets. It is the only area in Japan to be designated under three separate provisions — as a Future City, a Comprehensive Special Zone for International Competitiveness Development, and a Designated Urban Renaissance Urgent Redevelopment Area. The Future City concept describes an advanced model city designed to provide a successful example of a response to environmental issues as well as social issues (such as an ageing society). Under this concept, Minato Mirai 21 aims to create an urban environment with energy-saving systematic infrastructure facilities, an environmentally-friendly transportation network, and an urban landscape that fully incorporates its waterfront and greenery.

Sharing Knowledge with our Asian Neighbours

3rd Temasek Foundation Leaders in Urban Governance Programme (TFLUGP)



Supported by Temasek Foundation through a grant of about \$850,000 over three years, from 2014 to 2016, CLC's Temasek Foundation Leaders in Urban Governance Programme (TFLUGP) brings together Asian city leaders and senior government officials to learn about Singapore's urban strategies from experienced practitioners from key public sector agencies such as the Urban Redevelopment Authority (URA), the Housing & Development Board (HDB), the National Parks Board (NParks), the Land Transport Authority (LTA) and the Singapore Land Authority (SLA).

This flagship 5-day mayoral programme held its third edition on 26–30 May 2014. It featured 29 city leaders from 10 cities, including a self-funded team from Brazil. This year's programme was well-subscribed, and the run received a high overall feedback rating of 4.54 out of 5 from the participants.

The 10 cities were:

1. **Thimpu** BHUTAN
2. **Jaragua do Sul** BRAZIL
3. **Changning District** SHANGHAI, CHINA
4. **Batam** INDONESIA
5. **Malang** INDONESIA
6. **Tangerang** INDONESIA
7. **Yogyakarta** INDONESIA
8. **Galle and Kandy** SRI LANKA
9. **Bangkok** THAILAND
10. **Hanoi** VIETNAM

The international delegates brought along their urban challenges for discussion using the CLC Liveability Framework. Working closely with Singapore's urban pioneers such as Mah Bow Tan (former Minister of National Development and a CLC Distinguished Advisor) and Loh Ah Tuan (former Director General of NEA and part of CLC's Panel of Experts), the cities' representatives formulated a series of action plans for their respective cities. CLC will follow through by providing support and working closely with the cities as they implement these plans over the course of one year.

City Executive Leaders (City EXCEL) Programme

This one-week intensive course delivered in collaboration with the Building and Construction Authority (BCA) targets public officers with 4–6 years of experience. The CLC team adopts a multi-disciplinary approach across sectors, drawing upon its proprietary "Framework for a Liveable and Sustainable City" for learning. Participants learnt 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**

CLC Land Game Receives the "Done It!" Award



A lecture on land use policy and legislations can be dry for most. This led CLC Senior Assistant Director, Mayers Ng, to create the "CLC Land Game" for the City EXCEL Programme, as an alternative case teaching approach to impart the key lessons in a fun way. The board game puts participants in the shoes of land market players, exposing them to the challenges, and allowing them to better appreciate the policies and thinking behind land administration.

In March 2014, it won the "Done It!" Award, an MND initiative that recognises implemented projects by divisions which have improved staff's daily work, and instilled a sense of pride and achievement towards innovation.

CLC-REDAS Leaders in Urban Governance Programme

In June 2014, CLC introduced a new industry-linked programme for the real estate industry by partnering the Real Estate Developers' Association of Singapore (REDAS). Established in 1959, REDAS represents some 300 members comprising developers, builders, real estate consultancies and allied professionals, bankers, REITs and fund managers.

The three-day session was attended by 22 participants; 15 from real estate developers and seven from the public sector. They discussed a range of issues from the challenges of the current economy to environmental sustainability, and visited Bedok Residence in the eastern part of Singapore. A rare networking platform for leaders from both public and private sectors, the programme was well-received.

What the Participants Had to Say

"Good insights into government agencies involved in the urban landscape. Good discussion on how public-private collaboration can be enhanced."

"Exchange in views and ideas amongst public and private sectors. Rich stories and content from veteran planners and public servants."



KNOWLEDGE PLATFORMS

We are in a worldwide economy... and people with real skills can go anywhere. They are very mobile and you have got to try to hang onto those people, hang onto those businesses — and that is about having the right kind of city...

When we measure ourselves, we actually do not measure ourselves against any other European city at all. We actually look at Singapore, Hong Kong, New York, and seriously, those are the cities you have to look at.

Sir Edward Lister

Chief of Staff and Deputy Mayor for Planning,
Greater London Authority

CLC Lecture Series, October 2014

Knowledge Platforms Updates

	FY2010/11	FY2011/12	FY2012/13	FY2013/14	FY2014/15
--	-----------	-----------	-----------	-----------	-----------

CLC LECTURE SERIES

No. of lectures	6	9	9	14	10
Average no. of attendees	n.a.	n.a.	176	223	178

WORLD CITIES SUMMIT MAYORS FORUM

No. of participating city and provincial leaders	32	32	99	56	128
No. of participating cities and provinces	30	29	95	52	124
No. of participating countries	21	17	35	29	44

WORLD CITIES SUMMIT

No. of delegates in attendance	1,157	n.a.	1,203	n.a.	1,169
No. of participating countries	50	n.a.	64	n.a.	67

The Best Way to Share Knowledge?

Pooling the Best Minds in Urban Development

Since its founding, sharing of knowledge has been a core mission of CLC. Platforms like summits, lectures and publications remain vital networks in the distillation of information to our stakeholders, which comprise city leaders, practitioners and interest groups.

Between 2014 and 2015, CLC extended its knowledge platforms outreach internationally through forums such as the World Cities Summit, and the accompanying Mayors Forum and Young Leaders programme. CLC brought together

over 1,000 global leaders and practitioners from over 60 countries to share their ideas and processes in varied urban projects.

For its Singapore-based audience, the Centre organised a total of 10 lectures in the year. Invited to share their knowledge and experiences were experts from China, Copenhagen, Denmark, India, the UK and the US, as well as international bodies like the ISO. Topics vary from coastal and waterfront developments, to the creation of holistic tourist destinations. Each lecture saw an average attendance of around 180 persons.

Closing the loop in our knowledge platforms is the documentation of these exchanges in our publications and social media, including exclusive interviews conducted by CLC. Our biannual magazine **Urban Solutions** is our flagship publication. Do also check out our **YouTube Channel** for all lectures, interviews and more.

The year also saw a refreshing revamp of various publications, such as our **Urban Systems Studies** book series, and the rebranding of CLC's in-house newsletter as **Better Cities** after its 50th issue.



As CLC expands, so does its monthly publication. No longer a simple newsletter, *Better Cities* is increasingly featuring original content such as interviews and articles, in its distinctively succinct and engaging manner.

In Conversation with Sir Edward Lister: Plans for a Growing London



Speaking at the CLC Lecture Series in Singapore attended by over 150 guests, Sir Edward Lister outlined Greater London's bold vision to become the "greatest city in the world". The British planner shared the city's strategies and challenges in multiple domains, ranging from transport and greenery, to digital connectivity. He also addressed questions ranging from securing funds for infrastructure to the impact of foreign ownership of property. Watch the lecture **video**, or read about his thoughts in the **lecture report**.

"I think the greatest challenge that we face is a fiscal one. At the end of the day, everything comes back to the money as I have said in the beginning. Infrastructure is expensive, it has long payback periods. That is one of the reasons we had to look always at 2050 as being the sort of timeline for any kind of infrastructure plan because most schemes take about 25 years to fund, pay back and get to a reasonable economic stage, so you are having to look quite a long way in the future when you are doing any of your calculations."

SIR EDWARD LISTER
Chief of Staff and Deputy Mayor for Planning,
Greater London Authority

Singapore's Evolution into a Smart Nation

On 20 November 2014, a multi-panel forum on "Smart Nation" was held as part of CLC's lecture series. A timely rejoinder to the newly established Smart Nation Programme Office within the Prime Minister's Office in Singapore, the session looked at various aspects of technology, both a strategy as well as a solution for Singapore's future. Catch the entire dialogue in the **video**, or read about it in the **lecture report**.

Moderated by Professor Steven Miller, Vice Provost (Research) and Dean of the School of Information Systems at Singapore Management University, the audience fielded questions such as the potential challenges such as data mining on a national scale and the future role of the Infocomm Development Agency (IDA), as Singapore is tipped to make greater strides in harnessing the advantages of technology.



DAVID LIM
Former Acting Minister,
Ministry of Information,
Communications and the Arts

"Are we just users? Are we creators? Do we have capability? I think these are the challenges for this generation to think about."



DR TAN CHIN NAM
Former General Manager
and Chairman, National
Computer Board

"What is the use of doing all these computing, telecommunications? What is IT for? What is ICT for? What is the point of making Singapore an infocomm capital? Is it just to exploit and export IT? I think it has to be how it will make our lives better and therefore the integration of work, live, play and learn."



KHOONG HOCK YUN
Assistant Chief Executive,
Development Group, IDA

"It does not take an engineer to build a company, it takes a complement of people. It takes marketing people, it takes finance people and it also takes engineers and technologists."

CLC INTERVIEW HIGHLIGHTS

Lee Hsien Loong: Fulfilling the Human Spirit



CLC interviewed Singapore's Prime Minister Lee Hsien Loong on his insights to urban liveability and describes his hopes for his country 100 years ahead, published in **Urban Solutions Issue 5**. Download the **free e-magazine**, or watch the series of videos on the **CLC YouTube channel**.

“We are, in Singapore, just a city in one country. And the country is the city. We have to keep this city up there, at the same standard as the great cities in the world.”

LEE HSIEN LOONG
Prime Minister of Singapore

CLC INTERVIEW HIGHLIGHTS

Judith Rodin: The Resilience Dividend

CLC interviewed Judith Rodin, President of the Rockefeller Foundation. In this **video**, she talks about the urgency in focusing on urban resilience; the work of the 100 Resilient Cities network; and the exemplary efforts from resilient cities around the world.

“I do fear that crisis is the new normal, and that we're not well prepared — using the old paradigm that we've been using, that focuses most resources on recovery after a disaster, rather than on planning and preparing before a crisis.”

DR JUDITH RODIN
President of the Rockefeller Foundation

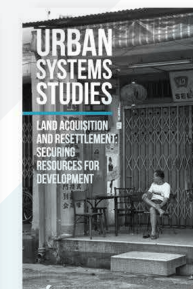


Improved! CLC Urban Systems Studies Books

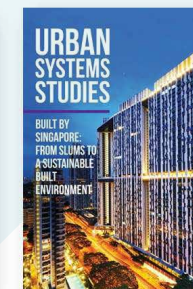
CLC's signature *Urban System Studies (USS)* book series is now published in-house, with free e-versions available *online*. Still practitioner-centric and containing tacit knowledge distilled from hundreds of interviews, the redesigned series now comes in a handy size print copy and features extensive archival images and customised graphics, as well as new additions like illustrated box stories and epigraphs — all printed on paper from sustainable sources.



In August 2014, the USS won the Singapore Ministry of National Development's Minister's (Team) Award for its innovative documentation of decision-making and best practices for our urban development. First presented in



2006, the award recognises innovative projects which contribute to MND's vision and challenges of transforming Singapore into "An Endearing Home and Distinctive Global City."



CALENDAR OF EVENTS

5–11 Apr

World Urban Forum Workshop

9 May

Leaders in Education Programme (LEP) 2014

31 May

World Cities Summit Young Leaders Symposium 2014

1 Jun

Launch of new book *Urban Systems Studies – Land Acquisition and Resettlement: Securing Resources for Development*

1–4 Jun

World Cities Summit 2014

1 Jun

Launch of *Urban Solutions #5* (Special Issue: WCS)

1 Jun

Launch of *How to Make Cities Liveable* video

25–27 Jun

1st CLC-REDAS Leaders in Urban Governance Programme

14 Jul–15 Aug

5th Executive Development and Growth Exchange Programme (EDGE)

APR 14

MAY 14

JUN 14

JUL 14

AUG 14

8 Apr

CLC Lecture Series: *Creating World Class Tourist Attractions Out of Humble Products*

Speakers:
Bernard Harrison

Moderator:
Yeoh Siew Hoon

26–30 May

3rd Temasek Foundation Leaders in Urban Governance Programme (TFLUGP)

1 Jun

World Cities Summit Mayors Forum 2014

1 Jun

Launch of new book *Liveable and Sustainable Cities: A Framework*

1 Jun

Launch of new book *Urban Systems Studies – Financing a City: Developing Foundations for Sustainable Growth*

1 Jun

Launch of *City Portraits 2014*

1–5 Jun

Strategic Urban Governance (SUG) Programme 2014

30 Jun–4 Jul

5th City Executive Leaders Programme (City EXCEL)

11–15 Aug

Reimagining Tampines Workshop (1/3)

8 Sep–15 Oct

5th Leaders in Urban Governance Programme (LUGP)

15 Oct

CLC Lecture Series: *Of Standards and Cities*

Cities Speakers
Terry Hill, ISO President; Rob Steele, ISO Secretary-General)

Moderator:
Tan Kai Hoe

17–20 Oct

WB Tanzania Programme

3 Nov

CLC Lecture Series: *Creating Healthy Places through Active Mobility*

Speakers:
Camilia van Deurs, Scott Dunn, Cliff Lee, Kenneth Wong

Moderator:
Limin Hee

6–7 Nov

India National Institute of Urban Affairs Programme

12–14 Nov

India Andhra Pradesh Programme

28 Nov

Cities Roundtable 2014 (3rd edition)
Co-hosted with BRI/HDBe

1–5 Dec

7th City Executive Leaders Programme (City EXCEL)

19–24 Jan

1st Andhra Pradesh Leaders in Urban Governance Programme (APLUGP)

SEP 14

OCT 14

NOV 14

DEC 14

JAN 15

29 Sep – 2 Oct

Reimagining Tampines Workshop (2/3)

22 Oct

Launch of new book *Creating Healthy Places through Active Mobility*

30 Oct

CLC Lecture Series: *In Conversation with Sir Edward Lister: Plans for a Growing London*

Moderator:
Ng Lang

3–7 Nov

6th City Executive Leaders Programme (City EXCEL)

3–7 Nov

Reimagining Tampines Workshop (3/3)

20 Nov

CLC Lecture Series: *Singapore's Evolution into a Smart Nation*

Panellists: Khoong Hock Yun, David Lim, Tan Chin Nam

Moderator:
Steven Miller

2 Dec

Launch of new book *The Resilience Dividend* — by Judith Rodin, President, The Rockefeller Foundation

26 Jan

Launch of new book *East Asia's Changing Urban Landscape: Measuring a Decade of Spatial Growth* by the World Bank

4 Feb

CLC Lecture Series: *Culture and Leisure in Copenhagen: Strategies for a Changing City*

Speaker:
Carsten Haurum

Moderator:
Kennie Ting

26 Feb

CLC Lecture Series: *Integrating Coastal Policy via Building with Nature*

Speaker:
Ronald E. Waterman

Moderator:
Shawn Lum

28 Feb

50th issue of the CLC Newsletter

13 Mar

CLC Lecture Series: *Planning Big City Centres and Waterfront*

Speaker:
Joe Berridge

Moderator:
Ching Tuan Yee

26 Mar

CLC Lecture Series: *Times Square Transformation: 20 Years, 20 Principles*

Speaker:
Tim Tompkins

Moderator:
Michael Koh

26 Mar

Launch of new book *Urban Solutions #6 (Special Focus: Active Mobility)*

FEB 15

MAR 15

APR 15

25 Feb

Launch of new book *Arts, Culture And The Making Of Global Cities: Creating New Urban Landscapes in Asia* by Professor Lily Kong, NUS

27 Feb

CLC Forum & Internal Workshop: *Mainstreaming the ABC Waters Programme*

Speakers:
Tan Nguan Sen, Hwang Yu-Ning, Jason Wright, Tay Bee Choo, Jason Foo, Tobias Baur, Hertbert Dreiseitl, Ronald E. Waterman

Moderator:
Shawn Lum

16 Mar–2 Apr

6th Executive Development and Growth Exchange Programme (EDGE)

31 Mar

Launch of the revamped CLC newsletter title *Better Cities*



When asked for his vision and dream for Singapore 100 years into the future:

You cannot imagine what the world will be like 100 years from now. I hope Singapore will still be a country which is prospering, at peace with its neighbours, modern and yet maintaining a history of where it came from.”

Lee Hsien Loong
Prime Minister, Singapore

*Interview with the Centre for Liveable Cities,
3 April 2014*

Credits

Managing Editors
HAZELINA YEO
DINESH NAIDU

Editor
LEONG WEN SHAN

Design and Layout
SYLVIA SIN

