
This is a raw transcript of the Closing Plenary of the World Cities Summit, held at Marina Bay Sands, Singapore, on 3 July 2012. The panel comprised:

Guest-of-Honour:

- **Grace FU**
Senior Minister of State, Ministry of Environment and Water Resources, Singapore

Rapporteur-of-Summit:

- **LIU Thai Ker**
Director, RSP Architects Planners & Engineers (Pte Ltd)

Moderator:

- **Burhan GAFOOR**
Chief Negotiator for Climate Change, Ministry of Foreign Affairs, Singapore

Speakers:

- **Flemming BORRESKOV**
President, International Federation for Housing and Planning
- **Bindu N. LOHANI**
Vice-President, Knowledge Management and Sustainable Development, Asian Development Bank
- **James STEWART**
Chairman, Global Infrastructure, KPMG

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Mr Gafoor: “Good afternoon ladies and gentlemen, Excellencies, mayors, deputy mayors, friends. Welcome to the Closing Plenary session of this conference. I must say that I’m very privileged to be asked to be the moderator for this closing session and I must also say that we are very privileged to have with us a very distinguished panel who each one of them is an expert, a thinker and a leader in their respective fields. So let me start by introducing each one of these speakers. I have on my left, on your right, Mr Flemming Borreskov, the President of the International Federation of Housing and Planning. He is also the CEO of Realdania, which is a strategic philanthropic foundation which is based in Denmark and which is committed to improving the build environment and the quality of life. Mr Borresko wears many hats. I was very impressed reading his CV - he is also vice-chairman of the board of the Danish Architecture and chairman of the steering committee of the Strategic Urban Governance Programme, which is a masterclass conducted for Danish urban executives and he has had many, many other functions. So Mr Borreskov, thank you very much for joining us in the panel today. Next to Mr Borreskov, we have Dr Bindu Lohani. He is Vice-President of the Knowledge Management and Sustainability at the Asian Development Bank which I’m sure is

known to all of you, especially in Asia. And as vice-president, he is also a senior member of the ADB's Management Team and in that capacity, he's responsible for ADB's Regional and Sustainable Department, the Economic and Research Department and the Regional and Sustainable Development Department as well as the office of Information Systems and Technology. And Dr Lohani has had a very long and vast experience within the ADB where he has worked for 25 years and during those time, he has worked in various fields and has been responsible for sectorial and thematic areas like energy, water, transport, urban development, education, environment and social development, precisely the kind of issues that we have been grappling with over the last few days in this conference here. So thank you very much Dr Lohani for joining us on this panel. On my extreme left, I have Mr James Stewart who is the chairman of the global infrastructure practise at KPMG. All of you know what is KPMG and he leads the global infrastructure practise and he assumed this office last year in May and since he assumed this office, he has been travelling very widely and has visited more than 30 countries to discuss infrastructure investment plans. And James has particular experience in the railroad and also social infrastructure which has been another theme that has come up in the conference. And most recently, he has been closely involved in setting up the KPMG's city infrastructure practise, so very much involved in investments as well as infrastructure and prior to that, he has been active in the financial sector as chief executive of Infrastructure UK and chief executive of Partnerships UK, very closely involved in working on the UK's first national infrastructure plan and he has also had a career in finance at New Court Capital, various financial institutions including, Société Generale. So thank you very much James for joining us on this panel.

Now I must say that it is no accident perhaps that for this closing session, we have these three distinguished panel members. I think they have the breadth of experience and the expertise needed to perhaps have a very good wrap-up session to what has been a very intense inspiring and interesting conference for the last two to three days. And I think one of our challenges is to bring the different threads of the discussions together after an intense conference like this and that in fact is the theme for this afternoon's panel discussion. How do we bring the different threads of the discussions that we have had in this conference together in order to create integrated urban strategies. I think the focus is really on integrated urban strategies in order to build and create sustainable and liveable cities. So that, ladies and gentlemen, is the theme for the panel discussion and I must say that as I was attending the various session over the last two and a half days, one of the most eloquent quotes there were many at this conference, one of the most eloquent quotes that I heard came from Minister Kamal Nath of India who said that and I quote, "We need urbanisation by design and not by default." And that in a sense summarises the challenge that we are facing and grappling with – how do you create urbanisation by design? And that requires and that requires us to get back to the starting point of this conference which is how do we integrate urban strategies, integrated urban strategies to create liveable and sustainable cities. It's quite clear that the challenges faced by cities are vast, multiple, multi-faceted and inter-connected and of course, it's going to be necessary to deal sometimes with each challenge one at a time but that alone is not sufficient because what needs to be done is to go beyond to have a holistic approach, an integrated urban strategy and that is exactly where I like to kick off the panel discussion this afternoon by focusing on this question, what exactly is needed for an integrated urban strategy? Now it's easy to say that that's what is needed, an integrated urban strategy, but how do you achieve that in practise? So I want to start the

discussion this afternoon by a general question to the three-panel members and I'd like to give them about five minutes each to frame their response and perspectives and given that their different background are quite different, I'd like them to approach the two questions from their respective experiences and expertise. And so this is the general question that I have for them, for all three of them. What in their view are the key ingredients of a successful and integrated urban strategy? So what are the key ingredients of a successful integrated urban strategy and in answering the question, I would also invite them to cite some specific examples of either projects or plans of an integrated urban strategy that has been successful, that has made a difference in their view. So let's get started right away with the response to the question that I have put to the three panelist and perhaps I should start immediately with Dr Booreskov. Please, you have to the floor, Flemming Borreskov."

Dr Borreskov: "Thank you, Ambassador, for a really good question. It's not that easy to answer. Obviously, it's not an easy task to create those integrated solutions. As you already mentioned, the challenges cities are facing to be liveable and sustainable are very multi-faceted and complex and strategies must therefore be integrated and holistic. But let me start by mentioning a low hanging fruit, let me start by mentioning a strategic framework already available. Last month, I was in Rio. I guess several of us in panel was there as well as in the audience attending the UN Global Compact Forum where Scandinavian's last largest think tank Monday Morning launched a project called Sustania. Sustania is a clear vision of what the sustainable world and sustainable cities would be like in 2020 if existing green technologies and solutions were implemented on a global scale marrying the notion of sustainability and utopia as a positive way forward. The Sustania framework is being unfolded in various ways relevant yet today including a guide to Sustania in the catalogue of 100 ready and available solutions and I have written an article in this marvellous magazine that we were just handed yesterday so I'll urge you to read the article. The guide to Sustania has an entire chapter dedicated to Sustania cities outlining how cities can be transformed to be smarter, more efficient, more sustainable and last but not least more liveable. The Sustania 100 catalogue embraces 100 already available solutions that are sustainable gathered from 56 countries and six continents and ranging over everything from buildings to cities over energy to transportation already for use at a large scale. The solutions included here fulfil the Sustania 100 criteria being ready and available, scaleable, collaborative, transformative, cost effective, having positive environmental impact and increasing the quality of life for all. Sustania aims to globally inspire and motivate while providing clarity over existing possibilities. To raise awareness about the fact that a lot of the building blocks for a sustainable future already are there to show the world that a sustainable future is not something far-fetched but is actually within reach. To give you the guide to Sustania and Sustania 100 catalogue is an excellent framework for discussions on integrated urban strategies for liveable and sustainable cities, framework already in place and ready to use. I will also be happy to answer questions about Sustania as I've been involved in the project as both as a strategic partner in my capacity of being the President of IHP as well as the founding partner in my capacity of being CEO of the Philanthropic Foundation of Realdania. Another important element needed on the way towards liveable and sustainable cities is leadership. Leadership in displaying foresight, good governance and innovation in tackling the many urban challenges faced by cities, leadership in making what might

seem or may seem impossible to come through, leadership in making a long term perspective despite a very heavy short term pressure. I'm not talking about leadership only on the political level, at the mayor office and the city councils, but also on the level of community groups and among partners in the local civil society. I think that without leadership and commitment to integrated solutions, many fast-growing cities will fail in their effort to bring social, economic and environmental benefits for their citizens, not made by design as you said, but made by default, I think that's very good way of putting it. Finally, I would like to mention that collaboration and partnerships across different sectors of society are essential elements in the strategic work towards and sustainable cities. Only through a concerted effort, cities will be able to respond quickly and proactively to current challenges. Partners from, of course, the public sector but also from the corporate sector and from civic society have to work together to achieve competitive economy, a sustainable environment and to provide high quality of life. Fortunately, there is a lot of inspiration out there already, plenty of experience and knowledge already out there."

Mr Gafoor: "Thank you very much, Flemming. I think you made the point about leadership which has been a consistent theme in this conference, collaboration with partners and creating partnerships and also you made a reference to Sustania and I went to that exhibition. And as I understand it, it in a sense makes the case for integrated urban strategies because it cuts across sectors. It's not just focused on specific sectors. So thank you for your comments. Now let's pass on to Bindu Lohani also to answer the question about key ingredients of a successful integrated urban strategy.

Dr Lohani: "Thank you Ambassador. You said I've been 25 years-plus with Asian Development Bank, that's correct, which also means I've seen this Asia for 25 years at least. What I'm going to talk is what I've seen in the past and what I think we need to do things differently. If you look at except for the cities in Japan, maybe some cities in Korea, Singapore and Hongkong and now a few cities in China, I can't think of many cities which are liveable or sustainable. So obviously there's a lot of work to do. Why did this happen? I think it happened because in the early days when we were doing investment and we were too to be blamed maybe because we have done something like \$18-20 billion of lending in the urban areas and even today, we do \$15 billion, 70 per cent of that goes to really infrastructure and quite urban. In the past, quite of bit of this is driven by the sectors. Whether they like or not, the sector plans and sector authority is so strong – the transport, the water, the energy - and therefore they drove the budget. There was nothing like a comprehensive planning that the money will be allocated accordingly. Those agencies were very, very strong and powerful. In many cases, there might not have been even a masterplan but there would have been a sector plan. But even if there were masterplan, they won't get implemented, they won't be executed. One mayor would come and another will change it whether it's the right thing to do or not. So the point made before and always came up very clearly in this cities seminar, which I'm happy therefore the leadership and the governance issue isn't really did not match with the need that was needed to put it together. I fully agree with the previous speaker said. We also focus quite a bit on the megacities, huge megacities with more than 10 million in population. And on day one, we are still catching up. There need to be enough investment in any of these sectors, not the whole plan, so the catching up

game continues to be as a result is never caught up and when urbanisation has taken place, therefore you have slums, sometimes 20 per cent, 25 per cent in urban areas, if the infrastructure never got caught up even when it was planned. So looking forward, at least in our case what we think is very important is the next growth because want to make the cities because the growth, employment, that's the reasons we know. The next growth by 2025 is going come, 40 per cent of the growth comes from secondary cities and therefore I think there is some hope, the manageable cities if we put some attention to that and I think this integrated urban sustainable planning could be taken very, very easily.

Now you ask a couple of ingredients. I think of the most ingredient to me is still the city plan and I'm looking at Dr Liu, probably the master of the city plan. They liked him for what he does and therefore, when we think of big organisations, let's just think of city plan and think city like the eco system, that sinks like a system, that old is specific elements of these are captured in that plant and include in the people by the way but also came up many times in the seminar, the importance of involving the public which 25 years ago let me tell we didn't involve so much. We told them what to do. So our approach of looking forward is going to be basically thinking of this integrated planning, urban strategy based on three key ingredients. One, inclusiveness, whether we talk about the slumps that's already present or including the people and there are again good examples we have seen in Singapore. And second, competitiveness. We've got to have, we got to keep on creating jobs in the city useful for business in the sectors and the environment. Environment sustainability whether you take climate change or air pollution or other things. So looking forward therefore the bank is now rewriting its own urban policy and say we will help these cities to make a city plan we would be needing lots of experts for that one and towards that we'll also need to build a lot of capacity with the governance of leadership or doing the things right for which we are geared that we will do that. And final point I like to make on this one, in this seminar has been so rich and so much knowledge has been put in, I think the one we think we'll need to think about is the knowledge sharing. We are committed to having a couple of knowledge sharing hubs. I'm talking to Zheng Sai Koon (?), your Centre for Liveable Cities, whether we can have some such using the Singapore experience and there may be other we're thinking in other cities. I think this rich knowledge we'll have to keep on being shared with the people. We will be committed to help the countries. I hope, I hope in the next decade or two we'll be able to see more sustainable and liveable cities. Thank you."

Mr Gafoor: "Thank you very much Bindu. I think the ingredients that you identified again very important – inclusiveness, competitiveness, environmental sustainability and leadership. Again, these are themes that have been coming up again and again. Thank you for highlighting that. I like very much the optimistic message that you had because you said 40 per cent of the growth is going to be coming from second tier cities where we can make a difference so in that sense, our hope is not lost, it's not too late. We can make a difference through integrated urban strategies. I think that's a very important message and hopefully we can come back to that during the Q&A session. So let's move on to James, also your response to the question – key ingredients for a successful integrated urban strategy."

Mr Stewart: “Thank you, Ambassador. Good afternoon everybody. I think we have to accept that integrated planning is a dream for most cities in the world. Perhaps our host city today is one of the few exceptions. We heard over the last two days or so some of the reasons for that, a lot about government being silo-based in terms of departments but I think also in terms of the different layers of government talking to each other. We’ve perhaps heard less about the supply side, which I represent part of. A year ago, we would be talking about sectors, we would be talking about rail, transport, power, water. Just beginning on the supply side, people are beginning to talk about cities and as the Ambassador said we have only recently set up a cities business with the KPMG. I think we are one of the few on the supply side done that. You’ve heard yesterday of Siemens who recently renamed their business infrastructure and city. So I think both government and the supply side have got to think about cities rather than individual sectors within cities. In terms of ingredients for success, I think I’ve got five. First I am just going to say it, leadership and then past on because lots have been said about it but it is the most important. The second will sound a bit odd but host the major games. It’s amazing if you look at London and the Olympics and the same can be said for Rio at the moment, how a major game can galvanise integrated behaviour within a city. And perhaps it’s because it absolutely needs mass producers of leaders, there is a totally common purpose and perhaps most importantly of all, there is absolute deadline for the completion of the games and therefore that completely changes behaviour. Third ingredient, try on a green field site. Undoubtedly, you see much more integrated behaviour in a green field situation. We have launched today a document called the Infra 100, which showcases 100 of the best city projects around the world and within that, there is Tianjin Eco City, which is joint venture between China and Singapore. There’s a very good stand down below which you can go and see but there you’re seeing totally integrated planning in practise but on a green field site which is much easier. Fourth one would be to put the funding in one place. In my experience, different parts of government, different parts of different departments within governments don’t like working with each other. It’s culturally a problem for them., They much prefer to sit in their own empires and work on their own but if you put the money in a single place, then the different parts of government have to come towards the money and work collaboratively to get hold of that money. And the last one is I think we need to change the way we think about cities and particularly the way we evaluate infrastructure investment within cities. A catchword for this will be to connect the analysis to the vision. So to give you an example, if a city is considering a metro project, there will often be a very, very good vision. That vision will talk about urban regeneration. It will talk about connecting different communities and capitalising investment in those communities. It will talk about job creation. It will talk about energising private sector investment alongside the government investment on that metro project. And fundamentally, what the vision will all be about is linking infrastructure investment to economic growth. Now that’s great but if you look at the way government cities analyse project, they do their project appraisals, it’s nothing to do with all those benefits. It will simply be the traditional cost benefit analysis and probably the prime thing in a metro project will be reducing commuter times, no link to economic growth at all. So to me what we need is yes, a holistic look at cities. We need to prioritise integrated investment, we need that to be sustainable but fundamentally we need to make sure that we’re looking at all these projects together, analysing them together. We’re looking at getting the best bank for the city from that project. We’re looking at really

prioritising economic renewal and fundamentally producing productivity within those cities.”

Mr Gafoor: “Thank you very much James for that five ingredients that you identified. I like the one about hospital a major game. I’m sure that the mayors would consider that and they would approach KPMG for help in raising funds. But thank you very much for that. Now I want to go to a particular theme that has been touched on by each one of you which is the question of collaboration and partnerships. And I think quite clearly partnership with the private sector in an important ingredient, partnership with a non-profit sector is going to be an important ingredient and partnership with international multilateral banks is going to be an important ingredient. And fortunately, we have representatives from each of this sector on the panel so I was going to ask each one of them in one minute or less to talk about how cities can work with say non-profit institutions. Flemming, you are head of an institution that’s for non-profit. What would you like cities to do that would convince you Realdania to go in there to help them with their projects? One minute or less Flemming, thank you.”

Mr Borreskov: “I will try to do it in one minute or less. It’s leadership what we most need. It’s leadership, trustworthy leadership and I will raise a little flag about the city plan because of course it’s an important ingredient, big masterplan for a city. I’d rather prefer to call it a city strategy. Let’s go two generations back to the 50s, what did manufacturing look like at that time. Let’s go 25 years back. We didn’t have the Internet. So I think we have to have a strategy and a strong leadership because a strong leadership will have the ability to adapt city strategy to the things that are haven’t.”

Mr Gafoor: “Thank you very much, Flemming. I think it’s a good reminder that distinction between a plan in itself and strategy behind a plan and the leadership that comes with it. James, could we go to you given your experience in the private sector especially with PPP projects which has often been talked about as a way for cities to get around the funding of financing problem. So what would be needed to convince you and private sector actors to go into a city and work with them? What do you need to see on the ground? One minute or less, thank you.”

Mr Stewart: “The question we all get asked from our clients who are trying to deal with cities is who should I talk to. So I think the first thing from a city’s point of view is to identify that point of contact with the private sector. On PPPs, public-private partnerships, there are used all over the world at the moment. I went to a conference recently. There were 90 countries represented but I think too often people view those public-private partnerships as one single product whereas in fact there is a whole range of different ways in which the public sector and the private interacts, sometimes contractual and to be honest sometimes non-contractual. So in a lot of city projects, the city will create the enabling infrastructure and then they will create the conditions for the private sector to invest without any contractual relationship between the government and the city and the private other than the transfer of the land. So what I would urge you to do is to think about public-private partnerships in the widest possible sense rather in the narrow definition of PPP that many people use.”

Mr Gafoor: “Thank you very much, James, for that. Going on to Bindu, well, people have a love-hate relationship with multilateral development banks. This morning we heard from one other participant, Dr Isher, who mentioned that one of the cities in India had turned down World Bank funding. Nobody said anything about the ADB so far but from your perspective as a multilateral development bank, what is it that you need to see in a city before you would go in there and partner them? And why is so difficult to get money out of the multilateral development banks? In one minute of less, thank you.”

Dr Lohani: “Thank you but I’m sure we all have a love-hate relationship because we are not a commercial bank, we’re a development bank, which means you need to be convinced that the projects you’re going to do are going to be beneficial. It’s got the components, the economic component, the financial component, the social component, the environment component, the governance component and the policy component. Sometimes we just go to urban areas and tell them sorry, we can’t do this project because your water tariff is not good enough or your energy tariff is not good enough and we, one can say, you have declined the project or we can say that we’ll wait until the government is ready to do that kind of policy so that could be a love and hate. On the other hand, the ADB can also leverage a lot of resource for private sector. We create enabling environment for private sector to be able to go. There’s a lot of places we have opened up for them but there are also places where the private sector is not able to go on its own. They can’t take the political risk, they can’t take tariff risk, they can’t take those kinds of risks so they come to us and we partner with them to make it possible. That’s another advantage of the leverage. The third type of this we also are able to work with the other development partners like bilateral and even NGOs, a sector to put these groups together. One example is the city development initiative in Asia that we have. We have lots of bilateral, we have our own resources and we bring it to the countries for help. That’s positive but it will still be developing projects, developing policies sector but we’re not compromised when the project we think is not ready as a good profit. Thank you.”

Mr Gafoor: “Thank you very much Bindu. James, did you want to come where you’re going to disagree with the ADB?”

Mr Stewart: “Well, different view I suppose not a contrary. But I think on the positive side for cities, they can be sometimes a better credit than the countries in which they are situated. I mean, cities are the economic hubs of countries and have a lot going for them when they’re presenting projects to the financial markets. On the downside, the financial markets are in turmoil and compared to five years ago, the availability of risk capital, particularly debt is far, far less and therefore is a greater struggle to get hold of that money. And what we are certainly seeing around the world is cities and government who back cities are having to intervene far more in the financial markets to make sure that they get, to get the finance and the role of the multilateral is becoming more and more important. But to me we got to look five, 10 years out and we’ve got to take steps now which means that we are regenerating the private sector capital markets and therefore the role of government is not just simply to substitute for those markets but it is to act as a catalyst to generate those markets and encourage the pension funds and other funds into the market.”

Mr Gafoor: “Thank you very much, James. I think it was good to have the perspective of the private and the non-profit sector and in a sense, the international public sector represented by ADB here on the panel. I think staying on the theme of partnerships, I think it’s worth talking a little about the people sector because I think Flemming, you mentioned inclusiveness as being an important ingredient and I think one of the other panellist also mentioned that. Ultimately, inclusiveness is about including people. Now the question is, from your vantage point, are there innovative ways of engaging the community, reaching out to the community and making people part of this urban strategy, part of an integrated urban strategy and whether you have seen any best practises that you would commend to mayors and deputy mayors and officials here. Maybe we’ll start with you, Flemming.”

Mr Borreskov: “That’s a really good question but let me give an example from Copenhagen, my own city and my own home city, and the mayor of Copenhagen is in the audience. We are doing a lot of projects with Copenhagen and I think and this is seen from the perspective of the private sector, be it the corporate sector or be it the non-profit sector. I think we have to work very hard, seen from the private sector’s perspective on how do we work in a social responsible way? No just earning money or making profits or doing what I would say the old fashion way of philanthropy, just giving money away in a not efficient way. We have to make partnerships, we have to stand up, we have to talk to the city. We are doing that with a couple of projects in Copenhagen. One of the big projects is an arena that is partly commercially funded and partly public and private, non-profit-funded and we’re doing it in a lot of other examples. But I think we have to listen, we have to practise, we have to be much better in showing what I would say social responsibility whether it’s corporate social responsibility or it’s a philanthropic social responsibility.”

Mr Gafoor: “Thank you very much, Flemming. I’m conscious of the time ticking away so perhaps we can go for questions from the floor and there are some questions on Pigeonhole as well. I like if there are any questions from the floor at this stage. Maybe we might take one or two questions so that we give the panelists a chance to respond to them at the same time. I know it’s been uh, at the end of a three-day conference. Yes, the gentleman please. Could someone pass a microphone to the gentleman just here? Please.”

Question: “Good evening. I’m Bob Harvey, chairman of the Auckland Waterfront. The last three days have been absolutely amazing and I’m very optimistic about the future of cities. But I want to feel out the concept of the waterways that flow through our liveable and sustainable cities. In some countries, they seem to be nothing less than somewhat sewers and all rivers and streams flow into the sea and it seems that to me that if we talk about liveable and sustainable cities, we have to at least acknowledge that those cities have waterways and if we get it really right in the cities, we may lose that precious ingredient of the water and it just seems to be absent in the debate and now conversations and I am very concerned about that. Somehow I know there’s a water conference going on the second and third floors, somehow they might have to come together with us in the future. Do I make any sense?”

Mr Gafoor: “Thank you very much. I think that’s a very good reminder. I should say that in Singapore waterways are an important part of our urban strategy. We have the Active, Beautiful and Clean waters programme, always has been a part of our urban planning strategy. I’d like to see if there’s any question from this side. Given the time constraint, we might take a few of the questions at the same time so that the panellist could respond. Any questions from this side of the room or any other questions from the floor? All right then, if there are none perhaps any quick response. Anyone wants to take up that question? Yes, James.”

Mr Stewart: “To me, I have seen projects around waterways. The key is who owns the land adjacent to the waterway because I’ve seen public-private partnerships where the owner of the waterway owns the land beside it, offers it for redevelopment and then ploughs that redevelopment profit proceeds back into regenerating the waterway and making it more suitable for amenity use because as you said a lot of them are polluted, so building footpaths, creating recreation areas and the rest so it’s that combination. But too often the land next to rivers particularly going through cities is already taken.”

Mr Gafoor: “Anyone else. All right. Well, I think there’s a question, quite a few questions on Pigeonhole I think and the two questions for which there has been a fair number of votes are quite related. The first question is how can unprecedented growth in cities be sustainable if there’s no acknowledgement of planetary boundaries and tipping points and carrying capacity? How can we have an infinite growth on a finite planet? And the second top question is what role does ecological footprint analysis have in quantifying the ultimate environmental impact of cities? Now, this whole question of consumption or over-consumption has been coming again and again because while the impact is local at the level of the city, the impact is also global at the macro level on the global climate and climate change being a very concrete example of that. The question is what can we do? Globally what we can do of course is one set of question but locally what can we do? I think the question of consumption or over-consumption also has to do with lifestyle changes and mindset changes. What can cities do or what can they do better? One minute or less from each of the participants. Who want to go first? Flemming, please.”

Mr Borreskov: “I think they can do a lot of things but I don’t agree on the contradiction between going green and growing. I think we have to do both. To me, it’s green growth and again I will come back. It might sound as a mantra because if you are going to combine those to unique leadership again, both in the corporate sector and in the public sector. So I think we have to grow. The population of the Earth is growing so you have to grow but you have to do it in a sustainable way and mankind’s ability to innovate and create is immense. So it’s much more important to me to have a shared vision of how to do it.”

Mr Gafoor: “Thank you very much, Flemming. Bindu, do you want to come in? James, yes.”

Mr Stewart: “When I was with an Infrastructure UK, we produced a natural infrastructure plan and one of the questions we have to ask ourselves is what will be the requirement for infrastructure in 40 to 50 years time and I think closely aligned with

that question is what will the role of cities be in 40 to 50 years' time. Will this massive move of people into cities continue where people are cramming themselves together to be more adjacent to each other or will actually technology provide a solution which allows people to work remotely on a more virtual basis and actually will see a return to people moving out into the countryside in rural communities and be just as effective. Now you may think I am going to give you the answer to that. All I can say that we failed to find the answer to that but I think it is the burning question because most of cities and country's infrastructure plans are based on a continual population growth over the next 20-30 years into cities. I would just raise the question whether in 20 years' time that will be case given the advancement in technology."

Mr Gafoor: "Thank you very much, James. Bindu?"

Mr Lohani: "I was just going to add the kind of discussions which is happening nowadays and it did come up in one of the sessions I was attending, the importance of food, water, energy and transport nexus. Obviously, this is particularly in the context of the footprint. If we're going to have more people be living in the urban area, which they will, we're going to talking about more food needed and therefore there must be water somewhere in the basin, someone is using for agriculture, then energy is required. So unless we look at this holistic way, this was when one of the sessions, then I think we will not be able to do a good job. But having said that, we've got to look at this holistically when we really think about a good city, sustainable city. Thank you."

Mr Gafoor: "Thank you very much, Bindu. Holistic certainly is what is met by integrated urban strategies. I'm conscious that we are reaching the hour so I think we need to wrap up. Now I'd like to as we wrap up give each of our panellist one final question because this in a sense is the closing plenary session. We've all gone through three days of interesting, inspiring discussions but also we are quite in a sense exhausted and overwhelmed by the barrage of ideas that have come, proliferation of ideas each one of them individually brilliant but I think we need to put all of them together as we carry the ideas with us with our baggage, with our excess baggage. So I'd like to ask each one of the panellist if there's one important message that they would like you to carry with you as you leave this conference, what would that be? So perhaps who would like to go first? Flemming, please, one important message."

Mr Borreskov: "One and a half, it's not working, oh yeah. Thank you to the organisers first of all. It has been an excellent congress and conference here the past days. If I have one comment, I would say cities are our future. The vast majority of people on the planet will live in the cities 20, 30, 40 years from now. My message is a very simple one. We should try to design and create and build those cities not from a bird's perspective or a helicopter perspective or airplane perspective but from people perspective, from the human perspective and the human perspective means one on average, one metre and 60 centimetres above the ground."

Mr Gafoor: "Thank you very much. Bindu, why don't we go to you?"

Mr Lohani: “Thank you very much. With all the knowledge that we have gathered in this summit, in these meeting, I think we can have confidence that we have enough know-how now, if not able to produce more know-how, to be able to do one thing, to me at least the important that is how do we retrofit the existing cities which are not sustainable, which are not liveable and I hope we’ll be able to do this and I personally think we can. Thank you.”

Mr Gafoor: “Thank you very much Bindu. James.”

Mr Stewart: “Don’t forget the 30 per cent of people who live in slums because a big part of this investment is improving the quality of people’s lives not just creating better lives for those who already have things. But my, I suppose my message is that all over the world, we’re seeing an explosion of investment and infrastructure and that’s no more so in cities and all over the world we’re seeing a reluctance of people who are prepared to change the way they operate, the way they behave to cope with that step change and investment. And to me, we just can’t carry on with the existing structures, the existing silos. Everybody, and that includes the private sector supply side but also the government side, have to change the way they operate to cope with this complete step change in the level of investment.”

Mr Gafoor: “Thank you very much, James, Bindu and Flemming for this fascinating discussion. Now it’s been a really interesting discussion so I would not hazard a summary because I think you have heard what the panellist said for themselves but I wanted to leave you with three takeaway messages that I would be leaving this conference based on the discussion on this panel but also some of the various other discussions that I’ve been walking in and out of and the first one would be political leadership. I think point has come up very strongly in this panel as well as being a very important ingredient of integrated urban strategies to create a sustainable and liveable cities. I think at the end of the day planning is not a substitute for political leadership. Planning is essential but planning is not sufficient because ultimately there has to be political will and vision to get the plans through and implemented. So that would be the first message, at least that I am taking home with me. Second, I think it’s this whole idea of collaboration. I think there is a need for platforms for collaboration in order to achieve integrated urban strategies. This will require mechanism, this will require processes that will allow stakeholders to communicate, to collaborate, to coordinate in order to get to where they need to go through an integrated urban strategy. So the whole idea of platforms for collaboration I think it’s a very important message that I have learnt throughout the last few days. And the last thing that I have learnt from this panel discussion as well as perhaps over the last two days is this whole idea of a process because ultimately, integrated planning is not a product. It is something that can’t be a software neatly packaged. It’s a process, not a product but a process and because it’s a process, it’s constant and because it’s a process, it’s ongoing almost on a daily basis. It’s an ongoing process of dialogue, discussions with stakeholders which will require strategies to be improved, changed if necessary because ultimately the goal is to make a difference to the lives of people in our cities, in our countries. So perhaps on that long-winded note, I’d like to thank the three panellists really for having agreed to join this panel. Could you please show them a round of appreciate, please? Thank you also very much for your patience. I think we’re moving on to the next stage of the programme.”

MC: “Thank you Ambassador Gafoor and our distinguished speakers for the highly insightful session. It’s now my honour to introduce our rapporteur of the summit, Dr Liu Thai Ker who will connect the discussions over the last few days of the summit. Dr Liu Thai Ker has had a distinguished career in urban planning. As an architect planner, Dr Liu oversaw the completion of over half a million housing units when he was the chief executive officer of the Singapore Housing and Development Board. Dr Liu also spearheaded revisions of the Singapore concept plan as the former chief executive officer and chief planner of Urban Development Authority. An accomplished practitioner and academic, Dr Liu is overseeing projects in Singapore and overseas and is a planning advisor to over two dozen Chinese cities. Without further ado, we would like to invite Dr Liu on stage, please.”

Dr Liu: “Good afternoon, Senior Minister of State Grace Fu, Excellencies, mayors, ministers, distinguished guests ladies and gentlemen. I ask myself what are the key words that come to my mind as a result of the last three days of conference. I think the word is I understand better about cities, I’ve learnt a lot, I’ve been inspired and I’m cautiously optimistic. These are the words. So because I think in three days we shared a lot of urban issues and also exchange our experience in urban challenges and we have compiled collectively a more comprehensive shopping list of urban needs and we have exchanged success stories and also share new insights. So my colleagues at CLC asked me to put the clock back 70 years to connect all the words, all the dots into a final picture of what we’ve discussed. And it’s daunting but delightful and guess what, I discovered that after the connecting the dots, I see four pictures so I’m going to show you the four pictures. The first one is consensus about cities. There’s a consensus on the broad trends and on thoughts of urbanisation. Urbanisation, we all agree, is unstoppable. Instead of stopping growth, we have to find ways to deal with the growth and there’s a stronger need because of that to make cities green and good. Second is that urban explosion is imminent so we have to remember to develop a city more ways rather than sprawl and also think in terms of long term. And good environment we must believe, we believe will bring economic competitive edge, higher quality of life and at the same time unfortunately, bring greater pressure for us to conserve resources. Cities can more directly address environmental issues and therefore the cities must make quick and smart choices and because we must look at cities as more a solution rather than problems, and because as we just heard a city is our future. We can’t run away from that. Now, we also have a better understanding of the nature of cities. It’s a concentration of people which creates networks, bring new ideas and innovation, generate economic growth and in turn attract more people. But cities are complex and closely related, it’s a closely related system of many systems. There are many connecting parts, each with specific functions like housing, transportation, environment, et cetera, and the shock to any one part can affect other parts. So a city is a living organism in constant flux, evolving and adapting all the time. That was picture one. Now let me take you to picture two. It’s about the key ingredients and values in developing the city and I think I’ll just repeat what Ambassador Gafoor just said and that is we have to believe the urbanisation should be by design and not by default. I thought that was a great quote. So I think that in reviewing all the things, many things that we heard in the last few days maybe we could look at cities in terms of functional cities, sustainable city, resilient city, liveable city and creative city. Let me just take you

through them. Functional cities, obviously we are familiar with that. We need to take about economics infrastructure, transportation, housing, commercial centres, industrial estates and so on. For sustainable, quality environment, green low carbon low carbon, alternative energy either wind power or solar power should be looked at. And also we should think about sustainable development in response to or to take care of the threat of climatic change, the reducing energy supply and so on and also we need to think in terms of to make the city sustainable, smart investment. We have to think long term in our investment. We have to think low carbon. Next is resilient cities, well, I thought I relearn a very nice new definition of safety in a city, in a resilient city. It's safe from crime, from disasters, from shortage of water supply, from energy shortage. It's a much broader definition and also we have to think about storm and also create water ponds. We have to be disaster prepared and also we have to find ways to avert global warming, that's a resilient city. Liveable city, we don't have to say too much. We talk about quality of life, happiness. These words seem to be repeated many times, also, social cohesion, community spirit, ethnic harmony, inclusiveness and actually while we are all trying to move from the Third World to the First World, we also moving ourselves from primary to tertiary industry and we're moving from industrial based economy to a knowledge-based economy. And just a few delightful I call it 'urban candies', for example, we heard the story about 10 minute walks to parks, the urban farms and harbour buffs and bike rides. These are the kind of well, a dressing to the cake. And the last one on the second picture is creative city. We need to think in terms of culture, we have to think about the city as an environment that would generate creative innovation and that would be done through education, research, innovation and obviously invitation for creative industry to participate.

Now let me take you to picture three, that means how do we realise the dreams in picture two? Again, you just heard repeatedly good government is almost like the first foundation step to any urban endeavour. Credible, long-serving experience with the past problems, these are the kinds of government that we are looking for. And also in a government or society we should avoid silo mentality, we need to take a holistic approach and need to think long term. Just now I was delighted to hear that to achieve this maybe one quick simple way, short way is to organise major games or expo just to galvanise the people of the city together. The other one is the process. With a good government we still think about the process. The word PPP was said many times and somebody was saying that PPP should stand for good leadership, enterprise innovation and citizen participation and obviously we'll continue to look for the widest possible definition of PPP in order to help the progress of the city. And there was a question whether the process should combine top-down plus bottom-up. It wasn't discussed a lot but I think there was a kind of quiet agreement that it has to be both top-down plus bottom-up and also maybe we need capacity building for the city on basic issues as well as specialised issues. I said personally I feel that we sometimes overlook the capacity to do the basic things in a city. And there was also a talk that for the city to progress well, citizen education will be important. Now the means of creating this kind of city, spatial planning which is, which may help to prevent problems instead of waiting for problem to arise and then try to remedy, spatial planning may be able to do that. Of course, there are other means to compliment the spatial planning is urban renewal, the updating of regulations and obviously a strong government support including the support of central government would be necessary. Not to forget that to make the step forward, we also need technologies, just off the cuff, green mobility like electric powers would be

something that we should look forward to. Waste to energy management is something that would be essential for us to look at.

Now we come to picture number four. It's importance of spatial planning. The, I will try to see how this can explained in a more convincing way. If urbanisation is like an urban ship moving to a destination, you need, moving to a happy destination, you need compass, you need a good compass, you need a good blueprint to build this urban ship which is always self-renewing, self-reinventing and never ending. You need good stewardship to steer the ship. I think a compass is like the vision of the city government as well as the citizens. The urban ship is actually the urbanisation process itself. Stewardship, of course is urban management. I just want to emphasize that we need to pay more attention to the blueprint because as you notice in the last few days that there are many ideas, many of them are in sync with each other but they are many others which are in conflict with each other. And therefore you need an effort, an arduous effort to try to create this city blueprint which is a concept plan or strategic plan to try to force the city to make it responsible choices, to also plan for the needs rather than plan for capability. And also, it is an agenda to make quick and good actions to avoid false starts and by doing so maybe we can minimise the use of resources, maybe I can call resource avoidance rather than talking only about resource reduction. I think if we can have resource avoidance, then to talk about resource reduction would be much, much easier. Thank you."

MC: "Thank you, Dr Liu. Ladies and gentlemen, we have almost come to the end of the summit. We would like to now invite our guest of honour for this plenary, Ms Grace Fu, Senior Minister of State for Environment and Water Resources Singapore to say a few words."

Ms Fu: "Ladies and gentlemen, thank you very much for a very insightful and fruitful discussion on the Intergrated Urban Strategies for Liveable and Sustainable Cities. For everyone here who have attended the sessions over the last few days, I hope that this summit has given all of us the opportunity to exchange views on the possible solutions to the pressing challenges in cities today. I'm sure the discourse has given us food for thought, as Ambassador said excess baggage, as we tackle the challenges we faced in our own cities. The unprecedented rate and scale of urbanisation has presented both opportunities and challenges. Sustainability and liveability is a journey, a process, not an endpoint. With careful balancing and optimisation of the environmental, social and economic objectives, cities can seize opportunities of urbanisation, realise the dream of its people provide opportunities that they look forward to and tackle its challenges systematically. Achieving sustainability and liveability requires strong governance. One of the fundamental roles of government is to provide a broader framework whereby the private and people sectors can participate actively in the building of cities. The private sector wants clarity, certainty, predictability so the government has to come up with the long-term vision, create plans and policies that enable the private sector to participate with the latest technology and solutions and implement these plans with transparency and credibly. Government can encourage public-private partnership through facilitating the test-bedding of integrated urban solutions and new technologies, platforms for collaborations. By providing opportunities for test-bedding, Singapore has been able to tap the benefits of new technology and also export our services. Some of the large scale integrated living labs in Singapore include the Punggol eco town for residential test-bed,

Cleantech Park for industrial testbed and Jurong Lake District for mixed use, residential-commercial-retail development test-bed. I encourage you to visit these sites during your stay in Singapore.

It is in this spirit of sharing of ideas and practical solutions that we saw a huge success at this year's World Cities Summit. When we first started the WCS in 2008, we have aimed to create a unique platform for the exchange of best practises amongst leaders. It was the first of its kind. For the third run this year, we brought onboard a larger presence of solution providers and investors who are critical partners in our efforts to make our cities more liveable and sustainable. And we have seen an unprecedented participation of over 1100 delegates from 76 countries spanning 191 cities including 100 mayors, 15 ministers, heads of IOs and NGOs and business leaders. I believe this has greatly enriched the discussions and has brought many fruitful discourses.

Managing city is indeed a highly complex endeavour. The closed door World Cities Summit Mayors Forum on Sunday has brought together mayors from cities with diverse needs to share their challenges and best practises. Next year in 2013 will be the first time that the Mayors Forum travels out of Singapore to the city of Bilbao, winner of the inaugural Lee Kuan Yew World City Prize in 2010.

Another highlight of this year's WCS is the Lee Kuan Yew World City Prize awarded to the City of New York in recognition of its remarkable transformation from the devastating September 11 event. Within a short span of time, the city has reinvented and rejuvenated to give her people renewed confidence and optimism for the future. I hope the inspiring story of New York's urban rejuvenation can be a motivation to cities undergoing similar transformations that with bold vision, strong leadership, determination and excellent partnership between governments and citizens, a city can regain perched as one of the most exciting cities in the world. As Dr Liu and Ambassador Burhan has summarised previously, discuss at the WCS has shown the complexity in managing cities. I would like to urge all participants not to get lost in the complexities and not to forget that at the heart of policymaking, it's a promise to improve the lives of our people, to build a living environment that the residents are proud to call home. And I thought that my Minister gave a wonderful quote yesterday and I'd like to repeat it here. Mr Vivian said, "Build the most beautiful city you can, plant as many trees as you can, invest in the latest technology, conserve water, energy and resources and find a way to have honest, competent and visionary leadership. With that, I wish you had a fruitful and productive time at the WCS. For all our overseas guests, a safe journey back home and I look forward to seeing you in Singapore 2014. Thank you."

[End of Transcript]