
This is a raw transcript of the **Lee Kuan Yew World City Prize Forum** of the World Cities Summit, held at Marina Bay Sands, Singapore, on 2 June 2014. The panel comprised:

Moderator:

- **Marilyn Jordan TAYLOR**
Lee Kuan Yew World City Prize Nominating Committee Member and
Dean of School of Design, University of Pennsylvania, USA

Speakers:

- **CHEONG Koon Hean**
Lee Kuan Yew World City Prize Nominating Committee Member and
CEO, Housing & Development Board, Singapore
- **Kazumi KOBAYASHI**
Director General of Policy Bureau Yokohama, Japan
- **Anibal GAVIRIA**
Mayor of Medellin, Colombia

[Start of Transcript]

Dr Cheong: “Well, good afternoon ladies and gentlemen. Very nice to see all of you here and welcome to the Lee Kuan Yew World City Prize Forum. Let me just, okay, this is right. Well, the Lee Kuan Yew World City Prize inaugurated in 2010 is a biennial international award that recognises outstanding accomplishments and contributions to the creation of vibrant, liveable, sustainable urban communities and of course after careful and rigorous evaluation and selection from 36 submissions from 24 countries this year, the 2014 Prize is awarded to Suzhou of China and we have just heard Mayor Zhou give his presentation on this beautiful city of Suzhou.

One of the key objectives of the Prize is to facilitate the exchange of ideas and best urban practices amongst cities. And in view of the high quality submissions that are usually received, in addition to the prize laureate, the jury panel recognises cities that have made vast progress and from whom we can also learn valuable lessons from. And in fact, a publication titled, *Cities in Transformation in 2012*, also features the experiences and successes of the past laureates and special mention cities of the Prize. I think the book is available for sale so I’m just making a short advertisement for the Secretariat.

For 2014, two cities have been accorded special mention by the jury panel. They are Yokohama in Japan and Medellin in Colombia. This is in no order of merit. Today we've invited these cities to share with us their experiences followed by a panel discussion together with the prize winner. But before that, allow me to highlight briefly some significant learning points from both the 2014 prize laureate and special mention cities that were observed by the jury panel during the evaluation process and these exemplified best practices in social innovation, public investments and partnership and collaboration with stakeholders.

So firstly, the jury noted that these cities tackled social challenges using very novel approaches, which suit their city context. So for example, you had Suzhou, which is generally better known for its economic growth. But this growth has been complimented by innovative social policies and faced with a surge of migrant workers flocking to the city for jobs. The micro workers in Suzhou are given equal opportunities to access health and education benefits as the local residents and it facilitates the integration of workers into the city. I think this is a very important lesson to be learnt, especially with many cities facing rural-urban migration.

In Medellin, the city authorities tackled the problem of informal settlements in the poorest neighbourhood through continual upgrading and provision of utilities and they were very innovative – they built the metro cable. If you look carefully, there is a cable car and the metro cable is the world's first cable car system for daily community, for commuting, not just for tourists. They connect the previously inaccessible and poor remote hillside communities to the main metro line and the metro cable not only integrated communities but also became a catalyst for other urban developments.

Secondly, the jury noted that these cities take the lead by planning for and investing in their cities future. The governments are committed to invest in infrastructure, which achieves the twin goals of facilitating economic growth as well as improvement in the quality of life. Now such investments foster confidence and attract private and foreign investors. Investments in projects that helped to achieve a high quality of life also helped to attract talent and improve the lives of the residents.

Suzhou has successfully transited from an agriculture to manufacturing, export-oriented economy and now to an innovative high value service-oriented economy. It has successfully transformed single function industrial sectors to multi-functional central business districts. So for example as we had seen just now, the Jinji Lake CBD has grown in business offices, commercial services along with other functions of a city downtown. And the city also continues to invest very importantly in its heritage. For example, the UNESCO-designated regions such as the Pingjiang Historic District are preserved while making them come alive for residents, small businesses and tourists. This strategy safeguarded the city's heritage and culture, which has long been the hallmark of Suzhou.

Next, still talking about planning and investments, a good example is Yokohama. Yokohama has set out a strategy to grow businesses, create a very vibrant community and develop infrastructure to support its growth. It strengthened its urban core by

developing Minato Mirai 21 as a key business district while relocating industries that occupied valuable land to an industrial zone that was built on reclaimed land off Kanazawa.

The city transformed the 2500-hectare agriculture belt to Kohoku new town, a liveable residential town, and where commercial recreational facilities and high-tech agriculture areas co-exist. Such projects were complimented by basic policy measures, which I found very interesting. We supported an environment for bringing up children, providing safe and comfortable community life, stimulating the local economy and protecting the environment. Now I don't know whether it's because they have a lady mayor but certainly they pride themselves as being very family-friendly.

Third, the jury noted that effective cities are those, which involve their communities in implementing projects. Mobilising and involving communities, fosters community ownership, instil pride and also ensure social vibrancy. Within 10 years from 2001 to 2010, Yokohama achieved a remarkable 43.2 percent reduction in waste generated despite a growing population. Some 11,000 seminars and 3300 awareness campaigns were conducted with residents and private businesses just over two years in 2004 to 2005 to educate residents on how to reduce and sort waste. Citizens also volunteer as garbage guardians to ensure that the community's garbage was sorted out properly. Guess how many types of rubbish the residents had to sort out the rubbish into? Most cities do how many types? Three, right? They could get their citizens to sort out their waste in 15 types, one-five, it's amazing.

Okay, next about leveraging the community. In San Xavier, a poor community in the north of Medellin where high levels of violence and socio economic problems pose a challenge, educational guides and outreach programmes from the local communities helped to guide commuters on good social behaviour in public spaces, metro stations and urban escalators. The citizens are also empowered to decide on the use of up to five percent of the municipal budget to meet local community needs. One such use is an after school programme to train children to become future community leaders and these initiatives are examples of city's efforts to help instil local pride as well as create self-defensible spaces.

Another observation by the jury is that these cities collaborated with private stakeholders during the planning process. Consulting stakeholders during initial stages allows the city leaders to understand the needs and constraints and the trade-offs, and this helps to better achieve alignment and understanding. So for example, although Yokohama's land is mostly privately owned, the city worked hand in hand with the community to achieve significant transformation. The example is Minato Mirai 21 where the city negotiated with stakeholders to free up land for the downtown development and transform it into a revitalised waterfront business district. The city is also a leader in partnering the industry to develop smart technologies. Smart energy management systems are being experimented in existing houses, buildings and factories where new mobility systems such as compact electric vehicles are also being piloted.

And Medellin, the city set up RutaN, I'm not sure that's how it's pronounced, a cooperation which promotes the development of innovative technology-based businesses. Funding is provided to companies with the know-how in key development areas so as to increase the competitiveness of the city and the region. RutaN is also spearheading the development of Medellínovation district, a new 114-hectare technological district in the north of the city. Medellin also developed a unique model known as the developer-investor where the developer investor receives 15 percent of the profits from implemented projects ensuring quality and timely delivery of public projects.

So Suzhou, Yokohama and Medellin provide many valuable lessons that can help better the lives of our urban communities. So I would now like to call upon our distinguished speakers from the special mention cities to elaborate on their cities' achievements. Thank you."

Emcee: "Thank you Dr Cheong for the opening remarks. The first presenter for this session is His Excellency, Mr Anibal Gaviria, the Mayor of Medellin, Colombia, and he will be speaking in Spanish this afternoon. Before the Mayor comes on stage, he would like to share a video of the city of Medellin with all of us."

(Video presentation)

Home, house, abode, residence, shelter – that is what cities are and become. Medellin, Colombia's second largest city is that and wants to be the best home. We are hosts by nature and that is what our history has proven. A diverse heritage transformed into a legacy that we maintain with love.

Medellin has a male and female soul with voices of diverse accents and tones, and the colours, many colours in its landscape, skin and eyes. Eyes that see how hundreds of hands and the desire to do things right, get up early everyday to face the challenges that we adventure upon as a city.

In Medellin, millions of hearts beat to the rhythm of hope that sets the pace of the city. The melody that we set out to create some time ago is that of a great coral symphony made by all. We understood that the echo of development could not be just an echo. It had to be more.

In recent years, the city has undergone a transformation process that is based on social planning that seeks to give priority to the most vulnerable populations and territories. Medellin is today recognised as a frontrunner in planning and management as evidenced in its inclusive urban growth. That scope of inclusion embraces all but focuses especially on children and youths because Medellin has a youthful spirit.

The building of Buen Comisnzo or Good Start day care centres that offer nutrition, healthcare, education, recreation and integral childcare for low income families is part of the proposal of inclusion that focuses especially on children and teenagers. Children play, learn and grow and are educated at these centres, an environment created specifically for

their well-being. City school is a revolutionary programme for civic education and quality in the education process of our girls, boys and teenagers in public schools of the municipality of Medellin. It offers extended extracurricular activities, extra classes in four educational areas: culture, science and technology, sports and recreation, and bilingual studies.

In Medellin, parks are not just parks and libraries are not just libraries. Thanks to an idea of the municipality, there are now library parks, places in the city that have become focal points of inclusion and development that directly benefit the inhabitants of every part of the city. Medellin is moved by its people, which comes from all of its corners and travelled through the city using its creative mobility solutions.

The city has the best public transportation system in Colombia, composed of a variety of unique and innovative services in the country and the world. The metro system, which has become an entire culture for the city. The metro cable cars, the only system of its kind used as mass transit solution in the world. Its cabin glides through the air to improve our quality of life. The metro blues buses compliment this network, which brings and takes us and allows us to move in a wide network of public transportation.

In Medellin, escalators are no longer a shopping centre convenience. They have become an urban mobility strategy that enhances the quality of life of hundreds of residence. Public bikes also make their silent contribution as an effective transport system and soon, our streets will have a tram offering a new option for mobility and transport.

Medellin's cultural life takes the stage every day and roams around all the streets in a steady evolution. It is continuously supported by public and private institutions. Amongst the Mayor's offices main signs of commitment with the city is the network of music schools of Medellin, the Museum of Antioquia and the Sculpture Square with works by painter and sculptor, Fernando Botero, world icon of art born in Medellin, are just two more examples of the commitment made by the city to bring art to all corners.

We have a great institution that we are very proud of – Empresas Públicas de Medellín, which is a world class organisation because of its quality in the provision of public utilities in terms of the supply of water, power, gas, aqua duct and sewage, and also because it is a main pillar in the development of the city because of the investment that it rewards it.

The current and future city project sees Medellin as a city for life, a more humane fabric of society, freer, happier, more just and that proposes a concept of pedagogical urbanism. All new projects have this spirit, this intention. The Medellin river parks project is a strategic urban transformation project that will turn our river into an environmental hub and a public area for the city and the region.

The UVA, urban, cultural and educational transformation in the city's neighbourhoods and townships, for spending leisure time, neighbourly gatherings and encouraging sports, recreation and culture in general. The UVA community is a powerful school for citizen education. The garden walkway is part of the Medellin green belt and is a strategy of mid

and long term transformation of the areas where the city's urban and rural zones come together thus avoiding disorganised peripheral growth. The Mother Laura Bridge will be the largest urban bridge in Colombia and it will improve the mobility between two of the city's most populated sectors.

Medellin works to become a city of universities that will have a network of four university campuses that complement the work of higher education institutions such as the ITM, the Pascual Bravo and the Colegio Mayor today with more than 30,000 students and the Houses of Music will be the setting for a city that sounds like the future and that understands that school is all there is under the sun.

The House of Memory Museum is a proposed place to promote actions that help the reconstruction, visibilisation and inclusion of the city's violence of the last decades within our historical memory. This looks to transform history by turning violence into social lessons of human coexistence under the premise, 'remembering is not repeating'.

A city for life is also a healthy city that strengthens access to the network of hospitals and that focuses on public health through specific programmes like health at home, a programme for reorganising welfare practices, ensuring the traditional model for curing diseases in hospitals. Attention must be concentrated at home in the context of its physical and social environment. In regards to social and technological innovation, the city is moving forward in the creation of the innovation district.

By strengthening institutions and the justice system, today Medellin has the best technology for safeguarding its citizens with innovative applications and the building of new police stations near and within the neighbourhoods. All of these projects are based on the fundamental and true cultural transformation that is needed. The revolution of equity. The principal directions of this manifestation of government and citizenship are five – transparency, participation, non-violence, innovation and resilience.

The world is getting to know and recognising the work done in Medellin to improve the quality of life for all of its inhabitants. Medellin was selected among 200 cities as the world's most innovative city. Welcome! You are all friends we have yet to meet!"

Emcee: "Having seen the video, I am sure you want to find out more about the city so let's take the opportunity to invite his Excellency, Mr Anibal Gaviria up on stage. His Excellency, Gaviria, please."

Mr Gaviria: First of all, I would like to give a warm welcome to each and all attending this World Cities Summit in Singapore. As the speaker had announced: this presentation will be given in Spanish, the language of our city and country, Colombia. Well, first of all, where is Medellin located? Medellin is located in the department of Antioquia. This is the key point. Antioquia is located in the northwestern part of Colombia and Colombia at the northwestern corner of South America. This places Medellin in a very important geostrategic position and what we call the best corner of America. The following slides, that I am going to pass quickly, show what we have seen and are seeing in many Latin

American and Colombian cities and other places around the world, especially in Asia. This is a large and very important growth in the last few years.

Here we have Medellin from approximately 90 years ago with 91,000 inhabitants and during these following 90 years, as we're still growing, we hope to reach double that population about 25/26 times. This is a very fast growth bringing along different kinds of problems for urban development that have accumulated in the city over the last 90 years. Said problems resulted in Medellin having one of the highest levels of violence in the world, only 20 to 25 years ago. During that time, Medellin had approximately 50,000 homicides in 10 years. This, for many, is not a question of urban violence but a war within the city. These homicides accounted for 21% of all the homicides in our country and, at the same time, the city had a very high level of poverty reaching 19.4%. This, now, is the result of the work from the last 15/20 years in Medellin. As you can see, the homicide rate of 380 homicides per 100,000 inhabitants, at the time the highest in the world, was consistently declining to a rate 12 to 13 times lower in the current year, a continuous reduction that was achieved through the transformations and formulas that you will see in the coming slides. Here we can see last year's world ranking of the most violent cities worldwide. Medellin had already dropped from the first to the 35th place. However, with this year's numbers, Medellin has already dropped from the 50 most violent cities in the world. We expect to continue the trend during this year to reach below the 100th place by the end of our term in office in 2015. Similar to violence, inequality has also decreased and we improved about one point per year in the Human Development Index, from 80 in the year 2004 to 87.7 by 2012.

Let me emphasise that this is a continuous growth of approximately 1% in the Human Development Index and, if continued as such, it would reach an index as high as 94/95 by the end of the 2020 decade, comparable with many countries and cities in the developed world. How did we achieve the results and how do we want to continue this path? Through the construction of a city for a life. And a city for a life focuses on the following 5 values: participation, resilience, non-violence, innovation and transparency; and a city that works in 5 areas: education and culture, institutions and justice, sustainability and habitat, economy, economic development with fairness and inclusion and social well-being. We have worked with many programs and projects in these 5 areas, but I will focus on the most significant in the coming slides. Here we have, as seen before in the video, the projects for the good start. These projects involve the construction of 20 buildings to house kindergartens in underprivileged neighbourhoods of the city. These are public kindergartens that stand at the same level of any private kindergarten, both from the architectural standpoint as well as the attention. The libraries: we built about 15 library parks in the last 12 years to encourage people getting together, as well to serve as a focal point for development and as meeting places for citizens in ..., also in the more deprived regions and areas of the city. We are going to build 4 music houses in the cultural frontline to continue motivating music as a coexistence factor in Medellin, and we will greatly increase the capacity of our public universities. We are now viewing a significant project because in this part of the city a prison for women operated for more than a century, acquired by the municipality and

which is now being demolished to build a university instead, that will be named the University for Peace and Non-Violence.

This university will be located in the area of the city that is known as the San Javier district or section 13 that was the most affected in the last 15 years by the violence phenomena. This is part of the Medellin metaphor. This district, like many others, changes from an area where the darkness of violence was present for a long time into an area now filled by hope, education and opportunities. This is a photo of the many participation exercises in our cities. As seen in the video, today in Medellin, the city and the citizens, individually, participate in exercises to define 5% of the budget every year. The Remembrance House Museum is a very symbolic place in our city because we want to encourage the exercise of not forgetting for not repeating, and eventually reconciliation after all of the violence our city has lived through. We have also taken an important step towards security and the use of technology for better security measures in our cities, via social investments and other programs in education and promoting opportunities. This is one of the biggest projects taking into account the future. This project is framed by two concepts, the Metropolitan Green Belt and the surrounding park "Jardin Circunvalar" of Medellin.

As you might have seen in the video and slides, Medellin is located in a rather narrow valley and has grown up towards the hillsides to the east and west. We want to develop a green belt in both sectors with projects to prevent a further disorganized expansion of the city to the highest slopes where poverty and inequality exist, and replace it with mobility, health and education projects to create opportunities not only in the center but also in the suburbs. These are some of the prospective views of the surrounding park "Jardin Circunvalar" that has already started construction during the current year with a project span of about 10 years of construction work on both the eastern and western slopes. This project referred to as UVAS: Units of Articulated Life, [according to its initials in Spanish] is another simple yet revolutionary innovation in Medellin. Here you can see an old water storage tank typical of public companies in Medellin. We have more than 100 tanks of this type in the elevated and suburban areas of the city. And, here, there is a child that has no space for recreation but nonetheless, there is other space available. We didn't follow the model and coined the phrase: break down the fence to be close and, in these sites, as of today, we have built 20 units of Articulated Life which should turn into 100 in the future. This went from being an area banned from the public to a privileged space for gatherings. These UVAS are precisely located, as you can see in these light sectors, in the outer areas of the city, where, I emphasize, we have the lowest spending power and the highest levels of inequality.

The second significant project is the River Medellin. The River Medellin crosses through half of the cities and flows for 16 km. This project will produce a park or a series or parks near those 18 km to take the River back. And, there, we have coined the phrase that sums up the concept of this project of giving life to the River and giving the River back to its citizens.

These are imaginaries of the project in its first phase that will start construction on the second semester of this year.

Here, we have the mobility system which is one of the focal points of Medellin. Here is the Metro Cable which is one of the 5 components along with the metro, in which you will only need a public bicycle and a future streetcar. And, here is the innovation district: Medellin Innovation. An area of the city especially designed for national and international companies, placing stress on innovation. For us, these are some things we have been recognized for in the last 10 to 20 years. Medellin went from being a city with high levels of violence to an innovative and resilient city, known as the world's most innovative city but also one of the 33 most resilient cities of the Rockefeller Foundation, one of the 3 most sustainable cities in the WWF forum and, last but not least, this city has earned the LEE KUAN YUU Nobel Prize. These just support the idea that the world is recognizing and looking at Medellin's transformation.

Another icon related to urban and social development is Medellin's children's hospital, the most modern children's hospital in Latin America and the future centre for all kinds of services for women and families. This is very important for the health and care of children and, this, guides us to having gender equality in our city. Let's go back to the graph that shows us that formula we built with the 5 values and 5 construction areas of the city for a life, which means that it is mainly a city with greater levels of equality.

I am going to finish off with 3 or 4 thoughts on what Medellin wants to share with Singapore and with the rest of the cities in our region and the world through this World Cities Summit. First of all, what do we think the meaning of Medellin is? Medellin means that there is hope, that it is possible to leave behind the darkness of violence, inequality and poverty, and it also refers to all of the things that Medellin can accomplish even with the low budget it has compared to the rest of the world. In fact, Medellin's annual budget is 2.5 billion dollars and we have 2.5 inhabitants and New York's budget is 73 billion and they have around 9 million inhabitants; 8000 dollars per person compared with Medellin. And, Singapore also has around 8000, a budget around 43,000 billion dollars for 5 million inhabitants. We, with a budget 8 times lower per person, are an inspiration to many other cities, showing it is possible to carry out a transformation by focusing strictly on the resources.

The second element that has played a role in Medellin's transformation and which I believe is transcendental in Singapore and in other cities is stability. We have had many good consecutive in-tune governments. This formula has made Medellin's transformation possible in the last 12 or 15 years. Stability doesn't necessarily mean development but instability is complex and puts a stop to everything.

The third item is to focus on investments. When we don't have many resources, we must use them wisely. In Medellin we have applied them to education as well as innovative urban developments. Urban developments with 3 main elements: first, the public space is the space of equality, the space where we as people are all equal. This is why the greatest investments have been made in public areas. Secondly, public space is by far the

space of mobility. A city with equality is a city where public transportation is better or equal to private transportation. And, in third place, investments in urban development have been established and we are going to keep focusing on the poverty and most deprived sectors of the city. The fourth is, of course, innovation. Medellin has always bet on innovation as revolutionizing what is simple and we can see this in projects such as the Metro Cable or in the Units of Articulated Life. Last but not least, our biggest challenge yet and which I believe is the challenge of cities around the world is equality. Our city, cities around the world have proven to be a great tool for building richness but we haven't been successful in building equality. The majority of cities around the world are many cities in one: very different cities compared to one another and in some way unequal. This is the challenge we want to share with other cities around the world and this is where I make my final statement with something that Professor Sender told us yesterday about the world being a world of cities governed by cities. I slightly disagree with this: the world is a world of cities and in the future it will be more than just a world of cities, it will be a world governed by nations. And, I believe we should progress in a world of cities governed by cities. This is why this World Cities Summit, as well as the worldwide forum that Medellin hosted a couple of month ago are aimed directly at that and I want to encourage all of you, the authorities in Singapore, the authorities of multilateral entities and, above all, my colleague mayors so that worldwide decision-making entities can acknowledge and represent cities. These cities must be directly represented in multilateral institutions and is all worldwide decision-making. Thank you Singapore for your hospitality and I welcome anyone who wants to come and visit Medellin, the most innovative city in the world. Thank you very much."

Emcee: "Thank you very, His Excellency Anibal Gaviria, for the very interesting presentation and sharing with us all the exciting plans for city. And now we would like to invite Mr Kozumi Kobayashi, the Director-General of the Policy Bureau, Yokohama, he would be speaking this afternoon in Japanese. Mr Kobayashi, please."

Mr Kobayashi: "Good afternoon ladies and gentlemen. Please allow me to speak in Japanese."

Singapore Senior Minister of State for Ministry of National Development and Ministry of Trade and Industry, Mr Lee Yi Shyan, Mayor for [inaudible] city, Mr Shu Noshu. Mayor for Belijin, Mr [inaudible] and the audience. I am Kobayashi from the Policy Bureau Yokohama. Firstly, I would like to apologize for Yokohama-Shi, Hayashimi-Ku for not being able to attend the event due to unforeseen circumstances. It is an honour to receive the Lee Kuan Yew World City Prize at this event and would like to express my sincere appreciation and thanks. And I shall begin my presentation.

I would like to invite the audience to watch a 3-minute video so as to have an impression of how Yokohama is. Yokohama Rhythm.

(Video presentation without narration)

How was it? As introduced by the video, Yokohama is a charming city for those who come to visit it or as a place to live in. From now, I will use the PowerPoint to explain. Firstly, an overview of Yokohama city. Yokohama is located in the central part of Japan. It was opened to the world in year 1859. The population is approximately 3.7 million and is the largest city in Japan. The GDP is approximately 12.7 million Japanese yen, approximately \$130million US dollars or approximately \$160million Singapore dollars. Comparing to countries, it has about the same economic strength as Hungary.

These are "Nishieki" paintings of Yokohama depicting the period where it was opened. When it was opened, it was a small city with only about 100 people. After opening, it has become a Japan's gateway to the western communities and beyond, enjoying prosperous development since then. This development was supported with the help from various foreign technicians. This is a graph showing the trend of population growth in Yokohama. The population was almost zero during the time of its opening. In 200 years, the population has grown by about 3.7million. However, the development of Yokohama has not always been smooth. From the graph, the audience can also see that, 1923 and 1945, as well as the rapid growth from the 1960s and 1970s.

The first tragedy happened in 1923, the great Kanto Earthquake. The earthquake resulted in 1 death for every 22 citizens. The city was heavily damaged. In addition, the Yokohama bombing in 1945 resulted in 40% of the city vanishing. Two tragedies descend upon Yokohama and she was heavily damaged as a result. After the world, the development of Yokohama was delayed due to restrictions placed by the world. However, in the 1960s, Japan entered into a period of rapid economic growth. Yokohama's population in a space of 20years, increased from 1.3million to 2.7million. Doubled the amount. As a result, phenomenon of urban sprawl and lost forest starts to appear.

This picture shows the percentage of greenery in Yokohama from 1960 to 2000. In addition, as a result of capitalism, lack of roads and sewage channels, environment pollution, various city problems are faced by Yokohama. This is a picture of Yokohama's state during the 1960s. This is not the picture of a developing country but of the real situation in Yokohama during the 1960s and 1970s. Pollution, traffic congestion affected the citizen's daily life. Increasing solid waste, traffic congestion, environmental destruction, protection of water resources and insufficient land for public use were the 5 major battles that Yokohama faced. To solve these, six major projects were planned in 1965. It was found to be difficult to implement the six major projects with an organization of vertical hierarchy. A management department was established in the city council to manage the workings of the subordinates.

The details of the six major projects are as shown here. Firstly, to create a symbol similar to Tokyo and to increase the attractiveness of Yokohama, there was 21 areas have been developed. Secondly, to relocate the factories to spacious areas and to reclaim the site for Kanazawa so as to ensure housing spaces. Thirdly, to prevent urban sprawling, a town built based on water, Kohoku New Town was constructed. Fourthly, the construction of high-speed subway. Fifthly, the construction of highways to solve

traffic congestion. The sixth project is the construction of Bay Bridge to solve traffic congestion. It has been about 50 years since planning. The six major projects are almost completed. Yokohama has become a livable and sustainable city.

I will explain on the sewerage system coverage as well as the water quality improvement. The area of Yokohama is about 60% of Singapore. During the rapid population growth in the 1960s, the sewerage coverage is very low. The level of BOD as shown on the left axis is very bad. Now, the coverage is almost 100%. The water quality of Yokohama has definitely improved. The total extend of the sewerage system is about 11500 km. This was carried out gradually over a period of 40 years. Next, I will explain on the 3 projects that won the special prize in this event. One of them is Minato Mirai 21.

Yokohama is the bedtown of Tokyo, an area developed for industrial purpose. It has a low recognition as a city and has lost its identity as a business city. The Yokohama station on the upper left of the screen and the “Kannai Area” on the lower right of the screen, the two business districts are relocated and integrated on a new business district. The port, symbol of industrialization, that has been around since Japan’s opening will be released. These are pictures showing the transition from the time of planning until the present. Due to its city design and its history, every year about 72million people came and visit the area. It has developed into an area representative of Japan’s water front business area.

The second is Kohoku New Town. There is a need for more housing due to the rapid population growth in the 1960s. Another unique thing is the conservation of greenery. Existing greenery as well as public and privately-owned forest are integrated together in a matrix system to form a green belt. The greenery are connected in a network where schools, cafes and restaurants line its peripherals. The integration with the subway has also improved the traffic conditions

Thirdly is the waste processing. Citizens, businesses and the government work together in promoting 3R for waste. This was created in 2003 and has helped to reduce waste by 30% by 2010. It was a plan to reduce waste by 1million tonnes. In the midst of population growth, the goal to reduce waste was considered to be difficult. But thorough waste separation with the help of the citizens and businesses has enabled the target to be achieved in just 3 years. As a result, [inaudible], operation expenses of about 7 billion yen have been saved. This graph shows the waste reduction situation every year. In 2010, it was reduced by 43.2%. In 2012, it was reduced by 42.9%. These are surprising results. Yokohama has conducted seminars for more than 10000 citizens, more than 3900 campaigns with the purpose of changing citizen’s perceptions. This is a real-life example of the Yokohama citizen strength.

Next, allow me to explain the current and future plans for Yokohama city. Yokohama Smart City Project, YSCP, is built on a smart grid with the intention of applying it overseas. This city worked together with businesses who are experts in smart city, to introduce green energy, green buildings, energy management in country side and [inaudible] in various projects. Yokohama has a history of befriending international

cities. It began in 1954 with America's San Diego. In addition, in 2006, Shanghai, Beijing and Frankfurt. The interaction with overseas friends has been ongoing every year.

As seen from the pictures, they include business mission from San Diego, Barrio Fiesta, a Philippines festival held in 2013, the 40th anniversary ceremony of sister cities with Shanghai.

Leverage on the experiences from these examples, there are efforts to contribute to help global warming, city problems and women's leadership. As seen at the bottom right of this slide, this is a picture of Mayor Hayashi who attended the OECD Global Forum on Women's Leadership held in France this year. I have introduced the efforts by Yokohama City in contributing and helping the cause of women's leadership.

CITYNET was established in 1980 with Asian cities and NGOs for the purpose of fostering partnership and sharing experiences and know-how towards solving city problems. Activities have been ongoing for more than 25 years. Since Yokohama City's first chairing of the event in 1989, she has oversaw it up till today. Yokohama has conducted training programs on Yokohama's disaster risk management of rivers and environmental education, areas of high interest to members. In addition, YPORT, Yokohama Partnership of Resources and Technologies was started to cooperate with other cities based on public-private partnership and drawing on the resources and technology of Yokohama. Philippines's Cebu, Vietnam's Danang City, Thailand's Bangkok are the partners in this cooperation. Leveraging on Yokohama's high-end technology and its infrastructure know-how as well as experience, we hope to contribute to help in the challenges faced by international cities overseas.

Lastly, on 31 October 2012, the Asia Smart City Conference was first held in Yokohama with the aim of the conference was declared jointly by 11 cities to the world. Following after the 2nd conference last year, it has been planned to have the 3rd Asia Smart City Conference on 30th October 2014. Discussions will be carried out based on the needs of Asian cities, the intensive resources of international organizations, competitive city building know-how. My presentation had finished. Thank you."

Emcee: "Thank you very much Mr Kobayashi for sharing with us on Yokohama's planning model. And now we would like to invite you to take a seat on stage while we invite Prof Taylor, Dr Cheong, Mayor Zhou and Mr Kobayashi on stage for the Q&A session, discussion. We will have a slightly shorter Q&A session today bearing the time that we have left on hand. For the Q&A session you can log on to pigeonhole to post your questions. If you have a smartphone, tablet or a laptop computer with you, just connect to the Wifi network called wcs and siww and launch your internet browser. You will automatically be directed to phlive.at. Key in our event passcode which is wcs2014, click go and you're ready to send in all your questions. You may also vote for any question that interest you or you can put hand up as well and we'll pass the microphone to you. Please introduce yourself before asking your question."

Prof Taylor: “Well, good afternoon everyone. What we just experience I think in the last two panels are three extraordinary presentations, so complete and so stunning that we only have a little bit of time for questions now. Each to answer one of your questions, each of this was a series of masterplans recurring on a decade by decade basis on order to be implemented and as the stories are published and issued and available to everyone, you’ll be able to read about that.

However, each of you was and what I’m going to use as the major question to ask each of three, these three mayors, is the essentially you describe such great success, what are that, what was the top challenge you face in the city transformation process? So let me frame that up a little bit with what I think were the highlights of these three presentations.

Director-General, Yokohama is a clearly a city that has been developed for a long time and is dramatically re-developing. Technology is key but so is civic engagement and that public-private partnership which I think in so many policies of your city epitomises. What was the hardest part of the transformation? How did you do both citizen engagement and private business participation to build success in Yokohama?”

Mr Kobayashi: “The most difficult thing is partnership. To share a common goal with the citizens and industry and to continue sharing the common goal.”

Prof Taylor: “How, what are the techniques your mayor is using now to create that and extend that shared vision?”

Mr Kobayashi: “The biggest challenge is trust. Mutual trust.”

Prof Taylor: “Not easy to do but impossible to succeed without it. Thank you very much, Director-General. Mayor Anibal, now if, when you go to Medellin, you quickly understand that that mayor is Anibal, out in the population of the city. He’s well-known, he’s hands-on. I think the thing that was most powerful takeaway for us was what you summarised as the meaning of the city is that there is hope. The extraordinary reduction of crime but even more importantly, the building of the places of life of the city. Your own words that the innovative elements are the space of the people where people become active and equal. What was the biggest challenge in making that happen?”

Mr Gaviria: “Yes, Professor Jordan. The hardest challenge that Medellin faced in order to progress in its transformation is without a doubt building up confidence, as the transformation had to occur at the same speed taking into account that we still had high levels of violence. But, the confidence in other government or institutional sectors built up as the citizens started seeing results. It’s not easy to build up confidence when, in some way, the institution has been absent in many places and areas of the city but its presence has been seen and has grown and that is what has helped build up this confidence. For example, the cable is without a doubt, the metro cable of Medellin which is one of the most innovative and important parts of our city. Even though it’s important,

it wasn't the only transport system to reach an area of the city that had problems connecting with the other areas but it was the way in which the institution reached out to that sector and started to transform is as a whole. So, it wasn't just the cable but also the library; the cable also came with the library as well as with justice, an entire urban improvement, and later with the construction of infrastructures for culture and education. This, undoubtedly, started growing and building up confidence in the citizens. I believe that was the main challenge at the time and I believe the one we face in the future is allowing the process to carry on because, as I mentioned in some way or another, something we have seen here in Singapore is the stability in the last couple of year which has allowed growth and development. The same thing happens with Medellin, if these processes stop, then a great deal of the work previously accomplished is lost. So, I believe the future challenge is to provide stability and continued growth to those processes."

Prof Taylor: "You know one thing that's interesting to me is that you were Governor before you were Mayor and you may in fact in your life take on other offices in Colombia. Is that one of the things that contributes to a stability of policies over the long term for Medellin?"

Mr Anibal: "Professor, there's one thing you mention that's interesting. In the past 12 years in Medellin, the government has been one person, not one entity. But, fortunately, essential values are the only things that have been consistent in politics. Sergio Bajardo, the governor nowadays, was in charge of the first government. In that time, as you mentioned, I was the governor. Subsequently was Alonso Salazar's government, another mayor. And, now it is ours. But, aside from the change in political parties, there has been consistency in programs, projects, and most importantly, in the objectives of the community and in the government's principles and values. This doesn't occur everywhere as, in some places, people in the government, such as mayors, can be re-elected and be in power for 12/14/16 years. In Medellin, there is no immediate re-election but fortunately there has been a continued support for this concept that I previously mentioned about many good consecutive and in-tune governments, putting all political or personal ideologies aside."

Prof Taylor: "Well I compliment you because I think that once you got the vision and the trajectory, the ability to keep moving steadily on it is really remarkable to see so, congratulations. Mayor Zhou, I think that you could say that the story of Suzhou is rapid urbanisation accommodated in very intelligent ways. But it doesn't necessarily feel like a city of 10 million people when you go there. It feels like a very gracious city set in a landscape of water and canals that really bring in lakes, things that bring out the traditional building in Suzhou and carry it forward on a city 10 to 20 times as big as the ancient city ever intended to be. How, how were you able to raise the funds to make such an extraordinary commitment to the quality of the water but also to the quality of experience of open space, not just for visitors coming to Suzhou but for the great range of people who live there?"

Mr Zhou: “Raising enough funds is indeed a big problem for mayors. However, for so many years, we have depended on economic development to facilitate urban development, because urban development requires a great amount of investment. I spoke about our philosophy in planning and construction, which in reality, will also help to increase our revenue. For example, all the three cities have subways construction. In reality, the amount of money that goes into subway construction is very large. Every year, Suzhou puts 12 to 13 billion into subway construction. However, we have done some calculations and found that the cost of the subway construction can be recovered in 10- 20 years. I think that I will just give this example. Other things like the public roads around the city will also have an overall benefit for the city and bring great convenience to the citizens. Thank you.”

Prof Taylor: “So although time is short, if I may, the persistent audience question is how many phases of master planning or integrated master planning have your cities gone through to reach where they are today? If I can just ask each of you to give a quick answer to that, Anibal?”

Mr Anibal: “Well, during the past 12 years, Medellin has settled on this last plan which is land use planning and has, in some way, set the standards of development for the city. Today, we are precisely discussing on the construction for land use planning that must set the standards for the next 12 years. In Medellin and in Colombia, land use planning is usually carried out every 12 years. And, we believe that what has been done in the last 12 years will need less of the following 12 years for it to be fully developed and to strengthen the whole foundation. This is why we consider it truly important being able to discuss the land use planning of Medellin for the following 12 years within this worldwide urban forum in our city and in this World Cities Summit. We hope we take all experiences into account such as Yokohama’s, Yoyu’s, Singapore’s and many others discussed in order to lead our project of land use planning in the right direction.”

Prof Taylor: “Mayor Zhou, a quick answer.”

Mr Zhou: “What we are implementing now is the master plan that extends to year 2020. Currently, we are working out the master plan for 2030. In the designing of this master plan, we will take into account planning for economic and social development, overall land use and city planning and planning for ecological conservation, to integrate these four master plans into one. Thank you.”

Mr Kobayashi: “One of them is a very clear defined goal. Yokohama is to become such a city in year 2025, 2030, 2050, a city everyone is excited about. To become a city that children can be easily brought up. To become a liveable city. To become a rich economic city. To define the long term vision of the city is the most important thing. And to implement the vision in detail with projects. This is necessary. And the policy to support all these.”

Prof Taylor: “Koon Hean, anything you would like to add here?”

Dr Cheong: “I think we’re running out of time.”

Prof Taylor: “So I would just say I think each of these three cities is a really amazing example of integrated planning, of long-term vision and short-term wins, adapting whatever master plan you have to the special opportunities of the moment and lastly, to make advancement on reducing social inequities. So I think that we should give a round of applause and then if you bear with me, I’m just going to spend two minutes announcing that we’re opening nominations for the next prize. So please, let’s thank them.

Okay well, from the presentations that the distinguished speakers made today and the conversations that we had, we have seen that the Lee Kuan Yew World City Prize honours outstanding achievements and contributions to the creation of liveable, vibrant and sustainable urban communities around the world. The prize seeks to recognise cities such as Suzhou, Yokohama and Medellin for displaying foresight good governance and innovation in tackling the many urban challenges that cities face - the common challenges and shared solutions that we here at the World Cities Summit are discussing this week.

So it gives me pleasure to announce that as of today, the Lee Kuan Yew World City Prize 2016 opens for nomination. We believe that the sharing of Medellin’s accomplishments and social innovation provide great inspiration to other cities facing similar issues and similarly that Yokohama’ outstanding collaboration with its citizens and business people is an exemplary model for cities around the world. We encourage submissions from cities that emphasised practical and cost effective solutions and ideas that can benefit other cities as well, that promote exemplary thought leadership and exchange of ideas and spur further innovation in the area of resilient and vibrant urban developments.

The jury welcomes submissions from transforming cities of all sizes from around the globe. During the evaluation process, the jury panel will look specifically at the city’s achievements over the recent 10 years identified clearly through an overall strategy and through key demonstration projects as well as through initiatives that have contributed to the transformation of the city and its communities. Successful portfolios will provide evidence of good leadership, guiding vision, innovation and commitment of city leaders such as those here today. For instance, leadership and governance of Suzhou played a strong role in the formulation of supportive regulations and policies to bring about successful transformation, progressive optimisation of the economic structure and constant advancement of scientific, educational and innovative capacities.

Successful submissions will also include relevant key statistics and performance indicators that reflect the level of success in the implementation of solutions. Such information may include data on housing, both formal and informal, pollution levels, transit capacity, walkability, access to waste collection and sanitation as well as water and energy consumption. Declining crime rates in Medellin and the reduction of waste generated in Yokohama helped the jury assess the effectiveness of initiatives in tackling

challenges and clearly revealed improvements in liveability, vibrancy, sustainability and quality of life for both cities.

All eligible nominations will be reviewed through a rigorous two-tier selection process made up of a Nominating Committee and a Prize Council. The Nominating Committee, of which Dr Chong and myself are part, will review and examine nomination to recommend potential laureates to the prize council. Other jury members are practitioners, policymakers, academics and experts from a wide range of disciplines in the public and private sectors. The recommendations of the Nominating Committee are then referred to the Prize Council who will select the Lee Kuan Yew World City Prize laureate based on these recommendations.

So thank you for your attention. Again, nominations for the 2016 prize are officially open today. Please go home, get started. They are due by March 31, 2015 and for those selected as finalists, portfolios and projects by the Nominating Committee of the city will be submitted by 29 May, 2015. Get in the game. It is an extraordinary opportunity to share what you know. I hope you found the session informative, filled with good information and truly inspiring. Thank you very much.”

Emcee: “A very big thank you to all our speakers this afternoon for their insightful sharing and exciting discussion and to also to Prof Taylor for the insight on the Lee Kuan Yew World City Prize. Now we will like to invite Senior Minister of State, Ministry of Trade and Industry and Minister of National Development, Mr Lee Yi Shyan to present the award certificate to our special mentions in recognition of their achievements. We will also be presenting them with the publication, Cities in Transformation, as well as Vertical Garden City as a token of appreciation. First we have His Excellency Gaviria to represent Medellin, Colombia. And we have Mr Kobayashi to represent Yokohama, Japan. And also take this opportunity for a group photo up on the stage.

Ladies and gentlemen, we have come to the end of the session. Do take some time to fill in our survey about the session via pigeonhole. If you are still holding on to a simultaneous interpretation receiver, please be reminded to return them at the foyer. For those who are attending the Lee Kuan Yew Prize Award ceremony and banquet, it will begin at 6:30 pm sharp at the Ritz-Carlton Millennia Singapore. Shuttle busses will leave MBS Hotel Tower One from 5:45 pm and MBS Convention Centre from 6pm onwards. For those who are done with the day, we will like to invite you to take some time to visit the WCS Pavilion located on level one. Thank you for joining us today and we look forward to see you tomorrow at the WCS plenaries and Thematic tracks. Have a great evening and see you tomorrow.”

[End of Transcript]