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MAYORS FORUM

REPORT



LIVEABLE AND SUSTAINABLE CITIES:
COMMON CHALLENGES, SHARED SOLUTIONS

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EXECUTIVE SUMMARY

Putting people at the heart of cities was the one central, unifying theme of the fifth annual World Cities Summit Mayors Forum 2014 in Singapore. Some 122 Mayors and over 100 senior officials and thought leaders in city government gathered to grapple with their common challenges and to offer shared solutions. One main common threat was the intensifying pace of urbanisation and rural-urban migration, which has further strained infrastructure and resources everywhere. This is happening against a backdrop of the growing encroachment of the effects of climate change, as well as of other trends such as rapid ageing and a more affluent middle class that is now more demanding of transparency, good governance and citizen participation in city planning and management. This Report summarises the common challenges and shared solutions from the Mayors' roundtable discussions around six thematic tracks, as well as from three plenary sessions and five city presentations from Rotterdam (Netherlands), Zhuhai (China), Melbourne (Australia), Gifu (Japan) and Manila (Philippines).

To address the global challenges of enhancing city liveability, the first focus was seen to be engaging the community more, so as to balance the needs of the larger whole against those of smaller groups such as entrepreneurs, and between allocating land for high-density development or leaving it as open spaces for the "relief of space". Increasingly, new communication channels such as social media must be embraced to know what people really want, and better use of big data and other complementary technology can help acquire this knowledge and understanding. This will then help



mobilise community response and collective wisdom, so that long-term integrated master planning and day-to-day city management can cover all the key considerations and meet all the most important needs. As the Forum's Chairman, Mr Lee Yi Shyan, Singapore's Senior Minister of State (National Development and Trade and Industry), said: "Town hall meetings cannot capture all the feedback."

Thus, involving the people more in city government emerged as a vital thread in the Forum's conversations. People are also crucial when it comes to maintaining the momentum of progress on sustainability. Cutting waste, embracing recycling, ramping up energy-efficiency, using public transport and walking and cycling more – these efforts of conservation and restraint will go nowhere without the buy-in of long-time city residents and new migrants alike. A deeper sense of

community will spur conservation, just as contributing to conservation itself will help build community. Progress can only happen when the people are engaged, empowered and energised – whether in larger issues of managing rising multicultural diversity with the high rates of migration, or in mundane actions such as sorting out more rubbish for recycling. The people's passion, sense of belonging and commitment to positive action are the only way forward. Only together with citizen participation can public-private partnerships and other collaborations between government and business achieve sustainable liveability. As Mr Ahmed Aboutaleb, the Mayor of Rotterdam, said: "The key is co-creation. No government is in a position to do it alone."

Softer aspects of liveability are claiming more space – literally and figuratively – in the global discussion of what makes for liveable

cities. Celebrating multicultural diversity through heritage and culture is steadily gaining ground as part of the foundation of what will make a city "sticky" to its people, making them want to sink deeper roots and invest of themselves in that place. These and other elements of place-making that give people a sense of belonging to a place will rise in importance, alongside other facets such as greenery and parks which give the "relief of space" from high-density development that is so vital amidst rising urbanisation. These are the strands of the new capital – natural capital, cultural capital, social capital – that will be the future currency of liveability.

Looking across the globe, as mayors work to lead their cities in pursuit of happiness, the challenges of liveable cities are as complex as they are common, and becoming as urgent as they are ubiquitous. What gives confidence, hope and optimism for the future is the way that shared solutions are being exchanged in platforms and networks such as this World Cities Summit Mayors Forum, and the Forums to come.

The World Cities Summit Mayors Forum is an annual by-invitation-only event for mayors and city leaders. Together with the Lee Kuan Yew World City Prize, it is a key highlight of the biennial World Cities Summit, co-organised by Singapore's Centre for Liveable Cities and Urban Redevelopment Authority. This report was drafted by Mr Koh Buck Song of the Centre for Liveable Cities.

THEMATIC DISCUSSION 1:

HIGH QUALITY OF LIFE: A VIBRANT CITY LIFE

The two main dimensions of quality of life – hard and soft – are both under threat. Economic growth, increasingly, has to be more inclusive to overcome rising inequality of access and opportunity, especially with more migration. This is so, even as more developed cities face greater demands for transparency and participation from a growing middle class.

This has also brought new challenges of enriching the social fabric of the city. There is a greater need to foster deeper emotional attachment to a place through culture and heritage.

"Don't just plan for place; plan for people."
-Mr Mitchell Silver

Parks and Recreation Commissioner
New York City, USA

“

“Passion, people involvement are key... unless the people feel connected and proud, it's not much help.”

-Alderman Damon Thomas
Lord Mayor of Hobart, Australia

“

“Do not look down on ordinary people; they are a source of creativity inspired by common sense.”

-Dato James Chan Khay Syn
Mayor of Kuching City South, Malaysia

“

“Ensure people get choice... within that choice is a critical element of their sense of loving to live in the city.”

-His Worship Len Brown
Mayor of Auckland, New Zealand

“

COMMON CHALLENGES

- Building among the people a genuine, deeper **sense of belonging, passion and ownership of the city**.
- Dealing with **growing income disparity**, even in advanced cities such as in San Francisco, USA, with one group benchmarked to global incomes and another group pegged to local wages.
- Offering **inclusive growth by addressing inequality** in various forms – wealth, income, access to education, opportunities etc (e.g. only 20 per cent can afford college education in Angeles City, Philippines).
- Less developed cities that are still **eliminating poverty** and building basic infrastructure need to invest in education and build urban infrastructure for more integrated communities and more of a level playing field for marginalised communities.
- **Sustaining city vibrancy** with good jobs, attractive city vibes, conducive environment. More developed cities that already have quality infrastructure face a “paradox of success” – the need to attract talent and investments while managing the people’s expectations for more transparency and to participate in city government, bearing in mind the likelihood of even higher expectations in future. Open data is seen as vital to stimulate creative industries and to attract more young people to live and work in the city.
- **Managing multicultural diversity** and issues of identity and integration (e.g. Auckland, New Zealand has people of 200 nationalities and Antwerp, Belgium has over 170). In cities such as Tehran (growing from 3 to 10 million in 30 years) and across Europe (with its open borders policy), sub-cultures had formed with a greater influx of migration, causing social issues.

SHARED SOLUTIONS

- **Involving people more in city management** (e.g. community participation in managing waste with home composting in Kuching, Malaysia).
- **Investing more in education** to enhance access to economic opportunities.
- Drawing from the **collective wisdom of people** e.g. by harnessing social media to “find out what people want.”
- Doing more in **place-making and preserving culture and heritage**, to make residents feel more deeply connected to the city (e.g. Project Minato Mirai (Future Port) 21, turning a former shipyard into a seaside art museum at Yokohama, Japan).
- **Make sure minority communities are well-integrated** by measures such as having immigrants pass exams in an official language before being allowed to stay.
- Boosting greenery and parks as “**spaces that unify people**” and to provide “relief of space” from urban stress (e.g. Singapore’s nationwide park connector network and over 700 community gardens).
- Making life more convenient by **enhancing access** (e.g. a cable car system to connect people from the mountainous region to the city centre of Medellin, Colombia) **and relieving traffic congestion** (e.g. Tallinn, Estonia made public transport free, thus cutting city centre traffic by 15 per cent).
- Have the government lead by example in **public-private partnership projects**.
- **Using big data** by companies such as Microsoft to better manage city aspects such as public safety, healthcare, education, tourism, mobility, large-scale events etc.

THEMATIC DISCUSSION 2:

SUSTAINABLE ENVIRONMENT: WATER AND WASTE MANAGEMENT

As more residents move into cities, and become more affluent, they generate more waste and consume more resources, straining the urban infrastructure and its coping capacity, especially for waste and water management. Doing nothing is not an option, as climate change makes itself felt more and more. Effective responses can come from more integrated management and garnering greater public buy-in, through education and innovation in drawing community participation.

“Education is still the number one solution. Unless you educate your people, all your planning will go to waste.”

-Mr Monico O. Puentevella
Mayor of Bacolod City, Philippines



“Education is important. But at the same time, community participation is key.”

-Mr Kinlay Dorjee
Mayor of Thimpu, Bhutan



“We can save 30 per cent by just a simple change of behaviour, without investment. With investment it can be 50 per cent. With innovation, even more.”

-Mr Arab Hoballah
Chief of Sustainable Consumption and Production
United Nations Environment Program



COMMON CHALLENGES

- **Rapid urbanisation** and a growing middle class, generating more waste and putting a **strain on infrastructure and capacity for waste management** (e.g. only 61 per cent of waste goes to landfill in Jambi, Indonesia).
- **Water conservation effects of climate change** (e.g. streams drying out at Thimpu, Bhutan).
- **Building and maintaining segregated channels for clean water** and for rain / ground water, and to ensure that there are enough spaces to act as “sponges” for water retention capacity, to drain away rain water more slowly.
- Need for **greater energy efficiency**.
- **Low recycling rate** (e.g. only 5 per cent at Bucaramanga, Colombia).
- **High cost of doing nothing** (e.g. in Jeddah, Saudi Arabia, the engineering consultancy Ramboll estimated an environmental degradation cost of 2-4 per cent of the city’s GDP if nothing is done).

SHARED SOLUTIONS

- **Integration in city planning of water management** with other systems such as waste management.
- Invite all **stakeholders to participate in solution seeking** (e.g. 24-hour “Design Storm” problem-solving session in Cape Town, South Africa).
- Economic **incentives and disincentives** for good environmental practices.
- **Involving residents to reduce waste generation** by sorting waste and recyclables at source.
- Earning public buy-in to **waste management with innovative designs** (e.g. iconic Copenhagen incineration plant with a ski slope on the roof).
- More **education for citizen participation**, including by new migrants, in waste, water and energy management, including drawing from more research into future scenarios of environmental sustainability for cities.
- More **public-private partnerships for holistic solutions** (e.g. government-business collaboration cut waste generated in 23 Cities Area of Tokyo, by 42 per cent from its historical peak of 4.9 million tons per year in 1989).
- More **sharing of limited resources and financing** for water and waste management.
- **Legislation** (e.g. every building to have a recycling system at Parramatta, Australia, and 9 out of 17 cities in Metro Manila banning the use of grocery plastic bags).
- Proper **regulation and pricing of externalities** (e.g. pollution) generated by companies, to foster best practices.
- **Better understanding of the supply chain** so that for example, the construction industry should have recycled materials injected at appropriate junctures.

THEMATIC DISCUSSION 3:

COMPETITIVE ECONOMY: DRIVING INVESTMENTS

Balancing growth with sustainability is becoming a tougher job, with greater rural-urban migration and higher demands on resources and infrastructure. Increasingly, the realisation is that liveable cities are economically attractive cities. This includes prioritising residents' needs and green investments, and investing more in culture.

"(To attract talent), the important thing is to make cities liveable for its dwellers. Tax incentives are not enough."

-Ms Yumiko Noda

Partner, Head of PPP and Infrastructure (Asia Pacific), PricewaterhouseCoopers Tokyo, Japan



"No great city in the world is trying to bring more cars into the city centre!"

-Lord Mayor Robert Doyle
Melbourne, Australia



"Leaders are too bogged down by indices and rankings, forgetting the fundamentals that need to be solved."

-Datuk Ismail Ibrahim
CEO, Iskandar Regional Development Authority, Malaysia



"The challenge of every city today to sustain competitiveness in attracting investments is to continuously introduce innovations"

-Mr Jaime R. Fresnedi
Mayor of Muntinlupa, Philippines



COMMON CHALLENGES

- **Balancing growth and urban management** with environmental sustainability, attracting investments, creating jobs for the people.
- Dealing with issues arising from **urban migration** e.g. alleviating traffic congestion in city centres, reducing pollution.
- Managing land use conflicts arising from **areas for tourism being too close to industrial areas**.
- Achieving more **efficient water and energy consumption**.

SHARED SOLUTIONS

- First, **prioritise the needs of residents** over following trends in competing with other cities.
- **Good master planning**; putting green investments as a priority.
- **Online platforms** for sharing of cars and bicycles (e.g. in Seoul, Korea 2012).
- **Innovation and support of small and medium businesses** to drive local products and services.
- **Investment in culture** (e.g. two new arts centres coming up in 2014 in Malaga, Spain, city of Picasso's birth).
- **Providing a one-stop office to help new businesses** set up in the city (e.g. Muntinlupa, Philippines, that cut the time needed to get business permits from six days to one hour).
- Having **special economic zones**.
- **Building access linkages with work areas** that are green and liveable.

THEMATIC DISCUSSION 4:

INTEGRATED LONG-TERM PLANNING: BALANCING STAKEHOLDER INTERESTS

The short political terms of mayors pose a major challenge to the need for longer-term planning that also seeks to coordinate different aspects of development. The need to stay flexible, and to be ready to adapt to global change, might suggest shorter timescales for planning, but this has to be weighed against the need to take in a longer time horizon to cater to a wider, more complete range of stakeholder interests.

"A service-oriented government is the way to go."

-Mr Ridwan Kamil
Mayor of Bandung, Indonesia



"To convince citizens, who want fast results, we have to show how long-term planning has worked in the past. Most of the results will not be within the terms of most mayors."

-Ms Celia Wade-Brown
Mayor of Wellington, New Zealand



"We have 30 year plans, but politicians always prefer the five-year plans."

-Dr Gabor Bagdy
Vice Mayor of Budapest, Hungary



COMMON CHALLENGES

- The **long-term effects of climate change** are becoming clear, as coastal cities (e.g. Wellington, New Zealand) face the prospect of rising sea levels and tsunamis, and the **challenge of protecting their Central Business Districts**, and have to factor these considerations into their future plans.
- **Building sustainable infrastructure for housing, transport** and other areas.
- **Maintaining inclusiveness** and fostering a deeper sense of belonging and citizen participation in city development.
- **Shared financing between federal and city governments** for development projects may not be feasible because of the possibility of political leadership change.

SHARED SOLUTIONS

- Cities' **long-term plans have to be flexible**, to allow for social, political and other changes.
- Ensuring a **balance with social, cultural and environmental aspects of development** at each stage of a project.
- **Improving public spaces and promoting urban festivals** (e.g. Bandung, Indonesia).
- Maintaining **open communication channels with all stakeholders**, and communicating better e.g. make a particular project (e.g. a restored old mine) a symbol of change for the city for the long term.
- **Enhancing the social fabric** (e.g. Neighbours Day in Wellington, New Zealand).
- **Using social media to manage the city** (e.g. all government departments use Facebook and Twitter in Bandung, Indonesia); giving closer consideration of the impact of people as consumers.
- **Maintaining traditional architecture** for a deeper sense of belonging (e.g. Muscat, Oman).
- **Developing eco-tourism and heritage tourism** (e.g. Taiping, Malaysia).
- **Shortening the planning timescale** to be more responsive to global change (e.g. from 20 to 10 years in Sapporo, Japan).
- **Applying technology well**.
- **Building a big middle class** for stable development.
- **More public-private partnerships**.
- **Promoting walking and cycling**, to reduce use of cars to cut pollution and congestion.

THEMATIC DISCUSSION 5:

DYNAMIC URBAN GOVERNANCE: FOSTERING GOOD GOVERNANCE

Governing a city well covers many dimensions. Vertically, city government has many layers that hinge on relationships that all need to be maintained. Horizontally, the diverse interests of the people have to be grasped and catered to. Consultation, communication, coordination and cultivation are all vital elements that make up good governance.

"Let's change the citizens from shareholders to stakeholders – communication is the key to this change."

-Mr Akel Biltaji
Mayor of Amman, Jordan

"We need to communicate strongly. Short-term projects can help calm people down; they show that we are listening to them."

-Lord Mayor Lisa Scaffidi
Perth, Australia

"Dynamic urban governance means that we need to integrate successfully both the multiple vertical layers (of government) and the horizontal layers (with stakeholders)."

-Dr Cheong Koon Hean
CEO, Housing and Development Board,
Singapore

COMMON CHALLENGES

- **Coordinating multi-layer leadership**, including maintaining close relationships with higher levels of government; a need for a proper planning process to be cascaded down to strong institutions so that visions can be made into reality.
- **Balancing between responding to citizens' requests and keeping true to strategic aims.**
- **Drawing effective community participation** with good communication, especially with a better-informed and educated public.
- **Understanding citizens' needs** and ensuring that they are provided for, especially for an increasingly well-connected and demanding middle class. This might mean a **tradeoff between connecting better with the people in the short-term and meeting the broader, longer-term vision.**
- **Attracting the 'right mix' of talents.**
- How to ensure the **'stickiness' of a city for the people**, in its capacity to retain them as residents.

SHARED SOLUTIONS

- Giving citizens a **deeper sense of ownership** (e.g. Singapore's National Conversation on future aspirations).
- An **integrated long-term master plan co-created with public consultation** (e.g. Darwin, Australia and Tangerang, Indonesia) and cultivated over time.
- **Better communication, using the many vehicles** e.g. technology, regular community meetings etc., including branding to gain the people's support (e.g. strategic planning conversations with the people in Perth, Australia). But the key is for city governments to **deliver on promises** – the only way to earn the people's trust.
- **Collecting good data to measure progress** on meeting targets.

THEMATIC DISCUSSION 6:

INTELLIGENT CITIES

Information and data are becoming more important to the intelligence and responsiveness of a smart city. Applying technology well can help in understanding people's needs and wants better, and so making the city itself more of a functioning "social being". This can help cities become safer, more resource-efficient and more attractive to creative industries.

"Huge investments in technology usually save more resources in the long term."

-Mr Ilmar Reepalu
Former Mayor of Malmo, Sweden



"Densification, if not well managed, can be tomorrow's urban nightmare... Singapore could become the world's advisor in terms of global cities densification".

-Mr Claude Smadja
former Managing Director
World Economic Forum, Switzerland



"Definitely you need data and information, but you also need intelligent people who know how to make use of, and capitalise on, the data."

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



COMMON CHALLENGES

- Changing **from traditional urban design to an intelligent urban design** needs government and people support and is expensive to fund.
- **Uncertainty over sharing of government data** with the private sector, whether it will be used for the benefit of the people.
- On collecting citizen data, there is a need to **balance between maintaining security and enforcing rules, and giving a sense of freedom**.
- **Managing ground resistance** to smart city projects (e.g. residents who have to be resettled for integrated transit system in Kuala Lumpur, Malaysia).
- In some cities, even after the government has embarked on creating an "intelligent city", there is still a **challenge to get the private sector on board** (e.g. Bandar Seri Begawan, Brunei).
- **Applying technology** to enhance aspects such as traffic mobility and energy supply distribution.
- **How to involve and engage the people better.**

SHARED SOLUTIONS

- **Applying data as an enabler for sustainable living** through efficient transportation, better use of resources, improved place making (e.g. in Malmo, Sweden).
- **Attending to people's social needs.**
- **Applying technology to make a city more of a social being**, as if for a human being (e.g. in Guangzhou, China)
- Gain people's support by **showing tangible success**.
- **Encouraging small and medium businesses, and young wealth creators.**
- **Infrastructure investment** (e.g. free wifi for all as "the backbone of an intelligent city" in Adelaide, Australia)
- **Building connections to other cities.**
- **CCTVs used to maintain public safety** (e.g. 13,000 CCTVs used to combat crime in Taipei, Taiwan).
- **Manning a command centre using technology** such as fibre optics and face and licence plate recognition. This will enable transport authorities to give traffic advisories, answer queries and take swift action especially on traffic thoroughfares, and to deal with accidents and flooding (e.g. Manila, Philippines).

PLENARY SESSIONS

"People are ultimately at the centre of the city. Happy cities create happy people; stressful cities create stressed people."

-Mr Ridwan Kamil
Mayor, Bandung, Indonesia



"Cities are the problem; they are also the solution. Sustainability decisions of the future will not be taken by central government; they will be taken by cities."

-Prof Alexander Zehnder
Scientific Director, Alberta Water Research Institute, Edmonton, Canada



SINGAPORE SUSTAINABILITY SYMPOSIUM

Key takeaways presented by Prof Alexander Zehnder, Scientific Director, Alberta Water Research Institute, Edmonton, Canada

- **Cities are the agents of change** e.g. for climate change, many cities are located along the ocean shores, and they cannot wait till governments make mitigation efforts.
- **Cities have to function as leaders in a world determined by sustainable decisions.**
- What is needed is **more city design, less city planning** (e.g. St Petersburg, Russia and Brasilia, Brazil).
- **Sustainability cannot be achieved in isolation**, but only together with governments, corporations and people.

WORLD CITIES SUMMIT YOUNG LEADERS SYMPOSIUM

Key takeaways presented by Mr Ridwan Kamil, Mayor, Bandung, Indonesia

- **People are ultimately at the centre of the city.** Happy cities create happy people; stressful cities create stressed people.
- **Technology is a powerful enabler in enhancing lives** and welfare, but the role of technology in reducing inequality is equally important.
- **Trust between people, and trust between people and the government,** is needed to empower the people more.
- There are **no one-size-fits-all solutions for economic growth.** Each city has different strengths, weaknesses and priorities.

• The 3 key ingredients of successful and competitive cities are **economic growth, job opportunities and a highly liveable environment.**

- It is time to make **transparent and open government a mission for cities.** Lack of transparency will hurt the legitimacy of governments and will affect their ability to shape holistic development.
- There is a need to **nurture a distinct city identity** and character to give the city a competitive edge over other cities.
- **Making cities safe, secure and conducive for families** is important, but there is also a need to enable people to like and enjoy the city.
- To **be inclusive**, cities cannot only cater mostly to the adult male population, but must also engage and empower different communities including minorities and the marginalised, to create enough space for collaboration initiatives.
- **Collaboration and competition** are two sides of the same coin.

SUSTAINABLE DEVELOPMENT GOALS

Presented by Dr Aisa Kacyira Kirabo, Deputy Executive Director and Assistant Secretary-General, UN-HABITAT

- The movement on **development goals has generally worsened globally** – e.g. on the number of people who still live in slums (increased now to 1 billion), climate change, inequality.
- Hence, it is important to **hear the voices of mayors** on the question of having a standalone development goal for sustainable cities and human settlements.

CONCLUSION

The 2014 World Cities Summit Mayors Forum picked up important themes from recent summits and previous forums. These themes reflect the dynamic world in which we live and they underline key issues for the whole cycle of development that we are now in.

- Urbanisation is a force for good. Cities can be productive to foster trade and innovation, and create jobs. Cities are more environmentally efficient than other forms of human settlement and compact cities can radically reduce carbon emissions, and cities can and do foster social mobility and give people access to opportunity and to human services.
- Urbanisation can be planned and managed by city leaders using well-honed tools. The Singapore model of integrated urban development, planning, and governance offers one essential inspiration, and there are many additional good practices evolving around the world.
- City leadership is now a critical resource for the world as the imperative for better managed and better integrated cities becomes a global quest. City leaders are acquiring more formal powers gradually and are increasingly seeking bold mandates for action from citizens on critical issues facing the world. City leaders recognise that they must innovate beyond the formal powers of city government and they are seeking multiple opportunities to do so.

In addition, this Mayors Forum raised some critical new issues that became a strong focus for many of the remarks and discussions at the leaders table.

- Urbanisation is increasing in pace and in its uneven shape and impact. The uneven-ness of urbanisation was a critical observation of many mayors from 'second' and 'third' tier cities within rapidly urbanising countries where substantial support and attention is given to 'first' tier cities but not to others. The observation is that there appears to be a reinforcement of urban hierarchies rather than a recognition of the need to support urbanisation processes across a range of cities. The uneven impact of urbanisation is also felt at a social level. Although many countries are experiencing a rising urban middle-class, they are also experiencing the growth of the urban poor with a dramatic need for more attention to basic services and housing.
- Urbanisation has externalities and consequences that need to be managed. Cities that grow and develop attract more population and jobs create new problems of their own. Infrastructure stress, housing inflation, congestion, competition for land uses, and strained public services are features of growing and successful cities. Sometimes these are confused with failure, rather than seen as features of success. These 'growth challenges' are a necessary part of urbanisation but they require much more integrated solutions that are often provided and they need capable and adaptable institutions to help address them.
- Governance reform is moving too slowly. Although city mayors understand and embrace the need to innovate, they will also be aided by greater efforts at reform from higher tiers of government. In particular, the mayors at the 2014 Forum lamented the continued overlapping or dysfunctional geographies of different national and sub-national institutions dealing with water, waste, power, transport, skills, education and land management. The inter-governmental imperative for integration is severely hampered by these conflicting administrative maps and mayors need more help from above to overcome them. In addition, although higher tiers of government are increasing their expectations of what cities will take on in terms of issues, the same higher tier governments are slow to give cities the fiscal and financial tools they need both to pay for services and investments and also to incentivise good behaviours in citizens and private sector, and to share the value created between public and private sectors better

The Mayors Forum participants recommitted themselves to push forward on these key agendas over the next year, and to meet in June 2015 in New York to learn lessons and share solutions.

WE THANK THE FOLLOWING MAYORS AND CITY LEADERS FOR THEIR VALUABLE CONTRIBUTIONS TOWARDS MAKING THE WORLD CITIES SUMMIT MAYORS FORUM 2014 A SUCCESS

Abdulla Ahmed Balala Planning Manager of Abu Dhabi Urban Planning Council, United Arab Emirates	H. Ahmad Dahlan Mayor of Batam, Indonesia	Michael L. Rama Mayor of Cebu City, Philippines	Tang Guo Cai Deputy Director General of Guangzhou Municipality, China	Liu Shyh-Fang Deputy Mayor of Kaohsiung, Taiwan	Thomas Orbos Deputy General Manager of Marikina, Philippines
Stephen Yarwood Lord Mayor of Adelaide Australia	Jose Luis Sabas Deputy Mayor of Bilbao, Spain	Saidai S Duraismay Mayor of Chennai, India	Doan Viet Hung Chairman of Hai Duong, Vietnam	Nguyen Chien Thang Chairman of Khanh Hoa Province, Vietnam	Dzulmi Eldin Mayor of Medan, Indonesia
Adel Al Mulhem Mayor of Al Hasa, Saudi Arabia	Mohammad Henri Assistant to Bintan Regent Bintan, Indonesia	Gou Zhengli Vice Mayor of Chengdu, China	José Francisco Olvera Ruiz Governor of Hidalgo, Mexico	Takaaki Yamazaki Mayor of Koto, Japan	Aníbal Gaviria Correa Mayor of Medellín, Colombia
Abdelkader Zoukh Governor of Algiers, Algeria	Muhammad Idaham Mayor of Binjai, Indonesia	Qiu Ajun Deputy Director of China Center for Urban Development National Development and Reform Commission, P.R.China	Nguyen Huu Tin Vice Chairman of Ho Chi Minh City People's Committee, Vietnam	Jacek Majchrowski Mayor of Krakow, Poland	Robert Doyle The Lord Mayor of Melbourne, Australia
Akel Biltaji Mayor of Greater Amman, Jordan	Edgardo M. Chatto Governor of Bohol, Philippines	Phung Tan Viet Vice Chairman of Da Nang, Vietnam	Damon Thomas Lord Mayor of Hobart, Australia	Zulkifli bin Ibrahim Deputy Director-General (Social-Economy Development) Kuala Lumpur, Malaysia	Oyunbayar Buyantogtokh Executive Director of Mongolian Association of Urban Centre Mongolia
Edgardo D. Pamintuan Mayor of Angeles City, Philippines	Adrian Schrinner Deputy Mayor of Brisbane, Australia	Katrina Fong Lim Lord Mayor of Darwin, Australia	Maria Imelda R Marcos Governor of Ilocos Norte, Philippines	Haji Abang Abdul Wahap Bin Haji Abang Julai Commissioner of Kuching North, Malaysia	Andrei Sharonov Dean of Moscow School of Management SKOLKOVO Moscow, Russia
Philip Heylen Vice Mayor of Antwerp, Belgium	Haji Affendy bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin Permanent Secretary Ministry of Home Affairs, Brunei	Saleh Al Qarni Mayor of Dhahran, Saudi Arabia	Jed Patrick E. Mabilog Mayor of Iloilo City, Philippines	James Chan Khay Syn Mayor of Kuching City South Council, Malaysia	Jamie R. Fresnedi Mayor of Muntinlupa City, Philippines
Fawaz Irshaidat Governor of Aqaba, Jordan	Luis Francisco Bohorquez Mayor of Bucaramanga, Colombia	Salim bin Ufai al-Shanfri Chairman of Dhofar, Oman	Zulqarnain bin Mohamad Director of Town Planning Ipoh City Council, Malaysia	Saisamone Khomthavong Vice Provincial Governor of Luang Prabang, Lao People's Democratic Republic	Mohsen Bin Mohammed Bin Ali Al Shaik Chairman of Muscat, Oman
Kamel O. Mahadin Chief Commissioner of Aqaba Special Economic Zone Authority, Aqaba, Jordan	Gábor Bagdy Deputy Mayor of Budapest, Hungary	Hussain Nasser Lootah Director General of Dubai Municipality United Arab Emirates	Ismail Ibrahim CEO, Iskandar Regional Development Authority, Malaysia	Mohammad Ramdhhan Pomanto Mayor of Makassar, Indonesia	Max Hipkins Mayor of Nedlands, Australia
Taiichiro Nishikawa Mayor of Arakawa, Japan	Arnan C. Panaligan Mayor of Calapan City, Philippines	Madmadsaid Ubaidulloev Mayor of Dushanbe, Tajikistan	Sutanto Soehodho Deputy Governor of Jakarta, Indonesia	Julio Anade Deputy Mayor of Málaga, Spain	Chen Shen-Hsien Deputy Mayor of New Taipei, Taiwan
Len Brown Mayor of Auckland, New Zealand	Oscar G. Malapitan Mayor of Caloocan City, Philippines	Jamal Nassir Al-Mulhem Mayor of Damman Saudi Arabia	Syarif Fasha Mayor of Jambi, Indonesia	Mohamed Shihab Mayor of Malé, Maldives	Mitchell Silver Commissioner of New York Department of Parks and Recreation, New York, United States of America
Monico O. Puentevella Mayor of Bacolod City, Philippines	Patricia de Lille Mayor of Cape Town, South Africa	João Salmito Filho Secretary for Tourism Fortaleza, Brazil	Hani Aburas Mayor of Jeddah, Saudi Arabia	Francis N Tolentino Chairman of Metro Manila Development Authority Metro Manila, Philippines	
Ridwan Kamil Mayor of Bandung, Indonesia	Carlos Granadillo Deputy Mayor of Cartagena, Colombia	Hajime Furuta Governor of Gifu Prefecture, Japan	Kenji Asano Mayor of Kakamigahara, Japan		
Elsa Noguera Mayor of Barranquilla, Colombia					

Christian Tordo
Deputy Mayor of Nice, France

Rusdy Mastura
Mayor of Palu, Indonesia

Edward Blakely
Lord Mayor of Parramatta, Australia

Edwin L. Olivarez
Mayor of Parañaque City, Philippines

Lisa Scaffidi
Lord Mayor of Perth, Australia

Alan Peter S Cayetano
Senator, Philippines

Tan Sri Dato Seri (Dr.) Aseh Bin Hj. Che Mat
The President of Putrajaya Corporation, Malaysia

Dr Mohammed Bin Jassim Al Muslamani
Member of the Central Municipal Council, Qatar

Manuel de Araújo
Mayor of Quelimane, Mozambique

Myint Maung
Chairman of Sagaing, Myanmar

Ibrahim Mubarak Aldjain
Deputy Mayor of Riyadh Saudi Arabia

Ahmed Aboutaleb
Mayor of Rotterdam, Netherlands

Tadafumi Inoue
Vice Mayor of Sapporo, Japan

Donald J. Atchison
Mayor of Saskatoon, Canada

Teo Ho Pin
Mayor of Northwest District, Singapore

Gatot Pujo Nugroho
Governor of North Sumatra, Indonesia

Yudiansyah Bandarsyah
Section Head, Spatial Planning Monitoring South Sumatra, Indonesia

Zhou Naixiang
Mayor of Suzhou, China

Alfred S. Romualdez
Mayor of Tacloban City, Philippines

Maria Laarni L. Cayetano
Mayor of Taguig City, Philippines

Hau Lung-Bin
Mayor of Taipei, Taiwan

Haji Abdul Rahim Bin Md Ariff
President of Taiping Municipal Council, Malaysia

Masanori Furukawa
Mayor of Tajimi, Japan

Edgar Savisaar
Mayor of Tallin, Estonia

Arief Wismansyah
Mayor of Tangerang, Indonesia

Mohammad-Bagher Ghalibaf
Mayor of Tehran, Iran

Kinlay Dorjee
Mayor of Thimpu, Bhutan

Xu Datong
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Joseph Runzo-Inada
Policy Adviser for Internationalisation, Toyama City, Japan

Haji Ali bin Matyassin
Chairman of Tutong Municipality, Brunei

Erdeniin Bat-Üüл
Mayor of Ulaanbaatar, Mongolia

Greg Clark
Minister for Cities United Kingdom

Mark Chandler
Director of San Francisco Mayor's Office of International Trade and Commerce United States of America

Walter Kling
Deputy Managing Director of Vienna Water, Vienna, Austria

Saythong Keodouangdy
Vice Governor of Vientiane Capital, Vientiane Capital

Sally Betts
Mayor of Waverley, Australia



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