

Report



WORLD
CITIES
SUMMIT

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

“Liveable And Sustainable Cities: Common Challenges, Shared Solutions”

Organised by:

CENTRE for
LiveableCities
SINGAPORE



Hosted by:



Executive Summary

56 Mayors, Governors and other top city leaders from around the globe gathered in Bilbao, Spain, to attend the fourth annual World Cities Summit Mayors Forum from 13 to 15 June 2013. The event was organised under the theme 'Liveable and Sustainable Cities: Common Challenges, Shared Solutions'. The forum's Chairman, Singapore's Minister for National Development Mr Khaw Boon Wan, stressed the importance of this theme in his opening address: "Solutions which are effective in one city cannot be simply replicated in another, but the sharing of best practices can shorten the learning curve and help cut down costs from missteps and wrong turns... A wise leader learns from the best and avoids making the other's mistakes."

Discussions at the forum centred on leadership challenges and best practices. Individual city case studies were shared at two Plenary Presentations, on 'Common Challenges' and 'Shared Solutions'. In addition, four Thematic Discussion Sessions were organised according to themes drawn from the Centre for Liveable Cities (CLC) 'Framework for Liveable and Sustainable Cities' - Integrated Planning & Dynamic Governance, Building a Competitive Economy, Ensuring a Sustainable Environment, and Achieving a High Quality of Life. This report presents the key insights and conclusions from these various sessions.

The World Cities Summit Mayors Forum 2013 advocated strong city leadership in our rapidly urbanising world. First, leaders need to align the work of their governments with drivers of positive change in our world. Second, leaders must mobilise resources like people, space and finances, as well as national governments, around a vision of successful cities in a flourishing world. Third, leaders have to address problems of corruption, dysfunctional governance and crime, which blight cities. These points underlined the case for strong city leadership.

The forum also identified the means for city leadership to succeed. First, new approaches to city planning are needed to manage urbanisation and urban regeneration. Second, new financial models should allow value to be captured within city governance, and used for the good of the citizens, rather than externalised solely in business balance sheets. Third, 'place-making' to make places more appealing can help attract mobile talents, visitors and investments, as physical places are the only parts of our world that are no longer mobile. Fourth, innovative systems and institutions can make cities more flexible and adaptable. Lastly, a new social contract between city government and citizens, based on mutual trust and confidence, could help cities motivate change in citizen behaviour to produce better social and environmental outcomes.

Our cities will succeed when citizens and leaders have a strong relationship of inter-reliance. This final point was highlighted by the forum's Guest of Honour, His Royal Highness the Prince of Asturias, in his closing address: "To achieve liveable and sustainable cities, we need to involve the local community. They are the key shapers of our cities. We must discuss the different models and common denominations that can bring public administration closer to citizens."

The World Cities Summit Mayors Forum is an annual by-invitation-only event for mayors and city leaders. The city of Bilbao, the inaugural Lee Kuan Yew World City Prize Laureate in 2010, is the first city to host this event outside of Singapore. The World Cities Summit Mayors Forum and Lee Kuan Yew World City Prize are key highlights of the World Cities Summit, which is co-organised by Singapore's Centre for Liveable Cities and Urban Redevelopment Authority. This executive summary was drafted by the Moderator of the World Cities Summit Mayors Forum 2013, Mr Greg Clark.

Plenary Presentations: Common Challenges

The first plenary presentations session addressed the question of common challenges facing cities. Case study presentations included Bilbao, Cape Town, Fukuoka City, Guadalajara, and Suzhou.

Bilbao (Spain): Mr Ibon Areso, Deputy Mayor

The 1970s and 1980s saw the exhaustion of the industrial urban model on which Bilbao was based, which led to an unemployment rate of over 25%. This forced the city to change its physical structure, transforming it into a post-industrial city and creating new jobs boosted by the development of the tertiary sector. A strategic plan was developed with a focus on external accessibility to the city, internal mobility, urban and environmental renewal, investment in human resources and technological overhaul, and cultural centrality.

Cape Town (South Africa): Alderman Ms Patricia de Lille, Executive Mayor

As cities are integrated systems, everything contributes to social and economic development in a city and can be leveraged to achieve those outcomes. Implementation of strategies requires Cape Town to seek partnership with the private and civil-society sectors. The best examples are the Mayoral Urban Regeneration Programme and Cape Town Partnership (CPT). Through CPT, all partners had a shared interest in seeing the city's Central Business District transformed. The CPT model has now been replicated in many other cities.

Fukuoka City (Japan): Mr Soichiro Takashima, Mayor

50 years ago, Fukuoka city was the first in Japan to formulate a masterplan. Through the masterplan, Fukuoka envisioned for a sustainable urban development which valued greenery and water. 25 years ago, the city revised its Master Plan, with a strong focus on building links and collaborations around the world. Now Fukuoka has a new Master Plan with the core idea of harmony: bringing people, environmental initiatives and urban development together in one common bond so that they are seen as mutually reinforcing and not in conflict with each other.

Guadalajara (Mexico): Mr Ramiro Hernandez Garcia, Mayor

Guadalajara seeks to review and reallocate land uses for a more optimal model that promotes economic activities and environmental sustainability. Urban regeneration includes integration of public transportation and non-motorised zones, and new housing investment. The city also aims to overcome historic segregation and spatial polarisation through an integrated approach that reallocates land and systems in a way that is adapted for the future and focused on sustainable outcomes.

Cairo (Egypt): Dr Osama Kemal, Governor

The strategy for Cairo's future, Cairo 2030, aims to transform the city into a leading capital, global destination for tourism, culture, art, business and science. Residents and visitors will enjoy a unique quality of life and efficient city management. Community engagement will also play an important role, and more opportunities will be made available for youths to thrive.

Suzhou (China): Mr Barry Zhiping Yang, Chairman of Suzhou Industrial Park Administrative Committee

The next step for Suzhou's economy is to include emerging industries, such as biomedical science and nano-technology, and develop key industries such as tourism and finance. The restructuring of the economy will be done in five areas: 1) Urban planning, 2) Encouraging innovation through the construction of 'incubators' for high tech start-up companies, 3) Policy changes to promote innovation- and service-oriented industries, 4) Attracting venture capitalists to finance projects and 5) Developing talents by upgrading people (e.g. 30 universities have been built to attract talents and increase capabilities), and achieving higher quality of life.

Thematic Discussion 1: Integrated Planning and Dynamic Governance

Facilitator: Dr Peter Ho, Senior Advisor, Centre for Strategic Futures, and Chairman, Urban Redevelopment Authority (Singapore)

Urban administrations face three key challenges – limited resources, changing expectations, and a volatile environment due to globalisation. Integrated planning is about addressing these challenges. Singapore refers to integrated planning as “whole-of-government” - using the wide range of government capabilities, across departmental boundaries, to find solutions for the greater good. This often requires surrendering some control, which is not easy and calls for strong leadership.

Key conclusions:

- Cities are not short of ambitions or visions; they have often found ways to translate their desires into physical working plans.
- The eventual implementation of these physical plans will require strong governance.
- In volatile environments, leaders need to keep abreast by embracing a spirit of innovation and experimentation in their methodologies.
- To be experimental, city leaders need to gain a level of trust from the community; transparent social engagement is thus critical.
- Tools of governance therefore need to find a good equilibrium, which can be supported by a strategic organisational structure.

Quotes:

- As mayors, our main task is to carry out our elected mandates. To achieve this, we need the administration of the city to buy into our vision and plans. Yet, the challenge then will be to engage the community while doing it. □□

- Alderman Patricia De Lille , Mayor of Cape Town, South Africa

- To harness the power of the community, we use social media tools, such as Facebook and Twitter, to collect information from the general public about how they want Fukuoka City to be like. This data is then instrumentalised to create a Master Plan for the people. □□

- Mr Soichiro Takashima, Mayor of Fukuoka City, Japan

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

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

Thematic Discussion 2: Building a Competitive Economy

Facilitator: Ambassador Chan Heng Chee, Chairman of the Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design

We live in an age when cities, and not just countries, are in the business of being competitive. City leaders actively seek a formula or strategy to be competitive. There has been a trend of migration from rural areas to cities, as citizens seek better job opportunities. More, and higher paying, jobs are what cities promise and need to create. There is a need to get policies, institutions, and leadership right to help build the economies of our cities to fulfil the promises of better jobs, for local residents and migrants alike. A basic requirement is to get health investments and primary education right. Beyond that, there is a need for higher education and training, efficient markets for goods and labour, sound financial markets, as well as information-communications technological readiness as an economic enabler.

Key conclusions:

- Domestic policies must work for city economics; city leaders must have a vision to implement good policies that can spur the economy.
- External networks in the form of regional and international linkages are key to building value chains.
- Cities must be led by individuals with a will to change, and seek to make things happen; good governance is a driver for jobs.
- Social cohesion, the happiness of citizens and “heart-ware” need to be the focus of policies, by reaching out to and including the people.
- Given the dynamic nature of competitiveness, cities need to recognise that what worked in the past may not be as relevant in the future; this calls for innovation and invention.

Quotes:

□□ We should not focus solely on the city but also consider neighbouring provinces and cities during regional planning, as the pressures of urbanisation will affect them as well. In addition, alliances with other cities within the same country, instead of competing with them (which is fairly common), can help cities grow. □□

- Her Excellency Darlene Antonino Custodio, Mayor of General Santos, Philippines

□□ Each city should know its own strengths to set up the right education system to achieve economic competitiveness. There is also no ‘magic formula’ to competitiveness. □□

- His Excellency Luis Francisco Bohorquez, Mayor of Bucaramanga, Colombia

□□ Apart from leadership, there has to be a strategy and with both leadership and strategy, there will be money and not the other way around... This is not a traditional strategy but a bottom-up strategy that engages the people. □□

- His Excellency Carlos Negreira Souto, Mayor of A Coruña, Spain

Plenary Presentations: Shared Solutions

Every city has its own unique approach to address their challenges as they build their path towards success and prosperity. Increasingly, local solutions or experiences from one city could offer invaluable insights and be applied in the context of other cities.

Singapore: Dr Liu Thai Ker, Chairman, Centre for Liveable Cities, and Director, RSP Architects, Planners and Engineers

The Singapore story of urban transformation has been of interest to officials from other countries, who seek to understand how this was done and, more pertinently, what could be replicated in their own cities. Given its resource constraints, Singapore was driven to undertake balanced development rather than a 'grow first, clean up later model'. While the city grew economically, it was not at the expense of the environment or citizen's quality of life. Rather, a holistic, balanced approach has been adopted. Singapore's experience could prove useful, especially in high density contexts.

Perth (Australia): The Right Honourable the Lord Mayor Lisa Scaffidi

Perth will celebrate its bicentenary in 2029, and all strategic works the city is working on are referred to as "Vision 2029". According to ranking by the Economist Intelligence Unit as well as Mercer, Perth is among the world's ten most liveable cities and it is determined to maintain its standing. The city is particularly keen to focus on the development of the knowledge economy and science-based industries, as its resource wealth is finite. Perth aims to develop a sustainable, multi-faceted economy that is attractive to all, and is now actively working towards that goal.

Jakarta (Indonesia): Deputy Governor for Industry, Trade & Transportation, His Excellency Sutanto Soehodho

Jakarta faces serious challenges as a result of rapid urbanisation. These include high population density, slums, traffic congestion, inadequate green spaces, water, waste water and solid waste management issues, as well as uncontrolled carbon emissions. The city aims to become a better place to live through the vision of 'New Jakarta' - a well-ordered and modern city that is pleasant to inhabit, with a civilised society and a public service-oriented administration. This vision is being implemented through dedicated development programmes, such as the improvement of mass transportation as well as public services, in accordance with the long term planning document 'Towards a Liveable Jakarta'.

Thematic Discussion 3:

Ensuring a Sustainable Environment

Facilitator: Dr Aisa Kirabo Kacyira, Deputy Executive Director and Assistant Secretary-General, UN-HABITAT

Since the Earth Summit in 1992, the world's focus has been on sustainable development and the role of cities. There have been a range of approaches that city leaders and others have employed to achieve sustainable urbanisation and socio-economic transformation. UN-HABITAT data shows that, of the additional three billion people on Earth by 2050, many will be in Asian and African cities. Many new cities will be created by this phase of urbanisation, while many existing cities are ill-equipped to handle large-scale expansions, especially in waste management and sanitation. Pressures will be greater where urban and institutional infrastructure is weakest. Efforts to improve the quality of life for the poor typically generate higher consumptions per capita, as improved access to goods and services releases previously suppressed demands. This represents a serious challenge for cities aiming to reduce inequalities in pursuit of sustainability. In a straw poll, an overwhelming majority of participants also agreed that corruption was a serious impediment to implementing environmentally sustainable policies.

Key conclusions:

- Cities need to have a long term strategic plan with a focus on managing the environment, and succeeding with waste management and sanitation.
- Cities should raise environmental awareness and instil a sense of pride and belonging among people.
- Legal frameworks and enforcement need to be in place for plans to be sustainable.
- Planning, transparency, good governance are needed to balance priorities between growing businesses and sustaining the environment.
- The desire to leave a legacy should drive cities to implement sound policies, so that future generations continue to benefit from a sustainable environment.

Quotes:

□□ Transportation is the key means to manage, organise and shape rapid urbanisation so that it has a positive environment impact. □□

- His Excellency Mu'azu Babangida Aliyu, Governor of Niger State, Nigeria

□□ It is important to reduce CO2 emissions by providing more public transportation, encouraging clean transportation (e.g. cycling and electric modes of transport) and by using energy efficient lighting. We expect that in the next two years, 75% of the lighting in Buenos Aires will be changed to LED, a clean technology that will make us save 62% of our energy consumption. □□

- Mr Diego Santilli, Mayor of Buenos Aires, Argentina

□□ Our city government is addressing the environmental concerns from several perspectives, namely, through continued programmes to promote air quality, clean water waste, green infrastructure, better urban planning, resettlement, and a green programme to address both flood mitigation and the delineation of high-risk areas. □□

- His Excellency Herbert Bautista, Mayor of Quezon City, Philippines

Thematic Discussion 4: Achieving a High Quality Of Life

Facilitator: Dr Alfonso Vegara, President and Founder, Fundacion Metropoli

City visions and branding can help cities to distinguish themselves from each other. A defined vision, coupled with strong leadership, allows a city to attract a younger population, creative individuals and other important talents because of its sense of identity and clear direction in the future. The integration of initiatives related to developing a competitive economy and sustainable environment can lead to the achievement of a high quality of life. Cities need to be designed to address demographic change, such as ageing or rapid population growth, which can aggravate social, economic, and environmental challenges. Public housing could be a device to address urban decay, regenerate and refill city centres. Systematic public, private and non-profit sector partnerships are significant in generating affordable housing, jobs creation and welfare provision. Good business responses are also enhanced when there are coherent, transparent and clear city policies.

Key conclusions:

- A city which is competitive, sustainable and with social cohesion can only be achieved by addressing integrated planning and dynamic governance, competitive economy and high quality of life which are all connected and interdependent.
- The dimensions of social cohesion and competitiveness can be found across different scales of cities. The network of polycentric cities, mid-size or small can be competitive if they are well integrated with each other.
- Cities must have 'diamonds' or components of excellence that creates conditions for job creation, identity and attraction of investors, young population and talent.

Quotes:

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

- Mr Ibon Areso, Deputy Mayor of Bilbao, Spain

- To break the cycle of waste problems, a new waste management system was implemented, creating additional resources and economic opportunities for 45 small and medium sized enterprises, which led to new jobs that improve the feeling of owning the city. □□

- His Excellency André Kimbuta, Mayor of Kinshasa, Democratic Republic of Congo

- Besides building a city, it is also important to build relationships between private and public and labour unions to discuss national policies thus leading to sustainable city projects and developments. □□

- Mr Sam Tan Chin Siong, Mayor of Central District Singapore

Business Summit: Urban Solutions Case Studies Panel 1

Facilitator: Mr Lee Tzu Yang, Chairman, Shell Companies in Singapore

There is a need to consider the actions and decisions we need to take today in order to implement a pleasant city for tomorrow. Identifying future uncertainties can lead to better actions today. This can help to determine the potential successes, and also possible failures, in future. However, there are three paradoxes to bear in mind:

- Prosperity Paradox: The world has become richer, especially developing countries. However, disparities between rich and poor are growing. The older middle class is also pressurised by an emerging, younger middle class.
- Connectivity Paradox: Connectivity has fostered globalisation and better communications. However, it also eroded trust between companies and governments, as technology allows each see what the other is doing. It also encourages the formation of interest groups, some of which go against the old trust bonds between the citizens and governments.
- Leadership Paradox: Citizens' aspirations, and the demands they make of their leaders, are increasing, yet leaders sometimes find it difficult to meet these aspirations.

Key conclusions:

- Alliances between the public and private sectors can address infrastructure needs. By growing these collaborations, solutions could better shared across sectors more cost effectively.
- Funding for large public projects could be generated via land sales, where the proceeds from early phases of development could fund subsequent development, to ensure more long term sustainability.

Quotes:

- Healthcare is the core of an outstanding quality of life. Those cities that act will be those with lower healthcare costs, thus becoming attractive places to live and magnets for business location. □□

- Mr Jeff Rhoda, General Manager, Global Government & Education, IBM Corporation

- Community engagement and listening to feedback is a strong part of the Kigali culture. The 2040 Masterplan involves various stakeholders and seeks to make Kigali a centre of urban excellence, a safe city for citizens and a clean city for investments. □□

- Mr Pang Yee Ean, CEO, Surbana International Consultants

Business Summit: Urban Solutions Case Studies Panel 2

Facilitator: Dr Alfonso Vegara, President and Founder, Fundacion Metropoli

There are many dimensions of a city's economy and Bilbao must implement policies to support its aspiration. Beyond internal connectivity, Bilbao seeks to improve its external connectivity outside its borders by creating more transportation infrastructures. Internationalisation will lead Bilbao to the rest of the world through knowledge, technology, value-added services and diversified risk in multi-sectoral fields. However, Bilbao cannot do it alone and thus cooperation with the rest of the Basque region is needed. Although Bilbao had made positive gains and reached human development standards comparable to Finland and Austria, Bilbao must not stop and should continue in its effort to be part of the new economy. Bilbao must struggle to achieve advance services and innovation that can compete internationally. Basque companies such as steel, engineering and mobility solutions providers greatly contributed to the urban transformation of Bilbao. The success of this expertise is a testament that if it can be done in Bilbao, benefits can also be reaped overseas.

Key conclusions:

- In the future, more resources will be channelled and spent on urban solutions. Thus, cities must prioritise and focus on emerging urban solutions to address future city challenges.
- City visions, such as smart grid systems, can be achieved by leveraging three different key players:
 - Public utility service providers with wide experience, vision and leadership
 - Strong energy sector
 - Government must be committed to sustainability and the project
- Cities must not stop with current gains but instead continue to innovate and become more competitive globally by pursuing advances in new and emerging economies.
- The capacity of Singapore to use its city as a laboratory for urban solution is also an experience Bilbao and the rest of the Basque region can use to invent mechanisms for turning ideas into reality.

Quotes:

- Technological innovation can be only achieved between good relationships with the town and the company who will supply, deliver and complete the project. □□

**- Mr Aitor Galarza, Director of Quality and Strategy,
Construcciones y Auxiliar de Ferrocarriles**

- More than making the river flow again and resettling the slums along the river, we maintained some of the residents who have their life in the river. What is most important in our work is thinking about the humanity on our projects. □□

**- Mr. Jon Paul Ocio, Director of Industry and Energy,
LKS Ingeniería, S. Coop.**

We thank the following mayors and city leaders for their valuable contributions towards making the World Cities Summit Mayors Forum 2013 a success

His Excellency Carlos Negreira Souto
Mayor of A Coruña (Spain)

His Excellency Martín Fernández Prado
Vice-Mayor of A Coruña (Spain)

Dr Vallop Suwandee
Chairman of Advisors to the Governor of Bangkok (Thailand)

His Excellency Xavier Trias
Mayor of Barcelona (Spain)

Her Excellency Elsa Noguera
Mayor of Barranquilla (Colombia)

Mr Leônidas José de Oliveira
President of Municipal Foundation of Culture, Belo Horizonte (Brazil)

His Excellency Umar Mustapha Edota
Chairman of Bida Local Government (Nigeria)

His Excellency Iñaki Azkuna
Mayor of Bilbao (Spain)

His Excellency Ibon Areso
Deputy Mayor of Bilbao (Spain)

Her Excellency Ibone Bengoetxea
Deputy Mayor of Bilbao (Spain)

His Excellency José Luis Sabas
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His Excellency Luis Francisco Bohorquez
Mayor of Bucaramanga (Colombia)

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His Excellency Jong-hae Kim
Vice Mayor for Administrative Affairs, Busan Metropolitan City (South Korea)

His Excellency Dr Osama Ahmed Kamal
Governor of Cairo (Egypt)

Alderman Ms Patricia de Lille
Executive Mayor of Cape Town (South Africa)

His Excellency Bounthong Dyvixay
Vice Governor of Champasak Province (Laos)

His Excellency Yakubu Mohammed Sallau
Chairman of Chanchaga Local Government (Nigeria)

His Excellency Danasiri Amaratunga
Mayor of Dehiwala-Mount Lavinia Municipal Council (Sri Lanka)

Mr Takashima Soichiro
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Her Excellency Darlene Antonino-Custodio
Mayor of General Santos (Philippines)

His Excellency Ramiro Hernandez Garcia
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Deputy Governor for Industry, Trade and Transportation, Jakarta (Indonesia)

His Excellency Mahindra Ratwatte
Mayor of Kandy (Sri Lanka)

His Worship Fidele Ndayisaba
Mayor of Kigali (Rwanda)

His Excellency Andre Kimbuta
Governor of Kinshasa (Democratic Republic of Congo)

Datuk Haji Abang Abdul Wahap bin Haji Abang Julai
Mayor of Kuching North (Malaysia)

Dato' James Chan Khay Syn
Mayor of Kuching South (Malaysia)

Her Excellency Concepción Dancausa,
First Deputy Mayor of Madrid (Spain)

His Excellency Dr Ilham Arief Sirajuddin
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His Excellency Andrei Sharonov
Deputy Mayor of Economic Policy Moscow (Russia)

His Excellency Dr Mu'azu Babangida Aliyu
Governor of Niger State (Nigeria)

His Excellency Harold Guerrero López
Mayor of Pasto (Colombia)

The Right Honourable The Lord Mayor Lisa Scaffidi
Lord Mayor of Perth (Australia)

Tan Sri Dato' Seri Dr Aseh bin Haji Che Mat
President of Putrajaya Corporation, Federal Territory of Putrajaya (Malaysia)

His Excellency Saleh Alamad Malky
Mayor of Qassim Region (Saudi Arabia)

His Excellency Jassim Al-Malki
Vice Chairman of the Central Municipal Council (Qatar)

His Excellency Herbert M. Bautista
Mayor of Quezon City (Philippines)

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Deputy Mayor of Riyadh for Construction and Projects (Saudi Arabia)

His Excellency Cezar Augusto Schirmer
Mayor of Santa Maria (Brazil)

His Excellency Iñigo de la Serna
Mayor of Santander (Spain)

His Excellency Silvio França Torres
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Mr Huang Wei Guo
Vice President of Wuhan Committee Chinese People's Political Consultative Conference (China)



The biennial World Cities Summit (WCS) is an exclusive and premier platform for government leaders and industry experts to address liveable and sustainable city challenges, share integrated urban solutions and forge new partnerships. Jointly organised by Singapore's Centre for Liveable Cities (CLC), and the Urban Redevelopment Authority (URA), key highlights of the Summit include the Lee Kuan Yew World City Prize, and the annual World Cities Summit Mayors Forum.

The next edition of the World Cities Summit will be held from 1 to 4 June 2014 in Singapore, under the theme "Liveable and Sustainable Cities: Common Challenges, Shared Solutions". www.worldcitiessummit.com.sg



Set up in 2008 by the Ministry of National Development and the Ministry of the Environment and Water Resources, the Centre for Liveable Cities (CLC) has as its mission "to distil, create and share knowledge on liveable and sustainable cities". CLC's work spans three main areas – Research, Capability Development and Promotions. Through these activities, CLC hopes to provide urban leaders and practitioners with the knowledge and support needed to make our cities better. www.clc.gov.sg



The Urban Redevelopment Authority (URA) is Singapore's national land use planning and conservation authority. URA's mission is "to make Singapore a great city to live, work and play in". We strive to create a vibrant and sustainable city of distinction by planning and facilitating Singapore's physical development in partnership with the community. The URA has successfully transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. We adopt a long term and comprehensive planning approach in formulating strategic plans such as the Concept Plan and the Master Plan, to guide the physical development of Singapore in a sustainable manner. Our plans and policies focus on achieving a balance between economic growth and a quality living environment. www.ura.gov.sg

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