

# 7<sup>th</sup> WORLD CITIES SUMMIT

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## MAYORS FORUM REPORT



Liveable & Sustainable Cities: Innovative Cities of Opportunity

10 JULY 2016 SANDS EXPO & CONVENTION CENTRE, MARINA BAY SANDS, SINGAPORE

# EXECUTIVE SUMMARY



Cities at different stages of development all grapple with managing the traditional challenges of housing, transportation, infrastructure financing, and environmental sustainability. These complexities are further compounded by rapidly changing modes of operation, new and disruptive technologies, social issues such as integration and equity, and changing expectations and demands from citizens. In response to the main challenges – both entrenched and emerging – what are some innovative ways to exploit the new opportunities for greater liveability? This was the key question explored by 92 mayors and city leaders from 64 countries at the 7<sup>th</sup> World Cities Summit Mayors Forum in Singapore on 10 July 2016.

From the Summit discussions, a few critical success factors of good city governance stood out, as captured at the close of the Forum in a joint 7<sup>th</sup> World Cities Summit Mayors Forum Declaration, reflecting the common goals, shared beliefs and aspirations of the leaders present. Among the best approaches to enhancing city liveability, foremost is the importance of having good organisation and long-term, coordinated planning up to 50 years, based on a clear

shared vision. This can be seen in examples ranging from the systematic city planning under a strong social compact with the people in Singapore to the environmentally far-sighted waterfront development from the 1970s in Vienna, Austria. Along the way, cities must cater for some flexibility to urban plans, to adjust to changing social and economic conditions over time, especially given global uncertainties.

While implementing and evaluating these plans, efforts should be made to maximise the potential of innovations in technology, to engage and involve citizens more in the daily work of city governance, whether it is to enhance public transport with ground-up insights from big data as in Seoul, Korea or to connect village and mountain communities with the city centre in Medellín, Colombia. At the same time, to work better with multiple levels of government, the mayors were encouraged by examples such as from Rotterdam, the Netherlands, to take the extra step and initiative to engage higher levels of government, so as to secure the legislative and administrative support needed to empower them to achieve their highest goals.

City leaders also acknowledged that some fresh challenges have become too large for any one city to handle alone, in particular the influx of refugees such as in Amman, Jordan, triggered by political and religious unrest around the world. This only reaffirms the value of global networks such as the World Cities Summit Mayors Forum itself, in providing an international platform for city leaders, international organisations and other stakeholders to share promising practices to enhance the liveability and sustainability of cities and to collaborate on cross-boundary governance.

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*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, organised by Singapore's Centre for Liveable Cities and the Urban Redevelopment Authority. This report was drafted by Koh Buck Song of the Centre for Liveable Cities.*

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# KEY LESSONS

Forum Chairman:

**LAWRENCE WONG**

Minister for National Development  
Singapore

- ❏ Long-term planning is crucial for the development of liveable cities, especially for strategic initiatives that have a social aspect, for example, Singapore's investment in building a "Garden City" dating back some 50 years, as a key part of an overall effort for sustainability, by systematically protecting natural areas, creating major reserves and building parks and gardens in housing estates.
- ❏ Constant innovation and R&D is essential to address major issues like land and resource constraints, for example, to relocate the port to the western part of Singapore and exploring the use of underground space for industrial and other uses. The payoff is a compact, well-designed city that is low in carbon emissions, environmentally-friendly, and leading in contributing towards the global solutions to tackle climate change in future.
- ❏ Singapore has a "national attitude" of decisive action, such as in fostering social cohesion in public housing, through a very social compact between the pioneer generation of political leaders and the population, that formed the basis for sometimes intrusive social policies that have proved successful in fostering shared identity and harmony.

## CASE STUDY PRESENTATIONS

**AHMED ABOUTALEB**

Mayor  
Rotterdam, The Netherlands

### *Initiatives to boost a city's attractiveness for investments, jobs and skills*

- ❏ Mayors would have a better chance of garnering support from national governments if they were to position proposals such as local taxation as a means to promote investments in cities that can bring national fiscal benefits and contribute to the whole country's development.
- ❏ Mayors should also aim to influence the making of new laws that would facilitate their city development objectives. Unless there is supporting urban legislation, even the best practices would not achieve their full effect. In the worst cases, plans might not even be able to get off the ground.
- ❏ To fight social issues such as crime in parts of a city where there is a legacy of concentrated disadvantage, it is necessary to take a more holistic approach. Beyond taking care of the hard infrastructure, city leaders have to also work at investing in education, creating jobs and employability.

**PARK WON-SOON**

Mayor  
Seoul, South Korea

### *Applying big data to innovations in public services*

- ❏ Collaborative governance requires teamwork, commitment to shared goals, and timely information-sharing between different public entities such as the police, transport authorities and planners.
- ❏ Gaining a clear picture of the true demand from citizens for services can be a force for innovation for the public sector. The best new ideas need to be backed by input from actual users on the ground, and shared accurately, comprehensively and in a timely manner.
- ❏ Crowd sourcing and robust big data analysis can provide useful insights to help city planners. For example, Seoul's "Night Owl" bus service uses smartphone technology to collect data and find out more about commuter patterns, so that transport planners can create bus services around evidence-based data and real demand patterns.

## CASE STUDY PRESENTATIONS

### ZHENG YUNFENG

Executive Vice Mayor  
Xiamen, China

#### *The strategic approach of integrating multiple city plans*

- Having a shared vision for the city – such as boosting its attractiveness around facets of its natural environment (including its waterways and scenery), to enhance its liveability – can help bring together multiple city plans into a common blueprint.
- A focus on the details of environmental aspects, such as having more bicycle lanes, can also help boost economic development by enhancing the quality of life.
- Creating better public spaces not only makes the city more liveable, but also increases tourism which, in turn, promotes economic development.

### DR JOAN CLOS

Secretary-General, United Nations  
Conference on Housing and Sustainable Urban  
Development (Habitat III)

#### *The New Urban Agenda*

- The world's fast-growing cities are facing multiple urban challenges, which can be related back to a widespread lack of urban planning. A major example of this is in the trend of cramping of space for city streets, the main arena for city life. With almost half of growing cities giving only one-fifth of land, or even less, to streets; there is inadequate access to arterial roads and moving people is becoming more of a challenge in many of these cities.
- The strains on physical mobility create negative spinoff effects on social mobility. More congested cities lead to people needing to live closer to jobs and amenities, which in turn, results in unaffordable housing, with most cities seeing rent levels that are beyond the reach of median-level households.
- Stronger coordination between local and sub-national organisations is needed to tackle the major issues of transport, land use planning and housing.





# THEMATIC DISCUSSION 1:

## INNOVATIVE SOLUTIONS: NEW ANSWERS TO WICKED PROBLEMS

Even as the world struggles to cope with volatility and all manner of “black swan” scenarios, cities themselves are increasingly beset with “wicked problems” – those difficulties that will accept no quick fixes, but are complex and require sometimes subtle and sophisticated solutions. Some new challenges – such as the influx of Syrian refugees now testing the carrying capacity of cities like Amman, Jordan – reflect developing global situations for which the adequate responses require the participation of many more players extending well beyond the city’s boundaries and resources. Given the novelty of these “wicked problems”, some measure of innovation is called for from cities.

By contrast, other problems are wicked not so much because they are new shocks to the system, and hence, are more unsettling, but rather, for being only too familiar and stubborn. These include the toughest, most longstanding issues in areas of hard infrastructure, including unaffordable housing, transport gridlock, economic stagnation and blights on sustainability like severe environmental pollution in cities like Kunming, China. There are also problems afflicting “soft” aspects such as social integration and equity, where the root causes are entrenched. Here, the kind of innovation called for is a breakthrough to crack a history of tough resistance and to begin to pave new paths of progress.

**Some key challenges and responses surfaced from the discussions:**

### **1. How to bring often remote national governments on board to see urbanisation as an investment in achieving other national objectives:**

The way forward is for city mayors to take active initiative to lobby higher levels of government, such as Rotterdam, The Netherlands, has been doing with the Dutch national government. This must be done even all the way to the top, to influence the passing of new legislation so that the city’s innovative measures can be implemented. On the ground, good practices can work only if there is supporting urban legislation.

### **2. Placing liveability at the heart of urbanisation:**

This involves moving away from the old mindset of seeing city development and preserving nature as divergent activities, when the opposite is true. A well-planned integrated programme can bring multiple benefits to citizens. In Guiyang, China, by investing more in tourism, the city rung in revenue that it uses to finance its key urban development initiatives. As an inland city, Guiyang has to do more to create its own opportunities, compared to China’s coastal cities that have more inherent attractions. But in so doing, cities must recognise that preserving the environment might require some readjustment of short-term gains, which will have a much bigger payoff in the longer term.

### **3. Grasping how to apply big data ethically to enhance city management without infringing on civil liberties and encroaching on privacy:**

This is a major question especially in cities such as Makkah, Saudi Arabia, where there is a more pronounced digital divide among the population, that also has a more traditional culture. In such cities, a less tech-savvy people might not be aware of what they can do, for instance, to protect their own private data. More global standards of data use and access will have to be agreed on internationally.

# THEMATIC DISCUSSION 1:

## INNOVATIVE SOLUTIONS: NEW ANSWERS TO WICKED PROBLEMS

### 4. Engaging and involving citizens in new solutions with technology:

In Seoul, South Korea, a focus on meeting the transport needs of citizens was a spur for public service innovations such as in setting up an all-night “Night Owl” bus service. In a city like Auckland, New Zealand, where 35 per cent of people are below age 30, new technology initiatives such as hackathons can mobilise young people to participate in enhancing city life by creating apps that help people get around the city and locate services and amenities. However, public involvement in traffic management using big data can also happen in cities such as Ilocos Norte, Philippines, by including the participation of citizens who have only simpler mobile technology. Technological change will also be even more of a major disrupting force in future, and needs to be dealt with now. City leaders need to mobilise energy and innovations from the more tech-savvy populations, at the same time as they foster learning and participation from the less tech-savvy.

### 5. Mainstreaming gender, promoting and prioritising the position of women and their leadership:

Engaging the community remains as important as ever, in coming up with solutions to complex challenges, so as to cater more holistically to citizens’ needs, for example, by including women more in the policy and planning for city development. Including more participatory budgeting – taking into account more public consultation in the city’s

financing decisions – can help address the needs of women better. This is done, for example, in Seberai Perai, Penang, Malaysia, led by one of the country’s three female mayors, Dato Maimunah Mohammad Sharif, who actively champions this more inclusive way of city management.

### 6. Protecting citizens from terrorism and promoting safer communities:

In cities such as Dhaka South, Bangladesh, the threat of violence from terrorism offers no easy solutions and may need assistance from a national, or even international, perspective. Other cities that face violence from crime, such as Medellín, Colombia, show that the best way to foster safety and social resilience is to invest in, and maintain, all aspects of city liveability, from cleaner air to freer-flowing bicycle lanes.

### 7. Building resilience against extreme events:

Shoring up this capability even extends to creating an asset for the city itself, such as Newcastle, Australia, where building up knowledge in disaster management, in partnership with a university in the city, has led to the setting up of a United Nations centre for disaster resilience, to share knowledge with other cities. International cooperation and assistance is also needed for those complex and extensive issues – such as accommodating a considerable influx of refugees – that require the help of entities beyond a city, or even a country.

“

We mayors cannot wait till the laws are written, we have to help to write the law ourselves.

”

– AHMED ABOUTALEB  
Mayor, Rotterdam, The Netherlands

“

It all started with just one student’s complaint, but we now have a traffic management system in which big data and collaborative governance can even prevent traffic accidents beforehand.

”

– PARK WON-SOON  
Mayor, Seoul, South Korea

“

Good city governance comes out of very strong social and institutional capital, with an understanding that good organisation is the main tool.

”

– DR JOAN CLOS  
Secretary-General, United Nations Conference on Housing and Sustainable Urban Development (Habitat III)

## THEMATIC DISCUSSION 2:

### INNOVATIVE GOVERNANCE: INVENTING THE TOOLBOX FOR BETTER CITIES

As city mayors search for better, more effective ways to manage and lead their cities, they are constantly pushed to seek for more innovative ways to do their job better. They require new tools that are sharper and better-designed, to perform the necessary tasks, even as they are bound by the daily duties and demands of good governance. Some of these aspects of process innovation and governance involve city leaders re-organising their urban systems, integrating component parts of the landscape under their care, and finding fresh approaches to the way they do things. Some possible adjustments are operational, such as finding new ways to involve citizens in city management. Others are systemic, such as improving the working mechanisms between different levels of government.

The key challenges discussed in this session highlighted a few major areas of current concern for mayors. Against the backdrop of a rise in threats globally, it was not surprising that high on the agenda was the need to boost the resilience of cities in all dimensions – physical, social, cyber-security and so on. To keep this work going requires sustaining resilience-building efforts and continuity in city leadership. It would seem that a mayor must juggle and balance all the pairs of key aspects of urban development – hardware vs software, design vs technology, needs vs quality, and so on. To make all this happen, there is the need to uncover new sources of capital. In the face of seemingly more pressing demands, arts and culture may appear to be of lower priority but these underlying aspects may hold within them the key to building social capital and seeds for long-term enhancement in urban resilience and liveability.

**A few items surfaced as options for the “toolbox” of better city governance:**

#### 1. Focusing more on organisation at the human scale:

This can mean investing more effort to inspire and galvanise action among citizens for bottom-up initiatives for more enduring social impact. In the experience of Taipei, Taiwan, the city mayor is often acting not so much as a leader but as a facilitator and promoter of a renewed focus on values such as democracy and rule of law. Staying close to the basics – such as meeting the people’s simplest needs, from sanitation to transport – remains at the core of efforts to enhance liveability.

#### 2. Reaping the benefits of mainstreaming resilience:

Cities like Jakarta, Indonesia, have adopted resilience as a central aspect of city management. This approach can help cities reap the “resilience dividend” to bounce back more effectively from crises. Such recovery efforts include all aspects of city revitalisation, from the simplest aspect of social cohesion to the most detailed facet of cyber-security.

#### 3. Long-term planning as a key facet of consistent city leadership:

A key ingredient for this is strong political commitment, and once this is in place, good organisation around a clear vision for the future is a main tool for continued progress for the city. The typical short term of office of a city mayor does not help, and here, Medellín, Colombia, overcomes this shortcoming by having the outgoing mayor stay on in an advisory capacity to help add continuity to city leadership. In city planning, better alignment and organisation is always an advantage. City mayors need to pay more attention to this point because it is the root cause of many other issues. Cities that can secure buy-in for a clear, long-term vision will be much better-placed to pull resources together not only internally but also from all other external stakeholders.

#### 4. Cooperation among governing entities and agencies:

The need for public sector bodies to resist the tendencies towards having silo approaches to what should be shared issues remains an enduring challenge. In Christchurch, New Zealand, there was agreement that disaster recovery is not something best handled by the national government agency, and this responsibility was instead given to a new board, with members appointed jointly by the national and city governments.

## THEMATIC DISCUSSION 2:

### INNOVATIVE GOVERNANCE: INVENTING THE TOOLBOX FOR BETTER CITIES

#### 5. Exploiting digital platforms to engage citizens more:

In Jakarta, Indonesia, leaders are offering public access to data, as part of the process of moving towards a more open, collaborative city governance structure. As the Forum Chairman, Lawrence Wong, Minister for National Development, Singapore, noted, technology trends such as big data and social media can contribute much to better public consultation and ground-up participation. Digital platforms can be exploited by cities to expand the reach of their citizen engagement, which would form the basis for many other followup initiatives.

#### 6. Exploring participatory budgeting for shared monitoring and accountability:

Even as this is done at the level of the city administration, in some cities such as Penang, Malaysia, ordinary citizens can get more involved. This includes keeping track of the finances of the city and how much is spent on development projects, by monitoring the progress of these projects on their smartphones. This accountability improves the legitimacy of government and strengthens further citizen participation in a virtuous cycle.

#### 7. Conducting more sustainability education:

This was a recommendation from the conclusions of the earlier Singapore Sustainability Symposium 2016 organised by Singapore's Nanyang Technological University. The envisioned effort covers gathering more buy-in to the city's shared goals, the reasons for these goals, and their desired impact. It also includes getting people to appreciate why cities should work towards becoming more inclusive and equitable.

#### 8. Exercising leadership and engaging with neighbours:

Another recommendation from the Singapore Sustainability Symposium 2016 is the idea that cities should act on the potential that they have to exercise leadership on a regional scale as well. This can be done through participating in regional initiatives or investing in areas that have payoffs for the city itself, for example, promoting the use of sustainable materials by a city that produces those materials. The notion of cities enlarging their ambitions also ties in with a key idea that came from the World Cities Summit Young Leaders Symposium 2016 in Singapore – that the 21<sup>st</sup> century is the century of cities, in which cities will be the main drivers of human progress.

“

We cannot keep building without planning because for a city in the 21st century, this would be an absurdity.

”

– ANÍBAL GAVIRIA CORREA  
Former Mayor, Medellín, Colombia

“

To build city resilience, we need the wisdom of the community working together with the knowledge of experts.

”

– LIANNE DALZIEL  
Mayor, Christchurch, New Zealand

“

Think of the Chief Resilience Officer as the conductor of your disparate resilience functions.

”

– DR JUDITH RODIN  
President, The Rockefeller Foundation, USA



# 7<sup>th</sup> WORLD CITIES SUMMIT MAYORS FORUM DECLARATION

The World Cities Summit Mayors Forum, a highlight of the World Cities Summit, is a key knowledge platform for city leaders to discuss innovative solutions, share practical experiences and express commitments for tackling the complex challenges of cities. This 7<sup>th</sup> World Cities Summit Mayors Forum has centred on innovative cities of opportunity. We the Mayors and leaders representing 64 cities at this Forum in Singapore have shared best practices and urban solutions that are being pioneered in cities. Through these discussions, we have been inspired to implement our vision of cities, encapsulated in the Liveability Framework, that:

- 📦 Provide a competitive economy that generates and sustains income as well as creates opportunities for growth;
- 📦 Prioritise a sustainable environment through planning that reduces the long-term negative impact of economic development;
- 📦 Offer a high quality of life enriched by a vibrant economy, rich culture, and a city with nature.

We share this vision in consonance with the universal Agenda 2030: Sustainable Development Goals, in particular Goal 11: Making cities and human settlements safe, inclusive, resilient and sustainable and align ourselves to the forthcoming United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and the New Urban Agenda.

We have also identified the following areas of action for cities as contributions to the New Urban Agenda to be adopted at Habitat III:

1. Using integrated plans made for 15 to 50 year timeframes that aim to balance long-term sustainable development against short-term needs;
2. Building in flexibility to urban plans in order to adjust to changing social and economic conditions over time;
3. Implementing and evaluating these plans, while making efforts to leverage systemic innovations in technology, to produce a better living environment;
4. Learning to work with multiple levels of government;
5. Strengthening urban governance, with sound institutions and mechanisms that empower and include various stakeholders.

All who live and work in cities are both the actors and beneficiaries of sustainable development policies. Together, we will create a shared vision towards liveable, inclusive, resilient, safe and sustainable cities through innovation and opportunities.

**Mr Lawrence Wong,  
Minister for National Development  
and Chairman of the 7th World Cities  
Summit Mayors Forum 2016**

**and participating cities of the  
7<sup>th</sup> World Cities Summit Mayors Forum 2016**

# WE THANK THE FOLLOWING MAYORS AND CITY LEADERS FOR THEIR VALUABLE CONTRIBUTION TO THE SUCCESS OF THE WORLD CITIES SUMMIT MAYORS FORUM 2016



**Martin Haese**  
Lord Mayor, Adelaide

**Bart De Wever**  
Mayor, Antwerp

**Juerg Wichtermann**  
Head of the City Administration  
and Chief of Staff of the City  
Government, Berne

**Hu Wantai**  
District Mayor, Chongqing

**Robin Knox**  
Deputy Lord Mayor, Darwin

**Xu Qin**  
Vice Mayor, Guiyang

**Adel bin Mohammad Al Melhem**  
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**Candace Byrd**  
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**Lianne Dalziel**  
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**Mohammad Sayeed Khokon**  
Mayor, Dhaka South

**Olaf Scholz**  
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**Steen Christiansen**  
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**Morten Kabell**  
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**Thomas Kufen**  
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**Illiza Sa'aduddin Djama**  
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**Gábor Bagdy**  
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**Soichiro Takashima**  
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**Nguyen Thanh Phong**  
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**Angela Evans**  
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**Kwon Young-jin**  
Mayor, Daegu

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**Sue Hickey**  
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CEO, Waternet, Amsterdam

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**Lu Lin**  
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**Edgardo D. Pamintuan**  
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**A J M Nasir Uddin**  
Mayor, Chittagong

**Li Hongwei**  
District Mayor, Guangzhou

**Maria Imelda "Imee" R. Marcos**  
Governor, Ilocos Norte

# WE THANK THE FOLLOWING MAYORS AND CITY LEADERS FOR THEIR VALUABLE CONTRIBUTION TO THE SUCCESS OF THE WORLD CITIES SUMMIT MAYORS FORUM 2016

<b>Byun Ju-young</b> Director General, Incheon	<b>Mohammad Ramdhan Pomanto</b> Mayor, Makassar	<b>Zamirbek Askarov</b> First Vice Mayor, Osh	<b>Herbert M. Bautista</b> Mayor, Quezon	<b>Ko Wen-je</b> Mayor, Taipei	<b>Wang Zhiqiang</b> Deputy Secretary General, Urumqi
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<b>Oswar Muadzin Mungkasa</b> Deputy Governor for Spatial Planning and Environment, Jakarta	<b>Mohamed Shihab</b> Mayor, Malé	<b>Chow Kon Yeow</b> Minister of Local Government, Traffic Management and Flood Mitigation, Penang	<b>Ahmed Aboutaleb</b> Mayor, Rotterdam	<b>Minullina Taliya Ilgizovna</b> Chief Executive of Tatarstan Investment Development Agency, Tatarstan	<b>Sihoune Sitththilusay</b> Vice Mayor, Vientiane Capital
<b>Badrul Hisham bin Kassim</b> President, Johor Bahru Central	<b>Federico Gutiérrez</b> Mayor, Medellín	<b>Mohammad Abbas Al Nawafleh</b> Chief Commissioner of Petra Development and Tourism Regional Authority, Petra	<b>Manish Goyal</b> Director of International Business Development, San Francisco	<b>Lasha Abashidze</b> Vice Mayor, Tbilisi	<b>Celia Wade-Brown</b> Mayor, Wellington
<b>Erias Lukwago</b> Lord Mayor, Kampala	<b>Anibal Gaviria Correa</b> Former Mayor, Medellín	<b>Uttar Kumar Rai</b> Mayor, Phuentsholing	<b>Donald J. Atchison</b> Mayor, Saskatoon	<b>Ingrid van Engelshoven</b> Deputy Mayor, The Hague	<b>Zheng Yunfeng</b> Executive Vice Mayor, Xiamen
<b>Kim Rithy</b> Vice Governor, Kandal	<b>Zainal bin Hussin</b> Mayor, Melaka	<b>Khajornkiet Rakpanichmanee</b> Vice Governor, Phuket	<b>Maimunah Mohd Sharif</b> Municipal President, Seberang Perai	<b>Kinlay Dorjee</b> Thrompon Mayor, Thimphu	<b>Pongsak Yingchoncharoen</b> Mayor, Yala
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			<b>Chang Kuang-Yau</b> Deputy Mayor, Taichung		



The biennial World Cities Summit (WCS) is an exclusive 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 World Cities Summit Mayors Forum, the Lee Kuan Yew World City Prize, and the World Cities Summit Young Leaders Symposium.

The next edition of the World Cities Summit Mayors Forum will be held in May 2017 in Suzhou, Jiangsu Province, China.

For more information, please visit: [www.worldcitiessummit.com.sg](http://www.worldcitiessummit.com.sg)

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