



# WORLD CITIES SUMMIT

## 9<sup>th</sup> MAYORS FORUM

“Liveable & Sustainable Cities:  
Embracing the Future through Innovation and Collaboration”



# EXECUTIVE SUMMARY



124 Mayors and City Leaders participated in the 9<sup>th</sup> World Cities Summit Mayors Forum on 8 July 2018 in Singapore.

Two pressing global needs topped the agenda of the 9<sup>th</sup> World Cities Summit Mayors Forum: Embracing disruptive innovation and financing infrastructure. Held in Singapore and attended by 124 mayors and city leaders from 119 cities, the Forum explored how liveable cities could learn and adopt new technologies, and find more funding sources to finance infrastructure projects.

## Are Cities Ready for the Fourth Industrial Revolution?

The current pace and scale of urbanisation require all cities to be ready to embrace new technologies – even for cities where familiar problems like road congestion have already been tackled. In Melbourne, vehicular traffic has been mostly managed. But with a fast-growing population, the city now faces the issue of how

to streamline its streets to manage massive pedestrian flows. In Amman, these challenges are exacerbated by circumstances such as the influx of refugees, mostly from Syria. The fourth industrial revolution is characterised by disruptive technologies that have changed the way we live and work. Artificial intelligence. Machine Learning. Internet of Things. Although they offer new tools to increase our connectivity and productivity, they will also displace old jobs, and even threaten upheaval of human relations.

In today's transformative landscape, cities must relook existing forms of governance, planning, citizen involvement and the investment ecosystem. Many challenges abound in integrating disruptive platforms with city services, ranging from transport to healthcare. Stakeholders across all sectors, including

the government, businesses and ordinary citizens, would all welcome more space and flexibility to test new business models and float ideas to make city living more efficient and sustainable. Globally, there is a renewed call to embrace innovation with fresh mindsets ready for experimentation and adaptation; to reimagine the city as a living laboratory to try out new ways to build a city.

## Co-Creation is a Vital Keyword, More Than Ever

For cities to nurture and embrace innovation, the role of the mayor has to go beyond addressing municipal issues to telling a new, inspiring story about the future of the city, persuading citizens to buy into the benefits of adapting to technological change and participating



# EXECUTIVE SUMMARY



The 9<sup>th</sup> World Cities Summit Mayors Forum.

more in shaping the city's development. With each passing year, the consensus amongst mayors moves towards an even deeper appreciation of how central the people are to everything that cities do.

A new acronym entered the vocabulary at this year's Forum: "4P", or "Public-Private-People Partnership", adding "People" to the old "3P", or "Public-Private Partnership" idea of government working with businesses on city development projects. In this area of citizen involvement, there is some room to grow: Practices like participatory budgeting (where citizens can vote on a city's spending) are currently practised by a handful of cities. As cities adopt more disruptive innovation, they must also remain inclusive and mindful of those citizens at risk of being left behind by the tides of change. Even cities as developed and highly-ranked

on liveability indexes such as Vienna are still working on basic needs like keeping housing affordable – for what would a city be, if most of its citizens were priced out into the suburbs? Cities should also do more to integrate aspects such as the natural ecosystem into their development agenda, as is done in Panama City.

## No Investment, No Cities?

If innovation seems abstract, what is certainly concrete is the need to finance new infrastructure, ranging from roads to housing. To boost revenue, cities must relook their financing options beyond traditional taxation, adapting to marketplace shifts such as the rise of the virtual economy with new players like online taxi services. A whole new generation of public-private partnerships should involve the people much more,

since future projects will no doubt embed elements of disruptive innovation that require from citizens greater user participation in data-generation. As city governments and commercial players enter into closer partnerships, they must work harder to win the trust of their citizens so that, together, the city can present a more integrated and attractive case for private sector investment. All these challenges suggest that city governments will have to relinquish some measure of direct control, even as they paradoxically might need to exercise more care over governance and the management of projects over the longer term.

## CITIES AS “SOCIAL REACTORS”

“ A city is sometimes seen as a social reactor... that catalyses human connections and aggregate human relationships. That is what good cities do – they provide a platform that maximises social interactions which maximises human connections. ”

**LAWRENCE WONG**

**Minister for National Development, Singapore**  
**Chairman of the World Cities Summit Mayors Forum 2018**

In this way, cities can gather consensus and participation in support of initiatives such as becoming a “smart city”, which is seen as an important organising concept to galvanise different stakeholders and harness technology effectively in building our cities. Forms of digitalisation such as big data and artificial intelligence are potential game-changers that can rebuild cities. This is why cities should embrace disruptive innovation in areas including master-planning and visualisation of a city, building greener and more sustainable cities, mobility, delivery of services like e-payments and sensory infrastructure.

Disruptive ideas are needed to inspire cities to rethink their status quo, and for cities to change, progress and flourish. Cities will need to rethink infrastructure financing strategies, including to structure projects in ways that are fair, integrated and valuable, to attract investors to finance the projects. As a regional financial centre, Singapore can help in many ways, such as by setting up an Infrastructure Asia office (targeted to be opened in October 2018), to facilitate more infrastructure projects and partnerships.



## DISRUPTIVE INNOVATIONS – A KEY ENABLER FOR GREENFIELD DEVELOPMENTS

The challenges of building a brand-new capital city at Amaravati with the help of the Singapore government was highlighted by Shri Nara Chandrababu Naidu, Chief Minister of Andhra Pradesh. “To build a greenfield capital is the rarest opportunity,” he said. The city has set itself ambitious goals, including topping India’s Happiness Index by 2029 and becoming the world’s best destination by 2050. It will also aim to meet targets including timely emergency responses and enabling most people to walk short distances to work.

Deploying smart technology and innovation is a vital enabler, including installing smart grids for power, road, water, gas and fibre networks, to reach “100 per cent of the state”. Various financing models are being used in partnership with organisations such as the World Bank and academic institutions such as the University of California, Berkeley, USA.



**SHRI NARA CHANDRABABU NAIDU**  
**Chief Minister of Andhra Pradesh**

## CITIES IN SMART COLLABORATION



Southeast Asia is coming together in a more concerted way to meet environmental challenges and nurture community resilience. A declaration to take ownership of these issues was signed by mayors from the 10 ASEAN (Association of Southeast Asian Nations) capitals at the 6th Meeting of Governors and Mayors of ASEAN Capitals held in Singapore.

Ms Low Yen Ling, Chairman of the Mayors' Committee, Singapore, reported on the discussions around how resilience and innovation

**LOW YEN LING**  
Chairman of the Mayors' Committee, Singapore

can enhance efforts to promote “green living” across the region, in essential services such as water and waste management, and applying technology such as sensors and smart grids. Platforms such as the recently-formed ASEAN Smart Cities Network comprising 26 ASEAN cities will facilitate the sharing of best practices and innovations.

## HOPES OF YOUNG LEADERS – CITIES AS “LIVING LABS”



“What we really want is to see that sense of connection between citizens, between government and people, between businesses and the communities where they serve.”

**MELISSA KWEE**  
Director, Pontiac Land Group  
Representative of the World Cities Summit Young Leaders Symposium 2018

Cities can become “living labs” that involves entrepreneurs and residents in test-bedding new ideas. This was one key idea from this year’s World Cities Summit Young Leaders Symposium, said Ms Melissa Kwee, Director, Pontiac Land Group, who spoke on behalf of the 89 Young Leaders. For example, citizen-generated data and information from informal networks could be applied

to areas like transport to boost efficiency. Learning spaces, or specially protected areas acting metaphorically like playground “sandboxes”, could be created to allow people to try out policy innovations. Small-and-medium enterprises could also be helped with more flexible funding and regulations.



# SESSION ONE

## WHAT SHOULD MAYORS DO TO EMBRACE AND CAPITALISE ON DISRUPTIVE INNOVATIONS?



Aerial view of Toyama City. © Toyama City.

Nothing can hold back the “disruptions” brought about by technological innovations. Cities in turn face urgent needs for “hardware” such as building adequate digital infrastructure. They also carry perhaps the even more important “software” reminders, which is to remember that at the heart of making cities liveable is ensuring the wellbeing of citizens.

### City Governments Can Foster a Culture of Innovation

Smarter planning itself can be a disruptor to galvanise key players to collaborate for sustainable development – an example is working together as a “whole-of-government” and avoid working in silos. Embracing disruptive innovation demands adaptation at all levels, from refashioning “digital city councils” with revamped mindsets to opening up the imaginations of even the city’s most vulnerable residents that innovation is a friend, rather than a threat. Additional complementary actions to nudge behavioural change in citizens and market players is also crucial. In the follow-up, co-creation will be essential, to tap the ideas, skills and resources of the people and of private enterprise.

### Roll Out Inclusive Innovative Disruptions in Phases

It is important to retain the perspectives of human scale, happiness and even human values, so that technological innovations stay relevant and compatible to people’s lives. The new approaches adopted must be fully inclusive in all aspects, including age, gender and income. For example, the e-wallet card in the ageing society of Taichung has multiple uses from paying for public transport to accessing public health and welfare services. Inclusiveness can also take even more targeted, concrete forms like in Toyama, where global positioning system (GPS) technology is used by excavators to find and evacuate elderly residents trapped in heavy snow. In these and other ways, cities must apply technology to bridge the first and last mile and bring innovation closer to residents, at times literally to their doorsteps. Preparing and sharing planning visions with the residents, such as Sydney’s “30-minute city”, allows citizens to appreciate the city planning required to enable citizens easy access to vital amenities including jobs, healthcare and education. In Muscat, digital initiatives start out as demonstration projects, before being replicated elsewhere in the country.

# SESSION ONE



The City of Casey creates an award-winning arts, cultural and entertainment precinct to encourage digital and social interactions. © City of Casey.

## Cities Embracing More Innovation Must Address Blind Spots Along the Way

Realising the potential benefits of disruptive innovations require the solutions to be sustainable and financially viable. Some cities may have existing vast resources that are overlooked, which new processes like data-mining can help surface and organise. The new shape of society should continue to prioritise a city's "soft" aspects, including culture and heritage. Amidst active promotion of technological adoption, there is the call from Puente Alto to not forget the "humanising factor" and to ensure solutions remain rooted in humanity. In Bilbao, the city has engaged its residents to come up with 17 stated values of the city in aspects such as social justice and diversity. It is also important to ensure that vital aspects of urban development such as integrating care for nature and biodiversity is not forgotten when innovations are rolled out.

## Cities Can Plan Ahead to Prepare for Disruptive Innovations

Cities should act now to adjust and prepare for the longer term impact of innovation. Cities should also leverage on alignment of national objectives with their technological agendas to advance specific projects and initiatives. Bangkok's model of developing the city – which has 50 sub-divided districts based on sectoral specialisations ranging from logistics and fintech to cultural heritage – is aligned with the country's "Thailand 4.0" initiative to develop digital capabilities for the fourth industrial revolution. Cities can also do what the city of Casey is doing – working with futurists and academics, using data and evidence, to predict the jobs of the future. The key is to start now, and ensure that citizens are equipped with the right skillsets to be able to work with future technologies.

“ The slogan (of Kalasatama's 'green-edge' community) is: 'One more hour a day', and who wouldn't want that extra hour? The goal of smart cities is to give everyone more time and make city living easier. ”

**NASIMA RAZMYAR**  
Deputy Mayor, Helsinki



“ Technology is one thing; making technology relevant to people's lives is the other. If in cities we're dealing with inclusive development, bringing migrants in with their cultural differences, you can get those sparks of disruption from diversity of thought that will ask the right questions and make technology relevant. ”

**MARVIN REES**  
Mayor, Bristol



“ Data is the currency of the 21st century; the enabler of the innovation that we're all seeking, the common bond that ties us all together. ”

**MARTIN HAESE**  
Mayor, Adelaide





## NO INVESTMENT, NO CITIES: WHAT CAN MAYORS DO TO ATTRACT FINANCING FOR INFRASTRUCTURE PROJECTS?



Antwerp harnesses innovative technology through the City of Things testbed. © Antwerp.

A city's vision, leadership and plans – all these would count for nothing without the funds needed to turn projects into reality. The existing gap is obvious: Everywhere, infrastructure deficits have surfaced, often delaying, or derailing, developments in housing, energy, waste management and other essential areas. The accompanying, underlying issues include weak fiscal systems in city administrations and lack of political will at the national level.

Meanwhile, the pressures for action continue to mount, with immediate challenges of rapid urbanisation and rising population, and longer-term challenges of disruptive technologies, ageing population and climate change. As cities seek new forms of innovative financing, governance will remain important, and might need to become cleverer and more careful, to monitor and manage more complicated financing arrangements. In addition, adequate regulation and oversight will be key to safeguarding key facets of public interest including privacy, safety and equity.

### Cities Must Rethink and Revamp the Way They Seek Financing

Fresh approaches and forms of financing are needed for infrastructure projects that involve public and private sector partnerships. As many mayors reach for the financing option they already know – “PPP” (Public-Private Partnerships) – they also realise that this too might need to be re-imagined. Cities can look to sister cities that are financial centres – like London or Singapore – for innovative new possibilities of what capital markets can do to assist.

City governments will need a better understanding of a city's existing and potential assets – such as natural resources and data – and assess how they can be commercialised to attract even more private sector investment. New forms of direct and indirect taxation could be assembled to expand and extract more municipal revenue, as has been done in places like Pittsburgh, with something as basic as carpark charges, or in Antwerp, with real estate permits. Project risk-sharing can be reconfigured, as with the China-Singapore project in building Tianjin Eco-City, to whet investor appetites with greater confidence in state backing.



# SESSION TWO



Essen promotes green infrastructure for sustainability. © Essen.

## A New “P” to Make It “4P” – People Can Play a Bigger Role in Projects

More than one mayor called for a paradigm shift from “3P” to a new-generation “4P” – for a fourth “P”, “People”, to be added. This reiterated a major theme of the Forum, which is that city governments must include citizen participation much more than before. This is so for several reasons, not least that the fourth industrial revolution is a digital one, with big data relying increasingly on citizen-generated information and requiring residents to make large-scale behavioural shifts. Public communication will also need to be enhanced, so that citizens can see the social benefits of projects, whether it is a new bicycle highway in Essen, or a multi-storey carpark in Thimphu. A further idea from Penang was to add a fifth “P” – “Professionals” – calling for more trust in what experts can offer, with their seasoned technical knowhow and closer ground experience.

## City Governments Can Share Leadership of Projects

To get underway with more effective infrastructure financing, city governments should allow other players to take on more leadership. Cities must accept that sometimes, their role is a partner rather than the project lead. Borrowing the football metaphor shared by Fortaleza, sometimes the government needs to play the role of a midfielder rather than a striker or captain.

“ Nobody innovates like the private sector. Municipal governments cannot do this alone. ”

**STEPHANIE VON FRIEDBURG**  
Chief Operating Officer,  
International Finance  
Corporation, World Bank



“ We need a new compact: The “4P” – Public-Private-People Partnership – aligning and working together to make our cities work and become more sustainable. ”

**DATO’ MAIMUNAH BINTI MOHD SHARIF**  
Executive Director,  
UN-Habitat



“ The fifth “P” is actually “Professional”: We always allocate a session every month with professionals to think of solutions to implement what the people want. ”

**YEW TUNG SAENG**  
Mayor, Penang



# KEY TAKEAWAYS

**CITIES MUST ALWAYS BE READY TO RETHINK THEIR STATUS QUO, PLAN AHEAD AND WORK TOGETHER, BOTH WITH THEIR CITIZENS AND OTHER CITIES.**



The next edition of the World Cities Summit Mayors Forum will be held from 10 to 12 July 2019 in Medellín, Colombia.

**HERE IS A SUMMARY OF THE KEY TAKEAWAYS FROM THIS YEAR'S MAYORS FORUM:**

## **Rethinking The Status Quo**

- Disruptive Innovations Are a Key Enabler for Greenfield Developments
- City Governments Can Foster a Culture of Innovation
- City Governments Can Share Leadership of Projects
- Cities Must Rethink and Revamp the Way They Seek Financing
- Cities Can Act as "Social Reactors"
- Cities Can Become "Living Labs"

## **Planning Ahead**

- Cities Can Plan Ahead to Prepare for Disruptive Innovations
- Cities Must Roll Out Inclusive Innovative Disruptions in Phases
- Cities Embracing More Innovation Must Address Blind Spots Along the Way

## **Working Together**

- Cities Can Collaborate to Become Smarter
- A New "P" to Make It "4P" – People Can Play a Bigger Role in Projects



# WE THANK THE FOLLOWING MAYORS AND CITY LEADERS FOR THEIR VALUABLE CONTRIBUTION TO THE SUCCESS OF THE WORLD CITIES SUMMIT MAYORS FORUM 2018

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# 124 MAYORS AND CITY LEADERS FROM 119 CITIES





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 World Cities Summit Mayors Forum 2019 will be held from 10 to 12 July 2019 in Medellín, Colombia. The next edition of the World Cities Summit will be held from 5 to 9 July 2020 in Singapore. For more information, please visit: [www.worldcitiessummit.com.sg](http://www.worldcitiessummit.com.sg)

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