

Annual Report 2019/2020



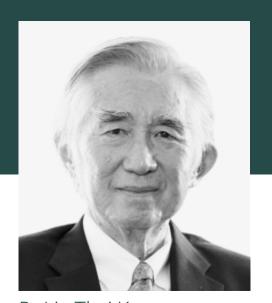
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1 April 2019 – 31 March 2020

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MESSAGES / Chairman CLC ANNUAL REPORT 2019/2020

Message from Chairman of the Advisory Board



Dr Liu Thai Ker Chairman

Since its founding in 2008, CLC has established itself internationally as a reputable hub of research and knowledge on liveable and sustainable cities. In addition to its mission to research and document Singapore's urban development and governance, CLC's research agenda includes areas such as climate resilience, the science of cities, smart cities and sustainable development. For this purpose, CLC has expanded its global network to more than 400 cities through partnerships and collaborations. Key partners include the World Bank, UN-Habitat, the National Development and Reform Commission of the People's Republic of China, and the Seoul Institute.

A highlight of the past year was the successful 10th WCS Mayors Forum, held in July 2019 in the Colombian city of Medellín, which was also the 2016 Lee Kuan Yew World City Prize laureate. Focusing on the theme "Liveable and Sustainable Cities: Building a High Trust City", leaders and delegates discussed the latest innovations

and good practices in city governance that help build confidence in urban societies and institutions.

CLC continued its knowledge sharing efforts by conducting training programmes for mayors, city leaders and officials, including hosting the 6th Senior Chinese Officials Study Visit and the Japan-Singapore Partnership Programme for the 21st Century. Since its establishment, CLC has reached out to a total of 2,518 Singapore participants and 2,676 international participants from 82 countries.

At the same time, CLC's events, publications and social media channels offer valuable insights from leaders, policymakers and domain experts, and the combined audience of these knowledge platforms has grown to almost 50,000.

CLC remains committed to advancing it mission through research, continued engagement with

its partners, and to increase the outreach of its capability development programmes.

Finally, I would like to thank members of our Advisory Board for their guidance, as well as stakeholders, fellows, experts, partners and staff for their contributions towards making CLC an institution that continues to bring value to Singapore and other cities around the world.

MESSAGES / Executive Director CLC ANNUAL REPORT 2019/2020

Message from Executive Director



Khoo Teng Chye Executive Director

The Centre for Liveable Cities had an eventful and productive year in 2019–20 as we furthered our mission to distil, create and share knowledge on building liveable and sustainable cities in an increasingly challenging and complex world.

The 10th World Cities Summit (WCS) Mayors Forum was CLC's flagship event of 2019. Themed "Liveable and Sustainable Cities: Building a High Trust City", the Forum was held in Medellín, Colombia, from 10–12 July 2019, and attracted 270 participants from 53 cities. Leaders and delegates discussed the latest innovations and good practices in city governance that help build confidence in urban societies and institutions in the face of economic uncertainties and climate change.

CLC published six new Urban Systems Studies on topics ranging from built heritage to vital urban infrastructure, rule of law, security and water. We also published six books, including Groundbreaking: 60 Years of National Development in Singapore, which chronicled the story of

Singapore's urban planning and examined the Ministry of National Development's role in shaping the city and transforming the lives of Singaporeans.

Our capability development efforts continued through milestone training programmes for the next generation of Singapore's public servants. We were also pleased to host international participants from 16 cities at the Japan-Singapore Partnership Programme for the 21st Century, as well as 37 African city leaders at the Singapore-UN-Habitat International Leaders in Urban Governance Programme.

Research remains a key part of CLC's mission.

Besides documenting Singapore's development journey, we examined Community Resilience in the country and conducted forward-looking research in areas such as Climate Resilience, Sustainable Innovation Districts, the Science of Cities, Urban Planning, Governance and Mobility.

Going forward, CLC will focus on Urban Systems

Research. This programme includes upstream research to distil the principles, or the 'science', behind Singapore's urban systems, through understanding emergent behaviours and patterns. It will include applied research projects to develop targeted solutions to address our resource constraints and urban challenges, for greater sustainability and liveability. As the world battles the COVID-19 pandemic, this approach will become more relevant given its emphasis on looking beyond technological innovations to examine systems-level solutions involving integrated planning, policies, regulations and governance.

I would like to thank our Advisory Board for their services and acknowledge the contributions of our stakeholders and staff in establishing CLC as an internationally reputable hub of knowledge on integrated urban planning and governance.

Our Achievements



Highlights of the Year

WCS Mayors Forum 2019

Themed "Liveable and Sustainable Cities: Building a High Trust City", the 10th World Cities Summit (WCS) Mayors Forum was held in Medellín, Colombia, from 10–12 July 2019. Around 270 participants from 53 cities discussed innovations and good practices in city governance and ways to plan for economic and environmental security amid unpredictable economic fluctuations and climate change.



Then-Minister for National Development Lawrence Wong (fourth from left) with then-Mayor of Medellín Federico Gutierrez (fourth from right) and other guests at the 10th WCS Mayors Forum.



Meeting between then-Minister for National Development Lawrence Wong, and Iván Duque Márquez, President of Colombia.



Around 270 participants from 53 cities attended the 3-day WCS Mayors Forum 2019 in Medellín, Colombia.

WCS Mayors Forum 2019



Then-Mayor of Seoul Park Woon-soon and then-Mayor of Medellín Federico Gutiérrez taking part in painting part of a wall mural with the community.

The Forum recognised that putting citizens at the heart of government policies and ensuring their participation was of utmost importance in building trust. The role of digital technology in facilitating citizen engagement and participation was discussed, as was the need to educate and retrain citizens to mitigate the disruptive effects of new technologies.

WCS Young Leaders shared how their endeavours have contributed to building trust in their cities. Mayors and city leaders issued a declaration pledging to work towards the shared vision of building high trust cities through empowering communities, building social capital and leveraging on adversity.



Young Leaders share their endeavours at the Young Leaders Symposium 2019 in Medellín, Colombia.

Building Community Resilience Research Project

This research project builds on a key finding in the CLC-100RC publication "A Resilient Singapore"—that to be prepared for the impacts of climate change, social resilience (software) must be built alongside infrastructural resilience (hardware). Using a participatory approach, active citizen partnership with the government aims to empower citizens to collaborate on localised solutions and build up adaptive capacity by fostering greater community ownership.



CLC organised community engagement events to raise awareness and crowdsource ideas for local climate action.



CLC walked the ground with residents of the Cambridge Road neighbourhood to understand localised impacts of climate change.

Building Community Resilience Research Project



Multi-Agency Workshops

An integrated urban systems approach starts with cross-sector alignment. To seek interventions that are climate resilient, CLC brought together agencies from infrastructural, environmental and community domains to explore how short-term community involvement can complement long-term government investment. CLC Visiting Fellows Herbert Dreiseitl and Prof. Daniel Aldrich also lent rigor to discussions by providing perspectives on urban landscape and design, and social capital.

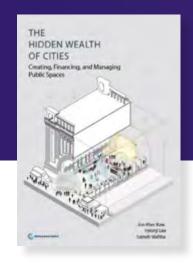
Workshops dates: 9 April 2019 and 10 January 2020

Community Engagement

Engaging communities early in the planning process allows for stronger collaboration and localised solutions. Over a 12-month period that started in July 2019, a range of community engagements were conducted to understand residents' pain points and crowdsource ideas for the neighbourhood. These ranged from survey questionnaires, walking conversations, focus group discussions to pop-up booths, engaging approximately 500 residents. The next step is to develop projects that residents can prototype with the assistance of agencies, cultivating a culture of collaboration between the agencies, academic partners and residents.



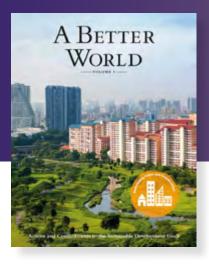
International Partnerships Contributions and Interviews



WORLD BANK The Hidden Wealth of Cities

How can we unlock the "hidden" value of public spaces, which typically comprise a third of a city's land area globally? CLC's researchers contributed to a new World Bank publication to show how Singapore has enhanced its urban health and vibrancy through the design of public streets, park connectors and markets.

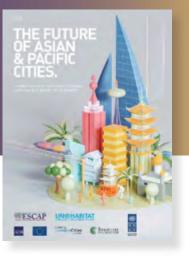




UN-HABITAT A Better World

CLC's contribution to A Better World, published by UNHabitat, outlined Singapore's approach to making cities and human settlements inclusive, safe, resilient and sustainable in order to create a pleasant environment in which all Singaporeans can work, live and play.





UNESCAP The Future of Asia-Pacific Cities

Launched in partnership with UNHabitat and other partners, this report was a key outcome of the forum. The report identifies future policy pathways for urban decision makers and stakeholders to reimagine the built and natural environments in Asian and Pacific cities and offers policy solutions to achieve the global development agendas.



GCDN

Interviews with GCDN Members The Global Cultural Districts Network (GCDN) selected Singapore for its Annual Convening in August 2019. As a knowledge partner, CLC interviewed five of its members and contributed a selection of books from its Urban Systems Studies collection.



Finding the Connection with Neighbours Lucinda Hartley Co-Founder and Chief Innovation

Officer, Neighbourlytics



Navy Pier: Cultural District and Neighbourhood Michelle Boone Chief Programming and Civic Engagement Officer, Navy Pier, Chicago



How Do You Bring Art to a Place? Regina Myer President, Downtown Brooklyn Partnership



Take an Art Walk Downtown Kim-Marie Spence Director, Kingston Creative





Urban Acupuncture: Small but Impactful Tita Larasati

Chairperson, Bandung Creative City Forum

International Partnerships Workshops and Forums





ULI UrbanPlan for Public Officers: Into the Mind of a Developer

Jointly developed by CLC, ULI and the Institute of Real Estate and Urban Studies, UrbanPlan Singapore is a simulated exercise where participants learn about the fundamental forces that affect real estate development in our communities. As a Development team, participants respond to a hypothetical "Request for Proposal" for a mixed-use site situated in a fictitious district in Singapore. Since 2018, UrbanPlan for Public Officials has benefited 196 officers through standalone sessions and CLC's capability development programmes. The workshops are supported by trained industry volunteers, whose role is to challenge participants to think more critically about land use issues. In January 2020, UrbanPlan for Junior Colleges was piloted for 30 students.

READ -



WORLD BANK

Learning in Singapore: Sustainable Planning and Management

Some 34 officials from six countries—
Indonesia, Vietnam, Saudi Arabia, the
Philippines, Uzbekistan and Romania—learnt
about integrated planning, sustainable
cities, harnessing technology, and financing
infrastructure at a five-day workshop conducted
in June 2019 by CLC in partnership with the
World Bank and Infrastructure Asia.

READ



UN-HABITAT, UNESCAP AND URBANICE MALAYSIA 7th Asia-Pacific Urban Forum

The UN-Habitat, the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and Urbanice Malaysia invited CLC to contribute and participate at the 7th Asia-Pacific Urban Forum (APUF-7) which was held from 16 – 18 October 2019 in Penang, Malaysia. CLC was also a member of the Steering Committee for the APUF-7. The main goal of APUF-7 was to bring together policymakers, expert speakers and thought leaders from national and local government, private sector, research communities and civil society to provide insights into urbanisation solutions.

Capturing Knowledge

CLC's Urban Systems

Studies (USS) series

documents Singapore's

and sustainable city, with

key insights from leaders,

policymakers and domain

experts. In the past year,

six new USS publications

focused on topics ranging

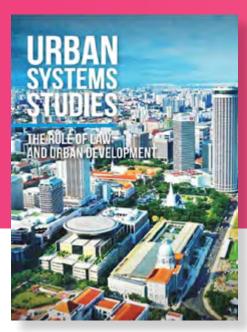
from built heritage to vital

law, security and water.

urban infrastructure, rule of

transformation into a liveable

Urban Systems Studies



The Rule of Law and Urban Development

Singapore's staunch adherence to the rule of law, along with visionary and leadership and political stability, has been fundamental to its transformation into one of the world's most affluent nations. This study examines the role played by the rule of law in five decades of urban development in Singapore.

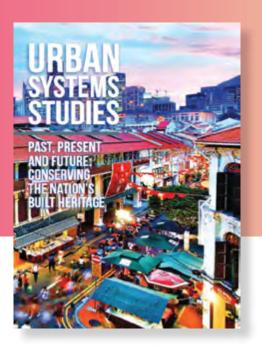
READ -



Integrating the Planning of Airports and the City: The Singapore Story

Though Singapore's strategic
location had long enabled it to
flourish as a port city, geography
couldn't guarantee its success
in the jet age. This study details
the comprehensive planning
that went into developing
Changi Airport and examines
Singapore's systematic approach
of capitalising on airport
development to catalyse urban
and economic development.





Past, Present and Future: Conserving the Nation's Built Heritage

This study brings to life
Singapore's urban governance
and planning story and details
how conservation of its unique
built environment became an
integral part of urban planning.
It examines the public sector's
role in guiding these efforts,
balancing pragmatism and
market considerations, to
ensure sustainability of building
conservation through the years.

READ



ALAN CHOE

Former Head, Urban Renewal Department (URD) in Housing & Development Board and First General Manager, Urban Redevelopment Authority

[Resettlement] was a big problem...Imagine a family that is doing farming for many, many years...[and] suddenly you go in and you tell them: "Look I want to take over your land, I want to do public housing and in return I am going to pay you compensation...and to rehouse you"... So there was strong resistance.

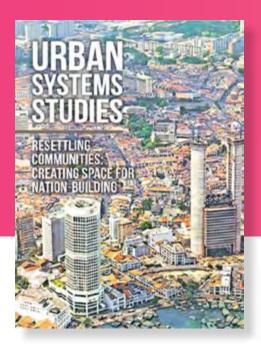


TOMMY KOH

Ambassador-at-Large Ministry of Foreign Affairs, Singapore

One of the reasons for our success is the strong rule of law in Singapore...It is the belief that a citizen, no matter how poor and powerless, will be treated fairly by the law... The rule of law applies to all aspects of our public endeavours, including urban development.

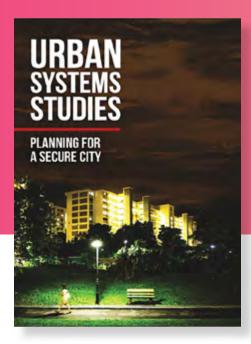
Urban Systems Studies



Resettling Communities: Creating Space for Nation Building

Singapore's rapid transformation from urban squalor to a global city required massive land clearance and resettlement.

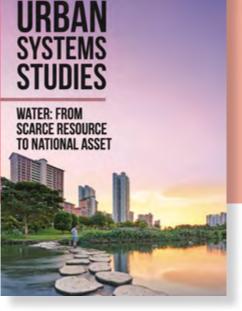
This study examines the pressing need to clear land for infrastructure development and housing during Singapore's formative years of nation-building, the policies and processes enabling resettlement, and the role of resettlement in catalysing urban renewal.



Planning for a Secure City

Undergirding the perceptible dimensions of a liveable city is its ability to provide its people the confidence that their personal safety is ensured and safeguarded. This Urban Systems Study charts the critical role that security planning and urban design have together played in Singapore's transformation from being a crime-ridden city some 50 years ago to one of the safest places in the world today.





Water: From Scarce Resource to National Asset

Water is an existential issue for Singapore. A sustainable and resilient water supply is critical to ensure the city state's liveability and growth. This revised Urban Systems Study captures the lessons learnt from Singapore's journey in turning its water constraints into a virtue.





DR LIU THAI KER

Former CEO, HDB and Former Chief Planner, Urban Redevelopment Authority

The best defence against theft and robbery is to create a sense of community, which we tried to do. By creating this cohesiveness and highlighting this community awareness, you actually improve the safety of the houses because the neighbours are watching and looking after your apartment when you are away.



LIM HNG KIANG

Minister for National Development (1995-1999)

In [the late 1980s, the] URA was already in the final stages of doing the conservation. There was already a change in policy that we ought to preserve part of the old city...So we decided that if your conservation plan can be forward-looking, telling us what you want to do and how you want to evolve and develop, then surely we can do that for other plans.

READ -

CAPTURING KNOWLEDGE / Books **CLC ANNUAL REPORT 2019/2020**

Books

CLC publishes research

on a wide spectrum of

challenges and city planning

issues. Six books published

contemporary urban

in the past year, some

in collaboration with our

covered topics as diverse

as Singapore's national

development, the role of

engineers in overcoming

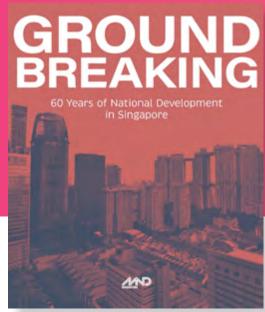
challenges, affordable

collaboration.

Singapore's developmental

housing and Sino-Singapore

key research partners,



Groundbreaking: 60 Years of National Development in

This book chronicles the story of Singapore's national development from pre-independence to the present day. Drawing upon newspaper archives, interviews with urban development pioneers and photos, it explores urban planning in Singapore and the Ministry of National Development's most key achievements in shaping the city and transforming the lives of Singaporeans.



Engineers as Urban Systems Innovators

Engineers have played a pivotal role in ensuring Singapore's success in overcoming development challenges, be it making Changi Airport the best in the world or finding ways to harvest every drop of water. This collaboration between the Professional **Engineers Board and CLC** captures the experiences and insights of these urban systems innovators.





A City

in Blue

Green

and

The Singapore Story

This book highlights Singapore's development into a city in which water and greenery, along with associated environmental, technical, social and political aspects have been harnessed and cultivated into a liveable sustainable way of life. It is also a story of resilience, a unique and thoroughgoing approach to environmental conservation, ecology, public open-space management and the greening of buildings, together with infrastructural improvements.



MAH BOW TAN Minister for National Development (1999-2011)

We wanted to position Singapore as a global city, but also as an endearing home for us... The global city vision was not just about beautifying the city but also about discovering Singapore's soul.



KHAW BOON WAN

Minister for National Development (2011-2015)

Trying to achieve perfect balance between supply and demand for housing is almost impossible... What we can do is manage and minimise volatility.

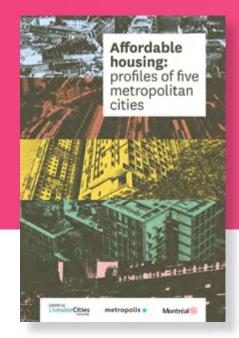


Singapore



CAPTURING KNOWLEDGE / Books CLC ANNUAL REPORT 2019/2020

Books



Affordable Housing: Profiles of Five Metropolitan Cities

With urban populations growing globally, the provision of affordable housing is of paramount importance to a city's sustainability and survival. This joint publication by CLC, the City of Montreal and Metropolis profiles the endeavours of Berlin, Buenos Aires, Kuala Lumpur, Singapore and Montreal in providing inclusive and affordable housing.

READ -



Visionary Partnership, Knowledge Innovation

The Suzhou Industrial Park
(SIP) is a successful model of
bilateral cooperation between
China and Singapore, and a
platform to build strong peopleto-people ties. CLC's joint
publication with the Suzhou
Industrial Park Administrative
Committee, marks the
SIP's 25th anniversary by
documenting its transformation
and lessons from its
development experience.

READ





Living with Water: Lessons from Singapore and Rotterdam

This book documents the journey of two unique cities—one with too little water, the other with too much—in adapting to future climate change impacts.

While the social, cultural, and physical nature of these cities could not be more different, this book captures their respective adaptation strategies as they build for an uncertain future of sea level rise and intense rainfall.

READ





TAN GEE PAWChairman, Public Utilities Board (2011-2017)

You've got to plan Singapore so that you can survive. You cannot make a mistake because you've only got one city. For other countries, if they make a mistake, they can build another one...That's why we are so kiasu. Every water sample must pass the test.



LAWRENCE WONG

Minister for National Development (2015-2020) and Second Minister for Finance, Singapore

The Suzhou Industrial Park is of special importance, being the inaugural government-to-government collaboration between Singapore and China... It has established an excellent platform for continued collaboration among various stakeholders, and a testbed for innovation and entrepreneurship.

CAPTURING KNOWLEDGE / Urban Solutions **CLC ANNUAL REPORT 2019/2020**

Urban Solutions

URBAN Interview Installer Carl
Developing Carl
Spains
Long Carl
Season Carl
Long Carl
Lo

#15 High Trust Cities July 2019

CLC's flagship bi-annual

disciplinary challenges

cities. Urban Solutions

aims to equip and inspire

senior urban leaders and

from government, media,

academia, private and non-

governmental organisations-

to make cities more liveable

allied professionals-

and sustainable.

magazine addresses cross-

facing Singapore and other

This issue explored the importance of trust between citizens and governments, and how urban communities can develop trust at multiple levels. Featuring interviews with Medellín Mayor Federico Gutiérrez and Singapore Minister Desmond Lee, it emphasised that trust helps to build partnerships, which are crucial for making cities liveable and sustainable.

READ

URBAN Section Control of Con

#16 Health & Wellness January 2020

The growing awareness among city dwellers about the impact of urban life on their health and well-being was examined in this issue. Two key lessons from talking to experts and exploring examples from cities across the world, were: Interventions, both small and large, can have an impact; and a healthy city is prepared for future disruptions.



FEDERICO GUTIÉRREZ Mayor, Medellín

No city has suffered what Medellín went through. Societies that have suffered violence have done valuable work to recover. We will continue to learn from them.



DESMOND LEE

Minister for National Development

(then-Minister for Social and Family **Development & Second Minister for** National Development, Singapore)

By not just governing, but governing together with society—getting people more involved upfront—they understand the issues and can share their concerns.



MASAGOS ZULKIFLI Minister for Social and Family Development (then-Minister for **Environment and Water Resources**, Singapore)

Singapore's model demonstrates that we can make economic progress while maintaining the integrity of the environment.



HIROO ICHIKAWA Executive Director. The Mori **Memorial Foundation**

Positive well-being stems from all areas of urban life, such as adequate wage levels that meet living costs, availability of green spaces, and short and comfortable commute.

Better Cities

CLC's monthly e-newsletter, updates friends and partners about its work. *Better Cities* reaches an international audience of readers from government, media, academia, private sector and nongovernmental organisations. We continue to reach a growing audience of 50,000 readers.





DR HOSSEIN REZAI
Director, Web Structures
Singapore & Milan
Research Lab

Through bringing the value of design into our structures, we found that they actually cost less.



DR NGIAM TONG TAU
Chairman, Sky Greens Pte Ltd

This farm was founded not by a farmer, not by an agriculturist, but by an engineer.



REUBEN MLUNGISI
MASANGO
Councillor of Johannesburg,
South Africa

Beyond just reclaiming hijacked buildings, we allow new entrants into the building market through redevelopment.



THOMAS SCHROEPFER

Professor, SUTD

KUANG JIN YIGroup Coordinator,
Future of Us team

STELLA LOO Student Researcher, SUTD

The Bayfront Pavilion was originally built as a temporary structure, but people liked it a lot, and now it is a permanent structure.

Exploring Ideas

Forward Looking Research: Climate Resilience

Transforming cities to become resilient to climate change is a challenge governments cannot take on alone.

CLC and the Urban Land Institute are collaborating on a multi-city study focusing on how governments and the private sector can cooperate to mobilize resources and empower stakeholders to join in the work of resilience.



WORKSHOPCLC-ULI Climate Resilience Kick-off Workshop
26 August 2019, Singapore



WORKSHOP3rd CLC-ULI Climate Resilience Workshop
6 February 2020, New York



workshop 2nd CLC-ULI Climate Resilience Workshop 1 November 2019, Rotterdam



CLC LECTUREExtreme Heat and Real Estate
Billy Grayson, Esther An
29 August 2019



Forward Looking Research: Sustainable Innovation Districts

CLC is working with agencies, universities and the urban solutions sector, to propose the creation of three special districts to enable translation at a district scale for urban sustainability innovations that require systems-level trials e.g. smart waste management; energy; mobility; green, blue and nature networks.



WORKSHOPSustainable Integrated Districts Workshop 16 Apr 2019



THINKPIECETowards Circular Cities: An Opportunity for Singapore

18 September 2019

Eva Gladek



VISITING FELLOW LECTURE
Resilience, Beauty and Common Sense:
Dense Urban Landscapes in Turbulent Times
Prof. Herbert Dreiseitl, Wong Mun Summ

16 Apr 2019





VISITING FELLOW LECTURE
Revisiting the 2000 Watt Society
Professor Alexander Zehnder, Tan Szue Hann
3 May 2019



Forward Looking Research: Complex Systems Studies

Cities are complex adaptive systems, each more than the sum of its parts. The inter-relations, networks and flows between a city's urban systems make it challenging to understand and simulate through traditional tools of governance. In tackling emergent complex urban issues, complexity science methods help planners and policy makers with insights on the inter-dependency of urban systems to help introduce flexibility to our urban planning and policies where it is most effective.



SEMINAR

M jobs

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Urban Sustainability R&D Congress Science of Cities Track

23-24 July 2019



WORKSHOP

2nd Science of Cities Workshop 22 July 2019



VISITING FELLOW LECTURE

Beyond Administrative Delimitations: **Uncovering Patterns Using Complexity Science** Dr Elsa Arcaute, Huang Zhongwen 22 July 2019



STUDIO PROGRAMME

3rd Urban Complexity Studio at Centre for Advanced Spatial Analysis (CASA)

16-20 September 2019, United Kingdom

Forward Looking Research: Urban Planning, Governance and Mobility



COMMENTARYRejuvenating Singapore's Heartlands

Community hubs have injected new life into Singapore's town centres by co-locating previously separate public and commercial amenities. CLC researchers examine the impact of such a collaboration by various government agencies.





COMMENTARIESMaking Space for Co-Living

Co-living is an affordable and attractive alternative to the conventional housing market in many cities. Can such a business model be successfully replicated and grown in Singapore?





Going on the Right Track

Singapore is moving towards a carlite future not only by improving its public transport, but also expanding the active mobility infrastructure to promote cycling and the use of personal mobility devices.



WORKSHOPS



CLC-URA Workshop on Place-Economics of Mixed-Use Precincts (31 Oct 2019) Donovan Rypkema



2030/2040 Seoul Plan:
Designing a City of
Multiple Centres Workshop
(25 Nov 2019)
Dr Kim Inhee



Dementia-Friendly
Neighbourhoods
Workshop
(16 May 2019)
Emi Kiyota



Thought Leadership

THOUGHT LEADERSHIP / Lecture Series CLC ANNUAL REPORT 2019/2020

Lecture Series

The CLC Lecture series facilitates

and global leaders, urban pioneers

and experts on diverse aspects of

urban liveability. CLC often partners

with public agencies and institutes

of higher learning to co-curate

these lectures for the benefit of

and academic sectors.

attendees from the public, private

robust discussions among local

Integrated Master Planning and Development



Prof Wulf Daseking (VISITING FELLOW), Wong Mun Summ

Bringing Town Planning to the Future

Prof Wulf Daseking shared the key principles for creating sustainable cities, which the German city of Freiburg—with its eco-housing, car-free streets, cycle paths and socially conscious residents—has managed long before most cities.



To create a city, you have to start today, not tomorrow. And never say 'it's not possible'.



Dr Kim Inhee (**visiting fellow**), Michael Koh

2040 Seoul Plan: Strategic Direction and Citizen Engagement

Dr Inhee Kim outlined how Seoul is refining its participatory processes to update its master plan for 2040, and how placing citizens at the centre of urban planning has strengthened the city's planning processes and civic culture.



[One key] effect was that the quality and culture of citizen discussions was much improved.



Hiroo Ichikawa, Michael Koh

Tokyo Beyond 2035—Learning from the Past and Preparing for the Future

Robots, foreign labour and population redistribution are some solutions Japan is considering in the face of an ageing population. While a declining workforce is a serious problem, Prof Hiroo Ichikawa said convincing citizens to adapt to change is a greater challenge.



A change of mindset would be important, and I'm not necessarily pessimistic about the (declining) labour force.

THOUGHT LEADERSHIP / Lecture Series

Lecture Series

Transportation Planning





The Healthy Streets Approach

The Healthy Streets Approach to Urban
Planning puts human health and quality of
life at the centre of decision making around
transport. Lucy Saunders explained the
framework that was adopted by London for
its 25-year Mayor's Transport Strategy.



A street that works for people is a street that is good for health.



Dale Bracewell, Mohinder Singh

Transportation 2040: Vancouver's Blueprint for Sustainable Transportation

Vancouver's Manager for Transportation
Planning outlined the city's high-level vision
for all modes of transportation. The city has
achieved its interim target of 50% of all daily
trips by sustainable modes and is set for
further growth.



If you only have three metres of space on your street, from an equity perspective, what's going to be most efficient? You still need to plan for the car, but if you want to grow and reallocate road space, these walking and biking are the modes that are going to be heavy lifters.

Conservation -



Donovan Rypkema (VISITING FELLOW), Ho Weng Hin

The Role of Heritage in Sustainable Development and Urban Resilience

Demolishing old buildings to develop green ones is not the only way of sustainable development. Instead, cities should conserve their heritage buildings because it is environmentally responsible, and also brings about social and economic benefits.



Every time we reuse a building and keep its life, we conserve the building's heritage and advance the cause of the environment.



Panel — Hwang Yu Ning, Koh-Lim Wen Gin, Dr Johannes Widodo, Dr Chua Ai Lin and Mok Wei Wei

What's Next for Conservation?

Conserving post-independence buildings, raising restoration standards and collaborating more closely with communities are some ways conservation could develop in Singapore. The panel reflected on conservation since the 1980s and discussed future challenges.



The Singapore conservation journey was really a labour of love.

THOUGHT LEADERSHIP / Lecture Series CLC ANNUAL REPORT 2019/2020

Lecture Series

Climate Resilience





Conquering the Rising Mercury: Cities Lead the Way

The Executive Director of C40 Cities Climate
Leadership highlighted innovative measures
taken by cities for climate adaptation, while
ensuring synergy with climate mitigation
initiatives. Mark Watts said that while cities
are the biggest contributors to climate change,
they stand to benefit most from tackling it.



It's about mindset, politics and economics, because there is no technical barrier to tackling climate change.



Jeff Goodall, Dr Winston Chow

The Water Will Come: Rising Seas,
Sinking Cities, and the Remaking of the
Civilised World

Award-winning environmental journalist
Jeff Goodell discussed the economic,
environmental and political implications of
rising seas and what cities around the world
are doing to prepare for them.



We can't rule out 15 feet (almost 5m) of sea level rise by the end of the century...There's no engineering solution for that.



Gerhard Schmitt, Adele Tan, Yan Yan, Dr Winston Chow, Michael Leong

Building & Cooling Singapore in an Era of Climate Change

Researchers Dr Gerhard Schmitt and
Dr Winston Chow outlined how the right mix
of actions can help Singaporeans cope with
rising temperatures, without foregoing using
air conditioners.



Cooling buildings through the centralised production of chilled water are just some examples of more efficient ways to better manage rising temperatures.

Sharing Expertise, Building Capability

International & Advisory UN Habitat Singapore iLUGP

In August 2019, 37 city leaders from 15 cities and 14 countries in Africa attended the 3rd run of the Singapore-UN-Habitat International Leaders in Urban Governance Programme (SGUNHiLUGP). Drawing on the urban transformation experience of Singapore and other global cities, the participants discussed practical integrated urban development and governance strategies that can catalyse change in cities through systematic urban planning, sustainable environment and sound infrastructure financing.



Witnessing and experiencing

Participants experienced learning beyond the classroom. Experts like former Deputy CEO of NEA, Loh Ah Tuan, briefed participants on the process of cleaning up the Singapore River while on a river cruise.



Advancing urban plans through consultations

Participants can obtain expert advice about their urban plans from resource experts. The team from Conakry, Guinea consulted Mohinder Singh, a former Director of Planning for LTA during the programme, on implementing the Conakry Urban Mobility Plan.



REUBEN MLUNGISI MASANGOCouncillor of Johannesburg, South Africa

My biggest takeaway from the programme is that political will and forward planning are critical and implementation is key.



COSTLY CHANZA

Director of Town Planning and Estate Services, Blantyre City Council, Malawi

Steep learning curve but I like the interactions and ideas sharing amongst Resource Persons and cities. The Singapore experience has also brought assurance that it is possible to change the situation in the developing World.

International & Advisory Engagements with Indonesian Cities

Arising from a bilateral meeting between Governor of Jakarta, Anies Baswedan, and then-Minister for National Development, Lawrence Wong, in May 2019, the Jakarta City Government sent a delegation to Singapore to discuss and exchange knowledge about public housing policies and river naturalisation.



Knowledge Exchange: Jakarta Delegation's Visit

CLC brought the Jakarta Delegation to a rental housing estate for a visit. Housing expert Yap Chin Beng explained Singapore's policies on providing affordable homes to different segments of the society.



Knowledge Exchange with the Private Sector

As part of Jakarta Delegation's visit to Singapore, CLC also arranged for them to meet with Surbana Jurong to understand the private sector's role in designing, building and maintaining public housing.

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International & Advisory Engagements with Indonesian Cities

In November 2018, three senior officials from the Trenggalek District Government of Indonesia, including the current Regent Mochamad Nur Arifin who was then Vice Regent, participated in the Temasek Foundation Leaders in Urban Governance Programme (TFLUGP). The team sought technical advice from CLC experts to rejuvenate urban slums in Trenggalek. As part of TFLUGP's post course city engagement and follow-up initiative, representatives from CLC and Temasek Foundation visited Trenggalek in November 2019 to understand the city's rapid progress and achievements in slum management.



MOCH.

MOCHAMAD NUR ARIFIN Regent Trenggalek, Indonesia

Sometimes we do economy first, ecology later. But in Singapore, you...put the people first in every policy you make, and then you do economic strategy hand-in-hand with ecological strategy. That is a good concept and nice framework that I took away from this programme.



Implementing what was learnt

The Regent of Trenggalek understood that development should not follow the path of "pollute first, clean up later"— which was a lesson from Singapore's sustainable urbanisation journey. The Trenggalek government applied this lesson by undertaking an educational campaign to transform the city into a clean and sustainable "City of Forests" to attract tourists and investors.



Post-training Programme: Follow-up Trip to Trenggalek

Tamanan Village residents celebrated the completion of an Infrastructure Improvement project in which the Trenggalek District Government worked with the communities to co-create slum rejuvenation initiatives. Its progress and funding contributions were displayed on banners in the residential area to communicate these collaborative efforts in a transparent manner. The process of this initiative also instilled a sense of ownership and pride among the residents.

READ



International & Advisory Engagements with Chinese Cities

CLC hosted two study visits for senior Chinese officials in May and September that focused on the development of high quality, liveable and sustainable cities. CLC also organised its 4th CLC-NDRC Workshop on 5 December 2019, which was attended by three Visiting Fellows and two Young Leaders Fellows from China's National Development and Reform Commission.



6th Senior Chinese Officials Study Visit

Themed "Green and Quality Urban Development (城市绿色发展与品质提升)", this study visit from 21-31 May 2019 sought to enhance the delegates' understanding of Singapore's integrated approach towards urban planning and development, social governance and housing, and environment and water sustainability, as well as its experience in creating sustainable and liveable cities. An article on Shenzhen's urban development towards higher liveability and sustainability, *Shenzhen: Urban Living Room and the Future of Urbanisation*, was published in CLC's monthly e-newsletter, *Better Cities*, in July 2019.

REA





Shaanxi Senior Officials Study Visit

The theme of the Shaanxi Senior Chinese Officials Study Visit was "Development of Liveable Cities (宜居城市建设)". Conducted from 16-27 September 2019, It enhanced the delegates' understanding of Singapore's policies and experience infrastructure financing, urban planning, city management, and transport management, as well as provided a valuable opportunity for mutual exchange of experiences in creating sustainable and liveable cities. An article on Shaanxi Province's efforts on heritage conservation, *Conserving the Cradle of Chinese Civilisation*, was published in *Better Cities* in April 2020.

READ



International & Advisory Engagements with Chinese Cities



Executive Fellow Michael Koh represented CLC and signed an MOU with the Shanghai MCHURDM to co-create solutions in urban governance.

Cooperation Agreement with Shanghai MCHURDM at the Global Cities Forum

CLC signed a Memorandum of Understanding with Shanghai's Municipal Commission of Housing and Urban-Rural Development and Management (MCHURDM) at the Global Cities Forum held in Shanghai to further the partnership on urban planning and management under the auspices of the Singapore Shanghai Comprehensive Cooperation Council, where these two organisations are the lead agencies in the Urban Governance Work Group.



Distinguished speakers from Singapore and Shanghai were invited to share, distil and exchange best practices and experiences in urban planning and affordable housing.

Shanghai-Singapore High-Level Dialogue on Urban Governance

On the sidelines of the Global Cities Forum, themed "Changing the World: Innovations and Better Life for Future Generations", CLC and Shanghai MCHURDM organised the Shanghai-Singapore High-Level Dialogue on Urban Governance where speakers from CLC, URA, EM services and Surbana Jurong shared Singapore's experiences and practices on urban planning and affordable housing to a global audience.

CLC-National Development and Reform Commission (NDRC) Visiting Fellowship and Young Leaders Fellowship Programme

CLC hosted five officials from China's National Development and Reform Commission (NDRC) under the CLC-NDRC Visiting Fellowship Programme and CLC-NDRC Young Leaders Fellowship Programme from 24 November 2019 – 6 December 2019. The Visiting Fellows and Young Leaders visited various Singapore agencies and exchanged views on social governance, and policy/project evaluation and supervision. They presented their findings and insights at the end of the workshop.

<u>Visiting Fellows</u>

Xu Xiaobo, Director-General

Jiang Yi, Deputy Director-General

Wu Junyang, Deputy Director-General

Young Leaders

Yang Jingping, Director

Liu Dan, Deputy Director

International & Advisory JSPP21: Urban Development Towards a Smart Nation Vision Programme 2020

Co-curated by CLC and the Japan **International Cooperation Agency** (JICA), the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), conducted from 3-7 February 2020, aimed to equip 19 participants from 16 cities and 12 countries across the Asia Pacific, with knowledge on urban development based on Singapore and Japan's experiences. With the Singapore Liveability Framework as the core of the curriculum, participants delved into key areas in urban planning and governance to achieve sustainable and integrated transport, housing and environmental systems.



Jurong Lake Gardens Learning Journey

Through a walking tour led by landscape architects from Ramboll Studio Dreiseitl, participants experienced spaces where families and the community can come together to enjoy nature at the Jurong Lake Gardens.



Workshop on Smart City Implementation

The workshop with Future Cities Laboratory (FCL) gave participants an opportunity to understand the thought process and systems behind the implementation of a smart city.



VASANTHAN BALEDRAN

Mission Director, Urban Development Department, Government of Assam, India

We need to balance development with sustainable environment. Building strong institutions with strong political will may make any nation into a smart nation over a period of time.



KHANITTA KOLAKA

Director, Housing Policy & Strategy, National Housing Authority, Thailand

Smart city concepts depend upon individual context. To achieve the goal, stakeholder participation and governance is needed. The most important thing is to make every agency realise the significance of development.

ARTICIP/

Milestone Programmes:

Leaders in Urban Governance Programme (LUGP)

The LUGP is CLC's flagship programme for senior high-performing public service officers with leadership potential in the Infrastructure and Environment Sector. The programme offers knowledge about the principles and considerations underpinning Singapore's urban development from past, present to future. Participants also gain broad perspectives through cross-sectoral, cross-disciplinary and integrated learning approaches on current issues and challenges. The 10th LUGP was attended by 25 officers.

In the 10th LUGP, participants also travelled to North Asia to learn about the region's urban transformation story and successes.

10th edition: 31 October 2019 – 29 November 2019



Dialogue with Deputy Prime Minister Heng Swee Keat

Participants appreciated the opportunity to hear from DPM Heng personally on urban governance and Singapore's priority areas for Public Service leaders.



Singapore

HENG SWEE KEATDeputy Prime Minister,

Congratulations to you and your team for another successful run of this programme — to get 4.82 rating out of 5 is a remarkable feat! I trust our participants will put the learning to great use in the years ahead!



Reimagining Tampines Learning Journey

Arising from CLC's Reimagining Tampines project, which took on an evidence based process to develop a Liveability Blueprint that can better enhance local planning and development coordination, CLC Director Hee Limin brought 10th LUGP participants for a cycling tour around Tampines to explain the genesis of the project.

Milestone Programmes:

Leaders in Urban Governance Programme (LUGP)



Fireside chat with experienced leaders

Minister for Education (then-Minister for National Development) Lawrence Wong shared insights about technologies, manpower and green goals and challenges facing Singapore.



Simulated learning journey at Ang Mo Kio

Dovetailing with CLC's research on assisted living and dementia-friendly neighbourhoods, CLC collaborated with TOUCH Eldercare for several years on this town audit. Participants gained insights into the challenges that the elderly and disabled face in navigating the estate, and learned how to design a dementia-friendly estate.



MILTON GOH

Director, Energy Market Authority

Urban governance and integrated master planning and development is a multifaceted subject requiring collaboration and alignment across many agencies in the whole-of-government. It has impressed on me the need to look at issues from a wider lens and to consider issues from a broader whole-of-government perspective rather than my agency's sectoral perspective. It has given me insight into the various key success factors behind Singapore's urban and infrastructure development.



GOH KOK HUN

Director for Civil Design and Land, Land & Transport Authority

Well-curated programme, which covers the past, present and future of Singapore's urban development plans and programmes. Good mix of lectures for content, learning journeys for experiential learning, and dialogues with former and current public service leaders and ministers for perspectives.

Milestone Programmes: EDGE Programme

(Executive Development and Growth Exchange)

The EDGE Programme is another signature training programme tailored for high-performing young public service officers with leadership potential in urban development. The programme enabled participants to understand the underlying principles and policy considerations behind Singapore's successful urban transformation and the evolving challenges that agencies face.

As part of learning from and contrasting with overseas' urban development, the 15th and 16th editions of EDGE also visited Amsterdam, Rotterdam, Malmo, Copenhagen, Tokyo, Kitakyushu and Osaka.

15th edition: 28 Mar 2019 – 18 Apr 2019 16th Edition: 04 Jul 2019 – 24 Jul 2019



Inaugural ULI-CLC-NUS collaborated UrbanPlan featured in 15th EDGE

Supplemented with insightful lecture by National University of Singapore Prof Joseph Ooi and with the support of the Urban Land Institute's network of real estate practitioners, this scenario-based, hands-on workshop enabled participants to experience the issues, trade-offs and economics in play when proposing land use solutions.



Participants learn about the Biodigester at Our Tampines Hub (OTH)

Kelvin Thong, former director of the People's Association, shared with 15th EDGE about the Biodigester at Our Tampines Hub (OTH), which aims to close the food-waste loop insitu. Participants learnt about the genesis, vision and inter-agency cooperation in making an integrated development like OTH a reality.



BOYI ZHOU

Manager for Conservation, National Parks Board

The course gave me a greater appreciation of the interconnectedness across different agencies, and highlighted the importance of fighting productively while tackling solutions in an integrated manner.

Milestone Programmes: EDGE Programme

(Executive Development and Growth Exchange)



16th EDGE's visit to an urban farm hosted by Citiponics

Citiponics is an innovative vertical farming project and one of the first to utilise HDB carpark rooftop spaces. The visit was an initiative spearheaded by EDGE senior alumni to give programme participants an understanding of Singapore's food and land constraints.



16th EDGE's visit to Osaka, Japan

The participants met with the Hankyu
Hanshin Holdings, the main developer for
Umeda, Osaka's main business and transport
hub. The purpose of this meeting was to
better understand Japan's strong private
sector collaborations in development and its
place management strategy.



HAN JIE HUI

Assistant Director, Marine & Port Authority

We are not alone in the challenges confronting us. The work that we do will not necessarily be easy, we will not always have the answer, inter-agency and other external stakeholder discussions will not always be easy. But we need to go into such conversations with an open mind, a listening ear, a heart to empathise and appreciate different views, and constantly find ways to achieve a win-win for Singapore and fellow Singaporeans.



JEAN ENG

Assistant Director, Singapore Tourism Board

Excellent speakers. Topics chosen were very relevant too. This programme helped provide a macro and holistic perspective of our government and the work we do, not just specific to the I&E sector. I also liked that everyone had a role to play in their own learning—whether it's writing minutes or summarising USSes/facilitating dialogues. The hands-on activities were also very useful in helping us apply what we have learnt.

Milestone Programmes City EXCEL

City EXCEL is a five-day practitioner-led, project-based programme co-organised by CLC and the BCA Academy. It is a foundational programme designed for junior to mid-level public officers in the Infrastructure and Environment sector and related government bodies.

City EXCEL Programme imparts in-depth knowledge on Singapore's experiences in addressing developmental challenges by adopting a cross-sectoral, crossdisciplinary, and integrated approach covering Singapore's past urban development. In FY2019, City EXCEL trained 262 public officers across 10 classes.

49/50 Editions: 06 May 2019 – 10 May 2019

51/52 Editions: 15 Jul 2019 – 19 Jul 2019

53/54 Editions: 09 Sep 2019 – 13 Sep 2019

55/56 Editions: 11 Nov 2019 – 15 Nov 2019

57/58 Editions: 13 Jan 2020 – 17 Jan 2020



Meaningful Dialogues with Public Service Leaders

Wong Hong Kuan, Deputy Secretary in the Ministry of National Development sharing his experience and insights working in the Public Service.



Group Project Presentations

Participants identify an urban challenge, work on an integrated solution and present their project to their classmates at the end of the programme.



CHOY JUN KIT JEREMY Housing & Development Board

It is also a good opportunity to network and learn from colleagues across government agencies.

Milestone Programmes City EXCEL



Sharing community engagement strategies

The Housing & Development Board shared with participants from 53rd and 54th editions of City EXCEL about the Build-A-Playground initiative and the series of community engagement strategies it employed.



Learning Beyond The Classroom at Bishan-Ang Mo Kio Park

Participants at Bishan-Ang Mo Kio Park learning and experiencing Singapore's integrated approach to water management via the Active, Beautiful, Clean Waters programme.



TAN BOON KHAI

Chief Executive Officer, JTC Corporation (then-Chief Executive Officer, Singapore Land Authority)

While public engagement is important, officers must conduct such public engagement with an open mind. Public engagement is not only a one-off activity, but a continuous process.



JONI ONG KER SHING

Assistant Chief Specialist User Experience, Land Transport Authority

Enriching learning experience that has inspired me to be a better public officer, & knowing I have colleagues to count on.

OUR PEOPLE / Advisory Board **CLC ANNUAL REPORT 2019/2020**

Our People Advisory Board

1 April 2019 - 31 March 2020

CHAIRMAN



Dr Liu Thai Ker Chairman, Morrow Architects & Planners Pte Ltd



Ms Goh Swee Chen Chairman, National Arts Council



Prof Lily Kong President, Singapore Management University



Prof Lam Khee Poh Dean, School of Design & Environment, National University of Singapore



Mr Liak Teng Lit Former Chairman, National **Environment Agency**



Mr David Lim Tik En Former Chairman, Wheelock Properties Singapore



Prof Kishore Mahbubani Dr Seek Ngee Huat Distinguished Fellow, Asia Research Institute, National University of Singapore



Chairman, Institute of Real Estate and Urban Studies, National University of Singapore



Dr Tan Chin Nam Chairman, Global Fusion Capital Pte Ltd; Senior Corporate Adviser & Former **Permanent Secretary**

OUR PEOPLE / Distinguished Advisors

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Our People Distinguished Advisors

1 April 2019 - 31 March 2020

SPECIAL ADVISOR



Mr Benny Lim Chairman, National Parks Board



Mr Chan Heng Loon, Alan Chairman, Land Transport Authority



Mr Peter Ho Chairman, Urban Redevelopment Authority



Mr Lim Chee Onn Chancellor, Singapore Management University



Mr David Lim Tik En Former Director, Wheelock Properties Singapore



Mr Mah Bow Tan Chairman, Globalcities Consult Pte Ltd



Prof Ngiam Tong Dow Adjunct Professor, Lee Kuan Yew School of Public Policy, National University of Singapore

*deceased August 2020



Mr J Y Pillay
Rector, College of Alice
& Peter Tan, National
University of Singapore



Dr Tan Chin Nam Chairman, Global Fusion Capital Pte Ltd; Senior Corporate Adviser & Former Permanent Secretary



Mr Tan Gee Paw Special Advisor, PUB, Singapore's National Water Agency



Prof Tan Yong Soon
Professor in Practice
Lee Kuan Yew School of Public
Policy, National University of
Singapore



Prof Aline Wong
Advisor to SR Nathan School
of Human Development,
Singapore University of Social
Sciences



Mr Philip Yeo Chairman, Economic Development Innovations Singapore Pte Ltd

OUR PEOPLE / Fellows

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Our People Fellows

1 April 2019 - 31 March 2020



Prof Paul Cheung
Professor (Practice), Lee
Kuan Yew School of Public
Policy, National University of
Singapore



Mr Chionh Chye Khye Former Executive Director, Council for Estate Agencies



Prof Heng Chye Kiang Provost's Chair Professor, School of Design and Environment, National University of Singapore



Dr John Keung Emeritus Fellow, BCA Academy



Mr Lim Neo Chian
Former Chairman, Agri-Food
& Veterinary Authority of
Singapore



Mr Richard Lim Chairman, ST Logistics Pte Ltd



Ms Low Sin Leng Chairman, Nanyang Academy of Fine Arts



Prof Lui Pao Chuen Advisor, National Research Foundation, Prime Minister's Office



Prof Neo Boon Siong Former Canon Professor of Business; Former Dean, Nanyang Business School, Nanyang Technological University



Dr Ngiam Tong Tau Chairman, Sky Urban Solutions Pte Ltd



Prof Phang Sock Yong Vice-Provost (Faculty Matters), Singapore Management University



Mr Andrew Tan

Managing Director, Enterprise
Development Group; Managing
Director Strategy Office,
Temasek International Pte Ltd



Prof Tan Kong Yam
Professor of Economics,
Nanyang Technological
University



Prof Leo Tan Wee Hin Director (Special Projects) Faculty of Science, National University of Singapore



Tan Poh Hong
Former Chief Executive Officer,
Agri-Food and Veterinary
Authority of Singapore



Mr Tay Kim Poh
Former Deputy Secretary,
Ministry of National
Development; Former Chief
Executive Officer, Housing &
Development Board

OUR PEOPLE / Panel of Experts

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Our People Panel of Experts

April 2019 - 31 March 2020

Arthur Aw	Former Chief Development Planning Officer and Deputy Chief Real Estate Development Officer	Ascendas-Singbridge Group	Lo
Marc Boey Kok Leong	Executive Director	Far East International	Sir
	Director, Planning & Acquisitions	Far East Organization	Wi
Chan Yoon Kum	Senior Consultant	PUB, Singapore's National Water Agency	
Choy Chan Pong	Former Senior Advisor	Urban Redevelopment Authority	Lo
Foo Chee See	Director	SCP Consultants Pte Ltd	Мо
Foong Chee Leong	Former Director-General Meteorological Services and Director of Pollution Control	National Environment Agency	Or Or
Goh Hup Chor	Former Deputy Chief Planner	Urban Redevelopment Authority	
Gopinath Menon	Fellow	Institution of Engineers, Singapore (FIES)	Р.
Jeffrey Ho	Adjunct Associate Professor, School of Design and	National University of Singapore	Sr
	Environment		Ве
Jeremy Lim	Co-Director, Global Health Programme	Saw Swee Hock School of Public Health,	Та
		NUS	Та
Joseph Hui	Senior Associate Trainer	National Environment Agency	Ta
Joseph Yee	Senior Consultant	Changi Airport Group	
Khoo Seow Poh	Deputy Chief Executive Officer	National Environment Agency	Та
Lau Joo Ming	Senior Advisor	MOH Holdings Pte Ltd	W
Pamelia Lee	Former Senior Tourism Consultant	Singapore Tourism Board	Ya
Leong Chee Chiew	Deputy Chief Executive Officer, Professional	National Parks Board	
	Development and Services Cluster; Executive		Ya
	Director, National Parks, Gardens & Nature Reserves		Ya
	Cluster; Commissioner of Parks and Recreation Director-General, Plant Health and Director-General,		Ye
	Wildlife Trade Control		
Leung Yew Kwong	Principal Advisor	KPMG Services Pte Ltd	
Lim Chin Chong	Former Deputy Chief Executive Officer	Sino-Singapore Tianjin Eco-city Investment	
		and Development Co., Ltd	

Loh Ah Tuan	Former Deputy Chief Executive Officer & Director-General	National Environment Agency
Simon Longman	Former Director (Streetscape)	National Parks Board
Wilfred Loo	President, Singapore Institute of Planners & Former Senior Vice President (Planning)	JURONG Consultants Pte Ltd
Low Tien Sio	Former Deputy Chief Executive	Land Transport Authority
Mohinder Singh	Former Advisor, LTA Academy	Land Transport Authority
Ong Geok Soo	Former Advisor, Chairman's Office	JTC Corporation
Ong Seng Eng	Former Director, Waste & Resource Management Department	National Environment Agency
P Teva Raj	Senior Director, Municipal Landscapes Division	National Parks Board
Sng Cheng Keh	Former Deputy Chief Executive Officer	Housing & Development Board
Benedict Tan Chye Hup	Former Senior Advisor	Building & Construction Authority
Tan Choon Shian	Chief Executive	Workforce Singapore
Tan Siong Leng	Former Deputy Chief Executive Officer	Urban Redevelopment Authority
Tan Tian Chong	Former Deputy Managing Director, Built Environment Research and Innovation Institute	Building & Construction Authority
Tan Yok Gin	Former Deputy Chief Executive	PUB, Singapore's National Water Agency
Wong Kai Yeng	Former Group Director	Urban Redevelopment Authority
Yap Chin Beng	Former Deputy Chief Executive Officer (Estate & Corporate)	Housing & Development Board
Yap Kheng Guan	Former Senior Director	PUB, Singapore's National Water Agency
Yap Tiem Yew	Former Group Director, Building & Infrastructure	Housing & Development Board
Yeo Yek Seng	Former Deputy Chief Executive (Economic Regulation Division)	Energy Market Authority

OUR PEOPLE / Stakeholders

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Our People Stakeholders

1 April 2019 - 31 March 2020

Parent Ministries





Stakeholder Agencies































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PRIME MINISTER'S OFFICE
SINGAPORE

















OUR PEOPLE CLC ANNUAL REPORT 2019/2020

Our People Management and Staff



CLC's annual retreat gave staff a chance to stop and reflect, recalibrate our goals and have fun at Goodman Arts Centre.



CLC staff explored Singapore's history at the Bicentennial Exhibition at Fort Canning Park.



We work hard, but we also come together to celebrate birthdays, especially our beloved Chairman's birthday!



Gathering to celebrate festive events like Chinese New Year is always a delight for both management and staff.

CLC ANNUAL REPORT 2019/2020

Calendar of Events April 2019 – March 2020

2019

APR

Visiting Fellow | Alexander Zehnder

Visiting Fellow | Eva Gladek

Visiting Fellow | Herbert Dreiseitl

CLC Lecture | Lucy Saunders: The Healthy Streets Approach

CLC Lecture | Mark Watts: Conquering the Rising Mercury: Cities Lead the Way

CLC Lecture | Herbert Dreiseitl: Resilience, Beauty and Common Sense: Dense Urban Landscapes in Turbulent Times

CLC Lecture | Panel: What's Next for Conservation?

Milestone Programme | 15th Executive
Development and Growth Exchange (EDGE)
Programme

Research Workshop | Community Resilience by Design Inter-Agency Workshop

Research Workshop | Sustainable Integrated Districts Workshop

MAY

International & Advisory | 6th MFA-COD Senior Chinese Official Study Visit

International & Advisory | Jakarta Delegates Study Visit on Water Naturalisation

International & Advisory | San Carlos City, Philippines Advisory Workshop

Visiting Fellow | Emi Kiyota

CLC Lecture | Alexander J.B. Zehnder: Revisiting the 2000 Watt Society: An Innovative Tool for Sustainable City Planning

CLC Lecture | Jeff Goodell: The Water Will Come: Rising Seas, Sinking Cities and the Remaking of the Civilized World

Milestone Programme | 49th & 50th City Executive Leaders (City EXCEL) Programme

Research Workshop | Dementia-Friendly Neighbourhoods Workshop

JUN

Visiting Fellow | Wulf Daseking

CLC Lecture | Wulf Daseking: Bringing Town

Planning to the Future

JUL

Visiting Fellow | Elsa Arcaute

CLC Lecture | Elsa Arcaute: Beyond Administrative Delimitations: Uncovering Patterns Using Complexity Science

World Cities Summit Mayors Forum 2019

Milestone Programme | 16th Executive Development and Growth Exchange (EDGE) Programme

Milestone Programme | 51st & 52nd City Executive Leaders (City EXCEL) Programme

Research Workshop | 2nd Science of Cities Workshop

Research Seminar | Urban Sustainability R&D Congress, Science of Cities Track

AUG

International & Advisory | UN Habitat Singapore iLUGP

CLC Lecture | Gerhard Schmitt: Building & Cooling Singapore in an Era of Climate Change

CLC Lecture | Billy Grayson: Extreme Heat and Real Estate

Knowledge Partner for Global Cultural Districts Network (GCDN) Annual Convening 2019

Research Workshop | CLC-ULI Climate Resilience Kick-off Workshop

CALENDAR OF EVENTS

CLC ANNUAL REPORT 2019/2020

Calendar of Events April 2019 – March 2020

SEP

International & Advisory | MFA-COD Shaanxi Senior Officials Study Visit

International & Advisory | Study Visit by Shanghai MOHURD

CLC Lecture | Dale Bracewell: Transportation 2040: Vancouver's Blueprint for Sustainable Transportation

Milestone Programme | 53rd & 54th City Executive Leaders (City EXCEL) Programme

Research Studio | 3rd Urban Complexity Studio at Centre for Advanced Spatial Analysis (CASA), United Kingdom

OCT

International & Advisory | Shanghai-Singapore High-Level Dialogue on Urban Governance

International & Advisory | Signed Cooperation Agreement with Shanghai MCHURDM at the Global Cities Forum

Visiting Fellow | Donovan Rypkema

CLC Lecture | Donovan Rypkema: The Role of Heritage in Sustainable Development and Urban Resilience

Milestone Programme | 10th Leaders in Urban Governance Programme (LUGP)

Research Workshop | CLC-URA Workshop on Place-Economics of Mixed-Use Precincts

NOV

International & Advisory | TFLUGP Follow-up Trip to Trenggalek

Visiting Fellow | Jiang Yi

Visiting Fellow | Kim Inhee

Visiting Fellow | Wu Junyang

Visiting Fellow | Xu Xiaobo

CLC Lecture | Dr Inhee Kim: 2040 Seoul Plan: Strategic Direction & Citizen Engagement

Milestone Programme | 55th & 56th City Executive Leaders (City EXCEL) Programme

Research Workshop | 2030/2040 Seoul Plan: Designing a City of Multiple Centres Research Workshop | 2nd CLC-ULI Climate Resilience Workshop, Rotterdam

Workshop | CLC-National Development and Reform Commission (NDRC) Visiting Fellowship and Young Leaders Fellowship Programme

DEC

International & Advisory | TFLUGP Follow-up Trip to Battambang

CLC Lecture | Dr Hiroo Ichikawa: Tokyo Beyond 2035 - Learning from the Past and Preparing for the Future

2020

JAN

Visiting Fellow | Daniel Aldrich

Milestone Programme | 57th & 58th City Executive Leaders (City EXCEL) Programme

Workshop | ULI UrbanPlan for JC

Workshop | ULI UrbanPlan for Volunteers Training

Research Workshop | Multi-stakeholder workshop for Building Community Resilience

FEB

Research Workshop | 3rd CLC-ULI Climate Resilience Workshop, New York

MAR

Workshop | ULI UrbanPlan for Public Officials

ACKNOWLEDGEMENT CLC ANNUAL REPORT 2019/2020





CLC is a division of the Ministry of National Development, Singapore

Centre for Liveable Cities

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)'s mission is to distil, create and share knowledge on liveable and sustainable cities. CLC's work spans four main areas – Research, Capability Development, Knowledge Platforms, and Advisory. Through these activities, CLC hopes to provide urban leaders and practitioners with the knowledge and support needed to make our cities better.

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