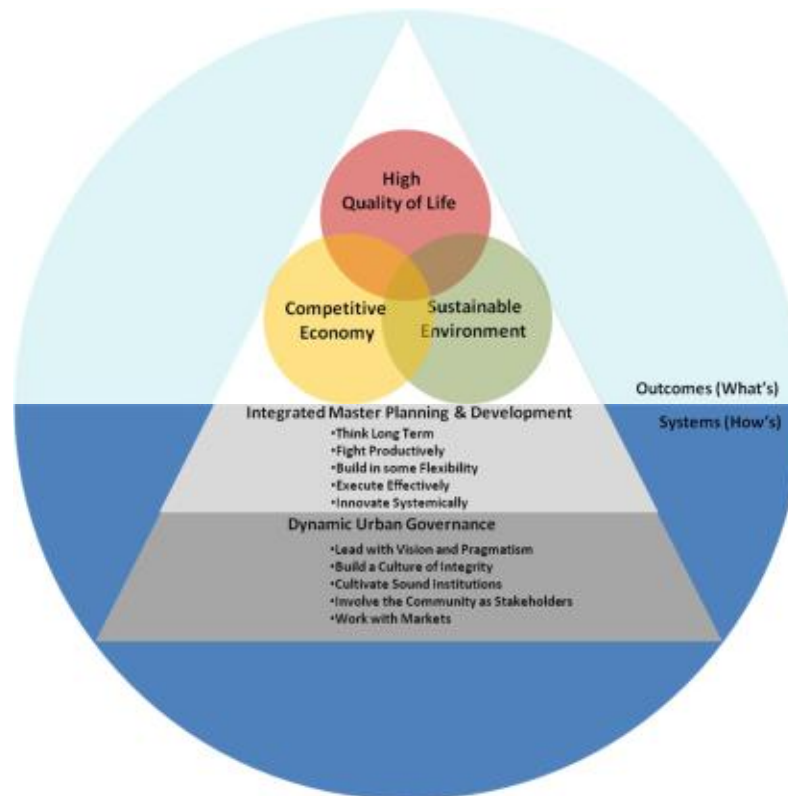


**SINGAPORE UN-HABITAT INTERNATIONAL LEADERS IN URBAN GOVERNANCE PROGRAMME
SINGAPORE, 5 – 9 JUNE 2017**

PROGRAMME OBJECTIVES

1. Provide clarity on the United Nations Sustainable Development Goals and how to achieve them as well as share Singapore's Liveability Framework and best practice examples.
2. Assist cities to understand financing sources and models to execute projects.
3. Equip city leaders with the knowledge, skills and tools that will enable them to lead change in their cities' urban planning, thereby contributing directly to achievement of the SDGs.
4. Support cities to plan, innovate and implement projects to catalyse change.
5. Encourage cross sector knowledge exchange to develop sustainable cities through integrated long term planning and dynamic urban governance.
6. Support city leaders work through specific project challenges based on best practice.
7. Monitor and evaluate these projects for continuous improvement.
8. Promote peer-to-peer learning and networks among city leaders.

SINGAPORE LIVEABILITY FRAMEWORK



DELIVERABLES & PROGRAMME COMMITMENT

- All participating teams have been asked to share a concept paper that highlight an urban challenge that teams would like to address in your city, as part of the application submission.
- On Day 1 of the programme, during city introductions, each City Team is requested to bring three pages of A3 printouts of 3 powerpoint slides (ie, one slide on one A3 printout) to be displayed during the City Introductions. The printout is meant to offer other participants and presenters key information about your city and describe **one (1)** priority project or urban challenge that your team wishes to address in your city and develop an action plan using the guiding principles and takeaways during the programme.
- During this showcase, one member from each team will introduce the city and project to other city participants. Details of the information that could be included in each slide and A3 page are:

Slide 1: Key information and demographic characteristics about your city	
<p>Demography</p> <ul style="list-style-type: none"> • Size and Geography • Population • Key economic activities <p>City Development Objectives</p> <ul style="list-style-type: none"> • Vision & Mission • Goals & Objectives - What your city is trying to achieve for the future 	<p>Pictures (Selected Images of your city)</p> <ul style="list-style-type: none"> • Images that define your city • Images of urban challenges that your city faces
Slide 2: Urban Challenge: current challenge or problem your city faces	
<p>Sector(s)</p> <p>Describe the main sectors related to your challenge / project (e.g. Transport, Water, Housing, Urban Renewal, Conservation)</p>	<p>Location and Geographic Coverage</p> <p>Use maps to illustrate the location and scale of the problem – whether it is for 1 neighbourhood or the whole urban area.</p>
Slide 3: Proposed Solution(s): proposed solution(s) to the urban challenge as shared above	
<p>Aims and Goals of the Project</p> <p>Target Issues that it will address if implemented (e.g. poverty reduction, reduced congestion, better quality of life, attract investors, etc.)</p>	<p>Stakeholders</p> <p>Agencies / departments that are involved, their role and their importance (e.g. city departments or other levels of government, and/or private sector, etc.)</p>
<p>What are the bottlenecks faced in the implementation of the project? What will happen if it does not get implemented?</p> <p>(e.g. loss of competitiveness, degrading environment, growing urban poverty, declining quality of life, etc.)</p>	<p>Alternatives</p> <p>Are there alternatives if it does not go through? (i.e. do you have fall back options that will help mitigate the issues if the main project is not implemented?)</p>

Participants are committed to:

1. Share the learning points from the programme with other officials upon return to their respective cities.
2. Share a report with the Centre for Liveable Cities and UN Habitat 4 months after the programme.

SCHEDULE OVERVIEW¹

	Mon 5 Jun 2017	Tue 6 Jun 2017	Wed 7 Jun 2017	Thu 8 Jun 2017	Fri 9 Jun 2017
AM	Registrations and Introductions	Learning Consolidation			
AM	<ol style="list-style-type: none"> 1. Singapore's Liveability Framework for Liveable and Sustainable Cities 2. <u>UNH</u>: Unlocking the Power of Urbanization 	<ol style="list-style-type: none"> 4. <u>UNH</u>: Housing at the centre of the New Urban Agenda 5. <u>USS</u>: Land Acquisition and Resettlement 	<ol style="list-style-type: none"> 7. <u>UNH</u>: The Global Problems of Slums and Practical Responses 8. <u>UNH</u>: Public space and Street connectivity 	<ol style="list-style-type: none"> 10. <u>USS</u>: Sustainable Environment: Cleaning a Nation 11. <u>USS</u>: Greening and Biodiversity 	<ol style="list-style-type: none"> 13. <u>USS</u>: Transport: Overcoming Constraints, Sustaining Mobility 14. <u>USS</u>: Industrial Infrastructure: Growing in Tandem with Economy
PM	<ol style="list-style-type: none"> 3. <u>USS</u>²: Integrated Master Planning and Development <ul style="list-style-type: none"> • <u>U</u>: Visit to Singapore River and to Gardens by the Bay • Welcome Dinner 	<ol style="list-style-type: none"> 6. <u>USS</u>: Housing: Turning Squatters into stakeholders <ul style="list-style-type: none"> • <u>U</u>: Visit to one of Singapore's integrated township developments 	<ol style="list-style-type: none"> 9. International Case Studies on Urban Rejuvenation and Infrastructure Financing <ul style="list-style-type: none"> • Action Planning Session 1 	<ul style="list-style-type: none"> • <u>U</u>: Singapore City Gallery <ol style="list-style-type: none"> 12. <u>USS</u>: Water: From a Scarce Resource to National Asset <ul style="list-style-type: none"> • Action Planning Session 2 	<ul style="list-style-type: none"> • Action Planning Final Sharing • Certificate presentation and Closing

¹ Programme accurate as of 26 Apr 2017. More details will be included in a Programme Booklet to be circulated closer to the programme start.

² USS: Urban Systems Studies are research products developed by the Centre for Liveable Cities that distils Singapore's transformative, urban experience.

SESSION SYNOPSES

(1) Singapore's Liveability Framework for Liveable and Sustainable Cities

- Introduction to Singapore's urban transformation journey;
- Understand the three desired outcomes arising from urban planning that contribute to a liveable city, and the systems of urban planning that need to be in place to achieve these outcomes;
- Recognise that governance is a complex and dynamic adaptive system;
- Examine the importance of visionary leadership.

(2) UN Habitat Session 1: Unlocking the Transformative Power of Urbanization: implementing the New Urban Agenda

- Draws on evidence and data from UN-Habitat's research to look at the global phenomenon of urbanisation with a special lens focused on informal urbanization and the problems of slums and African cities.
- Introduces the Sustainable Development Goal 11, particularly its Goal 11.1 and the current set of indicators to measure slums in the world.
- Explore challenges to measure success and/or regression of policies in curbing slum formation and informal urbanization.
- Discusses the deep-rooted causes of slum formation, its implications for city management, and its direct association with the constraints in land delivery systems, affordable housing provision and housing and land markets.

(3) USS: Integrated Master Planning and Development

- Sharing on Singapore's approach to integrated long term master planning through a whole of government
- Highlight the importance of transparency and accountability in governance, planning tools and regulations
- Understand the effective execution, flexibility and dynamism needed to change institution's role

(4) USS: Housing: Turning Squatters into Stakeholders

- Singapore's approach and guiding principles to sustainably financing public housing, and managing growing aspirations
- Achieving the social goals of housing policies / programmes: supporting families, managing diversity and building a sense of community

(5) USS: Land Acquisition and Settlement

- How Singapore's land acquisition policy has been instrumental in early urban redevelopment and current land management policies
- Singapore's approach to land administration and management

(6) UN-Habitat session 2: Housing at the Center of the New Urban Agenda: delivering affordable housing to all

- This session draws on the work of UN-Habitat and its Global Sample of 200 cities which emphasis on the findings about housing provision with a special attention to housing affordability and its policy implications for cities and urban and housing policies.
- The session presents the findings of the City Prosperity Initiative and the use of the City Prosperity Index-CPI in the assessment of public policies in the six dimensions of prosperity. It indicates policy areas and problems that need attention.

(7) USS: Transport, Overcoming Constraints, Sustaining Mobility

- How Singapore has managed urban transport and enabled the modal shift from private to public transportation
- Discuss how policies can be put in place to ensure that infrastructural projects can achieve self-sustainability
- Traffic demand management and integrated land use would also be addressed

(8) UN-Habitat session 3: Public Spaces and Street Connectivity: propositions of UN-Habitat for the New Urban Agenda

- Focuses on UN Habitat's 3-pronged approach that places urban planning and design, legislation and finance in a holistic and integrated urban management system, sustained by examples, case studies and guidelines.
- Special attention is given to urban planning and the provision of public space and their importance to better living conditions.
- Unpacks the fundamental elements of public space and its role in the implementation of the New Urban Agenda in the design of cities and for achieving better performance of public policies.

(9) USS: Sustainable Environment – Cleaning a Nation

- Understand how urban environment has been managed in Singapore, recognising the trade-offs necessary in order to achieve both economic growth and environmental sustainability
- Understand the systems and processes that will ensure environmental sustainability

(10) USS: Water – From a Scarce Resource to a National Asset

- Singapore's approach and guiding principles to water supply and demand
- How a dynamic system of governance and strong leadership enabled Singapore to achieve water self-sufficiency

- How to turn constraint into an economic asset, and the importance of continual improvisation and improvements to sustain the water industry as a key economic pillar
- Importance of integrated planning in allowing policy makers to optimise and prioritise developmental objectives, while resolving conflicts between competing objectives

(11) International Case Studies on Urban Rejuvenation and Infrastructure Financing

- World Bank and CLC: International Case Studies on Urban Rejuvenation and Infrastructure Financing
- Highlight a few International Case Studies on programmes for Urban Rejuvenation.
- Sharing of World Bank's evaluation process for funding projects.

(12) UN-Habitat Session 4: The Global Problems of Slums and Practical Responses: Street-led Citywide Slum Upgrading

- Focuses on UN-Habitat's approach 'Street-led Slum Upgrading' to explore the role of streets in urban transformation and integration of slums into the formal city planning and management systems.
- Develop knowledge and better understanding about the role of urban planning in improving living conditions in slums and informal settlements in their cities drawn from a number of practical examples in the world.

(13) USS: Industrial Infrastructure – Growing in Tandem with the Economy

- Singapore's approach and guiding principles to economic development
- Industrialisation, changing economic strategies and supporting industrial infrastructure; identifying the strong synergies between industrial and land-use policies
- Dynamics between Singapore's economic and industrial infrastructure institutions
- Current challenges and future directions

(14) USS: Greening & Biodiversity Conservation

- Singapore's approach and guiding principles to having a long-term mission that requires public, private and people sectors to work together to achieve it
- Importance of adaptive governance to enable evolution of the government's long term vision with the changing social, environmental and economic landscapes
- Approach to integrating policy objectives of different agencies and also engaging community participation and ownership

(LJ) Learning Journeys

The learning journeys (LJs) are visits to some of the important urban projects in Singapore. Each LJ is selected based on urban system studies discussion such that it can best illustrate and integrate with the day's themes and discussions. Where possible, there will also be briefings and discussion sessions held in situ. The following LJs have been planned.

- Singapore River and Marina Barrage
- Gardens by the Bay
- One of Singapore's integrated township developments
- Singapore City Gallery

Action Planning Sessions

An important feature of the programme is the Action Planning session, when participants discuss priority urban challenges and strategies with sector experts. Shortlisted participants will be encouraged to develop an action plan which they can present to the peers during the course of the programme and implement in their cities. Projects should be actual and implementable or in the early stages of implementation.