

GPSC City Academy Summary Report

Singapore

November 26-28, 2018



WORLD
RESOURCES
INSTITUTE



1. Summary of attendees and topics

Cities play a key role in the planet's sustainability and ultimately its future. Singapore is a world-known example of sustainability as it shows integration in action. People of all socioeconomic backgrounds live alongside one another and everyone has access to public amenities such as transportation, green areas and markets. Singapore was an ideal place to host the Global Platform for Sustainable Cities' (GPSC) first City Academy which highlighted climate action planning and transit-oriented development. Twenty-three delegates, comprised of urban and transportation planners, from 10 cities and 7 countries, attended the City Academy hosted by C40, WRI, ICLEI, and the World Bank. Delegates traveled from: Ningbo, Tianjin, Shijiazhuang (China); Brasilia and Recife (Brazil); Asunción (Paraguay); Dakar (Senegal); Abidjan (Cote d'Ivoire); Johannesburg (South Africa); and Melaka (Malaysia). The delegates met to strengthen their knowledge and capacity in terms of integrated approaches to climate action, urban planning and transportation planning. Additionally, the City Academy provided a closed-door environment for cities to discuss their projects and potential challenges; and to learn about Singapore's experience with sustainable urban and transportation planning through site visits and discussions from local experts.

2. Summary of sessions

Day 1 - Monday, November 26		
Time	Activity	Session Details
06:30 - 08:00	Breakfast at the hotel	Please eat at any time during this period
08:00	Meet in PARKROYAL hotel lobby	RT staff will be waiting in the Hotel lobby to take participants to the World Bank offices
8:00 - 8:20	Travel to Marina Bay Boulevard	
8:30 - 9:00	Registration at World Bank Singapore Hub	
09:00 - 10:00	Welcome	<ul style="list-style-type: none"> Welcome by Abhas Jha (Practice Manager, Urban & Disaster Risk Management EAP1, World Bank) Introduction to the Global Platform for Sustainable Cities by Lincoln Lewis (Urban Development Analyst, World Bank) Welcome by Resource Team: Andrea Fernandez (Director, Governance and Global Partnerships, C40 Cities) Workshop introduction: Flavio Coppola (Manager, Land Use Planning Network, C40 Cities)
10:00 - 10:30	Introductions and city goals	
10:30 - 11:00	Tea & coffee break	
11:00 - 12:00	Session 1: Aligning land use, transportation, and Climate Action Planning – current practices	<ul style="list-style-type: none"> Presentation by Wee Kean Fong (Deputy Country Director, World Resources Institute China) City Clinic activity <ul style="list-style-type: none"> Challenge from Johannesburg Challenge from Asunción
12:00 - 13:00	Lunch	<ul style="list-style-type: none"> Lunchtime presentation on the Planning and design background for the Marina Bay Financial Centre, by Ms. Linda Lui (Senior Architect, Urban Redevelopment Authority)

13:00 – 14:00	Session 2: Aligning land use, transportation, and Climate Action Planning – governance and technical challenges	<ul style="list-style-type: none"> Group discussion on governance and technical challenges of aligning land use, transportation, and Climate Action Planning.
14:00 – 14:30	Tea & coffee break	
14:30 - 15:30	Session 3: Bridging the urban planning/transportation gap	<ul style="list-style-type: none"> Presentation by Dr. Limin Hee (Director of Research, Centre for Liveable Cities): Singapore’s experience of integrating land use and transportation strategies Group discussion on ICLEI’s EcoMobility SHIFT
15:30 – 15:45	City Action Planning	City Action Plan update
16:00 – 17:30	Site Visit 1	Overview of Singapore’s planning history at the URA Gallery

DAY 2 - TUESDAY, NOVEMBER 27

TIME	ACTIVITY	SESSION DETAILS
06:30 - 09:00	Breakfast at the hotel	Please eat at any time during this period
09:00	Meet in PARKROYAL hotel lobby	RT staff will be waiting in the Hotel lobby to take participants to the World Bank offices
9:00 - 9:20	Travel to Marina Bay Boulevard	
9:30 – 11:30	Site Visit 2	<ul style="list-style-type: none"> Tour of the Toa Payoh precinct and presentation at the Housing and Development Board (HDB) Hub by Ms. Lim Shu Ying, Director Urban Design Department
11:15 - 11:30	Tea & coffee break	
11:30 – 12:00	Welcome	<ul style="list-style-type: none"> Opening remarks and presentation: “TOD Toolkit: Planning and Implementing TOD at City, Corridor and Station Scale”, Gerald Ollivier (Singapore Transport Cluster Lead, World Bank)
12:00 – 13:00	Session 1: Panel Discussion: From Plans to Implementation	<ul style="list-style-type: none"> Panel discussion facilitated by Kate Hardwick (World Bank) Panelists from Surbana Jurong and ARUP
13:00 – 13:45	Lunch	
13:45 – 14:45	Session 2: Clients TOD Progress	<ul style="list-style-type: none"> Facilitators: Robin King (Director of Knowledge Capture & Collaboration, Ross Center for Sustainable Cities, World Resources Institute), Kate Hardwick (World Bank) City Clinic activity <ul style="list-style-type: none"> Challenge from Brasília Challenge from Ningbo

14:45 – 15:45	Session 3: Land Value Capture	<ul style="list-style-type: none"> Presentation by Robin King (Director of Knowledge Capture & Collaboration, Ross Center for Sustainable Cities, World Resources Institute) Group discussions facilitated by Robin King, Gerald Ollivier (Singapore Transport Cluster Lead, World Bank), and Flavio Coppola (Manager, Land Use Planning Network, C40 Cities)
15:45 – 16:15	Tea & coffee break	
16:15 – 17:15	Session 4: Panel Discussion Making the business case for TOD	<ul style="list-style-type: none"> Panel discussion facilitated by Gerald Ollivier (Singapore Transport Cluster Lead, World Bank), Lincoln Lewis (Urban Development Analyst, World Bank) Panelists from Colliers Real Estate and Cistri
17:15 – 17:30	City Action Planning	City Action Plan update
17:30 – 17:45	Wrap Up	

Day 3 - Wednesday, November 28		
Time	Activity	Session Details
06:30 - 08:30	Breakfast at the hotel	Please eat at any time during this period
08:30	Meet in PARKROYAL hotel lobby	RT staff will be waiting in the Hotel lobby to take participants to the World Bank Offices
08:30 - 08:50	Travel to Marina Bay Boulevard	
9:00 – 9:15	Introduction to Day 3	
9:15 – 10:15	Session 1: The challenge of successful community participation	<ul style="list-style-type: none"> Presentation from Johannesburg on the challenges of public outreach strategies Group discussion on community participation
10:15 – 10:45	Tea & coffee break	
10:45 – 11:45	Session 2: Sustainable urban planning and transportation projects in informal neighborhoods	<ul style="list-style-type: none"> City Clinic activity <ul style="list-style-type: none"> Challenge from Dakar Challenge from Abidjan
11:45 – 12:00	City Action Planning	Individual time to reflect and finalize City Action Plans
12:00 – 13:00	Lunch	
13:00 – 14:00	Bilateral meetings	1-1 meetings between city delegates
14:00 - 15:00	Safeguards Orientation for Integrated Urban Planning	<ul style="list-style-type: none"> Presentation by Karin Shepardson (Lead Environmental Specialist, World Bank): “Environmental and Social Framework: Protecting People and the Environment in Investment Projects”
15:00 – 15:15	Closing Remarks	<ul style="list-style-type: none"> Mariana Orloff (Urban Development Associate, Ross Center for Sustainable Cities, World Resources Institute) Francis Ghesquiere (Practice Manager, Urban & Disaster Risk Management EAP2, World Bank)
15:15 - 15:30	Tea & coffee break	

15:30 – 18:00	Site Visit 3	Walking tour of Sengkang <ul style="list-style-type: none"> • 50 mins travel via MRT to Sengkang • Walking tour of the HDB town centre led by Mr. Ho Kum Fatt, Deputy Director, Land Transport Authority. • Bus from Sengkang to Hotel
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Day 1. November 26, 2018

Session 1: Aligning land use, transportation, and Climate Action Planning—current practices

The first session considered how to align land use, transportation and climate action planning. Some of the participating cities have struggled with land use and transportation planning that incorporates a climate perspective. This seems to be a new area of work for most cities attending. WRI's Dr. Wee Kean Fong led the first session, titled "Evidenced-based city climate action planning," which discussed the current practices of climate action planning and its five major steps: (1) determining emissions inventory, (2) setting targets, (3) creating action plans, (4) implementing action and (5) tracking the performance of the plans.



Climate action planning steps

Delegates from Johannesburg and Asunción presented on their current experience with integrating land use, transportation and climate action planning. Transportation is the primary source of greenhouse gas emissions in Asunción while flooding happens on a regular basis, and ridership has decreased over time because of the lack of public transit accessibility. The challenge for Asunción is to be able to simultaneously prioritize and synergize climate actions while tackling new transportation and resilience projects, such as the implementation of a new BRT line and the construction of green areas by the river. The other cities commented on

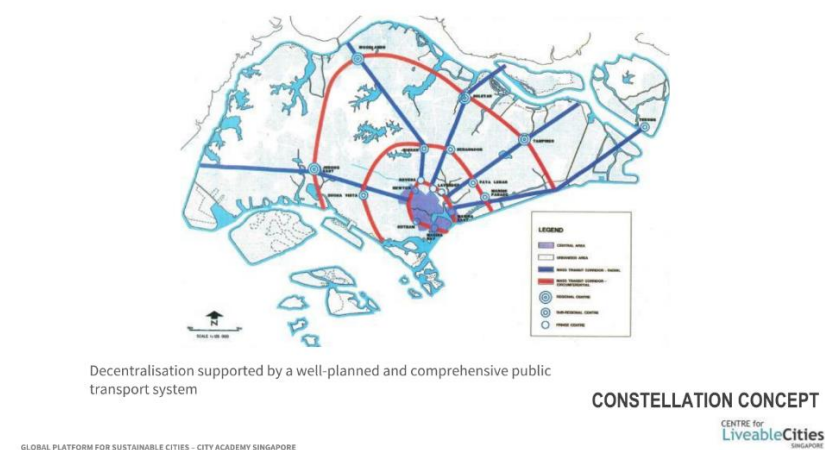
their experience and how they would write a master plan with consideration of the challenges Asunción has faced.

The case of Johannesburg is different, since it was the only participating city that has an ongoing climate action planning process, they have developed in collaboration with C40. Johannesburg has faced both governance and technical challenges with implementing their climate action plan. For instance, data management systems for tracking greenhouse gas emissions have not yet been established nor have the baseline emissions been determined. This impedes policy reform and subsequently how to monitor and evaluate these policies. These discussions highlighted the importance of raising public awareness regarding the link between carbon emissions, transportation, and economic growth in order to bolster public support for climate action planning.

Session 2: Aligning land use, transportation, and Climate Action Planning – governance and technical challenges

This session was a facilitated discussion on potential governance and technical challenges cities face when working to align land use, transportation and climate action planning. Even though land use, transportation and climate action planning are inevitably linked, political barriers can impede the development of climate action plans. Discussion questions focused on participant cities' experiences with integrating climate action planning and land use and transport as well as discussed their technical capacity to implement climate action plans. One conclusion from the discussion was that the decision-making process for investments at the local level is not connected to priority actions identified in climate action plans. Climate change and climate action is not part of the political discussion in some cities. For this reason, it is very important to shift the discussion from climate benefits to co-benefits and quality of life considerations.

Session 3: Bridging the urban planning/transportation gap



Successful, long-term climate mitigation in cities relies not only on the alignment of urban planning and transportation priorities with climate action goals, but also on the integration of stakeholder engagement and multi-level governance. Dr. Limin Hee, Director of Research at Singapore's Centre for Liveable Cities, presented about Singapore's experience with integrating land use and transportation planning. Since

1971, Singapore has actively integrated planning for residential, commercial, and transportation zoning and the plan delineated designated areas with high urban density to promote controlled growth, in what is known as the constellation concept. Dr. Limin Hee noted that an integrated approach to planning for land use and mobility is crucial for creating a highly livable environment in a small and densely built city like Singapore.



EXPANDING THE RAIL NETWORK - 200km to 360km by 2030

RE-SIGNALING + INCREASING FLEET SIZE
- Shorter waiting times



EXPANDING BUS FLEET & SERVICES
- 1000 buses & 80 services added between 2012 to 2017

IMPROVING BUS RELIABILITY
- More punctual buses & fewer bus bunching occurrences



EXPANDING THE CYCLING NETWORK - 700km island-wide

COVERING THE LAST MILE



PROVIDING BICYCLE PARKING

EXPANDING, IMPROVING & FACILITATING DIFFERENT MODES OF TRANSPORTATION

CENTRE for
LiveableCities
SINGAPORE

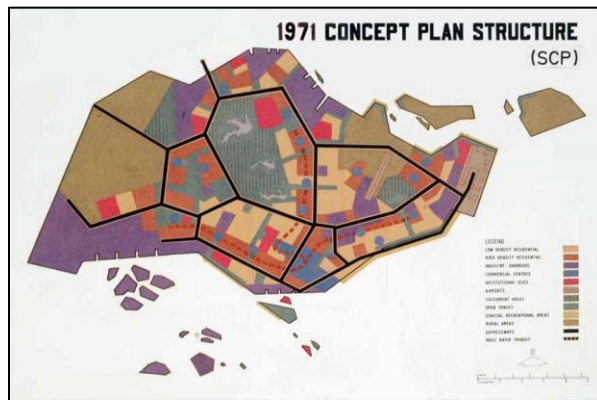
GLOBAL PLATFORM FOR SUSTAINABLE CITIES – CITY ACADEMY SINGAPORE

Singapore is using a combination of Strategies to do “car-light”.

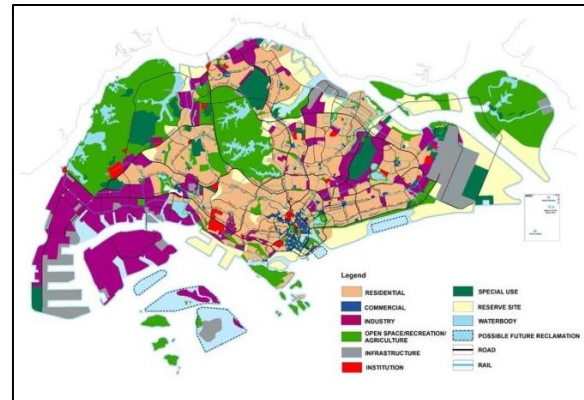
Tsu-Jui Cheng, from ICLEI, led the discussion and presented on the [EcoMobility SHIFT](#). The EcoMobility SHIFT is a methodology designed for cities to measure the performance of urban mobility and assists public sector officials with making informed decisions based on the areas that need improvement. The SHIFT methodology supports cities in creating and strengthening the mobility plans and supports them in developing action plans to implement integrated urban mobility.

Site Visit 1: Urban Redevelopment Authority City Gallery

The day concluded with an overview of Singapore’s planning history at the Urban Redevelopment Authority (URA) Singapore City Gallery. The gallery acts both an informational and educational hub on Singapore’s urban planning history. Singapore’s URA developed their first concept plan in 1971 with the assistance of the United Nations, which guided the development of Singapore during the 1990s. Singapore’s planners considered greening the city a priority in the 1960’s even as they worked to eradicate the city’s slums. Singapore’s history of planning has made the city what it is today—a thriving economic center with an abundance of green spaces.



1971 Concept Plan



2013 Concept Plan



City academy delegates at URA City Gallery

Day 2. November 27, 2018

Site visit 2: Tour of Toa Payoh

Day 2 commenced with a tour of the Toa Payoh precinct and a presentation at the Housing and Development Board Hub (HDB), the public housing authority in Singapore, by Ms. Lim Shu Ying, the Director of the Urban Design Department. HDB is the public authority that was in charge of the slum upgrading program of the 1960s and is still leading the construction of affordable public housing where more than 80% of Singaporeans live today. The presentation highlighted the different phases and styles of public housing that HDB has produced over time. The HDB planned the neighborhoods to be both racially and economically integrated. Not only is the neighborhood integrated, Toa Payoh was designed so that habitants are within walking distance of public transportation and amenities such as markets, stores and schools.

Following the presentation, delegates enjoyed a tour of the LIVINGSPACE gallery and the precinct's shopping area; the organizers noted the diversity and integration of housing in the precinct's shopping area.



Tour of LIVINGSPACE in Toa Payoh

Framing Presentation: TOD Toolkit: Planning and Implementing TOD at City, Corridor and Station Scale

Gerald Ollivier, Lead Transport Specialist at the World Bank, provided an overview of the recently published toolkit "TOD IMPLEMENTATION RESOURCES & TOOLS." TOD is a planning and design strategy to ensure compact, mixed-use, pedestrian and two-wheel friendly, and suitably dense urban development organized around transit stations. It embraces the idea that locating amenities, employment, retail shops and housing around transit hubs promotes transit usage and non-motorized travel. Well-planned TOD is inclusive in nature and integrates considerations of resilience to natural hazards. Ollivier enumerated the advantages of TOD which include making places more competitive, increasing the quality of neighborhoods with lower infrastructure costs and lower carbon dioxide emissions, increasing resiliency

to natural hazards, lowering transport and housing cost, and the possibility of partially self-financing because through land value capture mechanisms.

In order to support cities undergoing a process of planning and implementation of TOD projects, the World Bank, in collaboration with GPSC, TOD CoP and the IBI Group, developed a TOD toolkit which is a comprehensive resource for integrated land, transport and infrastructure planning with a focus on implementing TOD projects. The TOD Toolkit provides resources for cities interested in implementing TOD projects and it established a systemic planning process for the implementation of TOD projects. This process includes a framework for cities to conduct diagnostic measurements for TOD projects, how to engage stakeholders as well as guidelines for government officials and how to finance such projects. The TOD Toolkit also includes an element of knowledge sharing, through case studies and best practices between low- and middle-income countries. In sum, the TOD Toolkit guides planners on how to develop TOD projects by providing a framework for regulation, in addition to monitoring and evaluation.

Session 1: Panel Discussion: From Plans to Implementation

Kate Hardwick, from the World Bank, facilitated this panel discussion, “From Plans to Implementation.” The panel consisted of Michael Leong, the Director of the Surbana Jurong Group, and Chintan Raveshia, the Cities and Transit Development Leader of ARUP. Michael Leong presented on public engagement with TOD projects; he specifically detailed his experience with three transit stations where TOD projects have been implemented. Leong noted that TOD projects are all different and vary based on culture and context, therefore it is important to learn about other cities’ experiences with TOD projects. Leong’s major takeaways from TOD projects included that transit users want to be as close to transit hubs as possible, and transit hubs take up a lot of space and do not allow for other uses. Surbana Jurong utilizes four major principles when developing TOD projects: 1) augmenting wayfinding; 2) enhancing convenience; 3) building communities; and 4) enhancing value.

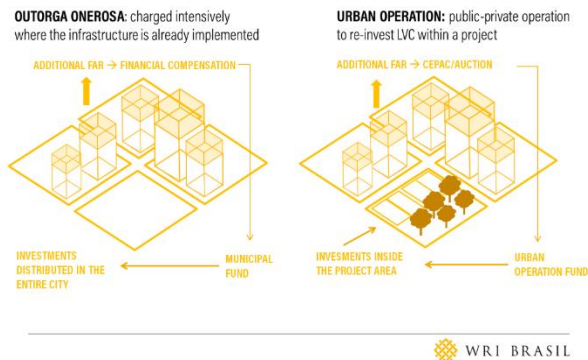
Chintan Raveshia discussed why TOD projects are important, for example, so that pedestrians do not feel stranded by their transportation systems. Raveshia also delved into TOD principles, which include 1) Walkability, 2) Cycle-friendly, 3) Connected, 4) Transit-centric, 5) Mixed Use, 6) Dense, 7) Compactness, and 8) Pro-Mode Shift. After Leong and Raveshia’s presentations, the group of delegates engaged in a question and answer session about implementing TOD projects.

Session 2: Clients TOD Progress: a deeper look at two specific examples

The TOD Progress session was formatted as a City Clinic where delegates from Brasilia and Ningbo shared their experience with TOD projects. Ningbo has two underground metro lines with plans to expand in the next few years. However, during this process, Ningbo has faced challenges with metro integration and connectivity of these metro lines. Above ground, government officials in Ningbo are debating whether the focus should be on pedestrian or car space. Therefore, Ningbo is working to strategically encourage high residential densities near municipal-owned land. Whereas Brasilia is attempting to introduce TOD to an area where its urban structure is a UNESCO World Heritage protected site. Much of the infrastructure is obsolete as a result of the city’s protected status. Delegates from Brasilia sought to receive feedback on how to incorporate modern transportation in protected areas. The delegates from all cities discussed Ningbo and Brasilia’s challenges with TOD projects and enriched the conversation with their respective experiences.

Session 3: Land Value Capture

AIR RIGHTS SALE IN BRAZIL



Land value capture is a policy approach that enables communities to recover and reinvest land value increases that result from public investments and government actions. Dr. Robin King, Director of Knowledge, Capture and Collaboration at WRI Ross Center for Sustainable Cities, delivered a presentation titled, “Land value capture mechanisms in Brazil.” Dr. King discussed tools available for land value capture, focusing on Brazilian examples of air rights.

A question and answer session followed Dr. King’s presentation. Participants discussed a variety of issues germane to land value capture during the question and answer session. Some topics raised during this session included how land value capture can contribute to infrastructure financing, importance of broad public participation and acceptance, challenges of fully financing TOD projects, how people define land value, and the importance of establishing land tenure regulations.

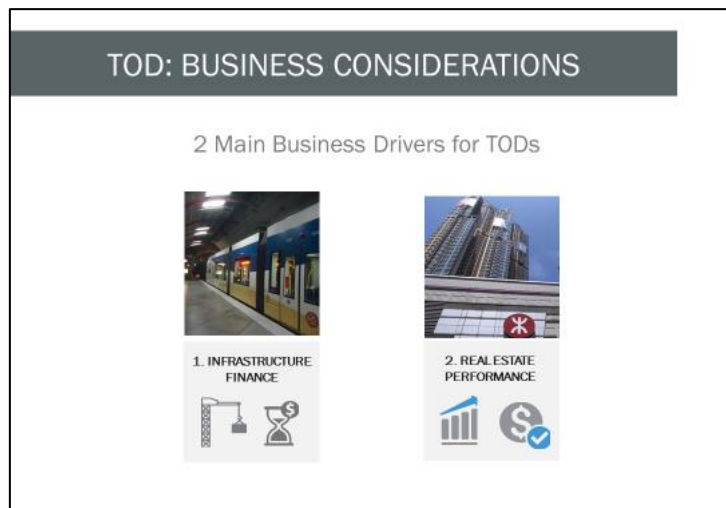


Dr. Robin King presenting on Land value capture mechanisms in Brazil

Session 4: Panel Discussion: Making the business case for TOD

Gerald Ollivier facilitated this session which discussed the business case for TOD projects such as projects involving trains, subways and especially bus rapid transit (BRT) and the opportunities and challenges for BRT from a private sector perspective.

Making a business case for TOD is an important factor to encouraging private investment in such projects. Jonathan Jacobs from Colliers International presented on “TOD Real Estate Strategies.” Jacobs explained that it is important to be mindful about filling the infrastructure financing gap, this can include creating value around the station being built. Jacobs also noted that it is important to consider real estate performance, particularly how TOD performance is better than developments that lack transport options. Two suggestions Jacobs made for making a business case to the private sector was to consider cash flows and finalize the infrastructure construction to minimize risk and uncertainty for developers. The advice Jacobs gave helps urban and transport planners consider what the private sector’s expectation might be with respect to public sector financing.



Jacobs’ explains two main business drivers for TOD projects

Peter Hyland, from CISTRI, presented on two TOD projects currently underway in Brisbane, Australia—the Brisbane Metro and the Cross-River Rail. Hyland acknowledged the challenges the city has had with these two projects, namely congestion and urban pollution growth, funding, and how to improve the quality of the transit experience such as its accessibility, travel time, reliability and efficiency. There was a question and answer session that followed the presentation where delegates from participating cities could ask pertinent questions. The question and answer session centered on coordination of cities and developers, increasing capacity for cities to be able to negotiate adequately with developers and matching long term investors with the public sector’s TOD project timelines.

Day 3. November 28, 2018

Session 1: The challenge of successful community participation

Zain Ally, Assistant Director for Land Use Management for the City of Johannesburg, discussed the city’s public outreach strategy and its challenges. Johannesburg presented on the challenges of introducing a new land use plan to the city. Mindful of the importance of stakeholder engagement, Johannesburg allowed for an extensive consultation program to increase their transparency and promote stakeholder buy-in of their new land use plan. The size of the city and the recent change in government regime made public outreach more challenging. Communicating with the public in a less technical manner proved to be successful. Additionally, Johannesburg ensured that information was disseminated in a transparent way through their website, hard copies, and through a walk-in center.



Consultation format:

- Nine public discussion sessions were held in all seven Regions of the Council
- Many presentations were made to internal & external departments
- Several presentations were made to Councillors at different forums
- Several newspaper articles and reports were published
- Several radio interviews were conducted over a 2 month period
- Bilateral discussions were held with interested individuals and groups on request.

**PUBLIC PARTICIPATION PROCESS
HIGHLIGHTED**



Johannesburg's public participation process for their new land use plan

Following this presentation, the group discussed public outreach in the context of their respective cities. The moderated discussion focused on the challenges of community outreach for urban planning/transportation projects, potential solutions and successful strategies, including: lack of a stable government and continuity of policies can hinder implementation of plans and perception that community participation is not impactful. In order to create trust in communities, cities can use outreach efforts such as grassroots plan development and public brainstorming sessions.

Session 2: Sustainable urban planning and transportation projects in informal neighborhoods

Relocating informal settlements can disrupt the social fabric of the city. While it is a challenging endeavor, relocating informal settlements can create an opportunity such as higher quality living conditions for those who are displaced. For example, Singapore deliberately worked to clear informal neighborhoods, or slums, in the 1960s which in turn led to increased sanitation and higher quality housing albeit with increased density. When considering relocation of informal neighborhoods, it is imperative to consider the entire city and not just the informal settlements.

Delegates from Abidjan and Dakar shared their experiences with sustainable urban planning and transportation projects in informal neighborhoods. Currently, Abidjan is working on the development of a new railway line, running east to west, that will provide access between two residential centers within the city center where 200,000 people currently live. However, the railway station, as it is currently planned, passes through informal settlements. Urban planners in Abidjan are working to mediate the conflict between the plans for this transportation project and the informal settlement communities. The delegates from participating cities were encouraged to discuss Abidjan's challenges with the railway project. Following this discussion, Dakar presented on the challenges they have had with transportation projects in informal neighborhoods as well. Dakar is facing a similar problem as Abidjan; they wish to integrate informal areas into their targeted development area along their bus rapid transit system. In order to build the transit system and enable public services, such as water and sewage systems, part of the population will need to be relocated.

LE PRINCIPE DU PLAN D'AMENAGEMENT CONCERTEE DE GRAND-MEDINE



Dakar's map of proposed TOD project

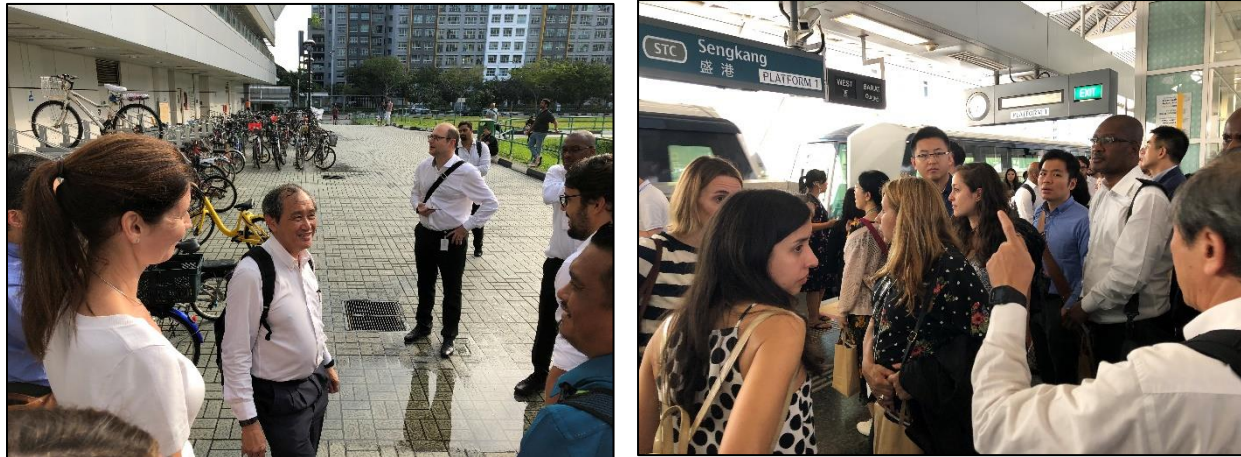
Both Abidjan and Dakar face challenges of relocating people as a result of TOD projects. Both countries have difficulty with political turnover and instability which impedes their ability to start long-term housing redevelopment projects. Not only is the longevity of housing redevelopment an issue, creating tangible value from informal land ownership remains a challenging task. Working in informal settlements requires a level of trust and a strong relationship with the government. One solution the delegates discussed during this session was for the city to undertake small demonstration projects to build acceptance and trust among members of informal settlements.

Safeguards Orientation for Integrated Urban Planning

World Bank's Lead Environmental Specialist, Karin Shepardson, led a presentation on "Environmental and Social Framework: Protecting People and the Environment in Investment Projects." Shepardson introduced a new decision-making framework to guide the World Bank with its investments. The Environmental and Social Framework is an updated, more systematic and integrated document. The framework is meant to be applied to not only World Bank investments but also to promote local capacity, enhance efficiency and increase country ownership of World Bank-funded projects.

Site visit 3: Walking tour of Sengkang TOD led by Ho Kum Fatt, LTA.

The day concluded with a walking tour of the Sengkang neighborhood where there has been a focus on TOD projects; delegates had the opportunity to ride a Light Rail Transit integrated system there. Delegates also travelled to Sengkang via Singapore's Mass Rapid Transportation system.



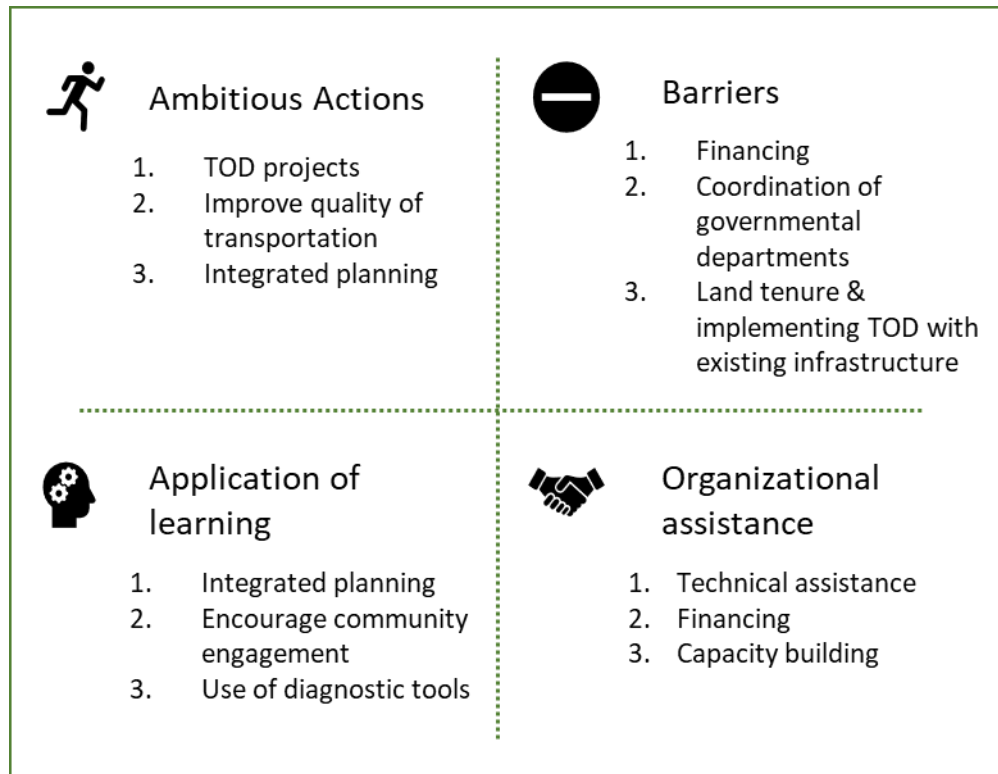
Delegates participating in the Sengkang site visit

3. Summary of City Action Plans

As part of the City Academy, the delegates from participating cities wrote action plans. The delegates brainstormed ambitious actions their city endeavors to implement, potential barriers to such actions and how the delegates will apply what they learned from the workshops. **The majority of cities noted that they would like to carry out a Transit-Oriented Development (TOD) project.** Other actions that were commonly chosen include updating and/or creating new plans, improving the overall quality of public transportation within their respective cities, increasing intergovernmental coordination for integrated planning, and increasing public engagement.

While the workshop sessions at the City Academy covered topics related to TOD and climate action planning, delegates from the participating cities mentioned **potential barriers** they may have while implementing those kinds of projects. The most popular barrier was financing, not only how to obtain financing, but how to increase interest for investment in public infrastructure projects. Stakeholder engagement and dealing with land tenure conflicts were other common barriers brought up by the cities.

Integrated planning was encouraged and discussed at the City Academy, however, delegates still believe that inter-agency coordination between land and transport, while incorporating climate change considerations is not easy to achieve and will be a barrier with the implementation of TOD projects and climate action plans. Many delegates mentioned that they would encourage higher coordination and communication on future projects. City representatives believed they should be more deliberate in their effort to increase communication across sectors and among governmental levels. A number of delegates also felt they would apply what they learned about the importance of inclusion and explained that they planned to encourage community participation by presenting material in a more digestible manner. Additionally, others mentioned implementing decentralized communication methods to increase community engagement and increase inclusion of stakeholders throughout the planning process.



Most frequent responses for City Action Plans

4. Evaluation from attendees

Participants at the Academy found the experience very valuable, according to results from the evaluation. The majority of delegates thought the duration of the City Academy was just the right amount of time. Most people thought the information related to TOD was most valuable—including the TOD Toolkit and the sessions on land value capture. Delegates also highlighted that they thought the concept of integration of land use, transportation, and climate action plans in urban planning was a valuable topic. People were generally satisfied with the information given during the workshop sessions.

In terms of learning style, delegates mentioned more time to discuss among cities would be valuable in addition to more time for bilateral discussions. Delegates explained that focused sessions or City Clinics, are valuable and that having the ability to choose sessions to attend would be more beneficial to them. Delegates noted that City clinics can be improved by increasing time to explain challenges and context to enable a more informed discussion among the group. The Academy could add more time to discuss specific solutions to the challenges raised during the City clinics. The ability to discuss challenges and learn from other cities, including the site visits in Singapore, was one of the most valuable aspects of the City Academy. People overwhelmingly approved of the site visits and believed they were highly valuable to them. Delegates appreciated having structured materials and tools that they can use after the workshop, such as the TOD toolkit.

5. Topics of interest and follow up for Resource Team

While many planned to apply concepts they learned at the City Academy in their cities, they would like to learn more extensively about the topics covered at the City Academy such as climate action plans, land value capture, how to implement and finance TOD projects, citizen engagement, and sustainable development planning more generally.

The major themes people would like to see with peer opportunities are related to informal settlements, integrated planning, community engagement, urban development/planning and TOD-related projects. The interest in topic varied based on the current projects and barriers each city is facing.