



**SINGAPORE-UNITED STATES THIRD  
COUNTRY TRAINING PROGRAMME 2020:**

**WORKSHOP ON SMART CITIES  
(SIN-US TCTP)**

**10 November – 4 December 2020**

A Joint Programme By:

CENTRE for  
**LiveableCities**  
SINGAPORE

**SCP** SINGAPORE  
COOPERATION  
PROGRAMME



  
**USASCP**  
U.S.-ASEAN Smart Cities Partnership

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## *Programme Organisers*

### **Singapore Cooperation Programme**

Singapore has provided technical assistance to other developing countries since the 1960s. As a country whose only resource is its people, Singapore believes that human resource development is vital for economic and social progress. Singapore itself has benefited from training provided by other countries and international organisations.

In 1992, the Singapore Cooperation Programme (SCP) was established to bring together under one framework the various technical assistance programmes offered by Singapore. Through the SCP, the range and number of training programmes were increased to share Singapore's development experience with other developing countries.

To date, over 131,000 officials from more than 170 countries and territories have participated in our courses and study visits. The SCP is managed by the Technical Cooperation Directorate of the Singapore Ministry of Foreign Affairs.

### **United States Department of State**

The United States has a long history of providing technical assistance in Southeast Asia. We believe our partnership with Singapore, through the Third Country Training Programme, will enable us to further strengthen our cooperation for the benefit of the Asia-Pacific Region and build on our long-term engagement with ASEAN. Our goal is to help countries build capacity and develop sustainable systems.

In collaboration with Singapore and the recipient countries, we will work toward these common goals. By sharing best practices, we can strengthen local governmental institutions, especially the public administration and the civil service of countries.

The Third Country Training Programme, while managed by the U.S. Department of State, is a whole-of-government effort working with relevant experts and dialogue partners in the field to strengthen ASEAN integration.

### **Singapore-United States Third Country Training Programme**

Established in February 2012, the Singapore-United States Third Country Training Programme (TCTP) is a partnership between the Singapore Ministry of Foreign Affairs and the US Department of State to jointly conduct capacity building courses for Southeast Asian countries, in particular those in the Lower Mekong region. The TCTP supports ASEAN community-building efforts by enhancing connectivity, promoting sustainable development, and strengthening regional resilience. Singapore and the US draw on complementary expertise and experience to develop innovative capacity building programmes that meet the priority needs of ASEAN member countries.

**Centre for Liveable Cities (CLC), Singapore**

Set up in 2008 by the Ministry of National Development and the Ministry of the Environment and Water Resources, CLC has as its mission “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.

**The U.S.-ASEAN Smart Cities Partnership (USASCP)**

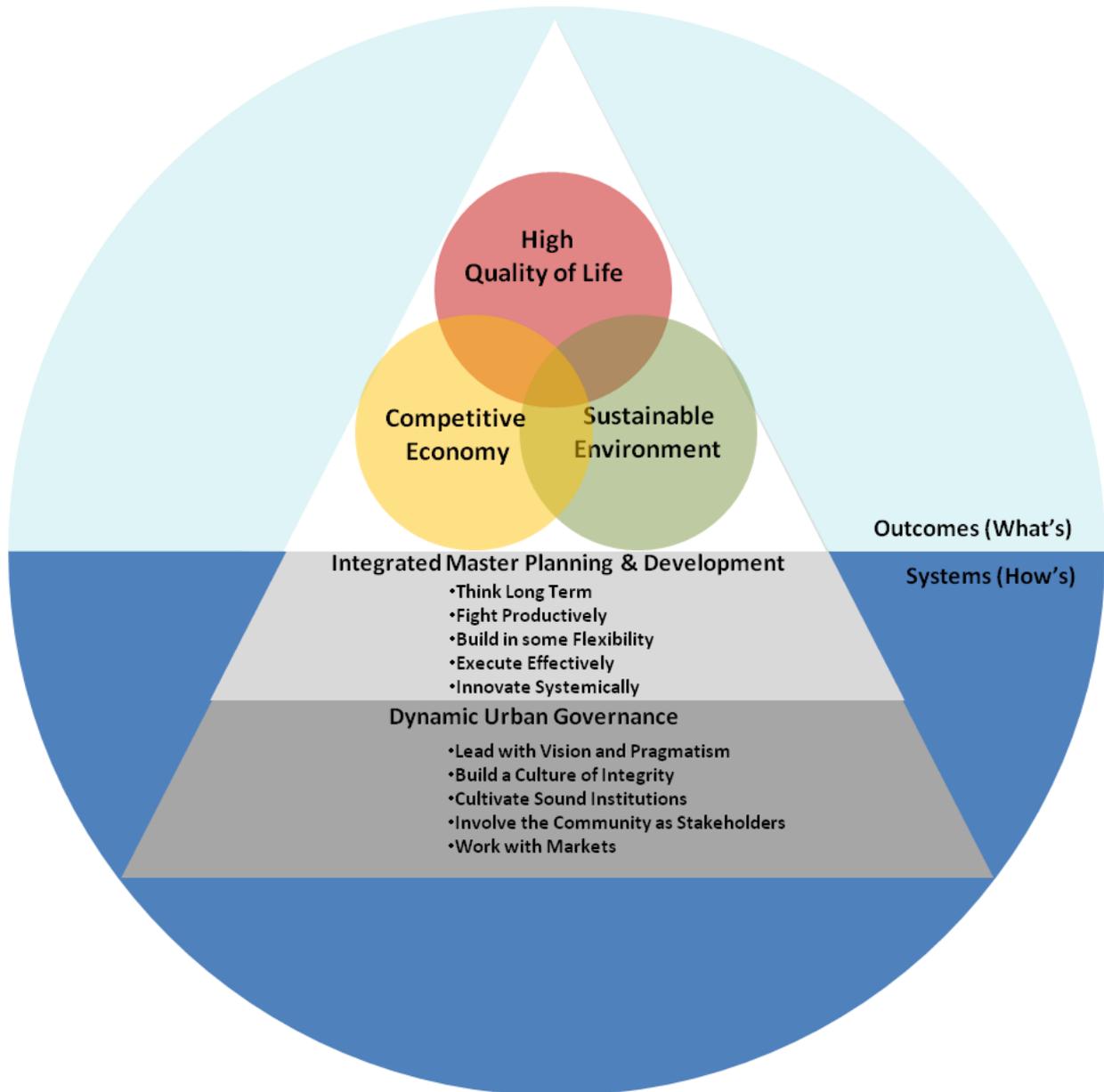
The USASCP is a whole of government approach involving more than 16 U.S. government agencies, stakeholders and Dialogue Partners with the aim to share knowledge and smart tools, cultivate business partnerships and improve the delivery of essential urban services for sustainable quality of life in ASEAN cities. The Partnership is funding numerous projects addressing water management, access, treatment and reuse, transportation and transit options, integrated urban services and resource recovery, cybersecurity education, city development and renewable energy modelling as well as academic research involving socio-economic mobility and the Gig economy, AI and traffic simulation, and micro-climate data analysis in smart garden alleys among others.

## CONTENT

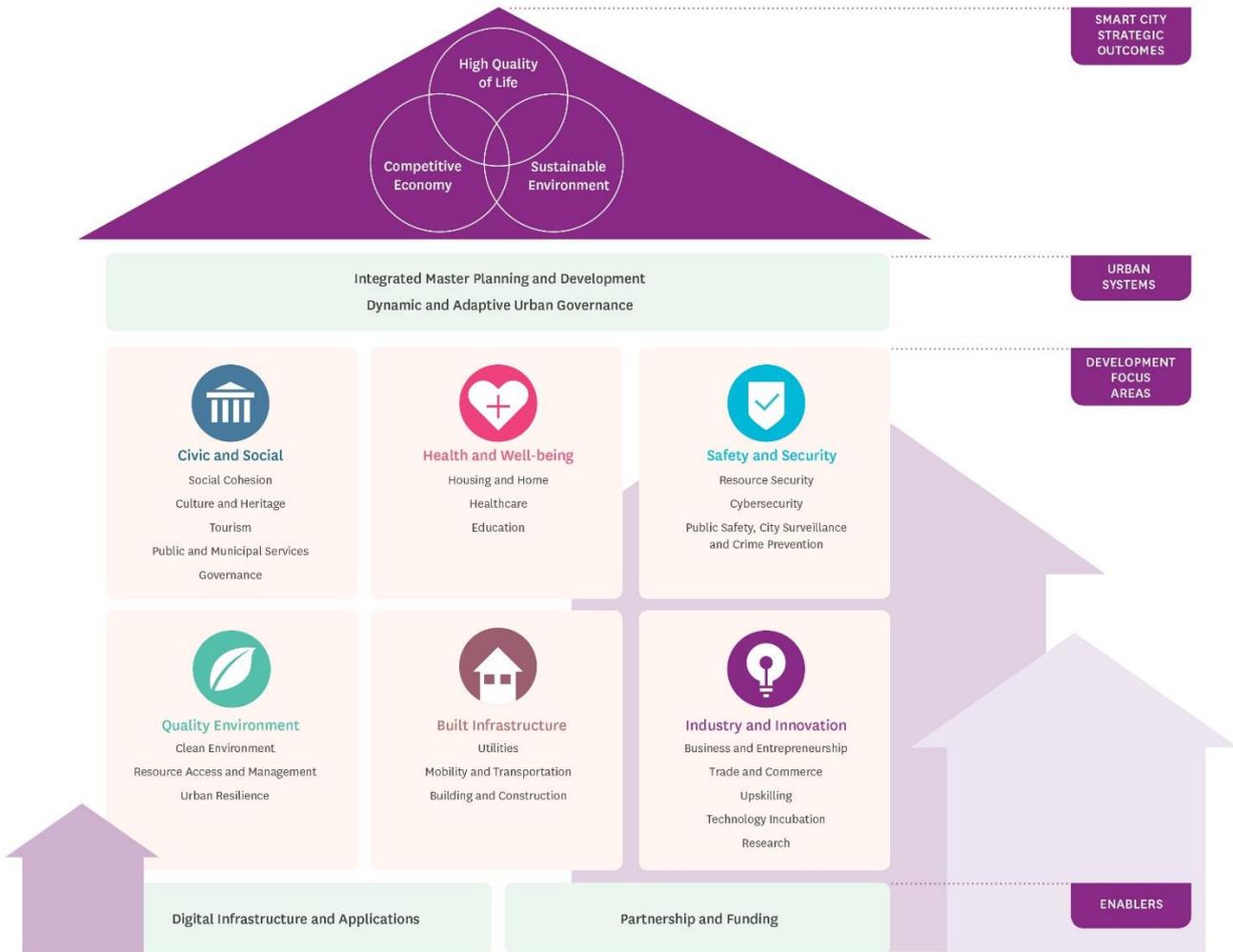
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## PROGRAMME OBJECTIVES

1. Promote knowledge sharing and encourage the application of guiding principles in smart and sustainable urban development and management based on Singapore and US' experiences.
2. Understand the role of technological and biophilic and nature-based solutions in developing smart sustainable cities in a holistic and well-integrated manner



*SINGAPORE LIVEABILITY FRAMEWORK*



**ASEAN SMART CITIES FRAMEWORK**

## WORKSHOP ON SMART CITIES

**This Workshop consists of two compulsory segments:**

- Segment 1: Webinars
- Segment 2: Study visit to Singapore

Segment 1 will be conducted via Zoom\* in a lecture and panel discussion style by experienced trainers, academics and/or policy makers in relevant topics, with opportunities for discussion during the Question and Answer segment. Participants will be provided with short videos and reading materials related to the webinar topics prior to Segment 1. Participants are highly encouraged to go through these pre-webinar materials for a fruitful discussion in Segment 1.

Segment 2 will be conducted post-COVID19 when the international travel restrictions have been lifted. Participants would travel to Singapore to participate in action planning sessions, site visits and networking opportunities with companies and resource persons (experienced trainers, academics and/or policy makers in relevant topics).

Participants accepted into the Workshop must attend Segment 1 and 2.

\*Zoom: Please ensure that you have a working Zoom account, with Zoom Desktop Client:

- Windows: 3.5.31087.1102 or higher
- macOS: 3.5.31087.1102 or higher
- Linux: 2.0.81497.1116 or higher
- Chrome: 2.4.943.510 or higher
- Do not use Chromebooks or Chrome OS

### PRE-WEBINAR MATERIALS

Participants will be supplemented with a set of Pre-Webinar Materials for their learning prior to the webinars. Participants are highly encouraged to go through these pre-webinar materials for a fruitful discussion during the live webinar.

The type of pre-webinar materials for the respective webinars by United States and Singapore's are detailed below, and the full list of pre-webinar materials are detailed in **Annex A**.

Pre-Webinar Materials		
United States	(a) Reading Materials, (b) Short Video Clips	<a href="#">Annex A</a>
Singapore	(a) Short Summary Slides; (b) Short Video Clips; (c) Reading Materials	

## PROGRAMME SCHEDULE

<b>WEBINAR 1: SMART CITIES FRAMEWORK - 10 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Zoom Link:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/j/84683485447?pwd=SE11ZGUyeUdlYWVkbVjc5Z1p6aFU1UT09">https://us02web.zoom.us/j/84683485447?pwd=SE11ZGUyeUdlYWVkbVjc5Z1p6aFU1UT09</a></li> <li>• Webinar ID: 846 8348 5447, Password: 458376</li> <li>• Participants are to label their name on Zoom in the following format: "Country—Name",</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900 – 0915	<p><b>Official Opening Ceremony</b></p> <p>Facilitated by:</p> <ul style="list-style-type: none"> <li>• <i>Mr LIM Teng Leng, Deputy Director/ Centre for Liveable Cities</i></li> <li>• <i>Ms Helen Santiago FINK, AICP, Program Manager/ U.S. ASEAN Smart Cities Partnership</i></li> </ul> <p>Welcome Address by:</p> <ul style="list-style-type: none"> <li>• <i>Mr KHOO Teng Chye, Executive Director/Centre for Liveable Cities</i></li> <li>• <i>Mr Rafik MANSOUR, U.S. Chargé d’Affaires a.i. /U.S. Embassy in Singapore</i></li> </ul>
0915-1015	<p><b>U.S. - Webinar on Smart Cities Framework</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• <i>Introduce and demonstrate the value of biophilic /green - smart cities</i></li> <li>• <i>Examine the Socio-Ecological – Technological Paradigm</i></li> <li>• <i>Present Japan’s Society 5.0</i></li> <li>• <i>Examine Sustainable Development Goals, (SDGs) #11</i></li> </ul> <p><i>Ms Helen Santiago FINK, AICP, Program Manager U.S. ASEAN Smart Cities Partnership</i></p> <p><i>Mr. Hidekazu KURAYA, Planning Director, Bureau of Science, Technology and Innovation, Cabinet Office, Japan</i></p>
1015-1030	<p><b>Break</b></p>

<b>WEBINAR 1: SMART CITIES FRAMEWORK - 10 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
1030-1130	<p><b>Singapore - Webinar on Singapore's Liveability Framework For Liveable and Sustainable Cities &amp; ASEAN Smart Cities Framework</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Recognise that governance is a complex and dynamic adaptive system</li> <li>• Examine the importance of visionary leadership</li> <li>• 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</li> <li>• Understand Singapore's key guiding principles in smart sustainable urban development and management, and how technological and biophilic/nature-based solutions are integrated in the development</li> </ul> <p><i>Mr Michael KOH, Executive Fellow/ Centre for Liveable Cities</i></p> <p><i>Private Sector Panelist: Mr Eugene SEAH, Senior Director (Special Projects), GCEO's Office Surbana Jurong Private Limited</i></p>
1130	<b>END of Webinar 1</b>

<b>WEBINAR 2: INTEGRATED MASTER PLANNING AND DEVELOPMENT - 13 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Please register via:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_gVVfdyPIR72cx5xDha97BA">https://us02web.zoom.us/webinar/register/WN_gVVfdyPIR72cx5xDha97BA</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register for the remaining 6 webinars in order to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Integrated Master Planning and Development</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Examine biophilic cities planning components</li> <li>• Present Biophilic Network and city case studies</li> </ul> <p><i>Dr Timothy BEATLEY, Professor of Sustainable Communities, School of Architecture, University of Virginia</i></p>
1000-1015	<b>Break</b>
1015-1115	<p><b>Singapore - Webinar on Integrated Master Planning and Development</b></p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand the whole of government, integrated system-of-systems approach to long-term planning</li> <li>• Understand the importance of transparency and accountability in governance, planning tools and regulations</li> <li>• Understand the effective execution, flexibility and dynamism needed to change institution’s role</li> <li>• <i>Be exposed to concrete case studies featuring the technological and biophilic/nature-based solutions in the process of Integrated Master Planning and development</i></li> </ul> <p><i>Mr WONG Kai Yeng, Former Group Director/Urban Redevelopment Authority</i></p> <p><i>Private Sector Panelist: Ms Marion SENESI, Industry Solution Experience Director from Dassault Systèmes</i></p>
1115	<b>END of Webinar 2</b>

<b>WEBINAR 3: GREENING AND BIODIVERSITY - 17 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Please register via:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_hJD2mtZqQx-VT7qHo5pZ5g">https://us02web.zoom.us/webinar/register/WN_hJD2mtZqQx-VT7qHo5pZ5g</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Greening and Biodiversity</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Discuss value of nature-based solutions and green infrastructure</li> <li>• Examine equity and inclusiveness in green practices</li> <li>• Present health benefits of urban natural capital</li> </ul> <p><i>Dr Petra HURTADO, Research Director, American Planning Association (APA)</i></p> <p><i>Dr. Sagar SHAH, Planning and Community Health Manager, American Planning Association</i></p>
1000-1015	<b>Break</b>
1015-1115	<p><b>Singapore - Webinar on Greening and Biodiversity</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Understand the key guiding principles of Greening and Biodiversity management, based on Singapore’s experience of balancing economic development with greening and biodiversity conservation</li> <li>• <i>Be exposed to concrete case studies featuring the technological and biophilic/nature-based solutions in Greening and Biodiversity management</i></li> </ul> <p><i>Mr Simon LONGMAN, Former Director/National Parks Board</i></p> <p><i>Private Sector Panelist: Mr Michael TEH, Managing Director/Nature Landscapes Pte Ltd</i></p>
1115	<b>END of Webinar 3</b>

<b>WEBINAR 4: WATER MANAGEMENT- 20 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Please register via:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_ow5pV6NVRJ2F9Kfk-SxovA">https://us02web.zoom.us/webinar/register/WN_ow5pV6NVRJ2F9Kfk-SxovA</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Water Management</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• <i>Review U.S. case studies in integrated water management</i></li> <li>• <i>Understand the value and role of green infrastructure in water management and flood mitigation</i></li> <li>• <i>Present the work of the USASCP/U.S. Water Partnership city pairings</i></li> </ul> <p><i>Ms Diane TANIGUCHI-DENNIS, CEO/ Clean Water Services, Hillsboro, Oregon</i></p> <p><i>Ms Paula KEHOE, Director for Water Resources/ San Francisco Public Utilities Commission. WISE Ho Chi Minh City Saigon Water Corporation Partner</i></p> <p><i>Mr Kevin SHAFER, Executive Director, Milwaukee Metropolitan Sewerage District, Wise Phuket Thailand Utility Partner</i></p> <p><i>Mr Christopher RICH, Executive Director/U.S. Water Partnership</i></p>
1000-1015	<p><b>Break</b></p>

<b>WEBINAR 4: WATER MANAGEMENT- 20 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
1015-1115	<p><b>Singapore - Webinar on Water Management</b></p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand how Singapore was able to turn its water constraint into an economic asset, and the importance of continuous improvisation to sustain the water industry as a key economic pillar</li> <li>• Understand Singapore's approach in developing the closed-loop system of our water supply and the diversification of water sources to ensure a resilient supply</li> <li>• Understand how a dynamic system of governance, integrated planning and strong leadership enabled Singapore to achieve water sustainability.</li> <li>• <i>Be exposed to concrete case studies featuring the technological and biophilic/nature-based solutions in Water Management</i></li> </ul> <p><i>Mr YAP Kheng Guan, Former Senior Director/Public Utilities Board</i></p> <p><i>Private Sector Panelist: Dr Adrian YEO, Senior Vice President, Innovation (Water) Renewables &amp; Environment Business / Sembcorp Industries Ltd (Singapore)</i></p>
1115	<b>END of Webinar 4</b>

<b>WEBINAR 5: PUBLIC HEALTH - 24 NOVEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b> Please register via:</p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_G0Ij-U5_TEuYrZ8Y7ed3-Q">https://us02web.zoom.us/webinar/register/WN_G0Ij-U5_TEuYrZ8Y7ed3-Q</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Public Health</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Introduce the health – environment nexus</li> <li>• Discuss prevention strategies of COVID-19 comorbidities and ASEAN campaign</li> <li>• Present Korean city network best practices for public health</li> </ul> <p><i>Dr Patricia RICHTER, DABT, Chief Global Non-Communicable Diseases Branch, Division of Global Health Protection, Centre for Global Health Centres for Disease Control and Prevention</i></p> <p><i>Professor Yun-Chul HONG, MD, PhD, Chair, Department of Human Systems Medicine, College of Medicine, Seoul National University</i></p>
1000-1015	<b>Break</b>
1015-1115	<p><b>Singapore - Webinar on Public Health</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Understand Singapore’s key guiding principles on Public Health based on Singapore’s experiences</li> <li>• <i>Be exposed to concrete case studies featuring the technological and biophilic/nature-based solutions in Public Health management</i></li> </ul> <p><i>Dr Jeremy LIM, Associate Professor/Saw Swee Hock School of Public Health, National University of Singapore &amp; Co-founder and Chief Executive Officer of Asian Microbiome Library (AMILI)</i></p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> <li>• <i>Dr Prem Kumar NAIR, Chief Executive Officer, Singapore Operations / Parkway Pantai Singapore</i></li> <li>• <i>Mr Fabien CLAVIER, Senior Urban Planner Consultant for the World Bank Group Office in Singapore</i></li> </ul>
1115	<b>END of Webinar 5</b>

<b>WEBINAR 6: HOUSING - 1 DECEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Please register via:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_LyWfv180RNqFdLJ74q5FTg">https://us02web.zoom.us/webinar/register/WN_LyWfv180RNqFdLJ74q5FTg</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Housing</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Explore urban poverty and expanding opportunities for the urban poor</li> <li>• Review city case studies and lessons learned</li> </ul> <p><i>Ms Judy BAKER, Global Urban Lead/Economist/ World Bank, Washington, DC</i></p> <p><i>Ms. Dao HARRISON, Senior Housing Specialist / World Bank, Singapore Office</i></p>
1000-1015	<b>Break</b>
1015-1115	<p><b>Singapore - Webinar on Housing</b></p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Introduce Singapore’s approach and guiding principles to sustainable financing of public housing and managing of growth aspirations</li> <li>• Understand how the public housing policy achieves the social goals of housing policies/programmes, supporting families, managing diversity, and building a sense of community</li> <li>• <i>Be exposed to concrete case studies featuring the technological and biophilic/nature-based solutions in Housing Management.</i></li> </ul> <p><i>Ms TAN Poh Hong, Former Deputy Chief Executive Officer/Housing &amp; Development Board</i></p> <p><i>Private Sector Panelist: Ms Pearl CHEE, Director/WOHA</i></p>
1115	<b>END of Webinar 6</b>

<b>WEBINAR 7: INFRASTRUCTURE FINANCING - 4 DECEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
0850-0900	<p><b>Participants to join the Zoom Webinar</b></p> <p><b>Please register via:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://us02web.zoom.us/webinar/register/WN_iZPivyZBSD6ha7n2d-fA9A">https://us02web.zoom.us/webinar/register/WN_iZPivyZBSD6ha7n2d-fA9A</a></li> <li>• The webinar link will then be sent to your email address upon successful authorisation. Participants are to register to join the webinar, please see refer to the document “Zoom Admin Instructions For Participants” for more information.</li> <li>• Participants are to label their name on Zoom in the following format: “Country—Name”,</li> <li>• Participants are required to turn on their video for attendance taking purposes</li> <li>• Please note that the session will be recorded</li> </ul>
0900-1000	<p><b>U.S. - Webinar on Infrastructure Financing</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Understand U.S. organizations and mechanisms for financing in ASEAN</li> <li>• Highlight U.S. smart city projects</li> </ul> <p><i>Mr Jeffrey PHILLIPS, United States Trade and Development Agency</i></p> <p><i>Mr Jonathan THOMPSON, U.S. Department of State, Acting Unit Chief, Commercial Diplomacy Unit</i></p> <p><i>Mr Geoffrey TAN, Managing Director/ U.S. Development Finance Corporation</i></p>
1000-1015	<b>Break</b>
1015-1115	<p><b>Singapore - Webinar on Infrastructure Financing</b></p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Understand Singapore’s key guiding principles on Infrastructure Financing based on Singapore’s experiences</li> </ul> <p><i>Ms Low Sin Leng, Former Senior Advisor/Sembcorp Development Ltd</i></p> <p><i>Private Sector Panelist:</i></p> <p><i>Mr James CAMERON, Global Head of Power, Utilities and Infrastructure (PUI) and Regional Head, CRE, ASEAN and South Asia/Standard Chartered</i></p>

<b>WEBINAR 7: INFRASTRUCTURE FINANCING - 4 DECEMBER 2020</b>	
<b>Time</b>	<b>Session</b>
1115-1130	<p><b>Official Closing Ceremony</b></p> <p>Closing Address by:</p> <ul style="list-style-type: none"><li>• Mr KOH Chee Chian, Deputy Director (Regional Programmes), Technical Cooperation / Ministry of Foreign Affairs, Singapore</li></ul> <p>Facilitated by:</p> <ul style="list-style-type: none"><li>• <i>Mr LIM Teng Leng, Deputy Director/ Centre for Liveable Cities</i></li><li>• <i>Ms Helen Santiago FINK, AICP, Program Manager/ U.S. ASEAN Smart Cities Partnership</i></li></ul>
1130	<b>END of Workshop on Smart Cities (Segment 1)</b>

## ABOUT OUR SPEAKERS AND RESOURCE PERSONS (in order of appearance during the Workshop)



**Mr LIM Teng Leng**  
**Deputy Director**  
**Centre for Liveable Cities, Ministry of National Development**

Mr Lim Teng Leng joined the Centre of Liveable Cities (CLC) as Deputy Director of the Capability Development & Advisory team in 2017.

In CLC, Mr Lim leads the team to engage and work with a range of stakeholders including subject matter experts, governmental agencies, non-governmental organisations and industry players to design, develop and deliver effective training programmes to share Singapore's experience and expertise in urban planning and development with international participants. Mr Lim also engages international bodies such as UN and ASEAN to support CLC in raising Singapore's international profile in the liveability and sustainability of cities space. Mr Lim led the team, together with the Singapore Ministry of Foreign Affairs, to develop and execute the ASEAN Smart Cities Network – Singapore's key deliverable as the ASEAN Chairman in 2018.

Mr Lim has served with the National Youth Council, Confucius Institute (Nanyang Technological University) and the Civil Service College (CSC). During his service with CSC International, Mr Lim was in charge of organising training programmes and study visits for foreign civil servants to understand Singapore's public sector management and governance. He has actively forged close working relationship between CSC and its Chinese counterparts. Mr Lim has also served with the Institute of Governance and Policy in CSC to develop thought leadership in, as well as to enhance the understanding and to advance the practice of public policy in Singapore.

Mr Lim graduated from the National University of Singapore with majors in Statistics and Japanese Studies. Under the Scholarship Programme of CSC, he completed and obtained a Master of Public Administration from Tsinghua University School of Public Policy and Management in 2012.



**Ms. Helen Santiago Fink**  
**AICP, Program Manager**  
**U.S.- ASEAN Smart Cities Partnership**

Helen Santiago Fink, AICP, is a climate urbanist, researcher, and consultant based in Washington, D.C. works at the intersection of the social, natural, and physical sciences. Her 25+ years of professional experience bring multi-disciplinary expertise in sustainable development, climate change mitigation/adaptation and resilience, urban (systems) planning, energy-efficient buildings, community and economic development.

Helen has worked at the global, national, and local scale as technical advisor and program manager for organizations, including the World Bank, European Commission, United States Agency for International Development (USAID), Federal Emergency Management Agency (FEMA), United Nations Environment Programme (UNEP), and the Organization for Security and Cooperation in Europe (OSCE). Helen's publications highlight how nature-based solutions can accelerate urban sustainability and climate resilience, <https://www.urbanbreezes.com/helen-santiago-fink/>.

She holds a BA in Economics, MA in Urban and Regional Planning and undertook doctoral work in eco-cities and climate change at the BOKU/Natural Resources and Life Sciences University in Vienna Austria.



**Mr KHOO Teng Chye**  
**Executive Director**  
**Centre for Liveable Cities**

Mr Khoo Teng Chye is currently the Executive Director for the Centre for Liveable Cities, Ministry of National Development (MND), Singapore.

He was formerly the Chief Executive of PUB, Singapore's National Water Agency (2003 to 2011), Chief Executive Officer/Chief Planner at the Urban Redevelopment Authority (URA)(1992 to 1996), Chief Executive Officer/Group President of PSA Corporation(1996 to 2002), President and Chief Executive Officer of Mapletree Investments and Managing Director (Special Projects) of Temasek Holdings(2002 to 2003).

He sits on the Boards of Tropical Marine Science Institute of National University of Singapore (NUS), GDF Suez's (Engie) Urban Strategy and Innovation Council, the National University Health Pte Ltd (NUHS), Temasek Foundation Ecosperity and Temasek Foundation Connects. He serves as a member of the Development Projects Advisory Panel (DPAP) set up by Ministry of Finance (MOF). He is also the Chairman of the Ministry of Manpower, Singapore's Workplace Safety and Health (WSH) Institute Governing Board and is a member of the Advisory Committee to the Chief Minister for the formation of the New Capital for the state of Andhra Pradesh, India. He is an Adjunct Professor at the School of Civil and Environmental Engineering (CEE), NTU, and at the Lee Kuan Yew School of Public Policy, NUS.

Mr Khoo graduated with First Class Honours in Civil Engineering from Monash University, Australia. A President-cum-Colombo Plan Scholar, he also holds a Master of Science in Construction Engineering and a Master of Business Administration from the National University of Singapore. He is a Fellow of the Institution of Engineers, Singapore. He attended the Advanced Management Programme at Harvard Business School.

He was awarded the Public Administration (Gold) in 1996 and the Public Administration (Silver) in 1987 by the Singapore government. He was also conferred the Meritorious Service Award by the National Trade Union Congress in 2008 for his contributions to the Singapore Labour Movement.



**Rafik Mansour**  
**Chargé d'Affaires, a.i. U.S. Embassy in Singapore**

A career member of the Senior Foreign Service, Class of Minister-Counselor, Chargé d'Affaires Rafik Mansour arrived in Singapore in July 2019. He oversees the 24 U.S. government agencies represented in Singapore, working to strengthen our bilateral ties ranging from security cooperation to our robust economic relationship. Prior to his assignment to Singapore, he served as Deputy Chief of Mission and Chargé d'Affaires, a.i. of the U.S. Embassy in Yerevan, Armenia.

From 2014 to 2016, he was the Senior Deputy Director of Public Diplomacy in the Bureau of European and Eurasian Affairs, helping lead PD efforts, policy, and resources in 50 EUR countries. Other assignments include Public Affairs Officer in Libya and Algeria, Cultural Counselor in Iraq and France, Political Officer in Italy, and Political/Economic Officer in Russia. He started his Foreign Service career as Vice Consul in Haiti.

Mr. Mansour is the recipient of numerous Superior and Meritorious Honor awards from the State Department. He was also the runner-up for the 2009 Edward Murrow Award for Excellence in Public Diplomacy for exemplary use of soft power in combating violent extremism in Algeria.

Mr. Mansour obtained a B.S. in Biology and a B.A. in French Literature from the University of California, Irvine. He received a Master's degree in National Security Strategy from the National War College. He speaks Arabic, Russian, French, Italian, and Creole.



**Mr Hidekazu KURAYA**  
**Planning Director, Bureau of Science, Technology and Innovation**  
**Cabinet Office, Japan**

- 1995 Ministry of the Environment
- 2014 Director for Management of climate Change Office, Environmental Policy Division, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
- 2016 Professor, Public Policy School, Hokkaido University
- 2019 Director, Office of Fluorocarbons Control Policy, and Low-carbon Logistics Promotion Policy, Global Environment Bureau, Ministry of the Environment
- 2020 Planning Director, Bureau of Science, Technology and Innovation, Cabinet Office



**Mr Michael KOH**  
**Executive Fellow**  
**Centre for Liveable Cities**

Mr Michael Koh is currently Fellow at the Centre for Liveable Cities where he is involved in projects and urban studies ranging from the spearheading the pedestrianisation of Little India, envisaging the walkability plan for Orchard Road, and re-thinking the Western Industrial region. Prior to joining CLC, he has had 25 years of experience in the public service.

Mr Koh served 6.5 years as CEO of the National Heritage Board and 3.5 years as concurrent CEO of the National Art Gallery (NAGA). Prior to that he held appointments as Director of Urban Planning & Design and Director of Physical Planning at the Urban Redevelopment Authority. He has also held private sector appointments at SC Global, Mapletree Holdings and Singbridge.

Mr Koh currently serves as a Board member on the National Library Board, and has also served as Board member on the National Heritage Board, the Land Transport Authority, Singapore Tourism Board, the Civil Service College and the National Art Gallery. He has served on a number of Advisory Panels, including the Arts and Cultural Strategic Review Committee, the Conservation Advisory Panel, the Design and Construction committee for the Indian Heritage Centre and was Deputy Chair of the Project Development Committee for NAGA. He was also a member of the Hotel Licensing Board, the Street and Building Naming Committee and an external examiner for the National University of Singapore (Architectural School).

Mr Koh holds a B.A. (Arts Studies), a B. Architecture (Honours) from the National University of Singapore and a Master of Design Studies from Harvard University. He has attended key government leadership programmes and has been awarded the “Officier de l’Ordre des Artes et des Lettres” by the French Government for his contribution to the arts and Singapore France cultural relationship.



**Dr Timothy Beatley**  
**Professor of Sustainable Communities, School of Architecture**  
**University of Virginia (UVA)**

Timothy Beatley is the Teresa Heinz Professor of Sustainable Communities, in the School of Architecture at the University of Virginia, where he has taught for the last thirty years. Beatley is the author or co-author of more than fifteen books, including *Green Urbanism: Learning from European Cities*, *Native to Nowhere: Sustaining Home and Community in a Global Age*, and *Biophilic Cities: Integrating Nature Into Urban Design and Planning*. Beatley directs the Biophilic Cities Project at UVA (<http://biophiliccities.org/>) and co-founded UVA's Center for Design and Health, within the School of Architecture.



**Mr WONG Kai Yeng**

**Member, Panel of Experts, Centre for Liveable Cities**

**Former Group Director, Urban Redevelopment Authority**

Kai Yeng is a member of the Centre for Liveable Cities' (CLC) Expert Panel. Members appointed to the Expert Panel are experienced past-practitioners in their respective field, eg environment, transport, economy. They conduct sharing sessions in training programmes organised by CLC for local and foreign government officials, and also in research projects. Kai Yeng's areas of speciality are urban and land use planning, and water management. He was a strategic advisor to CLC on the Andhra Pradesh New Capital City Project, focussing on urban and infrastructure planning, and capacity building.

He is a trainer with the Civil Service College (CSC), in areas of urban planning and water/wastewater management.

He was Senior Vice President of Singbridge International Pte Ltd where he was responsible for the land use and urban planning aspects in the township development projects that Singbridge International undertook.

In his working career, he had been in 3 major government agencies – The Ministry of the Environment, the Urban Redevelopment Authority (URA), and PUB (the water authority of Singapore). He has also worked in PSA Corporation.

As a Director/Group Director in URA, he:

1. led the planning team in developing the long term land use Concept Plan, the Master Plan and the Development Guide Plans for Singapore;
2. set up the URA International unit to share URA's planning experience and expertise in the international arena, and to reinforce the URA brand name internationally;
3. was involved extensively in the Sino-Singapore Tianjin Eco City Project where he helped formulate the Master Plan and the subsequent detailed urban plans;
4. participated in planning consultancy projects in Guangzhou, Nantong, Nanjing, Qatar and Mumbai;
5. developed and structured several training courses to share Singapore's planning experience and expertise with both local and foreign participants.

He headed the Engineering Division in PSA Corporation for a few years, taking charge of the engineering aspects of container terminal operations.

During his time in PUB as its Director of Planning & Policy, he was involved with water resource management including the development of NEWater.

In his early years in the then Ministry of the Environment, he was doing flood alleviation work and wastewater management including the design of drainage systems, and designing, constructing and operating wastewater treatment plants.

Kai Yeng graduated from the University of Cambridge with a Master's degree and a Bachelor degree in Engineering.



**Dr Petra HURTADO**  
**Research Director**  
**American Planning Association (APA)**

Petra (Stieninger) Hurtado is the Research Director at the American Planning Association, heading APA's research programs and foresight practice. In this role, she is responsible for expanding a future-focused research agenda and advancing current and future planning practices that assist communities in navigating change. Her areas of expertise and research include urban sustainability, smart cities, emerging technologies, nature-based solutions, and environmental psychology.

Prior to joining APA, she worked as an advisor, planner, researcher, and educator in the global urban sustainability arena. She has a Ph.D. in urban planning from the Vienna University of Technology, where she teaches on urban sustainability and environmental psychology. Additionally, she has been a guest lecturer at Harvard GSD, Loyola University Chicago, and the Universidad Tecnologica de Bolivar, Colombia.

Petra has authored and co-authored multiple books, research papers, publicly funded reports, and articles and has presented as a subject matter expert at numerous conferences around the globe.



**Dr. Sagar SHAH**  
**Planning and Community Health Manager**  
**American Planning Association**

Sagar Shah is the Planning and Community Health Manager at the American Planning Association. In this role, he creates tools, training, and educational materials to help local planning practitioners integrate health and equity into their planning practice. In his 15+ years of academic and professional career, he has worked on multiple applied research, community-based research, and basic research projects.

Sagar's research interest includes investigating the role planners play in creating healthy communities with an emphasis on health equity and is a national leader on this topic. Sagar holds a Ph.D. in Regional Development Planning from the University of Cincinnati and a Master's degree in Planning from the University of Southern California.



**Mr Simon LONGMAN**  
**Member, Panel of Experts, Centre for Liveable Cities**  
**Former Director, National Parks Board**

Mr Simon Longman was the former Director of Arboriculture in the National Parks Board (NParks). He has over 24 years of working experience with the former Parks & Recreation Department and NParks. He spent 3 years working in a National Park in Sarawak (1978-1980) before joining the Parks & Recreation Department (which now is the National Parks Board) in 1980. He retired in 2012 as Director of Streetscape, after 32 years of building Singapore as a 'City in a Garden'.

His primary responsibilities include formulation of policies and overseeing the tree-care professionals in the care of amenity trees under the care of the National Parks Board. These programmes involve tree health inspections, attending to public feedbacks and execution of various tree-care operations.

Simon graduated in 1978 with a BSc. (Hons.) in Environmental Sciences from the University of East Anglia, UK. He has just completed a degree in Theology from the Priory Institute, a Dominican run institution in Dublin, Ireland.



**Ms Diane TANIGUCHI-DENNIS,  
Chief Executive Officer  
Clean Water Services, Hillsboro, Oregon**

Diane Taniguchi-Dennis, P.E., BCEE, MBA, Chief Executive Officer, Clean Water Services, Hillsboro, Oregon. She was appointed by the Board of Directors in 2018 as the fifth leader in Clean Water Services' 48-year-history. She is a nationally recognized water leader serving on the boards of the National Association of Clean Water Agencies, WateReuse and the Water Research Foundation.

Diane is Clean Water Services' first Chief Executive Officer. The new title recognizes the diverse range of activities and interests CWS engages in as a leader in watershed management and a utility of the future. Diane is a licensed Professional Engineer in the State of Oregon and a Board Certified Environmental Engineer. She holds a Bachelor of Science in Civil and Environmental Engineering from Cornell University and a Master's of Business Administration from the Atkinson Graduate School of Management at Willamette University.

Prior to joining Clean Water Services in 2011, Taniguchi-Dennis served as the City of Albany Public Works Director.



**Mr Kevin SHAFER**  
**Executive Director, Milwaukee Metropolitan Sewerage District,**  
**Wise Phuket Thailand Utility Partner**

Kevin Shafer has served as the Executive Director at the Milwaukee Metropolitan Sewerage District (MMSD) since 2002. As Executive Director, Kevin manages approximately 230 MMSD employees and oversees a contract for the operation and maintenance of the sewerage system with a private contractor. Kevin's efforts have brought national and international acclaim resulting in awards recognizing MMSD as a founding member of the Leading Utilities of the World network and as a U.S. Water Prize recipient. He has a number of stormwater management flood control initiatives to his credit. Kevin serves on the Advisory Board for the Leading Utilities of the World network. He has an M.S. in Civil Engineering, Water Resources, from the University of Texas, and a B.S. in Civil Engineering from the University of Illinois. He previously served with the U.S. Army Corps of Engineers.



**Ms Paula KEHOE**

**Director for Water Resources, San Francisco Public Utilities Commission**

**WiSE Ho Chi Minh City Saigon Water Corporation Partner**

Paula Kehoe is the Director of Water Resources at the San Francisco Public Utilities Commission (SFPUC). She is responsible for diversifying San Francisco's local water supply portfolio through the development of conservation, groundwater, desalination, and recycled water programs. Paula spearheaded the landmark legislation allowing for the collection, treatment, and use of alternate water sources in buildings and districts within San Francisco.

Paula holds a BA from the University of Colorado, Boulder and a MS from the University of San Francisco.



**Mr Christopher RICH**  
**Executive Director**  
**U.S. Water Partnership**

Christopher Rich is the Executive Director of U.S. Water Partnership. Chris has nearly 40 years of professional experience in development, diplomacy, international affairs, and building relationships. As a Foreign Service Officer with the U.S. Department of State, he specialized in South Asia, and also served in the East Asia and Pacific Affairs Bureau as Country Desk Officer for Thailand for two years. He was later Deputy Director for Policy and Public Outreach in the State Department's Bureau of Oceans and International Environmental and Scientific Affairs, and completed a detail assignment to the U.S. Water Partnership (USWP) as International Advisor. Upon leaving government, he returned to USWP to become Executive Director in 2019.

Chris holds a BA in anthropology from Colorado College and a certificate in Marathi from Savitribai Phule Pune University in India.



**Mr YAP Kheng Guan**  
**Member, Panel of Experts, Centre for Liveable Cities**  
**Former Senior Director, Public Utilities Board**

Mr Yap Kheng Guan was the Senior Director at the Public Utilities Board, Singapore's national water agency prior to his retirement in 2012 and continued as the agency's Senior Consultant till 2014. During his years of service, he was involved in the development of Singapore's drainage infrastructure over a period of 30 years. He played a major role in formulating drainage policies and technical measures to alleviate and prevent flooding in the country and was responsible for several major flood control and drainage projects such as the Bukit Timah Flood Alleviation Scheme, the Singapore River clean-up and the Marina Barrage project as its project director.

Mr Yap was also involved in Singapore's initiative to transform its watercourses into active, beautiful and clean water bodies (the ABC Waters programme). The programme is aimed at turning Singapore's network of utilitarian canals, rivers and reservoirs into attractive lifestyle venues for the community to enjoy and to value the country's water resources.

Mr Yap also headed the 3P Network department in PUB as its first director in 2004 and was instrumental in transforming the organisation's approach to public communication and outreach. He was in charge of PUB's corporate communication and community relations divisions, both strategic in bringing about a sustainable water management for Singapore. He was PUB's spokesman on Singapore's water management and projects for several local and international press, and broadcasting stations.

Even though Mr Yap has retired from public service, he remains active in both professional and voluntary works. He was an Adjunct Professor at NTU between 2013 and 2015. Mr Yap is currently a member of the Panel of Experts, Center for Liveable Cities. He is also a consultant with the World Bank. He was awarded the Public Administration Medal (Bronze) in 1986 and the Public Administration Medal (Silver) 1997.



**Dr Patricia RICHTER**  
**DABT, Chief Global Non-Communicable Diseases Branch**  
**Centres for Disease Control and Prevention (CDC)**

Dr. Richter is the Chief of the Global Noncommunicable Diseases Branch in the Division of Global Health Protection, Division of Global Health Protection (DGHP), Center for Global Health, CDC. Before joining DGHP, Dr. Richter has served in senior scientific and leadership positions in ATSDR, CDC, and the U.S. FDA. In the Office on Smoking and Health (OSH), National Center for Chronic Disease Prevention and Health Promotion, she served in several roles, including team lead, strategic coordinator and principal advisor to leadership on goals and strategic oversight on tobacco research activities across three branches and a policy office, and acting deputy branch chief. While in OSH she developed and implemented legislative requirements for national reporting of smokeless tobacco nicotine data by private industry. She also established and fostered a collaborative relationship between OSH and the Division of Laboratory Science (DLS) in the National Center for Environmental Health (NCEH) that grew from a budget of \$500,000 to \$5 million dollars for laboratory research that resulted in landmark research and established the DLS laboratory as a world leader in tobacco product research. At the FDA Dr. Richter established and oversaw a \$15 million coordinated research program between the Center for Tobacco Products and the National Center for Toxicological Research that generated scientific data to inform regulatory decision making. Dr. Richter most recently served as the deputy chief of the Tobacco and Volatiles Branch, DLS, NCEH where she provided leadership and scientific direction to a branch of over 100 scientists in three laboratories. Dr. Richter has worked extensively with the World Health Organization to further global tobacco control efforts through the multi-country Tobacco Laboratory Network.

Dr. Richter received her Bachelor of Science in Medical Technology from Ferris State University and Master of Public Health in Toxicology from the University of Michigan. Her PhD in Toxicology was jointly awarded by Rutgers, The State University of New Jersey and The Graduate School of Biomedical Sciences in the Robert Wood Johnson Medical School. She is board certified in toxicology (American Board of Toxicology) and medical laboratory science (American Society of Clinical Pathologists). Dr. Richter is a member of the Society of Toxicology and a graduate and Senior Fellow with the Partnership for Public Service. She has more than 70 publications in peer-reviewed journals and authoritative reports, including multiple WHO Technical Reports.



**Professor Yun-Chul HONG, MD, PhD**  
**Chair, Department of Human Systems Medicine, College of Medicine,**  
**Seoul National University**

Professor Yun-Chul Hong has main interest in public health and medical care in the community. He also has academic interest in environmental health issues, particularly environmental and genetic effects on chronic disease such as diabetes mellitus, hypertension and cancer. He has many experiences in the epidemiological research for evaluating effects by exposure to air pollution, climate change, endocrine disrupting agents and heavy metals.

Currently he is the Director of the Institute of Public Health and Medical Care, Seoul National University Hospital. He also serves as Chair of Department of Human Systems Medicine, Seoul National University College of Medicine and the Director of Division of Smart Healthcare, Korea Health Promotion Institute. He works as an advisory member of the Association of Health Cities in Korea. As of 2020, he has published more than 300 articles in the peer-reviewed international journals



**Dr Jeremy LIM**

**Associate Professor, Saw Swee Hock School of Public Health/ National University of Singapore,**

**Co-founder and Chief Executive Officer of Asian Microbiome Library (AMILI)**

Associate Professor Jeremy Lim is the Director for global health in the Saw Swee Hock School of Public Health, National University of Singapore, and leads the initiatives in health systems strengthening, financing and universal health coverage. He brings diverse and unique perspectives having spent substantial time in public and private healthcare across Asia as well as in policy advisory with Singapore's Ministry of Health, the World Bank, Asian Development Bank and the World Health Organization. Jeremy is also co-founder and CEO of AMILI, the region's first precision gut microbiome start-up.

Outside academia, Jeremy serves on the boards of various for-profit and not-for-profit organizations in different aspects of healthcare including end of life care and digital health interventions. He trained in surgery and public health, attaining post-graduate qualifications in both the United Kingdom and United States.



**Ms Judy BAKER**  
**Global Urban Lead/Economist**  
**World Bank, Washington, DC**

Judy Baker is a Global Lead, Urban Poverty and Housing, and a Lead Economist in the Global Practice for Urban, Resilience and Land at the World Bank. She has worked extensively across the World Bank on projects and analytical work, particularly in East Asia, Africa, Latin America, and South Asia. This work has covered topics related to urbanization and its impacts, urban poverty, slum upgrading, service delivery, affordable housing, climate change, and impact evaluation.

She has published six books, as well as produced numerous country and regional reports. Her book, *East Asia and Pacific Cities: Expanding Opportunities for the Urban Poor* looks at opportunities for creating equity in cities across the region.



**Ms. Dao HARRISON**  
**Senior Housing Specialist**  
**World Bank – Singapore Office**

Dao Harrison is the Senior Housing Specialist for the World Bank serving markets in the Asia Pacific region from the Singapore Urban Hub. Her work focuses on deepening and strengthening housing markets, policies and programs, particularly in developing market economies. Prior to the World Bank, Mrs. Harrison was the International Risk Director for Genworth Financial where she worked to develop and extend mortgage guarantee / insurance products and platforms in new markets. Her housing related work has led her to work with governments and/or institutions in Indonesia, India, Vietnam, Malaysia, Thailand, S. Korea, Japan, Mexico, Fiji, and Maldives.



**Ms TAN Poh Hong**  
**Former Deputy Chief Executive Officer, Housing and Development Board**

Ms Tan was the Chief Executive Officer of Agri-Food & Veterinary Authority (AVA) of Singapore from 2009 – 2017. AVA was the national authority responsible for food security and safety. Ms Tan was instrumental in transforming and expanding the organisation's mandate to cater to new challenges facing the country. She built up the organisation's capabilities to manage and strengthen Singapore's food security. She initiated and led stakeholder engagement and partnership initiatives, and drove the push to transform the local farming sector.

Prior to her appointment at AVA, Ms Tan was the Deputy CEO of the Housing and Development Board (HDB) from 2004 to 2009. In that capacity, she led the Estates and Corporate Groups to plan, develop and manage HDB properties as well as formulation of housing policies and programmes. Before her Deputy CEO position, Ms Tan held various staff and operation headship positions throughout the HDB, including oversight of corporate governance, organisational development and transformation. Ms Tan also drove technology adoption and streamlining of operations within the HDB.

At present, Ms Tan sits on the Boards of several listed and private companies as well as on the Board of Governors at the Singapore Polytechnic. She is a Council Member of the Singapore Red Cross and Vice Chairman of the Industrial & Services Cooperative Society (ISCOS). She is currently an Adjunct Associate Professor with the Department of Real Estate at the National University of Singapore.

Ms Tan holds a BSc (Hons) in Estate Management from the National University of Singapore (1981), and a Master of Business Administration (with Distinction) from New York University (1988). She was awarded the Public Administration Medal (Gold) in 2013, and the Public Service Medal in 1999 by the Singapore Government.



**Mr Jeffrey PHILLIPS**  
**Indo-Pacific Manager for Digital Economy**  
**United States Trade and Development Agency (USTDA)**

Jeffrey Phillips currently serves as Indo-Pacific Manager for Digital Economy with the U.S. Trade and Development Agency. In this capacity, Mr. Phillips is responsible for business development, project preparation and evaluation, and supervision of USTDA activities in the region, with a focus on the ICT Sector. Mr. Phillips previously served as Country Manager for the Middle East, North Africa, Europe, and Eurasia.

Prior to joining USTDA, Mr. Phillips served as an official in the U.S. Department of Commerce focused on trade and market access between the United States and China. He also served as an aide in the U.S. Senate, worked for an energy technology company, and received a Fulbright grant to teach in Taiwan.

Mr. Phillips holds an M.A. in International Relations and Economics from the Johns Hopkins School of Advanced International Studies, as well as a B.A. in Political Science from the University of Denver.



**Mr Jonathan THOMPSON**  
**Acting Unit Chief, Commercial Diplomacy Unit,**  
**U.S. Department of State,**

Jonathan Thompson has been with the U.S. Department of State since 1999. In his current position as Acting Unit Chief for the Commercial Diplomacy Unit in the Office of Commercial and Business Affairs he leads a team of eight officers who coordinate commercial and business affairs programs, he develops strategic plans to assist U.S. businesses, and integrates business perspectives into U.S. foreign policy.

Previously, he served in the office as the Senior Advisor for Commercial Affairs in East Asia and the Pacific (from 2007 – 2019), and as the Coordinator of the Global Defense Trade Advocacy Program (from 2010 – 2013, and 2014-2016). In these positions he organized business conferences, trainings, and other events to showcase American private sector expertise in Asia, and managed the Department’s review of and support for sale of key U.S. defense technologies paving the way for billions of dollars in sales that enhanced U.S. military interests abroad. From July 2013 – June 2014 Jonathan served as a Mansfield Fellow with assignments in the Japanese Ministry of Foreign Affairs and Ministry of Defense, and in the office of Japanese parliamentarian Akihisa Nagashima.

From 1999 -2007 Mr. Thompson served in Bureau of Population, Refugees, and Migration as a Policy Officer to the UN Refugee Agency, known as the United Nations High Commissioner for Refugees (UNHCR). In this role he formulated and promoted U.S. government policies towards UNHCR and helped managed annual U.S. contributions to the organization of over \$300 million.



**Mr Geoffrey TAN**  
**Managing Director**  
**U.S. International Development Finance Corporation (DFC).**

Geoffrey Tan is a Managing Director at U.S. International Development Finance Corporation (DFC). As DFC's regional representative based in Singapore, he is responsible for Asia-Pacific business development. Mr Tan has worked in emerging markets investment financing for over 20 years. Since joining Overseas Private Investment Corporation (OPIC) – now DFC - in 2003, he has worked primarily on power, renewable energy, water, toll roads and port projects, but has also diversified into future flow and financial institutions transactions. These projects have been across Latin America, the Middle East, Central and Eastern Europe, Africa and Asia.

Prior to OPIC Mr Tan worked for the Chase Manhattan Bank (now JPMorgan Chase) in New York, Singapore and Hong Kong focusing on project and structured finance, and for Emerging Markets Partnership in Singapore focusing on private equity infrastructure investments. Mr Tan is a graduate of Cornell University and the University of Virginia, and also attended the Université Catholique de Louvain in Belgium.



**Ms LOW Sin Leng**  
**Former Executive Chairman**  
**Sembcorp Development**

On 1.1.2017, Ms Low relinquished her Senior Advisor role at Sembcorp Development Ltd, as well as the position of Chairman, Sino-Singapore (Chengdu) Innovation Park Development Co., Ltd. As a wholly-owned subsidiary of Sembcorp Industries Ltd, Sembcorp Development owns, develops, markets and manages urban developments including industrial parks, commercial and residential projects in China, Vietnam and Indonesia. Ms Low was Executive Chairman, Sembcorp Development from 2004 to 2012; Deputy Chairman, Sembcorp Utilities from 2001 to 2012; and Chief Operating Officer, Sembcorp Industries from 2000 to 2004.

Under her stewardship as Executive Chairman, Sembcorp Development expanded its flagship project, Vietnam-Singapore Industrial Parks, from one to five projects across Vietnam covering 6,000ha land areas. In China, Ms Low was appointed Vice Chairman of Wuxi Singapore Industrial Park Development Co., and Director of both the Sino-Singapore Nanjing Eco Hi-tech Island Development Co. and Singapore-Suzhou Township Development. From 2012 to 2016, Ms Low was also the Chairman of Sino-Singapore (Chengdu) Innovation Park Development Co. from 2011 to 2016.

Prior to Sembcorp, she was the Executive Vice President of Singapore Power from 1995-2000. Before joining the private sector, Ms Low served 20 years in the Singapore Government Administrative Service holding senior positions including Deputy Secretary in the Ministry of Trade & Industry (1994-1995), Deputy Secretary (Budget), Ministry of Finance (1986-1994) and Director, Ministry of Education (1979-1985).

A Singapore President's Scholar, Ms Low holds a Bachelor of Electrical Engineering (Honours with Distinction) from the University of Alberta, a Master in Business Administration (High Distinction) from the Catholic University of Leuven, Belgium, and completed Harvard Business School's Advanced Management Programme in the USA.

She sits on the Board of Trustees of the Singapore University of Technology & Design (SUTD) since June 2011. On 1 August 2013, she was appointed Chairman of NAFA (Nanyang Academy of Fine Arts). She was appointed on 7 May 2014 as Board independent director on L'Air Liquide S.A., a publicly listed French Company with worldwide operations.

## LET'S STAY CONNECTED

Please join our Facebook group created especially for this programme. We will use this group to load learning resources, reading materials as well as pictures of your participation at our Webinars. More importantly, it will be a good platform to keep in touch on after the programme.

<b>SIN-US TCTP: Workshop on Smart Cities 2020 Facebook Group</b>	<b>CLC International Programme Alumni Facebook</b>
	
<a href="https://www.facebook.com/groups/sinustctp2020/">https://www.facebook.com/groups/sinustctp2020/</a>	<a href="https://www.facebook.com/groups/120674685250270/">https://www.facebook.com/groups/120674685250270/</a>

## ANNEX A: GLOSSORY OF PRE-WEBINAR MATERIALS

Webinar	Pre-webinar materials	
<b>1. Smart Cities Framework</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>Nature as Resilient Infrastructure: <a href="https://www.eesi.org/files/FactSheet_Nature_Based_Solutions_1016.pdf">https://www.eesi.org/files/FactSheet_Nature_Based_Solutions_1016.pdf</a></li> <li>Nature as Resilient Infrastructure: <a href="https://www.japan.go.jp/abenomics/userdata/abenomics/pdf/society_5.0.pdf">https://www.japan.go.jp/abenomics/userdata/abenomics/pdf/society_5.0.pdf</a></li> <li>Video: Socio-Ecological Systems Innovation: <a href="https://www.youtube.com/watch?v=Nafzr3dIJvY">https://www.youtube.com/watch?v=Nafzr3dIJvY</a></li> <li>Video: Nature-based Solutions for Urban Resilience: <a href="https://www.gfdrr.org/en/nbs-at-cop">https://www.gfdrr.org/en/nbs-at-cop</a></li> <li>Video: Blue Green Solutions: a Systems Approach to Sustainable and Cost-Effective Urban Development: <a href="https://www.youtube.com/watch?v=7bgp3E0gUAQ">https://www.youtube.com/watch?v=7bgp3E0gUAQ</a></li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>*Summary Slides: Introduction to CLC: <a href="https://drive.google.com/file/d/1Er42GZmgotRByKYj0EGVvSubRhwXiarN/view?usp=sharing">https://drive.google.com/file/d/1Er42GZmgotRByKYj0EGVvSubRhwXiarN/view?usp=sharing</a></li> <li>*Summary Slides: Singapore Liveability Framework, ASEAN Smart Cities Framework: <a href="https://drive.google.com/file/d/1e1W85y8zjoPPhxE50gfMXdgnUgLyICY/view?usp=sharing">https://drive.google.com/file/d/1e1W85y8zjoPPhxE50gfMXdgnUgLyICY/view?usp=sharing</a></li> <li>Video: Centre for Liveable Cities: How to Make Cities Liveable: <a href="https://www.youtube.com/watch?v=u-S5TWkLeyk">https://www.youtube.com/watch?v=u-S5TWkLeyk</a></li> <li>Video: AXA: Smart Cities: Step into the city of the future! : <a href="https://www.youtube.com/watch?v=RKWuj1OIDPo">https://www.youtube.com/watch?v=RKWuj1OIDPo</a></li> <li>CLC Publication: Liveable and Sustainable Cities: A Framework: <a href="https://www.clc.gov.sg/research-publications/publications/books/view/liveable-and-sustainable-cities-a-framework">https://www.clc.gov.sg/research-publications/publications/books/view/liveable-and-sustainable-cities-a-framework</a></li> <li>CLC Publication: ASEAN Smart Cities Framework: <a href="https://www.clc.gov.sg/research-publications/publications/books/view/asean-smart-cities-network">https://www.clc.gov.sg/research-publications/publications/books/view/asean-smart-cities-network</a></li> </ol>
<b>2. Integrated Master Planning &amp; Development</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>Value of Nature in the Time of Pandemic: <a href="https://www.biophiliccities.org/covid19-research">https://www.biophiliccities.org/covid19-research</a></li> <li>Smart Environments: <a href="https://pages.shanti.virginia.edu/SMART_ENVIRONMENTS/">https://pages.shanti.virginia.edu/SMART_ENVIRONMENTS/</a></li> <li>Biophilic Cities for an Urban Century: <a href="https://www.palgrave.com/gp/book/9783030516642#aboutBook">https://www.palgrave.com/gp/book/9783030516642#aboutBook</a> (For purchase)</li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>*Summary Slides: Integrated Master Planning &amp; Development: <a href="https://drive.google.com/file/d/1yIAS_Oszcl5IRScYy1Tyly3hbpgDI9uo/view?usp=sharing">https://drive.google.com/file/d/1yIAS_Oszcl5IRScYy1Tyly3hbpgDI9uo/view?usp=sharing</a></li> <li>Video: Urban Redevelopment Authority: Making Singapore A Great City to Live, Work and Play: <a href="https://www.youtube.com/watch?v=Phg3TIPJ7jg&amp;feature=youtu.be">https://www.youtube.com/watch?v=Phg3TIPJ7jg&amp;feature=youtu.be</a></li> <li>Video: Urban Redevelopment Authority: Planning For Our Future City: <a href="https://www.youtube.com/watch?v=kvnIX7NobX4">https://www.youtube.com/watch?v=kvnIX7NobX4</a></li> </ol>

		<p>4. [CLC Urban System Studies] Urban Redevelopment: From Urban Squalor to Global City: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/urban-redevelopment-from-urban-squalor-to-global-city#:~:text=Singapore's%20urban%20development%20journey%20shows,colonial%20times%20left%20Singapore%20overpopulated.">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/urban-redevelopment-from-urban-squalor-to-global-city#:~:text=Singapore's%20urban%20development%20journey%20shows,colonial%20times%20left%20Singapore%20overpopulated.</a></p>
<p><b>3. Greening &amp; Biodiversity</b></p>	<p><b>U.S.</b></p>	<ol style="list-style-type: none"> <li>1. How Urban Trees Can Save Lives: <a href="https://www.nature.org/en-us/what-we-do/our-insights/perspectives/how-urban-trees-can-save-lives/">https://www.nature.org/en-us/what-we-do/our-insights/perspectives/how-urban-trees-can-save-lives/</a></li> <li>2. Herbal Remedy: Making Space for Nature in Cities: <a href="https://www.the-possible.com/nature-in-cities/">https://www.the-possible.com/nature-in-cities/</a></li> <li>3. Health Benefits of Green Infrastructure: <a href="https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Health-Benefits-of-Green-Infrastructure.pdf">https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Health-Benefits-of-Green-Infrastructure.pdf</a></li> <li>4. How Cities Use Parks to Improve Public Health: <a href="https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Parks-Improve-Public-Health.pdf">https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Parks-Improve-Public-Health.pdf</a></li> <li>5. Hurtado, P. (2020): Biophilia. PAS QuickNotes, American Planning Association: <a href="https://planning.org/publications/document/9202377/">https://planning.org/publications/document/9202377/</a> (For purchase)</li> <li>6. Hurtado, P., Fisher, T., Rouse, D., McElvaney, S.: Rethinking Smart Cities Holistically. Presentation at APA-NPC2020: <a href="https://learn.planning.org/local/catalog/view/product.php?productid=635">https://learn.planning.org/local/catalog/view/product.php?productid=635</a> (For purchase)</li> </ol>
	<p><b>SIN</b></p>	<ol style="list-style-type: none"> <li>1. *Summary Slides Greening &amp; Biodiversity: <a href="https://drive.google.com/file/d/13RUecD_a39Zl7_63ARwc5S-oqCIR1_C/view?usp=sharing">https://drive.google.com/file/d/13RUecD_a39Zl7_63ARwc5S-oqCIR1_C/view?usp=sharing</a></li> <li>2. Video: National Parks Board Singapore: Singapore, A City In A Garden: <a href="https://www.youtube.com/watch?v=jLRROkGGBfM">https://www.youtube.com/watch?v=jLRROkGGBfM</a></li> <li>3. Video: National Parks Board Singapore: Skyrise Greenery in Singapore: <a href="https://www.youtube.com/watch?v=UTgUAE8kylg">https://www.youtube.com/watch?v=UTgUAE8kylg</a></li> <li>4. Video: National Parks Board Singapore: Singapore, A City in Nature: <a href="https://www.youtube.com/watch?v=uta4HenSRzQ&amp;feature=emb_title">https://www.youtube.com/watch?v=uta4HenSRzQ&amp;feature=emb_title</a></li> <li>5. Video: National Parks Board Singapore: Growing a Biophilic City in a Garden: <a href="https://www.facebook.com/watch/?v=2218416788455939">https://www.facebook.com/watch/?v=2218416788455939</a></li> <li>6. [CLC Urban System Studies] Sustainable Environment: Balancing Growth with the Environment: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/sustainable-environment-balancing-growth-with-the-environment">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/sustainable-environment-balancing-growth-with-the-environment</a></li> <li>7. [CLC Urban System Studies] Biodiversity: Nature Conservation in the Greening of Singapore: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/biodiversity--nature-conservation-in-the-greening-of-singapore">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/biodiversity--nature-conservation-in-the-greening-of-singapore</a></li> </ol>

<b>4. Water Management</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>1. A Case Study of How Green Infrastructure is Helping Manage Urban Stormwater Challenges: <a href="https://www.nrdc.org/sites/default/files/RooftopstoRivers_Milwaukee.pdf">https://www.nrdc.org/sites/default/files/RooftopstoRivers_Milwaukee.pdf</a></li> <li>2. Video: Nature-Based Solutions for Water and Resilience: An Overview for Cities and Urban Planners: <a href="https://thecityfixlearn.org/webinar/nature-based-solutions-water-and-resilience-overview-cities-and-urban-planners">https://thecityfixlearn.org/webinar/nature-based-solutions-water-and-resilience-overview-cities-and-urban-planners</a></li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>1. *Summary Slides: <a href="https://drive.google.com/file/d/1IddJSUOAqB_urPraZLJi6DpnPompEVKG/view?usp=sharing">https://drive.google.com/file/d/1IddJSUOAqB_urPraZLJi6DpnPompEVKG/view?usp=sharing</a></li> <li>2. Video: Gov.sg: The Singapore Water Story: <a href="https://www.youtube.com/watch?v=Tgr_Wf1wmdA">https://www.youtube.com/watch?v=Tgr_Wf1wmdA</a></li> <li>3. Video: Gov.sg: Singapore's Water Story Through the Years: <a href="https://www.youtube.com/watch?v=th1AbdYyIFk&amp;t=1s">https://www.youtube.com/watch?v=th1AbdYyIFk&amp;t=1s</a></li> <li>4. Video: Public Utilities Board Singapore: NEWater: A Singapore Success Story: <a href="https://www.youtube.com/watch?v=DWWU-8_4wu0">https://www.youtube.com/watch?v=DWWU-8_4wu0</a></li> <li>5. Video: Public Utilities Board Singapore: The Water Loop: <a href="https://www.youtube.com/watch?v=ZeG5dwZpOT0&amp;feature=youtu.be">https://www.youtube.com/watch?v=ZeG5dwZpOT0&amp;feature=youtu.be</a></li> <li>6. [CLC Urban System Studies] Water: From Scarce Resource to National Asset: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/water-from-scarce-resource-to-national-asset-revised">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/water-from-scarce-resource-to-national-asset-revised</a></li> <li>7. [CLC Urban System Studies] The Active, Beautiful, Clean Waters Programme: Water as an Environmental Asset: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/the-active-beautiful-clean-waters-programme-water-as-an-environmental-asset">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/the-active-beautiful-clean-waters-programme-water-as-an-environmental-asset</a></li> </ol>
<b>5. Public Health</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>1. Video: World Health Organization: "Investing in NCDs prevention and control saves lives and money": <a href="https://youtu.be/UTSf09Huz70">https://youtu.be/UTSf09Huz70</a></li> <li>2. Health and Nature: <a href="https://natureandhealth.uw.edu/">https://natureandhealth.uw.edu/</a></li> <li>3. Urban Nature for Human Health and Well-Being: <a href="https://www.fs.usda.gov/sites/default/files/fs_media/fs_document/urbannatureforhumanhealthandwellbeing_508_01_30_18.pdf">https://www.fs.usda.gov/sites/default/files/fs_media/fs_document/urbannatureforhumanhealthandwellbeing_508_01_30_18.pdf</a></li> <li>4. World Health Organization infographic, "NCDs and Mental Health: Challenges and Solutions" : <a href="https://www.who.int/nmh/publications/ncd-infographic-2014.pdf">https://www.who.int/nmh/publications/ncd-infographic-2014.pdf</a></li> <li>5. Lancet Editorial, "COVID-19: a new lens for non-communicable diseases" : <a href="https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(20)31856-0/fulltext">https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(20)31856-0/fulltext</a></li> <li>6. WHO Non-Communicable Diseases Factsheet: <a href="https://www.who.int/en/news-room/fact-sheets/detail/noncommunicable-diseases">https://www.who.int/en/news-room/fact-sheets/detail/noncommunicable-diseases</a></li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>1. Video: <a href="https://www.healthhub.sg/programmes/lumihealth">https://www.healthhub.sg/programmes/lumihealth</a></li> <li>2. Video: Ministry of Health, Singapore: How much does the Singapore Government spend on Healthcare?: <a href="https://www.youtube.com/watch?v=bDOKKQ-89Y">https://www.youtube.com/watch?v=bDOKKQ-89Y</a></li> <li>3. Video: Gov.sg: 3M's: Medisave: <a href="https://www.youtube.com/watch?v=p8wleX4jHuM">https://www.youtube.com/watch?v=p8wleX4jHuM</a></li> </ol>

		<ol style="list-style-type: none"> <li>4. Video: Ministry of Health: Singapore: Universal Health Coverage in Singapore: <a href="https://www.youtube.com/watch?v=mL7IASit8yo&amp;t=3s">https://www.youtube.com/watch?v=mL7IASit8yo&amp;t=3s</a></li> <li>5. The Healthy Living Master Plan: <a href="https://www.moh.gov.sg/resources-statistics/reports/the-healthy-living-master-plan">https://www.moh.gov.sg/resources-statistics/reports/the-healthy-living-master-plan</a></li> <li>6. The Power of Good Design: <a href="https://www.straitstimes.com/singapore/the-power-of-good-design">https://www.straitstimes.com/singapore/the-power-of-good-design</a></li> </ol>
<b>6. Housing</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>1. East Asia and Pacific Cities: Expanding Opportunities for the Urban Poor: <a href="https://www.worldbank.org/en/region/eap/publication/east-asia-and-pacific-cities-expanding-opportunities-for-the-urban-poor">https://www.worldbank.org/en/region/eap/publication/east-asia-and-pacific-cities-expanding-opportunities-for-the-urban-poor</a></li> <li>2. Access to Affordable and Low-Income Housing in East Asia and the Pacific: <a href="https://openknowledge.worldbank.org/handle/10986/21100">https://openknowledge.worldbank.org/handle/10986/21100</a></li> <li>3. Myanmar’s Urbanization: Creating Opportunities for All – Overview: <a href="https://documents.worldbank.org/en/publication/documents-reports/documentdetail/709951559656095670/creating-opportunities-for-all-overview">https://documents.worldbank.org/en/publication/documents-reports/documentdetail/709951559656095670/creating-opportunities-for-all-overview</a></li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>1. *Summary Slides: Housing: <a href="https://drive.google.com/file/d/1aGM5C6YgwZon9uY-DB5UOvC32Xgs8wVO/view?usp=sharing">https://drive.google.com/file/d/1aGM5C6YgwZon9uY-DB5UOvC32Xgs8wVO/view?usp=sharing</a></li> <li>2. Video: Gov.sg: Public Housing in Singapore   Minister Lawrence Wong: <a href="https://www.youtube.com/watch?v=PO4r9LnhF7Q&amp;feature=youtu.be">https://www.youtube.com/watch?v=PO4r9LnhF7Q&amp;feature=youtu.be</a></li> <li>3. Video: Bloomberg: How Singapore Fixed Its Housing Problem: <a href="https://www.youtube.com/watch?v=2cjPgNBNeLU&amp;feature=youtu.be">https://www.youtube.com/watch?v=2cjPgNBNeLU&amp;feature=youtu.be</a></li> <li>4. Video: Housing Development Board: The World of HDB: <a href="https://www.youtube.com/watch?v=Mt5uWxdsYJU">https://www.youtube.com/watch?v=Mt5uWxdsYJU</a></li> <li>5. Video: Gov.sg: How HDB flats have evolved: <a href="https://www.youtube.com/watch?v=YK-Y2sYXCbg&amp;feature=emb_title">https://www.youtube.com/watch?v=YK-Y2sYXCbg&amp;feature=emb_title</a></li> <li>6. [CLC Urban System Studies] Housing: Turning Squatters into Stakeholders: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/housing-turning-squatters-into-stakeholders">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/housing-turning-squatters-into-stakeholders</a></li> <li>7. [CLC Urban System Studies] Built by Singapore: From Slums to a Sustainable Built Environment: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/built-by-singapore-from-slums-to-a-sustainable-built-environment">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/built-by-singapore-from-slums-to-a-sustainable-built-environment</a></li> </ol>

<b>7. Infrastructure Financing</b>	<b>U.S.</b>	<ol style="list-style-type: none"> <li>1. Blue Dot Network: <a href="https://www.state.gov/blue-dot-network/">https://www.state.gov/blue-dot-network/</a></li> <li>2. U.S. Trade and Development Agency (Indo-Pacific): <a href="https://ustda.gov/regions/indo-pacific/">https://ustda.gov/regions/indo-pacific/</a></li> <li>3. U.S. International Development Finance Corporation – Investing in Development: <a href="https://www.dfc.gov/">https://www.dfc.gov/</a></li> </ol>
	<b>SIN</b>	<ol style="list-style-type: none"> <li>1. *Summary Slides: Infrastructure Financing: <a href="https://drive.google.com/file/d/1iIKBp_LL1Y_MUbwHrLogIx_S2RuBRaIV/view?usp=sharing">https://drive.google.com/file/d/1iIKBp_LL1Y_MUbwHrLogIx_S2RuBRaIV/view?usp=sharing</a></li> <li>2. Video: Organisation for Economic Co-operation and Development: Financing Climate Futures: Rethinking Infrastructure: <a href="https://www.youtube.com/watch?v=FzDNEx3I_eY">https://www.youtube.com/watch?v=FzDNEx3I_eY</a></li> <li>3. Video: Siemens: Financing for intelligent infrastructure: <a href="https://www.youtube.com/watch?v=0z60Pfp02M0">https://www.youtube.com/watch?v=0z60Pfp02M0</a></li> <li>4. [CLC Urban System Studies] Financing a City: Developing Foundations for Sustainable Growth: <a href="https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/financing-a-city-developing-foundations-for-sustainable-growth">https://www.clc.gov.sg/research-publications/publications/urban-systems-studies/view/financing-a-city-developing-foundations-for-sustainable-growth</a></li> <li>5. [CLC Urban System Studies] Working with Markets: Harnessing Market Forces and Private Sector for Development: <a href="https://www.clc.gov.sg/events/lectures/view/working-with-markets---harnessing-market-forces-and-private-sector-for-development">https://www.clc.gov.sg/events/lectures/view/working-with-markets---harnessing-market-forces-and-private-sector-for-development</a></li> </ol>

*\*Compulsory items*