

A SEMINAR REPORT FROM THE EAST-WEST CENTER

Urbanization Policy in an Uncertain Economy

**Asia-Pacific-U.S.
Urban Dialogue**

PROGRAM



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Urbanization Policy in an Uncertain Economy

Imin International Conference Center
East-West Center
Honolulu, Hawai'i USA
29–31 March 2010

A summary report of dialogue, insights
and issues edited by

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About the Seminar

In March 2010, the East-West Center brought together a small group of governors, mayors, and other high-level government leaders, urban planning practitioners, civil society and private sector representatives, and urbanization scholars from the United States, Asia, and elsewhere to examine and reflect on current trends, implications, and long-term strategic visions for managing urban growth. This was the second seminar in the *Asia-Pacific-U.S. Urban Dialogue* program, with the first organized in August 2008.

This gathering took place at the Imin International Conference Center on the East-West Center campus in Honolulu, Hawai'i. In an informal round table format that encouraged peer-to-peer exchanges and one-on-one conversations, the participants shared ideas, information, and experiences. The lively group explored a wide range of issues that reflected their diverse perspectives and interests. At the conclusion of the seminar, participants took home with them a common understanding of the key challenges and policy options surrounding the rapid growth of cities in Asia and the United States. All discussions were nonofficial, frank, and not for attribution. Jerry Burris, consultant to the East-West Center, served as lead rapporteur, and drafted this report that summarizes the dialogue and highlights insights and issues identified by the participants.

To better reflect the breadth and purpose of the program as we move forward, we have changed the name to the *Asia-Pacific-U.S. Urban Dialogue*.

For information about the seminar, please see our website or contact us via email:

EastWestCenter.org/urbandialogue
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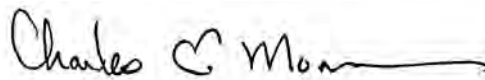
For the past 50 years, the East-West Center has brought together policymakers and scholars from the United States and Asia to **exchange views on issues of mutual concern**

Preface

One of the most dramatic demographic trends in the contemporary Asia Pacific region is the rapid growth of urban areas. Urban environments provide enormous social opportunities and economic efficiencies. But the speed of urbanization creates severe strains on urban administrative systems as they strive to respond to new political, economic, social, and environmental challenges. Often fragmented or overlapping governance structures have greatly complicated these responses.

For the past 50 years, the East-West Center has brought together policymakers and scholars from the United States, Asia, and the Pacific to develop a common understanding of issues of mutual concern and to exchange views and experiences for the purpose of strengthening policy responses. In March 2010, the Center convened its second seminar of city mayors and other high-level government leaders, planning officials, and urban specialists to discuss the growing challenges to urban governance. This seminar examined how urban centers and metropolitan regions are adapting to current economic realities while simultaneously preparing for future growth.

This report, *Urbanization Policy in an Uncertain Economy*, provides a summary of the group's discussions. The report consists of the views of individual participants, but to facilitate uninhibited discussion, it adheres to the Chatham House Rule in not attributing these to particular contributors. We present the report as both a record of a rich seminar and to help inform a broader public of the participants' views. The East-West Center intends to continue to convene future activities around other issues associated with urbanization trends.



Charles E. Morrison
President
East-West Center

Executive Summary



Across the Asia Pacific region, a massive demographic shift is underway—creating new challenges in virtually every aspect of human organization. Urbanization is changing the social fabric of countries, forcing a rethinking of relationships between national and local governments, and creating new power centers outside of the traditional political hierarchy. This shift demands a new look at urban planning strategies that address infrastructure, lifestyles, welfare needs, employment, housing, health care, food, shelter, water, and basic social interactions.



While city leaders and urban managers face these serious challenges every day, they are also confronted with larger issues that swirl around them, influencing all of their efforts to effectively respond. Unfortunately, cities cannot choose to “opt out” of these larger global issues, where solutions are most often beyond the reach of their existing policy and planning instruments. These include:

- *Long-term challenges*—climate change impacts and ever-increasing levels of urbanization
- *Highly variable challenges*—sudden migration and natural disasters
- *Megatrend challenges*—globalization and, most recently, the global economic crisis
- *Largely intractable challenges*—inequality and poverty



These issues were addressed at a seminar held at the East-West Center in Honolulu, Hawai‘i, on 29–31 March 2010. The seminar, *Urbanization Policy in an Uncertain Economy*, drew a diverse group of participants from Asia, the Pacific, and the United States. Over a three-day period, a high-level group of governors, mayors, practitioners, and urbanization experts engaged in informal, nonofficial, frank, and not for attribution discussions of current trends, implications, and long-term strategic visions for managing the region’s urban growth. Punctuated by lively discussion and occasionally spirited disagreement, the dialogue revolved around the complexities of urbanization and the impacts of economic uncertainty. Participants came away with a much deeper knowledge of the challenges faced by urban managers and planners across Asia and in the West.



Overall, there was unanimous agreement that in order to effectively address these challenges, new paradigms and tools for urban development must be formulated. Below is a summary of the groups’ concerns, observations, and insights.

Components of a New Paradigm

- *Planning for a sustainable future*
Today's underlying assumptions guiding urban development require a fundamental restructuring (reactive to proactive) to address rapid growth and climate change
- *Urbanization and urban agglomeration*
Interconnected urban and regional development is the new “driver” of planning and development strategies and requires new forms of urban-regional governance
- *Inclusionary social services*
Expanding the delivery of social services to all segments of society—within and adjacent to urban centers of development—must take place to ameliorate the impacts of growing informal settlements, worker migration, and rising social unrest
- *Reducing the urban footprint*
New urban development strategies must break the existing linear relationship between GDP growth and negative environmental impacts by implementing policies that encourage green, environmentally friendly economic growth

Requirements for Success

- New and improved modes of governance with higher levels of transparency, accountability, and broader public participation
- Equitable delivery of social services that address housing, land use, infrastructure, and environmental concerns
- Pro-jobs, Pro-poor, Pro-development approaches to urban planning, management, and investment
- Large-scale, multifaceted capital improvement projects that attract substantial international investment and better achieve local development objectives
- Increased civil society engagement through inclusion and subsidization

Implementation Strategies

- Integrated urban planning, based on comprehensive master plans, conceived within a broader regional context
- Scalable and adaptable capital projects, supported by realistic public and/or private financial arrangements that address risk and uncertainty, and that take into account present and future, local and global economic conditions
- Strengthened land use, land access, and land security regulations, promulgated and enforced by an empowered and designated management authority

- Public-private partnerships that provide cost-effective alternatives to realizing major capital improvements

Guiding Principles

- The process of urbanization is transformative, not transitional
- Urban development is based on multidisciplinary and integrated regional, sector, and social planning
- Responsibility for urban development is downshifting from national to regional, to state/provincial, to city and local government
- Quality-of-life imperatives and “smart” and “green” technologies are drivers of the new urbanism

Insights and Issues

At the conclusion of the seminar, the participants identified several key issues, lessons learned, and ideas that resonated with them during the discussions and that they felt merited further examination. These “takeaways” are:

- City leaders and urban managers should be open to multiple ways of achieving growth and development objectives. There are many different approaches—from strong central control to broad-based democracy and community involvement. So much of the practice of urban planning today is controlling rather than enabling. This has to change. There is wisdom in crowds.
- Urban planners (*idealists?*) and city leaders (*realists?*) often have very different approaches to growth and development. They need to talk to one another more in order to design and implement the best possible solutions for their cities. In China, for example, urban planning is a technical practice generally undertaken by engineers and economists. Isn't there a need for dreamers too?
- City governments should invest heavily, both politically and financially, in building good governance capacity in their cities.
- Urban planning is no longer just a matter of bricks and mortar, land use regulation, and infrastructure. Cities are living laboratories of social experimentation and innovation, and they can influence national and even international policy. As regional urban areas continue to grow and connect, considering the human dimension will be a key challenge for planners and administrators, as it is a critical component of urban growth.
- Innovation is key. Cities are growing too fast and the challenges are too great to expect that traditional planning and management schemes will always work.
- While every city faces similar urbanization challenges—such as economic growth, poverty, climate change, and transportation—it is striking how many Asian cities are seeking to transform themselves, while Western cities seem to

accept the way things are. In many areas, such as high-speed rail, U.S. cities have a lot to learn from Asian cities.

- Some technological advances—such as high-speed rail, smart cards, and the use of cell phones for all forms of commerce, including payment of municipal bills—are far more common in Asia than in Western urban areas.
- There is no right way to define urban success. Its values are not universal. It is a moving target, as quality-of-life preferences may differ from one urban area to another. For instance, strong economic growth can be seen as a positive value in one community, and a “no growth” policy might be a positive value in another community.
- City leaders need to think twice before placing too much emphasis on policies that create a “city of the future.” By the time the future arrives, circumstances could be a lot different, and the city might be left behind.
- There is no substitute for city-to-city, peer-to-peer learning and the sharing of ideas.

Part 1 Guiding Urban Development in Uncertain Economic Times

Introduction

City leaders today face the daunting task of tackling unprecedented urban planning and development challenges. More than half of the world's population is now living in cities. Arguably nowhere is this urban transformation more pronounced than in Asia, where, in just the past ten years, the urban population has increased by over 378 million people. The growth of urban areas continues largely unabated, requiring increased levels of public and private investment in physical and social infrastructure.

There is a clear and immediate need to move urban planning strategies beyond 20th century practices and incorporate a more regional approach to managed development in a region where physical boundaries do not define urban areas.

An urban area can **no longer be described** by the traditional, largely Western, definition of a discrete “city” with an urban core, suburbs, and the rural areas beyond.

Rapid globalization and economic conditions will continue to produce increasing uncertainties and risks, as well as new opportunities that will impact all phases of urbanization—often with unanticipated consequences. As a result, uncertainty must be a critical component of planning and policymaking. Economic uncertainty must be taken into consideration when new and innovative projects are developed to ensure that they are “successful” in local and global terms, and better equipped to withstand fluctuations in local and global economies. Projects should be supported *jointly* by governments, private sector interests, and community groups working together.

Despite the challenges of poverty, urban migration, the rise of slum dwellers, and other socioeconomic issues, cities in Asia, for the most part, managed to avoid the brunt of the recent global economic crisis. This was due largely to the fact that the impacts were milder in Asia, and the region began an earlier recovery based on lessons learned from the 1997 Asian financial crisis. The rapid growth of urban areas, however, continues to present major challenges in the region—requiring innovation in urban governance, policy, planning, and infrastructure development.

Successful international models must be adapted by Asia, for Asia, and the term “urban area” must be redefined. Perhaps an urban area can no longer be described by the traditional, largely Western, definition of a discrete “city” with an urban core, suburbs, and the rural areas beyond. Have urban areas increased their “footprints” and become agglomerations with major impacts at the national, regional, and international levels? As urban conditions rapidly change, is there

an underlying recognition that the largely exclusionary urban development policies of the past need to be more inclusionary, in form and practice, in the future?

One inclusionary versus exclusionary issue revolves around the philosophy that “government decides and development follows.” The urban governance structures in India and China’s Special Economic Zones are cases in point. These zones are given generous tax incentives, based on public-private partnerships, to encourage development and rapid urban expansion. This has become highly problematic in many areas, especially when considering these key questions: Whose city is it? Who is making the decisions? What is the overall plan for development? Too often, “the private sector” is the answer.

The City View

Shenzhen

The pace of urbanization in China—guided by strong central government planning—continues to be remarkable in terms of its scope, rapidity, and the challenges it represents. A prime example is the transformation of Shenzhen, in less than 30 years, from a small fishing village on the outskirts of Hong Kong to a massive urbanized area. In 1980, Shenzhen had an urban area of three square kilometers and a population of 400,000. Today, Shenzhen encompasses over 700 square kilometers with a population of 14 million people.

Will urban governments, as constructed today or even reinvented, **be capable of managing the uncertainties** of the future?

This transition is the result of a deliberate national policy to grow the region for economic development. A massive influx of private investment underwrote the costs of initial urban development where state-owned companies had no large overlay of costs to meet; infrastructure—municipal, transportation, and social—was developed and planned for the future; and industry was focused largely on high-tech products. Arguably, the growth of Shenzhen may be a model for urban areas elsewhere as China shifts its development focus inland and away from the coast.

Shenzhen is currently facing new challenges: an increasingly crowded footprint; lack of additional land for urban and industrial growth; the need for a comprehensive master plan *à la* Silicon Valley; and a growing disconnect between what government needs and what the market wants. In many cases, private investors decide where development occurs. This is of particular concern to city leaders as it encourages individual urban areas to compete and leads to a breakdown of traditional relationships among national, regional, and municipal organizations.

This raises the question, does Shenzhen need to revise its Special Economic Zone policy to better fit these current conditions? Shenzhen city leaders should incorporate new planning and governance strategies in order to influence and guide the decision-making process, especially in their future interactions with the private sector. In this regard, there may be much to learn from the development of megacities in the rest of the world.

Whose city is it? Who is making the decisions?

Bangalore

India has similar issues associated with its own rapid urbanization. Bangalore, for example, has experienced rapid economic growth in the past 30 years, largely from its high-tech industries, as well as population growth from migrant workers seeking employment. The city has grown from 235 square kilometers to 700 square kilometers, and the population—including undocumented individuals—is today approaching 10 million.

At present, Bangalore city leaders are facing a major issue: the role of the government vis-à-vis the role of the private sector. Should power be distributed from higher levels to lower levels of government? Or should there be more active coordination and support from national government to address fragmentation of authority at the state and local levels? Would urban growth be better managed by an urban development authority and more effective specialized sector agencies?

In terms of the private sector, city leaders are currently examining the efficacy of public-private partnerships. Do they provide real solutions to growth and development? Overall, it is felt that while these types of partnerships offer promise, their success should not be determined by profit alone. Even under the best of circumstances, governments must insure that the benefits are shared equitably by all citizens, both the wealthy and the less powerful. Public-private partnerships should be of true value to the entire community.

Open Dialogue Exchange

Economic Uncertainty

Will urban governments, as constructed today or even reinvented, be capable of managing the uncertainties of the future?

While today's city leaders are facing economic uncertainty, they are also confronted by other major uncertainties, including global warming, the inundation of coastal areas, and large-scale migration. The recent global economic crisis has demonstrated how closely Eastern and Western economies are linked. It has also highlighted the different ways in which cities in Asia and the United States are adapting to their current economic realities, while simultaneously preparing for future growth.

Throughout Asia, and in China specifically, the global economic crisis caused a significant, but probably short-term, downturn in urban development. For example, the massive slowdown in construction, particularly private sector infrastructure projects, has resulted in a return of migrant workers to their home villages. In some cases, this "reverse migration" has become a factor in new urban growth patterns of small and medium-sized cities, which are now facing some of the same urban management problems faced by the megacities.

Governance Strategies

How do you get municipal governments to tackle issues that must be dealt with across political boundaries?

To better manage economic uncertainty, city leaders need to consider new strategies for urban governance. One approach is to organize intramunicipal cooperation around a shared agenda—such as sanitation needs and water resources—requiring input from local government and nongovernmental actors. In some cases, local communities might take the lead when municipal governments cannot or will not deal with issues across these boundaries. In India, for instance, slum dwellers collect their own census data to prove to the local government that they have the numbers and the need for increased public services. Even in China, with a fledgling civil society, there has been progress in decision making on a very local and pragmatic level.

The emergence of urban agglomerations across regions also requires new governance strategies. Here, too, cross-boundary cooperation can be organized around a shared agenda to manage large intraregional infrastructure needs, such as energy distribution and transportation links.

Whose responsibility is it

to design and manage the delivery of services, and under what conditions?

Public-private partnerships is another governance strategy that many city governments utilize to address their public service needs, especially in the area of large-scale infrastructure development and operation. There are limitations in scope and utility in implementing this strategy, however, such as government concessions, rapid payback requirements, and lack of stakeholder involvement or support.

Planning in the East and the West

What is more efficient, a democratic approach to urban development or one that is state-controlled and centrally planned?

Across the United States, where “extreme democracy” decision making is practiced, urban development projects typically take years to reach a resolution. With all proposed projects receiving extensive discussion and debate, those that are eventually approved end up costing more, while others will never be built. By contrast, the majority of urban development projects in Asia are realized within a much shorter time frame due to a very strong centralized, state-controlled planning process. Case in point: high-speed rail.

Whether the overall urban planning process is positive, negative, or something to be regretted, it is necessary. Whenever people aggregate, they require common basic services: water, sanitation, housing. Whose responsibility is it to design and manage the delivery of services, and under what conditions? Again, as urban areas expand into regional and metropolitan agglomerations, this question becomes even more critical. A new paradigm and model for regional metropolitan governance is required—one that appreciates the opportunities inherent in the urban transformation and focuses on broader, more comprehensive services, including transportation, environmental control, waste management, and regional land use planning.

The City View

Underlying the urban transformation is the hard fact that city leaders are today struggling—to a greater or lesser degree—with how to best structure decision making on all levels: municipal, provincial/state, and national. Should governments operate under centralized control or should they share power? There is no easy answer to this question, but the future vitality of massive urban areas depends considerably on the resolution of these tensions. Growth will continue. The effective management of cities is the only way to move forward; therefore, the choice becomes whether city leaders and urban managers view urbanization as a set of problems (the alarmist approach), or as a gateway to economic growth and social equity (the optimistic approach).

The choice becomes whether city leaders view urbanization as a set of problems, or as a **gateway to economic growth and social equity**.

For example, the recent global economic crisis created hardships for many cities—both in the United States and Asia. It has also, in some cases, created opportunities for major change in governance structures that will serve these cities well into the future.

Jakarta

Over the last two decades, Jakarta has become the economic engine of Indonesia, growing into a metropolitan region that is now one of the most populous urban areas in the world. During this period, the national government shifted much of the responsibility for public services to the city government.

The recent global economic crisis exacerbated the city's existing urban challenges, including land resource utilization, environmental degradation, and major infrastructure needs. It also led to a loss of jobs and manufacturing, the expansion of slums, and the increased demand for social services. Compounding this, the city suffered through a series of major floods that severely strained its abilities to cope. All of these problems created the fear of civil unrest.

Jakarta learned some hard lessons as a result of the 1997 Asian financial crisis which precipitated an economic collapse and subsequent political turmoil. To mitigate the impacts of that crisis, major political and economic reforms were undertaken, including strict regulatory financial controls. In addition, the government instituted a variety of safety net programs to ensure food security and basic health care.

Based on this experience, Jakarta again viewed the recent economic downturn as a catalyst for change. The city formulated a comprehensive response for recovery and continued growth and prosperity by developing a new paradigm for democratic governance. A comprehensive master plan *and* a master plan for implementation were adopted. These plans are based on a broad, multifaceted approach to integrated infrastructure development that addresses present and future needs, creates a competitive system, and increases quality of life. The plans include the following strategies:

- Pro-jobs, pro-poor, and pro-development approaches to all programming

How has Jakarta used the most recent economic downturn as a **catalyst for change**?

- A flexible development planning process that incorporates short-, mid-, and long-term objectives and goals
- A comprehensive plan to meet current and future transportation needs by emphasizing vehicle restriction and mass-transit options
- Increased private sector involvement in slum renewal, high-density housing, and integrated water and wastewater management systems
- Institutional restructuring to ensure good governance practices to improve fiscal oversight, streamline government services, and create an open administration that is more responsive to the needs of all of Jakarta's citizens

Denver

The economic downturn has been particularly brutal on American cities. Today, many cities across the nation are still struggling with a fragile economy. With continued high levels of unemployment, lack of private sector jobs, a weak housing market, and a growing national deficit, American cities face a long and winding road to recovery.

Before the economic downturn, Denver experienced a period of rapid growth that put a serious strain on the city's infrastructure, especially its water and transportation systems. To address this, Denver is set to adopt a comprehensive form-based zoning code that will guide growth for decades to come and ensure its future as a sustainable city. This new zoning code is based on the principles of Smart Growth and new urbanism. It promotes a strategic approach to urban regional development that includes integrated land use and transportation infrastructure, land use regulation as opposed to "old-fashioned" zoning, increased density, and public-private partnership development.

Denver is one of the first cities in the United States to consider a form-based zoning code, where the comprehensive physical environment is controlled primarily through city or county regulations. Formulating and adopting the new code has presented major challenges for Denver's city officials, especially with regard to the public participation process. While this process often led to protracted and contentious decision making, city leaders feel confident that citizen support for the code will be stronger as a result.

Miami

Miami has suffered the same fate of many other American cities over the last few decades as it expanded from a core city center into sprawling suburbs. While in the midst of a major building boom to revitalize the downtown area, the city was particularly hard hit by the economic downturn.

The city's efforts to refocus development to address its substantial growth continued despite the new economic uncertainties. The city adopted a comprehensive zoning code—called Miami 21—that was based on the principles of Smart Growth and new urbanism. It was the first to be adopted by any city in the United States.

(Denver’s code is similar.) The new code provides a holistic approach to land use and urban planning by integrating zoning, economic development, historic preservation, parks and open spaces, and arts and culture.

City leaders faced many difficulties as they guided the code through a prolonged process to its ultimately successful adoption. In addition to obtaining citizen input from a public that was often skeptical about this new approach to city-wide planning, there were several other key challenges that had to be overcome in order to ensure that there was full support for the code. These included:

This participatory practice often resulted in combative public hearings that strained administrative capacities and capabilities, but was **absolutely critical for building stakeholder buy-in.**

- Prioritizing goals and objectives
- Resolving community controversies over issues such as conservation, environmental zoning, and the preservation of historical buildings
- Adopting a new “green” energy code to incorporate energy conservation guidelines
- Integrating private sector development incentives into the master plan—including considerations and incentives for affordable housing, “green” development, and more open space

This participatory practice often resulted in combative public hearings that strained administrative capacities and capabilities, but was absolutely critical for building stakeholder buy-in.

San Francisco

The great wealth and opportunity generated by the Internet revolution invigorated San Francisco’s economy over the past decade by attracting high-tech and entrepreneurial activities. Despite this new prosperity, San Francisco continues to struggle with a high cost of living and other stark realities of urban life, such as traffic congestion, air and water pollution, homelessness, and poverty. The economic downturn has only exacerbated these problems.

In an effort to respond and build a better city, leaders in San Francisco are asking some important questions: Can we return to an era of social planning where integrated, affordable, mixed-use neighborhoods were the norm? How can climate change be addressed through regional development and the integration of land use and transportation planning? Can we repurpose obsolete industrial land? How can planners increase density?

San Francisco has adopted several planning principles to address these issues and guide the city’s development into the future. These include:

- Concentrated growth (increased density, rezoned/reused land, open space)
- Quality of life (walkable cities, mass-transit options, public safety, social planning)

- Private sector involvement (investment in job creation, transportation, infrastructure, utilities, and the dedication of 15–25 percent of new developments to affordable housing)

Seattle

Although Seattle's economy has been impacted by the recent downturn, it remains a place of international economic importance. The city is one of the world's leading centers for the manufacture of technology, Internet-based commerce, and the emerging green business sector. To ensure competitiveness as it emerges from the recession, the city is focusing on development and revitalization including increasing support of green technologies in urban design, building standards, clean energy, and climate change initiatives. Through many innovative planning policies, such as the integration of mixed-use, open space, and ecodevelopment, Seattle has solidified its reputation as a "sustainable city."

Can we return to an era of social planning where integrated, affordable, mixed-use neighborhoods were the norm?

One interesting example of the approach that Seattle is using to foster social redevelopment in a sustainable way is Yesler Terrace. This innovative alternative development model exemplifies a new kind of master planning, one where a mixed-use community is owned and operated by the city. While the concept, when first introduced, was so idealistic that it seemed unworkable, it has already shown initial success.

The master plan for Yesler Terrace was developed with major input from residents, service providers, and other stakeholders who identified the fundamental values that would guide the process: social equity, economic opportunity, environmental stewardship and sustainability, and one-for-one replacement housing. The model incorporates green design practices, including transportation alternatives, and offers economic opportunities for all, with affordable housing near the urban core.

To fund the project, the community suggested selling a portion of the site to raise capital for initial redevelopment. The city then used the proceeds to fund construction of low-income housing. The project is designed to be carried out in phases over a 15-year period to give time for regional economic recovery, and for a rebound in the real estate market, both of which are necessary for continued funding.

Taipei

As the island of Taiwan's foremost industrial and commercial trading center, Taipei also experienced adverse impacts from the recent global economic crisis. The city lost considerable revenue due to the dramatic decline of high-tech exports and manufacturing. This was of particular concern because Taipei is required to raise two-thirds of its annual budget. The difficulty that Taipei had in securing sufficient funds to maintain the same level of public services were compounded by the fact that the national government's contribution to the budget was less than expected.

The economic uncertainties presented challenges especially since Taipei is facing major constraints to urban growth. Faced with a shortage of land and high land prices, the government has implemented new policies to stem the tide of migration to the suburbs. The policies encourage higher densities, vertical growth and development, and various “feel good” populist incentives—lotteries and smart cards—to entice urban residents to remain in the city center. Taipei is also addressing other urban challenges, including maintaining and expanding transportation infrastructure, implementing disaster risk-mitigation strategies, and managing upstream pollution.

In addition, the city is continuing to position itself as a vibrant transborder, transnational and transpolitical “regional” city with increased and ever-closer ties to mainland China. The city has met with success in this regard as major high-tech companies have chosen to locate their headquarters in Taipei while manufacturing their products on the mainland.

Open Dialogue Exchange

Development in the East and West

Urban development is an evolutionary process.

The urban landscape is constantly changing.

and there is no single prescriptive way to manage the growth.

Urban development is an evolutionary process. The urban landscape is constantly changing, and there is no single prescriptive way to manage the growth. Urban development is also a complicated process, and cities in the region are having a hard time keeping up with the growth. Nonetheless, there are common and valuable models and strategies that can assist city leaders and urban managers in finding solutions. Many of these best practices can be transferred, to a greater and lesser degree, between cities in Asia and the United States.

Vision

In an ideal world, can “visionary” planning take place in a neutral setting, outside of the political arena?

In some cities, development takes place within the context of a collective vision; in others, development is pushed through by blunt force. In either case, a final decision has to be made. “What we need is for leaders to say, ‘I heard both sides, and I have made a decision.’”

Innovation

Can growing cities institutionalize innovation?

Urban innovation comes from vision. Especially in times of economic uncertainty, there is a critical need for city leaders to think creatively as they continue to guide their cities’ growth and development. Adopting a multifaceted approach to innovative action is certainly not easy, and the road map to success has yet to be developed. It requires leaders who are far-thinking and open to new ideas, who can tackle existing and future problems in new ways.

Innovation requires close links between city leaders and urban planners to facilitate more informed decision making. In the drive to create a “world-class city,” do policies pursue big development and unintentionally marginalize the informal sector? Is the city an engine of economic development, or is it a safe haven that offers shelter to the poor and the helpless? Can it do both?

Is the city an engine of economic development, or is it a safe haven that offers shelter to the poor and the helpless? **Can it do both?**

One innovative solution is to require private developers to contribute to a public benefit trust fund that the government can use for affordable housing, public facilities, social infrastructure, or dedicated open space in exchange for increased development rights.

Another innovative solution—this one designed to encourage Smart Growth principles—provides incentives for people to remain in the urban center. Taipei has been experimenting with a number of such programs, including cash vouchers for citizens to purchase basic social amenities, “smart cards” that can be used for transport or local neighborhood convenience shops, reduced rent in city-owned buildings, and increased opportunities to win the lottery if they reduce energy use by 10 percent or more.

Learning from the Experience of Others

City-to-city learning exchanges (both dialogues and city visits) can be a great incubator for creating new visions. Such exchanges are critical, especially for city leaders and urban managers, as they provide an excellent opportunity for the cross-fertilization of ideas. Through shared visits and discussions, it is important to pay attention to concrete activities such as infrastructure development, as well as to the “invisible environment” of the city—its soul and sense of place.

Region and Regionalism

As cities continue to grow in size and influence, they can no longer afford to focus just on their urban core. They must redefine their roles and responsibilities *vis-à-vis* their region, their nation, and the international community. While urban areas in the West still tend to think of themselves as individual entities, the massive urban agglomerations of Asia have already become an integral part of their countries’ national identities and have surfaced as rising regional and international powers.

Governance

Does urban structure matter?

The evolutionary process taking place in many Asian and U.S. cities today is creating a wide range of tensions related to urban governance. This process raises key questions: Does the political structure matter? Or is it a matter of political personality? There does not seem to be one single prescriptive way to address these questions.

How important is it for existing urban governance structures to evolve and change? Should participatory democracy, for example, be the only model, or could this

type of decision making get out of hand? What happens when civil society becomes uncivil? City leaders have to think carefully about how to harness the wisdom of the crowds.

What happens when civil society becomes uncivil?

Good governance structures that promote equitable solutions and give the city a “voice” in its own development may be the best approach to deal with and resolve the tensions between critical urban issues. These tensions include:

- Entrenched bureaucracies versus dynamic leaders who advocate for change
- Long-term planning versus day-by-day reality
- Creating a world-class city where the poor are ignored, hidden, or forced out versus a world-class city with exemplary model programs that bridge the urban divide to address the needs of *all* citizens
- Private sector–driven development versus public needs: who runs the show?

Equitable Growth and Balanced Development

Urban centers worldwide face the challenge of adopting planning policies that achieve equitable growth. Such policies should promote land use planning that incorporates a higher-density footprint based on Smart Growth principles (live-work, mixed-use areas); the integration of mass-transportation systems; and pro-poor development, particularly affordable housing and employment opportunities that support the informal sector.

One overriding concern, especially for U.S. planners, is the tension between urban growth and quality of life. The American dream of owning a big house in the suburbs has resulted in urban sprawl and reliance on the automobile. Today, as metropolitan areas continue to expand, that dream has become increasingly unrealistic. How can government change expectations and secure buy-in from those citizens who won’t wake up?

While today's uncertainty might be economic, **city leaders are always dealing with uncertainty** in one form or another. To grow and prosper, cities must become crucibles of innovation.

Part 2 Conclusions

Closing Remarks

The global structure of economic availability and stability is changing dramatically, with significant impacts on the growing metropolitan regions in Asia and the United States. While the latest economic crisis has been primarily an American crisis, the impacts, experiences, and lessons learned have been pervasive across the region. The uncertainty resulting from the recent crisis has colored the way development policy is now being perceived. Planning for uncertainty has become an integral part of decision making.

While today's uncertainty might be economic, city leaders are always dealing with uncertainty in one form or another. To grow and prosper, cities must become crucibles of innovation, and urban planning must become urban management. There is a power shift going on in which cities are becoming drivers of economic policy for their nations and internationally. This can be accomplished in a variety of ways—and through democratic or centrally planned approaches to development.

Cities in the region are already expanding their mandates beyond providing expected municipal services. They are addressing larger issues such as the importance of sustainable development to reduce a city's carbon footprint; and the need to increase citizen engagement as a way to bridge the urban divide between the poor and the affluent. In their efforts to become world-class cities, they are seeking to continually improve the quality of life of their citizens.

Insights and Issues

At the conclusion of the seminar, the participants identified several key issues, lessons learned, and ideas that resonated with them during the discussions, and that they felt merited further examination in future seminars. These “takeaways” are listed below:

- City leaders and urban managers should be open to multiple ways of achieving growth and development objectives. There are many different approaches—from strong central control to broad-based democracy and community involvement. So much of the practice of urban planning today is controlling rather than enabling. This has to change. There is wisdom in crowds.
- Urban planners (*idealists?*) and city leaders (*realists?*) often have very different approaches to growth and development. They need to talk to one another more in order to design and implement the best possible solutions

for their cities. In China, for example, urban planning is a technical practice generally undertaken by engineers and economists. Isn't there a need for dreamers too?

- City governments should invest heavily, both politically and financially, in building good governance capacity in their cities.
- Urban planning is no longer just a matter of bricks and mortar, land use regulation, and infrastructure. Cities are living laboratories of social experimentation and innovation, and they can influence national and even international policy. As regional urban areas continue to grow and connect, considering the human dimension will be a key challenge for planners and administrators as it is a critical component of urban growth.
- Innovation is key. Cities are growing too fast and the challenges are too great to expect that traditional planning and management schemes will always work.
- While every city faces similar urbanization challenges—such as economic growth, poverty, climate change, and transportation—it is striking how many Asian cities are seeking to transform themselves, while Western cities seem to accept the way things are. In many areas, such as high-speed rail, U.S. cities have a lot to learn from Asian cities.
- Some technological advances—such as high-speed rail, smart cards, and the use of cell phones for all forms of commerce, including payment of municipal bills—are far more common in Asia than in Western urban areas.
- There is no right way to define urban success. Its values are not universal. It is a moving target, and quality-of-life preferences may differ from one urban area to another. For instance, strong economic growth can be seen as a positive value in one community, and a “no growth” policy might be a positive value in another community.
- City leaders need to think twice before placing too much emphasis on policies that create a “city of the future.” By the time the future arrives, circumstances could be a lot different, and the city might be left behind.
- There is no substitute for city-to-city, peer-to-peer learning and the sharing of ideas.

The Global Role of Cities City Leaders Share Their Views



As city leaders, we are responsible for helping to build better communications among peoples and nations of the world.

At a forum hosted by the president of the East-West Center, city leaders from Honolulu, Taipei, Jakarta, and Shenzhen shared their views on the emerging role of cities on the world stage.

Leaders of today's major cities are moving beyond municipal duties to become global actors in an increasingly urban world. More than ever, cities are taking on an expanded role in global affairs, participating in international forums and sister city relationships that provide important avenues for influencing global policies.

The rising influence of cities was discussed by Honolulu Mayor Mufi Hannemann, Taipei Deputy Mayor Lin Chien-yuan, Jakarta Governor Fauzi Bowo, and Shenzhen Vice Mayor Tang Jie at a public forum held in conjunction with the East-West Center's Asia-Pacific-U.S. Urban Dialogue seminar.

Jakarta Governor Fauzi Bowo spoke about his responsibility, as a leader of one of the largest cities in the world, to help build better communications among peoples and nations. He noted that Jakarta is a member of the C40 group of the world's biggest cities, whose members work together to address problems related to climate change. "The active role performed by the local governments of major cities is very crucial [to help meet] the global challenges that we face," Governor Bowo said. "Without that, it would be hard, if not impossible, for central governments at the national level to meet their international commitments to create a better world to live in."

Shenzhen Vice Mayor Tang Jie noted officials in his city have been meeting regularly with more than 30 sister cities around the world to address global issues such as climate change and environmental sustainability. He emphasize that Shenzhen is doing its own part as a member of the world community to reduce its carbon footprint. "Now we use more solar and more wind power in our city, and we promote a lot of incentives for industries to save energy."

Deputy Mayor Lin Chien-yuan spoke about Taipei's experiences working with other major cities on disaster mitigation efforts by sharing his own city's knowledge gained from coping with natural disasters.

Honolulu Mayor Mufi Hannemann pointed out that his city has sought to enhance its global role with efforts to build infrastructure, reduce crime, promote health, address hunger, combat homelessness, host global conferences, and establish links to other Pacific Islands.

UN-Habitat's State of the World's Cities Report 2010/2011: Bridging the Urban Divide

Asia Pacific Launch

Urban areas are becoming so large and expanding so rapidly that they can no longer be classified just as big or small cities but now comprise megaregions, urban corridors, or city regions. Asia has all three.

The world's urban areas are growing at a faster rate than the global population overall, according to a sometimes stark, sometimes optimistic United Nations update on what is now a half-urban world. This was among the key findings in the UN's latest biennial report, *State of the World's Cities 2010/2011*. The report was released worldwide on March 18, 2010, at the Fifth World Urban Forum in Rio de Janeiro, Brazil.

Dr. Eduardo Lopez Moreno, the report's principal author, noted that urban areas are becoming so large and expanding so rapidly that they can no longer be classified just as big or small cities, but now comprise megaregions, urban corridors, or city regions. Asia has all three. Two of the largest emerging megaregions are Hong Kong-Shenzhen-Guangzhou, with 120 million people, and Tokyo-Nagoya-Osaka-Kyoto-Kobe, with 60 million. A major multinational urban corridor examined in the UN report runs through Beijing, Tokyo, Pyongyang, and Seoul, connecting 77 cities with 97 million inhabitants. An example of an expanding city region is Bangkok, expected to push its borders by some 200 kilometers by 2020, with its population of 17 million growing along with the expansion.

These new conglomerates of urban development in Asia include more than half of the world's slum population, which is growing by six million people every year and is expected to total 823 million in 2010. The gap between urban slum dwellers and the millions of city residents who thrive in Asia's biggest metropolitan areas is also growing. Breaching this urban divide is a major challenge. It involves recognizing everyone's "full rights to the city," so that not only the rich benefit from urbanization.

"For me," said Dr. Moreno, "a fundamental challenge in the coming years will be what kind of paradigm shift will be necessary in order to deal with regional governance, but linked to city development."



Dr. Moreno discussed growing concerns over the widening gap between rich and poor throughout the urban world at the East-West Center's Asia-Pacific-U.S. Urban Dialogue seminar.

Acknowledgments

We would like to acknowledge the many individuals and organizations that contributed to the seminar. We want to especially recognize the expertise, guidance, and support we received from our steady “brain trust”: Allen Clark, senior fellow, East-West Center Research Program; Aprodicio Laquian, professor emeritus, University of British Columbia; Tim Campbell, chairman, Urban Age Institute, and former director, Urban Development Division, The World Bank; and K.C. Sivaramakrishnan, chairman, Centre for Policy Research, senior fellow, Institute of Social Sciences, and former secretary to the Government of India, Ministry of Urban Development. We thank them for their continued encouragement and assistance, and their effort, energy, commitment, and time.

Session facilitators had the formidable job of providing context to their sessions, moderating wide-ranging discussions, and summarizing key points. We thank them for their expertise and for creating a more cohesive structure for the seminar. The session facilitators were: Shabbir Cheema, senior fellow, East-West Center Research Program; Allen Clark; Aprodicio Laquian; Tim Campbell; and K.C. Sivaramakrishnan.

We greatly appreciate the efforts of Jerry Burris, consultant to the East-West Center, who served as the lead rapporteur and synthesized the discussion notes from his fellow rapporteurs into a coherent document. We extend our sincere appreciation to the 10 outside professionals who generously volunteered their time to participate as expert rapporteurs: George Atta, principal, chief community planner, Group 70; Tanya Chiranakhon, associate/urban planner–economics, AECOM; Henry Eng, founder, HELPS; Scott Ezer, principal, Helber Hastert & Fee, Planners; Alan Fujimori, vice president, principal planner/landscape architect, Belt Collins Hawaii Ltd.; Mark Hastert, former president and chairman, Helber Hastert & Fee, Planners, Inc.; Cameron Lowry, project assistant, Research Program, East-West Center; David Miller, chair, Architects Hawaii, Ltd.; Pradip Raj Pant, PhD candidate and East-West Center graduate fellow, Department of Urban and Regional Planning, University of Hawai‘i at Mānoa; and Asheshwor Man Shrestha, Asian Development Bank degree fellow 2008–10, East-West Center graduate fellow, Department of Urban and Regional Planning, University of Hawai‘i at Mānoa.

It took expert logistical support from a dedicated team of professionals to make this seminar successful. We greatly value the East-West Center’s support staff and the significant contributions that they made: June Kuramoto, senior program

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Lawrence C. Nussdorf Professor, Urban Research; Co-Director, Penn Institute for Urban Research, University of Pennsylvania, Philadelphia

Dr. Birch has authored several books including, most recently, *Urban and Regional Planning Reader* and *Local Planning, Principles and Practice*. Her articles have appeared in the *Journal of the American Planning Association*, *Journal of Planning Education and Research*, *Journal of Urban History*, *Journal of Planning History*, and *Planning Magazine*. Dr. Birch has served as chair of the Department of City and Regional Planning at both the University of Pennsylvania and Hunter College, City University, New York; as president of the Association of Collegiate Schools of Planning; co-editor of the *Journal of the American Planning Association*; and chair of the Planning Accreditation Board. She has been a commissioner of the New York City Planning Commission. She is currently a member of the Board of Directors of the Municipal Art Society of New York and Scenic Hudson, Inc.

The Honorable Fauzi BOWO

Governor of Jakarta

Dr. Fauzi Bowo, the first directly elected governor of Jakarta Capital City Government, is serving a five-year term through 2012. Governor Bowo has served in various leadership positions within the Jakarta administration since 1977, including as vice-governor, head of the Jakarta Protocol Bureau, and head of the Jakarta Tourism Department. He began his career as a lecturer at the University of Indonesia. He is the president of the Indonesian Association of Provincial Governments, which has 33 provinces as members. Under his leadership, Jakarta has become an active member of many international organizations, including CITYNET, Metropolis, and United Cities and Local Governments (UCLG). He is the co-president of UCLG Asia Pacific Regional Section Congress for 2008–2010. He holds a doctorate in city and regional planning.

Dr. Tim CAMPBELL

Chairman, Urban Age Institute; Former Director of Urban Development Division, The World Bank, Washington, D.C.

Dr. Campbell has worked for more than 30 years in urban development, with experience in scores of countries and hundreds of cities in Latin America, Asia, Eastern Europe, and Africa. His expertise includes strategic urban planning, urban policy, and social and poverty impact of urban development. He was the

World Bank coordinator for City Development Strategies, focusing on cities as the unit of analysis in national development policy. Dr. Campbell has authored several books, including *The Quiet Revolution* and *Leadership and Innovation*, a collection of case studies about the innovation process in leading local governments. In 2009, he was a senior fellow with the German Marshall Fund's Comparative Domestic Policy Program, where he conducted research on learning cities in Barcelona; Turin; Portland, Oregon; and Charlotte, North Carolina.

Dr. Shabbir CHEEMA

Senior Fellow, East-West Center Research Program; Director, Asia-Pacific Governance and Democracy Initiative, Honolulu, Hawai'i; Former Program Director, Department of Economic and Social Affairs, United Nations

Dr. Cheema's current work focuses on governance and democracy in Asia and the Pacific. Before joining the East-West Center, he was principal adviser and program director for the Department of Economic and Social Affairs, United Nations. As a senior United Nations official, he provided leadership in crafting democratic governance and public administration programs at the country level, and designing regional and global research and training programs in electoral and parliamentary systems, human rights, transparency and accountability of government, urban management, and decentralization. Dr. Cheema has also served as a visiting fellow at Harvard University's Ash Institute for Democratic Governance and Innovation since 2005. He has taught at the Universiti Sains Malaysia, the University of Hawai'i, and New York University (2002-2007).

Dr. Allen CLARK

Senior Fellow, East-West Center Research Program, Honolulu, Hawai'i; Manager, Natural Disaster Policy, Legislation, and Management Project; Former Executive Director, Pacific Disaster Center

Dr. Clark's research interests include disaster management and humanitarian aid programs, global climate change on urban development, and project-level assessment of social risks. He also serves as project manager of the Natural Disaster Policy, Legislation, and Management Project, and as senior development consultant to the Pacific Disaster Center. He is the founder and former director general of the International Institute for Resource Development and chief of the Office of Resource Analysis of the U.S. Geological Survey. Dr. Clark is also a consultant for the Agency for International Development, The World Bank, Asian Development Bank, and United Nations. He has worked directly in more than 90 countries and is the author or coauthor of more than 250 publications.

Dr. Mohammad DANISWORO

Professor Emeritus, Architecture and Urban Design, and Chairman, Center for Urban Design Studies, Institute of Technology Bandung; Former Chairman and Member of the Architecture Review Board, Municipal Government of Jakarta

Dr. Mohammad Danisworo served as senior city urban planning adviser to five Jakarta governors, including Governor Bowo. He is also the former chairman and member of the Architecture Review Board at the Municipal Government of Jakarta. Dr. Danisworo founded the Planning and Development Workshop, a company specializing in strategic planning, urban and environmental planning and design, and architecture. He actively leads both that company and Mohammad Danisworo Associates in maintaining an extensive network with firms and consultants in Indonesia and abroad, including the United States, Singapore, Vietnam, and the Middle East. He has published widely on urban planning/design and urban conservation issues.

Mr. Raymond GASTIL

Planning and Design; and Former Planning Director, Department of Planning and Development, Seattle, Washington

Mr. Raymond Gastil has most recently served as city planning director for Seattle, Washington, where he led the city's long-range planning efforts for neighborhoods, center city, and citywide. Major initiatives included developing a plan for the district immediately south of downtown; planning and urban design for South Lake Union, a mixed-use district; and organizing the city's Neighborhood Planning Update process, which directly engages groups historically underrepresented in the planning process. Prior to this, Mr. Gastil served as director of New York City's Department of City Planning, where he led the planning of Central Harlem and Manhattanville in West Harlem, as well as major mixed-use projects such as the West Side Yards, West Chelsea/Highline, the East River waterfront, Lower East Side/East Village, and the revitalization of the World Trade Center site. Mr. Gastil served as the founding director of the Van Alen Institute: Projects in Public Architecture, where he led a groundbreaking program of exhibitions, publications, fellowships, and ideas competitions committed to improving design in the public realm, including Governors Island and new Duffy Square in Times Square, New York City.

Ms. Ana GELABERT-SANCHEZ

Director, Planning Department, Miami, Florida

As planning director since 1998, Ms. Ana Gelabert-Sanchez has guided the city through many major efforts, such as Miami 21, the Museum Park master plan, the Coconut Grove master plan, the Virginia Key master plan, and the Parks and Public Spaces master plan. She has led the review and approval of over 75,000 residential units, approximately 6,000 hotel rooms, over 8 million square feet of office space, and 7 million square feet of retail space, contributing to Miami's greatest growth period in history. As the first major U.S. city to adopt form-based zoning, she has led the Miami 21 effort to make the city more sustainable, pedestrian-friendly, and better planned. Before joining the City of Miami, she worked in the private sector in both architecture and land planning firms. She also taught as an adjunct design professor at the University of Miami and Florida International University.

Mr. Wiriyatmoko Kadari HADISUSANTO

Head, Urban Spatial Planning Department, Jakarta Municipal Government

Mr. Wiriyatmoko Kadari Hadisusanto joined the Jakarta Capital City Government Department of City Planning in 1986. He was subsequently promoted to chief of section (1988), chief of North Jakarta Sub-Department (2001), deputy head of Department for Construction Watch (2005), head of Department for Construction Watch (2006), and head of Department for Urban Spatial Planning (2008).

Mr. Arif HASAN

Chairman, Urban Resource Centre, Karachi; Founding Member of Asian Coalition for Housing Rights, Bangkok

Mr. Arif Hasan is an architect and planner in private practice in Karachi, as well as an academic, researcher, and development activist. Since 1968, his independent practice has emphasized urban planning and development issues. He has been a consultant and advisor to many local and foreign community-based organizations, national and international NGOs, and bilateral and multilateral donor agencies. Since 1981, he has been involved with the Orangi Pilot Project, first as its advisor, and as its chairperson since 1999. He is one of the founder members of the Urban Resource Centre in Karachi, and has served as chairman since its inception in 1989. Mr. Hasan is also a founding member of the Asian Coalition for Housing Rights in Bangkok, and continues to be one of its most active members. He is the author of a large number of books on development and has received a number of national and international awards for his work.

Dr. Aprodicio LAQUIAN

Professor Emeritus, School of Community and Regional Planning, and Director, Centre for Human Settlements, University of British Columbia, Vancouver; Former Acting Director, Special Program in Urban and Regional Studies, Massachusetts Institute of Technology

Dr. Aprodicio Laquian has written or edited at least 24 books and numerous articles on Asian development, with a special focus on urbanization, population growth, the planning and governance of mega-urban regions, inner-city redevelopment, slum upgrading, and the delivery of urban infrastructure and services in city regions. Most recently, Dr. Laquian worked as lead urban planning specialist at the Asian Development Bank, where he provided policy and operational advice on the delivery of urban services through public-private partnership schemes in Asian cities. Prior to this, he was a fellow at the Woodrow Wilson Center for International Scholars in Washington, D.C., where he wrote a book on the planning and governance of the 14 largest cities in Asia (Bangkok, Beijing, Delhi, Dhaka, Guangzhou, Jakarta, Karachi, Kolkata, Manila, Mumbai, Osaka, Seoul, Shanghai, Tokyo).

Ms. LE Dieu Anh

Country Director, Environment and Development in Action (ENDA), Ho Chi Minh City

Ms. Le Dieu Anh is actively involved in the promotion and facilitation of the national Community Development Fund Network. Ms. Anh also advocates for a pro-poor approach in creating city development strategies and capacity building for local government agencies in urban development planning and management. Before joining ENDA Vietnam, Ms. Anh managed socioeconomic and development planning projects for the public sector. Using a comprehensive approach to addressing economic, social, and environmental issues, she incorporated community participation and innovative housing solutions for the urban poor in projects such as water pollution abatement in urban canals in Ho Chi Minh City.

The Honorable LIN Chien-yuan

Deputy Mayor of Taipei

Dr. Lin Chien-yuan assumed the position of deputy mayor of Taipei in 2008. Prior to this, he was the city's commissioner of finance. Dr. Lin was a professor of urban planning at the Graduate Institute of Building and Planning, National Taiwan University, before entering government service. Deputy Mayor Lin is known for his extensive involvement in public policy analysis during his teaching career, especially in the areas of urban infrastructure planning and land development. He holds a master's degree in city and regional planning and a PhD.

Dr. Bindu LOHANI

Vice-President, Finance and Administration, Asian Development Bank, Manila

Before assuming his current position at the Asian Development Bank (ADB), Dr. Lohani was director general of the ADB's Regional and Sustainable Development Department and chief compliance officer and special adviser to the president on clean energy and environment. Before joining the ADB, he worked in the Departments of Housing and Physical Planning, Roads, and Local Development in Nepal. Dr. Lohani has authored more than 100 publications, including seven books. He has also served as consultant to several United Nations agencies and international consulting firms.

Ms. Maureen MCAVEY

Executive Vice President, Policy and Practice, The Urban Land Institute, Washington, D.C.

With over 30 years of experience in real estate development and public-private financial structures, Ms. Maureen McAvey leads senior fellows and scholars in special project efforts that address U.S. and global responses to infrastructure, land use, energy, and climate change. Annual reports on these and other strategic issues were published in 2007, 2008, 2009, and 2010. She served as a member of the Board of Trustees of the Urban Land Institute. In addition, she worked on

public-private partnerships with the City of San Antonio, Texas, and as a public cabinet officer heading economic development, planning, and development operations in St. Louis, Missouri, and St. Paul, Minnesota.

Dr. Eduardo Lopez MORENO

Chief, State of the World's Cities Section, Monitoring and Research Division, UN-Habitat, Nairobi

Dr. Moreno has over 20 years of academic and professional experience in housing and urban development policies, institutional analysis, and urban poverty alleviation issues. Before assuming his present position, Dr. Moreno was the chief of the Global Urban Observatory, senior technical adviser in the Bureau of Africa and the Arab States, and chief technical adviser in Angola for UN-Habitat. He is the principal author of the UN-Habitat *State of the World's Cities Report 2006–2007, 2008–2009, and 2010–2011*, and has published more than 30 articles in different national and international journals.

Mr. Peter PARK

Manager, Community Planning and Development, Denver, Colorado

Prior to coming to Denver, Mr. Peter Park served as the city planning director in Milwaukee, Wisconsin. At present, he is working on the final draft of a comprehensive form-based zoning code for Denver. In addition to his work with the planning department, Mr. Park is an associate professor at the University of Colorado at Denver. He was formerly an adjunct assistant professor at the University of Wisconsin–Milwaukee School of Architecture and Urban Planning. The work explored in his design studios influenced significant development activities in Milwaukee, including the removal of an elevated downtown freeway that made way for more than 25 acres of new development.

Mr. John RAHAIM

Planning Director, San Francisco, California

Mr. John Rahaim oversees long-range planning, development entitlements, and environmental reviews for all physical development in the City and County of San Francisco, California including a series of comprehensive neighborhood plans, a citywide historic resource survey, and updates to the city's general plan. Mr. Rahaim was also planning director for the City of Seattle and the founding executive director of CityDesign, Seattle's Office of Urban Design. Prior to his tenure in Seattle, Mr. Rahaim was with the City of Pittsburgh Department of City Planning, where he served as associate director in charge of development review and the rewrite of the city's zoning ordinance.

Dr. A. RAVINDRA

Urban Affairs Advisor to Chief Minister, Government of Karnataka; Chairman, Centre for Sustainable Development

Dr. A. Ravindra formulates policies and strategies to guide urban planning and development in Karnataka State and the capital city of Bangalore. He also heads the Centre for Sustainable Development, a nongovernmental organization dedicated to environmental and social issues. Dr. Ravindra served as a member of the Indian Administrative Service for many years, developing and implementing public policies to raise funds for the city—for the first time—through municipal bonds; working on property tax reform; and establishing Swabhimana, a citizen–local government initiative to promote community participation in city governance. He also served as the deputy chairman of the State Planning Board and was responsible for preparation of the Karnataka Vision 2020 document.

Mr. K.C. SIVARAMAKRISHNAN

Chairman, Centre for Policy Research; Senior Fellow, Institute of Social Sciences, New Delhi; Former Secretary to Government of India, Ministry of Urban Development

Mr. K.C. Sivaramakrishnan served in the Indian Administrative Service for many years. As secretary of the Ministry of Urban Development, he contributed to legislation on decentralization to empower rural and urban local bodies. He later joined the World Bank as a senior advisor of urban management. Mr. Sivaramakrishnan was a Parvin fellow at Woodrow Wilson School, Princeton University; a Homi Bhabha fellow at the Indian Institute of Management, Calcutta; and a senior lecturer at the Economic Development Institute of the World Bank. He is a member of several professional associations, including the Jawaharlal Nehru National Urban Renewal Mission, the India Habitat Centre, the India International Center, and the Ravi Shanker Institute for Music and Performing Arts.

Mr. Arthur SMITH

President, Management Analysis, Incorporated, Vienna, Virginia; Former Chairman, U.S. National Council for Public-Private Partnerships

Mr. Arthur Smith has more than 30 years of experience in analyzing and implementing public-private partnerships. He is past chairman of the U.S. National Council for Public-Private Partnerships. Mr. Smith serves as a consultant and lecturer for the UN Development Programme, World Bank, Asian Development Bank, Inter-American Development Bank, and the OECD. He is member of the OECD Partnership for Democratic Governance Expert Group, and has performed reviews for the U.S. Agency for International Development and the UN. He has experience on six continents, and authored over 30 articles on public-private partnerships that have been published in six languages.

The Honorable TANG Jie

Vice Mayor of Shenzhen Municipal People's Government

As vice mayor, Dr. Tang Jie is in charge of the Commission of Health, Population, and Family Planning, Audit Bureau, Drug Administration, and Legislative

Affairs Office of Shenzhen Municipal People's Government. Prior to this, Dr. Tang was the vice director of the Standing Committee of the Shenzhen Municipal People's Congress and secretary general of the Shenzhen Government. An economist by training, he has published essays in the Chinese press on the recent global financial crisis and economic trends, and he continues to supervise graduate students of economics at Nankai University. Dr. Tang was a Fulbright professor and guest researcher at the University of Pennsylvania. He holds a doctorate in economics.

Mr. WANG Youpeng

Deputy Director General, Commission of Urban Planning, Land, and Resources of Shenzhen Municipality

With many years of experience in urban planning, Mr. Wang Youpeng currently serves as deputy director general of the Commission of Urban Planning, Land, and Resources of Shenzhen Municipality. Mr. Wang Youpeng holds a master's degree in architecture from Hunan University.

Dr. Douglas WEBSTER

Head, Global Studies Program, and Professor, Schools of Politics and Global Studies, Sustainability, and Geographical Sciences and Urban Planning, Arizona State University

Dr. Douglas Webster has held academic positions in Canada, at the Asian Institute of Technology, and Stanford and Utrecht Universities. He is author of many publications on East Asian urban regions. He was awarded a Lincoln Institute Fellowship to study the relationships between land and property markets and urban efficiency/sustainability in China. Dr. Webster has served as senior adviser, strategic analyst, and research partner for the World Bank, U.S. National Academies of Science, Chinese Academy of Science, UN, Cities Alliance, and Shui On Corporation. A former World Bank staff member, he served as senior urban policy advisor to the Thai government for 10 years.

Mr. Michael WOO

Dean, College of Environmental Design, California State Polytechnic University, Pomona; Member, Los Angeles City Planning Commission

Mr. Michael Woo was the first urban planner and first Asian American elected to the Los Angeles City Council. He initiated the Hollywood Redevelopment Plan and played a key role in the Metro Red Line subway. He continues to play an active role in public life, serving on the Board of Directors of Smart Growth America, the California Air Resources Board, and, as a mayoral appointee, to the Los Angeles City Planning Commission. He was co-instructor of the Beijing Lab at the University of Southern California, where he organized collaborative programs with Peking University graduate students and Shenzhen government officials visiting the United States.

Mr. Robert YARO

President, Regional Plan Association; Member, New York City Sustainability Advisory Board

Mr. Robert Yaro is the president of America's oldest independent metropolitan policy, research, and advocacy group. Based in Manhattan, the Regional Plan Association promotes plans, policies, and investments needed to improve the quality of life and competitiveness of the New York Metropolitan Region, America's largest urban area. Mr. Yaro is also a member of New York City Mayor Michael Bloomberg's Sustainability Advisory Board. Since 2001, Mr. Yaro has been professor of practice in city and regional planning at the University of Pennsylvania. He has also taught at Harvard University and the University of Massachusetts.

Dr. Anthony YEH

Director, Centre of Urban Studies and Urban Planning, University of Hong Kong; Secretary-General, Asian Planning Schools Association

Dr. Anthony Yeh is a member of the Chinese Academy of Sciences; secretary-general of the Asian Planning Schools Association and Asia GIS Association; and a fellow of the Hong Kong Institute of Planners, the Royal Town Planning Institute, and the Planning Institute of Australia. He has published over 35 books and monographs and over 160 articles in leading international journals. His research focuses on city competition and megacity region development and governance in China; high-rise living environments; and real-time transport GIS. He is the recipient of the Croucher Foundation Senior Research Fellowships Award of Hong Kong and the UN-Habitat Lecture Award. He has been a consultant for the Hong Kong Government, World Bank, Canadian International Development Agency, and the Asian Development Bank.

Suggested Readings

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