

LEE KUAN YEW
WORLD CITY ○
PRIZE

CITIES IN TRANSFORMATION

转型中的城市



THE PRIZE

The Lee Kuan Yew World City Prize is a biennial international award that honours outstanding achievements and contributions to the creation of liveable, vibrant and sustainable urban communities around the world. The Prize seeks to recognise cities and their key leaders and organisations for displaying foresight, good governance and innovation in tackling the many urban challenges faced, to bring about social, economic and environmental benefits in a holistic way to their communities.

To facilitate the sharing of best practices in urban solutions that are easily replicable across cities, the Prize will place an emphasis on practical and cost effective solutions and ideas, for the benefit of cities around the world. Through this prize, Singapore hopes to promote exemplary thought-leadership and exchange of ideas among cities, so as to spur further innovation in the area of sustainable urban development.

The Lee Kuan Yew World City Prize Laureate will be presented with an award certificate, a gold medallion and a cash prize of S\$300,000, sponsored by Keppel Corporation.

A FITTING TRIBUTE

The Lee Kuan Yew World City Prize is named after Singapore's first Prime Minister. Mr Lee was instrumental in developing Singapore into a distinctive, clean and green garden city in a short span of a few decades. Under his leadership, the adoption of strategic land use, transport and environmental policies and programmes have helped Singapore to develop into a liveable city with a high quality living environment, in tandem with rapid economic growth.

The Lee Kuan Yew World City Prize is co-organised by the Urban Redevelopment Authority of Singapore and the Centre for Liveable Cities.

奖项简介

李光耀世界城市奖是每两年颁发一次的国际性大奖，旨在表扬对创造宜居、富有活力及可持续发展的城市社区做出的卓越成就和贡献。此奖项用于奖励以远见卓识、良好治理和创新思维解决城市面临之许多挑战，并能以纵观全局的方式为不同社区带来社会、经济及环境效益的城市及其领导人和组织。

为在世界范围内推动分享易于在各城市之间效仿的城市解决方案的最佳准则，此奖项将着重于对全球城市有益的实际和具成本效益的方案及思维。新加坡希望藉由此奖项树立典范思维领导力并促进城市间的意见交流，以在可持续城市发展方面，激发更多创新思维。

李光耀世界城市奖的得主将会获得一份得奖证书、以及由吉宝企业赞助的一枚金质奖章与 300,000 新元现金奖。

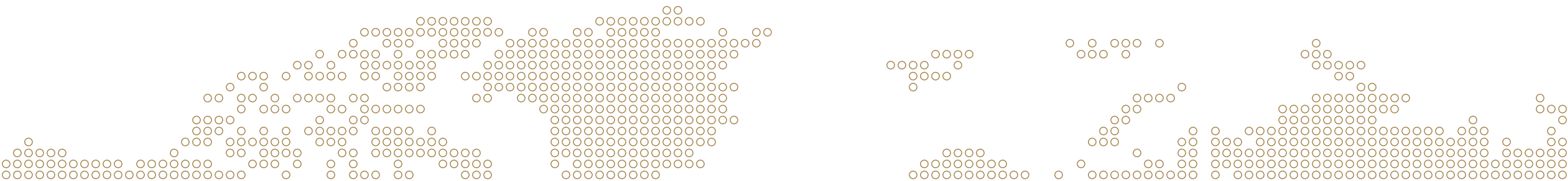
向一代领袖致敬

李光耀世界城市奖是以新加坡首任总理李光耀的名义设立的奖项。李光耀先生是新加坡能在短短几十年的时间内发展成干净又独具特色之绿色花园城市的重要奠基者。在他的领导之下实行的策略性土地使用、交通及环境政策和计划，有效帮助新加坡发展成一个拥有优质生活环境且经济快速增长的宜居城市。

李光耀世界城市奖由市区重建局及宜居城市中心联合颁发。

LAUREATES

奖项得主



PRIZE LAUREATE 2014: SUZHOU, JIANGSU PROVINCE

2014 年奖项得主：苏州市

Suzhou has undergone remarkable transformation over the past two decades. The significance of its transformation lies in the city’s success in meeting the multiple challenges of achieving economic growth in order to create jobs and a better standard of living for its people; balancing rapid urban growth with the need to protect its cultural and built heritage; and coping with a large influx of migrant workers while maintaining social stability.

Suzhou had initially benefitted from Singapore’s experience and contributions in the 1990s when it set up its first industrial estate and prepared a master plan of the industrial township and city centre. However, since then, Suzhou has independently put in place many initiatives that have propelled the city forward.

Firstly, it has successfully transited from an agricultural, manufacturing, export-oriented economy to an innovative, high-value, service-oriented economy. The city carried out proper planning and made deliberate efforts to invest in physical infrastructure to support its economic objectives. Coupled with a combination of innovative incentives and international marketing, the city has attracted key businesses from around the world to take shape in Suzhou Industrial Park and Jinji Lake Central Business District. The city continues to invest in needed infrastructure even as the city expands. For example a new Metro system will serve the whole city and link its core with key industrial zones and other new development areas.

Secondly, Suzhou recognized the importance of cultural conservation at the city-wide level, even as the drive for modernization gained momentum. In order to maintain and preserve Suzhou’s old city which comprised its historical and cultural core, Suzhou redirected urban growth pressures to a new Central Business District, a mixed-use center for the 21st century. At the same time, the city continued to invest in its rich heritage, making it come alive for residents, small businesses, and tourists, as part of the continuation of the education and culture that has long been the hallmark of Suzhou. The UNESCO-designated regions, such as Pingjiang Historic District, are being preserved while continuing to serve as attractive neighbourhoods for its residents.

In its development of specific projects, Suzhou should be commended for continuous enhancement of the living environment. The Stone Lake District project is one such example. This district demonstrated Suzhou’s innovative social policies in the re-settlement of rural farmers to urban areas. Pig farming activities had to be relocated as these activities were contaminating

the existing lake. The farmers were resettled in a short span of 4 months by utilising the innovative “1-for-3” relocation housing policy, where farmers were offered 3 units of urban housing in exchange for their 1 unit of farm residence. They are able to enjoy the first unit for themselves, the second unit for family members, and the third unit as income property. The city protected and made more accessible their water-rich landscape which is consistent with the Chinese value of ‘water’ forming linkages and connections between water and settlements.

Thirdly, a significant achievement of Suzhou is its inclusionary policies in the treatment of migrant workers. Faced with a surge of migrant workers flocking to the city for jobs, Suzhou’s economic growth is complemented by innovative social policies that advance community integration. Migrant workers are given equal opportunities to access health and education benefits as the local residents. These policies have facilitated the integration of workers into the city and brought about greater social stability.

Throughout the period of continuing rapid growth, Suzhou has maintained its specific and distinctive local identity and culture, creating a high quality of life for its residents and workers and attracting tourists to share in its past and future. However, in view of the rapid pace of development, it is noted that more attention could be given to the urban design of the city to guide individual development projects. In addition, quality architecture and more appropriate form massing of suitable human scale should be encouraged.

On the whole, the city leaders of Suzhou have demonstrated strong leadership and commitment to develop the city, guided by good governance and structured processes. The clearly articulated long-term vision and planning approach that Suzhou has put in place, combined with competent leadership and strong political support, have enabled the city to tackle urban challenges effectively. Suzhou provides many good lessons for the many rapidly urbanising cities in China as well as in other developing nations.

在过去的二十年间，苏州经历了巨大的变化。这一系列转变的重要意义在于这座城市成功地应对了迎面而来的多重挑战——不仅实现了经济增长，创造就业机会和提升居民生活质量；而且在城市快速发展与文化和建筑遗产保护之间取得平衡；此外还在农民工大量涌入之际维持了社会稳定。

90 年代初期，苏州最初借鉴新加坡的经验从合作中受益，建立了首座工业园区，并完成了苏州工业园区与市中心的总体规划。此后，苏州依靠自己的能力推出并落实众多独创计划，持续推动这座城市不断向前发展。

首先，苏州成功从以农业、制造业、出口导向为主的经济形态转变为以创新、高价值、服务导向为主的经济形态。为了实现经济目标，苏州不仅进行了妥善的城市规划，还慎重仔细地开展基础设施。创新激励机制及国际营销计划的实施，为这个城市吸引来了世界各地的重要公司，从而形成了苏州工业园区及金鸡湖中央商务区。随着城市不断扩展，苏州继续投资于必需的基础设施建设。例如，正在兴建的新地铁系统，服务范围将涵盖整座城市，把市中心，重要工业区和其他新兴开发区串联起来。

其次，苏州在追求现代化增长动能之际，依然非常注重整个城市的文化保护。为了维护和保存其历史与文化核心的老城区，苏州建造了一个适应二十一世纪需求的多用途中心——全新的中央商务区，成功地将城市增长的压力转移至此。同时，这座城市不断地投资与推动其丰富的历史文化遗产，不仅为当地居民、小商贩以及游客重现古城风貌，也将苏州自古以来形成的良好文教传统薪火相传。诸如平江历史街区 (Pingjiang Historic District) 这样受到联合国教科文组织 (UNESCO) 认可的重点古城历史文化保护区，在保留下来后依然是当地居民喜爱的邻里好去处。

苏州在持续改善生活环境的特定开发项目上，成绩也是可圈可点。石湖景区 (The Stone Lake District) 项目便是一个绝佳范例。项目展示了苏州将郊区农民安置入城这一创新性的社会政策所取得的成果。此前当地的养猪业污染了现有的湖泊，所以必须进行搬迁。苏州采取“以 1 换 3”的创新拆迁政策，让农民能以 1 个单位的宅基地换取 3 个单位的城区房屋，在短短四个月时间内便完成了农民的重新安置工作。农民可以自己居住其中一套，第二套供家人居住，而第三套则可用于收取房租。苏州通过环境保护工作并善加利用自己丰富的水景观资源，让这座城市彰显了“靠水而居”、“通江达海”的中国水乡传统。

此外，苏州取得的另一项卓越成就是其在对待农民工时所采取的包容性政策。面对大量涌入城市找工作的农民工，苏州采取了促进社区融合的创新社会政策，以助力其经济增长。苏州通过为农民工提供与当地居民同等的健康及教育福利，在帮助他们融入这座城市的同时，也进一步维护了社会稳定。

在日新月异的持续发展过程中，苏州保存了其独特的地方特色与文化，不仅为居民和农民工创造了更高的生活品质，还吸引游客前来一同分享其悠久的历史与辉煌的未来。然而，随着这座城市的快速发展，需要对指导与协调个别发展项目的城市设计方面给予更大的重视。此外在单体建筑方面，也应鼓励兴建优质、以人为本而比例适中的建筑设计。

整体而言，苏州政府实施的有效治理与结构化流程，充分展现其卓越的领导力以及促进城市发展的坚定决心。由于拥有清晰的长远愿景与规划方法，以及卓越的领导力与强有力的政治支持，苏州从容有效地应对城市发展的挑战。对于中国以及其他发展中国家的众多快速城市化城市而言，苏州提供了很多良好的经验，值得大家借鉴。



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PRIZE LAUREATE 2012: CITY OF NEW YORK

2012 年奖项得主: 纽约市

The Honourable Michael R. Bloomberg, Mayor of the City of New York, and the departments of Transportation, City Planning and Parks & Recreation are recognised for strategically orchestrating the remarkable transformation of New York City over the last decade. The year 2001 was a traumatic point in which the city suffered a sense of loss and uncertainty. Under the mayor’s visionary leadership, New York faced that adversity by defining a bold vision for its future. Within years, the city had not only recovered but had grown better than before. By embracing its complexity, density and diversity, the city witnessed a marked increase in the quality of life in a short span of time. Building on the foundation of crime reduction and other urban initiatives of earlier administrations, the leadership of Mayor Bloomberg and his commissioners has altered the landscape and notably renewed confidence and optimism among New Yorkers for their city’s future.

New York City’s successful reinvention and rejuvenation is framed by the effective and efficient implementation of the actions set out in PlaNYC – a holistic and interdisciplinary blueprint for a greater and greener New York. This forward-looking set of interdependent strategies charts the city’s future to 2030 by integrating disciplines such as landuse planning, transportation investment, environmental stewardship, and public health in one document. It addresses the challenges of accommodating another 1 million residents and new 21st-century jobs to the city’s population and workforce, renewing the city’s physical infrastructure, and preparing for climate change. PlaNYC’s comprehensive set of strategies, while focused on outcomes for the year 2030, also sets specific short-term milestones for intended progress on a variety of metrics, ranging from numbers of trees planted, hectares of contaminated land remediated, and benchmarking for energy efficiency to improvements in air and water quality. Many of these initiatives cumulatively contribute toward the overarching goal of reducing greenhouse gas emissions to 30% below 2005 levels by 2030. Progress on all initiatives, and this overall goal, is measured and publicly published each year.

Recognising the importance of improving existing urban systems and creating new public infrastructure at the citywide level to secure its future, the city takes the lead in strategic capital investment as an imperative to generate catalytic benefits for the city. Today, more than 283 hectares of parks and 450 km of bicycle lanes have been installed. Specific examples include the reuse and repurposing of the city’s industrial waterfront into a dynamic and sustainable park, as embodied in Brooklyn Bridge Park. By demonstrating a high level of commitment and capital investment, business confidence has been boosted and has, in turn, restored citizens’ faith in their city. The decision to legislate PlaNYC for review every four years to chart the city’s future further displays exemplary foresight. Institutionalising key processes and mandating their continual measurement ensures longevity of the plan and that strategic objectives will be met over the long run.

The administration is highly commended for the strong political will that is spearheading change in the city and in the mindset of its residents. The capacity for dialogue between government and civic groups also synergises efforts and allows creative ideas to take root. This is exemplified in bottom-up, high-impact initiatives such as the High Line, where neighbourhoods are renewed and beneficial effects stimulate the city’s economy. Underutilised spaces and roads have also been carefully transformed, with limited funds, into plazas for the public’s enjoyment. Partnerships with community and business groups not only helped to maintain the spaces but fostered a sense of ownership. This has significantly lifted the quality of life in an urban environment.

The city’s transformation is a testament to the dynamic leadership of Mayor Bloomberg and the departments of Transportation, City Planning and Parks & Recreation, as well as other city agencies, and to the dedicated partnership between the city and its stakeholders to implement a shared vision for the city. It serves as an inspiring model for other mature, high-density global cities to reframe their future in terms of sustainability and offers many innovative and replicable solutions for cities around the world.



纽约市市长彭博及纽约市交通、城市规划和公园与娱乐局因在过去十年间成功推动纽约市转型而获得表扬。在 2001 年这座城市遭受重创，使市民感到无比失落与不确定。在市长的愿景式领导下，纽约勇敢面对逆境，并大胆许下对未来的愿景。经过几年的时间，这座城市不但从创伤中复原，甚至变得比以前更好。通过秉持其复杂性、密集性及多元性，这座城市在短时间内实现了生活质量的大幅跃升。以降低犯罪率及其他早期行政部门所订定的都市规划为基础，彭博市长及其麾下团队所展现的领导能力已改变了这座城市的面貌，使纽约人对未来重拾信心并乐观以待。

纽约市的成功再造与再现活力构建于切实有效的措施执行之上，这些措施在规划纽约 (PlaNYC) 这个旨在让纽约绿化面积更大、城市更壮观的整体跨学科蓝图中作出了详细规划。这些具前瞻性且彼此相互依存的策略，通过将土地使用规划、交通投资、环境管理及公共卫生等领域的规划整合在一起，为这座城市描绘出直至 2030 年的未来景象。该方案提出了面对居民人口增长一百万、为该市人口与劳动力创造 21 世纪新工作、更新该市的实体基础设施及为气候变迁做准备等挑战的解决之道。规划纽约行动方案的一系列完善政策虽然是以 2030 年的成果为重，但也设定许多明确的短期里程碑，以达成包括从种植树木数量、污染土壤整治面积及能源效率基准到改善空气品质与水质等以各种指标值为目标的进展。其中大多数的行动方案均有助逐渐达成在 2030 年将温室气体排放量降低 30%，到低于 2005 年水准的目标。所有行动方案的进度以及这个整体目标会每年进行测评并公布。

由于体认到改善现有都市系统以及建造足以保障整座城市未来发展之基础设施的重要性，纽约市把带头进行策略性资本投资作为催动城市衍生效益的要务。如今这座城市已建造了面积超过 283 公顷的公园绿地及 450 公里的自行车道。具体的案例还包括将该城市的沿河工业区重新利用，改造成一个朝气蓬勃的可持续发展公园，也就是如今的布鲁克林桥公园。在市政府高度投入的热忱及大力进行资本投资的带动下，商业信心已经升高，并进而帮助市民恢复信心。立法规定每四年修订一次规划纽约行动方案的决定更进一步展现其深谋远虑的远见。制度化重要程序及强制实施连续测评不但可确保规划的延续性，还能确保达成长期的策略性目标。

值得高度称赞的还有行政团队所展现的坚强政治意志，他们的带头作用激起了整座城市及居民的观念转变。政府与公民团体之间的充分对话也形成了凝聚效应，让创意思法得以生根。纽约高线公园 (High Line) 规划就是这种由下而上、具有高影响力之行动方案的最佳例证，而且这个社区更新规划还为城市的经济创造了利益。通过运用有限资金，未充分使用的空间和道路被审慎地改造成公共休憩广场。与社区及商业团体的合作不仅有益于空间的维护，还可培养归属感。这项规划大幅提升了都市环境中的生活质量。

这座城市的脱胎换骨充分证明了市长彭博及其麾下之交通、城市规划和公园与娱乐局和其他市政机关的卓越领导能力，也展现了这座城市与其利益关系者之间为了共同的城市愿景而紧密相连的伙伴关系。这对世界上其他同样需要进行可持续发展再造的成熟、高密度城市而言，是极具启发意义的范例，并为全球城市提供许多创新且可复制的解决方案。

PRIZE LAUREATE 2010: BILBAO CITY HALL

2010 年奖项得主：毕尔巴鄂市政府

Bilbao City Hall has been instrumental in regenerating and transforming the city of Bilbao from an obsolete and dilapidated industrial city into a knowledge-based economy. The success of Bilbao is largely attributed to its integrated and holistic approach to achieving economic, social and physical transformations. Its emphasis on environmental clean-up, use of culture, internationalisation and design, and major improvements to its infrastructure, as well as the restoration of its historic areas over 25 years have successfully rejuvenated the city. More significantly, the city was able to connect investment in infrastructure with social integration. The river, which was once a physical and social barrier, is now a hub for social and cultural integration, and a centre for innovation and creativity.

The jury is particularly impressed with the establishment of Bilbao Ria 2000 as an effective framework to align government, business and the community towards a shared vision for the city. Bilbao Ria 2000 is a testimony to the importance of strong leadership and institutionalised processes in key decision making and sustained implementation.

Bilbao is also an exemplary city that continually reinvents itself and evolves amidst dynamic changes, and will serve as an inspiration to cities worldwide. The experience of Bilbao as a comprehensive “city project”, incrementally executed through 25 urban projects over 25 years, has achieved a profound transformation of the city. The city has improved its environment and quality of life significantly, strengthened its social cohesiveness and cultural vibrancy, and also increased its economic competitiveness.

It is noted that the key factors underlying the success of Bilbao’s transformation are more than the “Guggenheim Effect”. It is not about achieving urban transformation and economic and social vibrancy through a few iconic buildings. Rather, Bilbao has shown that strong leadership and a commitment to a systematic and long-term plan, based on solid processes and supporting infrastructure, are key factors to the success of a city’s transformation.

毕尔巴鄂市政府对于将毕尔巴鄂市从一个过时衰败的工业城市再造并转型为一个知识型经济体功不可没。毕尔巴鄂的成功很大程度上归功于其为达成经济、社会与实体转型所采用的全方位综合性规划。该规划 25 年来对于环境净化、文化运用、国际化与设计的重视，以及基础设施的重大改善与古城区重建作为，让这座城市成功复兴。更重要的是，这座城市能够将基础设施的投资与社会融合连结在一起。曾经是实体上的与社会的壁垒的河流，如今已成为社会与文化融合的基地及创新与创造力的中心。

评审团对于将毕尔巴鄂入海口 2000 (Bilbao Ria 2000) 作为描绘政府、企业和社区共同城市愿景之有效框架的举措尤其印象深刻。毕尔巴鄂入海口 2000 充分证明了强大领导能力及制度化程序对于关键决策及可持续发展的重要性。

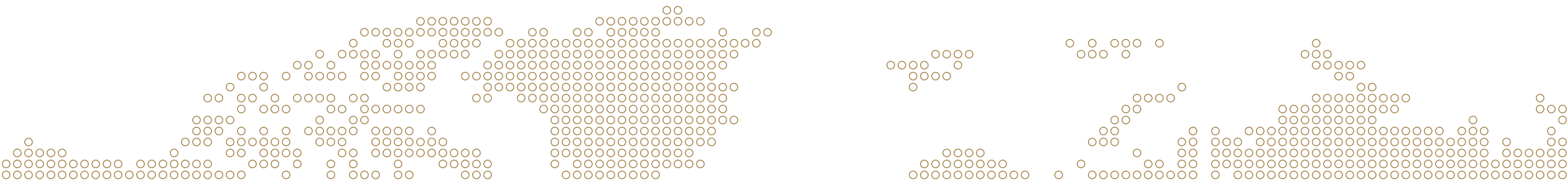
毕尔巴鄂也是在动态变化中持续不断再造及演进的最佳城市典范，对全球城市极具启发意义。毕尔巴鄂通过在 25 年多来执行 25 个都市项目累积而成的综合性“城市规划”经验，使城市产生了深层转型。不仅城市的环境与生活质量有了显著改善，社会凝聚力与文化活力大为增强，而且经济竞争力也获得提升。

毕尔巴鄂的成功转型不应仅归功于所谓的“古根海姆 (Guggenheim) 效应”。并且也不是单靠几栋象征性的建筑就能实现都市转型及经济社会振兴。毕尔巴鄂所展现的坚强领导能力以及坚持以切实可靠程序和支持性基础设施为基础的长期系统性规划也是这座城市转型成功的重要关键。



SPECIAL MENTIONS

特别推荐



Special Mention 2014:
Yokohama

The City of Yokohama is recognised for overcoming its urban challenges faced over the last 40 years through excellent partnership with its citizens and stakeholders. As a satellite city at the edge of the Tokyo Metropolitan Area, Yokohama has successfully established its own identity as a liveable, relatively affordable and family-friendly city by tapping on the internationalization of the region and excellent transport networks. The city's leadership is commended for its long-term vision and project-oriented approach that has helped to bring this to fruition.

Yokohama's high level of collaboration with its stakeholders and citizens is an admirable model. As most of the land is held privately, this presents a considerable obstacle to large-scale planning and implementation of development projects. However, the city sought to work hand-in-hand with the community to achieve significant transformation. Minato Mirai 21, the city's revitalised waterfront business district is a prime example. The city negotiated with stakeholders to free up land for downtown development and concluded agreements with the community to implement good urban design and coordinate development actions in the entire district. It was observed however, that in the next phase of development, a larger and longer term view will be desirable to enhance the attractiveness of the city and its waterfront.

Yokohama is also an inspiring model for waste reduction. A remarkable 43.2% reduction of waste from 1.61 million tonnes in 2001 to 0.93million tonnes in 2010 was achieved despite an increase in population. This feat embodies the collaborative spirit of Yokohama to work together as an entire city to achieve extraordinary results. Building on this initial success, the city aspires to reduce waste further in the coming years.

The city is also a leader in partnering the industry to develop smart technologies to address its future challenges. Smart energy management systems are experimented in existing houses, buildings and factories and new mobility systems such as compact electric vehicles are piloted in Minato Mirai 21. Through Y-PORT, the city's international technical cooperation programme, Yokohama cleverly marries economic growth and international contribution by tying up with local businesses to export urban solutions to emerging cities. Yokohama's outstanding collaboration with its citizens and stakeholders is an exemplary model for cities around the world.

2014 年特别提名:
横滨市

在过去四十年间，横滨市通过与市民和利益相关者的卓越合作，克服了种种城市挑战，成绩格外引人瞩目。作为位于东京都会区边缘的卫星城市，横滨利用其地区的国际化优势及卓越的交通运输网，成功将自己打造为一座宜居城市，不仅生活成本相对较低，并且适合家庭居住。这座城市的治理者具有长远的愿景并采取以项目为导向的方法来加以实现，从而广获赞誉。

横滨与其利益相关者及市民之间建立起的紧密合作关系尤其令人称羡。横滨市的土地多为私人拥有，这为大规模城市规划及大型发展项目的落实造成了巨大障碍。然而，这座城市通过与社区携手合作完成了重大的转型。21 世纪未来港 (Minato Mirai 21) 即是横滨市滨水商业区更新开发计划的经典范例之一。横滨市当局与利益相关者针对腾出土地以推动市区发展的事宜进行协商，并与社区达成了在整个区域落实优质城市规划及协调发展措施的协议。但是值得注意的是，为了进一步提升这座城市及其滨水区的魅力，需要以更宏大更长远的视角制定下一阶段发展计划。

横滨在减少废物方面的经验也具有相当的借鉴意义。尽管人口数量持续上升，横滨市的垃圾量仍能从 2001 年的 161 万吨减少至 2010 年的 93 万吨，减废幅度高达 43.2%。这项成就彰显了横滨市民为了城市卓越进步而众志成城的合作精神。取得了初步成果，这座城市期望在未来实现更进一步的减废目标。

同时，横滨市堪为表率的方面还表现在与产业界合作发展智能科技以应对未来挑战。在现有房屋、建筑与工厂内，正在试验智慧型能源管理系统，同时像小型电动车辆这样的新型机动系统也在 21 世纪未来港开发区内进行先期测试。此外，在 Y-PORT 这个国际技术合作计划下，横滨通过与本地企业建立联系来向世界其他新兴城市提供解决方案，从而在经济增长与国际贡献之间巧妙地实现了嫁接。横滨市与其市民及利益相关者之间的卓越合作关系为全球各地的城市树立了良好的典范。



Special Mention 2014:
Medellín

Medellín is recognised for its outstanding urban transformation over the past 20 years, notably its significant reduction of homicide rates from 380.6 per 100,000 inhabitants in 1991 to 52.3 per 100,000 inhabitants in 2012, or 86.2% reduction. This is achieved through a bold and visionary leadership, and social innovation through a series of small-scale but high-impact urban acupuncture projects to help tackle some of the city's most critical issues, namely drug-related crimes, territorial gang conflicts, unemployment and social inequity.

With a clear vision for the future, the government is commendable for taking on positively the city's problems using non-conventional approaches, such as continual upgrading of informal settlements and providing them with utilities, connecting remote hillside communities to the rest of the city with the world's first cable car system for daily commuting, innovative library parks that double their roles as social nodes, urban escalators to cut commuting time at hilly neighbourhoods, and using the public realm as a mechanism of providing safety rather than surveillance. These catalytic projects were developed using limited funds, and part of the profits generated from the city's efficient public companies goes back into urban development.

Medellín prides itself on social innovation; sociologists work hand-in-hand with urban planners on the frontline to offer help to the people, while residents from local communities are employed by the city to serve as guides, excellent examples of instilling local pride and creating of self-defensible spaces. Citizens are also empowered to decide the use of 5% of the municipal budget to meet their needs, even the poorest citizen is made an active participant of the city's transformation.

To ensure a sustainable economy, efforts can be seen from both the government and the private sector in their strong alliances. An example is the Medellínovation district, a new technological district spearheaded by RutaN, a corporation set up by the city to foster economic development in key areas by providing funding to companies with the know-how. Although Medellín today is doing many things right, the city can benefit more with an overall strategy, especially in the area of housing, to guide the city into the future and ensure a lasting transformation. Nonetheless, Medellín's achievements today would provide a great inspiration to other cities facing similar issues.

2014 年特别提名:
麦德林

麦德林过去二十年间的卓越都市转型备受表扬，特别是其大幅度地降低了凶杀案发生率方面的成绩。1991 年，每十万个居民就有 380.6 人遇害，到 2012 年，降至每十万个居民有 52.3 人遇害，降幅高达 86.2%。这归功于其领导者的大胆与远见，以及社会创新——通过一系列规模虽小但影响力巨大的“城市针灸项目”来帮助解决这座城市某些最严重的问题，即毒品类犯罪、区域性帮派冲突、失业以及社会不平等。

麦德林市政府让人赞许之处就在于其抱持着对未来清晰的愿景，积极运用非传统的方法来处理这座城市的问题。例如：不断改造非正规居住区并为其提供公共设施；建造全球第一套连接偏僻山丘社区与市区的缆车系统，以供日常通勤之用；设立具有社区联络点功能的创新图书馆园区；建造城市电动扶梯以缩短山丘邻里的通勤时间；以及利用公共区域保障安全而非实施监控。这些项目在有限资金的支持下逐步展开，同时麦德林高效的公营企业的部分盈利也用于支持城市发展。

麦德林市以自身的社会创新为荣；社会学家与城市规划专家同心协力站在第一线为民众提供帮助，同时本地社区的居民则受政府雇用担任向导，这堪称是培养本地荣誉感及实现自我防护空间的卓越典范。另外，市民还被赋权决定如何运用 5% 的市政预算以满足其需求，即使是最贫穷的市民也能够积极参与到促进城市转型的过程中。

麦德林政府同样与私营部门建立了强而有力的合作关系，以确保经济的可持续发展。范例之一就是由 RutaN 公司带头推动的创新科技区——麦德林创新区 (Medellínovation District)，RutaN 公司是一家由麦德林市政府成立的公司，通过为具有专业技术的企业提供资金来推动重要领域的经济发展。虽然麦德林市目前取得累累硕果，但一套整体策略必能让这座城市受益更多，特别在住房供给领域，将在引领城市走向未来的同时确保持续转型。无论如何，麦德林市今天的成就也为面临类似挑战的城市提供了启迪。



Special Mention 2012:
Ahmedabad Municipal Corporation

Ahmedabad Municipal Corporation (AMC) is recognised for its early successes in implementing a comprehensive City Development Plan, which aims to transform India’s seventh largest city into a more liveable, equitable and sustainable metropolis, with a dynamic multi-sector economy and an emerging auto-hub. As it displays the first signs of dramatic physical transformation, Ahmedabad sends a message of hope to cities that are seeking to rise above the proliferating problems of pollution, worsening traffic conditions and inadequate affordable housing.

AMC unveiled its plan in line with the state of Gujarat’s Urban Development Year 2005 after intensive public consultation and with the inspiration and leadership of Shri Narendra Modi, chief minister of Gujarat. The four key elements of the plan are: to unlock land potential through urban reform; to invest in environment and infrastructure; to ensure inclusive development to address issues of the urban poor beyond basic needs; and capacity building and institutional strengthening.

One early success is the bus rapid transit system (BRTS), which addresses the public-transport needs of a burgeoning population and is the first step in a more comprehensive transport plan. The BRTS has seen public-transport usage increase tremendously and has created a catalytic effect along BRTS corridors. In addition, all public transport now runs on compressed natural gas (CNG), thus reducing air pollution significantly.

Equally visible is the 2008 Kankaria Lake redevelopment. This former dilapidated and polluted royal bathing ground is now a vibrant cultural and recreational centre after the implementation of practical solutions to improve the environment, organisation of traffic movement and rehabilitation of the food vendors. The Sabarmati Riverfront project, now in development, will have an even greater impact on the city, as it addresses flood, sewage and water pollution issues, relocation and rehabilitation of slums, and the provision of new public and open spaces.

AMC has distinguished itself as a forward-looking organisation and an inspiring model for sustainable development. Its early achievements reaffirm the importance of a clearly articulated and holistic vision, combined with strong political will in tackling urban problems.

2012 年特别提名:
阿默达巴德市政公司

阿默达巴德市政公司在实行综合性城市发展计划上的先期成功获得举世公认，这项计划旨在将印度的第七大城转型为一个拥有活力多部门经济及新兴汽车中心的宜居、公平且可持续发展的大都会。从开始展现大规模实体转型的趋势出现起，阿默达巴德即向亟欲摆脱污染、交通条件恶化及可负担住房不足等日益严重问题的城市传达希望的讯息。

经过密集的公众咨询以及在古吉拉特邦最高行政长官 Shri Narendra Modi 的鼓舞和领导之下，阿默达巴德市政公司公布了一项向古吉拉特邦都市发展年 2005 看齐的计划。这项计划的四大关键元素是：通过都市改革释放土地潜力；进行环境与基础设施投资；确保包容性发展能解决基本需求以外的都市贫穷问题；以及能力建设和制度强化。

最先获得成功的是快速公交车系统，这套系统满足了迅速增长人口的公共运输需求，也是后续更为全面性交通计划的第一步。快速公交车系统不仅使公共运输系统使用率急速上升，还在快速公交车系统专用道沿线创造了催化效应。此外，目前所有公共运输工具均已使用压缩天然气，大幅降低了城市的空气污染。

同样引人注目的是 2008 年的根格里亚湖重建计划。这里原本是一个污染严重的废弃皇家浴场，经过实行改善环境、交通活动组织及食品商贩安置等实际的方案之后，如今这里已摇身一变成为活力蓬勃的文化与娱乐中心。目前正在进行的萨巴马蒂河滨开发计划，涵盖解决洪水、下水道与水污染问题、贫民窟迁移与安置及新增公共和开放空间等项目，将对城市产生更大的影响力。

阿默达巴德市政公司已将自己打造成一个具有前瞻性的组织，成为深具启发性的可持续发展典范。它的初步成就重新彰显了清晰明确的整体愿景及坚强的政治意志在处理都市问题上的重要性。

Special Mention 2012:
Brisbane City Council – Urban Renewal Brisbane

Brisbane City Council’s Urban Renewal Brisbane (URB) agency is recognised for its significant role in transforming what was once a “country town” blighted by economic stagnation, sprawl and urban decay into an economically, culturally and physically vibrant metropolis. Over the past 20 years, URB’s sustained initiatives have successfully revived local economies and inner-city living by regenerating derelict industrial sites and revitalising the city’s neglected riverfront.

The focus of URB’s initiatives has been the inner city, an area within a 5-km radius around and including the central business district (CBD). Former industrial and warehouse areas in the CBD fringe and along the Brisbane River are now highly attractive, lively neighbourhoods of mixed use that embrace and enhance the area’s industrial built heritage. The river, with its handsomely recreated riverfront, has been embraced as a major connecting spine for public spaces, a popular means of transport and a catalyst for high quality residential development. URB has also helped to deliver affordable housing in the areas undergoing urban renewal, thus avoiding the formation of exclusive high-income areas.

A strong vision and a sensitive-yet-practical approach to development is embedded in URB’s modus operandi, which is focused on outcomes rather than regulations. By co-funding exemplary demonstration and catalyst projects, the city has fostered confidence and buy-in from the market and this, in turn, has changed attitudes towards higher-density living, city growth and urban renewal. Through positive partnering with the private sector and proactive engagement with local communities, URB has gained their interest, understanding and commitment to Brisbane’s urban environment. Indeed, the city’s quick recovery from the January 2011 floods was aided by thousands of volunteers, illustrating a self-help citywide community spirit that is truly admirable.

URB continues to play a key role in implementing Brisbane’s strategic vision of pursuing a realistic alternative to the Australian tradition of suburban sprawl. The city’s success in urban renewal as a vanguard for economic transition, inner-city cultural renaissance and the creation of sustainable communities is highly relevant not only to other Australian cities but also to cities worldwide that face similar challenges.

2012 年特别提名:
布里斯班市政府 – 布里斯班都市更新

布里斯班市政府的布里斯班都市更新机构将布里斯班从经济停滞、杂乱扩展且逐渐衰败的“乡镇”转型为经济与文化全面蓬勃发展之大都会的重要推手。过去二十年，布里斯班都市更新机构推出的可持续发展计划已通过重建荒废工业区及重振城市河滨区等项目，成功振兴当地的经济和内城生活。

布里斯班都市更新计划的重点是辐射半径五公里的内城区，涵盖中央商业区。中央商业区边缘及布里斯班河沿岸的旧工业仓库区如今已成为一个极具吸引力、充满活力并且拥抱并发扬工业建筑遗产特色的综合用途小区。这条河流及其经过精心改造后的河滨区，已成为连结各公共空间的重要纽带、受欢迎的交通方式及驱动高品质住宅开发的力量。布里斯班都市更新计划也在都市更新区域内建造了许多经济适用房，避免使其变成富人聚集区。

布里斯班都市更新向世人展现的是一个强大的愿景以及一种灵敏而实际并且注重成果而非规章的开发实践。通过以合资模式进行的范例展示与催生项目，这座城市凝聚了市场的信心及认可，进而改变外界对更高密度生活、城市增长及都市更新的态度。通过与私人机构积极合作以及与当地社区主动交流，布里斯班都市更新计划激发了他们对布里斯班都市环境的兴趣、了解与支持。的确，这座城市在数千名义工的帮助下迅速从 2011 年 1 月的洪灾中复原的表现，充分展现令人钦羡的城市整体社区自助精神。

布里斯班都市更新计划持续在实现布里斯班从澳大利亚传统杂乱扩展的都市蔓延现象中脱胎换骨的策略性愿景中扮演着重要角色。这座城市在经济转型、内城文化复兴及打造可持续发展社区上获得的成功都市更新经验，不仅足以作其他澳大利亚城市的借鉴，也可作为全球其他面临类似挑战之城市的参考。



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Special Mention 2012:
City of Copenhagen and City of Malmö

The cities of Copenhagen in Denmark and Malmö in Sweden were nominated separately, yet the jury felt that they deserved a joint commendation due to their close collaboration at government and business levels, and shared vision of a holistic set of economic, environmental and socially sustainable goals.

The two metropolitan areas are separated by the Øresund Strait, which has lent its name to the Øresund region, comprising eastern Denmark and southern Sweden and the most densely populated area in Scandinavia, with a population of 3.7 million. Since 2000, the cities have been linked by the Øresund Bridge, the longest road and rail bridge in Europe, which embodies their successful collaboration on infrastructure projects. By pooling resources and sharing public infrastructure, such as the Copenhagen Airport and the Copenhagen-Malmö Port, both cities achieve benefits across multiple scales, generate greater economic vitality in the region and extend their influence beyond national boundaries.

Copenhagen and Malmö are widely recognised as two of the most sustainable cities in the world. Both cities continue to push for even more sustainable developments through active dialogues and with a clear vision and a strong commitment to integrated and comprehensive strategic long-term planning. Copenhagen is widely recognised for its architecture and urban-design excellence and aims to be the world’s first carbon-neutral city by 2025. Since the 1980s, Copenhagen has embraced the use of bicycles for commuting, and an estimated 50% of residents cycle on a daily basis. Malmö, which has established itself as Sweden’s best city for cycling, aims to be the world’s most sustainable city by 2020. Test-bedding pilot projects, such as the development of sustainable districts, has already begun. In both cities, systematic implementation and rigorous monitoring support the planning for low-carbon development, urban intensification and the continued push for cycling as a model of green mobility.

The remarkable level of collaboration to achieve successful outcomes demonstrates the need for creative rethinking of the structure of government and cities beyond municipal and national boundaries. The cities of Copenhagen and Malmö are exemplary for their forward-thinking vision and strategies.

2012 年特别提名:
哥本哈根市及马尔默市

丹麦的哥本哈根及瑞典的马尔默虽然各自分别被提名，但评审团认为这两个城市在政府与商业层面上的紧密合作，以及对经济、环境和社会可持续发展目标拥有共同愿景的表现值得获得联合表扬。

这两个大都会区由厄勒海峡分隔，因地处由丹麦东部及瑞典南部社群组成的厄勒区而得名，这里是斯堪的纳维亚半岛上人口最密集的地区，人口总数达 370 万。自 2000 年起，这两座城市即由厄勒海峡大桥连结在一起，体现它们在基础设施项目上的成功合作。通过共享资源和如哥本哈根机场和哥本哈根马尔默港等公共基础设施，两座城市实现了各方面的互利互惠，以及促进了这个地区的经济活力并将其影响力扩展至其他邻国。

哥本哈根与马尔默被公认是世界上最具可持续发展性的城市其中两座。两座城市都还在持续通过积极的对话以及清楚的愿景和对综合整体策略性长期规划的坚定信念，进一步推动城市的可持续发展。哥本哈根的建筑及都市设计举世闻名，目前正朝向在 2025 年成为全球首座碳中和城市的目标迈进。自 1980 年代起，哥本哈根即开始采用自行车作为通勤工具，全城约有 50% 的居民每天都骑自行车。马尔默将自己打造为瑞典最适合骑自行车出行的城市，目标在 2020 年成为全球最具可持续发展性的城市。该城市目前已展开如开发可持续发展住宅区等实验项目。两座城市均采用系统化的实施程序及严谨的监控方法来支持低碳发展、高密度都市及持续推动骑自行车作为理想的绿色交通工具的规划。

这种卓越合作模式所缔造的成功展现了政府与城市以创新思维进行跨界合作的必要性。哥本哈根与马尔默就是这种前瞻思维和策略的典范。

Special Mention 2012:
City of Vancouver

The City of Vancouver is an exemplary demonstration of strong visioning, community values and long-term planning. Over the last 40 years, the city has shown foresight and boldness in resisting two of the major North American urban trends: the introduction of freeways into the city centre and the loss of residents to the suburbs. Instead, the city embarked on an inner-city densification process, supported by innovative planning, which has contributed to a more liveable and vibrant city life.

Vancouver works hard to prove that it is worthy of its spectacular setting. It is highly commendable that the city has harnessed, rather than taken for granted, its extraordinary natural setting to inform every aspect of city planning. Today, the city is characterised by exceptional urban design that accentuates the loveliness of its surroundings. For instance, building heights are zealously controlled to maintain a breathtaking view of the mountainous skyline and ocean backdrop. In addition, neighbourhoods are carefully designed so that the barriers between the private, social and natural spaces are seemingly absent, encouraging the diffusion of vibrancy and appreciation of the outdoors.

Vancouver does not shy away from going against prevailing trends in order to do what it thinks is right. For example, while other cities relentlessly expanded and improved road networks to reduce congestion, Vancouver halted new car-oriented infrastructure. By allowing congestion – usually seen as a problem – to exist, private-vehicle usage has been effectively discouraged. From 1996 to 2011, there was a 25% reduction in the number of vehicles entering the downtown area, while more than 40% of the city’s labour force travelled to work by public transport, by bicycle or on foot.

Benefiting from an active citizenry bonded by a strong set of Vancouver Values, a succession of capable planning staff and progressive leadership, the city has been able to institutionalise key processes and continue the sustained implementation of their plans across the terms of several mayors. The City of Vancouver sends a key message on the need for sustained and long-term planning efforts as the foundation for future development, while remaining flexible and adaptable in responding to the changing needs and the context of the environment.

2012 年特别提名:
温哥华市

温哥华市是伟大愿景、社区价值与长期规划的最佳示范。过去 40 年来，这座城市在拒绝北美都市的两大趋势 — 市中心兴建高速公路及居民郊区化 — 上展现了非凡的远见与勇气。这座城市反其道而行，展开了以创新规划作为支持的城内密集化行动，目的是打造一个更加适合居住且活力蓬勃的城市生活。

温哥华努力向世人证明了这种引人注目的规划模式的的价值所在。这座城市善用（但非理所当然）其优美的自然景观作为城市规划主轴的做法非常值得赞扬。如今，这座城市在强调迷人环境的杰出都市设计的衬托下，魅力展露无遗。例如，建筑物的高度受到了严格限制，使其山峦起伏的天际线与海洋景观交织而成的动人美景受到保护。此外，社区景观也经过精心设计，使私人、社交与自然空间的屏障仿佛不存在，利于居民的活力增强与户外生活。

温哥华未因惧怕主流趋势而放弃做它认为正确的事。举例来说，当其他城市正为了减少交通拥塞而拼命地扩张及改善道路网络时，温哥华却暂停了新的以汽车为导向的基础建设。通过放任交通拥塞 — 通常被视为一种问题 — 有效降低私家汽车的使用率。从 1996 年到 2011 年，进城的车辆数目减少了 25%，并且有超过 40% 的城市劳动力以大众运输工具、自行车或步行方式上班。

得益于由强大温哥华价值所维系的主动积极市民精神、一脉相承的高素质规划人员及进步的领导团队，这座城市才得以制度化重要程序并实行跨越几任市长任期的可持续发展规划。温哥华市的成功传达出了一个信息：可持续发展的长期规划是未来发展的基础，但同时必须懂得灵活变通以因应不断改变的需求及环境脉络。

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Special Mention 2010: City of Melbourne

The City of Melbourne was shortlisted for its integrated approach and commitment to strategic planning in the last 30–40 years, beginning with the 1974 Strategy Plan, right up to the most recent Future Melbourne plans, projecting Melbourne’s urban development into the next 30 years. This is realised through a succession of influential leaders, such as state ministers and lord mayors, and strong processes that helped to institutionalise key strategic planning principles into the system of government [e.g. state planning department, city council]. The City of Melbourne is also widely noted for its inclusive planning process involving the city council, businesses and residents.

The effects of Melbourne’s transformation have been enormous within the city centre. Previously, the city centre was virtually lifeless at night and during weekends, but now the city centre is brimming with life. Its resident population had increased from 36,000 in 1991 to 90,000 in 2009. This made the city vibrant and exciting, and a very attractive destination among the locals and visitors. Public projects such as Federation Square and Birrarung Marr have created quality public spaces for residents and added value to surrounding developments.

As one of the fastest growing cities in Australia, Melbourne has plans to increase the population density within the city, whilst seeking ways to maintain its ranking as one of the most liveable cities in the world. Although the City of Melbourne’s urban initiatives are currently more focused on the city itself, there is keen interest to extend the benefits of these initiatives to the wider economic and social hinterland, up to 150 km outwards beyond the greater area of Melbourne.

2010 年特别提名: 墨尔本市

墨尔本市因其在过去三、四十年中致力实行的策略性综合规划而获特别推荐。这项综合规划始于 1974 年的策略规划，一直延续到最近的未来墨尔本规划，将未来三十年的墨尔本都市发展都设想进去。这项综合规划集各方之力才得以完成，包括如州府官员与市长等具有影响力的领导人，以及一个帮助将重要策略性规划原则制度化于政府体系（如规划部门、市议会）中的健全程序。墨尔本市另一项广为人知的成就是其针对市议会、企业与居民所实行的包容性规划程序。

墨尔本市中心内的转型成效极为显著。原本市中心一到夜晚和周末即变得死气沉沉，但如今市中心处处洋溢着生机。其居民人口已从 1991 年的 36,000 人增长至 2009 年的 90,000 人。这使得这座城市更富有活力与激情，成为吸引当地人与游客前往的目的地。诸如联邦广场及比拉容马尔公园等公共项目为居民创造了优质的公共空间并为周围发展带来了附加价值。

作为澳大利亚发展最快速的城市之一，墨尔本一方面有计划地增加城市内的人口密度，另一方面也努力想办法维持其世界最宜居城市的称号。虽然墨尔本市的都市规划目前仍将重点放在城市本身，但也殷切期盼未来能将这些计划扩展到墨尔本区向外延伸 150 公里的更广大经济与社会腹地，使更多人受益。

Special Mention 2012: AHT Group AG/SUN Development

AHT Group AG/SUN Development were shortlisted for exceptional merit in running, on a daily basis, the comprehensive Violence Prevention through Urban Upgrading (VPUU) programme in the township of Khayelitsha, Cape Town, South Africa. The key partners of VPUU are the German Development Bank (KfW), which provided the initial resources; AHT Group AG/SUN Development, which provides the technical advisers; and the City of Cape Town, which is represented in the project leadership team and provides ongoing funding. While the Prize is looking for a more holistic city-level approach, this exemplary initiative offers significant learning points for cities around the world facing similar problems.

The VPUU programme addresses the most basic priority of urban policy – personal safety. It offers a proven solution to this problem where the issue is most acute: the informal and semi-formalised housing areas that are proliferating on the edges of major cities throughout the developing world. And it does so in a remarkably cost-efficient and effective way, through relatively simple and cost-effective urban-design measures. The strategic positioning of buildings and structures that provide visual surveillance and security along open and well-lit pedestrian paths ensures safe routes to and from people’s homes. In addition, voluntary community participation provides an effective means of training young people, thereby assisting their entry into the formal economy.

Key to the achievements was the process of intense consultation with the residents of Khayelitsha, which led to an understanding of real needs and the subsequent ownership by residents. This firm support is the single most powerful engine that sustains the programme. Furthermore, the team’s commitment and dedication to the cause is impressive and affirms the positive value of good urban design in improving the basic quality of life.

The scheme is already accepted by Cape Town for emulation in comparable areas and will soon be implemented in other South African cities. The potential for its emulation across Africa, the continent with the fastest growing urban population worldwide, is almost incalculable. This achievement, despite its modest funding, is potentially one of the most important for cities across the developing world, and therefore deserving of exceptional recognition

2012 年特别提名: AHT Group AG/SUN Development

AHT Group AG/SUN Development 因在南非开普敦卡雅利沙镇因实施综合的“升级都市预防犯罪” (Violence Prevention through Urban Upgrading) 计划而获特别推荐。这项“升级都市预防犯罪”计划的主要合作伙伴是提供初步资源的德国 KfW 开发银行；提供技术咨询的 AHT Group AG/SUN Development；以及作为计划领导团队并提供后续资金的开普敦市。虽然本奖项的宗旨是在表扬整体城市水平发展方法为主的成就，但这项示范性行动方案为世界上其他面临类似问题城市提供了许多值得借鉴的地方。

这项“升级都市预防犯罪”计划的目标是解决都市政策中最优先的基本问题 — 人身安全。该计划针对的是最迫切需要解决此问题的区域：发展中国家大城市边缘向外逐渐扩展的非正式及半正式住宅区。采用相对简单且低成本的城市设计方案，以极具成本效益且高效率的方法达成目标。通过将建筑物与结构进行策略性定位，以及在光线充足的户外人行道装设影像监视及安全系统，让居民有一条平安回家的路。此外，自愿者社区参与项目也提供了训练年轻人的有效方法，进而协助他们从事正规经济活动。

实现成就的关键点在于与卡雅利沙居民密集协商的过程，这个过程不仅有助于了解实际需求，还进而促成了居民的归属感。这种坚定的支持是计划得以顺利实行的最重要驱动力量。此外，规划团队为达成目标所作的努力与奉献也令人印象深刻，他们的成就也充分证明了好城市设计对于改善基本生活质量的确非常有益。

这项计划已获开普敦采用，共类似的地区仿效，并将很快施行于其他南非城市。这项计划进而在整个非洲 — 全球都市人口增长最快的大陆 — 推广的潜力更是不可估量。这项计划虽然投入的资金不多，却很可能是发展中国家城市最重要的成就之一，因此非常值得赞扬。



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Special Mention 2010:
Jamie Lerner

Dr Jaime Lerner was shortlisted for his achievements, particularly as mayor of Curitiba and as governor of the state of Paraná. He is widely credited for pioneering three innovative and impactful urban solutions during his term in office, namely: the integrated transit network (ITN), or the bus rapid transit (BRT); the system of storm-water drainage through the creation of parks as “flood parking” areas; and the establishment of over 270 rural villages, to improve the livelihood of the lowest income groups.

Dr Lerner’s administration was characterised by project-based strategies, employed as a form of “urban acupuncture”. These strategies are multidimensional, such as the parks, which are not only for leisure, but also for storm-water drainage. They are also catalytic, like the rural villages project, which provided shelter and land to the lowest income group, who are then able to generate their own livelihood. Most importantly, these strategies deliver tangible benefits to a wide spectrum of the population, for example, the rural village project alleviates the living conditions of those living on a low income; the ITN, as dependable public transport for the working class; and the parks, for the enjoyment of the whole community. In a world of finite resources, Dr Lerner’s approaches to solving urban problems provide good learning points to both developing and developed nations.

Special Mention 2010:
Sheila Dikshit

Mrs Sheila Dikshit was shortlisted for her notable implementations in improving the living environment of the National Capital Territory (NCT) of Delhi. In spite of limited resources and limited control over the planning process, Mrs Dikshit had managed to muster the masses to implement several project-based initiatives that led to an improvement in quality of life. She also managed to increase the green cover in Delhi from 26 sq km in 1997 to nearly 300 sq km in 2010, and was the key proponent in converting all public transport to the use of compressed natural gas (CNG) fuel. This has led to a marked improvement in the air quality of the city.

In addition, she conceptualised the Bhagidari Citizen-Government Partnership, which involved collaboration between citizens and the city administration for the improvement of civic services. The Bhagidari now includes 2,300 citizen groups with over 5 million people. Mrs Dikshit also successfully carried out a power sector reform that brought about the positive mindset of consumers and distribution companies after privatisation of the sector. Other positive outcomes include the lowering of aggregate technical and commercial losses from 50% to 18%, and a vast improvement in services. The success of her implementations depends upon having a leader with great commitment and perseverance.

2010 年特别提名:
杰米莱纳

杰米莱纳博士因其卓越的成就而获特别推荐，尤其是在担任库里提巴市长及巴拉那州州长时的政绩。他最受人赞扬的是在担任公职期间所领导的三项创新且极具影响力的都市计划方案，即：整合性运输网络或快速公交系统；利用设置如“滞洪”区等公园设施建成的雨水排放系统；以及建造 270 多个村庄以改善低收入人群的生活。

莱纳博士令人称道的是他那种被称为“都市针灸术”的项目导向计划。这些计划均能发挥多重效用，例如公园不仅具有休闲用途，还具有排放雨水的用途。同时也能提供催化的力量，例如村庄计划为最低收入人群提供了居所及土地，帮助他们自力更生。最重要的是，这些计划能为广大的人口带来实质效益，例如，农村计划改善了低收入者的生活条件；整合性运输网络是上班族赖以代步的公共交通工具；以及供整个社区休憩娱乐之用的公园。在资源有限的世界中，莱纳博士解决都市问题的方法为发展中与发达国家提供了值得借鉴的地方。



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2010 年特别提名:
希拉迪克希特

希拉迪克希特女士因在改善德里国家首都辖区的生活环境上的卓越成就而获特别推荐。虽然在规划过程中可利用的资源与可控制的部分有限，但迪克希特女士仍设法集众人之力，实行了几项可帮助改善生活质量的行动计划。她还设法将德里的绿化覆盖面积从 1997 年的 26 平方公里增加到 2012 年的将近 300 平方公里，并大力提倡将所有公共运输工具的燃料换成压缩天然气。这使得城市的空气质量有了显著的改善。

此外，她还提出了 Bhagidari 市民政府合作模式的概念，鼓励市民与市府行政人员通力合作，共同改善公共服务的质量。Bhagidari 目前拥有 2,300 个市民团体，总人数超过五百万人。迪克希特女士还成功实行了一项电力改革计划，通过将电力公司私有化为消费者与公司双方带来积极思维。其他成就还包括将整体技术与商业损失从 50% 降至 18% 以及大幅提升服务水平。她的成功依赖于一位领导人所展现的强大决心与毅力。



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