

2026 Singapore Annual Conference Theme

Who Decides our City?

Power, Capital, and the Legacy of Our Urban Choices

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The ULI Annual Conference 2026 explores the dichotomy between legacy and the future shaping our cities today. As pressures from climate, capital, technology, identity, and demographics accelerate change, urban leaders face difficult choices about what and how to preserve, adapt, or replace.

The question is not whether our cities will change; it is who gets to decide how. With a billion new urban residents to arrive into the systems and cities we plan across Asia Pacific, the decisions we make now become the region's lived legacy.

This is not simply a debate about old versus new, but about agency, stewardship, and values. Who decides what endures, and on whose terms? By convening voices across capital markets, sustainability, regeneration, and technology, the conference will surface provocative questions about how cities balance memory, value, and progress in shaping our next chapter.

Framework

Tue, 15 Sep

Mon, 14 Sep

- Study Tour(s):
- THTYN
 - 269 South Bridge
 - TBC
 - TBC

Leadership Dinner
(By Invite)

The What

0845 – 0900

Opening by MC + Chair welcome

0900 – 0945

Keynote Speech 1 (45mins)

0945 – 1045

Conference session 1 (likely geopolitics + cap markets)

1045 – 1145

Conference session 2

The How

1315 – 1330

Young Leaders Group (15mins)

1330 – 1430

Conference session 3

1430 – 1445

WLI session (15mins)

The When

1530 – 1630

Conference Session 4

1630 – 1715

Keynote 2 (45mins)

1715 – 1730

Wrap by ExCo/ Conf Committee

----- Morning Coffee + Registration -----

----- Lunch Break 1145 - 1315 -----

----- Tea Break 1445 - 1530 -----

----- Cocktail 1730 – 1900 -----

Panel

1. Is Master Developer model still viable for Singapore?

From a bold vision to a reality check

From Hudson Yards in New York to King's Cross in London, the private master developer model has been employed to rejuvenate entire precincts with good success.

Singapore has been experimenting with introducing this model over the past decade but true master planned developments remain rare. Some blame overly restrictive tender conditions. Others blame a lack of creativity on part of developers. Can this model ever work in Singapore and under what conditions would both the public sector and the market be willing to take that leap?

Panel

2. Who is our CBD for?

Balancing Global attraction and local life

Singapore's CBD sits at the heart of a fundamental tension. As a city-state, it must remain a globally competitive economic attractor drawing international capital, talent, tourism, and events while also responding to the government's ambition to transform the CBD into a more mixed-use place with a stronger local and residential identity.

As the CBD takes on housing, hospitality, major events and everyday life, the challenge is no longer about adding uses. The real question is whether Singapore's CBD can continue to function as a world-class global destination while also feeling meaningfully local; not just in form, but in lived experience and neighbourhood identity.

Panel

3. Necessary for the Economy, Hostile to the City? The Data Centre Dilemma

Data centres have become critical infrastructure, powering cloud services, AI, and the digital economy. Yet their rapid growth is creating increasing tension with the cities that host them. While hyperscalers drive investment and digital competitiveness, they also consume significant land, power, and water resources, raising questions about sustainability, liveability, and community value. As institutional capital pour into the sector, traditional measures of success: efficiency, occupancy, lease structures, and financial returns; may no longer be enough. How should cities, investors, and operators balance economic benefits with resource constraints and broader societal goals? This session explores how the industry can respond to the growing challenge of aligning digital infrastructure with urban and net zero ambitions.

Panel

4. When Capital Becomes Political

Geopolitics, Capital Flows and Singapore's Role in Southeast Asia

For decades, capital markets were driven largely by fundamentals of yield, growth, and risk. Today, capital is increasingly shaped by geopolitics: alignment, resilience, and strategic positioning. Nowhere is this more evident than in Southeast Asia, where global realignments are actively reshaping investment flows.

For Singapore, the question is critical: as capital becomes more political, how does it continue to serve as a trusted regional and global hub and what happens if neutrality itself becomes a competitive choice rather than a given?"

Study Tours

Study Tour - Guidelines on essential content

Project Overview

- Brief history and development timeline
- Key stakeholders and development team
- Investment parameters and funding structure
- Site constraints and opportunities

Design Intent vs. Actual Outcome

- Original vision and design objectives
- Adjustments made during implementation
- Post-occupancy evaluation results
- Lessons learned from design to delivery

Placemaking Elements

- Community engagement strategies used
- Public space programming and activation techniques
- How the development fosters social interaction
- Identity-building features unique to the site

■ **Commercial Performance**

- Occupancy rates and tenant mix
- Value creation and investment returns
- Adaptations to changing market conditions

■ **Sustainability Features**

- Energy efficiency measures and performance, any initiatives around embodied carbon
- Water conservation strategies
- Waste management systems, any initiatives around circularity
- Climate resilience measures implemented

Socio-Economic Impact

- Job creation and economic multiplier effects
- Community benefits delivered
- Demographic changes influenced by the development
- Inclusion strategies for diverse user groups

Innovation Highlights

- Technological solutions implemented
- Unique operational models
- Creative design or financing approaches
- Forward-looking initiatives planned
- Anything surprising that we typically would not hear from in the news