Tolerant of the problems of crowding question is to adopt a common answer to the balancing. Will lead to policy and public actions between these two goals.

And what does getting the balance just right mean? More fundamentally, how should Singapore think about the contradictions? And what does getting the balance just right really mean?

There are basic questions of mindset. The answers adopted will lead to policy and public actions that will affect both national interests and the interests of individual citizens.

The 'give-and-take' mindset

A COMMON answer to the balancing question is to adopt a 'give-and-take' mindset. In other words, people need to give something in order to obtain something else.

But to ensure Singapore's continued growth as a global city, for example, citizens need to be more tolerant of the problems of crowding, chartering, competition, comparisons and conflict brought about by the influx of foreigners.

To 'give-and-take' is not more than to accommodate. It is to achieve consensus through compromise to reach a middle ground between two opposing positions.

But the concepts of "give-and-take", "compromise" and "middle ground" lead people to think of issues along a single dimension. City and country goals form two poles of the dimension. This representation leads people to think of the two goals as contradictory rather than potentially complementary.

This give-and-take mindset to the city-country paradox is a limiting one. It is based on a zero-sum approach — to move towards one goal is tantamount to moving away from the other. When the zero-sum approach is employed, the win for one goal implies a loss for the other. People have forced to choose between economic growth and social well-being, between competition and collaboration, or between cosmopolitan openness and national solidarity.

Such zero-sum thinking will produce growing resentment among different segments of the Singaporean population. This is because the reasoning is one segment needs to lose for other segments to win.

Routinely marked by compromised or middle-ground "solutions", growing resentment will eventually surface as overt conflict and adverse outcomes. Advocates of the give-and-take mindset may get caught by surprise and fail to respond effectively.

Sensibilities for changing mindsets

THE Government has slowed the pace of foreign intake to reduce the strain on infrastructure and social cohesion. At the same time, however, the authorities remain committed to pursuing policies consistent with the desire to promote Singapore as a global city. These include attracting foreign investment, and retaining business-friendly open and global values and foreign transpor.

Concurrent with the pursuit of city goals, significant resources and effort have also been put into addressing concerns related to maintaining an inclusive society and national solidarity. This is evident in the shifts in social policies on housing, education and health care to address social mobility and social security.

Getting the balance just right cannot be achieved with a mindset that adopts a zero-sum approach. Singapore is prioritizing both its global city and cohesive social goals. This suggests that the balancing act cannot be driven by a simplistic mindset.

There will always be some policy decisions that require trade-offs. But the concepts of "give-and-take", "compromise" and "middle ground" are not only about precluding the need for more hotels and other facilities, but also national heritage, with al vibrancy that attracts visitors. Singapore's cultural capital.

Indeed, it would be hard to be optimistic about the future if each step taken towards becoming a global city involved Singapore taking a step back as an a civil country, or vice versa.

Strategic principles

SO WHAT does getting the balance just right mean? And how can Singapore do it? There is no consensus now, but the following strategic principles may act as a guide.

First, reject any argument that would require a choice between the cosmopolitan vibrancy of a global city and the national solidarity of a cohesive country.

Second, Singaporeans should ask what kind of country, or city, they want to live in. In doing so, however, they should recognise the fallacy of framing the question as a dichotomy between a global city goal and a national solidarity goal.

Third, adopt a mindset that addresses matching between city and country goals. In this mindset, global city goals and national solidarity goals are complementary and mutually reinforcing.

Fourth, interpret both city goals and country goals as components of the larger goal of Singapore becoming a "city-in-a-country". Equates city goals and country goals in terms of how they reinforce each other, and how they contribute to this larger goal.

Fifth, adopt what I call "home-in-community" as the building block for a city-in-a-country. This concept applies to all people in Singapore. For example, a whole-of-society approach involving not just the Government, but also the people and private sectors, should be used to enhance integration and community development through social interaction, mutual help and voluntarism.

In this way, Singaporeans can feel a strong sense of belonging, national identity and rootedness to the country. Permanent residents can see the community as their current second home, with the potential and prospect of making Singapore their first home by becoming citizens. Non-resident foreigners can see the community as a good transient home away from home — one that is attractive to work and play but also worth theirWhile governments and corporations invest billions of dollars in the latest technology, the United States remains a leader in the field of Internet innovation. The country's infrastructure, policies, and culture are all geared towards fostering the growth and development of the Internet. In addition, the United States has a strong tradition of research and development, leading to breakthroughs in areas such as cloud computing and artificial intelligence. The result is a thriving ecosystem that continues to attract talent and investment, cementing the country's position as a global leader in the Internet economy.

This housing policy revision renews the need for more hotels and facilities, thereby freeing up land for other important uses. It also provides additional income for households. This in turn decreases the need for frequent government handouts to lower-middle-income households and increases self-reliance.

It also allows tourists to experience uniquely Singaporean residential living and may add a day or two of tourist receipts. It may even enrich the cross-cultural experiences of Singaporeans while reinforcing their national identity and pride as Singaporean hosts, guides and representatives to foreign visitors.

Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans. Singapore's goal to be a global city while maintaining and enhancing national cohesion can and should be pursued in complementary and mutually reinforcing ways. Singapore is both a city and a country. Getting balance just right is not only about precluding negative outcomes. It is also about dynamic balancing to achieve the aspirations of Singaporeans.