

RELATIONAL GLOBAL CITIES: SINGAPORE, SHANGHAI, AND SYDNEY

Richard Hu



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FOREWORD

Sydney's population is growing fast with a likely doubling of the number of homes in the next 40 years. This will inevitably change the character of the city with greater density, more public transport infrastructure and a move away from the predominately suburban low rise built form to greater height. There has been much public discussion about the future form of the city with politicians and commentators often alluding to European models of cities like Barcelona, Paris and Rome as examples of our future form.

The Urban Taskforce Australia is concerned about this focus only on European cities when Australia is part of the Asian Century and we are much closer to Asian cities geographically and with time zones. It is in this context that the Urban Taskforce Australia commissioned Professor Richard Hu at the University of Canberra to look at the three S-cities of Singapore, Shanghai and Sydney. We undertook a fact finding trip to Singapore and Shanghai where we met key players in the planning and development agencies of both cities.

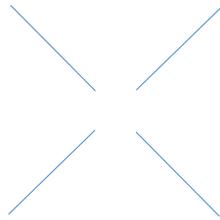
The overall impression was one of supreme confidence in the future and in the necessity for both cities to be globally connected, to embrace growth with strong underpinnings of metro rail as the transport mode. The most important lesson came from discussions with the Centre for Living Cities in Singapore where a chart was developed comparing liveability with density. This chart was updated in this report and it demonstrates that the most liveable cities are often low density cities. But Singapore is surprisingly high in the liveability ranking and in density. So there are important lessons that Sydney can learn about how to maintain high liveability with increasing density. Access to high order jobs is part of Singapore's success along with extensive metro rail networks. Shanghai is even more advanced with 1,000 kilometres of metro built in the last 25 years.

This report highlights some key areas that Sydney must focus on to maintain its global competitiveness. One is tourism where Singapore and Shanghai are well ahead. Another is to swing travel from cars to metro rail. Another is the rapid construction of taller buildings in the Asian cities and the way these are creating a symbol of prosperity and growth. The most impressive aspect of Singapore and Shanghai is how fast they are rising up in the various ranking systems as they both champion global connectivity.

Sydney must not rest on its laurels as a comfortable low rise city but must re-invent itself as a major global city connected to the Asian region. This report outlines where the three cities are similar and where the differences are. Just as Singapore and Shanghai have incredible confidence in their future as leading global cities Sydney must embrace this same confidence so that lifestyles are maintained in a booming economy.

Chris Johnson AM

Chief Executive Officer
Urban Taskforce Australia



EXECUTIVE SUMMARY

This report compares the three S-cities (Singapore, Shanghai, and Sydney) that form an urban corridor linking Australia to Asia. The three cities are important urban nodes in a city-based global system. Knowing their relationship informs:

- Australia's integration with the world through its leading gateway city;
- Australia's engagement in the Asian century;
- Sydney's learning from its Asian neighbour cities to improve global competitiveness.

MAJOR FINDINGS OF THIS REPORT ARE AS FOLLOWS:

RELATIONAL GLOBAL CITIES

Despite differences in many aspects, the three global cities are related. The geographical relationship enables a closer economic, cultural, and people connectivity: Shanghai and Singapore are important sources of overseas investment, tourism, migration, and students in Sydney; there are significant Sydney-based business communities and Australian professional diaspora in Shanghai and Singapore. In the global context, both Shanghai and Singapore demonstrated a stronger growth trend than Sydney in recent years.

GLOBAL COMPETITIVENESS

Global cities are the command and control centres of the global economy. They are competitors, collaborators, and connectors. They have the highest concentration of global services and the widest global outreach of market. Global cities challenge national states, superseding the traditional competition between nations. They compete not only for investment and tourism, but also for talent and innovation. The global competitiveness of cities is more than economic-centric; it increasingly incorporates important dimensions of innovation, tolerance, liveability, infrastructure, and governance.

GLOBAL RANKING

The three cities are included in major rankings of global cities. Their ranks and performances vary, depending on the indicators and methodology used. Overall, Singapore is a leading global city; Sydney is an established global city; Shanghai is a rapidly rising global city. Shanghai has overtaken Sydney in certain ranks. These rankings ascertain Sydney's position and competitiveness in the global city system: Sydney is a major centre of global importance in terms of economic connectivity, financial services and innovation; Sydney is far leading the other two cities in liveability.

URBAN FORM

Global cities have the highest density of buildings to accommodate global business and activities. The market demand has driven major urban redevelopment projects, and thus has changed urban forms and reshaped skylines in many global cities. The three cities all have experienced massive urban redevelopment, and verticalisation of urban form, in the CBD areas in particular. In the 21st century, 40 high-rise buildings (100+ meters) were completed in Sydney; for Singapore and Shanghai, the figure was 76 and 107 respectively. Density and liveability are not necessarily contradictory. Globally, Sydney is known for low density and high liveability; in contrast, Singapore sets an example of high density and high liveability.

LEARNING FROM SINGAPORE AND SHANGHAI

Each of the three cities has different sets of relative strength and weakness. Compared to the other two cities, Sydney's strength is in quality of living, relocation attractiveness, and world university rankings. Sydney is lagging behind in a few important areas, including attraction to foreign direct investment, attraction to international tourists, public transport and digital access, and human capital. Sydney's relative weakness in these areas points out where it should learn from its Asian neighbour cities. It also points out the policy and planning directions to improve Sydney's global competitiveness.





RELATIONAL GLOBAL CITIES

The three S-cities – Singapore, Shanghai and Sydney – form an urban corridor linking through the Australasian region. The three cities are different in sizes of land, population, and economy (Table 1). However, the contemporary globalisation is bringing them to a closer relationship on top of the geographical connectivity. The interaction between them, including transaction, trade, movement of people, education, and knowledge and innovation diffusion, constitutes an important Asia Pacific subsystem within a city-based global system:

- **People movement** – Singapore ranked no. 6; Shanghai ranked no. 19; and Sydney ranked no. 35 in the Global Destination Cities Index (Mastercard, 2016).
- **Container traffic** – In Shanghai ranked no. 1; Singapore ranked no. 2; and Sydney ranked no. 69 in the World Port Ranking (World Shipping Council, 2014).

The relationship between the three cities will continue to grow in importance. This trend reflects the rise of the Chinese economy, Singapore's growing strategic position, and Australia's increasing engagement in the Asian century (Australian Government, 2012):

- **Investment** – Singapore ranked no. 5, and China ranked no. 7 in the foreign investment in Australia in 2015, of which Sydney was a top recipient city (Department of Foreign Affairs and Trade, 2016).
- **Chinese investment** – Australia maintained its position as the second largest recipient country of aggregated global Chinese direct investment in 2005-15, behind the United States; NSW remained the top destination of Chinese investment in Australia, attracting 49 per cent of the total (KPMG & The University of Sydney, 2016).
- **International visitors** – Of the international visitors to Sydney in 2015-16, China ranked no. 1, accounting for 18 per cent of the total; Singapore ranked no. 6, accounting for 4 per cent of the total (Destination NSW, 2016).

- **International students** – Sydney is a leading destination city of international students from China and Singapore. In January-October 2016, more than 151,900 Chinese students and 7,700 Singaporean students came to study in Australia. China was the largest source of international students in Australia, accounting for 28 per cent of the total (Department of Education and Training, 2016).

At the same time, there are growing Australian diaspora in Shanghai and Singapore, doing business and living there. The majority of them are professionals, having some sorts of business links back home in Australia. Sydney-based global business and service providers have a strong presence in Singapore and Shanghai, such as Lend Lease, and Macquarie Group.

The three cities are at different stages and paces of development. Recent trend showed that Shanghai and Singapore demonstrated a stronger growth than Sydney as measured by employment and GDP per capita (Figure 1). In the global context, Shanghai had the strongest growth in GDP per capita; Singapore experienced a robust employment growth.

Table 1 Details of the three case cities

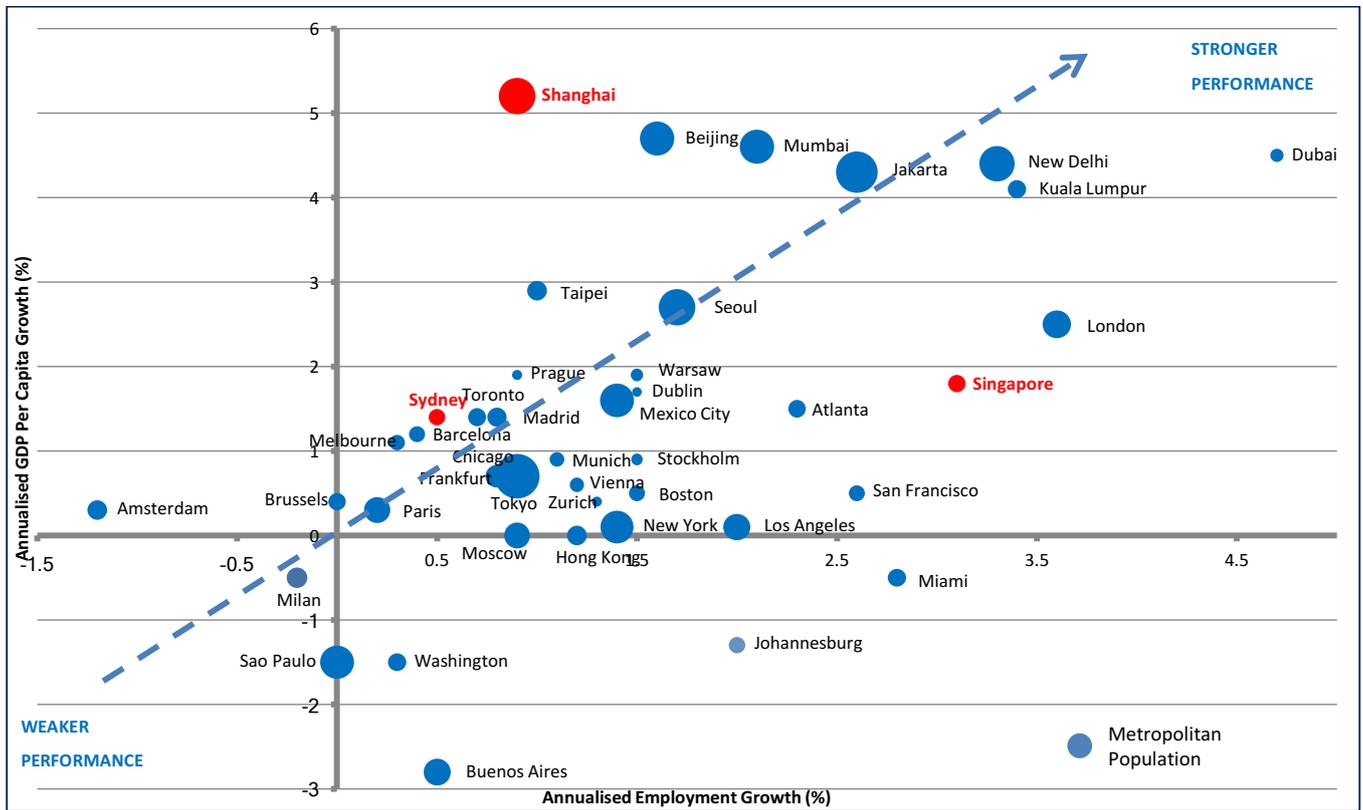
	SINGAPORE	SHANGHAI	SYDNEY
Area	719.1 km ²	6,341 km ²	12,367.7 km ²
Population*	5.5 million	24.7 million	4.8 million
GDP*	\$365,928 million	\$594,005 million	\$223,413 million
GDP per capita*	\$66,864	\$24,065	\$46,344

*Data in 2014.

Data source: The Brookings Institution, 2014



Figure 1 Annualised growth of GDP and employment in global cities



Data source: The Brookings Institution, 2014



TODAY'S
WORLD
IS
CITY-BASED





GLOBAL COMPETITIVENESS

TODAY'S WORLD IS CITY-BASED.

“The global city” is used to name a recent urban phenomenon structured in contemporary globalisation (Sassen, 2001). Globalisation has been impacting contemporary cities in two broad ways. One is the growing role of cities as nodes of an integrated global economy; the other is the rise of global cities as the command and control centres of the global economy.

Globalisation is a “denationalising” force: the roles of cities and nations are shifting. Cities are emerging as dominant spatial scales and replacing nation states as central nodes in the global economy. The networks of cities tend to override purely political boundaries. The integrated global economic system is then a city-centred world of flows in contrast to the more familiar state-centred world of boundaries (Taylor, 2004).

Global cities grow out of both the dispersion and the centralisation of global economic activities: the dispersion of production and retailing activities across the world; and the concentration of specialised services, financial services in particular, within a few global cities (Figure 2).

The increasing importance of transnational corporations as actors of the global economy, accelerated global competition, and the transition to a knowledge economy have led to greater complexity of managing, controlling, and coordinating global activities and organisations, or a higher degree of intermediation through the use of specialised services; these specialised services are advanced producer services, including financial and insurance, banking, legal, and business and professional services (Sassen, 2001).

Advanced producer services benefit from geographical proximity: their complex and intermediary nature requires immediate communications and simultaneous inputs and feedbacks. Global cities are central places; the global activities are further concentrated in the central business districts (CBDs) of global cities.



GLOBAL CITIES ARE STRATEGIC NODES, LINKING AN INTEGRATED GLOBAL ECONOMY.

The inter-city relationship is complex, embedding competition, cooperation and connectivity (Taylor, 2012).

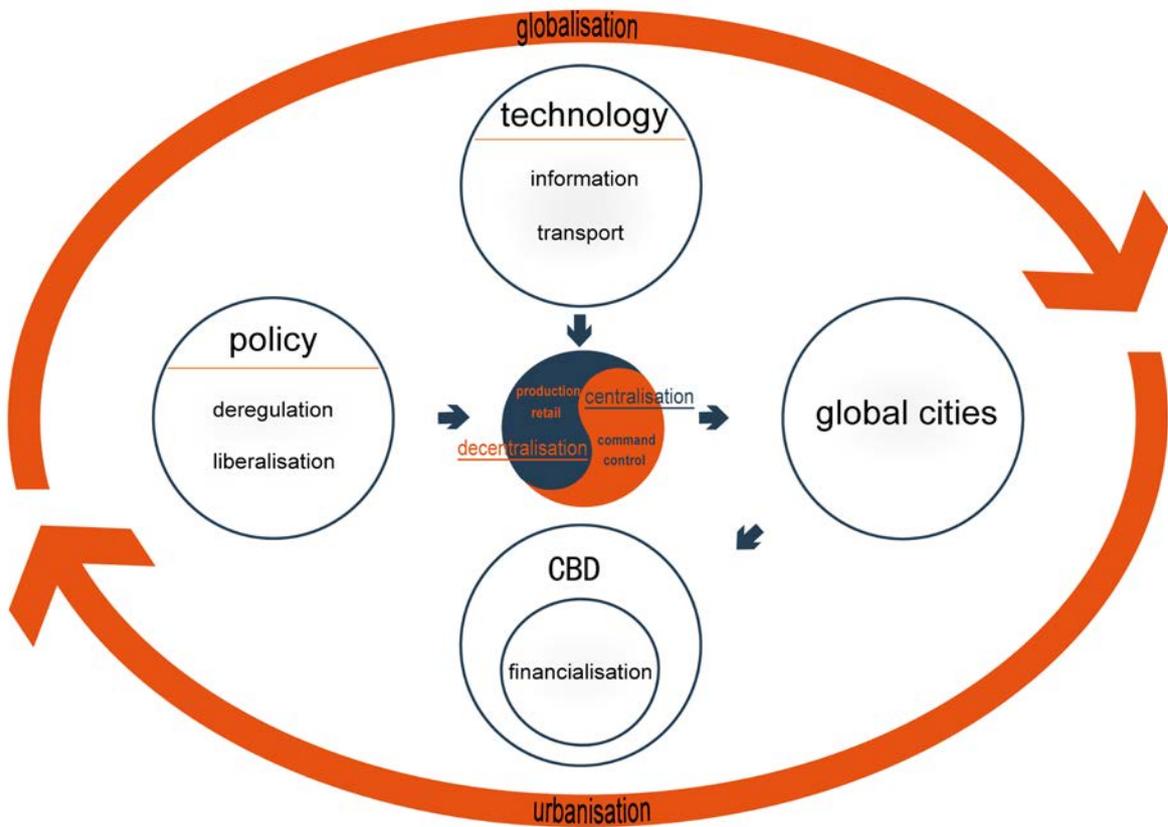
To aspire for the global city status and enhance global competitiveness is the primary goal of planning strategies in many cities. Since the global city is defined by its role in the

global economy, understanding of and approach to global competitiveness has been economic-centric. However, an economic dimension is too narrow to capture the multiplicity of a city's competitiveness, and is likely to mislead effective policy response.

A CITY'S GLOBAL COMPETITIVENESS LIES IN THE "INTEGRATIVENESS" OF ITS CAPACITY AND ASSETS.

It includes not only economic performance, but also liveability, human capital, innovation, infrastructure, and sustainability (Figure 3).

Figure 2 The formation of global cities



Source: Created by the author

Figure 3 An integrative model of global cities' competitiveness



Source: Hu, et al., 2013



GLOBAL RANKING

There are many rankings that measure and compare the performances of global cities. They use different indicators and methodologies; the ranks of the three cities are also different. Overall, the global rankings attest that *SINGAPORE IS A LEADING GLOBAL CITY; SYDNEY IS AN ESTABLISHED GLOBAL CITY; AND SHANGHAI IS A RAPIDLY RISING GLOBAL CITY.*

- **Advanced producer services** – In the ranking of global network connectivity by advanced producer services, both Shanghai and Sydney had impressive rise in the 21st century. But Shanghai's rise was faster; it caught up and overtook Sydney in recent years (Table 2).
- **Economic and innovation centre** – Sydney's global city status and global competitiveness is ascertained by its ranks in financial centres, major urban centres, and innovation (Table 3; Table 4; Table 5; Table 6).
- **Liveability** – Sydney is far leading the other two cities in the rankings of liveability (Table 7; Table 8).

GLOBAL NETWORK CONNECTIVITY

Developed by the Globalisation and World Cities (GaWC) Research Network, the Global Network Connectivity index measured global cities consistently in the 21st century. Underpinned by an interlocking network of cities, this index assesses cities in terms of their advanced producer services (financial, legal accountancy, management consultancy, advertising, and media).

The connectivity measures classify cities into levels of world city network integration. The levels are interpreted as follows:

- **Alpha++ cities:** in all analyses, London and New York stand out as clearly more integrated than all other cities and constitute their own high level of integration.
- **Alpha+ cities:** other highly integrated cities that complement London and New York, largely filling in advanced service needs for the Asia Pacific.
- **Alpha & Alpha- cities:** very important world cities that link major economic regions and states into the world economy.

Table 2 Global network connectivity

RANK	2000	2004	2008	2010	2012	
ALPHA++	London	London	London	London	London	
	New York	New York	New York	New York	New York	
ALPHA+	Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong	
	Paris	Paris	Paris	Paris	Paris	
	Tokyo	Tokyo	Singapore	Singapore	Singapore	
	Singapore	Singapore	Tokyo	Tokyo	Shanghai	
			Sydney	Shanghai	Tokyo	
			Milan	Chicago	Beijing	
			Shanghai	Dubai	Sydney	
			Beijing	Sydney	Dubai	
	ALPHA	Chicago	Toronto	Madrid	Milan	Chicago
		Milan	Chicago	Moscow	Beijing	Mumbai
Los Angeles		Madrid	Seoul	Toronto	Milan	
Toronto		Frankfurt	Toronto	Sao Paulo	Moscow	
Madrid		Milan	Brussels	Madrid	Sao Paulo	
Amsterdam		Amsterdam	Buenos Aires	Mumbai	Frankfurt	
Sydney		Brussels	Mumbai	Los Angeles	Toronto	
Frankfurt		Sao Paulo	Kuala Lumpur	Moscow	Los Angeles	
Brussels		Los Angeles	Chicago	Frankfurt	Madrid	
Sao Paolo		Zurich		Mexico City	Mexico City	
San Francisco		Sydney		Amsterdam	Amsterdam	
				
ALPHA-		Mexico City	Mexico City	Warsaw	Miami	Seoul
		Zurich	Kuala Lumpur	Sao Paulo	Dublin	Johannesburg
		Taipei	Buenos Aires	Zurich	Melbourne	Buenos Aires
	Mumbai	San Francisco	Amsterdam	Zurich	Vienna	
	Jakarta	Beijing	Mexico City	New Delhi	San Francisco	
	Buenos Aires	Shanghai	Jakarta	Munich	Istanbul	
	Melbourne	Seoul	Dublin	Istanbul	Jakarta	
	Miami	Taipei	Bangkok	Boston	Zurich	
	Kuala Lumpur	Melbourne	Taipei	Warsaw	Warsaw	
	Stockholm	Bangkok	Istanbul	Dallas Vienna	Washington	
	Bangkok	Jakarta	Rome	Atlanta	Melbourne	
	Prague	Dublin	Lisbon	Barcelona	New Delhi	
	Dublin	Munich	Frankfurt	Bangkok	Miami	
	Shanghai	Warsaw	Stockholm	Taipei	Barcelona	
	Barcelona	Stockholm	Prague	Santiago	Bangkok	
	

Data source: GaWC, 2016

GLOBAL FINANCIAL CENTRES INDEX

The Global Financial Centres Index (GFCI) ranked the competitiveness of financial centres based on an online questionnaire together with over 100 indices from organisations such as the World Bank, the Organisation for Economic Co-operation and Development (OECD) and the Economist Intelligence Unit (EIU). The ranking is an aggregate of indices from five key areas: business environment, financial sector development, infrastructure factors, human capital, and reputation and general factors.

Table 3 Global financial centres index

RANK	CITIES
1	London
2	New York City
3	Singapore 
4	Hong Kong
5	Tokyo
6	San Francisco
7	Boston
8	Chicago
9	Zurich
10	Washington, D.C.
11	Sydney 
12	Luxembourg
13	Toronto
14	Seoul
15	Montreal
16	Shanghai 
17	Osaka
18	Dubai
19	Frankfurt
20	Vancouver
21	Taipei
22	Shenzhen
23	Geneva
24	Melbourne
25	Los Angeles
26	Beijing
27	Munich
28	Cayman Islands (BOT)
29	Paris
30	Casablanca

Data source: Z/Yen Group, 2016

GLOBAL CITIES INDEX

The Global Cities Index (GCI) ranked 125 cities according to 27 metrics across five dimensions: business activity, human capital, information exchange, cultural experience, and political engagement.

Table 4 Global cities index

RANK	CITIES
1	London
2	New York
3	Paris
4	Tokyo
5	Hong Kong
6	Los Angeles
7	Chicago
8	Singapore 
9	Beijing
10	Washington
11	Seoul
12	Brussels
13	Madrid
14	Sydney 
15	Melbourne
16	Berlin
17	Toronto
18	Moscow
19	Vienna
20	Shanghai 
21	Buenos Aires
22	Amsterdam
23	San Francisco
24	Boston
25	Istanbul

Data source: A. T. Kearney, 2016

GLOBAL POWER CITY INDEX

The Global Power City Index selected 42 of the world's leading cities and evaluated their global comprehensive power based on the following viewpoints: six main functions representing city strength (economy, research and development, cultural interaction, liveability, environment, and accessibility), and five global actors who lead the urban activities in their cities (manager, researcher, artist, visitor, and resident).

Table 5 Global power city index

RANK	CITIES
1	London
2	New York
3	Tokyo
4	Paris
5	Singapore 
6	Seoul
7	Hong Kong
8	Amsterdam
9	Berlin
10	Vienna
11	Frankfurt
12	Shanghai 
13	Los Angeles
14	Sydney 
15	Stockholm
16	Zurich
17	Beijing
18	Toronto
19	Copenhagen
20	Barcelona
21	Istanbul
22	Osaka
23	Brussels
24	San Francisco
25	Chicago
26	Madrid
27	Boston
28	Vancouver
29	Washington D.C.
30	Geneva

Data source: Institute for Urban Strategies, The Mori Memorial Foundation, 2016

INNOVATION CITIES INDEX

The Innovation Cities Index used 162 standard indicators that fall into 31 broad segments including arts, business, economics, education, health, government, mobility, ICT, etc.

Table 6 Innovation cities index

RANK	CITIES
1	London
2	San Francisco – San Jose
3	Vienna
4	Boston
5	Seoul
6	New York
7	Amsterdam
8	Singapore 
9	Paris
10	Tokyo
11	Toronto
12	Munich
13	Seattle
14	Berlin
15	Copenhagen
16	Chicago
17	Stockholm
18	Sydney 
19	Tel Aviv
20	Shanghai 
21	Los Angeles
22	Hong Kong
23	Dubai
24	Stuttgart
25	Helsinki
26	Manchester
27	Barcelona
28	Oslo
29	Washington DC
30	Lyon

Data source: Innovation Cities Program, 2015

LIVEABILITY RANKING (EIU)

Developed by The Economist Intelligence Unit (EIU), this index ranked global cities' liveability in terms of stability, healthcare, culture & environment, education, and infrastructure.

Table 7 Liveability ranking

RANK	CITIES
1	Melbourne
2	Vienna
3	Vancouver
4	Toronto
5	Calgary
5	Adelaide
7	Perth
8	Auckland
9	Helsinki
10	Hamburg
11	Sydney
12	Montreal
13	Tokyo
14	Osaka
15	Zurich
16	Brisbane
17	Honolulu
18	Geneva
19	Wellington
20	Copenhagen
20	Frankfurt
22	Stockholm
23	Amsterdam
23	Berlin
25	Munich
26	Oslo
27	Luxembourg
28	Brussels
29	Lyon
30	Barcelona
30	Washington DC
...	
46	Singapore
...	
82	Shanghai

QUALITY OF LIVING (MERCER)

Mercer's Quality of Living Rankings assessed quality of living conditions for globally mobile talent to help multinational companies and other employers fairly compensate employees when placing them on international assignments. Living conditions are analysed according to 39 factors, grouped in 10 categories: political and social environment, economic environment, socio-cultural environment, medical and health considerations, schools and education, public services and transportation, recreation, consumer goods, housing, and natural environment.

Table 8 Quality of living

RANK	CITIES
1	Vienna
2	Zurich
3	Auckland
4	Munich
5	Vancouver
6	Dusseldorf
7	Frankfurt
8	Geneva
9	Copenhagen
10	Sydney 
11	Amsterdam
12	Wellington
13	Berlin
14	Bern
15	Toronto
15	Melbourne
17	Ottawa
18	Hamburg
19	Luxembourg
19	Stockholm
21	Brussels
21	Perth
23	Montreal
24	Stuttgart
24	Nurnberg
26	Singapore 
27	Adelaide
28	San Francisco
28	Canberra
30	Helsinki
30	Oslo
...	
101	Shanghai 



URBAN FORM

The impact of globalisation on the transformations of global cities is more than economic restructuring. Global cities are experiencing significant spatial reorganisation, encompassing profound social and political implications in terms of gentrification, social polarisation and urban contestation. In global cities, especially in the CBD areas, there is an increasing demand for commercial spaces to accommodate the production, transaction, and transmission of the specialised services, such as office, hotel, convention and exhibition, entertainment and cultural facilities, and apartment buildings.

A symbolism is often attached to the urban redevelopment projects, through having celebrity architects design architectural luxuries in the most desirable locations to present a global image – a so-called “starchitecture” phenomenon (Ponzini & Nastasi, 2016). This is often part of a globalised city marketing strategy. In the remaking of global cities, urban design is a ready tool under the paradigmatic design excellence; it is largely elitist, deployed in the direct promotion of global competitiveness (Hu, 2014).

Consequently, the urban form of global cities is being reshaped towards densification and verticalisation. As of the end of 2016, the numbers of high-rise buildings (100+ meters) in the three cities are:

- Singapore: 121
- Shanghai: 168
- Sydney: 121

The uses of the high-rise buildings differ in the three cities (Table 9). The majority of high-rise buildings in Shanghai are commercial offices; Singapore has a high proportion of residential, equal to commercial office; Sydney is between the two cities – more than half are commercial office and a quarter are residential.

In the 21st century, the three cities demonstrated different paces of high-rise development (Figure 4; Figure 5). Both Singapore and Shanghai constructed much more high-rise buildings than Sydney. In Sydney, 40 high-rise buildings were constructed in 2000-2016, accounting for 33 per cent of its total. In contrast, 76 were constructed in Singapore, 63 per cent of its total; 107 were constructed in Shanghai, 64 per cent of its total.

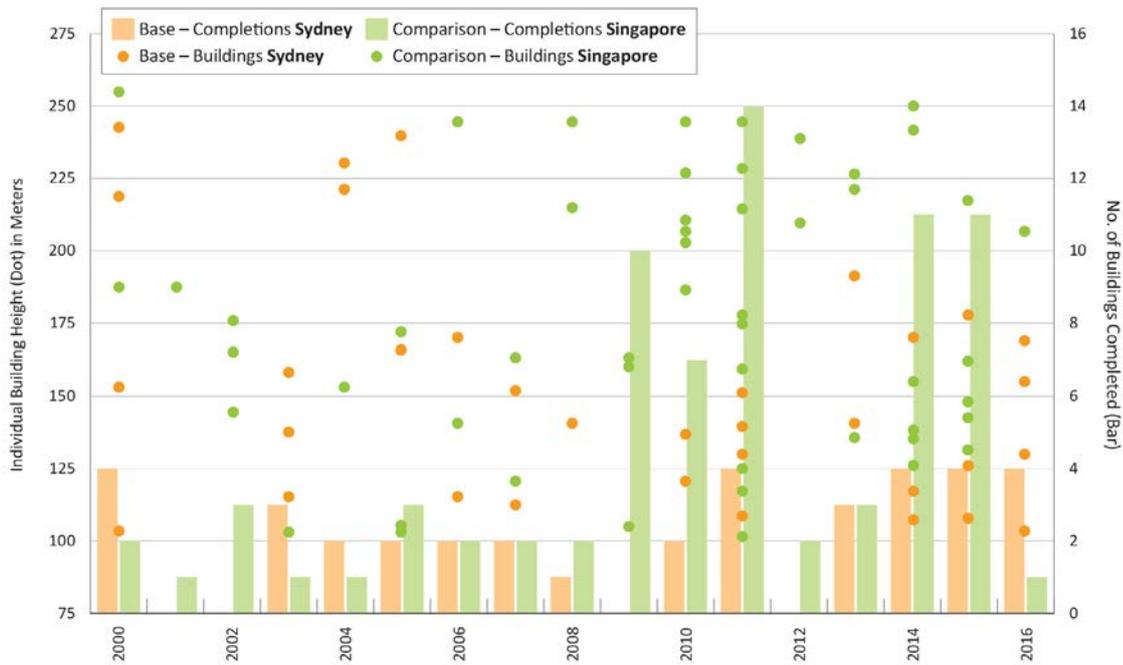
Urban density often raises a question about liveability. There seems a general negative association between density and quality of living among global cities (Figure 6). However, density and liveability are not always in contradiction. The three cities present three different types of relationship between density and liveability:

- Sydney is a typical case of low density and high liveability.
- Singapore is exemplar in achieving both high density and high liveability.
- Shanghai is a case of contradictory density and liveability.

Table 9 High-rise buildings in the three case cities

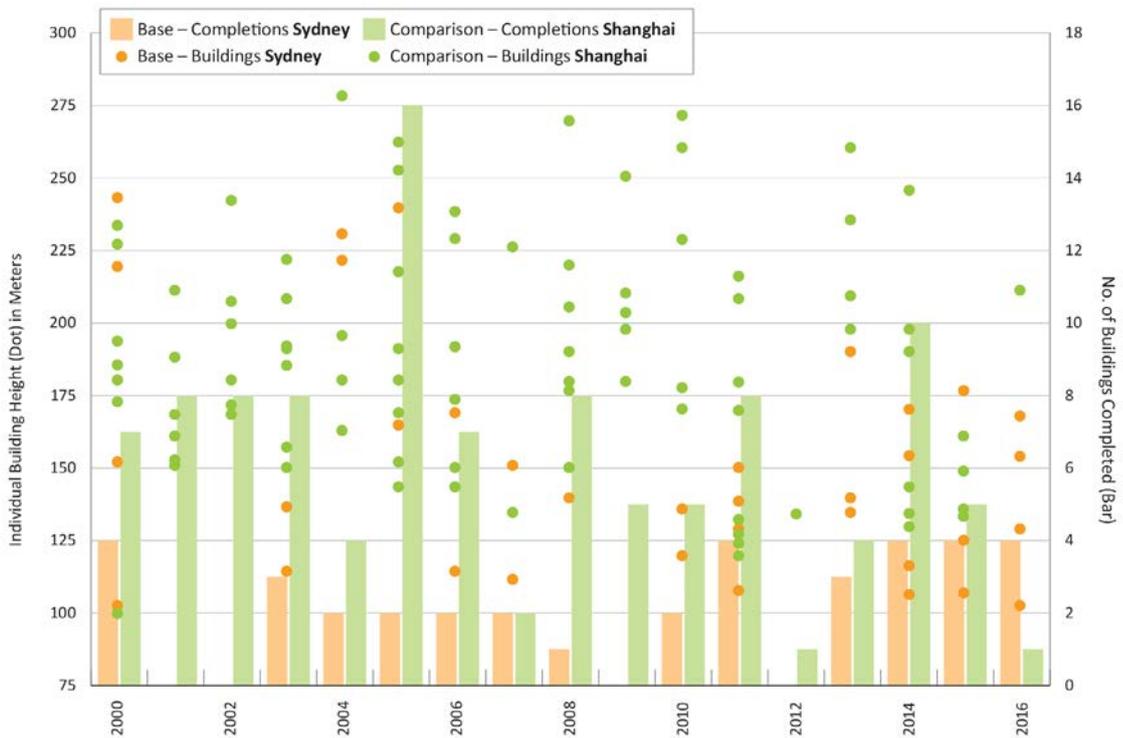
	SINGAPORE		SHANGHAI		SYDNEY	
Office	51	42%	103	61%	64	53%
Residential	51	42%	16	10%	31	26%
Hotel	9	7%	14	8%	6	5%
Mixed-use	7	6%	32	19%	18	15%
Others	3	2%	3	2%	2	2%
Total	121	100%	168	100%	121	100%

Figure 4 Completed high-rise buildings since 2000 Sydney vs. Singapore



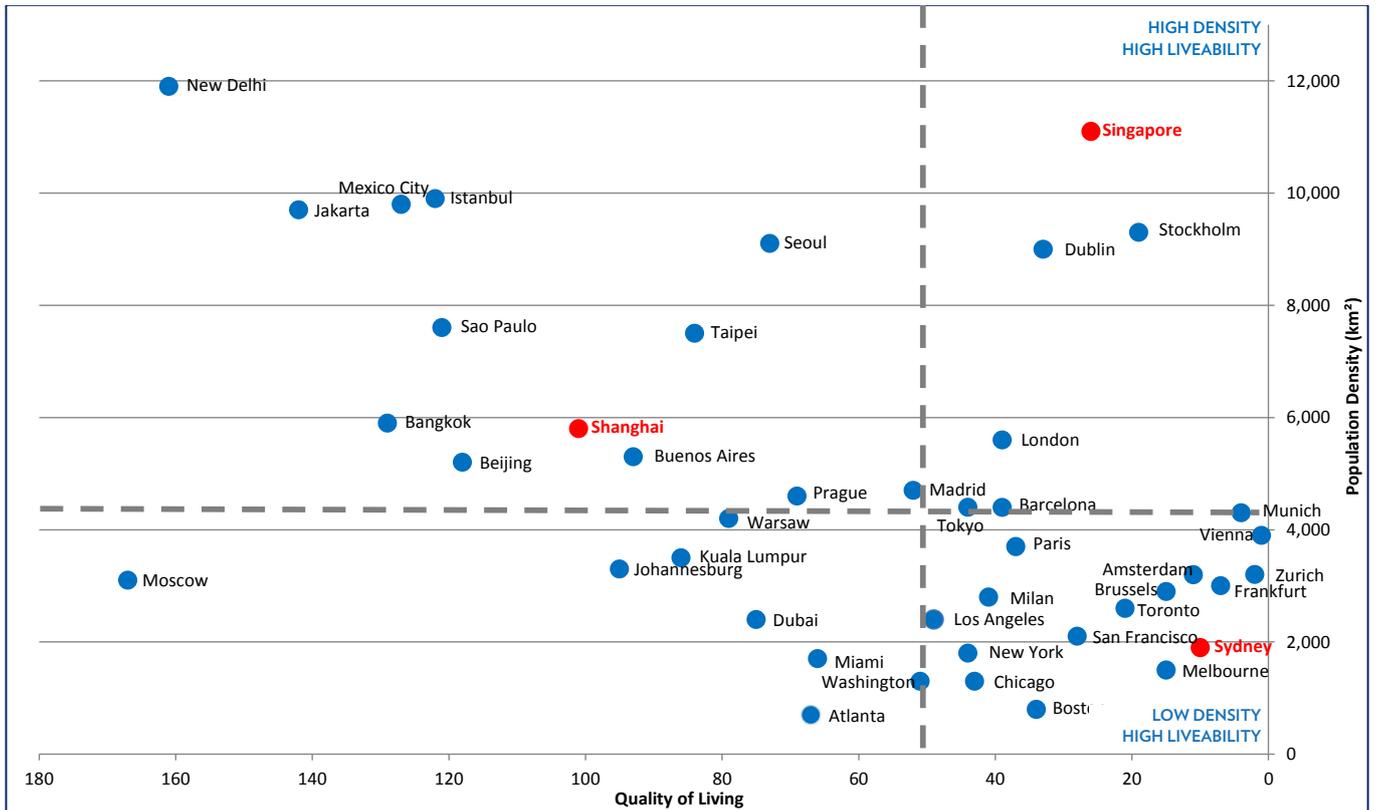
Data source: The Skyscraper Center, 2016

Figure 5 Completed high-rise buildings since 2000 Sydney vs. Shanghai



Data source: The Skyscraper Center, 2016

Figure 6 Density and quality of living in global cities



Note: Dashed lines represent medians of X and Y axes.

Data source: Population Density – Demographia, 2016; Quality of Living – Mercer, 2016.



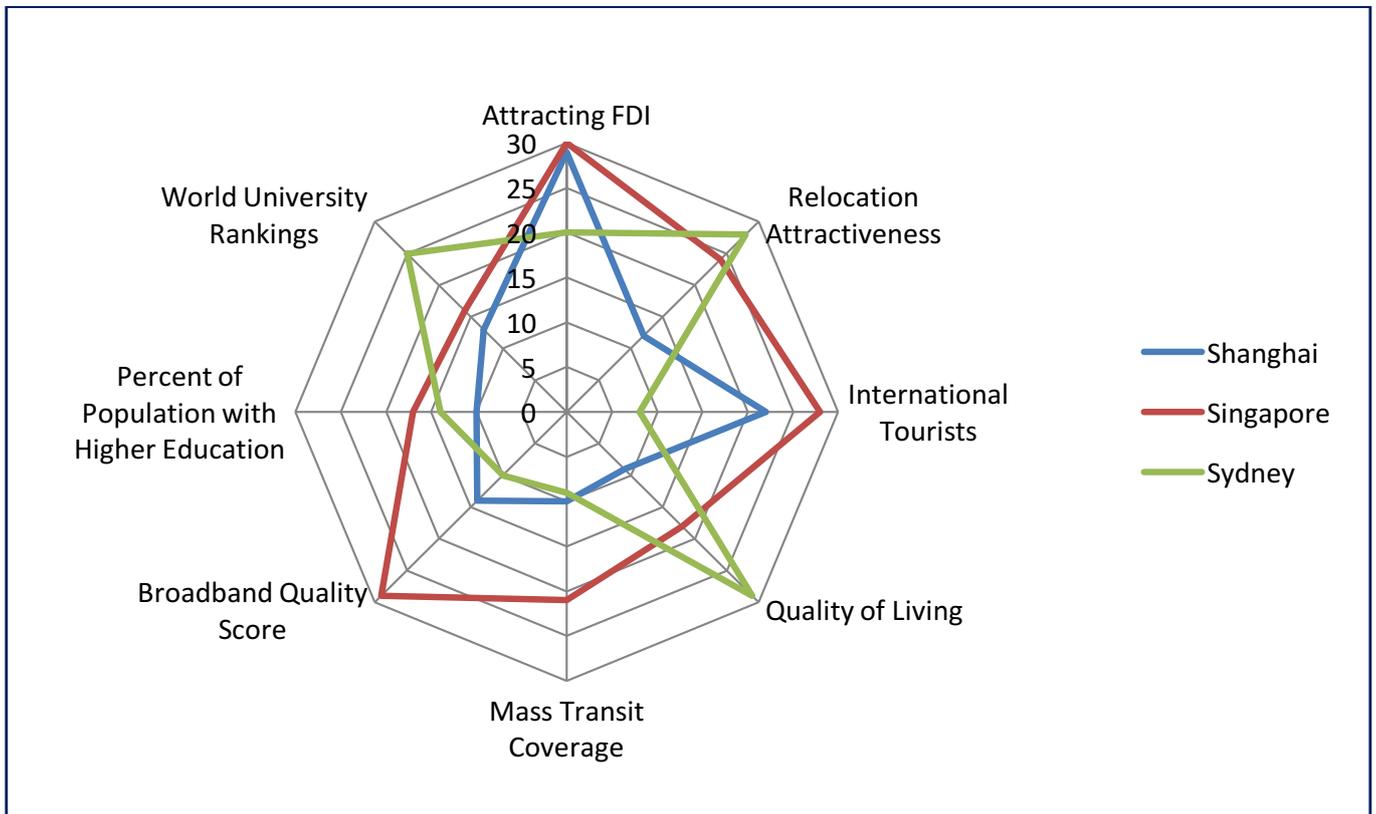
LEARNING FROM SINGAPORE AND SHANGHAI

Cities learn from each other. *RELATIONAL GLOBAL CITIES DIFFUSE BEST PRACTICE PLANNING AND DEVELOPMENT APPROACH*. The ability to learn from counterpart cities is crucial for a city's success in the global competition.

Sydney demonstrates relative strength and weakness compared to Singapore and Shanghai (Figure 7). Broadly speaking, Sydney is competitive in three areas:

- Quality of living
- Relocation attractiveness
- World university rankings

Figure 7 Relative strength and weakness of the case cities



Data source: PWC, 2016

However, it is the areas of relative weakness where Sydney should learn from its Asian neighbour cities. In the following areas, Sydney lags behind Singapore and Shanghai and should learn from them:

ATTRACTING INVESTMENT

Both Singapore and Shanghai are successors in Attracting Foreign Direct Investment (FDI). To develop Shanghai as the “dragon head” of the Chinese economy, first of all, through attracting FDI, has been China’s national strategy from the 1990s. The Pudong New Area was planned and developed to accommodate investment and international business activities within two decades. In Singapore, the city-state’s strategy to attract FDI dated back to the 1960-70s. Growing FDI in the two cities has been accompanied by improved business environment in terms of governance capacity and policy effectiveness, business friendliness, infrastructure, and liveability. Among many factors that attract investment, governance is the most valuable asset that a city can have. Shanghai Municipal Government enjoys a province-level status in China’s hierarchical political system; Singapore has a unique city-state system. Both systems have assured a consistent and effective approach to global city strategy and development.



ATTRACTING TOURISTS

Sydney attracts the least International Tourists of the three cities. Tourists do not come to a city for holiday, or to visit friends and relatives only. Increasingly, they visit a city for non-tourism purposes – business meeting, convention, exhibition, training, cultural exchange, research and development, education, etc. The intensity and diversity of people movement between cities are growing at an unprecedented pace, adding a new layer of global connectivity. The benefits of tourists for a destination city are far more than local expenses; tourists bring business opportunities, diffuse knowledge and innovation, and spread local knowledge and experience. International tourists in a way reflect a city’s economic and cultural dynamics and integration with world. In recent decades, Singapore and Shanghai succeeded in attracting more international tourists through branding a global image, mega events, tourism facilities and infrastructure (hotels, convention and exhibitions, entertainment, and international airports). Signature tourist projects include the World Expo 2010 and Disneyland in Shanghai, Marina Bay Sands waterfront redevelopment in Singapore.



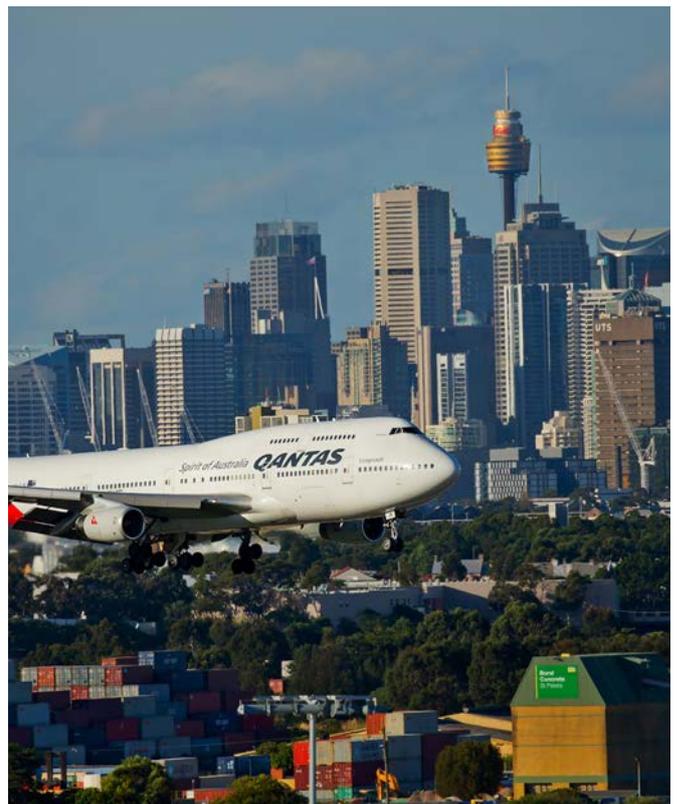
IMPROVING INFRASTRUCTURE

Sydney needs to improve not only Mass Transit Coverage, but also Broadband Quality Score, to catch up with the other two cities. Singapore has a world-class metro system. Its convenience and efficiency has enabled a nearly zero reliance on private cars in the city. The transition between different modes of transport is almost seamless. Transport infrastructure planning and readiness precedes major urban development. The World Expo 2010 boosted massive investment and construction of metro system in Shanghai. Large-scale public transit projects are continuing in both cities, paving the way for further urban development. Broadband infrastructure underpins a city's opportunities in the new economy. Ubiquitous access to digital technology and information is revolutionising a new way of working and living. Both Singapore and Shanghai made strategic investment in improving digital infrastructure to put the cities in an advantageous position in embracing the paradigms of smart cities.



ENHANCING HUMAN CAPITAL

Sydney sits between Singapore and Shanghai in terms of Percent of Population with Higher Education. Global cities are essentially knowledge cities. Today, the talent for the knowledge economy is globally mobile. They are freer to choose in which city to live and work than before. Singapore has been attracting talent from around the world along its ascendance to be a leading global financial centre. In recent decades, Shanghai has been speeding up efforts to attract global talent, especially Chinese expatriates. Sydney's liveability and attraction are magnet factors for global talent. But Sydney's cost of living, housing affordability in particular, challenges its capacity of attracting and retaining talent. Actually Sydney faces competition for talent from not only overseas cities, but also cities within Australia. Recent trends show that Sydney is losing knowledge workers to other Australian cities that provide more affordable and easier lifestyle. Continuing loss of human capital will prevent Sydney from fully reaching its potential as Australia's leading global city.



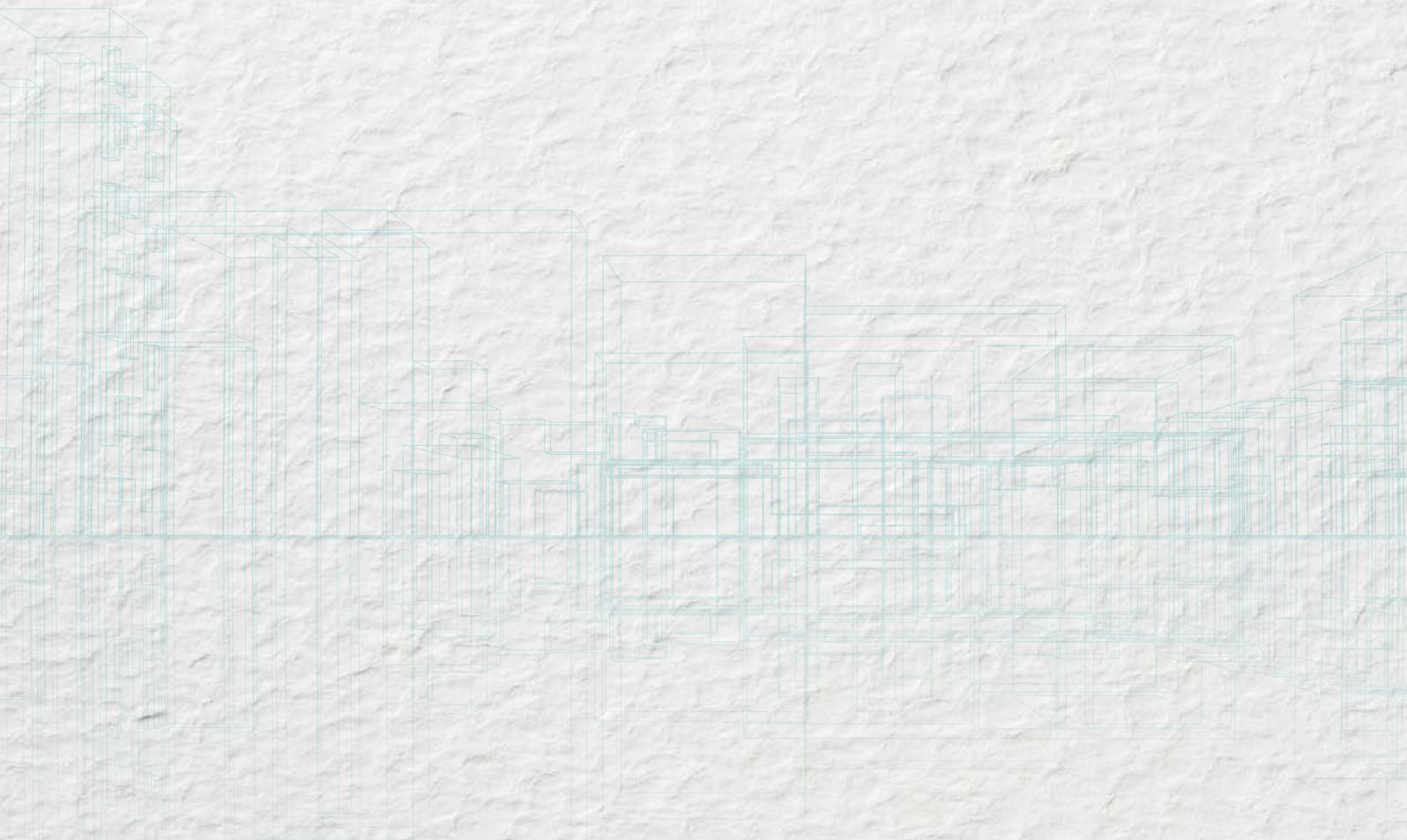
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