

# Global City Strategy for Shanghai



China  
GTZ; Cities Alliance; Shanghai Development Research Center

**Issues** Shanghai's rapid evolution into a post-industrial metropolis is transforming the city's economy, social system and culture, and the metropolis' linkages globally and with the wider Yangtze Delta Region, China's principal engine of economic growth. Shanghai Municipal Government wished to align its long-term development strategy of becoming a global metropolitan region in light of these changes. The Cities Alliance provided grant financing to GTZ, the German Development Corporation, to conduct a strategic assessment of Shanghai's global potentials for the Shanghai Development Research Center (SDRC), the government's top policy think-tank.

**Approach** Chreod and the Shanghai Academy of Social Sciences were retained to jointly conduct the work over a two-year period. We reviewed the literature on 'global cities' and a myriad of rankings of cities around the world. We were able to show SDRC that the concept of 'global cities' is largely an Anglo-American construct, and that most rankings are based on subjective criteria and indicators. Despite the lack of rigour in most analysis of 'global cities', selected cities clearly are the nexus points of globalization: Shanghai needs to accelerate its integration with the global economy.

SDRC asked us to explore the potentials for Shanghai fulfilling five global roles: in finance, producer services, trade and logistics, innovation-based manufacturing, and culture.

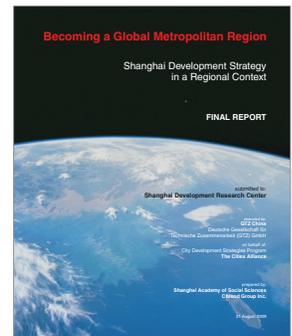
We conducted extensive stakeholder consultations with public- and private-sector groups, and analyzed strengths, weaknesses, opportunities, and threats for each of the five roles in the regional context of the Yangtze Delta and globally.

Key problems and opportunities were identified. SDRC then asked us to dispassionately assess the causes of problems and the constraints to realizing opportunities, regardless of possible political sensitivities. We identified 78 key issues facing Shanghai which were prioritized with SDRC according to four weighted criteria: importance, urgency, actionability, and the extent of influence that Shanghai's government has in addressing them.

**Results** By prioritizing issues we were able to articulate 20 tangible objectives to 2020 with clear performance indicators. These defined a development scenario that, for the first time, establishes realistic expectations for accelerating Shanghai's global integration in finance, producer services, trade, innovation-based manufacturing, and culture over the next decade. Extensive analysis of international practices in selected metropolitan regions in Asia, Europe, and North America helped to formulate a detailed action plan for Shanghai to 2020. GTZ and SDRC will co-publish the Chreod/SHASS report in early 2010.



01



02

- 01 Shanghai has aspired to become a 'global city' since the early 1990s
- 02 Chreod helped to develop a realistic action plan to 2020
- 03 Clear, measurable priorities were established with stakeholders

03