

[Databases selected:](#) ABI/INFORM Global

THE 2008 GLOBAL CITIES INDEX

Anonymous. Foreign Policy. Washington: Nov/Dec 2008. , Iss. 169; pg. 68, 9 pgs

Abstract (Summary)

The world's biggest, most interconnected cities help set global agendas, weather transnational dangers, and serve as the hubs of global integration. They are the engines of growth for their countries and the gateways to the resources of their regions. Foreign policy teamed up with A.T. Kearney and The Chicago Council on Global Affairs to create the Global Cities Index, a uniquely comprehensive ranking of the ways in which cities are integrating with the rest of the world. The 60 cities included in this first Global Cities Index run the gamut of the modern urban experience. In other words, they represent a broad cross section of the world's centers of commerce, culture, and communication. As the world readjusts to the fits and starts of a volatile global economy, as well as other transnational problems such as climate change, human trafficking, and fuel shortages, the Global Cities Index will track the way cities maneuver as their populations grow and the world shrinks.

Full Text (3630 words)

Copyright Carnegie Endowment for International Peace Nov/Dec 2008

Cities bear the brunt of the world's financial meltdowns, crime waves, and climate crises in ways national governments never will. So, when FOREIGN POLICY, A.T. Kearney, and The Chicago Council on Global Affairs teamed up to measure globalization around the world, we focused on the 60 cities that shape our lives the most.

National governments may shape the broad outlines of globalization, but where does it really play out? Where are globalization's successes and failures most acute? Where else but the places where most of humanity now chooses to live and work - cities. The world's biggest, most interconnected cities help set global agendas, weather transnational dangers, and serve as the hubs of global integration. They are the engines of growth for their countries and the gateways to the resources of their regions. In many ways, the story of globalization is the story of urbanization.

But what makes a "global city"? The term itself conjures a command center for the cognoscenti. It means power, sophistication, wealth, and influence. To call a global city your own suggests that the ideas and values of your metropolis shape the world. And, to a large extent, that's true. The cities that host the biggest capital markets, elite universities, most diverse and well-educated populations, wealthiest multinationals, and most powerful international organizations are connected to the rest of the world like nowhere else. But, more than anything, the cities that rise to the top of the list are those that continue to forge global links despite intensely complex economic environments. They are the ones making urbanization work to their advantage by providing the vast opportunities of global integration to their people; measuring cities' international presence captures the most accurate picture of the way the world works.

So, FOREIGN POLICY teamed up with A.T. Kearney and The Chicago Council on Global Affairs to create the Global Cities Index, a uniquely comprehensive ranking of the ways in which cities are integrating with the rest of the world. In constructing this index of the world's most global cities, we have collected and analyzed a broad array of data, as well as tapped the brainpower of such renowned cities experts as Saskia Sassen, Witold Rybczynski, Janet Abu-Lughod, and Peter Taylor.

Specifically, the Global Cities Index ranks cities' metro areas according to 24 metrics across five dimensions. The first is business activity: including the value of its capital markets, the number of Fortune Global 500 firms headquartered there, and the volume of the goods that pass through the city. The second dimension measures human capital, or how well the city acts as a magnet for diverse groups of people and talent. This includes the size of a city's immigrant population, the number of international schools, and the percentage of residents with university degrees. The third dimension is information exchange - how well news and information is dispersed about and to the rest of the world. The number of international news bureaus, the amount of international news in the leading local papers, and the number of broadband subscribers round out that dimension.

The final two areas of analysis are unusual for most rankings of globalized cities or states. The fourth is cultural experience, or the level of diverse attractions for international residents and travelers. That includes everything from how many major sporting events a city hosts to the number of performing arts venues it boasts. The final dimension-political engagement - measures the degree to which a city influences global policymaking and dialogue. How? By examining the number of embassies and consulates, major think tanks, international organizations, sister city relationships, and political conferences a city hosts. We learned long ago that For More Online

See which cities outperformed their home countries at ForeignPolicy.com/extras/cities.

globalization is much more than the simple lowering of market barriers and economic walls. And because the Global Cities Index pulls in these measures of cultural, social, and policy indicators, it offers a more complete picture of a city's global standing - not simply economic or financial ties.

The 60 cities included in this first Global Cities Index run the gamut of the modern urban experience. There's thriving, wealthy London, with its firmly entrenched global networks built on the city's history as capital of an empire. But there are also Chongqing, Dhaka, and Lagos, cities whose recent surges tell us a great deal about the direction globalization is heading and whose experiences offer lessons to other aspiring global cities. The cities we highlight are world leaders in important areas such as finance, policymaking, and culture. A few are megacities in the developing world whose demand for resources means they must nurture close ties with their neighbors and provide services to large numbers of immigrants. Some are gateways to their region. Others host important international institutions. In other words, they represent a broad cross section of the world's centers of commerce, culture, and communication.

THE WINNER'S CIRCLE

So, which city topped them all? If anything, the results prove there is no such thing as a perfect global city; no city dominated all dimensions of the index. However, a few came close. New York emerged as the No. 1 global city this year, followed by London, Paris, and Tokyo. The Big Apple beat out other global powerhouses largely on the back of its financial markets, through the networks of its multinationals, and by the strength of its diverse creative class. Overall runner-up London won the cultural dimension by a mile, with Paris and New York trailing far behind. Perhaps surprisingly for a city known more for museums than modems, third-ranked Paris led the world in the information exchange category. No. 4 Tokyo ranked highly thanks to its strong showing in business. And, though it finished 11th overall, Washington easily beat out New York, Brussels, and Paris as the leader in global policy.

Although the winners may be the usual suspects, they have plenty of new competition on their heels. Buoyed by their strong financial links, Hong Kong and Singapore finished at fifth and seventh, respectively. Chicago's strong human-capital performance sent it into the eighth spot. What's more, several strong performers are emerging from formerly closed societies: Beijing (No. 12), Moscow (19), Shanghai (20), and Dubai (27). The new, sometimes abbreviated, often state-led, paths to global dominance these cities are treading threaten the old formulas that London, New York, and Los Angeles (No. 6) followed to reach their high spots.

As diverse as they are, the most successful global cities have several things in common: As New York proves, global cities are those that excel across multiple dimensions. Even Shanghai's staggering, decades-long double-digit annual economic growth alone can't make it global. The city also must determine how to use that wealth to influence policy, attract the brightest young minds, and accurately portray the rest of the world to its citizens. Global cities continuously adapt to changing circumstances. London may be the city hardest hit by the global credit crunch, but chances are that it will leverage its abundant global financial ties to bounce back. Singapore, San Francisco (15), and Mexico City (25) will no doubt be taking notes.

As the world readjusts to the fits and starts of a volatile global economy, as well as other transnational problems such as climate change, human trafficking, and fuel shortages, the Global Cities Index will track the way cities maneuver as their populations grow and the world shrinks. Although we can't predict next year's winner, the odds are good that New York will have to fight to stay on top.

THE BEST CITIES TO GET A DEGREE

1. London
2. Chicago
3. Tokyo
4. New York
5. Singapore
6. Sydney
7. Boston
8. Los Angeles
9. Paris
10. San Francisco
11. Istanbul

12. Bangkok
13. Toronto
14. Madrid
15. Moscow
16. Zurich
17. Beijing
18. Buenos Aires
19. Mexico City
20. Washington

RANKINGS BASED ON NUMBER OF INHABITANTS WITH UNIVERSITY DEGREES, NUMBER OF INTERNATIONAL STUDENTS AT THE TERTIARY LEVEL, INTERNATIONAL SCHOOLS AT THE PRIMARY AND SECONDARY LEVEL, AND TOP GLOBAL UNIVERSITIES LOCATED IN THE CITIES.

© Copyright 2008, A.T. Kearney, Inc., The Chicago Council on Global Affairs, and Washingtonpost.Newsweek Interactive, LLC. All rights reserved. A.T. Kearney is a registered service mark of A.T. Kearney, Inc. Foreign Policy and its logo are registered trademarks owned by Washingtonpost.Newsweek Interactive, a subsidiary of The Washington Post Company.

How to Be a Global City

There is no single correct path a city should tread to become global. But how should cities that want to boost their international profile go about it? They could follow any of the tried-and-true models that came before them. Just look at the various ways some of this year's 60 global cities manage to use urbanization and globalization to their advantage.

Open Cities

What they look like: Large cities with a free press, open markets, easy access to information and technology, low barriers to foreign trade and investment, and loads of cultural opportunities. They often rely on a heavy service industry and are outward looking, rather than focused on domestic affairs.

Who they are: New York (#1), London (#2), Paris (#3)

Lifestyle Centers

What they look like: Laid-back cities that enjoy a high quality of life and focus on having fun. They attract worldly people and offer cultural experiences to spare.

Who they are: Los Angeles (#6), Toronto (#10)

Regional Gateways

What they look like: Efficient economic powerhouses with favorable incentives for business- es and easy access to the natural resources of their region. They attract smart, well-trained people from around the world, and they often must reinvent themselves to remain competitive.

Who they are: Hong Kong (#5), Singapore (#7), Chicago (#8)

National Leaders

What they look like: Large cities that shape the collective identity of their countries. They usually have homogenous populations, and their new urban policies tend to evoke a shared history. They do well in international business, but not because they're necessarily globally connected; in these places, foreign firms can find something no other city offers.

Who they are: Tokyo (#4), Seoul (#9), Beijing (#12)

Policy Hubs

What they look like: Cities with outsized influence on national and international policy debates. Their think tanks, international organizations, and political institutions shape policies that affect all people, and they tend to be full of diplomats and journalists from somewhere else.

Who they are: Washington (#11), Brussels (#13)

Platform Cities

What they look like: Large hubs in typically small countries that attract huge amounts of investment through their strategic locations and international connections. Firms don't set up shop in these cities to invest in the local economy; they move there so they can reach important foreign financial markets without dealing with the region's political headaches.

Who they are: Amsterdam (#23), Dubai (#27), Copenhagen (#36)

THE BEST CITIES TO DO BUSINESS

1. New York
2. Tokyo
3. Paris
4. London
5. Hong Kong
6. Singapore
7. Seoul
8. Shanghai
9. Beijing
10. Amsterdam
11. Frankfurt
12. Chicago
13. Vienna
14. Madrid
15. Los Angeles
16. São Paulo
17. Bangkok
18. Brussels
19. Taipei
20. Sydney

RANKINGS BASED ON CITIES THAT ARE HQ OF FORTUNE GLOBAL 500 FIRMS, CITIES WHERE THE TOP 40 GLOBAL SERVICE FIRMS HAVE OFFICES, THE STRENGTH OF THEIR CAPITAL MARKETS, THE VOLUME OF THEIR FLOW OF GOODS, AND THE NUMBER OF GLOBAL PROFESSIONAL ASSOCIATION CONFERENCES HELD IN THE CITIES.

The Mayors of the Moment

No city globalizes on its own. But with shrewd investments and smart urban planning, a mayor can help turn a regional player into a global powerhouse. Here's how three of the world's top mayors are climbing the ladder:

Klaus Wowereit mayor of Berlin (#17)

The concept of the global city isn't lost on Klaus Wowereit. Since taking office in 2001, the popular, 55-year-old mayor of Berlin has tied his fate to rebranding the city as a glamorous, artistic model of urban renewal. And Berlin's reputation has thrived as a vibrant, tolerant, creative metropolis under his watch. Wowereit cites the construction of a gigantic international airport, the successful 2006 World Cup, and a cultural festival called "Asia-Pacific Weeks" as landmark accomplishments. His critics claim that he focuses more on the city's image than its crumbling infrastructure or budget shortfalls. "We are poor but sexy," admits Wowereit. A fun fantasy it may be, but Berliners will probably only be willing to play the starving artist for so long.

Syed Mustafa Kamal mayor of Karachi (#57)

The new mayor of Karachi is an unlikely poster child for innovative urban planning. The 36-year-old Syed Mustafa Kamal governs a city that's more often in the news for religious violence than cosmopolitan ways. But the hard-charging Kamal is looking to change all that. He's courting foreign investment, encouraging international ties, and boosting the city's tourism. Kamal isn't shy about his goals: He has said he wants to turn Karachi into the "next Dubai." His Green Karachi project aims to plant thousands of trees in the city. No stranger to Karachi's bare-knuckled politics, Kamal isn't letting anything stand in the way of his grand plans: He has threatened to arrest anyone who tries to cut down the new saplings.

Wang Hongju MAYOR OF CHONGQING (#59)

Think Michael Bloomberg has his hands full? Wang Hongju is mayor of the fastest-growing city on the planet, one whose metropolitan area is already bursting at 32 million - more than the population of Iraq. But Wang isn't letting China's urban revolution happen under his feet. He has been known to collect advice from citizens (for cash rewards), from mayors of sister cities such as Toronto, and even from the works of Thomas Friedman. Wang has sought heavy foreign investment, which his administration says has topped a whopping \$3 billion in the past five years. In 2005, he claimed his antipoverty programs had helped 3 million Chongqing residents rise out of poverty in the previous eight years. Wang rarely shies from reporters' questions, even about hot-button topics such as Tibet or SARS. His approach, a stark departure from Communist Chinese officials of old, has made the 63-yearold Wang the face of a new breed of Chinese mayors.

THE BEST CITIES TO GET SOME CULTURE

1. London
2. Paris
3. New York
4. Toronto
5. Los Angeles
6. Moscow
7. Tokyo
8. Berlin
9. Mexico
10. Seoul
11. Vienna
12. Amsterdam
13. Frankfurt
14. Washington
15. Rome
16. Stockholm
17. Tel Aviv
18. Munich
19. Beijing
20. Chicago

RANKINGS BASED ON MAJOR SPORTING EVENTS IN CITIES, INTERNATIONAL TRAVELERS, CULINARY OFFERINGS, MUSEUMS, AND PERFORMING ARTS.

* Beijing (#12) Long in Shanghai's global shadow, Beijing's successful Olympic spectacle earned it much international respect. In this year's index, the city scores as the highest-ranking megacity from a poor country. But Beijing isn't stopping to take a breath: Among other projects, it has announced a new bullet train to Shanghai, which, when completed in 2013, will be the fastest in the world.

* Buenos Aires (#33) a cultural hub of the Americas, Buenos Aires is intent on showcasing elegant design in planning the city's future. It invests \$25 million each year to promote industrial design, urban planning, and the arts. The city has seen a construction boom since the dark days of Argentina's debt default, and it continues to draw prominent engineering and

software firms. One problem city planners will need to solve as its wealthier population booms? Traffic.

* Mexico City (#25) Deadly drug violence has plagued the city in recent months, prompting an anticrime rally of 150,000 people in August. Its landfills are overflowing. And now, engineers are trying to avert an even worse threat: Low-lying slums, the old historic district, and the city's subways could be flooded with raw sewage from its crumbling drainage system.

* Dhaka (#56) With massive traffic jams and sewage-filled rivers, Dhaka could arguably be a test case of a megacity gone wrong. Local papers recently reported that coordination between city planners was so poor that newly constructed roads had to be torn up because they forgot to run the water, sewer, and gas lines first. The good news for Dhaka: There's likely nowhere to go but up.

Chinapolis

It's the most rapidly urbanizing country on the planet. More than 170 mass-transit systems are slated for construction by 2025. And by 2030, the country could count more than 1 billion people among its city dwellers. So, when we talk about urbanization and the ways in which cities are growing, China can't be ignored. The statistics are staggering: While the United States has nine cities with a million or more people, China has nearly 100. Five are featured in the index (as well as Hong Kong), with Beijing topping its Chinese neighbors, at 12th place, and Chongqing rounding out the bottom, at 59th. Their mixed performances prove that even cities that develop thanks to the heavy-handed dictates of a central government can follow their own unique paths.

Beijing (#12)

Population: 11.1 million

Population in 2025: 14.5 million

Claim to Fame: China's cultural, educational, and political capital. Host of the 2008 Summer Olympics and now home to the world's largest airport.

Major Industries: Government, tourism, chemicals, electronics, textiles

GDP per capita: \$9,237

No. of Days to Start a Business: 37

Roadblocks to Growth: Pollution, dust storms, avoiding a post-Olympic slowdown, overcrowding.

Shanghai (#20)

Population: 15 million

Population in 2025: 19.4 million

Claim to Fame: The country's economic capital

Major Industries: Banking, finance, fashion, electronics, shipbuilding

GDP per capita: \$9,584

No. of Days to Start a Business: 35

Roadblocks to Development: Danger of a bursting economic bubble, replenishing energy supplies, a slowdown in the global economy, traffic.

Guangzhou (#52)

Population: 8.4 million

Population in 2025: 11.8 million

Claim to Fame: The largest and wealthiest city in the south. An important seaport and connection to the rest of the world.

Major Industries: Automobiles, petrochemicals, electronics, telecom, shipbuilding

GDP per capita: \$9,970

No. of Days to Start a Business: 28

Roadblocks to Development: Crime, traffic, wide gaps between the rich and the poor, clashes between migrants and

locals.

Shenzhen (#54)

Population: 7.2 million

Population in 2025: 10.2 million

Claim to Fame: Shenzhen has seen the most rapid growth among all China's cities. At some points in the past 30 years, it grew at 40 percent a year.

Major Industries: IT, software, construction, food processing, medical supplies

GDP per capita: \$11,445

No. of Days to Start a Business: Around 30

Roadblocks to Development: Traffic, high rates of HIV/AIDS, labor unrest.

Chongqing (#59)

Population: 6.4 million

Population in 2025: 7.3 million (2015)

Claim to Fame: Often called the "Chinese Chicago," the city is an industrial center and gateway to China's western regions.

Major Industries: Mining, automobiles, textiles, chemicals, manufacturing

GDP per capita: \$5,500

No. of Days to Start a Business: 39

Roadblocks to Development: Air pollution, potential of landslides, drought.

THE BEST CITIES TO BE A DIPLOMAT

1. Washington
2. New York
3. Brussels
4. Paris
5. London
6. Tokyo
7. Beijing
8. Istanbul
9. Vienna
10. Cairo
11. Mexico City
12. Buenos Aires
13. Bangkok
14. Berlin
15. Taipei
16. Singapore
17. Los Angeles

18. Shanghai

19. Seoul

20. Chicago

RANKINGS BASED ON A CITY'S NUMBER OF EMBASSIES, CONSULATES, AND TRADE MISSIONS; THINK TANKS; PARTNER CITIES; LOCAL ORGANIZATIONS WITH INTERNATIONAL REACH; HEADQUARTERS OF INTERNATIONAL ORGANIZATIONS; AND POLITICAL CONFERENCES HELD IN THE CITY.

A Clean Break

Every week, a million more people move to cities around the world. It's a constant, quiet migration that amounts to adding the entire population of Dublin to the planet's urban landscape every few days. It's easy to assume that the waste, pollution, and population booms that this rapid urbanization breeds inevitably lead to dirty cities. New Delhi's sewage-filled rivers and Moscow's gag-inducing air attest to that. Wealthier lifestyles mean more waste, and more people mean dirtier cities, right?

Not necessarily. Using the 2007 Mercer Consulting ranking of health and sanitation around the world, we found that the most global cities aren't the dirtiest cities. In fact, some of the biggest, most integrated cities are some of the cleanest urban areas on the planet. Washington (11), Stockholm (24), Zurich (26), and Boston (29) rank in the cleanest top 20 of 215 cities, for example.

The problem for today's developing giants like Lagos (53), Ho Chi Minh City (55), and Bangalore (58) is a matter of scale. Their populations are so much bigger, and their resources are scarcer, that they don't have the luxury of decades to solve their sanitation problems. All of which means it may be harder for the next generation of cities to clean up its act.

Want to Know More?

For seven years, the Foreign Policy/A.T. Kearney Globalization Index measured global integration among states. Explore previous years' findings, discover hidden success stories, and see why Singapore surged when South Korea sank, at ForeignPoUcy.com. There, you can also find complete charts and methodology for the Global Cities Index. In *The Endless City* (New York: Phaidon Press, 2008), Richard Burdett and Deyan Sudjic examine the various urban challenges of six global cities, including index topper New York. In "Beyond City Limits" (FOREIGN POLICY, January/February 2008), Burdett explains the vastly different ways in which urbanization is playing out around the world.

For two seminal works in the study of global urban spaces, read Saskia Sassen's *The Global City: New York, London, Tokyo* (Princeton: Princeton University Press, 2001) and Joel Kotkin's *The City: A Global History* (New York: Modern Library, 2005). Citymayors.com offers extensive statistics about the world's cities and their governments. Metropolis magazine and City Journal are excellent, lively sources about the ever evolving role that cities play in shaping our culture, societies, and daily lives.

For links to relevant Web sites, access to the FP Archive, and a comprehensive index of related Foreign Policy articles, go to ForeignPolicy.com.

Indexing (document details)

Subjects:	Cities, Globalization, Statistical data, Many countries
Classification Codes	9140, 9180
Author(s):	Anonymous
Document types:	Feature
Document features:	Tables, Illustrations
Publication title:	Foreign Policy. Washington: Nov/Dec 2008. , Iss. 169; pg. 68, 9 pgs
Source type:	Periodical
ISSN:	00157228
ProQuest document ID:	1596732791
Text Word Count	3630
Document URL:	http://proquest.umi.com/pqdlink?did=1596732791&sid=1&Fmt=3&clientId=13939&RQT=309&VName=PQD

