

# COMPETITIVE CITIES FOR JOBS AND GROWTH

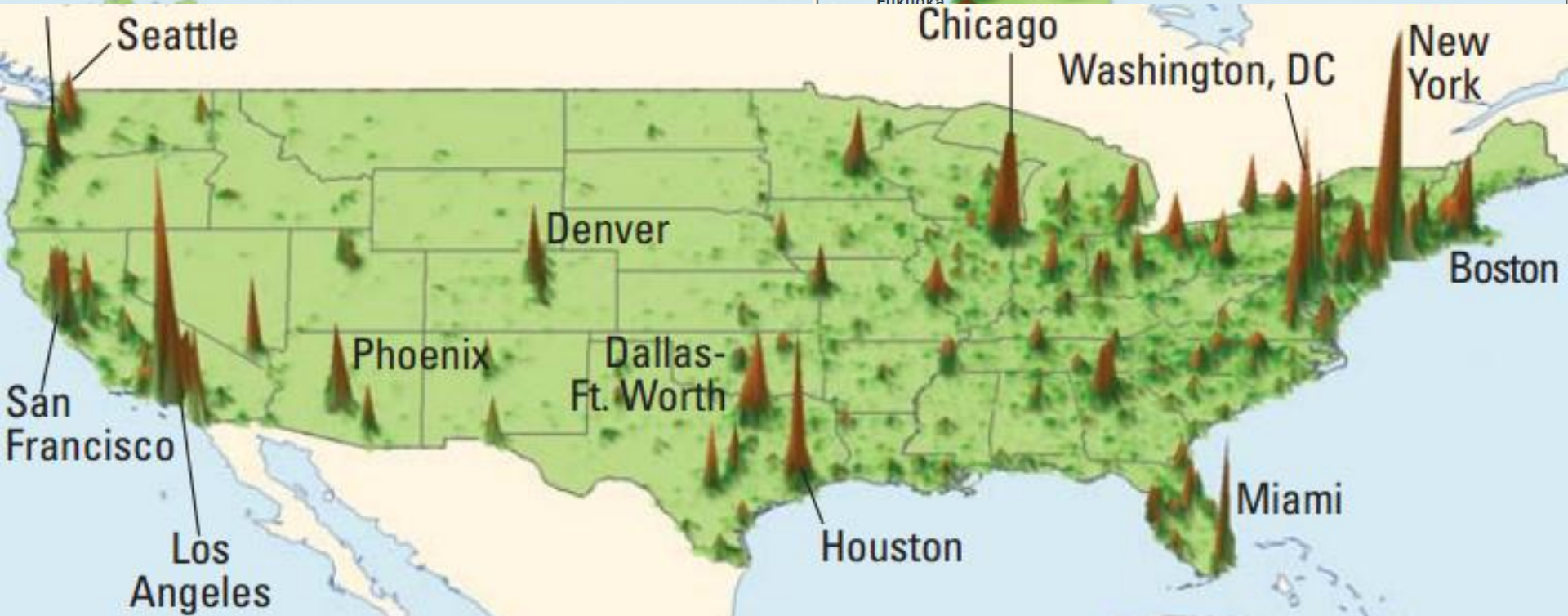
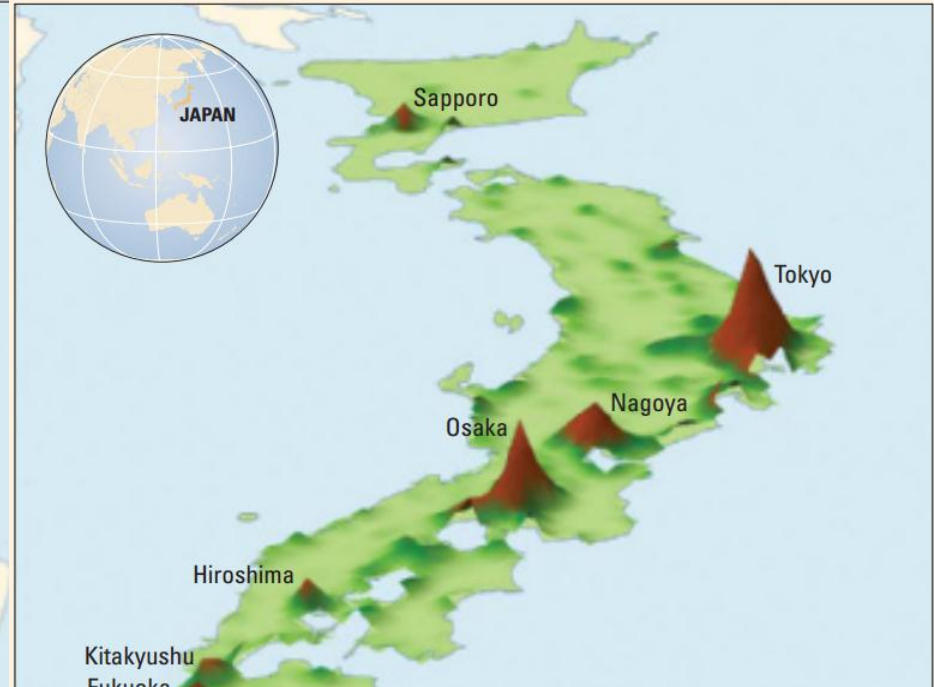
WHAT,  
WHO,  
AND  
HOW

**CIIP** Competitive Industries and Innovation Program

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- **More than a half** of global population lives in cities
- **80%** of GDP is produced in cities
- **72%** of new private sector jobs are 750 largest cities
- Top 300 cities host 19% of population and **48%** of GDP.

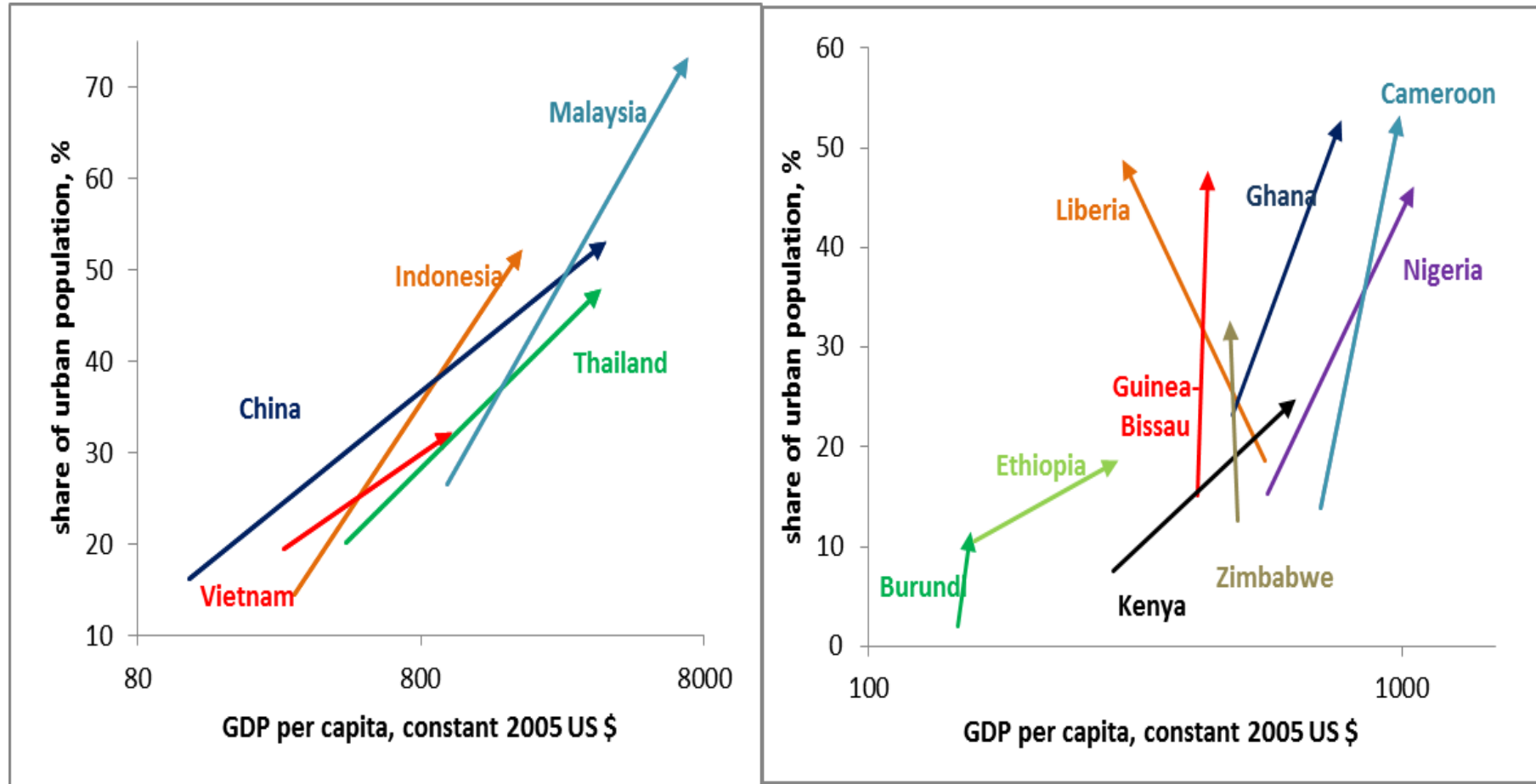






# Cities and economic prosperity do not always go hand-in-hand...

## The missed opportunity





Detroit , 1972





Detroit , 2012





# What mayors and city leaders want to know

*Many developing countries are experiencing a demographic and spatial transition, with millions of new entrants to the labor market – job creation is at the forefront of the economic development challenge*



**How have other cities created jobs and growth?**

**What should be the top priorities for my city?**

**How do I get it done?**



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A “COMPETITIVE CITY” facilitates firms and industries to grow jobs, productivity and incomes over time

- What do successful cities do?
- Who does it?
- And How does it get done?

- We are looking at **private sector** performance
- Data is **imperfect**
- There are **no silver bullets** and all circumstances are unique

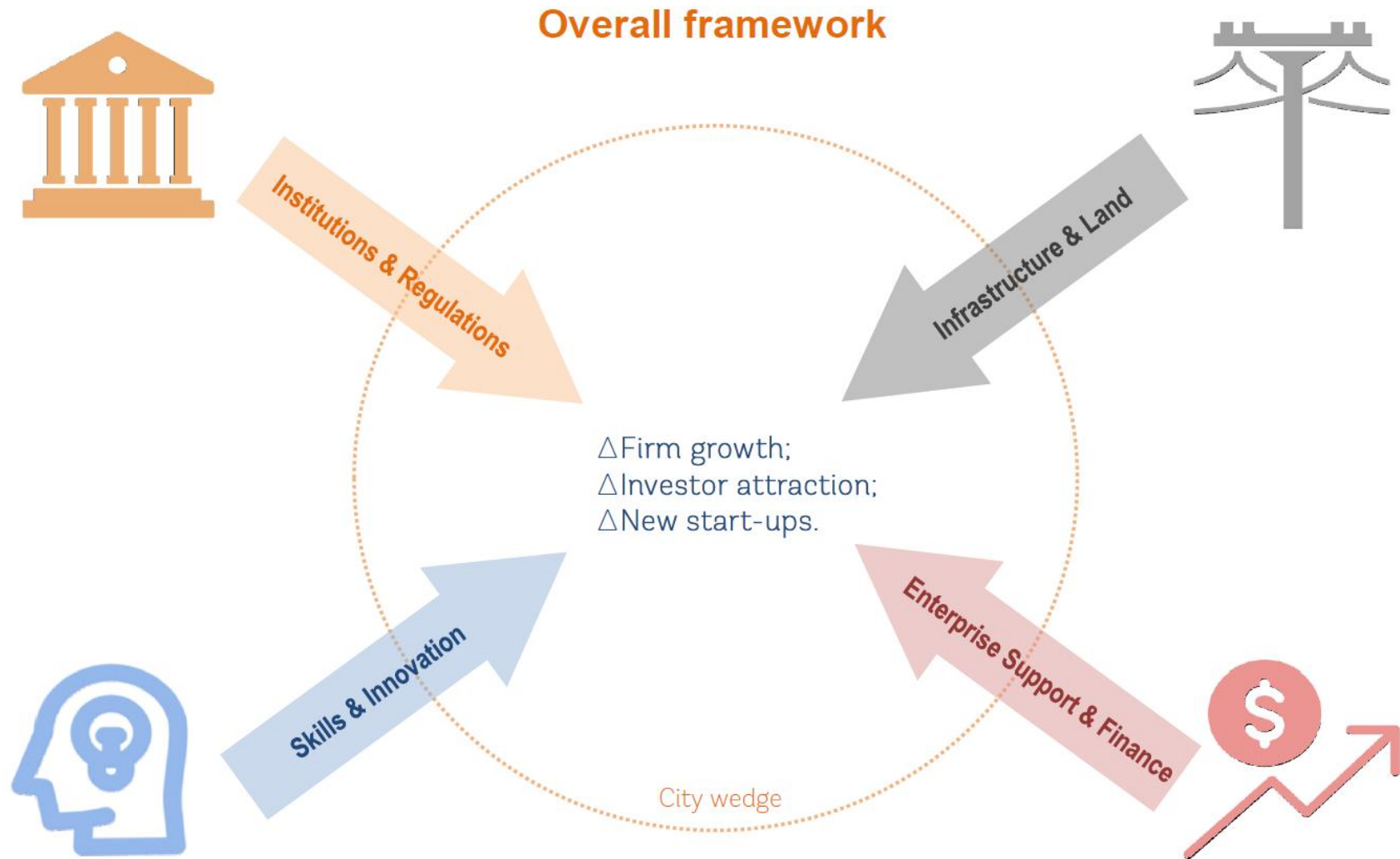


## New cities are entering global competition





# What: Four levers available to cities





# What matters most depends on circumstances

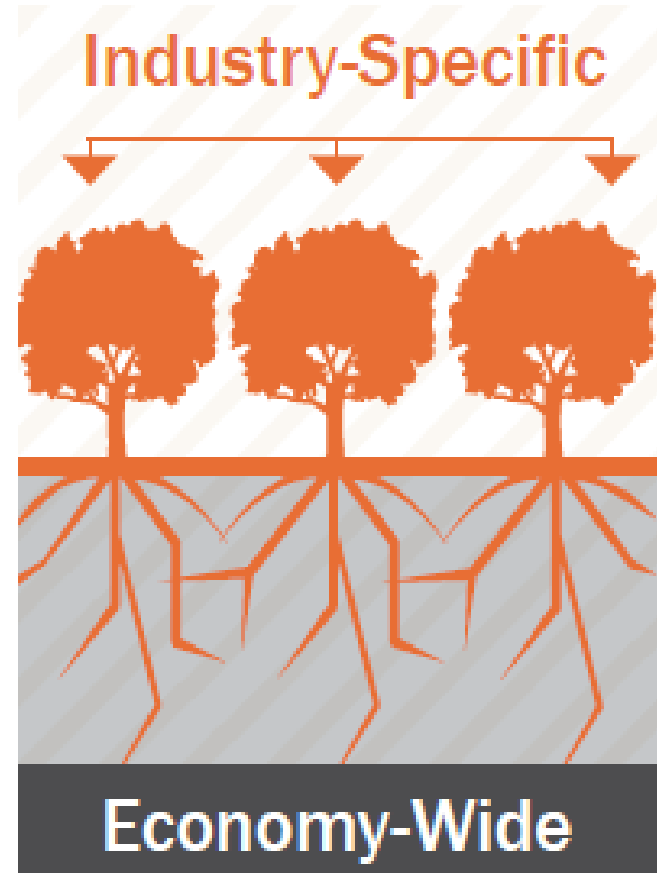
Category	Metric	Market Towns <\$2,500 GDP per capita			Production Centers \$2,500-\$20,000 GDP per cap.			Creative and Financial Centers >\$20,000 GDP per capita		
		Disp. Income	Labor Prod	Emp. Growth	Disp. Income	Labor Prod	Emp. Growth	Disp. Income	Labor Prod	Emp. Growth
Institutions & Regulations	Ease of Doing Business Index (DB)	+	<i>Start with basic infrastructure and regulation...</i>			+		<i>... then upgrade infrastructure...</i>		
Infrastructure & Land	Physical Infrastructure <sup>1</sup>			+		+		+	+	
	Social Infrastructure <sup>2</sup>		-			+		+	+	
Skills & Innovation	Human Capital <sup>3</sup>							+	+	+
	Innovation <sup>4</sup>					+	<i>...and invest in human capital &amp; innovation.</i>			+
Enterprise Support & Finance	Financial Infrastructure <sup>5</sup>					+				+



Successful cities *combined*:

**industry-specific** (sector/value chain) interventions, with  
**economy-wide** interventions.

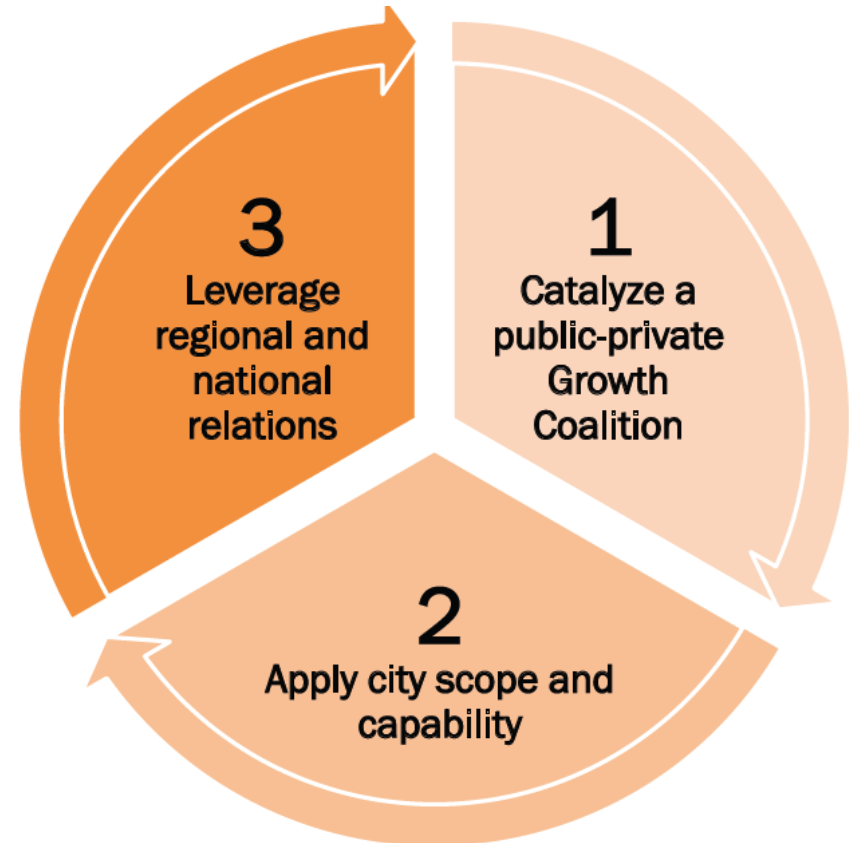
*This was not an either/or choice...*





# Who and How: The city wedge

- i. **Growth Coalitions:** collaboration with stakeholders;
- ii. **Mayor's Wedge:** internal scope and capacity;
- iii. **Intergovernmental relations:** external leverage.





# The Tools





## How do you choose what to do?

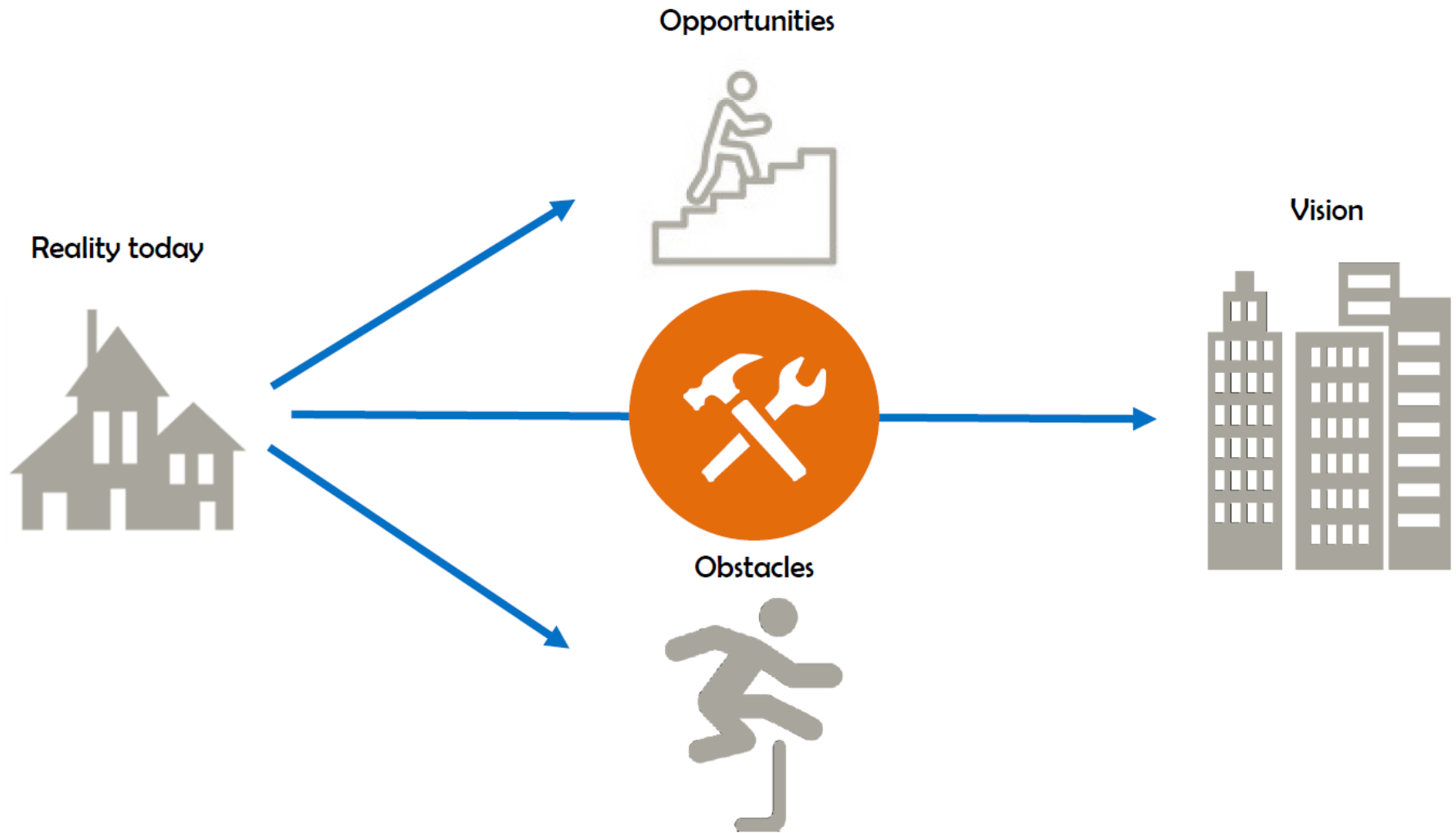
Tools



Vision

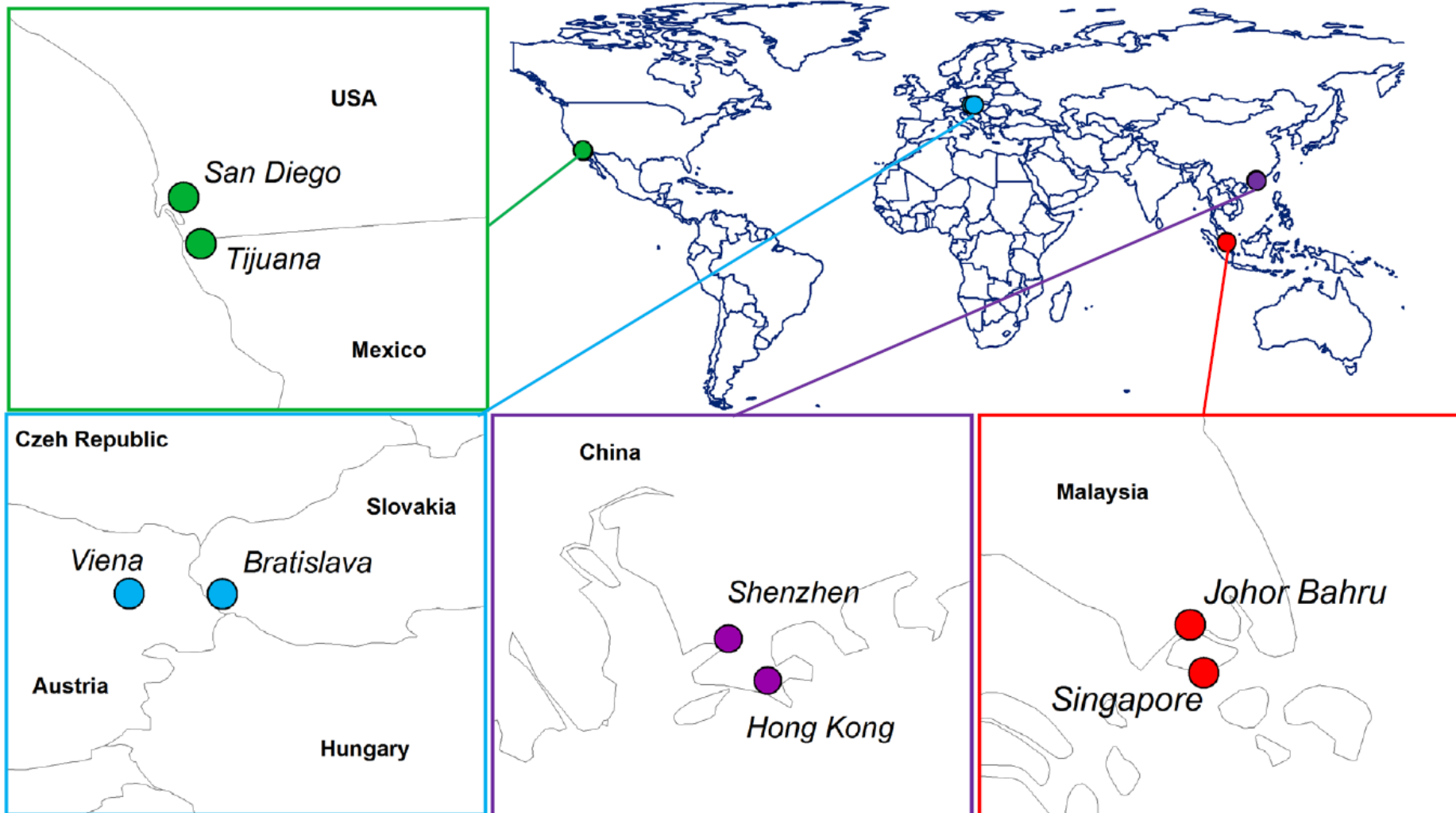








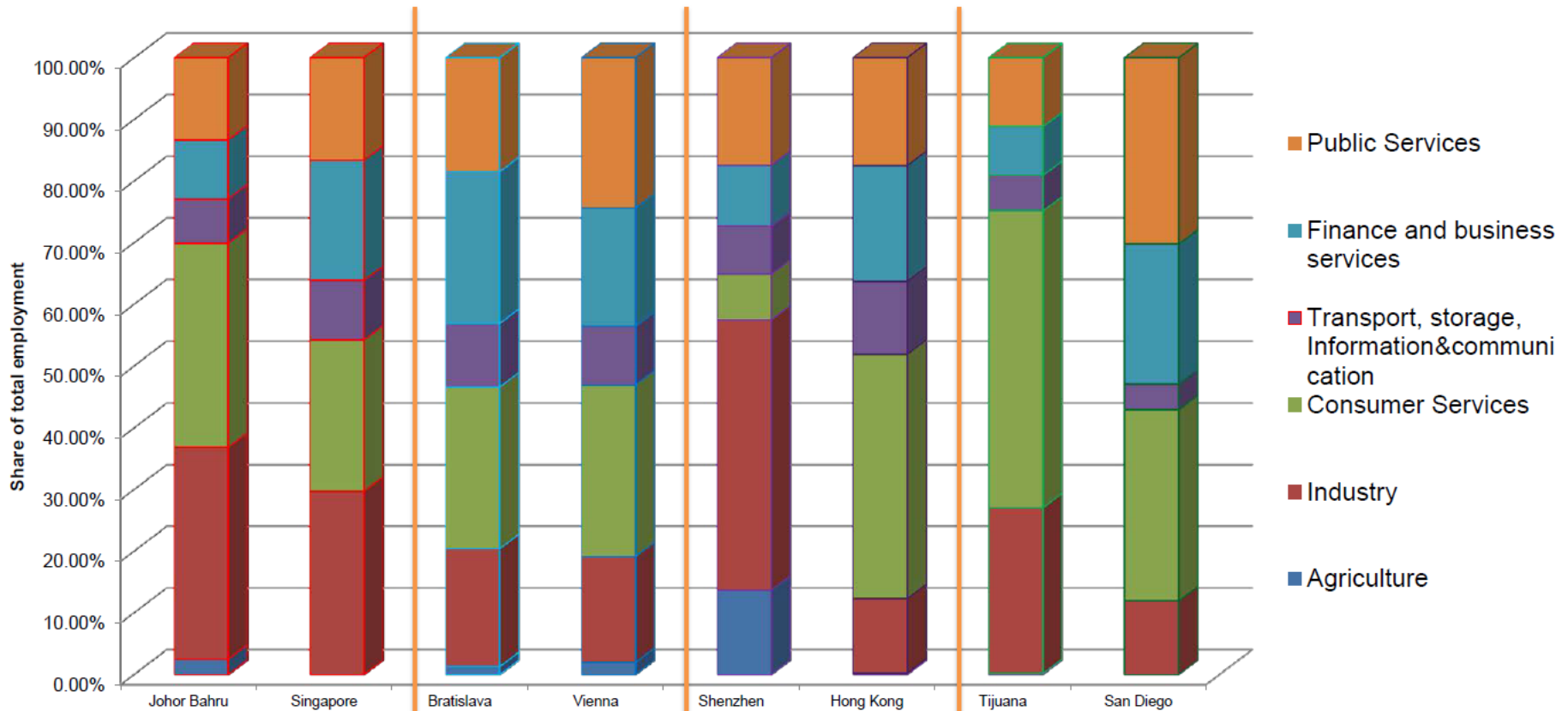
# Benchmarking: Johor Bahru – Choosing comparators





# Benchmarking: Industrial structure of Johor Bahru

*Employment structure  
by Industrial sector 2012*





Kigali, 2005





Kigali, 2015





# Kigali, Rwanda





- Do you know **your own economy?**
- Do you know **who you are competing with?**
- Is the private sector (firms) **at the center of your wedge?**
- Are you **working as a team?**



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