

# The impact of international collaboration on place leadership in new town development in China

**COMBINING STATE AND NON-STATE PARTNERSHIPS FOR  
EFFECTIVE PLACE LEADERSHIP**

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# Outline

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Literature review

Research design

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# Introduction

Rapid urbanization => new town development

Financial investment

technological input

Knowledge transfer => international collaboration

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Rapid urbanization => new town development

Financial investment

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Knowledge transfer => international collaboration

**place leadership ?**



# Literature review

International collaboration in urban development

Place leadership

Policy network

## International collaboration in urban governance

Various **types**, client-provider/designer, intergovernmental agreement-based collaboration, Joint-venture based collaboration under supervisory board (Yu et. al.).

Different **initiators**, enterprises, academics, architects, local and/or national government, non-governmental organizations.

## **Place leadership**

Formal and informal place leadership (Sotaraua et al. 2012)

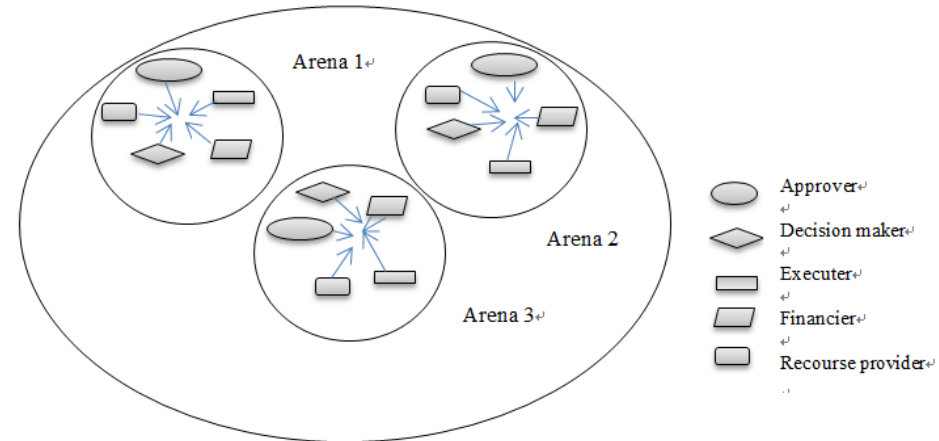
Administrative and adaptive leadership (Osborn and Marion, 2009)

Leadership in the centralized system or devolved system (Pollitt & Bouckaert, 2002)

# Policy network

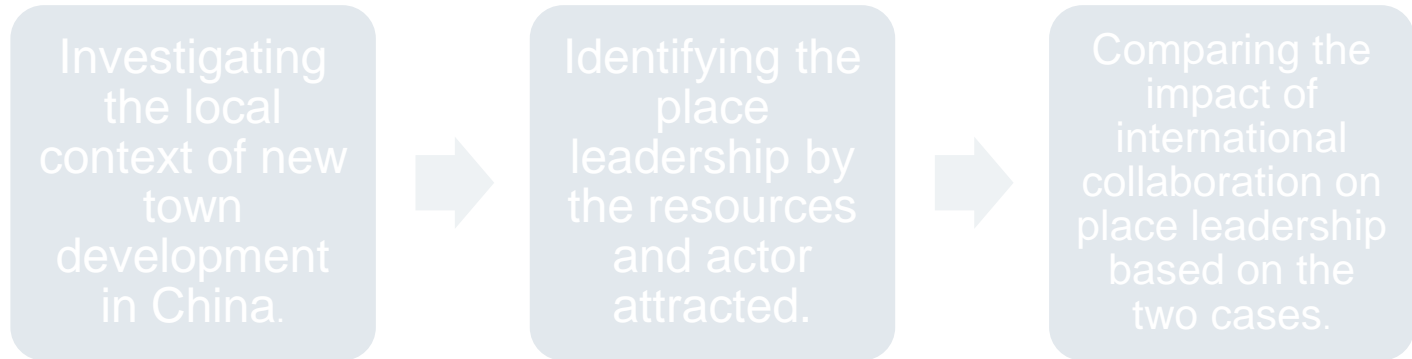
Actor, interest, perceptions (Kickert et al., 1997)

Resources, interdependency (de Bruijn and ten Heuvelhof, 2008)





# Research design



- The resources: financial investment, knowledge transfer, and communicative tools.
- The actors: the targeted enterprises, institutes, political supporters.

# Case study

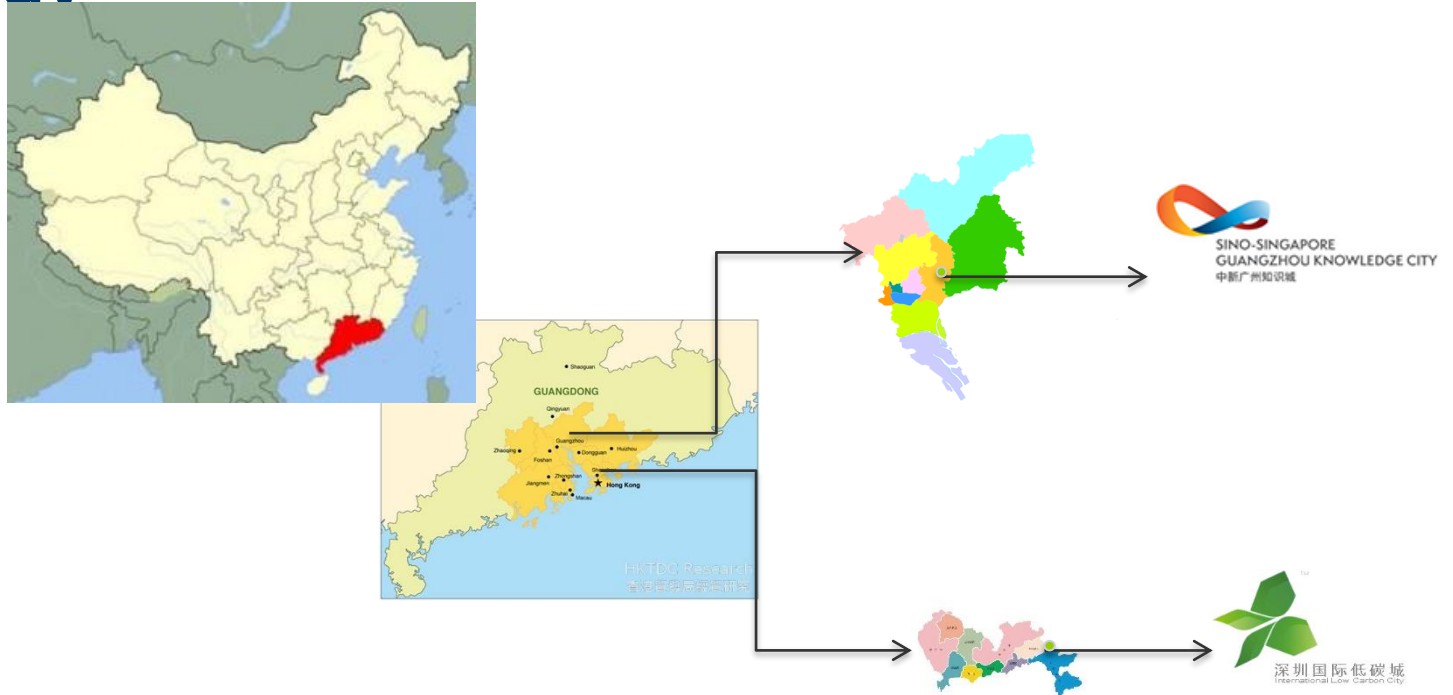


Figure 1 the location of Sino-Singapore Guangzhou knowledge City and International Low Carbon City in Shenzhen

## Background



• 500,000 in 123 km<sup>2</sup>



• 2010



- a strategic development platform and a model for economic transformation and industrial upgrading
- the pilot comprehensive reform in the areas of IP Protection and Utilization

• 400,000 in 90 km<sup>2</sup>

• 2012

- climate friendly city; low carbon industry cluster; low carbon living area; low carbon international cooperation demonstration area
- a national pilot low carbon city project

- The administrative context

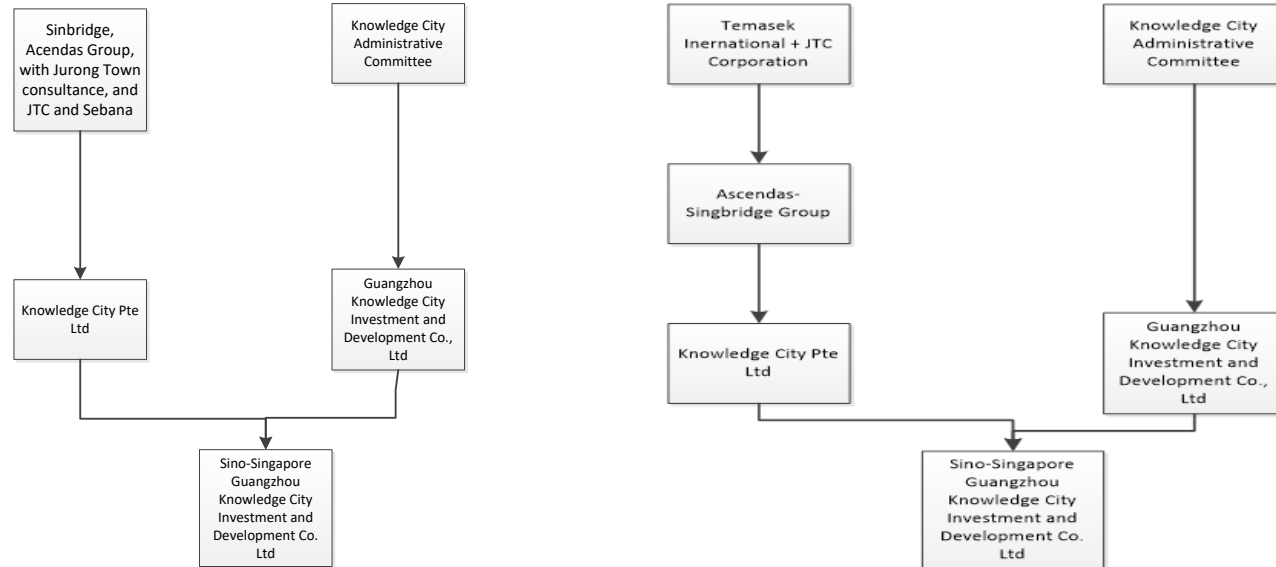


Figure 2 the leadership organization in Sino-Singapore Guangzhou Knowledge City (a) before 2017; (b) after 2017

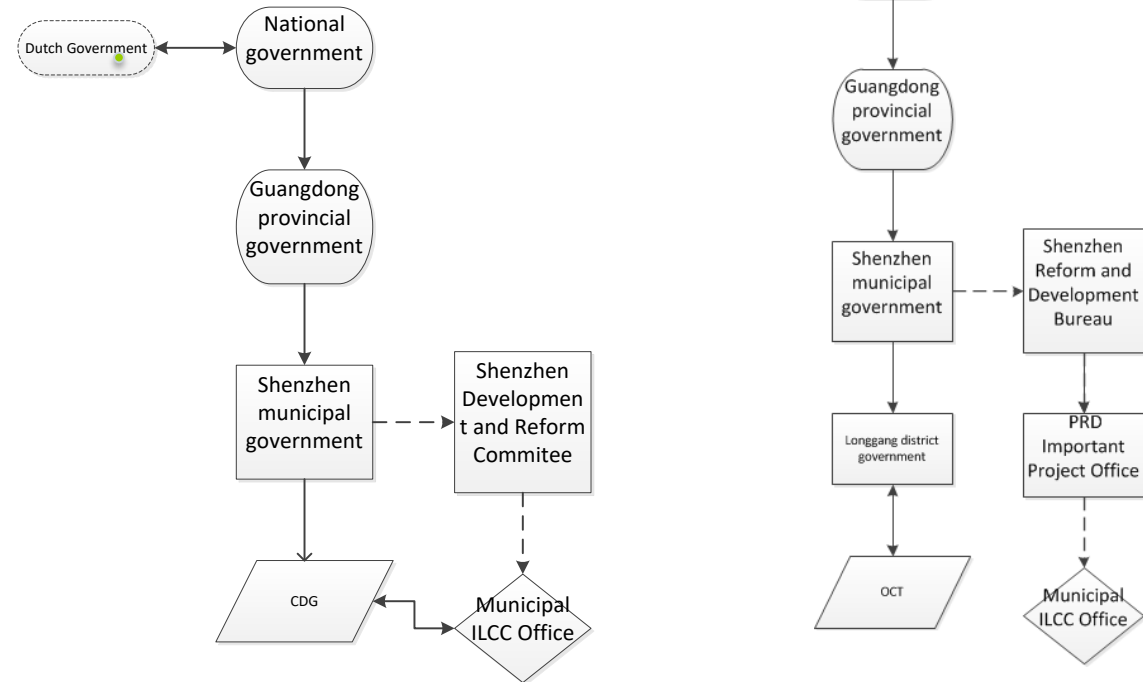



Figure 3. The leadership organization in the ILCC project (a) before 2017; (b) after 2017

# The identification of place leadership

Resources attracted

Actors attracted

## Resources attracted



49% Singapore investment government

## Resources attracted



49% Singapore investment government

a Smart City Master Plan  
(Singapore's IDA International  
company)

ILCC UPDIS

A Eco City Master Plan  
(Green Building/Districts  
Standards & Guidelines by  
Singapore's BCA)



## Resources attracted

-  49% Singapore investment government
-  a Smart City Master Plan (Singapore's IDA International company) ILCC UPDIS
-  A Eco City Master Plan (Green Building/Districts Standards & Guidelines by Singapore's BCA)
-  various conferences

# Actors attracted



industry	Number	International companies	Singapore companies
real estate	8	5	5
equipment	6	6	3
New Energy & Clean Technology	6	4	2
Next Generation ICT	6	3	2
Artificial intelligent	4	2	0
manufacturing	4	2	1
Culture & Creative Industries	3	3	3
modern agriculture	1	1	1
Service	1	1	1

Table 1 The enterprise attracted in SSGKC

# Actors attracted

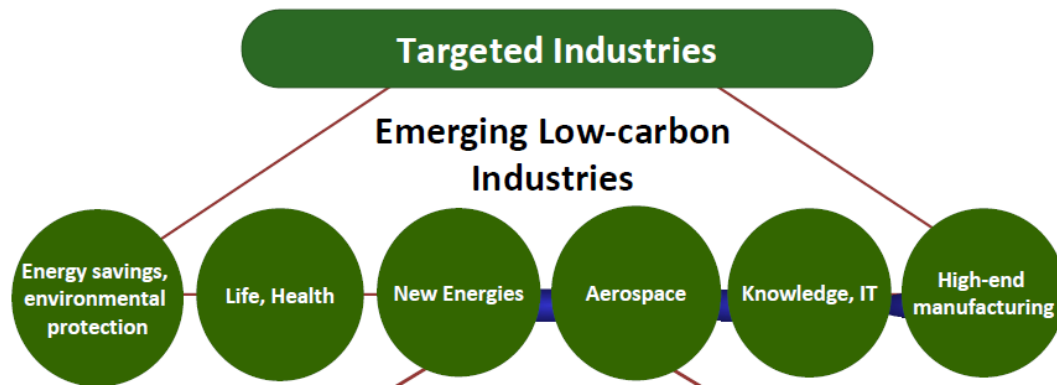


Figure 4 The targeted industries in ILCC

## Actors attracted



Year	Ownership	Institutes
2018	Chinese	University of Chinese Academy of Sciences
2015	Singapore	SCUT, NTU and GKC Co to establish a SSGKC Centre of Excellence for Software Transfer
2013	Singapore	Singapore ITE Education Services Collaboration Project
2013	Singapore, Germany	a Letter of Intent for SCUT- NTU-TUM Tripartite Collaboration in Graduate Research and Education
2013	Singapore	IP Academy
2013	Singapore	People's Association Youth Movement
2012	Singapore	NTU Education Collaboration Project
2012	Singapore	Singapore's NTU opens its South China office
2012	Singapore	International Enterprise Singapore
2012	Singapore	NTUC Learninghub

Table 2 The institutions located in Sino-Singapore Guangzhou Knowledge City

## Actors attracted



Year	Partnerships	Institutes
2011	Chinese	International low carbon research institute
2014	Chinese	Chinese Physical Research Center
2014	Russia, Netherlands	International Specialist Institute of Space Mosco, Delft Aerospace school

Table 3 The institutions located in Shenzhen International Low Carbon City



year	The visits of political officials
2018	Singapore ambassador to China
2016	the Singapore's Acting Minister for Education and Senior Minister of State for the Ministry of Defence
2015	Singapore's Minister Lui Tuck Yew and delegation
2015	China's Vice Premier Zhang Gaoli and Singapore's Deputy Prime Minister to witness the Center of Excellence for Software Transfer
2015	ESM Goh Chok Tong and delegation visited SSGKC
2015	China's President Xi Jinping and Singapore's Prime Minister Lee Hsien Loong witnessed the signing of the agreement for NTU, SCUT, KCAC and GKC Co to jointly develop the Sino-Singapore International Joint Research Institute (JRI)
2014	Singapore Prime Minister Lee Hsien Loong visited SSGKC
2013	Singapore's ESM Goh Chok Tong visited SSGKC
2012	Guangdong Party Secretary Wang Yang visits GKC
2011	MOUs witnessed by Vice Governor of Guangdong Province Zhao Yufang and Singapore Minister for Transport and Second Minister for Foreign Affairs Lui Tuck Yew
2011	witnessed by then-Guangzhou PS Zhang Guangning
2011	Incorporation of Sino-Singapore Guangzhou Knowledge City JV Co, with attendance of Guangdong PS Wang Yang and SingBridge International Chairman Wong Kan Seng
2011	Groundbreaking attended by then Guangdong Party Secretary Wang Yang and others

Table 4 The visits of political officials in Sino-Singapore Guangzhou Knowledge City

## Actors attracted



Sha Zukang,  
Former Under Secretary General of United Nations



Ken Livingstone,  
Former Mayor of London

# Discussion

The international collaboration has influenced the leading organization structure, which can partially explain the different of resources and actors attracted in two cases.

The Singapore government and investors play an important role to transfer urban design knowledge and introduce economic cooperation partners through conferences and higher official visits.

After the withdraw of the Dutch government, the ILCC is supported by Shenzhen municipal government, and the urban designers, conference organizers are all from Shenzhen



# Discussion

Still, the administrative context of new town development should not be ignored.

SSGKC owns more characteristics of the administrative leadership, which is stable and easy to communicate with other actors.

The leading organization of the ILCC is adaptive in the existing administrative system, which is flexible, but also bear more risk from political leader change.

The other factors in the new town development can also impacted the resources and actors attracted, such as the reputation of cities, existing cooperation relationships established from other projects.

# Thank you!

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