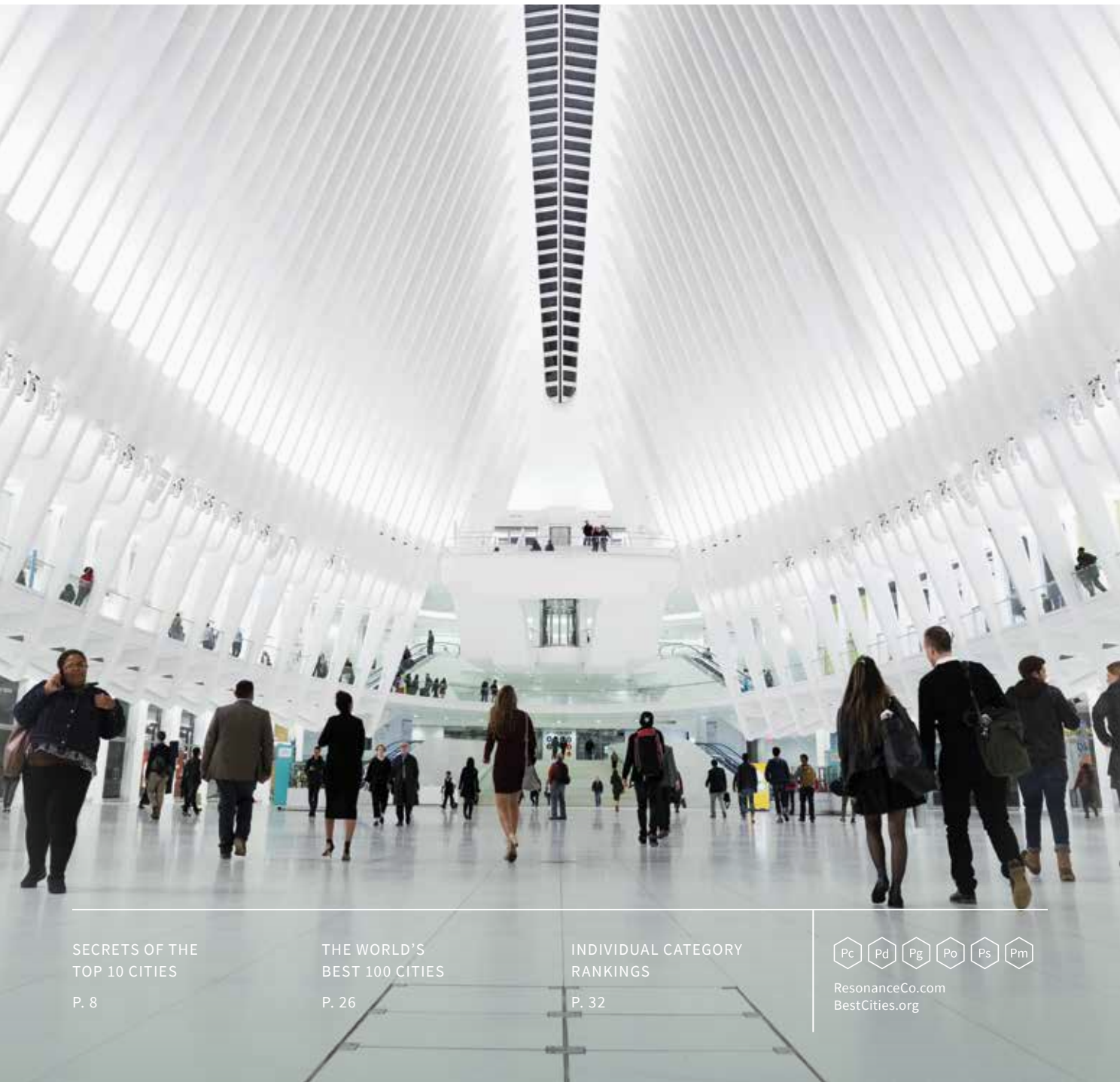


WORLD'S BEST CITIES

A Ranking of Global Place Equity



SECRETS OF THE
TOP 10 CITIES
P. 8

THE WORLD'S
BEST 100 CITIES
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INDIVIDUAL CATEGORY
RANKINGS
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Pc Pd Pg Po Ps Pm
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HI. WE'RE RESONANCE.

As leading advisors in real estate, tourism and economic development for more than a decade, Resonance Consultancy combines business strategy and marketing creativity to shape the future of destinations and developments around the world.

Our services span development strategy, place branding, place marketing and placemaking. To date, our team has completed more than 100 visioning, strategy, planning and branding projects for destinations and developers in more than 70 countries.

To learn more about us and our services, please visit ResonanceCo.com.



Welcome to Our 2019 Ranking of the World's Best Cities

Why Resonance Consultancy is building the most comprehensive city ranking on the planet.

Thank you for your interest in our annual ranking of the world's best cities. We hope you arrived here because you share our obsession with global cities—their distinctive magnetism, their potential and their leading roles in the planet's future.

Resonance Consultancy is a global advisor on tourism, real estate and economic development for communities, cities and countries around the world. For more than a decade, we've created place branding strategies, tourism and economic development plans, and trend reports for destination and economic development organizations.

Our goal? To provide city leaders—from destination marketing organizations to economic development teams—with new tools and perspectives on the key factors that shape a city's competitive identity, community well-being and future prosperity.

We've come to understand that traditional performance indicators alone—economic output, investment and visitor numbers, for example—don't reveal the whole story for cities and their tourism and economic development agencies. Increasingly, a city's reputation or perceived quality of place is determining where talent, tourism and investment go.

While other rankings consider similar statistics such as airport connectivity or educational attainment in their methodology, no other ranking incorporates data from online channels such as TripAdvisor and Instagram to measure the experiential quality and performance of a city.

As our research with partners such as Ipsos has shown, these experiential factors are now some of the most important in shaping opinions about the desirability of cities as places to live, visit and do business. We developed our Best Cities program to quantify and benchmark the relative quality of place, reputation and competitive identity for the world's large cities (our methodology is on P. 6). This helps cities understand their strengths and weaknesses through the lenses of the people who matter most: talent, business leaders and tourists.

The hunger for our insight is growing, and we have presented our Best Cities program in more than a dozen cities in the past year. Every month, more and more cities inquire about joining our Best Cities membership to access tools for building a foundation of data from which to launch—confidently—everything from tourism master plans to economic development strategies. Furthermore, National Geographic is using our Best Cities program for diverse global editorial projects—from annual city rankings to deeper monthly travel stories. Please turn the page for more on that exciting partnership. To stay up to date on the full list of the Top 100 of the world's best cities and to see how your city measures up, visit BestCities.org.



With deep data on hundreds of cities worldwide, Resonance can help your city or destination—large or small—analyze and understand your key strengths and the differentiating characteristics that define your competitive identity. To learn more about our approach to place branding and building stronger cities and destinations, visit ResonanceCo.com.

A stylized, handwritten signature in dark ink, likely belonging to Chris Fair.

Chris Fair, President
Resonance Consultancy Ltd.
cfair@resonanceco.com

Your City's Story Matters More than Ever

This *World's Best Cities Report*, with its mix of hard data and critical analysis, is a beacon for navigating the rapid urbanization of our planet.



With news headlines fixated on trade wars and border walls, it might seem the planet's cities are turning inward and stepping backwards. Nothing could be further from the truth. This latest *World's Best Cities Report* from Resonance Consultancy offers incontrovertible proof urban areas are extending their reach—responding to the challenges of the 21st century with innovation, creativity and verve.

The evidence can be found on every continent. Whether it's Toronto and New York in North America or London and Paris in Europe, the world's cities have never been so vital.

Asian municipalities continue their rise to prominence. Doha, the capital of Qatar, has become one of the fastest rising cities in the world, while a host of initiatives are challenging that region's vast entrepreneurial energies to transform its communities into beacons of both cutting-edge buildings and technology. The results also include Seoul, with its Pangyo Techno Valley's green and ultra-modern architecture, and Singapore's soon-to-open Jewel, a glittering hub of shopping and travel at Changi Airport.

Is it any wonder urban travel is the fastest growing segment of the tourism industry? According to *World Travel Monitor*, city trips soared 98% between 2011 and 2016. Such visits now account for 26% of all global holidays.

That's something we at National Geographic Travel celebrate because we believe in cities, big and small. Committed to celebrating the best of the urban experience, we have expanded our coverage of the planet's most intriguing towns from Kansas City to Kigali while continuing to rely on Resonance Consultancy for insights and statistics into the rise of the planet's cities.

I hope you will find their 2019 report on the world's best cities, with its mix of hard data and critical analysis, useful in your endeavors, too.

A handwritten signature in dark ink, reading "Andrew Nelson". The signature is fluid and stylized, with a long horizontal line extending from the end.

Andrew Nelson, Editorial Projects Director
National Geographic Travel



Committed to celebrating the best of the urban experience, we have expanded our coverage of the planet's most intriguing towns... while continuing to rely on Resonance Consultancy for insights and statistics into the rise of the planet's cities.

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The Resonance Ranking and Methodology

Urbanist Richard Florida argues that “quality of place is a key driver of the wealth and prosperity of communities and cities in the 21st century.” In *Rise of the Creative Class*, he defines quality of place as a set of “territorial assets”:

WHAT'S THERE The combination of the built environment and the natural environment... a stimulating, appealing setting for the pursuit of creative lives.

WHO'S THERE Diverse people of all ethnicities, nationalities, religions, and sexual orientations, interacting and providing clear cues that this is a community where anyone can fit in and make a life.

WHAT'S GOING ON The vibrancy of the street life, café culture, arts and music; the visible presence of people engaging in outdoor activities—altogether a lot of active, exciting, creative goings-on.

But how does one measure these experiential factors in assessing a city's competitive identity?



WALKING BERLIN

Resonance has developed a unique methodology that combines analysis of user-generated ratings and reviews in digital channels such as TripAdvisor to measure these qualitative factors. This user-generated data provides a rich new source of information to benchmark the experiential quality of one city to the next. Data for these factors is then combined with core statistics for perception-shaping quantitative measures (such as the number of Global Fortune 500 companies) to provide cities with 360-degree views of their competitive identities that they can also use to monitor and measure their performance over time.

Our approach to benchmarking and measuring the quality of cities is rooted in Ipsos' exclusive research into the key factors that citizens and business influencers in the U.S. consider most important in choosing a city in which to live, visit and invest.

Ipsos surveyed more than 1,000 people across the U.S. in 2018 to monitor and identify 24 factors that influence the perception of cities today, which include:

- Housing affordability and job opportunities
- Quality of the natural and built environments
- Quality of key institutions, attractions and infrastructure
- Diversity of people
- Promotion via stories, references and recommendations shared online
- Economic prosperity
- Quality of the arts, culture, restaurants and nightlife.

This year, we analyzed these diverse factors to determine which have positive correlations with foreign direct investment (in terms of the number of jobs in foreign-owned enterprises) and international visitor arrivals. Based on this analysis, we removed factors with a negative correlation to investment and visitor arrivals (such as air quality and unemployment rate) and have added Instagram hashtags.

We group the factors demonstrating a positive correlation with investment and visitor arrivals into six categories: Place, Product, Programming, People, Prosperity and Promotion. In sum, a city's performance across these six categories reflects the relative 'place equity' and competitive identity of one city to the next.

We treat the six categories in this report with equal importance and, as such, weight them equally. Within each category, we tally the various scores to produce an overall score for that indicator. The overall ranking reflects the average score of a city across all six categories. The analysis reflects availability of the most recent data.

HOW TO UNDERSTAND THE PERFORMANCE OF THE WORLD'S BEST CITIES—AT A GLANCE



Promotion

The number of stories, references and recommendations shared online about a city, including the subcategories of Google Search Results, Google Trends, Facebook Check-ins, TripAdvisor Reviews, and Instagram Hashtags.



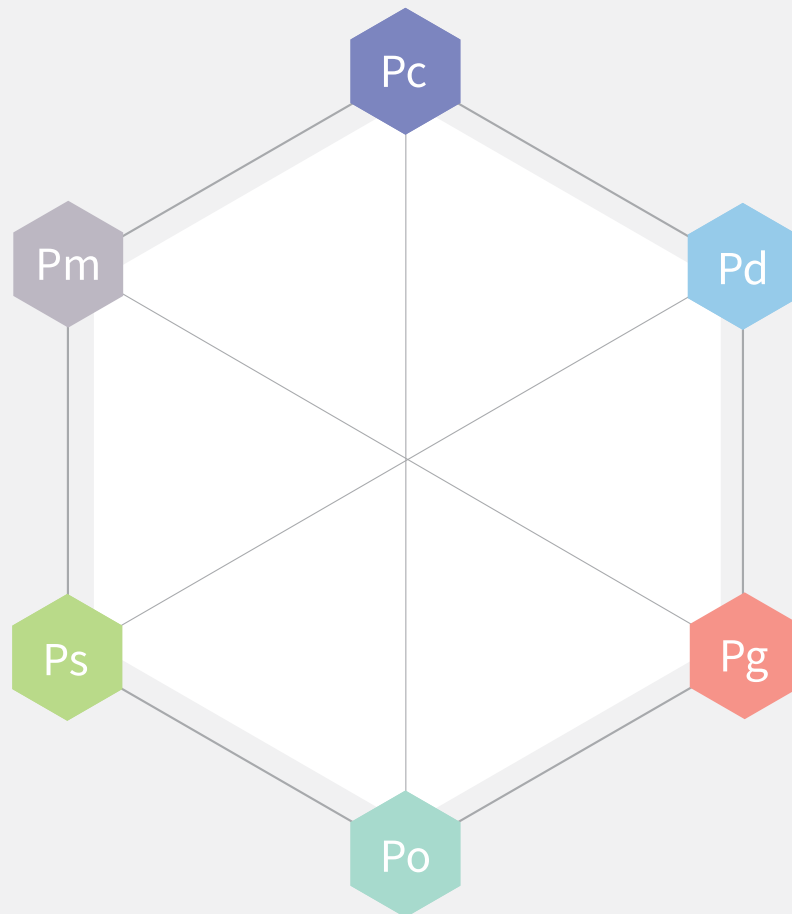
Place

The perceived quality of a city's natural and built environments including the subcategories of Weather, Crime Rate, Neighborhoods & Landmarks, and the Parks & Outdoor Activities.



Product

A city's key institutions, attractions and infrastructure including the subcategories of University Rankings, Airport Connectivity, Convention Center, Attractions and Museums.



Prosperity

The role of a thriving business sector and entrepreneurialism in a city measured across the subcategories of GDP per capita and number of Global 500 Companies.



People

The immigration rate and diversity of a city including the subcategories of Education and Foreign-born Residents.



Programming

The arts, culture, entertainment and culinary scene in a city including the subcategories of Shopping, Culture, Culinary and Nightlife.

THE WORLD'S TOP 10 CITIES

The planet's best-performing principal cities with populations of more than one million. A principal city is the largest city in each metropolitan statistical area.

Page 10 | #1 London, UK

Page 12 | #2 Paris, France

Page 14 | #3 New York City, USA

Page 16 | #4 Tokyo, Japan

Page 18 | #5 Barcelona, Spain

Page 20 | #6 Moscow, Russia

Page 22 | #7 Chicago, USA

Page 23 | #8 Singapore, Singapore

Page 24 | #9 Dubai, UAE

Page 25 | #10 San Francisco, USA

1. LONDON

A double-digit fall in the pound against the euro and the dollar is spurring visits to the 'Capital of Capitals', which reigns atop the planet's best cities for the second year running.

METRO POPULATION: 14,040,163

HIGHLIGHTED RANKINGS

1 PROGRAMMING **1** PROMOTION

The sophisticated tastes of the world's tourists have finally caught up to London's long-sumptuous buffet.

Enlightened travelers have always sought out best-in-class embodiments of their values and interests. Fortunately for the most globally curious, we have Europe's grandest capital. The 2,000-year-old crossroads of the world's voyagers welcomes us, despite being burned, rebuilt, bombed, rebuilt again and snapped up by the world's wealthy (which, for renters and residents without offshore income streams, is another sort of siege).

London, right now, is a tight, highly curated Venn diagram of multi-ethnic revelry, enviable luxury retail, coveted universities and colleges (more than 40 institutions of higher education are based in the city) and—finally!—the restaurants to sate the palates of a growing number of curious global wanderers. It reigns atop our world cities ranking because it excels in all six of our main categories.

London's magnetism is certainly world renowned, with visitors streaming into the city in record volumes—19.8 million in 2017, almost a million more than the record set the previous year. The tourist boom drove strong sales for British luxury brands such as Burberry, which helped propel Bond Street in London into the top three of the world's most expensive store locations, overtaking Paris's Champs-Élysées. Travelers, predominantly from Europe, the U.S. and China, have been arriving in ever-increasing numbers to buy luxury designer brands for prices lower than they can get at home.



THE SHARD

London ranks #1 in our Programming category, an index that measures visitor and resident experiences in the subcategories of Shopping, Culinary, Nightlife and Culture, where the city placed no lower than third globally.

Perhaps most impressive is its food scene, which overtook Tokyo this year globally according to traveler and resident sentiment. Given the clichéd reputation of British cuisine—historically passable at best—this is an incredible development. As of 2018, the city had 70 Michelin-starred restaurants, with nine earning two stars and three earning the maximum three. Good luck scoring a last-minute reservation at three-star Akari, a nine-seat, £300-per-person Japanese gem

London's magnetism is certainly world renowned, with visitors streaming into the city in record volumes—19.8 million in 2017, almost a million more than the record set the previous year.



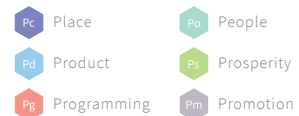
THE CROSSRAIL TRANSIT LINK IS CURRENTLY EUROPE'S LARGEST CONSTRUCTION PROJECT



in Mayfair, or at Claude Bosi's Bibendum, a restaurant named after the tire-maker's white mascot and situated in 'Michelin House'.

It's in its sudden rise of global cuisine that London reflects perhaps its most distinct appeal: its diversity and openness to humanity. Ranking #12 in our People category (an amalgam of Education and Foreign-born Residents), London refutes any attempt at typecasting. Sure, Londoners obsess over footy. They love a pint or cuppa after work. And they talk your ear off about each in wonderfully divergent accents, changing noticeably by neighborhood. But despite their melting pot Londoner souls, they likely started out Tamil, Somali or Polish.

Appropriately for a city that invented public transit, the new east-west Crossrail link is currently the biggest construction project in Europe. When it opens to the public in December 2018, it will give Londoners more than 13 miles of new tunnels and 10 new stations. Internationally renowned artists are currently working with new Elizabeth station architects and engineers to create ambitious works woven into the structure of each station and reflect the unique character of the local area. Given the tapestry in every step of this historic capital, that's no small feat.





SWIMMING IN THE SEINE

2. PARIS

The City of Light is building inclusion into its massive infrastructure investment ahead of the 2024 Olympic Summer Games.

METRO POPULATION: 12,142,802

HIGHLIGHTED RANKINGS

2 PROSPERITY **3** PRODUCT

It may be hard to imagine today—with the city fresh off setting a record for visitors in 2017 at 40 million according to industry sources and, by all expectations, more for 2018—that Paris was a hobbled place three short years ago.

Terrorism, shockingly real and perceived, kept tourists away for the first time in a long time, despite the fact that locals never wavered.

With several terrorism attacks both thwarted and terrifyingly carried out since, Parisians

refused to give up their *joie de vivre* and unrivalled pride in their city—pride that was cultivated, defended, crushed and recaptured along the banks of the Seine and deep in the Renaissance passageways over a millennium. Global travelers have been raising a glass to that sentiment ever since EURO 2016 rolled into town.

The resilience is evident in the city's #3 global ranking in our Product category. Paris boasts the best Airport Connectivity in the world, finished #6 in the Convention Center subcategory and ranked #11 in quality of museums. Infrastructure investment has also sped up, and the city is building more hotels than ever—almost two dozen are scheduled to open by late 2019. Paris also leads the world in controlling vacation rentals like Airbnb, with strict yet collaborative laws designed to curb a growing apartment shortage that threatens residents.

The highest profile hotel openings are all showcasing the city's lineage. The recently reopened Hôtel de Crillon, a Rosewood Hotel, survived the French Revolution, the Napoleonic Empire and its occupation as a Nazi headquarters. This past year, hotel chain Esprit de France unveiled the

anticipated Hôtel FAUCHON next to the iconic Fauchon gourmet grocery, operating since 1886 in the same Place de la Madeleine location. Parisian hospitality doesn't get any purer than here. The current buzz is all about the \$234-million reno of Hotel Lutetia, the Left Bank legend that inspired visiting artists and bards since 1910, including, rumor has it, James Joyce's *Ulysses*.

The recently relaunched Paris Convention and Visitors Bureau has invested in resources that make planning travel to the city, and navigating it once on the ground, simple and intuitive. The group has also consolidated the city's visual identity. Simple, striking and instantly recognizable, it's an impactful design language for a city with a lot of work to do.

Paris is also doubling down on making itself more accessible than ever—skyrocketing rents and house prices aside—starting with reclaiming its once filthy waterways by way of the Bassin de la Villette public pools. That's right: swimming in the Seine is now a thing in the summer. Three natural water pools filter the river in the 19th arrondissement and provide 17,000 square feet of refreshment, from wading pool to full immersion.

Native fish species have been returning for almost a decade, and Mayor Anne Hidalgo wants Olympians to compete under the shadow of the Notre Dame when Paris hosts the 2024 Summer Olympics, after more than a century of strict no-swimming enforcement.

The city-mandated re-wilding of its arrondissements is also involving citizens en masse. The local government is encouraging Parisians to tend the soil around public trees with vegetable gardens and flower beds, as well as to apply to place tubs and planters around the city. The Mayor's office will provide the soil and seed to approved micro-plots.

Despite all the buzz, Paris (being Paris) is not idle, powered by its two-year-old, 59-initiative *Destination Paris* plan.

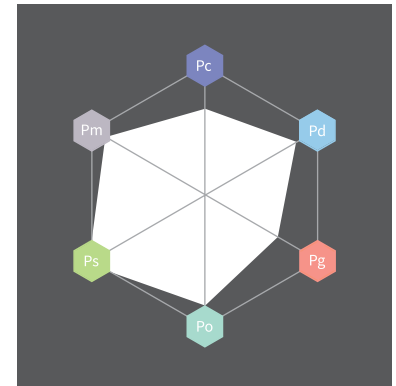
It includes the renovation and extension of Paris Expo Porte de Versailles, including a 5,200-seat convention center, 97 meeting rooms, 400 new hotel rooms, a gourmet restaurant by Chef Guy Martin and (of course) a massive green roof. The convention center will be a big part of the 2024 Summer Games.

The city's current #3 Product ranking is sure to improve upon its completion.

The exponential growth in conference venue space is a move designed to boost the business travel that already accounts, according to local numbers, for 40% of room nights in the city. The plan also targets returning Paris to its shopping dominance.

The city finished #4 globally in Shopping behind New York, London and Tokyo. That ranking is set to improve as shopping streets are being identified, scrubbed and sprinkled with additional police presence. A 'Made in Paris' label is a gateway into local shopkeepers playing tour guides, leading buyers to the city's makers and artisans and the ateliers where they ply their trades.

The next year will be one of glee for the planet's shoppers, starting with Galeries Lafayette's Champs-Élysées 10,000 square foot fashion house, restaurant and Chanel boutique on the ground floor. In 2020, the full renovation of Les Ateliers Gaîté shopping mall, near Montparnasse Tower, will open for business with more than



The city-mandated re-wilding of its arrondissements is also involving citizens en masse.

100 shops on three floors and a food hall.

But the city would be foolish to assume that relying on tourism and the fickle tastes of the global rich is sufficient future planning.

For the sake of its economic resilience and continued appeal as a place to live, the city is pursuing its Grand Paris project—an ambitious transportation and transit, economic development and skills training expansion designed “to even out disparity between territories while building a sustainable city,” according to city literature. This, of course, is a long overdue outreach to the city's neglected outer suburbs where no tourists venture and where many new immigrants and refugees first settle. Each outer zone will focus on an economic discipline—from health and life sciences to aeronautics.

Connection is key for sustainability of something so ambitious, so the Grand Paris Express—a network of new rapid transit lines and extensions of others—will be ready for the world to envy before 2024. It will, upon completion, put Paris among the best transit cities on the planet.

By sharing the wealth by way of access, Paris is also sharing the pride, vigilance and care for a city that has coaxed newcomers for centuries, nurturing their contributions in stone and prose and sharing them back with the world.



PARIS IS INCREASINGLY GRANTING ACCESS TO RESIDENTS

3. NEW YORK

True York City wants to show you some new sights.

METRO POPULATION: 20,320,876

HIGHLIGHTED RANKINGS

2 PROMOTION 3 PROGRAMMING

In good years and bad, feast and famine, celebration and scandal, New York is always—no matter what—a supremely and stubbornly proud city. And in 2019, New York is also going to be a very 'pride' city, when, for the first time, World Pride will be held in the U.S., with NYC the host.

The LGBTQ celebration that is World Pride—previously held in Rome, Jerusalem, London and Toronto, among others—was planned around the 50th anniversary of the Stonewall Uprising, the riots that followed a police raid at the Stonewall Inn and gave birth to the modern gay rights movement. Some three million visitors are expected to experience 'Millions of Moments of Pride' during celebrations, screenings, rallies, parties and lectures throughout June, culminating in the Pride March on June 30. And because this is New York, loud and proud will reach new heights, likely to eclipse last year's 550 marching contingents and more than 100 floats.

World Pride is but one draw in 2019, when 65.1 million visitors are expected, a bump

Some three million visitors are expected to experience 'Millions of Moments of Pride' during celebrations, screenings, rallies parties and lectures throughout June, culminating in the Pride March on June 30.

of almost 4% from 2018's 62.8 million—the eighth consecutive record-breaking year for visitors. According to a justifiably proud NYC & Company, the city remains the #1 destination for international visitation, visitor spending and economic impact.

And small wonder: the city keeps piling on reasons to come... and to come back. For instance, 2019 offers the colossal Hudson Yards, a veritable new city within the city on the west side of Manhattan. The largest private real estate development in the history of the U.S., and the largest in the city since Rockefeller Center, it's so big that it counts Chelsea, the Meatpacking and Garment Districts, Hell's Kitchen and Midtown among its neighbors. Hudson Yards towers reach high and deal in superlatives. The far west skyline of the city has been transformed by its 18 million square feet of commercial and some 4,000 residences; restaurants curated by Chef Thomas Keller; the Shed, an ingeniously mobile performance space on the nearby High Line; and Vessel, an irresistibly odd work of climbable public art.

In an era when the city's retail storefront vacancy is rising, Hudson Yards boasts more than 100 high-end shops, including New York's first Neiman Marcus. On the other end of the retail scale, Staten Island's renewed St. George waterfront is opening a 100-store Empire Outlets location.

And in a place where there's no shortage of hotels—NYC & Company expects an inventory of nearly 137,000 hotel rooms by the end of 2019, and the city has seen 40 consecutive months of increasing room demand—in comes the Equinox Hotel at Hudson Yards, a hospitality play by the upmarket fitness clubs.



OLIVER PLATTNER

NEW YORK'S SKYLINE OF AMBITION



NEW YORK HOSTS WORLD PRIDE IN 2019

STEVEN PISANO



THE OCULUS TRAIN STATION AT THE NEW WORLD TRADE CENTER TRANSIT HUB

ROB BYE

There are 14 acres of public open space in Hudson Yards; and elsewhere in the boroughs, inventive public green space fronting residential development has been proliferating. In Williamsburg, Domino Park brings the artifacts of the more-than-century-old sugar refinery to life in a joyously engaging five-acre space fronting the East River that gathers locals—from hipsters to Hasidic Jews—giving visitors an entirely different perspective on Brooklyn—and a Danny Meyer taqueria and a Missy Robinson pasta joint to boot.

Then there's the new Hunter's Point South Park in Long Island City. And Pier 3, a green and shady new addition to Brooklyn Bridge Park. Another unique viewpoint, along with more expansive green space, is on

Roosevelt Island, the slender strip of land between Manhattan and Queens that once housed a prison, an insane asylum and a smallpox hospital. The arrival of the post-grad Cornell Tech has made the island a brainy, buzzy tech hub, with a hotel and new 40,000 square foot Verizon Executive Education Center—a Snøhetta-designed venue for conferences. Expansive lawns and views of both the city and Queens are punctuated by The Room, a futuristic Louis Khan landscape made of 36-ton granite blocks set one inch apart—a portal for peeking through to view the city and river.

Of course, New York is still a cultural powerhouse—ranked #1 in our Culture subcategory globally. 2019 will also see

the opening of the new 26,000 square foot Statue of Liberty Museum; Lehman Center for the Performing Arts in the Bronx is growing; and the already awesome Whitney is getting new galleries.

Even the sense of arrival to the city is getting an upgrade: the TWA Hotel at JFK opens in 2019, offering visitors a glossy, retro-futuristic launchpad into city life.

It's going to be a great year. Again.



4. TOKYO

The futuristic metropolis is tapping its ancient feudal roots by investing in street-level livability and resident wellbeing.

METRO POPULATION: 37,832,892

HIGHLIGHTED RANKINGS

1 PLACE

1 PROSPERITY

Tokyo's round-the-clock kinetic mobility, innovation and efficiency mesmerize global visitors. But it's only when the motivation for this legendary engineering and grand design is considered that another characteristic emerges: resilience—in the face of nuclear radiation, earthquakes, tsunamis and, in the past eight years, all three simultaneously.

Tokyo bounces back because, well, it always has. For centuries. Before it became 'Tokyo' 150 years ago, it was Edo—a feudal center that by the early 1800s was one of the largest cities on the planet.

That degree of density over so many centuries means few places have refined the urban experience better than Tokyo.

The two centuries of Edo's strict customs and regulations to promote stability and dominate regionally still anchor the quiet, efficient velocity of this city of nearly 9.5 million. In fact, first-time visitors are often confused by the passivity, deference and general politeness of the citizenry.

The ticket to solving this city unlike any other is a visit to the Aoyama neighborhood, home of the Nezu Museum that was recently rehoused in a striking new building by legendary Japanese architect Kengo Kuma (who's designing the new National Stadium in Tokyo for the 2020 Olympic Summer Games).

Walking around the Nezu's six galleries of ancient Japanese creative expression and chronology—and through its garden, around the ponds and maples along its stone-paved walkways—visitors prepare in a manageable way to understand the megalopolis just outside the museum's doors.

Indeed, shiny new luxury boutiques—from Prada to Miu Miu—are steps away.

Tokyo ranks first in the world in our Place category—#1 in Neighborhoods & Landmarks and #3 in Parks & Outdoor Activities. Parks are a bona fide attraction in Tokyo, and for vertical-living citizens, they're therapy. Shinjuku Gyoen is a half-day destination, with its French formal gardens, English landscaping and, of course, a teahouse in its Japanese garden. Rinshi-no-mori Park is a more elemental escape—a converted forestry research station with towering local poplars and imported species as well.



VINCENT CAMACHO

NO PLACE DOES DENSITY BETTER THAN TOKYO



TOKYO RANKS #2 IN THE WORLD IN OUR CULINARY SUBCATEGORY

Community and livability are also sustained over great meals, and Tokyo, recently joined by London, rules any culinary metric—including the ability to experience a life-affirming meal around the clock, powered by safe streets and ubiquitous 24-hour transit.

The two-mile revitalization of the Shibuya River that flows into Tokyo Bay will also fortify the city's green space ranking. Called Shibuya Stream, the development will give pedestrians an urban river promenade anchored by markets and flanked by two public squares—and much-needed respite from vertical density. The project is also resonant as a reminder of ancient Edo's history as a city of canals.

Tokyo is also safe: it ranked #29 globally in our ranking with less than 50 homicides in 2017 among almost 10 million people. No wonder locals give you a strange look if you don't let your kid walk to school alone.

Tokyo's safety and empathy were recently poetically described by architect Kuma while discussing the catastrophic 2011 Tohoku earthquake and tsunami. "What is important is the strength of the communities, not the hardware," he said. "So architects should build a community, rather than just a house."

Today, there's a lot of building on the onramp to the 2020 Summer Games.

There's also an unprecedented commitment to sustainable development—and the goal to reduce citywide greenhouse gas emissions by 25% from 2000 levels. Citizen-focused infrastructure like two

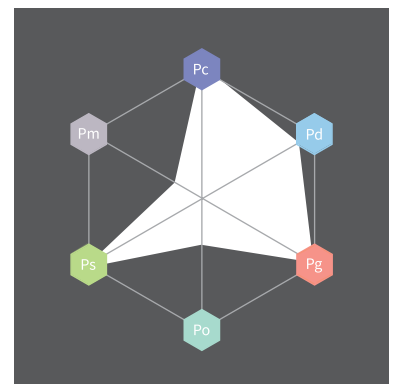
much-needed subway stations on the Yamanote and Kibiya lines will add even more efficiency to moving around Tokyo's urban clusters. A new Toranomon Station is spearheading a massive transit-based redevelopment of its surrounding area (including a new bus terminal that will link the city center with the bay area) in time for the 2020 Games.

Community and livability are also sustained over great meals, and Tokyo, recently joined by London, rules any culinary metric—including the ability to experience a life-affirming meal around the clock, powered by safe streets and ubiquitous 24-hour transit. The city's #2 ranking in our Culinary subcategory is fortified by the most restaurants with at least one Michelin star on the planet. There are 166 with at least one, 56 with two and a dozen with three, including Usukifugu Yamadaya, purveyors of Fugu which, if not prepared correctly, will kill you.

Tokyo's urban perfection is drawing tourists in record numbers, with more than 28 million arriving in 2017—four million more than in 2016 according to the national tourism office—and the ever-ambitious city leaders looking to hit 40 million by 2020, the year of the Games.



TOKYO'S NEZU MUSEUM



5. BARCELONA

The defiant Catalan capital's intoxicating mix of beach, architecture and creativity has framed the city as the poster child of global overtourism.

METRO POPULATION: 5,445,904

HIGHLIGHTED RANKINGS

3 PLACE

7 PROGRAMMING

Barcelona is an almost ideal European city, one with near-perfect weather year round, miles and miles of beaches, iconic parks, striking architecture and colorful neighborhoods that march to their own beat—artistic, sophisticated, bohemian. No wonder it ranks #3 in the world (right behind Tokyo and Dubai) in our Place category, which measures both the natural and the built environments of a city.

Steeped in history and wearing its cultural identity proudly on its sleeve, the capital of Catalonia is an autonomous region of Spain with a history of attempted secession—as the October 2017 attempt to leave and resulting police violence that flashed across screens globally demonstrated yet again. Despite two terrorist attacks and the police clash with mass protesters, tourism dipped only momentarily before bouncing back—to the possible dismay of the many locals who see tourism as a threat to their city.

With the introduction of the *Strategic Tourism Plan 2020*, the government continues to curb tourism and curtail practices that negatively affect locals—like real estate investors who snatch up apartments only to rent them on Airbnb, depleting an already limited supply. In the past two years, 2,355 illegal tourist accommodations were closed down, and a team of 100 spotters and inspectors was hired in 2018 to check that they remain closed, to detect new cases and to go after organized networks operating more than one property. Meanwhile, a campaign called Fair Tourism BCN aims to raise



PLAÇA DE LA UNIVERSITAT IN BARCELONA

awareness among residents and visitors alike about the negative effects of illegal home rentals.

A word of advice: do your research before you book your accommodations. Once here, though, go to El Born—a neighborhood known as much for its eclectic nightlife as its popular Picasso Museum. Park yourself at any bar or restaurant in El Raval and you're bound to make friends with the local artists, musicians and designers who call this neighborhood home... and maybe end up sharing a plate of pintxos with them. Explore Gràcia, a small village that's been incorporated into the city and is popular with the young families who live here, as well as the hordes of tourists who end up here on their way to Gaudí's colorful Park Güell.

Despite two terrorist attacks and the police clash with mass protesters, tourism dipped only momentarily before bouncing back—to the possible dismay of the many locals who see tourism as a threat to their city.



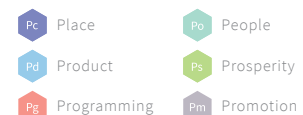
Don't be surprised to hear locals speaking Catalan as you walk along the narrow lanes of Barri Gòtic, Europe's largest Gothic quarter and the heart of Barcelona. Here you're likely to stumble upon a lively square buzzing with buskers and adoring audiences. Nearby, revelers spill onto sidewalks from tiny cafés and bars. Look a little closer and you might also find the remains of a centuries-old Roman wall... or the spray-can work of a street artist whose portfolio you'll see in a New York gallery a year later. Want more modern architectural wonders? Barcelona and Gaudí have you covered. The two go together like café con leche, and it would be sacrilege to leave the city without a visit to L'Eixample—the neighborhood where

Gaudí's Gothic masterpiece, La Sagrada Família, is scheduled for completion on the centenary of the architect's death in 2026.

While you're in L'Eixample, you should look into Viba Barcelona, a customer loyalty card designed to provide an incentive for people to shop locally. Loyalty card shoppers will be rewarded with at least 1% of the value of their purchase in points to exchange for future purchases, initially at the same establishment. They will also have access to offers, draws, promotions and additional benefits at participating establishments and municipal centers for culture and sports, as well as discounts on admission to Barcelona Zoo and promotions at the city's museums. The initiative came into operation in late 2018

in L'Eixample, with the rest of the city's shopping hubs and markets able to join in February 2019.

One benefit of over-tourism that residents can't argue with is the tourist tax, which invests tourism-generated revenues back into city infrastructure. For example, a new footpath scheduled for completion in 2020 will open up the Sant Pau Art Nouveau site and improve pedestrian connections between the Guinardó neighborhoods while adding commercial vitality to the area.





THE NEW ZARYADYE PARK

6. MOSCOW

Intriguing and increasingly hungry for global attention, Russia's beguiling capital is a cultural gold mine spanning the ages.

METRO POPULATION: 16,855,000

HIGHLIGHTED RANKINGS

1 PRODUCT **9** PROGRAMMING

Any traveler to Russia will tell you that Russian influence—at least over visitors to the country's capital—is a very real thing: you'll fall under the spell of Moscow the minute you set foot in this endlessly fascinating and dynamic destination. Curiosity about Russia has increased as political intrigue has grown, which might explain why Moscow was the 14th most trending search term in the past year, according to our Promotions ranking.

The global fascination has as much to do with the recent and spectacular 2018 FIFA World Cup (Moscow's Luzhniki Stadium in the city's 360-acre Olympic complex hosted the pivotal final matches) as with the Kremlin's global ambitions.

Accessing all this excitement has never been easier as the curious and opportunistic can all fly into Moscow with ease: the city ranks #3 for Airport Connectivity, up one spot over last year.

Once you're on the ground, the recently renovated Moscow subway is increasingly the envy of many Western capitals, as much for its improved efficiency and reach as for its regally art-stuffed stations.

Whatever brings you to the city, you're in for an experience at stark odds with the West's continuously dismaying news about Russia. Moscow is what *Travel + Leisure* calls a "revolution of creativity" that gives it an atmosphere of young, free-thinking exuberance that has touched every aspect of city life, from its art and food scene to quirky, only-in-Russia shared workspaces—Ziferblat provides a dynamic scene of food,

art and music and charges by the minute: three rubles for 60 seconds to start. The first so-called 'post-Soviet generation' of Muscovites has traveled the world, returning with suitcases full of ideas that they're unpacking to huge effect in their always-proud city, sanctions be damned.

But you need to be schooled in the classics to appreciate the contemporary. Moscow ranks #9 in our Place category, which includes Neighborhoods & Landmarks and Parks & Outdoor Activities.

The Russian capital will ascend the Top 10 in this vital category soon, powered by the aggressive (and divisive) four-year-old My Street program. Costing more than \$3 billion according to local sources, My Street is narrowing Stalin's tank avenues (and Moscow's car-centric roads) into more walkable experiences.

Parks are also suddenly on the drawing board, with Zaryadye, the city's first major park opening since the end of World War II, last year cutting the ribbon on almost 20 green acres beside the Kremlin. With a museum, concert hall and subterranean

food hall, this multi-level space is very intentionally designed to be a gathering place in the bosom of Mother Russia.

Moscow is a city of symbols and icons, and of course you'll take in Red Square and the Kremlin, two of the city's UNESCO heritage sites.

Moscow is #9 in the world for Programming, which includes Culture, so you'd best get to the Bolshoi, a bastion of classic ballet and Russian intrigue.

Moscow ranks first in the world for Product, which includes Museums. The Tretyakov Gallery and Pushkin State Museum of Fine Arts are necessary pilgrimages to understand Russia's contribution to world culture. There are wonderful detours to be made to the Museum of Soviet Arcade Machines or the Museum of Cosmonautics, where you can admire Soviet accomplishments in the cosmos through 85,000 pieces of space-related stuff, including the taxidermied remains of Belka and Strelka, famed canine cosmonauts. But once you've paid your respects, make a beeline to Gorky Park, home to the new \$27-million Garage Museum

of Contemporary Art, masterminded by entrepreneur Ilya Oskolkov-Tsentsiper, bankrolled by philanthropist Dasha Zhukova (wife of billionaire Roman Abramovich) and designed by Dutch architect Rem Koolhaas. It sits in an enormous former Soviet restaurant reclad in a plastic that reflects the clouds and refurbished greenery of an entirely spectacular park.

The area has become a gathering place for immersing yourself in both Moscow's nature and its culture. One of the museum's young curators remarked that it's one of the only places in Russia where you feel you belong to some international context but can still speak Russian. All Moscow pride—no Gorky Park Cold War sweats here. Other places to take in the modern art vibe of Moscow include the ARTPLAY Design Center, a unique mash-up of art and architecture across the street from the sprawling WINZAVOD Center for Contemporary Art, a 215,000 square foot cultural center divided into seven buildings housing the city's leading galleries, artists' studios, designers and photographers,

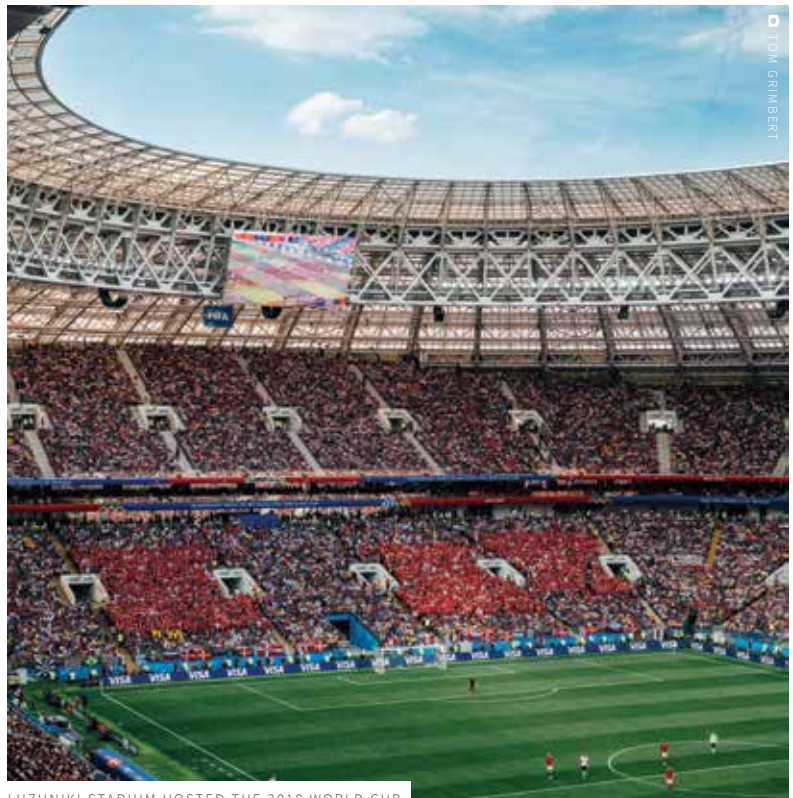
cafés, creative showrooms, children's studios, bookstores and a multitude of activities.

As with art, so with appetite. Moscow offers everything from the chic Selfie to imperially inspired classics to stolovayas—working-class canteens popular in Soviet times—to traditional Russian pubs awash in vodka and beer, called rumochnayas. But in endlessly dynamic Moscow, there's also LavkaLavka, a farmer-fueled place that says it offers “the new Russian cuisine.” That means the seasonal and the reimaged traditional things like “Tartar from halibut with a fresh vegetable marrow from Kuban farmers and crab from Yevgeny Romanov; The heart of a deer from Irina Bogomolnaya (Krasnoyarsk Region) with puree of celery and white onion.” Or so Google Translate would have us believe. Local, authentic, new—all in one mouthful.

Novelist Boris Fishman noted in *Travel + Leisure* that there's a saying around today's Moscow: “Things have never been better, things have never been worse.” For travelers, things are pretty good.



THE CITY'S EMERGING NIGHTLIFE SCENE



LUZHNIKI STADIUM HOSTED THE 2018 WORLD CUP



CLOUD GATE IN CHICAGO'S MILLENNIUM PARK

7. CHICAGO

America's great Midwest metropolis has an abundance of programming and culture, with the deep infrastructure and affordability that eludes many cities. Plus, did you hear that Amazon rumor?

METRO POPULATION: 9,533,040

HIGHLIGHTED RANKINGS

6

PRODUCT

11

PROGRAMMING

The Windy City's two centuries as the heart of a nation coursing talent, materials and energy to its distant extremities give it a natural big-city swagger. It boasts some of best-developed infrastructure in North America—what we call the 'hardware of a city' that makes up our Product category (in which Chicago finished #6 globally)—one of the most difficult in which to score high. Museums, airports and public transit take years to build and are expensive to maintain, but they are vital for livability, urban exploration and empowering a city's visitors to immerse themselves in a place like locals.

Companies like Amazon love Chicago—it was the only city that the e-commerce giant reportedly visited twice in its search for a second HQ, and its \$500 billion in related investment. And Chicago, which spends a lot of time wooing tech giants,

succeeds year after year because a lot of young people want to live in vibrant neighborhoods with great dining and drinking options, good public transit and stellar museums. As it happens, Chicago has all of the above in spades. Perhaps more important for companies looking to hire, the city has some pretty impressive higher education institutions.

The city finished in the Top 5 globally for local university rankings and its convention center, and its 150 years of high and bold architecture get their due at the Chicago Architecture Center (formerly the Chicago Architecture Foundation), "home to everything architecture in

Visitors today can cozy up to iconic American architecture like never before, courtesy of several new hotels.



Chicago," which opened in August 2018 in a building originally designed by Mies van der Rohe. The 20,000 square foot space features programs, exhibitions and tours, an architecture store and a lecture hall. An interactive exhibit allows visitors to experience the expansive Chicago Mode—an immersive 3D model of Chicago with 4,000 buildings. The model explores the growth of the city through a film and light show.

Visitors today can cozy up to iconic American architecture like never before, courtesy of several new hotels.

Across from Millennium Park on North Michigan Avenue is Hotel Julian, a \$75-million development that preserves many of the original components of the iconic Benjamin Marshall-designed building. Found Hotel recently opened on River North's Well Street, turning an old 1910 Olympia Building into affordable lodging for the modern explorer.

Chicago finished second only to New York among U.S. cities for Programming, a strong indicator of a city's magnetism and appeal to both residents and visitors that spans Shopping, Nightlife, Culinary and Culture. The city finished #7 globally for Culture and #9 for Nightlife, fueled by its legendary blues bars, live shows and music festivals that span genres and the calendar. (Remember, Lollapalooza was born here.)

But where the city is really ascending is in its food scene, currently ranked #22 in the world. Chicago has delivered James Beard Foundation winners in 23 out of 24 years. In fact, after 25 years in New York, the foundation selected Chicago in 2015 as the new host city for its elite awards ceremony. Chicago is slated to host the Beard Awards until at least 2021.

Chicago's relentless and distinctive restaurant scene, as vibrant and fearless as its citizens, is catching up to its celebrated nightlife and music. Iconic music venue Schubas Tavern is no longer just about live bands. After extensive renovations, its adjoined restaurant recently reopened as the beautiful Tied House featuring a sophisticated menu from James Beard Award-winning chef Debbie Gold. On the North Side is Band of Bohemia, quite possibly the first Michelin-starred brewpub, where tasting menus are paired with creative beer selections brewed on-site.

8. SINGAPORE

Asia's financial powerhouse turns its ambitions to livability and innovation.

METRO POPULATION: 5,535,000

HIGHLIGHTED RANKINGS

6 PROMOTION 7 PLACE

Few cities have achieved as much, as quickly, as the city-state of Singapore has in the past 50 years.

The meteoric rise from politically unstable, resource-poor and unskilled ex-colony to talent- and capital-hungry shipping hub (the world's busiest) and, subsequently, Asia's wealth management capital is place-brand engineering at its most ambitious.

The result is Singapore as a fast-emerging Asian financial superpower whose city leaders take a methodical (yes, many would say 'heavy-handed') approach to urban planning, considering Singapore's needs far beyond the next election.

Singapore's reinvestment into research, talent and corporate headquarters recruitment ensures it will be home to a sustainably wealthy citizenry for decades to come. It's why the city-state continues its

ascent among the planet's most prosperous cities, with a growing cluster of Global 500 companies (#30 overall).

The government has already committed \$16 billion to establish Singapore as a global research and development hub. The current *Research, Innovation and Enterprise Plan 2020* aims to duplicate Nordic and Israeli innovation and R&D, much of which will strengthen local universities. It's powered by a \$19-billion commitment through 2020. This focus on research, medicine and tech is designed to open another front for Singapore—one that complements its financial dominance.

Today, manifestations of this wealth and confident swagger are everywhere. From the heights of the cranes on the horizon to the gilded façades of Orchard Road—Singapore's version of New York's

Fifth Avenue for high-end fashion and entertainment—Singapore knows its affluent global audience: moneyed wanderers who seek efficiency, security and exoticism.

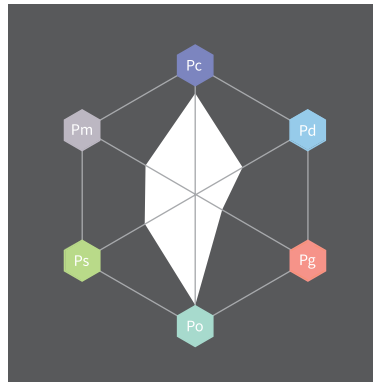
The city continues to smash visitation records—both tourism revenues and visitor arrivals for 2017 hit record highs for the second time in two years, according to the Singapore Tourism Board. Arrivals increased year over year by 6.2% to 17.4 million, while tourism revenues rose by 3.9% to \$26.8 billion.

The increase of budget airlines offering long-haul flights—Scoot to Berlin, Athens and Honolulu, and Norwegian Air to the U.K. and Scandinavia—all but ensures the upward trajectory for the foreseeable future.

But the city is hardly the sterile, finger-wagging no-fun zone its policies may indicate. In fact, the prosperity, safety and pursuit of foreign investment mean people are free to innovate, confident that a safety net exists should the globetrotter not spend enough (unlikely). The entrepreneurialism radiates from the kinetic visual and culinary feasts of Chinatown's Smith Street (do not leave without sampling the spicy lobster), all the way into the Michelin starry-eyed international talents like Miguel Schiaffino from Lima, Peru. And that's just the restaurants.

Singapore is also among the top-ranking cities (#7) in our deep Place category and has the lowest crime rate on the planet. It's also #23 for Parks & Outdoor Activities. The seven-year-old Gardens by the Bay, consisting of several hundred acres of cultivated parkland on reclaimed urban land in downtown Singapore, is a mini Central Park. The 18 solar-powered "supertrees"—each between 80 and 160 feet tall—are now city icons.

But a city that takes care of its citizenry the way Singapore does (there's an affordable housing policy that protects 80% of locals) isn't content with green space for aesthetics only. City leaders—obsessed with demographic forecasting and city resiliency—are evolving the copious parklands into 'therapeutic gardens' designed for the elderly.



SINGAPORE IMMERSION

ADRIEN OLICHON

9. DUBAI

The Middle East's highest-ranking city wants it all—and has inspired other regional capitals to reach for the sky.

METRO POPULATION: 5,300,000

HIGHLIGHTED RANKINGS

2 PLACE 4 PROMOTION

An alluring blend of over-the-top architecture and Arab heritage, Bedouin culture, traditional souks and luxury shopping, Dubai rises from the golden sands like a mirage. Religiously tolerant, socially liberal and future-forward, the capital of modern Arabia has become a brand—one that many in the Western hemisphere can understand, buy into and visit. By 2020 when it hosts the World Expo, the emirate aims to attract 20 million visitors per year, doubling the number it welcomed in 2012.

Our top-ranked city in the Middle East, Dubai welcomed 15.8 million international overnight visitors in 2017 (6.5% higher than the previous year). So what's to do once

you get here? You could ride the elevator to the top of world's tallest building for a bird's eye view. You could bet on the ponies at the world's richest horse race or pose for photos in front of the world's tallest choreographed fountains. You could check into the world's only seven-star property or shop in the most visited mall on the planet. Yes, it's all here, in the most populous city in the United Arab Emirates. Is there such a thing as too many superlatives? Not in Dubai.

In a city where summer temperatures often reach 120 degrees, it's no surprise that shopping malls become the de facto hangout spots for people of all ages. Lots and lots of people. In fact, Dubai Mall

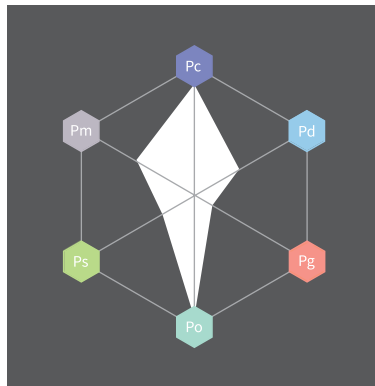
welcomed 80 million visitors for the fourth year in a row. (About half that number visited the Vegas Strip in 2016.) But it's not just the shopping that's making Dubai among the most popular places on Earth. The trick, says local entrepreneur Mohamed Alabbar, is to build an urban, integrated destination with lots of reasons to visit, like restaurants, cinemas, galleries and—why not?—a 2,000,000-gallon aquarium.

In April 2018, Dubai Tourism launched the Dubai Pass discount pack aimed at tourists and residents alike with cheaper rates on most of the city's main attractions and venues. But there's more to Dubai than malls and buildings. Indeed, UAE has 43 protected areas, making up 14% of the territory here.

Dr. Thani bin Ahmed Al Zeyoudi, Minister of Climate Change and Environment, feels the UAE is uniquely positioned to capitalize on the current trend toward ecotourism. This year, Dubai Tourism launched a new campaign to promote the Emirate's Al Marmoum desert region, which is not only where the camel races take place but is also popular among cyclists, star gazers, nature enthusiasts and hikers. "Our campaigns are focused on the lesser known areas of Dubai, its hidden gems," says Issam Kazim, chief executive of Dubai Corporation for Tourism and Commerce Marketing.

Kazim notes that the majority (73.8%) of tourists in 2017 traveled to Dubai for leisure, while business travelers made up 11.5% of the total. Kazim sees an opportunity for Dubai Tourism to push 'transit tourism' thanks to the expanded codeshare partnership announced last year between Dubai-based airlines Emirates and flydubai. In April 2018, the government proposed to grant special visas to in-transit passengers to leave Dubai airports and explore the city during stopovers. "We are working with Emirates to find ways of encouraging passengers to step outside and just try it out," says Kazim. Suddenly, 20 million annual visitors by 2020 doesn't seem farfetched.

The emirate comes in at #2 in the world in our deep Place category, for which we look at influential factors like Crime Rate, Neighborhoods & Landmarks, Weather and Parks & Outdoor Activities. Dubai ranks #6 in Weather and finished second to only Hanoi for Parks & Outdoor Activities.



REINHART JULIAN

THE DUBAI FRAME BUILDING

10. SAN FRANCISCO

Beautiful, smart and rich, San Francisco is unabashedly taking up the title as the capital of America's West Coast.

METRO POPULATION: 4,727,357

HIGHLIGHTED RANKINGS

4 PEOPLE 8 PROSPERITY

San Francisco was a sanctuary city before the construct was wielded politically. It long welcomed sea- and road-weary travelers.

Then life-weary ones—the young, untethered and ambitious who immortalized the openness of like-minded community and the enlightenment that San Francisco's fog- and mist-diffused light seems to coax. The city celebrated the 50th anniversary of the Summer of Love in 2017.

But today's world-changers know that the fastest way to make a mark (and your own freedom) is to ambush long-held assumptions with technology and a new perspective from one of the peninsula's 49 hills.

The Golden Gate Bridge, radiating through the Pacific fog, is still the same welcoming beacon to new arrivals it's always been.

Today, it's joined as an icon for the world's talented and ambitious by new monoliths on the horizon. Earlier this year, the 1,070-foot Salesforce Tower at First and Mission Streets became the city's tallest structure, complete with local artist Jim Campbell's rooftop art installation comprising 11,000 lights and video screens that project daily scenes from around the city. The newly opened nearby Salesforce Transit Center serves 11 transportation systems and whisks locals, employees and tourists to the East Bay, north to the wine country of Sonoma and Napa, and (of course) south to Silicon Valley—and even further, to Monterey. But this 1 million square foot hub is a destination unto itself.

Its Grand Hall centerpiece features a soaring 118-foot light column, with natural light flooding the massive space. Above, a 5.4-acre rooftop park features 16,000 plants, 600 trees, 13 mini botanical gardens, open grassy lawns,

children's play space, restaurant and café plus an amphitheater for outdoor performances. Free activities and events plus unique dining and shopping round out the visitor experience. Oh, and this being San Francisco, the building is wrapped in an undulating metal façade based on a geometrical pattern discovered by British mathematical physicist Sir Roger Penrose.

The city's public and (increasingly) private spending hints at the wealth in a city ranked #5 globally for GDP per capita and #15 for Global 500 head offices. The city's biggest hospital is now the Zuckerberg San Francisco General Hospital and Trauma Center, named after the founder of Facebook and his wife Priscilla Chan, who donated \$75 million a few years back.

The Golden Gate Bridge, radiating through the Pacific fog, is still the same welcoming beacon to new arrivals it's always been.

The promise of high salaries (in U.S. currency) means a torrent of global workers fueling the city's ambition, with a foreign-born resident ranking of #20 globally and the fourth-best-educated workforce on the planet. The Bay Area's entrepreneurship is uniquely connected to the local world-renowned universities, with Stanford University and the University of California, Berkeley, able to accommodate local knowledge and skills gaps and broker funding for nascent start ups. Education and capital are rarely an issue for the right idea.

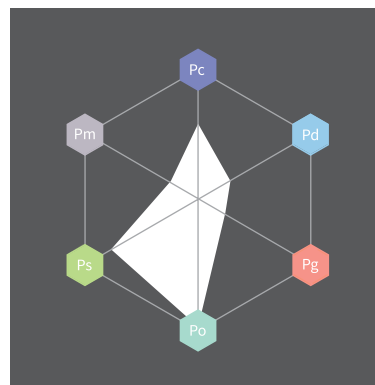


THE SALESFORCE TRANSIT CENTER

The flow of people into San Francisco is why SFO, the city's airport, is a hive of renovation, build-out and innovation that will welcome new talent and their families. Its \$2.4-billion budget for a project scheduled to be completed in phases from 2019 to 2022 is among the largest of its kind in U.S. history.

SFO's all-time record of 55.8 million passengers in 2017 will continue to grow in the coming years, especially with new airlines and routes to China, Mexico and Europe launched this year. Small demonstrations of openness and tolerance like 2017's first airport naturalization ceremony by the U.S. Citizenship and Immigration Services San Francisco District send the message that the city is open for international business.



















































Much larger ones, like the \$550 million, 157,000 square foot expansion of San Francisco's Moscone Center in late 2018, are banking on the world's sustained pipeline into this former rebel territory now defining the mainstream.




































































































THE WORLD'S 100 BEST CITIES























































Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
	1 London	United Kingdom	19	4	1	12	9	1	
	2 Paris	France	16	3	4	16	2	3	
	3 New York	United States	23	10	3	11	5	2	
	4 Tokyo	Japan	1	2	2	131	1	26	
	5 Barcelona	Spain	3	13	7	41	99	8	
	6 Moscow	Russia	9	1	9	126	117	11	
	7 Chicago	United States	68	6	11	43	14	12	
	8 Singapore	Singapore	7	28	23	15	53	6	
	9 Dubai	United Arab Emirates	2	30	40	6	104	4	
	10 San Francisco	United States	32	53	21	4	8	25	
	11 Madrid	Spain	13	26	5	46	51	7	
	12 Amsterdam	Netherlands	21	14	19	20	17	28	
	13 Los Angeles	United States	36	20	18	24	26	10	
	14 Rome	Italy	4	27	6	127	68	5	
	15 Boston	United States	83	8	55	7	12	31	
	16 San Jose	United States	97	54	161	1	4	151	
	17 Toronto	Canada	54	33	27	2	34	21	
	18 Washington	United States	86	43	54	13	10	22	
	19 Zurich	Switzerland	55	44	116	8	6	136	
	20 Hong Kong	Hong Kong	10	38	28	77	63	9	
	21 Beijing	China	6	15	34	187	3	112	
	22 Berlin	Germany	74	11	14	93	86	16	
	23 Sydney	Australia	17	69	32	26	45	30	
	24 Las Vegas	United States	33	16	15	104	90	17	
	25 Frankfurt	Germany	164	5	75	32	21	94	

Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
	26 Miami	United States	42	55	76	5	73	23	
	27 San Diego	United States	12	82	42	28	47	35	
	28 Seoul	South Korea	62	18	13	57	60	61	
	29 Prague	Czech Republic	30	22	8	94	102	39	
	30 Munich	Germany	153	17	58	38	16	44	
	31 Houston	United States	113	37	39	44	15	32	
	32 Milan	Italy	28	31	25	113	70	20	
	33 Dublin	Ireland	104	51	29	60	7	52	
	34 Seattle	United States	70	86	37	35	13	42	
	35 Dallas	United States	105	32	69	47	22	37	
	36 Istanbul	Turkey	37	7	10	148	125	13	
	37 Vancouver	Canada	79	89	65	3	79	46	
	38 Melbourne	Australia	51	92	41	25	65	33	
	39 Vienna	Austria	35	35	30	89	71	45	
	40 Abu Dhabi	United Arab Emirates	50	98	184	9	58	57	
	41 Calgary	Canada	91	106	107	14	19	107	
	42 Brussels	Belgium	190	24	71	17	52	91	
	43 Denver	United States	102	46	66	36	30	64	
	44 Doha	Qatar	76	77	189	10	33	126	
	45 Oslo	Norway	163	64	99	29	11	141	
	46 Orlando	United States	92	25	50	80	78	29	
	47 Austin	United States	59	114	53	30	39	54	
	48 Stockholm	Sweden	158	42	131	31	24	82	
	49 Montreal	Canada	103	68	38	21	91	50	
	50 Philadelphia	United States	118	49	43	55	27	60	

Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
 51	Brisbane	Australia	20	101	103	37	83	84	
 52	Atlanta	United States	128	40	77	74	35	34	
 53	Copenhagen	Denmark	87	48	51	64	28	101	
 54	Saint Petersburg	Russia	22	9	20	130	152	73	
 55	Perth	Australia	99	154	173	19	20	100	
 56	Minneapolis	United States	120	76	88	45	18	155	
 57	Lisbon	Portugal	25	50	35	85	112	48	
 58	Venice	Italy	5	95	47	132	94	47	
 59	Portland	United States	75	123	46	51	32	85	
 60	Hamburg	Germany	109	56	48	90	37	65	
 61	Tel Aviv	Israel	72	71	73	23	97	150	
 62	Lyon	France	90	45	98	56	61	88	
 63	Florence	Italy	31	80	36	120	88	43	
 64	Stuttgart	Germany	167	63	141	39	25	143	
 65	Luxembourg	Luxembourg	168	141	196	22	23	117	
 66	Edmonton	Canada	131	130	142	27	29	132	
 67	Osaka	Japan	63	65	17	142	49	53	
 68	Auckland	New Zealand	24	111	97	48	109	127	
 69	Ottawa	Canada	80	158	109	18	85	118	
 70	Budapest	Hungary	40	39	31	117	121	56	
 71	Helsinki	Finland	116	81	108	61	31	163	
 72	Athens	Greece	49	57	49	82	108	90	
 73	Cologne	Germany	195	23	104	81	62	96	
 74	Bangkok	Thailand	60	34	16	138	157	18	
 75	Charlotte	United States	137	75	128	67	42	86	

	Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
	76	Phoenix	United States	66	85	115	65	87	67	
	77	New Orleans	United States	94	83	33	118	67	63	
	78	Baltimore	United States	140	97	95	54	48	113	
	79	Valencia	Spain	38	93	111	66	113	89	
	80	Manchester	United Kingdom	193	67	68	40	100	38	
	81	Nashville	United States	124	131	67	78	46	77	
	82	Salt Lake City	United States	108	99	151	59	41	179	
	83	Dusseldorf	Germany	156	21	156	53	115	157	
	84	Sao Paulo	Brazil	119	41	12	158	119	14	
	85	Rio de Janeiro	Brazil	18	84	22	170	144	15	
	86	Raleigh	United States	135	156	138	33	69	170	
	87	Warsaw	Poland	114	29	85	111	114	78	
	88	Marseille	France	77	91	123	91	82	111	
	89	San Antonio	United States	96	108	74	105	72	83	
	90	Birmingham	United Kingdom	166	36	84	73	105	106	
	91	Columbus	United States	136	148	110	68	44	125	
	92	Shanghai	China	43	19	26	187	116	81	
	93	St. Louis	United States	134	104	83	98	59	123	
	94	Detroit	United States	157	74	139	114	54	72	
	95	Sacramento	United States	100	163	136	50	80	152	
	96	Milwaukee	United States	139	162	100	84	38	162	
	97	Kansas City	United States	138	144	129	75	56	145	
	98	Tampa	United States	85	129	119	96	89	108	
	99	Nuremberg	Germany	196	61	147	76	57	181	
	100	Bristol	United Kingdom	132	112	93	34	129	128	

THE SIX PILLARS OF PLACE EQUITY

A deeper analysis of our Best Cities methodology and the places that excel in each of our six performance pillars.

Page 34 | Place

The perceived quality of a city's natural and built environments

Page 36 | Product

A city's key institutions, attractions and infrastructure

Page 38 | Programming

The arts, culture, attractions and culinary scene in a city

Page 40 | People

The educational attainment and diversity of a city

Page 42 | Prosperity

A city's GDP per capita and corporate head offices

Page 44 | Promotion

The number of stories, references and recommendations shared online about a city

Place



THE SUMMER PALACE

XIUJINHOSIYA

Our most layered category quantifies a city's elusive sense of place.

To score a city within our Place category, we evaluate the perceived quality of its natural and built environments, specifically in the subcategories of Weather, Crime Rate, Neighborhoods & Landmarks, and Parks & Outdoor Activities.

Both natural and built environments shape perceptions of a city. From how often the sun shines to the safety of the streets, several readily measurable, oft-cited factors influence our perceptions.

Less easy to quantify are the relative natural beauty and the quality of the built environment in a city or destination.

That's why we consider 'placemaking', an approach to urban design that considers the built environment as a vehicle for creating a sense of place and fostering community

within a destination. Whether through the beauty of their natural environments or urban designs, exceptional physical places exist in destinations ranging from a big city's center to its suburban neighborhoods, from islands populated with holiday-makers to alpine winter playgrounds.

To gauge the relative attractiveness of a city's placemaking, Resonance identifies the number of Very Good and Excellent local- and traveler-recommended neighborhoods, landmarks, parks and outdoor activities on TripAdvisor for that city.

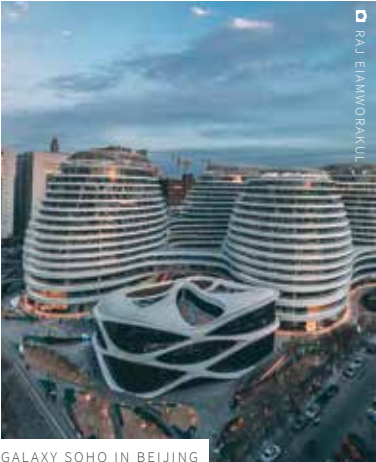
From how often the sun shines to the safety of the streets, several readily measurable, oft-cited factors influence our perceptions.

Beijing's Sense of Place

Hack! Wheeze! Cough! Welcome to Beijing, a city that year after year lurked near the bottom of the list for air quality. This year, however, the Chinese capital city managed to sneak into the top 10 list for Place, clean air be damned.

Mind you, bad air does have a few upsides. At the Jing-A Brewery and Bar, one of the city's few craft breweries, the beer gets cheaper as the air gets worse. But while the intense pollution has mightily affected tourism numbers, those who brave it find a city of authentic, endlessly fascinating character—Beijing is #6 in the world (up 11 spots from last year) in our Place category, #7 for Neighborhoods & Landmarks, and #14 for Parks & Outdoor Activities (on a good day, we assume).

You can smell old Beijing by the sweet potatoes roasting on coal fires in hutong



GALAXY SOHO IN BEIJING

neighborhoods— traditional alleyways lined with courtyard homes. Stroll like a local in hutongs around the Lama Temple, the biggest Tibetan Buddhist temple in the city, in the Baochao Hutong, or in the very old and sustainably rejuvenated Dashilar neighborhood.

Parks? The bountiful green spaces and courtyards of the Forbidden City are full of visitors, but quieter spots can be found at the Summer Palace.

Beijing is also #15 in the world in our Product category, which considers institutions, attractions and infrastructure along with airports and museums. Into this very mixed bag we'll put Tiananmen Square, the largest public square in the world, and the Mutianyu Great Wall, a bucket list attraction reasonably close to Beijing.

The new Beijing Airport, its terminal designed by the late, great Zaha Hadid, will be an attraction unto itself. The 700,000 square foot terminal is set to open in 2019 and will enhance the city's already enviable rankings for Airport Connectivity—currently #5 in the world. For a small taste of contemporary resistance, stop by the Three Shadows Photography Art Center, the first Chinese gallery devoted to photography. Designed by the internationally revered Ai Weiwei, it is autocratic China's gift to the world.

Top 15 Cities for Place

1.	TOKYO	
2.	DUBAI	
3.	BARCELONA	
4.	ROME	
5.	VENICE	
6.	BEIJING	
7.	SINGAPORE	
8.	HANOI	
9.	MOSCOW	
10.	HONG KONG	
11.	CAPE TOWN	
12.	SAN DIEGO	
13.	MADRID	
14.	JAKARTA	
15.	SURABAYA	

Factors considered in each city's overall Place ranking are...

- Weather: average number of sunny days¹
- Safety: homicide rate²
- Urban Fabric: number of quality neighborhoods and landmarks recommended by locals and visitors³
- Outdoors: number of quality parks and outdoor activities recommended by locals and visitors⁴

1. National Climatic Data Center – Weatherbase
2. Office for National Statistics, Office for Regional Statistics, Office on Drugs and Crime, Eurostat
3. TripAdvisor.com
4. TripAdvisor.com



SHOPPING THE BEIJING NIGHT MARKET

KYLA DUHAMEL

Product

A ranking of the 'hardware' of a city—often the most difficult metric for cities to get right.

Our product category studies a city's key institutions, attractions and infrastructure, including the subcategories of University Rankings, Airport Connectivity, Convention Center, Attractions and Museums.

A city's infrastructure and institutions shape its identity via the quantity, quality and

reputation of 'products' such as institutions of higher learning, museums, convention centers and airports. University rankings and the number of institutional buildings can have considerable impacts on reputation and are often top of mind when it comes to what outsiders know of and understand about a city or destination.

Expensive and difficult to develop and maintain, exceptional, recognizable 'products' are often found only in large cosmopolitan cities.



THE HILTON FRANKFURT AIRPORT HOTEL



FRANKFURT'S HAUPTWACHE

Frankfurt's Convention Centers and Connectivity

The global convention center business is fiercely competitive, with cities everywhere investing billions in design and execution to attract lucrative international business gatherings, often on multi-year contracts. Frankfurt am Main rises above them all with its first-place global ranking for its convention centers which attract more than 4.5 million conventioners per year.

Frankfurt's dominance in this sector powered the city to the #5 spot globally in our Product category, despite an overall finish outside of the Top 25.

One reason: Frankfurt has perfected the art of air access. Germany is in the middle of Europe, Frankfurt is in the middle of Germany, and its airport—the largest in the country—is one of the world's aviation hubs (which also earned Frankfurt a second place in our Airport Connectivity ranking, amazingly just behind Paris).

Frankfurt am Main rises above them all with its first-place global ranking for its convention centers.

Just 15 minutes from FRA, conventioners find themselves at the massive Messe Frankfurt—a convention center of 6 million square feet, with 10 exhibition halls, two congress centers, the popular historic Festhalle and rooms of every imaginable configuration (including one large enough for nearly 10,000 people). A short stroll in any direction takes visitors to shopping, restaurants, museums and other pleasures to mix with the business of the day. Messe Frankfurt, already a market leader in the textile and apparel industry, also owns shows outside Germany. In Q3 2017, the company acquired two leading African apparel, textile and trade shows, testament to the growing interest in the burgeoning economy of sub-Saharan Africa and to Frankfurt's global ambitions.

Top 15 Cities for Product

1. MOSCOW
2. TOKYO
3. PARIS
4. LONDON
5. FRANKFURT
6. CHICAGO
7. ISTANBUL
8. BOSTON
9. ST. PETERSBURG
10. NEW YORK
11. BERLIN
12. GUANGZHOU
13. BARCELONA
14. AMSTERDAM
15. BEIJING

Factors considered in each city's overall Product ranking are...

- Airline Connectivity: number of direct destinations served by airport¹
- Attractions: number of quality attractions recommended by locals and visitors²
- Cultural Institutions: number of quality museums and arts institutions recommended by locals and visitors³
- Higher Education: ranking of top local university⁴
- Convention Center: size of the largest convention center⁵

1. Google Flights
2. TripAdvisor.com
3. TripAdvisor.com
4. QS World University Rankings 2017-2018
5. Official Convention Center Website



Programming

This category measures the experiential pillars of a great visit: food, shows, shopping and nightlife.

If product is the 'hardware' of cities and destinations, the mosaic of cultural programming and lifestyle experiences they offer is the 'software' that makes them run—including the subcategories of Shopping, Culture, Culinary and Nightlife. While individually insignificant, the sum of programming initiatives fosters a community's connection to place. To gauge the relative attractiveness of a city's programming, Resonance identifies the number of Very Good and Excellent recommendations of culinary and cultural experiences on TripAdvisor for that city.

If product is the 'hardware' of cities and destinations, the mosaic of cultural programming and lifestyle experiences they offer is the 'software' that makes them run—including the subcategories of Shopping, Culture, Culinary and Nightlife.



PRAGUE'S CHARLES BRIDGE



THE CZECH CAPITAL'S OLD TOWN

Prague Gets with the Program

Prague excels in our Programming category—a buffet of sensory delights: Culture, of course (in which the city ranks #13 globally), Nightlife, (#6), Shopping (#9). It's even a Top 25 Dining city (#24). Prague's fairy tale spirit can still be found in its centuries-old cobbled streets and its castle perched on a hilltop, in its hidden alleys, ancient bridges and dreamy spires.

But take a closer look and you'll find a city constantly reshaped by citizens eager to

write their own history. Here you'll find shopping that's at once sophisticated and daring, adventurous chefs creating new Czech cuisine and an anything-goes club scene. After you've crossed (and recrossed) Charles Bridge, after you've explored the nooks and crannies of Prague Castle, you might want to see how young artists are creating provocative new works in ceramics and glass at Cihelna, a concept store-cum-gallery that eschews the kitschy knick-knacks found at souvenir shops across the city in favor of high-end, highly collectible homeware by local design talent.



Top 15 Cities for Programming

1.	LONDON	
2.	TOKYO	
3.	NEW YORK	
4.	PARIS	
5.	MADRID	
6.	ROME	
7.	BARCELONA	
8.	PRAGUE	
9.	MOSCOW	
10.	ISTANBUL	
11.	CHICAGO	
12.	SAO PAULO	
13.	SEOUL	
14.	BERLIN	
15.	LAS VEGAS	

Factors considered in each city's overall Programming ranking are...

- Culture: number of quality cultural and performing arts experiences recommended by locals and visitors¹
- Nightlife: number of quality nightlife experiences recommended by locals and visitors²
- Dining: number of quality restaurants and culinary experiences recommended by locals and visitors³
- Shopping: number of quality shopping experiences recommended by locals and visitors⁴

1. TripAdvisor.com
2. TripAdvisor.com
3. TripAdvisor.com
4. TripAdvisor.com

Hungry? In Prague you can taste homey dishes like potato soups, roasted pork and dumplings at traditional pubs called (oh so literally) 'basements' with local beer as cheap as the revelers are boisterous. You can wander Mala Strana, the Lesser Quarter, where tiny lanes end in wondrous courtyards and hidden gardens, and you might find yourself at a trendy little wine bar or converted music venue, taking in the astonishing views of the Church of St. Nicholas surrounded by sloping red roofs as the music envelops you, begging you to sleep only after the sun rises.



PRAGUE PRIDE

ALEXANDER SHUSTOV

People

The more diverse a city's population, the more it produces global ideas... on a local scale.

Human capital is a city's most valuable resource. To evaluate the relative strength of human capital from one city to the next, we consider the diversity of the city's population—something of proven importance when it comes to attracting talent. To measure the relative diversity of a city's people, Resonance looks at the percentage of the population born in foreign countries.

San Jose Lights the Way

San Francisco may get the tourists and headlines, but the money's in San Jose. In fact, Silicon Valley is #5 for Prosperity in our ranking. It is also, not surprisingly, #1 on the planet in our People category—an enviably diverse mix of foreign-born, well-educated residents.

Few cities on the planet boast San Jose's head-office recruitment firepower, where the city is not only a powerful draw for the global engineering elite but is often the ultimate destination. Google or Facebook may create a 500-person office in, say,

Toronto, but those are the minor-league teams. The 'big show' is in Silicon Valley.

It's hardly surprising, then, that San Jose is the second-most educated in the world, second only to Washington, D.C. (yes, still).

The city's universities, Stanford among them, are performance drivers all on their own. Their symbiotic integration with the tech offices in the city means the schools have access to funding and innovation like few others do. On top of this, the Bay Area boasts the highest concentration of venture capital in the world, meaning opportunities abound for ambitious entrepreneurs.



SAN JOSE COMPANIES HAVE ACCESS TO LOCALLY EDUCATED STANFORD GRADS



SAN JOSE'S MEXICAN CUISINE

As California's oldest Spanish settlement, the city has many reminders of its fascinating, open past.

Given the optimal conditions of a lauded, coveted school and the on-ramp it provides to jobs in the same city, San Jose also ranks high for foreign-born residents, at #14 globally.

But the old economies of immigration still apply, even in a place that always thinks future-first. All those business hotels still need staff, after all, and the housing shortage will always mean there's a place for construction workers who've never written a line of code.

But it's not like San Jose is new to welcoming the world. As California's oldest Spanish settlement, the city has many reminders of its fascinating, open past—from 140-year-old Chinese temples to the newly Michelin-starred Adegas, owned by a wine-importing family from Portugal and boasting one of the largest lists of Portuguese wines outside the Old Country. And don't leave town without some authentic Mexican fare, which you'll find at San Pedro Square's Olla Cocina, along with their locally lauded watermelon margaritas.

Top 15 Cities for People

1.	SAN JOSE	◀
2.	TORONTO	◊
3.	VANCOUVER	◊
4.	SAN FRANCISCO	◊
5.	MIAMI	◊
6.	DUBAI	◊
7.	BOSTON	◊
8.	ZURICH	◊
9.	ABU DHABI	◊
10.	DOHA	◊
11.	NEW YORK	◊
12.	LONDON	◊
13.	WASHINGTON	◊
14.	CALGARY	◊
15.	SINGAPORE	◊

Factors considered in each city's overall People ranking are...

- Diversity: percentage of foreign-born residents¹
- Education Attainment: percentage of the population with tertiary education, at level 5 ISCED or above²

1. Office for National Statistics, Office for Regional Statistics, Eurostat, The World Bank – United Nations Population Division
2. Office for National Statistics, Office for Regional Statistics, Eurostat, The World Bank – UNESCO Institute for Statistics



APPLE PARK

Prosperity



HISTORIC DUBLIN HAS ITS EYES ON THE FUTURE

A well-paid, economically secure citizenry facilitates stewardship and innovation.

The great author and urbanist Jane Jacobs defined cities as places that produce wealth.

If they cannot generate wealth, they cannot sustain the employment and quality of life that attract and retain people. In general, beliefs about the wealth and prosperity of a city are shaped by statistics such as the income of citizens, and they are shaped by the

presence or absence of large, recognizable corporations—despite the fact that start-ups and innovation increasingly drive a city's development and economic growth.

Yet these stats don't tell the whole story: head offices and GDP per capita are of growing interest in measuring quality of place. Resonance ranks a city in our Prosperity category by its performance in the subcategories of GDP per capita and Global 500 Companies.

Dublin

Dublin's Docklands area, known as Silicon Docks, is home to major tech and digital players including Google, Facebook, Amazon, eBay, Apple and Airbnb, to name just a few. And it's not just household names setting up shop in the Irish capital. Home to several internationally ranked universities (Trinity College Dublin, University College Dublin and Dublin City University), the city continues to attract smaller start-ups that choose

it over traditional head office cities like London and New York. Among the many reasons is Ireland's Local Enterprise Office, which supports international companies by providing mentoring and training as well as a number of financial grants. And, of course, there's Dublin's very attractive corporate tax rates—among the lowest in the world.

Since 2013, Ireland's GDP has grown by 50%, placing it ahead of China in growth. A slew of data published earlier this year shows that employment is growing faster than expected and is approaching record highs. Indeed, in 2017 nearly 1,300 jobs were generated per week; and despite fears that a weaker sterling might send shoppers across the border, retail sales also grew 6%. Dublin's #7 Prosperity ranking is powered by its #2 finish in the subcategory of GDP per capita and #30 for Global 500 Companies.

And, of course, there's Dublin's very attractive corporate tax rates—among the lowest in the world.

"If you just concentrated on the labour market, it's very clear there's been a massive recovery in the economy. You might even say it's booming again," economist Dan McLaughlin noted earlier this year.

While employment continues to accelerate, wages have not—though this has been a feature of the global economy since 2008. Ireland finds itself with a low-wage, jobs-rich recovery that isn't easily explained.

The European Commission forecasts that the Irish economy will continue its record growth into 2019. It predicts GDP growth of 5.6% for the Republic in 2018, compared to 2.1% for both the euro zone and the EU as a whole. Over the next two years, domestic demand is expected to be the main contributor to growth, according to the Commission, which also cautioned that looming Brexit shockwaves could dampen all the good news.

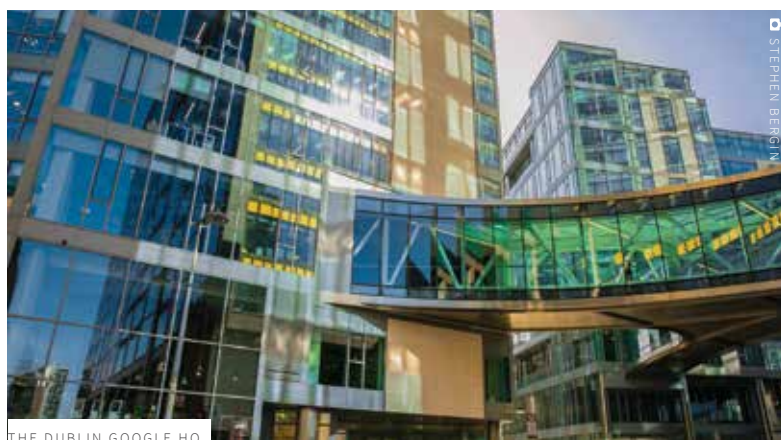
Top 15 Cities for Prosperity

1. TOKYO
2. PARIS
3. BEIJING
4. SAN JOSE
5. NEW YORK
6. ZURICH
7. DUBLIN
8. SAN FRANCISCO
9. LONDON
10. WASHINGTON
11. OSLO
12. BOSTON
13. SEATTLE
14. CHICAGO
15. HOUSTON

Factors considered in each city's overall Prosperity ranking are...

- Economy: number of Global 500 corporate headquarters¹
- Standard of Living: GDP per capita²

1. Fortune.com
2. Brookings – Metropolitan Policy Program



THE DUBLIN GOOGLE HQ

Promotion

A city's ability to tell its story (and help visitors do the same) depends on how it incents and rewards sharing of experience by locals and visitors.

The number and frequency of media coverage, online articles, references and place-based recommendations influence our perception of cities, whether the news is good or bad. While larger economic centers receive the most attention, effective promotion and communication for cities can have an outsized impact on perception: medium cities like Savannah, Charleston and New Orleans command more attention than their size alone would merit. Today, residents, businesses and visitors promote a city to the world more than city marketers or chambers of commerce. But cities themselves still have important roles to play in developing and managing the ever-growing numbers of communication and media channels. Resonance ranks a city's Promotion performance based on the number of stories, references and recommendations shared online about that city, including the subcategories of Google Search Results, Google Trends, Facebook Check-ins, Instagram Hashtags and TripAdvisor Reviews.

Rome Sharing

Long before we could scroll through Facebook, Instagram, blogs and websites for travel insights and inspiration, we had poets and painters, sculptors and film directors to capture the beauty, chaos and spirit of the Eternal City.



THE TREVI FOUNTAIN



THE CITY'S ICONIC COLOSSEUM

"How is it possible to say an unkind or irreverential word of Rome? The city of all time, and of all the world!" the American novelist Nathaniel Hawthorne wondered.

More than a century later there's much to be said about the city, which lands at #5 in our Promotion category. A quick search on Instagram for #VisitRome turns up thousands of posts from visitors and locals alike in the Palazzo della Sapienza, in the Colosseum, wandering the ancient city streets, eating gelato. "If I'm in Rome for only 48 hours, I would consider it a sin against God to not eat cacio e pepe, the most uniquely Roman of pastas, in some

crummy little joint where Romans eat," said the late Anthony Bourdain. "That's Rome to me."

To others, that "can't be missed" experience might be recreating an iconic moment from Fellini's *La Dolce Vita* and posting proof of the midnight swim on social media, which is exactly what some tourists did earlier in the year (paying a mighty fine for it later). The famous Trevi Fountain is now monitored day and night to prevent tourists from behaving badly. It's all in a day's work in a city that ranks #9 for Google Trends, #2 for TripAdvisor Reviews and #12 for Instagram Hashtags.



Top 15 Cities for Promotion

1. LONDON
2. NEW YORK
3. PARIS
4. DUBAI
5. ROME
6. SINGAPORE
7. MADRID
8. BARCELONA
9. HONG KONG
10. LOS ANGELES
11. MOSCOW
12. CHICAGO
13. ISTANBUL
14. SAO PAULO
15. RIO DE JANEIRO

Factors considered in each city's overall Promotion ranking are...

- Social Media: number of Facebook check-ins¹
- Online Presence: number of Google search results²
- Travel Media: number of TripAdvisor reviews³
- Social Media: most Instagrammed city (based on relevant hashtags)⁴
- News: popularity on Google Trends in the past 12 months⁵

1. Facebook
2. Google
3. TripAdvisor.com
4. Instagram
5. Google Trends

“If I’m in Rome for only 48 hours, I would consider it a sin against God to not eat cacio e pepe, the most uniquely Roman of pastas, in some crummy little joint where Romans eat.”

— ANTHONY BOURDAIN



ROME'S VATICAN CITY

We hope you enjoyed this sample of our insight and expertise.

HERE'S HOW RESONANCE CAN HELP SHAPE THE FUTURE OF YOUR CITY, DESTINATION OR DEVELOPMENT



TOURISM

Resonance helps countries, cities, communities and resorts understand market trends, assess strengths and weaknesses, engage local communities, plan for the future, and create branding to realize their full economic potential. We recognize that tourism, economic development and urban planning are intimately interconnected, and our strategies offer research and roadmaps that connect the three. By doing so, we help ensure that the growth of tourism not only brings economic benefits to a community but enhances quality of life for residents as well.

Consumer Research

Destination Assessments

Scenario Planning & Forecasting

Destination Development Strategy

Tourism Master Plans

Marketing Strategy



REAL ESTATE

Resonance specializes in complex mixed-use developments in both urban and resort environments. Major mixed-use developments often redefine a neighborhood or destination and must, therefore, engage and communicate with diverse stakeholders and audiences—be they local residents, prospective home buyers, renters or commercial tenants. Working with developers and their design teams, we help define and articulate a development's vision and communicate it through community engagement, branding, marketing and placemaking that resonates with all desired audiences.

Consumer Research

Development Strategy

Branding

Marketing Strategy

Placemaking



ECONOMIC DEVELOPMENT

Effective economic development is a powerful blend of tourism, talent attraction, urban planning and far beyond. Our economic development strategies offer a roadmap that links myriad factors—and by doing so, connects neighborhoods, cities and regions with current and future talent, investors, visitors and residents. Our proprietary data and innovative research help economic development organizations understand and prioritize authentic opportunities, create competitive identities, meaningfully engage communities and plan for the future to realize their full economic potential.

Performance Benchmarking

Economic Development Strategy

Marketing Strategy

Placemaking

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