



Shanghai

Voluntary Local Review

..... 2023

Annual Report

Vitality • Resilience • Openness





Vitality · Resilience · Openness
UN SDGs Shanghai Voluntary Local Review 2023



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Annex: Songjiang Voluntary Local Review 2023





Shanghai - an international hub for economy, finance, trade, and shipping, as well as a globally influential center for technological innovation

In general, Shanghai has established itself as an international hub for economy, finance, trade, and shipping, and it has a framework that is globally influential in technological innovation. In recent years, Shanghai's GDP has consistently ranked among the top ten globally and gained sixth place in 2022. There are 891 multinational corporations headquartered in Shanghai, along with 531 foreign-funded R&D centers. The proportion of Shanghai's total R&D expenditures to GDP exceeds 4%, and the total value of port trade continues to appear at the top of global cities. Shanghai Port's container throughput has maintained its position as the world's first for 13 consecutive years. As one of the most internationalized cities in China, Shanghai has been recognized as the "most attractive Chinese city for foreign talents" for eleven consecutive years. In 2035, Shanghai will be built into a desirable city of innovation, humanities, and ecology, becoming a modern socialist international metropolis with global influence in general.

Shanghai - an international cultural metropolis and a nationally recognized historical and cultural city

Shanghai is an international cultural metropolis and a nationally recognized historical and cultural city dating back to the Majiabang Culture over 6,000 years ago, the Songze Culture over 5,000 years ago, and the Liangzhu Culture over 4,000 years ago. Here, the Culture of our Party, Shanghai-style Culture and Jiangnan Culture add radiance and beauty to each other, giving birth to great creativity and vitality. Currently, Shanghai is guided by the urban spirit of "embracing diversity, pursuing excellence, being open-minded and wise, and having a broad-minded and humble attitude" and the urban values of "openness, innovation, and inclusiveness". Its spirit and values elevate Shanghai's soft power, leading nationwide development, radiating across the Asia-Pacific, and expanding its influence worldwide as it strives to become a city model showcasing Chinese ideals, spirit, and path to the world.

Shanghai - a core city of the world-class urban agglomeration in the Yangtze River Delta

Located in eastern China at the mouth of the Yangtze River and facing the Pacific Ocean, Shanghai, together with the neighboring provinces of Zhejiang, Jiangsu, and Anhui, is part of the Yangtze River Delta, known as one of the most economically active, open, and innovative regions in China. As the core city of the world-class urban agglomeration in the Yangtze River Delta, Shanghai is leading in driving regional development and high-quality growth in the Yangtze River Delta. Additionally, Shanghai is making every effort to actively serve and integrate into the new development pattern, accelerating the construction of a central node of the domestic circulation and a strategic link of China's new "dual circulation" development paradigm.

Shanghai - a pioneer in implementing China's Reform and Opening-up and a leader in innovation-driven development

Since 1978, Shanghai has been at the forefront, leading a scientific path of development with the characteristics of a megacity. It is a pioneer in implementing China's Reform and Opening up and a leader in innovation-driven development. Shanghai has established a modern industrial system with the service industry as the mainstay, led by strategic emerging industries and supported by advanced manufacturing. Currently, Shanghai is accelerating the construction of a new, higher-level open economic system to upgrade its urban capacity and core competitiveness comprehensively. It aims to become a leading source of innovation and a global hub for the integration of wisdom, where the future will be made.



1. Introduction

Transforming our world: The 2030 Agenda for Sustainable Development was signed by 193 countries at the United Nations Sustainable Development Summit on September 25, 2015, as the framework document following the *United Nations Millennium Declaration* published in 2000 on the global development process. The 2030 Agenda proposed 17 Sustainable Development Goals (SDGs), seeking to consolidate the development of the Millennium Development Goals, enabling all people to enjoy human rights, and considering the sustainable development of the economy, society, and environment. China attaches great importance to the 2030 Agenda and issued *China's National Plan on Implementation of the 2030 Agenda for Sustainable Development* in September 2016, which provides general guidance for local governments to implement the 2030 Agenda based on regional conditions.



Figure 1 SDGs of the 2030 Agenda

Shanghai is one of the most international cities in China. After opening up as a port for trade in 1843, Shanghai gradually developed into the Far East's financial, trade, and economic center, where Chinese and Western civilizations blended and became an important channel for China's communication with the world. After the founding of the People's Republic of China, Shanghai further strengthened its ties with other cities in the country and services for domestic economic and social development. Since the reform and opening up, Shanghai has actively promoted innovation and transformation as part of its national strategy and has continuously pushed up its urban energy level and core competitiveness. In 2022, Shanghai's GDP ranked sixth globally, with the per capita GDP exceeding RMB 180,000. Shanghai is now on par with developed or moderately developed

countries.

In the future, Shanghai will still face many difficulties and challenges. In terms of economic growth, Shanghai is facing multiple pressures from demand contraction, supply shocks, and weakening expectations, and it needs to boost consumption and investment further, stabilize trade and exports, and effectively solve the difficulties of enterprise production and operation. At the same time, Shanghai needs to further strengthen its innovation and development momentum, shoulder heavy responsibilities for core technology breakthroughs in critical areas, and improve the stability and competitiveness of its industrial and supply chains. As the vanguard of China's reform and opening up, Shanghai still needs to comprehensively deepen the reform and overcome difficulties in the reform of key areas. As a megacity with a population of 24.7589 million, Shanghai still has many weak points in urban governance. The governance urgently needs to strengthen its operational security and emergency response system, continuously improve the city's safety and resilience, and further improve the efficiency of government services and management. To realize people's aspirations for a better life, Shanghai still needs to address many challenges in employment, education, healthcare, pensions, childcare, and housing and to continue improving the quality of the built and ecological environment.

Sustainable development is an effective solution to practical difficulties and challenges. Sustainable development is also Shanghai's all-time goal. In 2010, the World Expo, with the theme of "Better City, Better Life", was hosted in Shanghai and was dedicated to incorporating sustainable development into a "city for all". On the closing day of the World Expo 2010 Shanghai China on October 31, 2010, the *Shanghai Declaration*, which brought together essential thoughts of the World Expo, was officially released. The Chinese government, together with the participants' director generals of other countries, jointly proposed the Global Observance of "World Cities Day" on October 31 every year, which was passed at the 68th Session of the United Nations General Assembly as the first global observance promoted by China in the United Nations.

In 2018, Shanghai developed strategies for the mid-to-long-term development plan to be implemented in the 2035 - *Shanghai Master Plan 2017 – 2035*, which describes the overall goal and vision of building Shanghai into "a modern socialist international metropolis with a global influence". Under this overall goal and vision, Shanghai also set three subgoals—"a more dynamic innovation city", "a more attractive humanistic city", and "a more sustainable eco-city", in response to sustainable development goals from different perspectives.

Under the goal framework of the 2030 Agenda, many cities worldwide have initiated voluntary local reviews ("VLR") to periodically examine their progress and achievements toward the SDGs. At the invitation of UN-Habitat, Shanghai released the *Shanghai Voluntary Local Review 2021* ("*Shanghai VLR 2021*") during the celebration of the 2021 China Observance of World Cities Day and the First SDG Cities Global Conference and, on this basis, announced participation in the United Nations' Flagship Project, considering participation in SDG projects as a regular task of Shanghai to push forward its sustainable development.

In 2022, during the Global Observance of World Cities Day and the 2nd SDG Cities Global Conference held in Shanghai, the second annual report, "*Shanghai VLR 2022*", was promoted by relevant leaders from governmental agencies. The 2022 report focused on the

theme of “Green, Shared, Cooperation”, evaluating what Shanghai has done to achieve “Clean Energy”, “Fair Sharing”, “Green Resilience”, and “Cooperative Development” goals. Since 2022, Shanghai has initiated a “1+X” VLR system of municipal and district achievements and achieved “municipality-district coordination”.



Figure 2 The logical relationship between the SDGs and Shanghai's goals and vision

The year 2023 marks the third year of Shanghai's VLR. The report for this year will continue to focus on Shanghai's thematic practices in the field of urban sustainable development and construction in recent years, further highlight its key achievements, and conduct a thematic, continued, and coordinated evaluation. In terms of “themes”, the 2023 annual report focuses on the general theme “Vitality · Resilience · Openness”. “Vitality” reflects the inherent requirements of “innovation is the primary driving force” and the implementation of the innovation-driven development strategy. Resilience is the bottom line for the development of megacities and metropolises and is a major issue related to social stability and people's well-being at both the hardware and software levels. “Openness” is the spirit of an international metropolis characterized by “tolerance and inclusiveness”, which is also an important urban characteristic of Shanghai. In terms of “continued”, SDG8, SDG9, SDG11 and SDG17 were selected to carry out a priority review based on the annual theme to continuously respond to the logical framework of SDGs. In terms of “coordinated”, this year's report results are composed of a “1+1” system: a main report at the municipal level and a sub-report at the district level.

In late October and early November 2023, the Shanghai Municipal Government, the Ministry of Housing and Urban-Rural Development and UN-Habitat held the China Observance of World Cities Day 2023 in Shanghai. During the celebration, the results of *Shanghai VLR 2023* were introduced through the special session of 3rd SDG Cities Global Conference, by which the megacity practices in promoting sustainable development were presented to the world.



2. Review Methods and Processes

The Shanghai Municipal government, along with professional research institutions, expert advisory committees, and relevant social organizations, collaborated to develop *the report on VLR 2023*. The preparation of this report involved the participation of more than 20 government departments and social organizations, who contributed to specific assessments and provided case studies that showcased the latest practices and achievements. During the preparation of the report, experts from various fields were consulted, forming an expert advisory committee composed of authoritative experts from fields of this year's theme, responsible for the selection and discussion of priority review goals and related indicators; furthermore, emphasis was placed on the analysis of multisource data, leading to a comprehensive understanding of residents' satisfaction with urban development through various dimensions such as urban health check-ups. The Preparation Team of the *Shanghai VLR 2023* at the Shanghai Academy of Social Sciences is responsible for preparing this report.

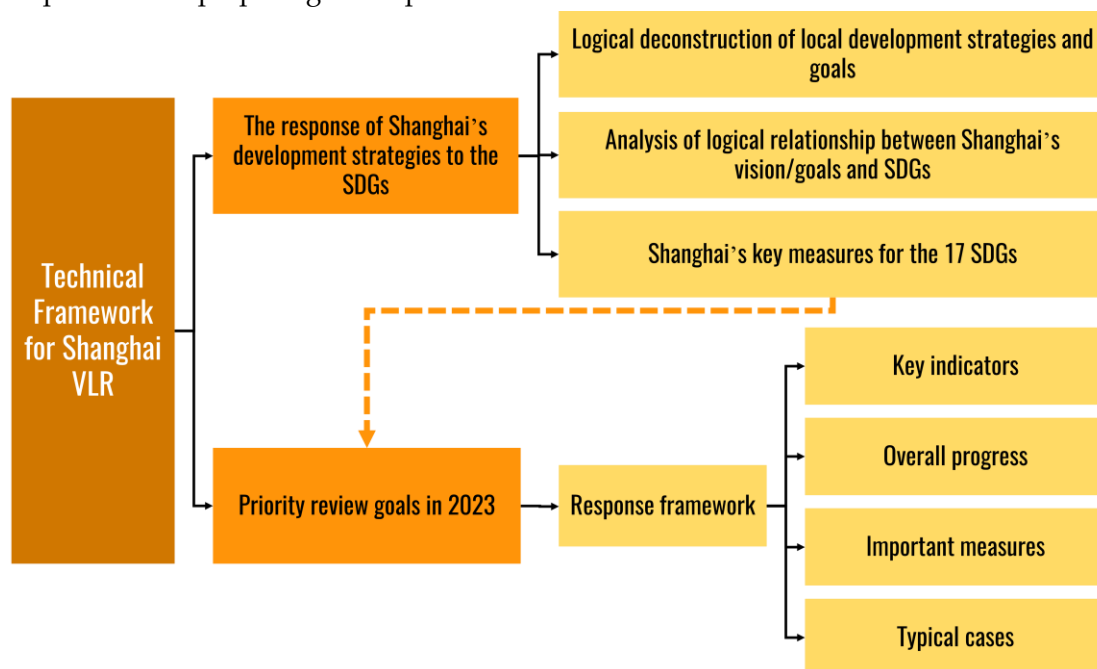


Figure 3 Technical framework for Shanghai VLR

The *Shanghai VLR 2023* was prepared concerning the requirements in the *Handbook for the Preparation of Voluntary National Reviews* issued by the UN DESA's Division for Sustainable Development Goals and the *Guidelines for Voluntary Local Reviews* issued by

UN-Habitat, as well as *China's Voluntary National Review Report on Implementation of the 2030 Agenda for Sustainable Development* issued by the Ministry of Foreign Affairs of the People's Republic of China in June 2021 and evaluation results of other foreign cities related to the SDGs at the district level provided on the UN websites related to SDGs.



Figure 4 China's VNR report on implementation of the 2030 Agenda for Sustainable Development (2021)

To review the framework and contents, the *Shanghai VLR 2023* working group established a localized framework for Shanghai VLR by referring to China's National Plan on Implementation of the 2030 Agenda for Sustainable Development, *China's SDGs Indicator Establishment and Progress Report 2018*, and suggestions from government departments and relevant experts. Meanwhile, the *Shanghai VLR 2023* was prepared for research results, such as evaluations of the five-year plan for national economic and social development in Shanghai and the annual report of Shanghai's urban health check-up.

This report further reviews the logical relationship between the current development strategies and critical measures of Shanghai and the 17 SDGs. Based on this, combined with the overall theme of the *Shanghai VLR 2023*, "Vitality, Resilience and Openness", and considering the theme of World Cities Day 2023, "Financing Sustainable Urban Future for All", and Shanghai's recent critical practices in sustainable development, it was determined that the 2023 VLR should be conducted from the following four perspectives: "SDG8 Decent Work and Economic Growth", "SDG9 Industry, Innovation and Infrastructure", "SDG11 Sustainable Cities and Communities", and "SDG17 Partnerships for the Goals". Guided by the annual theme of "Vitality, Resilience and Openness", targets of these SDGs were examined, and highly relevant targets were selected as the priorities for review. Refer to Table 1 below for details.

Table 1 Relationships between SDGs targets and annual report subjects

SDGs	Content	Subject	Attention
8.1	Sustain per capita economic growth according to national circumstances, and in particular, at least 7 percent gross domestic product growth per annum in the least developed countries.	Vitality	★★
8.2	Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including by focusing on high-value-added and labor-intensive sectors.	Vitality	★★
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small- and medium-sized enterprises, including through access to financial services.	Vitality	★★
8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, per the 10-year framework of sustainable consumption and production programs, with developed countries taking the lead.	Resilience	★★
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Vitality	★★
8.6	By 2020, the proportion of unemployed, uneducated, or untrained youth will be substantially reduced.	Vitality	★★
8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025, end child labor in all its forms.	Resilience	
8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	Resilience	★
8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	Vitality	★★
8.10	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Vitality	★★
8.a	Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.	Openness Vitality	★★
8.b	By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labor Organization.	Vitality	★★
9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Resilience	★★
9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.	Openness Resilience	★★
9.3	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.	Vitality	★★
9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Resilience	★★
9.5	Enhance scientific research, upgrade the technological capabilities	Vitality	★★

	of industrial sectors in all countries, in particular developing countries, including by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.		
9.a	Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States 18.	Openness Resilience	★★
9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.	Vitality	★★
9.c	Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	Vitality	★
11.1	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	Resilience	★
11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and the aged	Resilience	★★
11.3	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	Vitality Resilience	★★
11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	Resilience	★
11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	Resilience	★★
11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	Resilience	★★
11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	Resilience Vitality	★★
11.a	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.	Openness Vitality Resilience	★★
11.b	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans toward inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.	Resilience	★★
11.c	Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.	Resilience	★★
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	Openness	★
17.2	Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 percent of ODA/GNI to developing countries and 0.15 to 0.20 percent of ODA/GNI to least developed countries ODA providers are encouraged to consider setting a target to provide at least 0.20 percent of ODA/GNI to least developed countries.	Openness	★
17.3	Mobilize additional financial resources for developing countries from multiple sources.	Openness	★★

17.4	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.	Openness	★
17.5	Adopt and implement investment promotion regimes for least developed countries.	Openness	★★
17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.	Openness	★★
17.7	Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed.	Openness	★★
17.8	Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.	Openness	★★
17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.	Openness	★★
17.10	Promote a universal, rules-based, open, nondiscriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.	Openness Vitality	★★
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.	Openness Vitality	★★
17.12	Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.	Openness Vitality	★★
17.13	Enhance global macroeconomic stability, including through policy coordination and policy coherence.	Openness	★★
17.14	Enhance policy coherence for sustainable development.	Openness	★★
17.15	Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.	Openness	★★
17.16	Enhance the global partnership for sustainable development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.	Openness	★★
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	Openness Vitality	★
17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.	Openness	★
17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.	Openness	★



3. Overview of Shanghai's Responses to SDGs

Shanghai's Responses to SDGs

According to the *Shanghai Master Plan (2017-2035)*, Shanghai aims to become “a dynamic city of prosperity and innovation”, “a charming city of happiness and humanity”, and “a sustainable city that is green and resilient” (“2035 Goals”). On the path to realizing its overarching goal of “becoming a modern socialist international metropolis with world influence”, Shanghai continues to further develop its economy, society, environment, culture, and governance. Within a logical framework, Shanghai focuses on the following development goals: “a more dynamic and prosperous innovation city” by emphasizing development in its economic, social and cultural aspects; “a more attractive, happy humanistic city” by highlighting its social, cultural development, and urban governance; and “a more sustainable resilient eco-city” by emphasizing its economic growth, environmental protection and metropolitan governance.

The concept of sustainable development has always been integrated into Shanghai's efforts to advance its economy, urban governance, culture, society and environment. In terms of economic development, Shanghai focuses on energy development, employment and economic growth, emerging industries, promoting common development, and responsible consumption and production; for urban governance, Shanghai focuses on reducing regional development disparities, promoting community governance, developing circular production, ensuring fairness and justice, and promoting regional coordinated governance; for cultural development, Shanghai focuses on the high-quality development of culture and education, creating a gender-equal cultural environment, technological innovation and cultural creativity, community building, and regional cooperation; for social development, it focuses on poverty alleviation, food security, improving health levels, and promoting educational equity and gender equality; and for protecting the environment, Shanghai focuses on ensuring water supply security, developing new energy resources, coping with climate change, protecting water environments and biodiversity, and protecting land environments and biodiversity.

This report establishes a logical correspondence between the Shanghai 2035 goals and the 17 SDGs. Based on this framework, self-assessment work in 2023 will be carried out. The connection with the indicator system structure in the economy, governance, culture, society, environment, and other fields will also be considered regarding indicator assessment.

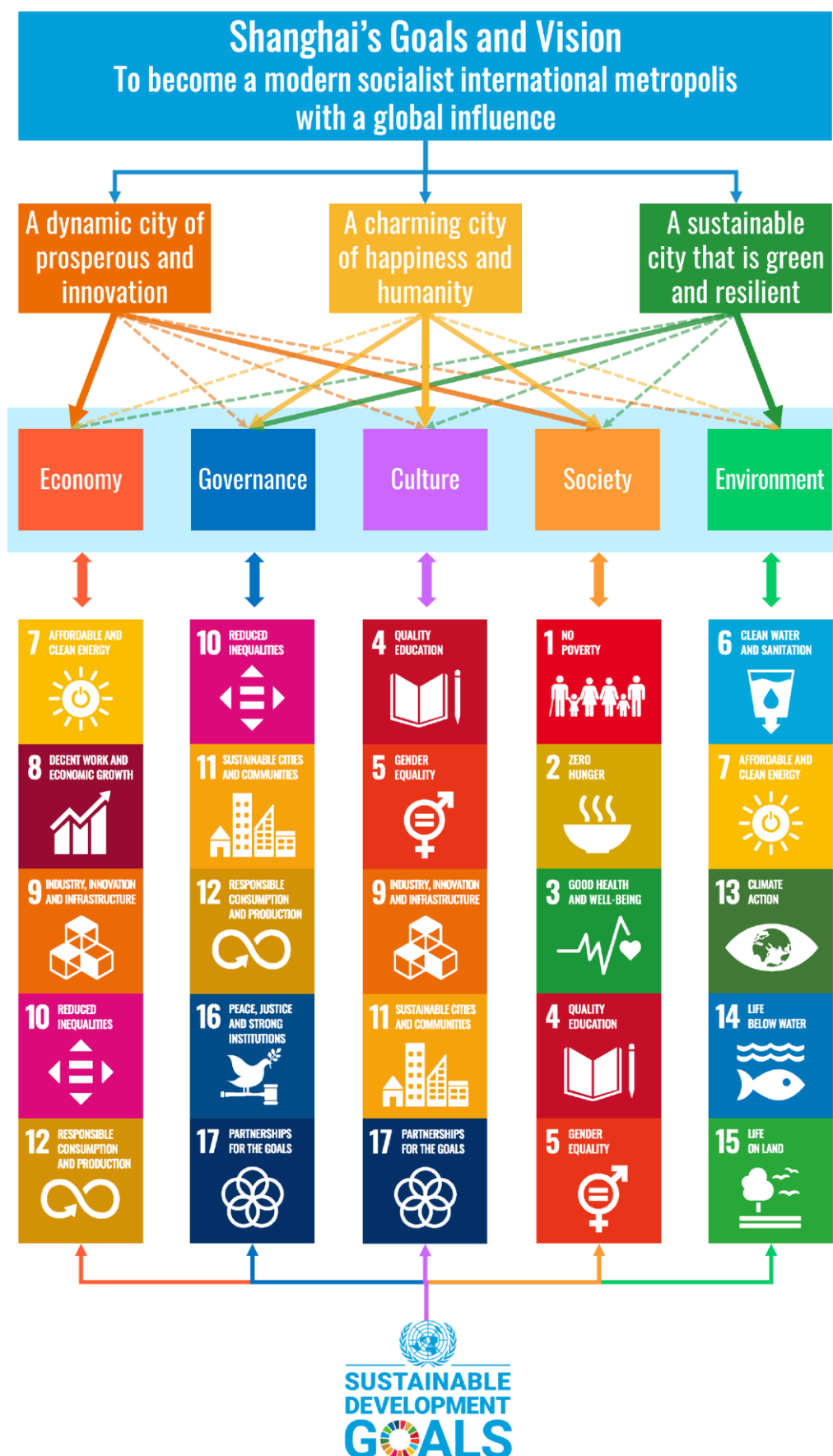


Figure 5 Logical correspondence between Shanghai's goals and the SDGs

● A dynamic city of prosperity and innovation

To become a more dynamic and prosperous innovation city, Shanghai has made the following efforts: enhancing its core functions as a global resource allocator, source of technological innovation, leader in high-end industries, and gateway to openness; considering technological innovation as the driving force to build a collaborative industrial system for coordinated development (SDG9, SDG12); developing a more open international hub by enhancing Shanghai's international and domestic service radiating power and improving its capability in global resource allocation (SDG17); focusing on enhancing the strength of advanced manufacturing and stimulating the endogenous power of the urban economy (SDG8, SDG9); strengthening support through a comprehensive, convenient and efficient transportation and modern infrastructure system (SDG7, SDG9); creating a more attractive environment for both employment and entrepreneurship (SDG8); and enabling all residents to enjoy the fruits of development (SDG1, SDG2, SDG10).

● A charming city of happiness and humanity

To create a more livable, business-friendly, educational, and tourist-friendly community, Shanghai aims to meet people's aspirations for a better life; become a more attractive city of happiness and humanity; perfect the essential public service system that is fair, shared, flexible, and inclusive (SDG3, SDG4); improve the housing supply system that is affordable and sustainable (SDG11); enhance citizens' sense of gain, happiness, and security; strive to achieve social fairness and justice (SDG5, SDG10, SDG16); stimulate the vitality of urban cultural innovation and creativity; enhance the city's cultural soft power and attraction (SDG4, SDG9, SDG17); protect historical and cultural heritage; continue the city's historical context; and retain the city's memory (SDG11, SDG12).

● A sustainable city that is green and resilient

To become a more sustainable, resilient eco-city, Shanghai has made the following efforts: actively address global challenges such as climate change (SDG13); transform production and lifestyle patterns (SDG12); improve ecological quality from all respects and construct a multilevel, networked, and functionally integrated ecological space system (SDG6, SDG14, SDG15); create an environmental governance system where the government works as a leader, enterprises as implementers, and social organizations and the public as participants (SDG16, SDG17); improve urban security and optimize the basic, functional, and networked urban infrastructure system (SDG9); enhance the capacity and service quality of municipal infrastructure for urban operation; and improve the city's ability and resilience to combat disasters (SDG11, SDG12).

Shanghai's Important Measures to Drive SDGs

● Vital strategic directions to promote SDGs

Since 2015, Shanghai has strived to promote sustainable development in terms of its economy, governance, culture, society, and environment. Through the practice of several key strategic directions, phased results have been achieved.

In the field of economy, Shanghai strives to establish a modern industrial system with the modern service industry as the main body, strategic emerging industries as the leader, and advanced manufacturing as the support, accelerating the promotion of high-quality economic development. The city's GDP has continuously crossed 3 trillion yuan and 4 trillion yuan, growing from 2.69 trillion yuan in 2015 to 4.47 trillion yuan in 2022, ranking among the world's top cities. The per capita GDP increased from 109,200 yuan to 180,400 yuan, reaching the level of upper-middle developed countries. In general, international economic, financial, trade and shipping centers have been built, the total port cargo trade has remained the highest in the world, and the container throughput of Shanghai Port has ranked first in the world for 12 consecutive years. Shanghai is the vanguard of the National Reform and Opening-up and the forerunner of innovative development, which promotes the socialist modernization construction of Pudong from a high starting point, accelerates the cultivation of special economic functions of the Lin-gang Special Area of China (Shanghai) Pilot Free Trade Zone, continuously amplifies the effects of the Science and Technology Innovation Board and the registration system, and fully promotes the Yangtze River Delta's Integrated Development profoundly and solidly.

In the field of governance, Shanghai has difficulty benchmarking against the highest standards and the best level to achieve urban governance with higher efficiency. Depending on the characteristics and laws of a megacity, Shanghai insists on comprehensive, whole-process and all-weather governance, making use of measures in terms of laws, standardization, intelligence and social management to combine the wisdom of technology with rule-based management and people's power and to modernize urban governance. Shanghai is continuing refining its urban governance and upgrading its refinement work platform based on an integrated management system for the urban grid. It has made solid progress in constructing "beautiful neighborhoods, beautiful homes and beautiful villages". By practicing the principal concept of whole-process people's democracy, Shanghai has made great efforts to consolidate mighty powers to create a gracious living and form an increasingly intense atmosphere with joint establishment, shared governance and common sharing.

In the field of cultural development, Shanghai has made every effort to promote the "Shanghai Culture" brand. It speeds up the construction of a socialist international metropolis with world influence. Shanghai has been actively promoting the development of literary and artistic creation and production, gradually underpinning Shanghai as a vital creative hub with its first public performances, shows, and releases. By being committed to building a global film and television production center, an important international art trading center, the performing arts capital of Asia and the capital of global electronic sports, Shanghai continues to consolidate its pillar position in creative cultural industries. For

example, the Shanghai International Film Festival has become Asia-Pacific's most influential international film event. Moreover, the China International Digital Interactive Entertainment Exhibition has become one of the world's three largest digital interactive entertainment exhibitions and is in first place in Asia. Shanghai fully promotes the standardization and equalization of essential public services. The public cultural service circle constantly improved by 10 minutes in the central urban area and 15 minutes in the suburbs. This city is committed to creating a world-famous tourist city with international influence, constantly consolidating its sightseeing, leisure and vacation functions. In addition, Wusong Cruise Port has become the first port in Asia and the world's fourth-largest cruise home port.

In the field of social development, Shanghai practices the vital idea of a "people's city built by people and serves for people" and pays attention to safeguarding and improving people's livelihoods and living standards. In Shanghai, residents' per capita disposable income increased to 79,600 yuan in 2022 from 49,900 yuan in 2015. Based on the "15-minute community life circle", practical measures are taken to improve the functions of various public services in the community and promote the equalization of essential public services covering urban and rural areas. Shanghai is committed to creating an open and inclusive urban environment for all residents, promoting opening and quality improvements along the Huangpu River and Suzhou Bay and completing the comprehensive renovation of houses below grade two in the central urban area. Shanghai attaches great importance to developing education, medical and healthcare services. For example, the gross enrollment rate in the first three years of preschool, compulsory education and high school education is close to 100%, and the proportion of the significant working-age population with higher education is close to 50%. Shanghai initially built a healthcare service system to protect people's health, and the primary health indicators of its residents remain at the world's leading level.

In the field of environmental protection, Shanghai prioritizes eco-environmental conservation and green development and explores the deep integration and practice of the two important concepts of "lucid waters and lush mountains are invaluable assets" and "people's cities". Shanghai has actively implemented a carbon-neutral strategy, continuously stepped up the adjustment of the "four major structures" (energy, industry, transportation and agriculture) and fostered new green and low-carbon development momentum. Through the joint efforts of the whole society, Shanghai facilitated lifestyle changes, making garbage classification a new fashion in daily life. The focus of ecological and environmental protection work has gradually shifted from reducing pollutant emissions to improving environmental quality and enhancing ecological service functions. At present, the quality of the air and water has reached the best level ever. The aquatic biodiversity indices of crucial rivers and lakes, such as the Huangpu River, Suzhou Bay and Dianshan Lake, are increasing. Shanghai is committed to providing citizens with a broader ecological space, with forest coverage reaching 18.5% by 2022.

● Recent important measures for sustainable development practice

The report compares Shanghai's recent significant measures in sustainable development (as shown in Table 2) with the 17 SDGs. The *Shanghai VLR 2023* prioritizes

the review of SDGs8, 9, 11, and 17.

Table 2 Shanghai's essential measures for the SDGs

SDGs	Shanghai's measures
1 NO POVERTY 	<ul style="list-style-type: none"> ● Improve the system of assistance for disadvantaged groups ● Scientifically elevate the level of social assistance and security ● Provide paired aid to other regions in China to help them eliminate poverty
2 ZERO HUNGER 	<ul style="list-style-type: none"> ● Boost the high-quality development of modern agriculture ● Develop germplasm technology and create a favorable environment for the seed industry ● Abide by the red line of arable land protection ● Stop food waste from both consumption and supply
3 GOOD HEALTH AND WELL-BEING 	<ul style="list-style-type: none"> ● Boost high-quality coverage of medical insurance ● Improve the public health emergency system ● Control pregnancy risks for pregnant women ● Implement a clean-air action plan ● Strictly control tobacco use ● Provide more effective prevention and control for potential traffic dangers
4 QUALITY EDUCATION 	<ul style="list-style-type: none"> ● Promote equal allocation of resources for compulsory education ● Provide better childcare services ● High-quality development of vocational education ● Targeted coverage of special education ● Build a network for community education ● Establish a credit bank for lifelong education
5 GENDER EQUALITY 	<ul style="list-style-type: none"> ● Promote full coverage of maternal and infant facilities in public areas ● Help women obtain high-quality employment ● Provide comprehensive support for women's employment and entrepreneurship ● Set up a gender equality consulting and evaluation committee
6 CLEAN WATER AND SANITATION 	<ul style="list-style-type: none"> ● Strengthen ecological protection of drinking water sources ● Promote the renovation and transformation of water supply pipelines and secondary water supply facilities to make them endurable ● Strengthen the joint prevention and control of water pollution in the Yangtze River Delta region
7 AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> ● Develop renewable green energy ● Develop clean energy-natural gas ● Optimize the energy structure ● Promote low-carbon and efficient use of energy
8 DECENT WORK AND ECONOMIC GROWTH 	<ul style="list-style-type: none"> ● Boost economic vitality and resilience ● Precisely implement economic relief and revitalization ● Promote employment with multiple initiatives ● Stimulate and promote consumption

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> ● Consolidate the modern industrial system ● Promote green development ● Accelerate the digital transformation of cities ● Build science and technology innovation centers with world influence
10 REDUCED INEQUALITIES 	<ul style="list-style-type: none"> ● Ensure that everyone enjoys a decent and dignified life ● Provide high-quality public services for all ● Create a wonderful rural life for all ● Build a happy city friendly to all
11 SUSTAINABLE CITIES AND COMMUNITIES 	<ul style="list-style-type: none"> ● Renew and energize the city ● Promote the renovation of old housing ● Shape the life circle of community ● Promote transit-oriented urban development ● Promote the construction of five new cities
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> ● Make more efforts to become a "zero-waste city" ● Develop an eco-friendly circular economy ● Boost economic restructuring and green production ● Make more efforts to become a safe and resilient city
13 CLIMATE ACTION 	<ul style="list-style-type: none"> ● Enhance the impact evaluation of climate change on the city ● Strengthen the capabilities in meteorological disaster prevention ● Accelerate the progress toward the "carbon peak" and build a low-carbon and eco-friendly city ● Foster carbon trading platforms and markets ● Promote the use of new energy vehicles (NEVs)
14 LIFE BELOW WATER 	<ul style="list-style-type: none"> ● Implement coastal ecosystem restoration projects ● Improve the capabilities in marine environment monitoring ● Impose strict restrictions on planned land reclamation and regional sea use management ● Improve the capabilities in emergency response to marine disasters
15 LIFE ON LAND 	<ul style="list-style-type: none"> ● Yangtze River estuary wetland protection and governance ● Take actions for biodiversity protection ● Coordinate the construction of country parks across the city ● Risk management and remediation for soil pollution on construction land ● Promote the classification of domestic waste
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"> ● Enhance urban governance through whole-process people's democracy ● Implement a negative list system for market access ● Build a "one-stop" smart government ● Allow overseas arbitration institutions to set up their offices in the Lin-gang Special Area of China (Shanghai) Pilot Free Trade Zone
17 PARTNERSHIPS FOR THE GOALS 	<ul style="list-style-type: none"> ● Widen global "circles of friends" ● Promote the reform of the business environment ● Promote the integrated, high-quality development of the Yangtze River Delta ● Facilitate the all-round and high-standard opening up of Lin-gang Special Area of China (Shanghai) Pilot Free Trade Zone ● Improve the urban function level of Hongqiao International Open Hub



4. 2023 Priority Review Goals

8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



17 PARTNERSHIPS
FOR THE GOALS



SDG8: Decent Work and Economic Growth



SDG8

- **SDG8- Decent Work and Economic Growth.** This goal is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. By implementing this goal, we can effectively promote sustained and inclusive economic growth, stimulate the vitality of various economic entities, and create decent employment opportunities for all.
- Currently, Shanghai is facing multiple pressures, such as demand contraction, supply shock, and weakening expectations. The investment needs to be further increased, the difficulties faced by enterprises in production and operation urgently need to be solved, and the people's yearning for high-quality employment and consumption needs to be better satisfied.
- Under SDG8, Shanghai has responded to many practical challenges and overcome the impact of adverse factors such as the epidemic in recent years. The city has aimed to create a better life for the people, taking multiple measures to promote employment, accurately implementing economic relief and revitalization measures, expanding consumption to stimulate economic development, and sharing experiences in sustainable urban economic development with global partners.

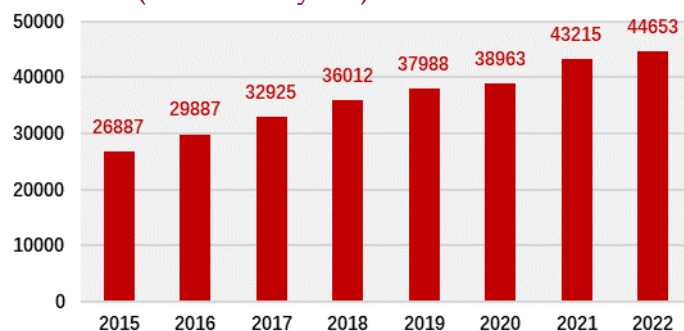
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Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG8
Enhancing economic vitality and resilience	Actively implementing national major strategic tasks		► GDP	8.1 8.2
	Strengthening the “Four Major functions” and deepening the construction of the “Five Centers”			
	Optimizing functional layout to shape a new urban spatial pattern			
	Continue to promote the investment and construction of various major projects	Construction of the Comprehensive Hub of the Shanghai East Railway Station		
Accurate implementation of economic relief and revitalization measures	Multiple measures to promote the dynamic development of enterprise entities throughout their life cycle		► Loan balances of local and foreign currency in Chinese and foreign financial institutes	8.3
	Implement large-scale inclusive tax reduction and cost reduction policies	Shanghai Implements a Rent Reduction Policy on State-owned Houses		
	Organize specific events for expanding investment, promoting consumption, and stabilizing foreign investment and foreign trade			
	Optimize policies for the protection of factors such as capital, land, talent and the business environment			
Multiple initiatives to promote employment	Actively expanding employment capacity throughout society		► New jobs ► Registered urban unemployment rate ► Number of successful entrepreneurs with year-round assistance and support	8.5
	Strengthening employment support and protection for people in difficulties			
	Upgrading the comprehensive level of employment services			
	Optimizing the service systems for youth employment and occupational development	Xuhui District Helps Long-term Unemployed Youths Realize Employment and Entrepreneurship		
Stimulate and develop consumption	Standardizing the development of the consumption industry and leading to the new trend of consumption development		► Total Retail Sales of Consumer Goods ► Per capita disposable income ► Per capita consumption expenditure	8.4 8.9
	Management and service systems should be optimized, and enterprises should be encouraged to innovate and explore new consumption scenarios	Shanghai Launches Diversified Consumption Activities of New Business Formats		
	Targeted issuance of electronic consumption vouchers through multiple channels and exploring a new mode of payment to benefit people			
	Active promotion of the high-quality development of fashion consumption	“Nature Creates Possibilities” Shanghai Fashion Week x SORONA		

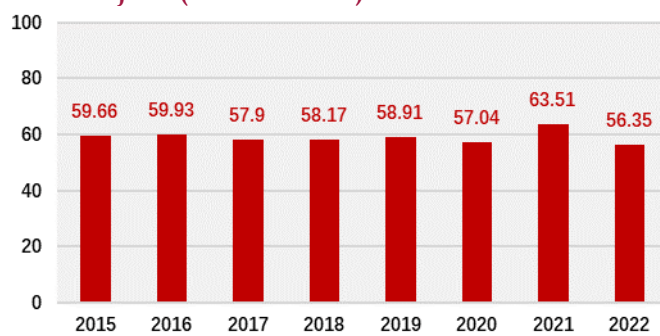
Key Indicators

📉 GDP (100 million yuan)



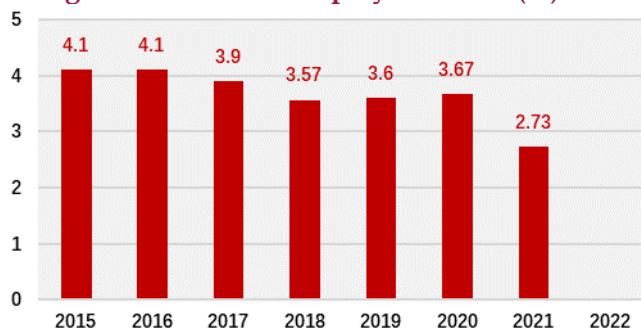
From 2015 to 2022, GDP increased from RMB **2.69** to **4.47 trillion**.

📉 New jobs (ten thousand)



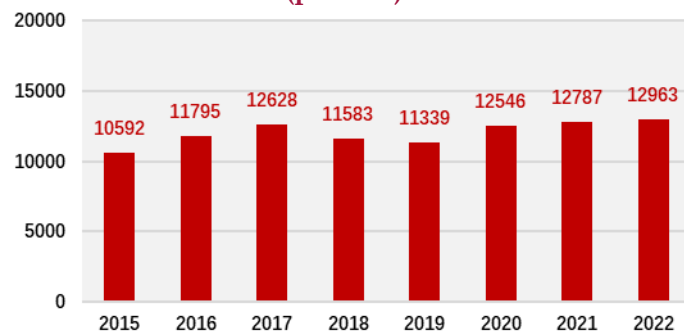
From 2015 to 2022, an average of **589,000** new jobs were created each year.

📉 Registered urban unemployment rate (%)

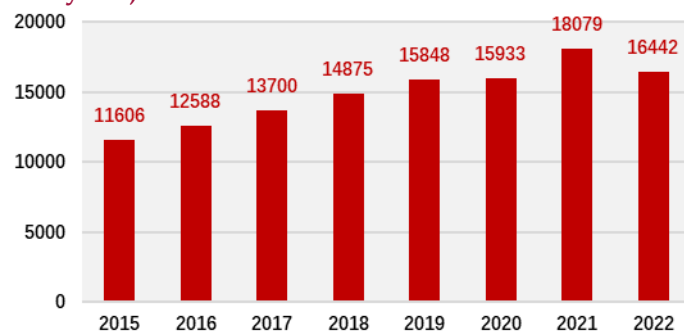


From 2015 to 2021, the urban registered unemployment rate stabilized **below 5%**.

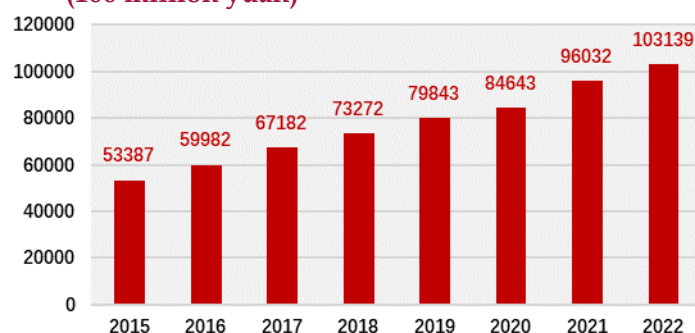
📉 Number of successful entrepreneurs with year-round assistance (persons)



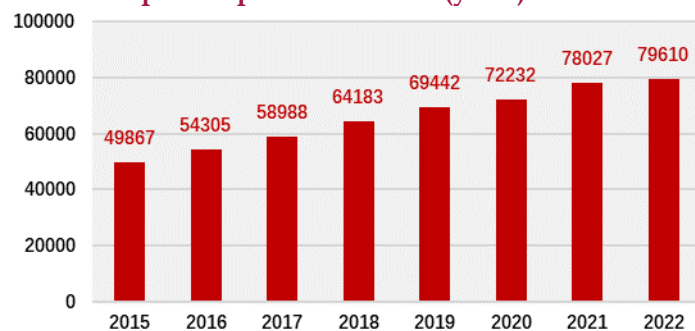
From 2015 to 2022, an average of more than **12,000** entrepreneurs were helped and led to success every year.

📉 Total Retail Sales of Consumer Goods (100 million yuan)

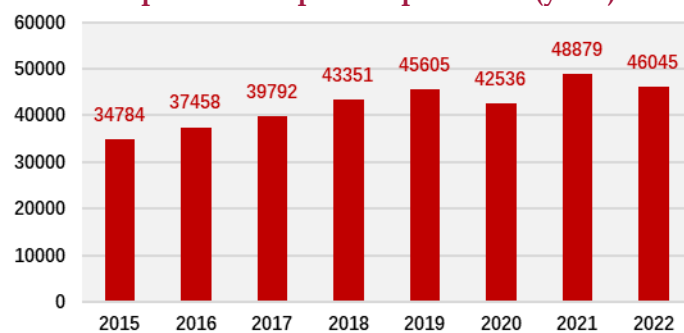
From 2015 to 2022, the total retail sales of consumer goods increased by **41.7%**.

📉 The loans in RMB and foreign exchanges in various forms in Chinese and foreign financial institutions (100 million yuan)

From 2015 to 2022, the loans in RMB and foreign exchanges in various forms in Chinese and foreign financial institutions increased by **93.2%**.

📉 Per capita disposable income (yuan)

From 2015 to 2022, per capita disposable income increased by **59.6%**.

📉 Per capita consumption expenditure (yuan)

From 2015 to 2022, per capita consumption expenditure increased by **32.4%**.

Major Progresses

● The vitality and resilience of economic development continue to increase

Over the past decade, Shanghai has been pursuing high-quality development based on a modern economic system and has achieved a substantial improvement in overall economic strength: it has generated a GDP from 2.69 trillion yuan in 2015 to 4.47 trillion yuan in 2022, ranking 4th among cities worldwide; the GDP per capita has increased from 109,200 yuan to 180,400 yuan, meeting the standard of upper- and middle-level developed countries. A modern industry system with modern services as the mainstay, strategic emerging industries as a leading force and advanced manufacturing as support has taken shape in Shanghai, and the added value of strategic emerging industries has accounted for 23.8% of GDP.

● The support system for youth employment and entrepreneurship has gradually improved

Since 2018, Shanghai has continued rolling out policies to support youth employment and entrepreneurship. Through the implementation of practical projects, efforts to promote youth employment and entrepreneurship have increased, service coverage has further expanded, and a good situation of common concern and support for youth work in the whole society has formed, ensuring a stable employment situation in the city, especially the youth employment situation. Shanghai has continued to launch the “Sailing” plan. According to the actual situation of long-term unemployed young people in the city, a series of targeted assistance measures have been proposed, namely, “a special information base, a team of ‘Sailing Mentors’, a set of ‘Sailing’ career guidance models, a targeted ‘Employment Sailing Plan’, and a series of special activities for the ‘Sailing’ Plan”. Long-term youth unemployment has significantly improved.

● A series of comprehensive policies to ease difficulties and stabilize economic growth to help economic recovery

In 2022, Shanghai formulated and introduced three rounds of comprehensive policies to help enterprises stabilize economic growth at the end of March, May, and September, namely, “21 measures” to combat the epidemic, “50 measures” to recover and revitalize the economy, and “22 measures” to stabilize economic growth. Nearly 500 implementation rules have been issued at the municipal and district levels, of which 195 policy rules have been issued at the municipal level. A total of 301 policy rules, such as relevant implementations, application guidelines, operation methods and industry guidelines, have been issued in various districts, synchronized and updated on platforms simultaneously, such as the Unified Online Government Service and Enterprise Service Cloud. The government ensures that these policies have efficiently gone directly to market entities, including instant access to service without application, online processing, and precise notification. It is estimated that in 2022, the combination of these three rounds of

policies will reduce the burden of various market entities by more than 300 billion yuan, helping the city's economy withstand the severe epidemic and escape the V-shaped reversal trend of "smooth start, deep decline, rapid rebound, and sustained recovery".

- **New international and domestic products are being showcased, and the local consumer market is receiving a significant boost**

Using the Shanghai Global New Product Launch Season as a showcase, more than 60 domestic and international brands and companies have set up temporary pop-up shops on Zhang Yuan (Zhang Garden) and Wujiang Road for one week. In 2023, Shanghai added 183 flagship stores from May to June, including 19 high-level flagship stores (across the globe, Asia, and China), accounting for 10.4% of the total. Events such as the Shanghai Health Consumption Festival and the Shanghai Elderly Expo have connected businesses to explore new models for health management services and one-stop services for elderly care consumption.

- **Consumer festival activities continue to be held, with new formats, new scenes, and new experiences continuing to emerge**

The Shanghai Nightlife Festival introduced 100 nightlife destinations around waterways, blocks, and communities and unveiled its 32 best case studies. Since the opening of the Shanghai Nightlife Festival, the nighttime passenger flow increased by 23.1% compared with that in the same period during the 2022 Shopping Festival. Offline nighttime consumption has risen by five percentage points, reaching its highest point in nearly three years. This consumption and cultural activity have stimulated businesses to explore new consumer formats, enriching people's lives and consumption experiences.

- **Various stimulating measures, such as electronic consumption vouchers, promote consumer consumption**

In 2022, Shanghai allocated 1 billion yuan in fiscal funds to distribute electronic consumption vouchers, called "Ai Gou Shanghai (Shopping Passion in Shanghai)", improving the distribution and settlement participation system for electronic consumption vouchers and achieving financial innovation in government service to the public. Additionally, they introduced a digital RMB discount and cashback activity, distributing 700,000 digital RMB red packets to the public through seven banks. This activity enriched the participation forms and expanded the participation scope of the consumption voucher program.

- **Diverse forms of the fashion consumer goods industry support sustained economic growth**

Shanghai considers the fashion consumer goods industry a crucial component of its new industrial system. It meets people's aspirations for a better life and contributes to a city's sustainable economic development. Shanghai aims to align with the trends in

consumer upgrading and industry advancement, focusing on premium clothing, beauty products, exquisite food, high-quality sports items, smart products, premium life goods, craftsmanship, and digital products. It has established a high-quality, innovative supply of new demands for end consumers by concentrating on crucial enhancement areas, leading to continuous renovation and improvement of the fashion consumer goods industry. By the end of 2021, the scale of Shanghai's fashion consumer goods industry had reached 433.586 billion yuan, up 9.9% yearly.

Important Measures

(1) Enhancing economic vitality and resilience

- **Actively implementing national major strategic tasks**

Shanghai, the most significant economic hub in the country, firmly prioritizes the implementation of major national strategic tasks, courageously serving as the vanguard in advancing the Chinese path to modernization. In recent years, Shanghai has strongly emphasized advancing major reforms and opening-up initiatives, ensuring the high-quality implementation of a series of national strategic tasks. These include the China (Shanghai) Pilot Free Trade Zone Lingang New Area, the SSE STAR MARKET (Sci-Tech Innovation Board), and the registration-based IPO system. Shanghai has also played a pivotal role in driving the integrated development of the Yangtze River Delta and has consistently hosted the China International Import Expo (CIIE). These efforts have led to the introduction and execution of a series of significant and groundbreaking policy measures, such as the comprehensive reform pilot program in Pudong and the upgraded policies for the Hongqiao International Open Hub.

Furthermore, Shanghai attaches great importance to enhancing the coordinated development of significant platforms, focusing on nurturing the five-type economy, which includes innovative, service-oriented, open, headquarters-based, and flow-oriented economies. Efforts are concentrated on implementing GOPs (global operational plans) and GOIs, which aim to create an international financial asset trading platform and construct a range of specialized trade platforms and national commodity trade centers.

- **Strengthening the “Four Major functions” and deepening the construction of the “Five Centers”**

Intending to construct strategic advantages for the new development stage, Shanghai continues reinforcing the “Four Major Functions” — allocating global resources, sourcing innovation in technology, leading high-end industries, serving as a pivotal gateway for openness, revitalizing economic development, enhancing the city's core competitiveness, increasing the city's influence and discursive power in global cooperation and competition. By reinforcing the “Four Major Functions” and deepening the construction of international economic, financial, trade, and shipping centers, as well as globally influential technology innovation centers, Shanghai is creating an upgraded version of the “Five Centers”.

Meanwhile, by consolidating and enhancing the comprehensive economic strength, resource allocation capacity, and competitiveness of market entities, a city is improving its global influence in allocating resources such as capital, data, technology, talent, and goods, which aims to develop higher-level international economic, financial, trade, and shipping centers. Shanghai adheres to a dual strategy of driving innovation through technological and institutional means. The primary focus is enhancing basic research capabilities and breaking through crucial core technologies. The city is creating fast lanes for two-way links between basic research, applied research, and industrialization to stimulate innovation and vitality among various entities. It aspires to become a significant source of scientific discoveries, technological inventions, new industrial directions, and innovative development concepts.

Shanghai proactively adapts to the new technological revolution and industrial transformation trends, advancing the formation of high-end industrial clusters where strategic emerging industries and traditional industries mutually support each other and advanced manufacturing deeply integrates with modern services. Shanghai focuses on better facilitating the interconnected flow of both domestic and international resources and markets. It significantly emphasizes strengthening its role as an open window, a pivotal node, and a gateway connector. The city is committed to promoting institutional openness through rules, regulations, management, and standards, fostering the development of a new, higher-level open economic system.

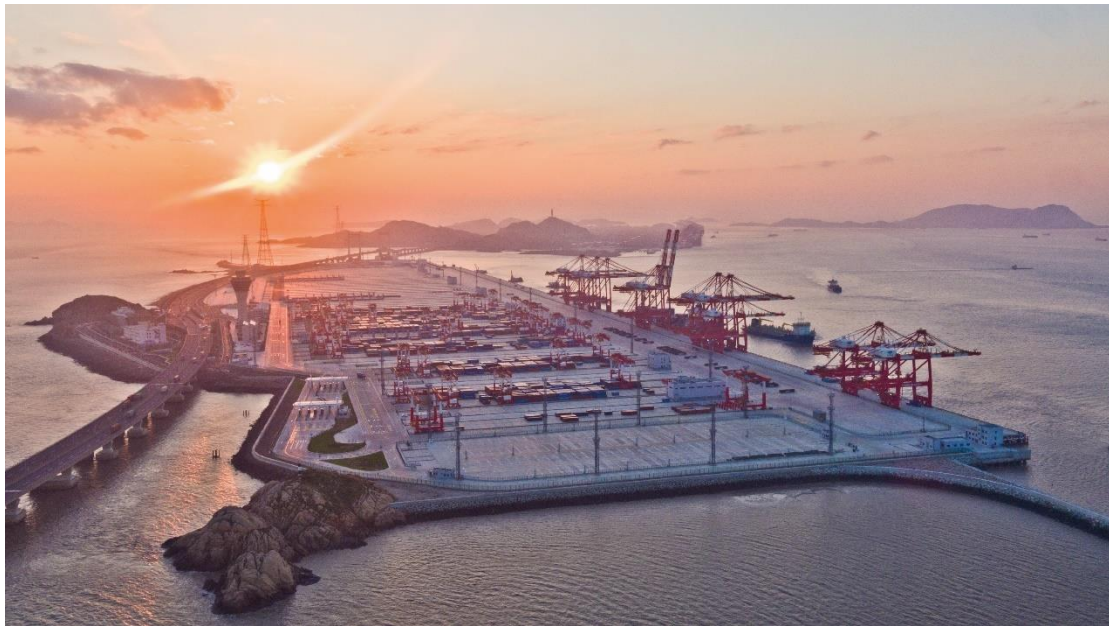


Figure 6 Panoramic view of phase four of the Yangshan Deepwater Port

- Optimizing functional layout to shape a new urban spatial pattern

Focusing on enhancing the core functions of the city, Shanghai is devoted to strengthening spatial infrastructure, promoting the optimization of resources such as population and land, properly allocating transportation and public service facilities, and accelerating the formation of a new spatial pattern characterized by “central radiation, balanced development on both sides, new city growth, and north-south transformation”, which is aimed at reshaping and overall optimizing the urban development pattern. To continually enhance its ability to aggregate resources and elements and radiate services to attract high-end resources from both domestic and international sources, Shanghai prioritized the enhancement of urban vitality and quality, as well as the core functions of the central activity zone and the comprehensive services and distinctive functions of the urban subcenter and the principal city areas.

Shanghai vigorously implements the strategy for developing new urban areas, which serve as extensions of the core functions of the central city. By the requirements of the integration of production and urban living, complete functions, a balance between work and residence, ecological livability, and convenient transportation, the goal is to develop these five new cities into independent, comprehensive hub cities within the Yangtze River Delta urban cluster, aiming to create vibrant growth poles and new strategic focal points with a radiating and driving role. Shanghai is accelerating the development of its eastern open innovation hub, centered around the Lingang New Area and Zhangjiang Science City. It is also advancing the construction of the western green and open sector, focusing on the Hongqiao Business District and the Yangtze River Delta integration demonstration area. Strengthening the connection between the east and west, leveraging the rail transit system and the two major hubs, extends and deepens the development axis from Yan'an Road to Century Avenue, expanding the spatial layout of "balanced development on both sides". Shanghai has firmly grasped the opportunity to construct a national coastal and river railway corridor and accelerated the adjustment and upgrading of the north-south functional layout through industrial structure adjustment and land renewal and utilization, which further helped create new growth poles for regional transformation and development. To create a "world-class ecological island", Shanghai strengthened the connections between the three islands of Chongming and implemented a development strategy with ecology at its core. It was making a global model for sustainable development.

- Continue to promote the investment and construction of various major projects

Shanghai attaches particular importance to the demonstration and driving role of significant projects. In recent years, research has focused on key areas such as the science and technology industry and society and people's livelihoods. It has strived to promote a series of projects with overall, leading, and iconic significance. Shanghai has established a mechanism to encourage the implementing many major construction projects every year, covering the technology industry, society and people's livelihood, ecological civilization, urban infrastructure, urban-rural integration, rural revitalization, and other aspects. Since 2015, the number of major projects annually has remained at approximately 100, reaching a high of 191 items in 2023. On July 10, 2018, Tesla decided to build a self-owned super

factory in the coastal areas of Shanghai, aiming to combine research and development, production, and sales. Its construction started in early 2019, and it was completed by the end of the year, with an annual output of 1 million vehicles produced off the assembly line. The German chemical giant BASF has established its most extensive research and development base in the Asia-Pacific region of Shanghai Innovation Park. With a total investment since 2012 of nearly €300 million, three phases of expansive construction were completed in 2015, 2019, and 2023. Phase 3 includes projects to develop sustainable solutions in areas such as polymer recycling technology and advanced materials^①. With respect to urban infrastructure, Shanghai has recently vigorously promoted the construction of the 'Eastern Hub' of the Shanghai East Railway Station, creating a functional area that integrates aviation, railway, urban rail transit, and other transportation modes and links the coordinated development of surrounding areas for improved traffic flow.

Case 1 Construction of the Comprehensive Hub of the Shanghai East Railway Station^②

Shanghai East Railway Station is located in Zhuqiao Town, Pudong New Area, next to the Pudong International Airport. According to the previous plan, the scale of Shanghai East Railway Station will be planned and controlled by 14 platforms and 30 lines, making it the second-largest railway station in Shanghai by completion after Hongqiao Station.

In the future, Shanghai East Railway Station will be connected with the Shanghai-Nantong Railway and Shanghai-Zhupu-Hangzhou Railway. It can relate to other lines, such as the Shanghai-Suzhou-Huzhou railway and south or north riverside railways. Meanwhile, Shanghai East Railway Station will also be connected with Shanghai Hongqiao Station through the Shanghai Airport Link Line, express lines of two harbors (Nanhui branch) and east-west connecting lines, building a layout of "5 municipal lines + 2 urban lines + multilocal lines". It takes only two stops from Shanghai East Railway Station to Shanghai Hongqiao Railway Station through the Shanghai Airport Link Line. Pudong New Area will also take Pudong International Airport and Shanghai East Railway Station as the core, creating an eastern hub comparable to Hongqiao Hub.

It is estimated that after completion, the eastern hub will add 50 million passengers per year to the air passenger handling capacity, helping form a "Hongqiao Hub on the west and Eastern Hub on the east" structure and making it a world-class transportation hub connecting the Yangtze delta and the world.

(2) Accurate implementation of economic relief and revitalization measures

- **Multiple measures to promote the dynamic development of enterprise entities throughout their life cycle**

The Shanghai government has taken various measures to promote the cultivation and

^① Source: YICAI, <https://www.yicai.com/news/101793528.html>

^② Source: Jiefang Daily, March 26, 2023.

growth of enterprises. In recent years, Shanghai has primarily advanced the “online service” model, relying on the “Government Online-Offline Shanghai” platform, continuously optimizing “one-window” integrated services such as market entity registration, promoting the overall digital transformation of market registration, improving the rate of online processing of the entire process, providing applicants with full-process paperless online services such as online declarations, online signing, online approval, and online license issuance and achieving “full coverage” of all types of online office entities, “full coverage” of business matters, and “all-weather” application processing. As the competent department is responsible for promoting the development of small and medium-sized enterprises, the Municipal Economic and Information Technology Commission is responsible for the guidance and coordination of the gradient cultivation of high-quality small and medium-sized enterprises; overall promotion, supervision, and inspection; the promotion of relevant support policies; and the organization of small and medium-sized enterprise authorities in each district to cultivate high-quality small and medium-sized enterprises. The Municipal Strategic Emerging Industries Leading Group Office plays the leading role in identifying and managing innovative enterprise headquarters in Shanghai, coordinating and providing support to the headquarters of innovative enterprises.

- **Implement large-scale inclusive tax reduction and cost reduction policies**

When facing difficulties in economic development during the epidemic in 2022, Shanghai implemented large-scale VAT refunds, returning a total of 125.69 billion yuan of value-added tax throughout the year, which benefited more than 114,000 enterprises. 1) Shanghai implemented inclusive reductions and exemptions to state-owned housing rent for a period of 6 months for small and microenterprises and individual industrial and commercial households and provided a 30% financial subsidy for rent reduction and exemption for nonstate-owned housing. 2) Implement combined tax reduction policies, reduce corporate income tax for small and low-profit enterprises, reduce and exempt “six taxes and two fees” for small and micro market entities, and reduce and exempt taxes, such as property taxes and urban land use taxes, for taxpayers in need during the epidemic. 3) Implement targeted subsidy policies, provide financial subsidies to nonresident users for water charges (including sewage treatment charges), electricity charges, and natural gas charges, implement one-time employment subsidies for crucial groups, job stabilization subsidies for enterprises in challenging industries and multiple subsidy policies for entities such as travel agencies, A-level tourist attractions, star hotels, and professional theaters. 4) Implement policies such as phased payment deferral, tax return delay, expansion of social insurance premiums, and housing provident fund deferral.

Case 2 Shanghai Implements a Rent Reduction Policy on State-owned Houses

In 2022, the Shanghai government launched a policy to reduce or exempt rent payments for small and micro enterprises and individual industrial and commercial households that rent from state-owned enterprises in the city for six months and extended the policy's benefits to eligible private non-enterprise units. Approximately 93,000 market entities benefited from the policy and saved a total rent of 13.24 billion yuan in 2022. The main measures included:

1. Strengthen organization and leadership. The municipal state-owned assets supervision and administration commission led by municipal state-owned enterprises and district state-owned assets should be established, municipal state-owned enterprises and district state-owned enterprises should be the entities responsible for rent reduction, and divisional company leaders in the group should be allowed to take charge of the implementation work.

2. Introduce and establish sound policies. Private daycare institutions, private non-enterprise units with operational difficulties, and municipal state-owned parking lots are included in the rent reduction range, and the specific operation process and timeline are clarified. Small and micro enterprises and individual industrial and commercial households that officially signed contracts to rent the houses of state-owned enterprises can enjoy a six-month rent reduction with only the necessary documents, house leases, for example, verified, and no other certification is needed. Those who are younger than one year can enjoy a proportional rent reduction. The "A Guide to the Operation of Rent Reduction to Shanghai Municipal State-owned Houses" was issued to further clarify the applicable objectives of the policy, improve the operational caliber, and unify rent-free period determination, among other work. The Guide on Shanghai Release, One-Stop Service, Municipal Official Site, and New Media Platforms were released in sync.

3. Strengthen publicity and interpretation. The Municipal and District State-owned Assets Supervision and Administration Commission and relevant state-owned enterprises set up a specific public policy consultation hotline and assigned designated staff for explanatory inquiries and responses. Relevant enterprise groups publish rent-free announcements through their websites, official WeChat, and Weibo, clarifying that the acceptance department, contact information, and processing procedures are straightforward and convenient for tenants. The municipal state-owned assets system actively responds to social concerns and replies to questions in real time, ensuring that the policy is well interpreted.

4. Speed up the process. First, a weekly report and monthly supervision mechanism should be implemented. The reduction exemption statistics are recorded weekly, policy interpretation and typical case exemplification are strengthened, the overall consulting service is summarized, the work status is reported, valuable experiences and methods are outlined and promoted, the rent reduction policy is fully implemented, and a good policy is utilized to a full extent. Second, the procedure was accelerated. During the city's lockdown, all municipal enterprises adhered to the principle of "making the rent exemption available to every eligible entity and expediting the application process as much as possible, accelerating progress by adopting methods such as advanced acceptance, preliminary pre-examination, and subsequent supplement of materials". After the city resumed normal operations, relevant enterprises advanced the reduction and exemption work in batches and step by step, signed the agreements accordingly, and sped up the process of various tasks. Third, the reduction and exemption should be redeemed in advance. Suspend the rent collection of qualified tenants and redeem the rent reduction and exemption in advance, making the benefits of the subsidy policy truly felt by enterprises in need.

- Organize specific events for expanding investment, promoting consumption, and stabilizing foreign investment and foreign trade

Shanghai actively organizes special events to expand investment, promote consumption, and stabilize foreign investment and trade. The “Chaoyong Pujiang” Investment Shanghai Global Sharing Season was held, signing 597 significant projects and a total investment of 941 billion yuan. Among all the major projects, 296 started with an investment of 602.9 billion yuan and financial credits of 536.6 billion yuan. In 2022, the third “Double-Five Shopping Festival” was held, and 1 billion yuan of electronic consumption coupons were issued in four batches, directly leading to an approximately fourfold increase in consumption leverage. Vigorous efforts were made to promote automobile consumption, including adding 40,000 quotas for new passenger car licenses within the year. A subsidy of 10,000 yuan per vehicle was provided for replacing electric cars, with subsidy applications for 36,000 vehicles accepted by the end of 2022. Establishing task forces for significant foreign investment projects and deploying a commissioner service mechanism for key foreign enterprises played a role, with more than 40 roundtable meetings for foreign enterprises conducted, effectively boosting the expectations and confidence of foreign enterprises.

- **Optimize policies for the protection of factors such as capital, land, talent and the business environment**

Shanghai is further optimizing policies to ensure the steady development of the economy in the post-pandemic era, focusing on elements such as finance, land, talent, and the business environment. In the capital sector, various tools, such as the cumulative placement of seamless renewal loans, the pay-as-you-go lending model and deferred principal and interest payments, have been applied to support small and micro market entities fully. By the end of 2022, a total of 1,010.51 billion yuan will be continuously rolled over. The policy-oriented financing guarantee fund for small and micro-sized enterprises charges a reduced guarantee fee of 0.5%, resulting in an additional 83.15 billion yuan in policy-oriented financing guarantee loans. Regarding land, conditions for land transfer have been optimized, the composite scoring system for bidding and listing has been abolished, and the proportion of regulatory funds has been reduced. The city's total revenue from land use rights transfer reached 379.87 billion yuan throughout the year. Shanghai has introduced 12 talent policy measures to attract talent and vigorously promote economic recovery and revitalization. Special support measures for talent are being implemented, and policies for settling college graduates, overseas returnees, and domestic talent are being optimized. Concerning the business environment, innovative pilot projects are actively being carried out to enhance the business environment. Ten initiatives to improve the business environment in 2022 have been launched, including the hiring of 100 business environment experience officers to address urgent issues hindering the long-term development of enterprises.

(3) Multiple initiatives to promote employment

- **Actively expanding employment capacity throughout society**

Shanghai has taken various measures to stabilize and expand employment opportunities and has introduced policies to support the expansion of enterprises in industries with a solid capacity to absorb jobs. Shanghai has included key projects, key industrial chain enterprises in the manufacturing industry, and vital private enterprises in the scope of employment services for key enterprises in the city, established a list of enterprises that are short of workers, equipped them with employment service specialists, and implemented “one enterprise, one policy” customized services. Shanghai supports financial institutions in loan services, such as “job stabilization and job expansion” services. This encourages financial institutions to focus on the policy of innovating financial products and services suitable for the entrepreneurial financing needs of key groups to meet the reasonable financing needs of small and microenterprises. Shanghai is actively playing the multiple roles of entrepreneurship-driven employment, implementing entrepreneurship promotion plans for crucial groups, strengthening community entrepreneurship assistance and guidance, explicitly creating community entrepreneurial space that features low cost, convenience and openness, guiding college graduates and other key groups to be engaged in start-up programs with low investment and low risk, and supporting them in the night economy, trunk economy and other legal characteristic management. Shanghai has continued to support skills training, offering vocational training subsidies or vocational skills upgrading subsidies and encouraging enterprises to develop apprenticeship system.

- **Strengthening employment support and protection for people in difficulties**

Shanghai has implemented a categorized approach to assisting different types of people with employment difficulties, providing “one person, one file” and “one person, one policy” refined services. People with employment difficulties who are absorbed into enterprises or employed flexibly are given social insurance subsidies per regulations. Shanghai optimizes the development and management of public welfare posts for those who have difficulties realizing employment through market channels; public welfare posts provide support for these people to ensure that at least one family member with nobody at work can secure a job. Shanghai regularizes the particular action for the re-employment of unemployed people and provides more assistance. Shanghai has attempted to safeguard the primary livelihood of disadvantaged groups by issuing unemployment insurance premiums, offering basic medical insurance premiums, and providing other regular financial assistance to unemployed people who meet these requirements. It has included unemployed groups with livelihood difficulties in the scope of the minimum subsistence guarantee, temporary assistance, and social assistance for people in difficulty per the rules and regulations.

- **Upgrading the comprehensive level of employment services**

Shanghai has been actively promoting the use of information technology in employment services. Empowered by digitization, the city continuously optimizes employment processes, reduces links, materials and time limits, accelerates online processing, and promotes more policies to be directly accessible without application. Shanghai has strengthened the construction of a new platform for public employment and recruitment, continued to optimize the functions of gathering recruitment information and researching trends in the supply and demand of labor resources, and supported high-quality human resources agencies in moving into the platform. Shanghai actively promotes its capacity to offer grassroots employment services, supports districts in fully exploring regional employment service resources, focuses on college graduates, people with employment difficulties and other key groups, and prioritizes employment services in developing “15-minute community life circle”, creating a “15-minute employment service circle”. Shanghai has also actively expanded community-based grassroots employment services, enhanced business training and mentoring for grassroots employment service staff and upgraded their capacity.

- **Optimizing the service systems for youth employment and occupational development**

Shanghai is actively broadening channels to promote the employment and entrepreneurship of college graduates and other young people. Shanghai provides certain subsidies or grants to local enterprises that recruit new graduates, unemployed individuals within two years of graduation, and young people between the ages of 16 and 24 who are registered in Shanghai as unemployed. Shanghai encourages state-owned enterprises (SOEs) to expand the scale of recruitment for graduates. In their annual recruitment plans, Shanghai municipal and district SOEs must arrange at least 50% of the employment positions for graduates from local colleges and universities. Shanghai’s public employment service agencies in all districts, in conjunction with the Communist Youth League and youth affairs social work agencies, have established “Sailing Mentors” by hiring cadres from institutions and public organizations, enterprise managers, personnel managers, experts and scholars, and cadres from residential (village) committees who are familiar with the situation of young people, understand the needs of the workplace and have strong communication skills. The public employment service agencies in each district have established specialized personnel to work with long-term unemployed youth to formulate a practical employment sailing plan. Based on the specific circumstances of individual youth, they make comprehensive use of tools such as internship policy, policy on helping people with employment difficulties, and policy on subsidies for social insurance premiums for flexible employment to enhance their competitiveness in the workplace.

Case 3 Xuhui District Helps Long-term Unemployed Youths Realize Employment and Entrepreneurship

Xuhui District has intensified efforts to promote employment for long-term unemployed youth, developed new ideas and explored new methods, and thus formed a multilevel, multichannel and all-around employment service system covering vocational guidance, job introduction, employment training and policy incentives.



Figure 7 Paired guidance for workers offered by the Leye Career Guidance Studio

The main measures include (1) customizing services that are more attentive. Xuhui District has created the service brand “Leye Career Guidance Studio”. Upholding the service concept of “mission to practice the original initiative, warmheartedness to optimize services, and professionalism to promote employment”, it provides individualized, diversified and professional career guidance for workers. (2) Balancing supply and demand more accurately. Xuhui District actively engages in recruitment services to find suitable employment positions and apprenticeships for long-term unemployed youth. They have also established a working group to introduce jobs for critical groups, achieving resource synergy. The district recruits talent for enterprises and finds positions for talent. (3) Conducting professional training more effectively. Xuhui District has created a unique employment service program named “Youth Career Start Employment Growth Camp”, which innovatively adopts the “1+3” working model (“one trainee” and “tripartite professional force”). Through the combined efforts of the “Leye Shanghai” volunteer group, career guidance teachers, and job specialists, Xuhui District provides comprehensive support to long-term unemployed youth. This includes assistance in enhancing their job skills and targeted job recommendations to help them successfully enter the job market. (4) Implementing policies more effectively. Xuhui District has introduced a series of incentive policies, such as “social insurance premium subsidies for flexible employment” and “one-time employment subsidies for absorbing key groups”, for long-term unemployed youth in the region and has also organized a series of online

lectures and seminars through the “Cloud Classroom”. The district has also continued to strengthen its efforts through the “Cloud Classroom” online lecture series and the organization of special policy lectures on employment promotion in towns and districts. Moreover, various support measures oriented to actual needs have been implemented through surveys and mapping of long-term unemployed young people in the region so that more workers can benefit from the policies.

(4) Stimulate and develop consumption

- **Standardizing the development of the consumption industry and leading to the new trend of consumption development**

Shanghai has been organizing special industry events to promote high-quality development by standardizing norms. During Shanghai Coffee Culture Week, an appointment ceremony was held for the chief editor and reviewer of the national textbook “National Occupational Skill Standard for Barista”. This is an effort to promote China’s coffee talent standards toward unification, systematization, and specialization. The Diamond and Jewelry Cultural Festival also released the group standard “Compliance Guidelines for Consumer Rights and Interests Protection of Precious Metals, Jewelry, and Jade Ornaments”. This standard further regulated the diamond and jewelry consumption market, boosting consumer confidence. In addition, the first “Shanghai aiding Qinghai ‘Shanghai excellent food products’ circulation and sales standards guide” was also launched. This promoted the standardized production of agricultural products in Golog and enhanced their market competitiveness. Finally, the Market Regulatory Administration released the local standard of the Green Restaurant Management Code. This has led to the launch of 238 five-star and four-star spots and stations in Shanghai, for a total of 477 to address consumer rights protection issues.

Shanghai focuses on releasing various development indices, reports and lists to guide new trends in consumer development. The Global New Products Debut Season released the “Shanghai Debut Economy Activity Index” for 2022, with an index of 87.7, which is better than that of 2021, highlighting the resilience of the debut economy. The Shanghai Diamond Price Index was released during the Diamond and Jewelry Festivals, reflecting real-time price trends in China’s diamond consumption market. Shanghai released the “Shanghai Shopping Integrity Index” for 12 key business districts in the city. The Xinhua News Agency published the “2023 Global Consumption Center City Development Report”, and China Business News released the “China City Nighttime Economy Index”, leading the development trend of various industries.

- **Management and service systems should be optimized, and enterprises should be encouraged to innovate and explore new consumption scenarios**

The Shanghai Municipal Commission of Commerce and seven other departments jointly formulated the Shanghai Optimization of the Business Environment for the First Economy and Establishment of the “Marketing Activity Reporting and Approval of a Single Thing System Implementation Plan”. They established the “one-network, one-window acceptance” system focused on optimizing the business environment. The

Municipal Bureau of Culture and Tourism took the lead in compiling the “Shanghai Tent Campground Management Guidelines” to promote the standardized development of the “camping +” new consumer scenario.

Shanghai launched the first Shanghai Business Innovation Award in 2023, encouraging enterprises to carry out business innovation programs actively. Shanghai also implemented the Business Digital Transformation Partner Action Plan, with service partner enterprises such as Pinduoduo, Meituan, Eleme, He MA, Jindao, Weimeng and Baozun relying on the digital transformation practice experience of their service partners, and established a mechanism for perfecting inclusive solutions and product lists for SMEs, helping SMEs in their digital transformation. Moreover, the city innovated the management mechanism of the city’s largest open-air night market, the “Sijing Night Market”. Driven by fourfold synergy through the town government’s coordinated planning, the concerted promotion of various departments, the promotion and implementation of the main operating body, and the self-governance of each merchant, Shanghai not only preserves its hustle and bustle but also improves its management efficiency and consumer environment.

Case 4 Shanghai Launches Diversified Consumption Activities of New Business Formats

In 2023, Shanghai launched various consumption activities of new business formats to stimulate citizens’ enthusiasm for consumption and encourage merchants to continuously explore new forms of business, new consumption experiences and new consumption scenarios to further activate the consumer market.

Specialized consumer culture activities were carried out to lead the development of the industry. Shanghai Coffee Culture Week organized the largest “West Bank International Coffee Life Festival” along the Pujiang River, which stretches for 5 kilometers along the Xuhui River Bank and gathers more than 100 coffee brands, receiving 730,000 visitors over four days; 11 districts in the city carried out attractive coffee culture activities—the Shanghai Green Consumption Season created sustainable bazaars, sustainable art galleries and sustainable terraces—leading to a trend of green and low-carbon life. The Shanghai Double Products Online Shopping Festival and Digital Life Festival centered on new scenarios such as digital life, smart commercial districts, and the development of agriculture through digital commerce. The festival witnessed the launch of 88 promotional activities carried out by more than 60 e-commerce platforms, branded enterprises, the city’s live e-commerce bases, and offline shopping districts.

The city has combined outdoor space exploration with famous business districts and specialized green areas in each district. Minhang Pujiang County Park and Baoshan Zhongcheng Zhigu Park held new energy vehicle bazaars outdoors to encourage automobile consumption. Bailian Co., Ltd. created the “Lilong Fashion Show” in the century-old Yanqingli building, incorporating a rooftop terrace bazaar to showcase domestic and international designer brands. Qingpu Panlong Tiandi introduced outdoor health experience businesses such as horse stables, skateboard parks, and baseball parks in 230,000-square-meter green space, relying on a thousand-year-old town and the Jiangnan water town, creating a new green “microvascular” destination.

Brand enterprises from various districts are working together to explore new business formats. The Chongming Fair Goods flagship store opened and introduced hundreds of high-quality products from 50 Chongming independent brands. The Maochang Optical 1923 Mirror Concept

Store has created a complex “glasses + coffee” fashion business. Meituan Maiyao and Huashi Pharmacy collaborated to develop the first “24-hour smart pharmacy”, and its “Internet + self-service pharmacy cabinet” form was introduced to meet the public’s demand for convenient medication. The First Medicine MMC Health Convenience Store introduced chronic disease management solutions.



Figure 8 Exploring new experiences with consumption venues

- **Targeted issuance of electronic consumption vouchers through multiple channels and exploring a new mode of payment to benefit people**

Shanghai first established a public service platform and an electronic voucher management information system through an information management hub for registration, balloting, issuance, aggregation, and write-off. It can dock with voucher issuance platforms, aggregate transaction information, and analyze activity data, taking the lead nationwide in realizing the interconnection and interoperability among voucher issuance platforms. In the process of issuing “Ai Gou Shanghai (Shopping Passion in Shanghai)” consumer vouchers, the public service platform was responsible for centralizing the output of fund settlement and refund reconciliation capabilities to the three major voucher platforms, achieving unified management of funds, unified and controllable rules, and standardized system docking. The system operation of the public service platform and the voucher issuance platforms was stable, and the user experience was excellent, with no systematic risk or adverse public opinion. Shanghai introduced mainstream payment platforms to participate in issuing vouchers to reach consumers accurately. Alipay, WeChat, and UnionPay were the three payment organizations that issued vouchers through public selection. They had comprehensive coverage and

convenience and played a good role in promoting voucher underwriting. Using the “online registration, shakedown” approach, each registered consumer could participate fairly, regardless of priority, to better reflect fairness. The approach by which that older people can use their children’s smartphones to sign up aims to cover as many people as possible.

- **Active promotion of the high-quality development of fashion consumption**

Fashion consumer goods show people’s aspirations for a better life. The characteristics of consumer products and services, such as technology, fashion, and greenness are an essential part of the Shanghai “3 + 6” new industrial system. Shanghai grasps the high-quality development orientation of the manufacturing industry and the opportunities for consumption diversification in the new development stage, giving full play to the advantages of Shanghai’s consumer goods industry, such as its profound culture, mature consumer market, and efficient resource allocation. It takes the fashionable consumer goods industry as an essential starting point to satisfy the new demands of consumption, shape a new business card of fashion and stimulate the new vitality of the industry, and insists that the fashionable lifestyle and the consumer goods industry promote each other and advocate the industry’s enhancement of quality and expansion with the new track. In the past few years, Shanghai has created various consumer scenarios by creating fashion weeks and new standards to shape the city’s fashion image. For example, in recent years, Shanghai has promoted the green development of fashion consumption by building a fashion week platform and empowered the development of the sports fashion consumption industry by creating a sports consumption festival. In addition, in recent years, Shanghai has actively seized the opportunity for the rapid development of digital technology to encourage the consumer industry to build a new scene of digital life, providing citizens with a better experience of intelligent life. In recent years, Shanghai has held successive digital life festivals, with the theme of “Digital New Consumption, Brighten New Life” in 2022 and “Digital Consumption, Love to Buy Shanghai” in 2023, focusing on new scenarios, new experiences and new ecology and mobilizing market players such as e-commerce platforms, shopping malls, and brand enterprises. The theme of 2023 is “Digital Consumption, Love to Shop in Shanghai”, which focuses on new scenes, new experiences and new ecology and mobilizes e-commerce platforms, shopping malls, brand enterprises and other market entities to participate in the campaign, creating consumer demand with quality supply, creating new consumer experiences and stimulating new consumer vitality.

Case 5 “Nature Creates Possibilities” Shanghai Fashion Week x SORONA

Since 2003, Shanghai has been building the brand and platform of Shanghai Fashion Week and has formed a model of holding the event regularly for two seasons every year (fall/winter and spring/summer). As the optimal communication platform for developing and promoting original designs in China, Shanghai Fashion Week is an indispensable booster for developing China’s fashion industry and the city’s soft power. Shanghai Fashion Week gives full play to its advantages, breaks down industry barriers, actively guides the docking of garment material R&D enterprises at the forefront of the sector with designer brands, and continues to promote cooperation among

multiple parties. Shanghai Fashion Week organizes two events during the event period and at least one sustainable fashion event during the other period each year. With the guidance of a sustainable concept, these events work with artists and use discarded and recycled items as display installations, practising environmental protection by using recyclable materials. The platform selects sustainable design products that can be used daily; brings consumers green fashion that can be touched, experienced and consumed; and guides them to choose green products.



Figure 9 Shanghai Fashion Week Sustainable Fashion Exhibition

Through Shanghai Fashion Week, SORONA, a biobased synthetic fiber, partnered with TRICKCOO, a functional fashion brand, through various forms, such as new fashion product release shows and static exhibitions, to create a sustainable fashion ecosystem and connect the chain of “environmentally friendly new materials, innovative fabrics, fashion products and lifestyles”.

The primary practices include the following: (1) New product release: in the Xintiandi works release of Shanghai Fashion Week Fall/Winter 2023, the fashion brand TRICKCOO launched the Fall/Winter 2023 series of works in collaboration with SORONA. The fabrics used in the show series are made of SORONA biobased raw materials, whose core ingredient is derived from annually reproducible plant resources. Compared with nylon, the process reduces petroleum consumption by 37%, energy use by 30%, and greenhouse gas emissions by 50%, effectively helping the industry reduce its dependence on petroleum-based products. (2) Exhibition display: At MODE Shanghai 2023, SORONA, an environmentally friendly biobased raw material, and HAOLISHI, a preferred fabric client, jointly launched a themed exhibition displaying the beauty of urban outdoor sports through environmentally friendly science and technology. With the multiple cocreation of materials, fabrics and brands, the exhibition realized scene segmentation and experience upgrading and further explored the urban outdoor lifestyle that met the needs of the Chinese market.

Case effect: The case realizes the synergy of the whole chain from the material end of the upstream industrial chain to the design, R&D and production of the fashion brand to ordering and sales and creates a new paradigm for building a closed-loop ecological chain of sustainable fashion.

Through online and offline dissemination, the project achieved comprehensive coverage of industry figures and consumers and vigorously promoted the concept of sustainable fashion. The

project's total number of online views reached 5,207,596, and official TikTok live streaming attracted 940,000 viewers. The ICS Shanghai Foreign Language Channel, Wenhui Daily, China Daily, and other governmental media, and all major fashion, industrial, and mass media publicized and reported the event.

SDG9: Industry, Innovation and Infrastructure



SDG9

- SDG9-Industry, innovation and infrastructure are designed to build disaster-resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. The practice of this goal would effectively unleash economic dynamism, improve economic competitiveness, introduce and promote new technologies and increase resource efficiency.
- At present, Shanghai needs to further strengthen its innovation and development momentum, shoulder heavy responsibilities for core technology breakthroughs in key areas, and improve the stability and competitiveness of its industrial and supply chains.
- Under SDG9, Shanghai has grasped the latest trends of the times and actively laid out new tracks to create future-oriented clusters of emerging industries. Shanghai pays particular attention to the green development of industries and infrastructure to better achieve the goals of carbon peak and carbon neutrality. Shanghai also actively promotes the city's digital transformation to build a smarter system of facilities, industries, life and governance. It is committed to promoting high-quality economic and social development and upgrading its capacity and core competitiveness by building an international center for technology and innovation.



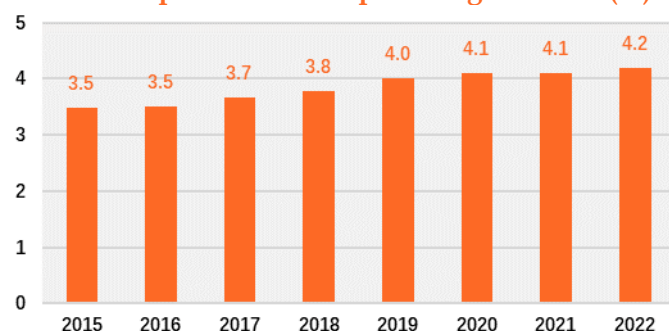
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Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG9
Strengthen the modern industrial system	Building a new industrial system		► Growth rate of added value of strategic emerging industries	9.b
	Promoting the upgrading of traditional industries		► New science and technology “little giant” enterprises and “little giant” cultivating enterprises	
	Layout new tracks and create new future-oriented industrial clusters	Shanghai’s Action Plan to Cultivate a New Circuit for “Meta-Universe”		
Green development	Construction of a carbon peak and carbon neutrality policy system	Huangpu Formed Low-Carbon District	► Energy consumption per unit of GDP	9.4
	Green, low-carbon industrial development	The Layout of the Whole Hydrogen Industrial Chain of Shanghai Shenergy Ltd.	► Annual average concentration of PM2.5	
	Comprehensive promotion of offshore wind power construction	Offshore Wind Proposal in Fengxian District	► Installed capacity for offshore wind energy	
	Continue to promote the construction of Chongming’s World-Class Ecological Island		► Number of NEVs promoted	
City digital transformation	Digital infrastructure construction			9.1
	Digital economy innovation system			
	Service system for digital life			
	Integrated digital governance capacity	Shanghai’s Exploration of the New “Digital Governance”		
Building a Scientific and Innovative Centre with World Influence	The layout of major scientific and technological infrastructures		► R&D expenditures as a percentage of GDP	9.5
	The promotion of basic research		► Newly recognized high-tech enterprises within the year	
	The establishment of the Shanghai Intellectual Property Protection Centre			
	The establishment of the World Laureates Association Prize			

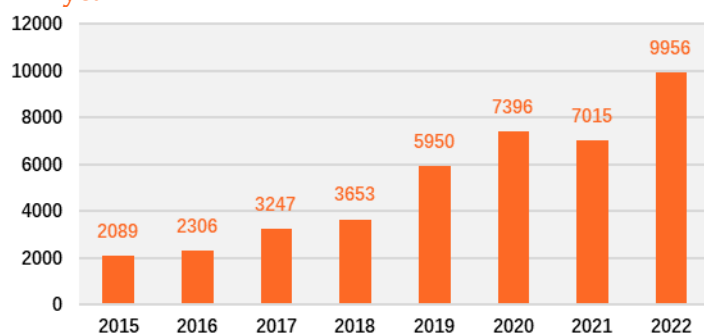
Key Indicators

R&D expenditures as a percentage of GDP (%)



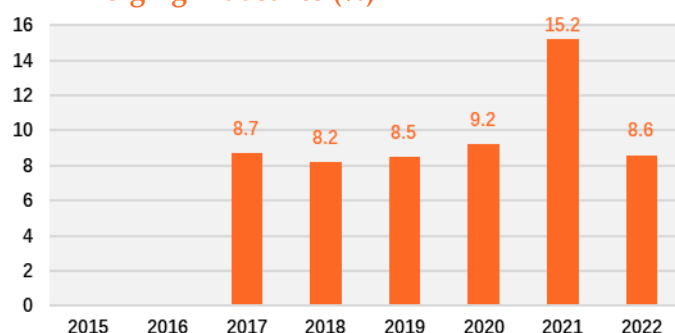
From 2015 to 2022, the proportion of R&D expenditures increased from **3.5%** to **4.2%** of GDP.

Newly recognized high-tech enterprises within the year



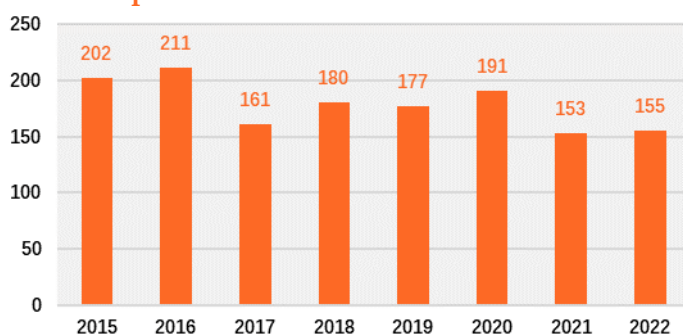
In 2022, the number of high-tech enterprises within the validity period exceeded **22,000**.

The growth rate of added value of Strategic Emerging Industries (%)



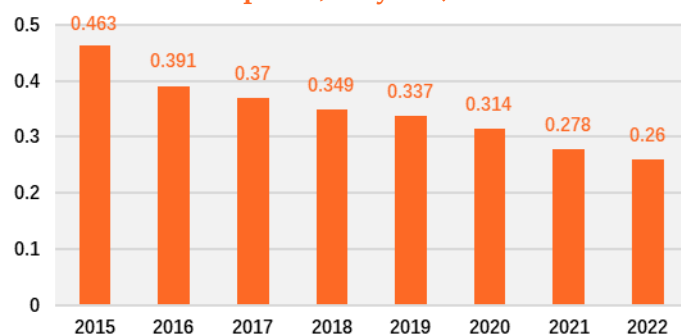
In 2022, the added value of strategic emerging industries, such as new energy, frontier equipment, biology, and new materials, reached 106,419 billion Yuan, accounting for **23.8%** of Shanghai's GDP.

New Science and Technology "Little Giant" Enterprises and "Little Giant" Cultivating Enterprises



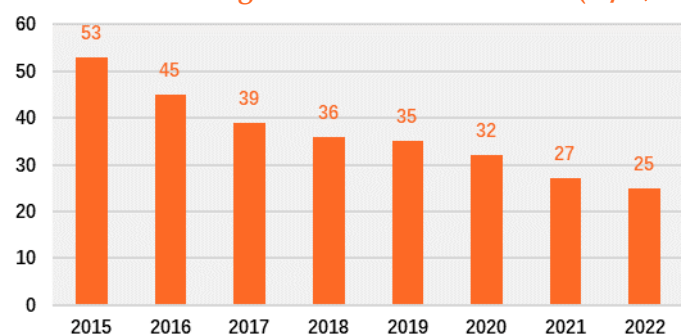
In 2022, Shanghai's science and technology "little giants" and "little giants" cultivation enterprises exceeded **2,600**.

📉 **Energy consumption per unit of GDP (tons of standard coal per 10,000 yuan)**



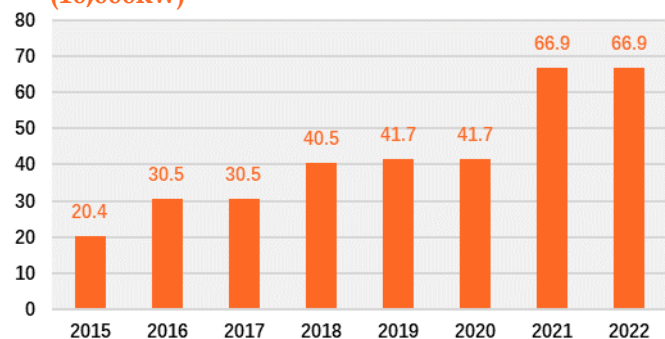
From 2015 to 2022, Shanghai's energy consumption per unit of GDP decreased by **43.8%**.

📉 **Annual average concentration of PM2.5 ($\mu\text{g}/\text{m}^3$)**



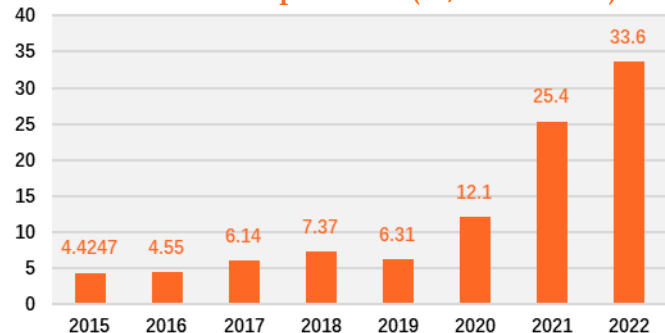
From 2015 to 2022, the annual average concentration of fine particulate matter (PM2.5) in Shanghai decreased by **52.8%**.

📈 **Installed capacity for offshore wind energy (10,000kw)**



From 2015 to 2022, the installed capacity for offshore wind energy in Shanghai increased by **228%**.

📈 **Number of NEVs promoted (10,000 vehicles)**



From 2015 to 2022, the number of NEVs promoted in Shanghai increased by **659%**.

Major Progresses

● Initial establishment of leading industries and key industry systems

Shanghai initially constructed a new industrial system consisting of three leading industries—integrated circuits, biomedicine and artificial intelligence—and six key industries—electronic information, life and health, new energy and intelligent vehicles, frontier equipment, new materials and modern consumer goods. Over the past ten years, the output of the six key industries has remained above 2 trillion yuan; from the perspective of industry chain links, industry chain links, such as the C919, which achieves a 60% domestic production rate, are becoming increasingly perfect, and only key supporting facilities such as aviation engines still depend on imports. From the perspective of the quality of industrial development, international business is constantly expanding, with the international business income of the SAIC, Shanghai Electric and other enterprises accounting for more than 5% of operating revenue; from the perspective of industrial innovation, Shanghai ranks ninth among the top 100 technology clusters.^①

● Gradually improved carbon trading system

The Shanghai carbon market has successively included 27 major carbon-emitting industries, such as iron and steel, the chemical industry, and aviation, among which there are more than 300 enterprises and 860 institutional investors. As of September 5, 2022, the cumulative turnover of spot varieties of allowances in the Shanghai carbon market was nearly 220 million tons, exceeding 3.2 billion yuan. In terms of the whole country, the overall trading scale of Shanghai has always been at the forefront. The trading scale of CCER (China Certified Emission Reduction) has always been ranked No. 1. In July 2021, the national carbon emissions trading market was officially launched, which means that China surpassed the European Union to become the world's largest carbon market. Shanghai assumed the role of a trading center.

● Continuously innovative green financial instruments

Shanghai is at the forefront of green financial product development, green financial business innovation, and the introduction of key institutions and platforms. Taking green bonds as an example, several “initial” green bond products in China have landed in Shanghai, including the first green exchangeable corporate bond, the first green municipal special bond, the first “bond connect” green financial bond on the topic of climate change, and the first “carbon neutral” bond pass green financial bond. According to statistics, in 2021, the Shanghai securities industry participated in the issuance of more than 60.6 billion yuan of green bonds, a transaction scale of more than 70 billion yuan, the underwriting of overseas green bonds of more than 11.3 billion U.S. dollars, and a green investment and

^① Source: https://www.fzxx.sh.gov.cn/zdkt_2021/20220729/25ed9c9e2c874eeb941f620d207e3550.html

financing amount of more than 13.2 billion yuan. On July 1, 2022, Shanghai once again legislated and enforced the Provisions of Pudong New Area of Shanghai Municipality on Promoting Green Finance Development, which was the first attempt to accommodate power in China's legislation in the field of finance.^①

- **Initial establishment of a green manufacturing system**

In 2022, all 413 key energy-using units in Shanghai established energy management systems, and more than 200 municipal green factories, green supply chains, green parks, and green-designed products were assessed. For example, China Baowu, the world's No. 1 steel company, has built a carbon-neutral industrial park in Wusong Innovation City and desperately seeks green transformation. Externally, they have taken the initiative to develop a carbon data management platform and a carbon asset management platform, joined the carbon trading market platform, and actively utilized carbon finance to transform their business. Internally, they must promote technological upgrading, use more low-carbon production processes, optimize the energy structure, and ensure that the total energy consumption is within the prescribed quota. From the 12th Five-Year Plan to the 13th Five-Year Plan, Shanghai's energy consumption per unit of industrial added value decreased from 0.91 tons of standard coal per 10,000 yuan in 2010 to 0.59 tons in 2020, a cumulative decline of nearly 35%. Indicators such as electric power sector coal consumption, energy consumption per ton of steel produced, power consumption of a chip and energy consumption for a passenger car have reached the leading levels in China.^②

- **Profound effect of urban digital transformation**

Shanghai promotes urban digital transformation and economic growth through platforms and leading enterprises, with the cumulative income of enterprises in Internet businesses growing at a year-on-year rate of 35% in 2021 and e-commerce turnover reaching 3.24 trillion yuan, which rank first in the country. Frequently used applications provide intelligent services such as convenient medical treatment, intelligent parking, and digital culture and tourism, reflecting the effect of digital transformation. Shanghai ranks first in assessing the online government capacity of provincial governments in 2021, and Government Online-Offline Shanghai has become the gold-lettered signboard of Shanghai's government services. Its functions continue to be innovated and enriched, and opening government data has become the new card of Shanghai's digital transformation. Shanghai was the first "dual gigabit city", making it a leading role on the arithmetic scale, and the results of technological innovations represented by AI, blockchain, and other emerging technologies have become more apparent.^③

^① Source: <https://www.jfdaily.com/news/detail?id=527608>

^② Source: <https://www.jfdaily.com/news/detail?id=527608>

^③ Source: <https://www.chinanews.com.cn/cj/2022/08-25/9836470.shtml>

● Continuous enhancement of competitiveness in science and technology innovation

In 2022, Shanghai's social expenditure on R&D is expected to reach approximately 4.2% of GDP, and the number of high-value invention patents per 10,000 people will reach approximately 40. A few new major scientific and technological achievements will be launched, such as the first China proton therapy demonstration device, the world's first diabetes drug, the launching of the aircraft carrier Fujian in Shanghai, and the Dream Sky experimental module, all of which have gathered much Shanghai wisdom. Shanghai has been strongly supporting the innovation and development of enterprises, and the scale of funds involved in implementing relevant fiscal and tax policies in 2022 will exceed 92 billion yuan, benefiting nearly 50,000 enterprises.

● Initial establishment of world-class clusters of large scientific facilities

Currently, Shanghai has 14 major scientific facilities, covering the fields of photonics, life science, marine science, energy science, etc., which not only lead the country in terms of facility numbers, investment amounts and construction progress but also realize the first and most unique resources in some fields. For example, in Zhangjiang Science City, the Shanghai Synchrotron Radiation Facility, National Center for Protein Science Shanghai, ultraintense and ultrashort pulse lasers, soft X-ray free-electron laser equipment and hard X-ray free-electron laser equipment, etc., are eight large scientific facilities that initially formed the largest, the most complete and the most powerful cluster of photons large-scale scientific facilities in China and even in the world.^①

Important Measures

(1) Strengthen the modern industrial system

● Building a new industrial system

Shanghai strives to open up the chokepoints in industrial and supply chains, lead the innovation of industry modes, create a few world-class emerging industry clusters, and continuously improve the new industrial system consisting of three major leading industries and six key industries. Shanghai plays a leading role in three leading industries, gathering elite forces, implementing the three "Shanghai Programs" of integrated circuits, biomedicine and artificial intelligence, constructing world-class industrial clusters, promoting the extension of manufacturing to services, and enhancing the supporting role of the six key industries, namely, electronic information, life and health, automobile, frontier equipment, advanced materials, and fashionable consumer goods, in its economic development, based on which Shanghai has already formed some iconic industrial chains. For example, in civil aviation, Shanghai can assemble C919, a large domestic airplane; in

^① Source: Jiefang Daily, June 20, 2022.

high-tech shipbuilding, it can build aircraft carriers, large cruise ships and LNG.^①



Figure 10 C919^②

● **Promoting the upgrading of traditional industries**

Shanghai vigorously upgrades traditional industries, strengthens its technology-oriented development, promotes digitalization and green and low-carbon transformation, realizes the in-depth empowerment of traditional industries by digital technology, and encourages traditional industries such as iron and steel, chemical industry and electric power to realize green transformation.

Shanghai is committed to building a high-end and leading digital economy innovation system, promoting economic stock efficiency, incremental innovation, flow empowerment and quality leadership, forming a new kinetic energy for transformation and development, and creating a globally competitive highland.

In 2022, Shanghai issued the “*Shanghai Peak Carbon Implementation Plan*”, which integrates the strategic orientation and target requirements of emission peaks throughout the whole process and all aspects of economic and social development and implements the ten major peaking carbon dioxide emissions actions.

● **Layout new tracks and create new future-oriented industrial clusters**

Shanghai vigorously promotes the development of new track industries and future industries, seizing the four new tracks of the digital economy—green low-carbon,

^① Source: Shanghai Observer, <https://www.shobserver.com/staticsg/res/html/web/newsDetail.html?id=573024&sid=67>

^② Source: <https://www.shanghai.gov.cn/nw31406/20221212/dc1986300db64c99b01f0fbf89eaf3ce.html>

metaverse and intelligent terminal—and laying out the five future industries of future health, intelligence, energy, space, and materials.

The Shanghai Municipality released the “Action plan to boost the industries of the future by building and developing more industrial clusters” in November 2022, which provides a detailed guide for the construction of the five future industries.

In the future health industry cluster, Shanghai will focus on brain-computer interfaces, biosafety, synthetic biology, gene and cell therapy, etc.; in the future intelligence industry cluster, Shanghai will focus on intelligent computing, general AI, extended reality (XR), quantum science and technology, 6G technology, etc.; in the future energy industry cluster, Shanghai will focus on advanced nuclear energy, new energy storage, etc.; in the future space industry cluster, Shanghai will focus on deep-sea exploration and mining, airspace utilization, etc.; and in the future materials industry cluster, Shanghai will focus on the direction of high-quality membrane materials, high-performance composite materials, nonsilicon based core materials, etc.



Figure 11 Zizhu high-tech zone

Case 6 Shanghai’s Action Plan to Cultivate a New Circuit for “Meta-Universe”^①

1. Key Technologies: We aim to break through key cutting-edge technologies by focusing on spatial computing, holographic light fields, sensory enhancement, brain-computer interfaces, and other areas to overcome the bottleneck of human-computer interaction. We will expedite the research, development, and application of new display technologies such as Micro-OLEDs and Micro-LEDs. Our focus extends to near-eye display technologies such as optical waveguides and optical fiber scanning, as well as innovative materials such as flexible and skin-like materials to enhance the immersive interactive experience. Additionally, we will improve the efficiency of computing platforms and drive the development of computing chips, including graphic processing units (GPUs), application-specific integrated circuits (ASICs), field-programmable gate arrays (FPGAs), and RISC-V instruction set architecture chips. Additionally, we will strengthen the

^① Source: Shanghai Action Plan for Cultivating a New Track of "Metaverse" (2022-2025)

research and development of computing technologies such as large-size image compression, real-time graphics rendering, and dynamic resource scheduling. Furthermore, we will intensify algorithmic innovation and application, accelerating the integration of technologies such as adversarial generative networks and large-scale pretrained models in the fields of graphics engines, dynamic modeling, and digital twins.

2. Infrastructure: We proactively plan for future networks, accelerate “dual-gigabit” network construction, and cultivate future network ecosystems such as 5G+, 6G, satellite internet, Wi-Fi 7 and IPv6. Intensifying computing capacity support will drive the development of new cloud computing and edge computing platforms that integrate the layout of clouds and edges, enable free allocation of computing power, and facilitate real-time rendering in the cloud. We will nurture cloud-native applications based on technologies such as containerization and DevOps. We will accelerate the development of AI as a service and rely on the construction of large-scale public arithmetic clusters, thus comprehensively promoting the industrialization and large-scale application of AI. We will develop blockchain applications, explore the R&D and ecological development of Web 3.0 technology, and promote the convergence of distributed storage, trusted authentication, privacy computing, smart contracts and other applications.

3. Interactive terminals: We will accelerate the development of virtual reality terminals and support the technological upgrading of all-in-one machines and PC virtual reality devices. These efforts are geared toward cultivating differentiated terminal products for various fields, including entertainment and social interaction, immersive audio and video, and education and training. We will iteratively upgrade reality terminals, steering them toward developments in low power consumption, compact size, large viewing angles, and variable depth of field. There will be a reinforced strategic layout spanning from the foundational layers to applications, fostering consumer-grade and industry-level solutions for augmented and mixed reality. Efforts will be made to break through holographic displays and somatosensory terminals and support the research, development and industrialization of holographic display technologies such as floating projection, 3D naked-eye imaging and space imaging. Additionally, we aim to drive the evolution of somatosensory devices toward low-cost, high-performance solutions.

4. Digital tools: Key foundational software will be developed for intelligent terminals and cloud-edge collaborative devices. We will support the development of intelligent operating systems and middleware with functions such as real-time rendering in the cloud, distributed memory computing, and lightweight container management. Additionally, we will break through digital production tools, concentrating efforts on a three-dimensional graphic image engine, digital modeling, digital design, digital human generation and other “meta-universe” key productivity tools to enhance the core software and industry platform supply capacity. We will cultivate integrated solutions, focus on the needs of key industries, and emphasize the development of industry-level solutions such as city information modeling, building information modeling, digital twins, and digital sand table simulation.

(2) Green development

● Construction of a carbon peak and carbon neutrality policy system

Shanghai has established a policy system of carbon peak and carbon neutrality and

“1+N” and issued the Implementing Opinions of Shanghai Municipality on the Complete and Accurate Implementation of the New Development Concept and the Implementation Plan of Shanghai Municipality on Carbon Peak. Relevant departments have formulated eight implementation plans for carbon peaks in key areas, such as energy, industry, new infrastructure, construction, transportation, “One Island and One Enterprise” (Chongming Island and Baowu Group) and key regions, as well as 15 supporting and guarantee plans for science and technology, hydrogen energy, green finance, pricing, education and training, and so on.

Shanghai will vigorously develop non-fossil energy, fully implement the “photovoltaic +” project, accelerate the development of wind power in the three major sea areas of Fengxian, Nanhui and Jinshan, and actively develop abyssal wind power generation. Shanghai will deeply promote the green and low-carbon transformation of industries; focus on cultivating green and low-carbon cutting-edge technologies, high-end equipment and the other ten sub-tracks; and promote the high-quality development of the hydrogen energy industry. Additionally, Shanghai will elevate the green and low-carbon thresholds of new buildings and intensify the implementation of buildings with ultralow energy consumption, and no less than 8 million square meters of ultralow energy buildings are planned to be implemented during the “14th Five Year Plan”. Shanghai will be committed to promoting low-carbon transportation tools, green infrastructure, and the application of new energy vehicles. By 2025, all buses and new or renewed taxi cabs, in principle, should be new energy vehicles, the total number of fuel cell vehicles should exceed 10,000, and the proportion of purely electric vehicles in the new purchases of vehicles by individuals should exceed 50%.

Case 7 Huangpu Formed Low-Carbon District

Huangpu District has formed a “1+1+N” dual-carbon policy system—“examine”, “reduce”, “increase”, “verify”, and “evaluate” dual-carbon work system—and has launched management measures of energy conservation and carbon reduction for key energy-using enterprises to expand the annual energy consumption scope of key energy-using enterprises from 5,000 tons of standard coal to 3,000 tons per year and to add more than 290 key buildings in the area into the scope of monitoring to strengthen energy conservation and carbon reduction. Shanghai has also improved the management of special funds for energy conservation, emission reduction and carbon reduction, and our government support categories increased from 9 to 14. From 2020 to 2022, the project supported more than 100 enterprises and saved more than 10,000 tons of standard coal. Led and driven by government support funds, the investment in social capital reached nearly 250 million yuan. By performing digital management of building energy consumption, the real-time monitoring platform for energy consumption in Huangpu District accessed 290 buildings with a floor area of 12 million square meters. The annual monitoring of electricity consumption and the normal rate of submetering data reach 1 billion kilowatt-hours and more than 90%, respectively, with the number of buildings and the quality of the data ranking first in the city. In addition, Shanghai took the lead in implementing full energy metering for water, electricity and gas in more than 30 buildings.

Shanghai strongly promoted the improvement of energy efficiency in buildings. More than 250 energy-efficiency renovation projects for existing buildings, such as Riyueguang and Laifushi Plaza, with a floor area of 5 million square meters, have been completed. Among them, New World City won the Blue Sky Cup for high-efficiency computer rooms. Additionally, many renovation projects,

such as Shanghai Concert Hall, Hong Kong New World and Shanghai-Grand-Theater, won the Platinum Award and Gold Award for Green Renewal and Renovation of Existing Buildings, and the Skyline Hotel was honored with the title of the energy-efficiency gold medal “Pacesetter”.

Shanghai created a paradigm for carbon reduction in electricity demand response. Through three years of construction, the coverage of commercial buildings reached 130 buildings (6.27 million square meters), expanding the diversified response resources of residential communities and electric vehicle charging platforms and realizing the development of approximately 60 MW of demand response resources for commercial buildings. As a regular resource for the daily scheduling of the Shanghai Electric Power demand response, the cumulative scheduling of more than 2,000 buildings was achieved, and the peak load, management and regulation capacity exceeded 20%. After being appraised by academicians and experts of the China Electrical Engineering Society, it reached the leading international level.

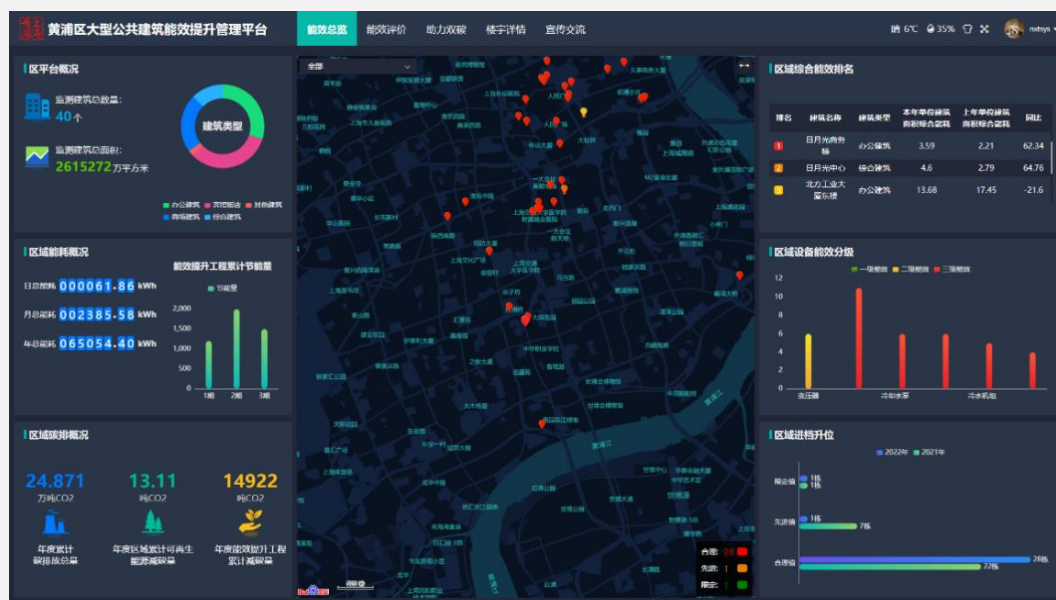


Figure 12 Energy efficiency improvement management platform for the Huangpu District large public buildings

● **Green, low-carbon industrial development**

In 2013, Shanghai took the lead in issuing trial measures on carbon emission management to regulate the operation of the carbon trading market. Green and low-carbon development is enshrined in the Shanghai Municipal Environmental Protection Regulations, which promotes synergies between pollution reduction and carbon reduction. The Regulations on Accelerating Green Transformation of Development Mode and the Trial Measures for Carbon Emission Management in Shanghai provide legal protection for low-carbon development. The Shanghai Carbon Emission Trade Exchange includes more than 300 enterprises and more than 1,000 investment institutions in iron and steel, electric power, chemical industry, aviation, water transportation, construction and data centers, with a turnover that ranks among the highest in China and 100% compliance with voluntary emission reduction for nine consecutive years.

The financing amount of the pledge business reached 57.14 million yuan, and carbon assets reached 1.93 million tons. We formulated the Shanghai Carbon Monitoring and

Assessment Pilot Program, set up seven greenhouse gas monitoring stations and one background monitoring station covering the iron and steel, electric power, and waste treatment industries, and explored the city's carbon emission accounting and examination system.

Shanghai participated in the declaration of carbon emission monitoring standards and specifications, and a few standards were finalized. Shanghai also promoted 35 low-carbon practice zones and 56 low-carbon pilot communities, such as the Yangpu Riverside Transformation, the construction of a "zero-carbon demonstration park" in the Minhang district, and a low-carbon garden habitat in the Mengxi Community of Dapugiao Subdistrict in Huangpu District.

Case 8 The Layout of the Whole Hydrogen Industrial Chain of Shanghai Shenergy Ltd.

We are living in a world where low-carbon energy transformation has become a global consensus. Hydrogen energy is an important zero-carbon energy source for realizing the "carbon peaking and carbon neutrality" goal, and the hydrogen energy industry has become an important part of China's energy strategy. In this context, Shenergy implemented the hydrogen energy development strategy "Three Vertical Products and Three Horizontal Scenarios" in advance. A forward-looking layout for the key parts of hydrogen energy development, such as hydrogen energy production, storage, transportation, filling, and application, has been developed, forming high-end manufacturing industry clusters of hydrogen energy in all aspects. Shenergy Ltd. built a distinctive hydrogen energy industry chain that will help China's hydrogen energy realize industrialized development and large-scale application as soon as possible.

"Three Vertical Products" focus on high-end manufacturing—three major products—hydrogen production and preparation, storage and transportation equipment, and fuel cells—forming high-end manufacturing clusters upstream, midstream and downstream of hydrogen energy and helping to open up the "last kilometer" of scientific and technological achievements. The "Three Horizontal Scenarios" scenario focuses on application scenarios and promotes the landing of the three vertical products in demonstration application scenarios to realize the complete commercial process of hydrogen energy application. First, based in Shanghai, Shenergy will build a hydrogen energy base that includes hydrogen source bases, hydrogen refueling stations, carbon-neutral demonstration parks and other high-quality projects. Second, Shenergy will select the regions with first-mover advantages and work together with local governments and enterprises to build comprehensive hydrogen energy application bases. Third, relying on the integration and linkage advantages of Shenergy's products will create diversified application scenarios through multiple means and channels to drive the development of the industry chain. Shenergy seized the opportunity to build a hydrogen energy industry chain and explored an innovative industrial model of hydrogen energy. It fully supported enterprises in making core components of hydrogen energy generation in terms of capital and resources to help these enterprises continue to break through those bottlenecks. With its practical action, Shenergy fulfilled the vision of the national and Shanghai "dual carbon" goal. Furthermore, Shenergy joined hands with Air Liquide China to invest in the Shanghai Hydrogen Security Base project, whose capacity for hydrogenation can reach 24 tons per day. This project meets the hydrogen demand of 20 hydrogen refueling stations in the Yangtze River Delta region and will become the largest hydrogen supply project for fuel cell vehicles in East China.

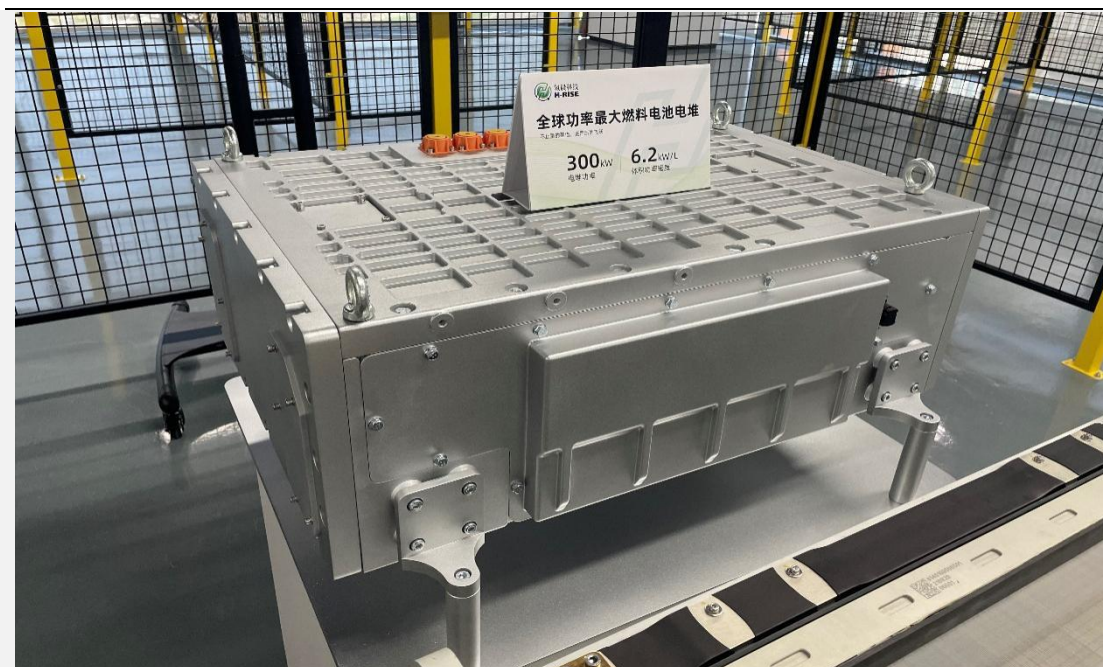


Figure 13 Shanghai Hydrochem launched the world's largest single-stack 300 kW high-power fuel cell power reactor in August 2022

● Comprehensive promotion of offshore wind power construction

Three aspects of offshore wind power construction are promoted in Shanghai: planning and design, selection of development subjects and project services. Shanghai has released the “14th Five-Year Plan for Shanghai Energy Development”, “Shanghai Energy and Electricity Field Carbon Peak Implementation Program”, and “Shanghai Offshore Wind Power Development Plan”, which further clarifies the time sequence of offshore wind power development, helps to overcome the problem of the city's limited marine resources and promotes the development of wind power from the offshore to the deep sea. In 2009, it first became an offshore wind power project development unit through competitive allocation, and since 2022, it has successively identified five Hangzhou Bay offshore wind power project development units through competitive allocation. Development and reform, civil-military integration, planning resources, ocean management, marine management, power grid enterprises and other units jointly set up work-specific classes, focusing on military-related communication and coordination, approval of land and sea use, cable delivery projects and other key parts, guiding the development enterprise to strengthen communication with various units to ensure that the project is approved, commenced and put into operation as soon as possible.

Case 9 Offshore Wind Proposal in Fengxian District

The Offshore Wind Proposal in Fengxian District is a key project listed in the Shanghai Energy Development Plan of the 13th Five-Year Plan. The site is located in the sea area of the Fengxian district, in the northern part of Hangzhou Bay, Shanghai, near the Caojing Channel and East Sea Bridge. The total investment of the project is approximately 3.4 billion yuan, with an installed capacity of 206.4 MW, including 32 sets of 6.45 MW wind turbine generator systems. The project was developed by Shanghai Gulf Xinneng Wind Power Co., Ltd., which is jointly funded by

Shanghai Electric Power Co., Ltd. and State Grid Shanghai Green Environmental Protection Energy Co., Ltd. The project began in November 2020 and realized full-capacity grid-connected generation on December 28, 2021. The project's power generation capacity, standard coal savings and carbon dioxide emission reduction can reach 600 million kWh, approximately 180,000 tons and approximately 500,000 tons, respectively, each year, making it a role model for Shanghai to promote its energy conservation and emission reduction and accelerate the contribution of the new energy system. Since the project began operation at the end of 2021, it has accumulated 830 million kWh of green electricity for the Shanghai power grid, saved approximately 250,000 tons of standard coal and contributed 690,000 tons of carbon dioxide emission reduction and 1 million tons of water savings annually. The annual power generation of the project is approximately 600 million kWh, saving approximately 180,000 tons of standard coal and reducing carbon dioxide emissions by approximately 500,000 tons per year, which has shown good environmental, energy saving and emission reduction benefits.



Figure 14 Offshore Booster Station of the Fengxian Offshore Wind Proposal

● Continue to promote the construction of Chongming's World-Class Ecological Island

Shanghai's promotion of Chongming Island's world-class ecological construction relies on three major measures: coordinating the working mechanism, planning and design, and the positive and negative list. The Working Mechanism for Promoting the Construction of Chongming World-Class Eco-Island clarifies the overall requirements, working mechanism, and supervision and assessment mechanism. The leading group is responsible for objective planning, policy support, planning and deliberations, coordinating and solving major problems; the leading companies are responsible for major special projects and programs; and the Supervision and Inspection Office of the Municipal Government is included in the target management system, and its work will be included

in the annual assessment. The Outline of Chongming Eco-Island Construction (2010-2020) puts forward six action areas and 27 indicators; the Chongming District Master Plan and Land Use Master Plan (2017-2035) establishes a red line of protection and a control system; and the Guidelines for the Planning and Construction of Chongming World-Class Eco-Island stipulates hierarchical control of building heights and emphasizes Chinese elements and Chinese insular characteristics. Since 2018, a negative list of industry access and a positive list of key development industries have been created to identify nine development areas in need and five limited access areas, including green agriculture and leisure tourism.

(3) City digital transformation

● Digital infrastructure construction

Shanghai has built a nationally leading digital infrastructure system and the first “Dual Gigabit City” in China, realizing full coverage of the 5G network in the central urban area and suburban urbanized areas. By the end of 2020, Shanghai had realized full coverage of gigabit fixed broadband households, with an average download rate of more than 50 Mbps, and had constructed a total of 32,000 outdoor 5G base stations and 52,000 indoor mini-stations. The status of the international information and communication hub was strengthened, and the submarine optical fiber cable reached 22 Tbps. Shanghai also proactively promoted the construction of green and high-end data centers and built 103 internet data centers for public services, with a total number of cabinets of nearly 140,000 racks. Additionally, Shanghai issued the Guidelines for the Construction of a New Type of Specialized Metropolitan Internet of Things Network, building more than 30 types of intelligent sensing terminals with nearly 600,000 units.

● Digital economy innovation system

Shanghai has been dedicated to enhancing the digital transformation of traditional industries, whole industry chain synergy and value chain integration. Shanghai has taken the lead in building the top national node of logo resolution that radiates the Yangtze River Delta, creating many influential industrial internet platforms.

Shanghai continues to deepen its digital industrialization and has become one of the integrated circuit industrial bases with the complete industrial chain, the leading comprehensive technology and the strongest innovation capability in China. Shanghai vigorously supported the agglomeration of core enterprises in the artificial intelligence industry and was approved as a national pilot zone for the innovation and development of a new generation of artificial intelligence and a pilot zone for the innovation and application of artificial intelligence. Shanghai advocates the development of an online economy, forming a “C Circle of Pujiang” with Pudong, Yangpu, Jing’an and Changning as the main industrial development layout and supporting the development of new information consumption businesses such as online retail, online audio and visual, and consumer finance.

● Service system for digital life

Shanghai is continuing to upgrade the public digital service systems and is pushing forward government affairs “government online”, basically realizing the goal of “accomplishing one thing efficiently”. First, Shanghai has built a city’s unified community basic information database and WeChat mini program “Community Cloud”. Second, we have made Shanghai Songjiang a comprehensive service platform for elderly individuals, forming 12 smart pension application scenarios. Third, an “education cloud” integrated pilot has been carried forward in an orderly manner, and the level of online education has improved. Fourth, we have promoted the application of intelligent medical care, built a “health cloud” platform, and realized connectivity and mutual recognition of the diagnosis and treatment information. Fifth, to promote smart travel, we created the Shanghai Parking app and one-click car-hailing service.

In June 2023, the total number of individual real names of the platform “Government Online” was 79,957,300, and the number of legal entity users was 3.15 million, with 3,629 items of access to government services. We continue to promote the re-engineering of the business process of “accomplishing one thing efficiently”, with the cumulative number of cases exceeding 10 million, and have introduced 152 high-frequency matters for “enjoying policy benefits without application”.

● Integrated digital governance capacity

In accordance with the logical structure of the “three-tier platform, five-tier application”, Shanghai has established three-tier urban transportation centers in cities, districts, subdistricts and towns, realizing “accomplishing one thing efficiently”. Shanghai has created practical, intelligent application scenarios that focus on the construction of the city’s eyes, IDPS, public health, and other systems. Shanghai has established a real-time dynamic “observation, management and prevention” integration of the total platform of urban transport, access to 185 systems of 50 departments, and 730 applications. Additionally, Shanghai has created a command system that can efficiently handle emergencies to help the municipal transport centers’ overall arrangements and on-site decision-making, realizing the cross-regional command of the front-line, rear, and professional headquarters.

Case 10 Shanghai’s Exploration of the New “Digital Governance”

Focusing on urban management and digital governance, Shanghai has built a model of urban governance that has an extensive database, adequate sharing and empowerment, and rich application scenarios.

First, new infrastructure should be built and improved, laying the foundations for an innovative digital economy. Given the strategic cooperation in information with three major carriers and the full 5G equipment and network coverage, Shanghai has emerged as a model of the “5G+Optical Network” in the world. Shanghai has continuously increased its supply through policies and encouraged cooperative banks to provide preferential interest rate credit funds for new infrastructure with a total size of 100 billion yuan or more. By 2022, Shanghai will rank first in China in terms of the number of household gigabit broadband subscribers and international cables, the

penetration of its gigabit networks and the proportion of 5G base stations, laying a solid foundation for the overall development of the digital economy.

Second, work toward building a comprehensive data trading mechanism and enacting a law on data circulation and value. Shanghai has continuously accelerated the pace of data legislation, providing the foundation for its digital economy industry. For example, the Shanghai Municipal Data Regulations introduced in 2021 focus on three aspects: the protection of data rights, data circulation and utilization, and the management of data security, spurring data circulation and utilization. In compliance with the Regulations, Shanghai has set up a data exchange in accordance with national requirements and has conducted a series of innovative regulations in response to bottlenecks in establishing rights, admission and pricing, which were prevalent in the original data trading system.

Third, develop a new online economy and support digital services such as live e-commerce and the sharing economy. Due to Shanghai's natural advantage of a high concentration of Chinese and foreign brands, it has a complete e-commerce industry chain. The upper, middle and lower reaches of the e-commerce industry have been covered by leading enterprises, including Pinduoduo, Bilibili, Zhenkunxing, Meiwang and Baozun. It implements an industrial e-commerce "double push" project – to promote the innovation of enterprises and their application in small and medium-sized enterprises. Following the methods of "the government to give a little subsidy, the platform to earn fewer profits, small and medium-sized enterprises to pay a little", Shanghai encourages small and medium-sized enterprises to use the platforms when procuring e-commerce and applying specialized services.

Fourth, efforts should be made to apply data resources and empower Shanghai's digital transformation in all aspects. Making use of the digital transformation of data-enabled governance promotes the deep integration of data in "one network to do" and "one network unified management" and creates an integrated database, contributing to convenient and fine services and safe and reliable urban operations. "One network" and "one network unified management" have integrated access to public security, greening amenities, housing, transport, emergency, civil defense, planning resources, the ecological environment, health, meteorology, water, electricity, gas and other areas to develop map services, meteorological services, traffic security, emergency disposal and two other plug-ins. They empower cross-sectoral and cross-system linkages, initially realizing the "one-screen view of the world, a network of the whole city".

(4) Building a Scientific and Innovative Centre with World Influence

● The layout of major scientific and technological infrastructures

In recent years, Shanghai has made great efforts to establish major scientific and technological infrastructures and accelerate the high-quality development of basic research in strategic fields such as photonics, life, energy and the ocean. By 2022, Shanghai will have 14 major national scientific and technological infrastructures built and under construction, and the world's largest cluster of photons large-scale scientific facilities will take shape. Fourteen of the world's top 20 pharmaceutical companies had R&D headquarters or innovation centers in Shanghai, contributing to the significantly increased influence of science and technology in the world. The construction of the Yangtze River

Delta National Technology Innovation Centre has accelerated, and the G60 Science and Innovation Corridor has brought together more than 36,000 high-tech enterprises and 1,300-plus incubators and crowdsourcing spaces. The Yangtze River Delta Science and Technology Resources Sharing Platform has 23 major scientific and technological infrastructures, 315 national scientific research bases, and 40,000 sets of scientific instruments, with a sharing rate of more than 90%.



Figure 15 Shanghai synchrotron light source^①

● The promotion of basic research

Shanghai is pushing for the establishment of strategic scientific and technological organizations, such as national laboratories in the fields of photonics and micro nanoelectronics, biomedicine and brain science, and artificial intelligence.

The number of innovative basic platforms in Shanghai has also continued to increase, and dozens of research groups, such as the Brain Science and Brain-Like Research Centre and the Quantum Science Centre, have been constructed, and they can represent the trend of the world's scientific and technological frontiers.

In 2021, for the first time, projects guided by Shanghai reaped a rich harvest and won the National Natural Science Award, the National Award For Technologic, and the National Prize for Progress in Science and Technology, which is called the "Three Grand Awards in China", and four first prizes.

● The establishment of the Shanghai Intellectual Property Protection Centre

In November 2022, the China (Shanghai) Intellectual Property Protection Centre (hereinafter referred to as the "Shanghai Protection Centre") was inaugurated, which is the 53rd National Intellectual Property Protection Center and the third intellectual property Protection Center serving municipalities directly under the central government

^① Source: <http://ssrf.sari.ac.cn/ncbp/nhc/>

after Beijing and Tianjin.

The Shanghai Protection Centre rapidly carried out collaborative intellectual property protection services in terms of new materials and energy-saving protection. Together with the Pudong Protection Centre built in advance, it seeks to strengthen Shanghai's intellectual property protection and service, the business and innovation environment, the adjustment of Shanghai's advantageous industries and the ability to converge on intellectual property innovations as a way of stimulating intellectual property innovation and accelerating innovation development.

With the rapidly collaborative system of intellectual property protection, the center established the entire chain of intellectual property creation, application, protection, management and service to accelerate the construction of the top-ranking intellectual property protection sector in the world.^①

● **The establishment of the World Laureates Association Prize**

In 2022, the first WLA prize was officially announced in Shanghai, China, and was awarded to Michael I. Jordan, an American computer scientist and statistician, and Dirk Görlich, a German biochemist.^②

With the opportunity to hold the first WLA Prize, Shanghai has been attracting talent and resources from all over the world to accelerate its progress toward becoming a scientific and technological innovation center with global influence. In the global ranking of "Best Science and Technology Clusters", Shanghai jumped from 19th place in 2017 to 8th place in 2021, and its comprehensive level of scientific and technological innovation has entered the forefront of the world's major innovative cities. Since 2022, Shanghai-Suzhou has participated in the global ranking as a technology cluster, ranking 6th in 2022 and rising to 5th in 2023.

^① Source: <http://www.ipwq.cn/ipwqnew/show-5375.html>

^② Source: China Daily, <https://cn.chinadaily.com.cn/a/202209/29/WS63351174a310817f312f0655.html>

SDG11: Sustainable Cities and Communities



SDG11

- SDG11-Sustainable cities and communities, committed to building cities and human settlements that are inclusive, safe, resilient and sustainable. Through the implementation of this goal, we can ensure that everyone has access to adequate, safe and affordable housing, and that everyone can enjoy a green, safe, inclusive and resilient urban and community environment.
- Shanghai and other megacities in the world both are facing the “urban diseases”. It is urgent to optimize the rational allocation of spatial resources, improve the balance of resource allocation between different regions, solve the shortcomings of urban and community spatial governance and improve the safety and resilience of cities.
- Guided by SDG11, Shanghai has steadily responded to tight constraints on land and other resources. Shanghai has explored ways to enhance the vitality of old urban areas through a model that combines protection and renewal; promoted housing renovation in old areas with the core purpose of improving the living environment; created a community life circle with complete hardware facilities and software service functions; and continued the implementation of a public transportation-oriented urban development model, actively promoting the functional introduction, development and construction of five new cities.

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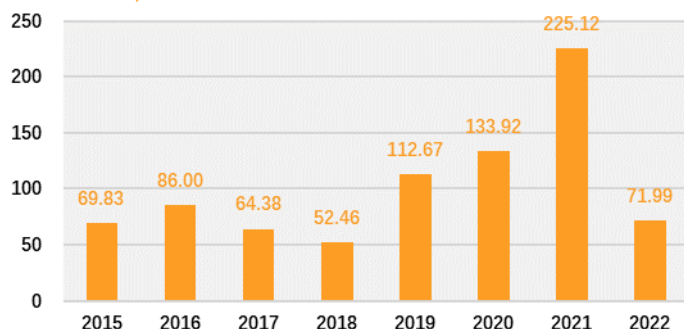


Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG11
Urban renewal and vitality injection	Explore the combination of historical landscape protection and urban renewal		► Number of heritage institutions Shangsheng Xinsuo Urban Renewal Project in Changning District	11.4
	Implement the protection of historical and cultural heritage	Protective Comprehensive Development of the Zhangyuan Area in Jing'an District		
	Establish the policy, regulation and system of urban renewal	The Urban Renewal Project of the Columbia Circle in Changning District		
Promote the renovation of old housing	Promote the renovation of patched houses below Old Alley Grade Two in central urban areas		► Residential housing area collected ► Number of newly launched “urban village” renovation projects during the year ► Completion status of elevator installation in existing multi-storey residential buildings	11.1
	Elevator installations in existing multistory residential buildings	Promote the Addition of Elevators of the No.1 and No.2 Communities of Guyuan Road, Hongkou District		
	Multiple measures to promote the renovation of urban villages	The Renovation Project of Panlong “Urban Village” in Qingpu District		
	Renovation of old housing sets	Demolition and Reconstruction Project of the Fangualong Community in Jing'an District		
Shaping the community life circle	Pilot construction of the integrated community	380th Lane of Linfen Road Community, Jing'an District	► Per capita park space area (square meters)	11.3 11.7
	The promotion of the construction of a 15-minute life circle	The 15-minute Community Life Circle of Caoyang Xincun Subdistrict in Putuo District		
	Implement plans to renew and upgrade cultural infrastructure			
	Create a community of co-construction, co-governance and sharing	Pudong Creates the “Dongming Paradigm” of Participatory Community Governance		
Transit-oriented urban development	Promote the construction of station-city integration	Rail Transit Line 17 Xujing Vehicle Base Upper Cover Development Project in Qingpu District	► Rail transit line length ► the number of bus lines ► Per capita of road area	11.2
	Promoting rail transportation construction			
Promoting the Construction of Five New Cities	Promoting the introduction of essential functions to new cities			11.a
	Accelerating the implementation of “One City, One Park”			
	Creating “One City, One Green Belt”	The New City Green Belt in Jiading District		

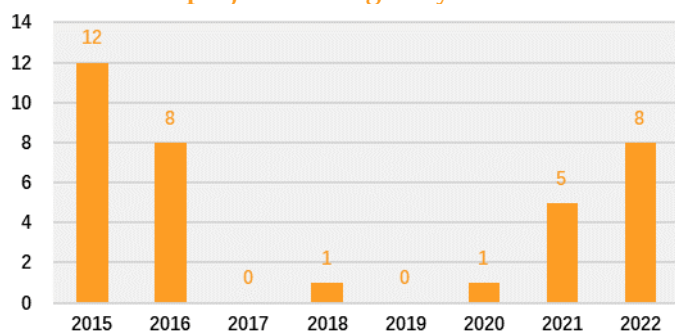
Key Indicators

Residential housing area collected (10,000 square meters)



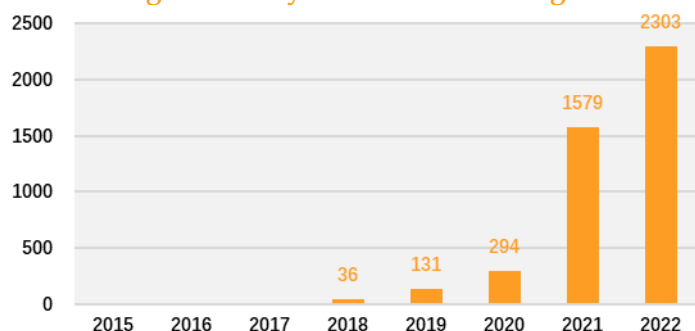
From 2015 to 2022, the average annual residential housing acquisition area exceeded **1 million** square meters.

Number of newly launched "urban village" renovation projects during the year



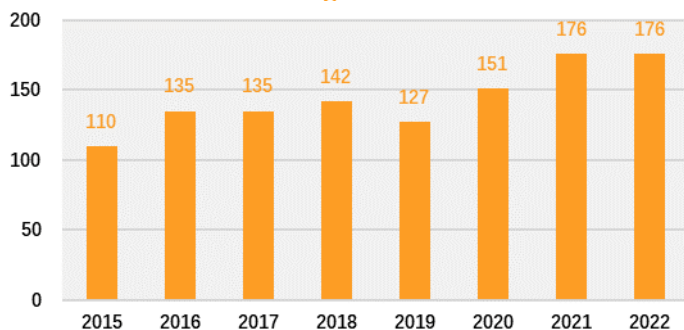
From 2015 to 2022, the number of "urban village" renovation projects launched reached **35**.

Completion status of elevator installation in existing multistory residential buildings

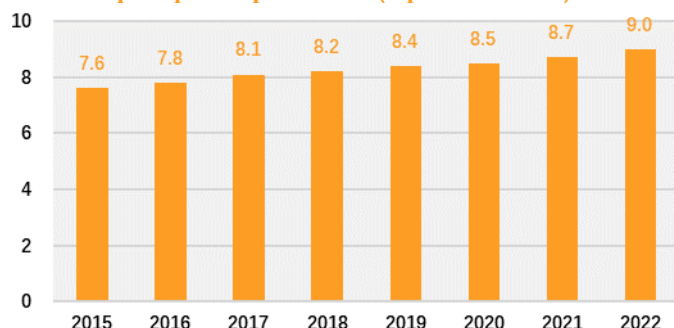


From 2018 to 2022, **4,343** elevator installation projects were completed in existing multistory residential buildings.

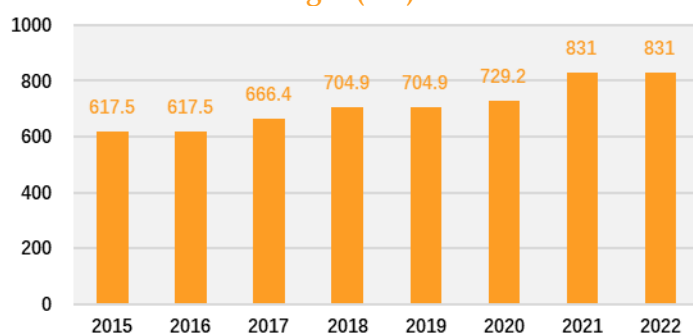
The number of heritage institutions



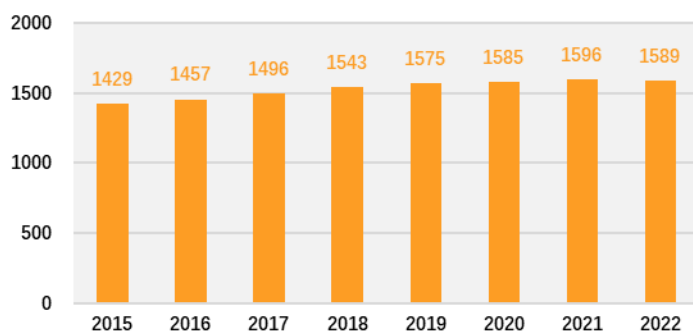
From 2015 to 2022, the number of cultural relics institutions increased from **110 to 176**.

📉 **Per capita park space area (square meters)**

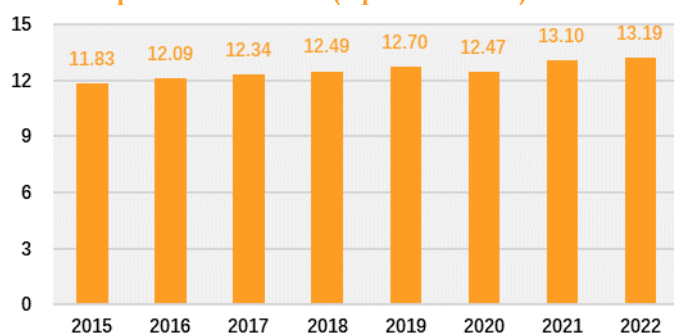
From 2015 to 2022, the per capita park green space area increased by **1.4** square meters.

📉 **Rail transit line length (km)**

From 2015 to 2022, the number of rail transit lines increased from 15 to 20, and the line length increased by **34.6%**.

📉 **Number of bus lines**

From 2015 to 2022, **160** bus lines has been added.

📉 **Per capita of road area (square meters)**

From 2015 to 2022, The per capita road area increased by **11.5%**.

Major Progresses

● The Suzhou Creek tourist water route opened for trial navigation

By the end of 2020, the safe public spaces in the central urban area along the Suzhou Creek, which is 42 kilometers long, had been opened to the public. Many revitalized historical buildings, art galleries, libraries, cafes, creative parks, commercial centers, etc., have emerged during shoreline construction and urban renewal. On September 17, 2022, the Suzhou Creek tourist water route was opened for trial operation, adding new achievements to the opening of Shanghai's "one river and one river" public space. The Suzhou Creek tourist water route passes through five districts in Shanghai—Putuo, Changning, Jing'an, Hongkou and Huangpu—with a total length of approximately 17 kilometers. Currently, there are eight berthing terminals that have been built or are under construction.^①

● Effective promotion of historical context protection

Since the State Council approved Shanghai as one of the second batches of national historical and cultural cities in 1986, it has basically formed a protection system for famous cities, towns and villages that combines "points, lines and areas". Since the approval of the *Shanghai Master Plan (2017-2035)*, Shanghai has established an evaluation and update mechanism, gradually adding protection objects and expanding the scope of protection. In terms of neighborhoods with style protection, four new neighborhoods with style protection, mainly Shikumen lane buildings, were built in 2023. In terms of cultural relics, the number of immovable cultural relics increased to 3,467. In terms of historical buildings, a census of historical buildings over 50 years old in the central city was completed in 2017, and it was clear that 7.3 million square meters of residential buildings in the central city should be preserved and protected.

● Zhangyuan and other blocks were renovated and transformed into cultural landmarks

After the Pudong Riverside Public Space was opened to the public in 2017, to solve the comfort problems of citizens, such as using the toilet and taking a rest, 22 "Wangjiangyi" (River View Service Stations), standardized public service facilities with unified shapes and functions, were built in accordance with the principle of "one per kilometer" in highly accessible locations along the line. Zhangyuan, the most famous garden in Shanghai, which has witnessed the lighting of the first public electric light, the debut of the first bicycle, and the first Chinese film screening in Shanghai, took four years to repair and update. Columbia Circle, a community that existed nearly a century ago, was known for its peaceful and sophisticated environment. However, after the establishment of the People's Republic of China, it underwent a significant transformation and was converted into the Shanghai Institute of Biological Products. In recent times, it has emerged as a

^① Source: https://m.thepaper.cn/baijiahao_19960640

popular destination for internet celebrities to visit while in Shanghai. The INLET was once a century-old lane. After some innovative renovations, it has become a new cultural landmark in Shanghai.^①

- **Gradual establishment of the collaborative promotion mechanism of urban renewal**

In 2014, when the *Shanghai Master Plan (2017-2035)* was implemented, Shanghai proposed to achieve negative growth at the scale of urban construction land and promote the transformation of urban development models through changes in land use patterns. In 2015, the municipal government issued the “Shanghai Urban Renewal Implementation Measures” and subsequently issued a series of policy documents related to urban renewal, such as “retaining, renovating and demolishing”, to protect the style and promote industrial transformation and upgrading. Since the Implementation Measures for Updates were put into effect, Shanghai has gone from the first stage to independently update the original rights holders, to the second stage to the introduction of market entities, to the third stage to coordinate resources for overall transformation. Several key projects with social influence, such as Changning Shangsheng New Institute and Huangpu Bund 160 Neighborhood Renovation, were completed. Community residents and rights holders have gradually awakened their independent will and self-awareness to participate in community renewal governance and improve community environmental quality. “Multiple goals, A multigoal”. A “multisystem, multimethod, multi-project” collaborative promotion mechanism has been gradually established.

- **The renovation of a large number of second-grade or lower old houses in the central city has been completed**

On July 24, 2022, the house expropriation contract rates for the 68th and 67th blocks of Jianguo East Road, Huangpu District, Shanghai exceeded 90%, and the renovations of the second-grade and lower houses in the central city of Shanghai were fully completed. From 1992 to the present, Shanghai has completed the renovation of more than 30 million square meters of housing below second-grade old neighborhoods, benefiting approximately 1.3 million residents.^②

- **Continued progress in installing elevators in multistory residential buildings**

Since 2011, when Shanghai started installing elevators, the relevant departments of the city and districts, while piloting and practicing, have cracked bottlenecks and focused on the key aspects of the willingness to install elevators, such as solicitation, organization and promotion, technical requirements, approval process, financing, etc., and continued in-depth research to improve the supply of policies. From “can install”, “good installation” to “fast installation”, financial support, planning and management, program design, administrative approval, pipeline relocation, financial support and other supporting

^① Source: <https://export.shobserver.com/baijiahao/html/572378.html>

^② Source: http://www.news.cn/local/2022-07/24/c_1128858219.htm.

measures can continue to improve, and service guidance can continue to increase to the grassroots level. With increasing service and guidance to the grassroots level, 4397 units were completed in recent years (515 units completed in 2011–2020, 1579 units completed in 2021, and 2303 units completed in 2022). The promotion method has changed from “retrofitting cases” to “mass production on a large scale”, and the recognition of residents has increasingly increased, with a growing sense of gain and happiness.

● Acceleration of urban village renovation

By 2022, more than 27,000 villagers had improved their housing conditions in the 62 “urban village” projects approved by the Shanghai Municipality; after the completion of the projects, the town-level collective economic organizations retained the properties for long-term operation, guaranteeing the long-term development of the collective economic organizations and the long-term benefits of the farmers. The “urban village” area of the dirty environment, illegal structures, “group rent”, public safety hazards and other social problems were completely solved to compensate for the short board of infrastructure and public building services, and the image of the area greatly improved, greatly enhancing its function. Part of the “urban village” renovation project combined with the protection of historical and cultural features focused on “retaining nostalgia”, “culture”, and “people”. The project integrates “culture”, “people”, “residence” and “production” so that buildings can be read, culture can be passed on and history can be appreciated.

● Collaborative rehabilitation of old neighborhoods and old housing packages

Through the synergistic efforts of old district renovation and the implementation of old housing set renovation, the percentage of housing sets in Shanghai increased from 30% in 1990 to 97.7% in 2021, and residents’ sense of gain and security significantly increased. By the end of 2022, the cumulative completion of the old housing reconstruction of approximately 2.5 million square meters and 55,000 households occurred in recent years. Approximately 200,000 square meters and 5000 households were demolished and reconstructed, respectively. Through demolition and reconstruction or simultaneous implementation of structural reinforcement, the problem of structural safety hazards in old housing has been solved, and the life span of the housing has been extended, providing an important guarantee for the safe operation of the city. By adding kitchen and sanitary facilities to realize the use of complete sets, we have effectively solved the problems of “urgency, difficulty, worry and hope” in the lives of residents and improved the quality of life and livability conditions. Through the implementation of demolition, reconstruction and renovation, in conjunction with the simultaneous expansion of land, public facilities in the communities will increase, and community support facilities will be established in accordance with local conditions, improving the comprehensive functions of the residential units.

● Gradual improvement in 15-minute life circle

On the basis of implementing the requirements of the Technical Guidelines for

Community Life Circle Planning of the Ministry of Natural Resources, Shanghai, further combining the actuality, taking subdistricts and towns as working units, and improving the functions of residence, employment, culture, sports, education, pension, medical care, commerce and other functions within the spatial scope of 15 minutes of people's slow walking to comprehensively promote the "15-minute community life circle" action. Taking people's sense of gain as the highest standard of measurement, we have created a low-carbon and healthy lifestyle, convenient and shared spatial quality, and an open and intensive spatial pattern by focusing on the overall goal of "livable, workable, playable, learnable, and nurturing".

- **Gradual improvement in the function of cultural facilities at the grassroots level**

With the construction, remodeling, and expansion of several major cultural and sports facilities, the quality and quantity of public cultural and sports spaces in Shanghai have greatly improved. The East Library of the Shanghai Library is positioned as an intelligent and complex library for the all-media era, and together with the Huaihai Road Library, it has become a cultural space that stands on both sides of the Pu River; the Shanghai Grand Opera House takes the meaning of the "Chinese fan" in its architectural form, which is not only able to meet the needs of large-scale events but also provides fun for the public or tourists' daily visits; Xujiahui Sports Park covers an area of approximately 36 hectares, including Shanghai Stadium, Shanghai Gymnasium, Shanghai Natatorium, and East Asia Building. The facilities of the venues are in line with international top standards, and after completion, they will become one of the most well-equipped sports and cultural gathering areas in Shanghai.^①

- **Smoothly advance the planning and preparation of rail transit networks**

In 2017, in conjunction with the *Shanghai Master Plan (2017-2035)*, Shanghai completed a new round of rail transit line network planning and proposed a planning scheme for three 1,000-kilometer rail transit lines: city, urban, and local lines. Focusing on Shanghai's goal of building a global city in the future, based on the efficient connection between the rail transit network and urban space development and the further improvement of the public transportation development level, three aspects of rail transit network planning goals are proposed: urban space, comprehensive transportation, and rail transit.

- **Initial results of the construction of five new cities in terms of key functions**

The construction of five new cities is an important breakthrough for Shanghai to transform its development model, and it is a top priority for Shanghai to optimize its urban spatial pattern. To accelerate the gathering of various domestic and foreign resources and further promote the improvement of new city functions. Since the beginning of 2022, Shanghai has launched the work of introducing functions into new cities, issued the *Implementation Plan on Promoting the Introduction of Functions into New Cities*, proposed a list of 70 items to be introduced into new cities during the "14th Five-Year Plan" period,

^① Source: Wen Hui Bao, February 19, 2022.

and officially released it the first batch of 25 major functional matters. At the same time, the relevant departments have basically formed implementation plans and supporting policies in various fields to provide strong support for the introduction of new city functions.

Important Measures

(1) Urban renewal and vitality injection

● Explore the combination of historical landscape protection and urban renewal

In 2019, Shanghai revised the *Regulations of Shanghai Municipality on the Protection of Areas Rich in Special Historical and Cultural Features and Monumental Architecture* for the third time, focusing on expanding the scope of protection, strengthening government responsibilities, improving protection measures, promoting revitalization, etc., and combined “strict protection” and made “activation and utilization” the main value orientation of the revision of the law. Shanghai is exploring a new approach to cultural relic protection in which state-owned institutions and enterprises are the main body and social capital actively invested, promoting the integration of historical landscape protection and urban renewal and introducing innovations such as cultural experiences, theatrical performances, fashionable clothing, and popular restaurants that display Shanghai culture. Business formats, empowering new businesses with culture.

● Implement the protection of historical and cultural heritage

Based on the spatial planning system of Integrated Urban Planning and Land Use Planning Schemes as well as Promotion of “Multi-Sectors” Plans in One, Shanghai implements historical and cultural heritage protection and coordinates the spatial allocation of various element resources in accordance with the three levels of “overall planning - unit planning - detailed planning”, deepening the control requirements step by step. At the level of regulatory detailed planning, combined with the technical guidelines for regulatory planning and achievement specifications and with the idea of “+ landscape protection”, the requirements for landscape protection are improved in the historical and cultural landscape area protection plan and additional plans for regulatory detailed planning. At the same time, Shanghai has compiled technical management regulations for protected buildings (including outstanding historical buildings and cultural relic protection units at all levels), proposed different levels of protection requirements and implemented classified management based on the historical, scientific and artistic value of protected buildings and the degree of preservation.

Case 11 Protective Comprehensive Development of the Zhangyuan Area in Jing'an District

The Zhangyuan area stretches from Shimen No.1 Road in the east to Maoming North Road in the west and from Wujiang Road in the north to Weihai Road in the south. It covers an area of

approximately 43,800 square meters with a building area of approximately 62,100 square meters. Located in the Historical and Cultural Area of Nanjing West Road, there are 43 historical buildings in Zhangyuan, including 13 outstanding historical buildings, 24 district cultural heritage sites, five preserved historical buildings and one general historical building.

Centering the protection and inheritance of Shanghai's traditional architecture, Shikumen has moderately developed the underground space of existing buildings and provided a case of high-quality historical landscape preservation and urban renovation through revitalizing historical buildings, upgrading the regional economy and improving the three lines of rail transportation planning in the new era.



Figure 16 Elevation of Zhangyuan Garden in Jingan

According to the basic principle of “protection first, respect for history and rational development”, the collection of international proposals and the revision of the plan were carried out synchronously. The following requirements are proposed: first, in accordance with the principles of integrity and authenticity, protect the alley layout and historical buildings of Shikumen to the greatest degree; second, based on the different characteristics of the buildings, operate value assessment buildings by building, carry out targeted project design and deepen protection measures by grades and classifications; third, connect the aboveground and underground functions, realize rail transit of three lines, and carry out the development and utilization of underground space moderately and appropriately (the whole neighborhood integrates the planning and construction of underground space).

In June 2019, the collection of international proposals for the “Protective Comprehensive Development Program Design of Zhangyuan Area” was officially launched. The functions and business planning of the program are centered on the “ecological builder of international business circle and highlighted area of Shanghai culture”, which focuses on innovative, experiential and leading fashion consumption and shows the integration of tradition and modernity, history and innovation, experience and consumption. On November 8, 2022, the Zhangyuan West Zone completed final acceptance. On November 27, 2022, it was officially opened to the public. This area has 16 buildings in total, including 12 municipal outstanding historical buildings and four district cultural heritage sites. In line with the highest standard and the best level, its business has introduced international top brands and paid great attention to the effects of the “first shop, first

show and first launch”.

Currently, the Zhangyuan West Zone takes the top luxury brands as the main direction along Taixing Road and has reached the intention of location with some brands. Moreover, art, light luxury, haute couture and fashion brands are the main areas of Maoming Road. By introducing experiential and leading fashion consumption and deepening the topics of Shanghai culture, the Zhangyuan Historical Landscape Conservation Zone is endowed with new business functions and industries, which will become the most influential and reputable business street and circle in the central urban area.

● Establish the policy, regulation and system of urban renewal

In 2021, Shanghai issued the Shanghai Urban Renewal Regulations. The Regulations focus on several overall goals, comprehensively upgrading the capacity and overall spatial quality of the city, realizing full coverage of updated content and objects, striving to build a governance system based on collaboration, participation and shared benefits, and effectively breaking down the policy barriers to urban renewal. Under the constraints of tight resources and the environment, Shanghai should benchmark global cities with outstanding construction and promote the implementation of “Shanghai 2035” through urban renewal legislation. The government should optimize urban functions and structures and pay attention to the protection of historical buildings while improving the spatial quality of the city and considering urban economic development (“brightness”) and people’s livelihood (“temperature”) to realize the requirement of “fixing loopholes, exploiting advantages”.

Case 12 The Urban Renewal Project of the Columbia Circle in Changning District

The Urban Renewal Project of Columbia Circle is a pilot project of the Charming Landscape Plan for the organic urban renewal of Shanghai. It is located on the urban development axis from Yan’an Road to Century Avenue and has advantages in terms of regional development. In the middle of three historical and cultural areas of Yuyuan Road, Hengshan-Fuxing Road and Xinhua Road, the area has a deep historical and cultural heritage. Through urban renewal, closed scientific research industrial parks are transformed into open “city living rooms” with compound functions, including commerce, culture and offices, which continue to spread the city’s history, renew the historical environment and old buildings, and inject new vitality into the area.

The main features of the updated project are as follows:

1) Strengthen historical inheritance, upgrade regional functions, and promote the protection and utilization of buildings. The outstanding historical buildings, historical buildings and industrial buildings in the Columbia Circle base are evaluated, measures of preservation and protection are proposed, and overall protective utilization is carried out. The former production-oriented research functions were transformed into commercial office and community service functions.

2) Public service facilities and open space should be added to create a vibrant neighborhood. Renew the former mysterious closed Shanghai Institute of Biological Products into an open neighborhood business district. Respect the layout of historical space and set aside a few public corridors and open space at the base.

After adjusting the plan, based on strengthening the protection of historical buildings, appropriately increasing the construction capacity, and upgrading the quality of the commercial

functions, the public open space and corridors are increased, and the weaknesses of the public service facilities are reasonably compensated. We have gained urban renewal incentives by adding public open space and service facilities to the neighborhood; without destroying the overall landscape, the development intensity of plots has increased by increasing the plot ratio to 1.0. For the land policy, the supplementary land transfer contract for commercial use is signed by means of the supplementary land price for stock.



Figure 17 The Plan of the Columbia Circle

(2) Promote the renovation of old housing

- **Promote the renovation of patched houses below Old Alley Grade Two in central urban areas**

The Shanghai Municipal Government has proposed a new model of “utilizing the reserved channels to promote the renovation of old districts”. Taking land reserved institutions as the main bodies for investing and rolling out projects, the housing management department led the establishment of old reform offices or task forces and entrusted state-owned enterprises such as expropriation firms, demolition and relocation companies to promote residential housing expropriation with local subdistricts, towns and communities. With the successful precedent of the North Railway Square Old Reform Project, Shanghai’s municipal and district governments have restarted large-scale renovation projects of old areas, which are promoted in the form of joint reserves of the city and district and separate district reserves. From 2006 to 2022, Shanghai renovated approximately 10,541,000 square meters of housing below the Old Alley Grade Two, benefiting approximately 457,000 households. Among them, there are 69 renovation projects of old areas that are jointly reserved by cities and districts, relocating approximately 104,000 households, involving a land area of approximately 323 hectares and a total investment of more than 400 billion yuan.

● Elevator installations in existing multistory residential buildings

Adding elevators to existing residential buildings is a project in which people's livelihoods are guided by the government, supported by grassroots organizations, self-governed and shared by the public. In 2020, after being included in the People's Project, Shanghai's relevant departments and every district focused on protecting people's livelihoods. We have actively explored and practiced summarized innovation and gained good experience and ways to achieve residents' hope to effectively promote the implementation of the program through specific measures, including establishing a three-tier promotion mechanism, optimizing the approval and implementation process, increasing financial investment, ensuring the safety and quality of design, enhancing elevator construction protection, implementing subsequent operations, maintenance and management, promoting large-scale installation of elevators and innovating lower management.

Case 13 Promote the Addition of Elevators of the No.1 and No.2 Communities of Guyuan Road, Hongkou District

The No.1 and No.2 Communities of Guyuan Road are in Jiangwan Town Subdistrict, Hongkou District, Shanghai. The two neighborhoods are separated by a narrow road with 30 doorways and have a total building area of 33,800 square meters. There are 690 households, including 1,743 permanent residents. Among them, there are 739 elderly people over 60 years old, accounting for 42.4%, and 80 disabled people, accounting for 4.6%. Therefore, residents have an urgent need to address vertical transportation difficulties. Hongkou District started the "beautiful homes and added elevators to the whole communities" renovation project in this place. By innovating the working mechanism and releasing the piling-on effect, the city's first "continuous" adding elevator project was promoted. To date, 29 elevators have been signed for 30 doorways, 28 of which have been installed.



Figure 18 Effect of installation with additional elevators

Through the installation of elevators, communication between neighborhoods has increased, and a few enthusiastic residents have emerged who view "community affairs" as "their own affairs", strengthening the level of residents' self-management and realizing "joint construction,

common governance, shared benefits” to create a model community for governance in the new era. Elevators will be added to the No.1 and No.2 Communities of Guyuan Road, which will be taken over by the original property of the communities. In the case of scalable installation of elevators, the charges are reduced so that it is more comfortable and reassuring for residents to use elevators. The two communities continue to optimize the property charging system to achieve a “double increase in quality and price” after finishing “beautiful homes and adding elevators to the whole communities”. According to statistics, since starting this program, the unit price of housing areas in these two communities has increased by more than 10% compared with that of similar communities without elevators in the surrounding areas, not only improving residents’ living standards but also bringing material interest to residents and increasing their sense of gain and well-being.

● **Multiple measures to promote the renovation of urban villages**

Combined with the actual situation of “urban villages” and local conditions, Shanghai has taken various measures to renovate urban villages by means of overall transformation of the program, the implementation of planning allocation and comprehensive management of the environment. Overall transformation refers to the overall transformation of “urban villages” through the declaration of “urban village” projects for the planned use of residential and other commercial land, with a high possibility of balancing funds; planning allocation refers to superimposed planning and comparison for the planned use of public service facilities, industry, green land, roads and other noncommercial land, for which it is possible to realize the basic balance of funds through the urban village project, which we should combine with the implementation plan of public welfare projects to promote in an orderly manner; overall improvement refers to targeted management and upgrading according to the need to improve the living environment; for the historical landscape protection category, farmers’ new villages or villages planned to be reserved outside the development boundary, as well as for those that cannot be implemented due to planning in the near future.

Case 14 The Renovation Project of Panlong “Urban Village” in Qingpu District

In June 2018, the Panlong “Urban Village” Project was recognized and approved by municipal “Urban Villages” Projects. It has established Shanghai Panlong Tiandi Limited Company according to the shareholding registration by cooperative renovation, investing approximately 13.5 billion yuan in this project. The project plans from Panwen Road and Panlong Road in the east to Huaxu Highway in the west, from Longlian Road and Songze Avenue in the south to Tianshan West Road and Village Road in the north, covering a total area of 666 acres with 72.4% of the land for collective construction. The project involved 235 households and 28 enterprises and institutions in the relocated villages. It includes three major parts: public welfare projects, ancient town restoration and supporting houses. Now, all have been completed.

The launching and implementation of the Panlong “Urban Village” Project strongly promoted the implementation of regional development plans and played a positive role in compensating for the shortcomings of development, improving the housing conditions of the villagers, advancing the management of the “five violations” and comprehensive management of the ecological environment, and promoting the integrated development of urban and rural areas. The project has achieved its expected purpose. The main achievements of the project include the following:

(1) The Panlong “Urban Village” Project introduced collective economic organizations to cooperative units for joint transformation, invested in enterprises, made full use of social capital in the transformation and alleviated government financial pressure.

(2) Through the renovation, villagers of the original “urban village” were concentrated and resettled nearby. A series of basic supporting facilities in the “urban village” have been rebuilt and enhanced, such as transportation, commerce, health care and education. At the same time, the protective restoration and inherited transformation of traditional cultural landscapes, such as the Panlong River, Panlong Temple, Panlong Town and other cultural traits, which have been well restored and reproduced, are important.

(3) In the transformation areas, there have been many houses built by the farmers themselves over many years, so these houses have potential safety risks. Through the transformation of urban villages, we have greatly improved the housing conditions and living qualities of residents.

(4) During the renovation of “urban villages”, infrastructure construction and industrial restructuring are closely integrated, solving the problem of insufficient supporting service facilities in the past. We have transformed former urban villages into modern ecological residential communities, public green land and commercial office complexes, upgrading their functions and industrial transformation and promoting urban-rural integration and coordinated economic and social development.

(5) The Panglong “Urban Village” Project promoted the reform of collective economic organizations and implemented the long-term operation of retained properties. It guarantees the development of collective economic organizations and the stable income of farmers. In the project, 10% of the cost of commercial assets is allocated to collective economic organizations, and the most innovative hotels are left to the town. The town collectively entrusted the Panglong Company with subsequent operations to guarantee quality and stabilize rental income, ensuring long-term returns.



Figure 19 Panlong “Urban Village”: pre and post-renovation comparison

● Renovation of old housing sets

Since the 1980s, Shanghai has started to implement the renovation of old housing sets with the focus mainly on increasing the functions of kitchens and bathrooms and has gone through three phases: exploration, improvement and development, constantly increasing the rate of housing sets and gradually improving residents’ living conditions. Focusing on the goals of this work, Shanghai formulated a new round of three-year action plans for the Popular Project. The overall goal of the plan is to complete (with the agreement in effect) a total building area of 900,000 square meters for the renovation of incomplete staff

housing, including approximately 370,000 square meters of small column sheet houses. Among them, Shanghai plans to complete 280,000 square meters by 2023, 310,000 square meters by 2024 and 310,000 square meters by 2025. By the end of 2025, the renovation of incomplete small column sheet houses will be completed. Combined with regional planning, regional functions, the value screening of preservation and protection, and the distribution of incomplete old housing, it will carry out the renovation of old housing sets and synchronize with the overall renovation and upgrading of the community by demolition and reconstruction, alteration of the original site, agreement replacement and expropriation.

Case 15 Demolition and Reconstruction Project of the Fangualong Community in Jing'an District

Located east of Datong Road, south of the Shanghai-Nanjing Railway, west of Gonghe New Road, and north of Tianmu Middle Road, the Fangualong Community is an incomplete public housing community for direct management and belongs to Tianmu West Road Subdistrict.

In the 1960s, the community was known for its shantytown consisting of thatched shacks. These were later demolished and replaced with the first 5-story Gongren Xincun (Workers' New Residential Neighborhood) in Shanghai. In 2015, due to the construction of a major municipal project in the North Cross Passage, approximately 32% of the houses in the community were relocated and resettled, and there are 14 incomplete residential buildings with original construction, which are basically small column sheet houses. The total building area is approximately 43,000 square meters, with 1,122 households (including 145 households with property rights). Due to the lack of maintenance, problems such as damaged walls, aging lines, inadequate supporting facilities, damaged roads, insufficient greenery, and parking difficulties are becoming increasingly serious. Included in the 2023 Renovation Plan, the project will build six new back-moving residences with 7-33 floors. Moreover, community service centers and other public facilities will be constructed. The implementation of demolition and reconstruction can fundamentally solve the potential safety risks of communities, improve residents' living conditions and maintain the original humanistic atmosphere.

Housing resettlement adheres to the principle of "demolishing a house and compensating its original owner for a new one". This type of resettlement involves relocation and does not change the nature of the property rights of the original house. The transformed households will be resettled according to the legally valid real estate certificates (including the Real Estate Ownership Certificate) and rental of public housing vouchers from the date of signing the contract. The transformation plan involves constructing new multi-story and high-rise residences for resettlement and independent rentals. These homes will be equipped with seven community-level public service facilities and underground parking; a total building area of approximately 141,000 square meters, of which approximately 103,700 square meters are aboveground and 37,300 square meters underground, including six back-moving residences of 7-33 floors; one independent rental residence with 27 floors, with 1,276 sets of new housing and 154 sets of surplus housing; the construction of public service facilities such as an urban operation center, a community life center, a community service center, community commerce, public rental housing supporting facilities, a community health center (of which 100 beds for the elderly are located on the 4th to 6th floors); and a parking garage on the second underground floor.

The plan ensures that residents move back to their original houses and the overall financial

balance, which is instructive for the demolition and reconstruction of old houses. First, land parcels are linked to amplify the comprehensive benefits, and the building capacity should be increased as much as possible. Second, this plan integrates housing resources that will be used for maintaining rental residences and improving the value of land parcels for commercial residences. Third, it improves supporting facilities and increases the supply of public services to enhance social and economic value. The project constructs community-level public service facilities with the acquisition of land parcels to enhance the quality of public services. The revenue from facility operations has improved the economic viability of the project.

(3) Shaping the community life circle

● Pilot construction of the integrated community

Shanghai is actively engaged in a pilot program for integrated community development, a joint initiative by the Ministry of Housing and Urban-Rural Development, the National Development and Reform Commission, and four other ministries and commissions. The program includes several city communities, such as Danshui Road in Huangpu District, Leshan in Xuhui, Jiangsu Road in Changning, 380th Lane of Linfen Road in Jing'an, and Sanlinyuan in Pudong New Area. These communities have implemented a variety of measures, including special assessments and resident engagement, to enhance livability, promote intelligent services, improve governance, and develop public service facilities for elderly care, childcare, and more. In December 2023, the pilot project at 380th Lane, Linfen Road Community, located in Jing'an District, received recognition from the Ministry of Housing and Urban-Rural Development, highlighting its success. This initiative has been incorporated into *The Integrated Community Construction Case Studies (First Batch)* and serves as a model for future community development efforts.

Case 16 380th Lane of Linfen Road Community, Jing'an District^①

The 380th Lane of Linfen Road Community, situated in the Linfen Road Subdistrict of Jing'an District, Shanghai, encompasses four residential areas: Xingcheng Huayuan, No. 391 Yangqu Road, Xinglinyuan, and Pengcheng Baodu. Spanning 19 hectares, this community is home to 1,864 households and 4,771 residents, with a total building area of 190,000 square meters and 67 residential buildings. Constructed in the late 1980s, the community underwent renovations to maximize space, remove intermediate walls, and promote connectivity between residential areas, sharing public service facilities and public spaces. Despite these efforts, a gap in community public service facilities persisted, lacking adequate space to meet the diverse needs of residents of all ages. In alignment with the coordinated strategy of the Ministry of Housing and Urban-Rural Development and associated departments, the community adopted a people-centric approach to integrated community development, prioritizing convenient and secure services. It aimed to rectify the deficiencies in community service facilities, enhance the living environment, foster digital transformation, and enhance grassroots governance to create a more intelligent, welcoming, and

^① Source: Ministry of Housing and Urban-Rural Development, *The Integrated Community Construction Case Studies (First Batch)*

compassionate integrated community. The primary strategies include:

Identifying issues and shortcomings through comprehensive community assessments: The 380th Lane of Linfen Road Community developed a comprehensive indicator system for community assessments, focusing on housing, neighborhoods, and community levels. With the aim of enhancing community livability and resident satisfaction, the community has been targeting improvements in service facilities from four angles: enhancing service offerings, cultivating a livable environment, advancing intelligent services, and refining governance mechanisms, with particular emphasis on the community's environment, service capabilities, digital empowerment, and governance structures.

Upgrading service facilities for an inclusive, age-friendly community: The community has established a mechanism for integrating and utilizing resources, removing barriers, and merging neighborhoods to sharing public facilities and spaces. It has repurposed various public and underutilized spaces to increase service offerings. Addressing the "multi-tiered, personalized, high-quality" needs of residents, the community aimed to build an "all-ages-friendly home" by establishing a comprehensive service center with amenities like a canteen, delivery services, hairdressing, and laundry. By consolidating service facility resources, the community sought to offer "one-stop comprehensive services" and "integrated resource allocation", fostering a joyful community where everyone thrives. The community has adapted facilities to be more age-inclusive, giving special attention to the needs of the elderly and children. It has improved childcare facilities by establishing a community "baby house" with defined operational and hygiene standards, providing quality childcare. Additionally, it has enhanced home-based elderly care services by pioneering a digital elderly care model room and exploring innovative digitalized care models. Through intelligent technology and age-friendly modifications, these measures have ensured greater convenience and safety for the elderly residents. The community center now features intelligent fitness and entertainment equipment, such as AI chess robots and table tennis serving robots, allowing residents to enjoy the benefits and pleasures of advanced technology.

Improving the environment to create a picturesque and livable community: The community has been dedicated to upgrading municipal infrastructure and elevating the standard of living. Through comprehensive "hardware" upgrades, such as elevator installations, the addition of shared charging stations, and the implementation of rainwater and sewage separation systems, it has aimed to eliminate safety risks and address the pressing needs of residents. The community was also creating public activity spaces, increasing greenery, and revitalizing community public areas to enhance their functionality. Through micro-renewal initiatives, it was continually expanding green spaces right at residents' doorstep, crafting distinctive community landscapes that reflect their unique style and culture. These rejuvenated spaces not only shaped the community's image but also served as a bridge for interaction, fostering a stronger sense of belonging and community identity among residents. The community's staircase beautification project broke down barriers, creating additional micro-spaces that showcased the spirit and style of their neighbors, promoting a friendly community atmosphere and encouraging more residents to engage in co-governance and share experiences. Tailored beautification efforts for each residential building ensured residents truly appreciate the changes around them, reinforcing the bond between residents and their community.

Advancing intelligent services to establish a "digital residence": By embracing "digital empowerment", the community has established a digital residence demonstration area, offering residents easy access to state-of-the-art digital service facilities and efficient lifestyle solutions. This integration encouraged more residents to embrace digital living and enjoy its benefits. Utilizing the

“Resident Status Diary” database, the community assessed key demographics including resident distribution and age groups; via the “Digital Cockpit,” it developed a predictive model for community needs, strategically enhancing service planning. The community has expanded digital monitoring using intelligent perception equipment to oversee various aspects of community life, improving the precision of management and public welfare security. The digital services have overcome time and space constraints, offering a round-the-clock “Digital Cottage” in revitalized space. It boasts self-service kiosks for the “Government Online-Offline Shanghai” (a single network for all services), integrated payment for utilities, AI clinics, digital libraries, and shared printers. These premium services at residents’ convenience significantly enhanced community welfare.

Strengthening community governance to establish a self-reliant community hub: In adherence to the Party’s guiding principles and assurance in grassroots community governance, the community has integrated “Party-inspired initiatives” into its governance framework to foster the creation of a “community with Party characteristics”. Under the Party’s oversight, it has strengthened the “three-pronged” strategy involving the Neighborhood Committee, Property Management Committee, and property management firms, spurring property service enterprises to engage actively in community governance. This approach fosters a comprehensive governance environment where community members both contribute to and reap rewards from the governance process. By enhancing collaboration among residents, planners, and welfare organizations, and by coordinating community resources, the community has nurtured a virtuous cycle of co-construction, co-governance, and shared prosperity. Additionally, it has highlighted role models, exemplary practices, and commendable deeds in community development, inspiring residents to value community life and collectively shape a new era of civilization within their vibrant neighborhood.

● The promotion of the construction of a 15-minute life circle

Many subdistricts and communities in Shanghai are actively exploring localized methods of resident participation, stimulating residents’ awareness and ability to participate. They study and design programs with residents jointly and allow residents to select the programs, constantly supervise the implementation of the projects, etc. They introduce community planners to participate in the planning, construction, and management of the “15-minute community life circle”. According to the actual conditions of community development and residents’ needs, they introduce social organizations to assist subdistricts in promoting multi-governance and organizing diversified activities with public participation, leveraging the strengths of a deep-rooted community, providing professional services, setting up a consultation platform, and raising social funds.

Case 17 The 15-minute Community Life Circle of Caoyang Xincun Subdistrict in Putuo District

Caoyang Xincun Subdistrict is a 2.14 square kilometer area, located in Shanghai’s Putuo District, with a population of 107,000 residents. This community is primarily dedicated to residential purposes. One of its notable features is the Caoyang Xincun, which was the first new residential neighborhood built for workers after the establishment of the People’s Republic of China. It was constructed based on modern “neighborhood unit” planning theory and served as the prototype of the “15-minute community life circle” concept. The area has a rich history of revolution and is highly valued for its historical landscape.

Focusing on problems such as aging community facilities and unfavorable environments, the Caoyang Xincun Subdistrict promoted the “15-minute community life circle” action, improving the community environment according to the goal of “five kinds of suitability”. In terms of livability, community canteens were added, renovation and complete reform of old housing were carried out, talent apartments were instructed, and “youth-friendly” houses were provided. For good working conditions, it has explored the potential of existing buildings and built a “Launching Star Factory”, helping businesses incubate and operate. Tourism has focused on protecting and highlighting community features, restoring and shaping the open space system, creating Caoyang Huanbang (ring pond) greenbelts and waterfront walkway, and improving the pedestrian environment of existing “curved, narrow and dense” roads. Learning strengthened the linkage between the communities and the campus, carried out the Shuangmei (namely, better life and better space) lecture hall, improved cultural venues, and encouraged the study of village history. Health care has improved the elderly care system, provided community services such as elderly daycare and convenience pharmacies, etc., and promoted smart health services.

Through a series of practices, the action has achieved remarkable success. At present, seven sets of community renovation projects, such as Caoyang No.1 Neighborhood and 21 comprehensive repair projects have been carried out, and green open spaces such as Baixi Park (Centennial Park), Caoyang Huanbang (ring pond) and Guixiangfang (commercial pedestrian street) have been built and renovated. In addition, a few cultural facilities in the community, such as the Museum of Caoyang Xincun History and Cultural Center of Caoyang Xincun, have been built. Additionally, a series of comprehensive service facilities, such as the Service Center of Wuning Zone and Resident Meeting Room, have been built to meet the needs of residents for a better life in the new era, enhancing their happiness and life satisfaction.



Figure 20 “One blueprint” for Cao Yang Subdistrict in Putuo District

● **Implement plans to renew and upgrade cultural infrastructure**

Shanghai Municipality has implemented a plan to update its cultural infrastructure. It encourages the construction of comprehensive cultural and sports facilities, the improvement of basic public cultural service networks, and the joint building of cultural living rooms and good places for leisure and sports at the doorstep. Shanghai innovates

the content and mode of public cultural and sports distribution at all levels, improves the overall and precise service of supply-demand connections, and supports all kinds of social capital and organizations to participate in the construction of cultural and sports facilities and organize recreational and sports activities, improving service level and supply efficiency. Shanghai encourages cultural enterprises to prioritize social benefits, establish an examination and evaluation mechanism for the public welfare performance of state-owned troupes, increase the public welfare performance in various activities, and expand the supply of public welfare cultural services for all. The city includes sports facilities around citizens according to local conditions, creating 2.6 square meters of per capita sports space by 2025.^①

● Create a community of co-construction, co-governance and sharing

Shanghai promotes pilot participatory community planning across the city. By integrating the professional competence of community planners and the power of autonomous and co-governance communities, it builds more “pro-people projects”, such as residents’ homes, and creates a community of co-construction, co-governance and sharing. The main body of participatory planning includes community planners with professional backgrounds, grassroots mass autonomous organizations and residents, organizations and people in the field of community governance. Participatory planning focuses on the renovation of old facilities in the communities, with increased attention from residents, environmental improvement and beautification in front of and behind the house, and improvement of public space functions, etc., and involves the use of micro designs, micro transformations, micro renewals, and micro governance and minor improvements, minor updates, and minor facts to enhance residents’ sense of gain.

Case 18 Pudong Creates the “Dongming Paradigm” of Participatory Community Governance^②

Dongming Subdistrict in Pudong New District is a large-scale residential community formed by the relocation of residents. In the process of development, subdistrict face challenges such as uneven development in the eastern and western regions, a lack of necessary public facilities and environmental issues. In terms of community governance, the subdistrict suffers from a lack of residents’ autonomy, insufficient participation and insufficient social capital. Based on this, taking participatory community planning as the flagship and the improvement of governance capabilities as the goal, Dongming Subdistrict has carried out many practices and explorations in community and participatory governance and created a “Dongming paradigm” of participatory community governance, achieving good results.

The Dongming Subdistrict has formulated the “Three-Year Action Plan for the Construction of ‘Livable Dongming’ Community” to realize the value guidance of community governance. Under the framework of the plan, Dongming Subdistrict has carried out various tasks, such as colorful community, digital governance, and participatory community planning; organized the “National Community Garden Design Competition for College Students”; and held the garden festival called “Flowers Bloom in Dongming, a Colorful Community”, for two consecutive years. Dongming

^① Source: Shanghai's 14th Five-Year Plan

^② Source: <https://mzj.sh.gov.cn/2023bsmz/20231007/3db89e36e4f14edd8d15a77034f68dc3.html>

Subdistrict promoted the transformation from participatory community planning oriented by spatial renewal to participatory community governance oriented by reshaping governance methods and innovated social mobilization, fully arousing residents' sense of subjectivity and public spirit.

Participatory community governance relies on autonomous teams. Dongming Subdistrict has introduced third parties such as Shanghai University and the Clover Natural School of Tongji University to build "1+1+N" community planner teams in each residential area. Dongming has also encouraged community planning leaders or community planning groups to cooperate with social forces around the community who are willing to participate in community planning and cocreation. In addition, it has cultivated community governance teams. The number of residential teams increased from dozens to more than 420, including more than 240 registered social organizations, and the average age of the teams decreased to 45.

An effective project mechanism influences and even determines residents' participation. The Dongming Subdistrict has established a classified and hierarchical planning project operation mechanism. Every year, it collects proposals of community planning from residents, submitting them to the community representative meeting for deliberation. In addition, it implements 3-project interactions in developing projects. Medium and large community transformation plans are uniformly applied for the implementation of practical government projects by subdistrict offices. Small-scale projects are implemented by the "micro infrastructure" project of the autonomous fund arranged by residential areas. Mini-projects are organized spontaneously by community residents raising funds and maintained by self-built teams. The autonomous project forms a closed-loop governance process of ten phases, from demand investigation to project tracking and review, and integrates the concept of whole-process people's democracy throughout the project's entire process.

Solving governance challenges is the goal of participatory community governance. Participatory community governance not only requires the participation of residents but also, more importantly, promotes effective participation and transforms participants into governance subjects. For example, focusing on problems such as the management and use of empty space and parking difficulty in the community, the Sanlinyuan Community in Dongming Subdistrict held more than 20 meetings through the discussion platform, allowing residents to participate in the formulation of the open floor transformation plan and management convention, transforming the open floor into nine types of scenarios with different functions, and formulating the open floor management convention and parking regulations. By doing so, the multifunctional leisure space "Lin Yuan Lodge" has been created, greatly improving residents' satisfaction and sense of achievement.



Figure 21 Participatory community planning

(4) Transit-oriented urban development

● Promote the construction of station-city integration

Shanghai suffers from land scarcity and a dense population. Through planning and research, business distribution of upper cover and structural checking, Shanghai built a concrete cover above the vehicle base, turning the original “scratch of the city” into exploitable land, greatly improving the utilization rate of urban land. Before the upper cover property development of vehicle bases, the city studied urban planning, conducted on-the-spot investigations, designed a variety of schemes, and developed the most scientific and reasonable plan after several rounds of discussion. When developing the upper cover property of the depot, Shanghai thoroughly analyzed the characteristics and functions of the depot itself and carried out an integrated design based on the business requirements of the upper cover and the design requirements of the “Guidelines for the Development and Construction of Urban Rail Transit Upper Cover Property”.

Case 19 Rail Transit Line 17 Xujing Vehicle Base Upper Cover Development Project in Qingpu District

Located in Xujing, one section of Hongqiao Business District, the project connects to Xuying Road Station of Shanghai Metro Line 17 (three stops away from Hongqiao Railway Station), which creates a “sky city” integrating dwellings, entertainment and public space. The project has a land area of 26 hectares and a construction area of approximately 700,000 square meters. The whole project consists of two parts: “upper cover” and “floor”. The project is approximately 8 kilometers away from Hongqiao Transportation Hub, adjacent to the Xuying Road Station of Line 17, and connects to the urban CBD Hongqiao Business District and National Convention and Exhibition Center through rail transit and urban expressways, with obvious location and resource advantages. The project will be built into a full-dimensional integrated community integrating fast and green transportation, multifunctional one-stop businesses, efficient smart offices, and comfortable and healthy living in the future, forming sustainable urban settlements with a modern city spirit and injecting vitality into urban development.

The main case practice cases are as follows: 1) Strengthen planning and design. At the end of 2012, the Shanghai Shentong Metro Group and Qingpu District Government reached an agreement on the development of the upper cover in the Xujing parking lot of Line 17 and carried out international proposal solicitation. Among the three internationally renowned design corporations hired, HK Heshi International Design Limited won and then engaged in the establishment of detailed regulations. Under the cooperation and support of several special design institutes, many aspects of projects, including project safety, transportation, fire protection, environmental protection and sanitation, were studied. Through repeated reporting and communication with the municipal and district land planning bureau, the detailed regulation was finally approved. 2) Implement market-oriented construction and operation. To better build and operate this project in a market-oriented manner, Shentong Metro planned to find a partner with experience in the development and operation of comprehensive real estate projects on the upper cover of the subway, financial coordination ability and brand awareness (domestic top 500 enterprises) through the transfer of partial equity. During the whole intentional negotiation process, Shentong Metro introduced and communicated with a few well-known enterprises at home and abroad, and Shanghai Vanke Real

Estate Co., Ltd. won the bid.

The expected results of the case include the following:

- 1) Save the upfront cost of the subway and reduce the cost of moving the subway in the early stage and the cost of borrowing land during the construction period.
- 2) Providing a guarantee for the subway to attract passenger flow due to the outcome of this project, an upper cover complex of subway stations integrating commerce, offices and residences.
- 3) Achieving intensive utilization of land and increasing supporting facilities and green space for the surrounding area through the secondary development of land;
- 4) Contribute to the district government's tax revenue through Vanke's various business advantages, such as residential development, shopping mall operation, and office operation.
- 5) Promoting the linkage between the regional economy and rail transit with the opportunities brought about by the development of the upper cover and improving the level of regional development are the keys to the development of the region, combined with rail transit construction.

● **Promoting rail transportation construction**

In 2018, Shanghai accomplished the formation of Phase 3 railway transportation construction, which formulated projects in 3 aspects: city lines, urban lines and local lines. The citywide plan involves the formation of approximately 21 routes for citywide public transportation lines. Additionally, approximately ten lines were connected between new towns, core towns and central towns. This will be achieved through the operation of citywide hub nodes and cross-line services at certain sections, ensuring the interconnection and complementarity between different models of rail transit systems. The urban line plan envisions the development of more than 25 urban lines with a total length of over 1,000 kilometers within the main city area. The density of the rail transit network in the central city area will exceed 1.1 kilometers per square kilometer, enabling connectivity within 30-45 minutes between crucial transportation hubs and municipal centers. The local lines plan involved constructing a network of regional lines spanning over 1,000 kilometers within the city region. In areas such as Jiading, Qingpu, and Songjiang, a regional public transportation network will be established, with mid-capacity rail transit and mid-capacity bus transportation as the backbone. This network will also include main routes connecting various town clusters, central city areas, and urban areas.

(5) Promoting the Construction of Five New Cities

● **Promoting the introduction of essential functions to new cities**

Shanghai focuses on areas such as the functional orientation of new cities, the development of dominant industries, the improvement of public services and the enhancement of urban brands. On the basis of the demand lists from new cities, supply lists from municipal departments and relevant departments, and precise matching between supply and demand, Shanghai pays much attention to ten specific functions, including state-owned enterprise headquarters in Shanghai, central state-owned enterprise headquarters, headquarters of private enterprises and foreign enterprises,

research institutions, third-party trading platforms, colleges and universities, hospitals, cultural and sports venues, facilities of the elderly care industry, cultural and tourism activities and sporting events. They compiled a list of 70 proposed functional imports to new cities during the 14th Five-Year Plan period and are expediting the implementation of the projects on the lists. To better determine the driving effect of functions that were imported into new cities, Shanghai has organized launch events for introducing major functional projects into new cities. Currently, all 25 major functional projects have been signed and are progressing successfully.

● Accelerating the implementation of “One City, One Park”

Shanghai is accelerating the implementation of “One City, One Park” in the five new cities: 1) Establishing a development mechanism for “One Park”, pushing the five new cities to formulate preliminary plans for “One City, One Park” one by one. This involves identifying the essence and positioning of these parks, establishing a work mechanism, specifying construction priorities, and promoting the organic integration of new city brands, industrial brands and park brands. 2) Define the “One Park” development system, coordinating various types of industrial parks, such as brand parks, specialty parks, and delicate microparks. The support for these parks encompasses plans and implementation, infrastructure construction, project realization, investment promotion, and resource assurance, creating a resultant force for development. 3) Intensifying efforts in “One Park” development, with innovative policy support for the development of these parks. For example, Jiading New City introduced 16 measures to support park development and established an assessment and certification method; Qingpu New City launched a three-year action plan for the development of specialty parks and issued regulations for certifying and supporting them.^①

● Creating “One City, One Green Belt”

In January 2023, the green belt plans for the five new cities received approval from the municipal government. In April 2023, the initial implementation program for the five new cities was approved by expert consulting sessions and municipal deliberation. In the first half of 2023, the development of the five new cities comprehensively entered the planning and implementing stage, with a focus on the initial parts and critical nodes. The Shanghai government has attempted to turn the planning blueprint into construction drawings and turn construction drawings into real high-quality scenarios. Shanghai plans to select several critical nodes within the green belt in the five new cities each year (over 20 locations selected in 2023) and invites domestic and international design masters to participate in the “Master Park and Cloud Bridge Station” collaborative design activity. To expedite the resolution of coordinating issues within the green belt space, Shanghai optimized the surrounding environmental conditions, harmonized parks, agriculture, forests, and water and strengthened space integration and functional combinations. The development of green belts should be combined with resilient spaces, such as soil disposal and emergency

^① Source: <https://www.shobserver.com/staticsg/res/html/web/newsDetail.html?id=404010&v=1.2&sid=67>

refuge spaces, thus achieving comprehensive coordination and enhancing the efficiency of land utilization efficiency and quality.

Case 20 The New City Green Belt in Jiading District^①

The green belt of the new city is an essential component of the ecological network in Shanghai, which is a crucial part of rural area ecological spaces and public spaces next to the new city. The Green Belt gives priority to ecology, emphasizes the specialty of the country and respects cultural heritage. The design of Jiading New City's green belt is based on the overall urban spatial structure of the new city, emphasizing the ecological characteristics of the green belt and the unique characteristics of Jiading district, an enlightened city. The planning envisions the idea of "Ripples on Cross Street, Green Oasis in Jiading". The green belt coordinates the new city and its surrounding rural areas, enriching the spatial connotations of the new city led by the city axis and connected with the urban corridor. The construction of the Jiading New City Green Belt aims to meet the following goals: 1) Ecological Circle: It connects ecological gaps, forms a water network, develops multilevel and multiple types of rural parks, and constructs a high-quality forest base for Jiading's Green Belt, thus establishing a continuous regional ecological corridor. 2) Connecting Circle: This circle establishes a green system that covers the entire region and links urban and rural areas, along with a station system for the main green belt. 3) Jiading Circle among Villages: This Circle connects villages, revitalizes existing assets, develops rural culture, tourism, health and wellness, art, homestays, and other industries, creating a model for rural revitalization. 4) Functional Circle: This circle retains high-quality enterprises, promotes functional and architectural renovations, drives regional transformation and upgrading, and lays out functional spaces such as urban warehouses and emergency shelter areas.

The Jiading New City Green Belt aligns with the current site characteristics and forms six major functional segments. 1) Natural Science Segment: This segment creates a forest wandering experience for makers, deploys scientific popularization service facilities, and showcases the vitality of innovation in natural science. 2) Suburban Recreation Segment: This segment extends the broad and natural landscape pattern of suburban parks, mainly cultivated rice fields. It relies on the foundation of the agricultural industry, especially on the chrysanthemum Garden and Fruits Garden, creating a recreation destination near the suburban field and a recreation destination surrounding technological agriculture. 3) Sports Recreation Segment: This segment links the eastern and western urban areas, focusing on the characteristics of the sports function sector within the competition venues. It creates a natural sports field with water and wood. 4) Low-Carbon Living Segment: This segment focuses on reducing inefficient industrial land and ecological restoration, adding and complimenting public service facilities, and integrating distinctive leisure and cultural functions. It also incorporates low-carbon construction concepts, offers low-carbon lifestyle education, and leads the trend of low-carbon city living. 5) Ecological Agronomic Segment: This segment relies on the high-quality grape industry of Malu and guides the development of a rural industry cluster that integrates agriculture, tourism and culture. It restores the habitat value of the site and creates a natural place for grapes, forests and agriculture on the basis of authentic water culture in southern regions of China. 6) Humanity and Living Segment: This segment promotes a healthy and sustainable new style of rural life, advances the formation of the public space system in rural areas, guides the development of the rural revitalization industry, and creates charming settlements.

^① Source: Green Ring Plan of Jiading New City, 2022

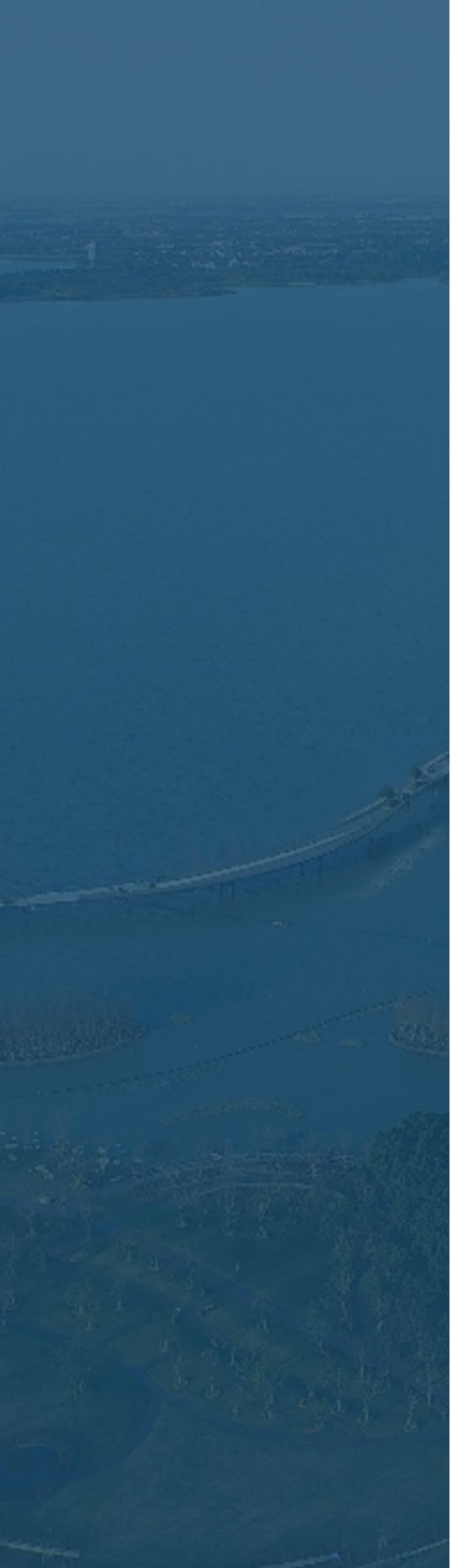
SDG17: Partnerships for the Goals



SDG17

- SDG17, the Partnership for the Goals, is dedicated to strengthening the means of implementation and revitalizing global partnerships for sustainable development. Through the practice of this goal, it is possible to enhance partnerships and cooperation between different countries, regions, and cities based on a common vision to achieve the objective of sustainable development.
- Within the strategic framework of accelerating the construction of an influential international metropolis featuring socialist modernization, Shanghai needs to expand its opening up both domestically and internationally, expand its new cooperative field and space with global partners and strengthen the strategic position of international and domestic circulations.
- Under SDG17, Shanghai has actively expanded its global network among different cities around the world, promoting multidimensional international interactions in areas such as economics, culture, education, and technology. It benchmarks against the highest international standard to improve the business environment, providing the highest quality services for attracting and supporting inbound and outbound people.

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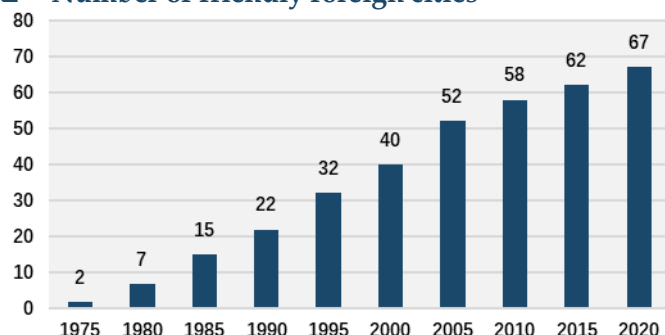


Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG17
Expanding our global network of "friends"	Conducting diverse international engagement activities	The International Cooperation Management Program for Asian-Pacific Cities (ICMP)	► Number of friendly foreign cities ► Port cargo throughput	17.16
	Establishing an international youth interactive friendship camp			
	Hosting the Shanghai City Promotion Conference			
	Leveraging the World Cities Day Platform to promote sustainable development ideals	"The World Cities Day Goes to Campus" Series of Event		
Advancing business environment reform	Integrating innovation for ongoing business environment enhancement	Xuhui District Implements "Staged Acceptance" to Expedite Project Commissioning	► Number of regional headquarters of multinational companies ► Number of foreign-funded research and development centers ► Actual foreign investment ► Total import and export value	17.10
	Recognition of overseas professional qualifications			
	Innovative services for Belt and Road Initiative (BRI) cooperation	The Second Shanghai International Dispute Resolution Forum		
Promoting the High-Quality Development of the Yangtze River Delta Integration	Maximizing the leading role in integrated development		► Yangtze River Delta integrated development index	17.15 17.17
	Development of the Yangtze River Delta green ecological integration demonstration zone			
	Synergy development of the greater Shanghai metropolitan area			
Advancing Comprehensive High-level Opening in the Coastal New Area Establishment of a Modern Service Industry Open Zone	Building the Modern Service Industry Open Zone		► Total cross-border RMB settlements in free trade pilot zones	
	Building International Collaborative Innovation Zone	Program of the Top Scientists Community in the Lingang New Area		
	Development of the Yangshan Free Trade Zone	Yangshan Improves the Function of the International Pivotal Port		
	Development of advanced science and technology industrial areas			
Improving the energy level of Hongqiao International Open Hub	Building of international central business district			
	Building of a new platform for international trade centers			
	Building of the platform serving the Yangtze River Delta and connecting the world			

Key Indicators

Number of friendly foreign cities



The number of friendly foreign cities in Shanghai increased from 2 in 1975 to **67** in 2020.

Number of regional headquarters of multinational companies



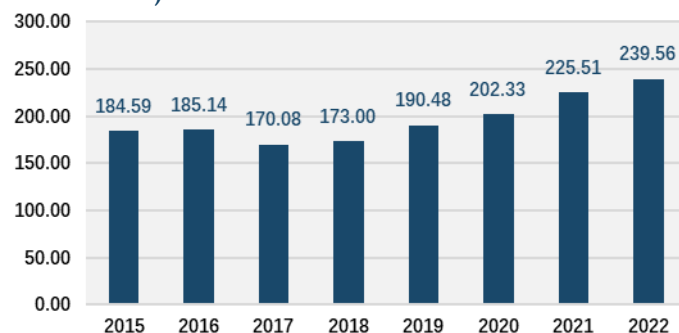
From 2015 to 2022, the number of regional headquarters of multinational companies increased by **70.7%**.

Number of foreign-funded research and development center



From 2015 to 2022, the number of foreign-funded research and development centers increased by **36.2%**.

Actual foreign investment amount (100 million US dollars)



From 2015 to 2022, the actual foreign investment amount increased by **29.8%**.

📌 **Total cross-border RMB settlements in the free trade pilot zone (100 million RMB)**



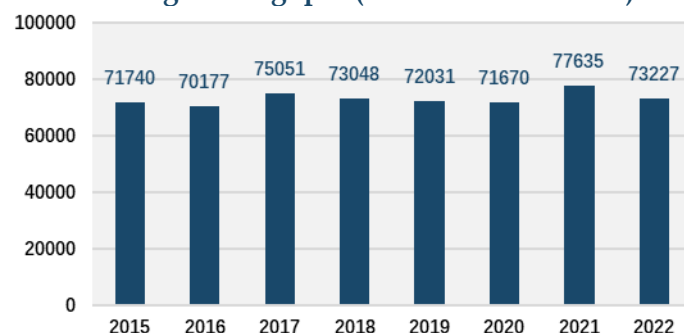
From 2015 to 2021, the total cross-border RMB settlements in the free trade pilot zone increased by **575%**.

📌 **Total import and export value (100 million US dollars)**



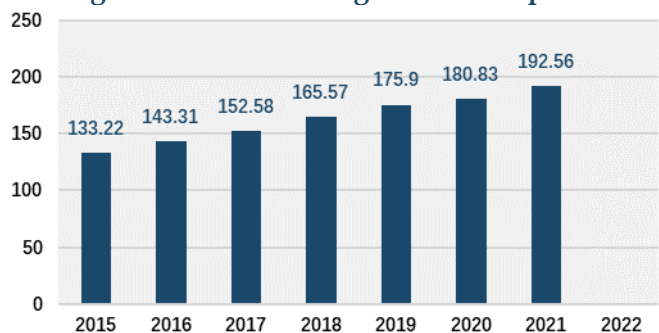
From 2015 to 2022, the total import and export value increased by **38.9%**.

📌 **Port cargo throughput (in ten thousand tons)**



From 2015 to 2022, the port's cargo throughput was stable at more than **700 million tons**.

📌 **Yangtze River Delta integrated development index**



From 2015 to 2021, the Yangtze River Delta Integrated Development Index increased by **44.5%** (according to the Yangtze River Delta Integrated Development Index Report (2022)).

Major Progresses

● The construction of international collaborative innovation zones

Shanghai is actively promoting the construction of the International Collaborative Innovation Zone, with a total planned area of approximately 6.9 square kilometers and a total development volume of 6.97 million square meters. The core areas consist of the Science and Technology Innovation Headquarters Bay (0.52 square kilometers, with 1 million square meters of development), the Top Scientist Community (2.5 square kilometers, with 3.03 million square meters of development), and the Science and Technology Innovation City Area (3.22 square kilometers, with 2.94 million square meters of development). By 2035, the residential population is expected to reach 51,000, with 38,000 in the Top Scientist Community and 13,000 in the Science and Technology Innovation City Community. The Science and Technology Innovation Headquarters Bay plans to employ 21,000 people. The plan for Science and Technology Innovation Headquarters Bay includes commercial, educational, and office spaces, with a total construction area of 1.54 million square meters. The Top Scientist Community is planned for residential and public facilities, with a total construction area of 3.03 million square meters and a population of 40,000.

● Rapid development of the Yangshan Special Comprehensive Bonded Zone

Shanghai is continuously deepening its openness to promote economic growth and industrial upgrading. The Shanghai International Collaborative Innovation Zone is advancing a new regulatory model, achieving a completely new import and export system environment and establishing a cross-border trade big data platform. In 2022, the import and export volume of the Yangshan Special Comprehensive Bonded Zone reached 209 billion, a year-on-year increase of 61%, ranking 7th nationwide, with a total regional operating income of 862.4 billion and a year-on-year increase of 68%. The development of the Lingang New Area Large Aircraft Aviation Industrial Park is progressing rapidly, with 46 signed projects, 100 ARJ21 deliveries, and three C919 aircraft produced. The second phase of the Nangang Port project is progressing to enhance roll-on/roll-off transportation capacity. The innovation of high-end shipping services is being promoted, leading to the landing of coastal transshipment businesses by foreign shipping companies, with a total of 43,000 standard container transactions completed in 2022.

● Significant achievements in emerging technology industries

The Shanghai New Area is showing initial progress in the gradient development of industrial clusters, with the intelligent new energy vehicle industry leading the way, accounting for 66.1% of the industrial added value, and high-end equipment industries developing rapidly, poised to create billion-dollar industries. The integrated circuit sector has experienced a doubling of added value, with nearly 200 artificial intelligence companies experiencing rapid growth. The biopharmaceutical sector is steady, and there

has been accelerated development in the new materials and hydrogen energy sectors. The gradual development of industries is beginning to yield results. In terms of technological innovation, the New Area is home to high-level research and development institutions, promoting laboratory construction, establishing technology transfer platforms, nurturing innovative enterprises, and building international innovation network nodes. Overall, the New Area has achieved significant progress in both industry and technological innovation.

- **Gradual establishment of high-standard international communities**

Shanghai is actively promoting the construction of a smart community system that assumes multiple core functions in property management. First, the system standardizes business practices, reduces risks, and ensures professional property management through standardized execution, real-time monitoring, and issue resolution. Second, the system enhances economic efficiency, reduces costs, decreases labor and time costs through automation, introduces value-added services to create new income, and enhances asset value. Most importantly, the system improves service experiences, enhances service quality, optimizes resource allocation, provides convenient online services, meets the needs of property owners, increases satisfaction, and improves brand reputation. These aspects collectively form the core value of the smart community system, making property management more efficient, convenient, and professional.

- **The competitiveness of Hongqiao International Central Business District, as the core hub of Hongqiao International Open Hub, has continued to increase**

The main economic development indicators have undergone comprehensive acceleration, and their visibility, leadership, and competitiveness have been continuously enhanced. In the first half of 2021, the tax revenue of business districts increased by 80.5%, and the total import and export value increased by 24.5%. It is becoming a new benchmark for high-speed development in the Yangtze River Delta region and a new landmark for two-way openings. In the creation of the “Silk Road e-commerce” cooperation pilot zone, the Hongqiao International Central Business District has taken the lead in benchmarking international high-standard rules for digital economy and e-commerce, such as the DEPA (Digital Economy Partnership Agreement) and CPTPP (Comprehensive and Progressive Agreement for Trans-Pacific Partnership), setting greater requirements for better participation in the “Belt and Road” construction.^①

- **The construction of the new platform of the International Trade Center has achieved initial results**

Since 2020, despite facing a more profound and complex external environment, the construction of the Shanghai International Trade Center has remained in a critical strategic opportunity period, seizing opportunities in crises and creating new developments in changing situations. The Shanghai International Trade Center has significantly elevated its level of high-quality development and become an attractive force for global high-end

^① Source: <https://www.whb.cn/commonDetail/535094>

elements with a focus on the service and digital economy, as well as a gateway to integrating into the global industrial chain. The development goal of the Shanghai International Trade Center aims at a comprehensive leap in its level of capabilities, with the primary task of establishing a global trade hub and Asia-Pacific investment gateway, in line with the three fundamental logics and trends of international trade development: investment-driven trade, digital-driven trade, and rule-driven trade.^①

- **The demonstration effect of the integrated green ecological zone in the Yangtze River Delta is becoming evident**

With a focus on integration and high-quality development, both institutional innovation and project construction are driven. During this period, 38 out of 112 integrated institutional innovations were promoted nationwide, demonstrating significant functionality as an “institutional innovation test field”. The GDP of demonstration zones has grown at an average annual rate of 7.4%, the total industrial output of large-scale industries has grown at an average annual rate of 10.9%, and the number of patent authorizations has doubled. In 2022, the number of national high-tech enterprises reached 2,924, a year-on-year growth of 21.3%. Air quality has improved, surface water quality has improved, and the water quality of important water bodies has surpassed the 2025 target. The demonstration zone adheres to a combination of practice and summary, breaks through administrative barriers without changing administrative affiliations, and creates a model of regional coordinated development and a system experience that can be widely promoted, leading to a new model of ecological civilization and economic and social development integration.

- **The spatial synergy of the Shanghai metropolitan area has entered the substantive stage**

The Shanghai Metropolitan Area Spatial Coordination Plan, centered around Shanghai and based on geographic proximity, close functional relationships, geographic and cultural identity, and administrative governance, constitutes a “1+8” multicenter urban region. The Shanghai Metropolitan Area is a dynamic regional community and a high-income economic entity that can compete with top global metropolitan areas. In 2020, the total GDP was approximately 11.16 trillion yuan, accounting for approximately 50% of the total GDP in the Yangtze River Delta, with the per capita GDP reaching 14.41 thousand yuan. In the context of the “dual circulation” new development pattern, the Shanghai Metropolitan Area has comprehensive economic strength comparable to that of top global regions and a relatively complete, high-level industrial and supply chain, making it an important platform for China to promote domestic and international dual circulation and participate in global competition.^②

^① Source: Jiefang Daily, May 7, 2021.

^② Source: <https://ghzyj.sh.gov.cn/gzdt/20220928/398a780306ca4e4fbbb03e38208ab89c.html>

- **The business environment is continually evolving and improving**

Shanghai has optimized its administrative processes through the “One-Stop” Integrated Online Platform, enabling the online handling of 3,600 procedures and increasing convenience. It has improved market access and intellectual property protection, fostering an open and orderly business environment. The development of a legal system promotes fair competition reviews and dynamically adjusts regulatory matters. A rights and interests protection system has been established, along with a public legal service platform to bolster intellectual property protection. They have improved the business environment by streamlining factors, relaxing talent policies, introducing inclusive financial applications, and creating a favorable business environment. Shanghai has also reinforced the government-business relationship through initiatives such as extensive visits and the enterprise service cloud, facilitating better support for businesses and establishing diverse platforms for exchange. These measures collectively improved the development environment, bolstering Shanghai’s appeal and competitiveness.

Important Measures

(1) Expanding our global network of “friends”

- **Conducting diverse international engagement activities**

As of September 30, 2021, Shanghai has actively expanded its interactions with international sister cities. Shanghai, along with its related districts, has established a sister city or friendly exchange relationships with 92 cities, provinces, states, regions, districts, counties, or territories in 59 countries worldwide. In recent years, despite challenges such as the COVID-19 pandemic, Shanghai has proactively engaged in a variety of multidimensional exchange activities in fields such as culture, education, sports, and more with partners from around the world.

Case 21 The International Cooperation Management Program for Asian-Pacific Cities (ICMP)

Over the past seven years, the ICMP has facilitated exchanges in various areas, including business, public health, tourism, culture, and comprehensive waste management. It has emerged as a significant platform for enhancing Shanghai’s interactions with cities in the Asian-Pacific region and deepening international cooperation in various professional domains. This platform has not only broadened Shanghai’s friendly relations in the Asia-Pacific region but also served as a channel for absorbing international best practices and exploring cooperation opportunities, which strongly supports Shanghai’s urban development.

Through the ICMP, Shanghai has established a broader network of city friendships on the international stage while providing valuable mechanisms for international exchange and cooperation that are beneficial to the city’s development.



Figure 22 The course participants visited the ancient town of Zhu Jia Jiao

● Establishing an international youth interactive friendship camp

Since its establishment in 2005, the Shanghai International Youth Interactive Friendship Camp has evolved into a signature exchange program under the Shanghai People's Association for Friendship with Foreign Countries, attracting more than 1,500 young participants from more than 70 countries. The program offers a diverse range of activities encompassing traditional culture, technology, rural revitalization, and other areas specifically tailored to the characteristics of middle and high school students.



Figure 23 The 16th interactive camp participants gathered for a group photo at Wu Zhong Road subway station

- **Hosting the Shanghai City Promotion Conference**

The Shanghai City Promotion Conference aims to extend invitations to representatives from international organizations and economists from the World Bank, facilitating a platform for the sharing of global economic trends, envisioning the future development of Shanghai, and encouraging new corporate headquarters to invest and prosper in Shanghai, thereby emphasizing Shanghai's determination and practical efforts in constructing an international metropolis. Held at the Grand Halls on the northern part of the Bund, the theme for the 2022 conference was "Embracing the CIIE, Sharing a Future". Newly revised policies for encouraging multinational companies to establish regional headquarters were released at the meeting, reflecting the contributions of corporate headquarters that have played an active role in Shanghai's urban development. This, in turn, showcased the enduring commitment and confidence of multinational corporations in Shanghai, their investments in the city, and their unwavering dedication to Shanghai's growth. The event also featured the signing of significant projects, with a total investment of approximately 30 billion RMB across 18 projects. These projects are distributed in various districts of the city, including the China (Shanghai) Pilot Free Trade Zone Lingang New Area and the Hongqiao International Central Business District, encompassing key industries such as biopharmaceuticals, integrated circuits, artificial intelligence, high-end equipment, and life sciences, among other strategic sectors.^①

- **Leveraging the World Cities Day Platform to promote sustainable development ideals**

World Cities Day is the first global observance initiated by the Chinese government and the first global observance with a theme of city decided by the United Nations. In December 2014, Shanghai Coordination Center of World Cities Day, which is the only agency as such in China, was established in Shanghai, tasked with coordinating and organizing activities related to this global observance, as well as conducting research, training, and promotional efforts within the realms of urban management and sustainable development. The center is committed to raising public concern among governments and diverse societal sectors worldwide regarding urban challenges and, in particular, issues arising from rapid urbanization processes in developing countries. It actively seizes opportunities and addresses challenges posed by urbanization to all human beings, fostering sustainable development across the world's cities through thematic events, forums, training, and knowledge sharing. The observance events have been successfully hosted in domestic and international cities such as Milan, Quito, and Guangzhou. In recent years, the reach of the sustainable development message has been consistently expanded by the establishment of three major themed events with Shanghai at the epicenter: the "Global Cities Forum", the "Shanghai Forum", and the "Shanghai International City and Architecture Expo". Additionally, it has created numerous city-specific series of events, such as the "World Cities Day Youth Series". The "World Cities Day" platform has played a pivotal role in fostering several flagship achievements known as the "Four Shanghais":

^① Source: Shanghai Municipal Government, <https://www.shanghai.gov.cn/nw4411/20221107/28aa4718b8a44581bdcc445ee5f083c4.html>

the “Shanghai Award”, the “Shanghai Adapted Index”, the “Shanghai Manual”, and the “Shanghai VLR”. These accomplishments have furthered the dissemination of the United Nations’ sustainable development ideals, facilitated collaborative exchanges for practical sustainable development initiatives, elevated Shanghai’s role in the field of sustainable development, and illustrated Shanghai as a model of sustainable development achievements.

Case 22 “The World Cities Day Goes to Campus” Series of Events

The Shanghai Coordination Center of World Cities Day recently initiated the “World Cities Day Goes to Campus” series of events, with the primary objective of promoting the concept of sustainable development to university faculty and students, fostering collaborative efforts to advance practical sustainable development.

On the afternoon of April 11, 2023, the inauguration of the “World Cities Day Goes to Campus” initiative occurred at the Shanghai University of International Business and Economics. The event commenced with the signing of a cooperation agreement for the establishment of the “Shanghai University of International Business and Economics World Cities Day Internship Base” and a special ceremony for the donation of thematic books related to “World Cities Day”, including publications such as the Shanghai Manual: A Guide for Sustainable Urban Development in The 21st Century-2022 Annual Report, which was added to the collection at the university library. This move aimed to enhance accessibility to the latest research findings in the field of sustainable development on the City Day platform. Simultaneously, the Coordination Center provided an open internship platform for the university’s students, allowing them to gain hands-on experience and actively participate in activities related to sustainable development. During the event, experts from the Coordination Center and relevant think tanks engaged with approximately 300 faculty and students, sharing their experiences and jointly delving into the subject of urban sustainable development.

On the afternoon of May 26, 2023, the “World Cities Day Goes to Campus” initiative made its way to Shandong University. This event was jointly organized by Shandong University Student Career Guidance Center, School of Foreign Languages and Literature, Shandong University, and the Shanghai Coordination Center of World Cities Day. It was executed with the support of the SDUI and the Student Union of School of Foreign Languages and Literature at Shandong University. During this event, scholars and experts from institutions such as the City Day Center, Shandong University, the Shanghai Institutes for International Studies, and Fudan University engaged in profound discussions and knowledge exchange with participating faculty and students, creating an academic feast that featured thought-provoking dialogs, international alignment, and a focus on sustainable development.



Figure 24 The inaugural event of the "World Cities Day Goes to Campus" series took place at Shanghai University of International Business and Economics

(2) Advancing business environment reform

● Integrating innovation for ongoing business environment enhancement

In recent years, Shanghai has tirelessly improved its business environment while driving reform and innovation. First, an efficient coordination mechanism was established through annual implementation plans and business environment conferences. Second, benchmarking against Business Ready (B-READY), the city has promoted reforms in key areas such as business registration, construction permits, and cross-border trade. This

comprehensive approach combines institutional frameworks with technology and services, enhancing policy synergy, providing technical support, and improving services for businesses. Additionally, strategic initiatives such as the Shanghai Pilot Free Trade Zone have led to breakthroughs and innovations.

Furthermore, Shanghai has paid close attention to the experiences of enterprises, addressing pain points and fostering a legal environment by enacting regulations and legalizing government oversight. Finally, Shanghai's "Integrated Online Platform" serves as the core, offering comprehensive public services and improving service quality through digital transformation. Shanghai continues to deepen its reforms, optimize its business environment, and provide robust support for market economic development.

Case 23 Xuhui District Implements "Staged Acceptance" to Expedite Project Commissioning

Xuhui District has adopted a series of innovative practices to address approval challenges during the completion and acceptance of major construction projects, which often involve complex approvals and extended timelines. Moreover, the impact of the pandemic during the first half of the year further exacerbated delays. To alleviate these challenges, the Xuhui District Construction and Management Commission has centered its focus on projects and established a flexible "staged acceptance" mechanism through collaborative efforts and adaptable processes, creating a streamlined environment for project development. Xuhui has achieved a range of notable successes through its "early processing", "standard processing" and "conditional processing" approaches.

The implementation of staged acceptance has facilitated the early completion of projects, met businesses' demands for swift production commencement, eased financial pressures, and further bolstered regional economic vitality. The progress of major construction projects has injected new momentum into regional investment attraction and accelerated economic transformation and upgrading. In the future, Xuhui District will continue to refine the staged acceptance system, continually release the dividends of administrative reform, enhance approval efficiency, and stimulate the vigor of market entities to support the sustainable development of the region.

● Recognition of overseas professional qualifications

The State Council issued "Several Measures for Promoting Systematic Opening at a High Standard in Conditional Free Trade Pilot Zones and Free Trade Ports". Following the directives of the national and Shanghai municipal authorities, the Shanghai Free Trade Zone has proactively planned and implemented the pilot tasks outlined in these measures, achieving significant progress and generating a series of institutional innovations. Among these, the initiation of a pilot program for the import of remanufactured products and the encouragement of overseas professionals to provide specialized services in China have yielded tangible results.

The establishment of a system for the recognition of overseas professional qualification certificates is a vital task outlined in the "Pioneer Area Document" and is also emphasized in *Several Measures*, which "encourage overseas professionals to provide specialized services for entities and residents in the pilot areas in accordance with the law". Currently, Pudong has already released two batches of lists for the recognition of overseas professional qualification certificates and a shortage list containing 149 items. To date, it

has recognized a total of 184 certificates, effectively facilitating work permits, residency, and other conveniences for qualified professionals.^①

● **Innovative services for Belt and Road Initiative (BRI) cooperation**

Shanghai has undertaken a series of innovative initiatives in the process of BRI cooperation. By addressing the challenges that companies venturing abroad often face, such as uncertain overseas risks and inadequate professional support, on June 8, 2022, Shanghai officially established the “Belt and Road” Comprehensive Service Center, which was built upon the foundation of the Shanghai Council for the Promotion of International Trade. This center serves as a comprehensive platform, providing services, including investment and trade facilitation, market information, corporate training, and legal support for market entities.

Furthermore, a subcenter of this comprehensive service center was set up in the Hongqiao International Central Business District to better serve the market and promote the active participation of key open platforms in the high-quality development of the BRI. By integrating resources, comprehensive service centers have established multifaceted service systems.

Additionally, the center leverages the foreign resources of the Shanghai Council for the Promotion of International Trade and the Shanghai Chamber of International Commerce to facilitate international cooperation. It organizes international events for both domestic and foreign enterprises, actively addresses the challenges businesses encounter within the BRI framework, and offers services such as information support, investment and trade facilitation, financial and legal assistance, and market entity training.

To enhance the accessibility and precision of its services, the center has introduced the “Silkroad e-Going” program 1.0, a WeChat Mini Program that serves as a comprehensive mobile platform, improving the availability and accuracy of services.

Case 24 The Second Shanghai International Dispute Resolution Forum

In collaboration with various stakeholders, the Shanghai Belt and Road Comprehensive Service Center successfully hosted the second Shanghai International Dispute Resolution Forum with the theme “Data Openness and Security: International Regulation and Dispute Resolution in Digital Trade”, focusing on the development of the digital economy.

First, the forum actively tracked the latest developments in international trade and built a platform for dialog to help businesses seize digital opportunities.

Second, it served as a bridge for communication between the government and enterprises, fostering cooperation among multiple parties to support the growth of the digital industry. Government agencies, professional organizations, trade associations, and companies collectively deliberated on policy considerations and provided professional insights to assist businesses in participating in digital trade.

Third, it enhanced professional guidance and support to facilitate the sharing of best practices. The forum invited experts to share their experiences in resolving digital trade disputes, offering professional guidance to businesses.

^① Source: <https://www.shio.gov.cn/TrueCMS/shxwbgs/ywts/content/4a069c34-1d82-4943-9986-c2827d3a839d.htm>

Finally, through advanced communication methods, the forum expanded the reach of its services. By utilizing online live streaming, the forum significantly extended its audience, providing inclusive services to a broader range of market participants. This forum supplied businesses with guidance on policies and legal aspects of digital trade development, offering a valuable platform for resolving digital trade disputes and contributing to the development of the DSR.



Figure 25 Roundtable discussion at the forum

(3) Promoting the High-Quality Development of the Yangtze River Delta Integration

● Maximizing the leading role in integrated development

The Yangtze River Delta region, consisting of Shanghai, Jiangsu, Zhejiang, and Anhui, is one of China's most economically dynamic areas. In 2018, it was collectively designated as a national strategic priority for integrated development. In 2019, the *Outline of Integrated Regional Development of the Yangtze River Delta* was published, which explicitly emphasized the leading role of Shanghai. By focusing on collaborative advancements in key sectors, Shanghai effectively leverages its leading position to implement the outline. In the field of technological innovation, Shanghai vigorously promotes the collaborative innovation industry system, expedites the development of the community for the construction of the Yangtze River Delta G60 Science and Technology Innovation Corridor, and collaborates with the region to establish world-class manufacturing clusters in electronics, biopharmaceuticals, aerospace, high-end equipment, new energy, intelligent connected vehicles, new materials, and other industries.

In terms of infrastructure network development, Shanghai collaborated with the three provinces to enhance connectivity, accelerate the construction of regional rail transit networks, create a convenient and efficient road network, strengthen Shanghai's aviation hub capacity, and reinforce its function as an international shipping hub. Regarding environmental conservation, Shanghai focuses on ecological governance and mutual preservation, contributing to a greener and more beautiful Yangtze River Delta.

In the realm of public services and governance, Shanghai has reinforced policy

coordination and institutional alignment, ensuring the accessibility of public services and continually improving the convenience of cross-regional public services, making it easier for the public to conduct affairs and seek medical services across regions.

- **Development of the Yangtze River Delta green ecological integration demonstration zone**

Shanghai actively promotes the integration of the Yangtze River Delta and has made marked progress in coordinated planning, strategic synergy, thematic cooperation, and market unity. A national planning outline of the “1+N” planning framework, a leading role in development tasks, is put in place and implemented by two rounds of three-year action schemes. The cooperation mechanism in the Yangtze River Delta has continued to improve, with central and local governments cooperating through various levels of joint meetings and playing essential roles in decision-making, coordination, and advancement. Governments, enterprises, think tanks and various players in the region actively respond through joint efforts. Guided by the new development philosophy and high-quality development goals, the demonstration zone uses integrated systems to guide regional coordinated development, adhering to the concept of “all chess on one board”. The demonstration zone introduces a series of innovative institutions worth spreading and promoting, such as cross-provincial planning management, ecological protection, carbon peaking, and carbon neutrality systems. The region saw an annual average growth of 7.4% in GDP, 10.9% per year in industrial output value, and a doubled number of granted patents. The demonstration zone attaches great importance to advancing 108 key projects, the “Water Township Parlor” and the “Shanghai-Suzhou-Jiaxing Intercity Railway”, for example, injecting momentum into integrated development.

- **Synergy development of the greater Shanghai metropolitan area**

In January 2022, the Municipal Governments of Shanghai, Jiangsu, and Zhejiang jointly issued the *Greater Shanghai Metropolitan Area Synergy Plan*. The plan delineates Shanghai’s main responsibilities in three aspects: to play a pivotal role in promoting the high-level development of industrial and supply chains in the dual circulation development model, to serve as an exemplar of sustainable development by the new development philosophy, to lead the way in green production and lifestyles, and to facilitate resource sharing and diverse integration as a demonstration region for advancing high-quality integrated development in the Yangtze River Delta. The plan establishes a multilevel, multicenter, and multimodal functional system with a compact, open, and networked spatial structure. The functional system centers on global industrial, supply, and innovation chains, encompassing areas such as productive service industries, technological innovation, intelligent manufacturing, shipping trade, and cultural exchange. These strategies aim to drive sustainable development and cultural prosperity in the region. Finally, the plan calls for cities to strengthen cooperation, establish an equitable planning synergy mechanism, and encourage diverse entities to participate in plan

implementation, ensuring the smooth execution of the *Greater Shanghai Metropolitan Area Synergy Plan*.^①

(4) Advancing Comprehensive High-level Opening in the Coastal New Area Establishment of a Modern Service Industry Open Zone

● Building the Modern Service Industry Open Zone

The Modern Service Industry Open Zone is situated at the core of the Coastal New Area and is structured around a spatial layout known as the “One Island and Five Zones”, covering a total land area of 19.67 square kilometers. It aims to create a highly influential and competitive special economic functional zone with a strong influence on the international market, as well as a modern new sub-city characterized by openness, innovation, smart ecology, integration of industry and urban living, and a favorable home to businesses and residents. The Modern Service Industry Open Zone is benchmarked against internationally acclaimed free trade zones known for their strong competitiveness. Leveraging the pioneering and experimental financial policies of the Coastal New Area, this open zone places finance and trade at its core. It specifically promotes the development of various functional formats, such as cross-border finance, industrial finance, innovation finance, financial technology, and wealth management. Moreover, it comprehensively constructs a modern service industry innovation ecosystem, encompassing institutions such as the Innovative Financial Services Center, the International Legal Services Center, and the International Talent Free Port. This initiative aims to enhance the allocation capacity of global resource factors, further expand cross-border financial service capabilities, stimulate offshore business growth, elevate headquarters economic functions, and foster the development of a new type of international trade.^②

● Building International Collaborative Innovation Zone^③

The Lingang New Area has comprehensively launched the “International Innovation Collaborative Zone” since November 2021. The total planned area of this zone is approximately 6.95 square kilometers, divided into three sections: the Science and Technology Innovation Headquarters Bay, the Top Scientists Community, and the Science and Technology Innovation City Community. The Science and Technology Innovation Headquarters Bay is located around Dishui Lake, covering approximately 52 hectares with approximately 1.54 million square meters above and below the ground. It is the most visible and concentrated waterfront gateway in the International Innovation Collaborative Zone. The Top Scientists Community is in the central region of the International Innovation Collaborative Zone and is regarded as a “world-class source of major cutting-edge science in the new era”. Its strategic mission is to “lead the technological strategic

^① Source: <https://ghzyj.sh.gov.cn/gzdt/20220928/398a780306ca4e4fbbb03e38208ab89c.html>

^② Source: https://xpqjj.shlingang.com/home_10339/

^③ Source: <https://www.shanghai.gov.cn/nw15343/20211104/61656ed3ba5a4a8882200ad14a903d36.html>

forces for the next 20 years and reserve scientific resources for the next 50 years”, focusing on major scientific issues and forward-looking basic research. The construction of high-quality property carriers such as Innovation Crystal, Innovation Magic Square, Ocean Science and Technology Square, Ocean Cubic Science and Technology Park, and Lingang Science and Technology Entrepreneurship Center in the Science and Technology City Community promotes the deep integration of the industrial chain and innovation chain with each other and amplifies the spillover effect of the Top Scientists Forum.

Case 25 Program of the Top Scientists Community in the Lingang New Area

The China (Shanghai) Pilot Free Trade Zone Lingang New Area and the Hongqiao International Central Business District actively promote the construction of a high-standard international community.

The Plot H02-01 project of the Top Scientist Community in Unit PDC1-0401 of the New Area is located on a specific plot, with a land area of 16610.5 square meters, containing housing rental projects with a total construction area of 64503.67 square meters. The project mainly includes rental housing, supporting public buildings, and parking stations, with 525 residential households and approximately 1470 people. It adopts sandwich mix protection, three-star green building and healthy building designs. The smart community partly covers comprehensive information service platforms, foundations, application platforms, display platforms, information infrastructure construction, and hyper-integrated private clouds. This achieves intelligent and digital property management, improves efficiency, and saves resources. The project also includes smart elevators, a system for monitoring high-rise littering, and smart trash cans, which can improve community safety, environmental protection, and quality of life. The community application platform provides comprehensive public services through apps, official accounts and applets. It established a unified data analysis center of the community through digital twin visualization, achieving a digital smart community. The project also shows functions such as merchant interactions and information notification within the community, promoting community interactions and services.



Figure 26 Private cloud operation and maintenance management platform for smart communities

● Development of the Yangshan Free Trade Zone

The Yangshan Free Trade Zone of the Lingang New Area, China (Shanghai) Pilot Free Trade Zone has achieved a series of innovations and improvements through special regulatory models and policy institutional arrangements: abolishing trade regulatory requirements and improving goods trading procedures; implementing the model of “opening to the first line goods” and “permitting second line goods”; implementing free transit, storage, processing, and trading in the zone; and promoting the opening up of service trade. This region has launched a special financial innovation support initiative to strengthen credit support and promote investment and trade liberalization. The policy of exempting value-added taxes has been implemented, and the logistics and warehousing services in the area are exempted from value-added taxes. Shanghai Customs actively promotes the facilitation system, optimizes the bonded standard warehouse receipt pledge financing, refines the biopharmaceutical customs clearance process, promotes the noninductive supervision of big data on an integrated platform, solves the problem of enterprise foreign exchange payments, and provides strong support for the development of the Yangshan Special Comprehensive Bonded Area. These measures have driven regional innovation and development and enhanced the international competitiveness of the Yangshan Special Comprehensive Bonded Area.

Case 26 Yangshan Improves the Function of the International Pivotal Port

Through a series of reforms and policy innovations, the Yangshan Free Trade Zone of the Lingang New Area, China (Shanghai) Pilot Free Trade Zone, successfully promoted the development of an international transit consolidation business and improved the function of global hub ports.

Since the General Administration of Customs released the Announcement on Customs Regulatory Matters Relating to Seaborne Inbound and Outbound Consolidated Transshipment Cargo in 2018, various maritime ports have actively explored and practiced but have not achieved consolidated transshipment across customs areas. According to the current layout of Shanghai Port routes, the Lingang New Area has established an international consolidated transshipment supervision center to support the Shanghai Port Group in building the Yangshan International Consolidated Transshipment Service Center, solving the problem of crossing border transfer and providing a convenient regulatory environment for the international consolidated transshipment business. In addition, the Lingang New Area has formulated supporting policies to support enterprises participating in international consolidated transshipment businesses and gathering service providers of international supply chains in Shanghai. These measures enable Shanghai, the world’s No. 1 container hub port, to carry out international consolidated transshipment business more efficiently and save time and costs to increase the proportion of international transit cargo. In 2020, the international transshipment consolidation volume of Yangshan Port increased by 18%, and significant achievements were made in the international consolidated transshipment business, promoting the establishment of the Shanghai International Shipping Center.



Figure 27 Yangshan Free Trade Zone

- **Development of advanced science and technology industrial areas**

The Lingang New Area has made great achievements in the gradient propulsion of industrial clusters and the systematization of scientific and technological innovation. In terms of industry, the layouts of various fields, such as intelligent new energy automobiles, integrated circuits, precise medical treatment, artificial intelligence, civil aviation, advanced equipment and new energy, are completing, forming a series of industrial chains and ecosystems. In particular, the field of intelligent new energy automobiles initially formed eight major industrial chains, which attracted top enterprises such as Contemporary Amperex Technology Co., Limited. RL and Contemporary Amperex Technology Co., Limited. In terms of sci-tech innovation, the Lingang New Area has converged high-level research and development parties, built various platforms for sci-tech achievement shifts and transformation to cultivate innovative enterprises; at the same time, it has been committed to building the Top Scientists Community and creating an international innovation network node. The development strategies and measures of the Lingang New Area have achieved positive effects in driving industrial upgrading and technological innovation.

(5) Improving the energy level of Hongqiao International Open Hub

- **Building of international central business district**

The International Central Business District aims to fully serve two major national strategies: the integrated development of the Yangtze River Delta and the China

International Import Expo. It aims to formulate an overall development framework called “One District and Five New”, with the international central business district at its core, building a new platform for international trade centers, a new gateway that links international and domestic comprehensive transportation, a new channel for global high-end element allocation, a new international city with high quality and a new engine leading regional coordinated development. In terms of functional layout, the business district will actively play a role in radiating and leading, strengthening coordination and interconnections with the “North Expansion Belt” and “South Expansion Belt”, and forming a “1+4” overall landscape called “one core, four areas”. Shanghai’s goal is to build the Hongqiao International Open Hub as an important growth pole, enhance the city’s energy level and core competitiveness, and become a key momentum for the integrated development of the Yangtze River Delta and an important supporting area for national strategy. The mission of the business district is to create a landmark area, representing the reform and opening up in the new era, becoming a strategic support for the growth pole of the Yangtze River Delta, and a key bond in building a new development pattern.^①

- **Building of a new platform for international trade centers**

Shanghai will implement broader and deeper opening-up to the outside world, focus on promoting institutional openness, accelerating the building of high-level service systems, and building an innovative highland for trade and investment systems to achieve more convenient trade circulation, more sound legal protection, and more complete talent support. Shanghai has proposed 6 specific goals, 23 task measures, and 11 actions to promote this strategy in an integrated manner. Among them, institutional openness is a key booster. *The 14th Five Year Plan for Enhancing the Energy Level of Shanghai International Trade Center* clearly states that it is necessary to build an international consumption center with global influence, highlighting Shanghai's role in consumption gathering and radiation. This building will enhance the level of the international trade center, which is specifically reflected in the innovation of high-end consumption supply, attracting foreign consumption and improving local services, service consumption upgrades and digital transformation, spillover effects of the CIIE, reform of the circulation system, and integration of domestic and foreign trade.^②

- **Building of the platform serving the Yangtze River Delta and connecting the world**

The Shanghai Hongqiao business district will take the opportunity to build Hongqiao International Open Hub to further form the overall development framework of “One District and Five New”, build a first-class international central business district as the main carrier, and create five distinctive functions featuring a new platform for open and shared international trade centers, a new gateway that links international and domestic comprehensive transportation, a new channel for global high-end element allocation, a new high-quality international city integrated with industry and a new engine leading regional coordinated development. The industrial energy level will focus on guiding

^① Source: <https://wenhui.whb.cn/third/baidu/202109/07/422905.html>

② Source: Jiefang Daily, May 7, 2021.

special industries such as airport services, health medicine, artificial intelligence, and the BeiDou Navigation Satellite System (BDS), actively introducing new forms and models, and cultivating new economic growth points. In addition, the Hongqiao business district will also undertake and further amplify the spillover and driving effects of the CIIE and become a better and stronger distribution center for imported goods that “buy globally and sell globally”.^①

^① Source: <https://www.chinanews.com/cj/2021/02-24/9418271.shtml>。



5. Prospects

Based on the framework of the 2030 Agenda for Sustainable Development, this report builds a vision system of Shanghai's urban strategic goals and a logical framework of the SDG system and analyses key measures for Shanghai to achieve 17 sustainable development goals. According to the review, Shanghai further implements sustainable development ideas in the aspects of SDG8 Decent Work and Economic Growth; SDG9 Industry, Innovation and Infrastructure; SDG11 Sustainable Cities and Communities; and SDG17 Partnerships for the Goals, which make significant progress and accumulate rich practical experience.

In the future, Shanghai will continue to strive for SDGs. Economically, Shanghai will promote reform and opening up in every aspect under the guidance of major national development strategies, build a modern economic system and advance high-quality economic development. Socially, Shanghai will focus on creating a high-quality life and better fulfilling people's expectations for a better life. Culturally, Shanghai will make efforts to carry out the city spirit and quality, further facilitating the building of an international cultural metropolis. In the field of governance, Shanghai will seize the features and rules of megacities to improve the modernization of urban governance and build the best area for the practice of the whole process of people's democracy. Environmentally, Shanghai will steadily put forward ecological progress and work faster to build a beautiful homeland of harmony between humanity and nature.

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Guided by	Shanghai Municipal Commission of Housing, Urban-Rural Development and Management Development Research Center of Shanghai Municipal People's Government Shanghai Academy of Social Sciences
Supported by	Foreign Affairs Office of Shanghai Municipal People's Government Shanghai Municipal Development & Reform Commission Science and Technology Commission of Shanghai Municipality Shanghai Municipal Commission of Economy and Informatization Shanghai Municipal Transportation Commission Shanghai Municipal Commission of Commerce Shanghai Municipal Finance Bureau Shanghai Planning and Natural Resources Bureau Shanghai Municipal Human Resources and Social Security Bureau Shanghai Municipal Bureau of Ecology and Environment Shanghai Municipal Administration of Culture and Tourism Shanghai Centre for Employment Promotion Lin-gang Special Area of the China (Shanghai) Pilot Free Trade Zone Demonstration Zone of Green and Integrated Ecological Development of the Yangtze River Delta Shanghai Hongqiao International Central Business District (In no particular order)
Prepared by	Preparation Team of the Shanghai VLR under the Shanghai Academy of Social Sciences Shanghai Coordination Center of World Cities Day

Annex



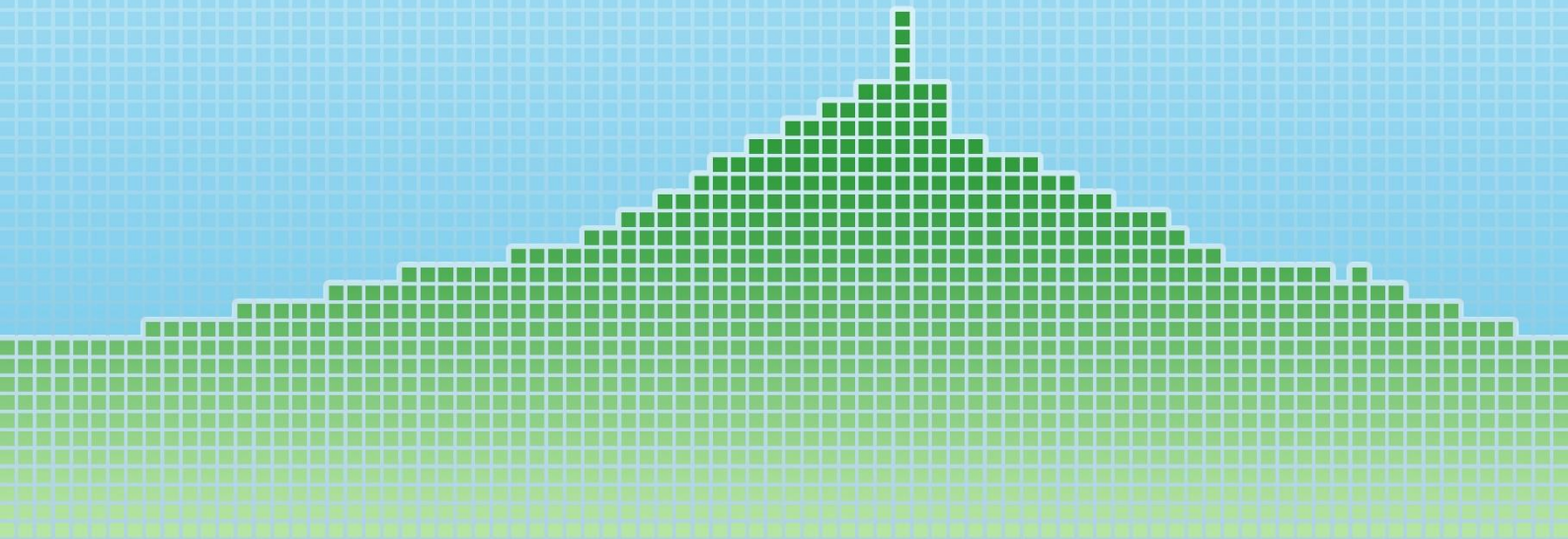
Songjiang

Voluntary Local Review

..... 2023

Annual Report

Vitality • Resilience • Openness





Vitality · Resilience · Openness
UN SDGs Songjiang Voluntary Local Review 2023



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Songjiang - The root of Shanghai's culture

Songjiang District is located in the southwest of Shanghai and it is in the upstream of Huangpu River, which is one of the mother rivers of Shanghai. With a long history, prosperous culture and economy, it is known as "the root of Shanghai, the head of the Huangpu River and the top of Shanghai". Songjiang is one of the earliest continental areas in Shanghai, and it is also one of the birthplaces of Shanghai's history and culture. Through archaeological discovery, 4,000 years ago, there was a culture characterized by a life style of urban centralization—"Guangfu Park Culture". Originally called Huating in AD 219, it was later recognized as Huating County in AD 751. After more than one thousand years of vicissitudes, Songjiang has always been an important cultural town in Shanghai, and countless writers, artists, scientists and revolutionary pioneers have emerged in this area. In the course of historical development, Songjiang's citizens have fostered the spirit of Songjiang culture, and cultivated the cultural roots of Shanghai.

Songjiang - A dynamic city of innovation and development

Songjiang is also a young city of innovation and vitality. In 1998, Songjiang removed counties and established districts, which had become an organic part of Shanghai; *Shanghai Master Plan 2035* released in 2018 positioned it as one of the five important new cities. Songjiang has relatively outstanding advantages among the suburbs of Shanghai, including its scientific and technological innovation foundation and high-end industry development. In the strategic goal and vision of local development put forward by Songjiang, it is committed to leading the development of Songjiang G60 Corridor with a focus on technology and innovation, builds an advanced manufacturing highland radiating the Yangtze River Delta and becomes an important area of Shanghai's science and technology innovation center with global influence. In 2022, the R & D investment intensity in Songjiang reached 5.38%, ranking the third within the city, while 89 high-tech achievements in municipal level are recognized, ranking the second. At present, as Songjiang is speeding up the construction of a cluster of major scientific and technological innovation platforms such as G60 Brain Wisdom Science and Technology Innovation Base, it has become the leader in the development of new cities in the suburbs of Shanghai and realized the high-quality innovation led by high-quality development.

Songjiang - A livable place with an overall landscape

With a coverage of 604.64 square kilometers, Songjiang is rich in its natural resources including green mountains, forests, rivers and lakes. It is one of the few areas with natural landscape features in Shanghai. Sheshan—the highest peak on the land of Shanghai, sits here. It is a green mountain with both rich ecological resources and historical and cultural heritage. In addition, it is rich in natural and cultural resources such as Tianmashan, Xiaokunshan, Shanghai Chenshan Botanical Garden, Zubai Lake, Pavilion Garden and Shanghai Hi-tech Films and Televisions City. By making full use of this advantageous endowment resources, it builds an important inheritance place of excellent traditional Chinese culture and a livable place featuring that "from a distance, it's green mountains and clear water; up close, it's a world of culture and humanity".



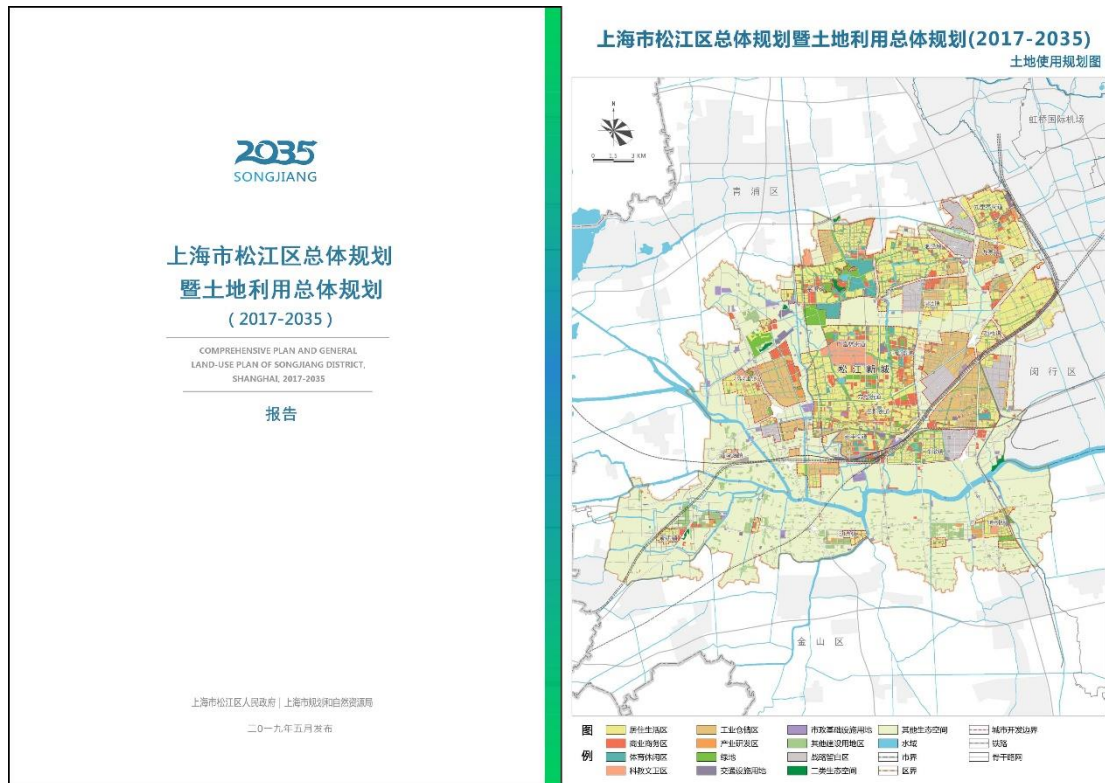
1. Introduction

Songjiang is a municipal district in southwestern Shanghai. It is located upstream of the Huangpu River and covers an area of 604.64 square kilometers. At the end of 2022, Songjiang had a resident population of 1.9545 million. Songjiang is not only a famous cultural city with a profound history but also a dynamic new city with an innovation driving force.

With a long history and prosperous culture and economy, Songjiang is known as the "root of Shanghai, head of the Pujiang River and top of Shanghai". It is one of the birthplaces of Shanghai's history and culture. Four thousand years ago, the late Neolithic culture—the "Guangfu Park Culture"—appeared in this area. Songjiang has always been an important cultural town in Shanghai, and countless writers, artists, scientists and revolutionary pioneers have emerged in this area. In the process of historical development, Songjiang citizens gradually fostered the spirit of Songjiang culture and cultivated the cultural roots of Shanghai through their hard work and diligent efforts.

Moreover, Songjiang is also one of the five most important new cities chosen for Shanghai's new spatial development strategy. In the context of a new stage of development, a new development philosophy and a new development landscape, Songjiang as a source city, under the strategic support of the Yangtze River Delta G60 Sci-tech Innovation Corridor, enhances the strategic pivot of the "Songjiang Hub". It aims at international advanced technological ability and industrial system and develops itself to be a pioneer of technology and industrial innovation. In addition, it also enhances the construction of a hub for a resource allocation gateway in the Yangtze River Delta and builds a "center node" in the domestic circulation and one of the important hubs for "strategic links" in domestic and international circulation, which serves for a new development landscape shaped by Shanghai and the Yangtze River Delta in the shortest amount of time.

The pursuit of sustainable development has always been the core concept of Songjiang District in the process of its development and practice. Based on the Implementation Plan for the Implementation Plan of the *Songjiang District Regional Master Plan (2006-2020)*, the early plan—the *Overall Plan of Songjiang New City (2010-2020)*—established the goal of humanistic Songjiang, a liveable new city. The *Comprehensive Plan and General Land Use Plan of Songjiang District, Shanghai (2017-2035)*, which was approved by the Shanghai government in 2019, put forward development goals for 2035. With the overall goal of constructing a modern socialist international metropolis in Shanghai, the plan is to build Songjiang as a southwest gateway of Shanghai's outstanding global city, an important bearing area of the Shanghai S&T Innovation Center, an advanced manufacturing highland radiating from the Yangtze River Delta, an important inheritance of excellent traditional Chinese culture and a livable place with natural landscape characteristics. The *14th Five-year Plan of Songjiang District* released in 2021 puts forward long-term goals for



It can be seen from the positioning changes of several important strategic plans in Songjiang District since the 21st century that Songjiang attaches great importance to the development of innovation, humanity and ecology in the process of its sustainable

development. In terms of innovation, Songjiang takes science creation as the first driving force for economic transformation and upgrading, places the construction of the G60 S&T Innovation Corridor as the main spatial carrier and a strategic fulcrum, develops high-end manufacturing and intelligent manufacturing and promotes economic transformation and development. In terms of humanity, it adheres to the "people-centered" approach for urbanization based on its profound historical deposits and builds a modern and liveable new city with the integration style of tradition and modernity. In terms of ecology, it fully highlights its own natural features of green mountains and clear waters. While protecting the ecological base, it pays attention to the integrated development of ecology, culture and industry to create an attractive new pattern of ecological space development.

Based on the *Transforming Our World: 2030 Agenda for Sustainable Development* (Agenda 2030), since 2021, Shanghai has launched local voluntary assessment work (self-assessment work) and formed the first achievement—the *Shanghai VLR 2021*. It transforms the work into a routine for its sustainable development. Since 2022, it has begun to carry out self-assessments at the district level. While maintaining the independence of the reporting results system at the district level, it also serves as an organic part of the municipal reporting results. The Songjiang district, as one of the first municipal districts to join Shanghai's self-assessment work at the district level, formed its first achievement, "*Songjiang Voluntary Local Review · 2022*", in 2022. In 2023, based on its existing work framework and foundation, Songjiang District will continue to respond to the logical framework of the SDGs; focus on the annual theme of "resilience, openness and vitality"; and select four objectives (SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG11: Sustainable Cities and Communities; and SDG 17: Partnership for the Goals) to carry out the priority review, which will finally form the annual achievement of *Songjiang VLR 2023*.

At the end of October and the beginning of November in 2023, the Shanghai Government, the Shanghai Municipal Government, the Ministry of Housing and Urban-Rural Development and the UN-Habitat Assembly held the third Global Conference on Urban Sustainable Development in Shanghai. The *Songjiang VLR 2023* will be released during this period to address the practical experience of new megacities in promoting sustainable development around the world.

In late October and early November 2023, the Shanghai Municipal Government, the Ministry of Housing and Urban-Rural Development and UN-Habitat held the China Observance of World Cities Day 2023 in Shanghai. During the celebration, the results of *Songjiang VLR 2023* were introduced through the special session of 3rd SDG Cities Global Conference, by which the practices of megacity's new city in promoting sustainable development were presented to the world.



2. Review Methods and Processes

The compilation of the *Songjiang VLR 2023* is jointly guided by the Shanghai Municipal Commission of Housing, Urban – Rural Development and Management (SMCHURDM), Development and Research Center of the People's Government of Shanghai Municipality and People's Government of Songjiang District, Shanghai. The relevant departments of the Government of Songjiang District, professional research institutions, expert advisory committees and relevant social organizations participated in this study. In the process of preparing the report, which focused on the cooperation of multiple organizations, more than 20 government departments were invited to participate in professional evaluation, and rich cases were provided to show the most recent practical results. This report focused on multifield expert consultation and was composed of an expert advisory committee organized by an annual authoritative expert in theme-related fields who is responsible for prioritizing the selection and discussion of objectives and related indicators. This study focused on multisource data analysis and extracted the satisfaction of individual residents with the urban living environment from multiple dimensions, such as urban physical examination. The Shanghai Academy of Social Sciences is responsible for the compilation of the *Songjiang VLR 2023*.

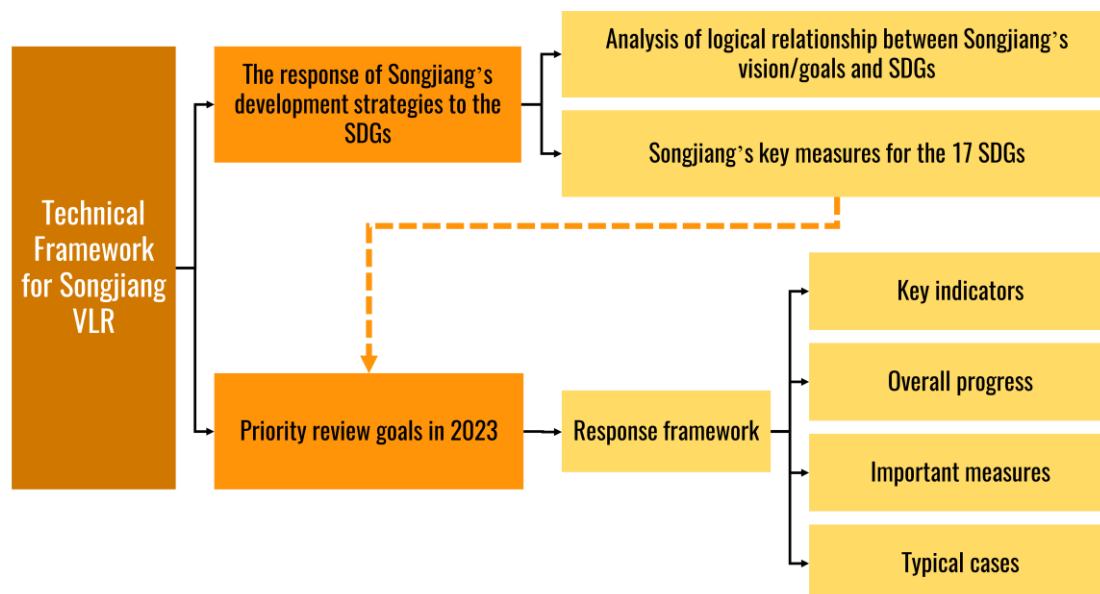


Figure 3 Technology framework diagram for the Songjiang Voluntary Local Review

In terms of the preparation paradigm, the *Songjiang VLR 2023* refers to the requirements

of *Handbook for the Preparation of Voluntary National Reviews* of Department of Sustainable Development of the United Nations Department of Economic and Social Affairs (UN DESA) and *Guidelines for Voluntary Local Reviews* of UN-Habitat Assembly. The report also draws on China's VNR Report on Implementation of *The 2030 Agenda for Sustainable Development* issued by the Ministry of Foreign Affairs of the People's Republic of China in June 2021, as well as the VLR reports of other foreign cities in the terms of the SDGs at the district level available on the United Nations Sustainable Development Goals website.



Figure 4 China's VNR report on implementation of the 2030 Agenda for Sustainable Development (2021)

In terms of the review framework and content, the working team of the Songjiang VLR 2023 comprehensively refers to the framework of *China's National Plan on Implementation of the 2030 Agenda for Sustainable Development*, *China's SDGs Indicator Establishment and Progress Report 2018*, and the Shanghai self-assessment report at the municipal level. It is also combined with the suggestions of Songjiang District government departments and relevant experts to establish the localized voluntary assessment framework of Songjiang District.

During the 2023 assessment process, the logical relationships between the current development strategy and key measures of Songjiang District and the 17 sustainable development goals were further reviewed. Based on this, in line with the general theme of the 2023 annual report, "resilience, openness and vitality", and with comprehensive consideration of the theme of World Cities Day 2023, "Financing sustainable urban future for all" and the key practice of recent sustainable development in Songjiang District, four priority review targets for self-assessment work in 2023 have been identified: SDG 8: Decent Work and Economic Growth, SDG 9: Industry, Innovation and Infrastructure, SDG11: Sustainable Cities and Communities, and SDG 17 Partnerships for the Goals.

Guided by the annual theme of "Resilience, Openness and Vitality", the second-level target systems under the four first-level targets were selected, and the targets with high degrees of correlation were selected as the focus of this year's priority review. The correspondence between the annual keywords and the secondary targets of the SDGs is shown in Table 1.

Table 1 Relationship between the secondary objectives of SDGs and the annual report keywords

SDGs	Content	Subject	Attention
8.1	Sustain per capita economic growth according to national circumstances, and in particular, at least 7 percent gross domestic product growth per annum in the least developed countries.	Vitality	★★
8.2	Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including by focusing on high-value-added and labor-intensive sectors.	Vitality	★★
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small- and medium-sized enterprises, including through access to financial services.	Vitality	★★
8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, per the 10-year framework of sustainable consumption and production programs, with developed countries taking the lead.	Resilience	★★
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Vitality	★★
8.6	By 2020, the proportion of unemployed, uneducated, or untrained youth will be substantially reduced.	Vitality	★★
8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025, end child labor in all its forms.	Resilience	
8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	Resilience	★
8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	Vitality	★★
8.10	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Vitality	★★
8.a	Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.	Openness Vitality	★★
8.b	By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labor Organization.	Vitality	★★
9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Resilience	★★
9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.	Openness Resilience	★★
9.3	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.	Vitality	★★
9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater	Resilience	★★

	adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.		
9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.	Vitality	★★
9.a	Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States 18.	Openness Resilience	★★
9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.	Vitality	★★
9.c	Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	Vitality	★
11.1	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	Resilience	★
11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and the aged	Resilience	★★
11.3	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	Vitality Resilience	★★
11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	Resilience	★
11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	Resilience	★★
11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	Resilience	★★
11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	Resilience Vitality	★★
11.a	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.	Openness Vitality Resilience	★★
11.b	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans toward inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.	Resilience	★★
11.c	Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.	Resilience	★★
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	Openness	★
17.2	Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 percent of ODA/GNI to developing countries and 0.15 to 0.20 percent of ODA/GNI to least developed countries ODA providers are encouraged to consider setting a target to provide at least 0.20 percent of ODA/GNI to least developed countries.	Openness	★
17.3	Mobilize additional financial resources for developing countries from multiple sources.	Openness	★★

17.4	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.	Openness	★
17.5	Adopt and implement investment promotion regimes for least developed countries.	Openness	★★
17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.	Openness	★★
17.7	Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed.	Openness	★★
17.8	Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.	Openness	★★
17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.	Openness	★★
17.10	Promote a universal, rules-based, open, nondiscriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.	Openness Vitality	★★
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.	Openness Vitality	★★
17.12	Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.	Openness Vitality	★★
17.13	Enhance global macroeconomic stability, including through policy coordination and policy coherence.	Openness	★★
17.14	Enhance policy coherence for sustainable development.	Openness	★★
17.15	Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.	Openness	★★
17.16	Enhance the global partnership for sustainable development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.	Openness	★★
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	Openness Vitality	★
17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.	Openness	★
17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.	Openness	★



3. Overview of Songjiang's Responses to SDGs

Songjiang's responses to SDGs

Under the vision of Shanghai's urban development strategy for 2035, Songjiang has compiled the *Comprehensive Plan and General Land-Use Plan of Songjiang District (2017-2035)* (Songjiang 2035 Plan) and put forward its own 2035 goals to build a modernized new city in line with “innovation, humanity and green path.” Focused on “Created in Songjiang”, it insists on high-quality development and develops to be an important bearing area for Shanghai’s technological innovation center with global influence. As its cultural advantages are more prominent, its environmental quality is comprehensively improved, and important development indicators take the lead in the city; thus, it has become a modern and ecologically livable district that integrates cities and industry. The three specific goals of Songjiang, “innovation, humanity and green path”, have a strong logical connection with the SDG system, with innovation corresponding to the economy, culture and society; humanity to governance, culture and society; and a green path to the economy, governance and environment. This report establishes the logical correspondence between three subgoals of Songjiang's urban development and 17 SDGs (Figure 5). Notably, each SDG has a rich connotation, and the above logical relationships reflect only the most important response relationships.

● Innovative Songjiang

The *Songjiang 2035 Plan* proposed that innovation should drive the transformation and upgrading of Songjiang's economy from “Made in Songjiang” to “Created in Songjiang”: “Innovation is the first driving force of economic transformation and upgrading. With the construction of the G60 S&T Innovation Valley as the main carrier and strategic fulcrum, Songjiang will strengthen the leadership and driving force of innovation, develop high-end manufacturing and intelligent manufacturing and improve the functional layout of innovation support, headquarters R&D, high-end manufacturing, intelligent manufacturing, service integration, commercial business, and modern logistics to underpin and coordinate the development of each other, achieve the objective of moving the regional economic structure toward the mid- to high-end, moving economic growth toward medium to high speed, and finding a new path for economic transformation and development. “This goal focuses on promoting innovative development (SDG 9),

promoting economic growth and ensuring employment opportunities for all residents (SDG 8), reducing regional inequality (SDG 10), and adopting responsible consumption and production modes (SDG 12, SDG 7).



Figure 5 Logical correspondence between Songjiang's goals and the SDGs

● Humanistic Songjiang

The *Songjiang 2035 Plan* proposes a new urbanization path that adheres to the principle of “People Orientation”: “to build a more charming and happy city of humanity, seize the opportunity of nationwide pilots for new urbanization, take a people-centered development approach, pinpoint problems, address inadequacies, strengthen coordination between urban and rural development, optimize urban spatial layout, accelerate integration of industry and city and urban upgrading, promote the balance between employees and residents and the integration of production, life and ecological environment, intensify comprehensive rectification and ecological improvement of regional environment, upgrade urban and rural public service systems, speed up infrastructure construction, build a comprehensive transportation system integrating “four networks” (namely, the national high-speed rail network, Shanghai rail transit network, Songjiang tram network, and ground transportation), promote the coordinated development of urban and rural areas in Pu’nan and Pubei, and advance the development of characteristic towns, modernize agriculture, and boost the equalization of basic public services in urban and rural areas”. Along with the practice of sustainable development under this goal, Songjiang needs to focus on ensuring that all people enjoy better public services (SDG4 and SDG3), safeguarding fairness and justice (SDG5 and SDG16), improving people’s living standards (SDG1 and SDG2), and building inclusive urban communities (SDG11).

● Green Songjiang

The *Songjiang 2035 Plan* proposes to build an ecological city based on harmony between humanity and nature: “to strengthen ecological and environmental governance, achieve more stable and better environmental quality such as air, water, soil and greening, continuously reduce the total discharge of pollutants, significantly improve the level of resources conservation and efficient utilization, continuously increase the per capita area of park land, further improve urban and rural ecological environment, and build an urban eco-space featured by 'parks nested in cities embraced by forests and fused with water', continuing to meet the new expectations of Songjiang people for high-quality life; to integrate the green and low-carbon lifestyle more deeply in the hearts of the people, becoming a conscious action. To accelerate the modernization of harmonious coexistence between man and nature to comprehensively promote the construction of beautiful Songjiang.” In the practice of sustainable development under this goal, Songjiang needs to respond to the challenges of climate change (SDG13), protect ecological space resources across the district (SDG14 and SDG15), ensure urban water and energy security (SDG6 and SDG7), and adopt sustainable consumption and production models (SDG12).

Songjiang's Key Measures to Drive SDGs

Compared with the 17 SDGs, Songjiang has made significant progress in sustainable development in recent years and has taken creative measures (Table 2). The *Shanghai VLR 2023* gives priority to the review of the 4 selected SDGs (SDG 8, Decent Work and

Economic Growth; SDG 9, Industry, Innovation and Infrastructure; SDG 11, Sustainable Cities and Communities; and SDG 17, Partnerships for the Goals).

Table 2 Songjiang's Key Measures for Achieving SDGs

SDGs	Songjiang's measures
1 NO POVERTY 	<ul style="list-style-type: none"> ● Improve subsistence allowances ● Establish multi-levelmultilevel mechanisms for helping people in need ● Strengthen mechanism for supporting employment assistance ● Implement targeted assistance for special groups in need
2 ZERO HUNGER 	<ul style="list-style-type: none"> ● Eliminate food waste ● Promote development of green agriculture and eco-cycle agriculture ● Advance the high-quality development of modern green agriculture ● Promote the application of scientific and technological advances in agriculture
3 GOOD HEALTH AND WELL-BEING 	<ul style="list-style-type: none"> ● Continue to improve deployment and layout of medical and health resources ● Advance the building of a Healthy Songjiang ● Improve the family doctor service system ● Improve the public health management system
4 QUALITY EDUCATION 	<ul style="list-style-type: none"> ● Promote public beneficial and inclusive preschool education ● Promote "Joint Development Plan of Urban and Rural Schools" ● Improve service capability and level of vocational education ● Build a new highland for basic education around the Songjiang College Town ● Deepen the integration of information technology with education and teaching
5 GENDER EQUALITY 	<ul style="list-style-type: none"> ● Promote gender equality ● Ensure women's rights to participate in and discuss state affairs ● Create an atmosphere of caring children's growth by the entire society ● Establish a unique path for the healthy growth and development of young people thatwho reflects the characteristics of Songjiang
6 CLEAN WATER AND SANITATION 	<ul style="list-style-type: none"> ● Promote the protection of drinking water resources for Yangtze River Delta integration demonstration areas ● Improve water quality of Huangpu River and other rivers ● Improve the environment for the water source protection zones of upstream Huangpu River ● Build and update urban and rural water supply network facilities
7 AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> ● Develop renewable energy ● Develop natural gas as clean energy ● Improve the layout of new energy industry ● Promote low-carbon development practices
8 DECENT WORK AND ECONOMIC GROWTH 	<ul style="list-style-type: none"> ● Promote economic vitality ● Accurately implement economic relief and revitalization ● Promote and guarantee employment ● Stimulate and promote consumption

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> ● Build an industrial innovation system ● Promote green development ● Promote the digital transformation of the city ● Build a world-influential area endowed with technological innovation
10 REDUCED INEQUALITIES 	<ul style="list-style-type: none"> ● Provide high-quality public services shared by all ● Create a livable environment covering the entire district ● Build a child-friendly city ● Build an elderly friendly city
11 SUSTAINABLE CITIES AND COMMUNITIES 	<ul style="list-style-type: none"> ● Focus on enhancing the vitality of old districts ● Improve the living environment in urban and rural areas ● Optimize transit-oriented urban development ● Promote the construction of Songjiang New City
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> ● Promote the building of a “zero-waste city” ● Build a multi-levelmultilevel sustainable transportation system ● Promote integrated development of culture and tourism across the district ● Build a resilient modern new city
13 CLIMATE ACTION 	<ul style="list-style-type: none"> ● Strengthen impact assessment on urban climate change ● Strengthen meteorological disaster prevention capabilities ● Promote “carbon peaking” and build low-carbon and green city ● Promote the construction of carbon trading platforms and markets
14 LIFE BELOW WATER 	<ul style="list-style-type: none"> ● Promote the Clean Water Action ● Promote the construction of beautiful rivers and lakes ● Build a national ecological water conservancy scenic area ● Promote groundwater environmental protection and supervision management
15 LIFE ON LAND 	<ul style="list-style-type: none"> ● Protect biodiversity ● Build a multi-functionalmultifunctional “urban forest” with Songjiang characteristics ● Construct an “Urban Park – Community Park – Street Garden” system ● Actively carry out soil pollution control actions
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"> ● Improve whole-process people’s democracy and urban governance capabilities ● Strengthen a rule of law in Songjiang ● Build a smart government featuring one-website government services ● Guarantee urban security via management on one website
17 PARTNERSHIPS FOR THE GOALS 	<ul style="list-style-type: none"> ● Promote friendly cooperation between cities ● Promote the development of key opening-up function zone ● Continue to improve the business environment ● Actively carry out promotional activities



4. 2023 Priority Review Goals

8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



17 PARTNERSHIPS
FOR THE GOALS



SDG8: Decent Work and Economic Growth



SDG8

- **SDG8-Decent Work and Economic Growth.** The goal is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Through the implementation of this goal, the district can effectively promote sustained and inclusive economic growth, stimulate the vitality of various economic entities, and create decent employment opportunities for all.
- Currently, under great economic pressure, the investment and consumption of Songjiang District need to be further increased. Some enterprises, especially small and micro enterprises, have more difficulties in production and operation, and the overall quality and service level of employment still need to be improved.
- Under SDG8, Songjiang District has overcome the impact of adverse factors such as the epidemic in recent years. The district has promoted economic development in diversified fields, accurately implemented economic relief and revitalization, facilitated fuller and higher-quality employment, expanded consumption scenarios, and strived to create a better life for its citizens.



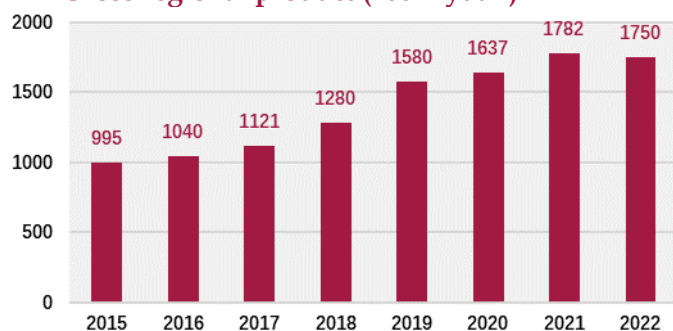
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Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG8
Promote economic vitality	Actively expand the investment and construction of major projects		► Gross regional product (GRP) ► Fixed-asset investment	8.1 8.2
	Continuously facilitates the development of “Cultural Creation Plus”, empowering the economy			
	Construction of a landmark nighttime economy demonstration zone in Songjiang	Improved nighttime economy through the combination of culture and tourism		
	Initiate special policies to promote the development of the fashion consumer goods industry			
Accurately implement economic relief and revitalization	Continuously introduce policies to ease enterprises’ difficulties and ensure their development	Service month for the SME in Songjiang	► Loans balances of financial institutions	8.3
	Multiple initiatives to stabilize the development of foreign investment and trade			
	Multidimensional promotion of livelihood guarantees			
Promotion and protection of employment	Promote enterprise development and guarantee stable employment		► The expenditure of social security and employment ► New jobs ► The per capita disposable income of residents in the district	8.5
	Improving the service system for new employment patterns			
	Focus on key groups, categorize measures to help employment promotion	The Songjiang “Spring Breeze Action” Yueyang Job Fair		
Stimulate and promote consumption	The resources of enterprises in the district are combined to carry out consumption promotion activities		► Total retail sales of consumer goods ► Online sales	8.4 8.9
	Continuously enhancing the market influence of Songjiang brands			
	Promote the development of characteristic commercial blocks			
	Continuously attract flagship stores of brands and enhance brand awareness	The Songjiang District Landmark Gathers Brand First Store		
	Increasing the policy support of special funds for automobile consumption			

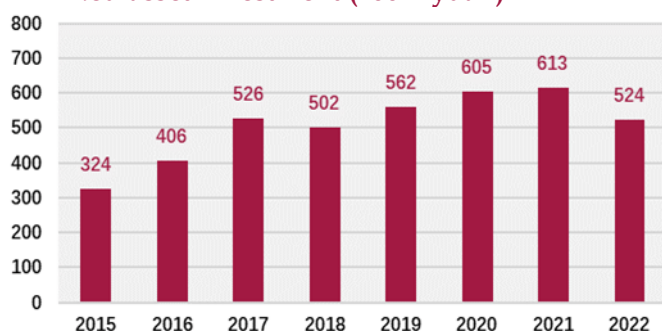
Key Indicators

📉 Gross regional product (100m yuan)



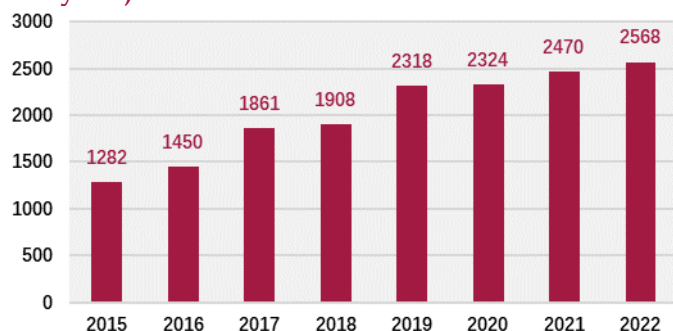
From 2015 to 2022, the gross regional product increased from **99.5 billion yuan** to **175 billion yuan**.

📉 Fixed-asset investment (100m yuan)



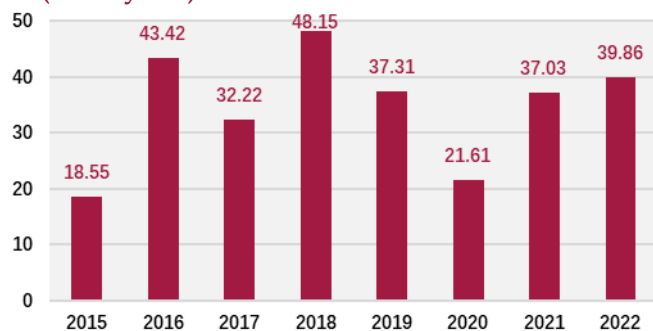
From 2015 to 2022, fixed-asset investment increased from **32.4 billion yuan** to **52.4 billion yuan**.

📉 Loans balances of financial institutions (100m yuan)



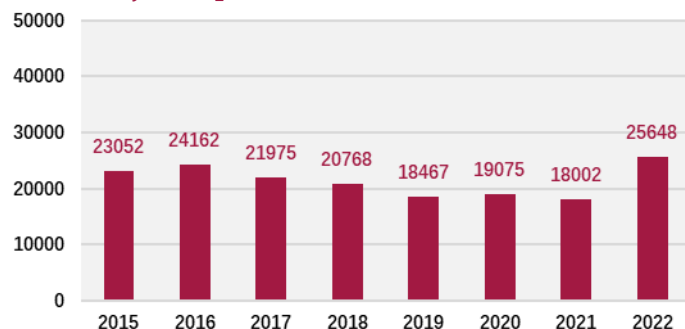
From 2015 to 2022, Loans balances of financial institutions increased from 128.2 billion yuan to 256.8 billion yuan, with a growth rate of **100.3%**.

📉 The expenditure of social security and employment (100m yuan)



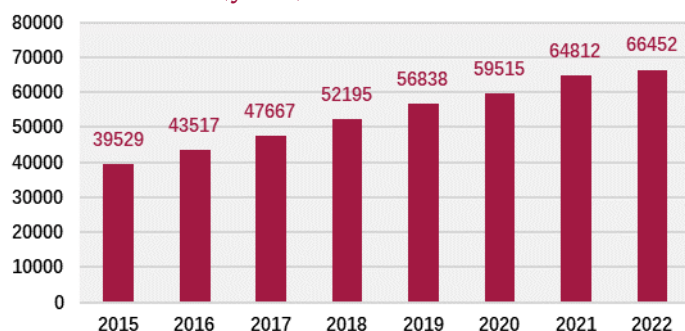
From 2015 to 2022, the expenditure of social security and employment reached **3.48 billion yuan** annually on average.

New jobs (person)



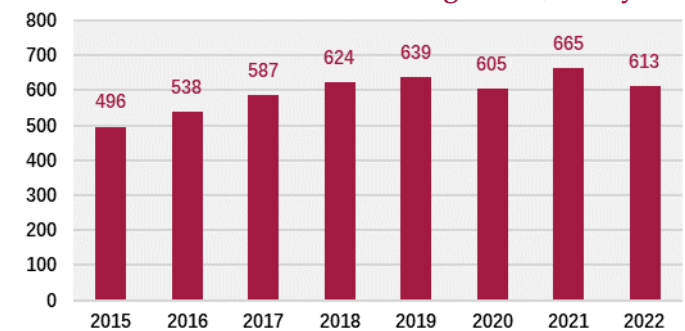
From 2015 to 2022, the average number of new jobs created reached **more than 20,000** per year.

The per capita disposable income of residents in the district (yuan)



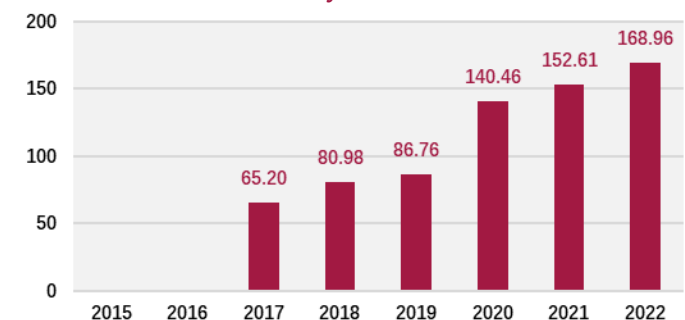
From 2015 to 2022, the per capita disposable income of residents in the district increased by **68.1%**.

Total retail sales of consumer goods (100m yuan)



From 2015 to 2022, Total retail sales of consumer goods reached an average annual value of **59.6 billion yuan**.

Online sales (100m yuan)



From 2017 to 2022, online sales increased by **159%**.

Major Progresses

● **New business models are emerging**

Songjiang District has witnessed the emergence of new business models and the expansion of new carriers. In recent years, the district's nighttime economy has become more prosperous, giving rise to a series of tourism and leisure, sports and entertainment, catering, and shopping activities. The 11th International Qingdao Beer Festival kicked off on the evening of July 14, 2023, at the Moon Lake Sculpture Park in Songjiang, featuring activities with different themes staged in turn. Songjiang held the first nightlife CEO appointment ceremony. The district continuously strengthened the development of its first store economy through the establishment of first-brand stores. Since 2022, relying on new fashion consumption landmarks such as the G60 Rafael Sky City's first phase and Songjiang INCITY, the district has continued to attract a large number of first brands, reinforcing the Songjiang Shopping brand and enriching its high-quality consumption offerings. Until June 2023, among the stores in Songjiang District, 15 were first stored nationwide, 101 were first stored in southwest Shanghai, and 129 were first stored in Songjiang, covering more than 240 well-known brands in industries such as retail, catering, and entertainment. Among them, the average daily test drive volume of the NIO located in the Songjiang Institute ranks among the top three in Shanghai.

● **The development of the fashion consumer goods industry has begun to bear fruit**

Songjiang District regards the fashion consumer goods industry as one of the "6+X" strategic emerging industries that drive development. Due to a strong manufacturing foundation and diverse product resources, the district has gathered fields of textile and garment, characteristic food, and furniture manufacturing through special policy support for the fashion consumer goods industry, spatial agglomeration of high-quality industries such as fashion consumer goods industrial parks, and greater publicity of brand influence. There are a large number of leading enterprises in the fashion consumer goods industry in the fields of daily chemistry, arts and crafts. These enterprises have shown strong economic resilience in the face of the epidemic, contributing strongly to regional economic development

● **Flexible employment management and service systems have improved**

Songjiang District has further standardized the registration of flexible employment to ensure a standardized and convenient registration process. A complete survey of labor resources in all communities across the district was carried out to ensure that people performing flexible jobs can fully obtain privileges on preferential policies. Songjiang attaches great importance to occupational injury insurance for people in new forms of employment and the implementation of relevant policies to ensure a steady process of its pilot work. The subordinate unit of the Songjiang Social Security Center is responsible for the final examination of occupational injury confirmation and the related tasks of appraisal of work capacity. As of June 25, 2023, 242 applications for the confirmation of occupational injuries and 27 for the identification of work ability were completed by the Center.

- **Policies such as special fund subsidies for automobile consumption have promoted the stable development of enterprises**

In March 2022, in response to the decrease in customer flow and sales of 4S stores in the district caused by COVID-19, Songjiang launched a special fund project that promoted automobile consumption to facilitate the recovery of the automobile industry in the district. In October 2022, 21 enterprises finally passed four project reviews with a project subsidy of 14.64 million RMB. According to the research findings, the use of 18 subsidized enterprises will increase by 0.38% from 6.518 billion yuan in 2021 to 6.543 billion yuan in 2022. There will be 1,307 jobs in 2021 and 1,327 jobs in 2022, and the number of jobs in the subsidized enterprises will increase. Additionally, 27,371 vehicles will be sold in 2021, and 28,089 vehicles will be sold in 2022, with a growth rate of 2.62% in the sales volume of the subsidized enterprises. Although the number of nonsubsidized enterprises will decrease due to the epidemic, the overall situation of automobile enterprises in the district will be relatively stable, promoting work, production and market resumption.

- **Characteristic consumption festivals booms with more influential Songjiang shopping brands**

The Songjiang District has carried out a series of characteristic consumption festivals for 6 consecutive years. Since 2018, starting with the Songjiang Shopping Festival, the district has launched a series of consumption festivals throughout the year, including the Double-Five Shopping Festival and the Golden Autumn Shopping Season. Songjiang has taken characteristic consumption festivals as a platform to fully integrate the resources of commerce, tourism, culture, sports, science and technology and other enterprises in the district; display its style; create new consumption scenarios and experiences; foster new hotspots; and bring happy and cost-effective shopping experiences to consumers, further expanding the attractiveness and influence of "Songjiang Shopping".

- **The layout of complex commercial complex constructions has been continuously optimized**

The construction and renewal of commercial carriers continue to accelerate in Songjiang. By 2023, there are 14 large-scale business districts. With Guangfulin Road as the axis, the Infulin Zone is built, forming a commercial center of Songjiang New City that integrates fashion consumption and the waterfront environment. The Zhongshan International Ecological Business District, centered on Wanda Business Districts, affects the construction of the surrounding Wulonghu financial service cluster and meets the commercial needs of Songjiang New City. In the Xinqiao-Jiuting Subdistrict, Songjiang is an important commercial layout for the integration of industry and city, meeting the office needs of Lingang Songjiang Science and Technology City and the living needs of its surrounding talents. In the Songjiang Old Tourty Town, Ludu Commercial Square, Songjiang Commercial Mall and other places provide convenience for residents in the area. The Songjiang District has striven to build characteristic commercial blocks. It has two municipal-level characteristic commercial blocks, namely, the block with cultural and

creative products in the Thames Town and the Song Dong Subdistrict till 2023. Since 2022, Songjiang has introduced policies to accelerate the development of characteristic business subdistricts, encouraging time-honored, intangible cultural heritage brands and other well-known brands to settle their first stores in the district, and encouraged subdistricts to entrust professional institutions to carry out block layout planning, landscape design, and business orientation.

- The convenience and diversity of community businesses are improving

Songjiang New City was established early among the five new cities and boasts better business support. In recent years, the commercial layout of the community has been optimized according to the 15-minute community circle, which has led to the formation of new community life circles with reasonable layouts, complete business forms, full facilities, intelligent convenience, standardized orders, high-quality services, and harmonious businesses and communities. Zhongshan Subdistrict, Yueyang Subdistrict, Jiuliting Subdistrict, and the Thames Town community were included in the pilots of the city-level 15-minute community life circle. Since the implementation of the 2020 Shanghai Breakfast Project Three-Year Action (2020-2022), Songjiang District has focused on layout optimization and space overlooked, and by the end of 2022, 170 new breakfast outlets have been added to the district, fully completing the three-year construction task of breakfast networks. As of June 2023, 48 new online breakfast shops have been added. The district actively introduces commercial service facilities. By introducing Hema and Lianhua shops to compensate for the 15-minute community circle in subdistricts and towns, the convenience and diversity of community commerce have been optimized and improved, further meeting the shopping needs of residents right at their doorsteps.

Important Measures

(1) Promote economic vitality

- **Actively expand the investment and construction of major projects**

Songjiang District has promoted effective investment, kicking off major projects, streamlining the project approval process, and taking measures such as standardized approval, parallel approval, and allowance for temporary deficiencies in minor materials. It has accelerated the completion and commissioning of projects under construction and facilitated "phased completion and acceptance" to be implemented in industry, R&D, public service facilities and other projects. In terms of industrial investment, the district has made full use of industrial policies such as technological transformation, encouraged enterprises to increase investment in equipment renewal and digital transformation, optimized the system establishment of demonstrative smart factories, and accelerated the assessment of the maturity of enterprises' intelligent manufacturing and the construction of smart factories in the district. Songjiang promoted urban renewal and renovation of old urban areas, old residential packages and "villages" in cities and facilitated large housing construction in the southern region. It also has moderately advanced infrastructure

construction in fields such as transportation, municipal administration, public services, and the ecological environment.

- **Continuously facilitates the development of “Cultural Creation Plus”, empowering the economy**

Songjiang District has been fully aware of the importance of cultural and creative industries in building a modern new Songjiang with "science and technology, humanity and ecology". Through the empowerment of "Cultural Creation Plus", China has embodied the new actions and impetus of cultural and creative industries in the optimization and upgrading of Songjiang's industrial structure and the enhancement of its core functions to improve the district's economic innovation ability, industrial competitiveness and cultural soft power. The district has actively implemented Shanghai-level support policies, launched Songjiang-level cultural and creative industry support policies, and cooperated with the Shanghai Cultural and Creative Industry Office to complete the district-level preliminary review and fund allocation of the city's cultural and creative special fund application projects and publicized the cultural and creative industry policies. It has also encouraged enterprises to apply for cultural and creative projects and integrated cultural and creative support in district-level industrial policies. In response to the development needs of cultural and creative enterprises, Songjiang District has precisely aligned policies, increased enterprise visits, carried out special research on cultural and creative industries, and is familiar with the development of enterprises, providing targeted assistance to support the high-quality development of enterprises.

- **Construction of a landmark nighttime economy demonstration zone in Songjiang**

Songjiang District has introduced the *Plan of Songjiang District on Promoting the Nighttime Economy*. With the theme of "Prospering the Nighttime Economy, Enjoying Life in Songjiang", relying on the advantages of its resources such as green mountains, clear waters and humanistic spirits and commercial agglomeration development, it has carried out various legal business activities that occur in specific areas of Songjiang from 6:00 p.m. to 6:00 a.m. the next day. These activities focus on night activities and leisure, sports and entertainment, catering and shopping, etc., to accelerate the formation of a nighttime economic development pattern with a reasonable layout, perfect functions and standardized management and to improve the nighttime consumption environment and level. Songjiang District guides and encourages the development of the nighttime economy in various business districts, commercial blocks, tourist attractions, off-beaten tracks with consumption characteristics, and blocks with certain historical and cultural backgrounds. Through business guidance; supporting business, tourism, cultural and sports facilities; and inclusive and prudent supervision, a number of landmark nighttime economy demonstration zones in Songjiang were created.



Figure 6 Sijing night market^①

Case 1 Improved nighttime economy through the combination of culture and tourism

Songjiang District has encouraged scenic spots to hold night tour activities and has introduced cultural performances, light and shadow shows, concert camping, water tours and other projects to create unique night tour activities; it has improved the facilities and services of commercial complexes and business subdistricts and adjusted the business formats to provide diverse nighttime shopping; the district has increased the level of nighttime catering consumption, encouraged the introduction of characteristic restaurant brands, and created nighttime catering clusters and characteristic night markets in neighborhoods; 3 to 4 night tour routes such as the "Fantastic Night in Mountain Chen" and "the cruise in Huating" communities have been built; Relying on the higher education resources of Songjiang University Town, Songjiang District has created a characteristic block for college students and a space for night consumption activities; it has accelerated the construction of major cultural projects, promoted the construction and upgrading of cultural carriers, and introduced attractive and well-known musicals, song and dance dramas and other nighttime artistic projects; in addition, it has also introduced high-quality late-night bookstores, music clubs and other nighttime cultural and entertainment brands to transform the nighttime economy from traditional commercial retail catering to multiform culture, leisure and

^① Source: <https://j.021east.com/p/1681690127041950>

entertainment.



Figure 7 "Fantastic night in Shanghai Chenshan Botanical Garden" ^①

- **Initiate special policies to promote the development of the fashion consumer goods industry**

In 2020, Songjiang District initiated a district-level special policy for producer services in Shanghai, which set up a fashion design direction for the fashion consumer goods industry to guide enterprises to continuously improve their industrial and innovative design capabilities. The recognized national and municipal industrial design centers and municipal design demonstration enterprises have been rewarded with 600,000, 400,000 and 200,000 yuan, respectively; enterprises that have won the National Industrial Design Special Award, "Shanghai Design 100+" and other honors have been rewarded with 200,000 and 100,000 yuan, respectively; and a maximum of 2 million yuan of financial support has been given to enterprises to improve their design capabilities. As of June 2023, Songjiang District has 1 national industrial design center, 26 municipal industrial design centers, 1 university design innovation center, 13 municipal design demonstration enterprises, 18 "Shanghai Design 100+" and 9 "Shanghai Fashion 100+", providing strong momentum for the development of the fashion consumer goods industry. The district has Shanghai's first fashion consumer goods industrial park in Chedun Town and key industrial parks such as Shanghai International Food City, Babi Magician Paradise, LYFEN Snack Museum, ICICLE Fashion Industry Park, Fashion Valley, Espace, Cangcheng Film Industry Park and other municipal-level cultural and creative parks, as well as important creative carriers such as Yunjian Granary and the Characteristic Commercial Block at the

^① Source: https://www.sohu.com/a/473487384_120823584

Guangfulin Site of Ancient Culture, providing good space for high-quality manufacturing and high-level agglomeration of fashion consumer goods.

(2) Accurately implement economic relief and revitalization

● Continuously introduce policies to ease enterprises' difficulties and ensure their development

In response to practical challenges such as the epidemic, Songjiang District has introduced policies to alleviate enterprises' difficulties. On the one hand, special subsidies and fund allocations have been implemented for enterprises, such as "special subsidies for emergency technological transformation of key material production enterprises", "special subsidies for the procurement of epidemic prevention supplies" and "new credit insurance subsidies". It has encouraged manufacturing enterprises to expand their investment, companies to go global, shopping festival activities to be held, automobile consumption to be vigorously promoted, and new forms of e-commerce to help fashion consumer goods enterprises transform and upgrade. In addition, it has also supported enterprises in setting up procurement centers and sales companies, allowing high-quality merchants to settle in Songjiang and investing in promotion, etc. On the other hand, enterprises have been encouraged to expand, transform and upgrade the market. For example, it has supported consumer goods enterprises in expanding their business, reducing the operating costs of foreign trade enterprises, transforming exports into domestic sales, transforming small and medium-sized enterprises to go global, promoting technological transformation, increasing investment in stock resources, etc. Songjiang District has given full play to its resource advantages to ensure the development of enterprises. For example, it has ensured the production capacity of key enterprises, accelerated the implementation of foreign trade support policies issued by the state and cities, boosted the confidence of foreign-funded enterprises, encouraged the utilization of cloud resources, and carried forward the spirit of providing targeted assistance.

Case 2 Service month for the SME in Songjiang^①

On July 4, 2022, Songjiang District launched the "Benefiting Enterprises, Better Songjiang Service Month for Small and Medium-sized Enterprises", focusing on the weak points, difficulties and blockages of SMEs and helping them accelerate economic recovery and revitalization, which continued until August 5.

During the activity, members of the Leading Group for the Development of Small and Medium-sized Enterprises, including the Development and Reform Commission, Economic Commission, Finance Bureau, Market Supervision Bureau, Taxation Bureau, Human Resources and Social Security Bureau, Science and Technology Commission, G60 Science and Technology Corridor Joint Office in Songjiang district and other members of the district SME Development Service Alliance, subdistricts and towns, banks, brokers, telecom operators, law firms and other service platforms (institutions) launched service "lists". They have given full play to their respective resource advantages, carried out targeted, effective and innovative services, and solved problems

^① Source: Songjiang News, July 15, 2022.

for small and medium-sized enterprises, promoting their development.

The activity was held in the form of "online main meeting place + offline several meeting places". In addition to an online launching ceremony, a total of five theme special activities and several "service-oriented activities for enterprises" ("1+5+X") were arranged. The five themes are special activities related to policy interpretation, industry declaration, financial assistance, legal services, and science and technology empowerment.

The Policy Interpretation Service interprets the *Songjiang District Accelerates Economic Recovery and Revitalization Implementation Plan* and its implementation rules and other related policies to improve policy awareness and promote policy reach. The Industrial Declaration Service provides a detailed interpretation of the enterprises' concerns about technology renovation, smart factory construction, specialized and sophisticated enterprise declaration, etc., further playing the role of policy capital support and guidance and promoting high-end, intelligent and green development of enterprises. The Financial Assistance Service focuses on "financial stimulation of the real economy". Through the joint efforts of the bank and the government, the government has launched financial policies and projects to bail businesses in difficulty, provide financing support for enterprises, help enterprises out of the financial predicament and make efforts to resolve debt risks and restore normal production and business order. The rule of law escort services focuses on legal risk prevention, control and response, labor disputes, etc., conducting specialized training, answering questions online, making practical solutions to enterprise challenges, helping enterprises develop healthily within the framework of the rule of law and actively creating a fair, transparent and predictable business environment. The science and technology empowerment service aims to strengthen science and technology innovation empowerment and strengthen the digital economy, relying on integration and innovation mechanisms, around the demand for industrial transformation to gather innovative resources, and then developing a good innovation ecology with precise alignment and integration of innovation and industrial chains, promoting the gradual transformation of economic development from factor-driven to innovation-driven.

● **Multiple initiatives to stabilize the development of foreign investment and trade**

Songjiang District actively implements the foreign trade support policies issued at the state and municipal levels and takes full advantage of bonded, duty-free and tax rebate policies in the Integrated Bonded Area. On the basis of the original export credit insurance premium, SMEs that meet the conditions of specialization and innovation will implement a phased fee reduction and increase policy financing support. The Songjiang District established a regular mechanism for consultation and problem resolution, which fully played the role of a complaint center for foreign-invested enterprises and strengthened the services and protection of the legitimate rights and interests of foreign-invested enterprises. Songjiang improved its foreign investment policies and supported foreign-invested enterprises in increasing their capacity and expanding their shares. The Songjiang District attaches great importance to the smooth promotion of major foreign-invested projects. It also implements special follow-up services and supports TNCs in setting up regional headquarters and foreign-invested R&D centers in Songjiang.

● Multidimensional promotion of livelihood guarantees

The Songjiang District has implemented all kinds of talent rental and housing subsidy policies. For excellent graduates who are hired by Class I, Class II and Class III support enterprises before the end of the year, he or she will be subsidized for renting a house during the job-seeking period. In addition, the Songjiang District increased the supply of commercial housing and implemented a talent purchase subsidy. The Songjiang District strengthened important livelihood commodity price monitoring and market supervision, earnestly doing a good job of offering and stabilizing the price of living materials. On account of continuing to implement the linkage mechanism between social assistance and security standards and rising prices, the district guarantees the lives of people in need through the issuance of one-time subsidies and love packages.



Figure 8 Talent apartment^①

(3) Promotion and protection of employment

● Promote enterprise development and guarantee stable employment

Songjiang District strengthens the employment service for enterprises in need, establishes an employment specialist system for enterprises in need of labor, provides full employment policy alignment and personalized coordination services for enterprises in need of labor, organizes and maps the human resources needs of enterprises occasionally, establishes ledgers and databases, carries out dynamic management, provides public service special recruitment and cross-provincial and municipal directional labor docking activities for enterprises with mass shortages of labor needs. The Songjiang District

^① Source: Songjiang News, July 28, 2022.

promotes the integrity and quality of the human resources service agencies in the district, guides high-quality business service organizations to form the “Federation of Business in Songjiang for Employment Guarantee and Human Resources Service”, and supports the service alliance units in setting up labor batch recruiting and supply-demand docking stations in the Chuangxiang Park (Songjiang, Shanghai) of the Yangtze River Delta G60 Sci-tech Innovation Valley, providing support for enterprise labor services. Songjiang District actively expands labor collaboration in its counterpart areas, generalizes sources of labor use and strengthens cross-regional exchanges of human resources services and labor collaboration with its counterparts in Xishuangbanna Dai Autonomous Prefecture and Zhaotong city, Yunnan Province. The Songjiang District promotes shared employment, cooperation and adjustment. It also supports enterprises in the district in transferring surpluses and shortages of on-the-job workers through “sharing employment” to achieve optimal allocation of human resources, guides human resources service organizations in the Yangtze River Delta G60 Science and Technology Innovation Corridor region to carry out in-depth cooperation and encourages cross-regional, interdisciplinary and cross-industry allocation of labor dispatch and other types of employment patterns to balance the peaks and valleys of enterprises.

- **Improving the service system for new employment patterns**

In accordance with the national and Shanghai municipal policy requirements, Songjiang District takes the new deal of allowing people with flexible employment to access social security even if they do not hold local residency as an opportunity to effectively promote the integration of Shanghai household registration personnel and Shanghai-based personnel to handle flexible employment registration functions and further standardize and unify the registration materials, processing procedures, processing requirements, business systems and so on. To continuously optimize flexible employment management services, the first is to strengthen business guidance. With respect to the strength of the business training organized by the city center, relevant neighborhood and town staff are organized through online meetings to carry out special training on flexible employment registration, improving the flexible employment business process management standards of Shanghai staff and ensuring convenient and accurate business acceptance and smooth progress. Second, the conduct of the survey should be strengthened. With the opportunity for the pilot work of a labor resources survey, the whole region carried out a full-scale labor resources survey for each community and conducted a detailed survey and analysis of the people engaged in flexible employment registration in the community. Third, policy advocacy should be strengthened. Songjiang took full advantage of the opportunity to hold the *Employment Regulations* Declaration conference, organizing more than 300 employment assistance officers in the region to participate in the training and on-site interpretation of the specific content of the policy of flexible employment registration, which laid the foundation for the later use of good policies, good use of policies, improving the quality of employment services, and building a high-quality business environment.

In 2023, Songjiang District conducted research on the topic of *Approaches to Launch Trials of Occupational Injury Insurance for People in New Forms of Employment* and further

understood and grasped the current situation and difficulties of the pilot work of occupational injury protection for employees in new forms of employment in Songjiang District and proposed suggestions and countermeasures in terms of system design, publicity and implementation, and management services to effectively safeguard the legal rights and interests of people in new forms of employment.

● **Focus on key groups, categorize measures to help employment promotion**

The Songjiang District has implemented an assistant project for the employment of college graduates and subsidizing social insurance premiums for SMEs to take on college graduates who have not been employed within two years after leaving school. It also increases financial support for college students who have difficulty finding jobs. Songjiang District has implemented an assistant project for the employment of long-term unemployed young people, and employers in Songjiang District also recruit long-term unemployed youth from the district's household registration. They pay social insurance for urban workers and grant social insurance premiums. Long-term unemployed young people who have worked for 3 months will be given a one-off subsidy for employment. Songjiang District has implemented a job creation project for the surplus rural workforce, promoting the creation of jobs outside agricultural fields for the rural workforce and the revitalization of rural areas and the enrichment of farmers. The Songjiang District has implemented a discharge project for employment after the mass layoff of shutdowns, closed down and relocated enterprises, focusing on enterprises with operational difficulties, preventing and controlling the risk of large-scale unemployment, and then providing subsidies for the re-employment of workers in the district's household registration who are to be dismissed. The Songjiang District has implemented a collaboration project for the employment of people lifted from poverty paired-up regions. It supports the rural revitalization of its counterparts and stabilizes the outcomes of employment to lift people out of poverty. In addition, Songjiang District has implemented a number of employment assistance policies, such as an assistant project for the employment of people with special difficulties, a relocation project for the employment of people with difficulties in market-oriented employment, and an assistant project for the employment of human resources services.

Case 3 The Songjiang “Spring Breeze Action” Yueyang Job Fair ①

On the mornings of February 16, 2023, the Yueyang specialized job fair of the Songjiang District “Spring Breeze Action” was launched, and 21 units from the Yueyang Subdistrict, along with neighboring towns and cities, offered 88 positions and recruited 251 people. Many job seekers delivered their resumes on-site and had in-depth exchanges with the recruiters. Meanwhile, it offered several services, such as job matching, employment and start-ups, labor rights and interests protection, and vocational skills training. Job seekers received a warm helping hand.

This job fair invited Shanghai Poly Yunjian Theater Management Co., Ltd., Shanghai Tianmin Automation Instruments Co., Ltd., Songjiang Social Welfare House and 21 other high-quality enterprises and units in the Yueyang Subdistrict, along with neighboring towns and cities, with job

① Source: Songjiang News, February 17, 2023.

settings focused on sales, operations, clerks and other more basic down-to-earth positions. The subdistrict also provided job fair information to graduates, long-term unemployed youth and other key employment service recipients through community employment assistance staff for the first time. In addition to recruitment booths, on-site employment and entrepreneurship consulting booths are also extraordinarily bustling. Experienced volunteers who were municipal employees and entrepreneurship experts were on hand to provide suggestions for job seekers.



Figure 9 “Spring Breeze Action” Yueyang Job Fair

(4) Stimulate and promote consumption

- **The resources of enterprises in the district are combined to carry out consumption promotion activities**

Songjiang District combines its own commercial advantages and industrial characteristics, takes special consumption festival activities as a platform, and fully utilizes the spatial advantages of the district's business circles in terms of easy access to customers and the concentration of enterprises in industrial parks. Then, it also connected medium- and high-end automobile brands, enterprises such as “Made in Songjiang”, the G60 Science and Technology Innovation Corridor, Songjiang local new retail food enterprises, chain brand food enterprises and other enterprise resources. While encouraging enterprises to expand their markets, the Songjiang District characteristics of the consumption festival would also develop. The district also provided financial support for enterprises that have made outstanding contributions to the growth of the consumption market.



Figure 10 “Made in Songjiang” promoting the “Songjiang Premium”^①

● Continuously enhancing the market influence of Songjiang brands

The Songjiang District relies on various festivals, such as the “Double Five Shopping Festival” and the “Songjiang Shopping Festival”, to build a platform for connecting the supply side and demand side of fashionable consumer products. Since 2020, Songjiang District has organized the “‘Songjiang Premium’ pop-up show and “Premium Market Activity”, “Songjiang Premium: Science and Innovation Lights Up Life—Made in Songjiang Brand Show”, “GO Enjoy Songjiang: Online Release”, “Songjiang Premium Immersive Show” and other thematic activities. Through the promotion of various media platforms at the city and district levels, Songjiang continued to polish its brand matrix and enhance its market influence.

The Songjiang District comprehensively considered business blocks, the key commercial enterprise “Songjiang Shopping Festival”, the atmosphere and advertising efforts, etc., to encourage government departments at all levels, the region's enterprises that participated in and key business circles to actively use new media platforms, such as apps and official accounts, to preview warm-up and electronic coupon issuance. Through the Cool Shift Flash Show, Songjiang focused on displaying and promoting a “Made in Songjiang” quality supply and utilized various e-commerce platforms and live e-commerce organizations to publicize the “Songjiang Shopping” consumer brand. The district also actively explored digital business, platform economy, night economy, intangible cultural heritage displayed in business circles and other new consumption experiences, creating a new scenario of holiday consumption and driving the growth of total retail sales of consumer goods.

^① Source: https://www.sohu.com/a/420859445_179311

● **Promote the development of characteristic commercial blocks**

Songjiang strived to create a number of high-grade characteristic commercial district brands with distinctiveness, quality and highlights. *Policies to accelerate the construction of characteristic commercial districts*, which came into effect on March 1, 2022, take “government-guided, enterprise-oriented and market-operating” as the starting point. The main body of investment transformation and operation management was listed as the object of support, and the support was provided in three directions: block reconstruction subsidies, block operation incentives and prudent inclusive supervision. Fully considering the characteristics of culture and tourism, with culture as the support and commerce as the core, helped enterprises reduce operation costs and focus on building characteristic commercial districts, such as the Guangfulin Site of Ancient Culture, the Thames Town, the Xiatang Historic Zone of Sijing Town, and Wenhan Road.

● **Continuously attract flagship stores of brands and enhance brand awareness**

Songjiang continues to deepen the development of the “Debut Economy”, encouraging the introduction of the first store of well-known brands in Songjiang in each business circle; in particular, for the first store of a well-known brand located in the characteristic commercial district in Songjiang, there will be an investment incentive of 200,000 yuan. The Songjiang district encourages enterprises in the area to organize various new product launching activities and to participate in the “Shanghai Fashion Week”, “Exhibition of High-quality Products Made in Shanghai”. The district also encourages them to actively declare Shanghai Design 100+, Shanghai Fashion 100+, and Shanghai Brand 100+ to enhance brand awareness and reputation. At the same time, with the debut effect of exhibits for the China International Import Expo, the strong development of the “Debut Economy” can be promoted.

Case 4 The Songjiang District Landmark Gathers Brand First Store

The Songjiang District focuses on attracting the first store of the brand in the investment process of major business circles in the area, which effectively fills the regional consumption gaps and enhances the regional commercial value and the Songjiang consumer brand.

The main practices in the case were as follows: (1) When Songjiang INCITY was invested, it was selectively absorbed in the brands that came in Songjiang for the first time according to the surrounding customer group composition, consumer preferences and local brand research. It has introduced more than 100 first stores of various types, such as the NIO Center Brand Special Custom Shop, CGV double-deck flagship studio, Lion Rock Bakery, Meland Garden Castle Custom Store, and Shenjing Chenji Roast Goose Hong Kong Retro Movie Theme Restaurant. It covers almost the entire industry of consumption of the surrounding customer groups. (2) The commercial street of the Guangfulin Culture Relics is creating a characteristic commercial street. In 2021, the first store in Songjiang of the famous internet restaurant “One-Step Garden” was introduced. It is not only a café and a restaurant but also a compound space for people to get close to nature and enjoy peace of mind and body. The store uses “coexistence with nature” as the core of its design, and the corners are covered with green plants, making it a famous internet hotspot. (3) The G60 Rafael Sky City’s

first phase brings together a number of first stores and introduces various famous internet brands to enhance the commercial value of the area. At present, G60 Rafael Sky city has introduced 13 famous downtown internet brands and 19 first stores in Songjiang, such as Tesla, Xiaomi Fans Club, Mei KTV, Restaurant Zun Hui Huang, and Mr. Choi PÂTISSERIE. Among them, Mr. Choi PÂTISSERIE is famous for its urban internet brand. Previously, Mr. Choi's stores were mainly distributed in Jing'an, Xuhui and other central urban areas. With Mr. Choi's central factory putting into production in Songjiang, Mr. Choi's stores began to radiate to the cities of Jiangsu and Zhejiang Provinces.



Figure 11 “One-Step Garden” Songjiang First Store®

- Increasing the policy support of special funds for automobile consumption

In 2022, Songjiang District vigorously promoted a special fund program for automobile consumption, which scientifically and efficiently promoted policy subsidies for automobile consumption in Songjiang District and effectively drove overall consumption recovery in the district. The Songjiang District actively created a demonstration zone for automobile quality consumption and built an e-commerce industry development ecology. The Songjiang District guided automobile sales enterprises in the district to carry out automobile-promoting consumption activities through trade-in, car purchase gifts, after-sales upgrades and other forms of promotion, online and offline synchronization of the release of the activities, to stimulate the enthusiasm of consumers to buy a car and to promote automobile consumption in the district. At the same time, the agglomeration effect in the district constantly improved the quality of regional automobile consumption so that consumers could enjoy safer and more comfortable consumption experiences and actively created a demonstration zone of automobile quality consumption, building the Songjiang brand.

^① Source: <https://new.qq.com/rain/a/20211011A07JD700>.



Figure 12 Songjiang auto exhibition

SDG9: Industry, Innovation, and Infrastructure



SDG9

- Through SDG9-Industry, Innovation and Infrastructure, we are committed to building disaster-resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation. Through the practice of these goals, we can effectively unleash economic dynamism, improve economic competitiveness, introduce and promote new technologies and increase resource utilization efficiency.
- As the origin of the Yangtze River Delta G60 Science and Technology Innovation Corridor, Songjiang has made remarkable achievements in the development of innovation in recent years. On the way forward, benchmarking against the international advanced level, the innovation development momentum of Songjiang needs to be cultivated faster, the integration of the innovation chain with the industrial chain needs to be deepened, and the economic density and input-output efficiency should also be improved continuously.
- Under the goals of SDG9, Songjiang also actively built a modern industrial innovation system, laid out new circuits and future industrial clusters, promoted green development, carried out green and low-carbon urban construction and created application scenarios for digital life. At the same time, the district enhances the comprehensive capability of digital governance and industry, life and governance systems. In the field of science and technology innovation, Songjiang insists on promoting the construction of the G60 Science and Technology Innovation Corridor. It also takes action to accelerate the major science and technology infrastructure and creates a high-level talent highland in the region.



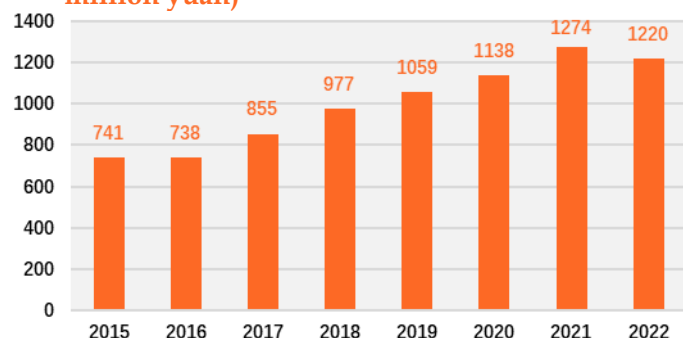
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Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG9
Instructing an industrial innovation system	Promoting the construction of the new industrial system		► Modern equipment industry output value ► New energy industry output value	9.b
	Promoting industrial layout in new areas	Songjiang District actively promotes the layout of new areas for green and low-carbon industries		
	Future plan for the concentrated layout of enterprises			
Promote green development	Establishing a carbon peak and carbon neutrality policy system		► Industrial energy consumption of major industrial firms ► Electricity consumption per unit of GDP ► Total number of natural gas users	9.4
	Supporting the development of green and low-carbon industries			
	Promoting the development of green energy			
	Actively practicing a green lifestyle			
	Promoting green and low-carbon city construction	Shanghai Hi-Tech Films and Televisions City, a green and low-carbon City		
Promote the digital transformation of city	Advancing digital infrastructure	“Heaven and Earth” basic network	► Gross industrial output value of electronic information industry	9.1
	Establishing an innovation system for the digital economy	Casarte intelligent and connected factory project		
	Creating application scenarios of digital life	The “one click call” service for elderly people		
	Enhancing the comprehensive capabilities of digital governance	“Two networks” for supporting digital governance		
Create a science and technology center with world influence	Promoting the development of major scientific and technological infrastructure		► Modern equipment industry output value ► New energy industry output value	9.5
	Promoting the construction of the G60 Science and Technology Innovation Corridor			
	Promoting the construction of high-level talent highlands			
	Promoting the deeper development of science and technology innovation platforms	G60 Brain Intelligence Science and Innovation Base		

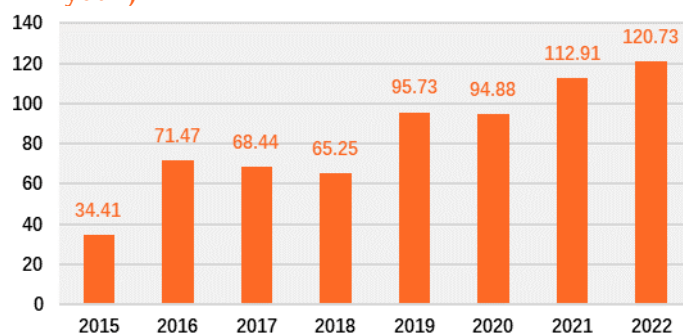
Key Indicators

Modern equipment industry output value (100 million yuan)



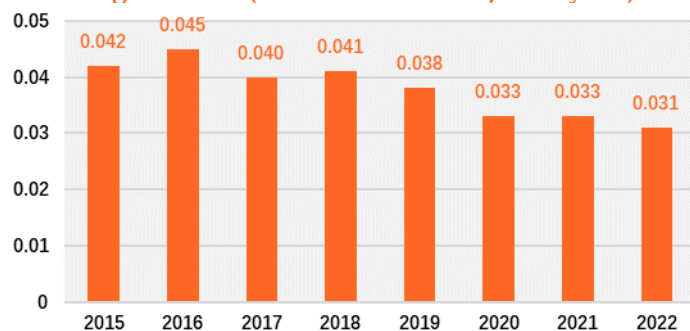
From 2015 to 2022, modern equipment industry output value increased by **64.6%**.

New energy industry output value (100 million yuan)



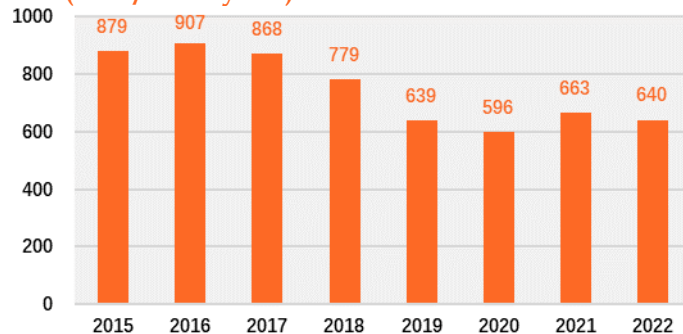
From 2015 to 2022, new energy industry output value increased by **251%**.

Energy consumption of industrial enterprises above designated size (tons of standard coal/10000 yuan)

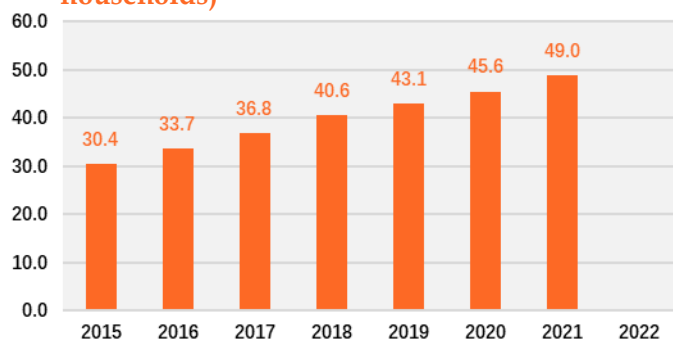


From 2015 to 2022, new energy industry output value increased by **26%**.

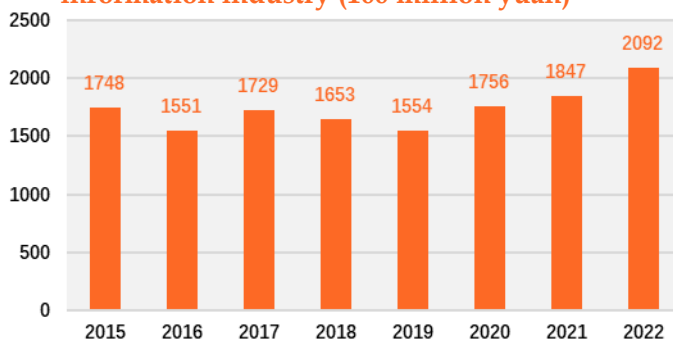
Power consumption per unit of regional GDP (kWh/10000 yuan)



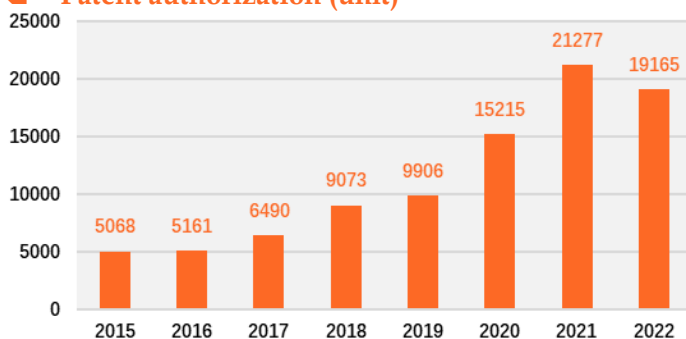
From 2015 to 2022, energy consumption of industrial enterprises above designated size decreased by **27%**.

📉 Total number of natural gas users (10000 households)

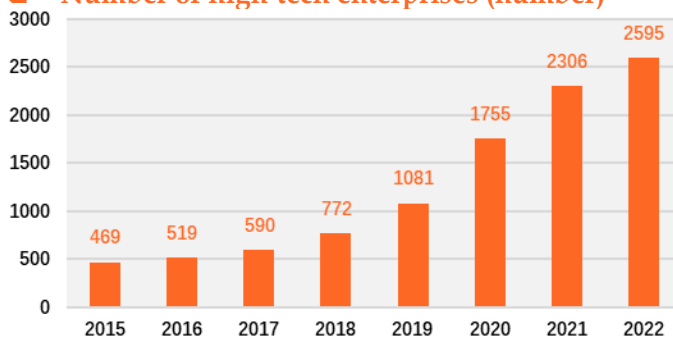
From 2015 to 2021, total number of natural gas users increased by **61%**.

📉 Gross industrial output value of electronic information industry (100 million yuan)

From 2015 to 2022, Gross industrial output value of electronic information industry increased by **19.7%**.

📉 Patent authorization (unit)

From 2015 to 2022, the number of patent authorization increased by **278%**.

📉 Number of high-tech enterprises (number)

From 2015 to 2022, the number of high-tech enterprises increased by **453%**.

Major Progresses

● Continuous improvement of the industry innovation system

The Songjiang District has a solid foundation for the development of the three traditional advantaged industries, and the “6+X” strategic emerging industries are developing rapidly. From 2016 to 2022, the total output of the three traditional industries – electronic technology, modern equipment and urban industry – increased from 155.092 billion yuan, 73.772 billion yuan and 22.097 billion yuan to 209.185 billion yuan, 121.968 billion yuan and 29.63 billion yuan, with average annual growth rates of 5.1%, 8.7% and 5.0%, respectively. From 2019 to 2022, the industrial output of six strategic emerging industries – integrated circuit, artificial intelligence, biomedicine, new materials, new energy, and intelligent security – increased from 11.533 billion yuan, 9.074 billion yuan, 4.516 billion yuan, 37.063 billion yuan, 9.802 billion yuan, and 2.848 billion yuan to 22.512 billion yuan, 17.744 billion yuan, 13.481 billion yuan, 47.123 billion yuan, 15.448 billion yuan, and 2.819 billion yuan, respectively. As of June 2023, Songjiang District has formed a phased fostering pool that serves the “national level – Shanghai level – district level” green manufacturing system. There are 4 national green factories and 11 Shanghai green factories, 1 national green park and 2 municipal green parks, 2 national green products and 2 municipal green products, and 1 national green supply chain and 1 municipal green supply chain. The number of green manufacturing system teams is growing. The new energy power equipment industry cluster has been recognized as a special national cluster for SMEs.

● A new green and low-carbon circuit is taking shape

Songjiang District has always adhered to the concept of new development. It strictly complements “double control” and “double carbon” actions so that the situation of energy saving and carbon reduction shows a sustained positive trend. A series of top-level designs have been introduced, such as the *Implementing Rules of Green and Low-Carbon Development Special Funds Management Measures of the Songjiang District Economic Committee*, the *Action Program for Promoting Green and Low-Carbon Industry Development in Songjiang District Aiming at the New Race Track (2023-2025)* (for review), and the *Compilation of Green and Low-Carbon Enterprises in Songjiang District*. During the 13th Five-Year Plan period, Songjiang District realized the energy-saving and carbon reduction management goals of no more than a 2% average annual increase in total energy consumption, a 16% decrease in energy consumption per unit of added value, and a 17% decrease in carbon emissions per unit of added value.^① Until June 2023, Songjiang District had 4 national green factories, 11 Shanghai green factories, 1 national green park, 2 municipal green parks, 2 national green products, 2 municipal green products, 1 national green supply chain and 1 municipal green supply chain.^②

^① Source: Songjiang News, August 26, 2021.

^② Source: Songjiang News, July 13, 2023.

- **Initial formation of a digital economy innovation system**

Songjiang focuses on the core direction of the digital economy innovation industry and continuously strengthens the advantageous fields represented by the industrial internet and satellite internet, initially forming a digital economy innovation industry cluster with wide influence. As of 2021, Songjiang has 37 R&D institutions in the field of digital economy, such as national, municipal, and district enterprise technology centers, as well as key laboratories at the national and municipal levels, 14 academician expert workstations, 2 national incubators and mark spaces, 25 innovation service organizations, 83 financial service organizations and 14 Industry Confederations of the Yangtze River Delta G60 Sci-tech Innovation Corridor,^① which was awarded as the first national and the only national innovative industrial cluster in the field of the digital economy in Shanghai. By the end of 2022, the cluster will have gathered 352 key enterprises in the digital economy field, and the business revenue will reach 98.047 billion yuan, with a growth rate of 11% year-on-year.

- **Digital life application scenarios become more diversified**

Songjiang District has accelerated the digitization of life services in recent years and has achieved positive results in healthcare, education, pensions, culture and tourism, and transportation. In terms of healthcare, the “Smart Health Songjiang” regional healthcare integration cloud platform project has been promoted in an orderly manner, the building of the cloud-based HIS in primary-level communities has been fully completed, and the interfaces of the medical insurance copayment account and the national medical insurance platform have also been docked. In terms of education, 3 schools were set as model applicants of information to support Shanghai, 5 were municipal education digital transformation pilot schools, and 6 were district-level pilot schools. In the area of elderly care, the “One-Click” program for elderly services has been promoted. As of June 2023, a total of 416 applications for services have been made, and 408 services have been completed. By the end of 2022, 2 Shanghai digital scenic zones and two digital cultural venues were constructed in the area of culture and tourism. With respect to transportation, by the end of 2022, the transformation of 13 bus stops and 278 electronic stop boards had been completed, of which 35 stop boards adopted 4G wireless communication and 243 stop boards adopted telecommunication via private lines in Songjiang. Moreover, all stop boards can show the forecast information of bus arrival.

- **High-calibre talent hub further highlights**

The talent development ecology of Songjiang District continues to improve, and the advantages of the high-caliber talent hub have further emerged. First, the total scale of talent continues to grow. Since the 14th Five-Year Plan, 8,331 people of various types of scientific and creative talent have been introduced, representing a year-on-year growth of 216.5%. The number of new residence permit points is 11,088, and the number of renewed

^① Source: <https://www.songjiang.gov.cn/xwzx/001001/20210722/ce303ca3-6893-4024-8941-9dcfeeb298fd.html>

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● **Promoting industrial layout in new areas**

The Songjiang District has released a series of action plans to support the layout of new areas. The specific work practice surrounding the new area of metaverse focuses on the expansion of application scenarios for metacosmic software and hardware development companies and actively builds platforms for connecting supply and demand. By advancing key enterprises in the district, such as Shanghai Graphic Design Information Co., Ltd., CnTech, and Huace Film and Television, to participate in the “open competition mechanism to select the best candidates” of Shanghai metacosmic application scenarios, it has successfully promoted business cooperation between GDI and Shanghai Nanhu Vocational and Technical College and organized the Play For Dream to join the Hong Kong Innovation and Technology Exhibition with self-developed YVR2 glasses. With respect to the new areas of green and low-carbon industries, Songjiang District has issued the *Details of Implementing the Low-Carbon Development Special Funds Management Measures of the Economic Commission in Songjiang District* and put it into use. Moreover, it holds a meeting to promote green and low-carbon work for the Songjiang industrial field, investigates the key enterprises in the “ten major areas” of the green and low-carbon industry in the district, and builds enterprise databases for energy-saving products and services. This district sets up a platform to help Shanghai’s low-carbon technology innovation functional platform connect with Regeon Electric and MS ENERGY.

Case 5 Songjiang District actively promotes the layout of new areas for green and low-carbon industries

Green and low-carbon industry is one of the new industrial areas in Songjiang District, focusing on the frontiers of industrial development and actively laying out industrial development. To better meet a *four-year action plan (2022-2025) to implement carbon reduction and energy conservation reform in Shanghai’s industrial sectors*, Songjiang District is based on its green and low-carbon industry resource endowment and focuses on key scientific planning measures to promote high-quality innovation and the concentrated development of industries.

First, Songjiang District should improve its top-level design to provide policy and institutional guarantees for the development of green and low-carbon industrial layouts. It drafted and issued the *Implementation Details for Special Funds Management Measures for Green and Low-Carbon Development of the Songjiang Economic Commission* and carried out the declaration of energy-saving technological transformation projects. This district has conducted field research on green and low-carbon enterprises or parks, held many seminars for green and low-carbon enterprises, and completed a three-year action plan (2023-2025) to conduct carbon-reduction and energy-conservation reform in Songjiang’s industrial sectors (draft for review) and the Green and Low-Carbon Industry Chain Mapping of Songjiang District on the basis of clarifying the industrial outlook of the district and the requirements of green and low-carbon enterprises or parks. On May 18, 2023, to enhance green development to activate new energy for the high-quality development of the G60 Science and Innovation Corridor Curb in the Yangtze River Delta, Secretary of the District Party Committee—Cheng Xiangmin—led a team to visit the key enterprises of the new green and low-carbon industry and hosted a symposium on the new areas to further promote the development of green and low-carbon industry layouts. Second, Songjiang District should optimize industrial services and build precise docking platforms for collaborative innovation and element sharing in

green and low-carbon industries. Focusing on the theme of “how to make green and low-carbon development become the core competitiveness of Songjiang’s enterprises in the future”, it holds a meeting to promote green and low-carbon work in the industrial field to solve new problems and make actual moves to jointly promote the development of green and low-carbon industries. It has built databases of energy-saving product manufacturers and service enterprises in the district and has compiled the *Compendium of Green and Low-Carbon Enterprises in Songjiang District*, which provides scientific guidelines for the docking of upstream and downstream elements of the industrial chain. In addition, Songjiang District provides a platform to help Shanghai’s Low Carbon Technology Innovation Functional Platform connect with Regeon Electric and MS ENERGY in the fields of carbon sinks, carbon recycling, energy storage and hydrogen energy. It also encourages key enterprises in the district, such as Boyang, Zhiyuan, MS ENERGY and Jiugao, to actively participate in the 2023 Carbon Expo, showing the strong scientific and technological strength of Songjiang’s green and low-carbon innovation practices.

● Future plan for the concentrated layout of enterprises

The Songjiang District actively practices the spirit of the *Action Plan for Shanghai to Build a Future Industrial Innovation Highland and Develop and Expand Future Industrial Clusters* (Shanghai issues [2022] No. 11) and sorts out the advantages of the district’s resources, focusing on the future of health, intelligence, energy, space and material, which are mainly concentrated in the satellite internet, brain-computer interfaces, synthetic biology, genetic and cellular therapy, extended reality (XR) General AI, 6G, high-quality composite fiber materials and other frontiers. The plan will promote the future development of the Songjiang District industry action plan, accelerate the introduction of special policies on the satellite internet, and guide parks such as Chuangyuan Xinke and Graphic Design Information to actively declare municipal industries in the future.



Figure 13 Energy industries of the future—National New Energy Vehicle Program

(2) Promote green development

● Establishing a carbon peak and carbon neutrality policy system

Focusing on the implementation of the national dual-carbon strategy, Songjiang District successively issued the *Implementation Opinions of Songjiang District's Green and Low-carbon Development Work in 2021*, the *Implementation Opinions of Songjiang District's Energy Saving and Carbon Reduction Work in 2022*, and the *Implementation Plan of Songjiang District's Carbon Peak*, which has integrated carbon peak and carbon neutralization into the whole process of economic and social development. In terms of green and low-carbon energy transformation actions and energy savings, carbon reduction and efficiency improvement actions, Songjiang will strive to become a demonstration area of carbon peak and carbon neutralization in Shanghai. On the one hand, Songjiang has led local industrial enterprises to replace fossil fuels with renewable energy and optimize and reduce carbon emissions in the production process through energy efficiency improvement and digital control platforms. On the other hand, Songjiang has made active efforts to offset carbon emissions. By the middle of 2021, the Songjiang District had completed the construction of the “Seven Green Corridors and One Woodland” ecological forest, with a total area of 9,390 acres. The construction of ecological forests has enlarged the overall forest coverage of Songjiang, increasing its overall forest coverage rate from 16.35% to 18.57%, ranking second in the city and leading the city in carbon dioxide “offset emissions”.

● Supporting the development of green and low-carbon industries

The Songjiang District continues to guide and enhance enterprises' awareness of energy conservation to effectively reduce waste in production. The popularization of energy-saving technological transformation gradually promoted enterprises' green economic growth in the park. For example, this district updates 390 sets of environmentally friendly refrigeration equipment and 554 sets of energy-saving vacuum pumps for TSMC, contributing to energy conservation, reduced consumption, and a decrease in greenhouse gas emissions. It annually saves 27.56 million kilowatt hours of electricity and 17.36 million RMB in electricity costs and reduces carbon emissions by 21,834 tons.^① Moreover, in line with the concept of green and low-carbon development, Songjiang District intensifies its energy consumption assessment of various government-invested projects and newly introduced key industry projects. It was also involved early in the assessment of government-invested projects and preassessment of newly introduced industry investment projects, as well as in the implementation of the “Double Filing” system between energy efficiency and new energy applications. This entails simultaneous scrutiny and filing of the energy consumption and output of projects, energy savings and carbon reduction and renewable clean energy applications.

^① Source: Songjiang News, August 26, 2021.

● Promoting the development of green energy

To improve green development, Songjiang District strives to develop high-quality green and low-carbon energy and implement national- and municipal-related distributed solar PV policies. Components laid on the roof surface add another layer of insulation to the building while converting 23% of the light energy into electricity. It not only effectively lowers the indoor temperature but also reduces the emissions of multiple air pollutants and relieves the power supply pressure and the contradiction between the supply and demand of the power grid. Most importantly, it can optimize the systemic power supply structure, reduce pressure on environmental protection and promote sustainable economic development. During the 13th Five-Year Plan period, Songjiang achieved its energy-saving and carbon reduction management goals, including an annual increase of no more than 2% in total energy consumption, a 16% reduction in energy consumption per unit of added value and a 17% reduction in carbon emissions per unit of added value.^①



Figure 14 Photovoltaic power generation project in the CSG robot industrial park

● Actively practicing a green lifestyle

The Songjiang District actively practices green transportation and domestic waste treatment to promote green lifestyle transformation. Since 2022, this district has continued to promote the construction of “the waste-free city” and create “the waste-free cells”, with a focus on two development practice zones and two community low-carbon demonstrations. In addition, the energy center of the G60 Science and Technology Innovation Valley in Lingang Songjiang Science and Technology City is officially operating. It organizes a series of activities, such as World Environment Day, National Low Carbon Day and National Ecology Day; promotes the “Ecological Songjiang, I’m an

^① Source: Songjiang News, August 26, 2021.

actor” action plan to improve citizens’ awareness of ecological civilization; and holds the Songjiang New City Green and Low Carbon Development Symposium with “Transformation-Collaboration-Innovation-Inclusiveness” to facilitate the green and low-carbon transformation of lifestyles around society. Moreover, this district encourages green commuting through the “Talent Line of G60 Science and Technology Innovation Valley” and promotes waste sorting by connecting the “Waste Sorting Exploration Travel”.^①

● Promoting green and low-carbon city construction

Songjiang District focuses on operating green and low-carbon city construction from the top-level design. First, in line with the concept of “cities built by the people and for the people”, it has completed the *New City Green and Low Carbon Pilot Area Construction Guidelines*. In October 2022, the Songjiang Huayang Lake Green and Low Carbon Pilot Area completed a current low-carbon assessment and diagnosis. In accordance with the 28 key indicators put forward by the Guidelines, the lake should research low-carbon technologies and establish a scientific way of calculating carbon emission statistics in the district. In line with the requirements of the targets, including carbon peak and carbon neutrality, the Huayang Lake Green and Low Carbon Pilot Area has established a scientific mechanism for carbon emission statistics, monitoring and accounting, with a focus on 7 major dimensions, such as efficient and reliable energy utilization and green and low-carbon high-quality buildings. It also proposes an indicator system and construction guidance strategy to improve the scientificity, rationality and operability of planning and construction in the pilot area and to guide the whole process of low-carbon construction in the area. The *Shanghai Science and Technology Film Capital (Huayang Lake Area Central City) Green and Low Carbon Pilot Creation Plan* was formed, which includes 35 demonstration project lists and 7 key project lists surrounding 7 dimensions to ensure the implementation of low-carbon city construction.

Case 6 Shanghai Hi-Tech Films and Televisions City, a green and low-carbon City

The Shanghai Hi-Tech Films and Televisions City (Huayang Lake Area Central City) forms a film and television-featured functional area, depending on the better ecological conditions of Huayang Lake and abundant water and green resources, which are suitable for building an international film and television central service area. As a demonstration pilot project, Huayang Lake built a green and low-carbon city based on five application scenarios, including an energy structure, high-quality buildings, green transportation, a zero-waste cycle and green carbon sinks. The total carbon emission of the business-as-usual scenario in the operations stage is 96,600 tCO₂/a, and the carbon emission of the low-carbon scenario is 61,500 tCO₂/a, reaching a 36% reduction rate. Carbon emissions can be reduced by 14,800 tCO₂/a by adjusting the city’s energy structure; high-quality buildings can be reduced by 3,700 tCO₂/an in the construction stage; green buildings, ultralow energy buildings, and near-zero-energy buildings can be reduced by 19,600 tCO₂/an in the operation stage; and green transportation and zero-carbon cycles can be reduced by 3,300 tCO₂/a through new-energy public transportation, construction of a three-dimensional slow-

^① Source: Songjiang News, August 26, 2021.

moving network, and recycling of solid waste. In addition, increasing the green area in cities can effectively reduce CO₂ emissions by 800 tCO₂/a.



Figure 15 Shanghai Hi-Tech Films and Televisions City®

(3) Promote the digital transformation of city

- **Advancing digital infrastructure**

Songjiang District has advanced its digital infrastructure in four aspects: organization, hardware, platform and safety. First, the organization's support for digital transformation should be enhanced. The district improves the mechanisms of fulfilling duties by specialized bodies and effectiveness evaluation to encourage town participation and optimize the examination orientation of towns (economic development areas). It also continues to utilize "an open competition mechanism to select the best candidates to undertake key research projects" of application scenarios. Second, hardware support for infrastructure should be provided. The district expands 5G network coverage and accelerates gigabit broadband construction. It also provides "space-integrated-ground" broadband access communication services in combination with the construction of key projects such as "G60 Starlink", which can reasonably increase the number of facilities available for new energy terminals and smart grid terminals. Third, the ability of basic endowment platforms should be strengthened. The district promotes the construction of its big data resource platform's second phase, thematic database and neuromorphic perception systems, and enlarges the resource capacity of the district video collection system. Along with the construction of business scenarios, it strives to reinforce the common establishment and sharing of AI computing power, AI general algorithms and industrial applied algorithms around society. Fourth, the security protection of the internet and data should be consolidated. The district integrates the construction and effects of cybersecurity into the scope of audits and establishes a list of persons responsible for all departments and units to implement hierarchical management of public data security. It also introduces third-party supervision, such as facial recognition and user habits, to standardize information collection and utilization.

^① Source: https://m.thepaper.cn/baijiahao_20192308

Case 7 “Heaven and Earth” basic network

The Songjiang District has accelerated the layout of the “Heaven and Earth” basic network. First, the construction of a 5G mobile communication network should be promoted. By the end of May 2023, 5089 5G base stations were built, ranking third in Shanghai. This district has achieved nearly 100% full coverage of 5G signals in Songjiang and a 524 Mbps 5G download rate. Second, family broadband network access should be optimized. According to the key indicators of the Shanghai Information and Communication Industry “Double Gigabit”, announced in 2022, the district has continued to be a leader in the city according to several key indicators, including the average access rate and the proportion of users with more than 500 M. Third, the construction of a global multimedia satellite system should be supported. To date, the low-earth-orbit satellite constellation (global multimedia satellite network system) has completed the launch of five satellites. In addition, commercial network launching is expected to occur at different stages after 2023. The district promotes the construction of the BeiDou Data Fusion Application Center, BeiDou+5G Operation Center, BeiDou Comprehensive Application Service Platform, PIESAT Yangtze River Delta Satellite Operation Center and other projects. By connecting terrestrial communication systems, it gradually builds a network system covering space and the ground.

- **Establishing an innovation system for the digital economy**

Songjiang District has built a digital economy innovation system focusing on the G60 Innovation Industry Demonstration Zone, the digital transformation of the manufacturing industry and key areas. First, the G60 innovation industry demonstration zone in Songjiang New City should be upgraded. The district promotes the construction of a “platform+park” pilot demonstration and the creation of “one park and one platform”, actively builds the Tencent Yangtze River Delta AI Advanced Computing Ecosystem, and supports the 32 institutes of the China Electronics Technology Group Corporation, Huacheng Jinrui and other enterprises to advance the development, production and services of the scale of independently controllable servers. Second, the district continued to promote the digital transformation of the manufacturing industry. With a focus on the digital supply drive, it introduces and cultivates a number of professional service providers and promotes the landing of more than 50 application scenarios with deep analysis; with a focus on improving the ecological system, it creates a training base for talent in the digital transformation of the manufacturing industry; it also emphasizes the deepening of regional synergy and sets up an industrial internet alliance for the Yangtze River Delta. Third, the digital transformation and upgrading of key areas should be promoted. Digital film and television actively promote innovative applications of film and television science and technology, such as film preview, virtual film production, postproduction of special effects, and VR screening, to create a digital human broker platform and launch digital film and television, digital catwalks, digital cultural tourism and other projects. Financial science and technology, with a focus on the creation of the following three functions—financial research and development institution demonstration area, pioneer area of financial technology enterprises, and concentrated area of science and innovation funds—build a cultivation base for carbon emissions trading enterprises. In terms of digital commerce, the district promotes the construction of commercial digital carriers, supports Wanda Plaza, Mediterranean Kaiyuan Plaza and other commercial

entities to create a smart business circle, and promotes the construction of a modern agricultural products trading center (the first phase) in Yexie Town, which integrates trading, consumption, experience and the central kitchen.

Case 8 Casarte intelligent and connected factory project

Launched in Shihuadang Town Industrial Park of Songjiang District in 2020, the Casarte intelligent and connected factory project will become the 20th connected factory of the Haier Group. It mainly produces Casarte washing machines and clothes dryer and care machines, as well as conducts the research and development and manufacturing of the Haier internet of Clothing ecological scenarios.



Figure 16 The production line of the Casarte intelligent factory

The connected factory aims to build a globally leading “production, consumption and research” demonstration base for the ecological experience of the Clothes internet. The factory completed the groundbreaking ceremony in August 2020 and is now under construction. Once in operation, its annual capacity is 1.5 million units, the annual output value is expected to be 5 billion RMB, and the annual tax payment is not less than 150 million RMB. By relying on 5G technology, the industrial internet, quantum technology, blockchain, identification and resolution systems and other advanced technology applications, this project introduces 36 types of industry-leading advanced manufacturing technology. With information self-awareness throughout the whole process, event self-decision of all elements and scenario self-iteration in the full cycle, an intelligent drive from product design to production scheduling, fault diagnosis and other links can be achieved, the efficiency can be enhanced, and users’ requirements for a better life can be met by providing personalized, customized production and manufacturing. By 2025, the factory will achieve an intelligent manufacturing maturity leading level and lead China's intelligent manufacturing by 5-10 years based on the creation of China's high-end manufacturing model, benchmarking against the national intelligent manufacturing capability maturity model. By exploring integrated applications to support the development of intelligent factories in the new model of intelligent manufacturing and connecting emerging technologies such as 5G, blockchain, edge computing, analog simulation, digital twins, AI, and VR, large-scale collaborative and safe and controllable applications of intelligent photoelectric sensors, intelligent inductive sensors, intelligent environmental detection sensors, and numerical control machining equipment and robots can meet

the intelligent requirements of the new generation of information technology product design, craft, manufacturing, inspection, logistics and other life cycles. It can also realize mass customization and personalized production, the significant “two enhancements and three reductions” of enterprises, and manufacturing transformation and upgrading through big data.

● **Creating application scenarios of digital life**

Focusing on the following five aspects—senior care, medical care, education, transportation and culture and tourism—the Songjiang District strives to create high-quality digital life application scenarios. First, the digital service of elderly care should be improved. The district promotes the construction of internet hospitals and nursing homes and creates an internet micro-clinic, cloud consulting rooms, mobile consulting rooms, remote rounds, remote teaching and other scenarios. It also strengthens digital skills training for elderly people and pilots the construction of the “Action to Improve the Ability of the Elderly to Use Intelligent Technology” and other intelligent teaching projects. Second, the digital reform of medical services should be promoted. The Songjiang District initially realized MDT remote consultation and internet hospital collaboration among similar cities in the “G60 Science and Innovation Valley”. In an orderly manner, it advances the “Regional Healthcare Integration Cloud Platform” (the second stage), the Songjiang District Long-term Care Insurance Intelligent Management Platform, and the Cloud Maternal and Child Intelligent Service Platform to build an efficient and comprehensive digital base for medical services. Third, a new form of digital education should be created. The district improved the “Songjiang Smart Education” platform, further increasing the construction of physics and chemistry laboratories for senior high school entrance examinations in six schools. Along with developing new applications for customized teaching, the construction of a specialized Songjiang education network and education cloud system can be accelerated. Fourth, a new ecology of digital transportation should be built. The district enhances the data sharing between ground public transportation and rail transportation, as well as the coverage of whole trip links around the district. It also actively explores the mode of electronic bus stop construction and promotes the digital upgrade of stops. Fifth, the digital construction of culture and tourism should be accelerated. Advancing the digital construction of tourism, the district fully implements standardization and innovation improvement projects and continues to boost the intelligent construction of libraries and the digital construction of cultural distribution.

Case 9 The “one click call” service for elderly people

In April 2021, Songjiang District officially launched the “One Click” pilot project for elderly people. The data platform was completed and put into use within the same year so that citizens could realize digital life scenarios such as “booking register”, “ride-hailing”, “policy inquiry and push notification” and “one-button call” through TV, self-service and fixed-line terminals.

Currently, the platform has been applied in Yueyang Subdistrict and Jiuting Town on a small-scale pilot basis, and it has boasted the following capabilities: first, the platform’s service concentrates five matters (online register at hospitals in the whole district, online hailing of taxis,

policy on people's doorstep, policy inquiry, and one-button call); second, it realizes the data collection and statistical functions of people (basic information of the elderly), places (service institutions), matters (service matters), and situations (service process); third, it empowers the platform service resources and data to the traditional telephone call center, ensuring that the one-button phone terminal can cover the elderly to enjoy the unified service content; fourth, it expands the community services for the elderly of one thing to home, which means adding "one-click call" self-service terminals in Jiuting Town and Yueyang Subdistrict, respectively, and realizes the coverage of 100 elderly families with one-button TV application service terminals. By means of preliminary trial operation and media publicity, the project has gained the attention and recognition of elderly people and other special groups. Moreover, it has become one of the focuses for Shanghai's senior citizens, with value that can be studied and promoted. By the end of 2022, since the pilot went online, 416 service applications had accumulated, and 408 services had been completed. In the next stage, based on the pilot, the application of the "one-click" platform for elderly services around the district will be promoted, and the platform will be optimized and upgraded to help elderly people eliminate digital divides and information barriers and share new scenarios of digital life.



Figure 17 “One click” service for elderly people in Songjiang District®

- Enhancing the comprehensive capabilities of digital governance

Songjiang District focuses on “two networks” to support digital governance. First, the service supply efficiency of “Integrated Online Platforms” should be optimized. The district further improved the capacity of the government service platform, upgrading the service of online platforms such as the “Integrated Online Platform” district portal, “Suishenban” and “Songjiang Flagship Store”. It expands the diversity and coverage of services through the “Government online-offline Shanghai” and “Suishenban Enterprise Cloud” and continues to add a series of government services, such as “free application”, “easy to do”, “fast to do”, “help by remote video”, “one thing”, and “one license for one

^① Source: <http://www.shwmsj.gov.cn/sjq/2022/08/31/0e65c988-baae-4f33-aa11-959d6f204c41.sht>

business”, through utilizing various datasets from the “Integrated Online Platform”. Moreover, a key government service subject database and a subject database are established. It pilots the “Digital Source Project”, comprehensively supporting online and offline business acceptance systems to realize the exemption of materials and information. Second, the governance support of “Integrated Online Management” should be enhanced. Along with improvements and updates in the following four aspects—function enhancement, basic protection, situational awareness, and controllable security—the two-way connectivity of data among towns (economic development zones) and departments can be realized, and the integration of information systems built by each functional department and the “Integrated Online Management” platform can be promoted. The district also creates a number of leading and high-quality benchmarking application scenarios to improve the construction of nonspot law enforcement, dump truck monitoring and other scenarios. With the construction of an indicator system for city operation vital signs and the overall operation of the city lifeline “a map”, a set of urban sign indicator systems for safe production and healthy operation has been established, and all-round detection and full-dimensional research and judgment have been realized. The construction of “Safe Songjiang” is empowered at a high level, and comprehensive monitoring and early warning platforms for urban safety risks are being improved, focusing on the construction of four major areas, including urban lifelines, public security, production security and natural disaster prevention. It also further promotes the construction of intelligent police and accelerates the construction of intelligent operation and maintenance management systems.

Case 10 “Two networks” for supporting digital governance

In terms of the government service “Integrated Online Platform”, Songjiang District strives to further deepen the support functions of the district-level platform based on the basic capacity support of Shanghai’s “Integrated Online Platform”. By the end of March 2023, a total of 40 departments and 2,624 government service matters were integrated into the project. By the end of April 2023, district-level flagship stores had accumulated 205 services, with more than 610,000 followers and 28 million visits. The district was the first in Shanghai to receive online “education payments”, “maternity insurance refunds” and other services, receiving positive feedback from enterprises and the public. It has accurately sent 156 policies and notifications, targeting 11,507 enterprises by the end of June 2023. Focusing on complex matters such as business registration and operation licenses, the district has completed 15 services categorized as “easy to handle”, 58 services categorized as “quick to handle” and 32 services categorized as “smart to handle”. This has resulted in 100% integrated windows in the government service halls around the district.

In terms of “Integrated Online Management” for urban operation, Songjiang District has further advanced the supervision function of the platform by building a comprehensive decision-making platform for urban transportation. By the end of June 2023, the overall platform structure of “1+3+4+N” had been built, and 26 subsystems were connected, with access to more than 9,000 sensors for the Internet of Things and more than 13,000 video devices, covering the following four major areas: urban lifelines, production safety, public safety, and natural disasters. In addition, this region formed a security system consisting of nearly 27,000 monitoring channels, of which the monitoring density (excluding cultivated area) reached 62.6 per square kilometer. By the end of 2022, 13 scenario applications involving 8 business lines, including security, transportation, criminal

investigation and population, have been developed.



Figure 18 The window of the “Integrated Online Platform”

(4) Create a science and technology center with world influence

- Promoting the development of major scientific and technological infrastructure

With the promotion of the construction of the G60 Brain Science Research Park, Songjiang District continues to build an international center for nonhuman primate brain science research and disease model research and development, as well as a national brain intelligence technology research and achievement transformation service center. It has become a source of radiation for innovative drug research and development and the IT industry in the Yangtze River Delta. The district settles the National Laboratory of Brain Science and Brain-like AI in Songjiang and accelerates the establishment of a 10 billion-level industrial base for brain science. Along with the construction of a functional platform for low-carbon technological innovation in Shanghai and low-carbon core technological innovation, it integrates the whole system chain of R&D and application and has become an international leading platform for low-carbon industrial technology R&D and transformation. The cultivation of many technological innovation companies in the low-carbon industry can support the construction of the Shanghai Science and Technology Innovation Center and promote the development of the regional economy. The landing of the top R&D institutions in Songjiang has driven a large number of scientific research “talents” to enter, while promoting basic and frontier research, Songjiang District has also vigorously encouraged enterprise innovation and supported enterprises to seize the commanding heights of key technologies.

- Promoting the construction of the G60 Science and Technology Innovation Corridor

The Songjiang District concentrates on updating the existing mechanisms and systems

to promote the construction of the G60 Science and Technology Innovation Corridor. First, it establishes a cross-regional coordination mechanism and jointly builds a source of scientific and technological innovation. With a focus on building a cross-regional cooperation and development landscape of mutual consultation, mutual construction and sharing, it jointly builds with nine cities and continuously deepens the linkage working mechanism of “cooperation between the central government and the regional enterprises and regional coordination”. The district established a task force to promote the construction of the G60 Science and Technology Innovation Valley organized by the Ministry of Science and Technology, and the member cities needed to establish a leading group to promote the construction of the G60 Science and Technology Innovation Valley in the Yangtze River Delta and a G60 Promotion Office to carry out regular work exchanges, element connections, result releases, cadre communications, and other special activities. Songjiang successively established the District Science and Technology Innovation Development Office and the District G60 Innovation Research Center to jointly promote the construction of the Corridors of Three “First” (the first advanced innovation corridor, first pilot corridor and first implementation corridor with nine cities). Second, it establishes a diversified cross-regional cooperation platform to jointly build world-class industrial clusters. Guided by head enterprises, the nine cities have constructed a series of cross-regional cooperation carriers, including the “alliance + base + park + fund + platform” cross-regional cooperation system and the “1 + 7 + N” industrial alliance system. Due to the strategic position of Shanghai's high-quality development, Songjiang has promoted the construction of a number of industrial collaborative innovation centers in the district, such as Jinhua, Xuancheng, and Wuhu, which form a new mode of integrated development with the R&D headquarters in Shanghai and production and manufacturing in the local area. Third, it strengthens precise system innovation and effective system supply to jointly cultivate an international first-class innovation ecology. The nine cities issued China's first cross-provincial business license, and a total of 1 million cases were completed. Additionally, they established China's first cross-regional collaborative center for the administrative protection of intellectual property rights and the G60 National Migration Policy Practice Base with the implementation of a three-year action plan to continuously improve the business environment through collaborative innovation and build a high-level talent highland.



Figure 19 G60 Science and Technology Innovation Valley

- Promoting the construction of high-level talent highlands

Songjiang District focuses on the demand for talent and the building of high-calibre talent hubs. First, jobs are sent to campuses to address “employment anxiety”. For the first time, together with the Shanghai Municipal Student Affairs Service Center, key enterprises and institutions in Songjiang District are organized to go to the vocational and technical colleges in Wuhan, Ezhou, Huangshi, Huanggang and other places of Hubei Province and carry out stratified recruitment as well as subsequent affairs. Second, a new platform is created to expand the scope for talent. It explores and establishes elite engineers’ schools, cooperating with universities and colleges to select and employ “enterprise mentors” and “experts of science and technology”. The district implements the talent training model of the integration of work and learning, forms the “Yangtze River Delta G60 Sci-tech Innovation Corridor Vocational Training Alliance” and sets up a joint meeting for the service and the entrepreneurship park of overseas returnees. It explores an open construction model of “one park, two sections and multiple bases” and creates a brand for the work of overseas Chinese students in the G60 Sci-tech Innovation Corridor. Third, the “policy package” has increased to leverage new momentum for talent attraction. It has established a service system from visiting exchanges and internships to employment and entrepreneurship and implemented the “Incentive Plan for Outstanding College Students”, which grants a total of 2,720,100 yuan of subsidies for summer internships involving 1,278 college students from 2021 to June 2023; additionally, a total of 19,861,100 yuan of incentives for the cultivation of college students is issued, involving 2,593 students. Fourth, the ecology of talent development should be optimized. The district subsidizes enterprises that declare bases for practical training and employment. Relying on the district-level talent apartment policy, 17,000 sets of talent apartments were collected through approaches such as unified operation and management of governmental public housing, operation and management of socialized organizations, and the whole process of planning, construction and operation of developers, etc., and the “Songjiang Talent Station” was created to solve the “small but key things” of talent’s secure living. As of June 2023, a total of 115 million yuan have been granted as rental subsidies, involving 38,048 persons.

- Promoting the deeper development of science and technology innovation platforms

Focusing on the national strategies and the key industrial directions of the city and district, Songjiang District has increased policy support to attract high-level R&D institutions in related industries to settle in Songjiang. At the same time, it emphasizes services and plays a bridging role between R&D institutions, universities and colleges and enterprises. Since the promotion of the national strategy of the Yangtze River Delta G60 Sci-tech Innovation Corridor in 2016, Songjiang has introduced and cultivated more than 300 R&D institutions of various types, including key laboratories, engineering and technology research centers, low-carbon platforms and G60 Brain Science Research Park. As of April 2023, Songjiang has gathered nearly 80 large, medium-sized and small enterprises in the field of analytical technology, forming an analytical technology industry cluster consisting of nearly 10 leading enterprises, including international multinational enterprises, listed companies, and state-owned pillar enterprises, with an annual output

value exceeding 3 billion yuan.^①

Case 11 G60 Brain Intelligence Science and Innovation Base^②

The G60 Brain-inspired Intelligence S&T Innovation Base Project is a major cooperative project between Songjiang District and the Institute of Neuroscience, Chinese Academy of Sciences Center for Excellence in Brain Science and Intelligence Technology. Its goal is to explore the frontier fields of brain science, promote major original achievements and breakthroughs in key technologies, and develop related high-tech industries in a point-to-area manner. In the future, there will be an international research and development center for nonhuman primate brain science and disease models, a high-level brain-like artificial intelligence technology transformation center and a starting point for innovative drugs, medical devices and intelligent technology industries in the Yangtze River Delta.

Since its discovery in July 2018, the G60 Brain-inspired Intelligence S&T Innovation Base has achieved stage-by-stage scientific research results. In terms of the research and development of brain science and intelligent technology, important progress has been made in scientific research, such as brain cognitive function testing toolsets, closed-loop wearable sleep regulators, and precise early intervention and rehabilitation treatment toolsets. The base works together with the Shanghai Institute of Pharmaceutical Sciences under the Chinese Academy of Sciences to strengthen resource sharing and complementation, realizing the powerful combination of brain science research and new drug development and jointly carrying out the treatment of brain diseases and the research and development of drug detection technology.

In 2020, the Science and Technology Commission of Shanghai Municipality and the Songjiang District Government worked together to further promote the construction of the second phase of the G60 Brain-inspired Intelligence S&T Innovation Base. With a focus on the field of brain science and brain-like research, they explore ways to enhance the capability of breeding innovation in science and technology and utilize the base's location advantage in docking the Yangtze River Delta development to jointly promote the construction of high-level new R&D institutions such as the Shanghai Songjiang Long Brain Research Center and build a regional collaborative innovation network. They also promote the gathering, integration and optimization of high-end resources in the field of brain science and brain-like research, introducing international leading innovative talent and national innovation platforms, which help undertake and implement important scientific and technological projects. Moreover, focusing on the needs of development in the brain-computer intelligence and biological medicine industries, they built a platform for the research and development of nonhuman primate disease models and for the research, development and industrialization of intelligent technologies and innovative drugs in Songjiang District to promote the research and transformation of key technologies, to form a complete innovative industry chain of technology research and development, intermediate test support, accelerated production, and to increase the production capacity of scientific and technological innovations in Songjiang District. In addition, the G60 Brain-inspired Intelligence S&T Innovation Base will be promoted to build a science popularization service model that integrates science and technology, industry and life for the public.

^① Source: https://www.thepaper.cn/newsDetail_forward_22852602

^② Source: Songjiang News, July 1, 2020.

SDG11: Sustainable Cities and Communities



SDG11

- SDG11 (Sustainable Cities and Communities) aims to build cities and communities that are inclusive, safe, disaster resilient and sustainable. The implementation of this goal ensures that everyone has access to adequate, safe and affordable housing and green, safe, inclusive and resilient built environments for cities and communities.
- Currently, the development of the Songjiang District is still unbalanced and inadequate among urban and rural areas, and people in the district face many difficulties in terms of employment, education, medical care, elderly care and housing, etc. The layout of high-quality resources in the field of livelihood is still unbalanced, and the capacity for urban governance needs to be further improved. The task of building a sustainable and resilient city is still arduous.
- Under SDG11, Songjiang District actively promotes the optimal layout of spatial resources in the entire region to create a sustainable and modern city where everyone can live, work and visit. The Songjiang District is actively exploring the mode of combining preservation and renewal to enhance the vitality of urban space while showing its historical and cultural heritage. Additionally, Songjiang District actively promotes housing rebuilding in old areas and shapes a functional community living area with perfect hardware and software to improve the quality of the living environment. The Songjiang District actively promotes transit-oriented urban development and creates comprehensive transportation hubs. It promotes the construction of station-city integration areas and improves multimodal public transportation systems.



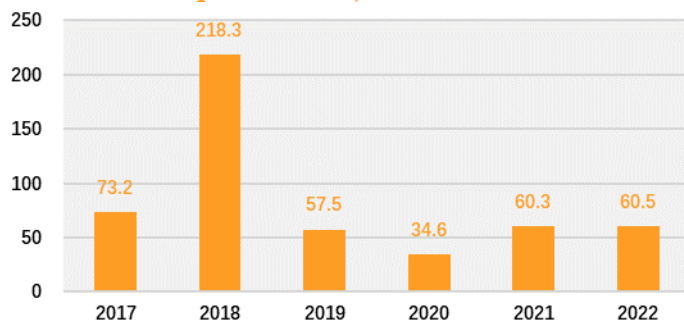
DESIGN

Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG11
Enhancing the vitality of old subdistricts	Exploring new paths for the protection and utilization of historical and cultural landscape areas	Restoration of Baolun Hall in Sijing Town	► Area of old housing renovation completed ► Annual area of affordable housing construction ► Public rental housing addition	11.1 11.4
	Promoting the renewal and transformation of industrial parks			
	Promoting the repair and renovation of old housing	Repair project of Lantian Second Village		
	Promoting the installation of elevators in existing multistory residences	Elevator Addition Project of the Huting Yuan (Estate) in Jiuting Town		
	Promoting the renewal and functional upgrading of primary-level public cultural facilities			
Comprehensively upgrading urban-rural habitat	Enhancement of the built environment in residential areas	The self-governance of Tianhong Six Villages in Zhongshan Subdistrict cracks old neighborhood parking problems	► Achievable rate of 15-minute walking distance to community cultural facilities ► Number of galleries and theaters	11.3 11.7
	Enhancing the quality of the built environment in neighborhoods	The Thames Town is getting a new look		
	Rural living environment upgrade			
	Model villages for rural revitalization	Model villages of Huangqiao village for rural revitalization		
Optimize transit-oriented urban development	Create a comprehensive transportation hub	A modernized and comprehensive hub with "the integration of four networks"	► Number of bus lines ► Percentage of new and clean energy buses in the total number of vehicles	11.2
	Promotion of the regional construction of station-city integration			
	Improving the rail transport network			
	Upgrading intelligent public transportation	Construction of an intelligent public transportation system		
Promoting the construction of Songjiang New City	Promoting major functions implementation in its New City		► Forest coverage rate	11.a
	Implementing "One Industrial Park for One City"			
	Promoting construction of ecological and recreational woodlands	Recreational Woodland Construction Project in Hengliaoqing of Shihudang Town		

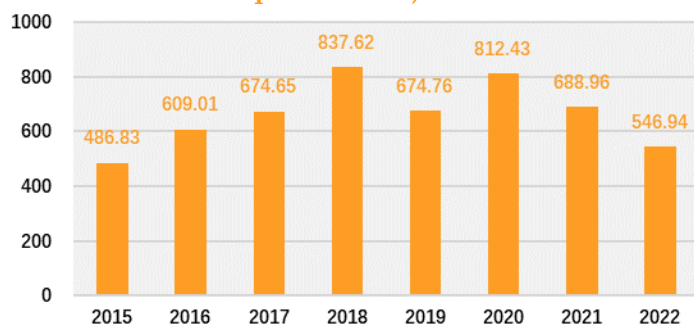
Key indicators

Area of old housing renovation completed (in ten thousand square meters)



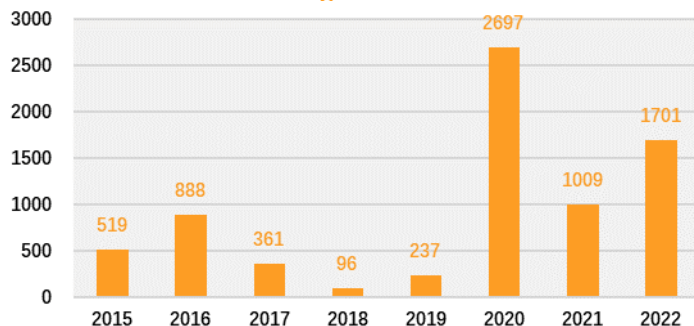
From 2017 to 2022,
5,044,000 square meters of old housing renovation was completed.

Annual area of affordable housing construction (in ten thousand square meters)



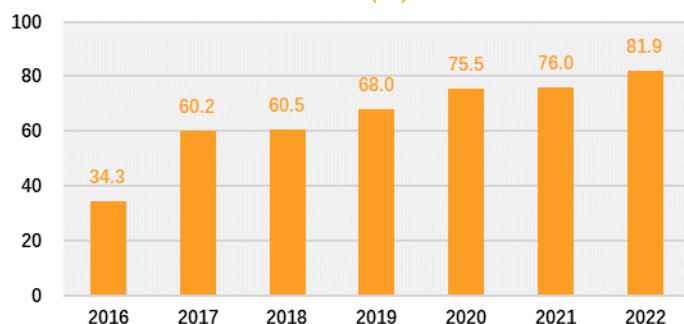
From 2015 to 2022, the Annual area of affordable housing construction reached an average of **6.66 million** square meters.

Public rental housing addition

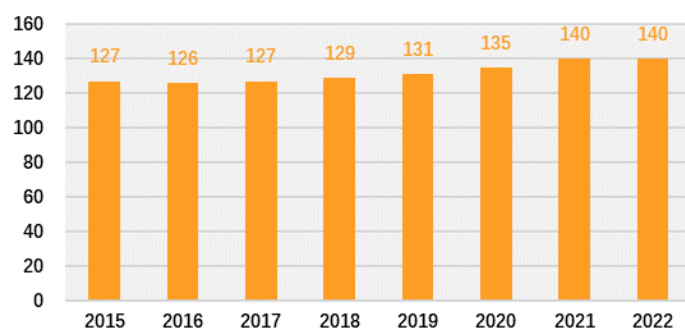


More than **7,500** new public rental houses from 2015 to 2022.

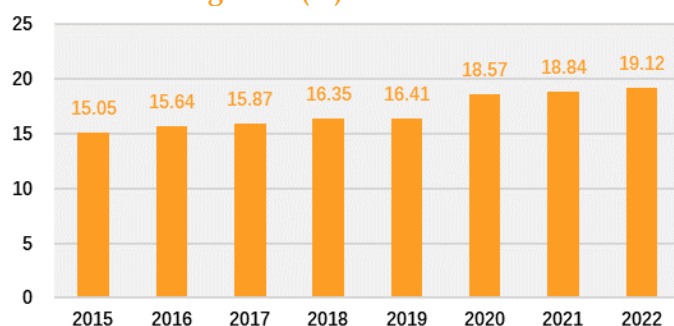
Percentage of new and clean energy buses in the total number of vehicles (%)



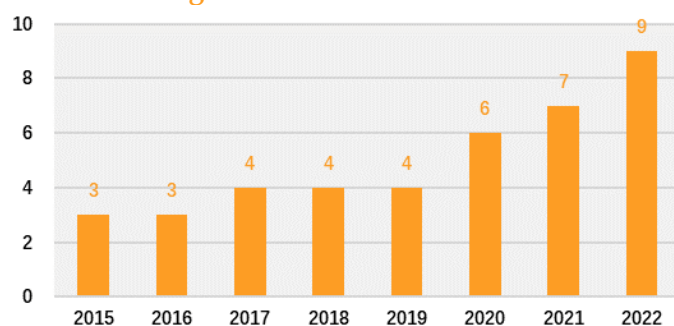
From 2016 to 2022, the proportion of new and clean energy buses to the total number of vehicles grows from **34.3%** to **81.9%**.

📉 **Number of bus lines**

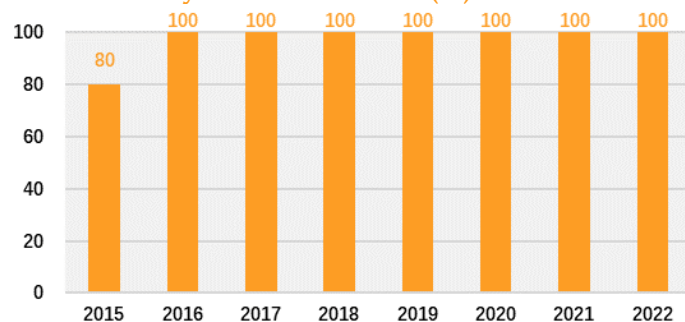
From 2015 to 2022, **13** bus lines has been added.

📉 **Forest coverage rate (%)**

Forest coverage rate increased from **15.05%** to **19.12%** from 2015 to 2022.

📉 **Number of galleries and theaters**

From 2015 to 2022, the number of galleries and theaters increased from **3** to **9**.

📉 **Achievable rate of 15-minute walking distance to community cultural facilities (%)**

Since 2016, the achievable rate of 15-minute walking distance to community cultural facilities has reached **100%**.

Major Progresses

● Order promotion for old housing renovation

Since 2015, Songjiang District has played the role of "four ounces can move a thousand pounds" in financial funds. The total investment in municipal, district and subdistrict finance reaches 3.537 billion yuan, and a total of 5.57 million square meters is made to promote the implementation of various types of old housing repair, benefiting 64,000 households.^① Since 2021, the old neighborhoods that were built around the new city before the end of 2000 have imperfect functionality, incomplete supporting facilities and an urgent desire for residents' renovation in the urban area of Songjiang. Within the scope of Songjiang District, a total of approximately 876,100 square meters of old housing repair and renovation projects have been made, involving approximately 9,463 households in four subdistricts—Yongfeng, Zhongshan, Yueyang and Fangsong—with a budget of approximately 635 million yuan.^② By the end of June 2023, Songjiang District signed contracts for 137 additional elevator installations for existing multistory residences, completed 62 units, and 23 units were under construction. The Songjiang District has installed 8,706 elevators in old residences for more than 15 years with remote safety monitoring modules and has completed the installation of new electric bicycle charging facilities in 580 existing residential neighborhoods.

● Significant improvement in urban-rural habitats

To date, Songjiang District has created 38 municipal beautiful subdistricts, with a coverage rate of 57.33%. There are 6 pilot sites of the "Village in Cities Pilot Transformation Project" in Songjiang District, located in Yueyang, Yongfeng, Zhongshan, Chedun, Sheshan and 5 other towns, covering a total area of 2,130 acres, with 23 renovation parcels. At present, 2903 households have signed relocation contracts, for an overall rate of 96%. As a result, 17 pieces of land were removed, vacating 1,095 acres of land.

In 2018, Huangqiao village in Maogang town was selected as a "double pilot" village for rural revitalization demonstration and residence base reform. In 2019, Dongxia village in Shihudang town and Nan Yang village in Xinbang town successfully transformed into rural revitalization demonstration villages. In 2020, Caojiabang village in Maogang town, Shuguang village and Yexie town Dongshi (Xingda) village were selected as model villages for rural revitalization, and in 2021, Jinglingqiao village in Yexie township was selected as a model village for rural revitalization. Currently, Hujiadai village in Xinbang town and Zhuding village in Maogang town are in the process of building a fifth batch of model villages for rural revitalization.

● Continuous efforts in the construction of historical and cultural landscape areas

From 2013 to 2022, more than 90 immovable cultural relics were repaired in Songjiang

^① Source: https://www.thepaper.cn/newsDetail_forward_22155286

^② Source: <https://mp.weixin.qq.com/s/IN3M1ow7AvIdEo5AZa0sUw>

District. Since 2019, the total investment in cultural relic repair in the district, including financial funds at all levels, has reached 300 million yuan. The Songjiang District is undergoing the repair of Zhou Kunsheng's House, Xiunan Bridge and other buildings, including Hua Changsheng's House, Cai's House, Bo's House and other immovable cultural relics.

- **Significant improvement in fundamental public cultural facilities and functions**

Songjiang continuously builds and improves public cultural facilities, and 1,629 public cultural facilities have been built and are in use, of which 6 are at the district level, 25 are at the subdistrict level, 346 are at the village level and 1,252 are at the cultural grid level, with a total area of 523,000 square meters. Approximately 380,000 square meters are indoor public cultural facilities, and approximately 143,000 square meters are outdoor cultural squares. The Songjiang District has formed a four-level public cultural service facility network consisting of district, town, village and cultural grids, realizing the "15-minute community life circle". At the same time, it has also gradually extended to celebrity pavilions outside the system, with 11 sites and 15 sojourn destinations for artists, covering an area of approximately 6,000 square meters and approximately 9,000 square meters of functional space, respectively. The total space available for public culture in the district is 540,000 square meters, 0.28 square meters per capita.

- **Continuous improvement in comprehensive transportation hub status**

Songjiang District has seized the opportunity to construct the Shanghai-Suzhou-Huzhou high-speed railway and promoted the simultaneous implementation of the Shanghai-Kunming Railway rerouting project, which successfully upgraded the existing Songjiang South Station to a "Songjiang Hub" with 9 platforms and 23 lines and built it into a multifunctional, open and integrated "Living Room of the City". It is the southwest gateway hub of Shanghai and faces the Yangtze River Delta to build a globally excellent city.

- **Continuous improvement in multimodal transportation networks**

At present, the tram T1 and T2 lines in the Songjiang District have been put into operation, and the metro line 12 west extension is in the final stage of preconstruction. Since 2016, 483 bus electronic stop signs have been built to help citizens accurately query real-time vehicle information and make reasonable travel arrangements. In Songjiang District, the total number of operating buses is 858, of which 703 buses are new energy vehicles, accounting for 81.93%. By 2025, buses will be fully electrified in the district. Starting on February 1, 2022, the first batch of low-floor new energy buses is purchased in Songjiang District, which now includes 136 buses, accounting for 15.85% of the total number of vehicles. The doors are equipped with barrier-free pedals, making it easier and safer for passengers to get on and off the bus and take their seats.^①

^① Source: <https://mp.weixin.qq.com/s/qHbgNipUOdtucrO0BEicAQ>

● Stage-by-stage results for Songjiang New City

The introduction of major functions in Songjiang New City shows its effectiveness. Recently, many S&T Innovation and Industrial Projects of the Satellite internet Industry Headquarters of Shanghai Lianhe Investment Co., Ltd., Transportation Technology Headquarters of Shandong High-Speed Group, National Science G60 Digital Intelligence Industry Headquarter of Chinese Academy of Sciences Holdings Co., Ltd., Resources Allocation Center of Songjiang Hub for Multimodal Transportation in Yangtze River Delta, and Quectel Wireless Solutions Co., Ltd. have been conducted. Many major projects in education and healthcare of the Future Experimental School Affiliated SHNU, Southern Hospital District in Shanghai General Hospital and other public service projects are under construction.^① Seizing the opportunity to construct five new cities, G60 Biomedical Industrial Base Park was built for high-end biomedical manufacturing in Songjiang District.

● Significant results for ecological woodland construction

The Songjiang District has recently achieved significant progress in improving its ecological benefits and ecological system, increasing farmers' income and meeting people's increasing demand for open woodland in work related to noncommercial forest and open recreational woodland construction. A total of 32,170 mu of noncommercial forests were completed in Songjiang District from 2015 to 2021, of which 23283 acres were for ecological public welfare and 8887 acres were for ecological corridor construction; in 2023, 224 mu of noncommercial forest construction was planned; and from 2021 to 2022, 10 open recreational woodland construction areas with an area of 3,157 acres were completed. In 2023, 9 open woodland construction areas with an area of 1,156 mu are planned. The overall forest coverage rate increased from 15.05% in 2015 to 19.12% in 2022.

Important Measures

(1) Enhancing the vitality of old subdistricts

● Exploring new paths for the protection and utilization of historical and cultural landscape areas

Songjiang District has explored new paths for the renewal, protection and utilization of old streets and towns. For the Xiatang Historic Zone of Sijing Town, Cangcheng and Fucheng historical and cultural landscape areas, the subdistrict insists on "retaining, rebuilding and demolition" in parallel and brings more "hustle and bustle" to the old houses while protecting the historical buildings. Sijing Ancient Town has introduced rich business forms, cultural industries and light catering businesses in view of the

^① Source : <https://www.songjiang.gov.cn/xwzx/001001/20220712/db32cadf-0fd0-432d-a8d7-83cbeeb1bdb5.html>

characteristics of different residential buildings, such as officially protected monuments and sites and general residential buildings, to enhance visitors' experiences.^①

Case 12 Restoration of Baolun Hall in Sijing Town^②

The Baolun Hall (commonly known as the Wangjia Hall) located at Kaijiang Road No. 368, Sijing Town, was identified by cultural relics experts as a mid-qing dynasty architecture and was identified as a Songjiang District cultural relic protection unit in 2013. In 2018, Bao Lun Hall restoration work was launched in Sijing town.



Figure 20 Baolun Hall after restoration

Before the restoration of the old house, the restoration team consulted various records, documents, photographs and other historical data to ensure that the building conformed to the original appearance. In the process of restoration, each large piece of woodwork is made of the same material as the original old houses' wood, and different techniques are adopted based on its function and characteristics. To restore the unique long-tail ridges in the form of incubating hens in Sijing, the restoration team carefully traced the history of hundreds of buildings along the street in Sijing and investigated how to create molds for the design. The site has been continuously improved based on rigorous evidence and construction plans, allowing Baolun Hall to return to its formal glory.

The conservation and maintenance of heritage buildings requires not only traditional craftsmanship but also modern craftsmanship. During the roof construction surface of Baolun Hall, the team introduced modern craftsmanship while strictly following traditional craftsmanship in the restoration of sheathing tiles and tiles to achieve a better use effect..

^① Source: <https://www.songjiang.gov.cn/ztzl/005019/005019001/20230316/49f53959-1cf3-4d6b-9737-ffc7cba00f39.html>

^② Source: <https://sghexport.shobserver.com/html/baijiahao/2023/03/07/976133.html>

● Promoting the renewal and transformation of industrial parks

In line with the city's new three major directions, Songjiang initially explored four forms: "construction, purchase and reservation, replacement and transformation". Among them, for the government's finance permits, "Purchase and Reservation" is the best option. "Purchase and Reservation" means that carrying out land purchase and reservation on part of the land under the government's leadership; "Replacement" refers to the following: after the government cooperates with a third party to fully purchase and reserve the land, the third party will carry out the development, and through the leverage of plot ratio, it will replace the brand-new development space for the stock resources; "Transformation" means through policy support, investment and other means to transform existing lower-end and extensive enterprises in the park into high-tech enterprises and encourage enterprises to reconstruct and expand. The operating right should be handed over to the government to promote industrial transformation and upgrading. "Construction" refers to building a number of factories on the existing stock lands, which can be standardized or customized according to the needs of enterprises, to attract high-tech enterprises to move in.

Taking Chedun town as an example, in its development process, the town actively upgrades the value chain and promotes the development of the film and television industry. It has upgraded the "industry + film and television" value chain and advanced the coherence of the value chains of film and television creation, postproduction, copyright trading, promotion and screening, and derivative development. It has also facilitated a number of major projects and innovative platforms, such as the second phase of the Shanghai Film and Television Park, Haopu Film and Television Base.^①

● Promoting the repair and renovation of old housing

In recent years, Songjiang District has achieved remarkable results in its old house repair and renovation program. Many renovations have been completed in the community through projects such as surface renovation, burial of pipelines, road network optimization and setting up fitness facilities. These renovations allow residents to enjoy the dividends of urban development, and old houses are beginning to keep pace with the times.

Songjiang District focuses on local conditions, retaining and upgrading the architectural form so that the transformation of old houses can be harmonious with the surrounding environment. At the same time, it emphasizes practical results. The renovation involves problems such as facade repair, transformation from flat roofs to pitched roofs, pipeline replacement, and parking space addition, but new fitness areas and security facilities are added. Old house renovation projects draw on public opinion and promote the participation of many parties. In the process of renovation, reasonable suggestions from residents are fully considered, supporting facilities are improved, and social governance projects are implemented. At the same time, the establishment of citizen supervisors, a post assessment system and a strict follow-up rule on quality repair

^① Source: https://m.thepaper.cn/baijiahao_20192308

guarantee ensures the quality of renovation and resident satisfaction.

Case 13 Repair project of Lantian Second Village^①

The Lantian Second Village residential house was built in 1993, and the oldest group of houses is 30 years old. The total area of the district reaches 180,000 square meters, with more than 6,500 residents. Houses and incomplete supporting facilities experience different degrees of aging, which affects residents' quality of life.

In 2022, the Lantian Second Village district was included in the Shanghai old housing key repair project, and in September of the same year, the renovation of the community began. As of September 2023, the main body of all the houses in the district has been repaired. According to the different shapes of the houses, the community presents two different styles of appearance – a gray and white "new Chinese" style and a red and white "old western style". Subsequent implementation will include the improvement of greening, the extension of parking spaces, the "replacement of cement pavements with bituminous ones" and the delineation of road guide lines and other projects so that a comprehensive and systematic transformation of the neighborhood can occur. The existing fitness square will be upgraded, and the layers of green landscape in the area will be enhanced through landscaping projects. At the same time, bothering sewage network problems will also be fundamentally solved by reinstalling PVC plastic sewage pipes on the facades of houses and connecting them directly to the sewage pipes in residents' houses.



Figure 21 Restoration of the facade of the Lantian Second Village

^① Source: <https://mp.weixin.qq.com/s/IN3M1ow7AvIdEo5AZa0sUw>

Concerning the relevant issues of adding elevators to existing multistory residences, Songjiang District initially established a pipeline relocation coordination mechanism, together with a power supply company and other supporting units, the establishment of the "one party initiates, all parties coordinate" working mechanism. Considering the particularity of pipeline relocation, the relevant departments of the district respond in time and share information, set time and plans together to meet the coordination demand of streets and towns for the initiation of pipeline migration with one click. By actively cooperating at the municipal level to promote "elevator installation" on the "Integrated Online Platform", Songjiang District has included approval service matters involved in the project, such as project information submission, safety demonstration, and project commencement information submission to district-level reform on the "Integrated Online Platform", which will promote parallel examination and approval among departments, simplify the procedures, shorten time limits and enhance the efficiency of approval. From an average of 130 days to complete the signing and application for construction of a single project in Songjiang District, the fastest time required is now 29 days, which significantly shortens the time required for the construction of elevators.

Case 14 Elevator Addition Project of the Huting Yuan (Estate) in Jiuting Town

The Huting Yuan (Estate) in Jiuting Town in Songjiang District was the first elevator addition project combining old housing repair and renovation and the first elevator addition project realizing a completely unified facade, creating a new mode of elevator addition work. Because some of the residents have a strong will to install elevators, the old housing repair work in Huting Yuan (Estate) began in January 2021. In this regard, the Housing Administration Bureau has repeatedly discussed the repair program for the special case of elevator addition with Jiuting Town. At the same time, it has actively communicated with the City Construction Center of Jiuting Town and other departments to jointly formulate the construction plan. Ultimately, the bureau has decided that simultaneous progress should be carried out in the addition of elevators and the repair of old houses. Simultaneous progress can avoid secondary excavation, reduce costs and minimize the impact of construction on residents' normal lives. Moreover, after the completion of the elevator and the vestibule, the construction team then performs the painting of the facade uniformly; thus, it can be consistent with the entire community facade repair style. According to the preliminary assessment, 16 doorways in the Huting Yuan (Estate) are suitable for elevator installation, and a commission agreement for elevator installation has been signed and completed in Building 3 and Building 10. The remaining 14 buildings do not need to widen the road or relocate the greenery when elevators are added in the future because the Huting Yuan (Estate)'s renovation of the old building and the elevator addition have been designed in parallel, and the corresponding space has been reserved for the old elevator retrofit, thus solving the worries of the remaining buildings about the installation of elevators.

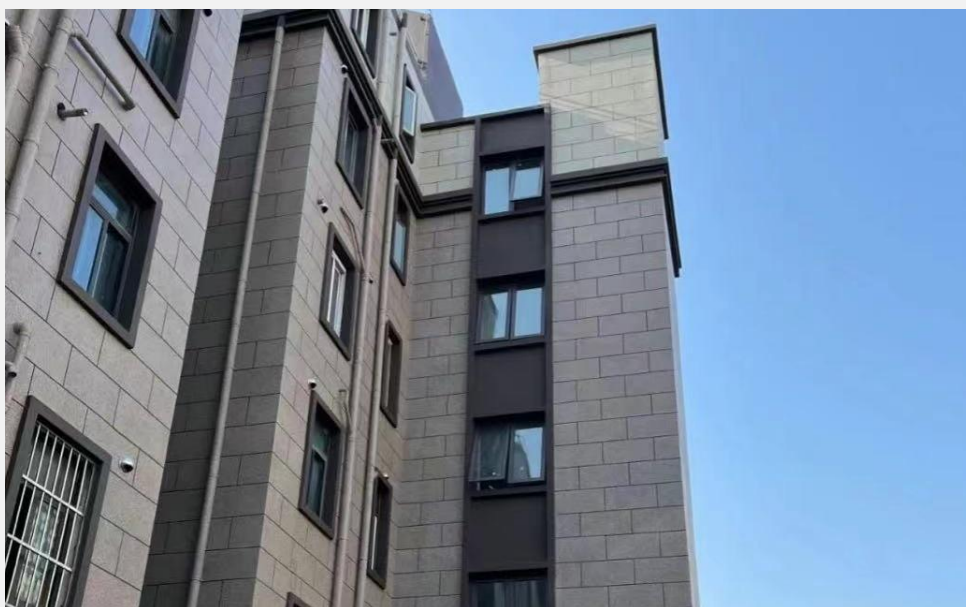


Figure 22 Elevator addition project of the Huting Yuan (Estate)

- **Promoting the renewal and functional upgrading of primary-level public cultural facilities**

The Songjiang District regularly upgrades and updates the functions of village comprehensive cultural activity centers, and to date, 160 standard village comprehensive cultural activity centers have been built in the district. The Songjiang District improved the layout of urban-rural cinemas and upgraded the quality of rural noncommercial film projections. Songjiang District has invested in the renovation of 5 social function spaces and upgraded them into public cultural service spaces. It requires each village to build a comprehensive cultural activity center with "four rooms and one hall" functional space (a cultural activity room, a senior citizen activity room, a book reading room, a digital movie screening room and a performing arts hall). At the same time, evaluation criteria for opening hours, the number of public cultural activities, the number of books and the building area have been established.

(2) Comprehensively upgrading urban-rural habitat

- **Enhancement of the built environment in residential areas**

The Songjiang District proposed "four first", namely, taking the lead in planning the comprehensive management implementation program, taking the lead in combining the pain and difficulty with the construction of practical projects, taking the lead in promoting the construction of electric bicycle charging facilities in new residential projects, and taking the lead in establishing a multidimensional evaluation system with different layers, classes and grades to further enhance the built environment in residential areas.

Case 15 The self-governance of Tianhong Six Villages in Zhongshan Subdistrict cracks old neighborhood parking problems

Tianhong Six Villages of Zhongshan Subdistrict, Songjiang District, was built in the 1990s and has only 3 buildings, 20 hallways and 240 residents. Due to the limitations of planning in the construction era, the area of the district is small, and the public facilities are insufficient. Additionally, the environment is obviously lagging that of the neighboring old reformed districts, and there are no parking spaces for motor vehicles, so residents coming home from work can only park their cars in very narrow places, which may be a safety hazard.

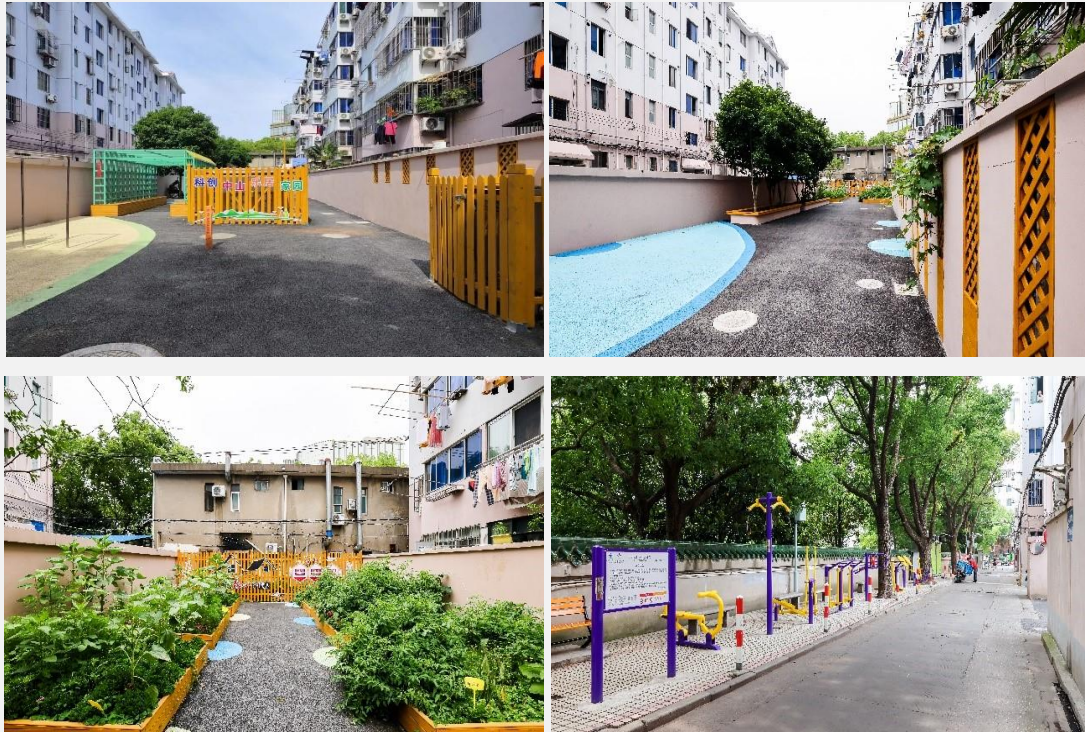


Figure 23 “Micro” renovation project

A self-management group of residents was set up under the guidance of the general party branch of community, which checked the number of cars in the district survey and initially formed the idea of renovation; then, the group actively contacted the relevant departments of the street for coordination and implementation of the program. After consulting all the residents, two micro transformation programs were formed: the greening and opening parking spots of Tianhong No.6 Village and the transformation of residential public zones. After the demonstration and project approval of the neighborhood office, the two programs were included in the 2022 public area renovation project and were completed in the same year. They improved the community roads, open space, bushes and other space and built a new 580-square-meter green space, “Tianhong Yuan”, for residents to rest and parent-child interaction. A total of 50 new parking spots have been added to old neighborhoods, and barrier gates for motor vehicles have been installed at the entrance of the neighborhood to control the entry and exit of vehicles.

- Enhancing the quality of the built environment in neighborhoods

Songjiang District issued a “beautiful neighborhood” three-year task, organized regular meetings and on-site visits, informed the people of the communities and towns

item by item, collected monthly project construction statements, and reported quarterly briefings on project construction to ensure that the programs were completed on schedule and of quality. Songjiang District improved the project program evaluation mechanism and required “a program for a region, a road and a place” in the locked list of project tasks, which should be evaluated by experts organized by the Bureau of Greening and Urban Appearance Management to take control of design standards in the neighborhoods. Songjiang District standardized the closed-loop processes of the “beautiful neighborhoods” program, such as project approval, process supervision, and project acceptance, and worked with the relevant departments to organize professional talent and provide services and guidance for the construction and management of town and community programs.

Case 16 The Thames Town is getting a new look

The Thames town is located in the core area of Songjiang New City, covering an area of 1 square kilometer, and surrounds the area from Huating Lake in the east, Sanxin North Road in the west, Wencheng Road in the south and New Songjiang Road in the north. It is a large-scale community integrating residence, tourism, leisure and other multiple functions. Since its opening in 2006, it has become a well-known tourist attraction in Shanghai for its unique “British style” and a beautiful “business card” of Songjiang District, and it has become increasingly popular for more than a decade with a steady stream of visitors. Inside the town, there are 10 gated communities, 2 open communities and 1 mixed commercial and residential zone, with 1,294 households and a permanent population of 2,843, of which 338 are expatriates and 221 are stores.

The year-on-year increase in the resident population and the number of tourists has continuously injected vitality into the town but also brought challenges to sanitation and the city’s appearance. The specific practices and results of the Thames Town’s “renewal” are as follows:

1) Taking the construction of “Intelligent Public Security” as an opportunity, the town promoted the upgrading and transformation of intelligent security, added or replaced high-definition monitoring equipment in the business district, parking lots and densely populated public areas, and matched with the “checkpoint” and the “3D sensing management platform system”;

2) The town comprehensively optimized the video surveillance system in residential areas, commercial blocks and other places and strengthened the community crime prevention and control system; it installed 2 prefabricated public toilets to provide convenience for residents and visitors; and it renovated and beautified domestic and construction waste rooms while actively promoting waste segregation. offices actively transferred and coordinated public area management in towns, and a number of hardware repair projects, such as rain and sewage diversion, rainwater and sewage repair, emergency rescue and piecemeal repairs (greening projects), and neighborhood lamp repairs, were completed before being transferred.

3) It turned the municipal plaza into a plaza that was clean enough to sit on the ground through refined cleaning operations. In 2020, the public toilet renovation project started next to the Planning Pavilion in the Thames Town. Through the adjustment of its internal structure, a third toilet was added, the wall tiles, floor tiles, squatting spaces and other hardware facilities were updated, and central air conditioning, a ventilation system, an automatic flushing system, a deodorization system and other intelligent systems were installed to effectively improve the toilet environment.



Figure 24 A view of the Thames Town

- Rural living environment upgrade

On the basis of retaining “rural civilization”, “hometown affection”, “hometown sentiment” and “rural appearance”, Songjiang District took factors such as geography, folklore status, economic level, basic conditions and rural residents’ expectations into consideration and formulated “one program for one village”. This approach was based on people-oriented philosophy and retained hometown sentiment, taking into account the protection of rural landscapes and environmental upgrades, focusing on local conditions, investigating ancient history and inheriting local culture, and village cleanup weeks and months were organized before important festivals and days. Before the action, each town will be notified of the relevant requirements of the special operation, which requires them to implement “five clean and one change” (clean garbage, clean building, clean debris, clean piles, clean posting and change habits) as the main content of the action; beginning in 2022, each town would select one day in a month as a village cleanup day to carry out special themed cleanup activities to complement the village Cleanup Week Initiative.

- **Model villages for rural revitalization**

Supported by a high-level design team, the design of model villages in Songjiang District was implemented by qualified and experienced planning and architectural design units based on rural people's living and production customs and regional characteristics. By fully respecting the natural environment, village and historical lineage, Songjiang further standardized the construction of agricultural buildings and appearance to enhance the rural outlook; it actively promoted the construction of cultural and sports activity rooms, village cultural centers and other positions to meet the spiritual and cultural needs of villagers; it actively cooperated with state-owned enterprises, introduced social capital in construction, and explored the innovative and integrated development of cultural tourism to turn the stock of resources of the countryside into realizable industries that drive economic growth and cultivate special cultural tourism projects.

Case 17 Model villages of Huangqiao village for rural revitalization

Huangqiao village in Maogang town is located in the core area of pilot zones for agriculture, rural areas and rural people in Punan, Shanghai, with an area of 3.29 square kilometers, bordered by the G1503 Expressway in the east, Huangqiao Harbor in the west, and the Huangpu River in the north. Huangqiao Village has won several important honors, such as National Characteristic Village (Green Village), China's Most Beautiful Leisure Village, National Ecological Cultural Village, Chinese Couplet Cultural Village, Shanghai's Top Ten "Favorite Villages", and Shanghai's Advanced Primary-level Party Organization. In June 2018, Huangqiao Village was identified as the only "dual-pilot" village in Shanghai for rural revitalization and rural residential land reform.



Figure 25 Huangqiao village

In 2018, Huangqiao village carried out village planning and design supported by professional institutions, forming a new canal town style of "forest in the north, field in the middle, garden in the south"; focusing on centralized residence; Huangqiao village built a model for rural revitalization and established a series of standards and systems, accumulating advanced experience for the relevant residence base reform; based on the point system, it improved the living environment, including the rectification of piles in front of and behind houses and garbage classification, which effectively improved the rural ecological environment; taking thriving industries as the engine, it adopted measures including family farms, combining agriculture with the machine and collective construction land for commercial use entering the market, improving the specialization and mechanization of agricultural production and rural income; it has established the "Village Self-governing Committee" and "Village Management and Supervision Group", built the Constitution Culture Square and the "Law Advocacy Hall", and deepened the rural governance system featured by the integration of rule of virtue, self-governance and the rule of law; it optimized grid governance, established a three-tier service structure and a service system of "a station, six rooms and two columns" to improve the effectiveness of the service; couplets were made.

Huangqiao village actually reduced the amount of construction land by 9.21 hectares, or 28%,

and the amount of residential land by 5.16 hectares, or 31%, through the reform. In October 2021, Huangqiao Village was awarded the “National Model Aging Friendly Community” by the National Health Commission and the National Office for the Elderly and has now basically become a beautiful village with relatively centralized residences, integrated resources, supporting public services, and a beautiful regional environment..

(3) Optimize transit-oriented urban development

● Create a comprehensive transportation hub

With the aim of transferring itself as a city-level hub for the Yangtze River Delta region, Songjiang accelerated the construction of its external railroad system, which promoted the construction of the Shanghai-Suzhou-Lake Railway, the Shanghai-Kunming and Shanghai-Huzhou dual-channel external railroad systems, the integrated development of the Yangtze River Delta and improved the level of external radiation; Songjiang Hub was fully constructed to enhance the level of capacity as an important node in the Yangtze River Delta region and built it into multifunctional and inclusive “City Chats”; it improved the functions of highway entrance and exit and started to build ramps on the G60 Xinzhuang Highway and planned to construct the S32 Yushu Road Interchange and G1503 Guangfulin Interchange to enhance services to the region; and Songjiang gave full play to the advantages of regional waterways and railroad and made full use of the already built railroad, such as the ongoing Shihudang Yard project, the Shanghai-Suzhou-Huzhou Railway passenger car servicing depot, the introduction of international liner trains, high-speed rail express transportation and other equipment to build an intelligent logistics system of highway transport combined transport, water-railway and high-speed rail, and a southwestern logistics hub in Shanghai that relies on the Yangtze River Delta, faces the Belt and Road, radiates the high-end supply chain both at home and abroad, and serves the G60 Science and Technology Innovation Corridor of Yangtze River Delta.

Case 18 A modernized and comprehensive hub with “the integration of four networks”

The Shanghai 2035 General Plan identifies Songjiang Hub as one of the “four main and multisubsidiary” railroad hubs in the city’s master plan and as the “city-level hub” of Shanghai, a global city of excellence. Songjiang Hub is an important pivot and engine for national strategy for higher-quality integration of the Yangtze River Delta and the G60 Science and Innovation Corridor. In addition to the existing Hukun Railway, Shanghai-Suzhou-Huzhou high-speed railroads and Hukun general railroads, the hub also undertook the high-speed facilities of the Shanghai South Railway Station while planning to reserve the Shanghai-Hangzhou Intercity, East-West Liaison Line, Jiaqing-Songjin Line and other conditions for access. Songjiang Hub drives the comprehensive transportation system of the “the integration of four networks” of high-speed rail, rail transit, medium capacity and ground buses, which will further support Songjiang New City as an independent comprehensive node city.

By comprehensively accelerating the construction, Songjiang started to build a new service center in 2022, and the construction is progressing smoothly; the Shanghai-Suzhou-Huzhou Railway North Square and the surrounding ancillary projects were completed in the same year, after which the preliminary work began. At the same time, the hub with a transportation road system was

actively improved, and the planning and construction of Yushu Road, Yuyang Avenue and other ancillary projects were steadily promoted to promote the integration of the Songjiang Hub-Public Center area-surrounding areas, to achieve rapid connections between the hub and other areas within the Songjiang New City and to construct a modernized comprehensive hub of “station-city integration, industry-city integration”.

● **Promotion of the regional construction of station-city integration**

Located at the southernmost tip of Songjiang New City and as one of the demonstration areas of Shanghai’s new city development, the Songjiang Hub area will be constructed as the southwest gateway hub for the Yangtze River Delta and the whole country. In the design process, it is necessary to address the difficulty of combining the dual characteristics of urban centers and transportation hubs to construct a model area of station-city integration. Limited spatial conditions led to the need to address fragmentation through spatial design. In addition, urban design programs should be integrated with the stage of hub construction to ensure the quality of planning control and implementation. To realize the concept of “station exit as a center”, the planning team proposed three scales of integration to create a charming urban area with station-city integration. At the same time, on the basis of the slow-moving system, a diversified and high-quality open space system will be formed, and it will combine the divided plots and stations together with the help of a three-dimensional platform to enhance the walking environment, attract people and drive regional development. A ground transportation center (GTC) will combine and interchange space between old and new stations to create a station experience resort. The overall plan includes distinctive functional sections such as the Station Business District, Hub Innovation Core District, and Innovation and Practice District. Through refined design, such as high-quality public space and identifying buildings, an iconic area of a new city subcenter and hub will be created.

● **Improving the rail transport network**

As of the end of November 2022, the coverage of the Songjiang tram had gradually increased, with a total of 387,131 passengers, 99.49% of whom fulfilled the train schedule, 99.62% of whom departed on time; additionally, 28,232,400 passengers were cumulatively serviced, and the average daily passenger flow of 20,532 passengers fully supported medium-capacity transit. On December 16, 2022, the Songjiang Rail Transit Line 12 West extension officially started, gradually improving the Songjiang Rail Transit Subway Network, which symbolized the realization of the blueprint of the “Hub City” of Songjiang New City with smooth internal and external connections and accelerated the construction of “the integration of four network” transportation system in an all-round way. The completion of the west extension of rail transit line 12 will further optimize the network structure of Shanghai rail transit, improve the travel conditions of Songjiang and Minhang, ease the pressure of passenger flow on line 9, and effectively support the industry-city integration of the G60 Science and Technology Corridor in the Yangtze River Delta.^①

^① Source: <https://mp.weixin.qq.com/s/sXiAMD5XF7gTekAiOF2mhg>

● Upgrading intelligent public transportation

Since 2016, Songjiang District has assembled electronic bus stop boards and introduced the first batch of low-floor buses running on new energy to provide accessible pedal services. In addition, 72 bus shelters and renovated specialty shelters were added to the Songjiang District to provide an intelligent, safe, comfortable and convenient waiting experience for passengers. All 83 administrative villages in the district have been connected to public transport, solving villagers' travel problems and prompting rural tourism and revitalization strategies. It is expected that in the first half of 2023, passengers can scan QR codes to pass the turnstile, which will be provided by the WeChat, Alipay, and Suishenxing apps.^①

Case 19 Construction of an intelligent public transportation system

Songjiang has actively advanced the construction of an intelligent public transportation system, collected data on public transport vehicles with GPS to achieve real-time scheduling of public transport vehicles, supervised public transport routes, operated buses on time, improved public transportation services, and made public travel more efficient.



Figure 26 Intelligent bus stop board

1) In 2007, the Songjiang Transportation Committee began to build the information monitoring and management system project of public transport, which has now fully covered Songjiang public transport vehicles, in which the on-board information system has been running smoothly for years and has been closely integrated with Songjiang Public Transportation Co., Ltd. and Songjiang District Transportation authorities. The information system supports the platform to realize video monitoring, GPS positioning, business data and other front-end collection functions for vehicles. A total of 854 vehicles in the region were assembled with on-board information equipment and corresponding platform systems. At present, the system collects basic data from dispatching business systems, electronic stop boards, public travel apps, arrival forecasts and many other industry application systems, which symbolizes the basis of Songjiang intelligent public transportation.

2) The Intelligent Application of Public Transportation Project in Songjiang District, which was completed in 2015, 2017 and 2018, is the core application and business platform of the Songjiang

^① Source: <https://mp.weixin.qq.com/s/qHbgNipUOdtucrO0BEicAQ>

Public Transportation Company. The project has sorted and normed the bus operation and dispatching process, station management process, staff workflow management and ticket management process. Based on intelligent dispatching and travel information services, the project promoted the in-depth application of information technology in the fields of operation management and public service and combined it with supervision platforms to supervise and assess enterprises to improve the service and efficiency of the bus industry overall.

3) The Songjiang Transportation Committee constructed bus electronic stop boards in phases from 2016 to 2021, and as of the end of December 2022, 483 electronic stop boards have been assembled to provide passengers with bus arrival forecasting services, thus greatly enhancing the service capacity for the general public and increasing public satisfaction, as well as upgrading intelligent management of bus scheduling and reducing bus operating costs.

(4) Promoting the construction of Songjiang New City

● Promoting major functions implementation in its New City

On July 6, 2022, Songjiang New City unveiled five major functional projects at the “Ride the Wave of Rising Shanghai - Major Functional Matters Imported into the New City” release event. One of these projects, the Songjiang Hub, is a significant part of the Yangtze River Delta Resource Allocation Center of Integrated Multidimensional Transportation System. This project has generated optimism and brought new opportunities and growth to the city. In light of this, Songjiang intends to further develop the Songjiang Hub Central Business District and accelerate the construction of major infrastructure, industry, and real estate projects.^①

● Implementing “One Industrial Park for One City”

Songjiang implemented the strategic task of “One Industrial Park for One City” and cultivated a famous industrial park with international competitiveness under the strategic guidance of the G60 Science and Innovation Valley in the Yangtze River Delta for the high-quality development of Songjiang New City. Songjiang adhered to its industrial positioning as the hotbed of the “6+X” strategy and sped up the construction of a “1+7+N” industrial alliance composed of a corridor and nine cities. With the focus on advanced manufacturing to “reinforce and upgrade weak links in the industrial chains of key industries” and “integrate the industrial chains”, a new generation of 100 billion industrial clusters, including information technology, new materials, new energy vehicles, biomedicine and 10 billion industrial clusters, including integrated circuits, high-end equipment, and artificial intelligence, has been created. In its next stage, Songjiang New City will also give full play to the G60 Science and Innovation Valley in the Yangtze River Delta and industrial innovation and take international advanced science and innovation capabilities and industrial systems as goals to build the G60 Science and Innovation Corridor in the Yangtze River Delta as “an advanced corridor from ‘made in China’ to

^① Source: https://mp.weixin.qq.com/s/LtdxHr9dcjpW_Hw_-No1mpA

‘created in China’, a pilot corridor for the double-wheel drive of science and institutional innovation, a pilot corridor for the integration of industries and the city”.^①

● Promoting construction of ecological and recreational woodlands

The Songjiang Forestry Management Department established an assessment mechanism and carried out it in a hierarchical manner on the basis of justice and fairness, in which the daily assessment was combined with the end-of-year assessment to ensure the actual performance of forestry work, and the assessment of the construction companies was combined with the management of the development organizations and implemented a real-time dynamic mechanism for monthly, quarterly, semiannual and annual assessment and management. The department developed work processes, set project work plans at the beginning of the year, and strictly controlled time nodes to improve the quality and efficiency of projects. The department carried out comprehensive control of the time, progress, quality and safety of key projects to ensure the completion of annual target tasks; it has strengthened training, guidance, and detailed information on the relevant projects, including the process and key points of the design, approval process, and supervision techniques. It increased the training of technical personnel, clarified the technical requirements for construction, implemented the construction guarantee system, and organized the project promotion work in a scientific and reasonable manner; the forestry authority strengthened its responsibility to communicate and collaborate with the construction companies and strictly controlled all aspects of projects. It standardized the bidding procedures of projects and strengthened the supervision and inspection of important positions and key links throughout the project to ensure that the woodland construction tasks would be completed on time and with high quality.

Case 20 Recreational Woodland Construction Project in Hengliaojiang of Shihudang Town

The 2022 Recreational Woodland Construction Project in Hengliaojiang of Shihudang Town is located in the green belt of the New City, east of Chenta Road, south of Hengliaojiang, west of Yudun Harbor, and north of farmland, with a total area of 146.9 acres in the region. After the preliminary on-site investigation, it was found that part of the woodland has a high canopy density, and there are many withered trees and weeds in the woodland with poor drainage, resulting in poor landscape and ecological benefits. At the same time, local citizens are eager to renovate this woodland and build it into an open and shared area. Therefore, in view of these problems, Songjiang proposed the following transformation measures in four aspects and provided a place for leisure and recreation to the surrounding public by expanding the comprehensive functions of the woodland: first, thinning, replanting, and clearing areas with unreasonable forests within the area; second, planting “four modernization” seedlings in its core area to upgrade the landscape; third, repairing, reconstructing and adding landscape walkways to the original roads and ditches, improving the water supply and drainage systems, and equipping facilities such as signboards and billboards; and fourth, assembling recreational facilities and seating facilities. After its completion, the project provided citizens and tourists with the opportunity to experience nature and enjoy the

^① Source :https://mp.weixin.qq.com/s/56rYdzw1_nil78IMz1OEew

wildness of the forest and at the same time explored a new way to prioritize ecological and green development for the future of the current woodland.



Figure 27 Woodlands in the Hengliaojing of Shihudang Town

SDG17: Partnerships for the Goals



SDG17

- The SDG17-Partnerships for the Goals are committed to strengthening the means of implementation and revitalizing the global partnership for sustainable development. The realization of this goal will strengthen partnerships and cooperation among different countries, regions and cities to achieve sustainable development goals based on a common vision.
- Under the strategic framework of Shanghai in constructing a modern international socialist metropolis with world influence, Songjiang needs to further expand regional cooperation in the fields of economy, science and technology, trade, ecology, governance, etc., to enhance its core functions as an important area and strengthen the strategic pivot of the “Songjiang Hub”.
- Under SDG17, Songjiang actively established closer international and domestic friendships to promote exchanges and cooperation overall, constructed the G60 S&T Innovation Corridor, developed the Lingang-Songjiang Industrial Park, and worked together to develop the Hongqiao International Open Hub and promote the high-level opening of the Songjiang Comprehensive Bonded Zone. At the same time, Songjiang attached particular importance to optimizing the business environment, striving to provide domestic and foreign enterprises with the best quality of service.



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Response Framework

Important measures	Specific practices	Typical cases	Key indicators	Response to SDG17
Promoting Friendship and Cooperation among Cities	Exploring new modes of paired assistance and cooperation	Shanghai-Yunnan collaboration makes apple “a fruit of prosperity”	► Annual tourist reception volume ► The cumulative number of countries and regions investing in Songjiang	17.16
	In-depth promotion of G60 S&T Innovation Valley intercity cooperation		► The number of Sino-Foreign joint venture projects	
	Adhering to friendship city exchanges			
Boosting the Development of Major Functional Zones for Opening-Up	Exploring the construction of Lingang Songjiang Industrial Park		► Amount of imported products ► Amount of exported products	17.15 17.17
	Hand-in-hand to develop Hongqiao International Open Hub	Construction of the Shanghai Hongqiao Free Trade City		
	Promoting high-level opening-up of the Songjiang Comprehensive Bonded Zone			
Keep Upgrading the Business Environment	The launch of Business Environment Reform and Optimization Plan 6.0	Policy and service “Through Train” delivers “Gift Packages for Science and Technology Innovation”	► Total investment from foreign-funded projects ► Foreign investment from foreign investment contracts ► Actual capital of foreign investment	17.10
	Introducing Foreign Investment to Fuel Development			
	Optimizing the foreign trade structure and promoting high-quality development			
Dedicated to Carrying out Promotion and Publication Activities	Overseas promotion activities of Songjiang District	The German Delegation of the Advanced Industry and Economic Trade Paid Visit		17.17
	Actively participating in relevant activities of the China Import Expo			
	Promoting the sustainable development experience of Songjiang			

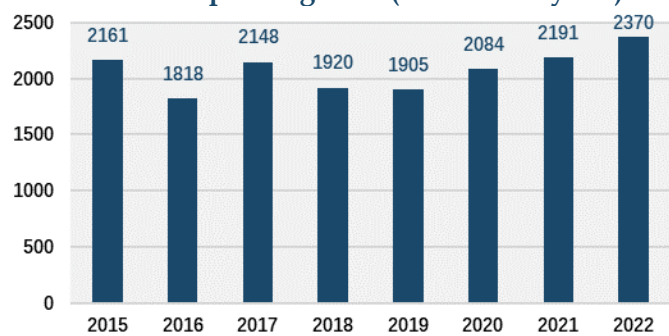
Key Indicators

Values of imported goods (100 million yuan)



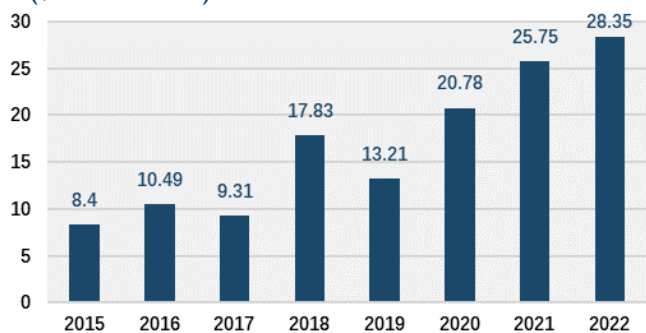
From 2015 to 2022, the annual average import value in Songjiang District was more than **90 billion yuan**.

Values of exported goods (100 million yuan)



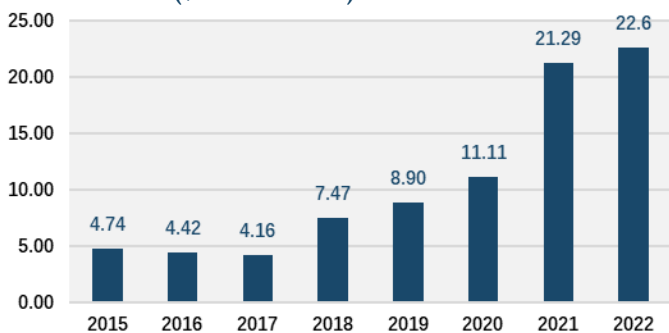
From 2015 to 2022, the annual average export value in Songjiang District was more than **200 billion yuan**.

Total investment from foreign-funded projects (\$ 100 million)



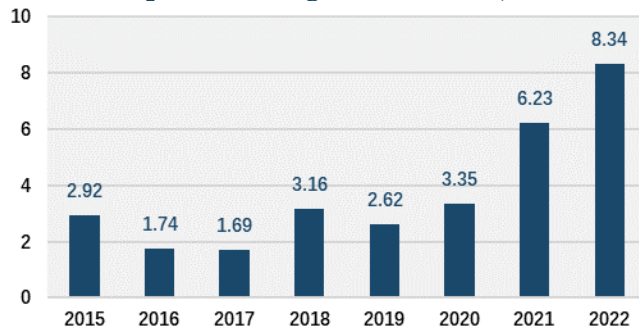
From 2015 to 2022, the total investment of foreign investment projects was increased by **238%**.

Foreign investment from foreign investment contracts (\$ 100 million)



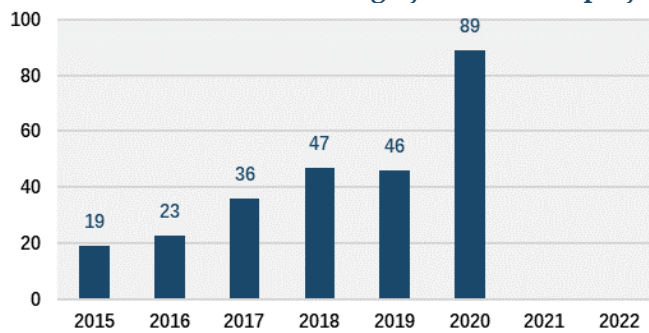
From 2015 to 2022, foreign investment from foreign investment contracts was increased by **377%**.

Actual capital of foreign investment (\$ 100 million)



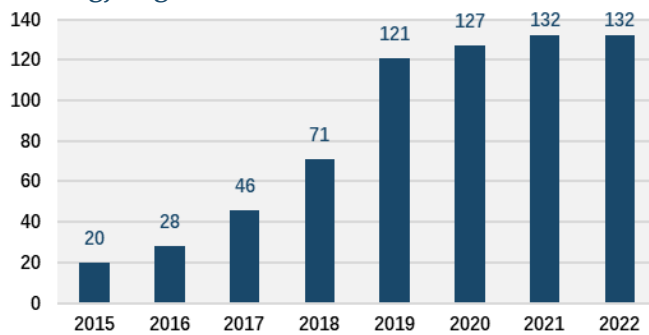
From 2015 to 2022, the actual capital of foreign investment increased by **186%**.

The number of Sino-Foreign joint venture projects



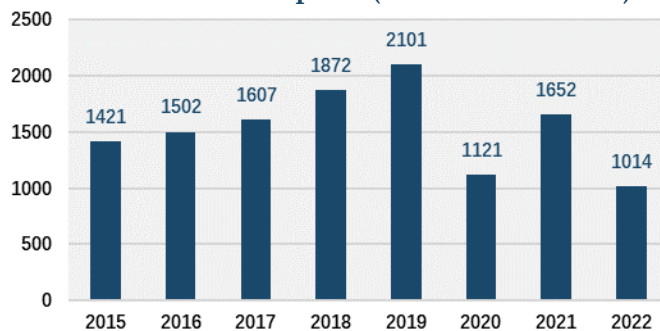
Between 2015 and 2020, the number of Sino-Foreign joint venture projects increased by **368%**.

The number of countries and regions investing in Songjiang



From 2015 to 2022, the cumulative number of countries and regions investing in Songjiang grows from **20 to 132**.

Annual tourist reception (ten thousand visits)



From 2015 to 2022, the average annual tourist reception in Songjiang District was over **15 million visits**.

Major progresses

● Deepening international and domestic cooperation

The Songjiang District is taking steps to strengthen international and domestic relations and help businesses expand into the global market. In 2023, 19 exhibitors from the district showcased their innovative industrial clusters to the worldwide audience by taking advantage of Hong Kong's status as an international trade fair center. This initiative demonstrates the district's dedication to promoting multidimensional international cooperation and supporting businesses in seizing global opportunities. It has also deepened and expanded collaboration and paired assistance between the eastern and western regions, promoting work at a higher level and thus helping to consolidate our gains in poverty alleviation and advance rural revitalization. Songjiang has been actively putting paired assistance into action, as it strengthened the support of cadres and talent while tilting funds to impoverished areas as a gesture of financial aid. In addition, it helped farmers increase their incomes through industrial scaling and promoted their employment through training and stabilization measures; by way of assumption assistance, it also fuelled the development of special industries, and through engaging social organizations, it boosted cultural exchanges.

● Solidifying the collaborative innovation of the G60 S&T Innovation Valley

The G60 Science and Technology (S&T) Innovation Valley has fostered cross-regional and cross-disciplinary collaborative innovation mechanisms. In the Yangtze River Delta, this initiative has significantly boosted key economic indicators across nine cities. Comparing 2018 to 2021, the total GDP of these cities increased from 1/16 to 1/15 of the national share, local financial revenue increased from 1/15 to 1/12, the number of market entities increased from 1/18 to 1/16, high-tech enterprises increased from 1/12 to 1/10, and entrepreneurs landing on the KICB now represent 1/5 of the national share. By 2022, a total of 1,311 national and provincial key laboratories and engineering technology research centers, 479 laboratories above the provincial level, national and key laboratories, 18 national engineering research centers, and 196 higher education institutions have been established across these nine cities.

● High-level opening up of the songjiang Comprehensive Bonded Zone

The Songjiang Comprehensive Bonded Zone (CBZ) excelled in national and regional rankings for CBZ development, securing fourth place nationwide in 2020 and maintaining that position in 2021 while rising to second place in the eastern region. With the highest total import and export value among the city's CBZs, Songjiang has demonstrated remarkable achievements in total industrial output value, trade contributions, and system innovation. It has evolved into a pivotal platform for import, export, and re-export trade in Shanghai and beyond, covering regions such as North America, South America, Europe, Japan, South Korea, and Southeast Asia. Positioned as a core hub within the new “dual circulation” development pattern, the Songjiang CBZ plays a crucial role in connecting

domestic and international markets in the Yangtze River Delta region.^①

- **Outstanding performance in introducing foreign investment**

From 2017 to 2022, Songjiang District demonstrated consistent strength in attracting foreign investment. In 2017, it secured foreign investment contracts totaling \$416 million, with actual funds reaching \$169 million. The trend continued in 2018, with a 79.5% increase in contracted foreign investment of \$747 million and funds in place amounting to \$316 million, an 87% increase. In 2019, the number of foreign investment contracts reached \$890 million, representing a 19.1% increase, and the number of funds in place was \$262 million. The momentum peaked in 2020, with contracted foreign investment reaching \$1.111 billion, a 24.9% increase, and funds in place at \$335 million, a 28.2% increase, reaching a five-year high. In 2021, the district achieved remarkable growth, contracting foreign investment of \$2.13 billion, a 91.6% increase, and funds in place amounted to \$623 million, an 85.8% rise, marking the highest figures in nearly a decade and the city's highest growth rate. In 2022, the trend continued, with contracted foreign investment reaching \$2.26 billion, a 6.2% increase, and funds in place amounting to \$834 million, a substantial 33.9% increase.

- **Optimizing the foreign trade structure**

As one of Shanghai's earliest districts to engage in foreign trade, Songjiang District aspires to become a key hub in both domestic circulation and the domestic-international dual circulation strategy. Capitalizing on the strategic opportunities presented by the G60 S&T Innovation Valley in the Yangtze River Delta, Songjiang boasts the city's second-largest foreign trade volume and ranks among the top comprehensive bonded zones. Notably, the district holds a leading position in exporting high-tech products. The international cultural trade is thriving, complemented by the ongoing optimization of the trade structure. Emerging trends include the growth of cross-border e-commerce, bonded displays and transactions, and the establishment of the country's largest bonded ICT maintenance enterprise in Songjiang. Furthermore, the bonded storage business has experienced rapid expansion, particularly with the increasing annual import of automobiles. This has shaped a development pattern where the fundamentals rank high, new forms of foreign trade surface, and the comprehensive bonded zone experience remarkable growth.

- **High-quality development of Lingang Songjiang Industrial Park**

For over two decades, Shanghai Lingang, Songjiang Science & Technology City, has been dedicated to advancing the transformation and upgrading of its industries, alongside the revitalization and transformation of urban spaces. In 2006, the collaboration between Lingang Group and Songjiang District established a cooperative development model known as “district cooperation and brand linkage,” recognized in Shanghai's “13th Five-Year Plan” as a crucial aspect of the city's development zone construction. The widely acclaimed “Xinqiao Model”, pioneered in this city, has been extended to all development zones. With the goal of creating an exceptional science and innovation park with global influence, the industry park consistently emphasizes the integrated development of the

^① Source: <https://www.songjiang.gov.cn/ztlz/005019/005019001/20220914/a63db076-5c05-4821-b012-cebd82e66bb6.html>

region across dimensions such as production, city, people, science, innovation, and investment. The park has achieved top rankings in mu-per-acre tax revenue and mu-per-acre output for consecutive years, securing a top-three position in the comprehensive ranking of small parks for five years. It is the city's sole industrial internet benchmarking demonstration park and has earned recognition from CCTV as the "Science and Innovation Landmark of Shanghai."^①

● Improving Doing Business competitiveness

Songjiang has undergone two consecutive years of Doing Business assessments by the World Bank (2018-2019). The evaluation encompassed a comprehensive set of 105 reform samples across 13 categories, contributing significantly to China's global Doing Business ranking, which improved from 78th to 31st. This achievement has bolstered Songjiang's international influence, particularly as the birthplace of the G60 S&T Innovation Valley in the Yangtze River Delta. Songjiang adopts a "shopkeeper" service approach to support local enterprises, actively encouraging visits to the district. It firmly establishes itself as a high-end manufacturing base, providing robust support and encouraging enterprises to achieve notable results at the Expo.

Important Measures

(1) Promoting Friendship and Cooperation among Cities

● Exploring new modes of paired assistance and cooperation

Songjiang District actively engages in pioneering and innovative paired assistance initiatives, yielding tangible outcomes in industrial collaboration, education support, and cooperative labor services. Focusing on the cooperation of advantageous industries in counterpart areas, the district propels industrial development through strategic inputs such as capital, technology, and consumption. Tailoring mechanisms to the unique characteristics of the labor force in different regions, Songjiang promotes sustainable development in collaborative labor services. The district is dedicated to advancing rural revitalization and extending development opportunities to corresponding regions through the establishment of collaborative demonstration villages. Employing innovative models, Songjiang has effectively implemented "blood-forming" assistance, consistently aiding farmers in income generation. Looking ahead, the district remains committed to intensifying paired assistance efforts, facilitating the integration of poverty alleviation and rural revitalization in the corresponding area.

Case 21 Shanghai - Yunnan collaboration makes apple "a fruit of prosperity"

In Zhaoyang District of Zhaotong, apples flourish as a lucrative fruit, courtesy of the Shanghai-Yunnan collaboration initiated by Songjiang District. Since June 2021, Songjiang District has been infusing new vitality into the local apple industry in Zhaoyang through investments in capital, technology, and consumption. In Buga Village, the Songjiang District played a pivotal role by investing funds to establish a 5,000-acre apple planting base, fostering the scale and industrialization

^① Source: <https://songjiang.shlingang.com/songjiang/home/>

of apple cultivation. Additionally, as the primary production area of Sayu town, Songjiang District invested in the construction of a rural revitalization demonstration garden project, facilitating the primary processing of the apple industry and enhancing market competitiveness. The apple industry in Zhaoyang District has expanded from over 600,000 acres to 730,000 acres, boasting an annual output of 850,000 tons sold both domestically and internationally. This success translates to a comprehensive annual output value of 9 billion yuan, increasing the incomes of 456,000 people. Leveraging Shanghai's market advantage, Zhaoyang Subdistrict is actively promoting apple sales through online and offline consumer assistance. The director of the District's Rural Revitalization Bureau highlighted that the Shanghai-Yunnan collaboration has not only addressed deficiencies but also transformed apples into a symbol of hope and prosperity for the locals.



Figure 28 Primary processing base of the apple industry

- **In-depth promotion of G60 S&T Innovation Valley intercity cooperation**

Songjiang has actively enhanced the spillover effect of the G60 Science and Technology (S&T) Innovation Valley in the Yangtze River Delta by participating in integration planning and establishing impactful high-level cooperation outcomes. Since 2015, the city has refined its regional cooperation and coordination mechanisms, playing a key role in improving the cooperation and exchange network of the nine cities within the G60 S&T Innovation Valley. This includes facilitating cross-regional cooperation and collaboration with friendship cities such as Jiaxing and Xuancheng. Leveraging the G60 S&T Innovation Valley, Songjiang promotes upstream and downstream cooperation across various industries, fostering synergies in product development, market expansion, and supply chain integration for advanced manufacturing industry clusters. The district actively contributes to the formation of a common regional innovation system, aligning policies, resources, industrial linkages, and services. It emphasizes the exchange of scientific and technological talent, encourages information and research equipment sharing, and collaborates on major scientific projects to advance the transformation and

Songjiang actively optimized its reception of foreign exchanges, particularly by strengthening service connections through the Expo. The city deepens interactive study and inspection within the G60 S&T Innovation Valley of the Yangtze River Delta, focusing on enhancing integration in the region. For the reception of Expo service demand, Songjiang meticulously plans, proactively contacts relevant enterprises, increases interaction among the friendship cities of Songjiang, broadens the scope of external learning and exchange, and elevates the depth and quality of external exchanges. The city also improved the working mechanism of paired cooperation, enhancing regular collaboration between Songjiang District and Zhuanghe city. It organizes joint meetings to summarize work stages, deploy key tasks, and exchange experiences, with a focus on innovation in institutional mechanisms, industrial docking complementarity, entrepreneurial innovation and cooperation, and platform carriers. Songjiang actively supports chambers of commerce, adhering to the “service, communication, cooperation, win-win” concept. It continually innovates to support development, image, and people gathering, fostering the good development of chambers and the healthy growth of member enterprises. Emphasizing the bridge function between the government and enterprises, Songjiang provides stage services, docks demand, and promotes information resource sharing as the foundation for serving enterprises. The city has a cross-regional focus, centers on attracting advantageous elements for agglomeration, and cultivates a positive environment for mass entrepreneurship and innovation, enterprise investment freedom, and competitive vitality.

- Exploring the construction of Lingang Songjiang Industrial Park

As Shanghai's inaugural demonstration base for “district cooperation and brand linkage,” Lingang Songjiang Science and Technology City swiftly realized the park's value-added assets through a development approach fostering collaboration between industrial parks and local governments. This strategy has yielded substantial development dividends for collective economic organizations such as Xinqiao and Jiuting, establishing itself as a model for Songjiang's innovation-driven and transformative development. The “district cooperation and brand linkage” mechanism, widely acclaimed by both central and Shanghai governments, as well as CPC Committees, is recognized as the “Xinqiao Model” of industrial park development. In 2016, in response to the national integrated development strategy of the Yangtze River Delta, Songjiang District initiated the “G60 S&T Innovation Valley,” a pivotal development model. The spatial layout of the G60 S&T Innovation Valley is characterized by “one valley, one core, and nine cities.” Songjiang Science and Technology City actively aligns with the strategic deployment of the G60 S&T Innovation Valley, embodying its mission as a “promoter of industrial development and builder of urban renewal.” It has consistently advanced the high-quality development of

industries, aiming to establish a Science and Technology Innovation Park with “distinctive features, enhanced advantages, and increased strengths.”^①

- **Hand-in-hand to develop Hongqiao International Open Hub**

Since 2018, Songjiang District has proactively taken measures to ensure the security and communication of the Import Expo, establishing a dedicated working group and an office within the Economic and Trade Commission. In terms of platform construction, the district has actively developed a “6+365” platform tailored to the service functions of the Import Expo. By providing guidance and support for its operation, Songjiang District has played a key role in the success of the Hongqiao Free Trade City (FTC), earning recognition from the Municipal Commission of Commerce. The district further strengthened the business environment for cross-border trade through a series of supportive policies aimed at stabilizing foreign trade. These initiatives have effectively supported the development of Hongqiao FTC's cross-border trading platform.

Case 22 Construction of the Shanghai Hongqiao Free Trade City

In Jiuting, Songjiang, Shanghai Hongqiao Free Trade City (FTC) is strategically positioned in the producer service industry function zone. Serving as a public platform, the Hongqiao FTC provides bonded warehousing, display and sales, cross-border e-commerce, physical experience, and after-sales services for imported goods. The facility encompasses three specialized centers: the New Zealand Import Center, the European and American Import Center, Japan, Korea, and the Southeast Asia Import Center. The city has innovatively implemented modes such as “integrating store with warehouse” and “entity + virtual,” resulting in significant savings in time and logistics costs. Operating as a “6+365” platform seamlessly integrated with the China International Import Expo, Hongqiao FTC features a perennial exhibition center serving as a trade platform. Here, international exporters worldwide showcase their commodities, engaging in market expansion and trade negotiations. The platform has successfully attracted renowned global trading enterprises, including Walmart.



Figure 29 Hongqiao Free Trade City^②

^① Source: <https://songjiang.shlingang.com/songjiang/home/>

^② Source: Songjiang News, June 18, 2021.

● Promoting high-level opening-up of the Songjiang Comprehensive Bonded Zone

The Songjiang Comprehensive Bonded Zone (CBZ) has introduced innovative forms of service trade, including global bonded repair services, bonded warehousing for imported automobiles, and cross-border e-commerce. These initiatives have significantly contributed to the high-quality and sustainable development of Songjiang. As the first comprehensive bonded zone in Shanghai to offer bonded warehousing and display services for high-end imported automobiles, this novel form of trade has not only enriched the open economy but also augmented import and export trade within the CBZ. Expanding beyond bonded processing and logistics, Songjiang CBZ has diversified into “bonded +” businesses and cross-border integrated services. It has pioneered new business forms such as the distribution of high-end imported cosmetics and daily necessities, the display of imported luxury goods outside the zone, the trade of imported food, and warehousing for imported pharmaceuticals. This expansion accelerated the upgrading of CBZ's functions and identified new growth points for high-quality development. The listing of the Songjiang CBZ represents a milestone in the establishment of an open economy in Songjiang characterized by high levels of investment, trade facilitation, and liberalization. This signifies the creation of a special customs supervision area in Songjiang with the highest level of openness, the most preferential policies, the most complete functions, and the most simplified procedures.^①

(3) Keep Upgrading the Business Environment

● The launch of Business Environment Reform and Optimization Plan 6.0

Songjiang District fosters high-quality development by optimizing its business environment through various initiatives. It has improved coordination, set up weekly and monthly reporting mechanisms, and launched the Business Environment Reform and Optimization Plan 6.0. It has also enhanced the market and governmental environment, created a pro-business atmosphere, and established a win-win development model. Furthermore, it offers thematic integrated services and deepens intelligent and precise services. It would refine the industrial pattern, develop “specialized, special and new” enterprises, and speed up the digital transformation of enterprises. Additionally, it will build a business-friendly environment for the G60 S&T Innovation Valley in the Yangtze River Delta, improve enterprise services and reinforce policy supply.

Case 23 Policy and service “Through Train” delivers “Gift Packages for Science and Technology Innovation”

During the 32nd National Tax Awareness Month, the Tax Bureau of Songjiang collaborated with the Fourth Tax Investigation Bureau of Shanghai to orchestrate the “Empowering Science and Technology Innovation - Policy Service Through Train” initiative. This activity targeted more than 50 key enterprises in the G60 Science and Technology (S&T) Innovation Valley of the Yangtze River Delta, offering policy presentations and customized “S&T Innovation Gift Packages.” Utilizing an approach involving “on-site explanation + Q&A + personalized counseling”, the event delved into

^① Source: <https://www.songjiang.gov.cn/ztlz/005019/005019001/20220914/a63db076-5c05-4821-b012-cebd82e66bb6.html>

tax-related topics such as changes in the enterprise income tax remittance declaration form, preferential policies for high-tech enterprises, and comprehensive income remittance for individual income tax, with a specific emphasis on the additional deduction of R&D expenses. The tax staff provided clear explanations and examples that were well received by the participating enterprises. The “S&T Innovation Gift Packages” included comprehensive information on various tax policies and services crucial for science and innovation enterprises. Additionally, young tax cadres conducted a special lecture on tax credits and blacklisting of tax violations, underscoring the importance of rewarding trustworthiness and penalizing breaches of trust. The emphasis was on assisting in establishing a tax credit system and protecting honest enterprises.

● **Introducing Foreign Investment to Fuel Development**

The Songjiang District is dedicated to fueling enterprise growth through precision services, highlighting essential factors, and establishing a cohesive linkage platform. The district has orchestrated various promotional activities to attract foreign enterprises, including the successful “International Shanghai” event in 2020, which brought notable companies such as COMAU and NTN. The “Entering Songjiang New City” event in 2021 further solidified the district's appeal. The 2021 forum on “Industry Driving Sustainable Development” showcased the district's excellent business environment. Positioned as the core area of Shanghai's advanced manufacturing industry, Songjiang District actively promotes industrial upgrading and foreign investment attraction, particularly in the four hundred billion industrial clusters of new-generation information technology, new energy automobiles, biomedicine, and new materials. It also focuses on strategic new industries such as integrated circuits, artificial intelligence, and high-end equipment, achieving remarkable results in these sectors. Throughout the “14th Five-Year Plan” period, Songjiang District was committed to enhancing its industrial competitiveness and attracting more foreign-funded enterprises. In the current year, the district has guided companies in the integrated circuit field, such as Alpha & Omega Semiconductor and TSMC, a new material field with Lubrizol and TS, and a high-end equipment field featuring LONKING and Von Ardenne, to undertake technological improvement or expansion projects. In 2022, the district successfully secured a contracted foreign investment of US\$2.26 billion, realizing an in-place capital of US\$834 million.

● **Optimizing the foreign trade structure and promoting high-quality development**

The Songjiang District has taken a series of measures to promote the high-quality development of foreign trade, including strengthening the working mechanism and accelerating the transformation of government functions to better serve enterprises. It seeks to address problems through the officer contacting and serving mechanism, tracking key enterprises and optimizing the business environment. Development strategies for the CBZ were formulated to boost the innovation capacity of business headquarters and new forms of trade. In addition, the fundamentals of foreign trade have stabilized by launching programs that ensure the quality of import and export, and to further the development of new business forms and the whole business environment, leading manufacturing enterprises and built foreign trade industry clusters have been introduced. Moreover, tapping on platforms such as the China Import Expo and the Canton Fair, Songjiang has been keen on driving the integration of domestic and foreign trade.

(4) Dedicated to Carrying out Promotion and Publication Activities

● Overseas promotion activities of Songjiang District

In May 2017, a German trade delegation of advanced industry and economy that visited Shanghai for inspection and exchange made a special trip to Songjiang District for the purpose of seeking cooperation. Committed to the new development philosophy of President Xi Jinping, Songjiang has been vigorously advancing the real economy and forward manufacturing industry, for which it established the “one valley and nine districts” layout along both sides of the G60 highway and established the construction of the G60 S&T Innovation Valley. Adhering to the dual strategy of driving innovation through both technological and institutional means, Songjiang strives for a transformation from merely manufacturing things to creating things and now ranks among the top of all economic indexes within the city. As Shanghai is currently building a city of innovation, humanism and ecology, Songjiang has embarked on a series of responsive activities. The district will continue to improve its business environment and will always embrace more foreign enterprises to participate in the G60 S&T Innovation Valley, facilitating the growth of investment and the economy.^①

Case 24 The German Delegation of the Advanced Industry and Economic Trade Paid Visit

On May 24, a German delegation of advanced industry and economic trade met with the Shanghai Municipal Government and signed a cooperation agreement focusing on the construction of the G60 Songjiang S&T Innovation Valley. The cooperation involves issues of “bringing in advanced foreign enterprises and sending out excellent local enterprises globally” and “sector specific funds”, integrating “Made in China 2025” and “Germany’s Industry 4.0”. The Songjiang District has attracted many German companies, such as ZF, KUKA and ThyssenKrupp, among which ZF has set up its Asia-Pacific headquarters in the district, while KUKA has formed a complete industrial chain. The German delegation also visited the Planning Exhibition Hall of the G60 Songjiang S&T Innovation Valley and the Guangfulin Cultural Relic Park. Cooperation aimed to promote two-way investment and strengthen cooperation between Songjiang and Germany in industrial upgrading and manufacturing. The G60 S&T Innovation Valley, as suggested by Cheng Xiangmin, the party secretary of Songjiang District, will function as a stage for the collaboration of “Made in China” and “German Industry 4.0”.



Figure 30 German delegation visiting the Planning Exhibition Hall

^① Source: <https://www.sh-italent.com/Article/201706/201706200015.shtml>

- **Actively participating in relevant activities of the China Import Expo**

Songjiang District embraced the China Import Expo through a series of initiatives. It disseminated information related to the Expo through both online and offline channels, showcasing Songjiang's unwavering commitment to providing excellent service. The district enhanced the management of professional audience registration and information accuracy by offering comprehensive training and guidance. In addition, there was a keen focus on precise investment and procurement strategies, with the aim of expanding buyer channels and elevating the overall quality of buyers. Further efforts were directed toward promoting supply and demand matching. This involved providing precise exhibitor and exhibit information to buyers, as well as organizing enterprises to participate in targeted supply and supply-demand matchmaking meetings. Collaborating with Cushman & Wakefield, the Songjiang Investment Promotion Service Center strategically orchestrated events associated with the Expo to maximize the spillover effect. Investment promotion personnel were scheduled to visit the Expo, engage in negotiations with international exhibitors, draw high-quality projects to Songjiang, and, notably, organize government-enterprise cooperation platform launches and collaboration signing ceremonies.

- **Promoting the sustainable development experience of Songjiang**

In 2022, the Songjiang New City International Eco-Business District participated in the City Expo, where it showcased its ecological construction achievements and landscapes, promoting the concept of green development while elevating its urban image and influence. The 169-square-meter booth laid out by a professional exhibition design institution was a condensed demonstration of the New City's aesthetics of constructing neighborhoods, rivers, business blocks, and homes as well as green ecological initiatives encompassing innovative highlights such as the sponge city, smart city, and low-carbon community. The display effectively heightened the visibility and impact of Songjiang New City along with the green, low-carbon, and smart "Songjiang Strategy". Above all, Songjiang received the "2022 Shanghai International City and Architecture Expo Outstanding Exhibition Presentation Award," and its "Wulong Lake Landscape Ecology Project" earned recognition as a demonstrative program for sponge city construction in Shanghai in 2021.



Figure 31 Songjiang New City international EBD



5. Prospects

Songjiang has integrated the concept of sustainable development into urban strategic planning. The Comprehensive Plan and General Land-Use Plan of Songjiang District (2017-2035), released in 2019, fully responded to the concept of sustainable development in three ways: innovation, humanity, and the green path. Based on the framework of the 2030 Agenda for Sustainable Development, this report builds a logical framework for the urban strategic goals, vision system and SDG system of Songjiang and outlines the key measures taken by Songjiang to promote the achievements of 17 SDGs. According to the results of this review, Songjiang has further implemented the concept of sustainable development in areas such as SDG8 Decent Work and Economic Growth, SDG9 Industry, Innovation and Infrastructure, SDG11 Sustainable Cities and Communities, and SDG17's Partnerships for the Goals, making significant progress and accumulating rich practical experience.

In the future, Songjiang will continue to motivate high-quality development under the concept of sustainable development and take stronger measures to build a city of sci-tech innovation led by high-end industries, a city of humanity that blends rich history and new-era civilization, and a city of green path where humans and nature coexist harmoniously to better satisfy the aspirations of the people of Songjiang for a better life. After the release of this report, Songjiang will further push the integration of sustainable development strategies into the implementation of local development strategies.

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