

Smart Cities Denver

Dec 01, 2025, 7:00 AM – 8:00 AM

Live Streaming from Seattle Washington

MasterClass:

“How to Create *the most Attractive City for Talented Citizens*”



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Denver, Dec 2025

Future Cities (2030)

**Citizen-Centric, Talent-Attractive, Data-Driven, AI-Ruled, DigitalTwin-
Decisoned, 6G Moved, Self-Sufficient**



EMISSIONS / ENERGY

- Carbon Neutral.
- Climate Challenge Resiliency
- Energy Self-sufficient



CIRCULAR CITIES

- **MATTER Cycle.** Zero Waste
- Water Positive
- 3R + Redesign + Renaturalization



SPACES. NEW URBANISM

- ChronoUrbanism. 4D City
- Adaptive. Plug&Play
- Curb Management
- Green Planning. Blue Floating.



NEW URBAN MOBILITY

- PostCar City.
- Sustainable/Electric, Shared.
- Zero Vision. Autonomous
- Edge Computing for Traffic



MOBILITY AS A SERVICE

- Multimodal Personalized Experience
- Price trending to Zero
- Persuasive City



URBAN AIR MOBILITY

- Vertiports. eVTOLs
- Urban Air Highways
- Goods and Passengers



HYBRID WORKING

- Sprawl Distributed Office
- Digital Life Experience.
- Work/Life Balance



NEW AEC

- Smart Buildings.
- Sustainable Construction
- 3D Printing / New materials



LOVABLE CITIES

- eTourism rebirth
- *Phygital* Experience AR/VR
- AI for Cultural Experience
- Safe, Affordable



SOCIAL CITY. CITY4ALL

- Healthy City. Inclusive.
- Age-friendly. Accesible.
- Sensitive City. Social Analytics
- Social Resiliency.



GENERATIVE AI CITY

- Chatbots
- Automatic Call Centers
- Robotic Social Networks



CO-CREATED, PARTICIPATIVE

- Mass eDemocracy
- Info Purity. Fake news
- eldentity. Distributed
- Privacy.



CYBERSECURITY

- Ransomware. Virtual Safety
- Digital Wars. IoT Security
- BlockChain (BitCoin, NFT)
- Confidential Computing



SURVEILLANCE

- Predictive Policing
- Crowd Evidence Sourcing
- AI-Aided Crime combat



SEMI-AUTOMATIC CITY

- AI. Simulation. Digital Twin.
- AI-Operated
- Physical Resiliency



CYBORG CITY

- Robotics for City tasks
- Hyperrealistic Agents
- Robotics Ethics



RESILIENT

- Wild cards (Solar Storm, New Pandemic (H5N1), Climate Change (AMOC), Vulcano, Meteorites, Aliens,...)
- Human Threats (Wars)



METACITY /CITYVERSE

- Gamified Virtual City
- Social Digital Twin
- Parallel Attractive MetaCity

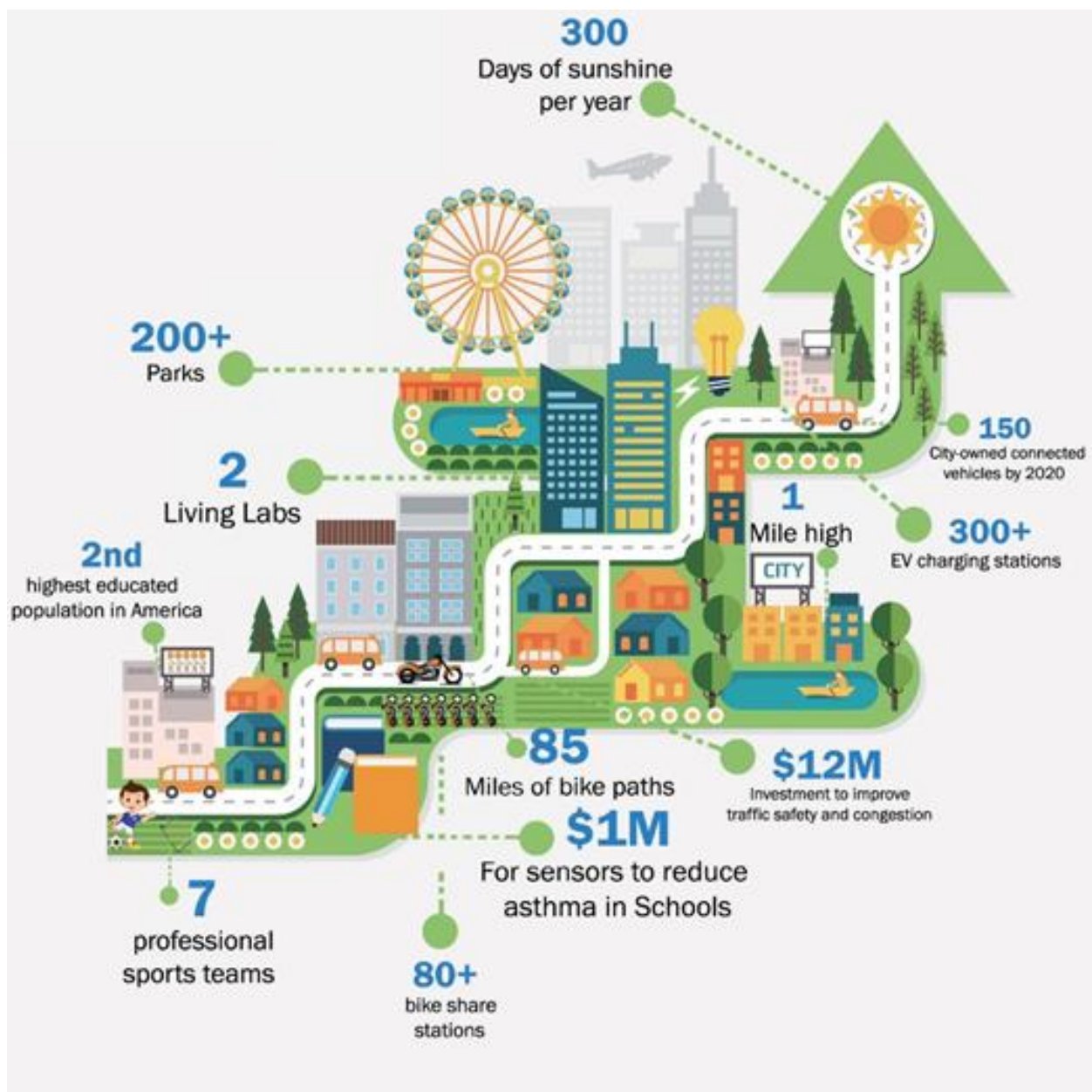
Agenda

- ✓ **Research. Model.**
- ✓ **Deliverables**
- ✓ **Impact**
- ✓ **WW Observatory for Attractive Cities**
- ✓ **Model**
- ✓ **Findings & Trends**

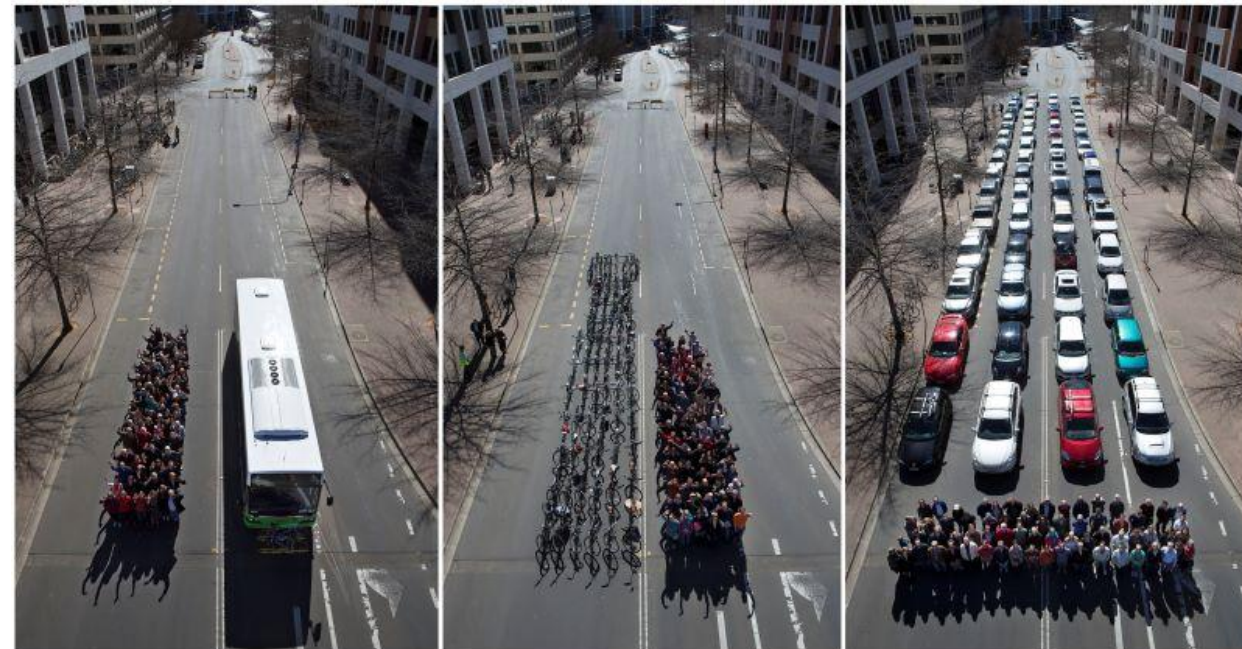


Why this Cities Attractiveness Model

- Help Citizens to choose the best city in the world to realize their full potential, achieve their goals as a Citizen and Person, and make the greatest possible contribution to the society.
- Advice Mayors and City Managers on how to create the most possible Attractive City to retain and attract talented Citizens and build a more prosper, innovative, fair and human City.
 - Help them Design a:
 - Long-term Transformational Plan
 - Short/Mid-term Improvement/Integrated Plan
 - Leverage own Assets / Compare-Learn from Others



A dozen reasons for Denver. Source: Email received from SmartCities Connect. (2020)



WeRideAustralia (2012) Canberra Transport Photo.
<https://www.weride.org.au/events/the-transport-photo-that-went-global/>

An Undefined Concept

Some 25.000 published SmartCities papers
All partial, too much commercial or technical, very few
combining Technology and Humanism.
Not useful for Citizens or Cities

Some 50 SmartCities Indexes / Rankings
Rankings, Rankings, Rankings. (some biased)

Ranking by city	CIMI 2018 (IESE)	Global Cities Index 2018 (A.T. Kearney)	Global Financial Centres Index (GFCI) 2018 (Z/Yen)	Global Power City Index 2018 (MMF)	Quality of Living City Ranking 2018 (Mercer)	Global Liveability Index 2018 (Economist Intelligence Unit)	Sustainable Cities Index 2018 (Arcadis)
1	London	New York	London	London	Vienna	Vienna	London
2	New York	London	New York	New York	Zurich	Melbourne	Stockholm
3	Amsterdam	Paris	Hong Kong	Tokyo	Munich	Osaka	Edimburgh
4	Paris	Tokyo	Singapore	Paris	Auckland	Calgary	Singapore
5	Reykjavik	Hong Kong	Tokyo	Singapore	Vancouver	Sydney	Vienna
6	Tokyo	Los Angeles	Shangai	Amsterdam	Düsseldorf	Vancouver	Zurich
7	Singapore	Singapore	Toronto	Seoul	Frankfurt	Toronto	Munich
8	Copenhagen	Chicago	San Francisco	Berlin	Geneva	Tokyo	Oslo
9	Berlin	Beijing	Sydney	Hong Kong	Copenhagen	Copenhagen	Hong Kong
10	Vienna	Brussels	Boston	Sydney	Basel	Adelaide	Frankfurt

Google Académico

smartcity

Aproximadamente 24.900 resultados (0,07 s)

Artículos

Cualquier momento

Desde 2020

Desde 2019

Desde 2016

Intervalo específico...

Ordenar por relevancia

Ordenar por fecha

Cualquier idioma

Buscar sólo páginas en español

☒ incluir patentes

☒ incluir citas

☐ Crear alerta

Smart city policies: A spatial approach

M Angelidou - Cities, 2014 - Elsevier

This paper reviews the factors which differentiate policies for the development of smart cities, in an effort to provide a clear view of the strategic choices that come forth when mapping out such a strategy. The paper commences with a review and categorization of four strategic ...

☆ 97 Citado por 642 Artículos relacionados Las 8 versiones

[PDF] academia.edu

Helping CIOs understand "smart city" initiatives

D Washburn, U Sindhu, S Balaouras, RA Dines... - Growth, 2009 - academia.edu

Cities are becoming "smarter," as governments, businesses, and communities increasingly rely on technology to overcome the challenges from rapid urbanization. What makes a "smart city" smart is the combined use of software systems, server infrastructure, network ...

☆ 97 Citado por 792 Artículos relacionados Las 6 versiones

[PDF] academia.edu

Smart city as urban innovation: Focusing on management, policy, and context

T Nam, JA Pardo - Proceedings of the 5th international conference on ..., 2011 - dl.acm.org

This paper sees a smart city not as a status of how smart a city is but as a city's effort to make itself smart. The connotation of a smart city represents city innovation in management and policy as well as technology. Since the unique context of each city shapes the technological ...

☆ 97 Citado por 729 Artículos relacionados Las 11 versiones

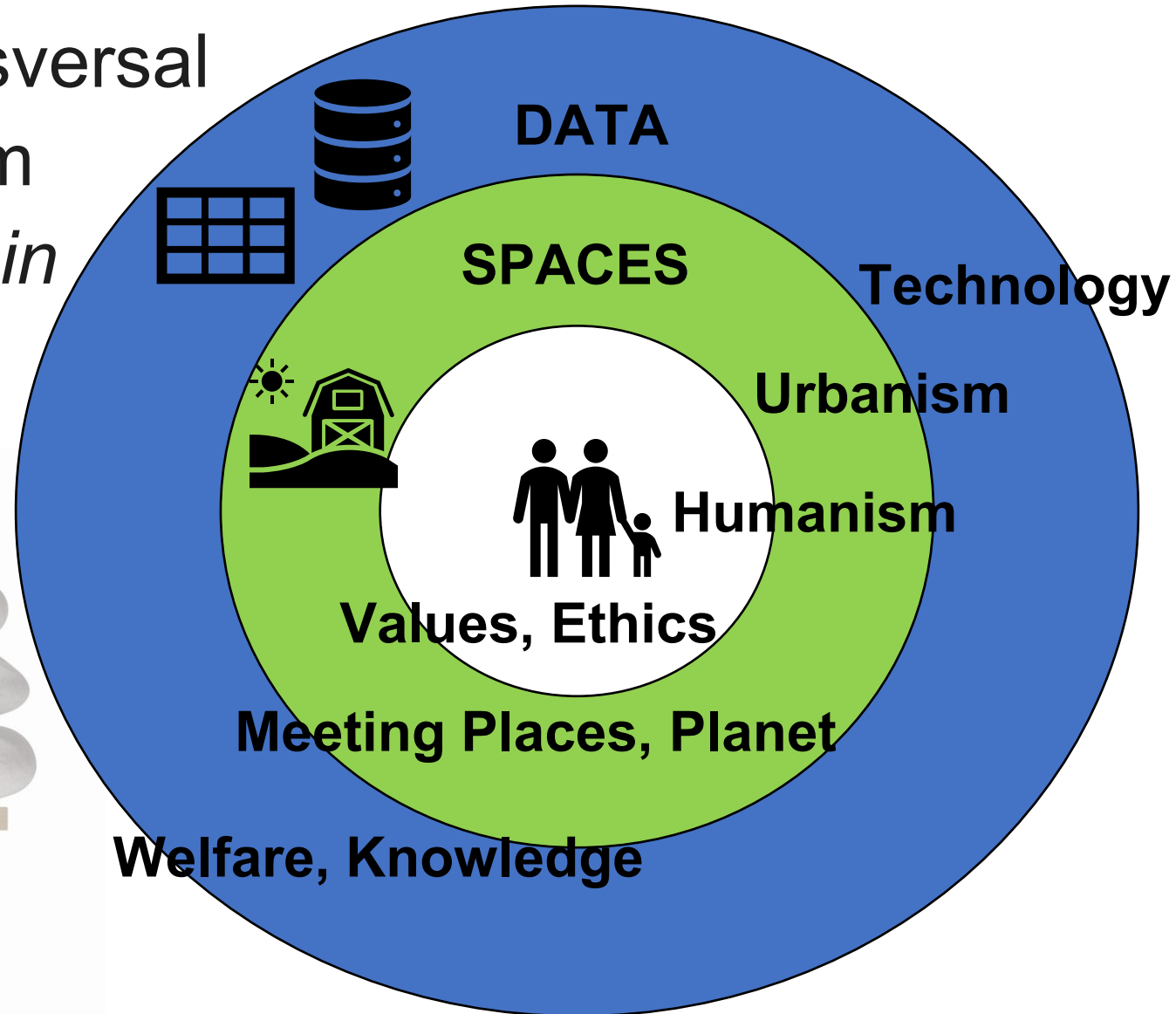
[PDF] albany.edu



Disciplinary Challenges

- Not traditional hyper-focused Thesis
- But Multidisciplinary, Transversal
- City is Complex Ecosystem
- In essence, *City is a point in Time/Space where Humans Meet/Encounter*

“Nothing Human is alien to”



Cities Prosperity Recipe → 3 T's:

Technology + **TALENT** + Tolerance



Steam

1780s



Electricity

1870s



Electronics & IT

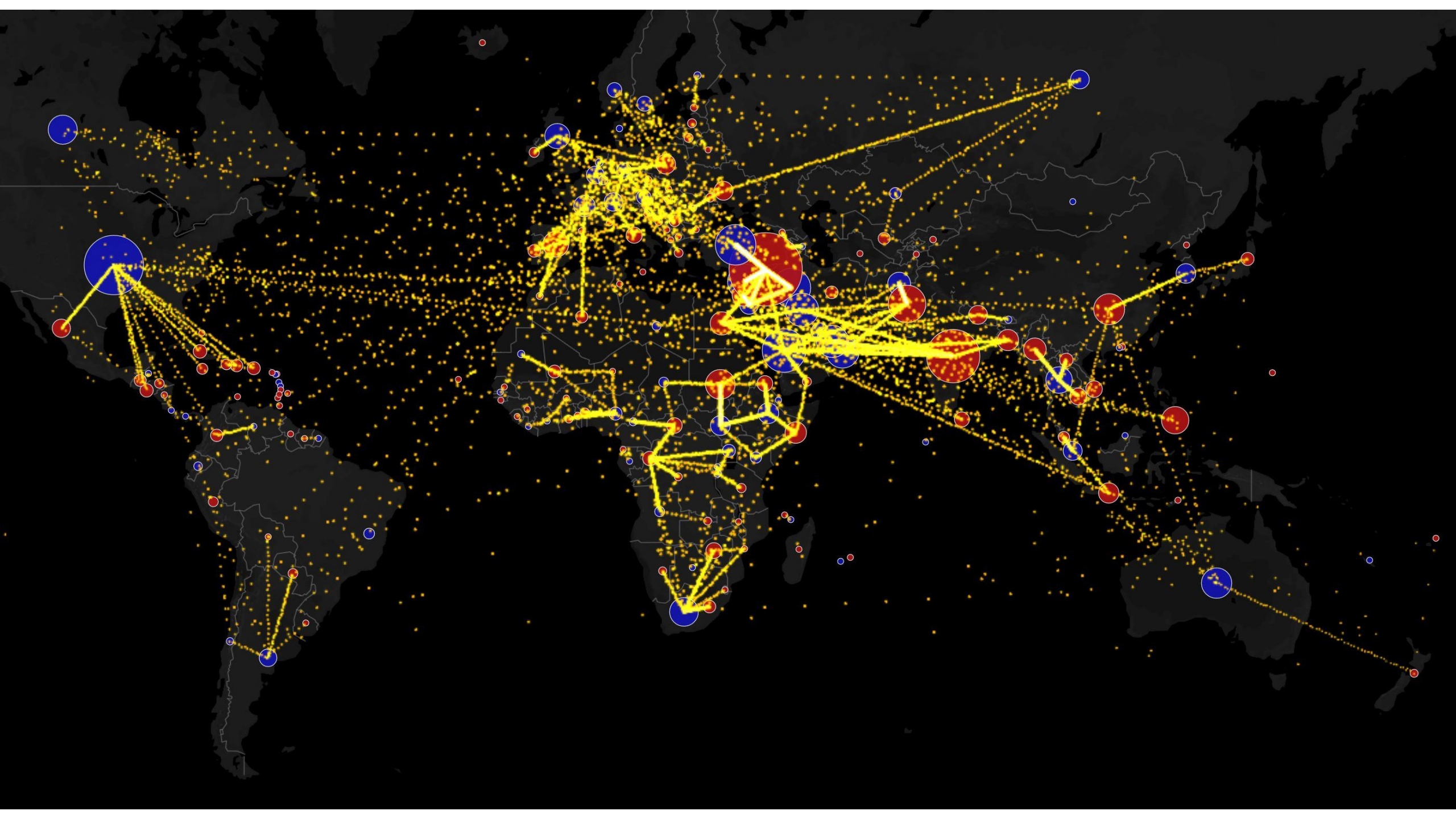
1969-70



Digital

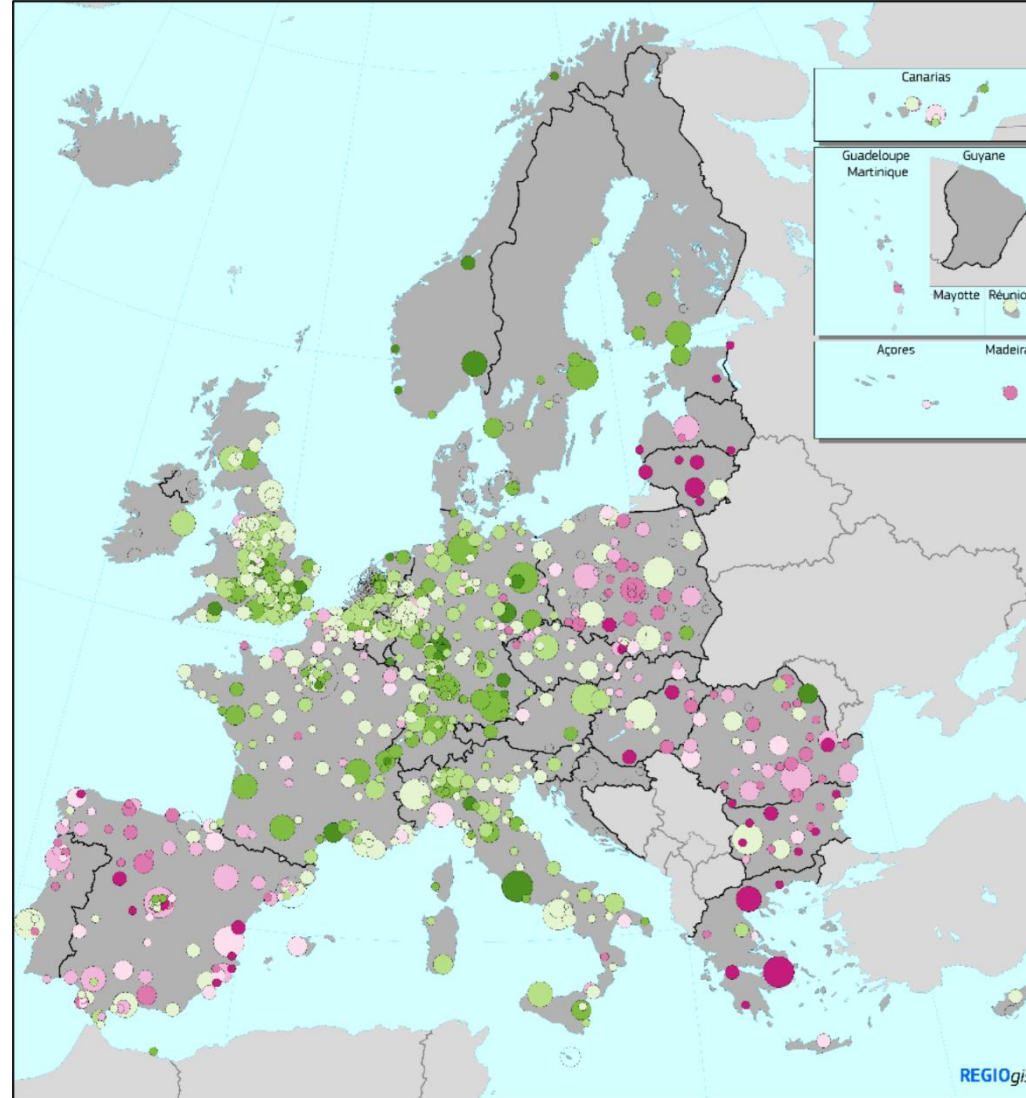
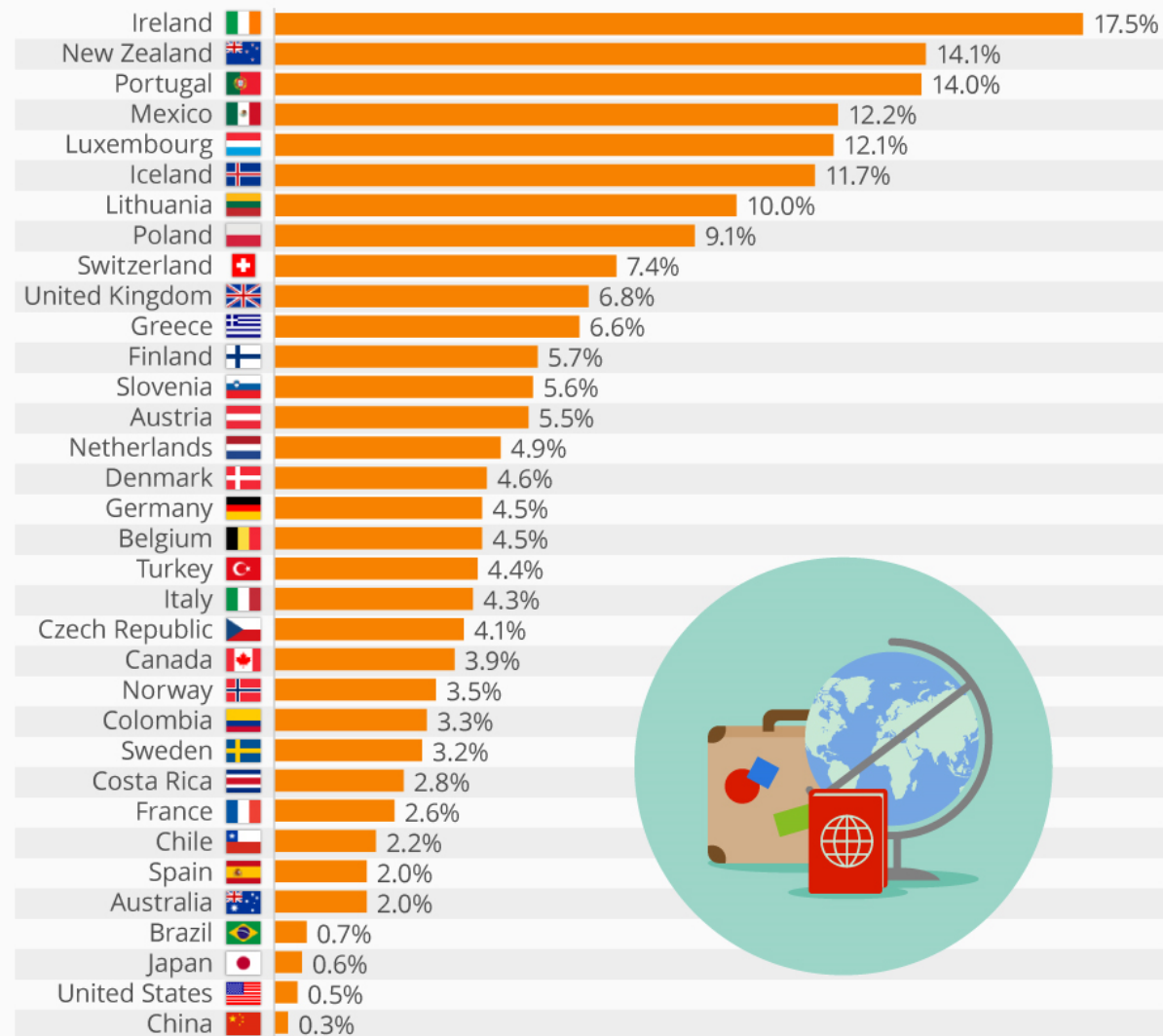
2015-17

Robotics / Artificial Intelligence (AI) = Massive DATA + CLOUD Power + **TALENT**

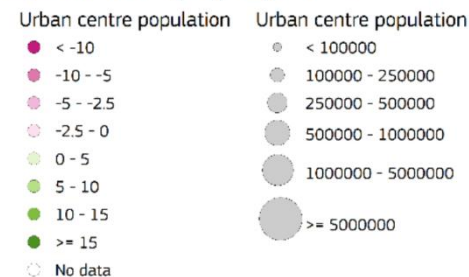


The Countries With The Most People Living Overseas

Percentage of the native-born population living abroad in 2014

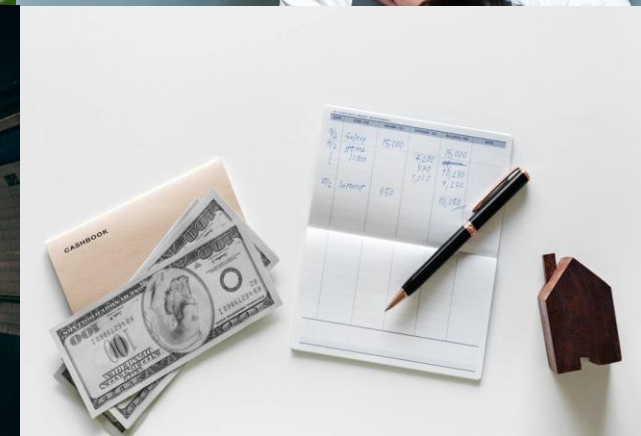


Population change by city, 2012-2017



2013-2018: FI, PT, SK
 2012-2017: BG, CZ, DE, EE, ES, IT, LT, LV, RO, UK
 2011-2017: SE*
 2011-2016: BE, CH, HU, IE, LU, SI
 2009-2014: AT, FR, NL, PL
 2008-2013: NO
 2006-2011: EL*
 different reference periods for some cities
 Sources: Eurostat, DG REGIO

City Attractiveness = City Magnetism x City Profitability (Yield)



Cities Magnetism

City Identity (Past)

City Dynamism (Present)

City Strategy (Future)



Cities Magnetism

City Identity (Past)

History

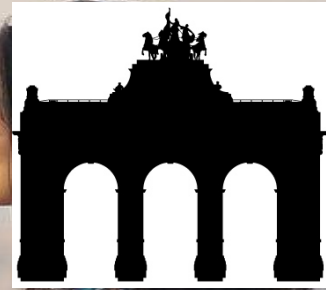
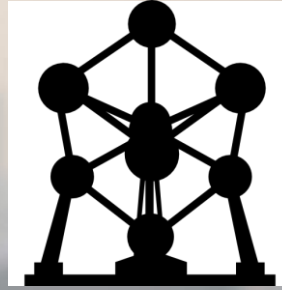
Govern Basics

Reputation

GeoLocation Conditions

Food/Gastronomy

Virtual/Projected Identity



Cities Magnetism

City Dynamism (Present)

Competitiveness

Expats Experience

Ethics

Equality



Cities Magnetism

City Strategy (Future)

Human Capital
SmartCity Plan
Innovation



City Profitability (Yield)

PERFORMANCE (Services obtained from City) / COST of Living

Citizenship Contract

City to provide:

- ✓ Governance
- ✓ Education
- ✓ Employability
- ✓ Health/Social SVS
- ✓ Sustainability
- ✓ Connectivity
- ✓ Urban Planning
- ✓ Culture
- ✓ Urban Mobility
- ✓ Safety

You: Cost of Living

CITY SERVICES - SCALE OF VALUES	RK
URBAN MOBILITY / TRANSPORTATION	1
SOCIAL SERVICES / HEALTH	2
SUSTAINABILITY / ENVIRONMENT	3
SAFETY (PHYSICAL/VIRTUAL)	4
EDUCATION	5
EMPLOYABILITY	6
URBAN PLANNING	7
GOVERNANCE	8
CONNECTED CITY	9
CULTURAL SERVICES / TOURISM	10

Survey conducted at 21.300 Nov2018 SmartCity Expo
(Barcelona) attendees. (Confidence: 95%. Error Margin 2,4%)

Contributions to Knowledge

- First Model for City Attractiveness
 - *Open, Comparative, Benchmarkable, Evolutive, Data Based*
- First Definition for Citizenship Contract
- Not another Ranking, but Citizen & City Managers tool
- A Change/Improvement Methodology

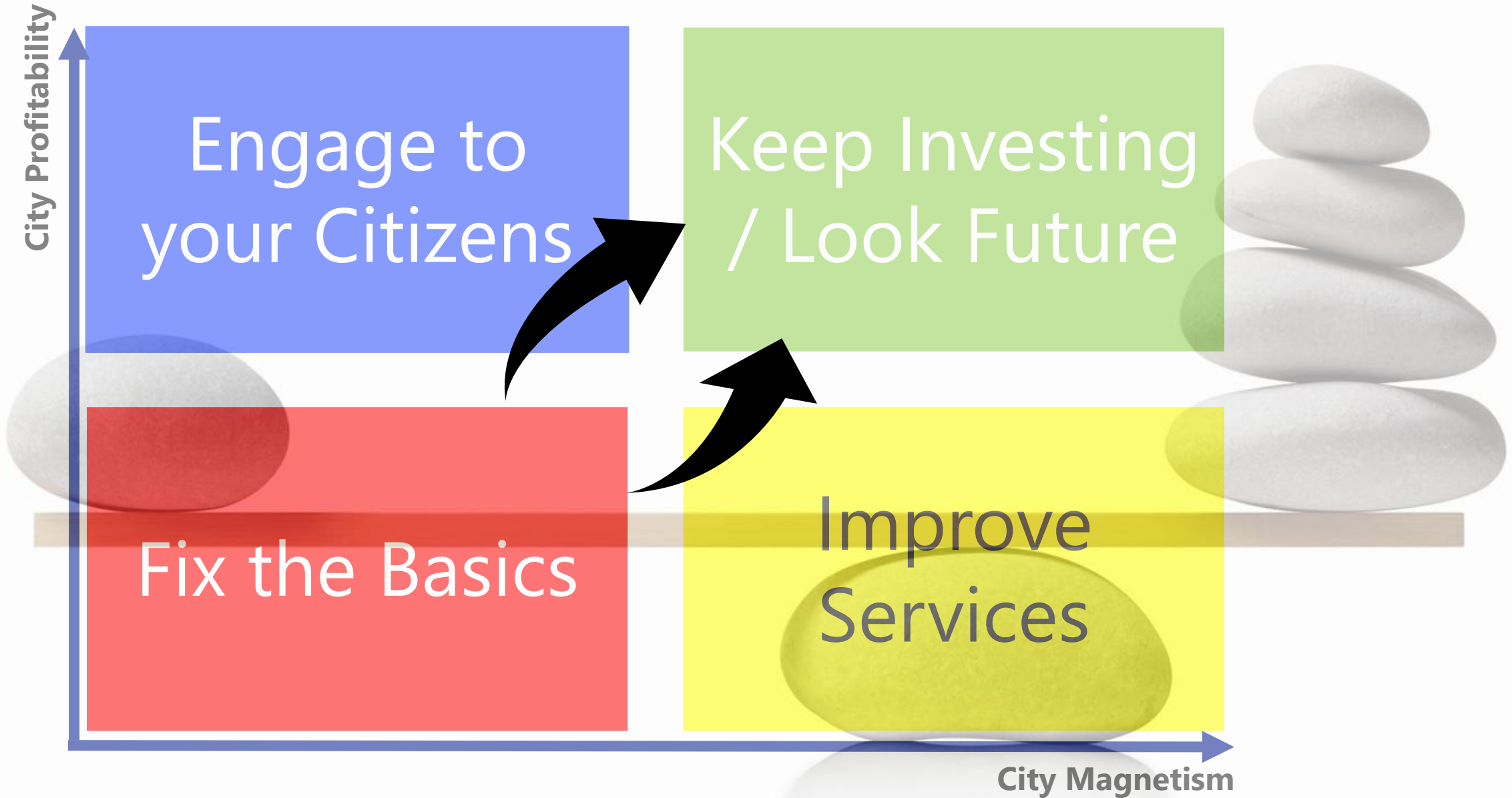
Capable to Set Radiography (Current Status) then a Plan to Develop, then a Methodology to measure progress/evolution.

Compare & Learn from Others

- First to measure Talent Flow (LinkedIn Analysis over 150 m CVs in the 175 studied Cities)
- Dynamic but Comprehensive model. 103 Areas -> 500 SubIndicators



Attractiveness: Balancing City Magnetism & City Profitability



City Attractiveness for Talent: Magnetism vs Profitability

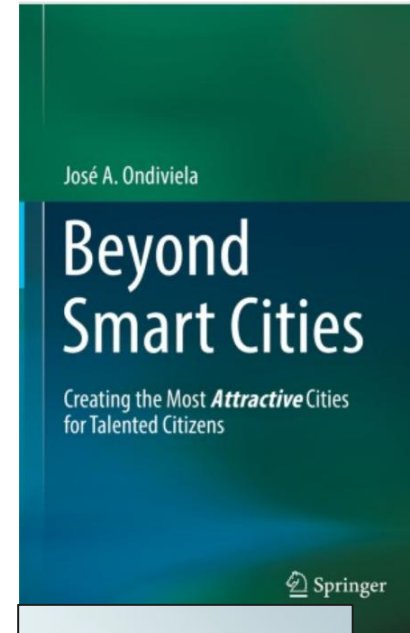
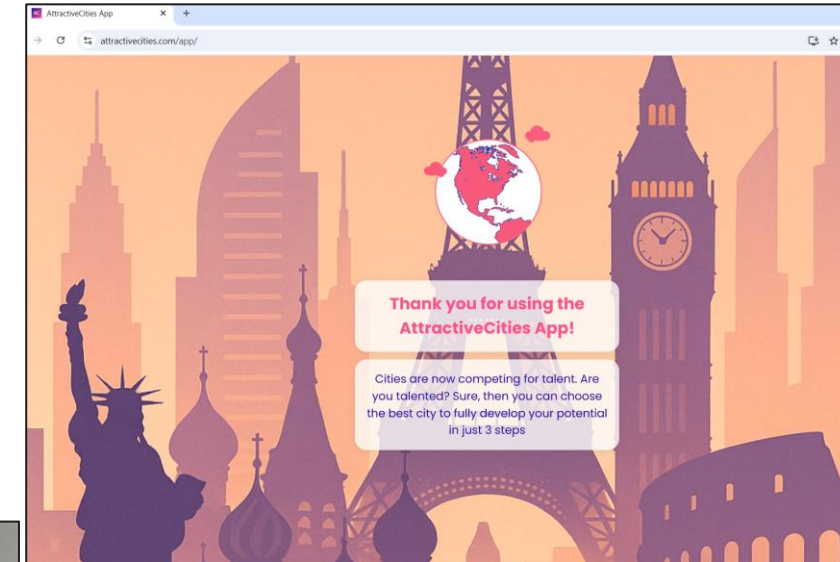
- 175 Cities, +120 KPIs, 6 years
- City Magnetism (Emotional)
 - Identity // Dynamism // Strategy
- Profitability (Rational)
 - Services Quality vs Net Purchase Power
- Main Research <http://attractivecities.com>
- Book: Ondiviela, J. A. (2021). Beyond SmartCities: How to create an Attractive City for Talented Citizens. Springer International Publishing.
<https://doi.org/10.1007/978-3-030-83371-8>
- WW Observatory for Attractive Cities
 - Edition 2025 ([handle](#))
 - <https://www.tomorrow.city/cities-talent-attraction-in-turbulent-times/>

AttractiveCities Research Deliverables

AttractiveCities App

Get Top 15 WW Cities matching your preferences

<http://attractivecities.com/app>



One of Best World Cities Analysis

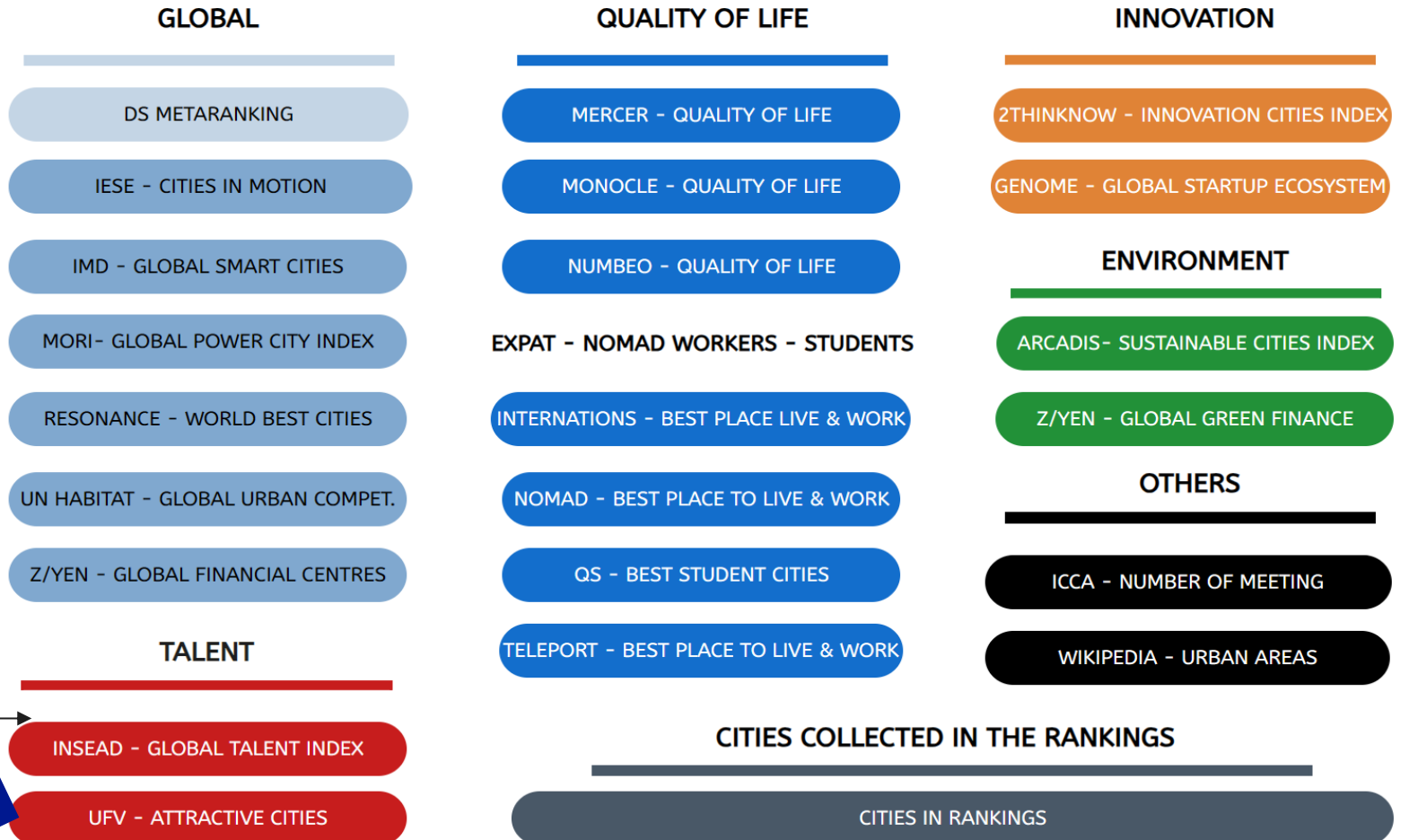
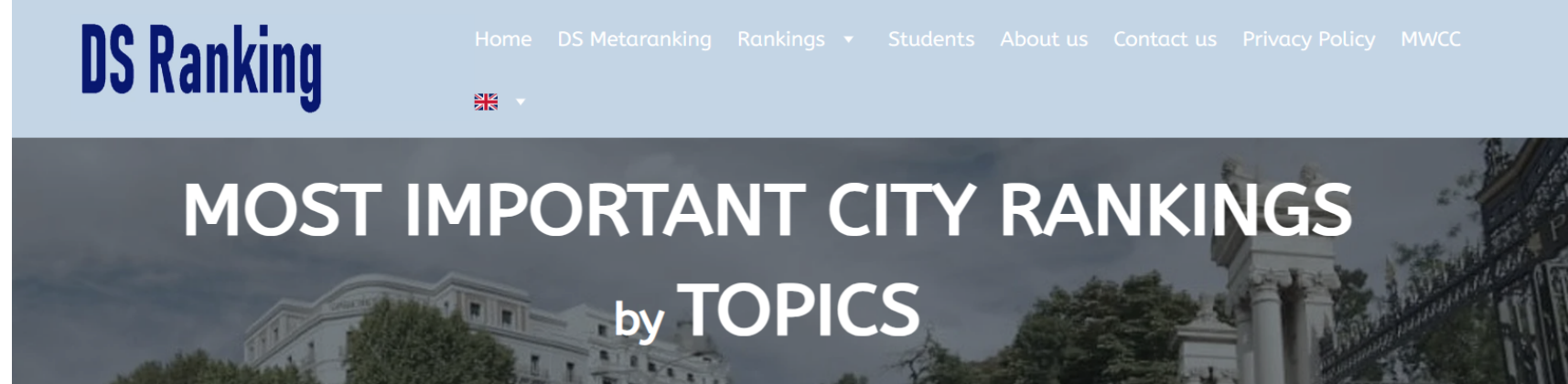
WW Observatory
for Attractive Cities



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Focused only on Countries (2023).
MacroData. 2022 Cities Analysis is
very basic approach: 134 Cities, 17
KPIs (No Culture, Economy, etc)

Focused only Cities. 175
Cities, 103 main KPIs,
500+ SubKPIs.



Impact (so far)

- Conferences
 - More than 30.000 people exposed.
- Cities



Cities Assessment & Advisory

- Valencia, Murcia, Zaragoza, Alcobendas, Pozuelo, Galapagar, Madrid (Spain)
- Alkmaar, Rotterdam (The Netherlands)
- Darvik, Stavanger (Norway)
- Luxemburg
- Tartu (Estonia)
- Riyadh (Saudi Arabia)

...

Adeola, A.; Arroyave, S.; Bansal, V.; Lugo Robles, D.; Lyon, C.; & Scudder, S.

GLOBAL CHALLENGE LAB

City of Rotterdam

FALL 2022

Thunderbird *Rotterdam*
Global Challenge Lab Fall 22

SUBJECT MATTER EXPERT ON CITY MAGNETISM DR. JOSÉ ANTONIO ONDIVIELA GARCÍA



Picture of Dr. José Antonio Ondiviela García, Western Europe Government, SmartCities Solutions Director, Microsoft

We interviewed a subject matter expert on city magnetism, Jose Antonio Ondiviela Garcia, the author of the City Magnetism Report 2020, 2021, and 2022, where we delved deeper into the data of Rotterdam's two most recent evaluations. Since the previous report, the global pandemic has negatively impacted many of the city's markers. This was expected, as European cities have had trouble bouncing back to pre-pandemic levels of economic prosperity; high energy costs and saturated housing markets decrease Profitability, one of the main categories of Professor Ondiviela's magnetism research. However, the city should take these downturns as opportunities for growth, however, by setting ambitious targets for a future evaluation.

INSIGHTS INTO ROTTERDAM'S MAGNETISM:

- Strategy and Performance markings improved; everything else decreased.
- The cost of Living severely declined, primarily due to the inflated energy prices and increased Cost of Living.
- Rotterdam lacks Branding in its External Image.
- Areas ranked over 100 signaled a more pressing need for attention: Space & Density, Georisk, Branding, External Image, Culture-Tourism, and Cost of Life.

SUGGESTED SOLUTIONS:

Increasing green space around the area, intentionally designed for accessibility for all. Ensuring easy access to basic services and community needs. Rotterdam is a city poised to have a population of 50% over 50 by 2050, Therefore, growth needs to be done strategically with a focus on intentional utility for all ages. Focus on solutions that are desirable for all ages, like accessibility. Innovative ideas, like the 15-minute city, are lofty efforts that can set a city apart, globally. Walkability, and common areas designed with community engagement at heart, can materially improve users' lives by facilitating participation. To find a differentiated image, leaning into the history or unique identity of a city, and expanding on it to improve the culture, can strengthen the call to visit and love the city. Unique features can improve magnetism by strengthening the city's external image and increasing recognizability.

Citizen-Centric Intelligent Cities Research Institute

Inclusive & Respectful Social Urban Innovation
Making Cities develop their full Human potential through Technology



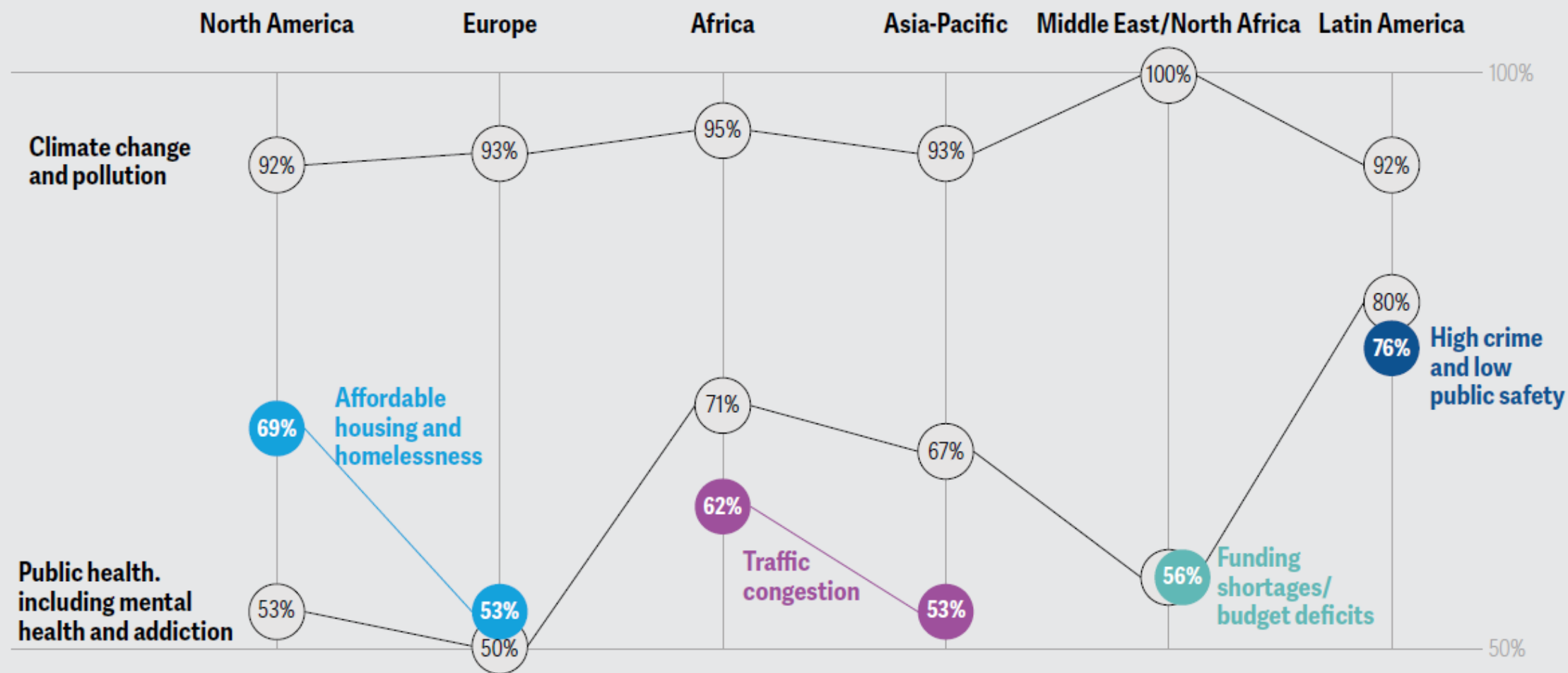
En Conexión con:



v3

Nov 2024

Cities in developing economies continue to struggle with traffic congestion and public safety, while cities in developed economies face housing insecurity and affordable housing challenges



Note: The figure depicts the top three challenges in each region.
Source: Deloitte-ThoughtLab Global City Survey, December 2022.

Findings v2025 vs 2024-23-22-21-20

In 2025, City Attractiveness is mainly influenced by **Quality of Life**. This trend is shaped by factors such as economic conditions, environmental sustainability, safety, healthcare, education, infrastructure, and more. To study all those components, let's split the Quality of Live model with the current trends of Lovability, Liveability and Affordability:

City Magnetism (Identity, Dynamism, Strategy) → City Lovability

City Profitability. Performance → City Liveability

City Profitability. Net Purchase Power → City Affordability

WINNERS (in order): UAE, NOR, NED, DK, SWI, GE, SPA, AUS, JPN, UK, CAN, 4 Asian Tigers, EU Main Capitals. South Europe (FR, ITA, POR) slight improvement due to EU funding investment. Main reasons are: Increase on Dynamism due to Quality of Life and Expat Experience, on Strategy due to SmartCity Plan, and on Profitability due to better NetPurchase Power. We can highlight the gaining positions from UAE (Dubai repeating 1st and Abu Dhabi climbing to 4th), 4 Asian Tigers (starting at position 30), JPN recovering from stalled past years, now with Tokyo at 17th and Osaka at 25th due to the Universal Exhibition. UK (from 21) and SWI (from 6) are also recovering from poor last years. Long-term growth is shown from UAE (from 1), JPN (from 17), SPA (from 12) and 4 Asian tigers (from 30). CHN is growing slightly every year (now from 115).

LOSERS: USA, AUS, SWE, FIN, NZ due to late recovery actions and inflation impact, increase on cost of living (SWE, FIN) and decrease on Quality of Live, also worsening of Inequality (Gini Index). Reduction or stalling on investments (mainly those from Environmental) has impacted on the quality of services (performance) (USA (from 54), with most US cities from 69 to 84). Gap with LatAm and all Asia increased a little due to economy impact (except CHN). After most Western Cities, we can see Middle East starting at 105 with Jerusalem, Istanbul at 106, mixed with Central & Eastern Europe. China is entering this challenger's area with Shanghai at 115. Latam starts at 132 (Mexico City), SouthAfrica at 151 (Cape Town), Africa at 161 (Tunis) and India at 164 (Bangalore). This area of emerging cities is stalled or even worsening the distance with challengers.

QUALITY OF LIFE



Honors Board



1	Dubai
2	Oslo
3	Amsterdam
4	Abu Dhabi
5	Copenhagen
6	Zurich
7	Berlin
8	Stavanger
9	Rotterdam
10	Bergen
11	Den Haag
12	Madrid
13	Munich
14	Aarhus
15	Vienna
16	Melbourne
17	Tokyo
18	Toronto
19	Eindhoven
20	Hamburg
21	London
22	Edinburgh
23	Luxembourg
24	Osaka
25	Sydney
26	Barcelona
27	Geneva
28	Frankfurt
29	Montreal
30	Valencia

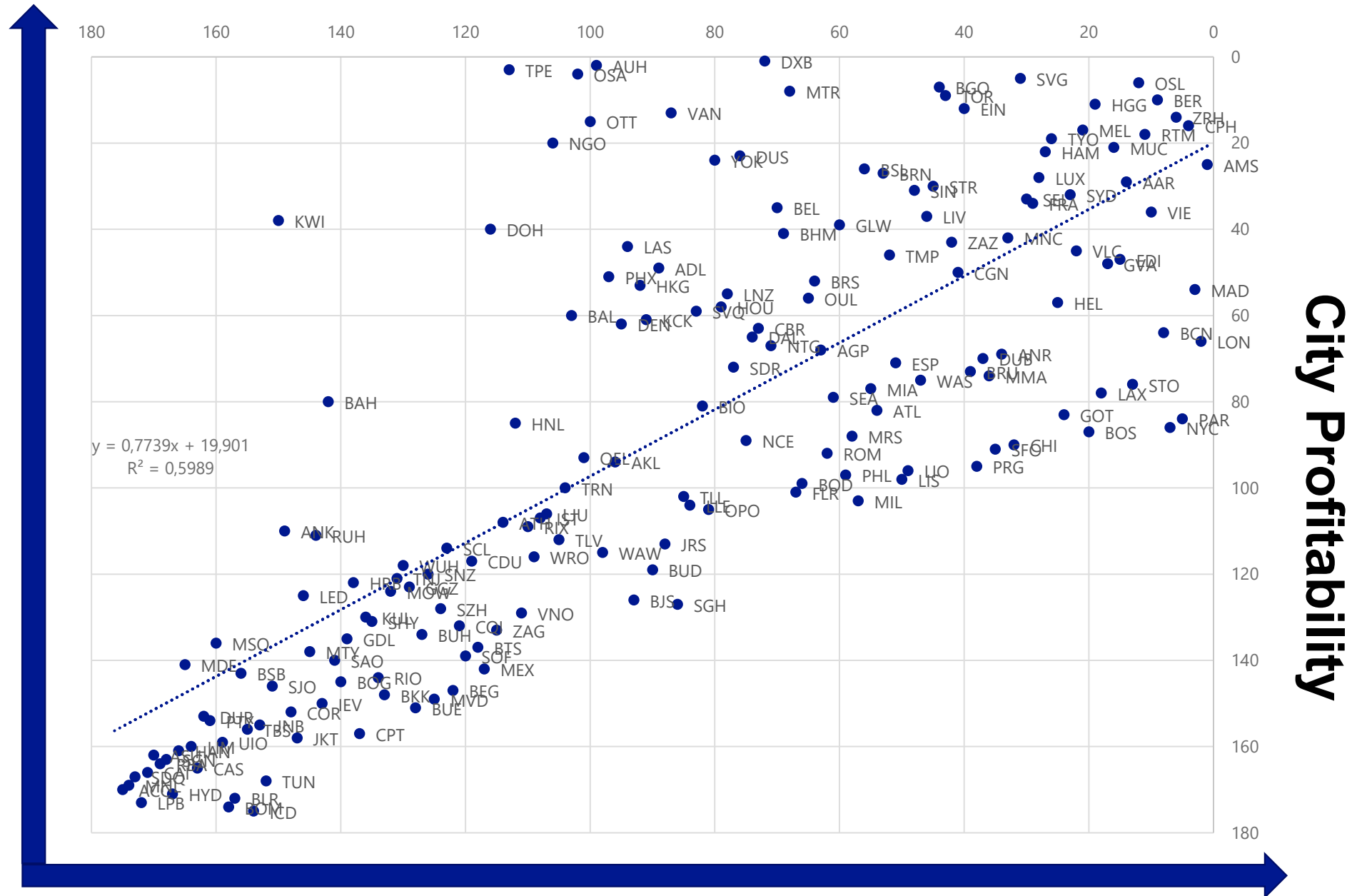
City	Country	MAGNETISM	IDENTITY	DYNAMISM	STRATEGY	PROFITABILITY	PERFORMANCE	NetPurchase Power	ATTRACTIVENESS
Dubai	United Arab Emira	72	100	23	86	1	63	2	1
Oslo	Norway	12	18	12	22	6	20	12	2
Amsterdam	Netherlands	1	6	3	11	25	3	67	3
Abu Dhabi	United Arab Emira	99	127	16	101	2	99	1	4
Copenhagen	Denmark	4	12	2	15	16	1	73	5
Zurich	Switzerland	6	42	1	7	14	7	45	6
Berlin	Germany	9	8	34	17	10	4	44	7
Stavanger	Norway	31	64	11	62	5	28	7	8
Rotterdam	Netherlands	11	30	24	4	18	15	41	9
Den Haag	Netherlands	19	46	14	33	11	18	23	10
Bergen	Norway	44	84	13	73	7	30	8	11
Madrid	Spain	3	3	19	50	54	20	76	12
Munich	Germany	16	22	28	37	21	2	74	13
Melbourne	Australia	21	49	20	24	17	48	15	14
Aarhus	Denmark	14	38	4	35	29	19	53	15
Vienna	Austria	10	9	10	64	36	22	63	16
Tokyo	Japan	26	19	57	39	19	8	47	17
Toronto	Canada	43	63	38	38	9	35	13	18
Eindhoven	Netherlands	40	61	21	57	12	14	34	19
Hamburg	Germany	27	43	47	12	22	5	64	20
London	United Kingdom	2	1	62	13	66	8	93	21
Edinburgh	United Kingdom	15	17	60	8	47	24	69	22
Luxembourg	Luxembourg	28	35	9	84	28	33	33	23
Sydney	Australia	23	49	22	34	32	41	30	24
Osaka	Japan	102	98	94	87	4	10	11	25
Barcelona	Spain	8	5	36	48	64	22	83	26
Geneva	Switzerland	17	32	5	69	48	52	39	27
Montreal	Canada	68	90	44	72	8	51	9	28
Frankfurt	Germany	29	34	39	41	34	24	59	29
Seoul	South Korea	30	29	103	3	33	45	26	30
Valencia	Spain	22	27	15	76	45	47	40	31
Taipei	Taiwan	113	144	110	61	3	77	4	32
Bern	Switzerland	53	81	8	89	27	36	20	33
Manchester	United Kingdom	33	22	84	27	42	30	56	34
Stuttgart	Germany	45	39	53	70	30	27	46	35
Basel	Switzerland	56	57	6	111	26	29	31	36
Singapore	Singapore	48	117	35	5	31	17	62	37
Zaragoza	Spain	42	20	49	83	43	59	27	38
Liverpool	United Kingdom	46	35	65	71	37	44	35	39
Helsinki	Finland	25	68	26	16	57	6	92	40
Cologne	Germany	41	52	51	31	50	39	54	41
Dusseldorf	Germany	76	76	45	90	23	12	50	42
Vancouver	Canada	87	97	37	91	13	41	14	43
Stockholm	Sweden	13	21	7	28	76	26	95	44
Tampere	Finland	52	113	29	10	46	11	77	45
Yokohama	Japan	80	101	89	31	24	55	18	46
Paris	France	5	2	48	40	84	39	99	47
Glasgow	United Kingdom	60	72	64	53	39	34	49	48
Belfast	United Kingdom	70	72	67	77	35	57	22	49
Ottawa	Canada	100	127	41	79	15	64	10	50
Antwerp	Belgium	34	37	56	29	69	77	51	51
Dublin	Ireland	37	33	42	51	70	82	48	52
Birmingham	United Kingdom	69	76	80	65	41	56	32	53
New York City	United States	7	7	77	2	86	30	108	54
Los Angeles	United States	18	15	92	9	78	70	75	55
Bristol	United Kingdom	64	71	75	53	52	43	55	56
Brussels	Belgium	39	27	43	67	73	85	57	57
Malmö	Sweden	36	68	18	46	74	37	86	58

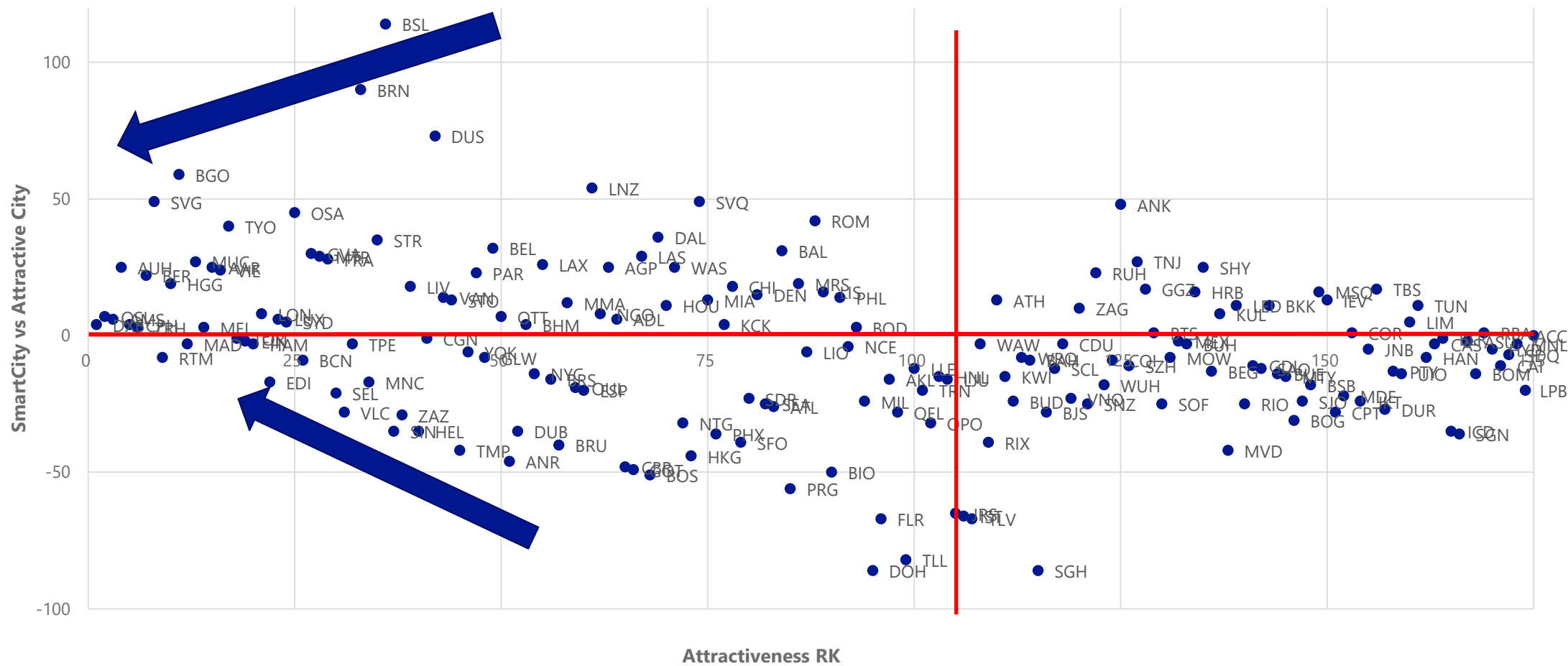
City	Country	MAGNETISM	IDENTITY	DYNAMISM	STRATEGY	PROFITABILITY	PERFORMANCE	NetPurchase Power	ATTRACTIVENESS
Oulu	Finland	65	103	32	43	56	16	80	59
Espoo	Finland	51	87	31	43	71	13	94	60
Linz	Austria	78	66	27	116	55	45	58	61
Nagoya	Japan	106	117	83	92	20	49	16	62
Málaga	Spain	63	53	25	102	68	84	42	63
Adelaide	Australia	89	131	30	68	49	90	17	64
Canberra	Australia	73	125	33	25	63	87	24	65
Gothenburg	Sweden	24	79	17	18	83	37	100	66
Las Vegas	United States	94	106	87	66	44	53	36	67
Boston	United States	20	55	69	1	87	76	88	68
Dallas	United States	74	90	73	58	65	79	38	69
Houston	United States	79	99	82	42	58	92	19	70
Washington, D	United States	47	67	72	21	75	59	78	71
Nottingham	United Kingdom	71	87	74	55	67	53	69	72
Hong Kong	Hong Kong	92	85	108	47	53	71	29	73
Seville	Spain	83	25	54	128	59	66	43	74
Miami	United States	55	61	86	36	77	87	66	75
Phoenix	United States	97	137	93	19	51	72	25	76
Kansas City	United States	91	112	85	45	61	89	21	77
Chicago	United States	32	24	81	26	90	104	68	78
San Francisco	United States	35	58	70	6	91	57	98	79
Santander	Spain	77	51	40	109	72	79	60	80
Denver	United States	95	124	78	49	62	61	52	81
Seattle	United States	61	96	63	20	79	74	79	82
Atlanta	United States	54	74	71	23	82	103	61	83
Baltimore	United States	103	108	88	80	60	74	37	84
Prague	Czech Republic	38	26	46	59	95	61	103	85
Marseille	France	58	13	76	100	88	82	89	86
Lyon	France	49	41	66	63	96	91	91	87
Rome	Italy	62	4	100	119	92	94	84	88
Lisbon	Portugal	50	10	50	114	98	64	104	89
Bilbao	Spain	82	60	55	102	81	92	72	90
Philadelphia	United States	59	70	90	30	97	108	71	91
Nice	France	75	45	68	94	89	86	87	92
Bordeaux	France	66	31	58	99	99	68	105	93
Milan	Italy	57	11	104	81	103	79	109	94
Doha	Qatar	116	145	96	112	40	112	5	95
Florence	Italy	67	13	105	85	101	96	96	96
Auckland	New Zealand	96	107	52	88	94	101	81	97
Wellington	New Zealand	101	121	59	78	93	98	82	98
Tallinn	Estonia	85	89	97	60	102	49	115	99
Lille	France	84	78	61	93	104	97	102	100
Torino	Italy	104	47	107	98	100	105	85	101
Porto	Portugal	81	40	79	105	105	99	107	102
Honolulu	United States	112	165	91	56	85	68	90	103
Ljubljana	Slovenia	107	95	99	115	106	101	111	104
Jerusalem	Israel	88	58	106	75	113	119	110	105
Istanbul	Turkey	108	47	151	82	107	132	65	106
Tel Aviv	Israel	105	115	102	74	112	107	118	107
Warsaw	Poland	98	56	95	113	115	66	131	108
Riga	Latvia	110	102	109	95	109	106	114	109
Athens	Greece	114	54	116	127	108	112	101	110
Kuwait City	Kuwait	150	174	121	139	38	139	3	111
Budapest	Hungary	90	15	115	97	119	111	129	112
Wrocław	Poland	109	94	98	117	116	95	127	113
Manama	Bahrain	142	159	117	148	80	126	6	114
Shanghai	China	86	65	126	14	127	114	140	115
Beijing	China	93	44	128	52	126	117	134	116
Santiago	Chile	123	117	119	120	114	130	97	117
Chengdu	China	119	111	129	106	117	122	120	118

Denver Pos: 81



City Magnetism





Honors Board. Magnetism IDENTITY

HISTORY/CULTURE



1	Paris
2	London
3	Florence
4	Madrid
5	Tunis
6	Rome
7	Beijing
8	Mexico City
9	Seoul
10	Vienna

SPACE/DENSITY



1	Riga
2	Oslo
3	Las Vegas
4	Ottawa
5	Gothenburg
6	Linz
7	Oulu
8	Chongqing
9	Tampere
10	Bordeaux

GeoECONOMICS



1	Prague
2	Atlanta
3	Miami
4	Baltimore
5	Chicago
6	Washington,
7	Vienna
8	Linz
9	Wroclaw
10	Warsaw

GOV-BASICS



1	Espoo
2	Stavanger
3	Taipei
4	Bergen
5	Aarhus
6	Tampere
7	Bern
8	Den Haag
9	Zurich
10	Eindhoven

CLIMATE



1	Florence
2	Washington
3	Nice
4	Rome
5	Montevideo
6	Jerusalem
7	San Francisco
8	Marseille
9	Lisbon
10	Quito

GASTRONOMY



1	Nice
2	Bilbao
3	Antwerp
4	Basel
5	Luxembourg
6	Espoo
7	Geneva
8	Malmo
9	Yokohama
10	Brussels

REPUTATION



1	Gothenburg
2	Stockholm
3	Malmo
4	Aarhus
5	Copenhagen
6	Munich
7	Stuttgart
8	Dusseldorf
9	Hamburg
10	Cologne

GeoRISK



1	Luxembourg
2	Singapore
3	Minsk
4	Manama
5	Bratislava
6	Budapest
7	Aarhus
8	Copenhagen
9	Geneva
10	Basel

BRANDING



1	Paris
2	New York City
3	London
4	Los Angeles
5	Barcelona
6	Chicago
7	Madrid
8	Rome
9	Boston
10	Dubai

Honors Board. Magnetism

Magnetism DYNAMISM

EXPAT EXPERIENCE



1	Málaga
2	Valencia
3	Madrid
4	Abu Dhabi
5	Barcelona
6	Dubai
7	Lisbon
8	Luxembourg
9	Doha
10	Tokyo

Magnetism STRATEGY HUMAN CAPITAL



1	New York City
2	London
3	Washington, D.C.
4	Los Angeles
5	Canberra
6	Paris
7	San Francisco
8	Chicago
9	Edinburgh
10	

COMPETITIVENESS



1	Zurich
2	Singapore
3	Basel
4	Bern
5	San Francisco
6	Geneva
7	Boston
8	Copenhagen
9	Aarhus
10	Dublin

ETHICS WELL-BEING



1	Copenhagen
2	Aarhus
3	Stavanger
4	Bergen
5	Oslo
6	Stockholm
7	Malmo
8	Gothenburg
9	Tampere
10	Helsinki

SMARTCITY



1	Helsinki
2	Singapore
3	Copenhagen
4	Tampere
5	Rotterdam
6	Antwerp
7	Edinburgh
8	Oslo
9	Zurich
10	Amsterdam

QUALITY OF LIFE



1	Luxembourg
2	Amsterdam
3	Den Haag
4	Stavanger
5	Frankfurt
6	Aarhus
7	Vienna
8	Copenhagen
9	Eindhoven
10	Munich

EQUALITY



1	Tampere
2	Oulu
3	Espoo
4	Stavanger
5	Bergen
6	Oslo
7	Helsinki
8	Dublin
9	Malmo
10	Gothenburg

INNOVATION



1	New York City
2	Los Angeles
3	Boston
4	San Francisco
5	Houston
6	Chicago
7	Seattle
8	Dallas
9	Atlanta
10	Miami

Honors Board. Profitability. Performance

EDUCATION.
DIGITAL GOV. LIFELONG TRAINING EMPLOYABILITY CONNECTED CITY



1	Sydney
2	Melbourne
3	Adelaide
4	Canberra
5	Tallinn
6	Helsinki
7	Tampere
8	Espoo
9	Oulu
10	Amsterdam



1	San Francisco
2	Boston
3	New York City
4	Washington, D.C.
5	Chicago
6	Seattle
7	Los Angeles
9	Baltimore
9	Philadelphia
10	Dallas



1	Dusseldorf
2	Luxembourg
3	Hamburg
4	Osaka
5	Berlin
6	Singapore
7	Dallas
8	Munich
9	Basel
10	Zurich



1	Singapore
2	Hong Kong
3	Dallas
4	Denver
5	Houston
6	Las Vegas
7	Phoenix
8	Seattle
9	Atlanta
10	Miami

HLC / SOCIAL SVS



1	Linz
2	Vienna
3	Marseille
4	Bordeaux
5	Nice
6	Paris
7	Lyon
8	Lille
9	Dusseldorf
10	Hamburg

ENV.SUSTAINABILITY



1	Copenhagen
2	Tampere
3	Nottingham
4	Stockholm
5	Malmo
6	London
7	Manchester
8	Paris
9	Oslo
10	Milan

CULTURE/TOURISM



1	Barcelona
2	London
3	Amsterdam
4	Madrid
5	Tokyo
6	Los Angeles
7	Rome
8	Paris
9	Osaka
10	Milan

URBAN MOBILITY



1	Oulu
2	Santander
3	Tampere
4	Zaragoza
5	Málaga
6	Bilbao
7	Helsinki
8	Espoo
9	Valencia
10	Seville

URBAN PLANNING



1	London
2	New York City
3	Hamburg
4	Berlin
5	Amsterdam
6	Rotterdam
7	Toronto
8	Dubai
9	Washington
10	Vienna

SAFETY



1	Nagoya
2	Singapore
3	Zaragoza
4	Bern
5	Zurich
6	Tokyo
7	Yokohama
8	Aarhus
9	Den Haag
10	Santander

Honors Board.
Profitability. Net Purchase Power

MONTHLY WAGE (AVG)



1	Oslo
2	Bergen
3	Stavanger
4	Dubai
5	Abu Dhabi
6	Zurich
7	Geneva
8	Bern
9	Basel
10	Luxembourg

INCOME AFTER DIR TAXES



1	Dubai
2	Abu Dhabi
3	Oslo
4	Bergen
5	Stavanger
6	Zurich
7	Geneva
8	Bern
9	Basel
10	Taipei

NET REAL INCOME



1	Dubai
2	Abu Dhabi
3	Zurich
4	Geneva
5	Bern
6	Basel
7	Oslo
8	Bergen
9	Stavanger
10	Taipei

COST OF LIFE



1	Hyderabad
2	New Delhi
3	Córdoba
4	Mumbai
5	Accra
6	Buenos Aires
7	Minsk
8	Bangalore
9	Cairo
10	Tunis

WW OBSERVATORY FOR ATTRACTIVE CITIES



AREA	ATTR25	ATTR24	ATTR23	ATTR22	ATTR21	ATTR20
Africa	162	162	164	164	162	166
Asia-Pacific	84	95	90	88	86	82
CE Europe	123	122	123	123	121	119
China Extended	113	113	113	116	128	131
India Extended	167	168	169	170	172	163
LatinAmerica	149	148	147	146	144	141
Middle East	96	98	101	104	116	121
North America	68	65	58	29	37	45
Western Europe	47	45	48	58	52	51

Cities in a shifting World

7 observed shifts - Comparing 2018-2024 SmartCityExpo Surveys

CITY SERVICES -	2018 SURVEY					CITY SERVICES -	2024 SURVEY			
SCALE OF VALUES	RK	1-10	Over 100	INPUT		SCALE OF VALUES	RK	1-10	Over 100	INPUT
URBAN MOBILITY / TRANSP	1	10,00	13,54	4,44		SAFETY (PHYSICAL/VIRTUAL)	1	10,00	11,13	4,57
SOC SERVICES / HEALTH	2	9,04	12,66	4,35		SOC SERVICES / HEALTH	2	9,57	11,00	4,52
ENV. SUSTAINABILITY	3	8,95	12,57	4,34		URBAN MOBILITY / TRANSP	3	8,94	10,80	4,44
SAFETY (PHYSICAL/VIRTUAL)	4	8,37	12,04	4,28		EDUCATION	4	7,73	10,42	4,28
EDUCATION	5	7,67	11,40	4,21		EMPLOYABILITY	5	7,34	10,30	4,23
EMPLOYABILITY	6	7,11	10,87	4,16		ENV. SUSTAINABILITY	6	6,87	10,16	4,17
URBAN PLANNING	7	4,78	8,72	3,93		URBAN PLANNING	7	5,66	9,78	4,02
GOVERNANCE	8	2,85	6,95	3,74		GOVERNANCE	8	3,93	9,24	3,79
CONNECTED CITY	9	1,83	6,01	3,64		CULTURAL SVS / TOURISM	9	2,68	8,85	3,63
CULTURAL SVS / TOURISM	10	1,00	5,24	3,56		CONNECTED CITY	10	1,00	8,32	3,42

Green: From Climate Ambition to Energy Nationalism

Security: From comfortably numb to Active Involvement

Life balance: From Money-driven to Quality of Life

Housing: From Gentrified iconic Cities to Affordable Intermediate

Mobility: From pollution & jams to Green-Fast-Cheap-Air transport

Social: From mere expectators to Citizen-Centric with/for Services

AI: From nice tool to core Transformational Agent

Asia Europe Israel India ANZ LATAM MENA U.S.



Honors Board

ATTRACTIVENESS		Dubai				
MAGNETISM	Amsterdam					
	IDENTITY	London	DYNAMISM	Zurich	STRATEGY	Boston
	HISTORY / CULTURE	Florence	COMPETITIVENESS	Zurich	HUMAN CAPITAL	London
	GOVERNMENT BASICS	Nagoya	Quality of Life	Amsterdam	SMART CITY	Rotterdam
	REPUTATION	London	EXPAT EXPERIENCE	Valencia	INNOVATION	Boston
	SPACE / DENSITY	Riga	ETHICS. WELL-BEING	Oslo		
	CLIMATE	Nice	EQUALITY	Tampere		
	GEORISK	Luxembourg				
	GEOECONOMICS	Atlanta				
	GASTRONOMY	Nice				
	BRANDING. EXT.IMAGE	New York City				

PROFITABILITY		Dubai		
			COST OF LIVING. Net Purchase Power	Abu Dhabi
	PERFORMANCE	Copenhagen	AVG WAGES/MONTH	Oslo
	DIGITAL GOVERNMENT	Copenhagen	AFTER DIR TAXES INCOME	Dubai
	EDUCATION. LIFELONG TRAINING	San Francisco	NET REAL INCOME	Dubai
	EMPLOYABILITY	Dusseldorf	COST OF LIFE	Cairo
	CONNECTED CITY	Copenhagen		
	HEALTH / SOCIAL SVS	Vienna		
	ENVIRONMENTAL SUSTAINABILITY	Copenhagen		
	CULTURE-TOURISM	Barcelona		
	URBAN MOBILITY	Zaragoza		
	URBAN PLANNING	Tokyo		
	SAFETY	Abu Dhabi		

Select a City

Rotterdam

Netherlands

RANKINGS

ATTRACTIVENESS

18

MAGNETISM

15

IDENTITY

47

DYNAMISM

14

STRATEGY

30

PROFITABILITY

26

PERFORMANCE

14

COST LIVING

40

IDENTITY

47

DYNAMISM

14

STRATEGY

30

HISTORY

46

SOCIAL ACTION

41

HUMAN CAPITAL

60

GOVERNANCE

11

EXPAT EXPERIENCE

45

SMART CITY

12

REPUTATION

27

ETHICS

1

INNOVATION

48

SPACE/DENSITY

94

EQUALITY

14

CLIMATE

72

GEORISK

126

GEOECONOMICS

13

GASTRONOMY

24

EX_IDENTITY

120

PERFORMANCE

14

COST LIVING

40

GOVERNANCE

34

MONTH WAGES AVG

36

EDUCATION

20

MONEY AFTER DIR TAXES

43

EMPLOYABILITY

32

REAL MONEY AFTER INDIRECT TAXES

45

CONNECTED CITY

14

COST OF LIFE

96

HLC_SOCVS

66

SUSTAINABILITY

53

CULTURE-TOURISM

32

URBAN MOBILITY

14

URBAN PLANNING

16

SAFETY

10

SMARTCITY ANALYSIS:

Traffic

✓

Energy Efficiency

✓

Water

✓

Tourism

✗

SmartBuildings

⚠

CO2 Reduction-Carbon Neutral

✗

Safety-Resilience

✗

SocialSVS

✓

Transparency

✓

CitizenEngagement

✓

CivilServants

✓

Cloud

✓

Mobile

✓

Opendata

⚠

Social Analytics

✗

SUMMARY:

✓

Rotterdam

Netherlands

Rotterdam

Western Europe

MAGNETISM

15

35

IDENTITY

47

28

DYNAMISM

14

41

STRATEGY

30

53

PROFITABILITY

26

43

PERFORMANCE

14

36

COST LIVING

40

48

ATTRACTIVENESS

18

39

City Attractiveness

Rotterdam

Western Europe

MAGNETISM

0

20

40

60

80

100

120

140

IDENTITY

DYNAMISM

STRATEGY

PROFITABILITY

PERFORMANCE

COST LIVING

ATTRACTIVENESS

RANKINGS

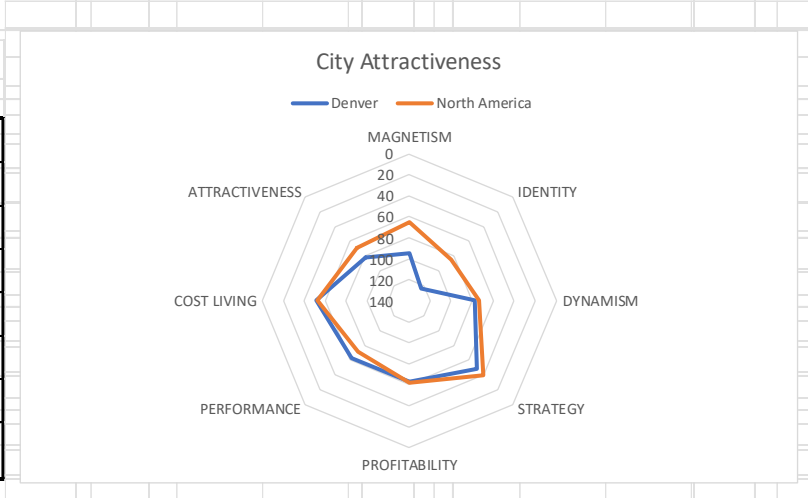
City Denver Talent Attractiveness Radiography

ATTRACTIVENESS		81														
	MAGNETISM	IDENTITY	DYNAMISM	STRATEGY		IDENTITY	124	DYNAMISM	78	STRATEGY	49		PERFORMANCE	62	NET PURCHASE POWER	52
	95	124	78	49		HISTORY. CULTURE	151	COMPETITIVENESS	32	HUMAN CAPITAL	35		DIGITAL GOVERNMENT	37	AVG WAGES/MONTH	50
	PROFITABILITY	PERFORMANCE	NET PURCHASE POWER			GOVERMENT BASICS	80	QUALITY OF LIFE	53	SMART CITY	96		EDUCATION. LIFELONG TRAINING	1	AFTER DIR TAXES INCOME	52
	63	62	52			REPUTATION	133	EXPAT EXPERIENCE	82	INNOVATION	1		EMPLOYABILITY	19	NET REAL INCOME	22

SMARTCITY ANALYSIS:

Traffic	✓
Energy Efficiency	✓
Water	✗
Tourism	↓
SmartBuildings	↓
CO2 Reduction-Carbon Neutral	↓
Safety-Resilience	↓
SocialSVS	↓
Transparency	✓
CitizenEngagement	↓
CivilServants	↓
Cloud	✓
Mobile Apps	↓
Opendata	✓
Social Analytics	↓
Digital Twin	↓
GenerativeAI	✗
SUMMARY:	↓

	Denver	United States
	Denver	North America
MAGNETISM	95	65
IDENTITY	124	84
DYNAMISM	78	73
STRATEGY	49	40
PROFITABILITY	63	62
PERFORMANCE	62	71
COST LIVING	52	53
ATTRACTIVENESS	81	69



WON

LinkedIn YoY Analysis

Creative Roles:

(Engineering, Business Development, Sales, Healthcare Services, Information Technology, Arts and Design, Marketing, Media and Communication, Customer Success and Support, Human Resources, Entrepreneurship, Research, Program and Project Management, Consulting, Product Management, Legal, and Real Estate)

n= 1.074.331

Metropolitan Denver

Colorado Area

May2024 / May2025

Won: 30.264

Lost: 25.604

Net WON: 4.660

Main Competitors are
US Cities

NET
LOST

Location	Lost tal	Gained	Ratio	Net cha
Greater Tampa Bay Area	479	381	-1,26	-98
Las Vegas Metropolitan Area	289	212	-1,36	-77
Greater Grand Junction Area	199	123	-1,62	-76
Greater Phoenix Area	883	814	-1,08	-69
North Port-Sarasota Area	146	79	-1,85	-67
Greater Asheville	106	57	-1,86	-49
Portland, Oregon Metropolitan Area	413	366	-1,13	-47
Charleston, South Carolina Metropolitan Area	150	103	-1,46	-47
Albuquerque-Santa Fe Metropolitan Area	238	193	-1,23	-45
Metro Jacksonville	163	127	-1,28	-36
Nashville Metropolitan Area	321	286	-1,12	-35
Charlotte Metro	336	302	-1,11	-34
Greater Myrtle Beach Area	53	20	-2,65	-33
Cape Coral Metropolitan Area	116	85	-1,36	-31
Greater Cheyenne Area	80	49	-1,63	-31
Portland, Maine Metropolitan Area	86	56	-1,54	-30
Greater Missoula Area	49	22	-2,23	-27
Greater Sacramento	180	155	-1,16	-25
Greater Palm Bay-Melbourne-Titusville	97	72	-1,35	-25

LOST

Location	Lost tal	Gained	Ratio	Net cha
New York City Metropolitan Area	1.657	2.057	+1,24	+400
Los Angeles Metropolitan Area	1.552	1.727	+1,11	+175
Greater Fort Collins Area	1.293	1.694	+1,31	+401
Dallas-Fort Worth Metroplex	1.152	1.480	+1,28	+328
San Francisco Bay Area	1.122	1.644	+1,47	+522
Greater Chicago Area	1.031	1.537	+1,49	+506
Washington DC-Baltimore Area	973	1.430	+1,47	+457
Greater Phoenix Area	883	814	-1,08	-69
Greater Seattle Area	872	851	-1,02	-21
Greater Boston	795	938	+1,18	+143
Austin, Texas Metropolitan Area	717	1.004	+1,40	+287
Greater Houston	660	803	+1,22	+143
San Diego Metropolitan Area	651	650	-1,00	-1
Atlanta Metropolitan Area	595	784	+1,32	+189
Miami-Fort Lauderdale Area	507	563	+1,11	+56
Greater Tampa Bay Area	479	381	-1,26	-98

City	Country	AREA	RK25	RK24	RK23	RK22	RK21	RK20	DIFF 21-20	DIFF 22-21	DIFF 23-22	DIFF 24-23	DIFF 25-24	TREND
Toronto	Canada	North America	18	22	54	29	16	20	↑4	↓-13	↓-25	↑32	↑4	↑2
Montreal	Canada	North America	28	29	30	48	36	7	↓-29	↓-12	↑18	↑1	↑1	↓-21
Vancouver	Canada	North America	43	40	77	57	65	50	↓-15	↑8	↓-20	↑37	↓-3	↑7
Ottawa	Canada	North America	50	53	40	44	44	24	↓-20	→0	↑4	↓-13	↑3	↓-26
New York City	United States	North America	54	42	62	33	20	42	↑22	↓-13	↓-29	↑20	↓-12	↓-12
Los Angeles	United States	North America	55	72	55	17	39	44	↑5	↑22	↓-38	↓-17	↑17	↓-11
Las Vegas	United States	North America	67	59	33	14	48	82	↑34	↑34	↓-19	↓-26	↓-8	↑15
Boston	United States	North America	68	65	66	28	59	62	↑3	↑31	↓-38	↑1	↓-3	↓-6
Dallas	United States	North America	69	69	65	15	11	38	↑27	↓-4	↓-50	↓-4	→0	↓-31
Houston	United States	North America	70	56	39	10	33	37	↑4	↑23	↓-29	↓-17	↓-14	↓-33
Washington, D	United States	North America	71	61	50	7	14	58	↑44	↑7	↓-43	↓-11	↓-10	↓-13
Miami	United States	North America	75	73	71	31	34	56	↑22	↑3	↓-40	↓-2	↓-2	↓-19
Phoenix	United States	North America	76	62	45	12	17	15	↓-2	↑5	↓-33	↓-17	↓-14	↓-61
Kansas City	United States	North America	77	77	43	6	3	13	↑10	↓-3	↓-37	↓-34	→0	↓-64
Chicago	United States	North America	78	105	64	26	22	36	↑14	↓-4	↓-38	↓-41	↑27	↓-42
San Francisco	United States	North America	79	66	72	22	41	75	↑34	↑19	↓-50	↑6	↓-13	↓-4
Denver	United States	North America	81	54	60	36	37	25	↓-12	↑1	↓-24	↑6	↓-27	↓-56
Seattle	United States	North America	82	79	67	35	68	76	↑8	↑33	↓-32	↓-12	↓-3	↓-6
Atlanta	United States	North America	83	76	61	20	19	39	↑20	↓-1	↓-41	↓-15	↓-7	↓-44
Baltimore	United States	North America	84	99	83	37	49	64	↑15	↑12	↓-46	↓-16	↑15	↓-20
Philadelphia	United States	North America	91	78	53	38	62	71	↑9	↑24	↓-15	↓-25	↓-13	↓-20
Honolulu	United States	North America	103	97	89	79	83	66	↓-17	↑4	↓-10	↓-8	↓-6	↓-37

City	Country	AREA	RK25	RK24	DIFF 25-24	TREND
Dubai	United Arab Emirates	Middle East	1	1	0	104
Abu Dhabi	United Arab Emirates	Middle East	4	6	2	104
Taipei	Taiwan	China Extended	32	18	-14	72
Madrid	Spain	Western Europe	12	12	0	61
Osaka	Japan	Asia-Pacific	25	57	32	61
Den Haag	Netherlands	Western Europe	10	7	-3	47
Singapore	Singapore	Asia-Pacific	37	26	-11	43
Zaragoza	Spain	Western Europe	38	28	-10	41
Tokyo	Japan	Asia-Pacific	17	35	18	38
Yokohama	Japan	Asia-Pacific	46	85	39	32
Brussels	Belgium	Western Europe	57	51	-6	30
Riyadh	Saudi Arabia	Middle East	122	125	3	28
Munich	Germany	Western Europe	13	14	1	27
Barcelona	Spain	Western Europe	26	19	-7	27
Nagoya	Japan	Asia-Pacific	62	90	28	27
Antwerp	Belgium	Western Europe	51	41	-10	26
Shenzhen	China	China Extended	121	121	0	24
Hong Kong	Hong Kong	China Extended	73	70	-3	22
Tampere	Finland	Western Europe	45	36	-9	22
Chengdu	China	China Extended	118	119	1	20
Belfast	United Kingdom	Western Europe	49	60	11	20
Wuhan	China	China Extended	123	123	0	20
Harbin	China	China Extended	134	142	8	20
Seoul	South Korea	Asia-Pacific	30	45	15	19
Amsterdam	Netherlands	Western Europe	3	3	0	18
Istanbul	Turkey	Middle East	106	111	5	17
Doha	Qatar	Middle East	95	100	5	17
Guangzhou	China	China Extended	128	126	-2	16
Bergen	Norway	Western Europe	11	10	-1	16
Aarhus	Denmark	Western Europe	15	15	0	16
Valencia	Spain	Western Europe	31	21	-10	15
Las Vegas	United States	North America	67	59	-8	15
Copenhagen	Denmark	Western Europe	5	4	-1	14
Eindhoven	Netherlands	Western Europe	19	13	-6	14
Stavanger	Norway	Western Europe	8	5	-3	14
Paris	France	Western Europe	47	33	-14	13
Dublin	Ireland	Western Europe	52	64	12	13
Linz	Austria	Western Europe	61	52	-9	13
Helsinki	Finland	Western Europe	40	39	-1	12

City	Country	AREA	RK25	RK24	DIFF 25-24	TREND
Wellington	New Zealand	Asia-Pacific	98	101	3	-68
Kansas City	United States	North America	77	77	0	-64
Adelaide	Australia	Asia-Pacific	64	82	18	-62
Phoenix	United States	North America	76	62	-14	-61
Gothenburg	Sweden	Western Europe	66	74	8	-56
Denver	United States	North America	81	54	-27	-56
Canberra	Australia	Asia-Pacific	65	83	18	-53
Auckland	New Zealand	Asia-Pacific	97	102	5	-46
Atlanta	United States	North America	83	76	-7	-44
Chicago	United States	North America	78	105	27	-42
Malmo	Sweden	Western Europe	58	68	10	-41
Stockholm	Sweden	Western Europe	44	43	-1	-39
Honolulu	United States	North America	103	97	-6	-37
Córdoba	Argentina	LatinAmerica	153	145	-8	-35
Houston	United States	North America	70	56	-14	-33
Dallas	United States	North America	69	69	0	-31
Bern	Switzerland	Western Europe	33	37	4	-29
Buenos Aires	Argentina	LatinAmerica	144	136	-8	-29
Basel	Switzerland	Western Europe	36	46	10	-27
Ottawa	Canada	North America	50	53	3	-26
Montreal	Canada	North America	28	29	1	-21
Baltimore	United States	North America	84	99	15	-20
Philadelphia	United States	North America	91	78	-13	-20
Lyon	France	Western Europe	87	81	-6	-19
Miami	United States	North America	75	73	-2	-19
Espoo	Finland	Western Europe	60	55	-5	-19
Sydney	Australia	Asia-Pacific	24	31	7	-16
Santo Domingo	Dominican Republic	LatinAmerica	172	170	-2	-16
Bratislava	Slovakia	CE Europe	129	128	-1	-15
Santiago	Chile	LatinAmerica	117	117	0	-15
Tel Aviv	Israel	Middle East	107	104	-3	-15
Melbourne	Australia	Asia-Pacific	14	30	16	-13
Washington, D.C.	United States	North America	71	61	-10	-13
Seville	Spain	Western Europe	74	75	1	-13
New York City	United States	North America	54	42	-12	-12
Cologne	Germany	Western Europe	41	32	-9	-12
Bucharest	Romania	CE Europe	133	127	-6	-12
Jerusalem	Israel	Middle East	105	106	1	-12
Lille	France	Western Europe	100	95	-5	-12

Figure 10. Comparing 2025 vs 2024 and Trend 25->20

Performance. City Services

City	Country	PERF-RK25	PERF-RK24	NPP-RK25	NPP-RK24
New York City	United States	31	30	108	93
Toronto	Canada	36	38	13	13
Vancouver	Canada	43	46	14	20
Las Vegas	United States	49	29	36	33
Montreal	Canada	55	61	9	8
San Francisco	United States	59	47	98	84
Washington, D.C.	United States	60	66	78	74
Denver	United States	62	36	52	24
Ottawa	Canada	66	69	10	19
Honolulu	United States	68	67	90	80
Los Angeles	United States	70	80	75	76
Phoenix	United States	71	55	25	23
Baltimore	United States	74	72	37	109
Dallas	United States	75	65	38	40
Seattle	United States	77	55	79	78
Boston	United States	79	76	88	79
Miami	United States	88	72	66	60
Kansas City	United States	88	76	21	47
Houston	United States	95	64	19	22
Atlanta	United States	103	96	61	63
Chicago	United States	105	88	68	136
Philadelphia	United States	108	86	71	53

2025

City	Country	DIG-GOV INDEX	LongLife TRAINING INDEX	EMPLOYABIL ITY INDEX	CONNECTED CITY INDEX	HLC- SOC SVS INDEX	ENV SUSTAINAB ILITY INDEX	CULTURE- TOURISM INDEX	URBAN_ MOBILIT Y INDEX	URBAN_ PLANNING INDEX	SAFETY INDEX	SERVICES PERFORMANCE	PERFORMANCE NCE Index NOR
New York City	United States	8,72	10,00	3,31	9,07	7,40	5,02	7,91	4,73	9,80	5,58	7,06	8,33
Toronto	Canada	7,40	7,97	4,06	7,95	6,88	6,15	7,33	5,58	9,85	6,90	6,96	8,23
Vancouver	Canada	7,40	7,97	4,11	7,95	6,88	5,38	5,57	7,09	9,36	6,91	6,85	8,05
Las Vegas	United States	8,72	10,00	4,50	9,07	7,40	4,33	5,62	8,32	5,80	4,57	6,79	7,95
Montreal	Canada	7,40	7,97	2,83	7,95	6,88	5,38	4,59	6,36	9,90	8,08	6,73	7,86
San Francisco	United States	8,72	10,00	2,54	9,07	7,40	5,73	6,49	5,22	8,27	4,22	6,68	7,79
Washington, D.C.	United States	8,72	10,00	2,86	9,07	7,40	4,52	4,77	5,72	9,52	4,44	6,63	7,71
Denver	United States	8,72	10,00	4,64	9,07	7,40	5,73	1,94	6,82	6,09	5,78	6,62	7,70
Ottawa	Canada	7,40	7,97	3,53	7,95	6,88	4,64	2,84	7,16	8,04	7,02	6,54	7,58
Honolulu	United States	8,72	10,00	2,25	9,07	7,40	4,52	4,11	6,07	7,53	5,71	6,50	7,52
Los Angeles	United States	8,72	10,00	2,36	9,07	7,40	5,02	9,62	2,36	6,64	4,99	6,48	7,48
Phoenix	United States	8,72	10,00	4,37	9,07	7,40	5,02	1,94	8,25	4,56	5,25	6,47	7,47
Baltimore	United States	8,72	10,00	2,86	9,07	7,40	4,52	1,94	7,54	7,23	4,97	6,42	7,39
Dallas	United States	8,72	10,00	6,44	9,07	7,40	4,33	1,94	6,98	3,82	5,21	6,40	7,36
Seattle	United States	8,72	10,00	4,24	9,07	7,40	5,02	1,94	5,61	7,38	4,77	6,39	7,35
Boston	United States	8,72	10,00	2,89	9,07	7,40	5,73	1,94	4,76	6,79	6,57	6,38	7,33
Miami	United States	8,72	10,00	3,36	9,07	7,40	5,02	5,05	4,88	5,25	4,36	6,25	7,14
Kansas City	United States	8,72	10,00	2,69	9,07	7,40	4,33	1,94	8,62	4,26	5,37	6,25	7,14
Houston	United States	8,72	10,00	4,62	9,07	7,40	5,02	1,94	5,30	5,40	3,96	6,12	6,94
Atlanta	United States	8,72	10,00	3,37	9,07	7,40	3,65	1,94	5,44	5,25	3,90	5,84	6,52
Chicago	United States	8,72	10,00	2,62	9,07	7,40	4,33	1,94	4,31	7,43	2,67	5,79	6,44
Philadelphia	United States	8,72	10,00	2,61	9,07	7,40	4,33	1,94	5,30	4,41	2,98	5,63	6,20

2024

City	Country	DIG-GOV INDEX	LongLife TRAINING INDEX	EMPLOYABIL ITY INDEX	CONNECTED CITY INDEX	HLC- SOC SVS INDEX	ENV SUSTAINAB ILITY INDEX	CULTURE- TOURISM INDEX	URBAN_ MOBILIT Y INDEX	URBAN_ PLANNING INDEX	SAFETY INDEX	SERVICES PERFORMANCE	PERFORMANCE NCE Index NOR
Las Vegas	United States	9,12	10,00	5,17	9,22	8,24	3,82	5,08	8,21	6,98	5,77	7,09	8,44
New York City	United States	9,12	10,00	4,05	9,22	8,24	4,74	7,78	4,85	9,95	6,09	7,07	8,41
Denver	United States	9,12	10,00	5,29	9,22	8,24	4,74	1,94	6,97	7,18	6,33	6,98	8,26
Toronto	Canada	7,90	7,69	4,65	7,76	7,89	5,69	7,49	5,56	9,70	7,07	6,95	8,21
Vancouver	Canada	7,90	7,69	4,70	7,76	7,89	4,73	5,17	6,85	9,46	7,14	6,88	8,10
San Francisco	United States	9,12	10,00	3,33	9,22	8,24	5,71	6,18	4,72	9,16	5,35	6,86	8,07
Seattle	United States	9,12	10,00	4,92	9,22	8,24	4,74	1,94	5,16	8,62	5,89	6,76	7,91
Phoenix	United States	9,12	10,00	5,05	9,22	8,24	3,82	1,94	7,97	5,40	5,89	6,76	7,91
Montreal	Canada	7,90	7,69	3,50	7,76	7,89	4,73	4,62	6,50	9,06	7,80	6,72	7,84
Houston	United States	9,12	10,00	5,28	9,22	8,24	4,74	1,94	5,10	8,57	5,22	6,71	7,83
Dallas	United States	9,12	10,00	6,98	9,22	8,24	3,82	1,94	6,44	4,26	6,02	6,68	7,78
Washington, D.C.	United States	9,12	10,00	3,63	9,22	8,24	4,74	4,42	4,19	9,60	5,43	6,65	7,73
Honolulu	United States	9,12	10,00	3,05	9,22	8,24	4,07	3,53	5,87	7,53	6,29	6,61	7,67
Ottawa	Canada	7,90	7,69	4,16	7,76	7,89	3,81	2,83	6,44	8,86	7,93	6,57	7,60
Baltimore	United States	9,12	10,00	3,63	9,22	8,24	3,82	1,94	6,52	8,52	4,46	6,51	7,50
Miami	United States	9,12	10,00	4,10	9,22	8,24	3,82	5,03	5,13	6,14	5,94	6,51	7,50
Boston	United States	9,12	10,00	3,66	9,22	8,24	4,74	1,94	4,17	7,28	6,82	6,49	7,47
Kansas City	United States	9,12	10,00	3,47	9,22	8,24	3,82	1,94	8,27	4,26	5,57	6,49	7,47
Los Angeles	United States	9,12	10,00	3,17	9,22	8,24	4,74	9,53	2,07	7,48	5,92	6,46	7,42
Philadelphia	United States	9,12	10,00	3,40	9,22	8,24	4,74	1,94	5,63	6,69	5,05	6,39	7,31
Chicago	United States	9,12	10,00	3,40	9,22	8,24	3,82	1,94	4,43	9,21	5,05	6,33	7,21
Atlanta	United States	9,12	10,00	4,11	9,22	8,24	3,82	1,94	5,22	4,26	5,18	6,10	6,84

Net Purchase Power

City	Country	PERF-RK25	PERF-RK24	NPP-RK25	NPP-RK24
New York City	United States	31	30	108	93
Toronto	Canada	36	38	13	13
Vancouver	Canada	43	46	14	20
Las Vegas	United States	49	29	36	33
Montreal	Canada	55	61	9	8
San Francisco	United States	59	47	98	84
Washington, D.C.	United States	60	66	78	74
Denver	United States	62	36	52	24
Ottawa	Canada	66	69	10	19
Honolulu	United States	68	67	90	80
Los Angeles	United States	70	80	75	76
Phoenix	United States	71	55	25	23
Baltimore	United States	74	72	37	109
Dallas	United States	75	65	38	40
Seattle	United States	77	55	79	78
Boston	United States	79	76	88	79
Miami	United States	88	72	66	60
Kansas City	United States	88	76	21	47
Houston	United States	95	64	19	22
Atlanta	United States	103	96	61	63
Chicago	United States	105	88	68	136
Philadelphia	United States	108	86	71	53

2025

City	Country	Monthly Wages	AVG INCOME	Income After Tax	Indirect taxes	Net Real Income	Cost of Life Index	Net Purchas
Montreal	Canada	4.082	16,8%	3.396	5	3.226	58,4	5.524
Ottawa	Canada	4.082	16,8%	3.396	5	3.226	59	5.468
Toronto	Canada	4.082	16,8%	3.396	5	3.226	61,4	5.254
Vancouver	Canada	4.082	16,8%	3.396	5	3.226	62,7	5.145
Houston	United States	3.756	16,2%	3.147	6,25	2.950	60,6	4.869
Kansas City	United States	3.756	16,2%	3.147	4,225	3.014	63,9	4.717
Phoenix	United States	3.756	16,2%	3.147	5,6	2.971	63,8	4.657
Las Vegas	United States	3.756	16,2%	3.147	6,85	2.932	64,5	4.545
Baltimore	United States	3.756	16,2%	3.147	6	2.958	65,8	4.496
Dallas	United States	3.756	16,2%	3.147	6,25	2.950	65,8	4.484
Denver	United States	3.756	16,2%	3.147	2,9	3.056	71,6	4.268
Atlanta	United States	3.756	16,2%	3.147	4	3.021	71,7	4.214
Miami	United States	3.756	16,2%	3.147	6	2.958	72,8	4.064
Chicago	United States	3.756	16,2%	3.147	6,25	2.950	73,2	4.031
Philadelphia	United States	3.756	16,2%	3.147	6	2.958	73,9	4.003
Los Angeles	United States	3.756	16,2%	3.147	7,25	2.919	76,3	3.826
Washington, D.C.	United States	3.756	16,2%	3.147	6,5	2.943	78,7	3.739
Seattle	United States	3.756	16,2%	3.147	6,5	2.943	78,9	3.730
Boston	United States	3.756	16,2%	3.147	6,25	2.950	83,7	3.525
Honolulu	United States	3.756	16,2%	3.147	4	3.021	86,9	3.477
San Francisco	United States	3.756	16,2%	3.147	7,25	2.919	90,5	3.225
New York City	United States	3.756	16,2%	3.147	4	3.021	100	3.021

2024

City	Country	Monthly Wages	AVG INCOME	Income After Tax	Indirect taxes	Net Real Income	Cost of Life Index	Net Purchas
Montreal	Canada	4.082	16,8%	3.396	5	3.226	65,5	4.925
Toronto	Canada	4.082	16,8%	3.396	5	3.226	71,6	4.506
Ottawa	Canada	4.082	16,8%	3.396	5	3.226	73,3	4.401
Vancouver	Canada	4.082	16,8%	3.396	5	3.226	74,4	4.336
Houston	United States	3.756	16,2%	3.147	6,25	2.950	68,3	4.320
Phoenix	United States	3.756	16,2%	3.147	5,6	2.971	69	4.306
Denver	United States	3.756	16,2%	3.147	2,9	3.056	71	4.304
Las Vegas	United States	3.756	16,2%	3.147	6,85	2.932	70,8	4.141
Dallas	United States	3.756	16,2%	3.147	6,25	2.950	72,6	4.064
Kansas City	United States	3.756	16,2%	3.147	4,225	3.014	77	3.915
Philadelphia	United States	3.756	16,2%	3.147	6	2.958	76,6	3.862
Miami	United States	3.756	16,2%	3.147	6	2.958	77,7	3.807
Atlanta	United States	3.756	16,2%	3.147	4	3.021	80,3	3.763
Chicago	United States	3.756	16,2%	3.147	6,25	2.950	80	3.688
Washington, D.C.	United States	3.756	16,2%	3.147	6,5	2.943	84,8	3.470
Los Angeles	United States	3.756	16,2%	3.147	7,25	2.919	85,1	3.430
Seattle	United States	3.756	16,2%	3.147	6,5	2.943	87,7	3.355
Boston	United States	3.756	16,2%	3.147	6,25	2.950	89,2	3.308
Honolulu	United States	3.756	16,2%	3.147	4	3.021	92,4	3.270
San Francisco	United States	3.756	16,2%	3.147	7,25	2.919	92,5	3.156
New York City	United States	3.756	16,2%	3.147	4	3.021	100	3.021
Baltimore	United States	3.756	16,2%	3.147	6	2.958	109,5	2.702

Open Discussion.

Denver vs World Cities in the Talent Competition

SmartCities will improve because of Sunny (GenAI Assistant)

Easiest areas to improve:

- .- Mobility (new airport facilities will help here. Drones, eVTOLs?)
- .- Awareness explaining your data / achievements to the World

Toughest:

- .- Gastronomy, Tourism, Safety, Urban Planning, Cost of life

Good but could be much better if improved awareness:

- .- Natural-city hybrid. Best in Environmental in US, but could go further. (new parks and new aquarium will help)
- .- Active lifestyle embedded. Cultural + social dynamism. Quality of life + optionality. Need to sell the concept (it's very European). Unknown for most of world
- .- Place Denver at international level. (Imagine an Olympics...) Icon.

Target : Scoring 84 at World Best Cities (81 here), target could point to 58 Houston, 66 Atlanta. (to my perception, boring insane cities....)



Thanks