



Metropolitan Economic Strategy, Sustainable Innovation, and Inclusive Prosperity: Methodology and History

**AGDI (Rio Grande do Sul Development and
Investment Promotion Agency) Training
Porto Alegre, November 19-20, 2014**

Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development (GUD)



MARC A. WEISS

Metropolitan Economic Strategy: The Key to Prosperity

Metropolitan Economic Strategy is now essential for every nation and urban region to generate sustainable prosperity and quality of life.



METROPOLITAN ECONOMIC STRATEGY: ADVANCING INNOVATION AND PROSPERITY

- Knowledge and Information-Based
- Technology and Communications-Intensive
- Urban and People-Centered
- Resource Efficient and Sustainable
- Globally Oriented



METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

1. Innovation
2. Urban & Regional Development
3. Sustainability
4. Inclusiveness



METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

- 1. INNOVATION**
2. Urban & Regional Development
3. Sustainability
4. Inclusiveness



California Commission on Industrial Innovation, 1981-82

High-technology industries and the future of employment

MARC A. WEISS

*How should high-technology be defined?
What type of employment does it create and
what is its effect on other employment sectors?
What part can economic development policy
play in the overall employment process?*

Discussions of deliberate government policy to subsidize and encourage the growth of high-technology industry confront three sets of problems: first, how to define high-technology industry; second, how to determine the goals and distributional impacts of an economic



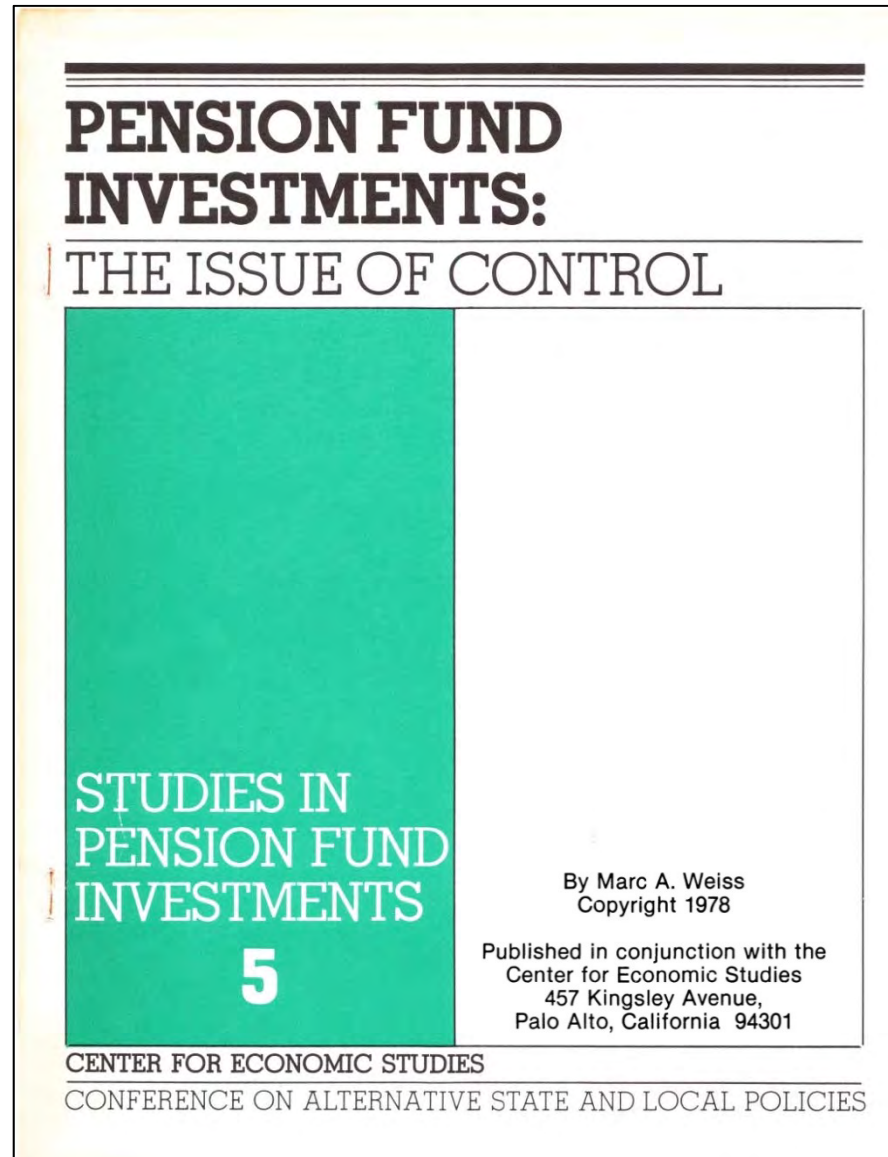
State and Local Government Roles in Industrial Innovation

Michael Peltz and Marc A. Weiss

A rapidly increasing number of state and local governments are creating programs to stimulate technological innovation and growth of high-technology industries. Most of these governments have adopted strategies to attract relocating or expanding high-technology firms. Others are trying to encourage local innovation and business development by supporting basic and applied research and the commercial application of innovative products and processes through new business startups and the expansion or modernization of existing firms. Government programs for economic development through technological innovation can be categorized as follows: policy development; education and training; support for research; technical and management assistance; and financial assistance. Many of the programs are new, and their results are difficult to evaluate. Nevertheless, experience to date suggests that successful strategies are likely to be those that (1) integrate various programs under consistent policy objectives; (2) tightly target programs to maintain control over costs and benefits; and (3) adopt as a primary goal the development of an indigenous and economically diverse industry/technology/employment base.



Financing Innovative, Sustainable, and Inclusive Business and Economic Development in California, 1970s-80s





METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

1. Innovation
- 2. URBAN & REGIONAL DEVELOPMENT**
3. Sustainability
4. Inclusiveness



Urban & Regional Economic Development and National Policy

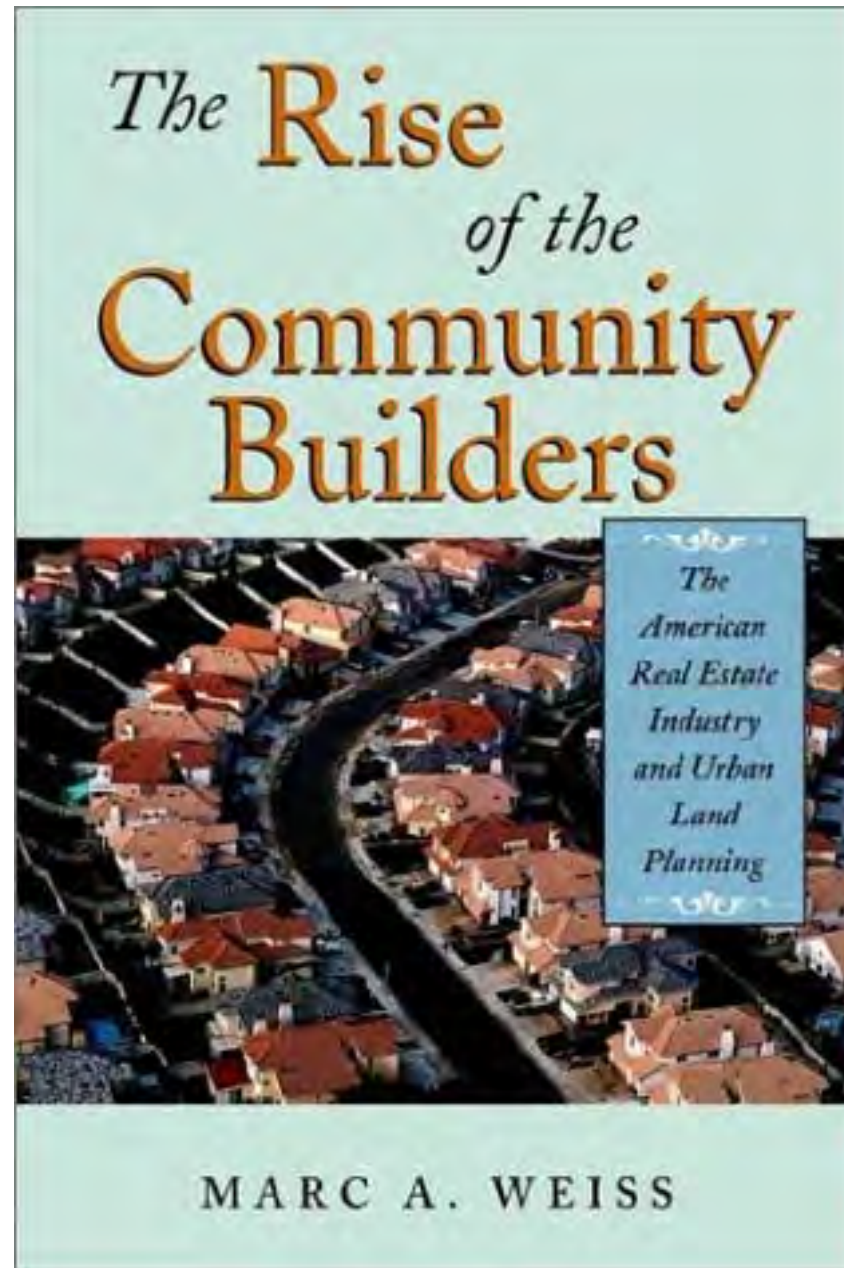
URBAN IMPACTS OF DEVELOPMENT OF
THE HACKENSACK MEADOWLANDS

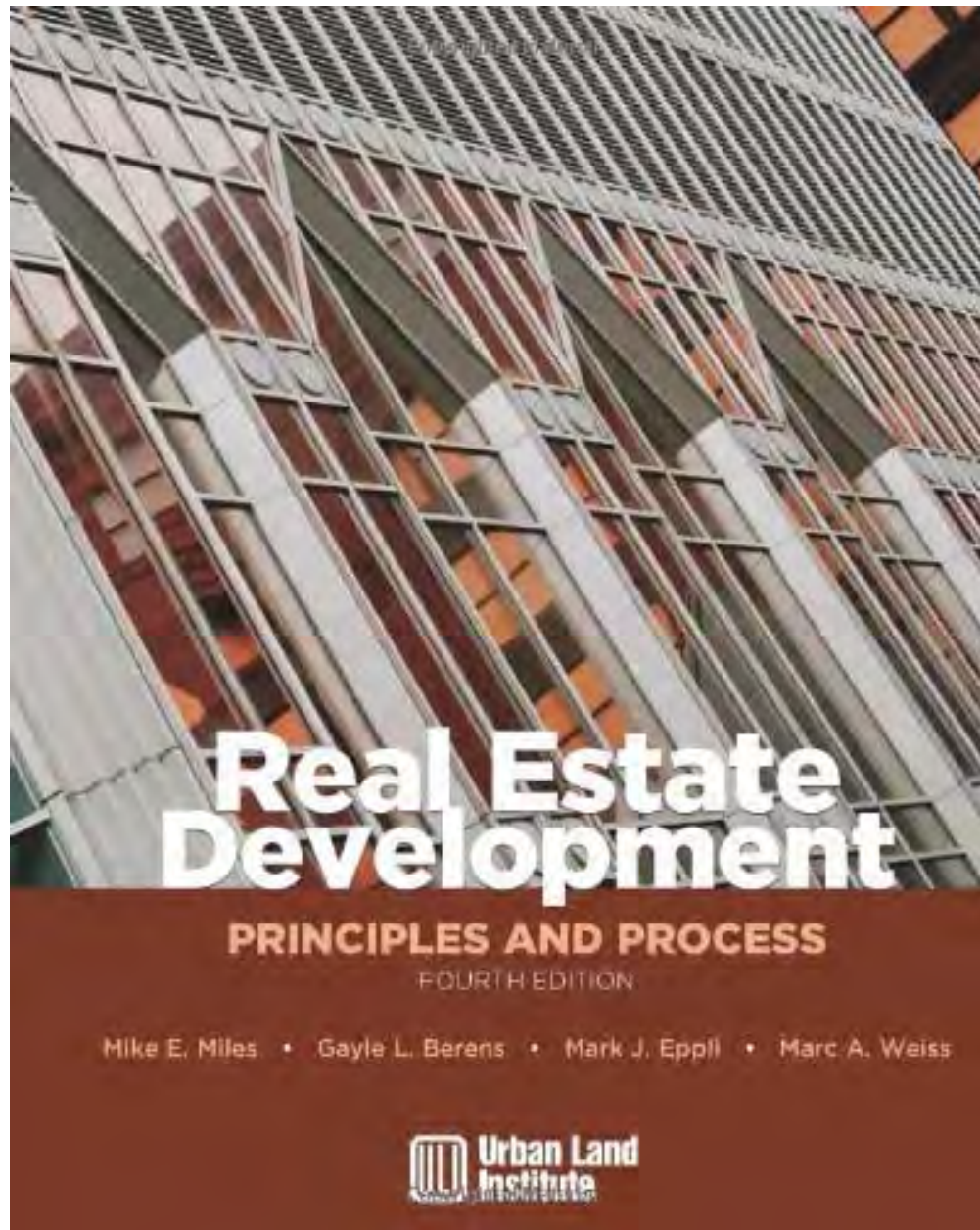
Michael B. Teitz
Marc Weiss

March 3, 1979

Report to Marshall Kaplan,
Deputy Assistant Secretary for
National Urban Policy
U.S. Department of Housing and
Urban Development

Order No. HUD-5173-79







METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

1. Innovation
2. Urban & Regional Development
- 3. SUSTAINABILITY**
4. Inclusiveness



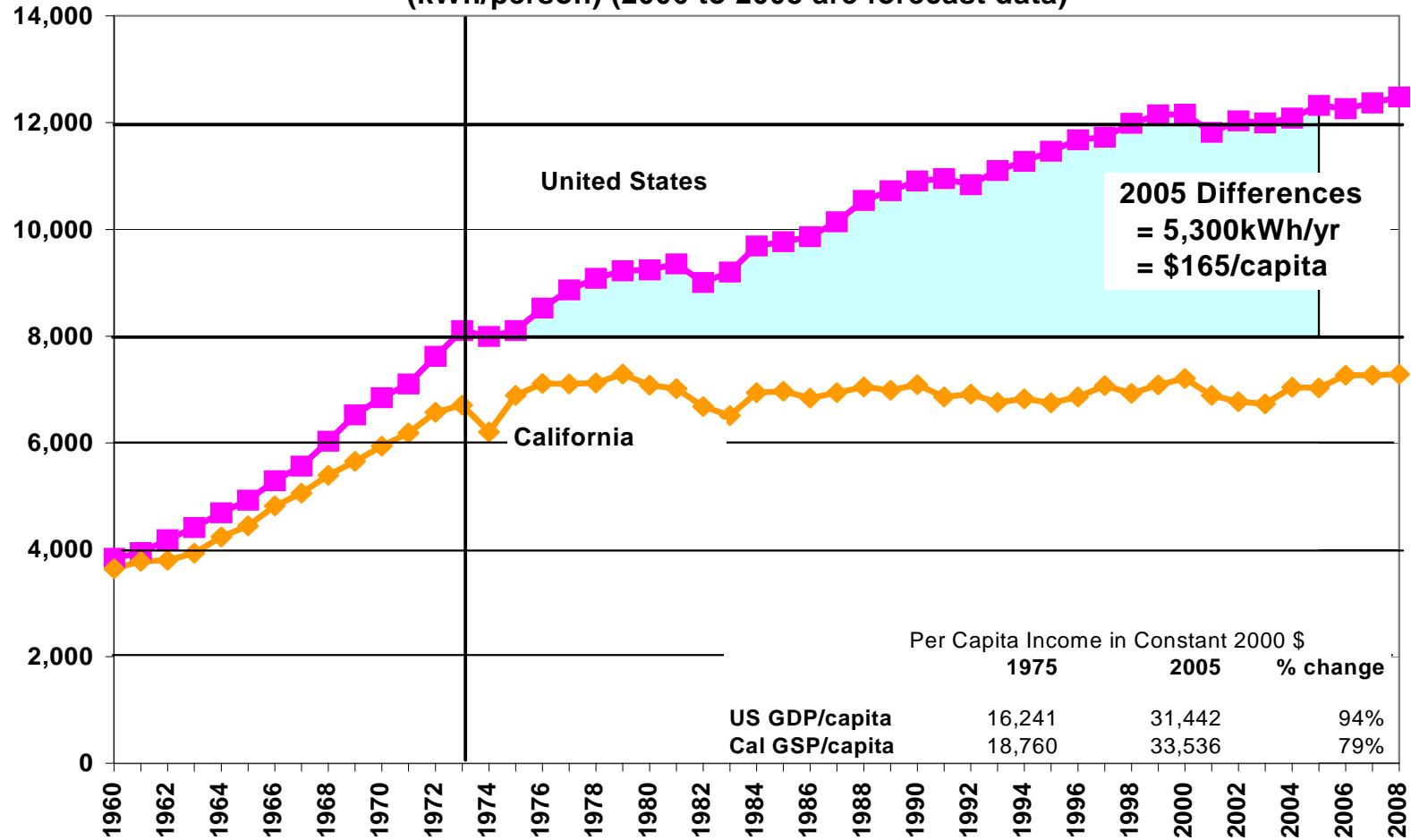
From the California Commission on Industrial Innovation to Sustainable Innovation and Clean Technology





California's \$56 Billion Green Savings

Per Capita Electricity Sales (not including self-generation)
(kWh/person) (2006 to 2008 are forecast data)



Source: *Energy Efficiency: The first and most profitable way to delay Climate Change*
 UCLA Institute of the Environment Oppenheim Lecture February 25, 2008
 Arthur H. Rosenfeld, Commissioner California Energy Commission



Sustainable Economic Development Strategy for Berkeley, California, 1979-84

ECONOMIC DEVELOPMENT:
AN IMPLEMENTATION STRATEGY FOR THE CITY OF BERKELEY*

Marc Allan Weiss
Ann Roell Markusen**

Working Paper No. 354
June 1981

Institute of Urban and Regional Development
University of California, Berkeley

*This paper is the summary report of a larger project researched and written by the Berkeley Economic Development Project group, which includes Marjorie Bennett, Daniele Farber, Linda Gardner, Jay Jones, Joyce Klemperer, Nancy Leigh-Preston, Neil Mayer, Michael Peltz, Amy Skewes-Cox, Matthew Steiale, and Paul Sussmann, all associated with the University of California and the Planners' Network. Copies of the related papers are available from the Institute of Urban and Regional Development, University of California, Berkeley.

**The authors would like to thank the City Manager's Office of the City of Berkeley, the staff of the Institute of Urban and Regional Development, and the College of Environmental Design, University of California, Berkeley, for material support. We also wish to thank Barry Rosen, City Manager's Office, who acted as the City's liaison on this research project.



METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

1. Innovation
2. Urban & Regional Development
3. Sustainability
- 4. INCLUSIVENESS**



Inclusive, Sustainable, and Innovative Urban Economic Development in California, 1968-1984: Stanford/Palo Alto/Menlo Park, Berkeley/Oakland, San Francisco, Los Angeles/Santa Monica, San Diego, and Sacramento

The Origins and Legacy of Urban Renewal

Marc A. Weiss

“I just hope that we’ll be very careful that you don’t use the words ‘urban renewal’ too often. That has a bad connotation.” This was Senator Hubert Humphrey’s response in the summer of 1977, to a suggestion that the federal urban renewal program, which had terminated at the end of 1974, should be revived.¹ A decade of riots and protest in ghetto communities, much of it aimed at the unpopular “Negro removal” program, had the former vice-president and his colleagues on the defensive. And with good reason. Urban renewal agencies in many cities demolished whole communities inhabited by low income people in order to provide land for the private development of office buildings, sports arenas, hotels, trade centers, and high income luxury dwellings.



*Community Planning for
Technological Development*
A New Bargaining Process

MARC A. WEISS
AND
JOHN T. METZGER

This article outlines a process of “community collective bargaining” where community representatives join workers, corporate managers, and investors in negotiating trade-offs to achieve conflicting goals for technological development. The bargaining model is constructed from experiences in Chicago and Pittsburgh. The Chicago case, in which neighborhood organizations bargained with the city’s large banks to increase inner-city lending, provides a general framework for understanding broadly based negotiations over structural economic issues. The Pittsburgh case offers an example of this negotiating framework applied to high-technology development.

High-technology industries are increasingly becoming the focus of attention for economic planners around the country. State and local governments are designing programs to stimulate technological innovation and the growth of high-technology industries. These economic development programs, geared to attracting and supporting new and expanding high-technology firms, range from policy development, education and training to support for research, technical and management assistance, and financial assistance (Peltz and Weiss). While



LOS ANGELES, CALIFORNIA

Recommendations for the Establishment of A Multibank Community Development Corporation for Economic Development in South Central Los Angeles

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METROPOLITAN ECONOMIC STRATEGY IN THE CLINTON ADMINISTRATION

1992 Clinton Presidential Campaign



Hammering Out Clinton's Housing Plan

By Kenneth R. Harney

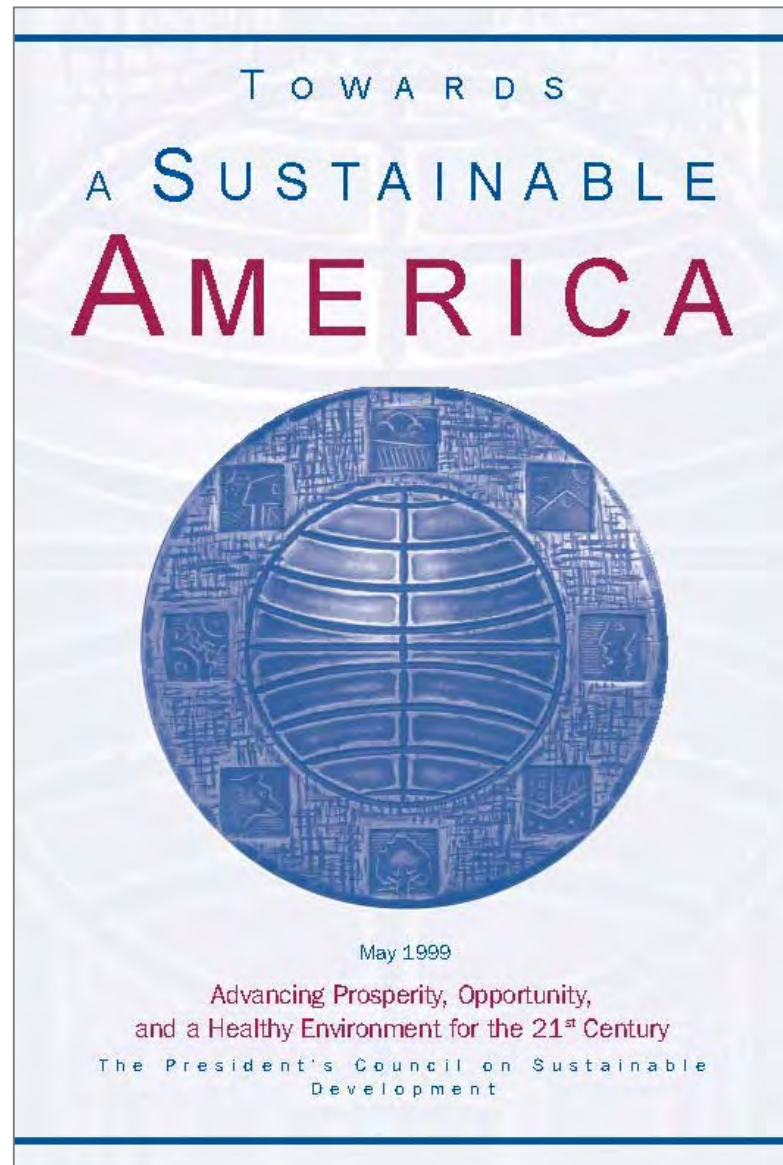
The heck with my lips. Read my button: "Housing equals jobs."

If you want a clue about where the Clinton administration plans to go on housing and real estate next year, check out the lapel of Marc A. Weiss, senior policy adviser on urban issues.

Weiss, a professor at Columbia University's Real Estate Development Research Center, served as the Clinton-Gore spokesman on housing throughout the campaign. He's likely to land a key position in the new administration.

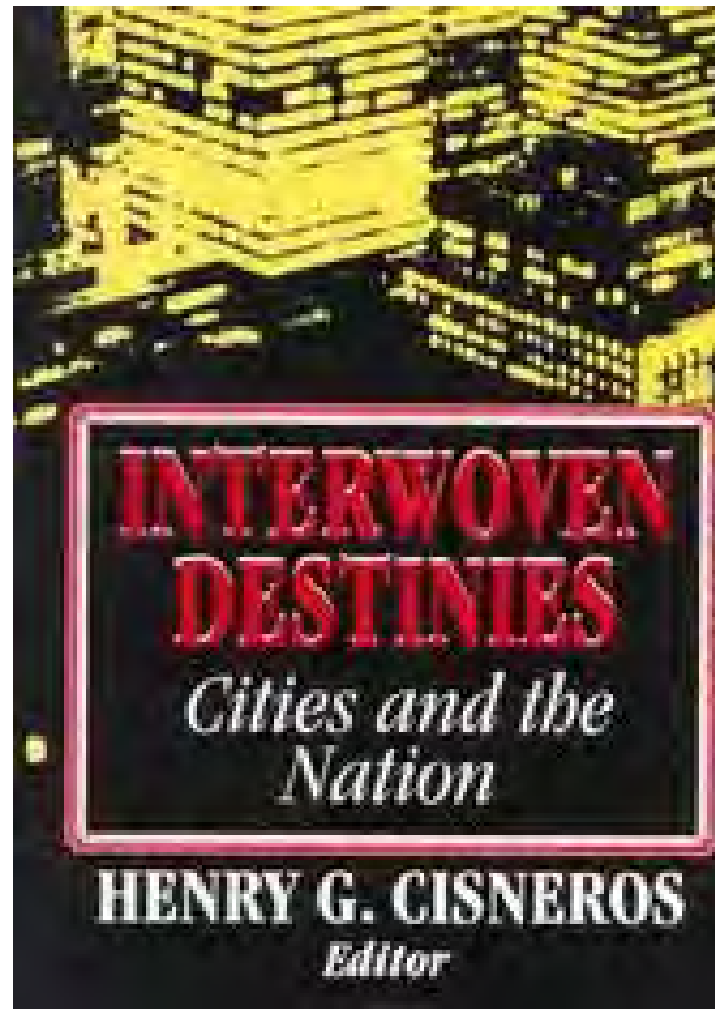


President's Council on Sustainable Development





**American Assembly Conference, New York, April 1993,
and *Interwoven Destinies: Developing Metropolitan Economic Strategy***





National Homeownership Strategy and Partnership

THE WHITE HOUSE

WASHINGTON

May 2, 1995

Our nation's greatest promise has always been the chance to build a better life. For millions of America's working families throughout our history, owning a home has come to symbolize the realization of the American Dream. Yet sadly, in the 1980s, it became much harder for many young families to buy their first homes, and our national homeownership rate declined for the first time in forty-six years. Our Administration is determined to reverse this trend, and we are committed to ensuring that working families can once again discover the joys of owning a home.

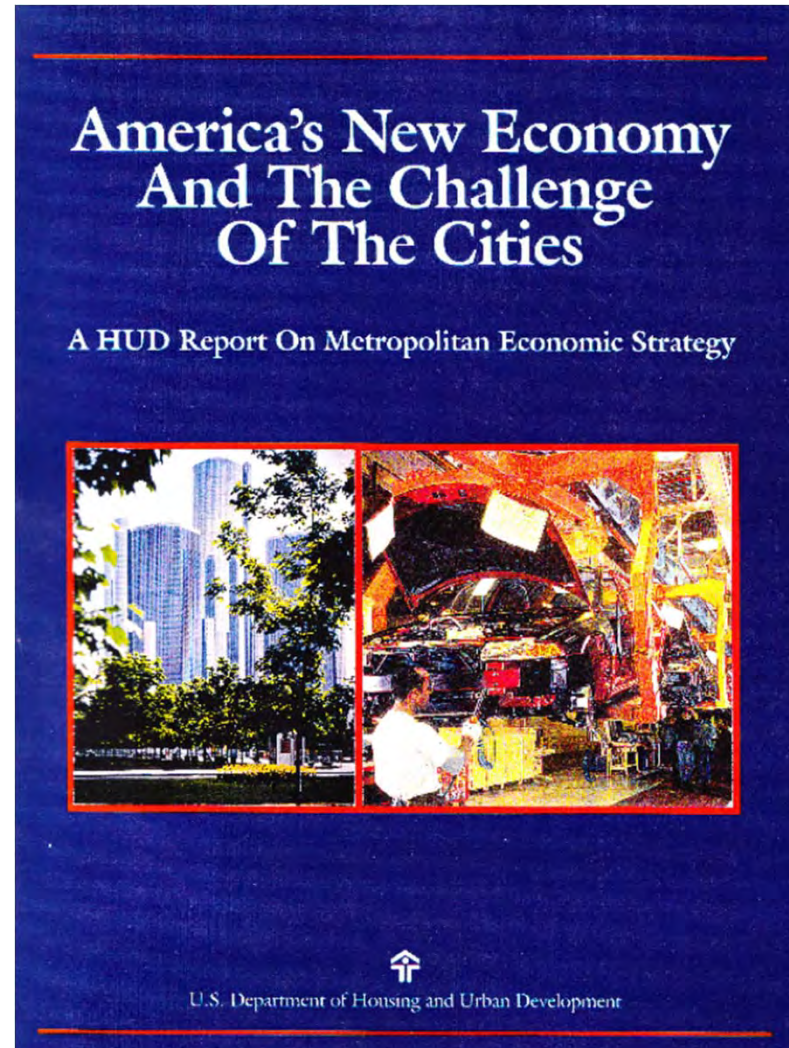
This past year, I directed HUD Secretary Henry G. Cisneros to work with leaders of the housing industry, with nonprofit organizations, and with leaders at every level of government to develop a plan to boost homeownership in America to an all-time high by the end of this century. *The National Homeownership Strategy: Partners in the American Dream* outlines a substantive, detailed plan to reach this goal. This report identifies specific actions that the federal government, its partners in state and local government, the private, nonprofit community, and private industry will take to lower barriers that prevent American families from becoming homeowners. Working together, we can add as many as eight million new families to America's homeownership rolls by the year 2000.

Expanding homeownership will strengthen our nation's families and communities, strengthen our economy, and expand this country's great middle class. Rekindling the dream of homeownership for America's working families can prepare our nation to embrace the rich possibilities of the twenty-first century.

Bill Clinton



Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





Metropolitan Economic Strategy for America's Cities and Regions

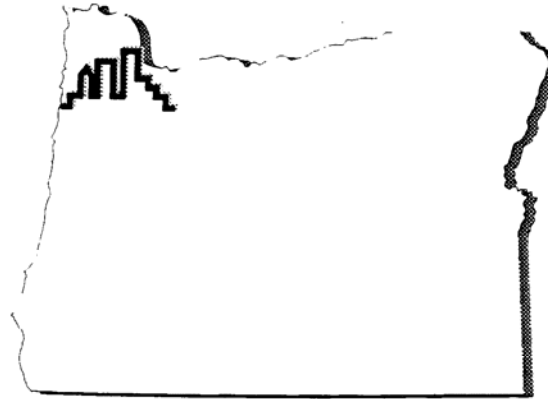
Henry G. Cisneros and Marc A. Weiss

The New American Economy

After a quarter-century of sweeping change in the global economy, the metropolitan regions of the US are positioned for prosperity. Metropolitan regions have been centers of manufacturing and commerce since the beginning of the industrialization and urbanization of America in the 19th century. In more recent years, the new knowledge and information-based, technology and communications-intensive, globally oriented economy has changed the economic dynamic of metropolitan regions. Some regions have prospered as centers of the New Economy by growing new types of service industries – business, professional, financial, health – and by spawning whole new manufacturing sectors – computers, electronics, telecommunications, multimedia. Other regions have become more competitive by transforming older manufacturing industries, such as automobiles or apparel, into more productive, technology-driven industry “networks”.

Our study, based on evidence from case studies of 12 U.S. metropolitan regions and analysis of quantitative data on 114 of the country's largest metropolitan regions, finds that most U.S. metropolitan regions are freshly positioned to succeed in the new global economy and to bring increased prosperity to America's families and communities in the 21st century.

10. Portland, Oregon Metropolitan Region



Overview

After a deep recession in the early 1980s, metropolitan Portland underwent a transformation from a slow-growing natural resource-based economy to an increasingly technology-based economy that is growing rapidly. The metropolitan Portland economy today is driven by a large and diverse Electronics and Communications industry cluster centered mainly around semiconductors and computer manufacturing. Industry clusters are groups of related firms connected by producer-supplier-distributor relationships, shared research bases, common technology, workforce skills, and other key elements used in producing goods and services.

Metropolitan Portland also serves as a transportation hub for products that are distributed throughout the western United States and Canada, as well as overseas to countries across the Pacific Ocean. The Electronics and Communications and Transportation and Trade Services clusters, together with a growing Business and Professional Services (Software) cluster, have helped fuel metropolitan economic growth over the past decade.

Metropolitan Portland's evolution to a new economy is due in part to a targeted strategy by regional leaders to invest in new industry clusters, while preserving the region's attractive environment and quality of life. Metropolitan Portland enjoys a unique geography that includes surrounding mountains, lakes, rivers, easy access to the Pacific Ocean, wine country and a favorable climate. Sustaining the metropolitan region's quality of life is a high priority for its residents.



The Wealth of Regions and the Challenge of Cities

Henry G. Cisneros and Marc A. Weiss

If we are to fully revitalize the cities, we must begin to look beyond the cities. This is not as paradoxical as it sounds. Even a cursory look at the new economy reveals that metropolitan regions have become the fundamental building blocks of national prosperity and improved quality of life. The dynamic industry networks that are driving economic growth operate regionally in all their facets—production, research, labor, supply, sales, and distribution. The fates of urban, suburban, and outlying communities are inextricably linked by the metropolis, which cuts across city and county boundaries and, in some cases, even state and national borders.

The future health of urban communities depends on regional thinking and action. We must act regionally because businesses do. When they make decisions to locate or expand a facility, they look at the entire metropolitan area—its transportation and infrastructure, its workforce, its educational and cultural institutions, its environment and amenities, and its existing industry networks. We must act regionally because workers and consumers do. People who commute to work and shop increasingly do so throughout their metropolitan regions. We must act regionally because all of our major institutions do. Universities, hospitals, museums, sports teams, print and broadcast media, performing arts groups, convention centers, churches and syna-

gogues, labor unions, civic groups, foundations, and charities—all serve a metropolitan population rather than hiding behind municipal neighborhood walls.

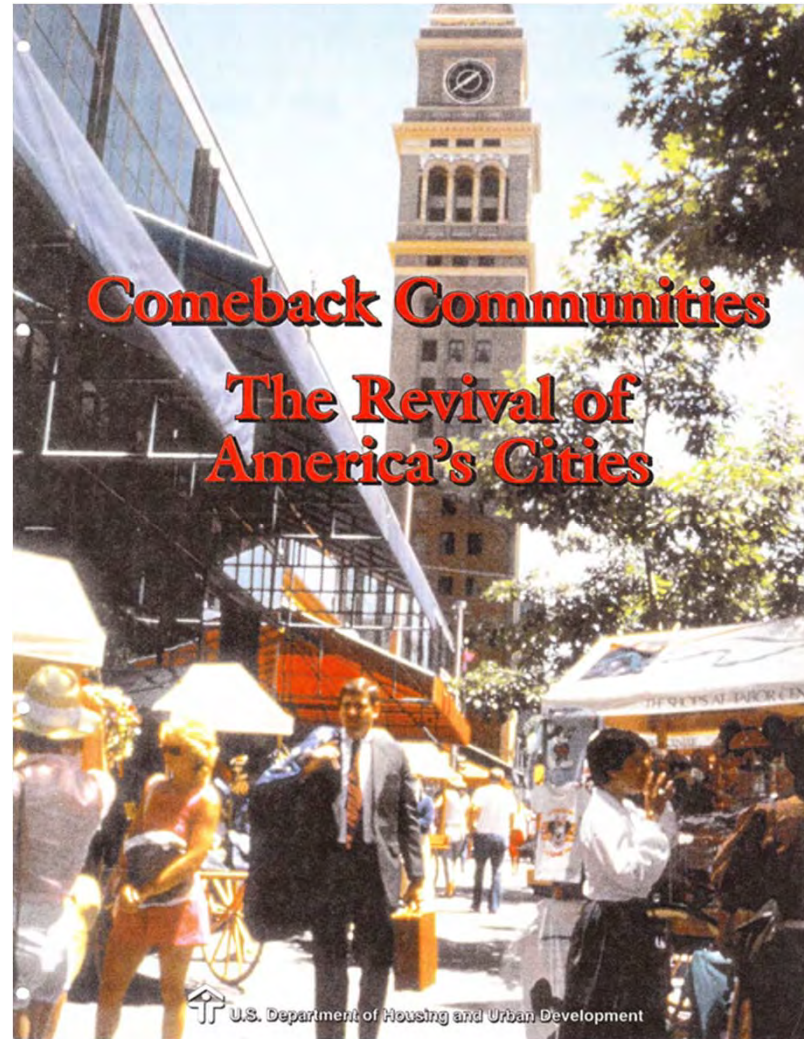
We also must act regionally because problems once confined to the inner city have spread to the suburbs. Unemployment, anemic tax bases, troubled schools and neighborhoods, deteriorating housing stock, crime, and environmental degradation are now part of our suburban legacy, particularly in older inner-ring suburbs. From south of Chicago, to north of Minneapolis-St. Paul, to east of our nation's capital, the revitalization of urban America must include suburban America.

Regions as diverse as Austin, Texas, and Akron, Ohio, are pointing the way to successful metropolitan economic renewal. During the past decade, Austin has transformed itself from a state capital and university town to one of the nation's fastest growing computer-technology centers. Akron, meanwhile, reacted to the demise of its tire manufacturers by becoming the world capital of science and engineering for polymer-based synthetic materials. In both cases, civic leaders from the public and private sectors and research and educational institutions worked in partnership to design and implement a winning regional strategy.

Efforts to expand economic prosperity and improve the quality of life throughout our metropolitan regions cannot succeed



Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





Comeback Communities: The Revival of America's Cities

In this cycle of renewal, what many urban observers have found is that because of the institutions and investment base left behind, cities are not only relevant to the New Economy — knowledge and information-based, technology-intensive, globally-oriented — they are vital. HUD's recent report, *America's New Economy and the Challenge of the Cities*, clearly demonstrates this dynamic new economic relationship. America's cities are still the principal engines for our great universities, hospitals, research centers, corporations, banks, and governments. Our national economy and metropolitan economies cannot thrive and compete in the global marketplace without urban America.

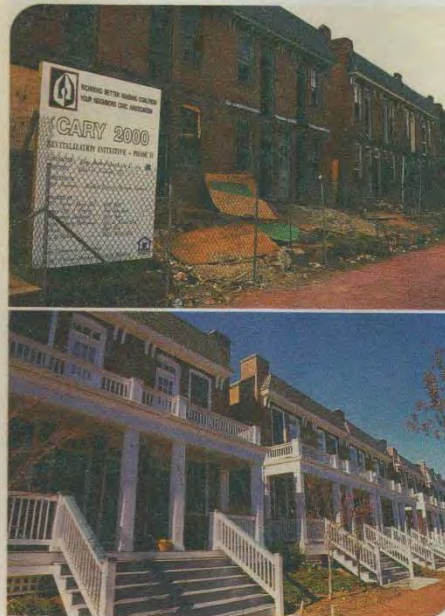
With their museums, festival marketplaces, convention centers and sports arenas, America's cities are focal points for cultural and entertainment activities, and international meeting places for conventions and tourists. Central cities serve as the nation's major water ports, railroad hubs and trucking centers. Even as we build more highways and airports on the metropolitan fringe, most cities still are the regional and international hubs for the distribution of products and services within the region and across the world.

Our new report, *Comeback Communities: The Revival of America's Cities*, provides detailed statistics of the nationwide urban economic recovery, along with case studies of economic and community revitalization in 12 of our nation's cities. These recovery efforts have been greatly aided by the economic growth of the past four years under President Clinton's leadership, as well as through targeted federal programs to help rebuild cities, ranging from community banking to community policing. HUD's own partnership efforts to support urban revitalization, such as the Empowerment Zones and Enterprise Communities, Homeownership Zones, and Economic Development Initiative, along with our actions enabling cities to reconnect with their regional economies, including Bridges to Work and the Metropolitan Economic Strategy, are contributing to the recent revival of prosperity and quality of life for people in urban communities. The challenge ahead is to continue working together, building on this economic momentum. This report is a work-in-progress in meeting such a vital challenge.

New Urbanism Community Planning and Design

“One of the unsuitable ideas behind projects is the very notion that they *are* projects, abstracted out of the ordinary city and set apart. To think of salvaging or improving projects, *as projects*, is to repeat this root mistake. The aim should be to get that project, that patch upon the city, rewoven back into the fabric—and in the process of doing so, strengthen the surrounding fabric too.”

—JANE JACOBS, *The Death and Life of Great American Cities*, 1961.



NEARLY 40 YEARS LATER we are finally taking Jane Jacobs' advice. The U.S. Department of Housing and Urban Development, which tore down slum neighborhoods to make way for high-rise projects during the 1960s and '70s, is now razing some of the worst projects to make way for old-fashioned neighborhoods, designed according to neotraditional planning principles. Henry Cisneros, the HUD secretary from January 1993 until January 1997 who steered his department on this new course, told me during a telephone interview that his thinking began to change when he was exposed to Marc Weiss, a former Columbia University urban planning professor. Weiss is an aficionado of the New Urbanism, the planning and architecture movement

New American Neighborhoods: Building Homeownership Zones To Revitalize Our Nation's Communities

President Clinton, in a recent speech to the White House Conference on Community Empowerment, made the following commitment to expanding homeownership and revitalizing America's communities:

"Finally, let me say we have to do more to create housing that will encourage vibrant neighborhoods in our inner cities and rural areas. You know, cities used to be places where teachers and firefighters and police officers wanted to live, and they can be again if we can help communities to develop good, affordable housing.

"If we really want all of our communities to be revitalized again, we not only have to create opportunities for poor people, we have to make the environment so that middle-class people will want to live in them again, and that the poor and the middle class will live side by side, as they did in the neighborhoods when I grew up. We have to do that. We have to be committed to helping all Americans achieve this large part of the American dream known as homeownership.

"I'm very proud of what Secretary Cisneros has done with dwindling resources at HUD, working with the private sector to see homeownership reach a 15-year high this year, and we have to do more. We propose to reclaim tracts of vacant or blighted land and to renovate whole neighborhoods; to bring back to the city hard-working, middle-income families; to stimulate business and private investment. We want to work with the private sector and other investors to create scores of livable, inviting, inner-city neighborhoods.



*Charlotte Street in the South
Bronx, New York City, before
(top) and after the building of
Charlotte Gardens (bottom).
(Photos by Camilo José Vergara.)*



Smart Growth Urban and Regional Development

The Smart Growth Experience: Lessons from the United States

Dr. Marc A. Weiss, Chairman and CEO, Global Urban Development, December 2001

There have been many approaches to solving these problems over a long period of time, including land-use planning, growth controls, growth management, concurrency, urban growth boundaries, balanced growth, quality growth, livable communities, sustainable development, and the new urbanism, to name just a few. Smart Growth has caught on for several main reasons: first, it's a great phrase- it's hard to be against it and be in favor of "dumb growth." Second, it combines three distinct concerns - urban, suburban, and rural - into one comprehensive package. For example, the State of Maryland's landmark initiative is officially called Smart Growth and Neighborhood Conservation. Third, the best of the Smart Growth strategies link quality of life directly to economic prosperity and global competitiveness for urban regions in the New Economy, as I have done in my own international work on what I call "Metropolitan Economic Strategy." Fourth, the Smart Growth model is incentive-based and market-oriented rather than primarily a regulatory tool. In my book, *The Rise of the Community Builders*, I use the phrase "the carrot is mightier than the stick" in explaining the success of the Federal Housing Administration's innovative home mortgage insurance program first introduced during the 1930s, and this same idea of imposing essentially voluntary standards through the power of the purse is a key innovation of Smart Growth initiatives in Maryland and other states.

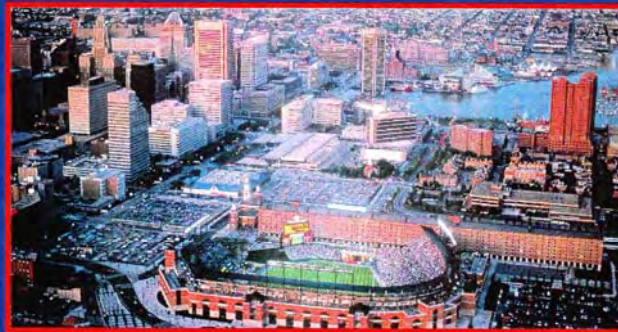


Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative

A Community Views Its Future

The
Baltimore, Maryland
Metropolitan Region

Civic Leaders' Strategies for Economic Prosperity
and Quality of Life in the 21st Century



A HUD Report on Metropolitan Economic Strategy

U.S. Department of Housing and Urban Development





U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D.C. 20410-0001

THE SECRETARY

In America today, nearly 80 percent of the population and almost 90 percent of the employment growth is in metropolitan regions. We are individuals and families looking to the future for good jobs and business opportunities, for rising incomes to own homes, for children to get a worthwhile education, for communities to thrive in health and safety. All of us share a common fate in a new metropolitan economy that will determine our nation's prosperity and quality of life in the 21st Century.

This New Economy -- knowledge and information-based, technology-intensive, and globally oriented -- demands new skills in education, research, and workforce development. To be competitive now requires regional collaboration and innovative leadership: a Metropolitan Economic Strategy for investment in transportation and infrastructure, environmental preservation, and community revitalization.



THE
ECONOMIC RESURGENCE OF
WASHINGTON, DC

*Citizens Plan for Prosperity
in the 21st Century*

*By the People,
For the People*

The Strategic Economic Development Plan for Washington, DC,
and The Economic Summit are co-sponsored by
the District of Columbia Government, the Financial Responsibility and Management Assistance Authority,
the United States Department of Commerce Economic Development Administration,
the Local Initiatives Support Corporation, Fannie Mae, and the World Bank.

Coordinators: Richard Monteilh and Dr. Marc Weiss
District of Columbia Department of Housing and Community Development

NOVEMBER 1998



Washington, DC: January - March 1998

Inclusive Citywide Participatory Budgeting Competition for \$73 million in Federal Funds (CDBG, HOME, & LIHTC)

\$73 million grants and tax credits generated \$300 million investments in low and moderate-income communities, which produced:

Recent public and private community investment of \$300 million is creating 6,000 neighborhood jobs, 1,700 new and renovated homes and apartments, affordable homeownership opportunities for 1,500 families, 250,000 square feet of neighborhood retail and office space, the revitalization of 16 community business districts, and nearly 50 new or renovated neighborhood service centers – including health care and child care, arts and recreation, education and job training, parks and playgrounds.



1998 WASHINGTON, DC ECONOMIC PLAN

NoMa

ACTION 26: Develop NoMa as a Technology, Media, Housing, and Arts District

ACTION 29: Build a Metro Station at New York Avenue to Spur Development



**REPORT FOR THE OECD AND THE GOVERNMENT OF WALES
ON THE NOMA (NORTH OF MASSACHUSETTS AVENUE)
STRATEGIC ECONOMIC DEVELOPMENT INITIATIVE IN WASHINGTON, DC**

Dr. Marc A. Weiss, Chairman and CEO, Global Urban Development

May 2008

**[Note: on June 18, 2012, the New York Avenue Metro Station
was officially renamed as the NoMa Metro Station.]**

1. Rationale for the initiative

Problem to address: In 1997 the city of Washington, DC was suffering from slow job growth, insufficient new investment and development, population loss, declining government revenues, and troubled low-income neighborhoods. Formulating and implementing a major new private sector-oriented economic development strategy had become a vital necessity.

Policy context: During August 1997, the US Congress passed legislation, signed by President Clinton, entitled the National Capital Revitalization Act. This law was primarily designed to address long-term structural fiscal imbalances harming the financial viability of the District of Columbia Government, such that it was running substantial budgetary deficits, unable to raise sufficient revenue to meet its expenditure obligations. Two years earlier, the federal government created the District of Columbia Financial Responsibility and Management Assistance Authority (the "Control Board") to order substantial reductions in personnel and spending, and to directly manage the DC government. In 1997 the Control Board was tasked by Congress with producing a strategic economic development plan designed to grow private sector businesses and jobs for DC residents, among other reasons, in order to increase the tax and revenue base.

Action concept: In the fall of 1997, Dr. Andrew Brimmer, Chairman of the Control Board, hired Richard Monteilh as the Director of the Office of Economic Development and Department of Housing and Community Development, and then hired me as the Senior Adviser to Mr. Monteilh, and as the Coordinator of the Congressionally mandated strategic economic development plan. Within one year Richard Monteilh and I, working with literally thousands of city and regional stakeholders from business, government, labor, civic, community, and faith-based leadership, including a 40-member steering committee, produced an Economic Summit held at the World Bank, attended by more than 2 000 people, and published *The Economic Resurgence of Washington, DC: Citizens Plan for Prosperity in the 21st Century*. The city's first-ever comprehensive, private sector growth-oriented economic development strategy focuses on three broad categories: strategic industries (six key industry networks/clusters, plus growing businesses and jobs across the private sector), strategic populations (workforce development, plus attracting and retaining residents) and strategic areas (downtown and neighborhoods). The centerpiece of the plan was 40 strategic actions whose implementation was committed to begin within one year of the plan's publication in November 1998. Among these 40 actions were two that are central to this report: Action 26—Develop NoMa (North of Massachusetts Avenue) as a Technology, Media, Housing, and Arts District; and Action 29—Build a Metro Station at New York Avenue to Spur Development.

NoMa – DC's Newest Neighborhood

NOMA

At Full Build-Out:

26 million SF planned

- 14 million SF office
- 10,000 residential units
- 1,300 hotel rooms
- 1 million SF of retail

\$9 billion private investment





Abandoned buildings and vacant land in NoMa, 1997



New and renovated commercial and residential buildings in NoMa, 2011



**RELATÓRIO PARA A OCDE E O GOVERNO DO PAÍS DE GALES SOBRE A INICIATIVA DE
DESENVOLVIMENTO ECONÔMICO ESTRATÉGICO DA NOMA (NORTE DA AVENIDA
MASSACHUSETTS) EM WASHINGTON, DC**

Dr. Marc A. Weiss, Presidente e CEO, Global Urban Development¹

Maio 2008

**[Nota: em 18 de junho de 2012, a Estação de Metro New York Avenue
foi oficialmente rebatizada como Estação de Metro NoMa.]**

1. Base lógica para a iniciativa

Problema alvo: Em 1997 a cidade de Washington, DC estava sofrendo de baixo crescimento de empregos, desenvolvimento e novos investimentos insuficientes, perda de população, receitas governamentais declinantes, e vizinhança de baixa-renda problemática. Formular e implementar uma grande e nova estratégia de desenvolvimento econômico orientada para o setor privado tornara-se uma necessidade vital.

Contexto político: Durante agosto de 1997, o Congresso dos EUA aprovou legislação, assinada pelo Presidente Clinton, intitulada Ato de Revitalização da Capital Nacional. Essa lei foi primariamente projetada visando os desequilíbrios fiscais estruturais de longo-prazo prejudicando a viabilidade financeira do Governo do Distrito de Columbia, que estava operando sob déficits orçamentários substanciais, incapaz de levantar receita suficiente para cumprir suas despesas obrigatórias. Dois anos antes, o governo federal criou a Autoridade de Responsabilidade Financeira e Assistência Administrativa do Distrito de Columbia (a “Controladoria”) para ordenar substanciais reduções em gastos e pessoal, e para gerenciar diretamente o governo de DC. Em 1997, a Controladoria recebeu a incumbência do Congresso de produzir um plano de desenvolvimento econômico estratégico para aumentar negócios do setor privado e empregos para os residentes de DC, ente outras razões, com o intuito de ampliar a base de receitas e impostos.



Recent Wilson Center National Conference on Metropolitan Economic Strategy, and Upcoming International Conference on Metropolitan Quality of Life

KENT H. HUGHES

Woodrow Wilson International Center for Scholars

More than 100 senior practitioners and distinguished experts from across the nation gathered at the Woodrow Wilson International Center on September 20th through September 23rd. They focused on creating new policies and partnerships that enable America's metropolitan regions to implement coordinated public and private investment strategies designed to enhance technological innovation, productivity, and competitiveness.

"The conference—*Metropolitan Economic Strategy: How Communities, Cities, Counties, and Regions Innovate and Prosper in the New Global Marketplace*—facilitated in-depth discussion among national policymakers to generate fresh and creative approaches for expanding prosperity and improving quality of life in metropolitan regions," said Marc Weiss, Public Policy Scholar at the Wilson Center and conference coordinator.

The main conference themes are drawn from a book entitled *Teamwork*, that Marc Weiss is co-authoring with Henry Cisneros, former Secretary, US Department of Housing and Urban Development. "Our book," stated Henry Cisneros, "is exploring and promoting the best ways that public, private, civic, and community leaders can work together to ensure that cities and suburbs will thrive in the fast-changing international economy of the 21st century."

Featured speakers included Philip Angelides, Treasurer, State of California; Earl Blumenauer, Member, US Congress, from the City of Portland (Oregon), and Co-Chairman, Livable Communities Task Force; Henry Cisneros, Chairman, American CityVista, former Secretary, US Department of Housing and Urban Development, and former Mayor, City of San Antonio (Texas); Brent Coles, Mayor, City of Boise (Idaho), and President, US Conference of Mayors; Lee Cooke, Chairman, Habitek International, and former Mayor, City of Austin (Texas); Richard Erickson, President, Regional Business Council of Northeast Ohio, and former President, Akron Regional Development Board; Parris Glendening, Governor, State of Maryland, and President, National Governors' Association; Stephen Goldsmith, Domestic Policy Adviser, Bush-Cheney 2000, and former Mayor, City of Indianapolis (Indiana); Javier Gonzales, Commissioner, Santa Fe County (New Mexico), and President-elect, National Association of Counties; Lee Hamilton, Director, Woodrow Wilson International Center;

Kevin Hanna, President, Atlanta Development Authority; Alice Rivlin, Chairman, District of Columbia Control Board, and former Director, White House Office of Management and Budget; Gene Sperling, Director, White House National Economic Council; Susan Wachter, Assistant Secretary, US Department of Housing and Urban Development; Marc Weiss, Public Policy Scholar, Woodrow Wilson International Center; and Anthony Williams, Mayor, City of Washington, DC.

The conference participants spent many hours each day in breakout discussion groups developing recommendations for new policies, programs, and research efforts. The results of this conference will be summarized in a 32-page conference report to be published and widely disseminated by the Wilson Center. The *Metropolitan Economic Strategy* conference received financial support from the US Federal Conference Fund, and the Fannie Mae Foundation.

"We had a full agenda and tackled some very tough issues, such as workforce development, smart growth, and urban reinvestment," said Marc Weiss. "It is so important that we focused on this fundamental challenge, because America's and the world's future prosperity—the success and vitality of our nation's families and communities—depends on creating a state-of-the-art metropolitan policy agenda."

The Wilson Center will be holding a follow-up international conference—*Metropolitan Quality of Life: How Communities, Cities, Counties, Regions, and States Sustain and Improve Transportation and Infrastructure, Housing and Services, Land-Use and Environment, and Urban Amenities*—to be held on September 12-15, 2001 in Washington, DC. This conference is also being coordinated by Marc Weiss.

For additional information on the conference and to receive copies of the conference overview materials and summary report, please contact Marc Weiss by phone at (202) 691-4229, by fax at (202) 691-4001, or by email at weissma@wwic.si.edu.

Kent H. Hughes is a Public Policy Scholar at the Woodrow Wilson International Center for Scholars in Washington, DC. He is currently writing a book on America's global economic competitiveness.



**STATE POLICY APPROACHES TO PROMOTE
METROPOLITAN ECONOMIC STRATEGY**

BY
DR. MARC A. WEISS

PUBLISHED BY
THE NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

OCTOBER, 2002



GLOBALIZING METROPOLITAN ECONOMIC STRATEGY

Metropolitan Economic Strategy: How Urban Regions Innovate and Prosper in the Global Marketplace

MARC A. WEISS

Woodrow Wilson International Center for Scholars

POINT ONE

America's future prosperity depends on the productivity and competitiveness of its metropolitan regions, the key centers of innovation and business activity, where over 90 percent of the nation's job growth is currently taking place, and where nearly 90 percent of the nation's Gross Domestic Product is now being generated.

The nature and volume of investment, production, and trade in and through America's metropolitan regions is one of the basic structural building blocks of our country's macroeconomic growth and global competitiveness, and thus is at least as important as fiscal and monetary policy, international trade, education, and other economic issues regularly considered and debated by the executive, legislative, and judicial branches of the federal government, including the Board of Governors of the Federal Reserve System.

Metropolitan Economic Strategy is vital for national economic policy in the new global marketplace, both in the USA and in countries throughout the world.



Beijing, China

points for individuals trying to thrive in the global economy. Yet the greatest barrier to regional coordination, cooperation, and collaboration is the lack of a common metro-



Productive Cities and Metropolitan Economic Strategy

Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development

***A Theme Paper presented to the United Nations International Forum on Urban Poverty,
Fourth International Conference, Marrakech, Morocco, October 16-19, 2001.***

In the 21st century the world has become urban, with the majority of the global population living in cities and towns. The fastest rates of urbanization are now taking place in developing countries, where average incomes are the lowest. This means that poverty, historically a rural phenomenon, is becoming an increasingly urban issue, in both the developed and the developing world. At the same time, cities and metropolitan areas are the main generators of economic prosperity, and thus are best positioned to contribute toward the elimination of poverty. The twin themes of this conference, "Productive Cities" and "Inclusive Cities" point toward the solution to this fundamental challenge.

This paper addresses how to make cities more productive, and particularly how to do so in ways that expand jobs and business opportunities, increase incomes, and improve quality of life for low-income families and communities. Such an approach requires viewing cities in their metropolitan regional context, and creating cooperative, pro-active growth strategies that connect and unite the public, private, and civic sectors across the urban landscape. It also depends on including poverty populations and settlements in creating their own prosperity, by treating them not as liabilities, but as human and physical assets to be mobilized for production, income and job generation, and wealth creation, as well as involving them in investment decision-making to ensure an equitable distribution of resources, infrastructure, services, incomes, wealth, quality of life, and economic opportunities.

Traditional poverty alleviation strategies focus on the manifestations of poverty itself. They seek ways to feed, clothe and house poor people. They try to find ways to deliver health care and other services with strained resources. Metropolitan Economic Strategy, on the other hand, addresses the root causes of poverty in a manner that empowers low-income people, and directly engages their own energies in altering their life circumstances, improving the surrounding environment, and contributing to the overall productivity of the region and nation.



Report to the South African Cities Network on Metropolitan Economic Strategy

Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development

November 2002

Introduction

The Economic Development Working Group of the South African Cities Network (SACN) agreed at its meeting on September 19-20, 2002, to hold a City Economic Development Strategy "Think-Tank" to explore the vital issues related to this important mission for national, provincial, and local government. The meeting was held during November 18-21, 2002 in Cape Town. It was attended by elected Councillors and senior officials from the major cities and metropolitan municipalities in the SACN - Buffalo City (East London), Cape Town, Ekurhuleni (East Rand), eThekweni (Durban), Johannesburg, Mangaung (Bloemfontein), Msunduzi (Pietermaritzburg), Nelson Mandela (Port Elizabeth), and Tshwane (Pretoria) - along with senior officials from the national Department of Provincial and Local Government (DPLG), the national Department of Trade and Industry (DTI), and the South African Local Government Association (SALGA). An international expert, Dr. Marc Weiss from Global Urban Development, led several sessions and provided reading material, and there were additional presentations by academics who specialize in economic development, by economic development officials from the City of Cape Town and the Western Cape Province, and by national government officials from DPLG and DTI. The four-day "Think-Tank" produced a very strong consensus as to how the cities and municipal governments in the SACN should work together with the national and provincial governments to promote economic development in South Africa, including a series of key recommendations for coordinated action. Training and participation by Global Urban Development was supported by a grant from the U.S. Agency for International Development (USAID).



Global Urban Development

Singapore Metropolitan Economic Strategy Report

Singapore's Economic Transformation

Gundy Cahyadi, Barbara Kursten, Dr. Marc Weiss, and Guang Yang

June 2004

**Global Urban Development
Prague, Czech Republic**



GLOBAL URBAN DEVELOPMENT

Curitiba, Brazil

Metropolitan Economic Strategy Report

Alicia Fazzano, Fellow, and Dr. Marc A. Weiss, Chairman and CEO

July 2004



European Spatial Planning Observation Network (ESPON)

Global Urban Development Volume 1 Issue 1 May 2005

1

METROPOLITAN ECONOMIC STRATEGY

THE WORLD'S URBAN SYSTEMS: A EUROPEAN PERSPECTIVE

Sir Peter Hall

This article suggests that there are two alternative ways of looking at cities and world urban systems, both valid, which need to be combined. Then it looks at the performance of the European urban system in the last quarter century. From this, starting from the European Spatial Development Perspective (ESDP), it proposes some lines of policy, with particular reference to the recent enlargement of the European Union.



ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

Private Finance and Economic Development

**CITY AND REGIONAL
INVESTMENT**

Global Urban Development Volume 2 Issue 1 March 2006

METROPOLITAN ECONOMIC STRATEGY

**LEVERAGING PRIVATE FINANCING AND INVESTMENT FOR
ECONOMIC AND COMMUNITY DEVELOPMENT**

Marc A. Weiss



TREATING PEOPLE AND COMMUNITIES AS ASSETS: THE COMMUNITY PRODUCTIVITY PROJECT (CPP)

POVERTY REDUCTION THROUGH INCLUSIVE ECONOMIC DEVELOPMENT



Credit: Shack/Slum Dwellers International

An old adage states: “Give a person a fish, and he or she will eat for a day. Teach a person to fish, and he or she can eat for a lifetime.” Public policies for reducing poverty reflect these two approaches, providing either subsidies or training. But what if most low-income people are already “fishing” by working diligently to produce and distribute goods and services, yet they simply are not earning enough? If this is the real problem, then it calls for comprehensive solutions based on “Inclusive Economic Development Strategies” with mainstream society actively supporting the efforts of low-income people to enhance their incomes, productive capabilities, and entrepreneurial opportunities. Global Urban Development (GUD), an international non-profit organization founded on the principle of “Inclusive Economic Development: Treating People and Communities as Assets” is launching the Community Productivity Project (CPP) together with Shack/Slum Dwellers International (SDI) and the United Nations. The CPP is designed to establish a new policy paradigm by documenting how productive low-income people are, how hard they work, how much value they create, and the close relationships of their economic activities to the formal economic system.



CLIMATE PROSPERITY

*Green Savings, Green Opportunities, Green Talent, Green Places:
Generating Jobs, Incomes, Sustainable Innovation, and Resource Efficiency*

**GLOBAL CLIMATE PROSPERITY AGREEMENT:
“THE ONE TRILLION DOLLAR DEAL”**

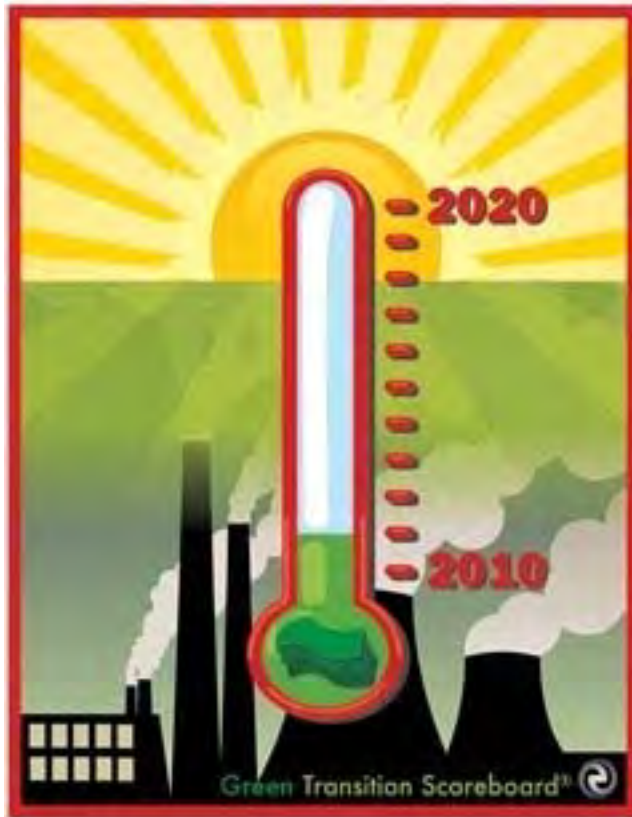
Dr. Tariq Bamuri, Director, Division of Sustainable Development, United Nations Department of Economic and Social Affairs, and Dr. Marc A. Weiss, Chairman and CEO, Global Urban Development.

March 2009

The Global Climate Prosperity Agreement -- “The One Trillion Dollar Deal” -- can become the worldwide game-changer that will demonstrate the positive path forward for human civilization in the 21st century, namely the peaceful transition from the current globally unsustainable economy to an advanced technology-driven and environmentally sustainable industrialized society. Key private sector executives are organizing this completely voluntary, market-oriented, public-private investment and development strategy whereby corporations, financial institutions, insurance companies, pension funds, equity investment funds, and others will commit to invest one trillion dollars in developing countries over the next decade to build a new and modern infrastructure based entirely on renewable energy and clean technologies, including plug-in electric vehicles and “smart” and “super” electric grids. These investments and related projects will be supplemented and enhanced by additional funds, tax incentives, and regulatory policy support from governments, along with funds that will come from international donor agencies, official development assistance, and private philanthropy. The United Nations and World Bank, including various UN agencies and regional development banks, can play a key role in enabling these investments to succeed.



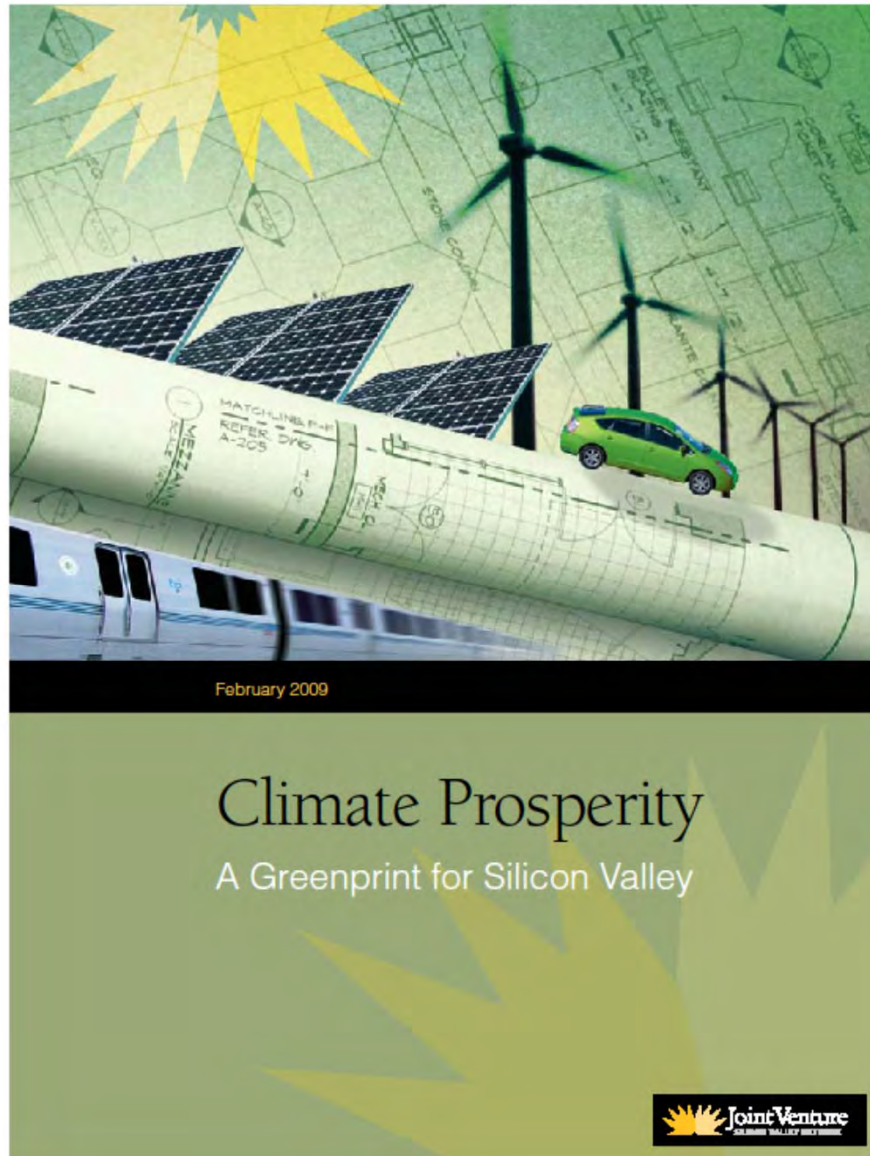
\$5.7 Trillion Global Business Investment in Green Opportunities since 2007



GREEN TRANSITION SCOREBOARD®

More than \$5.7 trillion has already been invested by the private sector in sustainable companies and technologies globally since 2007.

www.greentransitionscoreboard.com





Prosperity in Paradise: Summary Strategy Map

Context

- *Historical reliance on tourism & construction*
- *New to diversified economic development*
- *Historic perception of an unfriendly business climate*
- *Need for political consensus*
- *Some good recent progress with EDC plan and incentives*

Mission

To create jobs by positioning Sarasota County as a location of choice for Clean Tech and Green Businesses and Eco-Smart Real Estate Development.

Vision

The Sarasota County region is recognized as a premier location for starting and growing Clean Tech and Green Businesses and Eco-Smart Real Estate Developments, especially for second-career entrepreneurs and developers.

Strategic Assumptions

- *There is an authentic sustainability branding opportunity*
- *It is about attracting entrepreneurial talent*
- *Some catching up to do on the basics*
- *Good assets to build on*
- *Will require political consensus and will*
- *Have to be in for the long haul*

Recommendations

- 1. Initiate a Business Development Network*
- 2. Expand the Green Business Partnership*
- 3. Establish a Clean Tech Support Infrastructure*
- 4. Launch a Green Energy/Resource Recovery Park*
- 5. Innovate Eco-Smart Development in the EEZ and Elsewhere*
- 6. Organize a Green Talent Response System*
- 7. Formulate a Communications Strategy*



**Planning for
Sustainable Economic
Development Across the Americas**

schedule

07th June | Tuesday

08h30 | Registration

09h00 | Opening and Welcome
Cid Bianco Junior, Cultural Infrastructure Director, Ministry of Culture
Stewart Sarkozy-Banoczy, Department of Housing and Urban Development
Washington, DC, USA
W. Paul Farmer, American Planning Association – Washington, DC, USA
Luciano Ducci, Mayor of Curitiba
Edson Ramon, President, Associação Comercial do Paraná (ACP) – Curitiba, Brazil
Eduardo Guy de Manuel, President of the Regional Council on Administration, Amcham Curitiba
Odono Fortes Martins, Coordinating Vice-President of Concex-RI, ACP – Curitiba, Brazil

10h00 | Coffee Break

10h30 | Keynote Speaker: A Vision for Urban Sustainability
Jaime Lerner, Urban Planner

11h30 | Sustainable Economic Development: An Overview
Panelists
Marc Weiss, Global Urban Development – Washington DC, USA
Emilia Queiroga Barros, President, Brazil 2020 Agenda – Lauro de Freitas, Bahia, Brazil
Moderator: **Eduardo Guimarães**, Municipal Secretary for International Relations and Ceremonies – Curitiba, Brazil

14h30 | Case Studies: Planning for Sustainable Economic Development in the Americas – Part 1
Panelists
Rob Bennett, Executive Director, Portland Sustainability Institute – Oregon, USA
Stephanie McLellan, Clean Energy Economy Policy Advisor, Office of the Secretary,
Department of Natural Resources and Environmental Control, State of Delaware – Dover,
Delaware, USA
Gil Polidoro, President, Coordenação da Região Metropolitana de Curitiba (Comec)
Moderator: **W. Paul Farmer**, CEO, American Planning Association

16h00 | Coffee Break

16h30 | Case Studies: Planning for Sustainable Economic Development in the Americas – Part 2
Panelists
Larry Zinn, Chairman, San Antonio Green Jobs Leadership Council – San Antonio, Texas, USA
Paul Krutko, President and CEO, SPARK, (former Chief Development Officer of the City of San
Jose, and current Secretary-Treasurer of the International Economic Development Council) – Ann
Arbor, Michigan, USA
Ken Heatherington, Executive Director, Southwest Florida Regional Planning Council
Fort Myers, Florida, USA
Moderator: **Rodrigo Rocha Loures**, President, Industrial Federation for the State of Parana (FIEP) –
Curitiba, Brazil

18h00 | Cocktail Reception



ENERGY AND CLIMATE PARTNERSHIP OF THE AMERICAS

THE GLOBAL FUTURE OF GREEN CAPITALISM

Dr. Marc A. Weiss, Chairman and CEO, and James Hurd Nixon, President
Global Urban Development

People around the world are embracing Green Capitalism because it is now possible to create a higher standard of living for every person and community by shifting from resource-wasting to resource-saving industrialism. In the 21st Century, people, places, and organizations will literally “get richer by becoming greener” – earning and saving more money by conserving and reusing resources more efficiently.

Global Urban Development (GUD) is designing and implementing Sustainable Economic Development Strategies to help enable Green Capitalism to succeed worldwide. This model adapts sustainable business concepts from experts including Paul Hawken, Amory and Hunter Lovins, Ray Anderson, Hazel Henderson, Peter Senge, Karl-Henrik Robert, Thomas Friedman, William McDonough, Daniel Esty, Elliott Hoffman, Aron Cramer, and the McKinsey Global Institute, as applied in various ways by companies such as GE, IBM, Toyota, Interface, IKEA, DuPont, Disney, Wal-Mart, Google, Nike, Stonyfield Farm, Seventh Generation, Siemens, Cisco, Philips, Applied Materials, and Johnson Controls. Sustainable Economic Development Strategies apply these concepts to sub-national economies, including states, provinces, regions, districts, counties, cities, towns, villages, and neighborhoods.



United Nations World Urban Forum 6

Naples, Italy; September 2-6, 2012

Networking Event 101:

Metropolitan Economic Strategy and Sustainable Economic Development in Brazil

Wednesday, September 5 / Pavilion 5, Room 13 / 1400 to 1600 hours (2 to 4 pm)

This Networking Event will highlight a comprehensive framework for growing and developing productive, innovative, competitive, sustainable, inclusive, and prosperous cities, regions, and states in Brazil. Global Urban Development (GUD) is working with the Federation of Industries of Minas Gerais and the Federation of Industries of Rio Grande do Sul, the States of Minas Gerais and Rio Grande do Sul, the Cities of Belo Horizonte and Porto Alegre, and Brazil's Federal Government, to apply GUD's framework for promoting Metropolitan Economic Strategy and Sustainable Economic Development. Speakers include key business and government leaders from Brazil.

Moderator: **Marlene Fernandes**, International Advisor, Brazilian Institute for Municipal Administration (IBAM), **Rio de Janeiro**

Presenters:

Mauro Borges Lemos, President, Brazilian Agency for Industrial Development (ABDI), **Brasilia**

Olavo Machado Jr., President, Federation of Industries of Minas Gerais (FIEMG), **Belo Horizonte**

Marcus Coester, President, Rio Grande do Sul Development Agency (AGDI), **Porto Alegre**

Marc Weiss, Chairman and CEO, Global Urban Development, **Washington, DC**

Discussants:

Ines Magalhaes, National Secretary of Housing, Ministry of Cities, **Brasilia**

Cid Blanco Jr., Director of Culture, Communications, and Events, Olympic Public Authority, **Rio de Janeiro**

Fabio Veras, Deputy Secretary of Economic Development, State of Minas Gerais, **Belo Horizonte**

Emilia Queiroga Barros, Vice President, Global Urban Development, **Belo Horizonte**



**Manufatura Avançada e Inovação Sustentável:
A Terceira Onda de Crescimento Industrial
em Minas Gerais**

Relatório para a Federação das Indústrias do Estado de Minas Gerais (FIEMG)

por Global Urban Development (GUD)

Outubro de 2012



**Advanced Manufacturing and Sustainable Innovation:
The Third Wave of Industrial and Urban Economic Growth
for Minas Gerais**

*A Report to the Federation of Industries of Minas Gerais (FIEMG)
by Global Urban Development (GUD)*

October 2012

Executive Summary

Minas Gerais has succeeded in its first century-long wave of economic growth through industrialization and urbanization, made great strides over the past decade in the second wave of economic growth through rising incomes and growing consumer demand, and is now poised for a third wave of globally competitive prosperity and productivity driven by Sustainable Innovation. Minas Gerais already has developed several new Sustainable Innovation Pipelines, from biomedical to information technology. The next great surge for the Third Wave, the newest and most dynamic and productive Sustainable Innovation Pipeline for Minas Gerais, will be in Advanced Manufacturing. Brazil can compete directly with Advanced Manufacturing public policies and private companies throughout the world; and Minas Gerais can become one of Brazil's national leaders in this rapidly growing industrial technology field.



Oportunidades de Desenvolvimento Local e Regional relacionados a Implementação do Estaleiro EBR de São José do Norte, no Rio Grande do Sul

Relatório do Global Urban Development (GUD) para o Grupo Empresarial M. Stortti Consultores, Federação das Indústrias do Rio Grande do Sul (FIERGS) e para a Agência de Desenvolvimento e Promoção do Investimento do Rio Grande do Sul (AGDI)

Dezembro de 2012



**Local and Regional Economic Development Opportunities Related to
the Implementation of the Sao Jose do Norte EBR Shipyard
in Rio Grande do Sul**

*Report by Global Urban Development (GUD) to M. Stortti Business Consulting Group,
Federation of Industries of Rio Grande do Sul (FIERGS),
and Rio Grande do Sul Development Agency (AGDI)*

December 2012

Introduction

Global Urban Development (GUD) was commissioned to supplement the M. Stortti Business Consulting Group report for FIERGS, *Evaluation of the Regional and Local Impacts due to the Implementation of the Sao Jose do Norte EBR Shipyard*. The Stortti team's detailed evaluation identifies many important economic, physical, social, and environmental impacts, and proposes policy guidelines and practical solutions addressing key challenges related to transportation, infrastructure, services, job training, housing, health, construction, environment, and other major issues. Their evaluation takes on wider significance in the context of M. Stortti's comprehensive statewide report, *Basic Guidelines of an Industrial Development Plan for the Ocean Industry in Rio Grande do Sul*.

As an additional contribution to the Stortti team's evaluation and recommendations, GUD's perspective is to review and analyze potential opportunities to generate broad-based and diversified economic, business, employment, and income growth, primarily in Sao Jose do Norte but also regionally, that can obtain strategic benefit from the major investments and new jobs that will come from building and operating the EBR Shipyard.

Rio Grande do Sul Economic Strategy: Most Sustainable and Innovative Place in Latin America by 2030



R2 | Valor | Segunda-feira, 16 de setembro de 2013

Especial Inovação & Parcerias

Cadeia produtiva Falhas nessa área são problema apontado por executivos

Mobilidade depende de melhoria nos processos

Suana Lichtenberg
Para o Valor e o Fio

A inovação capaz de gerar produtividade e estimular a produção de conteúdo nacional é o caminho para o Brasil avançar nos projetos de mobilidade, do ambiente urbano ao sistema de logística, e disso para três equilíbrios de estrato no planejamento desta região. Por outro lado, para que empresas brasileiras estejam aptas a participar de projetos produtivos em cadeias internacionais, é necessário avançar em processos, principal falha apontada por grandes empresas americanas estabelecidas no Brasil e que buscam fornecedores locais. Esses foram os principais temas abordados pelos participantes do Workshop "Applying new technologies for greater mobility", ou "Aplicação de novas tecnologias para maior mobilidade", na 3ª Conferência de Inovação Brasil-Estados Unidos.

Com a participação de representantes da indústria, da área acadêmica e do governo, o encontro ressaltou a importância de ações inovadoras em um sentido mais amplo, não apenas focado em avanços tecnológicos. Wagner Bittencourt de Oliveira, vice-presidente do BNEF, citou alguns exemplos de atuação do banco em projetos de mobilidade, como a utilização de dispositivos para o transporte de cargas, mas destacou a relevância de buscas pioneiras no exterior e estimular a cadeia de terceirizados em foco como veículos híbridos e sistemas de logística.

A secretária de Desenvolvimento e Produção do Ministério da Indústria e Comércio Exterior, Heloisa Mendes, mostrou a predisposição do governo em estratagemas parcerias, desde as iniciativas nacionais e americanas em programas como o PAC de Mobilidade Urbana. Heloisa reconhece que as empresas americanas estão passo a frente das brasileiras nos processos, mas integra elementos e um conjunto de oportunidades de parcerias entre as empresas dos dois países para alcançar "o desenvolvimento com nacionalização progressiva".

Apesar de os participantes apontarem como primeiro a necessidade de melhorar as relações entre os participantes da cadeia de mobilidade dos dois países, promovendo, sobretudo, uma inte-



Marc Weiss trabalha em projetos de estratégia de desenvolvimento econômico sustentável no governo do MG e RS

gração maior entre os institutos de pesquisa e empresas e a indústria brasileira, algumas iniciativas já estão em andamento local.

Um dos exemplos é o projeto que o Governo do Estado do Rio Grande do Sul está desenvolvendo com o Global Urban Development (GUD). Marc Weiss, CEO do GUD, é um especialista em estratégia em regiões metropolitanas de economia mista metárfica e ganhou destaque como assistente especial do secretário do Departamento de Habitação e Desenvolvimento Urbano dos EUA e participante do Conselho presidencial sobre Desenvolvimento Sustentável no governo de Bill Clinton.

Weiss, que vem trabalhando em projetos de estratégia de desenvolvimento econômico sustentável com a Federação das Indústrias e os governos estaduais do Minas Gerais e Rio Grande do Sul, em parceria com a Agência Brasileira para o Desenvolvimento Industrial (ABDI), acaba

de se mudar para Porto Alegre. Weiss, defensor de projetos de inovação em cidades que estimulam a população a caminhar mais, disse que recebeu muitas perguntas sobre o tema o dia da reunião para entender seus reais problemas.

Na capital gaúcha, Weiss, que é professor adjunto de Assuntos Internacionais e Públicos na Universidade de Columbia (Estados Unidos), participou do projeto do governo paulista para integrar nove regiões metropolitanas como os mais importantes centros produtivos do Estado, com a participação da Universidade do Vale do Rio dos Sinos (Univas). "Os projetos de inovação não precisam ser caros ou sofisticados. Eles têm que oferecer conforto à população. Por exemplo, é preciso criar condições nas cidades para que as pessoas possam trabalhar mais ou utilizar bicicletas como transporte".

Inês De Pailleron, presidente da Agência Gaúcha de Desenvolvimento e Promoção de Investimento, explicou que buscou parceiros para que a mobilidade ajustasse melhor a eficiência e produtividade da infraestrutura, com a adaptação dos seus serviços de sustentabilidade.



SUSTAINABLE INNOVATION ZONES



Resilient Cities 

A Post-Industrial Brazilian Neighborhood Aims to be Latin America's Silicon Valley

BY GREG SCRUGGS | NEXT CITY | JUNE 19, 2014

On June 9, Nós hosted its latest working group on the 4^o Distrito and invited Dr. Marc Weiss, international professor of economics and business management at Unisinos Porto Alegre. Weiss is chairman and CEO of Global Urban Development, a network of urban affairs leaders, and currently advising the Rio Grande do Sul state government on metropolitan economic strategy.

In 1998, he authored a strategic economic development plan for Washington, D.C. that fingered the area north of Massachusetts Avenue, which he coined "NoMa," as a potential development opportunity in a blighted area, anchored by media companies and accessible by a new Metro station. The results today are total assessed real estate values in the billions of dollars and 40,000 workers daily, which have injected activity into the neighborhood.

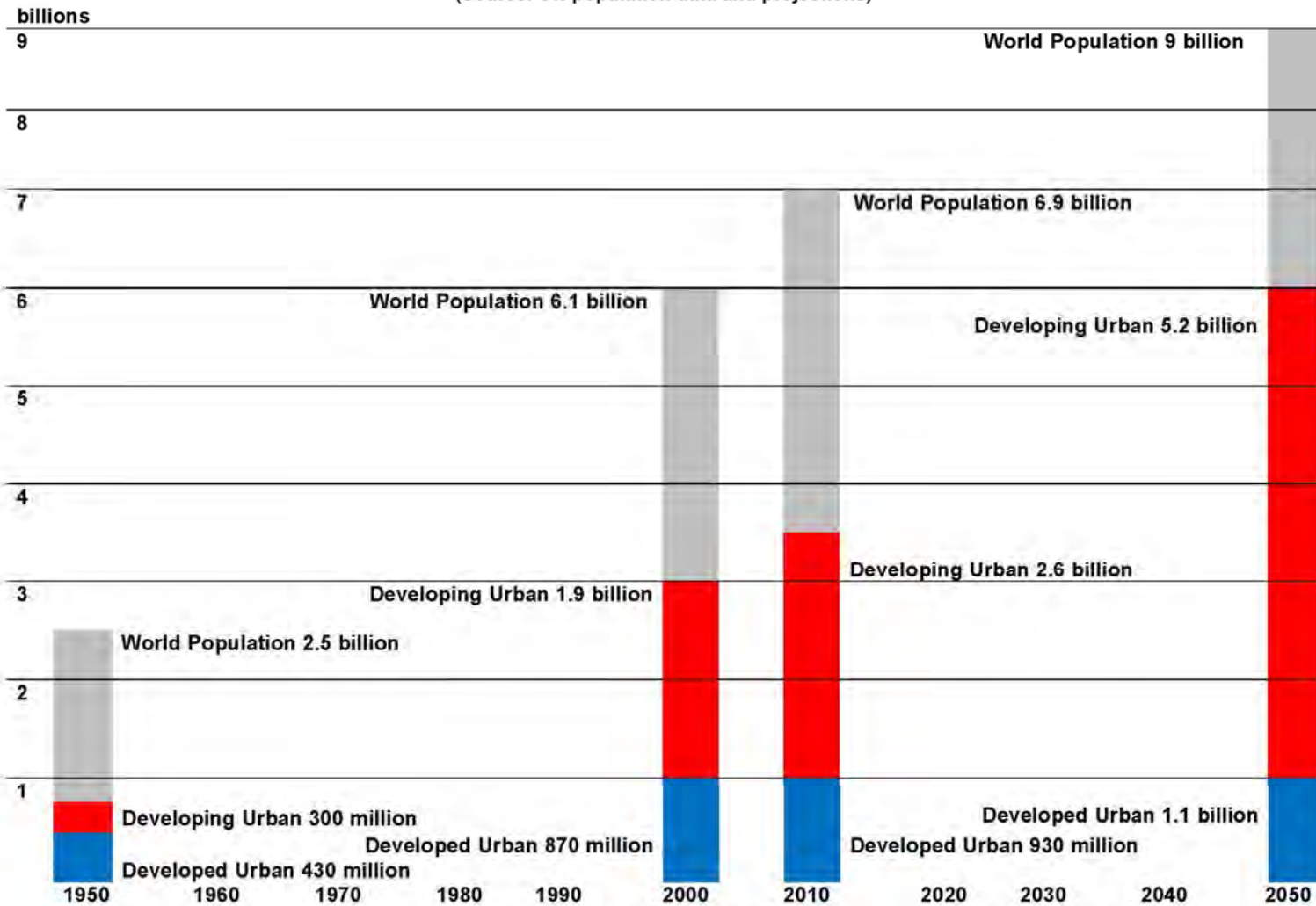


METROPOLITAN ECONOMIC STRATEGY FRAMEWORK



TOTAL WORLD POPULATION AND URBAN POPULATION, 1950-2050

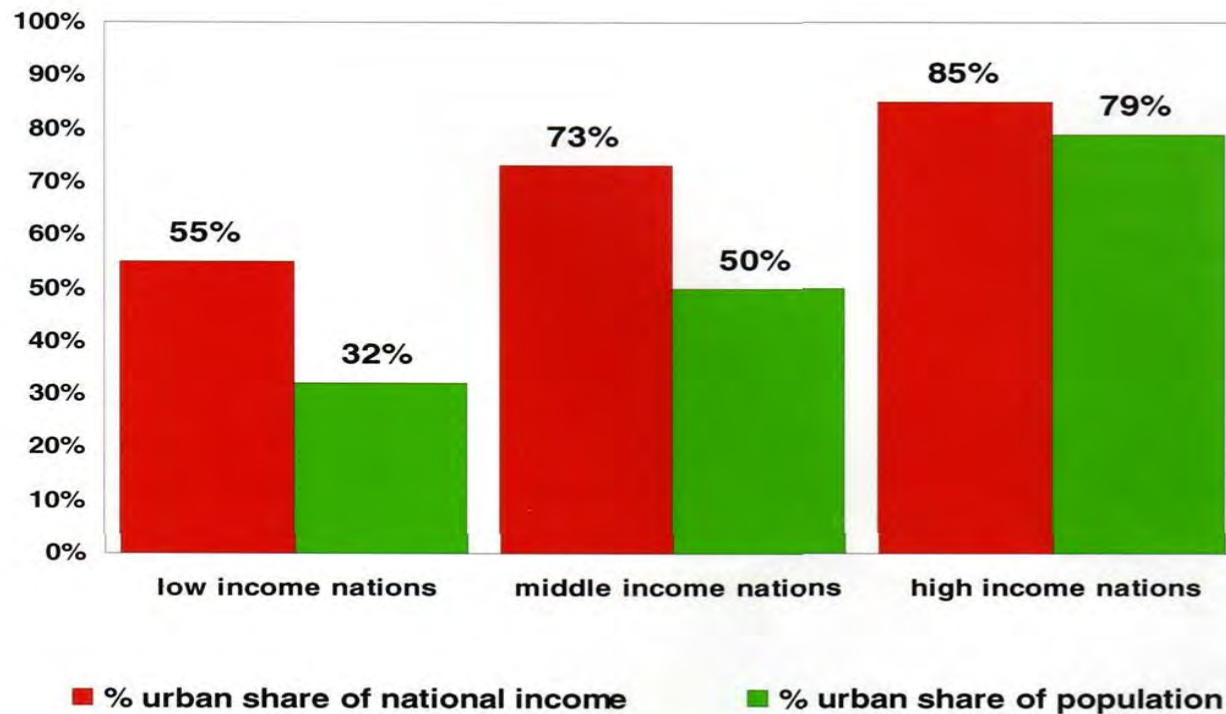
(Source: UN population data and projections)





Urban Development and Economic Prosperity

Figure 1. In every nation, the urban share of national income is higher than the urban share of the national population.



Source: Based on the World Bank World Development Report and WB World Development Indicators



Why Urban Areas are More Economically Productive

They combine **SPECIALIZATION** and **DIVERSITY**:

- the critical mass of skills and resources;
- the necessary population density and concentration of market incomes;
- the range of specialized knowledge and institutions;
- the wide diversity of vitally needed facilities and services;
- and the fully developed physical and human infrastructure that are prerequisites for new ideas, products and production methods, technological and organizational innovations, and dynamic economic growth and investment.



KEY ECONOMIC ROLES FOR CENTRAL CITIES AND URBAN REGIONS

- centers of innovation and services, including advanced and highly specialized services
- centers of communication, culture, sports, entertainment, conventions, and tourism
- centers of education, research, and health care
- centers of transportation and trade
- centers of manufacturing and technology development
- market centers
- workforce centers



Investing in Fundamental Assets and Building Dynamic Industry Networks

A good economic strategy consists of two key elements:

- 1) building from strength — investing in the fundamental assets and activities that make people more productive and places more valuable;*
- 2) generating dynamism — promoting modern, globally competitive industry networks that accelerate the pace of innovation and growth.*



PEOPLE are the most vital economic asset in the world

INVESTING IN FUNDAMENTAL ECONOMIC ASSETS:

- Transportation
- Infrastructure
- Education
- Workforce Development
- Research
- Technology
- Markets
- Capital
- Health
- Safety
- Environment and Amenities
- Culture
- Quality of Life

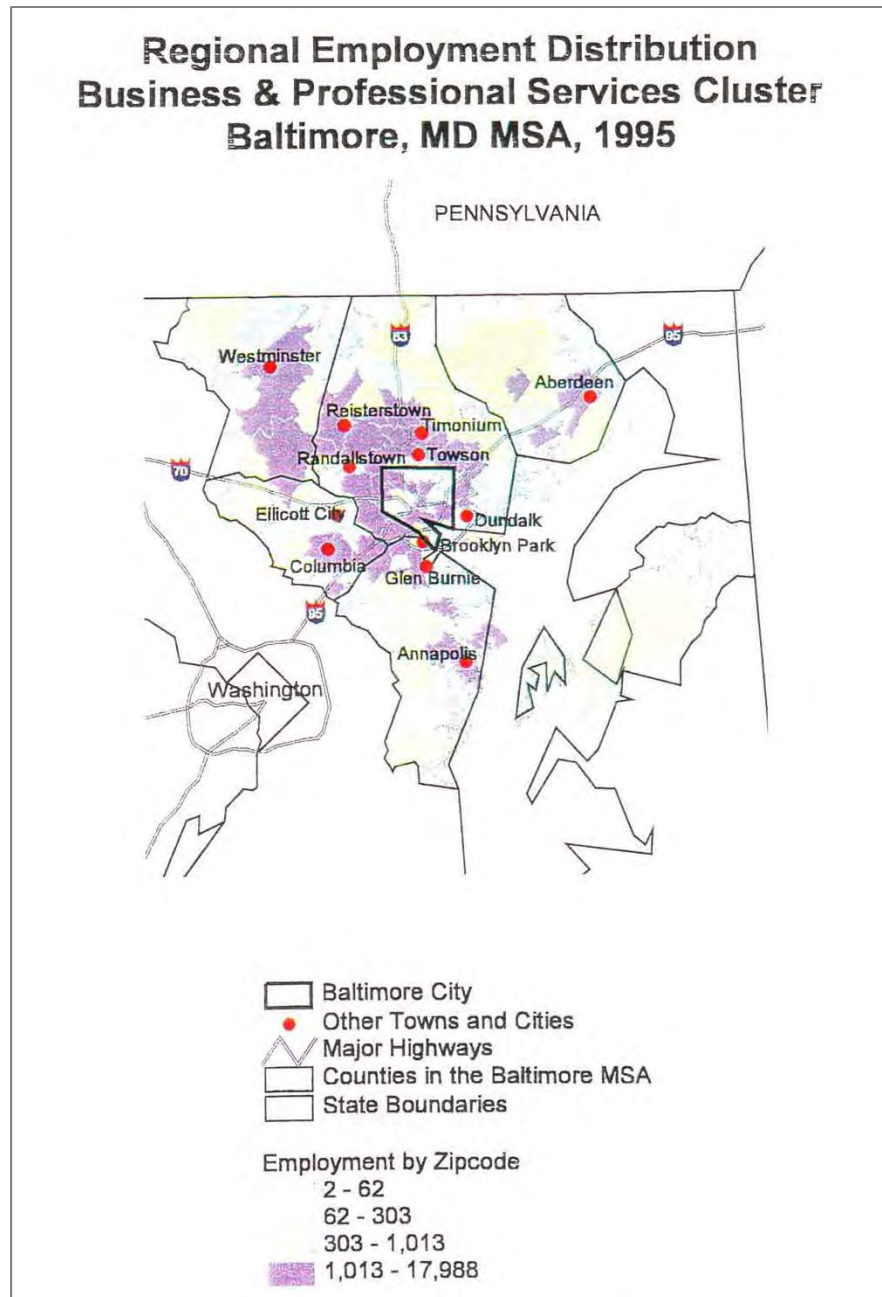


INDUSTRY NETWORKS IN THE US, 1996

Figure 2: America's Industry Networks: Selected Economic Indicators

Industry Network	Net Employment Change	Avg. Annual Employment Change	Change in Real Value Added per Employee	Change in Real Wages	Avg. Wages & Salaries per Employee
	1975-95	1991-95	1975-95	1975-95	1995
Business & Professional Services	163%	2.5%	-32%	16%	\$33,399
Health Services	132%	3.6%	-29%	13%	\$30,382
Entertainment & Tourism	115%	2.6%	13%	-2%	\$14,478
Financial Services	61%	0.3%	16%	34%	\$41,016
Housing & Construction	49%	0.6%	0%	-9%	\$30,738
Medical Products	45%	-0.4%	66%	16%	\$43,956
Transportation & Trade Svcs.	41%	2.0%	40%	-16%	\$32,095
Industrial Supplies	31%	0.9%	62%	2%	\$36,427
Printing & Publishing	23%	-0.8%	3%	1%	\$33,206
Electronics & Communication	15%	-1.3%	145%	14%	\$40,324
Transportation Equipment	7%	2.9%	64%	8%	\$41,548
Materials Supplies	2%	-0.3%	60%	3%	\$32,103
Aerospace & Defense	-11%	-8.5%	54%	10%	\$44,119
Agriculture & Food Processing	-17%	-1.5%	75%	18%	\$24,441
Natural Resources	-18%	-3.7%	77%	9%	\$43,076
Industrial Machinery	-20%	-0.1%	86%	-5%	\$38,391
Consumer Goods	-23%	-0.9%	79%	12%	\$37,796
Apparel & Textiles	-28%	-1.7%	117%	0%	\$20,754

Source: Best available data and projections as of August 1996, U.S. Dept. of Commerce/Regional Financial Associates.





1998 WASHINGTON, DC ECONOMIC PLAN INDUSTRY NETWORKS

- Business/Professional/Financial/Association Services
- Hospitality/Entertainment/Tourism/Specialty Retail
- Universities/Educational/Research Institutions
- Biomedical Research/Health Services
- Media/Publications
- Information Technology/Telecommunications



Exhibit 9

Metropolitan Baltimore's 25 Largest Employers

Employer	Total MSA employment	Industry Cluster
Johns Hopkins University	15,500	Education
Helix Health Inc.	11,250	Health Services
Johns Hopkins Health System	10,300	Health Services
Baltimore Gas and Electric Co.	8,100	Energy
Northrop Grumman Electronic Sensors and Systems Division	7,300	Aerospace & Defense
Giant Food Inc.	6,300	Retail Trade
Bethlehem Steel Corp. Sparrows Point Division and Bethship	6,250	Industrial Machinery
University of Maryland Medical System	5,900	Health Services
Bell Atlantic - Maryland Inc.	5,500	Electronics & Communications
NationsBank Corp.	4,100	Financial Services
Blue Cross and Blue Shield of Maryland Inc.	3,400	Financial Services
General Motors Truck Group, Baltimore Assembly Plant	3,300	Transportation Equipment
Greater Baltimore Medical Center HealthCare Inc.	3,200	Health Services
First Maryland Bancorp	3,000	Financial Services
St. Agnes Health Care	2,900	Health Services
Sinai Hospital of Baltimore	2,550	Health Services
USAir Group Inc.	2,450	Transportation & Trade Services
USF&G Corp.	2,450	Financial Services
St. Joseph Hospital Inc.	2,300	Health Services
Sweetheart Cup Co. Inc.	2,250	Agriculture & Food Processing
Senior Campus Living	2,100	Housing & Construction
McCormick & Co. Inc.	2,000	Agriculture & Food Processing
DavCo Restaurants Inc.	1,900	Entertainment & Tourism
Becton Dickinson Microbiology Systems and Primary Care Division	1,900	Medical Products
Anne Arundel Health Systems	1,800	Health Services

Source: Baltimore Business Journal



THE VALUE OF INCLUSIVE ECONOMIC DEVELOPMENT

Cape Town, South Africa: “Our Golden Thread”

“It is not a question of choosing global competitiveness or the reduction of poverty — Cape Town will achieve both or neither. Reducing poverty will strengthen global competitiveness, and global competitiveness will permit reduction of poverty through economic growth and job creation.”



1998 WASHINGTON, DC ECONOMIC PLAN 3-PART STRATEGIC FRAMEWORK

STRATEGIC INDUSTRIES

- **Industry Networks**
- **Growing Businesses and Jobs across the Private Sector**

STRATEGIC POPULATIONS

- **Workforce Development**
- **Attracting and Retaining Residents**

STRATEGIC AREAS

- **Downtown**
- **Neighborhoods**



PROTECTING AND SUSTAINING THE PHYSICAL AND NATURAL ENVIRONMENT OF URBAN REGIONS TO PRESERVE AND ENHANCE QUALITY OF LIFE

- encouraging energy efficiency and resource conservation;
- improving clean air and conserving clean water;
- cleaning up and redeveloping toxic and polluted “brownfield” land;
- renovating historic structures and investing in urban cultural heritage;
- maintaining the beauty of natural landscapes and preserving agricultural land;
- increasing the accessibility of biking and hiking pathways and open spaces;
- curbing metropolitan sprawl and traffic congestion;
- reinvesting in older towns, cities, and inner-ring suburbs;
- expanding transit and other pedestrian and public transportation alternatives;
- promoting ecological and heritage tourism;
- developing parks and recreational amenities;
- developing “green” buildings, infrastructure, and communities;
- increasing recycling and the use of renewable energy sources;
- reducing greenhouse gas emissions;
- strengthening community planning and design.



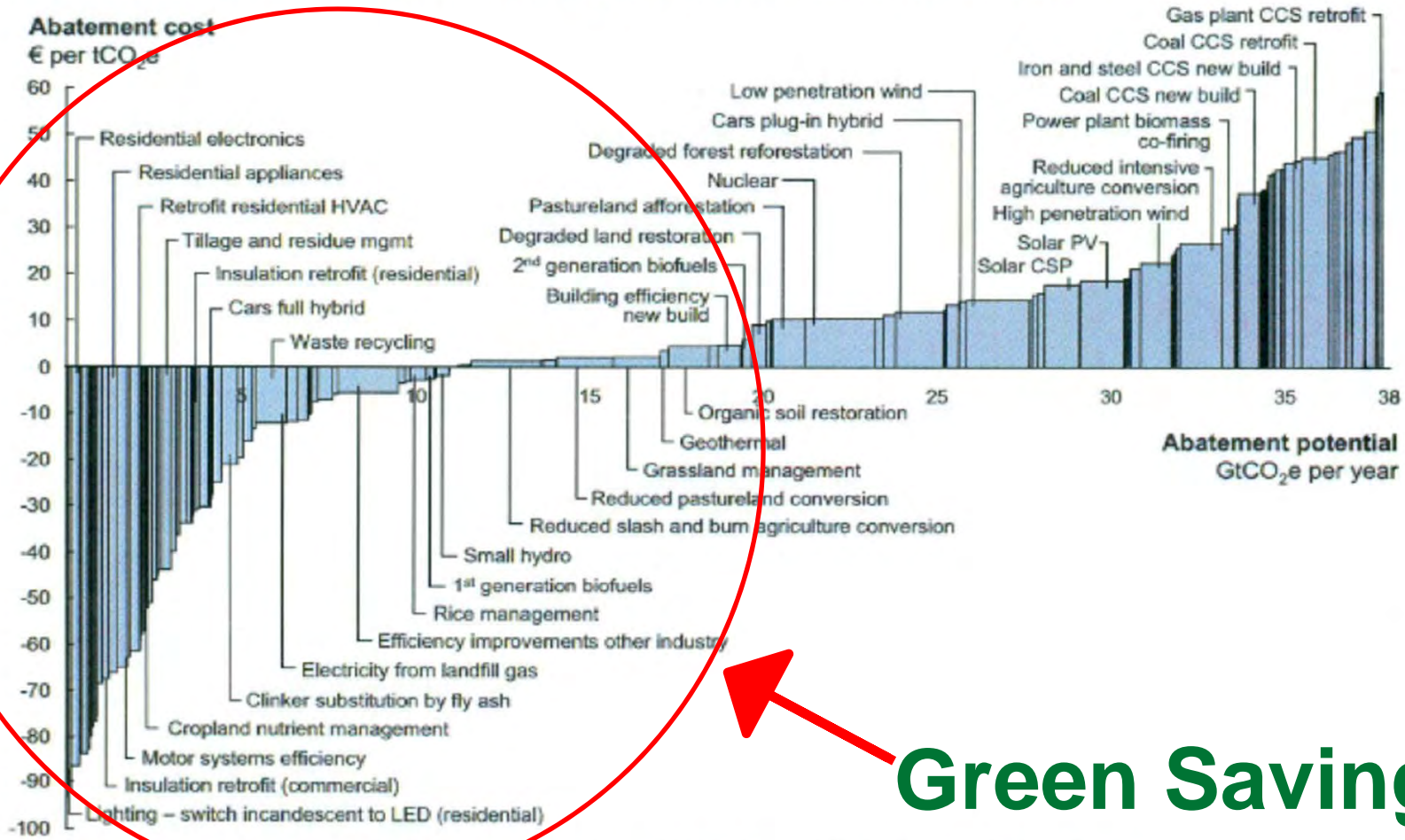
“Getting Richer by Becoming Greener”

Sustainable Economic Development Strategies generate substantial economic and employment growth and sustainable business and community development by demonstrating that innovation, efficiency, and conservation in the use and reuse of all natural and human resources is the best way to increase jobs, incomes, productivity, and competitiveness.

In addition, Sustainable Economic Development Strategies are the most cost-effective method of promoting renewable energy and clean technologies, protecting the environment, and preventing harmful impacts from climate change.

Exhibit 1

Global GHG abatement cost curve beyond business-as-usual – 2030

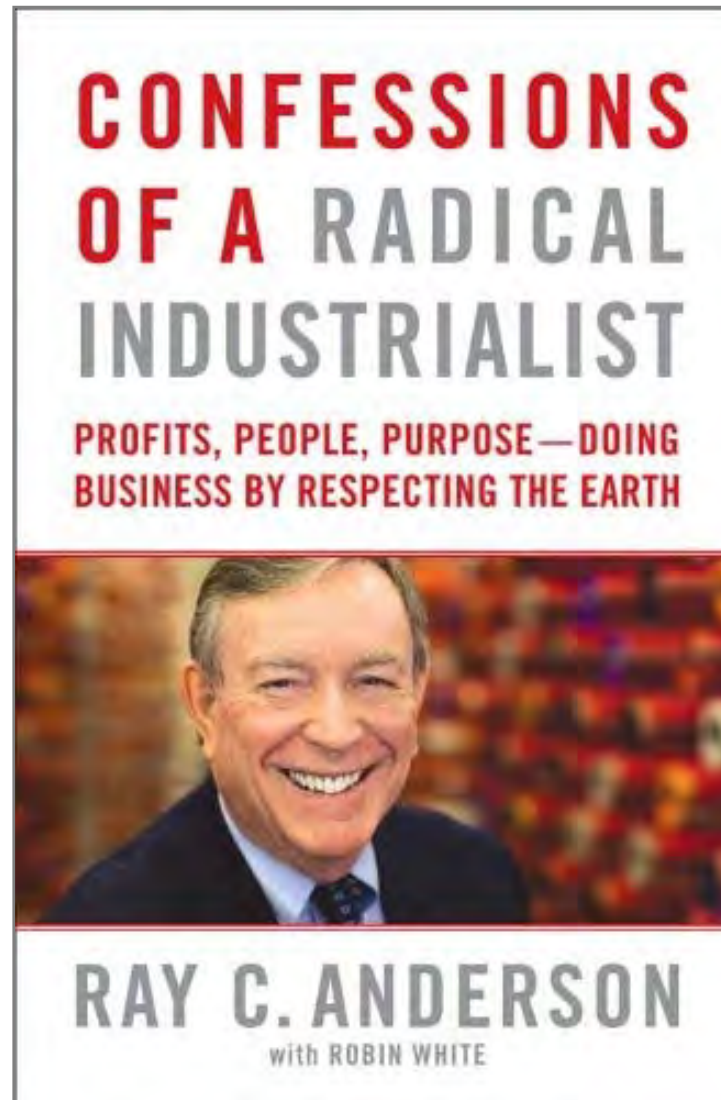


Green Savings

Note: The curve presents an estimate of the maximum potential of all technical GHG abatement measures below €60 per tCO₂e if each lever was pursued aggressively. It is not a forecast of what role different abatement measures and technologies will play.
 Source: Global GHG Abatement Cost Curve v2.0 (Pathways to a Low-Carbon Economy, McKinsey & Company, 2009)



Sustainable Innovation in Business





Types of Sustainable Businesses

Clean Tech Businesses

Develop and market environmental products and services that are resource efficient and benefit the environment

- Clean Energy Sources
- Energy Efficiency
- Green Production Practices
- Pollution Mitigation, Conservation, and Restoration
- Support Services

Green Businesses

Manage their business enterprises in ways that are resource efficient and benefit the environment



Sustainability: From Companies to Communities

- Sustainable Economic Development Strategies adapt sustainability concepts from leading businesses such as:
GE, IBM, Toyota, Interface, IKEA, DuPont, Disney, Apple, Google, Nike, Stonyfield Farm, Seventh Generation, Siemens, Cisco, Philips, Walmart, Applied Materials, and Johnson Controls
- Sustainable Economic Development Strategies apply these sustainability concepts to sub-national economies, including:
States, Provinces, Regions, Districts, Counties, Cities, Towns, Villages, and Neighborhoods



The Four Greens

- **Green Savings** — cutting costs for businesses, families, communities, and governments by efficiently using renewable resources and by reducing and reusing waste
- **Green Opportunities** — growing jobs and incomes through business development and expanding markets for resource efficiency, sustainability, and clean technologies
- **Green Talent** — investing in fundamental assets such as education, research, technological innovation, and modern entrepreneurial and workforce skills, because people are now the world's most vital green economic resource
- **Green Places** — establishing sustainable transportation and infrastructure, and protecting and enhancing the natural and built environment, to create more attractive, livable, healthy, vibrant, prosperous, productive, and resource-efficient areas and communities.



The Economic Value of Quality of Life

“Over the long term, places with strong, distinctive identities are more likely to prosper than places without them. Every place must identify its strongest, most distinctive features and develop them or run the risk of being all things to all persons and nothing special to any. [...] Livability is not a middle class luxury. It is an economic imperative.”

MIT Economics Professor Robert M. Solow

Winner of the 1987 Nobel Prize in Economic Sciences



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METROPOLITAN ECONOMIC STRATEGY

TEAMWORK: WHY METROPOLITAN ECONOMIC STRATEGY IS THE
KEY TO GENERATING SUSTAINABLE PROSPERITY AND QUALITY
OF LIFE FOR THE WORLD

Marc A. Weiss



METROPOLITAN ECONOMIC STRATEGY

TWO TYPES OF MOTIVATION

- **Crisis:** Barcelona, Singapore
- **Opportunity:** Shanghai, Austin



KEY LESSONS FOR ECONOMIC DEVELOPMENT

LESSON 1: THINK AND ACT STRATEGICALLY

LESSON 2: CREATE COMMON IDENTITY AND SENSE OF PURPOSE

LESSON 3: INVOLVE EVERYONE

LESSON 4: TAKE ACTION AND PRODUCE RESULTS

LESSON 5: BUILD ON THE FUNDAMENTALS

LESSON 6: FOCUS ON THE BIG RESOURCES

LESSON 7: BE YOURSELF

LESSON 8: COLLABORATE WITH AND SUPPORT THE PRIVATE SECTOR

**LESSON 9: BE COMPREHENSIVE – LINK GROWTH OF BUSINESSES,
JOBS, AND INCOMES TO PEOPLE AND PLACES**

LESSON 10: CONNECT TO THE DYNAMICS OF THE REGIONAL ECONOMY

LESSON 11: WORK WITH AND STRENGTHEN CIVIL SOCIETY

**LESSON 12: IMPROVE QUALITY OF LIFE – SUSTAINABILITY AND
INCLUSIVENESS**



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