



# **Metropolitan Economic Strategy, Sustainable Innovation, and Inclusive Prosperity for Rio Grande do Sul**

**AMCHAM BRASIL**

**Porto Alegre, August 20, 2014**

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

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





**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**

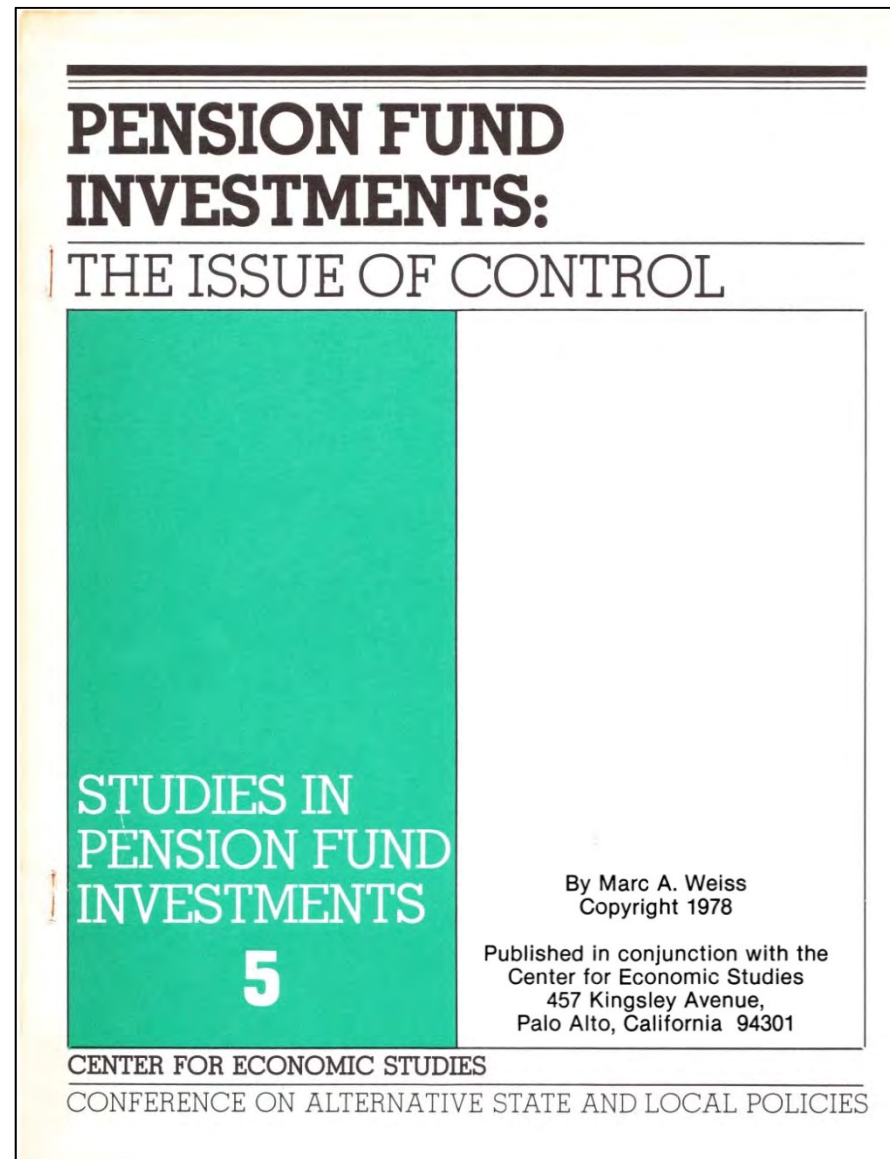
- Knowledge and Information-Based
- Technology and Communications-Intensive
- Urban and People-Centered
- Resource Efficient and Sustainable
- Globally Oriented



# ORIGINS OF METROPOLITAN ECONOMIC STRATEGY



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





## 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

## 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**

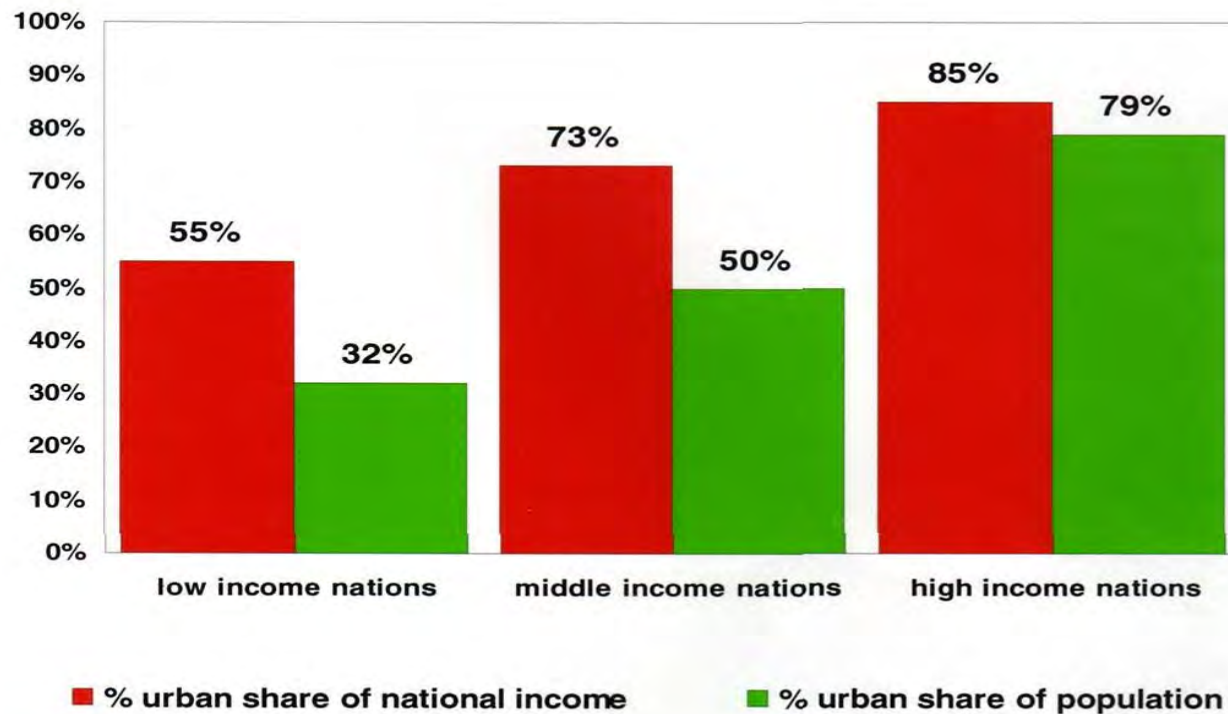
**A rapidly increasing number of state and local governments are creating programs to stimulate technological innovation and growth of high-technology industries. Most of these governments have adopted strategies to attract relocating or expanding high-technology firms. Others are trying to encourage 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.**



# METROPOLITAN ECONOMIC STRATEGY METHODOLOGICAL FRAMEWORK

# 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 1975-95	Avg. Annual Employment Change 1991-95	Change in Real Value Added per Employee 1975-95	Change in Real Wages 1975-95	Avg. Wages & Salaries per Employee 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 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**



## 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.”



# **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**



# METROPOLITAN ECONOMIC STRATEGY

## TWO TYPES OF MOTIVATION

Crisis: Barcelona, Singapore

Opportunity: Shanghai, Austin



# METROPOLITAN ECONOMIC STRATEGY AND SUSTAINABLE INNOVATION



# 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 Steinfeld, 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.



## **“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.***



## **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.



# 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*



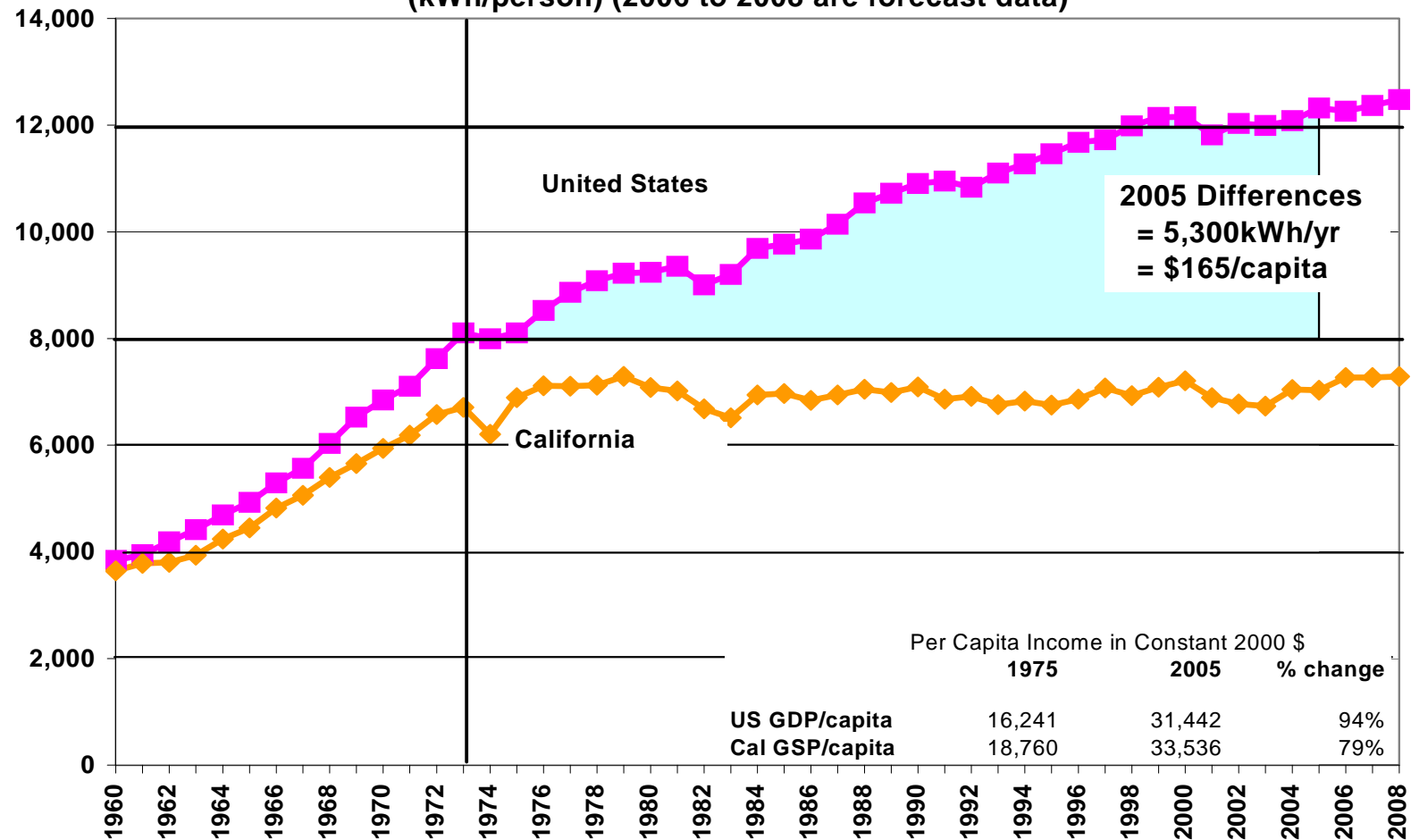
## From the California Commission on Industrial Innovation to Green Innovation and Clean Technology





## California's \$56 Billion Green Savings

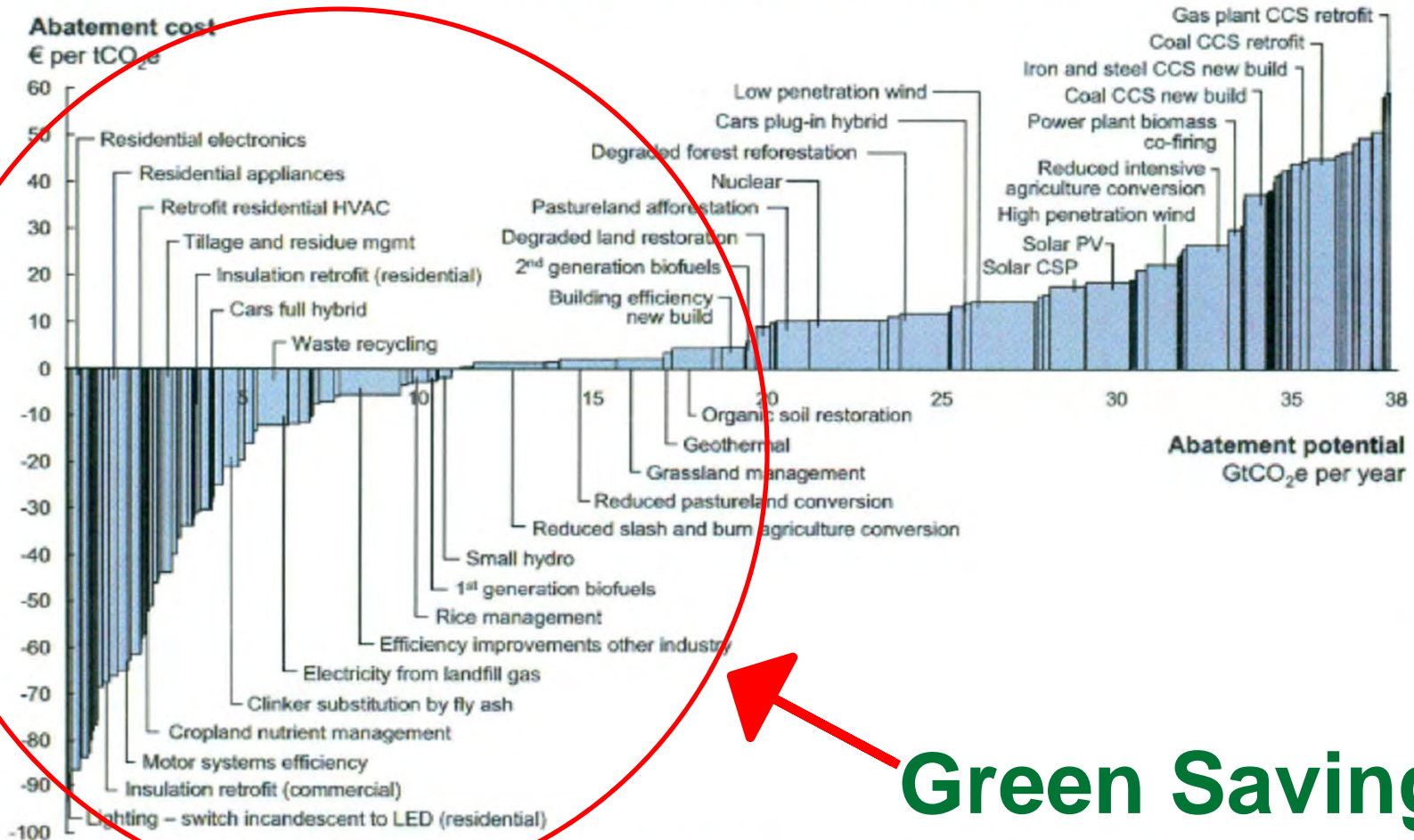
Per Capita Electricity Sales (not including self-generation)  
(kWh/person) (2006 to 2008 are forecast data)



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

Exhibit 1

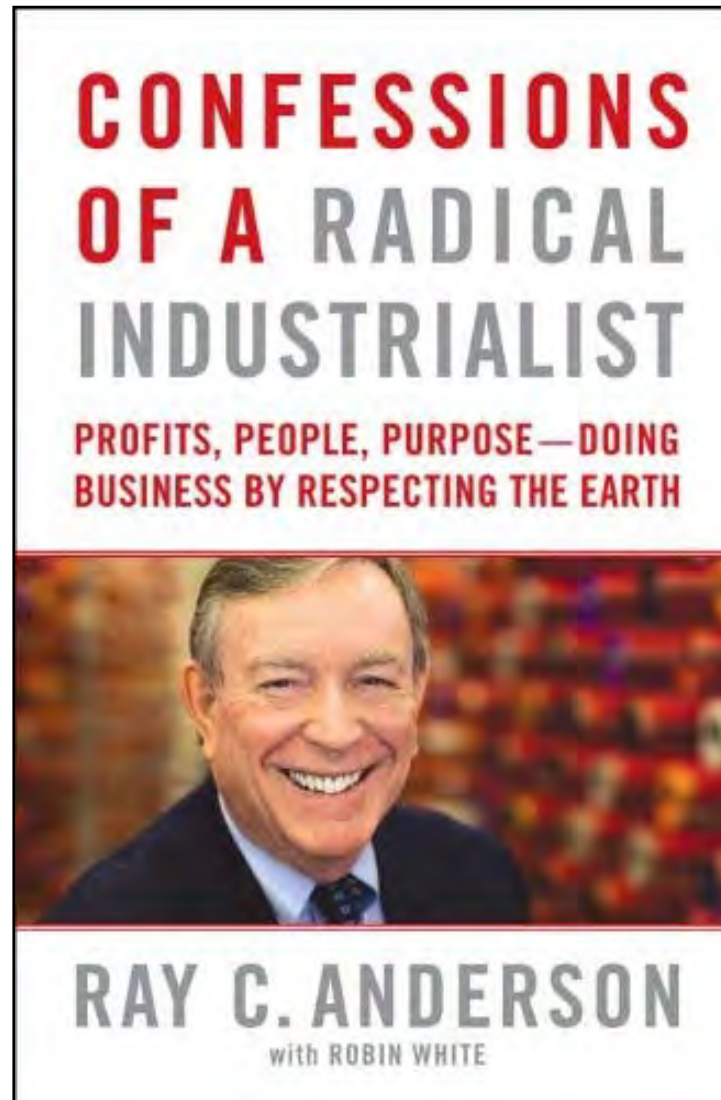
## Global GHG abatement cost curve beyond business-as-usual – 2030



**Green Savings**

Note: The curve presents an estimate of the maximum potential of all technical GHG abatement measures below €60 per tCO<sub>2</sub>e 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



# EVOLUTION OF METROPOLITAN ECONOMIC STRATEGY



*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

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

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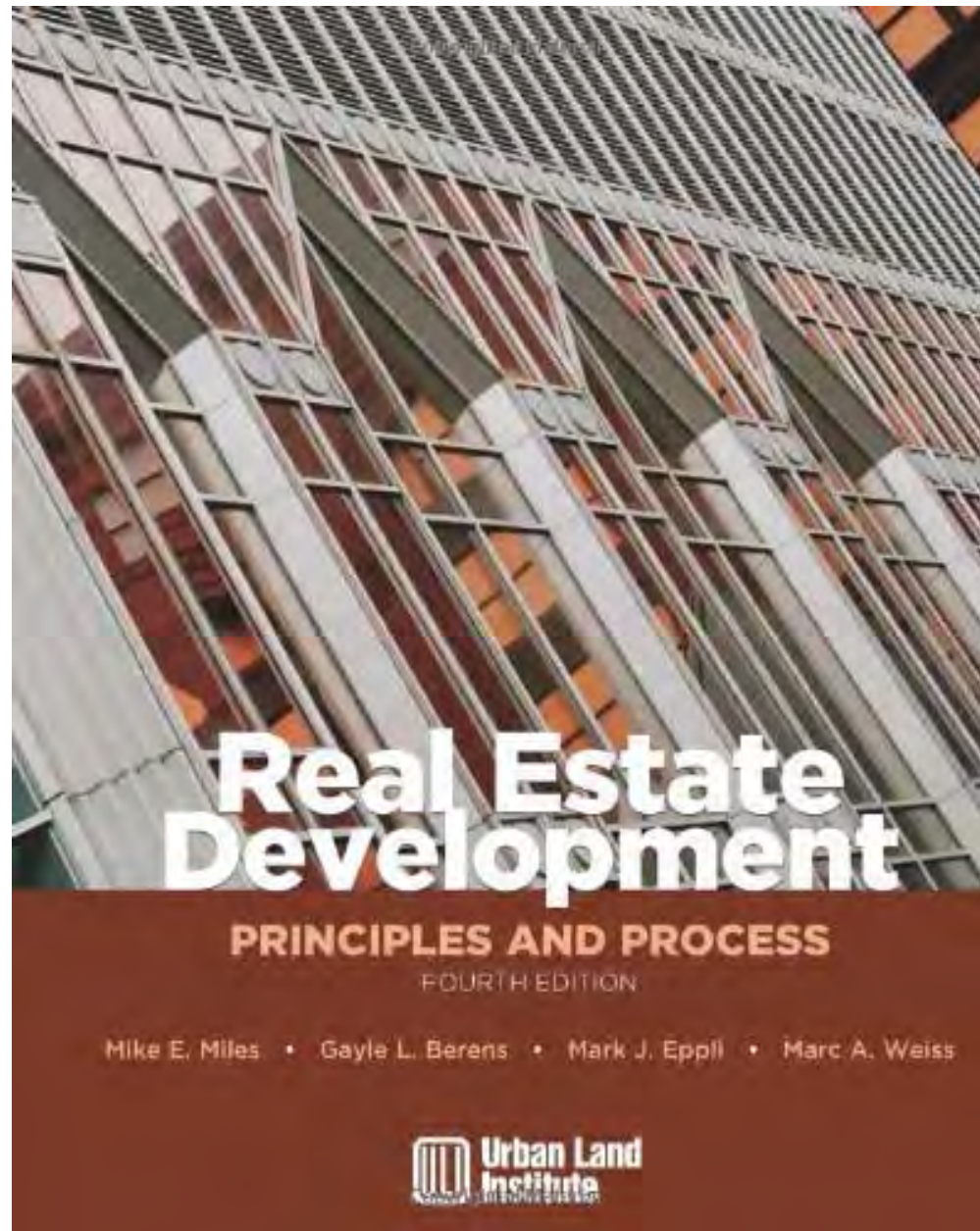
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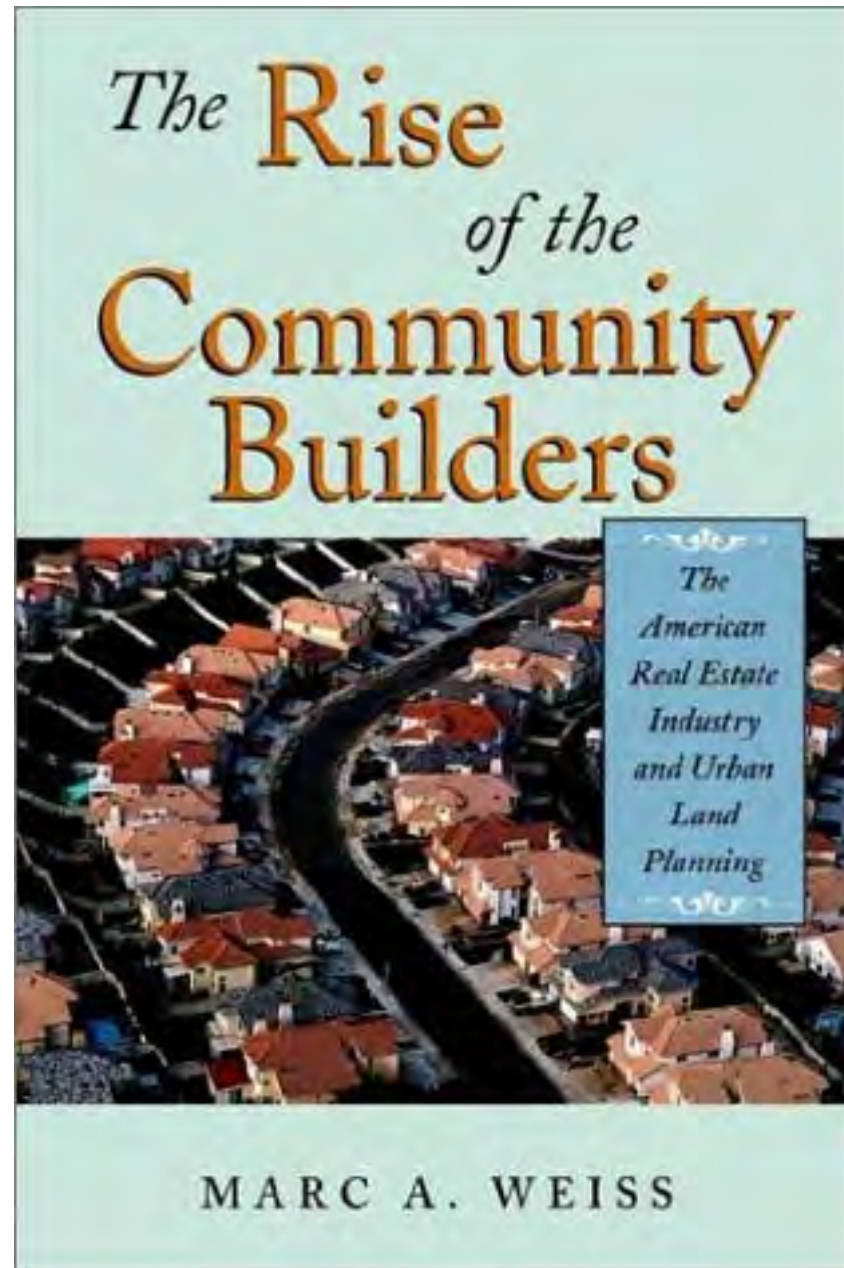
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# Own Your Own Home: The Triumphs and Challenges of American Homeownership Policy

## Marketing and Financing Home Ownership: Mortgage Lending and Public Policy in the United States, 1918-1989

Marc A. Weiss  
*Columbia University*

Since the early part of this century, there have been extensive efforts by business, government, and the media to promote urban and suburban home ownership as a superior way of life to tenancy. President Hoover captured this attitude in an important national speech in 1931: "they never sing songs about a pile of rent receipts" [15, p. 2]. Ironically, one of the main goals of this broad coalition was to make owning more like renting in one crucial respect: the flow of cash expenditures. If people could purchase a house with a small initial outlay and modest monthly payments, then the economic barriers to home ownership would disappear for the majority of moderate income families. Installment selling was the key to success and the essential instrument was the long-term, high-leverage, amortized first mortgage loan. Dramatic institutional changes in mortgage lending, public policy, and the real estate industry brought about an increase in the percentage of non-farm owner occupied housing in America from 37% in 1900 to 64% today.



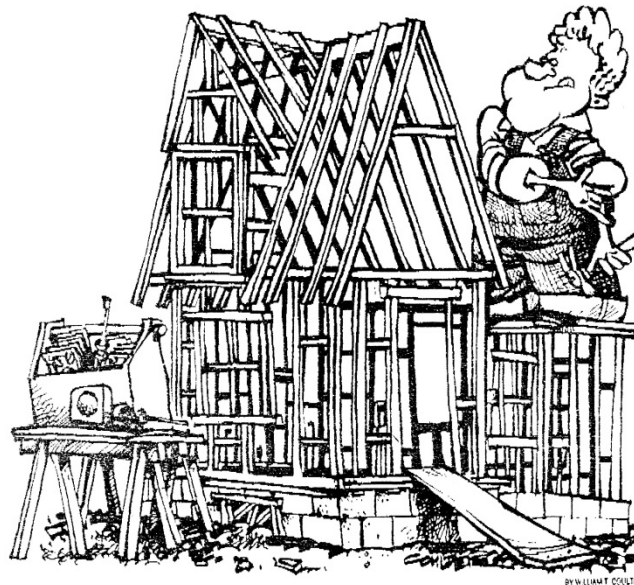
# METROPOLITAN ECONOMIC STRATEGY IN THE CLINTON ADMINISTRATION

# 1992 Clinton Presidential Campaign

THE WASHINGTON POST

NOVEMBER 14, 1992

## THE NATION'S HOUSING



## Hammering Out Clinton's Housing Plan

By Kenneth R. Harney

**T**he 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.



# The 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.

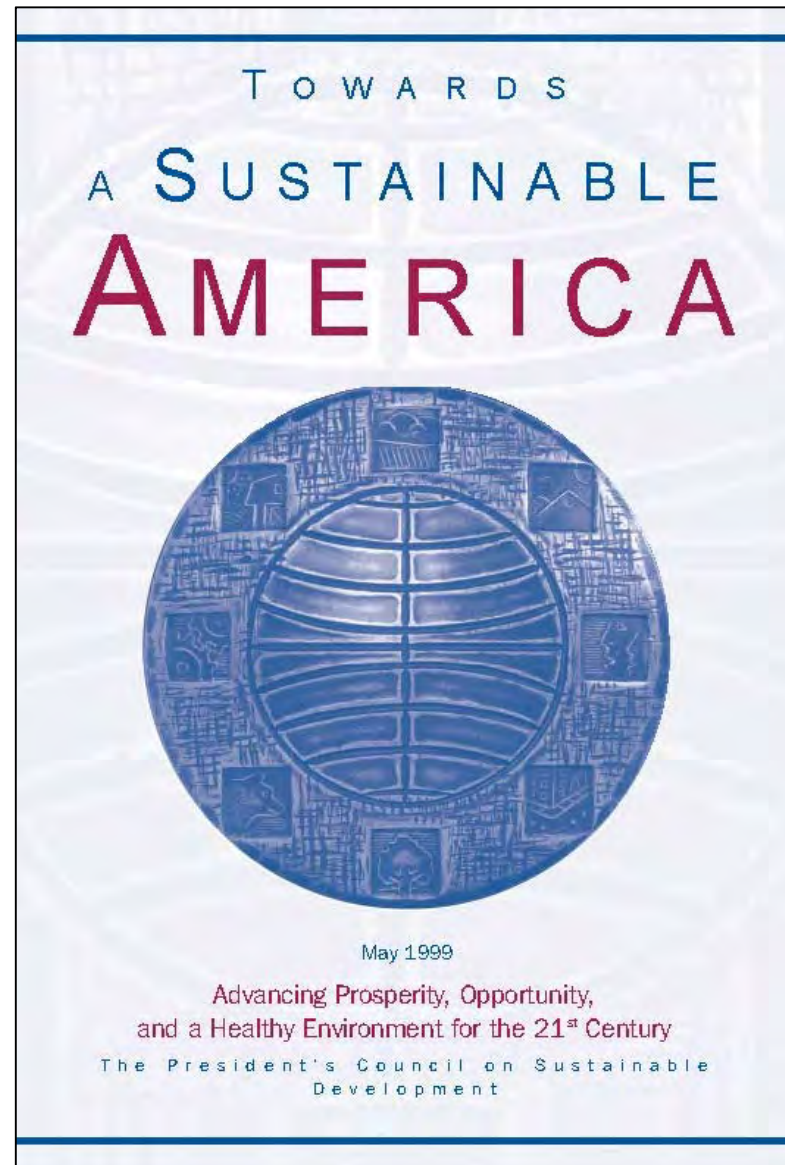
Expanding homeownership will strengthen our nation's families and communities, strengthen our economy, and expand this country's great middle class. Rekindling the dream of homeownership for America's working families can prepare our nation to embrace the rich possibilities of the twenty-first century.

*Bill Clinton*

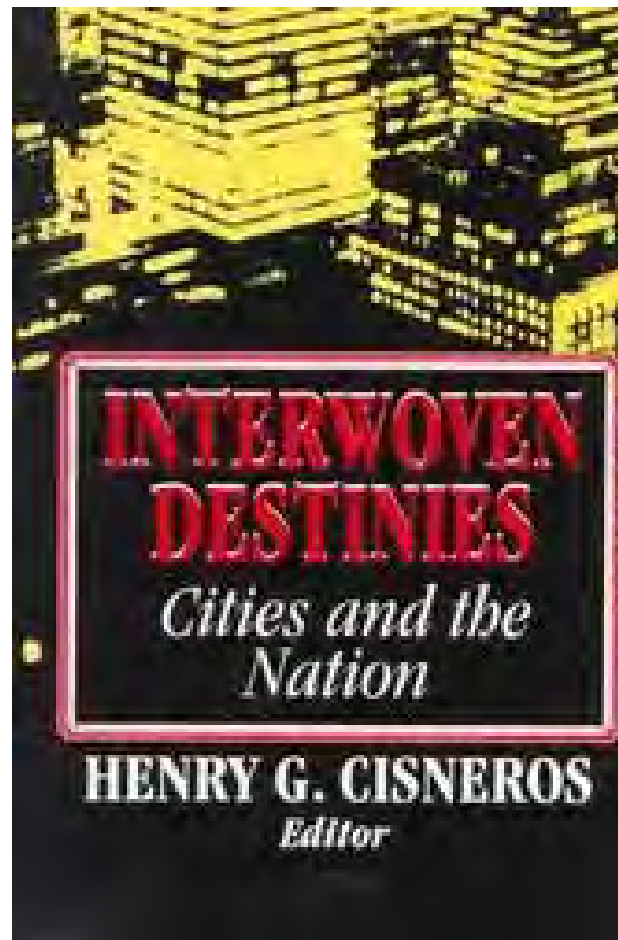




## President's Council on Sustainable Development

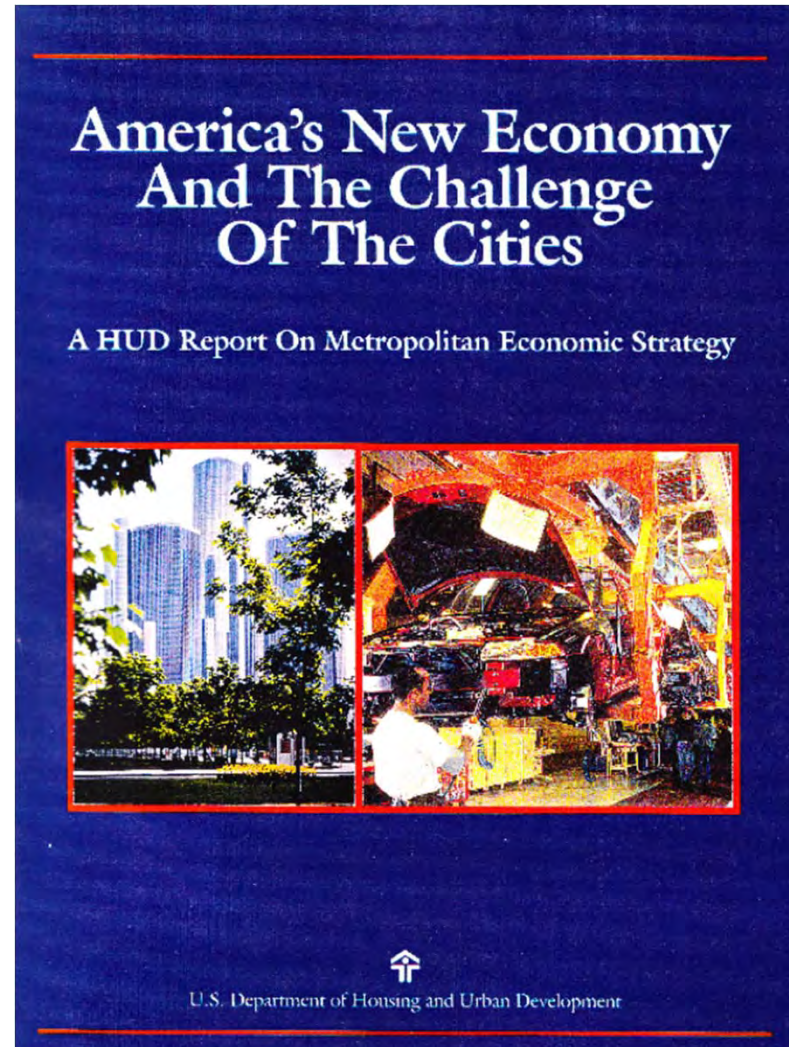


## American Assembly, New York, April 1993, and Interwoven Destinies book: Laying the Groundwork for Metropolitan Economic Strategy





## 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 19<sup>th</sup> 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 21<sup>st</sup> century.



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.





## 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





**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



### 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](mailto: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.*



## 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-



# METROPOLITAN ECONOMIC STRATEGY FOR WASHINGTON, DC AND NOMA



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



## **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



## **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

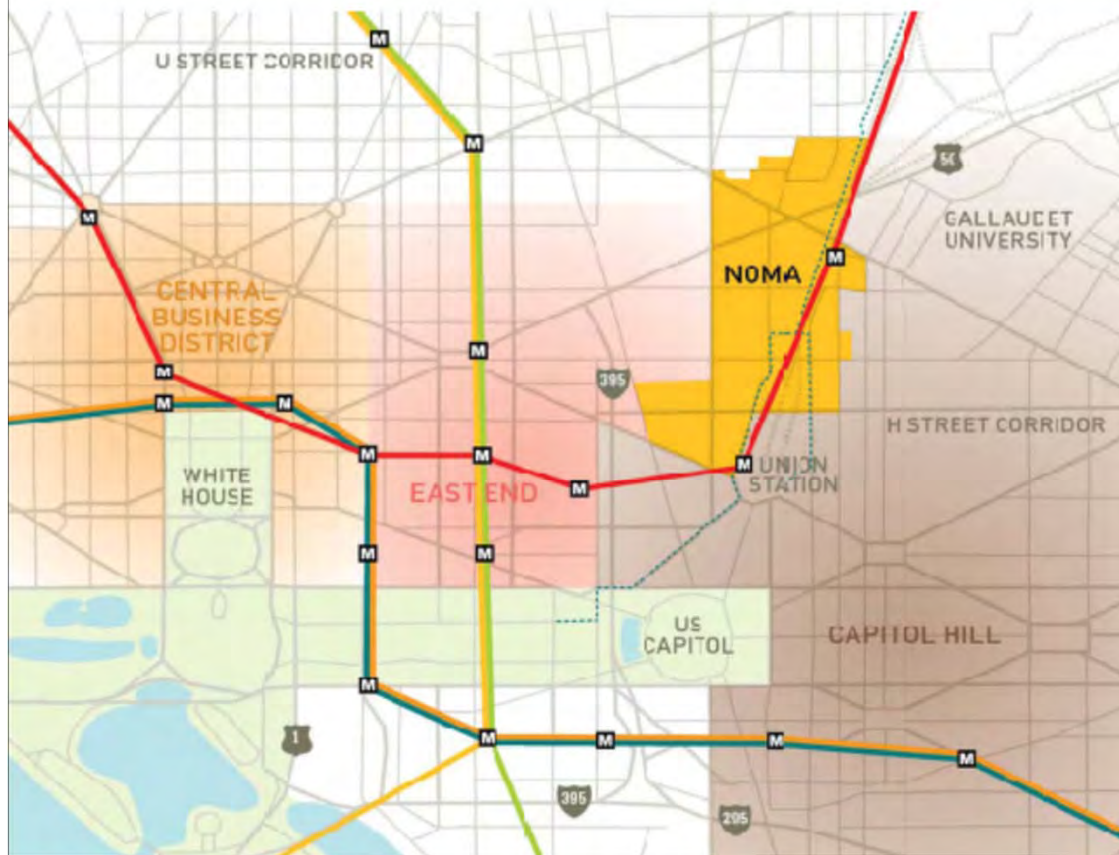
*Problem to address:* In 1997 the city of Washington, DC was suffering from slow job growth, insufficient new investment and development, population loss, declining government revenues, and troubled low-income neighborhoods. Formulating and implementing a major new private sector-oriented economic development 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 21<sup>st</sup> 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.



# North of Massachusetts Avenue ("NoMa") Noma





**NoMa in 1997**



# NoMa Metro Station



## New York Avenue Station: A New Stop, A New Start



Groundbreaking for the New York Avenue station. From left: Metro general manager Richard A. White; Dr. I. King Jordan, president of Gallaudet University; Therman Walker of the North Capital Business Association; Dr. Marc Weiss; D.C. City Councilman Vincent Orange; Delegate Eleanor Holmes Norton; D.C. Mayor Anthony Williams; Metro Board member Gladys Mack; D.C. City Councilman and Metro Board member David Catania.

With bands playing and pennants flying, people thronged to the groundbreaking of New York Avenue station on Saturday, December 16, 2000. The turning of the earth for the first “in-fill” station came less than a month before completion of the 103-mile Metrorail system and the opening of the Green Line in Prince George’s County, Md.

As with past Metro stations, New York Avenue station is at the core of a revitalization initiative. In this case, it’s the redevelopment of Washington’s New York Avenue corridor that is expected to emerge as a prime site for high tech companies, federal agencies and retail activity. The development plan for the new station comprises three funding partners: the District of Columbia, the federal government and private interests. Creation of this unique funding arrangement was spearheaded by a stakeholder group known as the New York Avenue Metro Station Corporation under the leadership of Dr. Marc Weiss, a District of Columbia public policy specialist.





# **Financing NoMa Metro Station**

**Private Sector: \$35 million**

**District of Columbia Government: \$44 million**

**Federal Government: \$31 million**



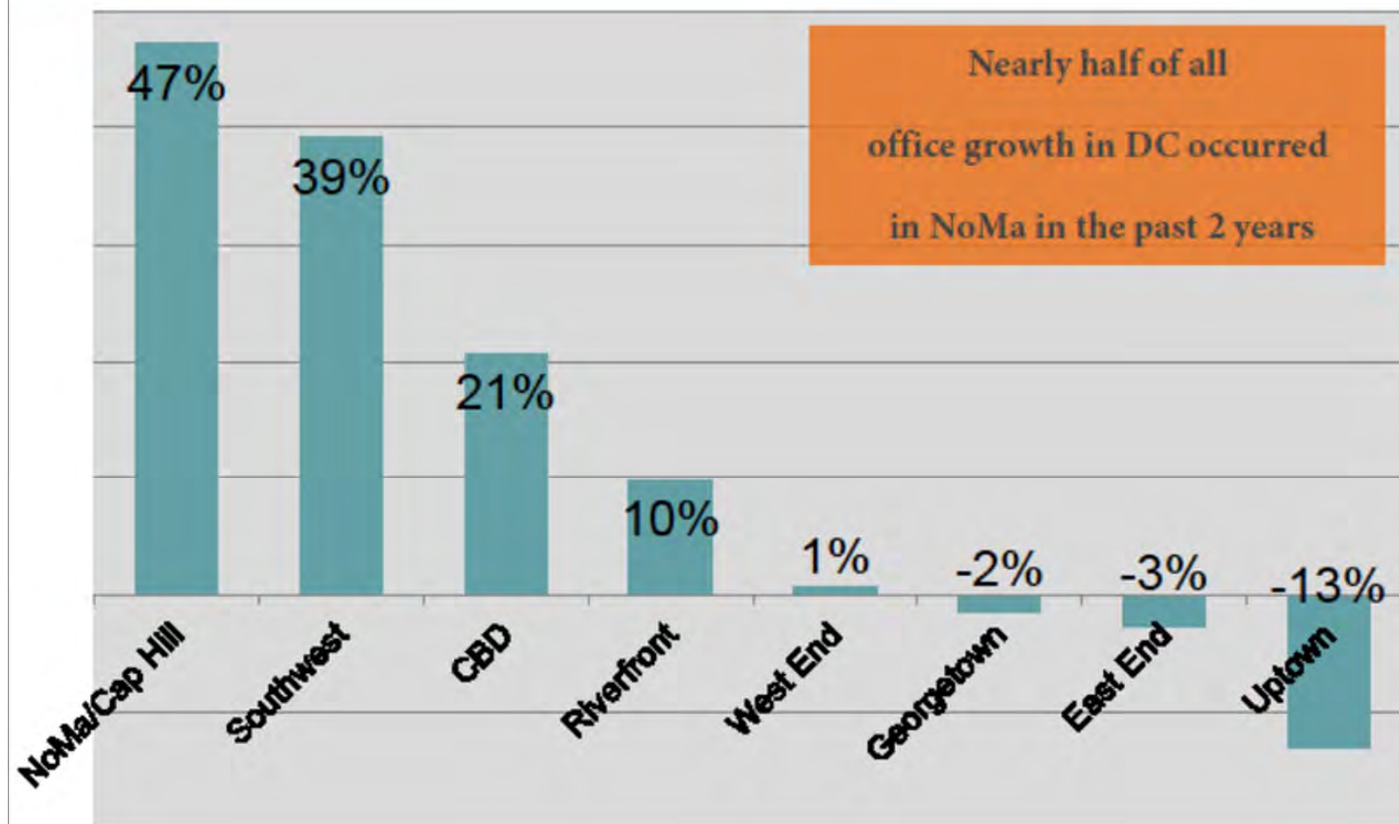
# NoMa's New Fundamental Assets

## *Getting Richer by Becoming Greener*

- Compact
- High-Density
- Resource-Efficient
- Transit-Oriented
- Walkable
- Bicycle-Friendly
- Mixed-Use
- Green/LEED Buildings
- Broadband Infrastructure
- Smart Growth
- New Urbanism
- Livable Community

## Office Net Absorption in DC 2009-2010

**NoMa**





**The view up First Street, NE in 2011 shows completed Class A office buildings**



## 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





# GLOBALIZING METROPOLITAN ECONOMIC STRATEGY





## **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**



## **Barcelona Metropolitan Economic Strategy**

**July 2004**

**Gundy Cahyadi and Scott TenBrink\***

**Global Urban Development**

**Prague, Czech Republic**

**\*Also with contributions by Caio Barbosa and Barbara Kursten**



# **GLOBAL URBAN DEVELOPMENT**

**Curitiba, Brazil**

**Metropolitan Economic Strategy Report**

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

July 2004



# METROPOLITAN ECONOMIC STRATEGY AND SUSTAINABLE ECONOMIC DEVELOPMENT FOR THE US

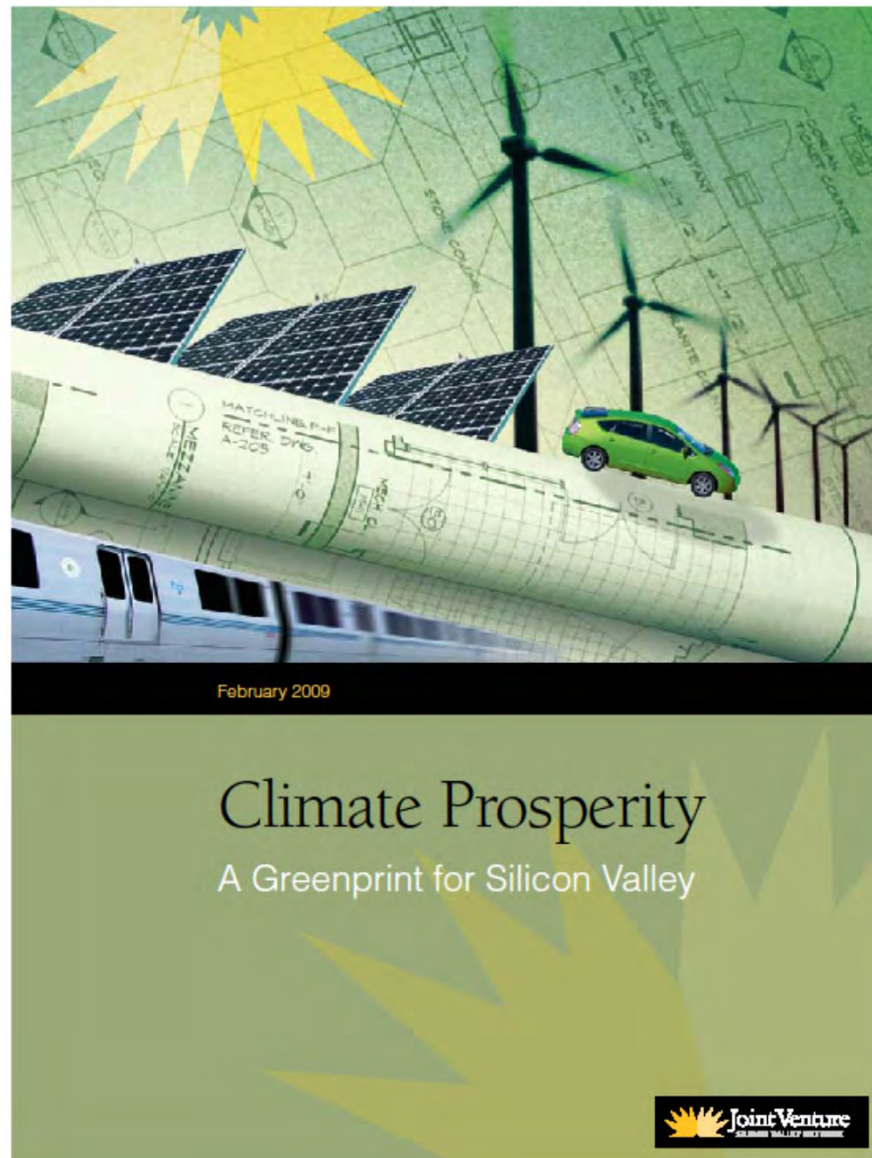


## The Four Greens

- **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.

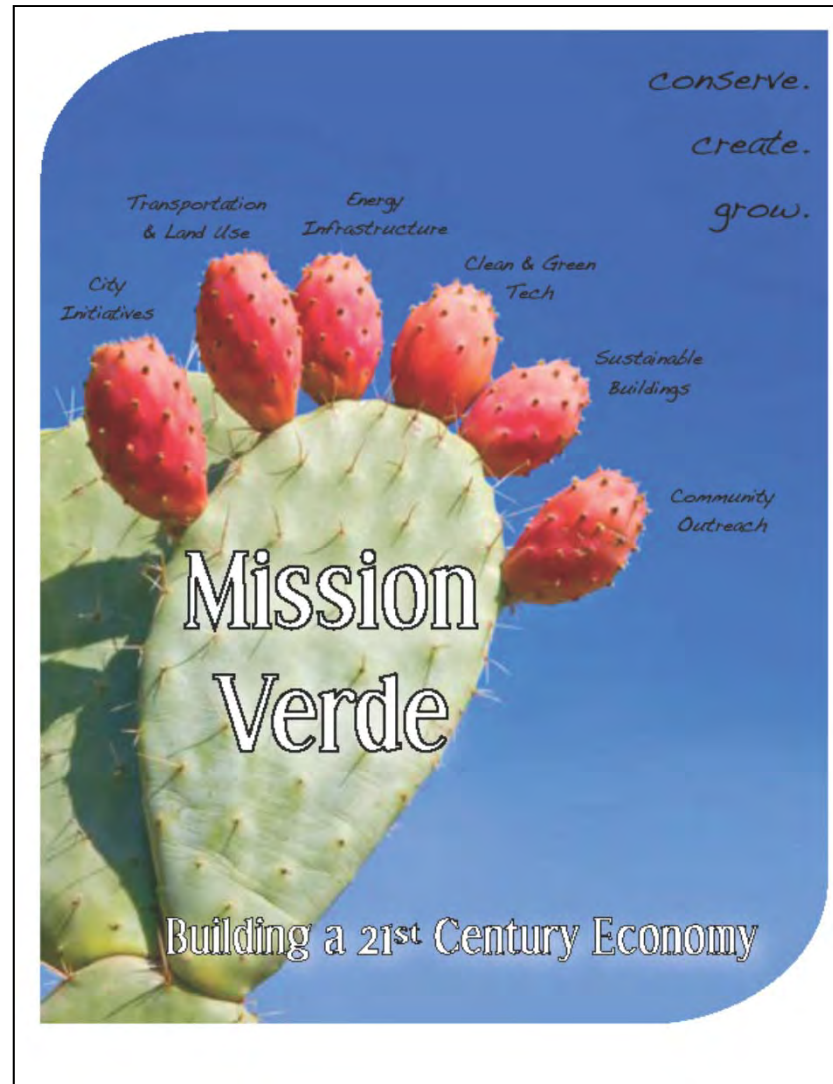








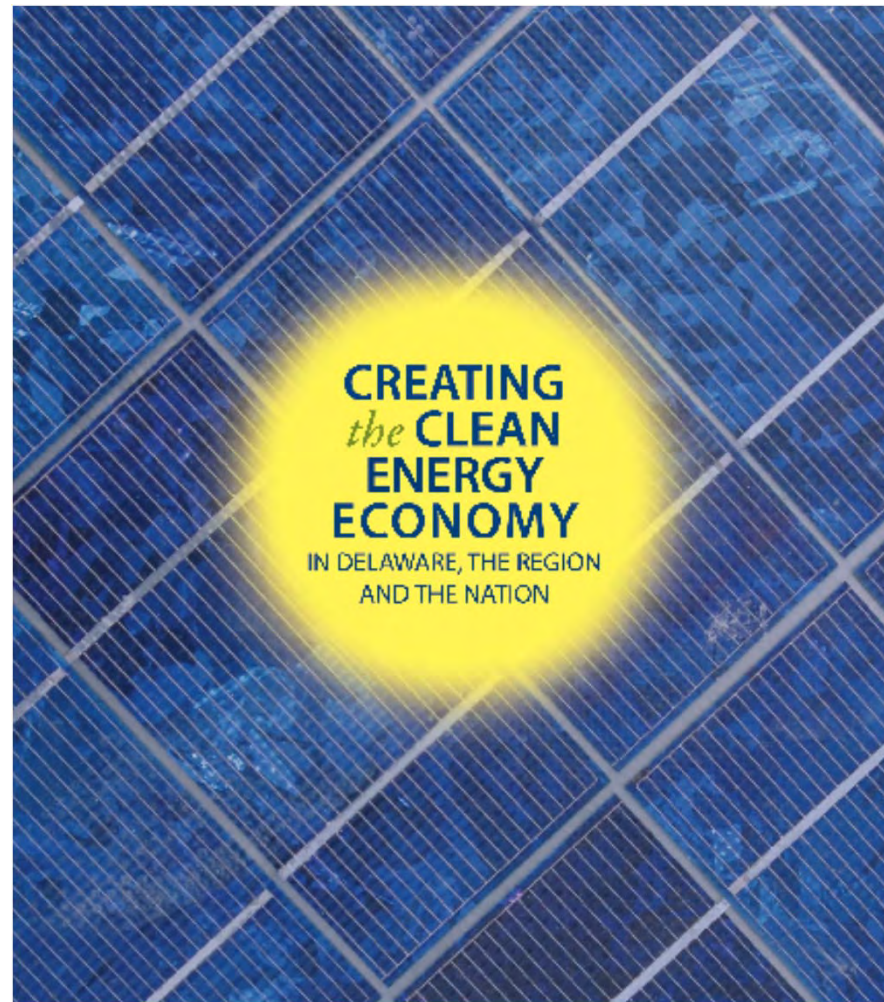
## San Antonio







## State of Delaware





# Southwest Florida Climate Prosperity Strategy



## Southwest Florida Regional Planning Council



The  
**Portland Metro**  
**Climate Prosperity**  
Project

A **GREENPRINT**  
FOR THE METRO REGION



Photo: Flickr user orb5220





# Climate Prosperity

*Economic opportunity through a sustainability lens*

Metro Denver Economic  
Development Corporation

May 2011



# **Prosperity in Paradise:**

## **Growing the Sarasota County Sustainable Economy**

### **Recommendations**

**Global Urban Development Team**  
**April 14, 2011**



# ***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*



# METROPOLITAN ECONOMIC STRATEGY, SUSTAINABLE INNOVATION, AND INCLUSIVE PROSPERITY FOR BRAZIL

## 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 21<sup>st</sup> 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.



# \$5.3 Trillion Global Business Investment in Green Opportunities since 2007



## GREEN TRANSITION SCOREBOARD®

**More than \$5.3 trillion has already been invested by the private sector in sustainable companies and technologies globally since 2007.**

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## 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.



# Planning for Sustainable Economic Development Across the Americas

## schedule

**07<sup>th</sup> June | Tuesday**

08h30 | Registration

09h00 | Opening and Welcome  
**Cid Blanco 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  
**Odone 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  
**Emília 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



### 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**





**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

### **Introdução**

O Global Urban Development (GUD) foi contratado para complementar o Relatório *Avaliação dos Impactos Locais e Regionais devidos à Implantação do Estaleiro EBR de São José do Norte*, do Grupo Empresarial M. Sortti para a FIERGS. A avaliação



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



@ghiapereira



For more information,  
please visit the GUD website:  
[www.globalurban.org](http://www.globalurban.org)

email me at:  
marcweiss@globalurban.org