



21st Century Leapfrog Economic Strategy: Rio Grande do Sul Becomes the Most Sustainable and Innovative Place in Latin America by 2030

12th Annual Regional Development Councils (COREDES-RS) Meeting
Santa Cruz do Sul, November 12, 2014

Dr. Marc A. Weiss

Chairman and CEO, Global Urban Development (GUD), and
International Professor of Economics and Business Management, Unisinos



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, SUSTAINABLE INNOVATION, AND INCLUSIVE PROSPERITY

Aligned with 5 Worldwide Economic Trends

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

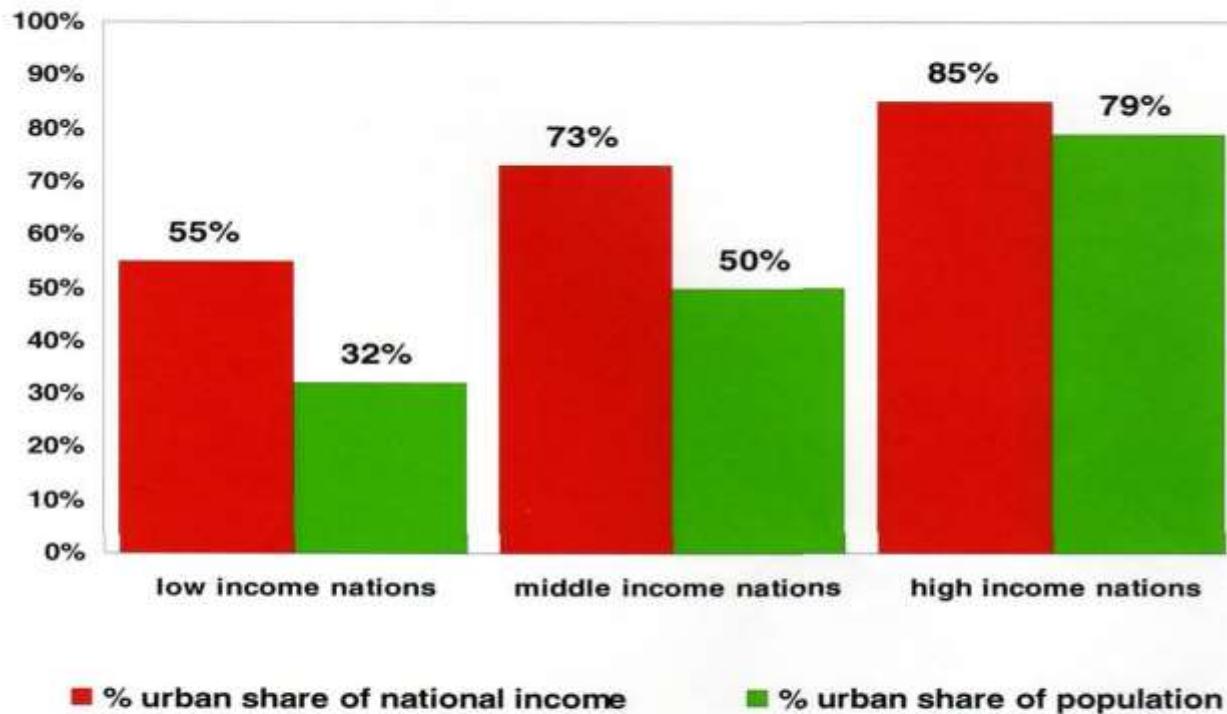


METROPOLITAN ECONOMIC STRATEGY: 4 PILLARS

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

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.

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



**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

Metropolitan Economic Strategy for America's Cities and Regions

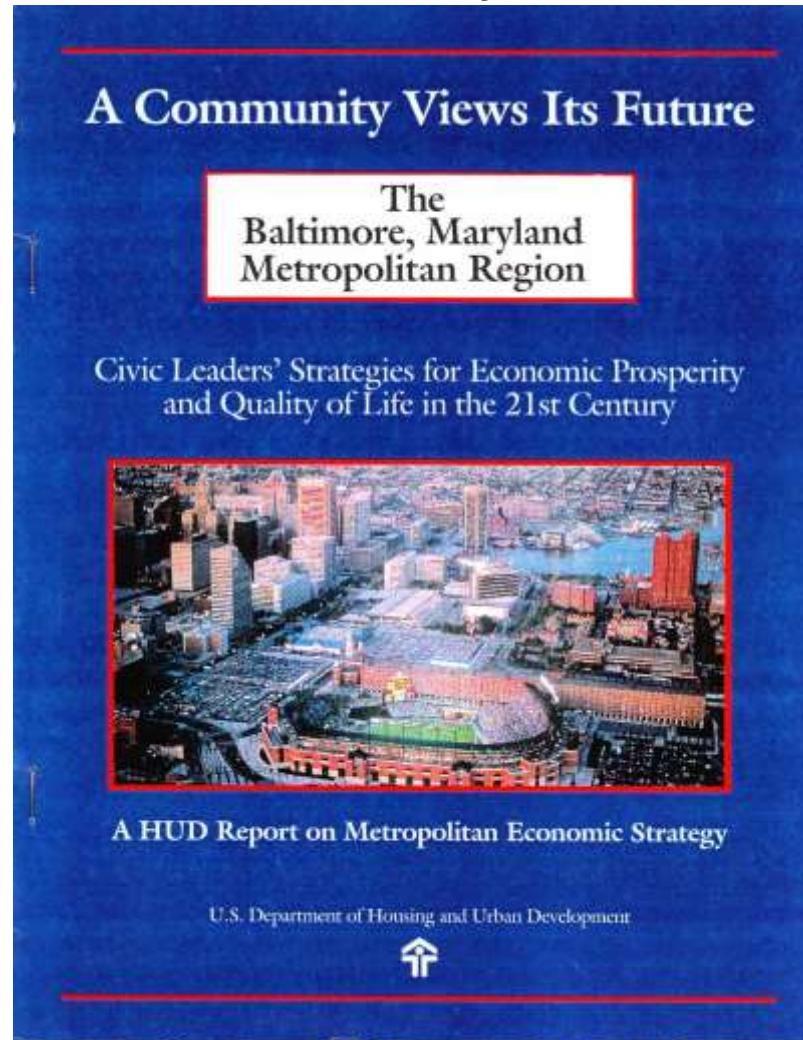
Henry G. Cisneros and Marc A. Weiss

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.

Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D.C. 20410-0001

THE SECRETARY

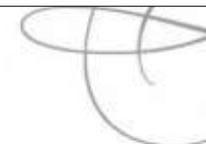
In America today, nearly 80 percent of the population and almost 90 percent of the employment growth is in metropolitan regions. We are individuals and families looking to the future for good jobs and business opportunities, for rising incomes to own homes, for children to get a worthwhile education, 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 Monteith and Dr. Marc Weiss
District of Columbia Department of Housing and Community Development

NOVEMBER 1998



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

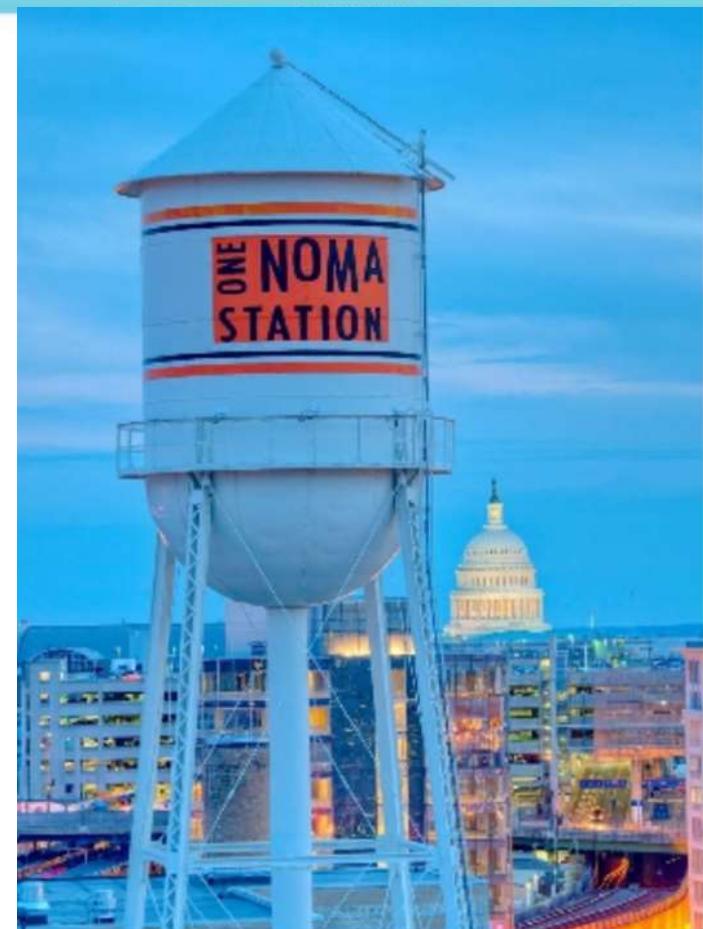
STRATEGIC AREAS

- Downtown
- Neighborhoods

DC's Next Engine for Economic Growth

NOMA

- **\$9 billion private investment**
- **\$6 billion net new tax revenue**
- **41,000 permanent jobs**
- **28,000 construction jobs**
- **12,000 new residents**
- **26 million square feet of new and renovated office, residential, hotel, and retail space**





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.

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, entre outras razões, com o intuito de ampliar a base de receitas e impostos.

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**



GLOBAL URBAN DEVELOPMENT

Curitiba, Brazil

Metropolitan Economic Strategy Report

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

July 2004

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 Banuri, 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.

Planning for Sustainable Economic Development Across the Americas

schedule

07th June | Tuesday

08h30 | Registration

09h00 | Opening and Welcome

Cld 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

Odono Fortes Martins, Coordinating Vice-President of Conex-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 Paraná (FIEP) – Curitiba, Brazil

18h00 | Cocktail Reception



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.



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.



**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

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.



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

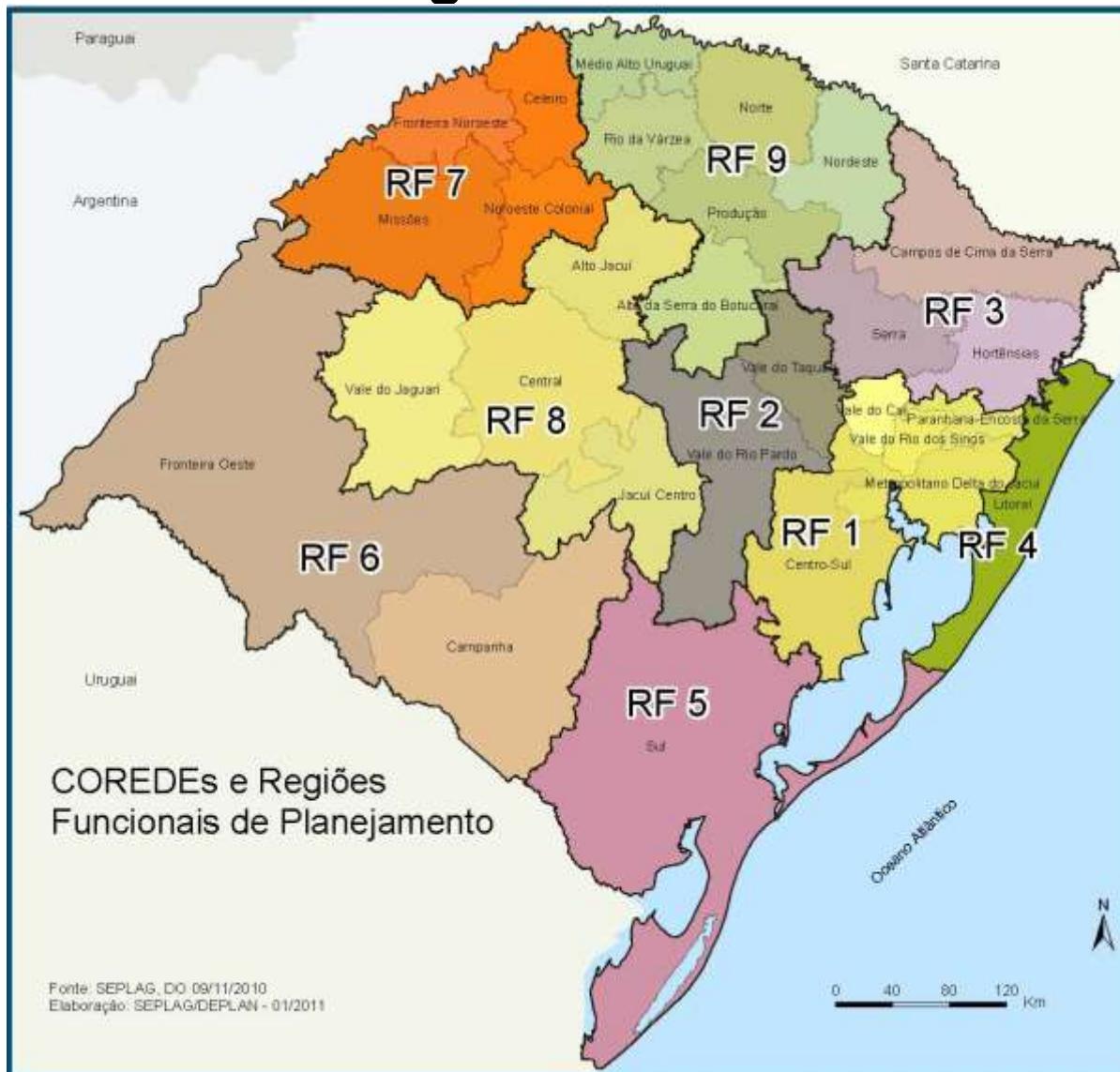
Relatório do Global Urban Development (GUD) para o Grupo Empresarial M. Stortti Consultores, Federação das Indústrias do Rio Grande do Sul (FIERGS) e para a Agência de Desenvolvimento e Promoção do Investimento do Rio Grande do Sul (AGDI)

Dezembro de 2012

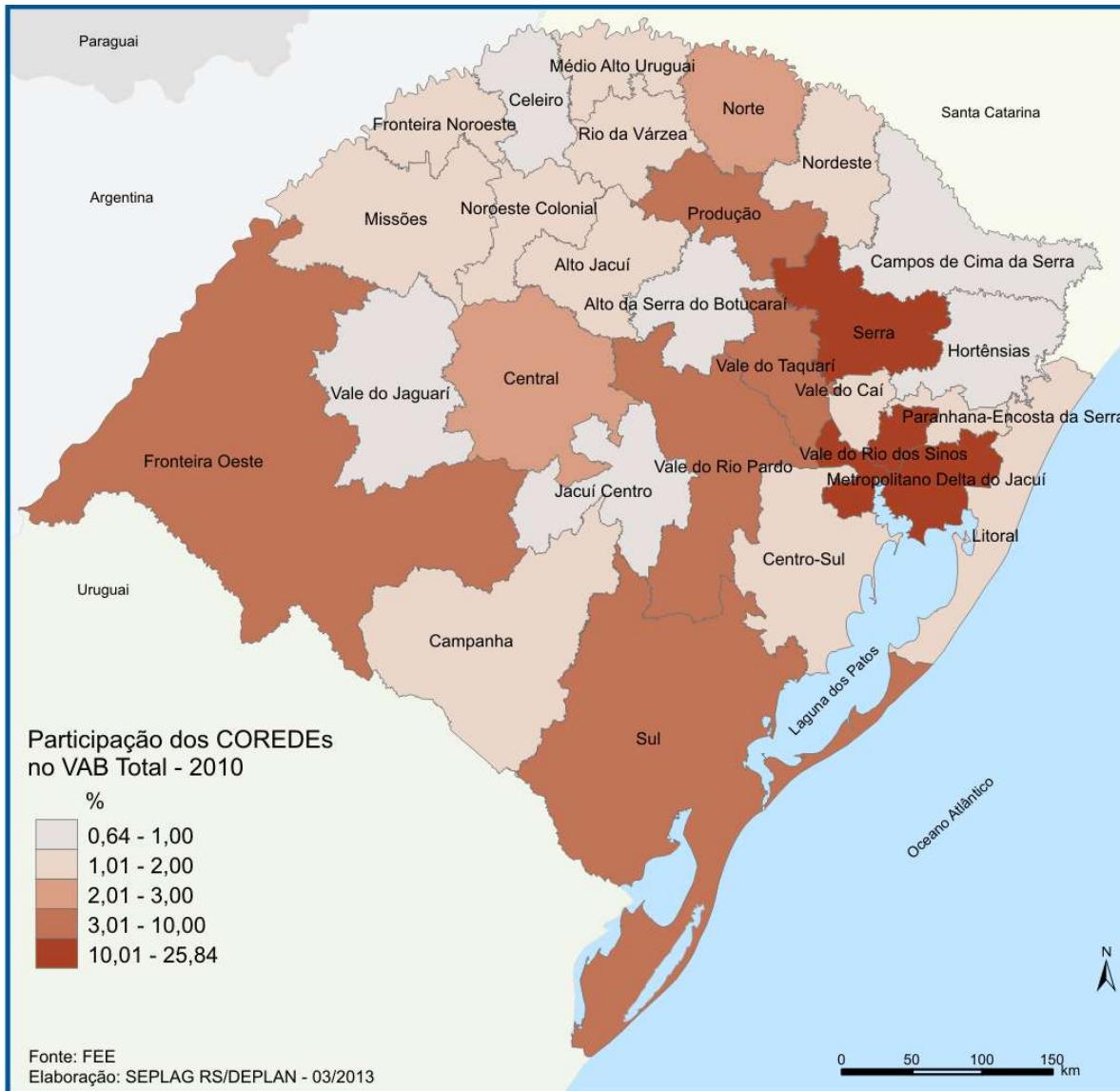
Rio Grande do Sul Leapfrog Economic Strategy: Most Sustainable and Innovative Place in Latin America by 2030



Rio Grande do Sul Leapfrog Economic Strategy: Regional Focus



Rio Grande do Sul Leapfrog Economic Strategy: Regional Development Councils (COREDES-RS)



RIO GRANDE DO SUL FUNDAMENTAL ASSETS

- European Immigrant Craft Skills
- Independent Businesses and Family Farming
- Gaucho History and Traditions
- Educated Middle-Income Population
- Urban-Industrial Heritage
- Higher Education and Research Institutions
- Energy and Infrastructure, including Ports and Waterways
- Quality Health Care
- High Ranking on Human Development Index (HDI)
- Collaborative Business Support Organizations
- Workforce Development System
- Participatory Governance and Citizenship
- Creativity and Innovation-Oriented
- Pro-Sustainability
- Vibrant Culture and Quality of Life
- Temperate Seasonal Climate
- Fertile Land and relatively Abundant Water
- Strategic Location (Mercosul)

Rio Grande do Sul's Top Industry Rankings in Brazil

FIRST

Agricultural Machinery/Equipment
Automation and Controls
Biodiesel
Leather and Footwear
Rice
Transportation Equipment
Wine

SECOND

Beverages
Chemical Products
Electrical-Electronic Products
Furniture
Industrial Machinery/Equipment
Metal-Mechanical Products
Naval and Offshore
Plastics and Rubber

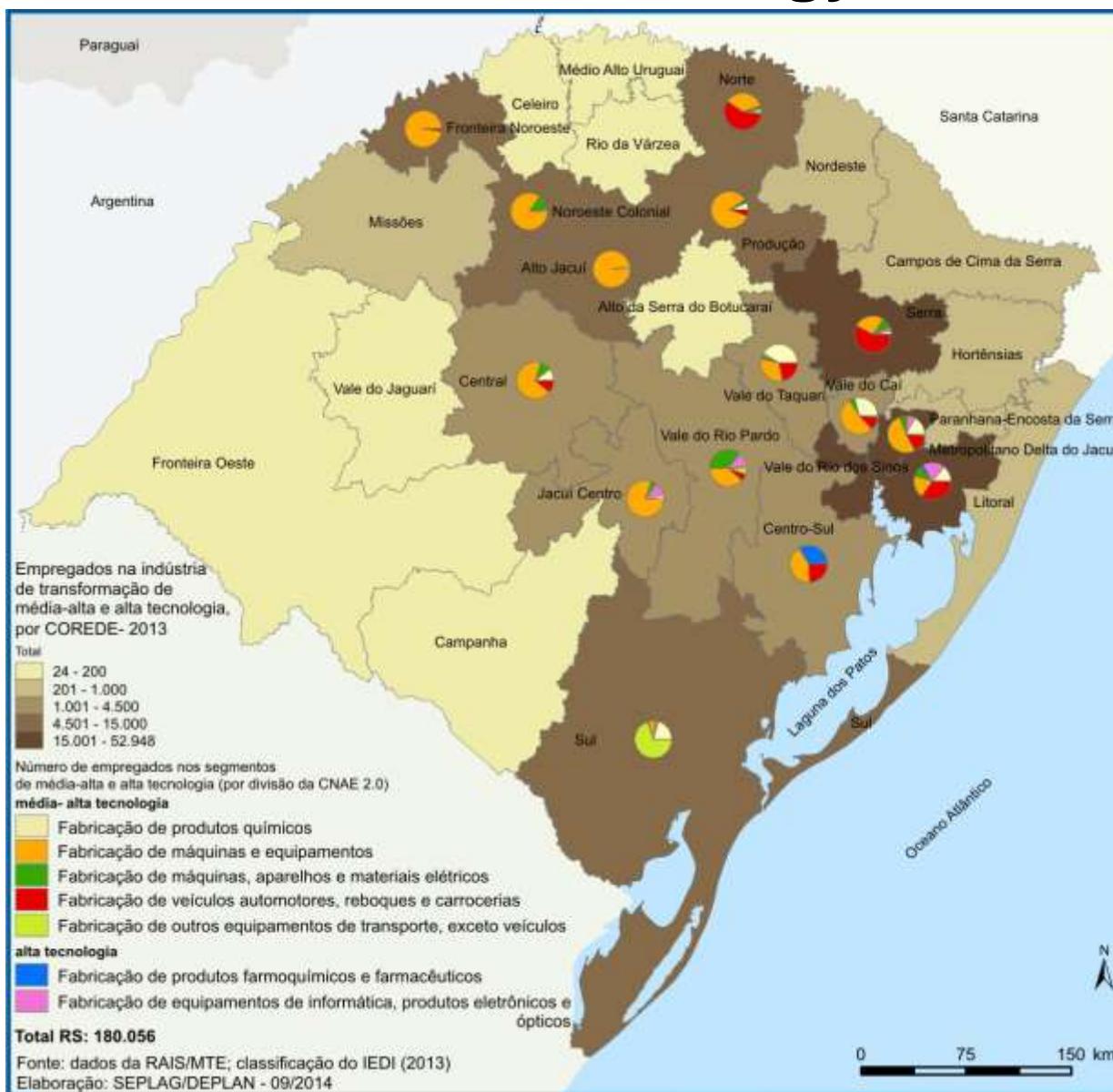
THIRD

Wind Energy

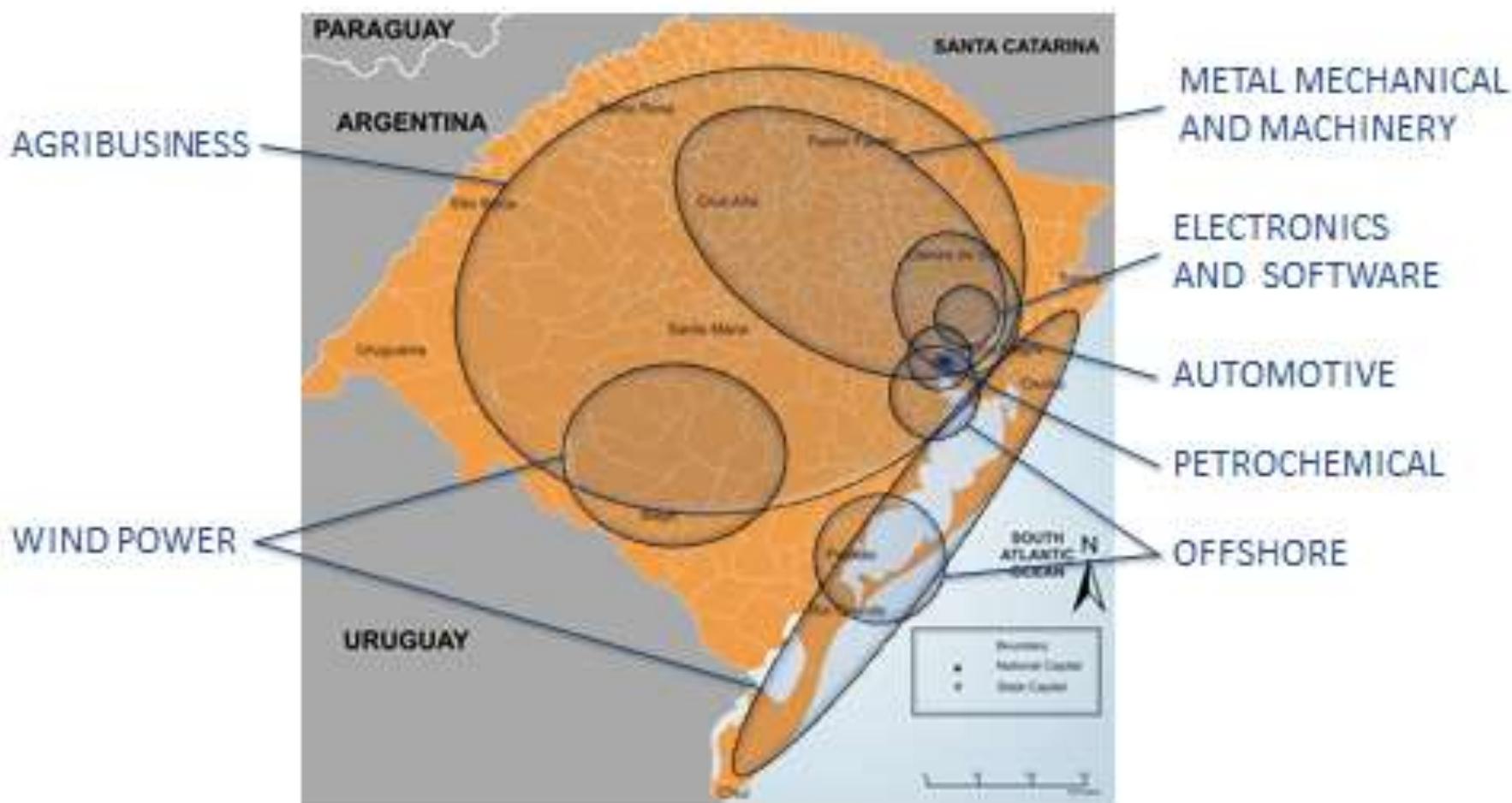
FOURTH

Food Processing
Motor Vehicles

Rio Grande do Sul Technology Businesses

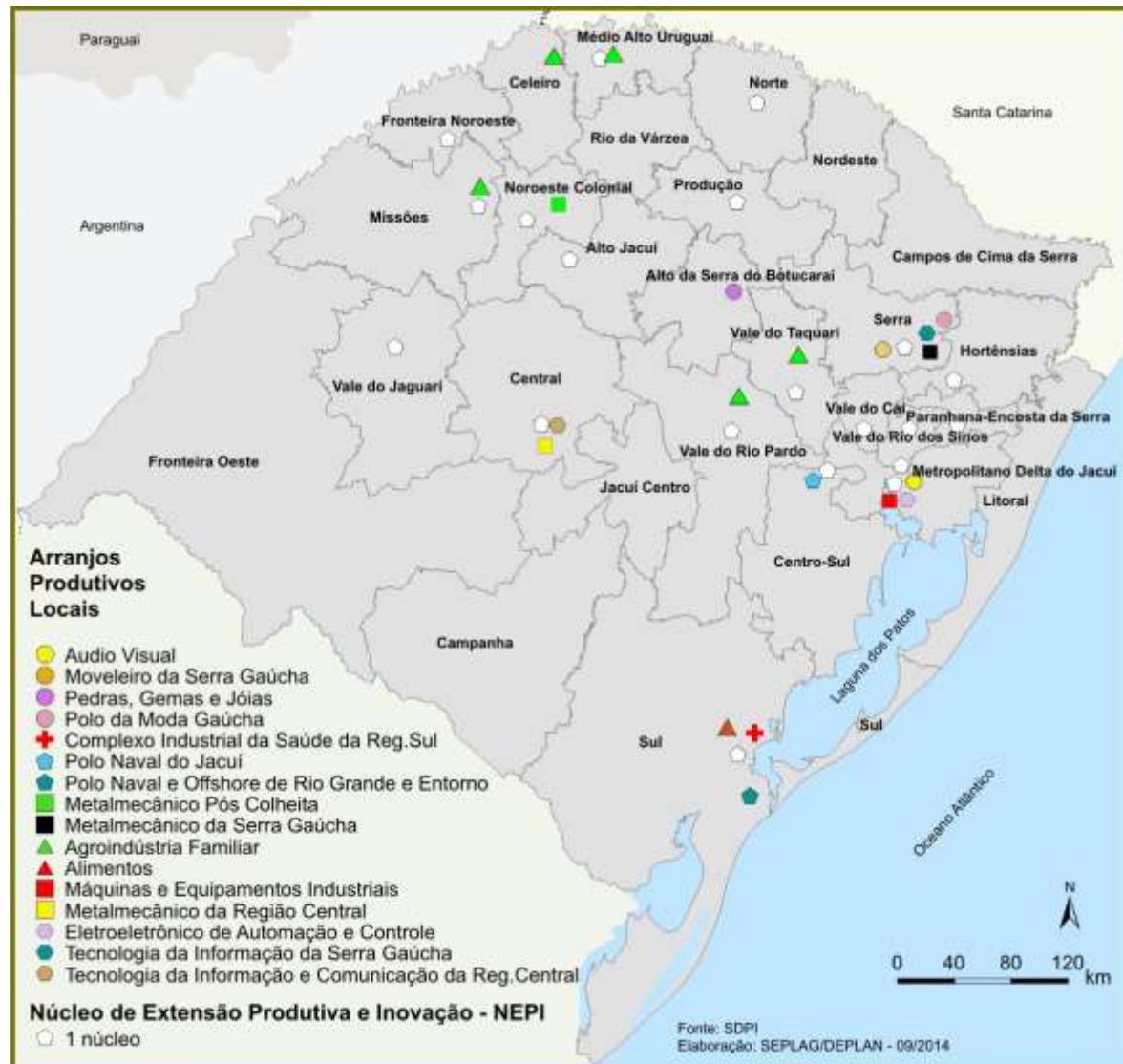


Rio Grande do Sul Illustrative Economic Geography



Source: AGDI, 2012

Rio Grande do Sul Industry Networks (APLs) and Productive Innovation Extension Centers (NEPIs)



RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Precision Production, Smart Machines, and Digital Technology



RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER: Food Production Value Chain



Global Food Demand Will Increase 50% by 2030

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Sustainable Innovation in Precision Agriculture and Biotechnology for Food, Health, and Environment



Rio Grande do Sul Leapfrog Economic Strategy

KEY DRIVER:

Strengthening Value Chains

- Diversifying Products and Services
- Adding Value to Production
- Expanding Local and Regional Supplier and Distributor Networks

AmBev



RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Advanced Manufacturing Sustainable Innovation Technologies

- Advanced Sensing, Measurement, and Process Control
- Advanced Materials Design, Synthesis, and Processing
- Visualization, Informatics, and Digital Manufacturing Technologies
- Sustainable Manufacturing
- Nano-manufacturing
- Flexible Electronics Manufacturing
- Bio-manufacturing and Bio-informatics
- Additive Manufacturing (including 3-D Printing)
- Advanced Manufacturing and Testing Equipment
- Industrial Robotics
- Advanced Forming and Joining Technologies

Advanced Manufacturing Sustainable Innovation Centers



**America Makes: US National Additive Manufacturing Innovation Institute,
Youngstown, Ohio**

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Renewable Energy and Clean Technologies



CONSTRUINDO UM
FUTURO SUSTENTÁVEL

SUSTAINABLE INNOVATION BUSINESS ADVISORY SERVICES



FORMERLY



True Market Solutions

Participating small- and medium-sized businesses save \$350,000 per year (on average)

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Precision Engineering and Naval/Offshore Industry Value Chain



RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

Sustainable Innovation in Chemicals, Polymers, and New Materials



RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY

KEY DRIVER:

Global Branding and Marketing

- Fashion and Design
- Culture and Creativity
- Arts and Tourism
- Sports and Entertainment



Todeschini



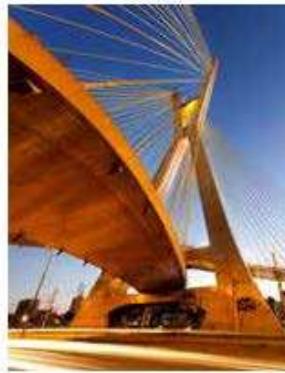
TRAMONTINA



Rio Grande do Sul Leapfrog Economic Strategy

KEY DRIVER: International Support

McKinsey Global Institute



May 2014

Connecting Brazil to
the world: A path to
inclusive growth

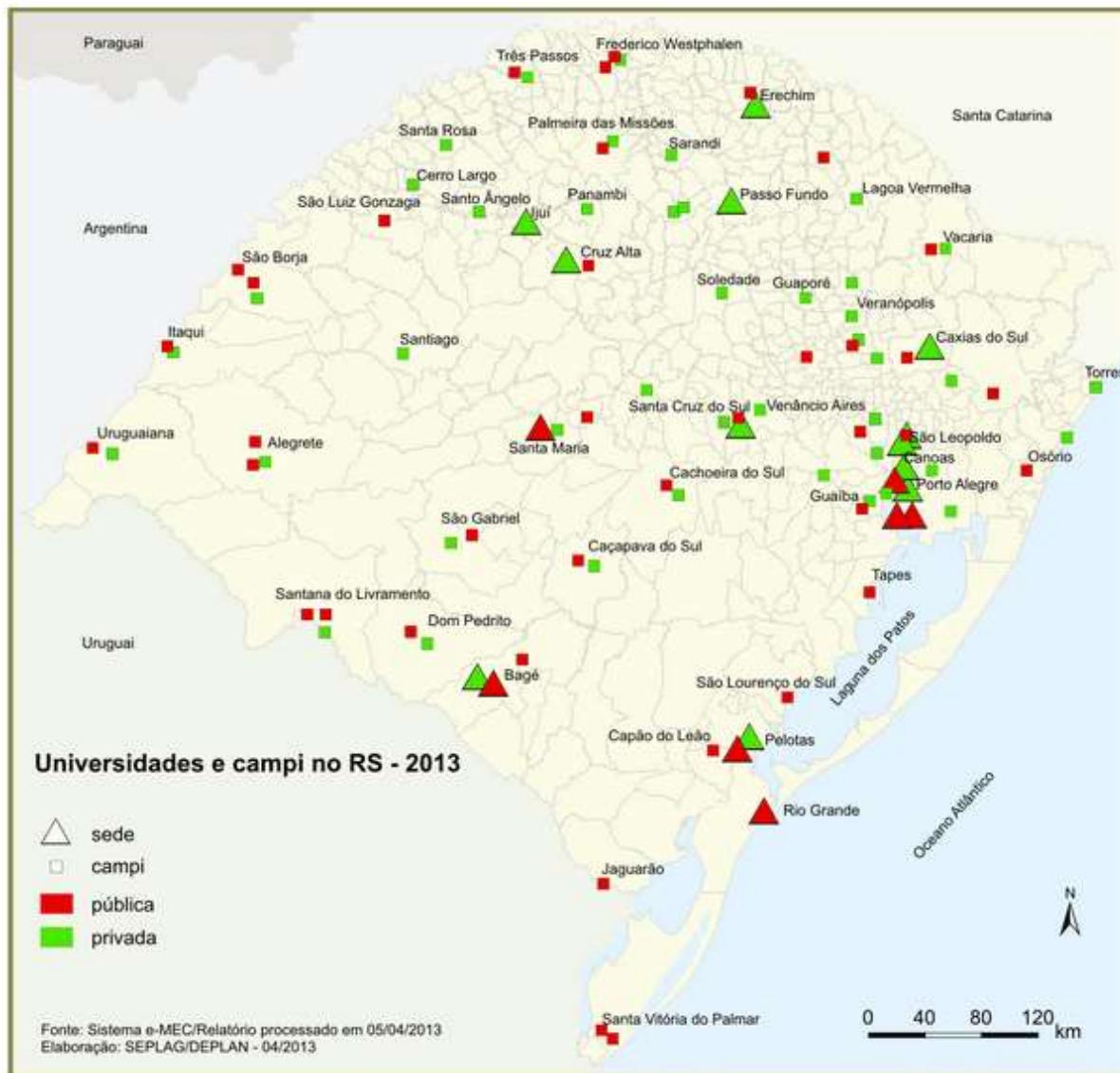
RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER:

HIGHER EDUCATION, RESEARCH, AND WORKFORCE DEVELOPMENT

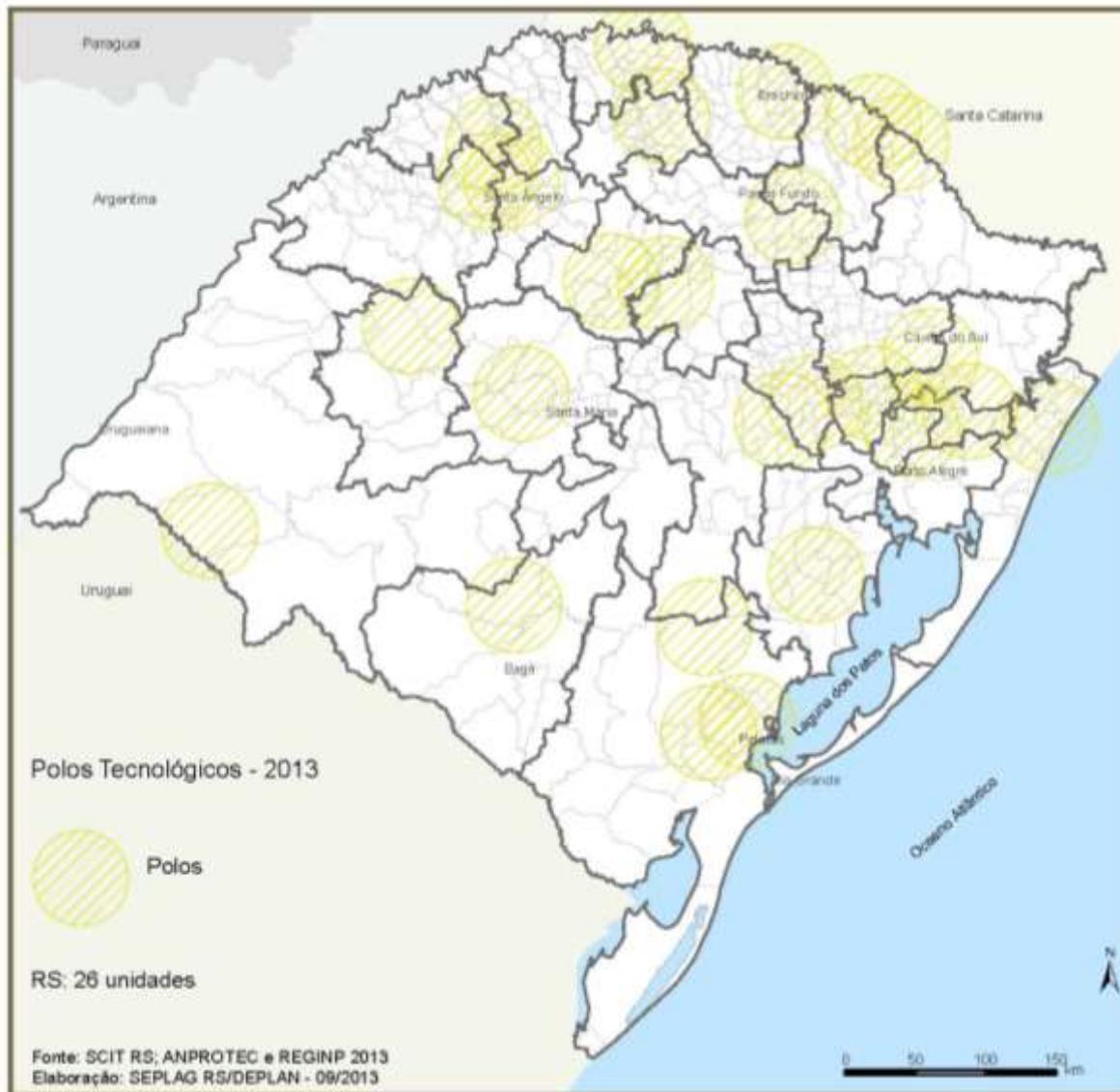


SENAI Centro Tecnológico de Mecatronica, Caxias do Sul

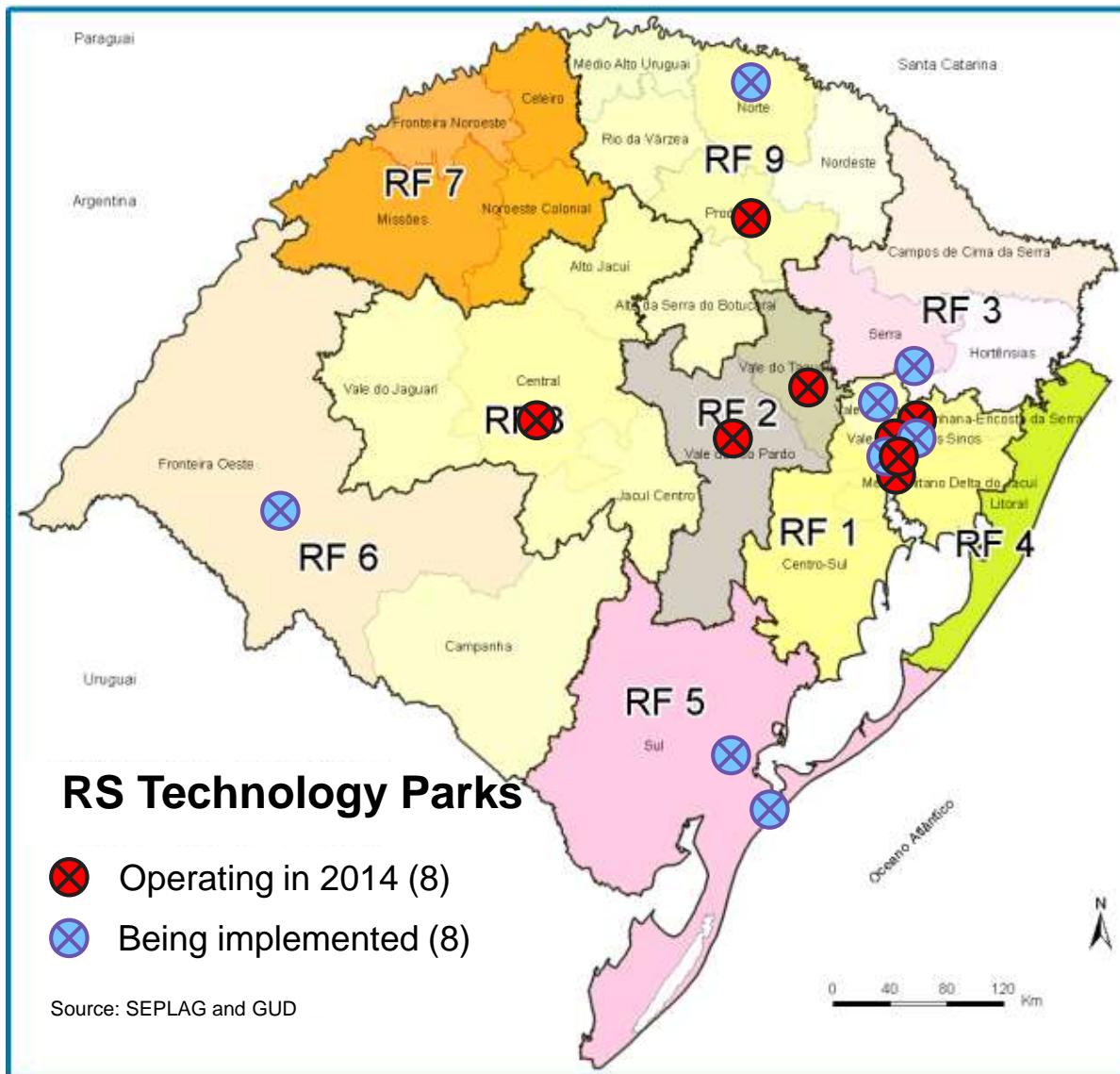
Rio Grande do Sul Universities



Rio Grande do Sul Technology Poles



Rio Grande do Sul Technology Parks



Advanced Manufacturing Sustainable Innovation Technology Parks

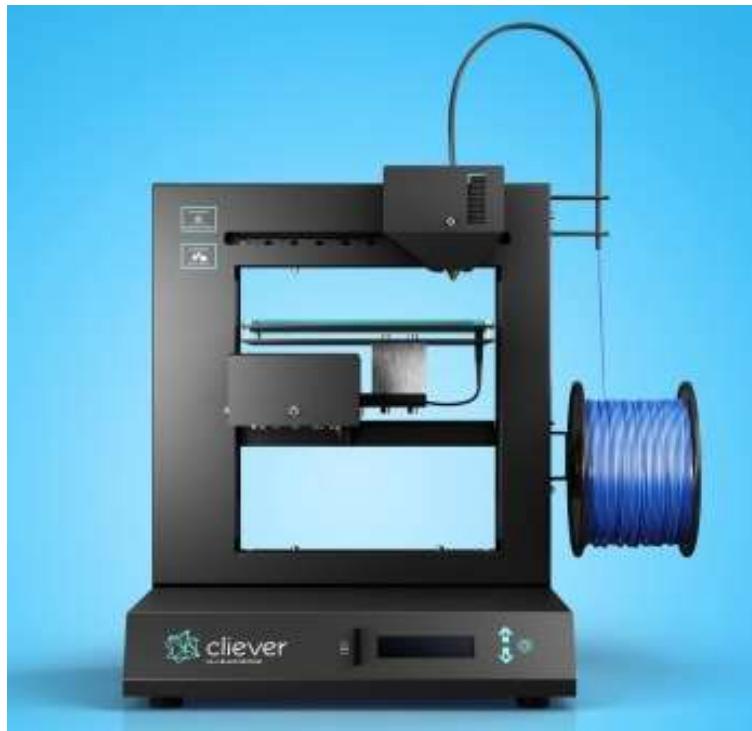


UK University of Sheffield Advanced Manufacturing Park

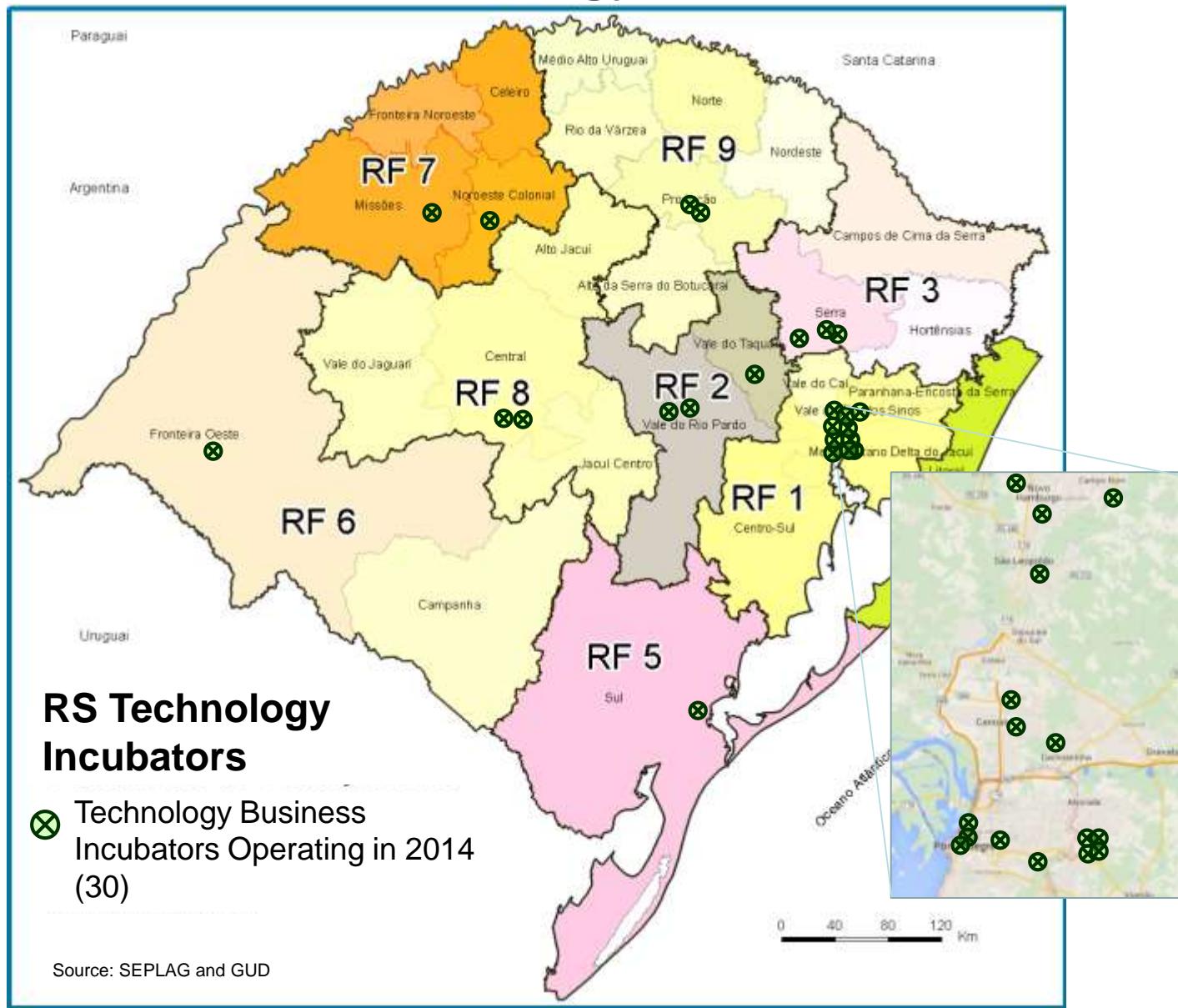
RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY

KEY DRIVER:

ENTREPRENEURSHIP AND STARTUPS



Rio Grande do Sul Technology Business Incubators



SUSTAINABLE INNOVATION BUSINESS ACCELERATORS

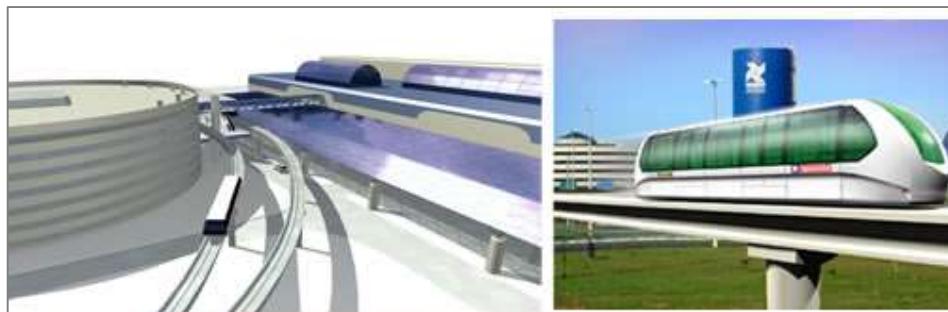


MaRS Discovery District, Toronto, Canada

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY

KEY DRIVER:

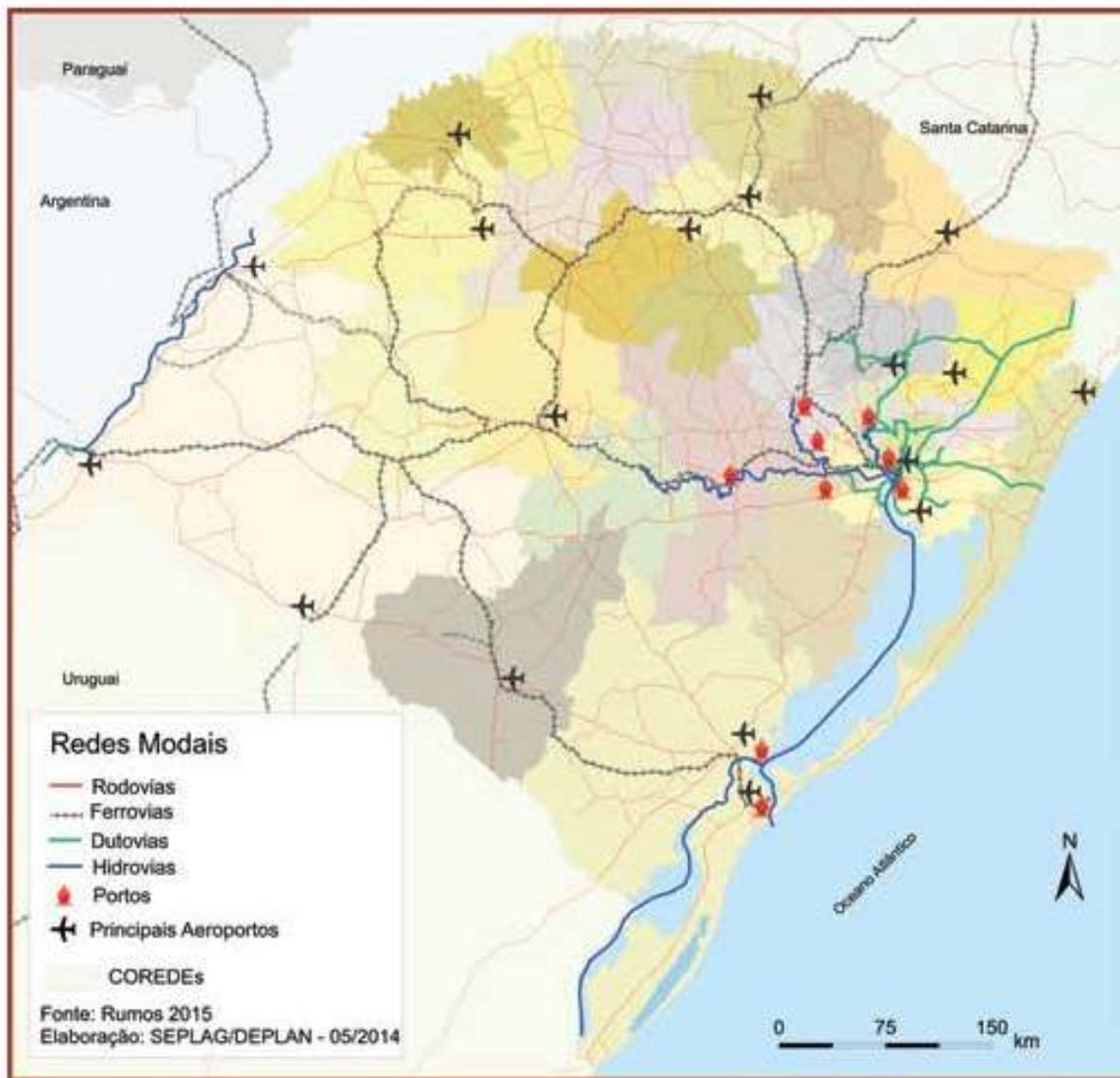
INFRASTRUCTURE, TRANSPORTATION, AND LOGISTICS



Mais uma integração com você



Rio Grande do Sul Transportation and Logistics Infrastructure



NoMa Metro Station



Financing NoMa Metro Station

- **Private Sector: \$35 million**
- **District of Columbia Government: \$44 million**
- **Federal Government: \$31 million**

Financing NoMa: New York Avenue Metro Station Corporation



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.

Located Next to NoMa Metro Station



US Department of Justice, Bureau of Alcohol,
Tobacco, Firearms, and Explosives (ATF)

NoMa Metro Station and
Courtyard Marriott Hotel

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY KEY DRIVER: SUSTAINABLE INNOVATION ZONES



SUSTAINABLE INNOVATION ZONES



Freiburg



London



Barcelona

SUSTAINABLE INNOVATION ZONES



Resilient Cities 

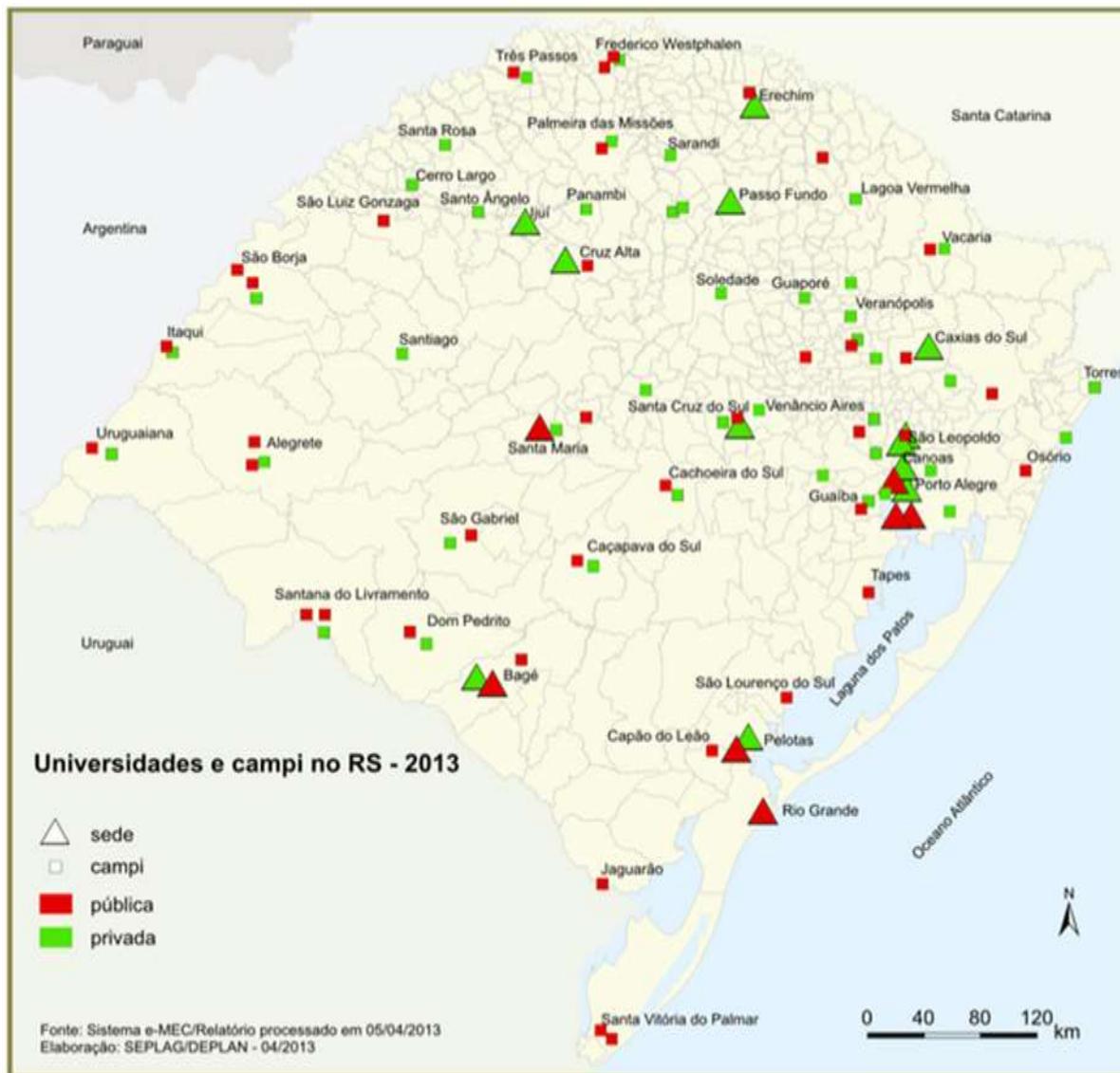
A Post-Industrial Brazilian Neighborhood Aims to be Latin America's Silicon Valley

BY GREG SCRUGGS | NEXT CITY | JUNE 19, 2014

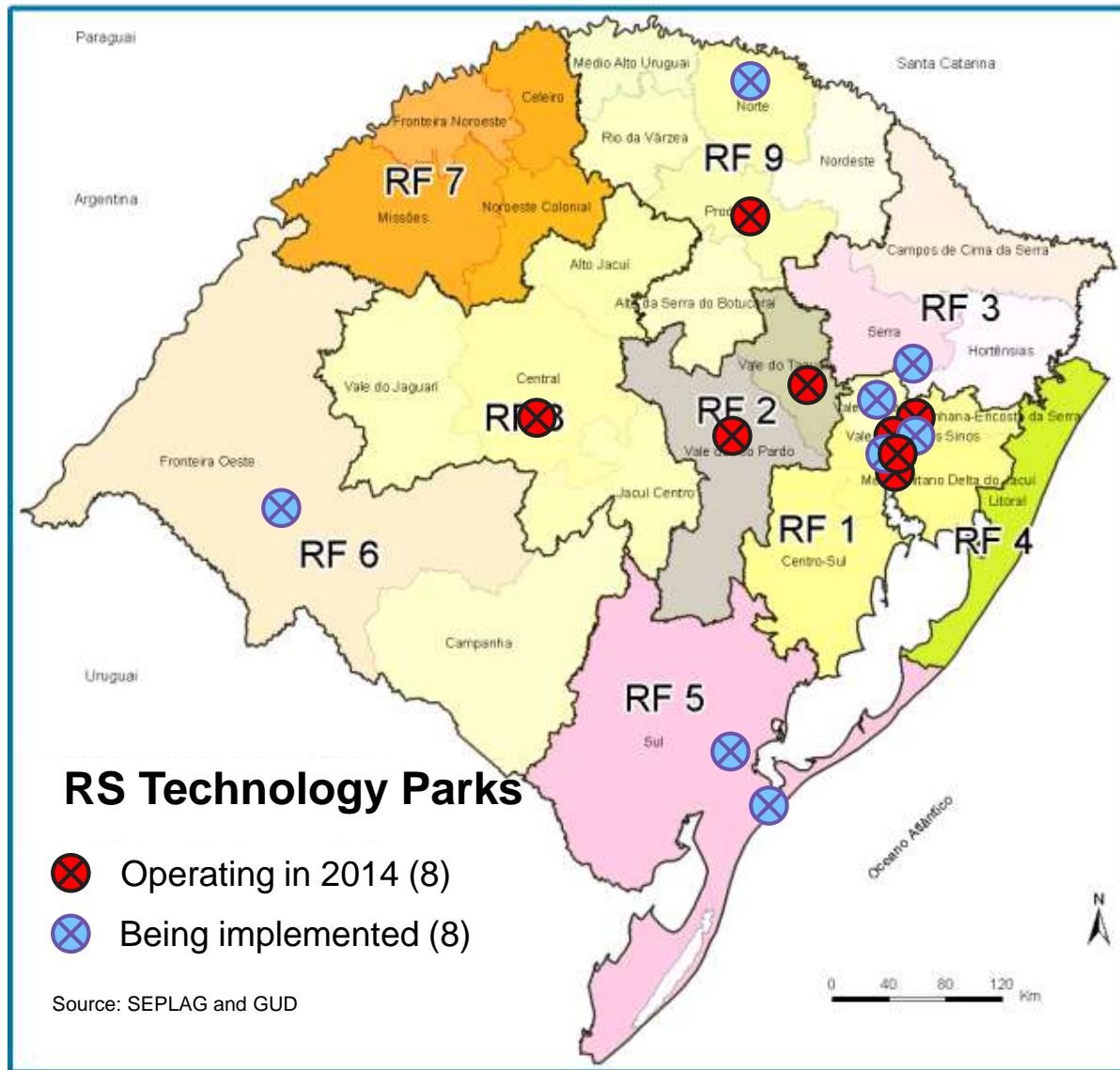
On June 9, Nós hosted its latest working group on the 4º Distrito and invited Dr. Marc Weiss, international professor of economics and business management at Unisinos Porto Alegre. Weiss is chairman and CEO of Global Urban Development, a network of urban affairs leaders, and currently advising the Rio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

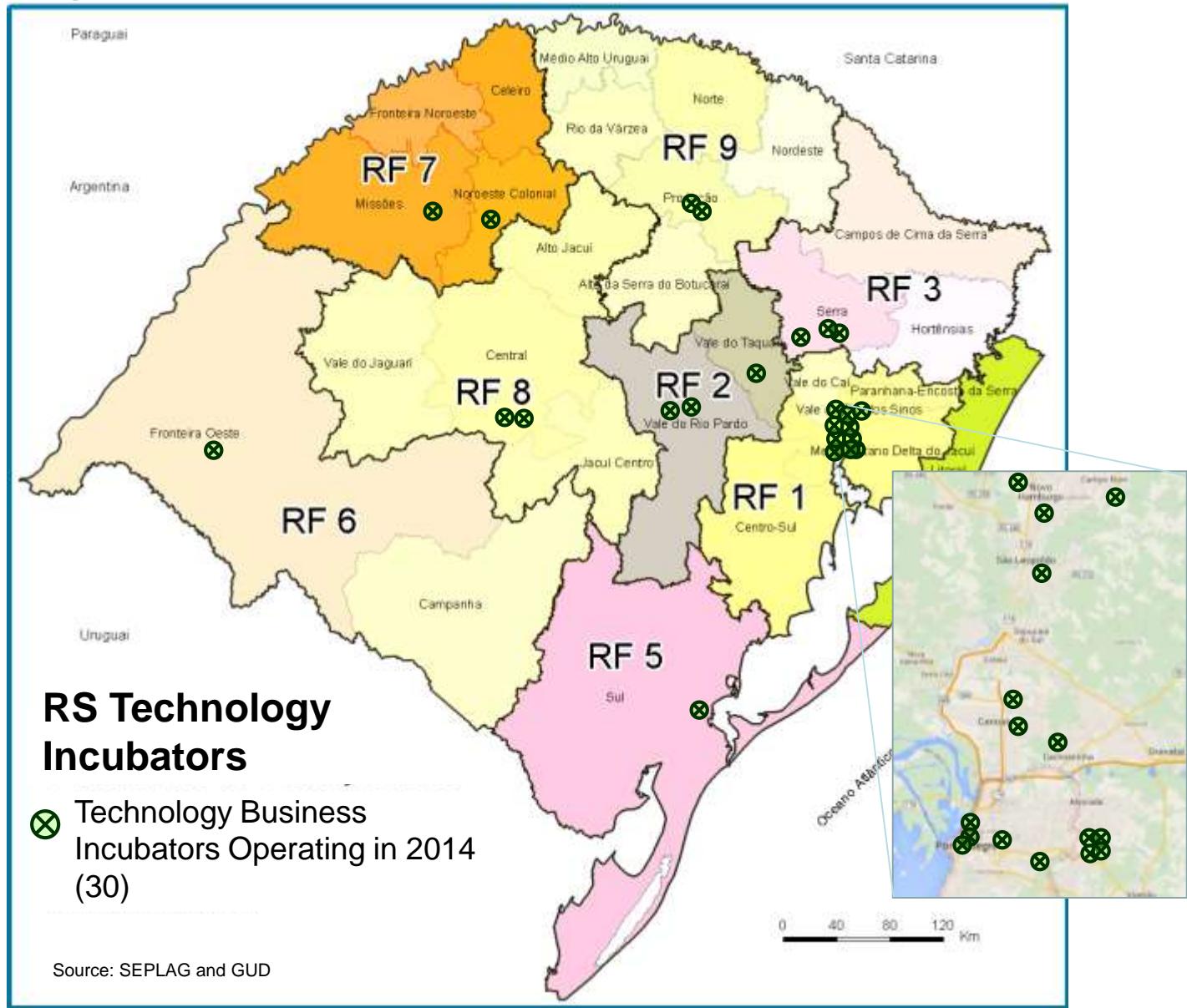
RS Universities as Potential Sustainable Innovation Zones



RS Technology Parks as Potential Sustainable Innovation Zones



RS Technology Incubators as Potential Sustainable Innovation Zones



SUSTAINABLE INNOVATION ZONES



EcoDistricts

ABOUT TARGET CITIES TRAINING PROTOCOL SUMMIT BLOG JOIN SEARCH

TARGET CITIES

HOME / TARGET CITIES



PROJECTS
PARTNERS
COLLABORATORS
UPDATES

"The transformation of the Sun Valley neighborhood is a top priority for the City of Denver and the Denver Housing Authority. We are excited about the Target Cities initiative because we believe the EcoDistricts Protocol provides a framework for this to happen at a scale that is the most sustainable, inclusive, and ultimately replicable for other City neighborhoods." - Michael B. Hancock, Mayor, City of Denver

Introducing Target Cities

The pilot program, redefined.

Target Cities is a new two-year partnership with nine development projects across seven North American cities to amplify and accelerate district-scale community regeneration and create replicable models for next-generation urban revitalization.

The program, launched as a Clinton Global Initiative Commitment (CGI) in June 2014, is a fresh approach to building

SUSTAINABLE INNOVATION ZONE MANAGEMENT



ECODISTRICT



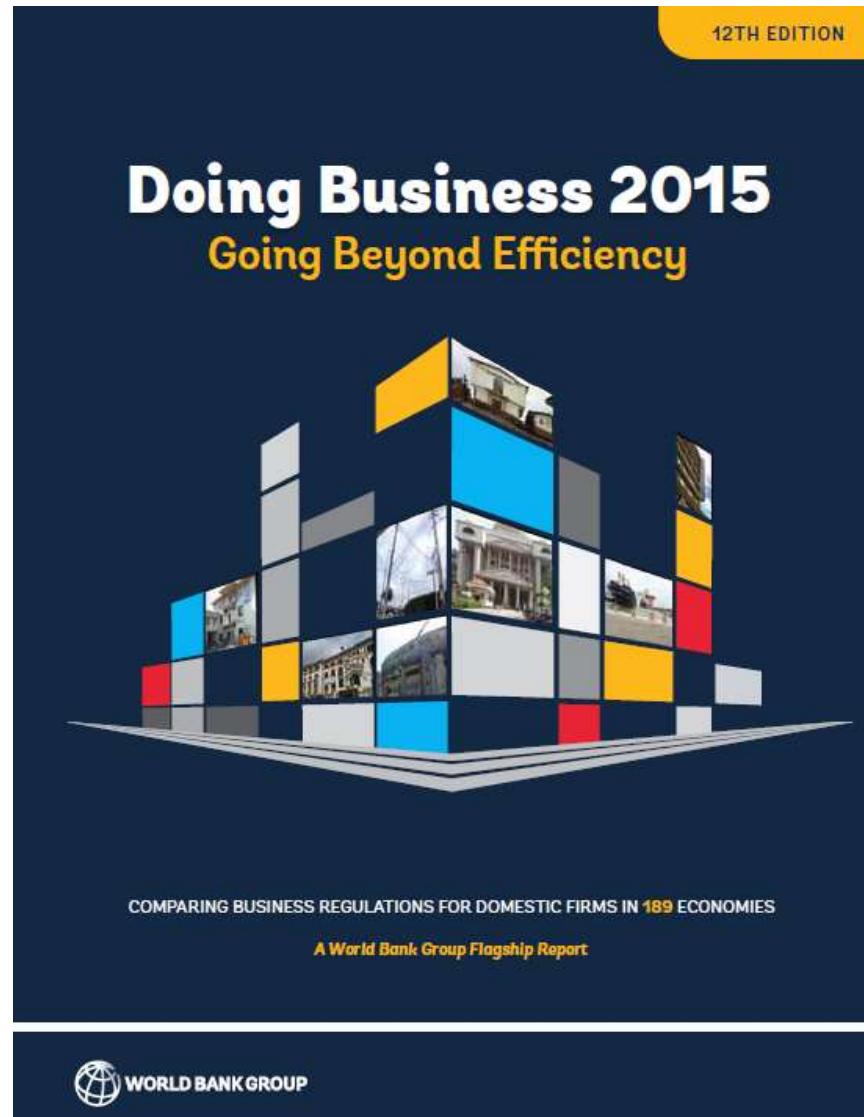
About the ecoDistrict

An ecoDistrict is a neighborhood or district with a broad commitment to accelerate neighborhood-scale sustainability. The DowntownDC ecoDistrict program is committed to helping make Downtown more sustainable by promoting better energy, water, waste, and transportation management in building construction and maintenance practices.

ecoDistrict Goals

- Reduce peak and overall energy consumption
- Enhance the economic performance, market positioning, and market share of Downtown buildings
- Develop and promote Downtown DC as one of the most sustainable downtowns in the world

SUSTAINABLE INNOVATION ZONES



World Bank, *Doing Business 2015*

	Ease of Doing Business Rank ▲	Starting a Business	Dealing with Construction Permits	Getting Electricity	Registering Property	Getting Credit	Protecting Minority Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Resolving Insolvency
Egypt, Arab Rep.	112	73	142	106	84	71	135	149	99	152	126
Palau	113	111	66	98	21	71	183	132	105	127	167
Indonesia *	114	155	153	78	117	71	43	160	62	172	75
Ecuador	115	165	59	120	80	89	117	138	114	88	151
Maldives	116	50	24	108	169	116	135	134	132	91	135
Jordan	117	86	126	44	107	185	154	45	54	114	145
Belize	118	148	69	54	120	160	169	61	91	170	71
Nicaragua	119	120	134	95	134	89	172	164	74	70	110
Brazil *	120	167	174	19	138	89	35	177	123	118	55
St. Kitts and Nevis	121	87	16	10	170	151	87	137	67	116	189
Cabo Verde	122	78	114	133	62	104	170	91	101	39	189
Guyana	123	99	38	155	103	165	135	115	82	71	150
Argentina	124	146	181	104	119	71	62	170	128	63	83

Source: *Doing Business* database.

**Top 5 countries
worldwide**

1. Singapore
2. New Zealand
3. Hong Kong SAR, China
4. Denmark
5. Korea, Rep.

TABLE 1.1 Ease of doing business ranking

Rank	Economy	Rank	Economy
1	Singapore	31	France
2	New Zealand	32	Poland
3	Hong Kong SAR, China	33	Spain
4	Denmark	34	Colombia
5	Korea, Rep.	35	Peru
6	Norway	36	Montenegro
7	United States	37	Slovak Republic
8	United Kingdom	38	Bulgaria
9	Finland	39	Mexico
10	Australia	40	Israel
11	Sweden	41	Chile
12	Iceland	42	Belgium
13	Ireland	43	South Africa
14	Germany	44	Czech Republic
15	Georgia	45	Armenia
16	Canada	46	Rwanda
17	Estonia	47	Puerto Rico (U.S.)
18	Malaysia	48	Romania
19	Taiwan, China	49	Saudi Arabia
20	Switzerland	50	Qatar
21	Austria	51	Slovenia
22	United Arab Emirates	52	Panama
23	Latvia	53	Bahrain
24	Lithuania	54	Hungary
25	Portugal	55	Turkey
26	Thailand	56	Italy
27	Netherlands	57	Belarus
28	Mauritius	58	Jamaica
29	Japan	59	Luxembourg
30	Macedonia, FYR	60	Tunisia

Source: Doing Business database.

34. Colombia*

35. Peru*

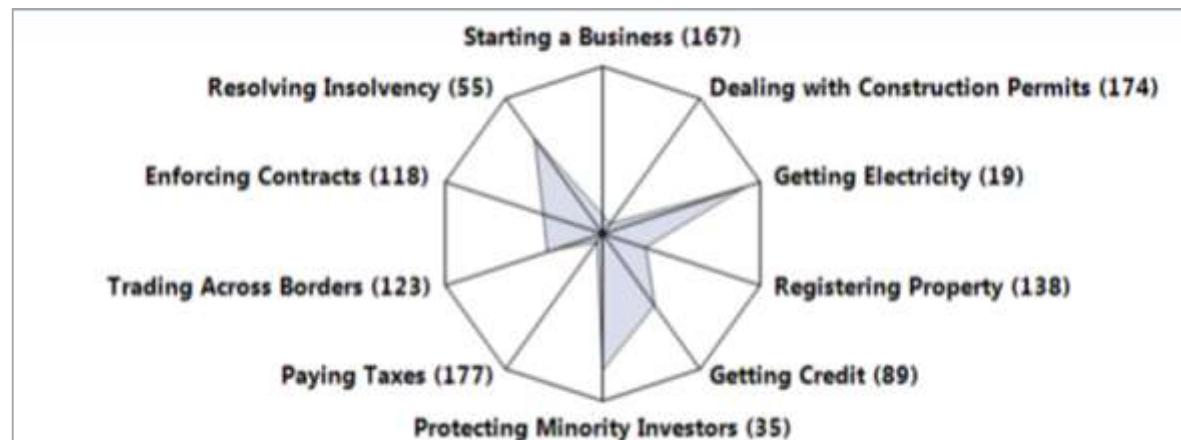
39. Mexico*

41. Chile*

52. Panama*

 *Top ranked Latin
American countries

BRAZIL		Latin America & Caribbean		GNI per capita (US\$)		11,690
Ease of doing business rank (1-189)		120	Overall distance to frontier (DTF) score (0-100)	58.01	Population (m)	200.4
Starting a business (rank)	167	Registering property (rank)	138	Trading across borders (rank)	123	123
DTF score for starting a business (0-100)	63.37	DTF score for registering property (0-100)	56.18	DTF score for trading across borders (0-100)	66.11	66.11
Procedures (number)	11.6	Procedures (number)	13.6	Documents to export (number)	6	6
Time (days)	83.6	Time (days)	31.7	Time to export (days)	13.4	13.4
Cost (% of income per capita)	4.3	Cost (% of property value)	2.5	Cost to export (US\$ per container)	2,323	2,323
Minimum capital (% of income per capita)	0.0			Documents to import (number)	8	8
Dealing with construction permits (rank)	174	Getting credit (rank)	89	Time to import (days)	17	17
DTF score for dealing with construction permits (0-100)	48.31	DTF score for getting credit (0-100)	45.00	Cost to import (US\$ per container)	2,323	2,323
Procedures (number)	18.2	Strength of legal rights index (0-12)	2			
Time (days)	426.1	Depth of credit information index (0-8)	7			
Cost (% of warehouse value)	0.4	Credit bureau coverage (% of adults)	63.6	Enforcing contracts (rank)	118	118
Getting electricity (rank)	19	Credit registry coverage (% of adults)	52.5	DTF score for enforcing contracts (0-100)	53.60	53.60
DTF score for getting electricity (0-100)	89.20	Protecting minority investors (rank)	35	Procedures (number)	43.6	43.6
Procedures (number)	4	DTF score for protecting minority investors (0-100)	62.50	Time (days)	731	731
Time (days)	53.3	Extent of conflict of interest regulation index (0-10)	5.7	Cost (% of claim)	16.5	16.5
Cost (% of income per capita)	31.6	Extent of shareholder governance index (0-10)	6.8	Resolving insolvency (rank)	55	55
		Strength of minority investor protection index (0-10)	6.3	DTF score for resolving insolvency (0-100)	54.52	54.52
		Paying taxes (rank)	177	Time (years)	4.0	4.0
		DTF score for paying taxes (0-100)	41.31	Cost (% of estate)	12	12
		Payments (number per year)	9	Recovery rate (cents on the dollar)	25.8	25.8
		Time (hours per year)	2,600	Strength of insolvency framework index (0-16)	13	13
		Total tax rate (% of profit)	69.0			



Source: Doing Business database.

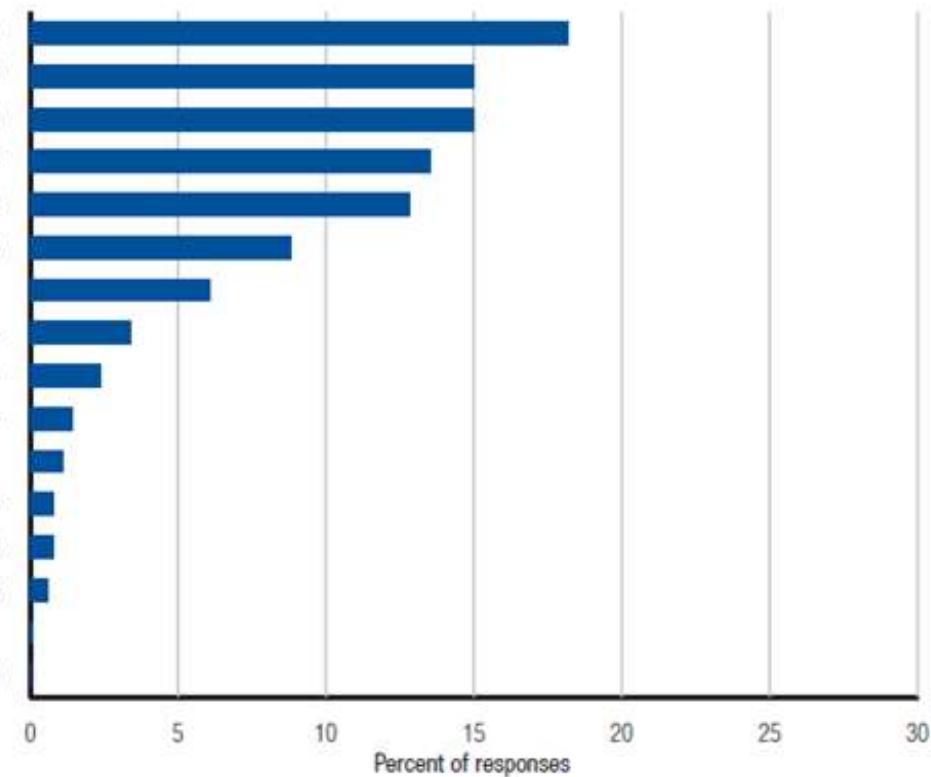
World Economic Forum, *The Global Competitiveness Report 2014-2015*

2.1: Country/Economy Profiles

Brazil

The most problematic factors for doing business

Tax regulations	18.2
Restrictive labor regulations.....	15.0
Inadequate supply of infrastructure.....	15.0
Tax rates.....	13.5
Inefficient government bureaucracy	12.8
Corruption	8.8
Inadequately educated workforce.....	6.1
Access to financing	3.4
Policy instability	2.4
Inflation.....	1.4
Insufficient capacity to innovate	1.1
Crime and theft	0.8
Poor work ethic in national labor force	0.8
Foreign currency regulations.....	0.6
Poor public health	0.1
Government instability/coups	0.0



World Economic Forum, *The Global Competitiveness Report 2014-2015*

2.1: Country/Economy Profiles

Brazil

2nd pillar: Infrastructure, 1-7 (best)	76	4.0
A. Transport infrastructure, 1-7 (best)	77	3.5
Quality of overall infrastructure, 1-7 (best)	120	3.1
Quality of roads, 1-7 (best)	122	2.8
Quality of railroad infrastructure, 1-7 (best)	95	1.7
Quality of port infrastructure, 1-7 (best)	122	2.7
Quality of air transport infrastructure, 1-7 (best)	113	3.4
Available airline seat kilometers, millions of seats km/week	9	3827.3
B. Electricity and telephony infrastructure, 1-7 (best)	70	4.5
Quality of electricity supply, 1-7 (best)	89	4.1
Mobile telephone subscriptions, /100 pop.	37	135.3
Fixed telephone lines, /100 pop.	51	22.3

World Economic Forum, *The Global Competitiveness Report 2014-2015*

2.1: Country/Economy Profiles

Brazil

12th pillar: Innovation, 1-7 (best)	62	3.3
Capacity for innovation, 1-7 (best)	44	4.1
Quality of scientific research institutions, 1-7 (best)	50	4.0
Company spending on R&D, 1-7 (best)	43	3.5
University-industry collaboration in R&D, 1-7 (best)	54	3.8
Government procurement of advanced technology products, 1-7 (best)	77	3.4
Availability of scientists and engineers, 1-7 (best)	114	3.3
PCT patent applications, applications/million pop.	50	3.2

Especial | Inovação & Parcerias

Cadeia produtiva Falhas nessa área são problema apontado por executivos

Mobilidade depende de melhoria nos processos

Suzana Lisbôa
Foto: Valor do Rio

A inovação capaz de gerar produtividade e minimizar a produção de entupimento é o caminho para o Brasil avançar nos projetos de mobilidade, do ambiente urbano ao sistema de logística, e deixar para trás os quilômetros de atraso no planejamento deste segmento. Por outro lado, para que empresas brasileiras sejam aptas a participar de processos produtivos em cadeias internacionais, é necessário evoluir em processos, principal falha apontada por grandes empresas americanas estabelecidas no Brasil e que buscam fornecedores locais. Essas foram as 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-EUA (Brasil Unidos).

Com a participação da representante da indústria, da área acadêmica e do governo, o encontro ressaltou a importância de ações e inovação em um sentido mais amplo, não apenas focada em avanços tecnológicos. Wagner Bittencourt de Oliveira, vice-presidente do INBDS, citou alguns exemplos da atuação do banco em projetos de mobilidade, como a utilização de dirigíveis para o transporte de cargas, máquinas e equipamentos de bônus para o exterior e esplanadas e aeroportos de tecnicultivos em foco como veículos hidrônicos e sistemas de logística.

A secretaria de Desenvolvimento e Produção do Ministério do Desenvolvimento da Indústria e Comércio Exterior, Hélio Nunes, mostrou a predisposição do governo em estreiar parcerias entre as indústria nacionais e americanas em programas como o PAC de Mobilidade Urbana. Hélio destacou que as empresas americanas estão passas à frente das brasileiras em inovação, mas avanza claramente um conjunto de oportunidades de parcerias entre as empresas dos dois países para alcançar o desenvolvimento com nacionalização progressiva".

Apesar de os participantes apresentarem como consenso a necessidade de estreitar as relações entre os participantes da cadeia de mobilidade dos dois países, promovendo, sobretudo, uma in-



Bill Clinton trabalha em projeto de estratégia de desenvolvimento econômico sustentável no governo de MG e RS

“ Os projetos de inovação não precisam ser caros ou sofisticados. Eles têm que oferecer conforto à população ”

de se mudar para Porto Alegre. Wein, defensor de projetos de inovação em cidades que estimulem a criação e a manutenção, disse que resoluve mudar-se porque precisa viver o dia a dia da região para entender seus reais problemas.

No capital gaúcho, Wein, que é professor adjunto da Faculdade de Arquitetura e Urbanismo da Universidade de Columbia (Estados Unidos), participa de projeto do governo gaúcho para integrar novas regiões migradas como os mais importantes centros produtivos do Estado, com a participação da Universidade do Vale do Rio dos Sinos (Unisinos). "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 caminhar mais ou utilizar bicicletas com segurança".

Ivan De Pellegrin, presidente da Agência Gaúcha de Desenvolvimento e Promoção do Investimento, explica que buscou parceiros para que a mobilidade ajude a tornar mais eficiente a produção do Estado, com a adesão dos vassouras às práticas de sustentabilidade.



For more information,

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