



# Planning for Regional Development: Metropolitan Economic Strategy, Sustainable Innovation, and Inclusive Prosperity for Rio Grande do Sul

**POLO NAVAL E OFFSHORE APL  
FURG, Rio Grande, November 5, 2014**

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



# **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: 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



## 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?*

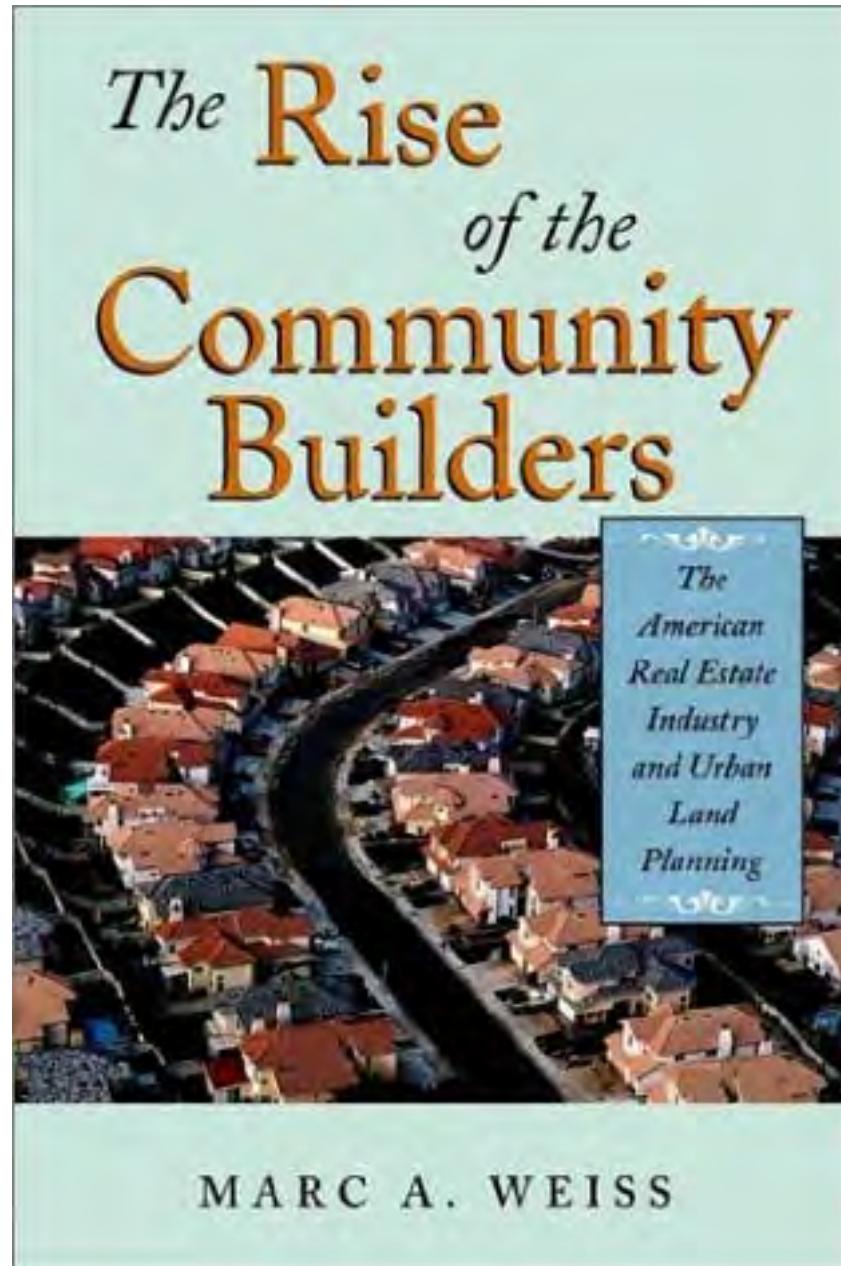
Discussions of deliberate government policy to subsidize and encourage the growth of high-technology industry confront three sets of problems: first, how to define high-technology industry; second, how to determine the goals and distributional impacts of an economic

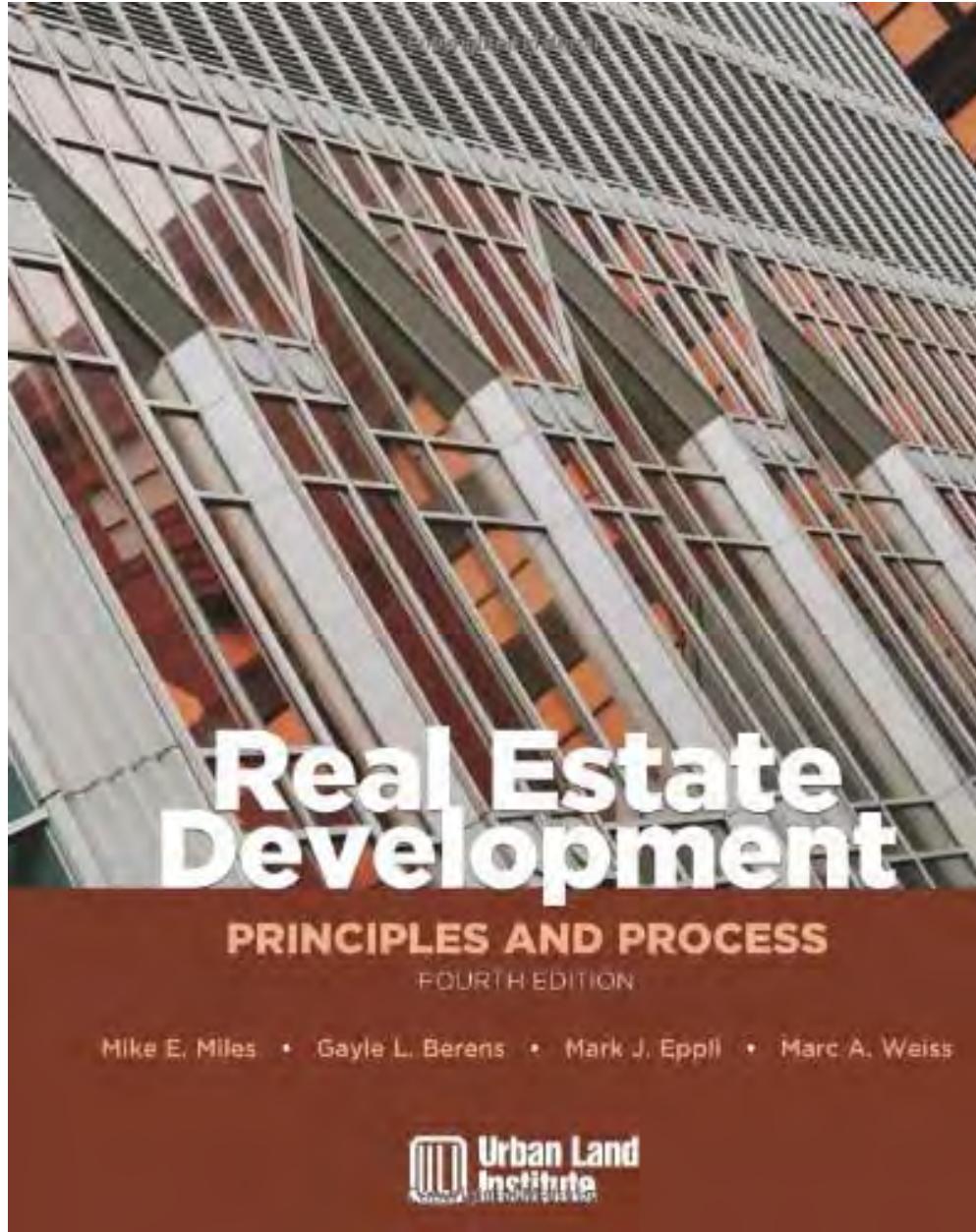


# State and Local Government Roles in Industrial Innovation

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.







# Sustainable Economic Development Strategy for Berkeley, California, 1979-83

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

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\*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 Steinle, 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.

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





## *Community Planning for Technological Development* A New Bargaining Process

MARC A. WEISS  
AND  
JOHN T. METZGER

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

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



### LOS ANGELES, CALIFORNIA

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

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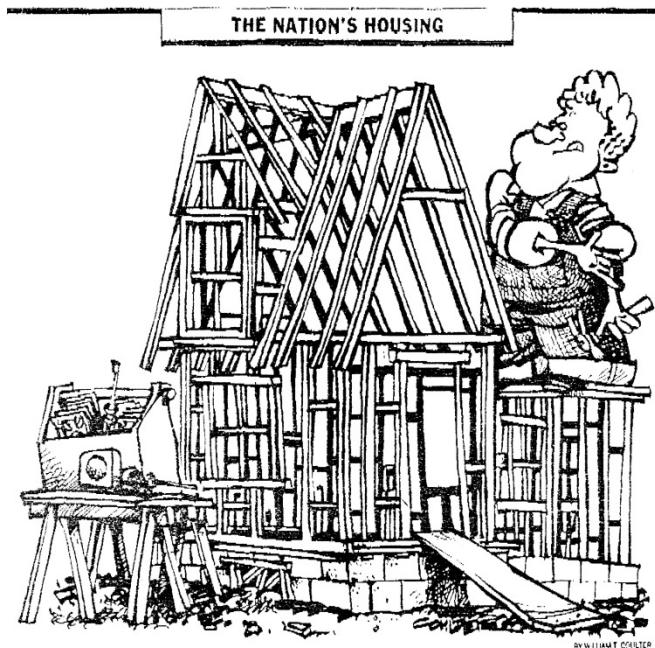
Diane Suchman  
Project Director

Adrienne Teleki  
Associate  
Advisory Services

# 1992 Clinton Presidential Campaign

THE WASHINGTON POST

NOVEMBER 14, 1992



## Hammering Out Clinton's Housing Plan

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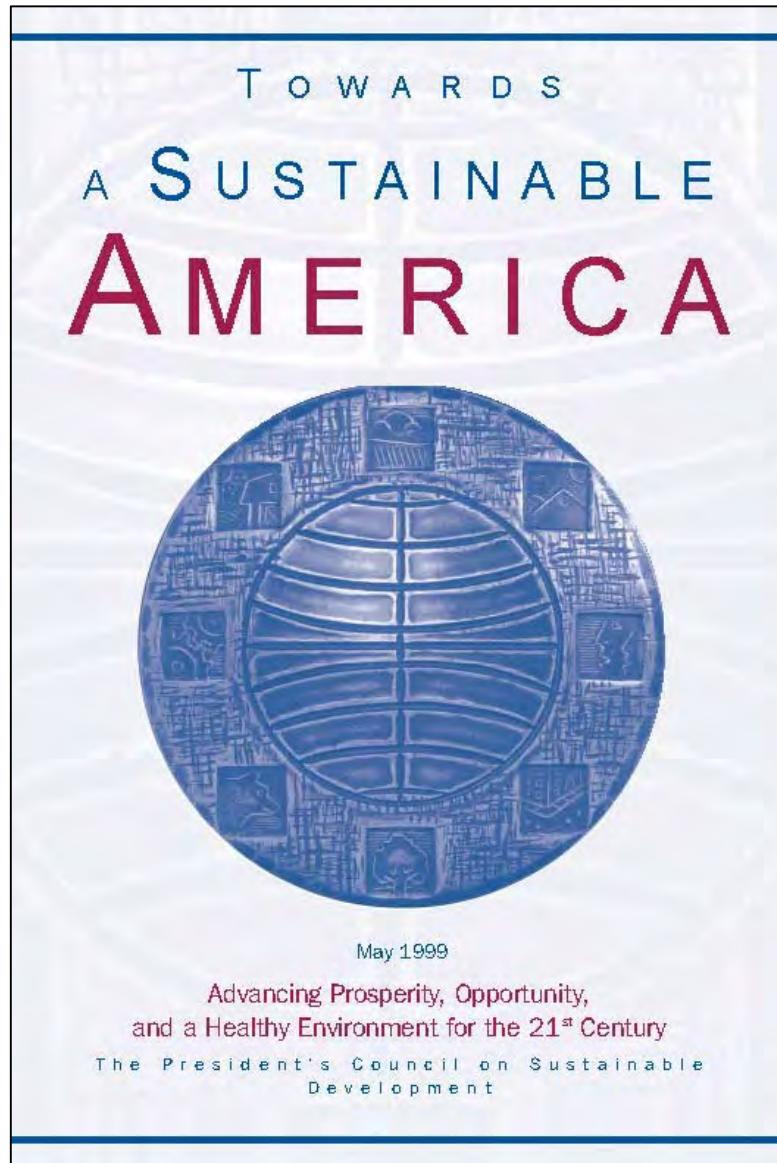
By Kenneth R. Harney

**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.

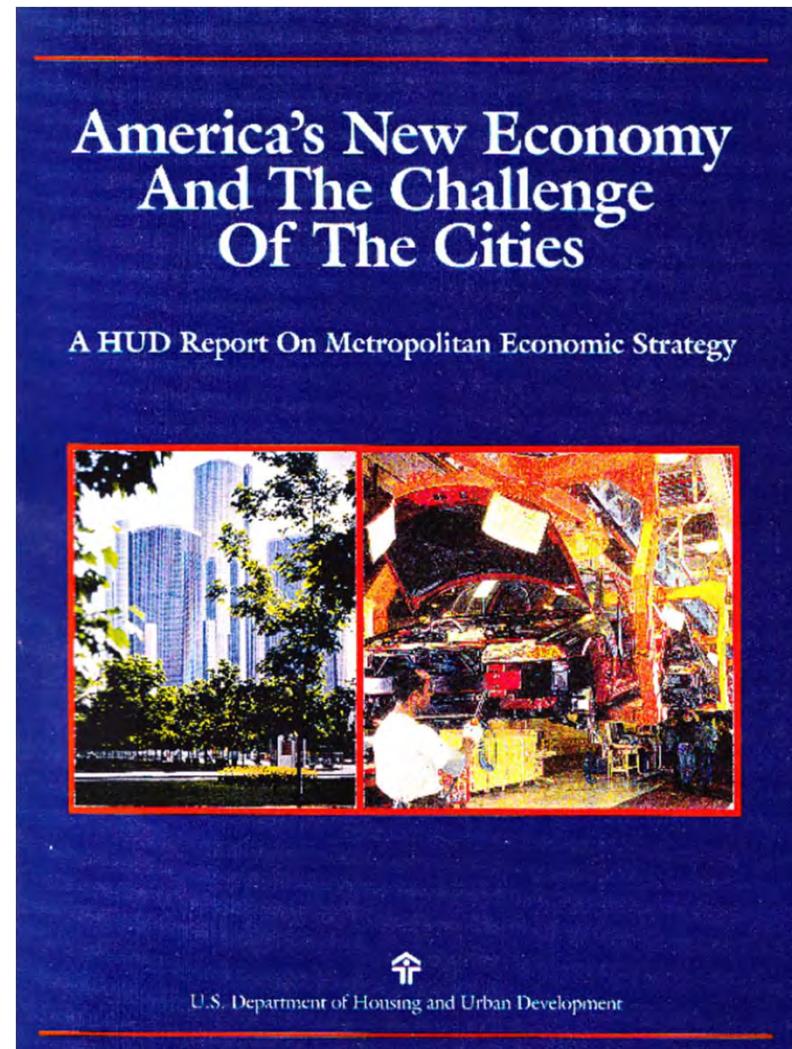
Weiss, a professor at Columbia University's Real Estate Development Research Center, served as the Clinton-Gore spokesman on housing throughout the campaign. He's likely to land a key position in the new administration.

## President's Council on Sustainable Development





## Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative



## **Metropolitan Economic Strategy for America's Cities and Regions**

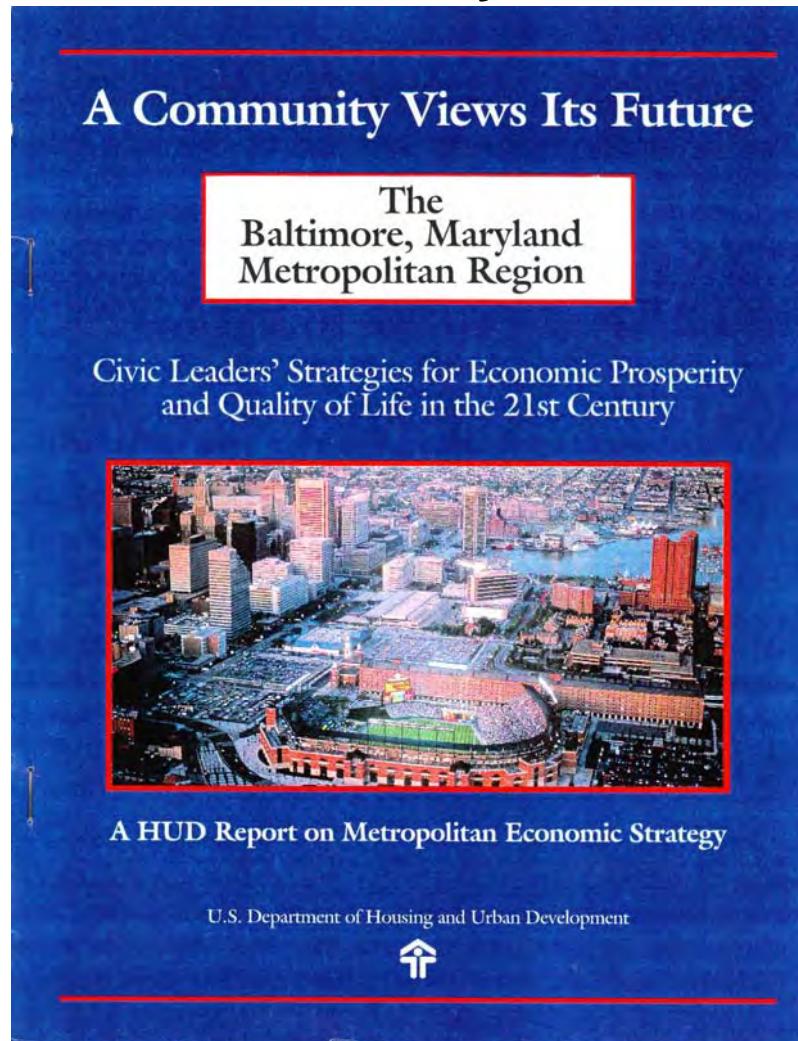
**Henry G. Cisneros and Marc A. Weiss**

### **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.

## Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





## GLOBAL URBAN DEVELOPMENT

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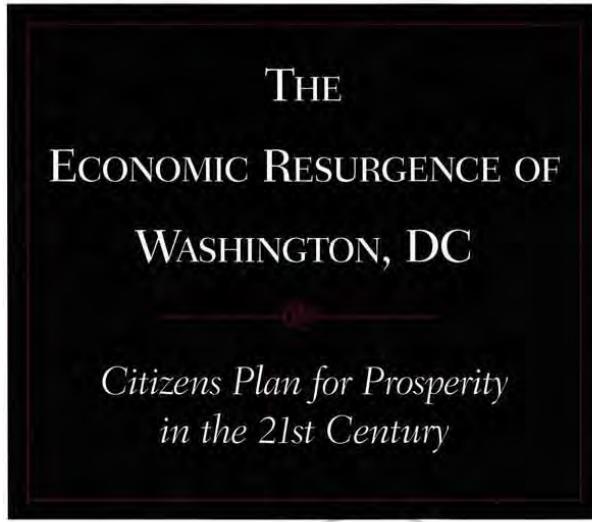
### U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

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 image shows the cover of a report titled "The Economic Resurgence of Washington, DC: Citizens Plan for Prosperity in the 21st Century". The cover is dark with white text. Below the title is a decorative horizontal line. The subtitle is in a smaller, italicized font. To the right of the title, there is a stylized, handwritten-style logo consisting of a circle with intersecting lines forming a 'D' shape.

*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

## NoMa – DC's Newest Neighborhood

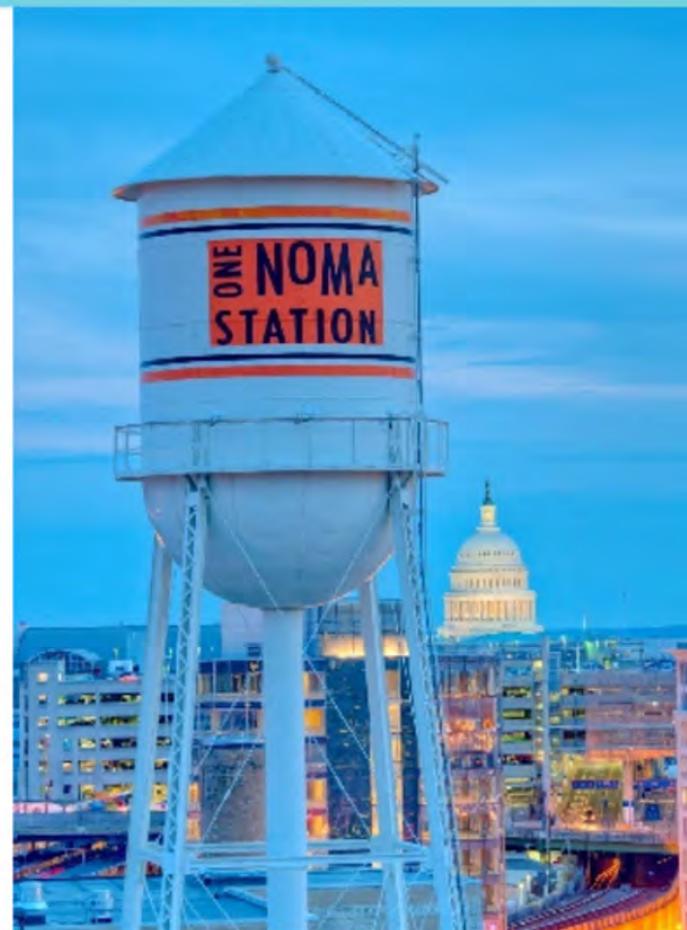
NOMA

**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**





### 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 Development<sup>1</sup>*

*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.



## **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: 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-



# **GLOBAL URBAN DEVELOPMENT**

Curitiba, Brazil

**Metropolitan Economic Strategy Report**

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

July 2004



**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 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



## 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.



**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



## 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



# THE VALUE OF INCLUSIVE ECONOMIC DEVELOPMENT

Cape Town, South Africa: “Our Golden Thread”

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



# 1998 WASHINGTON, DC ECONOMIC PLAN

## 3-PART STRATEGIC FRAMEWORK

### STRATEGIC INDUSTRIES

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

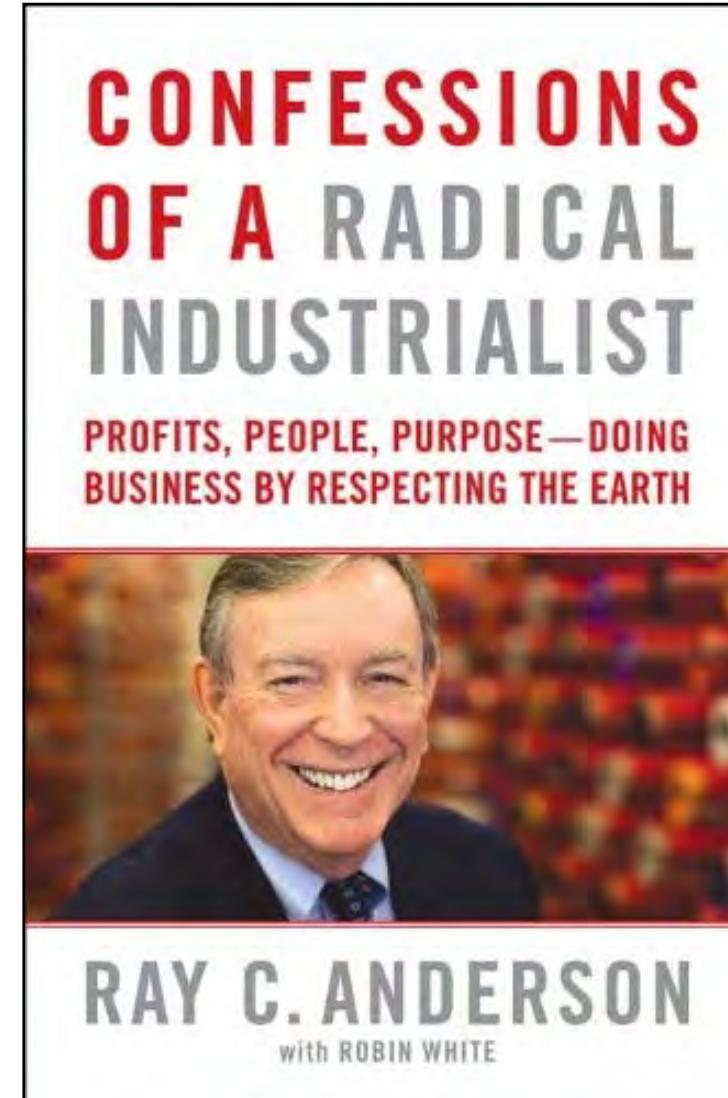
### STRATEGIC POPULATIONS

- Workforce Development
- Attracting and Retaining Residents

### STRATEGIC AREAS

- Downtown
- Neighborhoods

## Sustainability in Business





## The Four Greens

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

# The Economic Value of Quality of Life

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

*MIT Economics Professor Robert M. Solow  
Winner of the 1987 Nobel Prize in Economic Sciences*



**Global Urban Development Volume 1 Issue 1 May 2005**

1

**METROPOLITAN ECONOMIC STRATEGY**

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

***Marc A. Weiss***



# METROPOLITAN ECONOMIC STRATEGY

## TWO TYPES OF MOTIVATION

Crisis: Barcelona, Singapore

Opportunity: Shanghai, Austin

# KEY LESSONS FOR ECONOMIC DEVELOPMENT

**LESSON 1: THINK AND ACT STRATEGICALLY**

**LESSON 2: CREATE COMMON IDENTITY AND SENSE OF PURPOSE**

**LESSON 3: INVOLVE EVERYONE**

**LESSON 4: TAKE ACTION AND PRODUCE RESULTS**

**LESSON 5: BUILD ON THE FUNDAMENTALS**

**LESSON 6: FOCUS ON THE BIG RESOURCES**

**LESSON 7: BE YOURSELF**

**LESSON 8: COLLABORATE WITH AND SUPPORT THE PRIVATE SECTOR**

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

**LESSON 10: CONNECT TO THE DYNAMICS OF THE REGIONAL ECONOMY**

**LESSON 11: WORK WITH AND STRENGTHEN CIVIL SOCIETY**

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



For more information,  
please visit the GUD website:  
[www.globalurban.org](http://www.globalurban.org)  
  
email me at:  
[marcweiss@globalurban.org](mailto:marcweiss@globalurban.org)