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

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

Citizens Plan for Prosperity in the 21st Century

By the People, For the People

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

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

November 1998
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

- $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 Development

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 desequilibrios 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
Cid Blanco Junior, Cultural Infrastructure Director, Ministry of Culture
Stewart Sorky-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-R, ACP – Curitiba, Brazil

10h00 | Coffee Break

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

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

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

16h00 | Coffee Break

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

18h00 | Cocktail Reception
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
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 Industrias do Rio Grande do Sul (FIERGS) e para a Agencia 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

Source: AGDI, 2013 RS Industrial Policy
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)
GLOBAL URBAN DEVELOPMENT

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
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
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
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 Tecnologico de Mecatronica, Caxias do Sul
Rio Grande do Sul Universities
Rio Grande do Sul Technology Poles
Rio Grande do Sul Technology Parks

RS Technology Parks

- Operating in 2014 (8)
- Being implemented (8)

Source: SEPLAG and GUD
Advanced Manufacturing
Sustainable Innovation Technology Parks

UK University of Sheffield Advanced Manufacturing Park
GLOBAL URBAN DEVELOPMENT

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY

KEY DRIVER:

ENTREPRENEURSHIP AND STARTUPS
Rio Grande do Sul Technology Business Incubators

RS Technology Incubators

Technology Business Incubators Operating in 2014 (30)

Source: SEPLAG and GUD
SUSTAINABLE INNOVATION BUSINESS ACCELERATORS

MaRS Discovery District, Toronto, Canada
GLOBAL URBAN DEVELOPMENT

RIO GRANDE DO SUL LEAPFROG ECONOMIC STRATEGY

KEY DRIVER:

INFRASTRUCTURE, TRANSPORTATION, AND LOGISTICS
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

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
GLOBAL URBAN DEVELOPMENT

SUSTAINABLE INNOVATION ZONES

Freiburg

East London

London

Barcelona
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 Parks

- Operating in 2014 (8)
- Being implemented (8)

Source: SEPLAG and GUD
RS Technology Incubators as Potential Sustainable Innovation Zones

RS Technology Incubators

Technology Business Incubators Operating in 2014 (30)

Source: SEPLAG and GUD
SUSTAINABLE INNOVATION ZONES

EcoDistricts

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

“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
About the ecoDistrict

An ecoDistrict is a neighborhood or district with a broad commitment to accelerate neighborhoodscale 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

Doing Business 2015
Going Beyond Efficiency

Comparing Business Regulations for Domestic Firms in 189 Economies

A World Bank Group Flagship Report

WORLD BANK GROUP
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<th>Country</th>
<th>Ease of Doing Business Rank</th>
<th>Starting a Business</th>
<th>Dealing with Construction Permits</th>
<th>Getting Electricity</th>
<th>Registering Property</th>
<th>Getting Credit</th>
<th>Protecting Minority Investors</th>
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<th>Trading Across Borders</th>
<th>Enforcing Contracts</th>
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<td>Brazil *</td>
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<td>St. Kitts and Nevis</td>
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<td>146</td>
<td>181</td>
<td>104</td>
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<td>170</td>
<td>128</td>
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</table>

Source: Doing Business database.
Global Urban Development

Table 1.1: Ease of Doing Business Ranking

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

*Top ranked Latin American countries

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

Source: Doing Business database.
### Brazil

<table>
<thead>
<tr>
<th>Ease of doing business rank (1–189)</th>
<th>Latin America &amp; Caribbean</th>
<th>GNI per capita (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>58.01</td>
<td>11,690</td>
</tr>
</tbody>
</table>

#### Starting a business (rank)
- DTF score for starting a business (0–100): 63.37
- Procedures (number): 11.6
- Time (days): 8.3
- Cost (% of income per capita): 4.3
- Minimum capital (% of income per capita): 0.0

#### Dealing with construction permits (rank)
- DTF score for dealing with construction permits (0–100): 48.31
- Procedures (number): 18.2
- Time (days): 42.6
- Cost (% of warehouse value): 0.4

#### Getting electricity (rank)
- DTF score for getting electricity (0–100): 89.2
- Procedures (number): 4
- Time (days): 53.3
- Cost (% of income per capita): 31.6

#### Registering property (rank)
- DTF score for registering property (0–100): 56.18
- Procedures (number): 13.6
- Time (days): 31.7
- Cost (% of property value): 2.5

#### Getting credit (rank)
- DTF score for getting credit (0–100): 45.0
- Strength of legal rights index (0–12): 7
- Depth of credit information index (0–8): 7
- Credit bureau coverage (% of adults): 6.3
- Credit registry coverage (% of adults): 52.5

#### Protecting minority investors (rank)
- DTF score for protecting minority investors (0–100): 62.5
- Extent of conflict of interest regulation index (0–10): 5.7
- Extent of shareholder governance index (0–10): 6.8
- Strength of minority investor protection index (0–10): 6.3

#### Paying taxes (rank)
- DTF score for paying taxes (0–100): 41.3
- Payments (number per year): 9
- Time (hours per year): 2,600
- Total tax rate (% of profit): 69.0

#### Trading across borders (rank)
- DTF score for trading across borders (0–100): 66.1
- Documents to export (number): 6
- Time to export (days): 13.4
- Cost to export (US$ per container): 2,323
- Documents to import (number): 6
- Time to import (days): 17
- Cost to import (US$ per container): 2,323

#### Enforcing contracts (rank)
- DTF score for enforcing contracts (0–100): 53.6
- Procedures (number): 43.6
- Time (days): 7.3
- Cost (% of claim): 16.5

#### Resolving insolvency (rank)
- DTF score for resolving insolvency (0–100): 54.5
- Time (years): 4.0
- Cost (% of estate): 12
- Recovery rate (cents on the dollar): 25.0
- Strength of insolvency framework index (0–16): 13

---

Source: Doing Business database.

2.1: Country/Economy Profiles

**Brazil**

The most problematic factors for doing business

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percent of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax regulations</td>
<td>18.2</td>
</tr>
<tr>
<td>Restrictive labor regulations</td>
<td>15.0</td>
</tr>
<tr>
<td>Inadequate supply of infrastructure</td>
<td>15.0</td>
</tr>
<tr>
<td>Tax rates</td>
<td>13.5</td>
</tr>
<tr>
<td>Inefficient government bureaucracy</td>
<td>12.8</td>
</tr>
<tr>
<td>Corruption</td>
<td>8.8</td>
</tr>
<tr>
<td>Inadequately educated workforce</td>
<td>6.1</td>
</tr>
<tr>
<td>Access to financing</td>
<td>3.4</td>
</tr>
<tr>
<td>Policy instability</td>
<td>2.4</td>
</tr>
<tr>
<td>Inflation</td>
<td>1.4</td>
</tr>
<tr>
<td>Insufficient capacity to innovate</td>
<td>1.1</td>
</tr>
<tr>
<td>Crime and theft</td>
<td>0.8</td>
</tr>
<tr>
<td>Poor work ethic in national labor force</td>
<td>0.8</td>
</tr>
<tr>
<td>Foreign currency regulations</td>
<td>0.6</td>
</tr>
<tr>
<td>Poor public health</td>
<td>0.1</td>
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<tr>
<td>Government instability/coups</td>
<td>0.0</td>
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</tbody>
</table>
### Brazil

#### 2nd pillar: Infrastructure, 1-7 (best)

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
<th>Competitiveness</th>
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<tbody>
<tr>
<td>A. Transport infrastructure, 1-7 (best)</td>
<td>77</td>
<td>3.5</td>
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<tr>
<td>Quality of overall infrastructure, 1-7 (best)</td>
<td>120</td>
<td>3.1</td>
</tr>
<tr>
<td>Quality of roads, 1-7 (best)</td>
<td>122</td>
<td>2.8</td>
</tr>
<tr>
<td>Quality of railroad infrastructure, 1-7 (best)</td>
<td>95</td>
<td>1.7</td>
</tr>
<tr>
<td>Quality of port infrastructure, 1-7 (best)</td>
<td>122</td>
<td>2.7</td>
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<tr>
<td>Quality of air transport infrastructure, 1-7 (best)</td>
<td>113</td>
<td>3.4</td>
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<tr>
<td>Available airline seat kilometers, millions of seats km/week</td>
<td>9</td>
<td>3827.3</td>
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<tr>
<td>B. Electricity and telephony infrastructure, 1-7 (best)</td>
<td>70</td>
<td>4.5</td>
</tr>
<tr>
<td>Quality of electricity supply, 1-7 (best)</td>
<td>89</td>
<td>4.1</td>
</tr>
<tr>
<td>Mobile telephone subscriptions, /100 pop.</td>
<td>37</td>
<td>135.3</td>
</tr>
<tr>
<td>Fixed telephone lines, /100 pop.</td>
<td>51</td>
<td>22.3</td>
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</tbody>
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Brazil

<table>
<thead>
<tr>
<th>12th pillar: Innovation, 1-7 (best)</th>
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</thead>
<tbody>
<tr>
<td>Capacity for innovation, 1-7 (best)</td>
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<td>4.1</td>
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<tr>
<td>Quality of scientific research institutions, 1-7 (best)</td>
<td>50</td>
<td>4.0</td>
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<tr>
<td>Company spending on R&amp;D, 1-7 (best)</td>
<td>43</td>
<td>3.5</td>
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<tr>
<td>University-industry collaboration in R&amp;D, 1-7 (best)</td>
<td>54</td>
<td>3.8</td>
</tr>
<tr>
<td>Government procurement of advanced technology products, 1-7 (best)</td>
<td>77</td>
<td>3.4</td>
</tr>
<tr>
<td>Availability of scientists and engineers, 1-7 (best)</td>
<td>114</td>
<td>3.3</td>
</tr>
<tr>
<td>PCT patent applications, applications/million pop.</td>
<td>50</td>
<td>3.2</td>
</tr>
</tbody>
</table>
Cadeia produtiva: Falhas nessa área são problema apontado por executivos

Mobilidade depende de melhoria nos processos

Adriano Hilário
Para o Globo, em SP

A busca de uma alta produtividade e eficiência produtiva é um dos desafios para o Brasil. Em uma destas áreas, a mobilidade, um elemento fundamental no desenvolvimento econômico, é um dos maiores desafios que enfrentamos.

Conforme destacam executivos de empresas, a mobilidade depende de processos eficientes e bem estruturados. No entanto, muitas vezes a mobilidade é afetada por falhas nos processos, o que pode levar a ineficiências e perdas.

Esses executivos apontam que a mobilidade é crucial para o desenvolvimento do país, uma vez que permite que as pessoas e as mercadorias se movam de forma eficaz e eficiente.

Para melhorar a mobilidade, é essencial investir em processos eficientes e bem gerenciados. Isso inclui a implementação de sistemas de transporte eficientes, a implementação de normas e regulamentações efetivas, e a formação de parceiros estratégicos.

No entanto, os desafios são significativos e requerem uma abordagem sistêmica e contínua. É preciso investir em pesquisa e desenvolvimento, em treinamento de profissionais e em infraestruturas adequadas.

Os executivos sugerem que o governo e as empresas devem trabalhar juntos para garantir a melhoria dos processos de mobilidade. Isso envolve a implementação de políticas de transporte sustentáveis, a melhoria das infraestruturas de transporte e a formação de parceiros estratégicos.

A mobilidade é um aspecto crucial para o desenvolvimento do país e para garantir a competitividade no mercado global. É preciso investir em processos eficientes e bem gerenciados para garantir a mobilidade e o crescimento econômico.

Adriano Hilário
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www.globalurban.org

eemail me at:

marcweiss@globalurban.org