

# COLUMBIA UNIVERSITY EXECUTIVE EDUCATION

January 2015

Public-Private Partnership Group

**UNDERLINE**



LIDERES  
CARIOCAS



**RIO**  
PREFEITURA



COLUMBIA  
SIPA

School of International  
and Public Affairs





Public  
Development  
Social Sustainable  
Community Cultural  
Administration  
Urban  
PPP

# PUBLIC-PRIVATE PARTNERSHIP

“Considering the lack of government resources for investment in infrastructure, Public-Private Partnerships (P3) are an option to rehabilitate obsolete and degraded urban areas.”

**Carlos Ari Sundfeld**

Expert in Public Law - FGV/SP

## LACK OF RESOURCES

“The combination of efforts and expertise of the private and public sectors is beneficial to society, since the former contributes to the agility and ability to undertake, and the second acts in regulation, bringing the social view of the use of the projects. (...) It is a model that balances the aspect of sustainability and economic viability of the projects to their social relevance.”

**José Carlos Martins**

Chairman of CBIC.

## EXPERTISE COMBO

# PUBLIC-PRIVATE PARTNERSHIP

"P3 can be healthy, especially for emptied degraded areas, where ancient and traditional merchants, combined with residents, participate in a democratic revitalization process coordinated by the government. In this way, creatively, it is possible to retrain and upgrade urban spaces to new practices and sociocultural demands , respecting symbolic and historical values. Without excluding new entrepreneurs, but without submitting collective spaces to private interests."

## INNOVATIVE USES

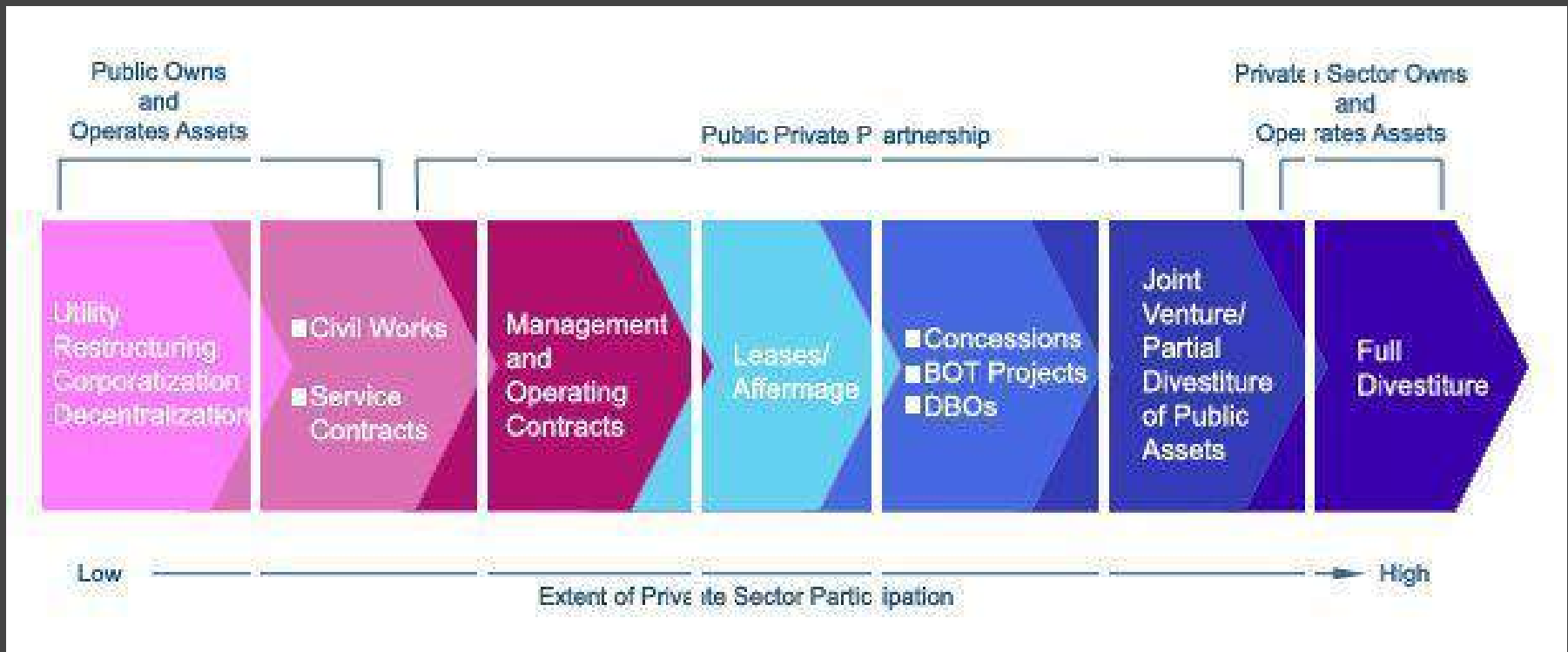
**Benny Schvasberg**

Former Director of Urban  
Planning - Ministry of Cities



# PUBLIC-PRIVATE PARTNERSHIP

## Types of P3 according to the World Bank



**WHAT TYPES OF P3s?**

# WHAT HAS BEEN DONE SO FAR?

BIKE RIO



PORTO MARAVILHA



ADOPTION PROGRAM



HIGH LINE

DOT ART

CENTRAL PARK

RIO DE JANEIRO

NEW YORK CITY

**BENCHMARKING**

A decorative graphic element consisting of a thick, dark blue horizontal bar at the top. From the center of this bar, two vertical stems extend downwards, each ending in a rounded, arch-like shape that frames the text below.

**underline**



# P3 PROGRAM



## THE UNDERLINE PROGRAM AIMS:

- TO IMPROVE RESIDUAL SPACES UNDER ELEVATED HIGHWAYS AND VIADUCTS, THROUGH PUBLIC-PRIVATE PARTNERSHIPS;
- TO UPGRADE URBAN DYNAMICS, ECONOMICS, SOCIAL AND CULTURAL ENVIRONMENTS;
- TO ENSURE THE PARTICIPATION OF COMPANIES, NEIGHBORHOOD ASSOCIATIONS AND CITIZENS IN THE MANAGEMENT OF PUBLIC SPACES;
- TO ALLOW SAVINGS IN THE MAYOR'S OFFICE BUDGET FOR THE CREATION, MAINTENANCE AND CONSERVANCY OF PUBLIC SPACES.

**IMPROVEMENT + PARTICIPATION + BUDGET**

# STAKEHOLDERS



**MAYOR'S OFFICE**  
(CVL, SMU, IRPH, SECPP,  
SME, SMO, COMLURB)

**ARTISTS  
PRODUCERS**

**COMMUNITY**

**COMPANIES**

# STRUCTURE

**The Program should be structured as:**

- Underline Commission, coordinated by members of the SMU (Urbanism), IRPH (Heritage). Accountable for the program.

**The Commission has to undertake the following responsibilities:**

- Developing a communication strategy for feedback and subscriptions for the program. (Schools as focal points)
- Develop Bidding documents for the applicants procurement.
- Commission will send bids to be approved and selected by a jury composed of members of the municipality and society.
- Follow the daily challenges of implementing the program and developing a report of the successes and improvements necessary.

**ACCOUNTABLE COMMISSION**

# UNDERLINE A TWOFOLD P3 PROGRAM

## AWARENESS

### 1ST STEP

Building public awareness of the program, to promote visibility through cultural occupation and to analyse possible adjustments for the 2nd step.

## PARTNERSHIP

### 2ND STEP

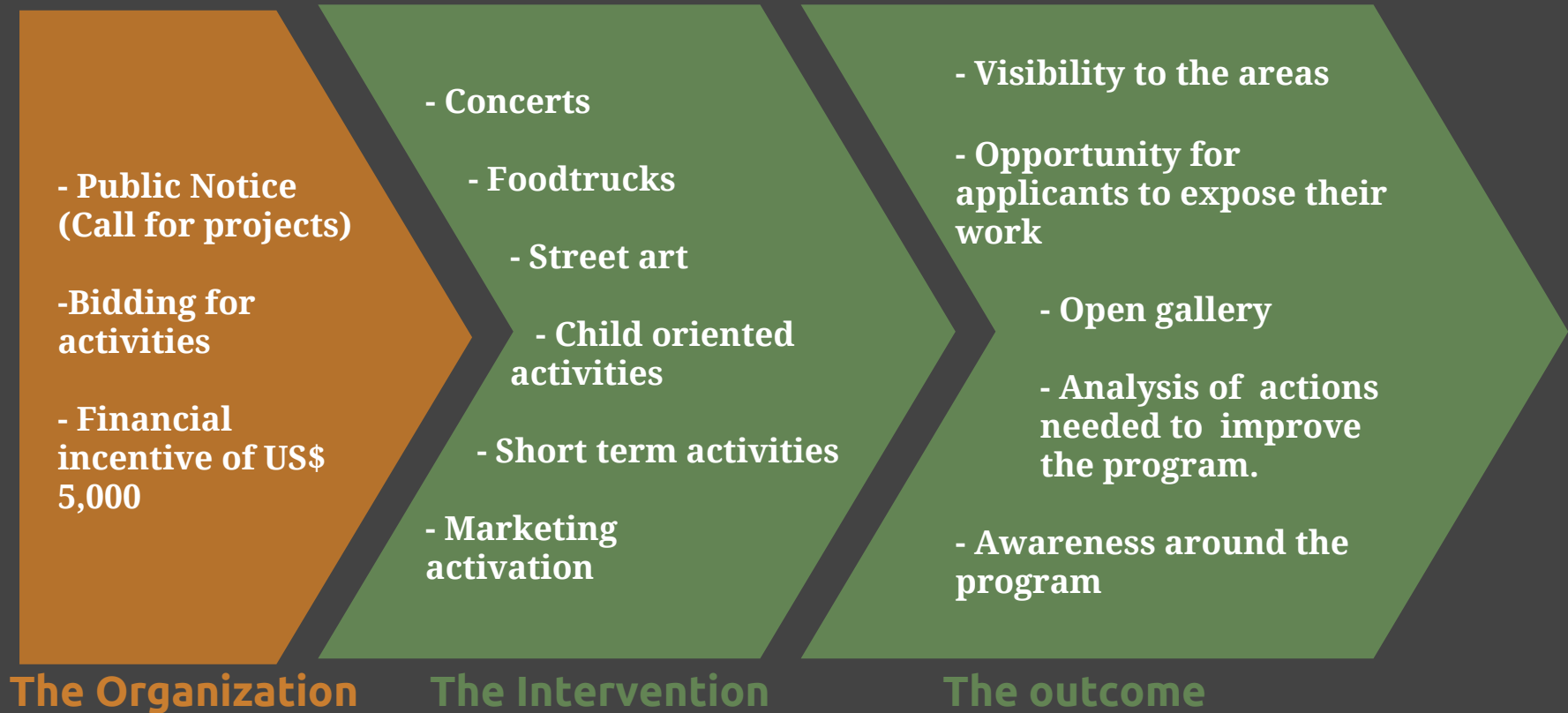
Structuring of the program through partnerships with companies, associations and the community, developing uses for the areas.





# FIRST STEP

Partnership with artists and producers:  
promotion of leisure and culture



# FIRST STEP

## Types of P3 according to the World Bank



"successful bidder will be expected to complete the performance of the services by the intended completion date"

**ART**



**POSSIBLE  
USES**



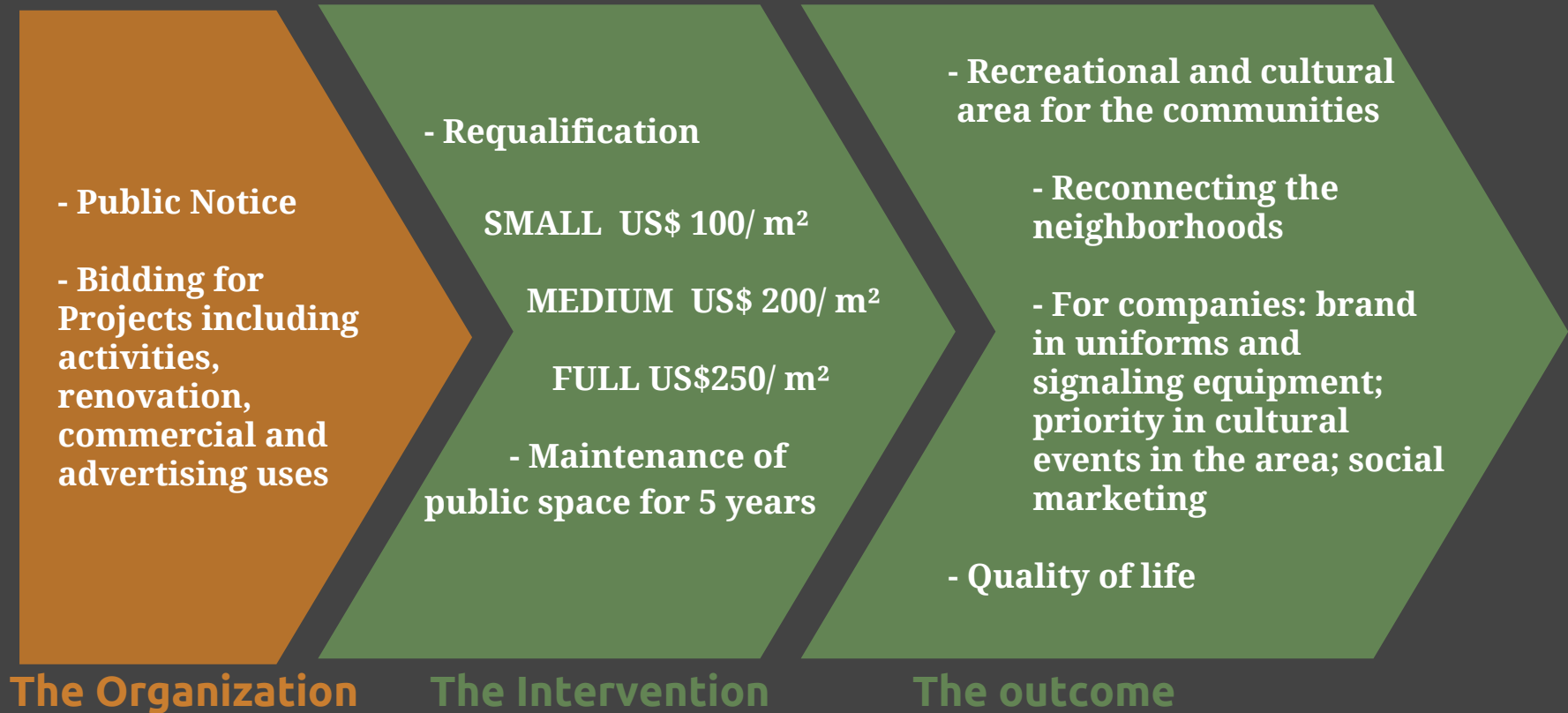






# SECOND STEP

Partnership with companies to provide the renewal and activities



# SECOND STEP

## Types of P3 according to the World Bank



"The simplest management contracts involve the private operator being paid a fixed fee by the awarding authority for performing specific tasks"

In Leases or Affermage, "Cost of maintenance and some replacement passed to operator (operator takes some degree of asset risk in terms of the performance of the assets)".

# ADVERTISEMENT COSTS

Announcer	Investment in 2007 (R\$ million)
1 Casas Bahia	2,765,590
2 Unilever	1,423,110
3 Caixa Econômica	581,703
4 Ambev	537,030

# CULTURE AND SOCIAL MARKETING

Institution	Investment (R\$ million)
Petrobrás	780 (2013)
Santander Brasil	99.5 (2013)
Itaú	57.5 (2010)
CCR	21.2 (2013)

**LEISURE**



**POSSIBLE USES**



**SPORT**



**ADVERTISING**



# CONNECTION



# LEISURE







**COMMERCIAL**



**SPORTS**



**WHERE TO BEGIN?**



# PILOT - PAULO DE FRONTIN AVE.





**CHARMING AVE.  
+  
GOOD STANDARD  
HOUSES**



**IMPACT  
+  
DEPRECIATION**

AVENIDA PAULO DE FRONTIN RIO DE JANEIRO



**TRADITIONAL  
NEIGHBORHOOD**

**URBAN  
RUPTURE**













# PAULO DE FRONTIN AVE.



2,275m

- |  |  |
|--|--|
|  public school  |  bus stop                                   |
|  school and university  |  metro station                            |
|  hospital   |  retail and service                       |
|  institution (city hall, olympic company and museum, convention center) |  mixed-use (residential + retail/service) |

# AROUND THE PAULO DE FRONTIN AVE.

**CENTRAL** AREA IN RIO

**71,612** VEHICLES/DAY

**23** BUS ROUTES

**LARGE ENTERPRISES**

**UNIVERSITIES CAMPI**

**75,081** POPULATION

**0**

COMMUNITY INTEGRATION



# TARGETED SPACES





# TARGETED SPACES



© 2014 Google





# WHAT'S NEXT?

THE PROJECT'S NEXT STEP WOULD BE ITS REPLICATION IN THE NORTH ZONE, WHERE PUBLIC SPACES ARE NEEDED THE MOST AND OVERPASSES HAVE HAD THE HIGHEST IMPACTS.

**NORTH ZONE**



**PARKING**



**PRIVATE**



**PUBLIC SERVICES**



**LAWLESS**





# CHALLENGES

MAKING THE PROGRAM:

REPLICABLE;

ADAPTABLE TO DIFFERENT AREAS;

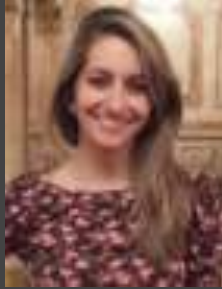
REACH OUT TO DIFFERENT COMMUNITIES;

SHOW THE AREAS' POTENTIAL;

ATTRACT PARTNERS CONTINUOUSLY.

**REPLICABLE + ADAPTABLE**

# OUR GROUP



**Christiane Oliveira**  
Geographer  
SMU



**Estela Hessel**  
Architect  
SMU



**Manoela Guerrante**  
Architect  
SMU



**Marcio Martins**  
Architect  
SMU



**Paula de Oliveira  
Camargo**  
Architect  
IRPH



**Paula Perini**  
Architect  
SMU



A thick, dark blue horizontal line with a decorative, arched cutout in the center, resembling a stylized underline or a bridge structure.

**underline**