

第13回 国際PPPフォーラム
13th International PPP Forum

シティ・マネジメントー公共資産活用とPPP

Public Real Estate and PPP

主催 **東洋大学**
後援 内閣府、総務省、国土交通省

2018年10月26日 於大手町サンケイプラザ

Hosted by
TOYO UNIVERSITY

Supported by
Cabinet Office
Ministry of Internal Affairs and Communication
Ministry of Land, Infrastructure, Transport and Tourism
Otemachi Sankei Hall October 26, 2018

特別後援



第13回 国際PPPフォーラム プログラム

1330 主催者あいさつ

福川伸次氏(東洋大学理事長)



1335 基調講演1「PPPの4つ目のP-Patience(忍耐)」

フランク・シュニッドマン氏(フロリダアトランティック大学元教授)

30年以上、土地政策や土地利用に関わる。全米各地で経済開発、都市再生に携わる。フロリダ州南部の都市で再開発公社や交通公社の立ち上げ、運営を手掛けるほか、フロリダアトランティック大学で都市計画、土地利用制度について教鞭をとってきた。



1400 基調講演2「パートナーシップによる」

ペドロ・ナヴェス氏(コンサルタント)

専門は開発政策、持続可能な開発、ブレンドファイナンス、PPP等。欧州、アフリカ等でインフラ開発、エネルギー開発などに携わる。プロジェクト管理や特定目的会社の経営で25年を超える経験を持つ。



1425 基調講演3「公有地における公民連携～紫波町オガールプロジェクト～」

鎌田千市氏(岩手県紫波町)

1993年入庁。2009年東洋大学大学院経済学研究科公民連携専攻修了。07年から公民連携室に配属、紫波中央駅前都市整備事業(通称、オガールプロジェクト)を担当。



1450 休憩

1500 パネルディスカッション

モデレーター:サム田渕氏(東洋大学教授)

パネリスト:シュニッドマン氏、ナヴェス氏、鎌田氏

根本祐二氏(東洋大学教授)



1630 閉会



13th International PPP Forum--Program

1330 Opening remarks

Shinji Fukukawa, Chairman, Toyo University

1335 Keynote Speech "THE FOURTH "P" IN PPP: PATIENCE"

Prof. Frank Schnidman, Professor, Florida Atlantic University (Retired)

1400 Keynote Speech "Urban Development Solutions through Partnerships"

Mr. Pedro Neves, Global Solutions Founder & CEO

UNECE Business Advisory Board Member

1425 Key note Speech "Ogal Project Utilizing Town-Owned Land Through PPP"

Mr. Senichi Kamada, Shiwa Town, Iwata

1450 Break

1500 Panel Discussion

Moderator: Prof. Sam Tabuchi Professor at Toyo University

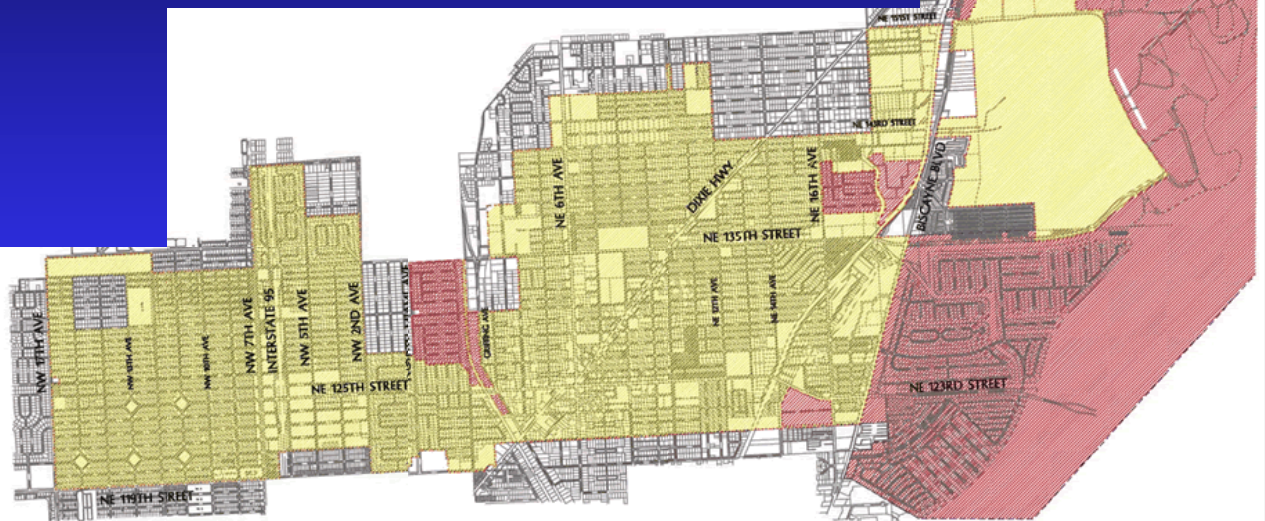
Panelists: Prof. Schnidman, Mr. Neves, Mr. Kamada,
and Prof. Yuji Nemoto, Professor at Toyo University

THE FOURTH “P” IN PPP: PATIENCE

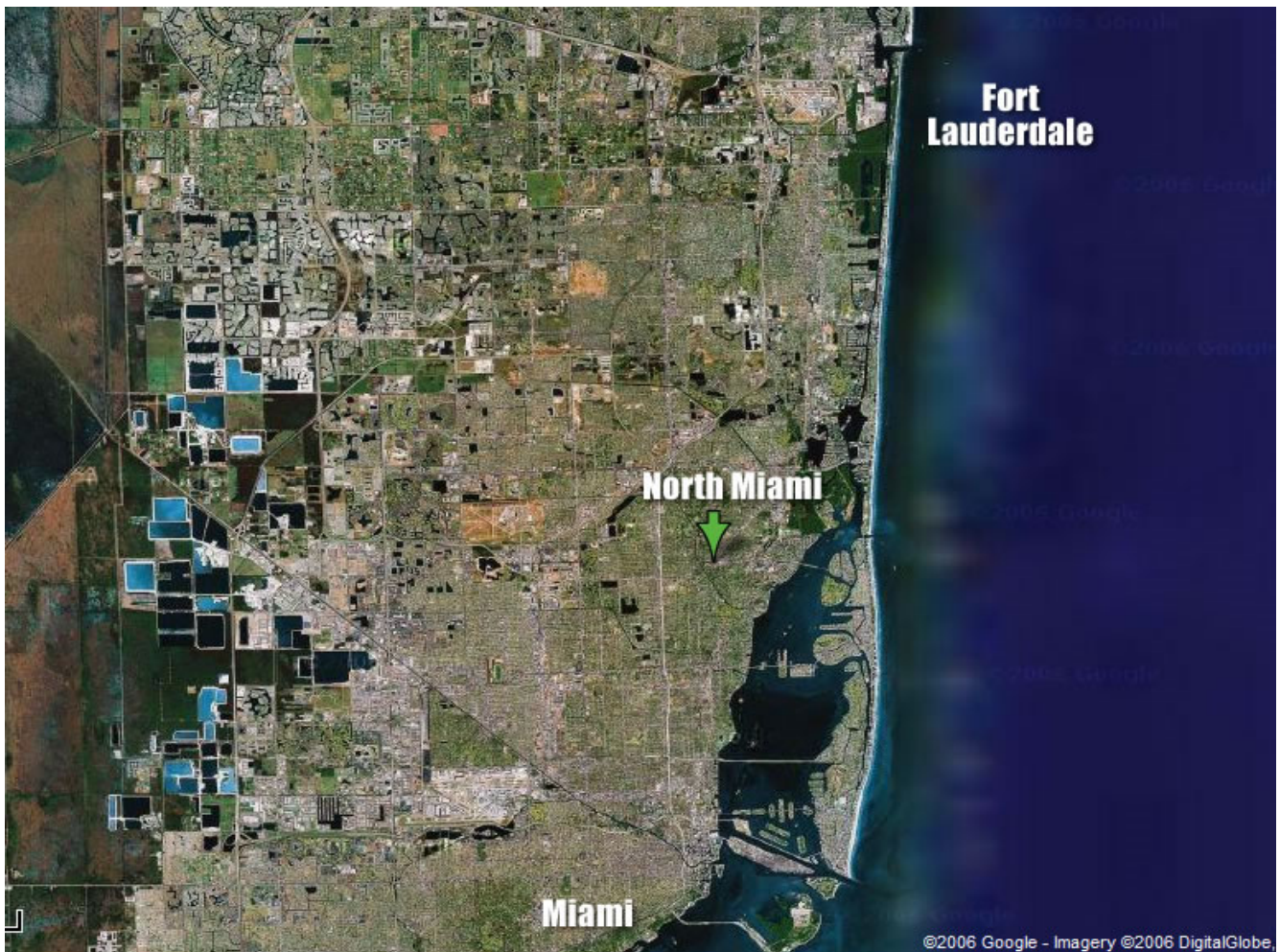
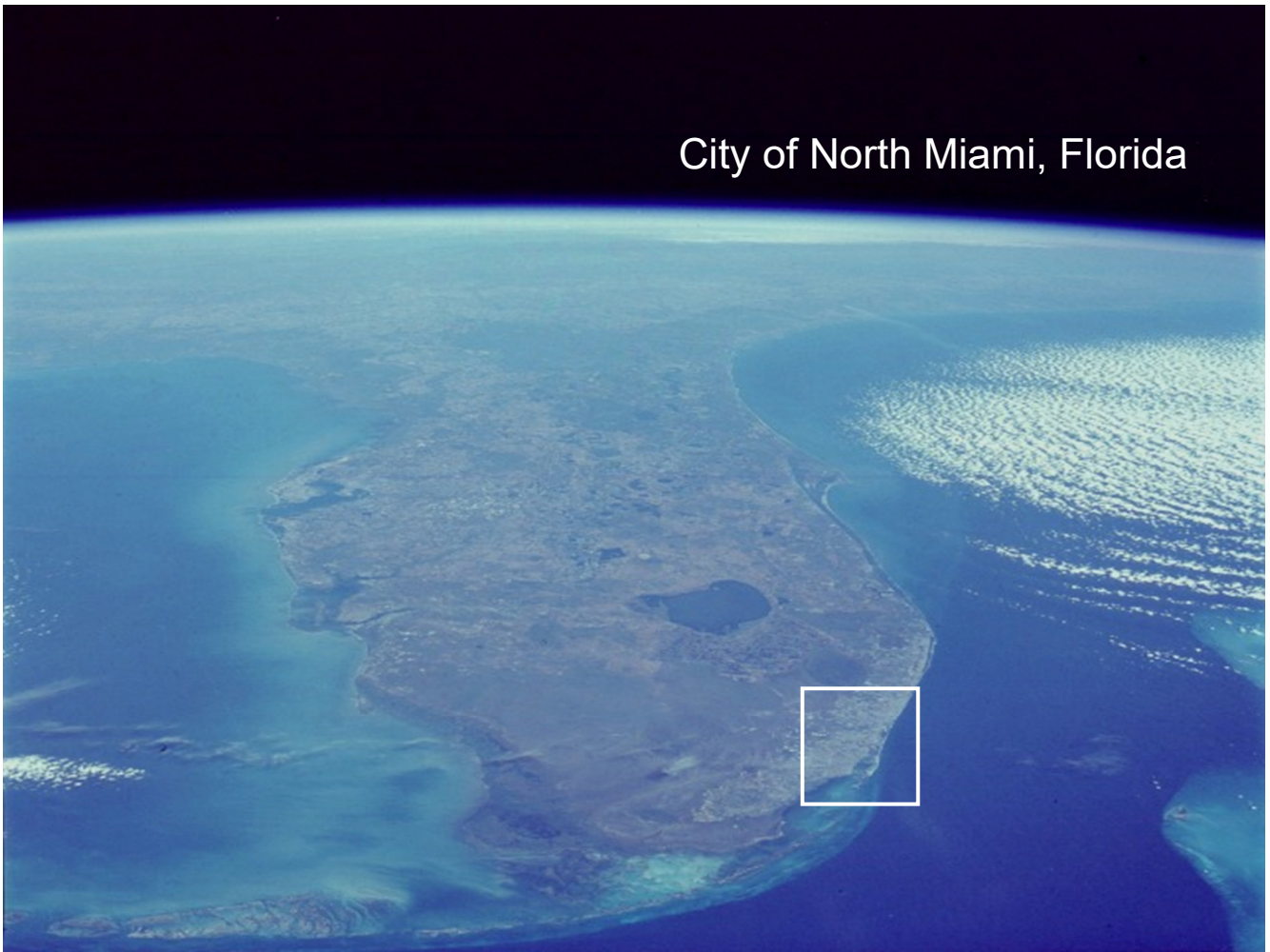
Professor Frank Schnidman (Retired)
School of Urban and Regional Planning
Florida Atlantic University
Boca Raton, Florida, USA

13th International PPP Forum
Public Real Estate Utilization and PPP
Sankei Hall, Sankei Building, Otemachi
Tokyo, Japan
October 26, 2018

The Evolving Success Story of Biscayne Landing / SoLe Mia, the City of North Miami, and the North Miami CRA



City of North Miami, Florida



OUTLINE OF PRESENTATION

- CONCLUSIONS
- NORTH MIAMI'S DEMOGRAPHICS
- HISTORY OF REDEVELOPMENT SITE
- REDEVELOPMENT PROCESS
- BISCAYNE LANDING / SOLE MIA
- PUBLIC/PRIVATE PARTNERSHIP

CONCLUSION #1:

HAVING A PLAN IS HELPFUL, BUT
CONTINUAL PLANNING IS ESSENTIAL

CONCLUSION #2:

GOOD LUCK IS WHAT HAPPENS WHEN
PREPARATION MEETS OPPORTUNITY

CONCLUSION #3:

LESSONS LEARNED

- A CLEAR VISION - COMMUNITY ENGAGEMENT
- CONTINUED COMMUNITY SUPPORT
- REGULARLY UPDATED MARKET ANALYSIS
- GOOD RFQ / RFP PROCESS
- STRONG PARTNERS
- COMPETENT LEADERSHIP
- MUTUALLY REFINED EXPECTATIONS
- UNDERSTOOD STRENGTHS & WEAKNESSES
- NEED TO BE FLEXIBLE
- PUBLIC RELATIONS
- PATIENCE

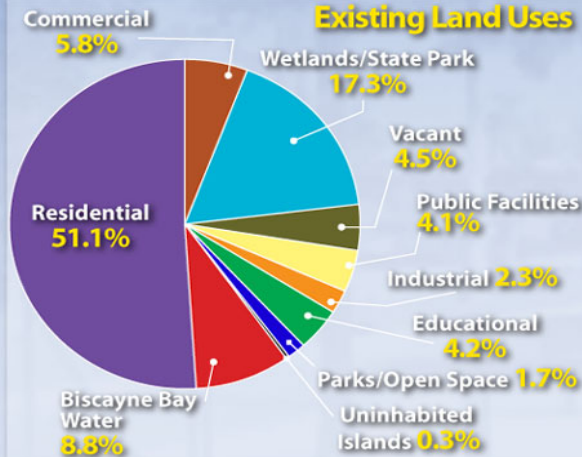
Population Characteristics

| | |
|--------------------------|----------|
| Total Population | 59,880 |
| Median Age | 31.8 |
| Average Household Size | 2.85 |
| Median Household Income: | \$29,778 |

Household Characteristics

| | |
|-------------------------|--------|
| Total No. of Households | 22,281 |
| Tenure: | |
| Owner Occupied | 46.5% |
| Renter Occupied | 45.6% |
| Vacant | 7.9% |

Existing Land Uses



Travel Characteristics

| | |
|-----------------------------|---------------|
| Mode of Travel to Work: | |
| Automobile | 83.2% |
| Public Transportation | 10.6% |
| Bicycle | 0.4% |
| Walking | 2.8% |
| Other Means | 1.1% |
| Work at Home | 1.9% |
| Median Travel Time to Work: | 30-34 minutes |

THE CITY'S BOUNDARIES



SITE HISTORY

- The City of North Miami purchased the 350-acre site from State of Florida in 1970
- Original plan was to develop an international trade center
- Later, a recreational facility was proposed and the site was leased for a municipal sport facility, but nothing was built
- “Munisport” operated the site as a permitted municipal landfill
- In 1981 the State closed the landfill, and a 20-year period of site investigation began, involving Federal agencies, the State and Miami-Dade County
- In 1988 and again in 1989 USEPA found that the site though polluted posed no threat to human health

SITE HISTORY

- In 1992, USEPA and the City entered into an agreement to clean up the site and ultimately to “cap” the site
- In 2001, the City put into action its plan to lease the site for private development
- The City went through an RFQ and RFP process and after six months 3 developers submitted proposals to the City Council for final selection
- Over 60 public meetings were held during this final selection process
- The City’s goal for the site was to be the “economic engine” fostering redevelopment and supplying affordable and workforce housing

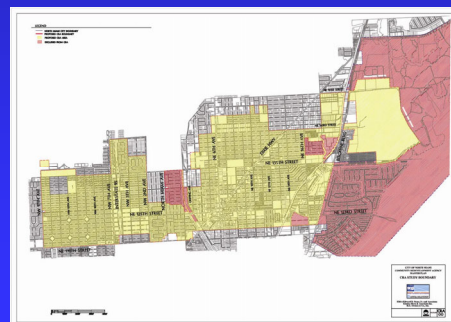
SITE HISTORY

- In 2002, Developer Swerdlow Group was selected and a PPP Development Agreement was executed. In 2003, they partnered with Boca Developers to assist with the residential portions of Biscayne Landing. The Lease was signed July 2004.
- In 2006, Boca Developers bought out the Swerdlow Group, however, shortly thereafter the real estate market deteriorated and the banks foreclosed on Boca Developers.
- From 2007 – 2011, various unacceptable proposals were presented, and in 2011 the Lease was terminated - giving the site back to the City. The City then issued an RFP to develop the site.
- In 2011, Oleta Partners was formed as a joint venture between the Swerdlow Group and the LeFrak Organization to respond to the RFP, and in 2012 Oleta Partners won the bid, and entered into a 99-year lease.
- In 2015, Swerdlow Group sold their interest in Oleta Partners to Turnberry Associates, and the Biscayne Landing name was changed to SoLe Mia, reflecting the partnership between the Soffer and the LeFrak families, and its Miami location – SoLe Mia.

INITIAL ACTION

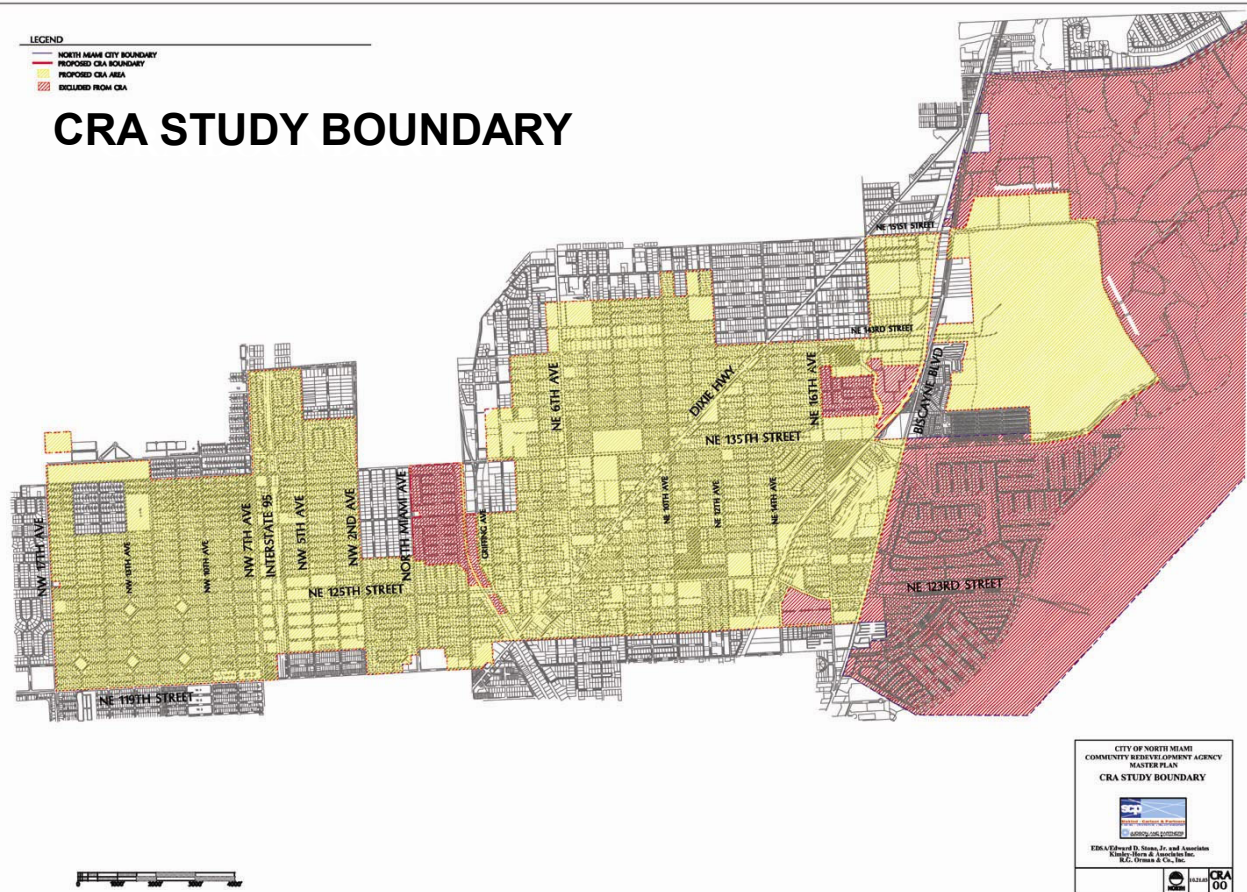
To begin the redevelopment process the City:

- Selected a developer to implement the community's redevelopment goals
- Established a Community Redevelopment Agency
- Prepared a Redevelopment Plan



REDEVELOPMENT GOALS

- Eliminate the conditions of blight
- Adopt a comprehensive Redevelopment Plan
- Reduce the negative impacts of traffic on the quality of life
- Allow every qualified resident or business to participate in the opportunities evolving from the PPP
- Increase the supply of low and moderate income housing, promote home ownership, and repair deteriorating residential structures





**THE REUSE OF THE MUNISPORT SITE REPRESENTS THE
POSTER CHILD FOR SMART GROWTH IN SOUTHEAST FLORIDA
IT SERVES AS AN EXAMPLE OF WHAT CAN HAPPEN WHEN YOU
COMMIT TO A PUBLIC PRIVATE PARTNERSHIP**

ZONING AND PLANNING LAW REPORT



Vol. 27, No. 5

May 2004

**LOOKING FOR "SMART GROWTH" IN REDEVELOPMENT:
LESSONS FROM AN EVOLVING SOUTH FLORIDA SUCCESS STORY**

By Frank Schnidman



Sites in Reuse Munisport Landfill Superfund Site

152nd Street NE and Biscayne Boulevard, North Miami, Florida 33161



Charter school under construction across from the Munisport Landfill Superfund Site (left); advertisement for the Biscayne Landing development. (center); and site area graded in preparation for development (right)

Site Size: approximately 291 acres

Site Reuses: mixed-use, commercial office and retail, residential, hotel, and recreational master-planned community



INTRODUCTION

In North Miami, Florida, the reuse of the 291-acre Munisport Landfill Superfund site is allowing for the creation of new community resources. The City of North Miami and Miami-Dade County, working with private development company Swerdlow Boca Development Group (SBDG), have developed an effective partnership that will transform 193 acres of this former landfill into a much-needed, mixed-use development. The development will generate local tax revenues and jobs and provide local residents and visitors with new services.

Known as Biscayne Landing, the master-planned development will feature approximately 100,000 square feet of commercial office and retail space, 2,800 to 5,000 residential units, a park and recreation facilities, and a hotel. As part of the development agreement for the site, the project's developer has also committed to renovating the city's library and building a charter school, Olympic training facility, and affordable housing on several brownfield sites located in North Miami. The construction of the charter school is underway, with full build-out of all project components projected by 2021.

Located in the center of North Miami, a city with approximately 41,000 residents situated between Miami and Fort Lauderdale in southeastern Florida, the Munisport Landfill Superfund site is bordered to the west by a post office and retail businesses, to the north by 151st Street, to the east by wetlands and a designated mangrove preserve, and to the south by residential areas. The site, which is owned by the City of North Miami, is located in close proximity to local infrastructure and utilities. The site served as a municipal landfill between 1974 and 1981.

LOOKING BACK, LOOKING FORWARD: THE REUSE PLANNING PROCESS

Innovative local government leadership, a long-term public-private sector partnership, a good working relationship between area governments and EPA, and high area demand for undeveloped land have spurred the reuse of the Munisport Landfill Superfund site.

FEATURE: URBAN REDEVELOPMENT

By Greg Yoko



A rendering of the Biscayne Landing development in North Miami, Florida.

Multiple Partnerships Turning Brownfield into Gold

Creative arrangement allows developer to foster economic growth and affordable housing by working with the municipality and community residents.

While most large master-planned communities are being built in growing markets on the outskirts of current development, Biscayne Landing is bringing a New Urbanism master-planned community with 6,000 residences to the epicenter of the South Florida megalopolis at the site of a former landfill overlooking the bay, a state park and nature preserve. The troubled site laid dormant for two decades after it ceased being used as a landfill in 1981, and it took a unique public/private partnership with the City of North Miami and Boca Developers to make Biscayne Landing a reality.

Like many properties in Florida, the Biscayne Landing site has a long and interesting history. It is at the eastern end of the growing city of North Miami, stretching nearly a mile along bustling Biscayne Boulevard and east

through a 193-acre green oasis toward Biscayne Bay. Within a few minutes' drive are the prestigious cities of Aventura, Bal Harbour and the ocean beaches.

Biscayne Landing was first slated for an EPCOT-like theme park and later a golf course, but the theme park never materialized and the golf course developer ended up using the site as a landfill for local municipal waste. Frustrated after a few unsuccessful proposals for the 200-acre site over the years, the city re-started the process by issuing a formal request for proposal (RFP). Surprisingly, the North Miami property, located in the heart of a 2000-acre enclave on Biscayne Bay only attracted a couple proposals. This, despite the fact that it includes Oleta River State Park - Florida's largest urban park and home to everything

from beaches and campsites to ball-fields and kayak waterways - as well as a campus of Florida International University. Other immediate neighbors are a 230-acre nature preserve, a new kindergarten - eighth-grade county school, a future high school, a Florida Fish & Wildlife Station, and the city's athletic stadium.

A Unique Deal

"Joe Celestine (the former mayor of North Miami), John Dellagloria (the former North Miami city attorney), and developer Michael Swerdlow were the creators of the plan that eventually came together as a very unique public-private partnership," explains Frank Schmidman, Executive Director of the new North Miami (FL) Community Redevelopment Agency. "The partnership was established in a manner that

North Miami / Biscayne Landing PPP

The PPP Agreement was executed in November 2002

The Lease was signed in July 2004

PROJECT PROFILE:

- Site Size: 193 Acres
- Residential: 2,800 - 6,000 units
- Commercial: 20,000 - 100,000 SF in a Town Center
- Hotel: 150 – 400 rooms

North Miami / Biscayne Landing PPP

DEVELOPER OFF-SITE COMMITMENTS:

- Charter School
- Olympic Training Facility
- Renovations to Existing City Library
- Establish a Housing Enterprise (49% minority owned) funded by the Developer
- Provide an equal number of new or rehabilitated affordable housing units in the western and central portions of the City as are built in Biscayne Landing

North Miami / Biscayne Landing PPP

CITY COMMITMENTS:

- Establish a Community Redevelopment Agency
- Make land and/or existing units available to the Housing Enterprise
- Tax credit programs, subsidies, grants or similar programs must be made available to the Housing Enterprise

North Miami / Biscayne Landing PPP

DEVELOPER COMMITMENTS:

| | |
|------------------------|---|
| Rent Payments to City: | 99-year lease with one 99-year renewal term |
| First Payment: | \$ 1,000,000 after all plans approved |
| Annual Payments | \$ 750 per residential unit while under construction \$ 1,500 per residential unit when occupied |
| Additional Rent: | |
| Residential: | 4% of the gross sales price of the first-time sale of each unit |
| Commercial: | 50% of the annual net profit |

UNIQUE ASPECT OF THIS PPP:

All Tax Increment from Biscayne Landing was committed to finance the redevelopment of the western and central portions of the City, including rehabilitation of affordable/workforce housing units

The “One for One” Concept

[Residential Real Estate]



Response

INCLUSIONARY ZONING Pay to Play

As they permit big developments, some cities are requiring developers to build affordable housing as part of the process.

A 189 acres, Biscayne Landing in the city of North Miami stands out as the largest tract being developed east of I-95 in Miami-Dade and Broward counties. The \$1-billion project, on land leased from the city on Biscayne Bay, will feature up to 6,000 condos and townhouses, a town center and hotel.

Biscayne Landing also stands out as an affordable housing generator — perhaps the most aggressive example in Florida of what's called inclusionary zoning. Inclusionary zoning requires developers, in return for permission to build a particular project, to create affordable housing. For every condo and home Biscayne Landing builds and sells at the market rate, North Miami is requiring the developer to build an affordable unit elsewhere in the city — potentially 6,000 homes.

North Miami needs the help. A fifth of the city's families live below poverty level, with a median household income of \$30,000 compared with \$42,000 nationally, according to the 2000 Census. Nearly half of the city's 60,000 population is foreign born, 65% of residents speak a language other than English at home.

In 2003, the city asked for proposals from the private sector to develop an old landfill on the bay and required developers to address affordable housing. A joint pitch by Deerfield Beach-based Boca

Developers and Coconut Grove-based Sverdlow Group beat two rivals to win the competition. The developers agreed to create a for-profit partnership called North Miami Housing that would build the affordable units with its only “profit” a flat 15% administrative fee over costs.

Moreover, while the developers own the majority of North Miami Housing, minorities with local ties own 49% of it.

The city's community redevelopment agency will supply the buyers for the affordable housing by offering people who were city residents when the plan was made a second “mortgage” to bridge the gap between what they can afford and the purchase price of the units. That mortgage will have neither principal nor interest payments and only must be repaid if the buyer sells the home. The redevelopment agency gets its money in large part from the property taxes paid by Biscayne Landing property owners.

“What (Biscayne Landing) does is it creates money to subsidize affordable housing,” says Sverdlow Group CEO Michael Sverdlow. The city's community redevelopment agency “is really the one that makes it happen.”

CRA Executive Director Frank Schmidtman says North Miami Housing also will rehabilitate apartments and residents' homes. “What we're doing is saving the people who lived here when the plan

TRADEOFF: Biscayne Landing will include up to 6,000 condos and townhouses. The project's developers must create an equal number of affordable homes elsewhere in North Miami.

LESSONS: “We are learning and teaching in this great social effort to really use 200 acres of municipal land as the economic engine for the redevelopment of the entire community,” says Frank Schmidtman.

went into effect are in effect the owners of Biscayne Landing,” he says. The extra tax revenue Biscayne Landing generates “is their money because it comes from their return on their Biscayne Landing site.”

The first North Miami project will be 71 townhouses selling in the low \$200,000s, 51 of which will go to subsidized buyers. “There are so many people pushing for this to happen,” says Schmidtman. “Whether they're Haitian, Hispanic or white, it doesn't seem to matter. We actually have everybody marching in the same direction. We have issues of trust that have to be addressed on a daily basis, but that's true anywhere in America.”

68 FEBRUARY 2006 FLORIDATREND.COM

“Biscayne Landing stands out as an affordable Housing generator — perhaps the most aggressive example in Florida of what’s called inclusionary zoning.”

--FLORIDA TREND February 2006



Biscayne Landing

Between the Atlantic Ocean beaches and Biscayne Boulevard, bordered by Biscayne Bay, a new master-planned community will soon adjoin the Oleta River State Park and the Florida International University campus to create the most extraordinary residential opportunity in South Florida history. Welcome to Biscayne Landing... the Last Paradise.

[see more](#)

HOME AT A GLANCE ROYAL OAKS DEVELOPERS MAP CONTACT



RFP #43-10-11 (A)

REQUEST FOR PROPOSALS
FOR THE REDEVELOPMENT
OF THE BISCAYNE LANDING
SITE FOR THE CITY OF
NORTH MIAMI, FLORIDA



183.85 Acre
Site Available

Stage 1 of a 2 Step Process
RESPONSES ARE DUE NO LATER THAN
Wednesday, July 6, 2011 at 3:00 PM (Eastern Time)

northmiamifl.gov/biscaynelanding



Frank Schnidman, J.D., LL.M., Director
Center for Urban Redevelopment Education
111 East Las Olas Boulevard, AT 709
Fort Lauderdale, FL 33301
tel: 954.762.5143
fax: 954.762.5666
E-Mail: schnidma@fau.edu

May 14, 2012

Mr. Herb Tillman
Oleta Partners, LLC
3390 Merry Street, Suite 200
Coconut Grove, FL 33133

RE: Submission of Report:
Enhancing Employment and Educational Opportunities for the Citizens and Businesses of
North Miami: A Report on the Negotiation for Greater Benefits from the Lease
Agreement for the Biscayne Landing Site"

Dear Herb,

As requested, I attach the above-request report. Good luck with the finalization of the Lease for Biscayne Landing. As you know, I have been following the City of North Miami and the Biscayne Landing site for many years, and look forward to the realization of the potential of this site and the benefits that its development can create for the City of North Miami, its residents and its businesses.

As I say in the conclusion of the report:

The impact of Biscayne Landing will be millions of dollars of economic vitality with the ability to transform North Miami into a key employment center with a qualified labor force and experienced local businesses. The tax increment revenue generated by Biscayne Landing will fund the CRA efforts to alleviate slum and blight conditions in the City's Redevelopment Area. North Miami's metamorphosis will be initiated by the Biscayne Landing Lease, and result in the creation of an improved quality of life for all—economically, educationally and through community development and redevelopment.

My Best Regards,

Frank Schnidman

THE BOTTOM LINE #1

- With the execution of this Lease, there begins implementation of a development process that over the next 16 years will generate more than \$591 million in direct spending and more than \$413 million in indirect spending in the region with a substantial portion circulating in North Miami.

THE BOTTOM LINE #2

- Based upon the training efforts of Oleta Partners and the work of the North Miami Educational Foundation, over this same 16 year period, the earnings of North Miami residents will increase by tens of millions of dollars.



Plan from 2015



SoLē Mia

M I A M I

LOCAL PREFERENCE OFFICE (LPO))

QUARTERLY ACTIVITY REPORT April, May, & June 2018

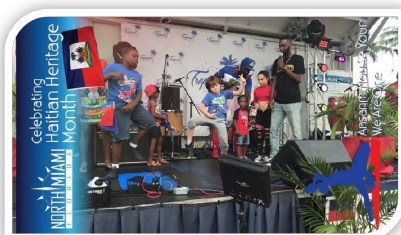


Managed By

COMMUNITY OUTREACH

Events attended 2nd Quarter 2018:

- Haitian Heritage Month Kick-Off Celebration
- Mayor's 2nd Quarter Business Luncheon
- Haitian Flag Day
- Mayor Smith Joseph Mobile Resource Fair
- Sant La L' Annee De La Femme Annual Fundraiser





Amendment to North Miami CRA Plan (2016)



SoLe Mia – June 11, 2018



SoLe Mia – Current Development Plan







SoLe Mia – October 11, 2018



Sole Mia



10-11-18



SoLe Mia – October 11, 2018



Sole Mia



10-11-18



Munisport Landfill 1978

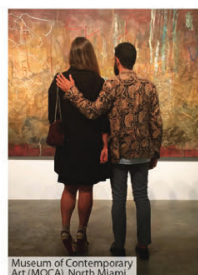
MUNISPORT LANDFILL

©1978 A. KAPLAN



NORTH MIAMI
FLORIDA

**A Brighter
Future For NoMi**



International PPP Forum
Sakei Hall @ Toyo University

Tokyo, Japan
25 - 28 October 2018

Urban Development Solutions through Partnerships

Pedro Neves
Global Solutions Founder & CEO
UNECE Business Advisory Board Member



Urban Development Solutions through Partnerships

International PPP Forum
Toyo University
Tokyo October 2018

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1. Understanding the Urban Challenges
2. Case Study 1 _ Reinventing a City _ Nations Park _ Lisbon
3. Case Study 2 _ Revitalization Urban City Center _ Abrantes
4. Lessons Learned _ suggestions for further research
5. Conclusion

Annex 1. Toolbox 4 Cities: SDGs; Design Thinking; Back 2 the Present; Pizza Pie; Urban Business Design

Annex 2. UNECE People-first Case Study Nations Park

Annex 3. UNECE People-first Case Study Abrantes



Global Goals are Global Challenges that require Global Solutions



Understanding the Urban Challenges

considering: population is declining, stagnant economy, tax revenue stream decreasing

1. Using local government public assets to stimulate the economy
2. Improving / trimming heavy asset portfolio while making positive impacts
3. Mitigating risks doing public real estate development
4. Improving local government institutional asset management capacity through PPPs

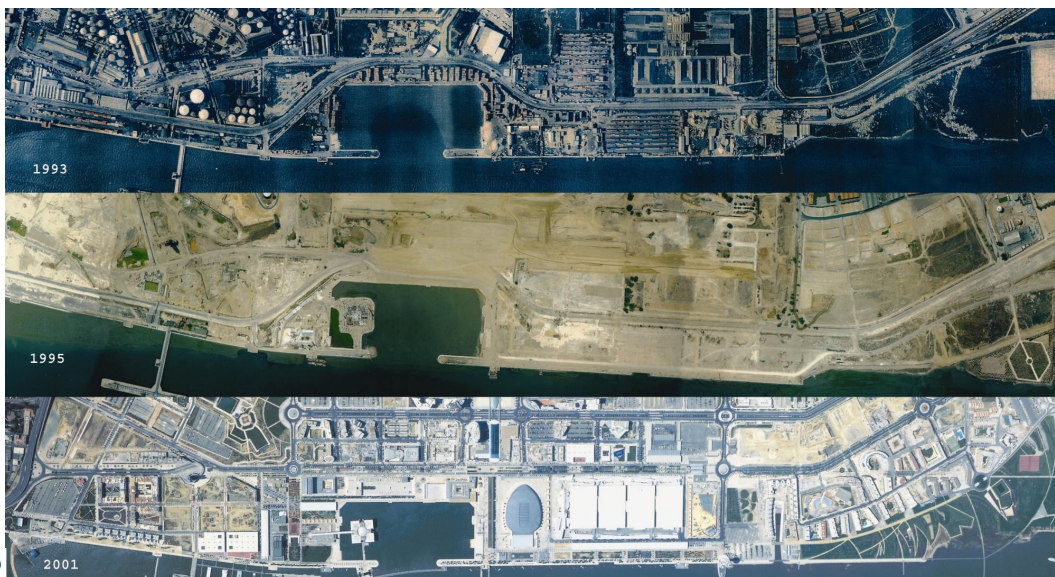


Global Goals are Global Challenges that require Global Solutions



Urban Development Solutions through Partnerships Case Study _ Nations Park the Invented City

International PPP Forum
Toyo University
Tokyo October 2018



*"You can design
and create,
and build
the most
wonderful
place in the world.
But it takes
PEOPLE
to make
dream reality"*
Walt Disney

Nations Park
transforming the
worst 330ha in
Lisbon into the
Invented City
Portugal

GRUPO PARQUEXPO



Global Goals are Global Challenges that require Global Solutions



Urban Development Solutions through Partnerships

Case Studies _ Nations Park the Invented City

International PPP Forum
Toyo University
Tokyo October 2018



- **Residential:** 1,240,000
- **Offices:** 610,000
- **Retail:** 170,000
- **Others:** 300,000
- **Total:** 2,320,000

Urban and Regional Sustainable Development Transformation Process Phases

| Design | Finance | Build | Operate | Transfer |
|---------------|-----------------|-----------------|-------------|------------|
| Urban project | State | Infrastructures | Urban | Public |
| Urban Design | Budget | Utilities | Management | Management |
| Construction | Municipalities | Buildings | Mobility | Private |
| Urbanism | Budget | | Social | Management |
| Architecture | Budget | | Cohesion | |
| Planning | EU Funds | | Urban | |
| | Private capital | | Environment | |
| | | | Animation | |

GRUPO PARQUEXPO



Global Goals are Global Challenges that require Global Solutions

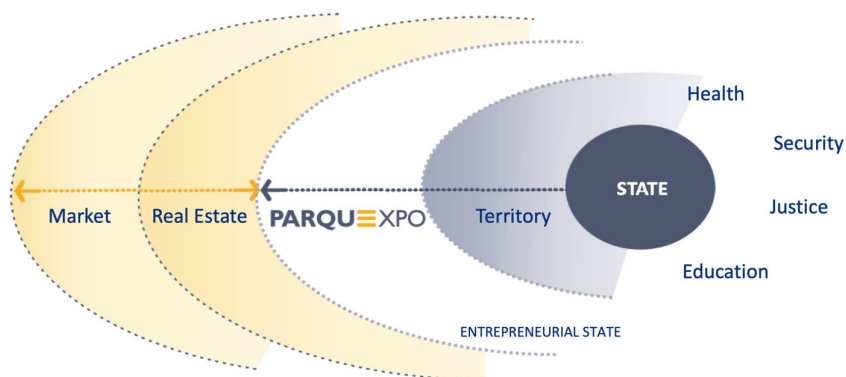


Urban Development Solutions through Partnerships

Case Studies _ Nations Park the Invented City

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→ Public Strategy | Private Dynamic



GRUPO PARQUEXPO



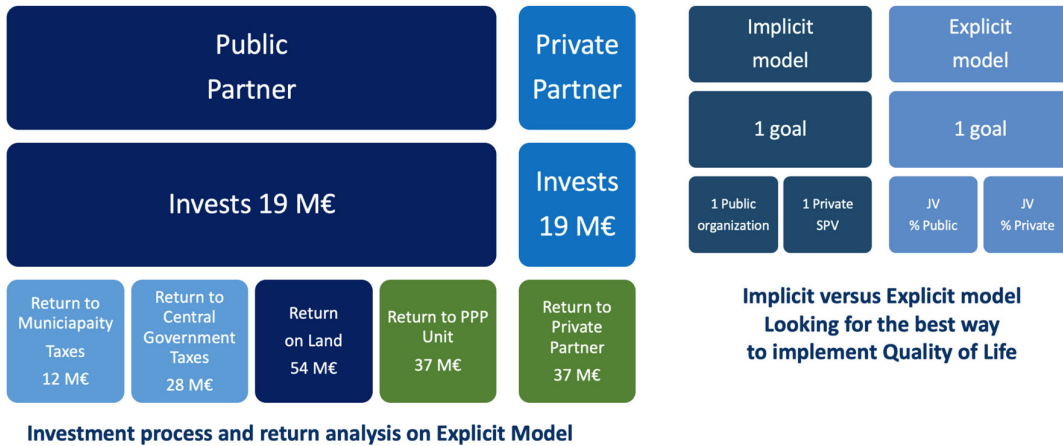
Global Goals are Global Challenges that require Global Solutions



Urban Development Solutions through Partnerships

Case Studies _ Nations Park the Invented City

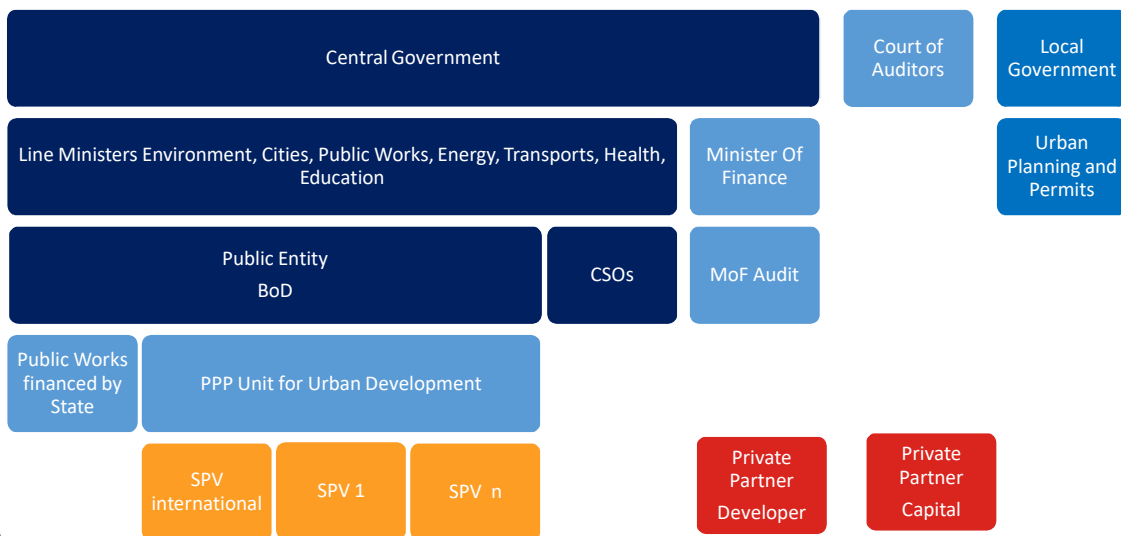
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Urban Development Solutions through Partnerships

Case Studies _ Abrantes _ Revitalizing the City

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Tokyo October 2018

Historical Center(HC) of the most central city of Portugal – ABRANTES



PHASE 0 - CHAOS

- ⊙ Traffic Disorder
- ⊙ Disorganized urban space
- ⊙ Vacant commercial spaces

PHASE 1 – HC'S HUMANIZATION AND DECARBONIZATION

- ⊙ Pedestrian streets and peripheral car parks
- ⊙ Urban regeneration of buildings and public space
- ⊙ More efficient urban solid waste collection
- ⊙ Installation of permanent services
- ⊙ Cultural and animation initiatives

PHASE 2 - INCENTIVES FOR THE INSTALLATION OF COMPANIES IN THE HC

- ⊙ Reorganization of the Public Space
- ⊙ Creation of the "Urban Regeneration Area"
- ⊙ Creation of incentives for Urban Regeneration
- ⊙ "+ Trade in the Center" (PPP's) - 90% survival rate
 - 23 companies
 - 28 jobs created

The best way to combat poverty and promote social cohesion is job creation



Global Goals are Global Challenges that require Global Solutions



Urban Development Solutions through Partnerships

Case Studies _ Nations Park the Invented City

International PPP Forum
Toyo University
Tokyo October 2018

PHASE 3 – HC'S REPOPULATION



Trade and Services |

- ⊙ "+ Trade in the Center" (PP's)
- ⊙ 25 new companies
- ⊙ 30 new jobs

Residential |

- ⊙ + Housing (PP's) - Rehabilitation of vacant buildings
- ⊙ Availability of 35 apartments – low cost rents
- ⊙ 75 new inhabitants

Installation of new Public Services || New School Center || Abrantes Cultural Center
Population Rejuvenation

Municipality – Public |

- ⊙ HC's Regeneration
- ⊙ Supporting trade in the Center

Central State – Public |

- ⊙ Incentives for Regeneration in the defined Urban Regeneration Area:
 - ⊙ VAT reduced from 23% to 6%

Federal State – Public |

- ⊙ Financing public and private works / projects

Private |

- ⊙ Business risk

PHASE 0 - CHAOS

90'S

PHASE 1 - HUMANIZATION AND DECARBONIZATION OF HC

PHASE 2 - INCENTIVES FOR THE INSTALLATION OF COMPANIES IN THE HC

PHASE 3 - HC'S REPOPULATION

2018 - 2030

1996 - 2018



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“+ Trade in the Center”



Global Goals are Global Challenges that require Global Solutions



Lessons from Nations Park _ What worked well ?

1. Reverse urban center of gravity by creating new centers;
2. Transforming low value land into a new urban destination;
3. Turning the city towards the Waterfront;
4. Defining a new order: water, people, buildings, cars;
5. Creating water view from 1st, 2nd and 3rd lines;
6. Creating an economic model to have real estate (private capital) balancing public investment;
7. Creating a one stop shop permit solution for investors;
8. Adding urban animation to the urban chain value of: design, build & maintain;
9. Developing a city (4 season pizza) rather than housing blocks with some retail;
10. Urban mobility based on pedestrians, cars down and out fast;
11. Strong public institution with autonomy to decide along guiding principles;
12. Virtuous cycle of urban growth: people centric, multicultural, housing, retail, services, social infra combined, walking distance,
13. Impact new 25.000 inhabitants in Lisbon, 18.000 new jobs in the city center.



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Lessons from Abrantes _ what worked well ?

1. Revitalize urban center of gravity by creating local retail business flourish;
2. Transforming abandoned buildings into retail city center and creating local jobs;
3. Turning the city towards the historic city center;
4. Defining a new order: no cars, people, economic activity, jobs;
5. Creating walkable streets to all, by removing traffic, obstacles and improving the pavement;
6. Creating an economic model to have real estate (private capital) balancing public investment;
7. Creating a municipal start up base solution to allow new business to grow;
8. Adding urban animation to the chain design, build maintain;
9. Identifying the service gap, and developing a public 1st, private 2nd initiative;
10. Developing a retail 1st based program, leveraging new housing developments based on abandoned buildings;
11. Urban mobility based on pedestrians, with cars parked at nearby parking lots;
12. Strong public institution with autonomy to decide along guiding principles;
13. Virtuous cycle of urban growth: people centric, multicultural, housing, retail, services, social infra combined, walking distance.



Global Goals are Global Challenges that require Global Solutions



Potential Success Factors and suggestions for further research

1. Urban Development Models that go from being subsidy based to be revenue generator;
2. Urban destinations that are People-centric and protect the planet;
3. Designing backwards to ensure economic and financial sustainability;
4. Considering multiple urban functions simultaneously where real estate enhances social infrastructure, mobility and utilities simultaneously;
5. Enhancing nature and culture such as water fronts or historic centers and develop local self-esteem;
6. Having a lifecycle approach from urban development to asset management associated with quality of life;
7. Using asset value growth strategies and managing public portfolio management strategically;
8. Using revenue streams such as property taxes and rents collected to promote social cohesion, reducing inequalities, attract new generations through "I turn" strategies, protecting the most vulnerable;
9. Promoting innovation, education, entrepreneurship, enhance the use and the development of local products and services, create jobs;
10. Sharing data as you grow a Virtuous Urban Cycle of Growth for others to replicate urban development models, do not stop learning!



Global Goals are Global Challenges that require Global Solutions



Global Solutions has an approach based on Sustainable Development requiring focus on the long-term to achieve a balance between:

People , Planet & Prosperity

By simultaneously analyzing profit, reducing the ecological footprint and improving the social fingerprint, the development of equations is more complex initially, but offers stronger long-term Sustainable solutions.

This approach leads to **make Investable and Sustainable projects happen, having positive social, environmental and economic impact on communities, key to Create a Better World.**

Pedro Neves, August 2010



Global Goals are Global Challenges that require Global Solutions



PEDRO NEVES pedroneves@globalsolutions4u.com

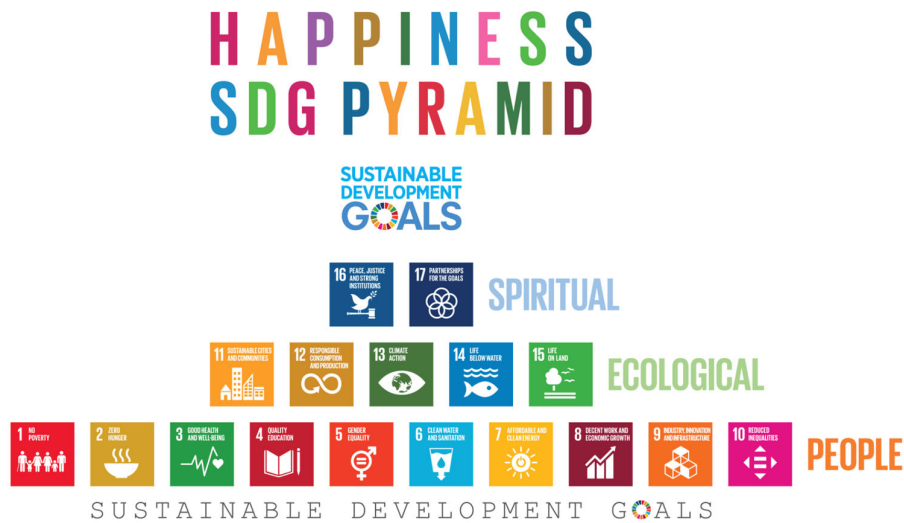
Global Solutions Founder and Managing Partner;
United Nations Economic Commission for Europe Business Advisory Board; SDGs Task Force Leader for PPPs;
Tsinghua University Contributing Specialist for PPPs;
IESE Business School & Iberdrola Business Advisory Board for Smart Cities;
ESAI MBA Urban Renewal and Cities of The Future Founder and Coordinating Professor;
Católica Lisbon School of Business and Economy Researcher at PPP Observatory;
École des Ponts Paris Tech Visiting Professor on Advanced Master in Infrastructure Project Finance;

Harvard Business School Private Equity & Venture Capital;
TCN Academy Asset Management & Asset Development;
Universidade Católica Lisboa Business Administration;
Bouygues Academy Project Management;
Imperial College Petroleum Engineering;
Faculdade Engenharia Universidade do Porto Mining Engineering

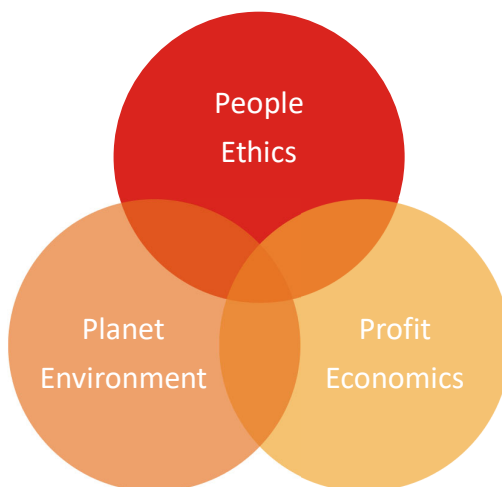


Global Goals are Global Challenges that require Global Solutions





Global Goals are Global Challenges that require Global Solutions



Sustainable Development =

Ethics + Environment + Economics

or

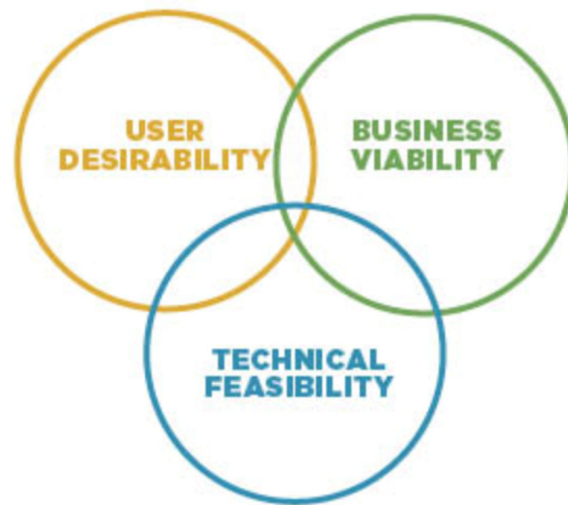
People + Planet + Prosperity



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Design Thinking



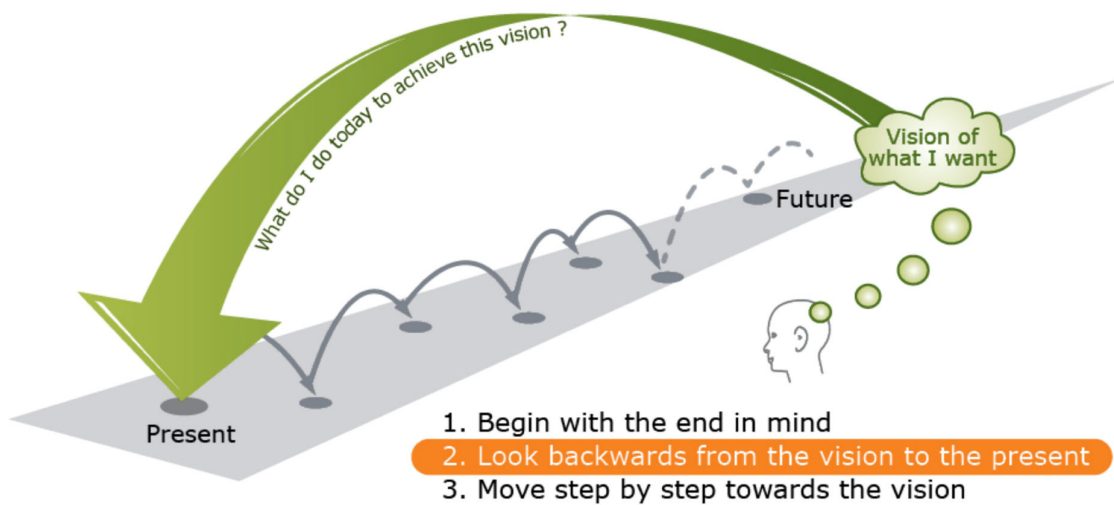
In source: <http://www.peerinsight.com/musings/2014/7/23/business-design-business-thinking-design-thinking>



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Backcasting

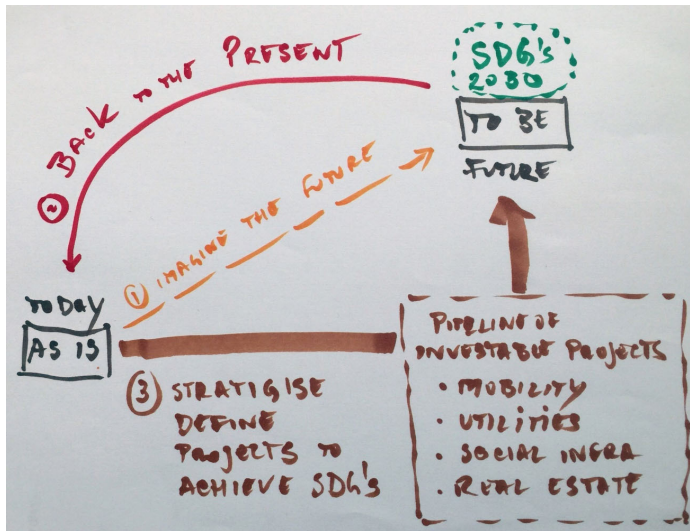


In: TNS _ the natural step



Global Goals are Global Challenges that require Global Solutions





Back to the Present

Using a backcasting approach, identifying the AS IS, today starting point, and using the 2030 timeline as a TO BE, strategies are created to identify, prioritize and implement a pipeline of investable projects to achieve the SDGs.



Global Goals are Global Challenges that require Global Solutions



The Four Season Pizza

The **Four Season Pizza** concept is a way of dividing everything we can see that is man-made into four different blocks that directly affect our quality of life:

- **Mobility** solutions that relate to how people and cargo go from A to B;
- **Utilities** that combine all sorts of networks from production to distribution, from energy to solid waste;
- **Social Infrastructure** answering all education, health, public administration, cultural and sports needs;
- **Urban and Regional Development** that combines all of the above but also integrates real estate, as well as logistics and all infrastructure needed for industry, agriculture, mining and oil & gas activities.



Global Goals are Global Challenges that require Global Solutions





Development Virtuous Cycles

Aiming to create a “bridge” between Communities with Urban and Regional and Gaps, and Private Capital Providers, an **SDGs virtuous cycle** is proposed to be the catalyzer to **transform Infra Gap into Investable Projects**.

Investable Projects are transformed into **Urban & Regional Sustainable Businesses** with **Private Sector Capital** aligned with **Public Interest Projects**



Global Goals are Global Challenges that require Global Solutions



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People First PPPs for the United Nations Sustainable Development Goals



| | |
|-----------------------|--|
| Project: | The Invented City _ Nations Park _ Parque das Nações _Portugal |
| Project Proponent: | Global Solutions _ Pedro Neves |
| Project Organization: | Parque Expo : 99% Portuguese State & 1% Lisbon Municipality |

Public Organization: The Portuguese State and Lisbon Municipality created Parque Expo
Private Organization: Local (Portuguese) & International Developers

Capital Providers: Local & International Financial Institutions, (equity, mezzanine and debt providers)

Why is this project a Case Study for a People-First PPPs:

North & East Lisbon was probably the worse area in Lisbon, when considering a People and a Planet angles. The Portuguese State and the City of Lisbon Governments decided jointly, to create Expo 98 and Parque Expo to transform it into a living world landmark destination. For this it was decided to Invent a City, that would raise the self-esteem of the Portuguese, would bring PEOPLE back to Lisbon, would break the poverty path dependence of the area, and would transform this environmental nightmare into an example on how to protect the planet. The vision, development policy, urban design and culture were managed by a public organization created specially for this purpose. As the Expo 98 finished the Urban project was developed and at this stage the Private Sector namely through explicit PPPs was invited to bring its dynamism and capital.

Nations Park (Parque das Nações) is a dream come true and the proof that People and Planet Agendas can be combined with Prosperity for all.

Pedro Neves designed the PPP Unit and managed all PPP projects of the SOE from 2000 to 2004, having presented the PPP Governance Model to the Court of Auditors of the Portuguese State; pictures and diagrams are from Parque Expo website.



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*You can design
and create, and build
the most wonderful
place in the world.*

*But it takes **PEOPLE**
to make dream reality.*
Walt Disney

Lisbon, Portugal
Transforming the worse
330 ha into an
Invented City
Parque Expo



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- **Residential:** 1,240,000
- **Offices:** 610,000
- **Retail:** 170,000
- **Others:** 300,000
- **Total:** 2,320,000

Urban and Regional Sustainable Development Transformation Process Phases

| | Design | Finance | Build | Operate | Transfer |
|---------------|-----------------|-----------------|-------------|------------|----------|
| Urban project | State | Infrastructures | Urban | Public | |
| Urban Design | Budget | Utilities | Management | Management | |
| Construction | Municipalities | Buildings | Mobility | Private | |
| Urbanism | ies | | Social | Management | |
| Architecture | Budget | | Cohesion | | |
| Planning | EU Funds | | Urban | | |
| | Private capital | | Environment | | |
| | | | Animation | | |

a) Increase access to essential services
and promote equity



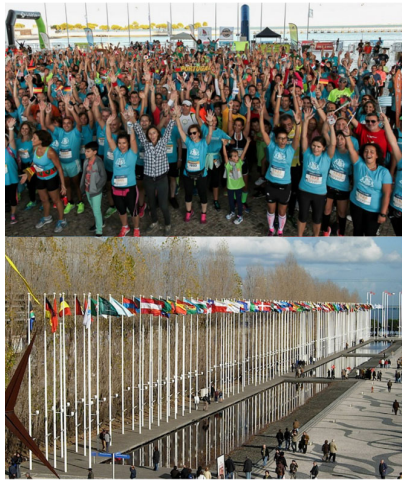
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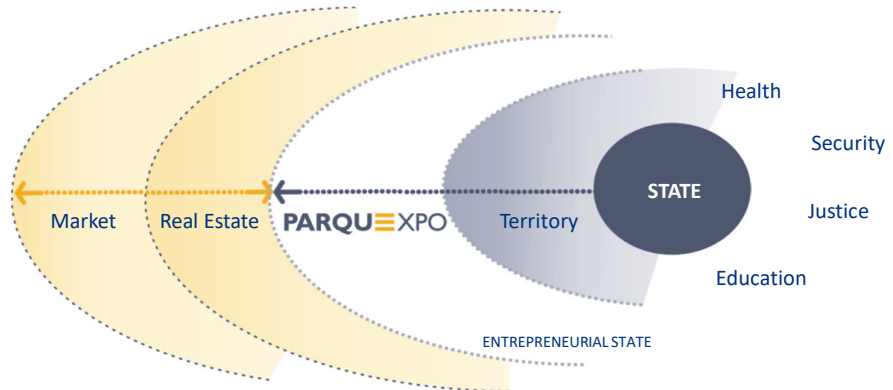
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→ Public Strategy | Private Dynamic



b) Develop a resilient infrastructure and improve environmental sustainability

←..... State economic range of intervention
←..... Private economic range of intervention

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| | | | |
|---------------------------------------|---|------------------------------------|-----------------------------|
| Public Partner | | Private Partner | |
| Invests 19 M€ | | Invests 19 M€ | |
| Return to Municipality Taxes 12 M€ | Return to Central Government Taxes 28 M€ | Return on Land 54 M€ | Return to PPP Unit 37 M€ |
| | | Return to Private Partner 37 M€ | |

Investment process and return analysis on Explicit Model

| | |
|-----------------------|----------------|
| Implicit model | Explicit model |
| 1 goal | 1 goal |
| 1 Public organization | 1 Private SPV |
| JV % Public | JV % Private |

Implicit versus Explicit model
Looking for the best way to implement Quality of Life

c) Demonstrate the economic and financial effectiveness of the project

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We aim to create a “bridge” between Communities with Urban Gaps and Private Capital Providers

An **SDGs virtuous cycle Replicable and Scalable** is proposed to be the catalyzer, and to transform Urban Gaps into Investable Projects

Investable Projects are then transformed into Sustainable Business for the Public and the Private Sector

d) Be Replicable and Scalable

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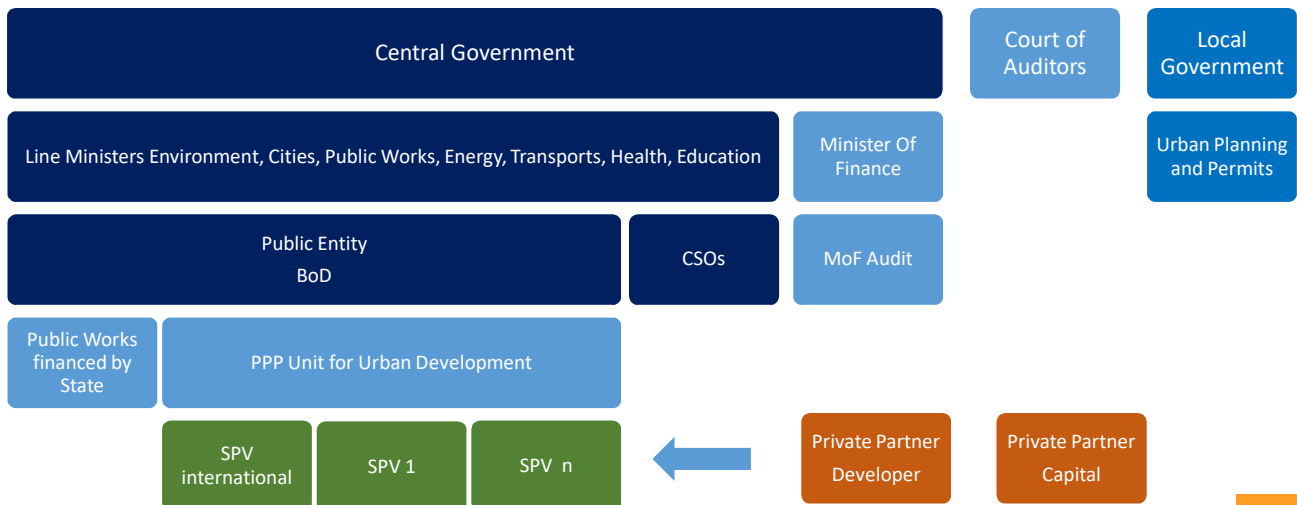


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e) Engage all stakeholders

Governance Model interface with Public Shareholders and Stakeholders

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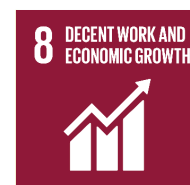
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| | |
|------------------------------|--|
| Project: | ABRANTES - Happy City |
| Project Proponent: | Mayor of Abrantes - Maria do Céu Albuquerque |
| Project Organization: | Abrantes Municipality |

Public Organization | Abrantes Municipality

Private Organization | Investors

Capital Providers | Public - Abrantes Municipality | Central State | Federal State
Private - Different investors



Why is this project a Case Study for People First PPPs

- ⊙ Urban Regeneration of the Historical Center - Decarbonization and Humanization
- ⊙ Economic development, leveraged by the municipal budget, stimulating private investment and creating employment
- ⊙ Replication and scale-up of the development model already tested



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WHERE

**Historical Center(HC) of the
most central city of Portugal – ABRANTES**



WHY

PHASE 0 - CHAOS

- ⊙ Traffic Disorder
- ⊙ Disorganized urban space
- ⊙ Vacant commercial spaces

PHASE 1 – HC'S HUMANIZATION AND DECARBONIZATION

- ⊙ Pedestrian streets and peripheral car parks
- ⊙ Urban regeneration of buildings and public space
- ⊙ More efficient urban solid waste collection
- ⊙ Installation of permanent services
- ⊙ Cultural and animation initiatives

PHASE 2 - INCENTIVES FOR THE INSTALLATION OF COMPANIES IN THE HC

- ⊙ Reorganization of the Public Space
- ⊙ Creation of the "Urban Regeneration Area"
- ⊙ Creation of incentives for Urban Regeneration
- ⊙ "+ Trade in the Center" (PPP's) - 90% survival rate
 - 23 companies
 - 28 jobs created

The best way to combat poverty and promote social cohesion is job creation




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| WHAT | PHASE 3 – HC'S REPOPULATION  | | | |
|------|--|---|---|--|
| WHO | Municipality – Public <ul style="list-style-type: none"> HC's Regeneration Supporting trade in the Center | Central State – Public <ul style="list-style-type: none"> Incentives for Regeneration in the defined Urban Regeneration Area: <ul style="list-style-type: none"> VAT reduced from 23% to 6% | Federal State – Public <ul style="list-style-type: none"> Financing public and private works / projects | Private <ul style="list-style-type: none"> Business risk |
| WHEN | PHASE 0 - CHAOS 90'S | PHASE 1 - HUMANIZATION AND DECARBONIZATION OF HC 1996 - 2018 | PHASE 2 - INCENTIVES FOR THE INSTALLATION OF COMPANIES IN THE HC | PHASE 3 - HC'S REPOPULATION 2018 - 2030 |

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a) Increase access to essential services and promote equity

| MOBILITY INCLUDE | <ul style="list-style-type: none"> Peripheral parking facilities - less traffic in the Historical Center aBusa - Sustainable Mobility Fully pedestrian circuits Accessible routes |
|----------------------|---|
| UTILITIES INCLUDE | <ul style="list-style-type: none"> Urban Solid Waste Collection Systems Optimization Free Wi-Fi LED Lighting, Flow Reduction Systems and Consumption Measurement/Monitoring of street lighting Management of water consumption and remote watering of green public spaces |
| SOCIAL INFRA INCLUDE | Currently <ul style="list-style-type: none"> Abrantes Daily Market Family Health Unit Student Residence Support to the installation of Central Administration Services - Environment Justice Social Insertion Support for the installation of Services - Red Cross Portuguese League Against Cancer Non Governmental Organizations Higher Education Institution Future <ul style="list-style-type: none"> Citizen's Shop - Municipal Services Social Security Financial Services New School Center Abrantes Cultural Center MIAA MAC Requalification of Quartel - Contemporary Art Gallery, Figueiredo Ribeiro Collection |
| URBAN AND REGIONAL | <ul style="list-style-type: none"> Relocation of the Fire Station outside the Historical Center: <ul style="list-style-type: none"> Installation of Quartel - Contemporary Art Gallery, Figueiredo Ribeiro Collection Firefighters relocated in building with higher responsiveness capacity and better conditions |

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b) Develop a resilient infrastructure and improve environmental sustainability

FINANCIAL

Municipal Investments |

⊙ Municipal Budget

Private Investment |

- ⊙ Private Budget
- ⊙ Exemption of municipal property tax (up to 10 years)
- ⊙ Exemption on corporate taxable income (up to 10 years)

€

ENVIROMENTANTAL

Decarbonization |

- ⊙ Historic Center with reduced traffic
- ⊙ Installation of a charging station for electric vehicles
- ⊙ LED Lighting, Flow Reduction Systems and Consumption Measurement/Monitoring of street lighting
- ⊙ Optimization of Urban Solid Collection circuits
- ⊙ Constructions with environmentally friendly and sustainable materials and techniques
- ⊙ Management of water consumption and remote watering of green public spaces

↓CO2



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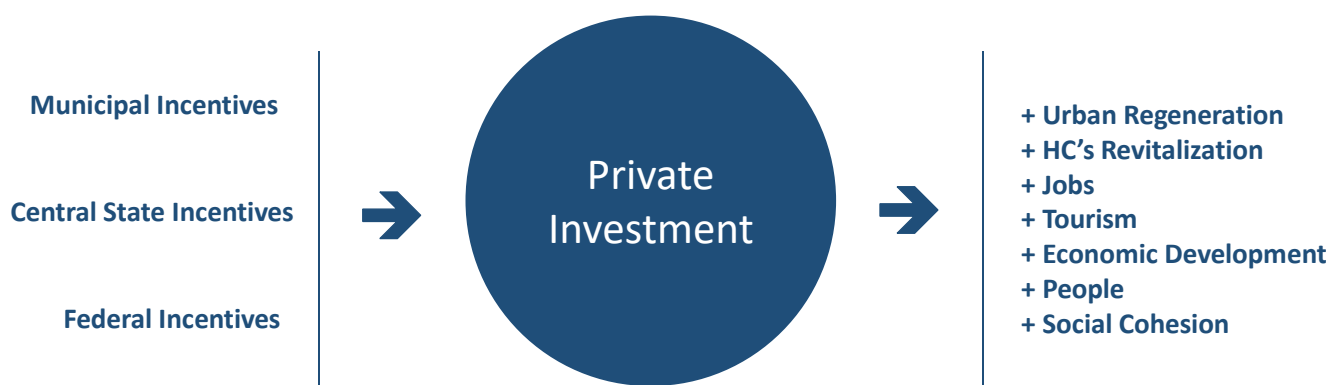
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c) Demonstrate project economic and financial effectiveness – PPP's Model



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c) Demonstrate project economic and financial effectiveness – PPP's Model

“+ Trade in the Center”

Municipal Incentives
50% rent support
↓
44.400,00 € in 4 years
11.000,00 €/year



**20 new
business's**



23 vacant stores occupied
23 innovative businesses created
28 jobs created

+ Tourism
+ Economic Development
+ People
+ Social Cohesion

33 € / month / workstation

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c) Demonstrate project economic and financial effectiveness – PPP's Model

Central State Incentives
VAT 6%

Municipal Incentives
Sale of municipal land valued
at € 720 thousand for 6
thousand €
Rehabilitation of the public
space surrounding the hotel - €
150 thousand

Federal Incentives
€ 852 thousand ERDF



**Luna Hotel
Turismo
Abrantes
2,5 M €**



Hotel rehabilitated
40 jobs
44 new beds
**€ 1.7 M invested in the local
economy**

+ Tourism
+ Economic Development
+ People
+ Social Cohesion

REPLICABILITY: NEW URBAN REGENERATION AREAS || + Forest || + Housing || Municipalities || Countries

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d) Engage all stakeholders



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公有地における公民連携 ～紫波町オガールプロジェクト～



岩手県紫波町 企画総務部企画課
企画主幹 兼 地域開発室長 鎌田千市

オガールとは

【成長】を意味する紫波の方言【おがる】 + 【駅】を意味するフランス語【Gare】(ガール)
オガールロゴマーク

人の活力を表す【赤】

空・水を表す【青】

大地を表す【黄】

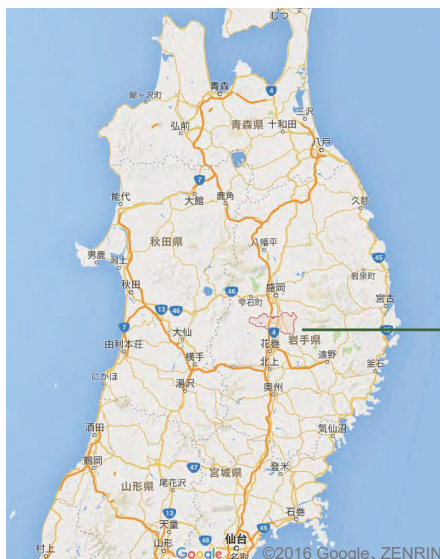
緑地を表す【緑】 の4色で構成

ヒト・モノ・コトが輪のように繋がっている有機的な関係を表しています。
求心と放射を造形的なモチーフとしてダイナミックな運動性を志向しています。

2つの言葉を組み合わせた造語です。

紫波中央駅前を「紫波の未来を創造する出発駅」とする決意と、
このエリアを出発点として紫波が持続的に成長していく願いを
込めました。

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人口 33,170人(H30.3月末)
高齢化率 29.89%
世帯数 11,925世帯
面積 238.98 km²
歳出決算額 140億円(H29年度)
財政力指数 0.45 (")
実質公債費比率 14.5% (")
岩手県のほぼ中央
紫波中央-盛岡間16.7km 21分
(盛岡のベッドタウン)

岩手県紫波町(しわちょう)

主な政策 H12～循環型まちづくり
H17～協働のまちづくり
H19～公民連携によるまちづくり



南部杜氏発祥の地
地酒4社



フルーツ王国
ぶどう・りんご・なし・もも



産直が10カ所ある町
地域経営



もち米



南部小麦



そば 1

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1-1 公民連携によるまちづくり(平成19年～)

■ 3つの行政課題

- ① 紫波中央駅前の未利用町有地10.7ha
- ② 役場本庁舎の老朽化、分散している庁舎
- ③ 図書館新設の要望

■ 解決の糸口

- ① 藤原前町長の経営感覚とリーダーシップ
- ② PPPを担うキーマン岡崎正信氏の存在
- ③ 財政問題(H19実質公債費比率23.3%)
- ④ PFI事業の実績
- ⑤ 東洋大学大学院との協定



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2

1-2 紫波町PPP可能性調査報告(平成19年8月)

学校法人東洋大学と紫波町が協定を締結
東洋大院「地域再生プログラム第1号」

- ・ 30年計画の具現化
- ・ 町全体の発展につながる開発
- ・ アメリカ型PPP手法による都市整備



(株)オガール、オガールプラザ(株)
オガールセンター(株) 岡崎正信代表

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3

1-3 関係団体、市民参加等の取組み

◆ H19 紫波町PPP推進協議会による調査(全国都市再生モデル調査事業)

- ◎ 委員:23名(農商工関係者と町民、行政)
- ◎ 町民の意向調査
 - ① 町民意向調査 地区コミュニティ
 - ② 目的コミュニティ
 - ③ 常設意見交換
- ◎ 民間企業意向調査
 - ④ ヒアリング調査
 - ⑤ 常設の意見交換の場
 - ⑥ アンケート調査(民間調査会社)
 - ⑦ 企業向シンポジウムの開催
- ◎ PPP用ホームページを立ち上げ情報提供

町民意見交換会 100回/2年



◆ H20 民間の意向調査

- ◎ 町が、(株)よんりん舎(TMO)に委託
- ◎ よんりん舎と岡崎正信氏が、雇用契約を結ぶ
- ◎ 紫波町企業立地研究会を設置.....

市場調査 40社



◆ H20 町民の意向調査

- ◎ 7月 座談会「公民連携によるまちづくり」
- ◎ 11月 公民連携基本計画策定 意見交換会
- ◎ 11月 職員対象説明会
- ◎ ほか 目的・地域コミュニティ

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2-1 紫波町公民連携基本計画(平成21年2月策定)

■ 理念

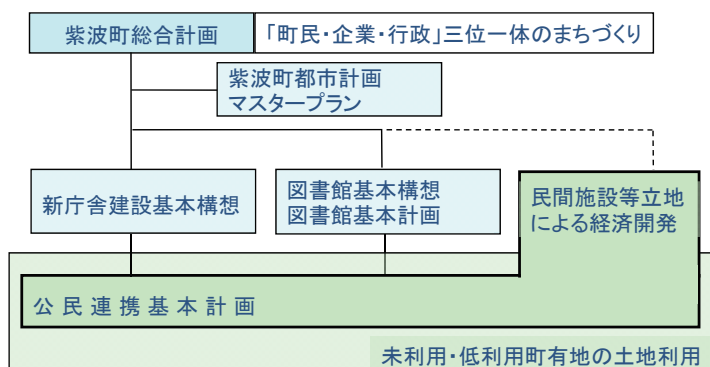
都市と農村の暮らしを「ゆしみ」、
環境や景観に配慮したまちづくりを表現する場にします。

■ 開発の考え方

町中心部の賑わいが町全体へ波及し、中心部と各地域の
つながりを重視し、持続的に発展する町を目指します。

- ① 農村(田園)と都市(街)が共生するまち
- ② 若者、高齢者、すべての人が希望を持ち、
安心して暮らせるまち
- ③ 人にも地球にも「やさしい」まち

■ 計画の位置付け



基本計画は、町の考えを示し、その考えに対して民間の提案を誘導するための指針となるようにしている。序編は開発理念を日常の一場面として伝えるため、「ある一日」を思い描いた。

『未来の紫波中央駅前におけるある一日』

魅力的なブルーパールのある街の朝は、一番乗りの店主が店を開けた瞬間から賑わいを見せる。足早に行き交う出勤途中の人々の中に、、、塾を終えた子供を迎えに事業棟へ行った後、並びにあるパン屋で焼きたてのパンを買い、、、

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2-2 自治体出資法人の創立概要書

| | | | |
|--------|--|-----------------------------------|---|
| 会 社 名 | オガール紫波株式会社 | | |
| 所 在 地 | 設立時 紫波町日詰西一丁目3-1（役場第二庁舎内） 現 在 紫波町紫波中央駅前二丁目3-3 | | |
| 創立年月日 | 平成21年 6月 1日 | | |
| 資本金 | 創 立 時 | 3,900千円 | |
| | 平成22年9月現在 | 10,000千円（平成22年7月13日、新株発行による増資後の額） | |
| | | 創 立 時 | 平成23年6月1日時点 |
| 代表取締役 | 藤原 孝（平成22年6月1日退任、5月26日 臨時株主総会で決定） | | 八重嶋 雄光（平成22年6月1日就任、平成23年6月1日重任） |
| 取締役 | 八重嶋 雄光 | | 取締役事業部長 岡崎 正信 （22年6月1日就任、23年6月1日重任、24年7月26辞任） |
| 組 織 | 事業部長 岡崎 正信 事務担当 1名 | | マルシェ開発部長 佐々木 廣（平成23年6月1日採用） 事務担当 佐々木 望（平成21年11月1日採用） 事務担当 高橋 剛（平成22年10月1日採用） |
| | 紫波町 100% 78株 | | 紫波町(39%) 78株 (株)紫波まちづくり企画 24株 岩手中央農業協同組合 20株 (株)岩手畜産流通センター 20株 (株)テレビ岩手 20株 (株)東北銀行 10株 (株)北日本銀行 10株 盛岡信用金庫 10株 八重嶋雄光 4株 岡崎正信 4株 計200株 |
| 出資者と比率 | 調査・研究 | | |
| 主な事業内容 | 紫波中央駅前都市整備事業（オガールプロジェクト）の調整業務 不動産企画運用業務（オガールプラザ、役場、民間事業棟、その他公有地） 不動産管理運営業務（施設管理、テナントリーシング等） 街区管理企画運営業務 岩手県フットボールセンター設置に関する支援業務 | | |

事業実施

調査・研究

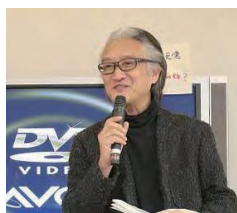
※平成25年7月、組織体制が変更となっています

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2-4 オガール・デザイン会議（平成21年6月1日設置）

オガールエリアの施設計画とデザインの調整を図り、都市デザインの優れた魅力的な街づくりを推進する。有識者は、オガール紫波(株)の推薦に基づいて町長が委嘱する。



清水義次 委員長
プロデューサー
(株)アフタヌーンソサエティ



長谷川浩己 委員
ランドスケープ
(有)オンサイト計画設計事務所



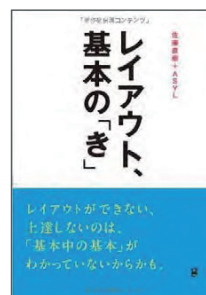
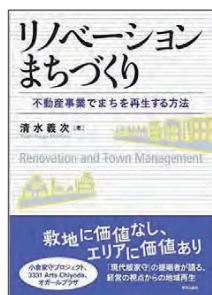
松永安光 委員
イメージパース、建築
(株)近代建築研究所



佐藤直樹 委員
デザイン
(株)アジール



竹内昌義 委員
エコハウス
(株)みかんぐみ

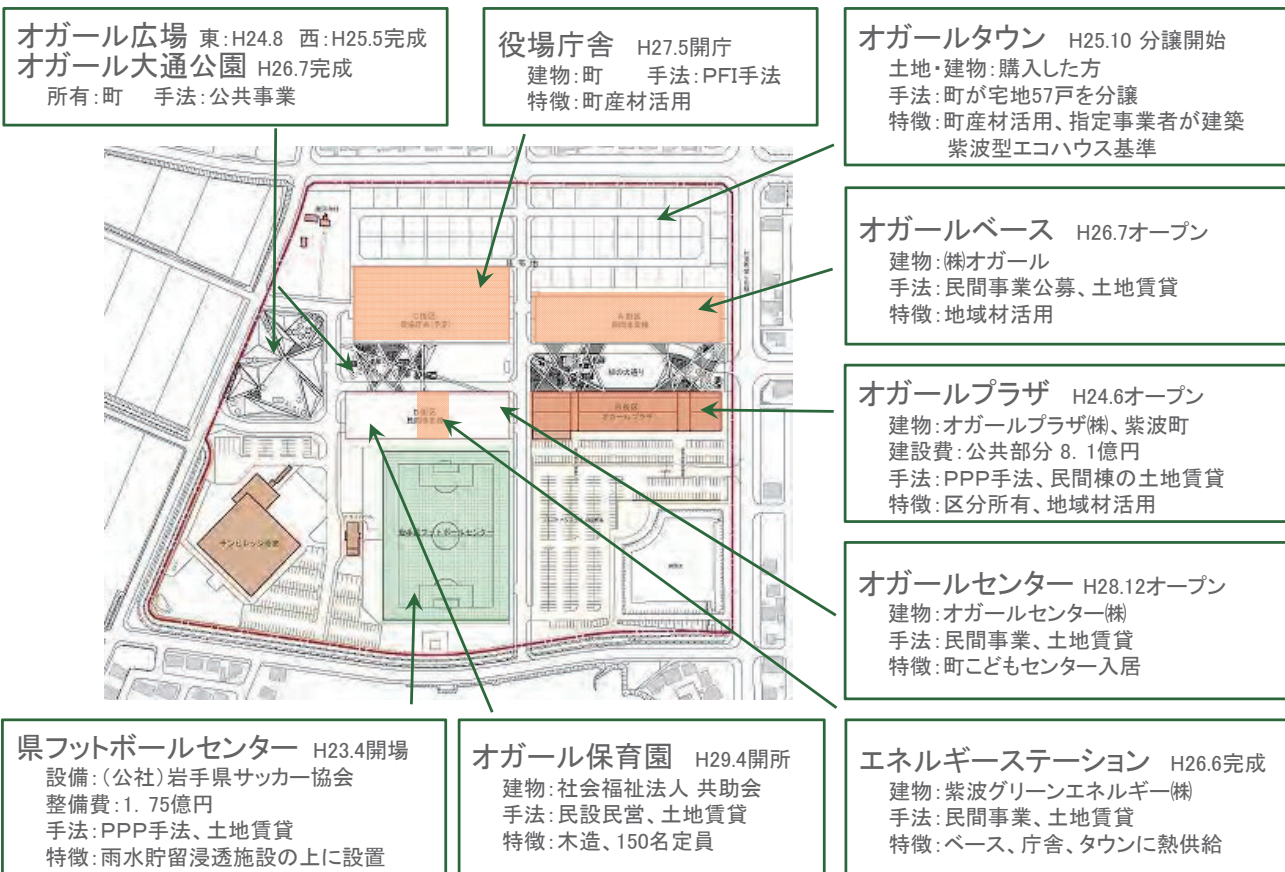


- 敷地に価値なし、エリアに価値あり 清水義次委員長
- シンボルとなる、シンプルな空間、つながり空間 長谷川浩己委員
- 開発を通じて、人間規模の職住近接型まちをつくる。『ニューアーバニズム』 松永安光委員
- それぞれの建物、一つ一つのサイン。個性はあつつ、統一感のあるまち 佐藤直樹委員
- 燃料費が少なく、室内の温度差が極めて少ない建物。『キャッシュアウトしない』 竹内昌義委員

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3-1 オガール地区の土地利用と施設



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3-2 岩手県フットボールセンター(平成23年4月30日オープン)



事業主体:(公社)岩手県サッカー協会
 事業手法:PPP手法(RFQ アイディア提案、
 RFP公募型プロポーザル)

事業費:1億7千5百万円(JFA助成金 7千5百万円)

特徴:① 三者協定を締結

町、県サッカー協会、オガール紫波

② 雨水貯留浸透施設の上に設置

③ 紫波町交流公園条例を制定

④ 岩手県サッカー協会の本部が移転

⑤ クラブハウスは完成後、町に寄附

⑥ 小学生が現地集合、現地解散できる立

⑦ 町は県サッカー協会に6千万円を補助

⑧ 県サッカー協会は町に300万円/年の地代

(固定資産税課税額を含む)を支払い

利用者数:選手等 4.5万人/H29年度



普遍的な集客をセットする

オガール紫波(株) 取締役事業部長 岡崎正信
 (当時)

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3-3 官民複合施設オガールプラザ(平成24年6月オープン)



事業主体:オガールプラザ(株)

延床面積:5,822.34㎡

事業手法:PPP手法(RFQ、RFP方式)

事業費:公共部分 8億1千万円(音響を除く)

出資:オガール紫波(株) 2千万円

MINTO機構 6千万円(まち再生出資)

紫波町 7千万円

特徴:① 完成後、町は中央棟を購入(国庫補助4割)

② 区分所有による官民複合施設

③ 地域材活用

④ 稼ぐインフラ、逆算方式、テナント先付け

⑤ プロジェクトファイナンス

⑥ 紫波マルシェ:会員324名。生鮮三品が揃う。

⑦ 図書館:コミュニケーションを土台として、
図書館の外とつながる、広げる。

利用者数:情報交流館 32.1万人/H29年度

■ 公共施設

図書館

地域交流センター

子育て応援センター
(民間から床賃借)



■ 民間施設

産直紫波マルシェ

眼科クリニック

歯科クリニック

カフェ

居酒屋

学習塾

事務所

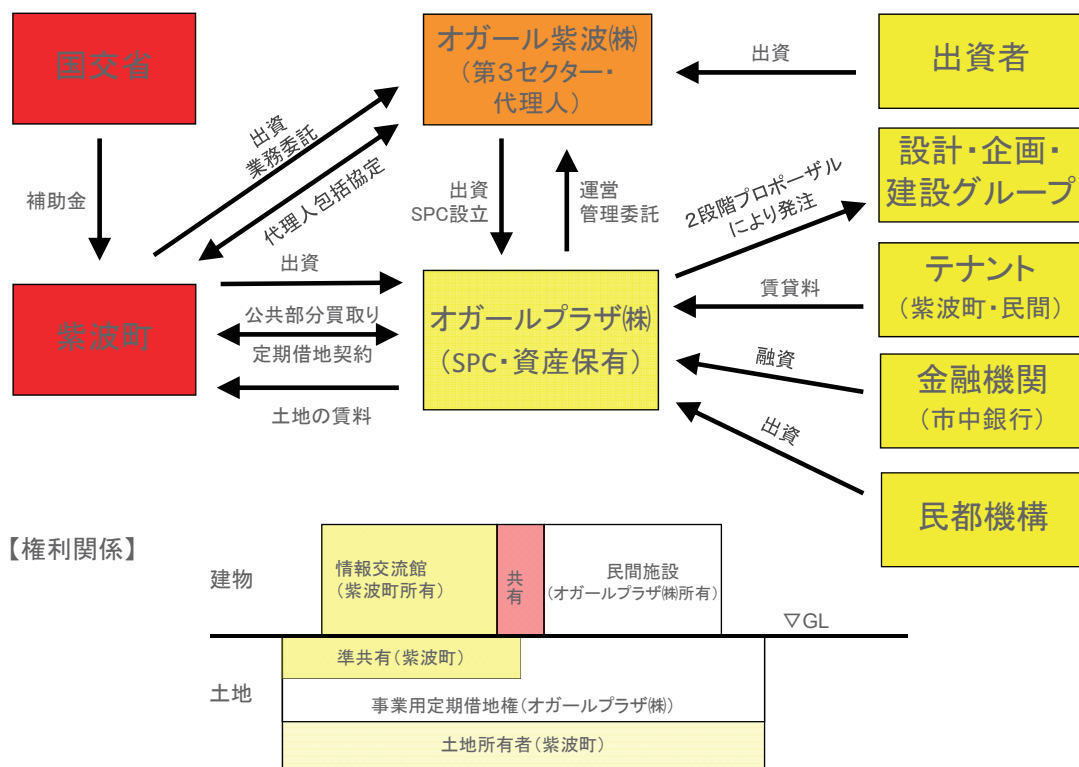


稼ぐインフラ。身の丈に合った規模で造り、
稼ぐ仕組みをきちんと考える
オガールプラザ(株) 代表取締役 岡崎正信

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オガールプラザ(官民複合施設)の事業ストラクチャー



※1 公共施設敷地の未利用部分を民間に貸し付け、官民合築施設とする。

※2 官民の所有部分をそれぞれが運営維持管理する。共有部は専有面積割合で維持管理費を負担する。

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3-4 オガール広場



事業主体: 紫波町

面積: オガール東広場 3,597㎡

オガール西広場 3,260㎡

オガール大通公園 4,587㎡

事業手法: 公共事業

事業費: 全体3億3千万円

特徴: ① 国交省まちづくり交付金活用(補助4割)

② 屋外スタジオ全9棟

③ 紫波町交流公園条例で設置

④ 緑の大通り担い手づくりワークショップ
(市民参加、2カ年で17回実施)

利用実績: イベント27件、BBQ142件/H29年度



シンボルとなる、シンプルな空間
フレキシブルな空間
つなぐ空間
デザイン会議 長谷川浩己委員

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3-5 民間複合施設オガールベース(平成26年7月オープン)



事業主体: (株)オガール

延床面積: 4,267㎡

事業手法: 事業用定期借地契約、事業公募

特徴: ① 日本初バレーボール専用アリーナ
フランス製「タラフレックス」使用

② 民間複合施設

(ビジネスホテル、コンビニ、薬局、
文具店、飲食店、事務所)

③ 地域材活用

④ 国交省「木造建築技術先導事業」で
建設工事費の15%の補助を受ける

⑤ NPOがバレーボールアカデミー実施

⑥ 紫波マルシェが朝食バイキング提供



ピンホールマーケティング

地方だからこそ特化する

(株)オガール 代表取締役 岡崎正信

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3-6 紫波町役場庁舎(平成27年5月開庁)



事業主体: 紫波シティホール(株)
 延床面積: 6,650㎡
 事業手法: PFI(BTO方式)
 事業費: 33.8億円(契約額)
 特徴: ① 国内最大級の木造庁舎

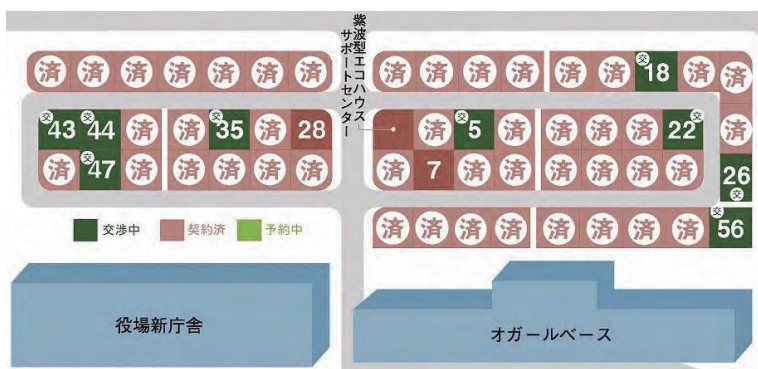


- ② 町産材活用
- ③ 国交省「木造建築技術先導事業」で建設工事費の15%を補助を受ける
- ④ エネルギーステーション(民間)からの地域熱供給を利用
- ⑤ 4か所に分散していた庁舎機能を統合
- ⑥ 1階: 生活部(保健センター含む)
 2階: 産業部・建設部・企画総務部
 3階: 教育部・議場

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3-7 オガールタウン日詰二十一区宅地分譲(平成25年10月7日開始)



区画数: 57区画(全区画分譲中、内モデルハウス1区画)

区画面積: 228㎡

分譲区画全体に関する条件

- ① 町(地域開発室)が直接分譲
- ② 建築条件付土地売買(建築事業者指定)
- ③ 紫波型エコハウス基準を満たす住宅
 - ア) 年間暖房負荷 48kWh/㎡
 - イ) 相当隙間面積C値 0.8cm/㎡
 - ウ) 町産木材利用(構造材80%以上)
- ④ オガールタウン景観協定の制定

指定事業者 町内13社

紫波型エコハウスサポートセンター(H26.6完成)

H30.10.16現在 45区画契約、9区画交渉中



紫波型エコハウスサポートセンター

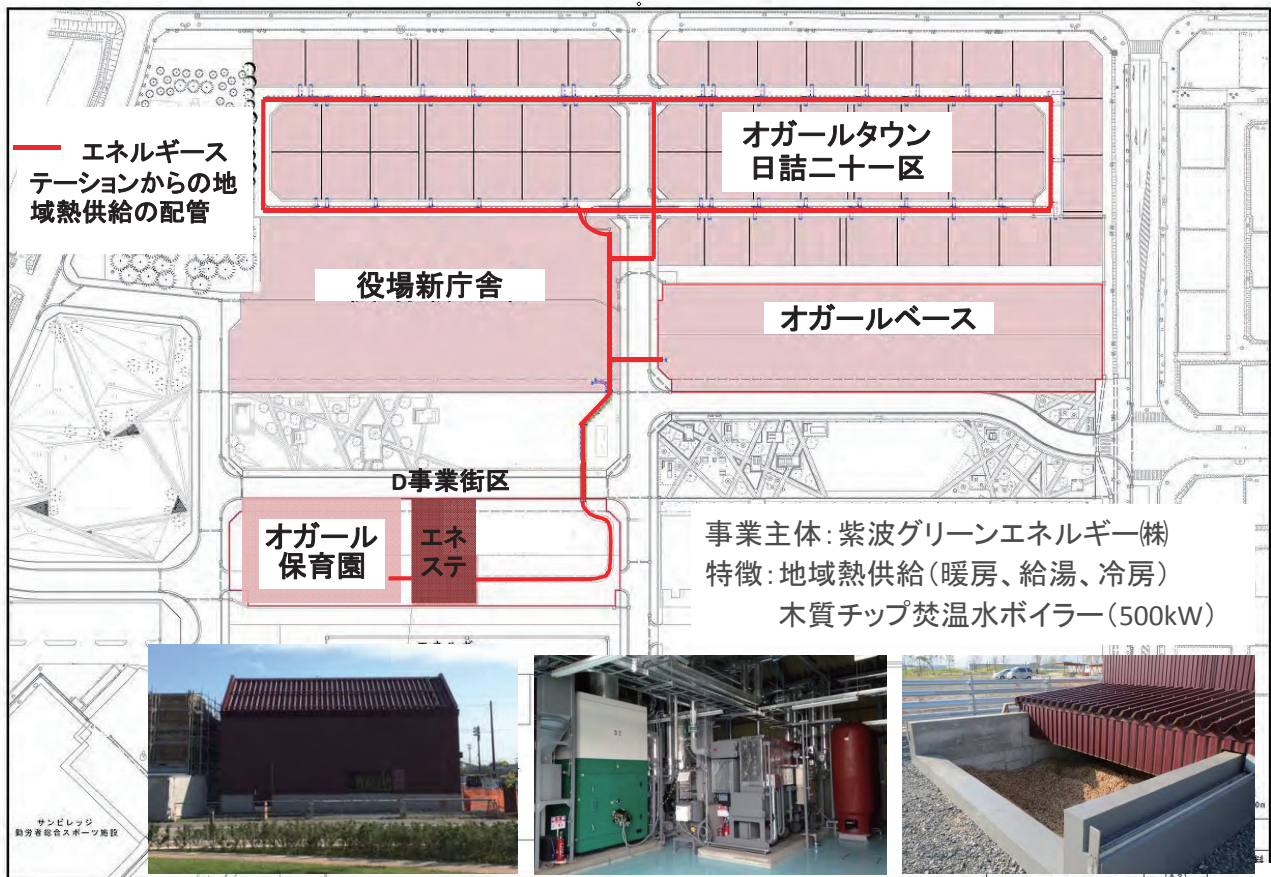


指定事業者講習会

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3-8 エネルギーステーション



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3-9 官民複合施設オガールセンター(平成28年12月オープン)



事業主体: オガールセンター(株)

延床面積: 1,189㎡

事業手法: 定期借地契約、代理人方式

出資: オガール紫波(株) 0.5千万円

MINTO機構 4千万円(まち再生出資)

紫波町 4千万円

特徴: ① 町こどもセンターが入居

② 小児科と病児保育室

③ アウトドアショップ2店

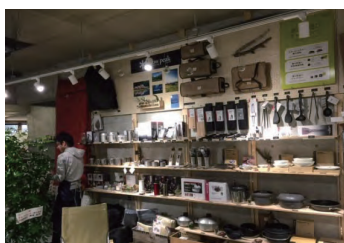
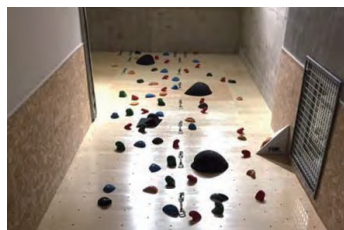
クライミングウォール設置

オガールテラス(グランピング)

ベーカリー(紫波産小麦を使用)

コンディショニングジム等

英会話教室、美容院、事務所等



オガールの各施設と有機的につながる
子育て環境の充実を図る
ライフスタイルを提案する複合施設

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3-10 民設民営オガール保育園(平成29年4月開園)



事業主体: 社会福祉法人 共助会

延床面積: 1,192㎡

事業手法: 事業用定期借地契約、事業者公募

特徴: ① 民設民営保育園

② 代理人であるオガール紫波(株)が公募

③ 地域材活用

④ 定員150名

⑤ 定員内訳

0歳児 15人

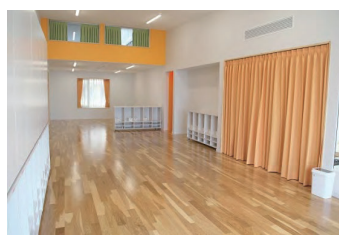
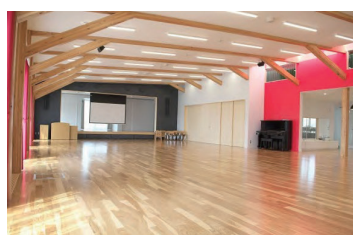
1歳児 24人

2歳児 24人

3歳児 29人

4歳児 29人

5歳児 29人



保育理念

「共に作り出し、共に助け合い、
共に栄える、子どもを育てる」

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4-1 オガール地区のPPP手法

平成29年3月10日現在 公民連携室調べ

| 施設名 | 岩手県フットボールセンター | 官民複合施設 オガールプラザ | 民間複合施設 オガールベース | 紫波町新庁舎 | エネルギー ステーション | 官民複合施設 オガールセンター | 民設民営 オガール保育園 |
|--------------|--|--|--|---|--|--|---|
| 事業主体 | 公益社団法人 岩手県サッカー 協会 | オガールプラザ (株) | 株オガール (オガールベース 株から名称変更) | 紫波町 (SPC: 紫波 シティホール(株)) | 紫波グリーン エネルギー(株) | オガール センター(株) | 社会福祉法人 共助会 |
| 事業手法 | 代理人方式 PPP(RFQ・RFP) | 代理人方式 PPP(RFQ・RFP) | 事業者公募 | PFI(BTO方式) | 随意契約 | 代理人方式 | 事業者公募 |
| 事業費 (税込み) | 約1.75億円 | 約10.7億円 | 約7.2億円 (設計・監理費除く) | 約33.8億円 (契約額) | 約5億円 (事業者聞き取り) | 約3.1億円 | 約3.3億円 (契約額) |
| 町支出額 | 補助金 60,000千円 | 購入費 810,260千円 (内、国庫補助 277,000千円) 出資70,000千円 | — (国庫補助 92,400千円) | 購入費 3,382,940千円 (内、国庫補助 277,000千円) | — (国庫補助 154,040千円) | 出資40,000千円 | 補助金 223,221千円 (内、国庫補助 198,418千円) |
| 施設規模 | サッカー場1面 | 2階建て 約5,822.34㎡ 地域材 | 2階建て 約4,267㎡ 地域材 | 3階(一部4階)建 て 約6,650㎡ 町産材 | 1階建て 約155.5㎡ | 2階建て 約1,189㎡ | 2階建て 約1,192㎡ 地域材 |
| 供用開始 | 2011年4月 | 2012年6月 | 2014年7月 | 2015年5月 | 2014年7月 | 2016年12月 | 2017年4月 |
| 施設内容 | 人工芝グラウンド (日本サッカー協 会公認)、クラブ ハウス等 | 図書館、地域交 流センター、子育 て応援センター、 産直、眼科、歯 科、物販店、飲 食店、学習塾、 事務所等 | ホテル、バレー ボール専用ア リーナ、飲食店、 物販店、コンビニ、 事務所等 | 公用 | 地域熱供給(木 質チップ温水ボ イラー 500kw 等) 埋設配管 | 小児科、病児保 育室、美容院、 事務所、物販店、 飲食店、トレー ニングジム、英語 教室、こどもセン ター、グランピン グルーム、賃貸 住宅 | 保育園 (150名定員) |
| 土地契約 | 賃貸借 | 事業用定期借地 権設定 | 事業用定期借地 権設定 | — | 事業用定期借地 権設定 | 定期借地権設定 | 事業用定期借地 権設定 |

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4-2 平成29年度 オガールプロジェクトの実績

利用者数等

※()内は前年比

サン・ビレッジ紫波 利用者数 7.7万人(124%)
 岩手県フットボールセンター 利用者数 4.5万人(105%)
 オガールプラザ

情報交流館 来館者数 32.1万人(93%)
 うち、図書館 来館者数 18.7万人(96%)
 子育て応援センター 利用者数 1.2万人(98%)
 紫波マルシェ レジ通過者数 36.0万人(104%)
 《参考》紫波中央駅 乗降客数 2,980人(103%)

H30.5.29(火)実施

人数以外の数字

町情報交流館 スタジオ利用件数 3,755件(83%)
 図書館 貸出冊数 226,316冊(98%)
 紫波マルシェ 売上げ金額 5億6,907万円(106%)
 うち、会員出荷分金額 1億7,628万円(99%)



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4-3 オガールプロジェクトの価値

行政課題

町有地活用、公共施設整備

公民連携手法

課題に応じた手法の選択

オガール紫波(株)

不動産の価値を
高める
市場をつくる

紫波町

住みたい、住み続け
たい町をつくる
民間活力を誘導し、
文化をつくる

民間企業

ローカルな市場に
チャレンジする

定住・交流人口の増加

雇用の確保にもつながる

産業の振興

地域財を、地域の人が生かす
域内経済循環の仕組み



定住人口 450人
 交流人口 96万人
 雇用者数 250人

オガールと町をつなぐ

民間主導型のまちづくり
 オガール起点の経済波及効果

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