

第19回 国際PPPフォーラム

19th International PPP Forum



東洋大学

PPPの小型化

Small-scaling of PPPs

2024年10月21日 東洋大学
2号館16階スカイホール

主催： 東洋大学

後援： 内閣府、総務省、国土交通省

特別後援：

インフラの未来に挑む

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大成建設
For a Lively World

想いをかたちに 未来へつなぐ
 TAKENAKA

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株式会社 PPP総合研究所
Public Private Partnership

MUFG
三菱UFJリサーチ&コンサルティング

登壇者への質問フォーム
Question form for speakers
<https://forms.office.com/r/CDqXdZhQdC>



第19回国際PPPフォーラム “PPPの小型化” プログラム

2024年10月21日（月）13：30～17：00

- 13:30 開会挨拶 東洋大学学長 矢口悦子
- 13:40 基調講演1 「 ‘Hyperlocal’ governance Public Space & Small Scale PPPs 」
ティム・トンプキンス氏 (ニューヨーク大学客員教授)
- 14:10 基調講演2「PPP/PFIに係る政府の取組とPPPの小型化について」
笠尾 卓朗氏 (内閣府 民間資金等活用事業推進室長 (内閣府大臣官房審議官))
- 14:40 基調講演3 「Public Private Partnerships: The Scottish Perspective」
デイビッド・マクドナルド氏 (Ludwig consulting solutions ディレクター、元SFTナショナルhubディレクター) ※オンライン
- 15:10 休憩
- 15:20～16:40
パネルディスカッション 進行：中村郁博東洋大学教授
- 16:40 クロージングリマークス
根本祐二 東洋大学教授
- 17:00 閉会

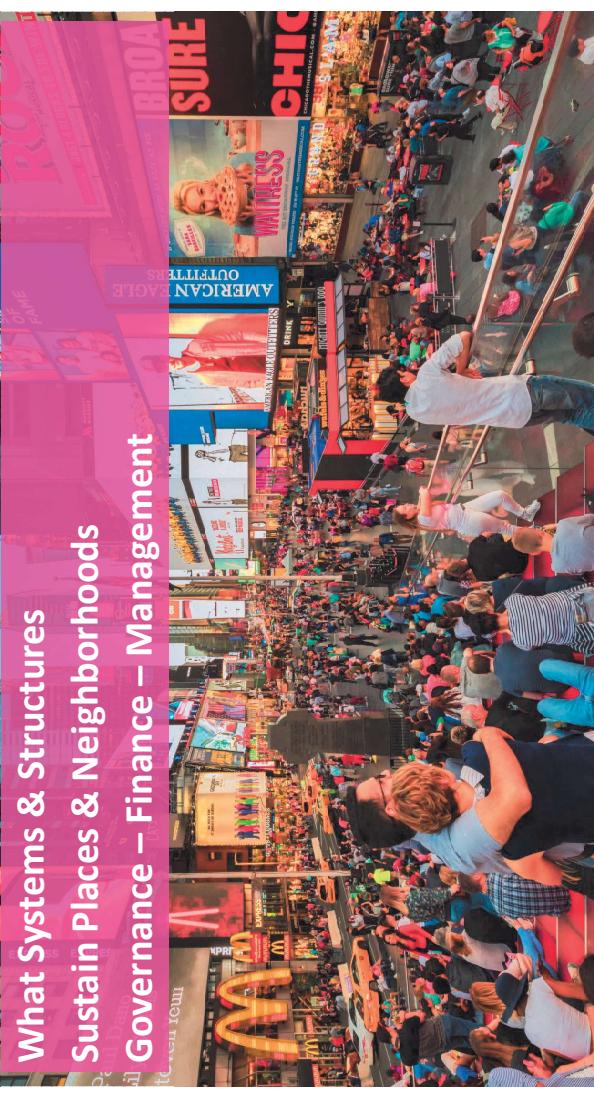
19th International PPP Forum “Small-scaling of PPPs”

13:30～17:00 Monday, October 21, 2024

- 13:30 Opening Remarks by Etsuko Yaguchi President, Toyo University
- 13:40 “ ‘Hyperlocal’ governance Public Space & Small Scale PPPs ”
by Tim Tompkins, Adjunct Professor, New York University
- 14:00 “Government’s actions on PPP/PFI and small scaling of PPPs ”
by Takuro Kasao, Director, PPP/PFI Promotion Office, Cabinet Office of Japan
- 14:40 “Public Private Partnerships: The Scottish Perspective ”
by David MacDonald, Director, Ludwig Consulting Solutions Ltd., Former National Director of Hub programme, Scottish Future Trust
- 15:10 Break
- 15:20～16:40
Panel discussion Moderator: Fumihiro Nakamura, Professor, Toyo University
- 16:40 Closing remarks
- 17:00 Adjourn

"Hyperlocal" Governance Public Space & Small Scale PPPs

Tim Tompkins
New York University / Brookings Institution



**What Systems & Structures
Sustain Places & Neighborhoods**

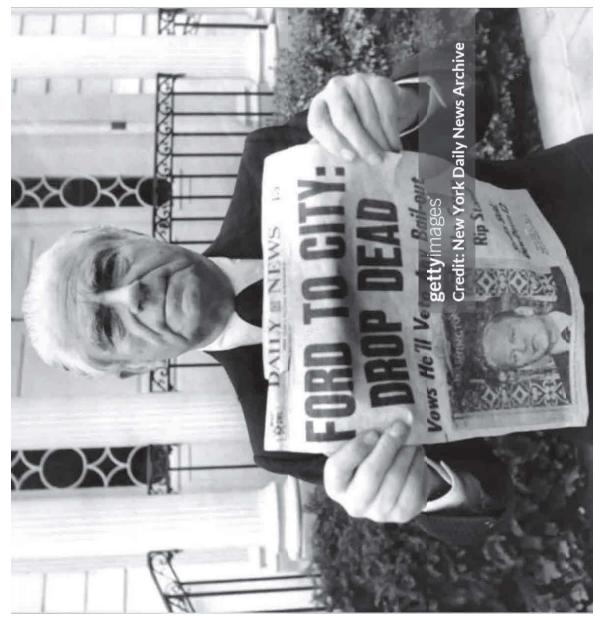
Governance – Finance – Management

Questions we seek to answer

**What have been the most critical factors in
making small scale PPPs a success?**

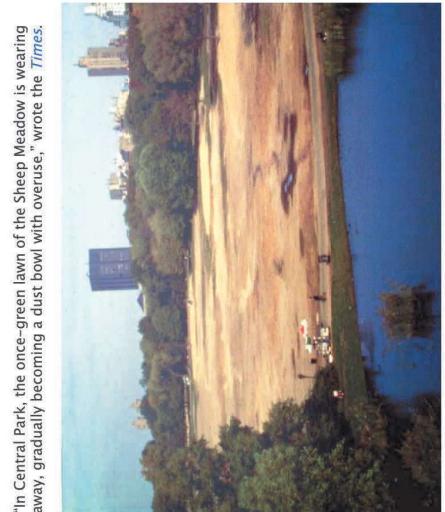
**How did we gain support from local residents and
businesses?**

How are BIDs financed and structured?



Just how bad was Central Park in the 1970s?

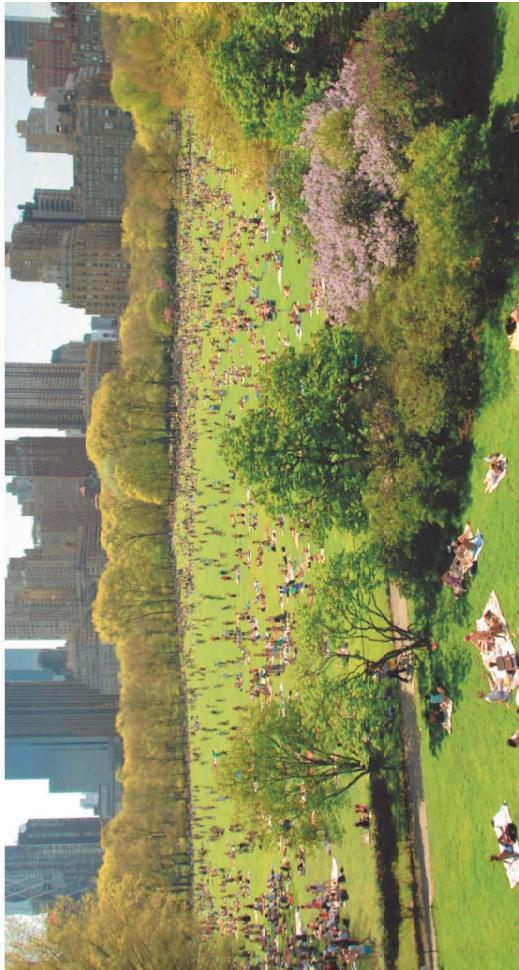
The opening paragraph from a *New York Times* story published on May 26, 1977 sums it up well.

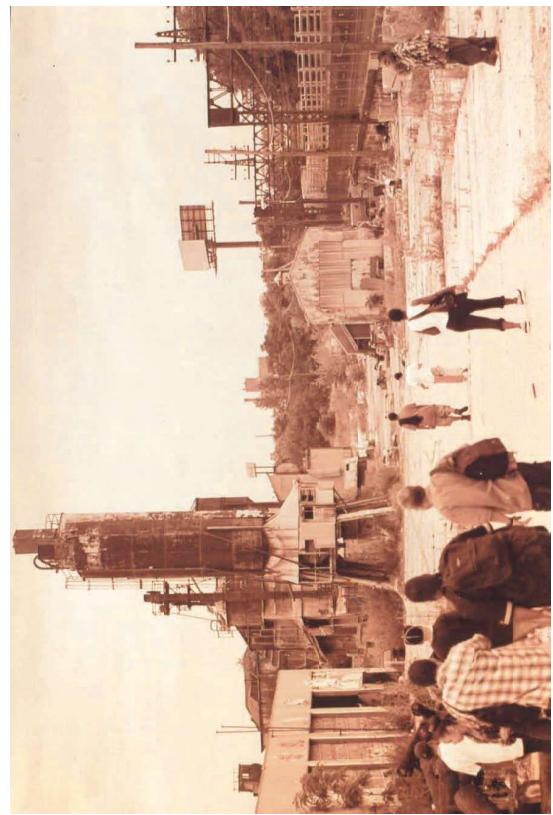


"In Central Park, the once-green lawn of the Sheep Meadow is wearing away, gradually becoming a dust bowl with overuse," wrote the *Times*.

CENTRAL PARK
CONSERVANCY

VISIT MAP THINGS TO DO ABOUT US SUPPORT MAGAZINE





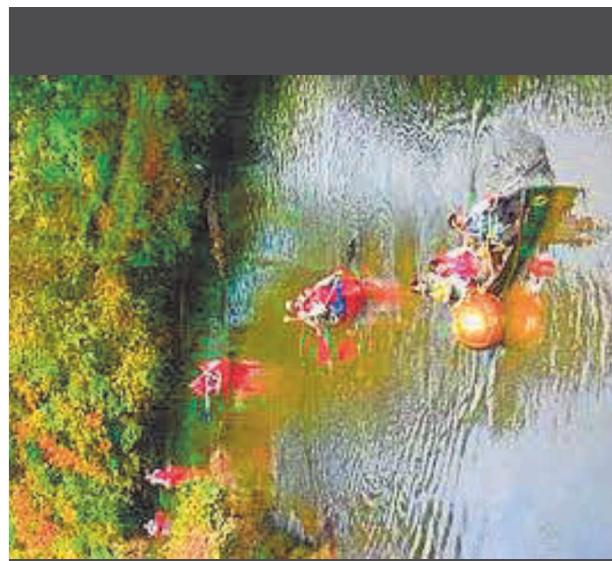
 CityParks Foundation

SUMMERSTAGE SPORTS EDUCATION ARTS PARTNERSHIPS FOR PARKS CALENDAR ABOUT US SUPPORT



**PARTNERSHIPS
FOR PARKS**

Dartmouth Park Darke, founded in 1905, is an innovative joint program of City Darke



CITY PARKS ALLIANCE

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ABOUT US EVENTS RESOURCES FUNDING STORIES JOIN

City Parks Alliance is the only independent, nationwide membership organization solely dedicated to urban parks.

WHY CITY PARKS MATTER

Merchants to Help Maintain Brooklyn Mall

By EDWARD RANZL

The Board of Estimate yesterday approved unusual contracts with merchants in the new Fulton Mall in downtown Brooklyn in which the merchants will pay for supplemental maintenance and security for the public mall. Earlier, Mayor Beame had met in his office with Borough President Howard Golden and civic and business leaders to greet the contract as "a historic first in the United States—a contract between the city and a civic group for private money to pay for maintenance of a public mall in a major shopping area."

Ground, will be broken today for the \$10-million facility, which will be built with Federal Urban Mass Transit and Community Development funds. Completion of the mall, on Fulton Street between Adams Street and Flatbush Avenue Extension, is expected to take two years. The area was described as the fifth-business downtown retail site in the country. The Board of Estimate approved five-year contracts establishing a special district corporation—the Fulton Mall Im-

provement Association—and assessed the corporation \$235,000 for the first year towards maintenance and security costs supplemental to city-provided services. The assessments will be collected by the city, which in turn will pay the contractors employed by the new corporation. Each merchant was assessed on the basis of the valuation of the property he will occupy.

Leonard Nadel, chairman of the new Corporation and a senior vice president of Abraham & Straus, told the board that the department store would pay more than 30 percent of the total assessment of \$235,000. The other merchants will pay \$100 to \$600 each.

Mr. Golden cast his vote enthusiastically for contract approval, calling it "a great day for Brooklyn." Mayor Beame described the project as "a unique example of public and private cooperation."

"This dramatic new mall," the Mayor said, "will help assure that this major downtown area will advance as a viable alternative to successful suburban shopping malls."

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THE FIRST OF ITS KIND!

How did the local businesses of Bloor West protect themselves from the rise of commercial shopping malls?

They planted trees, lit up the streets with the warm glow of string lights, and planned festivals to draw in visitors to the neighborhood. Little did they know, their plans would spark the creation of a groundbreaking concept — a novel strategy for creating and maintaining a vibrant main street: the first Business Improvement Area.

As the first of its kind, Bloor West Village BIA has gone on to inspire over 85 BIAs across Canada, the USA, Germany and Japan.

OUR RICH HISTORY

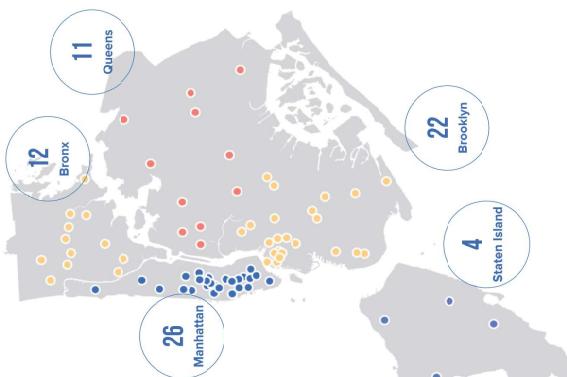




Welcome to IDA

Weekly news & insight

Latest News

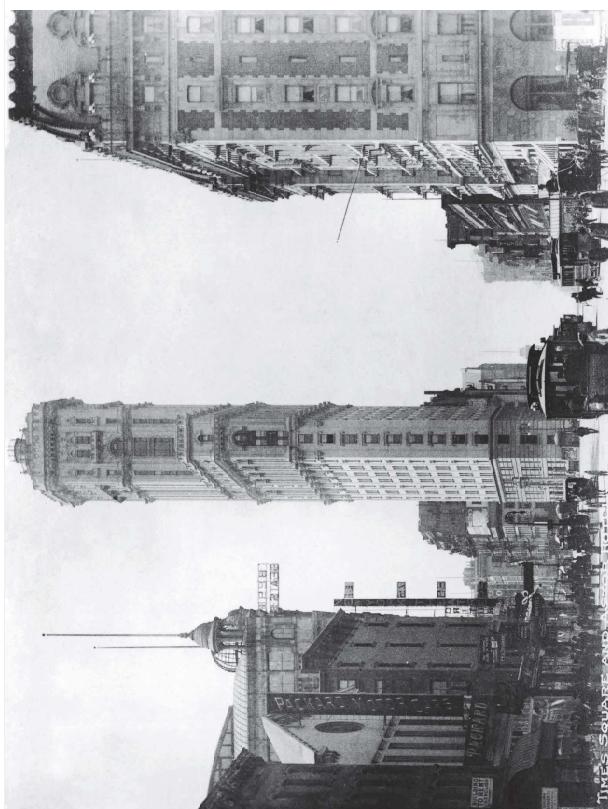


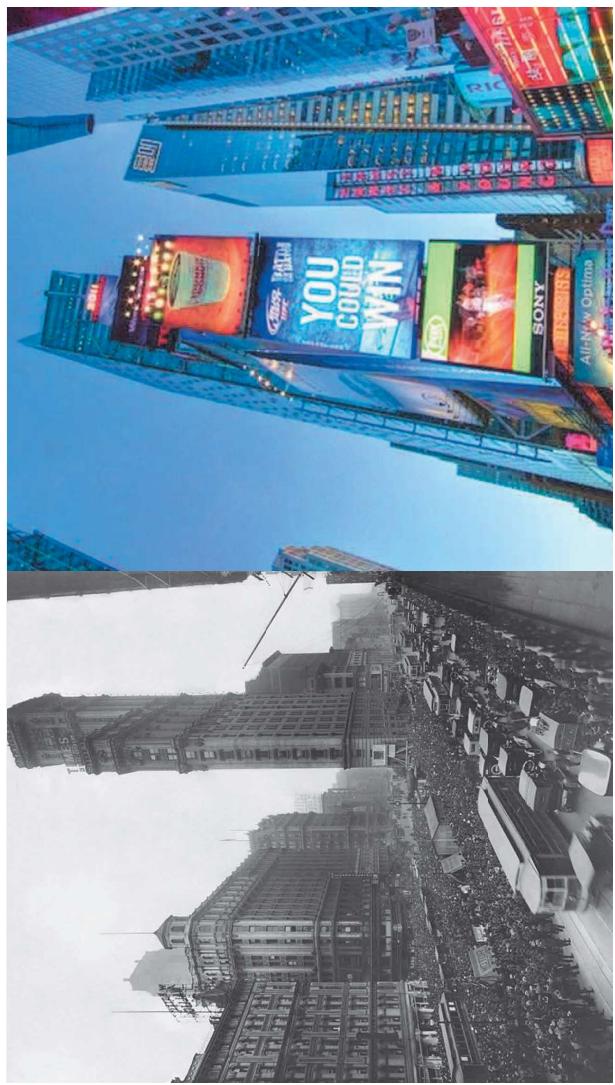
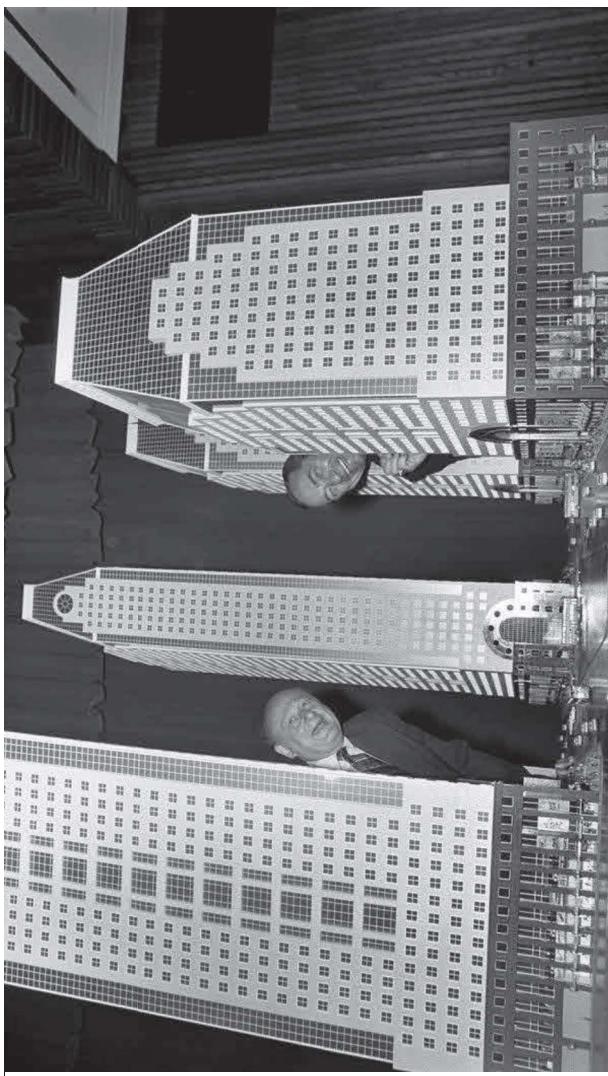
BIDs in New York City

A Business Improvement District (BID) is a geographical area where local stakeholders oversee and fund the maintenance, improvement, and promotion of their commercial district.

For more than **40 years**, BIDs have been valuable and proven partners in ongoing initiatives of neighborhood revitalization and economic development across the five boroughs, making NYC neighborhoods cleaner, safer, and more vibrant. The city's **15 BIDs** – the largest BID program in the country – serve nearly **300 miles** of commercial corridors and invest more than **\$194 million** into local economies in the form of supplemental services.

- BID Services are primarily funded by a special assessment on district properties
- BIDs provide services to supplement, not replace, the services already provided by the city
- BIDs are governed by locally controlled non-profits with boards of directors that consist of property owners, commercial tenants, residents, and elected officials
- BIDs serve as a crucial liaison between city government and neighborhood stakeholders





The New York Times

January 26, 1984
PROJECT REPORT LABELS 42d ST. TOPS IN CRIME



“...drug deals, violence,
pornography and ...
prostitution.”

TIMES SQUARE CENTER



“Save Times Square”

**Almost Destroyed Times
Square:**

**No More 1 Times Square /
New Years Eve**

No More Historic Theaters

No More Lights and Signs



**The Times Square Alliance:
A Distinctive Structure
An Evolving Mission**

1992

To make Times Square clean, safe & fun.



The Metro Section

The New York Times



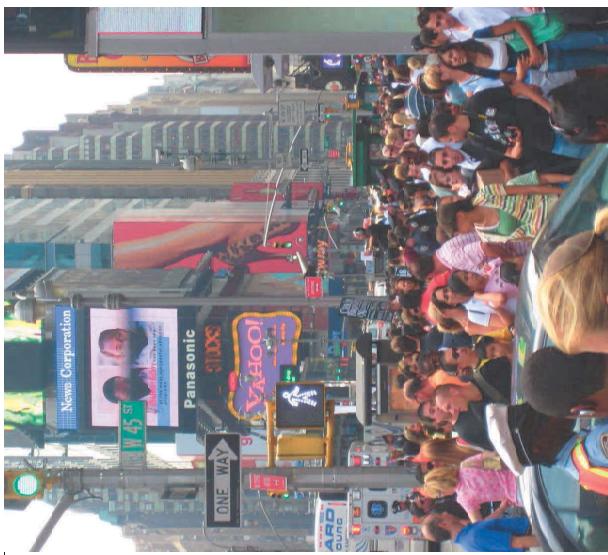
Some Times Square stores and property owners want sidewalk vendors banned because of the congestion they cause.

Times Sq. Gridlock . . . on Sidewalk

A 2003 survey found that **68%** of Times Square employees cited **congestion** as the #1 reason they would consider working elsewhere

Ogilvy & Mather Advertising Agency Brand Analysis

“**Times Square’s historic and cultural significance has come to shape how people perceive the New York city experience as a whole. For many, New York is synonymous with Times Square.**”



Times Square’s History



The News
Crowds
Sex
Entertainment
Signs

The Times Square Alliance: An Evolving Mission

1992

To make Times Square clean, safe & fun.

2002

To promote & improve Times Square so that it retains the creativity, energy & edge that have made it an international icon for over a century.



TRAVEL + LEISURE



NEW YORK

THE YEAR IN CULTURE ARCHITECTURE



Every evening, a few minutes before curtain, the scruffy stars above the new TKTS booth offer the best view of the Times Square migrants—high enough to rise above this herd, low enough to absorb them. It took \$1 million, nine years, and an endless supply of ...

»THE TKTS BOOTH
INVENTS PUBLIC
SPACE, WHERE
THE MURK
BEFORE...
—MICHAEL BEATTIE

The New York Times

NEW YORK, TUESDAY, MAY 26, 2009

New York Times



new tourists and New Yorkers alike lounge in the middle of Broadway on Monday a day after the city opened the five-block-long Times Square pedestrian mall.

POSSTOPINION

Killing Times Square

B'berg's ruinous redesign



tives of two Times Square restaurants, who told me on a not-for-attribution basis that business has been down since the plazas were set up after Memorial Day — a fact that's counterintuitive until you realize that a horde of milling, idling tourists can chase away purposeful strollers looking for a place to eat. In fact, leading businesspeople are alarmed over the damage the scheme threatens to do to Times Square's office buildings, stores, hotels, restaurants and theaters — all industries reeling from the recession.



IS Mayor Bloomberg determined to destroy Times Square? Bloomberg and Transportation Commissioner Janette Sadik-Khan can believe, if they wish, the praise for their ruinous redesign of the city's most iconic space. There was plenty of it at last week's ribbon-cutting for the "final" touches of the reconfiguration.

THE NEW YORK TIMES EDITORIALS/LETTERS MONDAY, JUNE 8, 2009

Editorial Notebook

The Best Seats in Times Square

Weird reasons to love New York City. Less Times Square became an outdoor lounge, it's seat in the crossroads of the world. Bloomberg closed large swaths of Broadway Times Square with plastic lawn chairs in green as one of his experiments in making New York more pleasant. The question is already answered. As anyone with to watch the neon lights at lunch can attest, finding a free chair first day I've found a place to sit," Rachelle

lights flashing overhead. Mostly, however, people simply sit. They unload their parcels. "There are not many stop and catch your breath," explained Deb ist from South Africa.

Tim Tompkins, president of the Time said little explanation was needed when the place. "We hadn't even gotten the tags off settled into them. It was like this had been t years," he said.

Actually, these particular chairs are ten

amNY
NEW YORK

A craving for Canada
Food from up north starts here
Page 20

City keeps the fun in Coney Island Page 4

City Living: Matt Haven morphs into 'SalBro' Pages 26-27

HIGHLIGHTS JULY 20, 2009 • ISSUE NO. 4 • VOL. 107
AMERICAN BUSINESS & CONSTRUCTION
ADVERTISING SECTION OF THE NEW YORK DAILY NEWS

Glimmer and chameleons. Boardwalk salarman cause the elusive human known as...
In surprising poll, most NYers say they like midtown car ban - and even dig the subway fare

HAPPY CAMPER

I NY

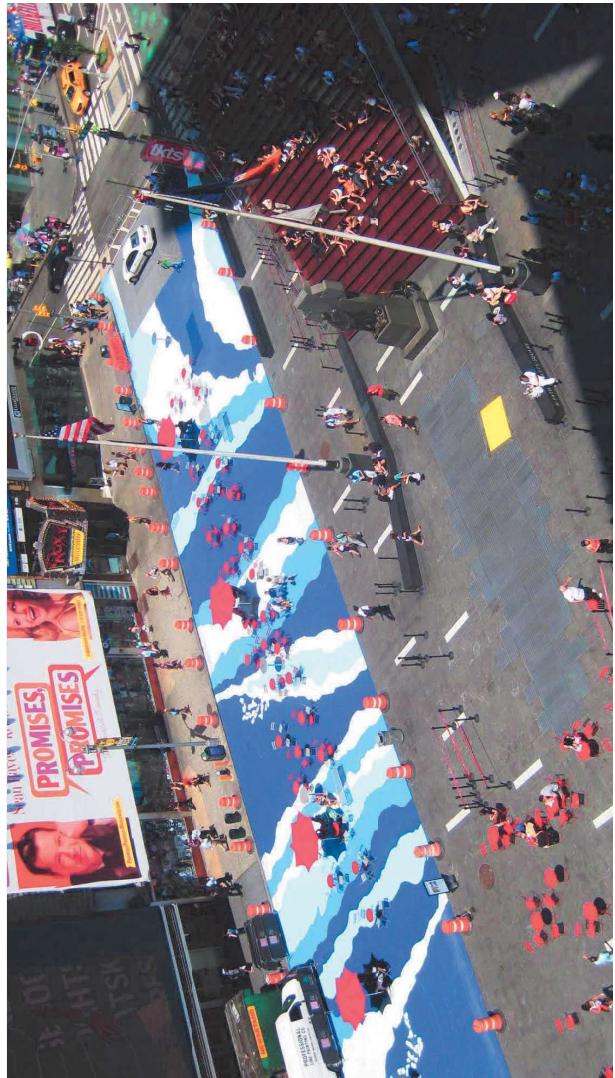
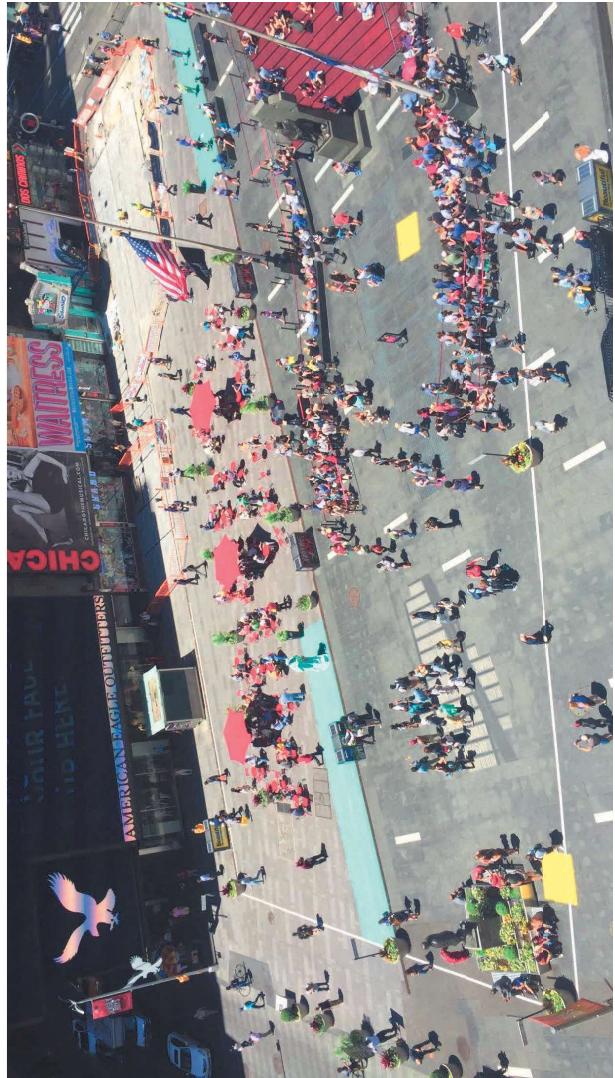
NYC Residents

Yes 76%



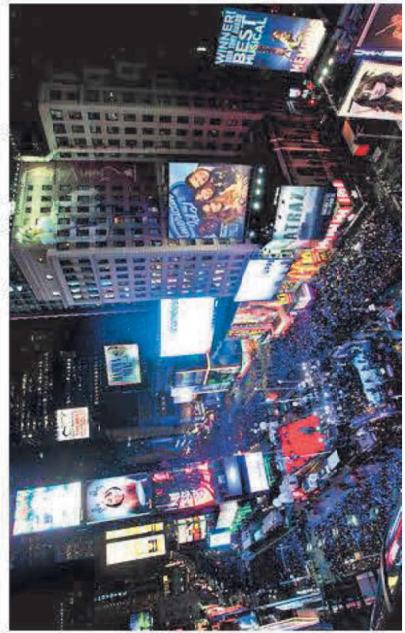
Times Square Employees

Yes 63%



The New York Times

March 19, 2012, 5:09 PM
Times Square Lights Up City's Economy,
Study Finds
By PATRICK McGEEHAN



Questions for developing a vision

What is the problem you are trying to solve?

What are your fears for this place?

What are your dreams for this place?

What is the narrative (or story) about this place that you want to change?



TSQ <=> NYC

→ Our city. Our culture. Our creativity.

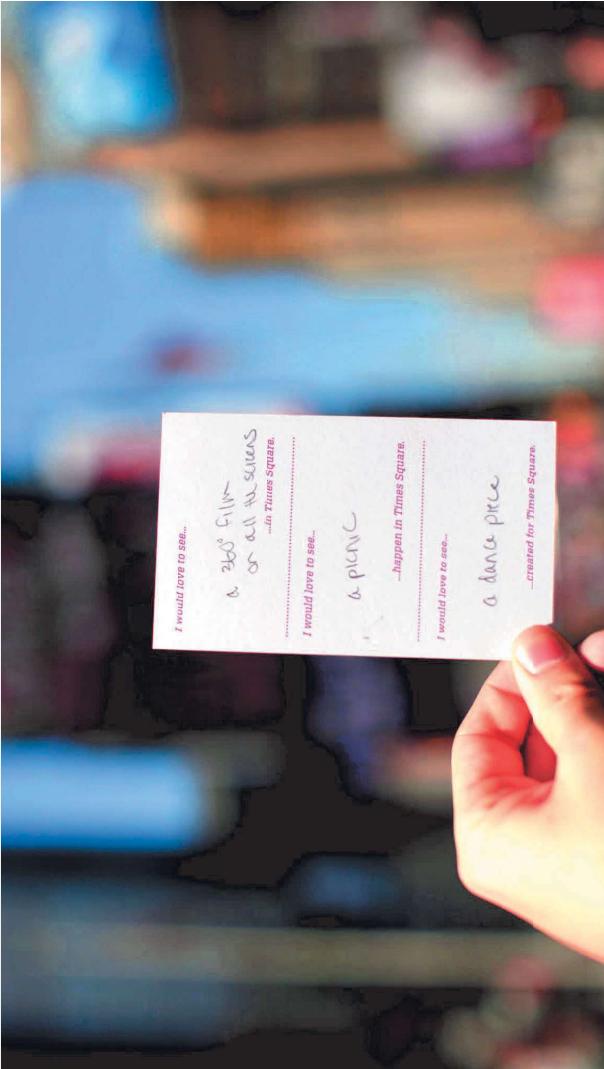
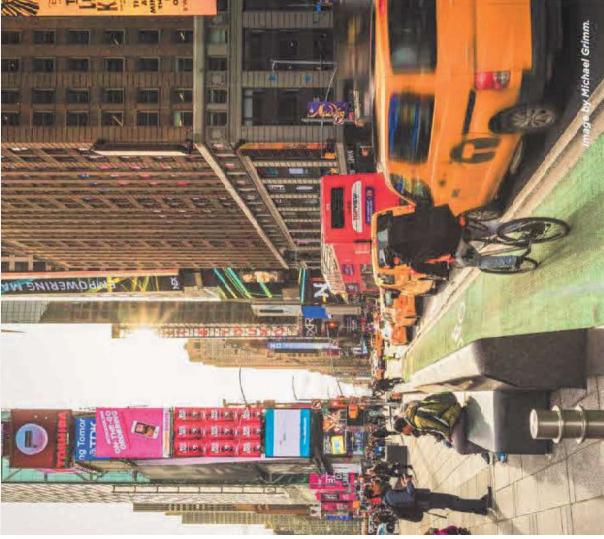
We want Times Square to be a hub that captures and celebrates our culture, in every sense of the word: our artistic and creative culture, our diverse cultures, our diverse cultures.

We want it to be a vibrant and democratic space that exemplifies the civic, cultural and commercial life of our city, and of all great urban places.

We want it to be a place by of, and for New Yorkers, that we can then share proudly with the rest of the world.

In the pages that follow we present what we hope to realize this vision. While Times Square stands on one end of the spectrum of New York, we hope that it resonates with those that inhabit it, that it brings you to bring your culture, and creativity, to Times Square.

—Times Square Alliance



DESIGN

PUBLIC ART

PUBLIC ART

TSQ NYC MKT

ENTERTAINMENT + EVENTS

CELEBRATING WHAT WE HAVE



Creating a cultural district that taps into the city's best-known artist and offers a platform to lesser-heard voices from around the city and the world.

Culture The Critical Component
Times Square Arts is perhaps the most critical component of our vision for Times Square. It represents an invitation to contemporary artists to experiment and engage with one of the most iconic urban places, so that Times Square is as much a cultural hub as an economic transportation nexus. We want to ensure that Times Square is a cultural district, not only by its theater and entertainment voices, but also by nurturing artistic interventions in both realm and its accessible commercial spaces.

Celebrating Art, Experimentation, and Freedom of Expression
In a neighborhood where the economics of success make new artistic interventions more challenging, we want Times Square Arts to be a laboratory for contemporary art in the public realm, create conversations about Times Square and all that it represents about Times Square life, public commerce, and America. And in an era where free expression feels compromised, we want the legacy of the newspaper that gave Times Square its name to be a place of manifold and voices in the public square.

Times Square Arts projects are supported in part by the Times Square Advertising Coalition, the Shelley & Donald Rubin Foundation, the National Endowment for the Arts, public funds from the New York Department of Cultural Affairs, and the New York State Council on the Arts with the support of Governor Andrew Cuomo and the New York State Legislature.



ENTERTAINMENT + EVENTS

Presenting annual, innovative events and daily, small-scale entertainment that exemplify New York City's passion and talent.

Annual Marquee Events
Times Square has always been a gathering place. The Alliance plays a central role in curating annual events from the world's most-watched New Year's Eve celebration to Taste of Times Square to our Summer Solstice young celebration for thousands. In each case we celebrate the best of Times Square and New York City, for all the world to see.

Ongoing Public Programming
Day in and day out, the Alliance curates small-scale music and performances on the pedestrian plazas and other public spaces throughout the district. New York City and Broadway have extraordinary musical talent of every type, and we want it to permeate our public spaces on a daily basis.



Photo by [Sarah Johnson](#)

TSQ NYC MKT

Bringing distinctive and unexpected NYC food and retail offerings to the public square

Finding the Best of New York City
Partnering with UrbanSpace, we are curating an ongoing and ever-evolving set of options that reflect the diverse and creative entrepreneurial energies of NYC's food and retail communities. Our goal is both to create a positive public space experience that of the world's great public plazas and to celebrate New York City's talent. / former Vendy Award-winner who has gained a huge local following or an independent celebrity the printed word in a place named after The New York Times, ou first on the New Yorkers who live, work, and go to the theater here.

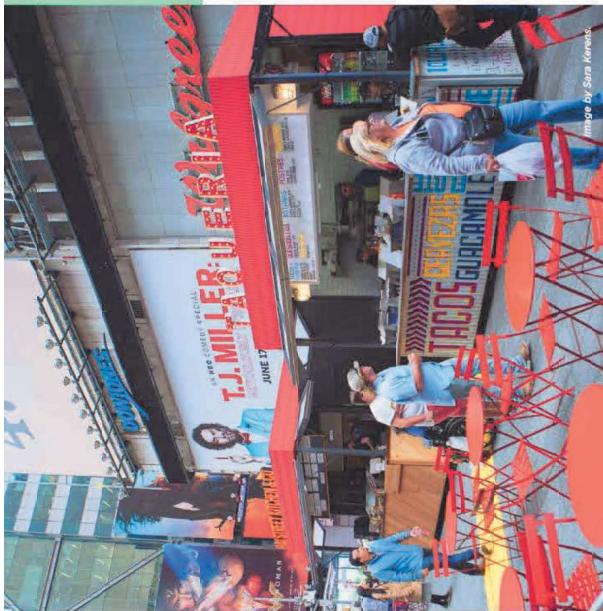


Photo by [Sara Koenigs](#)

Seeking nirvana in Times Square and other NYC events

Jayne Clark USA TODAY

Published 8:20 a.m. ET June 20, 2013



CELEBRATE WHAT WE HAVE

Rediscover and nurture our most distinctive entrepreneurial, architectural, cultural, and historic assets

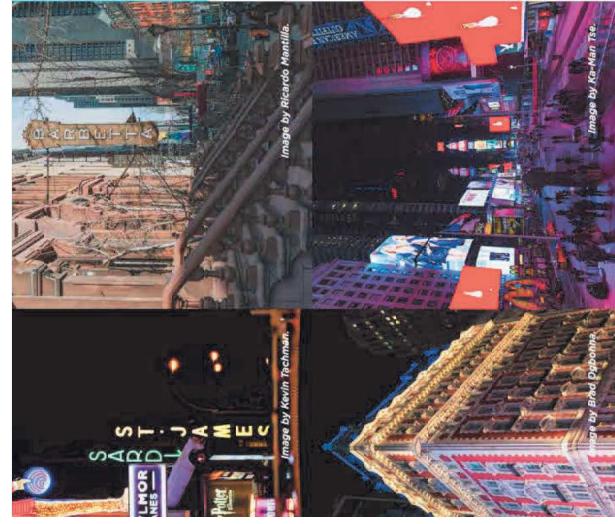


Photo by [Nicolò Martini](#).

Photo by [Kevin Tachman](#).

Photo by [Bird Dippone](#).

Sharing What We Love
Yes, Times Square is a challenge at times, but so is New York. People choose to come to both places despite the changes because of the excitement and originality of what's here. We want to dig deep into the things that do draw people here - and nurture them so they are stronger and better and more likely to endure. Everyone has their Times Square stories, and we want to share the best ones, whether they're about the greatest concentration of live theaters and digital screens on the planet, our links to the country's most important newspaper or the rich history of Restaurant Row.

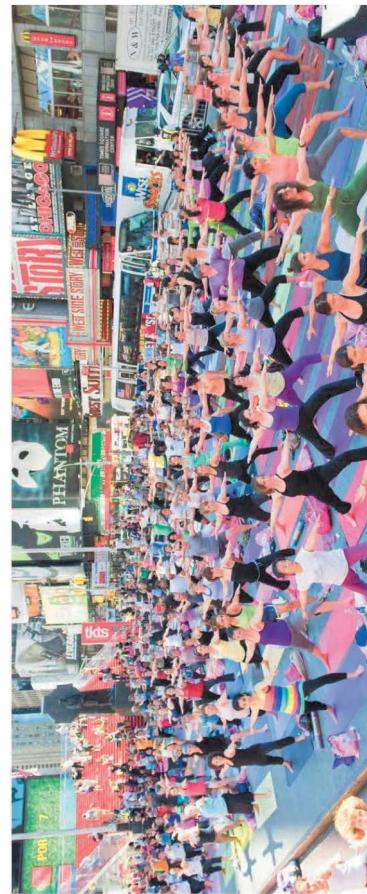
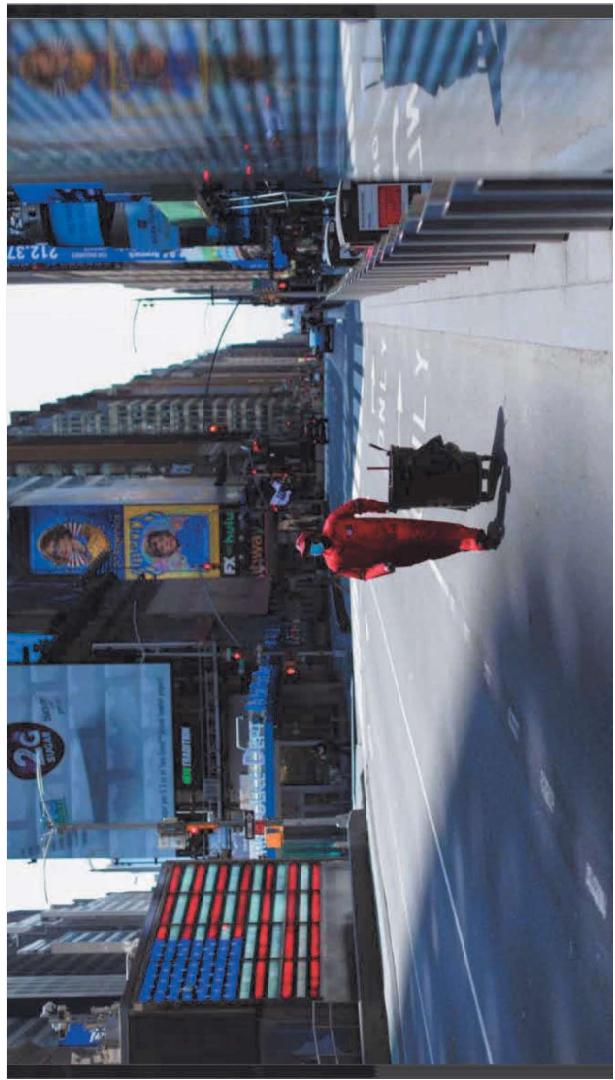
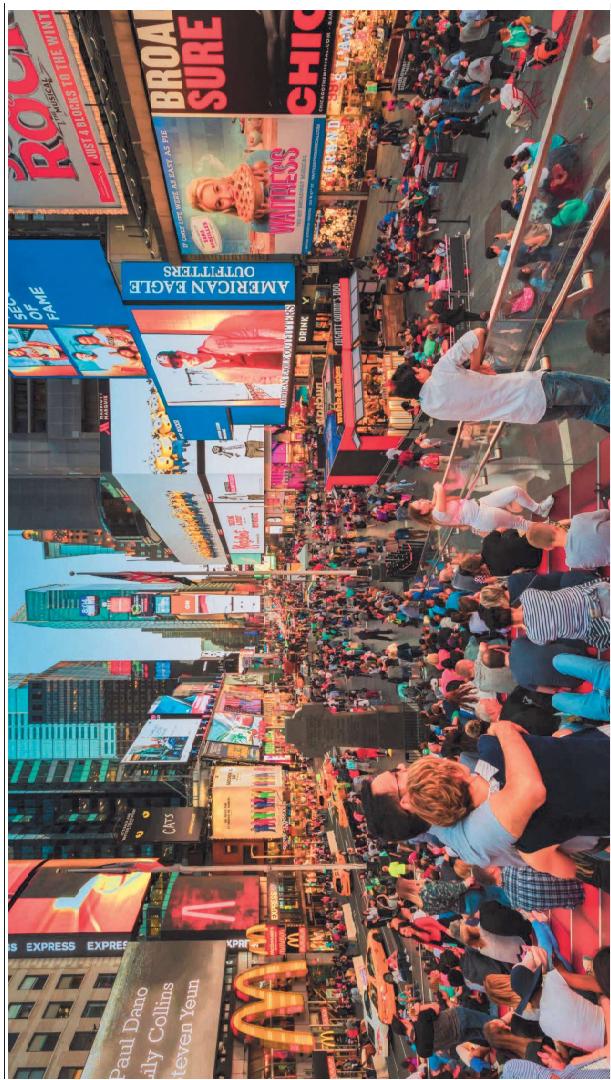
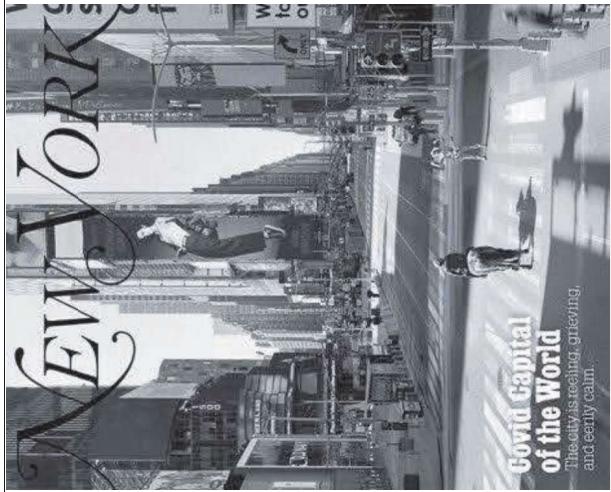
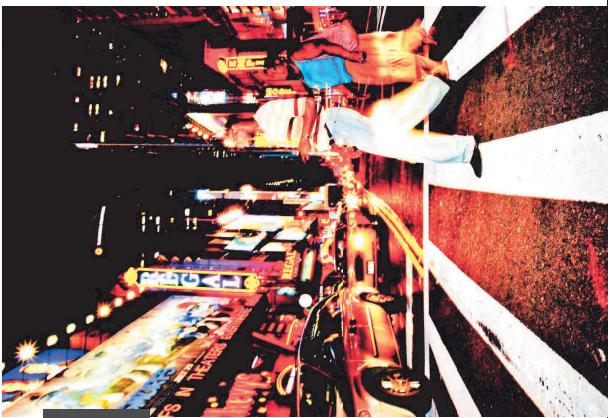
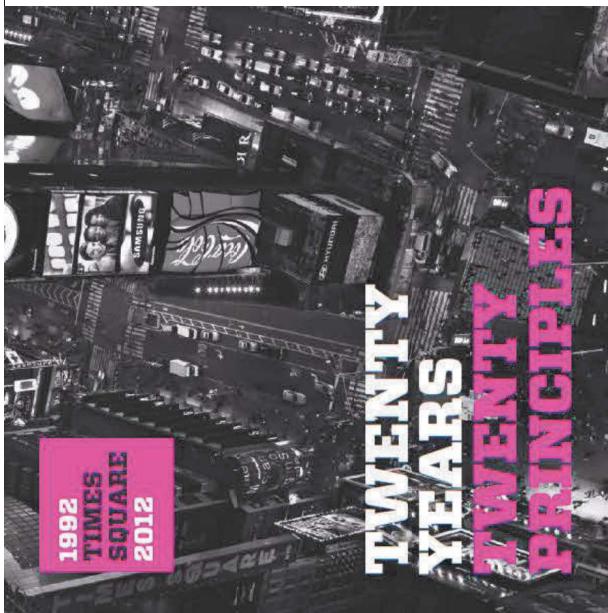


Photo by [Kris Martin](#).





EXPECT THE UNEXPECTED

Know that things **change**.

Take a **chance**.

Try it out.
There's no **single answer**.



CREATE & CURATE GREAT PUBLIC SPACES

Design it well.

Manage it well.

Program it creatively, consistently and authentically.



KNOW THYSELF, LOVE THYSELF

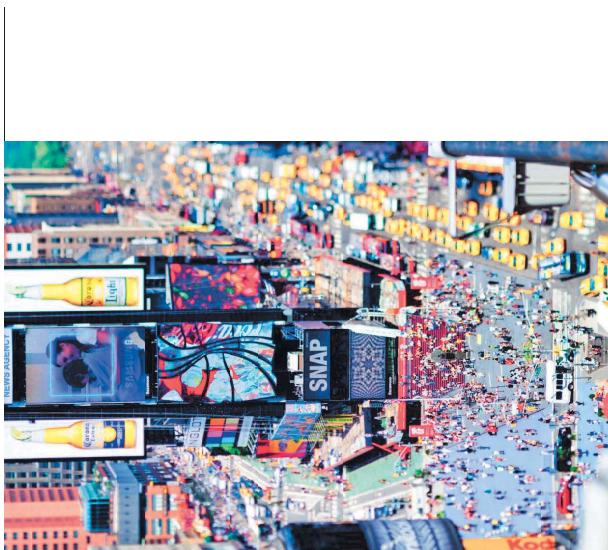
Know what's authentic & distinctive

Love what's authentic & distinctive

Use data; Know the **facts**

Use the facts to **define** yourself & your problems

Find your **allies** & fight for yourself



HARNESS THE POWER OF PARTNERSHIPS

Use **public**, **private** & **non-profit** sectors.

Know each other's **strengths** & **weaknesses**.

KEEP IN MIND THE 6 C'S FOR CREATING CHANGE

Community-based

Consistent

Coherent

Concentrated

Creative

Critical Mass



Small scale PPPs: Place-centered curators

Curators of the economy

Cultural curators
traditional arts

history and peoples
current cultural expression

Curators of consensus & trust



Marron Institute
of Urban Management

Small PPPs and "Hyperlocal" governance

B | Brookings Metro

The book cover features a colorful map of the United States with a grid overlay, titled 'HYPERLOCAL: PLACE GOVERNANCE IN A FRAGMENTED WORLD'. Below the title, it says 'HOW CITIES CAN THRIVE IN THE AGE OF POPULISM'. The authors' names, 'JENNIFER S. VERY AND NATE STORRING', are at the bottom. The publisher, 'Marron Institute of Urban Management', is also mentioned.

GEORGETOWN GLOBAL CITIES INITIATIVE

An academic community dedicated to creating and sharing interdisciplinary knowledge of cities, their communities and the opportunities associated with unprecedented global urbanization.

SEPTEMBER 8TH, 2023

**URBAN THINKERS CAMPUS:
INTERNATIONAL PRACTICES OF PLACE
MANAGEMENT THROUGH MULTI-
SECTORAL PARTNERSHIPS (KICK-OFF
EVENT)**

Conducted in collaboration with the UN-Habitat's World Urban Campaign, this event explores the rapidly growing practices of place-based cross-sector...
VIEW EVENT DETAILS

PLACEMAKING X EQUITY & INCLUSION

HEALTH & WELL-BEING • PUBLIC MARKETS & FOOD • PLACE GROWTH & RESILIENCE • GREENS & TRANSPORTATION • SUSTAINABILITY & RESILIENCE • TECHNOLOGY

Photo: Latinamericanos 2017 / Agapephoto, Chile / Photo: Espacio Lúdico

PLACEMAKING X

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At the Crossroads

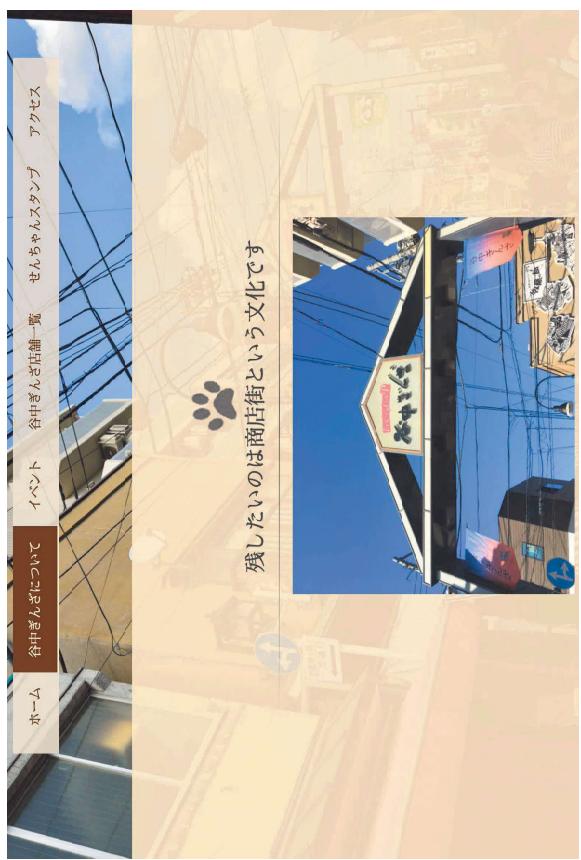
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State of Canada's Cities
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Summit + Report Launch
Thursday, November 30th
The Shaw Centre, Ottawa

State of Canada's Cities

Canadian Urban Institute Institut Urbain du Canada

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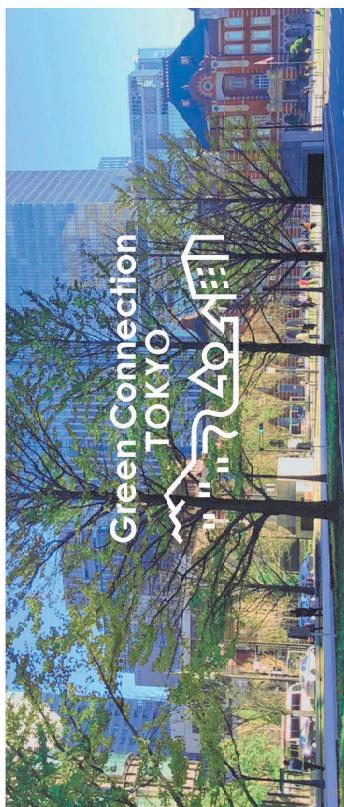
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Sustainable Development

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Goals

11 Make cities and human settlements inclusive, safe, resilient and sustainable





Green Connection TOKYOは、東京における“みどり”的チカラを引き出し、公民のパートナーシップにより、みどり豊かで美しい、国際都市“東京”的表現を目指します



ABOUT GUIDE PEOPLE REPORT

< Slide >

Placemaking JAPAN is ?

Placemaking JAPANはプレイスメイキングについての情報やネットワークを広めるにのみの、日本のプレイスメイキング普及活動「プラットフォーム」です。場のデザインや活用にこだまらず、地域のコミュニティとともに、パブリックスペースを再考し、改めうる考え方およびアプロセスを発信し、フレースメイカーのつながりを築いていきます。



Why have small PPPs gained support?

Help to address chronic city problems

Allow for creativity, experimentation, risk taking

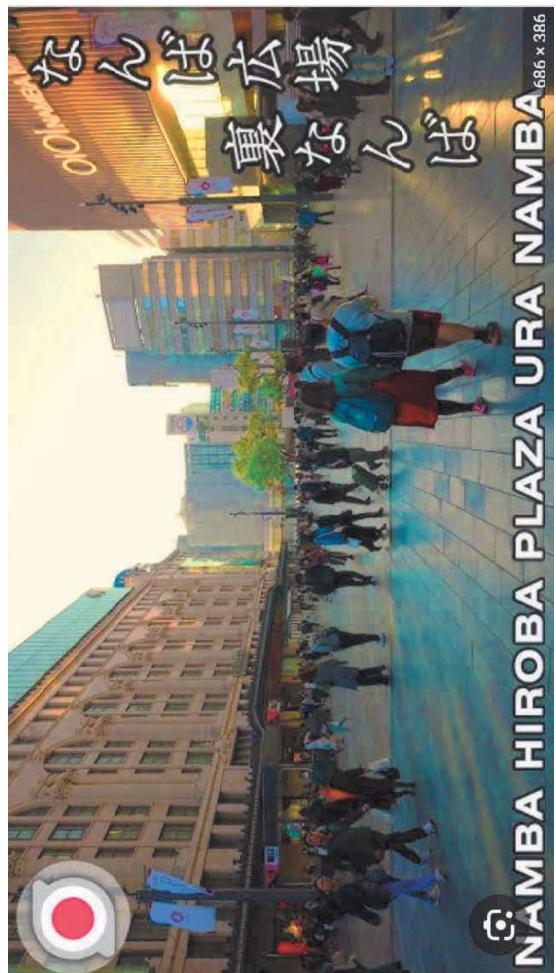
Improve efficiency and/or bring new resources

Affirm the authentic assets in a place

Help govt be more nuanced & responsive



Marron Institute
of Urban Management



“Most city diversity is the creation of incredible numbers of different people and different private organizations, with vastly differing ideas and purposes, planning and contriving outside the formal framework of public action.

The main responsibility of city planning and design should be to develop... cities that are congenial places for this great range of unofficial plans, ideas and opportunities to flourish.”

- Jane Jacobs





What is Yosenabe?

The word *yose* comes from the verb *yoseru* (寄せる) which means to "put together". And *nabe* (鍋) is the Japanese word for "pot" and is used to refer to hot pot dishes.

"Darling, we need to talk..."

"...about money, and about our relationship"



COUNTDOWN TO NYE 90:05:37:00

TRANSLATE SEARCH NYE LIVE SCHEDULE

DINE, PLAY, STAY EVENTS & PUBLIC ART TIMES SQUARE STORY LIVE & WORK

TIMES SQUARE The Official Website

ABOUT THE ALLIANCE DO BUSINESS HERE

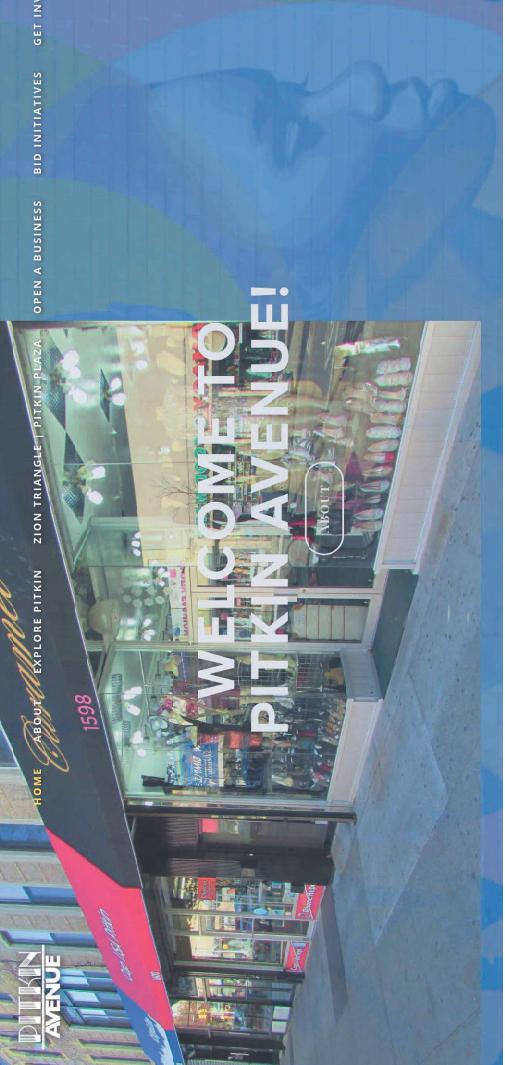
GET READY
FOR NEW YEAR'S EVE!

TIMES SQUARE NEW YEAR'S EVE

WATCH THE WEBCAST



TIMES SQUARE DISTRICT MANAGEMENT ASSOCIATION, INC.
Statements of Activities
Fiscal years ended June 30, 2023 and 2022



	2023		2022			
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Support and Revenues:						
Assessment revenue	\$ 14,347,293	\$ -	\$ 14,347,293	\$ 14,347,293	\$ -	\$ 14,347,293
Government grants and contracts	401,242	-	401,242	2,347,258	-	2,347,258
Contributions and sponsorships	5,782,509	-	5,782,509	7,301,501	-	7,301,501
Contributions, in-kind	103,765	-	103,765	128,415	-	128,415
Program service income	4,536,341	-	4,536,341	3,511,539	-	3,511,539
Special events:						
Event income	445,949	-	445,949	-	-	-
Less: related direct costs	(145,042)	-	(145,042)	-	-	-
Net special event income	300,907	-	300,907	-	-	-
Investment return	589,832	-	589,832	(1,185,699)	-	(1,185,699)
Total support and revenues	<u>\$ 26,071,969</u>	<u>-</u>	<u>\$ 26,071,969</u>	<u>26,450,297</u>	<u>-</u>	<u>26,450,297</u>
Expenses:						
Program expenses:						
Events and programming	8,004,963	-	8,004,963	9,417,228	-	9,417,228
Public safety	4,050,608	-	4,050,608	3,657,466	-	3,657,466
Sanitation	7,820,854	-	7,820,854	7,191,410	-	7,191,410
Policy, planning and research	841,978	-	841,978	70,419	-	70,419
Communications and external affairs	642,302	-	642,302	763,792	-	763,792
Total program expenses	<u>21,531,005</u>	<u>-</u>	<u>21,531,005</u>	<u>21,740,315</u>	<u>-</u>	<u>21,740,315</u>
Management and general						
Fundraising	4,327,070	-	4,327,070	4,072,502	-	4,072,502
Total expenses	<u>26,066,919</u>	<u>-</u>	<u>26,066,919</u>	<u>178,528</u>	<u>170,715</u>	<u>170,715</u>
Increase in net assets	<u>5,080</u>	<u>-</u>	<u>5,080</u>	<u>466,765</u>	<u>-</u>	<u>466,765</u>
Net assets, beginning of year	<u>15,356,162</u>	<u>10,000</u>	<u>15,366,162</u>	<u>14,880,307</u>	<u>10,000</u>	<u>14,890,307</u>
Net assets, end of year	<u><u>\$ 15,361,222</u></u>	<u><u>\$ 10,000</u></u>	<u><u>\$ 15,371,222</u></u>	<u><u>\$ 15,356,162</u></u>	<u><u>\$ 10,000</u></u>	<u><u>\$ 15,366,162</u></u>

CENTER CITY DISTRICT

CCD PARKS

CCD FOUNDATION

CFDC

OPEN A BUSINESS

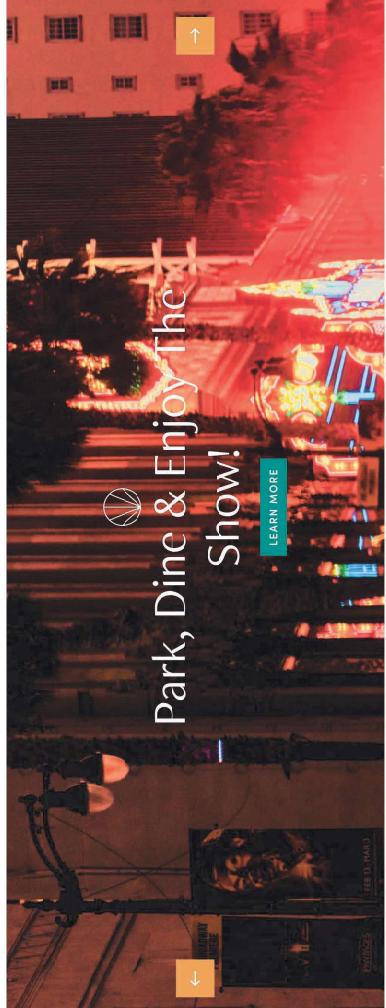
BID INITIATIVES

ZION TRIANGLE | PITKIN PLAZA

EXPLORE PITKIN

Working every day to enhance the vitality of Center City

About Us



The Center City District (CCD) and Central Philadelphia Development Corporation (CPDC) share a common mission: to enhance the vitality of Center City Philadelphia as a thriving 24-hour downtown and a great place to work, live, and have fun.

The Center City District Foundation is a charitable, 501(c)3 non profit organization that supports the programs of the CCD and CPDC in order to enhance the quality of life and economic prosperity of downtown Philadelphia. The Foundation has raised funds to support efforts that assist the homeless, increase Center City's tree canopy, and create beautiful new parks and public spaces for people of all ages to enjoy. To learn more about CCD, visit www.supportccdf.org. To learn more about the parks managed by the CCD, visit www.ccdparks.org.

These organizations are governed by separate boards of directors, but share a common staff and offices.

About The Hollywood Partnership

The Hollywood Partnership is a non-profit organization that manages the public realm within the Hollywood Entertainment District (HED), which is a Property Based Business Improvement District (PBID). Simply, this means that the organization is funded by property owners within the district to provide enhanced services to promote the cleanliness, safety, beautification, and economic vitality of our neighborhood.

Our official mission is to enhance the appeal, vitality, and well-being of the Hollywood Community from the ground up.

Our vision is a Hollywood where experiences EXCEED expectations!

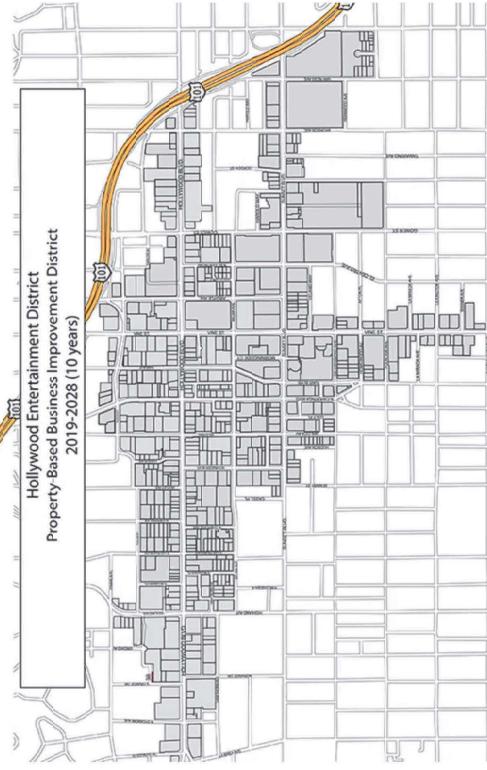
We have four main goals within our strategic plan:

- **Goal 1:** Establish and maintain a consistently high standard of cleanliness, hospitality, and safety – we have three teams, some working around the clock, to accomplish this!
- **Goal 2:** Enhance and beautify the public realm to create a positive and memorable Hollywood experience – we currently are working on projects like public lighting and art to enhance Hollywood.
- **Goal 3:** Create meaningful opportunities to converse and connect with Hollywood's diverse community – we create fun and interesting engagement events to allow those who live, work, and play in Hollywood to meet and connect with each other.
- **Goal 4:** Become the local market expert to advance & advocate for Hollywood's economic interests – our quarterly reports have a finger on the pulse of Hollywood's vitality and well-being.

We have committees made up of members of the community that meet on a regular basis to work towards accomplishing these goals. If you are interested in being a part of this, [let us know!](#)

We have committees made up of members of the community that meet on a regular basis to work towards accomplishing these goals. If you are interested in being a part of this, [let us know!](#)

Street Closure
Oct 2nd 5:00am - Oct 2nd 4:00pm



About The HP

Board of Directors

Place Management

Place Enhancement

Stakeholder Engagement

Advocacy and Economic Development

Tourism District Overlay Zone (TDOZ)

Other Committees

Strategic Plan

Staff

Hollywood Partnership
2024 Annual Meeting
Community Trust

PUBLIC RESTROOMS & VISITORS CENTER

Development of staffed, fully-managed public restroom facility at historic Hollywood & Vine with an adjacent center for visitor concierge services

\$1,000,000

City of Los Angeles Mayor Karen Bass

Former Los Angeles 13th District Councilmember Hugo Soto-Martinez

\$30,000

Hollywood Historic Trust

EL CENTRO AVE. MURAL - "From Hollywood With Love"

Installation of a mural by local artist LA Hope Dealer / Corine Matthe on the site of a prior homeless encampment at El Centro & Hollywood

\$7,500

Musso & Frank

Fonda Theatre

Pantages Theatre

Proper Parking

Golo & Robin Medina

El Centro Apartments

Eastown Apartments

ANNUAL MEETING + BRUNCH - 2023

A celebration of accomplishments of the Hollywood Partnership and supporters who champion the future of our iconic neighborhood

HOLLYWOOD BLVD. TREE LIGHTS

Installation of color-changing aesthetic lights and pedestrian safety lights in 111 ficus trees along Hollywood Blvd between McCadden & Vine

\$200,000

Former Los Angeles 13th District Councilmember Mitch O'Farrell

\$30,000

HOLLYWOOD BEAUTIFICATION PROJECTS

Support for projects to improve the appearance of the Hollywood community, including painting, lighting, landscaping and free care

\$600,000

California 51st District Assemblymember Rick Chavez Zbar

California 26th District Senator Maria Elena Durazo

California Workforce Development Board

HOLLYWOOD PARTNERSHIP COMMUNITY DISPATCH CENTER

Establishment and on-going operation of a state-of-the-art dispatch center to coordinate the deployment of resources by The Hollywood Partnership, government agencies, and local social service providers

\$250,000

Los Angeles County 3rd District Supervisor Lindsey Horvath (2023)



DOWNTOWN HOUSTON+ ☰ EXPLORE EVENTS NAVIGATE ☰ Experience Live Downtown Do Business About



DOWNTOWN HOUSTON+ ☰ EXPLORE EVENTS NAVIGATE ☰ Experience Live Downtown Do Business About



Strategic Alignment Plan

The Strategic Alignment Plan (SAP) is designed to unite Central Houston, Inc. (CHI), Houston Downtown Management District (HDMD), and Downtown Redevelopment Authority (DRA) Boards of Directors in pursuit of a shared vision for Downtown, provide a defined mission for the entities working collectively, and orchestrate staff efforts through five strategic goals which will, over time, shape the entities' respective budgets and work plans. It is intended to work within the boundaries of, and not replace or conflict, with HDMD's 2020 District Plan and the DRA's Project Plan.

Additionally, the SAP proposes metrics to assist in monitoring progress plus a refreshed organizational structure capable of delivering on the expectations set forth in this plan. Finally, the experience of crafting the SAP together was intended to instill a shared purpose for the three boards and their scores of board members, optimize the use of organizational resources toward the aligned vision, and foster a stronger sense of unity among the staff at CHI.

Read the Plan

Resources

Updates

Newsletters

In the News

Live Downtown

Downtown Redevelopment Authority

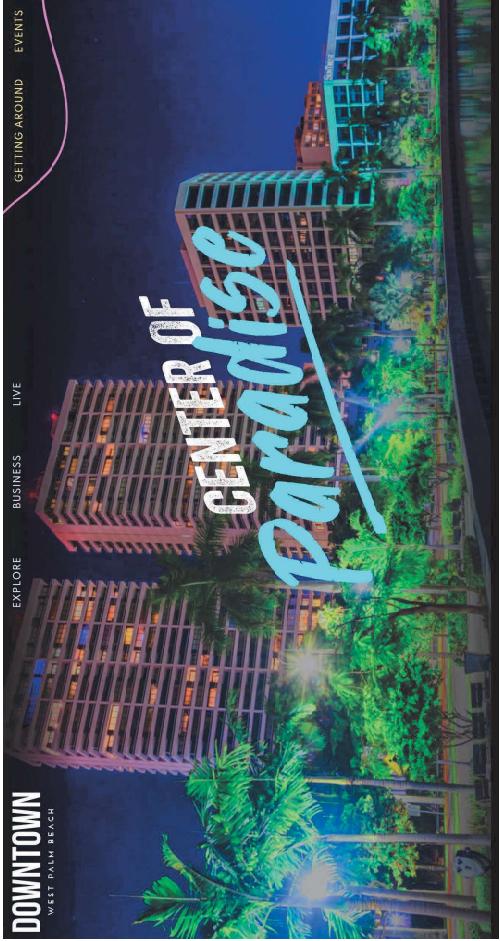
We provide financial incentives through public and private sector partnerships designed to make Downtown Houston a place where Houstonians and visitors want to live, work, and play.

How We Started

In 1995 Houston City Council ("City Council") created TIRZ #3 (the "Zone"). The Zone originally consisted of nine city blocks located in the northwest quadrant of the Central Business District. In 1998, approximately 45 city blocks were annexed into the Zone, including a corridor along Main Street through the Central Business District. In 2005, City Council approved the addition of two city blocks located in the eastern portion of the Central Business District to the Zone. In 2007, City Council approved the enlargement of the Zone to include the city blocks that encompass various public buildings, including City Hall, the Jones Building, and the Julie Ideson Building of the Central Library. In 2011, an addition of all the property adjacent to the Buffalo Bayou from the Sabine Street Bridge to Shepherd Drive was approved by City Council. In 2019, City Council approved an expansion by adding the property commonly known as the "Warehouse District" portions of I-69 and I-45, and finally the Southwest corner of Downtown. In 2020, City Council approved the de-annexation of Sam Houston Park from the Zone. Most recently, in late 2022, City Council approved the annexation of approximately 10 acres bounded by Allen Parkway, Stanford, Taft, and McKinney streets to the Zone. The Zone is currently scheduled to terminate on December 31, 2043.

What We Do

The purpose of the Downtown Redevelopment Authority (DRA) is to facilitate positive development of the area within the Tax Increment Zone #3 (TIRZ #3) boundaries. Tax increment dollars collected within the boundaries of the Zone are reinvested back into the Zone through the Board of Directors. It accomplishes this by providing financial incentives through public/private sector partnerships designed to make Downtown Houston a place where Houstonians and visitors want to live, work and play.



DOWNTOWN
WEST PALM BEACH

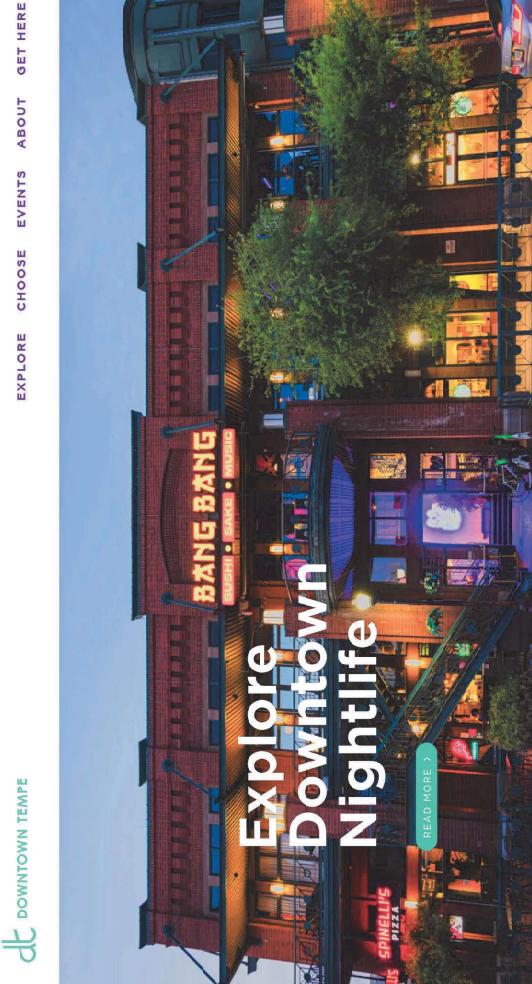
GETTING AROUND
BUSINESS
LIVE

EXPLORE
BUSINESS

CHOOSE
EVENTS

ABOUT

GET HERE

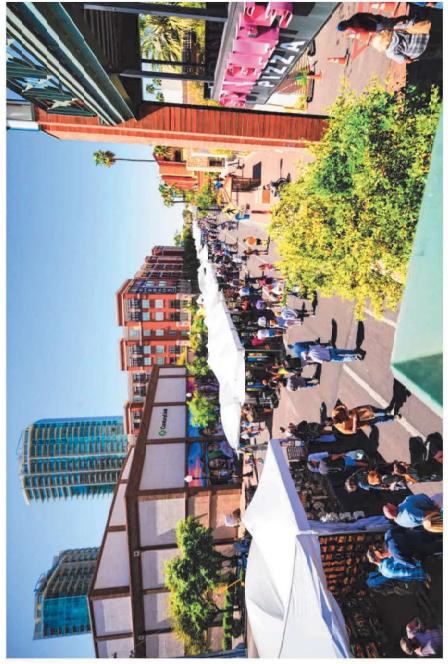


dlt DOWNTOWN TEMPE

EXPLORE
CHOOSE
EVENTS
ABOUT

GET HERE

West Palm Beach Downtown Development Authority					
		FY 24 Adopted Budget - Reso. 08-2023		FY 23/24	
	2023-2024	2023-2024	CRA/City Project Fund	CRA Carry Forward	DDA Carry Forward
Tax Revenues @ .97 mil	\$ 3,351,255	\$ -	\$ -	\$ -	\$ 3,351,255
TIF	\$ (3,207,458)	\$ 6,558,713	\$ -	\$ -	\$ (3,207,458)
DDA/CRA Interlocal Agreements	\$ -	\$ -	\$ 250,000	\$ -	\$ 6,558,713
CRA Project Funding	\$ 22,000	\$ -	\$ 250,000	\$ -	\$ 250,000
Interest	\$ 35,000	\$ -	\$ -	\$ -	\$ 22,000
Grants	\$ 200	\$ -	\$ -	\$ -	\$ 35,000
Fees/Services	\$ -	\$ -	\$ -	\$ -	\$ 200
Carryforwards	Total Revenue \$ 200,997	\$ 6,558,713	\$ 500,000	\$ 2,373,332	\$ 312,666
					\$ 9,945,908



Program Service Revenue	
2a ASSESSMENT REVENUE	Business Code 561,000 1,507,939 1,507,939
b PARKING MANAGEMENT FEES	812930 646,013 646,013
c PARTNERSHIP REVENUE	900099 573,444 573,444
d SPECIAL PROGRAM REVENUE	900099 160,674 160,674
e	
f All other program service revenue.	

SIGNATURE EVENTS

From weekly events that add vitality to large scale community events that create lasting family memories, there are so many ways to explore the unique activities taking place in Downtown Tempe all year long.

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from sections 512 - 514
Contributions, Gifts, Grants, and Other Amt Similar Amounts				
1a Federated campaigns				
b Membership dues				
c Fundraising events				
d Related organizations				
e Government grants (contributions)				
f All other contributions, gifts, grants, and similar amounts not included above				
g Returns to contributors included in lines 1a - 1f ^g				
h Total Add lines 1a-1f				
Program Service Revenue				
2a EVENT REVENUE	Business Code 711300		671,141	
b				
c				
f				
e				

^g All other program service revenue.

Downtown Tempe Foundation

The Foundation is the 501(c)3 charitable organization that produces the events and conducts all charitable programming. The Foundation produces annual events such as The Tempe Festival of the Arts, The Fantasy of Lights parades, Juneteenth Celebration, Pride Party and others.

Board of Directors

- Charles Goffnett - Chair
Brand X, Alphographics
- Barbara Lloyd - Vice Chair
Arizona State University
- Nancy Baker - Treasurer
Lori Foster - Secretary
Downtown Tempe Foundation

0845 112 0118 | contact@britishbids.info



British BIDs™ Leading the BID industry

ABOUT SERVICES INDEX

BID EVENTS COURSES LIBRARY BID JOBS

SUPPLIERS' PORTAL

MEMBER LOGIN SIGN UP

Search

BOOK NOW

IN ASSOCIATION WITH 

NATIONAL BIDS CONFERENCE 2024

< >

Financial Matters

There are a range of financial matters that are vital to BIDs. This section presents data on all of them in turn.

Levy Rate % for BIDs in 2023

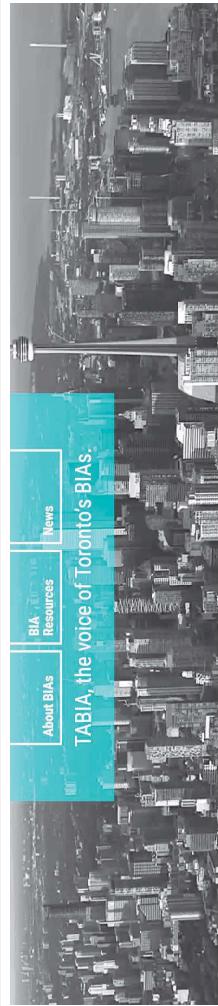
The BID levy rate is, most usually, the multiplier of the non-domestic rateable value by which the levy amount is worked out and is therefore an important issue for BIDs and their members. This does not apply in Scotland or Ireland, where the legislation is different and more flexible. The Industry Criteria ask that up to 15% is the expected norm, with some allowances made for up to 2% in exceptional circumstances or smaller locations where rateable values are lower and therefore require a higher multiplier to achieve a viable budget.

For the current data, of 335 BIDs, 259 (89%) were using a % levy rate, with a median at 1.5%. The averages, maxima and minima of levy % across BIDs are narrow and suggests that the issue has become standardised across the industry with most exceptions being small industrial BIDs.

TERMS	AVERAGE BID LEVY
1ST TERM	1.5
2ND TERM	1.4
3RD TERM	1.5
4TH TERM	1.5
5TH TERM	1.7
Total	1.5

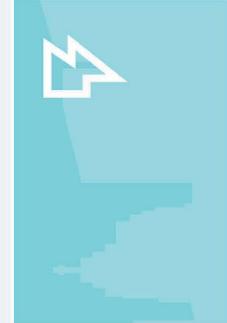
Current BIDs by Levy Term
Table 15: % Levy rates of 335

Again, the spread and deviation of levy rates shows a median of 1.5%, with the largest at 6% and 7 BIDs with levy rate of greater than 2%. The larger RVs in London have allowed BIDs there to use lower % levy rates.



TABIA, the voice of Toronto's BIAs.

News



Events

July 27 Dream Wheels on Eglinton 2024

Location: Eglinton Avenue West from Elmhurst Ave to Russell Hill Road (533 Eglinton Ave W, North York, ON M5N 1B1) BIA: The Eglinton Way Hailing made its [...]

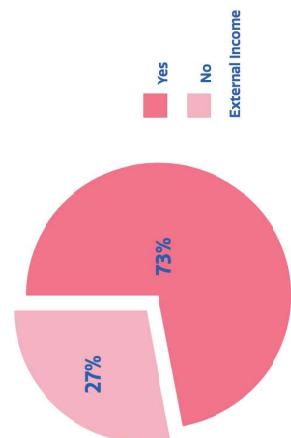
Figure 10: The % of BIDs generating external income.
£4,848,485 (£30,000); the total estimated additional income is £21,758,676 (£27,111,662), amounting to an increase of 15% of BID income across the country.

UPCOMING
Sep 6 Taste of the Kingsway ...
Sep 7 Taste of the Kingsway ...
Sep 8 Taste of the Kingsway ...
Sep 27 Dream Wheels on Eglint... [..]

National Truth & Reconciliation Day on September 30th
Sep 27 / News

Special Events Stabilization Initiative (SESI)
\$2 million in Funding to Support Toronto's Festivals

Jul 25 / News



External non-levy income

Most BIDs [73%] also generate non-levy income from more formal sources, such as entrepreneurial activities, grant income, government funding, or local authority grants.

Figure 10: The % of BIDs generating external income.

Jul 25 / News

[Search...](#)

[About the Cap Central City Improvement](#)

The Cape Town CCID is a private-public company that covers 1.6 km² geographical area of traditional Central Business District of Cape Town. It is mandated by stakeholders to manage what is known as "Town" in partnership with the City of Cape Town.

Business confidence high in Cape Town

Business confidence in the Cape Town CBD soared in the first two quarters of 2014, with most inner-city retailers reporting they are "satisfied" with business conditions.

[Read more](#)

What is a BIA?

A BIA is run by a volunteer Board of Management elected from its members. The Board is nominated at an Annual General Meeting and once approved by City Council, serves a four-year term concurrent with the term of Council. The Board works on behalf of its BIA and meets regularly to develop budgets, set priorities, implement capital improvements, plan festivals, and promote its business area.

How Does it Work?

Once the BIA members approve the budget and City Council ratifies it, funds are raised through a levy on all commercial and industrial properties within the BIA's boundary. Calculation of this levy is based on the proportionate value of each property's commercial and/or industrial assessment. Once the City collects the levy, it returns the funds to the BIA to manage.

How is a BIA Funded?

The Board works on behalf of its BIA and meets regularly to develop budgets, set priorities, implement capital improvements, plan festivals, and promote its business area.

What is a BIA?

[What is a BIA?](#)

[How Does it Work?](#)

[Benefits of a BIA](#)

[Steps to Starting a BIA](#)

[Find a BIA](#)

[BIA Resources](#)

[Members](#)

[News](#)

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What PPP Entities Do

PPPs as curators (the substance, the product, the place, consensus)

PPPs as coordinators (the process)

PPPs sustain players: the individual, the institution

CAPE TOWN CENTRAL CITY IMPROVEMENT D 2024/25 PROPOSED BUDGET

As per Business Plan	Proposed Budget
R	R
-110 998 540 -2 283 762	-106 211 875 -13 550 071
-113 282 302	-119 761 946

INCOME

Income from add. Rates
Other: Accumulated Surplus
TOTAL INCOME

Jane Jacobs on participation and place

"The principal coordination comes down to coordination among different services within localized places."



Jane Jacobs on science and cities

"Cities happen to be problems in organized complexity, like the life sciences. They present situations in which a half-dozen or even several dozen quantities are all varying simultaneously and in subtly interconnected ways.'



Implications for Governance and Decision-making

Choreograph the chaos

Organize data by place

Manage the messiness

Force sharing (and problem solving) across silos

Accept ambiguity

Think about individuals AND institutions

Communicate, coordinate, collaborate (& repeat!)

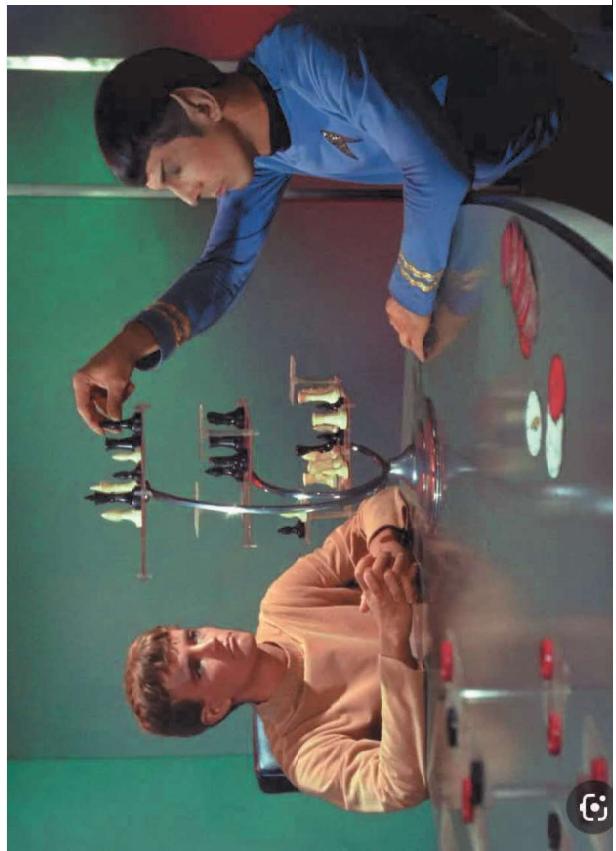


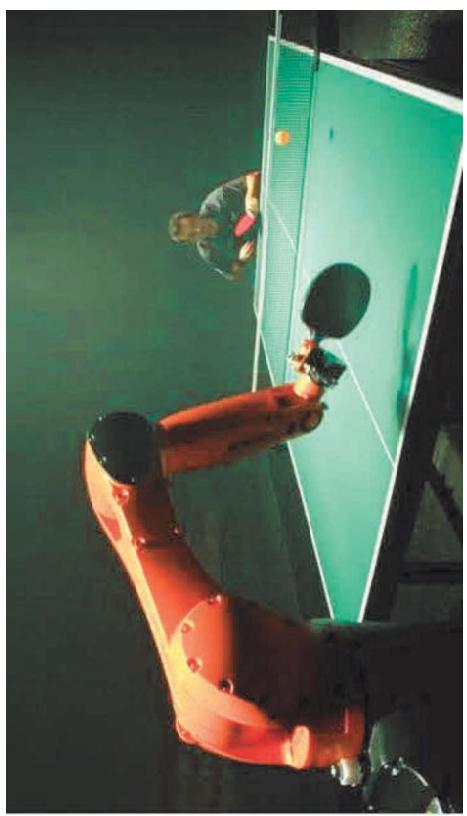
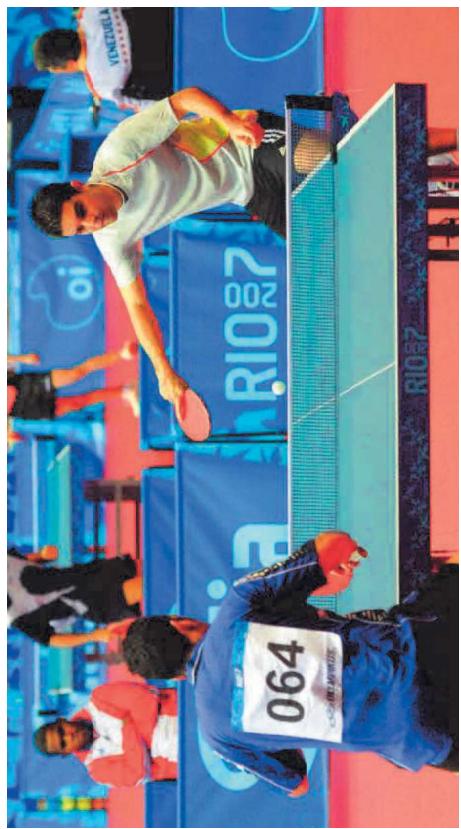
Relationships, Governance, & Power

Soft power vs hard power

De facto vs de jure power

Informal power vs formal power







PPPs & Relationships

Who brings what to the table? What are each party's strengths and weaknesses?

Government

Business

NPOs / NGOs = Businesses + Govt + Experts

How do they change over time?

How is that change accommodated?

How is the relationship sustained?

Structures and Systems for Governance

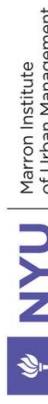
Structures and Systems for Governance

Hybrid vs polycentric

- Board composition**
- Representation**
- Relative weight of sectors, players**
- Scope of geographic representation**

Legal mechanisms: Boundaries set by Government

- Governing Laws (for NPOs, for BIDs)**
- Regulations**
- Contract (dual party or multi party)**
- Pre decision power vs post decision**



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Structures and Systems for Governance

TIMES SQUARE The Official Website	DINE, PLAY, STAY ABOUT THE ALLIANCE	EVENTS & PUBLIC ART DO BUSINESS HERE	TIMES SQUARE STORY LIVE & WORK	Q COUNTDOWN TO NYE 83:04:38:36	TRANSLATE	f	✉	✉
--------------------------------------	--	---	-----------------------------------	--------------------------------	-----------	---	---	---

Who will develop the town management strategy?

How does the entity find, hire, fund and keep the best talent?

How is it ensured that the entity is doing its job well and whether it should be continued?

Take the pulse of Times Square. Access our archive of past reports, including annual indicator reports, overviews of the Alliance's work, and financial statements, in order to chart the long-term evolution of one of New York's most exciting neighborhoods.

[SEE ANNUAL REPORTS](#) >

FINANCIAL STATEMENTS

See financial statements, auditors' reports, and statements of activities.

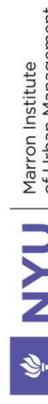
[CLICK HERE TO DOWNLOAD FISCAL 2023 AUDITED FINANCIAL STATEMENTS](#) >

[CLICK HERE TO DOWNLOAD FISCAL 2022 AUDITED FINANCIAL STATEMENTS](#) >

[CLICK HERE TO DOWNLOAD FISCAL 2021 AUDITED FINANCIAL STATEMENTS](#) >

ANNUAL REPORTS

Scroll down to view annual reports from the 1990s through today, as we marked the 100th birthday of Times Square, celebrated old events and created new ones, reimagined the pedestrian environment of Times Square, moved forward with the renovation of the Broadway



Marron Institute
of Urban Management

NYC Small Business Services

Business Improvement Districts

A **Business Improvement District (BID)** is a geographical area where local stakeholders oversee and fund the maintenance, improvement, and promotion of their commercial district.

BID Formations & Expansions	75	\$194.5M	24K	193	3.97M
DIDs in NYC	Annually	Invested in NYC Neighborhoods	Storefronts Served	Public Spaces Maintained	Trash Bags Collected

Resources for BIDs

Small BID Support Grants

Neighborhood Development Map

Learn More About BIDs

Click a topic, or press the enter key on a topic, to reveal its answer

What BIDs Do

[+ Expand All](#) [Collapse All](#)

Our Role

We provide oversight and support to the City's existing BIDs and to communities interested in creating new BIDs. Additionally, our staff serve as board representatives for all BIDs in New York City.

Program Management

- Monitor the fiscal and organizational health of all BIDs
 - Manage each BID contract with the City of New York
 - Collect annual impact data from every BID
 - Collect external audits annually
 - Manage billing process
 - Represent the Mayor on every BID Board of Directors
 - Serve on the Finance and Audit committees for every BID
 - Share best practices across BIDs
 - Provide workshops and trainings for BIDs

BID Development

- Provide guidance and technical assistance to any groups interested in creating new BIDs on expanding existing BIDs
 - Attend all planning meetings
 - Provide access to templates and sample documents
 - Provide data to inform group decisions
 - Share BID best practices
 - Attend public meetings
 - Promote an inclusive and transparent planning process
 - Facilitate groups through legislative approval

PPP/PFIに係る政府の取組と PPPの小型化について

令和6年10月21日



内閣府 民間資金等活用事業推進室長
(内閣府大臣官房審議官)
笠尾 卓朗

民間資金等活用事業推進室の設置に関する訓令(抄)

* 下記条文について一部省略等を行っています。

第1条 内閣府本府に、民間資金等活用事業推進室（以下「推進室」という。）を置く。

第2条 推進室は、政策統括官の職務を助け、次に掲げる事務を行う。

(1) 行政各部の施策の統一性を図るために必要となる経済に関する重要な政策に関する事項のうち民間資金等の活用による公共施設の整備等の促進に関するものの企画及び立案並びに総合調整すること

(2) PFI法第4条第1項に規定する特定事業の実施に関する基本的な方針の策定及び推進すること

(3) 民間資金等活用事業推進委員会に関すること

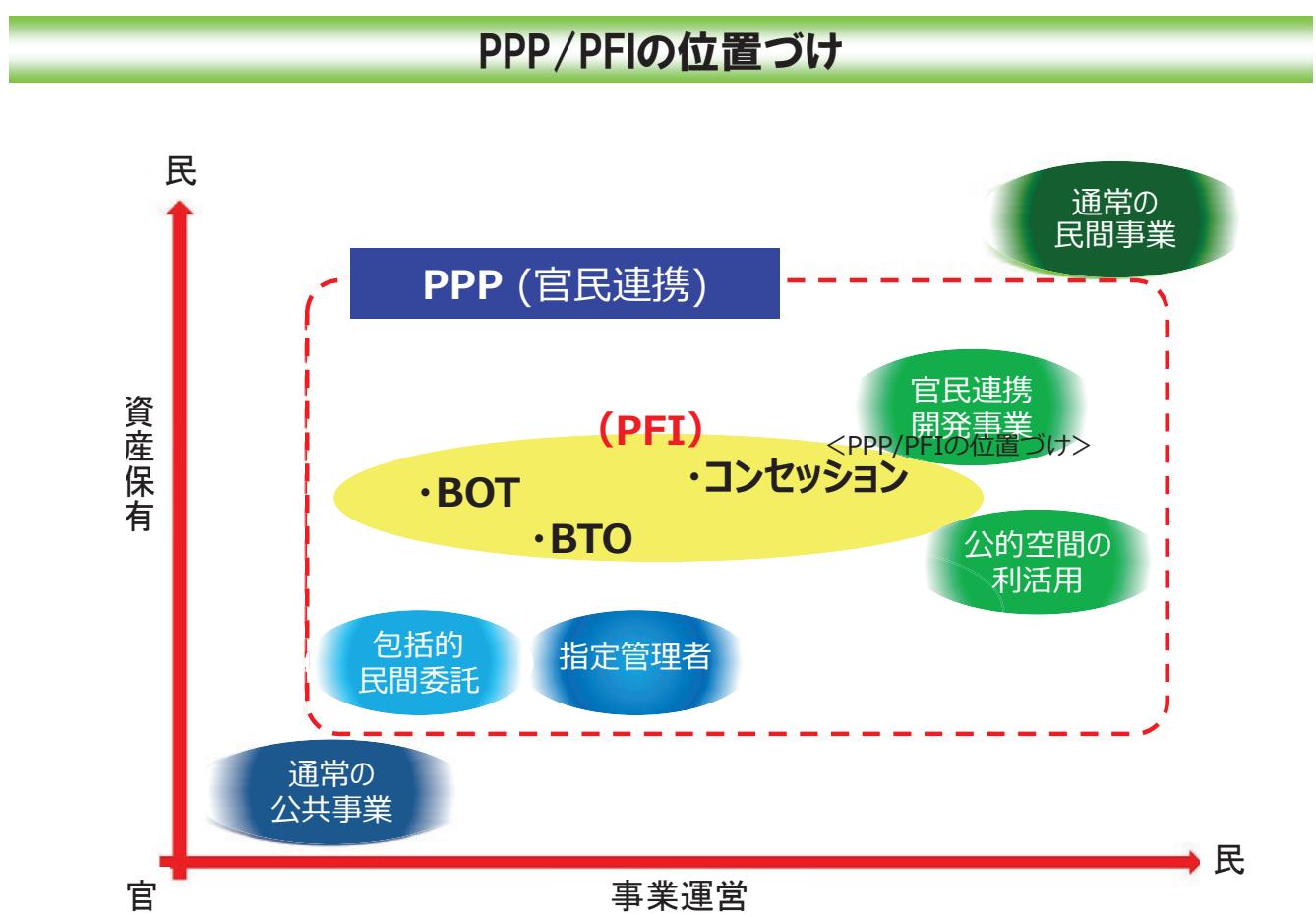
(以下略)

1 PPP/PFIの推進に係る取組

2 PFIに係る各種基礎データ

3 PPPの小型化について

3



出典:国土交通省総合政策局資料

4

PFI法の概要

目的（第1条）

民間の資金、経営能力及び技術的能力を活用して公共施設等の整備等の促進を図るための措置を講ずること等により、効率的かつ効果的に社会資本を整備するとともに、国民に対する低廉かつ良好なサービスの提供を確保し、もって国民経済の健全な発展に寄与する

対象施設（公共施設等）（第2条）

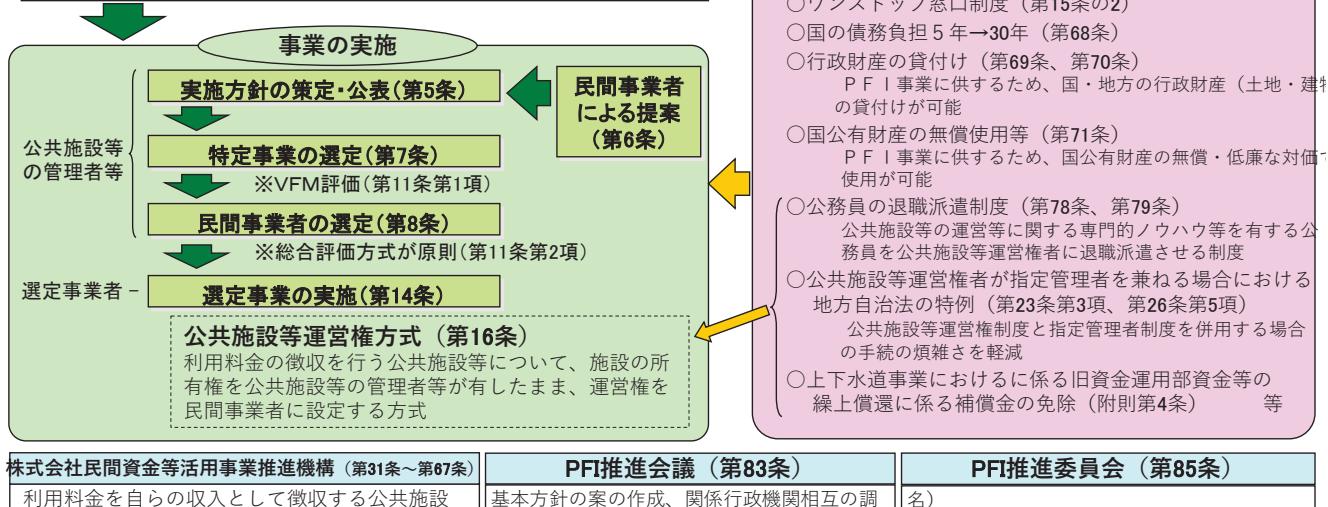
- 公共施設（道路、鉄道、港湾、空港、河川、公園等）
- 公用施設（庁舎、宿舎等）
- 賃貸住宅及び公益の施設（教育文化施設、スポーツ施設、集会施設、廃棄物処理施設、医療施設、社会福祉施設、駐車場等）
- 情報通信施設、熱供給施設、研究施設等
- 船舶、航空機、人工衛星等

公共施設等の管理者等（第2条）

- 各省各庁の長（衆議院議長、参議院議長、最高裁判所長官、会計検査院長含む）
- 地方公共団体の長
- 独立行政法人、特殊法人その他の公共法人

基本方針（第4条）

特定事業の実施に関する基本的な方針（閣議決定）



PPP/PFI推進アクションプラン(令和6年改定版)の概要

1. PPP/PFI推進に当たっての考え方

(1) 基本的な考え方：新しい資本主義の中核となる新たな官民連携の柱

- i) 財政健全化とインフラや公共サービスの維持向上の両立
- ii) 新たな雇用や投資を伴うビジネス機会の拡大
- iii) 地域課題の解決と持続可能で活力ある地域経済社会の実現
- iv) カーボンニュートラル等の政策課題に対する取組への貢献

(2) 推進の方向性

- i) 地域における活用拡大
- ii) 活用対象の拡大
- iii) PPP/PFI手法の進化・多様化
- iv) 民間事業者の創意工夫の最大化と適正利益が確保される
- v) 地域の主体の能力強化と人材の確保
- vi) 広報活動の強化

2. PPP/PFIの推進施策

(1) 多様なPPP/PFIの展開

- i) ウォーターPPPの推進
- ii) PPP/PFIによるカーボンニュートラルへの貢献（ハイブリッドダム等）
- iii) 新たなPPP/PFI活用モデルの形成（スマートコンセッション、国立公園等）
- iv) PPP/PFIの活用を推進する新たな分野の開拓（火葬場、漁港等）
- v) 公的不動産等における官民連携の推進（国有財産、文教施設、学校等）
- vi) 広域化、集約化等に向けた支援等

(2) 地方公共団体等の機運醸成・ノウハウの蓄積と案件形成に向けた積極的な支援

- i) ローカルPFIの推進
- ii) PPP/PFI手法の優先的検討等の推進
- iii) 首長、地方議会等の機運醸成に向けた情報提供等
- iv) 地域課題の整理、周知による地方公共団体の負担軽減
- v) 専門的な人材の派遣、育成、活用の支援等
- vi) 民間事業者・金融機関の人材の確保
- vii) 地方公共団体のPPP/PFI導入検討の財政支援等
- viii) 民間提案の積極的活用
- ix) 地域プラットフォームを通じた地域活性化に資するPPP/PFIの推進

(3) 取組基盤の充実

- i) 情報の充実・情報活用機会の充実
- ii) 制度改善

(4) 株式会社民間資金等活用事業推進機構の活用

- ・先導的事例の形成、案件発掘等
- ・地域金融機関等へのノウハウ移転
- ・民間事業者に対する助言や専門家派遣の実施

3. PPP/PFIアクションプラン推進の目標

(1) 事業規模目標：30兆円（令和4年度～13年度）

(2) 重点分野と目標：5年件数目標97件、事業件数10年ターゲット650件(575件→650件に上方修正)

空港、水道*、下水道*、道路、スポーツ施設（スタジアム・アリーナ等）、文化・社会教育施設、大学施設、公園、MICE施設、公営住宅、クルーズ船向け旅客ターミナル施設、公営水力発電、工業用水道*、自衛隊施設(新規追加) (*ウォーターPPP)

4. PDCAサイクル

(1) PDCAの進め方：アクションプランの毎年の見直し

PPP/PFI推進アクションプランについて

PPP/PFI推進アクションプランについて

- アクションプランは、政府としてPPP/PFIを推進するにあたっての施策や方針をとりまとめたもの（例年6月頃改定）。
- PPP/PFI推進アクションプランに定める事業規模目標30兆円に対する令和4年度実績は3.9兆円、重点分野の10年ターゲットに対する令和5年度（2年目）までの実績は全体で25%と着実に進捗。
- 一方、財政状況のひっ迫、生産年齢人口の減少、インフラの老朽化などの社会的課題が一層顕在化。
- 30年間続いたコストカット経済から脱却し、「新たな成長型経済」に移行する中、社会的課題を解決し、成長型経済をけん引する手段として、PPP/PFIを更に積極的に推進。**

事業規模目標に対する進捗状況		重点分野における具体化の進捗状況		
事業規模目標 (令和4年度～令和13年度：10年間)	令和4年度 (1年目)	分野	事業件数 10年ターゲット	令和5年度 (2年目)
30兆円	3.9兆円	重点13分野合計	575	143 (25%)

【具体化の定義】
 ①実施契約を締結する予定の案件
 ②実施方針公表段階となる予定の案件
 ③事業実施に向けて具体的な検討を行っている段階の案件

※括弧内は10年ターゲット575件に対する割合を示す。

アクションプラン（令和6年6月改定版）について

- 令和6年6月3日、**総理を会長とし全大臣を委員とするPFI推進会議**において、以下の4つの主要事項を柱とし、**アクションプランを決定。**

1. 分野横断型・広域型PPP/PFIの形成促進
2. 民間事業者の努力や創意工夫により適正な利益を得られる環境の構築の推進
3. 事業件数10年ターゲットの上方修正（575件→650件）及びPPP/PFIの活用領域の拡大
4. PPP/PFIによる地方創生の推進

- 総理からは、

地域の社会課題を官民連携で解決するとともに、民間事業者の利益創出機会の拡大を図っていく観点から、PPP/PFIが極めて有効であり、本「アクションプラン」に基づき、迅速かつ強力に諸施策を推進するとともに、しっかりと進捗管理を行っていくよう指示があつた。



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5年件数目標・事業件数10年ターゲット

令和6年6月改定

5年件数目標 R4アクションプラン（対象：R4-R8）			事業件数10年ターゲット R5アクションプラン（対象：R4-R13）		
重点分野	5年間で少なくとも具体化すべき事業件数目標	対象とする施設・契約形態	重点分野	10年間で具体化を狙う事業件数	対象とする施設・契約形態
空港	3	コンセッション	空港	10	コンセッション
水道	5	コンセッション等	水道	100	ウォーターPPP
下水道	6	コンセッション	下水道	100	ウォーターPPP
道路	7	バスタでコンセッション等のPPP/PFI	道路	60	バスタをはじめとする道路分野全体（他分野との連携含む）でのPPP/PFI
スポーツ施設	10	コンセッション	スポーツ施設	40	コンセッション
文化・社会教育施設	10	コンセッション等	文化・社会教育施設	35	コンセッション等
大学施設	5	コンセッション等	大学施設	40	コンセッション、PPP/PFI
公園	2	利用料金の設定された公園でのコンセッション	公園	30	コンセッションなど公園全体での民間活用
MICE施設	10	コンセッション	MICE施設	30	コンセッション、PFI
公営住宅	10	コンセッション、収益型事業、公的不動産利活用	公営住宅	100	コンセッション、収益型事業、公的不動産利活用、PFI
クルーズ船向け旅客ターミナル施設	3	コンセッション	クルーズ船向け旅客ターミナル施設	10	コンセッション及び国際旅客船拠点形成港湾制度
公営水力発電	3	公営企業局の経営のあり方検討	公営水力発電	20	公営企業局の水力発電施設における経営のあり方検討
工業用水道	3	コンセッションをはじめとする多様なPPP/PFI	工業用水道	25	ウォーターPPPをはじめとする多様なPPP/PFI
自衛隊施設（新規）	20	PFI、ECI等と包括的民間委託の組み合わせ	自衛隊施設（新規）	50	PFI、ECI等と包括的民間委託の組み合わせ
合計	97		合計	650	

各重点分野における事業件数10年ターゲットの進捗状況（実績及び見込み）

具体化件数の実績（575件：上方修正前）				具体化件数の見込み（650件：上方修正後）			
重点分野	事業件数10年ターゲット（上方修正前）	令和4年度（1年目）	令和5年度（2年目）	重点分野	事業件数10年ターゲット（上方修正後）	令和6年度（3年目）	早期に具体化が見込まれる件数※1
合計	575	81 (14%)	143 (25%)	合計	650	184 (28%)	約281 (43%)
水道	100	3 (3%)	5 (5%)	水道	100	6 (6%)	約25 (25%)
下水道	100	2 (2%)	3 (3%)	下水道	100	10 (10%)	約40 (40%)
工業用水道	25	1 (4%)	3 (12%)	工業用水道	25	8 (32%)	約10 (40%)
スポーツ施設	30	8 (27%)	19 (63%)	スポーツ施設	40	20 (50%)	約25 (63%)
文化・社会教育施設	30	5 (17%)	10 (33%)	文化・社会教育施設	35	14 (40%)	約18 (51%)
大学施設	30	22 (73%)	30 (100%)	大学施設	40	34 (85%)	約35 (88%)
空港	10	0 (0%)	1 (10%)	空港	10	3 (30%)	約5 (50%)
道路	60	15 (25%)	26 (43%)	道路	60	28 (47%)	約29 (48%)
公園	30	3 (10%)	9 (30%)	公園	30	12 (40%)	約18 (60%)
公営住宅	100	16 (16%)	26 (26%)	公営住宅	100	34 (34%)	約36 (36%)
MICE施設	30	4 (13%)	6 (20%)	MICE施設	30	10 (33%)	約14 (47%)
クルーズ船向け旅客ターミナル	10	1 (10%)	3 (30%)	クルーズ船向け旅客ターミナル	10	3 (30%)	約3 (30%)
公営水力発電	20	1 (5%)	2 (10%)	公営水力発電	20	2 (10%)	約3 (15%)
自衛隊施設	---	---	---	自衛隊施設	50	0 (0%)	約20 (40%)

具体化：①実施契約を締結する予定の案件、②実施方針公表段階となる予定の案件のほか、③事業実施に向けて具体的な検討を行っている段階の案件。

各年の件数は累積値、括弧内の%は10年ターゲット（令和4, 5年度は上方修正前、令和6年度以降は上方修正後）に対する割合を示す。

※1早期に具体化が見込まれる件数については、令和7年度以降の早い時期での具体化が見込まれるもの件数を示す。

アクションプラン重点分野における令和7年度概算要求案

所管省庁	分野	事業名称等	R7概算要求案	R6予算額	概要
国土交通省	空港	コンセッション方式の活用による空港経営改革の推進	2億円	2億円	・地元自治体から要望があった場合に、運営権者の選定手続きに向けた公募資料作成等や空港の資産調査を行うためのアドバイザービジ
	水道・下水道	上下水道一体効率化・基盤強化推進事業	60億円の内数	30億円の内数	・各自治体におけるウォーターPPPの導入検討に対する定額補助等
	水道	防災・安全交付金	1兆405億円の内数	8,707億円の内数	・各自治体におけるウォーターPPPの導入推進にあつての管路更新に係る費用を支援
	道路	道路関係予算	2兆5,258億円の内数	2兆1,183億円の内数	・バスターーミナルへのPPP/PFI導入に関する調査検討等
	公園	国営公園等事業調査	21億円の内数	9億円の内数	・モデルとなる国営公園でのコンセッション導入へ向けた検討
		都市公園・緑地等事業 防災・安全交付金	6,089億円の内数 1兆405億円の内数	5,065億円の内数 8,707億円の内数	・地方公共団体の都市公園について、公園全体での民間活用の拡大に向け、調査から整備まで一貫して支援
	MICE施設	MICE施設へのコンセッション方式導入に向けた調査事業	1.8億円の内数※1	9億円の内数	・コンセッション方式導入の促進のための自治体へのコンサルタント派遣を通じた調査支援等
	公営住宅	PPP/PFIを活用した公的賃貸住宅団地の再生・福祉拠点化の推進（地域居住機能再生推進事業）	422億円の内数	250億円の内数	・大規模な公的賃貸住宅団地の連鎖的な建替えに際し、PFI等の民間活用を行うことにより、地域全体の居住機能を再生する事業
	クルーズ船向け旅客ターミナル	国際クルーズ旅客受入機能高度化事業	1.5億円	1.8億円	・クルーズ旅客の利便性や安全性の向上等を図り、クルーズ旅客の受入環境改善を行う事業への補助
		クルーズ等訪日旅客の受入促進事業	継続予定※2	1.2億円	・クルーズ船の受入体制の構築やクルーズ旅客等の満足度向上と地域経済効果の創出に資する事業への補助
文部科学省	スポーツ施設	スポーツ・コンプレックス推進事業（スタジアム・アリーナ改革推進事業から衣替えを検討）	4.7億円の内数	1億円 (スタジアム・アリーナ改革推進事業)	・構想・計画段階の官民連携推進協議会等の開催支援 ・運営手法選択のための専門家による検討支援等
	文化・社会教育施設	体育・スポーツ施設整備（学校施設環境改善交付金）	48億円	32億円	・自治体が整備する体育・スポーツ施設の整備を支援 ・PFIの実施に必要なアドバイザリー経費の支援
		文化施設サービス刷新・活動活性化等運営改善推進支援事業	1.05億円	0.72億円	・コンセッションを活用した運営充実に必要な専門家による伴走支援、導入検討調査等への支援
	大学施設	社会教育デジタル活用等推進事業	0.84億円	0.49億円	・PPP/PFI等の活用、デジタル環境の整備や効果的な活用に必要な専門家派遣、導入検討調査等への支援
経済産業省	公営水力発電	水力発電の導入加速化事業	23億円	16億円	・民間事業者等による水力発電の開発に係る諸調査等
	工業用水道	工業用水道事業費	40億円の内数	20億円の内数	・ウォーターPPPをはじめとする多様なPPP/PFIの導入検討に対する一部補助
	防衛省	自衛隊施設	自衛隊施設へのPPP/PFI等の導入の推進	4億円	3億円

※1)旅客税財源については12月まで不明なため、現時点では一般財源の要求額のみを記載、※2)旅客税財源のため現時点での記載不可

内閣府の取組【PPP／PFI専門家派遣制度について】

- PPP/PFI事業に取り組む地方公共団体等を支援するため、専門的知見、ノウハウ、経験を持つ専門家を派遣し、その派遣費用を内閣府が負担する制度。
- 派遣を受けた地方公共団体等の9割以上から「質疑は的確・適切であった」、「必要な情報が得られた」との評価を得ている。

PPP/PFI専門家派遣数の推移



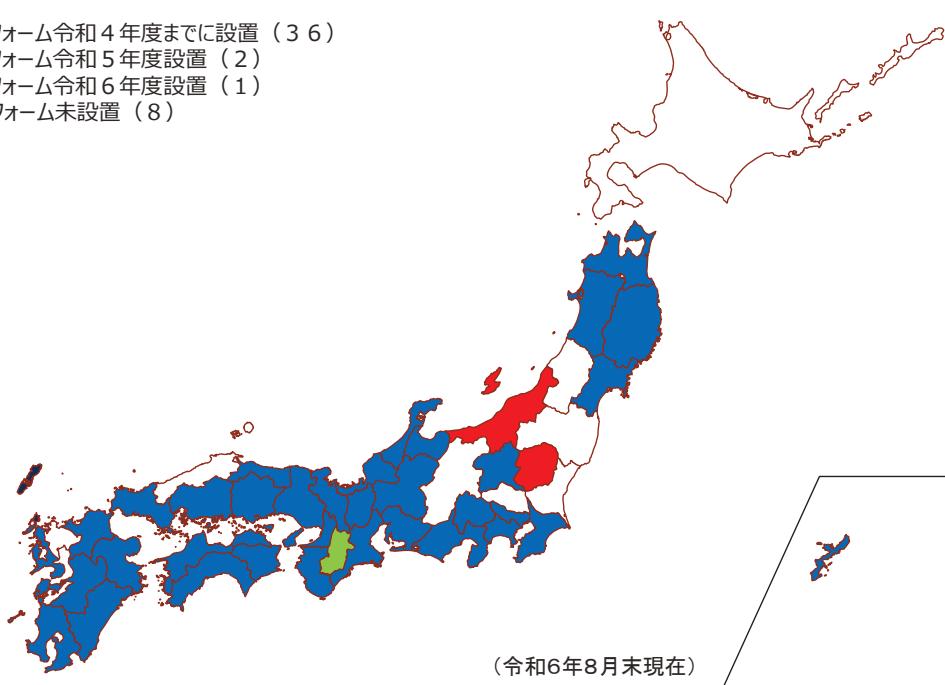
11

内閣府の取組【PPP/PFI地域プラットフォームの設置状況】

- 地域プラットフォームとは、地域の行政、金融機関、企業、大学等の関係者が集い、PPP/PFI事業のノウハウ取得や官民対話等の情報交換の場である。
- PPP/PFI推進アクションプラン（令和5年改定版）において、令和8年度までに地域プラットフォームの全都道府県への展開を図ることとしている。

凡例

- 地域プラットフォーム令和4年度までに設置（36）
- 地域プラットフォーム令和5年度設置（2）
- 地域プラットフォーム令和6年度設置（1）
- 地域プラットフォーム未設置（8）



12

内閣府の取組【優先的検討規程の策定の要請】

- 優先的検討規程とは、公共施設等の整備等の方針を検討するに当たって、多様なPPP/PFI手法の導入が適切かどうかを、自ら公共施設等の整備等を行う従来的手法に優先して検討する仕組みのこと
- 総務省と連携し、内閣府から自治体に策定を要請している。

○R5.3末時点の優先的検討規程の策定・運用状況

策定団体	団体総数	規程策定済みの団体数	規程に基づき令和5年度までに具体案件を検討した団体数
国	13	13	100.0%
地方公共団体	都道府県	47	47
	政令指定都市	20	20
	人口20万人以上の市区	112	90
	人口10万人以上20万人未満の市区	148	83
	人口10万人未満の市区町村	1,461	69
	合計	1,788	309
			17.3%
			204

「PPP/PFI実施状況アンケート調査(令和6年8月 内閣府)」より

13

内閣府の取組【PPP／PFI事業優良事例表彰(令和6年度創設)】

- PPP/PFI推進アクションプランに基づき、内閣府特命担当大臣による表彰制度を新設し、第1回表彰式を令和6年6月28日に開催。

<大臣賞>

事業名	地方公共団体等名	部門名
宮城県上工下水一体官民連携運営事業（みやぎ型管理運営方式）	宮城県	部門A
旧苅田家付属町家群活用事業（城下小宿 糸や）	岡山県津山市	部門B

<優秀賞>

事業名	地方公共団体等名	部門名
南紀白浜空港民間活力導入事業	和歌山県	部門A
鳥取県西部総合事務所新棟・米子市役所糸町庁舎整備等事業	鳥取県 鳥取県米子市	部門A
伊達市学校給食センター整備運営事業	北海道伊達市	部門B
妙高市ガス事業譲渡及び上下水道事業包括的民間委託	新潟県妙高市	部門B
飯綱山公園官民連携魅力向上事業	長野県小諸市	部門B

<特別賞>

事業名	地方公共団体等名	部門名
長井海の手公園等交流拠点機能拡充事業	神奈川県横須賀市	部門A
三条市社会資本に係る包括的維持管理業務（嵐北地区）	新潟県三条市	部門B
金谷地区生活交流拠点整備運営事業	静岡県島田市	部門B

※ 部門A：人口20万人以上の地方公共団体、国等で事業化された事例部門
部門B：人口20万人未満の地方公共団体で事業化された事例部門

14

内閣府の取組【広報活動】

- PPP/PFIを国民、地方公共団体、民間企業等に広く周知するため、政府広報、寄稿、講演など積極的な広報活動を実施。
- ・全国の地方紙68紙にPFIに関する政府広報を実施（R6.1.31）。
 - ・令和5年度は約60カ所（自治体、民間企業、業界団体等）において講演を実施 等

<参考>政府広報について

The brochure features a title 'ご存じですか?「PFI」' and a subtitle 'より良い公共サービスを、官民が連携して提供する取組があります。' It includes sections for 'なぜ必要?' (Why is it necessary?) and 'そのため' (Therefore), and highlights 'PFIって?' (What is PFI?). It shows two case studies: '宮城県 上水道・工業用水道・下水道の広域的・一体的な運営事業' and '岡山県津山市 伝統のある町家をホテルに活用した地域活性化事業'. Both cases mention the involvement of citizens and private companies.

15

1 PPP/PFIの推進に係る取組

2 PFIに係る各種基礎データ

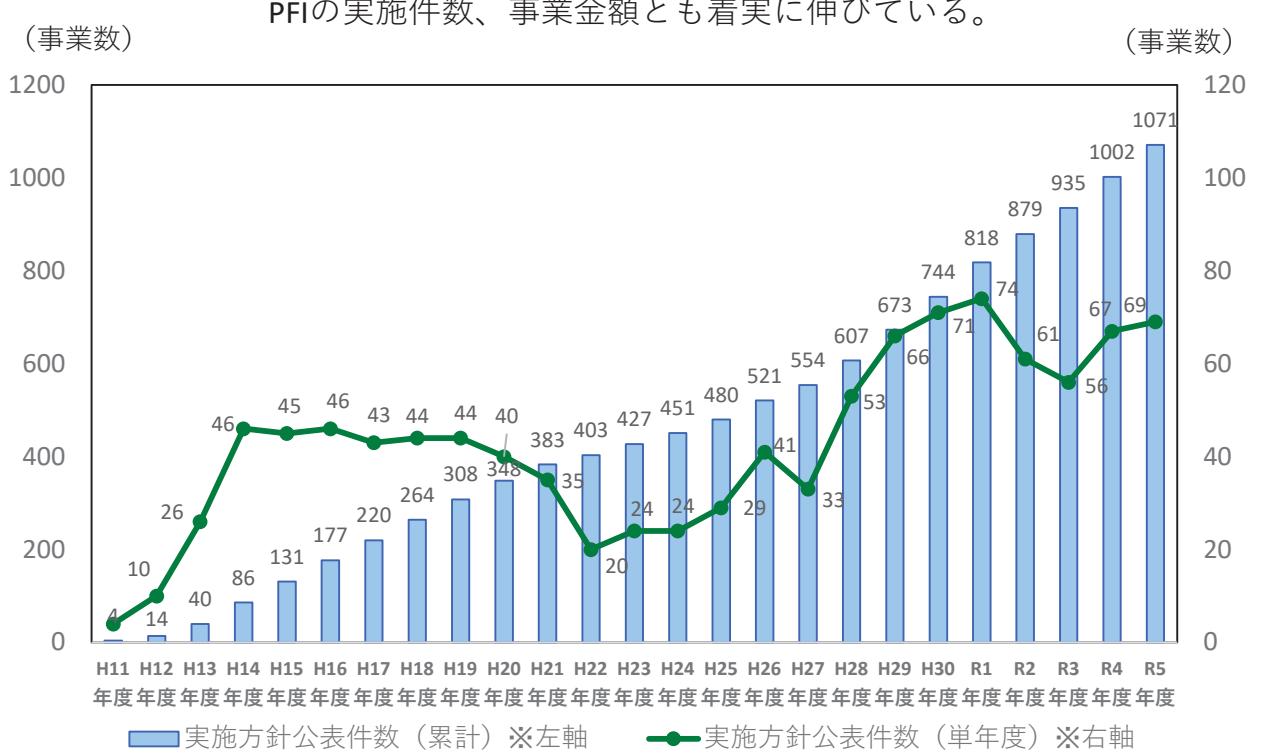
3 PPPの小型化について

16

PFI事業の実施状況

事業数の推移

(令和6年3月31日現在)



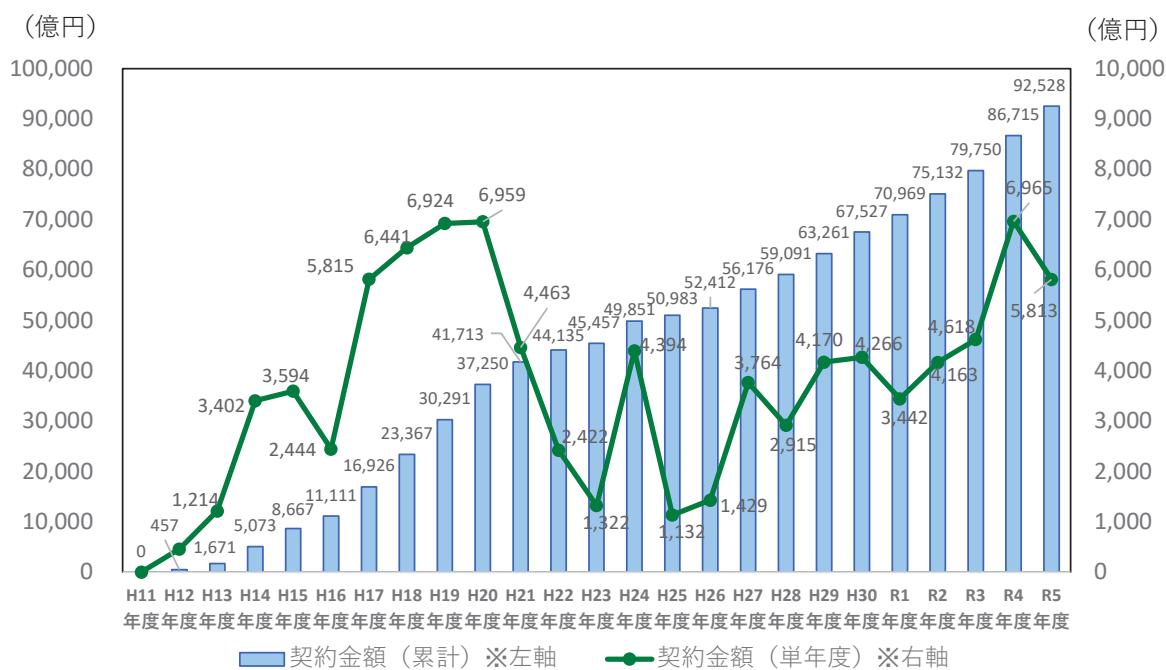
(注1)事業数は、内閣府調査により実施方針の公表を把握しているPFI法に基づいた事業の数であり、サービス提供期間中に契約解除又は廃止した事業及び実施方針公表以降に事業を断念しサービスの提供に及んでいない事業は含んでいない。

17

PFI事業の実施状況

契約金額の推移

(令和6年3月31日現在)



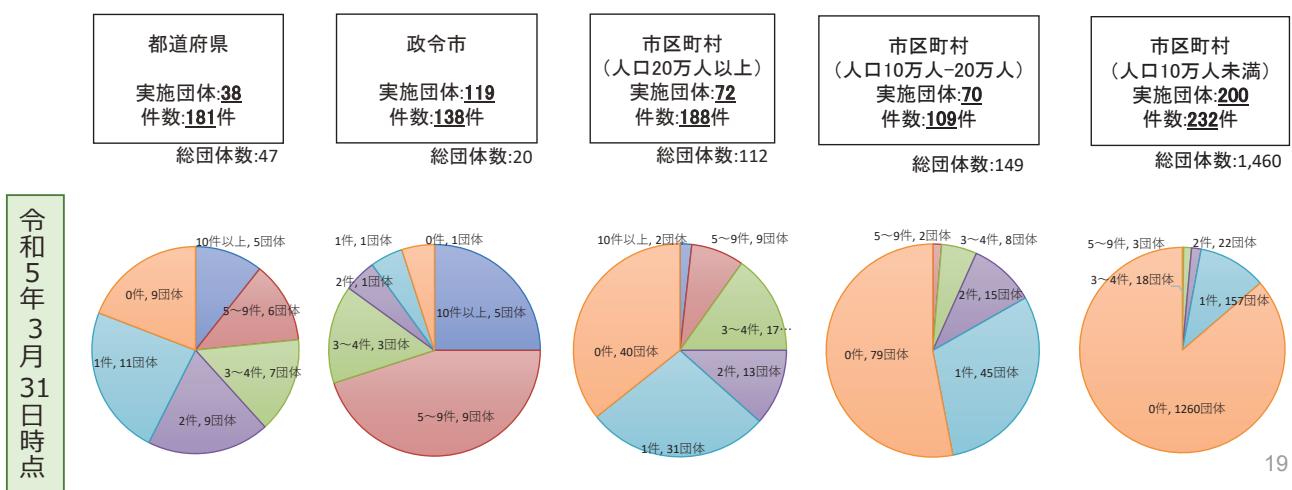
(注1)契約金額は、実施方針を公表した事業のうち、当該年度に公共負担額が決定した事業の当初契約金額を内閣府調査により把握しているものの合計額であって、公共施設等運営権方式における運営権対価は含んでいないなど、PPP/PFI推進アクションプラン(令和6年6月3日民間資金等活用事業推進会議決定)における事業規模と異なる指標である。

(注2)グラフ中の契約金額は、億円単位未満を四捨五入した数値。

18

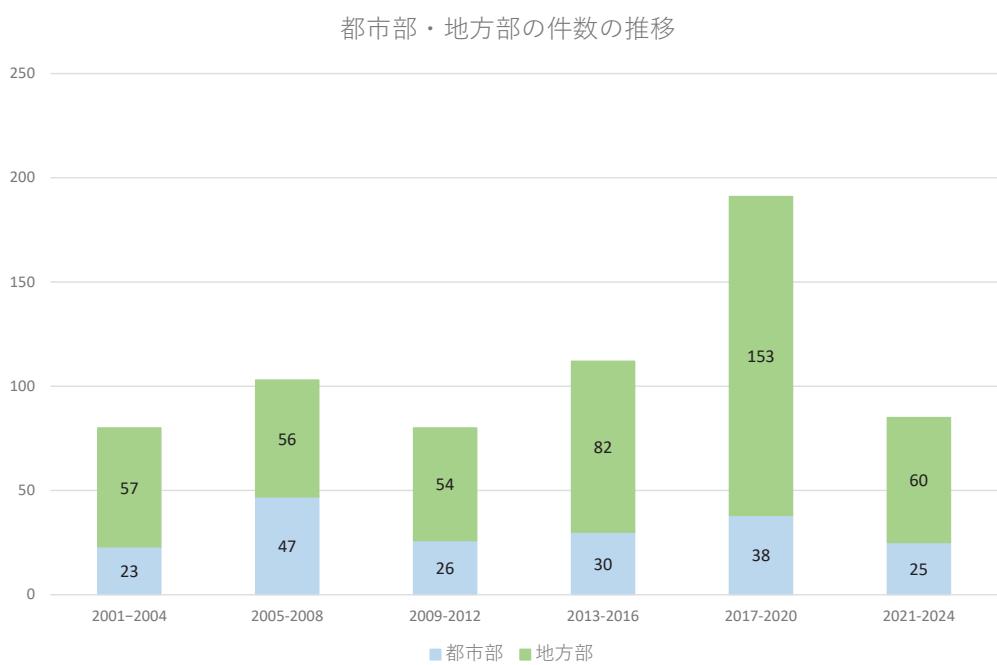
地方公共団体の種別・規模別のPFI実施状況

- 地方公共団体が実施するPFI事業について、種別、規模別にみた場合は以下の通りとなる。
- 人口規模が小さくなるほど、PFIを実施した団体が少なくなる傾向にある。



都市部と地方部のPFI件数の推移

都市部：3大都市圏+政令市（人口：57百万人）
地方部：その他の地域（人口：67百万人）

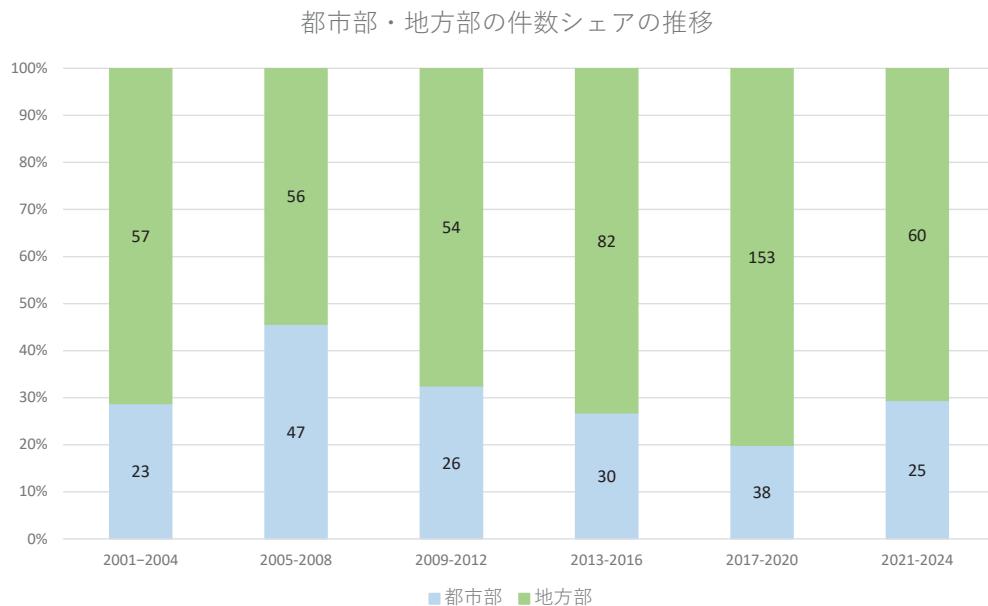


※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいすれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

※上記の図表は今回発表のためにのみ提示するものであり、各項目の公式数値は、上記データベースそのものないし他の公表資料を参照されたい。

都市部と地方部のPFI件数シェアの推移

近年は、全件数の7割以上が地方部による事業となっているようである。



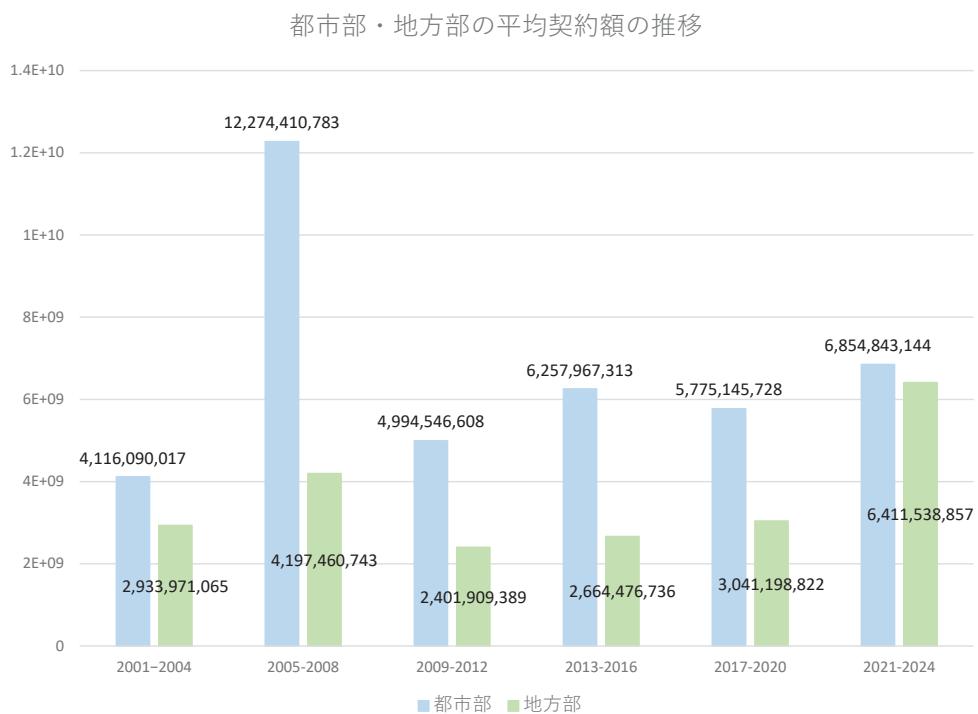
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21

都市部と地方部のPFIの平均契約額の推移

平均契約額は、都市部、地方部ともに近年、増加傾向にあるようである。



※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

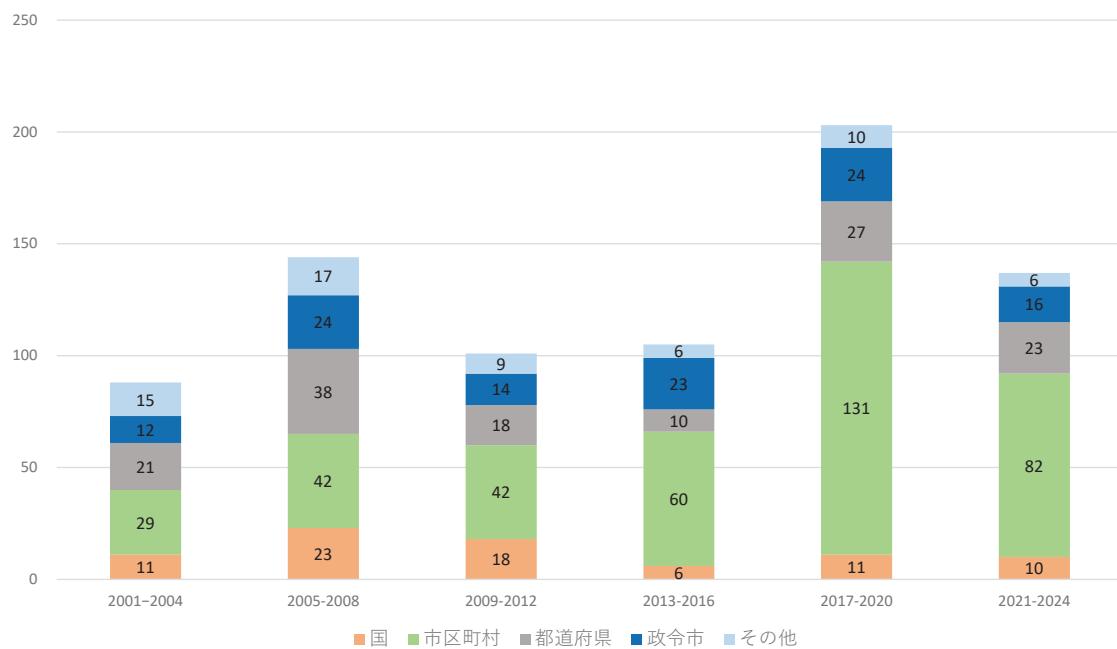
※上記の図表は今回発表のためにのみ提示するものであり、各項目の公式数値は、上記データベースそのものないし他の公表資料を参照されたい。

22

管理者別のPFI件数の推移

市区町村による事業は、近年、高い比率となっている。

管理者別での件数推移



※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

※上記の図表は今回発表のためにのみ提示するものであり、各項目の公式数値は、上記データベースそのものないし他の公表資料を参照されたい。

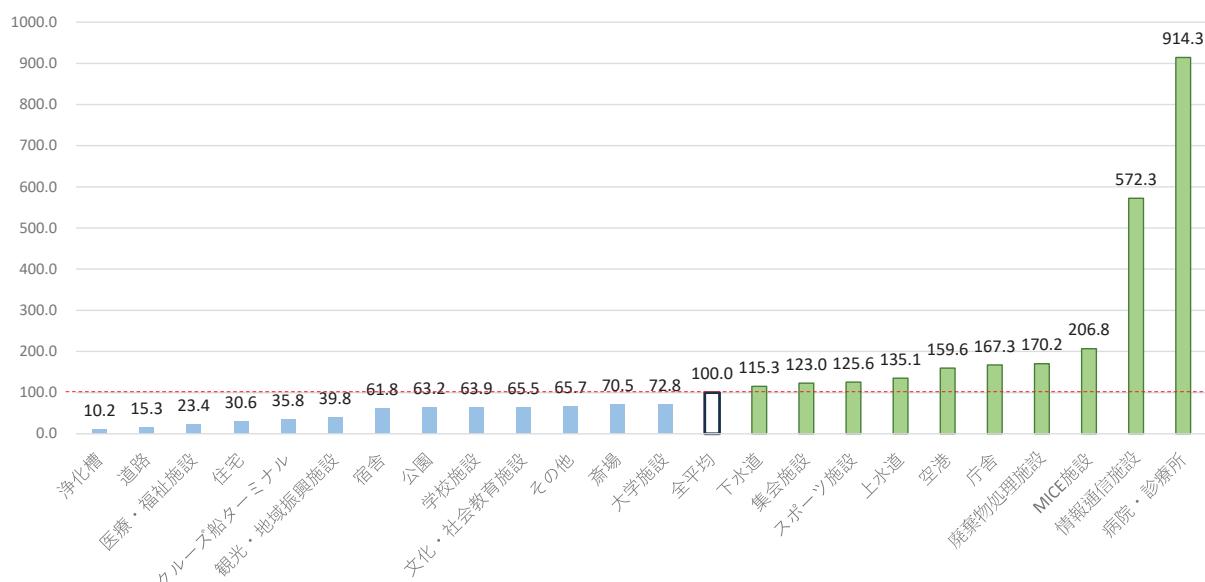
23

各施設用途でのPFIの平均契約額の比較

施設用途別にみると、平均契約金額で見た事業規模には、かなりの幅がある。

各施設用途での平均契約額の比較

(全体平均：100)



※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
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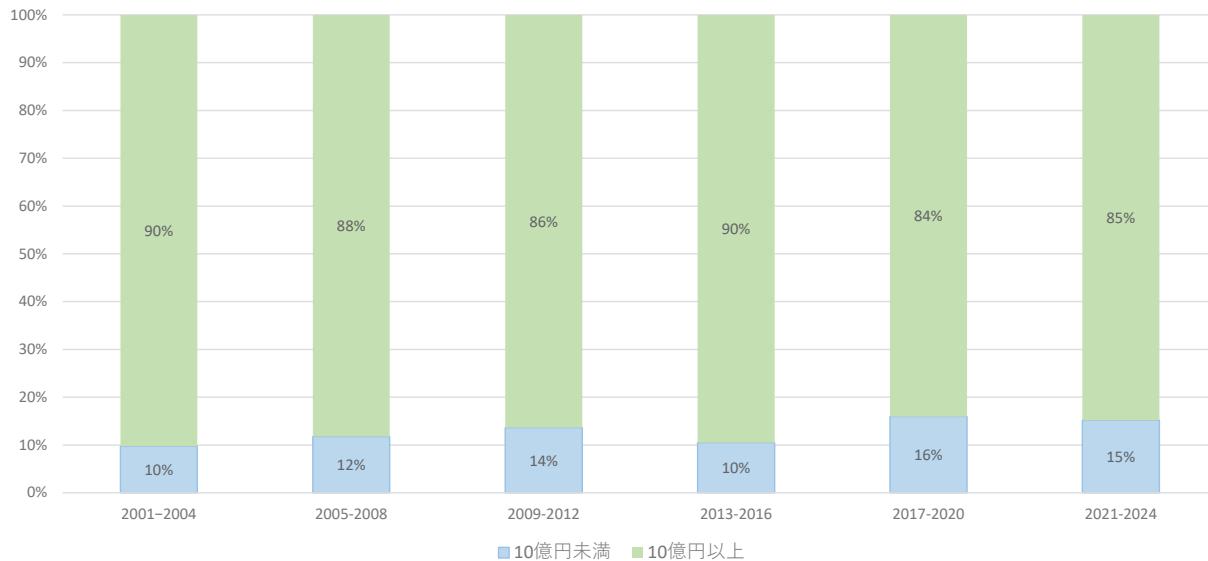
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24

契約金額10億円未満(「小さなPFI」と呼ぶ)の件数シェアの推移

「小さなPFI」は、全件数の1~2割弱を占めているようである。

「小さなPFI」の件数シェアの推移



※上記の計数は、内閣府PFI推進室公表「PFI事業基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

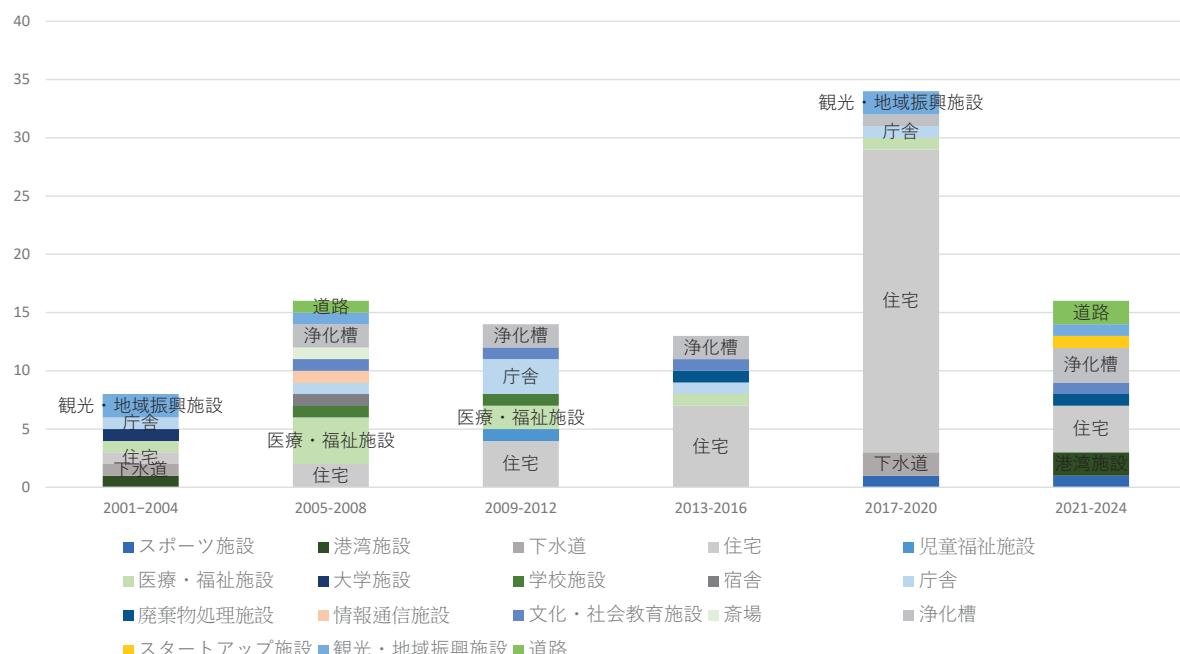
※上記の図表は今回発表のためにのみ提示するものであり、各項目の公式数値は、上記データベースそのものないし他の公表資料を参照されたい。

25

「小さなPFI」の施設用途別の件数推移

「小さなPFI」では、住宅の件数が多いように見える。

小さなPFIの施設用途別の件数推移



※上記の計数は、内閣府PFI推進室公表「PFI事業基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

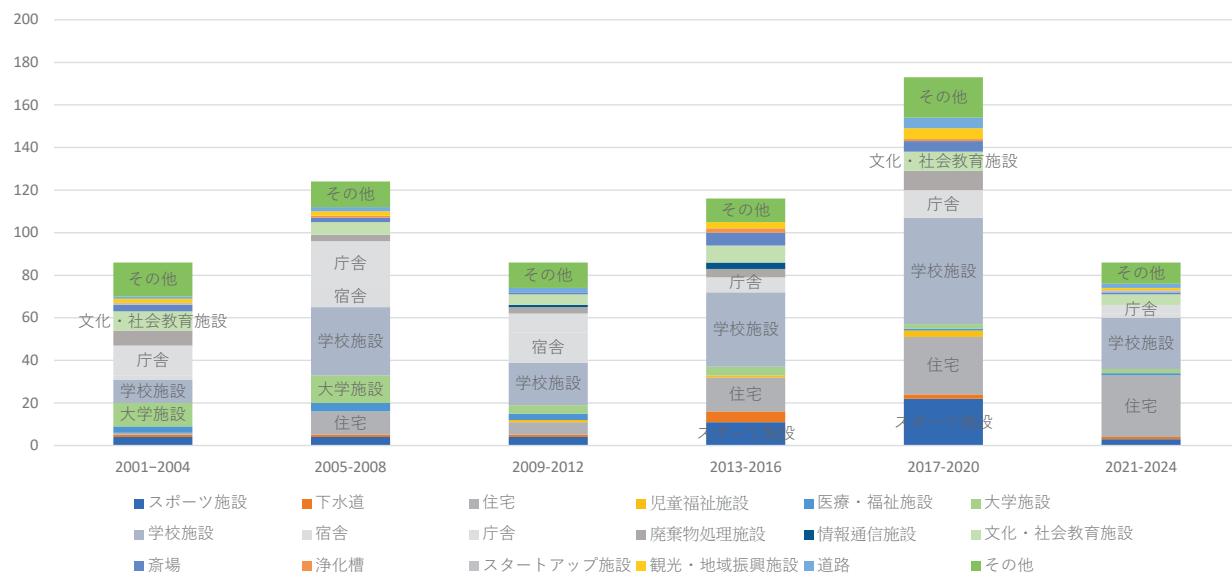
※上記の図表は今回発表のためにのみ提示するものであり、各項目の公式数値は、上記データベースそのものないし他の公表資料を参照されたい。

26

契約金額10億円以上のPFIの施設用途別の件数推移

10億円以上の事業では、学校施設、庁舎、住宅が多いようにみえる。

100億円以上のPFI事業の施設用途別の件数推移



※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
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27

「小さなPFI」等の平均契約期間

直近を除き、「小さなPFI」の平均契約期間は、それ以上の事業と大きな差はないようにみえる。

10億円未満とそれ以上の平均契約期間（日数）の推移



※上記の計数は、内閣府PFI推進室公表「PFI事業 基礎データベース」による。公共施設等運営権を含む事業は除いている。
※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

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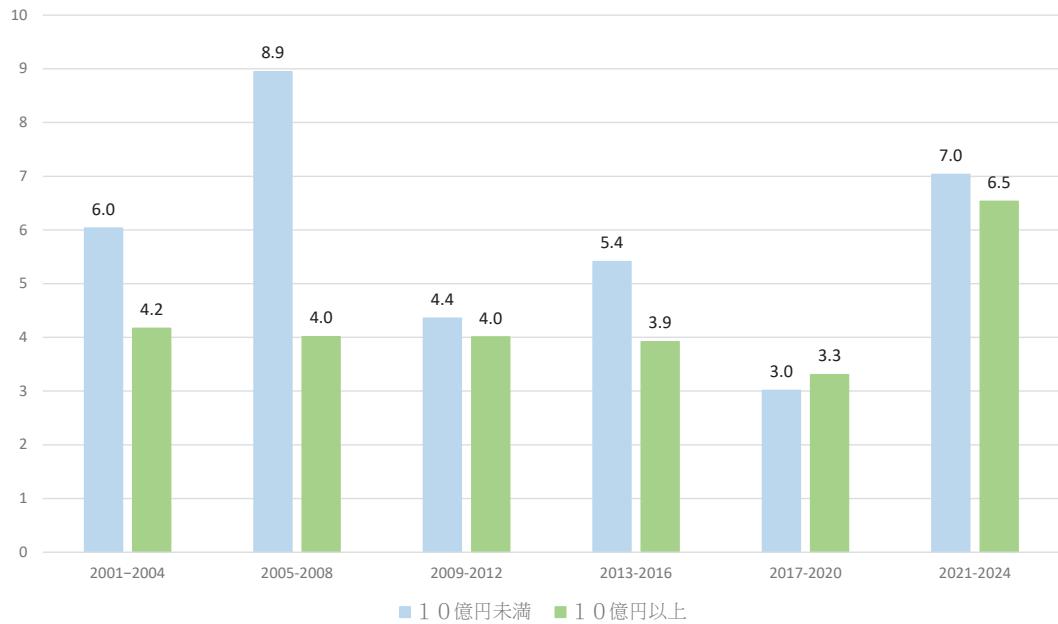
28

「小さなPFI」の平均VFM

「小さなPFI」の平均VFMは、10億円以上の事業とほぼ同等か高めのようにみえる。

10億円未満・それ以上での平均VFMの推移

(特定事業選定時VFM、%)



※上記の計数は、内閣府PFI推進室公表「PFI事業基礎データベース」による。公共施設等運営権を含む事業は除いている。

※分析の都合から、分析項目のいずれかに欠損等があるデータを除いているため、上記の図表中の件数等には、相互に、或いは他の公表資料と齟齬を生じうる点を留意されたい。

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29

PFIに係る各種基礎データ(まとめ)

- PFIの実施件数、契約金額ともに着実に伸びている。
- 人口規模が小さいほど、PFI事業の未実施団体が多くなる傾向にある。
- 都市部と地方部に分けると、地方部の方が件数が多いようである。
- 平均契約額では、都市部、地方部ともに近年、増加傾向にあるようである。
- 管理者別でみると、市区町村が圧倒的に多い。
- 「10億円未満の事業」を「小さなPFI」と定義し、10億円以上と比較した場合、以下の傾向が見受けられるようと思われる。
 - ・件数でみると、概ね全体の1～2割弱を占めてきた。
 - ・用途でみると、小さなPFIでは住宅が多いが、10億円以上では学校施設、庁舎等も多かった。
 - ・平均契約期間は、直近を除き、両者にそれほど差がない。
 - ・平均VFMは、小さなPFIは、10億円以上と比してほぼ同等か高い傾向にある。

30

1 PPP/PFIの推進に係る取組

2 PFIに係る各種基礎データ

3 PPPの小型化について

31

PPPの小型化に資する取組について

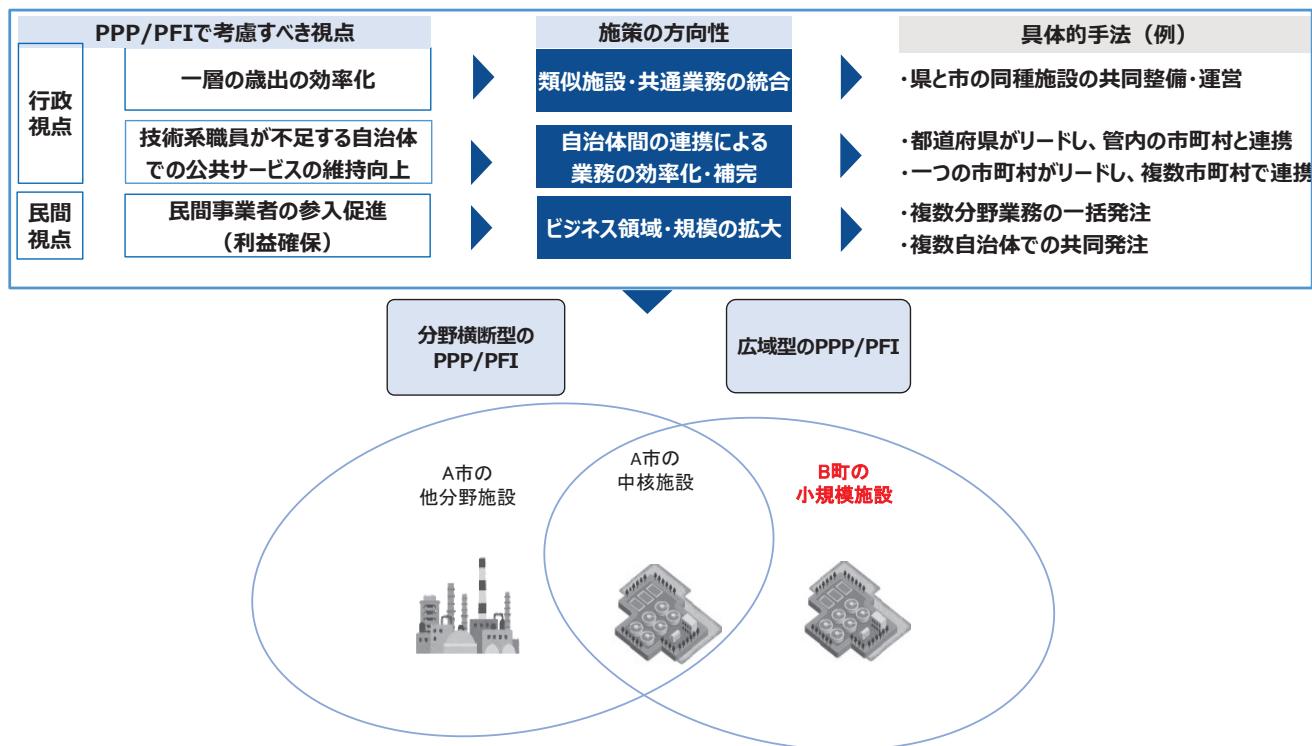
(最近の主な取組)

1. 分野横断型・広域型PPP/PFIの促進
2. ローカルPFI、スマールコンセッションの推進
3. LABVの促進
4. 協定地域プラットフォームの活用
5. 民間資金等活用事業推進機構を活用した案件形成支援

32

1. 分野横断型・広域型PPP/PFIの形成促進

- 不足する自治体職員の補完、民間事業者の参入促進に加え、採算性の成り立ちにくい小規模な事業の実施に資する分野横断型・広域型のPPP/PFIの形成を促進する。
- 本年度中に、手引きを策定する予定である。



2. ローカルPFIの推進

➤ ローカルPFIとは

ローカルPFI^{*}は、PFI事業の推進を通じ、地域経済・社会により多くのメリットをもたらすことを志向するコンセプト上。

財政負担軽減（VFM）に加え、自治体・民間の創意工夫による多様な効果に焦点。

※ローカルPFIにはPPP（広義の官民連携）を含む。

地域課題の解決

PFIによる地域課題を解決し地域の発展に効果のある指標を設定し、定量・定性的に評価

地域経営の視点

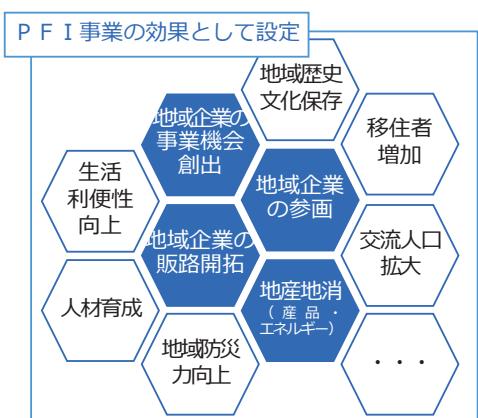
施設や分野を横断して課題解決に取り組むための、新たな官民連携手法の検討を推進

公共空間の活用

PFI事業を実施することにより、公共施設や余剰地を活用した取組を支援

➤ ローカルPFIのイメージ

地域課題を元にコアとなる効果を設定するとともに、事業化アイデアの深掘りにより、副次的効果のイメージを固めることでPFI事業の多様な効果を発揮



➤ ローカルPFIの推進方策

地域の関係者連携

地域の行政、商工会議所、地域金融、企業等の関係者が集う地域プラットフォームで官民対話をを行い、案件形成を促進

自治体支援コンテンツ（内閣府）

地域プラットフォームの組成・運営支援

導入可能性調査支援^{*1}

専門家派遣

ガイドラインや事例集の作成・周知^{*2}

*1 ローカルPFIの検討を一部要件化

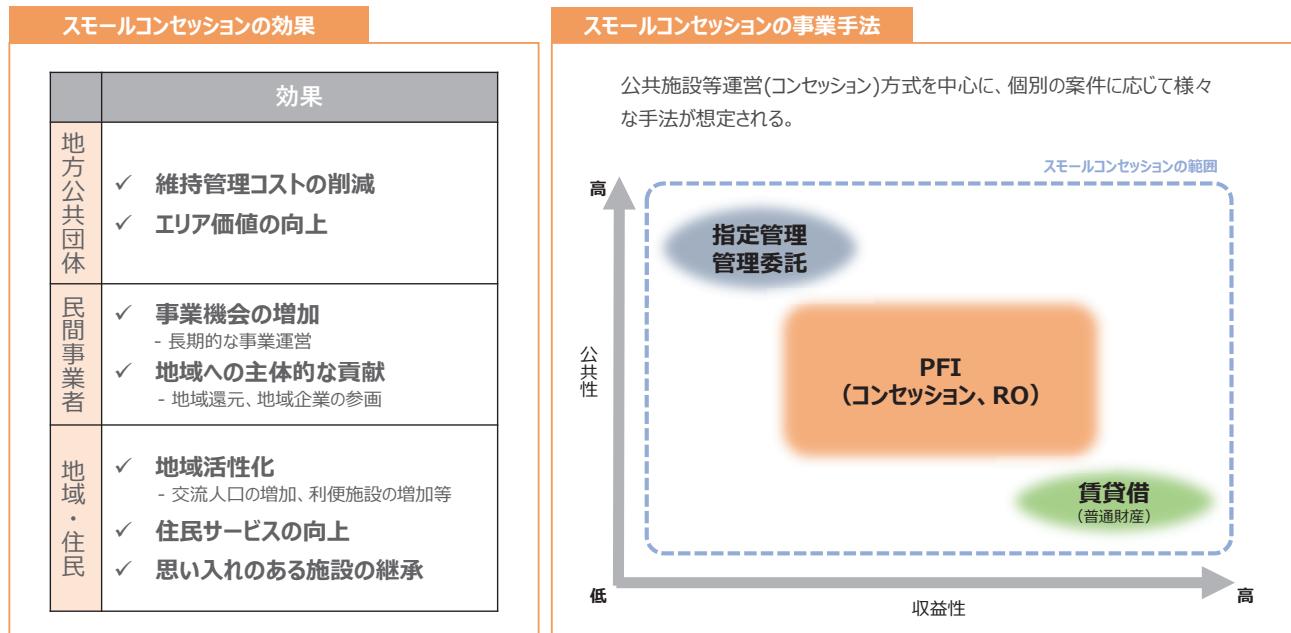
*2 地域企業の参画を促す工夫を明確化

2. スモールコンセッションとは

スマートコンセッションとは…

地方公共団体が所有・取得する空き家等の身近な遊休不動産※1について、民間の創意工夫を最大限に生かした小規模※2なPPP/PFI事業※3を行うことにより、地域課題の解決やエリア価値の向上につなげる取組みを指す。

(※1 廃校等の現在使われていない施設、住民から寄付を受けた古民家等 ※2 事業費10億円未満程度 ※3 コンセッションをはじめとした官民連携による事業運営)



2. スモールコンセッションの事例【旧苅田家付属町家群活用事業(城下小宿 糀や)】

概要

- 市が1棟貸しの宿泊施設リノベーション、コンセッション方式により民間事業者へ運営権を設定。
- 当初は指定管理者制度での運営を想定していたが、事業方針の見直しを行い、コンセッション方式に転換。
- 重伝建地区における遊休化した公共施設及び文化財の保存と活用の両立に成功。
- スモールコンセッションの先導的事例であり、市の財政的な課題解決や、地域経済循環といった面にも貢献。

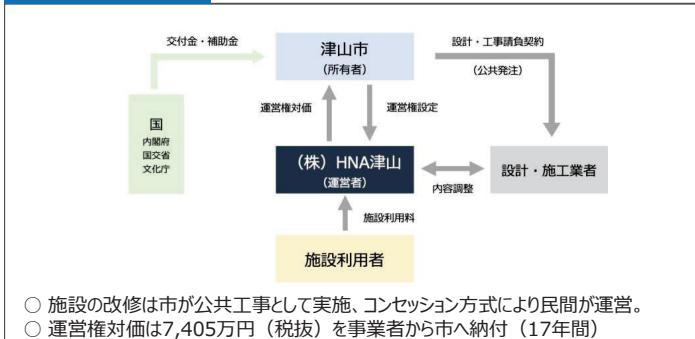
【概要】

地方公共団体等	津市（岡山県）人口9.7万人（R5年1月時点）
民間事業者	株式会社HNA津山
事業方式	コンセッション方式
事業分野	文化・社会教育施設
事業期間 (供用開始時期等)	令和2年7月～令和22年3月
事業参画企業	株式会社HNA津山

【位置図】



【事業スキーム】



- 施設の改修は市が公共工事として実施、コンセッション方式により民間が運営。
- 運営権対価は7,405万円（税抜）を事業者から市へ納付（17年間）

【事業の効果】

【先導性】

床面積約520m²という小規模施設における先駆的なスマートコンセッションとして、他の事業の先例となっている。

【汎用性】

遊休化した公共施設や、歴史的建築物の利活用スキームの事例となっており、短期間のPFI事業としても汎用性が高い事業スキームである。

【継続性】

20年間という長期の運営権設定と、市内にあるホテルとの一連的な運営により、高い事業継続性を担保。

【有効性】

エリア周辺への民間投資が進み近隣に店舗などがオープン。
地元高校生によるロゴデザインが採用され、地域人材の育成などに寄与。

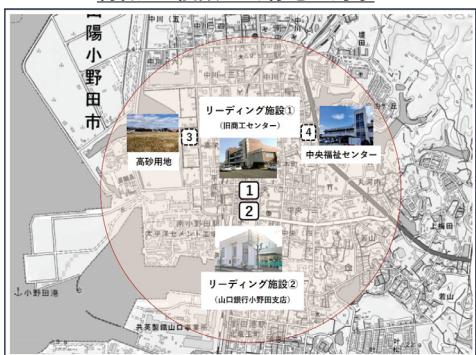
3. LABVを活用したまちづくりの推進【山口県山陽小野田市】

- 山陽小野田市が保有する公的不動産を現物出資し、民間事業者等による出資金と合わせ、共同事業体を組成。
- 地元の産学官金及び事業パートナーがプラットフォームを形成し、複数の事業地において施設整備や利活用を連鎖的に進め、居住・交流人口の増加や活気を生み出すための官民連携によるまちづくりを目指すプロジェクト。

LABV・・・Local Asset Backed Vehicle（官民協働開発事業体）の略で官民連携手法の1つ

特徴1	複数の公有地等を対象とし、公共施設と民間収益施設も組み合わせた開発やマネジメントを行う
特徴2	自治体が公有地を現物出資し、民間事業者が資金出資して作った官民共同事業体が、公共施設と民間収益施設を複合的に整備する

特徴1：複数の公有地が対象



Aスクエア（リーディング施設①）



特徴2：実施主体は官民共同事業体

山陽小野田市

地域金融機関、商工会議所、事業パートナー

土地
現物出資

出資

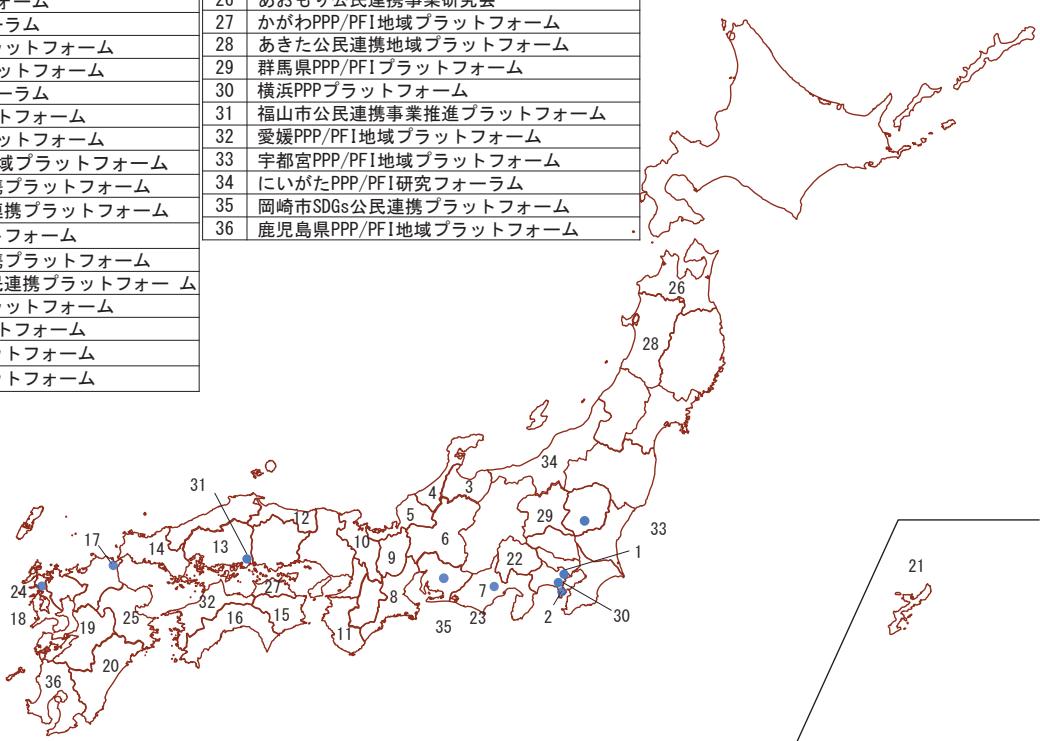
山陽小野田L A B Vプロジェクト合同会社

1階	【公的施設】市民活動センター、福祉センター、出張所 【民間施設】山口銀行店舗、テナント（チャレンジショップ）
2階	【公的施設】地域職業相談室、貸会議室又は貸ホール 【民間施設】山口銀行店舗、小野田商工会議所
3～5階	【民間施設】山口東京理科大学学生寮

4. 協定地域プラットフォームを活用したPPP/PFIの案件形成促進

No.	地域プラットフォーム名称
1	川崎市PPPプラットフォーム
2	横須賀PPP/PFI地域プラットフォーム
3	とやま地域プラットフォーム
4	いしかわPPP/PFI地域プラットフォーム
5	ふくい地域プラットフォーム
6	ぎふPPP/PFI推進フォーラム
7	静岡市PPP/PFI地域プラットフォーム
8	みえ公民連携共創プラットフォーム
9	淡海公民連携研究フォーラム
10	京都府公民連携プラットフォーム
11	和歌山県官民連携プラットフォーム
12	鳥取県PPP/PFI推進地域プラットフォーム
13	広島県PPP/PFI地域連携プラットフォーム
14	山口地域PPP/PFI官民連携プラットフォーム
15	徳島県PPP/PFIプラットフォーム
16	高知県PPP/PFI県域連携プラットフォーム
17	北九州地域PPP/PFI官民連携プラットフォーム
18	長崎県PPP/PFI地域プラットフォーム
19	熊本公民連携プラットフォーム
20	宮崎県・地域PPPプラットフォーム
21	沖縄地域PPP/PFIプラットフォーム

No.	地域プラットフォーム名称
22	やまなしPPP/PFI地域プラットフォーム
23	ふじのくに官民連携実践塾
24	佐世保PPPプラットフォーム
25	おおいたPPP/PFI地域プラットフォーム
26	あおもり公民連携事業研究会
27	かがわPPP/PFI地域プラットフォーム
28	あきた公民連携地域プラットフォーム
29	群馬県PPP/PFIプラットフォーム
30	横浜PPPプラットフォーム
31	福山市公民連携事業推進プラットフォーム
32	愛媛PPP/PFI地域プラットフォーム
33	宇都宮PPP/PFI地域プラットフォーム
34	にいがたPPP/PFI研究フォーラム
35	岡崎市SDGs公民連携プラットフォーム
36	鹿児島県PPP/PFI地域プラットフォーム



5. 民間資金等活用事業推進機構(PFI推進機構)

PFI推進機構は、一定の要件に該当するPFI事業に対する出融資や案件形成のためのコンサルティングを実施。

①組織概要

設立	平成25年（2013年）10月7日
存続期間	令和14年度末までに保有する全ての株式、債権の処分を行うよう努めなければならない
資本金	100億円 ※民間株主69社（うち49社が地域金融機関）
代表取締役会長 兼 社長	高橋 洋
支援決定件数	59件（令和5年度末時点）
支援決定金額	約1,407億円（令和5年度末時点）

②案件形成に対するコンサルティング

今年度から、組織内に新たに官民連携センターを設置し、以下のような取組を積極的に推進

- ・自治体等に対するPFI制度等の説明や、類似事例の情報提供
- ・地元金融機関やコンサルティング会社等との協働による案件形成支援
- ・PFIの実施方針、実施契約等の精査、契約時の契約書等の作成支援



LUDWIG CONSULTING SOLUTIONS

EXPERIENCE, KNOWLEDGE, ANSWERS

Public Private Partnerships: The Scottish Perspective

David MacDonald

21st October 2024 - TOYO University

Introduction and Agenda



- David MacDonald – My background, knowledge and experience.
- Brief history of public private partnerships in Scotland and UK.
- Why hub?
- What is the hub Programme?
- Governance and audit.
- hub Programme outcomes.
- Challenges and capacity issues.
- Supply chain management and capacity building.
- Fee structures and payment mechanisms.
- The future of long-term investment in infrastructure.
- Discussion + Q&A.

So...who is David MacDonald?

- Bachelor degree.
- Member of the Royal Institution of Chartered Surveyors.
- Career highlights:
 - Chartered surveyor.
 - Project manager.
 - Facilities management consultant and contractor.
 - National programme director.
 - Consultancy company owner / director.
- I have worked on over 100 PPP projects – education, healthcare, manufacturing, waste, transport.

David MacDonald

- Married to my fellow company director, Sharon.
- Four children.
- We love to:
 - Travel.
 - Meet new people.
 - Experience new cultures.
 - Music, music, music...



LUDWIG CONSULTING SOLUTIONS
EXPERIENCE, KNOWLEDGE, ANSWERS



Brief history of public private partnerships / PFI in UK



LUDWIG CONSULTING SOLUTIONS
EXPERIENCE, KNOWLEDGE, ANSWERS

- 1992 - Introduction of PFI by the UK Conservative government.
- 1997 – Expansion of PFI under the UK Labour government.
- 1998 – First major PFI projects.
- 2003 – Treasury guidelines seeking greater transparency on finance and risk.
- 2006 – Review of PFI with increased scrutiny on effectiveness and value for money.
- 2012 – Departure from PFI.
- 2017 – UK National Audit Office report highlights PFI costs and questions value.
- 2021 – UK government signals the end of PFI.

The Scottish PPP / PFI milestones



- 1992 – Devolution and adoption of PFI.
- 1999 – First Scottish PFI projects – education and healthcare.
- 2000 – Significant expansion of PFI in Scotland – major infrastructure.
- 2003 – Review of PFI with increased scrutiny on effectiveness and value for money.
- 2008 – Audit Scotland report highlighting concerns on long-term cost and risk.
- 2010 – Move away from PFI and introduction of Non-Profit Distributing model.
- 2019 – Final PPP / PFI schemes due to European accounting treatment issues.
- 2019 – Launch of Mutual Investment Model.
- 2019 – Launch of the Learning Estate Investment Programme.
- 2020 – Development of Hub Institutional Financing Model.

Key learning points since the 1990s - downsides



- Benefits of PPP have not been fully articulated.
- PPP process was not properly explained.
- No focus on the reasons why we needed PPP.
- PPP did not change mindsets to long-term strategies.
- PPP became a political issue.

Key learning points since the 1990s - upsides



- Timely renewal of public infrastructure.
- Setting clear objectives under PFI has imposed strong project discipline.
- Design, construction and maintenance properly integrated.
- Shift in focus onto service and outcomes.
- Platform for innovation and new technologies.
- Legacy of learning beyond the PPP sector.
- Emergence of community benefits and social value.
- Attention on the “why?”

Why hub...?



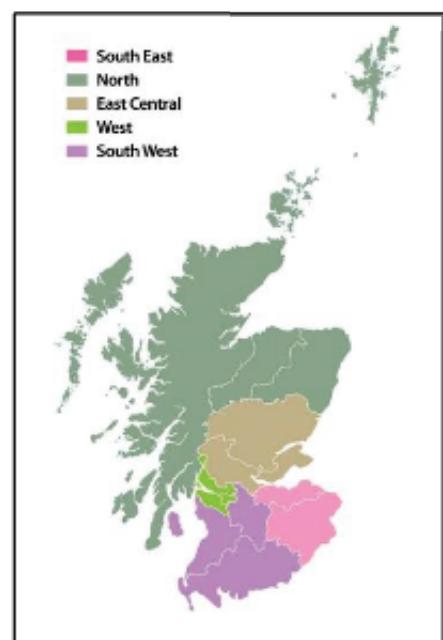
- Momentum.
- Economic and operational need.
- Politics.
- Funding.
- Opportunity.

The hub Programme

- Scottish Futures Trust.
- “Ambitious, Bold, Collaborative, Dynamic”.
- Inclusive funding model.
- Improved services through collaborative strategies.
- Building communities, not structures.
- Unique and very successful.

The hub Programme

- Launched in 2009.
- Serves the whole of Scotland.
- Involves almost the entire public sector.
- Splits the country into five “Territories”.
- Each Territory serves 20% of the population.
- 20+5-year programme.
- Managed by Scottish Futures Trust.
- Delivered by five public / private “hubCos”.



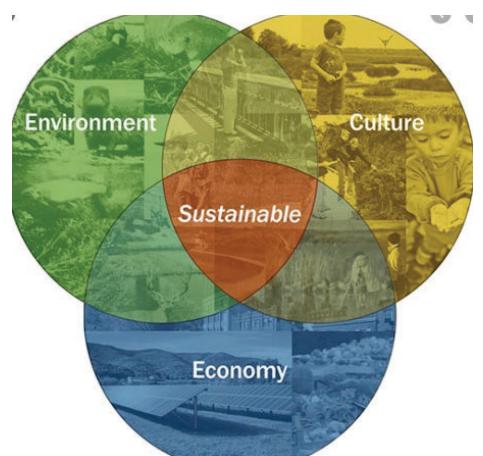
hub Priorities

"Enable the transition to net zero emissions and focus on leading the way with coordinated decarbonisation of public sector assets to catalyse necessary industry transition".



hub Priorities

"Build resilient and sustainable places with a focus on showing leadership in the shift to collaborative and place-based ways of working".



hub Priorities

"Drive inclusive economic growth with a focus on delivering additionality of investment and accelerating appropriate development activity in current economic context".

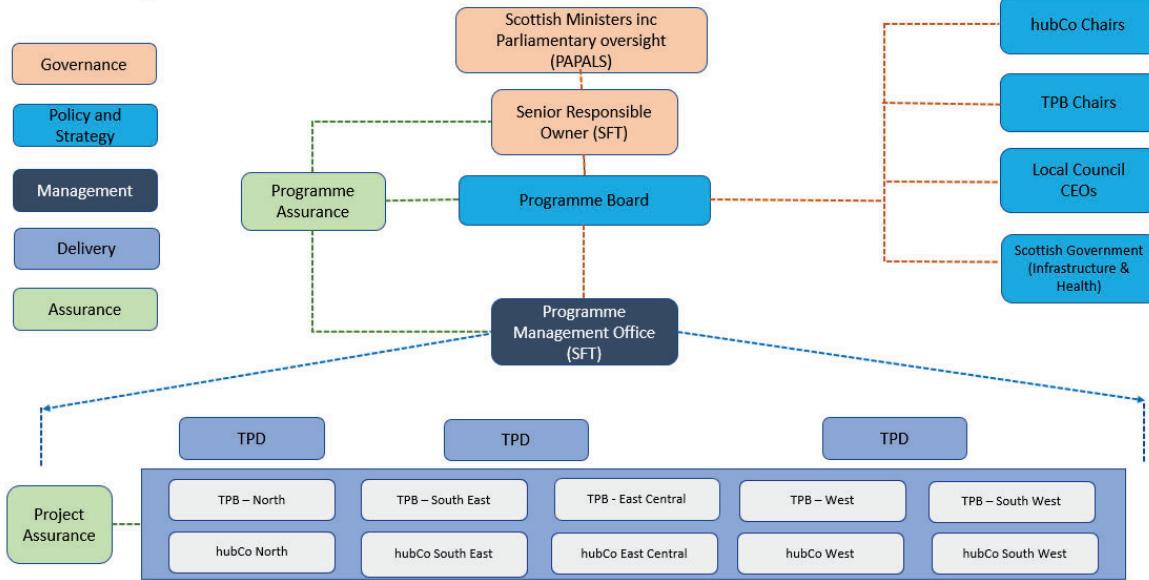


Governance and audit

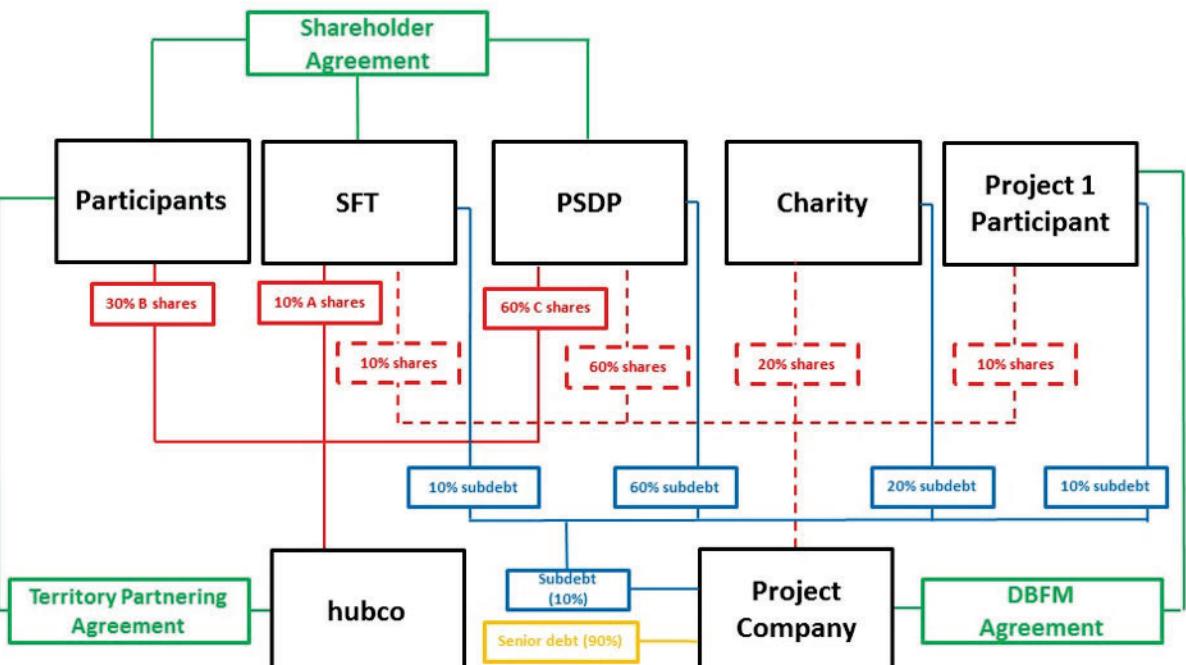
- hub Programme managed by Scottish Futures Trust.
- Assurance and audit led by Scottish Futures Trust.
- Strategic direction led by national programme board.
- Territory governance via Territory Partnering Boards.
- Territory delivery via five hubCos.

Governance and audit

hub Programme Governance



Governance and audit



Governance and audit

- Quality is measured across multiple elements:
 - Development.
 - Sustainability.
 - Functionality.
- Measurement of success is baked into the procurement process.
- Learning and experience drives continuous improvement and industry-wide application.

Governance and audit

<p>In September 2020, NHS Greater Glasgow & Clyde opened its new Acute Mental Health Wards at Stobhill Hospital in Glasgow.</p> 		<h3>Stobhill Acute Mental Health Wards – Quality Profile</h3> <table border="1"> <tbody> <tr> <td>Development</td><td>Functionality</td></tr> <tr> <td> </td><td> </td></tr> <tr> <td></td><td></td></tr> <tr> <td>Sustainability</td><td>Staff Wellbeing</td></tr> <tr> <td> </td><td> </td></tr> <tr> <td></td><td></td></tr> </tbody> </table>		Development	Functionality	 	 			Sustainability	Staff Wellbeing	 	 		
Development	Functionality														
 	 														
															
Sustainability	Staff Wellbeing														
 	 														
															
Project Objectives	Sector Specific Criteria	<p>The main contractor was BAM & the project architect was Keppe Design.</p>													
Improve patient environment & safety, Achieve service benefits of site location, Improve access for patients, Improve staff retention, recruitment, & wellbeing, Improve efficiency of estate, Community benefits https://www.hubco.ac.uk/stobhill-hosp-118-477.pdf hubco.ac.uk	AEDET scores maintained or improved in all categories; use, access, space, performance, engineering, construction, character & innovation, form & materials staff & patient environment, & urban & social integration	<p>BRE rating of 'Excellent' given to the new build facility.</p> <p>The £10.7m new build facility provides 2,500 sq m of floorspace for patients & staff.</p>													
Cost Certainty NPR Dec 2016 £10.2m Stage 2 July 2018 £10.6m Variation 3.9% (below average 7%) ✓ FM Cost Cap £21 per sq m (= £54,012) LC Cost Cap £18 per sq m (= £46,296)	Programme Certainty The programme opening date was met. The difference between NPR programme date & actual completion was 12 weeks due to COVID lockdown impact.	Carbon Net Zero Low carbon technologies incorporated including photovoltaics & Gas CHP. Target operational energy consumption rate ≤200KWhr/m ²	Built Environment BREEAM score of 73.85% gives the project an 'Excellent' rating. The project was voted the Healthcare Development of the Year 2021 Winners 2021 LHD Media scottishpropertyawards.co.uk												
Snags & Defects Zero defects on completion Snagging resolved during prescribed period	Whole Life Performance [the extent to which the Whole Life Appraisal Tool was used] Yes ✓ No Partly [were whole life costs considered?] [benefits, e.g. did improved energy performance reduce whole life costs?]	Inclusive Economic Growth - Social Value BAM refurbished & donated surplus land to Springfield Park Men's Shed charity springfieldparkmensshed.org.uk & fundedraise for CLIC Sargent, CCLASP, & SAMH	Inclusive Economic Growth - Education & Training Work experience placements 4, apprenticeships 3, training 3, apprenticeships 6, education & employability engagement 4, group site visits 2, upskilling 3, contractor led training 10												
Adoption of CoAI Quality assurance ✓ Roles & responsibilities ✓ Design development & management ✓ Overall project management ✓ On site execution & supervision ✓	BIM BIM Executive Plan sets out as aspiration for BIM level 2 BIM Level 2 ✓ BIM Level 3 ✓ BIM Level 4 ✓	Inclusive Economic Growth - Contracts & Employment 'Meet the buyer' event held 95% of suitable opportunities made available to local SMEs resulting in 51% awarded to them 80% of contract value to Scottish SMEs	Place [is the project part of a Place Plan/ regeneration/ asset strategy prepared with relevant public sector partners to facilitate a joined-up approach to assets & service delivery?] Yes ✓ No												
<p>NHS Greater Glasgow & Clyde's 2 min video on project outcomes</p> https://www.facebook.com/nhsogg/v/den/1030126514126512103/		hubCo's POE report TRC Hub's KPI report TRC hubCo's Benefit Realisation report TRC													

hub Programme outcomes

- Forged collaborative partnerships previously not considered possible.
- Delivered a significant proportion of the public sector community infrastructure investment since 2010.
- Achieved a higher proportion of industry awards than any other procurement programme.
- Secured tangible socio-economic outcomes.
- Drove innovation and technological advancements.

Community benefits + social value

- Driving socio-economic benefit from the outset.
- Bespoke “Themes, Outcomes and Measures”.
- Link to Scottish Government National Performance Framework.
- Maps across to the UN Sustainable Development Goals.



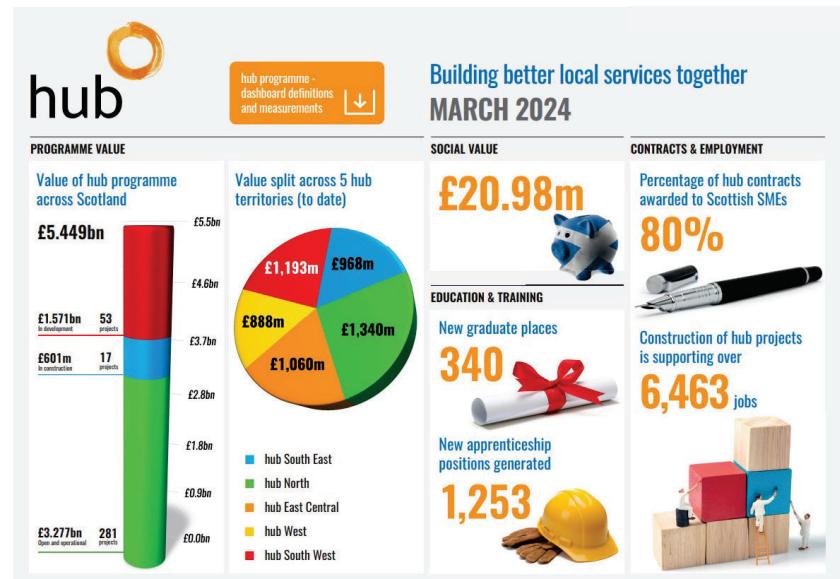
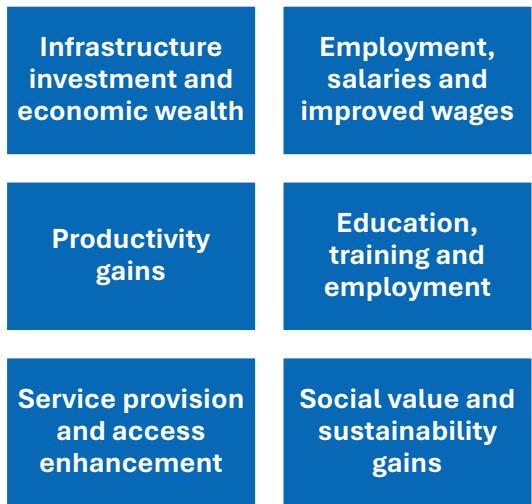
The hub TOMs, the National Performance Framework (NPF) and the United Nations Sustainable Development Goals (SDGs)

The Global Goals have been adopted by Scottish Government and 193 world leaders at the 2015 UN's annual General Assembly. The 17 Goals aim to create a better world by 2030, and catalyse global action to end poverty, fight inequality and stop climate change. They require the active participation of all sectors of society: governments, businesses, civil society and the general public. There is clear alignment between the NPF, the promoted by the sustainability agenda promoted by the SFT TOMs Framework.



Organisations delivering social value through the SFT TOMs are very likely to be contributing to the NPF and the Global Goals agenda. Their interconnection provides the power to mobilise resources, connect organisations across sectors, and empower communities to take ownership of their needs. The SFT TOMs cross reference to the NPF and the UN SDGs, enabling users to understand how different measures contribute to specific Goals

hub Programme outcomes



hub Programme outcomes

- Independent hub Impact Assessment 2020 – 2021.
- Development of logic model.
- Achievement of objectives and impact.
- Stakeholder engagement.
- Absence of a counterfactual.
- Action plan compilation and execution.

hub Programme outcomes



Impact Assessment and Evaluation of the hub Programme

Report for SCOTTISH FUTURES TRUST

Final Report: 12th January 2021

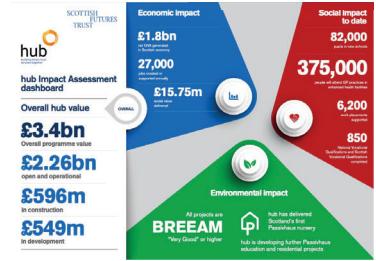
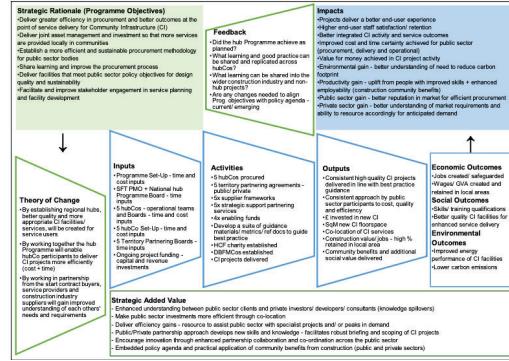
EKOS Limited, St. George's Studio, 93-97 St. George's Road, Glasgow, G3 6JA
Reg 145099
Telephone: 0141 353 1994
Web: www.ekos-consultants.co.uk

Economic Wealth	Jobs	Salaries	Wage Premiums	Qualifications
£1.8bn net direct GVA for the Scottish economy	c.27k annual construction posts	£750m net wages for Scottish workers	£39m lifetime earnings from up-skilling	Over 850 NVQs / SVQs gained

EKOS Economic and Social Development



Figure 2: hub Programme Logic Model



PRESS RELEASE

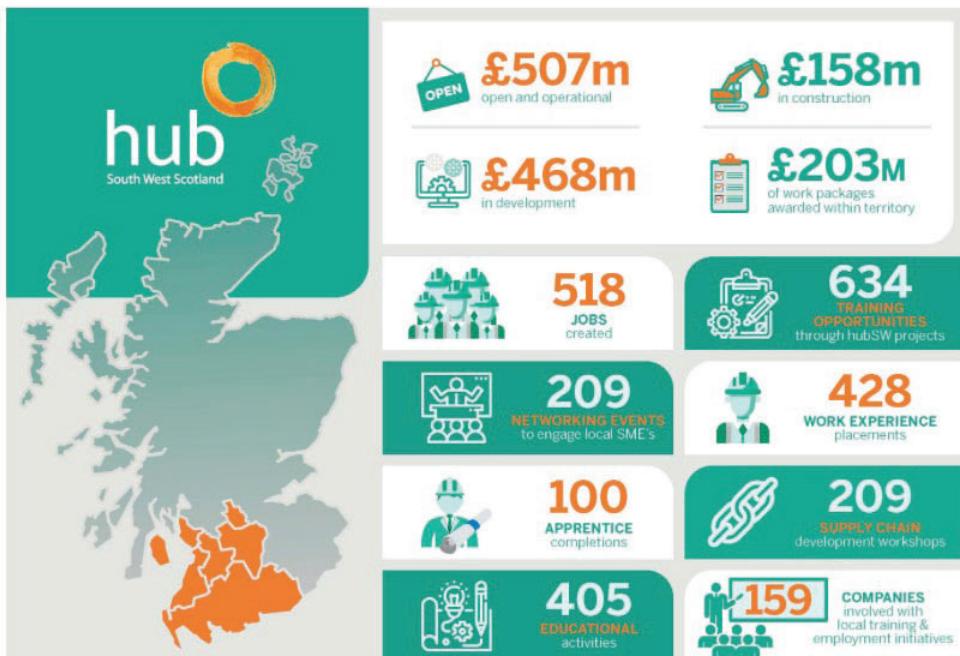
hub Programme delivers more than £2bn of community infrastructure supporting new schools, health centres and jobs

New report highlights success of community infrastructure programme

The success of Scotland's hub Programme has been recognised in a recent independent evaluation report, confirming that since its establishment ten years ago, it has delivered in excess of £2.2bn investment in around 200 projects in Scotland.

EKOS Ltd, a leading independent economic and social research practice, found that the hub Programme has performed well against its original aims and objectives. It has delivered substantial social impacts and community benefits and there is strong support from all stakeholders.

hub Programme outcomes



hub Programme outcomes

- hub Programme has performed well against its original aims and objectives set for it in 2006.
- Delivered substantial social impacts and community benefits.
- Recognition of impacts and benefits.
- Strong stakeholder support for hub to continue, grow and evolve.
- One of the key benefits that the public sector identified is the high level of certainty that hub projects give, both in cost and timescale for delivery.
- hub Programme has created clear and quantifiable impacts for the public and private sector partners who report that working on hub projects has helped to improve their skills and knowledge.
- These skills have been transferred into non-hub public sector project activity, further expanding the beneficial impacts delivered by hub on projects.

hub Programme outcomes

In March 2021, Scottish Government Finance Secretary Kate Forbes said:

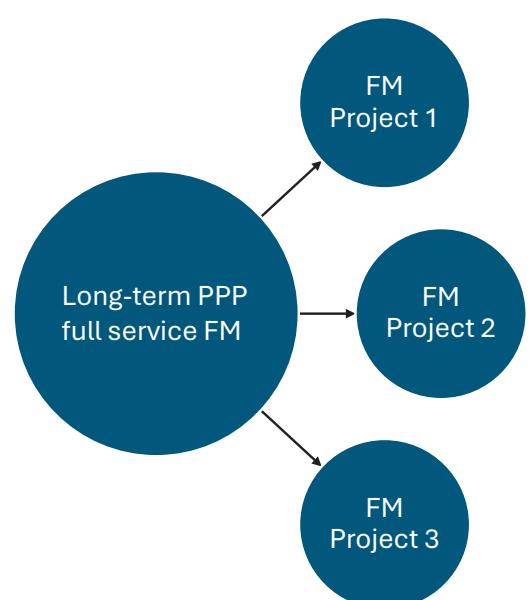
- *I welcome the findings of this evaluation report and recognise the valuable role that the hub Programme played in delivering much needed new schools, new NHS facilities and other key infrastructure.*
- *The hub Programme has achieved a great deal in the past ten years through forming effective partnerships between the public and private sectors. I look forward to that collaborative approach continuing, to deliver the community infrastructure we need while supporting jobs, apprenticeships and Scottish SMEs.*

Challenges to hub

- The hub Programme required full public sector engagement.
- Stakeholder reticence.
- A feeling of “imposition”.
- The need to think long-term.
- Reluctance to collaborate.
- The feeling of threat to in-house teams.
- Post-recession business considerations.
- Lack of ambition in relation to Facilities Management services.

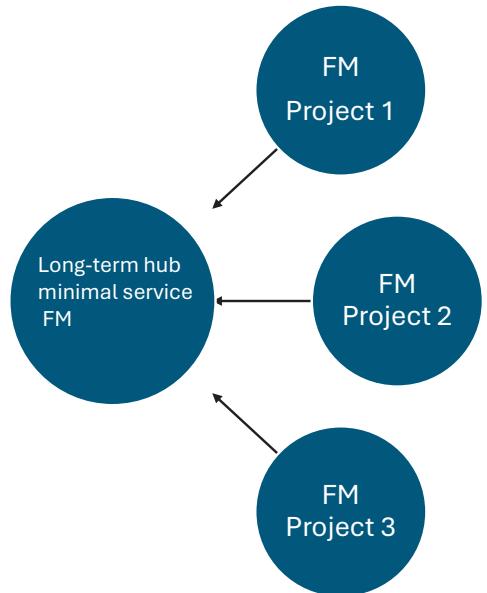
Challenges to hub – FM capacity

- Full FM service model.
 - Resilience creates capacity.
 - Mutual growth opportunity.
 - Robust growth of business.
 - Economies of scale and value for money.



Challenges to hub – FM capacity

- Minimal hub FM service model.
 - Resilience depends on wider business.
 - Long-term sustainability pressures.
 - Fewer growth opportunities.
 - A more challenging commercial model.



Challenges to hub

- Established pipeline of projects prevented strategic collaboration.
- Absence of key skills, experience and capacity to progress complex procurements.
- Lack of understanding of the partnership model and visibility of the hub benefits.
- “It’s your hub...!”

Overcoming capacity issues

- SFT hub Programme Management Office.
- Territory support arrangements.
- Capital and revenue enabling funds.
- Working capital contributions.
- Library of guidance, models and benchmarking information.
- “Hands-on” support.

Supply chain management

- hub companies maintain two tiers of supply chain members.
- Refreshed on a fixed period basis.
- Open supply chain arrangements to satisfy demand.
- Early contractor involvement to augment and enhance input to design development.
- Focus on promotion of local SMEs.
- Emphasis on safety, quality, training and long-term employment.

Supply chain management

- New project request – key briefing process.
- Stage 1.
- Stage 2.
- Financial close and site commencement.
- Completion.
- Post-completion.
- Facilities management.



Capacity building

- Long-term nature of hub drives investment in skills, technology and capacity.
- Working capital contributions.
- Library of guidance, models and benchmarking information.
- “Hands-on” support.
- Supplier development, Supply Chain Institute, Skills Academy.

Fee structures

- Project costs are modelled on area and capacity metrics.
- Above the line costs.
- Abnormal abnormalities.
- Fixed management fee percentage for hub company.
- Design, construction and FM costs are competitively tendered and benchmarked.
- Social value commitments are contractualised and monetized.

Payment mechanisms

- PPP projects funded via “Level Playing Field” support for debt and interest with procuring authority paying the revenue elements.
- Five-yearly benchmarking for soft FM service.
- hub projects receive debt and interest support plus 50% of lifecycle funding.
- Monthly unitary charge subject to availability and performance standards.

The future

- Handback and a post-PPP era.
- Economic pressures dictate there must be a return to revenue funded procurement.
- Institutional funds are seeking prime investment opportunities.
- Ambitions require to be funded differently.
- Net zero commitments will prompt new thinking on PPP.

The future

- With the level of global experience from all forms of PPP, there is every opportunity to secure long-term, sustainable socio-economic benefits from strategic investment in new infrastructure through revenue funding.
- *We just have to keep talking...*

Amey/Miller tipped for Glasgow schools

28 OCT 1999 | BY CONTRIBUTOR

News

AMEY/Miller is emerging as favourite to beat a Balfour Beatty-led group to preferred bidder status on a flagship £200 million-plus Private Finance Initiative education project in Glasgow.

The city council meets next week to consider recommendations from its education department. Insiders suggest that Amey/Miller will get the nod.

The concession is the largest PFI deal in the UK to bundle up responsibility for a number of projects in one contract and involves revamping 29 schools in Glasgow.



LUDWIG CONSULTING SOLUTIONS

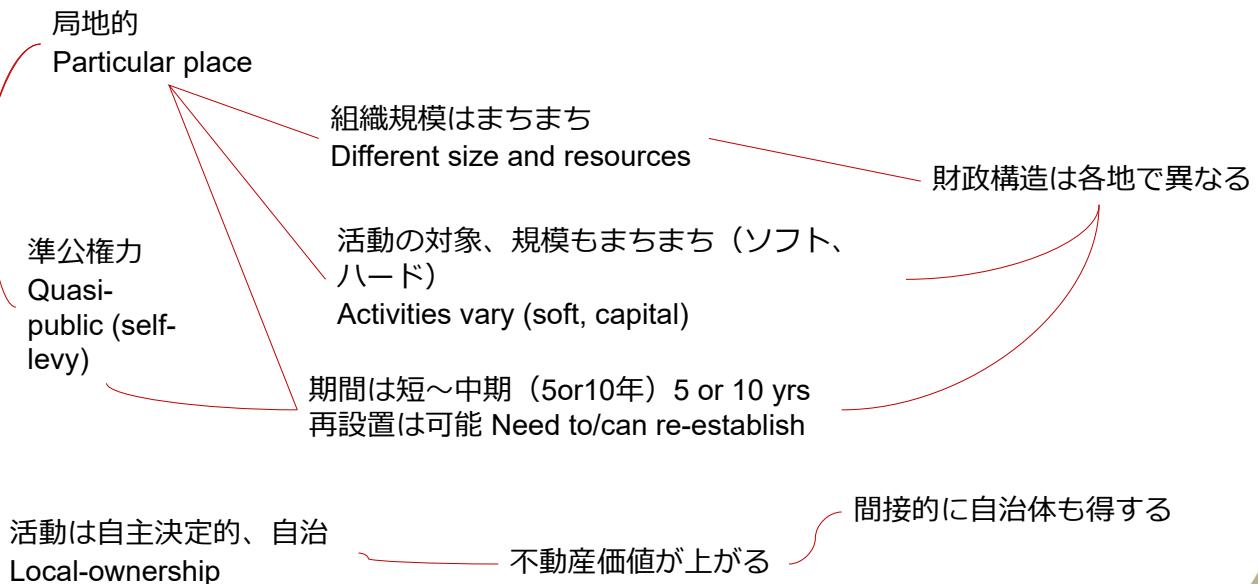
EXPERIENCE, KNOWLEDGE, ANSWERS

Discussion + Q&A

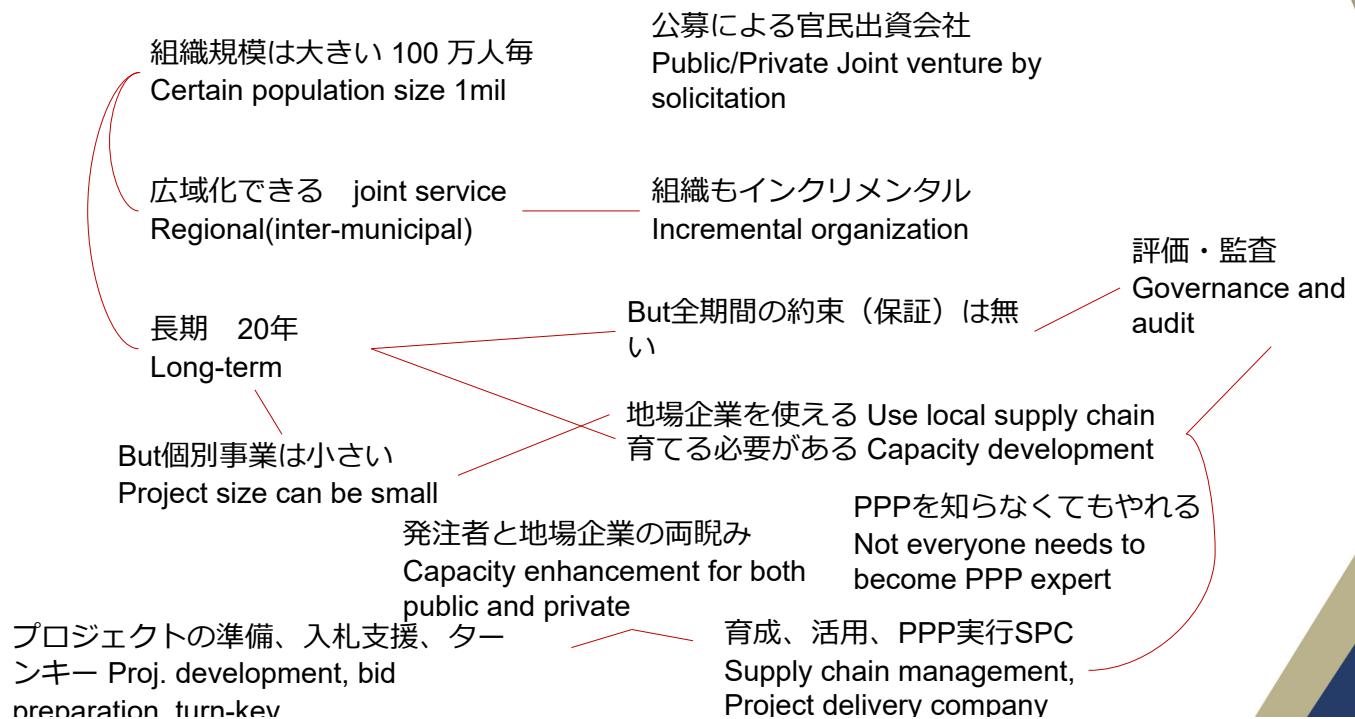


BID 局所的自治のしくみ

パネルディスカッション
問題提起
東洋大学難波



hub 公共施設整備の官民を支援する枠組み



日本の経験と今後—Japan

