

USC Sol Price School of Public Policy
PPD 613a – Policy, Planning and Development International Laboratory
Brazil Lab
Spring 2012

Instructors

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Course Dates and Location

The class will meet for four sessions on Mondays, from 9:00 am to 12:20 pm, on January 23, February 27, March 26 and April 16, 2012. The location of the sessions will be posted on Blackboard. My office is in RGL 201A. I will see students immediately after class and by appointment.

Course Overview

This is a 1-unit course that precedes and is the prerequisite for a companion 3-unit intensive field course offered in the summer term. Together, they comprise the USC Price Brazil Lab for 2012. Although the two are closely coupled, they are technically two distinct courses. A separate syllabus will be available for the 3-unit companion course. The primary purpose of this 1-unit course is to lay the groundwork for activity to follow in the companion course. Students will conduct background research, form thematic teams, and develop a proposed work plan that will guide the fieldwork in the summer. During the 3-unit summer course, PPD 613b, students will spend two weeks in Rio de Janeiro (May 20 – June 1) meeting with experts and practitioners, doing site visits and working collaboratively on the project. Each team's work culminates in a presentation to the client(s) on the final day of the Lab.

The course is designed to provide participants with consulting-type experience, applying classroom knowledge in a real world professional context outside the United States. Lab participants work in teams to address a particular project in the host country that is identified in consultation with the project client. They are expected to analyze information pertinent to this project and its context, and then to produce a set of recommendations regarding how to accomplish project objectives. During PPD 613a, students will perform background research, organize their project teams, and prepare for the intensive fieldwork that will take place in the summer. The on-site fieldwork culminates in a presentation to the client.

Additional handouts, readings and case materials may be provided during the class and guest lecturers may be invited. As with any graduate class, in response to questions and discussions in class and in an effort to make the class relevant to the interests of participating students, the schedule and this syllabus may be modified.

USC Price International Labs and Expectations

The USC Price International Labs are designed for graduate students in the School of Public Policy, although they are open to graduate students from other disciplines as well (with permission of the instructor). Furthermore, they are intended to draw students from any of USC Price's Masters Degree programs in Public Administration, Planning, Public Policy, Real Estate Development, Health

Administration, International Public Policy and Management, and Executive Leadership. The overall mix of students from these programs will vary from one Lab to the next depending upon location, instructor, client, project, and other considerations. While SPPD students form the core of the Lab work teams, they may also include SPPD alumni and/or student counterparts from collaborating institutions overseas.

The USC Price International Labs are run as intensive field-based educational experiences. Students are expected to operate in a professional capacity while in the field. There will be a series of background presentations and lectures given by local and international experts during the Lab, and students are expected to draw effectively upon this resource material. Questions asked of these experts should be on point and clearly articulated, and should demonstrate a solid grounding in the relevant subject matter. More generally, students are expected to orient themselves promptly to their new surroundings and to adapt wherever appropriate to local customs (including banquets and social events).

USC Price Brazil Laboratory 2012

This is the seventh year that a USC Price International Laboratory is being held in Brazil. Dr. Jonathan Van Speier, a graduate of our school's PhD program, will be serving as a visiting instructor and will be heavily involved in Lab activities during the two weeks in Rio.

Our academic partner in Rio will be the Brazilian School of Public and Business Administration (EBAPE) at the Fundação Getulio Vargas (FGV). FGV is a leading private university in Brazil, with EBAPE offering masters and doctoral degrees in business and public administration. Brazil's Ministry of Education has recognized FGV as one of the top universities in the country. The current Director of EBAPE is Professor Flavio Carvalho de Vasconcelos. Throughout the Lab, students will have access to FGV's classrooms, library, and computer/internet facilities. Some FGV students are likely to participate in the Lab as well.

Context

Rio de Janeiro is a city (and state) of numerous complexities, contradictions, and challenges. Over the past four centuries, it has experienced the excitement of being a political, social, cultural, financial, and economic center, while undergoing a transition from capital of the Portuguese empire, to capital of Brazil, to capital of the state of Rio de Janeiro. The city incorporates an extensive manufacturing-based economy functioning alongside a complex service industry embedded in a vibrant tourist sea-side resort, world-renowned as "the marvelous city" for its natural beauty, charm, and excitement. Rio is socially and culturally diverse, sophisticated, and creative, blending its Indigenous people with those from European, African, Middle Eastern, and Asian origins.

Rio is also a city facing many challenges. Its economic performance has yet to fully recover from the blow it suffered as a result of the move of the nation's capital from Rio to Brasília starting in the 1960s. The city appears to have stagnated as Brazil's industrial, financial, and agricultural centers moved to other parts of the country. It faces the social challenges brought about by the fact that as much as one fourth of its population lives in slums or "favelas." Its political leaders are confronted with these challenges that demand great imagination, initiative, and determination. The city leaders have recently demonstrated these qualities by mounting two successful efforts at winning the fiercely competitive international bids to host the 2014 World Cup and more recently the 2016 Olympics, beating out Chicago in the latter case as well as a number of other prominent cities. In so doing, it has become the first city in South America to be given the chance to host an Olympics.

Topical Focus – Project and Client

The project for the 2012 Brazil Lab builds on the previous year's lab, which analyzed the issues and challenges facing the city of Rio de Janeiro as officials prepare to host the 2014 World Cup and the 2016 Olympic games. One of the reasons countries compete to host mega sporting events is due to the presumed long-term economic and development benefits resulting from the event itself and from gaining a more visible platform on the world stage. Many see these events as a catalyst for change, advancing a city's economic growth and accelerating its urban development. The legacy of such events can include iconic Olympic venues, vastly upgraded infrastructure and in more recent times a greater awareness of environmental sustainability as a city remakes its image. The 2011 Brazil Lab focused on the topic of "LEGACY" of the "games", examining policy arenas relating to the Urban Infrastructure or Urban Core, Urban Infrastructure in the vicinity of Barra da Tijuca (proposed location of the Olympic Village), Transportation, Environment, Security (both in terms of street crime and broader homeland security issues) and Social Development including Social Justice. Our client, the City of Rio and Representatives of the Olympic Development Community, received our recommendations with great interest and encouraged us to expand on some of the core topics especially in the infrastructure related and social development arenas.

The purpose of this year's Lab is to develop a strategic framework to guide the City, State and development community of Rio de Janeiro to address the aging downtown core through redevelopment. While the LEGACY of the games can become the catalyst for change in Rio, redevelopment through public private partnerships and redevelopment models (RDA) used in California and various states of our union, can truly be the "game changer" for Rio de Janeiro for generations to come. Redevelopment has been a tremendous tool in our city and state to address various public policy arenas such as affordable housing, economic development, transportation (through transportation oriented development; TOD), security, social development, architectural and historical preservation, creation or preservation of green space, sustainable development, cultural enrichment, and promotion of tourism.. These challenges and therefore opportunities exist today in Rio.

The client is the City of Rio de Janeiro, State of Rio de Janeiro as well as the Civil Construction Industry Union led by Mr. Roberto Kauffmann. The 2012 Lab will also develop a partnership in working with the Federation of Industries as the city is interested in promoting public-private partnerships. The 2012 Lab will focus on governance vis-à-vis the forms of interactions across public, nonprofit, and for profit sectors. An important emphasis in courses at the USC Price School is recognition that the effective dialogue on various complex social problems and opportunities requires the combined strengths of the public, for profit, philanthropic and nonprofit sectors. Of particular interest are the varied mechanisms in play across sectors and placed-based approaches, not only in the United States, but also globally.

The client has asked the 2012 Lab to consider the following key dimensions in developing a strategic framework to guide Rio de Janeiro's redevelopment: finance, transportation, social services, environment, safety and security, and development of a lasting legacy with an eye toward how Rio can market itself in coming years to increase international interest in visiting the city. Projects like LA Live in Los Angeles and Millennium Park in Chicago come to mind as forms of redevelopment projects cutting across various sectors to enhance the name identification as well as the quality of life of the residents of the respective cities. This topic also builds on the 2009 SPPD Lab in sustainable tourism, which addressed the question of how to increase the level of tourism in the state of Rio de Janeiro so as to contribute to the sustainable development of the region. Tourism is one of the world's biggest industries, and it is a relatively "clean" industry that countries can promote in an effort to stimulate further economic development. Although it has many "competitive advantages" as a tourist

destination, civic leaders in Rio believe that their city attracts a smaller share of the tourism market than it could. This served as an impetus for the city to go after both the World Cup and the Olympics. In so doing, they hope to re-brand Brazil and their city in particular, so that over the long-term an increase in the number of visitors to the area can generate numerous benefits throughout both the formal and informal economies. Important challenges are to figure out how to use these mega-events to strengthen civic participation in the country, and how to ensure that the infrastructure being built contributes to long-term development goals. If the mega-events are successful in growing tourism to Brazil, the further challenge will be how to manage the growth of tourism without exacerbating existing environmental problems, and to do so in ways that can help to redress the social inequities that undermine the overall quality of life in Brazilian society.

Course Objectives

As with all SPPD International Labs, the learning objective is to learn how to translate “classroom knowledge” into professional practice, and to do so in a setting outside the United States. The pedagogical model draws on a professional consulting paradigm, with a clearly identified client and terms of reference for the students’ work.

Specifically, the learning objectives for the two-part lab include the following:

- Integration and application of classroom knowledge to a specified problem context, which in this case involves redevelopment projects in Rio de Janeiro and how they can advance urban regeneration and remedy social ills (poverty, street crime, and disparities between the favela or slum areas and other parts of the city) in ways that catalyze additional economic growth and advance the quality of life of Brazilians. Relevant subjects include urban renewal and urban design, urban waterfront redevelopment, sustainable development, models of local and regional economic development, the workings of redevelopment agencies, public private partnerships, financing and feasibility analyses of development projects, cost-benefit analysis, social impact assessment, project management and evaluation, infrastructure and urban planning, institutional assessment, and policy analysis. Students will have the opportunity to develop their skills associated with synthesizing existing research, finding and gathering data relevant to the project, and using the data to diagnose problems, design and assess various options, and develop recommendations that take into account the constraints facing the client.
- An understanding of the many impacts of mega-events on economic development, civic institution building, branding and image building. Though not the focus of this year’s lab, Rio’s role as a World Cup and an Olympic host city is a defining backdrop for the project. As a highly visible city on the world stage, Rio has enormous pressure to mount successful back-to-back mega sporting events and to meet if not succeed expectations given the precedence set by the Beijing Olympics and the soon to be held London Olympics.
- Through their research, students will learn how urban and urban waterfront redevelopment can revitalize a city’s urban core and create opportunities for enhancing green space, elevating the arts through new cultural quarters, promoting sustainability through mixed use and other environmentally friendly development, and stimulating industrial transformation toward high tech or other knowledge based or creative industries. We will look at how these factors can contribute to development goals, drawing from academic literature in this field as well as information provided by local experts while in Brazil.
- Deepened knowledge of Brazil and its demographics, politics, economics, institutions, and culture. In particular, students will learn about such topics as the governance structure in Rio de

Janeiro, key policy issues and challenges associated with development in Brazil (e.g., the huge in-migration from rural areas leading to favelas or slums in Rio; the security and safety challenges), programs for regionalization of tourism, networks and social management of business clusters in Rio, entrepreneurship and regional transformation in Brazil, etc.

- Management of an international consulting project, paying particular attention to defining a manageable set of terms of engagement for the project as well as developing proficiencies in the skills required in international consulting. Students will gain valuable practice in presenting analyses of issues and recommendations in a concise, clear and interesting manner from the perspective of their client. Participation in the Lab also entails an affirmation of professional norms of conduct. Students are expected to adhere to professional norms of punctuality, thoroughness, reliability, communication skills, professional appearance, integrity and ability to work well in multi-cultural teams.
- Personal growth in terms of teamwork, by developing a better understanding of how to function as part of a team with international members. Participation in the Lab provides students with useful insights into their individual strengths and what they can contribute to a team effort, as well as how to resolve interpersonal and organizational issues within the team. The course also intends to attract students from the various degree programs within the school, so that individual team members are able to contribute the specialized knowledge related to their field of study.
- Translation of professional practice in a cross-cultural setting. Professional practice as developed in the United States is embedded in a particular social, institutional, economic and cultural context. A key objective of the course is for students to gain a better awareness of how to adapt their professional practice to suit contexts that are often quite different from those in the US.

To the extent possible, students will be asked to creatively incorporate intersectoral arrangements to achieve public policy purposes. We want to ensure that we are always thinking about ways in which to engage the various sectors to better achieve the goals of our project and the initiatives that we propose to the client.

Course Requirements

Please email your resume and/or a biographical profile to me at frank.zerunyan@usc.edu by January 10.

Assignments

First, you are expected to complete the reading assignments required for each class session, as outlined below, prior to that session. In addition to these readings, you will do some additional background research, both individually and as part of a group, which will culminate in three written assignments, as follows.

The first assignment, which you will do in small groups, is to examine the experiences of several cities that have redevelopment agencies focused on sizable development cutting across sectors (hotels, housing, sport venues, the arts, parks, etc.). Since the largest redevelopment project in Rio is one that

entails waterfront redevelopment of a no-longer used port, groups may want to select cities that have undertaken waterfront redevelopment. Each group will study one city, and in class the groups will work together to develop a comparative analysis of these cities along a similar set of dimensions (drawn from the ones that the client has identified). The cities will be selected and groups formed at the first class session. Each group is required to prepare a short synopsis of its findings, which will be due at the time of the second-class session and should be posted in the Assignments folder on Blackboard.

The second assignment is to explore the dimensions identified by the client as being important to their preparations --finance, transportation, social services, environmental sustainability, safety and security, and development of a lasting legacy with an eye toward how Rio can market itself in coming years to increase international interest in visiting the city. Each team will define one element and prepare a short briefing on what it entails and why it is relevant (or not) to the development of a strategic plan for guiding Rio's redevelopment. In the course of class discussion, we will then determine whether these are indeed the appropriate pillars for guiding the development of a strategic plan and whether it is a manageable expectation for the class to be able to address the issue. This assignment will be due in the 3rd class session. We will build on this exercise to refine the scope of work given to us by the client, so that in the third assignment we can prepare a proposed work plan.

The third assignment is to develop an individual brief proposal (5-10 pages) in response to the client's terms of reference. Included in the proposal should be a brief work plan for the field component in the summer semester. The class as a whole should use this opportunity to begin thinking strategically about how best to utilize its time in Rio productively to maximize the potential value of the intensive field. This assignment is due in the fourth class session and will form the basis of our discussion during part of the class.

Determination of Grades

Final grades for this 1-unit course are based on the following items:

- Assignment 1: Group analysis of cities that have undertaken redevelopment of dilapidated (waterfront or other significant) areas **(30%)**
- Assignment 2: Group analysis of the dimensions for developing a strategic plan to guide Rio's redevelopment efforts in the next 5-10 year period **(30%)**
- Assignment 3: Individual Development of a proposed work plan **(25%)**
- Class participation and peer evaluation **(15%)**

Statement for Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to the TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776.

Statement on Academic Integrity

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, contains the Student Conduct Code. See Section 11.00 (under University Governance) for a description of violations of university standards and Appendix A for the recommended sanctions: <http://web-app.usc.edu/scampus/university-student-conduct-code/>

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>

Session Description and Course Readings

Your prior preparation will increase your contributions to group presentations on the articles and class discussions, as well as provide a way to compare your insights to those of your classmates. Additional handouts and case studies, as well as guest lecturers, will be provided during the class. As with any graduate class, in response to questions and discussion in class, the schedule may be modified.

You are required to skim the two following books:

Novinger, T. (2004). Communicating with Brazilians: When "Yes" Means "No". Austin: University of Texas Press. (available on amazon.com)

World Bank (2004) *Inequality and Economic Development in Brazil, a World Bank Country Study*, The World Bank, Washington, DC, available at http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2004/10/05/000012009_20041005095126/Rendered/PDF/301140PAPER0Inequality0Brazil.pdf

A brief (3-5 single-spaced pages) summary of the Novinger book, including what you think are the primary lessons to be learned about Brazilian culture and interacting with *brasileiros*, will be due upon your arrival in Rio for the Lab, and will be included as part of your grade for PPD 613b.

The required readings for each session of PPD 613a are listed below and posted in the Content folder on Blackboard.

Session 1: Background on Rio de Janeiro and Brazil, description of the project and client, review of work by previous SPPD Brazil Labs, economic development approaches, planning for group research.

Zhang, Ming (2010) What Can Cities Do to Enhance Competitiveness? Local Policies and Actions for Innovation in *Competitiveness and Growth in Brazilian Cities: Local Policies and Actions for Innovation*, Ming Zhang (ed), The World Bank, Washington DC

Leite Carlos, Vicente del Rio, and Karlo Felix (2005) Sustainable Redevelopment and Innovation In a Global City: Interdisciplinary Design for São Paulo, Brazil, *Focus: Journal of the City and Regional Planning Department* 2(1):22. <http://digitalcommons.calpoly.edu/focus/vol2/iss1/22>

“Getting It Together at Last,” in *The Economist*, Nov 12, 2009. (A short overview of recent political and economic developments in Brazil.)

Dos Santos, Pablo P Fonseca (2005) Brazil's Remarkable Journey, *Finance & Development* 42(2):50-56, <http://www.imf.org/external/pubs/ft/fandd/2005/06/fonseca.htm>

2011 Brazil Lab Presentation

Optional Readings:

Burity, Joanildo A (translated by Laurence Hallewell) (2006) Reform of the State and the New Discourse on Social Policy in Brazil, *Latin American Perspectives* 33(3):67-88. http://www.sit.edu/SSA_Program_documents/brr_ts.pdf

Stimson Robert J, Roger R Stough, and Brian H Roberts (2006) *Regional Economic Development: Analysis and Planning Strategy*, 2nd Edition, Springer, Berlin. Chapter 2: The regional economic development movement: The evolution of strategy from early to contemporary approaches, pp. 53-104.

Nobre EAC (2002) Urban regeneration experiences in Brazil: Historical preservation, tourism development and gentrification in Salvador da Bahia, *Urban Design International* 7(2): 109-124. (Note: This is a different geographical area than we'll be working in, but the article covers some of the issues we are concerned with.)

Session 2: Sustainable development and lessons learned from cities that have undertaken major redevelopment of waterfronts or dilapidated historical cores. Assignment 1 is due.

Chen, Yawei Chen and Marjolein Spaans (2009), Mega-Event Strategy as a Tool of Urban Transformation: Sydney's Experience, Proceedings of the 4th International Conference of the International Forum on Urbanism, Amsterdam.

Glynn, M A (2008), Configuring the Field of Play: How Hosting the Olympic Games Impacts Civic Community. *Journal of Management Studies*, 45: 1117–1146.

Hecht, Alan D (1999) The Triad of Sustainable Development: Promoting Sustainable Development in Developing Countries, *Journal of Environment & Development* 8(2): 111-132.

Gordon, David LA (1996) [Planning, Design and Managing Change in Urban Waterfront Redevelopment](http://www.jstor.org/stable/40113388), *The Town Planning Review* 67(3):261-290. <http://www.jstor.org/stable/40113388>

Zhang, Ming, Daniel da Mata, Alec Hansen et al (2010) Sao Luis Cluster Development Strategy: An Initial Assessment in *Competitiveness and Growth in Brazilian Cities: Local Policies and Actions for Innovation*, Ming Zhang (ed), The World Bank, Washington DC

Possible Case Study Cities (read only by a group that selects the city):

Park, Cheon-Bo (2004) Lessons of Downtown Revitalization Plans in Korea, *Urban Policy and Research* 22(4): 447-463.

Shin, Hyun Bang (2009) Property-based Redevelopment and Gentrification: The Case of Seoul, South Korea, *Geoforum* 40(5): 906-917.

Montezuma, Ricardo (2005) The Transformation of Bogota, Colombia, 1995-2000: Investing in Citizenship and Urban Mobility, *Global Urban Development* 1(1):1-10.

Wright, Lloyd and Ricardo Montezuma (2004) Reclaiming Public Space: The Economic, Environmental, and Social Impacts of Bogota's Transformation, manuscript presented at Cities for People Conference, Walk 21, Copenhagen, Denmark (16 pages).

Murayama, Meiko and Gavin Parker (2007) Sustainable Leisure and Tourism Space Development in Post-Industrial Cities: The Case of Odaiba, Tokyo, Japan in *Culture and Regeneration*, Melanie K Smith (ed), CAB International, Cambridge MA

Gordon David LA (1997) Financing Urban Waterfront Redevelopment, *Journal of the American Planning Association*, 63(2): 244-265 (includes Toronto, Boston, NY, London)
<http://dx.doi.org/10.1080/01944369708975917>

Jauhiainen, Jussi S (1995) Waterfront Redevelopment and Urban Policy: The Case of Barcelona, Cardiff and Genoa, *European Planning Studies* 3(1):3-22.

Sanette Ferreira & Gustav Visser (2007) Creating an African Riviera: Revisiting the Impact of the Victoria and Alfred Waterfront Development in Cape Town, *Urban Forum* 18:227-246

Optional Readings:

World Bank (2003) World Development Report 2003: Sustainable Development in a Dynamic World, Oxford University Press, NY. Chapter 3, Institutions for Sustainable Development, The World Bank, Washington DC. <http://econ.worldbank.org/wdr>

Robertson Peter J and Jonathan V Speier (2009) "Sustainable Tourism through Local Collaborative Governance". Paper presented at the International Association of Schools and Institutes of Administration Annual Conference, Rio de Janeiro.

Session 3: Redevelopment agencies and public private partnerships as a strategy for redevelopment in Rio. Assignment 2 is due.

Beatty David F, Michael LF Buck, Joseph E Coomes, Jr, et al (2004) *Redevelopment in California*, 3rd edition, Solano Press Books, Point Arena CA, Ch 2 Redevelopment Agencies pp. 17-28 and Ch 3 Adoption of Redevelopment Plan p. 29-72

Sagalyn, L. B. (2007). Public/Private Development. *Journal Of The American Planning Association*, 73(1), 7-22.

Cortright, J and A Reamer (1998) *Socioeconomic Data for Understanding Your Regional Economy: A Users Guide*. US Economic Development Administration.
http://www.eda.gov/ImageCache/EDAPublic/documents/pdfdocs/1g3_5f12_5fsocio_2epdf/v1/1g3_5f12_5fsocio.pdf

Session 4: Developing a collaborative approach to the project and developing a project plan for the summer semester fieldwork. Assignment 3 is due.

Gondim MP Linda (2004) Creating the Image of a Modern Fortaleza: Social Inequalities, Political Changes, and the Impact of Urban Design, *Latin American Perspectives* 31(2):62-79.

Haskins, M. E., Liedtka, J., and Rosenblum, J. (1998). Beyond Teams: Toward an Ethic of Collaboration. *Organizational Dynamics*, 26 (Spring): 34-50.

Bryson, JM, BC Crosby, and MM Stone (2006). The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. *Public Administration Review*, 66:44-55.

Additional Resources

A number of other readings that discuss various issues with some relevance to this project have been or may be posted on Blackboard and are identified below. These articles and chapters are not required, but are available as sources of information, ideas, and additional references regarding these topics. At best, this material is just a starting point for your background research. You are expected to do a more thorough scanning of relevant literature to identify, for example, baseline data, analytic frameworks, insightful ideas, innovative solutions, and best practices pertinent to the particular circumstances and concerns confronted by project stakeholders. This background material should help you develop a solid understanding of the problems and potential solutions and thus provide the basis for a thoughtful, creative set of recommendations regarding urban redevelopment and related policy opportunities including the promotion of sustainable tourism in Rio de Janeiro:

Pinheiro Armando Castelar, Regis Bonelli, and Samuel de Abreu Pessoa (2009) Pro- and Anti-Market Reforms in Democratic Brazil, pp. 68-108 in *Growing Pains in Latin America: An Economic Growth Framework as Applied to Brazil, Colombia, Costa Rica, Mexico and Peru*, Liliana Rojas-Suarez (ed.), Baltimore MD: Brookings Institution Press.

“Brazilian Macroeconomy,” 2004. (This Deloitte report addresses the economy of Brazil and the state of Rio de Janeiro.)

“A Lasting Legacy: How Major Sporting Events can Drive Positive Change for Host Communities and Economies” 2010. Deloitte

Farret Ricardo (2001) *Urban and Regional Planning in Brazil: The Role of the Federal Government* .

Morley Samuel A (2003) *Reducing Poverty in Brazil: Lessons Learned and Challenges for the Future*.

Perlman Janice E (2005) *The Myth of Marginality Revisited: The Case of Favelas in Rio de Janeiro, 1969-2003*.

Bath Brian and Paula Goncalves (2007) *Interpretative Planning as a Means of Urban Regeneration: Recife, Brazil*, Ch 15, pp. 163-174 in Melanie K. Smith (ed.), *Tourism, Culture and Regeneration*, Cambridge MA: CAB International. (Note: A copy of the chapter is posted on Blackboard, but there are sections where the text is unclear. The chapter can be read online in an electronic version of the book available on the USC Library website. If you are off-campus, you will first need to login to the library portal at the library's website: <http://www.usc.edu/libraries>. Click on how to use electronic resources from off campus to access the login site.)

Schweitzer Lisa and Max Stephenson Jr. (2007) *Right Answers, Wrong Questions: Environmental Justice as Urban Research*.

Speier Jonathan Van (2006) *Sustainable Development and Tourism*, [Observatório Inovação do Turismo – Revista Acadêmica](#), 1: 1-25.

Glynn Mary Ann (2008) *Configuring the Field of Play: How Hosting the Olympic Games Impacts Civic Community*, *Journal of Management Studies*, 45(6): 1117-1145.

Smith, Andrew (2007) *After the Circus Leaves Town: The Relationship between Sport Events, Tourism, and Urban Regeneration*, Ch 8, pp.85-100 in Melanie K. Smith (ed.), *Tourism, Culture and Regeneration*. Cambridge MA: CAB International. (Note: A copy of the chapter is posted on Blackboard, but there are sections where the text is unclear. The chapter can be read online in an electronic version of the book available on the USC Library website. If you are off-campus, you will first need to login to the library portal at the library's website: <http://www.usc.edu/libraries>. Click on how to use electronic resources from off campus to access the login site.)

Hiller, Harry H (2006). *Post-Event Outcomes and the Post-Modern Turn: The Olympics and Urban Transformation*. *European Sport Management Quarterly*, 6(4):317-332.

<http://www.informaworld.com/smpp/ftinterface~content=a770373212~fulltext=713240930>

Greene Solomon J (2003) *Staged Cities: Mega-Events, Slum Clearance, and Global Capital*, *Yale Human Rights and Development Law Journal*, 6: 161.

Hamilton, David K. (2004) *Developing Regional Regimes: A Comparison of Two Metropolitan Areas*, *Journal of Urban Affairs*, 26(4), 455-477.

Frank V. Zerunyan, J.D., Senior Fellow



Frank Vram Zerunyan, his wife Jody, children Daniel (22-USC Class of 2012) and Nicole (19-UW Class of 2014) are long time residents of the City of Rolling Hills Estates, California. Frank's career demonstrates distinguished service in both the public, not for profit and private sectors; Frank is a founder, principal and general counsel to Public-Private

Community Development LLC; a policy-driven redevelopment company. He is also a founder of California P3 Infrastructure Group, LLC (CaP3i) a joint venture between Meyers Nave, a premier Public Law firm, and Public-Private Community Development, LLC and P3 Solutions Group, LLC (P3SG); a PPP development consortium with MAR Ventures, Inc and Edge Development, Inc. CaP3i and P3SG are on the cutting edge of Public Private Partnerships focusing on rebuilding California's infrastructure.

In his role as a public servant, after serving as Chair of the Planning Commission in Rolling Hills Estates, Frank was elected to the City Council in 2003 and re-elected in 2007 and 2011. He served as Mayor in 2007-2008 and on the boards of Regional Law Enforcement and County Sanitation South Bay District. He serves as Chair of the City's Traffic and Safety Committee and previously served as Chair of the Equestrian Committee. He is the City's representative on the board of the Palos Verdes Peninsula Transit Authority.

Frank served on California Contract Cities Association, Southern California Association of Governments and League of California Cities policy committees over the last 8 years. On May 31, 2008, Frank was installed as the 49th President of California Contract Cities Association. Frank was also selected by the League of California Cities to participate in the 2007 class of the League's prestigious California Civic Leadership Institute. As the appointee of the Board of Supervisors, he is an advisor to the Business Technology Center of the County of Los Angeles.

On October 19, 2006, Gov. Arnold Schwarzenegger appointed Frank to the Medical Board of California. The California Senate unanimously confirmed him in May of 2007. He served on the Executive as well as other policy committees of the Board. In November of 2008, he was elected by the Board to serve as its Vice President. On July 20, 2010, Gov. Schwarzenegger re-appointed Frank to the Medical Board of California for his second term. His term on the Board expired on June 30, 2011

Frank has been honored as one of Southern California Magazine's Super Lawyers since 2004 and Marquis' Who's Who in America and American Law for the last five consecutive years. He is a recognized authority on real estate, public policy, public private partnerships and development law as well as all phases of corporate restructuring law. As such, he was an adjunct associate professor at the University of Southern California School of Policy, Planning and Development starting 2008. In 2011, Frank was appointed to the full time faculty of USC Sol Price School of Public Policy as a Senior Fellow and Director of Executive Education.

In 2007, Frank was re-elected as chairman of the Board of Governors of the worldwide Armenian Bar Association. He also chaired the Daniel Freeman Hospitals Foundation in 2001 and oversaw the successful distribution of \$8 million in gifts. In April 2009, Frank founded the Zerunyan Center for Business, Entrepreneurship and Community Development at the Palos Verdes Peninsula Library; the first Center of its kind in a California public library. Frank has been active in the Southern California business, civic, political, charitable and cultural arenas since 1980. His energy, experience and accomplishments have inspired him to focus on an agenda that can have the greatest impact on improving the long-term health and safety of local communities and the State of California.

Frank earned his Juris Doctor degree from Western State University College of Law and his Bachelor of Arts degree from California State University, Long Beach. He also completed his advanced legal studies in Corporate Taxation at the University of Southern California Law Center.