

# USC Price

Sol Price School of Public Policy

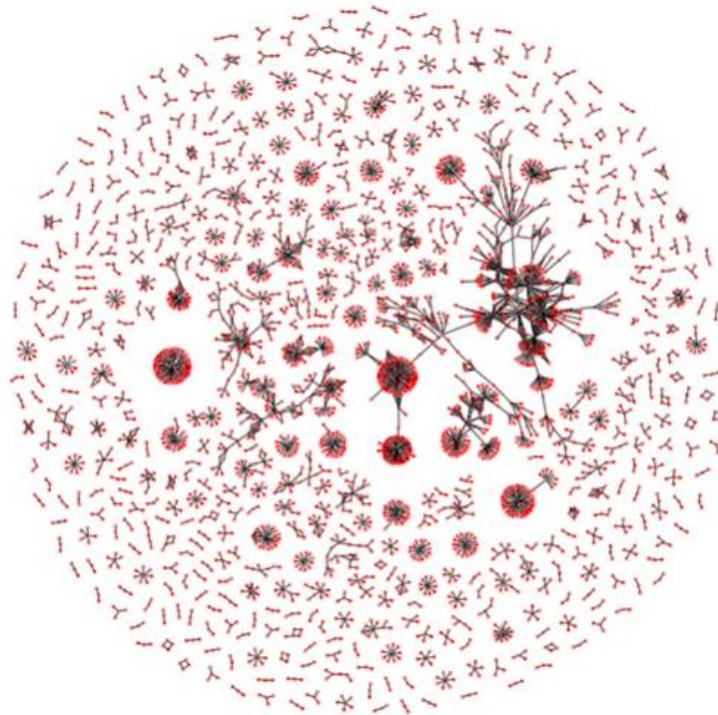
*Forging solutions since 1929*



# Resumen de Soluciones a los Asentamientos Improvisados en Buenos Aires

# Buenos Aires Polycentric Metropolitan Urban Structure

*Estructura Policéntrica*

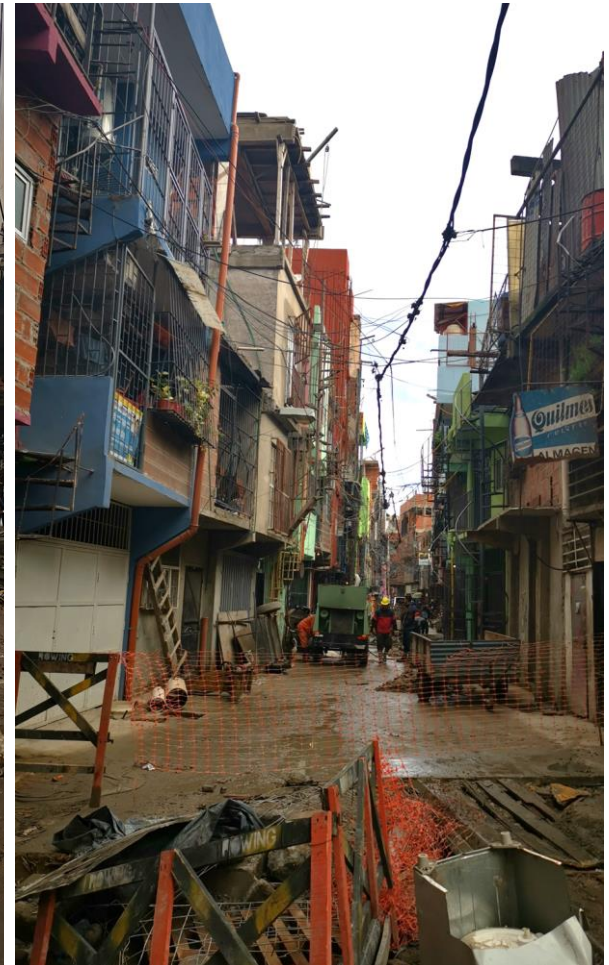
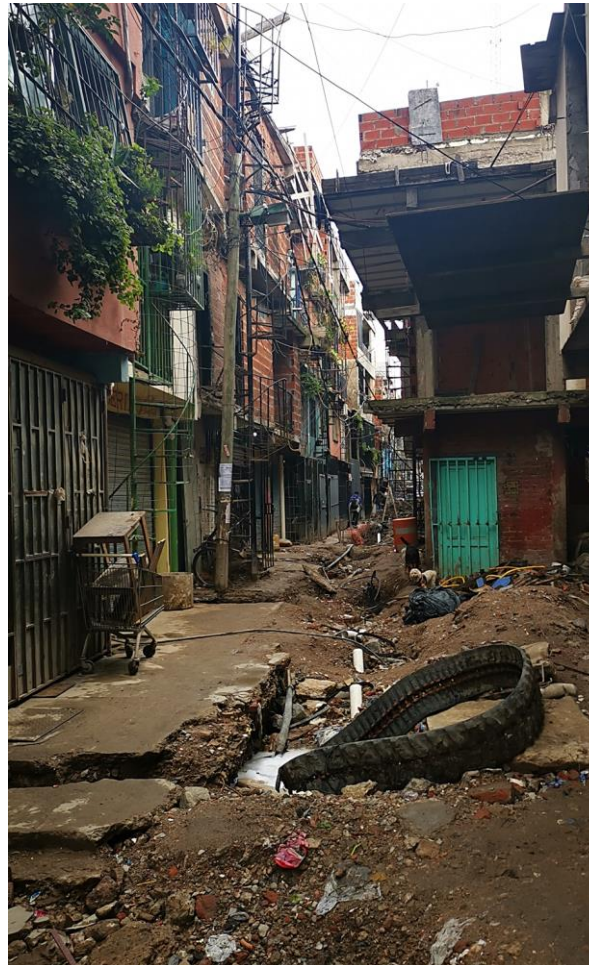


$\frac{1}{3}$  $\frac{1}{3}$ 

12.4%









## Polycentric Metropolitan Urban Structure

*Estructura Policéntrica*



Housing Supply



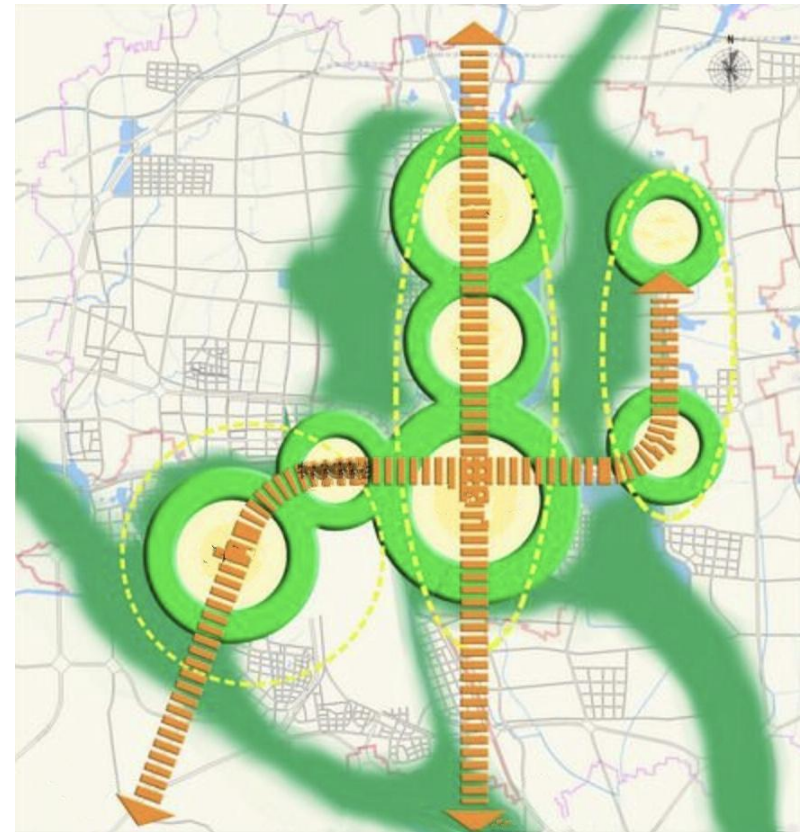
Infrastructure and Public Service



Job Opportunity



Transportation

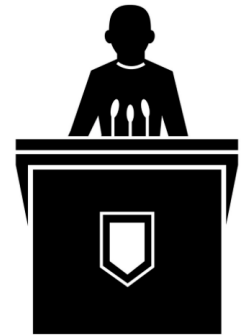


## Criteria and Influences

*Criterios y Influencias*

### Criteria:

- GDP
- Population
- Land use mix
- Employment



### Influences:

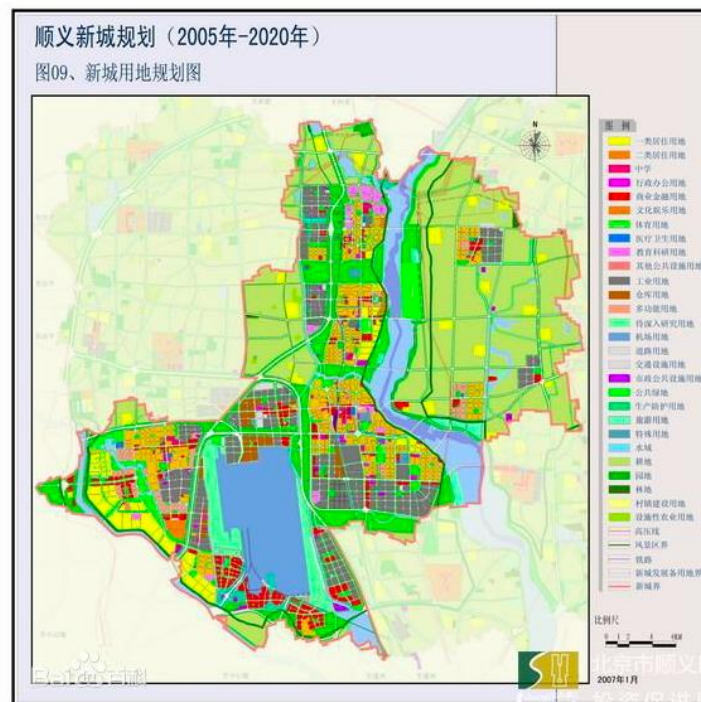
- Type of Land
- Socioeconomic conditions
- Political Impact



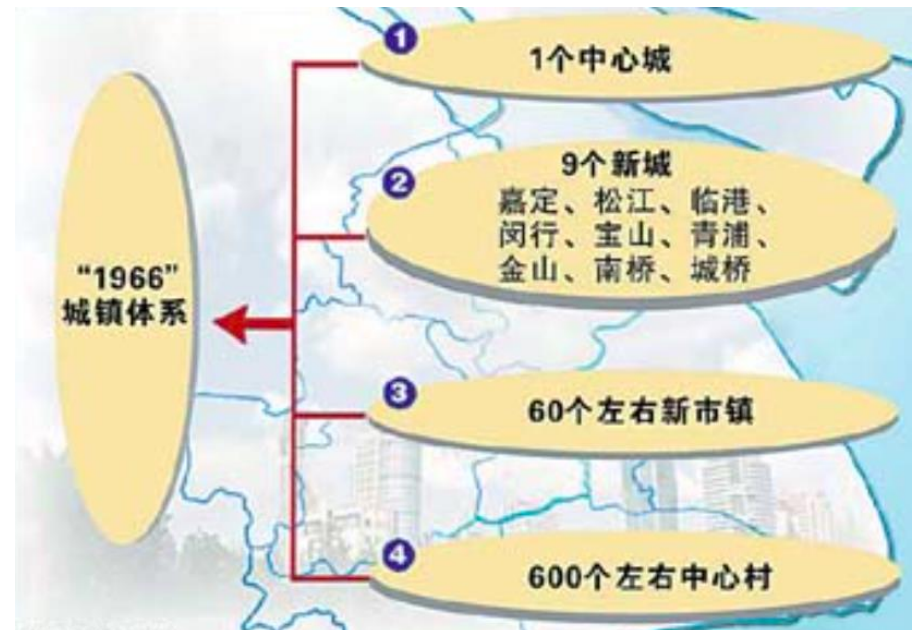
## Case Studies

### *Estudios Prácticos*

#### Beijing- Shunyi



#### Shanghai 1-9-6-6 Model





# Housing and Zoning (mixed use)

*Vivienda y Zonificación (uso mixto)*



## Housing:

Increase housing supply and disperse density.

## Zoning:

A tool to promote efficient use of transportation and establishment for mixed-use land development.



PLANNING & ZONING

## Incentive to Promote Investment

- Conditional Zoning
- Incentive Zoning
- Tax Concessions
- Performance Standards

# Expected Results and Sustainability

Resultados Potenciales y Sostenibilidad



Funding



Public-Private Partnership



Gentrification

# Urban Transport Accessibility

Accesibilidad al Transporte Urbano





# Transportation Background

Información Contextual - Traspotación

Cities in Argentina have higher percentage of trips by public transport. (70 percent of all “motorized” trips accounted by public transport).

However, Public transport services in MBA have been unable to meet with increased demand from the changes in mobility pattern.

1. Not provide quality transport services to peri-urban areas.
2. Lack of coordination connecting the core with urban periphery.
3. No transport subsidies address affordability issues.

# Transit-Oriented Development (TOD)





# Implementations and Policies

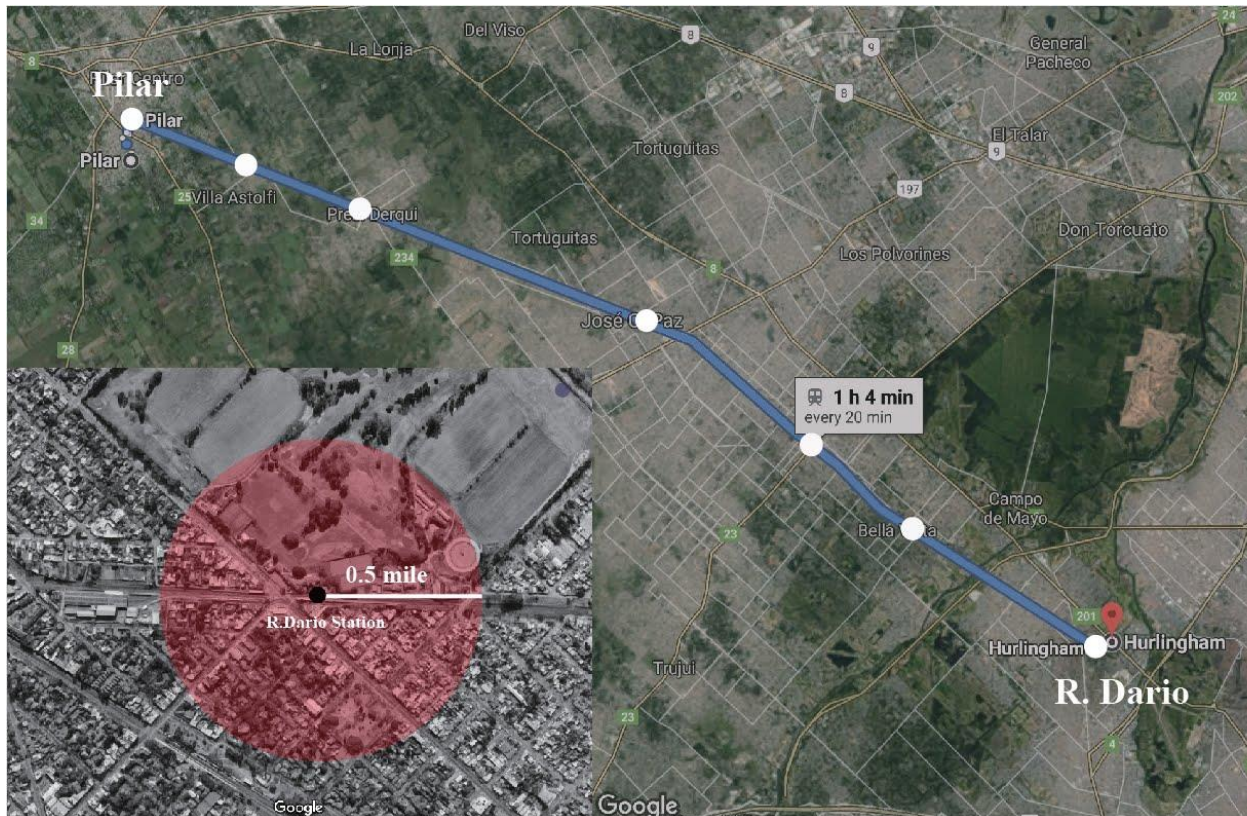
Ejecución y Políticas





## STRATEGY 1 *Primera Estrategia - TOC*

Develop Transit-Oriented Community (TOC) to achieve an affordable, environmentally sustainable community with a superior quality of life



## STRATEGY 2

Design the pedestrian & bicycle-friendly neighborhood, organize the community internal access with well-organized lines

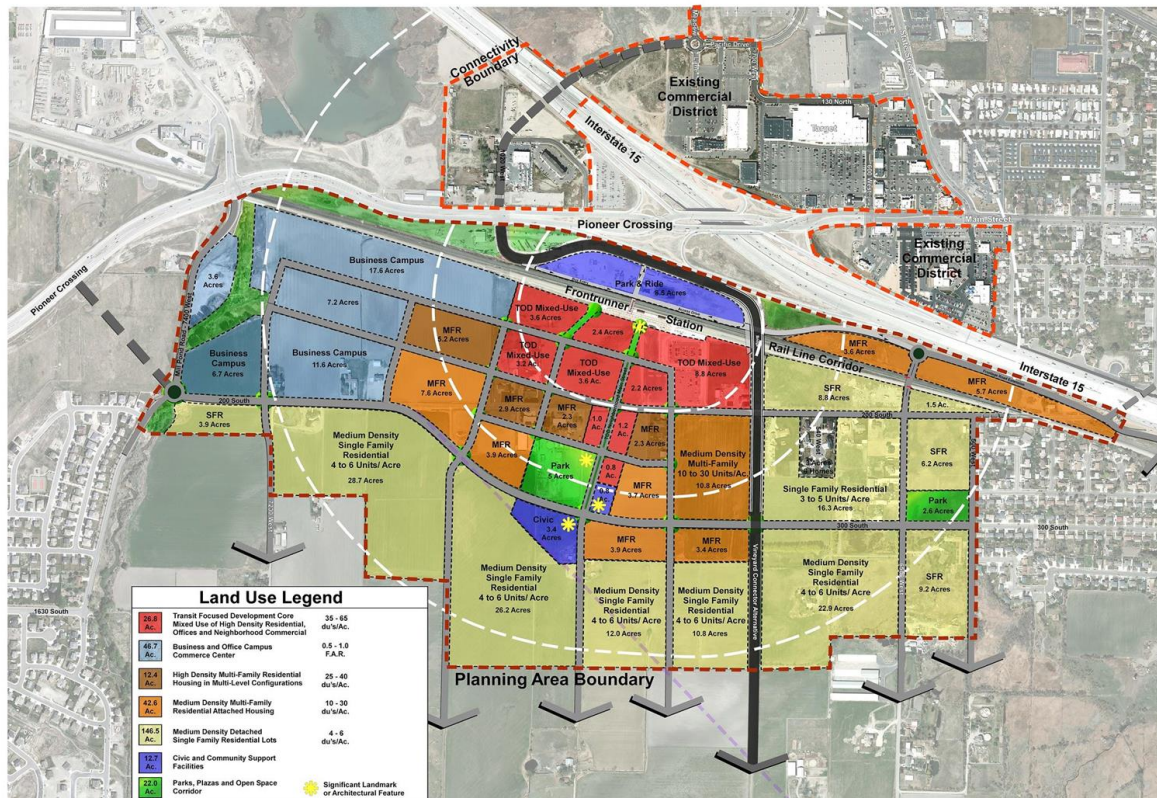


- Safety
- Flexible transportation modes
- Vibrant street life
- Culture identity



## CASE STUDY *Estudio Práctico*

### American Fork Transit-Oriented Development | American Fork City,



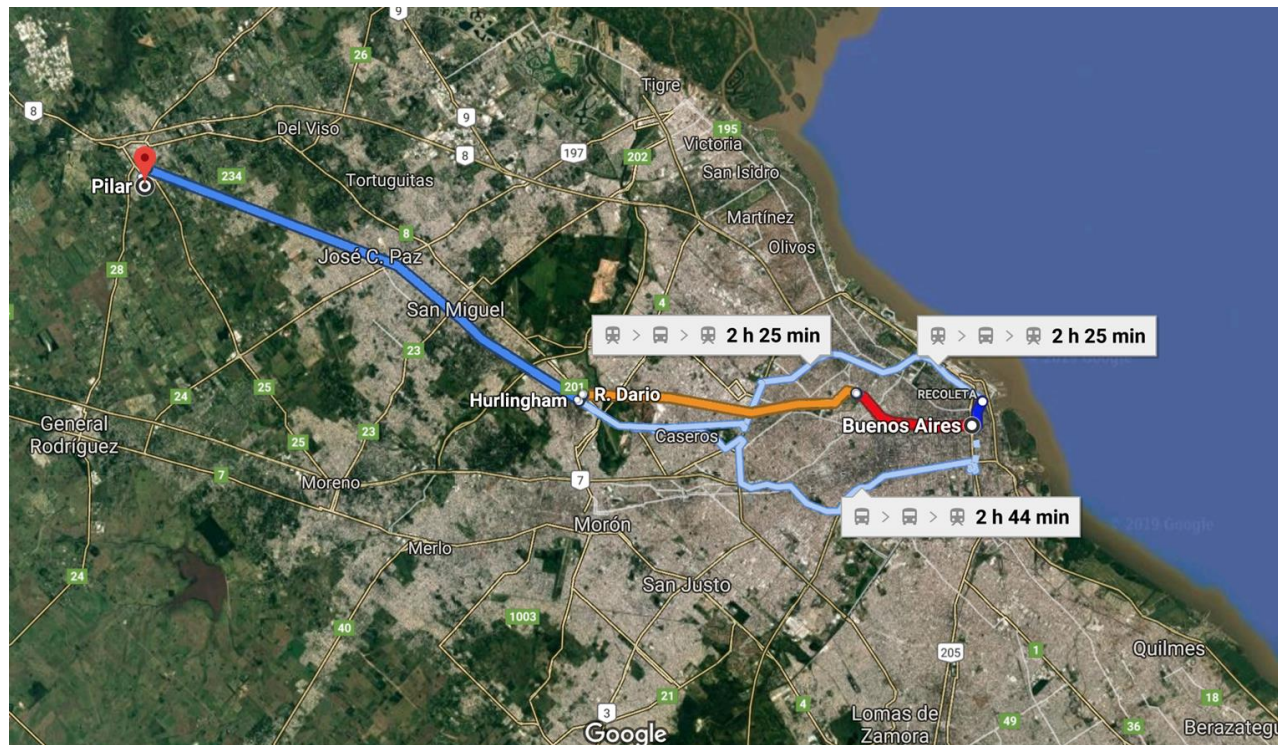
Street, sidewalk, and bicycle infrastructure design and layouts were created to promote a more walkable environment

- Multi-modal access to the community
- Connectivity within the area
- Zoning Code
- Density
- Mixed-use residential



## STRATEGY 3 *Tercer Estrategia –Subcentros*

Create sub-center of the city to regenerate local economy and provide opportunities

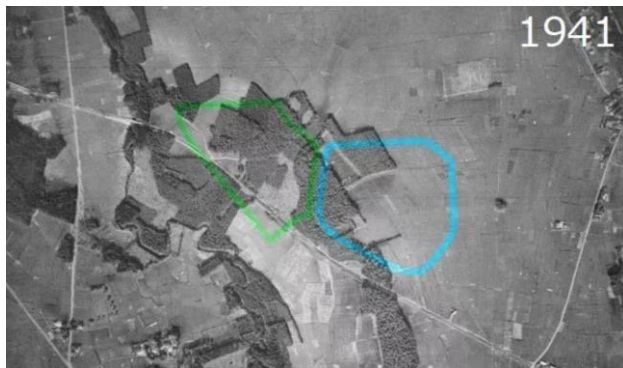


### Hurlingham

- A community with medium-density and high human development index
- Location suits the criteria of sub-center
- People can transfer here when commute between Pilar and metropolitan Buenos Aires

# CASE STUDY *Estudio Práctico*

## Minami-Machida Station Development Hub | Tokyo, Japan



*Before*



*Current First-Stage*



*Future Second-Stage*

### ***Urban Development Project for creating Minami-Machida hub***

- Hub Space where nature and festivities merge in cooperation and joint promotion
- Continuously improve the total Tokyu area's value
- Creation of a totally new lifestyle center offering both time-consumption and entertainment factors to enrich the live of people with different background, including locals and visitors

## STRATEGY 4 *Cuarta Estrategia – “Primera-Ultima Milla”*

Address the problem of “First-Last Mile” by improving infrastructure, station design, and smart technology

### ***Infrastructure improvement:***

The site area should form an accessible sidewalk and bike lane network with safe crosswalks. The block size should have a suitable scale for pedestrian and non-vehicle users. The signals and digitals should be clear to instruct people.

### ***Station design:***

Nearby stations should have car parking lots with carpool preference. Also, it should have bike parking, bike share projects, the place for pick up and drop off, carshare spaces and etc. The station should be more sanitary and real-time arrival.

### ***Smart technology:***

There are lots of technologies to create smart district, such as Sensor Networks and Internet of Things, Broadband, Microgrids, Smart Parking District, smart irrigation and reuse, smart lighting, electric charging and digital information kiosks.



## **POLICY 1** *Formalizar modos de transportación existentes*

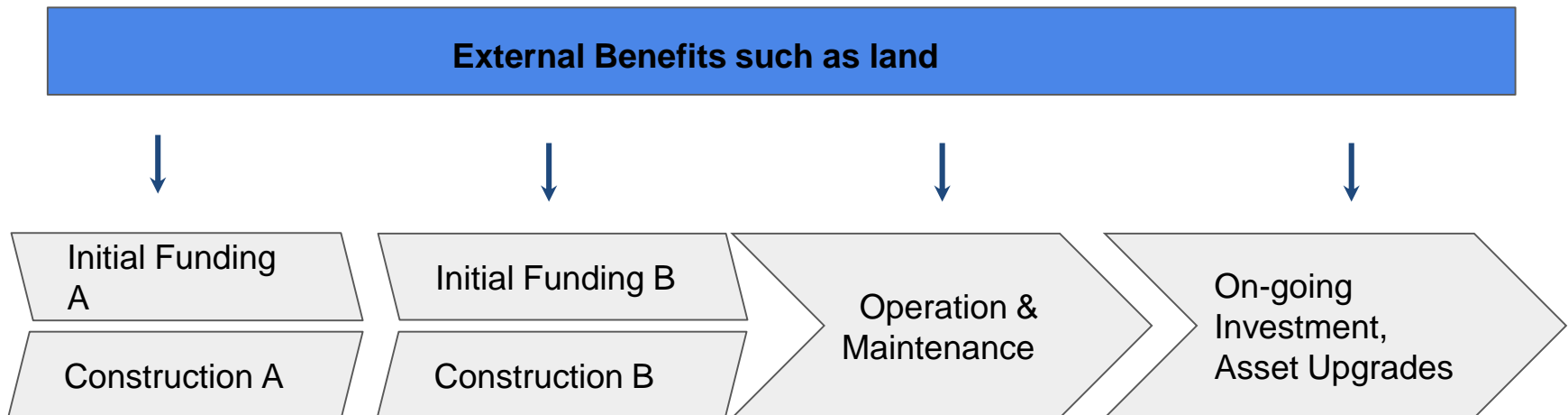
Formalized existing informal transit modes (minivan/trolley) and add suitable modes according to current settlement urban form



## POLICY 2

### PPP—Public-private partnership (Railway + Property)

- Railway+Property is a form of PPP
- Public (government) provides land development rights to increase total revenue and improve investment return
- Encourage railway to protect the surrounding land, environment and land value, thus maximizing the external economic benefits of railway





## CASE STUDY *Estudio Práctico*

### Hong Kong Metro Railway | Hong Kong



#### Telford Plaza

- A regional mall of MTR property
- Besides MTR *Kowloon Bay Station of Kwun Tong Line*
- At the heart of Kowloon East and is a perfect place for shopping and leisure



#### Elements

- A luxury shopping mall of MTR property
- Besides *Kowloon Station of Airport Express and Tung Chung Line*
- Brings world class brands, services and dining



# Metropolitan Buenos Aires Workforce Development Hub

A public-private partnership between government, the private sector, non-profits, and education institutions

*Centros Metropolitanos para el Desarrollo de la Fuerza Laboral  
una asociación pública-privada entre el gobierno el sector privado, las organizaciones sin fines de lucro y las instituciones educativas ubicadas en Buenos Aires*

## 12.4%

Based on our research, Argentina's unemployment rate has risen to 12.4%, which is a relatively high number.



## 75%: 41%

Women are underrepresented in the Argentinian workforce (75% of men participate in the labor force compared to 41% of women), even though women are more highly educated (Tojeiro, 2018)





**ARRA**

American Recovery and  
Reinvestment Act of 2009

- Protect existing jobs & create new ones
- Provide temporary relief programs
- Invest in infrastructure, education, health, industry, and renewable energy



## New York Workforce Hub

*Centros Metropolitanos para el Desarrollo de la Fuerza Laboral – Nueva York*



- Information Infrastructure Fund
- Professional Advocacy Campaign
- Genuine Career Pathway Capacity

# Recommendation for solutions

*Recomendaciones*



- Exchange Labor Market Information
- Education and Training
- Universal Child Care

# Exchange Labor Market Information

*Recomendaciones - intercambio de información sobre el mercado laboral*

- analyses service
- provide private sectors or industries and other stakeholders with an overview of available labor in the city
- create an information exchange system



# Education and Training

*Recomendaciones - educación y capacitación*

- link up secondary education and higher education
- promote partnerships with universities and the private sector

# Universal Child Care

*Recomendaciones - acceso al cuidado infantil*



**Existing Policies:** the Universal Child Allowance for Social Protection, the Educational Funding Act, the National Education Act

**Barriers:** Legislation; Childcare services; labour-market flexibility and widespread informality

## Universal Child Care

*Recomendaciones - acceso al cuidado infantil*



### Public and non-profit child care centers

- Convenient location
- Time availability for parents
- Funding: user fees and tax





# Governance and Institutional Design

Metropolitan Planning Organizations as a  
Solution

*Gobernanza y Diseño Institucional  
Organizaciones Metropolitanas de Planificación (MPO)*

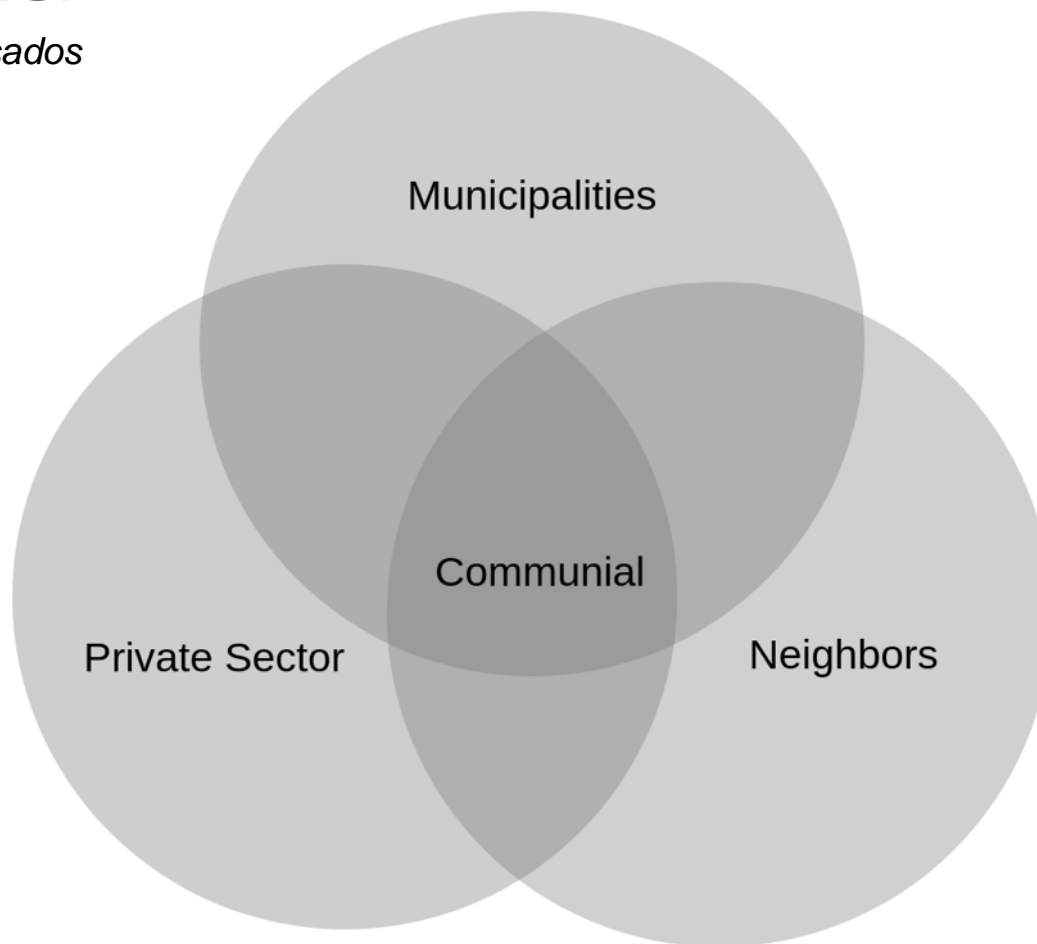
# Overview- Challenges resulting from informal settlements

*Resumen - retos resultantes de los asentamientos informales*

- Scaling up social and urban integration;
- Avoiding deterioration of housing;
- Preventing future informal settlements;
- Leveraging existing land for sustainable and inclusive urban growth;
- Using the metropolitan governance model (Beatriz Puig, May 21, 2019).

## Stakeholders:

*Participantes / Interesados*



Vivienda y Habitat de  
Pilar, LLC (Pilar Model)



# **Metropolitan Planning Organizations (MPOs)- An Opportunity for Public Policy Innovation**

*Organizaciones Metropolitanas de Planificación (MPO) – una oportunidad para innovación en políticas públicas*

- Traditional MPO definition = transportation
- Global paradigm shift = transportation+land use
- MPO model as an opportunity to meet the challenges of informal housing and its consequences
- Opportunity for land use focused MPO in Argentina
- Local example: Corporación Buenos Aires Sur

# Case Study- *Yangtze River Delta*

## *Estudio Práctico*

- The sixth largest metropolis (Gottmann, 1964), covering Shanghai, Jiangsu, and Zhejiang Provinces.
- The MPO for *Yangtze River Delta*
  - Urban build-up
  - The growth of adjacent areas--large metropolitan area
  - Cooperation between different cities of various administrative levels
  - 5 types of “idealized city collaboration arrangements” (Luo et al. 2007)
  - Development, promotional, coordination, resource-based, and strategic.

## Case Study- *Greater Toronto and Hamilton Area*

### *Estudio Práctico*

- Comprised of “two single-tier municipalities, 4 regional municipalities, and 24 lower-tier municipalities.
- Canada: Top Down Approach with less local control
- The MPO for GTHA is Metrolinx:
- Toronto’s metropolitan transportation agency, “crown agency”, under the purview of Ontario’s Ministry of Transportation (Trembley-Racicot, 2014)
  - Was created to complement Ontario’s growth management strategy
  - Shift from being an organization of elected officials to non-elected officials appointed by the Minister of Transportation.
- Goals:
  - 80% of the population within 2 kilometers of a rapid transit station by 2031
  - Reduce the average regional time from 80 minutes to 70 minutes.
  - Mandate of providing better rapid transit options between growth areas.



## **Case Study- *Chicago Metropolitan Area***

- 15 members: county mayors, former elected officials, appointed officials by county mayors, and stakeholders from the business and civic communities
  - CMAP (a quasi-governmental state agency)
  - 80% of votes (12 out of 15) to pass resolutions
- The MPO in Chicago → Chicago Metropolitan Agency for Planning (CMAP)
  - Assisting the federal government channel funds.
  - Under municipal jurisdiction without authority over land use and zoning.
  - Working with the local technical assistance program to achieve the integration through the implementation of CMAP's Goto 2040

## **Key Issues- *Project Financing and Sustainability***

*Cuestiones Fundamentales – Financiación y Sostenibilidad de Proyectos*

- Micro Financing: an effective tool for low-income housing financing.
- Micro Financing and the Pilar Model
- Quantifying scalability
- The potential roles of the nonprofit and private sectors

## Key Issues- *Planning & Measuring Effectiveness*

### *Cuestiones Fundamentales – Planificación y Evaluación*

- Implementation of planning and progress measurements
  - Transformation plans and implementation standards should be standardized yet tailored to the specific communities when possible.
- Improving data collection and benchmarking success
  - Ex. insufficient data has been collected to understand whether all residents in informal housing are willing to move into new public housing.
- Benefits of having an evaluation methodology
  - Government can receive information and understand deficiencies to determine whether there is a need to increase or decrease resources for specific programs.
  - Having a better understanding of the budget for a project and its uses, in a measurable way, will maximize the effectiveness of a project.



## **Recommendation 1- *Land use focused MPO***

*Recomendaciones – MPO para uso de suelo y sostenibilidad financiera*

## **Recommendation 2-*Financial sustainability***

- Create Industry Value Chain
- Public Benefits
- Local Economic Development: Villa 31 Opportunity

# Final Thoughts

*Resultados Potenciales*

Outcomes of Land-Use MPO in Argentina:

- 1) Empower provincial and municipal level governments to jointly coordinate and share resources to implement programs and policies while working with the national government as a partner on initiative development.
- 2) Elevate the national government to focus mainly on constitutional implementation by ensuring that all Argentines have a home.

THANK YOU!  
GRACIAS