

Rio de Janeiro 2016: management of “Porto Maravilha” urban operation

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Rio de Janeiro ranks second among the six Brazilian municipalities with the highest Gross Domestic Product (5.1%), being its current number of inhabitants of about 6,476,631 (IBGE,2015).

This city – internationally well known as Brazil’s iconic postcard – has led, since the beginning of colonization, a key role in the economy, culture and politics of its country. Being one of the main country entry and exit routes of material, social, and cultural goods, among others, the city of Rio de Janeiro has occupied a longstanding strategic role on political and national economic grounds. Thus, with such a rich history, its urban fabric, architecture and cultural identity still keep strong traces of its past. However, throughout its growth, problems also have emerged such as high crime, urban voids and degraded areas.

During Brazil's international economic highlight scenario, the city of Rio de Janeiro was chosen in 2009 to host some international-scale events like the Olympic and Paralympics’ Games in 2016. The city hall saw this fact as the opportunity not only host the 2016 events, but also to leverage a huge urban renovation project, also providing a post-event legacy to the city. With this ideas in mind, the city council, supported by the state and federal governments, designed some anchor projects and investments and rendered them operational based on a city planning strategy focused on the renewal of degraded areas. This strategy was anchored on three pillars: Urban Rehabilitation, Real Estate Development and Socioeconomic Development.

The port area of Rio de Janeiro - which celebrated its 100th anniversary in 2010 - has undergone a strong degradation and property devaluation along time. The region

has chronic points of flooding, low rate of green areas (2.5%), degraded architectural heritage, points of garbage accumulation, the dumping of sewage in the drainage system, rivers and the Canal do Mangue, territorial impacts and pollution, high crime rates, among other symptoms. However, this urban emptiness is also balanced by its "hidden" wealth. Besides the lack of emphasis on its historical and cultural heritage buildings, the intervention area has a rich historical and social legacy, samba schools of historical and cultural relevance, besides its central location by the sea.

Thus, the port area was considered as a "fundamental stone" for the development of strategic projects of the municipality and thus the Municipal Law No. 101/2009 has created the "Urban Operation inserted in the Special Urban Area of Rio de Janeiro's port".

The main goal of the current study consists in researching how the planning proposals of the municipality of Rio de Janeiro were managed, and to assess the extent of their successes, hindrances and adjustments during its implementation period. The methodology used in this analysis grounds on a qualitative and quantitative data collection and talks (directly or by skype) to people involved on its organization and with other stakeholders, in addition to the analysis of data provided by the City Hall, local news and newspapers.

Named Urban Operation "Porto Maravilha", the project covers an area of 5 million square meters, geographically bounded by Avenues Presidente Vargas, Rodrigues Alves, Rio Branco and Francisco Bicalho. In this area are located more than 70 heritage buildings that belong to the Special Area of Urban Interest. With a population of 32,000 inhabitants (in 2012), of which 12,000 were economically active, the Human Development Index (HDI) in the area has been 0,775 so far. The project aims to increase its population up to 100,000 inhabitants in a ten-year period. It also plans to adopt a new concept of urban mobility and give priority to new pedestrian and transport modes, in addition to a sustainable, planned and integrated development. Triggering a new life to the site and requalifying its space, the Urban Operation "Porto Maravilha"s main axis aims at enhancing residence, work and leisure in the town centre, and integrate it into the urban fabric in an inclusive way. Thus its scope included the enhancement of many historical and cultural heritage projects.

The management and implementation of this project in the expected time, minimizing impacts on its inhabitants' everyday life, resorted to a legal framework that included new land use regulations and increases in land built potential. In addition, it was settled the collection of contribution of charges through Certificates of Potential Additional Construction (CEPACS). Of the total amount expected to be collected from the sale of CEPACS, 3% are mandatory assigned to regional historical and cultural heritage recovery. Thus, works are being funded by an innovative financial model, designed as an alternative to public funds.

The works scheduled to be completed by the events are: Via Porto Bnario (surface roads and tunnel of Saúde), Bnario Tunnel, expressway (surface roads and Expressway's Tunnel), replacing the Perimetral, a new urban infrastructure and a new road system, and the urban development of the hills.

The city of Rio de Janeiro could not stop while the works of the Urban Renewal were being implemented. To manage this issue, it a Public-Private Partnership (PPP) was settled between the municipality of Rio de Janeiro and three other companies in the market – the dealership Porto Novo. This company is responsible for the works and the provision of operation services. The total investment of this PPP is expected to reach \$ 8 billion Brazilian reals. Of these, \$ 4.1 billion Brazilian reals will be allocated to the works of restructuring, and the remaining will be assigned to maintenance and services delivered during the transformation processes, mitigating its possible impacts on the city's daily life, thus enabling the completion in time of constructions on the port area and its surroundings.

From the real estate standpoint, the project aims at introducing a mixed occupancy of the entire region; raising the commercial real estate occupancy rate in the city centre above 90%; bridging the gap of at least 8000 hotel rooms to meet the demand of the international events; promoting residential projects in the city centre and its surroundings; stimulating their quickly sale; and promoting a change in the real estate development axis. The final goal consists in a deep change in the central city, providing citizens a wider feeling within public spaces, thus exerting a positive impact on the city's image not only for its inhabitants but also for their visitors.

Thus, this study aims to assess the economic, social, and environmental impacts this operation has been exerted on its environment, stressing how its management features have enabled the achievement of funds and their leveraging, triggering its expected future results.

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