City of São Paulo Strategic Master Plan

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Law 16.050 from July 31, 2014

Strategies Booklet



The City of São Paulo

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A NEW MASTER PLAN FOR SÃO PAULO

The city of São Paulo has a new Master Plan. Approved on June 30, 2014 and enacted on July 31 by Mayor Fernando Haddad, the new law (Law 16.050/2014) defines a set of guidelines for the city's development and growth for the next 16 years.

Effecting an unprecedented participatory process

Together with public hearings, meetings and workshops that were part of the entire participatory process during the revision of the Master Plan, the Municipal Department of Urban Development (SMDU) launched a digital platform called "Gestão Urbana" ("Urban Management"). In this new website, all the information related to the participatory process, such as schedules, results, news and files, was gathered and made available in open format. In addition to allowing greater access to data, the "Gestão Urbana" platform provided innovative participatory tools, such as an online proposal form, a shared map and a collaborative draft bill, where any citizen could post specific comments and suggestions for each article.

The added numbers demonstrate that the participatory activities undertaken by both the executive and legislative branches exceeded in an unprecedented way the provisions established by law. This process was, from the beginning, agreed with the civil society and the Municipal Council for Urban Policies (CMPU). In total, 114 public hearings were carried out, with the participation of 25,692 people, who gave 10,147 contributions for the improvement of the Master Plan. Also 5,684 proposals were made in meetings and workshops and other 4,463 suggestions were sent by digital tools – 1,826 through online forms, 902 interventions on the shared map and 1,204 in the collaborative draft bill available on the "Gestão Urbana" website, as well as 531 proposals on the City Council's website.

Linking tools, purposes and goals

The main goal of the new Master Plan is to humanize and rebalance the city of São Paulo, bringing housing and jobs closer together and facing socio-territorial inequalities. In order to achieve these goals, several strategies were defined: fighting vacant land, which doesn't comply with its social function; implementing housing policies for those who need the most; incorporating the environmental agenda; improving urban mobility; guiding growth near public transportation; improving urban life in neighborhoods; promoting economic and social development; reordering metropolitan dynamics; preserving the heritage and enhancing cultural initiatives; and strengthening public participation in the decisions about the future of the city.

In the new Master Plan, tools and purposes are linked in order to generate key transformations in the city. On the one hand, the definition of a specific "macro-area" for structuring the metropolitan region points to a strategic territory in São Paulo, where Urban Intervention Projects will play a major role in driving spatial, social and economic transformations, requalifying public spaces and rebalancing the distribution of opportunities. On the other hand, mixed-use buildings with active façades that bring life to the streets will have incentives especially near public transportation corridors or stations, to where the city's development and growth is oriented through self-applying rules, optimizing urban land and allowing the preservation of residential neighborhoods in-between.

With its new Master Plan, São Paulo took an important step to ensure the desired transformations over the next 16 years toward a more human and balanced city.

This booklet offers an overview of the Master Plan's main strategies, goals and innovations. For more information, visit the "Gestão Urbana" platform: gestaourbana.prefeitura.sp.gov.br

SOCIALIZING GAINS FROM THE CITY PRODUCTION

The definition of a basic floor area ratio of 1,0 for the whole city implies that any additional development rights will belong to São Paulo's citizens and that part of the gains from its exploitation will be reversed to the community. Therefore, all the funds raised from charging constructions that exceed the basic floor area ratio will be invested in improvements for the city. The Master Plan has also defined urban management tools aiming at discouraging the maintenance of vacant or underused lands, which represent a large cost for the society, increasing the cost of public services and infrastructure per inhabitant.



DISCOURAGING VACANT PROPERTIES THAT DO NOT COMPLY WITH THEIR SOCIAL FUNCTION

 COLLECTING ABANDONED PROPERTIES
AND GIVING THEM SOCIAL DESTINATION

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IMPLEMENTING THE "SOLIDARITY SHARE"

CHARGING AN ONEROUS GRANT BASED ON THE MARKET VALUE, UPDATED ANNUALLY



BASIC FLOOR AREA RATIO = 1,0 FOR THE ENTIRE CITY



THE SOCIAL FUNCTION OF PROPERTY



IMPLEMENTING HOUSING POLICIES FOR THOSE WHO NEED THE MOST

In order to face the lack of adequate and well located social housing opportunities, the new Master Plan has doubled the areas known as Special Zones of Social Interest (ZEIS), which are designated to the provision of affordable housing, particularly for families whose income is lower than 3 minimum wages. Besides establishing a minimum and permanent source of funding for social housing policies, the Master Plan has also created the "Solidarity Share": a counterpart mechanism which establishes that large developments must donate 10% of the built area to affordable housing, envisioning a more balanced and plural city.



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PRIORITIZING THE POPULATION WITH INCOME LOWER THAN 3 MINIMUM WAGES

REGULARIZING LAND WITHIN



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IMPLEMENTING THE "SOLIDARITY SHARE"

DEFINING GUIDELINES FOR THE MUNICIPAL HOUSING PLAN (PMH)



SOLIDARITY SHARE

- Every development larger than 20,000 m² must donate 10% of its built area to Social Housing or the equivalent for purchasing land
- As a counterpart, these 10% will not count for the total development rights







URBAN DEVELOPMENT FUND (FUNDURB)

At least 30% of the resources will be directed at purchasing well-located land to implement social housing and subsidizing housing programs



CONSORTIUM URBAN OPERATIONS (OUC) or

URBAN INTERVENTION AREAS (AIU)

At least 25% of the resources will be directed at promoting social housing within the intervention area, especially purchasing land





IMPROVING URBAN MOBILITY

Developing a more balanced city requires reversing the current mobility model, highly based on individual transportation, long hours in traffic, and extensive commutes. The Master Plan approaches this issue by integrating and articulating different means of transportation. It stipulates minimum and permanent investments for improving the public transportation system, as well as the infrastructure for non-motorized means of transportation (bicycles and pedestrians), which are less polluting. It also recognizes new elements of the urban mobility system, such as logistics, waterways and car sharing, aiming at structuring a more efficient, environmentally balanced, and wide infrastructure.



PRIORITIZING PUBLIC TRANSPORTATION, BIKERS AND PEDESTRIANS: AT LEAST 30% FROM THE URBAN DEVELOPMENT FUND (FUNDURB)

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QUALIFYING MOBILITY CONDITIONS AND INTEGRATING THE MEANS OF TRANSPORTATION

DISCOURAGING THE USE OF INDIVIDUAL MOTORISED TRANSPORTATION

REDUCING THE COMMUTING TIME

ELABORATING THE CITY'S MOBILITY AND AIRWAY INFRASTRUCTURE PLAN

ENCOURAGING CAR SHARE TO REDUCE THE NUMBER OF CARS IN CIRCULATION







IMPROVING URBAN LIFE IN NEIGHBORHOODS

In order to preserve the quality of life inside the neighborhoods, the Master Plan sets height limits and lower development rights, controlling the densification in these areas. The aim is to avoid dispersed verticalization and the sprawl of large-scale projects. The plan also defines incentives for new centralities in the most distant neighborhoods, providing urban and public facilities, in coordination with Regional Plans and Neighborhoods Plans. New buildings in these centralities are expected to have mixed use (with businesses and services on the ground floor), in order to reduce the distance between the location of employment opportunities and housing, fostering new urban dynamics especially in public spaces.



ENCOURAGING ACTIVE FAÇADES

EXPANDING THE NETWORK OF SOCIAL AND URBAN FACILITIES: EDUCATION, HEALTH, SPORTS, CULTURE, SOCIAL ASSISTANCE AND FOOD SECURITY



ELABORATING THE DISTRICT REGIONAL PLANS AND NEIGHBORHOOD PLANS WITH PARTICIPATORY PLANNING



INCREASING THE NUMBER OF PARKS IN THE CITY: 167 PROPOSED PARKS



ENDING THE REQUIREMENT FOR A MINIMUM NUMBER OF PARKING SPACES







GUIDING GROWTH NEAR PUBLIC TRANSPORTATION

In order to reduce the need of long commutes and to bring people closer to their jobs, the new Master Plan proposes a growth model based on the public transportation system, through "Structuring Axes of Urban Transformation". The goal is also to improve land use in areas highly accessible by medium and high capacity public transportation networks (train, subway, monorail, and bus corridors). Furthermore, tools were developed to guarantee urban guality to this process of transformation and densification, with the improvement and expansion of public spaces, a mix of residential and non-residential uses, and incentives for active façades and public fruition, making a more human-scale street.

FOSTERING DEMOGRAPHIC, HOUSING AND URBAN ACTIVITIES DENSIFICATION ALONG THE PUBLIC TRANSPORTATION SYSTEM

> QUALIFYING EXISTING CENTRALITIES AND STIMULATING THE CREATION OF **NEW ONES**

EXPANDING SOCIAL HOUSING AND URBAN FACILITIES NEAR THE PUBLIC TRANSPORTATION SYSTEM

> QUALIFYING URBAN LIFE WITH THE EXTENSION OF SIDEWALKS AND INCENTIVES TO COMMERCIAL USE. SERVICES AND SOCIAL FACILITIES **OPEN TO THE STREETS**

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DISCOURAGING PARKING SPACES: MORE THAN 1 PARKING SPACE PER HOUSING UNIT OR PER 70M² OF NON **RESIDENTIAL USE WILL BE** CONSIDERED COMPUTABLE TO **DEVELOPMENT RIGHTS**







REORGANIZING METROPOLITAN DYNAMICS

In order to improve and rebalance the supply of housing and employment opportunities, as well as to connect centralities from several municipalities within São Paulo's Metropolitan Area, the Master Plan identifies a strategic territory as the "Macro-area of Metropolitan Structuring". In this area, where the main infrastructure systems (such as railways, arterial avenues, highways, and rivers) and productive spaces are located, Urban Intervention Projects will be the key tools to implement the necessary spatial, social and economic transformations for (re)structuring metropolitan dynamics.

> DEFINING STRATEGIC TERRITORIES TO REBALANCE THE CITY AND CONNECT THE METROPOLITAN AREA'S MUNICIPALITIES

ELABORATING URBAN PROJECTS TO IMPROVE THE QUALITY OF LIFE

DEVELOPING STRATEGIES TO CONFRONT VACANT OR UNDERUSED AREAS

CREATING JOBS IN ECONOMIC DEVELOPMENT ZONES THROUGH URBAN AND TAX INCENTIVES







BIG CHANGES MUST BE GUIDED BY PROJECTS

Urban improvements are made feasible through different tools, within a participatory planning process: **Consortium Urban Operations (OUC)**, **Urban Intervention Areas (AIU)**, **Urban Concessions**, and **Local Structuring Areas (AEL)**. The main goal is to improve certain areas of the city. The minimum requirements are:

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- Development of an Urban Intervention Project (PIU) with defined implementation stages
- Definition of parameters for land use and occupation (when applicable)

SOCIAL

- Attention to social housing needs
- Implementation of urban and social facilities

ENVIRONMENTAL

- Solutions for risk areas and contaminated land
- Interventions to improve environmental and landscape conditions

ECONOMIC

Study on the urban interventions' economic feasibilityFinancing strategies

MANAGEMENT

- Mechanisms for participation and social control
- Instruments for monitoring and evaluating the implementation process

DEADLINES

Bills (draft laws) regarding the following **Urban Intervention Projects (PIU)** should be submitted until:



/ / JURUBATUBA' ARCH

2018 'PINHEIROS' ARCH

INCENTIVES: CREATING JOBS NEXT TO HOUSING

JACU-PÊSSEGO and CUPECÊ, for non-residential uses:

- Maximum floor area ratio = 4,0
- Exemption from charging onerous grant

PROMOTING ECONOMIC AND SOCIAL DEVELOPMENT

In order to reduce socio-territorial inequalities, the Master Plan strengthens urban hubs and linear centralities, spreading and multiplying job opportunities in the city through the implementation of development axes, technological parks, and special economic zones in different parts of the city. The tools implemented in these areas, such as urban and fiscal incentives, combined with the expansion and improvement of the infrastructure network (such as transportation and communication systems), will encourage and foster the development of productive activities in the urban space.



BALANCING THE DISTRIBUTION OF EMPLOYMENT OPPORTUNITIES IN THE CITY: STRATEGIC HUBS FOR ECONOMIC DEVELOPMENT AND LOCAL CENTRALITIES



PROTECTING EXISTING INDUSTRIAL AREAS AND CREATING NEW AREAS ABLE TO ATTRACT INVESTMENT IN ECONOMIC ACTIVITIES

ENHANCING CREATIVE CAPACITY AND SCIENTIFIC AND TECHNOLOGICAL KNOWLEDGE: CREATIVE ECONOMY HUBS AND TECHNOLOGY PARKS



PROMOTING THE INFRASTRUCTURE REQUIRED FOR SUSTAINABLE DEVELOPMENT





ECONOMIC AND SOCIAL DEVELOPMENT

The Master Plan defined strategic areas with tax and urban incentives in order to expand the creation of jobs and business opportunities in the city:

- Perimeters of Economic Development Incentives
- Technological Parks

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- Creative Economy Hubs
- Economic Development Hubs
- Polar and Linear Centralities
- Rural Development Hub

BRINGING JOBS AND HOUSING CLOSER TOGETHER

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employment in the

central/south-west area

Main goal: Balancing distribution of job opportunities

INCORPORATING THE ENVIRONMENTAL AGENDA

The environmental dimension plays a fundamental role in structuring the territory in the new Master Plan, and it is a transversal topic to different systems and policies. The Master Plan has defined an area of the city as a Rural Zone with the effective mechanisms to foster its development and protection, linked to minimum and permanent financial resources, besides promoting the expansion of environmental protection zones. It also establishes a new municipal fund created specially to guarantee the implementation of new green areas and open spaces in the city.



167 PROPOSED PARKS

PRESERVING AND RECOVERING THE ENVIRONMENT AND THE LANDSCAPE: FORBIDDING NEW LAND PARCELLINGS FOR URBAN USE WITHIN THE "MACRO-AREA OF URBAN RESTRICTION AND SUSTAINABLE USE"

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CREATING A SUSTAINABLE RURAL DEVELOPMENT HUB



REVIEWING THE MUNICIPAL PLAN FOR INTEGRATED ENVIRONMENTAL SANITATION: GUIDELINES FOR WATER SUPPLY SYSTEMS, SEWAGE, URBAN CLEANING, INTEGRATED SOLID WASTE MANAGEMENT AND URBAN DRAINAGE



MUNIPAL FUND FOR PARKS

Mechanism to finance the implementation of new parks in areas defined by the Master Plan. For each "real" donated by a citizen, the City is required to contribute with the same amount.



PROVISION OF ENVIROMENTAL SERVICES

Mechanism that enables the preservation of areas that contribute to the maintenance of the city's environmental quality through compensating the land owners.



AREAS FOR ENVIRONMENTAL PROTECTION

The Master Plan has defined regions of the city that must be protected for providing important environmental services such as:



All existing and planned parks are now a Special Zone of Environmental Protection. Therefore, the appropriation by the real estate market of these particular areas intended to be future parks is prevented.

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PRESERVING THE HERITAGE AND ENHANCING CULTURAL INITIATIVES

In order to expand the preservation, articulation, and development of cultural, affective, and symbolic places of great importance to the memory, identity, and cultural life of São Paulo, the Master Plan has defined Special Zones of Cultural Preservation (ZEPEC), as well as the Municipal System of Cultural Heritage, Creative Economy Areas, and Territories of Cultural and Landscape Interest (TICP), linked to the Regional and Neighborhood Plans. The Master Plan also regulates and creates new cultural tools to preserve the historical, scenery, environmental, social, and cultural interest facilities.



INTEGRATING AND ARTICULATING THE CITY'S CULTURAL PROPERTIES

<u>|||||</u> †††† PROMOTING POPULAR PARTICIPATION IN THE IDENTIFICATION, PROTECTION AND VALUATION OF CULTURAL HERITAGE

ENCOURAGING THE PRESERVATION OF CULTURAL FACILITIES THROUGH URBAN INCENTIVES SUCH AS THE TRANSFER OF DEVELOPMENT RIGHTS



REPRESENTATIVE BUILDINGS (BIR)

Built elements, and the respective surrounding areas, with historic, architectural, natural, artistic, archaeological and cultural value

SPECIAL ZONES OF CULTURAL PRESERVATION (ZEPEC)

Areas or buildings reserved for preservation, valuation and protection of cultural heritage. The Master Plan has defined four types of ZEPEC as shown in the illustrative situations alongside.

TERRITORIES OF CULTURAL AND LANDSCAPE INTEREST (TICP)

Eco Tourism Hub TICP Paulista/Luz

Unique hubs of social, cultural and touristic attractiveness, which are interesting for cultural citizenship and sustainable development: areas with cultural activities, institutions or spaces, material, immaterial and scenery urban elements, which are significant for the memory and the urban identity of the city. The first TICPs have already been defined in the new Master Plan, and other ones can be created.



STRENGTHENING PUBLIC PARTICIPATION IN DECISION PROCESSES



CIVIL

SOCIETY

BODIES FOR POPULAR PARTICIPATION

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Other sources such as the income from the application of funds, re-payments, donations, among others, are also considered source of income for FUNDURB.

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Environmental Conservation Units

Parks

