

CIDA
DE - A
TIVA

MIND THE STEP

Jardim Nakamura

December 2018

Attribution-NonCommercial-ShareAlike 4.0 International



INDEX

1. INTRODUCTION	04
1.1 Mind the Step	04
1.1 Mind the Step #5- Jardim Nakamura	04
2. STRATEGIES	08
2.1 Expected Outcomes	08
3. ACTIVITIES	10
3.1 Strategy 1: Community Engagement	10
3.2 Strategy 2: Infrastructural Changes	18
3.3 Strategy 3: Capacity Building	32
3.4 Outcomes and Indicators	34
4. CHALLENGES	38
5. RISK MANAGEMENT	40
6. STAKEHOLDER PARTICIPATION	42
7. CONCLUSION	44

I. INTRODUCTION

1.1 MIND THE STEP

The “Mind the Step” initiative was born with the purpose of raising awareness about the opportunity of rethinking the role of public staircases in São Paulo and stimulating a change in its use. Usually abandoned and degraded, stairways are often seen as unsafe places by the population.

The project faces this challenge of revealing to people the potential that simple and collaborative interventions have on transforming staircases, allow these places to be reintegrated into the pedestrian mobility network and to be used as public spaces for people to gather, for leisure and recreation.

The initiative was built on a pilot project carried out in 2014 and 2015 on the steps of Rua Alves Guimarães in Pinheiros, São Paulo. In a context of limited resources and efforts to renovate public spaces, the team challenged the usual ways of researching, designing, and building a project.

Thus, a new process of continuous engagement with users has been designed: from interviews to hands-on workshops for the execution of the improvements, the team makes participation a priority - and it is one of the pillars of the organization today.

BEFORE AND AFTER
THE INTERVENTIONS:
ALVES GUIMARÃES
STAIRCASE

The images show
the transformation
happened between
May 2014 and
August 2015.

Credit: Cidade Ativa,
2019.



I. INTRODUCTION

1.2 MIND THE STEP #5 - JARDIM NAKAMURA

In 2018, a new project by Cidade Ativa on a staircase located in Jardim Nakamura (southern peripheric neighbourhood in São Paulo) has received support from HealthBridge Foundation of Canada and UN-Habitat (United Nations Human Settlements Programme). Through a call-for-proposals from the Global Public Spaces Programme financed by Block by Block (name of the partnership between UN-Habitat and Mojang, Swedish company which created Minecraft), Cidade Ativa worked in the neighbourhood from March to August/2018.

The public space chosen to be transformed is a staircase located at Rua Agamenon Pereira da Silva, one of the main streets in the neighbourhood. The space provides a shortcut and important access to the local retail and bus stops. Even with a intense pedestrian traffic count (around 450 people a day), there is very little use of the staircase as a place of permanent activities and its potential role as a plaza is completely unused. At first, the main problems identified were the lack of maintenance, garbage disposal and poor street lighting.

The project engaged and received support from the local school's community (students, parents and staff), neighbourhood associations, local urban artists and the local government authority. The result was a co-created light intervention to physically transform the staircase, providing opportunities for stay and a safer environment for people who use it as a shortcut in the daily commute.



BEFORE AND AFTER
THE INTERVENTION
AT THE JARDIM
NAKAMURA
STAIRCASE

The images show
the transformation
that took place
between March and
September 2018

Credit: Cidade Ativa,
2018.

In 2015 and 2016 Cidade Ativa also worked in the region, renovating a staircase in front of the state school (Escola Estadual Oscar Pereira Machado).

In the neighbourhood there are many public spaces that lack in safety and comfort aimed to receive a improvement intervention in the future.



JARDIM NAKAMURA

The neighbourhood is located in a southern peripheral region of São Paulo and has its main access through Avenida M'Boi Mirim.

Source: GEOSAMPA adapted by Cidade Ativa, 2018



Legend

- Plazas
- Staircases renovated (Jardim Ângela - 2015-16)
- Staircases that need renovation
- Chosen staircase
- Main streets/avenues

PUBLIC SPACES

One staircase was chosen among a network of different public spaces in a selected 400m radius from the state school.

Source: Google Earth adapted by Cidade Ativa, 2018.

2. STRATEGIES

2.1 EXPECTED OUTCOMES

The project was divided into three different strategies, each one of them with their expected Outcomes. For *Strategy 1: Community Engagement*, we considered the following Outcomes:

1.1 *Increased number of community members participating in public space design process*: we considered all meetings with the school staff and local stakeholders (4 in total) plus all workshops (see 1.2);

1.2. *Increased number of women, children, people living with disabilities participating*: all workshops, including 2 walking bus events, 2 Minecraft Workshops (with 2 distinct groups) and 1 Engagement Workshop (5 in total);

1.3 *Increased participation of community public space development*: Engagement Workshop and Intervention Workshop were very successful, with 60 volunteers participating and many stakeholders contributing, including local community leaders and artists, students, dwellers and the Local Government Authority.

As for *Strategy 2: Infrastructure changes*, the Outcomes are:

2.1 *Increased number of public space improvements that could be applied to other public space settings*: the project focus on only one staircase that was retrofitted in August 2018.

2.2 *Increased access to public spaces by priority populations (low-income; women; children; youth; older persons; persons living with disabilities)*: data from before the project started (already collected) and post-intervention comparison showed increase in the long stay use of the staircase (plaza like use) in weekdays and smaller variation on the weekend (consider different weather along the year, with warmer and dry conditions on the baseline data collected and colder and wet conditions after the implementation). Youth and children use of the space were the demographic groups with bigger changes noticed.

2.3 *Increased number of awareness and strategies to maintain public spaces*: discussions and strategies for the monitoring the staircase conditions and the attribution of responsibility (local stakeholders monitor and LGA maintains) were discussed and agreed. As for now, they are working fine.

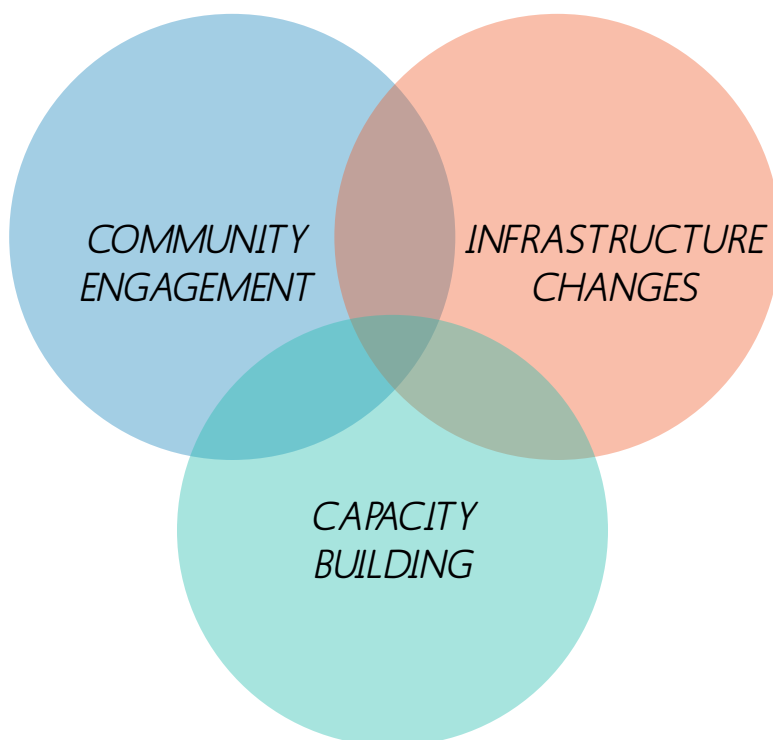
Finally, for *Strategy 3: Capacity Building*, the Outcomes are:

3.1 *Increased capacity among decision-makers to develop and maintain staircase:* meetings, workshops and documents for informing and creating awareness for future maintenance of the staircase.

3.2 *Increased awareness among decision-makers that public spaces are an important policy issue:* there were many meetings with government officials involved in the space maintenance. Presentations with design proposals

and strategies created awareness on public spaces policies issues with local stakeholders and LGA.

All activities were developed as expected, with very little difference from the estimated schedule. The final intervention took place on August 3rd and 4th, 2018. The post-intervention data collection happened by the end of August and final report was developed until the end of September. For details on the final project implementation schedule, see the Workplan in the next pages, divided by the three strategies.



STRATEGIES

For achieving the expected outcomes the team worked with three strategies.

Credit: Cidade Ativa, 2018.

3. ACTIVITIES

3.1 STRATEGY 1: COMMUNITY ENGAGEMENT

Considering the Project Preparation and the activities related to Strategy 1: Community Engagement, all the expected activities were developed as previously defined.

During the Project Preparation, we undertook baseline data collection in two staircases located in the neighbourhood and a macro site analysis that considered both of them. The tools used for the data collection were interviews, pedestrian traffic count (people moving counting) and people using the space for stationary activities (sitting, standing, playing etc). The data was collected in April, in two different days (a Thursday and a Saturday) by two of Cidade Ativa's team, from 5h30 to 16h00. It is important to highlight that April, in Brazil, is usually a dry weather month, with small rain precipitation and mild temperatures.

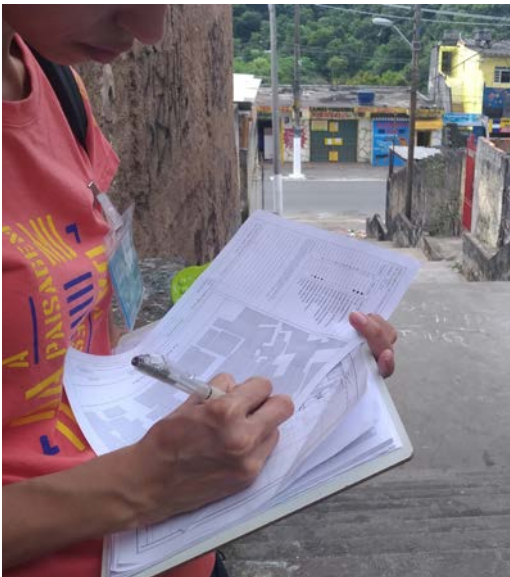
The data collected helped define the staircase for the project. The decision was made based on the following aspects:

- Location (which provides access to various services and transit);
- The number of people impacted (average of 450 a day);
- The physical characteristics of the space available, including the existence of houses opening on the staircase (as their only entrance option), wider spaces (to fit future urban furniture).





Activities related to the Strategy 1: Community Engagement, started April by contacting community leaders we had previously worked with and identifying new stakeholders. In order to show the project and get their support for the following activities, we organized a meeting with the school staff. We presented the project phases and schedule, proposed activities and possible results with the intervention. The successful transformation of a staircase in front of the school (done previously by Cidade Ativa in 2015-16) was a good example to convince them of the project potential. With the local artists and community leaders we have worked previously, their support was shown as soon as we explained that we were going for a second intervention on a staircase in the neighbourhood. There aren't specific organizations or leaders focused on priority populations such as women the elderly or the disabled. However, the main community leader has a strong work with kids and youth, focused on sports (soccer) and the collective use of the school court.



Although located inside the school walls, this court and the space around it are open everyday, until late at night, weekdays and weekends. It is the main sport equipment and public space in the neighbourhood, gathering kids and young people throughout the day.

SITE VISIT AND DATA COLLECTION

Photographic and geometric surveys; interviews; people moving counts and stationary uses counts.

Credit: Cidade Ativa, 2018.

3. ACTIVITIES

3.1 STRATEGY 1: COMMUNITY ENGAGEMENT

PEOPLE MOVING COUNT

Data collection was held in two days: a Thursday (17/04/2018) and a Saturday (19/04/2018) in a 8-hours period.

Analysis of the results show an average of 450 people moving through the staircase every hour.

Saturdays at 14h50 was the highest value found (185 people/hour), probably due Saturday working hours finish around 12h30 and people usually work in the city centre (1h30 away from Jardim Nakamura).

Lowest intensity of people moving by were found in mid-morning on both Thursday and Saturday.

STATIONARY ACTIVITIES

Data collection was held at the same dates and period as the people moving counts.

On Thursday the graffics in the opposite page shows only people standing or seating on improvised seats after 9h40, with less than 5 people per hour.

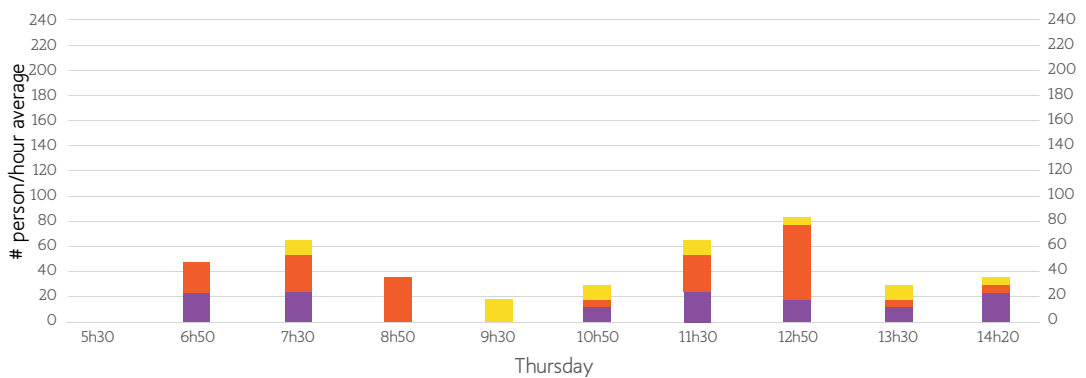
On Saturday people used the space for stationary activities only after 13h00, with a higher pick of children playing in the mid-afternoon hours.

The average of people using the space is very low, under 8 people per hour. There is no propor seating so people sit on walls or steps.

PEOPLE MOVING COUNTS RESULTS

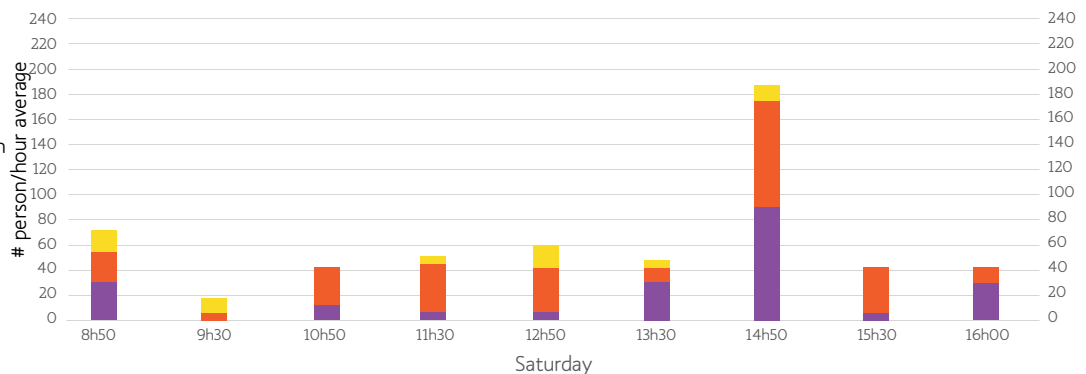
Graffics from the data collected on a weekday and a weekend day.

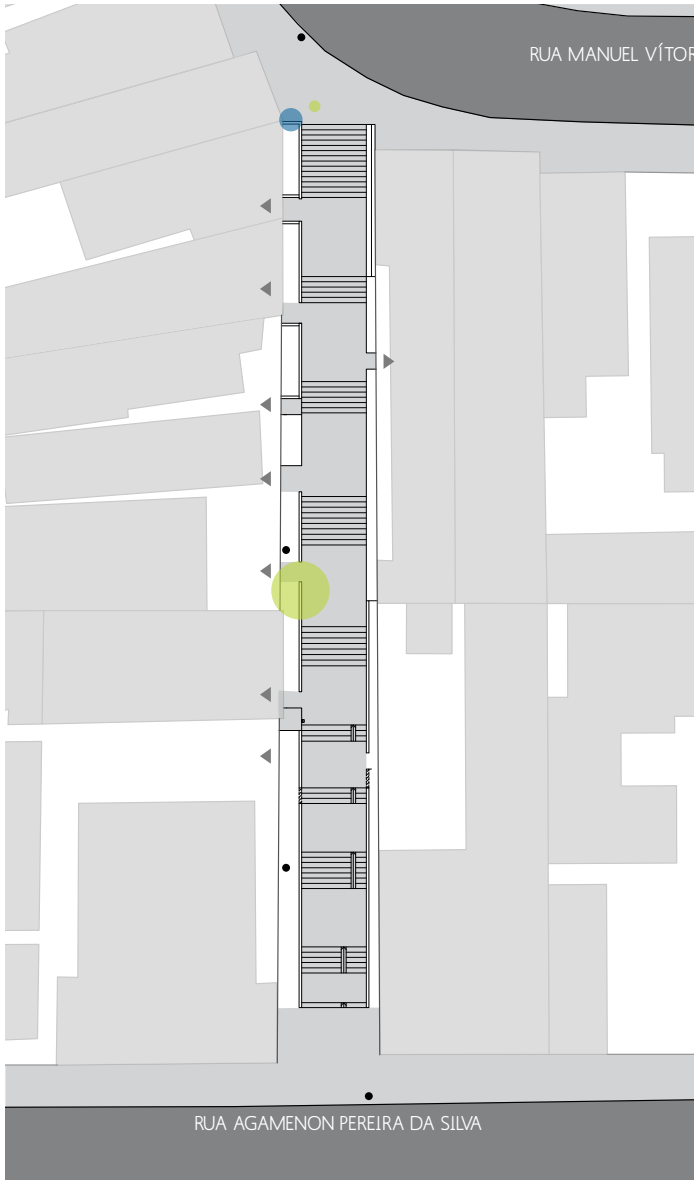
Credit: Cidade Ativa, 2018.



LEGEND

- people going up the staircase
- people going down the staircase
- people who don't complete the full lenght of the staircase

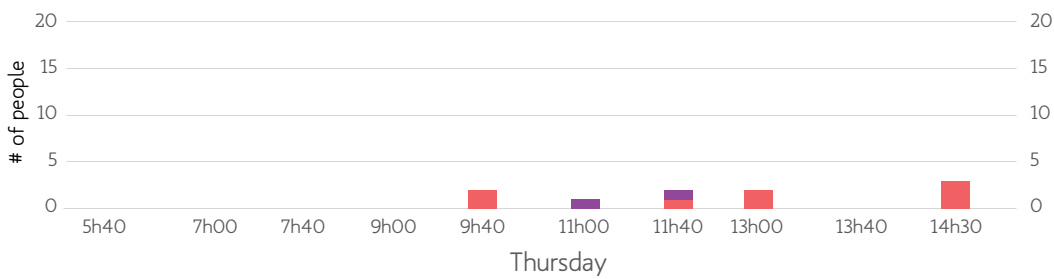
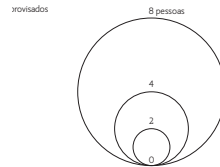




STATIONARY
ACTIVITY MAP

Example of
stationary activities
distribution on
Saturday (15h40)

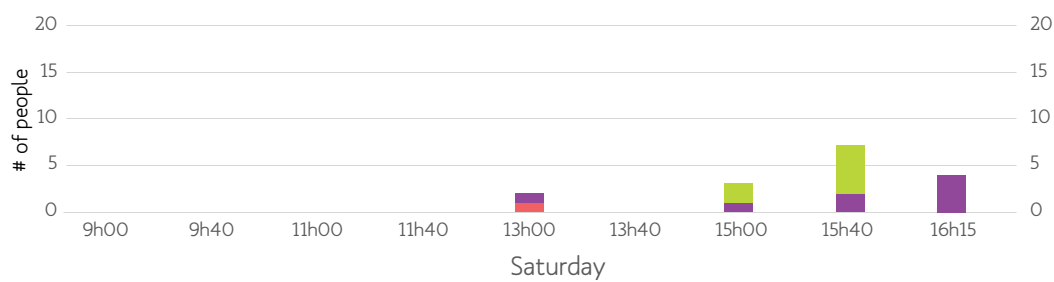
Credit: Cidade Ativa,
2018.



STATIONARY ACTIVITY

Data collection
graphics for
stationary activities.

Credit: Cidade Ativa,
2018.



LEGEND

- standing
- seating (benches, chairs)
- improvised seating
- eating/drinking (seating)
- children playing
- other activities

3. ACTIVITIES

3.1 STRATEGY 1: COMMUNITY ENGAGEMENT

By early May, we had everything ready for hosting the Minecraft workshop, including renting computers, checking with the school staff the classrooms and support equipment to receive the activities.

Together with the local stakeholders we invited individuals with different profiles to attend the workshop, including adults and elderly. However, at the end, there were only students taking part in the activities, which might be due to one or more of the following reasons: (1) Adults have long working hours and couldn't participate in any of the two working days and on Saturday morning; (2) Adults and specially elders have very little familiarity with the game and computers, and felt

uncomfortable; (3) They didn't understand the purpose of the activity and/or weren't interested, even with the claim of the community leaders and school staff that invited them.

During the 3 days workshop (May 24th to 26th, 2018) there were 40 students of age 9 to 15 (50% girls) who took part in the engagement activities of the school bus (bonde a pé) conducted by Instituto Corrida Amiga with the support of Cidade Ativa. After walking from the school to the staircase they were stimulated to identify the main issues concerning the pedestrian rights and quality of sidewalks, crosswalks and the staircase. Later on, 17 of these students attended the Minecraft workshop



WALK TO SCHOOL BUS

Guidelines were approved by the school community.

Credit: Eugenio Gastelum (UN-Habitat), 2018.

and were quite enthusiastic with the activities. At least half of them knew the game and, with few exceptions, the other half of them learned how to play in a very short time. Divided in 2 groups (morning and afternoon) they developed their models in 2 periods (Thursday and Friday). At the end, we discussed the results and proposals of the 9 developed models and summarized it on a petition list. All data collected from the Minecraft workshop were used to inform the final design. In the last Minecraft Workshop day, most of the students got also involved in the Engagement Workshop that were taking place simultaneously.



COMMUNITY PROPOSALS ON MINECRAFT

Ideas for the transformation of the staircase were created using the game Minecraft and UN-Habitat methodology.

Credit: Eugenio Gastelum (UN-Habitat), 2018.

3. ACTIVITIES

3.1 STRATEGY 1: COMMUNITY ENGAGEMENT

In this on-site Engagement Workshop, the aim was involving a more diverse community, with different groups invited. To show the space transformation potential, we organized engagement

activities for children, food and refreshments and interactive tools for collecting data on their opinions and ideas for the transformation of the staircase (interactive panels and 1:1 furniture and

ENGAGEMENT WORKSHOP

This activity involves a temporary activation of the staircase and data collection for informing the guidelines and design proposal.

Credit: Cidade Ativa, 2018.



INTERACTIVE PANELS

This activity involves collecting opinions and suggestions on a ludic and interactive activity.

Credit: Cidade Ativa, 2018.



equipment proposal). The neighbours, children and passers-by identified the main problems they found on the space and then proposed solutions for improvement. After processing the data collected from the workshop, it was possible to identify the main problems to be addressed by the project, which include illegal garbage disposal and lack of maintenance, as well as poor street lighting, creating an unsafe and uncomfortable place to just pass by or to stay. The main amenities suggested included trash bins, tables, benches and improved street LED lighting.

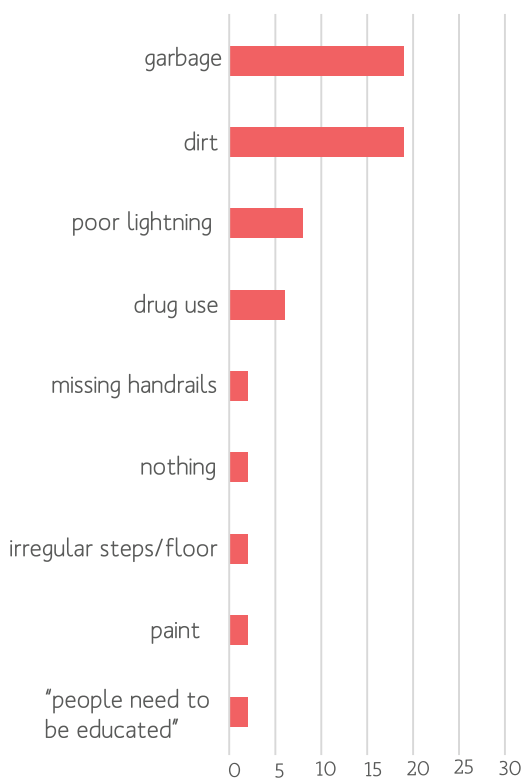
INTERACTIVE PANELS ANALYSIS

Data collected during the engagement workshop was systematised in graphics below: "what do you think is a big problem here" and "what would you like to be able to do here?".

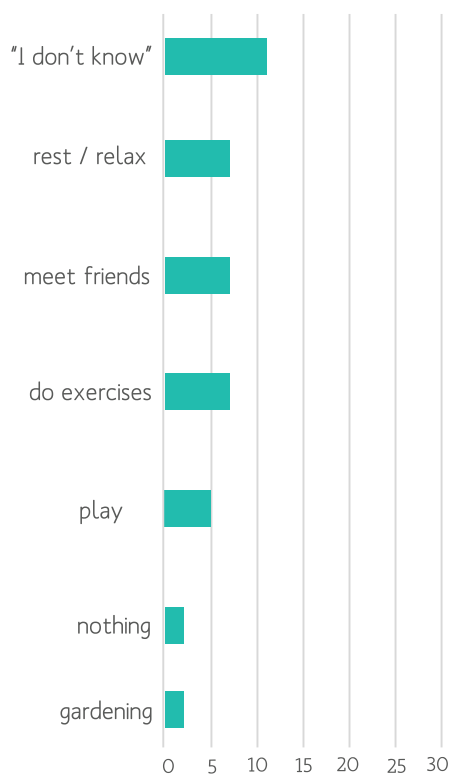
Most people answered that 'garbage' and 'dirt' were the worse problem, followed by 'poor street lightning' and 'drug use'.

Many people answered 'they don't know' what they would like to be able to do in the staircase. 'Rest / relax', 'meet friends' and 'do exercises' came in the sequence. 'Play' also appears just behind in number of votes.

"WHAT DO YOU THINK IS A PROBLEM HERE?"



"WHAT WOULD YOU LIKE TO BE ABLE TO DO HERE?"



INTERACTIVE
PANELS

Results grouped in
two different graphics.

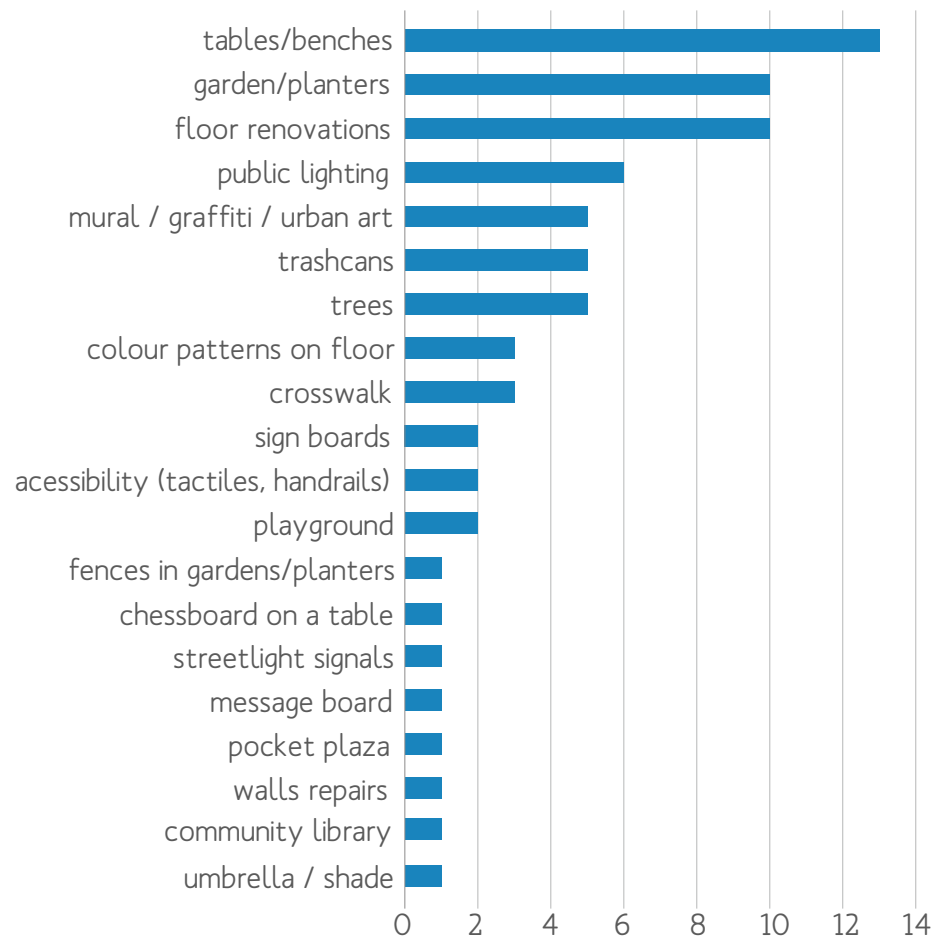
Credit: Cidade Ativa,
2018.

3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES

Regarding the Strategy 2: Infrastructural Changes, Cidade Ativa's team developed a project for retrofitting the staircase based on all the data collected through various methodologies and meetings with the local stakeholders. It included the following guidelines:

- Maintenance: the Local Government Authority (Prefeitura Regional M'Boi Mirim) coordinated the replacement of public energy poles (two of them are old wooden ones), change/installing improved street lighting with LED, floor and walls renovation (on specific spots), as well as installing trash cans and keeping the space clean and maintained;
- Urban furniture: installing wooden benches, tables and a slide for children, as well as tire-benches, a blackboard and a community library;
- Painting walls and graffiti murals.



DESIGN GUIDELINES
FROM MINECRAFT

Guidelines were
sistemized from
the Minecraft
models and then
presented to the
school community.

Credit: Eugenio
Gastelum (UN-
Habitat), 2018.

The proposed guidelines were presented in June 19th, 2018 to the students who took part on the Minecraft and Engagement workshops. All the 38 students approved the design and reinforced their desire for the benches and for the crosswalk. The school staff was present and also agreed with the proposal and schedule for implementation

Community leaders, dwellers and local artists were consulted during at least 3 informal meetings and site visits. Their main concerns were about the furniture to be installed and the maintenance strategy after the project implementation. At the meetings, CA's team reinforced the need for the community to monitor the Local Government attributions and to help engage other stakeholders in the neighbourhood for this collective effort.

The intervention approval from the Local Government Authority (LGA) came from a specific meeting held in June 28th, 2018, where many departments were represented. The following activities and responsibilities were defined during the meeting:

- Construction and public services: responsible for the floor, steps and walls maintenance;
- Traffic engineers: responsible for the analysis and proposal of crosswalks implementation and traffic signage;
- Cabinet representative, together with Culture and Communication Department's representatives: responsible for the coordination and approval of all the proposed interventions.



PROPOSED
GUIDELINES
PRESENTATION

Guidelines were
approved by the
school community.

Credit: Cidade Ativa,
2018.

3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES

Some specific requests concerning the change of the energy posts and improvement for the lightning were formalized by CA's team and forwarded by the LGA cabinet representatives, as they are not the direct responsables for these improvements.

In July CA's team finished the design and made a site visit to verify the construction carried on by the LGA. The works took around 10 days in total and the following activities were completed, before the hands-on intervention with the community :

- New crosswalk and speed reduction signage;
- Floor, steps and walls maintenance;
- New planters for water drainage;
- New LED lighting installed.

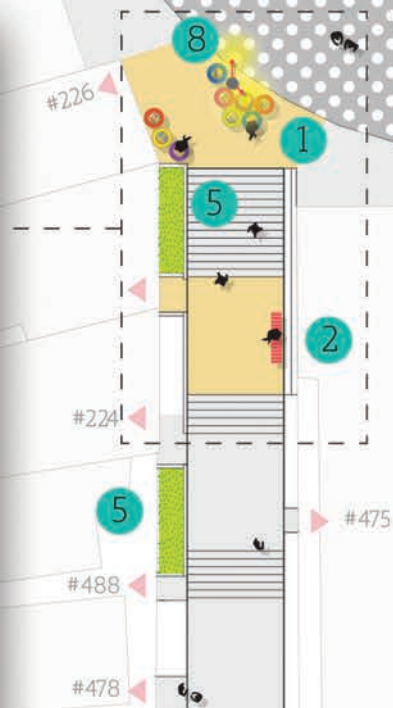
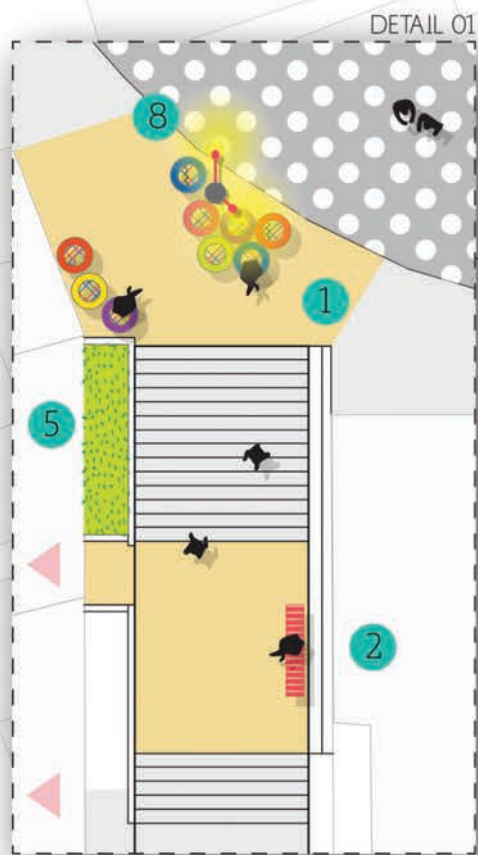
The wooden energy posts were not replaced until the end of this report but there is an open protocol that has to be responded by Eletropaulo (energy company responsible for all energy posts in the city).



MAINTENANCE WORKS

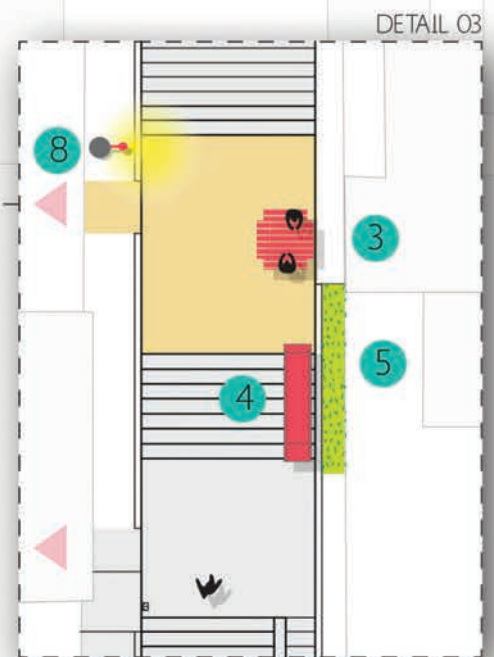
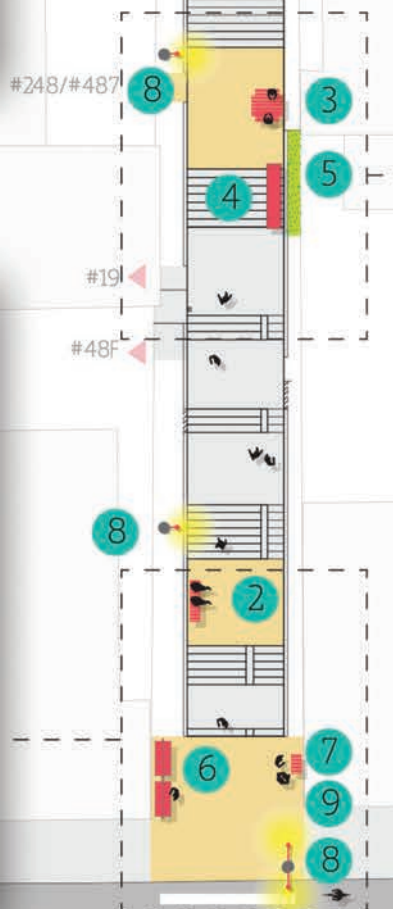
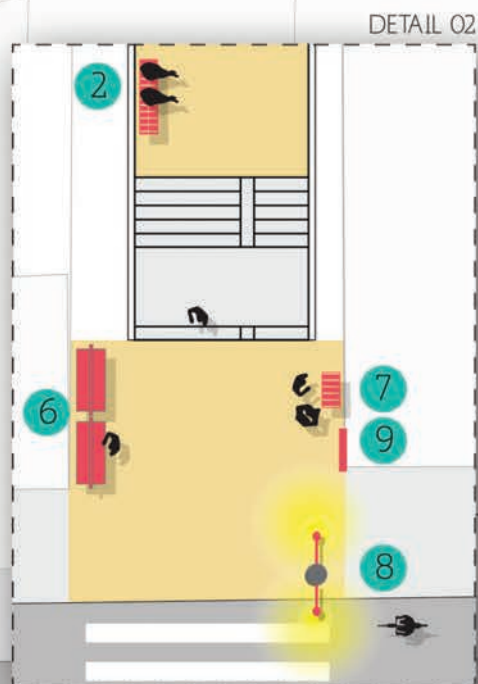
Prefeitura Regional M'Boi Mirim working on the needed maintenance of floors, walls and drainage.

Credit: Cidade Ativa, 2018.



RUA MANUEL VITOR DE JESUS

- 1. TIRE-BENCHES
- 2. BENCHES
- 3. PICNIC TABLE
- 4. SLIDER
- 5. PLANTERS
- 6. TRASHCAN
- 7. COMMUNITY LIBRARY
- 8. PUBLIC LIGHTING
- 9. SIGN BOARDS



RUA AGAMENON PEREIRA DA SILVA

DESIGN PROPOSAL
FLOOR PLAN

Credit: Cidade Ativa,
2018.

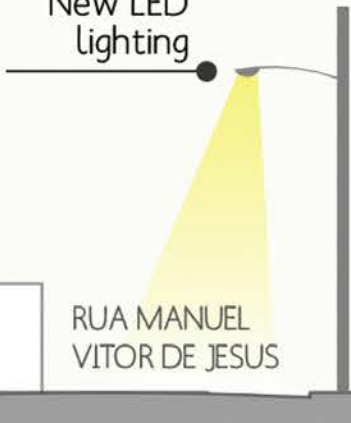
Graffiti murals



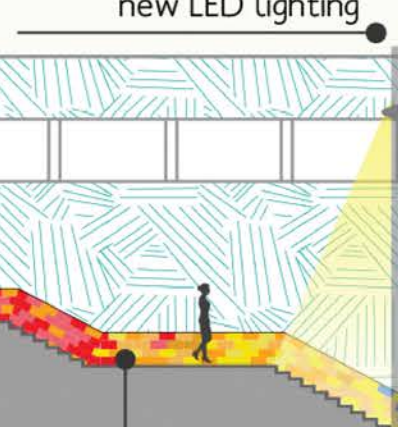
Picnic table



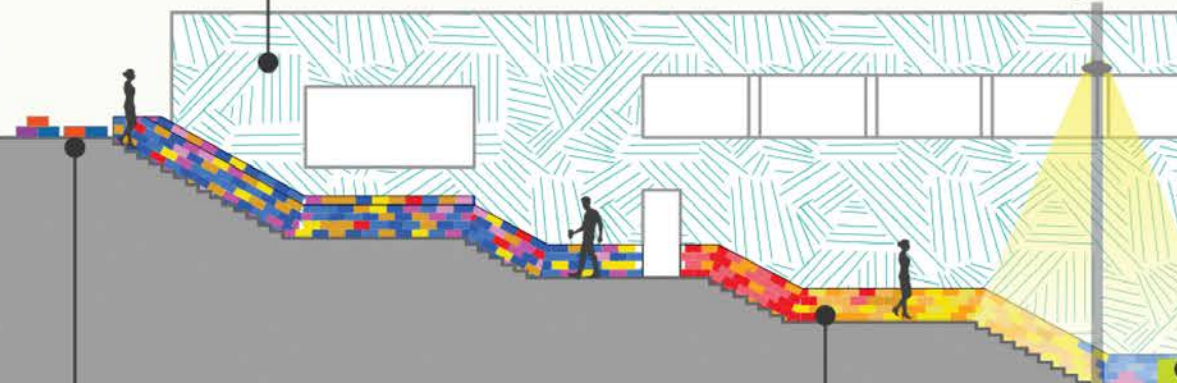
New LED lighting



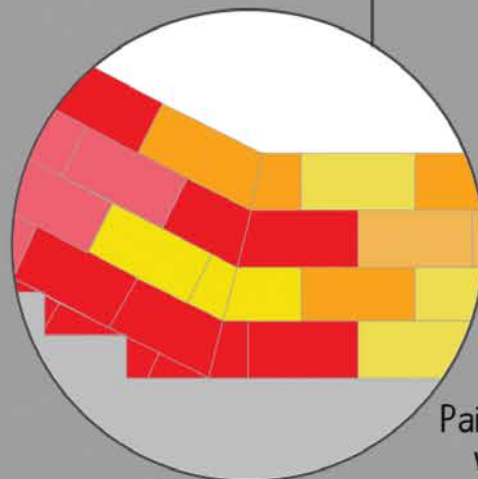
New energy post and new LED lighting



RUA MANUEL VITOR DE JESUS

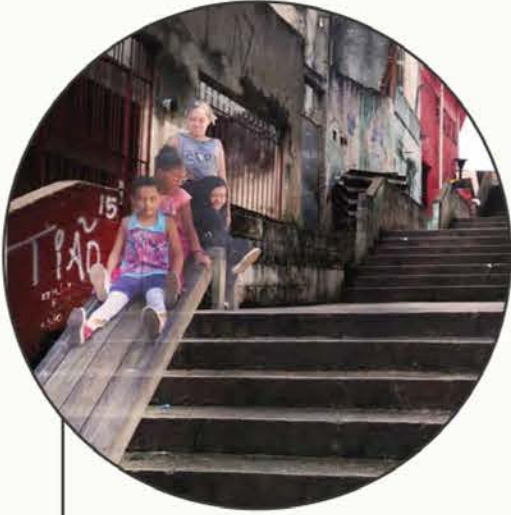


Tire-benches



Painting walls

Slider



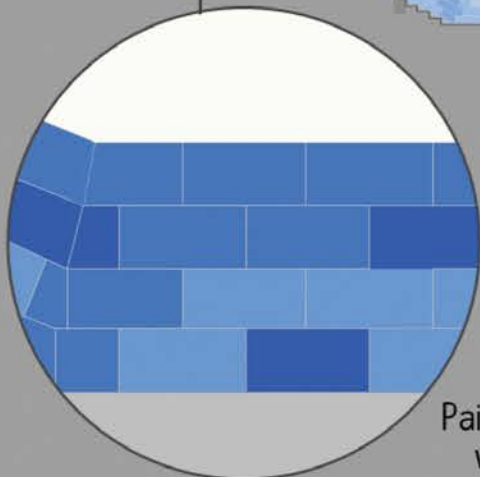
Graffiti murals



New energy post and
new LED lighting

New LED
lighting

RUA AGAMENON
PEREIRA DA SILVA



Painting
walls

DESIGN PROPOSAL
CROSS-SECTION

Credit: Cidade Ativa,
2018.

3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES

The LGA installed in September 2018 two small trash cans as the big containers the community demanded did not have enough space available (in the LGA official response). They also installed a set of concrete table and four benches as to discourage garbage disposal in the location.

The main activity organized by CA's team was the hands-on implementation workshop which took place in August 3rd and 4th. All partners had specific attributions and were coordinated by Cidade Ativa's team. In both days, the activity received the help of 60 volunteers, most of them from the community.

For the intervention the project received support from Akzo Nobel Brasil, an international paint company with an industrial warehouse in the nearby municipality of Mauá. They donated the equivalent of USD 1,300 in paint (38 3,6 litres gallons and 40 1,0 litre cans of wall paint).



INTERVENTION WORKSHOP

Local artists (Ciclo Social Arte) organized and painted the staircase walls

Credit: Cidade Ativa, 2018.



Mind the Step: Jardim Nakamura (2018)



INTERVENTION WORKSHOP

Local artists and Cidade Ativa's team organized and painted the staircase walls with the help of volunteers.

Credit: Cidade Ativa, 2018.



The local artists from Ciclo Social Arte were responsible for coordinating 12 artists from their group to paint all the building walls by the staircase with graffiti. They are very known in the community and have several works in the neighbourhood and in other parts of the city. During the process, some kids and teenagers were also involved and helped "filling the gaps". Part of the artists started the base paintings on August 3rd and most of the work was finished on the 4th.

At the same time, CA's team was responsible for coordinating the painting on the smaller walls, more focused on engaging the neighbourhood's teenagers and kids. The team proposed an easy to paint pattern in the walls (using the concrete bricks in the walls as "pixels"). CA's had, apart from team members dedicated to this activity, another 5 volunteers (previously trained for this activity) that helped the design come to life and tutored the volunteers.

3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES

The furniture was designed and built by a partner architecture and design firm called Zoom. They have been CA's partners since the first Mind the Step project in 2014. On August 3rd they coordinated a furniture workshop where they started working with volunteers at their woodshop. On August 4th they finished the furniture on site, also with the help of volunteers (total of 3 volunteers and 3 architects from Zoom's team). By the end of the second day the team had built 2 wood benches, 8 tire-benches, a table and a slide. A wooden old cabinet was also adapted to be used as a sharing library and a blackboard was painted as a message board.

INTERVENTION WORKSHOP

Wooden furniture was designed and built with the help of partner organization Zoom.

The team made 2 wooden benches.

Credit: Cidade Ativa, 2018.





INTERVENTION WORKSHOP

Wooden furniture
was designed and
built with the help of
partner organization
Zoom.

The team made 6
tire benches and a
wooden picnic table.

Credit: Cidade Ativa,
2018.

3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES

INTERVENTION WORKSHOP

Wooden furniture was designed and built with the help of partner organization Zoom.

The team made one very successful slide that was full of kids playing before completely finished.

The blackboard was also used just after the paint was dry.

Credit: Cidade Ativa, 2018.



As for the new planters, CA's team received help from the group of volunteers called Novas Árvores Por Aí (new trees over there in a free translation from Portuguese). They donated soil, substrate and plants (small trees, palm trees and forage plants) from a temporary exposition they were disassembling. The LGA helped in constructing the new planters designed by CA's team and also provided 2m³ of

gravel and 4m³ of fertilizer (a mix of horse manure and hay). Together with 3 coordinators and around 12 volunteers, at the end of the intervention there were 3 new planters: one for draining and filtering a washing machine sewage pipe that ran down the staircase, one that became a vegetable/aromatic garden and another one for reducing the speed of rainwater.



3. ACTIVITIES

3.2 STRATEGY 2: INFRASTRUCTURAL CHANGES



BEFORE AND AFTER
THE INTERVENTION

The images show
the transformation
that took place
between March and
September 2018

Credit: Cidade Ativa,
2018.



BEFORE AND AFTER
THE INTERVENTION

The images show
the transformation
that took place
between March and
September 2018

Credit: Cidade Ativa,
2018.

3. ACTIVITIES

3.3 STRATEGY 3: CAPACITY BUILDING

In parallel to the other actions, Strategy 3: Capacity Building focused on activities that involve the community, government officials, school staff and students. In total, there were 6 (six) days of meetings and activities at the school and another 3 (three) with the local government representatives. The initial meetings were held in March and April and had the objective to explain the project and get the stakeholders interested in supporting the activities. In May, the meetings were held with focus in the Engagement Workshop, as to show how the transformation of the staircase could be beneficial for the whole community, as well as an opportunity for the government to actively participate.

In June and July the meetings with the students and community focused on the actions prioritization and design approval. At the Oscar Pereira Machado school the meeting held in June 19th the design proposal was approved by the students and school staff and, at the same time, concepts about the collaborative implementation of the actions and future responsibilities of monitoring and maintaining the space were also discussed.

With the government officials, the initial meetings focused on having the emergency maintenance plan executed (cleaning and installing trash cans) and the approval for the implementation workshop. In June and July, the meetings aimed at discussing the design proposal approved by the stakeholders and receiving support from the LGA for sponsoring the needed structural construction: rebuilding and maintaining floors, walls and steps, installing new public LED lightning and creating planters for solving the rainwater and sewage drainage. With this supporting interventions approved and schedule for July, CA's team could focus and organize the other interventions: graffiti, furniture and planters(soil,



BEFORE AND AFTER THE INTERVENTION

The images show the transformation that took place between March and September 2018

Credit: Cidade Ativa, 2019.

trees and forage plants). These meetings were held at the site location (June 14th) for supervision of the construction works (as to follow the proposed design) and at the Local Authorities (June 28th, 2018).

In August, there were post-intervention data collections that also kept the engagement activities as the team was doing field research and interviews. CA's team went on August 25th and 28th to collect data on-site and evaluate how the intervention changed the space. It is important to stress that as the before and after data collection were made in different times of the year (the first on in April, when the weather is dry and warmer) and in August (when the weather is usually colder and with more frequent rain days). Due that, the expected result of having more people using the staircase as a plaza (long stay uses rather than just passing

by) was observed mainly on the Thursday comparison, with youth and children showing the bigger difference between before and after research. On the Saturday data comparison, as it was a colder day and with recent rain showers, the numbers of users was actually smaller in August than in April.

It is important to stress that the LGA kept doing maintenance of the space until the end of this report. They installed new trash cans and two concrete tables (one on each staircase edge) as to discourage people to throw away garbage on site. The local stakeholders (community leaders, dwellers and artists) are doing a constant monitoring of the space and reporting needs for maintenance for the LGA. As for now, it seems like the agreements for it are working fine.



3. ACTIVITIES

3.4 OUTCOMES AND INDICATORS

The activities and results of this work include:

- * Five workshops organized, including two walking school bus events (with partner organization Corrida Amiga), one engagement workshop and two Minecraft workshops. We gathered the input from 163 community members at these workshops including from 108 children, 16 youth, 18 women, 14 men, and 7 elderly residents. Data collected from the workshops identified the main problems to be addressed by the project including illegal garbage disposal and lack of maintenance, as well as poor street lighting that creates an unsafe and uncomfortable place to just pass by or to stay.
- * Seven meetings organized with approximately 58 participants in total, including community leaders, school staff and children. The purpose of many of these meetings was to create an understanding among the community about the overall project and to garner buy-in for the changes.
- * The Local Government Authority (LGA) agreed to support the project and improve specific elements of the staircase and surrounding area. Their work took around 10 days in total and the following activities were completed, before the hands-on intervention with the community:
 - * New crosswalk and speed reduction signage
 - * Floor, steps and walls maintenance
 - * New planters for water drainage
 - * New LED lighting installed

In total we made 8 improvements and organized a two-day public space building event with the community, including the local school staff and students, neighbourhood association (Família Nakamura) and local artists (Ciclo Social Arte). In total there were 60 community members participating in painting murals and transforming the staircase, including 18 children, 17 youth, 14 adult men and 11 adult women. This resulted in over 660 hours of volunteer time contributed to the project. In addition, a paint company (Akzo Nobel) donated \$1300 worth of paint to the project and the furniture was designed and built by a partner architecture and design firm called Zoom. Novas Árvores por Aí, a group of urban gardeners helped filling the new planters with plants and trees.

The infrastructure changes included:

- * Wall and staircase mural art (graffiti)
- * 1 wooden slide
- * 2 wooden benches
- * 1 wooden picnic table
- * 2 seating areas (8 tire-benches in total)
- * 1 community library
- * 1 community blackboard
- * 3 drainage planters

We formally inaugurated the staircase transformation with 60 local residents attending.

We developed one maintenance plan and currently there are 12 community members helping to maintain the space. As a result of making improvements to the staircase, we have now created a fun place where children and adults feel comfortable and safe.

The results show an increase in number of people in total, specially in number of children and older adults considering stationary activities (playing and seating). It is important to stress that the before and after data collection were made in different times of the year. The before data was collected in April, when the weather is dry and warmer and the post-intervention in August (when the weather is usually colder and with more frequent rain days). The expected results in a hypothetical April/April comparison should be more accurate and even more relevant. One can consider that the improvements made were successful in creating a better public space to people to gather and stay, not just pass by.

In the following pages, find the Outcomes and Indicators chart with details of all the projects results organized by the three strategies.

3. ACTIVITIES

3.4 OUTCOMES AND INDICATORS

Expected Outcome	Indicator	Baseline (if known)	Target	Actual (as of time of report)
STRATEGY 1: COMMUNITY ENGAGEMENT				
1.1 Increased number of community members participating in public space design process.	# of meetings organized	-	5	4
	# of participants by demographic factors	-	-	21
	#children	-	-	0
	#youth	-	-	0
	#adult (men)	-	-	11
	#adult (women)	-	-	10
	#elder	-	-	0
	#disabled	-	-	0
	# of participants recruited	-	200	300
	# of materials developed and distributed	-	1	2
	# of workshops organized	-	3	5
	# of community members participating by demographic factors	-	-	163
	#children	-	-	108
	#youth	-	-	16
	#adult (men)	-	-	14
	#adult (women)	-	-	18
	#elder	-	-	7
#disabled	-	-	0	
# of designs developed	-	9	10	
# of reports prepared and presented	-	1	1	
1.2 Increased number of women, children, people living with disabilities participating.	# of meetings organized	-	8	11
	# of participants by demographic factors	-	-	184
	#children	-	-	108
	#youth	-	-	16
	#adult (men)	-	-	25
	#adult (women)	-	-	28
	#elder	-	-	7
	#disabled	-	-	0
	# of participants recruited	-	200	400
	# of materials developed and distributed	-	1	2
1.3 Increased participation of community public space development	# of meetings organized	-	3	2
	# of participants by demographic factors	-	30	38
	#children	-	10	38
	#youth	-	5	0
	#adult (men)	-	5	6
	#adult (women)	-	5	6
	#elder	-	5	3
	#disabled	-	0	0
	# of public space building events	-	2	2
	# of community members participating in the building of the public space by demographics	-	30	60
	#children	-	10	18
	#youth	-	5	17
	#adult (men)	-	5	14
	#adult (women)	-	5	11
	#elder	-	5	0
#disabled	-	0	0	
amount of financial in-kind contribution	-	-	USD 1,300	
# of volunteer hours	-	320	360	

Expected Outcome	Indicator	Baseline (if known)	Target	Actual (as of time of report)
STRATEGY 2: INFRASTRUCTURE CHANGES				
2.1 Increased number of public space improvements that could be applied to other public space settings	# of improvement events	-	2	2
	# of staircase improvements by type	-	5	6
	# of staircase improvements in low income areas	-	1	1
	# of opening ceremonies	-	1	1
	# of residents attending	-	60	60
2.2 Increased access to public spaces by priority populations (Low-income; women; children; youth; older persons; persons living with disabilities)	# of women using public spaces before and after interventions			
	#before/after (thursday 5am-3pm)	192	-	192
	#before/after (saturday 8am-5pm)	78	-	78
	# of children using public spaces before and after interventions			
	#before/after (thursday 5am-3pm)	84	-	150
	#before/after (saturday 8am-5pm)	54	-	42
	# of youth using public spaces before and after interventions			
	#before/after (thursday 5am-3pm)	54	-	120
	#before/after (saturday 8am-5pm)	264	-	150
	# of people with disabilities using public spaces before and after interventions			
	#before/after (thursday 5am-3pm)	0	-	0
	#before/after (saturday 8am-5pm)	0	-	0
	# of older adults using public spaces before and after interventions			
	#before/after (thursday 5am-3pm)	12	-	42
	#before/after (saturday 8am-5pm)	24	-	18
	# of people using the space (sitting, standing, playing etc)			
	#before/after (thursday 5am-3pm)	10	-	26
#before/after (saturday 8am-5pm)	17	-	55	
# of low-income residents using public spaces before and after interventions				
#before/after (thursday 5am-3pm)	414	-	576	
#before/after (saturday 8am-5pm)	570	-	438	
2.3 Increased number of awareness and strategies to maintain public spaces	# of maintenance discussions and strategies developed	-	1	1
	# of community members helping to maintain the staircase	-	10	12
STRATEGY 3: CAPACITY BUILDING				
3.1 Increased capacity among decision-makers to develop and maintain staircase.	# of meetings	-	1	4
	# of participants at meetings	-	-	18
	# of documents prepared and distributed	-	-	4
	# of government officials participating in workshop	-	-	8
	# of government officials helping to make infrastructure changes	-	-	26
	Amount of in-kind financial resources from government	-	-	0
	Amount of in-kind hours contributed by government	-	-	1708
	# of government officials who indicated their capacity to build and maintain public spaces has increased	-	-	12
3.2 Increased awareness among decision-makers that public spaces are an important policy issue	# of meetings	-	-	6
	# of government officials	-	-	6
	# of government officials who report awareness that public spaces are an important issue	-	-	6

4. CHALLENGES

The project location was selected based on a previous experience Cidade Ativa had with this community in 2016, when another public staircase was retrofitted through engaging the local stakeholders. Therefore, this project is based on the connections and trust built with local leaders since then.

In most collaborative projects there is always the challenge of a poor engagement of stakeholders. However, this project is taking the opportunity to expand on these connections from the previous experience in Jardim Ângela. This proximity to local groups made it easier to map additional stakeholders and connect with the current local authority administration. In addition, the entire process designed for this and other similar urban intervention projects considers public participation at the core of main activities, so every phase of the project includes an activity to either listen to the local community, inform and share news about the project or co-create design and implementation strategies.



BEFORE AND AFTER
THE INTERVENTION

Urban art, planters
and furniture
transformed the
staircase.

Credit: Cidade Ativa,
2018.

Another challenge, which is also very common in similar projects, is having the local authorities actively contributing on project development and implementation. The process and the final impact of the project must be attractive enough, so these specific stakeholders recognize their role and responsibilities and take action.

In order to address challenges regarding the engagement with local groups and authorities, Cidade Ativa has been in close contact with all of them, with regular meetings and online working groups. The initial activities (Minecraft Workshop and Engagement Workshop) had a great

participation of all stakeholders, including local government staff, school staff, community leaders and association representatives, as well as a great number of students that live in the neighbourhood. Stakeholders were also very engaged through the final phases of the projects during workshop preparation and implementation. The biggest challenge was, at the end, one of the great achievements of the project.



5. RISK MANAGEMENT

Cidade Ativa believes that public engagement is at the center of the Mind the Step initiative and that during project implementation local dwellers, the school community and other users of the space must be engaged. The collective effort to (re)build the staircase help these individuals to connect to each other and with the space, allowing them to develop or enhance their sense of belonging and strengthen the local identity, which is crucial for the project success. However, there is always the risk of none or low participation during these activities. In order to mitigate it, the team made great efforts to keep stakeholders engaged throughout the entire process.



BEFORE AND AFTER THE INTERVENTION

Discontinuity of maintenance by the LGA is a big risk.

Credit: Cidade Ativa, 2018.

PROJECT IMPLEMENTATION

The project implementation faced risks as there are some technical issues concerning rainwater and sewage systems that flow into the staircase and needed a more structural intervention to be addressed. We involved the local government in searching for a strategy and worked together to achieve a fine solution. Solving this issue was crucial for guaranteeing a safer and more comfortable environment for pedestrians, as well as helping maintain the physical upgrades planned for the staircase - if we fail to get a good result, the staircase floor paintings might be washed out in a shorter period of time than expected.

Also, we should highlight safety risks concerning two wooden light posts in the middle of the staircase that can offer risks after the project implementation. An official requirement at the local government was made on July 2nd and we received a positive feedback that it must be solved in a 30 days period. However, until now, it has not been solved. Anyhow, for safety reasons, we will keep monitoring how the situation evolves together with some local stakeholders.

PROJECT MAINTENANCE

The quality of project maintenance is frequently seen as a risk in public intervention projects in Brazil. In most neighborhoods and cities, local authorities do not have a clear strategy to address this issue (which is mostly due to governance and funding difficulties) and local communities usually lack the knowledge of the sense of belonging needed to allow them to actively take responsibility on maintaining public spaces. For this project, we managed this risk by (i) addressing this issue through the entire process, with both local groups and authority; (ii) engaging local dwellers and staircase users and helping them create a sense of belonging, so they can help maintain the space before and after project implementation; (iii) informing local groups on formal procedures for submitting complaints to the local authority; and (iv) developing a maintenance strategy together with local authorities and community groups, based on the local stakeholders constant contact with local authorities for monitoring the site needs. Local stakeholders are also developing one-to-one chats with people using the staircase, as to not break the furniture or leave garbage after the space use. As for now, the strategy seems to be working fine.

6. STAKEHOLDER PARTICIPATION

The engagement process in the neighbourhood has been successful, as Cidade Ativa was able to involve many different stakeholders in the activities that took place in this report period (March 20th to September 30th, 2018). Below we list the main stakeholders and their participation:

- School staff and students from Escola Estadual Oscar Pereira Machado;
- Familia Nakamura - local association, led by "Viniho", also known as "São Paulino";
- Ciclo Social Arte - local artists' group very active in the neighbourhood;
- Corrida Amiga - Cidade Ativa's partner for other projects, very active in the pedestrian mobility movement in Brazil;
- Favela da Paz - local association. Due to their own agenda limitation, they only participated helping with communicating local residents and articulating with other stakeholders;
- Prefeitura Regional M'Boi Mirim - local government authority, has been involved since the early steps of the project. They provided basic maintenance in the staircase (collecting debris and garbage) in the early stages of the project (before the Engagement Workshop in May 26th, 2018) and further made a major maintenance and construction on the site following the co-design proposed by Cidade Ativa and the community;
- Zoom: responsible for the urban furniture design and implementation;
- Novas Árvores por Aí: organized group of volunteers who plant trees and vegetation usually in arid urban conditions. They were responsible for the implementing the planters;
- Volunteers: there were many volunteers from the community (students, youth, neighbours and other local organizations) but also volunteers related to Cidade Ativa and its other partners (Zoom and Novas Árvores por Aí).

PARTICIPE DO OLHEO DE GRAU JARDIM NAKAMURA

CIDA
DE - A
TIVA

Realização

CIDA
DE - A
TIVA

Apoio

HealthBridge

BLOCK BY BLOCK

UN HABITAT
FOR A BETTER URBAN FUTURE

AkzoNobel

Parceiros

E.E. Oscar Pereira Machado

Loja Don Peppone

UET

PREFEITURA DE
SÃO PAULO
Prefeitura Regional
M' BOI MIRIM

CICLO
Ciclo Social Arte

RESPEITO E HUMILDADE
JARDIM NAKAMURA

N VAS
ARVORES
POR AI

zoom
urbanismo
arquitetura
design

COMMUNICATION AND ENGAGEMENT

The project had many supporters, receiving resources (volunteer work and material donation) from the local community and partner organizations.

Credit: Cidade Ativa, 2018.

7. CONCLUSION

Jardim Nakamura is a vulnerable community in the southern periphery of São Paulo, with low income population, lack of public services (such as sewage system) and high crime rates. Access to São Paulo city centre takes an average of 1h30 by public transport. Jobs are limited in the region, so residents need to commute to work. The staircase selected is within walking distance of two public schools, a daycare, a health centre, residences and local shops and services.

Through the project intervention, Cidade Ativa and its many partners and local stakeholders brought new opportunities to improve this local staircase, making it safer for individuals who use them during their daily commute and, therefore, enhancing local accessibility. Safety is a especially sensitive issue to women, who avoid or feel very insecure when using the space after dawn. New LED lighting is a priority and has been requested and delivered through official procedures.

Moreover, due to the lack of public spaces and play areas in the neighbourhood, the project aimed in creating a quality space for permanent activities, which will address the needs and dreams of those engaged in the process. Youth involved in the project were mostly students from the public school, but also some who live by the staircase or in the surroundings. They contributed to the proposal by analysing the space, designing solutions (with the help of Minecraft), by engaging in the outdoor activities that took place in the staircase and also during the project implementation. Their main demands were related to play spaces (a slider was installed) and urban furniture (tables and benches were delivered) that could support meeting friends and enjoying the time in the staircase. Murals and walls paintings were also proposed and implemented as a way of making it more liveable and appealing, as well as solutions for rainwater and sewage drainage by building new planters.

The lack of accessibility for elderly and people with disabilities in the nearby sidewalks and the staircase itself are being addressed through the creation of seating spaces (for rest) and the installation of handrails, which at the end could not be installed by the local authority due to lack of resources. In the future, these could be an important improvement. Accessibility along the staircase for wheelchairs is unfortunately not possible due to technical reasons (the staircase is too steep to accommodate ramps).

Lastly, the project addresses sustainability and environmental issues by encouraging walking. Investments in pedestrian infrastructure (sidewalks, crossings, public spaces and, in this case, staircases) and in access to public transport recognize the value and the need for more active commutes, which can help reduce greenhouse gases emissions and pollution in the city.

The project achieved its goal to create safe, comfortable and fun pedestrian spaces for the people of Jardim Nakamura. The result of our work has been a place where more residents are interested and able to stay and it has created an important community gathering place in the neighbourhood. By building on existing relationships, we were able to garner significant community in-kind contributions. It is our wish to continue this important work in the neighbourhood and continue to foster our relationships with both the community and the LGA.

DOCUMENT INFORMATION

REPORT: MIND THE STEP JARDIM NAKAMURA

Summary report of the Mind the Step project developed in Jardim Nakamura, São Paulo, Brazil between March and September 2018.

CIDADE ATIVA DIRECTION

Gabriela Callejas

PROJECT LEAD

Ramiro Levy

TEAM

Mariana Clemente
Nathalie Prado
Rafaela Basile

COLLABORATORS

Amanda Kimie Shum

PARTNER ORGANIZATIONS

This work is result of a grant received by Cidade Ativa through HealthBridge Foundation of Canada and resources from the United Nations Global Public Spaces Programme in 2018.

It also received support from Jardim Nakamura local community; Escola Estadual Oscar Pereira Machado staff, teachers and students; Ciclo Social Arte; Família Nakamura; Zoom Urbanismo Arquitetura Design; Novas Árvores Por Ái, Akzo Nobel, Prefeitura Regional M'Boi Mirim; CET; Loja Don Peppone, entre outros.

Attribution-NonCommercial-ShareAlike 4.0 International



CIDA
DE - A
TIVA