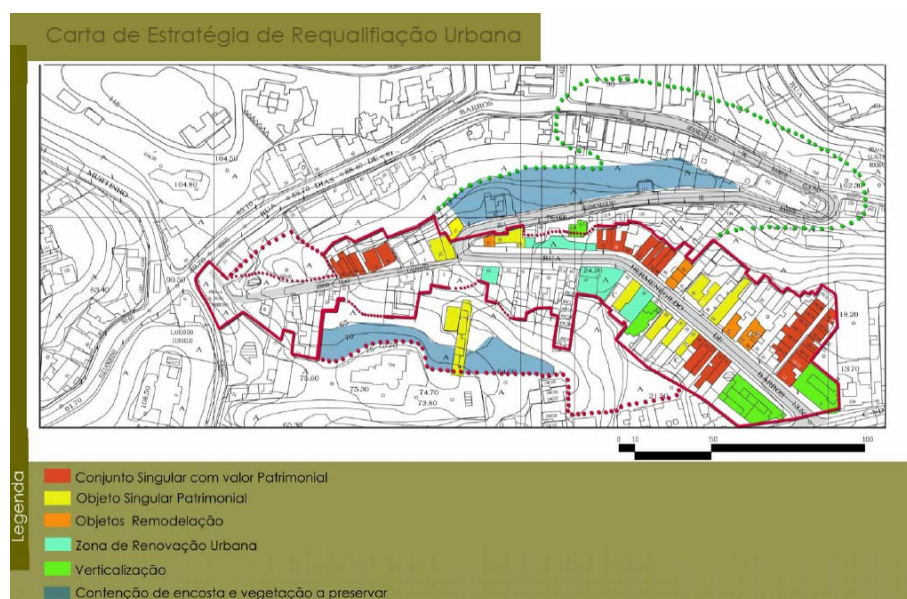


Requalification Urban Project and Social Cultural Restoration in the Historic “Gloria” and “Santa Teresa” Neighbourhood - Rio de Janeiro- Brazil

1. Intervention area

The intervention area is in the transition between “Gloria” and “Santa Teresa” in the city of Rio De Janeiro, Central Region, with 268.000 inhabitants in 3.285 ha, with an average density of 80 inhabitants/ha (IBGE, 2000). The number of active population in this region is of 327.000 people, which reveals the great attraction of the area. It is indeed a major business-oriented area. Located between the neighborhoods of Santa Teresa and Gloria, the “Hermenegildo de Barros” Street and the “Travessa Cassiano” present a geo-strategic position full of potentialities.

It is also a transition area where one can find both the “cortiço” housing, sheltering numerous families, and the single family housing, with high architectural value, with some houses located on higher places having spectacular views over the bay. The houses are still surrounded by dense vegetation that, little by little, is being cut to open space for new constructions. Some of them are implanted perpendicularly to the contour lines, destroying the vegetation with harmful interventions to the maintenance of the qualified housing standards and the conservation of the ecosystems. Thus, there is a trend for a gradual disqualification of this transition zone, with the negative effect of segregating more and more the area of “Gloria” from the environment of “Sta Teresa”, instead of making them strategically more coherent. This dichotomy launches a major challenge - to articulate “Sta Teresa” to the quarter of “Gloria” through the “Hermenegildo de Barros” and “Cândido Mendes” streets and the “Travessa do Cassiano”. The Switzerland consulate constitutes a space of excellence in this area, with its specialized restaurant, very attractive at the scale of the city of Rio De Janeiro.

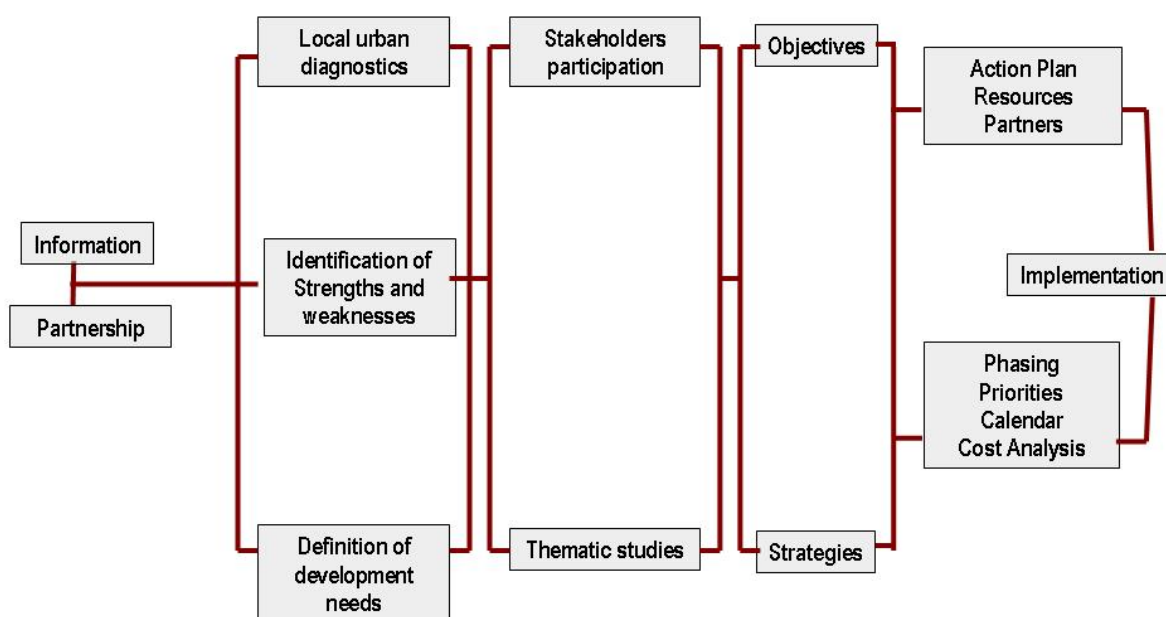


2. Methodology - the urban contract

Cities have been playing a bigger role as major protagonists both at the political level, and at the economic, social, cultural and Media levels. Today we can speak about cities as multidimensional and complex social actors. Thus they should not be mistaken with the local Governments despite they include it. The more articulation between the public administrations, in its different levels, and the public and private economic agents and organizations of the civil society, the greater the city becomes a social actor, namely the non-governmental organizations that can put forward demonstration projects and promote public participation in the cities. The major Latin American cities had also emerged, in the 1990's, as political and economic actors, articulating major structural projects of the city, that were actively participated by the public and private agents.

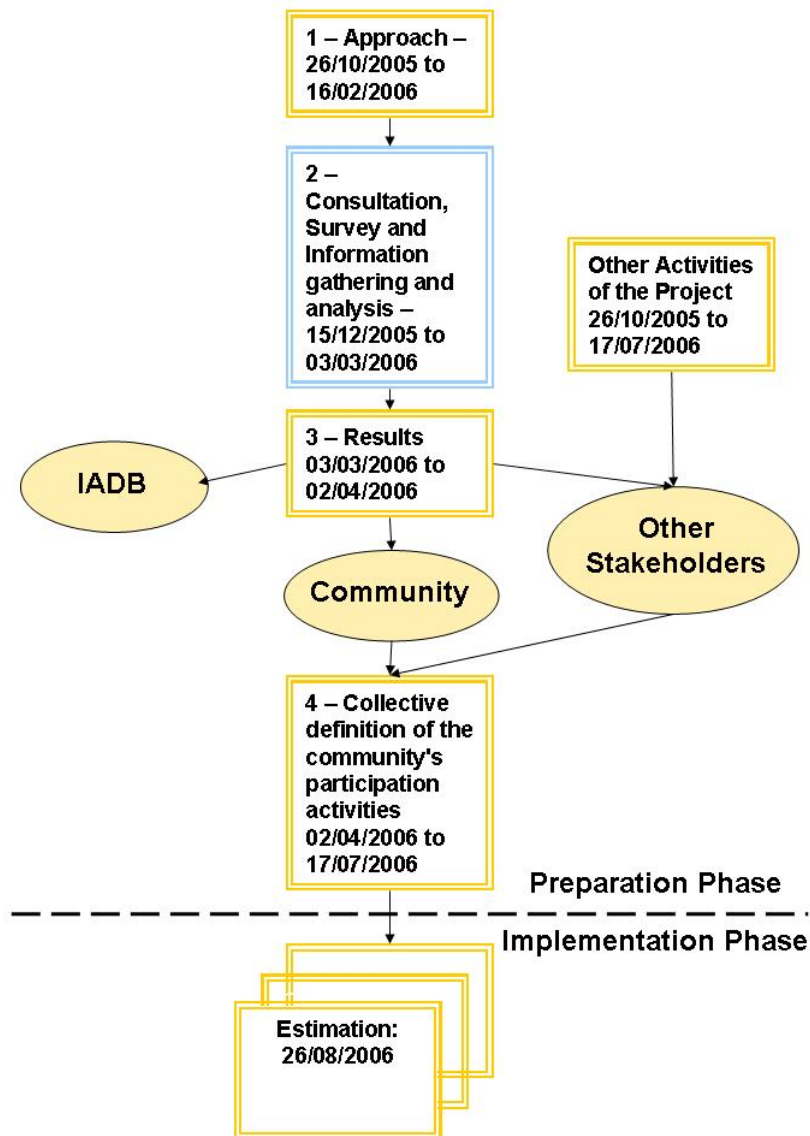
A **strategic approach** is basically a process that builds on the idea of thinking and defining desirable and possible futures - prospective - identifying **concrete measures and priority actions** resulting from a participated negotiation based on the analysis of the weaknesses and opportunities that arise in the present. It is an open process that gives a reference framework to support the decision-making and the daily management activities. The most important things are the procedures, the participation, the contractual agreement, the interaction and the continuity. But because strategic planning doesn't end in Strategic Plans, in this project it was our concern to establish a systematization of actors - entities, groups or people - that can be important to establish the Urban Contract as new paradigm of the relation with the Public Administration, namely the City Hall ("Prefeitura"), the Federal level, and the banking institution "Caixa Económica Federal".

METHODOLOGY AND PHASED INTERVENTION



In order to establish the “**Plan of Strategic Action**”, different urban diagnostics were evaluated and the problems and the fundamental solutions were identified (**weaknesses, opportunities, and measures**), which allowed the development of an Expedite Proposal for a comprehensive intervention in urban, social, cultural and economic dimensions, that is consolidated through a **Plan for Socio-Urban Rehabilitation, with concrete actions and pilot projects**. In each one of the analyzed domains a set of measures, actions and projects are presented, according to its relevancy, capable of initiating and boosting processes of change that can promote the re-qualification of the area and fulfill the Plan’s objectives.

The global objective of the strategy is to try to gather the will and the challenge of the community, and therefore to intervene, with the aid of the Inter-American Bank of Development, in one project that foresees the future in a programmed way.



A STRATEGICAL INTERVENTION for the qualification of the zone in the context of the Central Area of the City:

Aims:

- 1) The area requires an intervention aiming at addressing situations of consummated illegalities and degradation and action through pilot projects to serve as an example and reference for other interventions in Rio de Janeiro.
- 2) It is an area of special interest as the transition zone between “Gloria” and “Santa Teresa”, but nevertheless the benefits of the intervention must spread to the neighboring spaces, at the risk of not being able to entirely fulfill its objectives.
- 3) The limits of the intervention area were redefined and a property detailed survey with the correct extent and economy of scale was done, to consider the situations facing the law, lodged population, housing conditions, lacks, need and problems of the communities and its different framings, namely the nearby existing crime and marginal social contexts.
- 4) The participation process and the development of partnerships and interdependencies must be organized in order to involve all the stakeholders in the project and to establish the different responsibilities and roles to play, at the different levels within the planning units.
- 5) It is essential to define the different planning units, distribute responsibilities and create the network links of the system.
- 6) The intervention must be truly urban (comprehensive), in the built, social and cultural environment, the educational/recreational, touristic and economic fields and in the handcraft business, developing the links in between each other.
- 7) It is important to define planning/action units with scale economy and structured according to the community’s awareness, accepting some practical overlapping of units and *ad hoc* scoping.
- 8) The proposal should allow moving forward towards a new configuration that can be free from the bureaucratic rules of architecture and construction, giving way to a new and more creative approach, more real, participated, and incremental, accepting an emergency discretionary approach.
- 9) Moreover there is the need to reform the legal and administrative framework, finishing with marginal situations of technocratic origin, accepting diversified situations, under the orientation of a «post-modern» planning, aiming at the promotion of urban zones (in accordance with the framework found in the Statute of the Cities - “Estatuto das Cidades”).
- 10) The certification of urban zones according to the appropriate quality standards will prevent less transparent businesses than the heterogeneity of the different situations could facilitate.

Strategic Axis

Five Strategic Axis have been established that correspond to specific objectives, where the identified priority actions and projects will concentrate, in order to fulfill the general objective of **comprehensive re-qualification of the intervention zone and give symbolic projection within the city.**

Axis 1	Urban requalification and rehabilitation of public spaces
Axis 2	Rehabilitation of the built environment
Axis 3	Adequacy and revision of administrative and practical legislation
Axis 4	Development of tourism and culture
Axis 5	Promotion of entrepreneurship

Action Forms

The diagnosis, thematic reports and the participative process had allowed the elaboration of a set of forms with priority actions and the elaboration of a Plan of Actions whose timetable will be developed in accordance with the establishment of public-private partnerships (PPP). These forms are an unfolding of the five strategic axis of the Plan, and they indicate the problematic covered by the respective action, the stakeholders to involve, the possible sources of development resources, an estimation of the costs involved, an execution chronogram and the degree of priority according to the fulfillment of the Plan's objectives.

Forms were produced for the following **domains**:

- **Urbanization and housing:** Proposal 1 – Regularization; Proposal 2 - Infrastructure improvement and modernization; Proposal 3 - Re-urbanization of the two streets; Proposal 4 – Housing; Proposal 5 – Comprehensive patrimonial improvement; Proposal 6 - Improvement of the network of commerce and services; Proposal 7 - Improvement of public services; Proposal 8 – Strategic routes and cultural tourism; and Proposal 9 - Rehabilitation of the “Praça Sergio Cardoso”, in close relation with the “Largo do Curvelo”;
- **Education, Job and Empowerment:** Proposal 1 - Digital inclusion; Proposal 2 – English/Portuguese education; Proposal 3 - Cultural Center; Proposal 4 - Environmental education and Proposal 5 – Training for rehabilitation.

These actions must be carried out in an incremental way, giving great priority and visibility to the physical actions so that the population attributes credibility to the Plan. There is no doubt that only by organizing the community it is possible to find collective actions in defense of their interests, which reinforces the role of the Non Governmental Organizations (NGO), with the formal establishment of local residents organization. For that it will be necessary to create a platform of consensus between different actors, that sometimes can be conflicting, such as land and/or property owners, and lodgers.

Urban requalification and rehabilitation of public spaces

The “Santa Teresa” quarter is nowadays recognized as an important gastronomic, cultural, touristic and historical centrality of the city. It has been calling the attention of people in the city, mainly due to the concentration of cultural events that animate the diverse and active

cultural spaces open daily to the public, and hosting ten of ateliers of art (painting, photograph, sculpture, etc.), some of them opened the visitors all year round.



Only after 1994, the urban legislation has allowed again the construction of housing in the City Centre of Rio de Janeiro, as a consequence of the paradigm from the First Charter of Athens, when it was intended to privilege the implantation of the tertiary - offices and commerce in a fast vertical development of the city centre that has expelled the population to the suburban peripheries originating the “favelas” and also the “cortiços” and the “vilas” for the low income population, most of the times in an unhealthy habitat that has degraded along time, despite its high patrimonial value in frequent cases.

The population decrease in the center and the failure of installation of a renewed tertiary had caused the depopulation of the historical quarters of the central city, being the reversing of that situation the major urban sustainability challenge - revitalization of the Centre and the containment of urban sprawl in the peripheries.

Highlighting situations - deep socio-urban imbalances, social exclusion, disqualification of the public space and low urban image. Nevertheless a strong will and ambition for social inclusion and rehabilitation, revitalization and modernization of the urban fabric.

Deep-rooted trends - abandonment and obsolescence of the historical central areas and decline of the traditional centre after the exit of the resident population; degradation of housing with empty homes; growing of “vilas” (densification by backyard construction) and buildings “encortiçados” (transformed into “cortiços”), where 31 families live in a total of 90 people living in this situation, which constitutes for the residents, however, a more controlled and more favorable situation compared with living in the slum (“favela”) regarding safety and mobility issues in the city of Rio de Janeiro.

Emerging trends – Preservation of the specific identities of the quarters of “Sta. Teresa”, “Lapa” and “Glória”.

- Demand for the occupation of the historical central areas – “Lapa”;
- Reclamation of the identity of local culture and patrimony;

- Patrimonial and real estate valorization;
- Building up of an exchange platform with the quarters of “Sta Teresa” and “Gloria”
- Cultural exchange and development with the quarter of “Sta. Teresa”
- Articulation with the quarter of the “Gloria” concerning employment, services and transport (metro and bus), for the remaining city centre.

By proposing this re-qualification of this passageway we see it as a strategic one, in the context of the increasing revitalization that has been taking place in the surrounding area:

- “Santa Teresa” has been reinforcing its touristic profile in the gastronomic, cultural and accommodation “bed and breakfast” sectors, resisting somehow to the outflow movement of the population in 1960’s due to the unsafe conditions generated in the surrounding hills (“favelas”);
- The revitalization of “Lapa”, in the southern surrounding area, initially with a night life dynamics of discos and entertainment shows, and now with a major demand for housing as shown by the major success of the new development made in the place of the old beverage industrial plant of “Antártica”, as it proves the title in the “Jornal da Globo” newspaper (¹): “In less than two hours, 688 apartments of the condominium “Cores da Lapa” have been sold“. The high demand for housing in the center surprised even the constructors.”
- Rehabilitation of the “Caminho do Outeiro”, making in the quarter of “Gloria” a reference to Montmartre - «Paris is in “Gloria”». This project will provide a place for part of the street market who is currently installed in the street “Cândido Mendes” (²);
- The “Praça Paris” square, that has been recently re-qualified, will certainly be able to contribute to improve the urban environment and help to dissolve the image of an unsafe and degraded public space occupied by the homeless and street salesmen;
- Include the quarter of “Gloria” in the intervention strategy for the Bicentennial Commemorations of the Arrival of the Portuguese Royal Court in Rio de Janeiro (project of “sub-prefeitura”), where the above mentioned church should also make part of the delineated intervention strategy, being a valuable element;
- The “Cândido Mendes” street in the corner with “Hermenegildo de Barros” is in-between “Lapa” and the quarter of the “Gloria”, being the Switzerland consulate and the respective restaurant an attraction element today, as mentioned;
- Develop an urban design and landscape architectural project for the “Travessa Cassiano” who will become more of a “ladeira” (slope), a designation commonly used in “Santa Teresa”, but with a good public space project, namely reinforcing its scenic value, with places to stay and a small terrace on one of the buildings. A viewing system can be found here, overlooking the city of Rio de Janeiro, namely the Guanabara Bay, transforming this project *per si* into a tourist attraction element, who can use the Metro in Gloria making this areas more accessible and articulated with the “Travessa” and with “Santa Teresa”, as long as a safe and comfortable link is developed, which doesn’t happen today;
- Formation of a local technical bureau, to develop housing rehabilitation and improvement projects, regarding façades and small works, through participative

¹ “The effort of the municipal secretary of urbanism, Alfredo Sirkis, ended up being rewarded by the prompt reply given for the population to the first residential development launched in last the 30 years” – *in* “Morar no Centro”, Jornal Globo, 27 th. November 2005

² There are still other actions as stated by the Councilor of Flamengo that created the Cultural Route of “Gloria” .

experiences of the population in the urban re-qualification, which will contribute to the inclusion of less favored housing situations, and to solve eventual conflicts of interests;

- Develop simultaneously the execution of small housing rehabilitation works with the development of the Plan for Socio-Urban Rehabilitation, involving the “low income” population in the effort of the revitalization by identifying special skills and work force in the local man power, example: executing the project of the stairway in the “Travessa Cassiano”, including the construction works and urban art and handicraft.

There is an increasing demand for buying housing or land which demonstrates confidence of the investors and can lead to a social mixture and cohesion in the intervention area, without exclusion of the residents, having only to evaluate in the “Cortiços” housing who stays and who will have to leave, for health and safety reasons, and be re-lodged in the same neighborhood. In the old quarters the public space - the streets, squares and gardens - also play a fundamental role in the improvement of urban environment and habitat conditions. For the definition of the intervention strategy, apart from the urban re-qualification, it is necessary to develop new housing products and find who is interested in its production and selling - touristic promotion, cultural supply, art and handicrafts ateliers, public-private partnership and cooperation - security, urban rehabilitation, etc.

3. Measures and Proposals - Public Space Components

- Rehabilitate, qualify and improve public spaces – Urban design and landscape architectural project of the strategic axis of “Hermenegildo Barros” street, “Travessa Cassiano” and “Praça Sergio Cardoso”;
- Make road access by car compatible with the physical structure of the urban fabric and social living of resident population of its population, organizing parking along the street;
- Implement hierarchy and articulation of road network infrastructure with pedestrians;
- Cultural re-animation;
- Make use of the still existing urban voids for constructing social equipment or public places of stay;
- Maintenance of the biggest possible number of resident population, providing the intervention with the highest urban quality to attract and establish population;
- Control of the functional dynamics aiming at preventing any form of exclusion and depopulation, and avoid mischaracterization of basic features of the area: an essentially housing character, types of commerce and other productive activities that can add value and promote multifunctionality (3). Example: School of conservation-restoration of cultural heritage, in line with the similar success case presented by the City Hall of “Victoria”;
- Maintain the existing and promote the installation of new revitalizing activities in the area and surroundings, namely of cultural and leisure nature in articulation with the quarter of “Santa Teresa”.

³ in accordance with the principles of the New Charter of Athens 2003 (ECTP - European Council of Town Planners)

- Conduct a survey, with the collaboration and help of the community, of the lacks and needs for collective social equipments and public places to stay;
- Create conditions for the emergence of facilities and services within the neighborhood, namely commercial activities, and incentive its modernization;
- Reutilization of old buildings for the installation of functions that dignify the area.

The alterations and transformations proposed for public spaces (street profiles, sidewalks and pedestrian areas, green areas, urban furniture) must be developed by means of a Detailed Plan of through Public Space Projects.

4. Actions and Pilot-Projects

“Santa Teresa” benefits from close proximity to some typical spaces of the Central Area of Rio de Janeiro to which there is great interest in rehabilitation and revitalization. A good connection between those spaces and the area of “Santa Teresa” can only contribute for the entire improvement of the urban setting. Starting from “Rua da Gloria” one can find the sequence of the “Cândido Mendes”, “Hermenegildo de Barros” streets and the “Travessa Cassiano” which leads to the “Praça Sérgio Cardoso” and “Largo do Curvelo”, an important point of confluence of main streets of “Santa Teresa”. This functional link requires, however, the rehabilitation and regeneration of the “Travessa Cassiano” - that serves as a shortcut - and the initial sector of the “Hermenegildo de Barros” street, with the complementary advantage of being able to constitute one more cultural value and a tourist attraction passage route by it self - enjoying of views of the Guanabara Bay, and passing along buildings of outstanding esthetic-cultural interest and offering a typical urban landscape, with very interesting potentialities for social cohesion and supporting activities for visitors, from gastronomy, information and contact with local popular culture and artisans that NGO BSAG has already been developing through the education and social promotion initiatives.

The Valorization Project of the passage route linking “Gloria” to “Santa Teresa” has the objective of eliminating the SITUATION OF MARGINALIZATION OF THE AREA AND TO REINFORCE ITS ARTICULATION ROLE between the two quarters.

Collected suggestions from the community in the participative process

In the process of approaching and consulting the community the technical team learned that a proposal developed by the community already existed and was presented to the local government of the city of Rio de Janeiro for the rehabilitation of “Praça Sergio Cardoso”. The community has also pinpointed the following needs and aspirations they would like to be met:

1. Change the location of the children playground area;
2. Installation of new recreation equipment;
3. Installation of new illumination equipment;
4. Installation of new equipment for selective urban waste collection;
5. Installation of new public bathroom and toilet facility, with charged and controlled access and cleaning services;
6. Gaming tables;

7. Construction of barbecue facilities and water sinks;
8. Trimming, parasite removal and disease treatment of the trees;
9. Land care, plantation of green plots and plant containers;

For the security of this area we propose the installation of a police station in the “Curvelo” station. In this same location, a tourist information point could also be installed, with the aid of trained local junior guides recruited among the community.

Urban Project

Within the established priorities a level of «highest priority» was given to the Valorization of the Patrimonial Set (proposal 3) and to the Rehabilitation of “Praça Sergio Cardoso” and the urban setting that form the corridor “Hermenegildo de Barros” > “Travessa Cassiano” (proposal 9), and a «high priority» level to the reinforcement of the Cultural Center. These highest priority proposals must not be dissociated and they shall constitute one comprehensive integrated urban landscape architectural project, taking into account the re-qualification and appropriation of the public space by the residents and visitors. In fact, the identification and valorization of the patrimonial values of a "space", have the capacity to not only add endogenous value whilst reinforcing self-esteem among segregated populations, kept marginal to the society and promoting their social integration and combat the degradation of the built environment with patrimonial value, but also add an exogenous value capable of giving more projection of this intervention amongst the set of projects that the City hall is developing for the revitalization of the Centre of Rio de Janeiro (Down Town Rio) and the commemorations of the Bicentennial.

“Rua Hermenegildo de Barros”

Considering the “Hermenegildo de Barros” street as the main road in the route system, it was considered very important to redefine its profile at all its extension, organizing parking in the first place, along the lower part of the road that has more traffic and it becomes chaotic as one get closer to the “Cândido Mendes” street. Being so an ideal minimum road width of 6,00m was considered, for double lane, where a band of 20cm for horizontal signing defines the car lanes. The redefinition of the middle separation line guarantees 1,50m free for parking, returning to the original profile of the roadway with a sidewalk of 1,47m width. In the narrowest stretches, where a 1,50m for parking lot was not possible, parking space for motorcycles and bicycles is proposed, with the respective urban furniture for safe parking of these vehicles.



In the upper part of the roadway, the profile was modified due to widening of the sidewalks, which are very narrow in some stretches. The basic project has also considered the replacement of the pavement in stone parallelepipeds and the recovery of the old stone pavement in granite as a way to protect and to value the historical environment. The adopted illumination solution has also the same purpose besides guaranteeing the security of people. The urban design and landscape architecture of this roadway was studied in order to get a "camouflage" for some lateral building façades and high walls of ugly appearance, mainly in the latest stretch towards the end of the street. Apart from valuing the sets of historical building façades, the architectural framework was respected.

The steep sloped abandoned and empty spaces or "socialcos", currently bringing a depressing look to the street, receive a specific treatment by means of a detailed landscape architectural projects, namely: "Baixo Santa" Pocket Park and Playground "Baixinho Santa", respectively (see lower maps of the "Hermenegildo de Barros" street). The "Cândido Mendes" street was also contemplated in the project aiming at its articulation with the "Hermenegildo de Barro" street, as it is located between the "Lapa" and the quarter of the "Gloria".

"Baixo Santa" Pocket Park

In an area of 223,00 m², delimited by a rocky outcrop, the installation of a pocket park is proposed as the New York pocket parks - places with amenities for resting. The park will have a closing gate to prevent invasions and vandalism, will hold cafeteria as supporting service that will also take care of its maintenance and conservation, and be responsible for the closing gate in the night. It should work the same way as the "pockets" of New York: a concession for a public space use. This pocket park was named "Baixo Santa", an affectionate reference of the "Cariocas" to the places located in the higher and lower parts of the city of Rio de Janeiro.



The small square deserves to be targeted by this intervention as it is part of the whole route. The place was occupied in order to take best advantage of all its elements - the slopes, the rock outcrops, the descending flow of waters in the open sky, and even the most conflicting elements as the wall constructed to support the hillside. Being a narrow and long sloped terrain it was decided to create three "plateaux" in three different levels, with places to stay, having at the end, a waterfall in the rocky outcrop in an iron (sac) profile crossing an oblique wall of coarse rocks fitted in the rock outcrop. This is the focal point of the project at the end of the intervention area in its upper part. A rectangular sitting area develops around a water mirror, with a linear seat embracing the set - five trees set on a tray marked on the floor give shade and dramatize the public space created with the naked black rock contrasting with the red flowers.

Descending towards the entrance gate, on the right, another place to stay, in the level below the cafeteria, with a linear seat in the sidewall made in concrete, marked by two trees contrasting with the white texture of the wall in the background. The project has imposed itself to the terrain by overcoming its barriers in a successful and enjoyable way.

“Baixinho Santa” Playground

The first level of a confined area was reserved to a small yard scene with coarse sandstone floor and two big rustic wooden tables that can also be used as urban furniture for children to develop their drawings, paintings, and create their own universe. In this scene we can have hanging clothes on a rope and ropes with hanged “pipas” (kites). The façades could be constructed with demolition materials acquired in the region - different doors and windows "sewing" each other the façades such as patchwork.

In the third level there is the “Parquinho” toy playground, using the existing green space with natural floor, stone framed gardens along the sidewalls and the supporting wall, and making use of a small retaining wall for better growing of trees.

The “Travessa Cassiano”

The “Travessa Cassiano” is a street with rather *sui generis* features namely due to its scenic value. With unique characteristics for pedestrian mobility, this street originally had a “pé-de-moleque” pavement, a walk made of irregular rounded stones, much used in the colonial period. The proposal of this project sees the “Travessa Cassiano” not only as an essential focal point, but also as a nexus of local identity, thus a cultural value that must be carefully

preserved. The "Travessa" is the heart of the passage route, and any modification to its spontaneous and specific vernacular architectural context, could damage the sense of belonging that is responsible for the maintenance of the identity and of the citizenship level among the local population. The proposal emphasizes the idea that the collective memory shall be materialized in the names of places, monuments and even architectural typologies. Being so, all the revitalization work of the "Travessa Cassiano" must be a collective effort that shall involve all, from Public Local Government to the whole community, because defending and to preserving the traditional spaces of the city constitutes, definitively, a basic and fundamental element for the democratization of the society.



The first action was to give back to the "Travessa Cassiano" its condition of pedestrian street, reconstructing the stairway in the initial stretch with a comfortable profile and allowing the possibility of occasional car or emergency vehicle access. The stairs have steps of 45cm platform and a mirror of 8cm, gaining 10cm every step, with a low inclination of 4%. The second action was to redraw and give a new configuration the stairway of "Vila", using platforms and small staying areas or resting places with seats and gardening, turning access to the doors-sills more comfortable and enjoyable, with landscape design treatment using with flower and climbing plants.

This project has reached its objective of urban space renewal and re-qualification, which in parallel with the Architectural Revitalization Project, has given a new "face" to the façades of the housing set, increasing considerably the inhabitants self-esteem. The third action came from a challenge - a proposal that could transform the steep slope way up of the passage route, not only into a pleasant experience but also a unique and memorable one that could add value to the touristic potential of the place by taking advantage and incorporating the viewing system.

Being a steep slope stairway where the walls and side walls are badly treated and degraded, contributing to a monotonous and tiring way up, and because it is the worse stretch - a land of nobody - the option was to transform that stretch of the stairway into the most pleasant and enjoyable one. Leisure, a basic activity for the socialization, has on the street one of its many possible domains and certainly not the least important one, given the variety of experiences that can lived. And why not an educative leisure? "The street pedagogy, the street as *methodo* is the basic means of elaboration of citizenship and civility. The citizenship is the conviction of self-belonging to a social universe that shares a set of social representations and relations."(4) The collective appropriation of a space can act as a strong support for a wide variety of uses. To simply name a street and assign to it the solely function of a pathway is to cut out all of its many other possible meanings. As the different uses vary, the relations circuit that constitutes the public life in the collective use spaces, that in turn put people in contact, incorporating strangers, and also guaranteeing the security that also results "from the many eyes and the many responsible ones for the street". (5)

From there came the idea of "A TRAVESSAndo Santa", a kind of open sky museum that would "speak" about the history of the quarter, as a guide to the visitor who will gain knowledge about "Santa Teresa", little by little along the passage route upwards on the stairway. A little of its memory, its notorious personalities and their interesting stories. There in the "Travessa" Manoel Bandeira, the famous poet, lived and played as a child, something which he writes about it in one of his poems. It is here in the "Travessa" that "Santa Teresa" would have descend, in all its "Gloria" to insinuate her self to the people walking by. The museum goes until the last plateau in the form of a "deck" in the turn within the stairs, and from there the "Travessa" continues entirely renovated until reaching the "Dias de Barros" street, accounting for a total passage route of five "plateaux", with 17 panels distributed on both sides of the wall.



^{4,5} Santos and Voguel, Carlos Nelson and Arno, Urban Renewal, Rio de Janeiro, IBAM.

“Praça Sérgio Cardoso”

The “Praça Sergio Cardoso” is at the end of the passage route at the highest altimetry point in project intervention area, where the “Travessa” stairway reaches the “Dias de Barros” street. In this square there is a small belvedere delimited by a balustrade, and from there one can see the best panoramic view of the Guanabara Bay, being a very popular place to take pictures.

The square is developed in "plateaux" that descend until reaching an intermediate level to access the houses, connecting further below to the “Travessa Cassiano”. Today the state of the square is deplorable and its different levels are badly used. The bust of “Sergio Cardoso”, who gives the name to the square, is somehow hidden in a corner location.

New "plateaux" in the form of "decks" have been created for magnifying and make better use of the open area, taking advantage of the undulating topography and the viewing system. A major "deck" was drawn in a steep sloped area for multiple activities, such as “capoeira”, which is very popular locally.



5. Instruments and implementation process of the Plan

It is in this last stage that the strategic process truly materializes, and the participation has a mobilizing and framing central role in making the necessary adjustments to the different actions and projects previously identified, and also in identifying new projects and/or critical subjects. More than participating, the different stakeholders will act, becoming truly partners responsible for the changes implemented. The contractual relations (partnerships) become the key instrument. In this stage the monitoring process is very important, making use of indicators (of effectiveness, result and impact) in order to evaluate the performance of the Plan and to foresee the adjustments and/or modifications that arise as necessary.

The fulfillment of the planning objectives and the choice of the best form of materializing those objectives in the urban spaces, is nowadays achieved only through an active participation of the populations, local elected politicians and professional technicians, in order to interpret and meet the aspirations and interests of the respective communities, with the technical and financial resources of local governments (City Hall).

Present city planning activities will have to start by the denying rigid decision processes, introducing flexibility in the formulation of development policies. This attitude requires negotiation between political power and the local stakeholders that operate in the territory – a pact with economic agents and population – which is as more efficient as it is established in due time. Active mediation conducted by urbanists should be the way to find agreements.

In the planning practice, the participation of the population must be present along the process, through large consultations and continuous contacts, aiming at obtaining the desired information, auscultation of claims and needs, and to help to formulate the objectives that address the specific problems of the community. It is by building on the systematization of these elements, and by closely follow the public opinion expressions, that the strategical intervention matrix is progressively delineated - Management by Objectives (MBO) - and cannot come from a top technocratic vision, from some "cabinet", but instead be developed

consensually and collectively among the different "actors" that intervene in the city, and that must therefore take part in the planning strategy.

Therefore there is an absolute need for generating consensus and making compatible the different interests in the game - public or private – in order to minimize conflicts amongst the community, and assuring that the "public intervention is present in due time and follows the strict application of law", thus being able to efficiently guide private initiative in a comprehensive and holistic sustainability perspective in managing resources. Active mediation will look for 3rd solutions, to be supported by all partners.

Building a shared Vision

The participation process in the elaboration of the Plan occurred in three phases:

Phase 1, with duration of 4 months, has developed through thematic meetings with groups of locals (Healthy Housing, Public Space/urban infrastructure, Property/Legal Aspects, Entrepreneurship and Profit Generation), opened to the community and they allowed the identification of natural leaderships, economic entities, local residents groups, economic agents and other existing actors, searching to guarantee the equity in the relation of all the segments affected by the Project. In these meetings the aim was to gain knowledge about: a) what are the community's aspirations and/or needs; b) what the community expectations of the project; c) the strengths and weaknesses from the community's point of view (best practices, actions, sustainability, identification of local skills and competences); d) informal groups and their situation (living of street, ambulant or others); e) community's public opinion concerning housing, employment and income, public services, and f) capacity for participation and/or contribution to the Project: financial, workforce, in internal and public space costs, and g) possible solutions to the problems.

Phase 2, with the duration of 3 months, consisted in the researching and surveying for property ownership and socio-economic characterization of the local population; the accomplishment of the consultation process concerning their aspirations and alternative solutions that could add to the Project and analyzing of all this information. This means that not only the community was informed about the project, but mainly that their opinions and ideas were heard and they have participated actively, bringing specific knowledge of their own reality. This phase allowed the discussion of the strategy for the Plan and of the different Actions in it, supplying clear indications for its elaboration that result from the confrontation of the participative process in both its quantitative (property ownership) and qualitative (specific and thematic meetings) and the agents of the civil society.

The last phase, with the duration of one month, consisted of the dissemination of the research and consultation results, in a participative way, to the group of stakeholder of the project: resident members of the community, technicians, private institutions, public local government, partners, project team and other involved entities, aiming at leveling of information (knowledge) between these different actors and searching support from Media for external visibility of the project.

The Public Power

It was through the presence of the InterAmerican Development Bank (IADB), that the community obtained their first contact with the Mayor Cesar Maya and different government executive secretaries, among them the secretary of urbanism, with the objective to solve problems of basic sanitation and public health. The community should increase the proactive

actions - a strategy to approach Public Power could be the establishment of "commissions" that would organize the signing of petitions demanding specific improvements - i.e. need for immediate action concerning the problem of waste water running on the surface of "Travessa Cassiano", a serious problem that affects public health and the built environment of the area. These commissions would also have the responsibility of making the link with Media.

The proposals, measures and actions/strategies that constitute an integrant part of this Plan and that are of exclusive responsibility of the public sector, must be duly informed to the respective public services responsible for planning and programming the activity of the City Hall or to other agencies and/or institutions so that action programming can take place through the establishment of protocols, aiming at defining competences, responsibilities and obligations between the City Hall and those entities and to program the calendar for the different actions.

Possible national and international partners

The NGO "Baixo Santa do Alto Gloria (BSAG)⁴ in partnership with several local agents must continue to lead the process of gathering resources from potential partners and identifies financial partners, in possession of an introduction letter from the IADB. For that it must make use of the set of actions identified in the Plan and summarized in Action Forms. The possible financial/social partner shall be selected in line with the principle of adjusting the profile of the institution/intervention field to the nature of the action proposed. The unfolding of the Plan into a set of smaller actions makes possible to move forward in simultaneous fields, without compromising its integrated approach, and providing a faster response from public and private entities.

The obtainment of new and additional resources and the construction of new partnerships will have to be strategic issues for the execution of the Plan during next the six years. New realities will arise, which will demand new and different interventions.

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