

# URBAN ACUPUNCTURE THROUGH CREATIVE VILLAS IN SANTOS CITY, BRAZIL

## ACUPUNTURA URBANA A TRAVÉS DE LAS VILLAS CREATIVAS EN LA CIUDAD DE SANTOS, BRASIL

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### **KEY WORDS**

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groups.*

### **PALABRAS CLAVES**

*Acupuntura Urbana, Economía  
Creativa, Santos, Brasil, Inclusión  
Social, Desigualdades Sociales, Centros  
Culturales, Grupos Vulnerables.*



## Abstract

*Santos is a coastal city in Brazil with excellent indicators such as the Gross Domestic Product of US\$ 7 billion, making the city one of the 40 wealthiest cities in Brazil, with high quality of life, appearing in several rankings as the best city to live in the country and the Human Development Index, ranking 6th in Brazil. However, there is a point of concern, the city deals with great social and economic inequality among its districts. So, aimed at fostering social inclusion and cohesion, the municipality adopted the creative economy as a factor of sustainable development, implementing small-scale interventions in vulnerable districts, called Creative Villa (Vila Caritive, in Portuguese). They are cultural centers installed in vulnerable areas, focusing on creative economy fields such as gastronomy, film, music, design and crafts helps vulnerable groups like homeless people, sole mothers, young people and rehab drug addicts, providing platforms for their social and political capacity building, fostering notions of cultural belongingness. In these cultural centers people can interact with each other and enjoy learning about culture. This article will analyze the elements and characteristics of these Creative Villas, which were implemented by Santos Municipality in an empirical way, as well as it will be provided a theoretical analysis, and a review considering the Urban Acupuncture elements.*

## Resumen

*Santos es una ciudad costera en Brasil con excelentes indicadores, tales como el Producto Interno Bruto de 7 mil millones de dólares, lo cual convierte la ciudad en una de las 40 más ricas de Brasil, con alta calidad de vida, apareciendo en varios rankings como la mejor ciudad para vivir en el país y ocupando el sexto lugar en Brasil en lo que se refiere al Índice de Desarrollo Humano. Sin embargo, hay un punto de atención. La ciudad presenta significativa desigualdad social y económica entre sus distritos. Así, con el objetivo de promover la inclusión y cohesión social, el municipio adoptó la economía creativa como factor de desarrollo sustentable, poniendo en marcha intervenciones de pequeña escala en distritos vulnerables, por medio de las llamadas 'Vilas Criativas'. Ellas son centros culturales instalados en áreas vulnerables que utilizan los campos de la economía creativa, como gastronomía, cine, música, diseño y artesanía, para atender a grupos vulnerables formados por habitantes de la calle, madres solteras, drogadictos en rehabilitación y jóvenes, proporcionando una plataforma sólida para el fortalecimiento de sus capacidades sociales, civiles y políticas, a través de acciones de capacitación, que promueven las nociones de pertenencia cultural. Este artículo analizará los elementos y características de esas villas creativas que fueron implementadas por el municipio de Santos de forma empírica, además de un análisis teórico y una revisión considerando los elementos de Acupuntura Urbana.*



## Introduction

The United Nations expects 70% of the world's population living in cities by 2050. Notably, the current fast urbanization, unprecedented in our history, is a major point of concern reflected in the New Urban Agenda in the Habitat III, adopted in October 2016. Moreover, it's aligned with the UN's Sustainable Development Agenda, with the overall goal of reducing poverty and inequality by 2030.

At the same time, contemporary cities lack solutions focused on the emerging issues of new societies and scenarios, able to transform the urban context, in a sustainable and faster way. Sometimes, the elaboration of local urban policies can't figure out the needs. In this perspective, the Urban Acupuncture, translated into small-scale interventions, such as the needles in the traditional Chinese technique, could generate transformative results.

Urban planners and researchers on the subject highlight that Urban Acupuncture can be accomplished through various tools, such as urban mobility, housing projects or a habit change, such as the opening hours of stores and businesses in a specific street. In Santos, a Brazilian city recognized as a creative city of UNESCO in 2015, cultural centers called Creative Villa have been implemented aiming reduction of social inequalities, using creativity as a factor of sustainable development.

Indeed, it could be timely to analyze the adhesion of this model to the theoretical framework on the field of Urban Acupuncture, as it was implemented empirically in Santos.

Under those circumstances, the detailed analysis will allow the extraction of conclusions on Santos model's validation, effectiveness, as well as possible improvements on the Creative Villa program.

## Objectives

- Outline the main constituent elements of the Creative Villa;
- Analyze the adherence of Santos Creative Villa to the theoretical references on the Urban Acupuncture; and
- Identify opportunities for improvements on the Creative Villa model, from the perspective of its purposes.



## Method

The fundamental method used in this work is the interpretative research, essentially that one in the inductive line, as well as the qualitative studies.

In effect, the program, that was empirically implemented, will be analyzed from the perspective of theoretical conformity. So, the description of program's environment will be of paramount importance, supported by the available statistical data and some qualitative information.

Firstly, the general scenario of Santos city will be described, emphasizing the social and economic spheres that underpinned the Creative Villa implementation. Afterwards, the article will provide the details concerned to Creative Villa's implementation and scope, as well as a specific field of analysis will be delimited to provide a pragmatic theoretical review.

Further, it will be carried out, the evaluation of the empirical experience in conformity to the main theoretical references on the subject.

As can be seen, the inductive research will be the grounded theory, with all its stages: collection of empirical data; analysis; and the delimitation of existing theories related to the Urban Acupuncture. The works of Casagrande and Lerner will be highlighted, as well as references to Bohigas and Matta-Clark.

All things considered, a conclusion will be presented, relating the empirical model to the theoretical framework, as well as it will be indicated paths and actions that may serve to improve the program in its goals, considering the compliance with the doctrinal construction involving Urban Acupuncture.

## Scenario

### 1.1. Santos City

Santos, a Brazilian coastal city in Sao Paulo State, recently took the leadership on urban planning, in the ranking carried out by Urban Systems Consulting, which considers aspects such as local urban policies, investments in innovation and technology, infrastructure works, urban mobility, afforestation policies and programs, as well as an integrated plan aimed to turn the city into a smart city. Also, according to the Brazilian weekly news magazine *Veja*, Santos is recognized as the best city in Brazil in 2017 a the global analysis considering themes as follows: education, health, public security, housing, income per capita, inequality and efficiency of management. The analysis is based on data from organizations or research entities, such as UNDP – United Nations Development Program, IPEA – Institute for Applied Economic Research, IBGE – Brazilian Institute of Geography and Statistics and the Medicine National Council, among others.



Santos, which has 437,742 inhabitants and is located 73 km from São Paulo, the biggest Brazilian city, has the Human Development Index of 0.840, considered very high by UNDP – United Nations Development Program. On the other hand, the city hosts the largest sub-standard settlement composed by stilt houses without sanitation in Brazil.

Indeed, Santos has districts, such as Boqueirão, on beachfront, with HDI of 0.956, higher than Norway's index (0.949 - the first country in the world ranking), and other districts that would rank at least 120 positions below, such as the Vila Gilda district. The Gini coefficient in the city is 0.47, confirming the social inequalities. Truly, Santos has three main vulnerable areas: 1-) the Hills: housing in risk areas, 2-) Northwest Zone: stilt houses without sanitation; e 3-) Old Market District, including the Vila Nova and Centro Paquetá neighborhoods: tenements with multifamily housing.

Must be remembered that priorities like social inclusion and cohesion, housing, sanitation, culture, among others are goals or guiding principles of the Santos Urban Development Master Plan (Municipal Complementary Law n. 821/2013) designed in 2013, which also highlights the 'right to the city' in its article 3. Markedly, the previous edition of the Santos Urban Development Master Plan, already provided the 'right to sustainable city', in 2011 (Complementary Law n. 731/2011, article 16, III).

However, as a legislative instrument, although it has been elaborated based on a complete and well-done diagnosis, with broad participation of civil society, containing general guidelines for the successful urban development, the Urban Master Plan is not always able to translate the transformations and real needs of the modern and contemporary cities.

It is undeniable that the implementation of larger urban interventions, for instance those ones concerned to urban infrastructure and mobility, when well planned and executed, can positively transform the reality. On the other hand, they usually require large financial investments and reasonable time for completion.

Hence, in certain scenarios and especially considering the fast current society, it is necessary to conceive ideas for small-scale alternatives to make urban transformations feasible, in a shorter term.

## 1.2.The Creative Villa

In Santos, the CODESO - Coordination of Social Development Buildings, linked to the Municipal Secretariat of Social Assistance, aims to *'stimulate skills, abilities and potentialities and to foster people's access to the labor market, also working on socialization process, autonomy building, self-esteem improvement, personal empowerment, struggling to overcome life obstacles, aiming to achieve the social development'*. CODESO have been serving in the region of Old Municipal Market at least since 2005 (Municipal Decree n. 4467, of 3/10/2005, Municipal Decree n. 5487, of 01/07/2010, Municipal Decree n. 6512, of 08/26/2013 and Municipal Decree n. 7738, of 27/04/2017).





In the meantime, on January 1<sup>st</sup>, 2013, with the inauguration of Mr. Paulo Alexandre Barbosa as the 71th mayor of Santos City, a new team was appointed to the city management, such as the Municipal Secretary of Social Assistance, Rosana Maria Russo André Leite Soares and the Coordinator of Social Development Buildings (CODESO), Débora Scheffer Marques. From then, CODESO started to move its strategic guideline, focusing on achieve the urban productive inclusion axes of the Brasil Sem Miséria Program (Brazil without Misery - own translation) released by National Government, which aims an *'integrated set of actions guided by different policies, with social protection actions provided by social assistance services to achieve social participation, protagonism promotion, citizen participation, and access to the labor market, besides the social mobilization for the construction of collective strategies.'*

The Old Municipal Market region is one of the most vulnerable in the city, widely known because of the tenements, where families cohabit rooms that don't meet health and sanitation standard requirements. Being that, it should be pointed out that according to the Santos Housing Municipal Plan (Santos City Hall, 2009), there are 9,221 families living in cohabitations in the city.

Figure 1 - Santos City Map, identifying the Old Municipal Market region (GoogleMaps with own work, 2017)

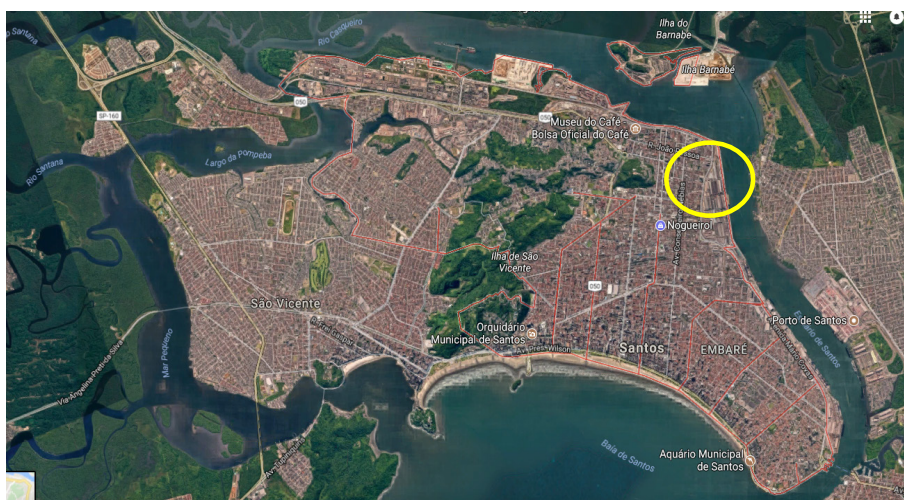


Figure 2 - Santos Old Municipal Market Region Map, identifying CODESO (GoogleMaps with own work, 2017)





Therefore, considering the region's vulnerability and the willingness to provide a warm welcome to the people attended there, essentially rehab drug addicts, homeless people, elderly people, low income women and young people, among others, the CODESO team started to undertake the building renovation with simpler actions such as wall painting, furniture restoration and making of new decorative objects from recycled materials. The renovation was carried out by the local workers themselves, and the sustainability was the basic premise. The result was the Creative Villa, released in July 2014, with this name attributed by the Municipal Secretary of Communication and Results, Rivaldo Santos de Almeida Junior.

Figure 3 – CODESO, before the renovation (Débora Marques Archive, 2014)



Figure 4 – CODESO, after the renovation, already as Creative Villa (Débora Marques Archive, 2014)



The originally degraded area gained a fresh look. The revitalization brought greater pleasure to the daily work of those who serve the population and the feeling of greater acceptance and warm welcome to those who use Old Market Creative Villa services.

After this first experience, five other Creative Villas were installed in vulnerable regions: Northwest Creative Villa, in August 2015; Hills Creative Villa, in October 2015; Old Market Ecofactory, in June 2016; Caruara District Creative Villa, in September 2016 and Progress Villa Creative Villa, in July 2017. In addition,

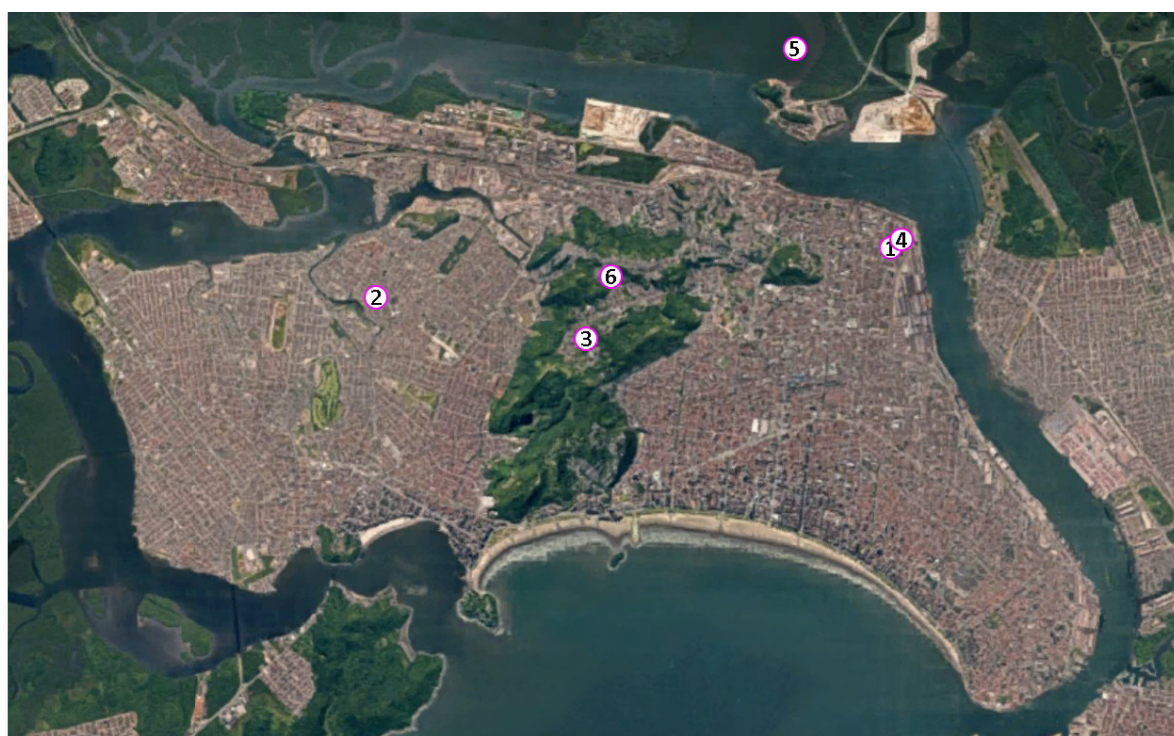




the first Old Market Creative Villa had been expanded in January 2016.

The Creative Villa are cultural centers runned by Santos Municipality, in partnership with civil society organizations that use the creative economy fields, essentially those recognized by UNESCO (gastronomy, crafts, cinema, music, technology, design and literature), to promote sustainable development through self-esteem strengthening, social inclusion and cohesion, capacity building and providing access to culture with engagement of audience in culture works. Also, the Creative Villa offers a public space for social coexistence, where people can exercise their civil capacities, critical reflection and can build their autonomy for the social conviviality.

Figure 5 – Map of Creative Villas in Santos (GoogleMaps with own work, 2017)



*Subtitle*

- 1 Old Market Creative Villa (Vila Criativa Mercado)
- 2 Northwest Creative Villa (Vila Criativa Zona Noroeste)
- 3 Hills Creative Villa (Vila Criativa Morros)
- 4 Old Market EcoFactory (Ecofábrica Mercado)
- 5 Caruara Creative Villa (Vila Criativa Caruara)
- 6 Progress Villa Creative Villa (Vila Criativa Vila Progresso)

Notably, between 2014 and 2016, the Creative Villas had been offering about 1500 slots in capacity building workshops on creative economy fields, such as crafts, music, design and gastronomy.

### 1.3. The Old Market Creative Villa

In view of the objectives of this article, essentially the need to delimit the program constituent elements, it





was chosen the Old Market Creative Villa as a pivotal point of analysis. It will ensure the required pragmatism. Consequently, in this section it will be provided more information related to the Old Market Creative Villa.

As already reported in item 1.2 above, this first Creative Villa, implemented in July 2014, quickly showed positive results and expansion needs, what was provided in January 2016, when a contiguous property owned by Santos Municipality was renovated to host the Creative Villa services.

Important to realize that the Old Market Creative Villa is located near the Old Municipal Market, a region that covers the neighborhoods of Vila Nova and Centro Paquetá, which have 4,476 dwellers in total, according to the latest census conducted by IBGE – Brazilian Institute of Geography and Statistics, in 2010.

Figure 6 – Old Market Creative Villa and its expansion area (GoogleMaps with own work, 2017)



In a matter of fact, unlike the first installation, which was renovated by the local workers themselves, the expansion of the Old Market Creative Villa was made by the Municipality of Santos, with funds of US\$ 140,000 provided by the Santos Annual Solidarity Dinner 2015.

It is relevant to stand out that the monthly cost funded by the municipal, federal and state budget, with transfers to the Municipal Social Assistance Fund.

Figure 7 – Expansion of Old Market Creative Villa (before) (Débora Marques Archive, 2016)





Figure 8 – Expansion of Old Market Creative Villa (after) (Débora Marques Archive, 2016)



Additionally, it should be highlighted that the implementation of the first Creative Villa was based on local social assistance policies, which have been developed in line with the national policies, especially the Brazil Without Misery Program. The process wasn't assisted by Municipal Secretariat of Urban Development or had any motivation directly and consciously related to urban planning for the region.

Since July 2014, the Old Market Creative Villa has been offering activities and workshops on gastronomy (bakery), crafts (general arts, painting in wood), music (DJ workshop) and design (sewing, fashion customization). With the expansion in 2016, vacancies were added in those courses and others were shaped in fields such as crafts (banana leaf fiber art) and design (furniture and decorative objects renovation). In addition, the Phoenix Program (Programa Fênix, in Portuguese), aimed at solving the homeless people issue, through their inclusion in the labor market, was also installed there. All courses have additional activities aimed at strengthening civil, social, political and entrepreneurial abilities.

Table 1 – Slots in courses per month, yearly (Own work, 2017)

	2014	2015	2016	2017
January	NA	-	-	30
February	NA	-	30	-
March	NA	48	30	-
April	NA	40	30	30
May	NA	-	10	-
June	NA	155	27	60
July	-	-	18	30
August	68	-	26	-
September	-	-	37	30
October	45	20	16	30
November	20	-	-	-*
December	60	-	-	30*
TOTAL	193	263	274	290

\*Prediction



Above all, the people in social vulnerability targeted by Old Market Creative Villa are registered by Secretariat of Social Assistance, because they are beneficiaries of income transfer programs, especially Bolsa Família (Brazilian Family Income Transfer Program), a national program operated by the municipality, as well as they are composed by homeless people, young people from the age of 16 considered at risk or attending mandatory measures for committing an forbidden act foreseen in the criminal law.

The coordination team reports the extreme social vulnerability of some of those served there, in the sense that they are intellectually unprepared for the labor market, which in some cases have been preventing them from acting as entrepreneurs or from getting placement as employees in companies. Anyway, social interaction and capacity building, as well as cultural activities are ensured to the people served at Old Market Creative Villa.

It is important to highlight that the National Government Transparency Portal shows the total of beneficiaries of Bolsa Família Program (Brazilian Family Income Transfer Program) in Santos:

Table 2 – People attended by Bolsa Familia Program in Santos (Own work, 2017)

	2014	2015	2016	2017*
Bolsa Família (Brazilian Family Income Transfer Program) beneficiaries*	8216	8679	9137	8491

\*Data from January to October 2017

The available data doesn't allow accurate cross-referencing statements involving variables like number of area dwellers attended, people attended who left the income transfer programs, and the direct relationship with the audience served by Old Market Creative Villa. Anyway. It allows some closer analysis, like these ones in the table below.

Table 3 – Brief analysis of Old Market Creative Villa related numbers (Own work, 2017)

	2014	2015	2016	2017
Inhabitants in Vila Nova and Centro/Paquetá neighborhoods*	4476	4476	4476	4476
Bolsa Família (Family Income Transfer Program) beneficiaries **	8216	8679	9137	8491
Total of slots in Old Market Creative Villa Courses***	193	263	274	290
% Bolsa Família beneficiaries in Old Market Creative Villa programs	2,3%	3,1%	3%	3,4%
% Neighborhoods dwellers in Old Market Creative Villa programs	4,3%	5,9%	6,1%	6,5%

\*Data of last census by IBGE, 2010

\*\*Data from January to October 2017

\*\*\*Total of slots available from January to October 2017 and slots prediction for November and December 2017.

Also relevant is the fact that the activities are developed in partnership with civil society organizations, such as Pró Viver - Obras Sociais e Educacionais (Fostering Life – Social and Educational Works, own translation), GALP – Grupo Amigo do Lar Pobre (Friends Group of Poor Home, own translation), Rotary Club





de Santos Ponta da Praia, and SENAI – Serviço Nacional de Aprendizagem Industrial (National Service of Industrial Learning, own translation).

The goods produced in the Old Market Creative Villa are decorative objects or goodies that easily could be used as gifts or souvenirs. It means that the Old Market Creative Villa production could be sold to general public, and the amount collected could fund the program activities. However, due to legal restrictions and since the fact that the service is provided by government spendings, as well as because of the mandatory invoice issuing for tax collection purposes in goods sales in the city, at the first analysis, it is not possible to do this. So, the production has been essentially used to garnish and decorate Social Assistance Secretariat buildings.

Figure 9 – Old Market Creative Villa Production (Debora Marques Archive, 2015 to 2017)



There are no available quantitative indicators to measure the results related to urban requalification or even regeneration in that region. Likewise, there is no quantitative or qualitative method to monitor closely the people served by Old Market Creative Villa. However, some reports allow to extract statements about the work, after the implementation of the current format in July 2014:

- The renovations transformed the Old Market Creative villa into a cozy place, hosting warmly everybody, according to reports of people attended there;
- Until the current period, it is not possible to measure the effective impacts on decreasing of beneficiaries of income transfer programs as a direct result of participation in the activities offered by Old Market Creative Villa;
- Excepting the courses on gastronomy field, related to bakery and confectionery, which provide





employment opportunities in the Santos' bakeries, the other courses and workshops (mainly related to crafts and design) usually only allow them for own production or small sales, not yet in a structured manner;

- The greater urban regeneration is not visible yet, but the street where the Old Market Creative Villa is located already has better appearance because of the colorful facades, generating a feeling of more safety;
- Since July 2014, other programs and actions have been installed in the region, such as the Old Market Ecofactory, in June 2016, the electrician course in partnership with SENAI – National Service of Industrial Learning in the Old Market building, in October 2014, and currently Santos City Hall is negotiating the implementation of a Circus School very close to the Old Market Creative Villa.
- There are no vestiges or signals of gentrification in the region.

Figure 10 – Street appearance after implementation of Old Market Creative Villa (Santos City Hall, 2015 to 2017)





Figure 11 – Street appearance before implementation of Old Market Creative Villa (Santos City Hall, 2012)



## 2. Constituent elements of Old Market Creative Villa

### 2.1. Grounding

Considering the fact that the Old Market Creative Villa is runned directly by the Municipal Government, all its activities must be supported by legislation. In this specific case, the main rules applied to the case are those ones concerning the public administration and social assistance. To provide a better analysis, the following table was formulated.

Table 4 – Legal Grounding (Own work, 2017)

Regulation	Origin	Subject
Federal Decree n. 7.412, 30/12/2010	National Government	Programa Brasil Sem Miséria (Brazil without Misery Program)
Resolution n. 33, 28/11/2011	National Council of Social Assistance	Productive Inclusion
Municipal Decree n. 7.738, 27/04/2017	Santos Municipality	CODESO (Creative Villa)

A crucial point to be highlighted is that there are no urban laws directly related to the implementation of the Creative Villas.

### 2.2. Covered or impacted areas

As already mentioned in item 1.2 above, the activities developed by Old Market Creative Villa aims to strengthen the vulnerable people's abilities and skills, promote socialization, prepare to the labor market, as well as to improve the society condition. At this point, the goal will be to identify which areas are covered or directly impacted by the actions carried out. To do so, the following table was developed.



Table 5 – Areas covered or impacted by Old Market Creative Villa actions (Own work, 2017)

Area	Main Effects
S o c i a l Assistance	The social assistance policies established by the government are executed through exclusive service to vulnerable people, beneficiaries of income transfer programs.
E c o n o m i c Development	The productive inclusion and income generation are provided by capacity building workshop, preparing people to the labor market.
Citizenship	When someone socializes, he or she becomes more conscious about his/her role in society and about rights and duties as a citizen, being prepared to exercise civil and political rights.
Health	The education and socialization bring awareness related to own body and personal care, impacting on better health conditions.
Culture	The workshops and activities offered by Old Market Creative Villa are based on creative economy fields, approaching people to the cultural language and world.
Environment	The environment is impacted in two ways. The Old Market Creative Villa offers workshops on arts with recycled materials, as well as on furniture and objects restoration, promoting awareness about the environment. Secondly, the urban transformation on the street provided the decreasing on improper waste disposal in the region.
Urbanism	The installation of the Old Market Creative Villa generates the visual improvement of the whole street where it is located and attracted new activities and a vibrant flow to the place. Although there is no great urban impact, some transformation is already visible.
Public Security	The greater flow of people and the colorful and cleaner appearance of the street brought the safety feeling to the site, which could be counted as a positive impact on public security.

### 2.3. Axes of action

To achieve its goals, the Old Market Creative Villa develops actions organized in four main axes, as the information in the table below.

Table 6 – Axes of Old Market Creative Villa actions (Own work, 2017)

Axes	Description
Self-esteem	Self-esteem strengthening for people in situation of extreme vulnerability.
Socialization	Building of social capabilities.
Cultural Inclusion	Cultural activities and workshops.
Capacity building	Preparation to the labor market.

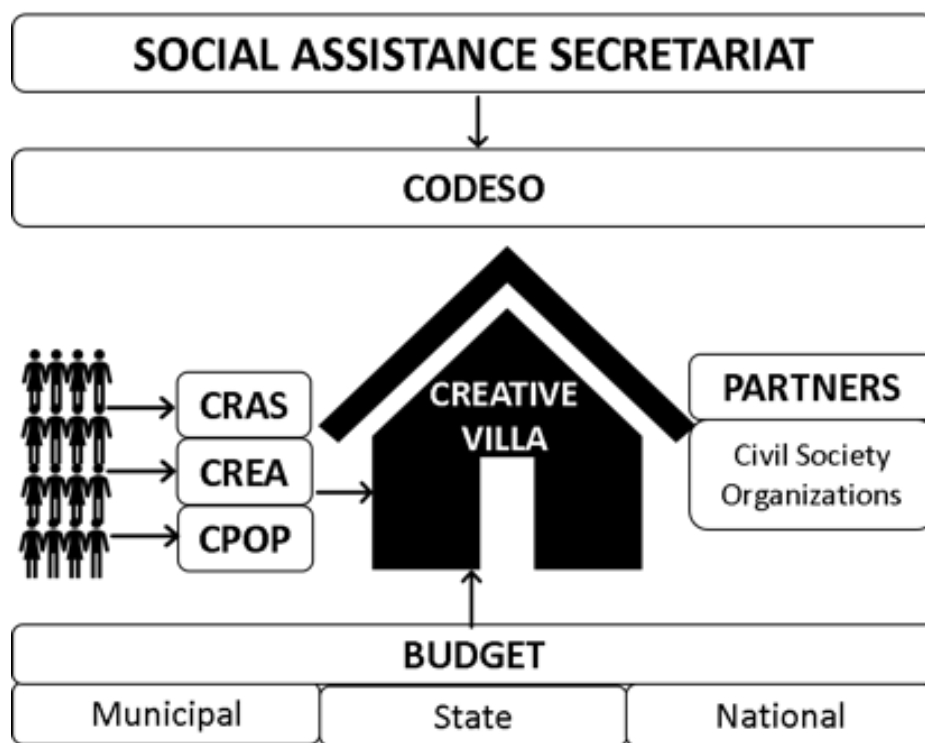
### 2.4. Management Model

The Old Market Creative Villa is runned by Santos City Hall, managed directly by CODESO – Coordination of Social Development Buildings, funded by national, state and municipal governments spendings. The target audience is composed by vulnerable people that are beneficiaries of income transfer programs, registered in any of the Municipal Social Assistance Services, as follows: the seven CRAS – Reference Center in Social Assistance, the two CREAS – Reference Center of Specialized Social Assistance and the CPOP - Center of Specialized Assistance for Homeless People.



It is important to highlight that the actions are executed in partnership with civil society organizations mentioned elsewhere.

Figure 12 – Illustration of Management Model (Own work, 2017)



### 3. The Urban Acupuncture

#### 3.1. Preliminary considerations

The dictionary shows the meaning of acupuncture: *‘Acupuncture (noun) a treatment for pain or illness in which thin needles are positioned just under the surface of the skin at special points around the body. Acupuncture originated in China.’* Also, the meaning of the word urban: *‘Urban (adjective) of or in a city or town’.*

From these information, it is possible to extract the sense of Urban Acupuncture: The treatment or regional intervention, through a fast action (the fast needle insertion) in any specific city’s area, able to produce effects beyond the original action area.

It is difficult to find accurate references about the emergence of Urban Acupuncture denominated as such. However, some names appear frequently when it is done some research about the theme: the Finnish urbanist Marco Casagrande, the Brazilian urbanist and former mayor of Curitiba Jaime Lerner, the Spanish Oriol Bohigas, former mayor of Barcelona, and the American architect Gordon Matta-Clark.





Part of researchers and writers recalls the fact that the idea of revitalizing abandoned spots in a city, still under the name 'Anarchitecture', gained worldwide notoriety in the 70's, through the work of the artist-architect Gordon Matta-Clark, who sought out degraded areas in the suburbs of Nova York and New Jersey to perform art interventions. Those interventions were carried out in abandoned buildings to question the social, cultural and urban uses of spaces. Difficult or even impossible to be transported, his works ran the world through photographs or videos. One of the most famous Mata-Clark's works is 'Splitting', in which he sawed in the middle an abandoned white house in the suburbs of New Jersey, giving it a new profile, attracting hundreds of visitors, altering the dynamics of the region in that period.

Figure 13 – Splitting by Gordon Matta-Clark (Brabican Art Gallery, n.d.)



Not less famous is the work of Oriol Bohigas in Barcelona in the 80's, that adopted the strategy of decreasing the importance of the Urban Master Plan and fostering the small-scale actions through the whole city, especially interventions in public spaces, based on the recuperation of the identity through culture and citizenship. The main result of Bohigas's work was the fact that Barcelona was chosen to hold the Olympic games in 1992. Nowadays his work is clearly recognized as Urban Acupuncture.

Figure 14 – Oriol Bohigas (Julio Carbo, 2016)





Notwithstanding these references, and other reported cases, such as the Medellin experience, the term 'Urban Acupuncture' is more directly related to two renowned urban planners, the Brazilian Jaime Lerner and the Finnish Marco Casagrande.

The brilliant Jaime Lerner started to use the Urban Acupuncture techniques in the 70's, when he was mayor of Curitiba. In order to find low-cost solutions to solve urban mobility issues, he conceived the idea and created the BRT Bus Rapid Transit, an effective alternative to the expensive subway system, which was complemented by an effective lighting system in whole city, indicating road networks and classes of streets. As a result, it could boost new areas in the city.

Figure 15 – BRT Bus Rapid Transit (Morio, Creative Commons, 2016)



Figure 16 – Jaime Lerner (Jaime Lerner, 2014)



Lerner (2011, p. 7-8) comments about Urban Acupuncture: *'Touch an area in such a way that it can help to heal, improve and create positive chain reaction. When the revitalization is aimed and it hopes to make the organism to work in another manner, it is indispensable to interfere'* (our translation). Jaime Lerner quotes several aspects or elements that could give rise to Urban Acupuncture, such as a new habit, as the Korean stores opened for twenty four hours in New York; an environmental action, such as the recovery of



Cheonggyecheon River in Seoul; the maintenance of the original scenario, as he proposed to Cali, aiming to keep its breeze blowing; the encouragement of kindness, as the private house in Belo Horizonte, which opens its doors to share the beauty Christmas crib prepared by the family; the typical song of each city; the smell of the city's streets; the urban recycling of buildings concerned to city's memories, like San Francisco, that gave another use to the old Ghirardelli chocolate factory; the lighting system in a city, like it was done in Curitiba, among so many other examples and ideas for future projects.

On the other hand, as an urbanist, Marco Casagrande (2015) developed Urban Acupuncture initiatives in Taipei. Its main project, Paracity took place in an island on the Tamsui River, between the Zhongxing and Zhongxiao bridges, in the unofficial settlement known as Treasure Hill. Initially invited to think an alternative to eliminate the degraded area, he analyzed the context and made his counterproposal: to maintain that community exactly in the same place, inserting it in the city's ecology, as a kind of parasite, that benefits from city, but also provides vital elements to the city. Thus, Paracity was conceived, as a parasite or parallel city, based on sustainable actions, such as energy production from the industrial waste, benefiting the main city. It was a sustainable project, respecting the local community. It was created in collaboration between students from the Taipei University and the community.

Figure 17 – Paracity Project in Taipei (Marco Casagrande Laboratory, 2014)



Figure 18 – Marco Casagrande (Marco Casagrande, n.d.)







Additionally, Marco Casagrande was the co-founder of the Ruin Academy, a research center focused on urbanism, created by the cooperation between the Casagrande Laboratory and the Taiwan University JUT Foundation for Arts and Architecture. The organization's headquarters was built based on the Urban Acupuncture principles, in an abandoned building.

Figure 19 – Ruin Academy (Movez, 2010)



Casagrande (2014) conceptualizes: *'Urban Acupuncture is characterized by punctual interventions through the official surface of the city which aim to establish contact between the urban collective conscious and the life-providing systems of nature, including human nature'*, and he continues, saying that is a practice that *'combines sociology and urban design with the traditional Chinese Medical theory of acupuncture... focused on tactical, small-scale interventions on the urban fabric, aiming in ripple effects and transformation on the larger urban organism'*.

Given those information, the concept of Urban Acupuncture can be translated as the small-scale intervention that generates transformation in the social and urban environment, bringing new dynamics to the region.

### 3.2. Conceptual consideration

Despite of the fact that there are four main pioneers on the Urban Acupuncture, it is important to realize the main difference related to the techniques used by them.

Due to the condition of public managers, holders of political and administrative power in their cities, Bohigas and Lerner worked on top-bottom interventions related to Urban Acupuncture, in which actions had been decided by themselves and operationalized as public services. There are reports in both cities, about actions initially installed against the people's will, such as the pedestrians' street in Curitiba, which later became reason of proud and a touristic attraction in the city. In any case, the initial actions resulted in other projects in a bottom-up manner, through the feedback from the population that grounded those new actions after the initial

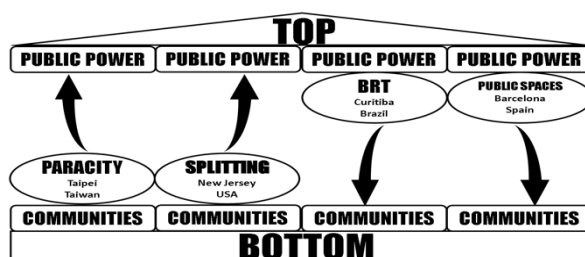




small-scale interventions in both cities.

On the other hand, Matta-Clark and Casagrande began the Urban Acupuncture practice as individuals, as an artist, in the first case, and as an urbanist, in the second case. It is very easy to note that the small-scale interventions were born in the bottom-up way, transforming the dynamics of degraded areas. Consequently, the urban community and political authorities were touched by the power of these small-scale interventions as factors of urban regeneration, inspiring other political actions, in a clear top-down effect.

Figure 20 – Top-Bottom and Bottom-Top Urban Acupuncture Scheme (Own work, 2017)



Casagrande (2014) tells that he arrived in Taipei in 2003, invited by the municipal government for advisory services on urban issues. Then, he discovered Treasure Hill, an unofficial settlement that the local government had been fighting. With this in mind, Casagrande who didn't have any support or resources, went to a local university, where about 200 students applied to work on the project, aimed to transform that community into an example of sustainable development. In the site, all the steps were discussed with the matriarchal leader of that community, with dwellers' participation, who gradually became involved.

On the other hand, there is the case of Jaime Lerner, who was nominated mayor of Curitiba in 1971, during the military dictatorship, that had been established in Brazil since 1964. He focused on the implementation of strategies foreseen in the Urban Master Plan of Curitiba, essentially actions related to urban mobility and green public spaces. It is important to stand out that Jaime Lerner was a political authority on an era when the environmental control in Brazil was less rigorous, as well as the cities had guaranteed budget and the governments had been working without opposition because of the own force of the military dictatorship in Brazil.

To put it differently, it is also important to verify the personal experience of the two icons of Urban Acupuncture, Marco Casagrande and Jaime Lerner, to identify similarities in their performance, such as the focus on sustainable development, the urban regeneration as the main effect of their projects, the creative or innovative solutions (not necessarily new, but innovative to the specific situation) used, and lack of quantitative indicators for measurement.



Table 6 – Comparative table: Urban Acupuncture Model by Casagrande and Lerner (Own work, 2017)

Aspect	Model	
	Jaime Lerner	Marco Casagrande
Period of implementation	1970's	2000's
Panning Needs	Some planning	No planning
Initiative	Public	Private
Specific Budget	Yes	No
Elaboration	Only Urbanists	Urbanist in partnership with University
Direction of Implementation	Top-Bottom	Bottom-Top
Main Goal	Sustainable Development	Sustainable Development
Main effect	Revitalization	Revitalization
Innovation Level	High Innovation (new, unthought before)	High Innovation (new, unthought before)
Impact on People	Adhesion of Population	Sensibilization of Rulers
Measurement	No Quantitative Indicators	No Quantitative Indicators

In effect, it is easy to realize in both cases that the scenario at that time is not present at any point in Santos or even in Brazil nowadays. Currently, vulnerable groups usually do not have a unique and legitimate leadership to represent them, also, any intervention require environmental approval and building permits, as well as local governments face financial issues at a time when Brazil recovers from one of the worst political and financial crises of its history. Thus, new models for Urban Acupuncture will emerge from the diverse reality.

### 3.3. Measurement of results

The available information related to the subject doesn't mention quantitative indicators aiming to measure the impacts of Urban Acupuncture in regions where it was used. However, there are references about qualitative indicators, such as the fact that Barcelona was chosen to host the 1992 Olympic games, Curitiba was chosen Design City of UNESCO Creative Cities Network in 2014 and Treasure Hill was nominated as an unmissable destination in Taipei by New York Times in 2006.

### 3.4. Relationship between Urban Planning and Urban Acupuncture

The Brazilian Federal Constitution deals with urban development policies in its article 182, stating that it is *'executed by the municipal government, ... (with) objective (of) ordering the full development of the city's social functions and ensuring the well-being of its inhabitants'* (our translation) and keeps describing that the local urban policies should be voted and approved by the Legislative Council. Coupled with the article 182, there is the Law n. 10257/2001, known as the 'City Statute', which regulates the urban planning in Brazilian



cities, establishing the guidelines that must be observed in its elaboration, being supported on the right to the city.

By all means, it is possible to note that urban planning will be a prolonged process, will require diagnoses, debates, meetings with experts, public hearings, partnerships negotiation, and once drafted, it will go through the legislative process. It demands a long time and once approved, it remains in effect for several years. From there, the local governments start to carry out the strategies defined in the urban plan. So, it is the fact: urban planning demands reasonable time in the elaboration stage and in the execution stage.

On the other hand, the Urban Acupuncture, doesn't require neither formal preparation nor greater planning, but it is characterized by the revitalizing effect it produces in the area where applied, even considering it is usually a small-scale action, with reduced spectrum.

So, when it is needed a fast result that impacts people's reaction, the Urban Acupuncture could be the best solution.

## 4. Theoretical Review

In this title, it will be carried out the analysis of adherence of the model of Old Market Creative Villa to the concept of Urban Acupuncture, as well as to the Urban Acupuncture aspects specified in table 6.

For the pragmatic review, objective topics were formulated below and they will serve as a kind of roadmap to guide the evaluation:

1. Small-scale intervention (concept)
2. Transformation on social and urban environment (concept)
3. New dynamics to the region (concept)
4. Planning needs (table 6 aspect)
5. Initiative (table 6 aspect)
6. Specific budget (table 6 aspect)
7. Direction of implementation (table 6 aspect)
8. Main goal (table 6 aspect)
9. Main effect (table 6 aspect)



10. Innovation level (table 6 aspect)

11. Impact on people (table 6 aspect)

12. Results measurement (table 6 aspect)

The Old Market Creative Villa is an initiative located very close to the Old Municipal Market. It was renovated in July 2014 by their own workers, as a small-scale intervention.

According to the reports, the initiative resulted in impacts on motivation to work, as well as the feeling of warm welcome for the people served there. The visual analysis of the street where it is installed, already shows some improvement on the urban aspects. So, it is an example of small-scale intervention that transform the social and urban environment, bringing new dynamics to the region.

There is a peculiar fact related to the Old Market Creative Villa. In its first stage, inaugurated in July 2014, the initiative was private, being conceived and executed by the local workers themselves, with available resources, without specific budget. So, it was a bottom-top action. Although the main goal was not explicitly clear to those who conceived the initiative, the way it was implemented and the activities developed there, allow us to conclude that the sustainable development was the main action's goal, which generated revitalization as a result. The Old Market Creative Villa also was successful in making the rulers sensitive to its meaning. The proof was that the Old Market Creative Villa was expanded in January 2016, with a specific budget of US\$ 140,0000 destined by the city's mayor.

The action was not so innovative, yet it was done with some painting, restoration of decorative objects and furniture, and other actions in the equivalent manner, but there was the first time it was applied with sustainable concepts in a building that hosts a social service to the vulnerable people. It was an innovation in the city. Unfortunately, such as the world examples on Urban Acupuncture, this initiative doesn't have quantitative indicators to measure its results, but there is a relevant qualitative indicator: other five Creative Villa were implemented in Santos.

From the analysis it is possible to characterize the Creative Villa as an action of Urban Acupuncture, which has characteristics more similar to the model adopted by Jaime Lerner, than the Casagrande's model.

## Conclusion

To summarize the information and analysis gathered in this study, it was possible to map the Creative Villa's constituent elements: grounding, impacted areas, axes of action and the management model.

The Creative Villa program, created empirically in Santos, was based on rules related to social assistance and public management, there was no urban development laws or plans supporting the program. However,





the actions provided have broad effects, impacting in several areas such as: social assistance, economic development, citizenship, health, culture, environment, urbanism and public security, based on four main axes: self-esteem strengthening, socialization, cultural inclusion and professional capacity building. The designing of the management model allowed the process overview, including the information about the partnerships for operationalization, and those one related to budget origin.

After given details of the constituent elements, it was possible to analyze the model's adherence to Urban Acupuncture theories, especially Lerner (2011) and Casagrande (2014, 2015), rising to the conclusion that Creative Villa is an example of Urban Acupuncture that fits in Lerner's model.

The research also allowed the mapping of opportunities for Old Market Creative Villa improvement, such as:

- Creation of a program aimed at strengthening entrepreneurial skills on the people served there, so it would broaden income generation opportunities;
- Implementation of a public store to sell the Old Market Creative Villa Production, with the collected amount reverted to the program improvements;
- Conception of a monitoring system for the activities, with quantitative and qualitative indicators;
- Debate about a housing program for the region, so that the probable future effects of gentrification could be prevented.

Finally, it should be noted that the study also revealed the lack of quantitative indicators to measure the impacts of Urban Acupuncture, whether here in Brazil or in the foreign models which were the pioneers of the practice.

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