



Keep Hayward Clean And Green Task Force

Hayward City Hall, Room 2A
Regular Meeting - 7:00 PM
March 22, 2007

Agenda

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comments (*The Public Comments section provides an opportunity to address the Task Force on items not listed on the agenda. The Task Force welcomes your comments and requests that speakers present their remarks in a respectful manner, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Task Force is prohibited by State law from discussing items not listed on the agenda, your item will be taken into consideration, and may be referred to staff.*)
5. Notes from Meeting of March 8, 2007
6. Task Force Leadership
7. Task Force Structure
8. Next Meeting: April 12, 2007
9. Adjournment

Attachments:

- a) Information on Jaime Lerner of Brazil
- b) Graffiti Busters pamphlet from San Jose



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KEEP HAYWARD CLEAN AND GREEN TASK FORCE (KHCG)

Notes from 3/8/07 Meeting

- I. **Call to Order** – 7:05 PM by Mayor Michael Sweeney
- II. **Pledge of Allegiance**
- III. **Roll Call:** Absent – John Hazatone, George Pacheco, Larry Ratto, Shaminder Singh, Laura Swan, and Xiomara Tapia.
- IV. **Public Comment** – Comments were heard from the audience.
- V. **Review of Conflict of Interest and Brown Act Principles** – Assistant City Attorney Maureen Conneely.

Ms. Conneely reviewed the basic rules related to the Ralph M. Brown Act and how it applies to Task Force members and their activities. She also briefly reviewed the applicable Conflict of Interest rules such as the 500 foot radius rule; and the forms that members will be receiving and are required to complete. She gave examples of some things that need to be considered when completing the forms. Ms. Conneely asked Task Force members to call her if they had any questions at 510.583.4450.

- VI. **Notes from Priority-setting Session on 2/22/07** – members accepted the notes from the 2/22/07 meeting. Comments were made that abandoned vehicles should be listed as a priority from the session (included under #7 “General City Cleaning” in 2/22/07 Minutes, Attachment B); and that the term “interoperability” should not be lost as it refers to public agencies working together and coordinating efforts and resources.
- VII. **Task Force Leadership** – Put over to the meeting of 3/22/07.
- VIII. **Task Force Structure** – Put over to the meeting of 3/22/07.
- IX. **Graffiti Prevention, Response, and Abatement in Hayward** – The Task Force discussed graffiti, its impact on neighborhoods, alternatives for preventing and/or abating it, and a possible role for the Task Force. The City Manager explained that the occurrences of graffiti were often affected by the seasons, geographical locations, and ease of access. He noted that corners with visible flat surfaces were particularly vulnerable.

The City Manager also discussed what programs and resources are available within the City organization to deal with graffiti. It was noted that while spray paint was, by law, to be kept behind counters, some stores did not do that. It was noted that those caught applying graffiti were asked to make restitution and/or to work at graffiti removal; and that the current law related to

suspending driver's licenses was not generally being applied in Alameda County. Members of the Task Force discussed the issue of graffiti with the following outcomes:

◆ Suggested Actions and Activities

- The City needs to provide both phone and WEB method of reporting graffiti.
- There should be a way to discourage graffiti on "open" fences and walls such as covering them with plants; and requiring that surfaces be graffiti-resistant or constructed/planted in a way so as to not attract graffiti (e.g., split-face – no smooth surfaces.)
- The City should require fences and walls to be only certain limited colors so that paint will always match and City could supply paint needed for graffiti abatement.
- Mr. Frank Goulart discussed materials he had to remove graffiti. Task Force members asked Mr. Goulart to bring to the next meeting enough small spray bottles for all members to try (primarily for graffiti removal off street signs).
- The community should maximize opportunities to convert graffiti "artists" into legitimate urban street artists working on approved projects.
- The City needs to be more aggressive about identifying who is applying the graffiti, particularly obvious repeat offenders.
- It was suggested that folks should take photos of existing graffiti before abatement and that photographs should be "pooled" so that a log or portfolio can be compiled.
- It is important that Task Force members act as a proactive public relations body to introduce the Task Force to the community, and to assist folks in understanding the role and responsibilities of the Task Force.
- The Task Force should assign a liaison to the Youth Commission and engage them in defining and implementing solutions to graffiti in the City.
- What about a site "adoption" program for businesses and others? Could the Task Force be the catalyst for making this happen?
- In response to a general discussion about actions the Task Force could take, the City Manager noted that it might be possible for the City to provide paint if Task Force members wanted to actively paint out existing graffiti.

◆ Questions and Information Requests

- Task Force members requested that City staff actually involved in graffiti abatement come to a future Task Force meeting to review City efforts and experience of what works and what doesn't to remove graffiti.
- Do other cities (e.g., San Jose) have models of successful graffiti response and prevention that we could follow?
- Can the City establish a system that allows "text messaging" as a means to report locations affected by graffiti?
- Task Force members would like paint color chips of available graffiti abatement paint offered by the City.

◆ Other

- Task Force members need to be aware that there is a difference between “tagging” and “plain graffiti”.
- Task Force members would like presentation from Hayward Police Department on types of graffiti and how to identify gang-related graffiti.
- It was noted that Task Force members would benefit from training on how to approach folks when discussing behavioral changes, particularly those who might become aggressive if approached while in the act of applying graffiti, etc.

X. **Waste Collection and Recycling Services in Hayward** – The Task Force heard a presentation by the City Manager on the City’s current recycling efforts, particularly related to the enhancements contained in the new franchise agreement with Alameda Waste Management. Task Force members discussed trash and recycling issues with the following outcomes:

◆ Suggested Actions and Activities

- Place recycling bins in public areas along with the expanded placement of trash receptacles. (The City manager noted that this needed to be assessed to achieve a cost/benefit balance.)
- Street sweeping citations should carry higher fines to motivate folks to move their vehicles on street sweeping days.
- Multi-unit buildings must be required to have recycling facilities, even if it means relinquishing a parking space.
- The City and the community do not push hard enough on multi-unit complex owners. Task Force should invite apartment owners to a meeting/educational forum.
- The City should explore holding commercial “plaza” landlords responsible for recycling facilities rather than individual small business tenants, (e.g., have shared recycling bins at backdoors of tenants’ place of business.)
- Task Force members need closer contact with City staff – enforce “interoperability” between Task Force and City staff and between City staff and other agencies.
- How can City mitigate garbage “spill over” that exists throughout the City? Perhaps after appropriate warnings, property owners should be forced to get larger bins.
- Perhaps the Task Force or the City can work through employers to educate folks on recycling: “Learned behaviors at work can impact behavior at home.”
- Task Force could hold Neighborhood Clean-up days in conjunction with bulky pick up days as scheduled by Public Works-Solid Waste Management Division and Alameda Waste Management..

◆ Questions and information Requests

- What is the City doing about individuals illegally sorting through residential recycling prior to trash pick up?
- How can we reduce furniture and appliances being left on streets; or get them picked up more quickly?
- Where can residents and businesses recycle appliances (big and small)?
- The Task Force and the community need better information about where different items can be recycled and how the City picks up and when.

- Task Force members wanted information and materials on trash, recycling, and sustainability programs put in place in Curitiba, Brazil (population 1.7 million), by three-term Mayor Jaime Lerner (also two-term governor of the Brazilian state of Paraná; and Past president of the International Union of Architects.)
- What are the incentives for Hayward businesses to actually recycle (i.e., reduce their own waste stream?)

XI. **Next Meeting** – March 22, 2007, from 7:00 – 9:00 PM in Room 2A of City Hall, chaired by Mayor Sweeney. The Mayor summarized the following draft agenda based on discussion and comments of the Task Force:

- ◆ Selecting and formalizing Task Force Leadership
- ◆ Deciding on working structure and organization for the Task Force – Task Force members were encouraged to comment on or add to draft structure ideas from Ms. Kindra Mendall, which she handed out at this meeting.
- ◆ Mr. Goulart will bring bottles of graffiti remover along with safe handling instructions and information.

XII. **Adjournment** – By Mayor Sweeney at 9:15 PM

JAIME LERNER

Jaime Lerner was born in Curitiba, capital of the State of Parana, Brazil, in 1937, and graduated in architecture and urban planning from the School of Architecture of the Federal University of Parana in 1964. He was elected mayor of Curitiba for three terms: 1971/75, 1979/83 and 1989/92.

Prior to being Mayor, he was responsible for the creation of the Institute of Urban Planning and Research of Curitiba (IPPUC) in 1965, and participated in the preparation of the Master Plan for the capital of Parana that resulted in its physical, economic, and cultural transformation. During his first term as Mayor of Curitiba, he consolidated the urban transformation of the city and implemented the Integrated Mass Transportation System acknowledged worldwide for its efficiency, quality and low cost. During his two ensuing terms, in addition to pursuing his innovative urban planning, Lerner intensified social measures that place Curitiba among the capitals of the world with the highest quality of life.

Lerner was elected Governor of the state of Parana in 1994, and again in 1998. As Governor, Lerner promoted the greatest economic and social transformation in the history of the State through a programme encompassing the questions of land use, transport, sanitation, health, education, recreation and culture.

Jaime Lerner is an Urban and Regional Planning professor at the School of Architecture and Urban Planning of the Federal University of Parana (Brazil) and was a guest professor at the University of Berkeley (California, USA). He is a United Nations consultant in urban planning and winner of many awards and distinctions, notably: the United Nations Environment Award; in 1990; the 1996 UNICEF Children and Peace Award; The Netherlands Prince Claus Award for Culture and Development in 2000; the World Technology Award from the National Museum of Science and Industry (London), in 2001. Jaime Lerner is also winner of the UIA 2002 Sir Robert Matthew Prize for Improvement in the Quality of Human Settlements, which was officially presented to him on July 25th, 2002, during the UIA Congress in Berlin.

Brazilian architect Jaime Lerner was elected to a three-year term as President of the International Union of Architects by the Union's General Assembly, which was held in Berlin (Germany), from July 27th to 29th, 2002.



The Donella Meadows Archive Voice of a Global Citizen

The Dream of a Better City is Always in the Heads of Its Residents

The citizens of Curitiba, Brazil, think they live in the best city in the world, and a lot of outsiders agree with them. Curitiba has 17 new parks, 90 miles of bike paths, trees everywhere, and traffic and garbage systems that officials from other cities come to study. Curitiba's mayor for 12 years, Jaime Lerner, has a 92% approval rating.

There is nothing special about Curitiba's history, location, or population. Like all Latin American cities, the city has grown enormously -- from 150,000 people in the 1950s to 1.6 million now. It has its share of squatter settlements, where less than half the people are literate. Curitiba's secret, insofar as it has one, seems to be a simple willingness of the people at the top to get their kicks from solving problems.

Those people at the top started with a group of young architects in the 1960s who were not impressed by the urban fashion of borrowing money for big highways, massive buildings, shopping malls, and other showy projects. They were thinking about the environment and about human needs. They approached Curitiba's mayor, pointed to the rapid growth of the city, and made a case for better planning.

The mayor sponsored a contest for a Curitiba master plan. He circulated the best entries, debated them with the citizens, and then turned the people's comments over to the upstart architects, asking them to develop and implement a final plan.

Jaime Lerner was one of the architects. In 1971 he was appointed mayor by the then-military government of Brazil. He has since served two more four-year terms (non-consecutive as required by Brazilian law), one more appointed, the third elected.

Given Brazil's economic situation, Lerner had to think small, cheap, and participatory, which was how he was thinking anyway.

He provided 1.5 million tree seedlings to neighborhoods for them to plant and care for. "There is little in the architecture of a city that is more beautifully designed than a tree," says Lerner. He solved the city's flood problems by diverting water from lowlands into lakes in the new parks. He hired teenagers to keep the parks clean.

Lerner prefers rehabilitating built-up areas to spreading the city outward. He

converted a former warehouse into a theater and an abandoned glue factory into a community center. He met resistance from shopkeepers when he proposed turning the downtown shopping district into a pedestrian zone, so he suggested a 30-day trial. The zone was so popular that shopkeepers on other streets asked to be included. Now one pedestrian street, the Rua das Flores, is lined with gardens tended by street children.

Orphaned or abandoned street children are a problem all over Brazil. Lerner got each industry, shop, and institution to "adopt" a few children, providing them with a meal a day and a small wage in exchange for doing simple maintenance, gardening, or office chores. Brazil forbids child labor, but Lerner says, "By law, a child mustn't work, but society looks the other way when he goes hungry or homeless or works for a drug trafficker."

Another Lerner innovation was to organize the street vendors into a mobile, open-air fair, which circulates through the city's neighborhoods.

Public transport in Curitiba is so convenient that 70 percent of commuters and shoppers use it. Concentric circles of local bus lines connect to five radial lines that go outward from the center of the city in a spiderweb pattern. On the radial lines triple-compartment buses in their own traffic lanes carry 300 passengers each. They go as fast as subway cars, but at one-eightieth the construction cost.

The buses stop at plexiglass tube stations designed by Lerner. Passengers pay their fares, enter through one end of the tube, and exit from the other end. This system eliminates paying on board, and allows faster loading and unloading, less idling and air pollution, and a sheltered place for waiting -- though the system is so efficient that there isn't much waiting. There isn't much littering either. There isn't time.

Bus fares are low (20 to 40 cents per ride with unlimited transfers), but the system pays for itself. Private companies own and operate the buses and keep part of each fare. The city gets the rest to pay for roads and terminals and to buy up old buses, which are refurbished as classrooms, daycare centers, and clinics.

Curitiba's citizens separate their trash into just two categories, organic and inorganic, which are picked up by two kinds of trucks. Poor families in squatter settlements unreachable by trucks bring their trash bags to neighborhood centers, where they exchange them for bus tickets, or for eggs, milk, oranges, and potatoes, bought from outlying farmers.

The trash goes to a plant, itself built of recycled materials, which employs 100 people to separate bottles from cans from plastic. The workers are handicapped people, recent immigrants, alcoholics. Says Jaime Lerner, "We're not only recycling garbage, but human beings as well."

Recovered materials are sold to local industries. Styrofoam is shredded to stuff

blankets for the poor. The recycling program costs no more than the old landfill, but the city is cleaner, there are more jobs, farmers are supported, and the poor get food and transportation. Curitiba recycles two-thirds of its garbage, one of the highest rates of any city, North or South.

Builders in Curitiba get a tax break if their projects include green areas. The city has a hotline to report industrial polluters. In spite of strict environmental laws, Curitiba contains 341 major industries, including Fiat, Pepsi, and Volvo. Hitachi Nakamura, Curitiba's environment secretary says, "Our environmental laws are not slowing industrial development."

Lerner says, "The dream of a better city is always in the heads of its residents. Our city isn't a paradise. It has most of the problems of other cities. But when we provide good buses and schools and health clinics, everybody feels respected. The strategic vision ... leads us to put the first priorities on the child and the environment. For there is no deeper feeling of solidarity than that of dealing with the citizen of tomorrow, the child, and the environment in which that child is going to live."

(Donella H. Meadows is an adjunct professor of environmental studies at Dartmouth College.)

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Curitiba, The Role Model

"The Mayor who built Brazil's City of the Future"

Contributed by: Ms. Bebet Gozun, CDS2 National Project Director

"Jaime! Jaime!" come shouts from a group of children running toward him, "Can we have your autograph?" Jaime Lerner, 60, strolls down flower-lined pedestrian streets and through a cobblestoned historic district where Brazilians at sidewalk cafes reach out to shake the hand of this stout, gray-haired man. "You've done a great job," they tell him. Car horns honk as drivers wave. "I Love Jaime" adorns bumper stickers. Though he enjoys the popularity of a movie star, Lerner is in fact a politician. At the end of his final term as mayor of Curitiba in January 1993, polls gave him an unprecedented approval rating of 97% for achievements in his hometown that have been called everything short of a miracle.

MODEL CITY

With 1.5 million people, Curitiba is Brazil's 10th largest city and the capital of the state of Parana, 500 miles southwest of Rio de Janeiro. Its streets are clean and safe, with relatively light motor traffic. Infant mortality has dropped in recent years to 20 deaths per thousand births, and Curitiba has the lowest homicide rate of any Brazilian city. Street children and slum dwellers are largely cared for, and more people recycle their garbage than any city in the world.

"Curitiba is a model for the first world, not just for the third," says Michael Cohen, a senior advisor to the World Bank in Washington D.C. Three decades ago with mechanized farming causing tens of thousands of South Americans to flock to the cities, Curitiba's lack of housing and jobs lead to slums springing up on the fringes of the pollution-shrouded city. To deal with the influx of people, Curitiba's city fathers called on a team of young architects and urban planners to devise a new city plan. Among them was Jaime Lerner, head of Curitiba's school of architecture and the son of a Polish clothing merchant. In 1965 he and his colleagues eagerly set to work. But five years later, none of the new plans submitted to the city council had been implemented. Then in January 1971 the state governor suddenly appointed 33-year-old Lerner as Curitiba's mayor.

He knew he had to win peoples confidence quickly. As an appointed official under Brazil's military dictatorship, he could lose his job as mayor as quickly as had assumed it. He worried that Curitiba had more cars per capita than any other Brazilian city. "the less importance you give to cars," Lerner said, "the better the city becomes for people." An elaborate

plan was carefully hatched. Late on the night of May 2, 1972, a convoy of city-works trucks arrived at XV de Novembro street, the main shopping avenue in the heart of Curitiba's downtown. Late-night strollers stood puzzled as wooden detour signs were posted redirecting traffic. As dawn cleared the ground-hugging fog, hundreds of workers had already jackhammered and carted away the street's asphalt while others were on their knees laying a broad carpet of petite pave, the small black and white paving squares that form the wave and geometric patterns typical of Brazilian sidewalks.

Work continued at a frenetic pace throughout the weekend. Wooden benches were set alongside flower beds and trees in planter boxes. When the first merchants and shoppers arrived on Monday morning, they were shocked to find a newly created pedestrian mall three blocks long. Lerner was there to greet them. "Give this plan 30 days," he pleaded with merchants who believed business would vanish with the cars, "then tell me what you think." People flocked to the street, and business in the downtown boomed. Before the end of the week a petition landed on Lerner's desk from all the merchants of XV de Novembro Street asking him to "please close the remaining ten blocks to cars as well."

To stimulate Curitiba's flagging economy, Lerner created a 17-square-mile industrial city six miles from the downtown and imposed strict anti-pollution regulations. Housing was provided near the complex together with an abundance of parking space. Today there is a waiting list of companies from across Brazil keen to relocate to Curitiba. With no more funds to purchase parkland, Lerner passed a bylaw forcing developers to leave a third of any project's area green in return for zoning concessions elsewhere. As well, developers were persuaded with tax breaks to let land adjoining existing parks remain undeveloped.

Lerner kept Curitibaños involved in the city's improvement by urging them to plant trees. Seedlings were handed out and citizens began planting at the rate of 60000 pine and native tropical trees a year. A carpet of bright purple blossoms litters the pathway as I walk with Lerner through sprawling Barigui Park. To the delight of children, a flock of sheep is employed to keep the grass trim. Dozens of parks like this are connected by miles of bicycle paths that Curitibaños use for jogging, strolling and cycling to and from work. Lerner likes to begin his early mornings with a walk. "If I don't get out around the city," he says, "how will I know what is needed?" He often pulls out a little notebook and "what is needed" is quickly scribbled inside.

A RARITY

Perhaps his most important concept was a way to deal with traffic problems. To channel high density office buildings away from the downtown core, five main transportation axes---main boulevards that already existed radiating out like spokes of a wheel from the city center---were designated. Zoning laws encouraged the construction of high-rises along these axes, blending with shops and suburban housing. People no longer had to drive down town to do their shopping.

Lerner and his team decided against an expensive underground railway for public transport. Instead they devised a simple plan for exclusive bus lanes down the middle of the five axes and along five main avenues that run in increasingly wider circles around the downtown. Immune to traffic jams, buses swiftly whisked people to their destinations.

When Lerner concluded his second term as mayor in 1983, he turned his attention to consultancy work. But in 1988 Brazil's generals retreated and democracy was reinstated. Asked to run as a mayoral candidate in Curitiba's municipal elections, Lerner was swept to a third term in a landslide victory. Elected by the people for the first time, it was as though the energetic mayor had stored up a wealth of ideas during his time out of office, for when he again took the reigns of Curitiba, the projects came fast and furious.

By then, the public transportation system was straining to keep up with demand. Jaime dreamed up a new concept. Articulated buses capable of carrying 270 people would pull up along streamlined glass "tube stations," or railway stations, built to the level of the bus doors. As the bus and station doors open simultaneously, passengers alight and board at the same time. There are no stairs to climb and passengers pay at the turnstile at the entrance to the tube. The Ligeirinho (Speedy) bus system began operating in April 1991. Running every four minutes during rush hour over a 155-mile network, the buses

are so efficient that today 75 % of residents use public transport--more than in any other American city, North or South. As convenient as an underground railway, the Ligeirinho system is 200 times cheaper and can be set up in six months. And it pays for itself, a rarity in urban transit systems.

CLEANING UP THE SLUMS

Slums are a reality of most cities and Curitiba is no exception; roughly eight percent of Curitibaanos live in poverty. But the favelas here are different from the slums in many South American cities. One reason is a Lerner initiative called Cambio Verde (Green Exchange). To see this in action, I drove to Vila Verde. Although this is one of the poorest areas of the city, the narrow roads are clean; there is electricity and clean water. We stop alongside a Dumpster amid wooden tin-roofed shanties.

Wearing a worn cap, a cambio Verde worker holds a clipboard and a handful of small tickets. She counts the number of plastic bags, filled with garbage, delivered in wooden well barrows by the poor residents. "Before we had the Cambio Verde, you couldn't walk down the streets because of garbage," she says as she hands out another four tickets. Residents exchange tickets for bags of surplus food the city purchases for a small sum from farmers and then delivers to the neighborhood. The people get much-needed eggs, bananas and beans, which improve their nutrition, and the need for health-care visits in each of the participating communities has dropped since the program started in 1989. Diseases rampant in other South American slums is rare in Curitiba.

Thanks to public education and support from city hall, over 70% of Curitiba's population separates paper, glass, plastic, metal and organic garbage in their homes, listening for the brass bell that clangs on the green recycling trucks that arrive weekly. The city-operated recycling plant is set amid a pine forest a short drive out of Curitiba. The machinery is made from equipment donated by businesses. All the sorting and packing of plastics, glass and paper is done by 100 employees---recovering alcoholics and drug addicts. The sorted recyclables are sold to industry, with 80% of the income going to aid Curitiba's poor children.

For his leadership in making Curitiba an exemplary sustainable city, Jaime Lerner was awarded a scroll of honor in 1992 by the United Nations Centre for Human Settlements. On January 1, 1993, Jaime Lerner walked out of his city hall office for the last time, but he did not walk out of the life of Curitiba. In November 1994, he was elected governor of the state of Parana. He has also created the Jaime Lerner Institute, an urban-planning think tank that ,among other mandates, brings together mayors of cities of similar sizes to work on solving common problems.

The common sense that Lerner teaches is providing a fresh approach to seemingly hopeless urban problems. Says Albert Appleton, former head of New York City's Department of Environment Protection: "If there exists a model city for the future, it is Curitiba." "The dream of a better city is already a vision in the heads of its residents," says Lerner. " All a mayor has to do is tap into those dreams."

INTERVIEW WITH JAIME LERNER

As part of the company's 40th anniversary celebration in 2005, Planning and Development Collaborative International (PADCO) co-founder Dr. John Herbert conducted a series of interviews with prominent individuals in the field of international development. Attached is the interview with Mr. Jaime Lerner of Brazil.

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Jaime Lerner

What do you see as the biggest challenges facing us today as the world's population begins to be predominantly urban?

The major problem is a pessimistic approach to the future. You find this in most cities and most countries. Any time you project tragedy, you get tragedy. Too often, we are projecting problems, not solutions. Rather than be mired in pessimism or daunted by problems, cities should instead try to focus their energy on changing undesirable trends. Many have found that when they apply energy this way, they are more successful.

When people realize they can make things better, they gain the confidence needed to get things done. Often there is a tendency to wait to have all of the solutions. We don't have all the answers. The most important thing is to start. Don't postpone the moment of starting, the process of change.

You have spoken quite often about sustainability. What actions are key to achieving it?

The question of sustainability is not complex. It's a matter of the relationship between what you save and what you waste. The more you save and the less you waste, the more sustainable the city. Let's take the example of energy. If you're saving energy, and a large segment of the population is using public transport, you're saving fuel. In Curitiba, we set up a waste exchange program to encourage communities to take responsibility for the local environment and enable low-income households to receive food and/or clothing coupons for the solid waste they collect. We used discarded wooden telephone poles for part of the structure of a municipal building. We converted an abandoned quarry into an outdoor amphitheater.

It's also important to structure a city so that people can live and work in the same area. Living in one part of a city, working in another part or even outside the city, and spending your leisure time in yet a third place wastes energy. The most important way to achieve sustainability is to make it easy to live and work in the same area. The same thing is true at the national level.

We have to understand what is fundamental for the use of public money. In Brazil, as in many countries, one of the major problems at present is social security. People are living longer. Voluntary contributions are too small. The deficit in the social security system is increasing. One of the ways to decrease the deficit is to be less wasteful in all of our investments.

Do you see urban areas, and mega-cities in particular, becoming too big to be sustainable?

The bigger the city, the bigger the issues. But the benefits can be bigger as well. If you structure a city so that more people can live in the areas where they work, it enables you to save more energy. Using more public transport in mega-city makes sense from an energy point of view. It also contributes to convenience and safety. It's the same with savings in the management of waste. It's

How important is it to have both a long-term vision and very practical short-term programs—both the big picture and the details?

not a question of scale. It's a question of philosophy and intelligent management.

It's like having a theological view of a city. You have the big image, the long-term view, in your planning, and little by little, you bring this big picture into being through your projects.

I remember when we started the public transport system in 1974 in Curitiba. We began with a system carrying 25,000 passengers a day. Little by little, the system was improved. Now, out of 4.3 million commuter trips per day, over 50% are by bus, only 28% are by private automobile, and the remainder are by bicycle, motorcycle, taxi, or walking. Every time we improve the details of the design, the system becomes better.

It's important to make a start. You can always correct your ideas. If you have a big picture, you have more certainty about where you're going. If people understand your vision and think it's desirable, they will help to make it happen.

How do you persuade people to come on board with your vision for a city?

You have to be a good communicator. You have to welcome serious discussion, expect confrontation and be open to change. Different people will come up with different proposals. You have to understand that a democracy is a process of conflict, not a pre-determined conclusion.

At the same time, you can't be concerned with every complaint. Sometimes it's as if you're playing piano in an auditorium. You're watching the audience, and some don't like your music. You're not going to stop the concert and ask, "Why don't you like the music? What kind of music would you like?" You don't wait for everyone's permission to give a concert. The important thing is to be open to change. You will never have complete consensus. But the more you create a clear vision, implement new projects, make things happen, and provide more solutions to problems, the more comprehension and cooperation you're going to have from the whole city.

In many cases, people do not have a clear vision for the city. They haven't thought about it.

They're busy, or they have become distracted by the details. Sometimes the debates are boring – a discussion about zoning for example. People lose interest. But they do understand what is and is not working. And when it's working, they know you are making it work. They realize how important you are and that they need you.

How do you initially get people's attention?

It's very important that people see you as being part of the community. People always dislike an "official position." We try

to recognize real needs. Families wanted to have schools for their children. That and garbage were key issues. We built the schools and now the children are better prepared. After that we started a huge campaign to improve the handling of garbage.

Another key is to be fast. Sometimes people feel that moving fast is not democratic and even after a lot of discussion they will not be doing much. You have to make things happen quickly for several reasons: first, to avoid problems with your own municipal workers; secondly, to avoid political problems; and third, to avoid what may happen if you wait too long and become too critical of your own ideas—you might decide to quit. That's bad, because the most important thing is to start. You can always correct things as you go along. You have to avoid being defeated by your own insecurity.

How have you managed to use the press, television and other media to communicate ideas?

We started through the schools, through the children. After this, we started to communicate through the media. Sometimes we started with a discussion of an issue. Sometimes we presented a demonstration project. Often you have to give an example so that people understand, see that it works and understand how it works.

For every subject, there's a different way to communicate. For instance, you can demonstrate something like emptying garbage with the children. After that, you can do something with the media. What is important is to always have something to show—an idea, a scenario, something visible and understandable.

How do you think cities can begin now to make more progress in reducing urban poverty?

In Curitiba, we define a low-income household as one with total earnings of \$200 or less a month. About half of the city's low-income population lives on its outskirts. We subsidize commuting costs for these households indirectly by having a uniform fare for travel anywhere in the city.

There are many areas where you can make progress. For example, you can encourage and support day-care centers for families in which husbands and wives both have to work. This not only helps the parents, but it benefits the child. Every country is placing more emphasis on education. The time between when the child is born and when he or she goes to school is key. In these early years, it's very important not only to encourage an interest in learning, but also to have basic things like good food and proper nutrition. That's why day-care centers are being given more and more importance in poor countries. And they are not expensive.

Here, in the State of Parana, we have built more than 400 day-care centers in four years. In Curitiba, we have over 200 day-care centers. In some cases they are built by the municipality, in others, they are funded regionally. But they always have the same orientation. Every day, there is an integration of poor children with other children. The first moment of integration is in the day-care center.

You have to try to ensure they all have the same preparation and move them forward so that when they enter school, they won't be handicapped. They won't be disadvantaged relative to the child coming from a higher-income family. So it's important. You can improve a lot by working with the children. This one of the most important things you can do.

Another thing that is key to alleviating poverty is integrating the formal and informal sectors. Sometimes people plan only for the formal sector, but in very poor countries, we have more and more employment in the informal sector.

I will give you an example from one of the *favellas* in Rio. As you know, a *favella* is a very low-income settlement with very poor infrastructure. Often they are built on steep sites, which no one else wants. They're very vulnerable to erosion and landslides, with many fatalities. But they have their own leaders and their own means of surviving. We saw we could improve the quality of life in *favellas* by working on the garbage issue, as we did in Curitiba. It's very difficult to collect garbage because the streets are in poor condition or don't exist. So now residents bring their garbage to a more accessible place, and we have a much better situation. Piped water and electricity were brought in, along with sewage collection. So we have solved these key problems – garbage, water supply, electricity, and sewerage.

Cities could promote many kinds of industries, large and small, in each area to provide jobs for the people in that area so that they can have more opportunities to earn a living, more alternatives besides crime or drugs, and there can be more links between the formal and informal sectors so that conditions can continue to improve.

Let me give another example. I went to Mexico City and was in the center, in Zocalo, around 6:30 in the evening. It was very crowded, even overcrowded. They asked me if there was any solution for that. I told them you could have phasing so that street vendors could start at 6:30 in the evening and stay there all night. There would be more people there all through the night and the streets would be safer. There are so many ways you can integrate the formal and informal sectors, generate more jobs and address urban problems.

How important is clear leadership? When I interviewed Allan Jacobs, he said he thinks the planning profession has been losing its ability to provide leadership.

We have to understand that there are various forms of leadership. For instance, the leadership of our legal representatives is only one kind of leadership. Another is neighborhood leadership. There are many kinds of leadership and all of them are important. The essential thing is that they have legitimacy.

When you are working with a neighborhood leader, you have to know that this leader truly was elected, is legitimate—that the people are not just being manipulated.

As a leader myself, I feel it is important to have a strategy for leadership. People are asking you for something they need. You have to be sensitive to the need for charity. You also have to evaluate the potential. I think it's like a game. Sometimes you start the game with a project. Sometimes leaders from a certain neighborhood start the game. How it starts is not important. What's important is the feeding of ideas back and forth so that you can work with the big issues, with the problems that belong to a large number of people, at the same time as you deal with the problem of daily needs.

It's always like that. If you're always working with just the daily needs, you won't make any significant changes because daily needs are always increasing. But if you're working on the potential for change, you'll inspire some people. So you have to work in a place between needs and potential. Good leadership is essential. So is having a legitimate team, which really represents the community.

How important is it to have high-quality, creative staff responsible for doing research and providing technical advice? I remember the very impressive work of IPPUC, the Curitiba Institute for Urban Research and Planning.

I had the good fortune to work with very high quality staff in IPPUC. They were skilled masters of their subjects. But what is also important is that they were people who wanted to feel that they were improving things. They knew we had to have an impact. Proposals had to be based on policies founded on sound research. They knew that even when we had technical solutions we had to communicate, we had to illustrate, we had to negotiate and sometimes we had to change. There were times when we had to wait. But having good staff, the excellent staff that I had, was very important. IPPUC recently celebrated its 39th year. The young people we have in IPPUC now also are very good. It is a good training ground for young professionals.

Another point about IPPUC: Doing the kind of work it does, the people there have to negotiate a lot of issues. Some of them are very big issues. You have to have very reliable people on the staff. In 39 years, there has not been a single case of unprofessional behavior or corruption on the part of any staff member. Imagine that! In 39 years! Sometimes someone may have made a wrong decision but if he did he would change that decision.

This is important because we have worked with all kinds of mayors, with different thinking, from different parties. They all have supported IPPUC because they found it a good support for them. The way we worked with them was to prepare background material for their public presentations and negotiations. We helped them support private-sector initiatives. We helped them interpret Acts of Parliament. We helped them interpret and present the plan for the city, the big picture. In general, we partnered with them.

How important was the regulatory system that you created? I believe that when you began the revitalization of Curitiba in the 1970s, you decided to use very simple zoning that could be easily understood.

When you are sure of what you're proposing—or what you need to propose—you know that there are some fundamental issues. Land use, public transport, and the environment are fundamental. In some neighborhoods, because of political leaders' concerns, we had to place certain important public works ahead of others. This is not so bad, because in normal political negotiation, if you are sure of your fundamental issues, you can concede. You can negotiate on some issues because you know it is not going to change what is fundamental for the future.

In doing that, we had very strong support in the two key political institutions: the city and the state. With both the mayor and the governor, we were not worried because we knew what was really fundamental.

We found that it was best to have very few zoning regulations and not try to have all the answers. For instance, it was not useful to be too rigid or detailed about densities. I was more worried about generally high densities and low densities in the right locations.

In many cities, local elected officials are in office for a four-year term. When the time came for a change in leadership, we had to have an ongoing mainstream of development that the next mayor could not change and would not even try to change—if we were to avoid the key things being lost. We have had some people in office who didn't realize that it is not good for the city if every mayor puts his own different stamp on development. You should not keep making arbitrary changes in fundamental things that affect the next generation. If you have a majority of the people supporting you, the elected officials won't try to make fundamental changes.

I remember when we had two administrations that opposed our proposals. They were completely against them. But we had the support of the people, and the newly-elected groups couldn't change the fundamental things in our plans. You have to have the support of the people to avoid a rift.

Now that you have been mayor three times and governor twice, what are your views on the kinds of relationships that need to exist among local, state and national governments? I remember that when I was in Curitiba 10 or 12 years ago, and you were mayor, you preferred not to get the federal government involved in local housing development because it was slow and its projects were more expensive.

Did your views on priorities or your approach to governance change when you became Governor of Parana?

How did being a mayor prepare you for being governor?

What kinds of creative financing and new approaches to financing have you found useful?

Of course we always have to be concerned about funding. Many times, I decided not to go to the federal government for money because there's too much bureaucracy there, a much higher degree of bureaucracy than we have in the state or the city. So I didn't spend too much time with the federal bureaucracy. But there were times when we had to have federal approval for something, for instance loans from the World Bank or the Inter-American Development Bank [IDB]. As an example, we got loans from the IDB and from the World Bank through the national level for a fleet of trucks.

But what was important was that we never went to the federal government, the World Bank, or the IDB for money to prepare local projects. We had money. We prepared our projects. And once we felt we had a well-prepared project, we started to go on that other road, to go to them for money. But we knew we would spend about 2% of the cost of the whole project on the preparation of the project. It's better to use your own money to prepare the project than lose time in asking for money for that.

In the very beginning, I was a little frustrated because I liked to work as a mayor. Being a governor, you're not as close to people. But I realized that in some sense, being governor encompassed many cities (*municipios*), and we could help to make progress in all the cities. Parana has 399 *municipios* altogether. There are some districts, but they have no real importance for planning. Our four regions – north, south, east and west – have some importance, especially the south where Curitiba, the capital, is located, the north with Londrina, the second-largest city, and the west with Igacu Falls.

One of the important issues was to try to improve the quality of life in all of the cities. The second was getting a big picture for the state. Sometimes we were looking at a country map or a city or a state map. But every country, every state has some kind of design, a big picture, and I was very grateful to have this opportunity to have the big picture of my state. What about the economy? What about the need to provide more jobs? And I realized that the quality of life is one of the main issues.

Being mayor gave me the ability to understand all the problems people are having. I think that being a governor of a state with that many people, it's a very important thing. And it made me understand that for every problem, there is an equation linking it with an opportunity.

I will give you an idea. For some important projects, we received the approval of the World Bank or the IDB in eight months.

That's a fantastic achievement, eight months for approval. But I also had to get the approval of the Senate in our federal government, and that takes three years.

All the disbursements of funds that came from Curitiba, or from the State of Parana, were very reliable. We didn't try to make proposals complex. I realized that when you have very simple solutions, when you don't try to make them complicated, it's always easier to get people to understand them. Maybe people agree, maybe they disagree. You have to be simple because the city's not so complex. This is a saying that I always use: the city is not so complex.

But you have to understand the city, and there's a lot of complexity in your work. So when there was a project for transport, or for education, first of all we tried not to simplify the problem but to make a very clear proposal, with a very practical and carefully prepared approach. I think that helped us, a lot. For some projects, we used private initiatives. We had a lot of projects that were done without our having a financial position and it worked well. For instance, in public transportation, the selection of routes was a public decision but the provision of materials and the rest of the work were private. There is no subsidy—and this is very important. There's no city in the world that really can afford to subsidize public transport all the time, and the transport problem is becoming more and more difficult.

In housing, we have public projects and private projects. We try to mix them. We try to have mixed neighborhoods. In all the projects, we provide space for public housing and space for private housing and have them in the same area, integrated with the environment. It's important to mix incomes. And it works.

I remember we had an area where we began to have a vision of its potential because the supply of housing wasn't increasing fast enough. So we expropriated an area and provided for public housing and private housing. In a few years we had about 80,000 people living there and it's really, really a good neighborhood of poor but very decent people. They have everything there. There's a very good system of public transport. There are hospitals. There are schools. It's a very good quality of life. At the beginning it was a public project but it left room for private initiatives.

What are the principal sources of revenue for Curitiba?

We have three main sources of money. One is the property tax. That provides one third of our budget. A third comes from tariffs and fees, including tariffs on hotels and restaurants and licensing fees for services. The remaining third comes from a transfer of about 25% of state tax revenue to the municipalities. That's a very simple overview of the system.

What kinds of incentives do you provide for the formal private sector, households, and communities to sustain their participation in the city's overall program?

Have you provided tax credits or other incentives to encourage communities or private industry to be responsible for public infrastructure, planting trees in the streets, or performing other public services?

Are there some things that you tried that you thought were important but did not work? If so, why didn't they work?

I remember that some years ago you introduced a program that I think was called "Empleo al Fundo de Quintal." Was it successful?

It depends. Some municipalities try to achieve allocations of funds in their budgets that will help to make their investments, operational expenditures, and maintenance sustainable. In the case of Curitiba, if we could provide for operations and maintenance with about 40% of our budget and keep 50% or 60% for public investment it would be a really good allocation. There are some cities that have to use as much as 80% of their funds for ongoing activities, and it's difficult to achieve much new investment with the remaining 20%. Achieving financially sustainable development is always an important issue.

We provide everything for major public projects. We do all the work. But there are some community projects that are shared with the community. Pavement repair is an example. In general, the people in communities understand quite well what is fundamental, what has to be done through the budget of the city to benefit the whole city.

Once, about 15 years ago, we tried to have a referendum. When people paid their city taxes, they could vote at the same time for the projects that were the most important to them. In principle, that's a very good way to decide what's fundamental. But we didn't have the right information for all of the people voting. Some of the votes were manipulated. We wanted to make important decisions with the participation of the people in this. We wanted to make it really open. But this was very frustrating, especially for me. We didn't want people to say, "We have the money that's needed. We voted but we're not getting the results that we want. The vote is being manipulated." We wanted to offer more information and get a better consensus. It should have been a better experience, but we couldn't do it.

Another example: In housing projects, there should be a room for family economic activities. We're doing that at the state level, but during the time I was at the city level, I didn't do it because we hadn't thought of it. Now I feel it's very important to provide space for an economic activity in every house.

Ah yes, "back-yard industry." This allows every household to operate a small-scale enterprise in the back yard. We realized that we were trying to avoid economic activities in some of the areas zoned for housing. It was a mistake, and we tried to correct it. In order to reduce the risk of major problems, we permitted only very small factories and small workshops in the back yard. This worked well.

How important has it been to link urban and rural development?

Quite a few years ago, at the state level, we had a high rate of rural-urban migration. We wanted to avoid problems associated with that by providing for a better quality of life in small cities and the rural areas.

How can a rural worker have a good quality of life? We realized that if they live in a small community, with small streets, they could have a better quality of life, better conditions, good education, good health services and so on. We started the "rural village" program and built about 420 rural villages in the state. That changed the landscape throughout the state. We have about 20,000 families in those rural villages—about 100,000 people. In some ways, it's rural reform being done in a specific way. The poorer the people were, the less they paid for their land. Sometimes we provided them with the land, the house, education, and health care.

They had a plot of land that could provide subsistence for the family and at the same time the head of the family could work on a big farm. This meant that these villages could have a very good quality of life. It diminished poverty, and the people have a good sense of community.

That project was successful. It worked all over the state, in 420 rural villages. That made me very happy.

Have the villages survived?

Yes. They provide their own food supply. They have family members working on farms, and the families also have a plot of their own. They can sell their surplus from the farms or from their own land and increase their incomes. Some rural villages also have established a small factory of some sort, such as a jeans factory. It was and still is a very good project.

What are the purposes of the Jaime Lerner Institute, of which you are the President?

When I left the government, I wanted to keep together some of the people who were very important for all of the projects. I felt it would be good if we could have a team of researchers and professionals together in an institute. It could provide support for those and other projects.

We're not trying to do big contracts. We just want to be in contact with the cities and be helpful to them. For instance, we're now doing three or four research projects. One is how to increase mobility, not only in public transport but real mobility, all aspects of it. A second is to find ways to provide for city life with public facilities. In a third, we're trying to develop an approach that I call "urban acupuncture." This recognizes that planning in the city takes time and that some cities have their own ideas. We're not trying to interfere in their planning, but contribute some focal ideas and infuse a new energy at some points. This can help to change a

whole city. I've just written a book called *Urban Acupuncture* about this idea.

What motivated you to become an architect and planner? Were there mentors, other individuals, or special experiences that influenced you?

One thing that was very important for me was the street where I lived. My father had a shop in one of the main streets in Curitiba, just one street away from the railroad station. At that time, there was a trolley line. We had everything on that street, municipal transport, shops, industry, everything. There was an old hotel next to our house. That really gave me an idea of the reality of the city. It gave me an idea of the importance of transport, the railroad station, the shops, the whole life of the city. I was very impressed by the places it provided for so many people to work. I felt that I had the ability to make it better, and I wanted to do this, make it happen. I realized that designing, drawing, and creating a vision is an important way to convince people to help make it happen.

REQUESTED INFORMATION FROM 3/08/07 MEETING:

CITY OF SAN JOSE

- A. Description of San Jose's "Strong Neighborhoods Initiative"
- B. Sample of San Jose's "Blight Busters" Brochure


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Strong Neighborhoods Initiative

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Strong Neighborhoods Initiative Purpose

The Strong Neighborhoods Initiative Purpose is to build Strong Neighborhoods by developing community leadership and working collaboratively with residents to achieve the delivery of City Services and Neighborhood Priorities.



The desired improvements in livability are defined by the outcomes of delivery of neighborhood priorities, effective services, and the development of community leadership. The core strategy is to provide meaningful and visible change in each neighborhood through five initiatives. Each of these initiatives has a "double" bottom line, to produce results and to build leadership.

Affordable Housing: the preservation of existing affordable housing stock by working with non-profit groups and neighborhood leaders to implement a wide range of reinvestment strategies. These include rehabilitation through home improvement grants, community paint days and private investments.

Cleaner Neighborhoods: through the efforts of the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti and anti-litter campaigns build resident capacity to make their own neighborhoods a more beautiful place.

Safer and more attractive residential streets: through traffic calming, sidewalk replacement and repair, street tree planting, improved street lighting, and educating citizens to take greater responsibility for the safety and attractiveness of their streets.

Vital Business Districts with new facades and streetscapes, and stronger business associations, support small business owners in growing their business and connecting with resources, encouraging entrepreneurship.

New Parks and Community Centers: construct parks and neighborhood centers each with a cadre of dedicated residents involved in the ongoing operations and maintenance. The projects delivered first are those that are already well under way.

Strong Neighborhoods Initiative Outcomes

- Neighborhood Priorities Delivered On-Time and On-Budget
- Effective Delivery of Neighborhood Services
- Effective Community Leadership and Partnership with Residents

Applying Lessons Learned Citywide

The lessons of Strong Neighborhoods Initiative suggest a roadmap for transforming the way the City works with all of its neighborhoods. Using the Strong Neighborhoods Initiative as a laboratory the lessons learned should be applied to the rest of the city. By leveraging resources and looking at issues from the perspective of residents a more efficient and responsive service delivery system is being achieved. The following are six key "lessons learned" that have helped to change the City's service delivery system and bring integrated work plans throughout the organizations.

Organize with neighborhoods as the building block: for both community leaders and City staff, the neighborhood, (or coalition of neighborhoods), is an effective organizing concept. On the neighborhood side the creation of Neighborhood Advisory Committees proved to be an effective way to create neighborhood identity and action. The NACs serve as a guiding coalition that is instrumental in creating the plans, and is equally crucial to the effective implementation of those plans. Similarly, on the City side the organization of staff into neighborhood teams has proved to be an effective tool for connecting staff with the real impact of the work they do. Effective project delivery requires on-going collaboration between City staff and NACs to ensure that the outcome desired by the neighborhood is achieved.

Build on existing neighborhood strengths and assets: organize an initial guiding coalition (the Neighborhood Advisory Committee) for each neighborhood and map out the assets and strengths of each area. This NAC should bring together neighborhoods, business, schools, faith community, and service providers in a single forum.

Develop clear priorities through collaborative neighborhood planning. It is critical the neighborhood plans be driven by the community and that clear, measurable objectives be set through the planning process. Staff must work hand-in-hand with neighborhood leaders to provide technical assistance in the development of those plans to ensure that the desired project deliverables are achievable.

Establish accountability: assign Project Managers and recruit community liaisons for each priority action. Work to develop well defined project scopes, cost estimates, and action plans for each priority. A system for tracking and evaluating the performance on a regular basis is an important tool to ensure that projects proceed on time and on budget.

Connect priorities to resources by integrating priorities into existing City Service Areas (CSA) business plans and departmental work plans. Work with project managers to identify appropriate funding strategy for each priority. Bring together a project team with the needed internal resources for each priority. Immediately launch implementation focusing on quick victories such as clean ups, housing rehabilitation, traffic calming, service changes, and small capital projects. Celebrate results and build momentum for larger capital projects and service change goals. Intentionally seek to change both policy and service delivery to meet issues emerging in multiple neighborhoods. Some changes in service delivery emerging from Strong Neighborhoods include Code Enforcement driveway team, the vehicle spotters program and improved street sweeping enforcement.

Develop neighborhood and City leadership by continually identifying new leaders, supporting existing leaders, celebrating wins, training, networking, and seeking to create a true partnership. Create an ongoing leadership network that connects leaders to each other, helps train and support them, and provides a forum for dialogue and growth.

In this era of limited resources the focus must be on **realigning** existing resources and **integrating** lessons learned into current practice. All levels of the organization must demonstrate a commitment to the Strong Neighborhoods approach. From Senior and Executive staff to front-line staff who do the hard work of service delivery, the entire organization must embrace the concept of neighborhood-driven priority setting and commit to responding to neighborhood needs. Ways of measuring the changes in service delivery and the realignment of resources must be developed along with a more detailed approach to applying these lessons learned.

Citizens or Just Customers?

Treating residents as customers has helped the City improve its service delivery system, but Strong Neighborhoods is about more than that. Organizing neighborhoods is normally thought to be outside the bounds of what local governments do –but the San Jose experience suggests that local governments can do this – in a certain manner – and that this sort of organizing can have a profound positive effect on both the neighborhoods and how local government agencies do their business. By approaching residents as citizens rather than just customers, local government is in a better position to work with them toward the vision of Building Strong Neighborhoods. When residents are engaged as partners and seen, and see themselves, as part of the solution then a collaborative relationship is possible. If, on the other hand, residents are viewed solely as customers then the conversation becomes one of how to satisfy residents' expectations and address residents' problems with city solutions and city resources. The conversation with a customer is an important one and is crucial to improving service delivery. But if it is the only conversation that is taking place, then the underlying dynamic can become adversarial and the opportunity for collaborative change missed.

Important Numbers

SJPD / Fire Emergency	911
SJPD Non- Emergency	311
Abandoned Vehicles	(408) 277-5305
Adult Protective Services	(800) 414-2002
Animal Care and Services	(408) 578-7297
Business Tax	(408) 535-7055
Building Permits	(408) 535-3555
Code Enforcement Phone	(408) 277-4528
Code Enforcement Fax	(408) 277-3290
Child Abuse Hotline	(408) 299-2071
City Call Center	(408) 535-3500
Contractor's License Board	(800) 321-2752
Free Tow Program	(408) 277-8726
Garbage and Recycling	(408) 277-2700
Graffiti Complaints	(408) 277-2758
Housing Rehabilitation	(408) 535-3860
Fire Prevention	(408) 535-7750
Household Hazardous Waste	(408) 299-7300
Legal Aid of SC County	(408) 998-5200
Non-Point Source	(408) 277-5700
Pacific Gas and Electric Co.	(800) 743-5000
Planning Permits	(408) 535-3555
Poison Control	(800) 876-4766
Santa Clara Valley Water	(408) 265-2600
SC County Vector Control	(408) 792-5010
SC County Mediation Services	(408) 792-2314
Streets, Sidewalks and Sewers	(408) 277-4373
Street Light Repair	(408) 277-5571
Tree Trimming and Removal	(408) 277-2756

City of San Jose Department of Planning, Building and Code Enforcement Code Enforcement Division

SNI Blight Busters



"Safety, Service and Partnership"

(408) 277-4528

www.sanjoseca.gov/CodeEnforcement/

What is the Blight Busters?



The Blight Busters is a new City-Citizen Partnership offered in the SNI area to eliminate blight from our residential neighborhoods. How Does the Program work? The Code Enforcement Division will provide training to persons interested in becoming a "Blight Buster" volunteer.

The training takes only an hour and provides an overview of the scope of the program, legal issues, volunteer safety and program procedures. It may not sound like it, but it's designed to be fun and informative!

Once trained, the Blight Buster is "assigned" a geographic area of their choosing of four to five blocks. Most people are interested in the area near their home or office as it is often the easy and convenient.

Only one Blight Buster will be assigned to an area to reduce overlap and to help develop a relationship with the assigned Code Enforcement Inspector. The identity of the Blight Buster will remain confidential.

Each Blight Buster will be provided a Blight Buster Log to proactively identify as many blight conditions for resolution as they are able.

Once the Blight Buster completes and returns the log, a notice will be sent to the property owner within 24 hours requiring that the blighting condition be resolved or they may be subject to enforcement actions. Once the notices are sent, the Blight Buster will receive confirmation of the notice being sent and the date the Inspector will confirm compliance or take enforcement action if necessary.

What type of Blight will be eliminated?

The program is focused on minor but important quality of life issues and negatively impact the quality of life in the neighborhoods. These issues include:

- Wrecked and inoperable vehicles stored in the front yard of residential homes
- Overgrown and hazardous weeds and vegetation
- Non-landscaped yards
- Accumulations of refuse and debris in front yards
- Lawn Parking
- Graffiti
- Garbage and containers storage
- Appliances in the front yard
- Early set-out of garbage and Yard waste



Who is an ideal volunteer?

We are looking for folk who have a desire to learn and a few hours each week to spare. The characteristics of the ideal volunteer is someone who is passionate about their neighborhood, has a sense of humor and likes to work with City staff.

This sounds great, how do I "enlist" ?

This is the simple part! Just contact your SNI Coordinator and let them know you want to sign up for the next training. If you do not know who is your assigned coordinator, just contact Art Nino by e-mail at art.nino@sanjoseca.gov or by phone at (408) 921-0473. We look forward to hearing from you!

¿Qué es el programa Blight Busters?

El programa Blight Busters es una nueva iniciativa del City Citizen Partnership ofrecido en el área SNI para eliminar las áreas deprimidas en nuestros barrios residenciales. ¿Cómo funciona este programa? La división de Cumplimiento de Códigos le proporcionará capacitación a los voluntarios de este programa.

La capacitación toma sólo una hora y brinda una visión general del programa, sus asuntos legales, la seguridad de los voluntarios y los procedimientos del programa. Puede que no lo parezca, pero está diseñado para ser divertida e informativa.

Una vez capacitado, el voluntario es "asignado" a un área geográfica de 4 a 5 manzanas que él mismo elige. La mayoría de las personas se interesan por un área cerca de su casa u oficina, ya que generalmente es fácil y conveniente.

Sólo se puede asignar a un voluntario para cada área par reducir la duplicación y ayudar a desarrollar relaciones con el Inspector de Cumplimiento de Códigos asignado.

Cada voluntario recibirá un diario para identificar activamente tantas condiciones de depresión urbana como puedan para ser corregidas.

Una vez que el voluntario termina y devuelve su Diario, se le enviará un aviso al propietario del inmueble dentro de las 24 horas siguientes exigiendo que se corrija la situación, de lo contrario quedarán sujetos a las sanciones que correspondan. Una vez que se envíen los avisos, el voluntario recibirá confirmación de ese hecho y la fecha en que el Inspector confirmará el cumplimiento del mismo, o hará efectivas las sanciones correspondientes.



¿Qué tipos de depresión urbana serán eliminados?

El programa se enfoca a temas menores pero importantes de calidad de vida o que tengan un impacto negativo sobre la calidad de vida en los barrios. Estos temas incluyen:

- Vehículos chocados o inservibles estacionados en los jardines enfrente de casas residenciales.
- Vegetación o malas hierbas peligrosas o demasiado crecidas.
- Jardines no atendidos.
- Acumulaciones de basura y desperdicios en jardines
- Estacionamiento sobre grama
- Graffiti
- Almacenaje de botes de basura
- Electrodomésticos desechados en el jardín
- Basura y desperdicios de jardín puestos a recolección demasiado temprano



¿Quiénes son los voluntarios ideales?

Buscamos personas que tengan el deseo de aprender y que tengan unas horas disponibles cada semana. Las características del voluntario ideal son que sienta pasión por su barrio, que tenga buen sentido del humor y el deseo de trabajar con el personal de la Ciudad.

Eso tiene buena cara, ¿cómo me inscribo?

¡Esa es la parte fácil! Simplemente diríjase a su coordinador de SIN y avísele que desea inscribirse para el próximo curso de capacitación. Si usted no sabe quién es su coordinador. Diríjase a Art Nino por correo electrónico a art.nino@sanjoseca.gov o por teléfono al (408) 921-0473. ¡Esperamos su llamada!

Trình Báo Điều Gai Mất (Blight Busters) là gì?

Blight Busters là chương trình Hợp Tác Thành Phố-Cộng Dân mới được đưa ra trong khu vực SNI để loại bỏ những điều gai mắt khỏi các khu xóm dân cư của chúng ta. Chương Trình này hoạt động như thế nào? Ban Thực Thi Quy Định (Code Enforcement Division) sẽ huấn luyện cho những ai muốn trở thành thiện nguyện viên "Blight Buster".

Chỉ mất một giờ huấn luyện để trình bày khuôn khổ của chương trình, các vấn đề pháp lý, an toàn cho thiện nguyện viên và các thủ tục của chương trình. Nghe qua thì không có vẻ nhàm chán, nhưng chương trình này được thiết kế một cách vui nhộn và đầy đủ thông tin!

Sau khi được huấn luyện, người Blight Buster được "chỉ định" một khu vực địa lý gồm bốn đến năm dãy phố do họ tự chọn. Đa số mọi người chọn khu vực gần nhà hoặc sở làm cho dễ và tiện.

Mỗi khu vực chỉ có một người Blight Buster được chỉ định để tránh dẫm chân và để phát triển mối quan hệ với Thanh Tra Thực Thi Quy Định. Danh tính của Blight Buster sẽ được giữ kín.

Mỗi Blight Buster sẽ được cấp một cuốn sổ Blight Buster để tích cực ghi nhận các hiện trạng gai mắt để giải quyết theo khả năng ghi nhận của họ.

Một khi Blight Buster đi đến và gửi lại sổ, một thông báo sẽ được gửi cho chủ nhà trong vòng 24 tiếng buộc rằng họ phải giải quyết tình trạng gai mắt nếu không có thể bị các biện pháp áp đặt. Sau khi gửi thông báo đi, người Blight Buster sẽ nhận được tin là đã gửi thông báo và ngày mà Thanh Tra sẽ đến xem để xác nhận việc tuân thủ hoặc có biện pháp áp đặt nếu cần thiết.



Loại Gai Mắt nào sẽ bị loại bỏ?

Chương trình tập trung vào các vấn đề nhỏ nhưng quan trọng về phẩm chất cuộc sống và có tác động tiêu cực đối với phẩm chất cuộc sống trong các khu xóm. Các vấn đề này gồm có:

- Xe cộ hư hại hoặc bất khiển dụng chứa ở sân trước các tư gia
- Cây cỏ mọc quá cao và nguy hiểm
- Sân nhà không chăm sóc cảnh quang
- Rác rưởi và phế liệu để dorr ở sân trước
- Đậu Xe trong Sân Cỏ trước nhà
- Viết Vẽ Bậy
- Chứa rác và thùng đựng rác
- Đổ dorr trong nhà để trước sân
- Bỏ rác và cây cỏ cắt bỏ ra sớm trước giờ quy định



AI là thiện nguyện viên lý tưởng?

Chúng tôi cần những người muốn học hỏi và có dư vài giờ mỗi tuần. Tính cách của thiện nguyện viên lý tưởng là một người tha thiết với khu xóm của họ, có óc khôi hài và thích làm việc với nhân viên Thành Phố.

Nghe hay đấy, tôi làm thế nào để "ghi danh" đây?

Đơn giản thôi! Chỉ cần liên lạc với Điều Hợp Viên SNI của quý vị và cho họ biết là quý vị muốn ghi danh cho lần huấn luyện sắp tới. Nếu quý vị không biết ai là điều hợp viên trong khu vực của mình, hãy liên lạc với Art Nino bằng e-mail tại art.nino@sanjoseca.gov hoặc bằng điện thoại tại số (408) 921-0473. Chúng tôi chờ tin của quý vị!