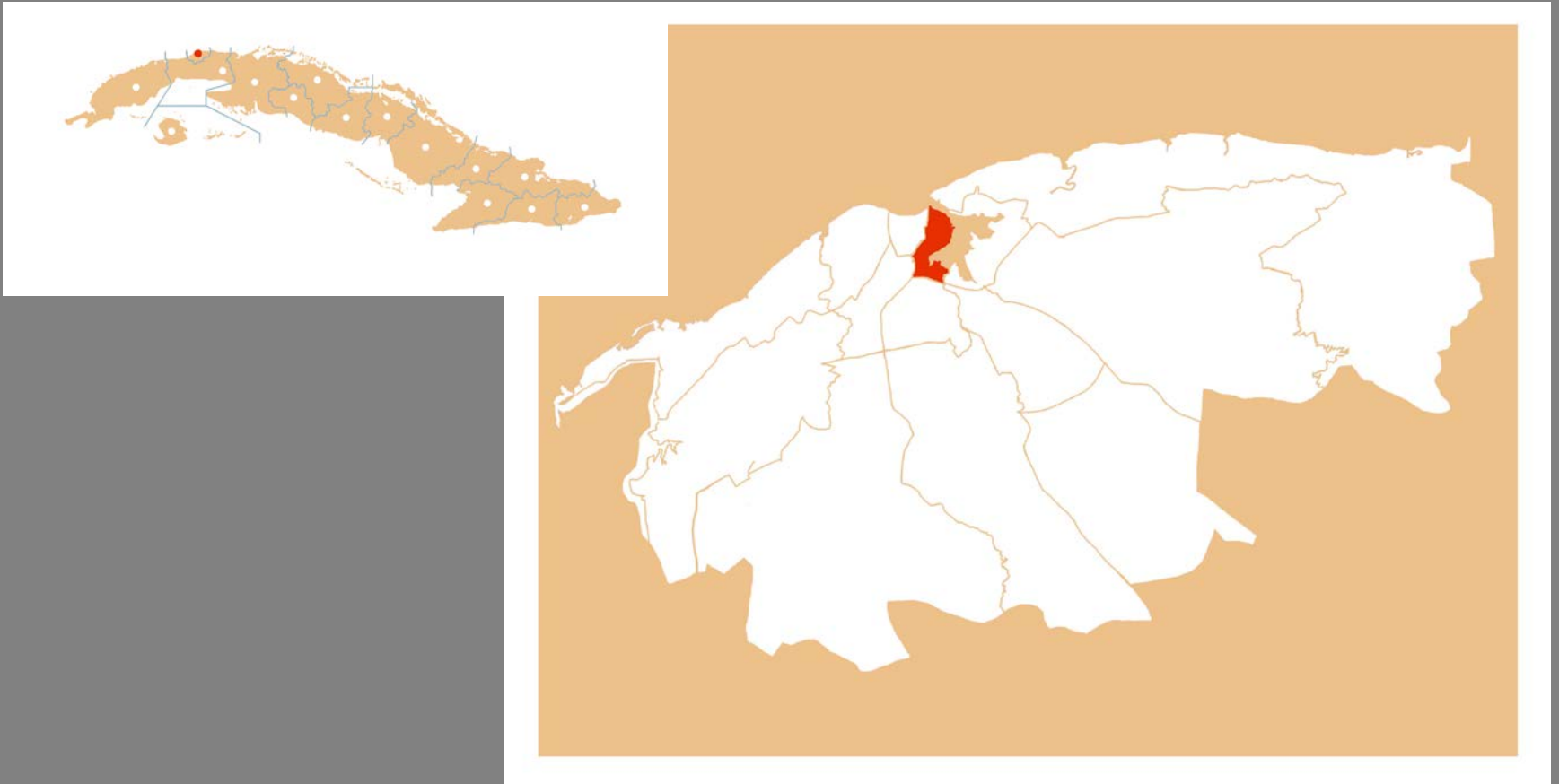




The comprehensive scope in the Rehabilitation of
Old Havana

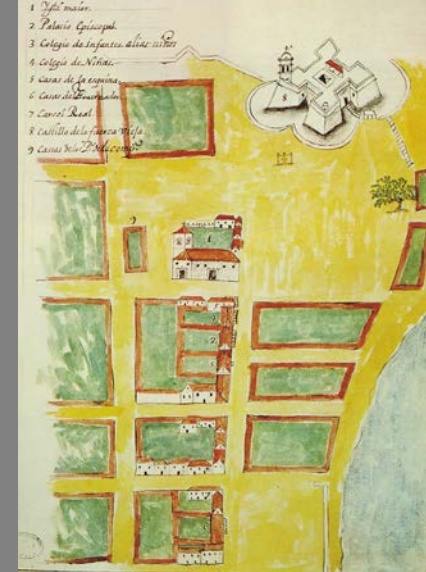
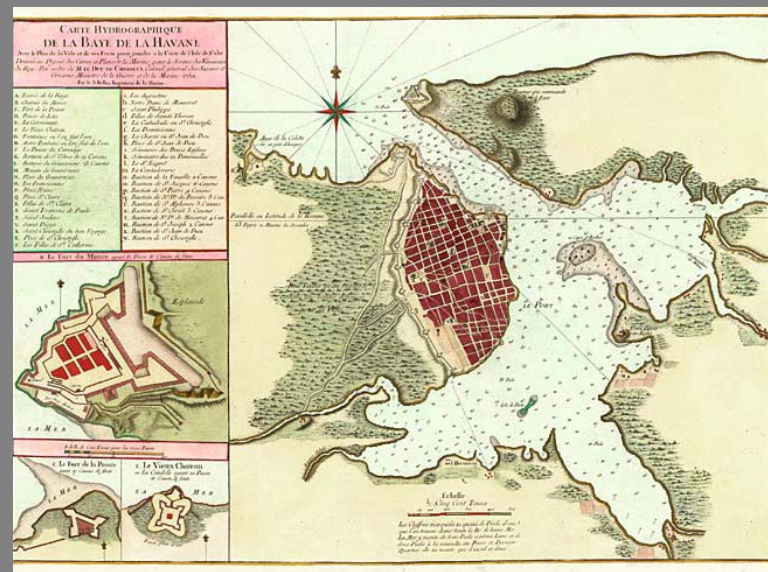
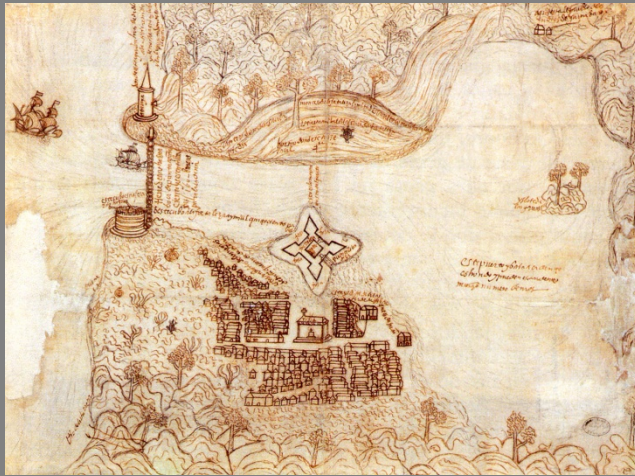


Havana is one of the 16 provinces of Cuba. It is the capital city with an area of 727,4 km². It has an approximate population of 2,2 million inhabitants.

Old Havana is one of the 15 municipalities that conform the Province of Havana City. It concentrates 4.4% of the population, 12.8% of the working force and 26.4% of the commercial activities.



Havana was one of the seven villages founded by Diego Velazquez between 1512 and 1515. Its original settlement, established towards 1514, moved from south to north, making it an itinerant village until 1519.



... there was a natural bay, strategically located, where ships eventually stopped for the process of careening and where conditions were ideal for the development of a safe port... On the Day of St. Christopher of 1519, a village was finally founded in a place nearby the shore, not far from the entrance of the bay. It was called Havana.



Since 1537 the Spanish fleets and navy started to assemble in Havana before returning to Spain. By 1561 the regulations established the navigation route, *la carrera de Indias*, making the port of Havana the main key to the commerce with America.

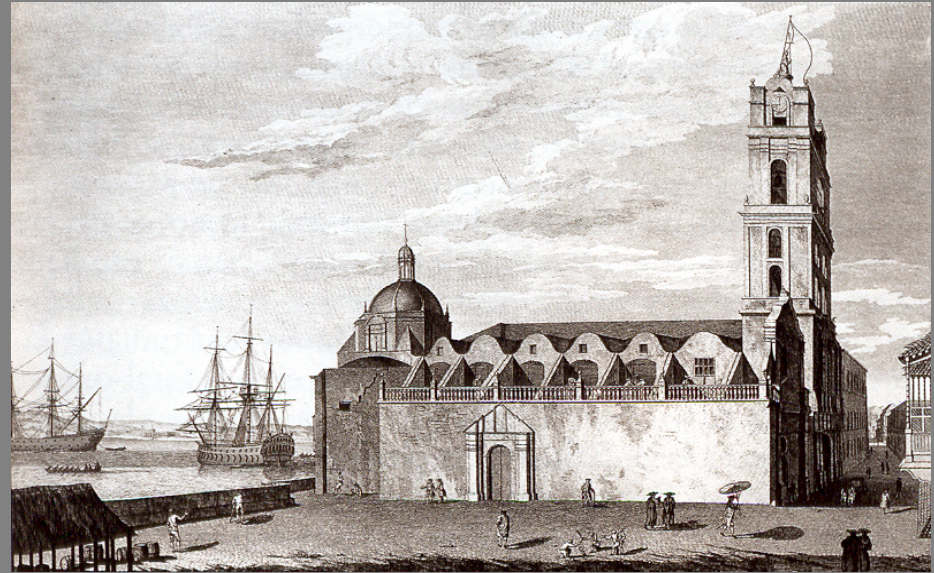
The cargoes and galleons awaited until departure that would carry the treasures of the “New World” to Spain. For many months the village was the home of ship crews, sailors, military officers, merchants, religious people, adventurers...

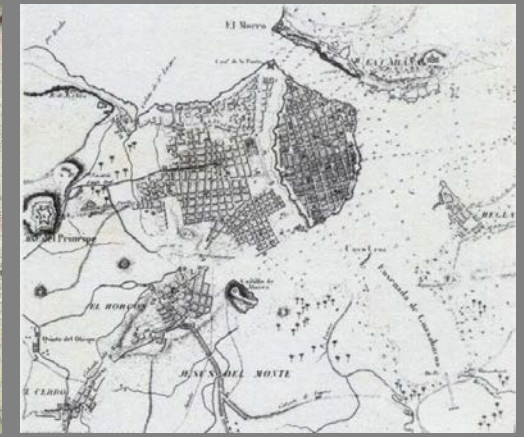
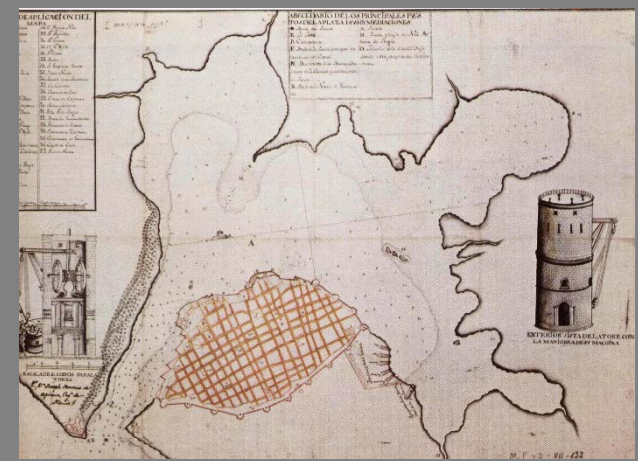
Havana’s economy developed on the provision of lodgings, services and recreation for visitors, most economic opportunities deriving from those sectors.



The first fort, the public docks, the main squares, the customs building, the council headquarters, the shipyards and some of the most relevant private residences were all aligned with the bay front. The fountains and the first water canal system also reached the shoreline with sources in different areas.

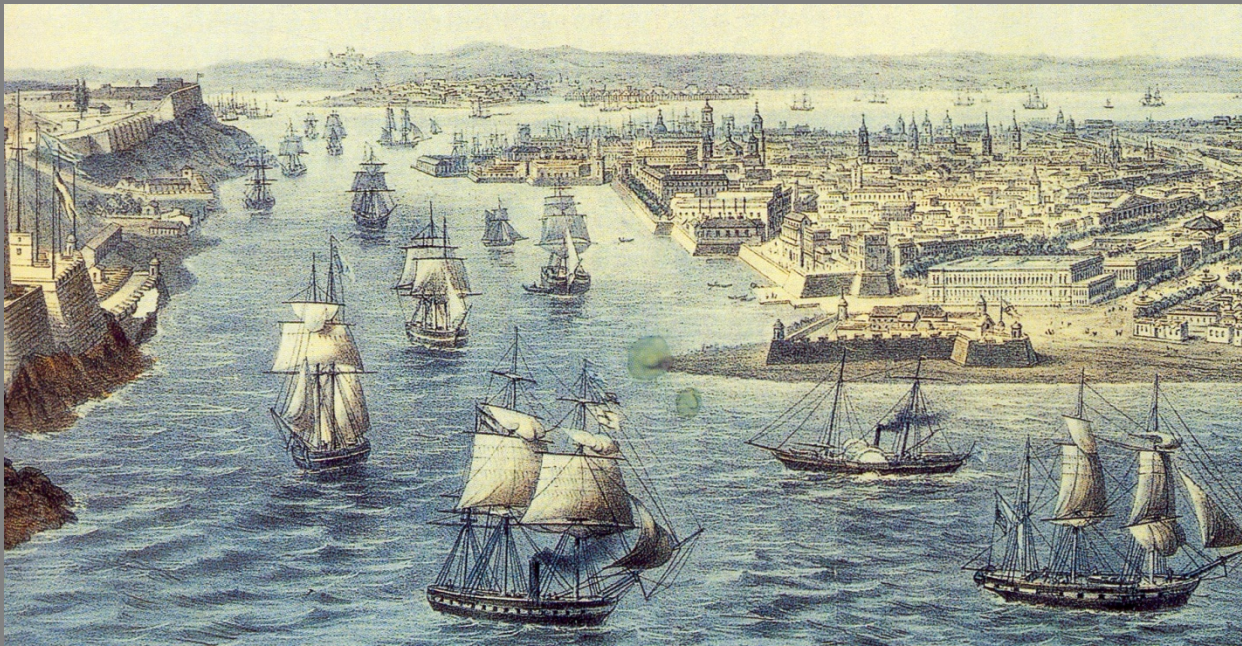
The Old port occupied an extension of more than one km bordering the bay, the water space was active with passengers transportation and commercial traffic.





In the first half of the XVIII century a relevant system of forts, including a wall, protected the maritime front. However, the most important structure of this period is the Royal Shipyard, one of the most significant in America.

The shipyard was established between 1736 and 1740, located to the south of the city next to the Tallapiedra docks and close to the Royal Tobacco Warehouses. Both industries, using wood and tobacco as raw materials, were crucial for the economic development of Havana. The first neighborhoods outside the city walls started to grow connected to these activities in allotments in the proximities.



After the British left Havana the city embraced a system of free commerce which started around 1778.

This opening had a impact on the port that gradually shifted from a place that provided services to the most important export enclave for the sugar, coffee and tobacco markets run by wealthy slave plantationists.

The key to the New World started to live on the rhythm of these products production cycles.

The city of Havana started to expand with new neighborhoods outside of the walls. By the 1820s it was among the biggest urban conglomerates of America.



From 1837 on, the development of a railroad infrastructure is the beginning of the construction on industrial facilities and warehouses to support the booming industries.



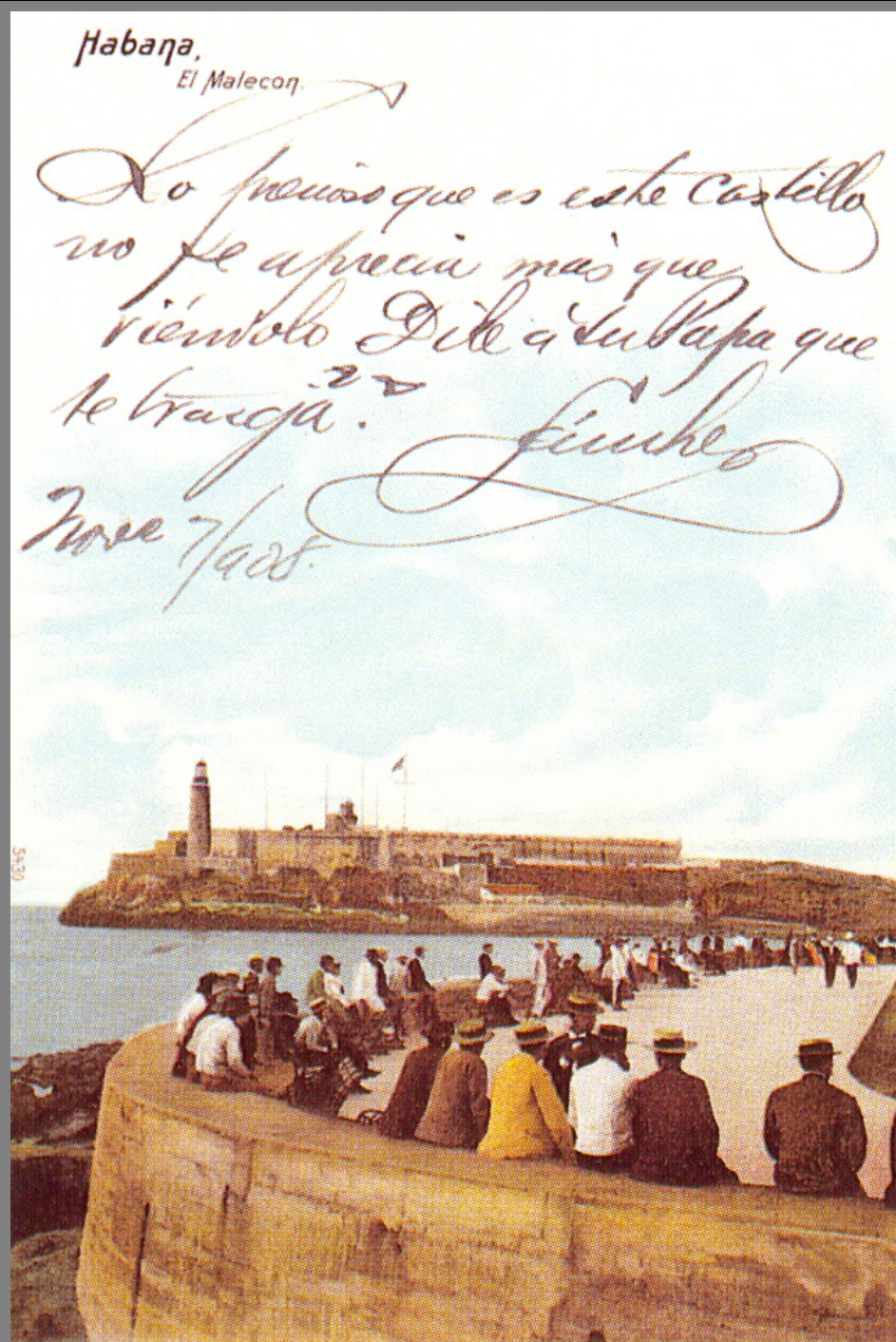
From the end of the XIX century to the 1950s the bay of Havana received a considerable number of industrial investments: warehouses, silos, an oil refinery, electrical power plans, factories, workshops, dumping area, a container terminal and the train and road infrastructure necessary to manage those functions.

The canal of the harbor was benefited with plans which enhanced the cityscape that made Havana famous, the other areas used the territory for functions which ignored its natural and cultural potentials.

In 1958 the construction of the tunnel of Havana open the gate of urban speculation and sprawl towards the east.

North west was the direction chosen to develop The Malecón or Gulf Avenue, the broad concrete wall that lines Havana's waterfront.

Before it was built, the rough marine terrace was carved at different points to create small ponds used for bathing. The avenue was constructed in different segments and moments between 1901 and 1958, giving a new face to city neighborhoods that existed since colonial times like Central Havana and Vedado.







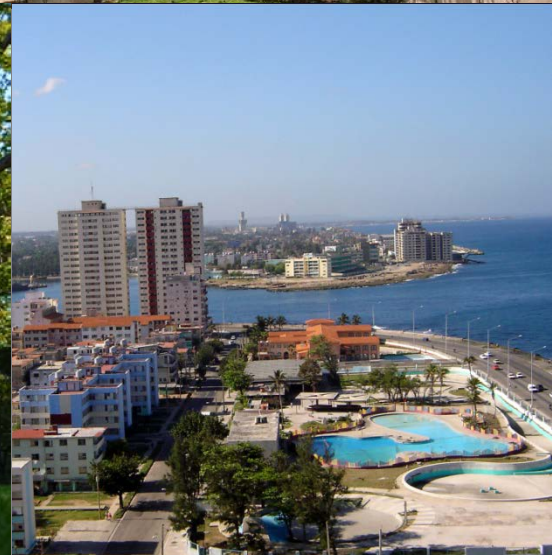
The ring of Havana or District of the Walls





The eclectic buildings of the early XX century and the Art Deco of the late 20s.





El Vedado neighborhood





The eclectic palaces of *Chaple Hill*, the best urban viewpoint of Havana City.





Architecture of the
Modern Movement in
Havana



The 1960s revolutionary architecture



The rehabilitation of the Historic Center

Territorial structure of Old Havana

Total area 214 ha. 2.5 km².

Population 66 752 inhabitants

Floating population 150 000

In 2001 The traditional **Malecón** was designated as priority area for conservation. In 2003 **Chinatown** was added.

With the city's expansion towards west and east, Old Havana recovers its central location which offers great potential for development.

Situation of the building stock

Number of buildings 3,344



Total number of dwellings 22,626

- **41% ownership**
- **45% usufruct**
- **3% rent**
- **10% basic assets**
- **1% illegal occupancy**

50% in bad state of repair

45% in slums

25% without sanitation

60% irregular access to water supply

32% valuable buildings in bad state of repair.

Social situation in the area

- Single women with children without stable employment.
- Elderly living alone without family support.
- State employees poorly paid.
- Less access to convertible pesos or hard currency compared to other city areas.
- 50% of women employed. 75% of men employed.
- Precarious housing and infrastructure.
- Limited financial resources to develop income generating strategies.
- Limited living strategies that don't surpass the survival level.
- Lower percentage of adolescents reach the University level.
- Use of children to support adults living strategies.
- High integration and support to social community organizations.





Office of the City Historian of Havana

First period 1938 -1964

1938 Foundation of the Office of the City Historian.

1961 Creation of the National Board of Monuments.

1962 First rehabilitation plan in Old Havana.

1963-64 First archaeological research.



Second period 1964 - 1980

1967 Eusebio Leal Spengler is designated City Historian in 1967. In 1968 he becomes Director of the Museum and he begins the restoration of the Capitan General 's Palace to house the City Museum, among other works.

1977-78 First Heritage Protection Laws.

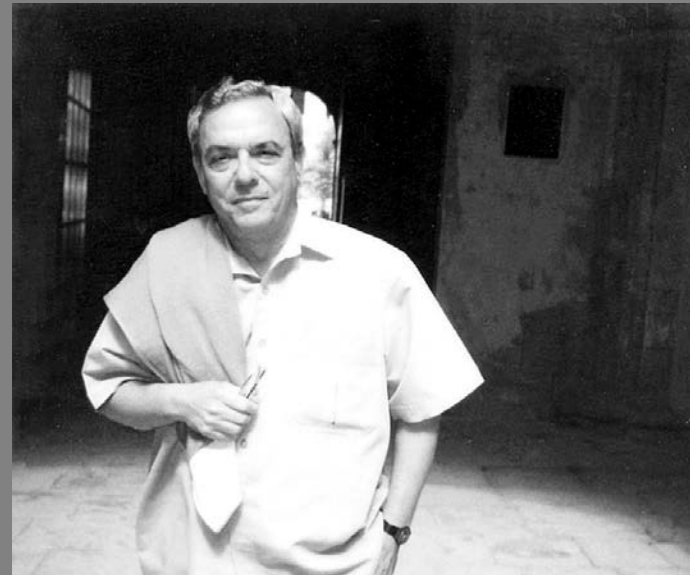
Law No 2 of National Monuments.

Law No 23 of Municipal Monuments.

1978 The Historic Center is declared National Monument.

1980 The cultural initiatives of the City historian raise popular awareness about cultural values of Havana and its historic center. The television show *"Andar La Habana"* has a great audience.

1981 He becomes responsible for the restoration plans in the Historic Center.



Third period 1981– 1993

1981 First government five year plan to perform restoration works in the Historic Center. Creation of the Architecture Department of the City Historian for technical and financial management of the first investments.

1982 Old Havana and the system of colonial fortresses are declared World Heritage. Creation of CENCREM, National center for conservation, restoration and museology.

1985 CENCREM and the Provincial Physical Planning Direction make the general guidelines for the rehabilitation of the Historic Center.

In **1990** the internal situation begins to deteriorate with the impact of the economic crisis. The Cuban government that until then had supported the rehabilitation works is in no condition to grant the financial resources.



Forth period 1993 - 2012

1993 The State Council passes the **Law Decree 143** fundamental step to transform the state subsidized rehabilitation into a local sustainable development process. The heritage rehabilitation becomes an opportunity to face the economic and social crisis. Creation of Habaguanex tourism company.

1994 Creation of the Master Plan Office for the Historic Center. Elaboration of the Integrated Development Plan. Combination of planning tools with economic management mechanisms.



REHABILITATION IN OLD HAVANA

Cultural, social and economic revitalization of the Historic Center.

PREROGATIVES OF THE HISTORIANS OFFICE

SPECIAL LEGAL AND JURIDICAL FRAMEWORK

1993 Law decree 143 that laid the grounds to transform rehabilitation from a state subsidized activity to a self financing process.

MECHANISM FOR LOCAL MANAGEMENT AND DEVELOPMENT

1994 Creation of the Integrated Development Plan for Old Havana.
Combination of planning tools with management mechanisms for long term sustainability.

TAX POLICY AS A CONTRIBUTION TO REHABILITATION

ENTERPRISE SYSTEM TO CAPTURE FINANCIAL RESOURCES

INSTITUTIONAL FRAMEWORK WITH MULTIDISCIPLINARY TEAMS SUPPORT THE REHABILITATION PROCESS.

In **2013** the Office of the City Historian enters a new stage of management and development:

1. The guidelines for the economic development introduced by the Cuban government since 2007 open new opportunities and activate the role of new actors in the process of rehabilitation.

The changes in the legal framework concerning property rights and ownership enable changes in the buying and selling, rising demand for new land uses, recycling of spaces, new economic opportunities in services, commerce and rentals.

Diversification of economic activities, actors and financial sources with self employment, cooperatives, government credits and subsidies.

New decentralization context in favor of strengthening the municipalities.

Growing importance of the citizens role and their participation in the local economy, rehabilitation and maintenance of housing and infrastructure.



Cortesía de la Dra. Patricia Rodríguez. Directora Plan Maestro de la OH.

2. Reorganization of the legal framework and institutional structure of the Office to adapt it to the new economic scenario.

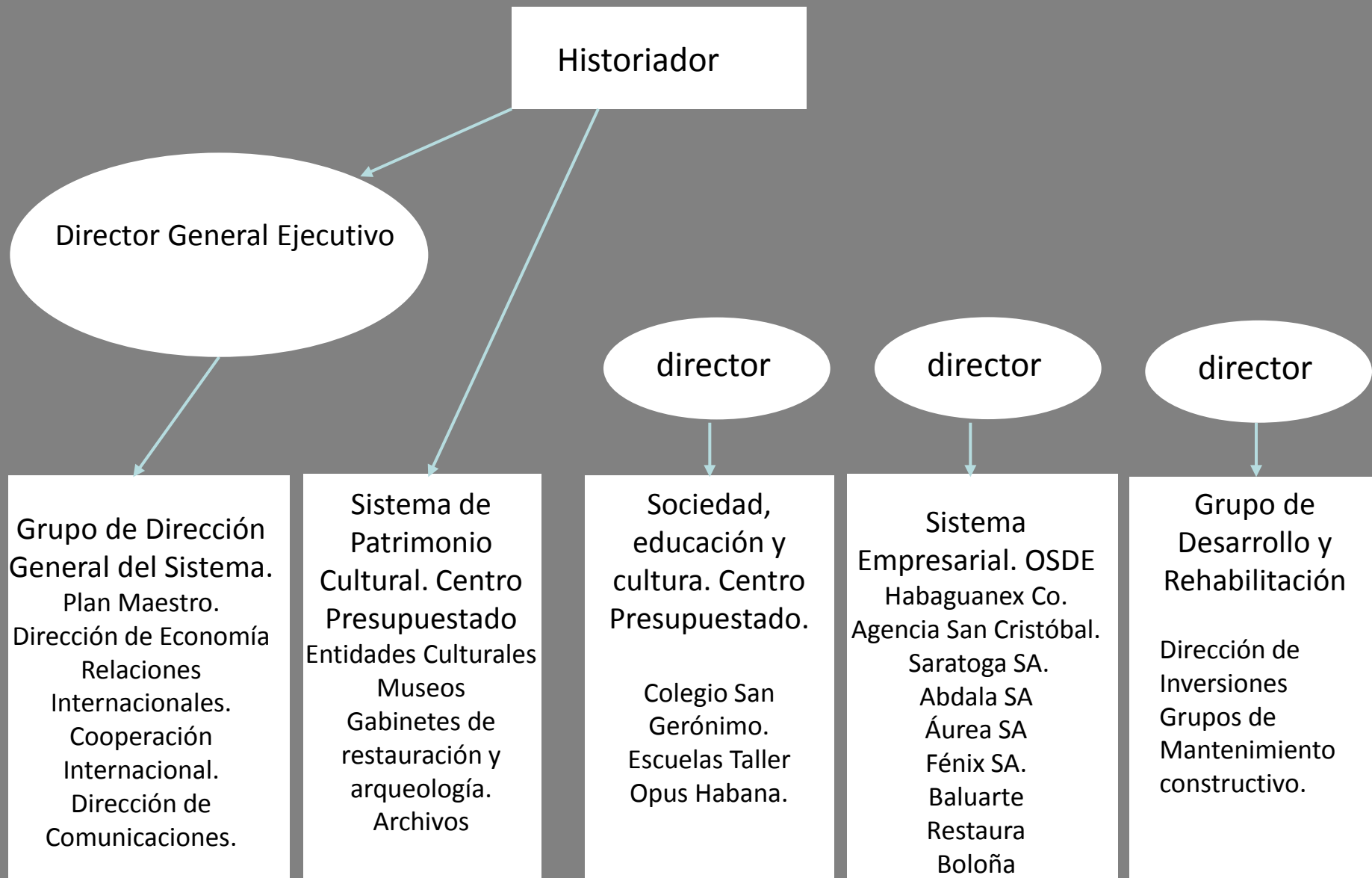
In 1993 the Law Decree 143 established a number of prerogatives for the OFICINA DEL HISTORIADOR

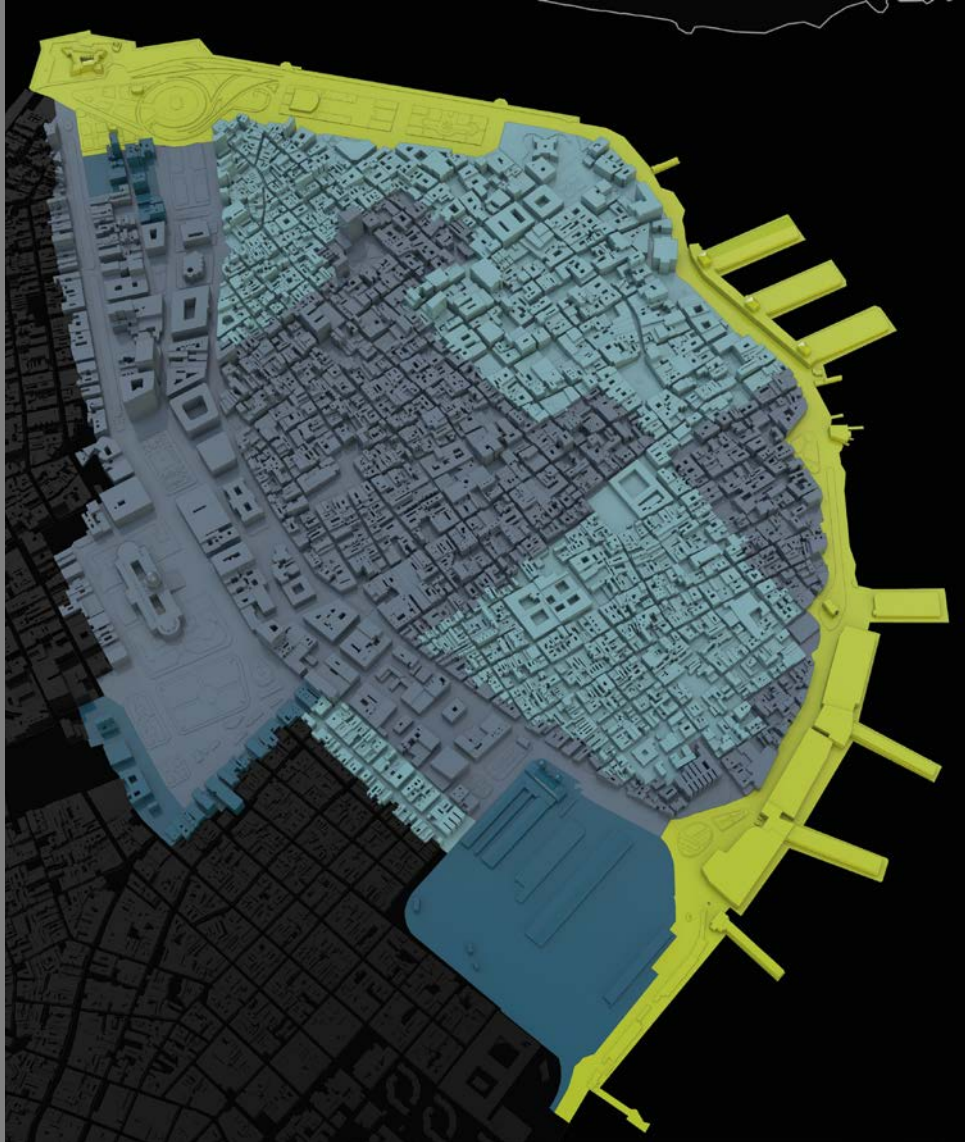
- **Direct subordination to the state council of Cuba**
- Tailor made legal and juridical framework
- Tax of contribution to rehabilitation
- **LOCAL ENTERPRISE SYSTEM** FOR THE GENERATION OF FINANCIAL RESOURCES
- **FLEXIBLE INSTITUTIONAL FRAMEWORK** with autonomous entities and interdisciplinary teams to elaborate and implement the projects.

In 2014 the adjustment of the prerogatives establish

- **Subordination to the Ministers Council that will participate in decision making process**
- The Office Works as a system formed by a central nucleus of the Historian plus a number of budgeted units subordinated to the main office.
- The system of the Historians Office functions with **charge to the State Budget of Cuba and other authorized financial sources.**
- ***Modified by Unique Article of Decreto -Ley No. 325 October 16, 2014.***
- The Office will have a Deputy Director assisting the Historian in the decision making and management process.

Adapted institutional framework. Scheme of 2012 proposal.

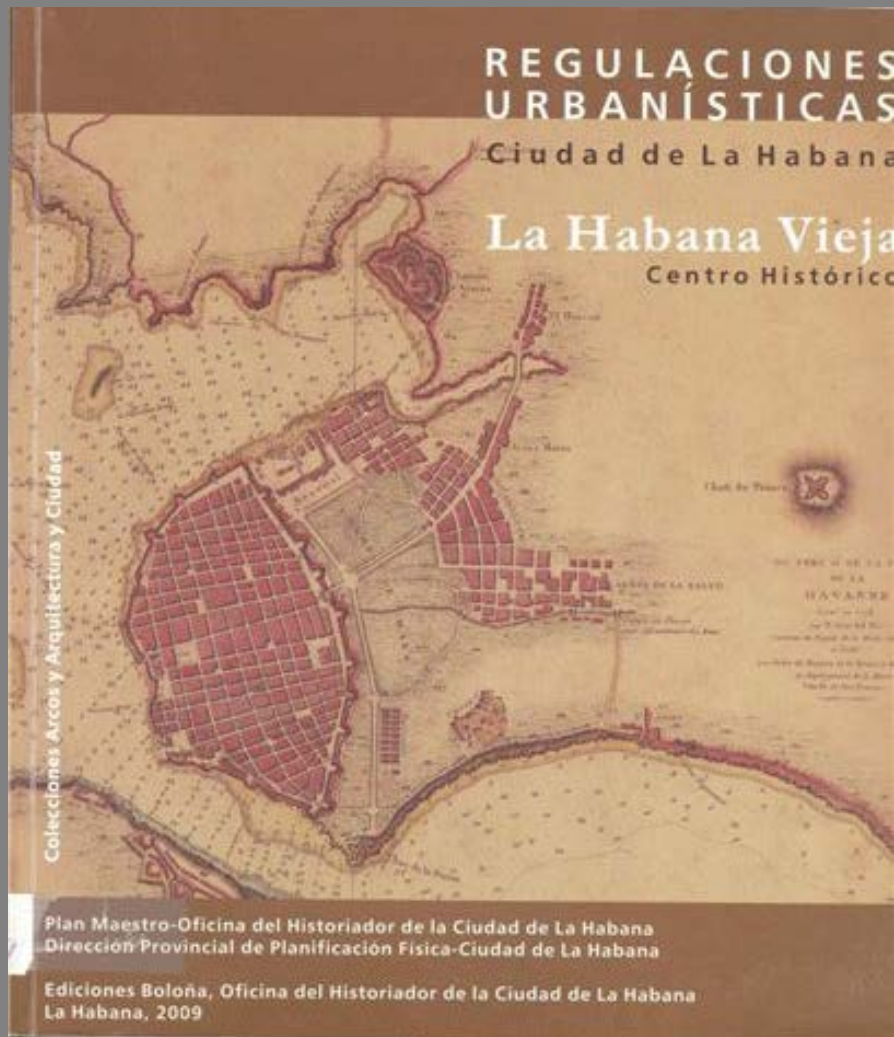




The **Integrated Development Plan PEDI** continues to be the main tool for strategic management of the Historic Center

- GIS made with a participatory methodology and to be used as a trans disciplinary tool for research, monitoring and territorial management.
- Development of SWOT analysis to identify logics and interests of the urban actors.
- Strategic and action lines to implement the vision and desired development patterns.
- Support the creation of networks of actors to facilitate participation in management and empowerment of local actors.
- Activation of economic potentials in order to attain comprehensive human development.

In 2015 started the updating process of the urban regulations for the Historic Center



8. Tablas y normas gráficas

8.10 Estructura de la manzana y disposición de la edificación en la parcela

8.10.1 Morfología de la manzana

Este territorio amurallado y luego abierto al exterior, estuvo franqueado por la bahía en los lados norte, este y sureste, y por tierra firme en los lados oeste y suroeste, lo que junto a otros factores, dio lugar a la existencia de varias tipologías urbanas que, basadas en la cuadrícula, identifican y diferencian el recinto interno del externo. En dependencia de ellos resultan las dimensiones y disposiciones siempre variables de sus manzanas, en ambos casos pueden ser grandes, medianas y pequeñas. Una selección aleatoria arroja las siguientes dimensiones aproximadas: 78 m x 153 m, o: 70 m x 162 m (grandes); 73 m x 83 m, o: 79 m x 84 m (medianas), y 58 m x 62 m, o: 50 m x 61 m (pequeñas). Dentro de sus límites establecidos, hoy la retícula urbana semirregular está conformada aproximadamente por 265 manzanas rectangulares, cuadradas, trapezoidales y triangulares derivadas todas de su adaptación a las condicionantes del relieve, del encuentro con los bordes físicos y la visibilidad perimetral, y a las direccionales generadas por determinadas vinculaciones principales. La estructura de su trama se completa por vías perimetrales y espacios públicos históricos (sistema de plazas, plazas y parques).



8.10.2 Ocupación de la parcela

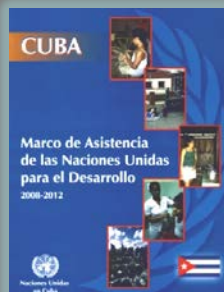
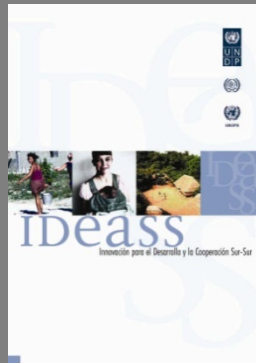
La primera parcelación de este territorio se fue produciendo en segregaciones sucesivas, usual en la mayoría de los asentamientos, loteando y vendiendo las fincas urbanas de diversas dimensiones—primero en el recinto interior amurallado y luego al demoler las murallas, en el exterior. La parcelación que ha llegado al siglo xxi, presenta subdivisiones diversas que van desde manzanas con más de 30 lotes hasta las que sólo tienen diez o menos. En extramuros—correspondiendo con el reparto Las Murallas—aparecen manzanas de lote único, ocupadas con inmuebles monumentales como el Capitolio, el Museo de Bellas Artes, el Instituto de La Habana, el Palacio de Balboa, etc. Por su parte, el antiguo territorio de intramuros presenta algunos complejos religiosos que, en su desarrollo, fundieron varias manzanas, tales como el Convento de Santa Clara y el de Belén. En dependencia de la forma de la manzana, los lotes se parcelaron (generalmente en bandas) agrupados con su fachada hacia el lado mayor de ésta. Sus dimensiones variables pueden ir desde 6 m de frente pasando por 9 m, 12 m, 18 m, hasta aproximadamente 30 m, con excepción de aquellos inmuebles que ocupan manzanas de lote único o un tercio, o la mitad de una manzana (iglesias, casonas y palacetes, parcelas resultantes por pérdidas edilicias, etc.).



The **Oficina del Historiador** and **PEDI CH** accomplished:

- An integration of the cultural dimension with the local development policies and strategies.
- The use of cultural heritage as a motor of development, local economic development and access to knowledge and education.
- The territory viewed as a meeting space of heritage and human development.
- Articulation among the different government levels (multilevel governance), promotion of public private alliances, flexible institutional structure for integrated management, management mechanisms adapted to the context needs, integration to the system of physical planning and territorial planning.
- Priority to the protection of vulnerable groups.
- Enhancement of popular participation: appropriation, commitment, diffusion, awareness.

The new scenario increases the role of International Cooperation to support social and cultural projects



3. In 2008 appears the **Red de Centros Históricos**, with the Historiador Eusebio Leal as president.

*En **diciembre del año 2008**, en el marco del VII Encuentro Internacional sobre Manejo y Gestión de Centros Históricos, celebrado en La Habana, directivos y técnicos de las Oficinas del Historiador y del Conservador del país acordaron crear la **Red de Oficinas del Historiador y del Conservador de Cuba**, con el fin de fomentar el intercambio y transferencia de conocimientos, aprovechando la larga experiencia acumulada por cada una de ellas en el campo de la rehabilitación urbana y la recuperación del patrimonio.*

Santiago de Cuba (1996), Camagüey (1997), Trinidad (1997) y Cienfuegos (2007). Con sus particularidades y prerrogativas en materia de gestión, cada una ha conformado equipos técnicos multidisciplinarios alrededor de la Oficina del Historiador o del Conservador según el caso.

Con la creación de la Red de Oficinas del Historiador y del Conservador de Cuba se propone la implementación de un mecanismo permanente de consulta, y la divulgación de sus resultados a través de un portal web, boletines electrónicos y publicaciones, todo ello elevarán el acceso a la información, y facilitará un uso más eficiente y racional de la misma. La Red debe convertirse, en el corto plazo, en una vía para el intercambio y la participación, garantía de una creciente visibilidad, especialmente en el plano institucional.

www.planmaestro.ohc.cu



4. Ministries, investment groups and public enterprises of the Cuban government start to develop important investments in strategic areas of the historic center.

- Integrated Development Project of Havana's Harbor.
- Restoration of the Capitol for the headquarters of the National Assembly.
- Rehabilitation of the building of the *Royal Bank of Canada* for the ` Supreme Court of Cuba.
- 5 new hotels are being developed by ALMEST.
- MITRANS develops a strategy to rehabilitate and modernize the central train station and the railway networks.

PID BH

The opportunities of a new Special development Zone for the harbor

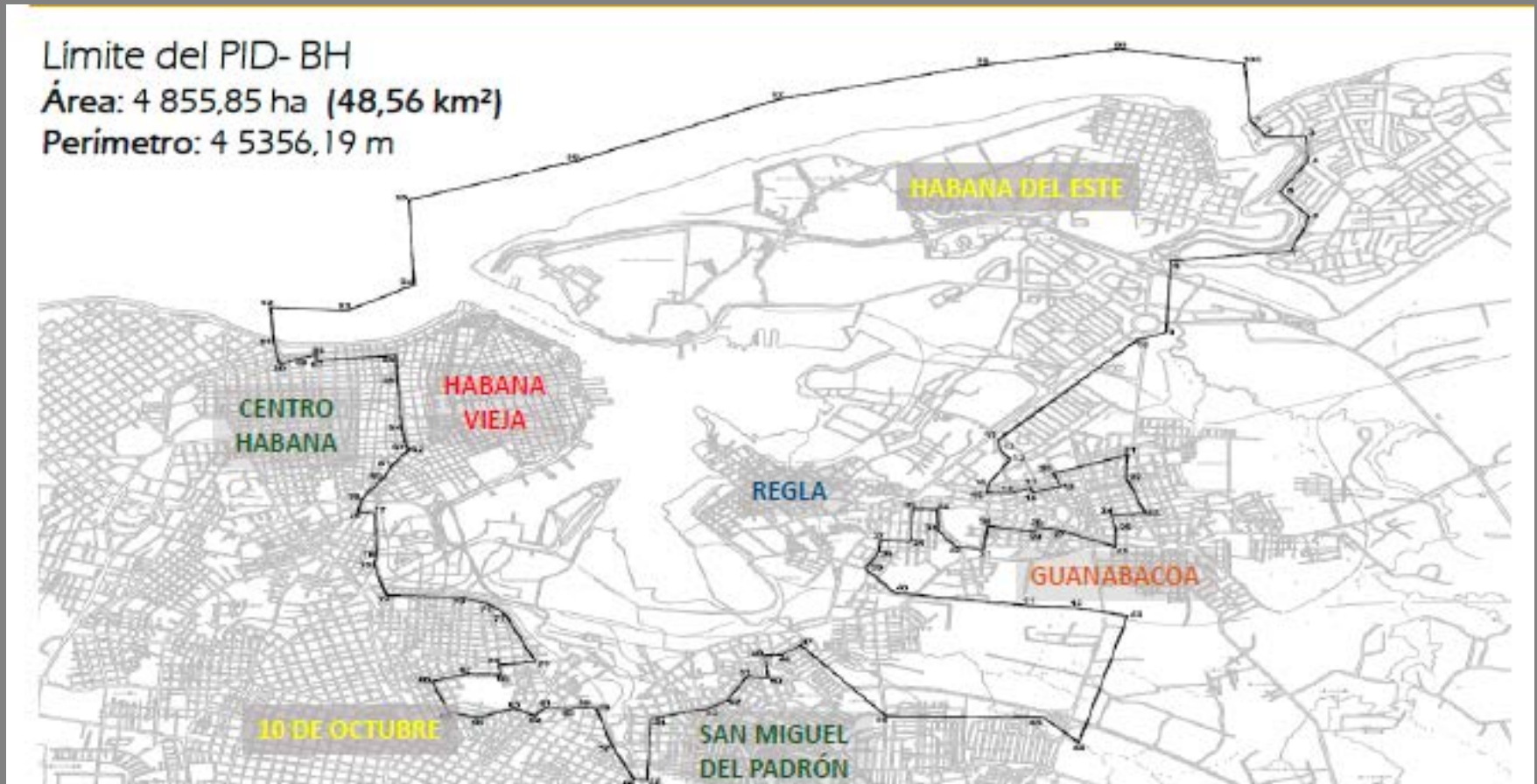


Potentials and Development Goals



- The industrial areas are relocated to Mariel port and free development zone.
- The bay of Havana can be a cruise ship port and a booming tourism enclave.
- The bay inlets are adequate for nautical activities, marinas, promenades and recreational attractions.
- The outdated industrial structures will be demolished or recycled according to their values.
- Potential renovation and reconstruction of infrastructures.
- Relevant cultural and heritage values.
- Potentials in visual relations and public access to the shoreline.
- Exceptional locations and potentials for better environmental conditions.

Proposed area for the PID BH



The proposed area goes beyond the scale of the bay incorporating other strategic parts of the north west east corridor such as the waterfront, the Pan-American Villa and Cojímar. Part of the Cotorro southern urban corridor is also included inside the perimeter.



Planta Principal

Render / Planta de Referencia/ Mobiliario Actual / HEMICICLO NORTE





Tribunal Supremo Popular

Ubicación: Aguiar esq. Obrapía

Inversionista: Oficina del
Historiador



VISTA DESDE LA LINTERNA DE LA CÚPULA DEL CAPITOLIO

Inversionista ALMEST / Gaviota Proyectista DGPAU/OH -Constructora Bouygues Internacional



Hotel Packard. Inversionista ALMEST / Gaviota . Proyectista Empresa Restaura.
Constructora Bouygues Internacional



ESTACION CENTRAL DE FERROCARRILES

SOLUCION CONCEPTUAL PLAN GENERAL

CHOY LEON ARQUITECTOS

UNION DE FERROCARRILES DE CUBA/ MITRANS /PLAN MAESTRO OHC CIMAB

The rehabilitation projects go on!!!!!!

Rescatar y dotar de nuevos contenidos al patrimonio edilicio heredado mediante **proyectos y obras de rehabilitación.**



Fotos del Archivo Biblioteca *Fernando Salinas*
DGPAU. Oficina del Historiador



Antiguo Almacén de la Madera y el Tabaco

Ubicación: Avenida San Pedro s/n Inversionista: Oficina del Historiador



Restauración del Palacio
del II Cabo para Centro
Cultural. Proyecto de
Cooperación Internacional
OH -UNESCO- UE



Paseo Marítimo Alameda de Paula.
Inversiones Oficina del Historiador.
Proyecto DGPAU Taller Urbanismo.



ELEVACION TENIENTE REY



ELEVACION VILLEGAS

Propuesta para la recuperación de la Plaza del Cristo. DGPAU Taller Urbanismo.



Recuperación Plaza del Cristo. DGPAU Taller Urbanismo.



Propuesta Museo del Ferrocarril. Antigua Estación de Cristina. DGPAU Taller de Urbanismo



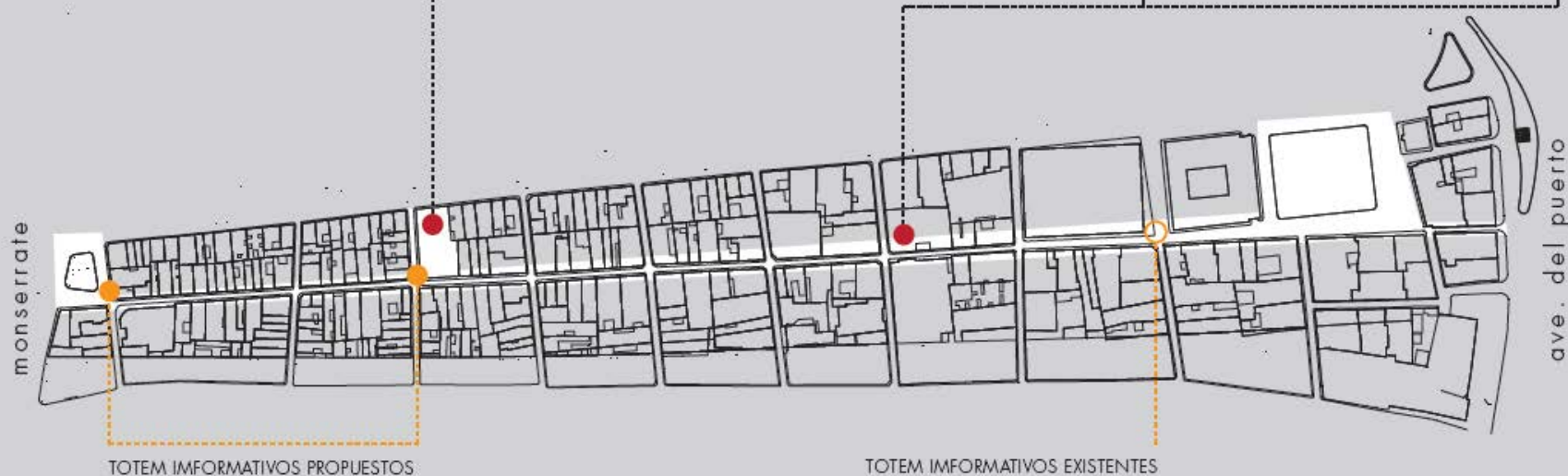
PROYECTO DEL GRUPO DE URBANISMO



PROPUESTA DEL GRUPO DE URBANISMO



PROYECTO DEL GRUPO MALECON



Nuevas inserciones en el Malecón Habanero
Arq. Héctor Gómez
DGPAU Taller Puerto Viejo





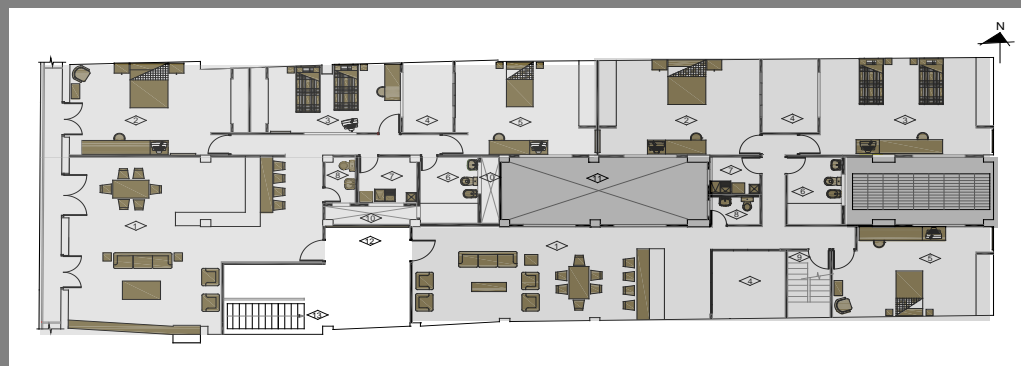
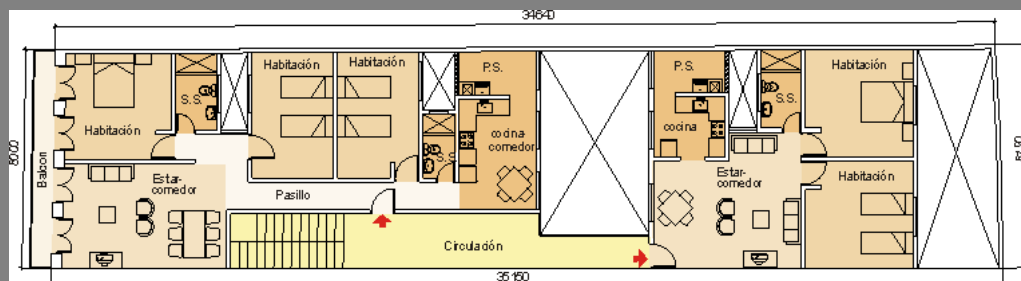
Proyectos de
vivienda
social

Mercaderes 262

Teniente rey 13



O'Reilly 312





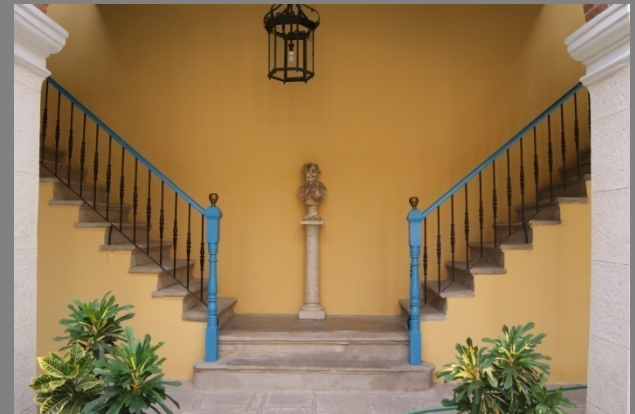
Nave San José. Planta Baja. Ubicación: Avenida Desamparados s/n Inversionista: Oficina del Historiador de la Ciudad



Emboque de Luz. Ubicación: San Pedro y Luz Inversionista: Oficina del Historiador



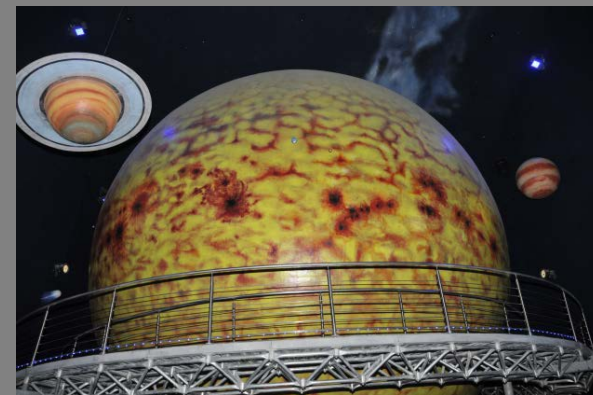
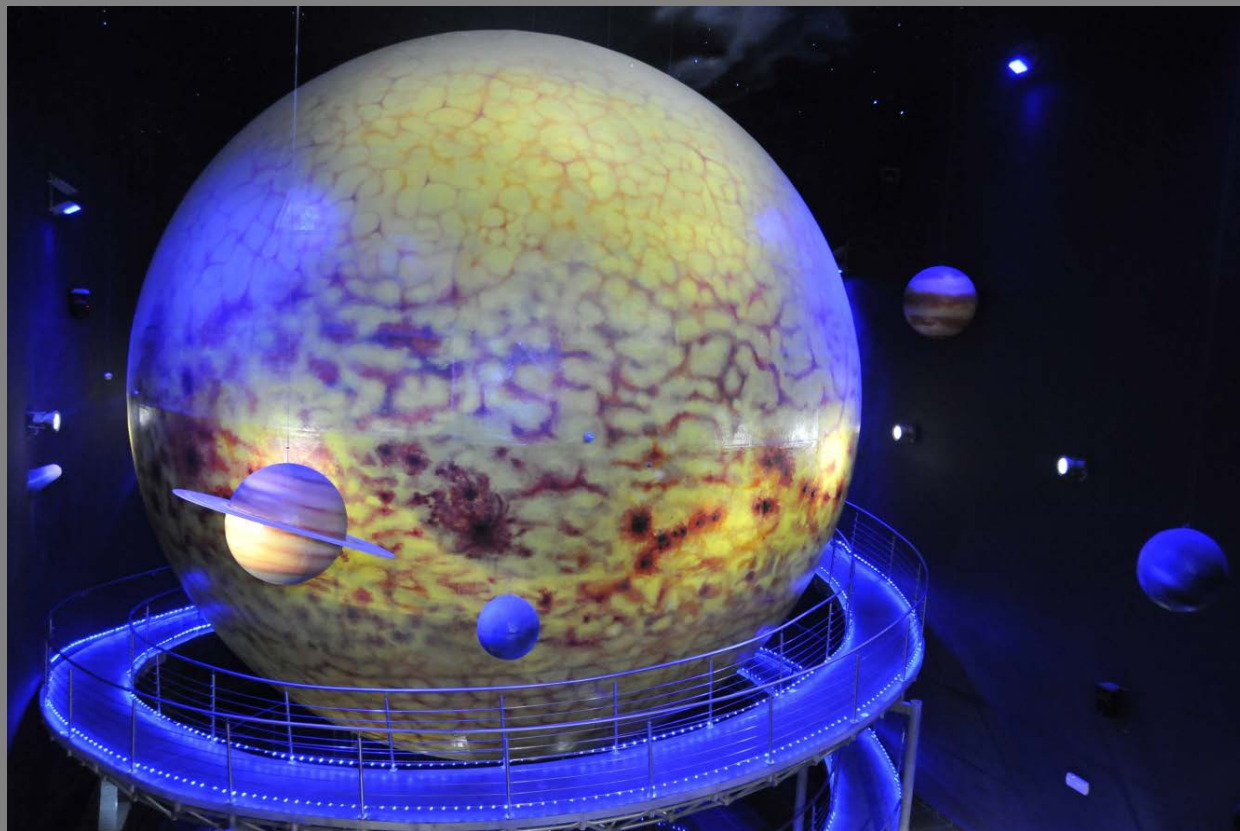
Sala de Conciertos y Museo de arte Sacro en la Basílica Menor del Convento de San Francisco de Asís.



Reabre sus puertas el Museo de Arte Colonial en la Plaza de la Catedral.



Museo del Reloj Suizo.
 Tienda Cuervo y Sobrinos
 Ubicación: Oficios esq.
 Muralla
 Operador: Habaguanex
 S.A.
 Inversionista: Oficina del
 Historiador de la Ciudad



Planetario
Rosa Elena Simeón
 Ubicación:
 Mercaderes 311,
 Plaza Vieja
 Inversionista:
 Oficina del
 Historiador
 de la Ciudad



Casa de la Cruz Verde y Museo del Chocolate

Ubicación: Mercaderes
esq. Amargura

Operador: Habaguanex
S.A.

Inversionista: Oficina
del Historiador de la
Ciudad



Sede del Ballet *Lizt Alfonso*

Ubicación: Compostela entre
Luz y Acosta

Inversionista: Oficina del
Historiador de la Ciudad



Liceo Mozartiano de La Habana
Oratorio San Felipe de Neri

Ubicación: Aguiar esq. Obrapía

Inversionista: Oficina del
Historiador de la Ciudad



Teatro Guiñol *El Arca*. Casa Pedroso

Ubicación: Baratillo
101 esq. Obrapía
Inversionista: Oficina
del Historiador de la
Ciudad



Farmacia *La Reunión*

Ubicación: Teniente
Rey e/ Habana y
Compostela
Inversionista:
Oficina del
Historiador de la
Ciudad

Projects for the rehabilitation of public spaces and creation of new ones



A+ adolescents program / workshops, theme courses, leisure



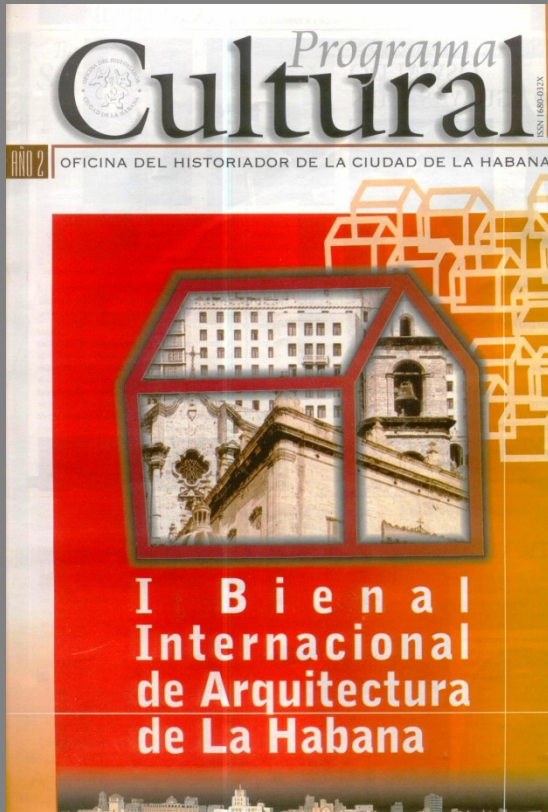
Social programs for children between 5 and 11 years : the classroom in the museum, meeting with artists, school visits, creative workshops, the book faire, an educational portfolio...





Cultural program and radio broadcasting

2001



1996



1999



Articulates knowledge, communication and research. Favors the creation of social and cultural networks.



Street dance festival

RUTAS ANDARES

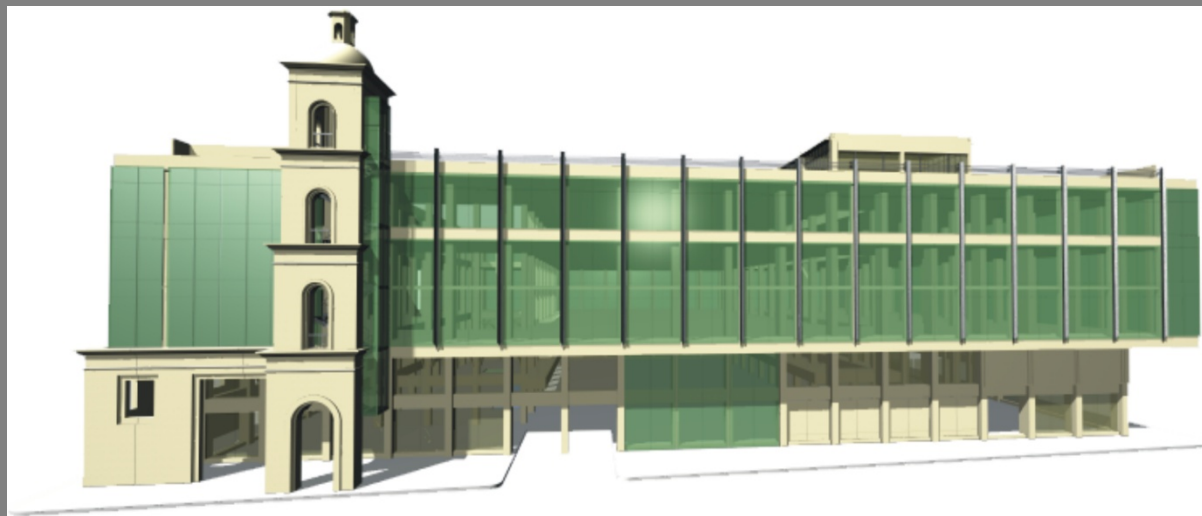
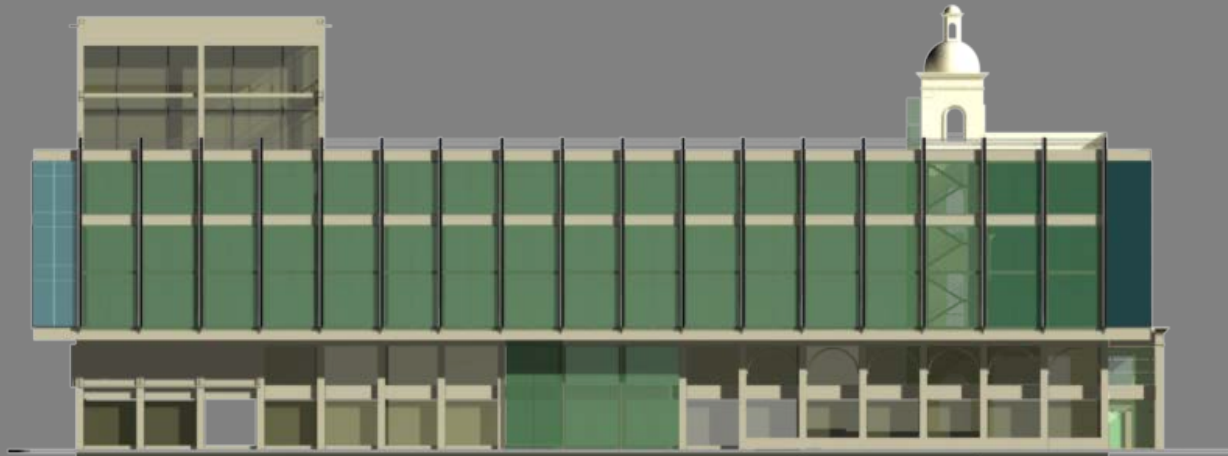
**tours with the Cuban
family, 10 000 visitors
per year...**



PARA DESCUBRIR EN FAMILIA

Colegio San Gerónimo de La Habana

Career in Management of Cultural Heritage



Creation of more than 10,000 jobs and rescue of building traditions





The Workshop School system promotes a youth oriented educational program focused on handcrafts and skills directly connected with rehabilitation of heritage buildings in Old Havana.

The School was established in 1992 with the support of the Spanish International Cooperation Agency AECl and for the last 10 years has received contributions of UNDP to enlarge the School system creating 4 new installations.

More than 1,300 students have been graduated so far, the majority of them have got job opportunities in the ongoing rehabilitation process, and others are involved in the conformation of new Cooperatives contributing with the local development agendas.



Restoration workshops: Textiles, metals, wood, paper, canvas, luthiers, marble, watches.





Training in archaeology

Creation of community workshops of women dedicated to different handicrafts, sewing, embroidering and other crafts.



Technological updating and development of human capacities



Housing construction and rehabilitation



Centre for solidarity and support to vulnerable sectors: nursing homes, maternity homes, clinic for disabled children



Strengthening the local health and education systems



Improvement of community services, local drugstores, sport facilities and day care centers for children.



Improvement of urban infrastructure, roads, water supply, sewage, gas.





La Habana Vieja ¿ Por qué un Plan de Luz ?

Borrador

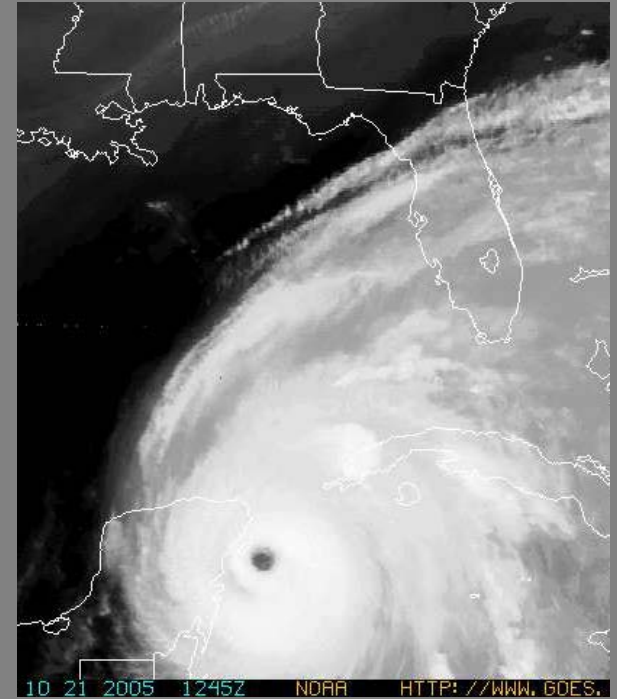
Improvement of public lighting,
road networks, accessibility and
urban equipments.

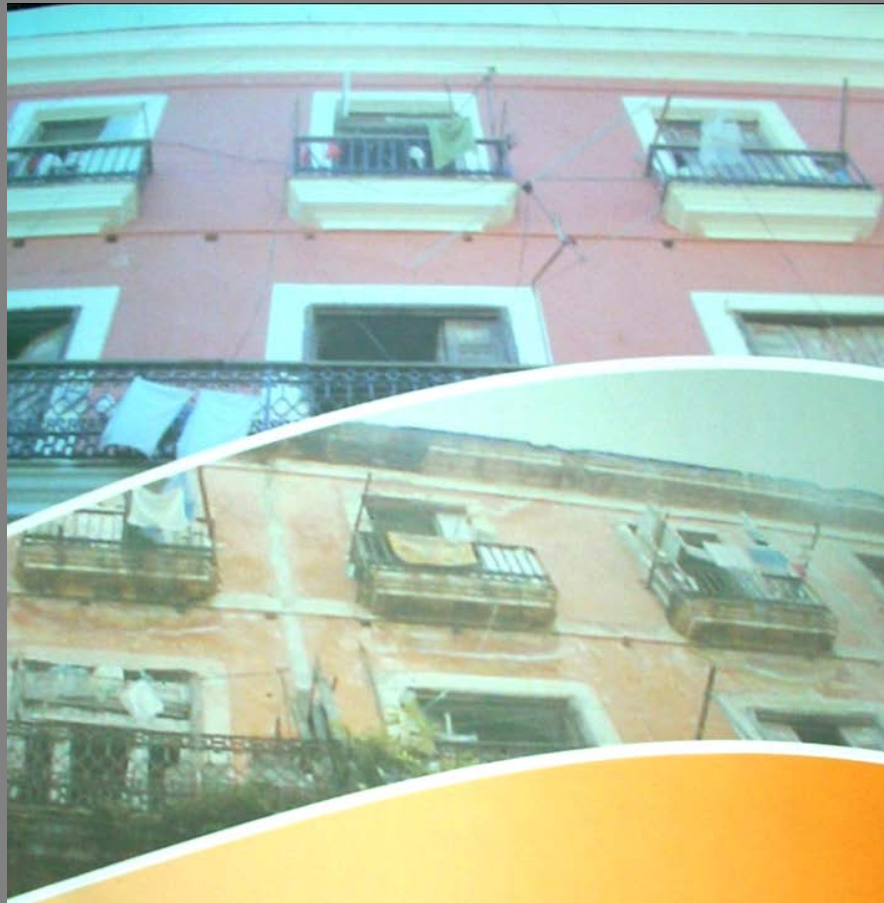
iGuzzini



Centro Studi
iGuzzini e Ricerca

Learning about risk management and disaster prevention





lecciones y alternativas sobre el problema habitacional en **La Habana Vieja**

Enfoque desde la perspectiva de reducción de riesgos





As part of the environmental sustainability approach, **ReViMe for a better life** program targets solid waste management and recycling initiatives in the Historic Center.



Limitations of the present context

- Despite the efforts the quantitative and qualitative deterioration continues creating morphological and typological ruptures which endanger the urban, architectural and social integrity of neighborhoods.
- Legal and planning instruments are still limited in their economic logic.
- Limited scale and mechanisms for investment participation of private, public private, national and international actors.
- Monetary duality affects the economic and financial sustainability of the projects.
- Limited local administrative, technical, technological and financial capacities.
- Limited access to the information society.
- Poor articulation among planning/ investment/implementation/ management stages.
- Bureaucratic limitations.
- Disconnection between job efforts and attaining higher living standards. Gap between nominal and real salaries.
- Sectorial strategies limit a more integrated development approach connecting the local and territorial scales.
- Excessive centralization in the formulation of development strategies.
- Limited popular participation.

Challenges for the future

Conflict of interests between the conservation and restoration (different notions of heritage value) versus demolition and new construction. Need to reinforce links between heritage conservation and economic development.

Conflict between the rights on heritage versus the responsibilities and obligations towards it.

Incorporation of the notion of change to conservation practices and the need to establish Limits of Acceptable Change.

Housing rehabilitation as a key factor for heritage conservation in Havana.

Development becomes the key to sustainability. Development of more creative centers and cities. Cultural resources work to create opportunities in the fight against poverty.

Strengthening the institutional framework, more decentralized management capacities, development of local plans and strategies

Diversification of financial alternatives, microfinances, credits and subsidies.

Adoption of an environmental approach, incorporating risk management and raising urban resilience.