

Report of the Fifth Havana Urban Design Charrette Conducted 20th to 26th March 2011

Report Date: January 10, 2012

Host Organizations: I•N•T•B•A•U Cuba and Scandinavia International Network for

Traditional Building and Urbanism

Council for European Urbanism CEU Cuba and Norway

Organizers: Julio César Pérez Hernández

Audun Engh

John H. Pilling (Report Editor)

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Summary

Thirty professionals, artists, and students, participated in the fifth annual Havana Urban Design Charrette to imagine a future for the district of Centro Habana.

This charrette, and the four conducted previously, are done in support of the concepts and principles proposed in "A Master Plan for 21st Century Havana."

Four teams, composed of roughly equal numbers of international participants and their Cuban hosts, studied the district from the scale of the city to that of the block.

Their recommendations:

Urban Scale

- 1. Enrich the District's Connections to the Larger City
- Strengthen Its Identity Within the City
- Use Transportation Diversity to Reinforce Its Connection / Identity
- 4. Maintain High Density
- Create a 21st Century (sustainable) Infrastructure As Part of Each Set of Improvements
- 6. Make it Easier to Cross the Malecón

District Scale

- Tranvia (Light Rail): Three Corridors
 - Malecón / San Lázaro
 - Zanja
 - Belascoain
- 2. Green Space Network Throughout
- Detain and Use Storm Water Locally (Building or Block)
- University as Knowledge-Based Foreign Investment Magnet
- Hospital Continues as Health Care Provider / Health Services Magnet for Foreign Investment
- 6. Enhance Identify of Fragua Martiana
- 7. Transit Hub at Hospital / Maceo / Torreon Area
- 8. First Phase Malecón Highway / Future Heavy Rail Tunnel From La Punta to Maceo Monument

Neighborhood Scale

- Maintain Unique Identity of Each Barrio (Cayo Hueso, San Lázaro, Colón)
- Provide Full Amenities & Services in a Convenient Location for each barrio.
 - Primary School (12 Classrooms)
 - Recreation (stickball, football practice, half-court basketball)
 - Neighborhood Meeting Rooms
 - Cultural Resources

Block Scale

- 1. Maintain Character but Improve Physical Standards
- Make Two Kinds of Lot Allocations: International Investor and Family Housing



CEU and INTBAU of Cuba and Norway thank each of the charrette's participants for their contributions to what Sr. Peréz Hernández calls this 'act of love for the city and people of Havana' that is the master plan and each of the charrettes.

The organizers extend particular and special thanks to the Norwegian Embassy to Cuba, Ambassador John Petter Opdahl, and his staff. The government of Norway, through its embassy, has supported each of the Havana Urban Design Charrettes since their inception. This year, the embassy sponsored the charrette by paying for its venue in the Hostal Conde de Villanueva as well as by hosting a reception, dinner, and live music at the Ambassador's residence in Siboney.¹

Introduction





"The 2011 International Charrette's subject, Centro Habana, expands on the work from 2007, 2008, 2009 and 2010, which examined Havana Harbor, the Harbor's surrounding communities, and Habana del Este. International architects and planners joined Cuban experts and members of local communities for a one-week charrette from the 21st to the 26th March 2011 to develop proposals for the regeneration and development of the portion of Centro Havana nearest the Malecón waterfront.

The Objectives of the 2011 charrette were:

- Elaborate ideas for the development of the waterfront sectors of the district of Centro Habana.
- Promote an integrated vision between the natural condition and the built environment.
- Promote and highlight the importance of the Malecón for the new image of Havana and for social and cultural integration.
- Evaluate the benefits of the transformation of the district of Centro Habana for the future of Havana in economical and urban terms.
- Suggest means to improve the quality of life of the inhabitants of the district of Centro Habana, preserving its Mediterranean image and getting advantage of its privilege site.
- Propose the increase of urban open space, housing and commerce in the area and its impact at city level.
- Propose means to turn the current dilapidated image of the district of Centro Habana into a contemporary and joyful one.
- Develop idea to reshape the urban landscape of an area currently dilapidated and lacking character by increasing the green areas.
- Seek the means to reinforce the cultural identity of the district of Centro Habana within the city of Havana."



"Centro Habana is the most diverse district of Havana, the most densely populated and the most dilapidated one. Due to construction speculation during the first decades of the 20th century and neglect of almost half a century the district is currently decaying and many buildings have collapsed.

Centro Habana is located to the North and the center of Havana so that The Straits of Florida is the natural limit and The Malecón its physical border to the North while El Cerro district – also named after another 'calzada' - is the South border. Old Havana is to the East and El Vedado district is to the West.

For the Master Plan purpose – and also for the Charrette's - the Centro Habana waterfront sector is defined by the presence of both colonial fortresses, La Punta (1589 -1600) and The Morro Castle (1589 -1630), the Paseo del Prado and the Torreon de San Lázaro (1665). This sector is quite different in character from the harbor and from East Havana in terms of environmental issues, urban landscape, heritage presence, urban and architectural typologies, urban design and architecture.

The challenges are many and huge but the most important one will be the integration of this territory as proposed in the Master Plan following its guidelines and design - urban, landscape and architectural - codes so that the whole waterfront is developed according to both its vocation and its potential to give Havana a new facade related to the sea, that orients new urban development to the sea and creates an urban realm according and a sustainable environment. Another major challenge will consist in the integration of this area with the rest of Havana in both physical and cultural terms so that it gives continuity to the tradition of excellence of Havana's urbanism and architecture.

Due to the lack of open space and high density the current population of about 154,000 is considered to live in extreme environmental conditions with 1.5 Centigrade degree above the average of the city. Green scarcity also contributes to the heat increase even though the breeze coming from the sea seems to occasionally alleviate the situation." ³

Study Area



History of Centro Habana

"Centro Habana was the first suburb of Havana and its origins date back from the early 1700's. The increase of the agricultural activity in the rural territories off the walls for granting the Spanish Fleet the necessary supplies and the expanding shipbuilding industry contributed to the birth of the first settlements. A small church devoted to the Virgin of Guadalupe in 1716 would define the so considered first neighbourhood (at Monte and Aguila streets) while the relocation of the Real Arsenal (Royal Arsenal) in 1734 to the South by the Atares area and the lav out of the Alameda de Extramuros (Off the Walls Promenade) by the Marguis de la Torre around 1772 also contributed to the expansion of the city. The first cemetery of Havana was built in 1804 - the Espada Cemetery, named after Bishop Espada, while the first hospital outside the walls was built in 1714 (San Lázaro hospital).

http://www.latinamericanstudies.org/cuba-1850s-1.htm

The Alameda de Extramuros established a significant urban axis and expressed an early assimilation of the new European trends about the appreciation and enjoyment of Nature in the cities. In 1817 a regulating plan - Plan de Ensanche, the first of its kind in Havana executed by a qualified group of engineers led by Colonel Engineer Antonio Maria de la Torre y Cárdenas based on a grid - guided the expansion of the city beyond the walls in an orderly manner by using the existing layout of the roads that connected the walled city with the countryside. The plan established a hierarchy of streets where the main arteries called 'calzadas' would become the most distinctive feature of Havana's new streetscape and stood in clear contrast with the character of Old Havana. The so called 'calzadas' turned into commercial axes later sheltered with Neoclassical porticoes and arcades that signalled the porches as Havana's trademark. The famous Cuban writer Alejo Carpentier called Havana the City of Columns. This urban pattern can easily be recognized nowadays where the 'calzadas' play a role as linear axes that not only define different neighborhoods but provide a variety of mixed uses." 4



Neighborhoods Studied

Presently Centro Habana is one of 15 municipalities ('municipios'), all of which are urban, in the province of La Habana. Centro Habana itself is subdivided administratively into five of Popular Councils ('Consejos Populares'). These are:

- Cayo Hueso;
- Dragones;
- Colón;
- Pueblo Nuevo; and
- Los Sitios.

As Professor Architect Dr. Gina Rey commented in her briefing to the members of the charrette, the size and limits of some of these Popular Councils is larger than those of Havana's traditional 'Barrios.' The charrette focused on three of these traditional Barrios:

- Cayo Hueso;
- San Lázaro; and
- Colón (part of the Colón Popular Council)

All three of these traditional barrios are on the north side of Centro Habana nearest the Straits of Florida and the Malecón.

Neighborhood Landmarks and Characteristics







Cayo Hueso

Cayo Hueso, at the northwest corner of Centro Habana, is the least dense of the three barrios studied. Its limits are the Calzada Infanta to the west, Zanja to the south, the Malecón to the North, and Calzada Belascoain to the East. Calles San Lázaro and Neptuno are east-west arteries that link each of the three barrios together while integrating all of Centro Habana to La Habana Vieja to the east and El Vedado to the west. Besides the Malecón, landmarks there include the Fragua Martiana, where José Mart was in forced labor at the stone quarries, the Callejon de Hamel, the Torreón de San Lazaro, Antonio Maceo Park, and the National Hospital.



San Lázaro

Barrio San Lázaro lies between the calzadas Belascoin and Galiano. Its north and south boundaries are the Malecón and Zanja. San Lázaro's density is greater than Cayo Hueso's but not as much as Colón's. Its principal landmarks are the east-west streets crossing it, the calzadas defining its boundaries; and the Barrio Chino.









"Centro Habana, Un Futuro Sustenable"

Colón

Colón, at the eastern end of Centro Habana, is the most dense and colorful of the three barrios studied in the charrette. It's defined by its eastern and western boundaries, the calzadas Galiano and Prado, as well as the San Rafael walking street. It was the retail center of Havana before the revolution, and it retains its cultural importance. The briefing Architect Professor Dr. Gina Rey gave to the members of the charrette describes it well. A summary of that briefing is included in this report.









Marsha Liebowitz



Process

"The fields of architecture and urban design define 'charrette' as an intensive planning session where citizens, designers and others collaborate on a vision for development." The organizers of this, and the previous, Havana Urban Design Charrettes invited international participants to join Cuban hosts to explore design issues for different parts of Havana. This year's charrette was the first to study portions of Centro Habana. "The elements of the Havana Urban Design Charrette consist of an orientation followed by preliminary studies, an interim review, final studies, and a formal presentation for comments." ⁵

On Monday, March 21, members and guests of the charrette began their orientation by meeting at the "Cascada del Morillo de Punta Brava" fountain at the base of the Rampa for a walking tour of the study area led by Architect Julio César Pérez. From there, the group walked along the Malecón and up into each of the Barrios to get an understanding of both their landmarks and urban character. The tour ended at the Capitolio.

The charrette reconvened in the afternoon at the Hostal Conde de Villanueva on Calle Mercaderes in La Habana Vieja for briefings by architects Dr. Gina Rey, Rafael Fornes, Julio César Pérez, and John Pilling. "At the conclusion of the orientation, the Cubans and their international colleagues divided into four teams. Three teams each studied the barrios of Cayo Hueso, San Lázaro, and Colón. The fourth looked at district-wide issues." (JHP, Cuban Art News) Here is a list of the teams and their members:

Team 1: Overall

1. Jite Brune

2. Peter Liebowitz

3. Laura Camayo

4. Charles Bergen

5. Esteban Martínez

6. John Pilling

7. Audun Engh

Team 3: Colón

1. Turid Overoas

2. Ross Eisenberg

3. Lisa Neidrauer

4. Yanei García Polo

5. Marsha Liebowitz

Team 2: Cayo Hueso

1. Marién Ríos

2. Alexis de la Cruz

3. Kit Fong

4. Rafael Fornés

5. William Arthur

Team 4: San Lázaro

1. Rina Dalibard

2. John Fingado

3. Joel Estévez

4. Carlos Toledo

5. Milvia Céspedes

6. Hector Gómez



After the teams were organized Julio César Pérez and Audun Engh presented the goals and schedule for the charrette. Teams would make their preliminary presentations on Wednesday, and, after getting feedback, work toward a final presentation on Saturday. Each of the teams met after they were organized to discuss their plans for meeting the goals of the charrette.



Teams presented their preliminary thoughts to each other on Wednesday, March 23 and used the feedback from this session to inform their design and research work on Thursday and Friday, March 24th and 25th for the final presentation.

The four teams of the Fifth Havana Urban Design Charrette presented their recommendations in a presentation to interested guests on Saturday, March 26. As a conclusion to the presentation, Julio César Pérez asked charrette participant Peter Liebowitz to explain the process of impact statements as it is done in the United States.

The original material produced at the charrette was incorporated into the ongoing archive of all the charrettes by Julio César Pérez. John Pilling photographed and copied the materials for use in the charrette report.



The team work sessions continued on Tuesday, March 22, using the salon of the Hostal Conde de Villanueva as an impromptu studio space. The charrette organizers provided base drawings of all parts of the study area.

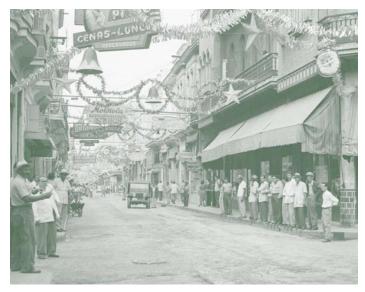




Briefings

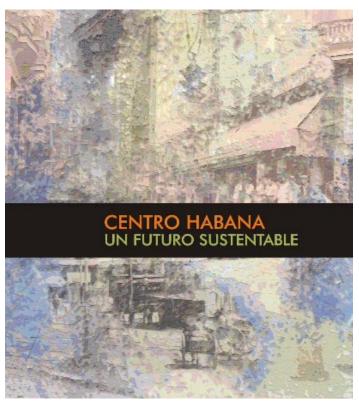
Gina Rey

Architect Professor Dr. Gina Rey briefed the group on her work in Centro Habana. She provided members of the charrette with a .pdf format copy of a book entitled "Centro Habana Un Futuro Sustenable." The book is the result of four years of research with colleagues and students from the University of Havana. She then went on to speak in detail about one of the neighborhoods of Centro Habana, Colón, which was the subject of a study for its rehabilitation.





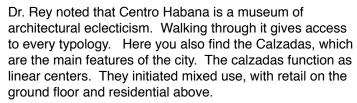
"Centro Habana, Un Futuro Sustenable" - both photos



Dr. Rey said Colón has major significance in Havana. It is close to the Prado, and its heritage values are concentrated and high. During the 40's and 50's, when Havana was recognized as a cultural center, the area where things were happening was Colón. The main theatres and cinemas were here, as were the hotels, the first radio stations, and recording studios. Colón is still the main commercial center of the city in spite of the development at La Rampa and Miramar.

Colón's main feature is its living culture in people's life styles. The Habanero lives in the street, most of the time outside of his or her home. This is most true in Centro Habana, making it the most authentic part of Havana. Centro Habana connects the old city and Vedado, and it fronts on the sea. The fresher air of the Malecón is enjoyed by the residents of Centro Habana the most, because they live in such cramped quarters. Great musicians and writers come from Centro Habana. Barrio Chino, the most important Sino-Cuban settlement in Cuba is in Centro Habana. It is also important to Afro-Cuban culture. It is where the Rhumba was born. It is also a place with many "Solares," large, residential buildings with minimal standards.





Dr. Rey said that having the study of barrio Colón conducted by students was a good thing for both the students and the community. The Dept. of Sociology participated in addition to the faculties of architecture. The students worked closely with the group doing the Plan for the Integral Rehabilitation of Centro Habana. The resulting work is considered to have a high technical quality. It is the realization of a workshop which analyzed values of historic centers as well as important, guiding documents. Besides studying work in Havana itself, it also looked at the plan for the historic centers of Lima, Peru; Montevideo, Uruguay, and Mexico, D.F..

Dr. Rey commented that there is a tradition in Cuba for urban design and planning that isn't implemented. The key documents for Havana's urbanity are regulating plans instead of directing ones. One of the study's conclusions was to create entities to implement the ideas of the study, such as has been done with the Office of the Historian of Old Havana. These entities need independent financing.



Looking at Colón in detail, Dr. Rey noted that the form of this traditional neighborhood is different from the boundaries and features of the Popular Council district of the same name. The traditional neighborhood is smaller. It consists of edges and centers. It's also worth noting that the street grid had to be imposed on what was an already existing development with a vernacular layout. The north and south boundaries of traditional Colón are San Lázaro to the North and Dragone to the south. East and west limits are the Prado and Galiano.

A quotation from one of Dr. Rey's slides describes the general nature of this barrio:

"The Extramuros neighborhood [which includes Barrio Colón] has a sad history of having been the city's 'red light district,' but carries, nevertheless a rich cultural heritage, expressed through {its influence on Cuba's] music and other artistic manifestations. With the demolition of the city walls in 1863 came the surrounding splendor of the Paseo del Prado and the luxury of the commercial axes: Galiano, San Rafael, and Neptuno which, in turn, hid the poverty and marginality offered in strong contrast with [Colón's] edges." ⁶

That poverty includes very poor building conditions hidden behind commercial activities. The average size of family dwelling units is only about 50 Square Meters. There are significant public health problems, and more than 30% of the barrio's residents are youths. Another slide in Dr. Rey's presentation identified the following 'SWOC' analysis of the characteristics of the barrio:

Strengths

- Central location
- Proximity to tourist routes
- Wealth of cultural traditions
- Architectural and urbanistic values

Opportunities

- Development of tourism
- Potential for a local economy
- Important social, cultural, and economic centers
- Possibility of international cooperation

Challenges

- Difficult national economy
- Flooding from the sea
- Large number of homeless people

Weaknesses

- High state of building deterioration
- Bad state of infrastructure
- Deficit of open spaces and green areas
- Deficient environmental conditions
- High vulnerability of building collapses and floods
- Social risk problems

In her presentation, she listed the Conceptual Premises for the study:

Integration: Understand actions of different reach and scope

Values: to identify, preserve, and use them as a factor of the development of the community

Sustainability: extraction and reproduction of recycling for the development of the Barrio

Public Space: to give priority to the public over the private, to revitalize the Havana street as a quality public space.

Management: capacity to realize the proposals of the physical plan. Capacity of the local government to manage itself

Citizenship: the city as the place of the citizen, citizen participation in the decisions that affect the community Autonomy: Existence of a political situation with authority to take decisions relative to the project.

She also listed the Strategic Objectives to reach the scheme for integral rehabilitation:

To improve the conditions of habitability, maintaining the resident population, favoring social integration;

To promote the rescue and preservation of social-cultural values of the barrio:

To contribute to the recuperation of the Traditional Center and the improvement of its image;

To improve the environmental conditions with an increase in green spaces and open space;

To revitalize the local economy, generation new economic activities that bring in clients and increase employment;

To obtain economic sustainability from the process of rehabilitation to lead to existing potentials in the area and its surroundings:

To elaborate a strategy of intervention that serves as a guide to the realization of the actions;

To propose a model of management the makes possible the materialization of the project; and

To cause forms of local government and inhabitants in the process of rehabilitation,

Based on these Objectives, the plan proposes these specific Lines of the rehabilitation scheme

To instrument social programs that respect the existing problems to promote the social integration for the improving the quality of life;

To reverse the situation of deterioration of building conditions of dwelling balancing emergency actions with progressive rehabilitation;

To complete the inventor of the values of the barrio with the end to order grades of protection to buildings and sites with patrimonial value;

To rehabilitate and increase urban-architectural values to make new ones;

To maintain the actual population of the barrio mediating is redistribution in the territory;

To increase primary services and make them more accessible

To decrease the deficit of sports facilities using buildings and open spaces;

To favor the integration of the barrio to the city mediating corridors of penetration;

To develop hotel capacities near the Prado and Malecón;

To recycle buildings with new uses. To apply political restrictions on demolitions;

To increase the index of green areas. Creation of parkways with regulated transport

To reorganize of public transport for buses - to introduce new means of transport like trolleys; and

To create a community center in the heart of the barrio with cultural and social service functions.

One of the concluding slides showed the proposal for implementing this plan, and the more general plan for Colón:

Stage I: Financial start and creation of centers.

Execution of emergency actions

Generation of initial financial base from precise actions the create revitalization centers.

Realization of emergency actions that restrain deterioration.

Duration: 2 years

Stage II: Start of the integral rehabilitation of the barrio Intensification of the gain derived from returns on urban investment and start of new investments in cultural corridors, hotel rooms, and tourism.

Duration: 5 years

Stage III: Consolidation of the rehabilitation of the barrio

Completion of the rehabilitation process and execution of more wide spread investments in infrastructure and new means of transport, such as works to protect the coast.

Duration: 5 to 7 years

Total time of the realization: 13 to 15 years.

The plan also proposed a Model of the project's proposed management

Decision-making: Administrative and civil society institutions (internal and external) work with the government and community groups to create the managing group.

Execution: The managing group guides three groups: technical, promotional, and finance ⁷

Dr. Rey said that, as a test case for the greater plan, a studio proposed a future for the center of Colón. The study proposed rehabilitating the old streetcar building into a Contemporary Arts Center and transforming San Lázaro into an arts corridor, with galleries, live-work spaces for artists, hotels, and other commercial spaces.



One of the concluding slides about that plan included this quotation from Author Alejandro Mangino Tazzer

"Its possible to equip a country without disfigurement, to prepare and serve to the future without destroying the past. The lifting of the level of life ought to limit itself to the realization of a progressive material benefit; it ought to be associated with the creation of a sense of dignity for mankind."

Mexico 1983

Rafael Fornés

Architect Professor Rafael Fornes presented several examples of his work from the University of Miami.



The first set of projects are about Haiti and its conditions after the earthquake.

Prof. Fornes conducted a studio in 2010 entitled "Documenting Haiti," described as follows:

"The goal of this course is the creation of a large size map documenting Haitian architecture and urbanism, making use of digital mapping tools such as Google Earth, NASA, Web-Relief, GSI and historic archives. The map will incorporate brilliant colors, naive perspectives and sly humor that characterize Haitian art. It will allow students to study and document geological, economic, environmental, political and social conditions with possible contributions from UM faculty that will serve as a resource for possible future volunteer engagements of the school. The documentation extends from the capital city of Port-au-Prince to the colonial cities of Cap Haitien and Jacmel to Cite Soleil, one of the poorest settlements in the Americas. The map will reveal the rich cultural heritage of Hispaniola's island which includes Amerindian, Spanish, French, African, Dominican and Cuban influences. It will portray the heroes of the Haitian revolution, Toussaint l'Ouverture, Jean-Jacques Dessalines, Alexandre Pétion and Jean Pierre Boyer. In addition the map will examine the flora, fauna as well as the religious iconography of Voodoo and Santeria. A significant Haitian population lives in the Miami enclave of Little Haiti, and field trips and meetings with Haitian artists and community leaders will be arranged." 8

PORT-AU-PRINCE DISTRICT HISTORIQUE

TERRAIN
AU ROY

Place de la Sulle

Pont Au Prince

Basteries S. Clare

Plan de la ville

PORT AU PRINCE

1785



Plan d'Action pour le Relèvement et le Développement d'Haiti Commission de Reconstruction



He also lead the development of a plan for the reconstruction of the Historic Center of Port-Au-Prince after the earthquake. Starting with historic boundaries, the planners chose the 1785 Map as a primary resource. From there, the analysis of the historic center was organized into four categories:

Civic Center Parks and Monuments Historic Buildings; and Churches.

About 50% of the buildings in the historic center were destroyed.

PLAN GENERAL MINISTERE DU TOURISME





Plan d'Action pour le Relèvement et le Développement d'Haiti
Commission de Reconstruction



PLACE DE SAINT MARC VENISE



CAMPANILE DE SAINT MARC L'EFFONDREMENT DES 14 JUILLET 1902



Plan d'Action pour le Relèvement et le Développement d'Haiti Commission de Reconstruction



GOUVERNEMENT PALAIS NATIONAL

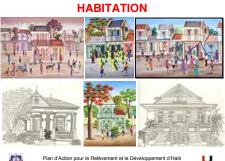












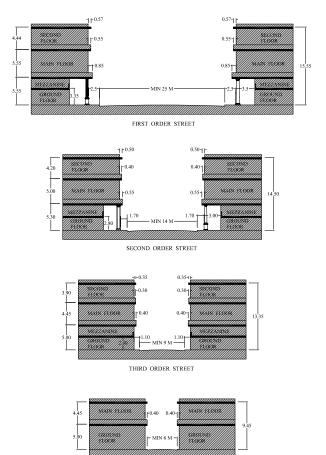
The proposal for Port-Au-Prince took the collapse of the Campanile of St. Mark's in Venice as a precedent. This icon of Venice collapsed in 1902 and a reproduction was reconstructed in 1912.

Haiti could adopt a similar approach. Major landmarks, such as the National Palace, the Cathedral, and the Marche en Fer could be recreated using a system of analyzing historic documents, measuring existing conditions, and recycling original building materials.

Prof. Fornés concluded his presentation about Haiti with his transect analysis of Port-Au-Prince, and then segued into Havana itself showing a video "Malcecón - Reggaedon," to make the point of the many cultural connections between Haiti and Cuba, Reggaedon being only the most recent example. Besides the video, Prof. Fornes also shared other images of the Malecón and its monuments. He included several images of flooding on the Malecón, which reinforced Prof. Rey's description of the challenges Centro Habana has to inundation.

Prof. Fornes finished his briefing by describing aspects of the 1861 Codes of Havana, the urban design guidelines that remain as valid today as they did when they were drafted.

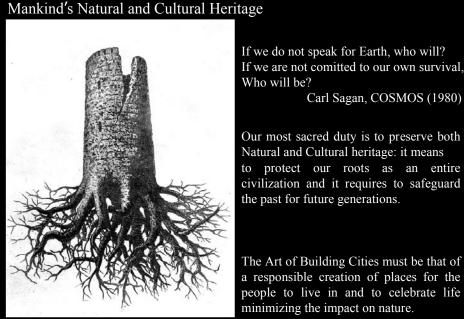




Courtesy Rafael Fornés

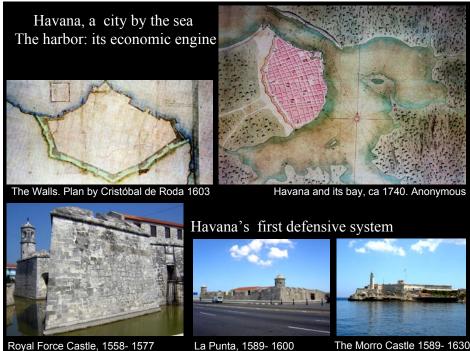
Julio César Pérez

Architect Professor Julio César Pérez began his presentation of a summary of the Master Plan for 21st Century Havana with a quotation from Carl Sagan.

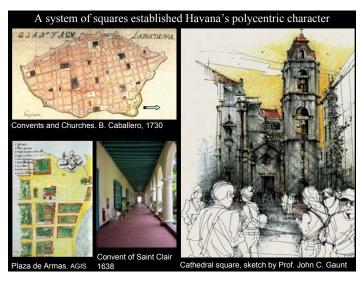


La Folie Almayer. Belgian Painter René Magritte

History and Background: Prof. Pérez described the origins and characteristics of Havana.



Carl Sagan, COSMOS (1980)

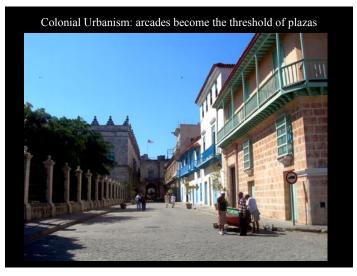


Within its walls, a system of squares (plazas) established Havana's polycentric character from the earliest days.

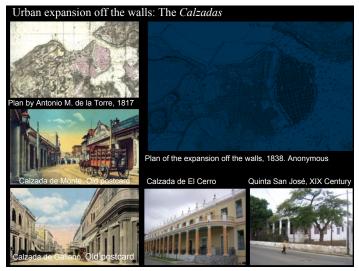


Public promenades outside the city walls (Alamedas) responded to calls for open spaces. Each of Havana's plazas themselves has evolved over time.





Arcades ("Portales") become the thresholds of these plazas.

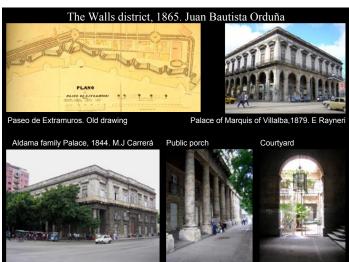


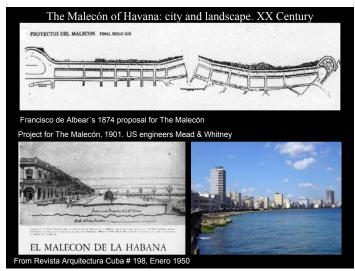
Moving outside the city walls, early urban expansion took the form of "Calzadas," thoroughfares lined with arcades.

Royal governors, especially Tacón, created significant public works outside the walls that fostered the city's continued growth.

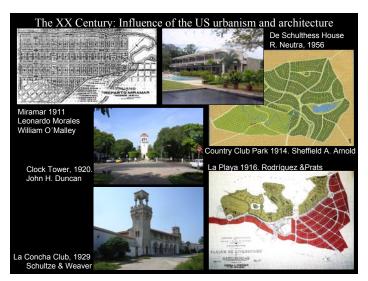


This expansion was capped off by the remarkable plan of Luis Ybolen Bosque for the district of El Vedado, widely recognized for its simplicity, elegance, and beauty.



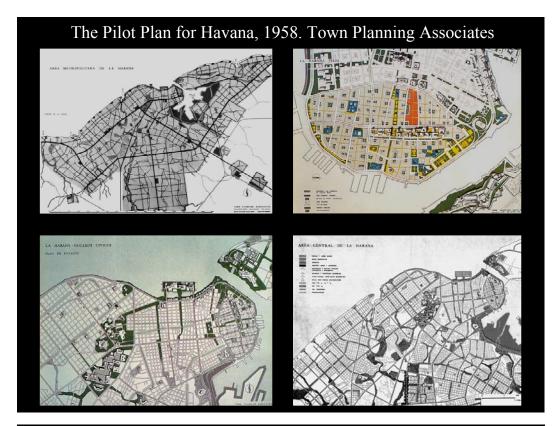


A new, major cityscape, appeared on the land created by the removal of Havana's city walls, and a major transformation of how the city would be seen and used began with the concept for, and eventual construction, of the Malecón. The city that had turned its face away from the sea now opened on to it.

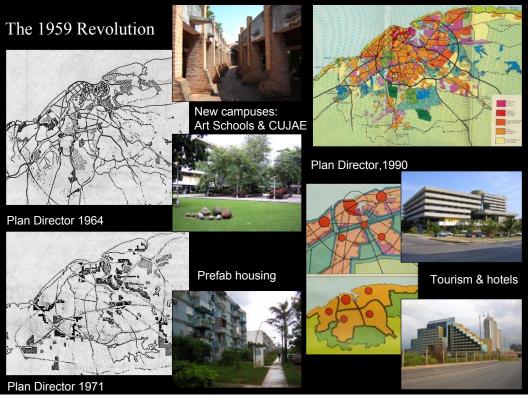


Prof. Pérez's presentation showed that, in the 20th century, U.S. urbanism and architecture had a major influence on Havana's suburbs.

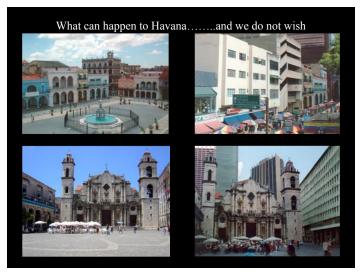
This kind of urbanism was tempered by Forestier's projects for Havana that had a distinctly more urban and pedestrian-oriented character.



Prof. Pérez showed images of the work that Town Planning Associates, led by José Luis Sert, produced for the Pilot Plan for Havana in 1958, which, among other things proposed razing most of La Habana Vieja and building a special tourist and casino island off of Centro Habana.



His presentation continued to show that implementation of this plan was stopped by the 1959 revolution, which had a focus more on social needs rather than commercial and touristic ones. He said that, at the transition to the 21st century, Havana has seen renewed interest in tourism and hotels that illustrates the need for a comprehensive plan.





The Master Plan

Prof. Pérez presented key aspects of the Master Plan for 21st Century Havana. The Master Plan for 21st Century Havana imagines what the city can be, and wishes for things it should not be.

The city could lose its cultural identity to dense, high rise developments served by increasingly large highways and boulevards. Green space could disappear. Its urban character could begin to be denied.



Instead, the Master Plan for the 21st Century Havana envisions a future of Social, Economic, and Environmental sustainabilty. The main concepts and strategies for the Master Plan are:

Waterfront Revitalization

Reinforcement of Polycentric Structure

New Public Transportation System

Infrastructure Upgrading / modern technology

New Urban Image showing the city's vitality

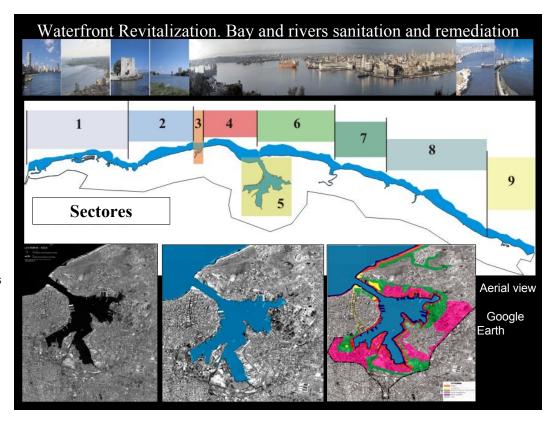
Increase of Public Space for human exchange

Mixed -Use /continuing the city's tradition

Social and Cultural integration

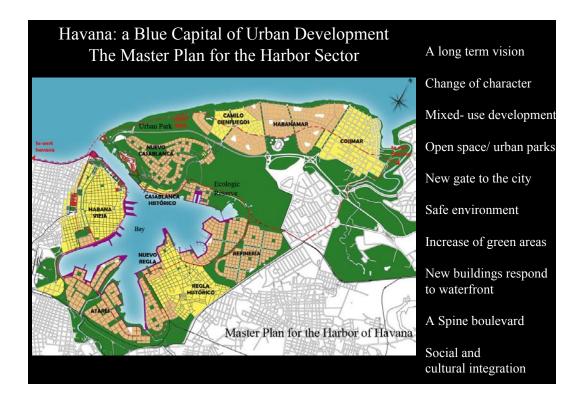
Revitalization of "calzadas" as commercial axes

Increase of green areas/ an environmental must



Waterfront revitalization is critical. Havana Harbor and the rivers of the metropolis require sanitation and remediation. The plan envisions detailed proposals for 9 waterfront sectors extending from Mariel to Matanzas.

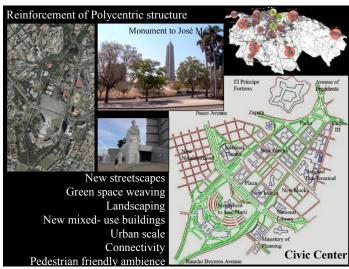
The regeneration of the harbor will be a model for the regeneration of the entire city.



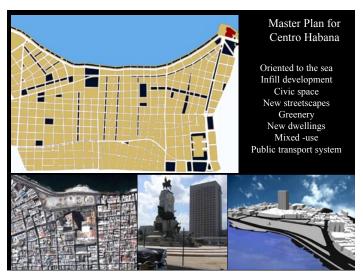
Prof. Pérez showed selected illustrations of The Master Plan's proposals for key districts in metropolitan Havana:



Casablanca, the historic fishing village across from La Habana Vieja



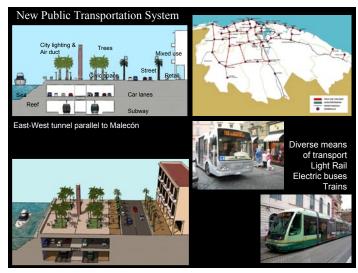
The Civic Center plan, current home of government buildings and national landmarks;



Centro Habana, the study area for this year's charrette;

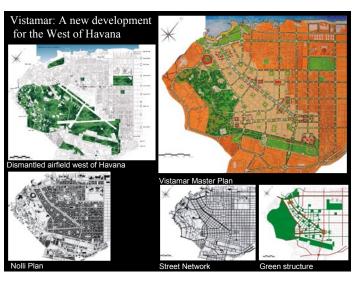
A comprehensive transit system using modes other than automobile such as light rail and electric bus.



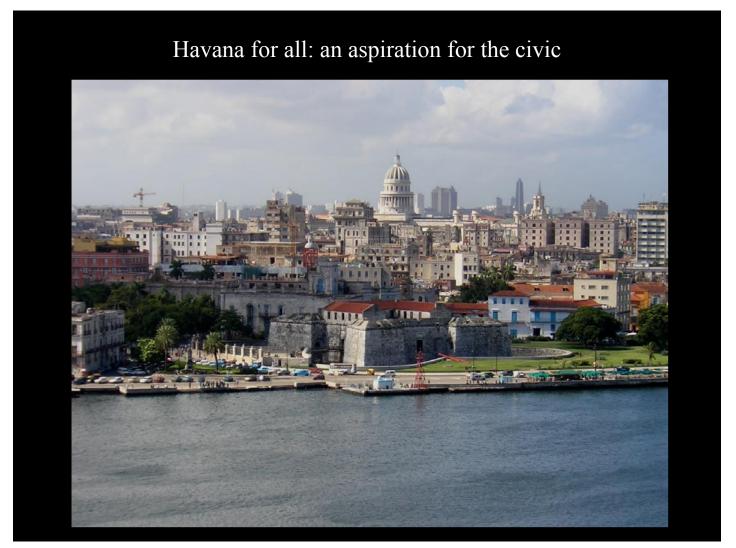




Habanamar, a new development east of Havana linking Cojímar to existing development and an expanded Casablanca; and



Vistamar, on the site of the dismantled airfield in the west of Havana.



John Pilling

Architect and Boston Architectural College Faculty Member John Piling presented examples of the work conducted in the four, previous Havana Urban Design Charrettes. His first slides showed some more examples of the work of Prof. Pérez and his collaborators for the Master Plan for 21st Century Havana.

The next set of materials showed examples of materials from the briefings by researchers and experts who attended previous charrettes. These briefings included:

Research on other, historic waterfronts;

Examples of enhancements to ageing and surplus infrastructure through adaptive reuse;

Arguments for adhering to time-honored principles of building and urban development to achieve sustainability;

Studies for improving Havana's Monumental Highway;

Illustrations of traditional, urban morphology;

Studies of Havana Harbour's topography, bathymetry, and flooding; and

Illustrations of urban designs for California, U.S.A. and cities in China.













n and Norwegian Chapters: C.E.U • INTBAL

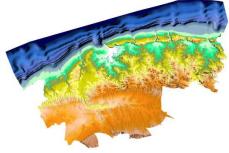
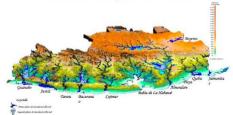


Imagen 3D de las zonas susceptibles a inundaciones por intensas lluvias en Ciudad de la Habana







- In addition to the principles embodied in C.E.U.'s Stockholm and Havana declarations, the Charrette's participants embraced the following planning goals for the harbour masterplan:
- A Spine boulevard. The creation of a public access promenade accessible to all along the waterfront to back up this general concept stated in the Mas ter Plan for Havana. Plazars, squares, parks and a variety of promenades should be allowed to be part of this by traming views to the water and connecting self-search strate.
- Mixed use. The design of mixed use buildings to guarantee the vitality of the area at different times. Residen-tial, cultural, commercial, office, hotel, entertainment and sports, and leisure facilities are key uses to provide amenilies able to redefine and give character to the site.
- Change of character. The transforma-tion of the current industrial character of the derelict harbour and its turning into a recreational, commercial and sport harbour to provide not only a new image but a vibrant life in the whole
- waterfront, new buildings should reflect the context, history, and geography using architectural vocabulary that expresses a specific sence of place
- defined by buildings that form a con-tinuous urban edge with active ground floors uses related to them

- Public transportation. A public transportation system must be envisioned to connect the whole site and to provide access to all areas allowing the pres-ence of citizens from all parts of the
- Safe environment. Pollution must be eliminated as part of the sanitation of the bay and the rivers.
- 10. Social and cultural integration. The city, the towns, the neighbourhoods must guarantee that there's no social exclusion for any reasons and should provide permanent access to cultural life and all its manifestations.
- A long term vision. As everything is interconnected, the approach to long term vision should be comprehensive, where all the issues are understood as parts of a whole with a systemic approach coming from the general to the particular zooming in processes, places, etc. Fragmentation and functional segregation from old zoning concepts should be avoided.

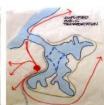


















Mr. Pilling then showed examples how the Masterplan's overall design principles had been interpreted by participants in the previous charrettes.

Final Presentation April 4, 2009

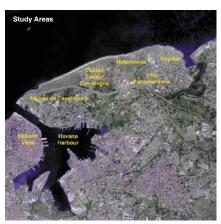
Team 1 - La Habana Vieja, Atarés, Regla, Refinera



US Professor John Pilling was in charge of the introduction of the work developed by the Old Havana, Atarès and Regla team. He was followed by British journalist Richard Aylwin, from Aylwin Communications, who emphasized the importance of the work developed in terms of economic, ecological, social and technological sustainability. Australian architect Jean Rice explained the overall approach and the work process based on the analysis of both natural and mam-made factors – Climate. History, Culture, Social and Financial setting. She also considered the needs for the city that gave way to the strategic concept that would be further explained. Canadian landscape architect Nelson Edwards developed the strategic concept related to Nature and the City and the need to improve public transport on water and land for the need communities, improve recreational and cultural facilities to create a working harbour with clean modern industry.



For the first three charrettes, the study area was Havana Harbour and the communities immediately surrounding it: La Habana Vieja, Atarez, Regla, Refineria, and Casablanca.







Alturas de Casablanca

Casablanca, the martime and military village across entrance charnet to Havane Harbour from La Habana Weigh has been studied in each of the four urban design charnetes. The study studied in each of the four urban design charnetes. The study of Casablanca is the control of the



Unidad No. 1, Habana del Este (Ciudad Camilo Cienfuegos)

(Ciudad Camilo Cientruegos)

In the introduction to an essay entitled "Mirar a los 60.

Antologia cultural de una década" Eduardo Luis Rodríguez says "All triumphant revolutions have an 'heroic' period. In that [period] the new government needs to demonstrate its superiority over the preceding one, and make it in forms of grandeloquent and epic gestures, accompanied by an optimism many times made outside the scale of the realities of the country and of an inexperience that is tired to be replaced with the vehemence of the expositions." Guidad Camilo Cientuegos is the resuit of the plans of this heroic period. With the direction of Pastionta Nifiez and under the auspices of the National Institute of Savings and Housing, a team of designers including architects Mario González, Hugo Boacosta, Mercedes Alvarez, Reynaldo Estévez, Ana Vega and engineer Lenin Castro designed and oversaw construction of housing for 8,000 people from 1999 to 1991.

As stated in "Two Faces of the Antilliean Metropolis," "Unit 1's residential component reflects the leading design principles of the United State and Europe regarding site planning that departed from the existing city grid."





The next two charrettes focused on Habana del Este.



Both borders of this huge area were solved accordingly and organically by reinforcing the forest character of the existing ecological reserve between Casabianca and the oil refinery area to the North East and by providing a subtle meeting of both grids with a park system to the west where the new Atarès neighbourhood crid is.











Connectivity was assured by a new avenue and the incorporation of Via Blanca to the street network as a major frameli way and therefore becoming a transit oriented evelopment. Cleanup and remediation would take place after the reflocation of the refinery and a proposal with a staged approach for environmental remediation will help eliminate pollution and allow for changes in the harbour character as well.

The Concept Plan and proposed typologies implement the principles of sustainable development at all scales of the plan including specific responses to local climate and conditions, use of a mix of low technology, traditional methods and new technologies.

A set of implementation measures was proposed including strategy for redeveloping "seed projects" at key locations, the completion of the Master Plan, consultation and a variety of economic development measures in order to facilitate the main phases of the redevelopment.





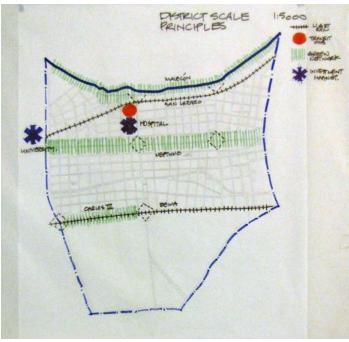


Work done included overall physical plans, transportation strategies, proposed street sections, street furniture details, and proposed building types. He said that all this work, done with collegiality by teams of international participants and Cuban hosts, results in excellent perspective and advice for the Masterplan for 21st Century Havana.

Preliminary Recommendations

Each of the teams made their own assessments and analyses for presenting preliminary recommendations. This work was vetted during that initial presentation by means of comments from all the members of the charrette and guidance by architect Julio César Pérez.





Team 1, tasked with looking at the entire study area, diagrammed the urban structure to locate the study area in the context of metropolitan Havana. They also used technical information made available to the charrette to locate areas of severe building deterioration. Through meetings, sketching, careful study of the technical resources provided to the charrette, and additional visits to the study area, they proposed the following principles for consideration:

Urban Scale:

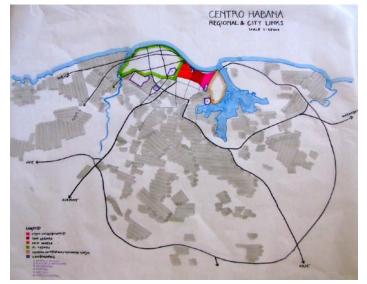
Reconnect the district to the larger city
Strengthen its identity within the city
Use transportation diversity to reinforce connection and identity

Maintain the district's high density Make it easier to cross the Malecón

District Scale

Put light rail on San Lázaro

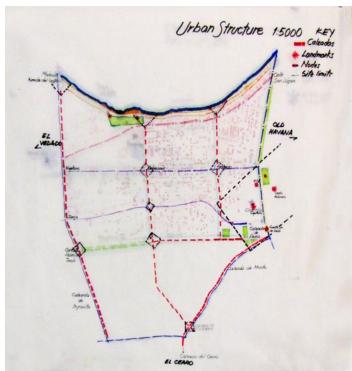
Create a green space network throughout the district Retain and use storm water within the district Use the University as knowledge-based magnet Continue to use the Hospital both as a health care provider / health services magnet for foreign investment Make the Hospital/Maceo/Torrejon area a transit hub





30 - Cuban and Norwegian Chapters: INTBAU • C.E.U





Neighborhood Scale

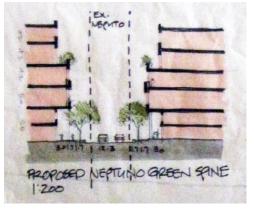
Maintain unique identity of each barrio
Provide full amenities and services in convenient
locations for all barrios
schools
recreation
organized sports
recreation center

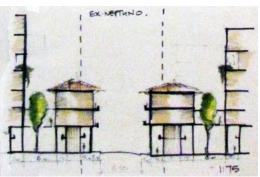
Block Scale

Maintain the character of the blocks, but improve standards

Make lot allocation for both developer and family

Team 1 also proposed street sections for the length of calle Neptuno for review and comment by charrette leaders and participants.





Team 2, responsible for studying barrio Cayo Hueso, presented a list of major problems they discovered in their research and design work.



Transportation

1. Management of vehicle traffic on Malecón

As long as the traffic volume and speed along the Malecón are not addressed and resolved, enjoying its unique features by the public, and developing the waterfront properties are doomed.

The problems are related to congested transportation of metropolitan Havana, impacting the city center and particularly, the Malecón.

2. Through traffic - unrelated to the district

Everyone uses the waterfront Malecón as the most direct and uncongested East-West artery. No other alternative for such traffic exists although a motorway on Via Blanca, south of the city, is being considered.

Until other options materialize, planning and landscaping tools should be implemented in order to discourage through traffic on the Malecón

- 3. Vehicular traffic of the district The Malecón encourages speed driving as unobstructed route that can be addressed with appropriate landscaping and rerouting vehicle traffic.
- 4. Public transportation is inadequate Resulting in the use of private vehicles. More efficient public transport, such as trams, will reduce the use of private vehicles, pollution reduction and congestion on the Malecón and city streets.

Interruption to Existing Streetscapes:

There are buildings and developments not meeting guidelines established in the 1861 ordinance

Other Needs

Reintroduce Mixed Use of corner stores, farmer markets, etc. Provide sidewalks - width as in the 1861 Ordinance Take advantage of the sea view.

Housing Shortage

Havana and its city center in particular are overcrowded, in housing unfit for habitation and structurally unsafe.

One of the stressful problems is lack of privacy. The area is deficient in public amenities and sufficient centers for community service. This situation should be remedied by:

- a. Identifying the most urgent unfit housing units and assessment them.
- b. Locate lots in the district for in fill and intensification.
- c. developing guidelines for new construction to blend in with the existing vernacular architecture and streetscape respecting its local scale and architectural features.

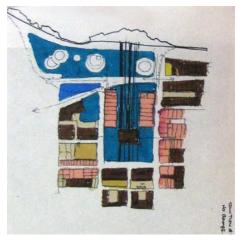
Open Space

Green spaces in the district are scarce.

The solution adapted in the Old city of creating gardens on vacant lots is recommended as an immediate solution.

Urban pocket parks are feasible to alleviate the lack of privacy and usable green space, as part of the way of live in Havana - of staying outdoors.







Proposals:

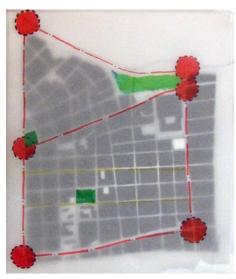
One member of the team presented preliminary sketches for transforming the area immediately around the Hospital.

The team also created base documents in support of the urban design work remaining to be done:

- 1. An "as-is" conditions diagram identifying
 - calzadas
 - important thoroughfares
 - important secondary streets
 - vacant lots
 - schools
 - parks
 - housing blocks
 - churches
 - demolition areas
 - waterline
 - open spaces for redesign
- 2. A Nolli plan;
- 3. An analysis identifying important nodes, thoroughfares, and green spaces;
- 4. Density plan; and
- 5. An analysis of walking distances within the barrio.

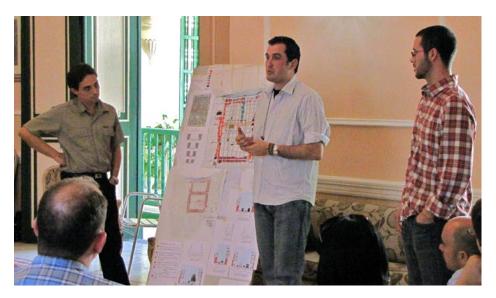












Team 4, studying San Lázaro analyzed the barrio and documented their findings on a plan identifying:

streets with commercial ground floors and public porches Streets with commercial ground floors

Streets without commercial ground floors, but public porches

Streets without commercial ground floors and without public porches

Green spaces

Demolished building

Important buildings

Pedestrian walkways

The plan had an overlay to identity other, key features of the barrio.

The team listed their assessment of the problems of the area

There are two lines of blocks which have the most deteriorated buildings

There are no green areas or interesting public spaces There are few stores in the portales and calzadas Calle Neptuno has lost many of the old stores from the lower floors

The Malecón:

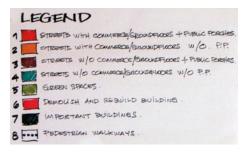
is subject to flooding

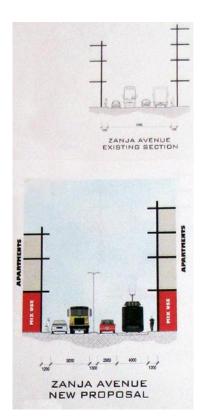
it's impossible to cross the street

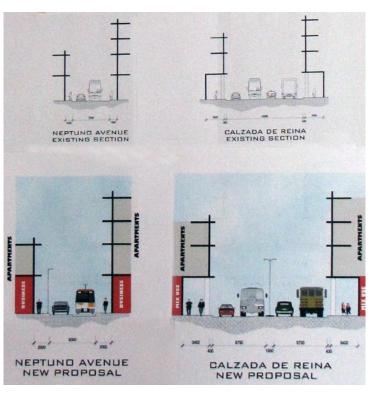
it need areas for protection from sun

There is a lack of illumination on the calzadas and streets



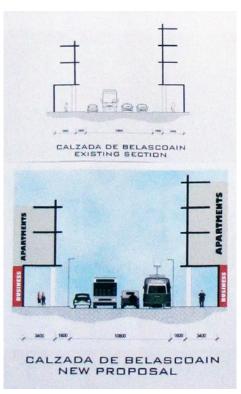


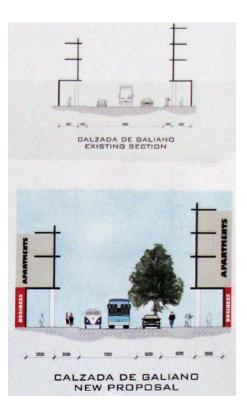




The team created and presented their preliminary proposals for new street sections for Zanja, Neptuno, Reina, San Lázaro, Belascaoin, and Galiano for comment by the members of the charrette.









The Colón team (Team 3) summarized their findings with a variation on the "SWOC" matrix.

The Barrio's Problems:

The condition of buildings - there are a large quantity to be demolished;

The barrio needs green space: i.e. shade, playgrounds, sport fields;

The Malecón needs pedestrian crossings and more refinement as a public space;

There is a lack of space for expression of artistic identity; and

There is little mixed use.

Its Strengths

It is a central location in Havana;

It has a strong sense of Neighborhood/community;

It's a place of Music/arts/culture;

There is existing Commerce;

The Prado is a part of the barrio;

The Capitolio is on its border; and

It has access to the Ocean, the Malecón.

Its Opportunities

It is possible to keep the character of the vernacular architecture:

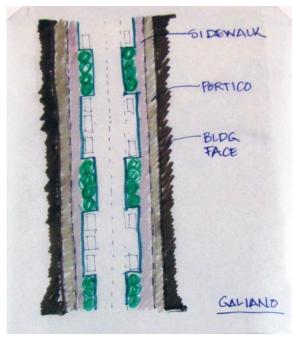
Deterioration creates opportunities for building;

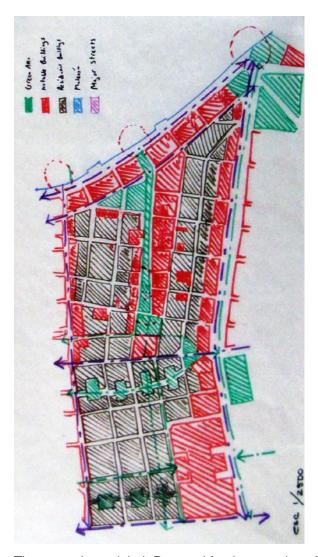
The fabric of Galiano and San Rafael can be reinforced to create more commercial activity, including restaurants; A Music-Cultural Center is possible;

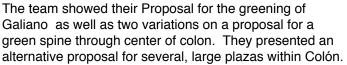
Tourists are nearby; and

A Gateway to the Malecón from within the barrio is possible.







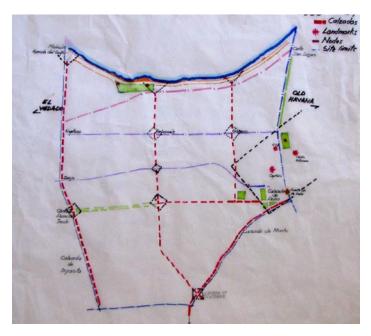


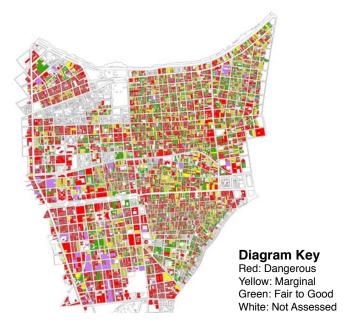


Discussion about preliminary recommendations

Members of the charrette generally agreed with their colleague's observations. The group concluded that any proposals for creating green space along Calle Neptuno must do so while maintaining the street wall required by the 1861 standards. Also, they agreed that new, large scale open spaces - full block plazas - in the barrios should not be studied further. Better to consider strategies such as the new plazettas in La Habana Vieja.

Final Recommendations





Urban Structure

Physical Conditions

The several sets of observations and recommendations of the four teams were consolidated and edited into a formal set of conclusions of the entire charrette team. These conclusions are as follows:

Observations

1. Malecón/Traffic











- Through Traffic

- High Speeds

- Difficult Pedestrian Crossings
- Inadequate Public TransportationRoutes of Taxis Particulares

Photos this page: Marsha Liebowitz

2. Building Stock



- Ad Hoc Housing





- Overcrowding with poor conditions
- Overcrowding with unknown conditions





- Disregard for 1861 Urban Regulations

3. Urban Realm





- Scarce green space
- Scarce Recreation / School Phys. Ed. Space





- Narrow sidewalks



- Disconnect from the sea within the barrios

Photos this page: Marsha Liebowitz

4. Opportunities



- Corner Businesses

Photos this page: Marsha Liebowitz









- In fill lots

Standards

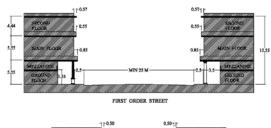
Urban

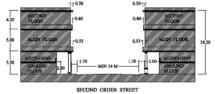
- 1. Respect 1861 Street Hierarchy and Character
- 2. Consult and respect subsequent ordinances
- 3. Preserve and Maintain Historic Landmarks

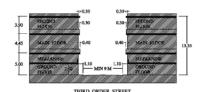
Formal

- 1. Strong, continuous urban edges (both physically and visually)
- 2. Compact blocks
- 3. Align facades to sidewalks (no setbacks)
- 4. High density (450 inhabitants per hectare)
- 5. 4-7 Story Building Height (4 story average)
- 6. 75% coverage on lots and blocks
- 7. Streetwall maintained by 80% facade continuity (variations are admitted, not necessarily encouraged.

1861 HAVANA CODE







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THOSE THOSE TOOK

FOURTH ORDER STREET

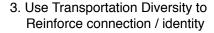
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Courtesy Rafael Fornés

Principles

Urban Scale:

- 1. Enrich district's connections to the larger city
- 2. Strengthen its identity within the city

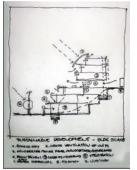


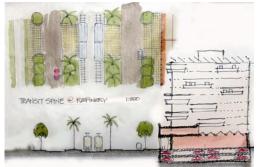


Courtesy Rafael Fornés



- 4. Maintain high density
- Create a 21st Century (sustainable) infrastructure as part of each set of improvements
- 6. Make it easier to cross the Malecón





District Scale

- 1. Tranvia (light rail): Three corridors
 - Malecón / San Lázaro
 - Zanja
 - Belascoain
- 2. Green space network throughout
- 3. Detain and use storm water locally (building or block)
- 4. University as knowledge-based foreign investment magnet
- 5. Hospital continues as health care provider / health services magnet for foreign investment.
- 6. Enhance identity of Fragua Martiana
- 7. Transit hub at Hospital / Maceo / Torreón area
- 8. First phase Malecón highways / future heavy rail tunnel from Punta to Maceo Monument.





Neighborhood Scale

- Maintain unique identity of each Barrio (Cayo Hueso, San Lázaro, Colón)
- 2. Provide full amenities and services in a convenient location for each barrio
 - primary school (12 classrooms)
 - recreation (stickball, football practice, half-court basketball
 - neighborhood meeting rooms
 - cultural resources

Block Scale

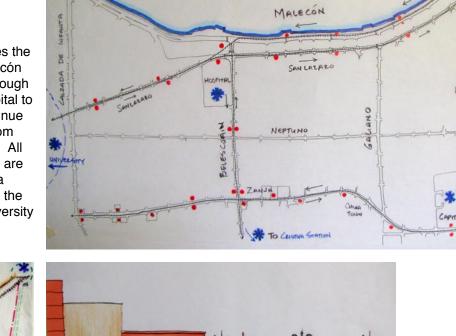
- Maintain character but improve physical standards
- 2. Make two kinds of lot allocations: International investors scale and family housing scale

Each of the teams also made specific proposals for physical and urban planning for the district and each of the barrios.

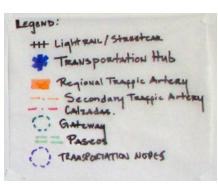
TRANVIA

Transportation

The proposal elaborates on the transportation standards. Besides the three light rail corridors, the Malecón remains as a regional artery, although with traffic calming from the hospital to the Prado. San Lázaro will continue to be a critical east-west route from El Vedado to the Parque Central. All the calzadas and the two paseos are proposed for restoration. Cristina station, the Capitolio, the base of the Prado, the Hospital, and the University will be transit hubs.

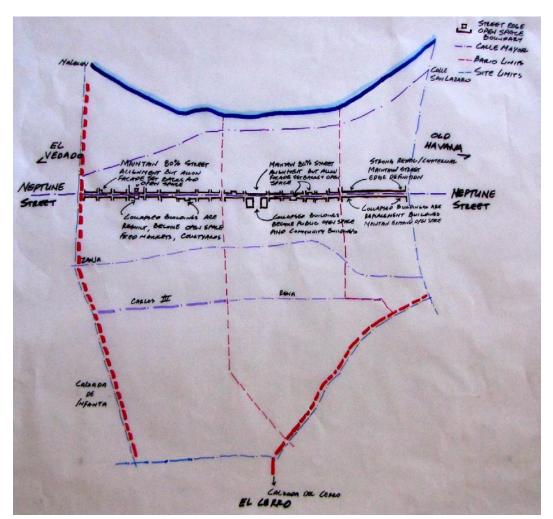






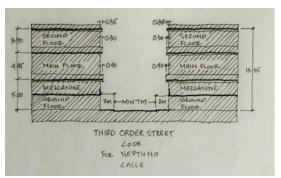


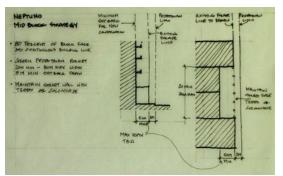


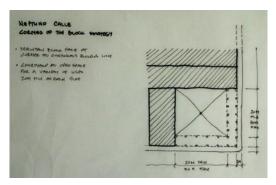


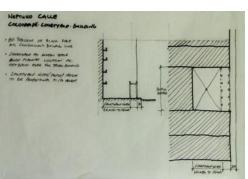
Neptuno

The proposal for Neptuno calls for rehabilitation and redevelopment with 80% of the streetwall being developed to the 1861 standards. In Cayo Hueso, collapsed buildings are rebuilt up to the street, but with supplementary courtyards behinds the principal facade. The street edge is designed for continuous retail through Colón. Street sections describe proposed means for rehabilitating Neptuno.









Landmarks Recognition and Reinforcement

Havana is a city of landmarks, and many of these landmarks are either a part of Centro Habana or visible from it. The proposal calls for maintaining clear visual corridors between the existing landmarks where feasible and doing new development that is mindful of visual access to Havana's landmarks, and the sea.



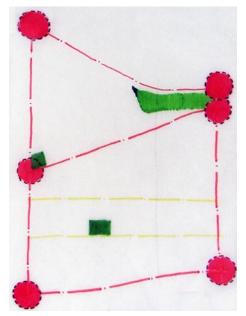


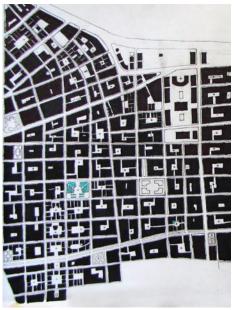
Cayo Hueso

There were three sets of proposals for Cayo Hueso. One proposal looked at the entire barrio, proposing a series of interventions and developments in keeping with the principles and guidelines agreed by the charrette. The proposal paid special attention to a superblocks near Zanja as well as a set blocks near the Fragua Martiana. The design work defined street types, called for a network of green spaces, and proposed in fill buildings and development to reintegrate the superblocks with the neighborhood.



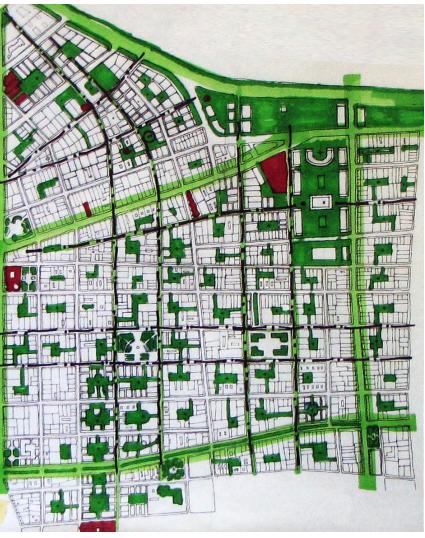








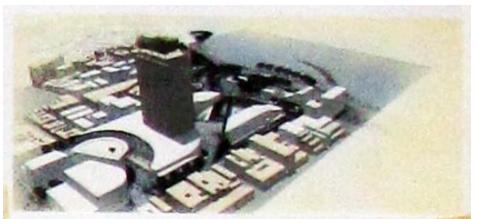




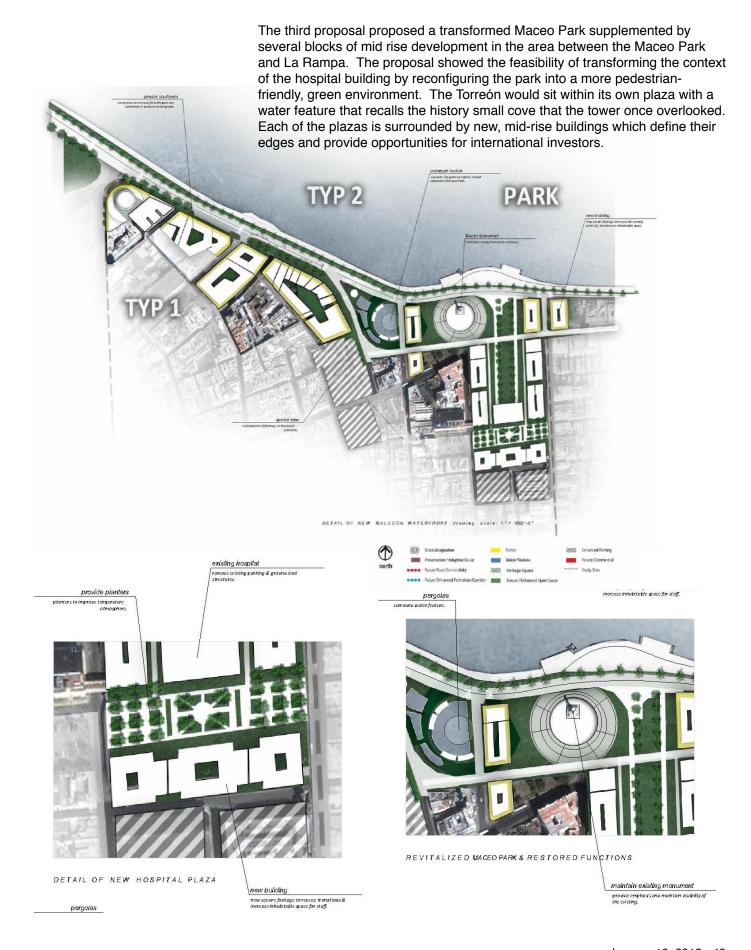
Cayo Hueso



Another proposal focused on the area immediately around the Hospital. It envisioned a set of in fill buildings to bring the public edges of the hospital out to the surrounding streets and calzada. Wings on either side of the main tower would reach out to the Maceo Park to replace the existing set of ramps and parking structures.

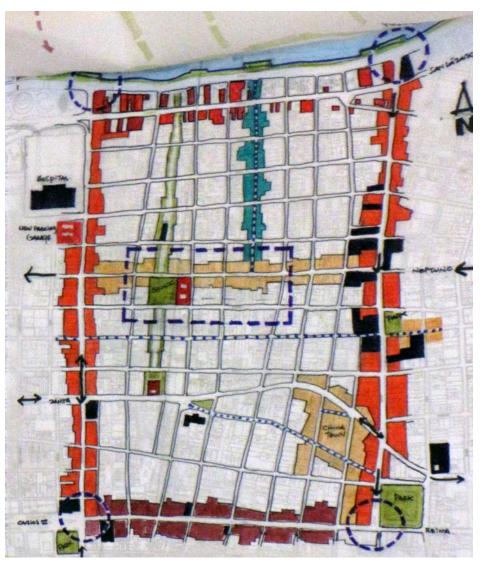






San Lázaro

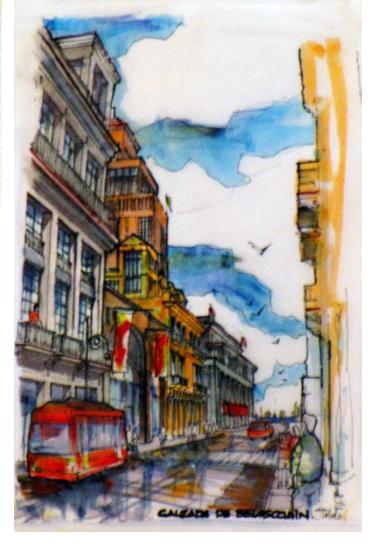
The proposal for San Lázaro emphasized strategies for creating much needed open space by managing the results of collapsing buildings in the barrio. At present, when a building does collapse, the open space that is created becomes subject to ad-hoc occupation. This proposal identifies two, north-south corridors in the middle of the longer blocks of the barrio. Surveys of existing conditions in these corridors show that there are a substantial number of buildings in danger. The design proposes that this area of building endangerment be set aside for future, open space use. When a building does come down, it is set aside and improved for open space. Over time, the network of open spaces will grow. Other portions of the barrio, the corridor along Neptuno and the Calzadas, are targeted for rehabilitation and restoration.







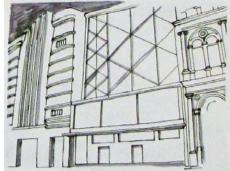




Colón

The proposal for Colón looked at the barrio at every scale.

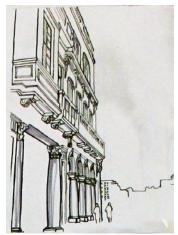




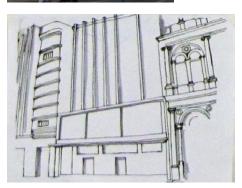
At the smallest scale, that of buildings and building elements, a photo and drawing essay highlighted an architectural vocabulary that should be preserved and that can be enhanced by being used to propose design guidelines to be incorporated into complimentary new construction.









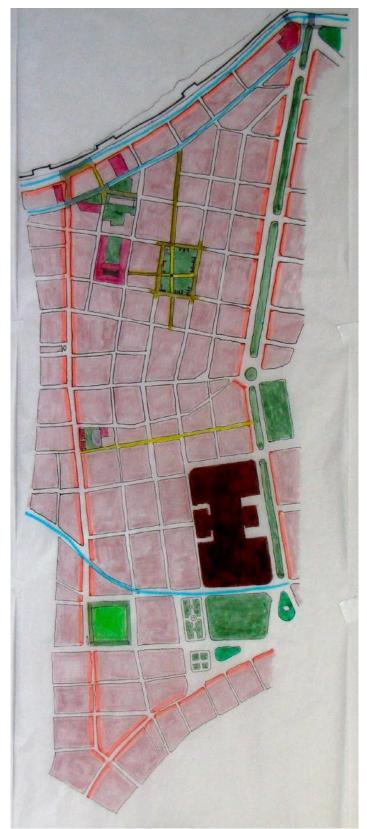




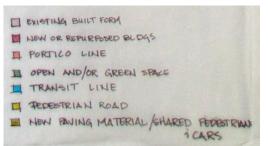


Except for 'Teatro Americas" Images and sketches this page: Turid Overoas





At the largest scale, the Colón proposal recommends preserving restoring, and maintaining the portales on the calzadas that define the barrio and the other blocks making up the popular council boundary. It also calls for a similar effort for the existing San Rafael pedestrian street between Galiano and Parque Central.



Colón

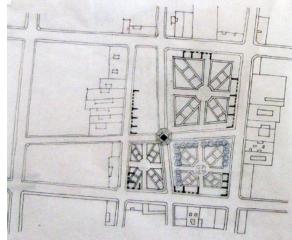
The plan makes several proposals at the block scale.



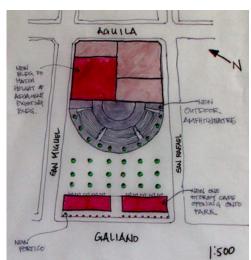


It proposes a new plaza mercado in the middle of the district to bring back the service of the original Mercado Tacón that had been a part of the barrio. The plaza is proposed as a center selling locally grown food.

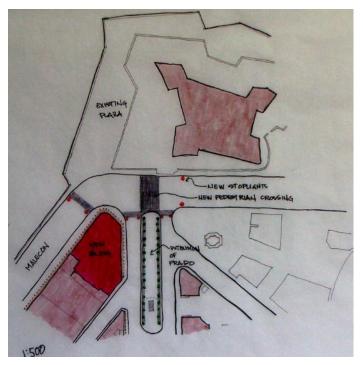


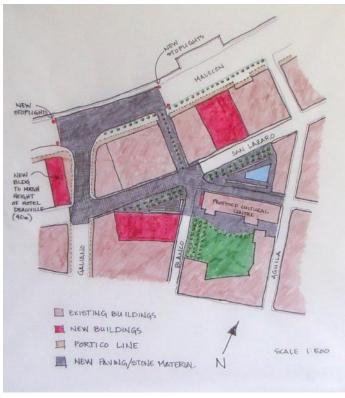


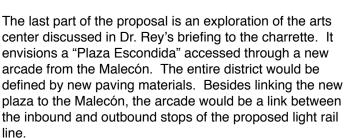
The plazetta where San Rafael meets Galiano is a welcome green space at the heart of the barrio. The team proposed enhancing it with the addition of a formal performance space to showcase the district's musical heritage.



The proposal calls for a reconfiguration of the Malecón where it meets the Punta Fortress. The Prado is extended, and a major building is proposed for currently vacant site at the intersection of the Prado and the Malecón.

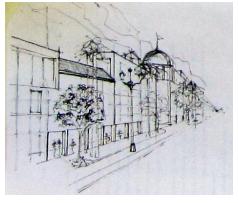












Conclusions and Comments from Guests

Julio César Pérez concluded the presentation by presenting some additional materials from the Masterplan for 21st Century Havana to show the relationship of the design proposals presented during the charrette to the overall principles of the Master Plan.

- The charrette elaborated ideas for the development of the waterfront, including the Malecón, with the proposals for the Maceo Park and Torreon San Lázaro; the transportation proposals; and the Plaza Escondida in Colón.
- The Cayo Hueso and San Lázaro proposals recommended strategies for creating new green spaces.
- Both Dr. Rey's briefing and her donation of the publication, 'Un Futuro Sustenable' proposed a means for the transformation of the district of Centro Habana for the future of Havana in economical and urban terms.
- Each of the design proposals suggested the means to improve the quality of life of the inhabitants of the district of Centro Habana. These proposed improvements included the increase of urban open space, housing and commerce in the area.
- The proposals for Colón proposed several projects to reinforce the cultural identity of the district of Centro Habana within the city of Havana.

The question and answer period centered on a recurring subject for the charrettes; the challenges of implementation in an environment of scarce resources. Many of the participants agreed on the importance of having proposals for implementation in advance of any development pressures that may arise.











Social Events

The charrette opened with a Sunday afternoon reception at the Hostal Conde de Villanueva, and charrette participants met informally for dinner most nights after concluding the work of the day. The social highlight of the week, however, was the reception and dinner hosted by Norwegian Ambassador John Petter Opdahl at his residence in Siboney. While the dinner featured Norwegian traditions, the live music was purely Cuban. Dancing and fine conversation topped off the evening. The charrette organizers and participants thank the Ambassador for his gracious hospitality and ongoing support of the charrette.





