

## SUNKEN TREASURE



**Regeneration as an economic premise: Proposals for the urban economy and regeneration of the harbour as it relates to the greater metropolitan area of Havana and the Master Plan for a XXIst Century Havana.**



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This document has been written on behalf of the Casablanca group of the charette of the harbour at Havana 4<sup>th</sup> – 10<sup>th</sup> March 2007, for a Havana for the XXIst Century.

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### **Process for agreement of content and final report:**

Actual – Charette Leaders (Julio Cesar Perez, Audun Engh)

Best Practice proposal, for review and refinement –  
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**Process for agreement on further uses of the report –  
To be agreed**

## ACKNOWLEDGMENTS

### Charette group

- Julio Cesar Perez, Audun Engh, Claus Zapffe, and all other participants for brevity and discretion first names: Ulricke, Jose, Caroline, Jane, Ole, Robert, Juan Carlos, Andres, Bernadette, Milvia, Mike, Esteban, Adrian (the other one), Charlotte, Camilla, Mira, Izmet, Alex, John, Carmen, Yanei, Guillermo, Alexis, Amanda, Birgitte, Alain, Orestes and our other contributing colleagues in the planning departments and beyond

### Community consultants:

- Mario, Dora, Carolina, Lenin, Gertrude & all the people who hosted us at 21 Y O
- Ernesto, Alberto, Richard – At the statue of Christ opposite the House of Che, overlooking the harbour at Casablanca
- Silvio – The sharp young man met in the Old City, sometimes a drummer at Callejon Hammel
- Christopher, Jon y Juan, Jose – At Cienfuegos
- Luis y familia – At Trinidad
- Our driver on the tour of Cienfuegos and Trinidad

### Council for European Urbanism

### Princes Foundation for the Built Environment

### Paul Harvey

### Cover illustrations

Panoramic impression of Casablanca – Charlotte Brandon-Jones

Photo Casablanca as it is today – Claus Zapffe

Sketch Casablanca scene as it could be – Esteban Martinez

### Obatalas –

Cedric Stanley Sumner who would have been very proud to know that his thirst for knowledge and his vocation for the transmission of knowledge and the breaking of old rules would be placed at the service of Cuba within a small few years of his passing; 38Africa65 a planter of seeds, instrumental to the journeys of many good friends in this great future; Grumpiao, philosopher of the kitchen and my professor of Old Brompton/Queensway academy of scientific socialism, even though I am not a communist, I learned some essential tools of this trade from a good man; Ras Carles de Galles for commonly decent influence in the world; Ali & Zafer as your enthusiasm for this project in concept validated my determination to participate

*Historia nos obligen*

**SUNKEN TREASURE**

Presentation of the Casablanca team for the Havana Harbour Charette March 2007

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## EXECUTIVE SUMMARY

This report is for a broad audience: Urban regeneration practitioners, authorities and communities in Havana in Cuba and Shoreditch in the UK, and also anywhere in the world, wishing to gain insight to developments in two world-class cities, and current thinking about doing our work better for the people we serve.

The report relates to the **Havana charette of March 2007** to re-plan the neighbourhoods of the harbour, focusing on the town of Casablanca, aligned with the **Master Plan for a XXIst Century Havana** (Julio Cesar Perez Hernandez) – a work in progress proposing local solutions with impact on the macroeconomic process of modernisation and integration for Cuba in the Caribbean and global social and political economy.

The propositions are speculative, requiring further research, enquiry, refinement and validation by others.

The **Introduction** (page 7) sets out: Dominant principles and context; **use-value** of the report for regeneration practitioners, authorities and communities in **Havana Cuba and Shoreditch UK**; alignment with principle frameworks; **proposed additions** to the **Declaration of Havana** for the **Rights to the City of the Socialist Citizen**, a statement of ethics and approach relevant for the guidance of urban regeneration anywhere in the world; and an over-riding thesis: **Regeneration as justice manifested as destiny**.

Chapter 1 – **Regeneration as an Economic Premise** (pages 9 – 11) proposes a sustainable knowledge, technology, culture and leisure based economy; leveraging value residing in the people, with the opportunity of a multi-billion dollar regeneration economy kick-start, rather than a model focused on tourism.

9+ key projects are proposed including:

- Research institute for regeneration technologies located adjacent to power station, nature reserve, and oil refinery, leveraging Cuban institutes and regional/global partnerships, develop business economy
- Technology-business-leisure park, bridging Casablanca and Regla, complementary to research institute
- Institute for performing/cultural arts, leisure, tourism, management, located above Casablanca
- Distributed business school across the two new campus sites, with links to business-related faculties of Cuban universities + potential international links e.g. ESADE Barcelona, Sir John Cass London
- Purpose-built open-air and sheltered dual-use space suited to periodic performance/cultural events, located throughout Casablanca, as visible showcase for cultural expression of the city across the harbour
- Dedicated theatres, transitional and permanent, from derelict and migrating (e.g. port facility) sites
- Museums e.g. literary themed complementing annual international book fair, and/or a maritime theme
- Festival organization, management, plant/equipment storage facilities, purpose-built strategic locations
- Maintain/expand marine economy, small boats, water transport, fishing, preserve livelihoods; water and shore based leisure facilities to provide transitional economy

Chapter 2 – **Development Principles** (pages 12 – 14) indicates the approach that should be taken to the physical redevelopment of the area including: Respect for traditional and existing built forms; processes and policies for supporting people in maintaining those values; engagement with community; initial and transitional guidelines for pace of development; development land set aside and technical and resource support for self-build for communities; respecting and supporting integration between incumbent and incoming communities; and a list of subject areas requiring further consideration to guide development well.

Chapter 3 – **Development Process** (pages 15 – 19) proposes important business disciplines for conducting regeneration that require to be developed and managed – appropriated – for the Havana vision to succeed:

- Transparency, Governance, Community Engagement (proposing groups representative of community, early engagement with Casablanca – local government, Committee for Defence of Revolution, youth club, health clinic, schools, House of Culture, port workers, and informal contacts) – *Engagement with community creates demand for transparency and demand for involvement with governance*;
- Recognition of multiple stakeholders (providing an example of the military services authorities, proposing approach to recognize their interests);
- Patience, Diligence and Confidence – ethics essential for building high performance teams;
- Financials, business metrics, Business Plan – which must be rigorous, thorough, constantly reviewed;
- Learning Partnerships focused on Delivery – local, regional, and global, essential to survive and thrive;
- Strong CLIENT function – do not overlook or underinvest, requires vesting of authority and resources

Chapter 4 – **Policy Context** (pages 20 – 21) sets out main areas for required research and policy development but is largely incomplete – focus on: Mapping local economy in context of regional, national and global processes; mapping human and physical assets, regulation of asset-holding and exchange; policy frameworks for various economic and governance models; comparative social and economic policy . . .

Chapter 5 – **Investment Context** (pages 22 – 23) sets out ideas for investment solutions. Key concepts:

- Table shows scope of investor sources – developed world sources to be cultivated alongside others such as Caribbean regional integration bodies and commercial communities, Bank of the South, and others;
- Urban investment research board, working group linked to the Master Plan for a XXIst Century Havana;
- Alternative optional investment models could be pursued for different urban zones, with complementary inter-actions, suited to requirements of stakeholders, Constitutional policy, and conditions on the ground;
- A query list from a Western investment banker, early thoughts regarding National mandate and authority to proceed, cost/revenue generation profiles for proposed key projects, sovereign debt and central bank issues, plausibility of special economic zones, asset holding rules, expert resource requirements;
- Query list could be exploration module in forthcoming follow-up charette for Havana in March 2008.

Chapter 6 – **External and Internal Linkages** (pages 22 – 26) suggests partnerships and collaborations to be pursued early, comparing experiences and sharing skills and knowledge to solve similar problems for seemingly very different places – professional, academic and cultural links vital for success, notably:

- Extensive list of academic institutes, higher learning to primary levels, locally in Cuba and UK, regional in Caribbean and Europe – productive academic exchange programmes for urban regeneration
- Tentative list, community and cultural/performing arts groups, Havana and Shoreditch – exchanges to excite interest in ongoing collaborations between communities responding to regeneration
- Governance forum exchanges between representative organisations, agencies and authorities
- British Council to be approached re facilitating role for UK activities and ‘triangulation’ with African and Turkish counterparties linked with Shoreditch
- Professional links with people who have developed business disciplines for resurgence of broken cities e.g. ‘branding for urban regeneration’ successful examples from Belfast and Helsinki
- Formal engagement complemented with impromptu connections, organically established people networks, links about communities and about business to support great cities

Chapter 7 – **Comparative Regeneration** (pages 28 – 56) fulfils a brief to compare experience and practice in Cuba and the UK, re Shoreditch Trust, cursory exploration, impressions, not definitive research findings:

- Suitability of charette method for Shoreditch Trust programmes, analysis and proposals
- Governance, community representation, active citizenship, learning points, effectiveness of democratic institutions and impact of regeneration on communities, is Cuba a more open society than UK?
- How does the business environment and other contexts compare for delivering regeneration
- Potential learning exchanges, to strengthen regeneration for each place and respective communities
- Brief explorations of relevance for Cuba, key Shoreditch projects: Community land trust and ‘Shoreditch Equity Trust’ models, combined heat and power, ICT, sustainability (‘Eco-bubble’). . .

**Appendix 1** (pages 57 – 59) explains a developing thesis and tenet – **regeneration as justice manifested as destiny** – historical basis, can this become a useful and effective foundation for doing regeneration better?

The many gaps left open in this report can become subject area modules for further work prior to, during, and following up the next charette supporting the Master Plan for a XXIst Century Havana:

Participation in the Havana charette due March 2008 is positively recommended to all forward thinking people with an expansive interest in Cuba and regeneration, whether practitioners, or from authorities and communities. The experience and learning that you will attain will be incredibly valuable, as will be your contribution. One week in Havana is worth a year’s academic study or professional practice.

This document is published on the website [www.moderno.no/cuba](http://www.moderno.no/cuba) with other publications promoting the CEU-Cuba Havana Charettes (2006, March 2007 and March 2008). Contacts and comments are welcome.

## INTRODUCTION

### Purpose, Objectives and Provisos

This document is a work in progress proposing local solutions that necessarily will have an impact on the macroeconomic process of modernisation and integration for Cuba within the Caribbean regional context and the global social and political economy.

The propositions contained herein are speculative and require further research and enquiry in order to be refined and validated to the intended purpose described in the title and in greater detail within.

The primary purpose of this document is to elaborate and express in written conceptual form the depth of work produced by the charette team mainly in pictorial, graphic and schematic forms (due to the architectural and urban planning disciplines prevalent in the team) – and to signpost the work to come and the collaborations that might support that effort. This report is informed by the perspective of its author, an experienced Client function professional in the European (UK) regeneration context.

Much of this document is necessarily incomplete. The author is fully aware of the need for challenge and debate, and content can change to become more valid, or some aspects may prove invalid, or be only partially valid requiring a different emphasis as time passes and more people contribute to the wider work of this immense project for the regeneration of the urban area centred on Havana.

This is all welcomed. The project, in scale and scope, will be as significant for the Caribbean region and national idea as the Thames Gateway is in the European context (the largest urban investment programme in Europe) – creating Havana for the XXIst Century will require a multi-billion dollar regeneration economy, easily the biggest urban investment programme in the region, with significance far beyond its local purpose.

**And so, this report is a statement grasping at a vision to drive this thing. The regeneration of Havana will galvanise and explode into an integrative force and influence across the Caribbean region and will be the foundation for a new prosperity, a new settlement, and a new kind of politics in which diversity of peoples will intersect with diversity of ideas and diversity of governance: Regeneration as justice, manifested as destiny.**

The intention of the document is to provoke a meaningful debate and to plant more seeds, building upon the valuable work done to date. That valuable work has been achieved against the odds and is constituted by two strands, one strand being the recent humble efforts of a small but diverse team working in Havana, and one strand being the achievement over 50 years of patient diligence in the gardening of a nation:

- (a) The charette partners coming together in Cuba and from all the corners of the world for this great endeavour – in 2006, in 2007, in the year ahead in 2008, and for many years to come.
- (b) The people who made it possible for Cuba to be an outstanding opportunity to create sustainable models for urban regeneration in the XXIst century – people who made the Revolution of 1959 for our world –

Those who have done the work that lasts. Those who have done the work that counts.

### Organisation and Alignments

The charette workshop was convened by the CEU and CEU-Cuba chapter, working in collaboration with Cuban experts and authorities in urban planning. A number of frameworks and statements of principles come together, forming the basis, rationale and ethics for the work undertaken and described in this report:

- CEU Charter
- CEU-Cuba Charter (March 2007)
- Havana Declaration of the Rights to the City of the Socialist Citizen (2006)
- The Project Objectives for the Charette of the Harbour at Havana (March 2007)
- Physical Planning Framework of Havana
- Master Plan for a XXIst Century Havana

**The project objectives for the Charette of the Harbour at Havana (March 2007):**

- 1.1 Elaborate ideas for the development of the waterfront sector of both The Harbor and Casablanca.
- 1.2 Promote and highlight the importance of the harbor for the new image of Havana and for social and cultural integration.
- 1.3 Evaluate the benefits of the transformation of the Harbor for the future of Havana in economical and urban terms.
- 1.4 Improve the quality of life of the inhabitants of Casablanca, preserving its Mediterranean image and getting advantage of its privilege site.
- 1.5 Propose the increase of urban open space, housing and commerce in the area and its impact at city level.
- 1.6 Turn the current industrial character of the harbor into a sport and recreation one.
- 1.7 Reshape the urban landscape of an area currently dilapidated and lacking character and identity increasing the green areas.
- 1.8 Reinforce the cultural identity of the City of Havana.
- 1.9 Propose the sanitation of the bay as a necessary condition and departure point to achieve from an ecological perspective

These project objectives sit within a framework of rights, stated in the Declaration of Havana as the Charter of the Rights to the City of the Socialist Citizen. The Declaration of Havana was formulated during the course of a previous charette for Havana held in early 2006 (*see Appendix 2*). In the preparation and during the course of the charette of March 2007 these rights have been our background guiding principles. In light of this test, a number of propositions revealed themselves as worthy of further consideration:

**Additional rights to be considered – these ‘expressions of right’ to be rationalised and validated**

- The right of easy and affordable access to the rural hinterland beyond the city boundaries for the purpose of enjoyment of the cultural, leisure and learning value offered by the countryside
- The right of natural, graduated and transitional connections between neighbourhoods and between urban and rural spaces
- The right of easy and affordable access to and through all areas of the city
- The right to the security and diversity of food and agricultural production, distribution and affordability of supply; for the healthy sustenance of the citizenry as well as the benefit of those active in the economic framework of food and agricultural production and supply
- The right to safe, sustainable and affordable production and supply of energy for the use of the citizen and the communal purposes of the city
- The right to an ecologically and physically safe, healthy and sustainable urban environment; including the process whereby that condition is achieved through the planned redevelopment, decontamination, remediation and regeneration of specific areas of the city
- The right to easy and affordable access to information and communications technology, including appropriate networks and infrastructure
- The right to education and self-development, and the free exchange of information and ideas for the purpose of individual growth and the right to participate in a developing knowledge economy
- The right to nurture spiritual, intellectual and personal wealth: With a challenge to define wealth
- The right to systems of healthcare to maintain self and community in peak fitness and wellbeing
- The right to continuation of the social, economic and political gains of the Revolution, the wealth of the nation, and its urban citizenry in Havana and environs

And now also consider a virtuous circularity of bureaucratic rights in the service of the citizen:

- The right to a process of review and amendment consistent with the total statement of rights
- The right to a stable and practical approach to the adoption, adaptation, and operation of these rights

## 1. REGENERATION AS AN ECONOMIC PREMISE

### 1.1 Potential Economic Pillars of Casablanca Vieja y Nueva (y por todos La Habana)

Regeneration proposes the significant transformation of a place where people live.

The life that people live will change progressively, with a dramatic impact over time.

Newer communities will take shape around and within older incumbent communities.

For the new urban shape to be sustainable, we must think about how the economic life of the city may change to offer genuine opportunity to the citizens to make a good living and have a healthy fulfilling life.

We propose that the money value of a tourism economy is very useful, and an essential part, but should not be the primary objective for the future urban economy.

Tourism as a primary economic driver places the population on show only for the sake of the show, and stimulates primarily the skill to make money from tourists. Other capabilities may develop but are rendered secondary and dependent.

There are a number of potential economic drivers that have a better, more sustainable fit to local conditions before we consider the basis for a tourist economy; and these may provide the possibility for people to choose from a balanced range of alternatives for making a living and establishing a home, and within an environmental framework of respect.

So we can conceive the following schema for the new economy for Casablanca, for the harbour, for La Habana, and for the East Habana inward infill development context:

<b>Potential Economic Pillars of Casablanca Vieja y Nueva (y por todos La Habana)</b>	
Category	Reason/Precedent
Technology	<p>Traditional occupations for Casablanca residents: Fishing, port work, art, the power station</p> <p>The regeneration required for Havana in scale and scope presents a unique opportunity to place the necessary work activities at the service of the citizens in the urban economy.</p> <p>A highly educated urban population in search of outlets for economic creativity, capable of a relatively fast transition to developed economy standards in terms of productivity and grasp of a modern economic toolset.</p>
Culture	<p>International book fair held annually at the Fortaleza San Carlos</p> <p>Evidence on the ground of a performing arts culture throughout the city, at a density and skills level probably superior to many equivalent and larger cities in the world.</p>
Leisure	<p>An urban population enriched by engagement in a new economy based on technology and culture has a need to play, and thereby generate more economy for other sections of the population to engage in.</p>
Tourism (internal & external)	<p>Only after the establishment of a sustainable urban economy, invite others to partake of the rich life of the city.</p> <p>In practice the tourism economy already exists and will continue to develop – all the more reason to bring forward other priorities for development and let tourism find a place alongside the more important priorities for future Habanero and national Cuban prosperity.</p>

**1.2 Medial Decomposition of future economic potential across the proposed priority categories:****TECHNOLOGY**

- Decontamination of land and water; land remediation, river restoration
- Building, construction, refurbishment, restoration
- Regeneration technical industries and organizational disciplines in general
- Transportation: water-bus (solar/wind powered), electric tramlines, cleaner road transport
- Marine water-based light commercial and leisure industries
- Marine ecology, land ecology, environmental protection
- Recycling and waste treatment
- Power generation and alternative energy production (CHP - Combined Heat & Power?)
- Information and Communications Technology (ICT)

**CULTURE**

- Arts, literary, cinematic, design, architecture
- Performing arts
- Festivals and events organizing and management
- Communications (cultural sphere, media, content)
- Heritage
- Organisational and management culture ( . . . business administration)

**LEISURE**

- Fitness trails and facilities
- Sports facilities
- Water-based harbourside activities
- Nature-in-the-city, wetland/wildlife preservation areas
- Walking trails (for example beneath and around Fortaleza San Carlos and the point)
- Seaside . . . the beach on the North shore

*PROVIDE FOR THE LOCAL MARKET*, develop added value with the tourist market in mind . . .

**TOURISM**

- Hospitality
- Accommodation, hotels, guest houses, Casas Particulares
- Catering/food industries
- Life-long learning . . . for the visitor to the city

### 1.3 KEY PHYSICAL BUILT MANIFESTATIONS FOR THE NEW CASABLANCA ECONOMY

- Centro Technologics Regenerativos

Located at water-side adjacent to the Frank Pais power station, the wetland nature reserve, the oil refinery site, possibly on two sites crossing the inlet formed with the oil refinery site; a centre of learning, leveraging existing resources currently located in other Cuban institutes as well as partnerships to be developed regionally and globally, to research and develop the technologies, industry, business and economy required for regeneration; existing uses and decommissioning requirements give ideal test-and-implement conditions

- Designated park, bridging Casablanca and Regla

This could be developed complementary to the Centre for Regeneration Technologies (see also below, technology-business-leisure park)

- Centro des Artes – Performing and cultural arts, leisure, tourism, management

Located top-side above Casablanca and anticipating service to East Havana as it develops westward towards the harbour and the old city . . .

- A distributed business school

Across the two new campus sites, with links to law, economics, architectural, business-related faculties of existing university institutes; and potentially with links to prestigious international academic institutes

- Performance/events locations

Purpose-built open-air and sheltered space for normal everyday use as well as specific event use, located throughout Casablanca at different levels and civic spaces from waterfront and up the terraces, allowing Casablanca at festival to be a visible showcase for the cultural expression of its own citizens as well as those of the nearby urban hinterlands/neighbourhoods, East Havana and South to Regla . . .

- Theatre(s)

For example, a transitional use for a small derelict building nearby to the existing Casablanca cultural centre could be as a community 'theatre-box' presenting to the outside street scene. A more substantial permanent theatre could be located in one of the port facility buildings retained but converted for this purpose . . .

- Museums

Perhaps a literary themed museum to complement the annual international book fair, or a maritime theme . . .

- Festival organization, management and plant/equipment storage facilities

Purpose-built at strategic locations (mixed use development)

- A technology, business and leisure park???

Potential to locate stretching back from the waterfront towards East Havana from the new Centre for Regeneration Technologies (shape, but not function, reminiscent of Vondell Park in Amsterdam), behind the power station and the wetland reserve?

- Maintained and expanded marine economy

Small boat, water transport, fishing, to preserve current economic livelihoods; water and shore based leisure facilities to provide the transitional economy

- Open-air cafes and restaurants
- Outdoor living

#### PS. What is sunken treasure?

1. When Fidel was offered the clean up of Havana Harbour by the Japanese in exchange for the right to salvage the treasure from sunken galleons he refused. So now we have the prospect of a dazzling and exciting leisure and tourist economy set around diving tours of the wrecks in the harbour when the water has been cleaned up and the infrastructure is in place, and those things that are eventually salvaged can remain in the care and keeping of Cuba as a valuable heritage for our Caribbean nation, for all time.
2. A sinking fund is the term used in England for a fund set aside annually by the owner of a building or property in order to pay for the cost of major repairs and maintenance required over time. The fund is set aside annually and only used when specifically needed.
3. The sunken treasure of Cuba is the astute investment made in its people, over time, since 1959. Sunken Treasure is the people.

## **2. DEVELOPMENT PRINCIPLES**

### **2.1 Vision**

Open views to the harbour

Casablanca presents a distinctive face to all Havana from across the harbour, crystallising the preservation of tradition as a living working form alongside modern urbanisation that connects naturally.

The new urbanised Casablanca welcomes the development of East Havana towards the city and provides important opportunities as a hub for the development of the new technologically advanced urban economy, with significant and world class centres of learning established to train its own people as well as newer incoming residential communities and the wider communities of Havana to be a part of the new economy.

A relaxed, sleepier, greener cultured environment, with a vibrant entertaining waterside liveliness.

A centre for performing and cultural arts is also established, as a prerequisite alongside leisure and tourism, with business and management disciplines also included in the rich mix for life-long learning.

A town that springs to life a few times in the year, perhaps with changing seasons and special days, to showcase the rich cultural and performing talents of the city (building upon existing traditions and events such as the book fair at the Fortaleza San Carlos).

### **2.2 Transitional Development**

Development will proceed in stages.

Initial stage –

Affordable, basic, strategic and tactical interventions to lay the foundations for the realisation of the overall vision: Focus upon existing built environment and the people who live and work there. Implement change that can offer immediate benefits in small ways to improve the environmental, housing and workplace conditions, whilst beginning also to provide some of the facilities and characteristics of the intended urban state. These initial interventions will commence the shaping of the urban form in line with the agreed general vision. Intensive consultation and engagement with communities continuing from groundwork beginning NOW: Preparation of the communities and their development partners (all of the stakeholders – residents, workers, authorities, investors, experts, owners, businesses) to arrive at the agreed next stage plans.

Transitional stages –

Transitional stages will offer the gradual realisation of the vision in development blocks, whether distinct zones to be treated comprehensively during a stage or specific elements of development distributed throughout the area to be achieved during a stage. The specific content of a transitional stage will depend on the financing capacity realised up to that point and the implementation vehicle(s) or mechanisms developed up to that point. The development content can be both physical and human or organisational in nature.

Completed –

A new urban state able to continuously evolve over time in a natural way in balance with itself and adjacent urban environments without intensively planned regenerative interventions.

### **2.3 Social and Economic Framework – Generally dealt with in Chapter 1**

## 2.4 Built Environment

### 2.4.1 Physical framework

Generally, as existing, the Casablanca zone consists of a number of geographical elements sub-dividable by topography or functional-use characteristics aligning from North to South along the harbour.

#### **Baseline, the Water-front**

La Punta and El Morro, and the base of the Fortaleza San Carlos de la Cabana

The base of the town of Casablanca, with the ferry station boatyards and fishermen's yards

The existing working port facilities

The inlet adjacent to the Power Station Frank Pais, wetland nature reserve and bordering the oil refinery

#### **Middle, rising Terraces**

The Casablanca existing old town spine

The ravine cutting through below the hospital from the port facilities

#### **Topside, a Plateau broken by a ravine, generally spreading out towards East Havana**

The North shore sea-front

The Fortaleza San Carlos de la Cabana and the adjacent military facilities and housing compounds

The statue of Christ of Havana and meteorological facility with the distinctive domed building

Scattered residential roadside developments, small detached houses on compact plots, many self-built

The area stretching back facing East Havana

#### **Proposed Physical framework**

Water-front:

A new promenade extending the overall theme and vision for the Havana harbour perimeter, but a softer, greener interpretation below Casablanca, terminating just beyond the ferry station in a civic square which leads onto nature-in-the-city walking trails below and around the Fortaleza San Carlos de la Cabana and the point at El Morro. The pedestrian promenade will be bordered with bicycle lanes, a light-rail commuter tramline, and the required 15m border clearance with the building line. This will be a promenade of quiet places and small squares and greens, with the occasional lively waterside cafe, restaurant or bar, and some small scale water-based leisure and other facilities allowing the continuation of pre-existing livelihoods such as fishing and small craft repair.

A signature main square developed upon the piers of the current port facilities (these facilities are due to relocate to Matanzas), at the Southern edge leading onto the green space to be developed adjacent to the Frank Pais power station, which will also locate the new institute, the Centre for Regeneration Technologies, that will help underpin the new transitional urban economy.

Middle level:

The rising terraces of Old Casablanca will largely retain the character of the pre-existing quiet town, with natural connections to the new urban forms to be developed alongside. The existing walk-up stairways will be retained and improved. The existing street pattern will be used as a framework for new development, reinforcing the spine road following the contours of the hill.

Topside:

A more regular but loose fitting grid pattern standard, oriented to the bay and Old Havana. Also locating the new Centre for Performing and Cultural Arts, Leisure, Tourism and Management

*[Insert text describing the main characteristics intended for each zonal sub-division]*

Topside Built Environment – proposed intended characteristics for people-focused development:

Sympathetic breakouts in relation to and within the grid pattern to accommodate existing development character where natural concentrations can be found that are suited to retain.

Consideration should be given to the relationship over time between existing development patterns and the vision for the completed urban form. Existing communities have made homes in the area responsive to current and recent conditions. Some people may welcome a new approach and the new ideas for urbanisation and will readily accept such change. Other people may feel they have made homes in a way that suits them and therefore feel adversely encroached upon or ‘under threat’ from the new approaches.

The existing scattered development appears to have happened largely as a result of self-build and the resultant detached housing on small plots is of variable condition. Some houses are quite small and made from makeshift materials and methods. Others are more sturdily built and larger. The communities appear generally to be house-proud and fairly settled.

In the transition stage, the current pattern of development in some places should be retained, but subject to a modern standard of regulation, whilst the area as a whole becomes a different kind of urban place. Examples of this kind of pattern appropriately subject to modern standards of regulation can be found in many parts of Britain and Scandinavia, as well as quite appropriately in some other parts of the Caribbean. It is worth considering experience in non-tourist residential development in Barbados, or EU regulated frameworks in Martinique, etc.

Some consideration should be given to setting aside some areas for development along similar lines, but with modern standards of build regulated with sympathy to the initiative of local communities. Infrastructure clearly requires upgrading under a controlled municipal authority process. Programmes of support could be put in place to provide technical assistance and access to land, tools and materials to allow enterprising and dedicated families to continue the tradition of self-build but to acceptable municipal standards.

This will support a connection to the new urban economy by increasing the skills base for the incumbent and incoming communities alike. For the incoming residents, a self-build model will more quickly create a sense of belonging and commitment to the new place, and may engender respect from the pre-existing community for their new neighbours.

Perhaps final decisions on the long term shape of the place can be reserved. At a later point in time, the incumbent and newer communities may mutually accept either the dissolving of the older into the new form, or the continuation of some areas of the current low density self-developed dwellings as a unique and valuable counterpoint within the new urban shape.

#### **2.4.2 Subject Area Issues**

These headings below are some of the key subject areas requiring further enquiry, consideration of issues and identifying of solutions for the completed vision and during the transitional stages.

Infrastructure

Housing

Communal Space

Public Space

Amenities

Social Facilities

Health

Education

Commerce

Cultural

Religion

Administrative

Urban ecology (not solely focused on energy and waste, consider current thinking on urban food production)

### 3. DEVELOPMENT PROCESS - KEYS TO SUCCESS

#### 3.1 Development Process – General Scheme Proposal

##### **Transparency**

Who needs to be aware of what?

Using what range of media and cultural products?

Applying information and communications technology in which ways?

##### **Governance**

Who needs to be part of which decision-making processes?

##### **Community Engagement**

Who needs to be engaged with?

On what basis should that engagement proceed?

*Engagement with community creates demand for transparency and demand for involvement with governance*

##### **Recognition of multiple-stakeholders' interests**

What is the range of stakeholders?

What are their legitimate interests?

How are they represented and recognised?

##### **Patience – Do the work . . . with confidence**

All the above and the NUMBERS (below) require more dedicated genuine ethical work effort than is normally allowed for by the professional regeneration industry, by authorities, investors, etc: But have confidence in collective ability, an attitude and a will to succeed in making the vision for Havana come true.

##### **Correct NUMBERS . . . the Business Plan**

Credible and viable proposals must be measurable in a number of areas and the evaluation of the measured factors can and will create the need for more pieces of work that are not solely to do with the design and build out of physical solutions. The range of measurable factors includes:

- Time
- Cost
- Quality
- Investment Model
- Organisation and Governance Model
- Social & Economic Impact model
- Environmental impact model

##### **A Learning Partnership focused on delivery**

In order to provide the maximum opportunity to do regeneration well, and the fullest intended benefits to the people of Havana and Cuba, there will be a need for extensive policy development and research work; and also to develop, maintain and extend linkages throughout the Cuban working, professional and intellectual landscape, and further afield with valuable international contributors and partners. This will require a conscious and conscientious willingness to learn, adapt, and change – a proposed ethic and attitude for all people involved in the partnership to deliver the vision for Havana: A learning partnership activating all the energies of the people who will live and work, design, deliver and decide for the future of Havana; open to new ideas and welcoming the world to contribute its many unique talents and insights to the enterprise.

##### **A STRONG CLIENT**

All of the above factors may result in a Strong Client: The Client function is critical to successful execution and requires a clear identity, authority, and investment in the above categories, the right level of organisation established, with the right kind of people providing the function . . . and more!

### **3.2 Development Processes - Detailed considerations**

*[This section will be elaborated with a few statements under each heading]*

#### **3.2.1 Transparency**

Who needs to be aware of what?

Using what range of media and cultural products?

Applying information and communications technology in which ways?

*[Insert content dealing with transparency]*

#### **3.2.2 Governance**

Who needs to be part of which decision-making processes?

*[Insert content dealing with governance]*

### 3.2.3 Community Engagement

Who needs to be engaged with?

On what basis should that engagement proceed?

***Engagement with community creates demand for transparency and demand for involvement with governance***

Formal structures of engagement:

Planning authority

Government departments

Academic institutions

Military services authorities

The Communist Party

Local structures

Local administrations

Committee for the Defense of the Revolution

Women's Associations

Youth associations

Trades Unions

Professional Associations

- ***Local government at Casablanca***
- ***CDR Casablanca***
- ***Joven Club Casablanca***
- ***Health Clinic people at Casablanca***
- ***Schools at Casablanca***
- ***House of Culture at Casablanca***
- ***Port workers association***

The Meteorological Institute

The Civil Defense organization

The keepers of the Statue of Christ

The keepers of the House of Che

The keepers of the Fortaleza San Carlos at La Cabana

- ***Informal contact group***

***People met and with whom discussions have taken place, internally and externally . . .***

It is important to engage early with as many community stakeholders as possible. The residential and working people level of engagement is as important as the formally organised associations and authorities. The methods and approaches required to engage will vary, however it is recommended to commence with formal and informal approaches to a selection of the above groups (***those bullet pointed in bold red italics above***) as a test bed for more comprehensive consultative engagement with all stakeholders

Let this be attempted, not at the centre, but at the perceived periphery, the small town of Casablanca that serves as the smallest, least urbanized unit of the whole. If the reasons are not apparent, they will become so. Modern Cuba started in the Sierra Maestra with a handful of dedicated people – be bold, take a risk, it will all be worthwhile.

*[More to follow]*

### 3.2.4 Recognition of multiple-stakeholders' interests

What is the range of stakeholders?

What are their legitimate interests?

How are they represented and recognised?

Each stakeholder interest should be analysed in summary following the ethical approach set out below as an example dealing with the military services authorities. There then needs to be a process for resolving stakeholders' requirements with the requirements for urban regeneration.

This needs an intelligent appreciation of every part of society as it is manifested at a local level. The scale needs to be small enough for people to make common sense of the matter whilst also maintaining connection with central considerations. Common decency can show its worth when people can cope with the work presented to them. It is important to manage stakeholder interests at a level that does not overload the people involved with a complexity and volume of work that renders the process meaningless and ineffective.

#### Military Services authorities

Because it is most sensitive and with potential for controversy, given the political scope of relationships internally and externally for Cuba, a focus has been made proposing this exemplary statement for the interests of the military services authorities as an important stakeholder in any regeneration programme.

Considerations, responsibilities, authority

Roles and responsibilities

- National defense
- Civil defense
- Emergencies
  - anticipation and planning in response to natural disasters and mass impact incidents
  - disaster relief
  - disaster recovery

Considerations: Authority of military services within Cuban society, authenticity and the cultural heritage of revolution and military service in the establishment of an independent nation.

Any plans for urban development impacting upon currently operational or disused military facilities, land and property should take into consideration the ongoing responsibility of the military services for the fulfillment of their role in national and civil life.

The development plans should allow for the appropriate ongoing location of necessary military facilities and property to these purposes.

The continuing integration of military and civilian communities should be supported and encouraged where this is possible without undermining the functional capability of either generic group to fulfill their part in national and civic life.

There should be a complete engagement, dialogue and decision-making process involving the military services authorities in context of all other stakeholders and the proposed development trajectory of the city such that sensible, practical and responsible plans for the relocation and development of the required facilities can be agreed.

Given the history of the city and the nation, and the part played by the people of the movements that gave rise to the present institutions of military service, there should be no degradation or disrespect to the stature and place of military services within Cuban society as the redevelopment of the city takes shape.

*[For example, military services legitimate responsible interests . . . more to follow describing each stakeholder and the character of their interest in the project]*

### 3.2.5 Patience – Do the work . . . with confidence

All the above and the NUMBERS (below) require more dedicated genuine ethical work effort than is normally allowed for by the professional regeneration industry, by authorities, investors, etc: But have confidence in collective ability, an attitude and a will to succeed in making the vision for Havana come true.

*[Insert content regarding scale and scope of investment required to attract, retain, develop, motivate, organise and deploy the right people to do the work; also dealing with the programming, timescales and change management requirements]*

### 3.2.6 Correct NUMBERS . . . the Business Plan

Credible and viable proposals must be measurable in a number of areas and the evaluation of the measured factors can and will create the need for more pieces of work that are not solely to do with the design and build out of physical solutions. The range of measurable factors includes:

- Time
- Cost
- Quality
- Investment Model
- Organisation and Governance Model
- Social & Economic Impact model
- Environmental impact model

*[Insert content re business planning and performance management and measurement frameworks]*

### 3.2.7 A Learning Partnership focused on delivery

In order to provide the maximum opportunity to do regeneration well, and the fullest intended benefits to the people of Havana and Cuba, there will be a need for extensive policy development and research work; and also to develop, maintain and extend linkages throughout the Cuban working, professional and intellectual landscape, and further afield with valuable international contributors and partners. This will require a conscious and conscientious willingness to learn, adapt, and change – a proposed ethic and attitude for all people involved in the partnership to deliver the vision for Havana: A learning partnership activating all the energies of the people who will live and work, design, deliver and decide for the future of Havana; open to new ideas and welcoming the world to contribute its many unique talents and insights to the enterprise.

A learning partnership requires an attitude of open-ness, mutual respect and courage: Have the courage of your convictions and express your views and reasons honestly. Think about whether your thought affects anyone else and whether and why they might be adversely affected and how reasonable or unreasonable it may be for them to live with that. Think about whether you would want to be in that position, and does that give pause for thought and a reason to modify your view. Do not be too hasty in settling on a fixed position or viewpoint, but always be ready to take responsibility with the risks – and ACT! Be willing to learn, be willing to change your mind. Have the courage of your new conviction and express your view and the change to your view, boldly and honestly.

Ask yourself first, “Who am I doing this for?”, and only then, therefore: “Why is this the right thing to do?”

*[Insert more content elaborating upon the value and proposing approach to the design and implementation of learning partnerships for delivery – see also Section 6. External and Internal Linkages]*

### 3.2.8 A STRONG CLIENT

All of the above factors may result in a Strong Client: The Client function is critical to successful execution and requires a clear identity, authority, and investment in the above categories, the right level of organisation established, with the right kind of people providing the function . . . and more!

*[Insert more content elaborating concept, value, characteristics and proposing approach for establishment of a Strong Client function, with examples from real world experience explaining multiplicity of activities where the Client role can bring influence to bear to increase efficiency and effectiveness of investment]*

#### 4. POLICY CONTEXT

*[Insert general statement explaining the importance of policy, specific areas of policy, and work effort required to understand and influence the broad avenues of policy impacting implementation decisions]*

Policy – constraints and opportunities, imperatives for research and development

Investment – constraints and opportunities, imperatives for research and partnership

##### **Requirements –**

Map local economy

Locate in context of regional, national and global economic processes

##### **Asset Base & Asset Management:**

Map human assets

Map physical assets

What they are?

How are they held?

How are they exchanged?

How are they regulated?

How are they governed?

##### **Consider the plausibility of alternative models:**

Neo-conservative and 3<sup>rd</sup> way social democratic models

Centralised planning and state ownership

Anti-globalisation currents and models

Creating capable ethical productive hybrid models . . .

##### **Social and economic policy should not be separated.**

In the UK our ‘Third Sector’ (charities, voluntary, not-for-profit) is concerned with encouragement of social cohesion, personal and communal development and prosperity based on the integration of capabilities from both the private and public sectors via the energies and activism of responsible citizens, and appropriate partnerships across these three broad economic sub-divisions. In context of these economic sub-divisions, it is not a plausible strategy to separate social purpose from economic impact in society: The Third Sector in particular is virtually defined as a sector comprising people and organisations with dedicated social purposes organised to achieve their aims and objectives through participation and influence within the economy. For the Public sector it is a given that these considerations are in play, for the Private sector it is increasingly expected that responsible enterprise should concern itself with the social (employees rights, ethical business, sustainability, etc) as well as the economic sphere in terms of corporate policy.

To separate social and economic policy is an expedient political convenience promulgated to avoid the most intractable issues, and the political discomfort that associates with inconvenient truths: Just as with climate change and the environmental agenda, separation of social and economic policy puts on hold work that needs to be done to genuinely tackle the underlying problem – how to produce, accumulate, organise and consume wealth in a sustainable way such that we do not create factors destructive of humanity within our society.

Merge social and economic policy areas: Deal with the problem of sustainable equity. Do not evade it.

Other priorities to suggest: Integrate education with a manageable scale of community governance:

Education should extend beyond formal institutional norms; invest in localizing governance at a community level on a scale that is manageable and meaningful for people; such devolution to be implemented in proportion to a measurable attainment of capability linked with the extension of educative process into the community. How to do this in practice and in detail? Not sure, but this should be one of the priorities for social inclusion. The seeds of ‘how to’ solutions for this priority may be found in some of the initiatives and tough learning undertaken in the delivery of extant regeneration programmes: If we look close enough at the outcomes to date, warts and all – even the disasters – we may find some of the things that work therein.

In the Cuba context the social and economic spheres are more likely integrated as a matter of political principle of the state, but this could be usefully explored:

What lessons can be learned between socio-political systems? How effective has been the integration of social and economic policy realms in Cuba? What have been the obstacles? How can experience be adapted for urban policy and development for Havana? What social and economic policy frameworks are currently in place for the urban realm?

In consideration of these things, can we also usefully do collaborations across borders in this field to learn lessons of mutual benefit in the application of our interventions to improve cities?

*[Policy topics to be further elaborated]*

## 5. INVESTMENT CONTEXT

The following table sets out a view of potential investment centres in terms of national, geographical or regional entities. It is entirely speculative and should be seen as a starting point, by no means complete or accurate, and requires further work by experts in the field of economics and global trade and investment for validation and to become more immediately useable.

Potential Source	Centre(s) of Gravity, geographical	Risks	Subjective Opportunity Analysis	Comments, Approach
America	New York, Texas, Florida, Atlanta, Chicago, West Coast	Hostile investment	Maybe	
Cuban Émigrés	Miami, Florida, America	Revanchism	Maybe	
Europe	European Union, London/UK, Madrid/Spain, Frankfurt, Norway	Liberalisation dogma?	Yes	
China		Unregulated investment	Yes	
Russia		Uncertain context/intent?	Maybe	What is the outcome of the historical alliance?
Canada			Yes	Tradition of friendly ties
Caribbean Basin				
	Caricom		Yes	
	Trinidad & Tobago		Yes	
	Barbados		Yes	Sustainable energy expertise
EU	Martinique/Guadeloupe		Yes	
	Cayman Islands		Maybe	
	Jamaica		Maybe	
	Dominican Republic		Maybe	
	Haiti		Unlikely	Too messy, resource hungry at present
	Puerto Rico	American influence	Maybe	
	Guyana		Unlikely	Potential but messy
	Venezuela		Yes	Political ally
	Colombia		No	Too messy
	Panama		Maybe	
	Costa Rica		Maybe	
	Nicaragua		Yes	Political ally
	Honduras, Guatemala, El Salvador			
	Mexico		Yes	Traditional connections
Brazil			Yes	
Argentina			Maybe	
Chile			Yes	
India			Yes	
Turkey			Maybe	
Japan				
East & South-east Asia States	Korea, Vietnam, Malaysia, Thailand, Singapore, Indonesia, The Philippines			
Middle East	Libya, various other states including Lebanon/Syria			Oil money to invest, global trading histories
Central Asia	Iran, Pakistan, Kazakhstan			
Africa	Various economic centres			Unlikely as yet, opportunity over time

**Decomposition of potential investment sources:**

Where are the centres of wealth accumulation that could be the sources of investment in the regenerative urban economy of Havana and Cuba?

What are their respective characteristics objectives and requirements?

What is the attitude and behaviour of the people in command of potential investment sources; culturally, historically and aspirationally?

Do not assume that World Bank, the IMF and Western developed economy advice and strictures about economic liberalization measures, property and business law, democratic reforms, etc will be the sole or most appropriate models to implement:

(a) Even in the EU and North America the traditional social, economic, political, regulatory and legal frameworks are bursting with problematic issues detrimental to social cohesion and sustainability;

(b) Not all sources of significant capital investment have these requirements, and may have effective alternative models (e.g. China, India . . . and closer to home the newly established Bank of the South)<sup>1</sup>;

(c) Also consider merits of regional Caribbean integration, alternative approaches encouraging smaller scale but significant investment for longer term sustainability across an integrated economic, social and political union (explore Caribbean Development Bank, Caribbean Council and Caricom/CSME, e.g. Barbados expertise in solar cell technology, Trinidad marine aquaculture development aspiration)

**An investment research board should be established as a working group linked to the Master Plan for a XXIst Century Havana initiative, or contact made with existing forums to discover synergies.**

Recent discussions with an experienced developed economy investment banker produced this query list, which is not to suggest a particular political economic platform as a conclusive direction to pursue – the social, political and economic ramifications would have to be carefully considered:

- Is there likelihood of getting a proper mandate to get things rolling?
- What has to be done in order to secure a proper mandate and who has the authority to grant it?
- Exactly which Government departments (national, regional and local) need to be consulted?
- How much does each project cost, some of them will be linked, how many phases will there be in total?
- Do we need to involve the Central Bank?
- If there is a need to raise money on the capital markets, are there any legacy issues to be aware of (particularly with obligations to former Soviet republics)?
- Is there still a market for Cuban debt and for how many cents in the dollar does it trade?
- Would Government contemplate creation of ‘Special Economic Zone’ (SEZ)? This could be on basis that investors lease land, buildings and facilities for a period of 50 years after which ownership reverts back to Cuban Government. This may require exemption from certain laws for the period of the lease.
- Who would be interested investing in SEZ, what stage do we need to contact them, who should do this?
- From which sources can we generate income?
- What is the likelihood of the US/US entities claiming land and/or property previously owned by US persons prior to the Revolution?
- Are any outside consultants required?

**A range of alternative optional investment models could be pursued for different urban zones, designed to inter-act in complementary ways, suited to the requirements of stakeholders, Constitutional policy, and conditions on the ground. The query list could be the basis for pre-activity or a module within the forthcoming follow-up charette for Havana in March 2008.**

<sup>1</sup> “A Bank of Their Own: Latin America Casting off Washington’s Shackles” web-article at <http://www.alternet.org/story/66529/>

## 6. EXTERNAL AND INTERNAL LINKAGES – the value of a Learning Partnership

A range of external and internal links can and should be forged, on many levels, to realise the value of communities comparing experiences and sharing skills and knowledge to solve similar problems for seemingly very different places. Such professional, academic and cultural links are a vital component in a successful learning partnership. A number of starting points and approaches are suggested for consideration:

### ACADEMIC INSTITUTES

University of Havana and other institutes in Cuba

Current joint venture Cuba-Norway, school of marine industry . . .

European School of Urbanism and Architecture – 5 European Partners

In the UK –

The Princes Foundation for the Built Environment

Sir John Cass Business School at City University

London Metropolitan University

The Renewal Academy

The Academy for Sustainable Communities

In Shoreditch –

Hackney Community College

Bridge City Academy

Haggerston Girls School

Whitmore School

In Spain –

University of Barcelona Business School ESADE

In Norway –

Volkuniversitetet

In the Caribbean –

University of the West Indies

Universities in Mexico and Venezuela

Canada – tbd

USA – tbd

### COMMUNITY ORGANISATIONS

Cuba –

Youth Club at Casablanca

Other equivalents in the harbour area

And in Havana

UK, Shoreditch –

Shore Thing

Daway to Fitness: [www.dawaytofitness.org.uk](http://www.dawaytofitness.org.uk)

Practical steps:

Youth Club at Casablanca, Shore Thing and Daway to Fitness in Shoreditch – an exchange of papers at youth-undergraduate level, discussions about wider cultural links that would excite interest in ongoing collaborations

School at Casablanca, schools in Shoreditch – discussions about academic exchange programmes

Shoreditch performing groups (e.g. Ebonessence, Nubian Queen, Sabar), Casablanca and Havana performing groups (e.g. Ebona, Prince Mohalid, the jazz combo at the Norwegian Embassy reception)

Governance forum exchanges – ST Board and interested Shoreditch area community organisation committees could establish contact with counterparts at Casablanca and in harbour area districts of Havana

**The British Council could be asked to consider a facilitating role for UK-relevant activities, also considering ‘triangulated activities’ with African and Turkish counterparties linked with Shoreditch.**

Exchanging papers between young people may sound like a dry and uninspiring gambit. However there exist from Shoreditch a handful of products produced by local young people on the subject of regeneration, including valuable work already delivered to support regeneration projects.

Young people who place their intelligent and productive energy into the regeneration domain should not be seen as peculiar aberrations in isolation from their peer group but rather as the cutting edge, the leadership of the future who can and do galvanise their peers into a more productive and active citizenship.

The intellectual products can be exchanged between young people of Shoreditch and Havana, and for example the Youth Club at Casablanca could be asked if they would like to work on that. It could be not just an exchange of ideas but a good way to strengthen second language learning for both communities. Imagine half a dozen students on either side translating each others essays and then giving a talk about what they understand from each others experience of regeneration and how the work can be applied at their home city?

This is perhaps one way we can start the direct engagement processes with communities about Havana regeneration: There can be formal engagement through formal structures but there should also be room for the piecing together of connections and methods from more impromptu originations.

This can be done by the people who want this to happen, people operating in regeneration whether as professional practitioners or as community representatives and volunteers. We can use the seeds we gather from being on the ground to grow natural less formally structured networks. There is room for both the formal authoritative governance process, and the organic establishment of people networks.

### **Business Discipline in the service of a learning partnership**

Another example of potentially useful external linkages that support learning for effective delivery can be found in the application of business tools. A symposium was held recently in early 2007 in London about Branding for Urban Regeneration.

The concept of Branding is of course most closely associated with marketing and a very commercial approach to 'selling' a city and its regeneration. This can be misconstrued and even misused as a means of 'selling out' the city and its citizens to the forces of the marketplace and business imperatives.

By contrast the talk given by Marie-Therese McGivern, a regeneration practitioner leading the development department for the city of Belfast, proposes branding as a living, breathing process that can and must be used intelligently and sensitively to recognise the place that the people have arrived at in the life-history of a city, their aspiration for where they want to be, and how we can then express the essential positive qualities of the city, its people, the vision, and the act of realising that vision. As the city changes, the brand is readjusted in discreet stages to reflect the ongoing process, the gradual realisation of the vision, the morphing and changing of the vision as it becomes more suitable to the improving cohesion of its citizens and their changing values. So the branding process can both help delivery and help to understand how to use lessons learned and do the change control in broad strategic terms.

The branding process she described was also governed early on by those able to conceive and do it. In other words it was not an open ended hyper-democratic process but a small group of influential people in key decision-making roles who led the process. But she also talked about the sense checks they used to avoid imposing a branding process from above without reference to the communities being served; and recognised that, as the process became successful and embedded in the overall regeneration approach, they now need to bring community influence more thoroughly into development and management of the Brand.

The most interesting and powerful aspect of her talk was that this application of a commercial, marketing discipline has been carried out successfully in a city with a traumatic history of conflict and sectarian violence with two distinct communities pitted against each other in a centuries old conflict that has just recently emerged from 30 years of low-level civil war.

The Cuba situation is very different, but the challenges could be of a similar order. When regeneration comes to Havana, there will be a pitting of an external economic system and approach versus a society

travelling a very different historical path. The appropriate and acceptable approach to regeneration will need very careful management to avoid underlying differences between people and their expectations to be exacerbated and boil up into uncontrollable conflicts. We need to be thinking about the required toolset now.

The other talk of direct relevance at the Branding symposium was given by a gentleman from Helsinki setting out the experience in the 1990's when the dissolution of the Soviet Union led to the collapse of the urban economy, due to the fact that a huge proportion of trade in Finland was at the time reliant on relationships with COMECON countries. The resurgent economy of Finland, based largely on the reinvention of Helsinki as a world class city, a centre of innovation, technology production and culture was expressed as a process significantly supported by the attention given to Branding in the service of the solution-effort. The parallel experience of Cuba and Havana in the Special Period of the 1990's is obvious.

**It is suggested here that professional links should be established with people who have developed applications for business disciplines to significantly support the resurgence of broken cities. Havana has enormous wealth in potential but also requires a colossal work effort to repair its physical condition and prepare itself for life as a prosperous twenty-first century city.**

Taken together, linkages about communities and about business – that's life in a great city, great world cities of considerable renown, continuously hungry for inspiring partnerships across oceans.

*A magic phone mosaic of the 3-city tour and charette of the harbour at Havana, February-March 2007*



## 7. Comparative Regeneration: Casablanca of La Habana (Cuba) versus Shoreditch in London (UK)

The following fact-finding brief was proposed by the author to investigate during the course of the charette.

- Suitability and effectiveness of the charette method, which Shoreditch Trust is interested in trialling with partners in the Shoreditch area
- Condition of governance involving residents, authorities and experts on regeneration programmes
- Condition of localised resident representation and active citizenship at the community level
- Comparative challenges for regeneration of the built environment – How does the Havana context compare with ours, physically, administratively, etc?
- Forge links to see if there is mileage in a programme of ongoing contacts between the communities facing regeneration, Old Havana/Casablanca and Shoreditch
- If opportunity arises, exposure and trial briefing of Community Land Trust (CLT) concept as developed by Shoreditch Trust, to a captive audience of communities/authorities/experts from elsewhere
- If opportunity arises, exposure and briefing re Combined Heat and Power (CHP) initiative as developed by Shoreditch Trust, space heating is not such an issue in Cuba perhaps, but water heating and micro-power generation will be. . .
- If opportunity arises, briefing about how we do housing partnerships and community engagement at Shoreditch Trust

The primary purpose of the brief is to share findings with colleagues at Shoreditch Trust in order to consider the potential for developing links between Shoreditch and an appropriate 'twin' community in the Havana/Cuba context.

Other purposes include:

Providing the findings to professional colleagues in the charette to serve the charette objectives and for the continuing development of the Master Plan;

For reciprocal consideration by our Cuban partners whether it would be useful to develop links between communities.

The purpose of such links would be to foster learning in the service of regeneration delivery for both communities.

- **Suitability and effectiveness of the charette method, which Shoreditch Trust is interested in trialling with partners in the Shoreditch area**

### **Charette Method, generally**

The charette method is a concept to conjure with in the world of regeneration. The word derives originally from a phenomenon of ‘belle époque’ Paris in the 19<sup>th</sup> century, when architecture students would load their final exam papers onto a cart or ‘charette’ that would go the rounds of each student to pick up their work. Many of the students would jump on the charette, furiously finishing off their final drawings and documentation to meet the examination deadline, as the charette found its way to the academy.

The term charette is now used to describe a method of urban planning and design whereby a collection of individuals with a stake in the redevelopment of an urban area organise themselves to carry out an intensive collective exercise to plan urban design solutions. The method typically involves a period of meticulous preparation and familiarisation with the issues to be considered, with the methods, and between the people participating. The process culminates in an intensive series of workshops and the product is a practical, workable plan documenting all the agreed solutions.

There is a wide array of examples and a cursory internet search provides a host of methodologies and documented cases. The Shoreditch Trust housing team became aware of the charette method more specifically in the autumn of 2005 at a series of workshops organised by the Princes Foundation for the Built Environment. In the initial workshop several methods for community consultation were presented with similar structures. Amongst the examples the Princes Foundation presented its own approach known as Enquiry by Design (EBD).

In the ST Delivery Plan for 2006-07 the intention was to raise funds to carry out an EBD type charette process looking into the redevelopment options for an area focused on the Fellows Court Estate. Unfortunately the funding was not forthcoming and the partnerships context was not conducive to proceeding.

The method continues to resonate as a potential method of some value; to bring together all the stakeholders in an urban regeneration initiative, the property owners, investors, technical experts, residential and working communities, those who service and maintain an area – to collectively produce a plan agreed by all the assembled stakeholders, thereby also engendering a greater sense of collective and individual ownership and championship of the project by all the participants, and doing all this over a very intense time-limited period.

The following statements, taken from the University of Louisville Neighbourhood Charette Handbook propose two simple and significant concepts about the value and purpose of a charette:

*“Tell me, I forget. Show me, I remember. Involve me, I understand.”*

*“I know of no safe depository of the ultimate powers of the society but the people themselves: and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion.” Thomas Jefferson 1820*

### **The Charette of Havana, 4<sup>th</sup> – 10<sup>th</sup> March 2007**

The following is a subjective account by the author seeking to capture the main qualities, merits and issues about the charette in Havana.

#### **Preparation in the run up to the charette**

##### **Expectations:**

Comprehensively structured process in which all participants would have been prepared in advance for their participation, and the conduct and documentation of the events would be quite rigorously marshalled.

**Sources:**

- Prior exposure to the Enquiry By Design (EBD) method of the Princes Foundation for the Built Environment at a workshop in Autumn 2005
- Summaries of several practitioners' methods at that workshop indicating similar ways of working (that were also familiar from my own previous professional experience)
- cursory internet research describing similar charette processes indicated the range of approaches happening in the world
- Description of method in practice gleaned in conversation with one of our architect colleagues who attended the tour but did not participate in the charette. Experienced practice in which the structure of the charette is pre-designed, including the structure of the events and the intended products. The tools for capturing the charette results are also pre-designed so that the final results can be gathered up, copied and bound and published almost immediately. For example all written and drawn material produced on the same format paper medium.

**Practice:**

The preparation was subtly most instructive, but less aligned with my expectations of structure. The tour of sites in Havana and two other cities (Cienfuegos and Trinidad) served to prepare us very well in important ways. Culturally we became attuned to the urban traditions and historical context for Havana and were able to gain a reasonably complex understanding of the ground we would be working on and the history of the people for whom this work would be undertaken. We were able to become familiar with each other, the ice was well broken by the time we started the charette. The tour was not a pre-requisite, but certainly a valuable preparation.

In administrative terms, for the charette organisation, the tour was also a creative way to offset the costs of the charette itself as it was a charged-for tour and the revenue generated was applied to the charette. The charette week was not charged for, but all participants had to meet their own personal expenses (accommodation, transportation, comestibles).

On the final day of the tour a reception was given at the main accommodation block, an art deco apartment building that served as Casa Particular (equivalent to bed and breakfast lodgings) for most of the overseas charette participants. There was a briefing lecture from Julio Cesar Perez, our charette leader, which set the scene for the charette but also left many of us with more questions than answers. . . .

We were not clear about the stakeholder structure for the charette, who was the main Client, how were the municipal and community interests represented, what range of participants other than ourselves as overseas professional contributors would be doing the work . . . but the basic premise was elucidated and we were on the whole now motivated and ready to work.

For future events a more comprehensive briefing to address these points could be considered; however, in context, it is arguable that the briefing at this stage was as complete as could be reasonably expected.

**The working week of the charette**

[For a more complete report on proceedings and outcomes see **Havana Harbour Charette – Summary Report** by Julio Cesar Perez Hernandez at weblink: [www.moderno.no/cuba/](http://www.moderno.no/cuba/) ]

**Day 1 Sunday March 4<sup>th</sup> Afternoon start**

**Programme:** Public Meeting. Welcome and Introduction by Dr. Eusebio Leal Spengler Director of the Office of the Historian of the City of Havana followed by a buffet and drinks (mojitos). The evening reception will also be the official launch of the Cuban Chapter of CEU (honorary CEU Chapters may be formed in non-European countries). The reception will be held at the recently renovated San Geronimo University in Old Havana.

**Practice/achievements/issues:** This was largely an occasion to briefly meet the full charette team, with important non-working members of the stakeholder group present (mainly senior practitioners in Planning and equivalent municipal departments), and to formally set the scene for the week ahead. Throughout the previous week much had been afoot to tie up loose ends and do the final organizing, so we were also convening at the final venue choice, not the San Geronimo University, but the recently refurbished Hotel Condes de Villanueva in the Old City converted from a grand old town house set around an inner courtyard with a peacock strutting freely among the dining tables of the restaurant section.

The Cuba Chapter of the Council for European Urbanism was formally established with the reading of the Charter, and as charette participants we were privileged to be cited as founding members.

The charette working studio was located on the first floor in a big reception room with tall ceilings, plenty natural light and good ventilation, with windows opening onto the street below on one side, the other side facing onto the inner courtyard across a wide access gallery.

### **Day 2 Monday March 5<sup>th</sup> Morning start**

**Programme:** Morning Work Session – tour of the harbor site and lecture about the city, its history and evolution by Architect Orestes Del Castillo (Office of the Historian of the City of Havana) – lunch at La Divina Pastora Restaurant by one of the most important fortresses on the bay. Afternoon Work Session – 2.30-5.30pm Studio work

**Practice/achievements/issues:** Our first proper working day, mainly briefing, familiarization, and assignment. We could finally properly see who we were as a group, about 30 practitioners, roughly half local and half overseas participants, mainly architects and planners with a leavening of other practitioners. A fair number of overseas participants had been on the 3-city tour in the previous week but some were new arrivals. Most of the local team were assembling on the day but had professional familiarity with each other.

We started with two off-site activities, a lecture-visit to a working model of Old Havana and the harbour at the Offices of the Historian of the City (an authority with wide jurisdiction over planning and development for the Old City), and a walking and boat tour through the old city and across the harbour to Casablanca. Then a couple talks about other charettes (New Orleans), on planning features for the area, and concepts to guide the work.

We split into six groups, one to co-ordinate the proceedings and five work teams each assigned to work up proposals for one of 5 logical neighbourhoods around the harbour. The work would be to rethink the overall street layout and networks and connectivity, propose building form/function/aesthetics, and rethink the life of the city for a fresh forward-thinking long term vision, with traditional forms in mind alongside appropriate innovations, but in alignment with the principle frameworks given.

At this early stage a number of challenges were put regarding the organisation, principles and intentions for the charette. It is instructive to note the careful management brought to bear by the charette leaders – challenge was not unexpected, was welcomed, but astute political skill was deployed to steer resolution to some queries into productive avenues rather than open up work-preventing debate.

### **Day 3 Tuesday March 6<sup>th</sup> Morning 9.30am start**

**Programme:** Public Meeting and pin ups of the first ideas with several speakers. Coordinator Prof. Arch. Julio César Pérez. / Prof. Arch. Jorge Peña. 11.30am Coffee break and refreshments – 1.30-2.30pm Lunch Afternoon Work Session 2.30-5.30pm Studio work

**Practice/achievements/issues:** Getting into the work in earnest, our team decided to revisit our site, the small town of Casablanca across the harbour from Old Havana. In the charette studio we had plenty of drawing materials and flipcharts to rough out and then summarise concepts and ideas for presentation, and we had a full set of scale plans and aerial photographs, but we felt we needed to get a closer look at the place itself, and this also gave us opportunity to mull over the task as a work team.

We also had access in the charette studio to a high specification laptop, projector, and scanner-printer-copier. Access to digital still and video recording devices was also very useful to record features on site visits and to document proceedings. Internet access was not available in the studio but did not prove to be an obstacle (a desktop elsewhere in the hotel was available but not habitually required).

In the afternoon we were all very busy in our groups working up ideas, with much sketching and drawing from the architects, and concept formulation from others. It was a quiet but diligent, workful atmosphere, punctuated by moments of dialogue, internal debate and concept-testing within the teams. Tables were assembled on the access gallery just outside the studio room where one of the teams found the view onto the open air courtyard more conducive to work.

The co-ordinating group was busy handling the various demands and issues that immediately crop up for example we needed topographical information and this was sourced and assembled using an application downloaded to the laptop. The next day would be to present initial proposals, and this had been brought forward in the programme by the co-ordinating group, so our rough work needed organizing towards the end of an extended day.

#### **Day 4 Wednesday March 7<sup>th</sup> Morning 9.30am start**

**Programme:** Studio work of The Harbor and of Casablanca. (Depending on the amount of people we can think of 2 groups). 11.30am Coffee break and refreshments – 1.30-2.30pm Lunch  
Afternoon Work Session 2.30-5.30pm Studio work

**Practice/achievements/issues:** The early part of the morning was spent intensively organizing our proposals for initial presentations. Whereas the programme intended a public presentation of first ideas on Thursday, this had been brought forward to Wednesday and would be more of an internal presentation to understand across the whole team what we had produced. We improvised presentation screens by dragging upended work tables to the front of the studio. Each team presented their proposals in Spanish and English (a challenge that worked out quite well in practice, as at least 5 languages were represented), followed by critical debate.

The production we had achieved was abundant and full of promise. New guidance concepts, common issues, and many new solutions and opportunities emerged. The audience was not as extensive as had been hoped but cross-fertilisation of ideas, sense-checking, critiques, and confirmations provided a confidence boost.

#### **Pause for thought and gestation for some, getting on with the work for others**

The co-ordinating group had the opportunity to think through best directions for the days ahead. To this purpose we were instructed to revisit sites in the afternoon, pause for thought in readiness to do the refinement work next day, following any redirection from the co-ordinating group. However some teams' members were engrossed with the work they had started and stayed behind to continue working up drawings for their proposals.

It is worth noting that a few participants started to become unsure how best to contribute at this point. This was not insurmountable, a natural outcome from different professional approaches and backgrounds. Participants needed some room for manoeuvre, to arrive at workable solutions. The charette leadership remained engaged and aware of these issues.

Two of the Casablanca team set off to re-explore the neighbourhood. We needed to understand the ground better. The local practitioners in our team were more confident of their ground and stayed at the studio working up sketches and drawings. We took a very crowded bus to topside above Casablanca and walked through the neighbourhood. We used our time to get a better sense of the place and the people living there. We met three local working people at the site and explained the project to them. They were broadly supportive of the ideas, but wondered how achievable such a grand vision could be. We had a dialogue with each other about what activities were working well, what needs more thought, formulated new ideas by walking around and looking, and thought about how we could introduce alternative ideas into the process.

**Day 5 Thursday March 8<sup>th</sup> Morning 9.30am start**

**Programme:** Studio work of The Harbor and of Casablanca  
 11.30am Coffee break and refreshments – 1.30-2.30pm Lunch  
 Afternoon Work Session 2.30-5.30pm Studio work  
 5.30pm Public presentation and Discussion of First Proposals

**Practice/achievements/issues:** Our brief was to refine and develop proposals to incorporate agreed new concepts and common principles. The charette working groups were reorganized, some teams merging, some people moving to different teams where their specific talents were needed most. Part of the refinement brief was to develop synergies and connections between neighbourhoods.

People started to discover and invent roles for themselves. An administrative centre coalesced around the laptop, organizing the documenting and structuring of the proposals for coherent presentation.

Some individuals took the initiative to produce valuable work off-brief and lobby for inclusions. This always has the potential to be unappreciated, or to undermine the agenda, or cause other frictions, but on the whole contributions were accepted in some form following debate. In the charette setting it is an important balance, to provide open ground without a free-for-all, allowing productive innovation and creativity to flourish whilst maintaining structure and purpose. This required sensitivity and careful people and process management from the charette leadership, combined with the collective attitudes and behaviour of participants, resulting in positive outcomes.

The charette team having achieved the greater part of objectives, enjoyed a reception at the Norwegian ambassador's residence in the evening, an opportunity to relax and enjoy company, and network with interested people who had been invited to meet the team.

**Day 6 Friday March 9<sup>th</sup> Morning 9.30am start**

**Programme:** Studio work of The Harbor and of Casablanca  
 11.30am Coffee break and refreshments – 1.30-2.30pm Lunch  
 Afternoon Work Session 2.30-5.30pm Studio work

**Practice/achievements/issues:** The penultimate day was a flurry of intensive work morning and afternoon to refine and organise all the proposals into a coherent whole for public presentation. The day was long with much work continuing into the evening on and off site. The co-ordinating group and leadership continued managing organisation/stakeholder issues in the background including audience arrangements, and starting to prepare for the important immediate follow-through activities.

**Day 7 Saturday March 10<sup>th</sup> Morning 9.30am start**

**Programme:** Design work of Final Proposals for The Harbor and of Casablanca  
 11.30am Coffee break and refreshments – 1.30-2.30pm Lunch  
 Afternoon Work Session 2.30-5.30pm Public Presentation and Conclusions  
 Evening: **Cuban Party**

**Practice/achievements/issues:** On the final day we put up all our work in an exhibition around the studio space. The formal presentation was delivered by Julio using the laptop projector. Each team then did an explanation of the specific proposals for each neighbourhood and answered questions. The audience was mainly senior municipal planners and people from the Office of the Historian, with some interested citizens. The production was considered very valuable and successfully leading into the ongoing process. We had exchanged much knowledge and many insights and forged great professional and personal friendships. Being demob-happy, we had an excellent lunch with our Casablanca team at a not too distant well-hidden establishment known to our Team Captain-Architect Esteban Martinez, then later on with the whole charette crew for dinner and late night refreshments with the stalwart few.

The intensity of learning over the course of the 3-city tour and the charette was extraordinary – I would highly recommend a trip to the next Havana charette event in March 2008 to anyone with an active interest, vocation or role in the urban regeneration field.

## Conclusions

The Havana charette was an inspiring, energising event. We melded as a team very quickly and managed our stresses and strains amicably. A great sense of camaraderie developed and it was an enjoyable productive occasion and one to be proud of. Most important, we produced work that is of immense value for Havana. Much continues to be done, flowing from the event, and productive outcomes flow not just for Havana but for a number of participants and the organisations they are connected with. For Shoreditch, partnerships have been forged with professional colleagues in Cuba and closer to home with the European School of Urbanism and Architecture (ESUA), with the very real possibility of a collaboration adapting the method for local purposes in the not too distant future.

**Expect the unexpected and be enthralled, not disappointed:** Not everything will go according to plan during the charette, not everything intended will happen, and some things will happen that are deemed very useful that were not anticipated at the outset. Expect the charette to morph as the process develops – the final session may be presenting agreements on changed outputs and changes to original objectives, if the course of the charette exposed the need to consider changing the expectations. This needs to be a big health warning on the process, but such change must live within acceptable parameters understood broadly at the outset by all parties: The tendency must be to stick with the original plan and only propose deviation if/when really insurmountable issues become apparent, at which point be ready for flexibility – if the partnership is well prepared and well marshaled, the results will still be invaluable.

Some characteristics of the Havana charette:

Openness

Challenge

Creativity and innovation

Political care

Multiple roles

Egos left at the door

Leadership core

Overview group

Group work

Presentations

Dialogue within groups and Overview debates

Skunk work, people discovering work pockets that were not planned but most valuable to pursue

Admin found its place

Chancellor of the Exchequer of the charette (Claus Zapffe)

### Potential suitability for Shoreditch:

In the aftermath of the Havana charette, over several months of 2007, work has been done to discover practical ways the charette method could be used in Shoreditch.

A successful seminar workshop day was convened on 30<sup>th</sup> May 2007 (**Havana and Shoreditch: What is Urbanism?** a workshop comparing experiences, challenges and approaches to regeneration). At the workshop we heard about the Havana charette, about the Enquiry by Design method and initiatives of the Princes Foundation for the Built Environment, about the programmes of Shoreditch Trust, and about the ESUA project opportunity.

Initial charette proposals were developed with ESUA – these are now in suspension for the time being as the ground was felt not yet right for such an investment. However the preliminary scoping and project planning work can be adapted to other purposes for the right initiative at the right time.

### What is ESUA?

[For a comprehensive overview go to web-link: [www.esua.org](http://www.esua.org) ]

The European School of Urbanism and Architecture (ESUA) concept is to bring a group of academics together with students into contact with project groups doing actual work in the field requiring charette style explorations. The school benefits from the real world practice opportunity; the project group benefits from the concentrated input from leading academics and practitioners bringing their students to learn and contribute to the work effort. The test group would be, say, 12 students and teachers/practitioners. The practitioners and academics sourced by ESUA would have as a minimum a professional commitment to the community participative ethos.

For example, in Romania a charette will focus on a village rich in tradition facing the prospect of a massive development of tourism. How do they respond to that? What plans can be devised to make best use of the opportunity whilst mitigating the biggest risks for the community and the place?

The UK is seen as leading the field in Europe in terms of community participation in planning and design. ESUA has worked with Princes Foundation for the Built Environment and INTBAU on curriculum development for the UK. ESUA is supported by the EU Leonardo Da Vinci Programme, the Academy for Sustainable Communities and RIBA. Implications of the Planning Act in the UK indicate that the ESUA project would be helpful to fulfill obligations.

ESUA is open to partnerships in the UK and is keen to work with Shoreditch Trust.

#### **A typical Shoreditch charette in partnership with ESUA could be as follows:**

The main potential geographic footprints for a charette are as follows, with varying scale and scope involved.

- (a) Wenlock Barn Estate, exploration of public realm issues and physical improvement needs . . .
- (b) Fellows Court Estate, Haggerston School, East London Line, Kingsland Estate . . .
- (c) Colville Estate, Whitmore School, Britannia Leisure Centre, Shoreditch Park . . .
- (d) Old Street roundabout and commercial development initiatives, adjacent residential estates and squares
- (e) Shoreditch-wide-area initiative (too big to start with!)
- (f) Sequential small scale charette programme approach starting (a) to (b) to (c) above and gradually realizing with partners that a bigger and bolder approach can gradually take shape, culminating in a bigger splash encompassing all Shoreditch and surrounding regeneration initiative areas.

#### **Scope/Content:**

The specific work that is done in charette depends on the scope and the products deemed useful to those setting the scope and agreeing to be participating stakeholders. For example the Havana charette in March 2007 produced street pattern master-plans for the neighbourhoods surrounding the harbour, concept drawings for elements of the built environment, and urban economy concepts. By contrast, a broad brush concept of the charette purpose for Shoreditch could be: (a) A scoping exercise - What we may want to do that changes Shoreditch for good purposes, creating a vision about the built environment, how it should be . . . (b) A clearer definition of Shoreditch Standard - How would we want to measure that? How will we apply standards to achieve the vision? (c) Starting proposals for earlier interventions that can happen now and in the near future, and supposing what needs to happen next.

Education theme connections also suggest a high level scope-vision could be: How does an estate deliver community services for children and young people? Additionally, there are 3 specialist diplomas being developed locally intended to sit between secondary through to tertiary level, the subjects are: Construction and the Built Environment; Media and Communications; Social studies including focus on citizenship. Having ESUA provided experts from Europe working with a local team could be helpful for the first diploma subject in particular and potentially for all three, to assist in development of curriculum: Good idea to engage young people in the process for developing the diplomas and the charette, to encourage interest and their preparation for taking on the diplomas, potential for their ongoing participation in regeneration programmes. Agendas served – citizenship, community engagement, improved advocacy, employability.

Green agenda scope inclusion could be: What would Shoreditch be like if everybody living, working and visiting the area did the maximum possible in every area of life activity to minimize destructive impacts upon environment and maximize sustainable beneficial (carbon reducing) behaviour?

**Master Plan techniques versus Master Plan per se** – Charette can propose, using master planning techniques, examples of what is currently not working so well in terms of built environment street and building patterns, therefore also the kinds of interventions that would not likely work so well, the kind of patterns that could work better, but short of proposing an actual master plan. Further can show actual planned and supposed ongoing sequence of exemplary interventions to fix specific problematic aspects of existing built environment constituting mini area plan example, leading to vision statement – next steps may be to find the partners who can fund the vision, with a clear achievable direction signposted by the vision exemplifying with practical examples how actual planning will be done.

### **PREPARATION – pre-charette activities**

Assumptions and description of site: What do we know and what do we need to know?

How will we familiarise and prepare ourselves and participating partners?

- Project definition, relationships and resource commitments
- Partnership agreements . . .
- Engage and prepare all stakeholders/participants . . .
- Collate all pre-charette research, information, ‘input products’
- Link up with pre-existing complementary programmes
- Preparations for venue and supporting event infrastructure
- Publicity and communications campaign
- ESUA advance guard meetings
- ESUA organising team arrives in advance of ‘charette-week’ to complete preparations

### **CHARETTE WEEK activities**

Example typical process from ESUA – Arrival Saturday (international participants) time for site visits, START Sunday opening event . . .

Day 1: Meeting 1 – Public presentation of process, inputs, context, ethos, main task

Day 2: Site visits, explorations to familiarise all participants, working group briefings

Day 3: Do the work

Day 4: Meeting 2 – Intermediate presentation & feedback

Day 5: Most intensive work guided by the feedback

Day 6: Internal Working Group catch-up, final refinements, preparing to present

Day 7: Meeting 3 – Public presentation of results

END Saturday public presentation with exhibition

Departure Sunday (international participants)

### **AFTERMATH – post-charette activities**

Follow up Report, ESUA & other partner review meetings, Education stream follow-ups, Built environment programme follow-ups, ongoing partnership activities plan, ongoing communications and engagement

### **LEADERSHIP:**

There would be a project lead overall with a producing project team and a production manager for the charette week; there will be a leader and leadership group for the charette week in terms of the purpose and content activity. We need clearly identified people.

**ACTION:** *Identify project team, production manager and leadership group*

### **INFRASTRUCTURE:**

Infrastructure preparation for the event is focused on venue, catering and equipment (drawing materials, document production, presentations, recording proceedings, etc). Some supporting arrangements are also needed to facilitate participants (childcare, language, disability, work-release arrangements, etc). ESUA participants’ accommodation needs are also a consideration.

### **COMMUNICATIONS:**

There should be as much in-advance and post-charette publicity and communications work as can be conceived and delivered to market the charette to the intended audience and partners – but this will be subject to available resources and the advice and judgment of the ST Communications & Marketing Manager.

**Types and Numbers of people participating, for example:**

Doing the work, throughout: Circa 30 people, local practitioners, local partner staff, community representatives, local education partners (faculty + selected students?), ESUA (practitioners, faculty & students), local ward councilors 'in relay' . . . ?

Intermittent working involvement: A further 10 or 20 key people from the local partner organisations, decision-makers and higher level influencers, whose representatives will be in the working group. For example LB Hackney Deputy Mayor, other key Cabinet councillors, Head of Regeneration & Planning, Directors; Chair of local TRA/TMO; CEO Hackney Homes and Directors . . .

Spectating public: People of the area who have registered an interest and attend the open meetings to know more and voice their views and responses – a group who have had some familiarisation with the process in advance plus those casually involving themselves –

A wider general public audience could be activated via online tools such as the MapEye website ([www.mapeye.org](http://www.mapeye.org)), perhaps a participating designated rapporteur running a daily blog, perhaps evening open 'commons' sessions at a suitable venue nearby, and other expository, educative and explorative cultural events and activities. But this would be an additional project to run alongside, should the resources be available and the concept be deemed worthwhile (but this might be too ambitious to do for such event).

Relationships with key partners and supporters in the area should be enhanced and not undermined. Committed engagement required from local authority partner LB Hackney. Local support and endorsement required from the recognized community representative organisation(s).

It would also be ideal to incorporate a local student body that could be drawn from a range of levels, perhaps from secondary schools (e.g. Haggerston Girls School) and/or Hackney Community College.

There should be a compact, code of conduct, statement of ethos that all participants including the spectating public must commit to.

**Stakeholder-Participant Objectives and Involvement** – How to get the right people involved in the charette at the right times? In particular how do we get the involvement and enthusiasm from decision-makers for the process? If we can't get the decision-makers supporting this, why bother doing it?

Get answers to the following questions:

What are your own aims and objectives for the charette?

Which partner organisations should be involved with the charette and why?

Which specific people in those organisations should be targeted for participation and why?

What do you think their main interests and objectives will be for a charette?

What is the best way to approach each organisation to secure their involvement?

What is the best way to approach target individuals?

When should that be done?

Who should make the approach?

What kind of preparation should we make available for each targeted participant?

When should preparation activity happen for each targeted participant?

Who should carry out the preparation for the targeted participant?

What synergies are there with existing programmes of community & partner engagement?

**International exchange possibilities:**

- ST/ACEVO bid to DfID re Governance & Transparency Fund focusing on Africa (Cameroon, Nigeria, Kenya, other West Africa) developing networks of voluntary sector young leaders . . . ST developing regeneration links with Turkey
- ESUA links with Romania, and the crafts focus angle for new Leonardo Da Vinci Programme bid could be hot button for ST . . . Ongoing CEU-Cuba links have potential with British Council for Havana . . .

**ESUA experience of engagement:** Local technical people easier to get involved, but often need signal from higher level authority. Top level people (politicians, heads of departments) difficult to engage, do not easily see importance, afraid to commit to process cannot control, limited time. Politicians engage based on public support, perception of public interest. For example Romania: 1<sup>st</sup> visit top people keen very enthusiastic, 2<sup>nd</sup> visit still enthusiastic, 3<sup>rd</sup> visit less present, bit cool (“why more could not be produced?”); less preparation and engagement in advance than with ST in UK.

### **Project Approach**

Basic matters requiring confirmation:

Who should be on **project board** making decisions about a Charette?

Who should be on **project team** doing work to produce a Charette?

Distribution – Who else needs to be in distribution re charette matters?

### **High level project plan**

- Scope
- Aims & Objectives
- Definition of requirements & qualities
- Resources required/available
- Organisation
- Budget
- Fund-raising and other resource-gap solutions
- Communications Plan
- Evaluation/measurement
- Programme:

**ESUA view re budgets:** ST budget circa £50k realistic vs typical requirements in Scandinavia.

### **Some Outputs deemed helpful:**

Solutions delivered in terms of streetscape . . . lighting . . . routes to and through and within . . .

Test mechanism to encourage fullest community engagement and participation

Test mechanism to encourage full engagement of other partners in community engaged initiative

Reference community polarisation and community cohesion

Indicate the estate relationship with the surrounding built environment contexts

Indicate the integration of an estate type area with the surrounding built environment contexts

Indicate relationship with other development initiatives in the area

Indicate the ST Education theme benefits and ongoing development opportunities

Outputs that are based on a minimum 20 year vision of current state going into the future

We should incorporate work on evaluation framework into a charette: How will we know we are doing the right thing? How will we know how well we are doing?

- **Condition of governance involving residents, authorities and experts on regeneration programmes**

**In Cuba**, it was not entirely clear how governance operates for regeneration programmes in terms of the interplay, if any, between those exercising authority, those advising as experts, and those receiving the outcome – the residents and working people who will be subjects of the regeneration eventually carried out.

This is understandable in that the process was intense and participants concentrated on tasks at hand. There was also always the language difference which limited the immediacy and scope of dialogue.

It is clear that authoritative structures are in place and these were explained briefly on a number of occasions in presentations and conversations. The main governance structures seem to be:

Relevant ministries –

Physical planning authority –

Office of historian of the city – Appears to have a powerful role in the deployment of funds and in the design and implementation of regeneration in designated historically and culturally important urban areas.

Physical planning institute – an advisory body of urban planners who have in their keeping a magnificent topographical model of the city of Havana and its environs, one of the largest such models in the world, kept in an exhibition building in Miramar. On the pre-charette tour three key directors gave presentations on the historical development of the city, architectural and planning forms, and the general relationship between planning authorities and development. Physical planning institute advice is influential as regards overall strategic intent and master-planning issues, however not authoritative in terms of policy and execution.

Other academic institutions – Seem to play a more direct part in planning, design and delivery than in UK

Local government –

Neighbourhood Committees –

- Committees for the Defence of the Revolution
- Local communist party organisations
- Local houses of culture
- Local youth organisations
- Local women's organisations

General impressions . . .

- **Bureaucracy and complexity of bodies** and their inter-relationships, related to **governance** in Cuba is more concentrated within state structures than in the UK. It may be that the actual degree of complexity *is less than in the UK* due to this concentration of power but that would require a more rigorous study than is possible here.
- Less **investment** is deliverable under the present conditions of a limited economy than in the UK as there is simply no funding available at the levels required to regenerate the city. However, it is unclear whether the inefficiencies of a command and control economy will deliver a greater or lesser proportion of investment to the point of need by comparison with conditions in the UK.
- **Transparency** is probably less present in Cuba than in the UK, in terms of the formally stated rights and allowed means of transparency, but the author is not familiar with the details of transparency for Cuban people. It is possible that people do not feel they have access to transparent processes. The counter-argument might be that the mass organisations such as CDR's and workplace committees guarantee transparency. In which case it may be that transparency is available in theory but more difficult to achieve in practice, just as in the UK but for different reasons in Cuba than in the UK.

*[The author can write more comprehensively on the UK situation in terms of general impressions and interpretations, and as this report is a work in progress, leaves space here for further elaboration regarding Cuba and regarding the description of UK structures, upon the conclusion of further research]*

**In the UK** equivalent governance structures would be something like this:

National government ministries –

Department of Communities and Local Government  
The Treasury

English Partnerships

Housing Corporation

London Government, Mayor's Office

Local Government, London Boroughs –

Local Strategic Partnerships (LSPs) and Local Area Agreements (LAAs)  
Arms Length Management Organisations (ALMO)

Neighbourhood bodies –

Neighbourhood Committees  
Estate Services Committees  
Neighbourhood Investment Boards  
Estate Committees  
Anti-social Behaviour (ASB) Panels  
Safer Neighbourhood Action Panels  
Tenant Management Organisations (TMOs)  
Tenants and Residents Associations (TRAs)

Bespoke agencies (NDCs, PFIs et al)

### **General impressions**

- Greater degree of bureaucracy and complexity of bodies and their inter-relationships, related to **governance** in the UK.
- Greater **investment** delivered overall, distributed across and trickling throughout this complexity and finally delivered to the point of identified need.
- **Transparency** promoted in theory but more difficult to achieve in practice

National and local policy seems to indicate an approach to **engagement** with the affected communities that is designed to involve them in governance, appropriately and beneficially influencing design and delivery, and seeking to secure an ongoing support for regeneration by the incumbent communities, including a local sense of 'ownership'. However, experience shows us that this engagement is often difficult to achieve on a meaningful level, can create fractious local political histories, and a general sense of dissatisfaction due to greater cursory knowledge that regeneration is happening combined with a sense of overall powerlessness in relation to the process itself.

**Performance indicators** may show either increasing or decreasing levels of satisfaction and sense of influence over the process but are far too blunt in terms of methods, measured criteria and sample size to give any reliable indication of how people actually experience regeneration.

Is the prosperity of the professional and managerial class, ultimately a significant section of the middle classes of British society, thereby guaranteed and this dissatisfying complexity in the area of regeneration is an essential foundation for social cohesion at the macro-economic level such as it is in the UK?

## An Interpretation

There are some issues about economic benefit therefore flowing from governance as we follow the logical process through to the actually outcomes delivered on the ground: We could pose the question “Cui bono?”

Let us add to the considerations, wider issues of societal stability in a national context over a long time-frame, say post-war (Second World War) Britain, and how that can be perceived to have been managed.

And we can pose these thoughts:

The social cohesion of a reasonably content middle class with the occasional eruption of discontent from the less prosperous more dispossessed sections of society (riots every 4 years or so; generally pervasive but containable crime and insecurity in certain areas managed reasonably well over time across these shifting pockets or ‘hot spots’ of disorder) is perhaps seen by those in governing authority (at every level) as a basically stable foundation which is to be maintained as a minimum objective of national governance: Doing anything that would risk the prosperity of the professional and middle classes, would bring forward the prospect of an increasingly impoverished, angry and dispossessed middle class, with all its innate influence ready to disrupt and dislocate the processes of normally functioning society.

For evidence of the political consciousness likely to be present in the construction of national policy we need look no further than Paris in 1968, Italy in the 1970’s, the American experience of civil conflict in the 1960’s and 1970’s; then the disastrous experiences of some of the most hopeful developing countries, countless examples of violent conflicts flowing from a point when the educated middle classes of a society begin to support movements to overthrow a perceived rotten, corrupt, unjust regime (Chile, Argentina, Brazil, Colombia, Nicaragua, El Salvador, Panama, Grenada, Ghana, Liberia, Nigeria, Ethiopia, Turkey, Iran, Afghanistan in the 1970’s . . . ).

And we can look at Cuba in 1959, where the national history generates enough discontent that a young, energetic and rebellious middle class mobilises to act alongside the more dispossessed people, the ‘mass’ of the nation, to topple the government and take state power, avowedly in the name of social justice, with aims of universal education, healthcare and an equitable distribution of prosperity throughout society.

So there are countless examples to demonstrate why a national policy would seek, by the least conflict generating means possible, to stabilise society and the national economy – and in particular to position that policy with the prosperity of its most capable and educated professional and middle classes in mind as the beneficiaries who must at all costs be protected.<sup>2</sup>

Is this a dynamic militating against the effectiveness of regeneration for the apparently intended beneficiaries, the people at the outset resident in a locality subject to a major initiative, where prosperity and innate social capability are most lacking?

Is the regeneration able to be deemed a success by using a de facto gentrification process as the tool to lever in a newer prosperous community at the expense of the incumbent one, with an attendant dispersal of a sufficient proportion of the ‘social problem’ to other areas during the course of the regeneration initiative?

Do we use regeneration policy as a seemingly benign well-meaning intervention that simply acts as a *smokescreen* for turning beleaguered communities on valuable land into realised product value for those with the wherewithal to profit from the process, whether private or public asset holders at an individual entrepreneur level or as the largest of corporate bodies? Do we then hold up a *mirror* to any critical voices to say – “You were part of this, you were consulted, you agreed these principles, you approved the plan, and the performance outcomes were delivered”?

What proportion of the national economy of the UK is represented by the investment programmes, whether public or privately sourced, connected with regeneration? For these purposes consider all urban regeneration, renewal and reform in the broadest sense as relevant regeneration investment: Housing, health,

<sup>2</sup> <http://stefzucconi.blogspot.com/2007/11/middle-class-proletariat.html> article cites DCDC-MOD “Strategic Trends (March 2007)”

environment, business districts, education, social services, crime and community safety, transport and communications infrastructure programmes. With over 40% of the economy generated from public policy, it is not hard to conceive a very substantial % of GDP, probably quite easily in the realm 10 – 20%, underwritten in this way (but the author is not an economist so the facts would need checking).

Do the three hypotheses about primary quality of regeneration in the UK (cited above and now repeated here for emphasis) work hand in glove to ensure there is a vested interest in hugely bureaucratic and unwieldy regeneration programmes delivering the money value of the process to an endless stream of functionaries, whether consultants or public or private sector employees, agencies, businesses, voluntary sector organisations – all bursting at the seams with the human resource base that the national policy absolutely must protect at all costs to underwrite social, political and economic stability for the nation as a whole by delivering primary prosperity to its middle class:

- Greater degree of bureaucracy and complexity of bodies and their inter-relationships, related to governance in the UK.
- Greater investment delivered overall, distributed across and trickling throughout this complexity and finally delivered to the point of identified need.
- Transparency promoted in theory but more difficult to achieve in practice

So it may be that regeneration governance in the UK creates an efficient machine for the economic support of its professional human resource base, but is perhaps not so efficient at delivering the maximum investment value to the point of need – the value is much reduced by the time the communities intended as beneficiaries can get their lips to the drip tube.

And so, are we all complicit in this? And are we, I hope creditably here and there, compelled to own up to this idiotic state of affairs and become genuine in our attempt to make this investment strenuously efficient for our customers – for the people we should be serving: For the primary, incumbent communities who eke out a living on the ground we seek to tear up and reinvent through our regenerative largesse?

Could greater efficiency be created by investing more astutely in genuine engagement with all stakeholders, especially investing in the effort to more thoroughly recognise, understand and work with the diverse range of community stakeholders?

Could it be achieved through the handing over of governance to the local level, and the investment in the management and development of governance capability?

Could a more effective transparency be achieved to support engagement and governance?

Can directing investment into these areas really achieve efficiency rather than the consistent experience of wasted resource application?

Perhaps the ‘extra cost’ of investing in these areas can be more than compensated by the diversion of resource away from the many ‘getting around the Client’ and other make-avoid-work strategies inherent in current practice. Regeneration programmes typically run into crisis and work is re-done endlessly until something else is finally delivered, other than the original plan, at great additional cost (that often remains obscured in mired political histories). The underlying problem is one of carelessness. If social-economic policy at the macro level is obsessed with stabilising society to satisfy the middle reaches, then effectiveness is de-prioritised, and nobody really cares about waste investment.

The same resource could be directed differently to maintain support to the same degree within society as a whole, but with the specific directing of resource focused on delivering for the communities subject to a given regeneration effort. Instead of living on the waste product of careless misdirected urban regeneration work, the same people plus more benefiting locally could be making their living on genuinely productive work that they can be proud of instead of wasting money on the excuse-intervention industry.

- **Condition of localised resident representation and active citizenship at the community level**

### **In Havana**

We were hopeful of a showing from the community representative organisations in the charette. A range of organisations had been invited, presumed to have included the government and active citizen organisations at the local level for each of the neighbourhoods. In the event, those who participated in the work of the charette were as expected largely the architects, planners and students who had a dedicated professional interest. Those who attended to receive reports of progress were largely Cuban planning professionals who took an interest in the outcomes. The broad range of interest groups invited, and cited on the website as the Cuba partners to the process did not on the whole make a showing during the proceedings.

Without benefit of insight into the background workings and relationships between local organisations it is impossible to know the reasons. But we can guess at some of the factors. It could be that the drawing together of this event, cutting across international boundaries and drawing in people of several different socio-political, economic and cultural settings, proved incredibly Byzantine a task, much as it would if held in, say, London (indeed practical experience demonstrates how difficult it would be to secure political approvals in local settings in the UK to conduct such an event at all).

The bureaucracy and 'politics' of organising such an event are probably equally complex in any major urban setting in the world. Getting the thing to happen at all is the miracle. Getting everybody who said they would turn up to actually be there may have been a stress too far – and this is certainly a common experience that seasoned regeneration professionals in the UK context would understand.

A number of informal contacts were made with local people who attended parts of the charette. For example a local artist and his friend attended, as well as one of our hosts from the Casa Particular, a retiree who had a background in national government: The former interested in the proceedings as an artist who would like to be involved with producing some of the artistic content of a regenerated built environment; and the latter one who had helped win the revolution and had held high office in the early days of the new government and was keen to see how plans were developing for the future.

We discussed the nature of community involvement and local resident representation on a number of occasions, amongst ourselves as the outsiders contributing our expertise and experience, with our Cuban hosts from the charette, and on occasions with local people we had the opportunity to meet informally along the way.

### **Viewpoints as foreign contributors to the charette:**

A number of us were looking forward to meeting local residents representative organisations to see how that process works in Cuba, so we were disappointed at first. On comparing notes, we found a range of opinion amongst ourselves as foreign participants: Resident participation is all very well in theory but rarely works in practice. Where it is held aloft as good practice and policy it is in fact implemented in questionable and undermining ways, paying only lip service to the principles. It can be achieved in depth but requires real dedication, resources, and the genuine will to have the residents' part inextricably bound into the programme. That was some of our debate on the general principles.

Our thoughts about the Cuba context ranged as well: There may be no genuine intention from the authorities to involve local non-expert people such as the residents and working people of the areas concerned. Local input is probably thought of as local professional and expert input. This is a communist country and the people probably expect their experts to do all this work and not be themselves involved in much detail. People don't necessarily want to be involved. They must be used to having no say. This is probably too early in the organising of this initiative for thorough processes and methods of engagement to have been arrived at. There may be a disconnection between processes that are capable of happening with existing representative structures and the project in particular. They may have as much of a struggle in Cuba as we do in the UK or Norway or the USA, needing to rethink our strategy for engaging people depending on any given regeneration setting, constantly struggling to find and use the most effective process for the project.

We had debate upon the nature of the state in Cuba as a communist one-party state, and the degree to which that is experienced as an all-pervasive security state tending to stifle intellectual, political, economic, social and personal freedoms. Or has that national construct, in the face of continuous economic blockade and political subversion for almost fifty years, protected the Cuban people from the political violence and desperate poverty experienced on a massive scale throughout the rest of Latin America over the same period; and made it possible for people to be well educated, healthy, and economically active albeit without the trappings of prosperity available to some people in the developed Western world and the elites in broken under-developed countries globally.

We discussed the nature of CDR's, are they a government snooping agency at the ground level to control the people, or a mass representative organisation tailor-made for in depth community engagement?

### **From discussions with our hosts:**

It was an interesting dialogue we therefore entered into with our hosts. This was a diverse collection of highly motivated, experienced professionals with no shortage of awareness and dedication in our different ways to the issue of engagement with the regeneration customer, community, stakeholders or however defined – those who will be affected by the proposals.

In the early part of the Tour, before the charette, and in the first days, we had a number of exchanges both individually and in group discussion. The early responses were more unclear, reassurances that everybody relevant had been invited but no specific discussion of the precise nature of the intended engagement with residents and other non-experts. However, upon more in depth discussion on an individual basis it became clear that the principle was accepted as given, that there must be a close involvement of residents and all others such as workers in the port, those managing or maintaining facilities in the area and so on.

This is the Cuban way . . . this is a Caribbean country . . . of course the people must be involved; could be construed as a general thought from our hosts.

There was also the perfectly understandable expert response to a specific field in which the expert is non-expert: The people will benefit from this. That is why we are working so hard for them. Why do they need to be so involved here now? They can trust us to do this work in their interests.

The important and reassuring note is that our Cuban professional hosts were open to these debates and discussions, had a range of views themselves that was not monolithic, and on balance understood that there was a depth to the handling of the engagement that would need to be done. And sufficient attention to detail would need to be applied in this area in order to draw satisfactory conclusions over time.

Upon examination of how that may be achieved I wonder if our hosts were as perplexed as we would be, had we invited our local government partners to mobilise participation and found in the event that, by their absence, it was simply not the right time for them to come into the room. I am certain that this is a common experience between practitioners and Clients anywhere in the world.

### **From informal discussions with Habaneros:**

There was a range of local people in Havana we were able to discuss the charette with on a more informal basis. These were people not directly participating. The following is the range of people the author encountered. Other charette participants may add their own reports over time.

### **From the Casa Particular**

A number of the overseas participants were staying at the same residential block where many of the apartment owners offer licensed accommodation on a 'bed & breakfast' basis. So we were able to discuss the charette with our hosts in these Casas Particulares.

Our own hosts happened to be a well educated retired couple, who remain active in society. They were most enthusiastic about the ideas contained in the charette proposals, but were cautious about the prospect – how

could such grand visions be paid for? Where would the investment come from? How could the process be brought under appropriate management and control? How would the investment be managed to serve the interests of Cuban people and not become a runaway train for foreign investors to make money without benefit to Cuban people?

A key question: How are these proposals being discussed with the people?

On this point we were given some insight into the structures that could be mobilised. We were advised of a handful of commonly present organisations at the local level:

The CDR's – Committees for the Defence of the Revolution

It was interesting to hear these organisations explained as the universally present network of local area neighbourhood committees with a sophisticated structure from the block level, collating up through the areas to the national level. Clearly these organisations are the equivalent on a more structured and significant basis, to neighbourhood committees within local authorities, tenants and residents associations, but with a more definite place in governance at local level. Their activities, plans, proposals and requests are listened to, considered, decided upon, and subsequent governmental actions reported back. Everything that the neighbourhood wishes to see done or to comment upon that affects the life of the citizen is included in scope.

The theory is reasonably clear. It remains to be seen how these bodies operate in practice. But clearly such structures should be used as the first port of call for organising consultation, engagement and participation in any formal sense.

CDR's also do have a remit for defence of the revolution which includes identifying counter-revolutionary activities. It is important to note this as it will inevitably be a remit that draws critique from a Western liberal democratic viewpoint, so it is equally important to look at the correlations and principles involved.

In the UK we have several layers of separation of powers and functions within the state and between the state and non-state actors. There are many non-state agencies that fulfil roles in between purely private and public sector activities.

If the CDR's have a remit to defend the revolution by creative and productive activities that listen to and speak for the needs of citizens, as well as via proscriptive and police-like activities, we should be mindful that in Cuba there is not the multiplication of functional separations as in the UK.

In the UK, state security is the province of police and security service agencies, but there are broad appeals to the general public to be forthcoming with confidential information about ones neighbours should there be anything suspicious to report.

In the UK 'managing out' anti-social behaviour is done by multi-agency panels for the identification and management and if needs be prosecution of anti-social behaviour (ASB Panels), as well as Neighbourhood Watch, and other community safety initiatives. In Cuba this remit is held by the CDR. It does mean that, as in the UK, connection with such a remit leaves one open to the charge of being the snoopers for the authorities. That will always be the case.

The CDR's may still hold the legitimate remit for comprehensively and capably representing neighbourhood community interests in response to regeneration. In fact it may be a good basis for galvanising the people around a constructive and visionary programme for the urban renewal of greater Havana – and reinforce the primary purpose of the CDR in the democratic process.

Other organisations we were advised to approach – organised national networks with local level branches:

- Women's Associations
- Youth Associations
- Trades Unions
- Houses of Culture

The communist party is also organised at the local level but was cited as one of the places but not the decisive place to conduct such consultations. And this makes sense: It would be the equivalent of citing the local branch of Labour Party or the Conservatives in the UK rather than the Tenants and Residents Association for an area – the more appropriate framework being the non-partisan body.

### **Young man in Old Havana:**

We met a young man in Old Havana who is a drummer in a band called Ebona. He was very helpful by showing us where the banks were to change currency, and showed us a workshop where several lithographic and silk screen printing artists were located. We asked him his thoughts how to do consultation with residents about the prospect of big changes to the city and their neighbourhood. Apart from his kind offer to accompany us on a walking tour of the neighbourhood and help interpret conversations with local people – His immediate thought about formal structures was to suggest contacting the local neighbourhood committee. “They will call a meeting and everyone will come.” We took this as a telling validation of the CDR role in such processes.

He was also very helpful in hearing about and generally endorsing the ideas coming out of the charette, but a more insightful comment was the story about the sunken treasure in the harbour and the refusal to sell it to Japanese investors in exchange for a decontamination programme: Cubans understand implicitly that the wealth of the nation is something to value and retain.

### **Workers we met at the statue of Christ above Casablanca**

On another occasion we took the bus to Casablanca to see the character of the area from the top of the hill overlooking the harbour. The area is very typical of a less urbanised, less formally planned Caribbean hamlet that can be found in many of the islands, with different sized plots where people have built their houses as best they can with materials that come to hand. Some are quite well built and more extensive, some are quite small and makeshift. The whole impression is a reasonably mixed and relaxed neighbourhood, quiet and almost rural with fields and woods here and there.

As we approach the ridge of the hill from the back of this plateau, the housing becomes more ordered and military compounds become apparent with some institutional buildings. The scene appears to be sensitive and we are about to wonder whether we have strayed into some security services domain when the road opens onto a splendid promenade overlooking sweeping vistas across the harbour, and there, on the point, is a giant white marble statue of Christ.

Here we looked out at the breathtaking views and very shortly were engaged in conversation with some of the people nearby.

We talked to two men who were resident at Casablanca and worked in the adjacent port facility, and a third man who worked at the statue selling jewellery and artefacts in preference to his profession as a trained engineer. The latter was also studying English and acted as interpreter for us.

We explained in broad terms the plans for a significant redevelopment of the harbour area and of Casablanca, the prospect of more housing being developed in the area, and how that would be thought of by local people. It was a cursory, informal interview but also useful as a sense check how people think about such matters.

The response was favourable, with a great degree of disbelief that such developments could happen easily. This was a cautious welcome for more housing that would presumably be of benefit for local people who are prone to over-crowding as families grow and have few options as it stands. We heard descriptions of the general approach to housing – it was okay to build a house on a plot where you have permission but it is incredibly difficult to afford building materials or to find the supplies when you need them. Often somewhat unofficial avenues are required to fulfil ones aspirations and complete the build, but people manage one way or another.

Some doubt was expressed whether permission would be granted for redevelopment on such a grand scale as we described, and some amused references were made to the one big authority who could give such permission (much tugging at chins to represent the stroking of a signature beard).

When we asked how best to make contact with the residents and workers of the area to discuss these ideas and plans the answer was again emphatic: Approach the CDR to call a meeting of the neighbourhood committee and everyone will come. This was a relaxed and easy answer, more validation that the CDR structure may be a fairly standard avenue for initiating engagement.

### **At the Casablanca youth club**

We also stopped at the Casablanca youth club on another occasion, but we did not get the opportunity to discuss these matters in great detail. I had suggested calling back to arrange a discussion with the group but we were overtaken by the busy charette events and were not able to organise this.

The youth club is housed in a new building and have just opened courses in IT literacy for young people and workers. We visited them on the opening day of their first 4 month course. The youth club represents a tremendous opportunity to initiate engagement and consultation activities on a different level to formal structured consultation. It suggests the possibility for international exchanges between Casablanca-Havana and Shoreditch-London, and an interesting way to start demonstrating a whole range of ways that the regeneration can begin to be discussed by the people who will be most affected:

- Structured democratic channels,
- Structured social and educative activities,
- Informal networks of people who get interested along the way.

### **SUGGESTED ACTION POINT:**

It is suggested that discussions are opened with a range of people in Casablanca to decide how to organise engagement about the vision for redevelopment of the city, to include:

The local government

The CDR

The Youth Club

The House of Culture

The local unions, port facility and ferry terminal workers

The port facilities management

The fishermen

The local schools

The local health clinic

The local hospital

The military authorities at the facilities based above the town

The meteorological centre

The custodians of the Fortaleza San Carlos and the Punta del Morro

**It is suggested the focus should be on the first 3 on the above list – local government, CDR and Youth Club.**

### **Cuba, a more open society**

It is instructive to note that upon being made aware of the range of informal contacts we had made and the suggestion to invite them to participate in proceedings, our Cuban charette leader was entirely welcoming of the prospect that local people might be tempted on such an ad hoc basis: “Let them come in,” was the response. Such an open approach would be unthinkable in London where the politics of who can participate and on what basis, who should be invited, what to do if someone turns up uninvited, is inevitably picked over with a fine tooth comb for such events.

The corollary to this openness is the evident higher standard of education and sense of individual responsibility from people at every level of society in Cuba. There is a sense that people are trusted to offer sensible responses in a given setting. By contrast in the UK, at every level questionable motivations and behaviours seem to abound, particularly in the consultative environment of our regeneration maelstrom.

## In Shoreditch and London

The engagement with communities that we practice in London and the UK can be said to conform to policy norms that require a principle of participative decision-making in the planning, design, and delivery of regeneration. Local resident representation and active citizenship in regeneration operates at many levels, in many forums and forms of activity. Here are a few examples how citizens become active to contribute to the betterment of life in Shoreditch.

**At Buckland Court on the St Johns Estate**, a 4-storey courtyard block of 113 homes will be transformed with a security scheme via decorative floral patterned entry-system gates; and with the internal courtyard landscaped to provide individualized decks for ground floor residents, and the central area made into an undulating oasis for upper storey residents to make use of communally.

The active residents who involved themselves with this scheme are organised broadly under the St Johns Estate Tenants' and Residents' Association (TRA). The Chair of the TRA and the TRA block representative for Buckland Court sit on the formal project team governance forum, the Project Board, alongside senior officers representing the Trust, the Council (owner of the property), the Hackney Homes ALMO (housing management authority), the Architects (providing the design), and the Contractor (for construction). Another four residents out of 113 households regularly attend project team Steering Group, which sits alongside Project Board, containing staff representatives from management and maintenance departments and other experts and advisors who attend as needed. The Project Board and Steering Group meet jointly as the overall project team to conduct the affairs of the project with decisions formally taken by those who are Project Board members however a consensus including the Steering Group is attempted for all matters.

The residents' reps role is to be involved with deliberations about the design solutions, to understand and help develop proposals and comment on what is most desirable and what will work best, to consider and decide the best arrangements for informing and consulting the wider group of residents, to test and challenge the staff team. This group has been meeting over the past 3 years, sometimes monthly, with a few 6 month gaps in activity. The group is a reasonable cross-section of the resident community in terms of gender, age, and main ethnicities. The general style of involvement is casual, responsible, interested in the project itself but with no bigger ambition for grand schemes of estate or neighbourhood renewal. One of the members has been a Board member of Shoreditch Trust as well, and a former borough Councillor.



*Decorative secure entrance gate designs for Buckland Court*

**On the Colville Estate**, a 5 year campaign to find a solution to the hidden dereliction on this 438 home estate situated alongside the Grand Union Canal and Shoreditch Park has resulted finally in the coming together of a partnership between Hackney Council, the Colville Estate TRA and the Futures Consortium (a registered social landlord in alliance with a developer and technical consultancy) to redevelop the area in phases to provide a new mixed use mixed tenure neighbourhood of circa 1,500 homes, seeking to connect into the area not as a replacement estate but seamlessly as part of a more traditional neighbourhood.

This has been a long march for Colville Estate TRA (CETRA). The TRA consists of a stable active group of 12 residents. The group has explored a range of options during this time, seeking to find a solution to the problem of disrepair, inadequate maintenance, and management service issues.

Their first explorations of a Tenant Management Organisation (TMO) option resulted in vociferous negative campaigning by activist groups from nearby estates (ironically, some of those conducting the opposition eventually set up a TMO on their own estate), which caused intense political conflict within the community.

The group persisted, gradually forging more productive relationships with Shoreditch Trust and the Council. The relationships, as with Fellows Court, were not always productive and took several years to become cordial, mutually respectful, and productive. The process has been a steep learning curve for both residents' reps and officers.

Regeneration on Colville Estate was initially developed via a steering group, initiated in 2005, involving CETRA, the Trust and the Council. The formal structures governing the present initiative actually reside between the Council and the Futures consortium and do not directly involve CETRA formally as a decision-making partner, despite their representations requiring this: The Colville Regeneration Steering Group acts as a consultative group within which progress is reported and opinion from CETRA tested.

However CETRA does have access to some of the forums within the ongoing partnership such as the Design Team which they attend, and other processes such as tender evaluation panels – it is not comprehensive resident involvement, but neither is it entirely disingenuous, it is the position that the Council and Futures have been able to arrive at without risk overturning their own confidence.

CETRA have a professional Independent Tenant Advisor (ITA) a two-man team of a specialist broad-based regeneration expert with a community architect for technical advice. They are privy to some of the business meetings of the partnership that are closed to CETRA representatives and report back on developments.

The group is fully aware of the gap that has opened up in terms of governance and consistently put the case that they should on principle be at the centre of governance alongside their partners, as the formal representatives of residents.

It is worthy to note that CETRA's capability as representative body has increased exponentially during the period of development and they remain very cohesive as a group of people. The regeneration initiative itself, as with many such partnerships, appears robust yet in practice of course is coping with many significant issues in the 'back room' that require careful management, amongst which, naturally, the business case.

CETRA are savvy enough to understand that the vagaries of regeneration can result in many unforeseen outcomes, hence their consistency in maintaining pressure for their rightful place in governance, and remaining at the table challenging on issues of import to residents' interest, and their readiness to do business on a more appropriate basis when the time is right. They are also a group now more open to ideas and all options that might recover unforeseen but always imminent crises.

It is not that they have no internal tensions and dynamics of difference, but they have learned to manage their diverse approaches, attitudes and capabilities as people, and increasingly deploy their talents deftly at the Regeneration Steering Group table.

A broad range of residents are active throughout the area in other **tenants' and residents' associations (TRAs)**. Often very small groups of longstanding active residents are the backbone of the TRA and few TRAs can muster a large or even majority group of the residents on their estates to attend their open meetings.

**Tenant Management Organisations (TMO)** are formally constituted bodies, usually an Industrial & Provident Society, formed by residents following the guidelines of housing legislation for residents' Right To Manage, to undertake formal contracts with their local authority to take responsibility for housing management services for their estate with a devolved budget and management agreement. There are several examples in Shoreditch and Hackney and throughout the UK.

The commitment for active residents is more onerous than on a TRA. This is real world business responsibility for managing the estate you live in, with real world consequences for service improvement or collapse, potentially fractious political consequences for community relations, and onerous legal obligations only partially off-set by the limited liability of an IPS or company limited by guarantee.

The experience for active residents is often one of many years intensive collective voluntary work, endless evening meetings, training sessions, negotiations with authorities, followed by the final agreement of the scheme of management and the initiation of operations. Often the service provided will be via the existing staff teams but under an agreed scheme of governance answerable to the TMO Board. TMOs operate in many different ways but typically do activate many more residents than the average TRA: In fact a requirement of the legislation is to secure a significant proportion of residents as members of the organisation and a significant majority vote in favour of the scheme by all residents.

The impact on effectiveness or improvement to services is a mixed bag, with some TMOs doing very well, others not so well. In some instances the service improves dramatically during the course of developing the TMO and in the early stages of operation, the TMO may then become less active, yet the improved standard of management continues under the impetus of the new culture and staff organisation set in motion. TMOs are inherently unstable organisations that can thrive or fall away depending upon the vagaries of community political dynamics and social relations, and as people develop and move on in their lives, many active members are not replaced and the organisation can become less directly influential over management service and performance.

### **Council Housing Forums**

In Shoreditch and Hackney, and many large local authorities in the UK, there is a plethora of governance bodies with oversight of various municipal and neighbourhood processes that offer opportunity for active citizens to represent their community:

- Estate Committees
- Estate Development Committees
- The ALMO Board
- Neighbourhood Committees
- Neighbourhood Investment Boards
- Etc

Active citizens on these forums are often drawn from TRAs, but not solely. There is scope for representatives finding themselves in a constant flow of meetings, meetings, meetings at which they receive similar reports about varying aspects of the same topics and issues, an endless circle of only partially effective commitments.

### **Peer Educators Network**

Peer educators are a network of active residents in Shoreditch following an educative and networking support programme designed to train local people to be good advocates within their communities, helping others in particular cultural or social groups to gain better access to services and social opportunity through being educated by their peers both formally and informally. The programme produces a stream of active citizens who go on to take up representative roles in community organisations, or find work often in socially useful appointments, thereby strengthening engagement with community, local governance, and effectiveness of statutory services and intervention programmes.

One of the valuable projects supported by the Peer Educators for housing was a social and aspirational survey of residents on the Colville Estate, conducted by a joint team of Peer Educators and active residents in the early stages of the Colville Estate Regeneration project. Rather than tender for professional consultants, ST organised training in survey techniques and ethics, and had the community itself conduct the survey as a paid-for piece of work. The team secured a 75% response rate and swift execution over a 3 week period in March 2006, and handled the significant range of non-English language households via available skills in the required languages from within the team.

**Shoreditch Audiences**

A network of residents in Shoreditch who become active via a programme offering subsidized and supported access to cultural and arts events, and are encouraged to become ambassadors for cultural learning and active citizenship in the community

**Extended Schools Project - Community Research Team**

A group of residents recruited and trained to carry out community research to develop the concept of extended service schools (i.e. where schools become centres of wider community learning outside of normal school hours with other non-learning services provided as well). The community researchers are a valuable resource and have been used to support other community research needs such as for the housing programme in the Jump Shoreditch Rerun event activating young people to explore housing issues.

**Shore Thing**

A forum for young Shoreditch people, originally conceived as an area-wide local youth parliament, now a loose network of young people who take an active interest in the development of the area for the benefit of young people and the wider community. The Shore Thing forum is an intelligent group of responsible young people, keen to place their energies at the disposal of Shoreditch and others as a mutually beneficial process.

**Ebonessence**

A Shoreditch originated youth dance group dedicated to providing life skills for young people through training in the performance discipline of urban dance forms. A national and world-class award-winning group, operating on a not-for-profit basis, the two dance group leaders being most dedicated active citizens from Shoreditch.

**Daway to Fitness**

A fitness-centred life skills training programme for young people based north of Shoreditch at Holly Street Community Centre, focusing on fitness, exercise programmes, training for dance-fitness class tutors, cultural explorations via creative and performing arts events. The organisation leader activates young people to take a responsible approach to life choices and fitness, and to become culturally creative in their own right.

These few examples evidence an impressive roster of groups and organisations within which citizens of Shoreditch become active and attain varying degrees of influence over the affairs of the community and the neighbourhood. These are commendable achievements, and the people signing up to these responsibilities are not to be castigated for their dedication to civic duty:

Yet the system is cumbersome overall and of questionable effectiveness in many cases. Some few forums can be found where the intentions of local governance flourish reasonably for a time or where the impact of active citizenship within a voluntary organisation provides great value to the community, and these instances of success are invariably against the odds –

This wealth of talent and dedication achieves much less than its potential value if it is not honed and knitted together into effective local governance. That is the persistent challenge for practitioners and authorities – to be supportive agency for achieving that, in service to our communities.

However, the frustration of programmes in terms of local governance seems to abound in the world of urban regeneration. Is this outside of our span of control? Or are we, as states and authorities and other influential agencies only providing these opportunities because we must, because policy dictates that it must be done?

**Returning to our comparative mission:** A typical charge from the West would be that the formal structures for democratic community governance in Cuba are in fact disingenuous and moribund, ineffective and hidebound with the dogma of a political revolution that is living in the past, has not caught up with the 21<sup>st</sup> century reality of a liberal democratic model that won the battle of ideas in the early 1990's.

It may or may not be the case that the structures for community representation and governance in Havana and Cuba are moribund. It is difficult to judge from a two week working visit to the country. Whatever that case may be, can the mechanisms in Cuba be any more or less moribund than those in the UK? Where there might be demonstrable ineffectiveness in Cuba, the equivalent processes here in the UK, and further afield in the West, may be commensurately so, or more so, but for different reasons. We should not be arrogant.

Upon examination of political discourse in the Caribbean, witnessing the electoral process in the national elections of Barbados in December-January 2007-2008, it becomes clear that the condition of society and peoples' connection with the political process feels far healthier, connected, live and capable than the disconnected, disaffected, and disinterested process we experience in the UK.

In reading the press reports and commentaries in the region (such as David Jessop of the Caribbean Council writing in the Barbados Advocate November 4<sup>th</sup> 2007), it is clear that the attitude regionally is intelligent, educated and reasonably supposing that the direction of national interests in Cuba is in sensible safe hands with people who we can do business with respectfully and as equals without making pre-conditions or political requirements to surrender sovereignty, or social strategy or asset-holding – to the markets, to the private sector, or to a fallacious externally conceived democratic model. Rather, there is a healthy respect for the debate within Cuban society, seen as “characterized by pragmatism, an absence of socialist rhetoric and finding uniquely Cuban solutions”.

The Economist magazine (December 22<sup>nd</sup> 2007) recently discussed the significance of Mao Tse Tung, as a perhaps questionable but quite realistic model for business leadership, and contrasted his propagandized brand slogan “serve the people” with the business-like but dour tenet “truth from facts” of his more effective successor Deng Hsiao Ping. We all can say that we are here to serve the people, but who among us genuinely searches out the truth from facts?

Perhaps it will be a credible and effective thing should we choose to establish collaborative learning partnerships with the authorities, practitioners and communities in Cuba to revitalize our respective efforts in this important function – stimulating active citizenship via democratic governance at the local level.

Perhaps we should look further afield as well, continuing to dispute the safer assumption that the best and most effective tools are found only where the world is wealthiest and most developed:

Looking to Africa, should we for example explore the work being done by the Mo Ibrahim Foundation with the Prize for Achievement in African Leadership and governance; and look further at the work being done on the ground by prize winners such as Joaquin Chissano and the achievements of Mozambique?

Can we learn from methodologies being devised for measuring the effectiveness of interventions in developing countries, such as the ‘development as freedom’ concepts of Amartya Sen?

Can we discover in the political process of small island nations of the Lesser Antilles, all liberal democracies following a free market pathway of political and economic development; a more effective, dynamic and people connected democracy, and a localization of governance that is more competent than our own in our big sophisticated wealthy developed societies? *[At least the smaller islands – however, perhaps caveat emptor Jamaica, Trinidad, Guyana which appear somewhat culturally and politically violent in recent times]*

If we are struggling to stimulate people and communities, to enable and empower a groundswell of responsible, capable, cultured, effective active citizenship: Perhaps we can discover experiences and solutions that really work by cross-fertilising our structures and methods, our attitudes and behaviour, and our investment in that – collaborative partnerships, with humility, without arrogance, with a judicious hunger to learn.

- **Comparative challenges for regeneration of the built environment – How does the Havana context compare with ours, physically, administratively, etc?**

*"Energy plus optimism = progress . . . energy plus anger = total frustration"*  
*Reverend Run 2007*

When we compare with the ground we have to work on and the condition of partnerships in London we can see that ground littered with the ruinous fallout from many counter-productive moments of conflict, both hidden and open, between partners in the UK context. Examples are easy to identify: The Olympics, Thames Gateway, development strategies in a borough such as Hackney, Wembley stadium, the Millennium Dome, or London-wide transport strategies . . . the list is endless.

But there are great examples of success. And there are widespread instances of qualified success. Few people ever get exactly what they needed or wanted from regeneration programmes, whether they are the investors, decision-makers, deliverers or the intended beneficiaries, but much gets done – imperfectly, but productively.

Taking for example the Thames Gateway development initiative from an urban planning perspective – it is the single biggest urban regeneration investment being made in Europe currently and for the foreseeable future, a multi-billion Euro programme over several decades affecting a huge population base and a fifty mile swathe of territory on either side of the River Thames from the Eastern edges of London outward to Southend on the North bank and to the Medway towns on the South.

Havana and London may seem worlds apart, but there are some interesting parallels.

There is a scale involved with the greater Havana redevelopment context that is comparable (in very different conditions) to the scale of Thames Gateway in London.

Both are also coastal challenges, with Terry Farrell's marine leisure park concept resonating with the Havana Harbour proposal.

Another interesting parallel is the concept debate between linear versus polycentric cities. Thames Gateway was conceived I think as a linear city 'megalopolis'<sup>3</sup>. But as they start to deliver parts of that puzzle many of the participating agencies, authorities and influential regeneration businesses are coming to realize that there are pre-existing centres of urban culture (real people already living there, in towns and communities) that they are compelled to think about more carefully in terms of the value they represent and the risk of doing a horrible and counter-productive thing if they do not adjust the planning and implementation approach to support better outcomes for the communities. This sounds like having to recognise the value of a polycentric concept and synthesise a different solution. In the Havana context the policy expressed in the Master Plan for a XXIst Century Havana is precisely to recognise and reinforce the polycentric character of the city for the benefit of its citizens.

The political sensitivities involved in the UK context do not make it an easy task to further describe the comparative challenges without considerably more work invested in partnership building and a careful agreement upon the parameters of research, the timing of the work to be done, and the distribution and application of the findings.

Amongst potential next steps could be the exploration of this subject area during the course of the next charette for Havana in March 2008, if it is possible to activate an appropriate complement of participants.

*[More to follow]*

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<sup>3</sup> This was Michael Heseltine's legacy 'big idea' as Secretary of State at the Department of the Environment in the early 1990's  
 publication to promotional website Havana Charette 2008 version @ 12th January 2008

- **Forge links to see if there is mileage in a programme of ongoing contacts between the communities facing regeneration, Old Havana/Casablanca and Shoreditch**

Potential for exchange links between Havana and Shoreditch, or further afield (*see also Section 6. External and Internal Linkages, apologies for repetitions*):

Casablanca Youth Club with the Shore Thing youth network of Shoreditch  
 Casablanca community groups with Shoreditch Trust and other partner community groups  
 Arts and cultural groups in Shoreditch and in Havana  
 Schools exchange programmes  
 Community representative exchange programmes

British Council representative in Havana – has expressed a keen interest in talking more about how such links might develop and be supported

Banking industry – UBS & Deutsche Bank have East London Business Alliance (ELBA) connections and it would be interesting to see if there is mileage in comparative research on urban regeneration investment products and investment strategies and approaches, as they are developed for Shoreditch, the City fringe, the Olympics and Thames Gateway; and how that would compare with approaches to Havana and Cuba. Would such financial institutions with links to Shoreditch Trust be interested in joining onto a forum for research in this area as suggested below and in Section 5 – Investment Context?

Regeneration agencies – BURA representatives were interested to hear about the Havana charette outcomes; other agencies and industry associations may have an interest in professional links with Cuba, for example the land remediation and decontamination professionals, London Mayor's Office people . . .

Academic institutes  
 The Princes Foundation for the Built Environment  
 London Metropolitan University  
 Academy for Sustainable Communities  
 Renewal Academy

Approach European business schools to discuss the possibility for partnerships in developing a distributed business school across the relevant faculties of Cuban universities and other institutes of learning.

Suggested:

Sir John Cass Business School at City University in London, UK  
 London Metropolitan University, UK  
 ESADE Business School at Barcelona, Spain

The marine project people we met at the Norwegian Embassy reception in March 2007 after the charette, Cuban and Norwegian academic-practitioners working on a joint-venture project to develop offshore marine industries for Cuba – there could be very valuable possibilities in relation to the requirements cleaning up and transforming the marine economy of the harbour, and for developing the concept of a regeneration technologies research institute.

A council for the investigation of urban economic development solutions, relating the urban economy in a localised study context with the national, regional and global economic environments –

Such a council could involve Cuban and international participants drawn from:

Government economic departments  
 Academic institutes  
 Banking industry  
 Regeneration industry and investor associations  
 EU overseas development programmes  
 Urban economic development practitioners  
 Communities engaging in significant urban economy initiatives

Cuba partners should seek experience from at least the following urban economic development models in addition to the standard North American and European ones: China, Vietnam, Turkey, Venezuela, Caribbean, Other Latin American experience (Chile, Panama, Mexico?), Africa (South Africa, Mozambique?), South Korea (Seoul). It will not be a fit for purpose thing to drag off-the-shelf solutions from the developed world. There will be too much potential for disastrous misapplication, as experienced with the disintegration of the Soviet Union and the privatisation of the Russian economy. From the UK add this list of disasters for incumbent communities – London Docklands, Thamesmead, and the Greenwich peninsula. From the USA add – New Orleans, Cincinnati, and Cabrini Green in Chicago.

### **An example of an exchange programme:**

Imagine having a half dozen students on either side of the Atlantic translating each others essays and then giving a talk about what they understand from each other's experience of regeneration and how the work can be applied at home city?

The essays, focusing on urban regeneration topics, could be drawn from higher secondary school and undergraduate students' projects, dissertations etc. Good examples of the intellectual products that can be exchanged between young people of Shoreditch and Havana. The Youth Club at Casablanca could be asked if they would like to work on that, as well as the School of Architecture at Havana and other schools and colleges in the reference area.

It could be not just an exchange of ideas but a good way to strengthen second language learning for both communities.

This is also one way we can start the direct engagement processes with communities about Havana regeneration: There can be formal engagement through structures (CDR's etc) but there should be room for the piecing together of connections and methods like this, by the people who want this work to happen well, using the seeds we gather from being on the ground to grow natural less formally structured networks. There is room for both the formal authoritative governance process, and the organic establishment of people networks.

The scope can be extended to include a broader range of cultural topics. When we have a good portfolio of work openly exchanged, then it can be published as Shoreditch and Havana cultural product. With the intellectual work, the photography, the artwork, the movie and the performance that Shoreditch and Havana young people want as their expression of life in the shadow of regeneration.

- **If opportunity arises, exposure and trial briefing of Community Land Trust (CLT) concept as developed by Shoreditch Trust, to a captive audience of communities/authorities/experts from elsewhere**

The opportunity did not arise for discussions about the Community Land Trust (CLT) and Shoreditch Equity Trust (SET) proposals being developed by Shoreditch Trust. This initiative would be of very significant interest in the Havana and Cuba context, in particular when considering the laws of property ownership, and the management and delivery of rights to housing, in Cuba.

As we are discovering in the liberal democratic, developed West, with our enshrined individual property rights and the incessant urge to own ones own home in social settings and economies where that is logistically and financially unattainable for significant numbers of people – there is a need for alternative models that do not necessarily divest land and property assets into private ownership, in order to attempt to secure the holy grail of decent affordable housing for working people, allowing people of limited means to live without that particular life-stress constantly gnawing away at the quality of their life: It is a consistently, creeping worry, that we will find ourselves in a housing crisis that destabilises the hitherto reasonably secure social fabric.

The CLT/SET proposals are at the fore-front in the UK, setting out potential urban solutions to property ownership, equity, and housing people in homes that are suitable to their needs and that they can afford.

More can come later as we extend links to include exchanging information in this subject area. It could be a useful hybrid to adapt for Cuba as it responds to a changing global and regional economic environment.

- **If opportunity arises, exposure and briefing re Combined Heat and Power (CHP) initiative as developed by Shoreditch Trust, space heating is not such an issue in Cuba perhaps, but water heating and micro-power generation will be. . .**

The opportunity did not arise for discussions about the Shoreditch Trust Combined Heat & Power (CHP) initiative, the significance of the project for local authority energy strategies, and the trials and tribulations required to get the project happening. All of that could be valuable information for our Havana counterparts.

There may be opportunity for Cuba to skip to the cutting edge of the environmental agenda and leverage the most effective and advanced technologies available. Certainly the local harbour transport concept, with water bus services throughout the harbour would be even more attractive if hybrid wind-solar powered marine craft could be developed to this purpose.

Communications infrastructure is another area that needs careful exploration to arrive at the most effective, comprehensive, empowering, and lowest cost solutions.

- **If opportunity arises, briefing about how we do housing partnerships and community engagement at Shoreditch Trust**

There was no opportunity to deliver a talk in Havana on this subject. However the engagement subject has been discussed at length throughout this paper and more can come from ongoing links.

*[Material subsequently developed for this purpose is available by application to the author]*

## Appendix 1 – Regeneration as justice, manifested as destiny: Explain Provenance

**“The regeneration of Havana will galvanise and explode into an integrative force and influence across the Caribbean region and will be the foundation for a new prosperity, a new settlement, and a new kind of politics in which diversity of peoples will intersect with diversity of ideas and diversity of governance.”**

### What is urban regeneration?

Or rather we should ask in two parts: When was urban regeneration, ever, and then, what is it?

We can suppose throughout human history, ever since cities have been in existence, a process equivalent to what we speak of as urban regeneration. But in terms of modern human development, shall we take as our reference period, no earlier than, say 300 years at the outside turning the eighteenth century, perhaps late nineteenth century on the inside – The Paris of Haussmann . . . Barcelona of the Diagonall . . . post American Civil War urban redevelopment . . . Shanghai of the Bund, the urban development of Hong Kong. . .

Urban regeneration in the United Kingdom can be suggested in terms of the rebuilding after the Great Fire of London (turning the eighteenth century) or more recently the great transport and water infrastructure developments of the late nineteenth and early twentieth centuries, the post-war reconstruction and continuously since then, countless moments of strategic self-awareness, perceived problems of urban dysfunction, devastation or blight requiring intervention.

But it is arguable that urban regeneration in the UK, upon closer examination, from the 1970’s at least and perhaps well before this period, has only ever been about . . . in terms of practical fact and how it has been implemented, and by actual underlying policy intent (i.e. to avoid a dangerous social and political fracture), a transfer of wealth, resources and influence to the centre reaches of society, supporting the down at heel struggling aspirant middle, the professional and managerial middle, whilst allowing continuous functioning of political economy and accumulation of wealth along capitalist liberal democratic principles, in the hands of those who naturally own property and means of production on an institutional and class scale of operations – at the expense of those stated as intended beneficiaries, those wretched enough to live and work in the space requiring intervention.<sup>4</sup>

The function of urban regeneration has increasingly become one of de-localisation and the separation of benefit from the people of a place subject to regenerative intervention, to support those designated to control and do the work of delivery. The United Kingdom as an economy and attendant society functions on a supranational scale across four nations and a two island geography broadly encompassing England, Wales, Scotland and an Ireland of two parts.<sup>5</sup> Urban regeneration functions as a process servicing primarily the professional and managerial class that lives across the geography regardless of place, at the expense of the nominally intended beneficiaries who live in a place subjected to resource investment designated by policy.

In the local urban regeneration context we can suppose a democratic urge on the part of people living in a geographical neighbourhood; an urge to be in governance as a community over the affairs of the community, the physical place and the way that it is serviced, managed and used. We can suppose that local and national government policies and policies of organisations constituted to be in partnership for regeneration of a neighbourhood, all espouse support for such democratic process.

<sup>4</sup> From web-article at <http://stefzucconi.blogspot.com/2007/11/middle-class-proletariat.html> citing “Strategic Trends (March 2007)” by Development Concepts and Doctrine Centre of the MOD (UK) from section entitled Strategic Shocks - “The middle classes could become a revolutionary class, taking the role envisaged for the proletariat by Marx. The globalization of labour markets and reducing levels of national welfare provision and employment could reduce peoples’ attachment to particular states. The growing gap between themselves and a small number of highly visible super-rich individuals might fuel disillusion with meritocracy, while the growing urban under-classes are likely to pose an increasing threat to social order and stability, as the burden of acquired debt and the failure of pension provision begins to bite. Faced by these twin challenges, the world’s middle-classes might unite, using access to knowledge, resources and skills to shape transnational processes in their own class interests.”

<sup>5</sup> This does not disrespect the independence, national culture, economy and society of Ireland; rather it is the UK that places itself in the cross-hairs due to its unique history of colonial domination: It cannot hold its identity without admitting the symbiosis of its relationship with Ireland. There is a degree of mutuality in this but Ireland could arguably exist quite happily as its own distinct society within Europe, regardless of the UK. Not so the UK, such are the burdens of history – *sic Gloria transit mundi* and all that.

We can also suppose how power can be operated in an illusory manner, seeking to give the impression of influence on the part of a theoretically favoured participant (community) whilst in reality becoming a tool of those exercising purpose on behalf of, but never allowing devolution to, the community. This conundrum is all the more important to discern, understand, and accurately analyse given the myriad policy positions published (for example in the UK) that cite community as the intended master of its own destiny and/or primary beneficiary of alliance, investment and support from Government, public administration, and other influential actors in urban regeneration.

We can posit and we can express this contradiction as a fundamental problem of regeneration in the UK context. But the UK is only one society out of many modern economic societies struggling differently with the same or similar dynamics, each finding the resolution of its contradictions, often to the detriment of the general urban citizen, subject to specific conditions prevailing within a specific national or regional domain.

However, we can also propose an alternative principle as a moral and guiding imperative, for the sake of breathing life into words of policy that say one thing and should mean exactly the thing said:

### **Regeneration as justice, manifested as destiny.**

Under this tenet, urban regeneration is the manifestation of justice as an irresistible destiny for those engaged in and affected by the urban process in the modern world.

This is a statement we can make deliberately and consciously, a spiked gauntlet thrown down to the dominant idea of global power in the modern age, in the language of the most powerful nation on earth in our time – the American idea and its associated ideals and dreams of power and prosperity as divine right.<sup>6</sup>

This is a statement formed as a transformation of that dream into a meaningful reality; by the people, for the people; in the language of the people<sup>7</sup>; prioritising people . . . as a moral imperative, with global relevance.

Urban regeneration is always a transfer of wealth, resources, knowledge and power across the social and political landscape of urban space.

Under this tenet, regeneration as justice, we can consider a number of obvious contexts where urban regeneration is actively pursued and where a massive investment of material and human resources is constantly in process.

For the North American continental context, the overlay of this principle takes on an ethno-cultural character and represents in its essence a transfer or movement away from the tradition of anglocentric authority, privilege and accumulation of value and wealth. Mischievously, and to be most provocative in the spirit of justice, this tenet could be a process-goal that is found to be achievable only by means of a second American civil war. A more detailed analysis and proposition is required of course to support this specific statement, but it is a bold proposition with very deep seated connotations, implications and historical roots.<sup>8</sup>

In the UK context the solution is to be found in challenging the prevailing history of support for social and economic and political stability through a subsidy to the middle, at the expense of those struggling in beleaguered communities in places that become priorities for intervention when the opportunity of asset value becomes apparent.

In the European, African, Asian, Middle Eastern and Australasian contexts different statements are required to capture and elaborate the essential truth, but the base proposition of justice remains:

<sup>6</sup> The language of American political and constitutional history, i.e. the Monroe Doctrine, the concept of manifest destiny

<sup>7</sup> Continuing in this vein, from the American Declaration of Independence “we the people” etc

<sup>8</sup> It is instructive to note contemporary op-ed commentary in the mainstream American press, habitually alluding to the prospect of ‘civil war’ in American society. Most recently in the New York Times [*check/confirm source, December 2007*] the war-making administration of President George W Bush is compared with the prospect of a Barack Obama presidency, the latter characterised speculatively like a last best hope to solve the fracture without recourse to civil conflict. The experiences of communities such as at Cabrini Green in Chicago, in Los Angeles, in Newark, and in New Orleans, amongst many others, are also instructive on this point.

There is no genuine civic prosperity and well being, no peace for our cities and our citizens, without a just process for urban regeneration. That is the fundamental problem of policy and delivery for urban regeneration – Justice, manifested as destiny.

### **Turning to a regional historical perspective relevant more directly to Havana**

If this document is presented with holes and gaps, it is done unashamedly. But to all who work in the pirate world of regeneration – a statement to provoke, but esteemed and valuable colleagues no less – you are surely used to preparing and presenting, with holes unstated, reports and proposals that live for generations of iterations before the first stone is laid. So let he who is without sin cast the first stone. Or if you live in a glass house, you can be my guest.

If Cuba is wrapped in a flag and a bouquet of flowers, still without a master, no slave; And if Jamaica from Nanny Maroon at Cockpit to Zion and Addis and the Ark at Axum, is one nation out of many peoples;

If Trinibago and the Guyanas contain the currents of all our riverine civilised traditions, from the Ganges and the Indus, from Futa Jallon and the Niger to Angola and the Kongo, from Kru Coast to Hakka land and the Yellow River to the Pearl, journeyed upon open seas;

If Barbados is Little England; And Haiti is Africa, and with Martinique and Guadeloupe, something still connected to the unique singularity of France; If Maurice Bishop and his people are our New Jewel nutmeg of Grenada still;

If little Montserrat is our volcano; If St Vincent holds the souls of Arawak and Africa united in death in defence of life;

If in Venezuela the Bolivarian statement is now remade; and in San Juan and Santo Domingo and Cartagena and Panama, people are shifting in readiness to speak;

Yet then, the Caribbean is all nations uniquely multifarious yet indivisible as one.

Over many generations of struggle we taught justice to the world and wove our destinies together:

In 1791 with Boukman, Toussaint, Dessalines, Christophe, Petion, Boyer and the people on Hispaniola

In 1815 when Bolivar wrote his letter from Jamaica and took a deeper justice from Haiti to the Main

In 1816 with Bussa of Barbados

In 1823 the Demerara Rebellion in the Guyanas

In 1832 with Samuel Sharpe in Jamaica

In 1868 with Cespedes, Loynaz and Zambrana

In 1895 with Marti, Gomez and Maceo

In 1911 when Percy Chen went from Trinidad to support the liberation of China under Sun Yat Sen

In the 1930's working people organise across all our Greater and Lesser Antilles (salute Cipriani, Guiteras)

In 1959 with Fidel, Celia, Camillo, Che, Raul, Vilma, Frank Pais and all the companeros

In 1988 when Cuba and Angola destroyed the possibility of a continuing Apartheid state at Cuito Cuanavale

In 2002 from the basement of the Miraflores, when the people of Venezuela refuse to submit

Not forgetting Tacky and Cuffy and Tula, the Aluku and Boni, the Cimarrones of Panama, and Chirrinno

We spoke for justice once, and we can speak for justice again: History compels us:

Diversity of Ideas + Diversity of Governance = Democracy

+

Diversity of People + History = Equity

=

**Regeneration as justice, manifested as destiny**

*Historia nos obligen*

## **Appendix 2 – DERECHOS A LA CIUDAD DEL CIUDADANO SOCIALISTA THE RIGHTS TO THE CITY OF THE SOCIALIST CITIZEN**

1. El derecho a la vivienda integrada socialmente.  
1. The right to socially integrated housing.
2. El derecho al transporte publico y semi-publico. Que la red de autobuses sea suplementado con flota de taxi masiva.  
2. The right to public and semi-public transportation. This includes buses supplemented by a fleet of taxis.
3. El derecho a el satisfacer las necesidades ordinarias dentro de una vertiente peatonal. Estas necesidades incluyen la bodega, el párvulo, la escuela primaria y el parque.  
3. The right to the fulfillment of ordinary needs within a pedestrian shed.<sup>9</sup> These needs include the food store, child care, primary school and a park.
4. El derecho al agua potable y a el alcantarillado.  
4. The right to drinking water and a functioning sewer system.
5. El derecho de acceso al mar.  
5. The right of access to the sea.
6. El derecho als uso social de los mejores edificios.  
6. The right to the social use (public access) of the best buildings.
7. Derecho a la evolución predecible de la ciudad.  
7. The right to the predictable evolution of the city.
8. El derecho a la preservación de los valores culturales patrimoniales.  
8. The right to the preservation of cultural assets.
9. El derecho a edificaciones con ventilacion natural.  
9. The right to buildings with natural ventilation.
10. El derecho a las calles adecuadas para peatones.  
10. The right to pedestrian-friendly streets.
11. El derecho a una ciudad limpia y segura.  
11. The right to a city both clean and safe.
12. El derecho a la ciudad sombreada por arboles e iluminada por noche.  
12. The right to a city shaded by trees and illuminated by night.
13. El derecho a vida nocturna.  
13. The right to night life.
14. El derecho a calles que sean una experiencia astetica.  
14. The right to streets as an aesthetic experience.
15. El derecho a regulaciones que se entienden y a su explicacion.  
15. The right to regulations that are intelligible and the right to having them explained.
16. El derecho a la participación en el proceso de decisiones municipales al nivel del barrio.  
16. The right to participate in the municipal decision-making process at the neighborhood level.
17. El derecho a que las proyectos privados rindan beneficios públicos.  
17. The right to private projects that yield public benefit.

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<sup>9</sup> Pedestrian shed – area defined by a walking distance of not more than 400m, a five minute walk.

**The Declaration of Havana was formulated during the course of a previous charette for Havana held in early 2006. In the preparation and during the course of the charette of March 2007 these rights have been our background guiding principles. In light of this test, a number of propositions revealed themselves as worthy of further consideration:**

**Additional rights to be considered – these ‘expressions of right’ to be rationalised and validated**

- The right of easy and affordable access to the rural hinterland beyond the city boundaries for the purpose of enjoyment of the cultural, leisure and learning value offered by the countryside
- The right of natural, graduated and transitional connections between neighbourhoods and between urban and rural spaces
- The right of easy and affordable access to and through all areas of the city
- The right to the security and diversity of food and agricultural production, distribution and affordability of supply; for the healthy sustenance of the citizenry as well as the benefit of those active in the economic framework of food and agricultural production and supply
- The right to safe, sustainable and affordable production and supply of energy for the use of the citizen and the communal purposes of the city
- The right to an ecologically and physically safe, healthy and sustainable urban environment; including the process whereby that condition is achieved through the planned redevelopment, decontamination, remediation and regeneration of specific areas of the city
- The right to easy and affordable access to information and communications technology, including appropriate networks and infrastructure
- The right to education and self-development, and the free exchange of information and ideas for the purpose of individual growth and the right to participate in a developing knowledge economy
- The right to nurture spiritual, intellectual and personal wealth: And with a challenge to define wealth
- The right to systems of healthcare to maintain self and community in peak fitness and wellbeing
- The right to continuation of the social, economic and political gains of the Revolution, the wealth of the nation, and its urban citizenry in Havana and environs

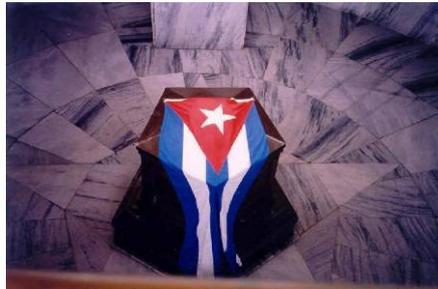
And now also consider a virtuous circularity of bureaucratic rights in the service of the citizen:

- The right to a process of review and amendment consistent with the total statement of rights
- The right to a stable and practical approach to the adoption, adaptation, and operation of these rights

## RECAPITULATION

### PS. What is sunken treasure?

1. When Fidel was offered the clean up of Havana Harbour by the Japanese in exchange for the right to salvage the treasure from sunken galleons he refused. So now we have the prospect of a dazzling and exciting leisure and tourist economy set around diving tours of the wrecks in the harbour when the water has been cleaned up and the infrastructure is in place, and those things that are eventually salvaged can remain in the care and keeping of Cuba as a valuable heritage for our Caribbean nation, for all time.
2. A sinking fund is the term used in England for a fund set aside annually by the owner of a building or property in order to pay for the cost of major repairs and maintenance required over time. The fund is set aside annually and only used when specifically needed.
3. The sunken treasure of Cuba is the astute investment made in its people, over time, since 1959. Sunken Treasure is the people.



**Regeneration as justice, manifested as destiny**

*Historia nos obligen*