

## SOME BASIC CRITERIA FOR EFFECTIVE URBAN/HISTORIC CITY DEVELOPMENT/MANAGEMENT (Summary)

During my many years of experience, I have identified and defined global and contextual criteria for application to the comprehensive challenges of the development and management of historic cities.

Questions like “**Why, for what reason, for whom and how**” are relevant in policies and plans/programmes of Management.

Criteria which may be usefully considered in the evaluation of the development/rehabilitation/revitalization of historic cities are:

- **Firm** political will and decision-making at the highest national and local levels.
- **Establishment** of interdisciplinary Master Plans and strategies as a progressive and continuous process and not merely as an **end in itself**.
- **Consideration** of urban cultural heritage as a resource leading to, and as part of, economic and social activity.
- **Participation** of other organizations in the formulation of plans and multi-dimensional programmes with which to meet the challenges of the protection, conservation and development of urban cultural heritage.
- **Involvement** and participation of a network of ministries and public bodies at national and local level, which seek wherever possible the participation of the private sector and NGO's.
- **Consideration** of the **involvement** of Ministries of Culture and their decentralized units and/or those within local and municipal governments.
- **Decentralization** in a local set-up assembly which concentrates various agencies of development and rehabilitation in **one** local organization.
- **Establishment** of a Central Executive Agency to operate at local level in close collaboration with the municipality, if this is considered appropriate, or associated with a totally independent agency. (These types of organizations already exist in some cities.)
- **Increasing** the powers of the local institutions involved (such as heritage, urban development, housing, social services, urban environment, public

services, education, health, social care). This automatically **empowers** individuals and institutions working in each or all of these fields.

- **Viewing housing** as an essential element of rehabilitation.
- Avoiding **Gentrification** by innovative forms of land-use-mixed-use, social-cohesion.
- **Establishing** further profit making **enterprises** of various types, in line with current political and economic systems and market economies of today's trends.
- **Establishing** companies/enterprises in the Historical Centre likely to generate high profits which could be **invested** in its physical and social rehabilitation.
- **Establishing** joint projects in historical centres between public and private, national and foreign sectors (Public Private Partnerships - PPP's).
- **Preparation** of systems, guarantees and responses to standard banking criteria in order to take advantage of potential credit lines from national or international banks.
- **Make sure of the** existence of adequate human resources both nationally and locally, for the management of historical centres.
- **Availability** of technicians and general human resources for renovation, restoration, conservation and rehabilitation of the urban fabric.
- **Establishment** of various types of companies within the local economy; micro credits; self-help projects and initiatives, specialized NGO's, guilds, etc.

“Existing local agencies have been transformed into sole agencies (as is the unique case of the Havana City Historian Office). Others have been restructured in view of loans from international banks (World Bank) such as ADER of Fez in Morocco (which used to belong to the Ministry of the Interior). Others have been created in association with local municipalities to administer bank loans and other **entrepreneurial** financial undertakings; examples are the Quito Development Company (IADB), OTRA in Vilnius (World Bank), EO in St. Petersburg (World Bank) and executive-administrative units in Brazil...”  
(Pro Memoria - IADB)

- **Establishment** of programmes of adaptive reuse of the built heritage comprising elements of different types of use (mixed and/or individual) for economic and social ends.
- **Adaptive reuse** in such areas as **housing, medical centres, recreational and cultural centres, day centres for children, maternity homes, centres for the elderly, home industries, etc.**
- **Insertion** into the urban fabric of **high quality new architecture.**
- **Ethical** application of the principles of conservation as appropriate, rather than wholesale, e.g. tourism oriented forms of “cheap conservation” and “fake” restoration.
- **Well planned recycling** of space is almost a guarantee of sustainable “maintenance” and “conservation” for units of urban heritage, provided it has been carefully audited and that those responsible for the works are guided by previous national, municipal and provincial examples.
- Treatment of **public spaces** in historical centres in a manner appropriate to multiple uses.
- **Reconciliation** of cultural wealth/richness with urban poverty.
- **A well planned** social policy.
- **Human development** on a local scale.
- **Care of** vulnerable sectors of society/Inner City.
- **Sustainability** of the tourist industry in order to promote national tourism in historical centres, including the design of tour itineraries for locals and visitors alike, nationals, foreigners.

- The **preparation** for and **mitigation** of natural disasters (Civil Defense, the Municipality, Neighborhood Associations, Hazard Preparedness).
- **Establishment** and coordination of adequate mechanisms of International cooperation for historical cities in the form of technical assistance, international subsidies, **training** with inter-governmental or bilateral organizations and NGO's and foundations.
- **Community participation** at all stages.
- **City-to-City Cooperation** nationally, internationally.

A Historical Centre has to be a place for **living, working, walking, visiting, investing...** a place in which heritage is **preserved**, people are **respected, jobs are created, income is generated, squares and buildings are used and reused...**

The above criteria respond to ideal conditions.

It is open-ended. My modest views for this type of criteria can be questioned and discussed in training workshops, forums, seminars, etc.