

## **Module 5: Management of Historic Cities**

### **Introduction**

The colonial powers that exploited the Americas mingled with the existing inhabitants and the imported African slaves, and gave rise to a multiethnic cultural heritage. The Spanish, Portuguese, Dutch, English and French colonizers and slave traders established strongholds along coastal areas and islands from which they waged war against each others. Some of these early establishments have been well conserved and give evidence today of a multi-layered historic and cultural past. The architecture and urban planning of these settlements bears witness to the harmonious interaction of European styles and planning traditions adapted to the local climatic circumstances and Caribbean exuberance.

Social and economic changes are rapidly causing many of Caribbean historic cities to decay or to be replaced with modern cities. There is a lack of public awareness of their value, while widespread urban planning activities give little attention to integrating old and new structures into a functional whole and to involving a broader stakeholders group into the planning process, which better reflect community values and priorities.

Conservation and development are not mutually exclusive; they should, and can, be part of a single planning process. Conservation projects need provision for development just as sustainable development requires an adequate approach to determining conservation policy. Developments do not take place in a vacuum but at an existing place, in existing surroundings. This obvious fact has to be understood and accepted before decisions on conservation and development can be made.

The balance is important: what is preserved gives the inhabitants a sense of continuity, of identity and stability. What is newly-created may ensure survival, revitalize or perform a function which could not otherwise be met.

The following training module proposal is meant to enable the participants to understand the complexity of managing a historic city, and to provide the main methodological steps for developing management plans for this type heritage resource. This module deals with the process of understanding the historic city (gathering, analysing and assessing information that bears upon policy decisions) and with the processes of making decisions and implementing them. It offers a common ground for debate, a method and a common language to help achieve a balance between “the old” and “the new” in a sustainable way. The result of these processes is a *management plan*.

Unlike most training programs of this kind, designed with European cultural heritage in mind and delivered worldwide, this proposal offers both an overview of an updated ‘international’ approach to this topic, and how this general scheme could be ‘customized’ as to suit Caribbean cultural identity and preservation traditions. Moreover, most case studies and photos would concern heritage places from the Caribbean region.

The module is designed to meet the needs of individuals, such as in-service planners, future historic city or district commissioners, future site managers operating in preservation offices, or those in career transition, who wish to improve their knowledge and competence in the field of management of historic cities. The primary purposes of this module are to introduce

trainees to management of historic cities, and to provide some basic competence in the subject matter. Stress is given to the settlement forms and structures which characterize Caribbean culture.

### **OBJECTIVES**

The aim of the training module proposed below is to provide the participants with the necessary basic knowledge about management of historic cities and proper methodology to develop and implement management plans for historic cities.

#### **The Objectives of the Training Module are:**

1. To provide students from diverse backgrounds with a basic knowledge of the management of historic cities and specifically of management planning including concepts, perspectives and methodologies associated with architectural and urban heritage description, interpretation and analysis.
2. To improve the effectiveness of the conservation movement in the Caribbean by updating qualified professionals in conservation management planning, interpretation and administration, and to foster the effectiveness of this movement by increasing community awareness of the aims and techniques of urban conservation management.
3. To inform participants about the international charters and recommendations, and the main issues of the current debate in the management of historic cities
4. To promote the most updated principles and practices of urban conservation management planning
5. To provide students with a proper understanding of Caribbean urban heritage and build awareness among preservation professionals about its cultural significance, with respect to other cultural traditions
6. To prepare participants for the real project in professional practice by simulating typical activities, and research questions that may be presented to a site manager
7. To achieve ability to analyse, assess and develop policies and strategies
8. To achieve ability to best present the management plan and related projects to decision-makers, donors, owners, and other stakeholders.

### **DESCRIPTION**

The proposed training module consists of:

1. Identifying and interpreting evidence of the cultural forces - early settlement patterns, transportation, planning, etc. - that shaped the historic city.
2. Methods for researching a historic city using archival and physical evidence, reading and comparing old plans, surveys and inventories, deciphering and documenting the city through professional reports, maps, photography, etc.

3. An integrated examination of the historic cities including the assessment of its significance - establishing why the historic city is important and to whom -, state of conservation, causes of decay, pressures, risks and threats, assessment of the current management context, together with the methods and tools for conducting such assessments.
4. Regulatory issues for the management of the built environment. Basic legal techniques for protection of historic structures (designated conservation areas and buffer zones, protective legislation, urban regulations for the historic city, master plans, regional plans, etc.).

### **MODULE STRUCTURE**

#### **□ Lectures**

The lectures' content is conceived in 6 parts:

1. Following the formal course opening, the first part introduces the training module: training aims and objective, description, structure, goals and assignments (1 introductory session)
2. The second part introduces the training theme: the management of historic cities. It first provides an explanation of the key-terms and basic concepts used in conservation management of historic cities, the need and the purpose of management, key principles of management, management strategies, urban conservation and sustainable development and the requirement of an integrated and holistic approach, relevant guiding documents (1 session)
3. The third part focuses on developing a management strategy and a Management Plan: Introduction (approach, aims, methodology, actors); Site description; Assessment of site's significance; Assessment of the physical condition; Pressures and change forces; Conservation management policy, objectives and strategies (5 sessions)
4. The fourth part discusses the implementation, monitoring and review of management plans (1 sessions)
5. The fourth part concerns the editing and presentation of a Management Plan Report, illustrated by examples of Management Plan Reports for Historic Cities (1 session)
6. The conclusion summarizes the main challenges of managing of historic cities and the outcomes of the field work and exercises, and recalls the issues of conservation ethics (1session).

#### **□ Field visit and Exercises** (field and class)

- The preparation for developing management strategies can only be achieved by simulating the field, research and design activities involved in a real project. Therefore, a series of practical exercises, including field and class work, will take place in parallel with theoretical courses.
- Field work enables participants to immediately apply the skills they are learning.
- The exercises supplement class lectures with actual cases, and introduce participant to research and survey methods.
- The outcomes of the exercises, corresponding to the main steps involved in each management planning process, will be discussed in the seminars as described below.

#### **□ Seminars**

- Each exercise will be finalized by a seminar. Under trainer's guiding and based on recommended readings and skills acquired from the class lectures, the participants will present their work and discuss collectively the theme of the exercise.

- The seminar offers an opportunity for intimate exchange between the students and the teaching staff.

### **GOALS AND ASSIGNMENTS**

1. The program emphasizes professional applications of management planning methods for historic cities through a series of lectures and field activities. The goal is to provide an introduction to management of historic cities and prepare trainees for the "real world" of professional practice by simulating typical activities, and research questions that may be presented to a site manager.
2. The curriculum is tailor-made to fit the concrete requirements of the historic cities of the Caribbean and to fulfil specific training needs of Caribbean preservation professionals. The applications will concern Caribbean historic cities or historic city centres in need of management plans, selected in collaboration with local preservation authority. The approach of history of architecture and planning, field methods, and the legal and administrative aspects of conservation are based on both international and Caribbean experience.
3. The program would enable the participants to instruct technicians involved in the care and management of historic cities. They could therefore perform the role of both specialist and educator when they reintegrate their offices. This allows an immediate improvement in the quality of conservation and development projects, pending the establishment of a program for technicians.
4. Each group of students is to complete a series of assignments (4 exercises)
5. Exercises would be carried out in teams of 5 or 6 participants each.
6. The results of team and individual work will be presented and discussed during the seminars organized at the end of each exercise.
7. Class lectures, field work and seminar discussions are all important parts of this module. Attendance is mandatory.

## SYLLABUS

### Day 1

Course opening (15')

Introduction to module 5 (45')

Lecture 1 : Introduction to the management of historic cities (1h)

Lecture 2 : Developing a management plan: the planning methodology (1h)

Lecture 3 : Identifying a planning team and a stakeholders group (30')

Lecture 4 : Documenting and describing the historic city (1h)

Lecture 5 : Assessment of significance (1h)

### Day 2

Lecture 6 : Assessment of the physical condition (1h)

Lecture 7 : Assessment of the management context (1h)

Lecture 8 : Decision-making: management policy, objective, strategy for conservation, development and maintenance of historic cities (1h30)

Lecture 9 : Implementation, monitoring and review (1h)

Lecture 10 : Editing a Management Plan Report (1h)

### Day 3

Site visit (2h30)

Exercise 1: Inventory of built structures and open spaces of the historic city - a block, or a neighbourhood (1h30 field work and 1h30 class work)

Seminar 1 : Presentations and discussions of Exercise 1 (1h30)

### Day 4

Exercise 2: Assessing values. Statement of Significance (or Statement of OUV, for World Heritage Cities) (2h)

Seminar 2: Presentations and discussions of Exercise 2 (1h30)

Exercise 3: Identifying management issues; conducting a management context survey (2h)

Seminar 3 : Presentations and discussions of Exercise 3 (1h30)

### Day 5

Exercise 4: Linking analysis to decision-making: establishing policies, setting-up objectives, formulating strategies (2h)

Seminar 4: Presentations and discussions of Exercise 4 (1h30)

Lecture 11: Best practices in management of historic cities: case studies

Conclusions and closing (1h15)

