

SANTIAGO

COMÚN ...

LOOKING FOR

COMMON

GROUND



TAMARA EGGER

A PROCESS OF RECLAIMING CITYNESS IN
SANTIAGO DE LOS CABALLEROS.

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**“CITYNESS IS NOT SIMPLY DENSITY.
CITYNESS IS A SET OF CONDITIONS, A SET
OF POSSIBILITIES THAT ENABLE PEOPLE TO
MAKE A HISTORY, TO MAKE A CULTURE, TO
BE CONTESTATARIANS”**

- Sassen, Quito Papers

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A Process of Reclaiming Cityness in Santiago de los Caballeros.

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Abstract

The work „Santiago Común ... Looking for Common Ground. A Process of Reclaiming Cityness in Santiago de los Caballeros,“ is dealing with a socially segregated city, which is on its way of losing „Common Spaces“. These are spaces in which people of different social groups interact. Urban space is fragmented into islands between the rich and the poor and „Cityness“ is disappearing.

The historic city center, traditionally the most significant public area of urban life, is in crisis. Due to social segregation and decentralization, it fell into a downward spiral, lost its role in the urban context and has been marginalized. This work is investigating the backgrounds and challenges of this development.

„Santiago Común“ understands the described crisis as a potential to find a new identity for the part of the city which contains the highest concentration of cultural heritage. The goal is to create an inclusive space that will function as a center of public urban life – a „Common Space“.

Therefore, the work is searching for spatial and social immanent potentials for a process of reclaiming the City Center. These are translated into strategies and designs for a sustainable revitalization of the area. In this process, different planning principles are being combined, top-down with bottom-up, long-term with short-term and small-scale with large-scale interventions.

The goal is to involve different stakeholders of the city that can continue with the processes of revitalization on a long term. People are not the audience in urban processes, but become co-creators.

Zusammenfassung

Die Arbeit „Santiago Común ... Looking for Common Ground. A Process of Reclaiming Cityness in Santiago de los Caballeros,“ beschäftigt sich mit einer sozial stark segregierten Stadt, die dabei ist „Common Spaces“ im Sinne von Räumen, in denen sich Menschen unterschiedlicher Gesellschaftsschichten begegnen, zu verlieren. Urbaner Raum ist zersplittert in Inseln von Reich und Arm und „Cityness“ verschwindet.

Der traditionell wichtigste Raum urbanen öffentlichen Lebens, das historische Stadtzentrum, steckt in einer Krise. Durch soziale Segregation und dezentrale Stadtentwicklung geriet es in eine Abwärtsspirale, hat seine Rolle im urbanen Kontext verloren und wurde marginalisiert. Diese Arbeit untersucht die Hintergründe und Problematiken dieser Entwicklung.

„Santiago Común“ sieht die beschriebene Krise als Möglichkeitsraum, um für den Teil der Stadt mit der höchsten Dichte an kulturellem Erbe eine neue Identität innerhalb des urbanen Gefüges zu finden. Das Ziel ist ein inklusiver Raum als Zentrum urbanen öffentlichen Lebens, ein „Common Space“.

Dafür sucht die Arbeit nach räumlichen und sozialen immanenten Potentialen für einen „Wiedereroberungsprozesses“ des Stadt-

zentrums. Diese werden übersetzt in Strategien und räumlichen Entwürfe zur nachhaltigen Zentrumsbelebung. Dabei werden unterschiedliche Planungsansätze verbunden, top-down mit bottom-up, langfristige mit kurzfristigen und kleinmaßstäbliche mit großmaßstäblichen Interventionen verbunden.

Ziel ist es, unterschiedlichste Akteure der Stadt zu involvieren, die den Prozess langfristig tragen können. Weil Menschen in urbanen Räumen nicht Publikum sind, sondern Co-Kreatoren.

Resumen

La publicación „Santiago Común ... Looking for Common Ground. A Process of Reclaiming Cityness in Santiago de los Caballeros,“ se trata de una ciudad socialmente segregada, que se encuentra en un proceso sostenido de pérdida de sus “Common Spaces”. En este contexto, el concepto de “Common Spaces” es entendido como los lugares donde interactúan personas de distintos grupos sociales. Hoy, el espacio urbano está fragmentado en islas de ricos y pobres y “Cityness” está desapareciendo progresivamente.

El centro histórico de la ciudad, tradicionalmente el más importante de la vida urbana pública, se encuentra en crisis. Debido a la segregación social y la descentralización local, el centro cayó en un espiral descendente, perdió su papel en el contexto urbano y se ha marginado. Este trabajo investiga los antecedentes y los retos de este desarrollo.

“Santiago Común” comienza desde la comprensión de este estado de crisis como una oportunidad para encontrar una nueva identidad para la zona urbana que posee mayor concentración de patrimonio cultural. El objetivo es crear un espacio inclusivo que funcione como el centro de la vida urbana pública, un “Common Space”.

Por lo tanto, el trabajo de investigación busca potenciales inmanentes espaciales y sociales para dar inicio a un proceso de recuperación del Centro de la Ciudad. Estos se traducen en estrategias y diseños para una revitalización sostenible del área. En este proceso se están combinando diferentes principios de planificación, top-down con bottom-up, largo plazo con corto plazo y pequeña escala con intervenciones a gran escala.

El objetivo es involucrar a diferentes actores de la ciudad, que puedan extender el proceso hacia un largo plazo. El trabajo comienza desde la premisa que las personas no son miembros de la audiencia en los procesos urbanos, sino co-creadores.

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PREFACE

A Dominican friend of mine once told me: "Maybe people of our country are not made to follow rules, but to break them." It made me think about how we plan and how we use cities. And how different Dominican people use their cities than Europeans.

I was always fascinated with the interaction of people in public spaces in Dominican Republic. Over a long time I tried to understand these situations of chaos in Santiago de los Caballeros and how people behave in it so organically and naturally. From traffic situations, where there seems to be no rules, to informal markets or spontaneous dance parties, I, as a European had my difficulties to find my way through these chaotic structures. Much of this resulted in me always being late, arriving to meetings all sweaty and having difficulties in arranging the simplest everyday things. Still there was always this strong fascination about this almost anarchical chaos that seems to be so natural in people's everyday lives

Caribbean people strongly interact with each other and space. In this way they find their own set of rules according to each situation. It is about spontaneity, intuition, creativity and the will or necessity to communicate with strangers. I think this is what creates these great situations of extraordinary, small experiences and surprises that make me love the city of Santiago de los Caballeros. It is about these surprising conversations in an unexpected corner, these improvised usage of things that were thought for a different purpose, this strong demand of individuals to express themselves, this fascinating innovation Dominicans show to find their way aside the predefined. City space becomes a stage for people's creativity to act on it. Santiago is a city full of diversity, oddity and surprises. It is a city of the extraordinary.

However, this is a one-sided romantic point view. Looking closer at social structures and how spaces are divided over the city, we can see a strong inequality and division in different social groups that don't interact with each other. A strong desire to "wall off" differences and avoid exactly these interactions I was describing before.

These chaotic, improvised situations reminded me a lot of what we are looking for now in Europe: shared spaces and fewer rules in how to use spaces. The famous "sidewalk ballet", as Jane Jacobs described it, there I could observe it! Now we have traffic guards for the first traffic-light-free intersections in Europe, something Dominicans have always had. And they know how to behave in these situations. We have to learn from them. My fascination with this art of improvisation and on how to act in urban chaos made me write this work.



fig.0.1: Creative use of public space - Mercado del Pueblo Nuevo, C/ 30 de Marzo, Santiago de los Caballeros.

INTRODUCTION

This book is a result of more than two years of work with and in the city of Santiago de los Caballeros, Dominican Republic. It shows what I have learnt from this city and its people and as a planer I translated these understandings into projects that endeavor to improve the quality of life in the city on different layers. With this work at the end of my studies of Architecture and Urbanism, I also want to give a statement about how I understand my profession, my field of work and the city. These ideas are applied in the project "Santiago Común".

The main goal of this work is to reclaim Common ground in a city and a culture that is on its way to lose communality to mechanism of strong segregation. Furthermore it wants to foster values of vivid cultural heritage and local memory in times of globalization. Last but not least, Santiago Común wants to redefine the role of the Centro Histórico de Santiago as a vivid part of the city, valuing its historical heritage and enhancing everyday urban life. At the moment the traditional city center finds itself in a state of crisis for various reasons. However it has always been in times of crisis when innovation is born! As a method Santiago Común wants to encourage the people of the city to reclaim their historic center. In a country with instable political structures, the method can act as a strong tool to empower citizenship and existing local initiatives to become drivers of change. It is about the democratization of space in a city and a culture that is strongly divided. The historic city center, as the most important public space of a town, is perfect to start to look for Common ground!

The book is composed of four Chapters and between different topics are Catalogs of impressions, visions and ideas.

Chapter 1 of the process is about the theoretical approach. It gives an insight into the current discourse about city making, defines some important concepts and examines the situation of historic city centers in Latin America and the Caribbean (LAC). A Catalog shows some state of the art projects for rehabilitation of historic areas.

Chapter 2 is the problem-finding phase. In urban planning processes the understanding of problems with sensibility is a crucial part before looking for solutions. The second chapter helps to understand the status quo of the Centro Histórico de Santiago, its evolution over time, its role in the city and geopolitical context. Here the current state of crisis that affects the traditional center is explained and how it came there. A Catalog shows the analysis of the state of crisis.

Chapter 3 defines goals and visions, concluded from the emerging topics of the analysis. This part of the book looks for inherent capacities in people's behavior and potential spatial resources to create Common ground. Here ideas are brought together in an innovative way to define the vision for a new role of the traditional center within the city of Santiago de los Caballeros. A Catalog shows immanent capacities of urban creativity and potential spatial resources.

Chapter 4 is the problem-solving part of Santiago Común. According to the before defined vision, an integral, responsive process is proposed to find a way out of crisis working with different stakeholders, time frames and layers, on the three levels of Hardware, Software and Orgware. For a long-term process and to define a new role of the traditional center in the modern city, a Public Space Plan and an Urban Curating Strategy are proposed. A major goal of San-

tiago Común is to empower citizenship and foster short-term activations so Micro Urban Incubators are introduced. A Catalog shows a Zona Piloto and some possible implementation scenarios.

During the process a mixture of methodologies was applied which I got to know in my studies and professional life. With the participatory methodology of Urban Design Lab, initiated by Andreas Hofer (TU Vienna) and Roland Krebs (Inter-American Development Bank), I had the pleasure to work on various Urban Design Lab projects in Latin America and the Caribbean (LAC), in Santiago de los Caballeros (Dominican Republic), Valdivia (Chile), La Serena/ Coquimbo (Chile) and Quito (Ecuador). The methodology of the Urban Gallery is an interactive planning tool that manages the evolution of a project. It was developed by Raoul Bunschoten (TU Berlin) und the CHORA community. Another methodological influence for this work were the theories of placemaking which I got to know in the City at Eye Level community and their initiating partners Stipo.

There is a general deficit of current data about the city of Santiago and the historic city Center. The most recent studies are from the year 2006 and outdated in a fast changing urban organism. Most data used here was collected in several workshops and 100 interviews that were done with different stakeholders for the project "¡Volver al Centro!" in 2014/ 15. It is not data of scientific source, but up-to-date information from oral tradition that creates a general image of the situation.

A crucial point for the development of this work was living in Santiago de los Caballeros and getting to know everyday life in the city. The work was developed during three in situ visits and theoretical work in Vienna in-between. The first visit was from September to December 2014 with the Urban Design Lab as cooperation between the Inter American Development Bank and the Technical University Vienna. This four month internship was focused on identifying stakeholders, holding community workshops and proposing an integral urban strategy for the project "¡Volver al Centro!". The second visit, from July to October 2015, was an academic visit for basic research on the CHS with the Technical University of Vienna in cooperation with the Faculty of Architecture of the Pontificia Universidad Católica Madre y Maestra Santiago and Rafael Emilio Yunén (Consultores y Asesores Profesionales). The third visit in May 2016 was focused to get feedback on the feasibility of projects of Santiago Común from the public and private sector.

Since this work was developed in an international context it is written in English. Most sources of literature, data and conversations got translated from Spanish.

The theoretical approach is based on five terms that are explained in Chapter 1 and written with capital letter throughout the text. These are Cityness, Common Ground, Residential Segregation, City Center and Cultural Heritage. Furthermore always written with capital letter are the three levels of work, these are: Software, Hardware and Orgware.

Some terms could not be translated while preserving their meaning and therefore are used in Spanish and written with quotation marks, like "Plaza" and "Concho". When this text is talking about "Santiago", it is always referring to the city of "Santiago de los Caballeros", if not stated otherwise.

If not stated otherwise, when talking here about the city of Santiago, it is referred to the city of Santiago de los Caballeros in Dominican Republic.

In this text the MLA citation style is used based on the Modern Language Association Handbook published in 2016.

For some frequently used terms abbreviations are used in the text:

- ASECEMSA (Asociación de Empresas del Centro de Santiago)
- CDES (Consejo para el Desarrollo Estratégico de Santiago)
- CEUR (Centro Estudios Urbanos y Regionales)
- CHS (Centro Histórico de Santiago)
- ICA (Instituto de Cultura y Arte)
- ISA (Instituto Superior de Agricultura)
- LAC (Latin America and Caribbean)
- ORPC (Oficina Regional de Patrimonio Cultural)
- POT (Oficina Municipal de Ordenamiento Territorial)
- PUCMM (Pontificia Universidad Católica Madre y Maestra)

Naturally this publication is a result of many people's thoughts, ideas and creativity that I brought together here. All these inspiring people that accompanied this process are given credits on the last pages of the book.

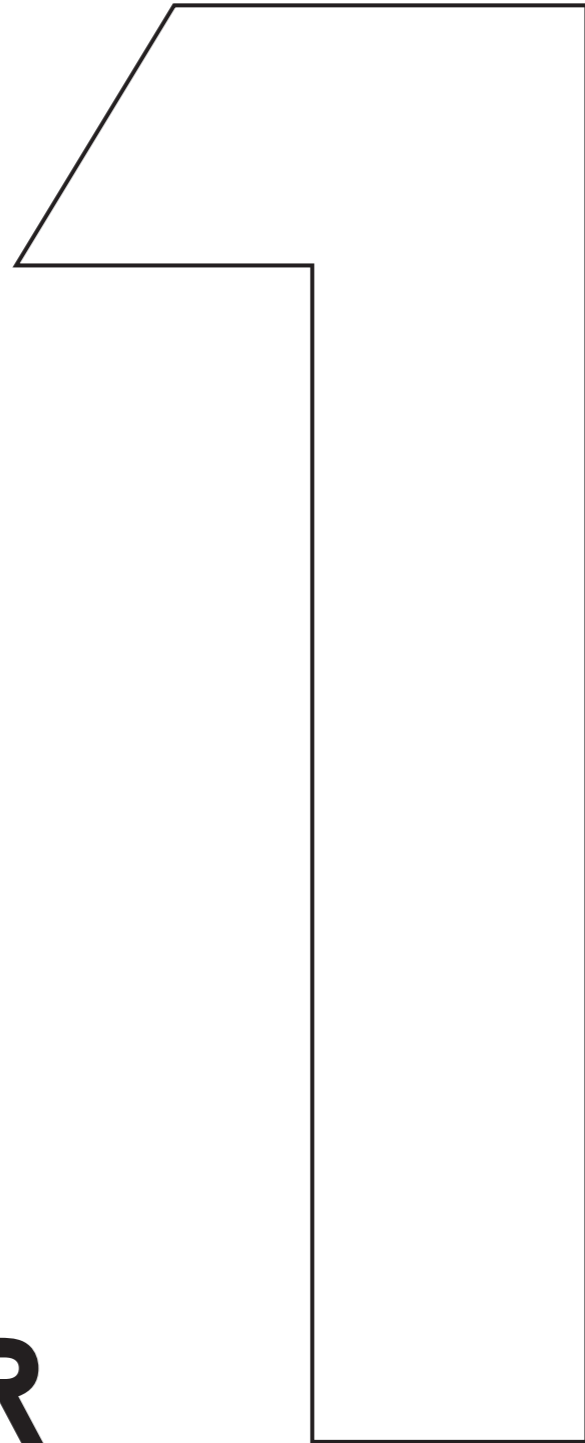
Also it has to be understood as a snapshot of a progress that will never be finished or be complete, as the city itself. I am looking forward to upcoming discussions, new ideas and future spaces that will emerge.

Tamara Egger, November 2016



fig.0.2: Cityness - Street in Cap-Haïtien, Haiti.

CHAPTER



RETHINKING ...

A NOTION OF

URBANITY

AND THE ART OF

PLANNING

1.1 RETHINKING ...
A NOTION OF URBANITY



fig.1.1: An improvised shop shows self-organization. C/ Salvador Cucurullo, Santiago de los Caballeros.

“A CITY IS A DIVERSE MIX OF PEOPLE AND PROCESSES, WITH ITS OWN SELF-ORGANIZING DYNAMIC. WE CAN EXPLOIT THIS DYNAMIC BY DESIGN, BUT THIS IS A DIFFERENT IDEA OF DESIGN, PERHAPS. TOP-DOWN INTERVENTIONS CAN CERTAINLY BE PART OF THIS PROCESS (JACOBS MENTIONS, FOR EXAMPLE, THE USE OF PUBLIC PROJECTS AS “CHESS PIECES” TO TRIGGER OTHER CHANGES) BUT WE UNDERSTAND THAT WE HAVE TO PAY ATTENTION TO MULTIPLE FACTORS AND MULTIPLE RELATIONSHIPS. WE HAVE TO USE DIFFERENT TOOLS FOR DIFFERENT CONDITIONS – “TACTICAL” URBANISM AS IT HAS BEEN CALLED. WE HAVE TO FIGURE OUT WHERE – AND HOW – TO CHANGE THE “OPERATING SYSTEM”, THE RULES, PROCESSES AND STANDARDS THAT CONSTRAIN AND CORRUPT OUR INTENDED OUTCOMES. AND WE HAVE TO PLAN WITH SELF-ORGANIZATION, IN A WAY THAT EXPLOITS ITS INHERENT CAPACITY TO SOLVE OUR PROBLEMS.”

What is Urbanity and why do we like to live in cities? Urbanity is about interaction between people. It is about meeting strangers. It is about unexpected situations. It is about public life. It is about clashes between differences. It is an entity of antagonisms. It is about feelings. If the built structure is the city's body, Urbanity is its soul.

Juxtaposition of buildings in high density does not make Urbanity. Physical urban space serves as a stage, which allows people to interact. Elke Krasny starts her book "Urbanografien" with the phrase

"Acting urban produces city."

So, what does it mean, "to produce cities"? We know how we can plan physical spaces, but what about creating the soul of a city?

Krasny 2008, p7

1.1.1 CITYNESS AND A NOTION OF WHAT IS URBAN.

A city is a space with a high density of dissimilarities. Cityness is about the idea that the intersection of differences produces something new and innovative. Saskia Sassen introduced the term as a different form of what we understand as Urbanity, which is a notion of urban life created in the West.

The concept is about grown structures, where making is possible. Public spaces are understood as spaces of activity, where all kind of things are possible to happen spontaneously. And all these actions overlapping produce something different from the previous, Cityness.

"You could have many similar things working together but I would say that, in order to specify the foundations of urbanity or Cityness, it is necessary to acknowledge that the intersection of differences produces something new, whether it is good or bad, and that this actually occurring intersection is consequential."

Sassen 2005, p1

Cityness is created with interaction between different people. Consequently our physical urban space needs to be a stage where people feel comfortable and communicate. Human Scale is the set of physical qualities characterizing the human body and mind. In general, architecture is scaled to human physical capabilities (steps, doors, chairs, railings, etc.). However, it is not only the human body that interacts with space, but also the human mind that perceives space with five senses. Of course this perception is influenced by culture, experiences and personal preferences, which is very subjective and difficult to measure and design. A pioneer on researching Human Scale in architecture and the city was the Danish architect Jan Gehl, who has been studying human behavior in urban space since the 1970s. He documented how modern cities neglect human interaction and focused on the design of Human Scale cities.

Patterns of behavior in public space are very different around the world since they are strongly related to culture. In Europe we have a strong will to generate a certain kind of order in public space. On the other hand patterns of behavior in the Caribbean are much more organic, spontaneous and chaotic. Space is understood more creatively.

Also the notion of public and private is closely connected to culture. An example is the typical Caribbean veranda as a transition space between the public and private. Traditionally a major part of family life was happening on the veranda- always in close exchange with street life and passers-by. Activities that are considered private in European notions- like hairstyling, ironing and resting- were brought to the semi-public veranda.

Cityness is highly connected to culture, depending on how people understand public space and how they behave in it. ^{1,2,3,4}

(1) Mehaffy 2011, (2) Díaz 2015, (3) Krasny 2008, (4) Sassen 2005

1.1.2 COMMON GROUND AS SPACES FOR CITYNESS TO HAPPEN.

Originally Commons were defined as subjects that were no one's property- for example parts of nature such as rivers, mountains, forests etc. Talking about Commons today we refer also to public property- such as urban public spaces, infrastructure and services. The concept of Commons questions the principles of free market economy and private property. It encourages self-organized, bottom-up strategies and in that sense can be understood as a critical approach to the neoliberal city. It is about democratization of urban space. ^{2,5}

The term Common Ground comes from philology and means the commonalities which partners of communication share. They must not have the same opinion, but a common goal in the sense of understanding each other. In an interview David Chipperfield explained the title of the Biennale 2012 in Venice:

"Common Ground does not mean that we all have the same ideas. Common Ground says we are all different; we all have very different points of view. Let's enjoy these differences! But, our human condition always makes us look for things which we share."

Common space describes neutral areas, decoupled from the dominant logics of market economy and state intervention. They are activated by the behavior of people. In Common spaces individuals gather, they exchange and contribute with their personal skills to the definition of the space.

Although each citizen is unique and has a different opinion, they

Chipperfield 2012

(2) Díaz 2015, (5) UN Habitat "Public Space" 2015



fig1.2: Sari vendors, mobile-phone-repair stalls, sleeping pavement dwellers and high-tech innovation hub co-exist in the same place. Nehru Place, Delhi.

have Common Ground in a sense that they want to feel comfortable and express their individuality in the space. In order to achieve that, they are forced to exchange with others and invest energy. Common spaces are interactive areas, passive spaces for active people where Cityness is born.

The concept of public space refers to the legal state that an area is a property of the state, a non-private space. Also the understanding of public space is strongly connected to culture. In LAC region, the concept of owning land is highly important in and defines social status. Often public space is understood as leftover space, as "no ones land" instead of "every ones land". This leads to an absence of ownership, identification and maintenance of public spaces. As explained in the issue paper "Public Spaces" by UN Habitat:

"Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without profit motive. This includes streets, open spaces and public facilities."

The term Common space refers more to a dynamic and collective resource, it's role being constantly negotiated by the community. As Ethan Kent from Project for Public Spaces explained in a lecture during Habitat III conference:

"In a great place, people feel less like audience members and more like co-creators."

In the 20th century our cities were affected by phenomenon that put communality in danger. These were trends like commercial facilities occupying more space, elimination of Common spaces, individualization in the sense of withdrawal from public life and fragmentation of social groups and functions within urban areas. Semi-public areas were created in privately controlled spaces within commercial centers. In this way, Common space that is essential for citizen interactions has been privatized and then sold back to the people. We can see these tendencies in new typologies such as shopping malls, gated communities and privatized free time activities. In Latin America shopping centers are often called "Plaza", which speaks for their status in the cities. ⁶

Under the title Right to the City many new urban movements joined together to fight for Common spaces in cities worldwide. With the title of their alliance they refer to Henri Lefebvre's claim from 1968 ("Le droit á la ville") for a new notion of urban life. It was the idea of the city as a creation of the community.

"The Right to the City is far more than the individual liberty to access urban resources: it is a right to change ourselves by changing the city. It is, moreover, a Common rather than an individual right since this transformation inevitably depends upon the exercise of a collective power to reshape the processes of urbanization. The freedom to make and remake our cities and ourselves is, I want to argue, one of the most precious yet most neglected of our human rights."

At the moment it seems to be popular to use the idea of the Right to the City as a way to confront neoliberal urbanism and empower citizenship. Souza (2010, p.315) criticizes the trend and the new interpretations of Lefebvre's radical ideas as superficial participation and hypocritical "democracy". ^{7,8}

UN Habitat "Public Space" 2015, p2

Kent 2016

(6) P2P Foundation 2012

Harvey 2008

(7)Harvey 2008. (8)Souza 2010



fig.1.3: "Wiener Siedlerbewegung" - Community garden of the settler movement in Vienna, Rosenhügel, Vienna 1920s.

1.1.3 RESIDENTIAL SEGREGATION AS A THREAT TO CITYNESS.

If Common ground as a stage for productive intersections disappeared, Cityness is lost. Over the last decade's phenomenon like privatization, Urban Sprawl and Residential Segregation prevent crossings of differences from happening in our cities.

"Today people retire to the private world of shopping, social or sporting club or home cinema. They no longer socialize in public spaces. One fifth of the inhabitants of Mexico City seem to have gathered in the capital for not using the city (...) The six activities most frequently mentioned by respondents are performed at home. (...) Seems that the inhabitants of the capital -when they can choose what to do- they rather avoid contact with the public life of the city."

Carrión 2003, p138

Sociology describes with the term "segregation" a state of unequal distribution of various elements within an observation area with a tendency of separating the parts according to specific criteria. Therefore a particular element occurs in some spaces with high concentration, while it is barely existent in others.

Transmitting this principle to urban areas, it is about the unequal distribution of socio-economic groups within a city. Two forms of settlements that are strongly growing worldwide at the moment are informal settlements on the one hand and gated communities on the other. General research on the topic explores the extent to which social groups defined by racial, ethnic, or national origin live in separated neighborhoods. ^{9, 10}

(9) Florida 2015, (10) Timberlake 2011

“Where cities and neighborhoods once mixed different kinds of people together, they are now becoming more homogenous and segregated by income, education, and occupation. Separating across these three key dimensions of socio-economic class, this bigger sort threatens to undermine the essential role that cities have played as incubators of innovation, creativity, and economic progress.”

Florida 2015, p78

Urban Sprawl is a tendency counteracting the idea of the compact city. It describes the status when cities are frazzling on its boundaries to its rural Periphery and with low density. This form of growth generates urban-rural in-between areas, which can be of different character: informal, self-constructed or suburban real estate developments.

fig. 1.4: Urban Sprawl with informal housing.
Yagüita del Pastor, Santiago de los Caballeros.



“Sprawl is usually described as rapid, unplanned, or at least uncoordinated, scattered, low-density, automobile-dependent growth at the edge of or in the urban Periphery. Sprawl is a convenient concept. Sprawl is never totally the same, as the form of its urban design or (lack of it) is continually changing. The low density as well as the dynamic in its spreading out are constantly subject to criticism regarding sustainability as well as questions concerning social segregation, indicating that the well-known dense form of urbanity is supposed to be both more sustainable and less segregated.”

Hutchison 2010, p766

(11) Hutchinson 2010

Decentralization is the reposition of functions and powers from a central core to other areas. In a city it is about the translation of functions and infrastructure from traditional urban centralities to periphery. Since the city of the 20th century was built on the idea of separating functions, cities worldwide went with the trend of Decentralization of commercial activities, production, workplaces and housing to new urban areas. There are different models for contemporary cities being discussed, from monocentric, polycentric, composite or disperse. The question is, if suburban spaces are dependent on the center or not. Another problematic of disperse cities are the long distances, making walkability and compactness difficult. ¹¹

(12) World Bank 2015

Residential Segregation within cities is a spatial manifestation of economical inequality in a society. In general LAC countries are characterized by high economical inequality amongst their population. The GINI index is a measurement tool of inequality, 0% denoting complete equality (every household has the same income) and 100% complete inequality (one household receives the entire national income and all others receive nothing). The GINI Index in Dominican Republic is average in the LAC region. In 2012 it was 45,7% in comparison to other countries: Haiti 59,2%; Jamaica 45,5%; Panama 51,9%; Argentina 43,6%; Peru 45,3%; Mexico 48,1%; United States 41,1% and France 31,7%. ¹²

Florida 2015, p10

“Americas economic inequality has been apparent within cities since ancient times. Indeed, it was Plato, in *The Republic*, who wrote that any city, however small, is in fact divided into two, one the city of the poor, the other of the rich.”

(13) Aguilar 2013

Most Latin American and Caribbean cities grew from their colonial roots. For centuries, the traditional city centers used to be the spaces for public services, institutions, social encounters, cultural activities as well as a mixed residential district.

In the 1950s Latin America's cities started to transform. These were the years of state-controlled economic development and rural exodus, which led to a fast growth of cities and especially informal housing. The result were dense, but extremely socio-spatially segregated urban areas.

With globalization, the liberation of markets and a shift towards neoliberal models in the 1980s, cities in LAC region continued growing rapidly and real estate market started to control urban development. The result was a transition from socioeconomically polarized, but relatively compact cities to urban forms that can be described as fragmented and disperse. Decentralization and privatization processes have always been drivers of these developments. ¹³

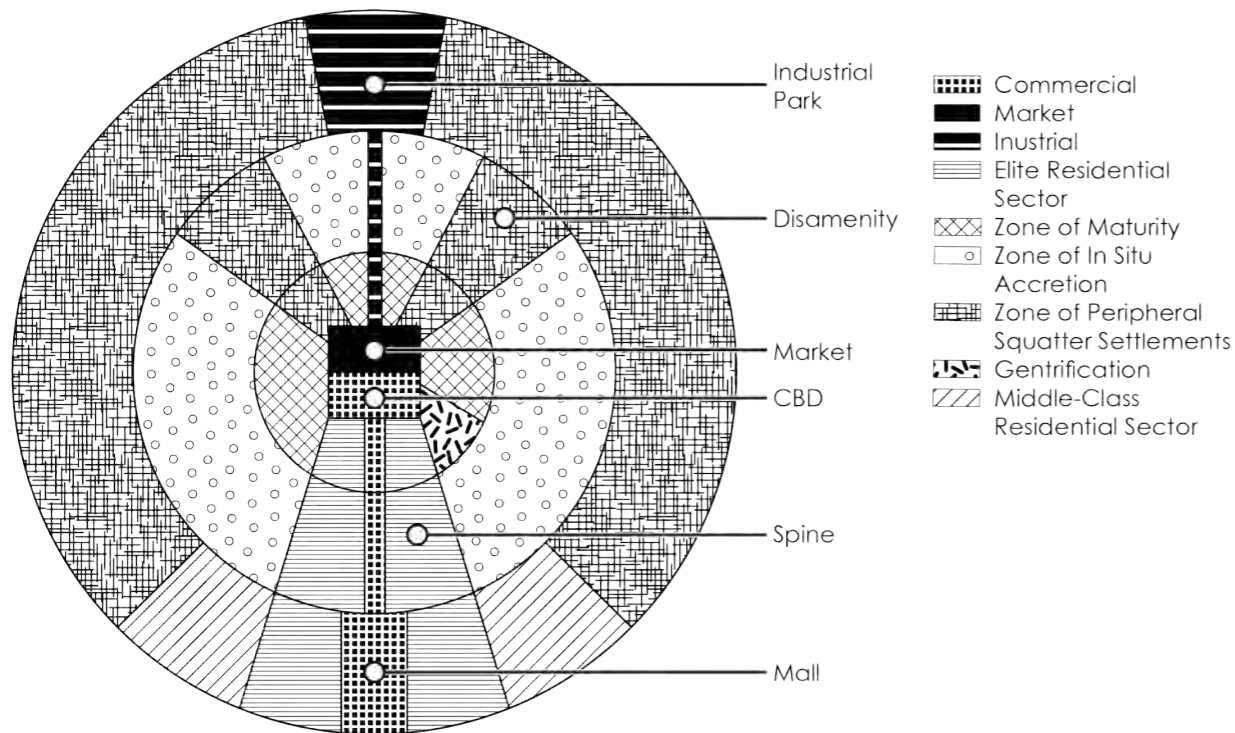


fig.1.5: Diagram of the Latin American City Structure Model by Ernest Griffin and Larry Ford, 1980.

At this time the classical model of Latin American City Structure by Griffin and Ford (1980) was applicable to most major cities in the region. The model presents a city with a Central Business District (CBD) in the middle, where the highest concentration of economic and entertainment activities can be found. The commercial Spine is an extension of the CBD, of high concentration of economic activities, connecting with the mall. The Elite Residential Sector surrounds the Spine, where the wealthiest citizens live. This area is offering good infrastructure and free-time activities. Well-constructed houses and good infrastructure make up the Zone of Maturity. It is a middle class residential sector, after upper class residents moved to new elite sectors. The Zone of In Situ Accretion is a transitional zone between the formal and informal city. Built structure is heterogeneous and constantly transforming, infrastructure is not fully completed. The zone of Peripheral Squatter Settlements is the informal part of the city, on the edges, where the poor population lives. These areas are constantly growing, have bad infrastructure and a lack of access to other parts of the city. Today's structures of Latin American cities are much more complex and in 1996, Larry Ford presented a more updated model. However, the essential pattern of a CBD, Spine and concentric zones that decrease in residential quality is still visible in most cities.

In the last decades Latin America was in a phase of extremely fast urbanization. In 2009, it was the most urbanized continent with 79,6% urban population. By 2050, according to estimations from UN-Habitat, 90% of the continent's population will live in cities.¹⁴ With fast urban growth, more extreme forms of socio-spatial exclusion like gated communities started to appear. New forms of Residential Segregation within cities are happening on a micro-scale.

(14) Paranagua 2012

"The resulting pattern is a polycentric city structure where "islands of affluence and modernity" are found scattered everywhere but presenting very asymmetric access for different types of citizens. Through these new urban forms of isolation, the city now functions as an archipelago of islands of richness, production, and consumption in a heterogeneous sea of discontinuous and generally deprived urban space."

Aguilar 2013, p.11

In many cases national governments support the displacement of low-income population to the periphery by constructing social housing projects where land is cheap. This leads to concentration of poverty and neglects access to basic infrastructure (work, public services, culture, etc.) for less-advantaged groups. Stigmatization towards these neighborhoods and lack of accessibility keeps residents in their state of poverty.

In general it can be said that Residential Segregation is a problem of the poor. The advantaged groups, those with better income, education and occupations, usually are drivers of segregation. They have the freedom of choice of location, in economic conditions and mobility. Mostly they tend to keep the cluster of wealth together, magnetizing resources, amenities, and investments away from less-advantaged neighborhoods. In today's Latin American cities security is mostly named as the prime argument of the upper class for their attitude towards spatial foreclosure in gated communities. But it is also a question of representing social status and a wanted form of exclusion.¹⁵

(15) Friedrichs 1977

In many of the cities that consist of islands of wealth and people in poverty from different socioeconomic groups, productive intersections of differences do not happen. With every social group having its ascribed territory, these strongly divided cities around the world portray a lack of Common spaces. Poor, informal areas are barely provided with public spaces. In richer neighborhoods, community spaces tend to be isolated areas with high walls for security reasons, like golf courses and private parks. Spaces of communalities are lacking Common ground; spaces where Cityness can happen have disappeared.¹⁶

(16) Project for Public Spaces 2016



fig.1.6: Gated Communities as islands of the rich. Santo Domingo, Dominican Republic.

“ THEY HAVE THE BEST HOUSES, THE BEST EDUCATION, THE BEST DOCTORS, AND THE BEST LIFESTYLES, BUT THERE IS ONE THING THAT MONEY DOESN’T SEEM TO HAVE BOUGHT: AN UNDERSTANDING THAT THEIR FATE IS BOUND UP WITH HOW THE OTHER 99 % LIVE.”

Joseph Stiglitz
in Florida 2015, p16

1.1.4 (HISTORIC) CITY CENTERS AND CULTURAL HERITAGE AS A DRIVER FOR CITYNESS.

What is an urban Center; what role does it play in a contemporary city? Fernando Carrion describes an urban Center as the concurrent processes of on the one hand, concentration of certain basic urban functions like trade, banking, public and private administration, located in certain parts of the city and, on the other hand, a determination of “centralization” that is formed from the confluence of the relationships established between the center and the immediate Periphery, the area along a boundary. A Center has magnetic functions to it's surrounding. I cannot exist without Periphery. Due to it's high density of activities, a functioning urban center is a space where a large number of productive intersections are happening in the sense of Cityness.¹⁷

(17) Carrion 2003

At a certain point in history most urban areas corresponded to the monocentric model. There was one dominating Center that contained the most important urban functions and was surrounded by an urbanized, mostly residential, area with clearly defined borders. As cities grew, these borders became fragmented. Nowadays most of our urban areas are polycentric with sub-centralities in different parts of the city.

Richard Tarnas relates the development of the city center with the evolution of human worldviews. At the beginning there was no distinction between central and peripheral, between the other and the self. Then with the beginning of modern thinking, there came a distinction between subject and object. The Center got defined, distinguished from the Periphery surrounding it. Nowadays we live in a complex world of networked systems, where it gets more difficult to identify explicit centralities in blurry expanses of urbanized areas. Tarnas observes this evolution of thinking also in other sciences.¹⁸

(18) Cormier 2012

“At the cosmic scale for instance, we've seen a notion of our positioning of the Center from that being the earth, to the sun, to a network of galaxies, to an unknowable origin point in an ever-expanding universe.”

Cormier 2012, p4

Our today's historic Centers are the areas where our cities started to grow from. Historic city Centers are the spaces within the city with the highest concentration of cultural heritage, collective memory and urban identity. According to “Carta de Quito” (1977), it has to be emphasized that they are living human settlements, so a balance between preserving historical values and being a living organism has to be found. They are defined by existing physical structures of the past and by the memory of its inhabitants. They are flexible structures, finding a way between preserving heritage from the past and reacting to contemporary demands.

The question comes up with what role they play in modern, fast growing urban agglomerations. Fernando Carrión describes the historic city Center as the “public space par excellence”, the most important public space of a city. It is the space that concerns all citizens and therefore is also a highly controversial area. It is a territory of intersections of different interests between public and private, national state and civic society, conservators and progressers. It is a space full of Cityness.¹⁷

(17) Carrion 2003

“It is a public space because it is an area of relationship and encounter, where people socialize, they exchange information and express themselves civically and collectively. It is feasible for its centrality and the diversity of functions, people, time and space it contains. The quality of public space is also explicit, because there is no other place in town that has such a defined and developed public order.”

Carrión 2003, p144

How did it come to the crisis of historic city Centers? According to Fernando Carrión, the development of a historic Center in Latin America can be defined in four stages.



fig.1.7: Patrimonial building falling down. Centro Histórico de Santiago.

“THE HISTORIC CENTERS HAVE TRAVELED DOWN A ROAD THAT LED INTO A STATE OF TOTAL ABANDON AND NOW THEY ARE BEING DISCUSSED IN CONCERNS HOW TO BECOME NODES OF TOURIST AND CULTURAL ATTRACTION. HOWEVER, THEY ARE STILL EFFECTED BY SERIOUS CONFLICTS OF INSECURITY, MARGINALIZATION AND DEGRADATION, WHICH REQUIRE THE CONTRIBUTION OF IDEAS AND GOVERNANCE STRATEGIES THAT STIMULATE ITS COMPLEX RESTRUCTURING. AND THIS REQUIRES THE DEVELOPMENT OF INTEGRAL AND PARTICIPATORY PROGRAMS, WHICH VALIDATE COMMON INTERVENTION GUIDELINES.”

Tella 2009, p4



1. City

The matrix area is a city's original part in which most of its structure is preserved until today. Over time the matrix area evolved and adapted. At a certain point in history the matrix area made up the entire CITY. This notion can support concepts for rehabilitation processes of historic areas:

"If we start from the general consideration that the city is a space which concentrates diversity, the configuration of the matrix area must have the condition of heterogeneity; therefore, the definition as historic center must not to lose its original essence: diversity"

Carrión 2003, p132



3. Historic City Center

With tendencies of Decentralization, primary urban functions were moved away from the matrix area to new parts of the city, creating a new urban center with an independent character. A new urban Centrality and the HISTORIC CITY CENTER was consequently born.

There are two possible scenarios for this process. The first is a shared center where a certain density of activities remains in the historic area. The second scenario is that the historic part completely loses its functions as a centrality and transforms into an historic quarter of the city. The latter was observed in "La Candelaria", Bogotá and "San Telmo", Buenos Aires.

The paradox about historic city Centers is that they are born in the moment when their process of deterioration starts.

"The birth of the historical centers, simultaneous to their crisis, can highlight two lines of thought: one, the need exists that the historic city Centers do not lose the function as urban Centrality and the other, the historic centers must enroll in a urban policy to strengthen their opportunities."

Carrión 2003, p135

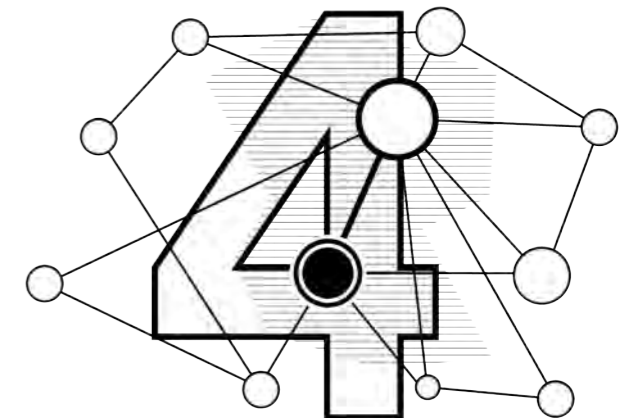


2. City Center

When cities started to expand, the historic area started to differentiate itself from the new city. The matrix evolved from being a city to a CITY CENTER. This happened due to two processes passing simultaneously. On the one hand the matrix area became densified to its limit and on the other hand the new city began to differentiate itself functionally from the old part.

"If the centrality differs from the all -the city- by the particular functions performed in relation to it, it must be concluded that a policy about the centrality should be defined in context with the city."

Carrión 2003, p133



4. Global Historic City Centers

The crisis of historic city Centers in Latin America and the Caribbean was driven further by globalization, demographic changes, privatization, reform of national states and the technological revolution. An ultimate trend is that governance processes of historic centers are being privatized, citizens are seen as clients and investments are done under the economical logic of the market, especially to

attract tourism.

In a global network of cities, urban spaces are transforming from places to stay to places of migration flow. This nomadism is putting social cohesion and identity in danger, which has a negative impact on Cityness and the use of public spaces. In Latin America's historic city Centers, the pass-by culture is manifesting, while places to stay are vanishing.

Currently, many urban renewal projects are focusing on tourism. Results are interventions that treat traditional centers as isolated areas, instead of seeing them as a part of the living urban organism. In order to correspond to the demands of the tourism sector, historic areas are transformed into museums without real urban life.

The competition between new and old urban centers keeps growing. For the historic area, it is difficult to adapt to new spatial requirements so without any strategic intervention they are about to lose in this competition.

"In this competition between centralities it is difficult that historic centers have the required flexibility to construct and become place of the new networks of infrastructure and services. Therefore, the role of the government in designing rehabilitation policies is crucial, because they can establish some balance between the centralities so that the demands of globalization do not end up to overwhelm them."

Carrión 2003, p139

Lately we can observe a new trend in many cities in LAC region, "Back to the City". Like a few decades ago in European cities, the orientation towards the traditional city and the idea of a compact city is getting popular again, while the interest in the periphery is decreasing. A generation with new lifestyles wants to live in neighborhoods with identity, short distances, mixed social structures and full of Cityness.¹⁷

(17) Carrion 2003

Throughout history, city Centers experienced constant changes to their social structure. The traditional inhabitants of the neighborhood moved away for different reasons and were replaced by other groups. This process of social replacement entails various changes to urban space and infrastructure. Slumification is the social decline of an originally middle- to upper-class neighborhood. Traditional residents move away because other parts of the city are offering better quality of life and services. The area is left behind vacant or gets occupied with residents with lower income. During the process economical structures in the neighborhood also changes, shops close and commercial offers gets replaced. Due to a lack of public investments and absence of financial potential of the new residents, the process results in physical deterioration of the district. The neighborhood is transforming into an island of poverty.

As a result of urban renewal processes, many historic city Centers were affected by Gentrification, which is the opposite process to Slumification. Middle- and upper-class residents feel attracted to a district that was before marginalized. These wealthier groups start to move to the neighborhood, bring financial capital and upgrade the area. Commercial structure as a result changes. As prices are rise, citizens who cannot afford the area anymore have to move away. In contrast to Slumification, it is a process of forced replacement whereby traditional residents have to move away unwillingly.

fig.1.8: Patrimonial house for sale. Centro Histórico de Santiago.



Because in those market-driven processes, it is always the rich who have the freedom of choice and the vulnerable who have to go where the rich don't want to be.

An important opportunity in the controversial discussion about historic city Centers is that there already exists Common ground in the sense that they are of extraordinary importance for the city. They are the spaces in urban areas with the highest concentration of cultural heritage, rich in tangible culture (buildings, paintings, sculptures), intangible culture (folklore, traditions, language, knowledge) and natural heritage (landscapes, biodiversity).

According to Carrión (2003), something can only have patrimonial value because a group of people recognizes and protects it in this sense. Therefore heritage can be a strong source of social cohesion and a driver of sustainability. In the discussion about the Right to the City and democratization of public spaces, this idea should concern especially to historic Centers. As Carrión (2003) states, the maintenance of our patrimonial elements is dependent on its "democratizations and de-elitation". Citizens must take ownership and appropriate heritage, see it as Common good. Lately we can observe trends for a democratization of historic values. Preservation of patrimonial structures is not only valued by society's elites but people from all social groups as they become more engaged. Citizens are starting to appropriate their city's patrimonial heritage.¹⁷

(17) Carrion 2003

Culture comes from people, not from buildings. The New Urban Agenda by UN-Habitat assumes the idea of cultural heritage as a driver for urban development in section 38 and 150.

"We commit to sustainably leverage natural and cultural heritage in cities and human settlements, as appropriate, both tangible and intangible, through integrated urban and territorial policies and adequate investments at the national, sub-national, and local levels, to safeguard and promote cultural infrastructures and sites, museums, indigenous cultures and languages, as well as traditional knowledge and the arts, highlighting the role that these play in the rehabilitation and revitalization of urban areas, and as a way to strengthen social participation and the exercise of citizenship. "

UN Habitat "New Urban Agenda" 2016

"We will support leveraging cultural heritage for sustainable urban development, and recognize its role in stimulating participation and responsibility, and promote innovative and sustainable use of architectural monuments and sites with the intention of value creation, through respectful restoration and adaptation. We will engage indigenous peoples and local communities in the promotion and dissemination of knowledge of tangible and intangible cultural heritage and protection of traditional expressions and languages, including through the use of new technologies and techniques."

UN Habitat "New Urban Agenda" 2016

fig.1.9: Domino, an important part of intangible Dominican culture. Centro Histórico de Santiago.



1.2 RETHINKING ...
THE ART OF PLANNING

„URBAN PLANNING CREATIVITY MEANS FREEING ONESELF FROM COMMON THINKING PATTERNS AND PRACTICES OF THE DISCIPLINE AND ERA WHILE REMAINING ATTENTIVE TO THE INDEPENDENCIES AND CONDITIONS OF A PROJECT. IT MEANS CHALLENGING TABOOS, DISCOVERING BLIND SPOTS, AND, BUILDING ON THAT, FORMULATING FUNDAMENTALLY NEW QUESTIONS. URBAN PLANNING CREATIVITY THUS PURSUES WHAT ARTHUR KOESTLER CALLED “MARRIAGES OF IDEAS, WHICH WERE PREVIOUSLY STRANGERS TO EACH OTHER.” BUT IN ORDER TO BE ABLE TO MAINTAIN ITS EFFECT THROUGHOUT THE DEVELOPMENT PROCESS, IT NEEDS SOCIAL SENSITIVITY IN THE BROAD SENSE: A SENSITIVITY TO THE ACTORS, NETWORKS, AND DETERMINANTS THAT AFFECT IMPLEMENTATION OVER THE HISTORY OF A PROJECT.“

Eisinger 2012, p15

(1) Eisinger 2012

Krasny 2008, p10

(2) Karssenber 2016

How can we plan urban spaces full of Cityness? Cities are plastic environments that undergo constant change over time. Consequently the development of urban space cannot be a linear evolution; it cannot be planned by a single person at a single point in time. It is a perpetually ongoing process, which does not have a final result. In modern architecture, the physical city (Hardware) was the result of some planner's visions and afterwards it had to be filled with life (Software). At this crucial point of bringing public life to the city, countless modernist projects have failed. ¹

“City can no longer be thought of as an unified territory of the modern state, as it used to be in modernity. Rather, it needs to be investigated as a diverse, contradictory, heterogeneous and paradoxical structures of spaces, which can not simply be polarized in strategies of politics and administration on the one hand and the population on the other hand, but instead they pervade each other dynamically.”

Density should no longer measure an abstract amount of objects per acre but the amount of socioeconomic exchange per acre.

1.2.1. CREATIVE PLANNING PRINCIPLES.

1. Design Responsive, Multi-Layered Processes.

To plan highly complex urban spaces we have to think in responsive, dynamic processes with flexible rules that can react to future developments, considering time, people, spaces and resources. These processes have to combine top-down with bottom-up, small-scale with large-scale and short-term with long-term strategies.

They have to close the gap between the abstraction of large-scale planning ideas and the needs of everyday life and habits. The informal activities of a city have to be combined with institutional planning strategies to make urban projects more sustainable and long-lasting.

Adaptive planning tools are required that focus on the process and present intermediary steps which can be combined flexibly and influence each other in different ways. Frameworks have to be defined, in which these processes can grow and develop.

“Do” rules instead of “Don’ts” should be set, rules that animate stakeholders to contribute and participate with their skills.

Each process is about explaining, listening, doing, communicating, evaluating and readjusting and has to be thought on three layers:

(1) Hardware refers to the built urban space, heights and facades of buildings, width of streets, size of squares, plinths, green spaces, materials, street furniture etc.

(2) Software refers to activities in these physical spaces and how they are used, programming, pedestrians and traffic flows, different functions, events etc.

(3) Orgware refers to the organization of processes, long term strategies, place management, participation, coalitions between stakeholders, rules, business models etc. ²

2. Understand and Exploit Immanent Potentials.

In city planning processes the understanding of challenges and potentials with sensibility is a crucial part before looking for solutions.

“In such undefined constellations, it is the definition of the problem that is essentially determine the quality of the solution. The definitions can either result from a factually dubious reduction of the problem to soluble elements or through activating in urban plan-



fig.1.10: Modern top-down planning - Le Corbusier and his design for Ville Radieuse, 1930.

Eisinger 2012, p15

(1) Eisinger 2012. (3) Krasny 2008

ning work those „intuitive powers“ that research into creativity talks about.”

We have to understand and use immanent potentials in order to create sustainable processes involving people and their capacities. To understand situations with sensibility, we have to listen to narratives as an important part of human life. Stories explain how people perceive the world. Narrative urbanism is interested in the individual and collective narrative aspect of urban space, how humans inhabit spaces by making, telling and enacting stories. It researches the everyday and micropolitical as a form of knowledge.³

Creative planning solutions emerge by interlinking existing narratives, knowledge, ideas and visions. Urban planning creativity is about creating innovation by combining existing ideas and situations in a new way. By finding problems that are solutions. Good planning processes have to be sensitive to filter these immanent potentials and transform them into, as Eisinger (2012) calls it, a “magic synthesis”.^{1,3}

3. Create Common Spaces and Enable Self-Organizing Structures.

Inclusive governance systems have to be designed, to involve citizens in decision making and planning processes. We have to design public spaces with protocols, not only physical systems but also collaborative socioeconomic and cultural programming and management to assure accessibility. People and their skills have to be actively involved in the making of spaces for sustainability in the long term. Our cities need passive spaces, where people can be active co-creators with the final goal of communities that manage their own resources.

We need to create Common spaces, for the interaction of individuals and as a stage for Cityness to happen. Instead of top-down zoning, spaces should be negotiated informally as a form of community construction. Local social and economic activity should be strengthened in these spaces on a long-term.

“Placemaking refers to a collaborative process of shaping the public realm in order to maximize shared value. More than promot-

UN Habitat “Public Space”
2015, p2

ing better urban design, placemaking facilitates use, paying particular attention to the physical, cultural, and social identities that define a place.”

The placemaking concept of “The power of 10+” by Project for Public Spaces can be applied in different scales. The idea is, that people like it if they have a variety of reasons to be at a space. These might be simple things, as places to sit, play, talk, listen to music etc. It gives users a reason to visit a space and interact.

Also systems that support economic income and productiveness of local communities have to be strengthened.

4. Curate Urban Processes.

However, to make these processes of community involvement sustainable long term, social networks have to be curated. The term curator comes from Latin “curare” and means, “to take care”. The urban curator takes care of the city. He is an initiator, activator, communicator, mediator, contextualizer, and a process leader.

“Urban actors embody a fragmented wholeness of urban knowledge, which could be a fundamental component of urban planning and urban development. By starting to listen to this wealth of differentiated voices, one can attract new, fresh insights, about what makes the city, all edgy, angular, sharp, challenging insights included. And architects and planners who are sitting up until late at night in narrow office cubicles or in spacious studio lofts, could become architects and planners, who go their way of exploring the city, with an open ear and insightful eye and accompanied by the urban actors, to let this experience of urban citizenship become productive.”

Krasny 2008, p40



fig.1.11: Inclusive planning processes - workshop “Volver al Centro”. Centro Histórico de Santiago.

CATALOG CR:
REVITALIZATION OF
HISTORIC CITY CENTERS IN
LATIN AMERICA

CR1 HISTORIC CITY CENTER OF QUITO



Project: Plan Especial del Centro Histórico de Quito
City: Quito, Ecuador
Year: since 2003
Stakeholders: Municipio del Distrito Metropolitano de Quito (MDMQ), Junta de Andalucía, FONSA, BID, UNESCO
Size: 376 ha

The historic center of Quito possesses one of the highest densities of patrimonial heritage in America. In the year 1978, UNESCO declared it as the cultural heritage of humanity. In 2003 the "Plan Especial del Centro Histórico de Quito" (PE-CHQ) was published. The plan proposes an integral development strategy for the city center. The area of intervention is defined in two zones, the central core (the original city center) and the periphery (neighborhoods surrounding the central core). The PE-CHQ is based on five strategic axes:

- "Capitalty": emphasize spaces and symbols in the city center that are representative for the capital.
- Habitability: rehabilitation of residences with the aim that a stable presence of residents can be guaranteed.
- Culture, leisure and recreation: create good conditions to revitalize cultural identity and valorization of public spaces.
- Economy: rearrange and promote economic activities, especially commercial and productive activities, which are important for the sustainability of the recuperation process.
- Tourism: improvement of touristic offers in a way

that a balanced use of the historic city center for residents, users and visitors is possible. An essential part of the strategic plan is to recover the residential character of the area. Various measures to improve the conditions of housing and related services are proposed. Furthermore strategies to influence urban morphology, land use, edification and urban infrastructure are defined in the document. One problem that affects the historic city center of Quito is the lack of long-term policies and overlapping functions on municipal management level. Since a large amount of different stakeholders are involved in decision-making processes, a lack of coherence can be observed. For the implementation of the PE-CHQ an advisory council and a coordination committee were constituted and institutional mechanisms got strengthened. According to Fernando Carrión another problem in the case of Quito is, that public policies treat the historic center as an isolated area, as an enclave without any context with its grown urban surroundings. As a result the access to the city center gets more and more complex and therefore the area is transforming into a closed neighborhood instead of a functional urban centrality. Some of the projects that focused on cultural heritage and empowerment of citizenship were the revitalization of the Parque Urbano Cumandá, the repopulation of the area La Ronda with cultural and recreational activities, the project Patrimonio Sonoro and Murales de Quito, representing the heritage of the people of Quito. ^{1,2}

CR1 HISTORIC CITY CENTER OF QUITO



(1) Fiori 2013
 (2) Centro Histórico de Quito 2003
 fig.CR1.1 (previous page): Calle de La Ronda after revitalization.
 fig.CR1.2: Categories of public space in the Núcleo Central (PE-CHQ).
 fig.CR1.3: Conceptual model of design and use of public space (PE-CHQ).



Project: Plan Maestro para la Revitalización Integral de la Habana Vieja
City: Havana, Cuba
Stakeholder: Office of the Historian of the City of Havana (OHCH), Habaguanex S.A., Fénix S.A., UNESCO
Size: 400 ha

The case of Old Havana is generally discussed as a successful example of urban renewal. In 1982 Old Havana was added to the UNESCO world heritage list. The aim of the "Plan Maestro para la Revitalización Integral de la Habana Vieja" is to rehabilitate this historic center in an integral way by combining cultural values with the socioeconomic development, conserving its residential character and ensuring the long-term sustainability of the process. Another focus is on the prevention of spatial segregation and social exclusion.

The plan is equally dealing with heritage as well as socio-economical, financial, legal and institutional issues. Long-term sustainability is reached through the introduction of a leading institution, the "Office of the Historian of the City of Havana" (OHCH). Through this management model the process is given continuity and flexibility to react to changing realities. In the case of Old Havana the urban renewal process is self-financing. The fact that the project is sustain-

ing itself is very important for the economical sustainability. Most profit is gained by the tourist company Habaguanex S.A., developing hotel, non-hotel and commercial facilities in the historic center. Furthermore a special real estate company was founded for this part of the city namely Fénix S.A..

The plan also focuses on socio-economical sustainability and on intangible cultural heritage. The character and identity of the historic area of Old Havana is formed by its people and "the cityscape is inextricably linked to the human landscape". So the plan seeks to involve residents in revitalization processes. Today Cuba is facing a serious housing crisis. Old Havana's 87.000 inhabitants generally live on very limited space in deteriorated buildings with poor facilities. And of course, Old Havana's renovation process is struggling with keeping the balance between urban renewal and improvement of living conditions on the one hand and social exclusion on the other. Some voices say that a gentrification process is unavoidable.

"Life, however, showed us to consider - and today we resolutely assert that in our countries, possessors of a vast cultural legacy, it is impossible to act in the field of preservation if it does not involve strategies for social and community development." - Eusebio Leal (City Historian)^{1,2}



(1) Fiori 2013

(2) Maleki 2015

fig.CR2.1 (previous page): Historian of the City of Havana - Eusebio Leal.

fig.CR2.2: Street of Old Havana.

CR3 HISTORIC CITY CENTER OF ASUNCIÓN



Project: Master Process for the Historic City Center Asunción
City: Asunción, Paraguay
Year: since 2014 (competition)
Stakeholders: Ecosistema Urbano, City of Asunción, Ministry of Education and Culture, Asunción Open Lab
Size: 300 ha

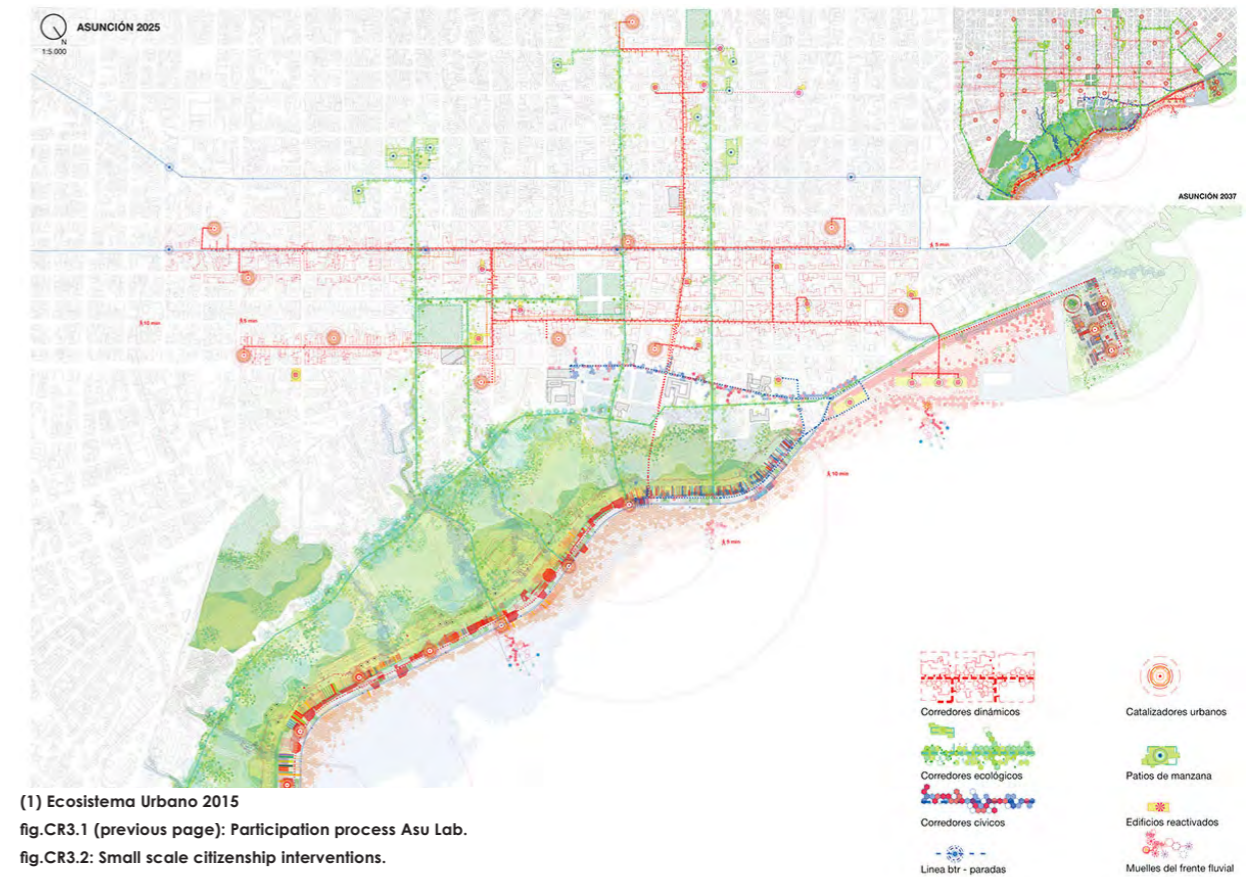
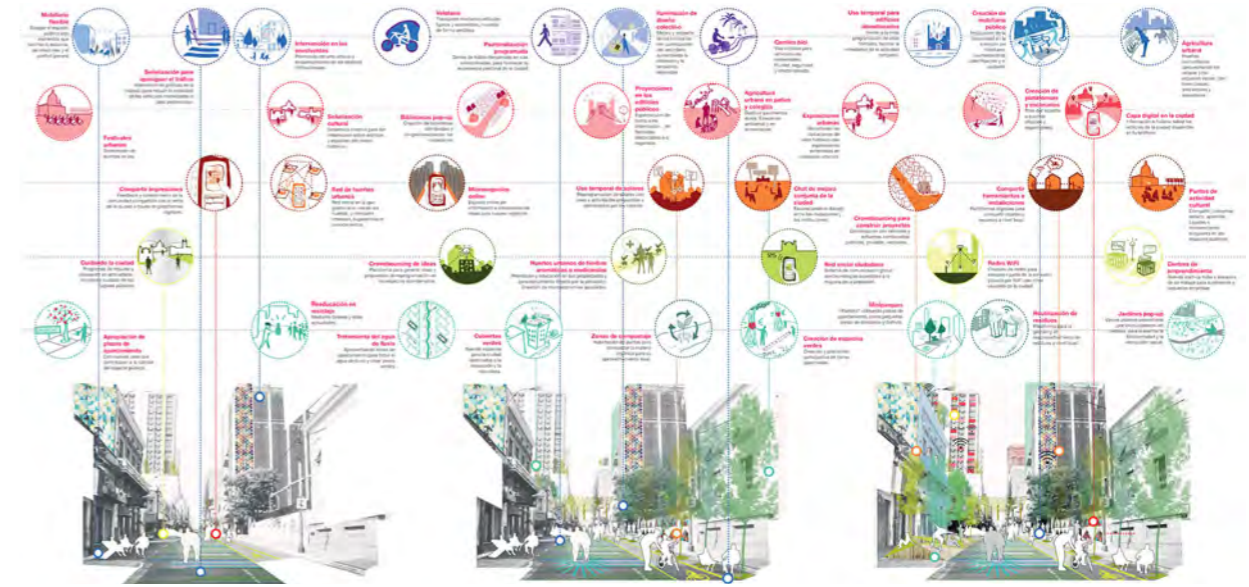
Ecosistema Urbano developed a so-called “master process” for the revitalization of the historic city center of Asunción, Paraguay. While a traditional master plan is a static document, a “master process” can respond to the constant transforming realities of a city. As a first step, the “Asunción Open Lab” was established. Asu-Lab’s area of responsibility is in the communication of the process and mediation between different stakeholders, organization of events and design of interventions. The Lab operates with an innovative management model that combines top-down strategies with bottom-up initiatives. From the institutional side (top-down), there is the possibility to lead the city towards a new future through the development of major projects, equipment of new infrastructure and implementation of comprehensive urban policies. The “master process” for Asunción consists of a strategic plan proposing ten institutional measures to revitalize the city center.

- Asunción Biodiversity Reservoir: ecological regeneration of the shore
- Asunción Riverfront: densification and revitalization of public space
- Bicentenario Park: upgrade of the park, revitalization of the waterfront and flooding area

- Active Green Coast: ecological regeneration, riverbank as an urban recreation area
- Revitalization of Chacarita Alta: upgrading with participatory planning process
- Ecological Corridors: greening roads as green boulevards
- Civic Corridors: improving public space in main streets
- Urban Catalysts: hybrid buildings for urban diversity and densification
- Dynamic Corridors: network of public spaces, urbanity through economic and cultural activities
- Live Harbor: harbor as cultural hub

Ecosistema Urbano understand the citizens as “the heart of the city” and necessary to involve them to sustainable urban processes of change. For this reason they find bottom-up initiatives who take ownership of their surrounding urban spaces. In the “master process”, existing local initiatives are involved. Their ideas and experiences have the chance to be enriched by international good practice examples. Different temporary interventions in the sense of tactical urbanism are also being proposed. “The city is a complex, always mutating organism made of many layers and links between them. Any action modifies the predefined conditions and can generate new processes which were not defined or even contemplated. Therefore we think that it is unwise, and even not entirely feasible, to analyze or design guidelines for many decades at a single time.”¹

CR3 HISTORIC CITY CENTER OF ASUNCIÓN



(1) Ecosistema Urbano 2015

fig.CR3.1 (previous page): Participation process Asu Lab.

fig.CR3.2: Small scale citizenship interventions.

fig.CR3.3: Final stage of the master process, 2037.

CR3 HISTORIC CITY CENTER OF ASUNCIÓN

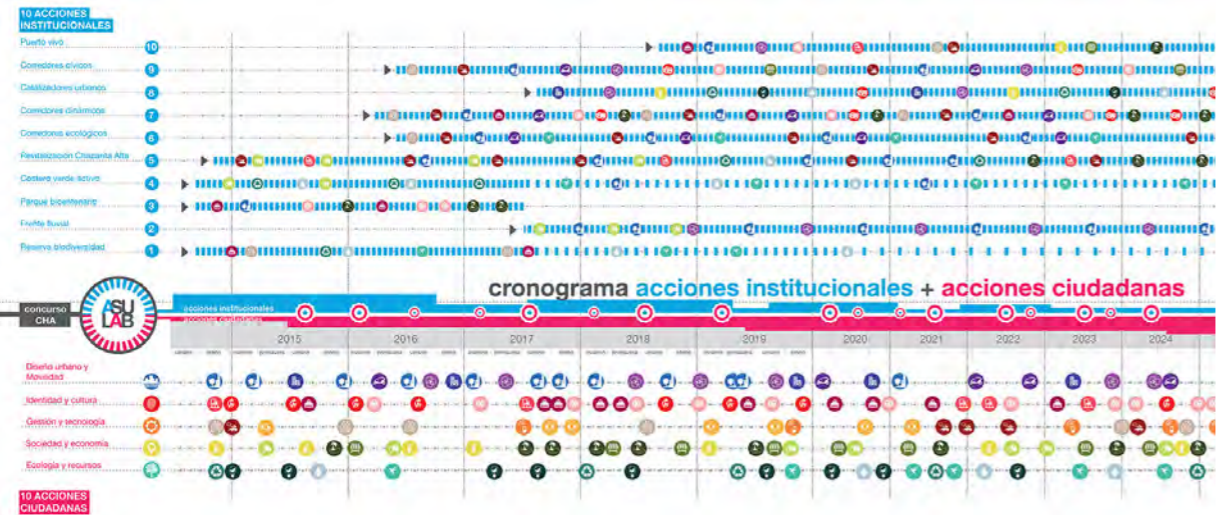
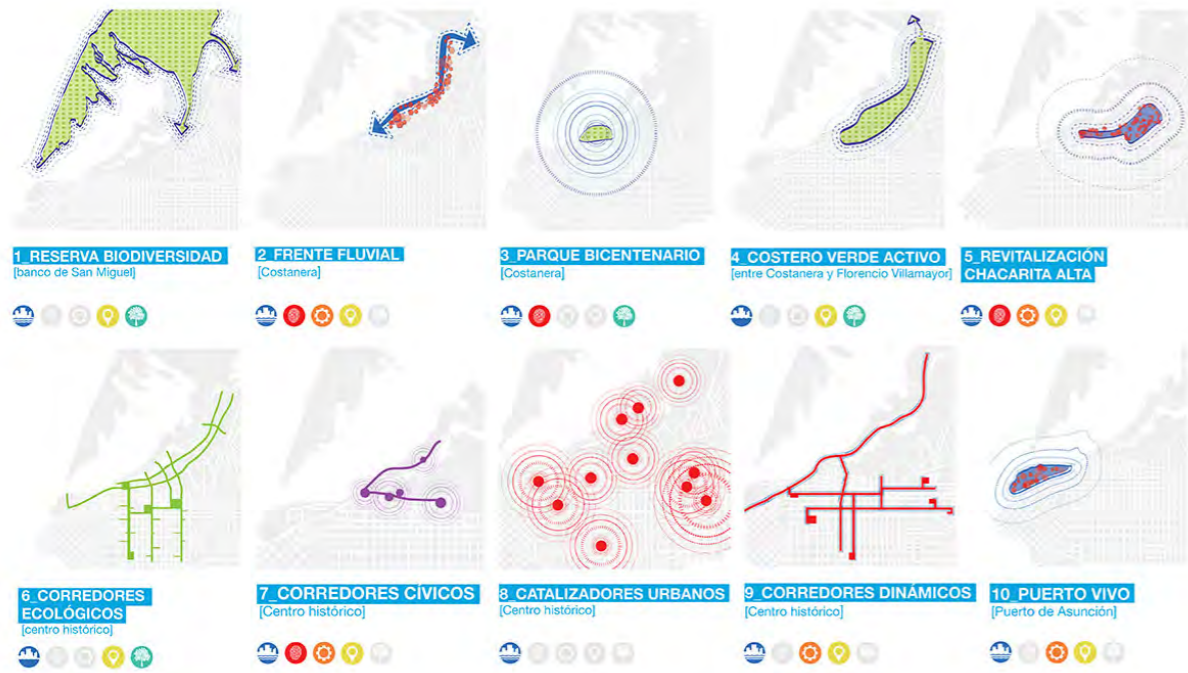



fig.CR3.4: Ten institutional measures to revitalize the city center.

fig.CR3.5: Chronogram of the revitalization process - institutional and citizens actions.



CHAPTER

UNDERSTANDING

...

A CRISIS OF

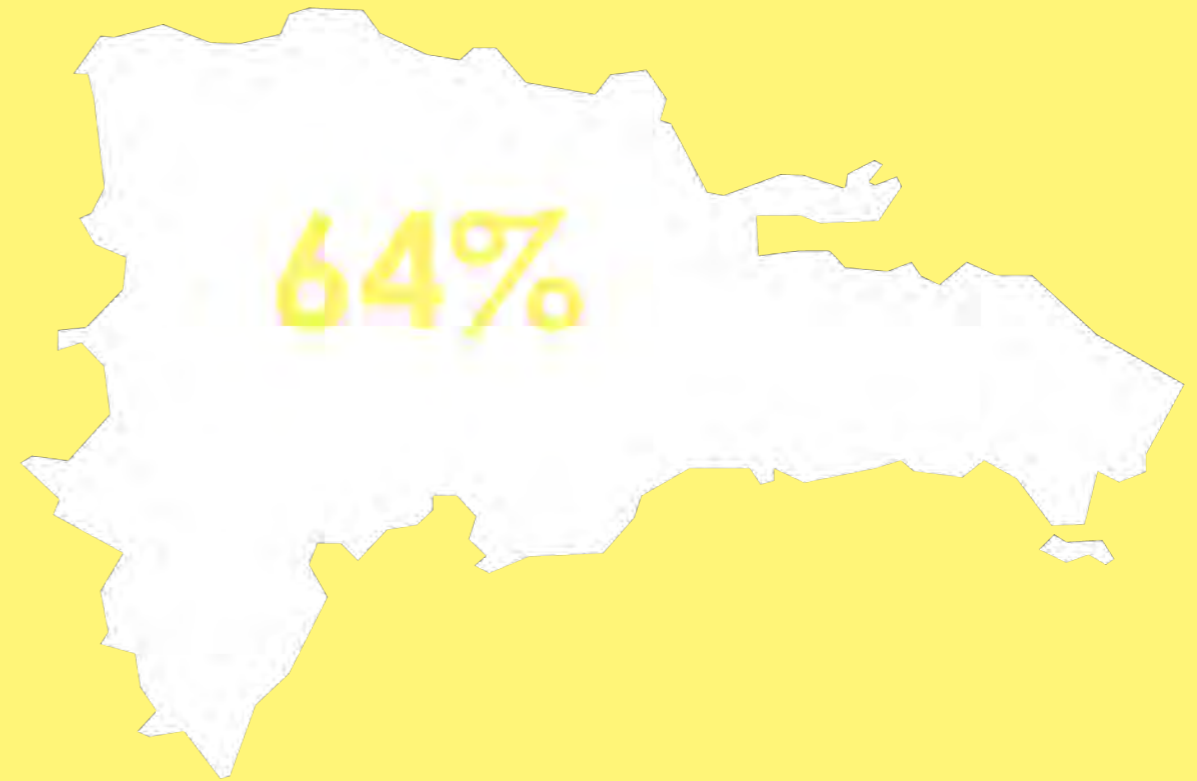
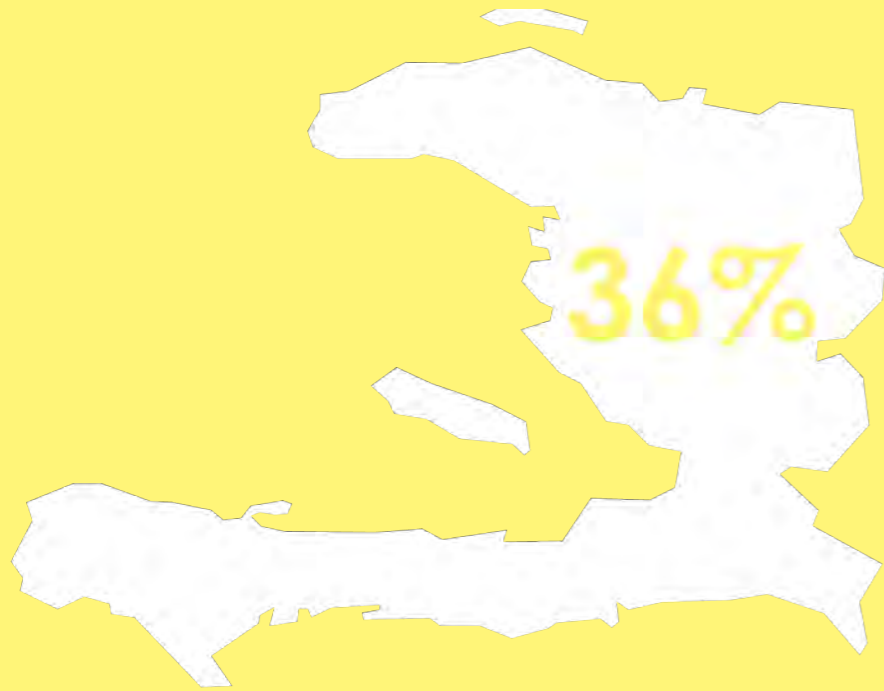
COMMON

GROUND



2.1 UNDERSTANDING...

A DIVIDED ISLAND:
HISPANIOLA



size **27 750** km²
 inhabitants **10,57** million
 density **381** / km²
 GDP \$ **8,7** billion
 GNI per capita \$ **820**

Life expectancy **63** years
 Literacy rate **60,7%**
 Poverty headcount ratio **58,5%**
 Urban population **59%**

size **48 670** km²
 inhabitants **10,41** million
 density **213** / km²
 GDP \$ **63,9** billion
 GNI per capita \$ **6 030**

Life expectancy **73** years
 Literacy rate **91,8%**
 Poverty headcount ratio **41%**
 Urban population **79%**



HAITI

DOMINICAN REPUBLIC

2.1.2 ISLAND CONTEXT: ONE ISLAND – TWO NATIONS.

Hispaniola, or Quisqueya as Taínos called it, is an island in the Caribbean Sea. It belongs to the Greater Antilles which includes Cuba, Hispaniola, Puerto Rico, Jamaica and the Cayman Islands. With 21 million inhabitants Hispaniola is the most populated island of the Greater Antilles.

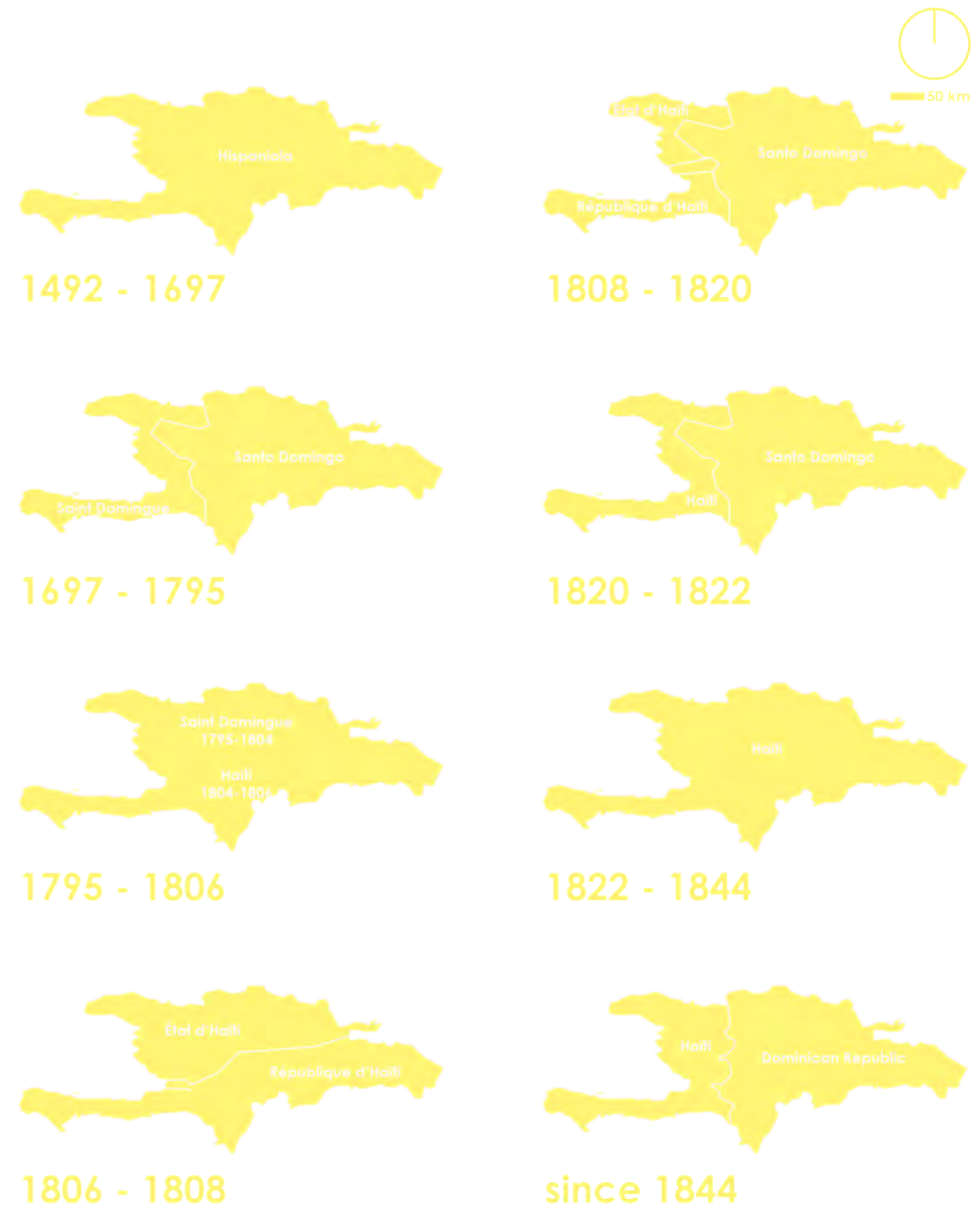
Politically Hispaniola is shared by two nations; 36% of the territory in the west is occupied by the state of Haiti and 64% in the east by the Dominican Republic. Since the island is located on the border of the North American and Caribbean Plate, risk of earthquake is high. The last strong quake occurred on 12th of January 2010 with a magnitude of 7.0. It affected mostly the eastern part of Hispaniola and left it in a state of serious destruction.

The Caribbean island lived a turbulent history from its colonial times until today. It is the place where Christopher Columbus landed in 1492 on his first journey to America. With the help of the indigenous population, he founded a settlement at the northern coast of the island called La Navidad. In 1496, the city of Santo Domingo was founded which is known as the first European city in the Americas and the island's capital until today. Hispaniola was of economical importance for the Spanish crown since gold was discovered and sugar cane production implemented. From the beginning of the 16th century, slaves from Africa were brought to the island to work in agricultural production. Until the end of the 16th century, the indigenous population disappeared due to the brutal ruling of the Spanish. In 1697, the French colony of Saint Domingue was founded in the east of the island and Hispaniola got split in two parts. Also under French authority a lot of slaves were brought from Africa. In 1804, Haiti became the first independent nation of Latin America. A few years later the troubled new country was divided into a northern (State of Haiti) and a southern part (Republic of Haiti). Racial conflicts between blacks, mulattos and whites were the source for these conflicts.

During the 19th century, the French part was reunited as the nation of Haiti and from then it was in constant conflict with its western neighbor. From 1822 to 1844, the whole island of Hispaniola was under Haitian occupation, a period which Dominicans today describe as a brutal military regime.

In 1844, the Spanish part became independent as Dominican Republic. Since then, the border between the two nations was geographically stable but there was always a line of conflicts in addition to internal struggles of the two nations with dictatorships, natural catastrophes and poverty. In the 1920s, both countries were independent and economically equally developed. Nowadays they show significant differences in culture and economic development. ¹

An island, although globally connected, works in many ways as a closed system since flows of people and goods are limited. An island divided into two nations is an extraordinary geopolitical condition with only a few other examples around the world like New Guinea, Borneo, Ireland, Tierra del Fuego, Tibor and Cypress. In the case of Hispaniola, this extraordinary condition comes along with significant economical, political and cultural differences between the two nations of Haiti and Dominican Republic. The islands internal frontier is a line of high contrasts and constant conflicts.



(1) Guitar 2015

fig.2.1 (next page): History of the political division of the island Hispaniola.



2.1.3 THE DOMINICAN – HAITIAN BORDER: A LINE OF CONFLICTS.

The long established tensions between the two nations flared up again in 2015 when hundreds of thousands of residents of Haitian descent were put in danger of deportation by the Dominican Government. The Caribbean nation was confronted with strong critics from the international community and human right organizations for these politics. At the moment that this work is being written, the topic of cross-border relations continues to be controversially discussed on the island, dominating political discourse, media and day-to-day conversations.

For years a strong fluctuation of population between the two countries could be observed, mostly made up by Haitians migrating to Dominican Republic to find better living conditions and work. Like it is happening in neighboring countries around the world.

Apart from economical aspects, as described before, the conflict between Dominican Republic and Haiti has deep roots in the islands history. As the New York Times expressed it

“a long-ticking time bomb finally poised to go off.”

Another aspect of the conflict is cultural and racial differences. A tremendously cruel incident that shook binational relations in history was the so-called “El Corte” in 1937. Under the Dominican dictator Rafael Trujillo between 20.000- 30.000, Haitians and black Dominicans were murdered in the border region.

Until today, the concept of race is of high importance in Dominican society. Although nearly every person on the island has African roots, being light-skinned is often associated with having a higher social status. 95% of Haitians are dark-skinned, while Dominicans are 73% mixed. It has to be understood that in the Caribbean race is not exclusively a question of skin color, it is as well a question of language, hairstyle and culture. While Haitian culture is very close to its African roots, the very westernized Dominican society distances itself from this part of their heritage.²

“Fifty-four years after the dictator’s assassination, most dark-skinned Dominicans still identify themselves by terms such as “indio-oscuro,” or “dark Indian” - an allusion to the murdered Tainos. “Negro” is reserved for Haitianos.”

Dominican Constitution permits citizenship to everyone born in the country. However newborns with parents “in transit” are a special case and most inhabitants of Haitian descent fall under this category, despite their family’s being in the country for generations. This community is effectively stateless and for generations they’ve passed on this status to their children without rights to education, social services or controlled working conditions. In 2013, Dominican Constitutional Court revoked citizenship to all “foreigners in transit” and with a new law around 750.000 people of Haitian descent were put in danger of deportation.

“It’s as if the United States said, ‘Yes, everybody who has been here since 1930, you have to prove you’re a citizen. You have to go back to the place where you come from to get a birth certificate from there.’” (Edwidge Danticat)

As Haiti is not prepared to receive the mass of people, another humanitarian crisis in the country could consequent. Most of the people that are in threat of deportation do not have any connection with their ancestral country. They don’t have family on the other side of the border, don’t speak the language and don’t feel Haitian.

Katz 2015

(2)World Factbook 2015

Katz 2015

Katz 2015

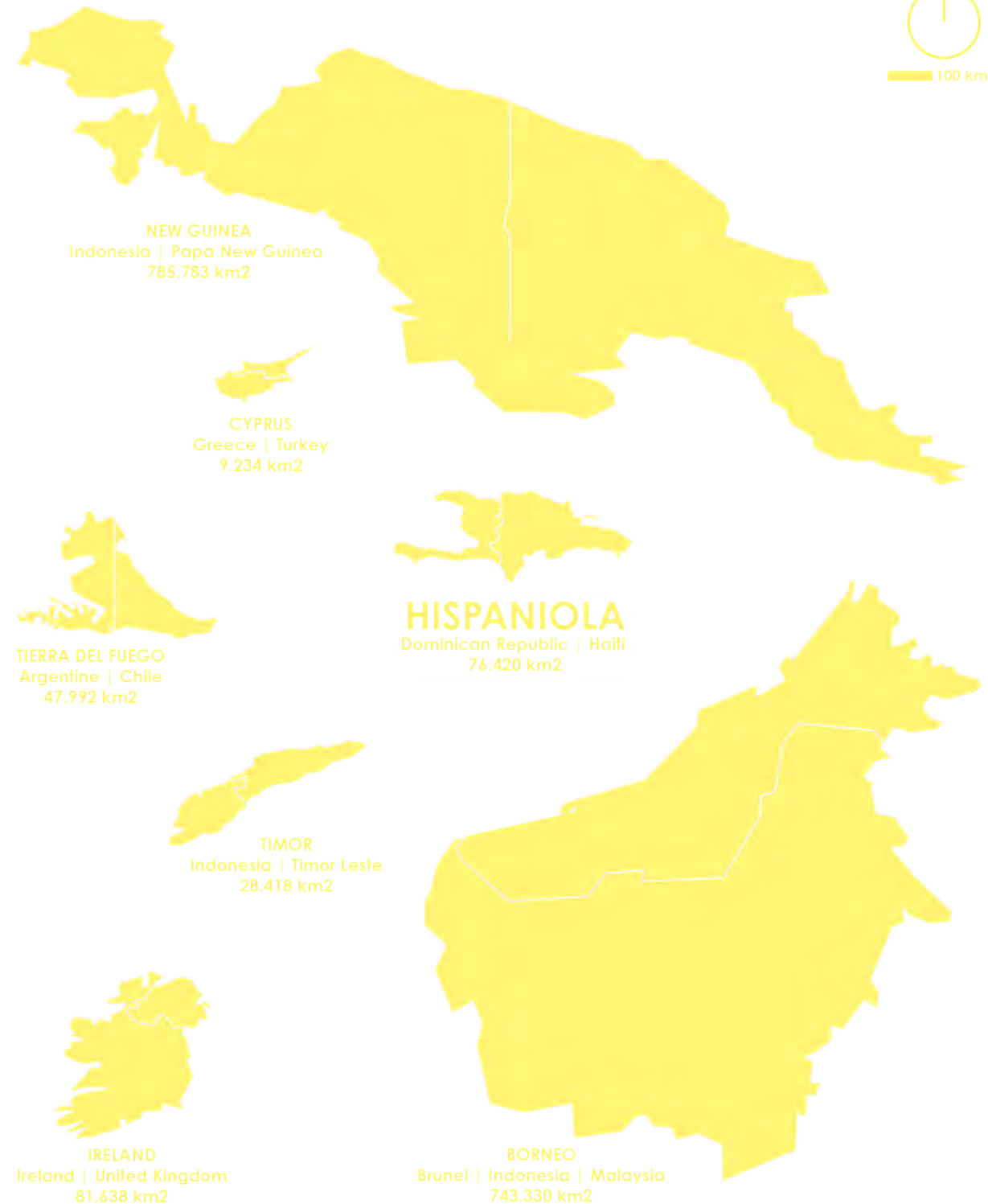


fig.2.2 (next page): Politically divided Islands around the world.

As hundreds of thousands were staging in demonstrations around the country "Somos tan Dominicano cómo tu! - We are as Dominican as you!" For these people, Dominican Republic is their home. If the new law becomes executed, "if the bomb does go off, there will be nowhere for them to go".^{3,4,5}

(3)Katz 2015, (4) Garcia 2015, (5) Ahmed 2015

In Dominican Republic we can find spaces where Haitian culture is very present, much like in Pequeño Haiti in Santo Domingo where there are binational markets in border towns and in "Bateys" (small towns for sugar workers where many people of Haitian descent live).

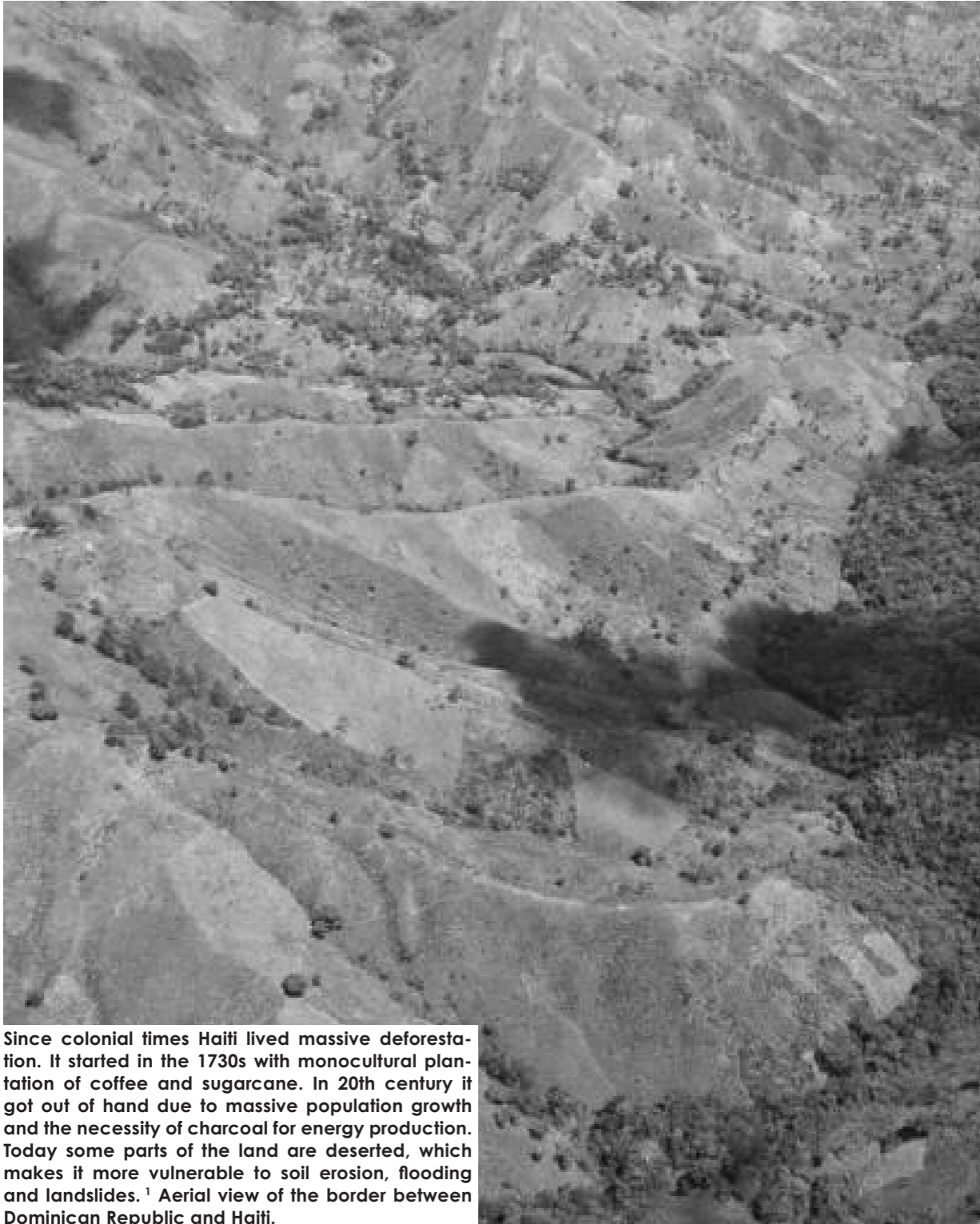
In general, Hispaniola is an island of contrasts and segregation. There are differentiated spaces for tourists and residents, spaces for the rich and the poor, spaces for Haitians and Dominicans. Sometimes these different worlds are clashing, sometimes they are co-existing and in the best case they are exchanging.

fig.2.3: People of Haitian descent waiting for their regularization in front of the Regional Government. C/ del Sol, Centro Histórico de Santiago, 2015.

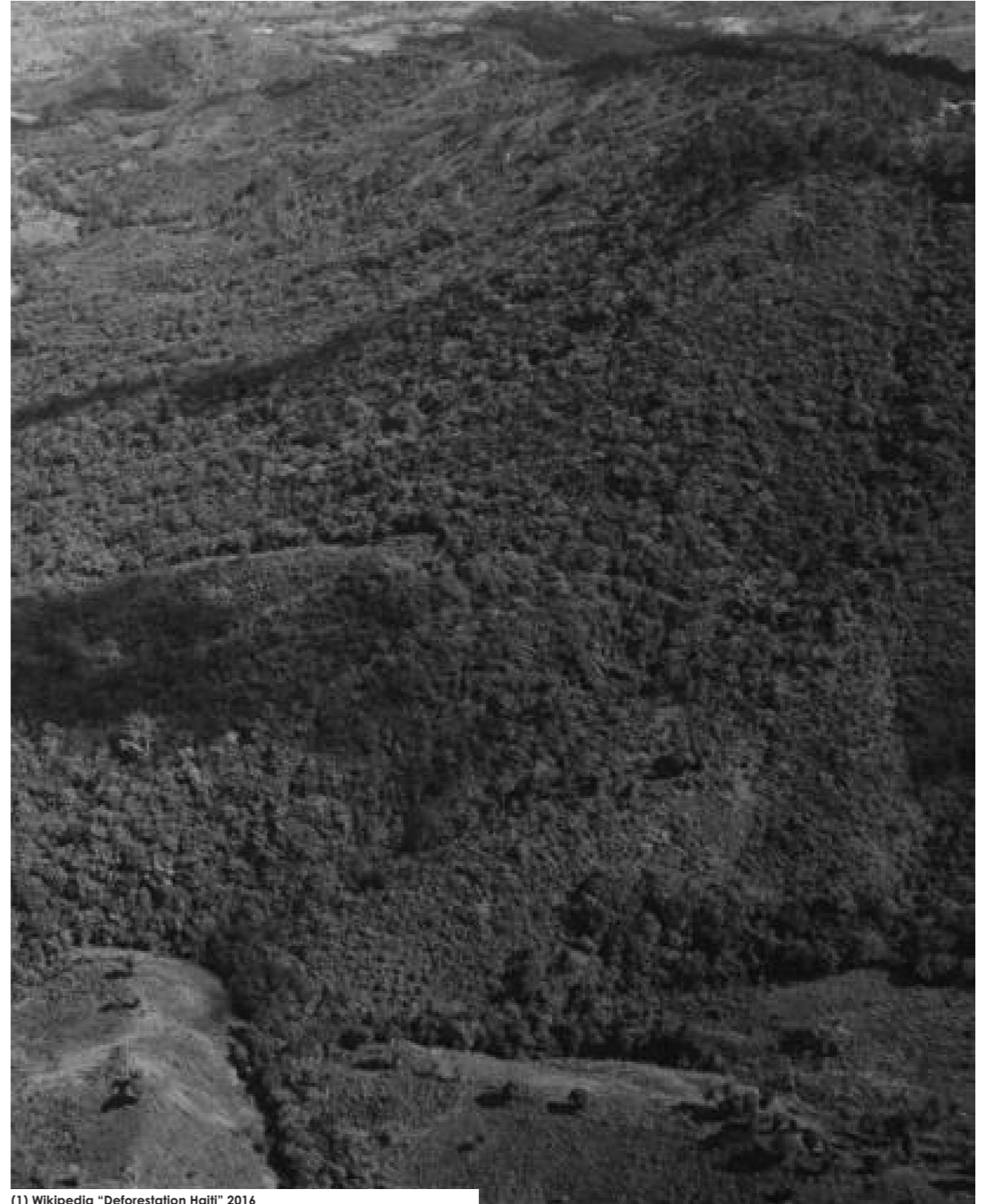


fig.2.4: Bridge at the Dominican - Haitian border. Dajabón, Dominican Republic.

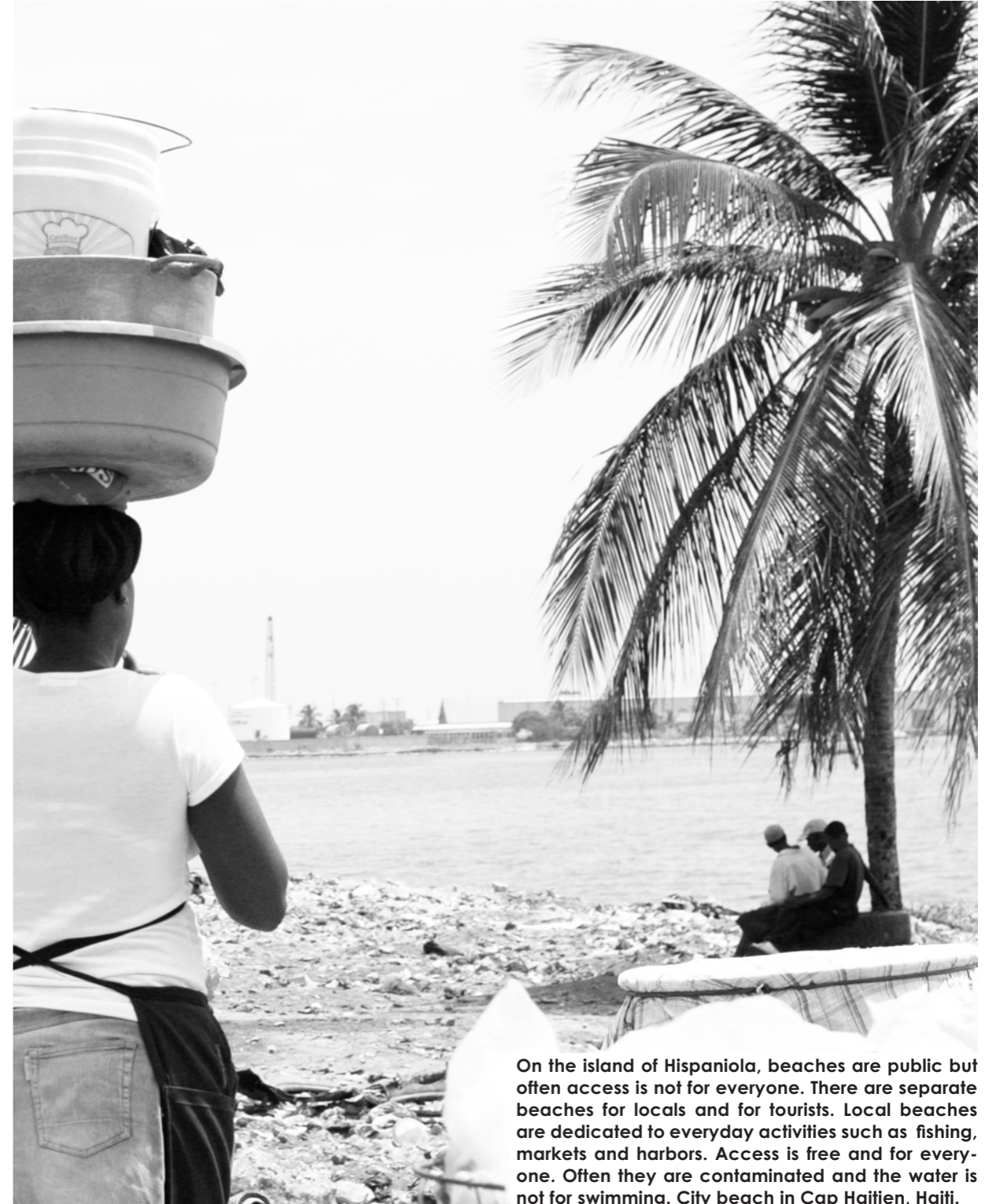
CATALOG CH: TWO
HISPANIOLAS



Since colonial times Haiti lived massive deforestation. It started in the 1730s with monocultural plantation of coffee and sugarcane. In 20th century it got out of hand due to massive population growth and the necessity of charcoal for energy production. Today some parts of the land are deserted, which makes it more vulnerable to soil erosion, flooding and landslides.¹ Aerial view of the border between Dominican Republic and Haiti.



(1) Wikipedia "Deforestation Haiti" 2016



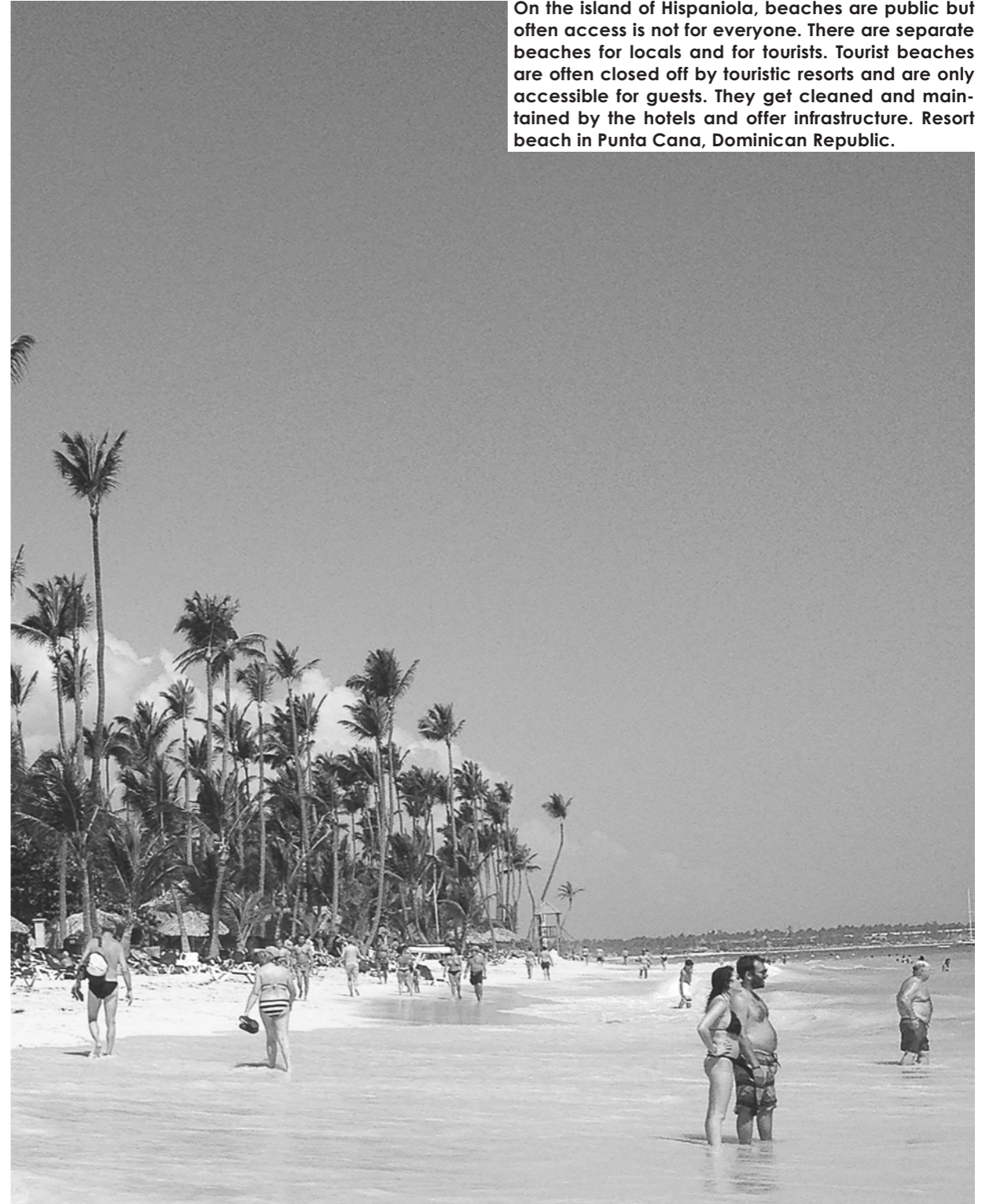
On the island of Hispaniola, beaches are public but often access is not for everyone. There are separate beaches for locals and for tourists. Local beaches are dedicated to everyday activities such as fishing, markets and harbors. Access is free and for everyone. Often they are contaminated and the water is not for swimming. City beach in Cap Haitien, Haiti.

CH3 TOURISM BEACH



CH3 TOURISM BEACH

On the island of Hispaniola, beaches are public but often access is not for everyone. There are separate beaches for locals and for tourists. Tourist beaches are often closed off by touristic resorts and are only accessible for guests. They get cleaned and maintained by the hotels and offer infrastructure. Resort beach in Punta Cana, Dominican Republic.



2.2 UNDERSTANDING...

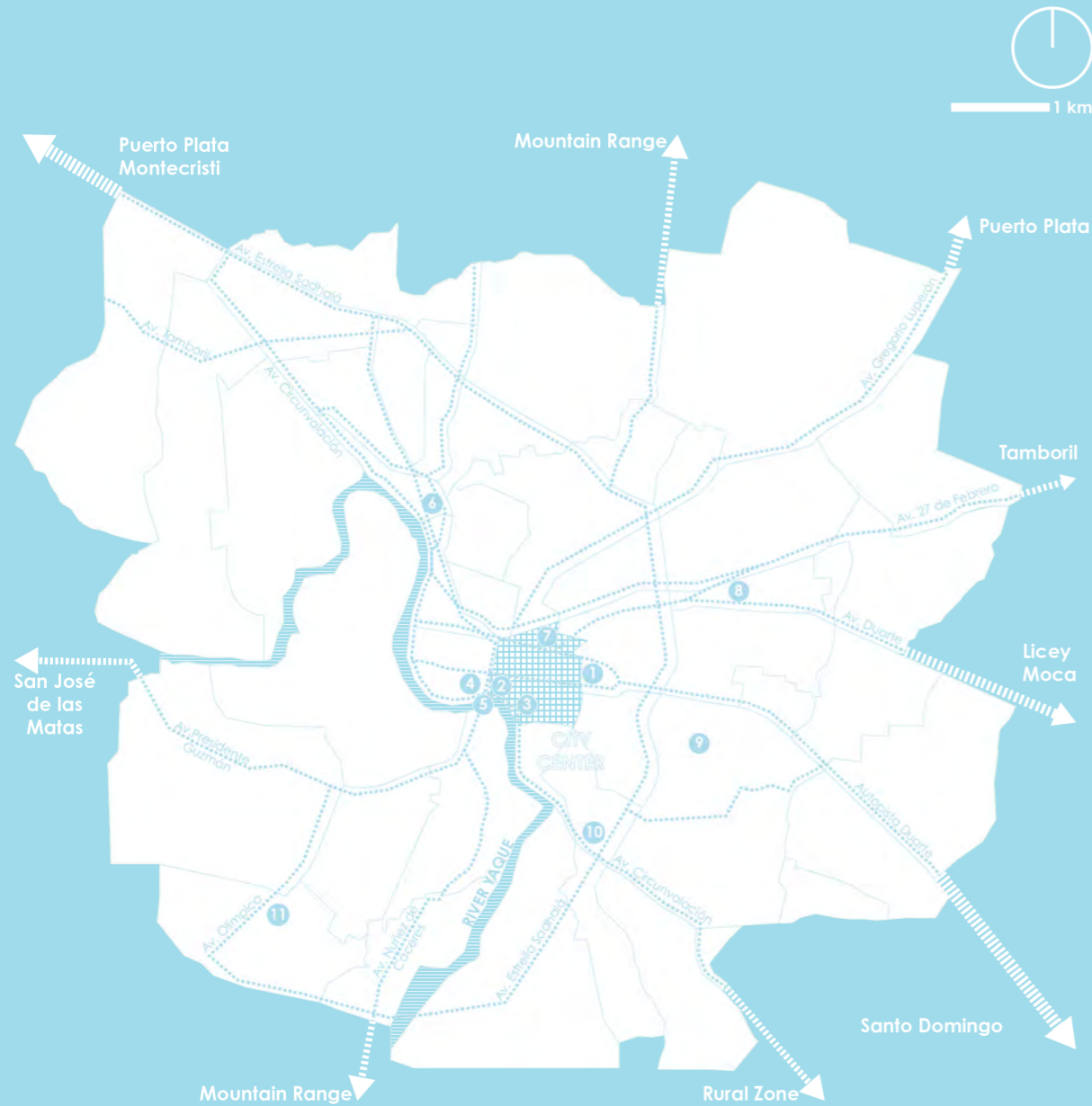
A SEGREGATED CITY:

SANTIAGO DE LOS

CABALLEROS

FS2 FACT SHEET: SANTIAGO DE LOS CABALLEROS

FS2 FACT SHEET: SANTIAGO DE LOS CABALLEROS



URBAN

size **72 km²**
 inhabitants **591.262**
 density **8.212 / km²**

METROPOLITAN

+2,7% size **104 km²**
+0,8% inhabitants **667.798**
-2,1% density **6.421 / km²**

GREEN AREA / INHABITANT

Barranquilla **1 m²**
 Santiago de los Caballeros **2 m²**
 Istanbul **6,4 m²**
 WHO **9 m²**
 Vienna **9 m²**



IMPORTANT POINTS

- 1 - Monumento a los Héroes de la Restauración
- 2 - Cathedral Santiago Apóstol
- 3 - Fortress San Luis
- 4 - Market El Hospedaje
- 5 - Bridge Hermanos Patiño
- 6 - Stadium and Arena Cibao
- 7 - Hospital Jose Maria Cabral y Báez
- 8 - Hospital Union Medica del Norte
- 9 - Pontificia Universidad Católica Madre y Maestra
- 10 - Universidad Tecnológica de Santiago
- 11 - Universidad Autónoma de Santo Domingo

SANTIAGO

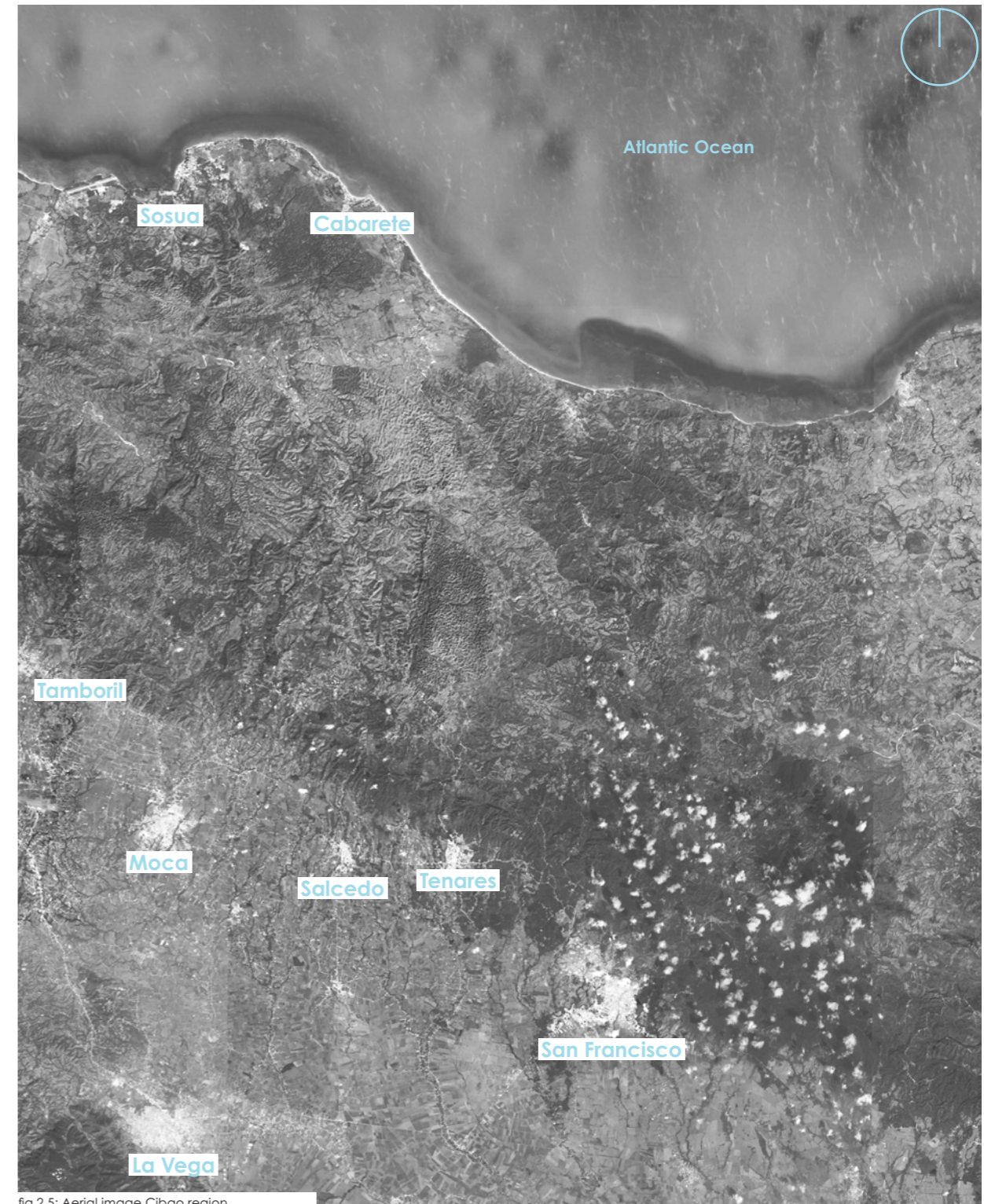
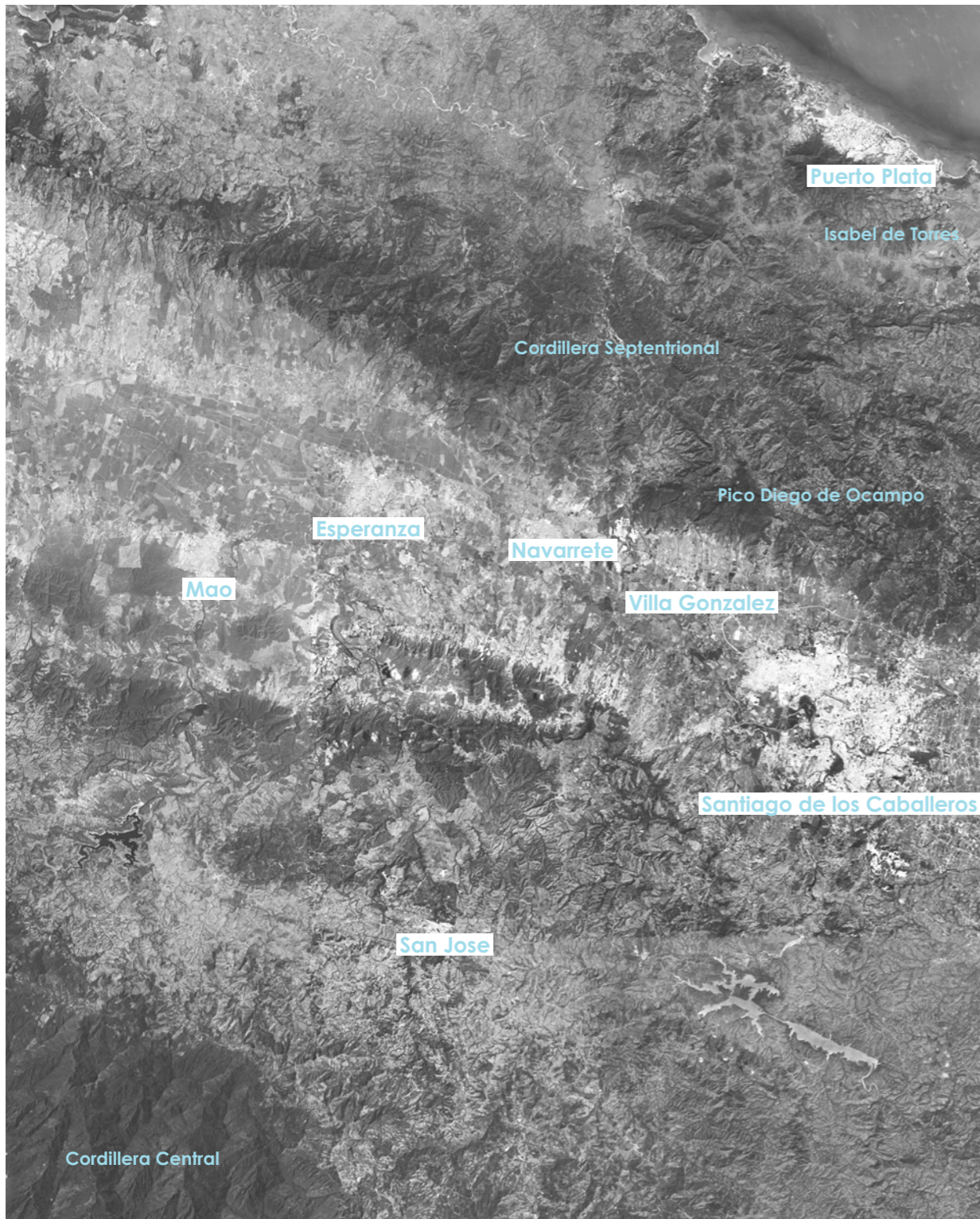


fig.2.5: Aerial image Cibao region.

2.2.2 NATIONAL CONTEXT: SECOND CITY LOOKING FOR IDENTITY.

Within the Greater Antilles, Santiago de los Caballeros is a special case, since it is the only larger urban agglomeration located inland and not on the coast. Other important cities of the Greater Antilles are La Habana (Cuba) with 2,13 million inhabitants, Santiago de Cuba (Cuba) with 0,43 million inhabitants, Kingston (Jamaica) with 0,59 million inhabitants, Port au Prince (Haiti) with 2,44 million inhabitants, Santo Domingo (Dominican Republic) with 2,95 million inhabitants and San Juan (Puerto Rico) with 2,46 million inhabitants. All of them are traditional harbor cities. ¹

The city of Santiago de los Caballeros has 0,59 million inhabitants (urban population). It is situated in the fertile Cibao Valley in the northern region of the Dominican Republic. Looking at the city's economical importance as well as in terms of population, it is the second city in the country, after the capital Santo Domingo. Santiago's economy is mostly based on trade with agricultural products and industrial production in free trade zones. ²

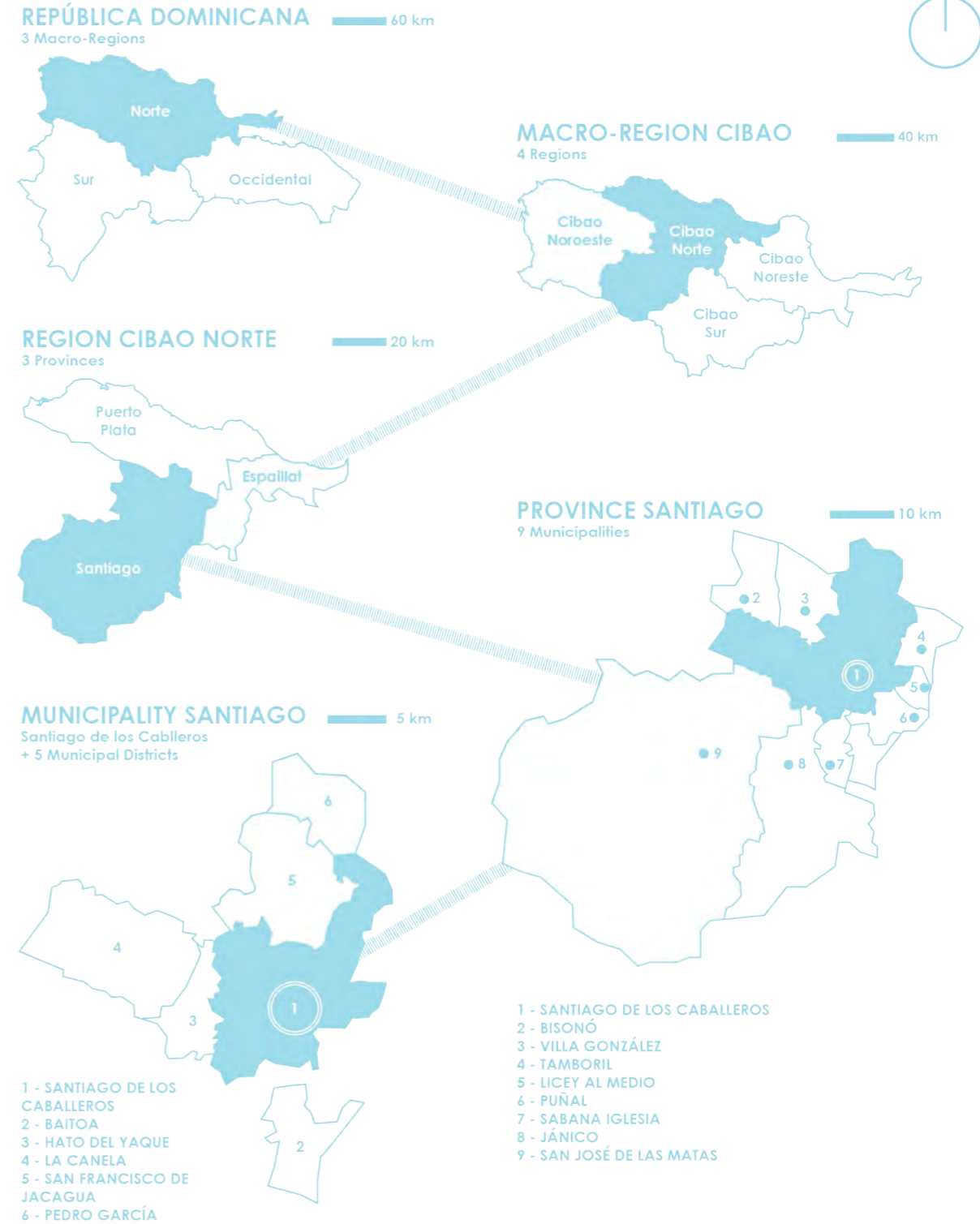
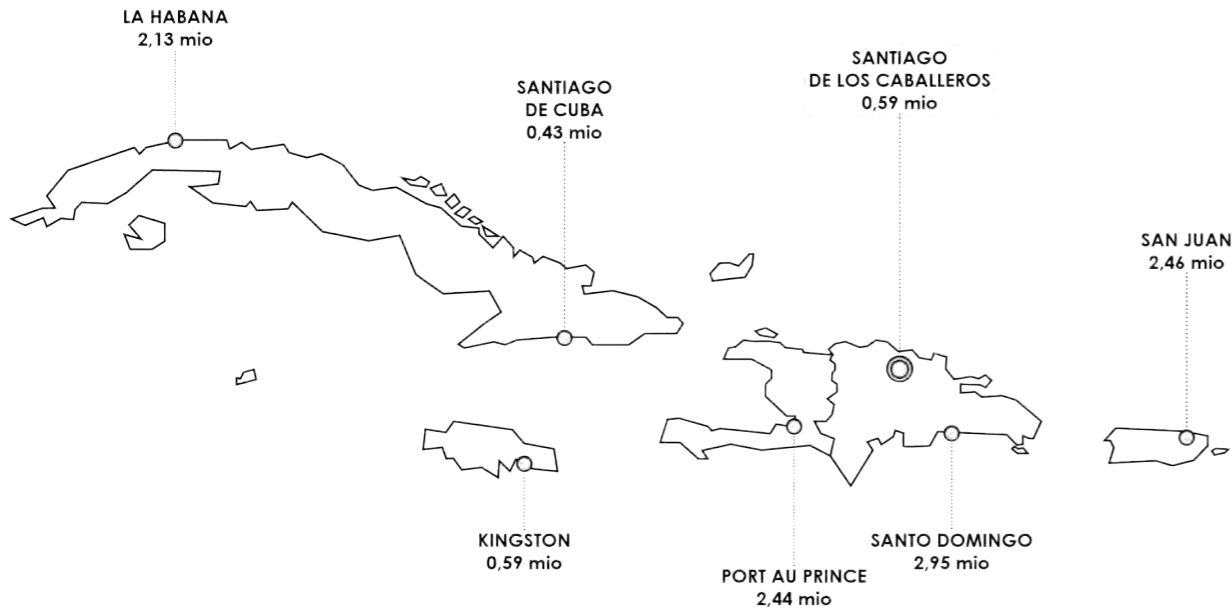
Politically Dominican Republic is subdivided into 31 provinces. Administrative governors for each province are appointed by the president directly and act as intermediary instances between national government and municipalities.

The Province of Santiago has a territorial extension of 2.836 km² and a population of 9.445.281. It is located in Macro-Region Cibao, in the Region Cibao Norte, which consists of three provinces: Santiago, Puerto Plata and Espailat.

The Province of Santiago is divided into nine Municipalities. Citizens elect municipal councils and mayors directly. In Dominican Republic there are 155 Municipalities. Each Municipality is subdivided in Municipal Districts. The Municipality of Santiago consists of the city of Santiago de los Caballeros and five Municipal Districts: Pedro García, Baitoa, La Canela, San Francisco de Jacagua and Hato del Yaque. ²

(1) World Bank 2015

(2) Inter-American Development Bank 2016, p52 - 55
 fig.2.6: Major cities in Greater Antilles. Santiago de los Caballeros is the only larger urban agglomeration located inland.
 fig.2.7 (next page): Administrative Context of Santiago de los Caballeros: Macro-Region, Region, Province, Municipality and Municipal District.



There are some crucial factors in why a city of the size and importance of Santiago de los Caballeros developed at this specific location in the Cibao Valley.

(1) Santiago is located at a point where the river Yaque del Norte turns 90°. At this spot the river formed some natural terraces and hills that protect the site from flooding while the created plateau was ideal for fortification and floodable plains next to the river were used for farms, slaughterhouses and other functions.

(2) Santiago is situated approximately in the middle of the north-south route through Dominican Republic at an important traffic intersection. Today it is the Autopista Duarte crossing the country from north to south, which connects the city of Santiago with Santo Domingo (155 km south) and the important harbor city Puerto Plata (30km north). Santiago is also situated close to Haiti and the border town Dajabón (140 km west).

(3) The close by Cordillera Septentrional, with the Pico Diego de Ocampo (1249 m) as its highest point was ideal for the defense strategy of the city.

(4) Santiago has a certain distance to the seismic fault in the north. Nevertheless, seismic risks are high and in its history, various earthquakes have affected the city.

(5) The city is located in-between two very different agricultural regions: a subtropical dry broadleaf forest in the north and a subtropical rainforest in the south. The surrounding land contains very fertile soil, as it is the region with the most rainfall in the country. Thanks to the flourishing agriculture in Cibao Valley and the proximity to the Cordillera Central, which is also an important region in production of resources, Santiago became an important city for agricultural trade.

(6) The center of the Cibao Valley was never affected by hurricanes and tsunamis, as much as the coastal areas of the country.

(7) Several creeks supply the city with water.



fig.2.8 (next page): Geographic context Santiago de los Caballeros in Dominican Republic.

MOUNTAINS & VALLEYS

- 1 - Cordillera Septentrional
- 2 - Valle del Cibao
- 3 - Cordillera Central
- 4 - Valle de San Juan
- 5 - Sierra de neiba
- 6 - Hoya de Enriquillo
- 7 - Sierra de Baoruco
- 8 - Península de Barahona
- 9 - Cordillera Oriental
- 10 - Península de Samaná

PRINCIPAL CITIES

- Santo Domingo 2.908.607
- SANTIAGO 563.031**
- La Vega 210.736
- San Cristóbal 209.165
- San Pedro de Macorís 205.911
- San Francisco de Macorís 138.167
- La Romana 130.842
- Higüey 128.120
- Puerto Plata 122.186

- Geographic Regions
- Principal City
- Principal Road
- Principal Water

Santiago's role as the country's second city after Santo Domingo has never been easy. Political attention, economical interest and cultural life in Dominican Republic have always been focused on the capital.

Santo Domingo is known as the first capital of the "New World" where colonial powers established the "first university", the "first cathedral", the "first monastery" etc. of the Americas. During the dictatorship from 1930 to 1961 the capital city lived through a strong transformation and was named "Ciudad Trujillo". During the last five decades, Santo Domingo tripled in population and nowadays counts almost three million inhabitants; it is the largest city in the Greater Antilles and a center of tourist attraction. In 1990 the old town of Santo Domingo got awarded the title of UNESCO Site of World Heritage.

In the meantime, the city of Santiago de los Caballeros is struggling to define its identity. It developed from an agricultural trading town in Cibao Valley to an urban agglomeration of regional importance in northern Dominican Republic.

The positive aspect of being in the shadow of Santo Domingo was that throughout its history Santiago de los Caballeros remained untroubled by external influences. The city was never affected by pressure from real estate market, investments of international capital or invasions from tourism sector. Also the dictator Rafael Trujillo did not show much interest in Santiago. It remained a city for its inhabitants and capital of the Cibao region. Maybe it is for this reason that today people describe Santiago as "the most Dominican city".³

(3) Sánchez and Yunén,
p43-44, 46

IDENTITY?



fig.2.9: View on the historic City Center of Santiago and its heterogeneous building structure.

2.2.3 SANTIAGO DE LOS CABALLEROS: EVOLUTION OF A SEGREGATED CITY.

The city of Santiago de los Caballeros developed from its historic center in a semi-radial way with a series of concentric rings, mostly into the northeast and along the main traffic routes connecting with neighboring municipalities.

In the 1960s and 1970s the population of Santiago was exploding when many people migrated from rural areas to the city. In these decades economical structures changed from agricultural production to industrial, like it was the case in Europe in the end of the 19th century.

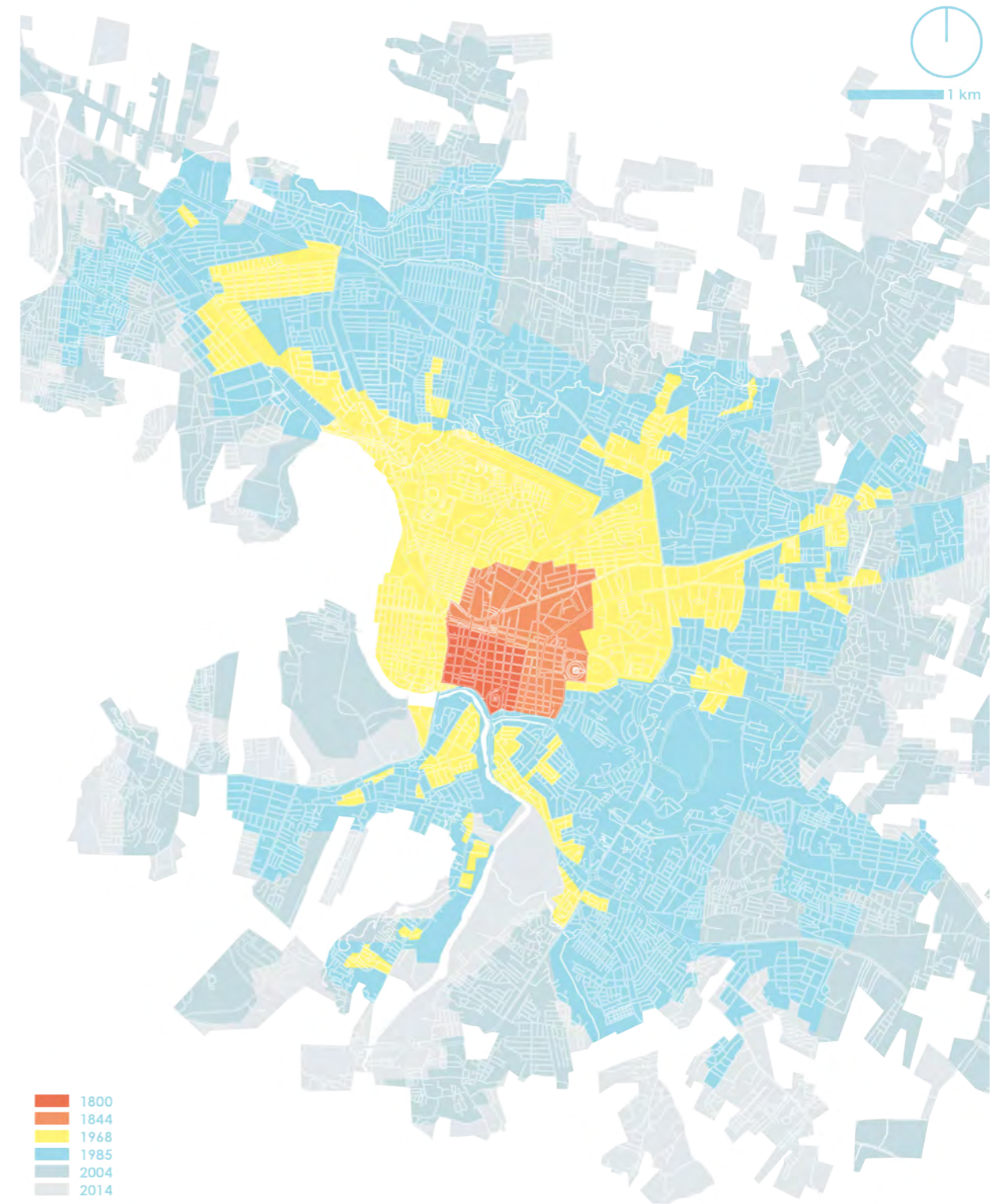
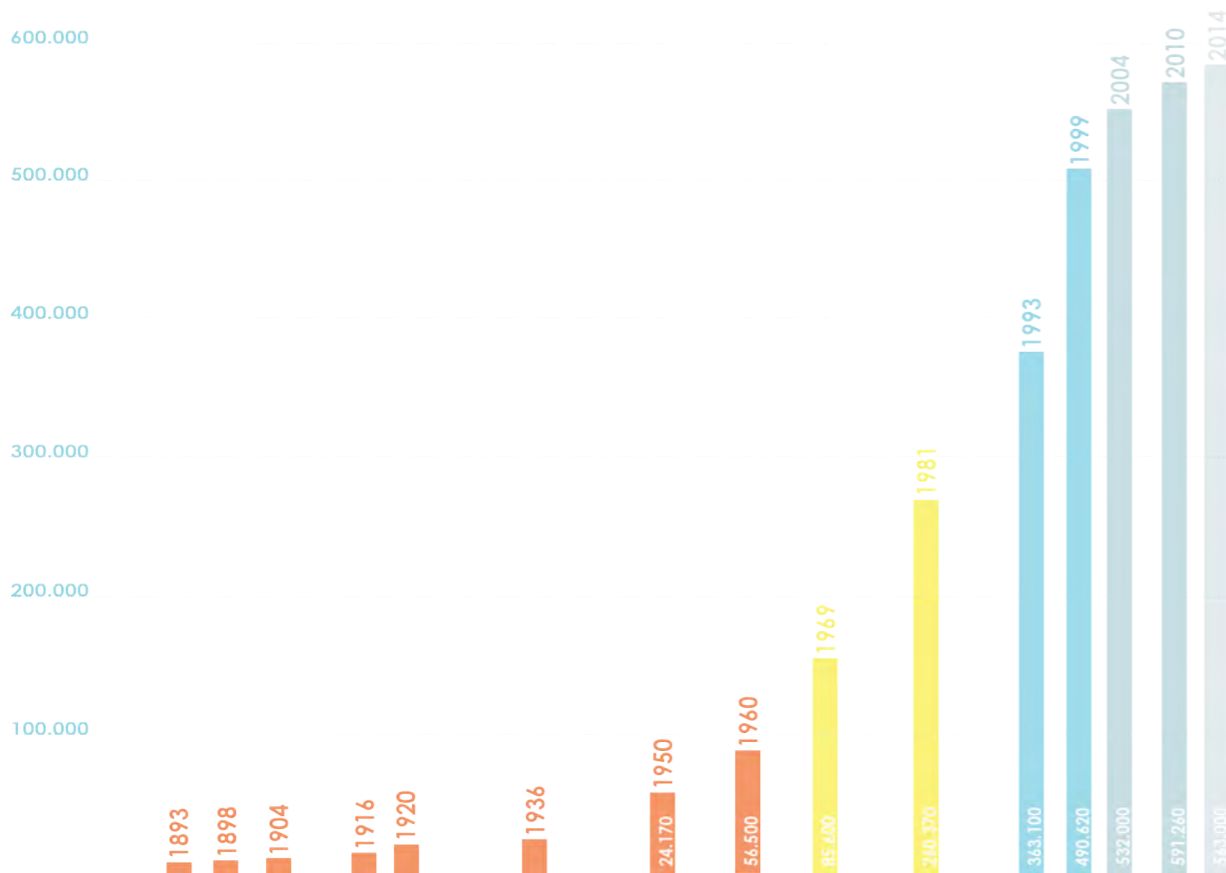
Since 2000, Santiago's population remained more stable. However these were the years of strong Residential Segregation and Urban Sprawl, when the rich and poor moved more and more away from each other. As a result, the urban area kept increasing rapidly from 47 km² in 1999 to 72 km² in 2010, almost doubling in 10 years. The fast areal growth accompanied with a low population increase means a decrease of density for the city.

At the moment the urban area is sprawling at the urban- rural borders in a disperse way. Also the city is growing towards the seismic fault and covering more and more of the most fertile land in the region. This uncompact and therefore unsustainable development is continuing as a result of a lack of planning.⁴

(4) Inter-American Development Bank 2016, p58 - 62

fig.2.10: Demographic development Santiago de los Caballeros 1893 - 2014.

fig.2.11 (next page): Aerial growth Santiago de los Caballeros 1800 - 2014.



1800
1844
1968
1985
2004
2014

1562-1870 ... Years of the Village

In these years Santiago de los Caballeros went from a poor village to an agricultural town with regional importance and trade relations with Europe.

After an earthquake destroyed the first settlement in Jacagua in 1562, it was rebuilt on Santiago's current location at the riverside of the Yaque del Norte. In the late 16th century, Santiago was a village formed by 60 houses with thatched roofs. The Plaza de Armas (Parque Central, today Parque Duarte), which was surrounded by buildings for public use, was the center of the small town.

In the first half of the 17th century, Hispaniola lived through a period of crisis. After the demolition of most settlements on the northern coast many people migrated to Santiago. The city grew rapidly and became an important point of defense on the border to Saint-Domingue, the French part of the island. During these years Santiago was invaded several times.

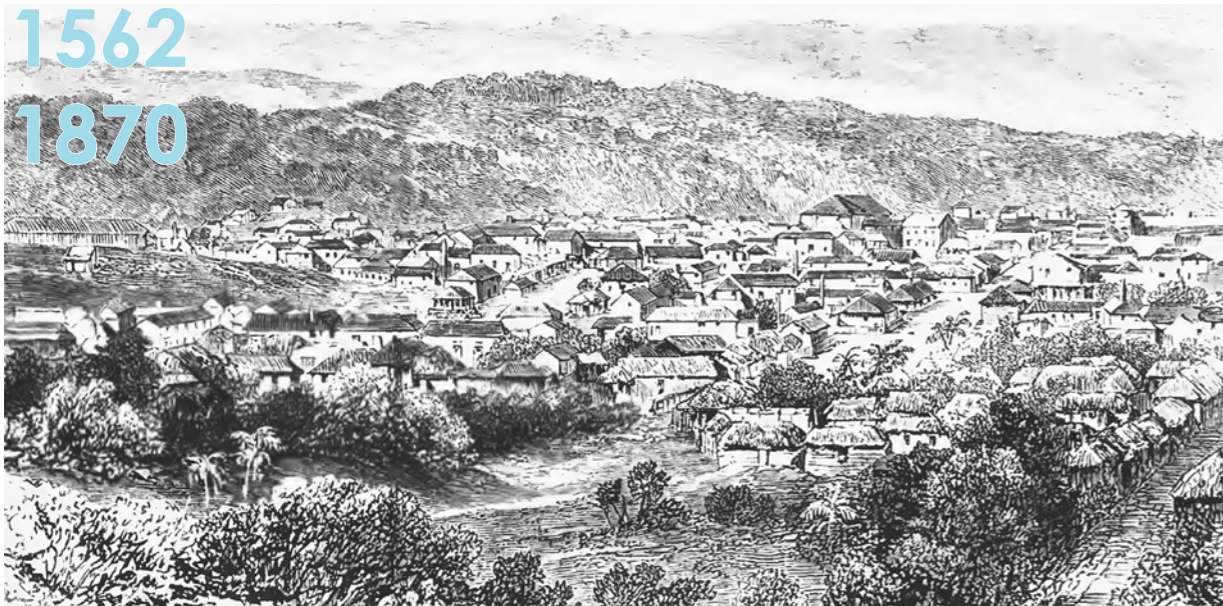
A black market developed around the city where goods were exchanged between the Spanish and French part of Hispaniola. At the end of 17th century, Santiago was still a poor agricultural town living from sugar production and cattle breeding. It was always an interest of the Spanish to prevent exchange between the settlements in the Caribbean in order to have better control over their colonies.

In the middle of the 18th century, the Spanish crown liberated the trade market in the "New World" in order to stimulate economics. The result was an economic boom in agricultural industries like tobacco, sugar and coffee. Santiago became an important trade center.

The first years of the 19th century were very successful years for the city. Thanks to the Haitian liberation in 1804 and the flourishing exportation of tobacco, the population in Cibao Valley became relatively wealthy. 1822-1844 were the years of Haitian occupation. In 1822 Santiago de los Caballeros was the most populated city on the island. Unfortunately, in 1842 the town got completely destroyed by an earthquake. After reconstruction it got burnt down completely in 1863.⁵

(5) Sánchez and Yunén,
p46 - 48

fig.2.12: The village of Santiago in 1873. The village of Santiago de los Caballeros in 1873. Illustration from the book "Santo Domingo, past and present, with a glance at Hayti" (1873) by Samuel Hazard.



1562
1870

1865
1930



fig.2.13: Opening of the train station of Santiago in 1897. Intersection Av. 27 de Febrero - C/ 30 de Marzo.

1865-1930 ... Years of Becoming a City

During these years Santiago de los Caballeros lived on economical growth and established as a city.

After 1870, the Dominican Republic, especially the Cibao region, was in political and economical stability due to its agricultural productivity and trade with Europe. Migration to cities was high and Santiago was growing fast, transforming its urban morphology and developing its technical and social infrastructure. International companies for agricultural production settled down and the city center was dominated by storehouses that were mostly for tobacco. A lot of construction, often in traditional republican style, was done. New urban infrastructure such as electricity generators, the first aqueduct, first motorized vehicles, new hospitals as well as cultural and free time clubs emerged during this time. The most significant innovation was the railroad connecting the villages and towns of Cibao region. Santiago's train station was situated on the northern border of the city (today intersection Avenida 27 de Febrero- 30 de Marzo). The train connected Santiago to the harbor of Puerto Plata from where goods were exported to Europe and the city started to grow along the railroad track. In this period of fast economical growth the

population of Santiago doubled from 5.000 (1874) to 15.000 inhabitants (1916).

It was not until the beginning of the 20th century that the city started to expand its area, as until then the only functions outside the defined border were the slaughterhouse and the prisons. La Joya was the first traditional neighborhood outside the traditional urban borders. With the construction of the bridge over the river Yaque del Norte in 1918, the urbanization of the other side of the river started with Bella Vista. Popular neighborhoods like Baracoa, Los Pepines and El Maco also have their origins from these times. The industrialization of tobacco production resulted in the growth of the working class and in 1920 the city of Santiago had more than 20.000 inhabitants. Lower class housing districts grew around the industries in the northeast, Gurabito, and southeast, Nibaje.

At this time the city Center was still Parque Central (former Plaza de Armas, today Parque Duarte) surrounded by important hotels and cafés as well as the famous Teatro Colón, the first cinema in town. It was also the place for important public events like carnival and concerts.⁶

1930-1961 ... Years of Non-Planning

The years of Rafael Trujillo's dictatorship, especially in the 1950s, were economically and politically difficult times for Santiago. The urban area started to expand rapidly in an unplanned and fragmented way.

The first 15 years of the dictatorship centralized politics focused on the capital "Ciudad Trujillo" (Santo Domingo), while leaving the rest of the country behind. The Great Depression in early 1930s also showed its effects on Santiago, where a lot of companies closed down. The railroad stopped working, the harbors on the northern coast were barely used and all investments and political decision making was focused on the capital.

It was in the 1950s when poor and very poor neighborhoods started to grow rapidly and informally into its surrounding rural areas. The growth was focused along the main roads, connecting Santiago to the villages in its Periphery. Some of the new barrios, like Yagüita del Pastor, resulted from governmental relocation programs that made space for representational architecture like El Monumento on the Cerro del Castillo. Until today, this monument remains the symbol of Santiago de los Caballeros and gave impulse to the urban growth towards the east. In the end of the 1950s the city had 85.000 inhabitants.⁷

(6) Sánchez and Yunén,
p48-52

(7) Sánchez and Yunén,
p52-55



fig.2.14 (next page): Monumento a los Héroes de la Restauración in the periphery of the city of Santiago in 1955.

1961
1990

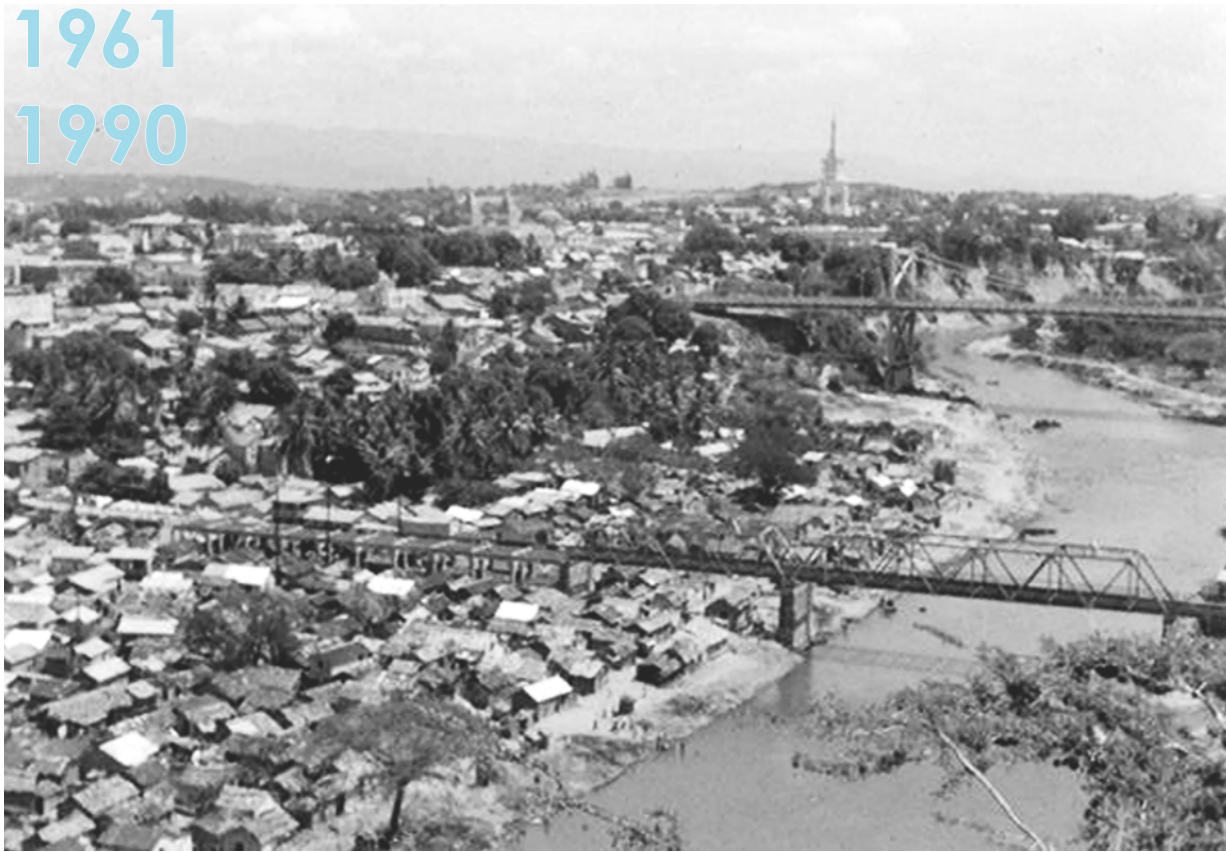


fig.2.15: City of Santiago in 1964 with the bridge "Hermanos Patiño"

1961-1990 ... Years of Fast Urban Growth and Decentralization

During these years real estate market began to control urban development. Santiago was rapidly growing but planning instruments for a sustainable growth were not available. Middle and upper class neighborhoods concentrated in the northeastern part while poor barrios developed in the northwest and south of the city.

After the fall of Rafael Trujillo's dictatorship, local productivity was uprising and the real estate sector flourished. Land ownership went back in the hands of traditional families. A lot of them started to sell plots of land for urbanization. Due to rural immigration, the city boomed in the 1960s and with the fast growth socio-economical fragmentation of Santiago started. Real estate investments were concentrated in the center, southern and eastern parts. The first modern upper-class urbanization was Los Jardines Metropolitanos. Decentralization and upgrading of northeastern parts of the city was driven forward when in 1967 the university Pontificia Universidad Católica de la Madre y Maestra (PUCMM) was transferred to its current location and most public services were transferred from the Centro Histórico to the new Palacio Municipal.

Meanwhile, other areas of the city were degenerating like traditional neighborhoods close to the center such as Pueblo Nuevo, Los Pepines and the areas on the other side of the river and the districts surrounding the Arroyo Nibaje. In the last decades, informal settlements of the very poor grew rapidly and often along the river and streams in flood zones. As a reaction to the construction of the highway Santiago- Montecristi and the opening of a free trade zone,

(8) Sánchez and Yunén, p55 - 61

the Zona Franca Industrial, neighborhoods in the north of Santiago started to grow rapidly, mostly with a poor population from rural areas that came to work in the city.

This Residential Segregation of the city is continuing till today and the problems in vulnerable sectors are becoming more and more serious due to the absence of public and private investments. A lot of these neighborhoods are lacking basic urban infrastructure.

Due to Decentralization processes, the city Center started to lose its functional significance during these years. Traditional families moved away to modern sectors in the northeast of the city, the productive sector migrated to free trade zones and important institutional functions were taken from the historic center when the town hall was translated to the Palacio Municipal.⁸

1990-2015 ... Years of Globalization, Residential Segregation and Urban Sprawl

The urbanized area of Santiago expanded from 13 km² in 1968 to 72 km² in 2014. Due to a lack of control, the city was growing mostly informally on the urban borders and started to sprawl into its Periphery. The expansion was concentrated towards north and east of the traditional city Center, in direction of the seismic fault and urbanizing the most fertile agricultural land of the region.

Today we can talk about a metropolitan area of Santiago de los Caballeros with a tendency of conurbation, since the city of Santiago is forming a continuous urban area with the municipalities of Villa González, Tamboril, San Francisco de Jacagua, La Canela, Puñal, Hato del Yaque and El Palmar. In 2010 the metropolitan area of Santiago had 852.361 inhabitants and occupied an area of 733 km².⁹

Globalization left its impact on Santiago as new forms of commerce and free-time activities appeared. The first shopping malls opened, huge cinemas appeared, international supermarket chains came to the city and one fast-food place after the other started its businesses in the wealthier parts of the city. These new functions bring other spatial requirements from the traditional ones such as larger spaces, parking garages and advanced technical equipment.

Today it is difficult to clearly define Santiago's limits as they are fragmented and dispersed. Rural-urban transitions are complex and they are creating highly problematic in-between settlements that are not connected to the city and are characterized by low density and a lack of infrastructure. They are neither urban nor rural. Especially the growth in the east towards the municipalities of Tamboril and Licey al Este saw the creation of problematic and fast growing settlements. Santiago is continuing to grow in this pattern; decreasing density, sprawling in its surrounding territories, creating problematic rural-urban in-between areas, while at the same time degrading inner-urban areas and creating vacancy.

A tendency is that the population growth of Santiago de los Caballeros will decrease in the next decades. It will go down from 0.8% in 2010 to 0.4% in 2050. The average household size will decrease as well from 3,05 persons/ household in 2010 to an estimation of 1,66 persons/ household in 2050. Consequently more and differentiated forms of housing will be demanded in the next years.

For a sustainable future, a city like Santiago must develop more compactly, control Urban Sprawl and focus on densification of inner-urban areas.⁹

(9) Inter-American Development Bank 2016, p52 - 55



1990
2015

fig.2.16: Diffuse urban-rural transition, urban sprawl, Villa Hermosa in 2015.

2.2.4 PATCHWORK CITY OF SANTIAGO.

Santiago is a segregated city on a divided island. In Santiago de los Caballeros in the mid 1990s, the wealthier 25% of population occupied 75% of housing space while three quarter of less-wealthy Santiagueros had to live on 25% of the space.

Residential Segregation in the city of Santiago began after the fall of the dictatorship in 1961 when real estate market boomed and investments were done in the east and northeast of the city, while the rest of the urban area became marginalized and informal settlements started to sprawl into the Periphery.

This pattern of the city is still valid today. If we compare it with the classical model of the Latin American City Structure by Ford Griffin (1980) we can see interesting parallels.

The traditional city Center lost its role as multi-layered centrality in the urban agglomeration and has mostly commercial function. There is no Central Business District in Santiago.

Around the city Center we have a Zone of Maturity, which is formed by the cities first traditional neighborhoods like Baracoa, Pueblo Nuevo, La Joya, Los Pepines y Nibaje. In these areas many original residents moved away to newer parts of the city.

In a concentric ring around the center we have Zones of In Situ Accretion as a transitional zone between the formal and the informal city. These are areas like Bella Vista, Espaillat, El Ensueño, La Zurza, Universidad, Pekín, La Arboleda and Bolívar.

The outer ring, determined by spatial fragmentation and Urban Sprawl, is the poor, informal part of the city, the Peripheral Squatter Settlement. This zone is constantly growing, has poor infrastructure and is badly connected to other parts of the city. The poorest neighborhoods are Cienfuegos, Monte Rico, Los Salados, Libertad, Bermúdez, La Otra Banda, Peralta, La Yagüita del Pastor, Los Jazmines, Los Ciruelitos, Tierra Alta, Buenos Aires, Gurabo Abajo, Los Álamos, Arroyo Hondo, Hato Mayor, La Herradura and La Barranquita.

We can observe a Spine with Elite Residential Sector in the northeast and north of Satiago with sectors dominated by upper and upper-middle-class residents like Villa Olga, El Despertar, Los Jardines, Las Colinas, La Trinitaria, Altos de Vireya, Reparto del Este and Los Cerros de Gurabo. In the last years, public and private investments were mostly directed to these parts of the city. Malls are located in this area and Avenida Juan Pablo Duarte and Avenida 27 de Febrero are connecting commercial axes. We can also see an industrial corridor connecting the center to the free trade zones, the Zona Francas.

Surrounding the Spine we have a Middle Class Residential Sector with zones like Reparto Consuelo, Hoya del Caimito, El Dorado, Poncezuela al Medio, Buena Vista, Jardines del Este, La Fardiquer, Mejoramiento Social and Gregorio Luperón.

A neighborhood where a form of Gentrification can be observed is Los Jardines Metropolitanos. In this are land use is changing from residential to commercial and institutional functions. Residents move away and more and more shops, restaurants and offices are settling in the area. ⁶

(6) Sánchez and Yunén, p156

Each sector has its infrastructure corresponding to the socio-economic status of their residents. For Santiagueros, these are two different worlds within one city that barely interact with each other. Upper-middle class Santiagueros practically never cross the river Ya-

que del Norte, neither will they go to western parts of the city. All of their infrastructure can be found in the Spine. They have their offices, universities, shopping malls, international supermarkets, fitness centers, restaurants and cultural institutions in that area.

Meanwhile, a Santiaguero of lower economic status has no access to any of these infrastructures. In poorer neighborhoods of the city other forms of infrastructure can be found like "Colmados", "Bancas", beauty salons, small shops, "Gomerias" and car repair shops. Another important social group in Santiago are Haitians and people of Haitian descent. There are no particularly defined Haitian neighborhoods in the city, like Pequeño Haiti in Santo Domingo. Instead, many Haitians live in Zone of Peripheral Squatter Settlements, usually mixed with Dominicans of the same social status. The weekly event, where Haitians and Dominicans mix up is the Thursday's market in Pueblo Nuevo. This market used to be a regional farmer's market in a specific street of the neighborhood, however in the last years many Haitian merchants started to sell a wide range of products (mostly second hand clothes brought from Haiti) and the market spread over the entire neighborhood. Today the market is known as Mercado Haitiano.

We can describe the city of Santiago as a patchwork, being made of different parts of fabric, each one independent and together forming an areal agglomeration. However, the patches are not overlapping, not intersecting, and not producing anything more than a juxtaposition of fabric.

In Santiago public life is in crisis. In an evermore-segregated city, people tend to withdraw to the private or the semi-public. The latter is not entirely public in the sense that their access is in some way restricted. Barriers might be physical (gated communities), economical (restaurants, shopping malls, cinemas), social (tourism resorts, neighborhoods considered dangerous for outsiders) or cultural. Cityness is lacking. There is no Common Ground between them.

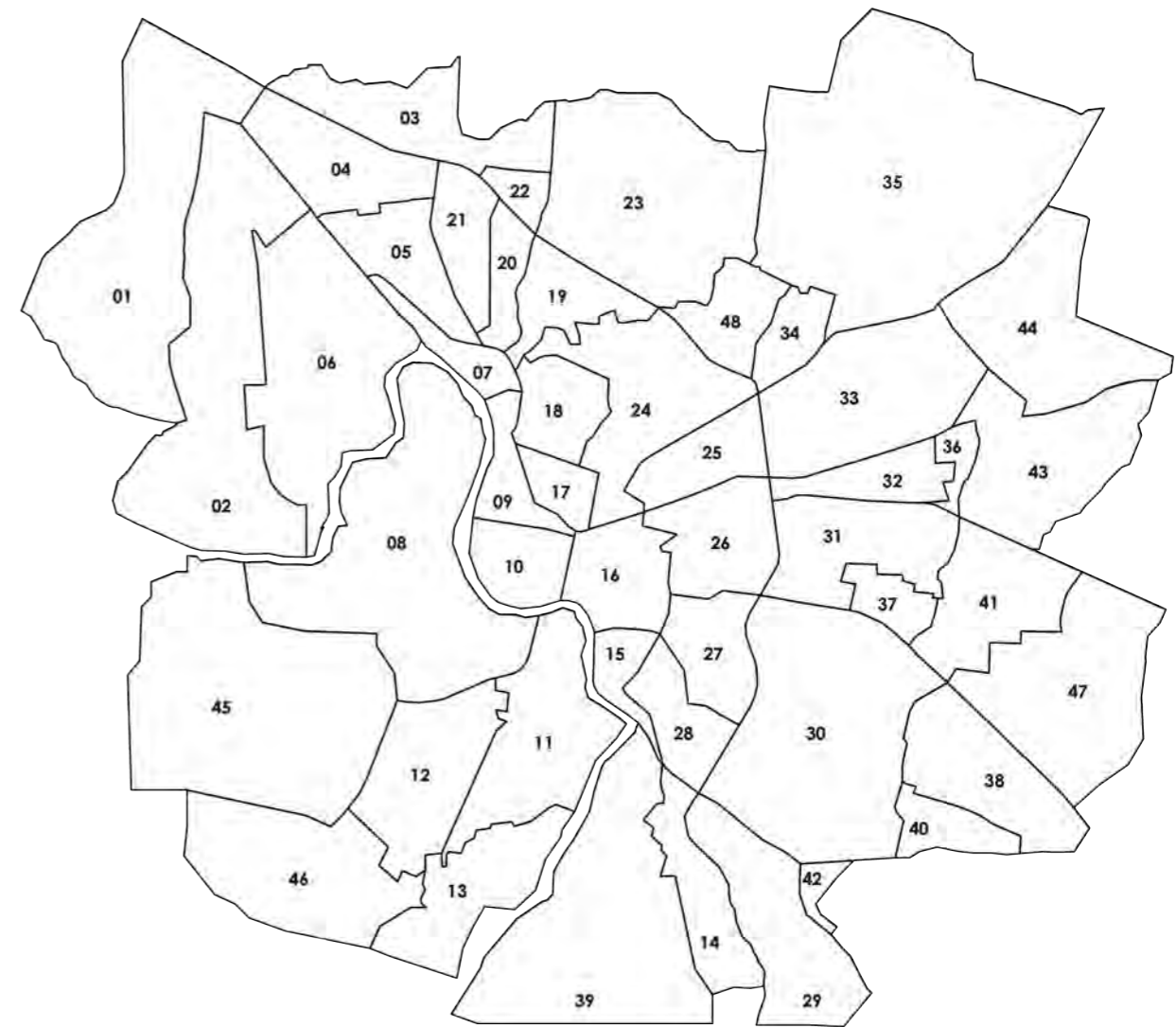
"When we look at a lot of the urban aggregates that we are dealing with today, these vast expanses of urban built space seem to produce a formula whereby the whole is not more than the sum of its parts."

Sassen 2005, p1



fig.2.17: Diffuse urban-rural transition, urban sprawl, Villa Hermosa in 2015.

CATALOG CS: TWO
SANTIAGOS

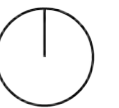


The 48 neighborhoods of Santiago according to the Oficina Nacional de Estadística (ONE).

- 01- Cienfuegos
- 02- Monte Rico
- 03- Los Salados
- 04- Libertad
- 05- Altos de Vireya
- 06- Espailat
- 07- Bermúdez
- 08- La Otra Banda
- 09- Baracoa
- 10- La Joya
- 11- Bella Vista
- 12- Peralta
- 13- La Yagüita de Pastor
- 14- Los Jazmines
- 15- Nibaje
- 16- Los Pepines
- 17- Pueblo Nuevo
- 18- Bolívar
- 19- Los Ciruelitos
- 20- Tierra Alta
- 21- Las Colinas
- 22- Buenos Aires
- 23- Gregorio Luperón

- 24- Mejoramiento Social
- 25- Los Jardines Metropolitanos
- 26- La Trinitaria
- 27- La Zurza
- 28- El Ensueño
- 29- Pekín
- 30- Universidad
- 31- Villa Olga
- 32- Reparto del Este
- 33- Los Cerros de Gurabo
- 34- Reparto Consuelo
- 35- Gurabo Abajo
- 36- Hoya del Caimito
- 37- El Despertar
- 38- Los Álamos
- 39- Arroyo Hondo
- 40- Hato Mayor
- 41- Jardines del Este
- 42- La Arboleda
- 43- El Dorado
- 44- Ponzuela al Medio
- 45- La Herradura
- 46- La Barranquita
- 47- La Fardiguera
- 48- Buena Vista

1 km



01 neighborhood

CS2 DENSITY



- < 4.000
- 4.000 - 8.000
- 8.000 - 12.000
- 12.000 - 16.000
- > 16.000

1 km



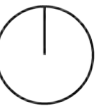
This mapping shows the number of inhabitants per km² per neighborhood according to ONE. The highest density can be observed in the oldest parts of Santiago, like La Joya, Los Pepines, Pueblo Nuevo and Nibaje. Also along the former railroad and route to Puerto Plata around the free trade zones we find higher density of population like in Bolivar, Los Ciruelitos, Bermúdez, Libertad and Cienfuegos. Areas of lower density are in areas of Elite Residential Sector (larger properties) and in the Peripheral Squatter Settlement (Urban Sprawl).

CS3 BASIC INFRASTRUCTURE



- electricity
- electricity, sewer
- potable water, electricity
- potable water, electricity, asphalt
- potable water, electricity, sewer
- potable water, electricity, asphalt, sewer

1 km



This mapping shows the access to basic infrastructure per neighborhood according to the Plan de Ordenamiento Territorial of Santiago (POT). The upper and middle class neighborhoods of the Spine and the Zone of Maturity have access to potable water, electricity, paved streets and sewage system. Informal areas have a lack of basic infrastructure. The Zone of Peripheral Squatter Settlement has very limited access to infrastructure, often lacking sewage system, potable water and paved streets. Although some of these areas (Cienfuegos and Pekín) have the highest density of population.

CS4 POOR HOUSEHOLDS



- 1 - 5%
- ▤ 6 - 10%
- ▥ 11 - 15%
- ▦ 16 - 20%
- ▧ 21 - 25%
- ▨ 26 - 35%

1 km



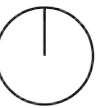
This mapping shows the percentage of poor households per neighborhood according to Plan Estratégico de Santiago (PES). In this document, poor households are defined as those who don't have enough income to afford necessary commodities to satisfy the basic needs for alimentation and other services. The highest concentration of poor households can be found in the zones of Peripheral Squatter Settlement (26-35%). In the Spine and the Elite Residential Sector we have a low concentration of poor households, with 1-5%.

CS5 CONSTRUCTION QUALITY



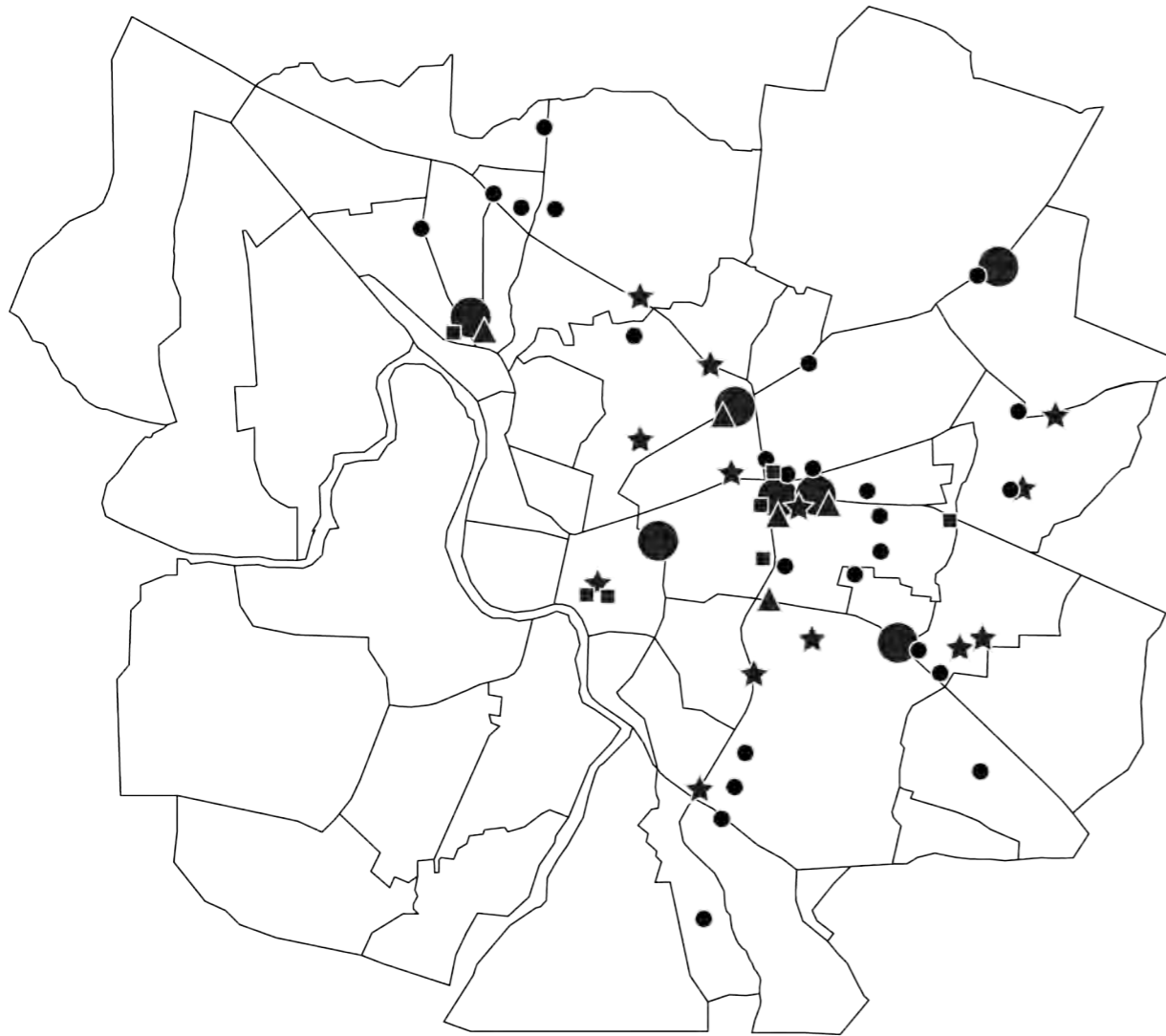
- ▩ flat roof
- flat roof - tile
- flat roof - board
- ▤ board - tile
- ▥ zinc membrane
- ▦ waste material

1 km



This mapping shows the main construction material of roofs per area according to the Inter-American Development Bank (IDB). Satellite images of Santiago were analyzed and the main construction material of roofs identified per area. In the Spine most buildings have flat roofs made from tile. In Peripheral Squatter Settlement and Zones of In Situ Accretion most constructions have roofs made from zinc membrane or even recycled waste material. These materials are very vulnerable to hurricanes and strong rainfalls.

CS6 INFRASTRUCTURE OF THE RICH



- shopping mall
- supermarket
- ▲ cinema
- ★ fitness center
- international fast food chain

1 km



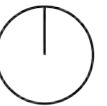
This mapping shows the Santiago of the Rich by mapping infrastructure of “privatized public spaces” like shopping malls, cinemas, supermarkets, fitness centers and fast food chains. The Spine as well as the corridor to the industrial parks is clearly visible in this mapping due to the concentration of privatized infrastructure in these areas.

CS7 INFRASTRUCTURE OF THE POOR



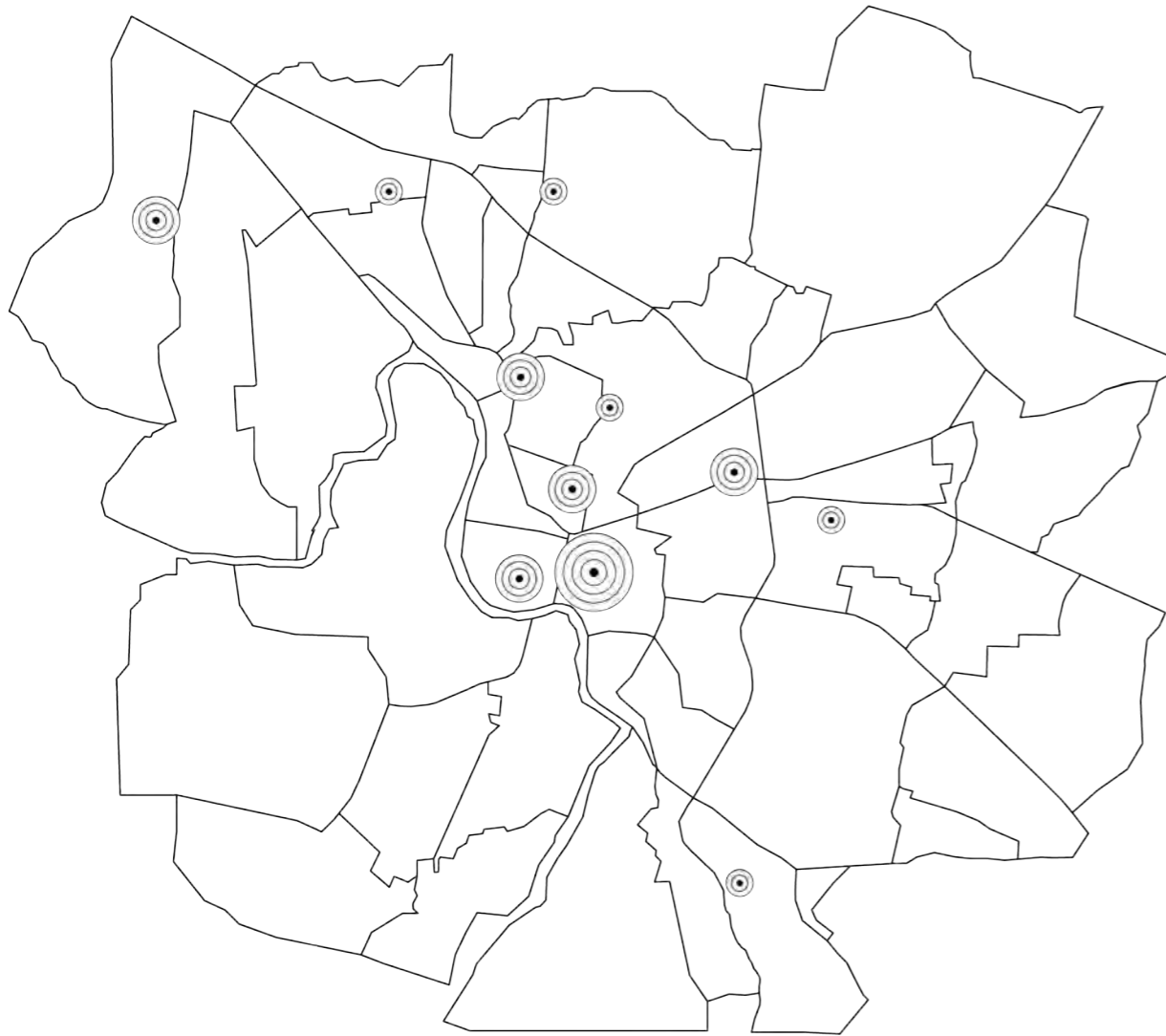
- < 4
- 4 - 6
- 6 - 8
- 8 - 10
- 10 - 12
- > 12

1 km



This mapping shows the density of “Colmados” per 1.000 inhabitants per neighborhood according to the data of ONE. “Colmados” are traditional Dominican corner stores that are usually also neighborhood gathering points since they sell alcohol and play music. In the mapping we can see clearly that these local shops are concentrated in neighborhoods with lower economic income, in Peripheral Squatter Settlements and Zone of In Situ Accretion. In these areas, where other infrastructures like supermarkets, restaurants, cultural institutions and bars are lacking, “Colmados” unite the functions of shopping, nightlife and social exchange in one local corner store.

CS8 CENTRALITIES



 primary centrality

 secondary centrality

 tertiary centrality

1 km



The mapping shows the spaces of highest concentration of commercial and institutional services in the polycentric city of Santiago de los Caballeros. It is difficult to identify explicit centralities and sub-centralities since important urban activities are distributed diffusively over the urban fabric against the concept of a compact city.


The historic city Center is Santiago's primary centrality until today, since it is the only one of inter-urban and regional importance.


Sub-centralities are mostly of linear character, since they developed along the main traffic routes. They differentiate by social group and function, there is no random movement and exchange between them. There are productive centers, educational centers, commercial centers and free-time centers.


CS9 DAILY SPACES




This mapping shows the result of a survey asking 100 people about their most visited spaces in the Santiago. Again, these are not historical or cultural monuments, but spaces of everyday life. It is eye-catching that these are mostly commercial functions in the Centro Histórico de Santiago and shopping malls in the north-eastern part of the city. Well-visited public spaces are Parque Duarte and El Monumento for recreational activities. Other important points of everyday life are universities and the market El Hospedaje.

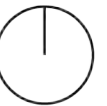
 20 answers

 10 answers

 5 answers

 1 answer

1 km



2.3 UNDERSTANDING...

LOST COMMON

GROUND:

CITY CENTER OF

SANTIAGO

FS3 FACT SHEET: CITY CENTER OF SANTIAGO



FS3 FACT SHEET: CITY CENTER OF SANTIAGO

CENTRO HISTÓRICO

perimeter decree **172-91**
size **47 ha**
72 blocks
inhabitants **9.500**
density **200 / ha**

METROPOLITAN

commercial **54%** (817 lots)
housing **19%** (287 lots)
parking **6%** (90 lots)
institutional **2%** (30 lots)
vacant **2%** (30 lots)

IMPORTANT POINTS

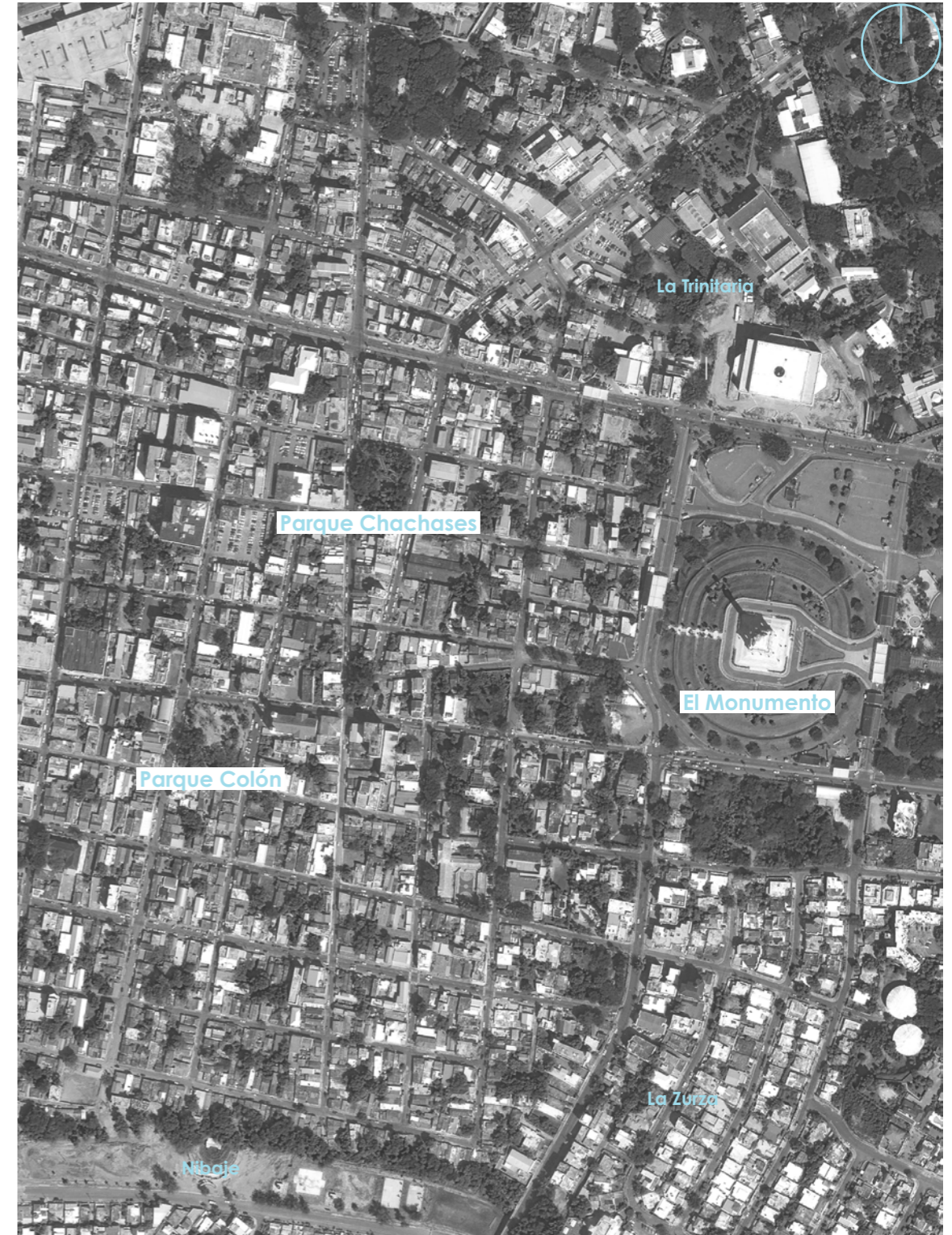
- 1 - Parque Duarte
- 2 - Cathedral Santiago Apóstol
- 3 - Palacio Consistorial
- 4 - Centro de Recreo
- 5 - Mercado Modelo
- 6 - Parque Valerio
- 7 - Junta Electoral
- 8 - Bridge Hermanos Patiño
- 9 - Calle del Sol
- 10 - Fortress San Luis
- 11 - Parque Duarte
- 12 - Church Altigracia
- 13 - Parque de los Chachases
- 14 - Monumento a los Héroes de la Restauración

visitors
100.000 / day
maximum walking
distance **18 min**

CITY CENTER OF SANTIAGO



fig.2.18: Aerial image City Center of Santiago.



2.3.2 URBAN CONTEXT: CENTER AND THE CITY.

A Center has magnetic functions to its surroundings. Due to its high density of activities, a functioning urban Center is a space where a large number of productive intersections are happening in the sense of Cityness. Due to ongoing urban trends of Decentralization, Urban Sprawl, Residential Segregation and privatization the Centro Histórico de Santiago finds itself in a state of deterioration and abandonment today.

Fernando Carrión's model of the degradation process of historic city Centers in Latin America can also be applied to the Center of Santiago.

During the first phase until the early 20th century, the matrix area, today's Centro Histórico de Santiago, made up the entire city. The centrality of this original town was the Plaza de Armas (Parque Central, today Parque Duarte) surrounded by most important public buildings. By then, the city of Santiago consisted of two parts, the Pueblo Arriba and the Pueblo Abajo.

In the second phase, the city started to expand and the matrix area became the city Center. It was in the beginning of 20th century when the urban area of Santiago started to grow towards east and north. The first residential neighborhoods like La Joya, Baracoa, Los Pepines and Pueblo Nuevo were founded. At this time Santiago had one Center (today's Centro Histórico) and clearly defined urban borders.

In the third phase primary urban functions were moved away from the matrix area to new parts of the city. At this point historic city Center was born. Until the beginning of the 1960s the historic city Center was Santiago's only centrality. Between 1961 and 1985, the city was growing fast and its population had more than tripled.. Decentralization of important functions to new parts of the city started: public services to the Palacio Municipal, production to free trade zones, commerce to shopping malls and work places and free-time activities to modern urbanizations. In the 1990s a massive migration of residents to new parts of the city could be observed and vacant buildings in the Center quadruplicated, all leading to an abandonment and decrease of activities in the historic Center. Los Jardines Metropolitanos was the first new sub-centrality. Since then, specialized sub-centers formed mostly along main traffic routes. In Santiago there is no defined second competing centrality like the Central Business District in other Latin American Cities.

In the fourth stage, historic city Centers got embedded in a global urban network. Effects of globalization can be observed in Santiago since the 1990s. The Centro Histórico transformed from a place to stay to a space of pass-by culture. The historic Center, because of its physical structure, is struggling with changing demands of commerce, housing and transit. Other districts developed their own supply centers with shopping malls and huge supermarkets. Urban Sprawl, growing distances and poor public transport make access to the city center difficult for many citizens.

In the last decades the Centro Histórico de Santiago was affected by Slumification. As described before, traditional residents moved away to new parts of the city and citizens of lower economic status came to the area but most houses were left behind vacant. Also

economical structures of the center changed, traditional shops closed (with their owners moving away in competition with big shopping malls) and were replaced by low-quality, discount commercial activities. Also the informal sector was growing. Recreational and free-time activities disappeared almost completely in the Centro Histórico de Santiago.

Today Santiago de los Caballeros is a polycentric city. It is difficult to identify explicit centralities and sub-centralities since important urban activities are distributed diffusively over the urban fabric against the concept of a compact city.

The historic city Center is Santiago's primary centrality until today, since it is the only one of inter-urban and regional importance. It is the area of the city with the highest concentration of public functions, services and commercial activities. Functions in the Centro Histórico that act as a magnet to its Periphery are discount merchants, public institutions and health care services. Furthermore the historic Center is an important traffic junction. Most routes of "Conchos" cross paths and various urban and inter-urban bus stops can be found in the area.

Sub-centralities are mostly of linear character, since they developed along the main traffic routes. They differentiate by social group and function, there is no random movement and exchange between them. There are productive centers ("Zonas Francas"), educational centers (universities), commercial centers (malls for the rich, markets for the poor) and free-time centers (cultural and sports facilities for the rich, "Colmados", "Bancas" and beauty salons for the poor). In general poor, informal neighborhoods in the Zone of Peripheral Squatter Settlement (Griffin Ford 1980) have a deficit of activities and public spaces. Sub-centralities in Santiago are Los Jardines Metropolitanos, Villa Olga, the university Pontificia Universidad Católica de la Madre y Maestra, Avenida Estrella Sadhala and the "Zonas Francas".^{1,2}

The trend of "Back to the City" cannot be observed yet in Santiago de los Caballeros.

(1) Carrión 2003, (2) Sánchez and Yunén



fig.2.19: Timeline of the development of the City Center of Santiago.

2.3.3 GOVERNANCE OF CULTURAL HERITAGE IN DOMINICAN REPUBLIC.

In this globalized context it is essential for the survival of historic areas to design rehabilitation policies. (Carrión 2003)

The Centro Histórico de Santiago is defined in the decree 172-91 as the area between Calle Salvador Cucurullo (north), Calle Cuba and Calle General Luperón (east), Calle Vicente Estrella, Avenida Mirador del Yaque and Calle Boy Scouts (south) and Calle General López (west). This area coincides with the matrix area, the cities expansion until 1892. Within these limits is the highest concentration of buildings of patrimonial value in Santiago.

The discussion about Cultural Heritage has a young tradition in Dominican Republic. It was kicked off in the 1960s under the presidency of Joaquín Balaguer, who was a romantic passionate about the topic of patrimonial heritage. As the author of the book "Guía emocional de la Ciudad Romántica" he is celebrating the monumental architecture of Santo Domingo. During his presidency the Oficina de Patrimonio Cultural was founded as part of the Ministry of Culture in 1967. This new public entity focused on rescue plans for national monuments. However these plans were lacking an integral view on historic areas and strategies on how to preserve them as vivid parts of the city, as it was defined in the Carta de Quito (1977).

The first urban area that became protected for being Cultural Heritage in the Dominican Republic was the historic Center of Santo Domingo, the Zona Colonial in the year 1969. In 1990, the old city of Santo Domingo was awarded the title of UNESCO Site of World Heritage. Further Dominican cities with declared historic centers are Puerto Plata (1973), Santiago de los Caballeros (1987), Montecristi (1987), San Pedro de Macoris (1992) y La Vega (1992). These defined historic areas have in common that every physical intervention within their borders has to be approved by the Oficina de Patrimonio Cultural.

In 1979 the local division for historic monuments, Oficina Regional de Patrimonio Cultural, was founded in Santiago de los Caballeros. Since then, this entity has to approve to every project of construction, modification and demolition that happens within the borders of the defined Centro Histórico de Santiago.

In 1987 the project Plaza de la Cultura Santiago Apostol was initialized by the bishop Monseñor Raque Adames Rodríguez. The concept was to transform the area around Parque Duarte into a cultural, educational and recreational center. Buildings with patrimonial value in the area (Catedral Santiago Apostol, Centro de Recreo, Palacio Consistorial and others) should be renovated and given public uses like museums and educational functions. Also the family Leon Jimenes was planning to include their project of a museum of Caribbean culture (today's Centro Leon) in the Plaza de la Cultura. Regrettably the project could never be realized due to political disagreements. The only parts executed were the renovation of the cathedral and the formation and construction of the Instituto de Cultura y Arte (ICA).³

Since the 1990s the governance structure of the Centro Histórico de Santiago is a confusing disorder, which is restraining development. Public institutions with major influence in the area are the Oficina Regional de Patrimonio Cultural, which is organized on national level (Ministry of Culture) and the Oficina Municipal de Planeamiento Urbano del Ayuntamiento del Municipio de Santiago on municipal level. Every physical intervention within the defined borders of the

(3) Gautier 2016

historic Center has to be approved first by both entities. Problems in communication and rivalries between institutions led to difficulties in the execution of projects and to degeneration of the area. (Estudio Margen Normativo)

To bring order into the chaos, the attempt was made by the Municipality of Santiago to introduce a coordinating figure for the historic center. This council, the Consejo para el Desarrollo del Centro Histórico de Santiago (CCHS), was introduced in 2006 with the resolution 2760-06. The introduction of a governance unit specifically for a historic Center was nothing completely new in Dominican Republic. In Santo Domingo the Comisión Rectora de la Ciudad Colonial was introduced in 1982, but disappeared a few years after.

In Santiago, the CCHS consists of ten members from public, private and academic sector.

- President: Metropolitan Archbishop of Santiago
- Vice President: Mayor of the Municipality of Santiago
- Secretary: President of the "Consejo para el Desarrollo Estratégico de Santiago" (CDES)
- Member: Provincial Governor
- Member: President of the "Consejo de Regidores del Ayuntamiento del Municipio de Santiago"
- Member: President of the patronage of the Cathedral Santiago Apóstol
- Member: Director of the "Centro de Estudios Urbanos y Regionales" (CEUR), Pontificia Universidad Católica Madre y Maestra (PUCMM)
- Member: Regional Director of the "Oficina Regional de Patrimonio Cultural" (ORPC)
- Member: President of the "Camera de Comercio y Producción de Santiago" (CCPS)
- Member: Director of the "Asociación para el Desarrollo" (APEDI)

In the structure of the council citizens institutions and local residents are not represented. The council has an executive board and an executive direction, which get elected as well as technical boards for certain work topics. The main objective of the council is to develop an integral strategic development plan for the historic Center as well as to help in the renovation of physical structures, establish and execute a public security plan, support initiatives and events that bring public life, help the private sector in projects that increase economic flows, attract tourism and formulate new regulatory frameworks for the preservation of patrimonial values. The council has only advisory role and no decision-making competencies.⁴

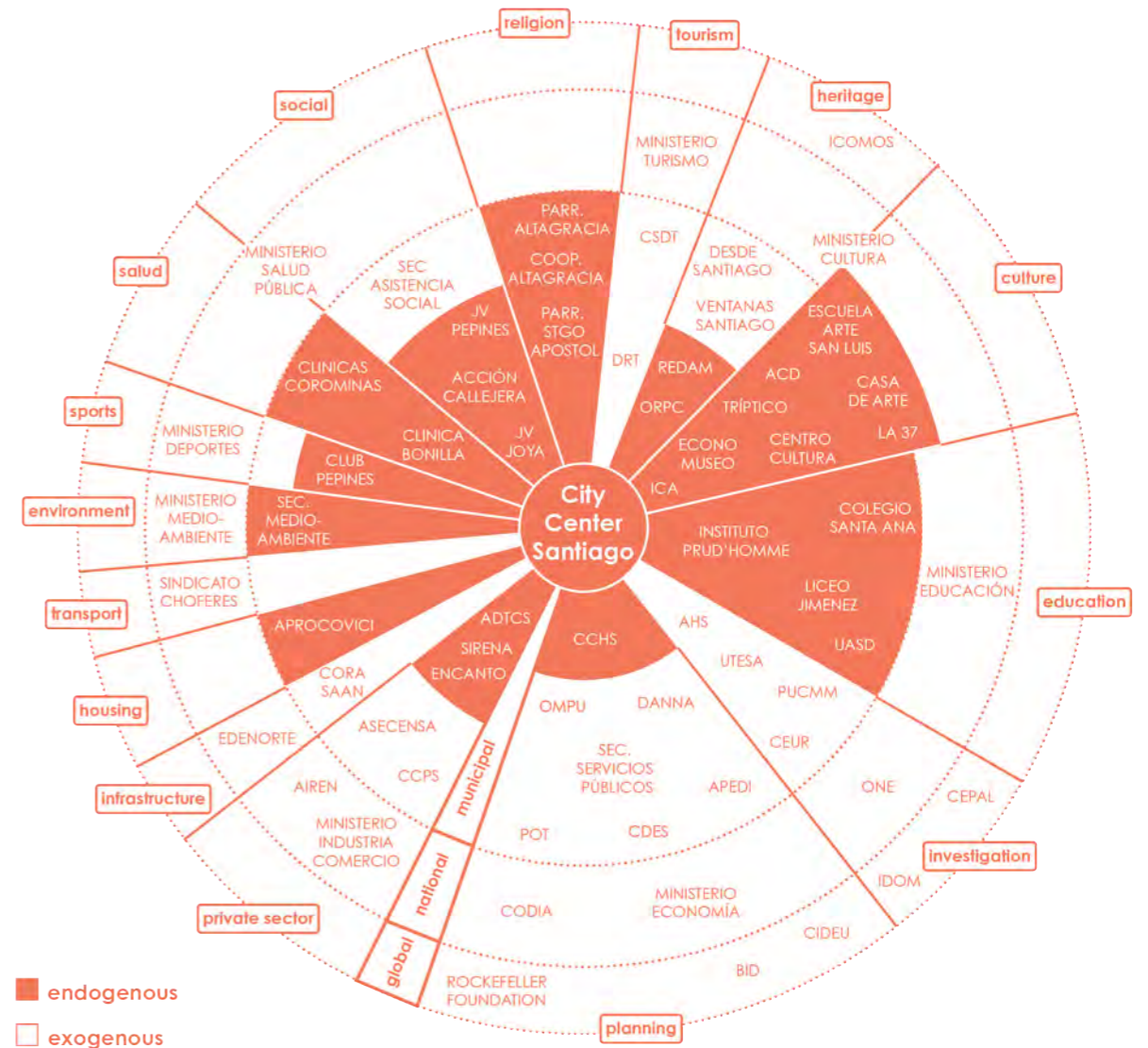
In 2007 the CCHS organized the renovation and painting of 1700 buildings, some investments on the renovation of sidewalks and illumination in some streets were done. In 2009 an investigation on the current state of the Centro Histórico de Santiago was commissioned, but the studies did not get published. Since then it has been silent around the work of the Consejo para el Desarrollo del Centro Histórico de Santiago.

Since a historic city center is the main public space in the city that concerns everyone, it is a highly controversial space. Questions like "Who owns the historic center? Who can make decisions in the terrain of the historic center? Who reconstructs and maintains patrimonial heritage?" have to be asked for every intervention in this area.

(4) Resolución 2760-2006

The stakeholder map shows the actors of the Centro Histórico de Santiago according to their level of political involvement (local, national, international) and the dimension they are interacting in (planning, education, heritage, tourism, etc.). On the one hand, there are endogenous stakeholders, those who participate actively in the creation of the space. On the other hand there are exogenous actors who influence from outside. ⁵

(5) Carrion 2003, p141 - 144
fig.2.20 (next page): Stakeholder Diagram of the City Center of Santiago.



CCHS ... Consejo del Centro Histórico de Santiago
 OMPU ... Oficina de Planeamiento Urbano
 POT ... Oficina Municipal de Ordenamiento Territorial
 Dirección de Obras Públicas Municipales
 CDES ... Consejo para el Desarrollo Estratégico de Santiago
 APEDI ... Asociación para el Desarrollo
 CODIA ... Colegio Dominicano de Ingenieros, Arquitectos, Agrimensores
 BID ... Banco Interamericano de Desarrollo
 CIDEU ... Centro Iberoamericano de Desarrollo Estratégico Urbano
 ASECENSA ... Asociación de Empresas del Centro de Santiago
 ADTCS ... Asociación de Dueños de Tiendas de la Calle El Sol
 AIREN ... Asociación de Industrias de la Región Norte
 CCPS ... Camera de Comercio y Producción de Santiago
 EDENORTE ... Empresa Distribuidora de Electricidad del Norte
 CORASAAN ... Corporación del Acueducto y Alcantarillado de Santiago
 APROCOVICI ... Asociación de Promotores de Viviendas del Cibao

DRT ... Director Regional de Turismo
 CSDT ... Clúster Santiago Destino Turístico
 ORPC ... Oficina Regional de Patrimonio Cultural
 REDAM ... Red de Amigos del Centro Histórico
 ICOMOS ... International Council on Monuments and Sites
 ICA ... Instituto de Cultura y Arte
 ACD ... Agenda de la Cultura para el Desarrollo
 UASD ... Universidad Autónoma de Santo Domingo
 PUCMM ... Pontificia Universidad Católica Madre y Maestra
 CEUR ... Centro Estudios Urbanos y Regionales
 UTESA ... Universidad Tecnológica de Santiago
 AHS ... Archivo Histórico Santiago
 ONE ... Oficina Nacional de Estadística
 CEPAL ... Comisión Económica para América Latina y el Caribe
 IDOM ... Compañía Independiente de Servicios Profesionales Integrados

2.3.4 CITY CENTER OF SANTIAGO: CRISIS OF CITYNESS AND COMMON GROUND.

Due to the in Chapter 2.3.2 described process of degradation, the Centro Histórico de Santiago lost its role of Common Ground in an evermore-segregated city.

On a walk in the city Center the described crisis becomes obvious. The visual image on eye-level is unattractive and confusing. Collapsing patrimonial buildings, chaos of signboards and cables, deteriorated streets, garbage lounging around and street vendors blocking the pavement. A tremendously loud soundscape of cars honking, barkers screaming, music blaring from the shops and advertisement trucks passing by underlines this visual impression. Walking along the streets, one gets accompanied by a symphony of smells, from garbage, poorly functioning sewage system, street kitchens and outdated vehicles. Narrow sidewalks are so crowded that it is difficult to pass-by each other. Spatial shortage, sound, smell and visual annoyance comes along with the tremendous Caribbean heat on most days of the year or heavy rainfalls in wet season.

With all the things happening simultaneously, one can easily walk by the most beautiful historical buildings and parks of the city without noticing. They disappear in the disorder of uncomfortable surroundings. Being a flaneur becomes a challenging task in this chaos.

Orientation is difficult in the city Center of Santiago. There are no landmarks or signage and most streets look similar. Finding a quiet, shady space to take a rest from the chaos becomes an almost impossible mission.

As soon as it gets dark, it is time to run out of the Center. At 7.00, when shops close their doors, streets and public spaces empty immediately and a feeling of insecurity comes up.

The historic city Center of Santiago can be described as a vivid but uncomfortable place during the day. It is a space for passers-by, a nomadic space. In the year 2006, the statistics show that 9.500 permanent residents and 393.727 visitors cross this space weekly. Flows of visitors are mostly connected to commercial and service activities and therefore have a very limited timetable.

In the following, emerging topics of the Status Quo of the city Center are analyzed and categorized. In general there is a lack of updated information about the Centro Histórico de Santiago. Most data was compiled in the participatory workshops of the project "Volver al Centro" in 2014/15. In the paper "Estudio Socioeconómico del Centro Histórico de Santiago" (CDES 2006), 234 people were interviewed. A similar study was done ten years earlier, in 1996 by the Centro de Estudios Urbanos y Regionales (CEUR). If we compare the data of these studies, we can observe some trends. ^{1,2}

Urban Context

Chapter 2.3.2 discussed external influences, like Decentralization, Residential Segregation, Urban Sprawl, Globalization and Privatization, which made the traditional City Center lose its role as a main public space in the urban network. These forces are drivers of the crisis of Common Ground and Cityness.

- Decentralization.
- Residential Segregation.
- Urban Sprawl.
- Globalization.

- Privatization.
- Slumification.
- Disappearing of public life.
- Former main public space of the city.
- Potential of Common Ground.

Hardware Level

(1) Built Structure

In general, the city center is organized in a regular grid with few irregularities (Calle Beller and Calle Maximo Gómez). Blocks have a length between 70-90 m and height of constructions is low, between 1-3 stories with few exceptions (like Asociación Cibao and Clínica Corominas). In the last decades the physical structure of the city Center was adapted to new requirements of land use (like hyperstores and hospitals). Traditional residential houses made of wood were torn down and replaced with new constructions and traditional courtyards in the center of blocks were overbuilt. Today we can observe a very heterogeneous physical structure of a variety of styles, scales, heights and materials.

- Heterogeneous building structure.
- Poor conditions for living (infrastructure, noise, building quality).
- Traditional building structures not flexible (small scale).
- Structural changes to adapt for new needs.
- Vertical mix of functions not possible.
- High (horizontal) density.



(1) CDES 2006, (2) CEUR 1996

fig.2.21: Heterogeneous building structure. Clínica Corominas, C/ Restauración.

(2) Public Spaces and Streets

In general the city Center of Santiago has a high density of built structure and open public spaces are very limited. Due to a lack of maintenance, insecurity and pollution, comfort in existing public spaces is low. Only the historical parks (Parque Duarte, Parque Colón and Parque de los Chachases) are well-preserved exceptions. Noise disturbance is measured to be more than 85dB in some spaces of the center.

Narrow streets originate from a time before motorized transport and today they are completely overloaded with cars and pedestrians. Therefore they are in bad physical condition and walkability is poor.

- Poor physical condition of streets.
- Narrow streets and sidewalks (not made for motorized transport).
- Lack of hierarchy of streets in design (main traffic routes, living streets, pedestrian, shopping streets).
- Poor walkability.
- Deficit of public spaces.
- Historical parks.
- Poor physical condition of public spaces.
- Lack of places to stay.
- Visual pollution and poor urban image (signs, cables, garbage).
- Noise pollution.

fig.2.22: Poor walkability, C/ San Luis.



(3) Infrastructure and Equipment

Due to a lack of investments in the Centro Histórico de Santiago, there is a general deficit of public infrastructure and equipment for diverse activities and different social groups.

- Lack of diversity in equipment (lack of equipment for recreation, sports, play, culture)
- Lack of shadow and rain protection.
- Chaos of electric cables.
- Lack of orientation (signs).
- Lack of basic urban furniture (lightening, garbage cans, benches etc.).



fig.2.23: Lack of basic urban furniture, bench in C/ Benito Monción.

Software Level

(1) Land Use

The matrix area of Santiago de los Caballeros transformed from a mixed-use area to a mono-functional zone, most ground floors are used for commercial activities and services. Traditional residents moved to newer parts of the city. Besides high vacancy, these tendencies resulted in new forms of use, like hyperstores and "Importadoras" (superstores selling cheap imported products of low quality). At the moment one of the most lucrative land uses in the Centro Histórico de Santiago are parking lots.

- Many parking lots.
- Monofunctional use (commercial and services).
- Low living population.
- Disappearance of traditional mixed use (production, gastronomy, recreation, living).
- New forms of use (hyperstores, "Importadoras").
- High vacancy.



fig.2.24: Vacant lot, C/ R. Tolentino.



fig.2.25: Deteriorated building, Los Pepines.

fig.2.26: Traffic congestion and chaos, truck in C/ 30 de Marzo.



(2) Mobility

Since the city center is the point in Santiago de los Caballeros where most important traffic routes intersect, congestion of narrow streets is a major problem. They have maximum two lanes for motorized vehicles, a parking lane and minimal sidewalks. Cars are dominating streets in the city center; leftover space for pedestrians is short. A hierarchy of streets and distinction of their use is lacking.

In the Centro Histórico we can find a large number of informal bus stops, mostly in peripheral areas, close to the main avenues. Most routes of "Conchos" are running through the area and have no designated places to stops, which result in more traffic congestion. With maximum 25 minutes walking distances, the City Center is very compact but walkability is poor.

- Well connected with public and private transport.
- Intersection of main transport routes (interurban, regional).
- Poor walkability.
- Compact and short distances.
- Traffic congestion and chaos.
- Absence of coordinated public transport system.
- Poor connection to surrounding areas (waterfront of the river Yaque del Norte, El Monument, Parque Nibaje).
- Lack of alternative transport modes (bicycle, electric cars).
- Lack of hierarchy of streets in quality and use (main traffic routes, living streets, pedestrian, shopping streets).
- Many informal bus stops.
- No designated "Concho" stops.

(3) Activities and Programming

During shop opening hours there is high fluctuation of people in the city center of Santiago, but at night and on weekends there is almost zero activity. Asking about activities in the "Estudio Socioeconómico". In 1996 30% of interviewees were strolling in the streets as flaneurs, ten years later the number dropped to only 4%. One of the main reasons for this drastic change in public life is the lack of security and poor walkability. Occupancy of space by the informal sector is increasing.^{1,2}

- High fluctuation of people during the day.
- Lack of diversity in activities (lack of spaces for recreation, sports, play, culture)
- Lack of events and temporary activities.
- High density of activities during the day.
- No nightlife.
- Creativity of people to use space.
- Informal use.

(1) CDES 2006, (2) CEUR 1996

Orgware Level

(1) Urban planning and politics

In the Centro Histórico de Santiago, every physical intervention has to be approved by the Oficina Regional de Patrimonio Cultural and the Municipality, a structure that makes decision-making processes very complex and restrains development. Since it is historically grown, land tenure in the area of interaction is complex and a land register does not exist.

- Legally defined historic city center.
- Lack of an integral strategy.
- No Plan Local de Ordenamiento Territorial (PLOT).
- Lack of data and cartography.
- No land register.
- Complex subdivision of plots and many property owners.
- Outdated legal framework that restrains development.
- Confusing political structures.
- Privatization of public spaces.

(2) Stakeholders and institutions

In the historic City Center there is a high density of cultural and civic institutions that have interest in the processes of democratization of Cultural Heritage. The figure of the Consejo del Centro Histórico de Santiago (CCHS) is mediating between the different stakeholders.

Competing decision-making institutions.

- Motivated civic institutions (Amigos del Centro Histórico).
- Figure of the Consejo del Centro Histórico de Santiago (CCHS).
- Tradespeople are organized (ASECENSA).
- Cultural institutions.
- Interest of public institutions and non-governmental organizations.

(3) Financing

Traditional landowner families have no incentive to invest in the Centro Histórico de Santiago. Mostly they don't live there any more and the situation on the real estate market is bad. Their properties are vacant or rented out for low prices. Also maintenance of historical buildings is cost-intensive and requires special knowledge. Parking lots are the most lucrative land use in the area at the moment.

Miguel Perez (property owner), Voviver al Centro

"For me, it doesn't make sense to invest a single Peso in my property in the city center, it would be a lost Peso."

- Lack of interest of external private sector and landowners to invest.
- Interest of local tradespeople to invest (ASECENSA).
- Lack of support for cultural institutions.
- No budget accredited to renovation and preservation of monuments.

Sociocultural Layer

(1) Inclusive City

The remaining residents in city center of Santiago are mostly elderly people. In the 2006 75% of the interviewed residents were over 50 years old. Many of them had shops in the city center, 21% even in the same house they live in (casa-comercio); 90% of them did their shopping in the city center and 59% of them were only mobile by foot.^{1,2}

The social structure of the Center's visitors changed over the years. In 2006, most of the interviewees came to the city center from poor neighborhoods of Santiago and villages of the region. (SE CHS p.25) There is no diversity of activities for different social groups with different needs like elderly people, kids and tourists.

- Lack of social mixture.
- Social conflicts.
- Most visitors from low economic status.
- Lack of diversity in activities for different social groups (kids, elderly people, tourists)
- Lack of good environments for kids, for elderly and disabled people.



fig.2.27: Lack of good environments for kids, only playground in the City Center, Fortaleza San Luis.

(2) Security

Asking citizens about the problems of the city center, one fact is outstanding: the aspect of delinquency was not even mentioned in the 1996, but 10 years later it became the most stated problem.^{1,2} Reasons for this development are the disappearance of a permanent population and reduced hours of activity.

- Insecurity and high crime rate.
- Abandonment at night.
- Lack of lightening.
- Reduced opening hours.
- Lack of permanent residents.

(1) CDES 2006, (2) CEUR 1996



fig.2.28: Insecurity and high crime rate, fence of the Catedral Santiago Apóstol.

(3) Culture and Heritage

The Centro Histórico de Santiago is the part of the city with the highest concentration of Cultural Heritage. 46% of built structure is declared as architectural or urban monuments, which were 424 buildings in 2015.³

In the last 25 years, 40% of the buildings of patrimonial value in the historic city center got lost and a lot are in poor condition. Many monuments are not accessible for public audience and there is a lack of information and knowledge about Cultural Heritage in Santiago. The initiative of Agenda de la Cultura para el Desarrollo as a part of the Plan Estratégico de Santiago wants to foster the city's tangible and intangible Cultural Heritage and communication between cultural institutions.

- High density of Cultural Heritage.
- Areas with low density of remaining Cultural Heritage (commercial zone).
- Areas with high density of buildings of patrimonial value (around Parque Duarte).
- Poor condition of Cultural Heritage.

(3) Corral 2014, p 50



fig.2.29: Lack of knowledge about restoration and preservation of patrimonial buildings, deteriorated wooden house, Los Pepines.

(5) Education

Generally there is a lack of knowledge and accessible information about Cultural Heritage in Santiago. Most citizens know very little about their cities history and monuments. Knowledge about maintenance and restoration of patrimonial buildings is getting lost in modern society.

- Non-governmental organizations (Acción Callejera).
- Lack of information about city's history and monuments.
- Lack of knowledge about restoration and preservation of patrimonial buildings (wooden houses).
- Lack of public educational services (museums, libraries).

(6) Tourism

In contrast to the rest of the country, tourism is not an important sector in Santiago de los Caballeros. In the renovation processes of many Historic City Centers, tourism is a driver of change and brings economic benefit. However, from the 5,14 million tourists that visit the Dominican Republic per year, only very few come to the Cibao Region.⁴

(4) Caribbean Tourism Organization, 2014

Santiago does not offer good infrastructure and activities for tourists. There is the incentive Clúster Santiago Destino Turístico, as part of the Plan Estratégico de Santiago, to make the city more attractive to foreign visitors.

- Importance of tourism sector in Dominican Republic.
- Clúster Santiago Destino Turístico.
- Lack of information and orientation (signs, maps, information).
- Lack of infrastructure and activities for tourists.

Economic Layer

(1) Productivity

External economic interest in the city Center of Santiago is very low and the area is lacking public and private investment. The main economic productivity comes from commercial activities. Other growing sectors in the city center at the moment are health services, motels, beauty salons, and gambling and educational institutions. Quality and diversity in the economic sector is lacking. In general, profit-making functions that are not supporting Cityness are booming, for example the fact that parking spaces are more lucrative than housing.

- Lack of public and private investment.
- Lack of external economic interest.
- Highest concentration of commercial offer and services.
- Many work places.
- Low rent prices.
- Bad balance of profit-making functions.
- Limited opening hours.
- Lack of functions that bring added value.
- Lack of diversity of economic sectors.

fig.2.30: Informal markets and street vendors, Parque Duarte, C/ del Sol.



fig.2.31: Hypermarkets, El Encanto, C/ Restauración.

(2) Commercial sector

Between 1985-1996 the number of ground floors dedicated to commercial activities doubled. Today 54% of land use is commercial. The variety of shops have changed as traditional specialized businesses are being replaced by hypermarkets (La Sirena, El Encanto, Plaza Lama, La Opera) and "Importadoras". This form of commercial activities required major changes to the physical structure of the buildings and showed its effects on public space. Owners of small businesses used to take care of their surroundings in front of their store and their façade. In many cases they also lived in the same building (casa-comercio type). Bigger retail stores do not contribute to the quality of public spaces. They have closed facades and create "dead" walls.⁵

Lack of diversity.

- Informal markets and street vendors.
- Disappearance of traditional casa-comercio types (housing and shop in one).
- No prioritized shopping streets.
- One-sided commercial offer
- Lack of specialized commercial offer.
- Lack of image-builders.
- Lack of quality.
- Disappearance of traditional shops.
- No contribution to qualities of public spaces.
- Poor offer of local products.
- Hypermarkets.
- "Importadoras".

(5) Corral 2014, p 53

Ecologic Layer

(1) Green areas and parks

Due to the high density of built structures there is an overall deficit of pervious surfaces in the Centro Histórico. Most public spaces have pavement and there is a lack of alternative greening like on roofs and facades. The Cibao region is very fertile with a high diversity in plants, which can be seen in the historical parks like Parque Duarte, Parque Colón and Parque de los Chachases. The original green courtyards in the center of blocks are disappearing.

- Deficit of green areas and pervious surfaces.
- Very fertile region (Cibao) with high diversity in plants.
- Parks with diversity of plants and old trees.
- Green courtyards disappearing.
- Lack of trees in streets.
- Lack of plantation on eye level.
- Lack of additional forms of greening (roofs, facades).
- High density of built structure.



fig.2.32: Parks with diversity of plants and old trees, Parque Colón.



fig.2.33: Problems in waste management, garbage in C/ Beller.

(2) Environmental vulnerability

Seismic risk is high in Santiago de los Caballeros and earthquakes destroyed the city several times throughout its history. The absence of impervious surfaces and greenery make the city Center more vulnerable to environmental problems like heat islands and inundation. A non-functioning waste management system and traffic congestion cause noise, air, water and visual pollution and make the Centro Histórico de Santiago an uncomfortable space for people.

- Seismic risk.
- Air, noise and visual pollution.
- Lack of environmental awareness.
- Heat islands.
- Inundation.
- Problems in waste management.
- Poor sewage system.
- Polluted river Yaque del Norte.

fig.2.34 (next page): Overview of emerging topics of the crisis of the historic City Center.

HARDWARE LEVEL

Public Spaces and Streets

Poor physical condition of streets.
Narrow streets and sidewalks.
Lack of hierarchy of streets in design.
Poor walkability.
Deficit of public spaces.
Historical parks.
Poor physical condition of public spaces.
Lack of places to stay.
Visual pollution and poor urban image.
Noise pollution.

Infrastructure and Equipment

Lack of diversity in equipment.
Lack of shadow and rain protection.
Chaos of electric cables.
Lack of orientation.
Lack of basic urban furniture.

Built Structure

Heterogeneous building structure.
Poor conditions for living.
Traditional building structures not flexible.
Structural changes to adapt for new needs.
Vertical mix of functions not possible.
High (horizontal) density.

Inclusive City

Lack of social mixture.
Social conflicts.
Most visitors from low economic status.
Lack of diversity in activities for different social groups.
Lack of good environments for kids, for elderly and disabled people.

Security

Insecurity and high crime rate.
Abandonment at night.
Lack of lightening.
Reduced opening hours.
Lack of permanent residents.

Culture and Heritage

High density of Cultural Heritage.
Areas with low density of remaining Cultural Heritage.
Areas with high density of buildings of patrimonial value.
Poor condition of Cultural Heritage.
Interest from citizen institutions to preserve monuments.
Generally recognized as important carrier of identity.
Poor accessibility of monuments for public.
Lack of information and knowledge about Cultural Heritage.
Lack of documentation of city's history and structure.
High density of cultural institutions.
Main cultural events.
Agenda de la Cultura para el Desarrollo.

SOCIO-CULTURAL LAYER

SOFTWARE LEVEL

Mobility

Well connect
Intersection c
Poor walkabi
Compact an
Traffic conge
Absence of c
Poor connec
Lack of alter
Lack of hiera
Many inform
No designate

Activities and Programming

High fluctuation of people during th
Lack of diversity in activities.
Lack of events and temporary acti
High density of activities during the
No nightlife.
Creativity of people to use space.
Informal use.

Education

Non-governmental organizations.
Lack of information about city's history and monuments.
Lack of knowledge about restoration and preservation.
Lack of public educational services.

Tourism

Importance of tourism sector in
Dominican Republic.
Clúster Santiago Destino Turístico.
Lack of information and orientation.
Lack of infrastructure and
activities for tourists.

ORGWARE LEVEL

Urban Planning and Politics

Legally defined historic city Center.
Lack of an integral strategy.
No Plan Local de Ordenamiento Territorial (PLOT).
Lack of data and cartography.
No land register.
Complex subdivision of plots, many property owners.
Outdated legal framework that restrains development.
Confusing political structures.
Privatization of public spaces.

Stakeholder and Institutions

Motivated civic institutions.
Figure of the Consejo del Centro Histórico de Santiago.
Tradespeople are organized.
Cultural institutions.
Interest of public institutions and non-governmental organizations.

Financing

Lack of interest of external private sector and landowners to invest.
Interest of local tradespeople to invest.
Lack of support for cultural institutions.
No budget accredited to renovation and preservation of monuments.

Land Use

Many parking lots.
Monofunctional use.
Low living population.
Disappearance of traditional mixed use.
New forms of use.
High vacancy.

Productivity

Lack of public and private investment.
Lack of external economic interest.
Highest concentration of commercial offer and services in the city.
Many work places.
Low rent prices.
Bad balance of profit-making functions.
Limited opening hours.
Lack of functions that bring added value.
Lack of diversity of economic sectors.

Commercial Sector

Informal markets and street vendors.
Disappearance of traditional casa-comercio types.
No prioritized shopping streets.
One-sided commercial offer
Lack of specialized commercial offer.
Lack of image-builders.
Lack of quality.
Disappearance of traditional shops.
No contribution to qualities of public spaces.
Poor offer of local products.
Hypermarkets.
"Importadoras".

ECONOMIC LAYER

ECOLOGIC LAYER

Green Areas and Parks

Deficit of green areas and pervious surfaces.
Very fertile region (Cibao) with high diversity in plants.
Parks with diversity of plants and old trees.
Green courtyards disappearing.
Lack of trees in streets.
Lack of plantation on eye level.
Lack of additional forms of greening (roofs, facades).
High density of built structure.

Environmental Vulnerability

Seismic risk.
Air, noise and visual pollution.
Lack of environmental awareness.
Heat islands.
Inundation.
Problems in waste management.
Poor sewage system.
Polluted river Yaque del Norte.



CATALOG CC: A CENTER
IN CRISIS



Puente Hermanos Patiño

Catedral Santiago Apóstol

Asociación Cibao

Junta Electoral

Estadio Cibao

Fortaleza San Luis

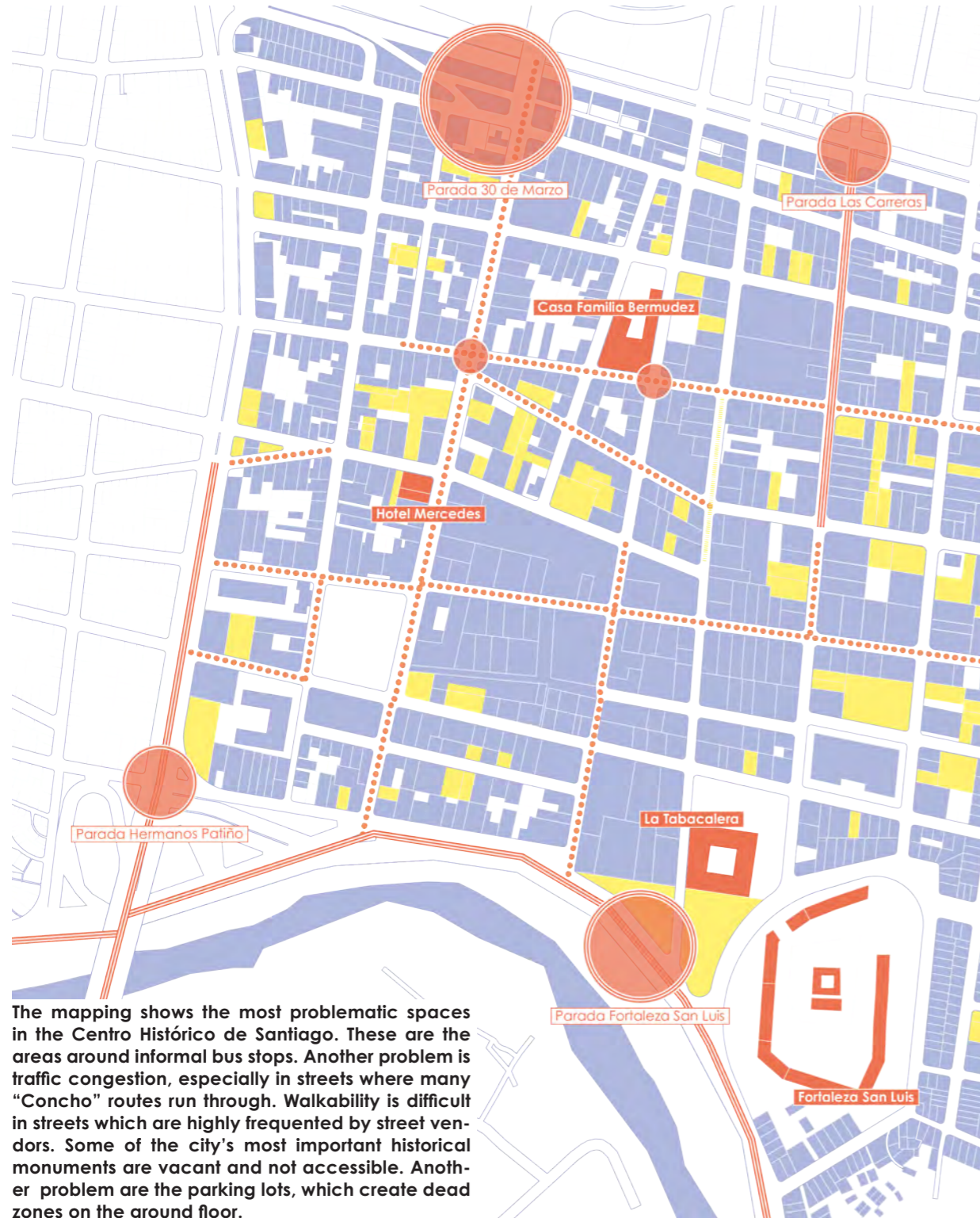
Iglesia Altagracia

Clinica Corominas

Mercado Artesanal

Las Tres Cruces

CC2 SPACES OF CRISIS



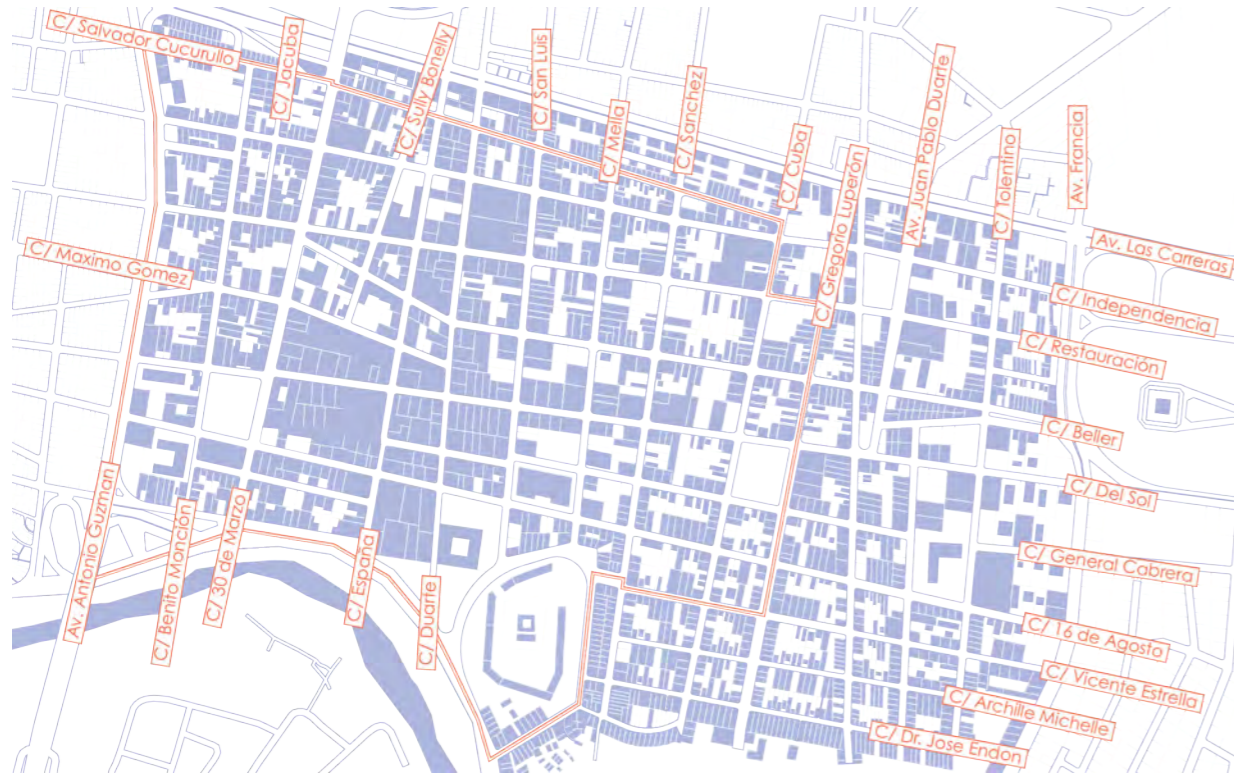
The mapping shows the most problematic spaces in the Centro Histórico de Santiago. These are the areas around informal bus stops. Another problem is traffic congestion, especially in streets where many "Concho" routes run through. Walkability is difficult in streets which are highly frequented by street vendors. Some of the city's most important historical monuments are vacant and not accessible. Another problem are the parking lots, which create dead zones on the ground floor.

CC2 SPACES OF CRISIS



- 1:5.000 100 m
- bus stop
 - 3+ „Concho“ routes
 - vacant, emblematic historical monuments
 - parking lots
 - ⋯ high concentration of street vendors

CC3 ORIENTATION



1:10.000

100 m



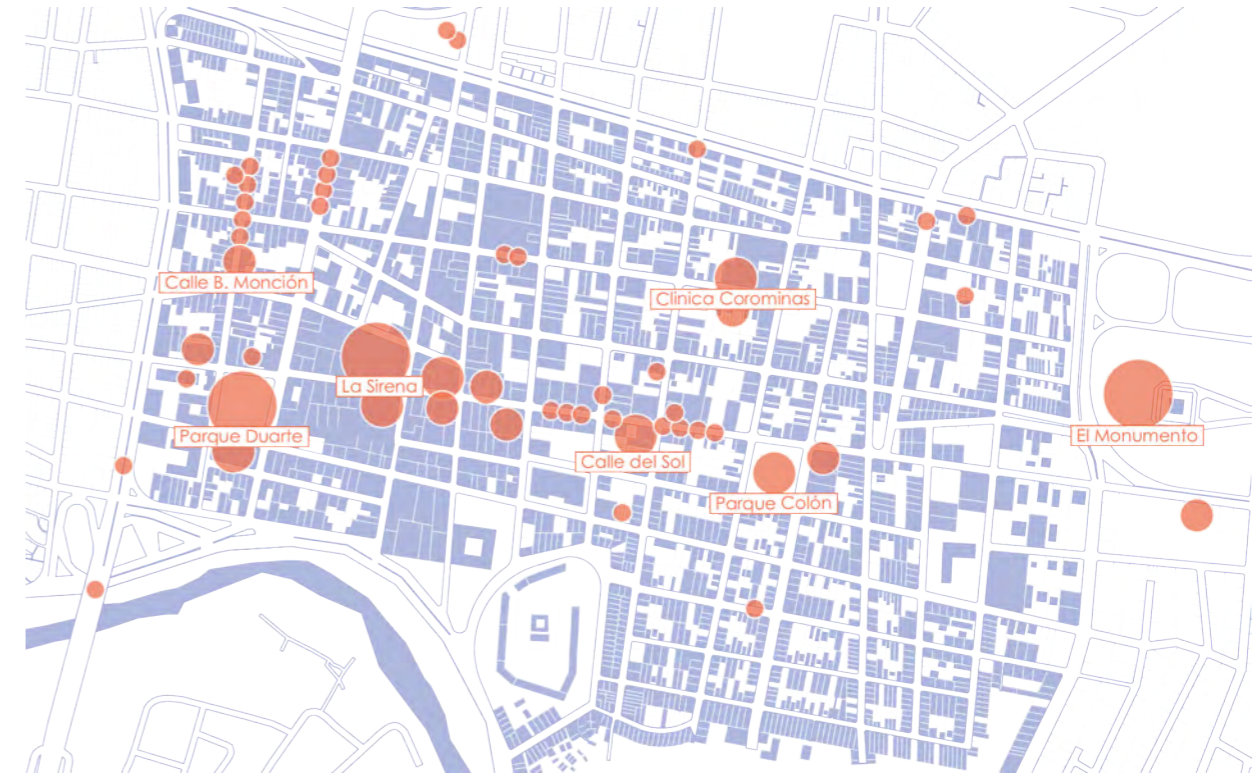
- street name
- official limit "Centro Histórico de Santiago" (resolution no. 172 -91)

The legal entity of the Centro Histórico de Santiago is defined in the decree 172-91 and corresponds to urban area until 1892. It is the zone with the highest concentration of buildings identified as cultural monuments in the city.

The area of interaction of Santiago Común is defined as the continuous urban entity of the historic city Center including Las Tres Cruces and Los Pepines, expanding the Centro Histórico to the east until El Monumento and in the south until Parque Nibaje. The borders of the area of interaction are Avenida Las Carreras (north), Avenida Francia (east), Arroyo Nibaje, Avenida Mirador del Yaque, Calle Boy Scouts (south) and Calle General López (west).

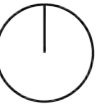
Orientation in the city Center does not work with official addresses, but works via certain emblematic spaces that are generally known. A direction might be: "Coming from Parque Duarte, turn left at Librería Lendoiro and it is the green house on the right side." Some of these points are not of special historical or cultural value, but important in collective urban perception.

CC4 EVERYDAY SPACES



1:10.000

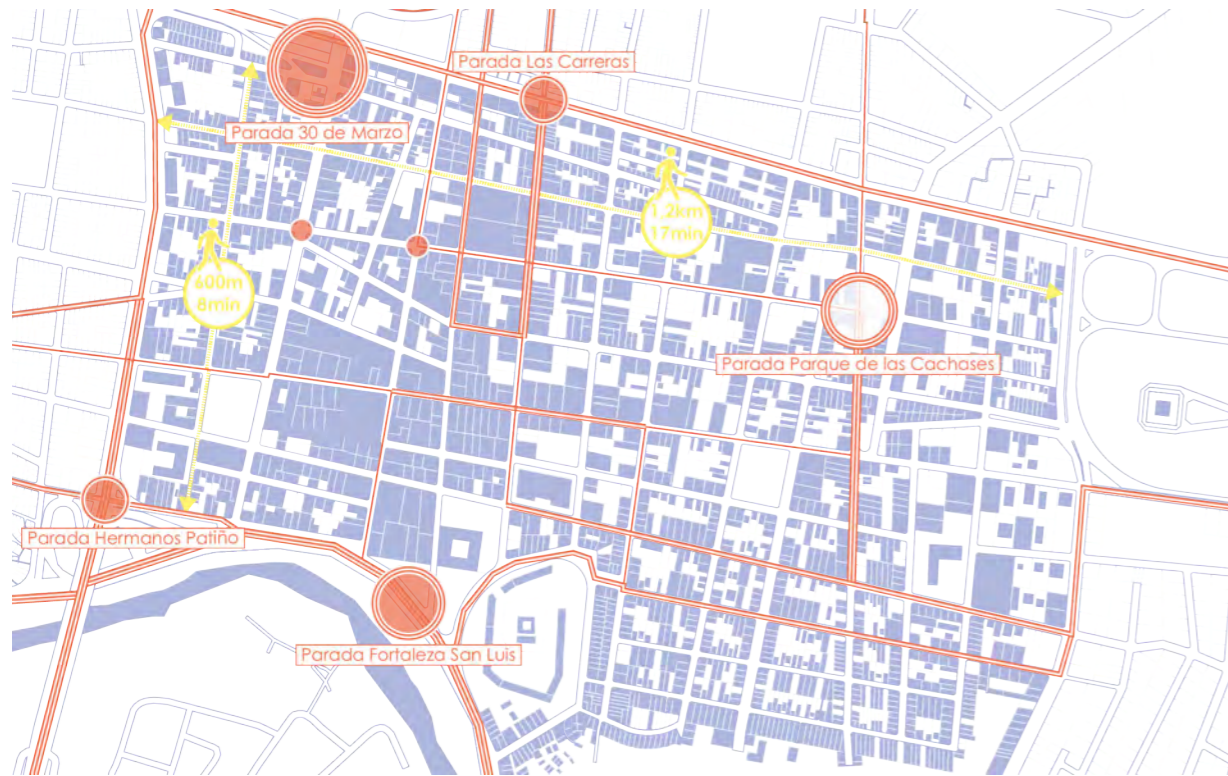
100 m



- 1 answer
- 5 answers
- 10 answers
- 20+ answers

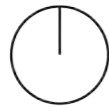
This mapping shows the result of a survey asking 100 people about their most visited spaces in the city Center. Again, these are not historical or cultural monuments, but spaces of everyday life. It is eye-catching that these are mostly commercial functions, like the hypermarkets La Sirena and El Encanto, the shops in Calle del Sol and Calle 30 de Marzo. Well-visited public spaces are Parque Duarte, Parque Colón and El Monumento for recreational activities. Also the new pedestrian street Calle Benito Monción is active for its cultural institutions and bars. Some nightlife destinations were mentioned in the area around El Monumento.

CC5 MOBILITY



1:10.000

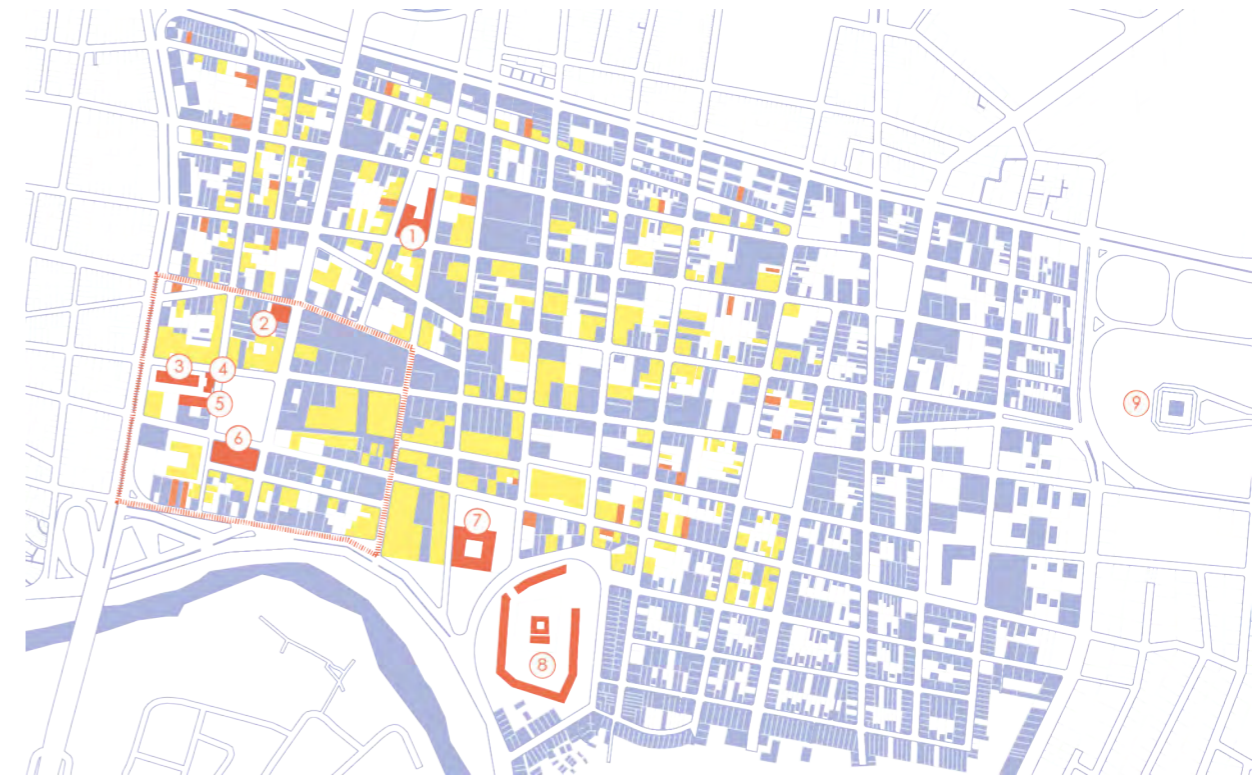
100 m



- 1 "Concho" route
- = 2 "Concho" routes
- ≡ 3+ "Concho" routes
- informal bus stop
- formal bus stop
- regional bus stop
- national bus stop
- international bus stop

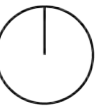
The Centro Histórico de Santiago is the most important traffic intersection of the city. It is well connected with public and private transport. Due to its physical structure and narrow streets, the historic Center cannot handle the amount of traffic and congestion. In the area of interaction we can find a large number of bus stops. They are mostly in peripheral areas, close to the main avenues. Most grew informally and don't have adequate space and infrastructure. This results in conflicts like more traffic congestion, pollution and insecurity. Bus stops are known to be loud, dangerous, dirty and insecure. The most important bus stop in the center is the Parada 30 de Marzo, where buses to the Haitian border stop. Around the bus stop certain infrastructure like an informal market and cheap hotels developed. Most routes of "Conchos" are passing the area and have no designated places to stop. Stopping on the narrow street causes more traffic congestion and noise disturbance due to constant honking. In the Center of Santiago pedestrian comfort is poor and people try to avoid walking although the Center is compact and distances are short. The maximum east-west extension is 1,2 km, an average walking distance of 17 minutes. The maximum south east-extension is about 600m, 8 minutes walking distance.

CC6 HISTORICAL MONUMENTS



1:10.000

100 m



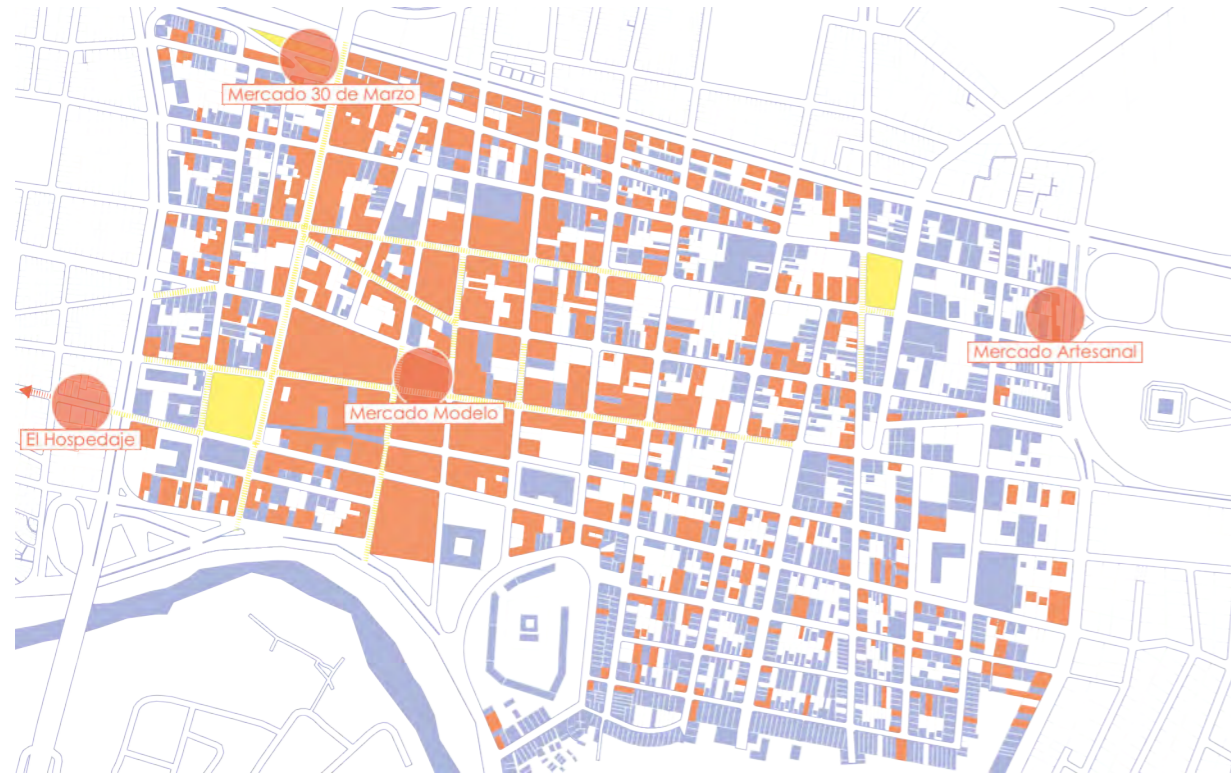
- in use and preserved
- vacant and deteriorated
- most emblematic
- highest concentration

The Oficina Regional de Patrimonio Cultural (ORPC) identified certain buildings in the city center as historical monuments that have to be preserved. In the last 25 years 40% of the buildings of patrimonial value in the historic city center got lost. The number went down from 687 buildings in 1990 to 424 in 2015. Another 123 buildings of patrimonial value are vacant and in bad condition of deterioration at the moment.

- (1) Casa Bermúdez.
- (2) Hotel Mercedes. It was opened in the year 1929 and by then considered the most elegant hotel in Dominican Republic. Today it is abandoned.
- (3) The Centro de la Cultura Ercilia Pepín was built in the 1970s in the same style as the neighboring Palacio Consistorial. Today it is a center for art education.
- (4) The Palacio Consistorial was inaugurated in 1896 and is said to be the best Victorian building in the Republic. Today the building hosts the Oficina Regional del Ministerio de la Cultura.
- (5) The Centro de Recreo was built in 1894 in Mudéjar style. The building hosted the club of Centro de Recreo which was the hub of social life of the upper class in the 20th century.
- (6) The Catedral de Santiago Apóstol was built between 1868 -1895 in Neo-Gothic and Neo-Classical.

- (7) La Tabacalera. The former factory of tobacco is not functioning anymore and in bad condition.
- (8) The Fortaleza San Luis is a military fort constructed in the first half of 19th century and located next to the river Yaque del Norte. It was an important strategic point during history. Under Rafael Trujillo's dictatorship until the 1990s it served as a Municipal prison. In 1991 it was declared national heritage and renovated. Today it is partly occupied by a museum, an art school, military functions and the police.
- (9) El Monumento was built on the highest point, the Cerro de Castillo in 1953 by the dictator Rafael Trujillo with the name "Monumento a la Paz de Trujillo".

CC7 COMMERCIAL USE



The mapping shows clearly the area of predominant commercial use (between Calle 30 de Marzo and Calle San Luis). Also informal street vendors are concentrated in this sector as well as around bus stops (Parada 30 de Marzo, Parada Fortaleza San Luis, Parada Parque de los Chachasses).

The city's main market (El Hospedaje) is close in La Joya and there are several markets in the city Center itself. The Municipality of Santiago planned two markets for touristic purpose.

Mercado Modelo was opened a few years ago with the idea to take street vendors from public spaces and concentrate them in a touristic market place in Calle del Sol.

Mercado Artesanal was built to sell local handicraft products next to El Monumento but it is not functioning yet.

Other markets grew informally over time. The Mercado del Pueblo Nuevo used to be the traditional farmers market every Thursday, which is recently booming and expanding to Calle 30 de Marzo. Today it is occupying large parts of Pueblo Nuevo and mostly imported products from Haiti are sold ("Mercado Haitiano"). The growing size of the market and change in product offer leads to conflicts with local residents.

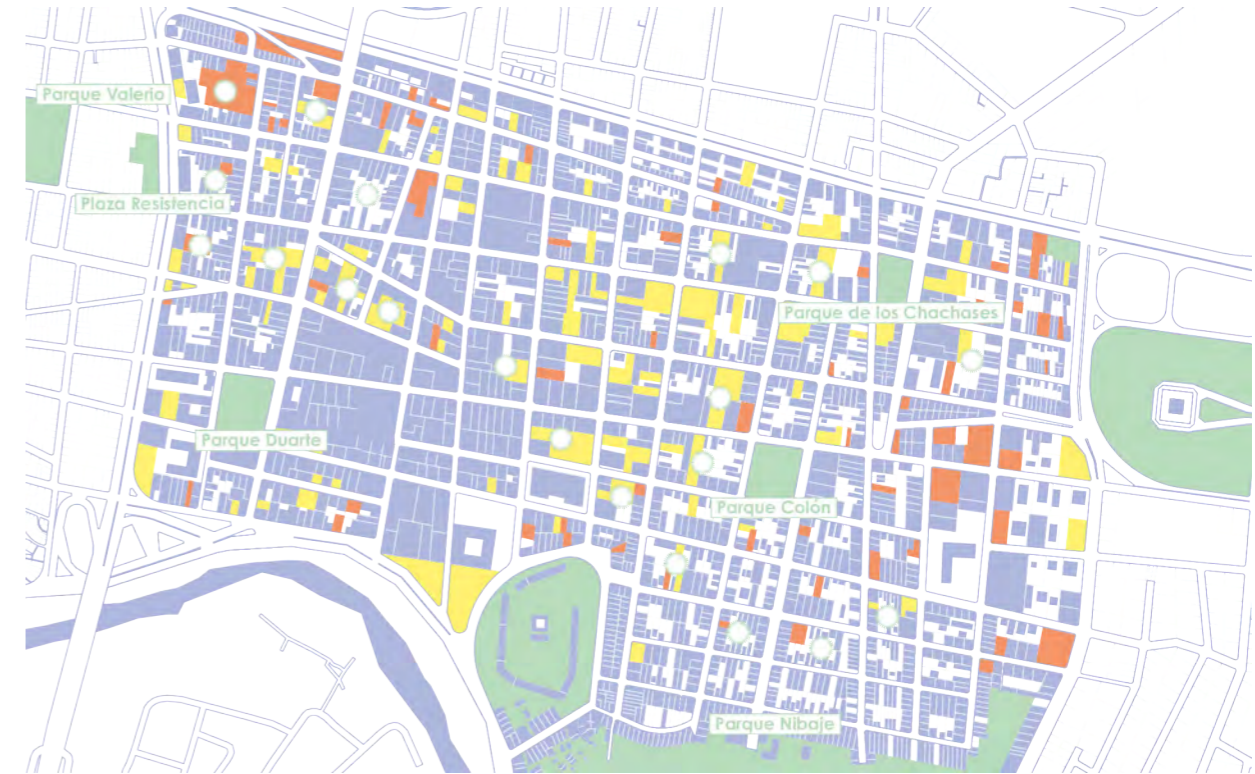
1:10.000

100 m



- groundfloor with commercial use
- formal market
- informal market
- high concentration of street vendors

CC8 OPEN SPACES



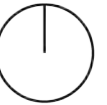
The mapping shows the deficit of open spaces with public access in the dense Centro Histórico de Santiago. There is a network of historical parks in the city Center (Parque Duarte, Parque Colón and Parque de los Chachasses). They are more of a mixture of "Plaza" and park since they have pavement but also greenery of traditional vegetation from the Cibao region. The Parque Duarte (former Plaza de Armas/ Parque Central) was the civic center and main public space of the city of Santiago throughout history. The park was traditionally surround by most important cultural and institutional functions and the "Plaza" was always the main public space for important events like carnival and concerts.

There are very few open courtyards left in the Centro Histórico, most of the blocks are fully covered by built structure.

There are a high number of unconstructed lots in the historic Center since traditional buildings were falling down or have been destroyed. Some of them are vacant and unused due to a lack of interest in investments. A current trend is that many of them are used as parking lots since it is economically more lucrative than other functions in the city Center. These parking lots are badly distributed all over the area and spatially underused.

1:10.000

100 m



- vacant lot
- parking lot
- open public space
- open "Patio"



fig.CC9: Patrimonial House in the Centro Histórico de Santiago.

CHAPTER 3

**LOOKING FOR ...
OPPORTUNITIES
IN CRISIS**

3.1 LOOKING FOR ...

POTENTIALS TO
RECLAIM CITYNESS

3.1.1 HISTORIC CITY CENTER AS AREA OF INFLUENCE.

An area with high potential to reclaim Cityness and Common Ground in the urban patchwork of Santiago is the traditional City Center, which lost its role as the main public space of the city.

It is the area of Santiago with the highest concentration of Cultural Heritage and there exists Common Ground on the notion that this area is of extraordinary importance, as being the part where the city started to grow from.

Before phenomenon like decentralization and globalization that started to change the city, the matrix area used to be the most important space of public life in Santiago. Every citizen as well as citizens from the periphery, irrespective of social class, education or ethnical background used basic urban functions like the market, central park and the main shopping street. In these spaces individuals had very different interests but they shared the same space where they interacted, exchanged and also collided. The historic City Center of Santiago used to be Common Ground.

Because of its constant transformation over time, the CHS has a heterogeneous physical structure that allows a variety of uses.

Until today it has a magnetic function, attracting people from its Periphery.

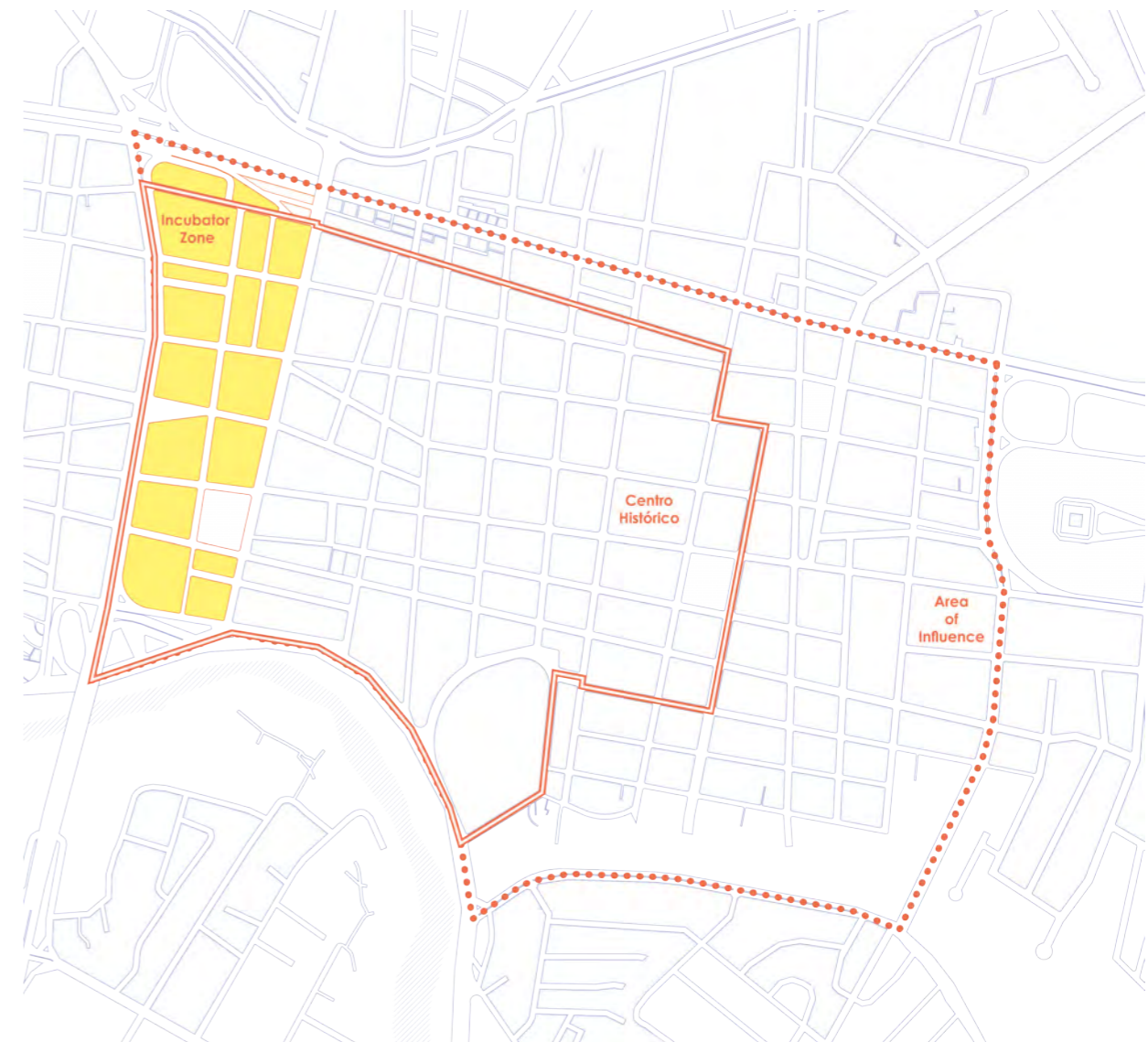
Last but not least, the fact that the historic City Center is currently in a state of crisis gives it high potential. Throughout history innovation and change have always been born in crisis.

“Do not pretend that things will change if we always do the same. The crisis is the best blessing that can happen to people and countries, because the crisis brings progress. Creativity is born from the distress, as the day is born from the dark night. It is in crisis that invention, discovery and large strategies are born. Who ever overcomes crisis, outdoes himself without being overcome.”

Albert Einstein

A couple of years ago Santiagueros weren't familiar with the term “Centro Histórico”. To the area we describe today as Centro Histórico e Santiago they referred to simply as “City Center” or “area around Calle del Sol” or “zone around Parque Duarte”. The term Centro Histórico de Santiago was introduced a few years ago as a legal framework to define zones of influence of public institutions in decision-making processes. The in decree 172-91 legally defined Centro Histórico de Santiago corresponds to the urban area until 1892. This area is until today the zone with the highest concentration of buildings identified as cultural monuments. The defined historic City Center is the area of influence of the Oficina Regional de Patrimonio Cultural.

Today the physical structure of the defined area is a heterogeneous mix and cannot be described as a continuous historical ensemble anymore. In the last decades a large number of historical buildings were destroyed, fell down or were replaced by new constructions. The Area of Influence of Santiago Común is defined as the continuous urban entity of the CHS including Las tres Cruces and Los Peñines, expanding the Centro Histórico to the east until El Monumento and in the south until el Arroyo Nibaje. The borders of the Area of Influence are Av. Las Carreras (north), Av. Francia (east), Arroyo Nibaje, Avenida Mirador del Yaque, C/ Boy Scouts (south) and C/ General López (west).¹



- Santiago Común incubator zone
- Santiago Común area of influence
- official limit “Centro Histórico de Santiago” (decree 172 -91)

(1) Decreto 172-91
fig.3.1 (next page): Area of work: Santiago Común Incubator Zone, Area of Influence Santiago Común and official limits Centro Histórico de Santiago.

3.1.2 CHALLENGES AND POTENTIALS IN CRISIS.

Challenges: Apart from the before described external tendencies that are causing the crisis of the CHS, like decentralization, urban sprawl, privatization and others, there are internal challenges that can be shifted locally. To define an integral vision of change it is important to identify what the influenceable weaknesses on three levels of Software, Hardware and Orgware are.

“What this emergent urban landscape points to is the fact that some challenges are greater than our differences. Therein lies a potential for reinventing the meaning of living in a city.”

Gadanhó 2014, p42

(1) Software Level

- Abandonment.
- Insecurity.
- Pass-by space.
- Monofunctional.
- Reduced opening hours.
- Traffic congestion.
- Unaccessible Cultural Heritage.

(2) Hardware Level

- Deficit of open spaces.
- Deterioration.
- Poor walkability.
- Visual and noise pollution.

(3) Orgware Level

- Lack of investment.
- Complex governance structure.
- Low economic productivity.

Potentials: Santiago Común sees the crisis of the Center as an opportunity to find creative forms for change. We have to look for problems that are solutions. As Albert Einstein said, crises are challenges and make life interesting.

“The real crisis is the crisis of incompetence. The drawback of people and countries is laziness to find solutions to their problems. Without crisis there are no challenges, without challenges life is a routine, a slow agony.”

Albert Einstein

Here the immanent potentials of crisis are analyzed. By combining the existing potentials creatively, “magic synthesis” emerges.

General potentials

- State of crisis.
- Void of identity that can be filled.
- Main public space of the city.
- Existing Common Ground that it is of importance.
- High “cultural density” (activities, institutions and heritage).

(1) Software Level

- Caribbean creativity of everyday life improvisation.
- Intuitive entrepreneurship of people.
- Existing critical mass that wants to contribute.

(2) Hardware Level

- Vacant spaces.
- Heterogeneous, small scale structures.
- Main traffic intersection (city, region, country, island).
- Compact center with short distances.
- Botanical richness of Cibao region.

(3) Orgware Level

- Will to invest of local tradespeople.
- Defined legal entity.

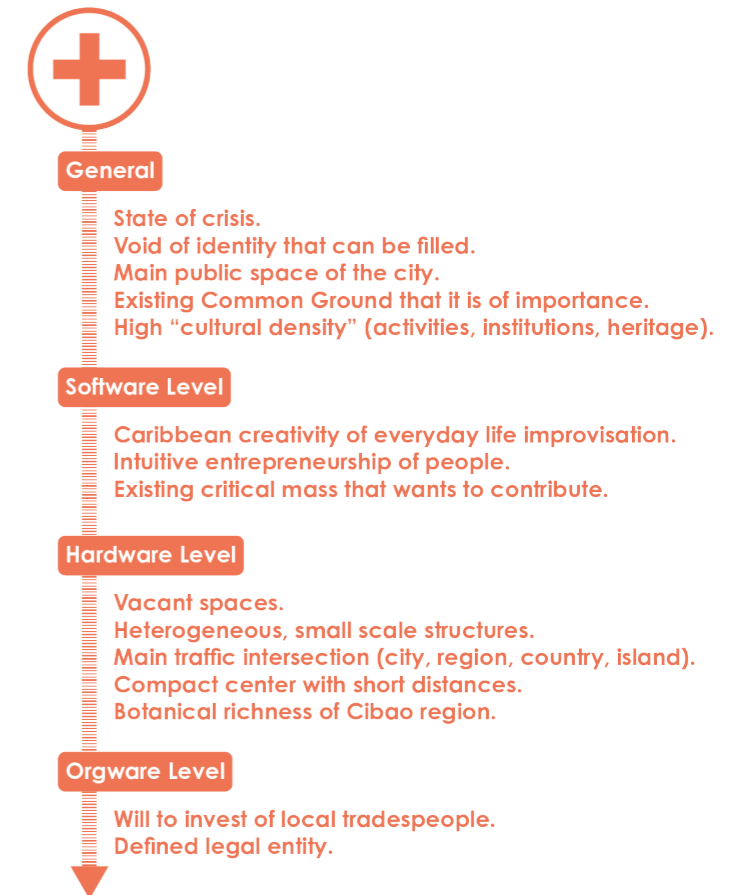


fig.3.2 (next page): Overview Challenges and Potentials of the historic City Center of Santiago.

CATALOG CP: IMMANENT
POTENTIALS

CP1 SPACES OF POTENTIAL



The mapping shows vacant and parking lots as potentials for densification and diversified use in the city center. It shows existing centralities where Cityness is still happening, as Spaces of Common Identity. Spaces of Forgotten Identity are former hubs of urban life, that used to be important for the city's identity, but is now abandoned and forgotten in collective memory.

CP1 SPACES OF POTENTIAL



1:5.000 ——— 100 m

- vacant lot
- parking lot
- space of forgotten identity
- space of common identity
- open "Patio"



fig.CP2.1: Flower seller in C/ 30 de Marzo.

Caribbean people show high creativity of improvisation to adapt places to their needs as analyzed through patterns in usages of spaces. Often this comes out of necessity to survive; sometimes these are spontaneous actions that emerge out of situations. In some cases these improvisations lead to conflicts between different interests in public space.

Street vendors open their "shops" wherever they can find space. Even services are offered on the streets. Mobile kitchens sell food in public space. And mobile vendors do their tours with their goods. Others simply make themselves comfortable in the street and adapt it as their living room. And wherever there is music or a domain game, there is a crowd of people.



fig.CP2.2: Toy seller in front of Centro de Recreo.



fig.CP2.3: Flower seller in C/ 30 de Marzo.



fig.CP2.4: Fruit sellers in C/ Maximo Gomez.



fig.CP2.5: Food truck for breakfast.

It must
be
Mobile!

My Street
is my
Veranda!



fig.CP2.6: Resident expanding her living room.



fig.CP2.7: Plantain sellers with trolley.



fig.CP2.8: Street musicians in Parque Duarte.

Music
animates
public
life!



fig.CP2.10: Adapted street vendor stand.



fig.CP2.9: "Yun-yun" (ice cream) seller with trolley.

Domino
attracts
people!



fig.CP2.11: Domino game in the park.

3.2 LOOKING FOR ...

A VISION FOR
COMMON GROUND

3.2.1 GOALS FOR A COMMON CENTER.

The overall vision of Santiago Común is to reclaim the Centro Histórico de Santiago as Common Ground, a passive space for active people, where everyone is a co-creator in the production of Cityness.

Santiago Común is an open process of reclaiming Common Ground in a Segregated city by using Cultural Heritage as a driver. The Centro Histórico de Santiago will find its way out of crisis by recovering its role as the main public space of the urban agglomeration. It will be a space of democratization of Cultural Heritage, where everyone is invited to contribute his or her creativity to the process of defining a new identity for the area.

The overall vision of a Common Center full of Cityness includes the following objectives.

Goal #1: Curated Center with Inclusionary Governance.

- (#1.1) Creates comprehensible governance structures.
- (#1.2) Improves communication between stakeholders.
- (#1.3) Includes civil society in decision-making.
- (#1.4) Plans responsive, inclusionary processes.
- (#1.5) Creates a long-term integral strategy on macro-scale including small-scale projects for activation.
- (#1.8) Elevates historical, urbanistic and demographic data.
- (#1.9) Creates incentives for the private sector to invest.
- (#1.10) Facilitates budget for maintenance of monuments and Common spaces.
- (#1.11) Programs events and activities.
- (#1.12) Establishes a positive image of the city Center.

Goal #2: Human Scale Center to Stay.

- (#2.1) Improve walkability and pedestrian comfort.
- (#2.2) Provide less space for cars and more for people.
- (#2.3) Create hierarchy and diversity of streets in design and use.
- (#2.4) Create a network of public spaces to stay.
- (#2.5) Remove "obstacles" from streets.
- (#2.6) Improve visual image on eye-level and reduce noise disturbance.
- (#2.7) Provide signage for orientation.
- (#2.8) Create shadow and rain protection.
- (#2.9) Provide basic urban furniture.
- (#2.10) Improve pedestrian connection to surrounding areas.
- (#2.11) Preserve small scale.
- (#2.12) Create a "sidewalk ballet".

Goal #3: Inclusive Center full of Diversity.

- (#3.1) Diversify land use and activities (recreation, sports, play, culture, nightlife).
- (#3.2) Create a balanced social mix of users.
- (#3.3) Utilize existing heterogeneous building structure.
- (#3.4) Create good environments for kids, elderly people and handicapped.
- (#3.5) Reduce functions that do not contribute to Cityness (parking lots, garages).
- (#3.6) Organize events and temporary activities.
- (#3.7) Involve informal sector.

- (#3.8) Provide diversified public infrastructure and activities.

Goal #4: Living Center with Permanent Residents.

- (#4.1) Diversify housing offers and attract new residents.
- (#4.2) Improve conditions for living.
- (#4.3) Create vertical mix of different functions (casa-comercio).
- (#4.4) Define prioritized living streets.
- (#4.5) Foster community building on neighborhood scale.
- (#4.6) Support fill-in housing on vacant lots.
- (#4.7) Foster large-scale housing projects on blocks for redevelopment.

Goal #5: Secure Center 24/7.

- (#5.1) Offer a diversity of activities at night and on weekends.
- (#5.2) Improve lighting.
- (#5.3) Bring activities and permanent population to abandoned areas.
- (#5.4) Extend opening hours and create nightlife hubs.
- (#5.5) Avoid "dead" zones in plinths.

Goal #6: Cultural Center for All.

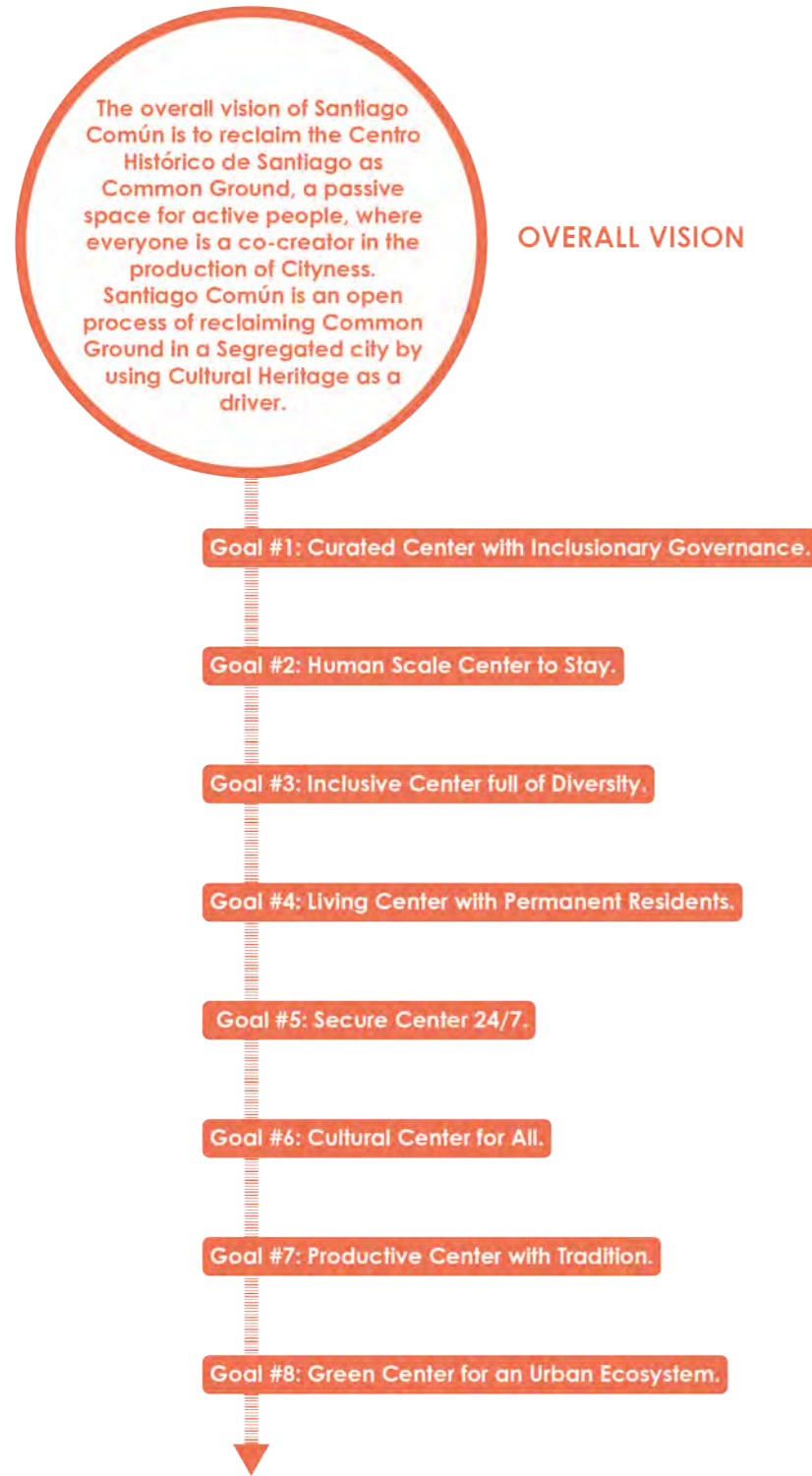
- (#6.1) Create a patrimonial circuit and make patrimonial heritage accessible for public.
- (#6.2) Foster de-elitation and appropriation of Cultural Heritage.
- (#6.3) Organize cultural events and strengthen intangible Cultural Heritage.
- (#6.4) Collect data about city's history and monuments.
- (#6.5) Provide information about Cultural Heritage.
- (#6.6) Educate about the preservation of patrimonial buildings and support property owners financially.

Goal #7: Productive Center with Tradition.

- (#7.1) Increase economic productivity.
- (#7.2) Create a network of existing markets.
- (#7.3) Foster sharing and recycling economy.
- (#7.4) Extend opening hours.
- (#7.5) Create diversity and quality in commercial offers and support traditional shops.
- (#7.6) Use potentials from the informal sector.
- (#7.7) Revitalize traditional production.

Goal #8: Green Center for an Urban Ecosystem.

- (#8.1) Increase percentage of greenery and pervious surfaces.
- (#8.2) Use botanical diversity of Cibao as identity.
- (#8.3) Create network of green areas with green corridors.
- (#8.4) Support opening of green courtyards.
- (#8.5) Create more greenery on eye-level and trees on streets.
- (#8.6) Support use of additional greening (roofs, facades).
- (#8.7) Reduce air, noise and visual pollution, heat islands and risks of inundation.
- (#8.8) Rise environmental awareness with education and campaigning.
- (#8.9) Share knowledge about botany and planting.
- (#8.10) Organize solid waste system and sewage system.

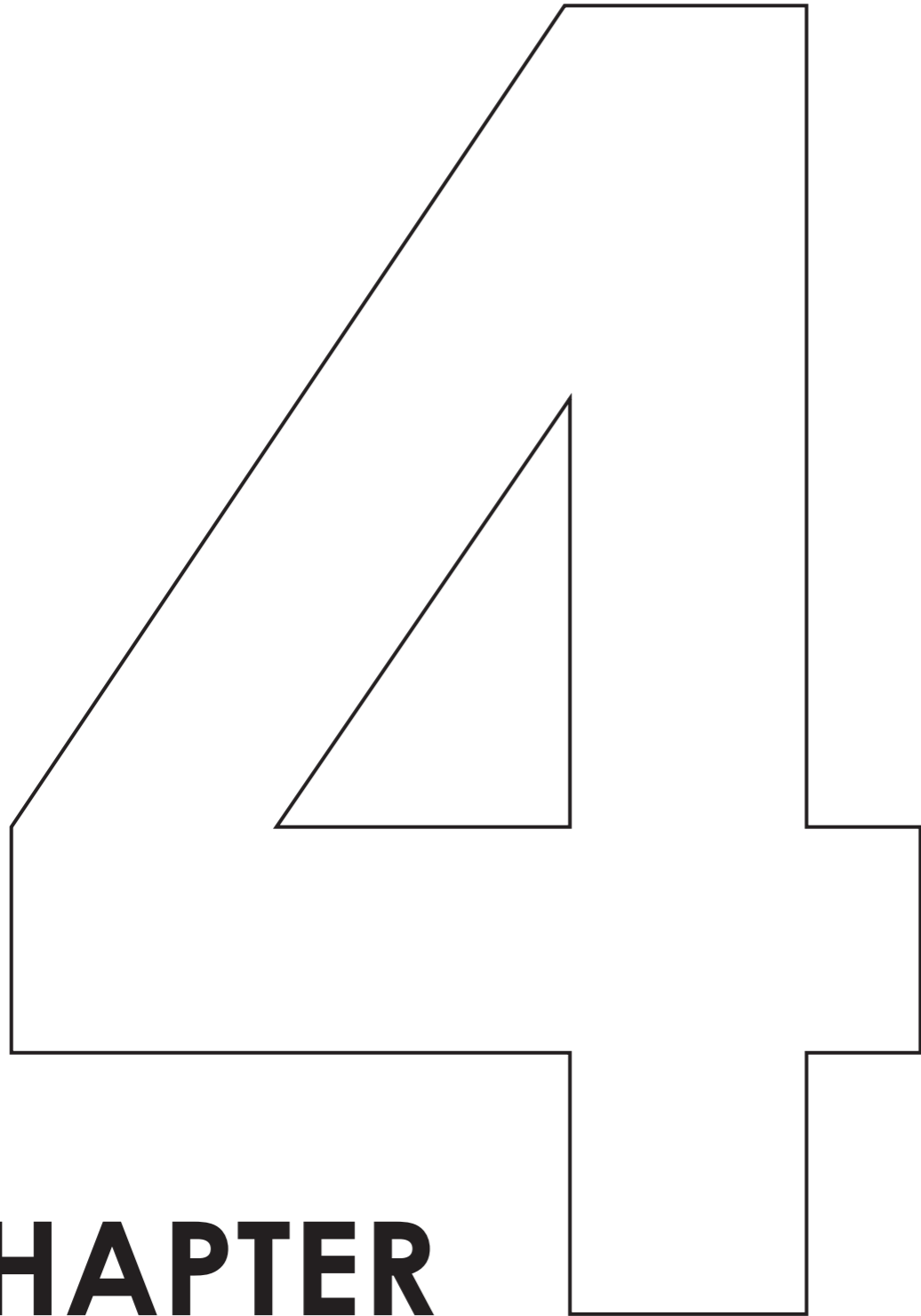


3.2.2 INTEGRAL URBAN STRATEGY TO RECLAIM CITYNESS

To reach these objectives, Santiago Común will propose an integral strategy to reclaim Cityness in the Centro Histórico de Santiago by applying the Creative Planning Principles explained in Chapter 1.2.1. This integral strategy:

- Is a responsive and multi-layered process (Software, Hardware, Orgware).
- Combines top-down planning with bottom-up movements.
- Combines small-scale with large-scale interventions.
- Combines short-term activation with long-term visions.
- Involves micro-political and informal structures.
- Creates "Do-Rules" instead of "Don'ts", invites to participate and contribute.
- Exploits immanent potentials.
- Involves creativity and intuitive powers of people.
- Finds problems that are solutions.
- Creates passive spaces for active people.
- Empowers people to carry sustainable urban processes.
- Creates resilient social processes.
- Uses Cultural Heritage as a driver.
- Curates urban processes.

CHAPTER



PROPOSING ...
WAYS OUT OF
CRISIS

4.1 PROPOSING ...
URBAN CURATING
STRATEGY
(ORGWARE LEVEL)

4.1.1 CURATING ENTITY SANTIAGO COMÚN.

A renaissance is a new start, which is playing with the balance of the old and the new. The crisis of Centro Histórico de Santiago is understood here as an opportunity to initiate its renaissance. Therefore not only its physical structure has to be renovated, but also its governance structure needs to be rearranged.

"... the institutional framework, management procedures and policies are not something external to the rehabilitation of historic centers, but a crucial part. So far very little work has been done regarding the characteristics of the institutional framework and governance arrangements of the historic centers, because in general they were seen as something external to the area."

Carrion 2003, p148

Concerning the governance of historic city Centers there are two extreme positions; reinforcing the public versus modernization through privatization. Despite this, an integral rehabilitation requires a combination of both. Good governance occurs when public institutions provide a legal framework for a long-term sustainable development, a private sector investing capital and a citizenry that is aware of its right to participate in decision-making processes.

An adequate legal authority for this extraordinary part of the city must be a multidimensional institution of governance, which is looking for a balance between global and local, between tangible and intangible Cultural Heritage, between public and private and between preservation and modernization. This institution has to work on different levels (Hardware, Software, Orgware Level) with sufficient instruments for an integral rehabilitation of the area. Good governance has to communicate with different sectors and especially protect the weaker to avoid processes of exclusion and allow access for all.

We can find different examples of governmental organizations of historic city Centers in Latin America and the Caribbean.

- There are historical centers that are managed by a dispersed institutional complex that give different stakeholders the power to intervene. A disadvantage of this model is that the diversity of stakeholders participating might lead to a lack of coordination and common sense. (Quito, Mexico)
- There are historical centers with a concentrated administration. In this case there is an established local power with sufficient authority to submit policies in the historic center. (La Habana, Santiago de Chile)
- There are historic city centers that do not have legally defined areas of urban intervention and therefore do not have a corresponding unit of administration.
- There are historical centers with a union of institutions that can form a complex governance institution. Public, private and civic institutions are working together with the local government. This form of governance represents best the idea of the democratization of the historic city center, since different stakeholders get involved into the decision making process. (Santiago de Chile, Rio de Janeiro, Quito) ¹

(1) Carrion 2003, p146-151

“CITY CAN NO LONGER BE THOUGHT OF AS AN UNIFIED TERRITORY OF THE MODERN STATE, AS IT USED TO BE IN MODERNITY. RATHER, IT NEEDS TO BE INVESTIGATED AS A DIVERSE, CONTRADICTORY, HETEROGENEOUS AND PARADOXICAL STRUCTURES OF SPACES, WHICH CAN NOT SIMPLY BE POLARIZED IN STRATEGIES OF POLITICS AND ADMINISTRATION ON THE ONE HAND AND THE POPULATION ON THE OTHER HAND, BUT INSTEAD THEY PERVADE EACH OTHER DYNAMICALLY.”

Krasny 2008, p10

In Santiago de los Caballeros, the Consejo del Centro Histórico de Santiago was introduced to manage projects concerning citizen security, programs for social and economic development, fortification of the private sector, promotion of investments, governance of social and cultural initiatives as well as initiatives for tourism. Its function is only consultative and not operative. The two decision-making institutions in the territory of the Centro Histórico de Santiago are the Municipality of Santiago and the Ministry of Culture (Oficina Regional de Patrimonio Cultural). Governance has been difficult recently since communication is problematic between the two institutions (local municipal level vs. central government level) and so far no updated legal framework for the area could be approved. In the council, civic society is not represented.

Fernando Carrión explains that the processes of protecting heritage was originally started by some cultural elites but has now been taken over by a broader bottom-up movement. In the case of Santiago de los Caballeros, we can see the tendency with citizen groups who are dedicated to the protection of patrimonial values like Amigos del Centro Histórico or Ventanas de Santiago. These groups are fighting for the appropriation and democratization of Cultural Heritage.

To reorganize the governance of the city center, Santiago Común is introduced here as the Urban Curator to lead the process of reclaiming Cityness. This legal entity communicates between public, private, academic sector and citizens, combines bottom-up with top-down processes, long-term visions with short-term interventions and supports image building of the city Center.

“The only possibility of rehabilitating historic centers will depend on the reorganization of its management. This involves defining an institutional framework consisting of laws, policies and bodies designed for this purpose and, especially, of a citizenry capable of enhancing civic public order, which historic centers contain.”

Carrion 2003, p151

4.1.2 STRUCTURE SANTIAGO COMÚN.

To reclaim Cityness in the city Center a variety of stakeholders from public, private and civic sectors have to be brought together. For every successful process strong people with visions that take ownership are essential to create resilient, self-organizing social structures.

Board of Directors

The Board of Directors is a multidisciplinary committee of institutional representatives from the public, private, academic and civic sector. Among this group of 13 members, interventions for Centro Histórico are decided. Further steps of Santiago Común are defined and the implementation of the Common Space Plan is monitored.

- President of the patronage of the “Catedral Santiago Apóstol”

Public Sector:

- President of the “Consejo para el Desarrollo Estratégico de Santiago” (CDES)
- Regional Director of the “Oficina Regional de Patrimonio Cultural” (ORPC)
- Director of the “Oficina Municipal de Ordenamiento Territorial” (POT)

BOARD OF DIRECTORS

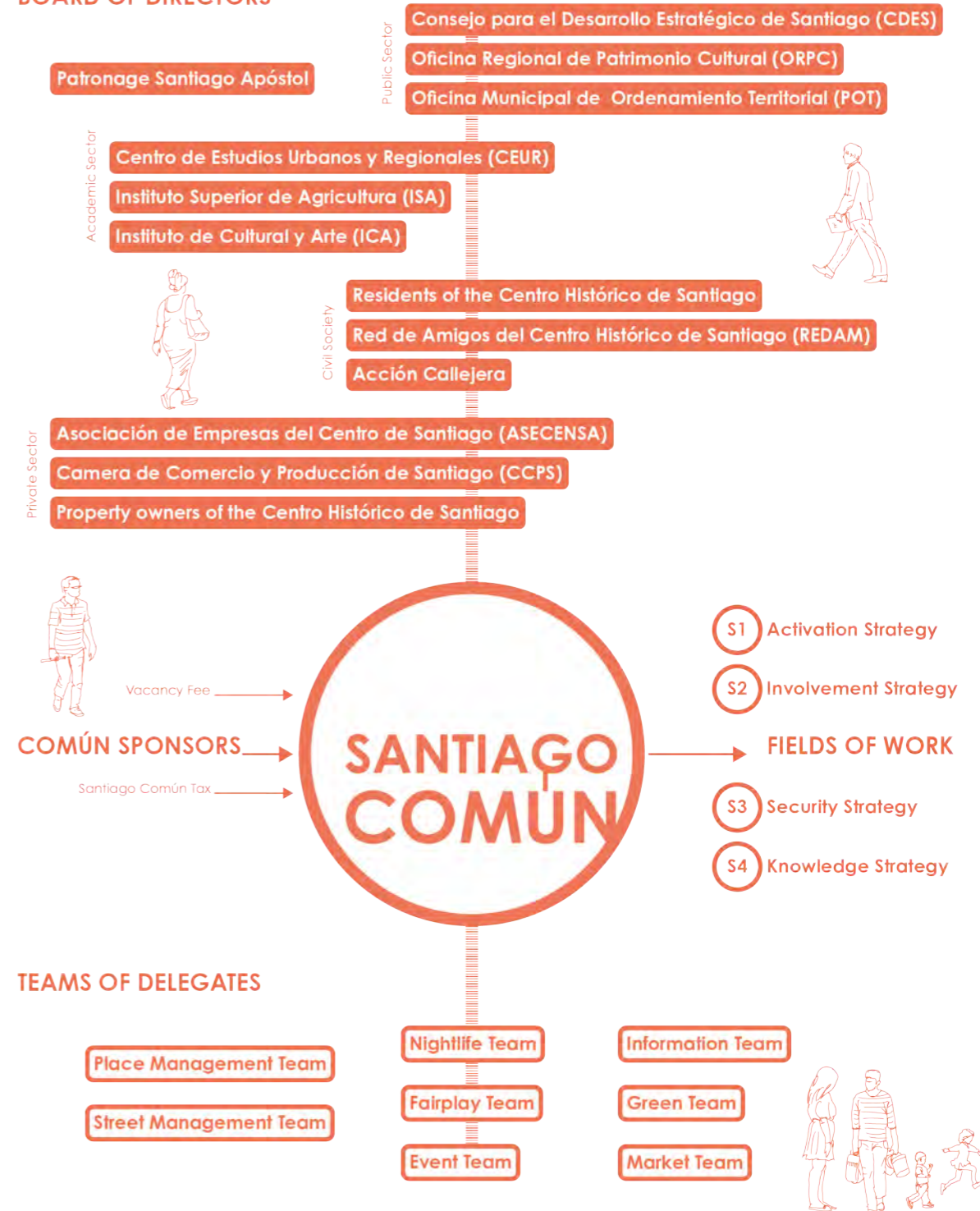


fig.4.1 (next page): Structure Santiago Común.

Academic Sector:

- Director of the "Centro de Estudios Urbanos y Regionales" (CEUR)
- Director of the "Instituto Superior de Agricultura" (ISA)
- Director of the "Instituto de Cultural y Arte" (ICA)

Private Sector:

- President of the "Asociación de Empresas del Centro de Santiago" (ASECENSA)
- President of the "Camera de Comercio y Producción de Santiago" (CCPS)
- Representative of the property owners of the Centro Histórico de Santiago

Civil Society:

- Representative of the residents of the Centro Histórico de Santiago
- Red de Amigos del Centro Histórico de Santiago (REDAM)
- Director of "Acción Callejera"

Teams of Delegates

Teams of Delegates are groups of people of civic society and institutions that work on a specific topic and support Santiago Común in the implementation and maintenance of interventions. During their work processes Santiago Común supports them. Each Team of Delegates represents their interest in front of the Board of Directors.

(1) Nightlife Team

- The Night Life Teams help to program zones of secure and diverse nightlife with interventions like cultural events, night markets and sports activities. Members can be bar or restaurant owners, cultural institutions, security delegates and local residents.

(2) Place Management Team

- Each major public space of the city center has a Place Management Team that takes ownership of the space. They organize events, are responsible for programming of Common Spaces and implementation of Micro Urban Activators. Members can be local residents, trades people and institutions.

(3) Street Management Team

- A street can have a Street Management Team to define a specific identity for the street, organize the Common Spaces of the street and the implementation of Micro Urban Activators. Members can be local residents, trades people and institutions.

(4) Fairplay Team

- Fairplay teams represent the interests of children in the city Center. They ensure that there are safe environments for kids, spaces to play and organize activities and events for kids. Members can be Acción Callejera, kids and local schools.

(5) Event Team

- Event teams help to organize major public events in Centro Histórico. Santiago Común coordinates them. Members can be cultural institutions, sports clubs, trades people and local residents.

(6) Information Team

- Information Teams help to collect data about the historic city Center, support education programs and touristic tours. Members can be Archivo Histórico de Santiago, Cluster Santiago

Destino Turístico, local residents, local schools and libraries.

(7) Green Team

- Green Teams help to maintain and increase greenery in public spaces, share their knowledge about plants and promote local vegetation. Members can be Instituto Superior de Agricultura, local residents and schools.

(8) Market Team

- Market Teams teams represent the interests of local trades people and street vendors. They help to organize market streets, night markets and informal vendors. Members can be street vendors, local trades people, ASECENSA and local manufacturers.

4.1.3 FIELDS OF WORK SANTIAGO COMÚN.

Santiago Común ensures that Goal #1 (Curated Center with Inclusionary Governance) will be reached. Santiago Común

(#1.1) Creates comprehensible governance structures. Provide visibility of organization and decision-making to the public.

(#1.2) Improves communication between stakeholders. Meet key players and stakeholders to include them in the process and keep the public informed.

(#1.3) Includes civil society in decision-making. Support the de-elitization of Cultural heritage and ensure that also the weakest get access to information and Common goods.

(#1.4) Plans responsive inclusionary processes. Link interests, create agreements between parties, build networks and seek synergies towards urban regeneration.

(#1.5) Creates a long-term integral strategy on a macro-scale including small-scale projects for activation. Co-design and launch low-budget and citizen-driven actions as activators around larger municipal projects.

(#1.8) Elevates historical, urbanistic and demographic data. Bring together data, material and stories about the area.

(#1.9) Creates incentives for the private sector to invest with a reworked image and economical advantages, which make investments lucrative.

(#1.10) Facilitates budget for maintenance of monuments and Common spaces. Loosen bureaucratic constraints ensuring that support, finance and government approvals reach the projects whenever needed.

(#1.11) Programs events and activities. Establish development times, schedule events; coordinate the efforts over time creating a Common agenda for change.

(#1.12) Establishes a positive image of the city Center. Campaigning and programming to make aware of the cultural importance of the historic Center (Brandware).

To reach these goals, Santiago Común will start its work with four strategies handling the emerging topics of the city Center:

- (1) Activation Strategy
- (2) Involvement Strategy
- (3) Security Strategy
- (4) Knowledge Strategy

4.1.4 COMMON REWARD SYSTEM AND BOLSA DE ESPACIOS VACIOS.

(1) Reward System

Santiago Común uses positive motivation as a principle, creating Do-rules instead of Don'ts. Public spaces are very limited in the historic city center since existing structures are horizontally dense and do not leave many open spaces. With a reward system owners get recompensed if they contribute their spaces to Common Ground. For example they are allowed to build higher, pay a lower Santiago Común Tax and get liberated from Vacancy Fees.

(2) Común Sponsors

Private parties can sponsor for example Micro Urban Activators or events of Santiago Común. For them it is positive product placement and image building. Generally, advertising labeling should be strongly reduced by law in the city Center.

(3) Santiago Común Tax

Every property owner in the city Center has to pay a small base duty to Santiago Común. This fee is staggered, depending on the level of contribution to Common space. For example an owner of a building with a closed façade on the ground floor, no terrace or greenery pays a higher fee than an owner of a building with semi-public function on the ground floor, with long opening hours and a green façade.

(4) Vacancy Fee

Property owners of unused lots, vacant buildings and parking lots, who don't have to pay a fine that goes to Santiago Común. As an alternative they can temporarily contribute their property to Common Ground to get liberated from the Vacancy Fee.

(5) Bolsa de Espacios Vacios

Another option for property owners of unused buildings or spaces is to make use of the Bolsa de Espacios Vacios. This is a platform that communicates between landlords and potential tenants. Different forms of rental contracts are possible, short, medium or long-term. The platform acts as communicator, legal advisor and supports new tenants and property owners. The concept is based on ZwischenZeitZentrale Bremen.¹

(1) <http://www.zzz-bremen.de/blog/>

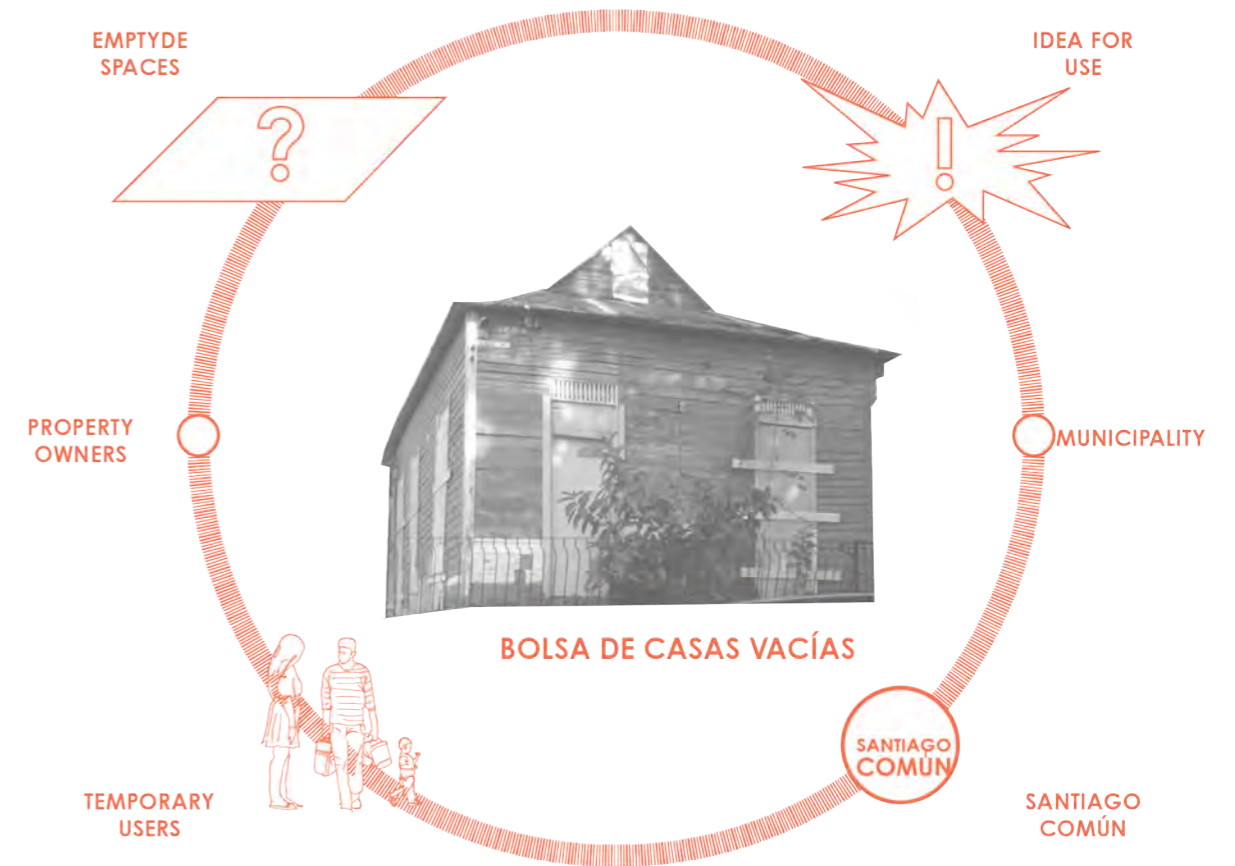


fig.4.2: Structure of Bolsa de Espacios Vacios. Based on ZwischenZeitZentrale Bremen.

4.2 PROPOSING ...
COMMON SPACE PLAN
(HARDWARE LEVEL)

4.2.1 FRAMEWORK FOR FLEXIBLE TRANSFORMATION.

The Common Space Plan defines a long-term integral strategy for the macro-scale development of the Centro Histórico de Santiago. It is a framework for a sustainable development in which different processes can happen and that allows for changes but at the same time ensures continuity of the urban transformation process.

The Common Space Plan proposes a flexible system of public spaces that connect existing spaces and immanent potentials. This network of sociocultural, economic and ecologic streets will ensure a Center full of spirit, identity, economic vitality and ecologic sustainability. A Center full of Cityness.

The spatial framework ensures that on a long-term view of ongoing processes correspond to the defined Goals:

Goal #2: Human Scale Center to Stay.

- (#2.1) Improve walkability and pedestrian comfort.
- (#2.2) Provide less space for cars and more for people.
- (#2.3) Create hierarchy and diversity of streets in design and use.
- (#2.4) Create a network of public spaces to stay.
- (#2.5) Remove "obstacles" from streets.
- (#2.6) Improve visual image on eye-level and reduce noise disturbance.
- (#2.7) Provide signage for orientation.
- (#2.8) Create shadow and rain protection.
- (#2.9) Provide basic urban furniture.
- (#2.10) Improve pedestrian connection to surrounding areas.
- (#2.11) Preserve small scale.
- (#2.12) Create a "sidewalk ballet".

Goal #3: Inclusive Center full of Diversity.

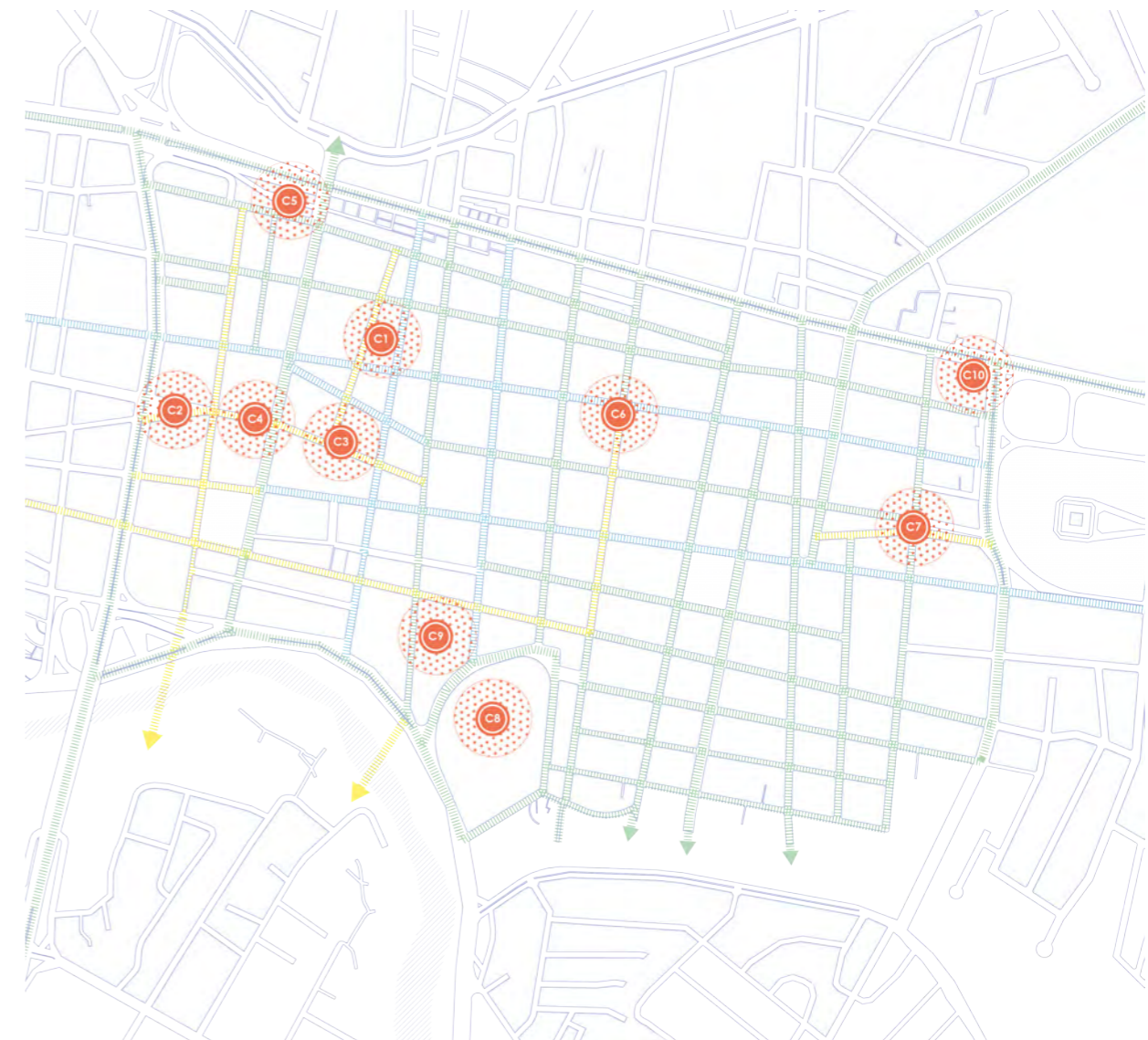
- (#3.1) Diversify land use and activities (recreation, sports, play, culture, nightlife).
- (#3.2) Create a balanced social mix of users.
- (#3.3) Utilize existing heterogeneous building structures.
- (#3.4) Create good environments for kids, elderly people and handicapped.
- (#3.5) Reduce functions that do not contribute to Cityness (parking lots, garages).
- (#3.6) Organize events and temporary activities.
- (#3.7) Involve informal sectors.
- (#3.8) Provide diversified public infrastructure and activities.

Goal #4: Living Center with Permanent Residents.

- (#4.1) Diversify housing offers and attract new residents.
- (#4.2) Improve conditions for living.
- (#4.3) Create vertical mix of different functions (casa-comercio).
- (#4.4) Define prioritized living streets.
- (#4.5) Foster community building on a neighborhood scale.
- (#4.6) Support fill-in housing on vacant lots.
- (#4.7) Foster large-scale housing projects on blocks for redevelopment.

Goal #5: Secure Center 24/7.

- (#5.1) Offer a diversity of activities at night and on weekends.
- (#5.2) Improve lighting.
- (#5.3) Bring activities and permanent population to abandoned areas.



- ||||| sociocultural network
- ||||| economic network
- ||||| ecologic network
- catalyzers of cityness

fig.4.3 (next page): Common space strategy for the Area of Influence of Santiago Común. Networks connecting public spaces and Catalyzers of Cityness.

(#5.4) Extend opening hours and create nightlife hubs.

(#5.5) Avoid "dead" zones in plinths.

Common Spaces play an important role and give flexibility and the possibility of involving different stakeholders actively into placemaking processes. These are spaces with very little design, which can be appropriated and programmed by Teams of Delegates of Santiago Común according to the predefined rules. Every street and public space offers the possibility to activate flexible spaces and take ownership. Common spaces are passive spaces for active people.

4.2.2 SOCIOCULTURAL NETWORK.

The Sociocultural Network connects Spaces of Common Identity and buildings of sociocultural importance in the Centro Histórico de Santiago. These are important public spaces, patrimonial buildings, cultural and educational institutions, spaces for nightlife and gastronomy as well as playgrounds and sports facilities. Within the Sociocultural Network we can find a high density of Cultural Heritage. Streets of the Sociocultural Networks are called Common Streets; they are mostly not important for transit and will be pedestrianized. Their small-scale structures, a high density of Cultural Heritage and Common spaces and a high diversity of functions on the ground floors characterize them. There is a new door every 5-10 meters.

Common Streets are of Rambla character, with a stage for street culture in the center. Street Management, Event and Nightlife Teams are responsible for the programming of the stage and events. They can be activated with Micro Urban Activators and should have shading.

Transition zones from public to private space are kept to a minimum since semi-public functions are preferred on ground floors. Transit of motorized vehicles is only allowed 2 hours per day for delivery and in emergency case.

A Common Street is a street of human scale that is full of experiences and Cityness.

The Sociocultural Network ensures that Goal #6 (Cultural Center for All) will be reached.

(#6.1) Create a patrimonial circuit and make patrimonial heritage accessible to the public.

(#6.2) Foster de-elitation and appropriation of Cultural Heritage.

(#6.3) Organize cultural events and strengthen intangible Cultural Heritage.

(#6.4) Collect data about city's history and monuments.

(#6.5) Provide information about Cultural Heritage (museum, signing).

(#6.6) Educate about preservation of patrimonial buildings and support property owners.

Street Management Team

Nightlife Team

Event Team

Information Team

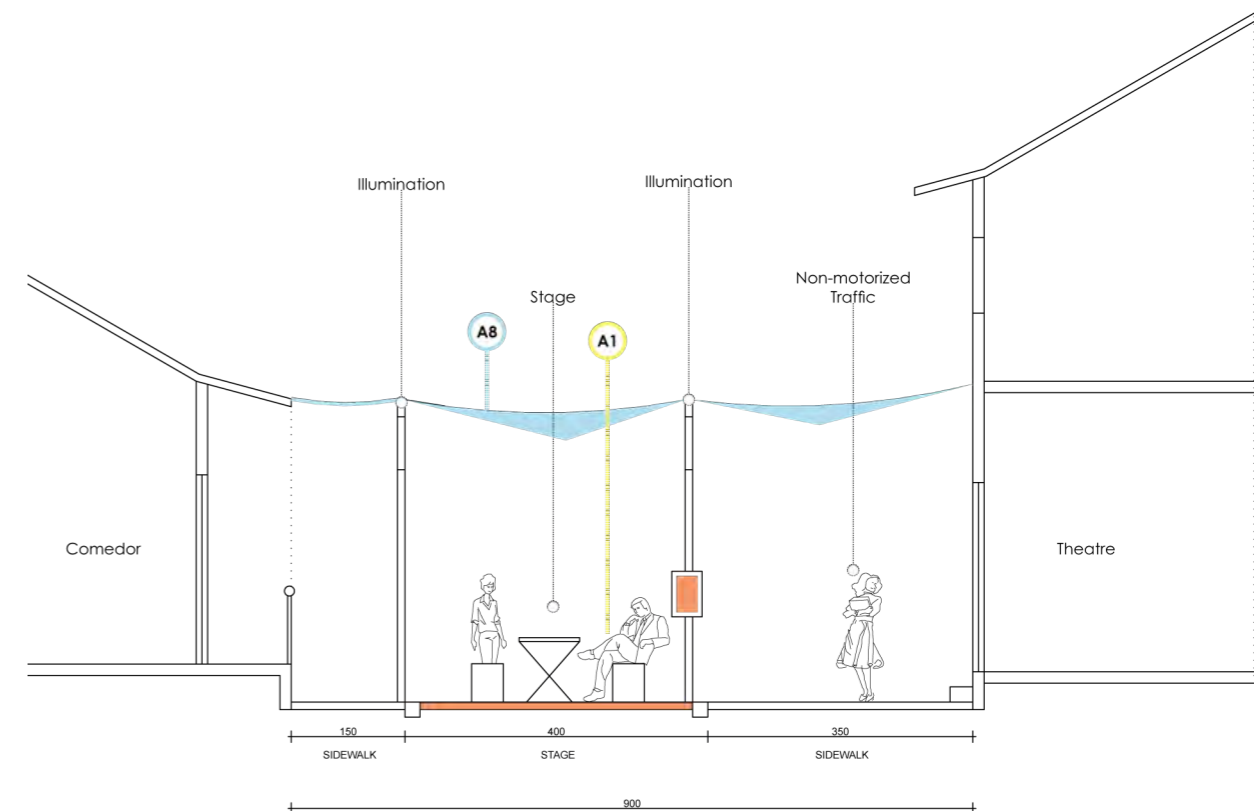


fig.4.4 (next page): Street section of a prototypical Common Street. Example: C/ Benito Monción.

4.2.3 ECONOMIC NETWORK.

The Economic Network connects the most important commercial and production areas in the city Center of Santiago. These are markets, shopping streets, areas with high concentration of street vendors and production centers.

Streets of the Economic Network are called Market Streets. Their ground floor functions are focused on shops and services but will also have some other uses in every block to not transform into mono-functional shopping streets. Opening hours will be extended in the evening and on weekends. Market Teams in cooperation with ASECENSA are responsible for programming of Common spaces and organize image building events like night markets and markets on specific topics. Improving public spaces in a street has a positive impact on its image and economic productivity. Also quality in commercial offers will be more mixed, including more local production. Sidewalks in Market Streets are narrow to ensure social interaction and liveliness as well as good visibility of shop windows. Facades of ground floors must be of high transparency and lighted until midnight. Local trades people can take ownership of the Common space in front of their store and contribute to public space as a form of advertising.

A Slow Traffic Lane is introduced, to relieve sidewalks but maintain sustainable forms of non-motorized delivery.

A Market Street is a street of economic vitality full of social interaction.

The Economic Network ensures that Goal #7 (Productive Center with Tradition) will be reached.

(#7.1) Increase economic productivity.

(#7.2) Create a network of existing markets.

(#7.3) Foster sharing and recycling economy.

(#7.4) Extend opening hours.

(#7.5) Create diversity and quality in commercial offers and support traditional shops.

(#7.6) Use the potential of informal sectors.

(#7.7) Revitalize traditional production.

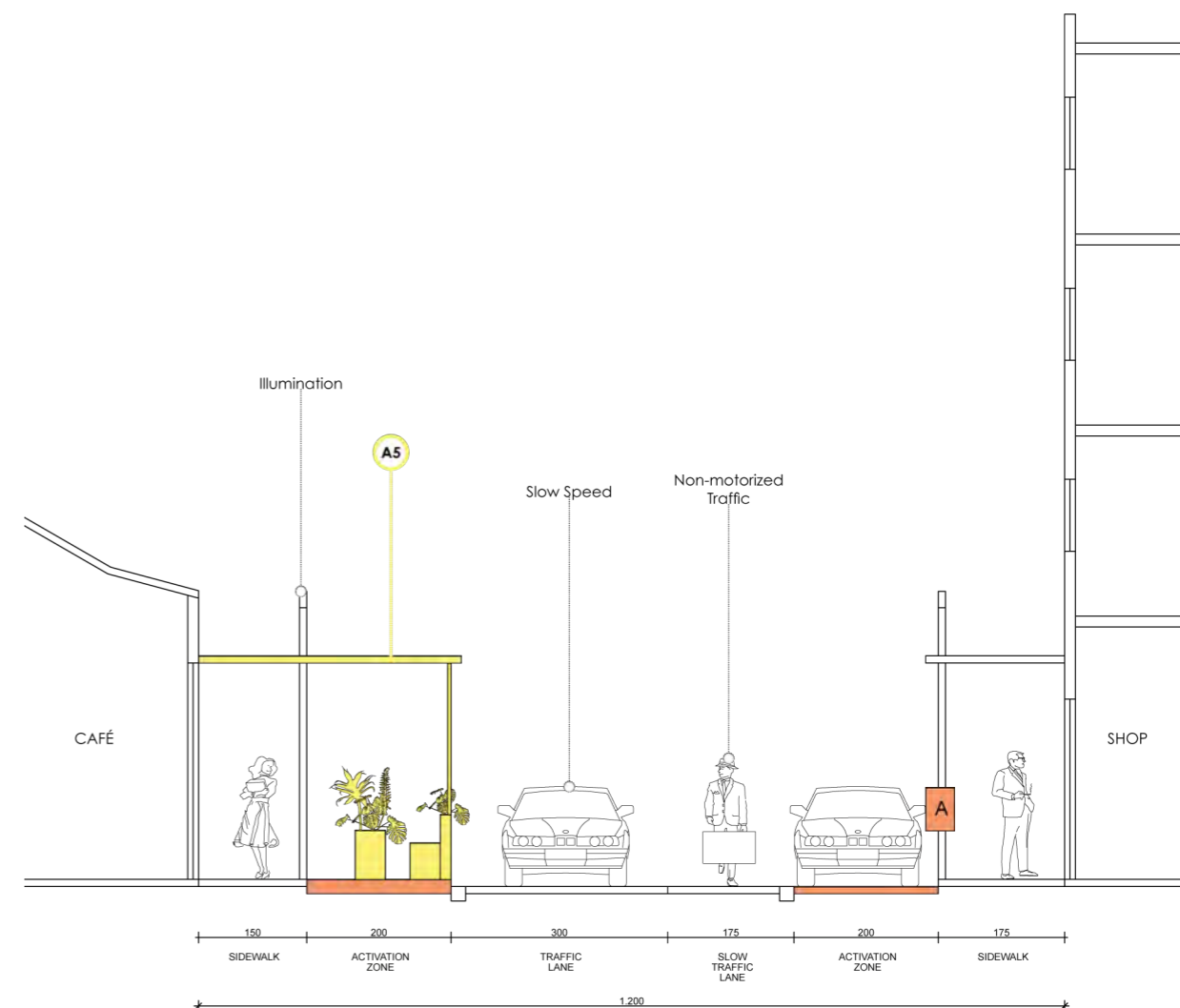


fig.4.5 (next page): Street section of a prototypical Market Street. Example: C/ Restauración.

4.2.4 ECOLOGIC NETWORK.

The Ecologic Network connects the green spaces of the city Center to foster biodiversity, ensure ecologic sustainability and reduce environmental problems such as heat islands and sound pollution. Green corridors connect the center with surrounding major green areas such as the riverfront of the Rio Yaque del Norte, the Parque Nibaje and El Monumento. Also access to responsible leisure activities areas in the periphery of the city Center are proposed. In the densely constructed Centro Histórico de Santiago, impervious surfaces must be reduced. Property owners who provide green roofs, "Patios" or facades get rewarded.

In high-density areas, blocks with green courtyards will be opened as Common green spaces

Another topic of the Ecologic Network is to raise ecological awareness with education and campaigning.

Streets of the Ecologic Network are called Green Streets, they are of mixed use with emphasis on housing. They are streets with higher quality of living since they are quieter and living on the ground floor is possible. Greenery on eye-level supports a positive visual appearance of the streets and absorbs sound. A transition zone between public and private space that can be programmed by residents makes living in Green Streets more comfortable. Every 15 meters there should be another function on the ground floor. Street Management Teams take care of the programming of Common spaces and Green Teams of the greenery on eye-level.

A Green Street is a comfortable street to feel at home.

The Economic Network ensures that Goal #8 (Green Center for an Urban Ecosystem) will be reached.

- (#8.1) Increase percentage of greenery and pervious surfaces.
- (#8.2) Use botanical diversity of Cibao as identity.
- (#8.3) Create network of green areas with green corridors.
- (#8.4) Support the opening of green courtyards.
- (#8.5) Create more greenery on eye-level and trees on streets.
- (#8.6) Support use of additional greening (roofs, facades).
- (#8.7) Reduce air, noise and visual pollution, heat islands and risk of inundation.
- (#8.8) Rise environmental awareness with education and campaigning.
- (#8.9) Organize solid waste system and sewage system.

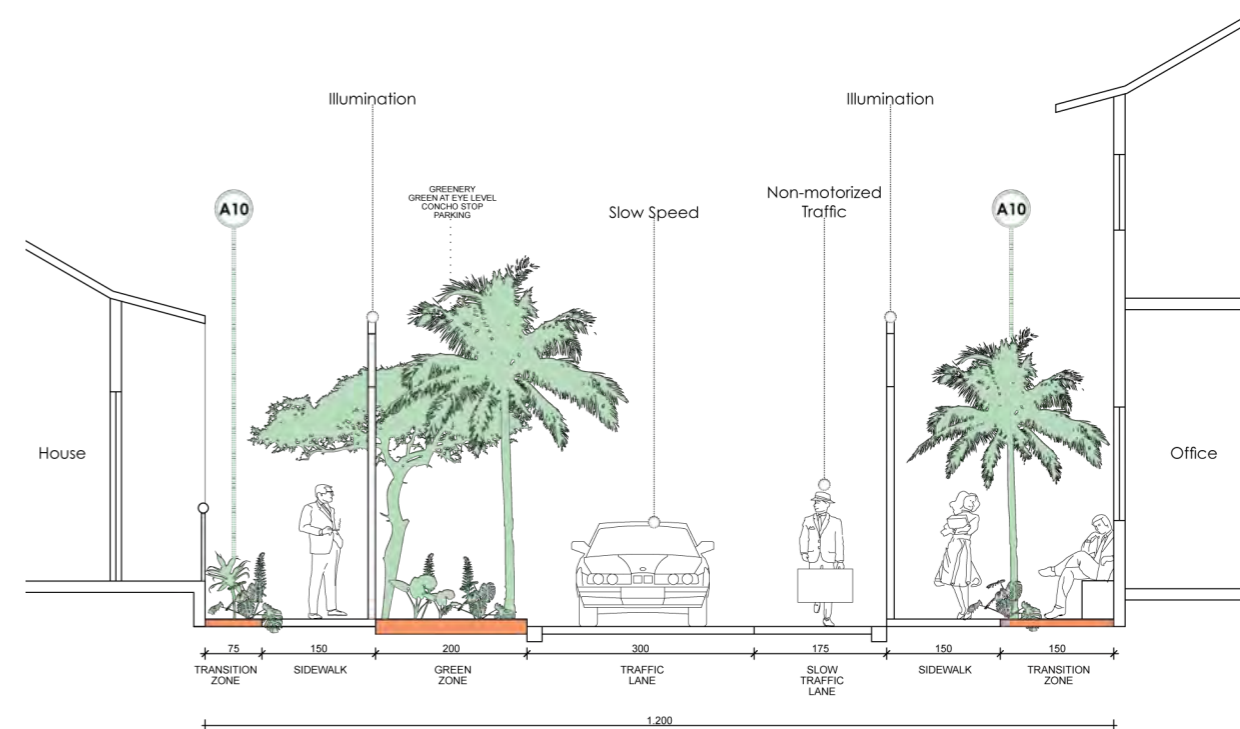


fig.4.6 (next page): Street section of a prototypical Green Street. Example: C/ Independencia.

4.2.5 CATALYZERS OF CITYNESS.

According to the placemaking concept of "The power of 10+" ten Catalyzers of Cityness are proposed on strategic points in Centro Histórico de Santiago. It is a simple concept that works on different scales. On place-scale it says that every good place offers at least 10 different activities. On a city-scale, the idea is that every good district has at least 10 interesting points to visit.

In the City Center of Santiago, analyzing Spaces of Common Identity and Spaces of Forgotten Identity in the Maps of Potentials defined these ten interesting places. These are spaces with high imminent potential to become Catalyzers of Cityness due to their history, location or size.

Catalyzers of Cityness are Common spaces programmed with hybrid functions to produce Cityness. They are drivers of change. As meeting points of different social groups, they are commerce free and democratic spaces where different stakeholders are invited to contribute and discuss. In that sense, they are spaces of productive intersections that "make city".

Catalyzers of Cityness work as attractors on city-scale. They support the process of redefining the role of Centro Histórico de Santiago as a centrality and the main public space within the city. They work in a network with existing attractors in the city Center with Spaces of Common Identity like Parque Duarte, Mercado Modelo, El Monumento, Parque Colón and Parque de los Chachases.

Catalyzers of Cityness are the engines to reclaim Cityness and Common Ground in Santiago.

C1 Estación Santiago Común

Actors: Santiago Común, Familia Bermudez, CEUR, Archivo Histórico Santiago, Clúster Santiago Destino Turístico, REDAM, Ventanas de Santiago, Information Teams
Space: Casa Familia Bermudez

The Casa Familia Bermudez, consisting of two buildings, a larger warehouse and rectangular to it the wing for administration, is unused and in bad condition. It occupies an entire block in the Incubator Zone.

The proposal is to transform this block into Estación Santiago Común, the "headquarter" of the urban curator. It is programmed to contain Museo de la Memoria Urbana, the administrative offices of Santiago Común, a multi-purpose hall for events and activities), a garage for trolleys and Plaza Común. Estación Santiago Común tells the stories of the historic City Center.

C2 Plaza Pantalón

Actors: Centro Cultural, ICA, Casa de Arte, La 37 por las Tablas, Event Teams, Place Management Team
Space: Calle Pantalón

At the moment this public space is randomly fragmented in different zones and the patrimonial building in the center (Casa Pantalón) is vacant. Most of the area is used as a parking lot.

The proposal is to remove the parking lot and create a continuous public space with new pavement, lightening, plantation and furniture. The Plaza Cultural, the larger space in triangular form, is defined as Common Ground and will be adapted flexibly by its users. The Casa Pantalón should be given a semi-public function that brings

life and contributes to Cityness. Plaza Pantalón is a cultural space that brings people together and creates productive intersections.

C3 Playstation

Actors: La Sirena, Acción Callejera, Fairplay Teams,
Space: Parking La Sirena

This space is currently used as parking lot for the hypermarket La Sirena.

The proposal is to cover this parking, insert some small shops on the outer façade and provide a playground on the roof. The La Sirena Play is a safe playground for kids of different age groups. Since it is elevated on the first floor, it can be closed and it's security better controlled. To avoid creating a dead street, small shops that animate public life will be inserted on the outer façade of the garage. Playstation is a safe place for kids to play.

C4 Wake Up Mercedes!

Actors: Property Owners Hotel Mercedes, Asociación Cibao, local food producers and chefs, Clúster Santiago Destino Turístico, escuela de hostelería, Market Teams, Greenery Teams
Space: Hotel Mercedes

The Hotel Mercedes used to be one of the most exclusive hotels in Dominican Republic. The building from the year 1929 is today empty and not in use anymore. The opposite lot is used as a parking lot for Asociación Cibao.

The proposal is to revitalize the function of a hotel boutique in the city Center with a semi public space on the ground floor and the open roof. On the ground floor a restaurant is proposed that invites local citizens to cook and share their knowledge about "Cocina Criolla". The opposite lot is transformed into a Food Garden (garden for the restaurant) for Walking Kitchens and food production. Wake Up Mercedes! is a space for the exchange of knowledge and creativity about local food preparation, production and consumption.

C5 Welcome to Santiago!

Actors: Bus Companies, Asistencia Social, Acción Callejera, ASE-CENSA, Market Teams, Place Management Team
Space: Parada 30 de Marzo

At the moment Parada 30 de Marzo is one of the most chaotic points in the city. This disorder creates a space that is perceived as uncomfortable and insecure.

The proposal is to rearrange the space and its functions. There will be a Welcome Center that includes all service functions for a bus stop like ticket sales, toilets, information and a baggage room. On the upper floors there will be a social center to coordinate the market and informal vendors. The Market 30 de Marzo will be restructured and more clearly arranged. In the designated zone of Buhoneros Volantes street vendors can install their stands. The Plaza 30 de Marzo is a public space where visitors and locals can meet and exchange. Welcome to Santiago! is a space to arrive in the city and at the same time a space to stay and exchange between local and visitors.

C6 Edu Center

Actors: Property owners, PUCMM, Cooperación Altagracia, Parroquia Santiago Apostól, Information Teams, Place Management Team

Space: Intersection C/ Restauracion – C/ Sánchez

The space is located in the very center of the most commercial part of Centro Histórico de Santiago. It consists of two vacant lots, each one approximately 2000m², which are currently used as parking lots. The proposal is to create Edu Center at this space; this includes a library, internet stations, rooms for exhibitions, multi-purpose lecture rooms or specific classrooms. Tenants can be kindergartens, schools, Universities, art schools and others. Edu Plaza is the Common Ground between the two buildings that can be activated by people.

Property owners get rewarded if they rent out the first three floors of their building to educational facilities for low rents and contribute Edu Plaza to the visions of Common Ground. They are allowed to build higher. Edu Center is a Common space to share knowledge.

C7 Dancing Streets

Actors: Bar and restaurant owners, Clúster Santiago Destino Turístico, Nightlife Teams, Event Teams, Market Teams, Place Management Team

Space: Las Tres Cruces

Las Tres Cruces is a space of identity where a church should have once been constructed. It is located close to El Monumento and a lot of bars and nightlife clubs are located in this street.

The proposal is to close this section of the street for transit at nighttime and transform it into a nightlife boulevard, a Dancing Street. The street becomes Common Ground and can be appropriated by its people with night markets, cultural events, concerts, parades etc. Nightlife Teams, Event Teams, Market Times and Place Management Team will take care of the process. Dancing Streets is a Common space, which offers a variety of activities for different people at nighttime.

C8 Fortaleza Verde

Actors: ISA, Centro León Jimenes, Green Teams

Space: Fortaleza San Luis

Fortaleza San Luis is an important space of the city's military history. Today it is fragmented into various functions with low impact on Cityness.

The proposal is to transform the fortress into a show space for the vegetation of Cibao Valley. The courtyard will be transformed into a park with typical plants of the region. The existing building structures can be used as offices and educational facilities of the Instituto Superior de Agricultura. Also a museum about nature and agriculture in Cibao Valley, which are the roots of the city of Santiago, will find its space there. Green Teams will be educated in the Fortaleza Verde to later spread their Oasis Urbanos over the whole city. Fortaleza Verde is a space of Cityness, dedicated to Santiago's original identity as an agricultural town in Cibao Valley.

C9 Tabacalera Productiva

Actors: Property owner, AIREN, CCPS, local manufacturers, Place Management Team, Market Teams

Space: Tabacalera

The former tobacco factory of Santiago is today abandoned and its structures in bad condition. In general, the productive sector left the city Center a long time ago for free trade zones in the periphery. The proposal is to transform the former tobacco factory into a center for local manufacturing. Small manufacturers can share the infrastructure and get support in their organization by Santiago Común. In return, they are supposed to share their knowledge about production. The plaza is Common Ground and gives space for a market selling locally produced products. Tabacalera Productiva is a Common Space to share knowledge about local and traditional manufacturing.

C10 Centro Activo

Actors: Sports club, Las Águilas, Clinicas Corominas, Fairplay Teams

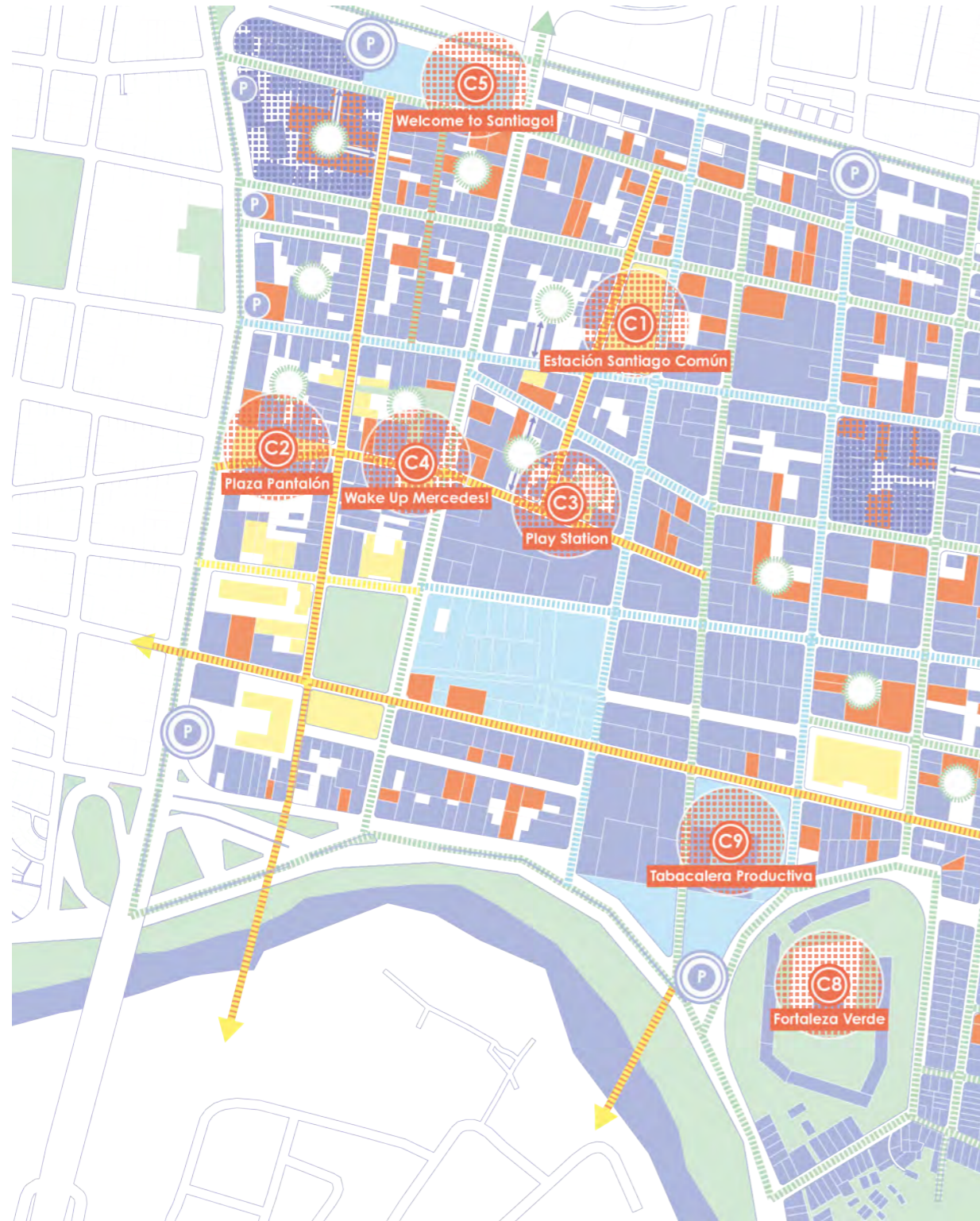
Space: Basketball Field Las Carreras

In this space a basketball field already exists. Generally sports are an underrepresented function in the city Center.

The proposal is to construct a vertical gym in the block that allows a higher density of a variety of activities for different people in this space. Centro Activo is Common Ground, a safe multilevel sports field. Vacant lots in the area can be activated with Pop-up Canchas. Fairplay teams organize this process. Since sports are an important part of general health, Clinicas Corominas could be a sponsor of the project. Centro Activo is a Common space that offers the opportunity for activity for all.

CATALOG CCP:
COMMON SPACE PLAN

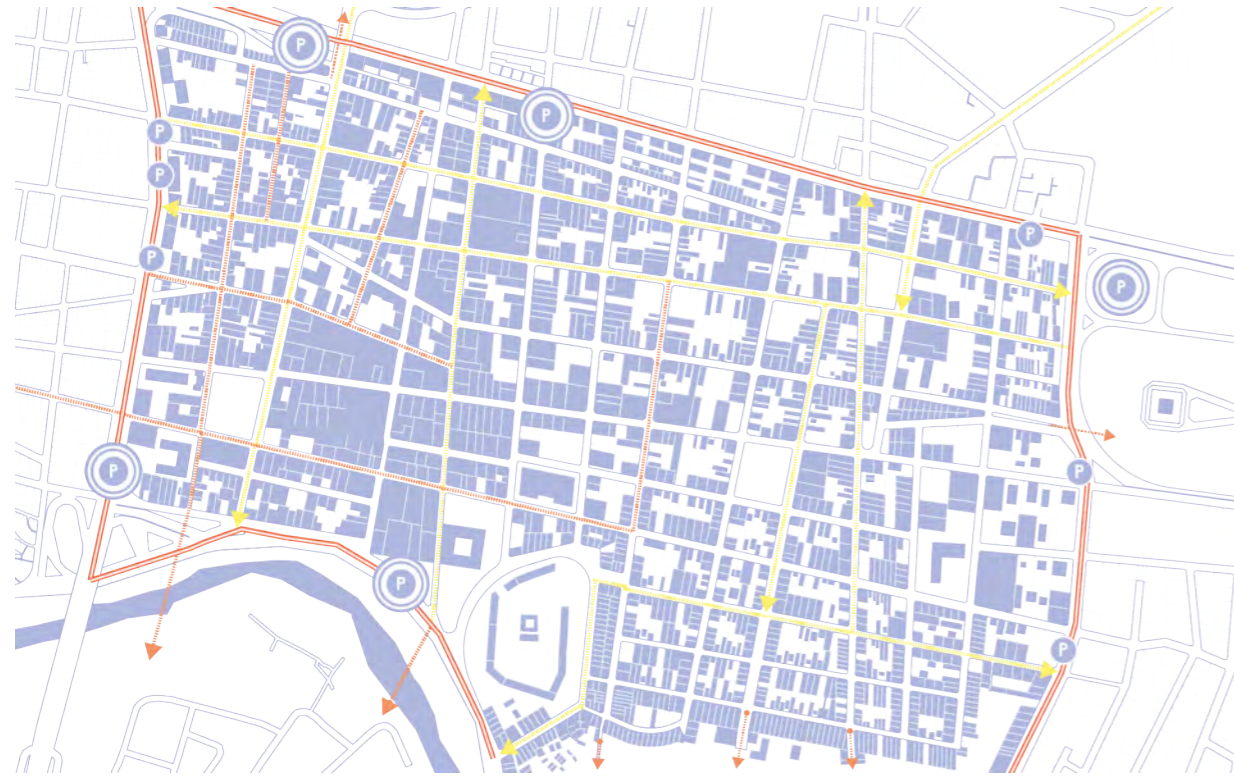
CCP1 COMMON SPACE PLAN



CCP1 COMMON SPACE PLAN



CCP2 TRANSIT STRATEGY



1:10.000

100 m



proposing ...

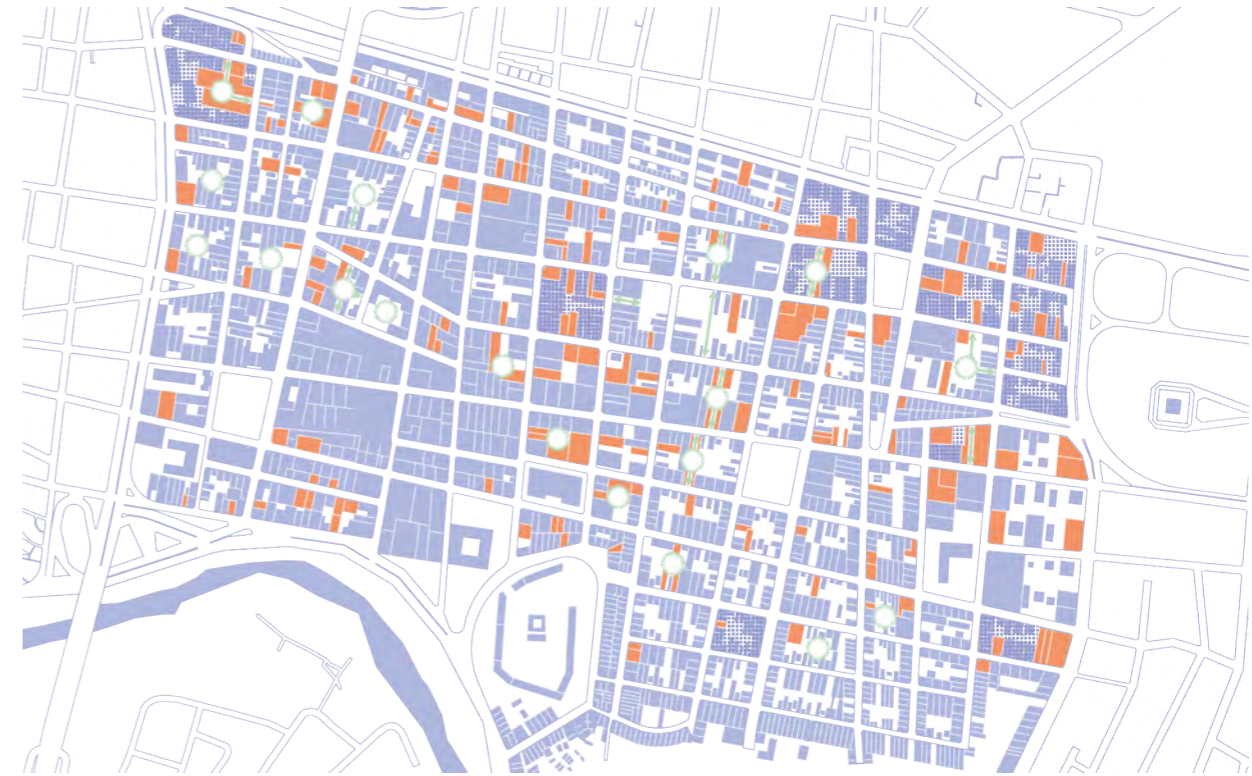
- pedestrian street
- low speed street (< 20km/h)
- reduced speed (< 40km/h)
- ring road
- traffic hub

Transit in the city Center needs to be reorganized and reduced as a basis for all other interventions in public space.

A slow Center is created by concentrating motorized transit on the outer ring road (Av. General López, Av. Mirador del Yaque, Av. Francia and Av. Las Carreras). Along this ring Traffic Hubs are installed, that offer parking and access to public transport system. Most bus stops stay where they are and get reorganized. Only the Parada Parque de los Chachasses will be translated to the outer ring.

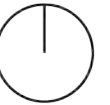
Within the Centro Histórico distances are walkable, with a maximum of 1,2 km. Certain streets are connection streets of the ring road with reduced speed, some are pedestrianized and the rest is low speed. In general, walkability and pedestrian comfort will be improved, less space for cars and more for people provided and a hierarchy of streets is created.

CCP3 DENSIFICATION STRATEGY



1:10.000

100 m



existing spaces ...

- built structure
- open "Patio"
- proposing ...
- block for redevelopment
- fill-in housing
- open block

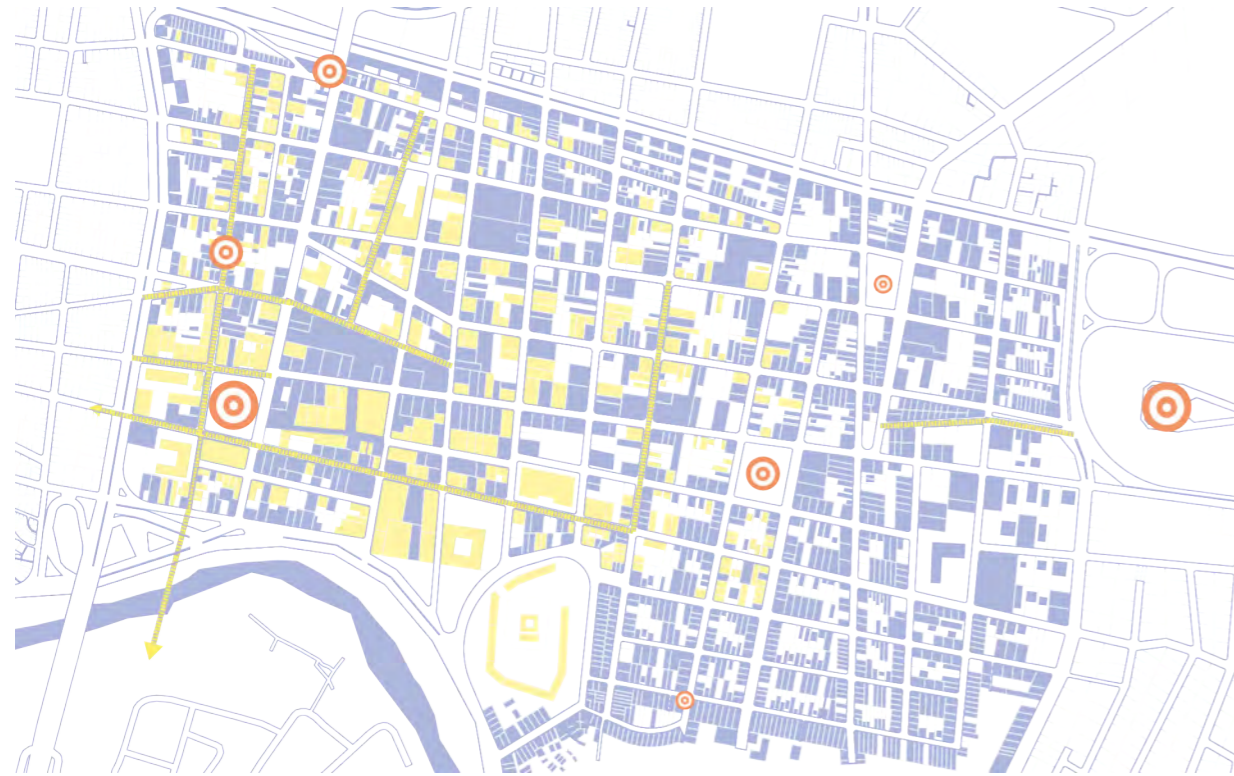
Abandonment and a lack of variety in functions is one of the main problems of the Centro Histórico de Santiago. A large number of vacant lots are used as parkings, a function that does not contribute to City-ness.

On a long-term the city Center will be densified. Lots of Densification can be constructed with fill-in buildings and Blocks of Opportunities can be completely redeveloped with housing and a diversity in functions in the plinth zone.

New buildings must have "Verandas", transition zones between the public and private. A variety in forms of housing ("Casa-comercio", temporary housing and others) must be offered. Where possible, open blocks with semi-public passages must be created. That way new residents will be attracted, a variety of housing can be offered and conditions for living improved.

On short-term, before construction, property owners can contribute their property to Common Ground with simple interventions of the Activation Strategy.

CCP4 SOCIOCULTURAL NETWORK



1:10.000

100 m



existing spaces ...

building of socio-cultural importance

space of common identity

proposing ...

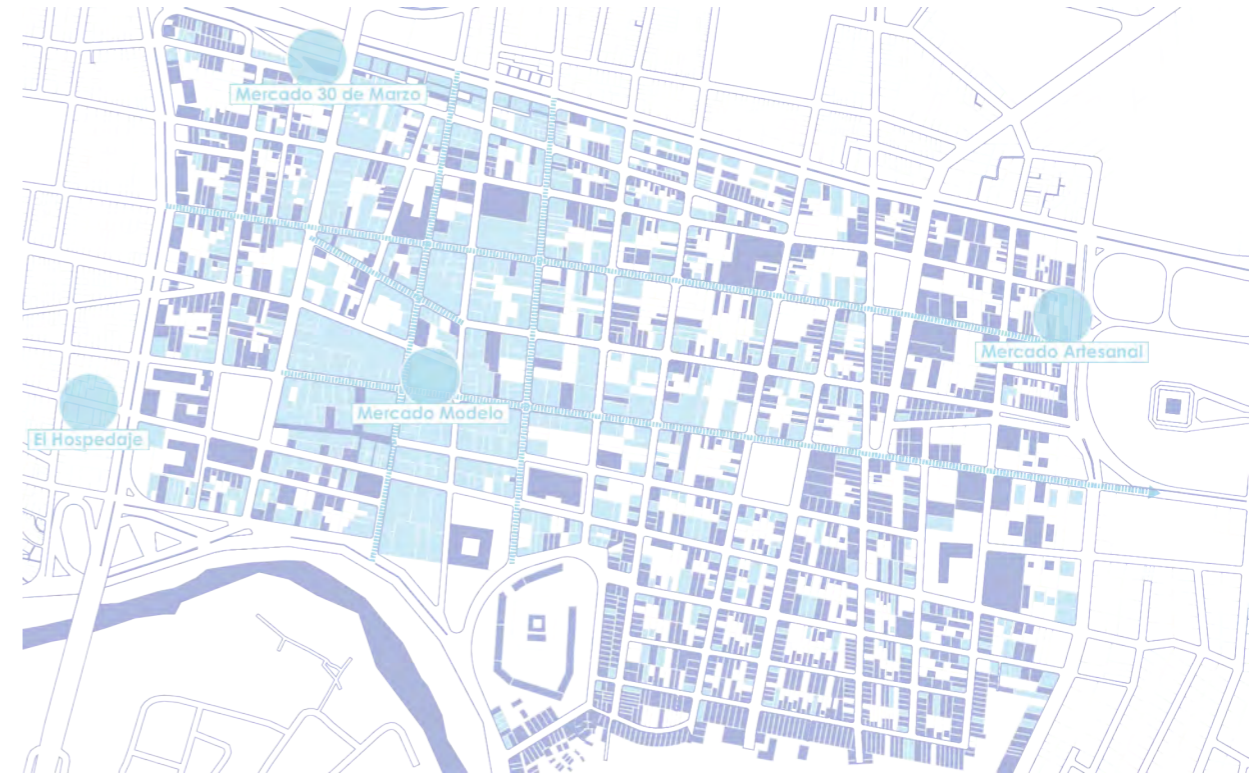
common street

The Sociocultural Network connects Spaces of Common Identity and buildings of sociocultural importance in the Centro Histórico de Santiago. These are important public spaces, patrimonial buildings, cultural and educational institutions, spaces for nightlife and gastronomy as well as playgrounds and sports facilities. Within the Sociocultural Network we can find a high density of Cultural Heritage.

Streets of the Sociocultural Networks are called Common Streets; they are mostly not important for transit and will be pedestrianized. Their small-scale structures, a high density of Cultural Heritage and Common spaces and a high diversity of functions on the ground floors characterize them. There is a new door every 5-10 meters.

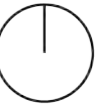
A Common Street is a street of human scale that is full of experiences and Cityness.

CCP5 ECONOMIC NETWORK



1:10.000

100 m



existing spaces ...

groundfloor with commercial use

market

proposing ...

market street

The Economic Network connects the most important commercial and production areas in the city Center of Santiago. These are markets, shopping streets, areas with high concentration of street vendors and production centers.

Streets of the Economic Network are called Market Streets. Their ground floor functions are focused on shops and services but will also have some other uses in every block to not transform into mono-functional shopping streets. Opening hours will be extended in the evening and on weekends. Market Teams in cooperation with ASECENSA are responsible for programming of Common spaces and organize image building events like night markets and markets on specific topics. Improving public spaces in a street has a positive impact on its image and economic productivity. Also quality in commercial offers will be more mixed, including more local production.

A Market Street is a street of economic vitality full of social interaction.

CCP6 ECOLOGIC NETWORK



1:10.000

100 m



existing spaces ...

■ green space

● open "Patio"

proposing ...

— open block

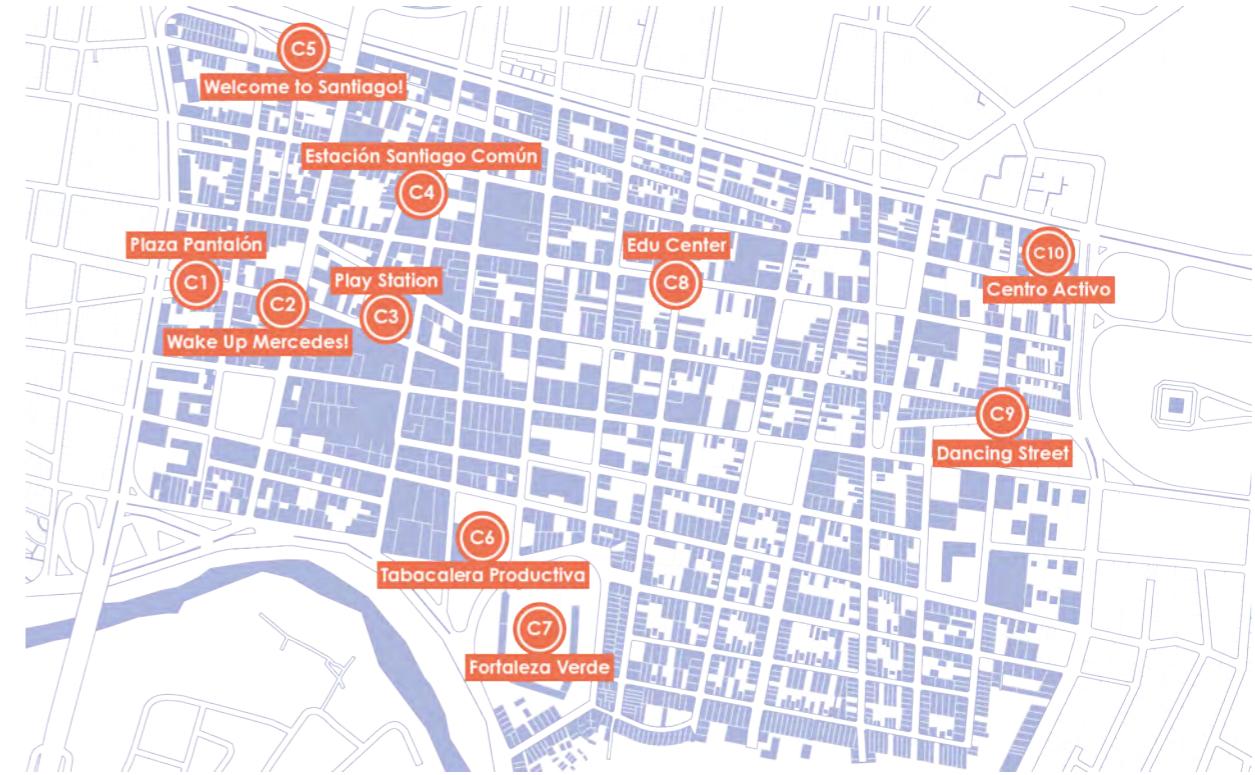
⋯ green street

The Ecologic Network connects the green spaces of the city Center to foster biodiversity, ensure ecologic sustainability and reduce environmental problems such as heat islands and sound pollution. Green corridors connect the center with surrounding major green areas such as the riverfront of the Rio Yaque del Norte, the Parque Nibaje and El Monumento. Also access to responsible leisure activities areas in the periphery of the city Center are proposed.

In the densely constructed Centro Histórico de Santiago, impervious surfaces must be reduced. Property owners who provide green roofs, "Patios" or facades get rewarded.

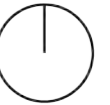
A Green Street is a comfortable street to feel at home.

CCP7 CATALYZERS OF CITYNESS



1:10.000

100 m



proposing ...

● catalyzer of cityness

According to the placemaking concept of "The power of 10+" ten Catalyzers of Cityness are proposed on strategic points in Centro Histórico de Santiago. It is a simple concept that works on different scales. On place-scale it says that every good place offers at least 10 different activities. On a city-scale, the idea is that every good district has at least 10 interesting points to visit.

Common spaces programmed with hybrid functions to produce Cityness. They are drivers of change. As meeting points of different social groups, they are commerce free and democratic spaces where different stakeholders are invited to contribute and discuss. In that sense, they are spaces of productive intersections that "make city".

Catalyzers of Cityness are the engines to reclaim Cityness and Common Ground in Santiago.

4.3 PROPOSING ...
MICRO URBAN
ACTIVATORS
(SOFTWARE LEVEL)

4.3.1 PASSIVE SPACES FOR ACTIVE PEOPLE.

Its people, who act as co-creators and reclaim space that create an active urban center full of Cityness that offers a diversity of activities. The idea of Santiago Común is to provide, as described before, passive spaces as designated Common spaces that will be activated by people and their immanent potentials. To make the Centro Histórico de Santiago a safer and more pleasant space to stay, it needs to be filled with positive activities. To make this process sustainable, people need to take ownership. The goal is to create resilient, self-organizing social structures. Santiago Común will curate this process.

“In a great place, people feel less like audience members and more like co-creators.”

Micro Urban Activators are small-scale interventions that support the activation of Common spaces. They are light, quick and cheap but have a big impact. Micro Urban Activators enable different actors to participate in the process of city making and let them be co-creators in Common space by using their creativity. They are punctual urban interventions that are often temporary and follow D.I.Y principles. Santiago Común creates them in a social project that educates unemployed people in handicrafts. Micro Urban Activators can be installed in designated Common spaces. In the process they are coordinated by Santiago Común and maintained by Teams of Delegates.

Local business owners are motivated to sponsor Micro Urban Incubators who will in return help them advertise. Generally, advertising labeling should be strongly reduced by law in the city Center. Donating a Micro Urban Incubator and that way contributing to Common Ground is good advertising and image building for a company. Property owners are being encouraged to open their unused spaces (vacant lots, parking lots, rooftops, patios, vacant buildings) temporary as Common Spaces and use Micro Urban Activators. If they do so, they not have to submit a Vacancy Fee. For example they can transform their vacant lots in temporary sports fields or pocket parks. Vacant buildings can be temporary used as pop-up restaurants, libraries or museums. Rooftops and facades can improve urban climates by being green.

The rest of Micro Urban Activators gets financed by Santiago Común through membership taxes.

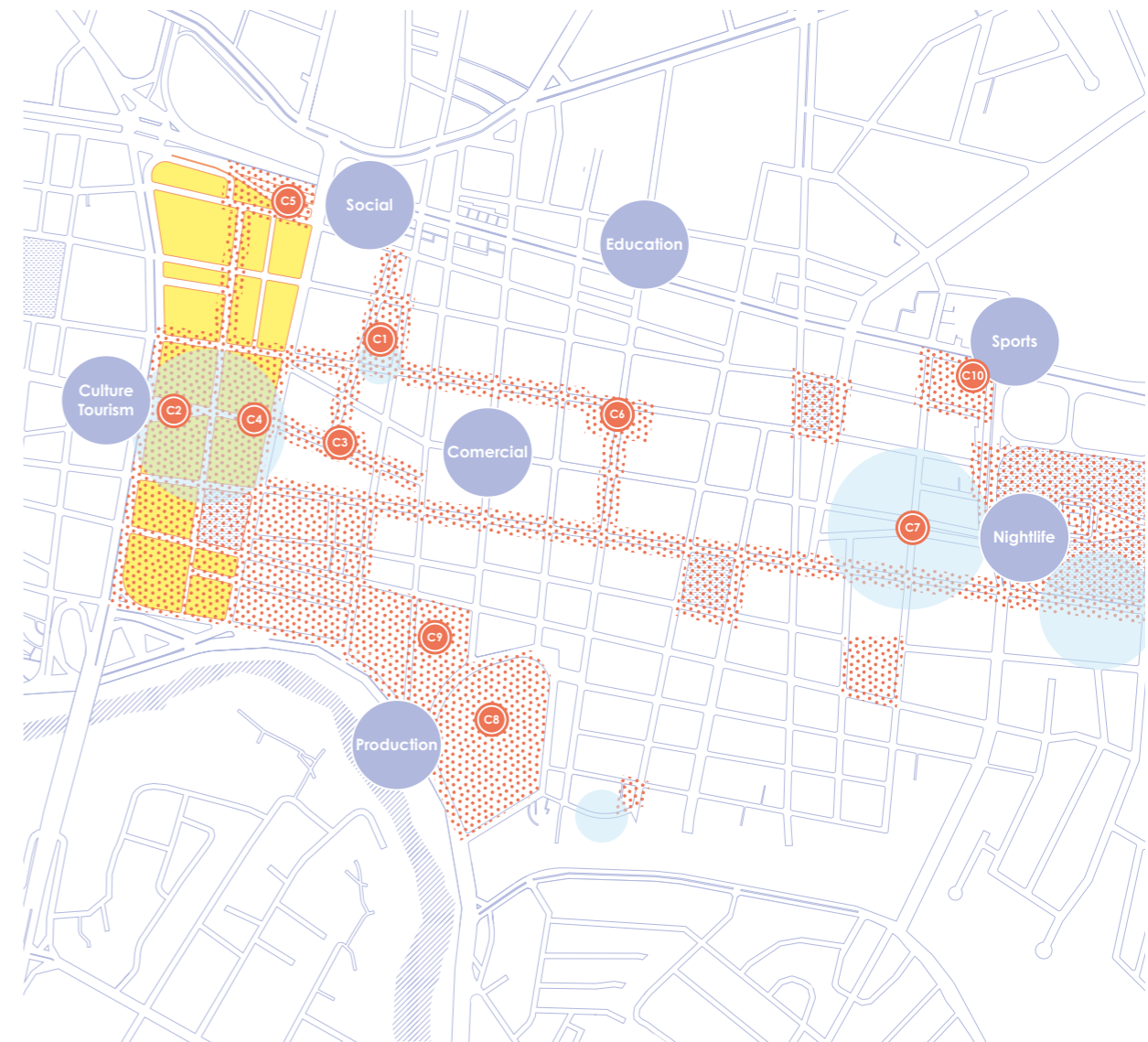
“I would think that tactical urbanism is partly a practice that involves occupying. To occupy is to remake, even of temporarily, a bit of territory, and therewith to remake its embedded and often deeply undemocratic logics of power. This begins to redefine the role of citizens, mostly weakened and fatigued after decades of growing inequality and injustice.” (Saskia Sassen)

The Activation Strategy of Santiago Común works with the concept of the Power of 10+. Areas with higher density of activities emerge around Catalysts of Cityness and Spaces of Common Identity. In certain areas nightlife activities are encouraged. Other areas have a lower density of activities such as residential areas. This distinction of fast and slow, noisy and loud spaces should bring richness in different qualities of spaces to the historic city Center.

Activity clusters are formed to offer a high diversity of programming for a diversity of people in Centro Histórico. They are dependent on existing activities and Catalysts of Cityness.

Kent 2016

Gadanhó 2014



- programming
- high density of daytime activities
- high density of nighttime activities

fig.4.7 (next page): Zones of high density of activities in the Common Space Plan, during nighttime and daytime.

CATALOG CMA: MICRO
URBAN ACTIVATORS



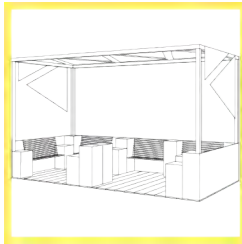
A1 Domino Bombing

Layer: Socio-cultural
Actors: Place Management Teams, Street Management Teams, Information Teams
Spaces: At important points of identity in Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C1-Estación Santiago Común)
Duration: 1 year +
Size: 1,50 x 0,75 x 2,40m



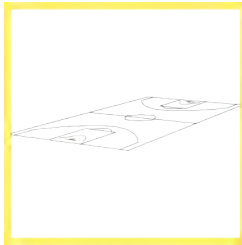
A2 Memoria Colectiva

Layer: Socio-cultural
Actors: Place Management Teams, Street Management Teams, Information Teams
Spaces: At important points of identity in Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C1-Estación Santiago Común)
Duration: 1 year +
Size: 1,50 x 0,75 x 2,40m



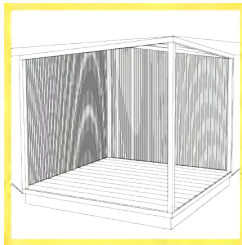
A3 Parklet del Sol

Layer: Socio-cultural
Actors: Street Management Teams, Green Teams, local shop owners
Spaces: Market Streets, Green Streets
Duration: 1 year +
Size: 5,25 x 2,25 x 3,00m



A4 Pop-Up Cancha

Layer: Socio-cultural
Actors: Place Management Teams, Street Management Teams, Information Teams
Spaces: At important points of identity in Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C1-Estación Santiago Común)
Duration: 1 year +
Size: 1,50 x 0,75 x 2,40m



A5 Glorieta Cube

Layer: Socio-cultural
Actors: Street Management Teams, Fairplay Teams, local sport clubs, property owners of vacant lots
Spaces: Vacant lots and parking lots
Duration: 1 month +
Size: 28 x 15m

Layer: Economic
Actors: Market Teams, street vendors
Spaces: Market Streets, Catalyzers of Cityness
Duration: 1 hour +
Size: 1,50 x 1,50 x 2,25 m

Layer: Economic
Actors: Market Teams, street vendors
Spaces: Market Streets, Catalyzers of Cityness
Duration: 1 hour +
Size: 1,50 x 1,50 x 2,25 m

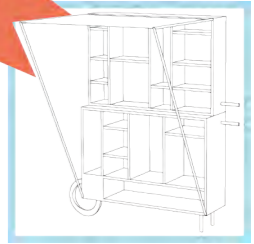
Layer: Ecologic
Actors: Green Teams, Street Management Teams, Place Management Teams, Market Teams, local shop owners
Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness
Duration: 1 month +
Size: 0,75 x 0,75m +

Layer: Ecologic
Actors: Street Management Teams, Place Management Teams
Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness
Duration: 1 month +
Size: 0,75 x 0,75 x 2,25m

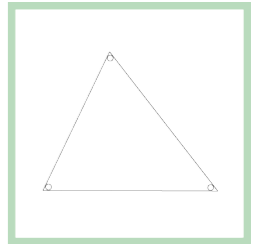
Layer: Ecologic
Actors: Green Teams, ISA
Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C8-Fortaleza Verde)
Duration: 0,5 year +
Size: 1,50 x 0,75 x 0,75m



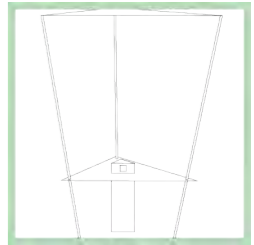
A6 Buhonero Volante



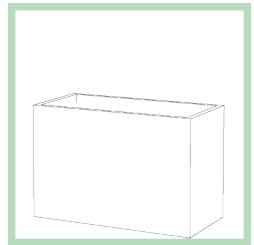
A7 Walking Kitchen



A8 Sombrita Tropical

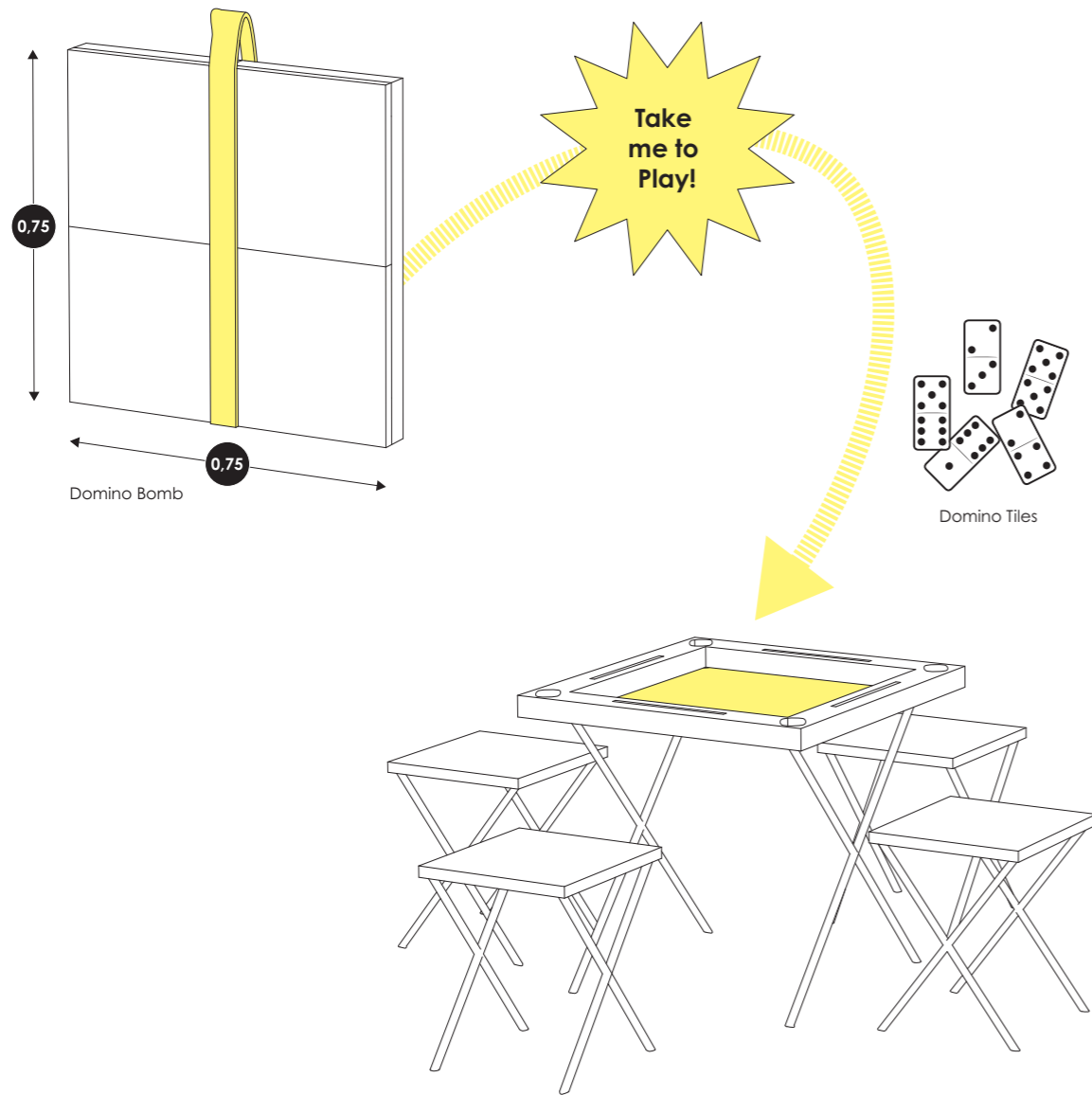


A9 Recharge Station



A10 Oasis Urbano

CMA1 DOMINO BOMBING



Layer: Socio-cultural

Actors: Place Management Teams, Street Management Teams, local trades people, domino players

Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness

Duration: 1 hour +

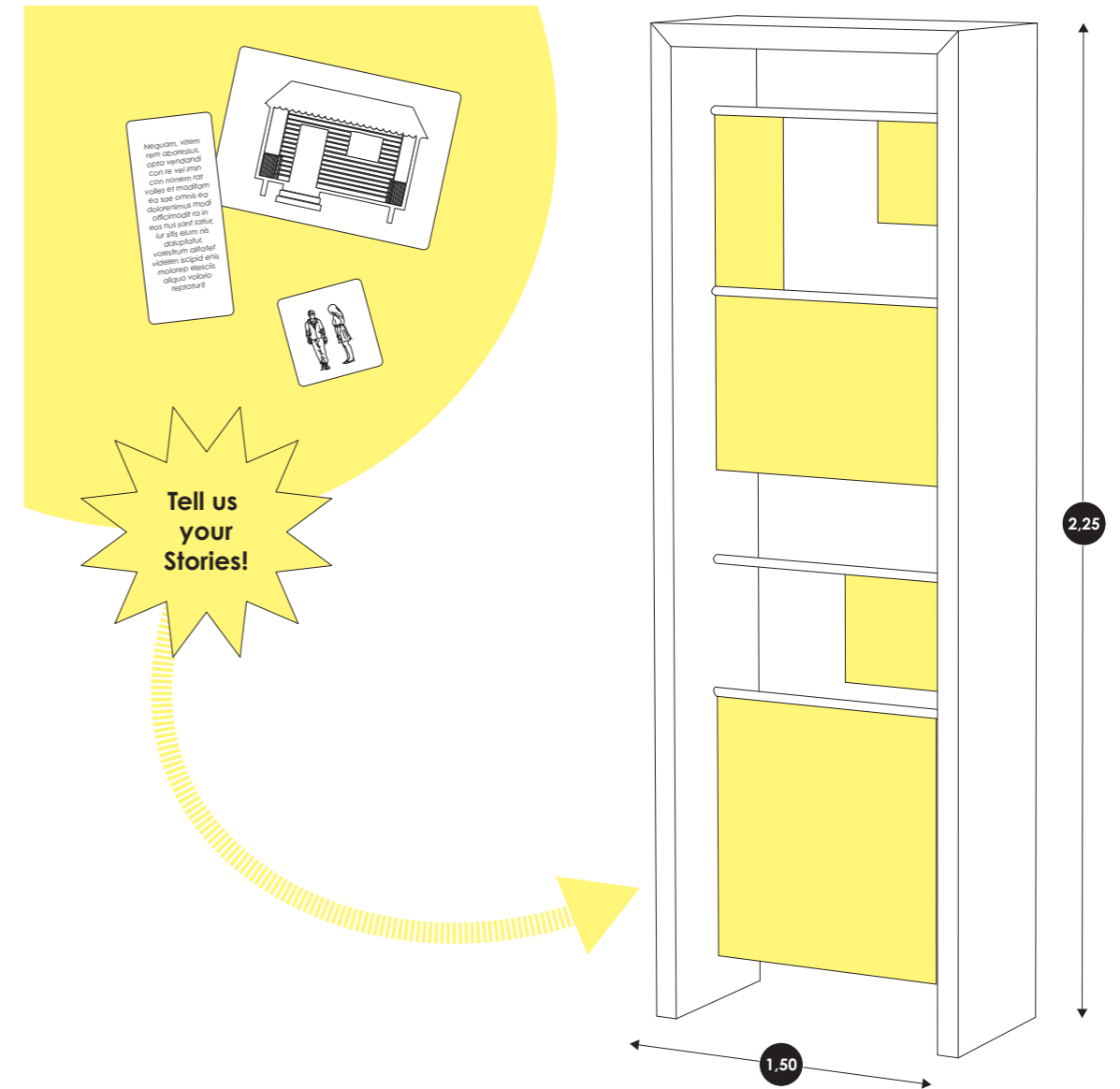
Size: 0,75 x 0,75m

Domino is an important part of Dominican culture. Wherever there is a Domino game going on, there are

many people. It is a very social situation that brings people together.

Domino Bombing uses this potential to activate Common spaces temporary. A Domino Bomb contains a table, four seats and tiles. It can be carried and moved easily by one person. Local trades people can rent it out to players and alongside can sell some drinks or snacks with it. Players can chose arbitrary where to install their table in Common space, preferably in the shadow.

CMA2 MEMORIA COLECTIVA



Layer: Socio-cultural

Actors: Place Management Teams, Street Management Teams, Information Teams

Spaces: At important points of identity in Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C1-Estación Santiago Común)

Duration: 1 year +

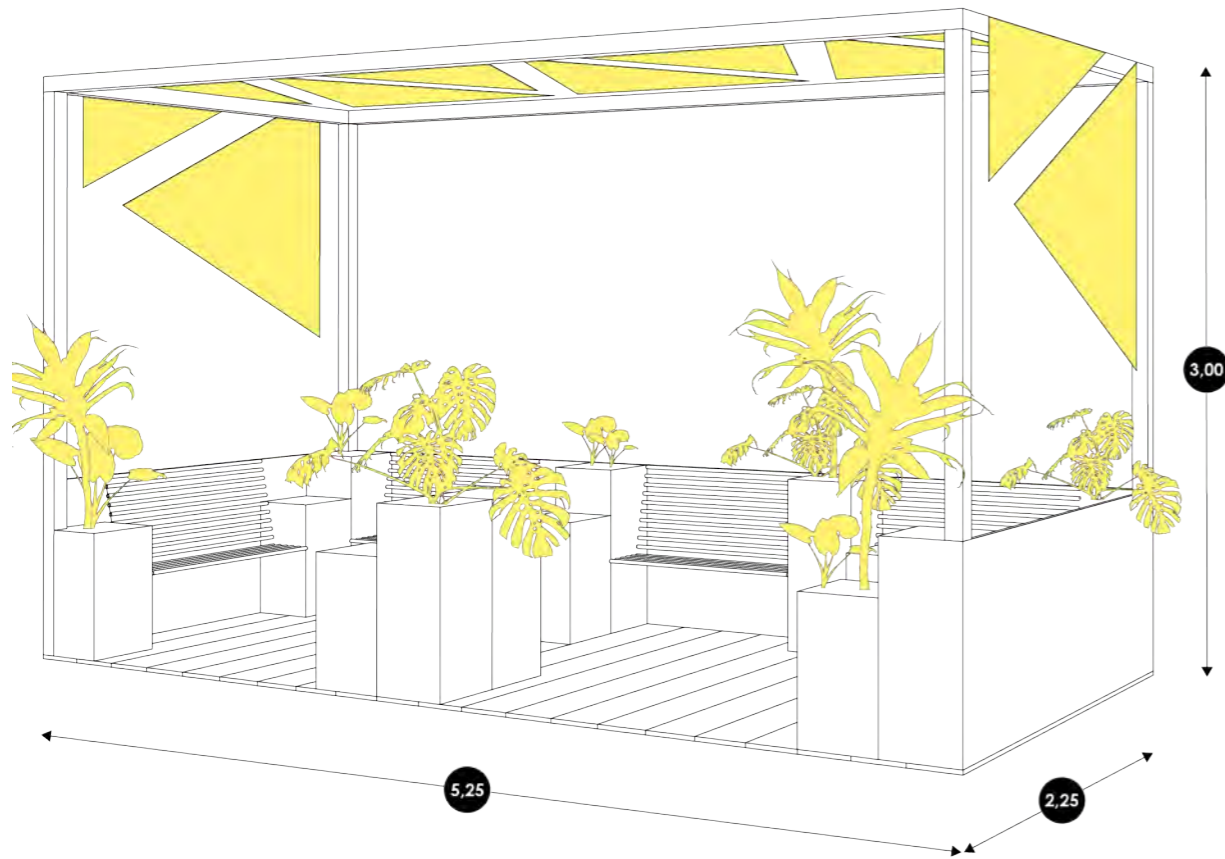
Size: 1,50 x 0,75 x 2,40m

Walking around in Santiago's historic city Center, there is no information on the city's history and Cultural Heritage. One can easily pass-by the most im-

portant buildings without knowing or noticing. In general, little is known and documented about the city's history and Cultural heritage.

Memoria Colectiva boards are "eye-openers" to rise awareness and inform locals and visitors about important spaces in the Centro Histórico de Santiago. Information Teams collect material about them and expose them onsite. This can be material collected from local residents, archives or institutions. Also Teams of Delegates can organize temporary exhibitions on specific topics.

CMA3 PARKLET DEL SOL



Remove one Parking Lot and ...



Layer: Socio-cultural

Actors: Street Management Teams, Green Teams, local shop owners

Spaces: Market Streets, Green Streets

Duration: 1 year +

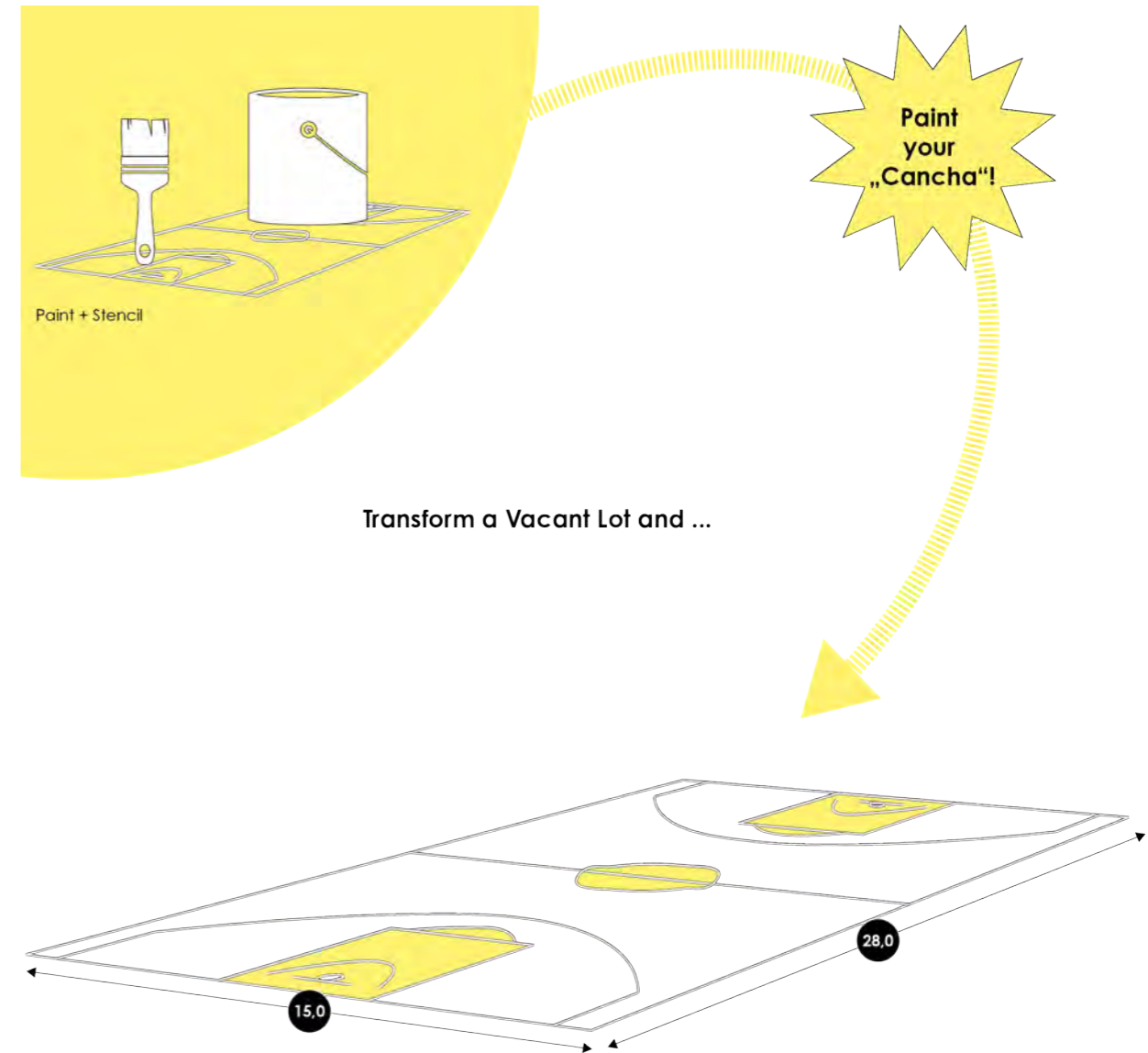
Size: 5,25 x 2,25 x 3,00m

By removing one parking lot, a Common space for many people can be created. A Parklet del Sol is a

non-commercial space to stay and sit, relax or communicate. The simple structure has the exact size of one parking lot. It is a space protected from rain and sun and can be made more comfortable with greenery.

A Parklet del Sol can be installed and maintained in Common Ground by Street Manager Teams or local trades people but it must stay a consumption-free space. Green teams can take care of the plants.

CMA4 POP-UP CANCHA



Layer: Socio-cultural

Actors: Street Management Teams, Fairplay Teams, local sport clubs, property owners of vacantlots

Spaces: Vacant lots and parking lots

Duration: 1 month +

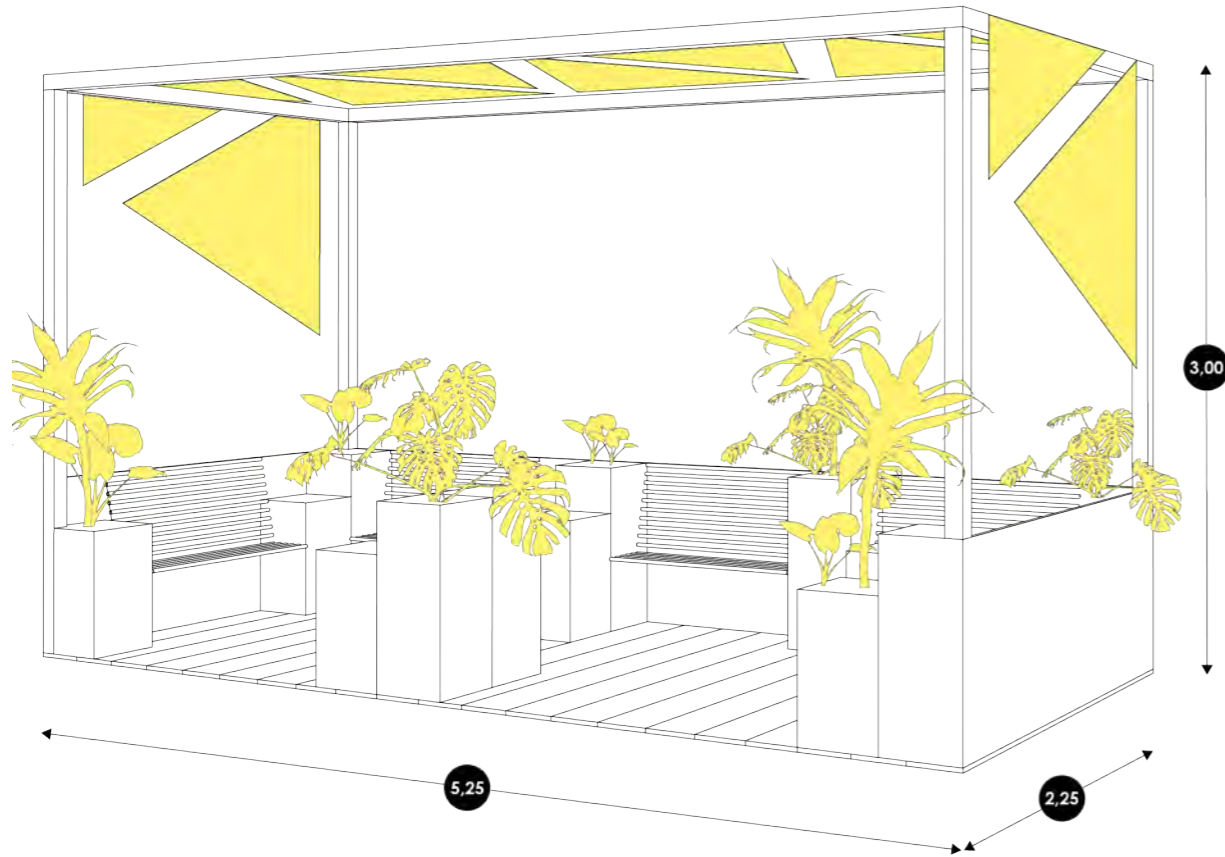
Size: 28 x 15m

In the meanwhile, before vacant lots get constructed, they can be contributed to Common Ground and activated with temporary use. In that way property

owners do not have to pay a Vacancy Fee.

Since spaces for sports are rare in the city center, one possibility is to install a Pop-up Cancha. Street Management and Fairplay Teams can help to install and look after them. There are different kinds of Pop-up Canchas depending on the size of the lot (Basketball, Street Soccer, Hockey). All that is necessary for implementation is a hard ground, some paint and the right stencil.

CMA5 GLORIETA CUBE



Remove one Parking Lot and ...



Layer: Socio-cultural

Actors: Place Management Teams, Event Teams

Spaces: Catalyzers of Cityness (C1-Estación Santiago Común, C2-Plaza Pantalón, C8-Edu Center, C9-Dancing Streets)

Duration: 1 year +

Size: 3,00 x 3,00 x 3,00m

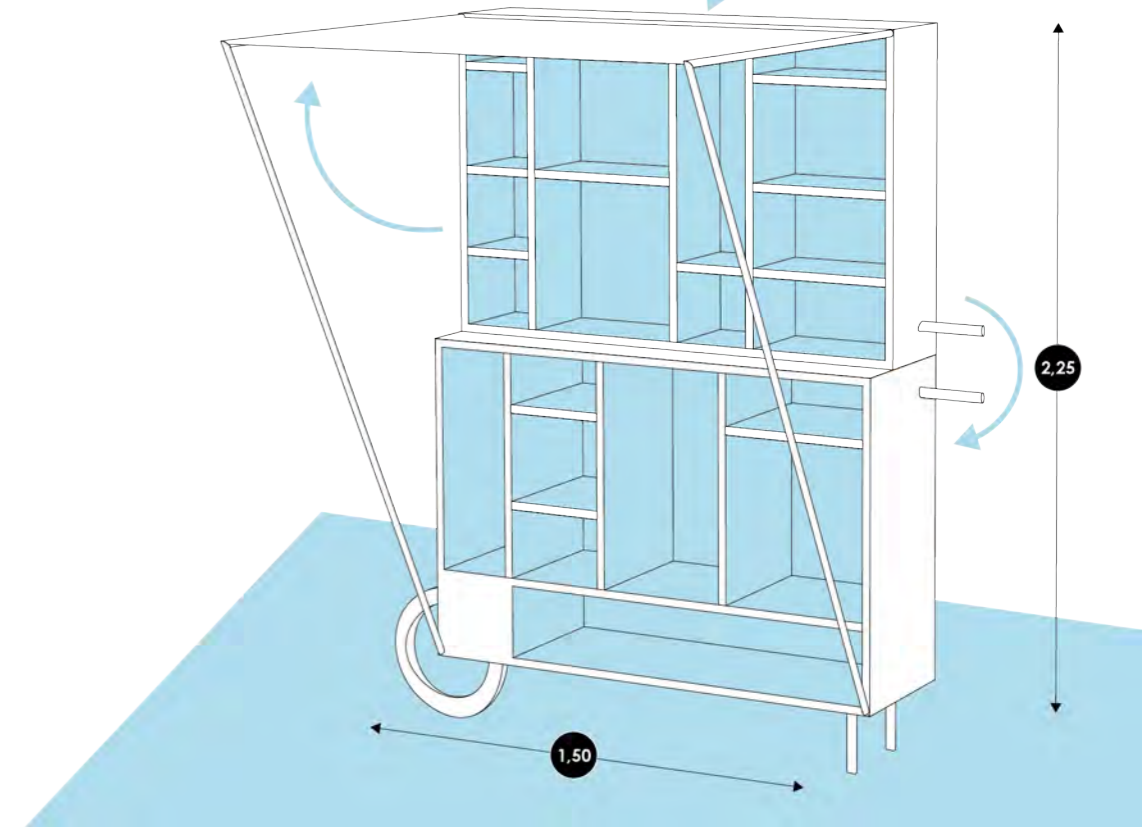
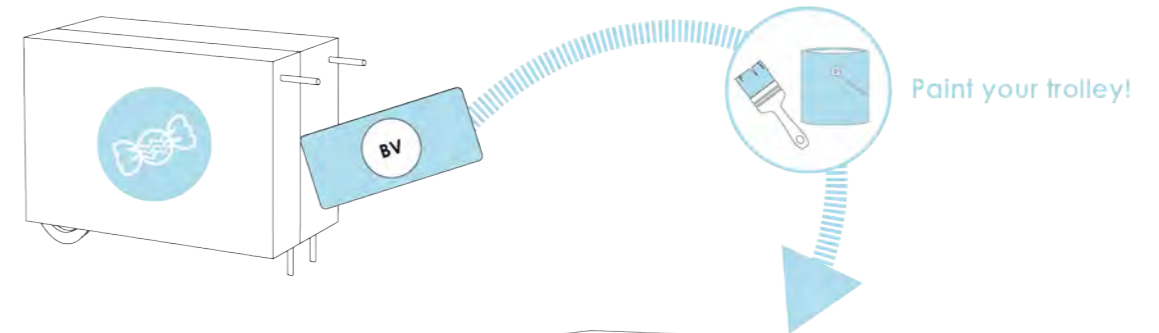
A Glorieta on a traditional Caribbean plaza is a multi-purpose flexible space. It serves as a meeting point, as a stage for theatre, for reading circles for

poets, for kids to play and many other activities. It is a place of social interaction and the Center of the Center of a Caribbean City.

A Glorieta Cube uses this concept. It is an empty stage that gives people the opportunity to act in space and show their creativity. It can also be used for different kinds of events.

The roof of the simple structure protects the public from the climate and can be opened and closed. The fact that the floor is slightly elevated supports its character as a stage in Common space.

CMA6 BUHONEROS VOLANTES



Layer: Economic

Actors: Market Teams, street vendors

Spaces: Market Streets, Catalyzers of Cityness

Duration: 1 hour +

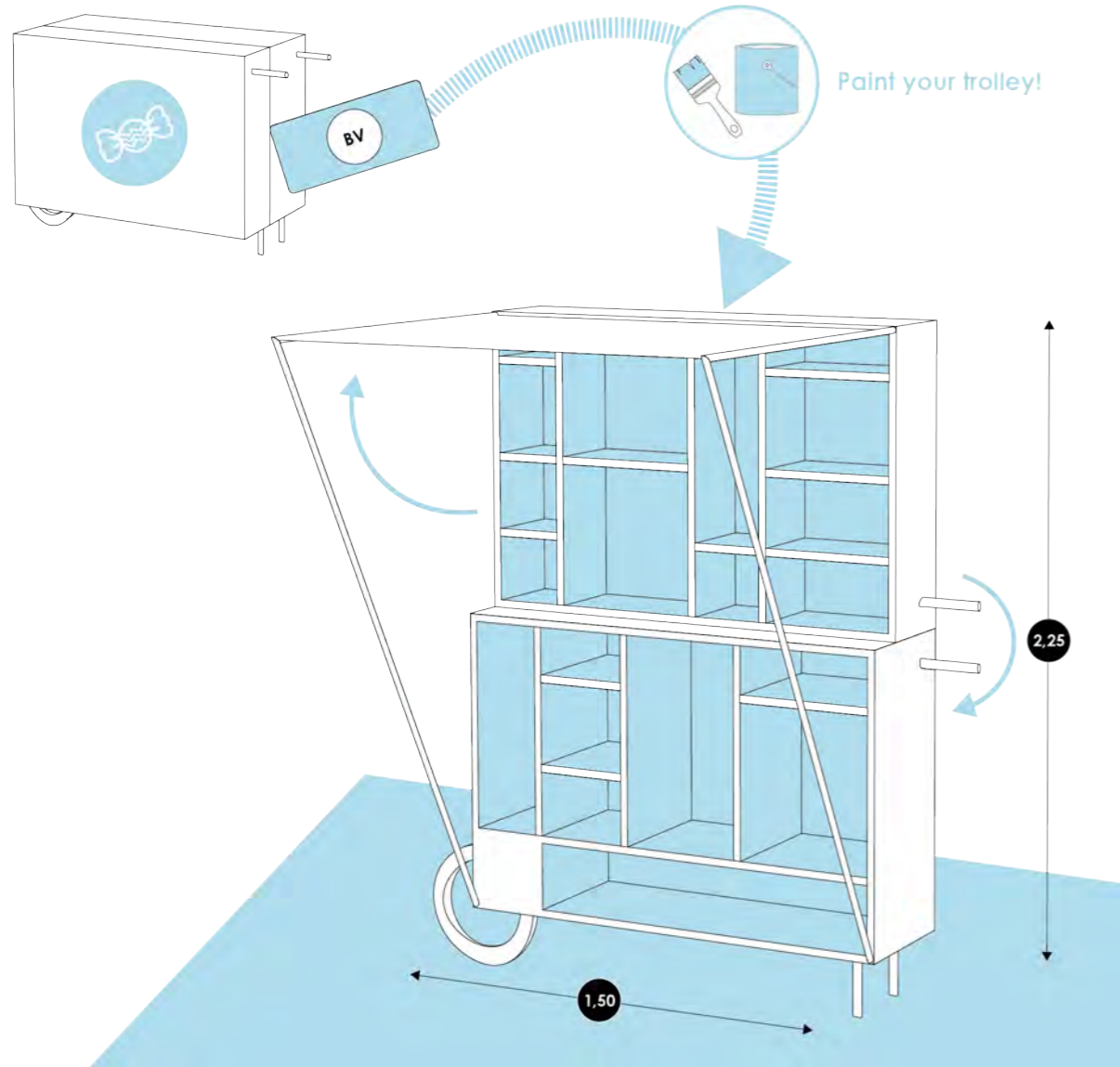
Size: 1,50 x 1,50 x 2,25 m

Informal sectors are the basis of everyday life for many Santiagueros, for street vendors as well as for consumers. However, "Buhoneros" also cause conflicts in the city by occupying space, making noise and leaving garbage behind.

In a social project, street vendors will be organized in Market Teams. They have to visit courses to learn

about how to use Common space, rules for moving around, strategies of selling and recycling garbage. In return, they get a trolley and a Buhonero Volante license. With that they are allowed to park in dedicated spaces in Market Streets and Catalyzers during certain hours and move on Slow Traffic Lanes. When not in use, trolleys are parked safely in the garage of Estación Santiago Común. Trolleys get built in a social project by Santiago Común, which is educating unemployed people about handicrafts. Each vendor can paint his/ her trolley individually, to stick out and create diversity.

CMA7 WALKING KITCHEN



Layer: Economic

Actors: Market Teams, street vendors

Spaces: Market Streets, Catalyzers of Cityness

Duration: 1 hour +

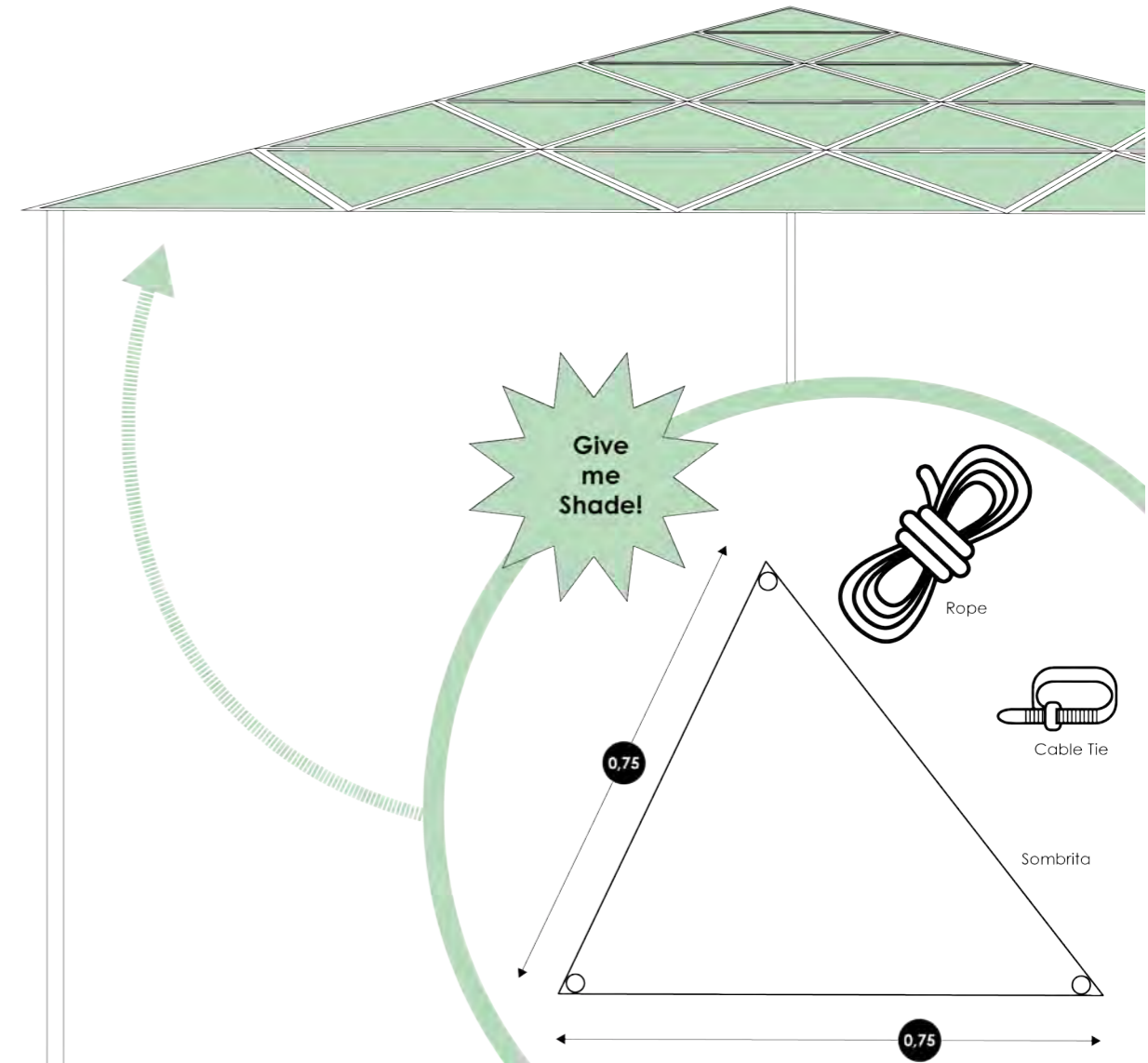
Size: 1,50 x 1,50 x 2,25 m

Street food is the basic alimentation for many people in the city Center of Santiago. It is cheap and fast. However street kitchens conflicts in Common space by occupation, smell and garbage. Often they work under bad conditions of hygiene and low quality.

Walking Kitchen will make use of the fact that with food, people come together. Like Buhoneros Volantes, street chefs have to visit courses on how to oc-

cupy Common space. Furthermore they get classes on preparing local food with fresh ingredients, basic hygiene and recycling of organic waste in Wake up Mercedes! Like Buhoneros Volantes, they get a trolley and a Walking Kitchen license, which allows them to occupy certain Common spaces at certain hours of the day and move on Slow Traffic Lanes. Trolleys get built in a social project by Santiago Común, which is educating unemployed people about handicrafts. Each chef can paint his/ her trolley individually, to stick out and create diversity. Street food vendors are organized in Market Teams and Green Teams help them to recycle organic waste.

CMA8 SOMBRITAS CARIBEÑAS



Layer: Ecologic

Actors: Green Teams, Street Management Teams, Place Management Teams, Market Teams, local shop owners

Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness

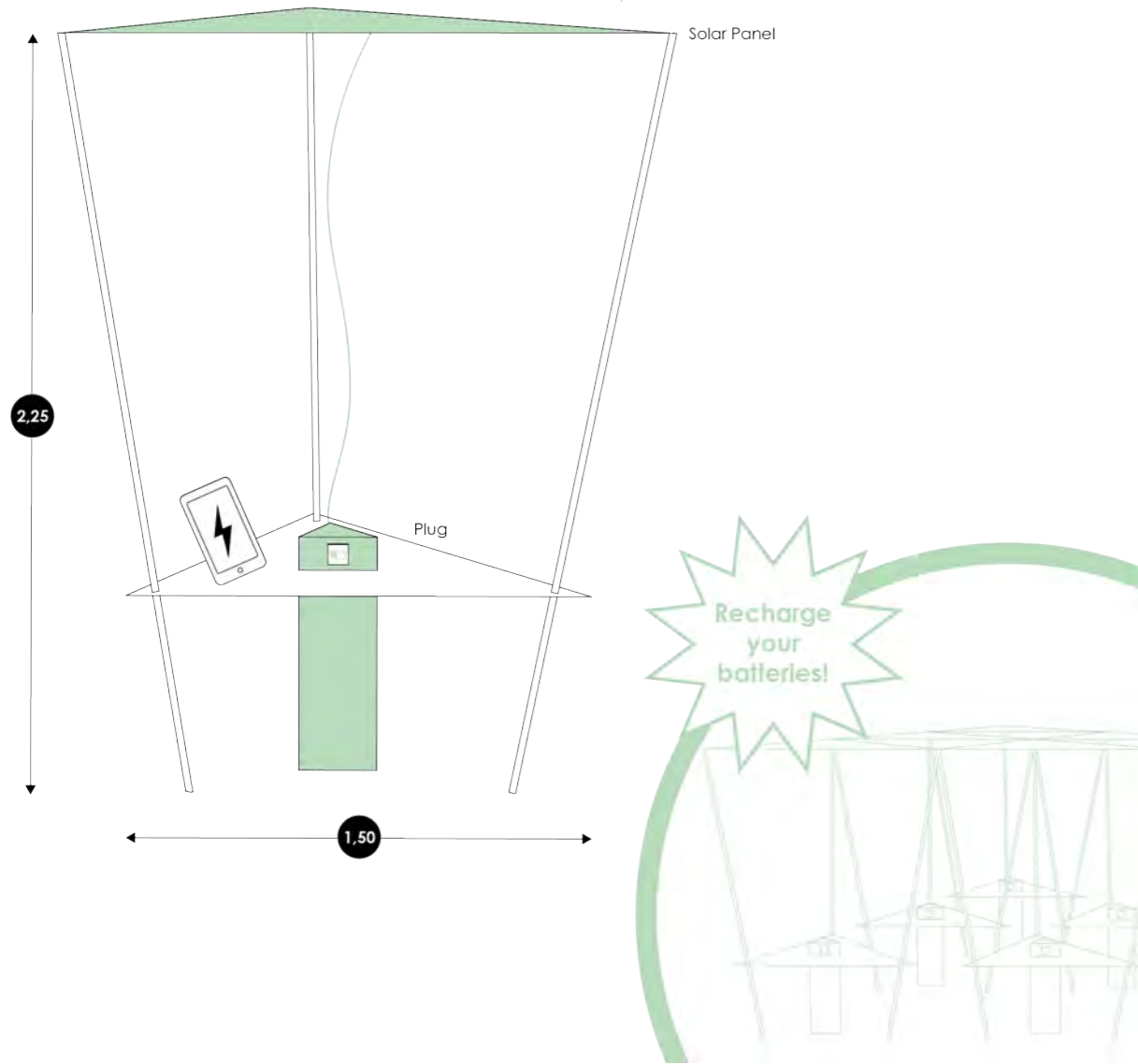
Duration: 1 month +

Size: 0,75 x 0,75m +

Shadow attracts people. Extreme climate conditions make life in public spaces difficult in Santiago. In order to create comfortable places to stay and walkable streets, spaces have to be protected from

tropical sun and heavy rainfalls. Also the ecological aspect of avoiding heat islands in the densely constructed Centro Histórico de Santiago is important. Sombritas Caribeñas are triangles made out of canvas that can be put together flexibly to the corresponding size with cable ties. They can be installed with ropes on street lamps, trees or facades. Minimum height must be 3 meters; so traffic passing through does not get disturbed. Sombritas Caribeñas can be installed by Street or Place Management Teams, by Green Teams or local shop owners, to promote their business by creating a comfortable space.

CMA9 RECHARGE STATION

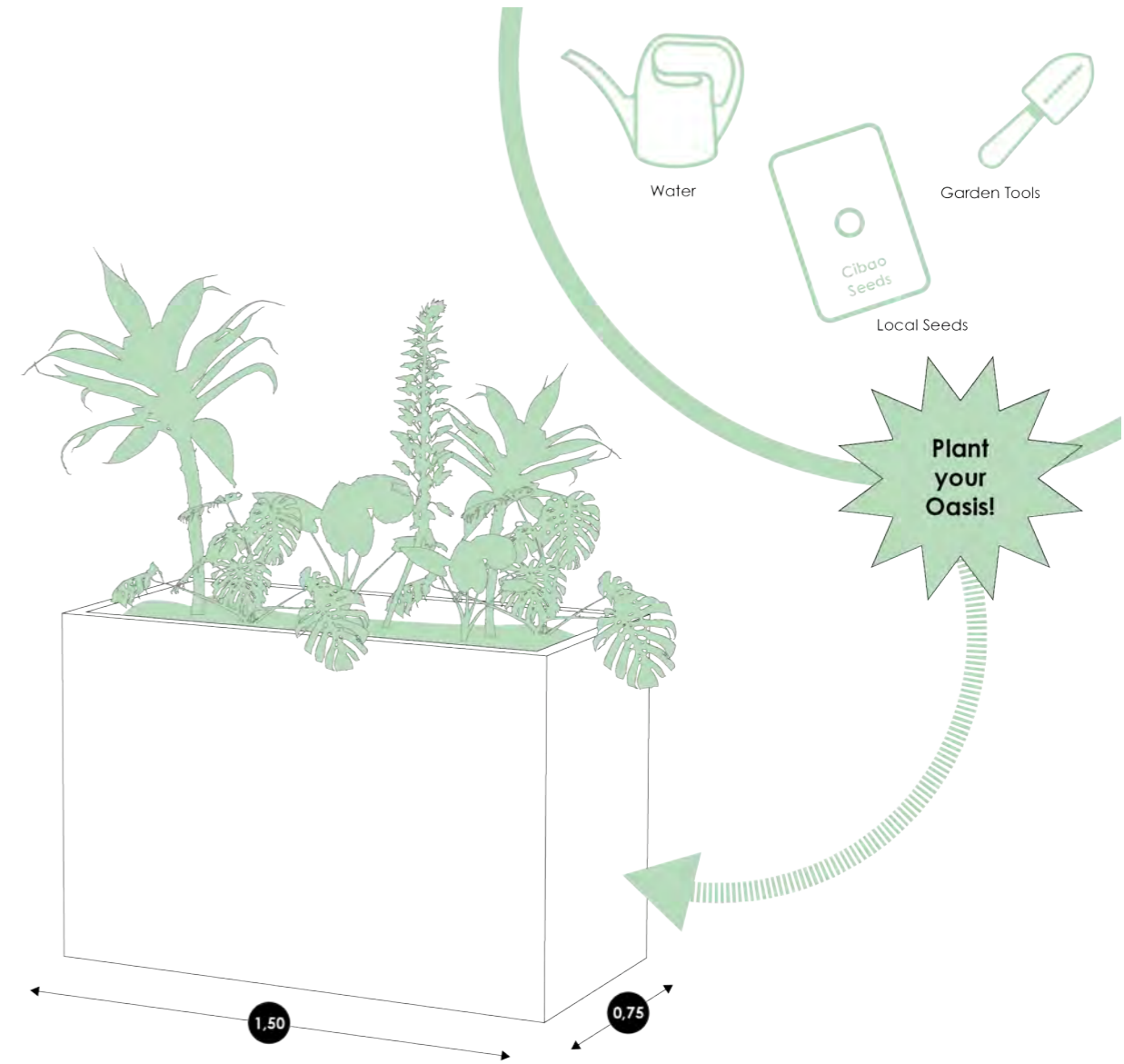


Layer: Ecologic
Actors: Street Management Teams, Place Management Teams
Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness
Duration: 1 month +
Size: 0,75 x 0,75 x 2,25m

In Dominican Republic where there is a plug to charge

a phone, there are people. While waiting for their batteries to charge, they spend a lot of time so why not make these spaces comfortable places to recharge people's batteries, relax and communicate. Recharge Stations are covered benches with a solar panel as a roof and three plugs. They work autonomously and can be put anywhere in Common space in a group or alone. Street or Place Management Teams can install and take care of them.

CMA10 OASÍS URBANO



Layer: Ecologic
Actors: Green Teams, ISA
Spaces: Common Streets, Market Streets, Green Streets, Catalyzers of Cityness (C8-Fortaleza Verde)
Duration: 0,5 year +
Size: 1,50 x 0,75 x 0,75m

In the very densely constructed Centro Histórico de Santiago, greenery on eye level is lacking. Oasis Urbanos are small boxes for Guerilla Gardening that

can be installed by Green Teams in Common spaces. They have a positive impact against heat islands, improve the visual aesthetics and act as sound absorbers. Typical plants from the Cibao region are used in the Oasis Urbanos. In Fortaleza Verde, the "Instituto Superior de Agricultura" educates Green Teams on gardening and local plants, to empower them to take care of their city's greenery and to promote the richness of local vegetation.

4.4 PROPOSING ...
SANTIAGO COMÚN
INCUBATOR ZONE

4.4.1 STARTING A PROCESS.

The overall Goal of Santiago Común is to reclaim the traditional Center of a segregated city as Common Ground and as a platform for Cityness to happen by using Cultural Heritage as a driver. It wants to create an active urban center with a diversity of productive intersections happening.

Within the defined framework of Santiago Común, people will activate spaces with their immanent potentials. This process is flexible and cannot be planned.

Scenarios of implementation show the interaction of urban space with time and other influencing forces. Scenario Planning is a strategic planning method that visualizes the future in non-linear way. It takes into consideration high numbers of unpredictable, external factors that influence each other and is a form of planning that can react to the constant change of dynamic urban spaces. In the following, one possible scenario of implementation that can happen within the framework of Santiago Común and with activation by the people in a time of 15 years is shown.

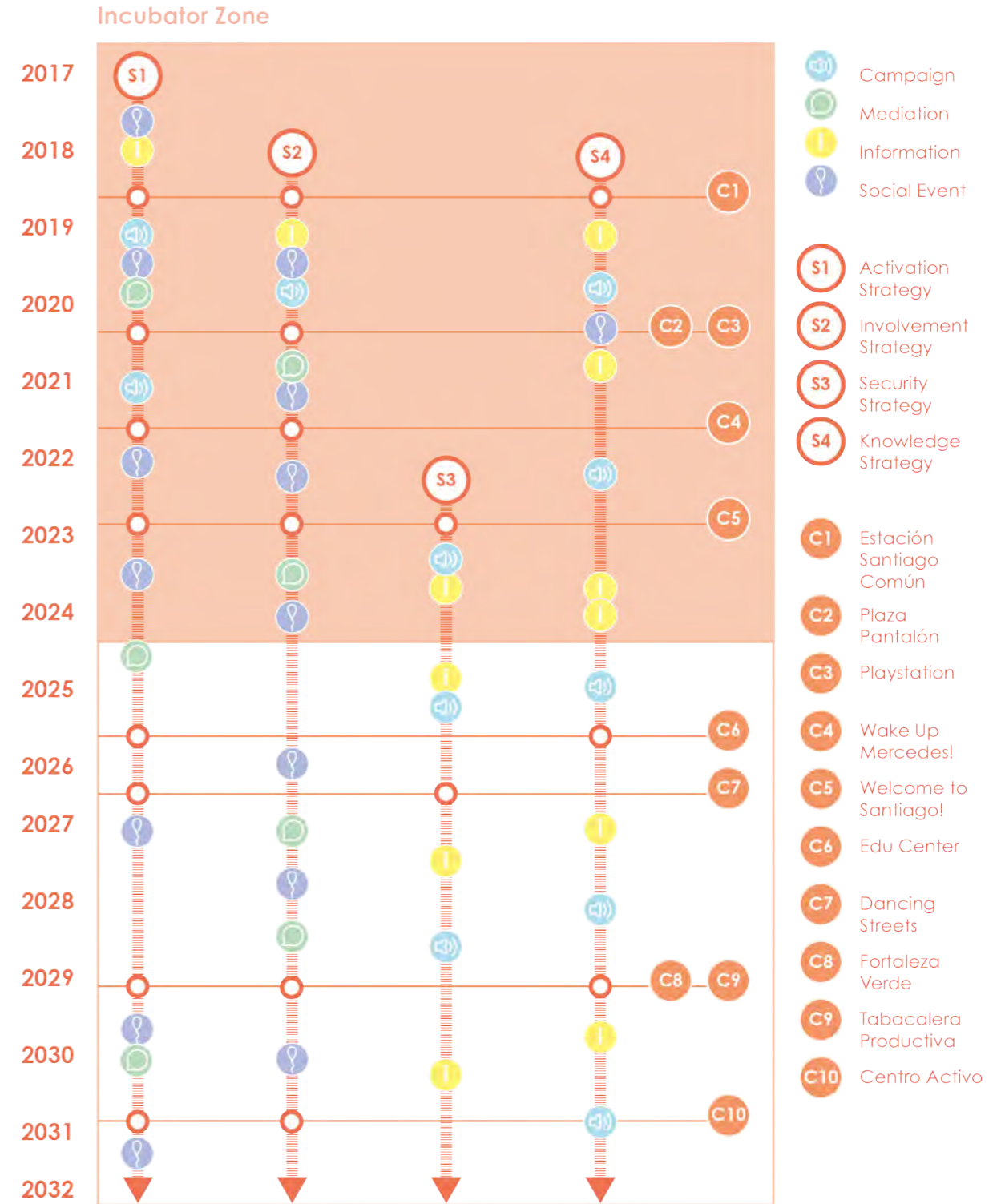
As an Incubator Zone of Santiago Común, the area with the highest density of Spaces of Common Identity and cultural activities was chosen. In the area around Boulevard Benito Monción, we can find a high density of urban pioneers, cultural institutions and heritage. It is an ideal area to start the process of reclaiming Cityness in Centro Histórico de Santiago with Cultural Heritage as a driver. The street Benito Monción was pedestrianized in 2015 and is programmed as a cultural Boulevard. Santiago Común connects this axis in a network of public spaces with a variety of activities.

The C/ Benito Monción was formerly known as "Calle de los Portales", as reference to the arches of the colonial town hall. It was the first street of Santiago de los Caballeros where asphalt as pavement was tested in 1918. Then it was the first street to be pedestrianized in 2015. It has always been a street for urban innovation.

"In a city the comparability of differences becomes the rule. Actions, practices and cultural patterns become questionable and at the same time individual interests are stimulated or irritated. That way the city becomes a medium of clashes and negotiations of differing interests, claims and forms of presentation and forms a space of possibilities both for productive dispute of differences as well as a reinforcement of oppression and exclusion."

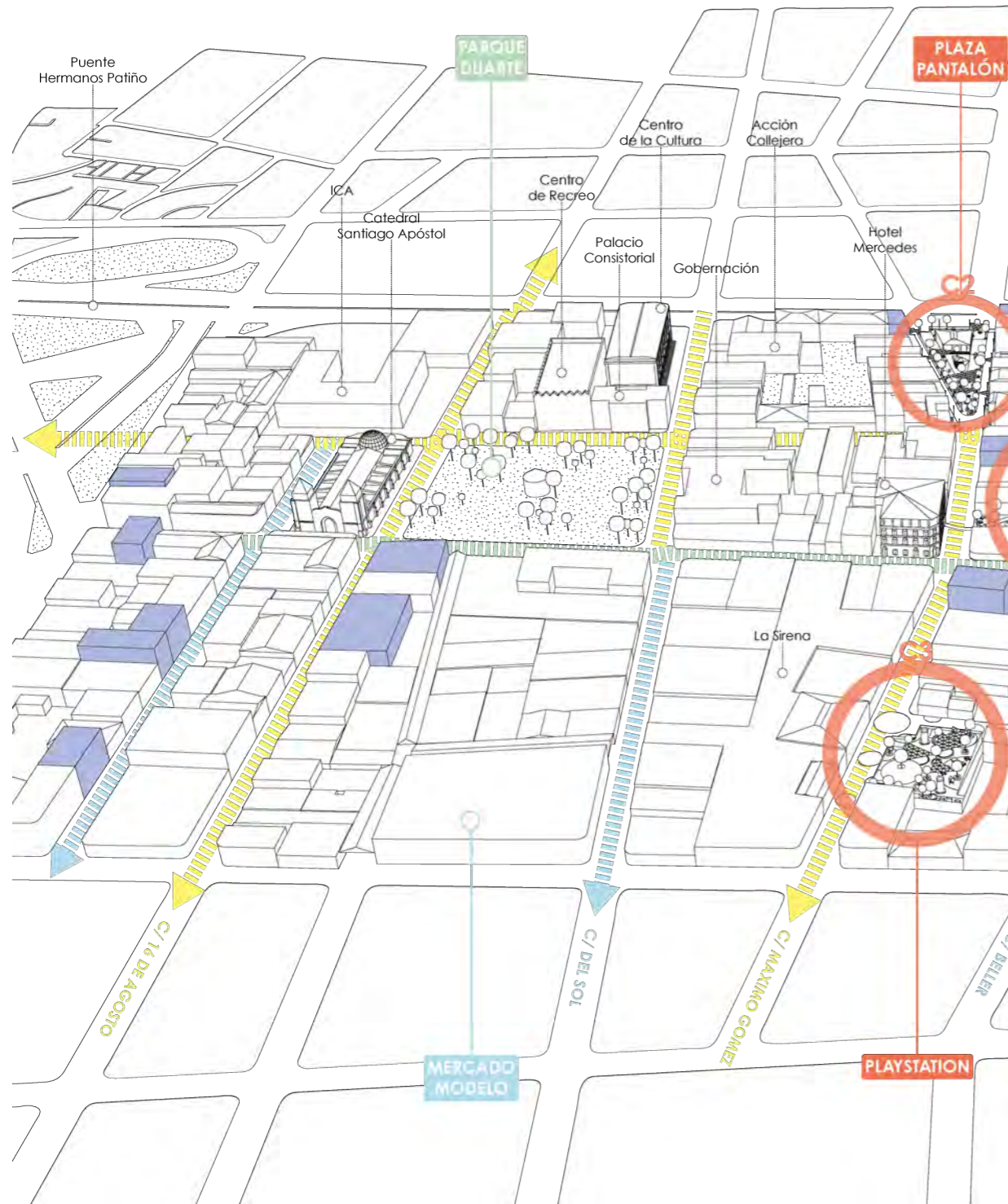
Krassny 2008, p197

fig.4.8 (next page): Scenario of the Santiago Común Process until 2037.

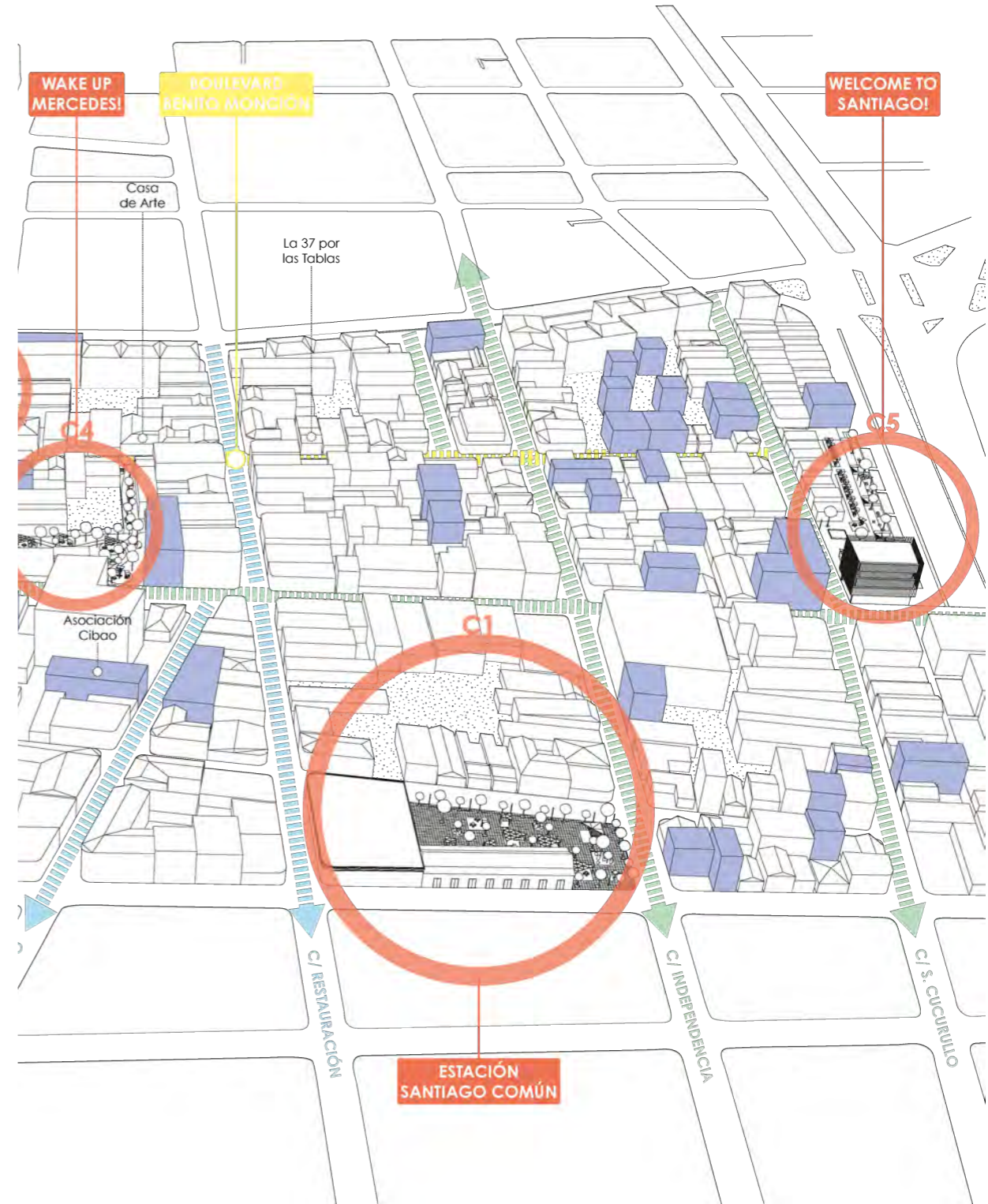


CATALOG CIZ: SANTIAGO
COMÚN INCUBATOR
ZONE (SCENARIOS)

CIZ INCUBATOR ZONE



CIZ INCUBATOR ZONE



CIZI ESTACIÓN SANTIAGO COMÚN

Actors: Santiago Común, Familia Bermudez, CEUR, Archivo Histórico Santiago, Clúster Santiago Destino Turístico, REDAM, Ventanas de Santiago, Information Teams, Market Teams

Space: Casa Familia Bermudez

The Casa Familia Bermudez, consisting of two buildings, a larger warehouse and rectangular to it the wing for administration, is unused and in bad condition. It occupies an entire block in the Incubator Zone. The proposal is to transform this block into Estación Santiago Común, the "headquarter" of the urban curator. It is programmed to contain the Museo de la Memoria Urbana (1), the administrative offices of Santiago Común (2), a multi-purpose hall for events and activities (3), a garage for trolleys (4) and a Common "Plaza" (5).

The Museo de la Memoria Urbana (1) collects, documents and exhibits data, stories and ideas about the Centro Histórico de Santiago. It is engaged with the past, the present and the future. Currently there is very little knowledge about the historic city Center, its built structure, its people and Cultural Heritage. Santiago Común invites citizens and institutions to contribute their memories, stories and ideas to the museum. The Museo de la Memoria will tell stories about the micro-political, about day to day life and puts Santiago's people as protagonists of their own city. Information teams support these processes. It is a museum by the people of Santiago for its people.

"City is spatial and temporal juxtaposition. Routes through the city are never only locomotion through

physical space, but always moving through time space. The social dimension of space and the remembering function of the city, the city in the "memory" is not only an individual experience, but also of collective historical memory." (Urbano, 34)

In the offices of Santiago Común (2) the administrative work of the Center's urban curator is happening. The team is always on site and keeps their doors open for dialogue.

The multi-purpose hall (3) in the former warehouse

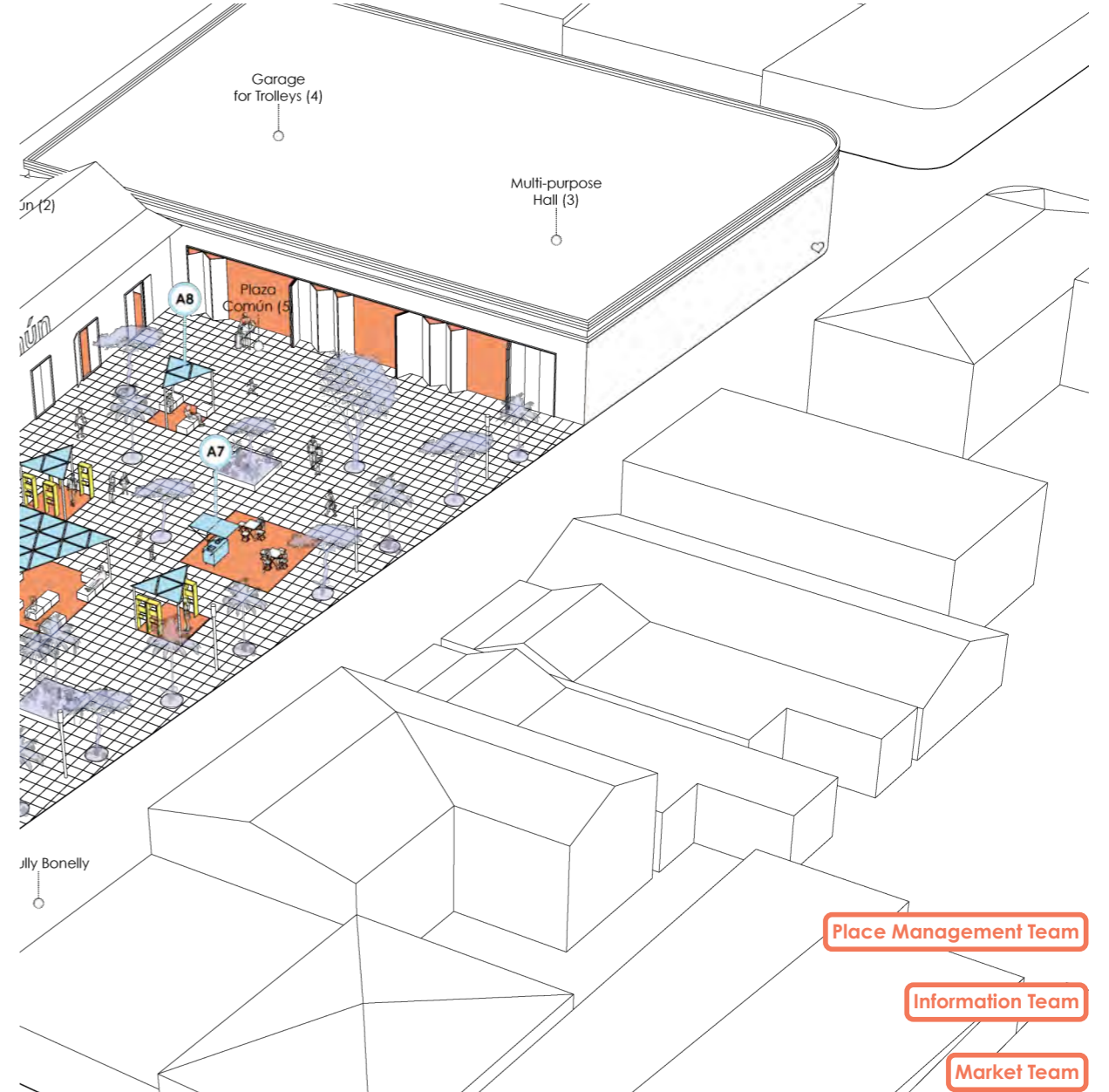
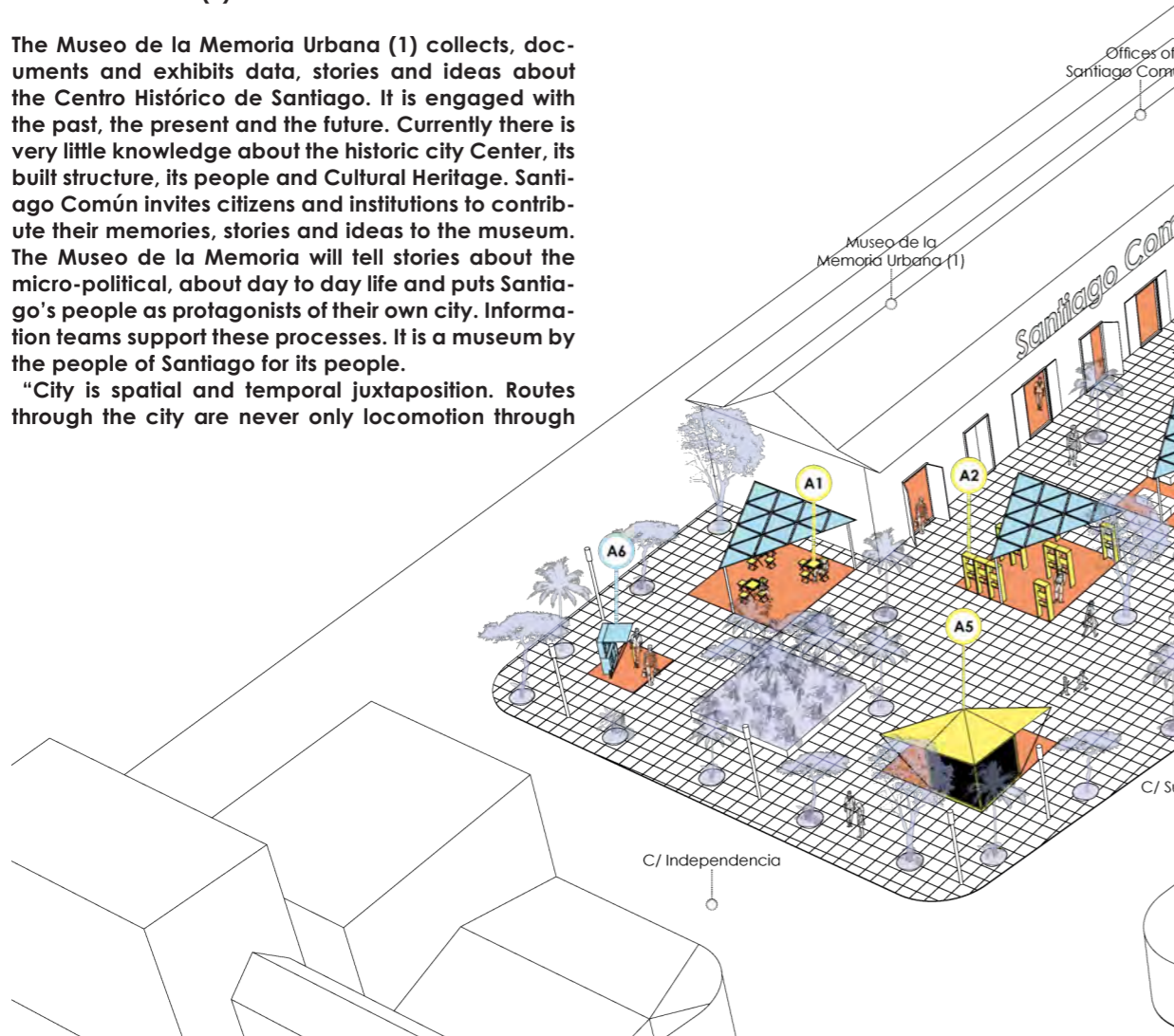
can be used for all kind of activities of Santiago Común, from cultural events, temporary exhibitions, participatory workshops, courses and many more.

In the garage for trolleys, trolleys from (4) Buhoneros Volantes and Walking Kitchen can park there safely when not in use. This also allows a certain control for the curating team over the trolleys.

The Plaza Común (5) is Common Ground that can be programmed with a diversity of activities.

Estación Santiago Común tells the stories of the historic city Center.

"The notion of Narrative Urbanism and its efficacy for another understanding of planning starts at a radically individuated level, that sees the narratives of the unspoken as the source of a collective understanding of space. The idea is to perceive the often hidden potential of everyday situations in order to provide a social, instead of a merely economic or aesthetic, added value." (Urbano, 38)



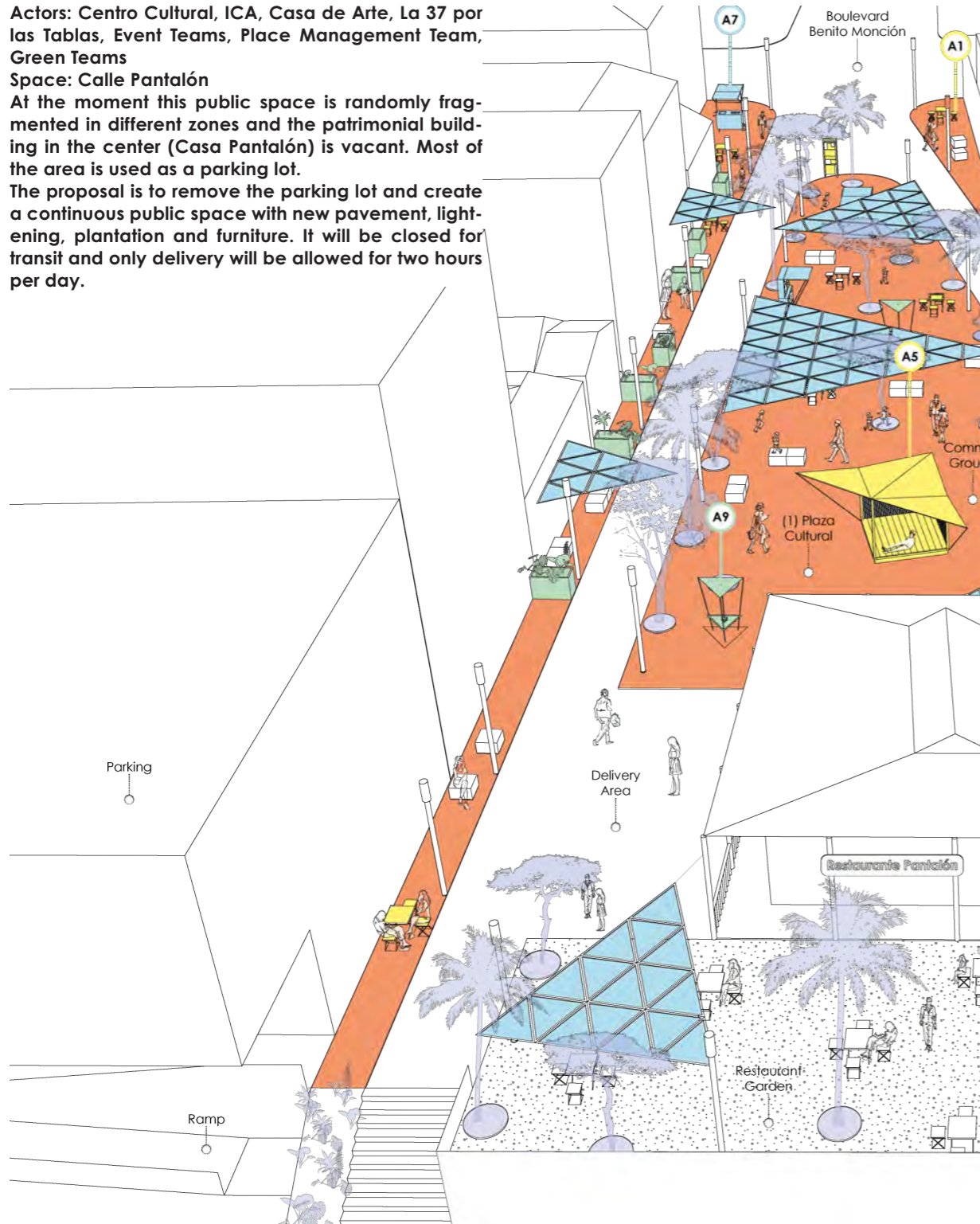
CIZ2 PLAZA PANTALÓN

Actors: Centro Cultural, ICA, Casa de Arte, La 37 por las Tablas, Event Teams, Place Management Team, Green Teams

Space: Calle Pantalón

At the moment this public space is randomly fragmented in different zones and the patrimonial building in the center (Casa Pantalón) is vacant. Most of the area is used as a parking lot.

The proposal is to remove the parking lot and create a continuous public space with new pavement, lightening, plantation and furniture. It will be closed for transit and only delivery will be allowed for two hours per day.

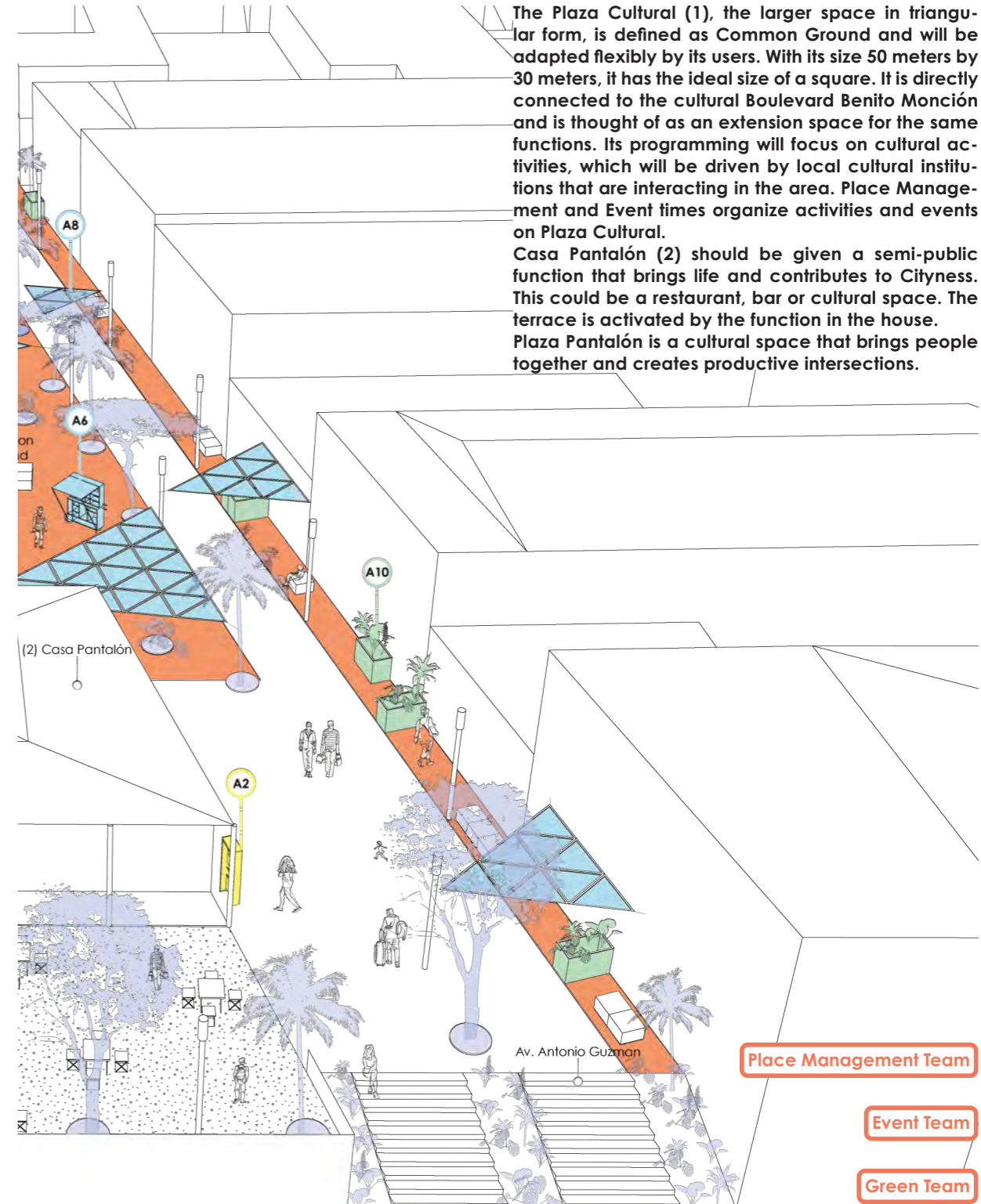


CIZ2 PLAZA PANTALÓN

The Plaza Cultural (1), the larger space in triangular form, is defined as Common Ground and will be adapted flexibly by its users. With its size 50 meters by 30 meters, it has the ideal size of a square. It is directly connected to the cultural Boulevard Benito Monción and is thought of as an extension space for the same functions. Its programming will focus on cultural activities, which will be driven by local cultural institutions that are interacting in the area. Place Management and Event times organize activities and events on Plaza Cultural.

Casa Pantalón (2) should be given a semi-public function that brings life and contributes to Cityness. This could be a restaurant, bar or cultural space. The terrace is activated by the function in the house.

Plaza Pantalón is a cultural space that brings people together and creates productive intersections.



Place Management Team

Event Team

Green Team

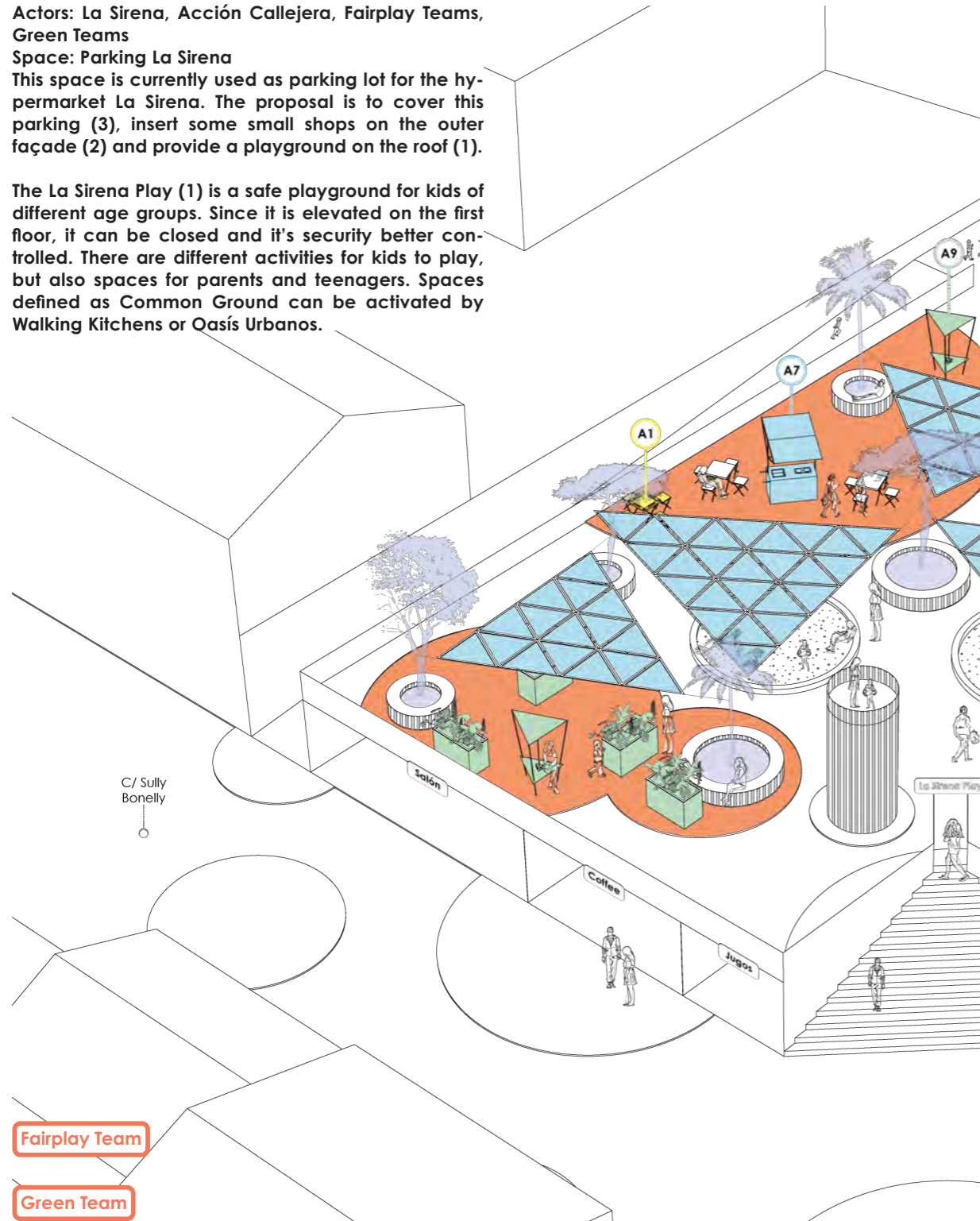
CIZ3 PLAY STATION

Actors: La Sirena, Acción Callejera, Fairplay Teams, Green Teams

Space: Parking La Sirena

This space is currently used as parking lot for the hypermarket La Sirena. The proposal is to cover this parking (3), insert some small shops on the outer façade (2) and provide a playground on the roof (1).

The La Sirena Play (1) is a safe playground for kids of different age groups. Since it is elevated on the first floor, it can be closed and it's security better controlled. There are different activities for kids to play, but also spaces for parents and teenagers. Spaces defined as Common Ground can be activated by Walking Kitchens or Oasis Urbanos.



Fairplay Team

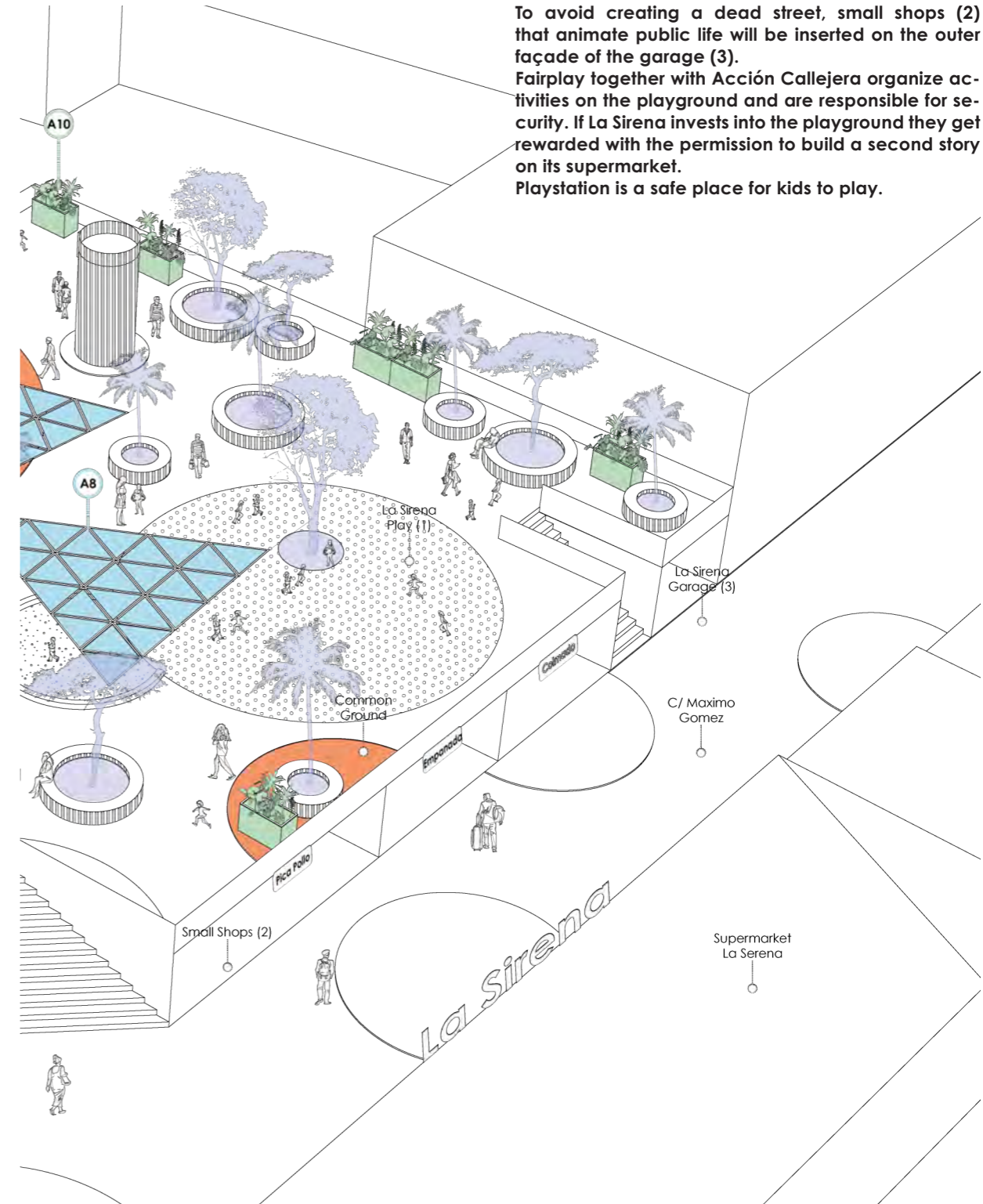
Green Team

CIZ3 PLAY STATION

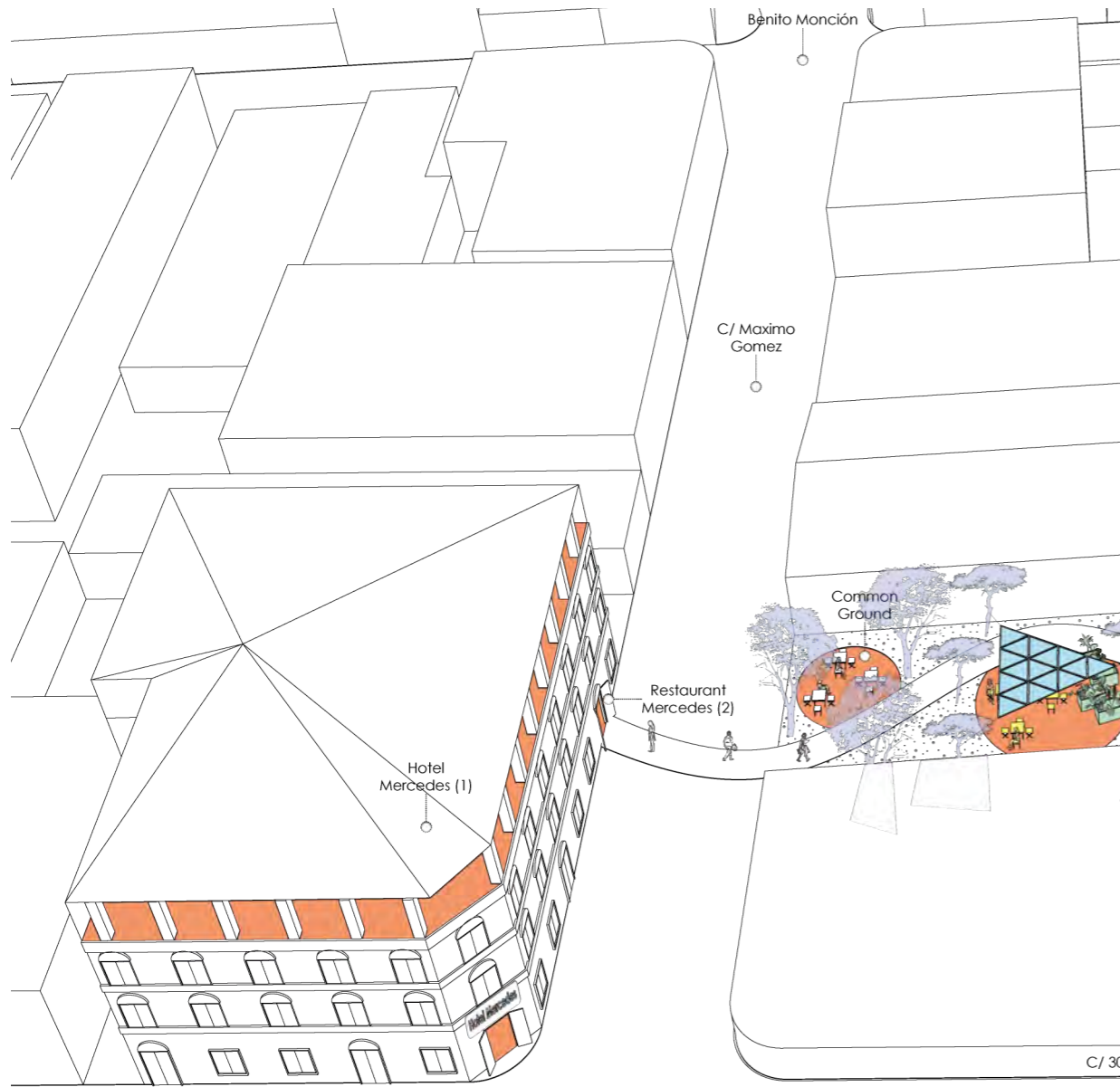
To avoid creating a dead street, small shops (2) that animate public life will be inserted on the outer façade of the garage (3).

Fairplay together with Acción Callejera organize activities on the playground and are responsible for security. If La Sirena invests into the playground they get rewarded with the permission to build a second story on its supermarket.

Playstation is a safe place for kids to play.



CIZ4 WAKE UP MERCEDES!



Actors: Property Owners Hotel Mercedes, Asociación Cibao, local food producers and chefs, Clúster Santiago Destino Turístico, escuela de hostelería, Market Teams, Greenery Teams
Space: Hotel Mercedes

The Hotel Mercedes used to be one of the most exclusive hotels in Dominican Republic. The building from the year 1929 is today empty and not in use

anymore. The opposite lot is used as a parking lot for Asociación Cibao. The proposal is to revitalize the function of a hotel boutique (1) in the city Center, with a semi public space on the ground floor and the open roof. On the ground floor a restaurant (2) is proposed that invites local citizens to cook and share their knowledge about "Cocina Criolla". The opposite lot is transformed into a Food Garden

CIZ4 WAKE UP MERCEDES!



(3), as a garden for the restaurant, for Walking Kitchens and food production. Asociación Cibao can contribute the parking lot to Common Ground and as a reward build higher on parts of the lot. Market Teams and Green Teams will take care of the appropriation process of the Food Garden. Wake Up Mercedes! is a space for the exchange of knowledge and creativity about local food preparation, production and consumption.

CIZ5 WELCOME TO SANTIAGO!

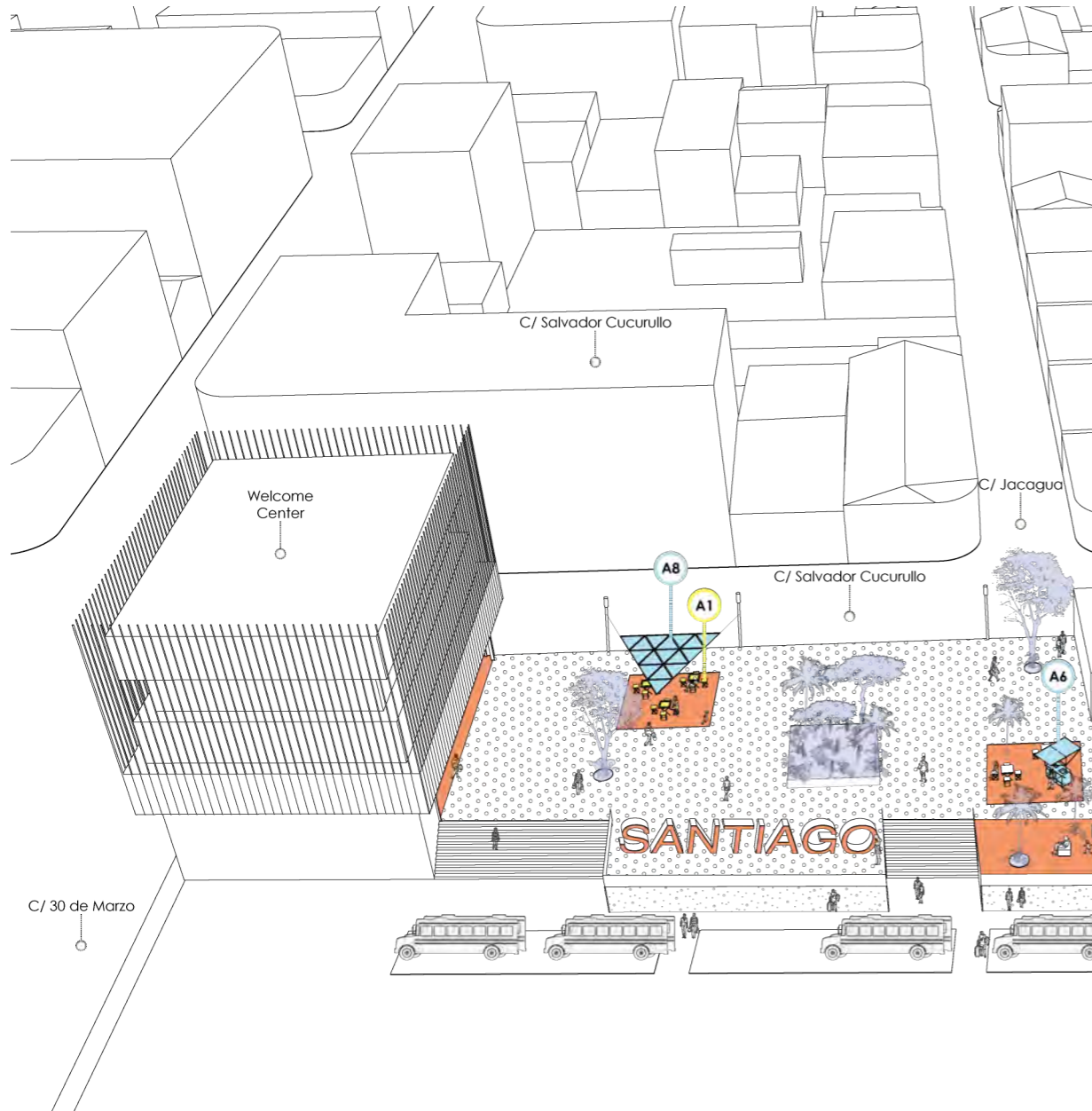
Actors: Bus Companies, Asistencia Social, Acción Callejera, ASECEMSA, Market Teams, Place Management Team

Space: Parada 30 de Marzo

At the moment Parada 30 de Marzo is one of the most chaotic points in the city. It is an informal bus stop where buses stop wherever they find space, vendors put up their market stands and there is no infrastructure for passengers like toilets, ticket sales or baggage room.

This disorder creates a space that is perceived as uncomfortable and insecure.

The proposal is to rearrange the space and its functions. There will be a Welcome Center (1) that includes all service functions for a bus stop like ticket sales, toilets, information and a baggage room. On the upper floors there will be a social center to coordinate the market and informal vendors.



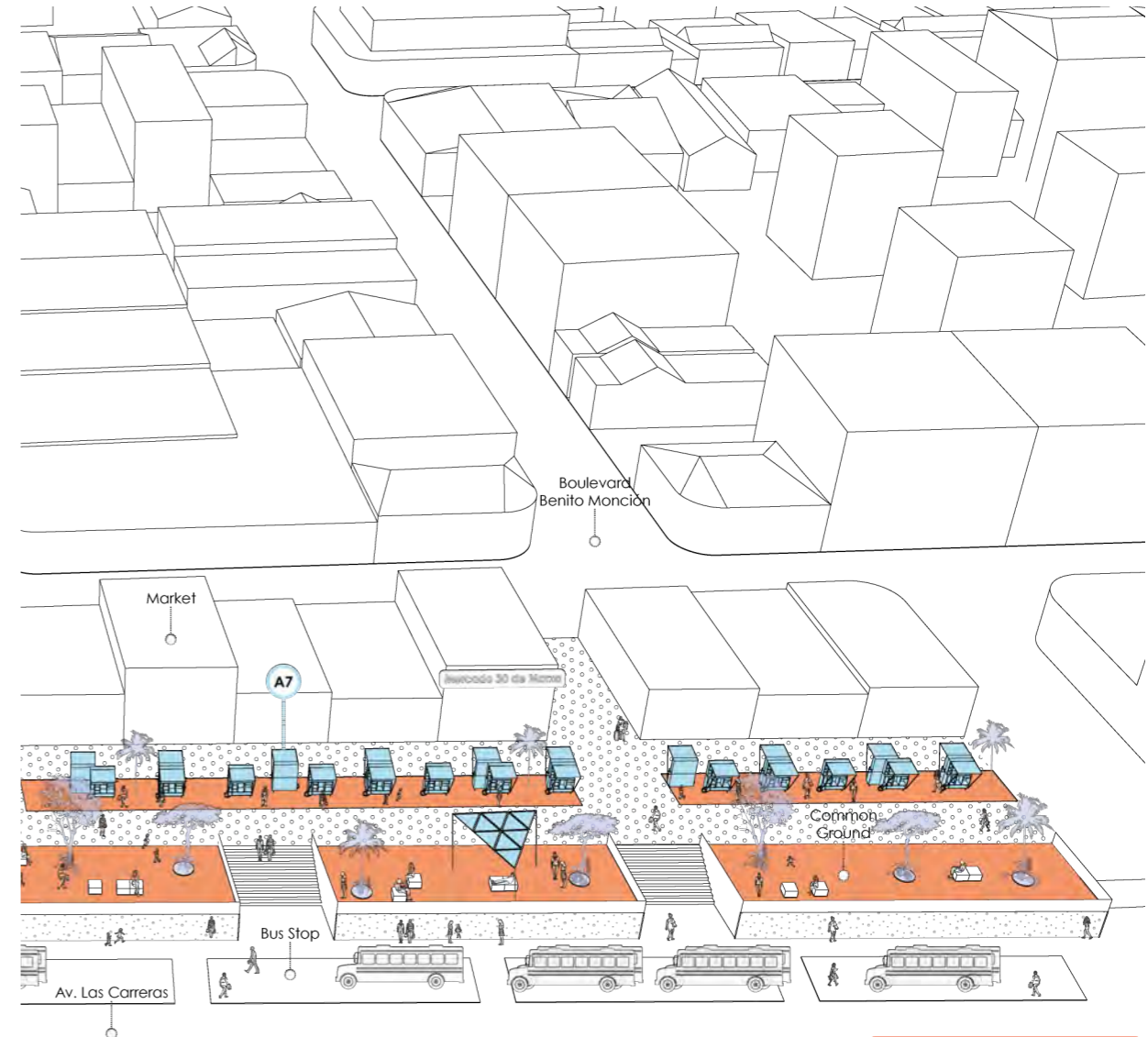
CIZ5 WELCOME TO SANTIAGO!

The Market 30 de Marzo (2) is restructured and more clearly arranged. In a designated zone Buhoneros Volantes can install their stands. Market teams support this process.

The Plaza 30 de Marzo (3) is a public space where visitors and locals can meet and exchange. People can appropriate "Common Ground" zones.

The bus stop 30 de Marzo (4) is located on the level of Avenida Las Carreras and buses do not enter the city Center anymore. It gives space for 10 buses to park and at the same time passengers can wait under the shadow of roofs.

Welcome to Santiago! is a space to arrive in the city and at the same time a space to stay and exchange between locals and visitors.



Place Management Team

Market Team

APPENDIX

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Chapter 2

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