



## Technical and Financial Project Proposal Template

Name of the Organization: Caribbean Network for Urban Land Management (CNULM)	Type of Organization: Academic
Brief Description of the Organization:  The CNULM is a networking mechanism which brings together people, organizations, and institutions committed to enriching urban and land management processes in the Caribbean through regional dialogue, knowledge management and capacity building initiatives.	
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Project title: Understanding and Improving Walkable Caribbean Urban Heritage: Willemstad, Paramaribo, Bridgetown, and East Port-of-Spain	
Project Objective and Expected Outcomes:  The team's objective is to comparatively analyze built and cultural heritage of four Caribbean cities, three of which are UNESCO World Heritage Sites and one of which seeks that designation, for elements of smart urban design that decrease car use and encourage walking and cycling as well as potential to generate local economic development and serve as a model for new urban development. The project's expected outcomes include technical, policy, and academic papers; presentations at academic and policy conferences; a workshop at Caribbean Urban Forum 2013 focused on East Port of Spain; and contributions to an East Port of Spain heritage plan.	
Target Population: Academics, community stakeholders, urban planners, preservation professionals, and officials at the local, national, and regional level in the four cities in question, their host countries, and the broader Caribbean	
Amount Requested in USD: \$50,000	Project Duration in Months: 12



### Project Summary - English

Four Caribbean cities represent a spectrum of legislative and institutional approaches to preserving urban heritage sites that exemplify smart urban design to decrease car use and encourage pedestrian and cycling activity. They are Willemstad, Curaçao; Paramaribo, Suriname; Bridgetown, Barbados; and East Port of Spain, Trinidad and Tobago. The first three are UNESCO World Heritage Sites, while the latter seeks such status. Willemstad is considered a regional model, Paramaribo has also long had the designation but suffers from weak institutions, Bridgetown is a recently designated site, and Port of Spain hopes to create a heritage plan and pursue such a designation for its culturally historic eastern section. Collectively, these cities represent a body of knowledge that can strengthen regional efforts to implement best practices for the promotion of pedestrian activity through urban design that encourages historic preservation and economic development of physical and cultural assets. A careful analysis of their existing urban heritage plans, national and local legislative and institutional frameworks, and the pedestrian quality of their built environments will yield readily applicable recommendations to improve Caribbean historic urban areas.

In particular, all four cities are members or applicants of the Caribbean Community (CARICOM), which has adopted a regional urban agenda. CARICOM's Council on Trade and Economic Development and its Council on Social Development provide excellent venues to promote the adoption of such policies throughout the proposed sites and the region, as does Caribbean Urban Forum 2013 in Trinidad. Lead organization the Caribbean Network for Urban Land Management (CNULM), a regular research partner of CARICOM, is a uniquely qualified academic center with a regional scope housed at the University of West Indies in Trinidad and Tobago. CNULM's partners for this project, from U.S. ICOMOS and the American Planning Association, also bring extensive experience on international urban planning and historic preservation.

### Project Summary – Spanish

Cuatro ciudades en el Caribe representan un espectro de enfoques legislativos y institucionales para la preservación de sitios del patrimonio urbano que ejemplifican el diseño inteligente urbana para disminuir el uso del automóvil y promover las calles que son más seguros para peatones y ciclistas. Se trata de Willemstad, Curaçao; Paramaribo, Surinam; Bridgetown, Barbados; y Puerto España, Trinidad y Tobago. Los primeros tres de los cuatro son de la UNESCO Patrimonio de la Humanidad, mientras que el segundo busca esa condición. Willemstad es considerado un modelo regional de larga data; Paramaribo, también ha tenido durante mucho tiempo la designación, pero sufre de debilidad de las instituciones; Bridgetown es un sitio muy recientemente designado; y Puerto España espera crear un plan de patrimonio y llevar a cabo dicha designación por su cultura histórica en la sección oriental (Puerto España Oriental). En conjunto, estas ciudades representan un cuerpo de conocimientos que se pueden fortalecer los esfuerzos regionales para implementar las mejores prácticas para la promoción de la actividad de los peatones a través del diseño urbano que fomenta la preservación histórica y el desarrollo económico de los bienes físicos y culturales. Un análisis cuidadoso de sus planes en curso del patrimonio urbano, los marcos legislativos e institucionales nacionales y locales, y la calidad peatonal de sus entornos construidos permitirán formular recomendaciones de fácil aplicación para mejorar las zonas históricas urbanas en todo el Caribe.



En particular, las cuatro ciudades son países miembros o candidatos a ser miembros de la Comunidad del Caribe (CARICOM), que ha adoptado una política urbana para la región. Consejo de la CARICOM sobre Comercio y Desarrollo Económico y su Consejo de Desarrollo Social ofrecen excelentes lugares para promover la adopción de estas políticas a través de los sitios propuestos y de la región, también el Forum Urbano Caribeño 2013 en Trinidad. Organización líder de la Red Caribeña para la Gestión de Terrenos de Naturaleza Urbana (CNULM), un socio de investigación regular de la CARICOM, es un centro académico único calificado con un alcance regional ubicado en la Universidad de West Indies en Trinidad y Tobago. CNULM y los socios de este proyecto desde los EE.UU., el ICOMOS y la Asociación Americana de Planificación, también aportan una amplia experiencia internacional en la planificación urbana y preservación histórica.

### Organization's Experience

The CNULM (Caribbean Network for Urban and Land Management), was formed in 2008 with the objective of fostering urban planning and land management practices that respond to the unique issues and challenges present across the Caribbean. We focus on knowledge management, networking, and capacity building to achieve this objective.

The CNULM has worked with several partners at the national, regional (Caribbean), and international levels to initiate and execute a variety of projects and initiatives at the community and national level. These include serving as the regional coordinating body for phase one of the UN-Habitat Participatory Slum Upgrading Programme (PSUP). The PSUP sought to build the capacity of municipalities to conduct rapid urban profiling / assessments to guide project and policy intervention within the urban sector. The CNULM actively partners with national planning associations, such as the American Planning Association (APA), which has had a major advisory role since CNULM's formation. It also partners with educational institutions, government agencies, and other NGOs from across the Caribbean to undertake an annual Caribbean Urban Forum (CUF) to examine urban issues in the region.

The CNULM has worked extensively in local area planning and community development in Trinidad and Tobago, preparing several development plans and conducting training exercises for the Ministry of Local Government in 2010. We are currently working in East Port of Spain, Trinidad – a dense, urban community which is economically and socially depressed, but possess a rich cultural and built heritage which has the potential to stimulate local sustainable economic development. The CNULM is actively working with the umbrella community group (East Port of Spain Council of Community Organisations) among other stakeholders to create the East Port of Spain Heritage City Initiative in an attempt to leverage the cultural and built environment as a catalyst for local sustainable development within the community. This provides a basis of the expansion of the CNULM's work in urban heritage planning to include other Caribbean cities.



## Project Narrative Description

### *Rationale*

Despite geographic constraints, Caribbean land use patterns do not favor walkability or pedestrian activity. The automobile dominates, even for short distances, and a lack of safe streets and sidewalks as well as insufficient public transportation contributes to the problem. However, the historic urban cores of colonial-era Caribbean cities represent a wealth of potential for the promotion of sustainable communities with smart urban design that encourages walkability over car use. Home to some of the oldest non-indigenous urban settlements in the Americas, they represent a unique blend of European architecture, New World materials, and multicultural influence. Settled long before the advent of the automobile, their built environment foundations are based on walkability and pedestrian access and can serve as development and settlement pattern models. However, rapid urbanization in the Caribbean creates the challenge of preserving the built and cultural urban heritage of sustainable communities with walkable urban design while simultaneously catering to the constantly evolving development needs of Caribbean cities, where energy and climate concerns are increasingly paramount.

Many former colonial Caribbean cities have outgrown their initial physical and economic capacity and require planning interventions that will allow for the useful retention of the historic urban fabric, while promoting new opportunities for local economic development. Cities are centers of economic growth and cultural exchange. An understanding of their built and cultural heritage is important in order to catalyze economic development. Traditionally, efforts have largely focused on preserving historic communities, sites, and buildings in order to attract international tourists. While useful, this approach is limited in that issues such as the functionality of historic urban spaces, their accessibility and seamless integration into surrounding land uses, and their role in local cultural development and identity is sometimes overlooked. A more holistic approach to urban regeneration and revitalization is needed in the Caribbean, and existing ideas can be drawn from Willemstad, Curaçao; Paramaribo, Suriname; and Bridgetown, Barbados, all three of which are UNESCO World Heritage Sites that have varying elements of tourist appeal and local development.

There is the potential for successful urban and inner city regeneration in the Caribbean that builds upon elements of built heritage, culture, and the arts to foster sustainable communities. For example, the area of East Port of Spain, Trinidad has a wealth of physical and cultural assets (an old military fort, old churches, the birthplace of Trinidad Carnival, steel pan, and major contributions to calypso music) that can be leveraged to facilitate economic development. The oldest part of the city is in this area, but the built assets have been badly maintained. The primary challenge with East Port of Spain, as with other historic urban communities in the Caribbean, is that there is very little systematic understanding of the built and cultural heritage and how to leverage them to promote tangible development initiatives.

To fill this knowledge gap, the CNULM has been negotiating with the Inter-American Development Bank (IDB) to use their Emerging and Sustainable Cities Platform program to help assist the government of Trinidad and Tobago and local community groups to prepare a conceptual framework for an East Port of Spain Heritage City Initiative. The CNULM is also working on a University of the West Indies (UWI) Research and Development Impact Fund (RDI) project entitled “Understanding Built and Cultural Heritage in East Port of Spain” to feed into the Heritage City Initiative. The project focuses on five core areas: built heritage, cultural



heritage, existing planning framework, GIS and spatial analysis model, and an innovation model for urban regeneration based on built and cultural assets. Revitalizing East Port of Spain as a sustainable community would thus encourage further walkability and pedestrian access in Trinidad and Tobago's largest urban area and capital city.

However, this work would benefit greatly from a wider, regional understanding of Caribbean cities that are recognized by the international standard for historic preservation of urban landscapes through designation by the United Nations Educational, Scientific, and Cultural Organization (UNESCO), which recognizes works of humanity with outstanding universal value as World Heritage Sites. UNESCO is advised on this matter by the International Council on Monuments and Sites (ICOMOS), the professional organization for World Heritage Sites and historic preservation generally that has member chapters in individual countries, included all of the four sites of this proposed project.

Consequently, this proposal complements the existing work of the CNULM, particularly in East Port of Spain, Trinidad. The lessons learned to date from East Port of Spain will help to inform the study of urban heritage in other Caribbean cities that have already been internationally recognized: Bridgetown, Paramaribo and Willemsted. In turn, the successes and challenges in the existing World Heritage Sites will inform East Port of Spain's heritage planning process. As an academic entity with a regional focus, the CNULM is ideally positioned to conduct such multi-country analysis with local applicability, especially through a partnership with team members representing ICOMOS and APA. This will also facilitate comparative analyses and a nuanced assessment of existing similarities and differences, emerging trends, etc. The knowledge generated from this research project will provide baseline data for further studies as well as provide information to guide policy and programs on urban preservation and economic development in the Caribbean in a more sustainable manner.

The process by which Bridgetown, Paramaribo, and Willemsted have been recognized and East Port of Spain could be recognized involves a city applying to UNESCO for the designation with a qualitative analysis and a conservation plan to protect the space and its context. Since 1972, this concept has been evolving within UNESCO, from recognizing monuments to collections of monuments to World Heritage Sites. This most recent concept uses a comprehensive planning approach to address historic preservation by promoting "The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas," which were developed by ICOMOS.

In addition, as part of the evolution of thinking about cultural conservation and heritage in urban situations, UNESCO recently published recommendations for the Historic Urban Landscape (HUL), a major statement about planning, regulation, and management of cities in general. According to the World Heritage Center, "The Historic Urban Landscape approach aims at preserving the quality of the human environment and enhancing the productivity of urban spaces. It integrates the goals of urban heritage conservation with the goals of social and economic development." HUL broadens the framework for our global commonwealth of urban heritage, through recognition that tangible and intangible heritage is valued for differing reasons and motivations by residents, tourists, politicians, employers, municipal governments, developers, and the preservation community. UNESCO's HUL recommendation is that stewardship of urban heritage is a shared integrative undertaking that affirms heritage as a sustainable element of the future and requires planning, regulatory tools, education, and resource commitments.



Both the HUL and the Valletta Principles make several references to the importance of pedestrian activity. They rightly note:

“Most historic towns and urban areas were designed for pedestrians and slow forms of transport. Gradually these places were invaded by the car, causing their degradation. At the same time, quality of life has reduced. Traffic infrastructure (car parks, subway stations, etc) must be planned in ways that will not damage the historic fabric or its environment. A historic town should encourage the creation of transport with a light footprint. It is important to encourage pedestrian circulation. To achieve this, traffic should be drastically limited and parking facilities reduced. At the same time, sustainable, non-polluting public transport systems need to be introduced, and soft mobility promoted. Roadways should be studied and planned to give priority to pedestrians. Parking facilities should preferably be located outside protected zones and, if possible, outside buffer zones.”

The consistent goals of the Valletta Principles thus emphasize the importance of walkability as a core component of preserving urban heritage.

To address these and other concerns, the Valletta Principles promote good governance that involves all local stakeholders in the policymaking process for World Heritage Sites. With regards to the particular designation, they explain, “The traditional systems of urban governance should examine all aspects of cultural and social diversity, so as to establish new democratic institutions to suit the new reality.” As such, “Planning in historic urban areas must be a participatory process, involving all stakeholders.”<sup>1</sup>

This planning, moreover, takes the following form: “A conservation plan must be based on urban planning for the whole town, including analysis of archaeological, historical, architectural, technical, sociological and economical values. It should define a conservation project, and be combined with a management plan and followed by permanent monitoring.”<sup>2</sup> Given this specific requirement, when local governments struggle with these requirements and are placed on the “endangered” list, UNESCO provides a technical assistance team to address the specific challenges of the given World Heritage Site.

### *Baseline*

The four sites consists of three existing UNESCO World Heritage Sites and one city that seeks such a designation. Preliminary research indicates that the four sites can be ranked in the following order of adherence to HUL guidelines:

- Historic Area of Willemstad, Inner City and Harbour, Curaçao, designated in 1997, heritage area comprises 86 hectares (212 acres) and buffer zone comprises 87 hectares (215 acres). “The modern town consists of several distinct historic districts whose architecture reflects not only European urban-planning concepts but also styles from the Netherlands and from the Spanish and Portuguese colonial towns with which Willemstad

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<sup>1</sup> All citations in this paragraph from “The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas,” ICOMOS International, Page 10.

<sup>2</sup> “The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas,” ICOMOS International, Page 16.



engaged in trade.”<sup>3</sup> Although the UNESCO site with the oldest designation of the proposed study cities, recent political changes in Curaçao – the disintegration of the Netherlands Antilles and the island’s new status as an independent country of the Kingdom of the Netherlands – have hampered national efforts to promote historic preservation and conservation.

- Historic Inner City of Paramaribo, designated in 2002, heritage area comprises 30 hectares (74 acres) and buffer zone comprises 60 hectares (148 acres). “The original and highly characteristic street plan of the historic centre remains intact. Its buildings illustrate the gradual fusion of Dutch architectural influence with traditional local techniques and materials.”<sup>4</sup> With a per capita GDP of less than half of the other countries in the project and the largest urban population (250,000, half of Suriname’s total population), Paramaribo faces particularly intense demands on urban land with fewer resources available to respond.
- Historic Bridgetown and its Garrison, designated in 2011, heritage area comprises 187 hectares (462 acres) and buffer zone comprises 321 hectares (793 acres). “With its serpentine urban lay-out the property testifies to a different approach to colonial town-planning compared to the Spanish and Dutch colonial cities of the region which were built along a grid plan.”<sup>5</sup> As an extremely tourism-dependent economy whose visitors are drawn to the beaches rather than urban heritage, Bridgetown represents a unique opportunity to leverage its recent designation as both a tourism draw and a tool for celebrating local heritage and culture.
- East Port-of-Spain covers 2,700 hectares or approximately 6,700 acres and is comprised of sixteen communities that include industrial, residential, commercial, and mixed-use neighborhoods. Settled by freed slaves following emancipation in 1832, East Port-of-Spain is a traditionally Afro-Trinidadian neighbourhood where stigma, racism, crime, and dependency continue to limit investment, entrepreneurship, and economic opportunities. Despite this, the area is recognized as an incubator for social capital and cultural talent, having been the birthplace of Trinidadian Carnival and steel pan, as well as a major contributor to calypso culture. Many cultural-related industries operate in the informal sector.

### *Project Goals and Purpose*

The project’s goals are to better understand how existing and potential Caribbean urban UNESCO World Heritage Sites respond to the standards of the Valletta Principles and HUL guidelines in their legislative and institutional frameworks, as well as their practical implementations of such policies. Such an understanding will inform precise policy recommendations to local and national governments, as well as to relevant councils of CARICOM, which maintains a regional urban agenda for the Caribbean. The preliminary outcomes of this work will also dialogue with the “urban heritage” theme at the third edition of the Caribbean Urban Forum, to be held March 2013 in Trinidad and Tobago.

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<sup>3</sup> UNESCO World Heritage List: Historic Area of Willemsted, Inner City and Harbour, Curaçao: <http://whc.unesco.org/en/list/819>

<sup>4</sup> UNESCO World Heritage List: Historic Inner City of Paramaribo, <http://whc.unesco.org/en/list/940>

<sup>5</sup> UNESCO World Heritage List: Historic Bridgetown and its Garrison, <http://whc.unesco.org/en/list/1376>



The project's purpose is to strengthen local capacity and support for historic preservation of urban areas by encouraging smart urban design that reduces car use and promotes walking and cycling activity. Historic Caribbean urban areas have become economically depressed with high concentrations of low-income residents. Encouraging pedestrian accessibility can be a part of livability improvements, livelihood generation, job creation, and local economic development.

### *Project Outputs and Indicators*

This project will generate an assessment of historic sites, existing literature, current preservation policies and practices, conservation and management plans, and urban history of Willemstad, Paramaribo, Bridgetown, and East-Port-of-Spain as they relate to Valletta Principles and HUL guidelines. An increase in the knowledge of the historic and current environment of the four sites is anticipated within 6 months of commencing the project.

The project will create and disseminate policy recommendations to reduce car usage, improve walkability and cycling and potential for economic development and present them to academia, planning professionals, and land use policymakers at the municipal, national and regional level. This will take the form of technical, policy, and academic papers for presentation at Caribbean Urban Forums 2013 and 2014, regional workshops, CARICOM Council of Economic Trade and Development (COTED), and in academic journals. The papers will cover the following issues:

- The sites' built environment quality for pedestrians and cyclists vis-à-vis automobile traffic and overall functionality as historic urban space
- The sites' adherence to sustainable community principles and UNESCO historic preservation principles
- The sites' national and local (where applicable) policy and institutional frameworks
- The sites' local economic development existing practices and potential
- The sites' local cultural development existing practices and potential
- The sites' seamless integration into surrounding land uses and potential for influencing development and settlement patterns elsewhere in the city or country
- General recommendations for CARICOM's regional urban agenda.

In inner city depressed historic urban communities in the Caribbean, the need for skilled crafts persons with a variety of technical skills is an important catalyst for heritage development. As a secondary output, this project will also incorporate a review of available education and skills training in the four selected sites and their relationship to urban heritage and culture. The economic development and job creation aspect of heritage conservation will be one of the positive aspects promoted during our efforts. We will compile examples from our field investigations to identify other resources that can complement and promote heritage conservation and development. This will be shared during the discussion and final report.

In addition, in concert with other CNULM efforts cited above, this project will contribute to the development of a conceptual framework for the East Port of Spain Heritage City Initiative through situation analysis and a workshop overlapping with CUF2013.

The project indicators will cover the following:

- Number of local preservation experts, academics, stakeholders, and officials interviewed or otherwise engaged during field visits



- Larger number of local preservation experts, academics, stakeholders, and officials who serve as audience for technical, policy, and academic papers
- Number of technical, policy, and academic papers produced
- Number of website posts produced
- Number of conferences presented at
- Number of regional preservation experts, stakeholders, and officials engaged with through outreach efforts within CARICOM’s regional urban agenda
- Number of local and regional preservation experts, stakeholders, and officials engaged with in East Port of Spain during CUF2013 workshop

### *Project Activities and Methodology*

The project will use an urban planning research methodology that is both qualitative and quantitative in scope. Initially, the team will approach each of the four sites separately in order to carry out in-depth analysis of each case before comparing the cases to each other. For each study area, the team will review existing literature, current preservation policies and practices, and available data as gleaned from conservation and management plans, as well as research the history of each locality.

The second phase of research includes on site field research during which the team will interview key policymakers, academics, and professionals; carry out extensive photo documentation; apply walkability indices, cycling assessments, and car traffic analysis to assess the pedestrian accessibility of the four sites; conduct visual analysis of preservation standards; and gather data sets and existing legislation prepared by local authorities. This process will provide the baseline for urban analysis and policy recommendations.

The final phase of research, focusing on synthesis and analysis, will tabulate and compare the degree to which the cities in question promote walkability and bicycle access while discouraging car use. It will also address the sites’ adherence to their conservation and management plans (for the three sites that already have such plans), as well as to the general Valletta Principles and UNESCO’s World Heritage Site ideals. Other resources identified after field investigations will be compiled along with examples of existing local economic development tools. Finally, it will identify best practices within the four sites and suggest where other cities could learn from their CARICOM neighbors.

### *Logical Framework*

<b>Narrative Summary</b>	<b>Performance Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/Risks</b>
<p><b>Goal</b></p> <p>To better understand how existing and potential Caribbean urban UNESCO World Heritage sites respond to the standards of the Valletta principles and Historic Urban Landscapes (HUL) guidelines in their legislative and institutional frameworks as well as their practical</p>	<p>Greater recognition of Valletta principles and HUL guidelines in regional and national policy dialogue on heritage and conservation</p>	<p>Decisions of local, national, and regional decision making bodies</p>	<p>Policy decisions will lead to practice</p> <p>CNUML will continue to be invited to regional policy meetings.</p> <p>Caribbean Urban Forum 3 will occur</p>



<p>implementation of such policies for the purposes of sustainable transport solutions, promoting pedestrian accessibility, discouraging car use, and stimulating economic development</p>	<p>Greater recognition of importance of sustainable transport solutions within heritage and conservation community</p>		<p>as planned.</p>
<p><b>Purpose</b> Strengthen local capacity and support for historic preservation of urban areas by encouraging smart design that reduces car use and promotes walking, cycling, and local economic development.</p>	<p>Sensitization of urban professionals, academia and policymakers to issues related reducing car use, improving walkability and cycling and promoting economic development in historic urban communities.</p>	<p>Changes in policy and implementation</p>	<p>Uptake of information by key policymakers at Caribbean Urban Forum and other meetings</p> <p>Secondary data exist to provide required information</p>
<p><b>Outputs</b> (1) Assessment of historic sites, existing literature, current preservation policies and practices, conservation and management plans, and history of four historic Caribbean cities as they relate to Valletta Principles and HUL guidelines.</p> <p>(2) Create and disseminate policy recommendations to reduce car usage, improve walkability and cycling, and stimulate potential for economic development; present them to academia, planning professionals, and land use policymakers at the municipal, national and regional level.</p>	<p>Increase in knowledge of the historic and current built and cultural environments of the four sites within 6 months</p> <p>Increased awareness of findings and recommendation among urban practitioners, academia and policymakers at the regional, national and local level within 11 months</p>	<p>Report prepared</p> <p>Conference proceeding from CUF 2013</p> <p>Technical and policy papers, academic papers in peer reviewed journals</p>	<p>Project management activities are well executed</p> <p>CUF 2013, the forum for dialogue among urban practitioners, academic and policymakers, is well organized</p> <p>Site visits are well planned and executed</p>



(3) Project management and reporting	Accounting for activities and expenditure to donors at the end of 12 months	Minutes of ad hoc meetings for policy development	
<p><b>Activities</b></p> <p>(1a) Desktop review of existing literature, current preservation policies and practices, conservation and management plans, education and skills training in urban heritage and culture, and history of each locality as it relates to Valletta Principles and HUL guidelines.</p> <p>(1b) Site visits to Willemstad, Paramaribo, East Port of Spain, Bridgetown for interviews, photo documentation and visual analysis of preservation standards</p> <p>(1c) Detailed assessment of East Port of Spain as it relates to the criteria necessary for achieving UNESCO Heritage status</p> <p>(2a) Creation of technical and policy papers and academic papers for presentation at workshop, CARICOM Council of Economic Trade and Development (COTED) and in academic journals</p> <p>(2b) Hosting of workshop session on built and cultural heritage as it relates to economic development to obtain stakeholder feedback as part of Caribbean Urban Forum 3.</p> <p>(2c) Dissemination of information via the blueSpace</p>	<p>US\$10,000</p> <p>US\$15,000</p> <p>US\$10,000</p> <p>US\$3000</p> <p>US\$2000</p> <p>US\$1000</p>	<p>Report</p> <p>Boarding passes, signed forms for per diem</p> <p>Report</p> <p>Electronic and hardcopy versions of technical and policy; boarding passes, signed forms for per diems</p> <p>Conference proceedings</p> <p>Posts on website</p>	<p>Information is accessible</p> <p>Data can be gathered from site visits in cost effective manner</p> <p>Technical and policy papers, journal articles can be written from data gathered</p> <p>Invitation to attend regional policy meeting continue to be extended to CNULM by CARICOM</p>



website <a href="http://www.bluespacecaribbean.com">www.bluespacecaribbean.com</a>  (3) Assignment of project manager, narrative and financial reporting	US\$9,000	TOR, reports	
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*Time Frame / Work Plan*

		Work Plan																	
Activity	Output	Months												Responsible	Indicator	Budget			
		1	2	3	4	5	6	7	8	9	10	11	12			OAS Funds	Co-financing	Total (US\$)	
<b>1.1. Data gathering</b>																			
1.1.1 Desktop review	Situation analysis														J. Soule/G. Scruggs	Report	5,000	4,404	9,404
1.1.2. Site visits (Willemstad, Paramaribo, Barbados, East Port of Spain)	Situation analysis														J. Soule/G. Scruggs	Boarding passes, signed forms for per diems; Data: audio visual interview recordings, photos	20,000	17,616	37,616
1.1.3 Detailed assessment of EPOS	Situation analysis														A. Mohammed	Report	10,000	5,143	15,143
<b>1.2. Policy dissemination</b>																			
1.2.1 Creation of technical, policy and academic papers	Policy dissemination														A. Mohammed/J. Soule/G. Scruggs	Electronic and hardcopy versions of technical, policy and academic	500	1,215	1,715
1.2.2 Presentation of papers at policy forums	Policy dissemination														A. Mohammed	Boarding passes, signed forms for per diems	2,940	0	2,940
1.2.3 Hosting of workshop session at CUF2013	Policy dissemination														A.Mohammed/J. Soule/G. Scruggs	Conference proceedings	2,000	5,000	7,000
1.2.3 Dissemination on website	Policy dissemination														A. Mohammed	Posts on website	560	0	560
<b>1.3 Project management</b>																			
1.3.1 Assignment project management	Project properly management														A. Mohammed	TORs	8,000	16,655	24,655
1.3.1 Narrative and financial reporting	Project activities reported on														A. Mohammed	Financial and narrative reports	1,000	1,000	1,000
															<b>Total:</b>		50,000	50,033	100,033



### *Monitoring and Evaluation*

Monitoring and evaluation will occur both internally and externally. Internally, monthly Skype meetings / conference calls will be held among the core management team (Dr. Asad Moahammed, Jeffrey Soule, and Gregory Scruggs) to review the work plan and all matters related to project. Quarterly progress reports will be compiled detailing progress made based on objectively verifiable outputs and indicators. The Project Director (PD) will use the monthly meetings and quarterly progress reports to identify and address challenges, as well as update all the stakeholders / interest groups that are allied to the project.

Externally, methods of evaluation include interview with key stakeholders and feedback from the CUF 2013 workshop on built and cultural heritage. The ICOMOS contacts in each of the four sites will also serve as evaluators of the project outcomes, and will potentially refer the team to local economic development or cultural agencies that can serve as further evaluators both during and after the grant period, providing continuity to the project.

The PD will conduct an interim evaluation at the end of six months and a final evaluation at the end of twelve months. Results of the evaluation(s) will be presented at CUF 2013 to elicit suggestions regarding possible ways to strengthen and enhance the project. Both the interim and final evaluation will include an appraisal of the following:

- a) Project Management
- b) Project Goals, Objectives and Outputs – Are they being met according to the intended timeline? Did the activities lead to the results as planned in the original project proposal and log frame?
- c) Human Resources – Were the human resources (i) sufficient and (ii) effectively mobilized to implement the activities as planned?
- d) Financing – Did the activities remain within the expenditure limit of the original project Budget? If not, what modifications should be made to the budget?
- e) Communication among project partners – Was there effective and efficient communication between project partners that allowed the smooth flow and timely adjustment of activities?

### *Gender Sensitivity and Community Inclusiveness*

The project strengthens good governance as it encourages dialogue between policymakers, urban professionals, academics, and community groups, particularly at CUF 2013, to develop policies and programmes to reduce energy usage by automobiles and promote modes of transport linked to healthier lifestyles such as walking and cycling. Managing security is a critical area of concern and improvements will positively affect women in particular who are targets of violent crime in these urban areas. Infrastructure development will provide business opportunities to the urban poor, and will primarily benefit women who more often operate in the informal economy and engage in home based economic activities (HBEA). Community buy-in is critical for the success of any infrastructure work and through the interview process community perceptions will be obtained. Ultimately, as local economic development and cultural identity are major secondary goals of the project, it is imperative to include the



community perspective, especially when working with historically significant but economically marginalized Afro-Caribbean populations.

#### *Team Composition and Task Assignment*

Dr. Asad Mohammed, PhD is Director of the Caribbean Network for Urban Land Management (CNULM) and Professor of Urban and Regional Planning at the University of West Indies – St. Augustine in Trinidad and Tobago, where he is department chair. He is also the cabinet-appointed Chairman of the National Planning Task Force for Trinidad and Tobago. With careerlong experience in the academic and public sector focusing on urban planning both at a regional scale in the Caribbean and at a local scale in Port of Spain, Dr. Mohammed will coordinate both the East Port of Spain heritage assessment efforts and the dissemination of findings among regional bodies such as CARICOM. To facilitate the former, Dr. Mohammed will utilize his professional contacts and formal relationships with the East Port of Spain Council of Community Associations, the municipal government of Port of Spain, and the national government of Trinidad and Tobago, for which he is the . For the latter, Dr. Mohammed will utilize his professional contacts and formal relationships with CARICOM's Council on Economic Trade and Development and Council on Social Development. As an organizing partner for CUF 2013 in Trinidad and Tobago, Dr. Mohammed will also ensure that this project's work overlaps synergistically with the largest international conference on Caribbean urban planning.

Jeffrey Soule, FAICP, AICP, will draw on a career of experience in heritage tourism and his extensive network of contacts within ICOMOS to ensure that the team has access to the key local contacts who mediate their locality's relationship with UNESCO. He will also guide the visual assessment of the sites based on his many assessment visits to urban World Heritage Sites. He prepared and published a paper for UNESCO on guidelines and lessons from the U.S. experience on visual context and view protection tools and strategies<sup>6</sup> as well as a briefing paper on integrating arts and culture into placemaking.<sup>7</sup> Mr. Soule will use his contacts and status as member of the ICOMOS Scientific Committee on Cultural Towns and Villages and as Trustee and Officer of the U.S. Committee of ICOMOS to ensure that past official and unofficial UNESCO and ICOMOS reports and communications on these four sites are part of the research process. He has already personally contacted ICOMOS representatives in each site to gain their views on the topic. Finally, he will use his career experience as a city planner to oversee the proposed situationa analysis.

Gregory Scruggs will draw on previous work in Latin America and the Caribbean as a Consultant to the American Planning Association and former Fulbright research grantee. In particular, he will utilize his network of contacts at CARICOM and the Caribbean Planners Association, as well as from personal and professional visits to Barbados, Suriname, and Curaçao, to facilitate the scheduling of meetings with key policymakers, academics, and professionals. He will refer to concepts and scholarship encountered during his previous research on Caribbean urbanism, funded by the Lincoln Institute of Land Policy. Finally, he will employ research methodologies used during his Fulbright grant to research urban planning and development in Rio de Janeiro's favelas in order to aid in the qualitative and quantitative assessment of the four sites.

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<sup>6</sup> <http://whc.unesco.org/en/series/27/>

<sup>7</sup> <http://www.planning.org/research/arts/briefingpapers/character.htm>



The team's contacts in the region that will facilitate our work include Gustavo Araoz, the Cuban-born president of ICOMOS, who has already connected the team with the appropriate representatives through the Committee on Historic Towns and Villages (CIVVIH): Michael Newton in Curaçao, Stephan Fokke and Harrold Sijlbing in Suriname, and Alissandra Cummins and Celia Toppin in Barbados. Mr. Scruggs has already met in person with Mr. Newtown, who was very enthusiastic about such a project, and offered to provide contacts at the Stichting Monumentenzorg Curaçao, the oldest and largest preservation organization in the Netherlands Antilles. Given that all four cities are in current or proposed CARICOM member countries (Curaçao is proposed, the rest are current members), the support of Anya Thomas and Garfield Barnwell in the Sustainable Development Unit at CARICOM will extend to all project sites. Finally, Mark Cummings, Chief Town Planner of Barbados, and an APA member, will be able to orient our understanding of Bridgetown's planning efforts in light of its recent designation.



*CVs of Proposed Staff*

**ASAD MOHAMMED**

**Department of Geomatics Engineering and Land Management, Faculty of Engineering, The University of the West Indies, St. Augustine, Trinidad & Tobago.**

**Email: Asad.Mohammed@sta.uwi.edu; Tel: (868) 627-8140 (H);**

**Tel: (868) 662-2002 Ext. 82565 (W); Fax: (868) 662-4414 (W)**

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<b>PERSONAL:</b>	Date of Birth: 15th September, 1955
	Nationality: Citizen of Trinidad and Tobago
<b>QUALIFICATIONS:</b>	Ph.D. City and Regional Planning, Cornell University, 1990. Minors: Development Economics, Rural Sociology. Masters of Regional Planning (MRP), Cornell University, 1983. Bachelor of Environmental Studies (Hons), University of Waterloo, 1979.
<b>AREAS OF SPECIALIZATION:</b>	Planning, Land and Housing Issues, Public Policy Analysis, Programme Development and Evaluation.
<b>ACADEMIC DUTIES:</b>	
<i>August 2005 – Present</i>	Coordinator, M.Sc in Planning and Development
<i>January 2004 – 2008</i>	Coordinator, Graduate Diploma in Land Administration
<i>Sept. – Dec. 2002</i>	<u>Visiting Faculty Member</u> , School of Urban Planning, McGill.
<i>August 1999 – 2001</i>	Head, Department of Surveying and Land Information, Faculty of Engineering, The University of the West Indies, St. Augustine.
<i>Jan. 1995 – Jan. 2003</i>	<u>Programme Coordinator</u> , M.Sc in Planning & Development, The University of the West Indies, St. Augustine, Trinidad.
1990 - 1995	Part-time Lecturer Activities
1996-1997	Visiting Faculty Member (part-time), Consortium Graduate School, The University of the West Indies, Mona, Jamaica. Taught course on Rural Development and Public Policy

**RESEARCH PROJECTS:**

Coordinator, Non-Spanish Speaking Caribbean Node of Latin American and Caribbean Network on Best Practices on Human Settlements (Government of Spain/ UNCHS).

Nariva Swamp Study. Integrated project team member in collaboration with Women and Development unit to examine settlement, land use and infrastructure issues. ISLE project funded by CIDA.

UWI project coordinator/ book coordinator, “Public Open Space” Socially Sustainable Cities in the Caribbean Partnership for Development in Urbanization between INRS, Montreal, CTPEA, Haiti, FLACSO, Costa Rica, University of Puebla, Mexico and UWI funded by CIDA.



**RESEARCH FUNDING:**

1990 -1995 – Developed project with McGill University, School of Planning to implement a M.Sc. Planning and Development at UWI. CIDA Can. \$750,000.00 – Supported research, development of courses courses, student funding, equipment acquisition for department and workshops

1997 -2002 – UWI partner in CIDA funded Tier 1 Research and Institutional Strengthening project with INRS Urbanisation and three (3) other Southern Universities on Socially Sustainable Cities. Can. \$ 5,000,000 over five (5) years – UWI Component Can. \$ 750,000. Supported research, development of courses courses, student funding, class field trips in the Caribbean equipment acquisition for department and workshops.

1998 – 2001 – Regional node of Ibero-American Network on Best Practices in Human Settlements. US \$ 30, 000 – to organize meeting and run regional E-mail newsletter, prepare case studies.- Student support

2000 – 2003 – Principal Researcher – Community Planning in Low –income Urban Hillside Settlements. CIDA Funded Project with Professional Associations in Trinidad and Tobago, El Salvador, Canada and Cuba –*objectives* – Research Training and Professional Networks in the subject area.(Can \$300,000 over three(3) years) – Trinidad/Tobago component Can. \$100,000.

2004- 2005- Run training programme in Land Administration at the Guyana Land and Surveys Commission for middle level managers, DIFD Funding US\$30,000

2007- (June-August) Integrated Community Urban Development Project. Documentation of best practices for training manual. CAN\$ 7,500

2008- 2011-Project Leader, UWI led Edulink Programme (European Union funded) partnership with University of Guyana, University of Suriname and the University of Amsterdam to strengthen training in Urban and Land Administration in the Southern Caribbean. 600,000 Euros.

2009-Present- UWI Project leader, UNHabitat Regional Programme in Rapid Urban Profiling (Trinidad and Tobago, Antigua and Barbuda, Haiti and Jamaica) under the ACP/EU funded Participatory Slum Upgrading Project. 242,000 USD

2009-2012- Project leader, UWI Led ACP-ST Science and Technology Project on the Urban Sector in the Caribbean in partnership with University of Guyana, University of Suriname and the University of Amsterdam. 1,080,000 Euros.

2010-2012 LEADHER special grant for Haiti- for project development of Urban Planning Training, International Associations of Universities, 10,000 Euros

2012-2014 Partner- in Boston University led Project- Mirabalais Planning Studio, Haiti. Funded by the W.W. Kellogg foundations 75,000 USD of the 150,000 budget.

2012-2014 UWI Project leader, UNHabitat Project on Land Policy Development in the OECS. Funded by Australia Aid UWI component of the budget. 175,000 USD

**PUBLIC SERVICE (Post 2010):**

2011-present Chairman, National Planning Taskforce (Cabinet Appointed)

2011-present Chairman, Planning Committee for the Education City (Cabinet Appointed)

2011-present Member, Establishment of an Allied Health Training Facility at El Dorado (Cabinet Appointed)



2009-2010                      Member, Committee for the Establishment of a Development Control Authority  
(Cabinet Appointed)

**PUBLICATIONS:**

***Books/ Monographs/ Edited Collections***

*Mohammed A.(2008), Integrating Industrial and Coastal Development into the Physical Planning Framework, in Aluminium Smelting, Health, Environment and Engineering Perspectives, M Khare et al (eds), Ian Randle Press, Jamaica*

*Mohammed, A., (2008), Colonial Influences on Caribbean Urban Form, in Jaffe, Rivke, (ed) The Caribbean City, KITLV Press, Leiden, The Netherlands*

*Mohammed, A., (2005), The Sou Sou Land Experiment: Illegal Development, Squatting or Settlers, Rethinking Ownership, Occupation and Law, International Institute for the Sociology of Law, Onati, Spain 1-3 May. (proceedings forthcoming)*

Editor (with Jeanne Wolfe) Planning for Poor Communities in the Caribbean. CIDA funded research on socially sustainable cities in the Caribbean partnership for development in urbanization between INRS, Montreal, CTPEA, Haiti, FLACSO, Costa Rica, University of Puebla, Mexico and UWI, Trinidad (Still in production) by SALISES, UWI, Jamaica.

Mohammed A. (in production) Capítulo 6 “La segregación socio-espacial: ¿Desempeña un papel la planificación participativa?”/ “Socio-spatial segregation: Does Participatory Planning have a Role? in Anne-Marie Séguin con la colaboración de Paula Negrón (Editora) La segregación socio-espacial urbana: una mirada sobre Puebla, Puerto España, San José y San Salvador, A joint edition of FLACSO (Facultad latinoamericana de ciencias sociales) Costa Rica, the GIM (Groupe interuniversitaire de Montreal) and the BUAP (Benemerita Universidad Autonoma de Puebla).

*Mohammed, A., (2005), Globalization and local Community Action: The Case of East Port of Spain, Trinidad in La Greca, Paolo, Planning in a more Globalized and Competative World, ISoCaRP & Gangemi Editore spa, Italy pp 331-342*

*Mohammed, A., and Balbosa-Phillip, A., (2005), Transportation in Port of Spain: Socio-Spatial Segregation and Access to Downtown, in Bussiere, Y., (ed) Urban Transportation in Latin America and the Caribbean, FLACSO, Costa Rica. 167-201*

Bussiere, Y, Mendosa, S.P., *Mohammed, A, Balbosa-Phillip, A. and Cruz, F (2005) Mobility and Location in Downtown San Jose, Port of Spain and Puebla, in Bussiere, Y (ed) Urban Transportation in Latin America and the Caribbean, FLACSO, Costa Rica. 21-45*

*Mohammed, A (2004) Land Administration and Management in Trinidad and Tobago, in Williams A (ed) Land in the Caribbean, Caribbean Land Policy Network, Terra Institute, Wisconsin.*

Planning for Sustainable Development in the Caribbean: Implications for Research and Training. [1995] Asad Mohammed and Dennis Pantin (eds) Workshop Proceedings, UWI/McGill, Montreal. 180 pages.

"The Economics of Sustainable Development in the Caribbean; illustrated by a case study of a squatter community in urban Port of Spain, Trinidad." [1994] Dennis Pantin and Asad Mohammed. Case Studies on Sustainable Development, Caribbean Conservation Association, Barbados. 40 pages.



### ***Articles Published in Refereed Journals***

Bisaillon, L and Mohammed, A., (2005) The two faces of Djibouti: “Modern” and “Traditional” Urban Forms of the City. *Urbanistica PVS* No 39/40 July. 30-42.

Brown D. & Mohammed A. (2003) Shantytowns in Christensen & D. Levinson (General eds.), *Encyclopedia of Community: From the Village to the Virtual World* (pp. 1226 –1232). Thousand Oaks, CA: Sage Publications Inc.

Mohammed A. (2001) “Afloat in the Atlantic: A Search for Relevant Models of Planning Education and Accreditation in the English –Speaking Caribbean.” *Third World Planning Review*, Vol. 23, No. 2, May 2001, pp. 195 – 211. Liverpool University Press: Liverpool.

Mohammed, Asad and A. Balbosa-Philip (1999) The Impact of Urban Management on Access to Public Transportation in Port of Spain, Trinidad, Caribbean Geography, Special Issue: *Resources, Planning and Environmental Management in a Changing Caribbean*, Vol. 10, No. 1, March 1999. pp. 63-78.

Mohammed A. (1997) Problems in translating NGO successes into government settlement policy: illustrations from Trinidad and Tobago and Jamaica. *Environment and Urbanization*, Vol. 9, No. 2, October 1997, pp. 233-246, International Institute for Environment and Development, London.

Mohammed A. (1997) “The Myth of the Megacity Solution”, *Habitat Debate* Vol. 3 No. 2 June 1997, p.26-27,

Mohammed A. (1995) “A Caribbean Programme in Planning”, Invited Theme Paper *West Indian Journal of Engineering*. Volume 18, No. 1 July 1995,45-48.

Mohammed A. (1993) “Background to the Roundtable” and “Summing Up” of Roundtable Discussion – “Incorporating Environmental Concerns in Planning Practice”, *The Journal of the Association of Professional Engineers of Trinidad and Tobago*, Volume 27, No. 1, April 1993.

Mohammed A. (1988) “Squatters and State in Trinidad and Tobago” *Colloqui*, Ithaca N.Y. Spring 1988, 33-38.

**Other articles (3), Papers published in proceedings (8), Papers presented at conferences and seminars (6), several consultancies**

### **PROFESSIONAL MEMBERSHIPS:**

Vice-President for the Americas, Commonwealth Association Planners (CAP), 1994 – 1996, 1997-1999, 2000-2003.

Trinidad and Tobago Society of Planners (TTSP),

Secretary (2005-2007), Vice-President (1992 - 1993, 1994 – 1998), Executive Member (1988, 1989, 1999), TTSP Representative on the Caribbean Professional Association (CCTCP).

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**Name:** Jeffrey Soule, FAICP

Member, ICOMOS Scientific Committee on Cultural Towns and Villages  
Trustee and Officer, U.S. Committee of ICOMOS  
Director of Outreach and International Programs, American Planning Association

### **Biographical Sketch**

Mr. Soule became APA's Policy Director in 1996 where he managed Government Affairs, Public Information and Outreach. He worked to expand partnerships with other organizations and improve legislative services to APA's chapters. He helped guide APA's policy on sustainable development.

In 1997, he launched an initiative with the Chinese government to provide long-term technical assistance through exchanges and special projects. He produced an innovative urban design approach and plan for a large site in Shanghai's Pudong New Area. As planning advisor to the Mayor of Nanjing, Jeff developed a strategy for preserving and revitalizing the city's historic neighborhoods. Mr. Soule has developed many training and capacity building programs for Chinese leaders and professionals. He frequently writes on planning issues related to China's urbanization and has also lead efforts to conserve natural and cultural resources while providing economic opportunities for rural areas. He has been the principal planner in charge for several large-scale projects including new town planning, strategic environmental planning, land tenure and compensation, historic preservation and scenic highways. Mr. Soule has served as advisor to the Ministry of Land and Resources under several programs including the United Nations Development Program, where he prepared reports with long term recommendations on rural environmental, land policy and administrative issues. His leadership internationally has expanded in 2010 to include Latin America and the Caribbean under the Energy and Climate Partnership of the Americas. He is currently advising the city of Sao Paulo on integrated transportation and land use plans.

In 2007, Mr. Soule became Director of Outreach and International Programs, the first such position to combine Communications, Partnerships, and International activities. He serves as Treasurer of the US/ICOMOS Board of Trustees and as a US delegate to the General Assembly for ICOMOS, advising governments on cultural conservation. Jeff also serves on the Cultural Towns Scientific Committee of ICOMOS and has authored a variety of international papers on managing scenic and cultural resources. He has written and lectured extensively on urban design, rural development, historic preservation, environmental conservation and disaster recovery. Mr. Soule has been involved in APA's assistance to the recovery effort in the Gulf Coast after hurricanes Katrina and Rita and has developed a variety of programs and training events to assist in the region's recovery.

Mr. Soule has initiated relationships with a variety of university-based centers for design and community planning assistance, including Florida Atlantic University, Tulane, and the University of North Carolina, Chapel Hill and served as the Donlan Fellow at the State University of New York College of Environmental Science at Syracuse. He also supervises a program that recruits promising Masters Candidates for internships in Washington, DC. Mr. Soule has served as visiting lecturer at the University of Maryland and Georgetown University where he taught a graduate course in planning for sustainability and Place Making, with Paul Farmer, respectively. Mr. Soule has lectured at Harvard, MIT, Stanford, Cornell, Syracuse, and internationally at Cambridge, Imperial College, the University of Montreal, National University of Singapore, Tsinghua, Hong Kong University and Beijing University. In August of



2011, he was designated as Senior Fellow to President Obama's Energy and Climate Partnership of the Americas (ECPA) by the Department of State. Jeffrey recently became affiliated with Lee and Associates as Director of Planning while managing other international responsibilities.

### **Education and Training**

MPP – Masters in Public Policy, Harvard Kennedy School

MUP – Masters in Urban Planning, City and Regional Planning, Harvard Graduate School of Design

BA – Natural Science and Fine Arts, with honors, Colgate University,  
Fellow, American Institute of Certified Planners

### **Professional Experience**

Director of Planning, Lee and Associates (2011-present)

Director of Outreach and International Programs, American Planning Association (2007 – Present)

Policy Director, American Planning Association (1996-2007)

Director, Center for Rural Pennsylvania (1991-1996)

Program Administrator/Director, National Endowment for the Arts Design Program (1986-1991)

Policy Director, Office of Rural Development, US Department of Agriculture (1980-1986)

Senior Planner, Tug Hill Commission (1978-1980)

### **Conferences and Publications (recent)**

- Cultural Conservation and Urbanization - Speaker. APA National Planning Conference, Boston, April 2011.
- Public Participation and Planning 17<sup>th</sup> Annual Latin American Mayors Summit, Miami Florida, May 2011
- Planning and Sustainability ECPA Conference, Panama City, Panama, April 2011
- Yancheng Natural Resource Strategic Plan- APA National Conference New Orleans, April 2010
- World Heritage Centre publication, WH Papers No. 27. Lessons from US Historic Preservation 2010
- "Signs of the Times" Planning Magazine, July 2010

### **Major Large Scale Planning Projects**

- Xu Jia Huai redevelopment, Shanghai



- New town for Zhenjiang, Jiangsu Province
- Hua Mu Special development zone, Pudong, Shanghai
- Qi Lin scientific research and development new town, Nanjing
- Long Po low-carbon new city, Liu He District Nanjing

### **Synergistic Activities**

- **Energy and Climate Partnership of the Americas:** A 30-month program sponsored by the US State Department to build urban planning capacity across the Americas, focusing on building partnerships with planning professionals and academics in Latin America and the Caribbean.
- **International Cultural Conservation.** Member, Board of Trustees US ICOMOS, Member Scientific Committee on Historic Towns and Villages, UNESCO, 2005-present
- **China Program.** Leader of training curricula for mayors, demonstration projects and partnerships with Chinese ministries since 1996
- **Various Urban and Regional Planning networks.** Online and face to face e.g. Smart Growth Network, Complete Streets Coalition, NOAA NGO advisory group, Urban Design Network, Harvard GSD working group on sustainability



Name: Gregory Scruggs  
Organization: American Planning Association

### Biographical Sketch

Gregory Scruggs is a consultant on urban planning, research, and design in Latin America and the Caribbean. He traveled to Barbados, Trinidad & Tobago, and Guyana in 2012 to conduct field research for a Lincoln-funded study of sea-level rise and land use planning. In 2011, he was a Fulbright study/research grant recipient on urban planning and design in Rio de Janeiro. Currently, he consults for the American Planning Association on their urban mobility, transportation, housing, and urban planning initiatives in Latin America and the Caribbean. Mr. Scruggs has traveled extensively throughout the Caribbean, including both Curaçao and Suriname, and is an active consumer and observer of Caribbean culture and traditions, such as food, music, and Carnival. He speaks native English, fluent Portuguese and French, and advanced Spanish.

### Education and Training

Study/Research Grantee – Fulbright Commission, Brazil, 2011  
Certificate – Urban Planning and Design, Harvard Graduate School of Design, 2009  
B.A. Magna Cum Laude – Literature, Certificate in Latin American Studies, Citations in French and Portuguese, Harvard College, 2008

### Research and Professional Experience

Consultant to the Association, American Planning Association (2010 – Present)  
Coordinate with Latin American and Caribbean partners on behalf of the American Planning Association and under the umbrella of the Energy and Climate Partnership of the Americas. Encourage the use of planning to mitigate the effects of climate change and reduce energy conception in cities throughout the Americas through this State Department program. Through the ECPA, the APA hopes to build urban capacity for foreign officials, provide technical and educational support, identify useful and transferable programs and projects, engage officials in sharing the knowledge, and support and develop civil society and planning institutions – governmental, non-governmental, and academic. Recently coordinated high-level expert seminars on urban mobility and transportation planning, financing, and governance in São Paulo and Brasília.

Intern, UN-Habitat Regional Office for Latin America and the Caribbean (April-June 2011)  
Conduct qualitative and quantitative research on the urban design, urban planning, and political and financial trade-offs of using cable cars to connect hillside informal settlements with a city's transportation network, a strategy employed in Medellín and Caracas that is now being used in Rio. Carry out on the ground fieldwork to facilitate UN-Habitat's management of UPP Social, the social service provisioning effort that follows the Rio government's police occupation of favelas (informal settlements) previously controlled by organized drug traffickers. In particular, adapted UN-Habitat's Safer Cities Programme methodology to baseline studies for urban security in Rio. Translated documents from Portuguese and Spanish to English.

Research Associate, Penn Institute for Urban Research / Wharton GeoSpatial Initiative – (2008-Present)



Researched living practices on urban sustainability in the city of Philadelphia, conducted interviews with leaders and stakeholders, made field visits to acquire video and photos, and wrote multimedia summaries of initiatives for the 100 Cities Initiative website ([www.100citiesinitiative.org](http://www.100citiesinitiative.org)) and Joint Initiative on Urban Sustainability ([www.epa.gov/jius](http://www.epa.gov/jius)). Attended the third, fourth, and sixth World Urban Campaign Steering Committee meetings in Nairobi, Rio de Janeiro, and Shanghai, respectively, representing Penn IUR. Provided input on various aspects of the campaign's communications strategy and represented the perspective of a younger, up-and-coming generation of urban planners and policymakers. The Campaign is a UN-HABITAT initiative to put sustainable urbanization at the forefront of national governments' agendas.

Co-authored a position paper on the addition of housing statistics to the National Atlas, a database maintained by the United States Geological Survey (USGS). Researched existing databases in the Atlas and proposed potential linkages between housing statistics and other categories. Wrote and edited extensive portions of the paper.

Participated in a study team that analyzed the inventory of vacant land in the city of Philadelphia for the Redevelopment Authority (RDA). The study assessed the costs of the current vacant land problem in the City, suggested the characteristics of a reformed vacant land disposition system, and estimated the savings and economic growth that such a reformed system would generate. Focused on the experience of other cities and characteristics of a reformed system.

Participated in a study team that assessed the feasibility of urban agriculture on vacant land owned by the RDA in the City of Philadelphia. Interviewed stakeholders and urban agriculture experts through Philadelphia. Synthesized interview results and made recommendations based on those interviews. Co-authored final report to the RDA.

### Conferences and Publications

"Dispatches from Rio", live updates from Rio +20, Next American City online, June 2012.

"Extreme Makeover: Will the Transformation of Rio's Favelas Benefit Everyone?" Forefront, June 11, 2012.

"The Addition of Housing Statistics to the National Atlas," co-authors Paul Amos and Susan Wachter, Spatial Integration Laboratory for Urban Systems, 2010.

"Land Use Study," co-authors Lee Huang, Richard Voith, and Susan Wachter, Spatial Integration Laboratory for Urban Systems, 2010.

"Best Practice Research: Lessons Learned," Best Practices Networking Event, World Urban Forum 5, Rio de Janeiro, March 2010.

"Best Practices in Urban Planning," co-authors Catherine Brinkley, Mengke Chen, Kirsten Kinzer, and Vanessa Williams, Global Urban Commons research unit working paper, 2010.

"Building a City at Burning Man," reflections on urban planning at the Burning Man festival, Next American City online, August-September 2010.



“Recap: World Urban Forum 5,” live updates on conference, Next American City online, March 2010

“Nairobi Notebook: KENSUP Pilot in Kibera,” report on slum upgrading project in Nairobi, Next American City online, February 2010.

### Research Grants Received

Lincoln Institute of Land Policy. Award funds for two research projects during 2011-2012 cycle for Latin America and the Caribbean. Sea-level rise and land use planning in the Caribbean; changes in the informal real estate market in Rio de Janeiro. September 2011-January 2013.

Fulbright Study/Research Fellowship. Awarded funds for one academic year of study and research in Brazil on urban planning and development. March-December 2011.

David Rockefeller Center for Latin American Studies (DRCLAS) Term-Time Travel Grant Recipient. Awarded funds to conduct late-stage senior thesis research in Rio de Janeiro. January-February 2008.

DRLCAS Summer Travel Grant Recipient. Awarded funds to conduct senior thesis research. Lived in the favela of Rocinha; visited other favela communities; interviewed academics and professionals (architects, NGO directors); acquired books, music, films, and other materials to assist with thesis. Summer 2007.

Harvard College Research Program Grant Recipient. Awarded funds to investigate the current state of funk, a derivation of certain American hip-hop styles that has become the soundtrack of Rio’s youth, especially in favelas. After initial forays during the Harvard Summer School program, I spent an additional three weeks in Rio, during which time I interviewed DJs and MCs, visited studios and radio stations, purchased and bartered for music, and attended bailes, the events at which funk is chiefly produced, consumed, and performed. Summer 2006.

Jorge Paulo Lehman Summer Scholarship for Undergraduates. Awarded partial tuition for Harvard Summer School in Rio de Janeiro at PUC-Rio. Summer 2006.



<b>Category</b>	<b>Unit Cost <sup>2/</sup></b>	<b>Type of</b>	<b>No. of</b>	<b>Total Cost</b>
	<b>US\$</b>	<b>Unit</b>	<b>Units</b>	<b>US\$</b>
<b>Personnel Expenses</b>				
Jeffrey Soule (ICOMOS)	\$50.00	Per Hour	130	\$6,500
Gregory Scruggs (APA)	\$40.00	Per Hour	212.5	\$8,500
Perry Polar/ Project Coordinator (CNULM)	\$22.72	Per Hour	352	\$8,000
Research Assistant EPOS (CNULM)	\$18.93	Per Hour	528	\$10,000
<b>Personnel expenses sub-total</b>				<b>\$33,000</b>
<b>Travel Expenses</b>				
Airfare (R/T U.S. to Curaçao) JS/GS	\$600	Per Flight	2	\$1,200
Airfare (R/T Curaçao to Paramaribo) JS/GS	\$350	Per Flight	2	\$700
Airfare (R/T U.S. to Trinidad) JS/GS	\$600	Per Flight	2	\$1,200
Airfare (R/T Trinidad to Barbados) JS/GS	\$200	Per Flight	2	\$400
Airfare (R/T Trinidad to Guyana) AM/PP	\$400	Per Flight	2	\$800
Hotel JS/GS	\$100	Per Night	32	\$3,200
Hotel AM/PP	\$164	Per Night	10	\$1,640
Meals Per Night JS/GS	\$50	Per Day	32	\$1,600
Meals Per Night AM/PP	\$50	Per Day	10	\$500
Ground transportation	\$25	Per Day	32	\$800
<b>Travel expenses sub-total</b>				<b>\$12,040</b>
<b>Document Translation (Dutch to English)</b>	\$450	Per Country Legislation	2	\$900
<b>Operational Expenses</b>				
Office supplies				\$500
Communications (website, phone, fax, mail)				\$560
Other (specify)				
Reports, proceeding, other publications				\$1,000
<b>Operational expenses sub-total</b>				<b>\$2,060</b>
<b>Other costs (specify)</b>				
Workshop session CUF 2012				\$2,000
<b>Total Project Cost</b>				<b>\$50,000</b>



Co-financing: The University of the West Indies UWI Research and Impact Fund: Leveraging built and cultural heritage for economic development in East Port of Spain (overall US\$215,238): Start September 2012, End: August 2014

Asad Mohammed (US\$28.61 per hour x 582 hours)	\$16,655
Research Assistant: (US\$6.49 per hour x 176 hours)	\$2,286
Community Liaison (US\$5.14 per hour x 5.28 hours)	\$2,857
Equipment	
- Laptop (cost for 1 year)	\$739
- Printer/ Photocopier (cost for 1 year)	\$476
Cost for hosting CUF2013	\$5,000
<b>Subtotal co-financing</b>	<b>\$28,013</b>
In-kind professional time	
Jeffrey Soule (US\$50 per hour x 226 hours)	\$11,300
Gregory Scruggs (US\$40 per hour x 268 hours)	\$10,720
<b>Subtotal co-financing</b>	<b>\$22,020</b>
<b>Total co-financing</b>	<b>\$50,033</b>



### **Annex 1: Document proving the legal existence of your organization**

The legal entity of the Caribbean Network for Urban and Land Management is the St. Augustine Campus (Trinidad) of The University of the West Indies (UWI) (<http://sta.uwi.edu/>). UWI is thus the Executing Agency. The University of the West Indies is a multi-campus University as alluded to by the attached UWI Royal Charter provided. The Director of the CNULM will be the overall manager of the proposed project. All UWI projects are administered with oversight via the UWI Office of Research Development and Knowledge Transfer and the UWI Projects Accountant Office. Auditing of all UWI projects is done by an independent audit firm KPMG.

## Charter

**Elizabeth the Second** by the Grace of God, of the United Kingdom, of Great Britain and Northern Ireland and of Our other Realms and Territories Queen, Head of the Commonwealth, Defender of the Faith.

To all to whom these Presents shall come,  
Greeting!

**Whereas** Our Secretary of State for the Colonies, with the approval and support of the Governments of Our several Territories of the West Indies, British Guiana, British Honduras and the British Virgin Islands has represented unto Us that it is expedient that a Charter of Incorporation should be granted by Us for the purpose of constituting and founding a University within Our Territories of the West Indies, British Guiana, British Honduras and the British Virgin Islands for the advancement of knowledge, the diffusion and extension of arts, sciences and learning the provision of liberal, professional and technological education for the furtherance of the objects for which the University College of the West Indies was incorporated by a Charter granted by Our Royal Predecessor His Majesty King George the Sixth and dated the fifth day of January in the year of our Lord One Thousand nine hundred and forty-nine:

**Now therefore know ye** that We by virtue of Our Royal Prerogative and of Our especial grace, certain knowledge and mere motion have willed and ordained and do hereby for Us, Our Heirs and Successors will and ordain as follows:

1. There shall be and is hereby constituted and founded in Our Territories of the West

Indies, British Guiana. British Honduras and the British Virgin Islands a University by the name and style of "The University of the West Indies" hereinafter referred to as "the University") by which name the Chancellor, Vice Chancellor and all other persons who are for the time being members of the University pursuant to this our Charter and the Statutes shall be and are hereby constituted and incorporated into one Body Politic and Corporate with perpetual succession and a Common Seal with power subject to the Customs and Laws of Arms to acquire Armorial Bearings (which shall be duly recorded in Our College of Arms) and with power to break, alter and make anew the said Seal from time to time at their will and pleasure and in that name to sue and be sued in all manner of actions and suits with power to take, purchase, hold, and also to grant, demise or otherwise dispose of real and personal property and to do all other matters and things incidental or appertaining to a body corporate.

2. The objects of the University are:
  - (a) To provide a place or places of education, learning and research of a standard required and expected of a university of the highest standard, and to secure the advancement of knowledge and the diffusion and extension of arts, sciences and learning through Our Territories of the West Indies, British Guiana, British Honduras and the British Virgin Islands.
  - (b) To continue and expand the work and activities hitherto carried on by the University College of the West Indies and to take over its rights, property, liabilities and engagements.
3. The University shall be both a teaching and an examining body and shall subject

to this Our Charter and the Statutes, have the following powers:

- (a) To grant and confer, under conditions laid down by the University, Degrees and other academic distinctions to and on persons who shall have pursued a course of study approved by the University and shall have passed the examinations or other tests prescribed by the University. Provided that Degrees representing proficiency in technical subjects shall not be conferred without proper security for testing the scientific or general knowledge underlying technical attainments and provided further that at least one external and independent examiner shall be appointed by the Senate for examinations in each subject or group of subjects forming part of the course of studies required for University Degrees, excluding the examination for matriculation in the University.
- (b) To admit graduates of other Universities to Degrees of equal or similar rank in the University.
- (c) To confer degrees of the University on any persons who hold office in the University as Professors, Readers, Lecturers, or otherwise, or who shall have carried on research therein under conditions laid down by the University.
- (d) To grant Diplomas, Certificates or other distinctions, to persons who have pursued a course of study approved by the University under conditions laid down by the University.

- (e) To confer Honorary Degrees and other distinctions provided that all Degrees and other distinctions so conferred shall be conferred and held subject to any provisions which are or may be made in reference thereto by the University.
- (f) On what the University shall deem to be good cause to deprive any person of any Degree, Diploma, Certificate or other distinction granted to or conferred on him by the University.
- (g) To provide instruction in such branches of learning as the University may think fit and to make provision for research and for the advancement and dissemination of knowledge in such manner as the University may determine.
- (h) To accept the examinations and periods of study passed by students of the University at other Universities or places of learning, including therein the University College of the West Indies, as equivalent to such examinations and periods of study in the University as the University may determine, and to withdraw such acceptance at any time.
- (i) To affiliate other institutions or branches or departments thereof and to recognize selected members of the staff thereof as teachers of the University, and to admit the members thereof to any of the privileges of the University and to accept attendance at courses of study in such institutions or branches or departments thereof in place of such part of the attendance at courses of

study in the University and upon such terms and conditions and subject to such regulations as may, from time to time, be determined by the University.

- (j) To conduct examinations and to examine and inspect schools and other educational institutions and for such purposes to co-operate with other authorities.
- (k) To enter into an agreement with the University College of the West Indies for the incorporation of that College in the University and for taking over its rights property, liabilities and engagements.
- (l) To enter into any agreement for the incorporation in the University of any other institution and for taking over its rights, property, liabilities and engagements, and for any other purpose not repugnant to this Our Charter.
- (m) To institute Professorships, Readership, Lectureships and any other such offices required by the University and to appoint to such offices.
- (n) To institute an award Fellowships, Scholarships, Studentships, Exhibitions, Bursaries and Prizes.
- (o) To establish and maintain and to administer and govern institutions for the residence of the students of the University whether College Halls or Houses, and to license and supervise such institutions and other places of residence whether maintained by the University or not so maintained.

- (p) To make provision for research and advisory services and with these objects to enter into such arrangements with other institutions or with public bodies as may be thought desirable.
- (q) To provide for the printing and publication of research and other works which may be issued by the University.
- (r) To demand and receive fees.
- (s) To act as trustees or managers of any property, legacy, endowment, bequest or gift for purposes of education or research or otherwise in furtherance of the work and welfare of the University, and to invest any funds representing such property, legacy, endowment, bequest or gift, if not immediately required, on such security as the University may deem fit.
- (t) To do all such other acts and things whether incidental to the powers aforesaid or not as may be requisite in order to further the objects of the University.

4. Men and women shall be eligible for admission to and as students of the University and for appointment to any Authority, office or employment of or under the University.

5. No religious, political or racial test shall be imposed on or required of any person in order to entitle him to be a student or member of the University or to occupy any position in or on the staff of the University.

6. We, Our Heirs and Successors, shall be and remain the Visitor and Visitors of the University and in the exercise of the Visitorial

Authority from time to time and in such manner as We or They shall think may inspect the University, its buildings, laboratories and general work, equipment, and also the examination, teaching and other activities of the University by such person or persons as may be appointed in that behalf.

7. The Authorities of the University shall be the Council, the Senate, the Guild of Graduates and such other bodies as may be prescribed by Statute.

8. (1) The Chancellor shall be the Head and Chief Officer of the University and President of its Council and Guild of Graduates.

(2) The first Chancellor shall be Her Royal Highness the Princess Alice, Countess of Athlone, G.C.V.O., G.B.E., V.A. and she shall hold office until her death or resignation.

9. (1) The Vice Chancellor shall be the academic and executive head of the University and in the absence of the Chancellor he shall exercise all the functions of the Chancellor except the hearing of appeals and such other functions as are specifically allocated in this Our Charter and in the Statutes to the Pro Chancellor and the Treasurer. He shall confer Degrees in the absence of the Chancellor.

(2) The first Vice Chancellor shall be Our trusty and well beloved William Arthur Lewis, Esquire, B.Com., MA. Ph.D., Hon. L.H.D., Hon. LL.D., Principal of the University College of the West Indies.

10. There shall be a Pro Chancellor who shall in the absence of the Chancellor act as Chairman of the Council.

11. There shall be a Treasurer who shall be appointed in such manner and with such powers and duties as may be prescribed pursuant to the Statutes.

12. (1) There shall be Pro Vice Chancellors in such numbers as shall be determined by the

Council from time to time, who shall, subject to the Statutes, in the absence of the Vice Chancellor or during a vacancy in the office of Vice Chancellor exercise all the functions of the Vice Chancellor.

(2) The Pro Vice Chancellors shall be appointed by the Council in accordance with the Statutes.

13. The Council shall be the governing and executive body of the University with power to manage all matters not provided otherwise by this Our Charter or the Statutes.

14. The Senate shall be the academic authority of the University and shall subject to the Statutes and the control and approval of the Council regulate and superintend the education and discipline of students of the University.

15. The Senate shall have the power to deprive any person on whom the University has conferred any Degree, Diploma or other academic distinction who shall have been convicted of a crime, or in its opinion shall have been guilty of dishonourable or scandalous conduct, or any Degree, Diploma or other academic distinction conferred by the University, and of all privileges enjoyed by him in virtue thereof, subject to such right of appeal to the Council and from the decision of the Council to the Chancellor as may be provided by Statute. The Senate shall have the power to restore to any person any Degree, Diploma or other academic distinction of which he may have been deprived in any case where it considers it fit to do so.

16. There shall be a Guild of Graduates which shall be represented on the Council. The qualifications for and obligations and privileges of membership of the Guild of Graduates shall be such as may be prescribed by Ordinance.

17. The Council and Senate and the

Guild of Graduates shall be competent to act notwithstanding any vacancy in their respective membership, or amongst the officers of which they are comprised or any irregularities subsequently discovered in the election or appointment of any of their respective members.

18. (1) The Statutes shall prescribe or regulate as the case may be the composition, constitution, powers and duties of the Authorities of the University and all other matters relative to the Authorities which it may be thought are proper to be so prescribed or regulated.

(2) The first Statutes shall be those set forth in the Schedule to this Our Charter.

(3) The Council may from time to time by Special Resolution make new or additional Statutes or alter, amend or repeal existing Statutes to give effect to this Our Charter and its provisions.

(4) The power of the Council to make Statutes shall not be limited by, or with reference to, the first or any subsequent Statutes or to the several matter herein dealt with.

(5) All Statutes which are not repugnant to the provisions of this Our Charter shall be operative and have effect when allowed by the Lords of Our Most Honourable Privy Council of which allowance a certificate under the hand of the Clerk of Our Privy Council shall be conclusive evidence.

(6) In this Our Charter "Statutes" means the first Statutes set forth in the Schedule hereto, and any Statutes altering, amending, adding to or repealing the same or any of them which may hereafter be made and allowed in manner aforesaid.

19. The Council and the Senate respectively may from time to time make Ordinances and Regulations respectively to direct and regulate (subject to this Our

Charter and to the Statutes) the University and its Authorities and members. The power to make Ordinances and Regulations shall include the power to add to, amend, alter or repeal any Ordinances and Regulations theretofore made.

20. (1) The Council may at any time alter, amend or add to this Our Charter and the provisions thereof by a Special Resolution in that behalf, and such alteration, amendment, or addition shall, when allowed by Us, Our Heirs or Successors in Council become effectual, so that this Our Charter shall thenceforward continue and operate as though it had been originally granted, and made as so altered, amended, or added to in manner-aforesaid.

(2) This Article shall apply to this Our Charter, as altered, amended, or added to in a manner aforesaid.

21. In this Our Charter expression "Special Resolution" shall have the meaning assigned to the expression in the Statutes.

22. Our Royal Will and Pleasure is that these Presents shall ever be construed benevolently, and in every case most favourably to the University and the promotion of the objects of this Our Charter.

**In Witness** whereof We have caused these Our Letters to be made Patent.

**Witness** Ourselves at Westminster the second day of April in the eleventh year of our Reign.

BY WARRANT UNDER THE  
QUEEN'S SIGN MANUAL