





# ART+BUSINESS Talent as driving force in reforming bussiness. offering creativity, vision and morality.



# The NEW ART School of Havana

a factory that combines the creativity of art and practicality of bussiness.

### Site:





# Between the Prioritized and Neglected Neighbourhood the fast growing old town redevelopment area and ignored working-class neighbourhood that left to decaying



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#### Impression: City of Contradiction...

1) Between Ideal of Freedom and Reality of Totalitarianism



#### Impression: City of Contradiction...



2) Betwee Old Tow and Decayin Neighbo

## Between Glamorous Old Town Heritage

## Decaying Residential Neighbourhood

### **Starting Point of Resarch:**



- to understand the cause contradiction, before proposing a solution to the apparently observed prolematic, or direct attachment to development possibility of the opposite.















Strip Elevation



Strip Elevation





























Creator: Pichardo y Tapia, Estéban, 1799-1879 Publisher: Office of Chief Engineer, City of Havana Department of Streets

# **1900** The Edge of Water







#### Trading Route: Calzada diez de Octubre







#### **Rise of Middle Class: Villa Boom**



# **1960** Formation of Industrial Strip



Creator: United States. Hydrographic Office Publisher: Hydrographic Office under the authority of the Secretary of the Navy













# **1980-Present** Edge of Post-Industrial Site

# **1 80% Import 80% Export 34% GDP**







#### **Special Period- Fall of Production Sector**

Creator: Google Map



**39%** families living in merely adequate or poor condition = **1,170,000** homes Housing deficit of **1,500,000** homes

26,634 homes constructed in 2014

45% of which unaided by government

**80,000 CUP** Subsidies per house, only sufficient for for P 350 concrete, bathroom fixtures, house paint and plumbing and electricity accessories



Categorise of Adaptation Form





Typology of Adaptative Form





**Category I**: Singular-Expansion

Typology of Adaptative Form







**Category II**: Mass-Multiplication

Typology of Adaptative Form







**Category IV**: *Metamorphosis*
1) Heritage as Attractive Cultural Asset for Sale: Tourism



Creator: Google Map

## HERITAGE **FROM CULTURAL ASSET TO COMMERCIAL TOOL**



### **Tourists arriving in Cuba**

Enticed by the potential flood of cash into the island's reeling economy, Fidel Castro opened Cuba to tourists in 1995, and it quickly became a top Caribbean destination. If U.S. restrictions are eased, the flow of Americans is expected to skyrocket.



Creator: Google Map

## [OHCH]

Office of the Historian of Havana City

#### Conservation in urban scale requires a "sustainable" development model.

-Decree Law 143 (1993) granted OHCH legal power to redevelop state properties in the historical center for use as hotels, restaurants, museums, and other commercial purposes, as well as to tax state companies in the area.

A decentralized "entrepreneurial" state agency.







Private Corporations/ Joint Venture Investment



Behind Urban Fragmentation







Investments from State and Foriegn

## Capital Regeneration Model

Conservation in urban scale requires a "sustainable" development model. Office of the Historian of Havana City redeveloped city almost entirely for Commercial Purposes for Capital Gain.

Primary Investments and Return





**Cultural Institutions...** 

2) Enrichment of Cultural Realm

# 

## e culture of socialism is a humanist culture in that stresses the solof men and peoples and fosters whatever is best and most progressive in the uman being. It offers the scope and the means for the universal development of the individual, and for the formation of his creative personality, so that he is capable of acting freely and effectively in various social fields through the deployment of his initiative, enriched by a deeper understanding of the world and of himself.



## 1976



To direct, guide, control and execute in the scope of its competence the application of the cultural policy of the State and of the Government, as well as guarantee the defense, preservation and enrichment of the cultural heritage of the Cuban nation.





1) National Council of Cultural Heritage
2) Cuban Book Institute
3) National Council of Plastic Arts
4) Cuban Institute of Music
5) Cuban Institute of Cinematographic Art and Industry
6) National Council of the Performing Arts
7) National Council of Houses of Culture

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# Consejo Nacional A Consejo Nacional A Consejo Nacional









## theaters...



[Teatro Amadeo Roldan]







[Teatro Amadeo Roldan]





[Teatro Nacional de Guiñol]







[Teatro Trianon]







## theaters...



[Teatro Mella]







[Teatro Marti]





[Teatro Karl Marx]







[Gran Teatro de La Habana]











**Anfiteatro de Alamar**, Habana del Este

# 



**Anfiteatro de la Habana**, Habana Vieja

## Public Art Venues...



# Instituto Superior de Arte: Site Visit Research











School of Plastic Arts - Ricardo Porro



School of Dramatic Arts - Roberto Gottardi



School of Modern Dance - Ricardo Porro

#### School of Ballet – Vittorio Garatti



## Ż **HIBITION SPACE**

## CRAFTSMANSH TOOLS

School of Plastic Arts - Ricardo Porro

## **PROVIDE INTERIOR FOR PRACTICE AND EVENT, IN DANGER-**OUS STATE.

School of Dramatic Arts - Roberto Gottardi



(DESIGNED FOR 900)

School of Modern Dance - Ricardo Porro

## **PREVIOUSLY OC-CUPIED AS SLUMS**, CHRRENT Y F-1 ABANDONED

#### School of Ballet - Vittorio Garatti

## **Artist Environment: Overloaded Education & Saturated Platform**



NOT POPULAT ART AVAILABLE TO **LACK OF FUTURE PROSPECTS** leakage of talents

**STUDENTS** 

**APPLICANTS** 



GRADUATES



NATIONAL PERFORMANCE GROUP

## **LEAKAGE OF TALENT TO BUSSINESS** SECTOR





## LOST OF TALENT TO PRODUCTION SECTOR WITHOUT FREE-WILL

### the situation/misconception...

## **MONEY DEVALUATES ART?** FIRST TO SACRIFICE IN ECONOMIC

Bussiness, just as art, is also one kind of Cultural Activity. It does not have a fixed (evil)form, where morality of each form often leaves room for Judgement. In the past 2 decades it was used as a tool for capital reproduction by directly transacting artwork as commodity. But the two has a lot in common, I believe their composite should bring revolutionary changes to Cuban economy.

### ...a creative composite solution!!

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The <u>Creativity and Intellegence nurtured through ART would eventually transform Bussiness</u>. Reducing Cuba's reliance to natural resources & building a more sustainable and resiliance economy.





## **Re-emergence of Private Sector:** Argricultural Coorperatives- The Organopónicos



The Organopónicos emerged as a bottom up farmers' initiative when Cuba lost the Soviet Union as a trading partner in 1989. Supply of organic food to the community, neighbourhood improvement, beautification of urban areas, as well as employment opportunities.

## 7,000 Organopónicos 44,000 Workforce **200** Gardens (Havana) 24 kg/m<sup>2</sup> Products **90%** Fruits/Vegetables the City Consumes

Don Lotter, Ph.D. (2003) - Cuba's 5th conference on organic agriculture review

## Raul Castro's 5 Year Economic Reform:

Saving Govt's Budget by Cutting Jobs and Salary

+ Recieving Incomve Tax from Private Sector





425,000 Self-Employed Workers 110,000 Reduction in Public Jobs 7.5% Cuba's total Work-Force

## **25%** entrepreneurs failed and turned in their licenses (annually)

### List of 201 jobs authorized for self-employment

Parking Attendant (including for cars, bicycles) Hairdresser Animal Groomer Cleaning/Household Help Car Painter Furniture Painter and Polisher House Painter Sign Painter Ornamental Fish Farmer Plastic Covering Maker for IDs Plumber Well Digger Producer/Seller of Items Used in the Home (self-made or made by other selfemployed) Producer/Seller of Rubber Accessories Producer/Seller of Clay Goods (pots, planters, cookware) Producer/Seller of Bricks and Tiles Producer/Seller of Articles and Animals for Reliaious Use Producer/Seller of Harnesses, Blankets, and Saddles Producer/Seller of Costume Jewelry Shoemaker/Shoe Salesman Producer/Seller of Brooms and Brushes Producer/Seller of Plaster Figurines Grower/Seller of Ornamental Plants Piñata Maker/Seller

Grower/Seller of Plants for Animal Feed and Medicinal Purposes Music/Art Instructor Shorthand, Typing, and Language Instructor Computer Programmer Metal Polisher Collector/Seller of Natural Resources (i.e. sea shells) Collector/Seller of Recyclables Watch Repair Leather Repair Jewelry Repair Bedframe Repair Automobile Battery Repair Bicycle Repair Costume Jewelrv Repair Fence and Walkway Repair Stove/Range Repair Mattress Repair Small Household Goods Repair Office Equipment Repair Electronic Equipment Repair Mechanical and Combustion Equipment Repair Evealass Repair Sewina Machine Repair

#### Saddle and Harness Repair Umbrella and Parasol Repair Disposable Lighter Repair and Refill Tutor (currently employed teachers not eligible) Doll and Toy Repair

#### Art Restorer

Night Watchman or Building Doorman Welder Leather Craftsman Upholsterer Roofer Accountant/Tax Preparation Textile Dver Machinist Roaster (i.e. of peanuts, coffee) Part-time Farm Laborer Document Translator Shearer (as in sheep) Thresher Vegetable/Fruit Street Vendor (from fixed venues)

#### Room/Home Rental Postal Agent **Telecommunications Agent (retail)**

#### **Building Construction Services** Car Body Remoldina

Maker/Seller of Marble Objects Maker/Seller of Soaps, Dyes Welder *Iron Worker (grating for doors, windows) Welder/Flamecutter (cutting with gas)* Maker/Seller of Aluminum Products Maker/Seller of Non-Ferrous Metals Floor Polisher Repairer of Water Pumps Space Rentals in One's Home to Selfemployed Insurance Agent Maker/Seller of Food and Beverages in "China Town" Private Construction Contractor (in the Havana "Old Town")

Horse and Carriage Rides **Antiaue Dealer** Habaneras (women posing in colorful colonial attire)

Fortune Tellers Folkloric Dancers Mambises-style Musical Groups (traditional Cuban music)

#### Caricaturists Artificial Flowers Seller

Painters (who sell pictures in the street)

Dandy (man dressed in Colonial garb) Hair Braider Fresh Fruit Peele Dance Duo "Amor" (traditional Cuban dances)

**Benny Moré Dance Team** Trained Dog Exhibitor Musical Duo "Los Amigos" (popular music) Extras (people in period dress)

#### **Traditional Barber**

Truck Driver Station Waaon Driver Small-Truck Driver **Bus Driver** Mini-Bus Driver Taxi Driver Handcar Operator (on rails) Jeep Driver Passenger Boat Operator Motorcycle Driver Three-Wheeled Pedal Taxi Driver Cart Operator Horse-Drawn Carriage Operator Pedal Taxi Driver

#### Musical Instrument Tuning and Repair

Water Deliverv Animal Rental Formal Wear Rental Knife Grinder Party Entertainer (clowns, magicians) Mule Driver

#### Artisan (arts and crafts maker)

Mechanical Saw Operator (as in a sawmill) Babysitter/Nanny Event Planner (weddings, etc Mason

#### **Real Estate Broker**

Repair of Measurement Instruments Food Wholesaler Food Retailer (in kiosks and farmers' markets) Barber Embroiderer/Knitter Wagon or Pushcart Operator (to help move things) Flower Bed Arranger

#### Carpenter

#### Mobile Hand Cart Hawker of Agricultural Products Locksmith

Furniture Repairman Collector and Payer of Bills Operator of Children's Fun Wagon Pulled by Pony or Goat Buver and Seller of Records (including CDs) Used Book Seller Builder/Seller/Installer of Radio and TV Antennas Craftsman/Seller/Repairman of Wicker Furniture Breeder/Seller of Pets Window Glass Repair Animal Caretaker Public Bathroom Attendant Caretaker of Elderly/Handicapped Public Park Caretaker *Leather Tanner (except cows and horses)* Decorator Palm Tree Trimmer Restaurant Owner (paladares) Non-Alcoholic Beverage Seller (home delivery) Café Owner (cafeteria, light snacks and beverages) Street-based Seller of Food and Beverages Charcoal Manufacturer/Seller Wine Maker/Seller Maker of Yokes, Harnesses and Rope for Oxen Automobile Electrician Building Superintendent Book Binding Electric Motor Rewiring Animal Trainer Flower Wreath Arranaer Button Coverer (wraps buttons in cloth, popular in the 50's and 60's) Photographer Car washer/Oil Chanae Bus/Train/Taxi Stop Barker (calls out instructions to waiting passengers) Engraver of Numbers Blacksmith/Seller of Horseshoes and Nails Trader of Scrap Metals Driving Instructor Sports Trainer (except martial arts and diving) Gardener Clothes Washing/Ironing

Woodsmen/Logger Shining Shoes Spark Plua Cleaner and Tester Septic Tank Repairman and Cleane

#### Manicurist Make-up Artist

Masseuse

Plasterer Refrigerator Mechanic Typist and Copier Messenaer Seamstress/Tailor Miller of Grains Audio Systems Installer/Operator Tire Repair Children's Ride Operator Shoe Repair Contracted Employee of a Self-Employed



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**Company Size: (Unconditional)** 

exponential increase in income tax starting from 40% to discourage large company size & concentration of \$\$.

**Working Space Rental:** 



if shared by 6 employees, would account for 50% of income



## CREATIVE TALENTS



Encourage Exchange and Production of Cultural Products

### DEFINING CREATIVITY/ECONOMY's composites



1. Creativity, arts and culture as productive endeavors.

#### 2

Products strongly related to intellectual property rights, in particular copyright.

#### 3.

Activities with a direct role in the value chain transforming ideas into products.

### CULTURE Economy

The Cultural Economy is composed of all traditional artistic activities, all  $ac^{2}$ , tivities related to the preservation and transmission of cultural heritage, and the Conventional Cultural Industries.

#### Creativity supporting activities

- Creative research, development and innovation
- Technical skills development for creative activities
- Governance and Intellectual Property Rights
- Professional creative education

### CREATIVE INDUSTRIES

The Creative Industries combine the Conventional Cultural Industries and Functional Creations, New Media and Software.

#### **Arts and Heritage**







- Visual arts

- Performing arts and public shows
- Tourism and material and immaterial cultural heritage
- Cultural and Artistic Education

#### **Functional Creations, New Media and Software**



They are activities not traditionally associated with culture, but they are defined by their symbolic value to consumers instead of their use value.

#### **Conventional Cultural Industries**



They are activities that provide goods and services based on symbolic content of an artistic and creative nature. hese goods and services can be mass-reproduced and distributed, and are traditionally recognized as strongly related to culture.

The Creative Economy is the group of linked activities through which ideas are transformed into cultural goods and services whose value is determined by intellectual property. The orange universe includes: i) The Cultural Economy and the Creative industries which share the Conventional Cultural Industries; and ii) creativity supporting activities.

## The Creative Economy's contribution to economies in Latin America and the Caribbean (data from World Bank & Oxford Economics)













### **INTANGIBLE CAPITAL**

the rise of the importance of intangibles is part of the story of the end of the industrial economy and the rise of the new economy based on information technology and the internet. In this new economy, knowledge, connections and collaboration are the key assets driving growth and performance.





### Human Capital-This includes all the talent, competencies and experience of your employees and managers. **Relationship Capital-**This includes all key external relationships that drive your business, with customers, suppliers, partners, outsourcing and financing partners, to name a few. This kind of capital also includes organizational brand and reputation. This includes recorded knowledge, processes, software and intellectual property.



Structural Capital-



## **Case Study I:** Fábrica de Arte Cubano (F.A.C.), Havana







## Fábrica de Arte Cubano

The Project is located in Cocinero, originally the headquarters for Havana's electricity company, then converted to an olive oil factory. A third life was given to this space as a new exhibition/ performance stage in Havana, breeding retail branches around itself in the following 2 years.

## **Program Distribution:**







## **Spatial Journey:**







System of Elaboration:

## **STAGE 1**. (INTROVERT)

1) Artists looking for Working Space with Low Rent 2) Collective Investment of Artist in Refurbishing Factory

## **STAGE 2**. (EXPANSION)

1) Factory needs funding to hold public events and support expense. 2) Set-up of Bar/ Restaurant to raise money (sustainable)

## **STAGE 3**. (CONTEXT)

1) Factory becomes a popular site in district, unconciously triggering developments around.

## **Case Study II:** Valsts Elektrotehniskā Fabrika - another socialist example in Riga







### **Valsts Elektrotehniska Fabrika** A POST-SOCIALIST TRANSFORMATION – FROM A FACTORY TO A CREATIVE QUARTER

VEF was the biggest manufacturer of electrical and electronic products in the former USSR. After the re-establishment of Latvia's independence in 1991 these developments left a massive abandoned territory in Riga's urban space. Today Totaldobže, created in 2010, is a private multifunctional cultural centre with a main focus to create an ongoing platform for interdisciplinary art and educational projects.

## Expansion: From Building Scale Revitalization to Urban Scale Reoccupation

2005-2007



2008-2011



2011-Present



Growth Boosted by Global Economic Downturn 2008, Unemployment Rate Skyrocketed and Individuals started looking for cheap locations to conduct Private Business.

## **Program Distribution:**

### 2005-2007



Artist Studio: Refurbished Working Spaces

1000 sqm

### 2008-2011



1000 sqm
750 sqm
<b>2500</b> sqm
200 sqm

### 2011-Present



Artist Studio: Refurbished Working Spaces St Community Design Works Galerija Ziema Open Silkscreen Institutions: Totaldobže Art Centre Veizāns Dance School Retail: Cafe x15 Restaurant x8 Elkor Plaza Days Hotel Riga VEF Wholesale: Domina Shopping

Evelatus Euronics

**Recreation:** 

VEF Indoor Extreme Sports Park Park Library Performance:

Melnā Piektdiena Godvil Concert Hall Property: Ober Haus Real Estate



Studios (shops:	<b>2000</b> sqm		
	750 sqm		
	3000 sqm		
	4000 sqm		
rk	6000 sqm		
	5500 sqm		
	1500 sqm		
	<b>2200</b> sqm		





Totaldobže Art Centre




Godvil Concert Hall

**System of Elaboration:** Unconscious Bottom Up Urban Renewal?

# **EXAMPLE 1**

# STAGE 1. OCCUPATION

Creative Class discovering potential left over spaces for work.

## STAGE 2. ATTENTION

Events were held to expose the work they have been doing to public, as well as attracting foriegn visits.

# STAGE 3. DRGANIZATION

As the Creative Community expands they need a manageral system to manage, as well as institues to reproduce talents and exchange skills. STAGE 4. BUSINESS

To Sustain such community retail business were managed around the creative sites.

# **OVERT STAGE 5. Conglomeration**

As business grows, it start detached itself from management of creativeclass and expands with own conciousness by discovering/renewing surrounding sites.

### **Case Study III:** Sugarhouse Studio, London







### **Sugarhouse Studios**

Sugarhouse Studios is a studio and events space on Stratford High Street, conceived and built by Assemble. The project seeks to find a way for private practice (space for research, design and construction) to be opened up to form the backdrop for a public building.







#### **250** sqm

#### 300 sqm

#### **300 sqm**

125 sqm









Studio Spaces for private work and Tools to share.





# **References:**

Intervention Projects- Pols . Ahmedabad, Urban Strategies to Regenerate Indian Public Space







THEATER STUDY







Half Moon Theater, Florian Beigel

The Ark, Group 91 Architects

Royal Opera House, Jeremy Dickson





**Tokyo Bunka Kaikans,** Kunio Maekawa



Casa de Musica, OMA/AMO





Andre Malraux Cultural Center, Mario Botta Architetto

Centre International de Congrès, Jean Nouvel









Half Moon Theater, Florian Beigel

The Ark, Group 91 Architects

**Royal Opera House**, Jeremy Dickson



Tokyo Bunka Kaikans, Kunio Maekawa







Centre International de Congrès, Jean Nouvel



Andre Malraux Cultural Center, Mario Botta Architetto









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Centre International de Congrès, Jean Nouvel

































FRONT OF HOUSE











box



Rectangular box with balconies and side boxes



Shallow rear balconies and single-row side balconies Rectangular





Rectangular



Extended balconies along side walls





Fan shape 90°: with or without rear and side balconies



Theatre in the round:

full enclosure of the stage by the audience

Transverse:

audience on

sides of stage



Shallow rear

and side

balconies

Curved rear wall

shallow rear and side balconies

to auditorium:

Horse shoe form: shallow rear

and side

balconies

1-1

Elizabethan: audience on three sides including balconies



Classical music: addition of canopy around orchestra

Opera, dance and musicals















Thrust stage: 180°+ arc, with or without rear balcony



Elliptical















































Dressing room	40x4
Toilet & Shower	50
Green Room	70
Studio	80x2
Stage	150x2
Sound Control Room	10x4
Lighting Control Room	10x4

#### 1050 sqm.

General Office Meeting room Conference room Caretaker's Quarter	70 30 40 30
Rental Office Common room Committee room Conference room Store room	
Transformer Room Switch Room A/C Plant Room Pump Room Garbage	

Garbage Loading/Unloading

#### GALLERY STUDIES











Archive 120 sqm.

ARTIST STUDIO STUDIES



#### URBAN STRATEGY CASES



chinese theater























# massing studies












































**Calzada del Villaneuva** 

XXX

## **Ampitheater/ Playground**

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EXHIBITIO





# **Performance Art Center**























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### *Foyer/ Auditorium* 1500 sqm.







