

# Historic Center of Mexico City, Mexico



## Key Features

The rehabilitation of the historic center of Mexico City—undertaken over the last 20 odd years—is remarkable and instructive for many reasons. From a state of deterioration and depopulation, accelerated by the earthquake of 1985, the historic center was brought back to vibrant life, with hundreds of buildings restored, streets and public spaces upgraded, new private business established, government offices and university departments that had abandoned the city center returned, and a broad enhancement of the quality of life with new residents, tourism and public events.

The campaign was remarkable for the extent of the area impacted, the number and size of buildings conserved, adapted and reoccupied, and the amount of traditional and digital infrastructure modernized. It was remarkable too for the enhancement of the quality of life in the city center, the improvement of public safety, the number of jobs created both through the works undertaken and the permanent business—small and large—supported. How this was achieved holds many lessons for cities contemplating regeneration programs more extensive than single structures.

World Heritage status, renowned monuments and the early efforts of citizen groups in the 1980s and 1990s laid the groundwork for regeneration but did not have the required impetus. Then, at the turn of the millennium, public-sector leadership at the national and city level converged and the prominent business leader—Carlos Slim Helú—was recruited by the President to lead the effort. He set up a dual-entity governance structure including the non-profit Fundación del Centro Histórico, which led programming, and the Sociedad Inmobiliaria del Centro Histórico managing private investment in real estate and its restoration and reuse.

This coordinated multi-sector approach—public works and incentives, private investment, philanthropic and civil society engagement—resulted in a wide range of impacts, with significant contributions from a large group of intellectual and professional leaders.

## Success Factors

- Large-scale private investment leveraged governmental commitment to infrastructure.
- Complementary social programs focused on health, education, culture, family integration, public safety and homelessness.
- Minimal residential displacement; empty buildings were repurposed to accommodate the existing population.
- Public events, street lighting, bike lanes and the restoration of monuments enhanced the quality of public life.
- The integrated strategy led to property values tripling over twenty years.

## IN BRIEF



**Location** Historic Center of Mexico City, Mexico. 9.1 Km<sup>2</sup> comprised of 668 city blocks, includes 1436 land-marked buildings from the 16th to the 20th century. World heritage designated Perimeter A (3.2 Km<sup>2</sup>) corresponds to the core of the colonial center and Perimeter B (5.9 Km<sup>2</sup>) to the area of 19th c. expansion (buffer zone).

**Program Type** Urban Regeneration through mixed-use of historic buildings

**Program Objectives** Conserve and adapt derelict historic structures; invest in physical fabric; create middle-income jobs to revitalize the most historically significant part of a megacity.

**Business Model** For-profit corporation; non-profit corporation; and public agencies.

**Sponsoring Entity** Mexico City, Advisory Committee for the Centro Histórico, comprising Sociedad del Centro Histórico de la Ciudad de Mexico, S.A. (for-profit); Fundación del Centro Histórico A.C. (private non-profit)

**Investment Model** Investors in the for-profit Sociedad had the option to withdraw investments after 5 years with 0% return or purchase stock at the end the investment period.

**Current Leadership** Fundación Centro Histórico de la Ciudad de Mexico A.C. Current Director: Christiane Hajj Aboumrard Sociedad del Centro Histórico Current Director: Julian Slim

**Website** [Fundacioncentrohistorico.com.mx](http://Fundacioncentrohistorico.com.mx)



## Program Development & Implementation

### Decline and Destruction

Carlos Slim Helú (b. 1940), the richest man in Latin America and head of a conglomerate of Mexican and international businesses, grew up in Mexico City as the son of a Lebanese immigrant who had made a fortune, partly in real estate. Over the years he witnessed the slow decline of its Historic Center from a vital, cosmopolitan hub of artistic, intellectual, commercial and political life with a population of approximately 90,000 to a blighted downtown riddled with crime, where many buildings were abandoned and decaying and the population had shrunk to a mere 5,000 by the turn of the 21st century.

A series of events had launched and accelerated this process—beginning with rent control laws in the 1940s that inhibited investment by property owners in the area, and the departure of the university from its central campus buildings in the 1950s, and fueled by periodic financial downturns. A devastating earthquake in 1985 destroyed or seriously damaged more than 400 buildings in the city center, many of which stood untouched and unrepaired for more than fifteen years.

### Early Initiatives

At the same time, the recognition of the Historic Center’s cultural and historical importance grew, beginning with the fortuitous discovery in 1978 by electrical workers of the Coyolxauhqui

stone, an Aztec carved relief, buried near the Metropolitan Cathedral and the subsequent rediscovery and excavation of the Aztec Great Temple (Templo Mayor) and the creation of a world-class museum there. This sparked international interest and led in 1987 to the inscription of the Historic Center of Mexico City on the World Heritage List. In the 1980s a group of concerned citizens formed the Sociedad de Amigos del Centro Histórico to promote its rehabilitation through public festivals and publications, but was not able to undertake any restoration work. A private sector trust, Fideicomiso Centro Histórico (Trust for the Historic Center), was established in 1990 headed by the distinguished banker Antonio Ortiz Mena, general manager of Banamex. The trust supported substantial documentation, research and planning. The city offered tax incentives for investment in the Historic Center, but they were not strong enough to attract substantial investment. Improvement was slow and conditions worsened, despite several localized efforts such as the emblematic restoration of the Palacio Iturbide by Banamex itself.

### A New Approach

The time was ripe for change when, in 1999, Mexico City’s Mayor-Elect Manuel Lopez Obrador, approached Carlos Slim Helú and asked for help in revitalizing the Avenida Reforma, the commercial artery between the Historic Center and the Chapultepec Palace and Park and the affluent suburbs beyond,



which was still scarred from the damage of the 1985 earthquake. With an eye for value that has made him famous for his shrewd business decisions, Slim counter-proposed that he would invest in the Historic Center provided that the President of Mexico would support the initiative. Shortly thereafter, the new president Vicente Fox (2000-06) created an Advisory Council (Consejo Consultivo) for the regeneration of the Historic Center, with Carlos Slim Helú as President of the group's Executive Committee, and including Manuel Lopez Obrador and 125 representatives of civil society (intellectuals, businessmen, artists, etc.) and relevant public authorities. Its first meeting was held in the National Palace on August 14, 2001.

Slim's next move was to negotiate a deal to construct a new public building on a tract of abandoned property facing the Alameda Park, which the Federal Government purchased to relocate its Ministry of Foreign Affairs. The relocation of the Ministry to the Historic Center in 2003, the opening of Sears in an adjacent landmark building, and the creation of a popular public art space in the Atrio San Francisco across the street were signals of confidence in the recovery and viability of the area.

By seizing and shaping these opportunities, Slim brought together his longstanding affection for the neighborhood where he had grown up with a powerful business acumen, a strong financial standing and a passionate conviction that the Historic Center could be transformed. The extraordinary convergence of opportunity, public support and private leadership resulted in one of the most successful public-private collaborations for urban regeneration of recent decades.

### **Building a Framework of Cooperation**

The Consejo Consultivo (Advisory Council) was put in charge of establishing and coordinating the rehabilitation work program, to be implemented with the support of the Federal and City governments. In 2001 the Federal Government created the Fondo

de Obra Pública (Public Works Fund) and assigned 375 million pesos (approximately \$40 million USD at the time) for public works and 150 million pesos (\$16 million USD) for security. The Mexico City municipal government financed and coordinated street work and infrastructure improvements, such as burying of cables, relocating street vendors, controlling signage and other aspects of the streetscape. Both Municipal and Federal government offered fiscal incentives to investors.

The Fideicomiso del Centro Histórico, formerly a private organization, became a public entity under the Secretary of Finance of the Mexico City, in charge of planning and implementing the Historic Center's regeneration program. The rehabilitation plan called for:

- improved security and public services such as health, education and family integration;
- micro-loans for residents, and job creation opportunities;
- relocation of street vendors, pedestrianizing streets, repaired sidewalks, new buried fiberoptic cables, removal of commercial signs;
- restoration of public spaces and monuments;
- creation of bicycle lanes, improved public transportation (using clean energy); and
- public events and cultural activities to attract visitors.

The Fundación del Centro Histórico, a private non-profit organization created under the Advisory Council was created to help achieve the social and cultural objectives of the plan. A sister for-profit entity, the Sociedad Inmobiliaria del Centro Histórico, was created to raise private investment for the purchase, restoration and adaptive reuse of buildings in the targeted area—Perimeter A of the World Heritage site. Both entities were directed by Adrian Pandal González from 2001 through 2018. Both remain active today.



## Complementary Goals

The creation of a public-private collaboration under strong governmental leadership, with complementary goals and responsibilities for the public and private sectors, defined the mission of the dual private-sector initiative spearheaded by Carlos Slim Helú. Private investment through the Sociedad Inmobiliaria in the rehabilitation of residential and commercial buildings in the Historic Center provided an impetus for repopulating the area. The public sector improved the streets, infrastructure and public spaces in coordination with the building works undertaken by the private sector. Meanwhile, the non-profit Fundación complemented these investments with a range of educational, social and cultural programs that helped to reinforce the attraction of the historic center as a desirable place to work and live, and at the same time offered support for poor and homeless people and strengthened security through enhanced police surveillance capabilities. The Fundación Centro Histórico was given an endowment of \$10 million through the purchase of a parking garage, whose revenue supported its programs.

## Coordinated Action

The Municipal Government of Mexico City and the Advisory Council coordinated their efforts by focusing on rehabilitating the infrastructure, streets and public areas along contiguous groups of streets, themed as “corridors.” Cultural, commercial, technology, and entertainment corridors were designated. Uses were not limited to these themes, but their designation leveraged specific investments and was intended to attract new business and activities within those sectors.

Between 2001 and 2005 the city completed two phases of street rehabilitation and the Sociedad Inmobiliaria made most of its purchases along the improved streets and avenues, choosing sites for purchase based on location and price. At the same time, the Fundación made complementary philanthropic

investments in cultural, social, and educational programs and public placemaking in the same geographical areas.

In addition, Slim was able to support neighborhood regeneration by making strategic corporate investments in the Historic Center. In 2001, he moved the headquarters of Telmex to the Historic Center and brought thousands of jobs to the area. Investments in entertainment, hospitality, banking and commerce also were used strategically to complement the urban revitalization with social services and amenities for the community. Telmex also provided the city with electronic monitoring equipment, through which the police were able to control crime more effectively.

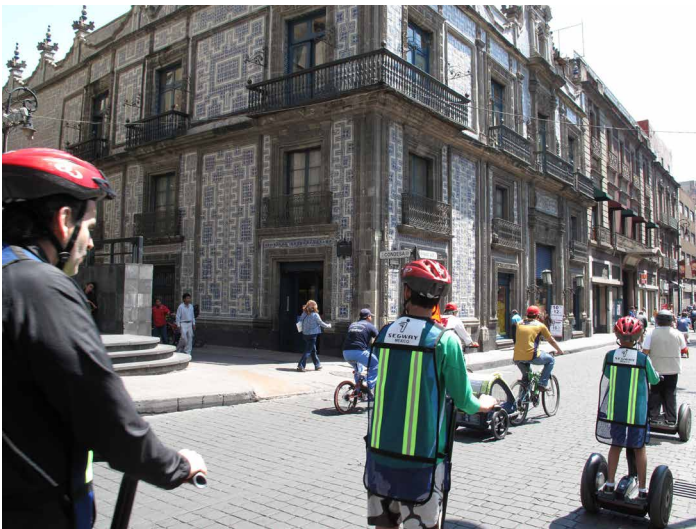
In 2006 Marcelo Ebrard became Mayor of the City of Mexico (2006 -2012) and the Executive Committee’s role in the planning of the rehabilitation of the Historic Center ended. However, Ebrard continued the urban rehabilitation work and encouraged the private sector to invest independently by offering expanded tax incentives, which allowed businesses to deduct 100% of the investment in buildings in the Historic Center in the first year of purchase (as opposed to depreciation over 20 years), and reduction in real estate taxes.

The Fideicomiso del Centro Histórico was put in charge of the implementation of the publicly-funded rehabilitation efforts within the Historic Center and created in 2007 the Autoridad del Centro Histórico (ACH - Authority of the Historic Center) to manage the area with Dra. Alejandra Moreno Toscano, a renowned historian, as its director. The ACH launched the “Programa Integral de Rehabilitación del Centro Histórico” which invested approximately 500,000,000 pesos per year between 2006 and 2012 (averaging \$40-50 million per year) in the improvement of water systems, streets, sidewalks, security and illumination, as well as the relocation of 26,000 street vendors to 48 designated commercial areas. In 2009 the ACH established the Intendencia del Centro Histórico (Municipal Administration for the Historic Center) to clean and maintain the area.

## Multiplier Effect

The Mexican National Banking and Securities Commission authorized the issuance of convertible bonds, which after five years were reimbursed or converted into shares. The intention was that anyone could invest in this area of the city through the Sociedad Inmobiliaria.

Sixty-six percent of the Sociedad was owned by Carlos Slim Helú’s companies, the Grupo Carso, Inbursa, and a real estate company associated with Teléfonos de México. Some members participated by exchanging their property for shares in the Sociedad. Between 2001 and 2004 the Sociedad invested 906.36 million pesos (approximately \$100 million) in 62 buildings in the Historic Center, according to the Fideicomiso del Centro Histórico. At the end of five years, all the investors chose to remain engaged and were given







shares in the Sociedad Inmobiliaria. These shares increased 50% in value within ten years and 300% in 20 years. This considerable growth in property value, complemented by the creation of new businesses and jobs in hospitality, technology, entertainment, and commerce, have increased the city's tax base proportionately, and allowed the Municipality to manage the Historic Center sustainably and continue its investments in street rehabilitation and infrastructure. Tourism has only increased the economic activity and tax base. From 2005 to 2015 annual tourist visits nearly tripled from 700,000 to 2 million.

Today the Sociedad Inmobiliaria continues to manage the portfolio of property acquired between 2001 and 2012, and the Fundación Centro Histórico continues to provide cultural programs in the Historic Center, having moved the focus of its social programs to the nearby neighborhood of Las Pensiles.

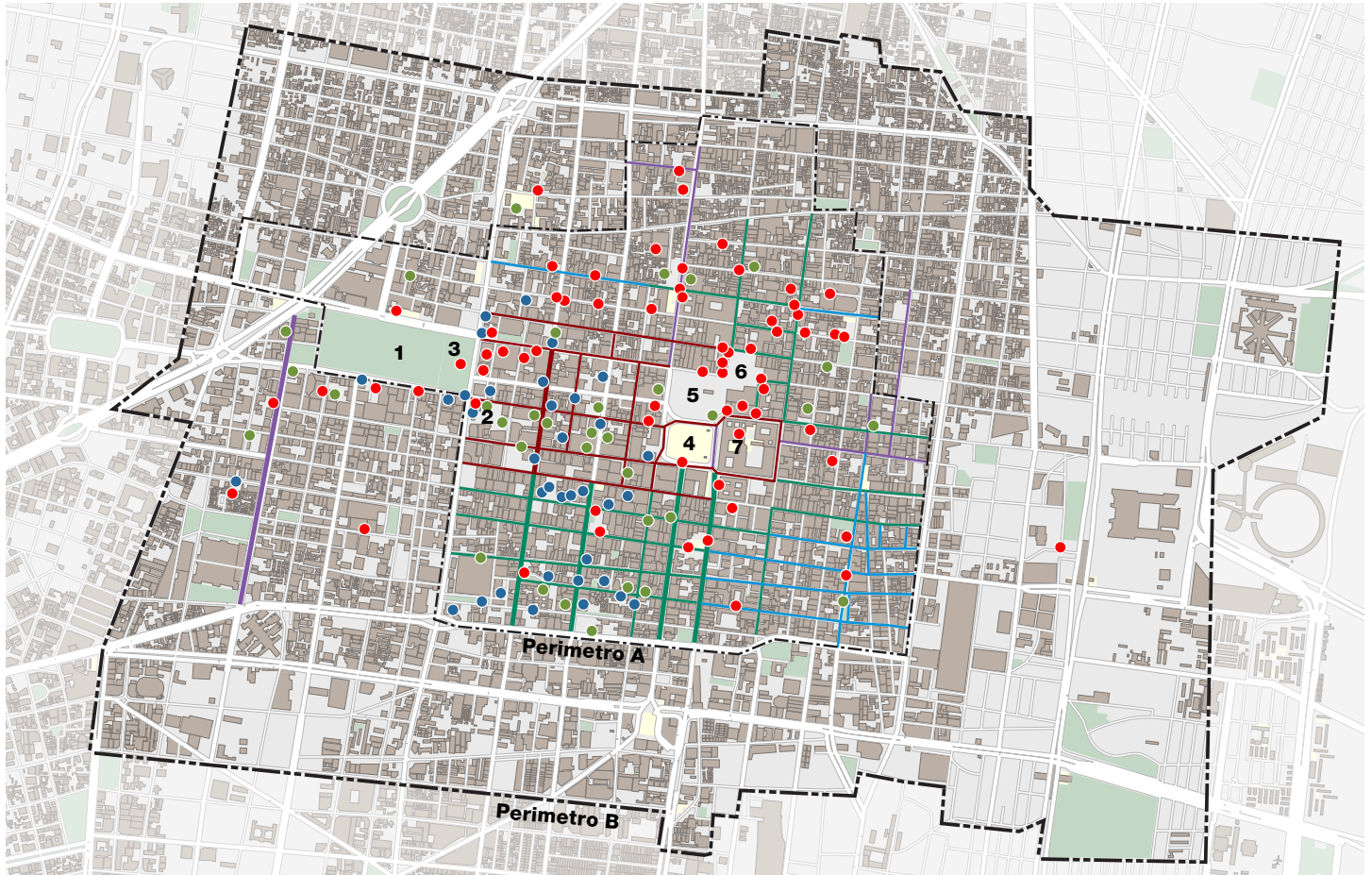
### **A Transformation**

Within a few years of inception a marked change in the Historic Center became visible. By 2004, 5,000 new jobs had been created, scores of new shops opened, study centers, art galleries and museums were established, and more residents moved into the area, resulting in a stronger real estate market. By 2008 it was reported that private and public investment in the Historic Center reached a total of 20 thousand million pesos (almost \$1.8B USD). Once the Historic Center started to recover, independent investors not associated with the Sociedad Inmobiliaria invested in properties such as the Sheraton Hotel (now Hilton Centro Histórico) and many others. The private investment outside the Sociedad Inmobiliaria exceeded government investment by 20 to 1 and resulted in the

restoration, rehabilitation, and construction of more than 1,000 buildings. Today there are approximately 40,000 residents in the Historic Center. Opportunities remain for continued investment in this unique urban area by providing opportunities for both affordable housing and the expansion of recreational and visitor amenities.

Other institutions that contributed to the rehabilitation of the Historic Center include the Universidad Nacional Autónoma de México UNAM, Claustro de Sor Juana University, Instituto Nacional de Antropología e Historia INAH, Consejo Nacional para la Cultura y las Artes CONACULTA, Instituto Nacional de Bellas Artes INBA, Banco Nacional de Mexico BANAMEX, Fundación Telmex, and Grupo Carso (the latter two owned by Carlos Slim Helú). International support came from The Junta de Andalucía (Spain) and World Monuments Fund (USA).

Political leadership and dynamic private engagement characterized the success of this initiative from the outset. However, this accomplishment has not replicated itself in other less stable parts of the inner city of Mexico, which still suffer from disinvestment and depopulation. The Centro Histórico miracle is a good model for other historic cities of the Americas, where decision making is driven by government. It also demonstrates the vulnerability of such government-led model without continued sharing of decision making and renewal of goals through planning and citizen engagement. ●



**Rehabilitated Streets**

- Lopez Obrador (2000-05)
- Ebrard (2006-12)
- Mancera (2012-18)
- Sheinbaum (2018-24)

**Perimeter**

- - - Perimeter A Boundary
- · · Perimeter B Boundary

**Sites**

- Public (GDF, INAH, UNAM, CONACULTA, Foreign Govs)
- Private (Sociedad and Fundación)
- Private (Other)

1. Alameda Central
2. Atrio de San Francisco
3. Palacio de Bellas Artes
4. Zócalo
5. Catedral Metropolitana de la Ciudad de México
6. Templo Mayor
7. Palacio Nacional



## Timeline

- 1998** ● Fideicomiso develops Programa para el Desarrollo Integral del Centro Histórico de la Ciudad de México (Integrated Development Plan for the Historic Center of the City of Mexico) as a guide for the rehabilitation of the HCM.
- 1999–2000** ● Fiscal incentives expanded to include unlisted properties and new construction
- 2000** ● Andrés Manuel López Obrador elected Mayor of the City of Mexico
- 2001** ● President Vicente Fox creates Consejo Consultivo (Advisory Council) for the revitalization of the HCM. Carlos Slim Helú becomes President of the group's Executive Committee. Parallel entities, Fundación del Centro Histórico de la Ciudad de México A.C. (non-profit) and the Sociedad Inmobiliaria del Centro Histórico de la Ciudad de México S.A. (for-profit) are created.
- 2001** ● The Fideicomiso del Centro Histórico becomes public. Through the Fondo de Obra Pública (Public Works Fund) the GDF provides infrastructure funding.
- 2001** ● 2001-2005 street rehabilitation plan announced (see map). Restoration of Alameda Central and Plaza Juárez start, electrical cables are replaced and the San Francisco Church atrium is restored as a public art venue. The Fundación launches nutrition and micro-credit programs.
- 2002** ● Widespread restoration work. Telmex Technology Center is established.
- 2003** ● Centro de Integración Familiar CIF (Family Integration Center) and Puesto de Mando (Security Control Center) are established. Sears returns to the HCM and Centro Comercial Parque Alameda opens.
- 2004** ● Public sector rehabilitations start in the west side of the HCM. “Conmemora a tus Muertos” organized to observe the Day of the Dead at the Zócalo.
- 2005** ● Widespread restoration work. Casa Vecina cultural center is created.
- 2006** ● Marcelo Ebrard elected Mayor of the City of Mexico
- 2006** ● 2006-2012 street rehabilitation plan announced (see map). Rodin exhibit at Atrio de San Francisco attracts more than 367,000 visitors; dedication of new Ministry of Foreign Affairs building and inauguration of Museo del Estanquillo, Museo de Arte Popular, and Museo Interactivo de Economía MIDE
- 2007** ● Creation of Autoridad del Centro Histórico (ACH) and launch of Programa Integral de Rehabilitación del Centro Histórico. Guardian Angels program to police the Historic Center is launched. Street vendors are relocated.
- 2008** ● Launch of Regina Cultural Corridor, rehabilitation of Barrio Chino (China Town)
- 2009** ● Calle Madero becomes pedestrian. Creation of second CIF in Calle Mesones
- 2010** ● Widespread restoration work. Restoration of 500 facades in the western area of the HCM. Electrical upgrades by the Federal Electrical Commission. Launch of the Proyecto de Atención al Desempleo Juvenil (Youth Unemployment Training Project) and eyeglass donation program by Fundación
- 2011** ● Publication of Plan Integral de Manejo para el Centro Histórico de la Ciudad de México 2011-2016 in order to comply with the UNESCO requirement for World Heritage management plans and guide future interventions
- 2012** ● Miguel Ángel Mancera elected Mayor of the City of Mexico
- 2012** ● Widespread restoration work; inauguration of the restored Alameda Central park; Jornada de Salud (Health Campaign) program launched (served nearly 15,000 people in 7 years); expansion of bicycle lanes
- 2013** ● 2013-2017 street rehabilitation plan announced (see map). Widespread restoration work; Aldea Digital, a digital fair organized by TELMEX in the Zócalo; Mariachi school established in Plaza Garibaldi; illumination of Cathedral and National Palace
- 2014** ● Start of rehabilitation of Calle de la Moneda
- 2015** ● Fundación moves its social programs to las Pensiles (Colonia Hidalgo).
- 2016** ● Inauguration of Mexico City Visitor Center and Casa de Colombia at Edificio Rule
- 2018** ● Claudia Sheinbaum elected Mayor of the City of Mexico; 2018-2024 street rehabilitation plan announced (see map); Publication of Plan Integral de Manejo - Centro Histórico de la Ciudad de México 2017-2022

## Financial Performance Summary

Information Item	Description
<b>Transaction Summary</b>	Purchase and renovation of approximately 60 buildings between the Zócalo and the Alameda Park in Perimeter A of the Historic Center by the for-profit and non-profit entities created for the purpose of urban regeneration. Additional investments by the public sector and in over 1000 buildings by private investors encouraged by tax incentives.
<b>Investor(s)</b>	Mexican business investors through the “Sociedad Inmobiliaria del Centro Histórico de la Ciudad de Mexico S.A.” (private for-profit). Social, cultural and educational projects and non-profit building rehabilitations through the “Fundación del Centro Histórico de la Ciudad de Mexico A.C.” (private non-profit). The city government created the “Autoridad del Centro Histórico” to manage the Historic Center of Mexico and a public “Fideicomiso del Centro Histórico” to fund its rehabilitation.
<b>Investee(s)</b>	Most of the properties acquired were residential with commercial facilities on the ground floor.
<b>Amount</b>	\$100M for Sociedad + \$10 M to set up the Fundación. Other investors put up their properties in exchange for shares.
<b>Instruments</b>	Purchase by the Sociedad Inmobiliaria del Centro Histórico, S.A. for commercial and residential properties; agreements with the City of Mexico to restore and operate publicly-owned properties.
<b>Investment Mechanism</b>	Equity investments in and operation of the properties purchased.
<b>Use of Proceeds</b>	Renovation for rental residential use (620 apartments through 2010) and commercial spaces.
<b>Currency</b>	Mexican peso (through inflation, the Mexican peso declined from approximately 10 to the US\$ in 2001 to 21.6 in 2020)
<b>Terms</b>	The Sociedad offered investors the option to withdraw the investment money in 5 years with 0% return or to exchange it for shares. In the event, 100% of the investors kept their shares. Their property value increased by 50% in 5 years and by 300% in 20 years.
<b>Hedging Requirements</b>	Mexico City and TELMEX committed to reduce crime through an upgrade of security installations contributed by an investor. The City also removed street vendors, improved paving and infrastructure in the targeted corridors as part of the collaborative plan.
<b>Fees and Expenses</b>	Average US\$1 million operating costs per year for the Fundación covered by revenue generated through the ownership of a parking garage purchased with an initial investment of \$10M. Sociedad Inmobiliaria costs absorbed in transactions.
<b>Liquidation Terms</b>	Discretion of the Sociedad Inmobiliaria.
<b>Closing Date/Time Frame</b>	The program was most active between 2001 and 2012. The Sociedad still owns and operates most properties, and the Fundación Centro Histórico is still active in social development in the city.
<b>Conditions Precedent to Closing</b>	Counter-investments by the public sector: Secretario de Obras y Servicios: 1,118.1m pesos; Fideicomiso del Centro Histórico: 359.1M pesos; Sistema de Aguas de la Ciudad de Mexico: 324.1m pesos. Total government investment: 1,801.3M pesos (\$US 193M altogether)
<b>Private Investment Leveraged</b>	104,475.4M pesos (\$8 BN). In addition to the Sociedad’s investments, private investors also directly purchased an additional 70 to 80 buildings, spurred by incentives offered by the City of Mexico, permitting full deduction of the cost of purchasing historic properties in one year (rather than 20-year depreciation).
<b>Public investment</b>	According to the 2017-2022 Management Plan, the GDF invested between 2001-2017 more than US\$550 m. It estimates that private investment was approximately 15 times the public investment.
<b>Advisory Committee</b>	125 representatives of civil society (intellectuals, businessmen, artists, etc.) and authorities. This was based on a previous agreement between the Federal and the D.F. Governments.
<b>Governing Law</b>	Mexican government, local law, heritage protection for listed buildings
<b>Investor Rights</b>	Investor rights over the lifetime of the investment (e.g. to participate in votes in the company, right to request and obtain info).
<b>Performance</b>	Purchase cost: \$600/sm+rehabilitation cost of \$400/sm=\$1000/sm. After five years the property value increased to \$1500-2000/sm; after 20 years to \$3000/sm.



## Sustainable Development Goals

The Fundación Centro Histórico has had an exceptionally broad impact across the spectrum of the UN Sustainable Development Goals. These outcomes were not formally recorded against metrics; however, the following notes give a sense of their positive impact.

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**GOAL 1 End poverty in all its forms everywhere:**

  - All the Fundación Centro Histórico's social programs served the underserved communities of the city, focusing on health, employment, homelessness, and community life. Displaced residents were rehoused in purchased buildings.
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**GOAL 3 Ensure healthy lives and promote well-being for all at all ages:**

  - The FCH established two Family Integration Centers to provide free health services, organized health education and domestic violence prevention workshops and eyeglass donation campaigns.
  - Telmex Foundation donated equipment to three hospitals and organized several health campaigns offering different services, serving almost 15,000 people between 2012 and 2019.
  - The FCH established Casa Vecina as a community center to work with schools and low-income housing units (*vecindades*), to work mainly with children and create community connections.
  - After 2012 organized Health Days in the Centro Histórico and La Pensil area, serving almost 40,000 people from 2012 to 2019.
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**GOAL 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all:**

  - With the support of the Secretary of Education, the Fideicomiso Centro Histórico created a pilot program to innovate education in 9 local schools, which received computer technology from the Telmex Foundation.
  - The Telmex Technology Center offered technical training to almost 80,000 participants, donated computer equipment to schools and developed innovative pedagogy to promote digital literacy in school children.
  - The FCH donated scholarships for technical studies at the Centros de Capacitación Tecnológica (CECATI) and to study computer systems at the Universidad Autónoma de México (UNAM).
  - The FCH carried out several cultural programs and exhibits in public spaces. These attracted 114,000 people up until 2017.
  - The FCH offered a weekly service to schools, offering socio-emotional support and providing tools for teachers and support for families, serving almost 20,000 students.
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**GOAL 6 Ensure availability and sustainable management of water and sanitation for all:**

  - The Executive Committee analyzed and proposed solutions to the sinking of Mexico City due to the over-exploitation of its aquifer. Proposals included: reduce leaks from 40% to less than 20%, increase rain infiltration to the aquifer and separate rain drainage, treat drainage before infiltration, establish an efficient control over the price of water consumption.
  - Construction of new drainage tunnels (Emisor Oriente and Emisor Central) replacing the Gran Canal to control flooding.
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**GOAL 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all:**

  - With support from Inbursa Bank, the FCH provided micro-loans and organized training workshops for family-owned businesses.
  - The FCH in collaboration with the Federal Government established job training workshops (Talleres de Oficio del Centro Histórico)
  - Nearly 40,000 new jobs were created in the HCM as a result of 113 private investment projects that produced 750,000 m<sup>2</sup> of restoration or new construction.
  - The Grupo Carso (private for-profit) brought 6,700 of its workforce to the HCM.
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**GOAL 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation:**

  - The rehabilitation of the Historic Center included the burial of cables and updating of energy and communication services, cleaning of water drainage system, improvement of sidewalks and roadways, creation of bicycle lanes, bicycle rental stations, establishment of pedestrian-only streets and expansion of electric bus and taxi service in the area.
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**GOAL 11 Make cities and human settlements inclusive, safe, resilient and sustainable:**

  - One of the first actions implemented by the Federal Government was to establish in 2002 a public security program for the Historic Center, with the goal of reducing crime and enticing new residents to the area. The program trained a specialized police force for the Historic Center, established a control center supported by computer technology provided by Telmex, installed security cameras throughout the area and relocated illegal street vendors.
  - Restoration of hundreds of historic buildings, monuments and plazas.
  - Operation of the Atrio de San Francisco, a public space bringing art and other festivities and observances to the public, has attracted more than 10 million people to its exhibitions and activities.
  - Between 2000-2018 almost 50km of streets and 200,000 m<sup>2</sup> of plazas were rehabilitated, and many streets became pedestrian, reducing traffic (and associated pollution) by 20% by 2012.
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**GOAL 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development:**

  - The initiative was a fully integrated collaboration of the public, private and civil sectors, also engaging several public ministries, the for-profit and non-profit orchestrators, and many businesses.

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### Websites:

<http://FundaciónCentroHistórico.com.mx>  
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