

Annexe 3

Le plan intégrée de gestion du site inscrit sur la Liste du patrimoine mondial "Le centre historique de Sighisoara"

Projet (résumé)

Le plan intégrée de gestion du site inscrit sur la Liste du patrimoine mondial "Le centre historique de Sighisoara" 2011-2017

Introduction

Avant-propos

Les principes du plan de gestion

1. La planification de la gestion et la gestion du plan pour le Centre historique du Sighisoara
2. Principes de base de la gestion

PRIMA PARTE

Chapitre I

Sighisoara sur la Liste du patrimoine mondial

I.1. Justification de l'inclusion

Les critères proposés par l'état

Les critères acceptés par le Comité du patrimoine mondial UNESCO

I.2. La valeur du site

I.3. Authenticité et intégrité

I.4. Analyse comparative

Chapitre II

Histoire et identité historique

II.1. Histoire

II.2. Identité historique

II.1. Histoire

Chapitre III

Le territoire

III.1. Emplacement et cadre géographique

III.2. Le Centre historique de Sighisoara

III. 3. L'ensemble des fortifications

III.4. Description du territoire

III.5. Morphologie urbaine

III.5.1. Les composants urbains

La Citadelle

La ville basse

III.5.2. Le spécifique du parcellaire

La Citadelle

La ville basse

III.5.3. Les zones fonctionnelles

La Citadelle

La ville basse

III.5.4. La structure urbaine

5.4.1. La Citadelle

5.4.1.a. Composition, tracés, dominantes

Les principaux éléments du tissu urbain

Les dominantes architectoniques

5.4.1. b. Type d'emploi des parcelles

5.4.2. La ville basse

5.4.2.a. Composition, tracés, dominantes

Les principaux éléments du tissu urbain

Les dominantes architectoniques

5.4.2. b. Type d'emploi des parcelles

III. 6. Architecture de défense (les fortifications)

III.7. Bâtiments publics

III. 7.1. Les églises

III. 7.2. Autres bâtiments publics

III. 8. Les habitations

III. 8.1. La tour d'habitation

III.8.2.Plan compact

III.8.3.Maison à façade courte vers la rue

III.8.4.Maison à façade courte vers la rue

III.9. Espaces publics

III.9.1. Places

9.1.1. La Place Hermann Oberth

9.1.2. La Place de la Cité

9.1.3. La Place du Musée

III.9.2. Les parcs

III.9.3. Le cimetière

III.10. Le réseau des rues, fonctions et monuments historiques

III.10.1. La ville basse

III.10.2. La Citadelle

III.11. Fonctionnalité

III. 11.1 L'Evolution de caractère fonctionnel.

III.11.2. Les fonctions actuelles

La Citadelle

La ville basse

III.12. Le catalogue des rues avec des monuments historiques

Chapitre IV

Les intervenants dans le Plan de gestion

IV. 1. Département Patrimoine UNESCO

IV. 2. Le réseau thématique HerO

IV. 3. L'implication du publique

DEUXIÈME PARTIE

Chapitre I

Analyse de scénario

I. Indicateurs socio-économiques

I.1. La population

I.2. La main-d'œuvre

I.3. Les secteurs de production

I.4. Indicateurs touristiques

I.5. Trafique et accès

Chapitre II

Les ressources du patrimoine

II.1. Le patrimoine immobile

II.2. Le patrimoine mobile

II.3. Le patrimoine immatériel

II 4. Le patrimoine naturel

II 5. Etat de conservation

Chapitre III

Ressources culturelles

Capitolul IV

Documents de travail
(brève présentation)

La stratégie de développement socio-économique de Sighisoara 2008-2013

Le Plan Urbanistique General de Sighisoara

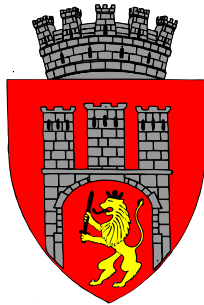
Le Plan Urbanistique Zonal pour la zone inscrite sur la Liste du patrimoine mondial, avec le Règlement locale d'urbanisme

Etude de faisabilité pour la reabilitation du centre historique de Sighisoara, inscrite sur la Liste du patrimoine mondial

Etude de faisabilité pour le Centre national dinformation touristique

Etude pour la mise en valeur du centre historique de Sighisoara, inscrite sur la Liste du patrimoine mondial

City of Sighisoara



**Integrated Management Plan
Sighisoara Historic Urban Landscape
2011-2017**

**Castrum Sex
Schespurch
Segusvar
Schassburg
Seghimore**

Final Draft 2010

Index

- 1.
- 2.
- 3.

4. Plan the Management and Manage the Plan for the Historical Urban Landscape of Sighisoara.

5. Basic Management Principles

6. MP objectives and measures

7. Fast track projects

8. Procedure for the implementation of the MP

9. Target vision areas

4.
**Plan the Management
and Manage the Plan
for the Historical Urban
Landscape of
Sighisoara.**

NO MISSED TARGETS ANY MORE:

The methodological challenge of this plan is to take under consideration major lessons learnt by previously practiced experiences and import updated knowledge by the most advanced management performances, matching the following requirements that aim to define an efficient and sustainable implementation perspective.

BE EFFICIENT:

Link the **planning level** of the management objectives, measures and actions to the **operational level** for their implementation.

BE SYNERGIC:

Integrate the plan in a **synergic complicity** with other tools in force, aiming to twin actions, complementary targets, convergence of capacities.

BE REALISTIC:

Correspond objectives and actions to a realistic analysis of trends, including strengths and opportunities, but also including some well defined **dynamic projects** able to act as powerful catalysts and some selected, mature **bottom-up projects** of stakeholders, compatible with the safeguard policy.

5. Basic Management Principles

Orientate and promote sustainable Development as essential parameter for Heritage Safeguard in Sighisoara.

Several recent international charts, agreements and recommendations definitively contributed to conjugate safeguard and development face any tentative for urban heritage protection policy. Logical extension of this largely accepted comprehensive axiom should be that is rather inefficient promote safeguard without integration in sustainable development options for the resident society. But this last affirmation remains under two challenging conditions:

- The first condition is that the public sector is usually not able to support unilaterally and fully a safeguard policy (project design skills, conservation works, maintenance schedules, security control and monitoring of deterioration and damages).
- The second condition is that the private sector is mature enough and aware to understand that heritage cannot be considered as an unlimited source to consume, and that sustainable development is also a responsible one towards common heritage values.

Both of these conditions appear progressively our days in European historical cities, producing quality environments for citizens to work and live in, and sustainable enterprising performances for cultural and tourist operators. The Vienna Memorandum of Understanding of UNESCO (2005) started a process for a sustainable development perspective of historical urban landscapes. The European Commission is elaborating policies for the ERDF 2013-2020 period regarding historical heritage integrated management.

In the case of Sighisoara a much more radical analysis should be considered, since a persisting structural development weakness of the urban society could influence negatively any expected safeguard policy. On one hand, if absence of development, tout court, combined with low and soft use of the heritage, produce substantially a kind of self conservation subjected only to a slow physical deterioration, on the other hand, absence of planned development in an ascending occasional intensification of the heritage use, could turn dramatically into a fatal as well as rapid heritage physical alteration and cultural retro graduation.

It is compulsory strengthen local development level in the framework of an efficient heritage management plan for Sighisoara, including social, economic, cultural development, all influencing positively an integrated upgrading of framework conditions for safeguard. For instance and as a matter of fact, a)availability of high level local professional skills and local technical competences for heritage conservation are fundamental conditions for correct policy and practice b)promotion of a responsible and quality entrepreneurial spirit, is essential for enterprise democracy, economic wellness of the urban society and sustainable competitiveness of products, that introduce into a mature and stable society, culturally able to ask and contribute for heritage safeguard.

Define start-up engines and plan their implementation.

If the above analysis correspond to reality, the management plan should act consequently and include as priority a mid -term action plan with measures compatible with safeguard objectives, and tackling drastically the main weaknesses and needs through a limited but essential number of start-up engines. Such accelerators should combine fast track projects that conjugate and merge in a unique perspective the safeguard of heritage and social economic strengthening.

Perform a Communication Plan for Citizens and Investors.

Collaboration between public and private sectors is a winning status to be achieved through specific dedicated actions, related to the opportunity and the duty to inform, involve and educate all actors called to be allies of a common effort.

6. MP objectives and measures

Objective 1.

MAKE THINGS HAPPEN

Implementation and Efficiency of the Management Plan

-Measure 1.1 Communication strategy and Communication plan.

Recent years, Sighisoara City Council, together with local stakeholders and citizens are clearly demonstrating a very strong commitment to develop participated alliances and build collegial synergies for the major question concerning the local built heritage best management.

A very political will is at the base of many initiatives and a high awareness of citizens is at the top of priorities.

This is a new, surprising and very challenging framework, defining a unique opportunity, to size without delay, to make things happen and correspond local expectations for the future.

The Management Plan can turn into a key factor, open doors and make things happen, because is an independent non bureaucratic tool, and can offer the precious flexibility, and the so necessary pragmatic approach. On the other hand the Management Plan is the unique guarantee for direct and safe integration of built heritage in a dynamic, non static management perspective.

Around such messages has to be tailored a communication strategy, to strengthen a lasting effect, the strongest possible, of the friendly environment, to accompany the MP implementation campaign.

-Measure 1.2 Integration of the MP in the Development Strategy 2008-2013.

The MP should not try to invent new things, risking to further produce concept bureaucracy and congestion (too many concepts and ideas, too small room for action and results).

The MP should:

- include and share what already exist as bright concept
- involve what is already an active investment
- complete what is not finished
- improve what is done but is not satisfactory
- and add very few, bullet point thinks.

The MP should be conceived as an action plan based on the “Sustainable Development Strategy of Sighisoara, 2008-2013”, including the priorities the projects and the measures relevant for the WHS area.

The large recent consultation process of the Development Strategy, including the WHS challenges, should be entirely imported in the MP as basic component of the planning and updated the third year of the MP implementation.

-Measure 1.3 MP's synergy with PUG and PUZ.

The MP should include a specific “**Unique Planning Document**” UPD, that complements the PUG and PUZ, defining detailed plans for both the WHS area and the buffer zone.

The UPD is a designed plan with indication of spaces and shapes, outlining the expected result of interventions, as a major guideline to developers and investors.

This should define what can be done and how, and not what cannot be done: the MP, should be a proposition and not a prohibition tool.

The MP will also elaborate a mechanism for defining required technical regulations not a priori, but during the planning implementation and together with the projecting process

The MP will adapt and interpret existing general norms of higher level (Regional, National) that do not match with the needs of a modern planning concept and with the needs of Sighisoara WHS management.

-Measure 1.4 A web site for the MP

The MP should become a popular plan, built and applied day by day by citizens and investors and users, not an academic and isolated intellectual property of few savants and connoisseurs.

For that, a web site will be essential, a kind of MP face book, transmitting messages from the society and keeping alive a transparent discussion and endless updating.

-Measure 1.5 A “Cabinet de Régie” for the MP and a Residents Council for the Citadel.

A challenging organization will be guaranteed by a direct collaboration between the City and the Residents.

This is the only simple and winning equation for success and sustainability.

The existing bottom-up initiative for a residents neighbourhood council in the WHS should be further developed and matured, interfacing with the City Council as a consultation body in a competitive but not conflicting collaboration.

The existing Unesco Office of the Town Planning municipal department, should act as a link and operational transmitter between the City Council and the residents council, composing with them the Cabinet de Régie.

-Measure 1.6 Acting, up dating and assessing the MP (20112017).

Once the MP is operating, including the Unique Planning Document, a report of the municipal Unesco office, should assess every year the degree of implementation, point out the constraints and draft contingency measures.

Objective 2.

CONSERVE & DEVELOP

Conservative Safeguard and Sustainable Development

-Measure 2.1 Social economic strengthening of the resident society

Improve services to residents and employees for life quality. First step: a project for a food market in the citadel.

Create a friendly enterprising environment, develop jobs First step: no tax policy for professional not tourist enterprises installed in the citadel.

-Measure 2.2 Built heritage Conservation and use

Scientific conservative intervention for the fortifications. Import and invest locally restoration excellences from European clusters.

Establishment of maintenance plan/regulations for the fortifications Never start restorations without a maintenance program and budget.

Regulations for interventions to private built heritage Overcome the usual short-circuits between: a) restoration regulations that never correspond to all case study needs of buildings to restore and b) owners, more and more disoriented, confused and inert. The only victims of this rebus are the heritage buildings.

A project to permit generalized recovery and use of all **underground building structures**.

A plan with indication of buildings, description of the underground spaces, number of rooms, surface, property, actual use, suggestions to owners.

A project to permit generalized recovery and use of all **roof internal spaces** of heritage buildings.

A plan with indication of buildings, description of the under roof spaces, number of rooms, surface, property, actual use, suggestions to owners.

A project to permit dismissed **utility buildings** recovery and use.

A plan with indication of appendix service buildings, description, number of rooms, surface, property, actual use, suggestions to owners.

A project to permit building of all **free lands** in the WHS and buffer zone.

A plan with indication of plots to build, definition of building capacity in one unit per plot, number of rooms, surface, suggestions to owners.



Plots for high quality contemporary architecture. 

A project to permit **addition of floors** in some heritage buildings.
A plan with indication of the buildings that can be higher.

A project to permit **economic use of ground floors** with street access.
A plan indicating buildings and street facades that can turn into street commercial centres.

A project to **replace buildings** not compatible with the WHS values.
A plan with indication of buildings to replace.

A project to permit 100% **complete use** of existing public heritage buildings.
A plan with indication of buildings and spaces to use.

A project to combine conservation interventions with energy balance control guaranteeing **50% less CO2** option for all heritage buildings.

-Measure 2.3 Developments quality

Permit only **contemporary architecture** in WHS and buffer zone.
Exclude new buildings in the protected zones, imitating historic architectural patterns (not accepted anymore by UNESCO).

Permit high quality **contemporary architecture** urban developments in the protected area (additions, un built plots or demolished buildings)

Permit external **technological devices** (TV antennas, air conditioning, electricity boxes) prior aesthetical integration proposal to approve.

-Measure 2.4 Life long learning for restorers and conservationists

Organize seminars for **professional restorers** and conservationists.
Support enterprises improving workers technical skills for restoration works.

Training for **maintenance** performances of owners and new enterprises.
Promote **high and low tech** technologies.

-Measure 2.5 Strengthen the central and residential character of the protected zone.

A project to permit **any modification** to the use of heritage buildings and related transformation works, keeping at least 40% built surface for residential use for residents of the WHS and buffer zone.

A project to permit integration in heritage buildings of **all needed facilities** for internal comfort, utilities, elevators, heat pumps, energy save, day lighting.

A project to realize an efficient **fire protection** service in each WHS building.

A project to realize basic personal and social **services for residents** of the Citadel

Keep and extend **central public uses** in the protected area (government, education, culture)

Collaboration between **Citadel neighbourhood council and City Council**

-Measure 2.6 Support the mixed character of uses in the WHS and buffer zone

A project to promote and accelerate regeneration and new uses for heritage buildings: permitting mix **of functions** that include maximum 60% economic functions, guarantying concrete new jobs and at least 40% residential.

A project to organise two street **open commercial centres**, the first one in the citadel around the square and the second one in the lower town around the park square.

-Measure 2.7 Develop cultural enterprises

A project for NGOs developing enterprises for economic activities in the **defence towers and bastions**, including culture, artisans and art sectors. Define requirements and open a call for proposals. Training for individuals and enterprises for startup.

A plan including measures for each tower.



Culture enterprises in defence towers and bastions. ●

Coordinate a **centralized management** of cultural events at city level year round.

Organize a profit base enterprise owned by the municipality.

A project to support **artisan sectors** for quality and competitive craft products. Synergies with local industries and tourist enterprises.

Promote local production of books and **artistic/historical souvenir**.

Establish a cultural **trade mark** owned by the municipality.

Objective 3.

ACTIVE AWARENESS

Documentation, Education, Research.

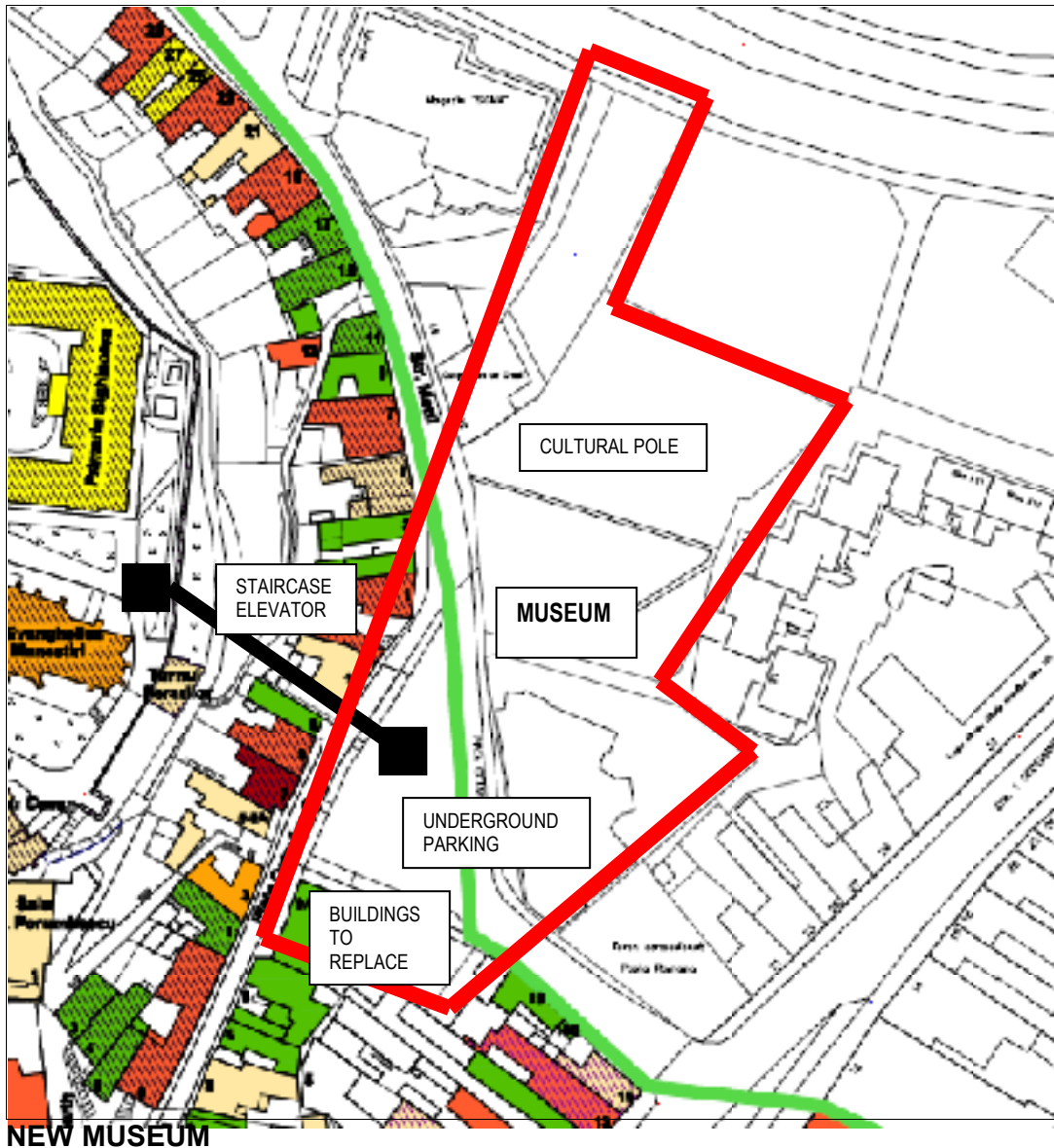
-Measure 3.1 The NEW MUSEUM of Sighisoara

Have back and concentrate in Sighisoara the local movable heritage, actually dispersed in other cities (Tg Mures, Bucuresti). This is part of the genius loci and belong to the citizens of Sighisoara.

Integrate in one single register the existing heritage in the local Museum, in the historic library and in private collections.

A project for a new museum in the lower town free area including the unfinished building (following recommendations of Unesco for a coordinated development plan for the entire area).

A plan for a cultural pole, including stable exhibitions of all the Sighisoara heritage, including temporary exhibitions, conference room, cultural commercial, conservation laboratories, large archives and warehouses, guest rooms for scholars, and residents/ateliers for artists and artisans, music school,



Cultural pole and museum areas.



Underground staircase and elevator

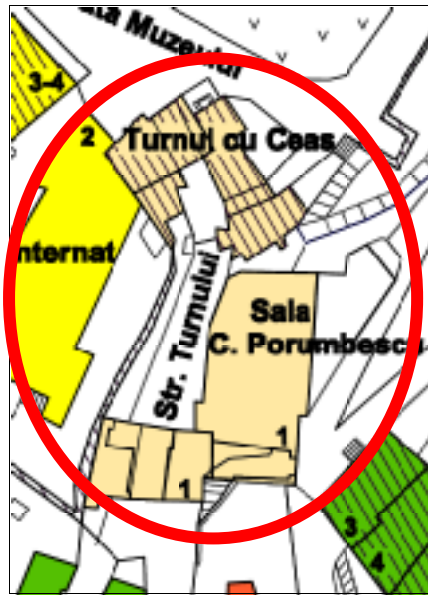


-Measure 3.2 Open the **CLOCK TOWER and surrounding buildings, to the city and the citizens. Create an interactive city history centre.**

Elaborate a new interactive museum profile for the clock tower, closer to city and citizens, connected with education institutions, and exposing the urban history of Sighisoara.

-Measure 3.3 Sighisoara **LITERARY CAFÉ in the old historic library.**

A project for a 25 places reading society meeting space.



CLOCK TOWER
Interactive city history centre



LITERARY CAFÉ

-Measure 3.4 Promote a proactive competence pole for quality restoration.

Promote a supporting pool of actors at international level.
Elaborate a feasibility study for a school on heritage conservation.
Organize preparatory seminars for professionals with visiting teachers.

-Measure 3.5 Understanding and interpreting the site.

Shared activities with schools.
Promote historical research, archives access, publications, also through Internet.
Introduce aesthetically compatible indications in the city, promote electronic devices for individual visits.

Objective 4.

GETTING ACCESS

Accessibility and Local Mobility.

-Measure 4.1 International and National accessibility

Direct Bus Shuttle connections between Sighisoara railway station and main regional airports and flights: Sibiu, Cluj, Tg.Mures, Bucuresti.

Synergy with Tg Mures municipality, to strengthen more airport connections.

Mini Shuttle all day long, from the railway station to the WHS, to hotels, restaurants, events.

-Measure 4.2 Close the Citadel to car traffic

Regulation for a Car Free pedestrian zone in the citadel for highest environment quality and visual integrity of the WHS.

-Measure 4.3 Realize alternative accesses to the Citadel

Mechanical underground access from lower town underground parking to the citadel (see Support for Cities sheet2007).

Electric or ecological bus for hotel guests.

Platform for centralized goods delivery with electric minivan.

Rehabilitate more pedestrian accesses.

-Measure 4.4 Limit crossing car traffic in the downtown area

Create a pedestrian area along piata Oberth main street and square (see PUG sheet 2008).

Create an alternative mini ring road west side (see PUG sheet 2008) Paraul Saesului.

-Measure 4.5 Realize two underground parking for residents and visitors

Underground parking in the New Museum area.

Underground parking along Panon street.



Underground parking, for arrivals to Citadel.

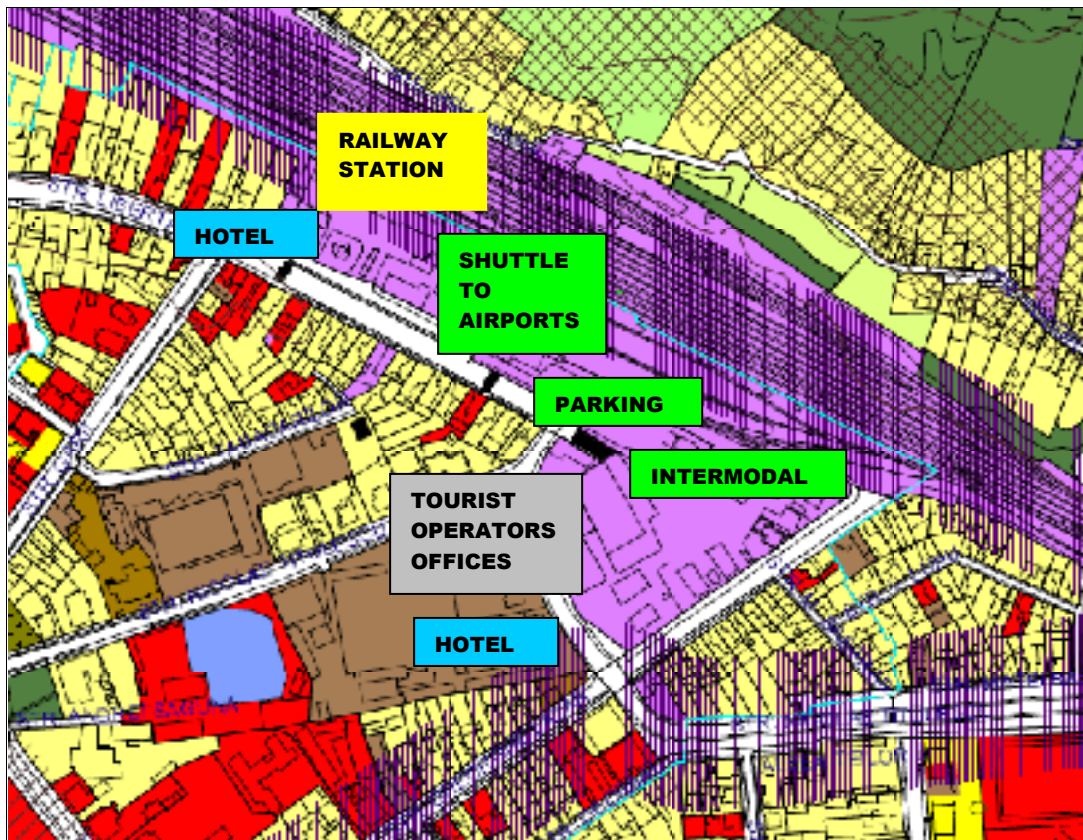
Objective 5.

MORE VISITORS

Visitors management.

-Measure 5.1 Promote a services integrated pole in the railway station front area.

Import the sheet elaborated for the PUG (2008)



Services integrated pole

-Measure 5.2 Realize a visitors orientation Info Box in the citadel square

Realize a removable glazed container with external interactive screen



Info Box Piata Cetatii

-Measure 5.3 Develop thematic visits itineraries

Import the sheet elaborated by the Support for Cities study (2007).

-Measure 5.4 Extend the tourist season and the average permanence of visitors

A project to concentrate attractive events during March-April: offer a package for **Naturalistic Tourism**.

A project to concentrate attractive events September-October: offer a package for **Autumn Conferences**.

Promote thematic visit itineraries in the **Countryside Heritage** and nature, starting from Sighisoara.

Improve walking environments and external **Leisure Spaces** in the WHS public space (facades, pavements, lighting).

7.

Fast track projects

New pavement for public spaces

Responsible:.....
Working group:.....
Timeline for realization:.....

Uniformed and standard street indications and panels

Responsible:.....
Working group:.....
Timeline for realization:.....

New lighting Design for monuments

Responsible:.....
Working group:.....
Timeline for realization:.....

Restoration of the fortifications

Responsible:.....
Working group:.....
Timeline for realization:.....

New mechanical accessibility

Responsible:.....
Working group:.....
Timeline for realization:.....

Promotion of cultural enterprises

Responsible:.....
Working group:.....
Timeline for realization:.....

New Museum and conference premises

Responsible:.....
Working group:.....
Timeline for realization:.....

Parking under the new museum area

Responsible:.....
Working group:.....
Timeline for realization:.....

8. Procedure for the implementation of the MP.

The implementation of the MP follows two steps:

Step 1. Development Proposals.

Developers present their proposals demonstrating that are able to achieve one or more of the MP and Strategy priority objectives, fixing result indicators.

Proposals should include analysis and assessment to clearly demonstrate that the characteristics of their site and environs are understood and that the development is not conflicting the characteristics in terms of materials, layout, mass, form, relationship to the street, architectural details.

The MP Cabinet de Régie, examine, approve or ask for modifications of the proposals.

In this phase are also defined the regulations for the implementation projects (new regulations and/or adapted existing regulations).

Step 2. Implementation Projects

On the base of the agreed development proposals, the implementation project(s) are elaborated by developers and submitted to the appropriate departments for approval.

9.

Target vision areas.

In order to facilitate the implementation and the follow-up of the MP, four areas are defined as major Targets. Expected results and guidelines are exposed here in brief as orientation for public actions.

1. The Citadel (WHS)

The vision.

The most challenging objective is to strengthen the residential character integrating a mix of functions that avoid a mono functional tourist and leisure use.

At least one thousand inhabitants should compose a critical base for sustainable development.

The City, furthermore the MP objectives, should adapt and promote any decision and policy under this requirement.

Design Guidance

Permit under quality requirements any modification that strengthen stable residence and mix of functions.

Pretend contemporary architecture for new building interventions.

Public realm

The new pavement and the new lighting projects realized, compose a positive contribution for public space upgrade, promotion and usability.

The realization of a car free citadel is essential parameter for sustainability and major success of such projects.

Complete use of public heritage buildings (including towers) with offices, education and enterprising should be promoted.

Development opportunities.

Commercials for residents, private firms offices, cultural enterprises, small scale 5 stars hotels and art-artisan ateliers.

2. The Oberth square area(WHS)

The vision

Complete the trend using the square as city centre, transforming the garden destination to a public square definition with green. The leading character should be commercial, distinguishing it from the citadel, that should keep the cultural profile and local identity reference.

Design Guidance

Make a master plan with basic guidelines for design and launch an architectural competition for ideas to develop the guidelines. The master plan should encourage a multiple use year round, integrating several functions, defined with trees, glass coverings, specific lighting, playgrounds, commercial spots and market space.

Public realm

The square should be a car free zone, for supporting the commercial activity and encouraging social exchange

Development opportunities.

Renovate existing commercial stores, intensify the creation of new stores, open more leisure activities, give new dynamic life for heritage buildings not properly used (e.g. Stella hotel).

3. The railway station area (on the limit of the buffer zone)

The vision

Create an integrated centre for services to visitors. Give an urban profile of specialized area supported by a mix of functions: local and external travel services, tourist orientation, small hotel and youth hostel, intermodal pole of transports (car, train, buses, shuttle to airports, bikes, taxi), freight platform of travelling goods, private firms, offices and residence

Design Guidance

Build the areas of the railway station that are not used anymore, permit the replacement of derelict buildings, permit the extension and use change of buildings.

Public realm

Extend the positive intervention of the railway station renovation, and renovate the train platforms, the bus station and regenerate the public space creating parking space and green integration.

Development opportunities

Develop new buildings or redevelop existing ones, for hosting the new functions.

4. The dismissed industrial buildings(buffer zone)

The vision

Regenerate the building complexes of the city that are not used any more for the original industrial purposes and integrate them in the city life, introducing new uses that complement balancing the existing ones and resolve eventual conflicts or needs.

Design Guidance

Make a comprehensive plan for all complexes that are, or are supposed to be dismissed in the future, and outline a profile for the regeneration of each one of them, in collaboration with owners and stakeholders and citizens. Main purpose should be the predominance of residential buildings in a mixed use environment, different in each complex. Heritage industrial buildings should be preserved introducing new uses.

Public realm

Guarantee that private developments offer sufficient parking facilities and social infrastructures.

Development opportunities

Owners of dismissed buildings can propose their plans for regeneration, following the requirements of the MP and the other planning tools of the municipality.

GR Final Draft 2010