Annexe 3

Projet HerO (Heritage as Opportunity)

HerO - Heritage as Opportunity

Sustainable Management Strategies for Vital Historic Urban Landscapes

Baseline Study

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Abbreviations

HerO	Heritage as Opportunity
LAP	URBACT Local Action Plan
LSG	URBACT Local Support Group
PPP	Public-Private Partnership
SME	Small and medium sized enterprises
WHS	World Heritage Site

1 Introduction

Background

Background

Europe is characterised by a diversity of small, medium and large-sized towns whose historic urban landscapes belong to the unique European and world cultural heritage. They constitute an integral part of European history, identity and regional diversity. Their historic urban landscapes are not only an accumulation of significant monuments. They are a living organism and vital living space for its inhabitants, visitors, tourists and entrepreneurs, being significant economic, cultural and social centres for a dynamic and sustainable Europe.

Diversity of towns belonging to the unique European and world cultural heritage

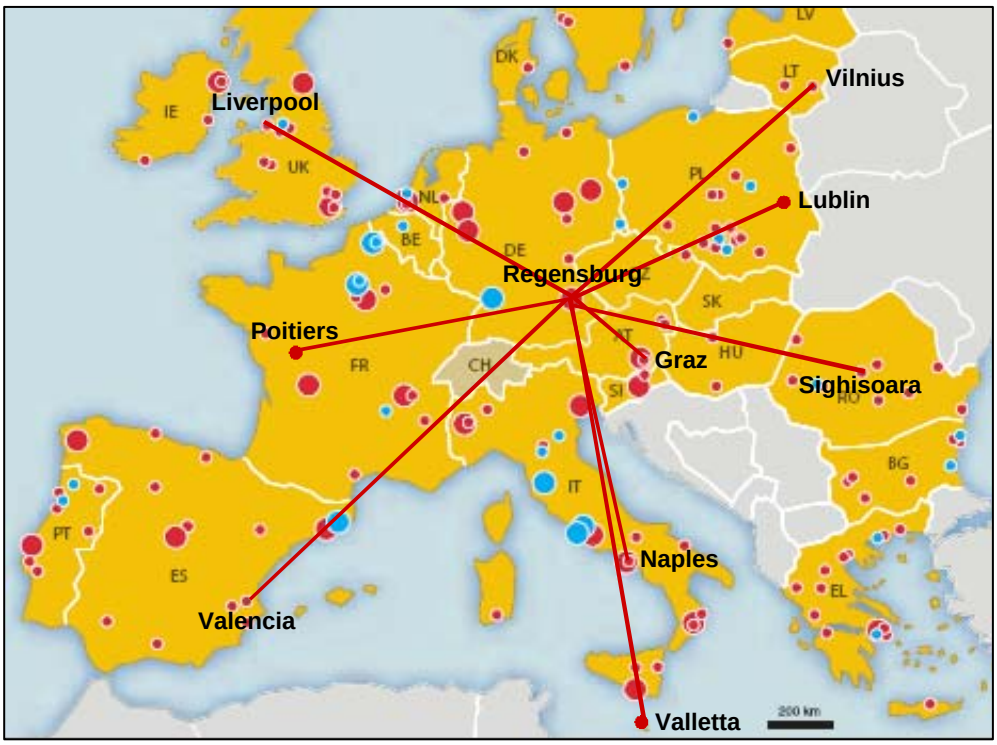
Rapidly changing social, economic and ecologic conditions (e.g. fast-growing economic competition and accompanying development pressure, climate change, demographic change, etc.) pose a **major challenge** to these historic areas. The imbalance of progress and preservation of the historic urban fabric often results in either economic stagnancy or the loss of the unique cultural heritage and with it the loss of identity. Its preservation and further development can not anymore be managed by traditional, uncoordinated mono-sectoral policies. There is the strong need for integrated sustainable urban development policies and management strategies which link the preservation of the cultural heritage with the socio-economic development of the historic urban landscape (cultural heritage as cross-sectional task). Thus, using the (built-)cultural heritage as asset to maintain and to strengthen the attractiveness and competitiveness of these historic towns in support of Europe's future competitiveness, sustainability and identity, highly contributing to the Lisbon and Gothenburg goals.

They are posed by major challenges threatening the cultural heritage or resulting in economic stagnancy

Need for integrated sustainable urban development policies and management strategies

In the URBACT II network HerO 10 towns, featuring unique historic urban landscapes, from 10 European countries have come together to face this challenge. Their **main objective** is to develop and implement *integrated* cultural heritage management systems as innovative tool to balance and coordinate the different demands and interests on historic urban landscapes to support a sustainable, future-oriented urban development, which combines the preservation of the historic urban landscape with the socio-economic development.

Network objective: To develop and implement *integrated* cultural heritage management systems



Objective

Objective

The baseline study and its elaboration have the function to

1. give an overview about the current situation in the partner towns concerning their
   - main problems and challenges,
   - existing experiences and good-practices to deal with the challenges,
   - thematic focus on local level within the network's topic

   to facilitate the cooperation and exchange of experience: Knowing who faces similar problems and challenges; who is dealing with similar issues; who is experienced within which topic and might has solutions.

Overview about the current situation in the partner towns

2. animate and support the partners to set up their URBACT Local Support Group (LSG) in which the local key stakeholders are involved in order to elaborate an integrated and coordinated URBACT Local Action Plan (LAP) which corresponds to the needs and demands of the stakeholders, facilitating its implementation.

Animation and support of the set up of the URBACT Local Support Groups

3. explore the partners' local needs and their expectations towards the cooperation in the network in order to define the common objective of the network and the concrete themes the partners want to tackle and exchange their experience, in preparation of the network working program.

Exploring the partners' local needs and their expectations towards the cooperation in the network

Methods and Structure

Methods

For the elaboration of the baseline study following methods have been applied:

Questionnaires

City visits

Workshops

- Questionnaires to gain an overview about the partners' current situation and needs. These were individually discussed with each partner after they had been filled out (s. Annex 1 und Annex 2);
- City visits to see "physically" the concerned area and its cultural heritage and to talk with further local stakeholders in order to get a better understanding of the partner towns' situation, needs and challenges (s. Annex 3);
- Workshops, at which all partners participated, to discuss and agree on the main network objective, the concrete themes for the exchange and learning activities and the network working program.

To reach the objective of the baseline study, it is structured as follows:

Structure

Chapter 2 gives, from a selection of EU funded projects about urban cultural heritage, a brief presentation on their lessons learnt and recommendations in order that the network can build up on these experiences. Further the added value of preserving and developing historic urban landscapes is presented.

Chapter 2:
Lessons learned from other EU funded projects; added value of historic urban landscapes

Chapter 3 presents the results of the analysis of the status-quo in the partner towns concerning the HerO topic. The analysis focuses on the current situation in the partner towns, their key problems and challenges, the existing experiences and good-practice examples and the specific thematic focuses within their local activities.

Chapter 3:
Analysis of the status-quo in the partner towns

Chapter 4 summarises the results of chapter 2 and 3, drawing out the common network objective and the common themes for the exchange and learning activities, in preparation of the network working program.

Chapter 4:
Drawing out the common network objective and the common themes

Acknowledgment

I would like to thank all HerO partners for their friendly support during the elaboration of the baseline study, in particular for filling out the questionnaires and hosting me so warmly during the city visits. Without your help it would have been impossible to compile this baseline study within 30 working days.

I look forward to our common cooperation within the next 2 ½ years and I hope the baseline study will be a useful document for you to gain an overview about the situation of the other partners and what you have in common, thus facilitating the cooperation within the network.

2 EU State-of-the-Art

EU State-of-the-Art

In the Green Paper on Urban Environment of the European Commission (June 1990, p. 46f) it is stated that 'the historical centres of European cities, while they remain intact, represent an important link the city's past culture and heritage. In a world increasingly dominated by global styles of architecture and building technology, historic centres provide a unique sense of place which differentiates them one from another".

No current EU policy directly targeting at further development of historic urban landscapes

This has been the only official EU reference (policy) which could be identified concerning historic urban areas. It can be said that no current EU policy directly targeting at the preservation and development of historic urban areas exist. Nevertheless, the issues of an integrated urban revitalisation and sustainable urban development, focal points of EU urban policies, are mayor issues of historic urban areas, too. Still missing is a "statement" (policy) which reflects the special demands and situation of historic urban landscapes, which could give guidance to the member states and its regions in support of preserving and further developing such unique areas.

Existence of several EU funded projects about urban cultural heritage

But there had been several EU funded projects which have tackled the topic of "urban cultural heritage" (in the widest sense). From a selection, their lessons learnt and outcomes are presented in order that the HerO network can build up on these experiences.

2.1 Lessons learnt and outcomes of other EU funded projects in the field of urban cultural heritage

Lessons learnt from EU funded projects

Hist.Urban

Hist.Urban

Hist.Urban's (INTERREG IIIB) main objective has been to strengthen small and medium-sized historic towns to be attractive and competitive centres, using the built-cultural heritage as asset for an integrated, sustainable urban development.

8 main fields of action for revitalisation of historic towns

8 main fields of action were identified, which determine the revitalisation activities in the historic towns of Hist.Urban:

Diversity of function and use

1. **Diversity of function and use**: The specific qualities of architectural and spatial structures of historic towns – complexity, diversity and high densities – are ideal preconditions for the strengthening or the reconstructing of a mixture of sound and balanced uses and functions in urban city centres. This functional diversity should be supported by the revitalisation of traditional activities of the urban centre, as well as by strengthening new sectors – towards a vital mixture of retail and services, habitation, crafts, communication, education and academic life, recreation and culture, gastronomy, accommodation and tourism.

Promoting economic development

2. **Promoting economic development**: Within an integrated urban development approach the main challenge for historic towns is to develop new, sustainable approaches to economic development by using the specific existing development potentials of the given territory for creating new market opportunities, generating wealth, jobs and income, with positive benefits not only for the local economy, but also for social inclusion, urban environment as well as the urban form. In the course of this it is important to identify and mobilise the diverse economic opportunities, especially from the existing development potentials of the built-cultural heritage which is also of growing importance as a soft location factor.

Hist.Urban

Main fields of action for revitalisation of historic towns

3. **Sustainable cultural tourism environment**: Cultural tourism is an important segment of the tourism industry and a key factor for the success of many European towns and regions in the experience economy. Therefore ever more towns with interesting historic and cultural features seek to develop their potential for such tourism. So innovativeness of historic towns is required in exploiting favourable aspects of cultural tourism as well as preventing possible negative impacts of tourism development. All this makes a proactive tourism management by regional and local authorities and site managers a necessity for creating a sustainable cultural tourism environment in historic towns.

Sustainable cultural tourism environment

4. **Activation of private funding**: As extensive processes of valorisation, which require substantial capital expenditure, revitalisation processes have to rely on private investments, especially on a large number of small and medium-sized projects by “ordinary“ house owners and private users. By motivating and creating favourable investment conditions for these owners, they can be won for joining the process of revitalisation as private investors. What is therefore needed are knock-on effects especially for small and medium-sized private capital to invest money in the context of integrated approaches.

Activation of private funding

5. **Preserving and carefully adapting urban architectural and cultural heritage**: Historic cities with their building stock and urban structures represent overall level ensembles which need to be protected. Therefore, renovation and redevelopment concepts require a very sensitive handling of the relevant buildings. Depending on their material and immaterial qualities, as well as on present demands, very different creative approaches can be realised here. They can include strict scientific conservation or restoration, sensitive repairing and adaptation as well as contrasting additions. Together with the monuments' offices individual solutions for every single building have to be found in the sense of equilibrium between conservation and development.

Preserving and carefully adapting urban architectural and cultural heritage

6. **Take care of public spaces**: The variety of public spaces is an essential part of the characteristic potential of European cities, as opposed to other forms of today’s settlements. They are particularly significant for the political and economic dimension of the city but also for communication, meetings and events in the present. Public spaces are carriers of a vital urban culture and its changing lifestyles. Concerns about the appearance of public spaces as well as concrete activities for their improvement have a long tradition and should also be of high priority in contemporary revitalisation concepts.

Take care of public spaces

7. **Ensuring planning culture and process control**: Today planning culture and process supervision in the historic cities of Europe are marked by a diversity of differentiating planning and supervision practices. Under the impression of the current structural change but also as a result of demands on sustainability, ever more new approaches are tested which focus on integrated revitalisation processes and operate with qualified processes of planning and supervision. The design of historic cities as complex, multi-functional organisms is especially dependant on the inclusion of all stakeholders and users as well as on the participation and information of the public.

Ensuring planning culture and process control

8. **Activation and participation of civil society**: The revitalisation of historic towns presupposes inclusive local civil societies that are aware of and able to tolerate each other needs and interests and are capable of reaching consensus. In order that revitalisation may not be a planning decision of policy-makers only − and in keeping with the spirit of the EU-Leipzig Charter − especially the demands of residents have to be integrated. The most important result of participation is the promotion of active citizenship, fostering the “social capital” of historic towns.

Activation and participation of civil society

Hist.Urban

Main topics in the course of integrated revitalisation process

These fields of action were summed up to three topics which represent the most relevant aspects to keep in mind in the course of integrated revitalisation processes of historic towns:

Integrated revitalisation emphasises the development of vital town centres attractive to live, work, invest and spend time in for all actors, population groups and generations

Therefore, it is necessary:

- to recognise the needs of all the different user-groups and to involve them in the process of revitalisation,
- to encourage the diversity of land-use,
- to focus on the city's cultural values as its greatest asset for culture tourism,
- to also foster the "social capital" of the historic city helping to create a specific "welcome-atmosphere",
- to cooperate as regional clusters of culture tourism.

Integrated revitalisation emphasises development of vital town centres attractive to live, work, invest and spend time in for all actors, population groups and generations

Integrated revitalisation combines the protection of our built-cultural heritage with the requirements of our changing society and economy

Therefore, it is necessary:

- to preserve the authentic stock of buildings as limited resource and to make it become a development factor for the city,
- to maintain and to optimize the historic city's positive effects on an ecologically sustainable urban development,
- to also integrate new buildings with a sensitive quality of modern architecture,
- to make public key-investments into revalorising public spaces, streets and places,
- to set up compulsory rules for a city-specific design of necessary advertisements.

Integrated revitalisation combines protection of built-cultural heritage with requirements of changing society and economy

Integrated revitalisation is based on a continuous, process-oriented and integrated development approach

Therefore, it is necessary:

- to increase the motivation and integration of relevant stakeholders to participate in the revitalisation process and to communicate the process to the public through different "channels", starting with raising the awareness about the value up to the involvement in the decision-making process,
- to establish structures for cooperation and overall steering, joining forces at all levels to secure a successful implementation and preservation of the built-cultural heritage in support of a sustainable urban development,
- to link the expertise of the respective administrative units as well as of external experts,
- to develop one main vision as a basis for the public acceptance,
- to achieve a monitoring of the implementation and an evaluation of the process,
- to share the financial burden of the revitalisation process between the public and private actors.

Integrated revitalisation is based on a continuous, process-oriented and integrated development approach

In this respect Hist.Urban has shown that historic small- and medium-sized towns require integrated policies of urban development which are able to promote economical, social and ecologically sustainable cities. Therefore, the political commitment to the revitalisation of historic city centres and consequently to an integrated urban development policy is indispensable. Of special importance in this process is the mobilisation and activation of the property owners and their resources for the integrated revitalisation process.

There had been **further interesting outcomes**, which are presented in the annex.

Further interesting outcomes in the annex.

- 10 key messages reflecting the demands and requirements for handling the built-cultural heritage in small and medium-sized historic towns for the urban rehabilitation and ecological revitalisation (Annex 4);
- Schematic process flow for an integrated and implementation-oriented revitalisation process consisting of a sequence of 12 steps in a continuous improvement process with explanatory comments for each step: "What can/has to be done" and "On what has to be paid attention to", naming the main obstacles and (pre-)conditions for a successful integrated revitalisation (Annex 5);
- Clarification of the preconditions to be able to implement the economic opportunities from the development potentials of the built-cultural heritage (Annex 6).

INHERIT

INHERIT

The key aim of the INHERIT project (INTERREG IIIC) had been to understand the underlying processes that underpin successful heritage led regeneration. The lessons and success indicators identified had been ('Guide to successful urban regeneration through investing in heritage'):

Guidelines to successful urban regeneration

Think and Act Strategically

Think and Act Strategically

1. Value investing in heritage as a driver of urban regeneration, a catalyst for positive change and key contributor to sustainability
2. Understand 'identity of place' and integrate heritage into corporate strategy, policy development and delivery mechanisms
3. Recognise the importance of (strong civic) leadership, developing a clear overall vision and a holistic approach with appropriate governance and organisational structures (that inspires people and encourages them to get involved)
4. Ensure specialist skills and capacity are available to meet the needs of heritage led regeneration and facilitate training where necessary
5. Link benefits with the 'Lisbon' and 'Goteborg' agendas – economic growth, job creation and sustainability
6. Monitor results and quantify environmental, social and economic benefits by setting appropriate targets and measuring achievements

Focus on Identity and Diversity

Focus on Identity and Diversity

Understand the history and culture of the city, the people and the spaces to be regenerated - it is the unique culture which gives the city and its people identity and a sense of belonging. This sense of identity should be included in visual landscapes, streets, spaces, buildings. Ensure that what is valued by people in their memories and experiences are kept.

INHERIT

1. Prepare heritage 'audit' to understand context and define character and identity
2. Recognise the contribution that 'common heritage' can make to character not only assets of national or international importance
3. Understand the social value of 'identity' to local people and its appeal to visitors
4. Encourage 'diversity' as means of achieving a mix of uses, spreading activities and adding vitality and ensure new uses for old buildings are sustainable
5. Explore different cultural approaches that relate to people as well as buildings, including recent events, as focus for cultural tourism
6. Value 'quality' in terms of design and materials and welcome good contemporary design – which respect local culture and traditional skills of the area. Furthermore design should incorporate the latest energy efficiency standards.
7. Realise the potential of new technology in repairing and adapting old buildings and in interpreting and communicating the value of heritage making heritage more accessible

Guidelines to successful urban regeneration

Invest in Regeneration – especially the Public Realm

Work in Partnership

Invest in Regeneration – especially the Public Realm

1. Use public sector investment as a catalyst for wider regeneration - especially in the 'public realm' where improvements create confidence in an area and trigger further investment
2. Recognise benefits of overall spatial and transport plan that balances accessibility with enhanced space for pedestrians, cyclists and the reduction of pollution
3. Value 'quality' in design and improve surfaces using natural and other quality materials, enhance lighting, signage and interpretation and consider modernising infrastructure as part of overall plan
4. Realise opportunities for enlivening public spaces by planning creative cultural events and including public art as a way of adding vibrancy to an area and contributing to its identity
5. Recognise the value of safe, attractive and well planned public spaces in attracting visitors, encouraging community interaction and contributing to local perceptions of 'quality of life'

Work in Partnership

1. Recognise the leadership role of local authorities in valuing the respective roles of the public, private and community sectors and in promoting inclusive governance and organisational arrangements
2. Encourage community and stakeholder 'champions' to promote the benefits of investing in heritage through 'ownership' of schemes (e.g. by fully recording and closely following and displaying publicly the progress of the regenerated space and its buildings)
3. Promote public partnerships at the European, National and Regional levels as well as locally to maximise investment in heritage (e.g. by adequate and easily accessible funds and understandable regulatory framework)

4. Welcome private sector investment, aim to develop innovative public private partnerships and consider new joint approaches to funding, managing risk and delivering public benefit
5. Understand and recognise the value of community engagement in building people's sense of 'identity', 'ownership' and 'pride of place'
6. Ensure early and meaningful engagement of the community and key stakeholders (ensuring that options can be discussed and designs modified at an early stage) and develop mechanisms that inform, receive views and facilitate participation in decision making

Chorus

CHORUS's (URBACT I) ambition had been

- to exchange knowledge and experiences resulting from PPU and URBAN programmes dealing with social and cultural problematic linked to cultural heritage enhancement,
- to bring out common long lasting development strategies,
- to create an observation of politics of cultural heritage permanent think tank.

Their **conclusions** were:

- Historic heritage plays an increasingly important role in our cultures. It reflects our identities, it fashions the landscapes of the ancient centres of our cities.
- **Training as a core issue of development**: The involvement of professionals from the world of heritage conservation is both a guarantee that appropriate action will be taken in regard to heritage items, and that interesting openings will be there in future for young people to whom a range of academic careers and training opportunities is available.
- **The difficult balance between protection, development and regeneration**: At the heart of these issues is the central question of the balance between three major dimensions - protection of goods, development through appropriate utilization, and full integration into a global strategy for urban regeneration.
- **Specific funding for heritage restoration**: It is abundantly clear that heritage work requires specific funding for rehabilitation measures; these are always complex and require high level expertise combined with political will. Financial incentives are the guarantee of commitment on the part of private owners - another aspect of citizens' participation without which there can be no successful heritage program.
- **Heritage and social ties:** Participation highlights the problems of involving society as a whole in the actual dynamics of the project. It is also expressed in the cultural approach, the identity-conscious approach, which underlines today all urban regeneration projects and must stand in opposition to the standardization of historic city centres. Field work has shown that heritage can play a role in maintaining social ties and in some cases in restoring social cohesion.
- **Heritage and economic development**: Heritage can also be the impetus for sustainable economic development; however, this approach has to take place in the framework of a deliberately and specifically constructed project involving the wider territory rather than merely a particular building or neighbourhood.

Chorus

Conclusions

Training as a core issue of development

Difficult balance between protection, development and regeneration

Need for specific funding for heritage restoration

Heritage can play a role in maintaining social ties

Heritage can be impetus for economic development

- **Modern architecture as a tool for heritage development**: Modern architecture plays a major role in our cities and in some cases has been known to completely renew a city's identity. But it can also be a tool for heritage development - paradoxically, only in the context of powerful and uncompromising expression. It can be equally effective through large symbolic gestures and in ordinary daily life.
- **Industrial heritage – memory and change: a new tool for development**: Industrial heritage on the other hand, plays a role in rehabilitation and no longer in the creation of new buildings. Today industrial heritage is fully recognised as an element of heritage in its own right, one that needs to be preserved with the same care as ancient buildings with historic value. The size and flexibility of industrial sites give them special value and make them particularly effective in urban development.

Culture Network

The objective of the Culture Network (URBACT I) had been:

- to illustrate the importance of culture in regeneration policies and projects by compiling case studies and by sharing the knowledge and experiences of the partner cities,
- to study, describe and diffuse transferable models and approaches,
- to draw conclusions and recommendations to be widely diffused.

The 'Culture Network' has given following recommendations to totally benefit from the potential of cultural activities and creative industries and fulfil their regeneration potential:

General recommendation

- A new European renaissance, with cultural activities and the creative industries playing a central role in the wider development of an innovative, knowledge based economy and the regeneration of disadvantaged neighbourhoods;
- The clear and explicit recognition of this in strategic plans at all levels of public authorities: state, regions, cities;
- The development of a greater dialogue between different cultures, and an understanding of the crucial role of culture as an instrument for social integration and community cohesion;
- The incorporation of cultural and creative industry elements into city regeneration projects;
- The implementation of a cultural urban regeneration policy that tackles social and cultural exclusion and promotes cultural diversity;
- A new orientation for cultural institutions - one that is more sensitive to social issues and to cultural diversity. Public financing of culture does require greater attention to social conditions.
- A creative cultural policy based on projects with clear objectives relating to specific areas and environments, and involving people in cultural processes (artists, etc).

Culture Network

Recommendation to Cities

- Cities should regard culture as a strategic resource, and establish clear policies for its development that integrates it with a wider strategy for regeneration, linking economic, social and physical objectives. Culture should also be recognised as a resource for addressing the challenge of diversity.
- Cities should elaborate a long-term vision for culture that engages policy makers, city officials, artists, the voluntary sector and other citizens.
- The cultural policies of cities should value cultural heritage and creativity in equal measure. Cultural heritage is not only physical buildings, but also includes the diversity of local cultures. Enhancing creativity is strongly linked with arts education.
- A key role for city government is to enable individuals to develop their projects. Partnership with civil society is therefore essential. Cities need long-term funding for cultural projects organised by both professional and non-professional artists.
- Cities need good quality infrastructure for culture and creativity. This includes a well-balanced distribution of cultural facilities in different parts of the city. Public spaces are needed for citizens to meet and interact.
- The city council's organisational chart and planning documents need to reflect the role of culture in urban development. A direct relationship between cities' cultural departments and departments for city planning should be encouraged. Cities should also aim to improve the synergies between their educational and cultural policies.
- Civil society and grass-roots associations need to be involved in the process of designing and elaborating new urban spaces and cultural facilities. Participative methodologies can legitimise or improve a project, and provide opportunities to strengthen the values that articulate cities and communities. There will, however, be a need to manage the interaction between citizens and cultural experts.

Recommendation to Cities

Recommendations to Regional Governments

Recommendations to National Governments

Recommendation to Regional Governments

- The regional level should ensure the coherence of local policies, and in particular coherent spatial planning. Regional strategy should recognise the different roles of the regional metropolis and of medium-sized or small cities, and support cultural development in all of them in a way that reflects their different roles.
- The distribution and exchange of information between the parties responsible for the realisation of projects should be promoted through the establishment of a regional information centre.
- Training can be provided for the cultural mediators and elected officials involved in the urban regeneration policies. Particular attention should be paid to the training of intercultural mediators from various cultural communities within the region.

Recommendation to National Governments

- Effective development of urban culture requires closer and more substantial collaboration between the city authority and different departments of the state administration.
- Governments can provide guidance for the elaboration of local cultural strategies based on the needs of the cities. Inter-ministerial programs be-

Culture Network

tween Ministries for Culture and other Ministries should be designed and implemented.

- Municipal borders often no longer reflect modern social, economic and cultural relationships. Ministries for Local/Public Administrations or equivalent should foster inter-municipal cooperation to give political coherence to contemporary cities.
- Governments should support the training of mediators and of those responsible for developing cultural activities - for example, through a diploma recognised at a national level in partnership with universities.
- Internet portals, observatories and laboratories should be created at a national level for a better dissemination of examples, case-studies and good practices.

Recommendation to the EU

Recommendation to the EU

- A European cultural strategy should become a part of the wider European strategy for competitiveness, growth and social cohesion. Several DCs, as well as the European cultural civil society, must be involved in its elaboration and implementation.
- The European Cultural Strategy should be based primarily on cities. Evidence shows and it is widely recognised, that the city is the best engine for improved national and European growth and competitiveness when it develops a cultural strategy.
- The EU should begin a dialogue with European cities on the development and implementation of an explicit urban regeneration policy, incorporating cultural strategy and policies, at the European level. This should include a coherent set of principles connected to long term programs and funding schemes. This policy should reflect a shift in core concepts from "urban regeneration" towards "urban development".
- Culture policies and projects should be incorporated into a number of European programs including, but not limited to, the urban programs. Social and educational measures will be required as well.
- The structural funds:
  - Should encourage cities to include culture as a part of their urban strategies, and should promote the mobility of different cultural actors - from artists to city officers working in the field.
  - Should also create a European learning platform for cities to exchange experiences on each specific type of infrastructure: museums, libraries, cultural centres, etc.
  - Could encourage cities, regions and states to invest in cultural "engines" linked to urban regeneration programs. Some co-funding could be provided in special cases.

Resolutions, charters and declarations targeting at historic urban areas to be found in the annex

Besides EU-funded projects on „urban cultural heritage“, several **resolutions, charters and declarations** have been adopted the last years targeting directly at the further development of historic urban areas. Some of them are presented in Annex 7.

2.2 Added value of preserving and developing historic urban landscapes

Added Value

There are several benefits of preserving and further developing the historic urban landscapes assets, contributing to the Lisbon and Gothenburg goals.

Preservation of historic urban landscapes contributes to Lisbon and Gothenburg goals

Economic Dimension

The revitalisation of historic urban areas with their cultural heritage contributes to the creation of jobs, businesses development and economic growth through

Economic dimensions

- work generated for local businesses by the labour intensive repair and renovation of the historic fabric,
- the need for specialist skills training,
- the improved location quality (heritage environment/ infrastructure) for business activities (establishment of new businesses in particular in the cultural, tourism and creative sector) and as location factor for investments,

Social and cultural dimension

- rehabilitated old buildings which provide special places for businesses,
- attracting visitors, tourists and highly-skilled workers through the attractiveness and uniqueness of the place,

Environmental dimension

- acting as catalyst for the revitalization of the wider area, attracting local as well as external investment and stimulating the creation of new developments.

Social and Cultural Dimension

Revitalised historic urban areas contribute

- to recuperate patrimonial value,
- to provide a place of distinctiveness to live and work,
- to give local identity, local pride and increased community spirit through the unique character,
- to provide a safe environment,
- to improve the quality of life,
- to learn and know about our history and society,
- to give place to local cultural activities,

thus attracting new and old inhabitants of all generations and social groups.

Environmental Dimension

The maintenance and reuse of the historic fabric, in particular of historic buildings and the historic centre contributes to the efficient handling of natural resources through

- reducing the need/ consumption of new materials (e.g. for construction),
- reducing further land consumption (use of already used areas/ surfaces),
- securing the “city of short ways” (historic urban areas show generally a compact urban structure and are localted in the city centre or nearby, reducing the length of transport ways/ less commuting,
- Attractive historic urban areas contribute to the mitigation of suburbanisation trends (people stay and life in the centre).

Summarizing, well preserved historic urban landscapes contribute strongly to the local and regional competitiveness and attractiveness for inhabitants, businesses and tourists in the global competition, supporting the Lisbon and Gothenburg goals.

3 Status-quo of the Partner Towns

The URBACT network HerO unites 10 towns from different size which feature unique historic urban landscapes and the need to develop and implement *integrated* cultural heritage management systems as innovative tool to balance and coordinate the different demands and interests on historic urban landscapes to support a sustainable, future-oriented urban development, which combines the preservation of the historic urban landscape with the socio-economic development.

3.1 Brief description of the historic urban landscapes

Historic urban landscapes

Graz

Graz

128 km²

250,000 inhabitants

Historic centre with architecture ranging from Gothic to Contemporary

Historic centre: 1.8 km², 4,450 inhabitants)

Graz with a population of around 250,000 is the second-largest city in Austria and the capital of the federal state of Styria. It covers an area of 128 km². The city is situated on the Mur river, in the south east of Austria. Graz's "Old Town" is one of the best-preserved city centres in Central Europe. In 1999, it was added to the UNESCO list of World Cultural Heritage Sites due to the harmonious co-existence of typical buildings from different epochs and in different architectural styles. All this is vividly illustrated by the squares, streets, narrow alleyways, facades, courtyards and particularly in the uniquely preserved roofscape. The WHS site measures 1.8 km², with around 4,450 inhabitants. Being situated in a cultural borderland between Central Europe, Italy and the Balkan States, Graz absorbed various influences from the neighbouring regions and thus received its exceptional townscape. Today the old town consists of over 1,000 buildings, their age ranging from Gothic to Contemporary.

The most important sights in the old town are Schloßberg (site of demolished fortress); Neue Gallerie (Museum of art); Schloßbergbahn (funicular railway up the Schloßberg); Landhaus (a palace in renaissance style); Landeszeughaus (armoury, the largest of its kind in the world); Schauspielhaus (principal theatre); Dom (cathedral, a rare monument of Gothic architecture); Mausoleum of Emperor Ferdinand II (most important building of Mannerism); Rathaus (town hall); Burg (castle complex with Gothic double staircase); Gemaltes Haus ("painted house", completely covered with frescos); Kunsthaus (museum of modern art); Murinsel (artificial island in the Mur).

Further information: http://en.wikipedia.org/wiki/Graz

Liverpool

Liverpool

112 km²

436,000 inhabitants

Waterfront with historic commercial port including docks, warehouses and major civic buildings and monuments

Historic urban area: 1.36 km², 1,850 inhabitants

Liverpool is a city and metropolitan borough of Merseyside, England, along the eastern side of the Mersey Estuary. It was founded as a borough in 1207 and was granted city status in 1880. Liverpool has a population of 436,000, covering an area of 112 km². The historic urban area corresponds to the UNESCO World Heritage site (WHS), covering an area of 1.36 km² with 1,850 inhabitants. Including the buffer zone of the WHS the area measures 7.5 km² with 7,900 inhabitants.

Liverpool contains over 2,500 listed buildings (of which 26 are Grade I listed and 85 are Grade II listed), 10 historic parks and gardens and 4 scheduled Ancient monuments. In 2004, Liverpool's waterfront was declared as UNESCO World Heritage site, reflecting the supreme example of a commercial port of the 18th and 19th centuries. The historic waterfront includes docks and monumental dockside warehouses, the historic commercial centre of shipping offices and smaller inland warehouses and the historic cultural quarter of major civic buildings and monuments, but few historic dwellings. The Buffer Zone includes the city's main retail area, residential areas, mixed city-fringe areas, universities and much redundant former dockland.

The docks are central to Liverpool's history. By the early 19th century, 40% of the world's trade passed through Liverpool's docks, contributing to Liverpool's rise as a major city. Today, many docks have lost their former function. They have been redeveloped or are derelict sites. The best-known dock is Albert Dock: It is the first enclosed non-combustible dock warehouse system in the world and is built in cast iron, brick and stone. Restored in the 1980s, the Albert Dock is the largest collection of Grade I listed buildings in Britain. Part of the old dock complex is now the home to the Merseyside Maritime Museum (an anchor point of the European Route of Industrial Heritage), the International Slavery Museum and the Tate Liverpool. Other relic of the dock system include the Stanley Dock Tobacco Warehouse, which at the time of its construction in 1901, was the world's largest building in terms of area, and is still the world's largest brick-work building. The Pier Head is the most famous image of Liverpool, the location of the "Three Graces", three of Liverpool's most recognisable buildings: The Royal Liver Building, built in the early 1900s and surmounted by two bronze domes with a Liver Bird (the symbol of Liverpool) on each; the Cunard Building, the headquarters of the former Cunard shipping company; the Port of Liverpool Building, the home of the former Mersey Docks and Harbour Board which regulated the city's docks. They were built on the site of the former George's Dock and Manchester Dock. Kings Dock immediately south of the Albert Dock is the site of the Liverpool Echo Arena and BT Convention Centre which officially opened in 2008.

Further information: http://en.wikipedia.org/wiki/Liverpool

Lublin

Lublin is the biggest city in eastern Poland and the capital of Lublin Voivodeship with a population of 345,000, covering a surface of 148 km². It is Poland's ninth largest city. The first permanent settlements on the Lublin site were established in the early Middle Ages.

Lublin's Old Town, is one of the finest urban complexes of its kind in Poland, most of which has been preserved in its original shape. It covers an area of 0.12 km² with around 3,000 inhabitants, with 98 listed buildings in the fully preserved medieval urban layout adjusted to natural landscape, with visible line of city walls. The newly renovated Lublin Castle boasts an incredible Trinity Chapel of gothic structure and wall-paintings of Byzantine tradition. Between 1578 and 1795 Lublin hosted the Polish Crown Tribunal of an authority of highest court. That fact had an influence on the further development inside and outside of the City walls. The Old Town Hall in the Market Square has been enlarged as a place of the Tribunal with a classic architecture. It is surrounded by much older burgher houses and narrow, cobbled and winding streets and alleys. Important historic buildings are the Dominican Church and Monastery Complex, Grodzka and Cracow Gates and the Trinitarian Tower - one of the most characteristic city landmarks. The Cracow Gate - Lublin's architectural symbol – has for centuries served as the main entrance to the Old Town. Erected in the second half of the 14th century along with fortified walls, it has retained its original Gothic elements, Renaissance superstructure and a Baroque topping.

Along XVI, XVII and XVIII monasteries, small palaces and manors have been located outside the line of the City walls to host people coming to Lublin Tribunal, with urban layout adjusted to this important public role. The Old Town together with the oldest structures surrounding are considered the Monument of Polish History, The same area with wider historic urban context is listed as "regular" historic monument and site and the number of listed buildings and sites within this area is 234. The Trinity Chapel, Dominican Monastery and the Monument of the Polish-Lithuanian Union have been enrolled in the European cultural heritage list (www.mdk2.lublin.pl/SymboleLublina/index.php?a=9).

Further information: http://en.wikipedia.org/wiki/Lublin

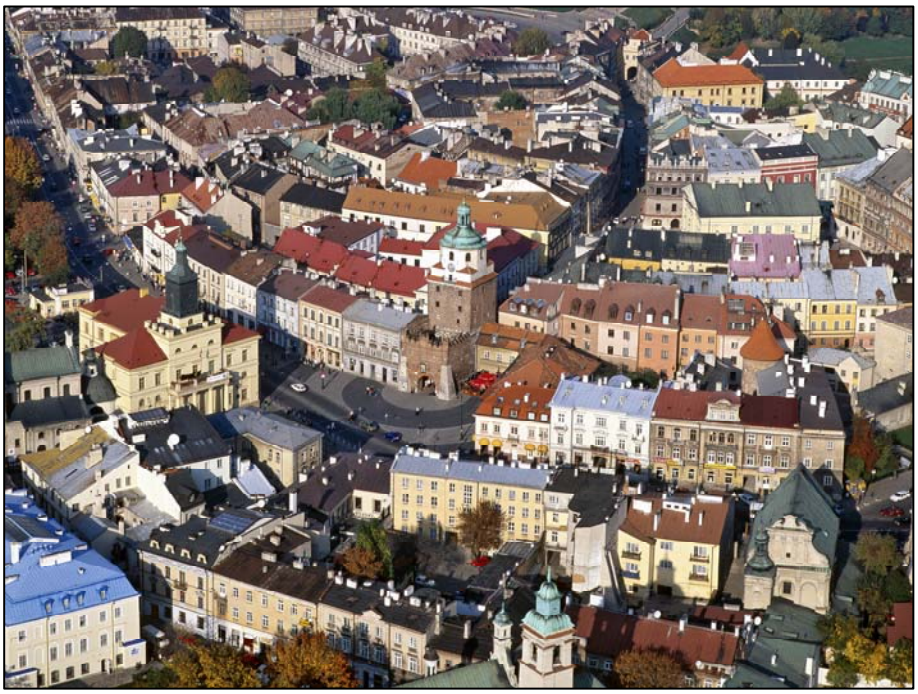
Lublin

148 km²

345,000 inhabitants

Old Town with narrow cobbled streets and burgher houses

Historic centre: 0.12 km², 12,000 inhabitants



Naples

Naples is the third largest city in Italy, the capital of the Campania region and the main city of southern Italy. In Naples live 975,000 inhabitants on 117 km². The metropolitan area of Naples is the second most populated in Italy. The city is noted for its rich history, art, culture and gastronomy, playing an important role throughout much of its existence; it is over 2,500 years old. Naples is located halfway between two volcanic areas, the volcano Mount Vesuvius and the Phlegraean Fields, sitting on the coast by the Gulf of Naples.

The historic centre is listed since 1995 as UNESCO World Heritage Site. It covers an area of 7 km² with 300,000 inhabitants. The most prominent forms of architecture in Naples are from the Medieval, Renaissance and Baroque periods. The Greek-Roman road network was preserved until now. A striking feature of Naples is the fact that it has 448 historical churches, making it one of the most Catholic cities in the world.

Further information: http://en.wikipedia.org/wiki/Naples

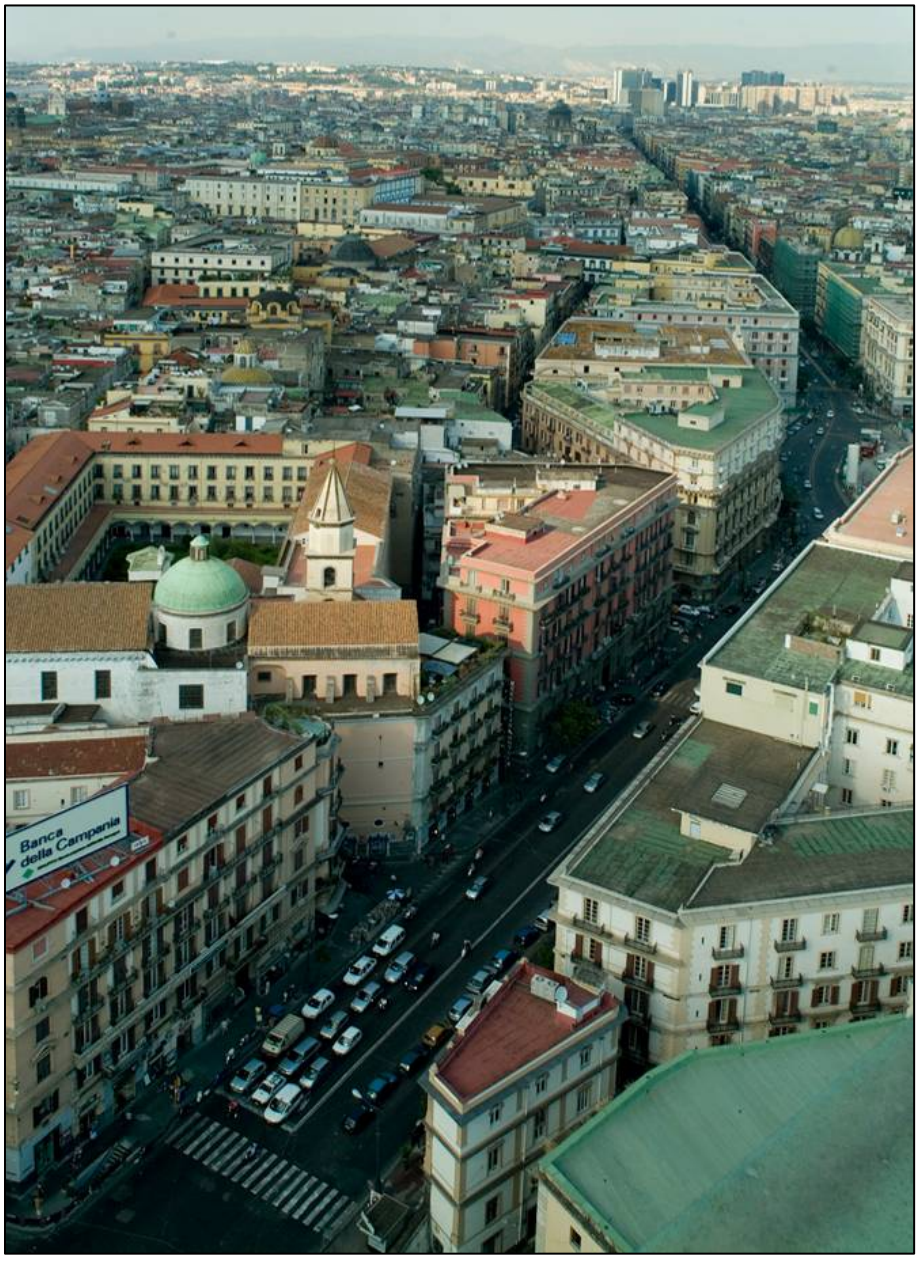
Naples

148 km²

975,000 inhabitants

Historic centre with architecture from the Medieval, Renaissance and Baroque periods

Historic centre: 7 km², 300,000 inhabitants



Poitiers

Poitiers

42 km²

89,000 inhabitants

Old Town with architecture of the Romanesque period

Historic centre: 2 km², 17,500 inhabitants

Poitiers is a town on the Clain River in west central France. It is a commune and the capital of the Vienne department and of the Poitou-Charentes region. Its population is around 89,000 and the town measures 42 km². The town is interesting for the remains of ancient architecture, especially of the Romanesque period. The old town occupies the slopes and summit of a plateau which rises 40 m above the level of the streams by which it is surrounded on three sides. The old town covers an area of 2 km², in which 17,500 people life; 1 of every 3 people in Poitiers is under the age of 30 and 1 of every 4 people in Poitiers is a student. Close to Poitiers is the famous leisure park 'Futuroscope'.

Most important sites are: Notre-Dame-La-Grande Church (11th-12th Century); Saint Peter's Cathedral (12th-13th Century); Saint-John's Baptistery (4th-9th Century); Law courts (12th-14th Century); Saint-Hilaire's Church (World Heritage monument on the pilgrim's road to Santiago de Compostela); Saint-Radegonde's Church (11th-15th Century).

Further information: http://en.wikipedia.org/wiki/Poitiers; www.mairie-poitiers.fr

Regensburg

Regensburg is a city in Bavaria, Germany, located at the confluence of the Danube and Regen rivers, at the northernmost bend in the Danube. Regensburg is the capital of the Bavarian administrative region 'Upper Palatinate'. Its population is about 145,000, the towns measures 81 km². The first settlements in Regensburg date to the Stone Age. The Celtic name 'Radasbona' was the oldest name given to a settlement near the present city. The large medieval centre of the city with well preserved original basic outline of the 14th century is since 2006 a UNESCO World Heritage Site. It covers an area of 1.83 km² with 15.000 inhabitants and 984 monuments. Public buildings, private residences and the imposing grounds of churches, monasteries and religious foundations contribute to an authentic picture of medieval urban culture and architecture.

The most important cultural heritage sites are: The *Dom* (Cathedral, very interesting example of pure German Gothic, it counts as the main work of Gothic architecture in Bavaria); the Stone Bridge (built 1135–1146, a highlight of medieval bridge building); the Church of St. James (a Romanesque basilica of the 12th century); the old parish church of *St. Ulrich* (a good example of the Transition style of the 13th century); the church of *Obermünster* and the abbey church of *St. Emmeram (*examples of Romanesque basilica style); the Town Hall (dating in part from the 14th century); St. Emmeram's Abbey (huge castle owned by the Thurn and Taxis family).

Further information: http://en.wikipedia.org/wiki/Regensburg

Regensburg

81 km²

145,000 inhabitants

Medieval Old Town with well preserved original basic outline of the 14th century.

Historic centre: 1.83 km², 15,000 inhabitants

Sighişoara

Sighişoara is a city on the Târnava Mare River in Mureş County, Romania. Located in the historic region Transylvania, The urban area of Sighişoara covers 11 km² with a population of 36,000. During the 12th century, German craftsmen and merchants known as the Transylvanian Saxons were invited to Transylvania by the King of Hungary to settle and defend the frontier of his realm. The chronicler Krauss lists a Saxon settlement in the actual Sighişoara by 1191.

Sighişoara is a testimony to the culture of Transylvanian Saxons through its architectural and urban monuments and an outstanding example of a small fortified and still inhabited town (citadel) in the border region between the Latin-oriented culture of central Europe and the Byzantine-Orthodox culture of south-eastern Europe. The site is listed as UNESCO World Heritage Site since 1999 with authentic medieval architecture and the old town at its entrance. The area covers 0,3 km² with 8,000 inhabitants living in it. The most interesting cultural heritage sites are: The Clock Tower (64m high tower built in 1556); the Covered Staircase (very old stone staircase with a wooden roof along the whole span, leading up to the Church and the cemetery); the church on the hill.

Further information: http://en.wikipedia.org/wiki/Sighisoara

Sighisoara

11 km²

36,000 inhabitants

Well preserved and inhabited fortified citadel with medieval architecture

Historic centre: 0.3 km²; 8,000 inhabitants

Valencia

Valencia

135 km²

800,000 inhabitants

Historic centre with Gothic, Baroque and Romanesque architecture

Historic centre: 1.73 km², 25,500 inhabitants

Valencia is the capital of the Spanish autonomous community of Valencia and its province. It is the third largest city in Spain. The estimated population of the city of Valencia is 800,000, covering an area of 135 km². The city was founded by the Romans in 138 BC on the site of a former Iberian town, by the river Turia.

Valencia's historic centre comprises five districts with a population of 25,500 inhabitants and an area of 1.73 km². The ancient winding streets of the Barrio del Carmen contain buildings dating to Roman and Arabic times. The Cathedral, built between the 13th and 15th century, is primarily of Gothic style but contains elements of Baroque and Romanesque architecture. Beside the Cathedral is the Gothic Basilica of the Virgin (Basílica De La Virgen De Los Desamparados). The 15th century *Serrano* and *Quart* towers are part of what was once the wall surrounding the city. UNESCO has recognised the Late Gothic silk exchange (*La Lonja de la Seda*) as a World Heritage Site. The modernist Central Market (*Mercado Central*) is one of the largest in Europe. The main railway station *Estación Del Norte* is built in art deco style.

Outside or attached to the historic centre are further historic districts as i.e. Russafa district, spread over 0.87 km² with a population of 24,900 and with "Ensanche typology" (19th century).

Further information: http://en.wikipedia.org/wiki/Valencia%2C_Spain

Valletta

Valletta

0.8 km²

6,300 inhabitants

Well Historic town (peninsula) with mainly Baroque character, fed by two natural harbours

Historic centre: 0.8 km²; 6,300 inhabitants

Valletta is the capital city of Malta. The city has a population of 6,300, living on an area of 0.8 km². It is located in the central-eastern portion of the island of Malta. The foundation stone of Valletta was laid by the Order of Saint John on 28 March 1566. It was one of the first cities in Europe built on a grid symmetrical plan.

The Valletta peninsula, which is flanked by the two extensive natural harbours of Marsamxett and the Grand Harbour, is Malta's major port; a cruise-liner terminal has been built recently in the Grand Harbour, along the old sea-wall. Valletta's urban area boasts many buildings from the 16th century and onwards, but most of them were built during the time of the Knights of St. John of Jerusalem. Valletta and its fortifications are in general Baroque in character. However, it has elements of Mannerism and Neo-Classical architecture located in selected areas. The war left major scars on the city. In 1980 the City of Valletta was listed as UNESCO World Heritage Site.

The city contains several buildings of historic importance, amongst which are St John's Co-Cathedral (formerly the Conventual Church of the Knights of Malta); the Auberge de Castille et Leon (formerly the official seat of the Knights of Malta, now the office of the Prime Minister of Malta); the Magisterial Palace (formerly the seat of the Grand Master of the Knights of Malta, now housing the Maltese Parliament and the offices of the President of Malta); the National Museum of Fine Arts (Rococo palace dating back to the late 1570s); the National Museum of Archaeology; the Manoel Theatre (constructed in 1731, one of the oldest working theatres in Europe); the Mediterranean Conference Centre (formerly the Sacra Infermeria, built in 1574, one of Europe's most renowned hospitals during the time of the Knights of Malta); the fortifications themselves (series of bastions, demi-bastions, ravelins and curtains, approximately 100 metres high).

Further information: http://en.wikipedia.org/wiki/Valletta

Vilnius

Vilnius is the largest city and the capital of Lithuania, with a population of 554,000, sizing 400 km². It is situated in south-eastern Lithuania at the confluence of the Vilnia and Neris Rivers. The city was first mentioned in written sources in 1323, in letters of Grand Duke Gediminas that were sent to citizens of Western European towns and invited craftsmen, merchants and monks to settle in the capital city. In 1387, the city acquired city's self-government rights.

Vilnius's Old Town is one of the largest in Europe (3.51 km², 20,000 inhabitants). The most valuable historic and cultural sites are concentrated there. The buildings in the old town – there are nearly 1,500 – were built over several centuries, creating a blend of many different architectural styles. Although Vilnius is known as a Baroque city, there are examples of Gothic (e.g. St Anne's Church), Renaissance and other styles. The main sights of the city are Gediminas Castle and Cathedral Square, symbols of the capital. Owing to its uniqueness, the Old Town of Vilnius was inscribed on the UNESCO World Heritage List in 1994. There are more than 40 churches in Vilnius. Vilnius was developed around its Town Hall. The main artery, Pilies Street, links the castle's area and the Town Hall. Other streets meander through the palaces of feudal lords and landlords, churches, shops and craftsmen's workrooms. Narrow, curved streets and intimate courtyards developed in the radial layout of medieval Vilnius.

Further information: http://en.wikipedia.org/wiki/Vilnius

Vilnius

400 km²

554,000 inhabitants

Historic centre in mainly Baroque style with examples of Gothic and Renaissance

Historic centre: 3.51 km²; 20,000 inhabitants

Table 1: Population, size and historic urban landscapes of the partner towns

	Town		Historic area		
Town	Inha-bitants	Size	Inha-bitants	Size	Historic urban landscape
Graz	250,000	128 km²	4,450	1.8 km²	Historic centre with architecture ranging from Gothic to Contemporary
Liverpool	436,000	112 km²	1,850	1.36 km²	Waterfront with historic commercial port including docks, warehouses and major civic buildings and monuments
Lublin	345,000	148 km²	3,000	0.12 km²	Old Town with narrow cobbled streets and burgher houses
Naples	975,000	117 km²	300,000	7 km²	Historic centre with architecture from the Medieval, Renaissance and Baroque periods
Poitiers	89,000	42 km²	17,500	1.96 km²	Old Town with architecture of the Romanesque period
Regensburg	145,000	81 km²	15.000	1.83 km²	Medieval Old Town with well preserved original basic outline of the 14th century.
Sighisoara	36,000	11 km²	8,000	0.3 km²	Well preserved and inhabited fortified citadel with medieval architecture
Valencia	800,000	135 km²	25,500	1.73 km²	Historic centre with Gothic, Baroque and Romanesque architecture
Valletta	6,300	0.8 km²	6,300	0.8 km²	Historic town (peninsula) with mainly Baroque character, fed by two natural harbours
Vilnius	554,000	400 km²	20,000	3.51 km²	Historic centre in mainly Baroque style with examples of Gothic and Renaissance

3.2 Key problems, challenges and thematic focuses

Key problems, challenges and thematic focuses

In this sub-chapter the general key problems, challenges and thematic issues the partners want to deal with on local level within the HerO topic are presented. Special focus is taken on the issues "Visual integrity" and "Integrated revitalisation to balance/ adapt the use of the cultural heritage assets to the different stakeholder needs" as they are crucial topics for the preservation and further development of historic urban landscapes to dynamic, attractive and competitive economic, cultural and social centres for inhabitants, visitors, tourists and entrepreneurs to live in, to work in, to shop in and to invest in.

Crucial topics

"Visual integrity"

"Integrated revitalisation to balance/ adapt the use of the cultural heritage assets to the different stakeholder needs"

Graz

Graz

In Graz exists the conflict between preservation and socio-economic development. On the one hand the historic Old Town has to be preserved (because indirectly it contributes to the location quality of the city for economic, commercial and tourism activities); on the other hand the interests of the economy (entrepreneurs and investors) have to be respected in order to achieve a vital Old Town. The challenge for the city is to preserve the historic ensemble, keeping its unique identity, according to the legal framework, but also to enable certain flexibility for the socio-economic development to keep public life and city functions in the city centre.

Integrated revitalisation/ balancing the needs

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To improve the accessibility and mobility for the inhabitants in the historic centre (often no parking space close to the buildings);
- To keep a good mixture of traditional local stores and chain stores (when a traditional store closes, a chain store moves in because the pay higher rent);
- To ease the adaptation of constructive structures to the needs of commercial activities;
- To improve public and private open space for non-commercial leisure/ free time activities;
- To reduce the disturbance of the inhabitants through events and gastronomy in the historic centre.

Improving (alternative) mobility and accessibility

Supporting/ attracting (local) economy/ balancing traditional and chain stores

Improving public and green space/ recreational facilities

Community involvement/ stimulation of cooperation/ PPP

Improvement of institutional/ management structures

Development/ review of Management Plans for historic urban landscapes

Further Graz is going to **focus on following issues**:

- Setting up new structures for the management and maintenance of the historic centre;
- Reviewing of the procedures/ instruments of the management plan, applying them in practice;
- Institutionalising the handling of the management plan and master plan;
- Stimulating public-private partnership for the revitalisation process/ projects through business and housing improvement districts (BID and HID).

Liverpool

Liverpool suffered from economic and functional obsolescence during the second half of the 20th century as the port and industrial base declined, resulting in population loss and severe social, economic and environmental problems. The loss of population and decline in the economy of the city resulted in inadequate demand and maintenance on the city's historic buildings. The recent increase in public and private investment improved the economy and environment of the city but has been concentrated in the city centre. Major challenges for Liverpool is to ensure that the regeneration benefits are spread beyond the city centre and that the city's historic environment is adequately conserved and continues to be a key driver in the city's regeneration. Further an appropriate and equitable balance between conservation of the historic environment and delivering appropriate new buildings has to be achieved.

Liverpool

Recent increase in public and private investment improved the economy and environment of the historic centre

Pressure on the historic urban fabric

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To preserve historic buildings at risk of deterioration (providing guidance);
- To incite owners who are absentee, have unrealistic expectations and/or limited interest in cultural heritage or capacity to carry out repairs;
- To control attic extensions and roof-top plant;
- To ensure that the design of new developments (architecture) respects its historic, spatial and townscape characteristics of its setting, achieving an exciting and balanced blend of historic and contemporary buildings, public spaces and townscape;
- To protect the key views and the views of landmark buildings;
- To ensure that the scale of new development does not dominate the historic character of the site;
- To animate the redundant dock water-spaces without damaging their visual and historic integrity.

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Proper integration of new architecture/ developments

Protecting key views and the views of landmark buildings

Liverpool

Integrated revitalisation/ balancing the needs

Finding/ achieving new uses for derelict buildings/ sites

Connecting historic area with surrounding

Community involvement/ stimulation of cooperation/ PPP

Development/ review of Management Plans for historic urban landscapes

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To reconnect the city centre with the waterfront and attracting the water-front;
- To create a positive image and identity;
- To find and achieve sustainable new uses for redundant historic buildings, docks and sites (industrial obsolescence).

Further Liverpool is going to **focus on following issues**:

- To establish a refreshed vision, objectives, principles and actions for the future management of the historic urban landscape;
- To improve the management of change and preservation of the historic urban landscape;
- To improve the understanding of the local community of its heritage and historic environment as well as its engagement in the management and preservation of it. As well as to convince the development industry that the heritage is an opportunity and not a threat.

Lublin

Upgrading of the historic urban texture has been one of the municipal priorities and is advancing constantly

Lublin

The historic urban area has blossomed since the Middle Ages, when Lublin was one of the main cities of the Kingdom. The decline of the city importance during the 19th and 20th century led on the one hand to the slow decline of the ancient urban texture (but with relatively little destruction or "modernisation" due to the lack of economic development pressure); on the other hand this came along with growing social and structural problems. Since the 1990s the upgrading of the historic urban texture (infrastructure and public space) has been one of the municipal priorities and is advancing constantly. A major challenge, besides the further revitalisation of the Old Town, is the re-development of the surrounding historic city centre in accordance with the historic urban texture, using the historic urban landscape as asset.

Lublin

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To incite the qualitative rehabilitation and maintenance of private owned historic buildings (protecting the cultural heritage values; upgrading the living standards/ housing infrastructure e.g. greened backyards, improved sanitation facilities, etc.). There is the problem that some of the historic buildings belong to low-income owners, which thus have difficulties in financing the necessary rehabilitation and preservation work;
- To regulate the advertisement/ commercial signs in public space in accordance with the historic urban landscape needs;
- To implement the visual integrity requirements into plans and regulations;
- To raise the awareness and present the cultural heritage values to owners, inhabitants and tourists.

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Raising the awareness by relevant stakeholders

Advertisement/ commercial signs in public space

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- Redeveloping the area north of the Old Town (the former Jewish quarter at the bottom of the castle) for new functions for the historic centre as it has become a site of temporary structures and small businesses. A large part of the area is occupied by the disorganised regional bus station, which should be replaced to the area of the railway station to create better development conditions for the city centre;
- To provide a good connection between the railway station and the historic centre;
- To provide multimodal public transport and parking space around the historic centre, improving the accessibility and reducing the traffic inside the historic centre;
- To involve the stakeholders in the revitalisation process and the maintenance of the cultural heritage (achieving lasting cooperation (PPP) and understanding of each other needs);
- To support local small and medium sized enterprises as well as attracting new businesses and functions to the city centre;
- To secure the housing function in the Old Town and city centre: Often after rehabilitation housing space is turned into commercial space (e.g. hotels, bank, restaurants, etc.) because a higher rent can be achieved;
- To secure that former low and middle income households can (at least partly) stay in their apartments after renovation works (rents often rise so high that they can not afford to stay in the Old Town);
- To improve public and green space with recreation facilities;
- To set up efficient institutional structures in support of the integrated revitalisation and management of the cultural heritage as well as in support of actions from private stakeholders.

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Supporting/ attracting (local) economy/ balancing traditional and chain stores

Securing the housing function/ social mixture

Improving public and green space/ recreational facilities

Connecting historic area with surrounding

Community involvement/ stimulation of cooperation/ PPP

Improvement of institutional/ management structures

Naples

Naples

Naples historic centre is densely populated, mainly with low-income households. This comes along with low level of education going along with an unemployment rate of 17,8% (lack of employment perspectives, in particular for the youth, leading to heavy social problems: black labour and crime). Naples challenge for the historic urban landscape is its sustainable revitalisation (strong rehabilitation needs), avoiding gentrification and preserving the cultural identity of the area at the same time.

Strong rehabilitation needs

Avoiding gentrification and preserving the cultural identity at the same time

Naples

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To secure a qualitative rehabilitation and maintenance of historic buildings and monuments, both public and private, which are in decay (low quality of housing);
- Creation of financial products/ instruments/ programs to stimulate the proper rehabilitation of private historic buildings;
- To ensure that the design of new developments (architecture) respects the historic, spatial and townscape characteristics of its setting in a contemporary manner (quality standards).

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Proper integration of new architecture/ developments

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To improve the precarious environmental conditions e.g. high level of acoustic and atmospheric pollution due to high level of individual (car) traffic (lack of good alternative transport means);
- To secure traditional shops and retail trade structure as these are struggling to survive (people shop in out-of inner city shopping malls);
- To set up new governance structures for a better coordination of the revitalisation activities.

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Supporting/ attracting (local) economy/ balancing traditional and chain stores

Improvement of institutional/ management structures

Further Naples is going to **focus on following issues**:

- Re-development of large-scale buildings;
- Development of the general plan for the integrated revitalisation of the historic centre, together with a Management Plan for the cultural heritage.

Development/ review of Management Plans for historic urban landscapes

Revitalisation of large-scale buildings

Poitiers

Poitiers is an administrative city (regional and county capital) with a highly sophisticated economy based on different services and industries. Further it has a famous university, which accounts to the large number of students in relation to the rest of the population. The close by science, technology, education and entertainment park 'Futuroscope' (25 km) attracts 1.5 Mio. visitors/ year. These conditions result in a low unemployment rate. Despite the economic success, the maintenance of the cultural heritage and turning it into a stronger economic asset could be improved. To this belongs

- To work out the role of the historic centre for the entire town and its relations;
- To connect the urban cultural heritage with the natural heritage around the city.

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To integrate contemporary architecture without harming the historic, spatial and townscape characteristics.

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To promote and provide multimodal, alternative public transport in the historic centre (mobility);
- To improve the accessibility for handicapped and make them able to experience the cultural heritage;
- To develop long-term cooperation between stakeholders and involve them, in particular property owners, in support of the further development of the historic urban landscape;
- To maintain the level of economic activities in the historic centre (some economic activities shifted out of the town centre; out-of inner city shopping malls pressure the inner city retail trade, which looses traditional stores, being replaced by chain stores);

Poitiers

Economic successful town

Maintenance of the cultural heritage and turning it into economic asset could be improved

Visual integrity

Proper integration of new architecture/ developments

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Securing multi-functionality/ balancing the different needs

Supporting and attracting (local) economy/ balancing traditional and chain stores

Securing the housing function/ social mixture

Connecting historic area with surrounding

Attracting tourism/ dealing with the impacts of tourism

Presenting the historic urban landscape to tourists and inhabitants

Improving energy efficiency of historic urban fabric

Community involvement/ stimulation of cooperation/ PPP

- To keep the historic centre alive (mainly service activities are there; there is a lack of free time services as bars, restaurants, etc. to keep life also at night; further during the 3 months students' summer break, the students leave town going home to save rent – the flats are over this time tenant-less);
- To prevent the historic centre from gentrifying (so far a good social mixture could be maintained);
- To present the historic urban landscape in a new way to inhabitants and tourists (e.g. through using visual/ digital arts and techniques which are used in the 'Futuroscope' park or are developed by the university).
- To attract more tourism to the historic centre and prolong their stay by linking the historic centre with the 'Futuroscope' park and natural attraction of the surrounding (in comparison just few tourists come to visit the historic centre, most of them stay only at the 'Futuroscope' park); for that they have to develop a (regional) marketing strategy and to improve the tourism infrastructure (e.g. more 3-4 star hotels);
- To better manage the historic urban landscape and its development (balancing the preservation needs with the future-oriented development needs);
- To reduce the CO_2 emission of the historic centre e.g. through improvement of the energy efficiency of historic buildings.

Regensburg

Regensburg historic centre is in very good conditions. Most buildings are professionally restored and the heritage values are preserved. There is a vital mixture of housing, retail facilities and restaurants. Nevertheless, Regensburg's major task is the management to maintain its cultural heritage values. Further the overall city is growing rapidly increasing steadily the pressure on the housing market. The demand for new infrastructure, modern buildings to house new communal functions and improvement of the public transport scheme needs is increasing and has to be well-balanced with the protection of the tangible and intangible cultural heritage assets.

Regensburg

Historic centre in very good conditions

Major task is management to maintain its cultural heritage values and balance the development and preservation needs

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To develop and implement new instruments to preserve the visual integrity of the historic urban landscape;
- To integrate new architecture into the historic cityscape without harming the historic, spatial and townscape characteristics;
- To develop a methodology to adjust large-scale projects to the development needs of the historic urban landscape and to decide about their importance;
- To integrate large-scale structures (e.g. large-scale retail) in the small-scale historic structure;
- To integrate new telecommunication infrastructure in the historic centre;
- To communicate the cultural heritage values to the different target groups.

Visual integrity

Proper integration of new architecture/ developments

Raising the awareness by relevant stakeholders

Management Plans for historic urban landscapes

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To improve multimodal public transport in the historic centre (mobility);
- To strengthen the historic centre as location for local and (sub-)regional retail trade, keeping a good balance of traditional local stores and chain stores;
- To support new business ideas (in particular in relation to the demographic change) to settle their businesses in the historic centre;
- To strengthen the housing function for multiple target groups (families, cross-generational housing; handicapped; currently flats are converted to – more lucrative – single apartments);
- To improve the attached housing infrastructure (courtyards, adjacent public space in front of buildings, parking for inhabitants, etc. to improve the quality of life);
- To make it a true experience and marketing the cultural heritage, in particular to international tourists; guiding systems;
- To secure the multi-functionality of the historic centre and balance the (conflicting) needs of the stakeholders, in particular the demands of retail, tourists and inhabitants (e.g. increasing product offers for tourists and decreasing supply for inhabitants, lack of supermarkets in the Old Town);
- To improve the energy efficiency of historic buildings;

Regensburg

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Securing multi-functionality/ balancing the different needs

Supporting and attracting (local) economy/ balancing traditional and chain stores

Securing the housing function/ social mixture

Improving public and green space/ recreational facilities

Attracting tourism/ dealing with the impacts of tourism

Presenting the historic urban landscape to tourists and inhabitants

Improving energy efficiency of historic urban fabric

Community involvement/ stimulation of cooperation/ PPP

Improvement of institutional/ management structures

Development/ review of Management Plans for historic urban landscapes

Further Regensburg is going to **focus on following issues**:

- Development of a management system for the historic urban landscape together with relevant stakeholders;
- Setting up of a 'Steering committee' for the Old Town, which serves to early recognize possible conflicts of urban planning developments and to warrant the compatibility of construction measures with the needs of the historic urban landscape;
- Improving communication and cooperation with and between the stakeholders in support of the protection and further development of the historic urban landscape.

Sighisoara

Sighisoara's historic urban landscape has improved in the last years, in particular the improvement of the infrastructure. But there is still a strong need for the rehabilitation of the historic buildings and monuments.

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- To rehabilitate the historic housing and monumental heritage, both public and private, which is in decay;
- To incite the qualitative rehabilitation/ maintenance of private owned historic buildings (the problems is that most of the historic buildings belong to low-income households, which thus have difficulties in financing the necessary rehabilitation and preservation work);
- To control and maintenance the invasion of "flora" (green areas) into the historic parts, which threatens the heritage infrastructure.

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To improve the accessibility of the citadel (for inhabitants!) and to resolve the traffic problem that transits the town centre (pollution);
- To combine the urban cultural heritage with the natural heritage attractions around the city (development of a sustainable (regional) tourism marketing strategy);
- To keep traditional commercial activities and shops for the daily demand in the town centre; in general they are replaced by handcraft stores for tourists and commercial stores for middle to high income classes (stores for products with status symbols);
- To secure the housing/ residential function in the town centre (houses are turned into tourist facilities because it is more profitable);
- To link the citadel and its "downtown" area, keeping them together as the town centre;
- To sustain the town centre as place for all stakeholders, not only tourists (tourist invasion; balancing the tourist and inhabitant needs);
- To make use of the tourism potential to develop economic activities (not only in tourism);
- To protect the downtown area from periodical floods.

Sighisoara

Historic centre's infrastructure has improved in the last years,

Strong need for rehabilitation of the historic buildings and monuments.

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Securing multi-functionality/ balancing the different needs

Supporting/ attracting (local) economy/ balancing traditional and chain stores

Securing the housing function/ social mixture

Attracting tourism/ dealing with the impacts of tourism

Development/ review of Management Plans for historic urban landscapes

Further Sighisoara is going to **focus on following issue**:

- Development of a management plan for the implementation of Sighisoara's strategy plan (15 years vision) with a particular focus on the preservation and further development of the historic urban landscape.

Valencia

In Valencia historic neighbourhoods suffered for years serious degradation, resulting in the decline of its resident population. This was partly due to the non-existent culture of preservation, particularly in the 1970s and 80s. It was not until the 1990s that Valencia began to show an interest in recovering its historic centre, linking it with the socio-economic development. Within the historic centre the situation could be improved considerably (80-90% is rehabilitated), but other historic neighbourhoods outside the historic centre are still in need of an adequate revitalisation. The challenge for the historic centre is to maintain and manage the achieved improvement.

Valencia

Historic centre well revitalised

Other historic neighbourhoods are still in need of an adequate revitalisation

Valencia

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- Physical deterioration of the historic buildings because often low-income households own and inhabit these buildings (senior citizens; ageing society) lacking the financial resources for the rehabilitation work.

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- Involvement of stakeholders in the process;
- Lack of recreational and green areas;
- Loss of positive image and identity;
- Diversification of uses in historic urban landscapes, converting historic buildings into attractive areas for economic and social activities;
- Change of the neighbourhoods into leisure centres where residential use becomes a secondary use;
- Danger of development of ghettos due to immigration of (illegal) foreigners with low-income and increasing delinquency.

Further Valencia is going to **focus on following issue**:

- Improvement of the urban environment and public space;
- Improvement of the residential and heritage quality;
- Improvement of the social and cultural facilities;
- Encouragement of economic and tourist activities;
- Integration of new residents and cultures;
- Improvement of accessibility;
- Improvement of the intervention and image of historic neighbourhoods.

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Securing multi-functionality/ balancing the different needs

Supporting and attracting (local) economy/ balancing traditional and chain stores

Improving public and green space/ recreational facilities

Community involvement/ stimulation of cooperation/ PPP

Valletta

Valletta's rich architectural and archaeological fabric provides sample scope and opportunity (economic and social) for restoration and adaptive re-use. The main 'monuments' are in the restoration and rehabilitation program led by the State (Restoration Unit) and Heritage Malta. But the private sector also invested considerably in private houses, palatial buildings and private-public partnership schemes targeting heritage assets. The conflict between the preservation needs of the cultural heritage assets/ fabric and the development needs is symptomatic to the case of Valletta, the Harbour area. This lies in the very densely populated area inhabited predominantly by a commuter society (people commute out; little space for new developments); a city state, which is an administrative and economic hub (people commute in; island state economy: local stores; public administration; tourism) and the geographic and morphological conditions (fortified town, peninsular formation, not easy accessible).

These components have a direct effect on the urban historic landscape of Valletta, both, in fabric (architecture and tangible heritage) and in texture (population and intangible events). These are interdependent and sustainable growth and conservation, which are also interdependent, may create a paradox in management terms.

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- Owners extend their historic buildings with building extensions/ top mounting;
- Historic buildings in need for rehabilitation, but inhabitants are often low-income households and/ or predominantly aged (60+; aging society);
- new architecture proposals which do not respect the historic fabric and landscape.

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- Limited space for development in the dense historic urban area (conflict between preservation and development needs);
- Traffic congestions coming along with pollution, increasing health risks and degeneration of the historic fabric, because of high amount of commuters and insufficient public transport system;
- Need for integrated management and planning systems;
- 7-9 % of vacant houses and dwellings (although (social) housing initiatives and other financial/ economic and social initiatives were launched, the problem persists);
- Cost of restoring the cultural heritage landscape does not balance out with the adaptive re-use and therefore planning or social gain may be lost in the proposal (feasibility and viability).

Valletta

Main 'monuments' are in restoration and rehabilitation program

Conflict between preservation and development needs

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Proper integration of new architecture/ developments

Raising the awareness by relevant stakeholders

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Finding/ achieving new uses for derelict buildings/ sites

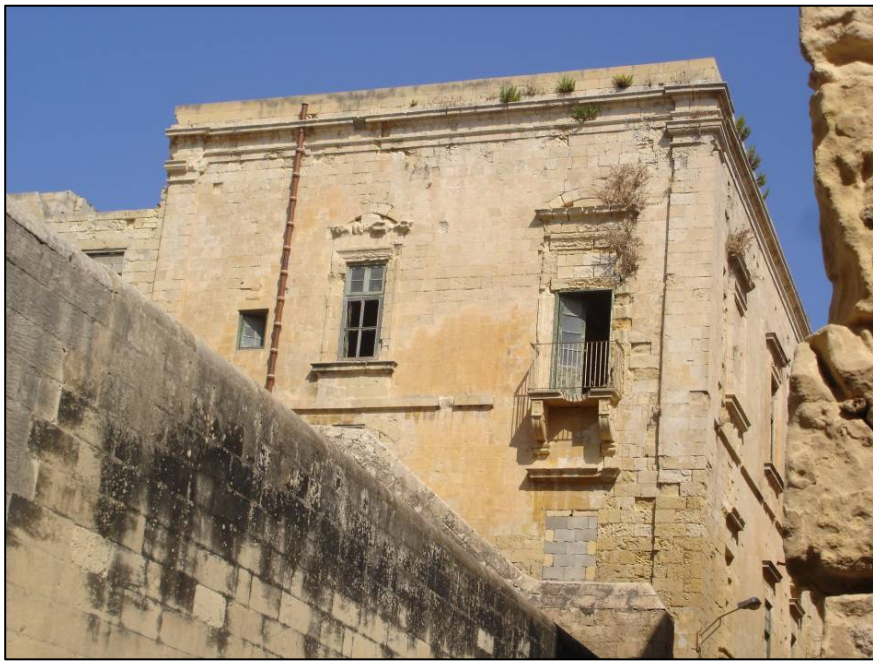
Community involvement/ stimulation of cooperation/ PPP

Improvement of institutional/ management structures

Development/ review of Management Plans for historic urban landscapes

Further Valletta is going to **focus on following issue**:

- Development of a policy framework and action plan, which includes a integrated management system, for the sustainable preservation and further development of the historic urban landscape;
- Involvement of the community and social inclusion (Social Inclusion Partnerships) through the cultural heritage and supporting non governmental organization initiatives to motivate residents to own projects and empower to implement projects;
- Development of effective financial measures to incite projects and the preservation of historic buildings;
- Raising the awareness by the stakeholders about the historic urban landscape needs;
- Improving the accessibility and mobility in the historic centre;
- Reviewing the urban design guidelines.



Vilnius

Old Town became vibrant and most attractive part of the city since the 1990s

There are still neglected parts in remote areas of the Old Town

Vilnius

Vilnius has a rich cultural heritage. In the early 1990s the Old Town became attractive for investors and for economical well off people. The Old Town became vibrant and the most attractive part of the city (positive image, good quality), at the same time neglected parts in remote areas of the Old Town still exist: public spaces, historic buildings, pedestrian routes and semi-private/public yards in need of rehabilitation. The rapid change of the economy made an impact on the functional use of the Old Town, too: The growth in number of shops, restaurants, hotels, etc. forced the decline of residential flats and gentrification tendencies take place (social housing is very limited).

Vilnius

Key problems and challenges concerning "**Visual integrity**" of the historic urban landscape are:

- The development of high-rise buildings close to the historic urban landscape are threatening its integrity;
- The new architecture of buildings does not sufficiently respect its historic, spatial and townscape characteristics of the Old Town;
- Bad maintenance of historic buildings and their inner yards, whose owners have not the financial capacity and knowledge for the proper rehabilitation and maintenance work;
- Improvement of the public funding system for the preservation of monuments, their regular maintenance and the support of private rehabilitation and maintenance work (in particular for yards to improve the recreational and green space functions).

Key problems and challenges concerning the "**Integrated revitalisation** to balance/ adapt the uses/ functions of the historic urban landscape to the different stakeholder needs" are:

- To improve a multimodal (public) transport in the historic centre (limiting the access for motorised individual traffic, more pedestrian and cycle friendly);
- To stimulate the multi-level exchange with sub-ordinate institutions and public-private partnerships/ cooperation with the private sector (investors) and the local community (citizens and entrepreneurs) in support of the revitalisation process, raising the awareness about the cultural heritage values and needs;
- To connect the Old Town with the riverside as recreational area;
- To attract more cultural and conference tourism (development of tourism development strategy/ tourism marketing concept);
- To secure the housing function for all income households in the Old Town;
- To improve the attractiveness of public space and semi-public/ private yards for recreational purposes, in particular in remote areas of the Old Town.

Visual integrity

Proper preservation of the historic fabric/ supporting private actors

Proper integration of new architecture/ developments

Protecting key views and the views of landmark buildings

Integrated revitalisation/ balancing the needs

Improving (alternative) mobility and accessibility

Securing the housing function/ social mixture

Improving public and green space/ recreational facilities

Connecting historic area with surrounding

Attracting tourism/ dealing with the impacts of tourism

Community involvement/ stimulation of cooperation/ PPP

Waterside development

Table 2: Key problems, challenges and thematic focuses of the partners

	Graz	Liver-pool	Lublin	Nap-les	Poi-tiers	Regens-burg	Sighi-soara	Valen-cia	Vall-etta	Vil-nius
Visual Integrity										
Proper preservation of the historic fabric/ supporting private actors		X	X	X			X	X	X	X
Proper integration of new architecture/ developments		X		X	X	X			X	X
Protecting key views and the views of landmark buildings		X	x							
Advertisement/ commercial signs in public space			X							
Raising the awareness by relevant stakeholders			X		x	X			X	
Integrated Revitalisation/ Balancing the needs										
Improving (alternative) mobility and accessibility	X		X	X	X	X	X	X	X	X
Securing multi-functionality/ Balancing the different needs					X	X	X	X		
Supporting/ attracting (local) economy/ balancing traditional and chain stores	X	X	X	X	X	X	X	X		
Securing the housing function/ social mixture			X		X	X	X			X
Improving public and green space/ recreational facilities	X		X			X		X		X
Finding/ achieving new uses for derelict buildings/ sites		X							X	
Connecting historic area with surrounding		X	X		X					x
Attracting tourism/ dealing with the impacts of tourism			x		X	X	X			X
Presenting the historic urban landscape to tourists and inhabitants					X	X				
Improving energy efficiency of historic urban fabric					X	X				
Community involvement/ stimulating cooperation/ PPP	X	X	X		X	X		X	X	X
Improvement of institutional/ management structures	X		X	X		X			X	
Development/ review of Management Plans for historic urban landscapes	X	X	x	X		X	X		X	
Revitalisation of large-scale buildings				X						
Waterside development		X								X

3.3 Overview about experiences and good-practice examples

Experiences and good-practice examples

In this sub-chapter the experiences and good-practice examples of the partners within the HerO topic are presented.

Graz

Graz

Graz has implemented following policies and regulations to preserve the historic urban landscape and bring it into accord with the urban development:

Regulations for proper preservation of historic fabric/ protecting key views

- **Old Town Conservation Act of Graz** (Grazer Altstadterhaltungsgesetz): It is a law for the preservation of the Old Town, introduced in 1974. This act protects the appearance of the historic centre in its entirety. The Act protects architectural monuments as well as streets and squares, small monuments, open spaces, etc.

Instruments for the proper rehabilitation of private historic buildings

- **Commission of authorised experts for the Old Town** (Altstadtsachverständigenkommission): The commission discusses design components of all building projects (for old and new buildings), approving it or giving advice for improvement; in general their decision is taken over by the public administration.

Proper integration of new architecture/ development

- **Monument Protection Act** (Denkmalschutzgesetz): The law of 1923 concentrates on outstanding historic monuments and goes beyond the outward appearance of the Old Town Conservation Act to include the whole dimension of the building material and the traditional appearance.

Improving accessibility and the experience of the historic urban landscape for handicapped

- **World Heritage Coordination Body** (Weltkulturerbe-Koordinierungsstelle): Tasks: Control of ongoing projects concerning regulations and requirements as world cultural heritage city; observation of constructional measures within the work heritage site; mediator in cases of conflicts, etc.

Implementation of structures to manage historic urban landscape

- **Buliding code** (Bauordnung): All building permits in the historic centre are subject to the provision of the Old Town Conservation Act and the Monument Protection Act.

Management Plans

- **Management Plan**: The Management Plan it is a sort of recommended action plan, a guideline for operation and strengthens the protection of the cultural heritage within the World Heritage Zone, regarding the international instructions of the UNESCO and the references of the Monument protection.

Master Plans

- **Master Plan**: The Master Plan is a cartographic presentation, a scientific basis for the treatment of protection, planning and development in the Old Town. It defines the framework for new developments, possible replacements or enhancements in detail (height, volumes, parcels and/or building lines, roof-characteristics, materials, main descriptions of possible usages/ functions and welcomed architectural features like proportions, etc.). This not only for individual buildings, but also for urban-structural elements (e.g. parking places).

All these policies and regulations are perceived as good-practice by Graz.

Further Graz has **profound experience** with

- bringing new architecture with new needed functions/ space into the historic urban landscape without disturbing the overall value of the existing world heritage protected environment (e.g. “Department Store Kastner & Öhler”, “Pfauengarten”);
- grant scheme for private owners to rehabilitate their buildings, preserving the cultural value;
- improving the accessibility for handicapped in the historic centre.

Liverpool

Liverpool

Liverpool concentrates its revitalisation approach on a heritage-led regeneration. It has produced a complex set of urban planning documents to preserve and further develop the historic urban landscape (the **bold** marked "documents and programs" are perceived as good-practice by Liverpool):

- Liverpool Vision's Strategic Regeneration Framework (2001): This document provides a framework to strategically guide the economic and environmental regeneration of Liverpool's city centre. It includes 7 priority action areas, which are all within the World Heritage Site or its Buffer Zone.
- Liverpool City Council Unitary Development Plan (2002): This document is the city-wide development plan for Liverpool. Its production was a statutory requirement and it is a framework to guide development and protect the environment.
- **Liverpool Urban Design Guide** (2003): This document is supplementary planning guidance which establishes good urban design principles in a Liverpool context. It aims to raise the standard of urban design in the city.
- **Liverpool World Heritage Site Management Plan** (2003): This document represents the consensual framework for the conservation and management of the World Heritage Site. It contains a vision, objectives and actions for all issues connected with the outstanding universal value of the WHS.
- **Study of Heritage Merit and Heritage Need** (2005): This document includes an assessment of every building in the WHS in respect of their architectural/ historic interest and their condition.
- Supplementary Planning Document to guide the land use development, design and location of new development and conservation in the WHS: This document is still in production but will be a key document in ensuring that new development and conservation work respect the significance of the WHS.
- Variety of **Master Plans** to deliver co-ordinated redevelopment of large sites: These documents vary considerably in content and format but essentially, they all seek to ensure that each large site covered by the master plan is delivered in a co-ordinated and coherent manner.
- **High-rise buildings** – an urban design and policy analysis: This document is an analysis of factors and existing policies which should be considered and should inform the design and location of future tall buildings in the city.

Regulations for proper preservation of the historic fabric/ protecting key views

Instruments for the proper rehabilitation of private historic buildings

Proper integration of new architecture/ development

Events to communicate the cultural heritage value

Handling high-rise buildings

Community involvement / stimulating cooperation/ PPP

Implementation of structures to manage historic urban landscape

Management Plans

Master Plans

Waterside development

Further a Townscape Heritage Initiative for Buildings at Risk (BAR) in the WHS including the appointment of **"Buildings at Risk"-Officer** and a **"Buildings at Risk"-Program** has been established. The BAR-Officer and the BAR-Program assist owners with advice and a series of grant schemes to rehabilitate their buildings, preserving their cultural value.

English Heritage (an government's statutory adviser which exists to protect and promote England's historic environment and ensure that its 'past' is researched and understood) established the **Historic Environment of Liverpool Project (HELP)** in 2001. This project had as objective to bring all the different organisations within the development of the cultural heritage together, setting up a durable network. This project improved considerably the understanding and management of the historic environment. Further English Heritage invests time and resources into improving the conservation and celebration of the historic environment of Liverpool.

Further Liverpool has **profound experience** within

- waterside re-development (transforming the old commercial harbour into a new quarter with diversified public and private functions; multi-functionality),
- working with developers/ investor for the development of derelict sites,
- integration of new buildings in the historic urban landscape (also high-rise buildings),
- setting up formal as informal partnerships and community engagement projects in favour of the preservation and further development of the historic urban landscape,
- celebrating the cultural heritage to improve its understanding within the inhabitants.

Lublin

Instrument for proper rehabilitation of private historic buildings

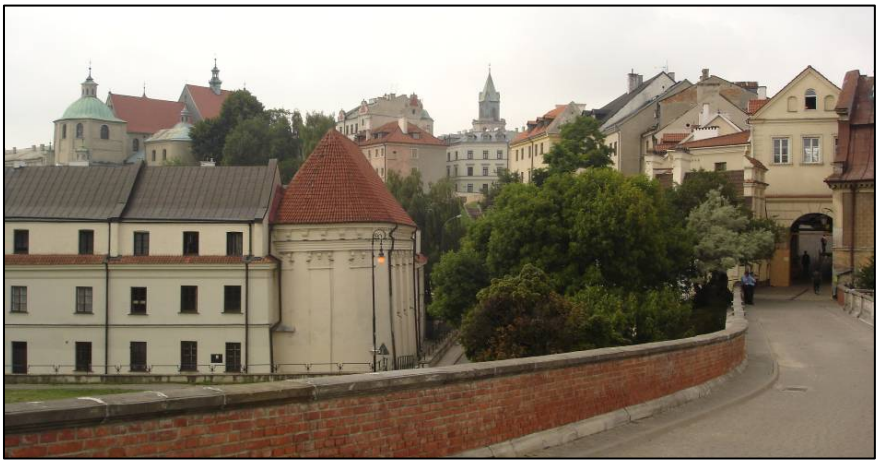
Supporting economic/ social/ cultural activities

Improving public and green space

Lublin

Lublin has been working on the revitalisation of the Old Town since 1995. The revitalisation bases on the outlines of the "Strategy for the revitalisation of the Old Town" together with concept designs for public space improvement. The revitalisation activities have concentrated successfully on

- improvement of public space, technical infrastructure, public safety and accessibility,
- supporting cultural activities to bring life to the Old Town and communicate the history and the cultural value,
- supporting tourist-oriented activities, ground floor business activities and cultural oriented businesses.



Within the surrounding historic centre the main street has been successfully revitalised (e.g. pedestrian zone) and both, in the Old Town and the historic centre, the municipality has supported the rehabilitation of historic listed buildings and important historic monuments (e.g. funding program for the rehabilitation of private historic buildings).

Lublin has **profound experience** with involving the local community.

Naples

Naples

Naples has produced following main acts and regulations to preserve and further develop the historic urban landscape:

Instruments for the proper rehabilitation of private historic buildings

- **The new general town-planning scheme (2004**): The main urban planning instrument to define and rule the interventions on the territory and in particular the historic centre.
- **Road Regulation (2001):** It is one of the attachments of the Municipal urban traffic plan. In this document are identified, among the streets belonging to the main road network and the to the local road network, the streets belonging to the historic centre. Particular rules are stated also concerning also the preservation of the stone pavements where existing, its rehabilitation for the most important streets or its substitution with phone - absorbing materials to reduce the traffic noises.

Supporting economic// social/ cultural activities

- **Municipal urban traffic plan (2003**): In this plan the territory of the Municipality of Naples is subdivided in different traffic basins, one of which, the basin A, is the historic centre. Inside this area the main strategies, constantly consolidating through the daily experience, are the restricted parking areas, the restricted transit areas and the pedestrian areas.
- **Intervention instrument for the delivery system (2001):** It replaces the old commercial plans and faces a more complex aspect because it identifies, inside the historic centre, the so called Red Zone, mostly coinciding with the historic centre area, in which there are strong limitations to the insertion of new commercial structures of medium size.
- **Publicity installations plan (2000):** This document has the aim to rule the positioning of the different publicity installations. To this end it identifies 4 different zones, in which the municipal territory is subdivided according to which only particular kind of installations with a precise size and at a certain distance are admitted. One of the four zones, the so called Red Zone, contains the whole historic centre, and another one refers to particular areas to preserve.

From the physical point of view following actions have been undertaken, which are perceived as **good-practice** by Naples:

- Project SIRENA: Advice and grant scheme for private owners to rehabilitate their buildings, preserving the cultural value;
- Integrated programme POLISMUSEA: It involved goods already rehabilitated and characterised by a reduced fruition. The project consisted of a series of interventions aiming at integrating and improving the fruition of isolated elements to create an "open space museum system";
- Integrated project "Naples Museum System as a Great Cultural Attractor": Aim of the project has been the promotion of the social and economic development of the area through interventions for the integrated rehabilitation and valorisation of the historical, archaeological and architectural heritage of different historical ages and of the social and cultural framework;
- Rehabilitation and re-use of historic large-scale buildings: "Albergo die Poveri" and conventual complex of "Trinità delle Monache";
- Implementation of the initiative "Art stations": Using new metro stations to exhibit arts;
- Pedestrianisation of parts of the historic centre;
- Program to support traditional SME' in historic centre;
- Supporting cultural and social initiatives to promote the historic centre;
- URBAN I projects in two deprived areas of the historic centre: In two areas of the historic centre (Quartieri Spagnoli - 15000 inhabitants; Rione Sanità - about 25000 inhabitants) with problems of economic and social exclusion and urban and environmental decay an integrated requalification through interventions in the social, economic and infrastructural fields have been done.;
- Urban archaeology.

Poitiers

Poitiers has undertaken 3 main actions for the improvement of the historic urban landscape in the last years:

- "Coeur d'Agglo": The project aims at the improvement of the public space in the historic centre: economic revitalization, reorganisation of traffic and parking (pedestrian circulated area), attracting tourism, highlighting the cultural heritage;
- Integration of new buildings with public functions in the historic centre: Library (1998); Conservatory/ museum (place of scientific and technical culture); Theater-auditorium (2008); shopping mall.
- Development of a sustainable development strategy (Agenda 21);
- Development of urban design guideline for the historic centre.

Poitiers has **profound experience** with:

- Lighting concepts to present historic monuments in a new way ("polychromies");
- Improving accessibility and the experience of the historic urban landscape for handicapped people (also blind ones);
- Providing social housing to secure social mixture in the historic centre;
- Involving the local community;
- Funding program for private owners to rehabilitate their buildings, preserving the cultural value.

Poitiers

Instruments for the proper rehabilitation of private historic buildings

Proper integration of new architecture/ development

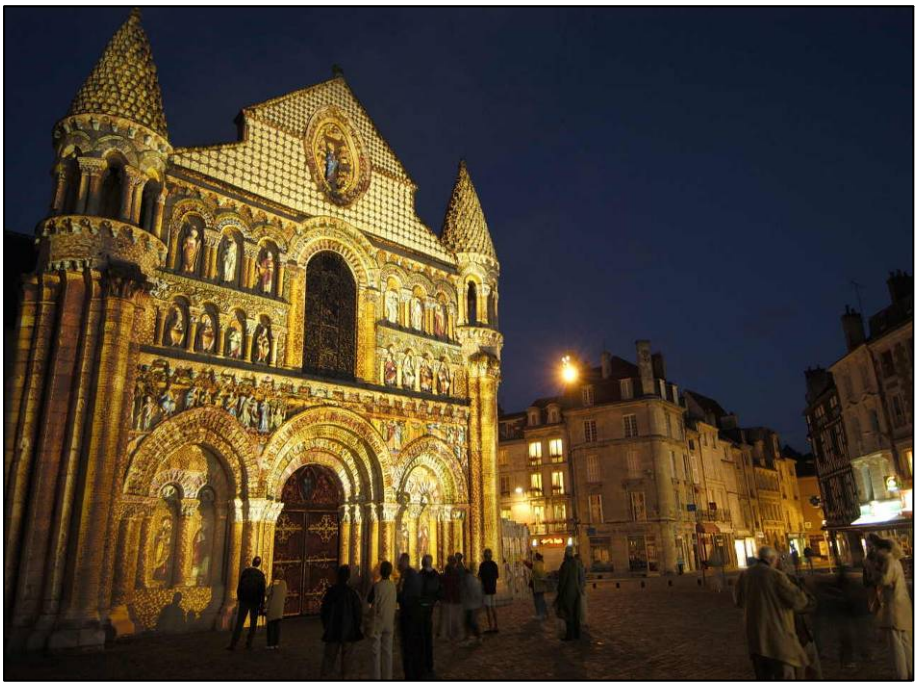
Lighting concepts

Improving accessibility and the experience of the historic urban landscape for handicapped

Securing social housing/ social mixture

Improving public and green space

Community involvement/ stimulating cooperation/ PPP



Regensburg

Regensburg has set up a number of policies and management strategies to safeguard the cultural heritage values and the sustainable development of the historic urban landscape. The most important are:

- **Design Advisory board** (Gestaltungsbeirat): It is a useful and effective board, which aims to supervise the integration of new architecture into the historic cityscape and to ensure that new developments in the historic city centre are of high-quality and compatible to the heritage assets;
- **Integrated vision/ concept for the retail development** (recently developed): Framework for the development of retail trade in the Old Town targeting at retailers, citizens and city administration. The model will be used by the city administration for the further development of a retail trade framework and the Old Town “Management Plan" and "Development Plan”;
- Old Town Protection Statues (Altstadtschutzsatzung): The purpose of the statute is to implement building measures and advertising which show consideration and respect for the existing historic buildings and for indigenous styles of design and their traditional rules. The statute applies to outside walls, roofs, roof superstructures and segments, windows and other openings, balconies, railings, overhead lines, antennas, enclosures and advertising billboards;
- Concept for an information centre for the World Heritage area: Target groups are tourists, inhabitants, professionals and children, which will be presented the theme of the UNESCO world cultural heritage in general and of Regensburg in particular…;
- Events to communicate the cultural heritage values of a place to different target groups.

Regulations for proper preservation of historic fabric/ protecting key views

Events to communicate the cult

mobility and accessibility

functionality/ balancing the different needs

Supporting economic/ social/ cultural activities

Improving public and green space

Community involvement/ stimulating cooperation/ PPP

Implementation of structures to manage historic urban landscape

Further Regensburg has **profound experience** in:

- **Urban rehabilitation programs and preserving historic monuments**;
- **Cross-sectoral departmental co-operation** via "Future workshops" to ensure a comprehensive view of the subject "Old Town";
- **Pact for the Old Town**: The Pact for the Old Town is a strategic alliance of public and private actors concerned looking ahead regarding Regensburg‘s Old Town and therefore to develop an overall concept and arrangements, to account the realization in trade-off and to corporately campaign for the location.
- **Retail Trade**: Spatial Clustering and Vacancy Management: Via biannual census of retail businesses and vacancies in the historic centre, classes of businesses in the same or similar commercial sectors are created (clusters) as well as a “vacancy map” via geocoding (GIS). The results are used to upgrade and strengthen the clusters (filling the vacancies with the “fitting” retail in the location or supporting relocation of retail trade) thus, strengthen the retail location. For this the post of „Person in charge of the Old Town“ was founded to assist and advice new start-ups, existing businesses, house owners and real estate agents in taking the “right” decision;
- **Business Founder Project**: Encouragement of innovative business start-ups via the pilot project Foundation Agency Regensburg and the supportive service of Start-up Capital. The pilot project facilitates business start-ups by linking all participants and providing extensive, neutral and qualified advice and assistance. Start-up Capital Regensburg allows start-ups without having sufficient funding, in many cases in favourable i. e. low-cost locations;
- **Accessibility of the Old Town**: Coordinated mobility system within a pedestrian zone, which is partly open to (individual) motorized traffic;
- **Multi-functionality**: Achieving a mix of residential uses and retail facilities (working and living);
- **Public space**: Creating benefical conditions for Regensburg’s citizens;
- **Tourism**: Marketing itself as traditional identity.

Sighisoara

Regulations for proper preservation of historic fabric/ protecting key views

Sighisoara

Sighisoara has development several documents in support of the revitalisation of the historic urban landscape:

- Preliminary study for the rehabilitation of the citadel (2003 by the Ministry of Culture);
- Local Agenda 21 – Local Plan for the Sustainable Development (2004);
- Feasibility study for the rehabilitation and preservation of the citadel and the historic downtown area (2005 by the National Institute for Monuments);
- "URBACT-support for cities" expertise (2007);
- Strategy plan with 15 year vision and 5 year action plan for the entire town (2008);
- Conservation Statute for the protection of built heritage: Regulation of heights, features of facades, colours and traditional materials for old as new buildings.

Further the infrastructure for water supply, the sewage and waste system has been upgraded and public monuments have been rehabilitated.

Valencia

Valencia

The City of Valencia cooperates intensely with the Regional Authority in the field of preservation and further development of the historic urban landscape. The cooperation started in 1992 with the plan of "Integrated Rehabilitation of Valencia" (RIVA Plan) for the historic centre, which consists of five historic neighborhoods. The implementation of the RIVA Plan was coordinated by the RIVA Office, which was created by the Regional and Local Authority to lead the urban, economic and social revitalisation of Valencia's historic centre. The **RIVA Plan** and the **RIVA Office** are regarded as **good-practice**. The practice of both is currently be transfered to the Russafa area, a historic neighbourhood at the boarder of the historic centre.

- 80s: Special Protection Plans for the five historic neighbourhoods in Valencia's city centre

Valencia

- June 1992: Signature of the Agreement "Integrated Rehabilitation Plan for Valencia" (RIVA Plan) between Valencia City Council (Ayuntamiento) and the Regional Government (Generalitat Valenciana). Implementation of the “RIVA Plan” through the “RIVA Office”.
- December 1996: Proposal for the intervention in the Velluters central area (one of the five historic neighbourhoods in Valencia’s city centre), which was the frame for the URBAN development Plan.
- March 2005: Signature of the Preliminary Agreement between Valencia City Council and the Regional Government for Intervention in the Russafa neighbourhood (historic neighbourhood attached to the historic centre).
- April 2005: Participatory Meetings on the Russafa Neighbourhood Intervention Plan.
- June 2007: Presentation of the initial urban revitalisation work to be carried out in the neighbourhood of Russafa. The RIVA Office is in charge of it.

Through the experience of the implementation of the RIVA Plan Valencia has **profound experience** and good-practice examples in:

- **Protecting the visual integrity** through special funds and plans for following themes: rehabilitation standards, design approaches; new architecture/ quality standards; visual view points; advertisement in public space; urban furniture and lighting/ illumination, etc.;
- **Integration of new architecture** in the historic urban landscape (new constructions have to be authorised by local and regional level: Local level - Patrimony Commission, Regional level - General Direction of Patrimony);
- **Rehabilitation and adapting functions/ uses of (public) historic buildings**;
- **Rehabilitation of public space** (improving the sojourn quality; greening; pedestrian zone);
- **Grant scheme to incite and support private rehabilitation measures**;
- **Community participation**;
- **Introducing social infrastructure** in historic neighbourhoods;
- **Social housing** (balancing the rent in historic neighbourhoods);
- **Methodology to evaluate possible impacts of new uses** on the historic building and the urban environment;

Regulations for proper preservation of historic fabric/ protecting key views

Instruments for the proper rehabilitation of private historic buildings

Proper integration of new architecture/ development

Advertisement/ commercial signs in public space

Supporting economic/ social/ cultural activities

Securing social housing/ social mixture

Improving public and green space

Adapting uses of public historic buildings/ evaluation of possible impacts

Community Involvement/ stimulating cooperation/ PPP

Valletta

Valletta

Valletta is an example of City State. Although the Local Council has been established since the 1990s it still depends on the national agencies for direct support in restoration, redevelopment and planning. In cooperation with the national level 3 main documents for the physical revitalisation of the historic centre are the cardinal focus:

Regulations for proper preservation of historic fabric/ protecting key views

- **Structure Plan**: The Structure Plan for the Maltese Islands was drawn up in 1990 to provide strategic guidance on land use in the Maltese Islands. It contains 320 policies on settlements, the built environment, housing, social and community facilities, commerce and industry, agriculture, minerals, tourism and recreation, transport, urban and rural conservation and public utilities. It is currently going through a review process.

Events to communicate the cultural heritage value

- **Local Plan**: The Local Plan regime is based set a framework to base decisions on land use and development over the next ten years. Malta has seven local plans or district plans. Decisions on the use and development of land clearly affect all members of the community including residents, businesses and visitors. The main purpose of the plan is to provide a land use strategy that balances environmental, economic and social issues. The Plan includes protective policies to safeguard the area's remaining open spaces and historic buildings but also highlights opportunities for development. The plan will be implemented by both Government and the Private Sector. The Grand Harbour Local Plan includes Valletta and was approved by the MEPA board and endorsed by the Minister for Rural Affairs and the Environment.

Improving (alternative) mobility and accessibility

Supporting economic/ social/ cultural activities

Community involvement/ stimulating cooperation/ PPP

- **Urban Conservation Area and Area of High Landscape Value**: Through UCO 1 the Conservation Area for Valletta was established in 1994. The UCA establishes parameters for development and channels development, restoration and rehabilitation and minor interventions in the historic cores. In 1994 a UCA Guidelines publication also was developed and compiled by MEPA to further assist the general public on permitted development. There are other ancillary measures for urban conservation. This falls under scheduling. Currently there are various assets in Valletta graded (1-2). The most extensive scheduled area are the fortifications which include an Area of High Landscape Value which covers the protection and visual integrity of the Valletta peninsula.

In addition revitalisation projects have been launched through Action Plans and Planning Briefs, which in particular have targeted the socio-economic development (i.e. St. Elmo and Environs, the Valletta Waterfront, Il-Biccerija and the main core).

Further planning legislation has been introduced to secure the **visual integrity** of the historic urban landscape:

- Design Guideline (Urban Conservation Area Level);
- Determining building heights and major development proposals (Local Plan Area Level);
- Development Guidelines for physical development and shapes.

Valletta has **profound experience** and good-practice examples in:

- Regeneration practices through private-public initiatives: The Cruise Liner Terminal at the Waterfront was a PPP redevelopment project to restore, rehabilitate and adaptively re-use the area;
- Working with "Statements of Significance" as part of the development brief for investors, which state the kind of development wanted by the municipality and what the development has to respect (framework for the development project);

Valletta

- Regeneration possibilities through the application of events: Several different kind of events which target at locals to visit Valletta during nighttime and enliven Valletta through cultural/ recreational events;
- Results of social inclusion through heritage initiatives on the intangible level: Valletta uses heritage initiatives to promote NGOs and projects, which foster social inclusion;
- Alternative mobility and accessibility: e.g. Park and Ride, Electric Mini Cabs and CVA: using less cars through Polluter Pays Principle.

Vilnius

Vilnius

Vilnius main 3 documents for the revitalisation of the Old Town have been:

- Vilnius Old Town Revitalization Strategy (approved by Vilnius City Council 1996, by Lithuanian Government 1997; http://www.vsaa.lt/strat/vilnius2/index2.htm);
- Vilnius Old Town Revitalisation Program (implemented annually since 1998;. http://www.vsaa.lt/index_en.htm);
- Vilnius Old Town Preservation Regulations (approved by State Cultural Heritage Department 2003, upgraded version approved 2008).

Regulations for proper preservation of historic fabric/ protecting key views

In particular the Old Town Revitalisation Program has been successful, which feeds from national and municipal funds. The revitalisation program includes:

Handling high-rise buildings

- renewal and upgrading of main public spaces, streets and adjacent historic buildings;
- revitalisation of traditional crafts (renting non-residential space to craftsmen and artists on preferential terms);
- restoration and adaptation for public needed uses of a significant number of churches, monastic and palace complexes;
- decorative lighting of architectural monuments and historic streets.

Lighting concepts

Supporting economic/ social/ cultural activities

In 1998 the “Vilnius Old Town Renewal Agency” was established for the management of the Old Town (WHS) and the coordination of the Old Town Revitalisation program.

Improving public and green space

Further Vilnius has **profound experience** and good-practice example with:

Adapting uses of public historic buildings/ evaluation of possible impacts

- **Monitoring visual view points**: From the most important view points (17) annually the impacts on the visual integrity of the view points are checked;
- **Assessing the impacts of new developments on the visual integrity**: There is a constantly renewed 3D city GIS model data base (scale M 1:1000) that allows checking the impact of new building arrangements in the existing building context.
- **Special Plan Concept for High-rise Buildings Layout** (2006): The plan lays down the locations for new high rise; main concentration of high-rise buildings is on the right bank of the river Neris.

Table 3: Experiences and good-practice examples of the partners

	Graz	Liver-pool	Lublin	Nap-les	Poi-tiers	Regens-burg	Sighi-soara	Valen-cia	Vall-etta	Vil-nius
Visual Integrity										
Regulations for proper preservation of the historic fabric/ protecting key views	X	X				X	X	X	X	X
Instruments for the proper rehabilitation of private historic buildings	X	X	X	X	X			X		
Proper integration of new architecture/ developments	X	X			X			X		
Advertisement/ commercial signs in public space								X		
Events to communicate the cultural heritage value		X				X			X	
Handling high-rise buildings		X								X
Lighting concepts					X					X
Integrated Revitalisation/ Balancing the needs										
Improving (alternative) mobility and accessibility						X			X	
Improving accessibility and the experience of the historic urban landscape for handicapped	X				X					
Securing multi-functionality/ balancing the different needs						X				
Supporting economic/ social/ cultural activities			X	X		X		X	X	X
Securing social housing/ social mixture					X			X		
Improving public and green space			X		X	X		X		X
Adapting uses of public historic buildings/ evaluation of possible impacts								X		X
Community involvement/ stimulating cooperation/ PPP		X			X	X		X	X	
Implementation of structures to manage historic urban landscape	X	X				X				
Management Plans	X	X								
Master Plans	X	X								x
Waterside development		X								

4 Summary and Synthesis

Background

Background

Diversity of towns belonging to the unique European and world cultural heritage

They are posed by major challenges threatening the cultural heritage or resulting in economic stagnancy

Need for integrated sustainable urban development policies and management strategies

Europe is characterised by a diversity of small, medium and large-sized towns whose historic urban landscape (historic centres) belong to the unique European and world cultural heritage. They constitute both, an integral part of European history, identity and regional diversity as well as economic, cultural and social centres for a dynamic and sustainable Europe. Rapidly changing social, economic and ecologic conditions pose a major challenge to these historic centres/ historic urban landscapes. The imbalance of progress and preservation of the historic urban fabric often results in either economic stagnancy or the loss of the unique cultural heritage and with it the loss of identity. There is the strong need for integrated sustainable urban development policies and management strategies which link the preservation of the historic urban landscapes with the socio-economic development. Thus, using the (landscape) cultural heritage assets to maintain and to strengthen the attractiveness and competitiveness of these historic towns in support of Europe's future competitiveness, sustainability and identity; this would highly contribute to the Lisbon and Gothenburg goals (cf. chapter 2.2).

In the past EU-funded projects concentrated on revitalisation of neglected, badly maintained areas

HerO Network focuses on the management aspects to keep the achieved and to continuously develop further the historic urban areas.

EU policies directly targeting at and supporting this are not existent. But in the past several EU-funded projects took place which addressed the issue of strengthening historic towns and understanding the underlying processes that underpin the successful cultural heritage enhancement (cf. chapter 2.1). Main focus of these projects had been the revitalisation of neglected, badly maintained areas. Useful lessons learnt can be drawn and the HerO network will build up on the extracted experiences. The HerO project differs from the past projects by concentrating on the management aspects of the cultural heritage to keep the achieved and to continuously develop further the historic urban areas.

Most partner towns in the network have been working since years, some even since decades on the rehabilitation and revitalisation of their historic urban landscape and have made considerable and successful progress. Some present vital, attractive and competitive historic centres. However, the challenge today is to maintain the achieved and continuously develop the historic centres further to keep them economic, cultural and social centres for a dynamic and sustainable Europe. This requires integrated management strategies, based on a cultural heritage led urban development.

HerO objective: To develop and implement *integrated* cultural heritage management systems

Thus, the main HerO network objective is to develop and implement *integrated* cultural heritage management systems as innovative tool to balance and coordinate the different demands and interests on historic urban landscapes to support a sustainable, future-oriented urban development, which combines the preservation of the historic urban landscape with the sustainable urban development.

Key problems and challenges within the HerO theme

For that, the network brings 10 small, medium and large-sized towns from all over Europe together, which feature unique historic urban landscapes with Baroque, Gothic, Romanesque and Renaissance styles, sizing (the historic urban areas) from 0.2-3.5 km² with inhabitants from 2,000-20,000 (cf. chapter 3.1). Most of them are quite experienced and advanced with the rehabilitation and revitalisation of their historic urban landscapes; still they are on different development stages. Nevertheless, their key problems and challenges – to keep the cultural heritage values intact and maintain (or achieve) sustainable historic urban landscapes – are similar (cf. chapter 3.2):

- Proper preservation of the public and private historic buildings, monuments, open spaces and the townscape. In particular efficient instruments to incite private owners to invest in their property, preserving the cultural heritage values and supporting the sustainable urban development, have to be implemented;
- Proper integration of new architecture and development projects, respecting the historic, spatial and townscape characteristics of its setting;
- Protection of the key views and the views of landmark buildings, which strongly contribute to the distinctiveness of the historic urban landscape;
- Proper integration of advertisement and commercial signs in public space, without harming the visual integrity of the historic urban landscape;
- Raising of awareness by all relevant stakeholders about the requirements and needs of the historic urban landscapes and its value and contribution to the sustainable urban development.

- Securing the multi-functionality of historic urban landscapes (working, living, leisure, tourism functions), balancing their different needs, to have vital places;
- Supporting and attracting (local) economy, maintaining the distinct character of each historic centre (good balance of traditional and chain stores);
- Securing the housing function in historic centres and a social mixture (gentrification and segregation processes);
- Improvement of public, recreational and green spaces for inhabitants and tourist, increasing the sojourn quality and also creating non-commercial public and private "getaways"/ "retreats" for the different user groups;
- Improvement of (alternative) mobility and accessibility within the historic urban landscape to support the multi-functionality of the area and the mobility of all different groups (families, young and old people, handicapped, etc.);
- Improvement of the energy efficiency of the historic urban fabric as contribution to the lowering of the CO_2 emissions and operating costs;
- Making use of the tourism potentials (attracting tourism) and at the same time dealing with the impacts of tourism (conflicts between inhabitants and tourism needs, "museumisation");
- Finding and implementing new needed uses for derelict sites and buildings, without harming the cultural heritage values and supporting the sustainable urban development;
- Connecting physically and functionally the historic urban landscape/ historic centre with its surrounding;
- Presenting and communicating the historic urban landscape to tourists and inhabitants, raising their awareness about its value and needs;
- Involvement of the community to secure a development of the historic urban landscape which serves their needs and to gain their support, opening up their resources for this process. To this belongs also the stimulation of formal as well as informal (lasting) cooperation and public-private partnerships;
- Improvement of cross-sectoral institutional and management structures within the public administration/ authorities to secure the integrated approach;
- Development, implementation and continuous update of integrated cultural heritage management plans and systems for the further development and maintenance of the historic urban landscape.

Key problems and challenges

Proper preservation of the public and private historic fabric

Proper integration of new architecture and development projects

Protection of key views

Proper integration of adds and commercial signs in public space

Raising of awareness about requirements and needs of historic urban landscapes and its value

Securing multi-functionality of historic urban landscapes

Supporting and attracting (local) economy

Securing housing function and social mixture

Improvement of public, recreational and green spaces

Improvement of mobility and accessibility

Improvement of energy efficiency of historic urban fabric

Making use of tourism potentials; dealing with impacts of tourism

Finding and implementing new needed uses for derelict sites/ buildings

Connecting the historic urban landscape with its surrounding

Presenting and communicating the historic urban landscape

Involvement of the community/ building up lasting partnerships

Improvement of cross-sectoral institutional and management structures

Key topics to deal with in the HerO network

From these key problems and challenges 3 main topics can be derived, which towns with historic urban landscapes have to deal with to be able to balance and coordinate the different demands and interests on historic urban areas to support a sustainable, future-oriented urban development, which combines the preservation of the historic urban landscape with the sustainable urban development:

- **Applying an integrated revitalisation approach which balances and adapts the use of the historic urban landscape assets to the different stakeholder needs**
- **Protecting the visual integrity**
- **Development and implementation of integrated cultural heritage management systems**

Within each of the 3 topics, experiences and good-practice examples exist within the network (cf. chapter 3.3). These will be brought in the exchange and learning activities of the network.

Key topics to deal with in the HerO network

Applying integrated revitalisation approach balancing/ adapting the use of the cultural heritage assets to different stakeholder needs

Protecting visual integrity

Development and implementation of integrated historic urban landscape management systems

Integrated cultural heritage management systems

As useful and innovative instrument to effectively manage and deal with the key problems and challenges mentioned above the partners have identified integrated cultural heritage management systems/ plans.

Integrated Cultural Heritage Management Systems

An integrated cultural heritage management system is an integrated planning and strategy instrument. It determines the objectives, actions and management aspects to achieve the coordinated preservation and further use and development of historic urban landscapes and its cultural heritage. It serves as framework document (document of reference; stating the basic rules) for managing historic urban areas with its cultural heritage[1], supporting an integrated, sustainable urban development. It takes into account, balances and coordinates the different demands and needs of responsible bodies and stakeholders on the historic urban landscape. Characteristics of integrated cultural heritage management systems are:
Proactive approach, not only concentrating on the prevention, but also inducing and influencing needed development and actions;
It intervenes not only when problems come up (structural interventions), it tries to anticipate them to ensure the sustainable "maintenance" of historic urban landscapes: continuous actions instead of only singular actions; integrated approach with specific objectives to pursue instead of sectoral policies.
In general an integrated cultural heritage management plan will be updated each 5 years.

Within this issue the partners in the HerO network are at different stages: Few partners have implemented cultural heritage management systems/ plans, but there is the need for revision and/or introducing the integrated approach within the management system/ plan. The majority has no integrated cultural heritage management systems/ plans or just a concept for it. So within the learning and exchange activities there will be a special focus on this instrument, dealing with the issues of:

[1] As e.g. the Urbact operational program and its manual function as framework document for the implementation of the Urbact program.

- Content, development, adaptation and implementation of such systems;
- Involvement of relevant stakeholders (in the development and implementation process of such systems) and improvement of cross-sectoral structures within the public administration to secure the integrated approach;
- Using integrated cultural heritage management systems to improve the understanding of the historic urban landscape.

The learning and exchange activities aim at that each partner has the capacity to develop, adapt and implement effective integrated cultural heritage management systems/ plans to balance and coordinate the different demands and interests on historic urban landscapes to support a sustainable, future-oriented urban development.

Development and implementation of integrated historic urban landscape management systems

Content, development, adaptation and implementation;

Involvement of relevant stakeholders

Improvement of cross-sectoral structures within the public administration

Improvement of the understanding of the historic urban landscape.

Visual Integrity

As stated above, the "Visual integrity" is of high importance for the preservation of the cultural heritage values of historic urban landscapes. The network will focus its exchange and learning activities within that topic on following issues:

- Instruments and their enforcement and communication for the proper preservation of the historic fabric (rehabilitation standards/ quality; urban design guidelines, etc.);
- Instruments and their enforcement and communication for the proper integration (quality standards) of new architecture and development projects;
- Inciting property owners to invest in their property, preserving the cultural heritage values and supporting the sustainable urban development;
- Instruments and their enforcement for the protection of visual key views and the views of landmark buildings.

Protecting visual integrity

Proper preservation of the historic fabric

New architecture and development projects

Inciting property owners to invest in their property,

Protection of visual key views and the views of landmark buildings.

Integrated revitalisation approach which balances and adapts the use of the cultural heritage assets to the different stakeholder needs

Within the topic of "Integrated revitalisation approach which balances and adapts the use of the cultural heritage assets to the different stakeholder needs" the network will focus its exchange and learning activities on following issues:

- Supporting and attracting (local) economy, maintaining the distinct character of each historic centre (good balance of traditional and chain stores);
- Securing the housing function in historic centres and a social mixture (gentrification and segregation processes);
- Improving (alternative) mobility and accessibility within the historic urban landscape to support its multi-functionality and the mobility of different groups (young and old people, handicapped, etc.);
- Improving public, recreational and green spaces for inhabitants and tourist, increasing the sojourn quality and creating non-commercial public and private "getaways"/ "retreats".

Applying integrated revitalisation approach balancing/ adapting the use of the cultural heritage assets to different stakeholder needs

Supporting and attracting (local) economy,

Securing the housing function and social mixture

Improving (alternative) mobility and accessibility

Improving public, recreational and green spaces

In order to give access to the experience gained in the network to a wider professional audience, the experience should be prepared and disseminated in a **guidebook** with guidelines for the successful development and implementation of integrated cultural heritage management plans.

Guidebook
Successful development and implementation of integrated cultural heritage management plans

Further, due to the lack of EU policies targeting at the further development of historic urban landscapes, a **strategy and policy paper** should be developed. It should call the EU commission to include specifically the preservation and development of historic urban landscapes in the next EU funding program period, stating the importance of such landscapes and areas for the Lisbon and Gothenburg goals and giving policy recommendations (for different levels) for the support of such areas.

Strategy and policy paper
Recommendations for the support of historic urban landscapes

Annex

Annex 1: 1. Questionnaire

Name of Municipality:	; population: ; size: km²
Contact person:	**;** e-mail: ; Tel.:

1. STATUS QUO SITUATION IN GENERAL

		What is the status quo of your (Built) cultural heritage and the socio-economic situation in your town?
1.1	**Current Situation**	
1.2	**Key Problems and Challenges**	
1.3	**Potentials**	

2. STATUS QUO SITUATION IN THE CONCERNED AREA

	Please provide maps on which the area concerned and the city centre is marked within the town limits; state size and population.	What is the status quo of the (built) cultural heritage and the socio-economic situation in the area for which the Local action Plan (LAP)[2] will be developed?
2.1	**Current Situation** *give a brief description about the kind of cultural heritage, too.*	
2.2	**Key Problems and Challenges**	
2.3	**Potentials**	
2.4	**Key Steps and Actions taken so far** (actions, instruments, programs, policies; *please send relevant documents if in English*)	
2.5	**Need for Action; envisaged Activities**	
2.6	**Intended Policies to develop/ adapt within the**	

	life-time of the project to improve the status quo	

3. LOCAL EXPECTATIONS

		What do you want to achieve/improve in the LAP area in the life-time of the project HerO?
3.1	**Goals/ Objectives**	
3.2	**Intended Results/ Achievements** (effects)	
3.3	**Intended Outputs** (products/ deliverables)	
3.4	**Intended Key steps and Actions to achieve Results and Outputs** (process description)	

4. LOCAL SUPPORT GROUP (LSG)[2]

		What is your intention with the LSG?
4.1	**Objective**	
4.2	**Intended Results/ Achievements** (effects)	
4.3	**Intended Outputs** (products/ deliverables)	
4.4	**Involved Stakeholder**	*Please fill out the table "HerO - BLS - stakeholders.doc".*

[2] **Local Support Group (LSG)**
Participation at local level is a core component of the URBACT II methodology for developing urban sustainable development. In order to allow for an effective impact of network activities on local policies, each partner in the thematic network HerO has to set up a Local Support Group (LSG) till October 2008. The LSG has to gather the local key stakeholders concerned by the theme of HerO and by the city's local action plan.
The main task of the LSG group is the development of the Local Action Plan. Further it will follow the network's activities by receiving reports from the city representatives taking part in the network exchanges, and by supporting the latter in contributing to the network's activities. The Managing Authority (MA) of the partners' region should be involved in the LSG i.e. establishing a mutual dialog/ communication about the topic and the development of supporting policies (inviting the MA to meetings, send reports and (draft) results to receive feedback and discuss it, etc.).
A specific budget line in each thematic network's budget will be dedicated to the meetings of the LSG and capacity building actions in favour of its members. A specific budget line will be dedicated to the participation of the Managing Authorities (covering costs for travel, accommodation and subsistence).

4.5	**Key Steps and Actions to involve stakeholders to reach results and outputs** (process description)	
4.6	**Status Quo of Local Support Group**	No steps taken so far:
		Key stakeholders identified:
		Key stakeholders addressed:
		First LSG meeting has taken place:
		LSG has been established:

5. LOCAL ACTION PLAN (LAP)[3]

		What is your intention for the LAP?
5.1	**Objective**	
5.2	**Intended Achievements** (effects)	
5.3	**Possible Content and Structure**	
5.4	**Key Steps and Actions to develop LAP** (process description)	
5.5	**With which topic/priority axis of your Operational Program (OP) is the topic of the LAP/HerO thematically connected?**	
5.6	**Could the results of the LAP/its implementation be funded via your Operational program?**	

[3] **Local Action Plan (LAP)**
In the spirit of Regions for Economic Change, and in order to ensure impact of URBACT network HerO on local policies, each partner city has to develop a Local Action Plan (LAP), which will be implemented after the life-time of the project. The LAP has to be elaborated in close cooperation with the local stakeholders and with the Managing Authority of the Operational Programme of the region. The LAP has to:

- Provide the city with a concrete roadmap and range of solutions to tackle the problem identified at the start of the project HerO;
- Be drawn up in close cooperation with the Managing authority so that the opportunity for funding through the operational programs will be maximized.

	Please give reasons for your answer.	

6. PROJECT EXPECTATIONS

		What do you expect from participating at the project HerO?
6.1	**Expected Benefit/Learning**	
6.2	**On which Key Issues, Problems, Challenges, Solutions, Methodologies you want to exchange?**	
6.3	**Which support would you like to have (from the Lead Expert)?**	

7. FURTHER NEEDED INFORMATION

		What would you like to know from the other partners? Which information would you like to have from them?
7.1	**I would like to know from/about the other partners…**	
7.2	**Following good practice we have in our town concerning the issue of HerO**	

8. POLITICAL AND ADMINISTRATIVE BACKGROUND

		What is the political and administrative background for dealing with the Issue of Hero?
8.1	**Brief description of your political and administrative structure AND decision-making process**	
8.2	**Which administrative departments deal with the issue of HerO?**	

Annex 2: 2. Questionnaire

Name of Municipality:	
Contact person: ; e-mail: ; Tel.:	

1. INTEGRATED CULTURAL HERITAGE MANAGEMENT PLANS

1.1 Do you have an implemented cultural heritage management plan?	Yes: *If yes, go to question 1.2;*	No: *if no, go to question 1.4*
1.2 Do you perceive it as a good-practice? If yes, please give some explanations about it.	Yes: Explanation:	No:
1.3 Do you see the need to adapt/ update your cultural heritage management plan? If yes, please provide some reasons for it. In which way the plan has to be updated.	Yes: Explanation: *Go to question 1.6.*	No:
1.4 Are you currently elaborating a cultural heritage management plan and the process for its implementation?	Yes: *If yes, go to question 1.6;*	No: *if no, go to question 1.5*
1.5 Do you have a concept for the elaboration of a cultural heritage management plan?	Yes: *If yes, go to question 1.6;*	No: *if no, go to question 1.7*
1.6 Do you perceive your cultural heritage management plan as an integrated one? If yes, please provide some information on the integrated approach.	Yes: Explanation:	No:
1.7 On which issues/ topics concerning the development and implementation of an integrated cultural heritage management plans would you like to exchange? What would you like to learn about it?		

2. VISUAL INTEGRITY (DESIGN APPROACHES; NEW ARCHITECTURE/ QUALITY STANDARDS; VISUAL VIEW POINTS; ADVERTISEMENT IN PUBLIC SPACE; REHABILITATION STANDARDS, ETC.)

2.1 Describe your key problems/ challenges dealing with the topic	
2.2 Score your experience dealing with the topic/ problem	3 = *Our city has successfully dealt with that topic and implementation relevant projects/actions, but we would like to improve dealing with that topic/ problem;* *2 = We have started to address this topic/ problem;* *1 = We do not have much experience in dealing with that topic/ problem*
2.3 Describe your key actions taken so far/ your experiences/ knowledge dealing with the topic/ problem	What has been done? What has been successful? Do you perceive one of your action as good-practice example (please name it)?
2.4 Score your learning needs dealing with the topic/ problem	3 = *We have experience dealing with that topic/ problem;* *2 = We have some experience to share but a lot to learn;* 1 = We want to learn from the other partners
2.5 Describe your learning needs dealing with the topic/ problem	

3. INTEGRATED REVITALISATION OF HISTORIC URBAN LANDSCAPES

3.1 Describe your key problems/ challenges dealing with the topic	
3.2 Score your experience dealing with the topic/ problem	3 = *Our city has successfully dealt with that topic and implementation relevant projects/actions, but we would like to improve dealing with that topic/ problem;* *2 = We have started to address this topic/ problem;* *1 = We do not have much experience in dealing with that topic/ problem*
3.3 Describe your key actions taken so far/ your experiences/ knowledge dealing with the topic/ problem	What has been done? What has been successful? Do you perceive one of your action as good-practice example (please name it)?
3.4 Score your learning needs dealing with the topic/ problem	3 = *We have experience dealing with that topic/ problem;* *2 = We have some experience to share but a lot to learn;* 1 = We want to learn from the other partners
3.5 Describe your learning needs dealing with the topic/ problem	

4. BALANCING/ADAPTING THE USE OF THE CULTURAL HERITAGE ASSESTS TO THE DIFFERENT ECONOMIC AND SOCIAL STAKEHOLDER NEEDS

4.1 Describe your key problems/ challenges dealing with the topic	
4.2 core your experience dealing with the topic/ problem	3 = *Our city has successfully dealt with that topic and implementation relevant projects/actions, but we would like to improve dealing with that topic/ problem;* *2 = We have started to address this topic/ problem;* *1 = We do not have much experience in dealing with that topic/ problem*
4.3 escribe your key actions taken so far/ your experiences/ knowledge dealing with the topic/ problem	What has been done? What has been successful? Do you perceive one of your action as good-practice example (please name it)?
4.4 core your learning needs dealing with the topic/ problem	3 = *We have experience dealing with that topic/ problem;* *2 = We have some experience to share but a lot to learn;* 1 = We want to learn from the other partners
4.5 escribe your learning needs dealing with the topic/ problem	

Annex 3: City visit program (blueprint)

	Welcome
$09^{\underline{00}}$	**Briefing with local organiser/ contact person** Final discussion of the program (e.g. possible chances) Information about participants with whom will be met during the day (name and their local role)
	On-site visit
$09^{\underline{30}}$	**Information/ introduction about the concerned area (of the LAP) and the cultural heritage** Specialist guided tour *(not from the tourist point of view, from the HerO point of view)*
	Meeting *(Participants: Local contact person; City representatives of relevant departments; Managing Authority; Potential members of Local Support Group)*
$11^{\underline{00}}$	**Complementing/ more detailed presentation** with discussion about *(if possible this can also be done during the guided tour)* Urban, cultural, economic, social and ecologic problems, challenges and potentials concerning the topic of HerO Actions taken so far; your experiences/good practice *(stress in particular which actions/projects you identify as good-practice and give a more detailed explanation on it: what has been successful; what has been barriers; how have they been overcome)*
$12^{\underline{00}}$	Lunch break *continuation of meeting*
$13^{\underline{00}}$	**Discussion/Workshop** Kick-off results "vs" local/network expectations/needs: *Do you agree/ questions/ comments (output/results; exchange topics; working structure)* Local Action Plan Local Support Group Involvement of Managing Authority Expected support of Lead Expert Any other issue of interest of the local partner; saying which information still has to be given
$16^{\underline{00}}$	**Debriefing with local organiser/ contact person** Results of the meeting
$16^{\underline{30}}$	**Departure to airport**

Annex 4: 10 key messages for handling the built-cultural heritage in small and medium-sized historic towns for the urban rehabilitation and ecological revitalisation

1. **Old is a beautiful value:** The attractiveness of cities depends on their historical authenticity, esthetical quality and physical appearance. The built-cultural heritage as a common property supports the identification and emotional orientation of the people in their urban environment. The protection and development of this value is a requirement to all of us and an obligation to the next generation.

2. **The urbanistic aim is to preserve and renovate the existing built-cultural heritage:** Preserving rehabilitating and renewing are the main objectives of a careful urban renewal: the rehabilitation of the original is required, not the reproduction as imitation. In the course of the adaptation to the new and modern requirements it is regarded to strengthen the role the built-cultural heritage as lively "epicentre and political and cultural centre of the whole town.

3. **The public sector plays a key role in the revitalisation of historic town areas:** The public sector, responsible for public space and public housing, is the key-actor in the revitalisation process. He encourages with public investments private owners to invest in their property and to remove deformity. He defines the level of quality and is engine of the process. The municipality has the duty to set up priorities for the revitalisation in an integrated master and management plan. Investments concern the administrative, cultural, social, educational as well as the ecological part of the urban environment. Existing potentials (i.e. the redesign of streets and squares as pedestrian-friendly areas as well as of open and park spaces) have to be enhanced as well as important investments in culture, education and tourism done.

4. **Revitalisation needs the engagement and the active participation of citizens and public private partnerships:** To support the dialogue between public and private actors - in particular the owners – different form of participation play an important role. Participation can strengthen the entire decisional proceedings and the actions for the renewal of the historic centre. Participation allows the decision makers to know about the needs of the citizens and the citizens can appreciate what has been accomplished. Among all the actors to be involved in the participation process one important key-group are children, because they are the future users and "protectors" of the built-cultural heritage.

5. **Sustainability and high quality are the main efforts in the renewal of the built cultural heritage:** Renewing the built cultural heritage is not a matter of codifying a specific state, but about the steering, management and control of the continuous revitalisation process. The renewal should be state-of-the-art in aesthetic, ecological and functional terms. Owners of new buildings should consider a design charter as an assurance against greater mistakes for the environmental architecture. Owners of historic buildings should consider a preservation charter as a protection of built values. Monuments can be classified and listed as a historical monument (preservation order). These measures are implements of maintaining the historic townscape. Both - sustainability and high quality - have been pursued by using historical materials in renewal operations. This allows the conservation of the true original structures and of the true original imagine.

6. **To preserve the cultural identity it demands a mix/ diversity of functions and uses:** The mix of functions and living in historic centres represent the main structure of the future European historic town. Without the mix of functions the historic centre becomes a quarter of periphery. The quality of life of the European towns is tied to the "civitas" and not to the "urbs" alone.

7. **The revitalisation of brownfields should be recognized and used as a resource:** As a result of political, economical, demographical and technological development individual areas of the city undergo significant functional and structural changes. In the course of this urban renewal and consolidation exist potentials to compensate existing deficiencies (such as lack of open and green spaces, parking lots, etc.) and to settle complementary uses. The management of this development ought to take place via an integrated master plan, which aims at strengthening the city center.

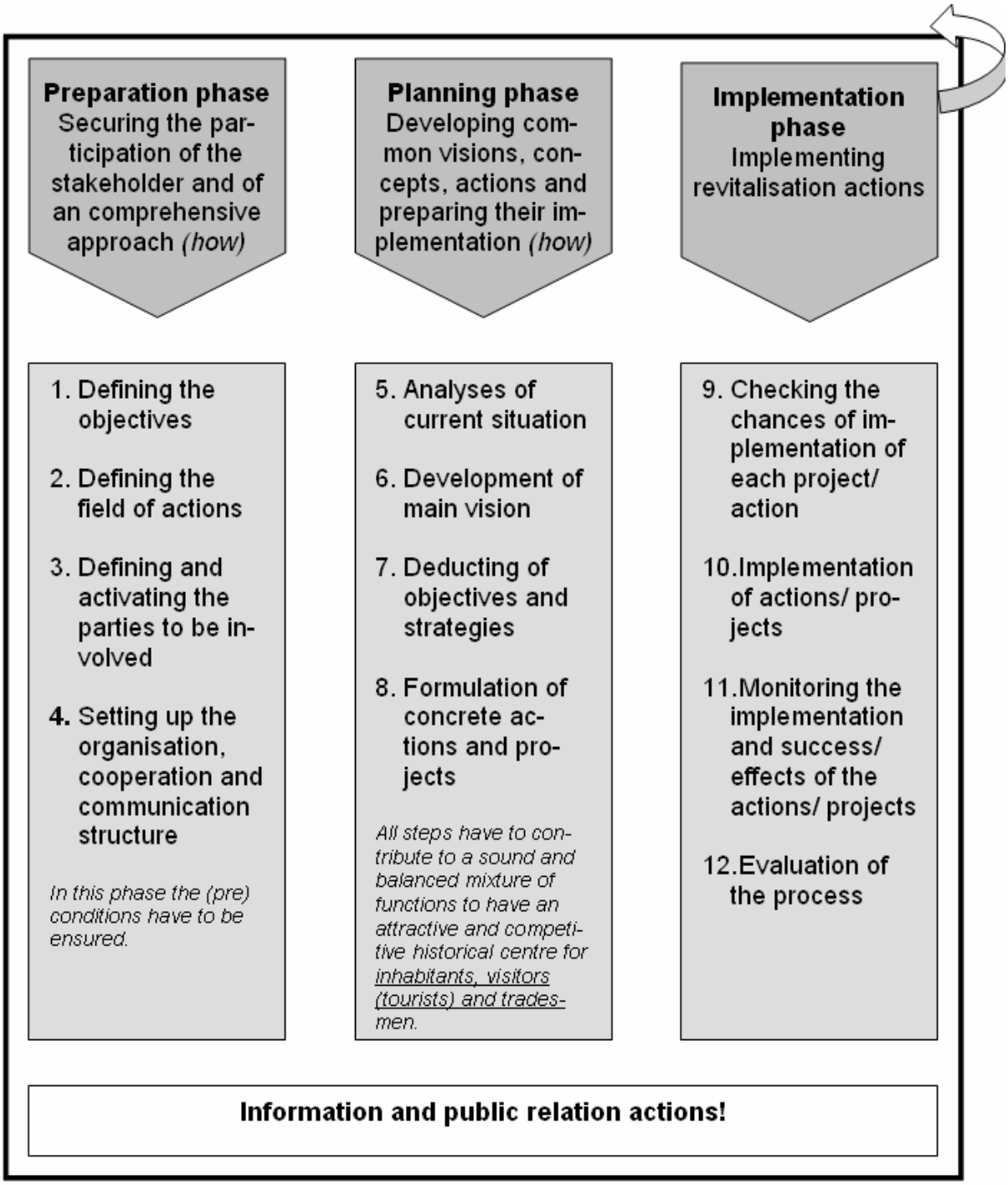
8. **The promotion of a sustainable traffic and transportation systems is an important element for the ecological revitalisation:** Traffic is an important activity with serious impact on city's economic development by meeting community's need for mobility. But traffic is an important reason for the degradation of the urban environmental, too, due to air pollution, level of noise and vibrations. Towns need a strategy to design and manage transport and traffic under environmental and functional aspects. The overall objectives are to unburden public space from moving traffic or parking cars, to promote an environmental friendly mobility (i.e. use of public transport, bicycles, walking) and to upgrade in urbanistic and functional terms "traffic junctions" as i.e. train and bus stations.

9. **Revitalisation needs a permanent effort as well as mechanism and financial aid:** Studies show, that revitalisation of cities is a commercial program, which promotes commercial development and safes and produces employment. This is the reason, why countries apply own programmes to promote the urban renewal, with which - in addition to the programmes of the EU - the revitalization of designated areas in towns is encouraged. The development of mechanism and financial aid is a need for the preservation of the heritage.

10. **Cooperation structures and networks between historic towns are important to exchange experiences and solutions:** Despite varying framework conditions and starting situations the towns of Europe are confronted with similar future challenges (differing in scope), sitting all in the same boat to find solutions. Being competitive requires to look beyond one's own nose, to oriented themselves along European developments and cooperate in transnational networks. The cooperation in networks will support the exchange of experience, the joint development of solutions and learning of good practices.

Annex 5: Model for an integrated and implementation-oriented revitalisation process

12 steps of an integrated and implementation-oriented revitalisation process



Explanations of the 12 steps

A. Preparation phase

1. Defining the objectives

The municipality has to define the objective of the revitalisation process, i.e.

- Development of common objectives, concepts, plans and actions;
- Sound and balanced functions in the historic centre, serving the needs of the different users, preventing conflicts and preserving the built-cultural heritage.

3. Defining the thematic field of actions

The main field of actions have to be defined which are addressed by the revitalisation process. These could be e.g. cultural heritage, tourism, local economy, quality of life, traffic, housing, etc. The field of actions will differ from town to town depending on their problems, potentials and objectives.

2. Defining and activating the stakeholders to be involved in the process

People/ organisations that have something at stake or are effected by the field of actions have to be identified and activated to participate in the revitalisation process (local stakeholder) to gain their support or prevent that they impede on what was decided on. Stakeholders who generally should be involved are i.e. politicians, public authorities/ heads of department relevant for the field of actions, media (as communicator), local and informal interest and advocacy groups, multipliers/ local opinion leaders.

4. Setting up the organisation, cooperation and communication structure

To secure the cross-thematic and cross-technical/sectoral approach as the cooperative, communicative and implementation-oriented process an adequate organisation, cooperation and communication structure has to be set up and implemented.

This step links directly the preparation with the planning phase (floating transition).

B. Planning phase

5. Analysis of current situation

The involved actors have to capture, analyse and assess the strength, weakness, opportunities and threats for the relevant area within the field of actions.

7. Development of main vision

The involved actors develop a common vision to which all want to contribute and all actions will be directed to.

6. Deducting of objectives and strategies

From the main vision (short-, mid- and long-term) concrete objectives and strategies for each field of action are deducted, securing a coordination between them.

8. Formulating of concrete actions and projects

From the objectives and strategies concrete (short-, mid- and long-term) actions, projects and programs for each field of action are deducted.

This step functions as a link from the planning to the implementation phase and fades directly to step 9 (floating transition).

C. Implementation phase

9. Checking the chances of implementation of each project/ action

Here the chances of implementing successfully the actions, projects or programs for the integrated revitalisation are examined by checking if all necessary resources (finances, preconditions, responsibilities, time schedule, know-how and personnel, etc.) are available or if projects have to be adapted to the current situation. The result will be fixed in an action plan.

10. Implementing the actions/ projects

The actions, projects and programs are implemented according to the action plan by the involved actors.

11. Monitoring/ controlling the implementation and success/ effects of the actions/ projects

The implementation and effects of the actions, projects and programs (action plan) are monitored to take corrective actions if necessary.

12. Evaluating the process

To improve not only the actions/ projects but also the whole process before "starting the process again", the process will be evaluated and adapted according to the findings, because the integrated revitalisation process is an ongoing cycle.

Starting from the "beginning" again ('continuous improvement process').

"What can/has to be done" and "On what has to be paid attention to" implementing the steps

Step 1 was skipped because it depends highly on the objectives of the local/ regional authority.

Step	What can/has to be done (actions)	On what has to be paid attention to
Preparation phase		
2. Defining the thematic field of actions for the revitalisation process	• Cross-sectoral brainstorming within the public administration	→ Heads of department have to be involved
	• Interviews/consultations (brainstorming) with experts to gain professional expertise	→ Be aware that they are specialists for (just) a certain field and often lack the local knowledge → To cover comprehensively the revitalisation you need (real) experts from different fields → Have someone who links and coordinates the experts statements (and the ones from the local stakeholders)
	• Public meetings (brainstorming) with local stakeholders to gain their local needs and knowledge	→ Secure participation of all relevant groups, in particular the ones that normally have "no voice" (target group oriented meetings and PR for the meetings) → Secure that people come from or work in the concerned area and have the meeting in this area
	• Check regional/ national/ EU programs and priorities	→ Are your field of actions congruent with theirs? Try to make them to ease support and funding for your future projects
	• Analyse prior field of actions (problems) and their results	→ Are they still and in the future relevant?

Step	What can/has to be done (actions)	On what has to be paid attention to
Preparation phase		
3. Defining and activating the stakeholders who are relevant for the planning and implementation phase	Defining • Deduct the relevant stakeholders and their needs • Interviews with experts • Look for people/ organisations that have experience within the field of actions and/or are multipliers/ local opinion leaders	→ Relevant stakeholders are that have something at stake, can influence the implementation or are directly affected by a field of action (municipal departments are stakeholder, too) → Evaluate goal conflicts of the different needs and "decide" which has priority to one another or how to solve them (compromise)
	Activating • Information events to reach as many as possible and identify "representatives" to work with in the further process • Preliminary talks with key stakeholder • Target oriented public polls and activating interviews • Public relation using typical local media to spread information (i.e. print and electronic media, personal letters) • Activate the relevant departments of the municipality • Give incentives to relevant stakeholder to participate	→ Outline the objective and the process, the advantage to participate, the "function" of each "group", what is their tasks, what they can influence, what will be done with their input, which field of actions will be tackled, etc. → Secure that the target groups are involved that generally have "no voice"/ do not participate → Think about which target group can be reached by which media and used it accordingly → Explain to the different departments (and all other involved stakeholders) why the cooperative and participative approach is important and why which stakeholders are involved

Step	What can/has to be done (actions)	On what has to be paid attention to
Preparation phase		
4. Setting up and implementing the organisation, cooperation and communication structure	• Kick-off information meeting with all involved stakeholders • Clarification and determination of decision-making power and co-operation rules (follow legal rules of decision making) • Smaller working groups during the process	→ Outline the organisation, cooperation and communication structure, the objective and the process, the advantage to participate, the tasks of each "group", what will be done with their input, which field of actions will be tackled, etc.
	• Regular information exchange/ coordination meeting of all involved stakeholders/ working groups	→ Secure a good information and communication flow between the involved stakeholders and to the outside
	• Two level structure with (a) working groups with representatives of the target groups and (b) steering group	→ Representatives have to be accepted by the target groups
	• Neutral mediator/ organisation to manage the process and being the "helping hand" for organisational issues	→ Secure that the neutral mediator/ organisation is accepted by the involved stakeholders
	• Check how other (twinning) cities have organised and implanted the process • Public-private forum	
	Which actions are taken, depend highly on the objectives and procedure of the whole process as who will be involved, etc.	

Step	What can/has to be done (actions)	On what has to be paid attention to
Planning phase		
5. Analysis of current situation of the field of actions	• Collect and go over existing plans, studies, analysis, standard indicators, etc.	→ Involve the relevant stakeholder → Check the up-to-dateness and relevance of the plans, studies, etc. (when have they been conducted and by whom)
	• Make a SWOT-analysis/ study	→ Analyse public and private demands → Involve the relevant stakeholder → Secure the demand of each study/ analysis and that it is about the defined field of actions (no “data rubbish”)
	• Check the statements of regional/ national/ EU programs in the context of your current situation and field of actions	→ Are they congruent with your results to secure support for the local actions?
	• Representative public opinion poll (example: Plzen)	→ Professional judgement of the results of the public opinion, in particular to their mid and long term effects
	• Assign expert(s); experts hearing • On-site workshop, working group, round table, etc. with stakeholders (informal participation instruments) • Interview key stakeholders/ target groups • Public media debate • Check existing legal instruments	→ Present all results as neutral as possible (positive and negative ones; playing open cards) → Explain what is going to happen with the results → Make the results understandable to the involved stakeholder (no “expert-language”) → Have in mind the danger of misunderstandings → The municipal departments have to take seriously the results and regard them in their work → The municipal departments can use the results as justification of practice of their work

Step	What can/has to be done (actions)	On what has to be paid attention to
Planning phase		
6. Development of main vision for the revitalisation	• Future conference • s. step 4 (use the cooperation and coordination structure to develop the main vision with the involved stakeholders) • PR activities and public exhibition on the vision to make the vision well known, also to not involved stakeholders	→ Deduct the vision from the results of the analysis of the current situation and that it is congruent with the fields of actions → Assure support for the vision by the politicians → Stakeholder should be able to identify themselves with the vision (recognition factor, image, identification) → Give the opportunity to give feedback on the vision
7. Deducting of objectives and strategies	• Public-private working groups • s. step 4 (use the cooperation and coordination structure to develop the main vision with the involved stakeholders; use informal participation instruments)	→ Play with open cards → Secure a good information and communication flow between the involved stakeholders/ working groups to identify goal conflicts in an early stage and to look for solutions/ compromises → Assure support for the action plan by the politicians → Set up short, mid and long term objectives and projects and set priorities → Secure the availability of resources for the implementation of the projects (know-how, finances, personal etc.)
8. Formulating of concrete actions and projects (action plan)	• Elaborate an action plan	→ The action plan ought to contain who is responsible, time schedule, finances, etc.
	• PR activities and public exhibition on the objectives/ projects/ action plan to make them well known, also to not involved stakeholders (example: exhibition in the pedestrian zone)	→ Secure the awareness of the objectives and action plan within the public and private stakeholders (also in the future) → Give the opportunity to give feedback on the projects/ action plan to all
	• Check if the actions and projects fit into the regional/ national/ EU programs/ policies	→ Are the projects designed in a way that you can make use of regional/ national/ EU programs?

Step	What can/has to be done (actions)	On what has to be paid attention to
Implementation phase		
9. Checking the chances of the implementation of each project/ activity of the action plan	• Setting up an overall steering group • Setting up a responsible group and one contact person for each project/ activity of the action plan	→ The group should include the representatives of the main stakeholder groups (that have something at stake and/or can influence the implementation or are directly affected; max.(!) 10-15 persons) → Clarify the tasks, responsibility and decision-taking power of the group
	• Provide a checklist of generally needed resources for the implementation of a project/ activity • Check if the needed resources are available (use a form)	→ Needed resources are: finances, time, know-how, personal, → Check if project is in line with regional/ national/ EU policies and programs → People/ institutions that benefit more from the activity, should provide more resources → Clarify within the municipal departments their contributions
	• Adapt the project/ activity – and respectively the action plan – to the available resources • Communicate the final action plan to the in- and outside	→ Coordinate the adjustment with the involved stakeholder and overall steering group → Adjust the priority of the project/ activity to the existing resources → Get official approval/ support of the council and involved private stakeholders for the adopted action plan
10. Implementation of actions/ projects	• The overall steering group supervises the implementation of the action plan • Enterprises are to be contracted to implement the activities/ projects • Provide some public funds to incite private investments	→ Secure the needed resources (time) → Coordinate the projects of the action plan with other public actions

Step	What can/has to be done (actions)	On what has to be paid attention to
Implementation phase		
11. Monitoring the implementation and success/ effects of the actions/ projects	• Set up indicators to be able to "measure" (indicator system) • Collect the data on a regular basis • Process and analyse the data concerning the progress and effects of the project (deadlines are kept, needed resources are available, objectives are reached, effects are…)	→ Be clear and precise about what you want to "measure" → Secure that the indicators are available/ can be collected → Set up time schedule for the collection of the data → Clarify who is responsible for the collection, analysis and report of the data; use existing structures/ institutions if possible
	• Report the data and the results of the analysis (communication)	→ Communicate the results to the in- and outside
	• Act on the results (take decisions to improve the project/ activity)	→ Clarify who takes the final decision on "needed" actions (i.e. steering group or responsible group of the activity) → Make the monitoring and the decision making – as the whole process – as transparent as possible
12. Evaluation of the process	• Compare the objectives with the achieved results/ effects of the process • Check if the used actions and methods for the process have been efficient, effective and thus the correct ones	→ Communicate the results to the in- and outside
	• Develop a concept for the continuation/ endurance of the revitalisation process	→ Discuss the concept with the involved stakeholder (talking about: communication/ organisation/ cooperation structure; objectives; field of actions; project, etc.; adapting them)
	The whole process as well as the projects have to be communicated (public relation) to the involved partners and the general public to raise their awareness, the identification with the process and actions and gain their support – to avoid confrontation during the implementation phase; and for politicians to have a better standing within the voters.	

Annex 6: Concept for Strengthening the Urban Economy of Historic Towns by Valorising their Specific Assets and Development Potentials

1. Promoting vital, attractive and competitive historic towns

Small and medium-sized historic towns have to be attractive places to live and work, act as engines for the development of their regions and at the same time have to preserve and support the unique built-cultural heritage.

The competitive advantage of the historic town bases on its specific value as important soft location factor and on the capability to stimulate the existing potentials in order to realise products of high quality and added value. Hence, the main task for small and medium-sized historic towns is to provide a balanced functional mix in the town centres to benefit the residents, local businesses and visitors. The sustainable socio-economic revitalisation of historic towns will need to combine the several areas of activity in an integrated way and asks for innovative approaches.

In this context, local authorities can play an important role by identifying the contributions they can provide and the parameters they can influence to support the development of economic activities within their historic town. A dynamic and sustainable economy in a historic town should be developed in a way that the specific conditions of the cultural heritage and the historic urban structures are considered and respected and that there is a balance and even synergy of economic, social, environmental and urbanistic aims.

The existing know-how and experiences with the socio-economic revitalisation show, that despite the diversity of historic towns all over Europe they at the same time face similar challenges. Hence, concepts to ensure the sustainable and balanced economic development of historic towns need to be grounded in a common vision about the life and the function of the town today and tomorrow and an analysis of the those themes and fields of action that are relevant for the individual historic town and offer promising development potential that can be turned into economic opportunities and additional economic activity.

2. Creation of consensus by a common vision “The European Town”

The definition of the common vision for the future development of the historic town, which is to be initiated by the local authorities of the town itself, is very important for the development of a concept for the socio-economic revitalisation. The common vision must provide guidance and criteria for the development of entrepreneurship in historic towns and is the starting point for all further considerations about the themes, fields of action and instruments of the socio-economic revitalisation of the historic town.

The common vision for the future of the vital historic town is defined by the idea of “The European Town” itself. Hence, concepts for the socio-economic revitalisation must transfer the idea of “The European City” to the specific historic town and have to develop solutions for the appropriate mix of functions today and in the future. Questions to be addressed are: Is the town always to be adapted to any type of new offers of retail, services, leisure? Is the functional mix still the same like 100 years ago?

The common vision about the vital historic towns creates consensus about the values of development, builds trust between the politicians, administration, entrepreneurs and residents and forms the basis for the implementation of planning intentions and instruments. The vision needs a long-term discussion and participation process so that every actor agrees with the strategy and makes it a committed foundation.

The common vision for the historic town must reflect about the globalising economy and the impacts that this pose to the economic development of the historic town. A common vision and a coherent strategy based on a broad consensus can support pro-actively own planning objectives instead of only reacting to global monopolistic interests. Negotiations and discussions with investors are more convincing if the different parts of the local administration and the politicians follow the same goals and the same common principles.

Theme	What do we want and what aspects do we need (vision) ?
Atmosphere	Multifunctional, living city, authenticity, distinct profile, architecture, experience-comprehendable scale, clean-safe, social diversity, something to feel attached to – to remember, mental map.
Accommodation & Gastronomy	Appropriate scale, specific architectural concepts, distinct advantage, appropriate & variety (standard) of tourism facilities, individual hotels, typical & traditional bars, restaurants, acceptance by the inhabitants.
Public Spaces	Not exclusive, open to everyone (generations, families, women, handicapped), traffic management, to see & to be seen, safety, usages, design, „public living room", accessibiltiy, visibility, non-commercial furniture.
Historic Buildings	Keeping them in use & open to the public, dealing with potential usage conflicts, limiting advertisments, maintenance.
Quality Retail	Daily needs, quality & variety, appearance, shops & services, municipal policy (tenders), reliable owner-tenant relation, cluster approach.
Cultural Programs	Events bringing pedestrians, customers, to be consistent, combination of gastronomy & event (2x per year), unique concept with different events & respecting the inhabitants, quality instead of quantity, target group oriented quality, the town celebrate itself, meeting point, performances & professional event organisation, providing space for social organisations (+ opportunity to make money), made for local people, creating brand (unique events), synchronisation of big & small formal & informal events.
Cultural & Creative Businesses	Open the handicraft art studios (tiny warehouse), advise to produce local products, theatre costumes as typical new product, high quality.
Housing	Avoiding (over-)gentrification, social mix of inhabitants (by funds for renovation & fixed rents), without public funds ? What instrument ? More capacities & expertise.

3. Identification of themes and new market opportunities for historic towns

New market opportunities and additional economic activity must be generated by using and valorise the specific existing development potentials of the historic town. A complex portfolio of attractive and high quality products and services for the historic town must be developed thus creating positive benefits for the local economy, social inclusion, the urban environment as well as for the urbanistic shape. Relevant themes and field of actions cover the range of atmosphere, accommodation and gastronomy, public spaces, historic buildings, quality retail, cultural programs, cultural and creative businesses as well as housing. It is important to define a common understanding about the relevance and the meaning of each of the themes for the specific historical town e.g. what kind of atmosphere is desirable for the historical town? What should be achieved by creating a certain atmosphere, by what it is characterized and what does it consist of? Considering these questions for all relevant themes and for the specific conditions of a certain historic town will support to identify new market opportunities and will help to pave the way to define appropriate instruments for the stimulation of economic activity.

4. Integrated concept for promoting economic development by using specific economic opportunities of historic towns

4.1 Background and working hypothesis

Economic development is one of the essential components for socio-economic revitalisation of historic towns. It generates activity, wealth, jobs, and income. Urban development has always been built on any sort of economic activities and historical towns are the built witnesses of past and present economies. Economic development depends on entrepreneurial activity in close relation with other components of the urban life (housing, infrastructure, transport, skilled labour, safety) in which local authorities have an important role to play. The concept of enterprises has, however, to be used in its broadest possible way including all forms of enterprises, big, small, private, public, social economy, individual projects, self employment etc. It is therefore natural for municipalities to be interested in the development of enterprises on their territories.

But not all sorts of economic development are beneficial in itself without also having negative impacts on other fields, especially when looking to the specific structures and conditions of historic towns. Thus, for achieving the sustainable and balanced socio-economic revitalisation of historic towns, it is crucial to consider also the negative impacts on social, environmental and urbanistic aspects as well as the conflicts between different uses and functions.

Traditional economic promotion policies often were very much oriented towards one-sided economic perspectives, trying to attract bigger investors or in reacting only to the needs of the bigger local enterprises. From that point of view historical inner-city structures were often considered as barriers to economic development with the result, that historical structures and buildings often were removed or considerably reshaped for fitting to the demands of modern businesses.

However, considering that attracting big investors is becoming increasingly difficult and that for historic towns small-scale economic activities are more suitable, economic promotion policy has to be redirected and targeted towards micro and small businesses.

Moreover, the specific economic value of historical urban structures is actually more and more perceived as important soft location factor as well as development potential for new economic activities. The renovation in itself can create economic activity as well as employment and qualification possibilities, historical buildings and quarters can be used as prestigious locations for businesses, the historic atmosphere as well as traditional cultural activities and techniques are considered as favourable environment for new creative and cultural activities.

Thus, integrated urban development strategies and concepts are needed combining new small-scale business promotion actions with cultural, urbanistic and heritage preservation measures.

4.2 Valorising specific development potentials of historic towns

Especially historic towns possess manifold and interesting development potentials that can be used as opportunities for creating new or additional economic activities. Although the heritage of towns constitutes an extremely valuable and rich base for socio-economic development, strategies to develop these assets of historic towns have mostly not led to a full valorisation of existing opportunities presented by historical and cultural goods yet. The territory is very divers and offers not only the built and material heritage (like architecture, artistic works, nature or landscapes) but also immaterial elements (like typical economic activities, traditions, agricultural products and food, festivals, expositions etc.). Both are forming the specific identity of the town.

Hence, towns need to develop a complex product based on their cultural heritage which requires operations for creating integrated cultural systems that represent complex products (goods and services) and that have specific territorial characteristics, are rich in added value and that integrate the cultural sector as a real industry. Therefore the cultural offers and services have to be enlarged and targeted to different types of publics and the entrepreneurial capacities of people who are active in the cultural and arts sector have to be improved. Integrated systems of enterprises from different productive sectors and branches have to be supported and it has to be illustrated how cultural goods and human activities can become a real resource and local capital in terms of historic identity and real economic benefit.

Moreover, to use the heritage for boosting tourism has to be placed on European and international tourist markets. In this respect the competitive advantage of historic towns results from the capacity of each territory to mobilise development potentials in order to realise products of high quality and added value.

In the perspective of the two fold process of globalisation and localisation, cultural goods and heritage are an important resource. One important step to position a town on international reference markets is to reach a local qualified specialisation. Globalisation imposes on local systems to develop growth fields, and even mature economic sectors like agriculture and food industry or handicraft can be related to innovative systems, like the cultural sector.

This requires organising existing resources and also improving them. Important aspects to be considered encompass:

- Define in a process of specialisation and internal and external communication those local elements that are specific to the town and that a revitalisation process can build on and that present a unique and integrated valorisation of territorial excellences.
- Organise and promote a territorial concentration of installations, buildings and sites.
- Develop and promote folklore, handicraft, arts, cultural activities, festivals, markets, fairs and stimulate additional local productivity related to the valorisation and use of goods and local activities. These are additional economic activities related to urban cultural heritage, e.g. tourist services, events, education, communication, services to the people, typical artworks and handicraft.
- Re-create traditional productions of the handicraft, food and agricultural sector and stimulate arts and handicraft enterprises and high-quality products.
- Ensure qualification and training of local people and entrepreneurs in the relevant economic activities thus improving the human resources with a good professional qualification.
- Adapt the offer of cultural services, of infrastructures, of welcome services and the whole territorial services for connecting all activities directly or indirectly with the activities of valorisation.
- Develop projects from the ground and their realisation by partnerships on the local level. Therefore, real cooperation and participation is extremely important;
- An important general condition to be improved is accessibility and proximity in terms of national and regional transport infrastructure and in relation to urban infrastructures.

Furthermore, and from a more urbanistic and urban planning perspective it is important to:

- Place new uses of protected goods, buildings and sites in the heart of urban planning processes by realising programs that at the same time restore and maintain the architectural built-heritage.
- Adapt old buildings to new uses by reaching a balance between the requirements of modern life and the historical character.
- Apply methods for economic revitalisation: valorise architectural heritage for the largest possible public and to transform it to an element of identity, source of creativity and enterprise. The actors should be as broad as possible including the public sector, local groups, cultural associations, citizens, mentors etc.
- Implement strategies that integrate promotion, development and management of cultural markets combined with policies for education and sensitisation for the values of heritage.

Concepts for the socio-economic revitalisation also have to consider the weaknesses that historical towns often have to struggle with. These are: deficits in infrastructure especially in transport or communication, insufficient development of service offers for marketing the local products, a lack of real and certified quality brands, insufficient diffusion of a systematic enterprise culture and entrepreneurial spirit as well as of an internationalisation process of the enterprises, deficits in the qualification and service orientation of the local people as a necessary precondition to be able to offer high quality tourist products, insufficient flexibility and coherence of urban and territorial planning methods that are not always adapted to the requirements of territorial valorisation.

There is a need to stimulate the growth of economic and productive activities on the local level that generate positive effects for tourist markets and for the whole cultural industry. This requires the transformation and modernisation of infrastructures as well as of the production and organisation structures. Local actors have to change and constitute the steering class of the whole process.

4.3 Local authorities have an important role to play in stimulating economic opportunities

The local authorities can play an important role in identifying these potentials and in assisting the local economic actors in turning them into development opportunities. This specifically concerns the identification of the economic and social potentials as well as the provision of targeted support instruments for businesses, people, property owners that help them in their own entrepreneurial activities, employment and social integration. There are different types of economic development instruments ranging from financial support, assistance and counselling services, information and promotion actions, regulation instruments, qualification and training measures. The central idea is that only the comprehensive mix of support instruments realised in a broad partnership of local authorities and private actors (e.g. chambers of commerce, enterprise associations and entrepreneurs), civil society organisations, qualification and training institutions or scientific institutes can ensure to develop new economic opportunities

4.4 Valorising economic opportunities through cultural tourism

One important approach for the socio-economic revitalisation of historic towns is the promotion of cultural tourism. Historic towns should develop a strategic experiential positioning that comprises all key areas such as cultural heritage, regional products, retail, accommodation, gastronomy, services etc. It is important to foster creativity and synergies and to attract inward investment of new businesses.

Based on their studies, Salzburg Research recommends a portfolio of cultural tourism offers that covers the following aspects:

- **Revitalisation of built cultural heritage**

  Well-preserved built cultural heritage of course is a major asset of historic town and in particular with respect to cultural tourism. Investments in this asset will often require finding new uses of historic buildings that allow for return of investment (e.g. higher prices of office spaces than for new

building). If carried out properly there is a strong economic case for regenerating historic buildings not only in relation to the actual buildings but also to the wider area and the community. This is due to the fact that such buildings have multiple layers of value comprising historic character, architectural distinctiveness, local identity, prestige etc.

- **"Slow-town" approach**

  Historic towns should aim at being "slow" gentle places that emphasise quality of life and social specialities that allow for avoiding the "sameness" that has afflicted so many urban centres. This is also a counter strategy to the large cultural cities that market themselves as vibrant places of cultural production and consumption.

- **Connecting with wider region and natural surrounding**

  For some, particularly smaller historic towns it will be important to emphasise their regional embedded ness. This is important with respect to visitors who prefer to stay in the countryside (e.g. biking, hiking, golfing, wellness etc.) but will also take the opportunity to visit the town. The intention to combine these activities will often be an important factor in the decision to visit the region. For over-crowded historic towns developing attractive cultural and other leisure places in the surrounding may also help in achieving a better distribution of tourists and additional income.

- **Cultural routes and joint marketing of historic towns**

  Cultural routes can attract tourism to a region and important nodes such as historic towns. They can also link up the towns with interesting places in the surrounding.

- **Creative cultural programmes**

  Creative cultural programmes cater for people´ s growing thirst for self-development that is one of the most important drivers if the interest in creative tourism. Such programmes can comprise courses in restoration work, music, cooking/culinary culture, handcrafts workshops with local producers etc. Creative cultural programmes do not require much investment, but must relate to important local and regional cultural themes thus allowing for using creative competences and skills of local people

- **Fostering creative businesses**

  Availability of creative, highly skilled people is a pre-condition for a competitive and innovative region, city or town. Talented people must receive support in developing local creative businesses.

- **Cultural quarter strategy**

  A medium-sized historic town should consider developing a cultural quarter. This requires pooling, supporting and stimulating synergies between a variety of cultural, creative, shopping and leisure resources. Ideally the cultural quarter strategy is used to revitalise an area of the town and aim at creating a quarter and street life that is attractive also for cultural and creative tourists.

- **Labelled products inspired by regional cultural heritage**

  Ideally those products are inspired by the regional cultural heritage (e.g. shapes, colours, materials etc. of historic ceramics, glassware, dresses etc.) For products that are informed by such influences a label may be established and marketed.

- **Retail development and marketing**

  A historic town will benefit from developing a clear-cut retail development and marketing strategy. Such a strategy should foster quality retailers and shops or regional producers. To become a "good place to shop" the town will also try to limit the number of typical souvenir shops etc. that have no relationship to the town.

- **Quality accommodation and gastronomy**

  Historic towns should also foster the development of hotels that have a unique style and charm in buildings with historic character. Regarding the gastronomy it is important to emphasise the creative reinterpretation of the regional cuisine by a gastronomy that is focused on quality and hospitality.

- **Key events that reinforce longer-term strategic development**

  Key events such as festivals should highlight and reflect aspects that are distinctive for the town and the region. They should also be linked up with and reinforce longer-term activities. Because they can act as additional engines to create momentum, a wider group of stakeholders and sponsors should be involved. Festivals that are thematically focussed and build on a critical mass of related regional activity are more likely to be widely acclaimed by the media than events that have no tangible basis in the region.

- **Supportive ICT and online media**

  Historic towns will also gain competitive advantage from employing ICT and online media in ways that enhance the visibility, attractiveness and experiential value of the town. E.g. with respect to mediating a distinct brand image of the town, an online portal with carefully chosen visuals and messages will be of prime importance as well as information kiosks and electronic tour guides.

Annex 7: Resolutions and Declaration about the development of historic urban areas

1) Resolution 98 (2000) on historic towns in Europe

from the Congress of Local and Regional Authorities of Europe

The Congress, bearing in mind the proposal of the Chamber of Local Authorities,

1. Affirms that historic towns and cities throughout Europe are the context within which much of the world's most significant cultural heritage is experienced and enjoyed; that they tell the story of Europe's social, economic and physical evolution; and are home to some of the finest examples of architectural expression through the ages;
2. Considers that historic towns are invariably at the heart of the cultural life of their region, attracting millions of visitors and making a significant national and European economic contribution;
3. Notes that, whilst historic towns are currently facing unprecedented challenges at the beginning of the third millennium, they have, however, a unique record of adapting to change and offer a model for all towns striving to secure a sustainable future;
4. Adds that, whilst most towns in Europe have managed to retain their historic core, there are others where local authorities do not always have sufficient resources or expertise to safeguard their heritage;
5. Considers that one of the main challenges affecting such communities is the achievement of a balance between historic preservation and economic development;
6. Believes however that the protection of the legacy of the past is an investment for the future and that it should be recognised that conservation policies can promote economic growth, help reduce unemployment and promote social cohesion, through the reflection of community pride and continuity;
7. Considers that it is important that local authorities are able to benefit financially from increased resources brought about by tourism;
8. Recalls the series of European symposia, organised by the earlier Standing Conference which highlighted, at the time, the main questions affecting local authorities in Europe in dealing with their historic heritage (see Appendix 1);
9. Believing that there is a case for reviving such symposia, particularly given the geographical expansion of the Council of Europe and that much of the expertise arising from such symposia would be of value to new member countries;
10. Welcoming the current Council of Europe campaign on "Europe: a common heritage", in which local authorities play a significant role, both as members of the national committees organising the campaign and as a vehicle for some of the pilot projects designated to illustrate the themes of the campaign;
11. Welcomes, in this context, the establishment of a European Association of Historic Towns and Regions by the CLRAE, both as a contribution to the campaign and as a valid mechanism in its own right for furthering the cause of historic towns in Europe;
12. Wishes to recall, in this respect, the aims, principles and objectives of the association, which appear as Appendix 2 to this resolution;
13. Asks local authorities in Europe to adopt a sustainable approach to the future management of historic towns and in particular to:

Environment and urban planning

14. Integrate conservation policy into all other sectoral policies affecting the urbanenvironment, for example, for infrastructure, transport management, environmental protection, accepting that conservation policies can only be effective if they form part of comprehensive urban management;
15. Recognise the economic, social and cultural importance of their historic heritage and archaeology and, accordingly, allocate sufficient resources to their protection and enhancement;
16. Ensure that legislation on the protection of monuments and sites should apply, without exception, to all public institutions and to major economic and commercial enterprises and interests;
17. Accept the need for an integrated approach to land use and transportation planning, recognising the crucial role of good quality public transport in ensuring both accessibility and improvement to what otherwise would have been a dull or monotonous environment;

18. Accept the survival of the historic heritage depends upon it being given worthwhile contemporary use that can restore and maintain the fabric as well as add vitality to the experience of the historic centre, for example, retailing;
19. Give preference to the re-use of the existing built environment including rehabilitation of "brown field" sites and existing properties rather than the construction of new housing estates, particularly on the outskirts of towns and give priority to the creation of attractive urban environments without leading to intrusion into the countryside;
20. Support the need to promote high quality modern architecture and urban design that reflects the contribution of the twenty-first century to the quality of historic towns.

Economic

21. Create a mix of functions in historic communities, with the provision particularly of retailing, housing, small-scale commercial uses and street activities, events and festivals in order to maintain and secure the vitality and viability of historic centres;
22. Recognise the importance of developing complementary economic strategies that reflect the importance of the cultural heritage as a positive contribution to both economic well being and quality of life;
23. Promote tourism as an important economic activity which can bring much needed investment but which needs to be managed to ensure that economic benefits are not secured at the cost of environmental deterioration;
24. Explore the importance of the emerging “knowledge” economy as an important provider of sustainable economic activity in areas of high quality of life, such as historic towns.

Social

25. Bear in mind that economic development and policies for the protection of the historic heritage should be accompanied by complementary social measures – planning for living communities including social housing and the development of policies relating to the safety and security of town centres;
26. Ensure the participation of the population in all decisions having a major impact on the cultural and historic heritage, recognising that community involvement in democratic decisions affecting historic towns is a major factor in securing sustainability and social inclusion;
27. Recognise the importance of maintaining and enhancing local identity as a key factor in developing social cohesiveness and civic pride.

Finance, resources and partnership

28. In relation to finance, accept that financial resources are required not just for rehabilitation of the heritage, but also for its maintenance and management; equally, resources are required for the improvement of whole areas around buildings and not just the buildings themselves;
29. Develop enlightened, clear and firm urban planning and management by the local authority to create a favourable context for conservation in order to use to maximum advantage available financial resources and attract additional resources from the private sector;
30. Seek to use the following fiscal and financial mechanisms:
    - taxation on owners who wilfully let their historic properties deteriorate;
    - architectural assistance bureaux, provided by local authorities for owners and shopkeepers wishing to restore their properties;
    - revolving funds, low interest loans, fiscal incentives for owners and tenants to rehabilitate property, partnership schemes between national and municipal administrations and residents;
    - possibilities of purchase of historic buildings at low cost, provided they are subsequently improved;
    - low VAT ratings and favourable fiscal conditions in relation to succession.
31. Develop mechanisms for co-operation between public and private sectors, through discussions in advance of development and joint ventures aimed at attracting private sector funding;
32. Agree to participate in partnership projects with other historic towns to secure funding and to

facilitate skill exchanges to share expertise and good practice.

Promotion and publicity

33. Believe that improved information, publicity and policies for public relations have a fundamental role to play in successful restoration schemes;
34. Accept that information and publicity should be, from the beginning, an integral part of conservation and urban regeneration programmes, with its own budget and a personnel responsible for providing information to and from residents, building contractors, investors, etc., about such programmes;
35. Accept equally that the marketing and promotion of exemplary projects, the improvement of the image of a region or town as a stimulus to investment and the belief in architectural preservation as a selling point should be integral elements in all major improvement programmes;
36. Recognise that mechanisms for improving the flow of information can include the use of exhibitions, audio-visual material and the Internet; small-scale workshops with residents, high profile media events; high quality publications; emblems and logos; and, particularly, the encouragement of the involvement of children in well-publicised restoration schemes.
37. Encourage the establishment where they do not yet exist of national associations of historic towns in respective countries;
38. Encourage the membership of the European Association of Historic Towns and Regions by national associations of historic towns, where they exist;
39. Ask local authorities to play their full part in the current campaign of the Council of Europe, "Europe: a Common heritage" and in its follow-up;

40. Asks the CLRAE to:-

41. support the work and objectives of the European Association of Historic Towns and, to this end, asks the relevant specialised committee to examine the most appropriate way of so doing;
42. consider the organisation of a future symposium on historic towns on a theme, date and place to be proposed by the relevant specialised CLRAE commission, in consultation with the Bureau of the Association of Historic Towns and Regions;
43. play its full part in any follow-up to the current campaign of the Council of Europe "Europe: a common heritage";
44. encourage the strengthening of existing partnerships between historic towns and the establishment of new partnerships.
45. encourage the exchange of information between historic towns through the establishment of respective web sites.

2) Declaration for an Integrated Revitalisation of Small and Medium Sized Historic Towns

from the INTERREG IIIB Hist.Urban project

Importance of and challenges to small and medium-sized historic towns

Our cities are the economic, cultural and social drivers for a dynamic and sustainable Europe. They constitute an integral part of European history, identity and regional diversity. Small and medium-sized historic towns with their outstanding built cultural heritage strongly shape our urban landscapes and form the backbone for a balanced and polycentric settlement structure – the main territorial strengths of Europe. However, our historic towns face manifold challenges like accelerating globalisation, structural, social and demographic changes as well as environmental problems. They have to find the right balance between restoring and preserving their unique cultural heritage and enabling future-proof urban development. Supporting our historic towns to maintain and to strengthen their attractiveness and competitiveness is a crucial prerequisite to guarantee Europe's future competitiveness, sustainability and identity, and highly contributes to the Lisbon and Gothenburg goals.

Within the two transnational cooperation projects **Hist.Urban and ADHOC,** 32 partners from twelve Central and South East European countries have formed a strong partnership to develop and implement innovative and future-oriented approaches to build up lively, attractive and socially balanced historic towns. Despite different economic, social, geographic, cultural and institutional contexts, all partners share the will to apply integrated revitalisation strategies and instruments, which address not only urbanistic (physical) but also social, ecological and economic issues, combining the urban development with the promotion of the built cultural heritage as a development asset and factor for local and European identity.

With this declaration we lay down our common convictions and call all responsible actors on local, regional, national and European level to support the integrated revitalisation of historic towns.

We are committed to apply integrated revitalisation strategies on a local level

Integrated revitalisation emphasises the development of vital town centres attractive to live, work, invest and spend time in for all actors, population groups and generations.

With our activities we will guarantee and promote an attractive and balanced mix of functions and a healthy living environment. Therefore we will

- valorise and make best use of the potentials of the cultural heritage for tourism, cultural, creative, economic and recreational activities,
- strengthen inner-city retail and services to maintain the position of our historic centres as development poles providing specific functions for the entire city and the surrounding region. This has to go along with the restriction of out-of-town developments harming inner city functions.
- foster the local identity of our town centres as ‘lieu of identification’ and
- maintain or increase the population and ensure a balanced social structure.

Integrated revitalisation combines the protection of our built cultural heritage with the requirements of our changing society and economy.

We are committed to find a sound balance between the divergent demands on future-proof uses and interests of preservation. Thus we will

- give sustainable and future-oriented functions to our historic buildings and urban spaces,
- carefully adapt, renew and improve the physical shape and ecological performance of our built heritage to changing economic, social, ecological and demographic situations without harming the heritage character and the unique identity of our cities.
- motivate all public and private actors for this demanding task and put continuous effort into raising awareness of the outstanding value and potentials of our built cultural heritage for the entire city and region.

Integrated revitalisation based on a continuous, process-oriented and integrated development approach.

In order to develop an interesting mix of functions, to balance divergent interests, to mobilise the resources of all stakeholders and to achieve a sustainable design and revitalisation of our towns, we will apply instruments and methods for an integrated urban revitalisation containing the following key elements:

- an inclusive spatial perspective focusing on the entire city-region, with special attention to the historic centre;
- a comprehensive and holistic view, taking into account all dimensions of urban life;
- cross-sectoral governance for teamwork between different departments and agencies;
- a communicative and participative process activating and involving all relevant stakeholders;
- a strategic and conceptual framework going from a common vision to concrete projects, based on a thorough analysis of the current situation;
- a continuous improvement process and implementation-oriented approach delivering visible results;
- monitoring and evaluation of the revitalisation process and results.

We need the support of all political levels in our effort for integrated revitalisation

Revitalisation needs a permanent effort and the integration into local and national development strategies and policies. Therefore we call on regional, national and European decision makers to fully support us in our activities for the sustainable development of lively and attractive historic towns. In this perspective we very much welcome the **Territorial Agenda of the EU and the Leipzig Charta for sustainable European cites**. In our efforts for an integrated urban revitalisation we contribute to the implementation of both political framework documents.

We now expect the Member States and the European Institutions to constantly work on putting the guidelines and principles into real political and practical action. This means:

- cross-sectoral cooperation and cross-thematic thinking should become a working principle for all government levels involved to design integrated policies and programmes;
- all political levels have to consider urban and territorial issues in their policies as well as the importance of small and medium-sized towns for polycentric settlement structures;
- policies have to recognise the value of the built cultural heritage as an important asset for regional and urban development and identity, and design specific support programs;
- integrated urban development also has to be anchored as a major element with sufficient financial means within European Cohesion Policy beyond 2013;
- all development policies and programs should give priority to integrated local approaches
- policy frameworks have to be flexible, taking into account territorial differences for supporting local initiatives instead of adjusting local strategies to community or national programs;
- higher political levels have to recognise the competences of and legitimacy for municipalities to launch targeted and problem-specific efforts on the local level and thus directly involve municipalities in the formulation of policies and in the management of support programmes;
- effects of funding and legislation on urban development have to be constantly monitored;
- national and transnational cooperation, networking and capacity-building have to be strengthened for comparing, sharing and disseminating experiences, knowledge and good practices and improving performances in integrated urban development.

All government levels have to work hand in hand and develop, in close cooperation with cities, the conditions that will allow us to pursue an integrated urban revitalisation of our historic towns.

3) The Riga Charter on Authenticity and Historical Reconstruction in Relationship to Cultural Heritage

We, the delegations of Estonia, Latvia, Lithuania, Belarus and Ukraine, together with colleagues from ICCROM, Canada, the United States of America and the United Kingdom, assembled here in Riga, Latvia, from 23rd to 24th October, 2000, for the Regional Conference on *Authenticity and Historical Reconstruction in Relationship to Cultural Heritage,* initiated by ICCROM, at the invitation of the Latvian National Commission for UNESCO and the State Inspection for Heritage Protection of Latvia, in co-operation with the World Heritage Committee, and the Cultural Capital Foundation of Latvia,

recognising
that the body of international opinion as stated in the Venice Charter (1964) and other ICOMOS doctrinal texts including the Burra Charter (1979), the Florence Charter (1981), the Declaration of Dresden (1982), the Lausanne Charter (1990) and the Nara Document (1994), as well as, the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (1972) and the UNESCO Nairobi Recommendation (1976) establish a presumption against reconstruction[1] of the cultural heritage[2],

excepting circumstances where reconstruction is necessary for the survival of the place; where a 'place' is incomplete through damage or alteration; where it recovers the cultural significance of a 'place'; or in response to tragic loss through disasters whether of natural or human origin, and

providing always that reconstruction can be carried out without conjecture or compromising existing *in situ* remains, and that any reconstruction is legible, reversible, and the least necessary for the conservation and presentation of the site,

noting that particularly in countries which have recently regained their independence, issues of reconstruction and authenticity have become of particular concern, because of the large number of proposals now being planned and realised,

agree that
1. the value of cultural heritage is as evidence, tangible or intangible, of past human activity, and that intervention of any kind, even for safeguarding, inevitably affects that evidential quality, and so should be kept to the minimum necessary,

2. the maintenance and repair of cultural heritage should be the primary focus of current conservation work, recognising that each historical period has its own particular style[3] which does not replicate previously used formal vocabulary and means of expression,

3. the purpose of conservation[4] (and/or reconstruction) is to maintain and reveal the significance of the cultural heritage,

4. authenticity is a measure of the degree to which the attributes of cultural heritage (including form and design, materials and substance, use and function, traditions and techniques, location and setting, and spirit and feeling, and other factors) credibly and accurately bear witness to their significance,

believe that
5. replication of cultural heritage is in general a misrepresentation of evidence of the past, and that each architectural work should reflect the time of its own creation, in the belief that sympathetic new buildings can maintain the environmental context,

[1] *Reconstruction*: evocation, interpretation, restoration or replication of a previous form
[2] *Cultural heritage*: monuments, groups of buildings and sites and landscapes of cultural value as defined in Article 1 of the UNESCO World Heritage Convention
[3] *Style* can be precisely identified by its morphological, aesthetic, economic and social aspects
[4] *Conservation*: all efforts designed to understand cultural heritage, know its history and meaning, ensure its material safeguard, and as required, its presentation, restoration and enhancement

but that

6. in exceptional circumstances, reconstruction of cultural heritage, lost through disaster, whether of natural or human origin, may be acceptable,

when the monument concerned has outstanding artistic, symbolic or environmental (whether urban or rural) significance for regional history and cultures;

provided that

appropriate survey and historical documentation is available (including iconographic, archival or material evidence);
the reconstruction does not falsify the overall urban or landscape context; and
existing significant historic fabric will not be damaged; and

providing always that the need for reconstruction has been established through full and open consultations among national and local authorities and the community concerned

and urge

7. all concerned governments and administrations to integrate this document and those which give it context into national and local policies and practices, and all concerned academic institutions to include it in their training programmes.

URBACT - European Programme for Urban Sustainable Development

HerO Heritage as Opportunity

Sustainable Management Strategies for Vital Historic Urban Landscapes

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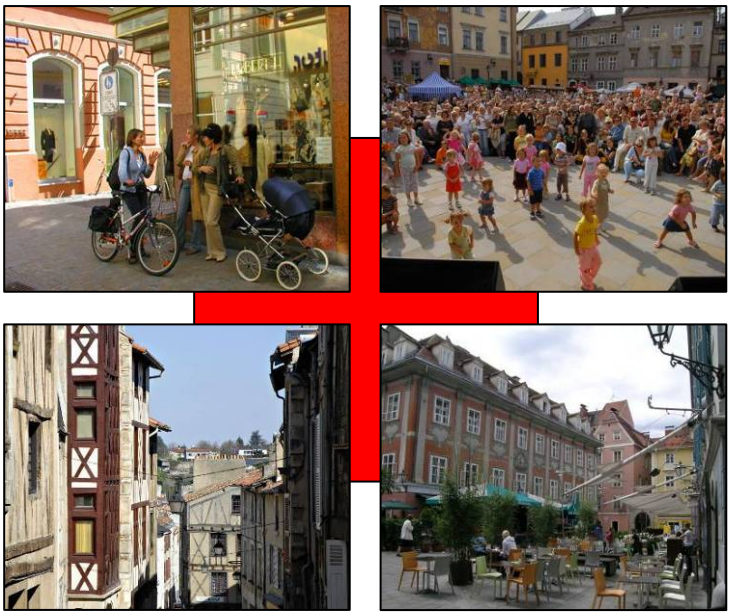

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FAST TRACK NETWORK

Rapport actualisé sur l'état de conservation du bien inscrit sur la Liste du patrimoine mondial
"Le centre historique de Sighişoara" (Roumanie) (ref: C 902)

HerO Heritage as Opportunity

Sustainable Management Strategies for Vital Historic Urban Landscapes

Good-Practice Compilation

Text and Pictures by
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Introduction

The URBACT II Thematic Network HerO - Heritage as Opportunity
Sustainable Management Strategies for Vital Historic Urban Landscapes

The Vienna Memorandum on "World Heritage and Contemporary Architecture - Managing the Historic Urban Landscape" (UNESCO World Heritage Centre, 2005) states that the historic urban landscape cannot be merely seen as an accumulation of significant monuments but rather needs to be considered as a living organism and vital living space for its inhabitants.

However, the rapidly changing basic conditions of modern times pose a big challenge on the management of many historic urban areas, which can no longer be handled by traditional mono-sectoral policies. The imbalance of progress and the preservation of the historic urban fabric often results in either economic stagnancy or the loss of cultural heritage values and with it the loss of identity.

In this context, the URBACT II Thematic Network HerO aims to develop integrated and innovative management strategies and urban development policies to facilitate the right balance between the preservation of built cultural heritage and the sustainable, future-proof socio-economic development of historic urban landscapes and to strengthen the attractiveness and competitiveness of the old town area. Thereby emphasis will be placed on managing conflicting usage interests and capitalising the potential of cultural heritage assets for economic, social and cultural activities.

HerO Partner Cities are: Regensburg (Germany, Lead Partner), Graz (Austria), Naples (Italy), Vilnius (Lithuania), Sighişoara (Romania), Liverpool (United Kingdom), Lublin (Poland), Poitiers (France), Valencia (Spain) and Valletta (Malta).

The project will be carried out in close co-operation with EAHTR - The European Association of Historic Towns and Regions.

The European Commission has awarded HerO the "Fast Track Label", a specific instrument of the Regions for Economic Change initiative which aims to get the cities and the Managing Authorities of the European cohesion policy's Operational Programme working together to enhance the impact exchange activities have on local policies.

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Further information on the project: www.urbact.eu/hero

The HerO Good-Practice Compilation

In the URBACT II network HerO 10 towns, featuring unique historic urban areas from 10 European countries have come together to enhance their historic urban landscapes, combing the safeguarding of the (tangible) cultural heritage with the socio-economic development. Most partner towns have been working since years, some even since decades on the rehabilitation and revitalisation of their historic urban areas and have made considerable and successful progress. This knowledge constitutes a rich and comprehensive pool of experience.

Thus, the aim of the HerO good-practice compilation is to give the HerO partners in the very beginning of the project – as well as to other interested parties – a first overview about good-practices and experiences within the HerO network. 18 good-practice examples (GPE) are presented, sorted around the main two HerO topics

- "Protecting visual integrity" and
- "Integrated revitalization approaches, balancing different needs".

They good-practices will provide the reader with first information to give him a principle understanding of each good-practice example.

- Brief description;
- Objective;
- Key steps and activities;
- Results and impacts;
- Lesson learned and recommendations.

As the good-practice compilation offers "just" an overview about each good-practice example, for each example a contact person is mentioned which can provide further information and details.

As result, it is the intention of this document to give the HerO partners' new ideas and stimulation for their work 'at home' to optimise and improve their unique European historic urban areas.

Further 'Good-practice examples' can be found at following websites:
- http://www.histurban.net/downloads/publications.html
- http://www.inheritproject.net/downloads.asp
- http://urbact.eu/projects/cultural-activities/news.html
- http://www.eukn.org/eukn/
- http://www.coe.int/t/dg4/cultureheritage/Resources/default_en.asp
- http://www.ehtf.org.uk/
- http://urbo.ovpm.org/index.php?module=ovpm&func=casestudies&sorte=theme

Acknowledgment
Thank you to all HerO partners for their efforts to provide the information and pictures for this 'Good-practice compilation'.

Protecting Visual Integrity

"Visual integrity" is of high importance for the safeguarding of the tangible cultural heritage values of historic urban landscapes as it affects the overall aesthetic impression of the historic area, its unhindered perceivability and its dominating effect from a distance. It also is of great significance for the identity (building) of a place.

The term "Visual integrity" refers to the wholeness and intactness of the historic urban fabric and landscape:

- Physical safeguarding/ restoring of the (protected) historic fabric (monuments, historic (groups of) buildings, open space)
- Preserving/ re-establishing view perspectives, silhouettes, townscape characteristics and panoramas
- Preserving/ reconstituting visual relationships to the surrounding landscape

Within the HerO network the main issues of "Visual Integrity" are:

- Proper safeguarding of the historic fabric as well as integration of new architecture and development projects, respecting the historic, spatial and townscape characteristics of its setting;
- Inciting property owners to invest in their property, preserving the cultural heritage values and supporting the sustainable urban development;
- Protection of visual key views and the views of landmark buildings, which strongly contribute to the distinctiveness of the historic urban landscape.
- Raising of awareness by relevant stakeholders (in particular owners, inhabitants and tourists) about value, requirements and needs of historic urban landscapes.

For the first two issues good-practice examples of the HerO partners are presented.

Proper safeguarding of historic urban areas and integration of new architecture and development projects

- Vilnius: Assesing impacts of new developments on the visual integrity of the historic urban fabric
- Graz: World Heritage coordination office and management plan

Instruments for the proper rehabilitation of private historic buildings

- Graz: Fund for the preservation of the Old Town (Grazer Altstadterhaltungsfond)
- Vilnius: Community sensitization and engagement for urban conservation and revitalisation
- Naples: Sirena Project for the rehabilitation of historic urban areas
- Liverpool: Buildings at Risk Initiative

Proper safeguarding of historic urban areas and integration of new architecture and development projects

Vilnius Old Town Renewal Agency, Vilnius Municipality, Lithuania

Vilnius: Assesing impacts of new developments on the visual integrity of historic urban fabric

Brief description

Expressive relief of Vilnius with a height difference of 154 meters (from 76 to 230 meters) is extremely significant for the formation of the city centre landscape. The lower city terrace is being separated from the upper one by a natural green slope arc, formed by a glacier. Gladly during the rapid development of new housing areas in Soviet times the slope arc had not been urbanized and separates naturally the historic centre from the high dwelling house areas.

In 2006 there were around 200 modern high rise buildings (above 35 meters) in Vilnius. Most of them built from the 70-ties to 90-ties of the last century. These high rise buildings are evenly spread in North-West dwelling house areas remote from the Old Town. Until 2005 the Vilnius City Master Plan (prepared in 1998 and amended in 2004) did not regulate development of high rise buildings. In the beginning of 2007 the newly ratified Vilnius City Master Plan (valid until 2015) more precisely regulates planning and development of high rise construction by defining particular sites for such kind of construction. Territories of district centres are also potential for such developments, but each case – volume and architectural forms according to Special Plan for High Rise Buildings should be precisely checked using a 3D GIS model that covers the entire city. It is planned to update the Special Plan for High Rise Buildings in 2009.

From the year 1999 the Operative Development of Vilnius City Master Plan is conducted yearly. Monitoring of panoramic views is implemented with the help of selected viewpoints. The 3D GIS city model data base was prepared and allows modelling and testing of new developments in the existing building context. The Model of Vilnius central part (in a scale M 1:1.000) was prepared and exposed in the Municipal Exposition Hall.

These advanced urban development regulation tools are employed in Vilnius to observe and – if necessary – restrict new development projects in the city. Each case of proposed substantial development is being tested using the 3D GIS model and then debated at the municipal Experts Board. If the case appears complicated and controversial, the Lithuanian Union of Architects is asked for their Experts' Council resolution. Then consequent requirements for necessary corrections of development projects and their architectural design are provided for the developers. Finally, the arguments of economic and architectural demands are put together to achieve a cohesive urban and architectural solution, also economically feasible.

This practise, which continues in a course of 5 years, is recognised and accepted by developers as an effective and transparent tool.

Objective

- Creating a framework/ regulations for the evaluation and testing of new urban development proposals in the existing building context.
- Seeking the creation of cohesive and sound spatial urban growth of the city, safeguarding the historic, characteristic urban landscape and panoramic features.

Key steps and activities

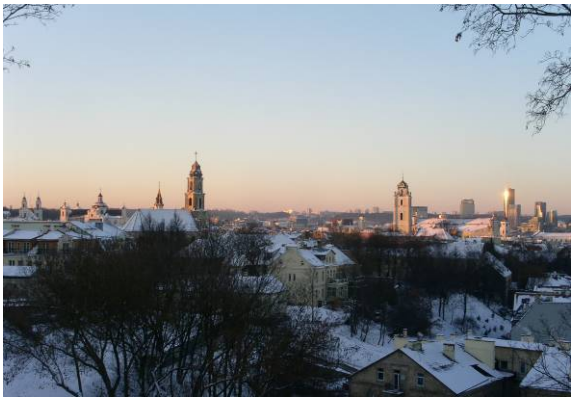
From the year 1999 Vilnius City Municipality started the Operative Development of Vilnius City Official Plan. One of the topics was monitoring of cities panoramic views from the most important viewpoints. Such spots were selected through a relief and spatial-visual analysis of the natural and urban landscape. The scientific Vilnius landscape analysis was ordered by Vilnius municipality and performed by Vilnius Technical University and a group of experts. 17 sites have been chosen for monitoring of the historic centre.

In 2002, taking into account growing developers' interest and attempts to develop high rise buildings, Vilnius City Board decided to develop 3D GIS model data base for the city centre that would allow evaluating properly the visual and spatial integrity of intended constructions. Since then in the municipality of Vilnius there is a constantly renewed city the 3D model GIS data base that allows preparing new building arrangements in the present building context. In Vilnius Municipality Exposition Hall one can see always renewed the model of Vilnius central part in a scale M 1:1.000.

In 2002 urban planning specialists from Vilnius Gediminas Technical University (VGTU) prepared a scientific study called „Establishment of Vilnius City Central Part Building Height Regulation". In 2004 a first scheme of high rise buildings in Vilnius city centre had been prepared that had for the first time set the regulation of constructions for high rise buildings in Vilnius.

In 2006 Vilnius city Municipality together with the Ministry of Culture of the Republic of Lithuania and Cultural Heritage Department prepared an outline of the Special Plan (conceptual part) of Protection Zone of the Old Town of Vilnius. The work included preliminary suggestions for the complex of Vilnius cultural conservation areas and their protection zones' height analysis where present and planned high rise buildings are being evaluated.

In 2006 "High Rise Buildings Layout Special Plan Concept in Vilnius city" has been prepared that foresees new high rise buildings only in two sites: right bank of river Neris (new commercial and administrative centre) and in the area of the new Western Centre. It was forbidden to build high rise buildings in the other territories of the city unless the Special plan and comprehensive urban analysis would be prepared.



In December 2006 a regional seminar of Baltic capitals "High-Rise Buildings and Historic City Centre" took place in Vilnius. Participants from Riga, Tallinn and Vilnius discussed preservation and continuity of historic urban landscapes. The seminar was supported by UNESCO World Heritage Centre, and assisted by ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property). Together with the seminar an exhibition "High-Rise Buildings and Historic City Centre" was prepared. The exhibition presented urban changes in the capitals of Baltic countries. The link of Vilnius exhibition is
www.vsaa.lt/paroda_aukstybiniu.htm

During 2007 and 2008 urban planners checked and modelled a design of every new large scale and high rise building with the help of the 3D GIS model of the city. This method helps to asses impacts of new developments on the visual integrity of the historic urban fabric. The new design of the building integrated to the 3D GIS model is presented to the Architecture and Urban Planning Council of Experts and to the Vilnius City Council during the presentation of new local development plans.

The main stakeholders of the process are developers and investors, architects and urban planners, experts of urban planning, members of NGO and the local community, interested in harmony of urban growth. The meetings of Vilnius City Council are open for public. The citizens can see the design (small models) of new buildings in the general model of Vilnius central part at the Exposition Hall of Vilnius City Municipality.
The process is organised, managed and financed by Vilnius City Municipality. Today modelling and preparation of sound design solutions with the help of the 3D GIS model is both - the responsibility and professional opportunity of the architects/urban planners who work for public or private developers.

Results and impacts

Main result achieved through the process of using the 3D GIS model in developing buildings' design and contextualizing them in the particular urban fabric is sustaining Vilnius city's spatial and panoramic characteristics, creating harmonious development of city's urban landscape. The impact of this work is not the physical or urban only – it helps to convince investors and developers to approach urban development consequences more carefully and to be more deferential to aesthetic urban landscape qualities. Both public/ municipal and private sectors: architects and developers became direct long-term beneficiaries of the 3D GIS model instrument and acquired changing/ progressing approaches towards coherence of urban and natural landscape.

Lesson learned and recommendations

While few mistakes have been made in the past, which have left high-rise buildings in various locations infringing on the visual integrity of the city, there is a growing awareness of the significance and importance of the historic urban landscape as a character-defining element underpinning the Outstanding Universal Value.

Some recommendations were prepared on the base of conclusions of the Vilnius Regional Seminar "High-Rise Buildings and Historic City Centre":

1) To determine appropriate locations, types and forms of development in and around the World Heritage cities, thorough analysis and studies have to be conducted, including economic feasibility studies into the necessity of high-rise constructions with full cost-analyses;
2) To utilize viewpoint, silhouette and urban morphology analyses to supplement historic townscape descriptions, to assess visual impacts on the World Heritage cities and to guide city planning upstream of development proposals – not after planning decisions have already been made– and to inform the World Heritage Committee of these analyses with related decisions.

Conclusions of Vilnius Regional Seminar "High-Rise Buildings and Historic City Centre", 7-8 December 2006, Vilnius, Lithuania; World Heritage Centre.

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City of Graz, Austria

Graz: World Heritage Coordination Office and Management Plan

Brief description

The World Heritage - office is the result of an intensive development process in connection with the creation of the World Heritage Management Plan 2007 and is integrated into the existing structures of the Board of City Planning as a complementary function and as a superordinate responsible centre for World Heritage since February 2007.

The World Heritage - office acts as an information interface for all relevant World Heritage activities, not only for city departments but all other administrative bodies, authorities, associations, etc. It has the special function as a mediation interface to find solutions to critical problems (prior to submission of projects), to obtain and guarantee mutual agreement and to coordinate the relevant specialist departments. Advisory and judgement activities at competitions belong also to its tasks.

Objective

A specific task catalogue results from the management plan within the frame of pro-active monitoring:

- Early discovery of alarming developments by means of information and assistance, especially prior to project submission to the authorities;
- Continuous observation of existing/ planned uses in the case of buildings in core and buffer zone.

Key steps and activities

All construction activities planned within the conservation areas are generally to be assessed according to the Styrian Building Law and the Graz Historic Old-City Conservation Law 1980. It is the task of the World Heritage-office, in its special function as mediating interface, to coordinate relevant specialist departments with a view to finding solutions to problematic or critical cases (before the submission of a project) with the aim of achieving and guaranteeing a joint agreement.

If the responsible World Heritage-office determines, that a construction project is in conflict with the master plan and/or comprises important World Heritage interests, the new procedure ("Stufenplan") may be selected, albeit differentiating between normal and special cases.

Since 2007, a regular working meeting has been carried out once a month. In the course a total of 21 projects have been checked. During one of them, the participation of UNESCO experts was coordinated; the World Heritage - office had to send a report to the responsible head of department only once. 20 projects were inspected in 2008, of which two projects are currently being worked on. In 2008, the World Heritage - office had to submit one report to the responsible head of department again.

Results and impacts

In its making, the comprehensive management plan was established by the Department of Urban Planning and was supported through the participation and collaboration of the essential relevant departments and a strong political mandate, as well as being accompanied by external presentation processes. Today it serves as an orientation concerning any planning interests to developers, experts and the authorities. The envisaged objective is to avoid any controversies from the start and to have clear rules available for a positive management of conflicts.

Lesson learned and recommendations

A further benefit of the management plan lies in the fact that it has achieved a certain independence in the urban decision-making process. Also it represents an instrument of support and co-operation on the part of the city of Graz towards UNESCO. On the basis of this trust-building measure the management plan serves to safeguard an optimum consideration of the situation in the context of major development interests. Individual potential development projects can thus be presented in an objectively and transparent manner as early as in the pre-development phase.

In this light the World Heritage office is hoping for a positive future development in the spirit of the World Heritage idea that be backed not only by all the competent political and administrative offices and authorities, but also by all the citizens. The management plan shall be a "living document" in support of the agreed collaboration between UNESCO and the city of Graz in order to secure a future that witnesses a shared lived building culture.

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Instruments for the proper rehabilitation of private historic buildings

City of Graz, Austria

Graz: Fund for the preservation of the Old Town

Brief description

- Funds for the funding of building measures and constructions e.g. for restoration and preservation of old houses which are in private hands.
- Funds for the preservation of the old town and its appearance (structure as well as the basis structure of a building).

Objective

The main objective is to protect and to preserve the old town by supporting the renovation of private buildings in the protection zones of the old town with funds from the City and from the Province.

Key steps and activities

The Old Town Conservation fund ("GrazerAltstadterhaltungsfond") was founded in 1974 and is part of the Old Town Conservation Act of Graz ("Grazer Altstadterhaltungsgesetzes") - the law for the preservation of the old town. The idea started with an article in a daily newspaper with the title "Save the old town" ("Rettet die Altstadt") which was a catalyst for an intense discussion under citizens and politicians. The result was a resolution in the Styrian parliament regarding a clear legal foundation and statutory basis for the preservation of the old town.

The field of application for funds covers certain parts of the town which form the constructural character of the townscape and therefore has to be preserved in their urban function. The protected area consist of 5 protection zones, the first of three zones nearly cover the city districts I/VI. The object to be funded has to be within these protection zones and to meet certain criterions.

Location and condition of the object is the basis for getting funds. To receive funds for the preservation of a historic building either the property owner has to contact the representative of the fund or the "fund" gets in contact with the owner. The worthiness for protection is decided by the Commission of authorised experts for the Old Town (Grazer Altstadtsachverständigenkommission).

Due to the different structures of buildings, there are certain principles to calculate the amount of funds. These principles comprise the defectiveness, the level of historical character of the facade and consider the amount of windows and doors. On average the amount of funds are 10-15% of these extra costs.
The money for the fund for the preservation comes by 55% from the City of Graz and 45% by the Province of Styria. In 2008 the sum of 114.000 € were available.

Further requirements and premises are the compliance of all required official steps as well as the implementation of all works in due time.

The renovation has to follow the guidelines of the Old Town Conservation Act of Graz.

The Old Town Conservation fund of Graz is administrated and managed by a curatorship, which consists of a chairman, representatives of the Styrian provincial government as well as representatives of the municipal council.

Results and impacts

Since the foundation of the Old Town Conservation fund of Graz 4,9 Mio. € of funds have been spent which has caused a private impulse of 150 Mio. € of investment. In 35 years 1.450 renovations and reparations of houses have been funded. Currently there is also the possibility to get funds for the redesign of front gardens to their historic, original appearance. Precondition is that they are situated in one of the 5 protection zones.

Lesson learned and recommendations

The fund is an impulsion for private house owners to restore their old houses. It is an important factor for the preservation of the whole structure of the old town and plays a main part for the conservation of the quality of life. The restorations enhance the attractiveness of the old town which leads to a high profit for tourism.

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Vilnius Old Town Renewal Agency, Vilnius Municipality, Lithuania

Vilnius: Community sensitization and engagement for urban conservation and revitalisation

Brief description

New generations of inhabitants coming to the Old Town seek to adapt the environment to their needs according to their understanding, often failing to take into account the specific inherited and to be protected features of the existing architectural and urban context. As a result the respectful authenticity of particular historic object or site, unique Old/ Inner Town's historically shaped character gradually suffers. Such a loss of "genius loci" – spirit of the site happens due to mental, social and urban globalisation. Often social groups or persons residing or setting up their business in the Old/ Inner Towns have no sufficient awareness of the history, culture and heritage value of the area. Rarely they associate themselves with the social and cultural values of the sites that are respected or even adored, at least by intuition, by citizens' majority. Indeed, often they have a very little knowledge about cultural heritage and urban preservation, conservation matters or a wish to take a relevant action.

With the volume growth of renewal works in the Old Town of Vilnius and active residents' and investors' participation in the process the need for heritage-wise sensitization, consultation in maintenance and upgrade of immovable cultural properties has increased significantly.

Raising awareness within the Old Town community is one of the most important goals of Vilnius municipality and the Old Town Renewal Agency (OTRA). In 2000 the Agency set up the Old Town Information Centre immediately followed by numerous consultation meetings with Old Town's residents, representatives of home owners and their associations, also by relevant guideline brochures. "Community Development" programme appeared the same year as a part of the Old Town Revitalisation Programme, becoming a priority of the activity of OTRA that covers issues from the awareness rising and consultation to financial support and technical advise. These major activities were planned and started in a year 2000 with the technical assistance of UNESCO WHC/ United Nations Development Programme (UNDP) in Lithuania and Edinburg's Old Town Renewal Trust.

Since 1998 OTRA has been seeking to involve private funds to sustain the Old Town Revitalisation Programme. However, no appropriate legal mechanisms that would make sponsorship work (like tax incentives, soft loans, etc.) existed in 1998-1999. Since the year 2000 quite a limited part of the total budget of Vilnius Old Town Revitalisation Programme was allotted for the support of private restoration/renovation works nevertheless private owners or residents could take part at the Program with the condition that property owners finance half of the price themselves. During 2000 – 2008 frequent public meetings and consultations took place in OTRA where the Old Town Revitalisation Programme was introduced to residents, emphasising issues of preservation, renovation and maintenance of historic buildings and their environment.

Objective

- To sensitize and raise cultural heritage awareness within the Old Town community;
- To create the acknowledged conditions and initial will for the proper maintenance, upgrade and conservation of the Old Town properties and urban environment.
- To build transparent and effective mixed municipal-private funding mechanisms as a Public-Private Partnership tool aimed for urban conservation and regeneration.

Key steps and activities

Vilnius Old Town Renewal Agency started implementation of the Community Development programme designed for Old Town residents, property owners, investors and other stakeholders. Sensitization and encouraging their awareness and interest in Vilnius Old Town heritage values as well as ways of architectural preservation was started in 2000 when OTRA found its Information Centre. In 2003 the programme "Heritage Conservation in supporting Community Development" was financially supported by United Nations Development Programme (UNDP) in Lithuania. The programme consisted of community development activities (meetings, seminars, youth participation/ training activities) and information/ communication measures (publishing information brochures, creating the web site). Seminars for property owners and contractors on specific issues of historic buildings' conservation and renovation have been organized with specialists from the Lithuanian Monuments' Restoration Institute. Restoration and conservation experts explained issues of value of historic, architectural and urban environment, its maintenance, use and technologies of traditional materials as well as their qualities of new techniques with relevant long-term consequences.

In the following years Vilnius Old Town Renewal Agency continued the Community Development Programme financed from the small Vilnius' Municipal budget. The OTRA's role was consultation and technical advice for private investors, the Old Town residents/ homeowners as well as management of public-private projects and Vilnius municipal financial support provided to their implementation.

Initial part of the community engagement work included not only development and dissemination of information like publications:

- "How to take part in the Vilnius Old Town Revitalisation Programme",
- "Conservation Guidelines",
- "9 Main Rules for the Maintenance of Historic Buildings";
- "Investor guidelines";
- "The Renewal of Wooden Buildings in Vilnius",
- "The Renewal of Historic Buildings of Vilnius Old Town: Windows, Doors, Gates",

but also constant consultations, lectures, meetings, public discussions, youth awareness rising activities.

The co-operation of private and public funds started in 2000 after the rules of such cooperation were approved by Vilnius City Board in 2000. Intensive negotiations with representatives of owners and homeowners' associations commenced with the objective of signing agreements with OTRA regarding the joint financing of buildings' restoration and upgrade works. Not all groups of owners managed to consolidate their interests and collect relevant part of money so that to come to an agreement regarding financing. Many complained of their bad financial situation.

The list of properties in the Old Town of Vilnius to be renovated was drawn up. It was based on the evaluation criteria and the principles for their application that had been approved by Vilnius City Board in 2001. These criteria encompassed

- heritage-conservation characteristics and function of the property;
- ratio of financial support to the applicant's investment in relation to their previous endeavours;
- applicant's efforts to maintain the property and protect its cultural value;
- physical condition of the property;
- ownership status of the property and relevance of intentions in upgrading the property.

Concerning the relationship between Municipal and private funds use for property exterior and environment restoration and upgrade (landscaping), the following principles have been applied:

- up to 50% of costs for roof-renovation, street facades and building's environment and
- up to 40% of costs for inner yard facades and yard enviroments could be covered from the Municipal funds.

There were about 70 objects (facades, roofs, balconies and private yards) renewed in total through public-private partnership (PPP) contracts in 2000-2008.

Results and impacts

The beneficiaries of Community Development programme were the Old Town residents and property owners. The main beneficiaries of the Awareness Raising part of the Programme were children and pupil from Vilnius kindergartens and secondary schools.

Residents and property owners were involved in the maintenance and renewal process of Vilnius Old Town through implementation of public-private partnership (PPP) projects in historic buildings' upgrade and conservation. Public funds were successfully and transparently used in upgrading historic properties and in encouraging owners to further maintain and protect them. Confidence of residents and entrepreneurs in the Municipal authorities increased, and practical initiation of Public Private Partnership projects of mutual interest was achieved.

But even most important, Vilnius Old Town residents' understanding, interest and wish to maintain and protect the historic environment started to grow. Number of historic property owners willing to upgrade and conserve it gradually increased in 2006-2008 stimulating also such property holders outside the Old/ Inner Town. Consequently some 8 historic buildings were already upgraded outside the Old Town.

Lesson learned and recommendations

After 8 years of experience working with community development we can conclude, that only minority of property owners could afford co-financing the historic buildings' exterior restoration/ renovation.

The initial and fundamental challenge in attracting and engaging property owners into the process of historic building upgrade or conservation is awakening a relevant/ adequate owners' perception and knowledge about cultural heritage treatment, also an understanding of long-term economic and social benefits of such a costly and not simple undertaking.

Unfortunately general community understanding and attitude to maintenance of their houses/ immovable properties is quite inert. In former Soviet times all real estate property were state owned therefore in a course of more than 50 years (2 generations!) people lost a relevant knowledge, sense of responsibility and social habits in maintaining buildings, despite the fact that these were valuable heritage objects.

After the process of property privatisation commenced in 1991, the situation didn't change at once. It was expected that after privatisation owners would establish Home Owners' Associations that would carry an economic responsibility. Unfortunately due to the insufficiency of legal regulations, lack of supportive incentives and socially disintegrated human intercourses houses' maintenance still remains incoherent and little effective. Since the foundation of Home Owners' Associations was entirely voluntary process, their establishment was very slow and took more than 15 years.

From the other hand, the gentrification process appeared and flooded in the Old Town. Today historic property owners consist of two different groups: old residents (who often cannot afford the costs of renovation, and thus sell their property to new rich owners) and new riches (young urban professionals, businessmen, foreigners). Many buildings purchased through privatisation or assembled post-privatisation from several owners to one entity were con-

verted into hotels, offices, or improved apartments, with the ground floor usually occupied by catering or retail. The number of the residents in the Old Town still keeps falling and may even more radically alter the character of the site.

These two different social groups live following different attitudes and values of life, therefore have nearly no trust in each other. Such a social disintegration is still a continuous process, and thus state of the urban environment often reflects existing economic and social contradictions. In such circumstances it is difficult to join the efforts of different property share holders of the same house that have sharply different capabilities and wishes.

In spite of these barriers and obstacles, we see that the community awareness raising process is both – cultural sensitization and socialisation/ social consolidation instrument. And OTRA does its best in gradually and without rush developing intercourses with different kind of historic property owners. Recognising Lithuanian and Vilnius communities still experiencing transitional social behaviour we put the emphasis of our endeavour to the youth awareness rising and support of exemplary historic property conservation and upgrade projects. In the year 2009 we expect to have quite a numerous sensitization and awareness rising programs and projects and, unfortunately, very few exemplary conservation projects.

OTRA experience evidence that urban regeneration process most depends on community's cultural attitudes and social cohesion. And we target and attempt to influence both.

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Naples: Sirena Project for the rehabilitation of the historic urban core

COMUNE DI NAPOLI

Brief description

The Sirena Project is a programme to restore the buildings' common parts of the Old Town of Naples and outskirts (~ 3.000 ha on a total of 12.000 ha).

Programme data of the Sirena project 1 and 2

- 1.083 financed building yards;
- 73 Mio. € public grants already allocated;
- 224 Mio. € of works (financed by public and private funds);
- 884 open building yards;
- 616 interventions on 50% of the works;
- 396 concluded building yards;
- 731 enterprises registered on Sirena List;
- 1.285 technicians involved in the Project.

Temporary Data of the Sirena Project 3 (2008)

- 573 applications made;
- 13.5 Mio. € public grants already allocated.

Objective

The objectives of the program are

- to support the maintenance and to restore the built heritage, not only of the main historic core but also of the historic cores of the peripheral districts and outskirts;
- to provide an important intervention for the diffusion of a culture of urban maintenance in the whole city, essential for the improvement of the safety of the citizens, of the environmental quality and for the exploitation of the urban fabric;
- to activate an economic cycle that brings notable advantages for the local economy, for the building sector and for jobs;
- to guarantee the diffusion of culture of legality and care of the workers in the building activities;
- to promote the knowledge of the built heritage and suitable recovery techniques.

Key steps and activities

A private company collaborates with the Municipality of Naples in the implementation of the recovery program for the buildings' common parts in the historic cores of Naples, known as "Sirena Project". The project is based on the disbursement of funds by the financial partners for the refurbishment and maintenance of common parts of historic buildings.

The non-refundable funds, granted by the Campania Region and Naples City Council, amounts up to 37% of the comprehensive intervention amount. A further contribution up to 3% is granted to those who edit the Building Maintenance Booklet. The contribution for each building cannot exceed € 130.000/160.000. Moreover the funds can be accumulated with further incentives and/ or easing grants from other public authorities.

The municipality sends out special calls (application form), asking citizens to apply for funding for the restoration of their historic buildings. The frequency of calls depends on the municipal budget to support private property owners. Subsequently the Municipality, though the SI-

RENA Company, judges the applications and builds up a priority list. The applications will be supported in order of the priority till the funds are spent.

Some regulations for being able to receive funds:

- Building works funded must concern common parts of the building (structural works on walls, facades, roof, stairs, heating system, electrical system, elevator, etc.);
- Building works are not allowed to start before the submission of the application form for the call;
- Only private housing buildings can be funded;
- Building contractors must comply with laws about welfare and health conditions of the workers;
- Sirena Company is allowed to supervise the progress of the works by inspections and other kind of checks.

The funds are allocated according to three different lists: There is a list for the historic core, a list for historic cores of the peripheral districts and a list for outskirt's fabrics.

Results and impacts

The process of rehabilitation has avoided loss of residents, gentrification (in a positive sense) and maintained the social diversity. Further the programme had the effect to spread the culture of legality in the contractor business. For that, S.I.RE.NA. has set up a special "Open List" on which the contractors have to register to execute the works financed by the City Council. All enterprises, which meet the law requirements, without any turnover limit, can register on this List. S.I.RE.NA. takes care to control the safety conditions and the observation of social insurance norms for the workers at the construction sites (which without control are often not met). S.I.RE.NA. has an agreement protocol for the accidents prevention finalised to check the safety conditions of the yards.

Lesson learned and recommendations

The project success is certainly based on the right specification of fundable works' typology and on the agency mode of operation. The Company acts in the field of urban regeneration – like a local development agency – above all as an intermediary among citizens, technicians, enterprises and institutions through a global promotion activity, project divulgation and simplifications of procedures, using media such as the internet and a more traditional daily "information desk" activity, which allows to get in touch with building owners and contractors.

S.I.RE.NA. attends to citizens, technicians and enterprise from the drawing up of the grant application, to building yard management, from the allocation of the grants without return to the completion of the building yards process.

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Liverpool City Council, England, United Kingdom

Liverpool: Buildings at Risk Initiative

Brief description

A detailed condition survey of all heritage assets is carried out as part of a single comprehensive exercise. Those assets found to be vacant, derelict or vulnerable to deterioration become subject to continued monitoring and, if necessary, statutory powers in an attempt to hasten their repair, introduce new uses or bring about a change in ownership in order to achieve these ends as appropriate.

If there are more than 50 assets on any at risk register, such an initiative requires a full time dedicated project officer in post and a commensurate budget in order to facilitate the repair and re-use of historic floorspace in an urban area. When the project was launched in Liverpool in 2001 there were over 300 such buildings under threat, or At Risk.

Objective

- To alleviate the problem of vacant and derelict historic property within the City boundary of Liverpool;
- To find new or alternative uses which are sympathetic to the history and character of buildings at risk and
- to further the heritage and economic regeneration of the wider urban area of Liverpool.

Key steps and activities

1. Step
Quantify the problem by means of a detailed condition survey of all the designatated heritage assets within a defined area. If resources allow this should include unprotected buildings within designated areas, such as Conservation Areas, World Heritage Sites and their attendant buffer zones. Condition and occupancy should be gauged against a fixed, well defined set of criteria (such as that proposed by English Heritage) in order to yield a known quantum or 'risk grade' for the purpose of forumlating priorities for action.

2. Step
Develop a plan of action for properties/ assests identified as being at risk, beginning with those most at risk first due to the time sensistive nature of the problem. This may involve a forum of some kind where property owners and perhaps the local press (if public feeling is sympathetic to the issue) are invited to discuss the difficulties and opportunities. A principal objective of this exercise will be to generate a minimum level of consensus.

3. Step
Establish a method of addressing the various types of problem depending on category of ownership (i.e. charitable, private, public, statutory, Crown etc.) and wherever possible have recourse to statutory powers where these powers are fit for purpose.

4. Step
Establish a budget to assist in implementing the plan of action, e.g. where this involves engaging professional consultants, undertaking urgent works in default of building owners/ absentee landlords or under-writing the often cumbersome leagl processes involved in compulsory acquisition.

5. Step
Develop an exit strategy in order to:
- ensure that buildings successfully repaired and re-used or mothballed are maintained into the future and
- demonstrate the case for a contingency budget for the purpose of montioring, quantifying and addressing future heritage at risk problems.

This will be done primarily by means of a periodic or 'rolling' buildings at risk survey programme.

Results and impacts

In assessing why has Liverpool done well recently in dealing with buildings at risk one needs to take into account the seriousness of the problem in 1991-2001. The problem was sufficiently severe to help focus minds on the issue. A local Stop the Rot Campaign emerged in the local press in April 2001 to champion the plight of the City's heritage at risk and this eventually ran alongside the City Council's own strategy. There was a coalescence of objectives and a consensus formed around the idea of saving 20 key landmark buildings under threat. The campaign received full support from English Heritage who co-funded a full time Building At Risk (BAR) officer with the City Council from November 2001.

The Liverpool BAR Project gave considerable momentum to the ideas contained in English Heritages Power of Place document and soon developed into a more comprehensive attempt to consolidate Liverpool's heritage through a programme of improved understanding, management and celebration of the city's historic environment. Under the direction of Malcolm Cooper the Historic Environment of Liverpool Project (HELP) was launched in March 2002. The subsequent awarding of Capital of Culture status to the city in 2004, along with World Heritage Site status and a massive scheme of regeneration within the city's retail quarter, lead to a strengthening of the case for investment in dealing with the buildings at risk problem.

130-150 buildings at risk have been addressed directly by the City Council since 2001, largely because it was thereafter a strategic matter for the elected members. Initially the North West Development Agency (NWDA) committed £1M to a city-wide programme of statutory action to complement the City Council's contribution of £400,000 during 2002-03. The use of urgent works notices, some 15 of which have been served since 2003, have proved to be very effective in dealing with specific cases and sending out a clear message to problem owners of BARs. The use of Compulsory Purchases has proved more challenging. Building Preservation Trusts have thus far not been as active as we would have liked in Liverpool.

It is also possible that the economic buoyancy of the last 10 years has also helped to improve the figures. However, in terms of Liverpool City Council (LCC's) financial input into BARs (including NWDA funding), over £1.8M has been invested in the programme between 2001 and 2008.

Lesson learned and recommendations

The Liverpool Building at Risk Project has been a groundbreaking initiative within the UK on account of its scale and the level of consensus which made it possible from inception. A clear understanding and appreciation of the importance of Liverpool's heritage has been crucial throughout and lead to firm support all round for the project's aims and objectives. Initially, the popularity of the Liverpool Echo's Stop the Rot Campaign, as promoted by English Heritage and championed by the local press, helped to develop a highly constructive partnership between leaders of the City Council, English Heritage, Liverpool Vision and the NWDA towards the end of 2001. The BAR Project was one of the principal 'first fruits' to emerge from this consensus and has proved to be a flagship enterprise within the heritage regeneration sector. It is a notable instance of partnership

working in the management of the historic environment in the UK.

The principal lesson to have been drawn from this exercise has in the first instance been to underline the need for significant funding to render statutory powers effective beyond the mere threat of action. It clearly illustrated that any remotely ambitious building at risk program, i.e. one which seeks to implement more than 2 urgent works notices at any one time, requires a reliable source of public funds to underwrite it. The quantities involved are relatively small in comparison to the level of private money levered into the process and are therefore arguably all the more justifiable. The level of private funding expended on buildings within the programme during the lifetime of the NWDA funded part of the project (2004-2007) has been in the region of approximately £4.5m. This reflects a public/ private ratio of almost 1:5 (NWDA contributed £968k) and should be viewed as a healthy outcome from the point of view of procuring a reasonable 'Heritage Dividend'.

The resulting benefits have far outweighed the relatively small cost of delivering this type of project. It is important to point out from the outset that any buildings at risk programme can never constitute a 'quick fix' solution to the plight of historic buildings in a City such as Liverpool, given the scale of the 'problem'. Nonetheless, the benefit of having a significant budget (nearly £1m) available for this purpose has been clearly born out and proved invaluable as a catalyst towards repair and re-use of historic assets throughout the City.

Another crucial lesson to be taken from the project as a whole (i.e. since November 2001) is that like the buildings themselves, the typical problems encountered were also made to last. They require careful consideration in conjunction with the attrition of regular and pro-active dialogue as well as repeated survey inspections firmly backed up by the continued threat of enforcement action in order to procure solutions.
A further lesson has been to show that the implementation of urgent works frequently unearths greater unseen difficulties, or occasionally results in the hastening of a building's inevitable loss, such as at 183-185 Duke Street or 101-103 Shaw Street, Liverpool.

It is also clear that unless close monitoring of the projects included within any buildings at risk programme continues indefinitely, much of the effort expended in the previous years will have been commissioned in vain. The early signs of the trends set in motion since Liverpool's Buildings at Risk Initiative began are extremely promising as evidenced by the fate of a significant proportion of the buildings on the original 'hit-list'. However, as previously emphasised, the goals of this type of project are long term and in order to realise them each public authority has to remain both vigilant and cautious in its assessment of the project as a whole and its approach towards the management of the situation 'post-project'.

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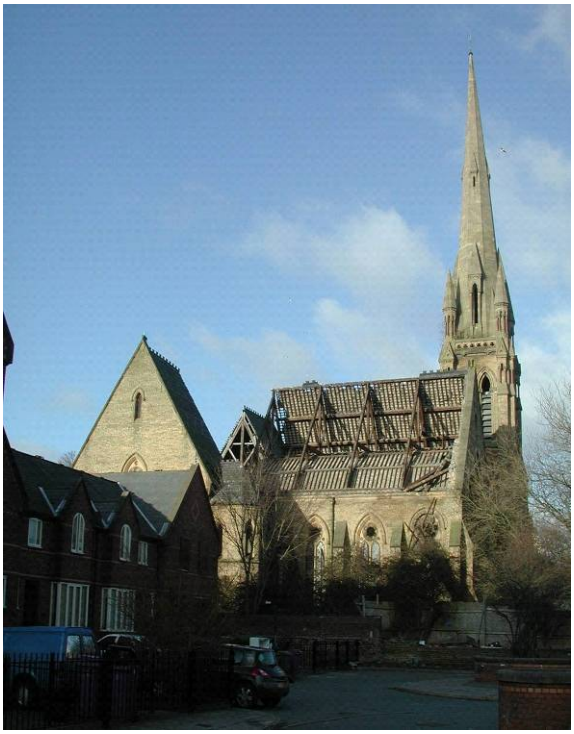

Applying Integrated Revitalisation Approaches

Historic urban areas face the challenge to find the right balance between the preservation needs of the (tangible) cultural heritage and needs of today's and future "users" of historic urban areas. But the cultural heritage can also serve as asset to support a sustainable urban development, which ensures the multifunctionality, attractiveness and competitiveness of a place. This can not be achieved by traditional, uncoordinated mono-sectoral policies, it demands an integrated approach which balances and coordinates the different demands and interests on historic urban areas, linking the safeguarding of the historic urban landscape with the sustainable urban development to dynamic, attractive and competitive economic, cultural and social centres for inhabitants, visitors, tourists, property owners and entrepreneurs to live in, to work in, to shop in and to invest in.

Within the topic of "Integrated revitalisation approach which balances and adapts the use of the cultural heritage assets to the different stakeholder needs" following issues are of main interests:

- Improving (alternative) mobility and accessibility of historic urban areas to support its multifunctionality and the mobility of different groups: young and old people, handicapped, etc.;
- Supporting and attracting economic and cultural activities (maintaining the distinct character of each historic centre: i.e. good balance of traditional and chain stores);
- Securing multi-functionality, balancing the different needs to have vital places (i.e. working, living, leisure, tourism needs, gentrification and segregation processes)
- Community involvement and stimulating cooperation to secure a development of historic urban areas which serve their needs and to gain their support, opening up their resources for this process

For each issue good-practice examples of the HerO partners are presented.

Improving (alternative) mobility and accessibility
- Valletta: Congestion pricing scheme
- Poitiers: Improving accessibility and experience of the historic urban area for handicapped people

Supporting and attracting economic and cultural activities
- Regensburg: The Old Town of Regensburg – Retail Concept 2020
- Liverpool: The Paradise Project
- Lublin: Cultural stimulation for the Old Town vitality
- Naples: Economic redevelopment of two deprived areas of the historic centre
- Valletta: Valletta Streets Alive

Securing multi-functionality, balancing the different needs
- Regensburg: Pact for the Old Town
- Poitiers: Securing Social Housing – Social Mixture
- Sighisoara: The strategy of economic and social development of the city of Sighisoara 2008-2013

Community involvement and stimulating cooperation
- Lublin: Involvement of local community for the improvement and development of neglected areas
- Sighisoara: Local Agenda 21

Improving (alternative) mobility and accessibility

Valletta Local Council, Malta

Valletta: Congestion pricing scheme

Brief description

In 2007 a congestion pricing scheme was implemented, the Controlled Vehicular Access system, in order to reduce long-term parking stays and traffic while promoting business in the historic city. An 'Automated Number Plate Recognition'-based system takes photos of vehicles as they enter and exit the charging zone and vehicle owners are billed according to the duration of their stay. This step was geared to increase and extend the core pedestrian zone and was dovetailed with the embellishment programme of the City centre.

The scope behind Controlled Vehicular Access was manifold

- it substituted the V-Licence (annual licence paid specifically by motorists to access Valletta), which was not controlling the increase of vehicle numbers accessing Valletta;
- it created a fair pricing system for access for all;
- diminished access and pollution to the core streets of Valletta;
- it promoted and catalysed greater pedestrianisation;
- the core became more commercial and dynamic.

Objective

The main objective was to pedestrianise the core of Valletta thus fulfilling the objectives of the Accessibility and Mobility White Paper. It was one of a series of initiatives as e.g. the Park and Ride System and the Electric Taxis to reduce access of private vehicles into Valletta.

Key steps and activities

The project was incepted by the Ministry for Urban Development and Roads, Ministry for Investment and Information Technology and the Malta Transport Authority. The coordinated project was implemented by the Valletta Local Council which is the administrator of the ticketing and charging.

Results and impacts

In the past year there has been a reduction of pollution in the centre of Valletta and its environs, cleaner streets and less congestion. The Valletta core has also become a greater space with more pedestrian potential catalysing the commercial core.

Lesson learned and recommendations

When compared to other countries that make use of congestion charging models, the Maltese system makes use of a wider array of innovations including variable payments according to the duration of stay, flexible exemption rules, including exemptions for residents within the charging zone, and monthly or quarterly billing options for vehicle owners. Pre-payment facilities, including direct debit arrangements and purposely designed vouchers, are also available. The billing system was designed in Malta and has been described as a state of the art 'next generation congestion charge billing solution'. The Valletta Congestion Charge, which is also known as Valletta CVA, was recently nominated for the Best European Transport Strategy Award.

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en.wikipedia.org/wiki/Road_pricing

Municipality of Poitiers, France

Poitiers: Improving accessibility and experience of the historic centre for handicapped people

Brief description

Several actions are in preparation and implementation to improve accessibility and experience of the historic urban area for handicapped.

The main actions are:

Accessibility plan (street, public spaces)
The Accessibility Plan will be a special information source for the population and users. The plan will precise the schedule of streets and public space arrangements to be realised. The terms of implementation will be detailed in this document (arrangements rules, materials to be used, etc.). A map broadcasted on the city website will allow to know the accessibility level of the city. This work is done in close collaboration with associations for disabled.

Access to culture and historic sites
The Tourism Office is engaged in the "Tourism and Handicap" program. It is a national-recognized label. The Tourism Office is strongly concerned with 3 types of handicapped: the non-ambulant, the blind and those with hearing difficulties. Various actions are being developed in favour of the mentally handicapped. The initiatives concern the structure of buildings, informative documents and mediation.

Media Library
Different initiatives have been developed:
- Tactile, Braille and relief books.
- Creation of a "deaf culture" basis (books, videos, DVDs with sign language option, magazine "Echo magazine" which deals with deafness issues, learning of sign language).
- Home delivery service for people who have difficulties to move.
- Books dealing with rights of handicapped.

Museums
The museums of Poitiers offer specials for handicapped people:
- Visits and tours translated into sign language.
- Regular cooperation with associations and specialised establishments (e.g. visual arts workshops were proposed to patients of the Henri Laborit Hospital; the realised pieces were exhibited at the Sainte-Croix Museum).
- "Musée hors les murs": Presentation of pieces from the collections beyond the museum itself, especially at the city hospital.

TAP (Theatre and Auditorium)
- Disabled access to the entire building.
- Special equipment for those with hearing difficulties.

Public transport
At present the public transport network is punctually accessible for handicapped people (visual information, accessibility of certain bus stops and busses for disabled people, audio information, specific bus service for disabled people). Now, the stake is to generalize the accessibility of the whole network. The general directing plan for access to the city public transport is being renewed. This plan deals with the accessibility of bus stops, the purchase of accessible busses, the accessibility to information.

The first three actions are considered as most important and are further explained.

Objective

Accessibility plan (streets, public space)
Easier access to public space, a necessary condition for simplifying the access to culture and historic patrimony.

Access to culture and historical patrimony (Tourism Office)
Simplifying access to culture for all

Media Library
Simplifying access to culture for all

Key steps and activities

Accessibility plan (streets, public space)
Step 1
A study of access to the city was conducted.

Step 2
Programming necessary installations to improve access for handicapped people, giving priority to frequency and to connections between public, cultural and educational establishments.

Step 3
Information on the municipal web site.

Stakeholders
Associations for the disabled, the Public Space service and concerned local counsellors.
A discussion group with the concerned associations was created in 2002 in order to validate the proposals.

Different structures are being installed i.e. lowered pavements (approx. 100 per year), special coatings, vision-impaired tactile paving...

Access to culture and historical patrimony (Tourism Office)

- Buildings adapted to handicapped standards (widening of doors, setting up visual marker in stairs, etc.).
- Services offered: the personnel, receptionists and guides, are trained for the reception of handicapped people (presentation of the different handicap situations/sort, simulations/study case…).
- Sign language tours are offered.
- Specific material was installed in the "Salle du patrimoine" exhibit hall for the blind and hearing-impaired: documents in Braille, textured representations of historic buildings, texts written in large letters.
- A magnetic loop system has been installed in the "Salle du patrimoine" for the equipped hearing-impaired, (according to new technologies which allow to capture specific sounds).
- A regular cooperation with associations is done.

Media Library
Perspectives:

- To develop shows and activities which "mix" disabled and non-disabled (e.g.: bilingual shows French-Sign languages).
- To improve and increase the reception of handicapped people.
- To develop the visibility of the activities and actions.
- Signs language introductory courses for the reception staff.
- To increase the read books base.
- Alignment of the Internet website content with the accessibility rules.

Results and impacts

Accessibility plan (streets, public space)
The plan is being elaborated at present. It is too early for an evaluation, but the existing developments satisfy the users.

Access to culture and historical patrimony (Tourism Office)
Still in progress: too early for an evaluation.

Media Library
It is hard to assess the evolution of the attendance of handicapped people. On the other hand the observation results prove that the arrangements answer a real demand: the "deaf culture" basis, Braille documents and those with large prints are often borrowed.

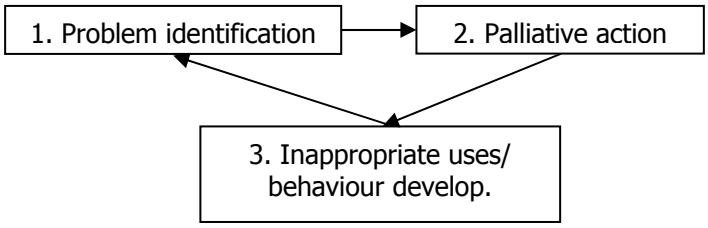
Lesson learned and recommendations

Accessibility plan (streets, public space)
The modification of streets sometimes creates user conflicts, i.e. when the pavement is lowered to allow easier access for wheelchairs, motorists take advantage of this to park their vehicles. The only solution in that case is the addition of poles which ruin the visual integrity of the urban landscape.

Several different forms of handicapped are taken into account at the same time which sometimes leads to contradictions concerning installations. That is why it is compulsory to work with adequate handicapped associations.

A public service campaign has been started in 2006, and renewed in 2007 with the aim to reiterate the prohibition of parking on sidewalks, because otherwise, this would stand in the way of pedestrians, parents with pushchair, disabled people… A flyer aiming at making people aware of this issue was put on the widescreens of cars in violation.

Generally speaking, we find ourselves in a perpetual adaptation cycle:



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Supporting and attracting economic and cultural activities

City of Regensburg, Germany

Regensburg: Old Town of Regensburg – Retail Concept 2020

Brief description

Background and reason for the project

- Difficult situation of the retail trade in the old town (i.e. declining store flats)
- Old Town retail vs. shopping centres

According to the principle of representation there were two strategic conferences uniting citizens, representatives of the economy, society and city administration. They discussed the current situation, opportunities, risks and prospects relating to retail and influential factors affecting retail in the Old Town. Careful public relation kept informing the citizens (i.e. the inhabitants) and ensured their participation. Subsequently, they developed guidelines for the topics retail – traffic – working/living – public space – tourism – protection of historic buildings and structures/world heritage which were in the next step put in concrete terms by means of sub-goals and projects. The participation process is based on the "Manual on public information meetings and public participation processes" which had been developed by the city.

Objective

Developing a vision of retail trade for 2020:

- Guidelines for retail development in minor locations in the Old Town centre;
- Definition of basic conditions in the major fields of action;
- A basis from which objectives, strategies, measures and projects can be derived.

The project aimed at strengthening the multi-use function of the Old Town in general, in particular its most important asset – the retail use. What is special about the Old Town are the multitude and diversity of functions which therefore need to be maintained. The main questions had been:

- How can retail remain economically sound/ viable,
- how can mobility and traffic be reasonably organised,
- how can working and living be up to modern living conditions,
- how can public space be created and designed to attract people,
- how can tourism be authentic and
- how can the built cultural heritage be used and preserved at the same time.

Key steps and activities

The key activities were two strategy conferences to discuss and find the approaches to future retail in the Regensburg Old Town. The concept development has been assisted by constant discussion and coordination according to the principle of representation (citizens and representatives of the economy, society and city administration). The guidelines were resolved by the city council.

Developing a retail concept was a project of the city of Regensburg as a project partner of the EU-project Hist.Urban.

Results and impacts

- More confidence in the administration as a result of the communication process with the inhabitants and the networks of institutions, associations and individuals – "learning from each other and with each other".
- Increased awareness of house owners for the impact of their actions to their neighbourhood.

Lesson learned and recommendations

- In many cases the administration can only give an input and act as a moderator of the process, the actual implementation depends, however, on the individual citizen and retailers respectively.
- Active involvement of citizens in the process is necessary for transparency, legitimation and creative inputs.
- Complex interconnections call for interdisciplinary approaches.
- There needs to be a person in charge who accompanies and coordinates the process and the actions.
- The guidelines were distributed to every household so that the public can control whether the measures are implemented.

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Liverpool City Council, England, United Kingdom

Liverpool: The Paradise Project

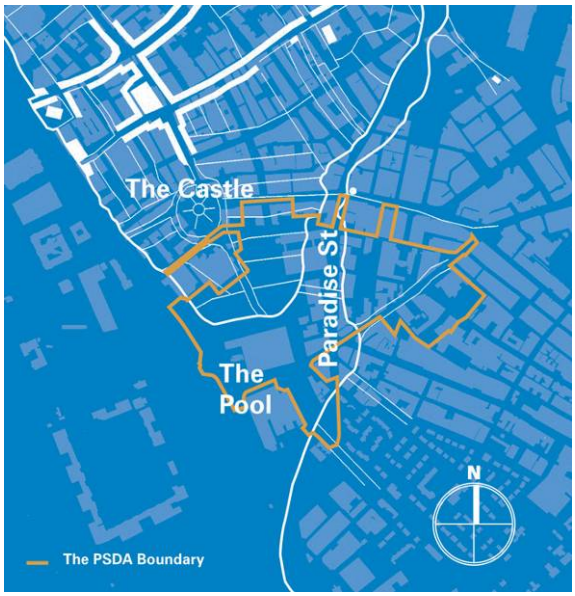
Brief description

2008 will be remembered as a key date in the renaissance of the City of Liverpool. Not only did the city have the honour of being the European Capital of Culture with the opportunity to welcome a huge influx of visitors to experience the breadth of its culture, the year also saw the completion of the largest retail led regeneration project in Europe.

Liverpool One is the name given to the new £1billion mixed use development that occupies 42 acres (16.8ha) at the heart of Liverpool's city centre. The development, which opened in October 2008, comprises over 30 individually designed buildings, in 5 distinct districts, built around the historic streets of the city. Each district has a different character, offer and design.

The overall scheme has transformed an area of derelict and underused land at the heart of the city centre and restored Liverpool's role as a regional shopping centre.

The development has become widely recognised as an exemplar of collaborative working between the City Council and a private developer, Grosvenor. It has delivered massive benefits for community of Liverpool that will endure for a long time into the future. This public private partnership has provided the platform for the transformation of the City of Liverpool.



Objective

Originally known as the Paradise Project, this planning led regeneration initiative started life in the late 1990s when the city commissioned retail consultants Cushman Wakefield Healy & Baker (CWHB) to assess the city's retail function and market potential. After the turmoil of the 1980s, the city suffered from a lack of investment, was under performing, and had dropped from 3rd to 17th in the retail rankings. It had only one major department store in a constricted prime retail area.

CWHB were asked to advise what was needed and where. Their study identified the need for around 1 Mio. square feet of additional retail floor space to deliver the step change and critical mass needed for the re-establishment of the city's regional role.

The Bluecoat Triangle, later to become known as the Paradise Street Development Area (PSDA), was identified as the most appropriate location given it's proximity to the existing main retail area and other key areas such as the Ropewalks regeneration area, Albert Dock and the waterfront, and it's derelict condition.

Between 1999 and 2002 the City Council embarked on a process of developing planning policy to facilitate the development, selecting a development partner and devising a master plan for the scheme. In 2000 Grosvenor were chosen from over 30 competitors as the city's preferred developer. Not least because the company clearly understood and shared the city's vision to build on and compliment the existing streets to cater for the widest possible range of people and types of shopping and

leisure activities, and demonstrated their willingness to achieve those ambitions.

As a result, a master plan for the scheme was developed jointly by the council and Grosvenor which reflected the conscious decision to reject the orthodox inward looking mall-based solutions, and to create a series of new places connected by open streets with individually designed buildings that are completely integrated into the surrounding city.

The masterplan was based on a series of guiding principles, one of which was the recognition that Liverpool's cultural heritage is a positive asset, which should be used as a principal consideration in the detailed design if the development.

In accordance with the requirements of the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999, an Environmental Statement was provided with the planning application for the masterplan and examined the likely environmental effects of the development, including the impact on cultural heritage, and proposed measures to mitigate its impact.

The statement included a Design and Conservation Assessment which considered the overall impact of the development on archaeology, on the character and appearance of Conservation Areas, on Listed Buildings present within and adjacent to the site and on the World Heritage Site.

The masterplan incorporated the demands of preserving and protecting the cultural heritage of the site by:

- Retaining and strengthening the historic street pattern in and around the site

- Providing improved connections between the city and the river
- Creating framed views of major historic landmarks across the city by the careful sitting of new buildings and orientation of new streets
- Retaining and conserving the historic buildings within the site and bringing them back into sustainable into new use
- Undertaking a major archaeological evaluation of the whole site
- Excavating, conserving and providing views and access to the north east corner of the original retaining wall of Old Dock (1715), which is situated underneath the development.
- Provides some interpretation of the heritage assets in the public realm

Key steps and activities

Key to the success of the project has been the desire to meet the needs of all stakeholders including, in particular, the local community. From the outset the City Council and Grosvenor appreciated the value of extensive consultation during the evolution of the scheme to inform the plans so that ultimately a wide ownership would be gained of the scheme. Through a series of workshops the master plan was developed leading to the grant of outline planning permission. Interests were acquired by the City Council as enabling authority following a successful CPO Inquiry and in July 2004 development commenced.

The outline planning permission and the master plan provided strong background and the overarching principles, which allowed various architects the freedom to develop the designs of the

individual buildings within the common goals. A series of regular planning meetings and design workshops involving different stakeholders as appropriate ensured the scheme was carefully co-ordinated and decisions were made within the necessary timescales.

The fact that the scheme has been delivered to such a high standard of construction and on programme is a particular tribute to Grosvenor's level of investment and quality control, and the fact that the company has the experience of managing its estate over such a long period which allows it to take such a long term view on the value of its returns.

It is also a credit to the systems that were devised jointly between the company and the council which have ensured a consistently high quality of development. This was achieved through regular dialogue, careful co-ordination during the planning and construction phases, and the close working relationships and mutual respect that has developed out of this process.

Results and impacts

In essence the development has aimed to re-establish the city centre as a vibrant location where the separate retail business, leisure and cultural areas merge to create a city centre living and evening economy which is open and alive 24hrs a day.

As a retail led scheme (which has a market focussed on establishing maximum footfall within a defined shopping circuit), the main structure of Liverpool One is a triangular shopping route with an anchor store at each point:- John Lewis, Debenhams and the existing Marks and Spencers. There are subsidiary circuits in and around the basic figure and all routes are permanently open and link direct to the surrounding streets.

There are, however, two other layers of development. Below the shopping level is the large underground structure comprising servicing to the shops and businesses, as well as the four level 2000 space car park stretching underneath the new Chavasse Park. Above the shopping is a multi layer of other activities including residential developments of various forms, hotels, restaurants, bars, offices and a 14-screen cinema complex.

In addition the wider scheme includes a hairdressing school, crèche, new BBC broadcasting studio, Friends Meeting House, two further multi storey car parks and a new bus interchange. The new Chavasse Park is, not surprisingly, proving one of the most popular elements of the scheme. A five acre open green space it links the development to the Albert Dock and the waterfront and offers the chance for a peaceful break. It also creates the framework for the series of building that enclose the park including the restaurants that line the west facing leisure terrace looking over the open space to the river Mersey.

Since Phase 1 of the scheme first opened on 29th May 2008, the public reaction has been overwhelmingly positive. The community of Liverpool had to cope with the disruption during the period of the Big Dig, but the popular view is that the scheme has repaid this aggravation countless times over. Everyone in the city is very proud of what has been achieved and see the development as evidence that the city is now moving forward.

For Grosvenor the success has been the completion of the development on programme and

the leasing of over 90% of the retail space with the remainder of the stores progressing towards completion and fit out. As an asset, the company has gained a 250 year lease on a significant portion of high quality prime retail estate. It has received strong support from the city in its steps to create the development and will continue to benefit from the sound relations that have developed through the delivery of the scheme.

For the community of Liverpool and the wider city region the benefits have been striking. 4000 construction jobs were created during the building phase, and over 5000 permanent new jobs will result from the new retail, leisure and office floor space that has been created. This represents a tremendous new addition to the city that compliments and strengthens an offer that now rivals any other outside the capital.

Already there is evidence that all expectations have been exceeded. The 10 Mio. visitors that came to the city during 2008 have seen what the city can offer. A seven-fold increase has been recorded in footfall in Church Street, the principle shopping street outside Liverpool One. Visitor numbers have increased 40% at the Albert Dock which no longer seems so detached from the city now it has been reconnected by the revitalised streets within Liverpool One. Less measurable, but of huge importance, is the confidence the project has brought to the city and those investors who are seeing its potential for further growth.

The successful completion of Liverpool One is a true example of what can be achieved by a city working in close partnership with a private developer. To conceive and then deliver on programme such an extensive and complex development in such a short spell is in the city's view an outstanding achievement. Liverpool One is a large and complex development, which has sought to create an organic and sustainable addition to the established city centre. It represents decisive step forward in urban design with an in built adaptability and capacity to change and develop in future.

With the Capital of Culture proving to be the best ever so far there is now a very real sense with the opening of Liverpool One that the city has been re-born. With difficult economic times ahead the city is now in a far better shape to rise to the challenges the future will bring.

Lesson learned and recommendations

- Clear Vision, maintain commitment and don't dilute principles
- Important to establish clear land use policy framework in order to paves way for delivering scheme
- Strong Masterplan (although allow flexibility and even encourage architects to challenge framework if helps improve quality of design)
- Pro-active consultation wins popular support & ownership of scheme
- Crucial to have close relationship between City Council and Developer
- Dedicated delivery team with clear co-ordination/design review process helps facilitate development
- Streamlined decision making process with non-party political support and delegated approval essential to keep project on programme
- High construction standards and quality control vital to the longevity of the scheme
- Investment in public realm pays dividends
- Genuine mixed use helps create seamless addition to city and provides for long term sustainability of development

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City of Lublin, Poland

Lublin: Cultural stimulation for the Old Town vitality

Brief description

The project emerged form decisions made since 1970 along the renovation of certain Old Town buildings for cultural uses. Between 1970 and 1990 only 10% of the urban texture was renovated, while the rest of the place was heavily declining. Still, fortunately, several cultural institutions found their location in renovated buildings, which gave an initial momentum for the later development. New dynamics came in 1993 with the renovation of the buildings of the Grodzka Gate complex and the northward edge of the Old Town for the cultural institution called "Brama Grodzka – Teatr NN" lead by a group originating from informal, dissident student theatre.

The renovation allowed creating a cultural centre with exhibition space, performance/ theatre room (above the city gate) and editorial office associated with a small restaurant. The cultural program of th centre was built along the history of the Jewish community of Lublin and the exhibition of pre-war photos from the Jewish quarter which was located around the castle and demolished in 1943. The recollection of memories and cultural heritage became the starting point of multicultural activities and the interest on historic interpretation and quality of urban space.

The strategy for the Old Town revitalisation undertaken in 1995 named four main directions generating vitality of the area; support for cultural and social activities was among them (other three are: improvement of public space, development of services and tourism, upgrade of housing). That strategy, together with the positive example of the new centre and physical changes in the area, gave new dynamics to the rather obvious concept of the cultural centre in the historic urban structure.

Unexpectedly, new local businesses found coherent their interest with the cultural offers, which resulted in an increase number of restaurants combined with arts galleries, performances, cabarets, etc. The Old Town became very quickly a favourite place for students (consisting app. 10% of Lublin's population).

An important input came also from the Dominican Monastery with wide range of cultural and social activities for students as for the local community. The renovation of the historic complex of the monastery, originating from 13th century, witness of the Polish-Lithuanian Union from 1569, became one of the subjects of social integration (voluntary tourist guides, meeting place, civic and historic education for youngsters, etc.).

The future development of infrastructure for cultural activities consists of two large investment projects:

- the complex renovation of 17th century monastery in the city centre for three municipal cultural institution (library, arts exhibition centre and CK: cultural centre for events, cultural education and performances) shall offer an increase of usable area form 3.331 m^2 to 7.771 m^2;
- the renovation of the historic Old Theatre building, built in 1822, which was closed in 1981 due to bad technical conditions, shall give a high quality space for drama, music and cinema for an audience of app. 200 persons.

These two projects are backed by basic-level cultural offers in housing estates, by a summer theatre in the historic park and cultural activities of young artists in former industrial buildings undertaken by "CK" (2.800 m^2 of former car repair workshops for an Interdisciplinary Centre for Arts – under implementation) and "Brama Grodzka" (adopting old locomotive workshop for cultural uses – phase of idea). The large multifunctional hall for 5000 people offers also a place for large scale events.

The city also co-operates with the regional administration in finding a positive result for a construction of a cultural centre, started in 1972, which finished only in 30%, but where already the Philharmonic Orchestra and the Musical Theatre have found their location, while the rest of construction is a dilapidating and over-scaled building site.

That scale of investment in cultural infrastructure allows developing a significant and diversified cultural offer for the region, whilst the historic centre remains a distinctive "trade mark". The second path of cultural stimulation concentrates on cultural events due to the decision of the city to stress the cultural profile in order to generate the quality development. One of the long-term goals is to prepare the 700. anniversary of the location act of the City of Lublin in 2017, the second is to apply for the European Capitol of Culture in 2016 – the two reasons to make cultural undertakings a priority. The main actors of that path are the municipal cultural institutions, having a large autonomy in project creation, with a system of competitions for their funding from the city budget.

The main events introduced since 2007 are: The Night of Culture (in June, with 40 000 participants) and the Jagiellonian Fair (in the middle of August, with 80 000 participants), both organised by "CK" with a broad cooperation with other cultural institutions from Lublin, other cities in Poland and other countries.

- The Forum for the Culture of space has been created as a demand driven undertaking of "Brama Grodzka – Teatr NN" cooperating with the faculty of Architecture and Urban Planning of Lublin Polytechnic.
- Long and successful activity in traditional singing resulted in transformation of one of NGOs into a new municipal cultural institution devoted to non-material culture of the regions on the eastern EU boundaries.

These events and undertakings have created good conditions for artistic presentations and success for a number of artists and artisans, particularly for young people starting with their artistic expressions, but also have intented to strengthen cultural demands in local communities and social groups (including those of special needs or problems).

That part of the practice is very "softly" stimulated by the Department of Culture of the City Office and the municipal cultural institutions, mainly through creating an atmosphere friendly for creativity and opportunities of cultural confrontations with various groups (long tradition of open theatres confrontation and meetings of dance groups from all over the world). The city also helps the most successful groups to present their performances during international cultural events.

Growing understanding of the role of culture in building up the development prospects of Lublin reflects growing amounts of funding for both: investments in cultural infrastructure and current cultural activities. The use of these funds depends on the undertakings and expected public participation. The decision making process is transparent and inclusive for those, who are interested, with positive impact to growing social contacts between the groups and individual artists.

Objective

"Regular" objectives

- To increase the amounts and diversity of space used for various types of cultural activities, especially in the historic area of the city centre;
- To support artistic creativity through growing opportunities for presentation;
- To improve access to cultural activities both by improved infrastructure and by cultural education;
- To increase public interest and participation in cultural activities;
- To create and support integrity between various cultural groups and stimulate their co-operation during large cultural events;
- To develop cultural tourism in Lublin.

"Specific" objectives

- To prepare sites and events for the 700. anniversary of Lublin Location Act;
- To built up the cultural offer for being the European Capital of Culture 2016.

Key steps and activities

1. Co-operation between the city and cultural groups to assure them a status of municipal cultural institution and provide locations in historic buildings with support for building renovation (start of activities of cultural centres: "CK" in 1991 and the "Brama Grodzka – Teatr NN" in 1992);
2. Including the support for cultural activities in the strategy for the revitalisation of the Old Town (1995);
3. Improved access and public safety in the Old Town and historic city centre: 1997;
4. Growing cultural activities and annual events (Open Theatre Confrontations, International Dance Meeting, Memory of the Place) since 2005 - competition for funding of cultural events;
5. Growing "popular" interest in urban qualities – since 2005 Forum for Culture of Space;
6. 2005: Education of the city history by the exhibition in the complex of cellars of the Old Town;
7. 2005: The city becomes owner of the Old Theatre and secures its structure;
8. 2006: Decision to apply for becoming the European Capital of Culture 2016;
9. 2007: First editions of Night of Culture and Jagiellonian Fairs, "Neighbours" - Festival of East and Middle European Theatres;
10. 2007-2008: Application for support of renovation of the Old Theatre and of the monastery used by "CK";
11. 2007: Lublin receives the European Heritage Label to commemorate the Polish-Lithuanian Union in 1569;
12. 2008: Institutional development and widening of the cultural offer: Centre for intercultural artistic activities "Rozdroze" and "Workshops of Culture"- an incubator for young artists.

Results and impacts

- Development of institutional base for wide range of cultural activities (growing number of municipal cultural institutions able to co-operate and City Office Department of Culture as a facilitator of their activities);
- Development of tools to support cultural projects and artistic activities;
- Efficient forms of cultural education resulting in increased participation in cultural events;
- Business activities in the historic part of the city interested in adding cultural component into their regular offer (galleries, performances, interior design);
- Establishing large-scale regular annual events into the Lublin calendar (one of them the Jagiellonian Fairs as reminder of forgotten tradition);
- Technical documentation for renovation of two historic buildings for cultural uses and growing chances to obtain support for funding;
- Serious increase of funding for cultural activities in the city budget: 40% between 2007 and 2008 with a serious impact on the quality of cultural offer as the amount distributed through the competition was tripled.

Lesson learned and recommendations

- The flexibility and ability to co-operate can be a starting condition of efficient management of support of cultural activities;
- Historic areas have very good qualities to define local identity. They also help to host small and medium scale undertakings or big events consisting of a large number of small units. The large scale undertakings can find better condition in post-industrial or modern structures;
- Positive relations between creative groups can be derived from transparency and equal access to support – non-formalised and simple procedures and criteria are important for creative groups;

- A number of cultural institutions with different identities (often due to personal values of their staff) are the guarantee of good access of artists and various groups or communities and good relations between "producers" and "consumers" of cultural "products";
- Cultural education has the crucial and growing importance for distinction between qualities in cultural offer – there is a growing demand for aesthetic and ontological self-education as a result of "mass culture production";
- Post-industrial development of the city depends on the quality of space and time which are direct results of implementation of cultural activities in various areas of urban life (including culture of driving, savoir-vivre at work, spatial planning and maintenance, cultural offer and possibilities to develop creativity and skills).

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City Council of Naples, Italy

Naples: Economic redevelopment of two deprived areas of the historic centre

Brief description

"Urban" was the first integrated programme in Naples to promote social and economic activities. The objective was to act as a catalyst for the widespread and uncoordinated urban and social regeneration initiatives in the city and through adequate support unify them in terms of time, place and action. In particular the intention was to:

- address through an integrated approach the problems of a limited area in the city by combining the promotion of economic activity with the improvement of the environment;
- define pilot intervention aimed at a lasting improvement of quality of life.

The target area covers the "Quartieri spagnoli" (15.000 inhabitants) and the "Rione Sanità" (25.000 inhabitant) both dating from the 17th century within the historic centre. Both districts show an advanced degree of building degradation, extremely high unemployment and particularly low educational as well as high rates of dependence on submerged labour and illegal jobs.

Objective

Measure1: Setting up of economic activities

- *Support for companies* - Interventions are envisaged for technical assistance in upgrading enterprises, encouraging entrepreneurial self-improvement and supporting the creation of consortia and co-operatives.
- *Recuperation of vacant sites* - The aim of the second phase was to recuperate public owned decaying areas to be used as productive sites for enterprises existing in the area. In this way curbing the illegal and precarious conditions in which many artisan and small industrial activities operate in the neighbourhoods involved in the Urban Plan interventions.

Measure 2: Training and local employment promotion

This measure is made up of four types of direct intervention aimed at improving social condition through direct prevention and recuperation of youth privation with specific interventions in terms of safety, prevention of deviation, information and, lastly, the insertion in work of the unemployed.

Measure 3: Infrastructure and environment

This measure includes operations aimed at the improvement of conditions as well as support operations for local socio–economic development:

- Renovation of public owned buildings for the purpose of housing and for some of the activities provided in measure 2.
- Restoration of one public building as a cultural centre.
- Maintenance, restructuring and urban fittings for the squares and main streets of the neighbourhoods.

Key steps and activities

The task of implementing the "Urban" plan was given to the woman Alderman for Social Policy. For the implementation of the programme a joint group of departments and services was mobilised, taking care of carrying out the programme. The municipality availed itself to a considerable extent of external consulting services and intense involvement and exchange of experiences with technicians and officials of the administrative structure. In spite of the size and subdivision of the municipal enterprise the Urban program gave the opportunity to involve different offices and sectors of administration, revealing it as a new experience even though it was not always possible to achieve a real integration of different functions, competencies, procedures and approaches.

The fact that the Alderman for Social Policy was directly in charge reinforced the "integrated" nature of the intervention, which could not be of a solely town-planning kind.

Economic resources allocated for the realisation of the programme (22.838 Mio. €) have been divided among all partners as follows:

- Community contribution 46,20%;
- Italian State 37,65%;
- Naples City Council 16,15% .

The Urban Programme in Naples did not foresee private contributions. Nevertheless, artisans and traders, who received pubilc incentives, decided to invest 10-15% of the global sum, so a sort of private and local co-funding were incited given by "small" and "very small" enterprises.

The lightweight structure set up foresaw a political chief, a coordinator, representatives from four sectors and frequent coordination meetings. Integration took place between experts (architects, social workers), between sectors (inside and outside the municipal authorities), between action (economic and social) and between functions (endeavouring first to identify the function and then to find a container for it, and not vice-versa).

From the point of view of the inhabitants, there was not a high degree of participation and this often took only the form of demands. Nevertheless, in many cases the citizens realised that the initiatives did not aim to solve the problems of any single individual or family, but to produce a long-term effect on the overall socio-economic issue of the neighbourhood, which would also affect the whole area in terms of producing better living conditions.

Thus, "Urban" generated a more trusting relationship between citizens and the institutions, even though communication between the Municipality and the citizens was not always fully satisfactory. In the Quartieri spagnoli, due to the limited surface area involved, the results achieved through Urban were more easily recognisable than they were in the larger Sanità neighbourhood, thus contributing to create a vicious circle in terms of participation and trust.

In terms of the participation by associations, Urban experienced a high degree of collaboration and networking by the various actors involved. Initially there was a risk of overlap by the actors, whilst it subsequently became clear that they gave their best when they were working in a network.

Two models emerged: One of the Quartieri spagnoli, characterised by existing local associations which were very active and formed the main reference point for the implementation of Urban. The other of the rione Sanità where the associations and networks gained consistency thanks to Urban itself. Either way the networks were efficient because they allowed the destiny of the project to be accompanied step by step, action by action.

Results and impacts

Thanks to the urban renewal projects a strong impetus for social cohesion and local economic development could be achieved. Significant are the investments made by a private party for the rehabilitation of a former convent in the Quartieri spagnoli to be used for hotel purposes; this investment was made only after the road had been completely upgraded by the Urban programme *(Measure 3*).

Two hundred existing small artisan and industrial enterprises were involved (*Measure 1)*. An analysis via survey works and experimentation with the existing small artisan enterprises was made to identify the production 'vocations' in the territory and to understand the environmental conditions in which the enterprises involved operate. Further experimentation was conducted on a small sample of small enterprises for the purpose of bringing hidden labour into the light of day and of setting up a legal basis of important artisan activities that are often spontaneous and disorganised. On the basis of the survey results it was possible to define the content of the initiative. The enterprises that benefited from contributions granted had been selected by public notification; the criterion was decided by the Supervisory Committee.

Further public owned decaying areas were recuperated as production sites for enterprises existing in the area, in this way curbing the illegal and precarious conditions in which many artisan and small industrial activities operated in the neighbourhoods. Work on infrastructure

was carried out. It was envisaged that about 3.000 m² of public owned vacant sites was used as sites for artisan activities. It was also envisaged to set up an enterprise incubator.

The setting up of two day centres *(Measure 2)* provided deprived young people at risk of deviancy to have a place to go to. They have involved around 400 minors and 120 families, and information reached about 2.000 young people.

The intervention of security and prevention of deviancy *(Measure2)* provides for street educators and operators and the carrying out of initiatives able to involve 450 young people in recuperation therapies based on education and assistance.

The traders and householders of the Quartieri spagnoli neighbourhood have benefited from the improvement in the social climate and the urban fittings in the area. There is obviously the risk of the lower-middle classes being pushed out and small signs of gentrification are already to be seen.

The "Quartieri spagnoli" area is now more frequented by tourists which induced new economic activities (commerce, handicraft, hotels and bed and breakfast). The quarter has changed also positively in terms of security: the better environmental liveability (new commerce activities, equipment, new lighting etc.) has enlarged the sureness of the neighbourhood and has also made it more accessible during the night time. Further, the new positive image of the quarter attracted new residents and tourists to the area that was "off limit" up to some years ago; now being able to know and appreciate the richness of its historic, artistic and environmental patrimony.

Further the "financial grants" for local businesses (measure 1) gave very positive results; in fact the "Regione Campania" has refinanced the enterprise with about 1 Mio. €, regarding it as "good practice" for the neighborhoods of "Quartieri spagnoli" and "Rione Sanità".

The two most innovatory aspects of Urban were the involvement of local actors and the networking.

Lesson learned and recommendations

A problem in Naples was the fact that Naples decided not to set up an Urban Office and thus had a very informal coordination group at the beginning. Subsequently each part of the programme was dealt with by a sector of the administration with no firm coordination or management structure.

The Quartieri spagnoli as a small neighbourhood suits well to Urban initiatives. In Sanità far higher financing would have been necessary. The ideal candidate for such Urban programs is a neighbourhood with the right balance of needs, existing services and the creation of voluntary networks able to cover the territory. These circumstances are particularly significant in the case of initiatives and action addressing weaker subjects.

Another topic to think about is how to "continue" when public financing runs out. In Neaples the fading out of public funds lead to the closing of some facilities. This was the case for the Job Centre and the Social Office. This destroyed social capital.

The duration of financing should not be too limited to be able to achieve intended results. The operators in the Job Centre for instance complained that initiatives, that had started out well, had been strangled when financing ceased. So the 'exceptional' nature of "projects" is also one of its greatest limits. The Urban experiment has demonstrated that social achievements take longer to come about. Funds are required over a longer period - not more funds.

There is the need for a guarantee of continuity for the initiatives, not working towards projects but with a view to create durable services. Otherwise it is always necessary to start again from the beginning.

Well functioning has been the model of rehabilitating abandoned sites accompanied by the start–up of new services using temporary premises and then transferring them to the new upgraded buildings. Positive had also been the combination of physical renewal of roads and squares and the incentives offered to craftsmen and traders to consolidate and/or upgrade their firm and to renovate and improve their premises. The Campania Region has financed about 1.200 000 US dollars to repeat a "good practice "of Urban project on deprived urban areas providing "financial grants" for small local businesses of Quartieri spagnoli and rione Sanità. The results have been:

- Stimulation of private investments in deprived areas to invest;
- "helping" to keep small commercial and art crafts activities as part of the heritage of the historic centre;
- supporting local activities for rehabilitation that in other conditions could not have been done;
- avoiding concealed labour.

This initiative could be an important instrument for all cities that wants to support small activities as important heritage of the historic centre. The financial grants could be offered by the National Government that with an agreement with the Local Administration and Association of Art and Crafts and small commercial activities can finance in "special condition" the rehabilitation of the activities of defined (very important) historic sites. At the same time the financial grants will come back, all or part of it, to the National Government with the increase of tax revenues.

The transferability of this experience is confirmed from the fact that Naples City Council has received acclaim in the category of the EUROPEAN URBAN AND REGIONAL PLANNING AWARDS 2002 by the EUROPEAN COUNCIL OF TOWN PLANNERS where they wrote: *"Special mention Urban Programme for the Spanish Quarter in Naples (Italy) for collaborative planning"* and the Urban I Programme of Naples selected on the **Dubai International Award** for Best Practices to Improve the Living Environment Year 2004 – as a "Good Practice" .

The rehabilitation of urban spaces – as in various other Italian programmes – is guided by a basic methodological assumption: the pinpointing of roads and squares that can constitute circuits in renewed areas (sub-services, paving, urban furniture, new public lighting, renewal of decorum of the "commercial basement"), to induce imitative effects by the owners of the buildings overlooking above mentioned roads and squares, and to attract investments and/or the location of new social and economic actors, which – without arriving at actual social replacement – constitutes a useful means of urban renewal by means of representing social diversification.

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Valletta Local Council, Malta

Valletta: Streets Alive

Brief description

Valletta Street Alive attracts more Valletta commuters to incentivise business and geared to increase awareness of Valletta's heritage and historic value. Valletta Streets Alive captures and regenerates the idea of the Maltese 'Festa'. This special week targets the landmark venues of Valletta and includes various cultural activities and programmes along the streets of Valletta. Street Alive supported by local businesses, the local council the national tourism agency and the local bank promotes local tangible and intangible heritage with re-enactments from the various historical periods and the free admission to all locals and tourists alike to the national museums and palaces which are usually not fully accessible.

Valletta Streets Alive" is a complimentary event to "Notte Bianca" with a full pedestrianisation of the core of Valletta, complimented by a Maltese festa atmosphere and cultural, recreational and sporting events. The week event also sees the extended opening times of landmark buildings to the general public and museums.

The scope behind "Valletta Streets Alive" which is organized by the Valletta Alive Foundation (VAF) in coordination with a local Bank has the object of regenerating Valletta in the evening. VAF is considering whether to change the dates either to May or late September. In May or June more shops are likely to remain open till late, whilst in September the events will be considered as leading to the Notte Bianca. The role of the retail sector needs also to be considered. Admittedly, participation of shops in these events was very limited.

Objective

The main objective is to increase interest in Valletta's potential for night life and cultural activities being organised. It is also a means of attracting locals to the City in after office hours. The main problem with Valletta's regeneration is that it is still based on a commuter population and therefore there is little activity after the office hours and late in the evening. The Valletta Streets Alive has catalysed in the past five years the proliferation of bars and cafes and is turning into an alternative venue.

Key steps and activities

The project was incepted by the VAF and the Malta Tourism Authority. The Valletta Local Council collaborates with the diverse stakeholders i.e. business community, the government agencies, the NGOs and clubs wishing to participate and stage events on the streets or in landmark areas.

Results and impacts

In the past three years there is an increased interest in Valletta as a venue for alternative night life. The heritage landmarks have become a point of reference and visited by more locals with a greater disposition to learn about their heritage. There is an increased interest in Valletta's commercial potential and cultural scene.

Lesson learned and recommendations

The collaboration of the Valletta Alive Foundation and other entities has created networking opportunities and possibilities in the near future to work together and promote cultural initiatives. The public has also learnt to appreciate the beauty of Valletta as an ideal setting for a number of cultural and artistic events. This, coupled with the business opportunities for all shops and catering establishments has established firmly Valletta as a regular feature in Malta's cultural calendar.

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Securing multi-functionality, balancing the different needs

City marketing group Regensburg, Germany

Regensburg: Pact for the Old Town

Brief description

Background/ reason for the activity

- Growth of commercial vacancies and catering use;
- Increasing conflicts between different uses;
- Right balance between the different functions seemed to be endangered.

Under the umbrella of the city marketing group the pact for the Old Town was established by the municipality, board of trade, retailers, owners of real estate, associations and further initiatives. The so called "Pact for the Old Town" is an initiative for strengthening and developing the Old Town of Regensburg by a multitude of individual projects, for example the image campaign "Keen on Regensburg – summer in the city", English language courses for the trade and catering sector, shopping-tourist-guides

and real estate forum Old Town.

Objective

The Pact for the Old Town of Regensburg is a strategic alliance of actors concerned looking ahead regarding Regensburg's Old Town and therefore to

- develop an overall concept and arrangements,
- account for the realization in trade-off and
- corporately campaign for the location.

The main objective is to strengthen the position of the Old Town as a location factor generating identity by working together „With each other, not against each other".

"Living, working, shopping, coming together and having fun - all of these work together side-by-side. This multi-use function also needs to be maintained in the future and organized with as little conflict as possible."

Key steps and activities

The Pact for the Old Town as a strategic alliance for the future of the Old Town was founded by all relevant actors (e.g. municipality, board of trade, retailers, owners of real estate, associations and further initiatives). The participants worked out an approach and action plan, support the realization and promote the Old Town. In October 2005 the pact for the Old Town was presented to the public by the city marketing. All persons and initiatives involved signed the pact. Thus they committed themselves to support the work and future projects, realizing the developed action plan.

Results and impacts

The main results of the pact for the Old Town are the enhanced cooperation of the different groups as well as the common awareness of future problems and needs. The different organisations promote the location with concerned actions. In the meantime the amount of vacant stores has significantly diminished and a lot of new retail stores have opened.

Lesson learned and recommendations

A very important factor for success is the voluntary commitment of all involved actors and the permanent care of the network.

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Municipality of Poitiers, France

Poitiers: Securing Social Housing – Social Mixture

Brief description

For over 30 years the city has encouraged social mixture in the historic centre in order to counterpoise an important presence of high-revenue classes. It started by transferring all buildings and houses owned by the municipality to social housing agencies. In a second phase the city used all possible legal methods in order to buy buildings for sale. In France, urban pre-emption rights oblige owners to inform the city about sales and their financial conditions. If the building can be transformed into social housing, the city can buy it following conditions fixed by the local tax system, instead of leaving the transaction in private hands. This control of all real estate sales on the territory allows the city to seize any opportunity to develop social housing in the city centre. This is a powerful legal tool.

Objective

The aim is to encourage families, different social classes and students to move back into the ageing and bourgeois city centre.
The second aim is to rehabilitate degraded historic buildings.

Key steps and activities

This action concerns the City of Poitiers, the two main council housing agencies, the services of the Ministry of Housing, and banks financing social housing. It is strongly sustained by City counsellors.

Regarding the command of the Municipality for landed property changes, the Municipality can decide to purchase a building instead of a private person, if necessary by expropriation (if negotiations do not lead to an amicable settlement). This command is applicable only for relatively important buildings in order to carry out rehabilitation works and/ or prepare the site for social housing.

The official procedure for the command of the Municipality for landed property changes bases on the urban pre-emption right: every landed property change must be approved by the Municipality. It examines the price, the surface area, etc. If the Municipality considers i.e. the price as too expensive or the building could serve very well for social housing or any public service function, it can bring forward the pre-emption argument and make an offer based on the estimation of tax services to the property owner. The final decision is taken both from administrative department suggestions and by the City councillors.

The intention to purchase buildings is to secure that social housing exists all over the town in order to maintain or re-establish social mixture and that social housing does not concentrate just in one area.

When the municipality has bought a building a "social landlord" manages technical and financially the operation. He has also the responsibility to award the housing/ flat to people who match the access conditions (mainly income criterions). Thus, the Municipality insures that the beneficiaries are in real need of social housing.

Results and impacts

More than 550 homes have been rehabilitated in the centre, in particular listed historic buildings, giving social housing a renewed image. This also raised the awareness of private owners about the importance of restoring historic buildings for city beautification. Financial aid is proposed to owners with small income to help in rehabilitating their property, on condition of its rental to low-revenue tenants.

Lesson learned and recommendations

- Importance of a strong will on behalf of public authorities;
- Following the public example, the private sector is encouraged to engage itself in the same type of action in restoring their historical patrimony;
- Using existing legal tools to realise such actions;
- Having social housing agencies for construction, repair and for managing tenants;
- Having financial aid to help and encourage the private sector in restoring and rehabilitating historic buildings.

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City of Sighisoara, Romania

Sighisoara: The strategy for economic and social development of the city 2008-2013

Brief description

The Strategic Plan for the future development of Sighisoara, elaborated with the community and approved by the City Council in 2008, is an integrated planning act, aiming to establish a shared framework for the future development of the city. The strategy targets at three priorities:

- Strengthening the urban society;
- Creation and distribution of richness;
- Better governance.

The priorities are supported through eleven specific objectives and several corresponding measures and projects.

The Strategy outlines a short (2008-2010) and long term (2008-2020) strategy (policy document), supported by action plans. Further it is addressing directly urban society to enable their endogenous empowerment, introducing and applying three fundamental criteria:

- decision sharing,
- integrated approach and
- participation.

One major challenge of the strategy is the restoration of the UNESCO heritage which includes fortifications, towers, churches, private houses, public spaces and intangible heritage. The issue of cultural heritage is targeted by three major specific objectives in the strategy:

- Safeguarding and restoring the UNESCO heritage area;
- Promoting the built and natural heritage of the city and its surrounding;
- Improving the internal and external accessibility of the world heritage site.

Within the strategy the cultural heritage is considered as a catalyst to strengthen the local identity and empowerment as well as to accelerate the economic development.

The promotion of a soft cultural tourism is one key aspect of it, bringing job and entrepreneurial opportunities on the one hand and on the other hand contributing to the protection of the citadel as residential area avoiding land use, social and aesthetical damages. Specific services supporting cultural tourism are foreseen aiming to develop a balanced and sustainable cultural tourism i.e. by enhancing the city museum, the historic library, the conference centre, the pedestrian zone in the citadel and in parts the lower town, underground parking facilities and mechanical access to the citadel.

The Strategy also performs a coordination framework to avoid conflicts between different sectoral planning tools. The Management Plan of the historic urban landscape is foreseen to be started in 2009 under the supervision of the Town Planning department and the UNESCO office of the municipality. The Urban Master Plan and the Detailed Plan for the historic area are under final definition, all of them will be integrated in the implementation process of the Strategy.

Objective

General objectives 2008-2020

The strategy defines clear priorities, objectives and measures which also enables the different stakeholders to adapt their plans and projects to the common development perspective, coordinating investments, promoting synergies, obtaining economies of scale and giving multiple development opportunities.

The scope of the strategy groups projects corresponding to the priorities and in three consecutive periods to meet following results:

1) 2008-2012: To attract residents, to strengthen the purchase capacity, to adapt the physical development of the city, to at-

tract investments and to create job and entrepreneurial opportunities.

2) 2013-2016: To improve the environment, to manage the heritage development and to develop cultural and educational activities.
3) 2017-2020: To develop a regional and international network that permits a sustainable long term economic development and capacity building to overcome conjectural adversities.

For each operational period one action plan was developed.

Specific objectives 2008-2013

- To safeguard and restore the UNESCO citadel heritage area;
- To promote the built and natural heritage of the city and its surrounding;
- To improve the internal and external accessibility;
- To improve the capacity building of the local administration;
- To improve the urban environment and quality of life;
- To strengthen and exploit a business friendly environment and opportunities;
- To combat social exclusion and discrimination through jobs, education, support for youth, environment protection and improvement of healthcare related services.

Supporting and Accompanying Measures 2008-2010

- Private Investments Schedule
- Fund Raising Program
- Communication and Urban Marketing

Key steps and activities

Incubation

The URBACT Support for Cities Initiative (2006-2007) permitted to develop a first approach and outline a framework for the integrated urban planning and strategic development policy. A Phare project (2007-2008) permitted financing the elaboration of the Strategy.

Elaboration

- Composition of a local steering group involving the political and technical board and external experts;
- Building of an extended working group carrying out thematic approaches and the strategy elaboration;
- Performance of a large participative process involving the community in the analysis and visioning;
- Public presentation of the Strategy and debate;
- Approval of the Strategy by the City Council.

Training the local administration in

- Elaboration of strategies,
- Disseminating information about the project to the local community,
- Analysing the needs of the community,
- Drafting the strategy of local development,
- Organising meetings with the citizens and other actors interested in the project,
- Achieving a broad partnership for local development,
- Monitoring and evaluation.

Implementation

Since the end of 2008 application of the Strategy, leaded by an association of local decision makers and actors, responsible to update and monitor the strategy till 2013.

Results and impacts

The Strategy focuses on the cultural heritage by introducing shared development directions, measures and specific projects. This lead to:

- Integrated development perspective for the development of the cultural heritage and its integration in economic activities and social life;

- Improvement of the policies for safeguarding and maintenance of the tangible heritage;
- Promotion of the visibility and attractiveness of the cultural heritage;
- Restoration of major monuments and historic buildings;
- Realisation of a cultural pole of competence (museum, archives, conference centre, events);
- Improvement of the accessibility of the world heritage area;
- New jobs and enterprises through tourism.

Main results have been:
- Empowerment of Local Authority by means of a new tool largely accepted;
- Correspondence to the expectations of the civil society;
- Development of a cooperation between City Government and citizens;
- Preparation of public and private investments;
- Promotion of economies of scales and synergies.

As impacts are expected:
- Safer business environment for local investors;
- Stronger future decision making of Local Authority;
- Bigger enterprises and job opportunities for citizens;
- Better competitiveness performance of the City;
- Improved attractiveness for international investors;
- Deeper involvement in EU programs and initiatives;
- Better access to public funding and loans.

Lesson learned and recommendations

Positive
- Both, bottom-up and top-down processes are essential for a successful elaboration of the strategic development;
- The coordination of all planning tools and documents via the strategy is a fundamental condition for feasibility and effectiveness of the strategy;
- Close, efficient and open cooperation between the local administration, NGOs, citizens and the other interested actors strengthened the public acceptance and accelerate the implementation of the Strategy.

Negative
- More time is needed for the process of elaborating the strategy to permit a deeper analysis, larger debate between strategic actors, approval by all involved organisations, more sustainable integration in the local economy and society, higher understanding by citizens and more profound communication activities;
- Stronger suggestions were expected by the civil society, and this should have been targeted at the beginning by better preparation activities including information, involvement and education of actors enabling them to be more effective and coherent in the participatory process.
- Approval by the City Council needs more space for information and discussion, avoiding majority decisions, aiming at consensus decision making.

Innovation and success factors
- The major innovation reflects at regional level the integrated approach and the sustainability parameter, both introduced into planning;
- A success factor is the plurality of participating actors and citizens that correspond to society's high expectations from the strategy;
- Special attention has been paid for quality planning:
  - Corresponding methods and targets to European policies and Acquis Urban,
  - Contributing by measures and projects to horizontal priorities: sustainable environment, equal chances, information society,
  - Integrating local development directions to regional and national policies,
  - Correlating the strategy of economic and social development of the City and ROP priorities of intervention of Structural and Cohesion Funds of the European Commission.

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Community involvement and stimulating cooperation

City of Lublin, Poland

Lublin: Involvement of local community for improvement of neglected areas

Brief description

The involvement of the local community was considered a starting condition for the improvement of the neglected 19th century housing and industrial districts of Bronowice and Kosminek in Lublin. Both areas had suffered from neglect caused by the planning policies of the 70ties, when the radical re-development into the concrete building block estates was decided, but never implemented.

The urban layout in both areas was inspired by "hygienic" ideas of that time with defined social activities and green areas. Some of the industrial buildings are of historic value (former Eternite Factory), both respect the landscape qualities which are offered by the river valley. In Bronowice the most important feature of local identity is the exposition of the Old Town panorama, visible at the end of small streets and along the river. Traditional brick and limestone structures of some older houses deserve preservation.

Social problems (poverty and unemployment) and poor technical quality of houses and infrastructure were the key problems of the area. Water and sewage networks were serving app. 50% of the properties. The improvement was possible only if

- the local plan was to be changed with respect for private properties and
- the investments could be generated by the local community due to lack of interest from other investors.

The two conditions lead to the conclusion that the local plan was to be prepared with the significant participation of residents of the two areas and according to their investment possibilities.

The participatory planning process took place through representatives of each street, who later became local leaders in later undertakings off infrastructure improvement. The local plans have been approved by the City council together with the implementation act, which allowed to coordinate the improvement process and to support the infrastructure improvement from the city budget.

Support for infrastructure improvement was made available when residents of a street

- agreed on a certain scope of work,
- prepared technical design with cost assumption and building permit,
- negotiated financial packaging between the city and the residents, ended with legal agreement and finally
- paid their contribution to a separate bank account for that particular project.

The starting point for negotiations, defining the residents' contribution, has been

- 50% for water lines,
- 20% for sewage lines and
- 100% for hook-ups,

but they are to be adjusted to local conditions.

Advisory for private renovation works became a natural consequence of the participation in the planning process and were important for the skills of the owners to maintain the buildings in better shape. The important aspect was that the most of the renovation and extension have been made by the owners themselves (being also residents) and the self-help in the neighbourhood was a frequent practice.
The Local Initiative Program in Lublin received

the USAID technical assistance from Unit for Housing and Urbanization Graduate School of Design at Harvard University. In 1996 it has been awarded at UNCHS HABITAT II Conference in Istanbul, as the Best Practice in improvement of the quality of life.

Objective

- To maintain the historic (XIX cent) urban layouts;
- To devise local plans suitable for implementation by local communities;
- To stimulate sustainable development in neglected areas;
- To encourage local investors;
- To improve infrastructure (water, sewage, street pavements);
- To improve environmental quality (solid waste management, green areas);
- To encourage local economic activities and job creation;
- To improve the quality of life.

Key steps and activities

2. Questionnaire for residents as an invitation to co-operation in devising local plan (December 1991);
3. 3 public meetings to define local problems and establish street representatives (1991/92);
4. Local plan designs devised in co-operation with local community (1992);
5. Local plan approval together with the acts for support for their implementation (1993/94);
6. Local Initiative Program with the team consisting from representatives of various departments (1994/95);
7. First infrastructure improvements based on co-financing from residents and the city – 1995;
8. Regular monitoring: 1995, 1996, 1998.

Results and impacts

- Local plan known and accepted by the local community (until the legislation changed);
- 80% of properties were subject to some kind of improvement (renovation/extensions of buildings, new houses);
- The basic infrastructure (water + sewage) introduced in 90% of the streets where it was missing;
- Improvement of 30% of street surfaces;
- Creation of app. 300 private local businesses;
- Clean-up and arrangement of recreation area, including main bicycle route of the city;
- Increasing cultural activity supported by the parish;
- Improvement of the reputation of the two districts;
- Investments generated by the program between 1993-1998 was estimated of value of 2 mln $, whilst the involvement of the City varied between 15% and 17 %;
- The changes are still going on, even without any special support from the City;
- The mechanism of support for infrastructure improvement in local streets was extended for the entire city.

Lesson learned and recommendations

Co-operation with local community is a starting point for improvement in areas in crisis. The reason is psychological (common fear of any changes) and economical (to build up local coalition able to work on a low cost solutions and realistic aims). Even if it cannot solve all the problems, it brings a start for change, breaks the habit of passiveness and builds up a positive attitude for a more complex development. It can be a source of synergy when it comes together with additional opportunities.

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City of Sighisoara, Romania

Sighisoara: Local Agenda 21

Brief description

The project "Local Agenda 21" is the "Local Sustainable Development Plan", which has a particular chapter dedicated to the cultural heritage of Sighisoara. Following issues concerning the cultural heritage have been accomplished with the plan:

- The UNESCO Heritage Department has been established within the municipal structure. It aims to manage and supervise the UNESCO Cultural Heritage and to avoid modern interfering with the facade of the buildings;
- An inventory of the monuments found in the Medieval Citadel. The update of the Zonal Urban Plan for the protected historic area has still to be approved;
- The whole infrastructural network (drainage, water, gas, optic fibre) was modernised and the architectural lighting and re-pavement of the citadel is in work (in consideration).

The Local Agenda 21 was financed by the UN programme for development and was coordinated by the National Centre for sustainable development. It has been developed as an instrument to promote the concept of sustainable development and it was drawn up with the active and direct participation of citizens.

Objective

- Developing the Local Plan for Sustainable Development;
- Involving citizens in the development of the local plan of sustainable development.

Key steps and activities

- Setting up the LA21 local team and the local coordination Committee.
- Putting together Thematic Work Groups (Social, Economic, Environment, Citadel-Tourism-Monuments).
- Identifying local potentials and assessing the existing resources.
- Organising periodic meetings with the citizens.
- Developing the plan and approval by the Local Council of the city of Sighisoara.
- Printing and disseminating the plan (leaflets, brochures, mass-media).
- Implementation of the project was achieved by the City of Sighisoara.

Stakeholders

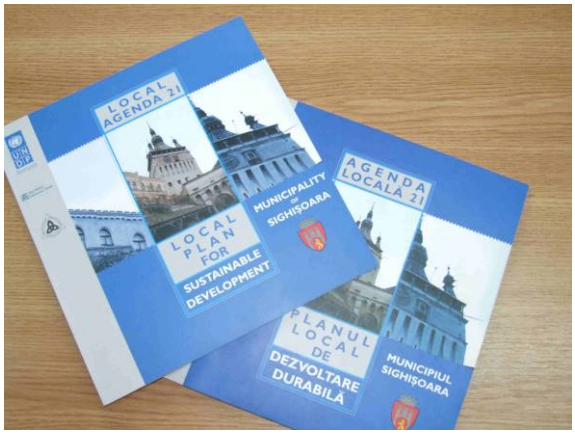
The Local Public Administration, NGOs, financial and economic institutions, education institutions, the main religious denominations in the city, medical and public order institutions, all of them represented by management and decision-makers.

Results and impacts

- The Local Plan for Sustainable Development-LA21;
- 4 thematic teams working in different fields of activities, trained within the framework of the project;
- 2 team members trained in drafting/ drawing-up projects and developing strategies;
- A LA21 brochure.

Beneficiaries

The local public administration and the entire local community



Lesson learned and recommendations

Lessons

Positive

Close, open and efficient cooperation between local administration, NGOs, citizens and all other stakeholders.

Negative

Poor proposals from the civil society which had to be subsequently re-developed.

Innovation and success factors

- Developing a general short and medium-term concept regarding the future growth of the city;
- Developing an interface with The General Urban Plan of the city;
- Preparing the next stage with a view to developing an integrated overall concept, with sustainable value and adapted to the Community acquis: The Strategy and The Action Plan for the development of the historic urban area, as well as The Management Plan for the protected historic area.

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