



United Nations  
Educational, Scientific and  
Cultural Organization



World  
Heritage  
Centre

# WORLD HERITAGE CITY LAB

## SUMMARY REPORT

17-26 June 2020

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# SUMMARY

## World Heritage City Lab and Webinar

In June 2020, the UNESCO World Heritage Centre organised the first World Heritage City Lab (City Lab) in consultation with ICOMOS, ICCROM and IUCN. The event brought together international experts and practitioners to conduct a series of online innovation laboratories to analyse the current situation through selected examples and discuss how heritage can be integrated into and help support recovery and sustainable development plans in World Heritage Cities. The City Lab was developed within the framework of the World Heritage Cities Programme, one of the six thematic programmes approved and monitored by the World Heritage Committee.

On 17 June 2020, the World Heritage City Webinar gathered an international panel of World Heritage City mayors and experts to share their views and experiences. The webinar was broadcast live to an audience of over 400 people.

Between 17 and 26 June 2020, over 70 participants from the five global regions gathered in five online sessions of 2.5 hours each, held online in English and French (simultaneous translation). During these exchanges, site managers, experts and heritage professionals from over 35 countries shared their latest experiences and challenges. Many thanks are due to the Regional Units of the World Heritage Centre and colleagues from the UNESCO Field Offices who helped gather the site managers and Focal Points.

The City Lab offered an opportunity to reflect on ways to recover the notion of heritage cities as thriving urban centres using heritage-based strategies to build back the cities to be stronger, more sustainable, more resilient, and more deeply connected to their histories and landscape. At the same time, the event served to share and develop solutions in a collective and collaborative way with respect to the ongoing pandemic and its impact on the World Heritage properties. It reinforced messages and raised awareness regarding policies and processes of the 1972 UNESCO [Convention concerning the Protection of the World Cultural and Natural Heritage](#) (World Heritage Convention); to encourage the implementation of the approach of the 2011 UNESCO [Recommendation on the Historic Urban Landscape](#) (HUL Recommendation) and the UN 2030 Agenda for Sustainable Development Goals.

Added to general management challenges for World Heritage (WH) cities, one of the main focuses of the session was the COVID-19 crisis and the challenges that it has brought to our cities. During the City Lab, experts, heritage professionals and site managers identified some key challenges, shared some strategies and solutions, and identified a need for further discussion and advanced training in some areas.

More than  
**35**  
countries

over **70**  
specialist  
participants

More than  
**60%** women

Webinar  
audience:  
**400** people

# CONCEPT NOTE SENT TO PARTICIPANTS

## World Heritage City Webinar

“The ongoing global health crisis due to the COVID-19 has brought sharply into focus the fragility of our cities. We stand at the cross-roads to consider pathways to recovery and enhancing the resilience of people everywhere. In light of the new challenges that the current health crisis has presented to cities worldwide, UNESCO introduces its World Heritage City Webinar on ‘Re-thinking Urban Heritage for Resilience and Recovery.’ The World Heritage City Webinar is an innovation laboratory to analyse, assess, and explore strategies for the protection and management of World Heritage properties in the urban context. World Heritage Cities serve as practical and valuable laboratories to engage with, disagree, invent, and reflect on collectively on the issues and challenges facing World Heritage Cities. The World Heritage City Webinar is an activity of the World Heritage Cities Programme, one of the six thematic programmes formally approved and monitored by the World Heritage Committee. In line with the implementation of the 2011 UNESCO Recommendation on the Historic Urban Landscape, the World Heritage City Webinar aims to recover the notion of heritage cities as thriving urban centres using heritage-based strategies to build back the cities to be stronger, more sustainable, more resilient, and more deeply connected to their histories and landscape.

The World Heritage City Webinar was held on 17 June 2020 online 13:00h – 15:30h Paris time (UTC+2). An international panel of World Heritage City Mayors and experts shared their views and experiences. Today, World Heritage cities are faced with extended closures and the loss of livelihoods from tourism. Re-emergence from the crisis will need to be carefully balanced safeguarding continuity in heritage values and identity while, at the same time, considering alternative strategies and scenarios. A variety of models that are sustainable and people centred need to be addressed to recover and build back historic cities. In this context, the debate explored how heritage can be integrated in and help support recovery, resilience, and sustainable development in World Heritage Cities.

The World Heritage City Webinar was held on Zoom in English and French (with simultaneous interpretation). It was open to public and broadcasted via YouTube.

*Visit <https://whc.unesco.org/en/cities/> for more information on the World Heritage Cities Programme. Contact us at [worldheritagecities@unesco.org](mailto:atworldheritagecities@unesco.org)”*

# CONCEPT NOTE SENT TO PARTICIPANTS

## World Heritage City Lab

“UNESCO is happy to announce its first World Heritage City Lab organized in consultation with ICOMOS, ICCROM and IUCN. The World Heritage City Lab is an innovation laboratory to analyse, assess, and explore strategies for the protection and management of World Heritage (WH) properties in the urban context. Bringing together a range of international experts, the City Lab enables reflection on the practical problems and challenges of WH properties in the framework of the policies and processes of the World Heritage Convention as well as the 2011 UNESCO Recommendation on the Historic Urban Landscape (HUL Recommendation). These activities will focus on a few selected WH cities, which will be taken as practical laboratories for the reflection, innovation, and strategic guidance.

The ongoing global health crisis due to the COVID-19 has brought sharply into focus the fragility of our cities. We stand at the cross-roads to consider pathways to recovery and enhancing the resilience of people everywhere. The City Lab will offer an opportunity also to reflect on ways to recover the notion of heritage cities as thriving urban centres using heritage-based strategies to build back the cities to be stronger, more sustainable, more resilient, and more deeply connected to their histories and landscape.

The World Heritage Cities Programme is one of the six thematic programmes formally approved and monitored by the World Heritage Committee (<https://whc.unesco.org/en/cities/>) and operates in line with the implementation of the HUL Recommendation (<https://whc.unesco.org/en/hul/>).

WH properties are recognized for their Outstanding Universal Value (OUV). Nations, regions, cities and site managers are obligated to protect them as they make part of the heritage of humanity. At the same time, some of these properties are part of living cities. In consequence, the management of urban properties must also address the needs and aspirations of their residents and communities while protecting their OUV. In addition to balancing the conservation needs with demands for development in a manner aligned with the objectives of sustainable development, the WH properties also face a number of challenges in protecting their OUV including rapid urbanization, inadequate or poorly planned infrastructures, climate change, ill-conceived and unsustainable tourism, unregulated commercialization and land speculation, and gentrification among others. Nevertheless, a number of urban WH properties are actively working to integrate cultural heritage in local strategies and policies for sustainable development, advocating for effective national and regional legal frameworks, and demanding the cooperation of regional stakeholders. Now more than ever, in line with the UN Sustainable Development Goals (SDGs)(especially SDG 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” and target 11.4 “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”) and the New Urban Agenda (NUA), cities are becoming important agents of transformation; these cities bring forth the strategic management of heritage, protecting their OUV, while contributing to sustainable urban development. The HUL Recommendation is an additional

tool to integrate policies and practices of conservation of the built environment into the wider context and to put processes of urban development in line with the broader goals of sustainable urban development (for more information consult <https://whc.unesco.org/en/hul/>).

### Goals and objectives

In this context, the World Heritage City Lab has four main objectives:

- To bring together senior and mid-career experts from all regions of the world for an intensive peer-to-peer learning and exchange focusing on urban heritage management, World Heritage Convention processes, and the approach of the HUL Recommendation;
- To facilitate a network of urban heritage experts who could be key resource persons to States Parties for specific WH properties;
- Through engagement with the practical problems, projects, and case-studies of selected WH properties, to develop innovative practical solutions and strategies for urban WH conservation in line with the approach of the HUL Recommendation in the framework of sustainable development;
- To bring together senior and mid-career experts for collaborative co-creation in order to identify solutions to some of the most challenging problems of WH cities.

Following the successful completion of the World Heritage City Lab participants had the opportunity to become part of a community of experts on the UNESCO HUL Recommendation and urban heritage. They are also encouraged to engage in supporting WH properties in their region and raise awareness of urban heritage protection and the role of cultural heritage in sustainable urban development in relevant local, regional, and national policies and actions.

The World Heritage City Lab will be held from 17 to 26 June 2020 in five online sessions of 2.5 hours each. The Lab will bring together international experts and practitioners to conduct a series of online innovation laboratories to analyse the current situation through selected examples, and to discuss how heritage can be integrated in and help support recovery and sustainable development plans in World Heritage Cities.

Preliminary Agenda		
Date	Time UTC+2	Sessions
W 17 June	13:00 – 15:30	Day 1: <b>Webinar</b>
F 19 June	13:00 – 15:30	Day 2: <b>Well-being and local communities</b>
M 22 June	13:00 – 15:30	Day 3: <b>Heritage at the core of local economic development strategies</b>
W 24 June	13:00 – 15:30	Day 4: <b>Re-thinking urban infrastructure in historic urban contexts</b>
F 26 June	13:00 – 16:00	Day 5: <b>Heritage-based recovery and resilience: Way forward</b>

The World Heritage City Lab will be held on Zoom in English and French (simultaneous interpretation provided).

Visit <https://whc.unesco.org/en/cities/> for more information on the World Heritage Cities Programme. Contact us at [atworldheritagecities@unesco.org](mailto:atworldheritagecities@unesco.org)



# FULL AGENDA

## World Heritage City Lab and Webinar

### Session 1

#### Rethinking Urban Heritage for Recovery and Resilience

Wednesday 17 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Moderator:** Ms Jyoti Hosagrahar, Deputy Director of the World Heritage Centre

13:00 - 13:08 **Welcome Address by Ernesto Ottone R.**, Assistant Director-General for Culture of UNESCO

#### *Panel 1*

13:08 - 13:35 **City Experiences**

- Ms Souad Abderrahim, Mayor of Tunis, Tunisia
- Mr Mato Franković, Mayor of Dubrovnic, Croatia
- Mr Arun Garg, Additional Commissioner, Jaipur Municipal Corporation, Jaipur Greater and Heritage, India
- Mr Juan Carlos Medina, Mayor of Vigan, Philippines

13:35 - 13:55 **Expert Views and Responses**

- Mr Satya Tripathi, UN Assistant Secretary General, UN Environment
- Ms Cherie Nursalim, Vice Chairman of GITI Group

13:55 - 14:20 **Open Discussion**

#### *Panel 2*

14:20 - 14:40 **City Experiences**

- Mr Omar Mohammed Famau, Mayor of Lamu, Kenya
- Mr Miguel Antonio Parrodi Espinosa (Municipal Trustee of Queretaro, Mexico)
- Ms Stefania Proietti, Mayor of Assisi, Italy

14:40 - 15:00 **Expert Views and Responses**

- Mr Pier Luigi Sacco, Head of Venice Office, OECD
- Mr Michael Sudarkasa, CEO, Africa Business Group
- Ms Rebecca Abers, Professor, Universidade de Brasilia

15:00 - 15:25 **Open Discussion**

15:25 - 15:30 **Wrap-up**

## Session 2

### Well-being and local communities

Friday 19 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Ms Shadia Touqan and Mr Yukio Nishimura

- 13:00 - 13:10      **Welcome Address**  
Ms Mechtild Rosslar, Director of the World Heritage Centre
- 13:15 - 13:35      **Managing Urban Heritage: An Overview**  
Ms Jyoti Hosagrahar, Deputy Director of the World Heritage Centre
- 13:35 - 13:55      **Key Discussion Points**  
Mr Yukio Nishimura and Ms Shadia Touqan
- 13:55 - 14:05      **Case Study: George Town as part of “Melaka and George Town, Historic Cities of the Straits of Malacca”, Malaysia**  
Ms Ming Chee Ang, General Manager of George Town World Heritage Incorporated
- 14:05 - 14:15      **Case Study: “Historic Centre of Florence”, Italy**  
Mr Carlo Francini, Site Manager and head of the *Florence World Heritage and UNESCO relationship Office* of the Municipality of Florence
- 14:15 - 15:20
- 15:20 - 15:25      **Open Debate**
- 15:25 - 15:30      **Wrap-up**

## Session 3

### Heritage at the core of local economic development strategies

Monday 22 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Mr Cameron Rashti and Mr Eduardo Rojas

- 13:00 - 13:25      **Key Discussion Points**  
Mr Cameron Rashti and Mr Eduardo Rojas
- 13:25 - 13:35      **Case Study: “Historic City of Yazd”, Iran**  
Mr Mohsen Abbasi, Site Manager and Assistant Professor at Yazd University
- 13:35 - 13:45      **Case Study: “Historic Monuments Zone of Queretaro”, Mexico**  
Mr Joel Perea Quiroz, Site Manager of the “Historic Monuments Zone of Querétaro” and Querétaro`s section of the cultural route *Camino Real de Tierra Adentro*
- 13:45 - 15:20      **Open Debate**
- 15:20 - 15:25      **Wrap-up**
- 15:25 - 15:30      Explanation of working groups and session’s assignment

## Session 4

### Re-thinking urban infrastructure in historic urban contexts

Wednesday 24 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Ms Elizabeth Vines and Mr Daniele Pini

- 13:00 - 13:25      **Key Discussion Points**  
Mr Daniele Pini and Ms Elizabeth Vines
- 13:25 - 13:35      **Case Study: “Lamu Old Town”, Kenya**  
Mr Mohammed Ali Mwenje, Head of the National Museums of Kenya –Lamu World Heritage Site and Conservation Office
- 13:35 - 13:45      **Case Study: “Medina of Tunis”, Tunisia**  
Mr Montassar Jmour, Site Manager of the “Medina of Tunis” based at the Institut National du Patrimoine (INP) and chief of the protected zones section
- 13:45 - 15:20      **Open Debate**
- 15:20 - 15:25      **Wrap-up**
- 15:25 - 15:30      Explanation of working groups and session’s assignment

## Session 5

### Heritage-based recovery and resilience: Way Forward

Friday 26 June 2020

13:00 – 16:00 Paris time (UTC+2)

**Session Leads:** Mr Lassana Cissé and Mr Michael Turner

13:00 - 13:30      **Provocations**

13:30 - 14:15      **Participants work-group spokespersons present insights and conclusions**

14:15 - 15:45      **Final debate session: Strategies and Recommendations**

Conducted by Mr Michael Turner and Mr Lassana Cissé.

15:55 - 16:00      **Wrap-up**

# SESSION 1

Rethinking Urban Heritage for  
Recovery and Resilience



# Agenda

## Rethinking Urban Heritage for Recovery and Resilience

Wednesday 17 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Moderator:** Ms Jyoti Hosagrahar, Deputy Director of the World Heritage Centre

13:00 - 13:08 **Welcome Address by Ernesto Ottone R.**, Assistant Director-General for Culture of UNESCO

### *Panel 1*

13:08 - 13:35 **City Experiences**

- Ms Souad Abderrahim, Mayor of Tunis, Tunisia
- Mr Mato Franković, Mayor of Dubrovnic, Croatia
- Mr Arun Garg, Additional Commissioner, Jaipur Municipal Corporation, Jaipur Greater and Heritage, India

13:35 - 13:55 • Mr Juan Carlos Medina, Mayor of Vigan, Philippines

### **Expert Views and Responses**

- 13:55 - 14:20
- Mr Satya Tripathi, UN Assistant Secretary General, UN Environment
  - Ms Cherie Nursalim, Vice Chairman of GITI Group

### **Open Discussion**

14:20 - 14:40

### *Panel 2*

### **City Experiences**

- 14:40 - 15:00
- Mr Omar Mohammed Famau, Mayor of Lamu, Kenya
  - Mr Miguel Antonio Parrodi Espinosa (Municipal Trustee of Queretaro, Mexico)
  - Ms Stefania Proietti, Mayor of Assisi, Italy

### **Expert Views and Responses**

- 15:00 - 15:25 • Mr Pier Luigi Sacco, Head of Venice Office, OECD
- 15:25 - 15:30 • Mr Michael Sudarkasa, CEO, Africa Business Group
- Ms Rebecca Abers, Professor, Universidade de Brasilia

[Access the video recording](#)

# SESSION 1

## Rethinking Urban Heritage for Recovery and Resilience

The first session of the World Heritage City Lab gathered a diverse panel of mayors and experts to discuss how to support World Heritage cities in their recovery from the global crisis caused by the coronavirus pandemic while protecting their Outstanding Universal Value.

The session started with an opening address by Mr Ernesto Ottone, Assistant Director-General for Culture of UNESCO. Mr Ottone emphasised the importance of culture in the achievement of the Sustainable Development Goals, and the commitment of UNESCO to help heritage sites in their response to the coronavirus pandemic. Culture makes us resilient, and is a crucial part of the sustainable development, due to its impact in communities, tourism and economy, Mr Ottone argued. He called for renewed efforts for cooperation, solidarity and dialogue and insisted on the opportunity presented by the COVID-19 crisis to reassess our current models of development and plan for a better future.

The second part of the session comprised a discussion amongst panellists, moderated by Ms Jyoti Hosagrahar, Deputy Director for the World Heritage Centre at UNESCO. The panellists and cities involved represented the vast diversity of people and places that are linked by World Heritage cities: the panel included political representatives, officials, academics, executives from the private sector, and representatives from associations and organisations. Panel 1 was composed by Ms. Souad Abderrahim (Mayor of Tunis, Tunisia), Mr Mato Franković (Mayor of Dubrovnic, Croatia), Mr. Arun Garg (Additional Commissioner, Jaipur Municipal Corporation, Jaipur Greater and Heritage, India), Mr. Juan Carlos Medina (Mayor of Vigan, Philippines), Mr. Satya Tripathi (UN Assistant Secretary General, UN Environment), and Ms. Cherie Nursalim (Vice Chairman of GITI Group). Panel 2 was formed by Mr. Omar Mohammed Famau (Mayor of Lamu, Kenya), Mr Miguel Antonio Parrodi Espinosa (Municipal Trustee of Queretaro, Mexico), Ms. Stefania Proietti (Mayor of Assisi, Italy), Mr. Pier Luigi Sacco (Head of Venice Office, OECD), Mr. Michael Sudarkasa (CEO, Africa Business Group) and Ms. Rebecca Abers (Professor, Universidade de Brasilia).



## OPENING REMARKS, Ernesto Ottone R., Assistant Director-General for Culture

“Dear Assistant Secretary-General of UNEP, Satya Tripathi,

Dear Mayors of World Heritage Cities,

Dear experts from around the world,

It is with great pleasure that I welcome you to the first UNESCO World Heritage City Webinar on ‘Re-thinking Urban Heritage for Recovery and Resilience.’ World Heritage Cities are recognized for their outstanding universal value, core to our shared humanity, which must be protected and conserved for the benefit of future generations. As living cities, they are endowed with the capacity to support and adapt to the needs and aspirations of their local communities – especially in times of crisis, such as the one we are currently facing.

The on-going COVID-19 pandemic has brought into sharp focus the fragility of our cities, and of the culture sector in particular. As countries plan for their recovery from this crisis, safeguarding the continuity of cultural heritage practices, values and identities must remain a priority when crafting sustainable solutions that respond to the current socio-economic needs of local communities.

For decades, UNESCO has been advocating for a culture-based approach to sustainable development. In 2011, UNESCO placed heritage at the core of urban management through its Recommendation on the Historic Urban Landscape, which presented for the first time cities as a combination of different historical and cultural dimensions, from tangible to intangible. At the same time, it advocated for integrated management strategies that allowed for both their protection and for sustainable development. Our efforts, alongside our partners, resulted in the integration of culture in the 2030 Agenda for Sustainable Development and in New Urban Agenda.

Today, the role of culture for sustainable development has never been more relevant. UNESCO has responded to the unprecedented impact of COVID-19 by ensuring continued access to culture, supporting the resilience of artists and cultural professionals, assessing the impact, building capacity around heritage safeguarding and mobilising governments and partners. UNESCO’s global mapping of the impact of lockdowns on World Heritage sites has shown that only 28% of World Heritage sites are currently open. UNESCO also launched an online survey and platform on the impact of COVID-19 on living heritage, revealing how these practices have served as a source of resilience for communities around the world. Many World Heritage Cities have supported the UNESCO Little Artists Exhibition, which has helped raise awareness on World Heritage Sites among the youth. A major report published by UNESCO in late May found that 90% of the world’s estimated 95,000 museums closed as a result of COVID-19. At the policy level, UNESCO brought together more than 130 Ministers of Culture through an online meeting in April, to discuss the effects of the pandemic on the culture sector and exchange on a way forward. A report with the key findings of the event has been published.

From world heritage sites and living heritage practices to museums and the creative economy, the COVID-19 pandemic has demonstrated just how much people, communities and countries rely on culture. It has shown us that culture makes us resilient. It has proven that culture is central to sustainable development. The closure of World Heritage sites and resulting disruption of festivals, rituals and other intangible cultural heritage practices have deeply affected the livelihoods of local communities and weakened their sense of identity and belonging. While the impact on the tourism industry is unparalleled - with over 120 million jobs currently at threat – the pause in the industry has marked a turning point going forward. It has given us the space to rethink the link between historic cities and their local communities and to strengthen residents' ownership of their cities, their streets and their public spaces. Many of the required actions to achieve the Sustainable Development Goals in the course of this decade, as well as to mitigate and adapt to climate change, seemed unthinkable a few months ago. Yet today, not only are they ever more urgent - but they also seem far more achievable.

As some countries begin to recover and rebuild their societies, community resilience must be placed at the heart of these efforts. The long-term impacts of this crisis could be devastating. We have no time to waste - now is the time for cooperation and dialogue, to re-assess our previous models, and to plan for a better future.

Today's World Heritage City Webinar brings together Mayors of World Heritage cities of different sizes, types, and regions, who are on the frontline of the world's global crises – economic, health, social justice, disasters, and climate change. We also benefit from the participation of leading experts and senior representatives of international organizations whose key insights will undoubtedly contribute to our collective reflection on current challenges and opportunities to conceive innovative solutions. This Webinar marks the launch of the World Heritage City Lab – gathering more than 50 experts from all across the globe in an intensive workshop that aims to share, exchange, and develop effective strategies to better manage cultural heritage and respond to the urgent needs of local communities in World Heritage Cities.

I would like to thank all the panellists and participants who have joined us here today, and we look forward to our continued collaboration to support urban areas in leveraging culture-based strategies to build cities that are stronger, more sustainable, more resilient, and more deeply connected to their histories and landscape.”

Ernesto Ottone R.,  
Assistant Director-General for Culture

## PANEL 1

### Transcription of the Panel 1 interventions

*Question 1: Dr Jyoti Hosagrahar (moderator)*

“We are looking at a situation in which COVID-19 has had a tremendous impact. What have been some of the key impacts of the pandemic on your city in the short term and longer term? Obviously, regarding the long term, we are still assessing what these impacts might be, but views on this would be very important. Let me come first to Madame Abderrahim from Tunis. Your excellency please go ahead”.

#### *Ms Souad Abderrahim (Mayor of Tunis, Tunisia)*

“Good day. Thank you very much for the question. First of all, I would like to warmly thank UNESCO for the very kind information and for this opportunity that has been made available to us, to meet and to exchange views amongst one another. Tunis is a member of the network of Creative Cities of UNESCO, and the historic [centre] of the city has been since 1976 on the World Heritage List of UNESCO. Today, the majority of humanity lives in urban environments and the urbanization that we are experiencing indicates that, by 2050, 70% of the 9 and some billion human beings living on the planet will in fact be living in the cities, will be urban residents. That is why crises in cities and the consequences of those crises are more serious. The consequences of the pandemic for the city depend very much on the socioeconomic fabric of the city and its organization. If the city has just one industry, if it concentrates or lives essentially off national or international tourism, then such a crisis will bring to a halt all economic activity within the city, for all the subcontractors involved.

In the city of Tunis, the situation is a bit different. Obviously, a pandemic that leads to full lockdown can have terrible consequences, but the Medina, the Old City of Tunis, has a divergent number of economic activities, it is not just an artificial tourist museum. And so, we have in fact noted that there has been a considerable development of various economic services within the Medina, and digital communication has been great advantage to overcome the various consequences of the pandemic. The pandemic has been an opportunity to take advantage of the positive dimensions of the local community: solidarity, for instance. Many doctors took care of the very poorest people free of charge, there was a spontaneous organization of mask production and also of distribution of food baskets to the needy. That was a very positive experience of a social economy based on solidarity.

The Medina, the Old City, because of the COVID-19, will no doubt develop as a smart city with very little energy consumption and basing its economic vibrancy more on the intellectual and the cultural. Thanks to its ability to collectively foster processes and to distribute these tools,

[it will] open the door to a new form of economic organization for our capital city. Thank you for your attention.”

***Mr Arun Garg (Additional Commissioner, Jaipur Municipal Corporation, Jaipur Greater and Heritage, India)***

“As we all aware, like any other city in the world, Jaipur was also badly affected due to this pandemic and especially in our World Heritage site, the Old City. It is densely crowded and [...] predominantly there are craftsmen and daily base earner. So, [when] there was completely lockdown for seventy days, the livelihood was a great question for the residents of the [Old] City, although state government and municipal corporations took all measures to help the people. But, still, it was a great challenge, and this was the outcome for the short term.

In the long run, we have to redesign our whole planning [scheme] because the [World Heritage property] is already very overcrowded. Now, to ensure social distancing, we have to re-plan our future strategy. We are in the process of making a Special Area Plan so definitely this will add new chapters, new dimensions in our planning, and we have to rework on what we have already done for the Special Area Plan.

At this juncture, I would like to highlight how the heritage character of the city helped us to take immediate measures to deal with this pandemic. The Jaipur is known for its urban planning: we have a perfect grid system in the [World Heritage site]. [When] the city was badly affected due to this pandemic, for creating the containment zones, there were clearly demarcated areas, and we could select the area which was more affected and we could take measures accordingly. Now, we have put all [the Old] City sites on our GIS map. We have created food stations for distribution of dry and ready food and other assistance to local lives, on the basis of the already structured grid system. Moreover, our world city we had seven gates, seven big gates, which are the entrances to the precinct, around a nine kilometre long [site]. We put our sanitizing machines and team over there, so [every] vehicle entering in the [the Old] City was sanitized, everybody who is walking, his hands will be sanitized in that way. We could close one of the gate after 78 years, just to 100% control the traffic movement. [In conclusion], the heritage character of our city helped us to take appropriate measures to deal with this pandemic.”

***Mr Mato Franković (Mayor of Dubrovnik, Croatia)***

“Thank you first for giving opportunity for me to speak on behalf of the city of Dubrovnik which is, as we all know, unique in the world. We faced back in 2017 different issues: overcrowding, over tourism and everything that we had to cope with due to the success of Dubrovnik. Unfortunately, now we are on some other track. So, first of all, let me give you a quick brief about the COVID-19 crisis in Dubrovnik. We successfully solved it and now [for] more than one month we [have not had] any COVID-19 patient in the Dubrovnik area. Croatia

as well is under control. So, what is very important to mention as well [is that] we are starting with the tourism slowly. International air carriers are starting to fly to Dubrovnik, we had the first plane two days ago and this week we are expecting next planes to come. We do expect a bit of season to happen, around 30% of last season.

Dubrovnik is a town which is very much connected with tourism, which relies on tourism. More than 80% of Dubrovnik economy is strongly connected to the tourism, and the rest is of course connected with different areas. So, we can freely say 100% depending on tourism industry. We see this as a problem [but] we do believe that this will pass in six- or seven-months' time, that the new season 2021 will happen [although] not in the numbers like in 2019.

I have to point out that we see this [crisis] as a great opportunity for the new restart of Dubrovnik, and a new opportunity for really putting our city on track [regarding] sustainable tourism. You know that, back in 1991, we were under heavy war attacks, and we learned a lot from that time. Back at that time, UNESCO preservers were saying "Please, keep in mind that this city is going to be rebuilt, and that, after that, you will have opportunity to have a city with sustainable tourism". We didn't keep [it] in mind at that time, so we had over tourism, [especially] in 2017. So even knowing that our citizens are living out of tourism, and that this is a base economy of our city, we do not want to make once again mistakes like we did in back years. This is a great opportunity to restart, a great opportunity to change some things and we will definitely use the cultural heritage [as a tool for the recovery]. Of course, [World Heritage Cities] are the cities that are going to recover the fastest considering the tourism industry, because the opportunity to see the cultural goods is something which everyone wants to use, and especially now when you have a lower number of people in destination. Then the cities are going to be even more beautiful than they were before. All of those opportunities of course are ahead of us. Once again, I want to state that the health crisis, we really handled it [...] very well [...] and now the financial crisis is something that [concerns] us, but we believe that we are going to go through that as well as through the health crisis."

### ***Mr. Juan Carlos Medina (Mayor of Vigan, Philippines)***

"Thank you, madam. Firstly, I would like to thank UNESCO for considering the city of Vigan for this webinar. To answer the first question, just like most of the cities in the world, Vigan, a World Heritage site and a tourist destination, was not spared from the disruption and serious threat because of the health social and economic emergency the COVID-19 pandemic has brought us. Unprecedented global travel restrictions [and] stay at home orders are causing the most severe disruption of the global economy. With travel bans affecting over 90% of the world population and widespread restrictions on public gatherings and community mobility, tourism largely ceased in early this year because of the virus.

With this, tourism is especially susceptible to measures to counteract pandemics because of restricted mobility and social distancing. Vigan's tourism sector is the hardest hit by the situation.

Among all the sectors, the city tourism has experienced an [earlier], rapid and sharp drop in demand and a surge in job losses, even at the local level, putting many businesses, especially SMEs at risk. As early as January we already felt the emerging impact of this health situation. Though the country only had its first case in February, our city already felt a slender [...] impact, especially on tourism. We celebrate our Longganisa Festival every last week of January. Unlike in the previous years, when we had thousands of tourist arrivals in the month of January, this year it declined by 82 percent, from 120,815 in January last year to 21,563 in January this year. The months from January to June would have been the peak season, but this year we have an estimated loss in gross income for tourism related businesses of 232,733,865 pesos, from March to May alone. While there is tourism's proven resilience in response to other crisis, the depth and breadth of the current pandemic will likely have a longer lasting impact compared to other industries. The uncertainty and decline in travel [have] also led to people staying off work, losing income and causing a falling demand. Tourism-oriented business have most suffered particularly food, accommodations and tourist attractions. As most businesses establishments are required [to close] during the enhanced community quarantine in the Philippines, the pandemic has put up thousands of jobs in travel and tourism sectors, most likely to slump by a quarter this year. In the city 68 percent of total businesses had to stop operating because of guidelines and restrictions during the quarantine. Sadly, there are still business owners who are already allowed to operate during the gradual lifting of the quarantine, [yet they] still choose to close their establishments because of the virus.

These circumstances also led to decrease of income for people of Vigan, unemployment because of establishment which are still closed and those that laid off employees: generally, a significant impact on the economic situation of the city. The city government extended assistance to those who are greatly affected, particularly the displaced workers: a one-time financial assignment for 4,000 pesos was given to displaced workers affected by the quarantine. Although still a relatively high number of new cases emerge in the Philippines, with the work of the local health unit in the city and collaborative efforts of the city task force against COVID-19 and other agencies, the health situation in Vigan is effectively managed. The City Government requires business owners who are allowed to operate to undergo orientation on minimum health standards for business establishments, conducted by the City Health Office as prerequisite for operation.

Considerable challenges remain ahead, starting with the unknown duration of pandemic and travel restrictions in the context of global economic recession. Vigan, along with other heritage cities around the world, is implementing a wide range of measures to mitigate the impact of the COVID-19 outbreak and to stimulate the recovery of all the sectors affected, particularly the tourism sector.”

*Question 2: Dr Jyoti Hosagrahar (moderator)*

**“What role do you see for heritage in the recovery and rebuilding for the short and long term? Please outline what steps are you taking towards using heritage as part of plan for recovery and rebuilding this would be great.”**

***Ms Souad Abderrahim (Mayor of Tunis, Tunisia)***

“Thank you. The lockdown measures have impeded us from working from conducting the maintenance work on our city. We want to resume the planned activities, but it is inevitable that the pandemic will have consequences on economic activity. Investing in heritage is an important factor because it creates a climate of trust for businesses, and so heritage and recovery are very linked to one another. Heritage will play an important role in creating a new dynamic for local communities, we will have short-term projects with very strong visual impact. We will have, for example, the very recent project of the restoration of the church and we also have the restoration of the [cloister] which was home to the Danish Embassy.

*[Sound signal lost for a few minutes]*

We are working on reconstructing one of the areas of the Medina and we are working with international operators. We are also working on intangible heritage because intangible heritage can truly mobilise local solidarity in order to showcase this very special place of the city. Thank you.”

***Mr Mato Franković (Mayor of Dubrovnik, Croatia)***

“Thank you, once again. [In Dubrovnik], heritage and recovery are joined, one cannot go without the other. As I already mentioned in my previous [address], this time it is much easier considering the heritage in Dubrovnik is in very good shape, and we continue to invest in the preservation of both tangible and intangible [heritage].

Definitely, the advantage of UNESCO World Heritage cities will be the richness of their heritage. I am convinced that the [World Heritage urban] sites will recover much quicker than the other cities in the world, considering tourism. Of course, as I said previously, this is a great opportunity which we cannot miss, and where we can do a lot of good, because many [World Heritage] cities were actually coping with problems due to over-tourism. So this is the time that we as [World Heritage] cities can use to put our cities in the place of sustainable cities.”

***Mr Arun Garg (Additional Commissioner, Jaipur Municipal Corporation, India)***

“As time is constrained, I would like to be brief. As I mentioned earlier, during this

pandemic, the grid system of our heritage city helped us a lot to manage the situation, because we had alternative routes for every location, so we could decide where we should barricade and where we should allow the people to flee. For the future planning, we are going to use this urban planning character. As I told, we are already on GIS map, so we have taken a few measures, we have identified certain hazardous industries which are there in the Old City, and we would love to shift them outside the Old City due to various reason and moreover seeing this pandemic. Second, for capacity building we are organising [workshops] with our craftsmen. Jaipur is known for its living heritage, we have 36 types of local crafts. We are going to promote [this aspect of intangible heritage], we have separate strategy for each craft. Right now around 28 of them are live. So, we are working on it, we are doing capacity building, devising some local strategies where the local people can come forward and see our heritage as well as promote our tourism. We are using technology, public participation, we are providing finance, and doing capacity building. In this way, learning from our experience of about three months in this pandemic, we are modifying our proposed Special Area Plan.

We will definitely come up with a more concrete strategy so that if in the future anything happens, we will be more stable [and] more comfortable to deal with it. Thank you.”

***Mr. Juan Carlos Medina (Mayor of Vigan, Philippines)***

“Heritage conservation being one of the pillars of the city’s development cannot be compromised. We are doing efforts to help the sector through heritage-based strategies to rebuild the city to be more sustainable, more resilient and more deeply connected to our histories. Programs and activities are being discussed and ironed out for implementation such as provision of loans to small and medium sized entrepreneurs to help them augment their losses during the quarantine. Aside from SME loans, moratoriums on rent, tax reduction and incentive schemes and other financial assistance are granted to them. As part of the recovery plan for our traditional industry, means of helping them market their products are also at the work. The local government encourages people to support and buy local products through various platforms, such as social media campaigns while helping our key players market their products in the digital platform. Collaborating with other industries is also being considered. The income from the sale of the products will not only [benefit] the industry but will be an effective tool to promote the city and to revive the interests of the people, whether local or tourists, in our heritage.

Furthermore, safeguarding of intangible and tangible heritage is still one of the priorities through the continuous implementation of the existing ordinances and laws on heritage preservation and on the conservation guidelines, with the efforts of the Vigan Conservation Council. Due to the uncertainty of the period of travel bans, closures and restrictions to mass gatherings, the City Events and Promotions Office is considering alternative strategies and scenarios in celebrating city events and festivals. Lastly, the city is exploring its resources to slowly migrate its services to adopt digital solutions. Thank you.”



## PANEL 1

### Expert Views

Mr Tripathi spoke about the value of cultural heritage's contribution to the city's development and resilience. On the one hand, the contribution of cultural heritage to local economic activity goes beyond tourism, as intangible heritage practices such as traditional crafts are an indispensable local economic activity. On the other hand, one of the most significant contributions of cultural heritage in the recovery efforts relates to the very character of historical cities. Heritage cities recover faster because the strong social and cultural networks create something for people to hold on to and make them stronger and more resilient on the long term. The importance of the social infrastructure of historic cities was visible in the organisation of solidarity networks in cities as diverse as Tunis and Lamu.

Ms Nursalim spoke about the necessity to seek alternative and creative solutions to solve the current practice and guide sustainable development during the post-COVID-19 recovery. On the one hand, Ms Nursalim defended the need for alternative financial models, such as blended finance. On the other hand, Ms Nursalim highlighted the role of traditional practices and cultural beliefs in the creation of a sustainable future, underscoring, for instance, the validity of the Balinese philosophy of Tri Hita Karana as guide for sustainable development.

## PANEL 2

### Transcription of the Panel 2 interventions

*Question 1: Dr Jyoti Hosagrahar (moderator)*

“While we were waiting for the recovery of international travel to happen, what actions can be taken to improve the wellbeing of local communities?”

#### *Mr Omar Mohammed Famau (Mayor of Lamu, Kenya)*

“When this happened, as far as the alarm is concerned, when they technically locked down, [...] most of the areas [were] affected. Lamu is connected to Malindi and Mombasa. Now Malindi and Mombasa, those are the areas which were affected most, so there was no movement which took place. We were isolated when the COVID-19 happened. We consequently suffered a lot when the movement stopped, especially with tourism. It's collapsed, like 100%. The tour guides are really affected and all the shopkeepers, hoteliers [are also affected].

When it comes to social gathering, [the lockdown period] was also close to the month of Ramadan, so we could not have the social gatherings, we could not attend meetings or get together since there was a [curfew]. You could only be out until 7 o'clock at night, and the rest of the time you are supposed to be indoors. [...] We lost all those lovely [gatherings] which we used to enjoy, Muslim culture. [We had] issues going to the mosque, especially Jamia Mosque. Jamia that [...] we all have to be together, which is commended by the Almighty Allah. By doing so, with the salat al-jama'ah you have twenty-seven points besides one, so we also lost that one. Which is really an issue for the Muslim, all over the world, and also affected us. We have been doing prayers in the houses, but again it's really an issue.

Going fishing [is also an issue]. You cannot go to fishing especially during the night, so the economy of Lamu will really collapse totally, the local livelihoods [were] really affected due to the guidelines of social distancing, a lot of job [losses] took place. Generally social life and economic life has been greatly affected. Now, what we've been doing? The provision of water points and sanitizers so that we can wash [our] hands. We've been doing a lot of cleanliness in the city, of course we had been doing that [before], but we have been doing a little bit more, so that people like tour guides, fishermen, they can also get some work to substitute not going fishing, no tourism. We have also provided masks to the local residents all over the heritage area site and also the entire Lamu county. We have been [...] providing soaps, sanitizers, [and] also provisional supplementary relief food for the residents, since most of the people have lost their jobs. We have been doing a lot of awareness through social media [and] we have been also employing local residents to go one to one also to do awareness as far as the COVID-19 is concerned.”

***Mr Miguel Antonio Parrodi Espinosa (Municipal Trustee of Queretaro, Mexico)***

“Thank you. First, I want to thank Audrey Azoulay, General Director of Unesco, Mechthild Rössler, Director of The World Heritage Centre, and Frédéric Vacheron, UNESCO’s representative in Mexico, for a vital source to this World Heritage City Lab. Thank you also to Jyoti Hosagrahar, Deputy Director, it is a pleasure to be here with you.

It’s in the most difficult times that looking back to our history becomes imperative to see ourselves as individuals as societies, as humanity, as the point where the past and the future meet. Our past must be seen and shares our future dream. Social isolation is staying home, makes it safer for all of us. We have been called as never before to be together as humanity and nothing can unite use more than our history [and] our heritage as motivation to overcome this and build together a better future.

To answer the first question, our bet is on the local market: promoting local consumption on local businesses of local products and services. We have been working on that through social media, and a digital platform to get together local supply and local demand. For this, we also designed a program to facilitate credits for small local businesses. At the same time, we recognise that there are people who have been affected in such a way that it has been impossible for them to fulfil their basic needs. That is why we implement different actions such as delivering food and hygienic products or direct economic support of around 180 dollars to independent workers or self-employed people.

In terms of tourism, our bet is for the pride and enjoyment local people find visiting downtown and the monumental zone. For this, we are planning extensive campaigns to promote local visits and strategies with businesses and cultural spaces to guarantee hygienic conditions. Cultural activities have been kept alive, not downtown, but directly in people’s homes. We have designed an extensive and ambitious program of streaming videos of activities such as concerts, plays, movies, conferences and workshops. We have also invited people to participate in them, to share their talents with everyone, taking advantage of all the things we can do with the same technology that is bringing all of us together today. We are counting also with the reactivation of federal funding for monument conservation as well as the recent reactivation of the construction sector to advance with our program of improvement, restoration and conservation of monuments and public spaces. This will also trigger the creation of indirect employment.”

***Ms. Stefania Proietti (Mayor of Assisi, Italy)***

Due to technical issues, Ms Proietti was unable to participate in this round of the debate.

*Question 2: Dr Jyoti Hosagrahar (moderator)*

“Before the pandemic hit us, you had certain plans for how you wanted your city to develop and you had a certain vision of the city, you had certain urban development projects in place... How are you rethinking them now in this current context? What are you seeing as the role of heritage in this rethinking in the way you are looking at the city and envisioning its next steps?”

***Mr Omar Mohammed Famau (Mayor of Lamu, Kenya)***

“Things are getting better. Before the COVID-19, we had meetings with our [inaudible] and our board members. Again, this is another opportunity to clarify one or two things in Lamu. The main position now has been taken by the municipal manager, the Municipality. I am the municipal manager, which is more or less the mayor, which I used to be 15 years ago.

Our plans are [developing a policy on] solid waste management. We are also planning to work on the Lamu Island Integrated Development Plan. those two policies, I have already signed the contract and we are now figuring out how to start, how we are doing with you right now, through this method. We are going to do similar. Those are some of the requirements, for us to have those kinds of paper, to plan our city. Now the municipality is bigger than it used to be, now it has gone all the way to the port area, as we all know that Lamu is going to become huge in area, so we are working on the city as well. Now, with the plans in place, it will [help] us to maintain the heritage city site [inaudible] and also to have extension development when it comes to the sea, the port and other developments, [such as] agricultural areas. We are also figuring out how we can now assist our fishermen by providing them the outboard engines so that they can go out in the deep sea and get bigger fish, or get more fish during the day.

We are hoping very soon the COVID-19 [will end], Inshallah God willing, so that we can continue with our daily lives. But even before that our life has to continue, so we are figuring it out how best [do] that, we can get those plans in place, we are having various meetings with other stakeholders, we are of course observing the social distancing, we are observing the washing of our hands... It is a little bit more expensive than it used to be before, because now we need to take more care than before. Before COVID-19 things were very different. These are some of the challenges we will need to deal with. If there will be any other question regarding that, I will be more than happy to come on board. But we have a plan in place, as we are talking, soon we are going to discuss regarding our budget for the Municipality and Lamu County as a whole. A lot of things are going to happen, God willing inshallah.”

***Ms. Stefania Proietti (Mayor of Assisi, Italy)***

“Thank you for this important occasion to talk about our important cities. Thank you to the colleagues, the mayors of the important cities in the world, thank you to UNESCO. We are UNESCO [World Heritage site] since 2000 and this year in December is the 20th anniversary. I hope that the COVID-19 emergency will be finished so we can celebrate this anniversary. In particular thanks to the director of the UNESCO site of Venice, Ms. Ana Luiza Massot Thompson-Flores, and to the other responsible of the UNESCO site of Venice and to Dr Alessio Re, Secretary of the Fondazione Santagata in Turin. We are here to represent Italy and the cultural and the World Heritage. Thanks to the Monte Peglia World Reserve and the avvocato Francesco Paola.

Our experience of a city as Assisi, that all over the world is known for Saint Francis, Saint Claire, and Franciscans’ ideas and so, actual values in the themes of the webinar “Rethinking Urban Heritage for Resiliency and Recovery”. Our experience was not very tremendous about the epidemic, [we had] only 30 cases in the 30,000 inhabitants. We are lucky and great in the control of the emergency of COVID-19, but now we are in the crisis of tourism. I think this is a similar situation that all our cities have. In this situation of crisis, we have to think [about] the city, the Assisi of the future.

After the sanitary emergency, as administration, we are writing with the population, with the citizens, a document “Assisi 2020”. This document in 10 points is an idea of a renaissance, of rebirth after this emergency. Because we are in the crisis, especially as public body, but also as a city in all aspects. We are in crisis because we do not have tourism and the city largely lives [from] the tourism. But in this crisis, we want to restart, and we want to restart together, the administration, public bodies and population. We have this document available in our website. All citizens, all stakeholders and also the friends of Assisi all over the world can participate, writing the ideas for the rebirth after the COVID-19. We called these documents “A Pact for the Rebirth”, and we think [of them as] an instrument of democracy, of participation. We want to involve not only the city of Assisi, not only the inhabitants, but all the temporary citizens, all people that visit Assisi and love Assisi. So also you, that are hearing me in this moment, can go into the website of the Municipality of Assisi and you can find these documents. One of these points is called the value of beauty, the value of the cultural heritage. We want to restart from these values, that are common values of UNESCO [World Heritage] sites. So please I invite you now in the website for the documents and I hope [that], as soon as possible, [you will] visit Assisi and stay in Assisi.

In November, we have an important occasion: Pope Francis called Assisi “City message” and will have the Economy of Francesco, a new kind of economy with attention to people and environment. Pope Francis will be here, and I hope that can be here with us, here in Assisi as soon as possible.

Thank you for this important occasion, thank you for this organisation.”

***Mr Miguel Antonio Parrodi Espinosa (Municipal Trustee of Queretaro, Mexico)***

“Thank you very much. This is an important [reason] for our being here, since we are aware that many of the European or Asian cities that are participating in this Lab have already started the comeback process. We are just starting it and to get to know your experience will be very helpful. What we have clear now is that more than changing, we are reconsidering the relevance of certain principles that we had already included in our urban development plans, to prioritize them in light of what we are living and learning now. I could talk for example about reinforcing the cultural, economical and infrastructure systems that promote and allow the activation of solidarity networks to be a more resilient city from social fabric. Promoting social participation to more and better public spaces for social interaction are [inaudible] local bonding. Heritage will definitely play a key role in urban development, even more than the one it played before.

Our heritage, in its material and intangible expressions, is the heart of our local identity: it talks to us about our history and also about our strength and endurance, and, as such, about our possibilities for a better future. We have to promote even more that role of cultural heritage. Being a World Heritage [property], it also links our local identity and efforts with our global identity as human beings. Currently working with specialists from UNESCO, we are updating our management and conservation plan for the Historical Monument Zone of Querétaro. And all of these principles and considerations are being [considered]. Thank you very much. “

## PANEL 2

### Expert Views

Mr Sacco spoke about the potential to use the COVID-19 crisis to “build back better”. He expressed the positive impact of the pandemic on the connection between heritage sites and communities, describing how the local community in Venice had increased access to heritage sites once that travel bans had reduced tourism levels. At the same time, Mr Sacco believed that the post-COVID-19 provided a unique opportunity to “build back better” and advance the Sustainable Development Agenda. This process of “building back better” after the COVID-19 crisis will require a massive deployment of digital resources in historic cities. The infrastructure investment must be accompanied by a consideration of digital access as a fundamental human right, as digitalisation can create sharp inequalities if digital content is not accessible to everybody. In this context, Mr Sacco highlighted the potential for Europe to use its available resources to increase digital access to the broader population.

Mr Sudarkasa described how the negative aspects of the pandemic had been especially felt in developing countries and the workers of the informal economy. He emphasized the potential to use the recovery to “build back better” and invest on renewable energy and increased digital access. He was concerned about access to technology and documentation and representation of African heritage sites. He called for a culture of sharing and communications, to help communities recover faster and better.

Ms Abers described how the health crisis has led to an increase in grassroots initiatives and community activism. She stated that the negative impacts of the pandemic have been specially felt by those living in poor urban areas in developing countries and the workers of the informal economy. However, the pandemic has resulted in the appearance of grassroots movements and networks of solidarity in cities. These self-organised, micro-democratic institutions are critical for the resilience of communities when faced with a crisis such as the coronavirus pandemic, and crucial in the short and long-term recovery of the cities. In Brazil, grassroots movements have rallied under the motto “By us and for us” to create a series of initiatives including community journalism and economic support to artists and those working in the informal economy. Therefore, in the recovery efforts and beyond, it will be essential to consider the role of historic cities and heritage to achieve social cohesion. The social infrastructure of historic cities converts them in places for networks of solidarity, which make communities more robust and resilient. Through collaboration with grassroots and civil society initiatives, institutions can contribute to the Sustainable Development goals by strengthening institutions and reducing inequalities.

# SESSION TAKEAWAYS

## Rethinking Urban Heritage for Recovery and Resilience

### Impact of the coronavirus pandemic on World Heritage cities

The first topic discussed in the panel was the impact of the coronavirus pandemic in World Heritage cities. The health crisis and following lockdowns and restrictions on activities have had an enormous effect on all cities. The cities were facing different challenges depending on their size and economic activities: for example, the World Heritage City of Lamu Old Town, Kenya, has seen its fishing activities, one of the main motors of its economy, stopped by the introduction of curfews and social-distancing measures. On the other hand, in Jaipur City, India, one of the biggest challenges was the overcrowding and high density of population, which made sanitation efforts difficult.

The coronavirus pandemic has had both positive and negative impacts in cities. On the positive side, Mr Sacco, from Venice, Italy, reported increased access to heritage by the local community once that travel bans had reduced tourism levels. Mr Parrodi, from Querétaro, Mexico, described how the pandemic had forced cultural entities to find new ways to increase accessibility to cultural programs. In Querétaro, this has resulted in a new “Culture from home” program, which made cultural events available through streaming. Some local governments, such as the Municipality of Assisi, Italy, have used the opportunity afforded by the stop of tourism to rethink new development strategies which include the community in a participatory way. Finally, Prof. Abers, from Brasil, described how the health crisis had led to an increase in grassroots initiatives and community activism.

The panel reported significant negative aspects of the pandemic, especially in terms of social and economic impact. This negative effect has affected especially those in poor urban areas in developing countries and the workers of the informal economy, as described by Prof. Abers and Mr Sudarkasa. The social distancing measures and lockdowns have affected traditional festivals and religious rituals throughout the world, which has had a huge emotional impact on communities. The economic impact has been devastating on tourism-dependent cities, such as Vigan (Philippines), Assisi (Italy) or Dubrovnik (Croatia), which has seen a reduction of 70% in the number of visitors. As Ms Abderrahim summarised, the coronavirus pandemic has highlighted the lack of sustainability of tourism-based economies and the importance of economic diversification in historical cities.

### Role of heritage in recovery

The second topic discussed during the session was the role of heritage in the recovery after the COVID-19 crisis. In this topic, there was a unanimous consensus by mayors and experts alike:



heritage and culture must be the backbone of a recovery strategy that involves citizens and communities and maximises its social impact.

On the one hand, cultural heritage's contribution to local economic activity goes beyond tourism, as described by Mr Tripathi: intangible heritage practices such as traditional crafts are an indispensable local economic activity. This critical value of intangible heritage practices has been noticed by mayors and managers throughout cities, who have provided additional support to traditional activities affected by the lockdown, through different strategies such as credits for local businesses in Querétaro or the creation of campaigns to support local artisans, such as in Vigan.

On the other hand, in tourism-dependent cities such as Vigan and Dubrovnik, recovery is not conceivable without investing in heritage, as cultural heritage is the base for economic development and the image of the town. Cities like Tunis are investing in cultural heritage as a way to create a climate of trust for businesses and send a message to the communities, while in Querétaro restoration works are used to reactivate the construction sector.

In addition to cultural heritage's role in the economic recovery, the panel highlighted the role of traditional practices and cultural beliefs in the creation of a sustainable future. Ms Nursalum underscored the validity of the Balinese philosophy of Tri Hita Karana as guide for sustainable development. At the same time, Ms Proietti referred to the principles of the Franciscan religious order and the Catholic tradition to influence a holistic view of development. Other speakers agreed with the need to harness the best of both tradition and science to achieve a truly sustainable mode of living.

Finally, the panel agreed that one of the most significant contributions of cultural heritage in the recovery efforts relates to the very character of historical cities, as explained by Mr Tripathi: heritage cities recover faster because the strong social and cultural networks create something for people to hold on to and make them stronger and more resilient on the long term. The importance of the social infrastructure of historic cities was visible in the organisation of solidarity networks in cities as diverse as Tunis and Lamu.

### **Importance of grassroots movements and networks of solidarity**

As described above, the pandemic has resulted in the appearance of grassroots movements and networks of solidarity in cities. These self-organised, micro-democratic institutions are critical for the resilience of communities when faced with a crisis such as the coronavirus pandemic. In Brasil, grassroots movements have rallied under the motto "By us and for us" to create a series of initiatives including community journalism and economic support to artists and those working in the informal economy. In Tunis, these networks of solidarity have taken the form of community workshops to make face masks and arrange food distribution. Virtually all historical cities report an increase in solidarity and community actions, something that was understood to be crucial in the short and long-term recovery of the cities.

## Key points

The panel was positive about the role of culture in the post-COVID-19 recovery and, more widely, its role in the 2030 Agenda. In the conversation, five main strategies emerged:

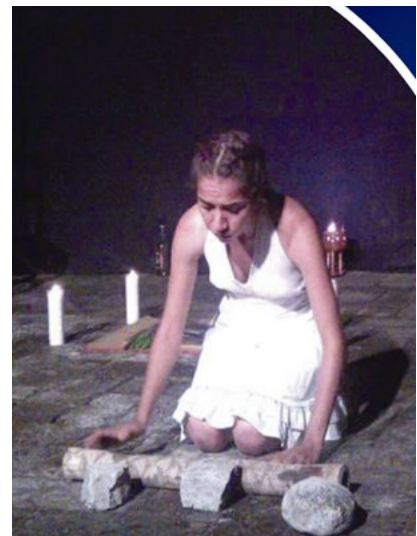
- **Sustainability:** the existing crisis provides us with the opportunity to use reconstruction efforts to advance the sustainable agenda; for instance, the use of stimulus packages to increase sustainable practices and infrastructure, such as the use of renewable energy for electricity and the improvement of sanitation and waste management systems in historic cities. At the same time, the breakdown of some supply chains has highlighted the importance of local economic production, especially agriculture, and the need to increase the ecological urban architecture to create self-sustaining, coherent cities.
- **New economic models:** the economic crisis caused by the pandemic urges us to develop new ways of working and, especially, to empower the sharing economy that helps cities on the ground. At the same time, in the period of recovery, it will be essential to consider the economic diversification in tourism-centred historic cities and develop alternative modes of financing such as blended finance, in which private funds are used as an empowering to achieve sustainability.
- **New tourism models:** the nearly total disappearance of tourism activities in World Heritage cities due to travel bans and lockdowns provides a unique opportunity to rethink current tourism models and propose new alternatives. This includes efforts to create sustainable tourism, which avoids massification and benefits local communities; and digital tourism, in which technology is used to create new relationships between places and visitors.



Food assistance to those affected by the pandemic in Querétaro, Mexico.  
© CCPT-ZMHQ



Support program for small businesses in Querétaro, Mexico.  
© CCPT-ZMHQ



Culture from Home program in Querétaro, Mexico.  
© CCPT-ZMHQ

- **Digitalisation**: the COVID-19 crisis was seen to require substantial structural changes, such as a massive deployment of digital resources in heritage cities. These efforts must be accompanied by a consideration of digital access as a fundamental human right, as digitalisation can create sharp inequalities if digital content is not accessible to everybody. Widespread digital access can be achieved through the creation of a common strategy and public platforms. The challenges related to digitalisation are specific to each region: Mr Sacco highlighted the potential for Europe to use its available resources to increase digital access to the broader population, while Mr Sudarkasa was concerned about access to technology and documentation and representation of African heritage sites.
- **Social infrastructure**: in the recovery efforts and beyond, it will be essential to consider the role of historic cities and heritage to achieve social cohesion. The social infrastructure of historic cities converts them in places for networks of solidarity, which make communities more robust and resilient. Through collaboration with grassroots and civil society initiatives, institutions can contribute to the Sustainable Development goals by strengthening institutions and reducing inequalities.

# SESSION 2

Wellbeing and local communities



# Agenda

## Wellbeing and local communities

Friday 19 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Ms Shadia Touqan and Mr Yukio Nishimura

- 13:00 - 13:10      **Welcome Address**  
Dr Mechtild Rossler, Director of the World Heritage Centre
- 13:15 - 13:35      **Managing Urban Heritage: An Overview**  
Dr Jyoti Hosagrahar, Deputy Director of the World Heritage Centre
- 13:35 - 13:55      **Key Discussion Points**  
Ms Shadia Touqan and Mr Yukio Nishimura
- 13:55 - 14:05      **Case Study: George Town as part of “Melaka and George Town, Historic Cities of the Straits of Malacca”, Malaysia**  
Ms Ming Chee Ang, General Manager of George Town World Heritage Incorporated
- 14:05 - 14:15      **Case Study: “Historic Centre of Florence”, Italy**  
Mr Carlo Francini, Site Manager and head of the *Florence World Heritage and UNESCO relationship Office* of the Municipality of Florence
- 14:15 - 15:20      **Open Debate**
- 15:20 - 15:25      **Wrap-up**
- 15:25 - 15:30      Explanation of working groups and session’s assignment

[Access the video recording](#)

## SESSION 2

### Well-being and local communities

#### Opening remarks, Dr Mechtild Rossler

Session 2 started with a reflection by Dr Mechtild Rossler, Director of the World Heritage Site, about the panel discussions of the previous day followed by an overview of the World Heritage Convention and the World Heritage List, outlining the criteria for inscription and management guidelines. She emphasized the importance of properly managing heritage and responding to local communities in World Heritage cities: as living cities, they need to adapt to local communities, especially in times of crisis. UNESCO is devoted to helping World Heritage cities to achieve these goals through providing concepts, tools and processes for management and enabling culture-based strategies for sustainable development.

In this context, Dr Rossler highlighted two fundamental processes: the World Heritage reactive monitoring process and the management plans, which are especially crucial in living cities. Dr Rossler also described management plans are a vital instrument for ensuring the survival of World Heritage cities and their OUV and providing a response to rapid and inadequately planned urbanization around World Heritage cities. In this context, she referred to the HUL Recommendation, which presents historic cities as consequences of natural and cultural processes, both tangible and intangible, and promotes integrated management strategies to ensure conservation and sustainable development.

To conclude, Dr Rossler expressed her hope in the role of World Heritage cities as models for recovery through resilience-building focusing on local communities and the recovery of local practices and livelihoods. In this reconstruction process, it will be vital to address the connection between cities and their environment, including nature and productive areas, and their adaptation to climate change. The global hole in the tourism market provides an opportunity to rethink the links between cities and communities and strengthen residents' ownership of their cities. It is a moment to assess our current models and plan for a better future, leveraging culture-based strategies to create cities that are stronger, more sustainable, more resilient and more deeply linked with their identities and landscape connectivity.

#### “Managing Urban Heritage: An Overview”, Dr Jyoti Hosagrahar

Dr Jyoti Hosagrahar, Deputy Director of the World Heritage Centre at UNESCO, delivered a lecture about the role of the HUL Recommendation as a tool to better manage urban heritage and work towards the 2030 Sustainability Agenda.

The HUL Recommendation draws on the recognition and identification and identification of layering and interconnection of natural and cultural, tangible and intangible, international and local values in historic cities. The Recommendation is based on an understanding of the threats faced by the towns inscribed in the World Heritage Cities Programme, such as housing, management systems and transport infrastructure.

Dr Hosagrahar included several case studies which illustrate the challenges faced by these cities: the case study of the World Heritage site of the Cathedral, Alcázar and Archivo de Indias in Seville demonstrated the potential of new development, even if outside of the buffer zone, to affect the OUV of the property, while the example of the Historic Centre of Shakhrysb depicted the effects of an urban renewal plan which does not take into consideration the OUV of the property. In the meantime, the Kasbah of Algiers showcased the impact of profound changes in the traditional ways of life and knowledge system, while the example of the Historic Town of Grand-Bassam illustrated the vulnerability of some historic cities to natural disasters, in this case, to flooding.

The methodologies for implementing the HUL Recommendation have been recently expanded in an Expert Meeting which took place in Fukuoka, Japan, earlier in 2020, thanks to the generosity of Japan. This expert meeting resulted in a new set of recommendations, the identification of the attributes of urban heritage identity, and a methodology for implementing the HUL Recommendation.

The key recommendations include aspects regarding governance, the integration of heritage in urban processes to avoid conflicts between heritage management plans and urban development plans, the consideration of wider heritage values besides OUV (such as intangible values and additional local values), the connection to the 2030 Agenda and the implementation of Culture 2030 indicators, financial mechanisms like tax incentives, monitoring and use of impact assessment tools, and collaboration with advisory bodies. Furthermore, Dr Hosagrahar highlighted the importance of locally-based regulatory mechanisms that provide additional guidance to new development.

The Expert Meeting also identified the attributes of urban heritage identity, which include both universal and local values, and comprise different scales: context, urban elements, buildings and elements of intangible culture. Dr Hosagrahar provided the case study of Santiago de Compostela, a historic city characterised by attributes of different levels and scales, and the New Acropolis Museum in Athens, a modern intervention which does not impact negatively the OUV of the site.

Finally, Dr Hosagrahar described the methodology for implementing the HUL Recommendation, through four key tools: civic engagement, knowledge and planning, regulatory systems and financial mechanism. She highlighted the importance to consider both the OUV of the property and the local heritage values, to prioritise actions and engage communities and stakeholders. Dr Hosagrahar ended her presentation with an outline of available resources for heritage professionals regarding the Recommendation on the Historic Urban Landscape and the New Urban Agenda.

### **Key discussion points, Ms Shadia Touqan**

The intervention by Ms Shadia Touqan, director at ARC-WH (Bahrain) focused on three key messages: firstly, she emphasised that historic cities were built as a combination of uses and

activities and included a socio-economic mix of population. Historic cities continue to provide a variety of functions and services to their communities, and these change with time as societies evolve. Secondly, the HUL Recommendation focuses on the quality of human environments and includes their dynamic uses: its goal is to preserve the quality of the urban heritage while recognising its dynamic attributes. Finally, Ms Touqan highlighted the importance of civic engagement tools in historic cities: managing historic cities require the inclusion of a broad section of stakeholders, to encourage them to identify values, develop visions and agree on action to safeguard their heritage. Civic engagement tools should be an integral part of urban governance dynamics and should facilitate intercultural dialogue.

Local communities living in historic centres have suffered from socio-economic consequences of armed conflict, natural disaster, diseases and, most recently, the coronavirus pandemic. Despite the importance of the community in historic cities, their standards of living are often inadequate. The response to the recent health crisis has been proactive: communities have taken things into their own hands, through technology and streetwise methods to organise community initiatives and help each other. According to Ms Touqan, historic cities require specific programs in the aftermath of natural disasters and conflict, to provide not only shelter, job creation and training but also resilience and new strategies.

Ms Touqan finished by opening some questions for debate: Who should be the stakeholders that are involved in identifying key values? How representative are executives and officials of the different sectors of the community? What is the best way to engage the community at various levels? Has the wellbeing and welfare of communities living in historic urban areas been sufficiently addressed in the World Heritage Convention?

### **Key discussion points, Mr Yukio Nishimura**

Mr Yukio Nishimura, Professor at Kokugakuin University (Japan), started his intervention by presenting an overview of the lessons learnt in the first session of the World Heritage City Lab: the importance of culture as a bond of resilience and intangible heritage as a bond of solidarity, that local communities heavily dependent on tourism lose diversity, and that the current health, economic and tourism crisis provides an opportunity to reshape tourism to avoid mistakes and build back better. COVID-19 has had an economic and social impact on local communities, but this impact has not been the same across cities: the role of tourism in each site has been a defining factor in the effects of the pandemic.

Mr Nishimura finished by proposing some of the opportunities afforded by the current situation: to redefine a broader role of heritage and the identity of local communities, to reshape tourism to allow the communities to survive and their heritage to be passed on to the next generation.





## Case study: George Town as part of “Melaka and George Town, Historic Cities of the Straits of Malacca”, Ms Ming Chee Ang

Ms Ming Chee Ang, General Manager of George Town World Heritage Incorporated, presented an overview of the impacts of the coronavirus pandemic in George Town, part of the World Heritage Site of “Melaka and George Town, Historic Cities of the Straits of Malacca”, Malaysia, and how the community and management have reacted to the crisis.

George Town is a large heritage site with many dynamic components. The movement controls associated with COVID-19 have changed the experience of the city and emptied the streets and public spaces. In this context, site management has developed a strategy to build resilience: identify the most vulnerable groups and provide support at the right times. At the same time, Ms Ang highlighted the impact of the pandemic on the psychological and physical health of the residents, describing their worries about the economic impact of the health crisis especially in the tourism, business and culture sectors. In this context, Ms Ang believes that it is essential to talk to the community and understand what their concerns and situation are. She believes that site managers have a responsibility to empower the local community and facilitate innovative problem solving to find formal and informal ways to communicate and adapt, staying optimistic and working collectively. Finally, Ms Ang emphasised that the new normal requires physical distancing, but we should remain socially engaged. She provided two practical questions for discussion:

*When site managers want to stay in touch with the local community, what are the pros and cons of sharing private phone numbers with locals?*

*Given that resources are always scarce, do other site managers have a list of priorities for resources?*



The same square during the partial lockdown © angminchee



Street of George Town before the pandemic ©angminchee



### Case study: “Historic Centre of Florence”, Mr Carlo Francini

The presentation by Mr Carlo Francini, Site Manager and head of the *Florence World Heritage and UNESCO relationship Office* of the Municipality of Florence, Italy, described how green areas and landscape can contribute to the wellness of residents in historic cities by presenting a case study within his own city.

Green areas inside and around cities contribute to the health, security and psycho-physical wellbeing of people. The desire to increase residents' wellbeing through improving green spaces is a challenge in a city like Florence, recognised as a “stone city” made of monumental buildings. A recent study identified 380 gardens and parks within the historic centre of Florence, but most of them were private and not publicly accessible. Access to green areas was made difficult by a lack of communication amongst different stakeholders and authorities.

The coronavirus pandemic and subsequent restrictions on movement have highlighted the necessity of residents of the historic areas to access green spaces in order to ensure their wellbeing: when cultural facilities reopened, public gardens reported more visitors than enclosed cultural institutions like museums. The response to this challenge has been the creation of a new project: “Firenze Greenway”. The project, inserted in the Management Plan, consists of three separate itineraries which pass through the gardens inside of the World Heritage site, connecting gardens and monuments of great cultural importance and two World Heritage properties the Medici Villas and their gardens, and the Historic Centre of Florence. The project is the result of a collaboration between the UNESCO Office of the Municipality and the Landscape Laboratory of the Department of Architecture in the University of Florence.

Parallely, the Municipality of Florence has submitted a minor boundary modification proposal of the World Heritage site to include San Miniato al Monte, a religious complex mentioned in the listing criteria but later not included in the maps. The extension consists of a monastery, church and green areas of importance to the community.

Finally, Mr Francini proposed two questions for debate:

- How can we integrate the concept of wellbeing with heritage management?
- How can the site manager choose and adopt strategies to enhance local community engagement in order to raise awareness about the value of cultural heritage as an essential element of wellbeing?

## OPEN DEBATE

### Well-being and local communities

After the presentations and case studies, a conversation by experts and participants ensued. The discussion extended for over one hour and covered many topics, including:

#### Who is the community?

The examination of the topic “Community and wellbeing” necessarily starts by a review of what we understand as “community”. As Mr Yukio Nishimura stated, there are many different definitions of local community: those who live in the site, those who work there, those who have interests in it, etc. In fact, because of the symbolic values of historic centres for the wider metropolitan areas, Mr Daniele Pini argued, the community can be understood as a much wider group of people than initially thought. Ms Benedetta Ubertazzi shared an example from her region to illustrate the concept of overlapping community groups: the intangible heritage of violin-making in Cremona is comprised of a core community of violin-makers, a secondary community of musicians, who play the violins, and subsequent larger groups of people until finally reaching a very large group comprised by those who simply coexist with violin-making and form the city around it.

#### Impact of conservation policies on disadvantaged communities

Ms Shadia Touqan and Mr Daniele Pini stressed the necessity of conservation policies to benefit poorer communities in historical cities.

#### Difficulties in implementing civic engagement tools

During the discussion, participants identified several factors which hinder community engagement in different contexts. Mr Eduardo Rojas described the challenge of bridging the gap between participatory management and the top-down structures of decision-making present in most national partners of UNESCO. At the same time, Ms Elizabeth Vines talked about the hidden political and development interests which often purposely exclude communities in conversations about heritage and city development.

In a different context, Ms Alvarez-Calderon highlighted the unsuitability of open meetings to reach those who are most vulnerable and less able to speak freely without consequences. Ms Sanaa Niar presented the case of historic cities within the Maghreb, which are used as transient bases for migrants, and which suffer from a diminished sense of belonging and identity.

#### Suggestions for improving community engagement

In response to the previous remarks, Ms Ang shared her fruitful experience working in a non-statutory management agency and how this allowed her to create trust within the community, bridging the gap between the institutions and the residents: building this trust was essential for the

success of the management strategy. Ms Touqan shared her experience in creating management and recovery plans in Middle Eastern cities such as Nablus and Jerusalem, where the primary way to ensure the success of heritage management strategies is to talk to the community, especially the women and younger generations.

### **Inadequacy of existing planning tools**

Mr Adnène Ben Nejma and Mr Lassana Cisse highlighted the catastrophic consequences of the concept of zoning as a bidimensional, technical tool which does not take the local population into account. Historic cities should not be zoned as a separate entity different from the newer areas: the city is a living organism in which such distinctions are artificial.

### **Specific issues regarding World Heritage Cities**

Ms Gurmeet Rai highlighted the conflict created between local values and the OUV in World Heritage cities, given as OUV often did not reflect post-colonial narratives and local histories. This issue was addressed by Dr Hosagrahar, who emphasised that both local values and OUV need to be taken into consideration in development and management plans to fulfil the needs of the local community while protecting the universal values of the site. On the other hand, Mr Carlo Francini highlighted that due to the high tourism pressure of World Heritage cities, the focus should be on tourism management instead of its promotion.

Finally, we must clarify that many of the issues discussed are related to historic cities in general and not necessarily to World Heritage cities. This issue was raised many times during the debate; participants agreed that it was more useful to create a common approach for historic towns that can also be applied to World Heritage cities than focusing only on cities which are currently listed.

# WORKING GROUPS

At the end of session 2, participants were divided into working groups and invited to reflect on the ideas and cases according to topics addressed during each session. Participants were encouraged to think of their own experience, context, the historical cities they know well and are most engaged with. Assignments were organised according to the following points:

- Each Working Group was expected to complete a total of four voluntary group assignments; one for each of the thematic sessions 2-5 of the World Heritage City Lab.
- The assignments consisted of collective reflection exercises that have as an outcome a collection of practical strategies/solutions/recommendations related to the different points raised during each session.
- Participants were divided into Working Groups trying to match their geographical areas. Some participants might find themselves in a group outside their region; this was necessary in order to balance the groups evenly.
- Each assignment was attempted after attending each session 2-4; a wrap up assignment was delivered before session 5.
- Each Group met outside of Session times on Microsoft Teams to carry out the Group Assignments related to each day's topic (for sessions 2-5).
- The assignments for each of the sessions were made available on the MS Teams platform after each session.
- The list of Working Groups is available at the end of this document.
- A channel in the MS Teams platform was been created for each Working Group.
- During session 5, each Group had the opportunity to present solutions/ outcomes and insights to all the other participants.
- Each Group nominated a Rapporteur and a Spokesperson.

Their roles were as follows:

1. Rapporteur: documents the outcomes of each discussion or exchange, the final agreed upon outcomes for each assignment, as well as any challenges faced in conducting the assignment and make note of suggestions made during group discussions.
  2. Spokesperson: presents the summarized results of the assignments and conclusions drafted by your group in front other participants during the final session 5 on 26 June.
- Each Working Group was also encouraged to identify a Coordinator to help structure and coordinate the work of the Working Group and also ensure that each member contributes.

For working groups, assignment questions and final working groups reports see Annex II.

# SESSION 3

Heritage at the core of local economic development strategies



# Agenda

## Heritage at the core of local economic development strategies

Monday 22 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Mr Cameron Rashti and Mr Eduardo Rojas

13:00 - 13:25

**Key Discussion Points**

Mr Cameron Rashti and Mr Eduardo Rojas

13:25 - 13:35

**Case Study: “Historic City of Yazd”, Iran**

Mr Mohsen Abbasi, Site Manager and Assistant Professor at Yazd University

13:35 - 13:45

**Case Study: “Historic Monuments Zone of Queretaro”, Mexico**

Mr Joel Perea Quiroz, Site Manager of the “Historic Monuments Zone of Querétaro” and Querétaro’s section of the cultural itinerary *Camino Real de Tierra Adentro*

13:45 - 15:20

**Open Debate**

15:20 - 15:25

**Wrap-up**

15:25 - 15:30

Explanation of working groups and session’s assignment

[Access the video recording](#)

## SESSION 3

### Heritage at the core of local economic development strategies

#### Key Discussion Points, Mr Cameron Rashti and Mr Eduardo Rojas

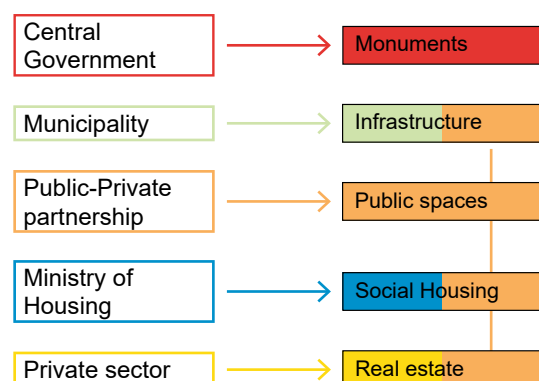
The joint lecture delivered by Mr Eduardo Rojas, Urban Development Specialist, and Mr Cameron Rashti, Director of the Aga Khan Historic Cities Programme, dealt with local economic development strategies for historic urban areas.

Together they outlined specific approaches for site managers and emphasised the importance of continuous re-investment, integrated urban development management and state-of-the-art planning tools to revitalise and maintain historic areas. Historic cities face issues like lack of use (abandonment) and overuse (mass tourism), industrialisation, pollution and insufficient labour demand. Management of urban heritage areas requires local involvement, national resources for a wider public good (not addressed by the market) and dedicated urban development management.

In this context, the COVID19 pandemic is an opportunity to re-balance the intensity of use of urban heritage sites, manage a limited number of tourists and re-assign functions and services for local populations. This new economy for heritage sites may be less profitable for investors, but more valuable for residents, in the long run. They highlighted two case studies:

#### CASE STUDIES

- Quito:** the Quito Historic Centre Development Corporation is a Public-Private Partnership which joins private and public interests to integrate policies and funding from the local and national government and private development. The corporation works as a real estate developer and investor and ensures proper resource allocation. Between 1996 and 2006, it resulted in the inversion of US\$ 40 million, 30 of which came from public funds and 10 from the private sector.



Sources of funding in the Quito project.  
Source: E. Rojas



- **Lahore Walled City:** this pilot project demonstrates the value of developing smaller, strategic renewal plans in large urban areas, and moving quickly to the project implementation which will show the value of the proposal to residents and authorities. In Lahore, the Aga Khan Trust for Culture, in partnership with the World Bank, carried out a complete mapping using terrestrial surveys and GIS, and completed demographic baseline surveys translated into GIS. The project included the identification of key routes and monuments, the upgrading of municipal infrastructure and partial restoration to façades.



Fort and Shalamar Gardens in Lahore © Zishan Sheikh

## CONCLUSION

To conclude, Mr Rojas and Mr Rashti provided a short reflection on the challenges that tourism brings to urban heritage sites, pointing to new trends such as exotic tourism and the commercial art marker (Guggenheim effect). They emphasised the necessity of a method to measure the benefits that tourism and development proposals bring to the local communities.

## Questions and points raised



1. How can one pursue a conservation and development approach more focused on the local economy?
2. How can all stakeholders including government leadership be engaged?
3. How can the management of public space after COVID-19 be changed?
4. How can affordable housing and local entrepreneurship in urban heritage areas be ensured?



### Case study: “Historic city of Yazd”, Mr Mohsen Abbasi Harofteh

The presentation by Mr Mohsen Abbasi Harofteh, Site Manager and Assistant Professor at Yazd University, Iran, focused on the economic impact of COVID-19 on tourism, handicrafts production and selling, and renovation projects. Yazd is a touristic site which receives over 2 million visitors per year, and the majority of local livelihoods depend on tourism. Therefore, the coronavirus pandemic had a significant impact on the economic conditions of the city, as well as on ongoing restoration projects: 400 projects were closed due to the pandemic outbreak. The collapse of these activities greatly affected the livelihood of the local population.

The municipality and the local community responded through the crisis through strategies such as:

- Financial aid, loans and tax relief, provided by the local government
- Creation of an online market to support the traditional handicraft industry, achieved through public cooperation with the local government acting as a facilitator. This project underscores the importance of heritage to rebuild the economy of World Heritage cities.
- Provision of health protocols by the local government in order to reopen restoration projects, emphasising the role of heritage to rebuild the economy of World Heritage cities.
- Promotion of video clips about heritage created by citizens during lockdown. This project highlights the role of heritage to enhance the local community.



Built heritage in Yazd: wind catchers  
Source all: Mohsen Abbasi Harofteh,  
Yazd World Heritage Base



Intangible heritage in Yazd: craftsmanship



Restoration projects stopped by COVID-19

### Case study: “Historic Monuments Zone of Querétaro”, Mr Joel Perea Quiroz

Mr Joel Perea Quiroz, Site Manager of the “Historic Monuments Zone of Querétaro” and Querétaro’s section of the cultural route Camino Real de Tierra Adentro, delivered a lecture about the management system and conservations strategies for the World Heritage site of the Historic Monuments Zone of Querétaro (Mexico). These include:

- Management and legal protection system: Santiago de Querétaro is a vast metropolitan city, of which the Historic Monuments Zone is one of 17 districts. The World Heritage site is protected by a Federal Decree, sponsored by the Mexican presidency.
- Planning instruments: Development in the area is governed by the Partial Program of Urban Development of the Zone of Historical Monuments, which includes joint strategies both for the World Heritage property and adjacent historical areas. This instrument mediates between development interests and community uses, regulates land uses and promotes new businesses and non-residential uses in the city centre.
- Collaboration with other cities: the Historic Monuments Zone of Querétaro is part of the National Association of Mexican World Heritage Cities, which has a dedicated budget allocation on the federal level.

In the last years, the Municipality of Querétaro has undertaken many restoration actions within the Historic Monuments Zone, including maintenance and restoration of public places, buildings and artwork, under supervision by federal agencies. The restoration works generate employment for the local population while providing professional experience for the graduates of the five art schools in the city. In the past 10 years, 160 million pesos were invested in the site, managed by the Municipality. To continue the restoration works, the Municipality has applied for federal funds for the conservation of monuments.

Recently, the Municipality has signed a collaboration agreement with the UNESCO Mexico office to apply the HUL Recommendation to Querétaro. This has resulted in the creation of new legal, planning and management tools, such as:

- Normative instruments for the correct operation of the management plan: analysis, diagnosis, review of the current management plan, updating of GIS.
- Monitoring strategies and indicator system: periodic citizen surveys, expansion of indicators on topics like land use, population and habitability, linked to Post COVID-19 activities and the UN Sustainable Development Goals.
- Active stakeholder participation: identification of neighbourhood leaders and relevant authorities, permanent education campaigns for the general population and children.

Finally, Mr Perea presented three questions for discussion:

1. What is the main element within the local management system at your historical site?
2. Do you have a management plan approved by the local authority?
3. Do you agree that having a robust legal regulation allows continuity in the conservation of World Heritage, with the change of local authorities in the future?

## OPEN DEBATE

### Heritage at the core of local economic development

After the presentations, an open conversation between expert panellists, site managers and participants ensued. It included questions and comments regarding the following issues:

#### COVID-19 relief activities in Yazd (Iran)

The presentation by Mr Mohsen Abbasi Harofteh drew many questions and comments regarding the role of the government in the organisation of the markets, the IT literacy of local artisans, the effectiveness of the market strategy to provide economic relief and the impact of the initiatives on the community (Ms Shikha Jain, Ms Chilangwa Chaiwa, Ms Sanaa Niar, Ms Parastoo Eshrati, Ms Benedetta Ubertazzi). Mr Harofteh clarified that the strategies were only meant to be an emergency solution which could be easily implemented with minimum impact, that they were organised by the community motivated by a civic pride, and that the local government had the role of facilitator.

#### Economic impact of tourism

Mr Lassana Cissé and Ms Lorena Perez discussed the effect of the health crisis on the local economy of World Heritage Cities, where tourism is often the main economic activity and asked for alternative business ideas that can take place in World Heritage cities. Economic diversification is seen as key to adaptability, to ensure that tourism doesn't kill other potentially significant economic activities that take place on-site (Mr Rami Daher, Mr Eduardo Rojas, Mr Cameron Rashti).

#### Diversification of uses and economic activities

The previous topic opened the door to the conversation about the need for diverse uses and economic activities to create cities which are more resilient and sustainable. Mr Daniele Pini discussed some examples from Italy, where only a handful of the 40 World Heritage Cities have tourism as their main economic base: the remaining towns feature a mix of activities like public services, universities, handicraft and offices. Mr Cameron Rashti highlighted the possibility of economic development to positively impact the heritage value of the sites by, for example, promoting historical types of commerce and craftsmanship, such as the Old Bazaar in Yazd. This positive outlook was shared by Mr Joel Perea Quiroz, who highlighted the potential of economic development to enhance the OUV of properties while improving the livelihoods of local residents.

#### New development models

The idea of a new model for urban renewal and development that provides more profit for residents and less for developers had been formulated by Mr Cameron Rashti and Mr Eduardo Rojas in their presentation. Mr Zayd Minty questioned the implementation of this idea by asking how comparable these kinds of profits are, as the economic gain is much easier to measure. Mr Rojas argued that,

based on evidence from cities like Venice and Amsterdam, the market is failing to take local residents into consideration and needs regulation. Mr Cameron Rashti specified the need for collective or municipal control over the housing market. Finally, Mr Zayd Minty asked about a potential database on governance models in World Heritage cities; Dr Hosagrahar suggested that this could be further developed in future sessions.

### **Urban conservation and adaptive reuse**

The participants shared an understanding of cities as dynamic entities which continuously evolve with their communities. Two strategies were suggested: adaptive rehabilitation of historical buildings and the harnessing of public housing subsidies to improve conditions in dilapidated urban centres. Ms Gurmeet Rai and Mr Cameron Rashti discussed some of the reasons for the dilapidated state of historic housing stock, such as the absence of financial incentives for property owners, or unsympathetic local guidelines. Finally, Mr Mohsen Abbasi Harofteh warned against façade and aesthetic interventions which are not enough to ensure urban conservation.

### **Role of museums for community development**

Firstly, Mr Cameron Rashti criticised commercial art museums geared towards mass tourism and which attract millions of visitors. Ms Cristina Lodi defended the role of community museums to bring residents together and enhance the culture related to the site. She presented the example of the Valongo Wharf World Heritage site, where the newly created museum has a strong social and educational role and ties to the local area, and insisted on the importance of community voices in cultural projects and committees. Ms Hosagrahar and others agreed with the potential of community museums and interpretation to serve as catalysts for heritage sites, and she mentioned findings from a recent ICOM and UNESCO study that 90% of the world's museums had to close due to the COVID-19 pandemic, and 10% are unlikely to come back.

### **Legal protections and government support for conservation**

Institutional support was seen as crucial to encourage urban conservation and adaptive reuse (Mr Rami Daher, Mr Rojas). Mr Joel Perea mentioned the need for local authorities to balance land uses to ensure the protection of OUV and provide equal opportunities for residents: legislative changes are useful to ensure projects go beyond government changes. Furthermore, Mr Perea argued that World Heritage listings are a strong push for government organisations to support urban conservation, as no authority wants to risk any damages to the OUV.

Ms Rosabella Alvarez-Calderon wondered about legal and cultural factors concerning traditional building techniques being less valued than more robust modern materials. Mr Cameron Rashti defended the creation new building codes for traditional materials such as adobe or stone: proving the performance of traditional materials will help to enhance their appreciation and application. Mr Joel Perea argued that local governments can play a role in this by creating local regulations to promote traditional building practices.

# SESSION 4

Rethinking urban infrastructure  
in historic urban contexts



# Agenda

## Re-thinking urban infrastructure in historic urban contexts

Wednesday 24 June 2020

13:00 – 15:30 Paris time (UTC+2)

**Session Leads:** Ms Elizabeth Vines and Mr Daniele Pini

- 13:00 - 13:25      **Key Discussion Points**  
Mr Daniele Pini and Ms Elizabeth Vines
- 13:25 - 13:35      **Case Study: “Lamu Old Town”, Kenya**  
Mr Mohammed Ali Mwenje, Head of the National Museums of Kenya –Lamu World Heritage Site and Conservation Office
- 13:35 - 13:45      **Case Study: “Medina of Tunis”, Tunisia**  
Mr Montassar Jmour, Site Manager of the “Médina of Tunis” based at the Institut National du Patrimoine (INP) and chief of the protected zones section
- 13:45 - 15:20      **Open Debate**
- 15:20 - 15:25      **Wrap-up**
- 15:25 - 15:30      Explanation of working groups and session’s assignment

[Access the video recording](#)

# SESSION 4

## Rethinking the urban infrastructures in historic cities

### Key Discussion Points, Ms Elizabeth Vines and Mr Daniele Pini

The keynote presentation by heritage architect Ms Elizabeth Vines and Mr Daniele Pini, urban conservation expert, focused around four topics:

*1. The HUL Recommendation is a useful tool and model to manage the impacts of infrastructure development.*

Public infrastructure such as roads, car parking and mass transit often has an impact on heritage value and disrupt the urban fabric; while conventional solutions to ease traffic flow can be detrimental to heritage cities, bringing heavy traffic flow and separating and destroying neighbourhoods. In this context, the HUL Recommendation is a useful tool to manage change, recognizing layering and the broader context of historic cities and stressing the importance of connectivity and productivity of urban space to enhance social inclusion and interaction. The implementation of the HUL Recommendation must be made relevant to the current context of the Sustainable Development Goals.

*2. Impacts of proposed new infrastructure on historic cities*

New infrastructure often has an impact also on larger metropolitan or regional scales. Mr Daniele Pini offered the case study of Cologne, in Germany, where a new system of transportation was designed sensitively to the characteristics of the urban fabric. Infrastructure can have social and architectural values as well, such as in the case of the Rialto bridge in Italy, or the Mostar bridge in Bosnia.

At the same time, public spaces within the urban fabric are a critical infrastructure to connect heritage features, and which determines the liveability and productivity of historic cities. These streets and squares define the community that shares heritage values by providing a space for gathering, social interaction and intangible heritage assets. The public realm can be part of the OUV of the property and should be the object of statutory protection and enhancement no less than buildings. This includes measures to reduce the impact of vehicular traffic and make it compatible with pedestrian and commercial activities.

*3. Impact of new development and quality of design*

Design qualities of new developments and redevelopments are crucial to maintaining the character of historic cities: new additions must have an architectural style compatible with its context. In



stark contrast to this is the current trend of “starchitecture”, defined by its iconic power, and whose appropriateness to historical contexts must be debated. In this context, it is useful to create design guidelines to generate debate with architects, include Heritage Impact Assessments in the development processes and design reviews developed by qualified persons, which could ensure that the final design respects the character of the place. Ms Vines provided several examples from cities around the world such as Florence, Venice, Santa Fe, Prague and Melbourne.

#### *4. Creative approaches to infrastructure in the historic urban context*

It is crucial to create a variety of infrastructure: in some places, public space is rare and needs to be carefully protected and managed. Mr Pini highlighted some possible creative approaches that reduce the need for large interventions: small scale improvements such as shared local communal gardens, pedestrian networks, pocket parks, reshaping streets and parks to improve walkability and integrated within new systems of circulation and shared spaces. He referred to examples in Mechelen, Belgium, and Cologne, Germany.

### Questions and points raised



1. Are there specific challenges related to the urban infrastructure and the fabric of the historic city in your city?
2. What kind of measures are implemented to improve the quality of public spaces ensuring social interaction and inclusion? Is there pressure for demolition and insertion of poorly designed new development which is not sustainable or appropriate to its context?
3. Are public utilities and transportation infrastructure up to standard or are they outmoded and visually intrusive?
4. What kind of interventions can be envisioned to mitigate or eliminate the negative impact of infrastructure?



© Mohammed Ali Mwenje  
National Museums of Kenya

### Case study: “Lamu Old Town”, Mr Mohammed Ali Mwenje

Mr Mohammed Ali Mwenje, director of National Museums of Kenya, presented the case study of the “Lamu Old Town” World Heritage site, Kenya. Lamu is a historical Swahili settlement which has seen its population triple in the past two decades. The characteristics of the town have made it extremely difficult to manage development and infrastructure needs. The houses are built at very high density, without clearly defined streets, and with few open and shared spaces.

Mr Mwenje provided an outline of the evolution of infrastructure in Lamu throughout the centuries, from being a pedestrian town in the 14th century to the construction of the fort and the seawall which defines the face of the settlement towards the sea. Currently, the town is struggling to cope with the rate of growth of the population, which leads to the fast development of informal settlements in the periphery, encroaches public open spaces and puts excessive pressure on the existing infrastructure, causing its failure. At the same time, modern infrastructure is poorly integrated, in terms of planning, design, materials and heritage considerations. Overall, Lamu Old Town needs development plans to cope with the rapid growth of the populations and stronger laws which are efficiently implemented.

To conclude, Mr Mwenje provided an overview of some of the infrastructure needs of Lamu Old Town, such as the upgrade of dilapidated infrastructure, the installation of modern infrastructure in the Old Town, the redefinition of open and public spaces and the connection with satellite settlements. He proposed some questions for reflection regarding the necessary steps to take in terms of designing and planning infrastructure in line with the site’s conservation goals, the complexity of funding mechanisms, the interaction of conservation plans with development plans in the long term and, finally, the necessity of preserving public spaces to support social interactions.



View of Lamu Old Town. Source: *Lamu. Kenya's Enchanted Island*. George and Lorna Abungu. Rizzoli International Publications, Inc., 2009



### Case study: “Medina of Tunis”, Mr Montassar Jmour

Mr Montassar Jmour, Site Manager of the “Medina of Tunis” at the Institut National du Patrimoine (INP) and chief of the protected zones section, presented the case study of the Medina of Tunis, Tunisia. The Medina of Tunis is a traditional settlement composed of vernacular-styled buildings, inscribed in the World Heritage list since 2019. The site suffers from outmoded infrastructure, poor quality dwellings, precarious conditions for its inhabitants, depopulation of the centre as residents move to newer suburbs and lack of vision and planning, all of which contribute to a gradual degradation of the cultural heritage. The conservation goals for the property include:

- Rehabilitation of the image of the Old City and its role within the metropolitan area of Tunis;
- Development of a global approach that balances cultural values and socio-economic needs;
- Increase stakeholder participation, stressing the legitimacy of all actors;
- Ensuring that built heritage can resist uncontrolled transformation processes.



Stabilisation works. © Institut National du Patrimoine / Equipe de la Conservation de la Medina de Tunis

The working method present in the management strategies includes an emergency plan as well as short, medium and long term strategies. The emergency plan consists of the consolidation of built heritage to stop damage and start necessary restoration interventions, a diagnostic assessment and inventory of built heritage including maps of equipment, heritage values, state of conservation and building heights. Unfortunately, the inventory in the Medina of Tunis was stopped in 2017 before it could be finalised. On the longer term, the information provided by the inventory and diagnostic assessment is used to inform specific projects such as the refurbishment of Torbet El Bey. Other studies planned include a socio-economic analysis to develop social policies and a safeguarding and enhancement project. Finally, the speaker invited debate on the role that the historic district should play in urban development, as well as that of the actors to be mobilised in this process.

## OPEN DEBATE

### Rethinking the urban infrastructures in historic cities

After the presentations, an open conversation between expert panellists, site managers and the participants ensued. It included questions and comments regarding the following issues:

#### Consideration of the public space as essential infrastructure

Mr Adnène Ben Nejma proposed to the consideration of historical buildings as a continuation of public spaces, especially in public buildings such as mosques or churches, which act as a continuation of the square or street in front. At the same time, Mr Ben Nejma suggested considering the requalification of urban space as an urban infrastructure work. Ms Elizabeth Vines agreed and suggested adding required investments into the public realm for large projects, something that could be legislated inside of the planning process.

#### Design of interventions in historical contexts

Mr Ben Nejma defended the integration of the inside and the outside heritage spaces, considering the entire neighbourhood with its social context. Mr Rami Daher spoke about the design of interventions, in which additions must be distinguishable from the original but still compatible; the difference between these two is provided by the architect, and highlights the importance of design regulations. Ms Shikha Jain shared her experience working in traditional settlements in Rajasthan, where infill proposals in contemporary styles are rejected by the community, who prefer replicating the traditional styles and preserving traditional craftsmanship.

Regarding the method of research necessary for an intervention in a historical context, Mr Daher defended thorough cultural, morphological and typological studies of the city before designing an intervention. Mr Daniele Pini and Mr Ben Nejma stated that morphological and typological studies are useful to understand the context but are not enough to give a complete understanding of heritage values. Instead, they argued that design interventions in historical contexts must be preceded by studies concerning and linking both tangible and intangible attributes of heritage. Ms Elizabeth Vines spoke about the importance of understanding the values of the place before the intervention, something that must be enforced through planning policies.

Finally, Dr Hosagrahar pointed out that morphology and typology are only two of the dozens of attributes of urban identity which were identified in the expert workshop led by the World Heritage Centre. Urban identity depends on a combination of cultural and natural elements, tangible and intangible, OUV and local values, and the conservation of all the attributes of identity must be ensured through the creation of specific guidelines.

### **Planning in historical contexts**

Mr Ben Nejma denounced the conservative approach taken in some historic centres in the Arab regions, which, he argued, separate architecture from the urban area. In any planning exercise and intervention, it is essential to consider a whole unit, together with inhabitants and cultural heritage. Mr Pini agreed that historic cities are not archaeological sites and must be managed as living sites. Conservation is therefore the management of change, and fixes the limits and orientation of development.

Regarding the use of specific planning tools for urban conservation, Ms Sanaa Niar proposed the idea of vertical buffer zones to protect historic cities from visually intrusive skyscrapers, even outside of their buffer zones. Mr Pini did not believe this is a feasible option and instead proposed the use of visual corridors in plans.

Regarding the relationship between tangible and intangible attributes, Ms Benedetta Ubertazzi spoke about the need to protect intangible heritage through legislation and provided an example in Italy in which a particular space had been legally defined as a space for traditional games. Mr Pini believed that the relationship between tangible and intangible cultural heritage cannot be solved through land use or conservation plans, and instead requires specific tools in each case. In any case, he emphasised, it is essential to link the intangible and tangible cultural heritage attributes and values to ensure their conservation.

# SESSION 5

Heritage-based recovery and  
resilience: Way Forward



# Agenda

## Heritage-based recovery and resilience: Way Forward

Friday 26 June 2020

13:00 – 16:00 Paris time (UTC+2)

**Session Leads:** Mr Lassana Cissé and Mr Michael Turner

13:00 - 13:30      **Provocations**

13:30 - 14:15      **Participants work-group spokespersons present insights and conclusions**

14:15 - 15:45      **Final debate session: Strategies and Recommendations**

Conducted by Mr Michael Turner and Mr Lassana Cissé.

15:55 - 16:00      **Wrap-up**

[Access the video recording](#)

# SESSION 5

## Heritage-based recovery and resilience: Way Forward

The final session of the World Heritage City Lab began with a short intervention by Dr Hosagrahar in which she highlighted the importance of translating conceptual frameworks into practical conservation practices that could be applied on site. Her address was followed by short provocations by innovative thinkers in the field and a presentation of the work developed by the participants during the workshop.

### PROVOCATIONS

#### *Heritage Ecosystems, Ms Carola Hein*

Ms Carola Hein, Professor and Head, Chair History of Architecture and Urban Planning at Delft University of Technology, proposed some critical questions for reflection:

- Who is the community? At what times does this community exist?
- Whose resilience are we building? Whose lifestyle are we maintaining?
- On a larger scale, how do we build and maintain a heritage ecosystem? We should think of heritage sites in terms of ecosystems and long-standing community.

Ms Hein proposed an analogy, the example of the Japanese *tatami* mats. *Tatami* is part of the traditional Japanese lifestyle, of customs, furniture and living arrangements. She highlighted some creative solutions that allows the practice of *tatami* making and its use to survive within time. Finally, Ms Hein proposed including more business people in the discussion and diminishing the focus on architecture and town planning.

#### *Three points for reflection, Mr KT Ravindran*

Mr KT Ravindran, Former Head of Urban Design at the School of Planning and Architecture, New Delhi proposed three reflections regarding the three main topics covered in the City Lab.

- Regarding wellbeing and local communities, he said that in living cities, World Heritage sites run the risk of isolation from the locality. What methods can be used to enhance community ownership of the site? Who will monitor and regulate this relationship?
- Regarding local economic development strategies, Mr Ravindran highlighted how COVID 19 has destroyed the supply chain for artisans, making markets dysfunctional. What kind of new



technologies can be deployed to save them from penury while retaining the traditional skills?

- Regarding the rethinking of urban infrastructure in historic urban context, Mr Ravindran observed that infrastructure in heritage areas is largely seen as hard infrastructures, such as roads, electricity or firefighting equipment. Nevertheless, public spaces in heritage areas are cultural products where space itself is a primary soft infrastructure for ensuring cultural continuities. How does one map and manage the soft infrastructure?

### *Flipping the coin, Ms Marie-Noel Tournoux*

Ms Marie-Noel Tournoux, Project Director of WHITRAP, proposed “flipping the coin” of the current dynamic between heritage and development. She argued for the dual integration of urban heritage conservation in urban development and planning practices, to build on heritage values within urban development at large. Traditional and historical examples can be used to improve existing practice; the maintenance of heritage values can ensure a better quality of life in new developments. Many current challenges can be improved by looking at heritage values: mixed-use development, density, mobility, water management, etc. We must change the point of view and create sustainable development based on heritage, and stop seeing it as a threat.

### *On maintenance and reuse, Mr Souayibou Varissou*

Mr Souayibou Varissou, Executive Director of the African World Heritage Fund, raised the issue of maintenance of unused and abandoned sites and buildings within heritage precincts, something which he saw as a priority in the African context, where there is significant competition in terms of development priorities. He highlighted two World Heritage sites in Africa, Robben Island in South Africa and the Royal Palaces of Abomey in Benin, which have very low rates of physical occupation and massive costs of maintenance. He insisted on the importance of ensuring funding mechanisms for the upkeep of the buildings and advocated for adaptive reuse of heritage assets. Adaptive reuse can contribute to the heritage values of the building, as a way forward to build resilience and to ensure that heritage has a meaning in the livelihood of communities for which the places are listed. Heritage is an asset that has to be protected, but also has to be used.

### *Monitoring of management systems, Ms Minja Yang*

Ms Minja Yang, President and Professor at Raymond Lemaire International Centre for Conservation of Katholieke Universiteit Leuven delivered a critique of the current management system of UNESCO sites, which is unable to cope with the necessary evolution of cities along with changes in lifestyles. Management plans must permit evolution towards modern lifestyles while preserving core attributes in their integrity. Nevertheless, management plans are not present in all sites, and for those sites who have it, there are no monitoring processes that guarantee their implementation.

Ms Yang called for better coordination between advisory bodies and UNESCO. She proposed to list sites only for a determined period of time, ensuring frequent reviews of the authenticity and integrity of the OUV according to the management plan. Ms Yang referred to the 1999 Declaration of Nara Expert Meeting on Integrity of Historic Cities, and denounced the focus on visual integrity which is often linked to HUL, and which leads to functional integrity being disregarded. We cannot talk about integrity unless we have an idea of the elements making up the integrity of the city, sustainability, equity and accessibility. She presented the example of Shakhrisyabz, Uzbekistan, in which the traditional quarters that carried the OUV were demolished after listing to create large parks and parking areas around the main monuments. Cases like this also happen in Europe, although strong local authority interventions and subsidies allow cities to maintain their functional integrity and functions in the historic centres.

## CONCLUDING REMARKS BY SESSION LEADS

### *Beyond the historic ensemble, Mr Michael Turner*

Mr Michael Turner is the UNESCO Chairholder in Urban Design and Conservation Studies and heads the Research and Innovation Authority at the Bezalel, Academy of Arts and Design, Jerusalem. Mr Turner presented his reflection on the World Heritage City Lab and shared what he believes are the key issues that will affect urban conservation in the upcoming years. He highlighted the main takeaways from the sessions, including the importance of public space, the potential of small interventions to trigger changes, and the importance of digital tools to improve governance and foster local empowerment. He stated that urban conservation must move “beyond the historic ensembles” and called for new perspectives outside the Euro- and Anglo-centric point of view, such as the Chinese concept of *shan-shui* (mountain-water philosophy).

### *A multidimensional crisis, Mr Lassana Cissé*

Mr Lassana Cissé is a senior consultant on heritage management and former National Director of Cultural Heritage of Mali. Mr Cissé spoke about the multiple dimensions of the crisis affecting cultural heritage worldwide: environment, climate, health, security. He provided an example of the interrelation of these factors in the World Heritage city of Timbuktu, where the local economy and tourism market have collapsed due to the security situation, and where the local staff of the UN Security agency were linked to the deadly spread of coronavirus, which killed two of the master masons. Mr Cissé provided some questions for debate, including the need to balance economic recovery and tourism with the protection of heritage values. To conclude, Mr Cissé stated that, given COVID-19’s huge impact in the heritage sector, urban heritage needs to be included in the recovery plans and, in the long term, it needs to be integrated in development programs.

## Working Groups' presentations

### Group A: Europe and North America, and Latin America and the Caribbean

*Ms Kivircim Neşe Akdoğan, Ms Rosabella Alvarez-Calderon, Ms Irina Iamandescu, Ms Maya Ishizawa, Ms Cristina Lodi, Ms Milijana Okilij, Ms Lorena Perez, Ms Ana Paola Pola, and Ms Benedetta Ubertazzi; with the collaboration of Mr Joel Perea and Mr Carlo Francini.*

Group A presented five different innovative strategies and a few key points for the recovery after the pandemic. In their introduction, they underlined their main takeaway: actions need to be place-specific, but general guidelines can be useful.

1. **Integration of communities in decision-making and governance.** Case studies: participatory identification, documentation and monitoring of heritage in Verona; the “Washing of the Wharf “ and community-based museum in Brazil.
2. **Developing infrastructure for community well-being:** re-use of historical buildings, provision of public buildings, markets and open space. Case study: Plaza de Acho, Lima. Bull-fighting ring converted into refuge for homeless during COVID-19 pandemic.
3. **Heritage-based economic strategies for sustainable conservation of urban heritage.** Specific strategies include: identify and support traditional crafts and artisans, support projects which integrate traditional crafts, create training programs and multi-sectoral partnerships. Case study: Viscri, Romania. Management system merges the promotion of heritage restoration, local entrepreneurship, capacity building, and sustainable cultural and eco-tourism.
4. **Alternative financing.** Case study of Dingjiaping, China: cooperative model that connects local production with local consumers, and also e-trade, festivals, permaculture, tourism, etc.
5. **Rethinking urban infrastructure in historic urban contexts for community-based and inclusive sustainable development.** New infrastructure must primarily address the needs of the local communities identified with a participatory approach, and it must not affect the heritage values of the area, including OUV. Heritage Impact Assessments must be compulsory for all new interventions.

### **Considerations for a post COVID-19 pandemic recovery**

- Stay at home / work from home is not the same for all – communities in historic urban areas tend to be impoverished;
- Necessity of a people-centred recovery;
- Consider idea of green infrastructure like parks and urban farming;
- Effect of pandemic on traditional ceremonies and celebrations.

# Working Groups' presentations

## Group B: Asia and the Pacific

*Ms Boon Nee Ng, Ms Shikha Jain, Ms Gurmeet Rai, Ms Afsaneh Soltani, Ms Yimei Zhang*

### **Wellbeing and local communities**

- Engage in wider community through education and equitable benefit sharing, to make the community aware of values and regulations and provide tangible incentives.
- Recognition of community practices by local authorities and governors: identification, wider introduction and formal recognition and safeguarding of traditional practices. Example: Shiraz historic City, Ashura annual mourning.
- Community consultation in development projects: integrate participation in government and planning processes. Community must be aware of their role in maintaining the proposed projects post implementation. Example: participatory walk design by DRONAH.
- Technical and financial support for minor repair works. Local governments must support residents of urban areas. Example: "Neighbourhood planner" program from China: upgrade of infrastructure such as telephone and internet covered by municipality in historic areas. This ensures the compliance of the intervention with heritage values and provides economic help.
- Alternative community practices: encourage entrepreneurship in historic areas. Building restoration can provide job opportunities and training, and reduce social harms. Example: Shiraz Historic City restoration projects.
- Create a community-based inventory of intangible heritage to document practices in systematic way and help to sustain rituals and festivals. Example: community-based ICH inventorying in George Town, Malaysia.

### **Heritage at the core of local economic development strategies**

- Encourage place-based businesses: encourage businesses that build on the added-value of cultural capital for a site as an incentive to preserve tangible and intangible heritage. Example: metal sculpture and painting workshops in Kathmandu Valley. Intangible heritage is part of the economic and social ecosystem of a site and a source of income for residents.
- Support technology and e-commerce. Local governments should assist businesses with setting up online platforms, educating and support, and create platforms for advertising local products.
- Promote and develop urban agriculture and small home businesses to increase resilience. Example: traditional courtyard houses with fruit orchards in Shiraz, Iran.

## *Working Groups' presentations*

- Promote use of traditional techniques, materials and local craftsmanship for conservation of the built urban fabric. Example: Façade conservation of bazaar in Jaipur, using traditional materials and technique. First government-funded, large scale façade conservation project.
- Provide tax incentives and rebates for maintenance and conservation of historic buildings. Example: in Rajasthan, tax incentives are used to promote reuse of historical buildings.

### **Rethinking urban infrastructure in historic urban contexts**

- Invest in neighbourhood-based public spaces and facilities. Example: Sia Boey Urban Archaeological Park in George Town, Malaysia. The archaeological site is used as a neighbourhood park and became a stress reliever during the pandemic.
- Improve infrastructures for home-based businesses. Importance of internet and electricity access, and access to flexible working spaces.
- Make HIA mandatory on infrastructure works and create policy to ban infrastructure works if impacting heritage significance. Example: highway diverted from heritage precinct in Jaipur.
- Adaptation of infrastructure to historic city dimensions, not city to conventional infrastructure. Develop an innovative approach that adapts to the typology and morphology of historic fabric.

### **Heritage-based recovery and resilience: considerations for a post COVID-19 pandemic recovery**

- Include the scenario of epidemic/pandemic in heritage management plans;
- Prepare alternative community practices;
- Review if heritage attributes of city can contribute to managing the impacts of the pandemic;
- Identify, reward and engage the civil society organisations, community groups and individuals who actively engaged in disaster management during COVID-19 demonstrating community resilience;
- Create internet-based management platforms to better manage heritage sites in terms of tourist flow, information dissemination, etc;
- Promote the development of home-based businesses and local tourism through outreach and educational activities;
- Encourage loyal and long-term stewardship of urban heritage.

# Working Groups' presentations

## Group C: Africa

*Mr Mohammed Ali Mwenje, Ms Chilangwa Chaiwa, Mr Butholezwe Kgosi Nyathi, Mr Zayd Minty, Mr Godfrey Nyaruwanga, Mr Medhanie Teklemariam Andom*

The work of Group C was centred on the topic of how to work with formal and informal. It comprised a series of recommendations and case studies.

- On the topic of public space, the group highlighted the need for adaptability of use, the potential conflicts between colonial infrastructure and local traditions, and the influence and opportunities of international donors and partners. Examples:
  - Festival in Lamu, Kenya, maintained by community with little government support, and currently threatened by social and cultural change.
  - Lamu Fort and public grounds. Formerly a market and prison, in 1995 they were converted into a cultural centre and open public space. With funding from the Swedish government, an architect was appointed to work with the community to rehabilitate the spaces space. The intervention was very successful, the fort and public grounds are the most used public spaces in town and the Fort hosts important cultural function such as the only public library on the island. In this case, adaptive reuse has greatly contributed to the heritage values of the site.
- Regarding intangible heritage, create alternative approaches in the digital, socially distanced era, such as online public spaces and markets to support traditional craftsmanship.
- Improve multi-stakeholder engagement in World Heritage sites, to engage stakeholders across different UNESCO Culture Conventions.
- Promote township tourism and facilitate community engagement. This will allow the community to receive tangible benefits from their heritage.
- Develop upfront, formalised management plans, to ensure they are implemented accross different partners.
- Explore ways to formalise collaborative governance, working around issues of leadership and institutional design, and acknowledging resource asymmetries between actors.

### **Considerations for a post COVID-19 pandemic recovery**

The precarious situation of heritage in Sub-Saharan Africa will be heightened by COVID19, with budgets being allocated to other sectors seen as more important and people dropping out of the sector. There is a need to invest in endowment funds, call for foreign aid and support the formalisation of the craft sector. The informal structure of the culture sector means it is difficult to provide economic and technical support.

# Working Groups' presentations

## Group D: Arab States

*Ms Riham Arram, Mr Adnène Ben Nejma, Ms Imane Bennani, Mr Rami Daher, Mr Abderrahim Kassou, Mr Rajab Mousbah, Ms Sanaa Niar, Ms Maya Rafih, Ms Heidi Shalaby*

Group D focused their presentation on providing a wealth of case studies on the different strategies and finished with a short list of recommendations for the post-COVID-19 recovery.

- **Community practices in urban areas**
  - Tolerance, symbiosis and support between Muslim and Christian communities: sharing each other's religious festivals, and joining together in veneration of local saints. This practice is important for the heritage identity of place.
  - Ramadan in Tripoli, Lebanon: during Ramadan, the city comes alive with many events that join whole community and promote economic development.
- **Enhancing economic opportunities for the local community**
  - Upgrading of Al-Moaz Street, Historic Cairo includes the refurbishment of the main commercial spine. The street is now home to cultural events and art exhibitions.
  - School of traditional building's trades in Historical City of Oran, Algeria.
  - The Management plan of Rabat and strategic vision feature many projects, focused on improving the quality of life of the residents.
  - Souk el Tayeb, Lebanon, is a market that connects different members of the community and the city with hinterland. The success story promotes the re-activation of certain parts of city.
  - Music festival of Mawazine, in Rabat promotes social cohesion.
  - Handicraft online platform, Historic Cairo is an initiative that helps craftsmen to sell their original products on an online portal managed and protected by the government.
- **Infrastructure**
  - Saida Urban Sustainable Development Strategy, Lebanon: intervention to create Green-Blue Network and upgrade urban infrastructure and sewage treatment.
  - World Bank projects in the Mashreq (Saida, Tripoli, Sour, Kerak, Ajlun, etc.) has an excessive focus on cosmetic urban conservation that does not reach the local community.
  - Hafsia Quarter, Tunis, includes different investments tunnelled into new conservation of public and residential areas.

- **Moving forwards: considerations for a post COVID-19 pandemic recovery**
  - Support community members who lost their daily income, through aid or tax exemption;
  - Develop a new understanding of tourism that engages better with the local community;
  - Revisit infrastructure plans in order to tackle environmental issues;
  - Long-term continuous active engagement with the community through various channels;
  - Learn from creative and disruptive solutions, especially in cities that lack governmental and municipal support.



## OPEN DEBATE

### Conclusions and take-aways

#### New concepts and approaches to urban conservation

The panel and participants agreed on a major shift in the concepts and approaches to urban conservation worldwide. Some common topics emerged, such as the importance of communities, the conception of heritage as a public good, and the role of public spaces. Mr Eduardo Rojas spoke about a new integrated approach to conservation, which includes governance issues, to ensure the community is in charge. Heritage conservation has become the concern of the whole society, with much bigger political support or, as Ms Marie-Noel Tournoux and Mr Daniele Pini said, heritage is now “a public good”. Ms Shadia Touqan stressed the importance of residents in urban conservation processes, while Ms Cristina Lodi spoke about the change of values and perceptions and the importance of community sub-cultures.

In response to these new changes, it was seen that new approaches to management and planning are necessary. Mr Adnène Ben Nejma requested a major revamping in decision-making processes and institutional structures to manage living heritage better. At the same time, Ms Shadia Touqan and Mr Michael Turner spoke about the need to involve decision-makers and engage with civil society to empower people on the street.

#### New understandings of planning

Because of these new conceptions of urban conservation, Mr Medhanie Teklemariam Andom stated we must rethink planning, to add public and green spaces and balance sustainable development and heritage. In line with this thought, Mr Russell Galt (IUCN) stated that nature is part of culture, and urban nature can relieve many urban issues. Mr Rami Daher proposed linking to emerging visions in landscape urbanism, while Ms Marie-Noel proposed using traditional materials and technique in urban development to use heritage in development itself.

#### New relationship between architecture and conservation

“To manage urban heritage, architecture is not sufficient”, said Mr Michael Turner. However, Mr Daniele Pini emphasized that architecture was indeed an important tool to enhance and preserve the meanings of heritage and its identity, although more work needs to be done in teaching and research. The point of view was shared by Mr Eduardo Rojas, who added that the study of architectural typologies is often an entryway into the study of heritage sites. Finally, Mr Michael Turner saw that the best outcome was when community and architects worked together to ensure the conservation of the sites.

### Local economy as a central element to protect heritage

Mr Lasanna Cissé defended the role of the local economy as a central element to protect heritage and exhorted participants to balance economic benefit with other actors like community and conservation. In this same line, Ms Shadia Touqan defended that we must reinvent economic models so that they support the community and protect heritage.

### The role of UNESCO and the World Heritage Convention

Regarding the implementation of the World Heritage Convention and the World Heritage List, Mr Daniele Pini supported Ms Minja Yang's idea of listing sites for a limited number of years, to increase monitoring and to introduce the consideration of functional integrity. In response, Ms Hosagrahar provided an overview of World Heritage processes, where all changes proposed to World Heritage properties must be notified to UNESCO.

At the same time, Ms Shadia Touqan highlighted the role of UNESCO as the intermediate between educational and research institutions and governments. Ms Gurmeet Rai described UNESCO as a "ray of hope" for heritage practitioners and suggested creating a platform on how cities have responded to the COVID-19 pandemic using traditional and innovative knowledge. In response, Dr Hosagrahar expressed the willingness of UNESCO World Heritage Centre to create partnerships with site managers and work together towards increased resilience in townscapes and exhorted site managers to use the policy framework of the 2030 Agenda and the HUL Recommendation to promote good heritage practices.

# SUMMARY OUTCOMES

## World Heritage City Lab

The approach of the City Lab was to gather experts, those very experienced with World Heritage along with those seeking to engage with them, along with site managers and other specialists in a co-learning and co-creative environment to develop solutions and strategies for heritage management in a collective and collaborative way. By focusing sessions on site managers and case studies of specific sites, the discussions of the experts grounded in real challenges and practical solutions rather than abstract or hypothetical proposals.

Added to general management challenges for World Heritage cities, one of the main focuses of year 2020 was the COVID-19 crisis and the challenges that it has brought to our cities. The ongoing global health crisis due to the COVID-19 has brought sharply into focus the fragility of our cities. We stand at the crossroads to consider pathways to recovery and enhancing the resilience of people everywhere. The City Lab offered an opportunity also to reflect on ways to recover the notion of heritage cities as thriving urban centres using heritage-based strategies to build back the cities to be stronger, more sustainable, more resilient, and more deeply connected to their histories and landscape.

All the participants lauded the approach of learning from case studies and the co-creative approach to developing strategies. They saw the need for a platform to share practical and innovative strategies, knowledge, and approaches. All the participants were unequivocal that heritage must play a key role in urban recovery plans and enhance resilience. They also agreed that urban conservation needed to move beyond 'historic urban ensembles' to a new perspective on heritage as an essential part of people's lives.

The participants identified five principle pathways for recovery and resilience:

1. People-centred Recovery
2. Green Recovery
3. Equitable Economic Recovery
4. Recovering Space and Infrastructure
5. Digital-Powered Recovery

# Urban Heritage Management for Recovery and Resilience

## Key Conclusions:

### 1. *People-centred Recovery*

#### □ **Community wellbeing is of central concern:**

- Enhance ways that heritage contributes to community wellbeing;
- Make heritage a part of the infrastructure for community wellbeing;
- Re-use and temporarily re-purpose historical buildings, public buildings, markets, and open-spaces for emergency use as shelters for those without homes, food distribution, vaccination, nursing, testing, and other urgent uses;
- As communities in historic areas of cities and settlements are often impoverished, multi-pronged efforts to heritage management and sustainable development are necessary.

#### □ **Heritage is a ‘public good’:**

- Heritage plays a vital role as a repository of knowledge and identity at the local, national and international levels. Hence, heritage is a public good, that must be conserved as such.

#### □ **Sound governance of heritage is critical:**

- An integrated approach to conservation which includes governance issues must ensure the community is in charge;
- A major revamping in decision-making processes and institutional structures may be necessary to manage living heritage better;
- At the same time, decision-makers must involve civil society to empower people on the street;
- In response to the current global changes, new responsive and flexible approaches to management and planning are necessary;
- Enhance connections between urban planning and urban development processes and site management/heritage conservation activities;
- Harmonise different decision-making bodies to ensure coherence;
- Lack of coordination and consensus at different levels.

#### □ **Communities are crucial for heritage management:**

- Residents and local communities are essential in urban conservation processes. It is important to recognise community sub-cultures and the change of values and perceptions among them.
- Integrating communities in decision-making and governance leads to greater success of conservation and development initiatives.

#### □ **Recognition of community festivals and celebrations:**

- Alternative design of key events is essential as community practices of

festivals and celebration are key attributes of heritage identity and critical for local communities' wellbeing.

□ **Inventory of associated intangible heritage:**

- Community-based inventory of intangible heritage elements is a systematic way to help sustain rituals and festivals – even those that cannot be continued during the pandemic.
- Turn the streets into cultural events.

□ **Sustainable development must be integrated with heritage practices:**

- The policy framework of the 2030 Agenda and the HUL Recommendation should be used to promote sustainable heritage practices.

□ **Shift the focus from cosmetic urban conservation interventions to the quality of life of local residents.**

2. [\*Green Recovery\*](#)

□ **Integrate parks and green spaces:**

- Including parks and green spaces where ever possible in and around the historic areas of varying sizes and type, and at varying locations from neighbourhood parks to forest zones provides 'lungs' for dense historic cities.

□ **Enhance existing infrastructure:**

- Provide public access to waterfronts;
- Improve sanitation and waste management;
- Use renewable energy.

□ **Public spaces play a critical role in the life of communities in historic settlements:**

- Adaptability of use;
- Ability for local traditions and cultural identities to be expressed;
- Adaptive re-use of some types of spaces can make them meaningful for local communities and even bring new positive connections to spaces that were once negative or disused.

□ **Urban farming and food production:**

- Traditional and innovative urban farming and food production practices could provide local economic alternatives as well as enhance food security.

□ **The natural environment must be integrated into conservation efforts:**

- Because of these new conceptions of urban conservation, we must rethink planning, to add public and green spaces and balance sustainable

development and heritage as nature is part of culture. Urban nature can relieve many urban issues.

### 3. *Equitable Economic Recovery*

#### □ **The local economy is a central element to protect heritage:**

- We must reinvent economic models so that they support the community and protect heritage;
- Balancing economic benefit with community social and wellbeing needs are essential;
- Identify and support traditional artisans and creatives;
- Integrate heritage restoration and local development interventions with local artisanal outputs;
- Promote local entrepreneurship;
- Building restoration can provide job opportunities and training.

#### □ **Alternative financing:**

- Cooperative models that connect local production with local consumers and e-trade;
- Models for equitable profit-sharing.

#### □ **Aid and tax exemption:**

- Subsidies for those in need;
- Stimulus packages.

#### □ **Economic diversification:**

- Need for alternative and blended finance in tourism-centred cities;
- Need for alternative employment opportunities, especially in tourism-centred cities.

### 4. *Recovering Space and Infrastructure*

#### □ **Rethinking Transport:**

- Emphasis on pedestrian and bicycle pathways;
- Reduction in automobiles and mass public transport.

#### □ **Rethink land-use:**

- Increase mixed-use neighbourhoods;
- Promote most facilities and services to be within short distances;
- Reduce single-use zones.

#### □ **Rethinking Urban Infrastructure:**

- New infrastructure must primarily address the needs of the local communities

identified with a participatory approach;

- Upgrading or modifying existing infrastructure or proposing new infrastructure must continue to protect the OUV (if they are World Heritage properties) or urban heritage values;
- Include infrastructure for community wellbeing such as homeless shelters and food pantries.

□ **Support adaptive re-use:**

- Adapt and re-use buildings and spaces to enhance the liveability of local communities;
- Reclaim streets by local residents and families (rather than tourists) enhancing a sense of communities.

□ **Use traditional materials and techniques in urban development:**

- Using traditional materials and technique in urban development is a way to integrate heritage in development efforts and promote urban regeneration that is compatible with and protecting the heritage values and attributes of historic environments.

□ **Implement the HUL Recommendation Approach:**

- Importance of natural setting and environment for the World Heritage city;
- Need to address management of heritage city at territorial scale;
- Many heritage structures are privately owned and require a clear strategy;
- Need to prepare management plans in alignment with the HUL Recommendation approach.

5. [\*Digital-powered recovery\*](#)

□ **Create online public spaces that are local;**

□ **Online markets to support local crafts;**

□ **Establish digital tourism platforms;**

□ **Knowledge and research play a crucial role on conservation:**

- Architectural knowledge of the forms, typologies, and their; historical development are essential for heritage management;
- For this research, teaching and sharing are necessary;
- Use the opportunity of the pandemic to complete inventories and documentation of heritage properties.

**Photograph credits:**

Cover: Nanjing (China). Shutterstock

Page 14: Asmara: a Modernist City of Africa (Eritrea). Author: Dr. Edward Edison © Asmara Heritage Project

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Page 62: Historic Centre of Prague (Czechia). Author: Ko Hon Chiu Vincent © Ko Hon Chiu Vincent

Annex I Cover: Historic Centre of Rome, the Properties of the Holy See in that City Enjoying Extraterritorial Rights and San Paolo Fuori le Mura. Author: Francesco Bandarin © UNESCO

Annex II Cover: Island of Gorée (Senegal). Author: Richard Veillon © UNESCO

Annex III Cover: Decorations of central cornice of Kulangsu market, Author: Qian Yi, Copyright: © Cultural Heritage Conservation Center of THAD

Annex IV Cover: Medina of Essaouira (formerly Mogador) (Morocco), Author: Vincent Long, Copyright: © OUR PLACE The World Heritage Collection

Annex V Cover: Historic Centre of the Town of Olinda, Author: Lyssuel Calvet, Copyright: © Lyssuel Calvet



A photograph of a narrow, historic street in a European city. The street is lined with tall, multi-story buildings with classic architectural features like arched windows and balconies. Several people are walking along the street, and a man with a suitcase is visible in the distance. The scene is captured from a low angle, looking down the length of the street.

# ANNEX I

Expert presentations

**Photo credits:**

Original title: Historic Centre of Rome, the Properties of the Holy See in that City Enjoying Extraterritorial Rights and San Paolo Fuori le Mura. Author: Francesco Bandarin, © UNESCO

# SESSION 1

Mr Arun Garg, Additional Commissioner,  
Jaipur Municipal Corporation,  
Jaipur Greater and Heritage, India



# COVID-19 Management in Jaipur

Jaipur Municipal Corporation  
(Heritage & Greater)

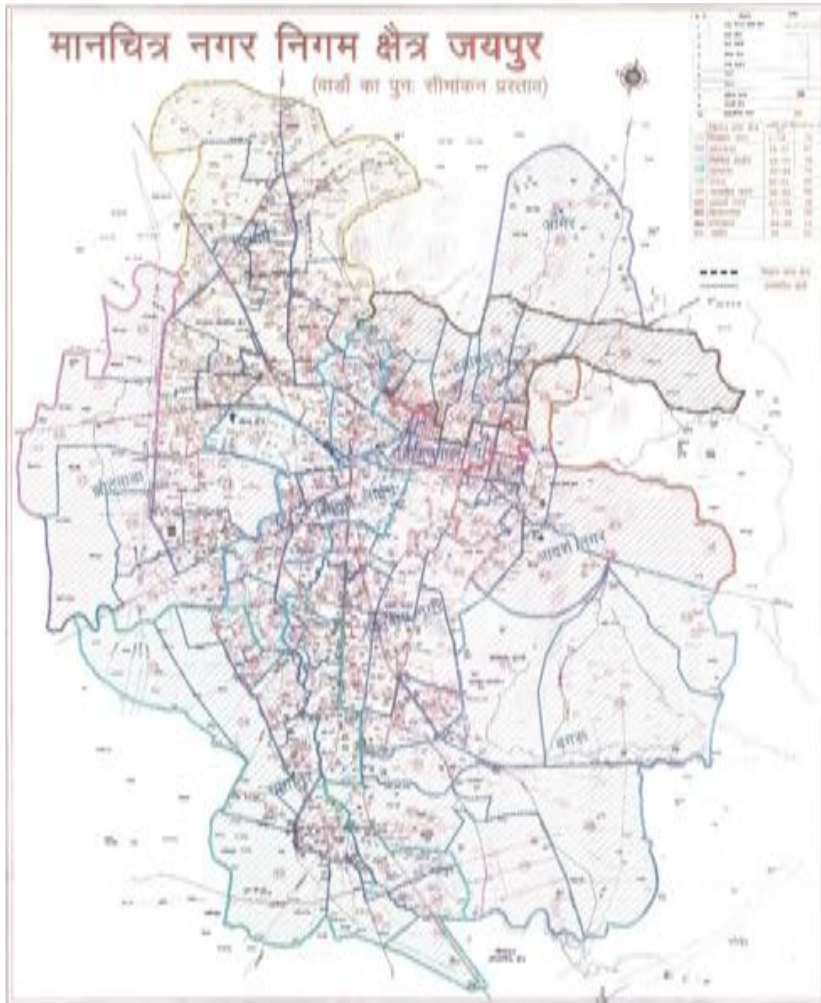
# Demographic Details of Municipal Area

<b>Total Area</b>	<b>467 sq kms.</b>
Total Population (Census 2011)	3041909
Male	16601788
Female	1440121
% of SC population/ ST population	12.39/ 3.81
BPL families	26127
Total Zones (Earlier/ Now)	8/ 11
Total Wards (Earlier/ Now)	91/ 250

- Jaipur City was founded in 1727.
- Municipal body in Jaipur founded in the year 1888.
- **Jaipur** inscribed as **UNESCO World Heritage Site** in the July 2019.
- Jaipur Municipal area divided into two Municipal Corporations: **Jaipur Greater** and **Jaipur Heritage**. (vide notification dated 18-10-2019)

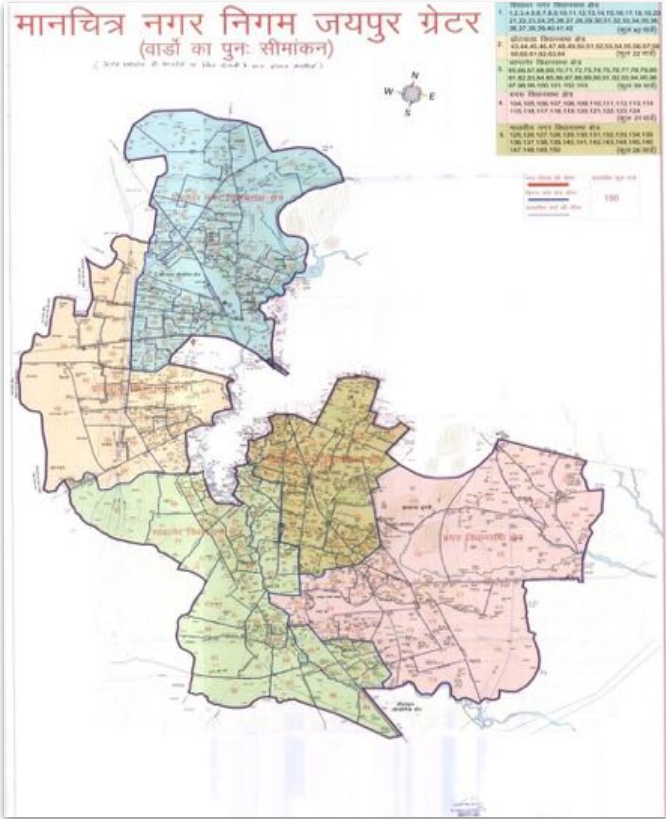
<b>Corporation</b>	<b>No. of Zones</b>	<b>No. of Wards</b>
Jaipur Greater	7	150
Jaipur Heritage	4	100

# Jaipur Municipal Area

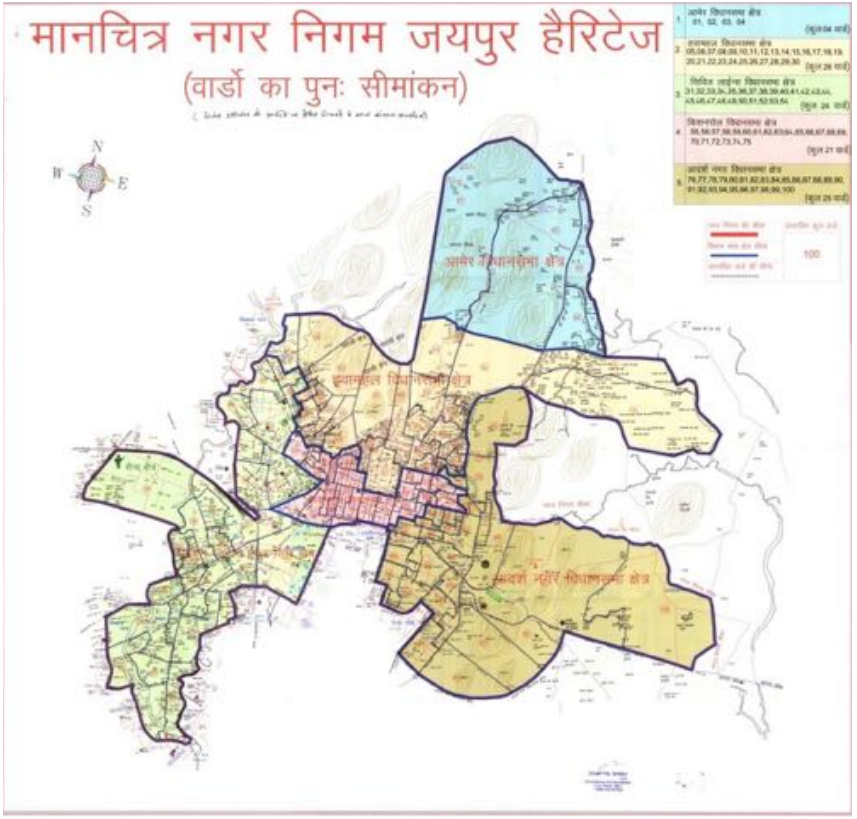


S.No.	Zone details within Jaipur Municipal Area	Number of wards	Population
1.	Amer	5	165300
2.	Civil Lines	16	541362
3.	Hawa Mahal (East)	11	357456
4.	Hawa Mahal (West)	6	177918
5.	Mansarovar	11	352627
6.	Moti Dungri	9	296343
7.	Sanganer	12	424564
8.	Vidhyadhar Nagar	21	726309
Total	8	91	3041909

# Jaipur Municipal Area

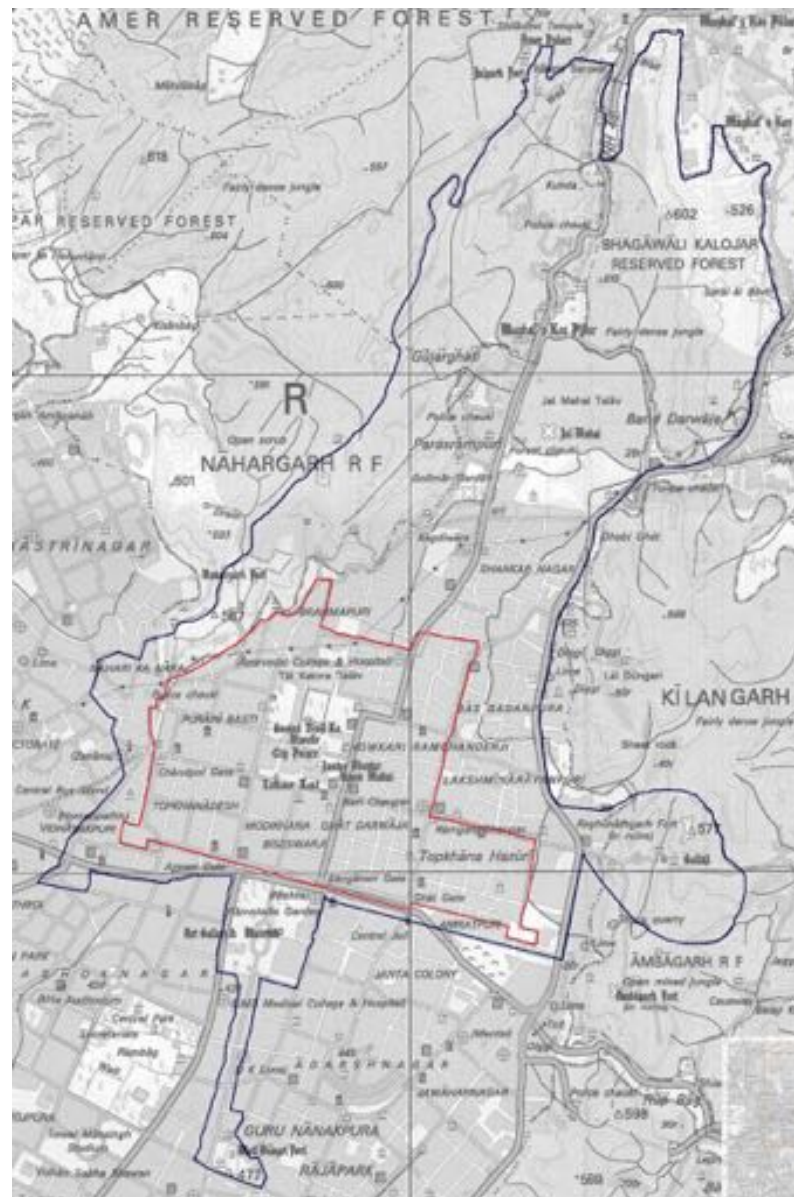


Jaipur Heritage  
(100 Wards)



Jaipur Greater (150 Wards)





Inscribed UNESCO WHS of Jaipur City and its buffer zone



Badi Chaupar during National Lockdown - May 2020

# First response and Management Protocol for COVID-19

- The State enforced a **lockdown on March 22, 2020**, which was followed by National Lockdown on March 24, 2020.
- The Walled City of Jaipur soon emerged as a hotspot and measures were taken to **ensure adherence to lockdown** rules within containment zones.
- The State Government and the Municipal Corporation invested all efforts to **ensure non-disruption of the supply chain** of essentials for the citizens.

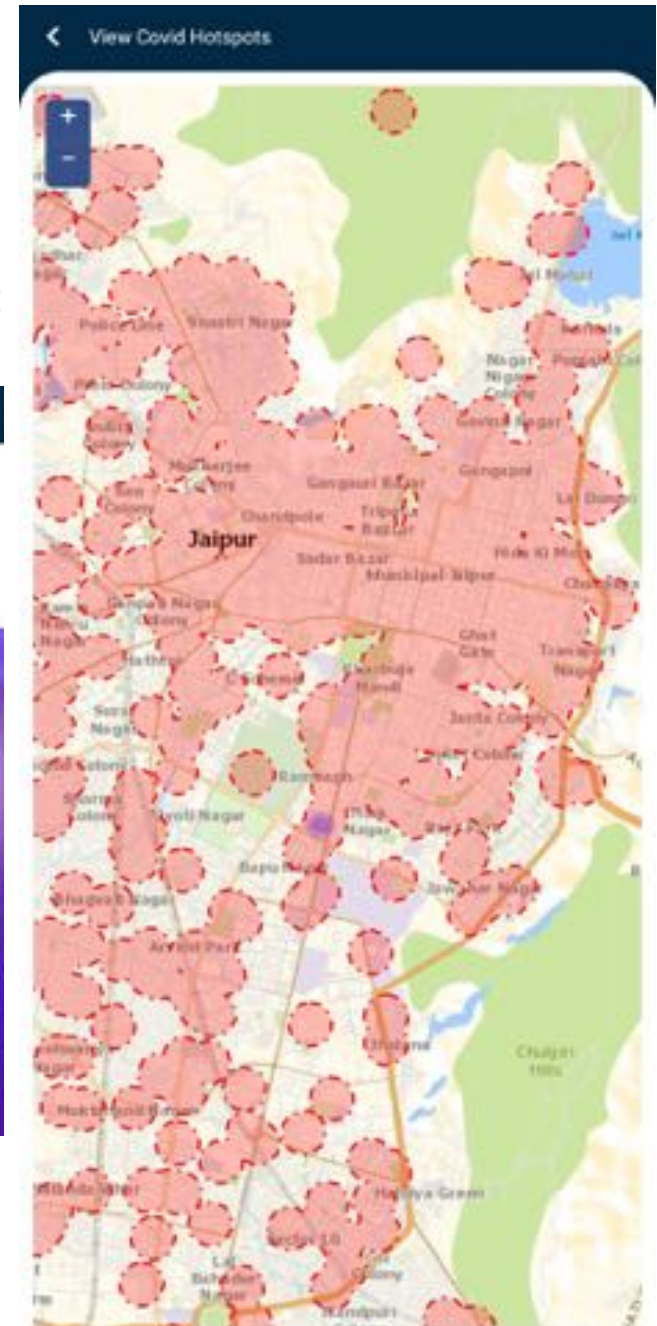


**GIS** was used to map and update real-time COVID-19 situation in the hotspots.

A control room was set up by the State Government for the same.



**Raj COVID Info** is a **mobile app** developed to provide a platform for the public to update their health status as well as be able to avoid mapped hotspots.



# Vulnerability Analysis

To develop a strong and effective plan for **preparation, prevention, mitigation, and response & recovery measures**, a **Hazard Vulnerability Risk Assessment** was conducted.

Vulnerability of an area was determined by the capacity of its **social, physical and economic structures** to withstand and respond to the pandemic.



The nature of vulnerability and its assessment varies according to whether the element involved represents people and social structures, physical structures, or economic assets and activities.

# Monitoring the Walled City

- Drones were used to **monitor** movement in the containment zones.
- **Drones and 176 cameras** for monitoring the Walled City.<sup>1</sup>
- **Video footage** also used to **spread awareness** about staying home.



<sup>1</sup><https://www.hindustantimes.com/jaipur/covid-19-lockdown-800-cameras-15-drones-are-jaipur-police-s-eyes-in-the-sky/story-r2BDUy1V4MCyyNKywuVsLO.html>

# Controlling Movement



- On April 13, 2020, after a gap of 78 years, the City Gates in Jaipur were shut as a means to control movement.
- The historic gates are attributes of the WHS and acted as access controls fulfilling their original purpose.



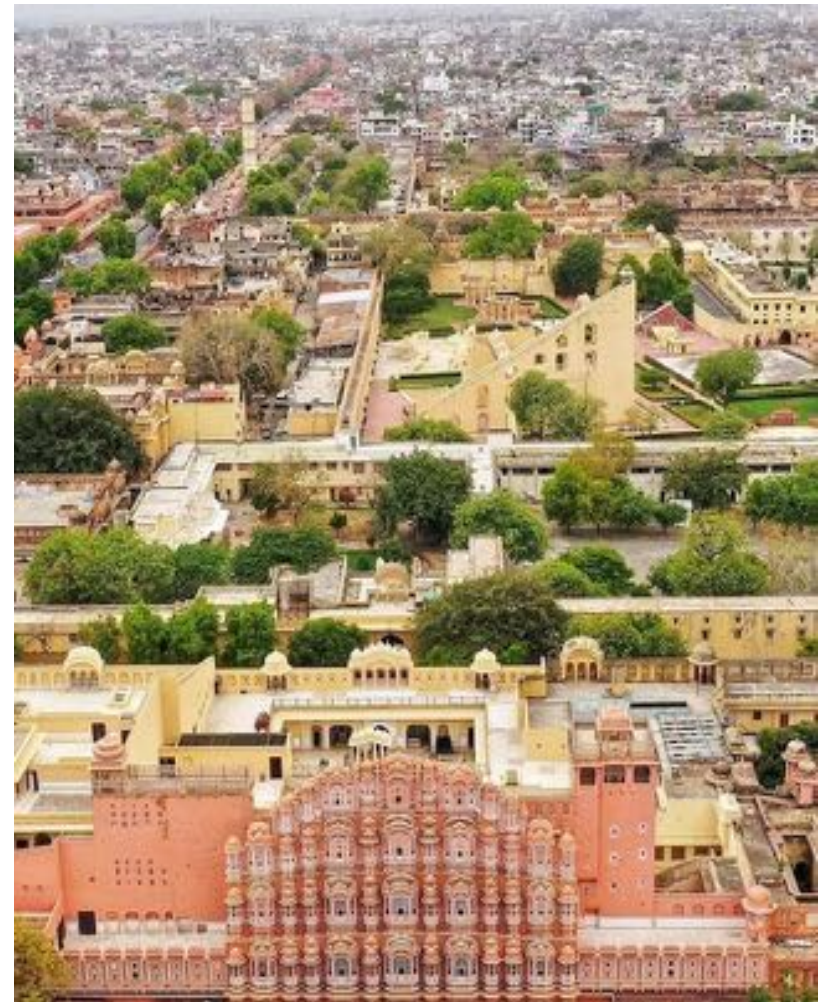
# Post-Pandemic Planning

- The JMC is in the process of preparing a **Special Area Plan** for the **inscribed property**, which is dedicated towards the inclusion of planning measures towards *re*defining the praxis of **resilient** planning, development and management.
- The Special Area plan will incorporate **post-pandemic resolutions**, and pandemics would be added to all risk assessments.

**Culture makes us resilient - World Heritage Cities that are hotspots show a large impact of the pandemic on Cultural Heritage.**

## Action plans for WHS would provide for lower footfall and plan for further intermittent closures.

- Movement within the Walled City of Jaipur remains **restricted**.
- Monuments within the historic core remain closed till further notice, but a **phased reopening** of the establishments is foreseen.



## Unlock 1.0

- Rajasthan was the **first state** in India to **reopen Heritage Sites** and **Museums** on June 1st, 2020. **During the first two weeks, entry was free.**
- The **Albert Hall Museum** and **Amber Fort**, which lie in the **Buffer Zone**, were opened up to the public with **stringent measures to maintain social distancing.**



# Measures taken to combat COVID-19

1	Distribution of cooked food and dry ration
2	Licensing and testing of vegetable vendors and super-spreaders
3	Ensuring social distancing protocols
4	Raising public awareness
5	Sanitization and waste management
6	Non National Food Security Act Survey
7	Monetary support to economically weaker section
8	Food and water arrangements for strays
9	Disposal of mortal remains of COVID patients

# Distribution of cooked food



- **15.3 million packets of cooked food** distributed to the needy by the State government, Bhamashahs and other institutions
- **300 thousand** packets distributed twice everyday

# Distribution of cooked food and dry ration

- **56 food points** established to distribute food with provisions for social distancing, with two contact numbers for each.
- **More than 500000 dry ration kits** provided by district administration to residents and **75000 kits** to migrant workers, the process is still ongoing.



# Licensing and testing of vegetable vendors and superspreaders



- **Licensing after COVID testing** of 10-12 fruit/vegetable vendors per ward, with a total of 1000 vendors in 91 wards.
- **Survey** of all grocery stores, pharmacies, dairy booths and **random testing** for COVID 19.
- Model appreciated by Government of India

# Ensuring Social Distancing

- **Enforcing social distancing** and other relevant COVID protocols in public places and collecting fine in case of non-compliance.
- **Drawing circles at appropriate distance in front of shops, vegetable markets, etc.**





# Information-Education-Communication activities



Corona inspired murals on Jaipur Roads



Various activities and campaigns for COVID-19 were conducted to **raise awareness levels** among the community.



# Sanitization & Waste Management

Solid waste/biomedical waste from 13 quarantine centers is being collected and treated scientifically by JMC and Sulabh International.



Residential, commercial areas and public places **sanitized** using sodium hypochlorite solution by **37 fire tenders** and **100 hand held spraying machines**.

## Non National Food Security Act Survey

- **Identification and distribution of free/subsidized food grains** to 37 special category people rendered temporarily jobless or migrant labour.
- Identification of target individuals through online portals only, with Jan Aadhar portal and Aadhar number.

## Financial support

- Street vendors and destitute persons were identified and **2500 Rupees (1 INR = 0.013 USD) per beneficiary deposited in their bank accounts.**
- **Funds deposited** in the accounts of 9588 individuals so far and transfer of funds under process for 411 more.

# Food and water arrangements for strays

- **Collection** in separate bags during **door to door** garbage collection.
- Around 15000 rotis collected per day and **distributed** by Akshay Patra Foundation, NGOs and Bhamashahs.
- Vegetables, food grains, green fodder collected by NGOs, Bhamashahs, etc.
- 200 water tanks and 1000 parindas arranged for **stray animals and birds**.



# Disposal of mortal remains of COVID patients

- Necessary equipment and vehicles like hearse van, PPE kits, JCB machines, etc. being provided by JMC for performance of last rites.
- Dead bodies of COVID patients disposed off as per the guidelines issued by District Administration Ministry of Health and Family Welfare.





**Jaipur has been a highly sustainable city, and now is the time that we display resilience in the face of challenge.**

# SESSION 1

Mr Miguel Antonio Parrodi Espinosa  
(Municipal Trustee of Queretaro, Mexico)







**Hacemos la  
DIFERENCIA**  
Municipio de Querétaro





**STAY HOME,  
STAY SAFE**





## ¿WHAT ACTIONS COULD SUPPORT THE WELL-BEING OF LOCAL COMMUNITIES?

**1.** We promote local consumption of local products and services on local businesses.

**2.** We have been working on social media campaigns and a digital platform to get together local supply and local demand.

**apoyamos  
local.com**

**oal llevar**

**3.** We also designed a program to facilitate credits for small local businesses.



- 4.** We implement different actions such as **delivering food and hygienic products** for the people whose basic needs have been affected.
- 5.** We facilitate direct **economic support of around 180 dls** to independent workers or selfemployed people.
- 6.** We are planning extensive campaigns to promote local visits, strategies with businesses and cultural spaces to **guarantee hygienic conditions**.



- 7.** We have designed an extensive and ambitious program of **streaming videos of cultural activities.**

★ **CULTURA** ★  
**DESDE CASA**

- 8.** We have reactivated the construction sector to advance with our program to **preserve, restore and conserve our monuments and public spaces.**

# THE CITY OF THE **FUTURE**



Hacemos la  
**DIFERENCIA**  
MUNICIPIO DE GUAYAQUIL



More than changing, we are reconsidering the relevance of certain principles that we already included on our urban development plans.

For example:

We are **reinforcing the cultural, economic and infrastructural systems** that promote and allow the activation of solidarity networks and be a more resilient city.

We have to promote our role  
of cultural heritage, and work with the  
specialists from UNESCO to **update**  
**our Management and Conservation Plan**  
**for the Historical Monuments Zone of**  
**Querétaro.**







# QUERÉTARO

— MUNICIPIO —

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# SESSION 2

Dr Jyoti Hosagrahar,  
Managing Urban Heritage: An Overview





United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

19 June 2020

# *Managing Urban Heritage: An Overview*

**Dr. Jyoti Hosagrahar,**  
Deputy Director, UNESCO World Heritage Centre



Dr. Jyoti Hosagrahar



United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

### From HIA to HUL

- 1972: World Heritage Convention
- 1992: Cultural landscapes categories
- 1994: Global Strategy
- 2000: Historic Centre of Vienna (SOC)
- 2005: Vienna Memorandum
- 2011: UNESCO Recommendation on the Historic Urban Landscape.



Dr. Jyoti Hosagrahar



United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

### Objectives of the World Heritage City Lab

- To bring together senior and mid-career experts from all regions of the world for an intensive peer-to-peer learning and exchange focusing on urban heritage management, World Heritage Convention processes, and the approach of the HUL Recommendation;
- To facilitate a network of urban heritage experts who could be key resource persons to States Parties for specific WH properties;
- Through engagement with the practical problems, projects, and case-studies of selected WH properties, to develop innovative practical solutions and strategies for urban WH conservation in line with the approach of the HUL Recommendation in the framework of sustainable development;
- To bring together senior and mid-career experts for collaborative co-creation in order to identify solutions to some of the most challenging problems of WH cities.



Dr. Jyoti Hosagrahar

# Historic Centre of Vienna

**State party:** Austria

**Date of inscription:** 2001

**Criteria:** (ii)(iv)(vi)

**Property:** 371ha **Buffer zone:** 462ha





# Historic Centre of Vienna

2000- Project for the construction of a high-rise building

## Factors affecting the property in 2002

- Housing

## 26 COM 21B.35 (2002)

3. Expresses its serious concern about the Wien-Mitte urban development project, adjacent to the World Heritage site of Vienna and located in the buffer zone of the site, and in particular about the architectural solutions and the height of the proposed towers;

4. Recognizes the need to develop and rehabilitate the area above the Bahnhof and acknowledges that from the economic and urban transport point of view no major impacts on the World Heritage values of the protected zone are to be expected;

## Factors affecting the property in 2019 (in the List of World Heritage in Danger)

- Housing
- Legal framework
- Major visitor accommodation and associated infrastructure





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### HUL Recommendation (2011)

- The UNESCO Recommendation on the Historic Urban Landscape was adopted on 10 November 2011 at the 36th session of the General Conference.
- How to apply the Historic Urban Landscape approach in the local context.
- UNESCO's approach to managing historic urban landscapes is holistic by integrating the goals of urban heritage conservation and those of social and economic development. This method sees urban heritage as a social, cultural and economic asset for the development of cities.
- It is an additional tool to integrate policies and practices of conservation of the built environment into the wider goals of urban development in respect of the inherited values and traditions of different cultural contexts.
- It is a “soft-law” to be implemented by Member States on a voluntary basis.



Dr. Jyoti Hosagrahar



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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

## HUL Recommendation (2011)

### What is the HUL approach?

HUL is based on the recognition and identification of a layering and interconnection of

- **natural and cultural,**
- **tangible and intangible,**
- **international and local values present in any city.**

These values should be taken as a point of departure in the overall management and development of the city.



# Cultural Dimensions of Bordeaux





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

### International Experts Meeting

**Heritage in Urban Contexts: Impacts of Development Projects on World Heritage properties in Cities**  
**14-17 January, 2020, Fukuoka, Japan**



<https://whc.unesco.org/en/events/1516/>

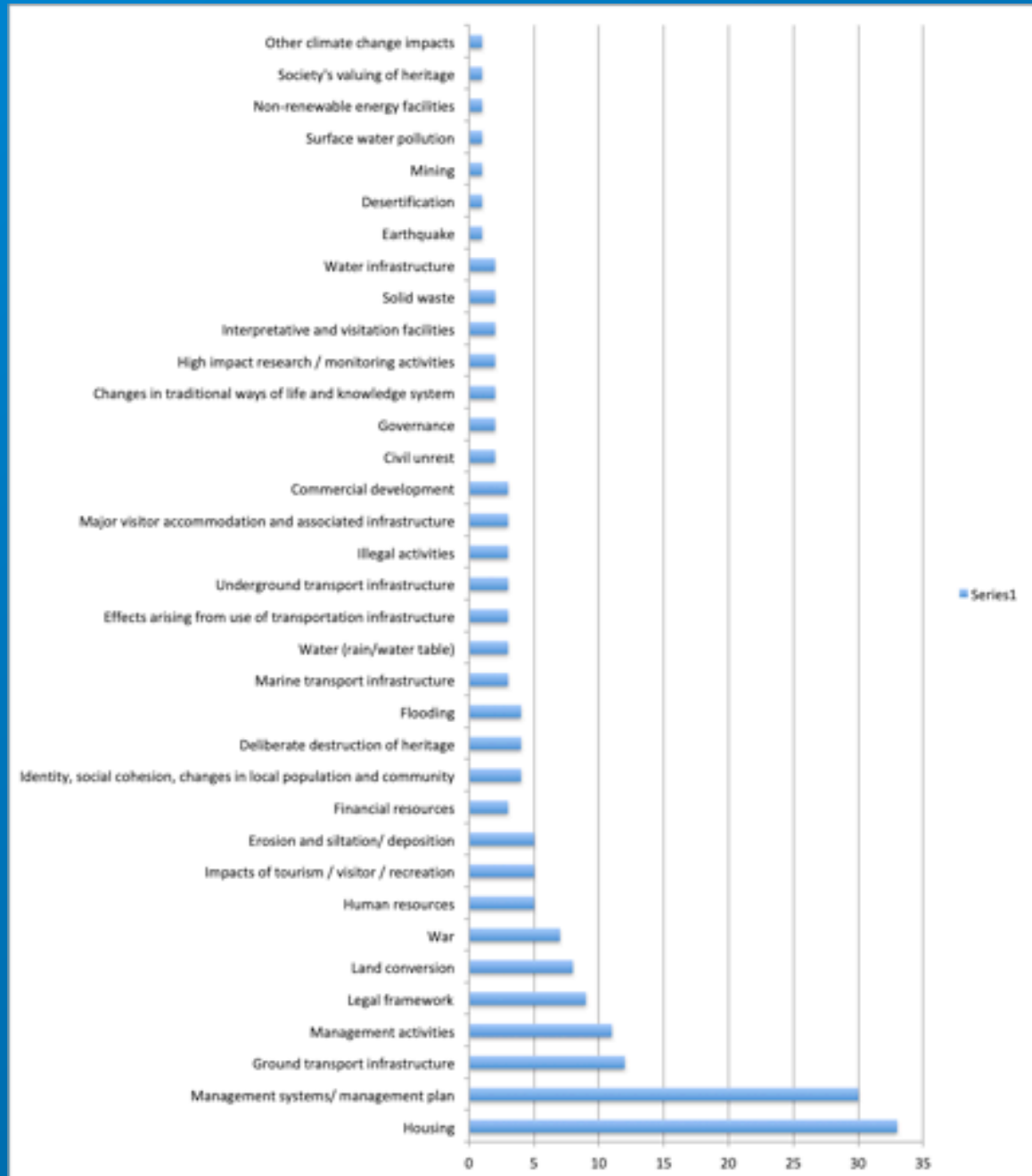


Dr. Jyoti Hosagrahar



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# THREATS for properties belonging to the World Heritage Cities Programme revised at the WHC/ 19/43.COM





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# new constructions and city landscapes

# Cathedral, Alcázar and Archivo de Indias in Seville

**State party:** Spain

**Date of inscription:** 1987

**Criteria:** (i)(ii)(iii)(vi)

**Property:** 12ha **Buffer zone:** 187ha



© Limes.Media/Tim Schnarr

## summary of OUV attributes:

architectural styles, crafts, materials, artistic styles, documents collection, symbolism of the monuments as testimony of a trading city and mix of cultures

## Factors affecting the property in 2013

- Housing
- Management System/Plan



# Cathedral, Alcázar and Archivo de Indias in Seville

## summary of OUV attributes:

architectural styles, crafts, materials, artistic styles, documents collection, symbolism of the monuments as testimony of a trading city and mix of cultures

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# Cathedral, Alcázar and Archivo de Indias in Seville

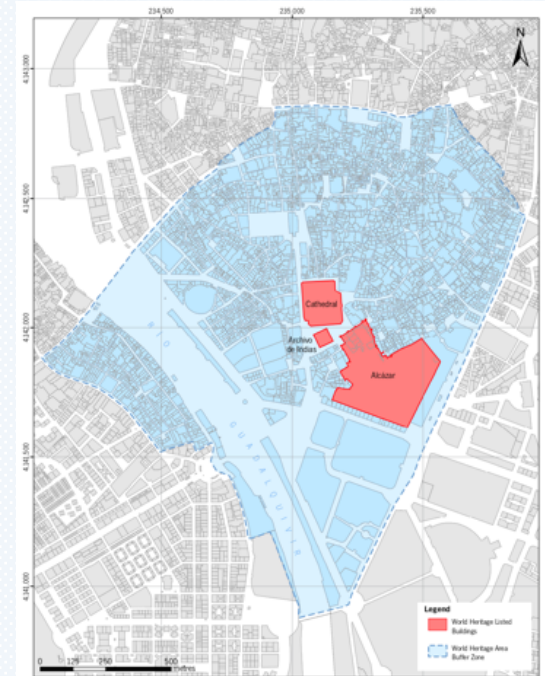


position of the new building



R. Kafanou « La Torre Pelli y la Giralda (mayo de 2012) »

source: Alfonso Fernández Tabales et Rémy Knafou, La Torre Pelli en Sevilla: la dialéctica entre la renovación de los paisajes urbanos y la conservación del patrimonio, Via, 2013 online available at <<https://journals.openedition.org/viatourism/1562>>



map of the inscribed property  
source: site nomination file





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# urban renewal plans and new developments

# Historic Centre of Shakhrisyabz

**State party:** Uzbekistan

**Inscribed:** 2000

**List in Danger :** 2016 – present

**Criteria:** (iii)(iv)

**Site:** 240 ha

**Buffer zone:** 82 ha



# Historic Centre of Shakhrisyabz

## summary of OUV attributes:

Monuments: including Mirhamid, Chubin, Kunduzar, and Kunchibar mosques. The burial area for the ruling family also includes prayer hall, mosque, and accommodation for the religious community.

Ancient quarters: entire quarters of ancient houses present different architectural styles. Period houses reflect a popular architectural style with rooms laid out around a courtyard with veranda.

Parts of the medieval walls still remain.

## Threats for which the property was inscribed on the List of World Heritage in Danger (2019)

- Large-scale urban development projects carried out without informing the Committee or commissioning the necessary heritage impact assessments
- Demolition and rebuilding of traditional housing areas (*mahallah*)
- Irreversible changes to the original appearance of a large area within the historic centre
- Significant alteration of the setting of monuments and the overall historical town planning structure and its archaeological layers
- Absence of conservation and Management Plan



# Historic Centre of Shakhrisyabz

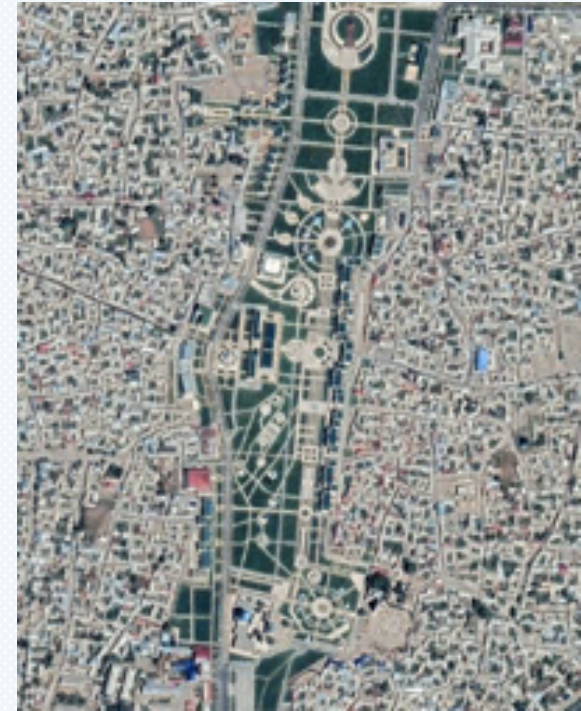


source: Google Earth

Original urban fabric



Urban intervention in process



Current state



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# Kasbah of Algiers, ALGERIA

-urban development and loss of  
traditional lifestyles

# Kasbah of Algiers

**State party:** Algeria

**Inscribed:** 1992

**Criteria:** (ii)(v)

**Site:** 54.7 ha



© UNESCO



© UNESCO



# Kasbah of Algiers

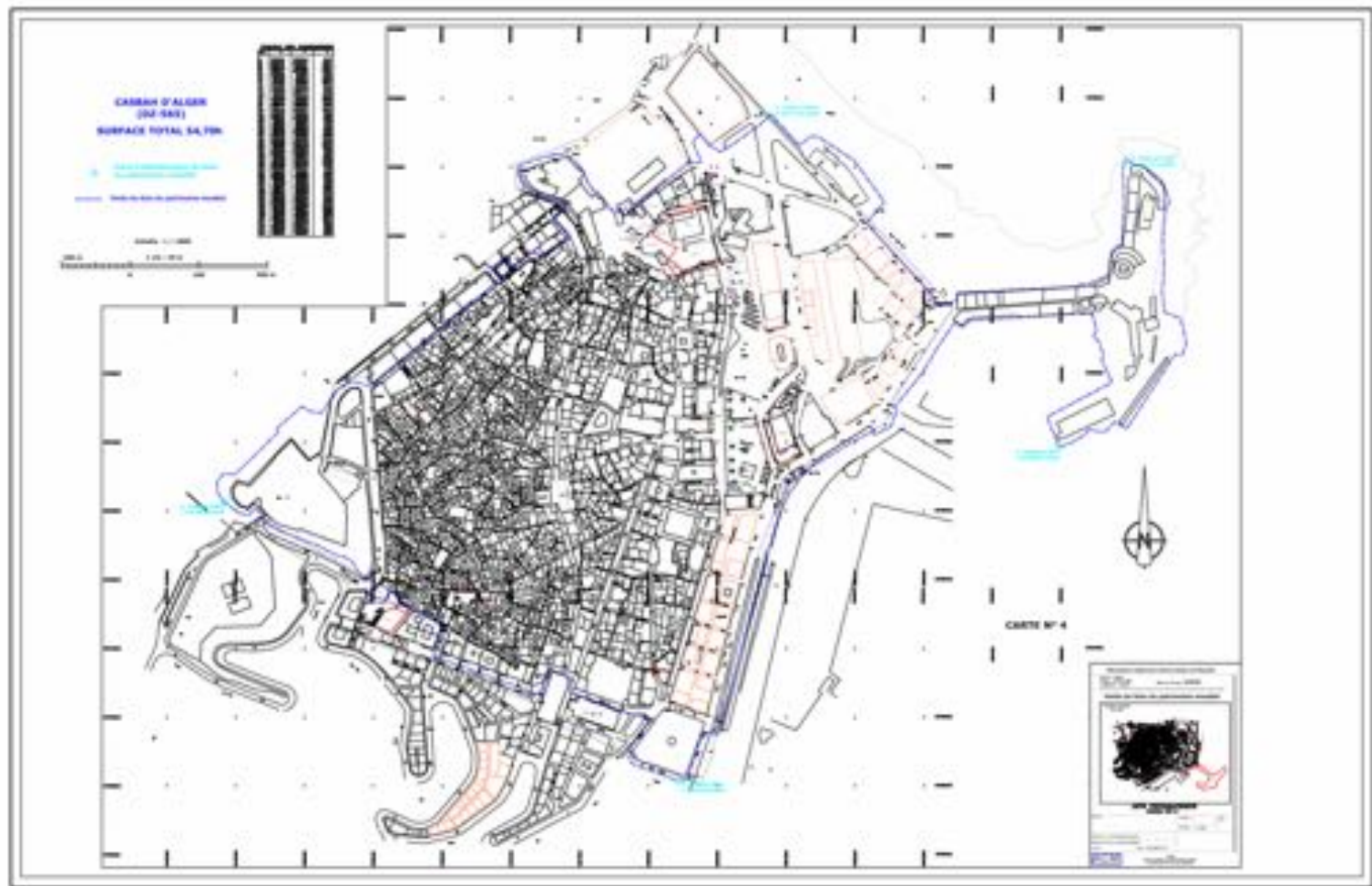
## summary of OUV attributes:

considerable influence on architecture and town-planning in North Africa, Andalusia and in sub-Saharan Africa; traditional urban structure associated with a deep-rooted sense of community; representing a profoundly Mediterranean Muslim culture; remains

## Factors affecting the property in 2019

- Changes in traditional ways of life and knowledge system
- Erosion and siltation/ deposition
- Land conversion
- Management activities
- Management systems/ management plan

# Kasbah of Algiers



Map of the inscribed property, source: site nomination file



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# Development and natural hazards

# Historic Town of Grand-Bassam

**State party:** Côte d'Ivoire

**Inscribed:** 2012

**Criteria:** (iii)(iv)

**Site:** 109.89 ha

**Buffer zone:** 552.39 ha



© Ministère de la Culture et de la Francophonie du Côte d'Ivoire



# Historic Town of Grand-Bassam

## **summary of OUV attributes:**

through its well preserved urban organisation, an witness to an important cultural tradition linked to its role as a colonial capital and a regional commercial hub.

## **Factors affecting the property in 2017**

- Erosion and siltation/ deposition
- Financial resources
- Housing
- Human resources
- Management systems/ management plan
- Water (rain/water table)





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# Thematic Recommendations

<b>1. Governance</b>	- Establish a <b>single authority with clear accountability</b> to promote the establishment of <b>cross-sectoral processes</b> and establish and <b>intersectoral governance structures</b> that formulate and implement a <b>unified comprehensive and linked regulatory planning framework with multi-stakeholder engagement</b>		
<b>2. Urban Processes</b>	-Management plans should be <b>integrated</b> with existing and future city development or master plans	- Regular <b>updating</b> of city development or master plans should integrate the protection of the OUV of the WH properties	- Establish <b>limits of change</b> on what is acceptable and what is not acceptable change
<b>3. Wider heritage values</b>	- The management of WH cities requires <b>OUVs and other values</b> , which embrace complexity of the city	-A <b>comprehensive list of attributes of urban heritage identity</b> should be prepared in and around WH properties at various scales from building materials to the intangible dimensions of heritage	-Methodologically sound and ethical <b>ICH inventories</b> can be helpful tools for the development of socially responsive and responsible heritage policies
<b>4. Stakeholder Engagement</b>	- The involvement and participation of <b>multi-disciplinary actors</b> allows building trust through inclusive discussion within all participants	- It is essential to understand and take seriously <b>stakeholders' aspirations, possibilities and limitations</b>	- The promotion of stakeholder participation depends on <b>bridging possibly existing gaps between heritage protection and local worldviews, needs and aspirations</b>



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# Thematic Recommendations

<p><b>5. Connection to 2030 Agenda and the World Heritage Sustainable Development Policy</b></p>	<p>- The Heritage Management Plan of WH cities should include strategies to implement World Heritage Sustainable Development Policy, the 2030 Agenda, and the New Urban Agenda integrating SDGs into conservation management strategies</p>				
<p><b>6. Regulatory Mechanisms</b></p>	<p>- Regulatory mechanisms should be formulated, <b>specific to the local context</b>, with a view to protecting the OUV and the attributes of urban heritage identity</p>		<p>- <b>Plans and regulations are required at the level of territory or region</b>, being wider than the urban ensemble, historic city, centre or quarter, building or plot. Many challenges are being faced at WH properties related to their setting particularly large-scale interventions</p>		<p>- Planning should <b>take into account the impacts of proposed developments</b> on the WH property and on other heritage values</p>
<p><b>7. Financial and Other Support Mechanisms</b></p>	<p>- <b>Funding sources</b> should be established for heritage conservation</p>	<p>- <b>Incentives</b> should be provided for private property owners to assist with slowing deterioration</p>	<p>- <b>Incentives and awards</b> should all be used to encourage heritage conservation</p>	<p>- <b>Accessible heritage professional advice</b> at the local level should be embedded into the planning management system</p>	<p>- <b>Resources for small historic settlements</b> for heritage preservation need to be identified</p>
<p><b>8. Capacity Development</b></p>	<p>- <b>Continuous capacity building</b> is required for all those involved in the WH processes in a wide range of fields, including Professional Development for urban practitioners and for local government professionals; Awareness raising for primary and secondary education of youth; Community skills development; Leadership development; Gender equality and empowerment of women; and others</p>				



# Thematic Recommendations

<p><b>9. In the Preparation of Nomination Dossiers</b></p>	<p>- <b>Recent State of Conservation reports</b> demonstrated the need to clarify attributes of urban heritage identity</p>		<p>-<b>Intersectoral governance mechanisms and integration of Heritage Conservation Plan with the Urban Development plan</b> at the earliest stage possible</p>		<p>-Nomination dossiers including: the stakeholder engagement processes; the recommended intersectoral governance mechanism with follow-up steps; a response to the SDGs 2030 and to the (NUA)</p>	
<p><b>10. Monitoring Impacts of Urbanisation on World Heritage</b></p>	<p>- <b>Inform the WH Committee</b> each year on the effects of urbanization to build awareness of the issues</p>	<p>- <b>Periodic reporting exercise</b> carried out for urban heritage should be undertaken <b>by urban practitioners</b></p>	<p>- The <b>implementation of the Culture 2030 Indicators</b> is encouraged at the national level and at the level of cities and towns.</p>	<p>- Encourage use of <b>spatial satellite monitoring</b></p>	<p>- The States Parties should <b>share information on development projects</b> at the earliest so that heritage can be engaged from the very beginning.</p>	<p>- <b>Link to Global Urban Observatories</b></p>
<p><b>11. Impact Assessment - Contribution of World Heritage to Sustainable Urban Development</b></p>	<p>- Any impact assessment for urban heritage development proposals needs to <b>consider the HUL Recommendation</b> and all the above points in this report</p>		<p>- A <b>strategic proactive tool</b> within the management system at policy level should be applied to the World Heritage property to assist with minimising conflicts at later stages</p>		<p>- <b>Heritage Impact Assessments of developments on urban heritage should be considered within the broader Environmental Impact Assessment processes</b> and be prepared by experienced and independent professionals to provide a balanced assessment; Agency funded assessments will provide greater independence for key developments to ensure that findings are balanced and unbiased</p>	
<p><b>12. Advocacy and Exchange</b></p>	<p>- Create a <b>structured mechanism for City-to-City support</b> (with the World Heritage Centre and Advisory Bodies) including a webpage with examples of good practices</p>					





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# Attributes of Urban Heritage Identity

<b>1. WIDER CONTEXT</b>	<ul style="list-style-type: none"> <li>• Skylines</li> <li>• Valleys</li> <li>• Hills</li> <li>• Natural features</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction with the environment</li> <li>• Hydrology</li> <li>• Topography</li> </ul>	<ul style="list-style-type: none"> <li>• Views and vistas</li> <li>• Spatial patterns</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation (e.g. to seaside, mountains, river fronts)</li> <li>• Origin of city plan</li> </ul>
<b>2. URBAN ELEMENTS</b>	<ul style="list-style-type: none"> <li>• Axes</li> <li>• City walls</li> <li>• Streetscapes</li> <li>• Street sections</li> <li>• Festival routes</li> <li>• Markets</li> <li>• Architectural identities</li> <li>• Historical layers</li> <li>• Public spaces</li> <li>• Distribution of open spaces</li> <li>• Vistas and views</li> <li>• Panorama view</li> </ul>	<ul style="list-style-type: none"> <li>• Stairways</li> <li>• Street furniture</li> <li>• Urban water systems and water elements (fountains, ground tanks, canals, cisterns, <i>ghat</i>)</li> <li>• Materials and building techniques</li> <li>• Ground paving textures</li> <li>• Height</li> <li>• Density</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial organisation,</li> <li>• Plot size and proportion</li> <li>• Street patterns (width)</li> <li>• Economic activities</li> <li>• Social Inclusion</li> <li>• Local communities and social groups</li> <li>• Migrant communities</li> <li>• Rhythm- the marking of time</li> </ul>	<ul style="list-style-type: none"> <li>• Interface</li> <li>• Active streets</li> <li>• Circulation patterns</li> <li>• Sounds</li> <li>• Smells</li> <li>• Public/ private interface</li> <li>• Activities</li> <li>• Street vendors/ cafes</li> <li>• Flora and fauna</li> <li>• Spiritual dimension</li> <li>• Industrial dimension</li> <li>• Building crafts</li> <li>• Infrastructure</li> <li>• Land-use pattern</li> </ul>
<b>3. MONUMENTS/BUILDINGS</b>	<ul style="list-style-type: none"> <li>• Scale</li> <li>• Materials</li> <li>• Building techniques</li> <li>• Form</li> </ul>	<ul style="list-style-type: none"> <li>• Plot setbacks</li> <li>• Colour</li> <li>• Textures</li> <li>• Craftsmanship</li> </ul>	<ul style="list-style-type: none"> <li>• Design qualities/ ornamentation</li> <li>• Height (already in operational guidelines)</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship to green,</li> <li>• Volume</li> <li>• Relationship of build and open spaces</li> </ul>
<b>4. ELEMENTS OF INTANGIBLE CULTURAL</b>	<ul style="list-style-type: none"> <li>• Festivals</li> <li>• Dance</li> <li>• Music</li> </ul>	<ul style="list-style-type: none"> <li>• Markets</li> <li>• Community congregation</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of ownership</li> <li>• Spatial practices</li> </ul>	<ul style="list-style-type: none"> <li>• Social mix</li> <li>• Cultural diversity</li> <li>• Spirit of place</li> </ul>

# Santiago de Compostela (Old Town)

**State party:** Spain

**Inscribed:** 1985

**Criteria:** (i)(i)(vi)

**Property:** 107.59 ha

**Buffer zone:** 216.88 ha



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© UNESCO



# Acropolis, Athens



Map of the inscribed property, source: site nomination file



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© Bernard Tschumi Architects



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# Methodology for Implementing the HUL Recommendation

ACTIONS	HUL RECOMMENDATION TOOLS			
KEY STEPS	(i) Civic Engagement	(ii) Knowledge and Planning	(iii) Regulatory Systems	(iv) Financial Mechanisms
<p><b>1. GOVERNANCE STRUCTURE</b></p> <p>(i) Establish a governance structure/ Management System for the World Heritage Property that coordinates across agencies and institutions in relevant sectors. Its coordination role should include from legal frameworks and regulations to development plans and projects</p>				
<p><b>2. SUSTAINABLE DEVELOPMENT STATUS, NEEDS AND PRIORITIES</b></p> <p>(i) Carry out a preliminary assessment of the sustainable development status of property</p> <p>ii) Reach consensus with stakeholder consultations on sustainable development needs and priorities;</p> <p>(ii) Implement Culture 2030 Indicators to assess conditions of Sustainable Development</p>				
<p><b>3. MAPPING/SURVEY</b></p> <p>(i) Comprehensive surveys and mapping of the city's cultural (tangible and intangible) and natural resources;</p> <p>ii) Develop Attributes of Urban Heritage Identity for the urban heritage and a brief description of its local significance</p>				
<p><b>4. ASSESS VULNERABILITIES</b></p> <p>(i) Assess key vulnerabilities of attributes of OUV/ Attributes of Urban Heritage Identity in relation to change including socio-economic stresses and impacts of climate change</p>				

(for detailed matrix contents see <https://whc.unesco.org/en/events/1516/>)



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# Methodology for Implementing the HUL Recommendation

ACTIONS	HUL RECOMMENDATION TOOLS			
KEY STEPS	(i) Civic Engagement	(ii) Knowledge and Planning	(iii) Regulatory Systems	(iv) Financial Mechanisms
<p><b>5. INTEGRATION AND COHERENCE</b></p> <p>(i) Integrate attributes of OUV and Attributes of Urban Heritage Identity and their vulnerabilities status with development plans across different sectors to make them all coherent and consistent towards common objectives.</p> <p>(ii) Ensure that attributes of OUV and other urban heritage values are recognized in designing development programs and detailed projects.</p>				
<p><b>6. PRIORITY ACTIONS AND PROJECTS</b></p> <p>(i) Prioritize actions for conservation and sustainable development.</p> <p>(ii) Carry out Impact Assessments of proposed interventions where they could have potential impact on OUV and adjust as necessary</p>				
<p><b>7. PARTNERSHIPS FOR LOCAL MANAGEMENT</b></p> <p>(i) Establish implementation partners for each of the identified actions and projects for conservation and sustainable development, across different actors, both public and private.</p> <p>(ii) Establish innovative financial mechanisms to support local communities and livelihoods; specifically promote local livelihoods and businesses compatible with OUV and Attributes of Urban Heritage Identity including conditions of authenticity and integrity and contributing to the local significance of the place</p>				
<p><b>8. CAPACITY REINFORCEMENT</b></p> <p>Facilitate continuous capacity reinforcement and awareness raising for different stakeholders and decision-takers – professionals, lay public, academia, and civil society, managerial.</p>				

(for detailed matrix contents see <https://whc.unesco.org/en/events/1516/>)



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# Complementary initiatives and reference materials



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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

## World Heritage Cities Programme

- **The World Heritage Cities Programme is one of six thematic programmes formally approved and monitored by the World Heritage Committee.**



Dr. Jyoti Hosagrahar

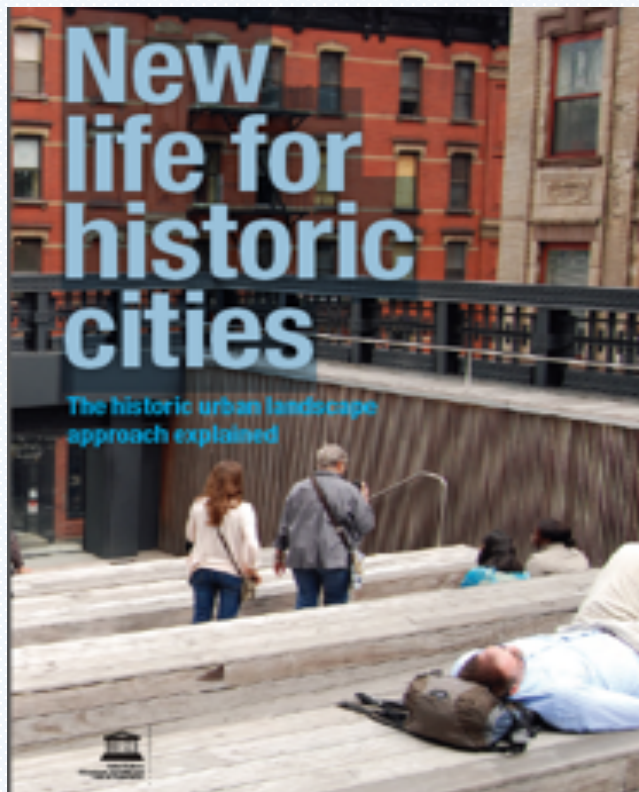


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### New Life for Historic Cities: The Historic Urban Landscape Approach Explained (2013)



**UNESCO's approach to managing historic urban landscapes is holistic by integrating the goals of urban heritage conservation and those of social and economic development. This method sees urban heritage as a social, cultural and economic asset for the development of cities.**

<https://whc.unesco.org/en/activities/727/>



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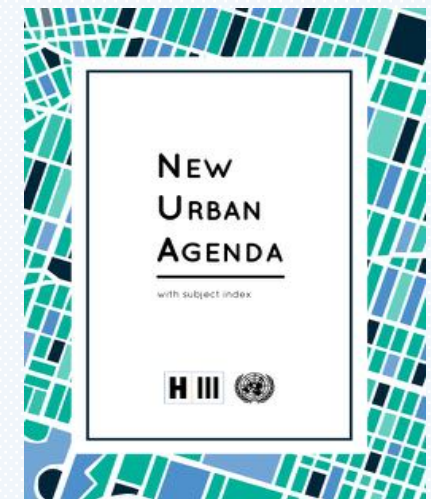
## World Heritage Cities Programme

### New Urban Agenda for Sustainable Development (2016)

The New Urban Agenda was adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador, on 20 October 2016. It was endorsed by the United Nations General Assembly in December 2016.

The New Urban Agenda represents a shared vision for a better and more sustainable future. If well-planned and well-managed, urbanization can be a powerful tool for sustainable development for both developing and developed countries.

<http://habitat3.org/the-new-urban-agenda/>



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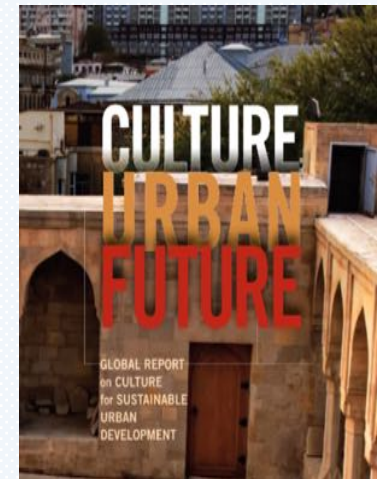


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## World Heritage City Lab 17-26 June, 2020 World Heritage Cities Programme

### Culture Urban Future: Global Report on Culture for Sustainable Urban Development (2016)

- **“CULTURE URBAN FUTURE”** explores the role of culture for Sustainable Urban Development.
- **Policy Framework Document** to support governments in the implementation of the 2030 Agenda for Sustainable Urban Development and the New Urban Agenda.
- The **Report** analyses the situation, trends, threats and existing opportunities in different regional contexts, and presents a global picture of urban heritage safeguarding, conservation and management, as well as the promotion of cultural and creative industries, as resources for sustainable urban development.
- **Managing urban World Heritage:** a significant number of local governments are directly involved in managing World Heritage properties.



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## World Heritage Cities Programme

## Thematic Indicators for Culture in the 2030 Agenda

- Launched on the 19th of November during the Forum of Ministers of Culture and distributed to more than 120 Ministers of Culture
- News link: <http://whc.unesco.org/en/news/2058/>
- Available in [English](#) and [French](#)



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## World Heritage Cities Programme

### THEMATIC INDICATORS FOR CULTURE IN THE 2030 AGENDA

#### ENVIRONMENT & RESILIENCE

- 1 Expenditure on heritage
- 2 Sustainable management of heritage
- 3 Climate-adaptation & resilience
- 4 Cultural facilities
- 5 Open space for culture

SDG 11



- SDG & TARGETS
- 11.1 Sustainable foodways & agriculture
  - 11.2 Water-related ecosystems
  - 11.3 Quality infrastructure
  - 11.4 Cultural & natural heritage
  - 11.5 Inclusive public spaces
  - 11.6 Sustainable tourism management
  - 11.7 Climate & disaster resilience
  - 11.8 Marine areas conservation
  - 11.9 Sustainable terrestrial ecosystems
  - 11.10 Recovery of stolen assets

#### PROSPERITY & LIVELIHOODS

- 6 Culture in GDP
- 7 Cultural employment
- 8 Cultural businesses
- 9 Household expenditure
- 10 Trade in cultural goods & services
- 11 Public finance for culture
- 12 Governance of culture

SDG 8



- 8.2 Jobs, entrepreneurship & innovation
- 8.8 Policies for sustainable tourism
- 8.4 Increase Aid for Trade
- 8.6 Differential treatment on trade
- 11.9 Cultural & natural heritage

#### KNOWLEDGE & SKILLS

- 13 Education for Sustainable Development
- 14 Cultural knowledge
- 15 Multilingual education
- 16 Cultural & artistic education
- 17 Cultural training

SDG 4



- 4.4 Skills for employment
- 4.7 Skills for sustainable development
- 8.2 Jobs, entrepreneurship & innovation
- 8.4 Increase Aid for Trade
- 8.6 Differential treatment on trade
- 11.9 Cultural & natural heritage

#### INCLUSION & PARTICIPATION

- 18 Culture for social cohesion
- 19 Artistic freedom
- 20 Access to culture
- 21 Cultural participation
- 22 Participatory processes

SDG 10



- 10.1 Quality infrastructure/equitable access
- 10.4 Access to information technologies
- 10.2 Social inclusion
- 10.7 Inclusive public spaces
- 10.2 Participatory decision-making
- 10.4 Fundamental freedoms
- 10.6 Prevention of violence
- 10.6 Non-discriminatory policies

THE CULTURE 2030 INDICATORS

ALSO CONTRIBUTE TRANSVERSALLY TO:



- 5.4 Women participation & leadership
- 5.5 Policies on gender equality



- 17.10 Capacity building
- 17.16 Global partnerships
- 17.17 Public, private and civil society partnerships
- 17.18 Measuring of sustainability



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**Thank you for your kind attention**



Dr. Jyoti Hosagrahar



# SESSION 2

Ms Shadia Touqan  
Key discussion points







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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 2, 19 June 2020

# *Well-being and local communities*

**Key Discussion Points by Shadia Touqan,**  
Director of the Arab Regional Centre for World Heritage  
(UNESCO Category 2 Centre), Bahrain



World Heritage City Lab  
World Heritage Cities Programme

# Well-being and local communities

## Background

The original cities in history were planned to provide for shelter, education, commerce, religious, social and cultural activities and held a social economic mix of the population.. Buildings from all sizes and shapes were juxtaposed within the same area and next to other city components. In addition to the rich historic urban fabric, architectural characteristics and styles which are the product of accumulative and diverse layering of successive civilisations, their value is enhanced as they represent, until today, living cities that need to be preserved and protected.

# key messages

- 1 Historic cities provide a variety of the functions and services to their communities
- 2 The Recommendation on Historic Urban Landscape focuses on the quality of the human environment: including production, uses, dynamism and diversity.
- 3 Use of “Civic Engagement Tools”

# Well-being and local communities

1. Today, despite demographic changes within the historic urban areas, it is evident that many of them symbolize the container of a diverse community that still provides housing, educational, economic, and cultural functions to its residents and other users. While such historic urban centres suffer varying degrees of socio-economic problems and different levels of maintenance, preservation and general upkeep, the variety of the functions and services offered within these historic landscapes gives them special characteristics and charm adding to their attractions to their visitors and tourists.

# Well-being and local communities

2. The Recommendation on Historic Urban Landscape of 2011 and subsequent discussions, meetings, recommendations and declarations that followed since, the HUL approach addresses the policy, governance, and management concerns involving a variety of stakeholders, including, local, national, regional, international, public and private actors in the urban development process. The HUL approach also focus on preserving the quality of the human environment enhancing the productive and sustainable use of urban spaces while recognizing their dynamic character and promoting social and functional diversity.

# Well-being and local communities

3. Within Section II of the HUL 2011 Recommendations, it draws attention to the changes to historic urban areas that results from sudden disasters and armed conflicts that could be short lived but can have long lasting effects. Under Section IV / Tools, the approach suggests the application of a range of traditional and innovative tools adapted to the local contexts. The first of these tools is the “Civic Engagement Tools” which points out that these should involve a diverse cross section of stakeholders, and empower them to identify key values in their urban areas, develop visions that reflect their diversity, set goals, and agree on actions to safeguard their heritage and promote sustainable development.

These tools, which constitute an integral part of urban governance dynamics, should facilitate intercultural dialogue by learning from communities about their histories, traditions, values, needs and aspirations and by facilitating mediation and negotiation between groups with conflicting interests

# Well-being and local communities

## Recent Challenges:

As the World is currently witnessing, local communities living in urban historic centres/cities, suffered the most from the social and economic consequences of the destruction of their cities as a result of armed conflicts and natural disasters. As also seen recently, they are also the most vulnerable and cannot protect themselves from deadly diseases and pandemics.

While the recognition increased lately, among international, national and local stakeholders of the impact of these disasters on the communities, some would argue that their response did not go far enough while many would consider that the impact on communities in historic urban areas was neither realised nor considered.



# Questions and points for debate

## Q1- HUL Recommendations and Role of Communities:

- In response to the Hull recommendations for Civic Engagement Tools, who should be the stakeholders that need to be involved in identifying key values that are important to the community of these historic areas?
- How representative would executives and officials of local authorities and institutions be, of the different sectors of the community (residents, small businesses, service providers, labor, students)? What would be the best way to involve the community at various levels (social, cultural, economic).
- In terms of urban governance dynamics, who from the “communities” should be involved to facilitate intercultural dialogue and enable learning the histories, traditions, values, needs and aspirations and mediate between different groups?





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# Questions and points for debate

## Q2- Well-being and local communities:

- Has the wellbeing and welfare of communities living in historic Urban Areas, been sufficiently addressed (and applied) in World heritage conventions, charters and subsequent discussions, meetings, declarations?
- While the historic cores are recognized as the drivers of economic growth, main attraction for tourism and its related activities, however, in the aftermath of natural and post conflict disasters, what happens to the population in the historic cities in the interim while governments and donors plan for reconstruction and economic recovery from the consequences? (provision of shelter, job creation, training etc.)
- In Post COVID19 aftermath, the world economies are in shatters, major employers are cutting their staff, and millions lost their jobs. As most of residents in historic centres are the less affluent in the society, they are likely to be hit harder than most. Many are low paid workers relying on tourism (which would be on hold for a while) or have lost their low paid jobs because of the economic decline. How can the community survive as a result? (re-train, support small businesses, encourage initiatives to attract local tourism and investment)



# SESSION 2

Mr Yukio Nishimura  
Key discussion points



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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 2, 19 June 2020

# *Well-being and local communities*

**Key Discussion Points by Yukio Nishimura,**  
Professor of Kokugakuin University, Japan



World Heritage City Lab  
World Heritage Cities Programme

# Well-being and local communities

## Lessons learned from the Webinar on Urban Heritage for Recovery and Resilience on 17 June 2020

- **Culture as bond of resilience**
- **Intangible heritage as bond of solidarity**
- **Local communities heavily dependent on tourism lose diversity**
- **Opportunity to re-shape tourism to avoid mistakes**
- **Building back better**



Lijian, China



Mexico City, Mexico





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## Questions and points for debate:

1. HUL recommendations and role of communities  
Stakeholders? Involvement? Urban governance?
2. Well-being and local communities  
Well-being and welfare addressed?  
Historic core as the drivers of economic growth?
3. How COVID-19 affects local communities?
4. Can we make opportunities of the current situation?



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Session 2: Well-Being and  
Local Communities

# Well-being and local communities

## 3. How COVID-19 affects local communities?

- Economic/social impacts on local communities
- Role of tourism for different communities
- Local communities as custodian of heritage even after corona?
- Re-shape tourism?
- International tourism vs local tourism?
- Re-shape local communities?



# Well-being and local communities

## 4. Can we make opportunities of the current situation?

- **Redefine the role of heritage in the life of the communities**
- **Redefine the identity of local communities**
- **Local economy restructuring**
- **Relationship between communities**
- **Emergence of new paradigm**
- **Emergence of new interests groups**







# SESSION 2

Ms Ming Chee Ang

Case Study: George Town, Malaysia





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 2, 19 June 2020  
*Well-Being and Local Communities*

# Melaka and George Town, Historic Cities of the Straits of Malacca (Malaysia)

**Ming Chee ANG,**  
General Manager of George Town World Heritage Incorporated  
([angmingchee@gmail.com](mailto:angmingchee@gmail.com))



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# Melaka and George Town, Historic Cities of the Straits of Malacca

Ming Chee ANG, General Manager, George Town World Heritage Incorporated



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World Heritage Cities Programme

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## Melaka and George Town, Historic Cities of the Straits of Malacca

- **Resiliency**
- Understanding heritage attributes
- Vulnerability
- Risk to live
- Impact to livelihood
- Health (physical, mental)
- Income
- Daily routine



(GTWHI, 2016)



(GTWHI, 2020)

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- **Accessibility**

- Method: Formal vs informal communication.
- Strategies: Adapting to current resources.
- Innovate problem solving solutions.
- Creation of long-term strategies.
- Empower the local community: tech savvy.



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- **Attitude**

- Dignity of cultural heritage professionals and custodians.
- Political will.
- Optimistic: Find Hope!!
- One step at a time.
- Work collectively, as a team.
- The New Normal: Physical distancing but socially engaged.



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## *Well-Being and Local Communities*

### Questions and Points for Debate

1. As Site Manager, it is important to stay in touch with the local community. What are the pros and cons of sharing your personal handphone number with the local communities in your site.
2. Resources are always scarce, so it is important to prioritise on who among the local community should be receiving these contact details. Do you have a list of priority for your site?



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# Supporting materials

## **Melaka and George Town, Historic Cities of the Straits of Malacca**

The joint inscription of Melaka and George Town, the Historic Cities of the Straits of Malacca as a UNESCO World Heritage Site on 7 July 2008, was based on the Outstanding Universal Value (OUV) of cultural diversity embodied and embedded in living heritage and built heritage. The OUV is a set of ideas or values, universally recognised as important or as having influenced the evolution of mankind as a whole at one time or another.

Melaka and George Town, Malaysia, are remarkable examples of historic colonial towns on the Straits of Malacca that demonstrate a succession of historical and cultural influences arising from their former function as trading ports linking East and West. These are the most complete surviving historic city centres on the Straits of Malacca with a multi-cultural living heritage originating from the trade routes from Great Britain and Europe through the Middle East, the Indian subcontinent and the Malay Archipelago to China. Both towns bear testimony to a living multi-cultural heritage and tradition of Asia, where the many religions and cultures met and coexisted. They reflect the coming together of cultural elements from the Malay Archipelago, India and China with those of Europe, to create a unique architecture, culture and townscape.

### Criterion (ii)

Melaka and George Town represent exceptional examples of multi-cultural trading towns in East and Southeast Asia, forged from the mercantile and exchanges of Malay, Chinese, and Indian cultures and three successive European colonial powers for almost 500 years, each with its imprints on the architecture and urban form, technology and monumental art. Both towns show different stages of development and the successive changes over a long span of time and are thus complementary.

### Criterion (iii)

Melaka and George Town are living testimony to the multi-cultural heritage and tradition of Asia, and European colonial influences. This multi-cultural tangible and intangible heritage is expressed in the great variety of religious buildings of different faiths, ethnic quarters, the many languages, worship and religious festivals, dances, costumes, art and music, food, and daily life.

### Criterion (iv)

Melaka and George Town reflect a mixture of influences which have created a unique architecture, culture and townscape without parallel anywhere in East and South Asia. In particular, they demonstrate an exceptional range of shophouses and townhouses. These buildings show many different types and stages of development of the building type, some originating in the Dutch or Portuguese periods.

## THE INSCRIBED PROPERTY



The 109.38-hectare core zone and 150.04-hectare buffer zone of the George Town UNESCO World Heritage Site contain a total of 5,013 buildings, including shophouses which are home to long-time residents, and places of worship that are still functioning as they were hundreds of years ago. There are 37 places of worship, mainly mosques, Chinese temples, Indian temples and churches, within the core and buffer zones of George Town.

## **GEORGE TOWN WORLD HERITAGE INCORPORATED**

George Town World Heritage Incorporated is a state heritage agency established by the Penang State Government on 21 April 2010 to spearhead efforts in safeguarding the Outstanding Universal Value (OUV) of the George Town UNESCO World Heritage Site.

The team of George Town World Heritage Incorporated is dedicated to managing, safeguarding and promoting George Town as a sustainable heritage city. We are a diverse, multiracial group of professionals with different areas of expertise, with the aim of conserving and safeguarding our tangible and intangible heritage.

We encounter daily challenges in conserving over 5,000 heritage buildings within the site, the adaptive reuse of spaces and the safeguarding of living heritage, including those outside the World Heritage Site. We work on cultural heritage promotion in schools, youth participation in programmes, disaster risk management, regeneration of residency within George Town, paper and object conservation, and first aid for cultural heritage in emergencies. To promote cultural heritage education and boost capacity building, we collaborate with a wide range of partners to conduct workshops, conferences, exhibitions and heritage celebrations, and at the same time encourage public participation in World Heritage Site conservation efforts.

These tasks are conducted through some 50 programmes and projects annually with sponsorship from the Penang State Government, in collaboration with UNESCO and its Category 2 Centres.

We also provide complimentary consultations to owners of heritage buildings, architects and builders on the appropriate restoration methods, conduct skills development workshops, and provide resources on George Town and its heritage. Apart from our outreach efforts, the team also facilitates and conducts inventory, documentation and research projects.

Visitors from local and international educational institutions, and city authorities from other states and heritage cities are welcome to visit our office to learn more about our management of the George Town UNESCO World Heritage Site.

For more information, please visit our social media platforms:

Website: <http://gtwhi.com.my/>

Facebook: <https://www.facebook.com/gtwhi/>

Instagram: <https://www.instagram.com/gtwhi/>

Twitter: <https://twitter.com/WeAreGTWHI>

Youtube: <https://www.youtube.com/channel/UC4IZPRfBh8EoWzO5fkxXalg/>

Linkedin: <https://www.linkedin.com/company/3932040/admin/>

## HIGHLIGHTED VIDEO

### **Community-Based Intangible Cultural Heritage Inventoring in George Town (Malaysia)**

<https://www.youtube.com/watch?v=VbM1XDufvGo&t=30s>

George Town, a renowned heritage city packed with vibrant cultural heritage witnesses collaboration and connections between the site manager and local communities. In 2019, GTWHI alongside community members, embarked on a cultural heritage inventory journey to document the plethora of cultural heritage in George Town. From rituals to festive events, we collectively progress towards the holistic safeguarding of our cultural heritage. This project is also part of GTWHI's attempt in community empowerment and engagement. The communities are now equipped with the ability to document their respective practices, which is crucial in ensuring the survival of our cultural heritage. Since you're at it, drop this video a like and hit the subscribe button as we bring you one step closer to understanding George Town.

### **George Town Heritage Celebration 2019 (Let's Celebrate: Rituals and Festive Events)**

<https://www.youtube.com/watch?v=1RZFKISPRg>

Rituals and festive events in George Town are significant as they are the heart of community life, constituting beliefs and practices, and bringing people from near and far to partake in the celebrations together. The George Town UNESCO World Heritage Site presents a diverse range of rituals and festive events, such as the commemoration of historical events, birth celebrations, wedding ceremonies, funeral rituals and large-scale celebrations to honour deities. These multicultural traditions aptly reflect the harmonious coexistence of the different ethnic and social groups, cultures, and religions, contributing to the vibrancy and life in George Town today. The collective and active participation of the multicultural community in these cultural activities also allows us to foster strong bonds and establish extensive rapport with one another. In turn, it creates a sense of belonging, togetherness and the identity of George Town.

George Town Heritage Celebrations 2019 centred on the theme of rituals and festive events, giving celebration-goers the opportunity of first hand experience in our living traditions. Content curation for the Celebrations will acknowledge the importance and transmission of the rituals and festive events, which are the living heritage that showcases the rich diversity and beauty of our community. The value and significance of traditional rituals are also transmitted to the younger generation through the Celebrations for them to understand the relevance of these cultural practices in our modern lives. It raises awareness on the importance and need for continuity of intangible cultural heritage.

# SESSION 2

Mr Carlo Francini

Case Study: Historic Centre of Florence, Italy





United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 2, 19 June 2020

*Well-Being and Local Communities*

# Historic Centre of Florence

## (Italy)

**Carlo Francini,**

Head of the Florence World Heritage and UNESCO relationship Office of the  
Municipality of Florence



World Heritage City Lab  
World Heritage Cities Programme



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Educational, Scientific and  
Cultural Organization

# Historic Centre of Florence, Italy

**Carlo Francini**, Head of the *Florence World Heritage and UNESCO relationship Office* of the Municipality of Florence



World Heritage City Lab  
World Heritage Cities Programme



# Historic Centre of Florence

## GREEN AREAS AND LANDSCAPE

Green areas are important aspects which contribute to health security and the psycho-physical wellbeing of people.

### PREMISES:

- A "stone city".
- n.380 gardens and parks within the Historic Centre of Florence.

### CRITICALITY:

- The Historic Centre of Florence is scattered by several green private areas, but few public ones.
- Communication and organisation: many stakeholders and authorities involved.

### CHALLENGE:

- to help the local community to live green spaces in order to ensure their well-being.



Fig.1: Parks and gardens in the Core Zone (Cinti D., 2017, Progetto HeCo)

# Historic Centre of Florence

## **FIRENZE GREENWAY**

A strategic project to reach the well-being

- **3 separate itineraries passing through gardens inside the WH site**, which connect gardens and monuments of great cultural significance:
  - Bardini Museum
  - Bardini Villa and Garden
  - Belvedere Fortress
  - Boboli Garden
- It connects two World Heritage sites: the Historic Centre of Florence and the **Medici Villas and Gardens in Tuscany** (Villa del Poggio Imperiale).

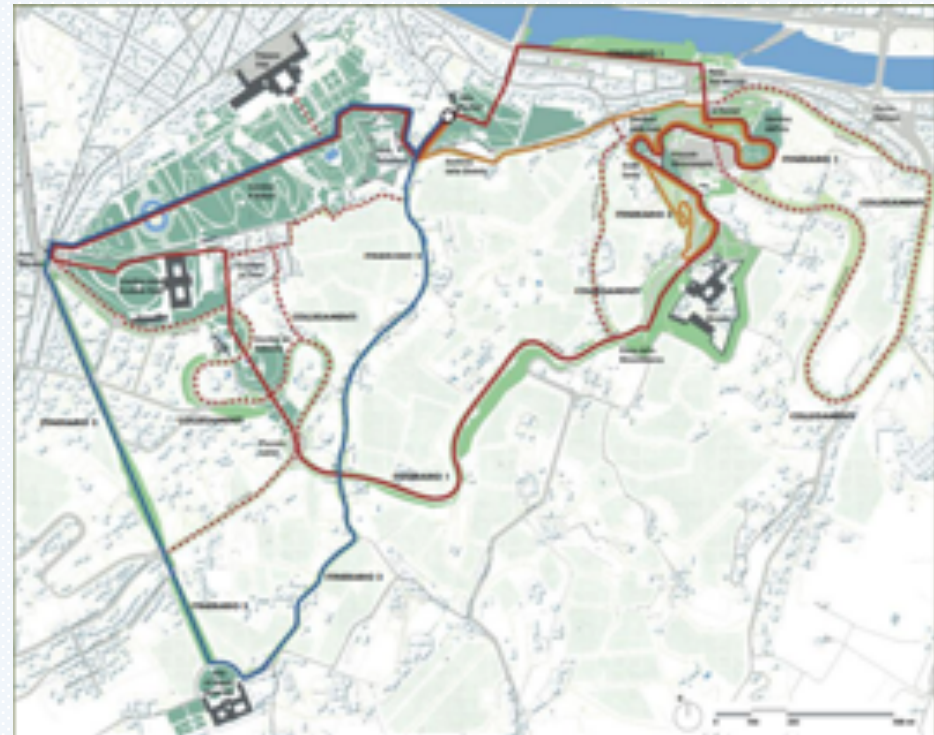


Fig.2: Greenway Itineraries (Pozzana M., 2014)

# Historic Centre of Florence

- **15-km itinerary** in the Oltrarno area of Florence
- **drafting of a Masterplan** which includes the Viale dei Colli, the ramps and the Bobolino garden
- specific **operations of maintenance and restoration**, the creation of a specific **signage system** and the production of both paper and electronic **information tools**.

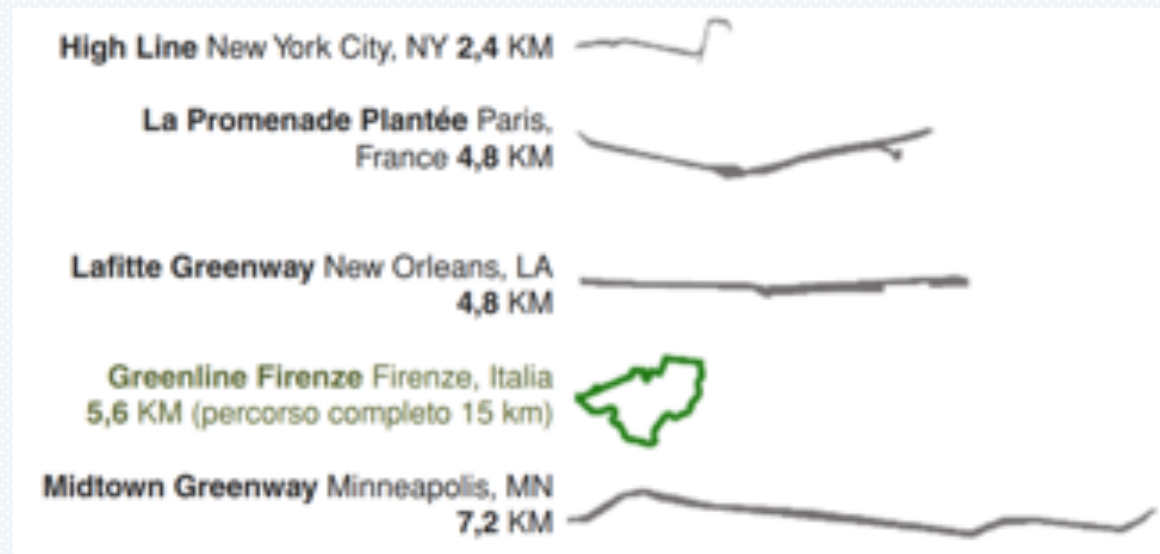


Fig.3: A comparison among Greenways (Pozzana M., 2014)

# Historic Centre of Florence

- The Greenway project has been inserted within the **Management Plan** of the Historic Centre of Florence, under the macro area: "Management of Tourism System".
- Next steps:
  - to expand the itinerary in the Viale dei Colli;
  - to plan a raising awareness campaign.
- Steps as efforts towards the HUL approach



*Fig. 4: The project Florence Greenway and the Sustainable Development Goals of the Agenda 2030*

# Historic Centre of Florence

Study and analysis of the **green areas and the landscape system** in the Oltrarno Area carried out by the students of the Landscape Laboratory - Department of Architecture, University of Florence.

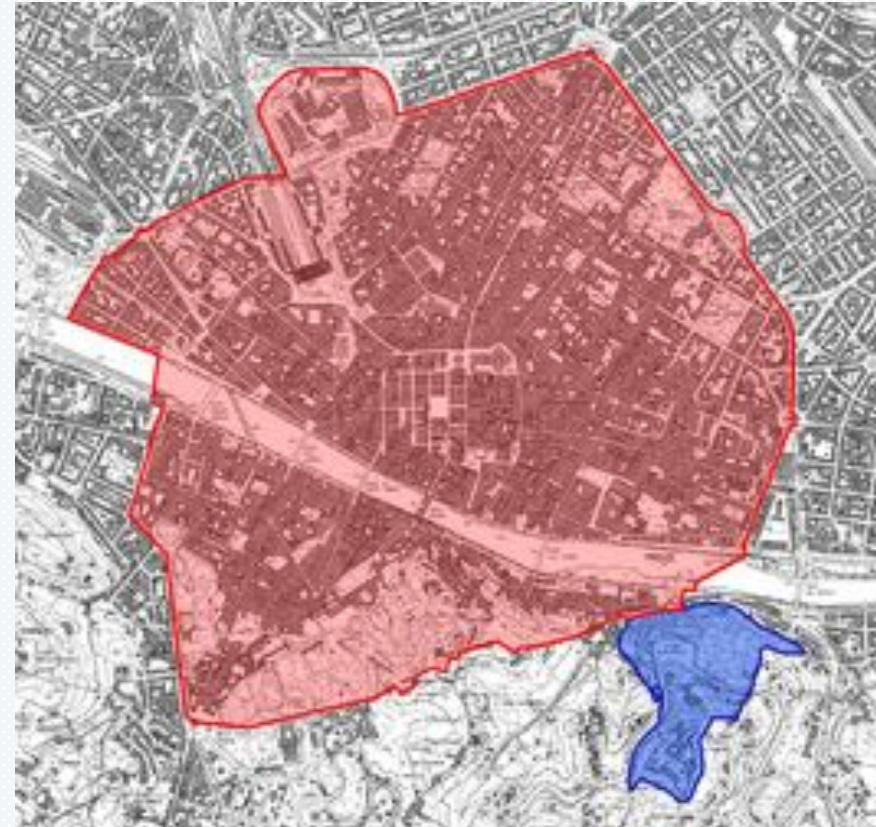


*Fig.5: Historical and urban framework of the Oltrarno landscape system (Ercolani, De Beyter, Marconcini, 2020)*

# Historic Centre of Florence

## MINOR BOUNDARY MODIFICATION PROPOSAL

- Submission of the proposal for a **Minor Boundary Modification**
- **Reason: Correction of a formal graphic error** - the San Miniato al Monte complex was mentioned within the criteria of inscription but not included in the map
- **Aims:**
  1. Inserting the religious complex
  2. Including a greenery area and itineraries of important cultural and naturalistic value (an overall area of ca. 30 ha)



*Fig.6: Core Zone of the Historic Centre of Florence (red area) and the Minor Boundary Modification proposal (blue area)*



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# *Well-Being and Local Communities*

## Questions and Points for Debate

1. HOW can we integrate the concept of well-being with heritage management?
2. HOW can the site manager choose and adopt strategies to enhance local community engagement in order to raise awareness about the value of cultural heritage as essential element of well-being?



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# SESSION 3

Mr Cameron Rashti, Mr Eduardo Rojas  
Key Discussion Points





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 3, 22 June 2020

# *Heritage at the core of local economic development strategies*

**Key Discussion Points by  
Cameron Rashti and Eduardo Rojas**



World Heritage City Lab  
World Heritage Cities Programme

# Local economic development strategies

The sustainable conservation of the urban heritage requires

- continuous reinvestment
- contributions from all social actors
- the use of state-of-the-art management and planning tools
- the training of a cadre of specialists within local urban units

Conservation takes a non-sustainable path when the sites are overutilized for mass tourism or allowed to decay due to abandonment

Life with Covid19 offers an opportunity to rebalance heritage sites reducing visitor pressure and opening the opportunity for residents to occupy them again with their daily social and productive activities

New sources of funds can come

- from activities satisfying local needs, new residents, and limited visitors
- the inherent value that central governments attach to these urban heritage areas as zones of cultural value and economic progress





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- 1 **Sustainable urban heritage areas requires integrated urban development management to develop within their carrying capacity**
- 2 **Urban heritage areas in the “with Covid19 world” must accommodate a limited number of users but still can be sustainable**
- 3 **Historic centres will have the opportunity to regain their original local functions and still receive limited but high-quality visitors**

## key messages



# Local economic development strategies

1. Urban heritage areas are losing their cultural values due to decay and abandonment or as a result of overuse by mass tourism
2. Still many retain local functions but suffer from overcrowding, underinvestment, and lack of maintenance
3. The challenge is to find new functions for historic structures and to regain their original role in the city but under new social and economic conditions which are more productive and sustainable



# Local economic development strategies

4. The management of urban heritage areas needs more local involvement
5. National resources are needed invoking the notion of a wider public good
6. Dedicated urban development management structures are useful in complex heritage areas





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# Cases

1. Management structures: the Quito Historic Center Corporation
2. Pilot project: Lahore Walled City



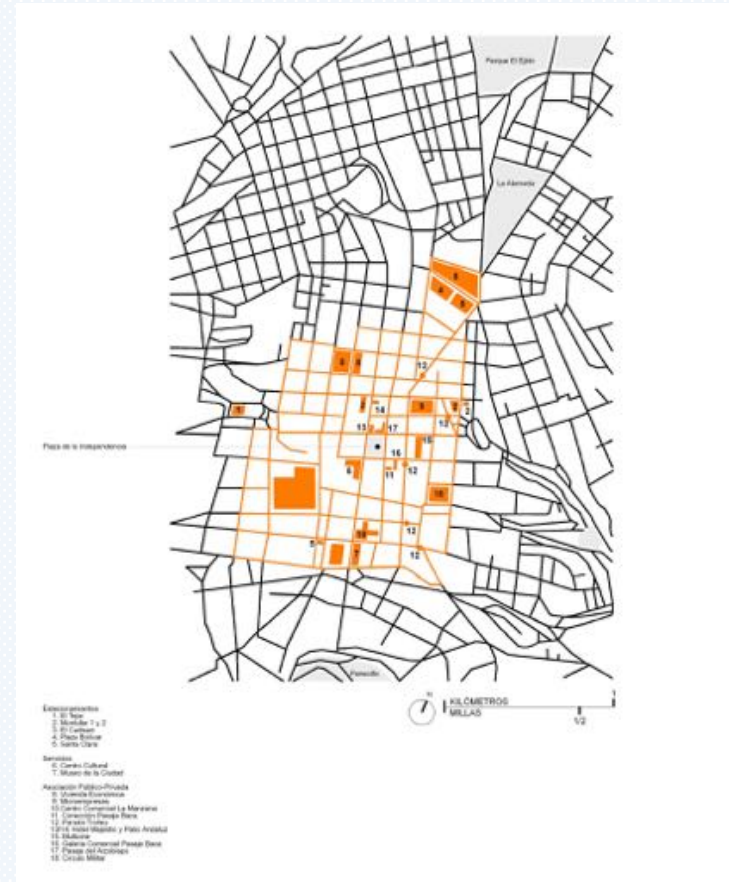


# Historic Centre Development Corporation Quito, Ecuador

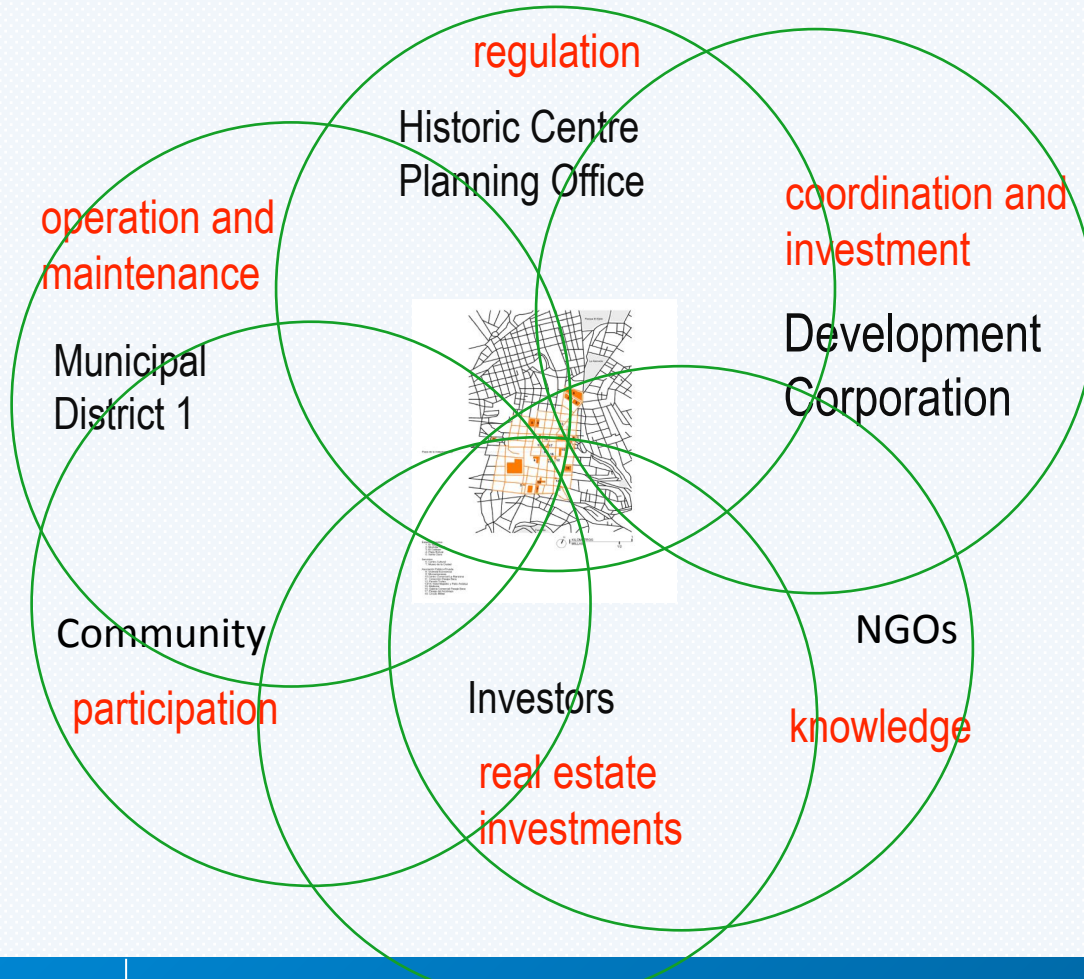


Photo: IDB

Investments from 1996 to 2006  
benefitted 70 of the 340 hectares  
of the WHL Historic Center



coordinated under a public private partnership



# Quito Historic Centre Corporation

## Mix capital corporation

90% Municipality

10% d Fundación Caspicara

## Board of Directors

12 members

7 private sector

5 public sector

implemented **public** works

- street and public space improvements
- parking garages
- rehabilitation of heritage buildings for cultural and public uses
- implemented social sustainability projects
  - Social housing
  - Popular markets
  - Citizen security

attracted **private** investments

## The mixed capital corporation:

Operates as a real estate developer and investor  
in association with:

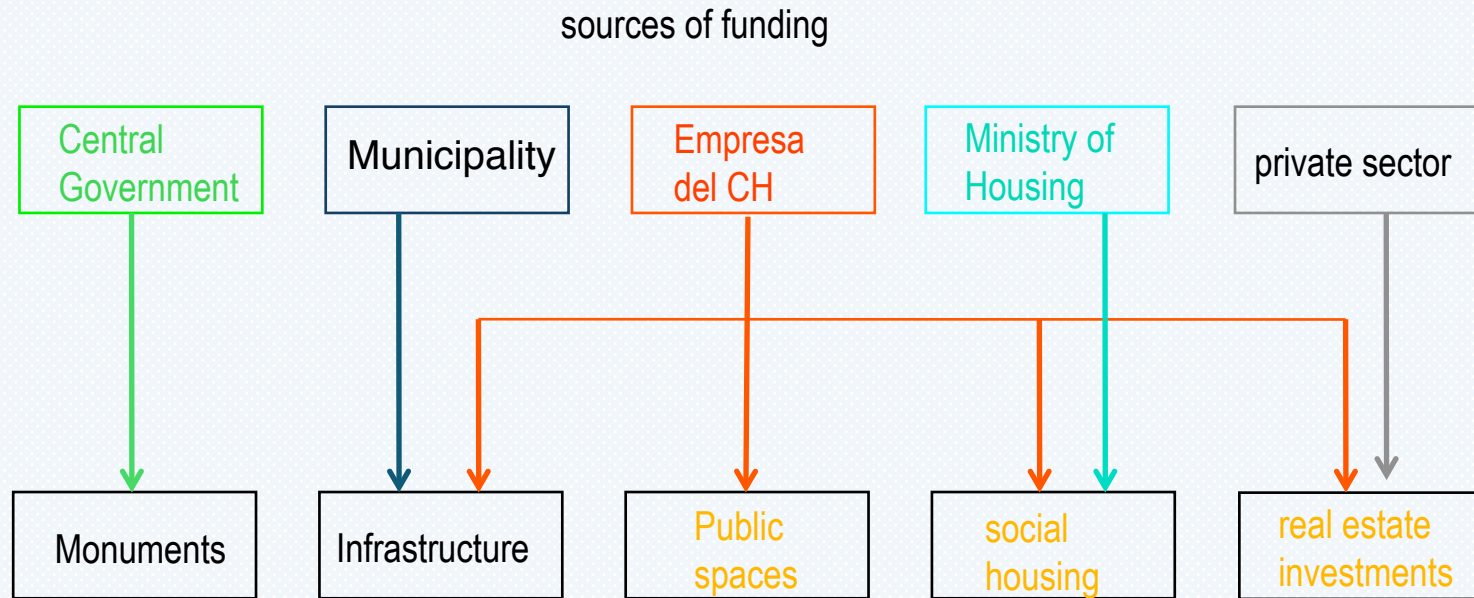
- Land and property owners

- Private real estate investors

- Cooperatives

The Municipality can directly contract the corporation to execute  
public works

1996 y 2006 US\$ 40 million in investments  
US\$ 30 m public and US\$ 10 m private



# Local economic development strategies

4. The management of urban heritage areas needs more local involvement
5. National resources are needed invoking the notion of a wider public good
6. Dedicated urban development management structures are useful in complex heritage areas
7. Often pilot projects are effective in making the case for new conservation approaches





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# Cases

1. Management structures: the Quito Historic Center Corporation
2. Pilot project: Lahore Walled City



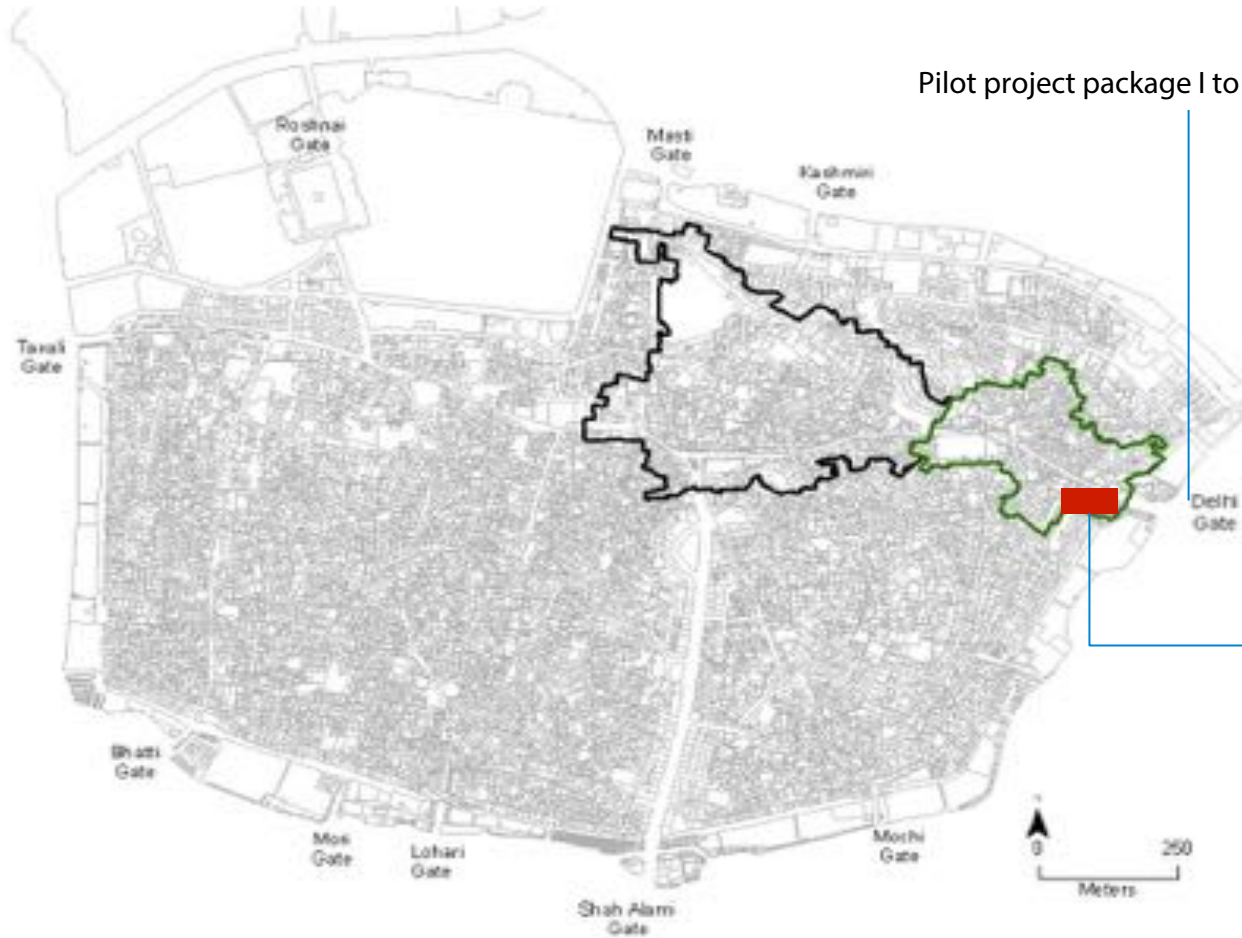


# Lahore Walled City

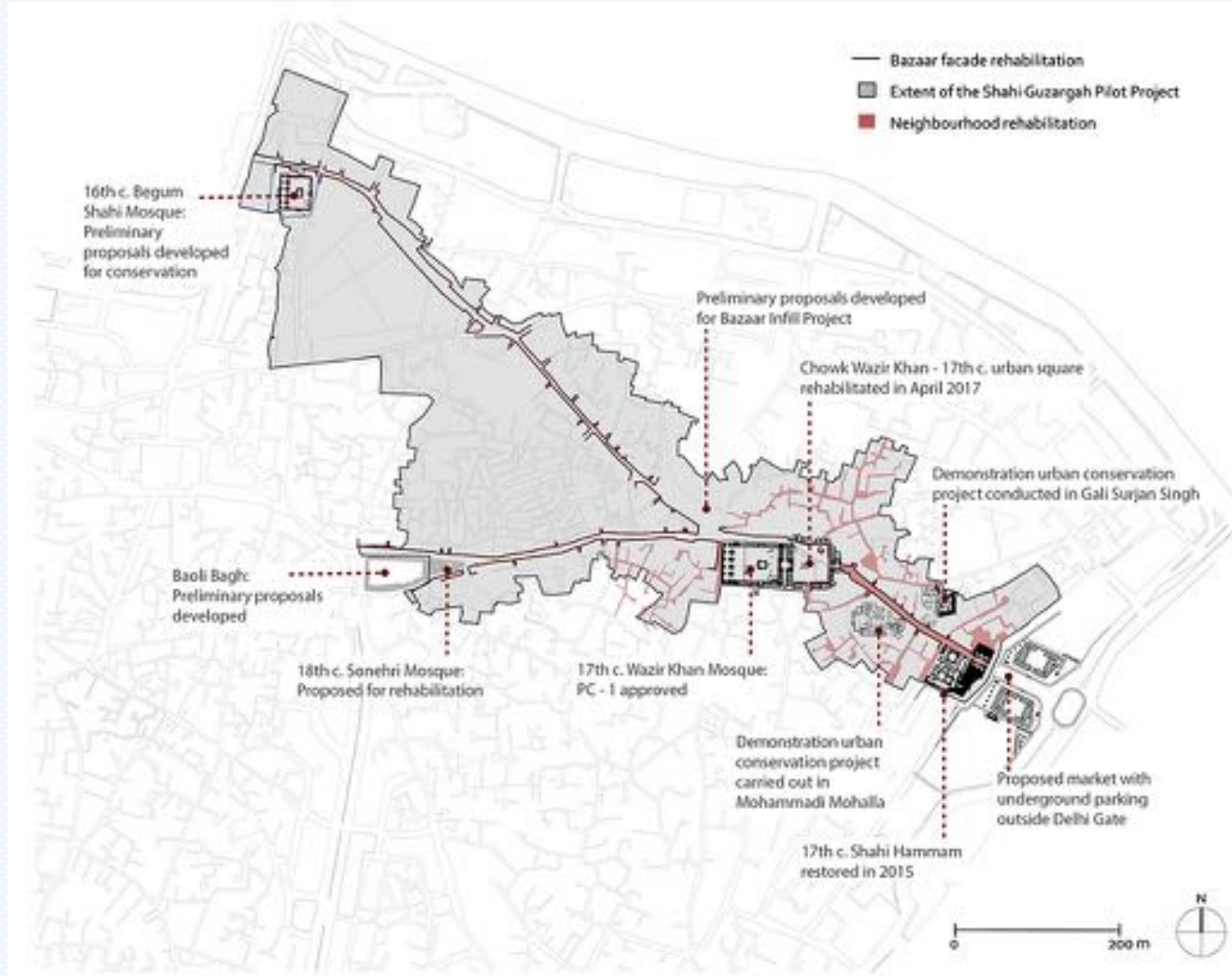


# Lahore Walled City

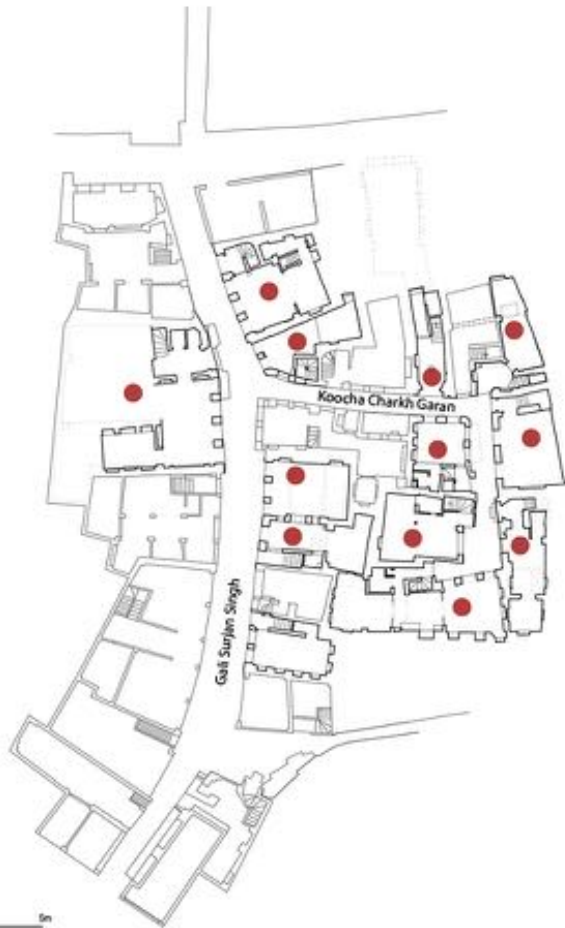
Pilot project package I to be implemented in 2012



Wazir Khan Mosque



Above: Map showing the Shahi Guzargah (Royal Trail) project area



Houses conserved in Gali Surjan Singh and Koocha Charkh Garan



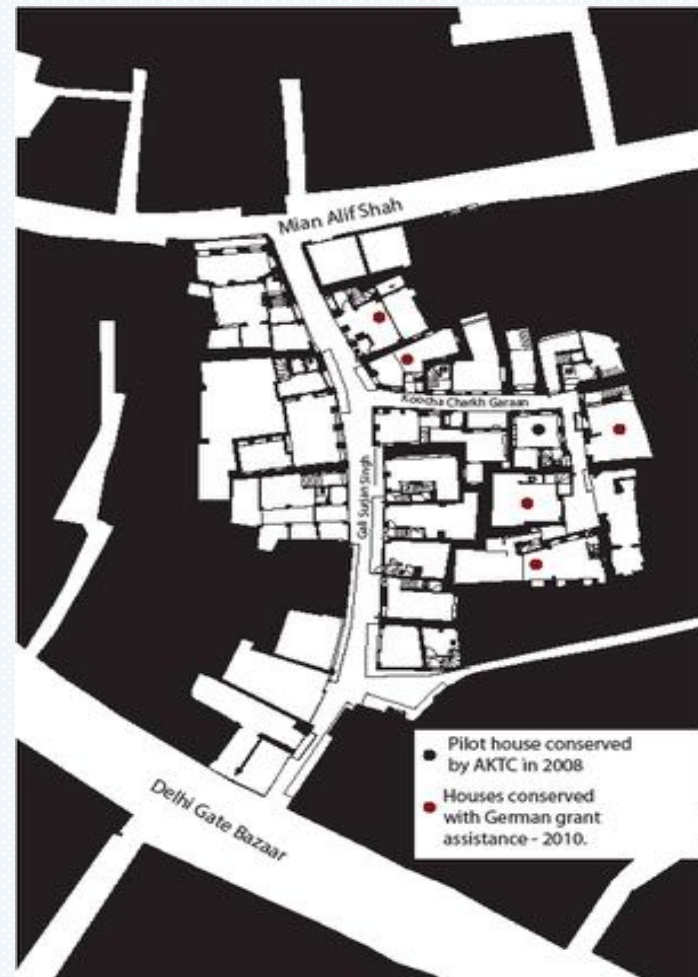
Above: Koocha Charkh Garan, before and after rehabilitation



Below: Gali Surjan Singh, before and after rehabilitation



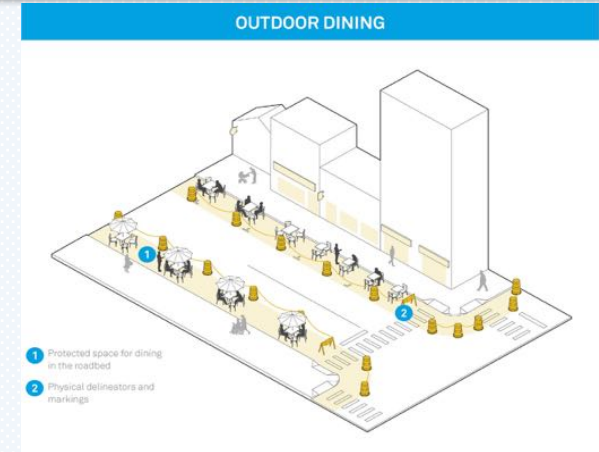
## Lahore Walled City



# Local economic development strategies

8. With Covid19 urban heritage areas will have to accommodate less users
9. This reduction in visitors will contribute to re-balance the use of the urban heritage areas with their carrying capacity
10. Offers an opportunity to provide space for local activities that serve city demand
11. The new economy of the heritage sites will be less profitable for investors, but more valuable for the residents

<https://www.instagram.com/tv/CBdvePynFv1/>





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## Questions and points for debate:

1. Conservation and development with focus on the local economy
2. Engaging the contribution of all social actors with government leadership
3. The management of public spaces with Covid19
4. Affordable housing and local entrepreneurship



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# SESSION 3

Mr Mohsen Abbasi

Case Study: Historic City of Yazd, Iran





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# Historic City of Yazd

Mohsen Abbasi Harofteh



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# Historic City of Yazd

Yazd, in the central desert of Iran, is one of the biggest world heritage cities in the world.

- Core zone area: 195 hectares
- Buffer zone area: 665 hectares
- It is the capital of earthen (adobe) architecture of Iran
- Wind catchers in the sky as well as going under ground is a architectural solution to bearing the harsh and hot climate.
- Everything here is made by earth.



# Impact of corona pandemic on Yazd economy

**Corona pandemic affected Yazd heritage economy in three major parts directly:**

- a. Tourism industry**
- b. Handicraft market**
- c. Conservation and restoration projects**



# Impacts of corona pandemic on tourism economy

**Yazd got involved in Pandemic in tourist high season.**

**Yearly, a couple of millions of tourist visit the city.**

**While major part of citizen 's Livelihood depends on tourism, it was as a shock.**



# Impact of corona pandemic on handicraft market

**Yazd includes a great handicrafts market:**

**Producing**

**Presenting (shown in galleries)**

**Selling**

**exporting**



# Impact of corona pandemic on restoration projects

**Making a restoration movement, after Yazd was inscribed in world heritage list, in 2016.**

**In three last years, there were 1000 restoration projects in world heritage zone.**

**Just before virus outbreak, near 400 projects were active.**

**These projects were a considerable source of community livelihood.**



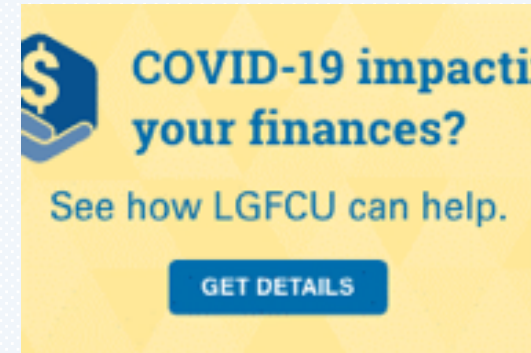


# Measures and actions

## Financial aid

Arranging a loan to economically vulnerable business

Tax relief coronavirus for the damaged business



# Measures and actions

a. Founding the internet markets to support traditional industries.

Defining a web based platform to present and selling traditional artworks



b. Providing a health protocols to re-open restoration projects as a community livelihood source



# Corona pandemic as an opportunity

Many video-clips about heritage were produced through a social movement

Cultural heritage became a recreation task during the lockdown





# SESSION 3

Joel Perea Quiroz

Case Study: Historic Monuments Zone of  
Queretaro, Mexico





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 3, 22 June 2020

*Heritage at the core of local economic development strategies*

# Historic Monuments Zone of Querétaro

## (Mexico)

**Mr. Joel Perea Quiroz,**

Site Manager of the “Historic Monuments Zone of Querétaro” and Querétaro’s section of the cultural itinerary “Camino Real de Tierra Adentro”



World Heritage City Lab  
World Heritage Cities Programme

# Historic Monuments Zone of Querétaro, Mexico

**Mr. Joel Perea Quiroz**, Site Manager of the “Historic Monuments Zone of Querétaro” and Querétaro’s section of the cultural itinerary “Camino Real de Tierra Adentro”





## Greetings from the city of Santiago de Querétaro, Mexico.



the Historical Monuments Zone of Querétaro, declared a World Heritage Site by UNESCO since 1996.



## actions that are being carried out by COVID-19

### ¿WHAT ACTIONS COULD SUPPORT THE WELL-BEING OF LOCAL COMMUNITIES?

**1.** We promote **local consumption of local products and services on local businesses.**

**2.** We have been working on **social media campaigns** and a **digital platform** to get together local supply and local demand.

**apoyamos local.com** **oallear**

**3.** We also designed a program to facilitate **credits for small local businesses.**

**4.** We implement different actions such as **delivering food and hygienic products** for the people whose basic needs have been affected.

**5.** We facilitate direct **economic support of around 180 dlls** to independent workers or selfemployed people.

**6.** We are planning extensive campaigns to promote local visits, strategies with businesses and cultural spaces to **guarantee hygienic conditions.**

will be applied before this new normal,  
POST\_COVID-19

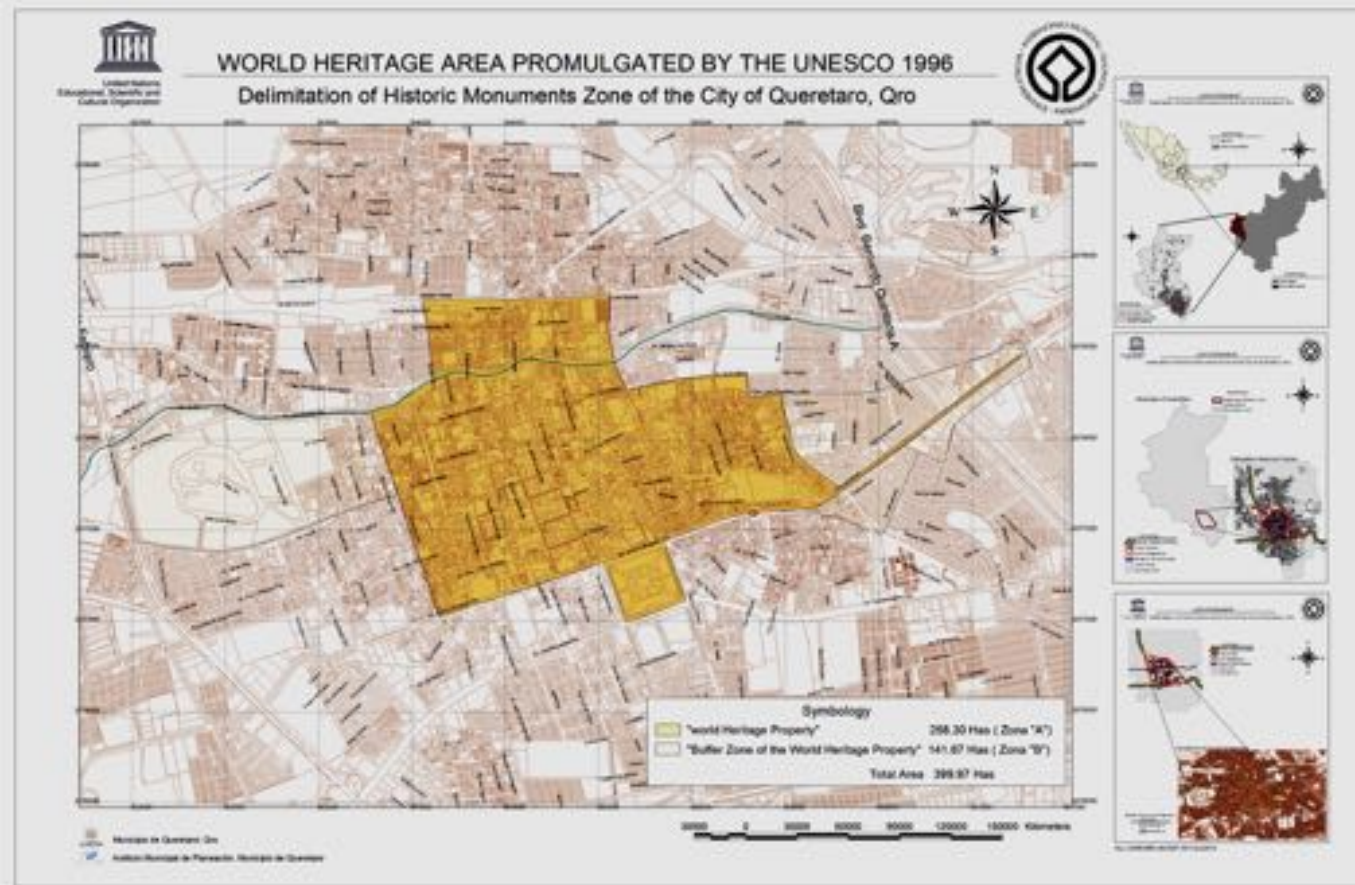
## Entering the context of the Municipality of Querétaro



**the Municipality of Querétaro is divided territorially into seven municipal delegations**

# this area is the Querétaro Historical Monuments Zone

with 4 k



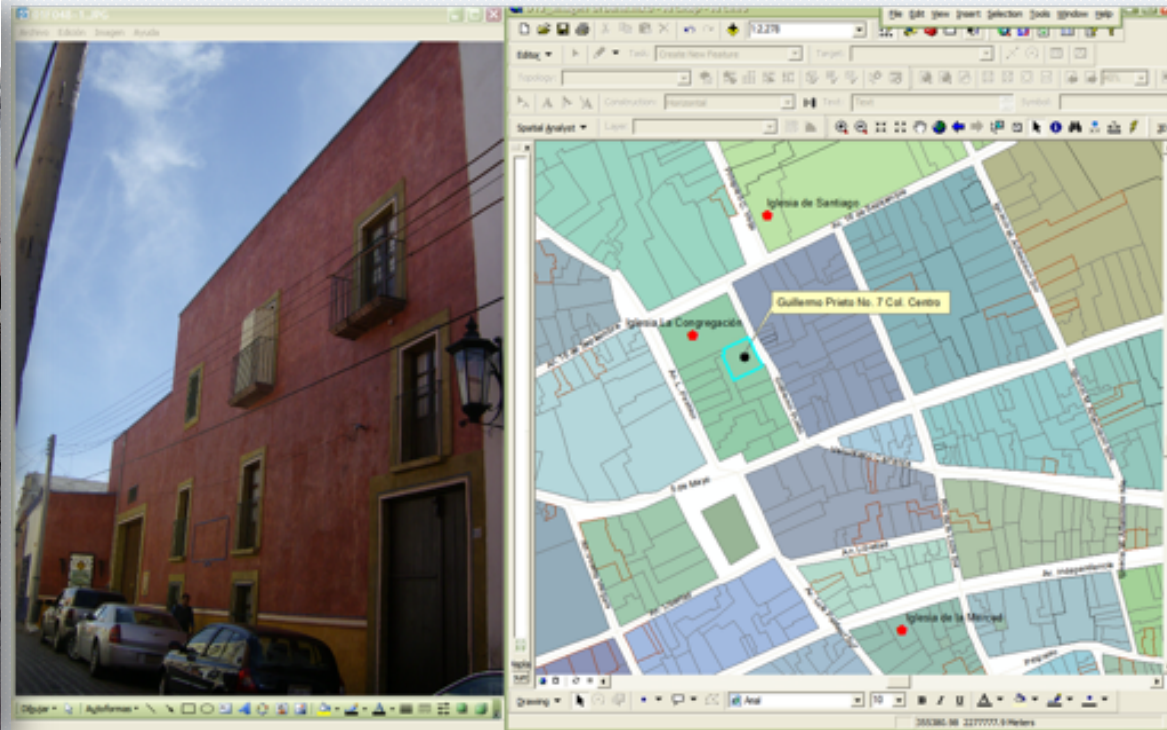
## the Board of Trustees of the Historic Center



# managed to beautify the historic center



# Buildings classified as historical monuments



# the Government of the Municipality of Querétaro

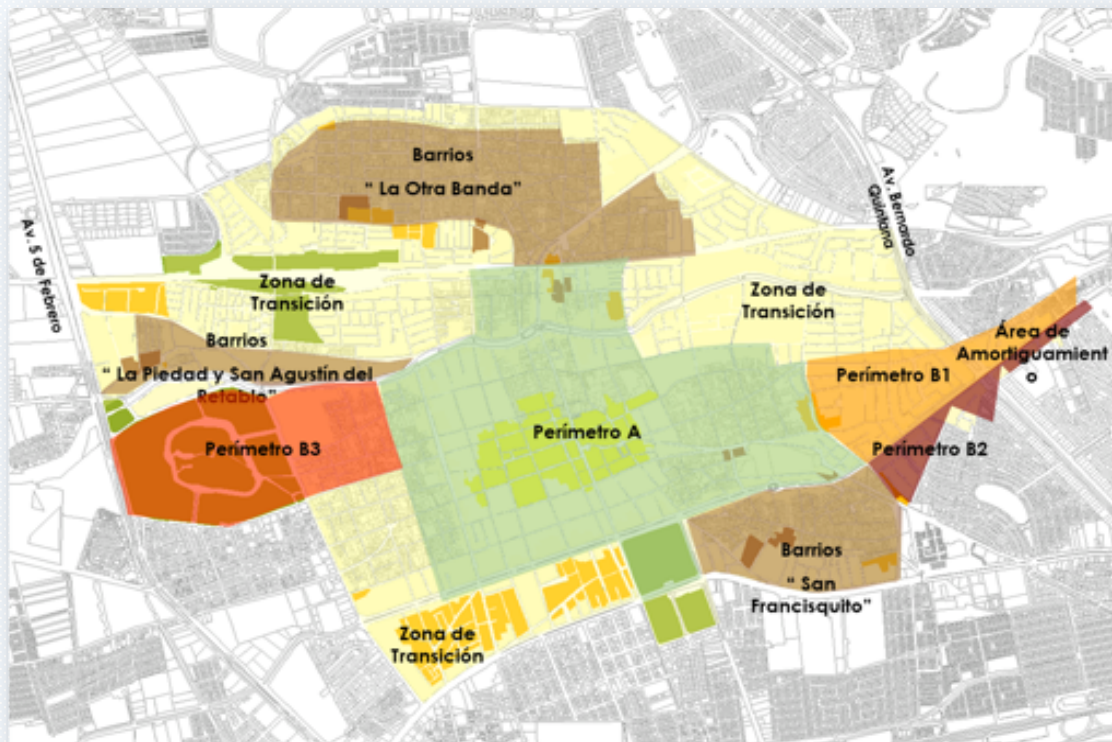
the Government of the Municipality of Querétaro accumulated experience and trained specialists in the care of World Heritage





# the Partial Program of Urban Development of the Zone of Historical Monuments

the Government of the State of Querétaro and the Municipal Government join forces to create the Partial Program of Urban Development of the Zone of Historical Monuments and Traditional Neighborhoods of Santiago de Querétaro



# Coordination of World Heritage Cities

the Municipal Government, it established the Office for the Coordination of World Heritage Cities



**Ciudades Mexicanas**  
PATRIMONIO MUNDIAL

Campeche • Ciudad de México y Xochimilco • Guanajuato • Morelia • Oaxaca  
Puebla • Querétaro • San Miguel de Allende • Tlacotalpan • Zacatecas



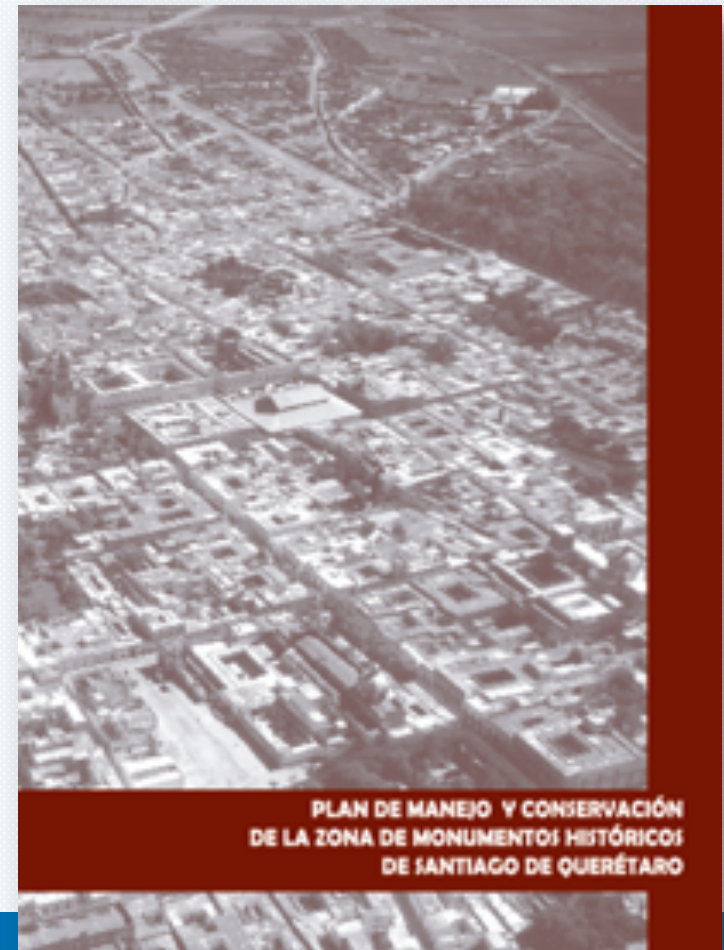
OVPM . OWHC . OCPM



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• **Historic Monuments**  
• **Zone of Querétaro**  
• inscribed on the World  
• Heritage List in 1996



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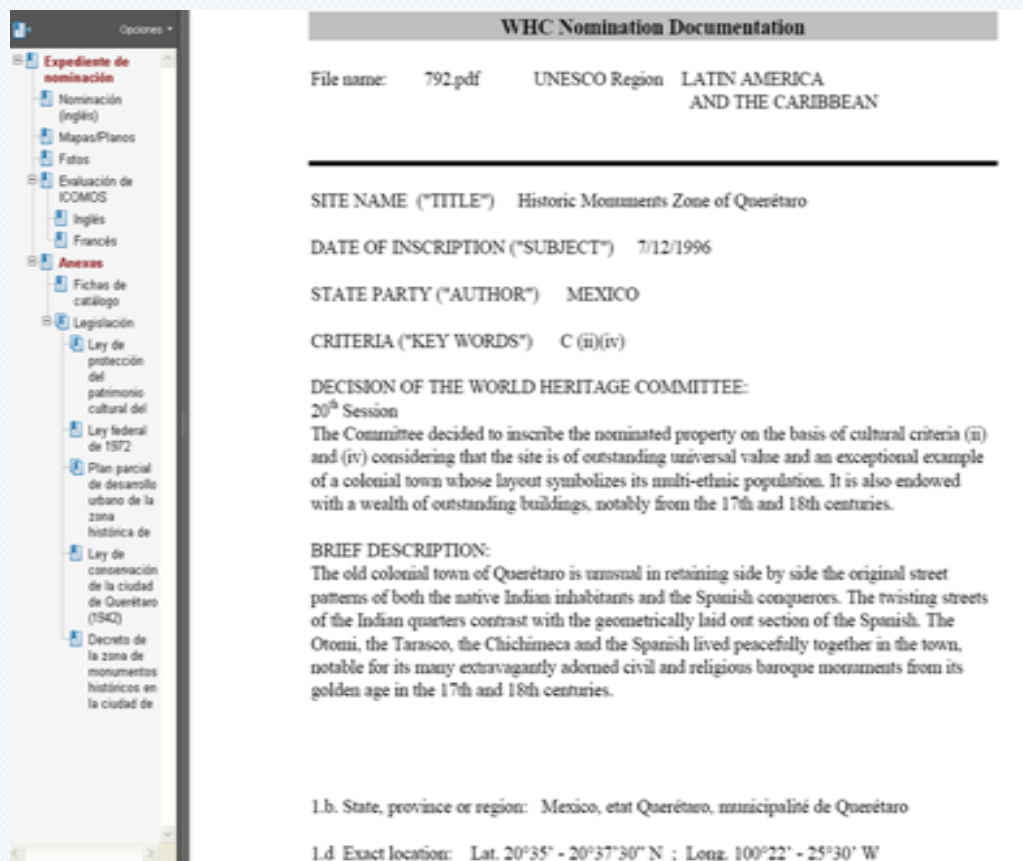
# the National Association of Mexican

the National Association of Mexican World Heritage Cities was created



# the convention of the UNESCO world heritage

the convention of the UNESCO world heritage



The screenshot shows a web interface for WHC Nomination Documentation. On the left is a sidebar with a tree view of documents. The main content area is titled "WHC Nomination Documentation" and contains the following information:

File name: 792.pdf UNESCO Region: LATIN AMERICA AND THE CARIBBEAN

---

SITE NAME ("TITLE") Historic Monuments Zone of Querétaro

DATE OF INSCRIPTION ("SUBJECT") 7/12/1996

STATE PARTY ("AUTHOR") MEXICO

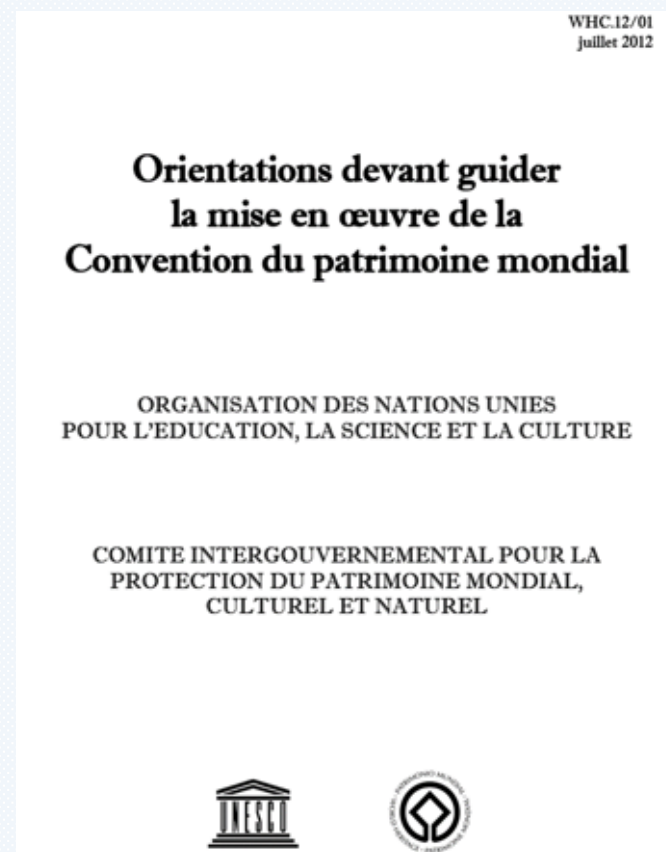
CRITERIA ("KEY WORDS") C (ii)(iv)

DECISION OF THE WORLD HERITAGE COMMITTEE:  
20<sup>th</sup> Session  
The Committee decided to inscribe the nominated property on the basis of cultural criteria (ii) and (iv) considering that the site is of outstanding universal value and an exceptional example of a colonial town whose layout symbolizes its multi-ethnic population. It is also endowed with a wealth of outstanding buildings, notably from the 17th and 18th centuries.

BRIEF DESCRIPTION:  
The old colonial town of Querétaro is unusual in retaining side by side the original street patterns of both the native Indian inhabitants and the Spanish conquerors. The twisting streets of the Indian quarters contrast with the geometrically laid out section of the Spanish. The Otomí, the Tarasco, the Chichimeca and the Spanish lived peacefully together in the town, notable for its many extravagantly adorned civil and religious baroque monuments from its golden age in the 17th and 18th centuries.

1.b. State, province or region: Mexico, état Querétaro, municipalité de Querétaro

1.d. Exact location: Lat. 20°35' - 20°37'30" N ; Long. 100°22' - 25°30' W





WHC.12/01  
juillet 2012

**Orientations devant guider  
la mise en œuvre de la  
Convention du patrimoine mondial**

ORGANISATION DES NATIONS UNIES  
POUR L'EDUCATION, LA SCIENCE ET LA CULTURE

COMITE INTERGOUVERNEMENTAL POUR LA  
PROTECTION DU PATRIMOINE MONDIAL,  
CULTUREL ET NATUREL



## Rescue, conservation and restoration

In the last 10 years, approximately \$ 160`000,000.00 (one hundred sixty million pesos 00/100mn.) 7`304,455.00 (seven million, three hundred four thousand, four hundred and fifty-five dollars) have been applied, managed by the Municipality of Querétaro.





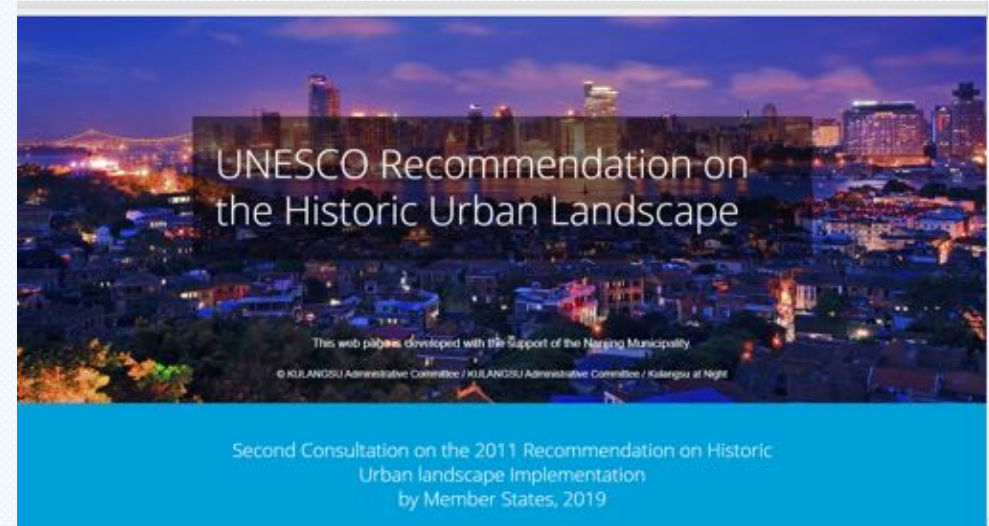
## collaboration

collaboration agreement was signed between the Municipality of Querétaro and the UNESCO Mexico office



# The update

the Update of the Management and Conservation Plan of the Zone of Historical Monuments of Querétaro





We have to promote our role  
of cultural heritage, and work with the  
specialists from UNESCO to **update**  
**our Management and Conservation Plan**  
**for the Historical Monuments Zone of**  
**Querétaro.**



## Normative instruments

### **A) NORMATIVE INSTRUMENTS FOR THE CORRECT OPERATION OF THE MANAGEMENT OF THE CULTURAL SITE.**

- Analysis of the current state of the normative structure, laws and regulations in force, diagnosis of existence, operation and updating.
- Review of the operation of the Management System and Application of the Management Plan.
- Updating of the GIS Geographic Information System, as a digital platform for comprehensive consultation.



### **B) MONITORING STRATEGIES AND INDICATOR SYSTEM.**

- Periodic realization of citizen surveys that establish parameters of social perception on problems, benefits, satisfactions and issues that help the strategic planning of government policies for the care of the property registered as world heritage,( strengths, opportunities, weaknesses, and threat, Delphi Workshops).
- Expansion of indicators on various topics such as land use, population, habitability, security, trade, tourism, economic development, etc. And that are linked to Post\_COVID-19 activities and those that are necessary to measure the changes and improvements in the conservation and functionality strategies of the historic center and its alignment to the UN Habitat Sustainable Development Goals and on the application of the Recommendations of the UNESCO on the Historical Landscape.

## Active participation

### C) ACTIVE PARTICIPATION OF THE MAP OF ACTORS INVOLVED IN THE SITE.

- Identification of all social, business, citizen and neighborhood organizations leaders, as well as all the authorities that interfere within the zone with a declaration of world heritage (conservation table and infrastructure table).
- Permanent campaigns for the dissemination of historical and cultural heritage, in order to make known to the public, the material and intangible heritage of the site, highlighting its exceptional universal value and pointing out the care that must be taken in its conservation.
- Establish an educational line aimed especially at girls and boys in the city where the cultural asset is located? In order to form a sense of belonging at an early age and putting in value the Tangible and Intangible cultural heritage.



## Gestionnaire de la Zone de monuments historiques de Querétaro et responsable de la section de l'itinéraire culturel « Camino Real de Tierra Adentro » dans cette Zone



Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura



• Zona de monumentos  
históricos de Querétaro  
• inscrita en la Lista del  
Patrimonio Mundial en 1996



**QUERÉTARO**  
MUNICIPIO





United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 3, 22 June 2020

*Heritage at the core of local economic development strategies*

# Historic city of Yazd

## (Iran)

**Mr. Mohsen Abbasi Harofteh,**  
Site Manager and Assistant Professor at Yazd University



World Heritage City Lab  
World Heritage Cities Programme



United Nations  
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Cultural Organization

# *Heritage at the core of local economic development strategies*

1. Post-pandemic W.H. cities economy
2. Role of heritage in re-building of W.H. cities economy
3. Necessity of change to save local W.H. cities and their communities



World Heritage City Lab  
World Heritage Cities Programme

# SESSION 4

Mr Daniele Pini, Ms Elizabeth Vines  
Key Discussion Points







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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 4, 24 June 2020

# *Re-thinking urban infrastructure in historic urban contexts*

Raising questions to stimulate discussion

**Key Discussion Points by  
Daniele Pini and Elizabeth Vines**



World Heritage City Lab  
World Heritage Cities Programme

## Session 4 - Re-thinking urban infrastructure in historic urban contexts

### key messages

- 1 - HUL RECOMMENDATION IS A USEFUL TOOL AND MODEL TO MANAGE THE IMPACTS OF INFRASTRUCTURE DEVELOPMENT
- 2 - IMPACTS OF PROPOSED NEW INFRASTRUCTURES ON HISTORIC CITIES – PUBLIC REALM AS A HERITAGE ASSET
- 3 - IMPACT OF NEW DEVELOPMENT AND QUALITY OF DESIGN
- 4 - CREATIVE APPROACHES TO INFRASTRUCTURE IN HISTORIC URBAN CONTEXTS



## Session 4 - Re-thinking urban infrastructure in historic urban contexts

**Management of Urban Infrastructure in World Heritage Cities is a key challenge.**

**This can include public spaces, roads, car parks, mass transit and developments impacting negatively on the heritage values.**

**Urban infrastructure also includes the built environment and how new development impacts on existing historic character**



Rome, Melbourne, Yangon, NYC



# Re-thinking urban infrastructure in historic urban contexts

- **Traffic Infrastructures often disrupt the urban fabric, creating visual and spatial barriers**
- **Monuments, heritage buildings and sites are separated from the urban context**
- **Public spaces such as historic streets and squares are occupied by cars and inappropriate structures**



Los Angeles, Melbourne,  
Yangon, Malaysia

# Re-thinking urban infrastructure in historic urban contexts

- **Conventional solutions (roundabouts, flyovers, motorways) are intended to increase speed and make the traffic more fluid but bring heavy traffic flows into the historic city and its surroundings.**
- **These solutions must be rejected. They create congestion hampering the perception of and accessibility to the historic fabric and its heritage assets.**



Cairo, Damascus

## Session 4 - Re-thinking urban infrastructure in historic urban contexts

### MESSAGE 1 - The UNESCO Recommendation on the Historic Urban Landscape (HUL) ( adopted by UNESCO in 2011) is a useful tool and model.

HUL addresses:

“the need to better **integrate and frame urban heritage conservation** strategies within the larger goals of overall **sustainable development**’  
(*HUL introduction point 5*).

“historic urban landscape is the urban area understood as the result of a **historic layering of cultural and natural values and attributes**, extending beyond the notion of “historic centre” or “ensemble” to include the **broader urban context and its geographical setting**”. (*HUL definition 8*).

It “provides the basis for a **comprehensive and integrated approach** for the identification, assessment, conservation and management of historic urban landscapes within an overall sustainable development framework”.

(*HUL definition 10*).



# Re-thinking urban infrastructure in historic urban contexts

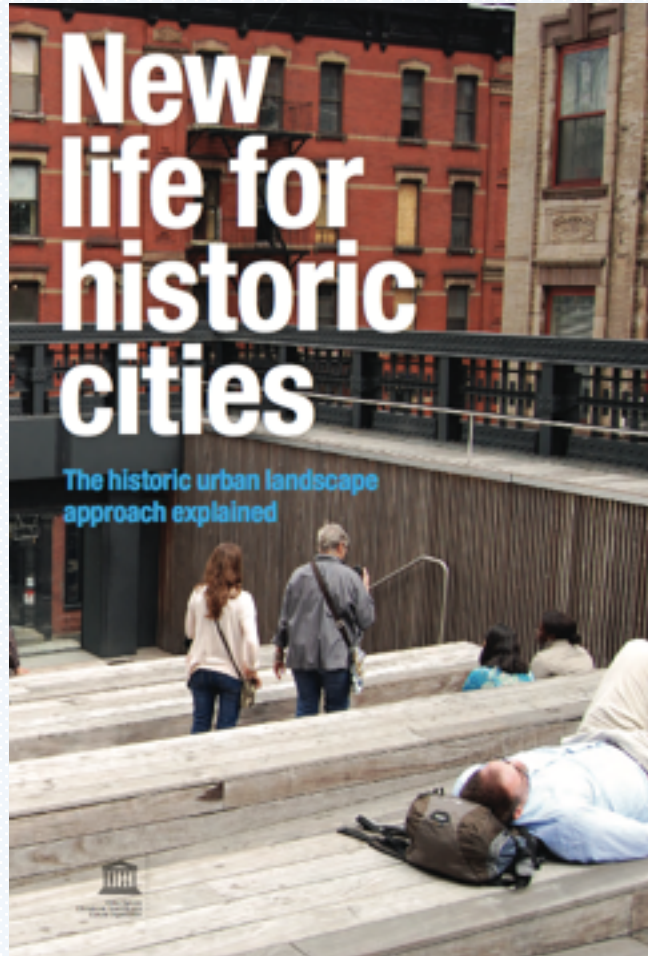
## Message 1 - HUL Recommendation

- HUL Recommendation stresses the importance of the relationship of heritage to its wider urban context
- Improving connectivity and walkability in the public realm is a crucial option for historic cities
- Major road insertions can separate and destroy neighborhoods



Penang Park, Hanoi, Los Angeles, Montreal

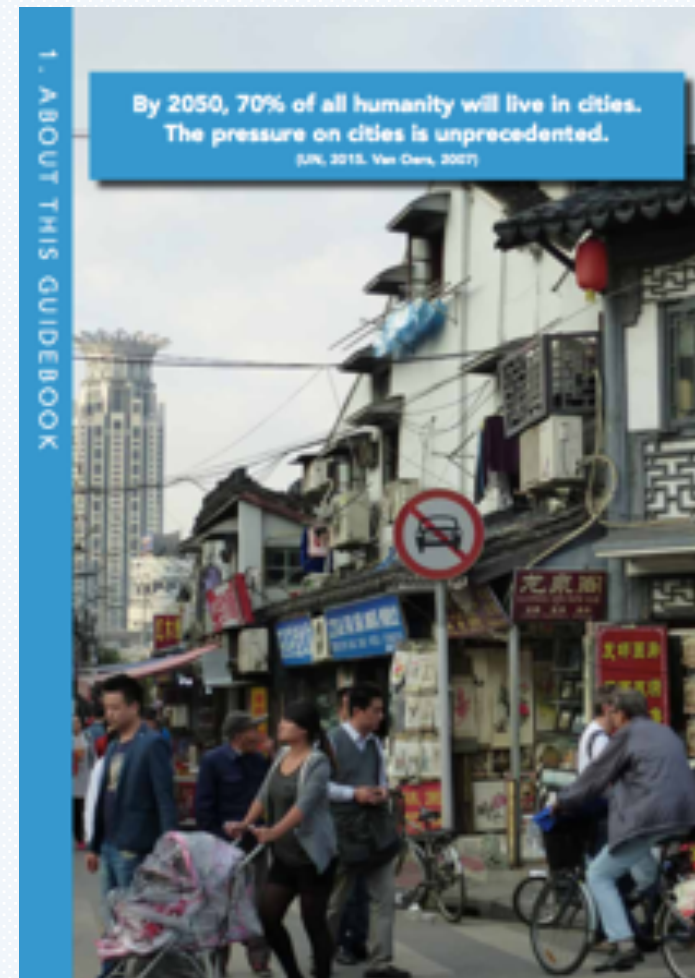
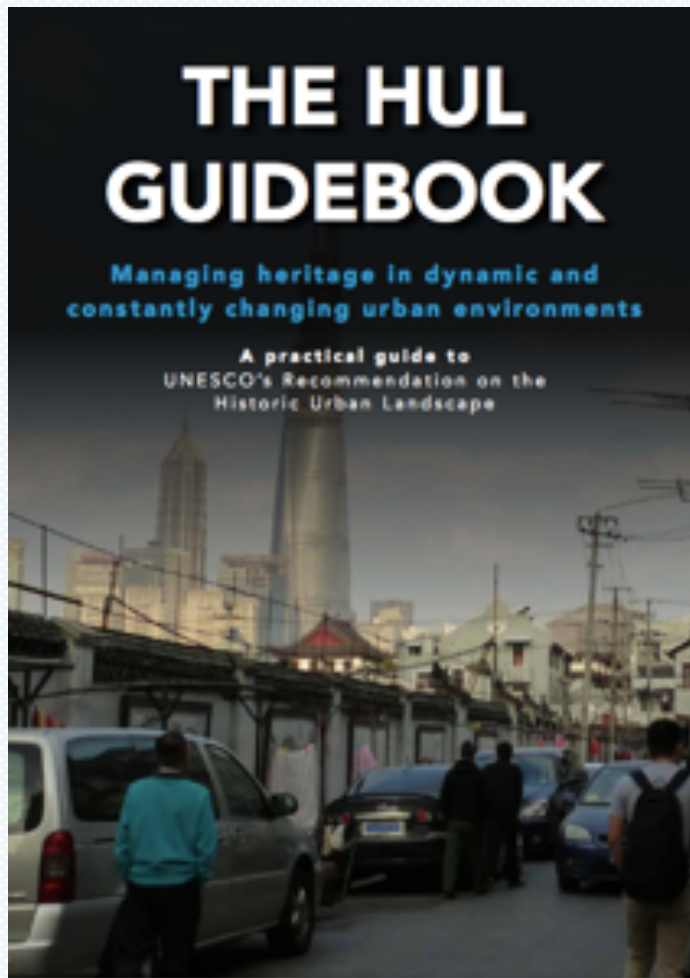
## Session 4 - Re-thinking urban infrastructure in historic urban contexts



**Explanatory Brochure 2013** - introduces the Recommendation on the Historic Urban Landscape, and how to apply the Historic Urban Landscape approach in the local context.







***The HUL Guidebook (2016)**- Managing heritage in dynamic and constantly changing urban environments. A practical guide to. UNESCO's Recommendation on the. Historic Urban Landscape (2016)*



## The Burra Charter Process

### Steps in planning for and managing a place of cultural significance

The Burra Charter should be read as a whole.

Key articles relevant to each step are shown in the boxes. Article 6 summarises the Burra Charter Process.



## 4. IMPLEMENTING THE HUL APPROACH

### The HUL Approach in Action

The HUL approach requires us to take into account the local context of each historic city. While this will result in different approaches to management for different cities, at a minimum six critical steps were recommended to facilitate the implementation of the HUL approach.

#### B. THE SIX CRITICAL STEPS


- To undertake comprehensive surveys and mapping of the city's natural, cultural and human resources;
- To reach consensus using participatory planning and stakeholder consultations on what values to protect for transmission to future generations and to determine the attributes that carry these values;
- To assess vulnerability of these attributes to socio-economic stresses and impacts of climate change;
- To integrate urban heritage values and their vulnerability status into a wider framework of city development, which shall provide indications of areas of heritage sensitivity that require careful attention to planning, design and implementation of development projects;
- To prioritise actions for conservation and development; and
- To establish the appropriate partnerships and local management frameworks for each of the identified projects for conservation and development, as well as to develop mechanisms for the coordination of the various activities between different actors, both public and private. (UNESCO, 2011)



"Geneve: What do you think?" A map about Geneva's heritage from the HUL application History Conference community workshops 8 May 2015, Geneva, Ecuador  
Source: RUI, C Research Project Team

The HUL Guidebook | 19





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### C. The HUL Toolkit

The successful management of urban heritage in complex environments demands a robust and continually evolving toolkit. It should include a range of interdisciplinary and innovative tools, which can be organised into four different categories, each of which will be discussed by presenting a list of established approaches, practices and instruments. It should be emphasised that for urban heritage management to succeed, the policies and actions in these four categories need to be adapted for local application and addressed simultaneously, as they are interdependent.



**Community engagement tools** should empower a diverse cross-section of stakeholders to identify key values in their urban areas, develop visions, set goals, and agree on actions to safeguard their heritage and promote sustainable development. These tools should facilitate intercultural dialogue by learning from communities about their histories, traditions, values, needs and aspirations and by facilitating mediation and negotiation between conflicting interests and groups.



**Knowledge and Planning tools** should help protect the integrity and authenticity of the attributes of urban heritage. They should permit the recognition of cultural significance and diversity, and provide for the monitoring and management of change to improve the quality of life and urban space. Consideration should be given to the mapping of cultural and natural features, while heritage, social and environmental impact assessments should be used to support sustainability and continuity in planning and design.



**Regulatory systems** could include special ordinances, acts or decrees to manage tangible and intangible components of the urban heritage, including their social and environmental values. Traditional and customary systems should be recognised and reinforced as necessary.



**Financial tools** should aim to improve urban areas while safeguarding their heritage values. They should aim to build capacity and support innovative income-generating development rooted in tradition. In addition to government and global funds from international agencies, financial tools should be deployed to promote private investment at the local level. Micro-credit and other flexible financing mechanisms to support local enterprise, as well as a variety of models of public-private partnerships, are also central to making the HUL approach financially sustainable.

UNESCO, 2010

## Session 4 - Re-thinking urban infrastructure in historic urban contexts

**1 – HUL RECOMMENDATION** – This can be a very helpful model for providing a framework the management of urban infrastructure (including built heritage guidelines). Key points to remember for the HUL approach

- **it is not a new category of heritage or type of WH “property”** (adding to the “monuments”, “groups of buildings” or “sites” of the 1972 Convention), but ..... an approach to “urban areas” (and can be used for all urban contexts not only for WH cities),



Yangon,  
Penang



# Session 4 - Re-thinking urban infrastructure in historic urban contexts

## 1 – HUL RECOMMENDATION –

Key points to remember for the HUL approach

- **it can be “understood as the result of a historic layering of cultural and natural values** and attributes, extending beyond the notion of “historic centre” or “ensemble” to include the broader urban context and its geographical setting”.



Lille, France, Penang, Malaysia



# Session 4 - Re-thinking urban infrastructure in historic urban contexts

## 1 – HUL RECOMMENDATION

Key points to remember for the HUL approach

- The Recommendation stresses the importance of **“connectivity”** and **“productivity”** of urban space to enhance social inclusion and interaction: the management of public spaces and mobility become a major urban conservation issue.



Paris, Boston



# Session 4 - Re-thinking urban infrastructure in historic urban contexts

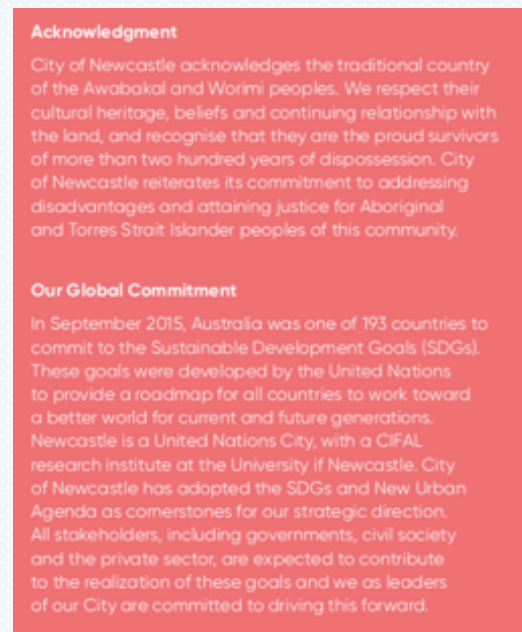
## 1 – HUL RECOMMENDATION –

Key points to remember for the HUL approach

- The Recommendation aims at **providing updated guidelines** to better integrate urban **heritage conservation into strategies of socio-economic development** and planning tools – and relate these to the SDG's.



Heritage Strategy, Newcastle , Australia, Draft, 2020

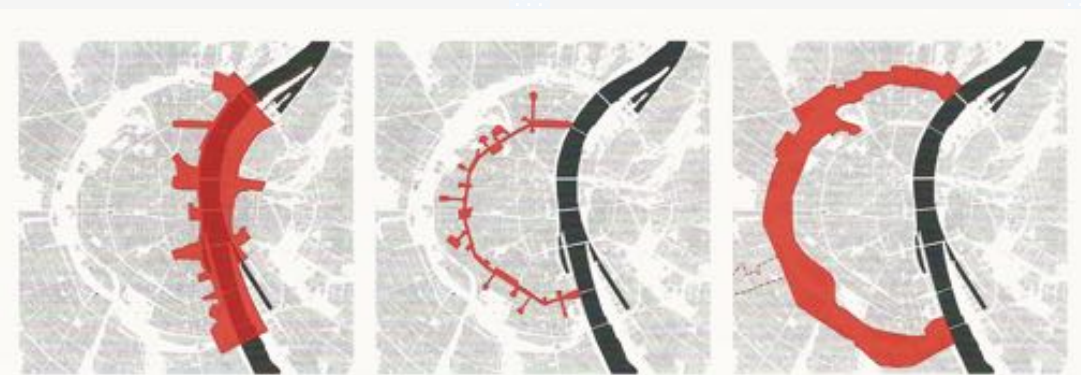
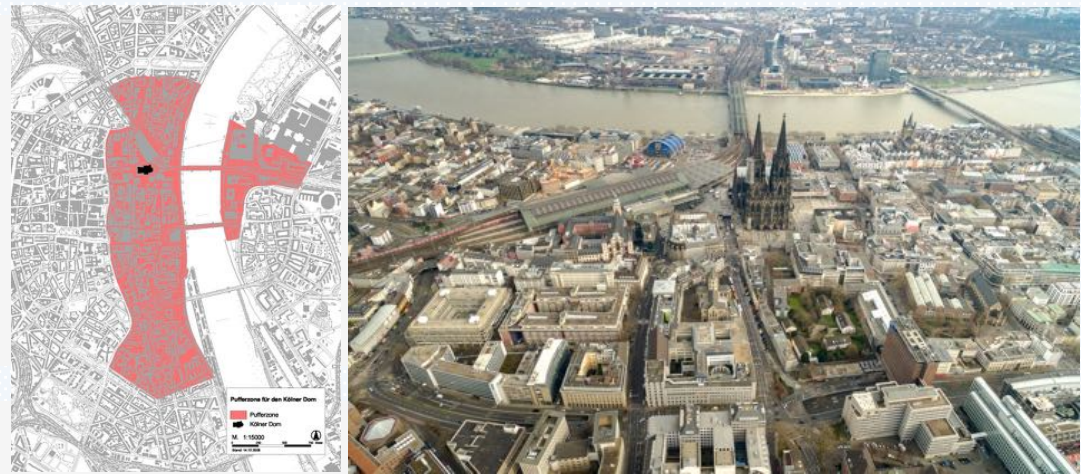


# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2 – IMPACTS OF NEW INFRASTRUCTURES ON THE PUBLIC REALM

A key challenge is to the impacts on urban heritage of large infrastructure projects such as roads, car parks, mass transit and large developments impacting negatively on the heritage values of the place.

This requires a comprehensive approach at the urban / metropolitan scale



Koeln, Germany





# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2 – IMPACTS OF NEW INFRASTRUCTURES ON PUBLIC REALM

The system of public spaces within the urban fabric is fundamental to create connections amongst the different heritage features. These spaces determine the liveability and productivity of historic cities. It is important to remember that in many WH historic cities, streets and squares are not made for cars and vehicular traffic, but for people and their activities.



Siena, Italy – Fès, Morocco

# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2 – PUBLIC REALM INFRASTRUCTURE AS A HERITAGE ASSET

On the other hand, in most WH cities, some public spaces are important heritage feature in themselves, to be protected and enhanced as a fundamental attribute of the OUV.



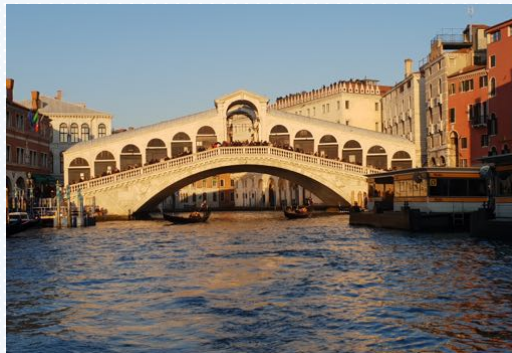
Cairo, Egypt

# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2 – PUBLIC REALM INFRASTRUCTURE AS A HERITAGE ASSET

Some infrastructures, such as bridges, have not simply a utilitarian value, but may have an architectural interest that strongly characterises the city's historic and cultural identity.

In cities like Mostar, with different ethnic and cultural social layers, it becomes a symbol of unity and reconciliation after having been the object of a bloody conflict.



Florence, Venice, Mostar, Luzern

# Re-thinking urban infrastructure in historic urban contexts



Mostar, Bosnia



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2. PUBLIC REALM AS A HERITAGE ASSET - THE SENSE OF COMMUNITY

In historic cities, the public realm is a space for gathering and social interaction, as well as the venue of events that form its intangible heritage

The sense of place helps creating a sense of belonging for the urban community, sharing the same space and heritage values.



Siena, Italy

# Re-thinking urban infrastructure in historic urban contexts



Naples, Italy



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2. PUBLIC REALM AS A HERITAGE ASSET. THE SENSE OF COMMUNITY

Public and Street Art can enhance the street environment and allow for artistic contributions and engagement in the city by artists.



Chicago Park, Costa Rica, Melbourne, Toronto, Butterworth (Malaysia)

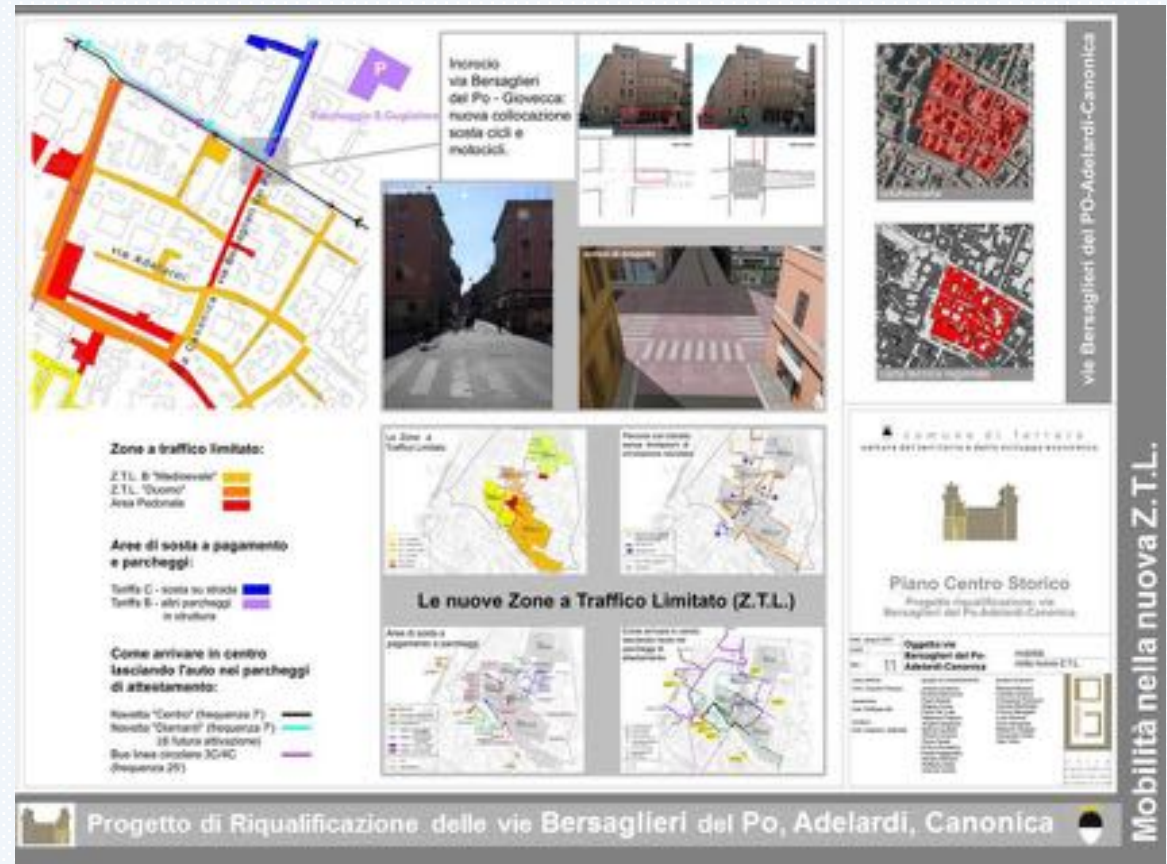


# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 2 – PUBLIC REALM AS A HERITAGE ASSET. STATUTORY PROTECTION AND ENHANCEMENT

Statutory protection for heritage assets (including heritage buildings, street patterns, open space, landscape vistas, mature vegetation) is essential within local government planning schemes.

Measures must be taken to reduce the impact of vehicular traffic on historic cities and make it compatible with a safe pedestrian mobility and commercial activities, as well as to provide adequate services to all.



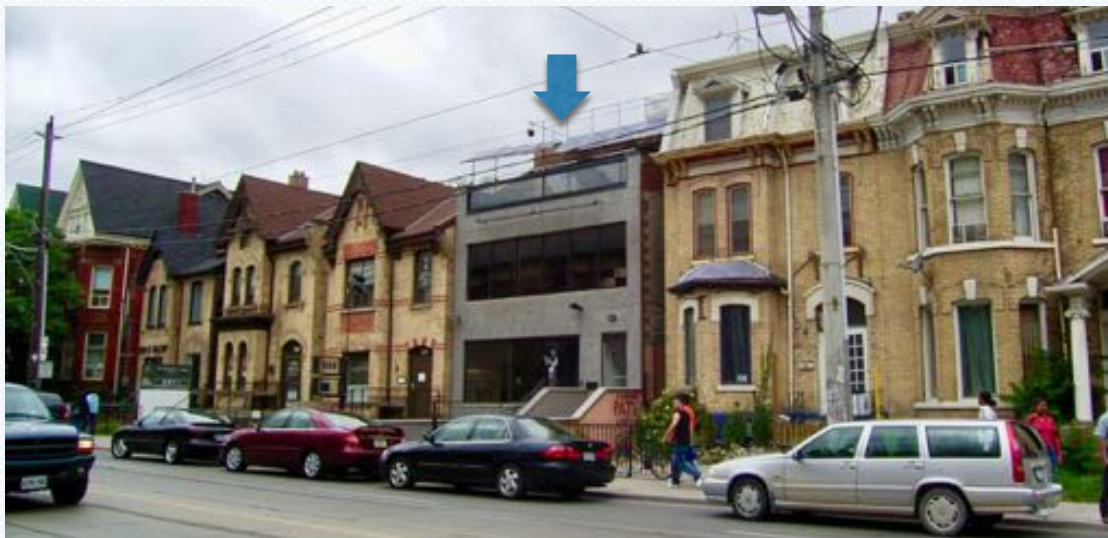
Ferrara, Italy



## Session 4 - Re-thinking urban infrastructure in historic urban contexts

### MESSAGE 3 – IMPACT OF NEW DEVELOPMENT

The design quality of new development or redevelopment interventions is a key challenge for managing urban infrastructure of a World Heritage City or historic urban centre, as well as to regenerate their spatial and activity pattern. This is crucial to successfully face the challenges of economic development and urbanization.



Toronto, Penang (Malaysia)



## Session 4 - Re-thinking urban infrastructure in historic urban contexts

### MESSAGE 3 – IMPACT OF NEW DEVELOPMENT

New development should be undertaken in an architectural style which is compatible with the surrounding unique character of the city, complementing its heritage; the redevelopment of dilapidated areas within the historic cities have to be consistent with the spatial and functional characters of the urban fabric, respecting its scale and prevailing architectural typologies, with an honest and contemporary architectural language, avoiding any fake imitation of the historic architecture.



Penang (Malaysia) x 2 , Montreal



## Session 4 - Re-thinking urban infrastructure in historic urban contexts

### MESSAGE 3 – IMPACT OF NEW DEVELOPMENT

When new development or redevelopment interventions respond to its setting and context a unique sense of place is maintained. While a new building may be iconic, it should also be in harmony with the existing built environment, a careful insertion responding to the existing scale and character. A successful infill development is a contemporary piece of design and of its own time and should not copy or replicate heritage buildings.



Toronto, Antwerp

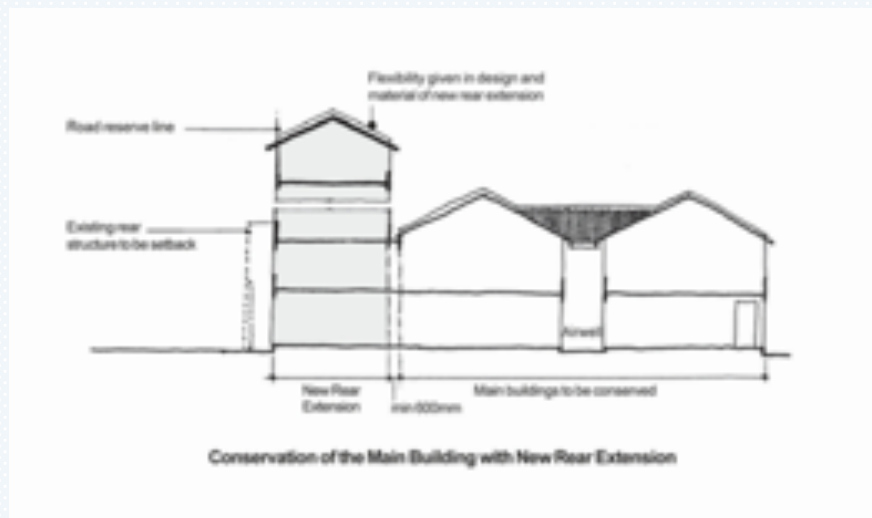
The issue of “starchitecture” – are iconic insertions like this appropriate for the heritage building ?



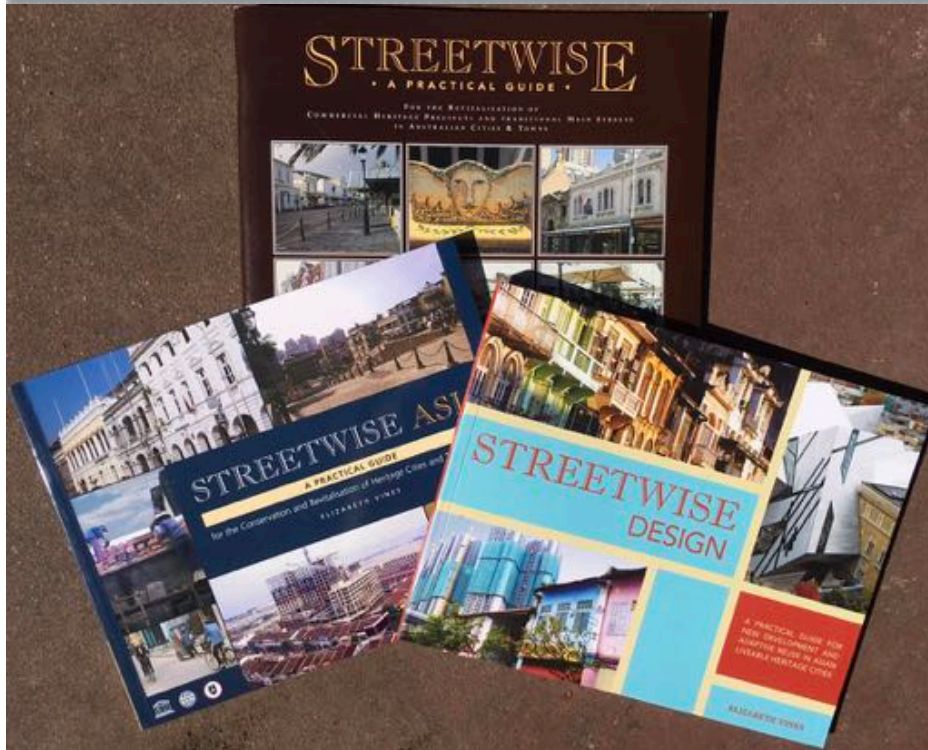
# Session 4 - Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 3 – IMPACT OF NEW DEVELOPMENT

Development guidelines ensure that new development respects the character of the place and design review by qualified and skilled personnel should be undertaken to determine the appropriateness of the proposed design. Processes to ensure that good design outcomes are achieved include the requirement of Heritage Impact Assessment reports and design review.



# Session 4 - Re-thinking urban infrastructure in historic urban contexts



## Streetwise book series

*Streetwise* – Australia (1996)

*Streetwise Asia* (2006)

*Streetwise Design* (2018)

Elizabeth Vines

Some  
reference  
material



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## Session 4 - Re-thinking urban infrastructure in historic urban contexts



Examples of new development, Florence , Italy



## Session 4 - Re-thinking urban infrastructure in historic urban contexts



New social housing development in Mazzorbo, Venice, Italy



# Session 4 - Re-thinking urban infrastructure in historic urban contexts



New Development, Santa Fe, USA





## Session 4 - Re-thinking urban infrastructure in historic urban contexts



Frank Gehry, infill "Dancing House" Prague



## Session 4 - Re-thinking urban infrastructure in historic urban contexts



New development  
Melbourne, Australia



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# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

Cities flourish where a wide variety of strategies build a sense of community, through provision of safe gathering places, city parks with attractive planting, community gardens, walkable streets and opportunities for cultural expression: these are essential to promote social interaction and inclusion.



Barcelona, Spain



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

In denser historic inner-city areas, the shared public realm is a precious commodity with a relevant heritage value, which needs to be carefully protected and strategically managed. Creative and sensitive approaches to historic urban infrastructure are being adopted worldwide beyond the conventional engineering approaches.

Fés, Morocco



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

Improvements to bicycle and pedestrian networks, pocket parks, shared local community gardens, neighbourhood housing cooperatives, reuse of redundant or dismissed industrial sites for community purposes are just a few of these examples.



Mechelen, Belgium



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# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

To preserve the historic city, traffic and infrastructural solutions should be found that adapt to the morphology and the space of the public realm.

Pedestrianization and other interventions to improve walkability may foster wider urban regeneration processes.

Streets can be reshaped to limit the speed and improve walkability.



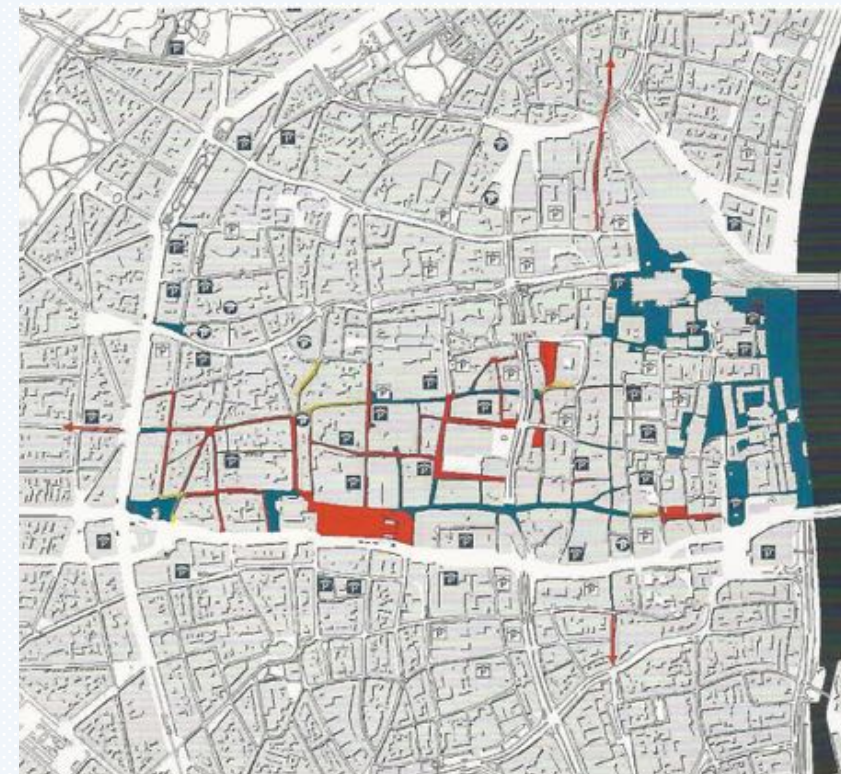
Aix-en-Provence , France



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

Pedestrianization and improved walkability needs to be integrated in a new system of circulation, parking and transport, which requires a careful study of the urban morphology and a sensitive approach to heritage assets.



Parkhäuser Bestand

- |  |  |
|--|--|
|  Mischverkehrsfläche (vorhanden)  |  Parkhaus am Parkleitsystem angeschlossen       |
|  Mischverkehrsfläche (Empfehlung) |  Parkhaus nicht am Parkleitsystem angeschlossen |
|  Fußgängerzone                    |  Nicht öffentliches Parkhaus                    |

Koeln, Germany



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

Transportation system can be adapted to the morphology of the urban fabric and coexist with pedestrian and cyclists, sharing the same space.



Ghent, Belgium



# Re-thinking urban infrastructure in historic urban contexts

## MESSAGE 4 – SENSITIVE AND CREATIVE APPROACHES TO HISTORIC URBAN INFRASTRUCTURE

The roof of underground parking, in strategic locations, can be treated as parks or squares, adding to the public realm., and crating a new, significant approach to heritage assets.



Koeln, Germany

## Questions and points for debate:

1. In your location are there current specific challenges related to urban infrastructure and fabric of the historic city?



## Questions and points for debate:

2. What kind of measures are implemented to improve the quality of public spaces ensuring social interaction and inclusion? Is there pressure for demolition and insertion of poorly designed new development which is not sustainable or appropriate to context?

## Questions and points for debate:

3. Are public utilities and transport infrastructures up to standard or outmoded and visually intrusive?



## Questions and points for debate:

4. What kind of interventions can be envisioned to mitigate or eliminate the infrastructure negative impact?



## Questions and points for debate:

There may be other issues you wish to discuss about public realm standards. Please summarise what these issues are and pick one key issue to discuss in this lab session





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 4, 24 June 2020

*Re-thinking Urban Infrastructure in Historic Contexts*

### Lamu Old Town (Kenya)

**Mohammed Ali Mwenje,**

Head of the National Museums of Kenya –Lamu World Heritage Site and  
Conservation Office



World Heritage City Lab  
World Heritage Cities Programme





# SESSION 4

Mr Mohammed Ali Mwenje,  
Case Study: Lamu Old Town, Kenya





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# Lamu Old Town ,Kenya

Mohammed Ali Mwenje



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World Heritage Cities Programme

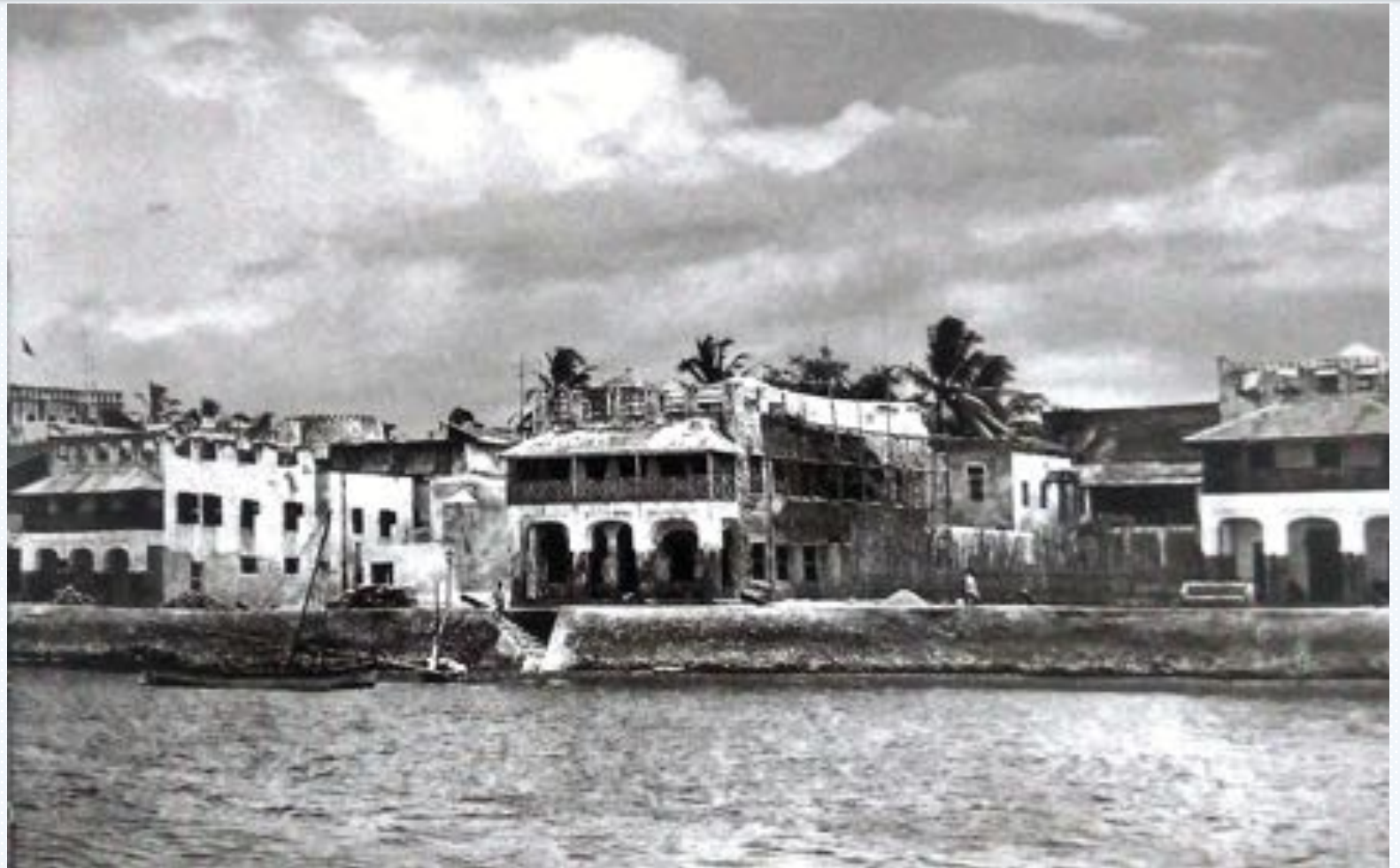
# Lamu Old Town

## Introduction

Even at its prime between 14<sup>th</sup> -17<sup>th</sup> centuries Lamu did not have major public utilities and developed essentially as a pedestrian town



A wooden retaining structure was built in 1840 to support reclaimed along the waterfront and in early 1900s a masonry sea wall was constructed



# Current Urban Scheme

## Current Urban Scheme

Lamu has over the last 20 years grown from a relatively small town of 10,000 inhabitants 6 000 of who resided in the old town to a bustling metropolis of sorts with a current population of over 30,000 inhabitants of whom 10,000 reside in the old town. The old town is surrounded by new satellite settlements that have evolved over the last 100 years



# Challenges of implementing the Urban Scheme

Principal problems include :-  
unplanned settlements,  
dilapidated infrastructure,  
lack of funding ,  
uncoordinated interventions



# Growth of satellite settlements – exerting unprecedented pressure on the old town





# Infrastructural Needs of Lamu

Over the last 70 years there have been major technological advances across the globe. Lamu has tapped into these technological and social advances many of which require installation of new infrastructure.

A.- upgrading dilapidated infrastructure

B.-new life to the old city (devising new mechanisms and facilities in the old fabric

C.re-defining open/ public spaces.

D.Connecting satellite settlements





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# *Re-thinking Urban Infrastructure in Historic Contexts*

## Questions and Points for Debate

1. Design of affordable infrastructure that meets the conservation guidelines and does not adversely impact the OUV
2. Raising financial resources for the purpose built infrastructure .
3. Mainstreaming conservation plans into long term development plans





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# Laboratoire urbain du patrimoine mondial

17-26 juin, 2020

Programme des Villes du Patrimoine Mondial

Session 4, 24 juin 2020

*Repenser les infrastructures urbaines dans un contexte urbain historique*

## Medina de Tunis (Tunisia)

**Montassar JMOUR,**

responsable de la conservation de la Médina de Tunis et gestionnaire du site de l'ensemble historique et traditionnel de la Médina de Tunis



Laboratoire urbain du patrimoine mondial  
Programme des Villes du Patrimoine Mondial



# SESSION 4

Mr Montassar Jmour,  
Case Study: Medina of Tunis, Tunisia





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# L'ensemble historique et traditionnel de la Medina de Tunis

Montassar JMOUR



Laboratoire urbain du patrimoine mondial  
Programme des Villes du Patrimoine Mondial



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## PLAN :

- 1..... CONTEXTE.....
- 2..... PROBLEMATIQUES.....
- 3..... OBJECTIFS.....
- 4..... METHODOLOGIE.....
- 5..... ACTIONS.....
- 6..... DEBAT ET PERSPECTIVES.....



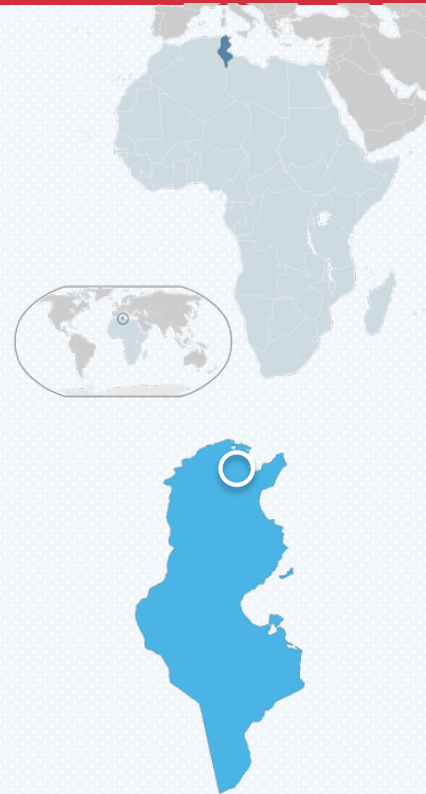


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 1- CONTEXTE

Tunis est une ville très dense, une ville vernaculaire avec des bâtiments traditionnels à cour. C'est un modèle urbain tournant autour de la notion d'intimité dans un système de voies hiérarchisées. Au XIX<sup>ème</sup> siècle, avec l'arrivée de la modernité apparaît une nouvelle cité à l'Est de la ville, et à partir de ce moment-là, la Médina devient un quartier de la ville. Des problématiques sont apparues et la Médina était en danger de subir le même déclin irréversible comme ce qui est déjà arrivé à plusieurs autres Médinas.





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 2- PROBLEMATIQUES

- Des infrastructures vétustes.
- Une augmentation des logements insalubres.
- Des populations vivant dans la précarité.
- Un abandon des demeures ancestrales au profit de nouveaux immeubles résidentiels situés en banlieue.
- Absence d'une vision, politiques et stratégies de gestion de l'ensemble historique soucieuses de l'environnement et de la qualité urbaine et patrimoniale de la Medina.
- Dégradation partielle du patrimoine architectural existant et de son caractère urbain.





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 3- OBJECTIFS

- ✓ Réhabiliter l'image de la vieille ville et redéfinir son rôle dans l'agglomération Tunisoise.
- ✓ Conserver la spécificité et l'unité de la Medina.
- ✓ Assurer l'intégration de la Medina au reste de la capitale pour éviter sa marginalisation.
- ✓ Renforcement et l'amélioration des infrastructures publiques.
- ✓ Garantir le développement durable local, la conservation et la mise en valeur du patrimoine bâti de la Medina.
- ✓ Développer une approche globale en cherchant l'équilibre entre les valeurs culturelles et patrimoniales et les aspects socio-économiques. Ce n'est pas seulement restaurer la pierre mais améliorer les conditions de vie de ceux qui l'habite (renforcement et amélioration des infrastructures publiques en tant qu'espace d'appropriation collective et de sociabilité).





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 3- OBJECTIFS

- ✓ Mettre l'accent sur la légitimité de conscience à tous les acteurs impliqués dans la question du patrimoine de l'ensemble historique de la Medina comme vecteur du développement du caractère urbain de ce dernier.
- ✓ Rendre le patrimoine bâti résistant aux processus de transformation (techniquement et juridiquement), en le dotant d'une structure capable de s'adapter aux nouvelles demandes.





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- METHODOLOGIE

### Mise en place de nouvelle strategie de gestion

Cette étape, la plus déterminante du processus de sauvegarde, de mise en valeur et de gestion du centre historique de Tunis, se confond avec les décisions d'établir un nouveau programme de travail, de tracer de nouvelles stratégies en instaurant une nouvelle méthodologie d'approche au patrimoine. Une approche qui se veut intégrée et durable.

De ce fait, les missions de la CMT ont été orientées autour de deux axes ; le premier concerne une intervention d'urgence, la gestion quotidienne de la CMT, le deuxième sera axé sur **les stratégies à court, à moyen et à long terme, définie par le future PSMV.**





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### I- Interventions d'urgence:

- **Campagne de Consolidation du Patrimoine Bâti de la Medina de Tunis**

Elaborer un vaste projet de consolidation et de protection sur l'ensemble du patrimoine bâti de la Médina de Tunis afin d'arrêter l'hémorragie d'abord, pour ensuite, lancer les études nécessaires pour la restauration, la réhabilitation et la mise en valeur de ce patrimoine.

- **Diagnostic**

Le Diagnostic se base sur un travail d'**inventaires** qui nous donne une idée clair sur l'état de conservation des monuments historiques, une fois achevé, il sera la base d'un éventuel observatoire sur le patrimoine bâti de la Médina de Tunis.





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### Consolidation et étaielement



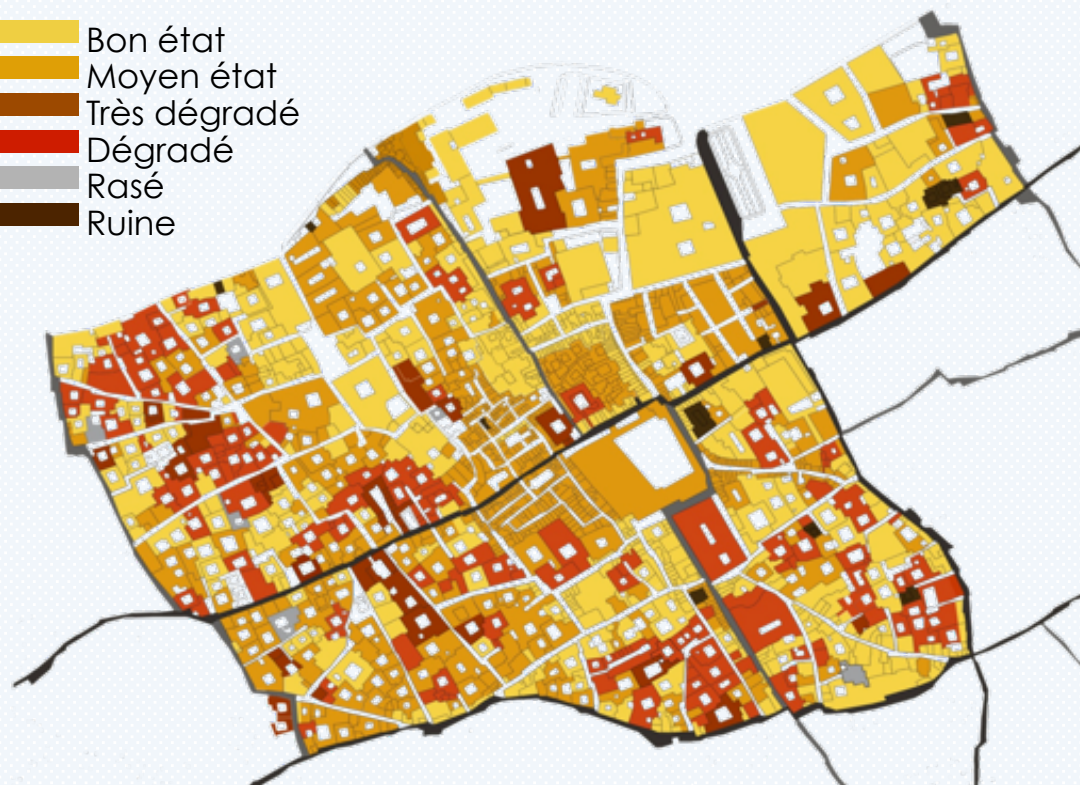
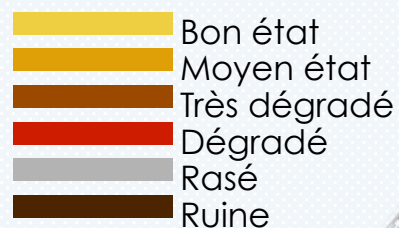


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### Diagnostic : Etat de conservation







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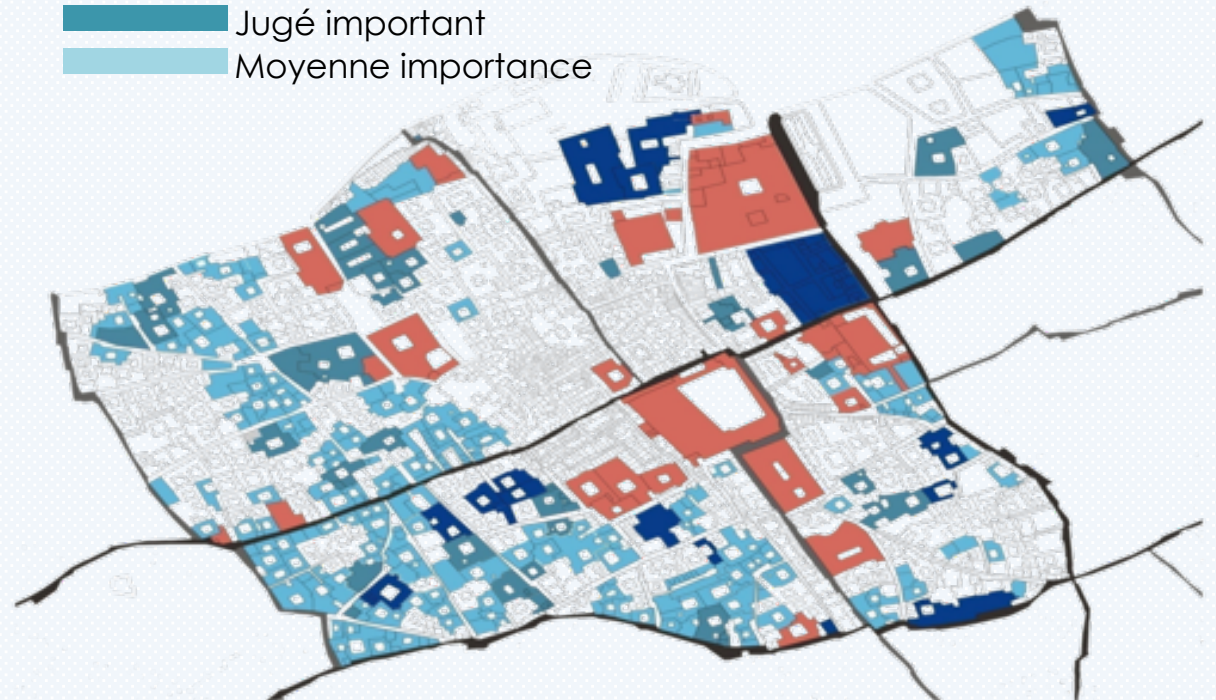
# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### Diagnostic : Valeur patrimoniale



- Classé
- Très important
- Jugé important
- Moyenne importance





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### II- Projet d'Inventaire du Patrimoine Bâti de la Médina de Tunis

Préalablement à la mise en place de nouvelles stratégies, il sera indispensable de bien cerner le territoire sur le plan physique, avec tous les éléments le constituant, de détecter ses points forts et ses déficiences, comme base préalable à la réflexion et à la détermination de priorités et d'objectifs d'interventions.



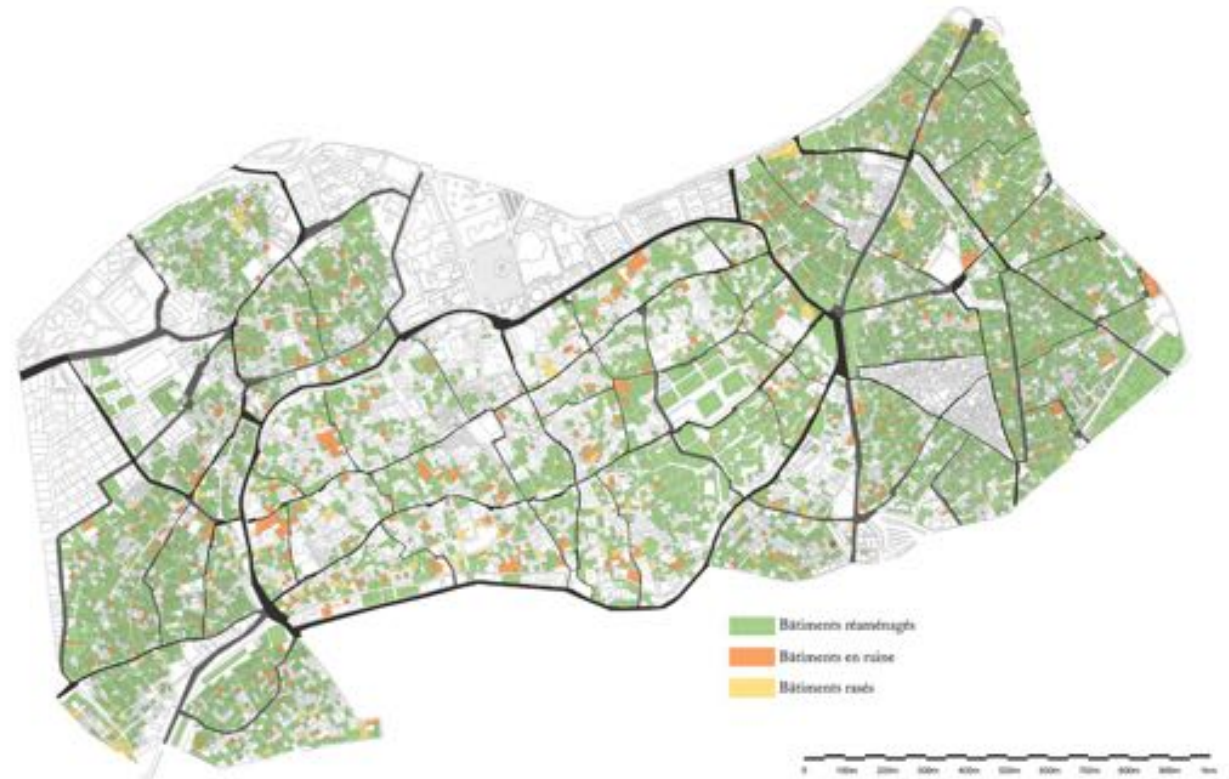


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Inventaire des monuments :  
*Approche urbanistico-architecturale*



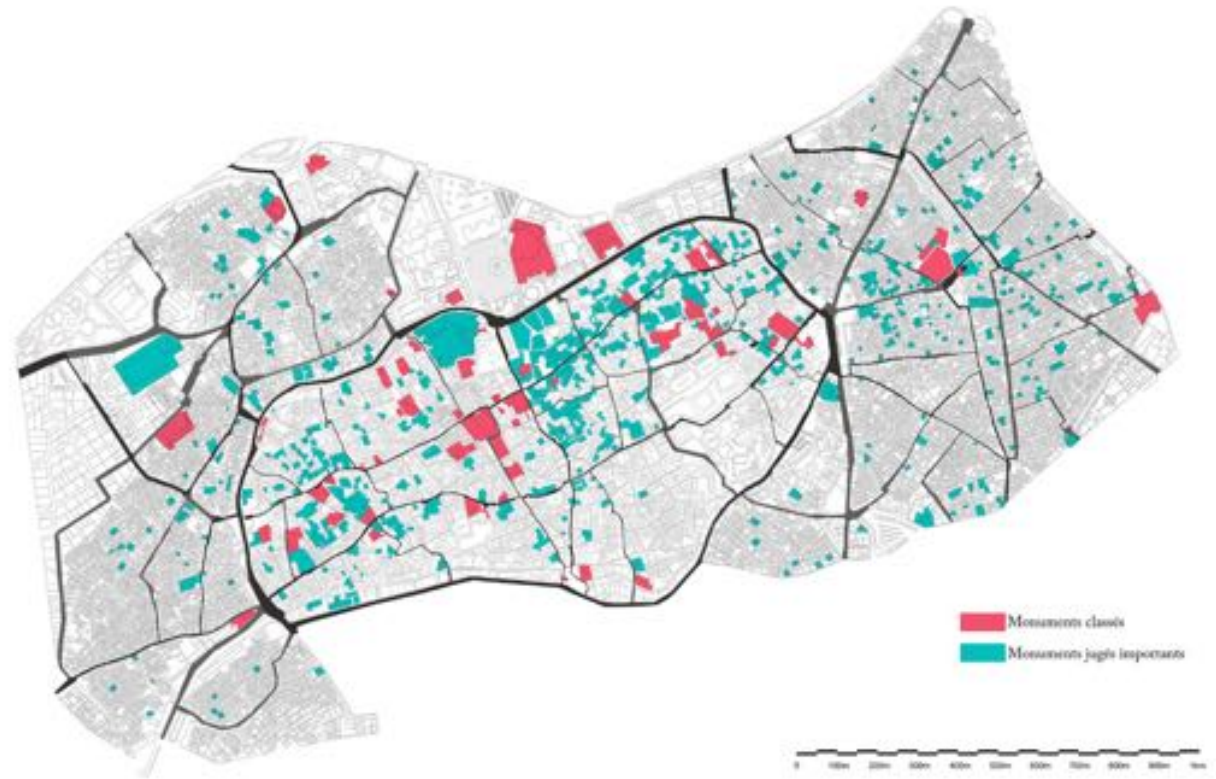


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Inventaire des monuments :  
*Approche urbanistico-architecturale*  
Carte valeur patrimoniale



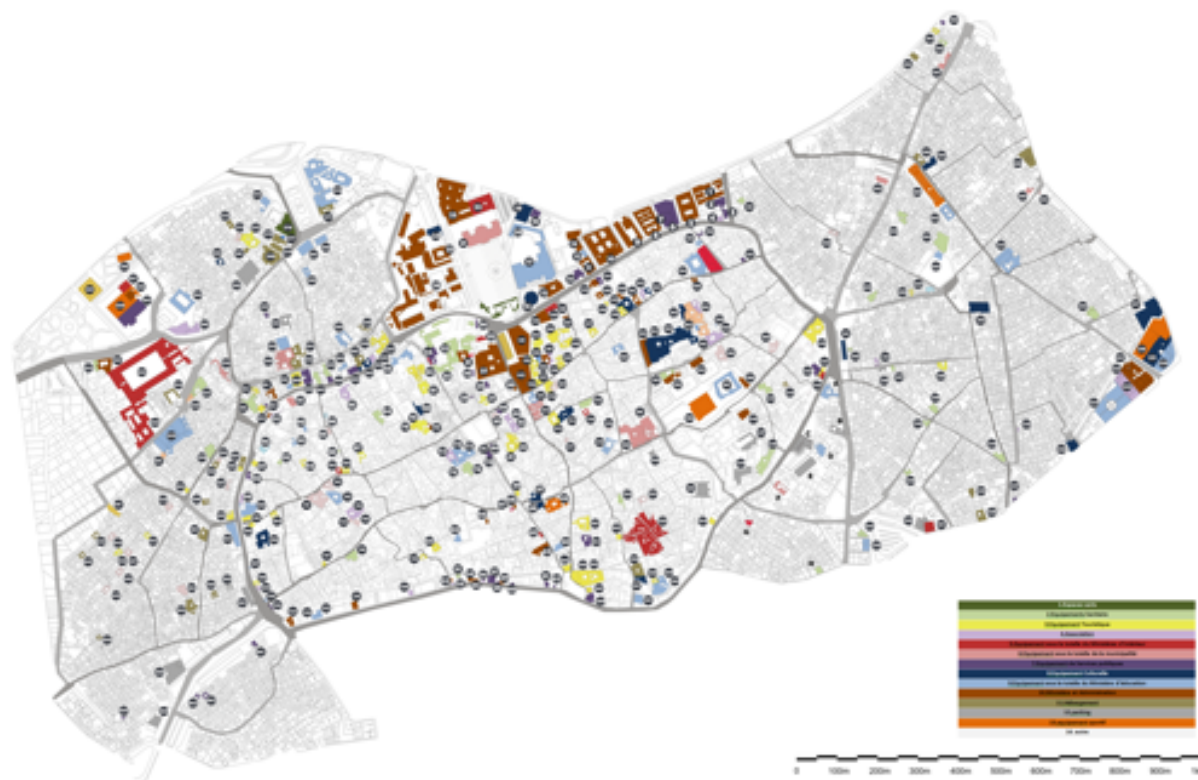


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Inventaire des monuments :  
*Approche urbanistico-architecturale*  
Carte équipements



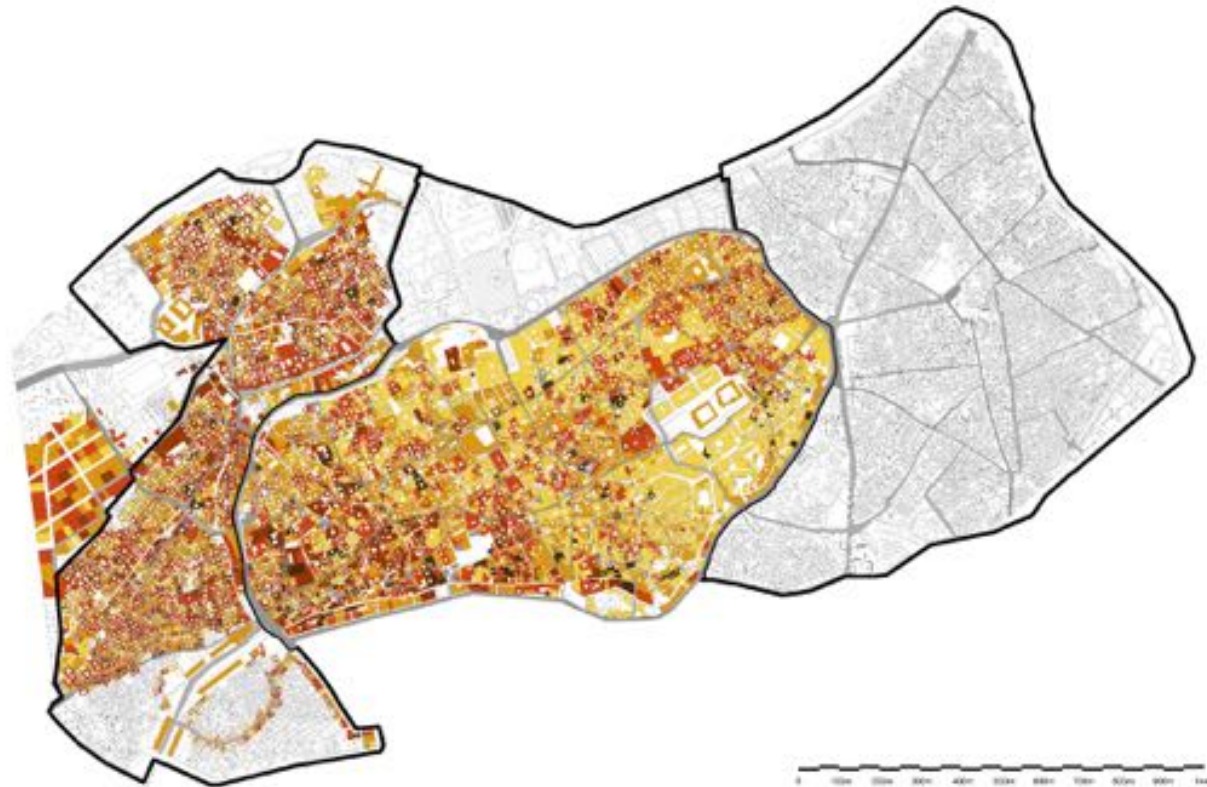
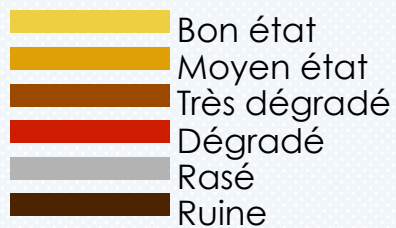


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Inventaire des monuments :  
*Approche urbanistico-architecturale*  
Carte de l'état de conservation



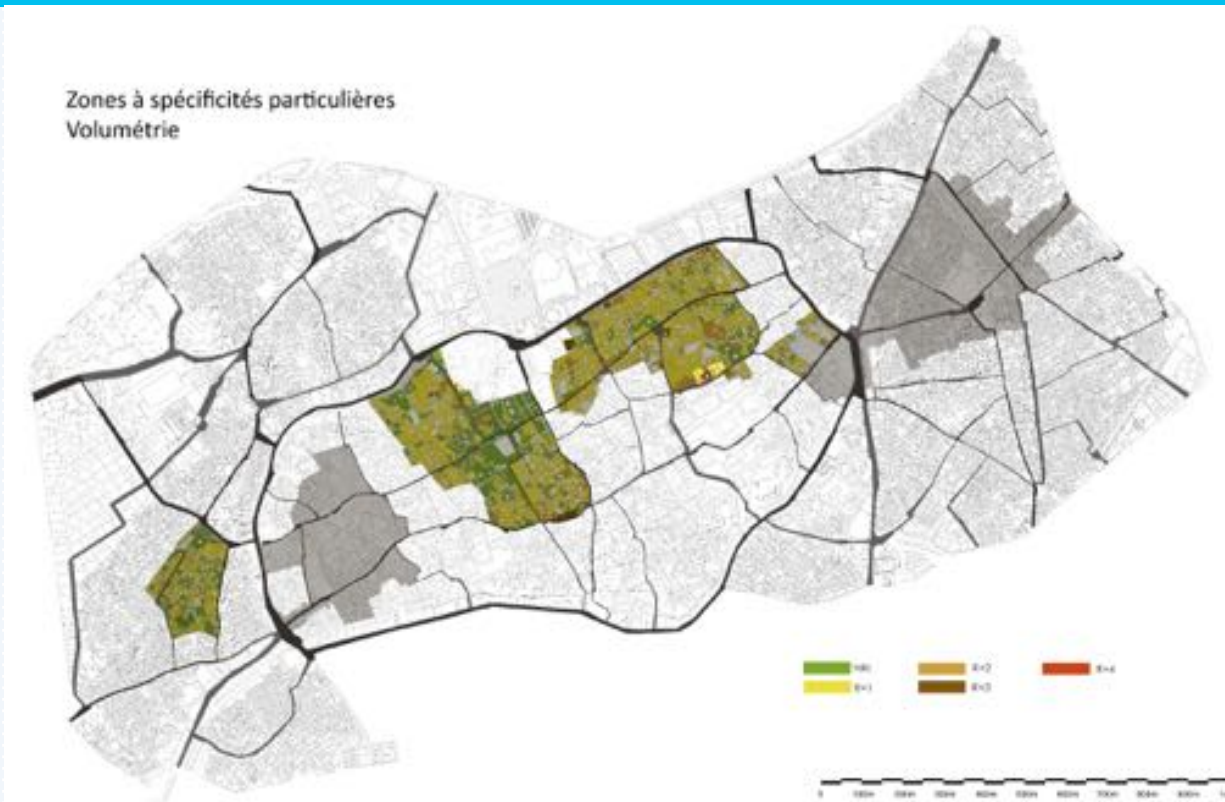


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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Inventaire des monuments :  
*Approche urbanistico-architecturale*  
Carte morphologie urbaine





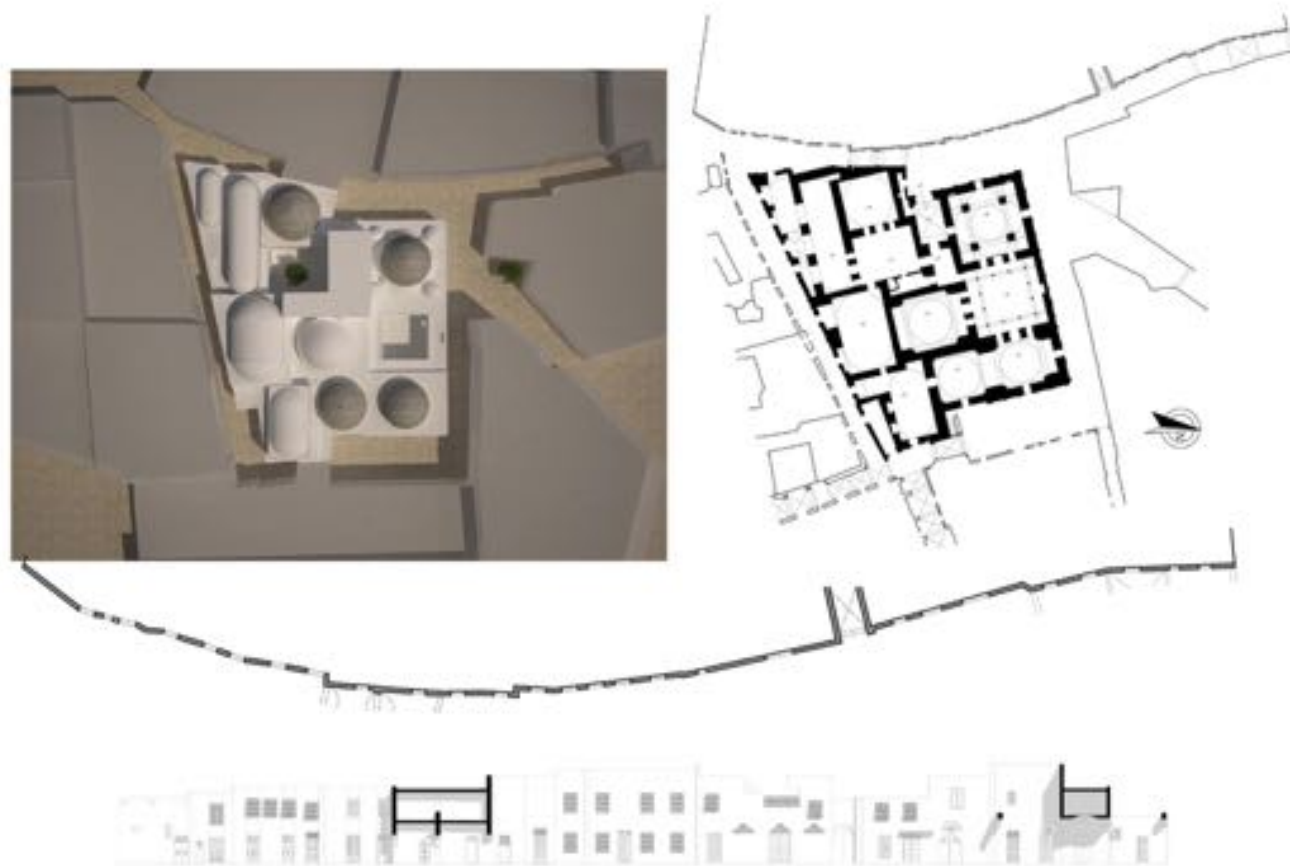
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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Projets de restauration proposes  
suivant priorite:

**Projet de restauration et de mise en  
valeur de Torbet El Bey et de son  
environnement immediat**







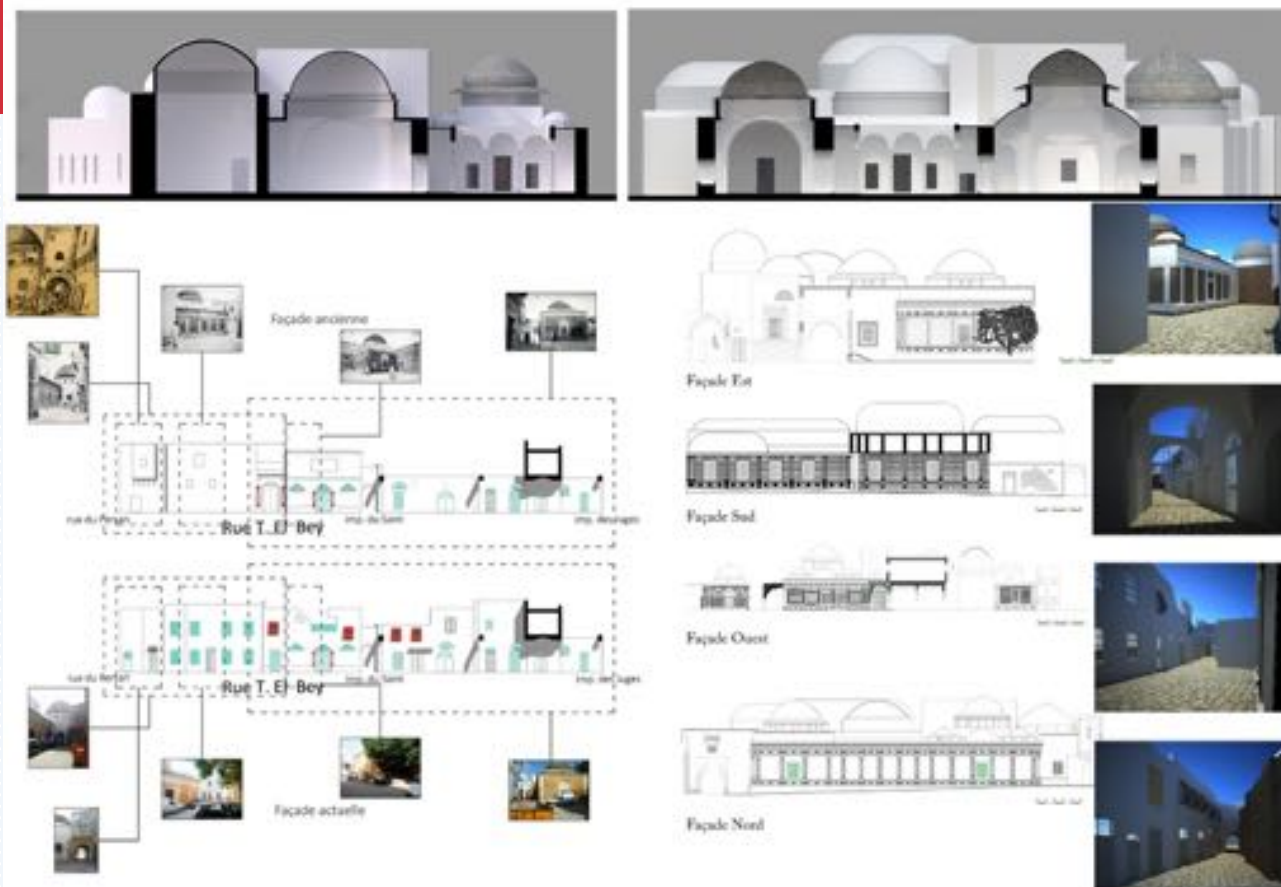
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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Projets de restauration proposes  
suivant priorite:

**Projet de restauration et de mise en  
valeur de Torbet El Bey et de son  
environnement immediat**





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

Projets de restauration proposes  
suivant priorite:

**Projet de restauration et de mise en  
valeur de Torbet El Bey et de son  
environnement immediat**

(Photos chantier)





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### III- Analyse socio-économique

Il s'agit d'une étude scientifique ayant pour objectifs la connaissance des besoins et des attentes des habitants, et la mise en place des bases permettant de prendre les mesures nécessaires pour le développement socio-économique et les politiques de cohésions sociales.

Pour mener à bien cette étude, il faudra constituer une équipe composée de géographes, sociologues, anthropologues, psychologues, sans exclure architectes et urbanistes.

L'Analyse socio-économique s'effectuera suivant les points de vue :

- Intégration et polarité territoriale
- Démographique
- Sociologique
- Dynamiques immobilières ;
- Organisations territoriale et administrative.





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# L'ensemble historique et traditionnel de la Medina de Tunis

## 4- ACTION

### IV- Elaboration du plan de sauvegarde et de mise en valeur (PSMV)

Pour cette phase il était préférable qu'elle sera confiée à un bureau d'étude spécialisé dans le domaine avec une approche participative intégrant tout les intervenant concernés.

Élaboration des Etudes relatives au projet d'élaboration d'un Plan de Sauvegarde et de Mise en  
Valeur de l'ensemble historique de la Medina de Tunis  
Cahier des Termes de référence

#### DOSSIER DE CONSULTATION

ELABORATION D'UN PLAN DE SAUVEGARDE ET DE  
MISE EN VALEUR (PSMV) DE L'ENSEMBLE  
HISTORIQUE DE LA MEDINA DE TUNIS

CAHIER DES TERMES DE REFERENCE

BNP

1

Mai 2020





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# *Repenser les infrastructures urbaines dans un contexte urbain historique*

## **Perspectives et débat**

1. Quel rôle tient le quartier ancien et son patrimoine bâti dans le développement urbain des villes à travers le monde en général, et des villes tunisiennes en particulier ?
2. Comment favoriser l'action protectrice du quartier ancien en assurant la bonne conduite des projets urbains, et quels sont les acteurs qu'il faudrait mobiliser ?
3. Qu'elles sont les difficultés a rencontrer dans la mise en œuvre d'une politique de gestion d'un site patrimonial?





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## *Repenser les infrastructures urbaines dans un contexte urbain historique*

### **Perspectives et débat**

4. Comment convaincre les acteurs cibles de la nécessité des actions prévues et considérer la ressource patrimoniale comme vecteur du développement?
5. Comment prendre en charge l'habitat dans un quartier ancien dans le cadre d'une intervention opérationnelle, tout en maintenant et tenant compte de ses habitants ?
6. Quelle est la méthode la plus adéquate afin d'intervenir sur un tissu existant ? De quelle manière la méthode urbaine recommandée permettra-t-elle d'améliorer le cadre bâti et les conditions de vie des quartiers dégradés ?





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## *Repenser les infrastructures urbaines dans un contexte urbain historique*

### **Perspectives et débat**

7. Quels sont les moyens et les démarches qu'il faudrait mettre en œuvre afin d'assurer le succès du projet.
8. De quelle manière la méthode urbaine recommandée permettra-t-elle d'améliorer le cadre bâti et les conditions de vie des quartiers dégradés ?
9. Quels sont les moyens et les démarches qu'il faudrait mettre en œuvre afin d'assurer le succès du projet.





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**MERCI POUR VOTRE ATTENTION**



Laboratoire urbain du patrimoine mondial  
Programme des Villes du Patrimoine Mondial



# SESSION 5

Ms Carola Hein,  
Provocations



World Heritage City Lab: Re-thinking Urban Heritage for Resilience and Recovery

# Provocations

Carola Hein, History of Architecture and Urban Planning TU Delft

- Who is “Community?”
- Whose resilience?
- Whose lifestyles?

How to build and maintain a heritage ecosystem?

The example of the tatami

# Tatami at UNESCO World Heritage Site: Ryôanji, Kyoto







# SESSION 5

Mr KT Ravindran,  
Provocations





# 1. *Wellbeing and Local Communities*



- In living cities, World Heritage sites run the risk of isolation from the ‘Locality’.
- **What methods can be used to develop a community ownership of the site?**
- **Who will monitor and regulate this relationship?**

## 2. *Heritage at the Core of Local Economic Development Strategies*



- Covid 19 has destroyed the supply chains for artisans, both in sourcing raw materials as well as the existing markets which have become dysfunctional.
- Their livelihood is at stake.
- **What kind of new technologies can be deployed to salvage them from penury as well as to retain the traditional skills?**

### 3. *Rethinking Urban Infrastructure in Historic Urban Context*



- Infrastructure in Heritage areas are largely seen as **HARD INFRASTRUCTURE** like roads, electricity, water, fire fighting etc.
- Yet, Public spaces in Heritage areas are cultural products where space itself is a primary **SOFT INFRASTRUCTURE** for ensuring cultural continuities.
- **How does one map, manage the SOFT INFRASTRUCTURE?**



# SESSION 5

Ms Minja Yang,  
Provocations



# ONE example out of MANY !! Historic Centre of Shakhrisyabz

criterion (iii) & (iv) Authenticity & Integrity

contains a collection of exceptional monuments and ancient quarters which bear witness to the city's secular development, and particularly to the period under the rule of Amir Temur and the Timurids, in the 15th-16th century.

**INTEGRITY**  
requires periodic  
verification

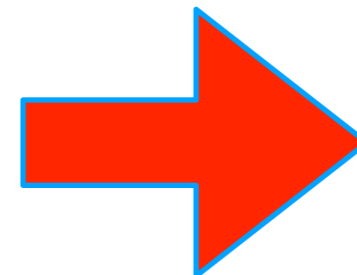


*Attempts to broaden concept of urban heritage*

## Declaration of Nara Expert Meeting on Integrity of Historic Cities (1999)

(Attempt to complement the 1994 Nara Declaration on Authenticity)

- ✓ **Understanding** the value of historic areas
- ✓ **Analysis** of all elements making up the integrity of a city
- ✓ **Sustainability** - economically, socially, environmentally, and culturally viable cities
- ✓ **Equity and Accessibility**



**HUL (2011)**  
UNESCO Recommendation  
concerning the Historic Urban  
Landscape





# SESSION 5

Mr Michael Turner,  
Final Reflections





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# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 5, 26 June 2020

# *Heritage-based Recovery and Resilience - Way Forward*

Raising questions to stimulate discussion

**Key Discussion Points by  
Michael Turner**



World Heritage City Lab  
World Heritage Cities Programme

## Session 5: Way forward – strategies and recommendations

Sustainable Development Goals:

Day 1: Re-thinking Urban Heritage for Resilience and Recovery

Day 2: Well-being and local communities

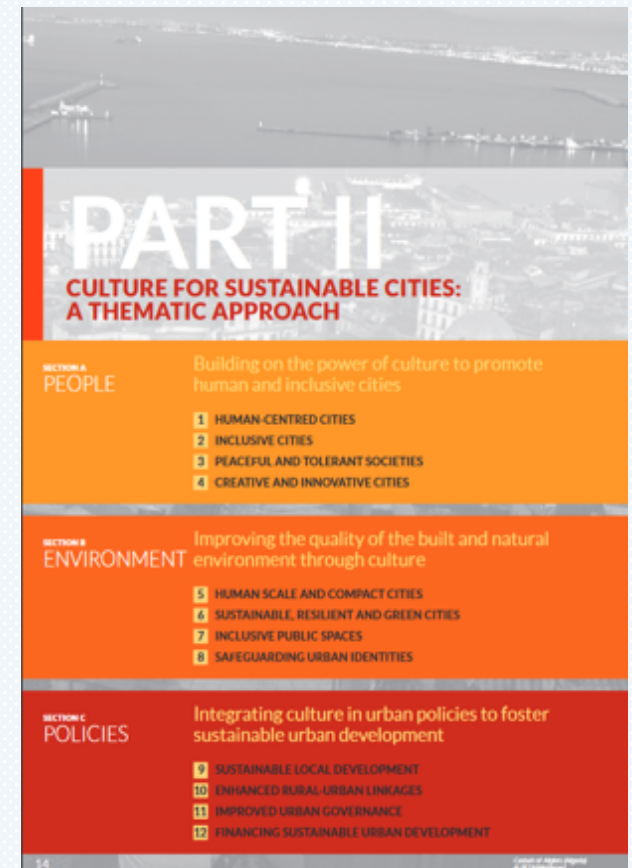
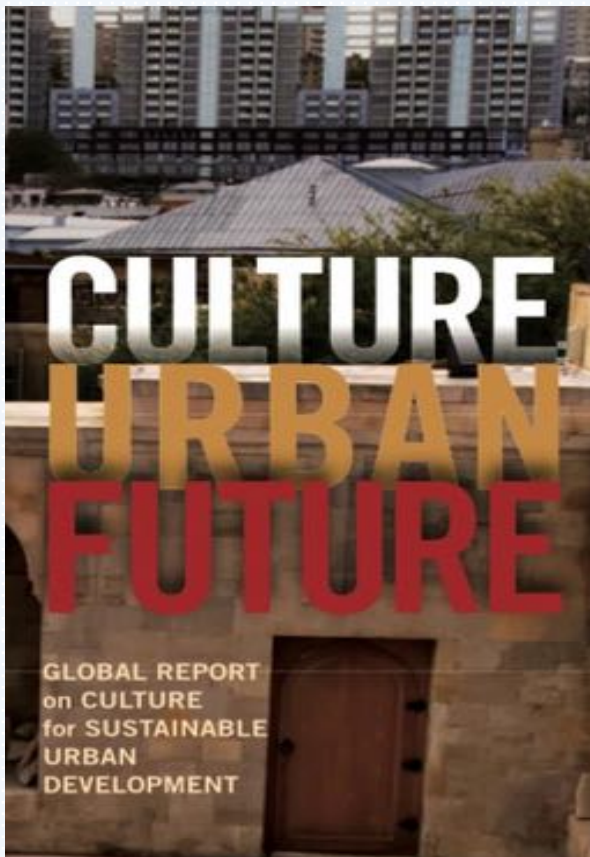
Day 3: Heritage at the core of local economic development strategies

Day 4: Re-thinking urban infrastructure in historic urban contexts



# Session 5: Way forward – strategies and recommendations

## UNESCO – Culture | Urban Future 2016 Report to UNHabitat III



## Session 5: Way forward – strategies and recommendations

**‘By 2040 almost two-thirds of the world may be living in cities’\***

**If the current trend continues then By 2040 almost two-thirds of the world may be living in cities as defined now**

**a mindset change mainstreaming urban heritage**

**Culture based strategies – as enablers for Sustainable Development**

*\* UN DESA - 2018 Revision of World Urbanization Prospects*



# World Heritage Cities

However, the shift from an emphasis on **architectural monuments** primarily towards a broader recognition of the importance of the **social, cultural and economic processes in the conservation of urban values**, should be matched by a drive to adapt the existing policies and to create new tools to address this vision.

*Article 4 from the introduction to the Recommendation on the Historic Urban Landscape, 2011*

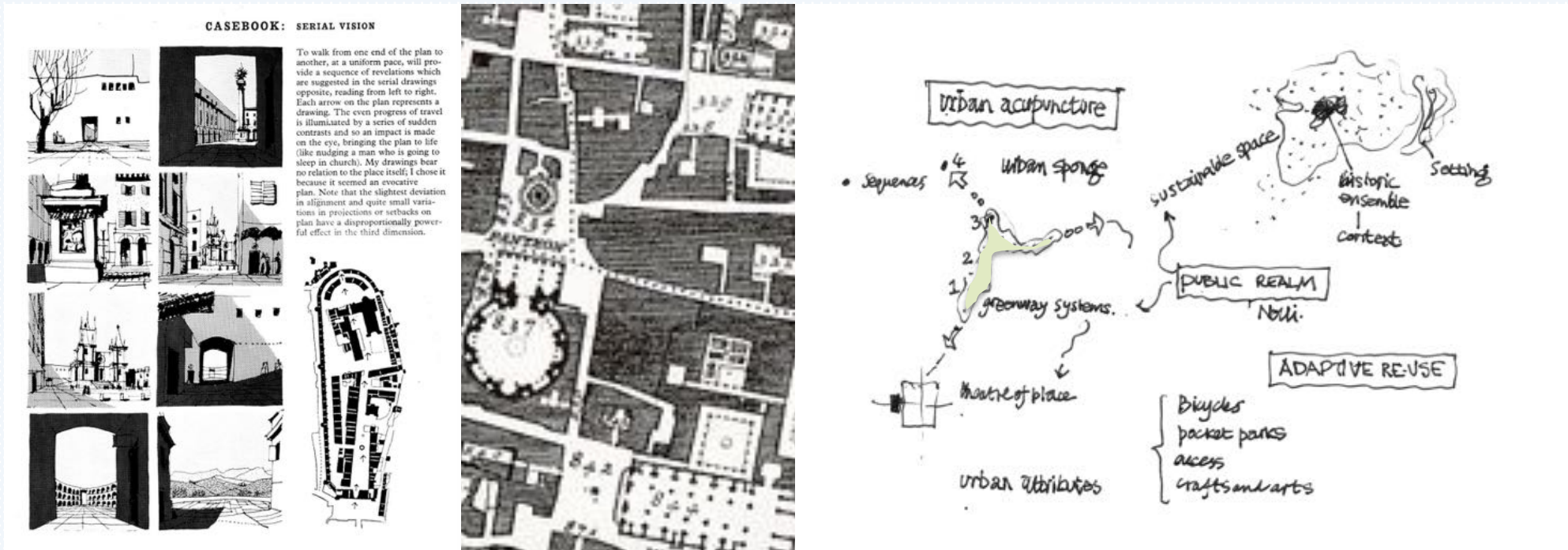
**With the opportunities and challenges of tomorrow, we cannot solve the [urban] problems of today with the [architectural] tools of yesterday**

## key messages



# Session 5: Way forward – strategies and recommendations

## Cultural mapping



Townscape, Gordon Cullen, 1961

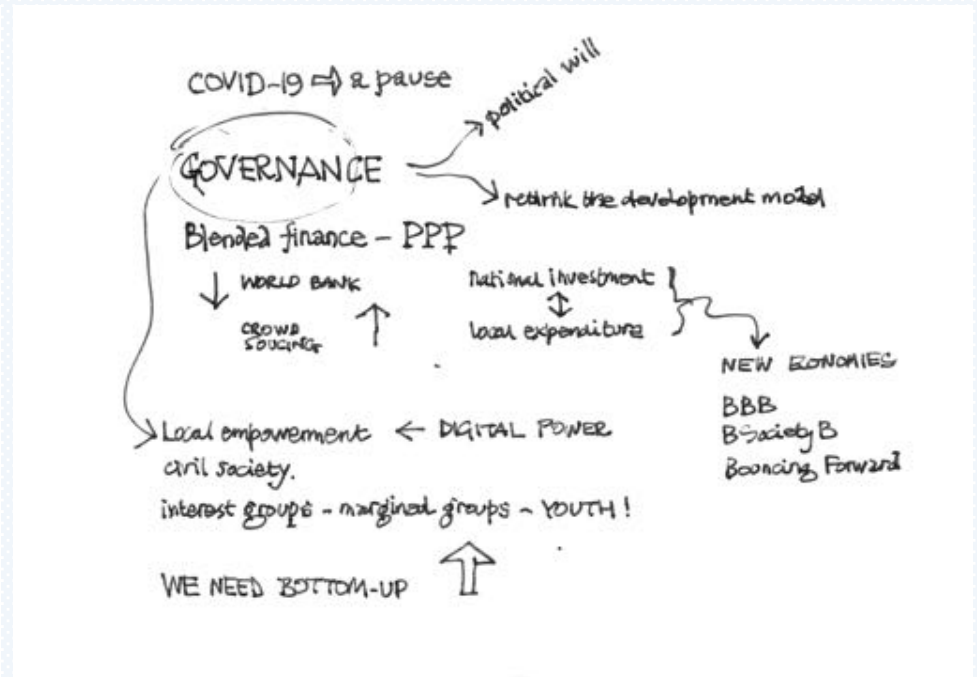
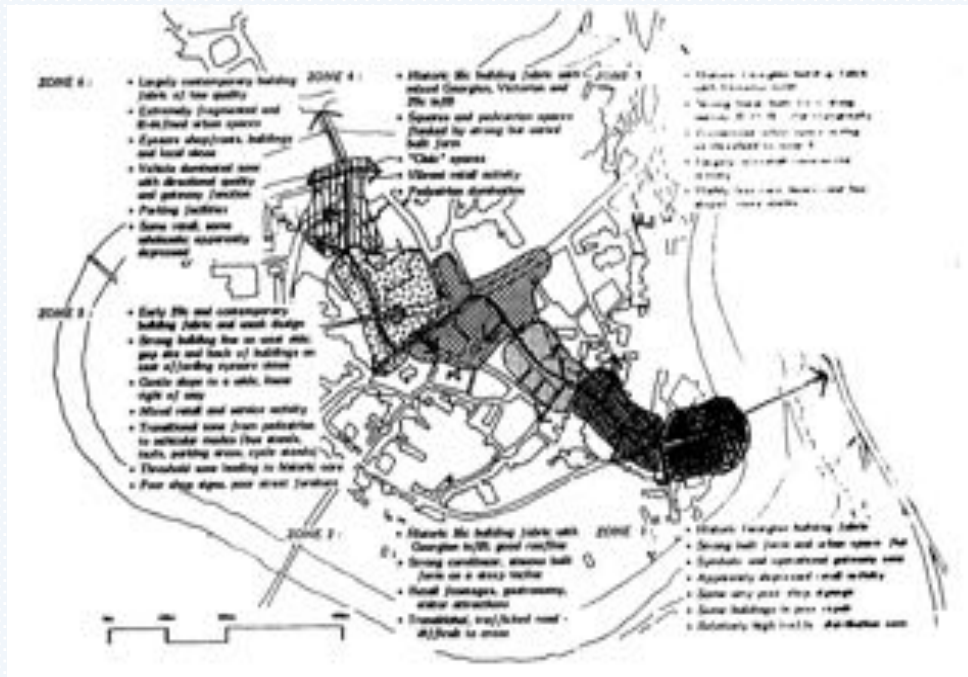
Giovanni Battista Nolli (1701-1756)  
*Public Domain*





# Session 5: Way forward – strategies and recommendations

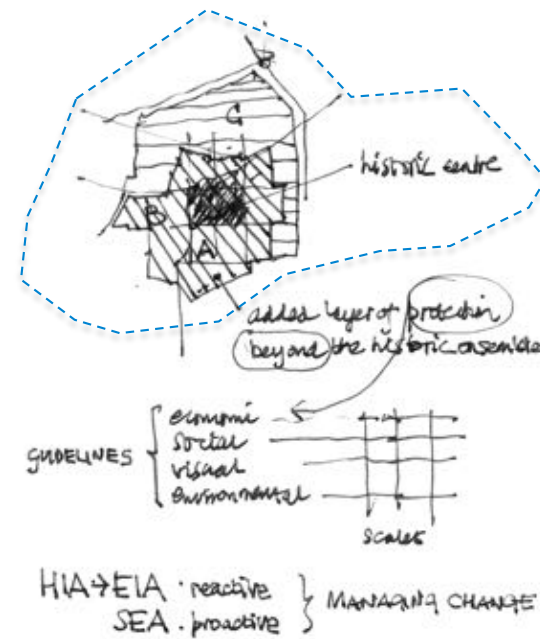
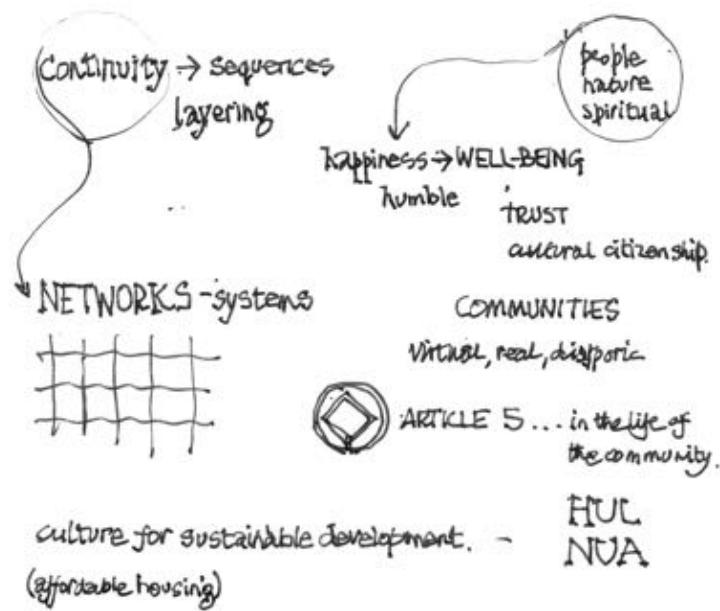
## Cultural mapping



The Character of Towns, Roy Worskett, 1969



# Session 5: Way forward – strategies and recommendations



# SUMMARY

## **Governance**

Communities and Civil Society  
Political will and mind-set change

## **Urban Heritage and Sustainable Development**

public realm beyond the historic ensemble  
living cities | nature-culture and the urban sponge

## **Digital technologies**

New generations and changing values  
Real and virtual | tangible and intangible

## **Integrative processes**

Managing change | proactive SEA and reactive HIA-EIA  
layering and continuity | adaptive re-use

## **Financing**

Blended finance – PPP | Short and Long term – cooling the city  
BBB – BSB – Bouncing forward

## **Risk and Resilience**

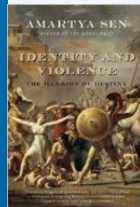
socio-economic diversities  
crises and climate extremes



# Challenges and opportunities

1. Social transformations - **acculturation of the city**
2. Sustainable economic growth
3. Integrative city?
4. Linking nature and culture –
5. Capacity building and dissemination
6. Digital revolution

1



Venice photo: cruisetimables

2



UNESCO

3



Seoul city centre – photo: turner

4



Public Engagement UNESCO

5



Smart Things,  
Mike Kuniavsky - ubicomp

6

## key messages



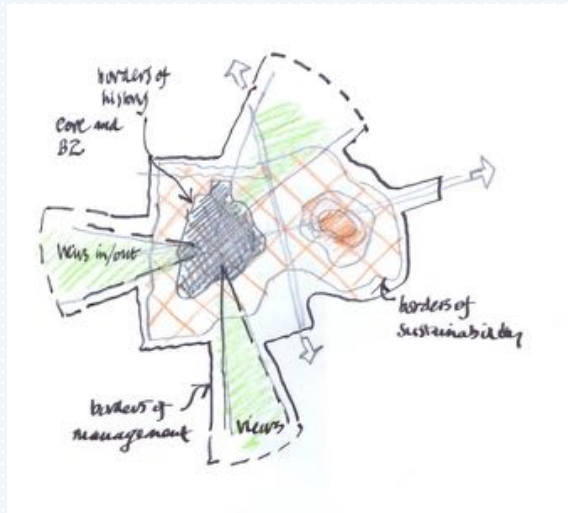
World Heritage City Lab  
World Heritage Cities Programme

Session 5: Way Forward

## Session 5: Way forward – *beyond the historic ensemble*

### Operational Guidelines -

**104. a buffer zone** is an area... surrounding the nominated property This should include the **immediate setting**, important views and other areas or attributes that are functionally important ...



Buffer Zones, World Heritage Paper Series 25, M. Turner

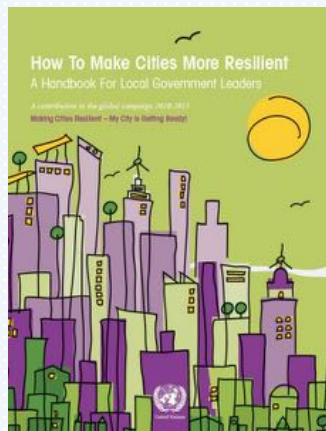
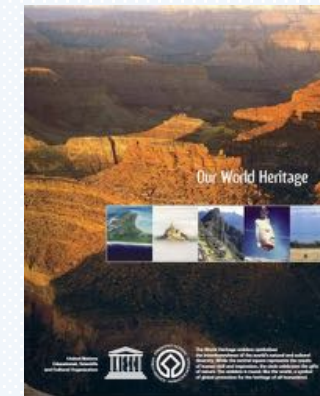
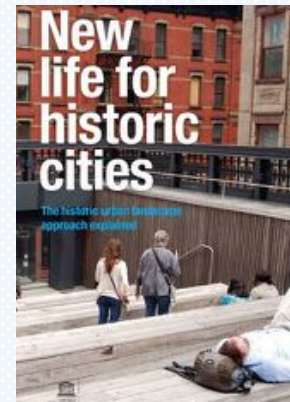
### Historic Urban Landscape

8. The historic urban landscape is the urban area understood as the result of a historic layering of cultural and natural values and attributes, extending **beyond the notion of “historic centre” or “ensemble”** to include the **broader urban context and its geographical setting**.
9. This wider context includes notably the site’s topography, geomorphology, hydrology and natural features, its built environment, both historic and contemporary, its infrastructures above and below ground, its open spaces and gardens, its land use patterns and spatial organization, perceptions and visual relationships, as well as all other elements of the urban structure.

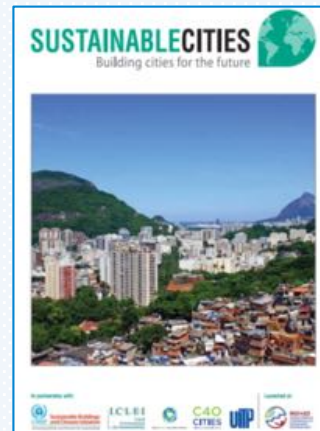
It also includes **social and cultural practices and values, economic processes and the intangible dimensions of heritage** as related to diversity and identity.

# Session 5: Way forward – Integrative city?

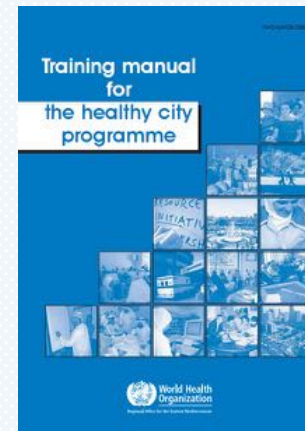
As most of the World Heritage in our cities is considered 'urban fragments', we need to debate how to provide an integrative approach that would add benefit to the rest of the city? Cultural heritage will have to be sewn into the wider urban fabric.



UNISDR



UNEP



WHO



UNESCO



## Session 5: Way forward – community and identity |15-minute city

PARISEN  
COMMUN



### Plus de propreté

- 1 milliard d'euros par an pour l'entretien et l'embellissement de nos rues, de nos places et de nos jardins.
- Un responsable dans chaque quartier au service des habitants.
- Des amendes plus élevées pour ceux qui ne respectent pas les règles.
- Un plan d'action 0 mégot dans les rues et dans les égouts.

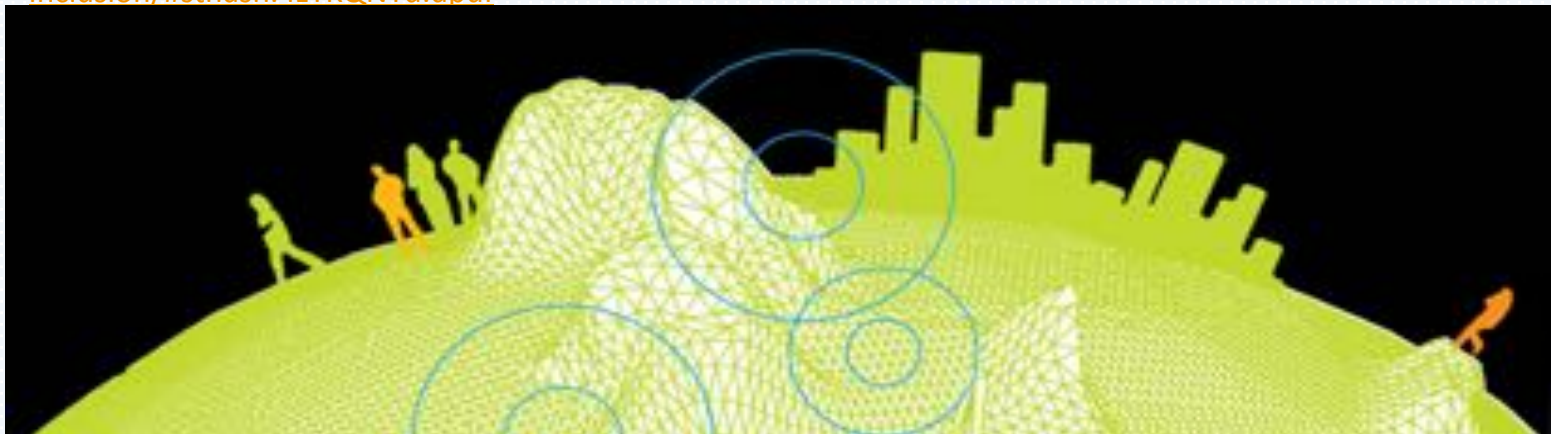
## Session 5: Way forward – Innovation - cooling the city?

Over the next decade, cities will continue to grow larger and more rapidly. At the same time, new technologies will unlock massive streams of data about cities and their residents.

As these forces collide, they will turn every city into a unique civic laboratory—a place where technology is adapted in novel ways to meet local needs.

**A Planet of Civic Laboratories** - see more at:

<http://www.iftf.org/our-work/global-landscape/human-settlement/the-future-of-cities-information-and-inclusion/#sthash.4zyKQNTd.dpuf>





## Session 5: Way forward – digital revolution



[http://blogs.forrester.com/f/b/users/JBELISSENT/wordcloud\\_smartcityjam.png](http://blogs.forrester.com/f/b/users/JBELISSENT/wordcloud_smartcityjam.png)

Technologies are rapidly shifting from **centralized hierarchies to distributed networks**.

Nowadays knowledge does not reside in a super-mind, super-book, or super-database, but in a complex relational pattern of networks that coordinate human action.

Technology now **empowers individuals rather than external hierarchies**. Even though hierarchies and bureaucracies do not innovate, free and empowered individuals do; knowledge, innovation, spontaneity, and self-reliance are becoming increasingly valued and promoted.

Brown, Brad (March 2014). "Views from the front lines of the data-analytics revolution". McKinsey Quarterly.

## Session 5: Way forward – nature and culture



### Urban Protected Areas – profiles and best practice guidelines, IUCN 2014

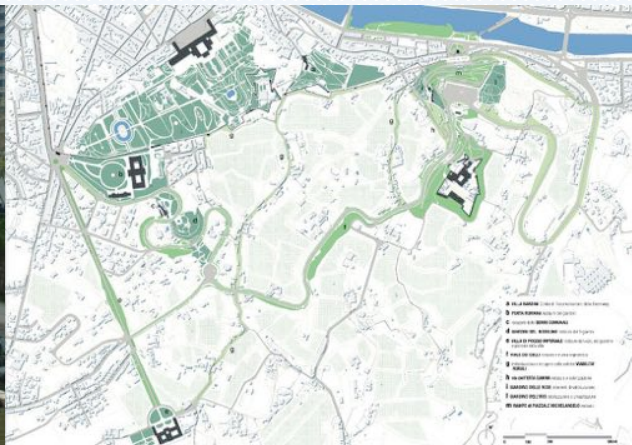
13. Help to infuse nature into the built environment and break down the cultural barriers between the 'natural' and the 'urban' – *urban sponges*

Managers of urban protected areas and their allies should:

- Consider the larger picture of nature in the city;
- Help to infuse nature into the built urban environment; and
- Work to break down the cultural barriers between the 'natural' and the 'urban'.



Seoul city centre – Photo: Turner



Florence - greenways



Queen Elizabeth Olympic Park – Photo: Ida design



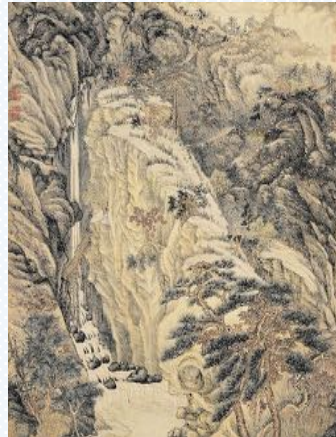
## Session 5: Way forward – language and culture



Yoshiwara no hana, Utamaro 1788-91  
*wikipedia*

### **'Machinami'**

translated as 'Historic Town', includes a nuance of the historic core, in both its tangible and intangible factors, its physical and spiritual aspects, that would be created by a 'bond of spirits'.



A Ming Dynasty painting by the artist Shen Zhou, 1467  
*Public Domain*

### **Shan-shui and Shan-shui poetry**

The aim of the traditional Chinese artist is to capture not only the outer appearance of a subject but its inner essence as well—its energy, life force, spirit.



Celebrations for the birth of Crown Prince Yi Cheok, 1874. Korea, Joseon dynasty (1392–1910)

### **Hwabaek**

The council of nobles that made it a rule that consensus may be reached only with a unanimous agreement.

# key issues



**Conflict between Outstanding Universal and Local Values**

**Smart Protection vs Fear of Surveillance/rights of privacy**

**Digital Platforms as an Urban Communication Tool**

**From Planning Cities to Sustaining Communities**

**The Size of the City and the World Heritage fragment**

**Changes to Transportation Modes**

**Acting on the Climate Extremes**

**Managing Heritage in Crisis**

**Contemporary Cities and Affordable Housing**

**Social Justice and Just Cities**

**Physical Distancing | Social engagement?**

**A mindset change: A New Paradigm?**

*Adapted from ISOCARP's 56th World Planning Congress, Doha, November 2020*

# Bertolt Brecht

Poems of the Crisis Years  
1929-1933

## ***ABOUT THE WAY TO CONSTRUCT ENDURING WORKS***



*Eds John Willet et al, Methuen*

I  
1  
How long  
Do works endure? As long  
As they are not completed.  
Since as long as they demand effort  
They do not decay.

Inviting further work  
Repaying participation  
Their being lasts as long as  
They invite and reward.

III  
...  
Why should every wind endure for ever?  
A good expression is worth noting  
So long as the occasion can recur  
For which it was good.  
Certain experiences handed on in perfect form  
Enrich mankind  
But richness can become too much.  
Not only the experiences  
But their recollection too ages one.  
Therefore the desire to make works of long duration is  
Not always welcomed.

## POINTS FOR DEBATE:

### Managing Change in World Heritage properties.

Propose one Recommendation/Action that you have considered during the World Heritage Lab in the following fields and who may be its champion.

Governance

Urban Heritage and Sustainable Development

Digital technologies

Integrative processes

Financing

Risk and Resilience



# SESSION 5

Mr Lassana Cissé,  
Final Reflections







United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

## World Heritage Cities Programme

Session 5, 26 June 2020

# *Le patrimoine comme fondement du relèvement et de la résilience: perspectives*

Raising questions to stimulate discussion

**Key Discussion Points by  
Lassana Cisse**



World Heritage City Lab  
World Heritage Cities Programme

## Session 5: Patrimoine comme fondement du relèvement et de la résilience

### Short context/background of the actual situation

Les villes du patrimoine mondial et les paysages urbains historiques qu'elles contiennent sont actuellement confrontées à la pandémie du Covid-19 et d'autres crises (sécuritaire, environnementale, socioéconomique...).

Ces différentes crises ont impacté les villes; les communautés s'organisent pour le relèvement et la résilience face à ces défis.

Quelles perspectives d'avenir dans un contexte de crise multidimensionnelle?



# key messages



- 1 La crise multidimensionnelle: sécuritaire, environnementale et sanitaire (cas de Tombouctou)
- 2
- 3 Crise économique induite par l'arrêt des activités touristique depuis 2012 et ses impacts
- 4 La gestion de certains espaces publics durant la pandémie et d'autres crises
- 5 Le soutien et la solidarité internationale par la mise en œuvre d'actions concrètes

## Session 5: Patrimoine comme fondement du relèvement et de la résilience

examples in different contexts worldwide, facts or tendencies observed

- a. **Le tissu socio-économique urbain a été ébranlé dans toutes les villes du PM dont l'économie repose sur le tourisme et l'artisanat d'art;**
- b. **Les pratiques culturelles, cérémonies rituelles et d'autres événements festifs ont connu un coup d'arrêt;**
- c. **Le vivre-ensemble dans les marchés, ruelles et autres espaces publics a été ralenti;**
- d. **Certains systèmes et méthodes endogènes de conservation communautaire sont momentanément arrêtés (ex: entretien communautaire annuel grande mosquée de Djenné non réalisé en 2020: Covid-19)**



- **QUESTIONS AND POINTS FOR DEBATE:**

- 1. Comment le patrimoine urbain des villes et les habitants se portent dans un contexte de crise?**
- 2. Comment les acteurs culturels et touristiques s'organisent-ils pour résister (résilience) en vue d'un relèvement post-crise?**
- 3. Y a-t-il d'exemples de bonne pratique de résilience et de relèvement?**
- 4. Comment les communautés nationale, régionale et internationale réagissent-elles face aux crises qui affectent le patrimoine urbain et les habitants à travers le monde?**
- 5. Quelles actions appropriées de mitigation de différentes crises qui sévissent sur ces sites pourrait-on envisager dans l'esprit de la Convention de 1972 et celui de la Recommandation sur le Paysage Urbain Historique (2011)?**
- 6. Comment empêcher ou prévenir la dégradation du patrimoine architectural bâti et les espaces publics connexes quand ceux-ci ne sont plus soumis à des travaux réguliers d'entretien et de maintenance qui assurent leur conservation durable?**
- 7. Comment relever le double défi de la préservation de la VUE des villes du PM et la relance rapide et massive des activités économiques autour du tourisme et de l'artisanat?**



## RELEVEMENT ET RESILIENCE: PERSPECTIVES

L'impact des crises sur le patrimoine des villes du patrimoine mondial n'est plus à démontrer. Les communautés urbaines vivant dans ces sites sont les premières victimes de ces crises. Les décideurs politiques à différents niveaux doivent prendre en compte la gestion du patrimoine de ces villes dans les plans stratégiques pour juguler ces crises.

Le meilleur cadre pour aider au relèvement du patrimoine et accompagner la résilience des communautés est celui des ODD-2030.

Le patrimoine est de plus en plus reconnu comme un tremplin sûr et approprié du développement durable. Il dispose à la fois d'une «Valeur identitaire» pour les populations détentrices et gestionnaires et d'une valeur marchande sûre qui promeut les économies locales et contribue à la conservation durable des ressources culturelles et naturelles des sites.

En termes de perspectives, le patrimoine des villes du patrimoine mondial soumises à diverses pressions (démographique, foncière, urbaine, etc.) doit être intégré dans les plans et programmes de développement en tant que volet «spécifique»





## ANNEX II

Working group reports

**Photo credits:**

Original title: Island of Gorée (Senegal). Author: Richard Veillon © UNESCO



## **WORKING GROUPS:**

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- v) Ms NG Boon Nee
- vi) Ms Nguyen Thuy Loan
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- viii) Niramon Serisakul (absent)
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- x) Ms Afsaneh Soltani
- xi) Ms Sun Yan
- xii) Ms Ainura Tentieva
- xiii) Mr Dong Wei
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- ii) Mr Didier Houenoudé
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- iv) Mr Zayd Minty
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- vii) Mr Keuuavali Neshila

- viii) Mr Godfrey Nyaruwanga
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### **Group D**

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- iv) Ms Imane Bennani
- v) Mr Rami Daher
- vi) Mr Abderrahim Kassou
- vii) Mr Rajab Mousbah
- viii) Ms Sanaa Niar
- ix) Ms Maya Rafih
- x) Ms Heidi Shalaby

## GROUP ASSIGNMENTS

### Session 2

#### **Innovative Strategy 1:**

##### **Community practice in urban heritage areas**

Share with the Group one example of a community practice in or use of public space that contributes to the unique historical identity of the place.

- i) What is the practice?*
  - ii) Who is/are the community/ies who use/s it?*
  - iii) How is the space used?*
  - iv) How is the practice significant for the heritage identity of the place?*
  - v) Who maintains this space and how is it maintained?*
  - vi) Are there threats to the continuity of this practice? Which ones?*
  - vii) What policies or actions could support the continuity of the practice?*
  - viii) The HUL approach advocates for community integration and the use of participatory tools.*
- From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?*

#### **Innovative Strategy 2 :**

##### **Developing infrastructure for community wellbeing:**

Share with the group one example of an infrastructure much needed for local communities in a historical city. Share with the group one example of a successful intervention in a historical city that improved the wellbeing of local communities.

Share with the group one example of challenging living conditions in a historical city.

- 1. What kind of infrastructure is proposed?*
- 2. Who will build it?*
- 3. How will it be financed?*
- 4. What were the main challenges?*
- 5. What has been the impact?*

#### **Post-COVID 19 scenarios:**

Please reflect on your previous answers in the light of the COVID-19 pandemic.

- a) How has the COVID-19 pandemic challenged the situation of local communities?  
Which are these communities?*
- b) How have traditional practices, use of public space, livelihoods, and so on changed?*
- c) What possibilities lay ahead for the recovery of community practices and livelihoods?  
What actions must be taken?*

## Session 3

### **Innovative Strategy 3:**

#### **Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

Share with the group one example of heritage-based income generating activities in urban heritage areas that contribute to the resident's livelihoods and conserve the material and immaterial heritage of the urban area.

Share with the group details of the experience indicating:

- 1. Type of activity: production or service*
- 2. Who performs the activity?*
- 3. How the activity contributes to the residents' livelihoods?*
- 4. How is the activity organized? Is it individual or group?*
- 5. How are the linkages to market established and nurtured?*
- 6. What raw materials or resources are necessary? What is the value added?*
- 7. How are people trained?*
- 8. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?*
- 9. Can the model be replicated?*

### **Innovative Strategy 4:**

#### **Alternative financing, investment, or market model for local economic development**

Share with the group one example of financing, investment, or market model for local economic development.

Share with the group details of the experience indicating:

- 1. What kind of investment, finance, or market model is proposed?*
- 2. How will it work? How will it support the local economy*
- 3. Who will provide the initial finance? How will the investment be recovered or paid?*
- 4. Does it work through the formal institutional process such as tax benefit? Or through a community credit system or other mechanism?*
- 5. How will the alternative markets and investors or community be mobilized?*
- 6. How will the sustainability be ensured?*
- 7. What are the main challenges?*
- 8. What impact is expected?*

### **Post-COVID 19 scenarios:**

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

- 1. How has the pandemic changed income-generating activities?*
- 2. What sectors are most in danger?*

3. *What sectors will experience a faster recovery?*
4. *How can we channel economic recovery for local communities?*
5. *How can we ensure access to a local produce, materials, workforce in emergency situations?*
6. *What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?*
7. *The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?*

## **Session 4**

### **Innovative Strategy 5:**

#### **Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development**

Share with the group one example of a urban infrastructure or public space project that has negatively affected the historical character of a World Heritage City.

Share with the Group one example of a new urban infrastructure or public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

1. *What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?*
2. *Who are the community and social groups that use it?*
3. *How is the space used?*
4. *Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?*
5. *Who implemented the project? Was/is the participation of the community included? How? At what stage?*
6. *How/ by whom was it financed?*
7. *What were the main challenges?*
8. *What has been the impact?*
9. *How will this project and public space be managed and maintained in the future?*
10. *Are there opportunities to expand this project further or are there threats to its continuity? Which ones?*
11. *What policies or actions could support the continuity of similar projects?*

### **Innovative Strategy 6:**

#### **Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities**

Share with the group one example of challenging living and critical environmental conditions in a historical city.

Share with the group one example of a project supporting urban regeneration of the historic city through the upgrading of urban heritage, new (infill) development or redevelopment of a dilapidated or deserted area.

- 1. What kind of infrastructure project is proposed? Where? At what scale?*
- 2. Who are the community and social groups that use it?*
- 3. How is the space used?*
- 4. Why is it important? How did it upgrade the area? How did it make use of/integrate urban heritage?*
- 5. Who implemented the project? Was the participation of the community envisioned? How? At what stage?*
- 6. How/ by whom was it financed?*
- 7. What were the main challenges?*
- 8. What has been the impact?*
- 9. How will this project and public space be managed and maintained in the future?*
- 10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?*
- 11. What policies or actions could support the continuity of similar projects?*

### **Post-COVID 19 scenarios:**

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

- 1. How has the use of historical areas and public space changed in this city? What will be the new requirements?*
- 2. What has been the impact on the infrastructure of the city including water supply, transport, air-quality, waste management, and other.*
- 3. What spaces and infrastructure have seen the most significant change?*
- 4. What projects are being envisioned to adapt public space, mobility and infrastructures to the new visions for cities that have emerged after the COVID-19 pandemic? (e.g. bike lanes, open spaces, etc.) Do these ideas take into account the historical character of the city? How? How can both be integrated?*
- 5. What role can urban heritage play in these new city visions?*

## **Session 5**

### **Wrap up assignment**

# GROUP A

## Contributors to the report:

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World Heritage City Lab

Innovative Strategies for Historic Urban Landscapes

**World Heritage City Lab**

June 17-26, 2020

## **Innovative Strategies for Historic Urban Landscapes**

### **Heritage-based recovery and resilience: Way forward.**

#### **Report by Working Group A**

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## 1. INTRODUCTION

For this report, the following relevant points have been considered in relation to the current COVID-19 pandemic and how it is affecting historic urban landscapes, their heritage and cultural identity.

First of all, it is necessary to acknowledge that the COVID-19 pandemic is an ongoing phenomenon, that is presently taking place, and that it is still uncertain how long it will be part of our daily life. The Working Group (WG) considers that it will still require time to comprehend the situation in order to reflect deeply on its consequences and effects in cities, particularly in historical urban centers.

Secondly, the WG notices that this phenomenon is lived in a different way according to the realities of the different world regions and cities. Hence, the effects and potential solutions must be studied from particular localized logics. Each city contains public spaces, urban and architectural configurations which are different and unique based on specific socio-cultural relations, traditions, and economic conditions. Therefore, it is our duty as heritage professionals to observe, study and understand them before making recommendations for planning interventions and thinking on innovative strategies. Interventions need to be place-based and people-centered, while these can look for inspiration beyond the urban field and connect with rural places and natural protected areas.

Thirdly, the report reflects the findings of the WG investigation, based on the experiences and views of the different heritage professionals who have participated in this exercise. The 6 innovative strategies proposed synthesize this diversity of experiences into shared principles that connect to specific case studies.

The case studies point at the fundamental role of the local communities to the heritage places, and to the larger community networks needed to support the historic urban landscapes' resilience, which go beyond city boundaries. Furthermore, the WG notes that the role of communities should not be seen only from a consultative logic. Local inhabitants are the protagonists and leaders of the changes required to improve their socio-economic conditions while conserving their historical setting without losing identity and character.

Finally, the active participation of governments in making informed decisions about the historic centers is fundamental. Traditional and local knowledge, traditional building

techniques, the role and significance of festivals and other cultural expressions of particular ways of life must be taken into account. These need to be identified, studied, and disseminated among all stakeholders and especially private and non-local investors for supporting an informed decision-making process which respects and enhances the heritage identity and character of historical urban areas.

The report is divided in two sections. Section 2 presents the key points or principles for the 6 Innovative Strategies and the reflections on Post-COVID-19 scenarios. Section 3 collects the case studies according to the Innovative Strategy.

## 2. INNOVATIVE STRATEGIES KEY POINTS

### 2.1. INNOVATIVE STRATEGY 1

#### **Integration of communities in decision-making and governance**

- **Integration vs. Empowerment:** Need to reflect on the idea of *integration*, and whether it would need to be changed for *empowerment*. It is clear that communities should be part of decision-making and governance processes but they need to be empowered and their role acknowledged. Communities need to have a say in the relevant political and technical spaces (i.e. boards, steering committees, advisory commissions, etc.) and not only be part of consultative processes (hearings). Interventions need to be discussed with local communities as equal partners, instead of being *integrated* into already advanced processes.
- **Mapping local leadership and networks:** Identification of local actors such as local social leaders, community centers, local institutions and NGOs is fundamental for starting a process which includes local communities' perspectives. Leadership and networks exist, probably in areas not necessarily focused on heritage conservation but holding economic activities in the heritage place. This existing leadership and networks are essential for a communication with local stakeholders. Self-organized associations need to be empowered and given responsibilities over communication to their communities and different groups, as well as receive incentives for their programs and projects which may support synergies between government, private investors and community desires, providing benefits for all.
- **Role in heritage advisory boards:** Direct and strong participation of the local actors and civil society need is fundamental in advisory boards for heritage management. This involvement needs to be done in coordination with the government to ensure local actors' participation and supervision in heritage-related projects. Establishment of working groups with specific themes, between authorities, specialists, citizens or citizen organizations is necessary.
- **Comprehensive participatory research:** Need for a comprehensive research has been detected. When there is insufficient information regarding people, place, impacts, desires and need, opposed ways of thinking and differing agendas can occur. Participatory identification, documentation and monitoring is key to the

success of the initiatives in the long term. Communities need to take active roles in research programs and projects in their heritage places.

- **Strengthening community-based activities and community-based management:** To ensure the success and sustainability of any intervention or initiative, ongoing community processes need to be identified and strengthened.

## 2.2. INNOVATIVE STRATEGY 2

### Developing infrastructure for community wellbeing

- **Adapting historical structures to emergent needs:** Built heritage can respond to new functions - either temporary or permanently - and be flexible by accommodating current or emergency needs, increasing their social value.
- **Allowing continuous use of public spaces with heritage value:** The use of historical public spaces for cultural activities and community practices has proven to be a positive strategy to increase existing infrastructure's social and economic values as they provide spaces of wellbeing for local and non-local communities that visit them.
- **Temporary infrastructure:** Public spaces with heritage value can also be used for installing temporary infrastructure that responds to communities' basic and emergent needs, allowing the reactivation of certain abandoned spaces. Some examples of temporary infrastructures are water fountains, green spaces and public equipment.
- **Managing tourism locally:** It is clear that tourism provides sources of income for local communities widely, especially in historic urban centers. The creation of tourism-control-systems together with residents is necessary to assure that the public space and the historic urban center continue to be places where locals feel enfranchised. The sense of ownership by local residents is fundamental for their cooperation in heritage management and conservation.
- **Managing historical markets:** Historical markets are the heart of historic urban centers, however, they tend to become overcrowded and obsolete in terms of infrastructural and logistic needs. Revitalization of historical surroundings should be done in connection to respond to markets' bio safety and health requirements.

### 2.3. INNOVATIVE STRATEGY 3

#### **Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

- **Recognizing the central role played by traditional crafts:** The conservation strategies for urban heritage areas need to acknowledge the significant role played by traditional crafts and artisans in the maintenance of their setting, spirit and feeling. Any conservation project planned for an urban heritage area needs to ensure the place of traditional crafts, preventing their loss to market-based projects. This process needs to be managed by municipalities in partnership with conservation institutions and project funders.
- **Identification and documentation of crafts and crafts' ecosystem:** In order to develop adequate economic strategies for the sustainable conservation of urban heritage areas, traditional crafts and artisans should be identified and documented, to make them part of any development plan. This will ensure their participation, making strategies and plans sustainable and adaptive in the longer term.
- **Development of training programs:** To ensure the continuity of traditional crafts, youth needs to be involved. Training programs for the younger generations need to be in place in community centers and/or schools in order to safeguard the know-how and enable the intergeneration transmission of traditional skills and knowledge within and beyond local communities.
- **Restoration of local entrepreneurship:** The restoration of local entrepreneurship, such as rural business may be positive to build a sustainable tourism (such as eco-tourism) and a way to strengthen the local culture, while safeguarding traditional knowledge.
- **Development of multi-sectoral partnerships:** In order to safeguard traditional crafts, knowledge and skills through time, there is a pressing need to establish multi-sectoral partnerships between the different stakeholders, such as public organizations, private investors, academic institutions and the civil society so their significance can be mainstreamed.
- **Creation of digital solutions:** Digital solutions can support heritage-based economies. For example, the creation of mobile applications that promote the online

sale and purchase of local handicrafts and products from merchants in the historic urban centers.

## 2.4. INNOVATIVE STRATEGY 4

### **Alternative financing, investment, or market model for local economic development**

- **Use of new technologies:** A market model for local economies can be achieved by supporting the use and development of new technologies for the communities in their ventures. The use of digital tools needed to be explored further and training programs developed on how to use digital technology and the internet for the development of local businesses.
- **Engagement of researchers:** To reinforce local economy researchers, schools and universities need to be connected with local communities' needs. Learning and exchanging with local communities is essential for the development of ground-based solutions and strategies based on science.
- **Developing cooperative models:** Cooperative models within rural communities enable the connection of local production, e-trade, festivals, permaculture courses and tourism with urban consumers which can contribute to local economies. This could also be applied in the urban areas connecting production and consumption beyond city boundaries.
- **Tax exemptions and return of taxes:** Alternative financing can be created through tax exemptions for the architectural services comprising survey, restitution and restoration projects of the historical buildings in urban heritage areas and for the materials used during the implementation process by relevant governmental authorities in charge of cultural heritage protection. The return of taxes collected in the historic urban centers could be used for projects that promote the establishment of creative shops based on local or regional products, seeking a balance between international franchises and local entrepreneurs.
- **Boosting the culture sector:** In order to protect and maintain historic buildings while using them for the benefit of local economy, assigning to these cultural purposes should be encouraged. Incentives can be granted to entrepreneurs who are planning to use these assets for cultural activities such as,
  - Property allocation
  - Income tax discount
  - Discount on insurance premium payment
  - Discount in water price and support for energy consumption
  - Permission for employing foreign experts and artists



- Permission for operation on weekends and public holidays

## 2.5. INNOVATIVE STRATEGY 5

### **Re-thinking urban infrastructure in historic urban contexts for community-based and inclusive sustainable development**

- **Participatory approach to urban infrastructure:** Local communities need to be part of all processes intending to develop infrastructure within their heritage places. Promoting the participation of citizens organizations with common purposes within the historic urban context needs to be encouraged.
- **Addressing local needs:** New urban infrastructure or public space projects which will be inserted within historic urban areas should address primarily the needs of the local communities identified through a participatory approach.
- **Protecting heritage values:** New urban infrastructure or public space projects planned to be inserted within historic urban areas should be developed in a way that does not negatively affect the heritage values of the area as well as the values of its wider setting.
- **Assessing potential impacts on heritage assets and heritage communities:** Large infrastructure projects to be developed in historical cities should be evaluated within the scope of the development plans/master plans. The physical, social and economic effects of the mentioned projects should be evaluated in a multi-dimensional way before taking any action by conducting Heritage Impact Assessment Studies. For this, the preparation of an Urban Development Plan, with a tendency to care for and protect the habitability of the heritage place by establishing protection zones and respecting transition zones, would achieve a balance of land use.
- **Participatory assessment:** Positive and negative impacts of potential new urban infrastructure need to be evaluated together with local communities and communicated widely among all stakeholders involved or potentially impacted. The establishment of a system of indicators based on the problems that affect the historic urban area, together with a timeline for updating and collecting the data collected in

order to monitor the increases or decreases of problems in order to propose policies on-site interventions.

## 2.6. INNOVATIVE STRATEGY 6

### **Developing new infrastructures and public spaces to support the regeneration of dilapidated areas in historic cities**

- **Attention to potential gentrification:** In order not to cause gentrification, new urban infrastructure or public space projects which will be inserted within historic urban areas should also contribute to the social and economic development of the local community. New infrastructure should not expel local residents from their heritage places.
- **Undertaking socio-economic studies:** New development projects should be carried out in parallel with socio-economic studies. For new urban infrastructure to contribute to the local resident's wellbeing, it should aim to address the social and economic development of the resident communities.
- **Balance between new infrastructure requirements and people needs:** A challenging aspect is to think about historic structures as spaces which will cover new infrastructure requirements and also address local residents' needs.
- **Research on heritage values:** In order to develop new infrastructure in dilapidated areas, it is necessary to research with the local residents about the heritage values that these places had and/or still maintain for their culture and which are important to be revitalized for supporting their community identity.
- **Communication of heritage values:** When the heritage values that need and can be maintained are identified, this information needs to be shared with relevant conservation authorities that will engage and participate in their safeguarding through new infrastructure development.

## 2.7. POST-COVID19 SCENARIOS

- Working from home or staying at home - as a result of the quarantine measures resulting from the pandemic - does not have the same meaning for all the inhabitants of the historic urban centers. Internet access does not exist in all cases, nor are living conditions at home the same for everyone. This produces different relationships with public space and the need to use it.
- Public spaces tend to become impoverished due to lack of use, but they do not necessarily lose their heritage value. Many people want to use them again and perhaps with more awareness of their significance.
- Voided historical urban centers acquire a different condition of appreciation from the part of the usual users. A greater awareness arises of the potential uses that these may have, generating an opportunity for new developments, ways to see these and use them creatively under biosafety requirements.
- In the current social-distancing and biosafety spatial conditions that the pandemic has created, urban public spaces are being appreciated in a different way. Green areas, parks, streets and other public spaces have gained value, presenting this as an opportunity for revitalization and recovery.
- Due to the decrease in demand for public transportation and the increase in the use of individual vehicles, there is a higher traffic density, which may cause parking problems within historical urban areas. This demand potentially could cause the creation of new parking lots which could affect negatively the historical character of heritage cities.
- Curfews imposed by the COVID-19 outbreak have led to a better understanding of the socializing importance of urban open spaces and related activities. Hence, after the curfew it has been observed that these areas are used densely by people. Arrangements have been made that take into account the social distancing rules within these areas. Especially, the open spaces in the historical urban environments can be used as a tool for people to re-engage with the city and to better understand

the urban heritage via organizations such as open exhibitions, open-air cinema, concerts and other cultural activities.

**Some ideas of strategies for Post-COVID 19 recovery**

- Development of media campaigns that motivate citizens living around the historic city to visit it again and/or to get to know the historic city, while offering discounts on consumption, free parking hours, and virtual information.
- Promotion of regional or national tourism. While the restrictions on international flights remain in place, the only visitors will be those who can travel by vehicle or train.
- Activation and strengthening of tourism promotion networks between heritage cities of a country or promote the historic city in those cities that are regionally close, offering incentives to travel.

### **3. CASE STUDIES**

#### **3.1. CASE STUDIES INNOVATIVE STRATEGY 1**

##### **3.1.1. Liju village, China**

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###### **i. What is the practice?**

This example refers to Liju village, a mountain ethnic minority village in South-West China, within the Three Parallel Rivers of Yunnan Protected Area WH property. The public space (public good) I consider is the forest connected to the village.

The community practice is the forest patrolling and the forest natural and cultural resources preservation, including the inventory of local traditional legends and know-how related to nature conservation.

###### **ii. Who is/are the community/ies who use/s it?**

Local villagers (Lisu and Naxi ethnic minority): each family assigned a member to patrol the forest.

###### **iii. How is the space used?**

Collection of forest products (mushrooms, berries, traditional medicine products).

###### **iv. How is the practice significant for the heritage identity of the place?**

The forest patrols are assigned the tasks of preventing fires, and controlling poaching and illegal harvest of timber and other forest products. This activity protects the wilderness and biodiversity of this primeval rainforest that is one of the most biologically diverse temperate regions on earth. The area is part of the Three Parallel Rivers of Yunnan Protected Area, a natural World Heritage Property in Yunnan Province. The area includes sections of the upper reaches of three of the great rivers of Asia (the Yangtze, Mekong and Salween) running from north to south, and it is one the most biologically diverse temperate regions on earth.

The side of the mountain where the village sits is included in the World Heritage core area, but it is not formally structured as a national park. This means that funds for environmental protection struggle to get there. National parks in China are not yet defined by national legislation. The so-called 'national parks' are 'scenic areas', which foster development and mass tourism.

**v. Who maintains this space and how is it maintained?**

Local villagers, with the help of two NGOs (the international TNC and the Chinese Alashan Society of Entrepreneurs and Ecology (SEE) Foundation) and a group of local companies working on eco-education and responsible tourism.

**vi. Are there threats to the continuity of this practice? Which ones?**

Development and mass tourism industry.

Local communities belong to ethnic minority groups living below the poverty line.

The main issue is the management of conflicts between biodiversity/cultural protection and rapid development, both unavoidable priorities in contemporary China.

Since 2008, the development of the area has been focused on promoting its natural environment for mass tourism (shuttle buses, cable cars, and luxury eco-tent). A preliminary development plan foreshadowed the construction of a tourist tram to visit the area.

**vii. What policies or actions could support the continuity of the practice?**

Recently, new national policies for environmental protection supported the continuity of the practice. Still, pressures for rapid development tend to promote large state-owned tourism development companies, or big agri-business companies, wiping out small bottom-up experiences of local companies.

Measures facilitating the creation of small local cooperatives working in the fields of eco-education, responsible tourism, organic agriculture, etc. may help to support the continuity of this, and others, similar practices, as well as the integration of local communities in building their path to development.



### **3.1.2. The Mehmed paša Sokolović's Bridge in Višegrad, Bosnia & Herzegovina**

It was inscribed on the UNESCO World Heritage List in 2007.

The inscription was based on criteria (ii) and (iv):

(ii) Located in a position of geostrategic importance, the bridge bears witness to important cultural exchanges between the Balkans, the Ottoman Empire and the Mediterranean world, between Christianity and Islam, through the long course of history. The management of the bridge and repairs made it to have also involved different political and cultural powers: after the Ottomans came the Austro-Hungarians, the Yugoslav Federation, and the Republic of Bosnia and Herzegovina.

(iv) The Višegrad bridge is a remarkable architectural testimony to the apogee of the classical age of the Ottoman Empire, whose values and achievements mark an important stage in the history of humankind.

#### **i. What is the practice?**

Organization of art works exhibitions (art works made by students of primary schools located in Municipality of Višegrad) "On the shores of childhood" with the theme of cultural-historical and natural heritage of the Municipality of Višegrad (yearly).

The arts works are exhibited at the Bridge.

#### **ii. Who is/are the community/ies who use/s it?**

The local community and tourists

#### **iii. How is the space used?**

Pedestrian Bridge and occasionally for exhibits, folklore festivals...

#### **iv. How is the practice significant for the heritage identity of the place?**

This is how Ivo Andrić begins his Nobel prize awarded novel, the Bridge on the Drina. This is also considered a most striking description of appearance and experience of Bridge, its significance and influence to the development of everyday living in Višegrad through history.

„On the right bank of the river, starting from the bridge itself, lay the centre of the town, with the market-place, partly on the level, and partly on the hillside. On the other side

of the bridge, along the left bank, stretched the Maluhino Polje, with a few scattered houses along the road which led to Sarajevo. Thus the bridge, uniting the two parts of the Sarajevo road, linked the town with surrounding villages.

Actually, to say `linked` was just as true as to say that the sun rises in the morning so that men may see around them and finish their daily tasks, and sets in the evening that they may be able to sleep and rest from the labours of the day. For this great stone bridge, a rare structure of unique beauty, such as many richer and busier towns do not possess (There are only two others such as this in the whole Empire, they used to say in older times) was the one real and permanent crossing in the whole middle and upper course of the Drina and an indispensable link on the road between Bosnia and Serbia and further, beyond Serbia, with other parts of the Turkish Empire, all the way to Stambul. The town and its outskirts were only the settlements which always and inevitably grow up around an important centre of communications and on either side of great and important bridges.

Here also in time the houses crowded together and the settlements multiplied at both ends of the bridge. The town owed its existence to the bridge and grew out of it as if from an imperishable root.

On the bridge and its kapia, about it or in connection with it, flowed and developed, as we shall see, the life of the townsmen. In all tales about personal, family or public events the word `on the bridge` could always be heard.”

Ivo Andrić, The Bridge on the Drina

As you see through history the Bridge has been very important for the locals. The exhibit helps in raising the awareness on the importance of the Bridge and other cultural and natural heritage.

**v. Who maintains this space and how is it maintained?**

Overall management is made at the local, regional and state levels

After the nomination of the good for the World Heritage List, the Municipality of Višegrad has decided to compile a Master plan of the contact zone of the Old bridge, according to the specifications from the Management plan for the bridge. The Master plan has been compiled with the aim to introduce adequate functions to the contact zone and to adjust the built structure according to the importance and character of the



place. The Master plan of the contact zone has been considered as a document of importance at the Republic of Srpska level.

The constructive rehabilitation and restoration of the Bridge was completed in 2016. The goal of this is to stop the propagation of damage. TIKА (the Turkish governmental international cooperation and development agency) was a donor for this activity.

Protocol on Cooperation Between the Council of Ministers of Bosnia and Herzegovina and the Government of the Republic of Serbia on the Preservation of the Mehmed pasa Sokolovic Bridge in Visegrad was signed in 2015.

**vi. Are there threats to the continuity of this practice? Which ones?**

No threats. These activities can be continued after Covid 19 pandemic without threats to the community.



### **3.1.3. Yeşil İmaret, Turkey**

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*Component of UNESCO World Heritage Site “Bursa and Cumalıkızık: The Birth Of Ottoman Empire” (Turkey)*

#### **i. What is the practice?**

The city of Bursa and the nearby village of Cumalıkızık was inscribed in UNESCO WHL in 2014. Bursa, the first capital of Ottoman Empire, was shaped by kulliyes consisting of mosques, madrasahs (school), public baths, imarets (public kitchens) and tombs. The kulliyes constructed on focal points mostly on hills had social, cultural, religious and educational functions. The Kulliyes were built with the intention of composing the core of the settlement areas to be built around subsequently, and accelerate the development of the city in certain directions. The Kulliyes still continue to function as the focal points and public spaces of various residential neighborhoods.

The imarets, components of Kulliyes, were constructed with an aim to serve food free of charge to the poor members of the community during Ottoman Period. Yeşil İmaret (Public Kitchens) was constructed in 15th by Çelebi Mehmed as a component of Yeşil Kulliyeye and food was served free of charge to unfortunate individuals of the community by Sultan Mehmed himself every Friday during his reign.

Yeşil İmaret was renovated according to its original structure by the Metropolitan Municipality of Bursa between 2010-2012 based on the protocol executed between General Directorate of Pious Foundation (the owner of the property), Metropolitan Municipality of Bursa and the Foundation of Somuncu Baba. Later the imaret was assigned to the Foundation for operation. The building still serves as a public kitchen operated by Somuncu Baba Foundation. Every morning soup is served to the poor members of the Community as well as meals which are prepared within İmaret are carried to the houses of the most economically disadvantaged segment of the community.

#### **ii. Who is/are the community/ies who use/s it?**

Economically disadvantaged members of the community

#### **iii. How is the space used?**

The space is used as a public kitchen for preparing and serving meals every day. In addition, food packages are prepared and delivered to those in need.

**iv. How is the practice significant for the heritage identity of the place?**

Yeşil İmaret is still used in its authentic function to support the economically disadvantaged members of the community. Functional integrity is still maintained. Continuing the said practice has increased the public's interest in the foundation principles of Kulliyes, solidarity within the community and awareness regarding the values of WHS.

**v. Who maintains this space and how is it maintained?**

The renovation of the İmaret was carried out by the Metropolitan Municipality of Bursa between 2010-2012. The daily maintenance of the building is provided by the foundation and it is in a fairly good state at present. The foundation obtains in kind and financial donations from private persons and corporations for the continuation of the practice of serving food.

**vi. Are there threats to the continuity of this practice? Which ones?**

The decrease in donations may negatively affect the continuity of the practice.

**vii. What policies or actions could support the continuity of the practice?**

Creating a constant source of income could support the continuity of the practice. Furthermore, transferring this solidarity culture to more people will contribute to access to more benefactors.

**viii. The HUL approach advocates for community integration and the use of participatory tools. From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?**

Communities are integrated in decision making processes during the preparation of conservation plans and management plans via conducting questionnaires and organizing meetings with determined focus groups (such as children, youth, women, craftsmen, farmers etc.) in order to identify the different values attached to the area by different stakeholders and to define the needs and problems perceived by these groups. The vision and objectives of the plans are also determined based on the discussions with the stakeholders.

During the preparation of the conservation plans in different phases these meetings are organized in order to discuss the plan decisions.

On the other hand in Turkey “advisory boards” and “coordination and supervision boards” are found during the management planning process. Advisory boards composed of representatives of the communities such as muhtars (elected representative of the neighborhood), opinion leaders, academicians, NGO’s, associations related with the conservation and/or promotion of the area) are generally appointed to the advisory boards. Advisory board contributes to the preparation of the plan and evaluates the plan and shares the views regarding the plan. The coordination and supervision board is composed of the site manager, representatives of the municipalities, government institutions and 2 selected members of the advisory board. Upon approval of the coordination and supervision board, management plans come into force.



### **3.1.4. Tocati, a shared programme for the safeguarding of traditional games and sports, Italy**

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#### **i. What is the practice?**

The practice relates to the intangible cultural heritage programme, “Tocati, a shared programme for the safeguarding of traditional games and sports”, which is in the process of being inscribed in the UNESCO Register of Good Safeguarding Practices. Tocati is an annual festival held in the historic city of Verona in northern Italy which was inscribed in the World Heritage list in 2000. The Tocati program features a rich variety of traditional games and sports from Italy, wider Europe and the world. The significance of Tocati is that it is one of the few instances of intangible cultural heritage located in a city which is a world heritage site. The city’s artistic cultural heritage, surviving architecture and urban landscape is reflective of its rich 2,000-year history.

#### **ii. Who is/are the community/ies who use/s it?**

In Italy, the Ancient Games Association (AGA), currently responsible for the Tocati Festival is based in Verona. The programme brings together traditional recreational communities representing Italian ludodiversity. The geographical balance between northern, southern and central Italy reflects the inclusiveness of Tocati. Alongside Italy, there are four further states responsible for the Tocati programme (Belgium, Croatia, France, Cyprus). The Tocati program kept alive through a coordinated sharing process amongst these communities who identify themselves in the safeguarding of traditional games and sports.

#### **iii. How is the space used?**

The Festival is held every year in Verona, Italy. Each year, over 300,000 people take part in over 40 traditional games which fill the streets (approximately 220,000 square metres) of Verona. Tocati encourages the practice of traditional games and sports in their traditional associated spaces improving the self-reliance of communities to meet sustainability challenges. During the Festivals, the entire historical centre of Verona (a UNESCO World Heritage Site since 2000) is used as a play zone and therefore closed to traffic, raising public awareness of traditional games and sports and transforming the cultural spaces that are necessary for their enactment into an important model of integration and dialogue between different cultures. The practice of outdoor activities also improves the respect for environment and public spaces, connecting tangible and intangible heritage. The Festival creates an atmosphere of harmony, free from

cars, which transforms the city, generates relationships and memories, promotes new encounters and relationships and reinforces the strong link between urban environments and natural materials (in this case, wood, stone, eggs and nuts, metal, leather, fibres and so forth).

**iv. How is the practice significant for the heritage identity of the place?**

The annual Festival Tocati has facilitated the growth of a large “community of communities”, through events and social networking activities. In doing so, the practice allows for the continued transmission of a widespread, yet often invisible, ludic heritage to the younger generations. The traditional games which take place during the Festival are closely tied to the history of Verona, often passed down for centuries. The activities are tailored for all ages and encourage body expression, quality of life and overall well-being. On a fundamental level, as living practices, traditional games and sports are deeply rooted in the life of communities in Verona. Tocati explicitly links traditional games and sports to the values of intangible cultural heritage. In first instance by playing in the streets, rendering these highly urbanised and touristified areas spaces of inclusion and equality, traditional games and sports raise awareness on the relationship between intangible cultural heritage and world heritage sites. The embodiment and enactment of intangible cultural heritage through traditional games and sports raises awareness of its relevance for contemporary society.

**v. Who maintains this space and how is it maintained?**

In Verona, the Ancient Games Association (AGA) is responsible for the programme. Furthermore, in 2015, the AGA adopted a sustainable management system with a view to continuous improvement. The AGA’s drafting of the sustainable development policy document and its circulation among stakeholders reflects the genuine commitment to applying principles of sustainable development in the Festival’s management activities.

**vi. Are there threats to the continuity of this practice? Which ones?**

For present purposes, the greatest threat to the continuity of the practice is the Covid-19 pandemic (explained further below). As is known to all, the pandemic led to far-reaching lockdown and confinement measures and, therefore, the cancellation of the 2020 Festival Tocati. Other threats to the practice include the widespread changes in lifestyles with increasing industrialisation which threaten inter-generational

transmission of the practice and its cultural meaning. The growing fragility of the practices is due to the perceptions of new generations which find traditional games and sports less attractive.

**vii. What policies or actions could support the continuity of the practice?**

It is important to recognise the unique position of Verona. The city is both listed as a WH site and is also home to a unique intangible cultural heritage element. By preserving the former, you are safeguarding the latter. In other words, 'safeguarding the game is also safeguarding the territory'. Through supporting the AGA, the organisation stands better equipped to facilitate the continued practice of traditional games and preserve the historical memory of the city.



**viii. The HUL approach advocates for community integration and the use of participatory tools. From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?**

Community-based participation lies at the heart of the Tocati festival. The traditional games and sports featured during the Festival exist in a non-professional environment, in daily life and in a ritual and festive context. They directly enhance community participation, empathy, social cohesion and intercultural dialogue. The objectives of the Tocati programme reflect the vitality of community integration in decision-making processes, namely:

- a) Establishing a multilevel network between communities, practitioners and institutions
- b) Establishing a process for participatory identification, documentation and monitoring of traditional games and sports as community-based heritage
- c) Enhancing the transmission of traditional games and sports both in formal and informal education
- d) Empowering, protecting and strengthening the self-reliance of communities and their sustainable development. This is achieved by improving communities' competencies in securing better availability and management of public spaces.

### **3.1.5. Washing of the Wharf, Brazil**

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**i. What is the practice?**

The symbolic Washing of the Wharf, a ritual initiated by the excavating archaeologist of the World Heritage site, who invited priestesses of traditional African spiritual communities to see the site and who in response created a ritual of cleaning and purification to pay tribute to the spirits of their ancestors who reached this entry port in captivity.

**ii. Who is/are the community/ies who use/s it?**

Priestesses and members of traditional African spiritual communities

**iii. How is the space used?**

The archaeological site and the square in its immediate surroundings are used to carry out a parade and the ritual of washing stones from the pier, using water consecrated with flowers. The religious community participates using their special dress.

**iv. How is the practice significant for the heritage identity of the place?**

The ritual of washing stones from the pier is a moment of connection, respect and homage between the religious community of Rio de Janeiro and its African ancestors who arrived there as slaves.

**v. Who maintains this space and how is it maintained?**



The maintenance of the space is made by the municipality.

**vi. Are there threats to the continuity of this practice? Which ones?**

The lack of respect for religious manifestations of African origin may put the demonstration at risk if there is administrative discontinuity in the municipal team that today sponsors the event

## 3.2. CASE STUDIES INNOVATIVE STRATEGY 2

### 3.2.1. Valparaíso Cultural Park, Chile

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#### i. What kind of infrastructure is proposed?

This is a paradigmatic example of recovery of historic infrastructure for new uses. The transformation of the ex-prison in one of the hills included within the World Heritage Site in Valparaíso re-signified this space and generated new centralities and urban space in a highly dense and complex city tissue. Community management in this case managed to attract interest from authorities in order to realize the project.

Cerro Cárcel (Jail Hill) -where the project is located- is one of the 42 hills that from Valparaíso. It is located next to Cerro Panteón, (Pantheon Hill) and its former name was Loma de Elías. After the creation of the public prison, only significant element located on the hill, which quite isolated from the city. The hill was identified as the Cerro de la Cárcel by the public, known currently as Cerro Cárcel.

Cerro Cárcel is not part of the historic quarter listed by UNESCO nor a Historic Preservation Zone; however, it is located in the buffer area of the world heritage site. As many other hills in Valparaíso, due to its sloped geography, open public and relational spaces are scarce.

#### ii. Who will build it?

A group of artistic-cultural organizations of the city collected the invitation made by the Government to occupy, restore and animate the different spaces of the former prison. This is how this place that once was a symbol of deprivation and lack of freedom, slowly became a place open to creation, development and free expression

Together with the National Council of Culture and Arts (now the Ministry of Culture) it called for a national design competition for the Cultural Park of Valparaíso contemplating in the bases the conservation of the colonial gunpowder warehouse, the gallery of prisoners, the access portico and part of the perimeter wall. Among 118 proposals, the one formulated by HLPs Arquitectos was the winner in 2009.

After the winning entry was selected, citizen participation was developed by the CNCA with representatives of various groups and institutions of the city, as part of the Working Group Management Model Table, which would define, among other things, the uses

that the centre would have, the form of administration of the enclosure (Corporation or Foundation) and the financing model.

Three axes of work were proposed: contemporary art centre, cultural centre and community centre. Parque Cultural de Valparaíso (PCdV) is the largest cultural centre in the country outside of Santiago. It has first level infrastructure spaces for dance, music, theatre and circus, with auditoriums, documentation centre, and commercial premises. This program is lifted off the ground, in order to free up the largest area of public space possible.

**iii. How will it be financed?**

After an intense negotiation the community managed to include civil representatives to the directorate of the PCdV which consists of nine members from the Culture Council (CNCA), the municipality, the regional government and civil society.

The PCdV is a functional community organization, OCF, created on August 12, 2011, with legal status and became a public-private nonprofit corporation.

Up until 2015, the management of the Cultural Park of Valparaíso was funded mainly by the CNCA (National Council for Culture and the Arts, today the Ministry of Cultures, Arts and Heritage). It was, therefore, the only cultural institution outside the Metropolitan Region of Santiago funded directly through the National Budget Law. Later, the Park changed its legal figure, and from then on it was able to start looking for independent funding, such as selling tickets for its shows or leasing its rooms.

**iv. What were the main challenges?**

The Directorate of Collateral Credit (DICREP) and the Municipality of Valparaíso signed a bailment, endorsed by the SUBDERE (The Undersecretariat of Regional and Administrative Development), the GORE (Regional Government) and the CNCA (National Council for Culture and the Arts), through which DICREP granted the fourth floor of its building located in the university district of the city to the former occupying artists of the Ex-jail, so they could continue with their creation and training processes interrupted by the future refurbishing works.

A project was announced in October 2007 by the mayor's office, corresponding to a proposal that the famous Brazilian architect Oscar Niemeyer donated to Valparaíso. The controversy and the rejection of the locals grew due to the fact that the architect

had never visited Valparaíso and that it also involved the destruction of all historical buildings.

After the failure of Niemeyer's initiative, the Ministry of Culture understood the need to build a project which met the citizen demands expressed through the Ex Cárcel Cultural Park Corporation (which brought together artists and cultural managers).

**v. What has been the impact?**

During the first two years of operation, more than 800 artistic practices took place in all artistic areas. During 2012 it had 174 thousand annual visits, with the peak months registering more than 14 thousand visits, the largest part, estimates the institution are visits to the place itself, mainly the green area.

The Ex Cárcel de Valparaíso Cultural Park would be an example of active practices of social participation in a tangible and intangible heritage, in which citizens have recognized their space and use. A project at the local level that had to do with a significant appropriation of the identity of the place, and a joint work of civil society with the State.

Other activities such as architecture biennales, art exhibits, theatre and film presentations regularly take place in this Cultural Park. Broadcasting of it's activities is extended over it's physical space through its own radio, which both spreads the Ex Cárcel's Programacion and generates new creative content. Small rooms are occupied daily with music practices and dance lessons and even when no specific activities take place, the open esplanade serves as a meeting point for neighbors and tourists, who identify this area as the single large scale public space of Valparaiso's hills.

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**3.2.2. Museum of Afro-Brazilian History and Culture, Brazil**

**i. What kind of infrastructure is proposed?**

In 2017, the City of Rio de Janeiro created a territory museum, with a focus on social responsibility, education and community participation: the Museum of Afro-Brazilian History and Culture, with the Valongo Wharf declared by the UNESCO World Heritage Site in 2017, as the central point of its territory.

Valongo Wharf Archaeological Site is located in central Rio de Janeiro. It is in the former harbor area of Rio de Janeiro in which the old stone wharf was built for the landing of

enslaved Africans reaching the South American continent from 1811 onwards. An estimated 900,000 Africans arrived in South America via Valongo. It is the most important physical trace of the arrival of African slaves on the American continent. It is not only understood as an archaeological site but as an open-air memorial of the transatlantic trade of enslaved people and as such has been fully appropriated by the public. Commercial, cultural and religious activities take place on site including the symbolic Washing of the Wharf, a ritual initiated by the excavating archaeologist, who invited priestesses of traditional African spiritual communities to see the site and who in response created a ritual of cleaning and purification to pay tribute to the spirits of their ancestors who reached this entry port in captivity. Therefore, it was inscribed under the Criterion (vi), as it is a site of conscience.

In its Interim Report, ICOMOS suggested to further focus the justification for inscription to solely the elements which the site can represent within its boundaries by critically reviewing the contribution and inclusion of elements such as the quarantine facilities, store houses, market of enslaved people and New African's cemetery, which only in parts exist as archaeological evidence and are located outside the present property boundaries. These other elements justify the creation of the territory Museum.

The Territory Museum initiative consisted of the opportunity to also celebrate a culturally rich Brazil, valuing the achievements of the black people and contributions from the African-based culture, and to reflect deeply on the influences of our slave past in the situation of social exclusion in which a good part of the population still lives. Afro-Brazilians and the latent racism that prevails in our and other societies. Therefore, the Museum wants to make voices silenced, narrating the story by its protagonists.

The project is only possible with participatory processes from the bottom up, involving its surrounding community, through the direct participation of its leaders in the Museum's staff or in its Advisory Council. Public of more than 15 thousand people in priority training, education, and research events, held in its headquarters. Promotion of more than 200 innovative, transversal activities, valuing and recognizing the differences, pluralities and multiplicities of the target audience since 2017.

**ii. Who will build it?**

The Office of Culture of Rio de Janeiro City Hall. The Museum development studies has been carried out by an International Technical Cooperation with UNESCO BRAZIL.

**iii. How will it be financed?**

Public and private funds are supporting the master plan, on-going activities and conservation interventions at the Museum headquarters and its territory, mainly at the archaeological site of Valongo Wharf in its 1º phase.

**iv. What were the main challenges?**

- To keep up with the participatory processes from the bottom up, involving the surrounding community in the Museum development project;
- To carry out with the fund raising for all the financial needs for the phase 2, counting with the private sector, since the public sector is committed with the health crises caused by the Covid-19;
- The possibility of administrative changes in the City Hall, since we will have municipal elections still in 2020, which may cause governance problems and changes in the Museum's staff, which all come from the municipal staff.

**v. What has been the impact?**

- Valuing the contribution of African heritage to the formation of Brazilian culture; Fight racism;
- Propagate ideals of diversity, respect for differences and tolerance;
- Appreciation of the contribution of the African heritage in the training of children, youth and adults in the city of Rio de Janeiro.

### **3.3. CASE STUDIES STRATEGY 3**

#### **3.3.1. The art of the Neapolitan 'Pizzaiuolo', Italy**

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##### **i. The type of activity: production or service**

The art of the Neapolitan 'Pizzaiuolo' is a culinary practice that was inscribed on the Representative List of the Intangible Cultural Heritage of Humanity in 2017. The art straddles the division between product and service. It is a product insofar as the art produces pizza. But it is more than merely a product. The art comprises four different phases relating to the preparation of the pizza dough and its baking in a wood-fired oven. The first phase lies in the kneading of the dough by the Pizzaiuolo until it reaches the desired consistency and smoothness, the shaping of dough balls and the preparation of the oven only by burning beech wood. The second phase represents a performing art characterized by ability and spectacularity of Pizzaiuolo, who spreads the dough, and models the raised rim, with skilful motions for its extension, creating a disk. The Pizzaiuolo makes the dough, spinning and twirling it between both hands and then raises it to the air with a quick movement, often singing traditional songs. In the third phase the Pizzaiuolo puts ingredients on the pizza dough from the centre outwards with a spiraling and clockwise motion, shaping an imaginary "6". The fourth consists in baking the dough in a wood-fired oven, with a rotatory movement of the baker. Throughout these four phases there are gestures, songs, smiles, skills, motions, performance and a sense of sharing. Although this intangible heritage can be practised throughout the world, it is most closely connected with Naples, its city of origin, which has been a listed UNESCO World Heritage Site since 1995.

##### **ii. Who performs the activity?**

There are three primary actors who perform this activity – the Master Pizzaiuolo, the Pizzaiuolo and the baker. Additionally, many families in Naples who reproduce this activity in their own homes, especially during festive days.

##### **iii. How the activity contributes to the residents' livelihoods?**

The art of the Neapolitan pizzaiuolo offers an important chance for social emancipation to many young people: for some, learning to be a Pizzaiuolo represents the only option instead of living in social marginality (historically, Pizzaiuolo came from neighbourhoods with higher crime density). The sense of solidarity is also given by the 'pizza sospesa' custom: in Naples everyone buying a pizza can pay for another one for a poorer stranger who will go after him in the "bottega" to eat something. The Association of Neapolitan

Pizzaiuoli, with its Academy and the Association of young Pizzaiuoli, since 2005 organises training courses for young people in districts of Naples such as Scampia and Quartieri Spagnoli, urban neighbourhoods with high crime rates, attended by more than 100 young people who can learn an honest and creative know-how useful for their social emancipation.

**iv. How is the activity organized? Is it individual or group?**

The art of the Neapolitan Pizzaiuolo fosters social gatherings and intergenerational exchange, and assumes a character of the spectacular, with the Pizzaiuolo at the centre of their 'bottega' sharing their art. Every year, the Association of Neapolitan Pizzaiuoli organizes courses focused on the history, instruments and techniques of the art in order to continue to ensure its viability.

**v. How are the linkages to market established and nurtured?**

The "bottega" of the Neapolitan Pizzaiuolo is part of the fabric of the city of Naples and consumers can access this art throughout the city. Furthermore, the Italian Ministry of Agriculture has promoted this art in Italy and worldwide. This has helped to nurture greater awareness of the art both within the Naples market (through, for example, the "Week of the Neapolitan traditional Pizzaiuoli art" in Naples (6 April 2015)) as well as other markets outside the city. An example of the Italian government's efforts to nurture awareness of the art in markets outside of Naples is the organization of the "Pizzaiuolo Day", an official day of world feast for this art during EXPO Milan 2015 "Feed the Planet" (19 May 2015). Additionally, the communities that practice this activity hold events to promote and share awareness of the art, such as the International Exhibition of Pizzaiuolo Napoletano, organized every year by the Association of Neapolitan Pizzaiuoli since 2002. The event brings together many Pizzaiuoli (nearly 150), old and young, professionals and amateurs, participating in a playful competition.

Furthermore, the communities that practice this art have adopted a TSG (Traditional Speciality Guaranteed) mark under the EU's Quality Schemes Regulation to help protect it in the market. A TSG is a community-owned intellectual property right that protects traditional methods of production and recipes. The community have also sought to employ marketing strategies (including a social network strategy implemented by the Association of Neapolitan Pizzaiuoli which involves collecting audiovisual material depicting the art and publishing it on the association's website) to increase awareness of the art.



**vi. What raw materials or resources are necessary? What is the value added?**

The raw materials of pizza dough production are flour and water. Additional ingredients depend on the specific pizza, but the classic “pizza margherita”, for example, requires basil, mozzarella and tomato. The art of Neapolitan Pizzaiuolo also uses wood, which must be taken from specific forests, following the principles of sustainable forestry. The value added is that this combination of raw materials are combined to produce pizza, with performance and social interaction also part of the art.

**vii. How are people trained?**

Since 2005, training courses have been organized for young people in districts of Naples such as Scampia and Quartieri Spagnoli. Furthermore, a partnership between the Ministry of Agriculture, the Ministry of Education and the Association of Neapolitan Pizzaiuoli introduced in 2016 training courses. Individuals can learn the activity in a variety of other ways as well, including in their family homes.



**viii. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?**

The Italian Ministry of Agriculture spent about €2 million for all the initiatives of promotion of the art between 2005-2015. The Campania Region - with Law 1/2016 - established a specific fund consisting of 500,000 € each per year 2016, 2017, 2018 to fund projects for the identification, documentation, promotion and enhancement of the art.

**ix. Can the model be replicated?**

State and regional financial support could perhaps be replicated. However, this practice has achieved the extent of funding it has partly because it has been registered as

intangible cultural heritage under the UNESCO 2003 Convention for the Safeguarding of Intangible Cultural Heritage.

### **3.3.2. Safranbolu, Turkey**

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#### **i. The type of activity: production or service**

City of Safranbolu, inscribed in UNESCO World Heritage List in 1994, as an Ottoman city that displays an interesting interaction between its topography and historic settlement.

#### **ii. Who performs the activity?**

A project prepared by “Karabük University Safranbolu Vocational School” and supported by “Safranbolu Chamber of Tradesmen and Artisans” was submitted to the “Future is in Tourism Program” which was initiated by Turkish Ministry of Culture and Tourism, United Nations Development Programme (UNDP) and Anadolu Efes (Private Company).

#### **iii. How the activity contributes to the residents’ livelihoods?**

The aim of the program is to position tourism as an alternative sustainable development means, pave the groundwork for creating local role models through encouraging entrepreneurship, and rally the public sector, private sector, academe and civil society to support tourism.

#### **iv. How is the activity organized? Is it individual or group?**

Karabük University developed the project aiming to meet the need for souvenirs that reflect Safranbolu's own cultural heritage and carry its values. For this reason, surveys were carried out for domestic and foreign tourists, and expectations about souvenirs were determined.

#### **v. How are people trained?**

In line with the survey results, in order to increase the variety and quality of locally produced souvenirs, a design competition was organized under the consultancy of Derin Sarıyer, a well-known designer.

**vi. How are the linkages to market established and nurtured?**

The designs selected as a result of the competition started to be produced by local craftsmen and to present authentic and different product options to the visitors. (for further inf.:<https://www.gelecekturizmde.com/home-page/> )

**3.3.3. Carioca Network of Rodas de Samba, Brazil**

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**i. The type of activity: production or service**

In December 2015, a municipal decree created the Carioca Network of Rodas de Samba - RS (Samba circles) Cultural Development Program. The RS(s) are an example of heritage-based income generating activities in the WH Cultural Landscape area of Rio de Janeiro, that contribute to the resident's livelihoods and conserve the immaterial heritage of the urban area.

**ii. Who performs the activity?**

The RS (Samba circles) are performed by Samba musicians, singers, dancers and artists, complemented by the artisans of the fairs which surrounds the performance areas.

**iii. How the activity contributes to the residents' livelihoods?**

As Intangible Cultural Heritage of Brazil, Samba performances, such the RS from Rio de Janeiro is the largest cultural reference of the country in the world and, par excellence, the main reference of Brazilian popular music. More than 400 RS groups perform in the city of Rio's public spaces, and they are attended and appreciated by the population of Rio, as it is a free cultural performance.

**iv. How is the activity organized? Is it individual or group?**

The characteristic of the RS's is always a group sitting around a table, like a circle, originating the name of the performance. Surrounding the performance area, there has been always a fair for the sale of products historically linked to the samba and African-Brazilian culture.



*RS performance within Rio WH Site. IRPH Archives*

**v. How are the linkages to market established and nurtured?**

The RS play a unique role in articulating different sectors of the creative economy in the city of Rio. In 2016 the RS Network was launched, which traces the georeferencing of the RS events across the city. The RS Network is a group made up of samba players, dancers and artistic producers who came together from the need to debate the insertion of this important cultural manifestation in the city's public policy agenda. Through the Urban Information System (SIURB), the RS Network brings a Collaborative Map of the RS, in addition to a survey on the profile of the professionals of the samba and the groups, which will help to analyze the socioeconomic impact of these cultural activity.

**vi. What raw materials or resources are necessary? What is the value added? How are people trained?**

Samba in Brazil is a spontaneous cultural activity, where the transmission of knowledge takes place through the Afro-Brazilian family or community, passing from individual to individual, or from father to son. The trading of musical instruments used in RS, such as drums, guitars, cavaquinhos, cuícas, tambourines, etc., has been established in the historic center of Rio since the 19th century, with numerous musical instrument houses that offer a huge range of options to musicians.

In 2019, the RS Dialogues Circuit Program was created a series of five meetings with artists and cultural producers from all regions of the city. The objective was to listen to the main demands of this cultural segment, in order to build a legal instrument that

reduces the bureaucracy for the use of public space, in addition to creating mechanisms that strengthen the productive RS chain.

**vii. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?**

In October 2019, the RS Official Calendar was launched by the city of Rio government, with 259 RS contemplated, benefiting about four thousand musicians, with more than one thousand performances. The document also establishes a series of rules for the organization of events, such as the structure for shows and the use of tables and chairs. Producers will also be able to organize the RS Circuit, with stalls for the sale of products historically linked to the samba culture. The costs, as well as the assembly and disassembly of the equipment and structure, is the sole responsibility of the producers.

**viii. Can the model be replicated?**

More information on

[http://portal-assets.icnetworks.org/uploads/attachment/file/99719/02\\_ARTIGO-JOAO-JUNIOR\\_EN\\_AF.pdf](http://portal-assets.icnetworks.org/uploads/attachment/file/99719/02_ARTIGO-JOAO-JUNIOR_EN_AF.pdf)

### **3.3.4. The Whole Village**

The Whole Village is a project developed by Mihai Eminescu Trust (MET) in Romania for the World Heritage village of Viscri, one of the seven villages of the serial position – Villages with fortified churches in Transylvania, inscribed in 1993/1999 - that is being now adapted for Sighișoara, a World Heritage City – Historic Centre of Sighișoara, inscribed in 1999. Sighișoara is a small city closely related to its environment and the rural communities around.

- Through this Whole Village program of sustainable development, the village becomes “**whole**” through the implementation of three types of activities:
- The restoration of the cultural heritage: buildings, landscape, crafts and traditional farming.

- The development of the local entrepreneurial skills by supporting small rural businesses, the professional qualification of the locals and creating job opportunities
- The development of sustainable cultural tourism by promoting the rural heritage, natural landscape exploration, traditional accommodation, ecological produce and the overall unique experience of country side life.

The Whole Village Project is created by its people and made to last the passing of time. A whole village is a bee's nest where each has a specific task. The survival and healthy evolution of the nest is the result of everybody working together.

The key principles of the Whole Village Project - valid for rural areas and small scale historic urban areas - as defined by MET:

- The projects are selected and implemented by the locals, which ensures both their involvement and their responsibility.
- We use only construction materials produced locally and with local techniques, in order to keep the historical buildings authentic.
- The construction work is done only by the locals, which in turn develop traditional skills. Thus new jobs are created.
- We're revitalising the hand crafts, the traditional construction techniques and old professions.
- The locals are encouraged to open up small businesses, based on traditional crafts or trades.
- We're constantly supporting the practice of traditional farming and the preservation of the households and farms.
- We support the development of responsible tourism, done by the locals, capitalising on the natural and cultural heritage.

More on the project and MET here:

<https://www.mihaieminescutrust.ro/en/whole-village-project/>

### 3.4. CASE STUDIES STRATEGY 4

#### 3.4.1. Dingjiaping village, China

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This case study promotes the importance of agriculture and the protection of biodiversity, and supports villages that create development models offering high-quality agricultural products and fair income to farmers.

In 2013, a group of families in Dingjiaping village (Hunan Province, China) established a farmers' cooperative for the production and online selling of local agricultural products. The cooperative was established by a 'returning native' (a phenomenon which is becoming more and more relevant and is strongly promoted by the government via subsidies and political campaigns).

Today, the village has 40 families, every family has on average 1,000 m<sup>2</sup> for cultivating rice and other crops and another 2,000 m<sup>2</sup> of forest. The cooperative is committed to cultivating local products without using pesticides, chemical products and fertilizers. They deliver the products directly to urban consumers via social media app subscriptions. It is estimated that ten annual consumers can support one rural family in Dingjiaping for one year, and now the cooperative is exploring collaborations directly with city restaurants and schools.

A series of initiatives, launched to promote the cooperative, are also stimulating other small scale businesses in this and other villages in the area, such as:

- Gastronomy Events, every autumn one-week Wild Food Festival gathers to Dingjiaping chefs from cities restaurants (the restaurants to which the cooperative sells its products) to cook with villagers, discovering local products and traditional meals. At the end of the Festival every chef presents a new dish that will be further promoted in their urban restaurants;
- Permaculture Courses for city-dwellers with experts in the field that support the cooperative's cause. Courses give further financial support to the cooperative, and is an opportunity to regularly train local farmers who participate in the courses for free. These courses promote soft-tourism initiatives in the village and in other traditional villages in the area (f.i. in the nearby Wubaotian, a Yao ethnic village inscribed in the national "List of Historical and Cultural Town and Villages").

With the help of researchers from Indonesia, the cooperative developed a digital platform application that provides daily management tools for small farmers (production

planning, schedule, agricultural supplies, inventory management, etc.) and help to create new similar farmer's cooperatives, establishing a network of producers and to offer products to a wider range of consumers.

The farmers cooperative of Dingjiaping offers an example of an alternative market model for local economic development. Its related activities have promoted the restoration of some dilapidated traditional houses in the village for tourism purposes.

The establishment of such a cooperative was feasible thanks to the construction of a new infrastructure (in 2013): the high-speed train, connecting the village to the city in a few hours (the cooperative uses the train to send its products to cities). The cooperative also relies on the broadband connection which is ensured across all the country, even in the most remote areas.





### 3.5. CASE STUDIES STRATEGY 5

#### 3.5.1. The Paradas (parklets) Cariocas Program, Brazil

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- i. **What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?**

As a small-scale urban infrastructure, the Paradas (parklets) Cariocas Program proposes to transform parking spaces into a place for community gathering such as the parklets. In April 2015, the City of Rio created the Paradas Cariocas Program, considering the great urban transformation process underway in the city, stimulated by international sporting events (The world Cup and Olympic Games), to reinforcing the need to maintain the authenticity of the recognized cultural environment of the city; the need to stimulate and protect activities that are related to the memory and identity of Rio de Janeiro Cultural Landscape, based on the culture of encounter, conviviality and fraternization in public spaces and the need to protect and encourage social coexistence, practices and cultural customs, as well as artistic activities, through spaces conducive to their manifestation.

The Paradas Cariocas Program consists of the expansion of the public sidewalk through the implantation of platforms (decks) to be installed in places destined to parking spaces for vehicles, on a precarious basis, equipped with elements such as urban furniture, with recreational, cultural, informative and / or educational function, allowing different public uses and the demands of the neighborhoods. The Rules for the installation of a Carioca Parade are:

- The maximum limit of 15% of vacancies on the same route must be respected.
- Carioca parklets can only be built on streets with a maximum speed of 50 km / h.
- Authorization may be required by both individuals and legal entities, who will be responsible for installing, maintaining and removing the platforms, as well as with all costs necessary for the implementation.
- Small business owners must enter the process in the local office of the desired neighborhood, which will grant the authorization valid for one year, which can be extended. IRPH will monitor the entire analysis of the project. If the applicant is not the owner of the property in front of Parada Carioca, he must have the authorization

of the owner of the property. After authorization, the proponents must perform the installation of the platform within 30 days from the beginning of the works.

- The installation of shops will not be accepted, nor the installation of tables and chairs as a continuity of the space of bars and shops. The sidewalks in front of the carioca stops should remain free for pedestrians to pass.
- When evaluating installation proposals, the use of sustainable materials and creative projects will be taken into account.
- The use of benches, tables, chairs, planters, umbrellas and exercise equipment, bike racks and small vegetable gardens may be used.
- It will also not be accepted the installation of shops, nor the installation of tables and chairs as a continuity of the space of bars and commercial establishments. Tables and chairs, when installed, cannot have the same visual identity as the bar or restaurant opposite.
- The projects must follow the technical accessibility standards of the City of Rio.
- Paradas Cariocas will be available to society 24 hours a day, seven days a week. This information must be displayed on a plaque on site.
- The project must respect the minimum distance of 40 centimeters in relation to the limit of adjacent parking spaces and the lane for cars.
- Paradas Cariocas cannot be installed on street corners and must not obstruct access ramps for people with disabilities, pedestrian crossings, bus stops, taxi stands, fire fighting equipment, nor lead to the suppression of special parking spaces. parking for the elderly and disabled. The platform should be leveled as close as possible to the sidewalk to allow access for people with disabilities.
- It will also not be allowed to install in places where there are exclusive lanes of buses, cycle paths or lanes. Stops cannot impair the perfect drainage of the street and must not obstruct drains and culverts.
- Paradas Cariocas must have some type of protection, such as guardrails and vases with vegetation, at least 80 centimeters high, to be visible to vehicles and, thus, ensure the safety of users.
- Paradas Cariocas cannot contain advertising elements.

**ii. Who are the community and social groups that use it? How is the space used?**

Although the Paradas have a responsible person, their use should meet the demands of the general population and the use of the space will be public, being accessible to all types of people at various times. They will be available to society 24 hours a day, seven days a week. This information must be displayed on a plaque on site.

**iii. Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?**

The use of such spaces for cultural activities or even for community gatherings was a local cultural practice highlighted in the universal values declared in the Cultural Landscape of Rio de Janeiro inscribed on the World Heritage List in 2012 (1). As an extension of the sidewalk in front of bars, restaurants, schools, etc., these small spaces of community coexistence also expand the participation of its users in the cultural life of the city.

**iv. Who implemented the project? Was/is the participation of the community included? How? At what stage?**

The program was implemented by the City of Rio, through the Rio World Heritage Institute (IRPH), which evaluates and approves the projects. The community of small business owners are invited to discuss its ideas with the city architects, before the project approval.

**v. How/ by whom was it financed?**

After city`s permits, the proponents must perform the installation of the parklet within 30 days from the beginning of the works.

**vi. What were the main challenges?**

The challenge found in the Program is to not allow the privatization of public spaces by private entities. To avoid this deviation, the rules for the execution of the projects were predefined in the municipal decree and are required in the approval of the projects by the municipal technicians.

**vii. What has been the impact?**

As a small-scale proposal, the installation of the parklets did not negatively impact the flow of pedestrians or traffic on the roads, since these can only be installed in places of

slow traffic. The positive impact was the extension of sidewalks to increase the city's cultural public use.

**viii. How will this project and public space be managed and maintained in the future?**

The management and maintenance are made by the small business owner who install the parklet.

**ix. Are there opportunities to expand this project further or are there threats to its continuity? Which ones? What policies or actions could support the continuity of similar projects?**

As a program created and regulated by the municipal government, there is no danger to its continuity.

**3.5.2. Historical City Center of Arequipa, Peru**

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**i. Background: a “Negative” infrastructure**

City of Lima, Peru: The construction of an underpass road in the buffer area of the historic city centre of Lima in 2015. Negative effects: Destruction of trees, use of funds intended for the construction of a public parks on the banks of the Rimac river, creation of a hard “edge” prioritizing cars at the expense of pedestrians and cyclists, increase in traffic at the exit.

**ii. (Potentially) positive infrastructure**

City center of Arequipa, Peru. Removal of cars from main square and surrounding streets, widening of sidewalks.

This project, which was carried out by the local municipal government, had two parts: vehicular traffic was removed from the plaza, which were then converted into pedestrian-only spaces. Second, in some streets in the city center (notably along one of the borders of the St Catherine’s monastery) was widened, leaving one lane for vehicular traffic.



Arequipa is negatively affected by too many vehicles, private and public, crowding into the narrow streets of the city centre. This vehicles cause air and noise pollution, as well as vibrations that affect the historic buildings. The traffic also makes it very dangerous for pedestrians, especially vulnerable people and people

with limited mobility, to cross streets and in general move across the city.



This project aimed to reduce pollution and make the city center more accessible and walkable.

### **iii. Who are the community and social groups that use it?**

The people who visit the city centre of Arequipa for work, for shopping and cultural events, and for tourists and visitors. The adjacent Mercaderes street, a mixed-use street with many shops and restaurants, was also closed to cars, so many of the users are also people who visit the local businesses, including the nearby theatre.

### **iv. How is the space used?**

Although the main plaza is very large, one of the largest main squares in Peru, and it was already a lively and active public space, the “car eviction” opened more spaces for

pedestrians, and made movement between different parts of the plaza and nearby streets easier. As can be seen in the above photograph, taken in December 2015, people started to use the steps leading up to the cathedral as a seating and resting area, and a Christmas tree was placed near the corner with the newly-walkable Mercaderes street.

**v. Importance, sustainability, preservation and enhancement of heritage value of place**

- Improve the walkability and accessibility of the area, improve the safety and comfort among pedestrians. Reduction of pollution and damaging effects of too much vehicular traffic in the area.
- Even though the shops and other businesses of Mercaderes street were worried that evicting the cars would be negative, the municipality of Arequipa undertook a survey to evaluate the impact of the measure and discovered that most businesses saw an increase in customers and sales.
- Arequipa's beautiful location, close to three volcanoes and with many of its historical buildings made of lightweight volcanic tufa stone, also point at one of its main vulnerability: earthquakes (the city tends to average one very destructive earthquake a century, and numerous smaller ones in between. The main cathedral has been rebuilt numerous times) and less frequently, volcanoes. This explains in part why the city centre has mostly low buildings, with large patios and the large main square, because in case of earthquakes there is a need for large, open safe spaces where people can gather.
- Facilitate cultural events, especially near the theatre and in the main square. For the past few years, Arequipa has hosted a version of the Hay Literary festival in locations all over the city. Making the street where the theatre (one of the venues of the festival) pedestrian-only does make the festival more accessible.

**vi. Who implemented the project?**

The Municipality of Arequipa, especially the Historic City Centre office. At first there was not a lot of support, especially from those who feared they would be most affected –taxi drivers, businesses, hotels and tourism. In order to test out the project and seek more public support, many test runs were done on weekends and on weekdays. The project was also financed by the Municipality.

### **vii. Challenges**

- Lack of public support and fear from important actors, like the businesses on Mercaderes street.
- Although short and medium distance accessibility and walkability has been improved, walking long distances and getting to the city centre is still a challenge, as the city center has lost many of its residents, and most people still commute from nearby neighborhoods.
- Within most of the pedestrian area there is no public transportation, and Arequipa overall still lacks quality and efficient mass public transportation.
- In Mercaderes street, there are no benches or spaces to rest. Although they were included in the original plan, they were eliminated as merchants feared they would be used by the homeless, drug addicts, thieves, beggars and other “undesirables” instead of shoppers, patrons and people passing by.

### **viii. Impact**

- Many complaints from those directly affected by the measure (taxi drivers, public transportation) and those who for many reasons want to be able to drive and park within the city centre.
- Reduction in pollution and idle parked cars in the city center.
- More space for walkers and more space for the public.
- Vehicular traffic private and public was not really reorganized or improved, just pushed to the edges of the city centre. This means that traffic and pollution has just moved to the edges, and people have to walk long distances to access parking and transportation. These edges have become clogged with cars and is very dangerous for pedestrians.

### **ix. Continuity and (dis)continuity**

Different political agendas, popular support and lobbying can kill these projects from one municipal government to the next, or help them continue and improve them. A case in point is the city of Cusco, which also made its main square mostly pedestrian (one street was left open for vehicles), but the new municipal government chose to revert the measure and let cars back into the plaza area. Unless the project has proved to be

popular and quite successful, these projects can easily be dismantled and discontinued with a change in the municipal government.

When considering these projects, it becomes essential to identify those who have a legitimate reason to oppose it, understand and address their reasons. For those who have more “selfish” reasons (ie, they will not be gaining a benefit, even if there is a larger public need/benefit) it is still important to address their opposition and worries, and see how the impact on them be mitigated and if necessary, compensated. However, these worries should be preferably done before the project is developed, through consultations, participatory design and feedback sessions, testing and pilot sessions, and through a commitment to improve the design of the project, and incorporate feedback.

Continuity and changes in municipal government are big issues. This can be beneficial. A new government can potentially halt a negative project, but it also means that necessary, ultimately positive, but controversial projects can be halted through political and popularity pressures. This risk is lessened when these projects are part of the city’s master/management plan, and when the project sets out which aspects are long-term and “set in stone” (justification, objectives, indicators of success, stakeholders, among others) while leaving other aspects of the project (technology, timeframe, budget, specific form the project will take) more open and flexible.

It is useful not to over-design projects and wait until they are “perfect” and finished before starting to implement them – rather than a single project, interventions in historic cities should be viewed as processes. It would be useful to implement many “drafts”, mock-ups and pilots to test the impact, performance and how it relates to the people, and then go back and incorporate feedback and fine-tune it.



### **3.6. CASE STUDIES STRATEGY 6**

#### **3.6.1. Romanian-German Cooperation Project “Rehabilitation of the Historic Centre of Sibiu“, Romania**

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It was implemented between 2000 and 2007 by the City Hall of Sibiu and the German Agency for Technical Cooperation GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit) with the financial support from the German Federal Ministry for Economic Cooperation and Development, BMZ. The project is currently supported, at a lower scale, by the Mayor's office and the Heritas Foundation.

The aim of the project was to provide assistance for the conservation and current maintenance works of the historic built heritage of the medieval city of Sibiu in Southern Transylvania, one of the Romanian Tentative List sites.

The Main features of the project:

- Moderate grants were offered for owners with not enough means for maintaining the historic buildings, with the condition of respecting the technical advice given by the programme.
- Conservation specialists of the GTZ office in partnership with Sibiu local architects were providing specialty advice and technical assistance for maintaining traditional buildings to any owner or user of the historic buildings. They were also offering guidance for obtaining the legal construction permits and approvals.
- A selection of specialized local construction small enterprises was done in order to ensure the implementation of the projects. In time they gained experience and could do similar works on their own, without any assistance.
- A database of the interventions – including good and bad examples (do's and don't's) was created for the benefit of future interventions.
- A collection of intervention guides on how to make proper interventions in the historic city was published, for the benefit of the community.
- Consulting firms, specialist institutions and universities were also brought in as partners for projects where expertise on specialized issues was needed.

The project managed to make a difference in raising awareness about the importance on keeping the authenticity of the historic city, in a very sensitive period when development pressures were putting it at risk.

It encouraged the know how transmission of traditional skills and arts and crafts and the organic growth of local capacity in the field.

It ensured - with a relatively small cash flow, but a lot of know how concentrated by a nucleus of professionals: the conservation and "soft" restoration of many facades, traditional gates, window frames, pavements, iron details, roofs of the historic city centre.

The spirit of the community was stimulated and fed through public presentations and seminars, but mainly through direct visible common actions.

### **Other examples:**

- Community-Benefits Agreements (CBA) for new investments and infrastructure projects, in which new investments are required to give back to the community as a way to recognize the benefits that will be obtained. These agreements are negotiated beforehand. The investors thus recognizes that they will benefit from the existing attributes to the place, and the value that the existing community brings. Use measures to encourage infrastructure, commercial and retail developments to become good neighbors.
- Commercial protection and Heritage & Legacy Business Laws. These are meant to protect traditional businesses that add value to heritage urban areas, and that are generally well-run, even profitable, from undue hardships that might displace them (ie, gentrification, excessive rises in rents, demolition of the buildings that house them. These are usually local, often family-run businesses that cater mainly to local communities, but they may also house traditional crafts, historic shops, restaurants, and similar cases.. These can take the form of protective laws, rent subsidies, and other measures designed to draw interest, visitors and customers. The current (approved in 2019) management plan for the historic city centre of Lima has highlighted the importance of these historic and legacy businesses that give the city character and value.

- Creation of Main Streets programs, aimed at helping small, local businesses in historic urban areas - both existing, legacy businesses as well as prospective new businesses. Aim to discourage big-box commercial franchises when possible, for both design and economic reasons, especially when they would displace local and heritage businesses.
- Source for these two ideas: Stephanie Meeks and Kevin C. Murphy, *The Past and Future City: How Historic Preservation is Reviving Americas Communities* (2016) + Professional experience for Union Square Main Streets, based in a historic neighborhood in Somerville, MA (United States).
- Place-based festivals in historic cities and neighborhoods that 1. Celebrate the areas history and heritage 2. Organized with the collaboration and participation of locals (people, communities, institutions) 3. Especially open to small and local businesses who can set up booths and stalls 4. Taking advantage of the vibrant and human-scale plazas and other public spaces of historic cities.
- Examples: Union Streets Fluff Festival, which takes place in Fall every year in Somerville, MA (except for this year, unfortunately). El Señor de los Milagros religious festival and procession in Lima, Peru (October, not to be held this year as well). LudoDi in the historic city centre in L'Aquila, Italy (devastated by an earthquake in 2009 and still rebuilding, at a very slow pace), which started in 2017. For several hours on a Friday in summer, several streets in the historic city centre are laid with traditional games and toys for children of all ages, and even adults are encouraged to partake. I was in L'Aquila for the 2019 edition, and I am including some images here.
- L'Aquila is a historic city, not yet a WHS (they were considered in 2017) and though it is slowly rebuilding, the loss of housing, schools and even the traditional open-air market in the plaza lead to the loss of much of the city's life and vibrancy (thankfully, there is still life left as L'Aquila is a university town, and the very modern university building was not affected). I understood this kind of one-evening festival not just as a celebration of traditional games and toys, but also a message of hope to visitors and former residents, that L'Aquila will come back and that the historic city centre is still a place of much value despite the destruction.

### 3.7. POST COVID SCENARIOS

#### 3.7.1. Cumalıkızık Village, Turkey

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**i. How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?**

Cumalıkızık Village is an early Ottoman village located on the north skirt of Uludağ in the east of Bursa and inscribed in WHL as a component of UNESCO World Heritage Site “Bursa and Cumalıkızık: The Birth Of Ottoman Empire”. The entire Cumalıkızık Village settlement constitutes the core area while the agricultural lands around the settlement are determined as buffer zone. The village, its pattern, setting and houses have retained their original plans and building technique and the whole village maintains the “spirit” which is probably the closest possible to the one in the early Ottoman period. Hence Cumalıkızık Village was frequently visited by local tourists and was an important destination in tour programs before the COVID-19 pandemic.

Since March 2020, the number of visitors dramatically decreased. The members of the Cumalıkızık Village who depend on tourism income were negatively affected from the COVID-19 pandemic.

**ii. How have traditional practices, use of public space, livelihoods, and so on changed?**

Due to precautions taken and social distancing rules, public spaces are used by few people. Village Square used to function as a social gathering place as well as a market area for the villagers and the visitors is solitude nowadays. Due to the decrease in visitor numbers the villagers don't produce any product for the market and don't present them in sales stalls.

**iii. What possibilities lay ahead for the recovery of community practices and livelihoods? What actions must be taken?**

Cumalıkızık Village is located in a fertile region and enclosed with agricultural lands. The income of the villagers was heavily dependent on agriculture before its inscription to UNESCO WHL. After its inscription to WHL, the villagers got interested to produce gastronomic products such as jams, erişte (a kind of noodle) as well as handicrafts for the touristic market. But with the decline of visitors they couldn't sell these products.

The municipality had developed a project before the Covid-19 pandemic. A historic dwelling was expropriated for establishing a food production workshop where the

hygienic and standard production and packaging conditions are ensured. This investment can be a tool for the recovery of the community dependent on tourism. The products can be transported even to far destinations after processing at the facility. Online marketing options and social media channels can contribute to reach more consumers.

In addition, a project regarding the market area was developed by the Municipality before the Covid-19 pandemic. The market place is located in a very narrow area in the village square and the unqualified sales stalls locating there obscure the perception of the historical urban texture. It was planned to relocate the marketplace to an area in size 1.052 m<sup>2</sup> at the entrance of the village. The market will be named as “Cumalıkızık Local Products Market” and the manufacturer and the consumer will meet there without intermediaries. New sales stalls have been designed by using wooden material in accordance with the historical environment. The project was designed by respecting the topography and arrangements were made taking into account the accessibility of the disabled people. Since the project has not been implemented yet, it will be possible to relocate the sales stalls according to the social distancing rules and provide a safe shopping environment.

## **ANSWER 1**

### **i. How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?**

The far-reaching lockdown measures and the subsequent confinement of entire communities to their homes has severely restricted the ability of communities to continue their traditional practices.

Tocatı Festival communities: due to the present circumstances of confinement and restrictions, the 2020 Festival has been cancelled. In an attempt to continue the practice of traditional games and sports, the Verona municipality has facilitated the adaptation of some games to play at home in order to revive and strengthen the practice. The activities include ‘the game of walnuts’, playing with eggs during the Easter period, traditional throwing games and racing street games.

Cremonese violinmaking community: the city of Cremona, home to the UNESCO element ‘traditional violin craftsmanship in Cremona’ was another greatly affected region. Due to the government-mandated restrictions, violinmakers were prevented

from entering their laboratories and workshops which, in turn, impeded their ability to continue their practice. The pandemic is to leave a lasting impact on the practice of the Cremonese violinmaking community as well as many other communities whose vitality depends on face-to-face interaction and practice.

**ii. How have traditional practices, use of public space, livelihoods, and so on changed?**

As a result of Covid-19, there has been an unprecedented shift of cultural consumption from offline to online. However, digitisation cannot mitigate all the impacts of Covid-19 on the practices and livelihoods of traditional communities. For the traditional violinmakers in Cremona, their community has been affected in two significant ways. Firstly, since the onset of the government-mandated lockdown and associated containment measures, violinmakers are prevented from entering their laboratories and workshops which has, in turn, impeded their ability to continue their practice. Secondly, the crisis led to the closure of cultural institutions and public spaces, including museums, which form part of the Cremonese community as the guardians of knowledge and immaterial know-how. In the case of Tocati, the pandemic has restricted the fundamental face-to-face element of the traditional practice. As previously mentioned, the traditional games and sports are crucial to strengthening community ties and preserving relationships and memories.

**iii. What possibilities lay ahead for the recovery of community practices and livelihoods? What actions must be taken?**

In order to facilitate the recovery of community practices and livelihoods, specific manuals and guides must be established which inform local communities on how to adapt during times of global crisis. This is particularly crucial for communities which do not have readily available access to digital resources and technology. For instance, in the case of the Cremona, it was not possible to gather all 150 violinmakers in a formal virtual setting on a regular basis. As such, adaptability strategies need to be established for traditional communities whose vitality depends on face-to-face interaction and practice.

## **ANSWER 2**

**i. How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?**

The COVID-19 pandemic had a profound impact on the life of the community in the area surrounding the Cais do Valongo Archaeological Site. Activities carried out by them on a regular basis, such as visiting the site and other places of memory in the territory, visiting museums and Afro-centered cultural centers were interrupted, as well as economic activities carried out there.

The community in the territory of Valongo is composed of low-income inhabitants of the hills (favelas) that exist there, workers from the port of Rio and cultural spaces, in addition to the performers of the numerous activities linked to Afro-Brazilian culture, such as organizers and executors of the samba music circles, community and tourist guides who regularly take students, teachers and tourists to make the circuit of African heritage in the territory of Valongo. 80% of the residents and workers are Afro-Brazilian.

**ii. How have traditional practices, use of public space, livelihoods, and so on changed?**

They are all interrupted by the isolation caused by the COVID-19 pandemic. Through the Territory Museum, and at the initiative of one of its members, who is a leader of the surrounding community, it was possible to detect the basic needs of low-income families in the hills. Basic food baskets were collected and distributed to these needy families. The face-to-face work interrupted at MUHCAB, of education and promotion of Afro-Brazilian culture was carried out through the Territory Museum page on social networks.

**iii. What possibilities lay ahead for the recovery**

Courses planned for the 1st semester of 2020, on the history and importance of Valongo, consisting of training of educational agents for conducting guided tours in the territory of Valongo, is being adapted for distance learning, which will expand the public target of the action and may occur during isolation, leaving only the stage of field practices for the post-COVID-19 period.

During the pandemic, a consultancy contracted through the Cooperation Agreement with UNESCO is mapping the economic activities of the creative sector of the Museum's territory, developing a training course for economic agents from the community (during the pandemic they will be distance courses) and the installation of a co-working space at the headquarters of MUHCAB, for the operational support of these economic agents

World Heritage City Lab

Innovative Strategies for Historic Urban Landscapes

in the cultural sector after the release of activities at the Museum for the post-COVID period.



# **Innovation Strategies for Historic Urban Landscapes**

**World Heritage City Lab**

**Heritage-based recovery and resilience: Way forward.**

**Working Group A:**

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# Framework

## Disclaimer

- **Ambitious assignments**
- **Not all contributions included - expected additions in discussion and report**
- **Pandemic is still ongoing - need some processing before having clear solutions**
- **Path of the pandemic is different in different regions and different cities**
- **Place-specific Solutions**
- **Shared Principles**

# Innovation Strategy 1

Integration of communities in decision-making and governance

- **Integration vs. Empowerment**
- **Identify local actors: leaders, existing networks**
- **Inclusiveness: Local actors and civil society in advisory boards + coordination and supervision board (eg. Turkey)**
- **Failure in research (people, place, impacts, desires and needs, ways of thinking, differing agendas) - Participatory identification, documentation and monitoring (eg. Tocati, Verona)**
- **Strengthening Community-based activities and community-based management (eg. Višegrad exhibitions, Washing of the Wharf/Community-based Museum-Brazil)**

# Innovation Strategy 2

Developing infrastructure for community wellbeing

- **New function (temporary or permanent) to flexible historical buildings (eg. Plaza de Acho-Lima)**
- **Dedication of public spaces for cultural activities and community practices (eg. Verona)**
- **Creation of temporary infrastructure for communities' basic needs (eg. water fountains in public spaces)**
- **Creation of tourism-control-systems together with residents**
- **Address problem of markets (warehouse-overcrowding)**

# **Innovation Strategy 3**

**Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

- Traditional crafts and artisans should be identified and documented within historic urban areas**
- Projects which will ensure the integration of traditional crafts with the currently needed products should be supported (by municipalities, conservation institutions and funding partners)**
- Training programs should be organized to preserve and maintain traditional crafts**
- Establishing multi-sectoral partnerships (city-culture-public-private-academia-civil society)**
- Whole village project Romania - World Heritage village of Viscri (restoration-local entrepreneurship:rural business & capacity building-sustainable cultural tourism:eco-tourism)**

# Innovation Strategy 4

Alternative financing, investment, or market model for local economic development

- **Supporting the use and development of new technologies**
- **Engaging researchers, schools and universities, and connecting them to the needs of local communities**
- **Cooperative model connecting local production, e-trade, festivals, permaculture courses-tourism with urban consumers (eg. Dingjaping, China)**

•



# Innovation Strategy 5

Re-thinking urban infrastructure in historic urban contexts for community-based and inclusive sustainable development

- **New urban infrastructure or public space projects which will be inserted to the historic urban areas should address primarily the needs of the local communities identified with a participatory approach.**
- **New urban infrastructure or public space projects which will be inserted to the historic urban areas should be developed in a way that does not negatively affect the OUV of the area as well as the values of a wider setting.**
- **Large infrastructure projects to be integrated into historical cities should be evaluated within the scope of the development plans/master plans and the physical, social and economic effects of the mentioned projects should be evaluated in a multi-dimensional way before taking any action by conducting Heritage Impact Assessment Studies.**



# Innovation Strategy 6

Developing new infrastructures and public spaces to support the regeneration of dilapidated areas in historic cities

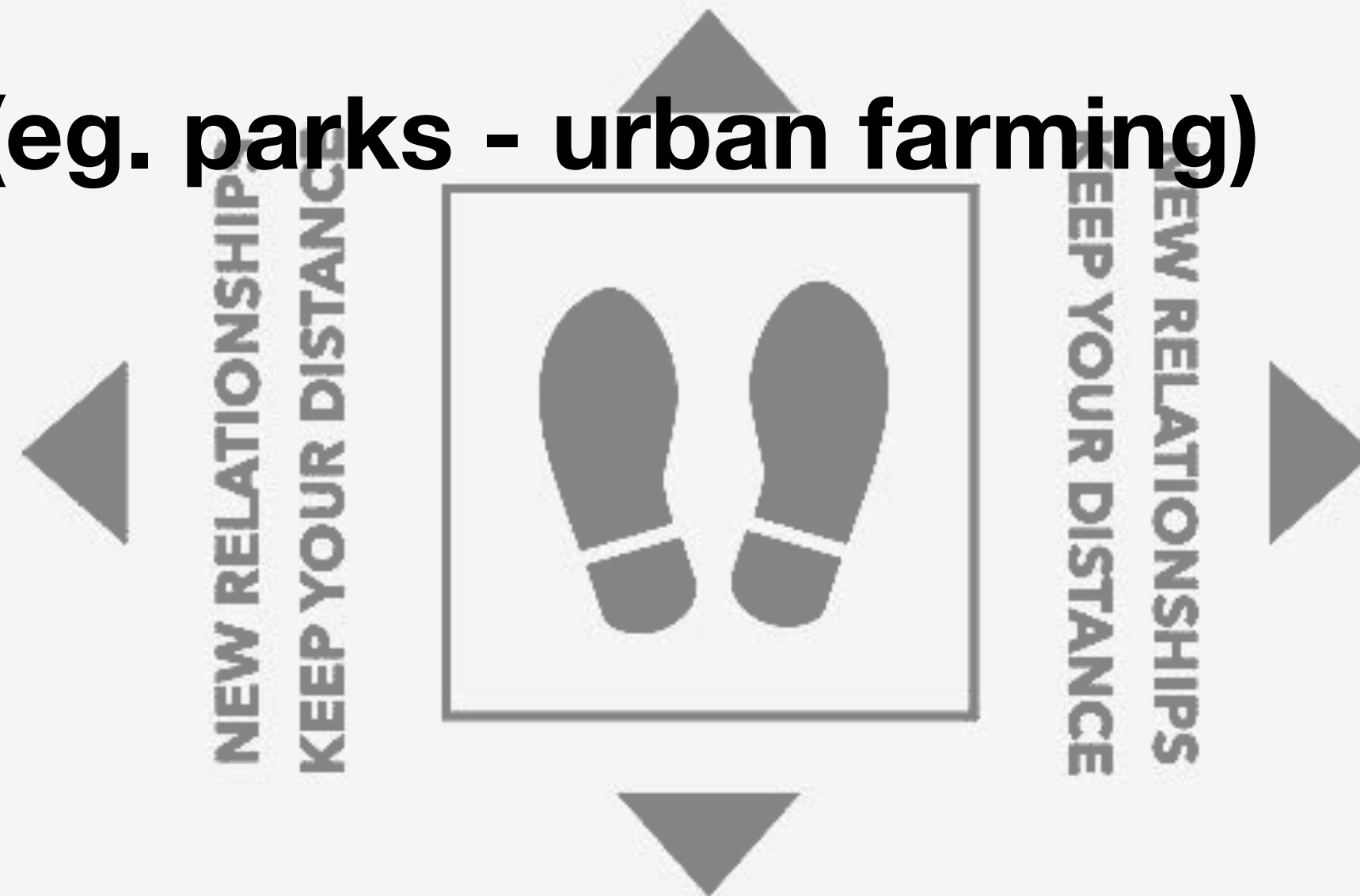
- **New urban infrastructure or public space projects which will be inserted to the historic urban areas should also contribute to the social and economic development of the local community.**
- **Challenge: Thinking about historic structures while covering people needs**





# Post-Covid19 Scenarios

- “Stay at home/Work at home” is not the same for all and communities in historic urban areas tend to be empoverished
- People-centered recovery (historic urban centers with no people?)
- Green infrastructure (eg. parks - urban farming)



# Dingjaping China

## Cooperative model

The lockdown situation has widened the cooperative's number of consumers and reinforced its business. More people became confident in buying products online and in delivering them at home, and more consumers now look for organic and natural products from local farmers.



# World Heritage City Lab 2020



United Nations  
Educational, Scientific and  
Cultural Organization



Group B  
26 June 2020

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Well-being and Local Communities

## Engage in wider community through education and equitable benefit sharing



Tangible Heritage Workshop. (Source: George Town World Heritage Incorporated)

- Education and capacity building programs are crucial to make sure local communities are aware of the values of the sites and act according to regulations.
- Equitable benefit sharing mechanisms are also crucial to provide tangible incentives for local communities.

Well-being and Local Communities

## Recognition of community practices by local authorities and governors

- The authorities should participate in identification, wider introduction and formal recognition of traditional local community practices, and try to safeguard the places where these practices take place in regard to these activities.
- Examples are: Shiraz Historic City, Ashura annual mourning and Sikh community sharing the Dastar Bandhi in which a Sikh boy receives his first turban during the George Town Heritage Celebration.



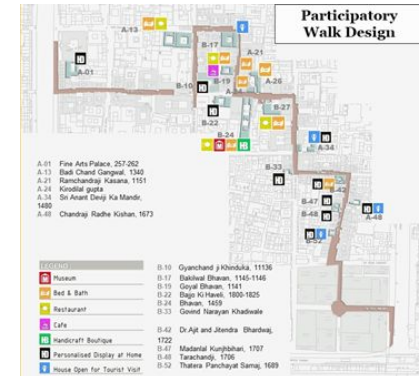
Ashura annual mourning. (Source: Shiraz Historic City Base archive.)



## Well-being and Local Communities

# Community consultation in development projects

- Individual house surveys, social mapping and public consultation of all proposed plans with the community is important.
- Besides, community should be also made aware of their role in maintaining the proposed projects post implementation.
- Participatory Walk Design, walk proposals being exhibited to the community and young architects being trained by the Master Craftsman on lac crafts.



Public consultation  
Source:DRONAH

## Technical and financial support for minor repair works

- Residents in heritage areas always facing the biggest challenge that is to repair their heritage buildings where the reparation works always require high costing.
- By providing the technical and financial support to the local residents will ease their burden and ensure the conservation works properly.
- Example are: the “neighborhood planner” programs from China to provide design support for local residents.



Traditional conservation plaster application in houses in Jinan, China (Source: SJ)

Well-being and Local Communities

## Alternative ways of community practice

- Encourage entrepreneurship in the historic city center.
- Building restoration in large degraded historic areas provides a wide range of job opportunities for the residents and locals, trains the youth, and reduces social harms such as addiction, prostitution and child labor.
- Example: Shiraz Historic City restoration projects.



Source: Shiraz Historic City Base archive.



Well-being and Local Communities

## Community-based Inventory for documentation purpose and as the main source of database

- The preparation of inventory on rituals and festival events, will help in enhancing the raising awareness of the social functions, and of the importance of these traditions, notably among younger generations.
- With stronger community participation, this will help the community to empower them to document their practice in a systematic way and help to sustain the rituals and festivals.



Community-Based ICH Inventorying in George Town in Malaysia. (Source: George Town World Heritage Incorporated)

Heritage at the Core of Local Economic Development Strategies

## Place-based business

- Many businesses in heritage areas provide generic products that do not speak to the values of the site, because they are only benefiting from the location and custom flow of the site, rather than the cultural capital of the site.
- It is important to encourage businesses that extract added-value from the cultural capital of the site, so that they will have the incentive to preserve the tangible and intangible characteristics of the heritage.



Sale of local crafts in Creative City of Crafts, Jaipur (Source: JMC)

Heritage at the Core of Local Economic Development Strategies

## The use of technology and e-commerce

- Local governments should assist local businesses with building online platforms, educating and providing support on how to best utilize the platform and conduct business remotely.
- A proper platform for advertising of local products should also be introduced to local business owners to expand their market.



Business above 100 years in George Town using food delivery apps during lock down period. (Source: George Town World Heritage Incorporated)

Heritage at the Core of Local Economic Development Strategies

## Promote and develop urban agricultural products and small home businesses

- In Shiraz historic city, traditional houses benefit from large courtyard houses, where local trees such as oranges and pomegranate grow.
- The fruit of these trees are the base for a variety of food and drug products, which many inhabitants sell. This process could be organised as a sustainable economic activity in such cities.
- Example: Shiraz historic city, sour-orange gardens products.



Source: Shiraz Historic City Base archive

Heritage at the Core of Local Economic Development Strategies

## Promote the use of traditional techniques, materials and craftsmanship for conservation of the built urban fabric

- Cities in Rajasthan state of India such as Jaipur, Udaipur and Ajmer have a rich repository of traditional craftspeople who work with lime and stone.
- They are involved in major urban conservation works through the government. This has helped in improving and upgrading the economic condition of local skilled craftspeople while ensuring good conservation work.



Before Restoration



After Restoration



Before Restoration



After Restoration

*Façade Conservation of Bazaars using traditional materials and techniques like lime was the first government funded, large scale urban conservation façade project in Jaipur, India. (Source: Government of Rajasthan)*

Heritage at the Core of Local Economic Development Strategies

## Tax incentives for maintenance and conservation of historic buildings

- Private homeowners may be given tax incentive (or property tax rebate) if they are maintaining their heritage property well.
- In India, Rajasthan state gives such tax incentive in specific cases around world heritage site areas if the owners are putting their property to adaptive reuse heritage building.
- This has helped in sustaining the heritage character of the buildings while providing them enough revenue for its maintenance.



Total project  
Cost: \$1,631,000  
Seismic Upgrading Cost : \$440,967  
Incentives provided: \$ 44,993  
Tax Exemption: 10 years  
Residential Units: 70

Tax Incentive Program

Sample Tax Incentive Program for Heritage,  
Victoria, Canada

(Source: <https://www.victoria.ca/EN/main/residents/community-planning/heritage/program-description>)



World  
Heritage  
Convention

Re-thinking Urban Infrastructure in Historic Urban Contexts

## Invest in neighborhood-based public spaces and facilities

- As the pandemic greatly restricted the mobility of people, the public facilities at the neighborhood level have become more important.
- For example neighborhood green spaces, delivery services, community gardens etc.



Sia Boey Urban Archaeological Park in George Town, Malaysia. (Source: George Town World Heritage Incorporated)

Re-thinking Urban Infrastructure in Historic Urban Contexts

## Improve infrastructures for home-based businesses

- All around the world, municipalities provide places for flexible, temporary offer of small home-based businesses, esp. for specific events such as new year festivals.
- Covid 19-pandemic taught us to provide appropriate internet and electricity facilities for the use of historic city inhabitants, organise online platforms for such conditions.



Shiraz New year festival open air bazar,  
Source: ISNA website



Re-thinking Urban Infrastructure in Historic Urban Contexts

## HIA should be mandatory and Policy adoption for ban on infrastructure works if it impacts the heritage significance or OUV

- Infrastructure works specially related to transport such as roads, bridges etc have been found damaging in various historic contexts.
- The case studies in Jaipur World Heritage City, Rajasthan show both positive cases where a Highway was diverted from heritage precinct and negative case where Metro had some impact on the heritage attributes during implementation.
- Hence, a strong policy to ensure that no such infrastructure projects should be taken up without HIA is essential.



*National Highway diverted to save cultural landscape and 52 heritage properties. Ghat ki Guni, Jaipur (Source:Dronah)*

Re-thinking Urban Infrastructure in Historic Urban Contexts

## **Adaption of infrastructure to the historic city dimensions, not the city to the conventional infrastructure**

- Be inventive in adaptation of the infrastructure to the historic city dimensions, instead of major interventions that ignore the typological and morphological characteristics of the historic fabric.
- Example: Holy Haram developments in Shiraz Historic City that has negatively affected the historical character of a historic city.



Source: Shiraz Historic City Base archive.



# Post Covid -19 Strategies

- The scenario of epidemic or pandemic should be included in management plans of heritage sites.
- Prepare for alternative ways of community practice.
- Review if the heritage attributes of your city can contribute to managing of the pandemic.
- Identify, reward and engage the civil society organisations, community groups and individuals who actively engaged in disaster management during Covid-19 demonstrating community resilience.
- Internet-based management platforms can be created to better manage heritage sites in terms of tourist flow, information dissemination and so on.
- Development of home businesses: Develop local tourism through outreach and educational activities.
- Encourage loyal and long-term custodianship in heritage cities.

## S2 Assignment

# GROUP B

## Contributors to the report:

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**Ms Shikha Jain (India)**

**Ms Gurmeet Rai (India)**

**Ms Afsaneh Soltani (Iran)**

**Ms Yimei Zhang (China)**



### Innovative Strategy 1 Community practice in urban heritage areas

Share with the Group one example of a community practice in or use of public space that contributes to the unique historical identity of the place.

i. What is the practice?

Hungry Ghost Festival. According to Chinese belief, ghosts exist in a separate realm where they suffer from great thirst and hunger that can never be satiated – a consequences of their bad karma. The best way to ease their suffering is to make offerings on their behalf. The influence of Confucianism and Taoism has turned the festival into once of ancestor worship and the making of offerings to wandering spirits. The feast, which is called Yu Lan in Mandarin or Phor Thor in Hokkien (a.k.a hungry ghost festival) is held every year in the seventh month of lunar calendar.



*Penang Hungry Ghost Festival. Google Image.*

ii. Who is/are the community/ies who use/s it?

Chinese community

iii. How is the space used?

Community in group (larger scale): A group of community within the same neighborhood (predominantly Chinese area) will gathered together and celebrate this festival. The community will set up a stage in predominantly Chinese area to entertain both humans and 'non-humans'. Besides, offerings and effigies will also

prepared for them. Due to the pandemic, the grand celebration for this year will be cancelled and for those who still wanted to celebrate it, they will do it individually.



*Hungry ghost festival celebrated in large scale in previous years. Google Image*

Individually (small scale): Each household or business premise will prepare their offerings and effigies to ghosts. Usually in front their house/premise/roadside.





*Individual who celebrate hungry ghost festival in front their house in George Town.  
Google Image*

**iv. How is the practice significant for the heritage identity of the place?**

As mentioned previously, community in the same neighborhood will usually gathered together and form into a committee to prepare for the celebration of hungry ghost festival. As an example, the Carnarvon Street in George Town World Heritage Site. The community within the street has formed a Carnarvon Street committee to do fund raising and organize the hungry ghost festival every year. This has slowly become an important element to bond the community together within the neighborhood. For some other neighborhood, they even use this chance to work together annually and raise funding for Chinese schools.

**v. Who maintains this space and how is it maintained?**

The spaces usually used for the hungry ghost festival celebration are on the roadside. Therefore, the community will need to apply the uses of roadside from the local council Engineering Department. The maintenance of the space will be in charge by the local council as it is a public space.

**vi. Are there threats to the continuity of this practice? Which ones?**

During the pandemic, Chinese community concerning whether they still able to celebrate the hungry ghost festival as this festival needs to be celebrate physically. Communities will need a physical space to burn effigies and give offerings to Tai Su Yeah (King of Hades) and ghosts.

As there's no grand celebration of hungry ghost festival this year, the economy of the shops who offers business related to hungry ghost festival also decreases. For example, performers are not able to get business from the hungry ghost festival community to perform; business for effigy makers decreases due to no grand celebration; and etc.



*Chinese Orchestra Performance during hungry ghost festival. Google Image*

- vii. **What policies or actions could support the continuity of the practice?**  
Though the number of COVID-19 cases detected in Malaysia is relatively low now, but the government of Malaysia still doesn't allow the citizens to have any grand celebration for any festivals. Therefore, the Chinese community are only allowed to celebrate the hungry ghost festival individually within their housing areas. In order to make sure the continuity of the practice, the community should find an alternative celebration method (that still able to ensure the characteristic and uniqueness of hungry ghost festival), in case there's similar event happens in future or a longer lock down will be applied.
- viii. **The HUL approach advocates for community integration and the use of participatory tools. From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?**  
Communities are playing an important role in the decision-making process as they will be the major group to be benefited or affected once any policies implied. To take Penang as an example, whenever there's a policy been introduce, a public consultation will be opened for 1 to 2 months before the policies is being implemented. It is important for the Penang government to collect the voices of Penang citizen to understand their suggestions and whether they agree to that particular policies. Citizens were welcomed to review those documents and give their suggestions at the City Council building; or through online platform that prepared by the City Council.

## **Innovative Strategy 2 Developing infrastructure for community wellbeing:**

Share with the group one example of an infrastructure much needed for local communities in a historical city. (Business revive scheme)

Share with the group one example of a successful intervention in a historical city that improved the wellbeing of local communities. (Online delivery service)

Share with the group one example of challenging living conditions in a historical city. (Business were dropped sharply in George Town World Heritage Site)

i. What kind of infrastructure is proposed?

Up gradation of existing market in George Town World Heritage Site. The 129-year-old Chowrasta market is a very special market in George Town as it is the biggest, greenest and with the upgrading works, it also become the cleanest market in George Town, even whole Penang. The market is also the most environmentally friendly market in George Town as it had obtained a silver rating under the Green Building Index. The market has also been equipped with escalators, lifts and five-storey parking complex, which take into the considerations of disable person's needs.



*Image of Chowrasta Market. Google Image*

ii. Who will build it?

City Council of Penang Island

iii. How will it be financed?

City Council of Penang Island borne for the whole renovation work.

iv. What were the main challenges?

Traders afraid they will be evicted once the market done renovated. City Council spent some time to explain and record all data from the traders in order to make sure they will be opening their stall in the market once the renovation is completed.

v. What has been the impact?

More residents in George Town and even people outside George Town coming back to this old market to get their fresh produce and groceries. It act as a catalyst to revive back the old market as it became a cleaner market compare to before.

**Post-COVID 19 scenarios:**

Please reflect on your previous answers in the light of the COVID-19 pandemic.

i. How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?

Due to the pandemic, not only Chinese community are not able to organize a grand celebration for the hungry ghost festival this year but Malay community are also not able to celebrate their Raya celebration (these 2 are recent cases).

As there's no grand celebration of hungry ghost festival this year, the economy of the shops who offers business related to hungry ghost festival also decrease. For example, performers are not able to get business from the hungry ghost festival community to perform on stage; business for effigy makers decreases and orders had been cancelled due to no grand celebration; stage providers have no business due to no mass gathering and celebration; and etc.

For longer term, if there is similar event happens in future or a longer lock down needed to be applied, the practice of hungry ghost festival might slowly disappear as there's limited number of younger generations know how to celebrate the hungry ghost festival.

As for the Chowrasta Market, the market was opened even during the lock down in Malaysia. Due to that the market is consider an essential supply location. During the lock down, even though citizens are restricted to travel more than 10 km from their home, but there are still many local communities willing to visit this market. However, the business in the market still affected and roughly decrease for 50% according to the traders.

ii. How have traditional practices, use of public space, livelihoods, and so on changed?

Though the number of COVID-19 cases detected in Malaysia is relatively low now, but the government of Malaysia still doesn't allow the citizens to have any grand celebration for any festivals. Therefore, community are only allowed to celebrate their festival individually or in a small scale within their family members or housing areas.

iii. What possibilities lay ahead for the recovery of community practices and livelihoods? What actions must be taken?

There are limited numbers of younger generation understand the traditional practice and understand how to practice it. Besides, different festivals have difference methods and taboos to celebrate it. In order to make sure the continuity of the practice, a new intervention or new program is needed to cultivate the interest of practicing traditional practice among younger generation.

Besides, the community should also discuss together to find an alternative celebration method (that still able to ensure the characteristic and uniqueness of each festival), in case there's similar event happens in future or a longer lock down will be applied.

The Penang government has implemented some incentives program to the traders in Chowrasta market since lock down therefore the traders in the market still barely able to undergo the hard time of the crisis.

As for the cultural heritage field professionals and workers, we should define our role as a guidance for the local community but not the decision maker for them. After all, the community are the one who will done the practice but not us.

Afsaneh Soltani  
Shiraz, Iran

### Innovative Strategy 1 Community practice in urban heritage areas

Share with the Group one example of a community practice in or use of public space that contributes to the unique historical identity of the place.



Shiraz historic city, Annual Ashura mourning

i) What is the practice?

Annual Religious Mourning of Ashura in Shahcheragh Mausoleum in Shiraz historic city

ii) Who is/are the community/ies who use/s it?

Shia residents from the region

iii) How is the space used?

Each year, on the occasion of Ashura (martyrdom of Shia' Imam) pilgrims and mourners that have been mourning for 10 days in other districts of the city, walk to Shahcheragh on Ashura, as their common destination

iv) How is the practice significant for the heritage identity of the place?

Shahcheragh complex in composition with the New Grand Mosque and Astaneh Mosoleum have been the center of historic city of Shiraz that was established after Islam. All the historic Passageways of the city connect the gates of the old city walls to this focal point. During history, many important religious, social and political gatherings have happened in the central courtyards of this building, and this has been a focal point for important community gatherings.

v) Who maintains this space and how is it maintained?

The board of Trustees maintains the region using the income of Waqf, the surrounding bazzars, as well as religious tourists.

Unfortunately, during the past decades, the number of pilgrims of Shahcheragh from other cities and Shia' countries like Iraq, Lebanon, Bahrain etc. has been a tempting issue for the maintainers, and they decided to extend the Haram, to provide the required infrastructures for the pilgrims. These extensions finally ended into an extensive demolition of neighboring historic houses, many of which were of outstanding architectural and artistic and cultural value, and construction of a large mass of new commercial complex, as well as a new street to give direct access to Haram.

They still insist on establishment of new streets, as well as extension of the complex that connects the neighboring Harams, which will result in further major demolitions of the historic city. The Cultural Heritage Organisation resists against the interventions at the moment.



Shiraz historic city, major interventions around the holy Haram without consideration of the inhabitants' priorities

vi) Are there threats to the continuity of this practice? Which ones?

Transformation of the religious, social characteristic of the area into a commercial, tourist character, and interfering with the local residents' daily living.

vii) What policies or actions could support the continuity of the practice?

Increasing local awareness, as well as educating municipal authorities.

viii) The HUL approach advocates for community integration and the use of participatory tools.

From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?

The community's participation has to be organized and defined at different levels. Shiraz Integrated Urban Conservation Plan (UCP) that is in process now, has defined three levels of committees, the Steering committee on top, to participate in legislation and executive guarantees of the UCP at national level.

This committee is supported with technical advices of a local technical committee, of local professionals. This technical committee is also in direct link to the residents' committee, to be aware of their issues and also make them participate in decision making processes.

In Shiraz, the residents' committee is made of representatives of each district, and the elder residents, and makes periodical meetings with the residents and the UCP local representatives in the mosques.

Women, children, and migrants are in focus of attention, and annual events such as cooking festival for women, or art and sport festival for children and the youth is also planned to make a more comfortable and friendly atmosphere for the residents to participate.

Meanwhile, for approx. 12000 buildings of the Shiraz historic city, a field survey team has made a physical documentation, as well as a demographic survey to understand the residents better.



## **Innovative Strategy 2 Developing infrastructure for community wellbeing:**

Share with the group one example of an infrastructure much needed for local communities in a historical city. Share with the group one example of a successful intervention in a historical city that improved the wellbeing of local communities.

Share with the group one example of challenging living conditions in a historical city.



The infrastructure established in Shiraz Historic City in recent decades has been more of investment projects for profitmaking of the private sector, such as art café or traditional guesthouses, not for the wellbeing of residents.

Permanently, some remaining areas of demolitions of historic fabric, has changed into temporary sport fields. The present inhabitants texture is more of low income workers, and Afghan migrants, who miss many citizenship rights.

### **1. What kind of infrastructure is proposed?**

Regarding shutdown of many schools in the area, many children specially girls, had to stop attending school in recent years. UCP together with Urban Regeneration Local Office in Shiraz (Ministry of Roads and Urban Development) have proposed restoration and re-establishment of some abandoned schools in the region.

### **2. Who will build it?**

[Iran Ministry of Cultural Heritage, Tourism and Handicrafts](#) will do the restorations with financial support of [Iran Ministry of Roads and Urban Development, Deputy for Housing and Urban Regeneration](#)

### **3. How will it be financed?**

[National Credits for Regeneration of Inefficient Urban Areas](#)

### **4. What were the main challenges?**

[Adopting regulations for sanitary and technical infrastructure, and earthquake resistant standards in restoration of historical buildings](#)

[Drawing residents interest for education of children, specifically girls](#)

### **5. What has been the impact?**

[Increase of local community trust on governmental authorities](#)

[Decrease of rate of social harms: illiteracy, low age marriage for young girls, child labor, and addiction](#)

**Post-COVID 19 scenarios:**

Please reflect on your previous answers in the light of the COVID-19 pandemic.

a) How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?

Covid-19 cancelled organization for social event since last February, for the residents of the pilot area: one-day event for cooking festival to encourage local female residents to participate more in public programs.

This pandemic situation also suspends all the religious gatherings, which directly impacts local businesses, of which most residents make a living.

b) How have traditional practices, use of public space, livelihoods, and so on changed?

At the moment all such practices are shut-down.

## World Heritage Cities Programme

### Group assignment-Session 2

#### World Heritage City Lab

By

Shikha Jain

#### Innovative Strategy 1 Community practice in urban heritage areas

Share with the Group one example of a community practice in or use of public space that contributes to the unique historical identity of the place.

**i) What is the practice?**

Gangaur Festival procession on the main Tripoliya Bazaar street to celebrate the meeting of Lord Shiva with Goddess Parvati, the East West axial grid of 18<sup>th</sup> century city of Jaipur. A grand procession is held which starts from the Zanani-Deodhi of the City Palace which then goes through Tripolia Bazaar, Chhoti Chaupar, Gangauri Bazaar, Chaugan Stadium and finally converges near the Talkatora in the historic Jaipur city. This procession is headed by a colourful show of elephants, old palanquins, chariots, bullock carts and performance folk artistes. It is open to all and people from all spheres come to observe and be a part of the procession.



*Fig 1: Gangaur Festival celebration at Tripolia (Source: Jaipur Municipal Corporation)*

**ii) Who is/are the community/ies who use/s it?**

All stakeholders – public, private and local citizens. Procession is initiated by the royal family foundation and all residents of Jaipur city join in the procession, festivities and prayers. It is supported by the local body Jaipur Municipal Corporation and Government of Rajasthan. It is an annual festival and also open to tourists who want to join and experience the rituals and traditions.

**iii) How is the space used?**

Preparations for Gangaur begin soon after the Holi festival in March. The glorious Gauri (goddess), who resides in the zenana of the City Palace, steps out in a procession on the Jaipur streets for two days in all her magnificence. She is dressed, adorned and worshipped in the main courtyard of the zenana. The prayers are performed by a female priest and presided over by the women of the royal family. The goddess is then carried on a platform and placed on a silver palanquin, to join the procession of decorated elephants, bands, bullock carts, camels and horses. The route this procession takes dates back to the early years of the city. The goddess's first public appearance is at the Tripolia Gate, where thousands of devotees congregate to offer coins and seek her blessings. As the procession comes out of the Tripolia Gate, it gains momentum in terms of the number of people trailing it and the number of spectators perched on ledges at every level of the street it passes through. People dressed in red clothes are out on the street, folk artists perform dances on the streets and everyone soaks in the festive air of Gangaur. For two days, the main streets of the walled city of Jaipur remain dedicated to the procession.



*Fig 2: Tripolia Bazaar street showing use of public space during Gangaur Festival  
(Source: Jaipur Municipal Corporation)*

**iv) How is practice significant for the heritage identity of the place?**

The tradition of this festival procession dates back to the 18<sup>th</sup> century and continues to be celebrated since then. Hence, it is an integral part of the city's heritage identity as local citizens associate very strongly with this religious festival. Local craftspeople and artists contribute to the festival preparation and are able to generate significant income through this.

**v) Who maintains this space and how is it maintained?**

These are public spaces like streets and city squares used for the procession and maintained by the Jaipur Municipal Corporation. The shops and corridors on the sides are also taken care by the shopkeepers' associations in each bazaar. These shopkeepers

also actively get involved to participate in any street improvement or maintenance initiatives of the Municipal body. During festival like Gangaur, the shopkeepers associations also contribute to the decoration of the streets.

vi) Are there threats to the continuity of this practice? Which ones?

In earlier times, the procession moved from the streets through the vast grounds of the Chaugan (Old royal sports grounds). Up until a few years ago, a big fair used to be held in the Chaugan during the festival. In 2006, the Jaipur Development Authority re-designated the Chaugan land as a sports stadium and partly as underground parking. With the change in land use, the Chaugan is no longer used as the last spot for the festival. The sports stadium, when complete, may not allow any seasonal, informal, non-designated activity like a mela, or even street vendors. This kind of re-designation of urban open spaces in historic cities is typical of a conflict between the flexible way in which traditional festivals use open sites, and the rigid modern urban planning laws that restrict use.

The bazaar streets are also flooded with traffic in a historic city that was essentially designed for pedestrians and slow moving vehicles. While the festival continues to be celebrated, it needs to be ensured that there is no further compromise with its route and use of public spaces in future.

vii) What policies or actions could support the continuity of the practice?

Earmarking continuity of traditional land use in the Jaipur Special Area Heritage Plan which is under preparation as part of its commitment to the World Heritage Committee decision. Also, proposing more pedestrianised areas in the walled city that allow citizens and visitors easy accessibility to the streets and public spaces without hindrance from traffic.

viii) The HUL approach advocates for community integration and the use of participatory tools. From your experience, how can communities be integrated in decision-making processes and governance models? Can you share any examples?

The communities of each area need to be involved in decision making while preparing plans for improving/upgrading their areas. We have practiced such consultations with the communities in Jaipur city; both in the main bazaar streets and inside residential and crafts streets. We have held meetings and exhibitions of the proposed changes in the local community open spaces inside the cities where very good feedback was received. Also, any proposal in the inner streets (such as a heritage walk) was based on a house to house social survey taking into account the view of each householder along the street and making it a participatory walk design. The heritage walks undertaken later ensured the involvement of craftspeople on the walk route including training of young professionals by the Master craftsperson in the community

The communities may be involved in the governance systems as part of committees that review the proposals for upgrading/maintaining of the city spaces.

The challenges faced are when the community itself has split voices and opinions.



*Fig 3: Participatory Walk Design, walk proposals being exhibited to the community and young architects being trained by the Master Craftsman on lac crafts. (Source:DRONAH)*

## **Innovative Strategy 2 Developing infrastructure for community wellbeing:**

Share with the group one example of an infrastructure much needed for local communities in a historical city.

In the historic city of Jaipur, the essential infrastructure requirement was of installing new sewerage and drainage system in the inner streets. As the historic 18<sup>th</sup> century did not have proper infrastructure and the number of residents had increased substantially through years creating pressure on the old systems. In historic cities in India, the sewerage, drainage and underground electrical wiring are three main essential infrastructure activities that are urgently needed for the local communities.

Share with the group one example of a successful intervention in a historical city that improved the wellbeing of local communities.

The infrastructure requirement of sewerage and drainage was installed successfully in 2009-14. Underground wiring has been taken up in main streets and is now required to be undertaken in the inner streets. However, the most successful intervention in Jaipur city that also received recognition as Best Practice was the façade conservation of Jaipur Bazaars including the Tripolia Bazaar used for the Gangaur festival and others in 2014 which was then carried forward for other 9 bazaars from 2016-2019. It has significantly retained the heritage identity of the city and citizens take pride in this intervention. Some images of this project are included here. The next important step is to carry a similar upgradation for inner areas of the city so that communities residing in inner areas can benefit. This is being planned now.

Share with the group one example of challenging living conditions in a historical city.

1. What kind of infrastructure is proposed?

The infrastructure proposed in the inner crafts streets includes upgradation of the street services and houses of craftspeople and also creating small museum/ display spaces by adaptive reuse of a house/haveli in each craft street for that particular crafts.

2. Who will build it?

Jaipur Municipal Corporation is committed to UNESCO to build this as part of their proposed 4 year plan for Jaipur as the Creative City of Crafts and Folk Arts. The plan was submitted in Dec 2019 so it should focus on this target in next 4 years to align with the SDG agenda as per the plan.

3. How will it be financed?

Jaipur Municipal Corporation needs to finance it and will utilise the Smart City funds for Jaipur for this purpose.

4. What were the main challenges?

There are two main challenges in the projects executed so far. One, is the appropriate implementation of works by the government to respond to the design and requirements of residents and, secondly the responsibility that the residents need to undertake for maintaining and not misusing the new infrastructure. It was found successful in the main bazaars in Jaipur, but has faced some challenges in the inner streets where the communities have diverse voices.

## 5. What has been the impact?

The impact of the infrastructure intervention in main bazaars is very positive and well appreciated by residents as well as visitors. It has helped in maintaining the cultural identity of the historic pink city of Jaipur which is recognised now as a World Heritage City and, is also part of the UNESCO Creative City of Crafts and Folk Art.

This impact is yet to be visible in the inner street interventions, as both the urban fabric and the living communities are more complex in the inner areas of Jaipur walled city.



Before Restoration



After Restoration



Before Restoration



After Restoration

*Fig 4: Façade Conservation of Tripolia and Johri Bazaar using traditional materials and techniques like lime was the first government funded, largescale urban conservation façade project in India promoting traditional craftpersons as recorded by NIUA, Ministry of Urban Development, India. Before this, conservation works across India were largely limited to monuments. (Source:DRONAH)*

### Post-COVID 19 scenarios:

Please reflect on your previous answers in the light of the COVID-19 pandemic.

a) How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?



Jaipur is a mercantile city where the economy is dependent on trade and commerce of local goods and handicrafts to a large extent and, also on heritage tourism to some extent. Both these aspects are greatly impacted by COVID-19. The historic walled city has been a centre for the pandemic and in lockdown since March 2020. So, the local residents, shopkeepers and craftspeople of the city have suffered a major blow to their economy with no regular source of income since March 2020.

b) How have traditional practices, use of public space, livelihoods, and so on changed?

The use of public spaces is completely stopped for community gatherings and the city spaces are no longer active except as monitoring points during the lockdown. The locals are waiting to get back to their livelihoods as the city is now slowly reopening.

c) What possibilities lay ahead for the recovery of community practices and livelihoods? What actions must be taken?

The case study model provided by Yazd to organise online crafts retail for the local craftspeople and shopkeepers seems like a good option to be taken up for Jaipur. It will allow to address the neediest residents of the city in enhancing their income. The Government of Rajasthan has already initiated a reopening strategy from June 1, 2020 and, prioritised engagement of local artists and performers at all heritage sites that are reopening which has helped them get some income. This practice needs to continue.

Together with your group, please propose at least 5 innovative strategies in different cities and contexts for each set of questions. Gather group answers in a file and upload it in the correspondent folder inside the channel created for your work-group in the MS Teams platform.

- *To be discussed in the group*

Gurmeet Rai  
India

### **Innovative Strategy 1 Community practice in urban heritage areas**

Share with the Group one example of a community practice in or use of public space that contributes to the unique historical identity of the place.

Ramghat, a waterfront public space in the city of Ujjain, Madhya Pradesh, India



i) **What is the practice?**

Ujjain is a very important religious centre in India. The city is famous for the Mahakaleshwar temple. While thousands of pilgrims (about 25000 to 30000 ) visit the temple every day, there are almost 100 days in the year when there are special occasions when the numbers swell to many more (90000 to 100000). The Ramghat, a public space as a stepped open space along the east bank of river Kshipra is an important node on the pilgrimage circuit within the city. Pilgrims come to the waterfront on route to the temple, bathe here and undertake several rituals (flower offering to the river). Ramghat has a special sacred spot where ashes after a cremation of the human body are immersed as a ritualistic act for peace for the departed soul. Feeding of the fishes in the river too is considered as a good deed to gain merit.

ii) **Who is/are the community/ies who use/s it?**

Local community from the city of Ujjain, pilgrims from within the region (from villages and towns in the hinterland) as well as several from across the country.

iii) **How is the space used?**

There are temples on the waterfront. The pilgrims bathe in the river and do their religious rituals in the waters and the temples. Many vendors are seen selling wares related to the rituals, for instance like flowers etc. Priests live around the waterfront to provide ritualistic services to the pilgrims.

iv) **How is the practice significant for the heritage identity of the place?**

The river Kshipra is closely associated with the temple through mythology. The waters are considered sacred. Once every 12 years a very famous ritualistic festival associated with the temple happens in the town of Ujjain called Simhastha when hundreds of thousands of pilgrims

visit the town on pilgrimage. This festival is held for almost a month. Ritualistic bathing in the water of Kshipra river is the most important ritual on those days. The last Simhasth was held in 2016.

v) **Who maintains this space and how is it maintained?**

The waterfront is maintained by the Urban local body called Ujjain Municipal Corporation apart from this a dedicated organisation called Simhasth Mela Authority also maintain the water front and plan infrastructure for the festival. The district administration is also involved for management of the pilgrims on special days . The water of river Kshipra used to dry out due to changes in the water management strategies upstream and depletion of ground water over the years. In 2016 a water supply line (piped) from the Narmada river dam area was built to provide water for this segment of the river front. The water is retained within Ramghat segment with the help of small dams.

vi) **Are there threats to the continuity of this practice? Which ones?**

1: The threat is on account of depletion of water which was addressed in 2016 by the state government. The water in the river (which is like a lake), risks contamination on account of various types of immersions / offerings as part of the rituals. This is also a health hazard. There is a need to manage the materials which are immersed to regulate the quality of water.

2: Further, the town doesnot have a detailed mobility plan for the zone of influence of the temple (can be referred to as the Mahakaleshwar temple zone). Measures for crowd management are put in place by the police and nodal officers (from the Municipal Corporation) on days of the festivals. On other days the pedestrian movement and the vehicular movement is all mixed thereby compromising quality of experience by the pilgrim as the mixing of traffic compromises safety of the users and generates noise pollution.

3: Infrastructure interventions in the Mahakaleshwar temple zone without consultations with the local community tends to ignore the needs of the vulnerable communities such as the vendors and the focus is for pilgrims. On the other hand over provision for vendors also compromises the space for movement by the pilgrims and emergency vehicles.

vii) **What policies or actions could support the continuity of the practice?**

1. Improved quality of water through management of the immersions while respecting the sentiments of the pilgrims using innovative techniques (like what?) .
2. Pedestrianisation of the Mahakaleshwar temple zone with provision of NMT for the aged and universal access;
3. Consultation with the vendors, other users, local residents, site managers etc to provide equitable use of open space.

viii) The HUL approach advocates for community integration and the use of participatory tools. From your experience, how can communities be integrated in decision-making processes and Governance models? Can you share any examples?

**A clearly defined project road map by the Urban Local Body which is interdisciplinary and inclusive with accountability built into the project actualisation.**

1. Need for a detailed mapping of the stakeholders, custodians of heritage and local communities within the historic environment.

2. Consultations to socialise the project ideas and codesign with communities to achieve a user centric design.
3. Detailed surveys of the various neighbourhoods in the various project zones to understand needs and aspirations for use of space and environment and issues faced in quality of life, socio economic issues etc.
4. Prepare a PLF as an interdisciplinary process to articulate the vision, the outcomes, outputs and activities necessary to achieve the desirable; also identified risks and indicators for measurement.
5. Prepare a stakeholder engagement plan and implement through the course of the project. Prepare detailed planning documents like Monitoring and Evaluation document, predetermine the indicators of outcome and output as well as pin the responsibilities on the team person. Further, ensure the right specialists are deployed in the urban local bodies such as the social and environmental safeguard specialist and a community development specialist as in many situations these skills are not available in the urban local bodies.
6. Adequate time and resources allocated to project planning as described above as in most cases, the detailed project reports which are architectural and engineering solutions are developed with no community engagement institutionalised processes.

A project called MRIDA, Phase II (Mahakaleshwar Rudrasagar Integrated Development Approach Project) is being implemented through technical assistance of European Union, the Ministry of Housing and Urban Affairs of Government of India and State Government (through a loan from AFD) required the urban local body to prepare and implement a stakeholder engagement plan and undertake an innovative project through technological innovation, social innovation, institutional innovation for the Rudrasagar (a large water tank) area which lies in close proximity to the Mahakaleshwar temple. The above listed project documents were required to be prepared as part of the project process.

A significant gap in the project is the limited capacity of the urban local body to prepare the project documents and to appreciate the value they bring to the project output and outcome. The government bodies are used to top down system. There is a systemic challenge here. This project is a way to build the capacity of the city managers for improvement in the city planning and development initiatives aligned with the framework provided by the sustainable development goals.

### **Innovative Strategy 2 Developing infrastructure for community wellbeing:**

Share with the group one example of an infrastructure much needed for local communities in a historical city. Share with the group one example of a successful intervention in a historical city that improved the wellbeing of local communities.

Share with the group one example of challenging living conditions in a historical city.

CITIIS MRIDA I and MRIDA II – The project will improve the public realm, one of the key outputs of the project is to improve the quality of water in the water tank (Rudrasagar) which lies in close proximity to the temple, improve the quality of open spaces for safe and comfortable access to the temple by the pilgrims and local community alike; Reduce congestion in the residential areas which are located around the temple. The project will improve access to the spaces on the outer edge of the Rudrasagar water tank for the local community who live in close vicinity to the temple site. The project of MRIDA I is under implementation while MRIDA II is under planning, called 'Maturation Phase'.

1. What kind of infrastructure is proposed?

MRIDA II – the principal intervention in this project is expanding the footprint of a user responsive open space which lies enroute between the Ramghat and the Mahakaleswar temple. This is the open space around the Rudrasagar lake – the interventions include provision of pedestrian pathways, provision of visitor amenities, multiple points for parking, Annashetra – a community kitchen near the main multi-level parking , an interpretative museum on *Kumbhmela* and *Simhista* ), landscape development of the Rudrasagar so as to improve the quality of water and ecology of the place.

## 2. Who will build it?

Local government with the support of State government and Ministry of Housing and Urban Affairs, Government of India.

## 3. How will it be financed?

A shared funding – between Government of India as 50% Grant in Aid and 50 % by the state government

## 4. What were the main challenges?

1. The capacity of the urban local body, their lack of appreciation and skills in community engagement processes.
2. The project requires restructuring the movement plan giving more importance to the pedestrian movement and non motorised transport, this would result in longer distances to walk by the vehicle owners. In India this is a challenge as the vehicular movement is always given more importance by the planners and administrators.

## 5. What has been the impact?

Phase I under implementation and Phase II undergoing the planning stage.

## **Post-COVID 19 scenarios:**

Please reflect on your previous answers in the light of the COVID-19 pandemic.

a) How has the COVID-19 pandemic challenged the situation of local communities? Which are these communities?

1. The neighbourhoods around the temple, the Mahakaleswar temple zone are/were containment zones and along with the larger buffer area which had extremely restrictive movements covered the entire temple zone. The access to essential services was monitored and minimal movement occurred in these areas. In the absence of open spaces, the communities were confined to their homes.
2. Absence of pilgrims have adversely impacted the vendors as the informal sector is dependent on sales of the wares to the pilgrims, This severely reduced their incomes as there are no visitation to the temple.
3. While the containment rules have now been removed from the residential area no public activity is permitted on the Ramghat.

b) How have traditional practices, use of public space, livelihoods, and so on changed?

Visitation to the temple is highly regulated after the lockdown has been lifted. The riverfront – the Ramghat continues to be completely restricted and no activities are allowed on the waterfront. The large number of vendors who were directly dependent on the pilgrims have no source of income.

c) What possibilities lay ahead for the recovery of community practices and livelihoods? What actions must be taken?

1. Practices for improved management of the materials that are immersed in the river is under consideration and development.
2. Provision of stalls for vendors while enforcing physical distancing is under planning – it is found that the behaviour change to use face masks etc also needs to be enforced through regulatory mechanisms/ combination of incentives and fines.
3. A mobile app to make reservations for visit to the temple has been created by the temple authority so as to prevent overcrowding inside the temple. However creative /innovative landscape and tactical urbanism interventions are proposed in the public space around the Rudrasagar as a 'quick win' / demonstration project as part of MRIDA II to achieve the physical distancing between people.
4. Use of public land dedicated for 'tactical infrastructure interventions' built during the Simhastha (about 3500 hectares on the west bank of the river) is recommended to be considered to be put to urban farming and related uses such as floriculture, and this would provide livelihood opportunities for the economically marginalised such as the vendors and informal sector. Flowers are in large demand for the temple, they could expand to Ayurveda plantations, vegetable and grains for community kitchen.

**Together with your group, please propose at least 5 innovative strategies in different cities and contexts for each set of questions. Gather group answers in a file and upload it in the correspondent folder inside the channel created for your work-group in the MS Teams platform.**

## S3 Assignment

**Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

Share with the group one example of heritage-based income generating activities in urban heritage areas that contribute to the resident's livelihoods and conserve the material and immaterial heritage of the urban area.

Share with the group details of the experience indicating:

- i. The type of activity: production or service

Effigies



*Tai Su Yah Effigies, Google Image*

- ii. Who performs the activity?

Effigy makers

- iii. How the activity contributes to the residents' livelihoods?



Every year few months before hungry ghost festival, each hungry ghost festival committee will order effigies from effigy makers. Effigies is an essential item/element for the hungry ghost festival celebration and this also becomes the main income for the effigy makers every year. The celebration of hungry ghost festival will need the giant effigies of Tai Su Yeah (similar as King of Hades), the smaller sized four officers Tua Pek (similar as Chief Inspector of Hades), Jee Pek (similar as Inspector's Assistant), Thor Tay Kong (similar as Local Earth God) and Phua Kua (similar as Secretary of Hades) to guard all the ghosts who are released from hell for the feast.

iv. **How is the activity organized? Is it individual or group?**

Effigy makers will usually take order around 3 months before the hungry ghost festival. Due to the large amount of orders and giant size of effigies, effigy makers usually need more time to complete the handmade works of the effigies, usually starts after Qing Ming Festival (a.k.a. Tomb-Sweeping Day). The completed giant size of effigies weight are 400 to 500 kg, therefore, the installation on the first day of celebration will usually need 4 to 5 hours. The effigy maker, workers, voluntary security team and even public will usually install the giant effigies together. The communities belief that by touching the Tai Su Yeah effigies, helps ward off the evil spirits and bring good luck.

v. **How are the linkages to market established and nurtured?**

Supply and demand linkages between the effigy makers and Chinese community, especially for those who celebrate hungry ghost festival.

vi. **What raw materials or resources are necessary? What is the value added?**

The raw material used are usually papers and bamboo.

vii. **How are people trained?**

The effigy making business are usually family business.

viii. **Does the activity receive investment from: community, individuals, government, NGOs, banks, other?**

No investment from any parties for the effigy making business.

ix. **Can the model be replicated?**

N/A

**Innovative Strategy 4: Alternative financing, investment, or market model for local economic development**

Share with the group one example of financing, investment, or market model for local economic development.

Share with the group details of the experience indicating:

i. **What kind of investment, finance, or market model is proposed?**

## The use of technology and e-commerce

**ii. How will it work? How will it support the local economy?**

Assist SMEs with building an online platform, educating and providing support on how to best utilize the platform and conduct business remotely. As luck would have it, the Penang State Government has managed to establish just before the lock down took effect, Digital Penang Sdn Bhd, an agency chaired by the Chief Minister. This is well placed the platform that can help rebuild Penang's economy and at the same time transform it into a strong digital economy – backed by enhance e-governance, community digital literacy and reliable digital infrastructure.

**iii. Who will provide the initial finance? How will the investment be recovered or paid?**

State Government.

**iv. Does it work through the formal institutional process such as tax benefit? Or through a community credit system or other mechanism?**

It based on voluntary based. For any SMEs that are interested to register themselves as part of the e-commerce, they will just need to approach the Digital Penang Sdn Bhd to seek for assistance or approach any existing online platform or apps to provide their products and services.

**v. How will the alternative markets and investors or community be mobilized?**

With around 14,000 licensed standalone hawkers and small traders are not able to work and provide services during the lock down period, Penang State Government had started a pilot Ramadan "e-Bazar" which operated during the Ramadan month. The city councils used a paperless process to register as many hawkers and traders as possible to sign up and offer online food services with tie-ups with the food delivery services. The opportunity for digital economy in this sector is huge. The community/citizen will be able to expand their business through online platform and not necessarily just depends on physical store business.

**vi. How will the sustainability be ensured?**

The opportunity for digital economy in this sector is huge. The community/citizen will be able to expand their business through online platform and not necessarily just depends on physical store business. This platform will serve as an extra income platform for the community other than their physical store even after the pandemic situation is relief.

**vii. What are the main challenges?**

Education on the usage of online platform might needed for some of the elderly citizens.

**viii. What impact is expected?**

## Post-COVID 19 scenarios:

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

- i. **How has the pandemic changed income-generating activities?**  
Many events related to cultural sector in Penang had been cancelled this year due to the pandemic. Many performers and cultural related sector professionals or shops have near to zero or zero income this year.
- ii. **What sectors are most in danger?**  
Cultural production and tourism.
- iii. **What sectors will experience a faster recovery?**  
Food and fresh produce sector as both are essential sector for humans.
- iv. **How can we channel economic recovery for local communities?**  
Stimulating consumption/industry. Discounted tour packages, shopping rebates for tourists, promotions on e-commerce and so on. As a start, it is suggested that priority to be given to domestic tourists, given the global economic recession. Incentives may also be provided for local businesses in the tourism industry to develop new business models.
- v. **How can we ensure access to a local produce, materials, workforce in emergency situations?**  
Localization of the sectors. Building on the state's current position as a hub for food, agriculture produce and fisheries, to ensure the supplies can be provided locally.
- vi. **What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?**  
A Whole-Of-Society Effort. A whole-of-government effort to stay ahead of the curve and a whole-of-society effort that helps the people of Penang and the whole of Malaysia. Everyone in the state should brace themselves for the new normal, whether we want it or not, and much of what we have taken for granted will not remain. There are 3 main missions for Penang Next Normal strategy which are:
  - a. To consolidate the socioeconomic ecosystem in Penang.
  - b. To align policies and public consciousness to present and future changes.
  - c. To build systemic resilience in the face of future emergencies.

The Penang State Government's major course of action is characterized by the following:

- a. Building on Penang's current strengths as a sophisticated global manufacturing hub supported by large pool of knowledge and skilled workers.
- b. Building on Penang's current position as a hub for food, agriculture produce and fisheries.
- c. Building on Penang's strong global reputation in the electronic and electrical industries, to encourage innovation and production of next generation

technologies, gadgets and products after the worst of social distancing measures in the nation and the world.

- vii. The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?  
A central management platform is needed to manage the database and to integrate the big data.

Afsaneh Soltani  
Shiraz, Iran

### **Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

Share with the group one example of heritage-based income generating activities in urban heritage areas that contribute to the resident's livelihoods and conserve the material and immaterial heritage of the urban area.

Shiraz is the city of roses and gardens, known for its outstanding historic gardens and trees. Sour orange is a local tree in Shiraz, found everywhere, in the streets, houses, public and private gardens. Besides the fruit itself, which is used in cooking for its sourness, the blossom of this tree is used too. The best season to travel to Shiraz is April, when you can smell these sour orange blossom everywhere in the city.



Qavam Orangery Garden and Mansion, Shiraz historic city

Share with the group details of the experience indicating:

1. The type of activity: production or service

Production

2. Who performs the activity?

Everyone can take part

3. How the activity contributes to the residents' livelihoods?

The blossom of sour orange is at hand everywhere in Shiraz. It is usable in various shapes: wet, dry, sauce, extract, liquid, perfume, etc. It is bought for an almost high price. Many residents gather them and dry it or extract its distillate.



extract of sour-orange blossom's distillate

4. How is the activity organized? Is it individual or group?

Usually in family or neighboring groups

5. How are the linkages to market established and nurtured?

The related shops in main traditional bazar of Shiraz in the historic city buy them, for selling and export to other cities. Residents also sell them directly to national and international tourists.

6. What raw materials or resources are necessary? What is the value added?

The product is both offered raw or processed. Processing of it needs big pots for evaporation, distillation and Condensation. The final product is bought for a good price.

7. How are people trained?

Collecting and drying the blossom does not need special training. In recent years local governors have aimed at annual festival for introduction, training and development of this activity as one of the typical characteristics and attractions of the historic city.

8. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?

Banks support home industries and small businesses. NGOs and tour guides participate in introduction and public participation, but there is still a long way to go.

9. Can the model be replicated?

The model must be organized and then replicated.

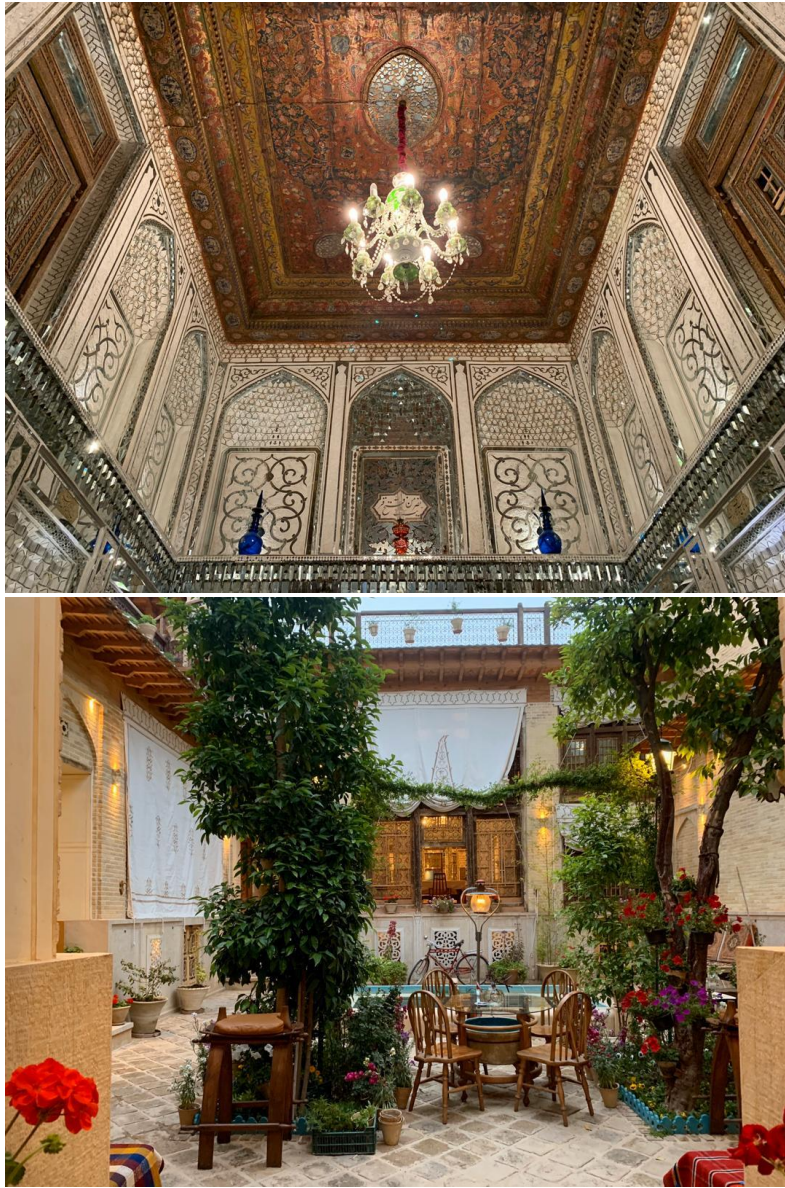
Other local products such as roses can and pomegranates, whose extract and sauce has lots of usages in local drug and food products can be added.



Sour orange blossom

## Innovative Strategy 4: Alternative financing, investment, or market model for local economic development

Share with the group one example of financing, investment, or market model for local economic development.



Shirazi Hotel, after restoration, Shiraz Historic City

Share with the group details of the experience indicating:

1. What kind of investment, finance, or market model is proposed?

Restoration of houses in the historic center, is very highly demanded, regarding the high number of degraded houses in the 360 ha Shiraz historic city.

2. How will it work? How will it support the local economy?

Restoration boom in the historic city has provided training and job opportunities for a wide range of local community: simple workers, traditional building masters, artists, architecture students and architects, building suppliers, etc.

Meanwhile, the upgrading of the abandoned and degraded houses in the area has caused a notable rise in the financial value of properties owned by local residents.

These new job opportunities in the neighborhood, has also reduced the rate of addiction and prostitution in the area.

**3. Who will provide the initial finance? How will the investment be recovered or paid?**

Investment in building sector has always been very beneficiary in Shiraz, because of the land price as well as the income of renting houses. Regarding the Grand bazar in the historic city center, which has been always active, there are lots of demands for renting houses in the area. Many of the restored houses change into hotels and tourist accommodations.

**4. Does it work through the formal institutional process such as tax benefit? Or through a community credit system or other mechanism?**

Majorly by private sector investments, that has been very eager to invest in this area in recent years. Cultural Heritage Organization as well as Bank of Housing also invest with long term loaning.

**5. How will the alternative markets and investors or community be mobilized?**

**6. How will the sustainability be ensured?**

By organizing simultaneous education for the new workers in this industry.

**7. What are the main challenges?**

To avoid invasion of investors and inflation in housing rates

And to make efficient monitoring of restorations by Cultural Heritage Organization to ensure accurate restoration.

**8. What impact is expected?**

Reduction of addiction, child labor and prostitution



Job opportunities for traditional building masters, workers and artists and engineers in restoration projects



## Post-COVID 19 scenarios:

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

1. How has the pandemic changed income-generating activities?

Many workers esp. in building sector in the historic city have lost their jobs regarding deactivation of restoration and construction projects.

2. What sectors are most in danger?

Most residents of the historic city who are simple daily paid workers, and small shop owners  
As well as tourism sector including hotels, restaurants, tour guides, etc.

3. What sectors will experience a faster recovery?

Construction and restoration sector

4. How can we channel economic recovery for local communities?

Teaching and developing safe and new marketing methods, like online marketing

5. How can we ensure access to a local produce, materials, workforce in emergency situations?

Organizing a formal list of workforce with their qualifications  
Development of internet infrastructures

6. What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?

7. The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?

a. Poor and limited internet connections esp. in historic city with its poor infrastructure  
- high price of the required hardware (mobile phones, laptops, etc.)

b. Improvement of electric and internet infrastructure  
- Providing platforms for the community

# World Heritage Cities Programme

## Group assignment-Session 3

### World Heritage City Lab

By

Shikha Jain

### **Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas.**

Share with the group one example of heritage-based income generating activities in urban heritage areas that contribute to the resident's livelihoods and conserve the material and immaterial heritage of the urban area.

Share with the group details of the experience indicating:

#### 1. The type of activity: production or service

Crafts activities for a range of crafts such as textiles, brass utensils, stone sculptures, blue pottery, lac and inlay jewellery and miniature paintings as per Jaipur city's original planning with 36 crafts industries of which 12 are very active in the city.

#### 2. Who performs the activity?

Local craftspeople in the city, most of their families are housed in the city since centuries.

#### 3. How the activity contributes to the residents' livelihoods?

The crafts making and selling of crafts is the basic livelihood of craftspeople contributing to 30 percent of the economy inside walled city.

#### 4. How is the activity organized? Is it individual or group?

Individual craftspeople have their own workshops in their historic houses which are collectively in a cluster of each crafts in different areas of the city. Most of them work individually but it is showcased in the collective cluster.

#### 5. How are the linkages to market established and nurtured?

Market linkages of craftspeople is at several level, through government supported organisations and venues, through NGOs, direct sales, through retail crafts shops and special institutions on crafts located in the city.

#### 6. What raw materials or resources are necessary? What is the value added?

Most of the raw materials required for crafts such as stone, semi-precious stones, cloth, colours, lac required for various crafts is available locally.

#### 7. How are people trained?

It is through apprenticeship under the Master Craftspeople. And, also through local specialised institutions such as the Indian Institute of Crafts and Design (IICD) in Jaipur which also provides support for Jaipur as UNESCO City of Crafts and Folk Art.

8. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?

Yes. A number of crafts NGOs, interested individuals and government sector is supporting these activities. But a more rigorous approach will help

9. Can the model be replicated?

Yes. It is a replicable model

**Innovative Strategy 4: Alternative financing, investment, or market model for local economic development Share with the group one example of financing, investment, or market model for local economic development.**

**Share with the group details of the experience indicating:**

1. What kind of investment, finance, or market model is proposed?

Creating an independent an autonomous board with inclusion of all stakeholders; government and craftspeople. This board formation and office space may be supported by government and it may avail funds for promotion and upliftment of local crafts and craftspeople. It can be the space for taking up upgradation projects for craftspeople, creating physical and digital avenues for their sales, promoting training programs, providing opportunity for international exchange and for receiving funds. Rajasthan State Government already has a successful example of such a board for tangible heritage monuments. So, a similar one for intangible crafts will be good.

2. How will it work? How will it support the local economy

By promoting sales of local crafts where earnings directly reach the craftspeople.

3. Who will provide the initial finance? How will the investment be recovered or paid?

Government and private investors who fund the board. Investment may be recovered in long term but a capital amount has to be initially invested.

4. Does it work through the formal institutional process such as tax benefit? Or through a community credit system or other mechanism?

Community credit system and Self Help Group Models

5. How will the alternative markets and investors or community be mobilized?

Through awareness and active involvement of crafts representatives on the Board

6. How will the sustainability be ensured?

Through a specific business plan model and engaging the community actively.

7. What are the main challenges?

Getting all the right stakeholders involved.

8. What impact is expected?

Direct benefits to the local craftspeople, upgradation of their surroundings and promotion of city's identity for crafts.

**Post-COVID 19 scenarios: Share with the group one example of a World Heritage City affected by the COVID-19 pandemic.**

In this context:

1. How has the pandemic changed income-generating activities?

In the city of Jaipur – all commercial activities, sales of goods in major bazaars, sale of craftspeople and tourism completely stopped since March 2020 that completely stopped income generation for local residents (shopkeepers and craftspeople) within the city.

2. What sectors are most in danger?

SME (Small and Medium Enterprises), Retail Sector and Tourism Sector are largely impacted.

3. What sectors will experience a faster recovery?

Retail Sector should recover as it largely depends on local economy but tourism sector recovery may take a long time.

4. How can we channel economic recovery for local communities?

By creating digital platforms and avenues where they can promote their sales even if the city is partially in lockdown.

5. How can we ensure access to a local produce, materials, workforce in emergency situations?

This is not an issue for the local crafts in Jaipur as material can still be easily sourced.

6. What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?

To facilitate the needs and requirements of local craftspeople and to create a demand for their products.

7. The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?

This is a very specialised tool. A city branding and identity exercise needs to be carried out on such a digital platform promoting its local crafts products. Use and access training for all craftspeople or interface with technical experts for this purpose is essential.

**Together with your group, please propose at least 5 innovative strategies in different cities and contexts for each set of questions. Gather group answers in a file and upload it in the correspondent folder inside the channel created for your work-group in the MS Teams platform (To discuss in group)**

### **Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

Share with the group one example of **heritage-based income generating activities** in urban heritage areas that contribute to the resident's livelihoods and conserve the material and immaterial heritage of the urban area.

In the world heritage city of Patan also known as Lalitpur in Kathmandu valley in Nepal, the production of crafts such as metal sculptures, thanka paintings and several other forms of creative products in a wide range of materials are the key source of livelihood for the local community. The city gets its name – Lalitpur from the fine arts (Lalit Kala is fine arts) production in the city. This is a trigger for several other mutually supporting livelihoods.

The visitors to the town visit the monuments (the Darbar square), this gives rise to the demand for food and hospitality. The urban local body has introduced a fee of US \$ 10 for the visitors into the historic core. This gives access to several heritage sites and museums. The revenue stream is ploughed back into conservation of historic structures under the management of the local government, these include city gates, water tanks, temples etc.

The text given below is primarily for the craft of metal sculpture making.

Share with the group details of the experience indicating:

**1. The type of activity: production or service**

Craft production, services related to hospitality for the visitors to the historic town of Bhaktapur.

**2. Who performs the activity?**

The artisans and business entrepreneurs since there are shops and showrooms as well as workshops from where direct sales are possible. The local community is involved in the hospitality related services

**3. How the activity contributes to the residents' livelihoods?**

Production of the arts and crafts. The sculptures are needed in Buddhist temples and practitioners of the faith. This makes it sustainable as they are not dependent on tourists for sales.

**4. How is the activity organized? Is it individual or group?**

Individuals and groups

**5. How are the linkages to market established and nurtured?**

The producers have outlets owned by them, it is possible to purchase from artisans as well as entrepreneurs.

**6. What raw materials or resources are necessary? What is the value added?**

Copper sculpture with gold leaf work.

**7. How are people trained?**

Master craftsmen teach the younger generation.

**8. Does the activity receive investment from: community, individuals, government, NGOs, banks, other?**

Information not available

### 9. Can the model be replicated?

Yes. The model is sustainable as it is a complete ecosystem with interdependent sectors. The products are need based in lives of the producers as well as external demands, the training is provided in the workshops of production. There is a possibility for the producer to do direct sales so he can derive direct financial benefit. This is also an incentive to produce high quality produce. There is an understanding of the ecosystem.

## **Innovative Strategy 4: Alternative financing, investment, or market model for local economic development**

Share with the group one example of financing, investment, or market model for local economic development.

Models of financing, investment / market model for local economic development related to creative industries/ crafts has been demonstrated by Industree Foundation and Rangсутra. Both the organisations work with artisan communities. Their model is that of setting of producer companies.

Models for technical and indirect financial support for conservation of historic housing are there in the case of Ahmedabad walled city, this includes provision of transfer of development rights where the developer provides the funding for conservation of the historic listed buildings to the property owners.

Rangсутra is a producer company which was started with the investment of 1000/- INR by 1000 artisans equivalent to 1.0 million rupees. A similar amount was invested by Sumita Ghosh who is a development specialist who had earlier established an NGO to work with artisan community called URMUL trust. She states that it is important learning when you invest your own money as the sustainability of an initiative depends on the market and when a person invests his or her own money the dynamics of operating a company becomes very different as compared to a donor based establishment. Sumita Ghosh had the confidence/ immense social capital of the artisans as she had worked with them for several years as part of the URMUL Trust. This was a very important building block.

Share with the group details of the experience indicating:

#### 1. What kind of investment, finance, or market model is proposed?

A producer based company where artisans invest in generating the capital which enables purchase of raw material, setting up of shared infrastructure etc. The received orders for clothes from companies such as Fab India and others. Fab India decided to invest as social impact investors along with Avishka.

#### 2. How will it work? How will it support the local economy?

The shares were sold to the social impact investors at a premium, which is each share was given to them @ 200/- per share as compared to 100/- per share to the artisans.

#### 3. Who will provide the initial finance? How will the investment be recovered or paid?

Rangсутra is a producer company which was started with the investment of 1000/- INR by 1000 artisans equivalent to 1.0 million rupees. A similar amount was invested by Sumita Ghosh who is a development specialist who had earlier established an NGO to work with artisan community called URMUL trust. They were able to pay profit shares to the shareholders within 3 years of establishment of the producer company.

#### 4. Does it work through the formal institutional process such as tax benefit? Or through a

### Community credit system or other mechanism?

Rangсутra is a Public limited company.

### 5. How will the alternative markets and investors or community be mobilized?

Subsequently they established similar training and producing initiatives under the Rangсутra company in another state in India, Uttar Pradesh. Here they worked primarily with women, This project was funded through the IKEA foundation that gave funds to UNDP for the implementation of such a program. Subsequently they worked in Churu with tie and dye community of artisans. They are currently engaged in a similar project in Kashmir where they are working with Crewel embroidery tradition of the Kashmir artisans. This project is funded by the World Bank. Rangсутra has demonstrated sustainable model of producer companies where the capital is generated by the artisans, social impact investors and donor agencies

### 6. How will the sustainability be ensured?

Sustainability is ensured when both the investor and the producer have a direct stake and their working model is aligned with the market needs.

### 7. What are the main challenges?

### 8. What impact is expected?

## Post-COVID 19 scenarios:

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

#### 1. How has the pandemic changed income-generating activities?

The artisan communities work out of their homes and in some cases in a shared facility called a 'craft centre'. Due to the norms of social distancing, the artisans are now required to work from their homes and only a small number can work out of the craft centre.

#### 2. What sectors are most in danger?

Tourism sector, more specifically the service providers is in most danger

#### 3. What sectors will experience a faster recovery?

Craft production as compared to the tourism sector.

#### 4. How can we channel economic recovery for local communities?

Policy change at multiple levels including generating demand for local produce in public sector works – for instance hand made products in a wide range of development projects.

#### 5. How can we ensure access to a local produce, materials, workforce in emergency situations?

A Integrated command and control centre has been developed in the smart cities to assist in improved management of urban services including in the times of disaster. The above listed aspects of access to local produce, materials and workforce should be linked to the ICCC (I triple C centres). This was tested in the city of Ujjain where a app was developed called 'firsthelp' <http://www.firsthelp.in/> was developed to provide this linkage during covid 19 lockdown period.

#### 6. What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?

The local practices need to be mapped and recognised by the local government for appreciation as the first step for protection to ensure continuity of practices. Programs for their advocacy

should be mandate of the local government. This should be done through digital media as well as programs.

**7. The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?**

Internet is a very important tool. It provides a shared platform for dialogue and collective action. One such initiative for the artisan community is the #createdignity. This provided a platform for both the entrepreneurs and the artisan community for mutual benefit. Similarly #artchainindia provided a platform for the young artists to sell their works and support each other by purchasing work of other artists after selling five of their own works. It is important to recognise that soon this would plateau. The platform can be used for sales and pedagogy. This would have some limitations as it cannot provide experiential learning and a platform for free discourse. Further, everyone doesnot have access to the same type of equipment or connectivity infrastructure. Improvement in this aspect would become necessary to ensure equitability.



### **Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas**

National Trust for Historic Preservation's Main Street Program has been around for 40 years in the US to revitalize downtown commercial streets nationwide. It is a grassroots, community-based urban revitalization strategy involving both private and public institutions.

Main streets are not necessarily listed heritage sites, but they are usually historic commercial centers for local communities and have a certain number of historic buildings. National Trust for Historic Preservation provides technical support for city centers in the program by appointing "main street managers". The work includes providing design support for local businesses for façade improvement that enhances both the historic environment of the street as well as the identity of the business and providing market strategies for businesses to communicate unique buy-local experience through storytelling. The goal is to encourage local small businesses and entrepreneurship so that the built fabric and vitality of the historic downtown centers are preserved.

The program forges partnerships across sectors and ensures broad community engagement. For example, work with financial institutions or NGOs to provide main street loans to small businesses, or work with local organizations to hold events.

I think the model is especially inspiring in the sense that it draws wide partnership and is largely community-based. The role of conservators (e.g. main street managers appointed by the national trust) are working as enablers and facilitators with business owners, as well as mediators between local community and government agencies. It is also particularly inspiring in the sense that the goal of the program is not narrowly focused just on the built environment. It is oriented towards creating the vitality of the street based on the historic setting.

The impact of the Main Street Program has been very successful. There are reports each year on the buildings rehabilitated, jobs created, as well as economic gains that the program generates. <https://www.mainstreet.org/mainstreetamerica/mainstreetimpact>

#### **Post-COVID 19 scenarios:**

1. How has the pandemic changed income-generating activities?
2. What sectors are most in danger?
3. What sectors will experience a faster recovery?

In the case of Lijiang, which is a city heavily relied on tourism, most businesses are facing great difficulties during the pandemic due to the lock down. The businesses serving both locals and tourists are easier to recover, but the businesses only oriented towards tourists, like boutique hotels, restaurants, souvenir shops etc. will face greater challenge.

4. How can we channel economic recovery for local communities?

This pandemic gives us a chance to diversify economies in heritage cities and focus on the wellbeing of local residents. It means perhaps to rehabilitate and adapt some of the building stocks used as hotels or restaurants before, and turn them into facilities for community service.

5. How can we ensure access to a local produce, materials, workforce in emergency situations?

I think grassroots organizations are important first responders in crisis. During the pandemic in China, voluntary actions in neighborhoods to organize food and material supply have been crucial.

6. What protocols should be developed now to ensure continuity of local practices even in cases of future emergencies?

Cities need to draft emergency plans to reflect on the successes and failures during the pandemic.

7. The internet, as a market and a knowledge dissemination platform, appears as a basic tool for continuity of productive activities right now. What are the limits to it? How can this tool be better utilized and integrated in the longer term?

For internet platforms that offers virtual experiences – I think we need to reflect on the purpose of virtual online tour. How should we define the authenticity of the virtual heritage? What values are lost?

For internet-based tools to monitor heritage sites – this pandemic offers a great opportunity to widely apply this technology to control number of tourists, providing needed information and so on. I think it could be a start of a smarter platform of managing heritage cities.

## S4 Assignment

## **Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development**

Share with the group one example of an urban infrastructure or public space project that has negatively affected the historical character of a World Heritage City.

Share with the Group one example of a new urban infrastructure or public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

In 1930's, a major street called Zand, cut through the historic city of Shiraz. This street passed through the Grand Bazar and the heart of the historic city.



Zand St., Shiraz historic city, left: 1930's, right: 1990's



Shiraz historic center, Up: 1950's, down: 2010's

1. What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?

In 1990's, the Detailed Plan for Shiraz Cultural-Historical Axis was implemented, which transferred this street to an underground tunnel, and made a pedestrian space for people, tourists to enjoy.

2. Who are the community and social groups that use it?

Citizens of the historic city as well as the surrounding areas, tourists, local shopkeepers and those who come for shopping at the grand bazar

3. How is the space used?

It has a very nice atmosphere with the open air cafés and teahouses, traditional shops beside the Safavid (16th Cent. AD) royal monuments, such as Castle, Bath, Bazar, Museums, etc. Also for new year festivals, street music and theaters.



Shiraz Historic City, Transformation of street into pedestrian in the historic city center

4. Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?

By elimination of car traffic and creating a nice, calm atmosphere to highlight the historic urban fabric, this intervention has resulted in dynamic urban space  
Providing a clear urban view of the historic center

5. Who implemented the project? Was/is the participation of the community included? How? At what stage?

Shiraz Municipality, and Cultural Heritage Organization

6. How/ by whom was it financed?

The Government

7. What were the main challenges?

Fulfilling the neighborhood demands for car access

The designed landscape, and the material used could have been better.

8. What has been the impact?

This project has resulted in a more dynamic city center for the inhabitants, citizens as well as tourists. It has also resulted in better preservation and introduction of historic city center.

9. How will this project and public space be managed and maintained in the future?

By the relevant organizations.

10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?

No

11. What policies or actions could support the continuity of similar projects?

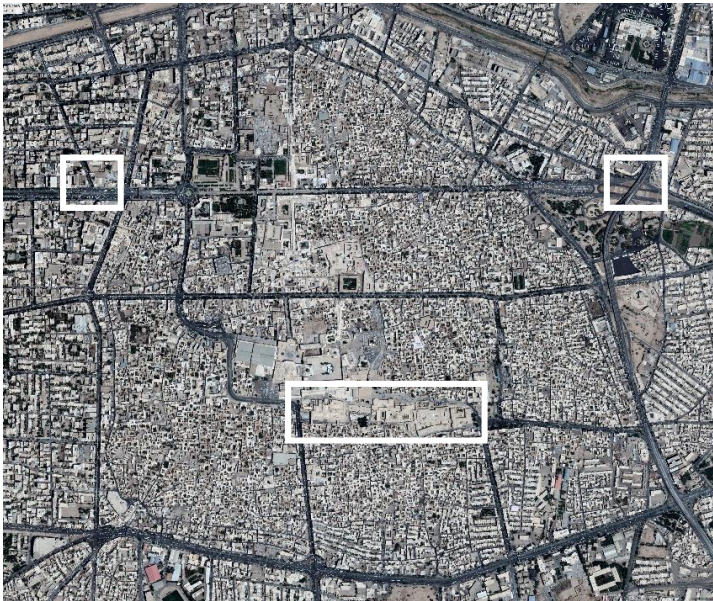
Development of urban infrastructures with regard to historic identity of the city.

Share with the group one example of a urban infrastructure or public space project that has negatively affected the historical character of a World Heritage City.

Shiraz has not been inscribed in World Heritage List yet. During past decade, some infrastructures have been added into the buffer zone of the historic city center.



Asseman Hotel in the immediate buffer area of the historic core, which was opposed by the Cultural Heritage Org. and the NGOs. The construction of hotel has been suspended regarding a fire incident.



A monumental cable bridge next to the historic core zone

Extension of Holy Haram, demolition of approx. 10 ha of historic city, for construction of a commercial-service complex





### Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

Share with the group one example of an urban infrastructure or public space project that has negatively affected the historical character of a World Heritage City.



The electrical wiring is always one of the major infrastructure issues in the George Town World Heritage Site. As shown in the photo on the left, it is clearly to see that the electrical wiring is messy and exposed dangerously.

There are quite a number of fire incidents happened in the George Town World Heritage Site and most of it is due to the old electrical wiring and the fire spread easily due to the heritage buildings are near and adjacent to each other. Some of the owners of the heritage building can't even afford to restore the burnt down buildings and in the end just leave it there as it is. This has caused the public safety issue and street view of the heritage site also been affected in some extend.

Share with the Group one example of a new urban infrastructure or public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

1. What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?

In 2015, a granite structure was uncovered at the Sia Boey site and identified to be the Old Prangin Canal Basin. Sia Boey Rejuvenation Project was launched on March 2018 to transform Sia Boey into an area that facilitates the coexistence of development and heritage conservation. The Sia Boey area approximately about 16,870-meter square or 4.168 acre.

The



photo on the left shows the abandoned shophouses inside Sia Boey before the transformation work starts.

**2. Who are the community and social groups that use it?**

People within and outside George Town World Heritage Site

**3. How is the space used?**

Sia Boey was an early trading hub in George Town. Activities centred around the Prangin Canal, with the 19<sup>th</sup> century market hall, and the shop houses. Sia Boey remains as important wholesale market, and transportation hub until the new market was established at another residential area in 2004. While the transportation hub was transferred to another location.

Early 19th century Market Hall is a Cast-iron structure that appears in the 1891 Kelly Maps, which show that 50 stalls are shown for the fish market, 20 planked shops, ten each side of a central aisle are shown for the vegetable and fruit market. Until January 2000 the market remained vital and active, until the relocation to the new constructed market in Macallum street ghaut in 2004. As a part of the current renovation, the market was renovated, a timber beam was replaced, the asbestos roof replaced. The market is envisaged as a renewed social centre, with space for pop-up markets, creative and craft industries and an event space that will give back to the people of George Town a much-needed civic space.

Other proposed space usage of Sia Boey are restore and adaptive reuse of all 24 shophouses. Wayfinding system for the site and surrounding area; and Display of the artefacts in the new Prangin Archaeological Gallery as public education and outreach programme.

**4. Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?**

The value of the site is that Sia Boey always being a centre point for community engagement, where people come to meet and gather. Traditional activities such as Hungry Ghost Festival and Thaipusam Festival route also remains despite the market was relocated.

The Sia Boey Integrated Site Management Plan emphasizing on the coexistence of development and heritage conservation. Add value to George Town World Heritage Site by enhancing the OUV with programming and space for the local people and restoring the shophouses.

**5. Who implemented the project? Was/is the participation of the community included? How? At what stage?**

Penang Development Corporation (Land Owner) and George Town World Heritage Incorporated where both are chaired by the Chief Minister of Penang. The community engagement/public consultation and oral history interview were done before the construction work starts and after the Integrated Site Management Plan was drafted.

**6. How/ by whom was it financed?**

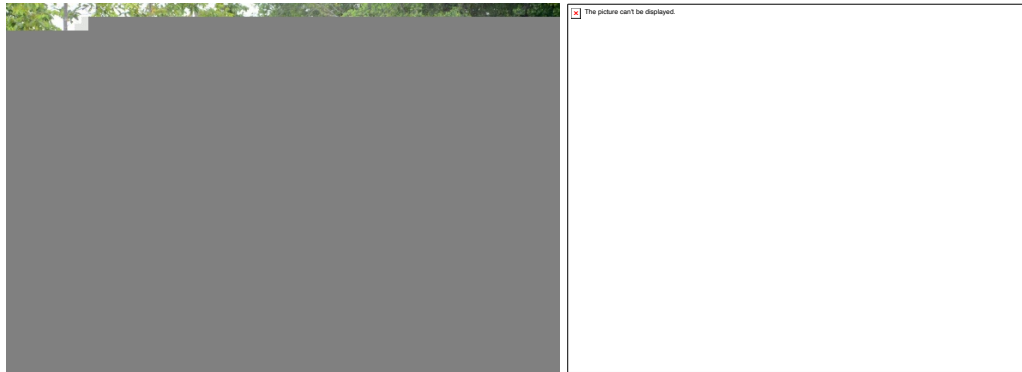
Penang Development Corporation

**7. What were the main challenges?**

The main challenges towards conservation of the site are: The high ground water table, the slope of the land which drains the water into the area and the fertile nature of the soil which propagates vegetation growth.

8. What has been the impact?

The Sia Boey Urban Archaeological Park has recently become the famous park for the local community and even people outside the World Heritage Site to visit and have social interaction.



*The canal is clean again after the cleaning works done. Google Image.*

9. How will this project and public space be managed and maintained in the future?

The Sia Boey Urban Archaeological Park will be managed and maintained by the Penang Development Corporation in the future.

10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?

The site is currently continuing for the next phase which is the restoration of the 24 shophouses.

11. What policies or actions could support the continuity of similar projects?

Securing of financial status for maintenance fee and others.

**Innovative Strategy 6: Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities**

Share with the group one example of challenging living and critical environmental conditions in a historical city.

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There are quite a number of fire incidents happened in the George Town World Heritage Site and most of it is due to the old electrical wiring and the fire spread easily due to the heritage buildings are near and adjacent to each other. Some of the owners of the heritage building can't even afford to restore the burnt down buildings and in the end just leave it there as it is. This has caused the public safety issue and street view of the heritage site also been affected in some extend.

Besides, the sewage system in the George Town World Heritage Site is also a big issue for the local community as it still remain as the heritage infrastructure system. It is very difficult for the local government to upgrade the sewage system as the soil condition in George Town is unstable and some of the areas are even reclamation area. Therefore, this has led to other issues like the uncontrollable of pest like rats, cockroaches, termites and etc. to appear within the heritage buildings and the site. During high tide season, the sewage also emits the unpleasant smell and this also brings the critical environment issue for the historical city.

Share with the group one example of a project supporting urban regeneration of the historic city through the upgrading of urban heritage, new (infill) development or redevelopment of a dilapidated or deserted area.

**1. What kind of infrastructure project is proposed? Where? At what scale?**

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Penang Development Corporation

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The Sia Boey Urban Archaeological Park will be managed and maintained by the Penang Development Corporation in the future.

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The site is currently continuing for the next phase which is the restoration of the 24 shophouses.

**11. What policies or actions could support the continuity of similar projects?**

Securing of financial status for maintenance fee and others.

**Post-COVID 19 scenarios:**

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

1. How has the use of historical areas and public space changed in this city? What will be the new requirements?

The George Town World Heritage Site has no visitors during the lock down period and when the lock down period were lifted, citizens were still encouraged for not to staying outdoor for too long. Recently, due to the recovery movement control order, citizens are allowed to come out for some recreation time but with the condition that they need to check in themselves on the Penang Fight Covid-19 online platform and monitor their own body temperature whenever they go.

2. What has been the impact on the infrastructure of the city including water supply, transport, air-quality, waste management, and other.

The infrastructure like electrical and water supply doesn't have much issue, neither during nor after the lock down period. As for the waste management and sewage system, it is always the challenge and issue for us to solve it even after the lock down.

3. What spaces and infrastructure have seen the most significant change?

There's no significant change on the spaces and infrastructure before and after the lock down/pandemic.

4. What projects are being envisioned to adapt public space, mobility and infrastructures to the new visions for cities that have emerged after the COVID-19 pandemic? (e.g. bike lanes, open spaces, etc.) Do these ideas take into account the historical character of the city? How? How can both be integrated?

No projects for public space, mobility and infrastructure is propose in the meantime. Currently the main projects are related with reviving and boosting the economy for the local businesses to empower the cultural heritage sector in bracing the new normal due to the Covid-19 pandemic.

5. What role can urban heritage play in these new city visions?

As George Town World Heritage Site is the trading town, it will be continue to serve as the source of goods supply to the other areas of Penang or even Malaysia. Despite of the lock down in Malaysia, George Town remains an important place for source of goods, such as food and fresh produce.

# World Heritage Cities Programme

## Group assignment-Session 4

### World Heritage City Lab

By

Shikha Jain

#### Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

Share with the group one example of a urban infrastructure or public space project that has negatively affected the historical character of a World Heritage City.

The Metro link in Jaipur walled city though underground with no visual impact, had some vibrational impact on the surrounding shops in the bazaars. Also, the service blocks of the undergrounds metro stations in main city squares need to be visually camouflaged for better integration with the surroundings as they are currently any eyesore and do not blend with the historic character.

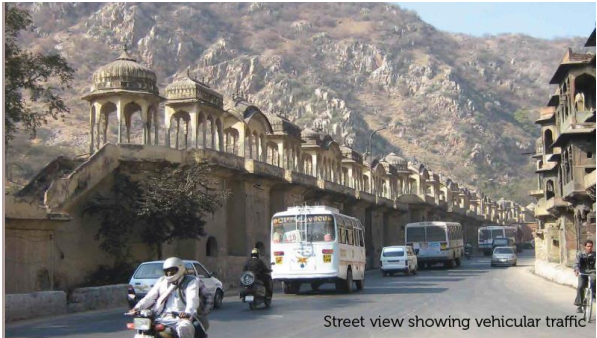
Share with the Group one example of a new urban infrastructure or public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

The diversion of National Highway of Ghat ki Guni heritage precinct on the outskirts of Jaipur resulted in an underground tunnel that helped in protecting the complete 2 kms valley stretch with its 52 protected structures including houses, temples and lavish historic gardens. Thus creating an ambient recreational heritage space for city which is used by locals, schools for picnics and heritage walks and the tourists as well.

1. What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?

A stretch of 2 kms street lined with historic gardens and private houses and temples. The entire stretch is proposed as a cultural heritage destination for the locals and visitors with allocation for crafts people, garden museums and experience of Rajput Mughal Monsoon gardens. It was an 'acupuncture project' proposed as a catalyst for urban conservation on the outskirts of Jaipur city.





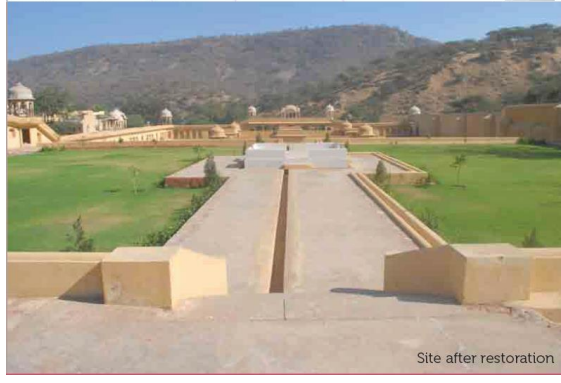
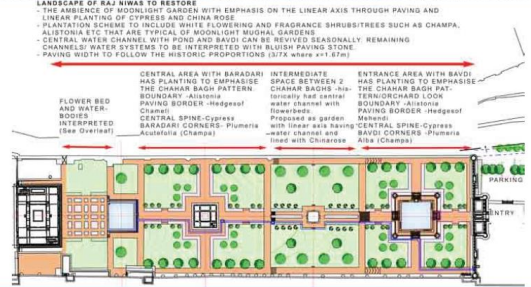
Street view showing vehicular traffic



Site before restoration



Ghat ki Guni base plan



Site after restoration



Pleasure and palatial gardens



Socio - economic condition

**Fig 1: Images showing views of Ghat ki Guni – Infrastructure, Conservation works and Community (Source:Dronah)**

**2. Who are the community and social groups that use it?**

Local citizens, schools and institutions and tourists visiting the city



### 3. How is the space used?

It is used for recreational activities like heritage walks and picnics in the historic gardens. Earlier family weddings were also allowed in the historic garden settings. Now some crafts shops, museums and cafes are proposed in the palace spaces within the historic gardens

### 4. Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?

It has helped in protecting the cultural landscape with the historic gardens and other heritage structures being protected and conserved in the natural valley setting. The area was earlier neglected and unused while the historic structures on each side of the 2 kms road were getting damaged with heavy vehicles and highway traffic.

### 5. Who implemented the project? Was/is the participation of the community included? How? At what stage?

Jaipur Development Authority implemented it. Local community was consulted before implementing the works as conservation needed to be carried out in their houses with their permission.

### 6. How/ by whom was it financed?

Ministry of Tourism, Government of India and Department of Archaeology, Rajasthan State Government besides the Jaipur Development Authority

### 7. What were the main challenges?

The main challenge was the infrastructure project for the diversion of National Highway from the heritage precinct as it required partial use of the hills at the back for taking a 50m tunnelway. Permissions were needed from the Forest Department and it took more than 10 years to finally get this project sanctioned and implemented.

### 8. What has been the impact?

The impact is very positive as the cultural landscape of entire heritage precinct of Ghat ki Guni in Jaipur is saved. What was earlier an unused, derelict area with ruins is now transformed into a recreational space to experience historic garden settings by the locals and visitors.

### 9. How will this project and public space be managed and maintained in the future?

The space is under a Development and Management Authority which is very successful in managing heritage sites and monuments by diverting the revenues earned from these spaces back into the upkeep of such areas. Same model is proposed for this Ghat ki Guni area with its historic gardens.

### 10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?

The expansion is possible by activating the street level as a crafts bazaar. At present, there are no threats to its continuity.

### 11. What policies or actions could support the continuity of similar projects?

Strong infrastructure policies for heritage areas which should bar any heavy traffic/vehicular activities in such areas.

**Innovative Strategy 6: Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities**

**Share with the group one example of challenging living and critical environmental conditions in a historical city. Share with the group one example of a project supporting urban regeneration of the historic city through the upgrading of urban heritage, new (infill) development or redevelopment of a dilapidated or deserted area.**

1. What kind of infrastructure project is proposed? Where? At what scale?

Adaptive reuse of a mid-19<sup>th</sup> century public building of the Rajasthan School of Arts in Jaipur city into a crafts museum.

2. Who are the community and social groups that use it?

Local citizens, visitors and craftspeople.

3. How is the space used?

As a museum and space for crafts workshops

4. Why is it important? How did it upgrade the area? How did it make use of/integrate urban heritage?

As a museum and space for crafts workshops



*Fig 2 Museum of Legacies showing Jaipur Crafts (Source: JaipurLove)*

5. Who implemented the project? Was the participation of the community envisioned? How? At what stage?

As a museum and space for crafts workshops

6. How/ by whom was it financed?

Jaipur Municipal Corporation and Smart City Funds

7. What were the main challenges?

Conservation works to be carried out as the building was largely unused and in bad condition

8. What has been the impact?

Very positive as the building is functioning as an active City Crafts Museum since 2018

9. How will this project and public space be managed and maintained in the future?

It is being managed by the State Department of Archaeology and there is a small museum fee besides café and souvenir shop for its revenue

10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?

No space for expansion and no future threats. But similar unused buildings in the city may be used in this manner. So project has the potential for replication.

11. What policies or actions could support the continuity of similar projects?

An Adaptive Reuse policy for the unused projects in the city and maybe some special funds allocation for such an adaptive reuse project.

### **Post-COVID 19 scenarios:**

**Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:**

1. How has the use of historical areas and public space changed in this city? What will be the new requirements?

In Jaipur, the main squares and streets became more as monitoring points in the lockdown period, Infact, heritage attributes contributing to thee OUV of the city such as historic gates served as important control points serving their historic function in the lockdown mode.



*Fig 3: Attributes serving their original use as Control Points in Jaipur World Heritage City (Source: JMC)*

2. What has been the impact on the infrastructure of the city including water supply, transport, air-quality, waste management, and other.

Impact on air-quality and traffic is very positive. All air pollution and noise pollution is substantially reduced with no traffic movement in the city. Waste management is more efficient as there is less waste with no public movement in the city.

3. What spaces and infrastructure have seen the most significant change?

Public spaces- streets and squares, monuments and traffic movement.

4. What projects are being envisioned to adapt public space, mobility and infrastructures to the new visions for cities that have emerged after the COVID-19 pandemic? (e.g. bike lanes, open spaces, etc.) Do these ideas take into account the historical character of the city? How? How can both be integrated?

Yes. Jaipur now intends to include more areas of pedestrianisation and use of cycles, rickshaws in the inner city area. This will be reflected in the Special Heritage Area Plan that it is in the process of preparing.

5. What role can urban heritage play in these new city visions?

Urban heritage attributes can be an important determinant in this new city vision. The vision needs to refer back to the historic planning of the city with its open roads and tree avenues and pedestrianised city squares and housing quantum as per carrying capacity.

**Together with your group, please propose at least 5 innovative strategies in different cities and contexts for each set of questions. Gather group answers in a file and upload it in the correspondent folder inside the channel created for your work-group in the MS Teams platform**

### **Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development**

Share with the group one example of a urban infrastructure or public space project **that has negatively affected the historical character** of a World Heritage City.

#### **Ahmedabad (walled city) (2017)**

Bhadra Maidan (square) is located in the walled city of Ahmedabad, India and forms a large public space in front of the Bhadra fort which lies on the edge of the walled city. The city was inscribed as a world heritage city in 2017 under criterion ii and v. It was included in the tentative list in 2010. In the year to 2015 under an urban renewal mission of Government of India called JNNURM (Jawahar Lal Nehru National Urban Renewal Mission), the local government applied for funding for renewal of the Bhadra Maidan.

This square, during the medieval period was a large public space (Maidan) which came to be known for the Friday bazaars when traders would display their wares for sale. The king would come out from the fort and had the first right to purchase before others. The contemporaneous archival sources describe the square with date palm trees, fountains etc.



[https://www.youtube.com/watch?v=SF5Tp\\_El8W0](https://www.youtube.com/watch?v=SF5Tp_El8W0)



The square significantly transformed during the colonial period (in the 19<sup>th</sup> and 20<sup>th</sup> century). Land parcels were given to eminent families from the Parsi community. One house was built in the centre of the square while three others were built on the periphery. This reduced the

size of the maidan. This was the period when new types of institutions and buildings were built in the city, the Parsi community endowed building of institutions such as the city hospital, education institutions etc. The early 20<sup>th</sup> century witnessed key political activities in the maidan which included rallies by important leaders such as Mahatma Gandhi and other prominent local leaders. The space in the contemporary times (post-independence period and possibly earlier as well), came to be used as vendor market with large number of vendors who sell a mix of products. The edge has formal shops and specialised bazaars.

The design interventions for urban renewal did not take cognisance of the cultural narrative of the British period which continues till date in the memory of people. These are of both local significance and part of the historical narrative of the Indian national freedom movement. The Pre British layer of date palms, fountains – can be described that of aspirational aesthetics ! The interventions removed the British period layer which included demolition of the Parsi house and several other features.

The Ahmedabad Municipal Corporation had the Venice plaza as a reference and hence removed the vendors; removed vehicular moved in entirety to make a pedestrian space and Gates were introduced at the mouth of every axis. Stone paving and fountains were some of the design elements.

The local community comprising the vendors and the Tazia committee (Shia Muslims) filed Public Interest Litigations in the High Court of Gujarat to reclaim the open space in the case of the vendors and the Tazia committee requested for increase in the size of the gate to enable the continued practice of the Tazia procession. The Tazia committee eventually won their case and the court has given interim relief to vendors who continue to use the space. The shopkeepers put in an application to the municipal corporation to allow two wheeler and non motorised transport upto their shops as they were convinced that their business was being adversely impacted with the pedestrianisation.

The change in use by excluding the vendors, alteration in the character of the space without cultural mapping thereby undermining the local historical narrative and cultural memory compromised the values of this square. It is interesting to note that the rationale for the project was described as to 'restore the historical character of the space' .

Share with the Group one example of a new urban infrastructure or public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

### **Rambagh Gate, Amritsar, India**

The Rambagh gate is the only surviving city gate from the times of the much loved ruler of Punjab, Maharaja Ranjit Singh. This gate marked the entrance to the walled city used by the Maharaja to visit Sri Harimandir Sahib (Golden temple, tentative list for inclusion in the UNESCO list of world heritage sites). The gate was used as the police station after the city came under the British rule in 1849 till the recent times. Structures built during the British period, on the ramparts of the gate were used as a printing press since early 19<sup>th</sup> century and a government school for an economically weaker segment of the community. In 2007, the police station was relocated the building was stated to conserved. The conservation program investigated the potential reuse for the gate while the printing press and the school were conserved and provided with additional infrastructure as per the needs of the users.

Local community consultation revealed the need for a 'Peoples' Museum' (Lok Virsa in local language) to be housed in the gate, so as to provide a space for the local cultural and historical narratives of the people who live and work around the gate. The local narrative is

positioned within the cultural narrative of the city. The historical narrative seeks to present both the celebrated and the contested histories of the place. The objective is that of reconciliation through dialogue. The project seeks to be the beginning of the process.

The children in the school were delighted to have an upgraded facility where each of the five classes now had their own dedicated classroom as compared to the earlier times when two classes were run from one room. The printing press operators got recognition as the bearers of special knowledge and they now get visitors to the press, this was much appreciated by them.



Before conservation, 2003



After conservation, 2018

1. What kind of infrastructure/public space has been addressed and planned/designed? What kind of space transformations are proposed? Where? At what scale?

Peoples' Museum, social infrastructure; see above.

2. Who are the community and social groups that use it?

Local community, tourists, visitors

3. How is the space used?

Peoples' Museum. Temporarily managed by a local start-up company called 'City on Pedal', visited by visitors to the city.

4. Why is it important? How will it support the local and inclusive sustainable development? How does the project promote the preservation and enhancement of the OUV or heritage value of the place?

The residents and shop owners in the vicinity of the Rambagh gate predominantly came to Amritsar at the time of Partition of India in 1947 from the newly formed country of Pakistan. They have little association with the city of Amritsar. Locating their cultural narrative in the Peoples' Museum was an opportunity to recognise them as part of the city of Amritsar. This restores a sense of dignity to those who are otherwise considered as 'outsiders'.

The extents of the political boundaries of the kingdom of Maharaja Ranjit Singh included the two states of Punjab, west Punjab in Pakistan and East Punjab in India. His winter capital city was Lahore, Pakistan and the summer capital was Amritsar, India. Reuse of the building associated with him with a use which recognises the shared cultural legacy between the two regions further contributes to the understanding of shared heritage, shared values and shared responsibilities!

Sri Harimandir Sahib, the sacred site which sits in the heart of the walled city, is on the tentative list for world heritage inscription. The criterion for inscription includes criterion vi,

which is anchored in the holy book of the Sikhs, the Guru Granth Sahib which is housed in the heart of the sanctum sanctorum of the shrine. The sacred text is the compilation of writings of Sikh Gurus, Hindu and Sufi saints, which exemplifies the shared values among humanity. The same values are presented through local narratives of a shared heritage.

**5. Who implemented the project? Was/is the participation of the community included? How? At what stage?**

Project was funded by the Ministry of Housing and Urban Affairs, Government of India. The project was implemented by the Urban Local body. The community was involved at the stage of project conceptualisation and the users of the building were involved in developing the project scope, design details and implementation planning to ensure that they are minimally inconvenienced.

**6. How/ by whom was it financed?**

Project was funded by the Ministry of Housing and Urban Affairs, Government of India.

**7. What were the main challenges?**

Convincing the local government that consultations with the local community is necessary

**8. What has been the impact?**

The peoples' museum facility has received a very positive response from the local community. However the urban local body has not been able to translate this intervention into an institutional reform. The urban local body in India do not have a mandate to work on heritage and culture related works. This includes absence of an policy for both tangible and intangible heritage. There are no mechanisms to engage with local community and use of buildings and sites of heritage significance for community use.

The numbers of students in the school had a sharp rise from about 60 students to almost 100 now due to improved facilities.

**9. How will this project and public space be managed and maintained in the future?**

This has not been resolved by the urban local body. See answer 8

**10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?**

The institution of the peoples' museum can become financially viable as there are facilities for running a cafeteria on the terrace of the gate; further this could be a ticketed facility for the tourists and be on the tourist map. The programming can include community activities. This requires an interest and commitment by the urban local body. Unfortunately there is absence of commitment to such projects as there is also no staff with the related specialisation in the urban local body to take this agenda forward.

**11. What policies or actions could support the continuity of similar projects?**

Institutional reform – through policy and corresponding staffing in the urban local body. The policy to be multi pronged, to range from all the activities related to heritage management, building guidelines, inclusive processes, inclusive and equitable financial mechanisms for sustainability and ensuring social inclusion.

**Innovative Strategy 6: Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities**



Share with the group one example of challenging living and critical environmental conditions in a historical city.

The example is that of the Down Town, Srinagar, Jammu and Kashmir, India. The historic medieval city is located on the east bank of the river Jehlum. In recent times urban infrastructure is being improved in several historic cities under the SMART cities programs of Ministry of Housing and Urban Affairs, Government of India. Many of the cities have identified historic areas for Area Based Development. In other cities funding is being made available for improvement of infrastructure such as water supply, waste water management, improved power supply and mobility planning. Unfortunately the historic parts of the cities are not receiving the quality of technical solutions and quantum of financial solutions for improvement of the quality of living environment.

In the case of Srinagar, large segments of historic areas were built through the ages on lands sloping towards the river. Unfortunately underground sewers for waste water management is not being provided in these areas where the ground slopes towards the river. The untreated waste water finds its way directly into the river through open and semi open drains. This compromises the quality of living environment in the historic area as well as contaminates the water of the river.

Share with the group one example of a project supporting urban regeneration of the historic city through the upgrading of urban heritage, new (infill) development or redevelopment of a dilapidated or deserted area.

Amritsar, Punjab, India. Urban renewal interventions such as pedestrianisation of the road, provision of street lighting, visitor amenities, street furniture, façade improvement and public amenities in the principal road leading to the Sri Harimandir Sahib (in the tentative list for world heritage inclusion). This road is popularly known as the heritage street. The office of the Municipal Corporation of Amritsar which was housed in the Town Hall (located on the heritage street) was relocated and the building was put to a reuse as the Partition Museum. The road further leads to the Rambagh gate chowk (as one contiguous space)

**1. What kind of infrastructure project is proposed? Where? At what scale?**

Street of over a kilometre long has been revitalised as a public space. The road has been pedestrianized with provision of street lighting, visitor amenities, street furniture, façade improvement and public amenities.

**2. Who are the community and social groups that use it?**

Pilgrims to the Golden temple, local entrepreneurs and vendors, local community as a recreational space.

**3. How is the space used?**

Movement to and back from the Golden temple, recreational space with commercial activities of retail. As a food street on account of location of several food joints.

**4. Why is it important? How did it upgrade the area? How did it make use of/integrate urban heritage?**

The Golden temple is the most important sacred site for the Sikh community. It is visited by over a 100000 people on daily basis. In days of mixed mode of commuting to the Golden temple, the road was cluttered with vehicular movement with a mix of non-motorised and pedestrian movement which caused much discomfort to all. In the current scenario the area is pedestrianized, enhancing the quality for experience.

**5. Who implemented the project? Was the participation of the community envisioned? How? At what stage?**

The Government of Punjab. The weakest part of the project was absence of a dialogue with the local community. The most adversely affected were the vendors and small outlets for retail sales and food stalls.

**6. How/ by whom was it financed?**

The conservation of the Town Hall was funded through a loan from Asian Development Bank and partially through a grant from Ministry of Tourism, Government of India. The reuse of the building was funded by the trust that runs the Partition Museum.

**7. What were the main challenges?**

This project has been a piecemeal approach by the government. There is need for addressing the mobility and urban renewal at the scale of the walled city. The intervention in a small segment of the walled city with such high investment is not a replicable solution in its financial modelling.

The guidelines are not factored or informed by the building bylaws and guidelines of the city. There is no area based development plans which are inclusive in their approach and based on sustainable model for conservation and development in a historic city.

**8. What has been the impact?**

Appreciated by several, most visitors appreciate the aesthetics and ease of access to the Golden temple. Negative impact as several have been left out of the development process, as the intervention is only 'one building deep' along the main street leading to the Golden temple and the renewal is only 'skin deep' – for facades only.

**9. How will this project and public space be managed and maintained in the future?**

A special authority has been notified for the operation and maintenance of the heritage street. This is not a sustainable solution, as the urban local body is separate from this authority. Multiple organisations within a city for multi sector planning, process centred implementation and O&M need to be on one integrated platform with a shared vision.

**10. Are there opportunities to expand this project further or are there threats to its continuity? Which ones?**

The SMART city initiative has identified the walled city of Amritsar as the area for Area Based Development. A more holistic way of addressing urban renewal can be initiated by the urban local body which has a SPV created for the purpose of planning and undertaking projects under the SMART cities program.

Unfortunately, absence of technical capacities and a vision in the urban local body is one of the key challenges.

**11. What policies or actions could support the continuity of similar projects?**

Sensitisation of the policy makers. A two pronged approach - **firstly**, A mission under the highest political authority in the state advised by a multi sector group of advisors. Urban development is not a national subject but a state subject. The sensitisation needs to be done at the state level. **Secondly**, the current development programs are funded by Government of India with direct line of communication with the local government. There needs to be more robust mechanisms for technical, social and economic capacity enhancement protocols on good practice for the local government. The consultants for SMART city programs are undertaken by engineering firms and driven by engineers. Community and heritage related programs find little priority. Several learnings from the multiple types of programs need to be

collated and an audit undertaken of the successes and failures, in the absence of which there is no learning for moving forward.

### **Post-COVID 19 scenarios:**

Share with the group one example of a World Heritage City affected by the COVID-19 pandemic. In this context:

Manek Chowk, Ahmedabad – a large open space in the walled city of Ahmedabad used by local residents of Ahmedabad a square for outdoor dining.

**1. How has the use of historical areas and public space changed in this city? What will be the new requirements?**

Right now old city of Ahmedabad is a containment zone – no conversations are coming forward about the use of public spaces, post / during impact of Covid 19.

**2. What has been the impact on the infrastructure of the city including water supply, transport, air-quality, waste management and other.**

The lockdown eased the intensity of use of the transport which had a direct impact on quality of water. Little is known about the impact on basic services. There is need for a comprehensive study on some of the subjects. The data needs to be collated for different areas as there is considerable diversity within these historic areas.

**3. What spaces and infrastructure have seen the most significant change?**

Use of roads and parking spaces used by visitors and in commercial areas diminished considerably.

**4. What projects are being envisioned to adapt public space, mobility and infrastructures to the new visions for cities that have emerged after the COVID-19 pandemic?(e.g. bike lanes, open spaces, etc.) Do these ideas take into account the historical character of the city? How? How can both be integrated?**

Data not available

**5. What role can urban heritage play in these new city visions?**

The urban heritage such as public spaces need to be provided with infrastructure for community use to contribute to the quality of life of the local community. Public buildings can be put to mixed uses. For instances schools which are used for only one half of the day can be put to uses for which people otherwise need to travel out. These can also be used for essential services.

Out station tourism has dropped completely in most tourism destinations. Use of digital media to evoke an interest in the local resident communities to visit these places can generate livelihood opportunities for communities dependent on providing services for visitors.

Public open spaces – more specifically large gardens and open lands can be used for urban farming which would provide for food as well as activities for the local community in times of crisis like the Covid 19 pandemic.

Together with your group, please propose at least 5 innovative strategies in different cities and contexts for each set of questions. Gather group answers in a file and upload it in the correspondent folder inside the channel created for your work-group in the MS Teams platform.

## S4 Assignment

Yimei Zhang

### Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

new urban public space project in a historic urban context, aiming at preserving/enhancing the urban heritage and promoting social interaction and inclusion.

Case: Shanghai Riverside greenway

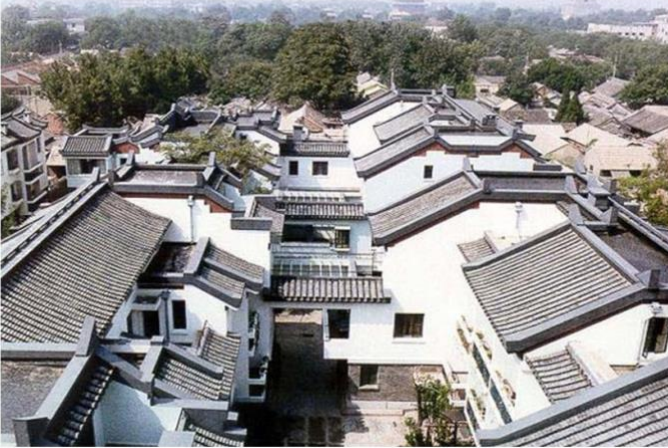


Riverside greenway is a 45 kilometers of pedestrian corridor in Shanghai free and open to public. Huangpu River is the lifeline of Shanghai and has witnessed the development of the city from a small port to an international financial and cultural center. The greenway connects important historic buildings/areas along the riverside, providing a great public space for people to enjoy the city and also appreciate its history. The design has retained historic elements like old port facilities to enhance historic environment. It is a government project with mostly public funding, and managed by the municipality as well. I think this type of projects are becoming more and more popular in other cities in China. Recent national policies focusing on sustainable development are providing support and incentives for local governments.

**Innovative Strategy 6: Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities.**

One example of a project supporting urban regeneration of the historic city through the upgrading of urban heritage, new (infill) development or redevelopment of a dilapidated or deserted area.

#### Case: Ju'er Hutong in Beijing



Ju'er Hutong is a residential area located in the core of historic area of Beijing. In 1990s, the old courtyards were in dilapidated and dangerous situation. The municipality decided to rebuild the area to provide better housing for local residents. The design was done by Professor Wu Liangyong. Though the newly-design complex is two storeys and modernized, it retained the characteristics of traditional courtyards. It is now still a residential area. However, due to the fact that it is next to a famous historic alley, which attracts a lot of tourists, Ju'er Hutong is gradually encroached by commercial activities.

I think there are two things to ensure similar projects. One is zoning, the function and height of historic area must be carefully managed. The other is good designer. Architects have to understand the values and cultural significance of a place to do sensitive design.

# GROUP C

## Contributors to the report:

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**Mr Zayd Minty (South Africa)**  
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**World Heritage Cities Programme**

# **World Heritage City Lab**

**17 to 26 June 2020**

**Group C**

**Ms. Chilangwa Chaiwa, Mr. Zayd Minty, Mr. Godfrey Nyaruwanga, Mr. Butholezwe K Nyathi, Mr. Mohammed Ali Mwenje, Mr. Medhanie Teklemariam Andom, Mr Macmillan Mudenda, Mr Ronald O. Tlhako**



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## 1.0 INTRODUCTION

Cases cited below are predominantly from the African continent. There is a mix of case studies from World Heritage Sites as well as sites of local and national importance. The choice to highlight sites of Outstanding Universal Value as well as sites of local and national importance is deliberate so as to highlight the importance of all layers of value. Process wise, group members made suggestions of case studies and prepared relevant briefing notes for each case study. Through online sessions, each case was extensively discussed leading to selection of the most relevant cases to illustrate thematic elements.

## 2.0 COMMUNITY PRACTICE IN URBAN HERITAGE AREAS

**Assistance from state organs for the organizing committee to formalise its establishment, develop guidelines of operations and prepare and implement a strategic plan:** *A case of Lamu Maulidi Festival at the Riyadhha Grounds.*

Lamu is famous for the hosting of the annual Maulidi festivities observed in commemoration of the birth of the holy prophet Muhammad PBUH during the month of (RABI UL AWAL) Hijra calendar. The festivities bring together thousands of visitors from all over Kenya as well as other parts of east African and beyond. The festivities are a month long but the first three weeks it is mostly confined to people's homes and mosques with grand recitations of one of the four maulid styles— Sharaful-Anam ,Dibei (Rama), Barazanji and Simti Al Durar. The practice of Maulid is increasingly contested by other Muslims sects as an innovation that has no religious basis. The salafi schools of thought which are gaining popularity among the youth may see the significance of the maulid diminish over time.



Congregation at the Riyadhha Grounds festivals



One of the traditional dances at the Maulid

**Formation of cooperatives / community groups/ associations:** *The case of The Mumwa Crafts Association in Zambia.*

The setting up of community groupings of individuals with a common goal helps to create a platform for their advancement through various aspects from sourcing of funding to marketing of their products or services.

The Mumwa Crafts Association was formed to improve the standard of living for the local based community, by providing income through traditional crafts production and uphold traditional values in support of community development.



Samples of basket and woman weaving



Basket for decorative use



Table Mat

**3.0 DEVELOPING INFRASTRUCTURE FOR COMMUNITY WELLBEING**

**Adopt integrated urban area development plans:** *The case of Al-Azhar Park, Cairo*

*and the revitalisation of Darb al-Ahmar.*

The project was done so as to contribute to the wellbeing of the local community. Project had an inclination towards socio-economic development.

A project to create much needed green space in Cairo funded by the Aga Khan led to the creation of models of development which addressed other development challenges ranging from environmental rehabilitation to cultural restoration.



SOURCE : THE AGA KHAN DEVELOPMENT NETWORK, 2007

**Set up a mechanism to ensure effective collaboration of the various utility companies:**

*The case of the Ge'za Banda Infrastructure Upgrading Project.*

In Asmara Historic City, Ge'za Banda neighborhood, the community have suffered from shortage of water supply, transport and sewerage services as roads, water network and sewerage system have not been repaired for over 40 years leading to dilapidation of the infrastructure. In 2017, the Department of Public Works carried out an infrastructure upgrading project for 257 streets in the historic city of Asmara in order to assess the state of the infrastructure. Following the assessment, the city administration took the initiative to upgrade Ge'za Banda infrastructure through overlaying of ruined roads, side walk upgrading,

replacement of old water supply pipes with new pipes and replacing of sewage and drainage pipelines.

The main challenge of the project was on how to coordinate and integrate all the utility providers who are involved in the implementation of the project. During the process, all stakeholders and consultation meetings were conducted.

The implementation of Ge'za Banda infrastructure upgrading project has improved the living condition of the community.



Ge'za Banda neighborhood under road infrastructure overlaying maintenance activity,  
April- May 2020

## 4.0 POST-COVID 19 SCENARIOS

### **Integrate health dimension into spatial planning processes and mechanisms to enhance public spaces, traditional practices and livelihood: *The case of Eritrea.***

Effective 2<sup>nd</sup> April 2020, the Eritrean Government imposed strict lockdown and mandatory measures to curb COVID-19 pandemic. This measure adversely impacted the livelihoods of the local communities. Staying at home is not always an option for low income earners. The homeless, informal settlements and densely populated neighborhood are particularly vulnerable to health pandemics. The restriction on movement and suspension of daily activities has impacted the use of public spaces, livelihood and traditional practices. Since people are not allowed to move and undertake their daily activities, it has changed the way people live and interact and socialize.

#### Additional Strategies:

- Data collection on the socio-economic to assess impact of COVID 19 and integrate health dimension into spatial planning and management priorities into national and city level recovery and stimulus packages
- Map and update data on vulnerable groups to ensure evidence-based support to exposed households including through community-based approaches
- Address the structural and underlying drivers of urban vulnerability to shocks and stress including through investments in infrastructure, services and job creation for resilience
- Promote urban conservation programme including through investment and rehabilitation of infrastructures, public space upgrading, traffic reorganization, revisit transport system, public spaces, green area and green mobility through non-motorized transport systems
- Long-term investments in clean water, sanitation, solid waste collection and transport will have tremendous impacts on health, productivity, and welfare of the local community
- Provide financial support and incentives to key sectors of the economy which are adversely affected by pandemic such as Tourism, Transport and Culture Industries
- Retrofit public spaces, facilities, transport hubs and marketplaces to facilitate COVID-19 prevention and management

- Integrate culture based urban strategies and local governance as critical factors for national, regional and economic recovery and resilience drawing on lessons from COVID-19; and adaptation of National Urban Policies

## **5.0 HERITAGE-BASED ECONOMIC STRATEGIES FOR THE SUSTAINABLE CONSERVATION OF URBAN HERITAGE AREAS**

**Capacity building on entrepreneurship and financial management for historic house/building owners:** *The case of Lundazi Historic Houses, a project on Valorisation for Sustainable Community Development.*

The integrated conservation approach of development links the socio-economic development of a place with conservation efforts. The pilot project for the rehabilitation of dilapidated historic houses in the eastern part of Zambia was combined with a set of workshops to build the capacities of the historic house owners in entrepreneurship, financial management and heritage management. This was with the intention to help them not only to maintain their houses adequately but also be able to generate an income from them.



Historic Houses in Lundazi, Zambia

**Create platforms for communities to sell their handicrafts, have cultural performances and offer various traditional services:** *The case of a Sunday Market in Chiang Ma old town.*

Lessons can be learnt from the Sunday Market held in the area over an extensive part of the old city of Chiang Ma. The market presents an opportunity for income generation through

various ways and a chance for people to walk and get to appreciate the city from a different light.



Sunday Market in Chiang Ma old town

## 6.0 ALTERNATIVE FINANCING, INVESTMENT, OR MARKET MODEL FOR LOCAL ECONOMIC DEVELOPMENT

**Have back up plans that allow a mix of digital and live:** *The case of The National Arts Festival, South Africa.*

Change in times and occurrences like the corona virus pandemic have made it necessary to utilise digital platforms for various activities. This was the case in South Africa where the National Arts Festival was held online for the first time this year.

Online events may work where people have access to the internet but there is need to further develop digital platforms to more effectively cater for different needs.







## 7.0 RE-THINKING URBAN INFRASTRUCTURE IN HISTORIC URBAN CONTEXTS FOR COMMUNITY BASED AND INCLUSIVE SUSTAINABLE DEVELOPMENT

**Undertake strategic environmental assessments:** *The case of the Orange Line Metro Train Project.*

A Strategic Environmental Assessment (SEA) is a tool for the analysis of environmental impacts and the integration of environmental considerations in strategic planning and decision making. The Orange Line Metro under construction in Lahore threatens and endangers the existence of twenty-five of Lahore’s protected cultural heritage sites and has therefore been halted by the outcry of various stakeholders. This could have been avoided if a SEA was undertaken and alternative solutions taking in mind the protection of the heritage adopted.



Orange Line Metro Lahore Picture Credit: Habib Construction Services

**Promote traditional building techniques and materials:** *The case of Macuti World Heritage Site, Island of Mozambique.*

Most historic buildings were constructed with local materials using traditional techniques. Unfortunately, there has been inadequate documentation of traditional techniques and transfer of skills has been limited in most African nations. Furthermore, globalisation as in the case of Macuti has contributed to locals feeling their buildings are backward and a sign of poverty. Sensitisation on the benefits of traditional materials and capacity building on traditional techniques will help to strengthen cultural identity and preserve traditional architecture.



Dilapidated houses in Macuti

**Renovating dilapidated historic buildings:** *The case of Douslin House.*

Douslin House is home to the National Gallery of Zimbabwe in Bulawayo. The building is 119 years old and is by laws of Zimbabwe classified as a historic building. Douslin House has for many years suffered disinvestment leading to the decay of the building. Vigorous fundraising efforts have led to resource mobilising allowing for revamp of the Gallery. The new look gallery is expected to generate renewed interest towards the space. The gallery is a source of pride for locals and presents a space for networking and appreciation of local visual heritage.



Sanding the floors



New roof on Douslin House

## **8.0 DEVELOPING NEW INFRASTRUCTURES AND PUBLIC SPACES TO SUPPORT THE REGENERATION OF DILAPIDATED OR DECAYED AREAS IN THE HISTORIC CITIES**

**Set up infrastructure for the exhibition of cultural heritage:** *The case of the Diamer Basha Dam Project.*

Infrastructure such as museums and interpretation centers are important for the exhibition of artifacts and other forms of heritage with relevant information. This in turn helps people to have a better understanding of the heritage found in the area and deepens the connection of the community to their history.

A case in point is in Pakistan where replicas of rock carvings are to be displayed at two museums being set up in Chilas and Gilgit. This is part of the implementation of the Cultural Heritage Management Plan by developers for the Diamer Basha Dam Project



Rock carvings and the Diamer Basha Dam



The Diamer Basha Dam

**Formulate investment policies in heritage:** *The case of Elmina Cultural Heritage and Management Programme in Ghana.*

Heritage is an asset which can be harnessed for economic growth and social cohesion through various projects or programmes. To ensure their sustainability an investment policy is key. Elmina has historic assets and a number of strengths and opportunities that could be utilised to enhance local economic development. These are being facilitated within the Elmina Cultural Heritage and Management Programme (ECHMP), which covers the principles of stakeholder participation, private sector initiative, public-private partnership and effective urban management. The ECHMP recognizes the interconnections between tourism and socio-economic and ecological factors for sustainable development. The Strategy outlines the development path of the city for the next ten years.

**Developing Soft Infrastructure for Collaborative Governance:** *The case of Chiang Mai's Centre City Museum's Network (Thailand) and the Bandung Creative City Forum (Indonesia)*

Facilitative leadership working with existing stakeholder groupings involved in local heritage work and cultural projects, can create robust soft infrastructure which can support a range of hard infrastructure initiatives. These can range from anything from projects, to urban management strategies to share marketing and more. A collaborative local cultural policy and/or strategy development process, which draws on participatory evidence based cultural mapping, has been shown by the UCLG Agenda 21 for Culture initiative to have strong potentials – see its extensive database with a range of strong examples: <http://obs.agenda21culture.net>. The Chiang Mai and Bandung cases show two instances where this can be used, each responding to its own unique contexts. UNESCO World Heritage Cities could also develop such a databases of case studies relevant for adaptation for the heritage context. In Chiang Mai, the project is driven by the local museum network and in Bandung as a civil society partnership in collaboration with the municipality.

**Collaborative Governance for Urban Management:** *The case of the Cape Town Partnership.*

Business improvement districts models, developed in the US have been adapted in various contexts, including successfully and in a unique way in Cape Town South Africa. Usually a partnership of business/private sector interests who “top up” a municipality’s urban management efforts by providing additional cleaning, security, marketing, and research, it can function as an important semi-formal space for networking, trust building and negotiation through interventions. The Cape Town example showed the potential of a body running separate from the state, but in formal long arrangement, which is made up not just of business, but also universities (and other educational bodies), major civil society networks (involved in social housing, social justice etc). By working with committed government officials over a long period, informal relationships linked to win-win formalised projects (eg partnering on urban design, on homelessness projects, and on bids for major initiatives – eg the successful World Design Capital 2014). The Cape Town Partnerships (CTP) major success was building on its business, academic and civil society links to work with the municipality on a 5km long “fan mile” for the 2010 World Cup which resulted in major urban upgrades, new parks and green spaces, bike lanes and more. While the upgrades were

paid for by the state, the CTP's role was to add civil society value into making appropriate interventions, linked to long term civil society funded urban management strategies.

## **9.0 POST COVID-19 SCENARIOS**

Government should prioritize investments that will stimulate economic activity and jobs for low income workers and SMEs. Urban Community Based Projects and Labor-Intensive Works: can be scaled in urban areas and particularly slum settlements. Such programs can focus primarily on small-scale works, using community contracting and labor that can at once provide needed improvements in infrastructure, build community capital and support short-term jobs. These can be designed as fast disbursing block grants to community groups, either as new projects or restructuring of existing projects that currently focus on urban rehabilitation projects, or rural focused CDD operations and can expand geographic scope to poor urban neighborhoods.

### **Establishment of Endowment Funds**

There is a need for cultural and heritage institutions to establish endowment funds to prepare for future shocks.

## **10.0 CONCLUSION**

Africa is home to many fascinating World Heritage Sites. As Africa modernizes, historic urban landscapes serve to provide a window into the evolution of the cities. There is evidence of innovation and resilience in the African heritage landscape. There is scope for greater leveraging of vernacular architectural heritage in inspiring contemporary architecture. The need to build resource endowments is pertinent as heritage sites operate on low budgets. There is also a need for stronger connections between UNESCO conventions namely the 2003, 2005 and 1972 Conventions. However, COVID-19 presents new challenges to heritage management. Heritage managers need to deploy a new set of digital skills to expand the scope of products and service provision.

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United Nations  
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# Community practice in urban heritage areas

**Assistance from state organs for the organizing committee to formalise its establishment, develop guidelines of operations and prepare and implement a strategic plan: A case of Lamu Maulidi Festival at the Riyadhha Grounds**

Lamu is famous for the hosting the annual Maulidi festivities observed in commemoration of the birth of the holy prophet Muhammad PBUH during the month of ( RABI UL AWAL) Hijra calendar .the festivities bring together thousands of visitors from all over Kenya as well as other parts of east African and beyond .

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The practice of Maulid is increasingly contested by other Muslims sects as an innovation that has no religious basis. The salafi schools of thought who are gaining popularity among the youth may see the significance of the maulid diminish over time .



Congregation at the Riyadhha Grounds



One of the traditional dances at the Maulid festivals

# Community practice in urban heritage areas

## Formation of cooperatives / community groups/ associations: The case of The Mumwa Crafts Association in Zambia

Setting up of community groupings of individuals with a common goal helps to create a platform for their advancement through various aspects from sourcing of funding to marketing of their products or services.

The Mumwa Crafts Association was formed to improve the standard of living for the local based community, by providing income through traditional crafts production and uphold traditional values in support of community development.



mcazambia

# Developing infrastructure for community wellbeing

**Adopt integrated urban area development plans:** The case of Al-Azhar Park, Cairo and the Revitalisation of Darb al-Ahmar

To contribute to the wellbeing of a community developments which also encompass the socioeconomic aspects of the area are key.

A project to create much needed green space in Cairo funded by the Aga Khan led to the creation of models of development which addressed other development challenges ranging from environmental rehabilitation to cultural restoration.



SOURCE : THE AGA KHAN DEVELOPMENT NETWORK, 2007

# Developing infrastructure for community wellbeing

## Set up a mechanism to ensure effective collaboration of the various utility companies: The case of the Ge'za Banda Infrastructure Upgrading Project

In Asmara Historic City, Ge'za Banda neighborhood, the community have suffered from shortage of water supply, transport and sewerage services as roads, water network and sewerage system have not been repaired for over 40 years leading to dilapidation of the infrastructure. In 2017, the Department of Public Works had carried out an infrastructure upgrading project for 257 streets in the historic city of Asmara in order to assess the state of the infrastructure and with input from the community for future upgrading measures. Recently, the city administration took the initiative to undertake Ge'za Banda infrastructure upgrading project, which included overlaying of ruined roads, side walk upgrading, replacing of old water supply pipes by new pipes and replacing of sewage and drainage pipe lines.

The main challenge of the project was on how to coordinate and integrate all the utility providers who are involved in the implementation of the project. During the process all stakeholders and consultation meetings were conducted.

The implementation of Ge'za Banda infrastructure upgrading project has improved the living condition of the community.

## Post-COVID 19 scenarios

**Integrate health dimension into spatial planning processes and mechanisms to enhance public spaces, traditional practices and livelihood: The case of Eritrea**

Eritrean government imposed strict lockdown and mandatory measures to curb COVID-19 pandemic since 2<sup>nd</sup> April, 2020, this measure adversely impacted the livelihood of the local communities. Staying at home is not always an option for all. Homeless people, informal settlements and densely populated neighborhood are particularly vulnerable to health pandemics. Casual workers, small and medium sized enterprises, people who are living in informal settlements, elderly people, differently abled people are also vulnerable to the impact of the pandemic given their limited capacity to financially absorb the shocks.

The restriction on movement and suspension of daily activities have impacted the use of public spaces, livelihood and traditional practices. Since people are not allowed to move and undertake their daily activities, it has changed the way people live and interact and socialize.

# Heritage-based economic strategies for the sustainable conservation of urban heritage areas

**Capacity building on entrepreneurship and financial management for historic house/ building owners:** The case of Lundazi Historic Houses, a project on Valorisation for Sustainable Community Development

The integrated conservation approach of development links the socio-economic development of a place with conservation efforts.

The pilot project for the rehabilitation of dilapidated historic houses in the eastern part of Zambia was combined with a set of workshops to build the capacities of the historic house owners in entrepreneurship, financial management and heritage management. This was with the intention to help them not only be able to maintain their houses adequately but also be able to generate an income from them.



Historic Houses in Lundazi, Zambia

# Heritage-based economic strategies for the sustainable conservation of urban heritage areas

Create platforms for communities to sell their handicrafts, have cultural performances and offer various traditional services: The case of a Sunday Market in Chiang Ma old town

Lessons can be learnt from the Sunday Market held in the area over an extensive part of the old city of Chiang Ma.

It is an opportunity for income generation through various ways and a chance for people to walk and get to appreciate the city from a different light.



Sunday Market in Chiang Ma old town



# Alternative financing, investment, or market model for local economic development

**Have back up plans that allow a mix of digital and live: The case of  
The National Arts Festival , South Africa**

Change in times and occurrences like the corona virus pandemic have made it necessary to utilise digital platforms for various activities. This was the case in South Africa where their National Arts Festival was held online for the first time this year.

Online events may work where people have access to the internet but there is need to further develop digital platforms to more effectively cater for different needs.



# **Alternative financing, investment, or market model for local economic development**

# Post-COVID 19 scenarios

# Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

## Undertake strategic environmental assessments: The case of the Orange Line Metro Train Project

A Strategic Environmental Assessment (SEA) is a tool for the analysis of environmental impacts and the integration of environmental considerations in strategic planning and decision making.

The Orange Line Metro under construction in Lahore threatens and endangers the existence of twenty-five of Lahore's protected cultural heritage sites and has therefore been halted by the outcry of various stakeholders. This could have been avoided if a SEA was undertaken and alternative solutions taking in mind the protection of the heritage adopted.



Orange Line Metro Lahore  
Picture Credit: Habib Construction Services

# Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

## Promote traditional building techniques and materials : The case of Macuti World Heritage Site, Island of Mozambique

Most historic buildings were constructed with local materials using traditional techniques. Unfortunately there has been inadequate documentation of traditional techniques and transfer of skills has been limited in most African nations. Furthermore globalisation as in the case of Macuti has contributed to locals feeling their buildings are backward and a sign of poverty. Sensitisation on the benefits of traditional materials and capacity building on traditional techniques will help to strengthen cultural identity and preserve traditional architecture.



Houses in Macuti

# Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities

## Set up infrastructure for the exhibition of cultural heritage: The case of the Diamer Basha Dam Project

Infrastructure such as museums and interpretation centers are important for the exhibition of artifacts and other forms of heritage with relevant information. This in turn helps people to have a better understanding of the heritage found in the area and deepens the connection of the community to their history.

A case in point is in Pakistan where replicas of rock carvings are to be displayed at two museums being set up in Chilas and Gilgit. This is part of the implementation of the Cultural Heritage Management Plan by developers for the Diamer Basha Dam Project



Rock carvings and the Diamer Basha Dam

# Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities

## Formulate investment policies in heritage: The case of Elmina Cultural Heritage and Management Programme in Ghana

Heritage is an asset which can be harnessed for economic growth and social cohesion through various projects or programmes. To ensure their sustainability an investment policy is key. Elmina has historic assets and a number of strengths and opportunities that could be utilised to enhance local economic development. These are being facilitated within the Elmina Cultural Heritage and Management Programme (ECHMP), which covers the principles of stakeholder participation, private sector initiative, public-private partnership and effective urban management. The ECHMP recognizes the interconnections between tourism and socio-economic and ecological factors for sustainable development. The Strategy outlines the development path of the city for the next ten years.



*Part of the harbor with Elmina Castle in the background*

# Post-COVID 19 scenarios



# GROUP D

## Contributors to the report:

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# Synthesis and common themes

Final report

## Group D

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World Heritage Cities Programme

World Heritage City Lab

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## General note

In the Maghreb, and with an earlier attention to historic cities conservation, the “government” support and involvement is more advanced than in the Mashreq. Therefore, historic cities like Rabat for example, which benefits from Royal support and are able to implement a holistic comprehensive strategy to heritage preservation on many levels (institutional, legal, infrastructural and cultural) within a bigger urban development strategy.

In general, historic cities in the Mashreq like Tripoli and Saida in Lebanon or As-Salt and Ajlun in Jordan lack the legal framework as well as the financial support and long-term vision. Those cities rely on organic and/or private initiatives, NGO-led campaigns, for-profit social enterprises and/or European funded project that aim to strengthen local governance.

Historic cities with sprawling and vast boundaries like Cairo benefit from being a cosmopolitan capital with more interest given to its management on both institutional & financial levels. Enhancing the role of Private initiatives is crucial within an integrated plan, on the urban level in order to safeguard its heritage while keeping up the development strategy of the country.

## Innovative Strategy 1: community practice

Experts highlighted:

- The strong relationship between social cohesion, community engagement, intangible heritage and heritage-based income generating activities.
- The role of civil society and NGO's as a driving force for heritage preservation.
- The need for these types of private and/or organic initiatives to be supported and framed by municipalities, governments, etc.

### Case Study: As-Salt historic urban core

As-Salt historic urban core represents an exceptional example of a living heritage and of a historic urban landscape with a strong link between its intangible attributes (tolerance and cohabitations among Muslim and Christian communities; urban hospitality; and socio-urban welfare system); and tangible attributes (significant architecture and urban morphology) during a particular period in the development of the city known as the Golden Age ranging from the 1860s to the middle of the 1920s. The local cultural traits and practices represent a way of life that emerged out of a fusion between tribal/rural and migrating bourgeois merchants drawn to As-Salt from nearby Levantine cities of Palestine, Syria, and Lebanon after the Ottomans extended their rule, insured security, and implemented municipal and constitutional reforms in this Ottoman southern frontier city.



The Practice: the practice I would like to concentrate on is the continuous tolerance, symbiosis and support between Muslim and Christian communities in the city of As-Salt such as sharing each other's religious festivals, sharing responsibilities, brotherhood and fraternity, shared businesses; and the joining together in the veneration and visitation of certain local saints (e.g. Greek Orthodox Church of St. George "Church of Al Khader", Prophet Yousha' Tomb (biblical "Joshua", other).

Communities Who Use it: in general both Muslim and Christian communities use these spaces within the urban historic core together (Churches that are associated with Saints, Shrines, other). Also, some

festivals for both Christians and Muslims are also manifested in the public spaces of the City (*Al Ain Plaza*, or *Al Hammam Street*), so such activities are shared by both communities.

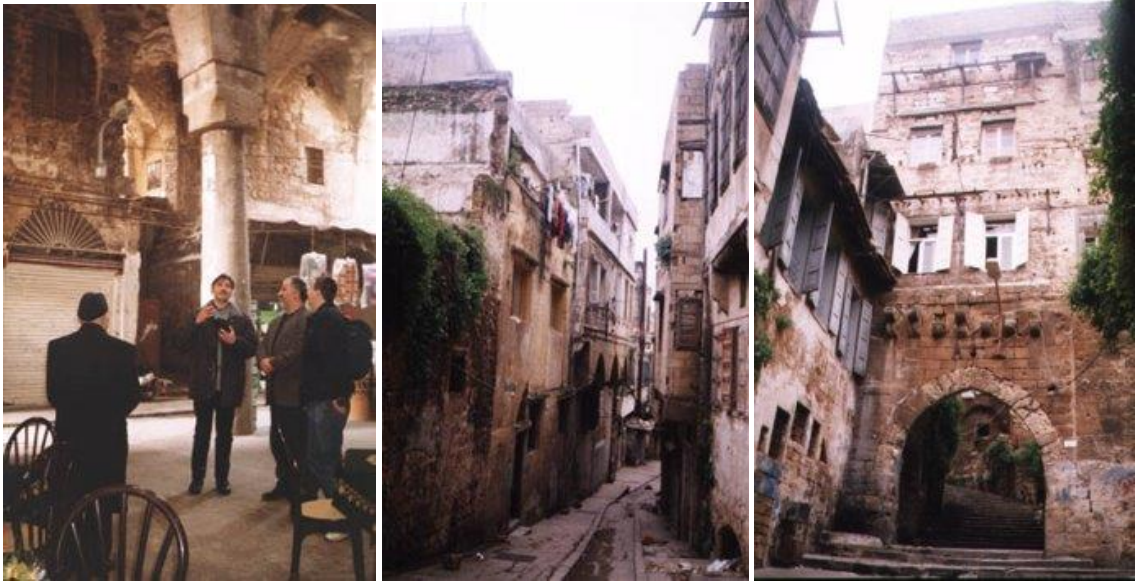
The Practice if Significant for the Heritage Identify of the Place: these practices are so important for the heritage identify of the City of As-Salt. The essence of the argument for tolerance, symbiosis, and support between Muslim and Christian communities in the city is not based on the fact that such tolerance existed only in As-Salt; but while this tolerance might have existed in other Levantine cities such as Damascus, Aleppo, Jerusalem, and Nablus; in As-Salt it was different and unique in terms of its:

- a) intensity and various forms of manifestation: such as sharing each other's religious festivals, sharing responsibilities, brotherhood (e.g., through breast feeding) and fraternity, shared businesses; and the joining together in the veneration and visitation of certain local saints;
- b) continuity of such traditions into the present: such traditions are still part of everyday life practices, and
- c) absence of segregated neighborhoods by sect: which existed in other Levantine cities such as Jerusalem and Damascus; on the contrary, families of different religions lived in close proximity to each other resulting in a lack of sectarian divisions within the urban setting of in the proliferation of urban social welfare systems amongst the community at large.

The continuity of such practices is very central to the urban and living heritage identity of the City.



Case Study: Historic Tripoli, Lebanon. Religious Festivals during the Holy Month of Ramadan





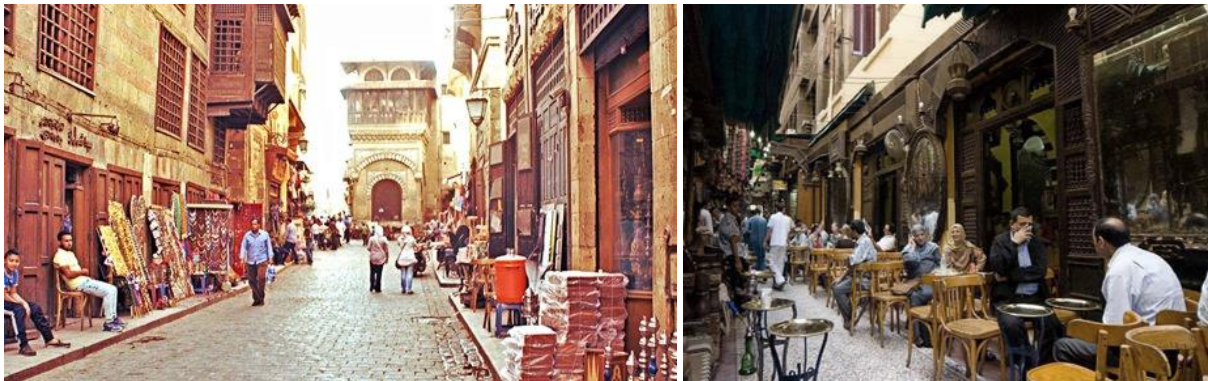
## Innovative Strategy 2: infrastructure for community wellbeing

Experts highlighted positive impact when:

- The project adopts a holistic approach to serve the local community and go beyond beautification or infrastructure that only serve tourism.
- There is a focus on engaging the community and/or developing participatory tools and/or building infrastructure to directly serve the community.

### Case study: Historic Cairo

The project of the upgrading the infrastructure in Al-Moaz Street in the HC was very essential to help the local community to use the street as a main commercial spine, protect the Historic building from the deteriorated aspects, encourage the local community to make activities in the public spaces and make the street more appropriate to host cultural events and festivals.



- Cultural events: Many international festivals have been done in Al-Moez street, especially the heritage events.
- The art exhibition: one of the new ideas is to Set up an exhibition for the modern art inside one of the famous historic complex in the HC.
- Effect: These ideas attract both tourists and Egyptians from other cities permitting hence the exhibition of the handicrafts of the area and generating income helping the sustainability of the Historic site. They are managed by the government but depends also on the private sector participation & NGO's participation in arts and performances.

### Case study: School of Traditional Building's Trades Historical City of Oran (Algeria)

A unique developing strategy focused in heritage conservation and community wellbeing: School of Traditional Building's Trades and a cultural center, reusing a historical building. Three problematics:

- Vulnerable Local Community: young people in school failure;

- Need of cultural facilities specially for young people;
- Lack of specialized workforce in build heritage restoration.

#### Positive impacts:

- Reduction of unemployment and giving second chance to young people
- foster social cohesion and revive the historical urban area
- Direct impact on heritage conservation

#### Background

- Undertaken by a local NGO.
- Had several finances from international organizations.
- Recognized by the government and deliver diplomas.
- The experience is being implemented in other historical cities in Algeria

#### Key learnings

- Civil society and local NGO's can be a real driving force for heritage preservation that need to be supported by the different stakeholders.
- Training based projects to be encouraged in the historical urban cities because its impact is direct and always positive on the local communities.
- Market research is important to target activities that promote sustainable economic development.
- Targeting a vulnerable community ensure a successful strategy

#### Case study: Rabat, Capitale modern et ville historique: un patrimoine en partage

**Bénéficiant d'un intérêt Royal, Rabat, la capitale du Royaume, a profité d'un grand programme lors de la candidature à l'inscription à la LPM, et qui a été renforcé après l'inscription sur la LPM tout en déployant des financements importants. Une vision stratégique (émanant du plan de gestion) a été développée et qui a pour objet la préservation, la mise en valeur et la gestion du bien et de sa zone tampon ( tout en ayant un souci de préservation de sa VUE) et une amélioration des conditions de vie de la communauté locale. Cette vision s'est déclinée en plusieurs actions et projets concrets**



**Vaste programme et projets réalisés:**

- Sur le plan institutionnel : la fédération de tous les acteurs locaux concernés sous la supervision de la Wilaya de Rabat et la mise en marche d'une structure strictement dédiée au patrimoine de Rabat, à savoir **la fondation du patrimoine de Rabat présidée par une princesse** ;
- Sur le plan juridique : L'élaboration **des plans de sauvegarde** de la Médina de Rabat, des oudayas , de XXeme siècle en plus de la loi concernant l'Habitat Menaçant Ruine.
- En termes d'études : L'élaboration de **la charte architecturale** et urbanistique de la ville du XXeme siècle, circuits touristiques, signalétique ...
- Sur le plan des **projets d'infrastructures : un grand chantier**
  - Aménagements urbains des axes et rues ; design urbain
  - **Amélioration de l'accessibilité, transport** (Réalisation de ponts, tunnels, trémies et parkings souterrains pour soulager le trafic routier et encourager la circulation piétonne) ;
  - **Chantiers de restauration** des monuments historiques et des architectures emblématiques
  - **Réhabilitation des jardins et des places historiques** ;**Vocation culturelle en injectant plusieurs musées dans le bien , ses monuments, ou sa zone tampon**

## Innovative Strategy 3: heritage-based economic strategies and alternative financing, investment or market model

- Markets often serve the local community, with daily products selling more than decorative products
- High potential when we adapt fast to e-commerce and digital marketing
- We can learn a lot from successful private, community-led or NGO-led initiatives; especially when the projects stem from clear market study for promoting sustainable economic development and includes training and education the local communities

### Case study: Souk el Tayeb, Lebanon

- Food: Basic community practice that contributes to the unique historical identity of most Arab communities.
- Aim: The cooperative intentionally spans Lebanon's regions, religions and sects. Its aim is to give livelihoods to small-scale farmers and marginalized homemakers as well as to enhance food knowledge and culture throughout Lebanese cities.
- Funding: The market is a private initiative, run by a non-profit cooperative, and receives partial funding from European governments and non-governmental groups.



### Success story:

- Connect stakeholders, therefore creating new working opportunities
- Activate parts of the city that would have otherwise been deserted (Downtown Beirut)
- Promote appreciation of diverse traditional regional food
- Revive local farming
- Peacemaking in post-conflict zones (Tripoli)
- 2016 Prins Claus Laureate

### Rapid expansion:

- International catering service
- Restaurants
- Grocery stores
- Cooking school

- B&B in historical buildings
- Capacity building programs

Case study: Rabat, Capitale modern et ville historique: un patrimoine en partage

### **RABAT, Capitale moderne et ville historique: un patrimoine en partage**

**L'organisation de festivals et d'évènements culturels et artistiques au sein du bien ou sa zone tampon, qui génèrent des dynamiques socioéconomiques très importantes sur le patrimoine et permettent par la même occasion d'induire des projets d'entretien et de mise en valeur, vitaux pour la pérennité de ce même patrimoine tout en renforçant la question de son appropriation par les habitants.**

**le festival international de Mawazine**, qui, depuis 2001 et chaque année, mobilise plusieurs sites historiques dans le bien pour l'installation de ses scènes,. L'installation sur ces sites est certes provisoire, mais elle permet de les animer pendant la durée des événements. Le travail sur la scénographie et l'éclairage, ainsi que le choix des artistes qui vont s'y produire est fait avec beaucoup de soin afin de préserver la sensibilité du site, mettre en valeur le paysage urbain historique dans son ensemble tout en invitant un maximum d'audience dans ces espaces-là. Organisée par l'association Maroc Cultures, en étroite collaboration avec les acteurs locaux, cet évènement a des retombées économiques, sociales positives sur la ville, en jouant le rôle de levier culturel mettant en valeur les caractéristiques patrimoniales des sites. En effet, le montage du festival permet de mobiliser plusieurs expertises et métiers (Restauration, hôtellerie, scénographie, etc) créant une dynamique économique importante et un nombre d'emplois directs et indirects conséquent. Les partenariats avec les prestataires locaux se sont multipliés, induisant une amélioration des services répondant aujourd'hui aux exigences des productions internationales. Ce festival a également un impact important sur les chiffres d'affaires des secteurs liés au tourisme, notamment l'hôtellerie, la restauration, le transport et le commerce de détail et de proximité.

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Même constat pour le festival « Jazzauchellah », qui se déroule, quant à lui, exclusivement sur un site archéologique, et qui, par la même occasion a permis à l'audience Rbatie de connaître le site et ses atouts.

#### [Case study: creative Egypt: The handicraft online Platform- Historic Cairo](#)

This activity is practiced by craftsmen who run their own business, whether it is modest or big business it is considered as private Sector and there are many contributions from the public sector to the handicrafts, like the ones managed by the ministry of industry and commerce under the name of Creative Egypt. Creative Egypt is an initiative that helps the craftsmen to sell their original products on an online portal managed and protected by the government. It helps to promote Egyptian handicrafts. NGO's of HC mainly focusing on handicrafts like the Egyptian NGO 'Sawiris foundation' in the core of HC give grants to Egyptian women working from home in handicrafts or make partnerships with international organizations such as Dorossos in order to empower the community to safeguard their heritage which shall be reflected on the level of life of the community of the area.

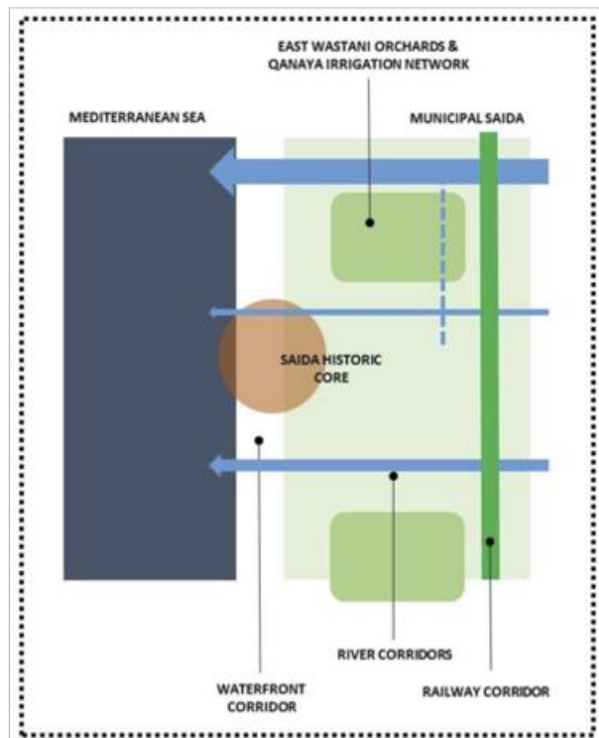


## Innovative Strategy 5 and 6: urban infrastructure for inclusive sustainable development and/or for regeneration of decayed areas

- Positive impact of projects that recognize the existing natural and cultural features of the site, leading to sensitive and responsive interventions
- Positive role of community-led development

### Case study: Saida Urban Sustainable Development Strategy , Lebanon

- City profile: Mediterranean coastal agriculture city punctuated by rivers and seasonal watercourses
- Assessment: Waterfront, old railway road, rivers and streams are alive in the collective memory as a source of life
- Today: inadequate urban infrastructure, dumping of sewage into watercourses, solid waste forming a hill in the historic city. Both the municipality the residents of Saida play a limited role in the highly-centralized development planning of Lebanon



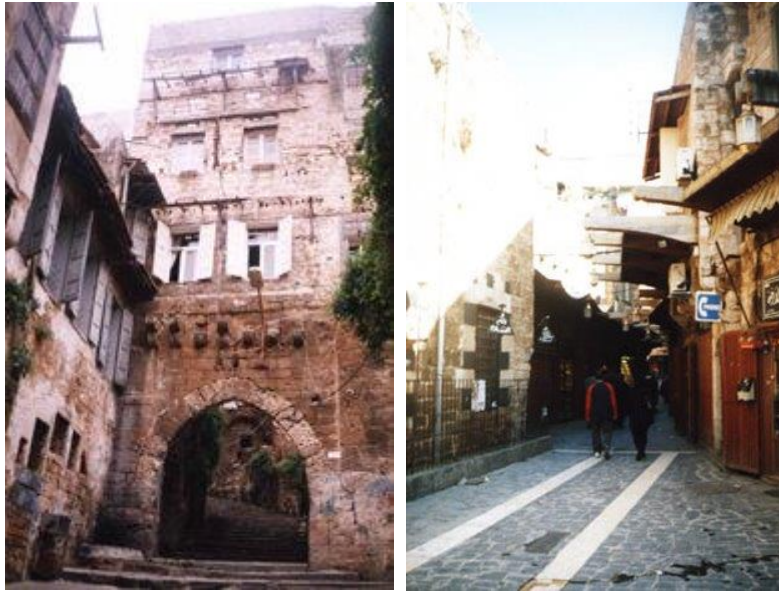
- Negative example: Maritime boulevard which cut off the city from the sea
- New (positive) intervention: The Green-Blue Network recognizes the environmental resources, the ecosystem and the urban landscape heritage
  - The Green-Blue Network includes different part of the municipal area and increases the per capita green area allocation from 3.2m<sup>2</sup>/capita to 7.42m<sup>2</sup>/capita
  - Participatory planning and community led development

Funding: Municipality of Saida in collaboration with MedCities



## The reality of World Bank Projects in the Mashreq

Donor Agencies Projects and “Cosmetic” Urban Conservation in many cities of the Mashreq (Saida, Tripoli, Sour in Lebanon and Kerak, Ajlun, and As Salt in Jordan).



## Case study: Hafsia Quarter in Tunis



## Post COVID19 scenarios

- Even though the repercussions of the pandemic on the tangible and intangible heritage are not major on the long run, attention should be paid on those in the community who lost their daily income
- Opportunity for a new understanding of tourism and for better engagement with the local community, especially the most vulnerable
- Opportunity to revisit infrastructure plans in order to tackle environmental issues like congestion, pollution, traffic, etc. in historical areas
- How often do we integrate communities in decision-making? And for how long? Long-term continuous active engagement with the local community through various different channels and methods builds trust and collective intelligence.
- Learn from creative and disruptive solutions, especially in cities that lack governmental and municipal support: adapting fast to digital tools, learning from grass-root movements (solidarity, creativity, logistics), reaching to the community outside of geographical area for support, using digital platforms and influencers to spread awareness, online long-term engagement with the community.



United Nations  
Educational, Scientific and  
Cultural Organization

# World Heritage City Lab 17-26 June, 2020

World Heritage Cities Programme

Session 5, 26 June 2020

**Heritage-based recovery and resilience: Way forward**

## Group D

**Riham Arram, AdneĖne Ben Nejma, Imane Bennani,  
Rami Daher, Abderrahim Kassou, Rajab Mousbah, Sanaa Niar,  
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World Heritage City Lab  
World Heritage Cities Programme

# General Introduction

- In the Maghreb, and with an earlier attention to historic cities conservation, the “government” support and involvement is more advanced than in the Mashreq, therefore, historic cities like Rabat for example, which benefits from Royal support and are able to implement a holistic comprehensive strategy to heritage preservation on many levels (institutional, legal, infrastructural and cultural) within a bigger urban development strategy.
- In general, historic cities in the Mashreq like Tripoli and Saida in Lebanon or As-Salt and Ajlun in Jordan lack the legal framework as well as the financial support and long-term vision. Those cities rely on organic and/or private initiatives, NGO-led campaigns, for-profit social enterprises and/or European funded project that aim to strengthen local governance.

## Experts highlighted:

- The **strong relationship** between social cohesion, community engagement, intangible heritage and heritage-based income generating activities.
  - The role of civil society and NGO's as a **driving force for heritage** preservation.
  - The need for these types of private and/or organic initiatives to be **supported and framed** by municipalities, governments, etc.

# Innovative Strategy 1 : Community practice in urban heritage areas

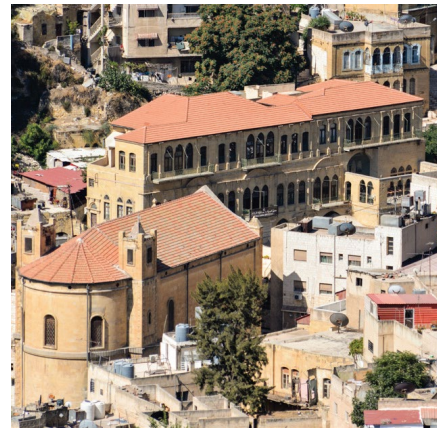
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Communities Who Uses it: in general both Muslim and Christian communities use these spaces within the urban historic core together (Churches that are associated with Saints, Shrines, other). Also, some festivals for both Christians and Muslims are also manifested in the public spaces of the City (*Al Ain Plaza*, or *Al Hammam Street*), so such activities are shared by both communities.



# Innovative Strategy 1 : Community practice in urban heritage areas

The Practice if Significant for the Heritage Identify of the Place: these practices are so important for the heritage identify of the City of As-Salt. The essence of the argument for tolerance, symbiosis, and support between Muslim and Christian communities in the city is not based on the fact that such tolerance existed only in As-Salt; but while this tolerance might have existed in other Levantine cities such as Damascus, Aleppo, Jerusalem, and Nablus; in As-Salt it was different and unique in terms of its: **a)** intensity and various forms of manifestation: such as sharing each other's religious festivals, sharing responsibilities, brotherhood (e.g., through breast feeding) and fraternity, shared businesses; and the joining together in the veneration and visitation of certain local saints; **b)** continuity of such traditions into the present: such traditions are still part of everyday life practices, and **c)** absence of segregated neighborhoods by sect: which existed in other Levantine cities such as Jerusalem and Damascus; on the contrary, families of different religions lived in close proximity to each other resulting in a lack of sectarian divisions within the urban setting of in the proliferation of urban social welfare systems amongst the community at large. The continuity of such practices are very central to the urban and living heritage identity of the City.





# Innovative Strategy 1 : Community practice in urban heritage areas

## The Case of Historic Tripoli, Lebanon

### Religious Festivals During the Holy Month of Ramadan



Experts highlighted positive impact when:

- The project adopts **a holistic approach to serve the local community** and goes beyond beautification or infrastructure that only serve tourism.
  - There is a focus on **engaging** the community and/or developing participatory tools and/or building infrastructure to directly serve the community.

# Innovative Strategy 2 : Developing infrastructure for community wellbeing

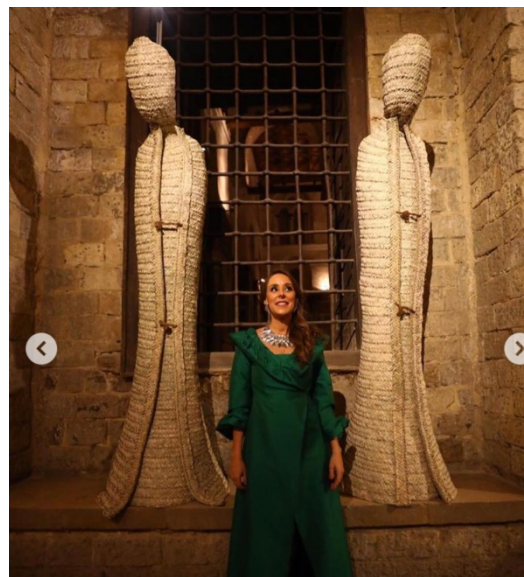


## The Historic Cairo:

- The project of the upgrading the infrastructure in Al-Moaz Street in the HC was very essential to help the local community to use the street as a main commercial spine.
- And protect the Historic building from the deteriorated aspects.
- Also, encourage the local community to make activities in the public spaces.
- Make the street more appropriate to host cultural events and festivals.



# Innovative Strategy 2 : Developing infrastructure for community wellbeing



## The Historic Cairo:

### Cultural events:

Many international festivals have been done in Al-Moez street, especially the heritage events.

### The art exhibition:

One of the new idea is to Set up an exhibition for the modern art inside one of the famous historic complex in the HC.

### Effect:

This ideas attracts both tourists and Egyptians from other cities permitting hence the exhibition of the handicrafts of the area and generating income helping the sustainability of the Historic site.

They are managed by the government but depends also on the private sector participation & NGO's participation in arts and performances.



# Innovative Strategy 2 : Developing infrastructure for community wellbeing



## School of Traditional Building's Trades Historical City of Oran (Algeria)

3 PROBLEMATICS

Vulnerable  
Local  
Community:  
**young people  
in school  
failure**

Need of  
**cultural  
facilities**  
specially for  
young people

Lack of  
**specialized  
workforce**  
In build  
heritage  
restoration

A Unique  
Developing  
Strategy  
Focused in  
Heritage  
Conservation  
and  
Community  
Wellbeing

School of Traditional Building's Trades  
and a Cultural Center

Reusing a historical building

SEVERAL POSITIF  
IMPACTS

**Reduction of  
Unemployment**  
+ giving second  
chance to young  
people

foster social  
cohesion &  
**revive the  
historial  
urban area**

Direct impact  
on  
**HERITAGE  
CONSERVATION**

# Innovative Strategy 2 : Developing infrastructure for community wellbeing

## BACKGROUND

- Undertaken by a local NGO.
- Had several finances from international organizations.
- Recognized by the government and deliver diplomas.
- The experience is being implemented in other historical cities in Algeria

## KEY LEARNINGS

- Civil society and local NGO's can be a real driving force for heritage preservation that need to be supported by the different stakeholders.
- Training based projects to be encouraged in the historical urban cities because its impact is direct and always positive on the local communities.
- Market research is important to target activities that promote sustainable economic development.
- Targeting a vulnerable community ensure a successful strategies

## School of Traditional Building's Trades Historical City of Oran (Algeria)



# Innovative Strategy 2 : Developing infrastructure for community wellbeing

## RABAT, Capitale moderne et ville historique: un patrimoine en partage

**Bénéficiant d'un intérêt Royal, Rabat, la capitale du Royaume, a profité d'un grand programme lors de la candidature à l'inscription à la LPM, et qui a été renforcé après l'inscription sur la LPM tout en déployant des financements importants. Une vision stratégique (émanant du plan de gestion) a été développée et qui a pour objet la préservation, la mise en valeur et la gestion du bien et de sa zone tampon ( tout en ayant un souci de préservation de sa VUE) et une amélioration des conditions de vie de la communauté locale. Cette vision s'est déclinée en plusieurs actions et projets concrets**



# Innovative Strategy 2 : Developing infrastructure for community wellbeing

## RABAT, Capitale moderne et ville historique: un patrimoine en partage

### Vaste programme et projets réalisés:

- Sur le plan institutionnel : la fédération de tous les acteurs locaux concernés sous la supervision de la Wilaya de Rabat et la mise en marche d'une structure strictement dédiée au patrimoine de Rabat, à savoir **la fondation du patrimoine de Rabat présidée par une princesse** ;
  - Sur le plan juridique : L'élaboration **des plans de sauvegarde** de la Médina de Rabat, des oudayas , de XXeme siècle en plus de la loi concernant l'Habitat Menaçant Ruine.
  - En termes d'études : L'élaboration de **la charte architecturale** et urbanistique de la ville du XXeme siècle, circuits touristiques, signalétique ...
  - Sur le plan des **projets d'infrastructures : un grand chantier**
    - Aménagements urbains des axes et rues ; design urbain
    - **Amélioration de l'accessibilité, transport** (Réalisation de ponts, tunnels, trémies et parkings souterrains pour soulager le trafic routier et encourager la circulation piétonne) ;
    - **Chantiers de restauration** des monuments historiques et des architectures emblématiques
    - **Réhabilitation des jardins et des places historiques** ;
- Vocation culturelle en injectant plusieurs musées dans le bien , ses monuments, ou sa zone tampon**



# Assignment S3

- Markets often serve the local community, with daily products selling more than decorative products
- High potential when we adapt fast to e-commerce and digital marketing
- We can learn a lot from successful private, community-led or NGO-led initiatives; especially when the projects stem from clear market study for promoting sustainable economic development and includes training and education the local communities

# Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas

## Souk el Tayeb, Lebanon



### Food:

Basic community practice that contributes to the unique historical identity of most Arab communities.

### Aim:

The cooperative intentionally spans Lebanon's regions, religions and sects.

Its aim is to give livelihoods to small-scale farmers and marginalized homemakers as well as to enhance food knowledge and culture throughout Lebanese cities.

### Funding:

The market is a private initiative, run by a non-profit cooperative, and receives partial funding from European governments and non-governmental groups.

# Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas

## Souk el Tayeb, Lebanon



### Success story:

- Connect stakeholders, therefore creating new working opportunities
- Activate parts of the city that would have otherwise been deserted (Downtown Beirut)
- Promote appreciation of diverse traditional regional food
- Revive local farming
- Peacemaking in post-conflict zones (Tripoli)
- 2016 Prins Claus Laureate

### Rapid expansion:

- International catering service
- Restaurants
- Grocery stores
- Cooking school
- B&B in historical buildings
- Capacity building programs

# Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas

## RABAT, Capitale moderne et ville historique: un patrimoine en partage

**L'organisation de festivals et d'évènements culturels et artistiques au sein du bien ou sa zone tampon, qui génèrent des dynamiques socioéconomiques très importantes sur le patrimoine et permettent par la même occasion d'induire des projets d'entretien et de mise en valeur, vitaux pour la pérennité de ce même patrimoine tout en renforçant la question de son appropriation par les habitants.**

**le festival international de Mawazine**, qui, depuis 2001 et chaque année, mobilise plusieurs sites historiques dans le bien pour l'installation de ses scènes,. L'installation sur ces sites est certes provisoire, mais elle permet de les animer pendant la durée des événements. Le travail sur la scénographie et l'éclairage, ainsi que le choix des artistes qui vont s'y produire est fait avec beaucoup de soin afin de préserver la sensibilité du site, mettre en valeur le paysage urbain historique dans son ensemble tout en invitant un maximum d'audience dans ces espaces-là. Organisée par l'association Maroc Cultures, en étroite collaboration avec les acteurs locaux, cet évènement a des retombées économiques, sociales positives sur la ville, en jouant le rôle de levier culturel mettant en valeur les caractéristiques patrimoniales des sites. En effet, le montage du festival permet de mobiliser plusieurs expertises et métiers (Restauration, hôtellerie, scénographie, etc) créant une dynamique économique importante et un nombre d'emplois directs et indirects conséquent. Les partenariats avec les prestataires locaux se sont multipliés, induisant une amélioration des services répondant aujourd'hui aux exigences des productions internationales. Ce festival a également un impact important sur les chiffres d'affaires des secteurs liés au tourisme, notamment l'hôtellerie, la restauration, le transport et le commerce de détail et de proximité.

# Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas

## RABAT, Capitale moderne et ville historique: un patrimoine en partage

L'organisation de festivals et d'évènements culturels et artistiques au sein du bien ou sa zone tampon, qui génèrent des dynamiques socioéconomiques très importantes sur le patrimoine et permettent par la même occasion d'induire des projets d'entretien et de mise en valeur, vitaux pour la pérennité de ce même patrimoine tout en renforçant la question de son appropriation par les habitants.

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# Innovative Strategy 3: Heritage-based economic strategies for the sustainable conservation of urban heritage areas

## RABAT, Capitale moderne et ville historique: un patrimoine en partage

Le travail sur la scénographie et l'éclairage, ainsi que le choix des artistes qui vont s'y produire est fait avec beaucoup de soin afin de préserver la sensibilité du site, mettre en valeur le paysage urbain historique dans son ensemble tout en invitant un maximum d'audience dans ces espaces-là. Organisée par l'association Maroc Cultures, en étroite collaboration avec les acteurs locaux, cet évènement a des retombées économiques, sociales positives sur la ville, en jouant le rôle de levier culturel mettant en valeur les caractéristiques patrimoniales des sites. En effet, le montage du festival permet de mobiliser plusieurs expertises et métiers (Restauration, hôtellerie, scénographie, etc) créant une dynamique économique importante et un nombre d'emplois directs et indirects conséquent. Les partenariats avec les prestataires locaux se sont multipliés, induisant une amélioration des services répondant aujourd'hui aux exigences des productions internationales. Ce festival a également un impact important sur les chiffres d'affaires des secteurs liés au tourisme, notamment l'hôtellerie, la restauration, le transport et le commerce de détail et de proximité.

Même constat pour le **festival « Jazzauchellah »**, qui se déroule, quant à lui, exclusivement sur un site archéologique, et qui, par la même occasion a permis à l'audience Rbatie de connaître le site et ses atouts.

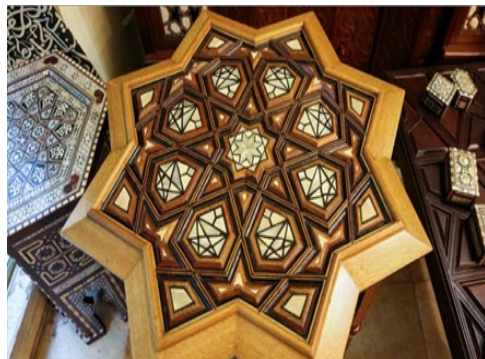
# Innovative Strategy 4: Alternative financing, investment, or market model for local economic development

## creative egypt: The handicraft online Plateforme- Historic Cairo



This activity is practiced by craftsmen who run their own business, whether it is modest or big business it is considered as private Sector and there are many contributions from the public sector to the handicrafts, like the ones managed by the ministry of industry and commerce under the name of Creative Egypt.

Creative Egypt is an initiative that helps the craftsmen to sell their original products on an online portal managed and protected by the government. It helps to promote Egyptian handicrafts.



NGO's of HC mainly focusing on handicrafts like the Egyptian NGO 'Sawiris foundation' in the core of HC give grants to Egyptian women working from home in handicrafts or make partnerships with international organizations such as Dorossos in order to empower the community to safeguard their heritage which shall be reflected on the level of life of the community of the area.

# Innovative Strategy 4: Alternative financing, investment, or market model for local economic development



The Historic Cairo



- Positive impact of projects that recognize the existing natural and cultural features of the site, leading to sensitive and responsive interventions
  - Positive role of community-led development

# Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

## Saida Urban Sustainable Development Strategy , Lebanon



### City profile:

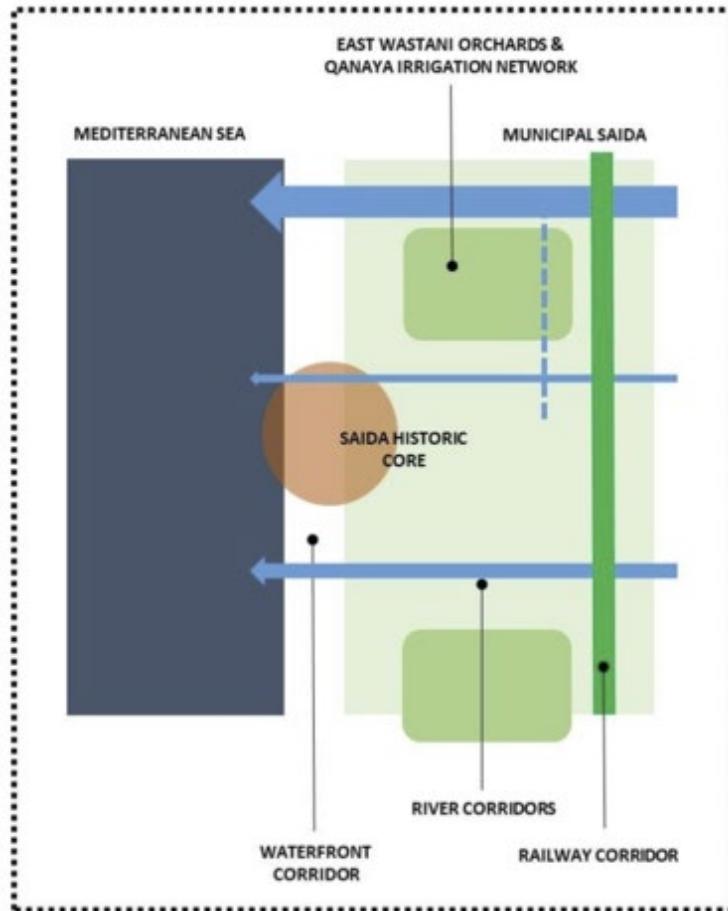
Mediterranean coastal agriculture city punctuated by rivers and seasonal watercourses

### Assessment:

- Waterfront, old railway road, rivers and streams are alive in the collective memory as a source of life
- Today: inadequate urban infrastructure, dumping of sewage into watercourses, solid waste forming a hill in the historic city
- Both the municipality the residents of Saida play a limited role in the highly-centralized development planning of Lebanon

# Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

## Saida Urban Sustainable Development Strategy , Lebanon



### Negative example:

Maritime boulevard which cut off the city from the sea

### New (positive) intervention:

- The Green-Blue Network recognizes the environmental resources, the ecosystem and the urban landscape heritage
- The Green-Blue Network includes different part of the municipal area and increases the per capita green area allocation from 3.2m<sup>2</sup>/capita to 7.42m<sup>2</sup>/capita
- Participatory planning and community led development
- Funding: Municipality of Saida in collaboration with MedCities

# Innovative Strategy 5: Re-thinking urban infrastructure in historic urban contexts for community based and inclusive sustainable development

The reality of World Bank Projects in the Mashreq (Donor Agencies Projects and “Cosmetic” Urban Conservation in many cities of the Mashreq (Saida, Tripoli, Sour in Lebanon and Kerak, Ajlun, and As Salt in Jordan).



# Innovative Strategy 6: Developing new infrastructures and public spaces to support the regeneration of dilapidated or decayed areas in the historic cities

## The Case of Hafsia Quarter in Tunis.



# Post-COVID 19 scenarios:

- Even though the repercussions of the pandemic on the tangible and intangible heritage are not major on the long run, attention should be paid on those in the community **who lost their daily income**. One solution can be governmental aid or tax exemption.
- Opportunity for a **new understanding of tourism** and for **better engagement** with the local community, especially the most vulnerable.
- Opportunity to revisit infrastructure plans in order to tackle environmental issues like congestion, pollution, traffic, etc. in historical areas
- How often do we integrate communities in decision-making? And for how long? **Long-term continuous active engagement** with the local community through **various channels** and methods builds trust and collective intelligence.
- Learn from **creative and disruptive solutions**, especially in cities that lack governmental and municipal support: *Adapt fast to digital tools, learn from grass-root movements (solidarity, creativity, logistics), reach to the community outside of geographical area for support, use digital platforms and influencers to spread awareness, online long-term engagement with the community pays off, etc.*

# ANNEX III

## Participants



**Photo credits:**

Original title: Decorations of central cornice of Kulangsu market, Author: Qian Yi, Copyright: © Cultural Heritage Conservation Center of THAD



## PANELISTS | Panel 1: City experiences



### **MS SOUAD ABDERRAHIM | Mayor of Tunis (Tunisia)**

Ms Souad Abderrahim is a Tunisian politician and current Mayor of Tunis. She was elected in 2018, thus becoming the first woman Mayor of Tunis. She is the chair of the National Federation of Tunisian Cities and the parliamentary commission on Human Rights and Freedoms. Prior to holding public office, Ms Abderrahim studied Pharmacy at the University of Monastir and developed a career in the private sector. She was awarded the insignia of Knight of the Tunisian Order of Merit in 2014.



Medina of Tunis, Author: Perez, Jacques, © UNESCO

Tunis is home to the World Heritage property of the Medina of Tunis. The Medina contains 700 monuments, including palaces, mosques, mausoleums, madrasas and fountains. They testify the city's importance between the 12<sup>th</sup> and 16<sup>th</sup> centuries, when Tunis became one of the greatest and wealthiest cities in the Islamic world.



### **MR MATO FRANKOVIĆ | Mayor of Dubrovnik (Croatia)**

Mr Mato Franković is a Croatian politician and current Mayor of Dubrovnik. He was elected in 2017, after serving as a member of the Croatian Parliament and Tourist Council member of the National Tourist Board between 2016 and 2017. Before holding public office, he graduated from the Rochester Institute of Technology in New York with a degree in Applied Sciences and developed a career in tourism management.



Old City of Dubrovnik (Croatia), Author: Francesco Bandarin, © UNESCO

Dubrovnik became an important Mediterranean sea power from the 13<sup>th</sup> century onwards and counts with beautiful Gothic, Renaissance and Baroque churches, monasteries, palaces and fountains. Damaged in the 1990s by armed conflict, it is now the focus of a major restoration programme co-ordinated by UNESCO.

## PANELISTS | Panel 1: City experiences



### **MR ARUN GARG | Additional Commissioner, Jaipur Municipal Corporation (India)**

Mr Arun Garg, B.COM. (HONS.) ABST, M.COM. ABST I.C.W.A., is an Indian politician and current Additional Commissioner of Jaipur. He has a long-standing public service record, which includes a role as additional collector and additional district magistrate for Jaipur III between 2021 and 2014, and registrar at the Rajasthan University of Health Sciences.



View of Sangneri Gate from Bapu Bazaar, Author: DRONAH, © DRONAH

The walled city of Jaipur was founded in 1727 by Sawai Jai Singh II, according to a grid plan interpreted in the light of Vedic architecture. Designed to be a commercial capital, the city has maintained its local commercial, artisanal and cooperative traditions to this day.



### **MR JUAN CARLOS MEDINA | Mayor of Vigan (Philippines)**

Mr Juan Carlos Medina is a Filipino politician and current Mayor of Vigan City. He was elected in 2016.



Historic Town of Vigan, Author: Vincent Long, © OUR PLACE The World Heritage Collection

Established in the 16<sup>th</sup> century, the Historic City of Vigan is the best-preserved example of a planned Spanish colonial town in Asia. Its architecture reflects the coming together of cultural elements from the Philippines, China and Europe, resulting in a culture and townscape that have no parallel anywhere in East and South-East Asia.

## PANELISTS | Panel 1: Experts



**MR SATYA TRIPATHI | UN Assistant Secretary General,  
UN Environment**

Mr Satya S. Tripathi is UN Assistant Secretary-General and Head of New York Office at UN Environment. A development economist and lawyer with over 35 years of varied experience, Mr Tripathi has served with the UN since 1998 in key positions in Europe, Asia and Africa in the areas of Climate Change, Human Rights, Democratic Governance and Legal Affairs. He previously served on the World Economic Forum's Global Advisory Council on Forests, and in India as a member of its national civil service.



**MS CHERIE NURSALIM | Vice Chairman of GITI Group**

Ms Cherie Nursalim is Vice Chairman of GITI Group and a Member of the International Advisory Board of Columbia University and the Asia Advisory Board of the MIT Sloan School of Management. She was listed among the 48 Heroes of Philanthropy by Forbes. Ms Nursalim received a BA in Engineering Science and Economics from Oxford University and an MBA from the Columbia Business School. She also attended the Harvard Kennedy School Young Global Leader programme.

## PANELISTS | Panel 2: City experiences



### **MR OMAR MOHAMMED FAMAU | Mayor of Lamu (Kenya)**

Mr Omar Mohammed Famau is a Kenyan politician and current Mayor of Lamu.



Lamu Old Town (Kenya),  
Author: National Museums of  
Kenya, © National Museums of  
Kenya

Lamu Old Town is the oldest and best-preserved Swahili settlement in East Africa, retaining its traditional functions. Built in coral stone and mangrove timber, the town has hosted major Muslim religious festivals since the 19<sup>th</sup> century, and has become a significant centre for the study of Islamic and Swahili cultures.



### **MR MIGUEL ANTONIO PARRODI ESPINOSA | Municipal Trustee of Querétaro (Mexico)**

Mr Luis Bernardo Nava Guerrero is a Mexican politician and current Mayor of Querétaro, Mexico. He was previously municipal secretary from 2009 to 2012. Before holding public office, he studied Economics in Ciudad de Mexico, and, in 1998, became part of the National Committee of Partido Acción Nacional.



Historic town of Santiago de Queretaro,  
San Francisco Church, Province of  
Queretaro, Mexico, Author: M & G Therin  
Weise, © M & G Therin-Weise

The Historic Monuments Zone of Querétaro has retained the geometric street plan of the Spanish conquerors side by side with the twisting alleys of the Indian quarters. The town is home to many ornate civil and religious Baroque monuments from the 17<sup>th</sup> and 18<sup>th</sup> centuries.

## PANELISTS | Panel 2: City experiences



### **MS STEFANIA PROIETTI | Mayor of Assisi (Italy)**

Ms Stefania Proietti is an Italian politician and engineer, and current Mayor of the Municipality of Assisi. She was elected in 2016. She is currently Associate Professor of Fluid Machines at the Guglielmo Marconi University. Prior to holding public office, she studied a PhD in Industrial Engineering at the University of Perugia, where she was an adjunct professor in Economics between 2007 and 2015. She also developed a business career, acting as a project manager for renewable energy projects, and starting her own engineering company in 2005.



Assisi, a medieval city built on a hill, is the birthplace of Saint Francis and associated with the Franciscan Order. Its medieval art masterpieces, such as the Basilica of San Francesco and paintings by Cimabue, Pietro Lorenzetti, Simone Martini and Giotto, have made Assisi a reference point for the development of Italian and European art and architecture.

Basilica Santa Chiara. Assisi, the Basilica of San Francesco and Other Franciscan Sites (Italy, Author: Claudio Ricci, © UNESCO

## PANELISTS | Panel 2: Experts



### **MR PIER LUIGI SACCO | Head of Venice Office, OECD**

Mr Pier Luigi Sacco is Professor of Cultural Economics at the IULM University Milan, head of the Venice office of the OECD, Co-Director of the Computational Human Behavior (CHuB) Lab of Bruno Kessler Foundation, Trento, and Senior Researcher, metaLAB (at) Harvard. He has been the Special Adviser of the European Commissioner for Education and Culture. He is a member of the Europeana Research Advisory Board and the Advisory Council for Research & Innovation of the Czech Republic.



### **MR MICHAEL SUDARKASA | CEO, Africa Business Group**

Mr Michael Sudarkasa is the CEO of Africa Business Group, an economic development company based in South Africa. He holds a BA degree from the University of Michigan-Ann Arbor and a JD degree from Harvard Law School. He is the author of several publications including *The African Union Commission's Africa Business Directory: Toward the Facilitation of Growth, Partnership and Global Inclusion* (African Union, 2014) and *A Field Guide to Inclusive Business Finance* (UNDP 2012).



### **MS REBECCA ABERS | Professor, Universidade de Brasilia**

Ms Rebecca Abers is an Associate Professor of Political Science at the University of Brasilia. Her research focuses on institutional change, citizen participation and political creativity, especially on the political construction of participatory policies. She is the author of *Inventing Local Democracy: Grassroots Politics in Brazil* (Lynne Rienner, 2000), co-author of *Practical Authority: Agency and Institutional Change in Brazilian Water Politics* (Oxford, 2013) and editor of the book *Água e Política* (Annablume, 2010).

## PROVOCATEURS



**Ms CAROLA HEIN | Professor and Head, Chair History of Architecture and Urban Planning at Delft University of Technology**

Ms Carola Hein is Professor and Head of History of Architecture and Urban Planning, Faculty of Architecture and the Built Environment, Delft Technical University. She has published widely in the field of architectural, urban and planning history and has tied historical analysis to contemporary development. Her current research interests include the transmission of architectural and urban ideas, focusing specifically on port cities and the global architecture of oil. She serves as *IPHS Editor for Planning Perspectives* and as Asia book review editor for *Journal of Urban History*.



**Mr KT RAVINDRAN | Former Head of Urban Design at the School of Planning and Architecture, New Delhi**

Mr KT Ravindran is the Former Head of Urban Design at the School of Planning and Architecture, New Delhi. His work focuses on the development of cities. He is the founder and president of the Institute of Urban Designers. KT Ravindran has also been involved in the public sector as Vice Chairman of the Environmental Impact Assessment Committee of the Government of India and as an advisor to the Secretary of the United Nations. He is the founder and president of the Institute of Urban Designers.



**Ms MARIE-NOEL TOURNOUX | Project Director of the World Heritage Institute of Training and Research for the Asia and Pacific Region**

Ms Marie-Noel Tournoux is Project Director at the World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITRAP-Shanghai). Prior to her experience in WHITRAP, she was a Programme Specialist at the UNESCO World Heritage Centre for more than 15 years.

## PROVOCATEURS



### **Mr SOUAYIBOU VARISSOU | Executive Director of the African World Heritage Fund**

Mr Souayibou Varissou is Executive Director of the African World Heritage Fund (AWHF). He has over 20 years of experience in the field. He has contributed to the field of African World Heritage and trained hundreds of students and professionals in cultural heritage. Before his current role at AWHF, he studied Cultural Resource Management and Policy Analysis at the Université Senghor and was curator of the garden of plants and nature at the School of African heritage.



### **Ms MINJA YANG | President and Professor at Raymond Lemaire International Centre for Conservation of Katholieke Universiteit Leuven**

Ms Minja Yang is President and Professor at Raymond Lemaire International Centre for Conservation of Katholieke Universiteit Leuven. She is a renowned cultural heritage management consultant from Japan. Ms Yang was formerly Director of the UNESCO Office in New Delhi and was responsible for Special Projects on Urban Heritage for Development. She also had key responsibilities at the World Heritage Centre and was the coordinator of the World Heritage Cities Programme. She is currently an UNESCO consultant on Culture & Development (specialized in World Heritage Sites and urban heritage management).



## SESSION LEADS



### **Mr LASSANA CISSE**

*Gestionnaire du patrimoine (Mali, Bamako)*

Né en 1954 à Karaya (région de Kayes) au Mali. Anthropologue, gestionnaire du patrimoine. Chef de la Mission Culturelle, gestionnaire du site des Falaises de Bandiagara (pays dogon) au Mali de janvier 1994 à mai 2013. Directeur National du Patrimoine Culturel du Mali de mai 2013 à décembre 2016. Expert en patrimoine et développement local ; Consultant senior de l'UNESCO. Dernières grandes activités et tâches importantes effectuées : Consultant au Niger pour la révision de deux demandes d'assistance internationale d'urgence pour la sauvegarde du PCI dans un contexte de crise (juin-juillet 2017) ; Coordinateur national du programme de reconstruction des mausolées détruits à Tombouctou, 2013 - 2016; Coordinateur national du projet MLI 01026 «Inventaire du patrimoine culturel immatériel au Mali en vue de sa sauvegarde urgente» (2013 –2016) ; Membre du réseau des facilitateurs de la Convention 2003, PCI ; Expert désigné, membre du Comité du patrimoine mondial, 2009-2013. Mise en oeuvre de plusieurs projets de restauration, de réhabilitation et de promotion du patrimoine culturel sur le site des Falaises de Bandiagara, dans le cadre du projet «Ecotourisme en pays dogon» en partenariat avec la coopération allemande (DED puis GIZ), les collectivités locales et certains partenaires techniques (CRAterre, Musée de Leyde – Pays-Bas, etc), 1999 à 2013. Coordination institutionnelle du programme de recherche pluridisciplinaire « Paléo-environnement et peuplement humain en Afrique de l'Ouest » sur le site des Falaises de Bandiagara. Coordination scientifique assurée par la Mission archéologique et ethnoarchéologique suisse en Afrique de l'Ouest (MAESO), de 1997 à 2012. Intervenant au Master à l'Université de Bamako sur le thème « Aménagement du territoire et enjeux culturels », 2020. Participation à plusieurs missions et réunions d'experts sur le patrimoine en situations d'urgence de 2012 à 2019 (Mali, Niger, UNESCO, Japon, Pologne, Suisse, Haïti...).



**Mr YUKIO NISHIMURA**

*Professor at Kokugakuin University (Japan, Tokyo)*

Urban Planner/Designer, Professor, Kokugakuin University and Emeritus Professor, The University of Tokyo.

Majoring in conservation planning, physical urban design and public participation in planning, he has also been involved in drafting conservation plans for a number of historic cities throughout Asia. He also served as Vice President of the International Council of Monuments and Sites (ICOMOS), whose function includes evaluation of World Cultural Heritage nominations as a consultative body of UNESCO and President of ICOMOS Japan.

UNESCO advisor and team leader for conservation of Lumbini, Birthplace of Lord Buddha, one of Nepal's World Heritage Sites.



**Mr DANIELE PINI**

*Urban Conservation Expert (Italy, Ferrara)*

Born in Venice (Italy) in 1944. Degree in Architecture at the Istituto Universitario di Architettura of Venice in 1969 with honours.

Full Professor of Urban Planning and Deputy Director of the Department of Architecture of the Università degli Studi of Ferrara, from 1993 until his retirement in 2014, Formerly assistant and associate professor at the Istituto Universitario di Architettura of Venice since 1973. Currently “guest lecturer” in “Urban Conservation” at the Raymond Lemaire International Conservation Centre of Leuven (Belgium) and adjunct professor in “Urban planning” at the Faculty of Economics of the University of Bologna.

He also practices, in Italy and abroad, as a consultant to local governments, public administrations and international organisations (UNESCO, World Bank, UNDP, Italian, German and French cooperation agencies), in the fields of urban planning, design and conservation. Among others, he carried out studies and projects for the World Heritage cities of Venice and Ferrara, Algiers (Algeria), Fés and Rabat (Morocco), Zabid (Yemen), Al Ain (UAE) and, on behalf of UNESCO – WHC, he coordinated the studies for the Old Cities of Sana’a, Jerusalem, Damascus, Cairo. He’s currently member of the UNESCO “ad hoc expert team” for the program “Revive the Spirit of Mosul” and advisor to the MDF of Georgia for the Master Plan of Mtskheta.

He published several books and essays on different issues of urban conservation and regeneration; In particular he edited the volumes “Historic city and sustainable development in today’s Maghreb”, “The inventory of the historic city of Sana’a. A tool for urban conservation”, and is the co-author with L. Verdelli of “Planning and management of urban and landscape heritage”.



**Mr CAMERON RASHTI**

*Architect (Switzerland, Geneva)*

Cameron Rashti, Director of the Aga Khan Historic Cities Programme, has extensive experience from years of practice on international projects involving urban planning, new building development, building preservation and their adaptive re-use, and urban- and district-wide architectural and environmental rehabilitation.

He holds degrees from Dartmouth College, Pratt Institute and Columbia University, and is a registered architect in the USA and the UK, and member of the RIBA and ICOMOS.

He joined the Aga Khan Trust for Culture in 1994, following his association as Vice President of Perkins and Will International, London. In this capacity he oversaw numerous projects, including planning and building design coordination for Canary Wharf, Phase II, the Canary Wharf riverside complex and associated Thames river edge, and several international corporate projects.

Since 1994, he has been responsible for the direction of a number of major iconic projects of the Trust, including al Azhar Park in Cairo and the master planning/ rehabilitation of the Zanzibar Stone Town's seafront and has overseen a portfolio of projects in the Middle East, East, West Africa, Central Asia and South Asia. Recent projects have included: Humayun's Tomb-Sunder Nursery-Nizamuddin district conservation/ redevelopment project (Delhi), Babur Garden (Kabul), and the Lahore Walled City urban conservation/ redevelopment project (Lahore).

He has served as Délégué du Président of the Fondation de Chantilly which oversees the operations of the historic Domaine de Chantilly, France (2010-2020).



**Mr EDUARDO ROJAS**

*Architect-planner (Chile)*

Eduardo Rojas is an architect and planner specialising in urban development and the preservation of the urban heritage. He is a lecturer on historic preservation at the Stuart Weitzman School of Design of the University of Pennsylvania, USA. He was the Principal Specialist in Urban Development at the Inter-American Development Bank and prior to the IDB he worked at the Regional Development Department of the Organization of American States and the Urban Development Corporation of the Government of Chile. Mr Rojas was the Deputy Director of the Institute of Urban Studies of the Catholic University of Chile and lectured at the Institute's Master's Degree Program in Urban Studies.

He holds a degree in Architecture from the Catholic University of Chile; an M.Phil. in Urban and Regional Planning from the University of Edinburgh, UK; an MBA with specialisation in finance from Johns Hopkins University in the USA; and is Doctor of Urbanism from the Universidade Lusófona in Portugal.



**Ms SHADIA TOUQAN**

*Architect, Urban Planner (Bahrain)*

BSc in Architecture, School of Architecture, Cairo University in 1969, MA in Urban Design, School of Architecture, Univ. Manchester in 1981, PhD in Urban Development and Planning, DPU, Bartlett School of Architecture, University College London in 1995. Member: RIBA, and ARB (UK), JEA (Jordan). She specialised in architectural preservation and revitalization of historic cities and Housing Renewal. Worked on cultural heritage policies and projects with UNESCO and other international organizations since 1995 in Palestine and other Arab countries. Ms Touqan is the Director of Arab Regional Centre for World Heritage (UNESCO Category 2 Centre) from January 2017 and expert representative of Bahrain in WH Committee since 2018.

She has worked as an independent International expert on architectural preservation and revitalisation of historic cities. Involved since 2014 with international cultural organisations on issues related to “Post Trauma and Post Conflict” reconstruction of historic sites and cities. She also led and directed Welfare Association’s comprehensive Old City of Jerusalem Revitalization Programme for 17 years (1997-2014), winning the Aga Khan Award for Architecture in 2004. The programme included: Restoration and Rehabilitation of historic buildings and monuments for institutional use; Housing Renewal, Training and Capacity Building for professionals and practitioners in conservation, Community Outreach Programme and Documentation and Publications, including Data Bases for the Old City of Jerusalem and Nablus based on comprehensive surveys and research. She also initiated, coordinated, participated and edited publication of the Old City of Jerusalem Revitalisation Plan and the Revitalisation of the Old City of Nablus and a number of other publications on major historic monuments and buildings in the Old City of Jerusalem to be used as “Learning Tools” by professionals and researchers in conservation field.

Project Manager for establishing an Institute for Architectural Heritage Preservation project in Jerusalem, in partnership with UNESCO in 2007. She has also published and participated in publications related to heritage preservation, revitalization on above subjects.



**Mr MICHAEL TURNER**

Architect (Israel, Jerusalem)

Professor Michael Turner, born in High Wycombe, UK, 1940, is a practicing architect teaching in the graduate programme of the Bezalel Academy of Arts and Design, Jerusalem and UNESCO Chairholder in Urban Design and Conservation Studies. Between 1965 and 1983, he worked in the public sector and subsequently in private practice with work in architecture and planning. His efforts for urbanism and conservation were recognised with the annual award of the Israel Planners' Association in 2008 and the Architects' Association in 2010.

In research, he champions interdisciplinarity, dialogue and peace, including regional tripartite actions as – Promoting the Understanding of Shared Heritage, Let the Dead Sea Live and Divided Cities in Transition. With active global and national research in the fields of urbanism and conservation he is member of the HERILAND EU Marie-Curie Consortium, a research and training network on cultural heritage in relation to spatial planning and design. He has published numerous articles and book chapters and is invited to participate in conferences and workshops world-wide.

Involved with UNESCO since 1995, Turner served as a member of the UNESCO World Heritage Committee 2005-2009 and a term as its Vice- President. He is currently special envoy to the World Heritage Centre Director supporting Culture for Sustainable Development having accompanied the UNESCO Recommendation on the Historic Urban Landscape since its inception. He was a contributor to the UNESCO Global Report to UNHabitat III and is an advocate of the UNDRR Resilient Cities Programme. His recent inter-disciplinary activities focus on urban heritage and the issues of recovery and reconstruction reviewing World Heritage and World Bank policy papers, experts' meeting on the Bamiyan Buddahs and moderating the 2018 European Forum on Disaster Risk Reduction sessions on Cultural Heritage.



**Ms ELIZABETH VINES**

*Conservation Architect (Australia, Adelaide)*

Ms Elizabeth Vines is an award winning conservation architect, urban designer, author and experienced public speaker. She is a past President of Australian ICOMOS (2012 – 2015), visiting Professor at Hong Kong University, an Adjunct Professor at the Cultural Heritage Centre for Asia & the Pacific, Deakin University, Melbourne. She studied architecture at Melbourne University and Carleton University, Ottawa, Canada. She is a partner in the Adelaide based firm McDougall & Vines, a heritage practice which has built up extensive experience and a record of achievement in conservation architecture and heritage town rejuvenation throughout Australia and Asia.

Elizabeth consults to a wide range of Government authorities and local councils throughout the region, and is a consultant to UNESCO, the European Union, the Getty Conservation Institute and the World Bank. She works on urban revitalisation programs for historic precincts and restoration projects on significant historic buildings throughout Australia and Asia.

Elizabeth is committed to the practical reuse, improvement and rejuvenation of town centres and historic buildings and is a passionate advocate for heritage conservation issues. She was a Getty Scholar, at the Getty Institute, Los Angeles, USA (2016), researching appropriate design in historic contexts – with resulting publication on the topic ‘Streetwise Design’. This is the third in her Streetwise Series of books, which are concerned with the appropriate management of historic cities and towns.



## SITE MANAGERS



**Mr Mohsen Abbasi Harofteh**, Architecture Conservation (Iran, Yazd)

Mohsen Abbasi Harofteh is an assistant professor of the conservation of architecture and a faculty member of the Faculty of Art and Architecture in Yazd University. He has researched and lectured in the field of Islamic architecture and urban conservation and protection in the Faculty of Art and Architecture in since 10 years ago, a period which resulted in publishing five books and about 50 scientific articles in various Journals, proceedings of conferences, and newspapers. He has also been involved in a number of conservation and restoration projects among which the project on Restoration and rehabilitation program for the historic residence of Jerry Pullack (Hormoz Island Cultural Centre) and Khan historic garden in Yazd can be singled out. He is currently the head of Yazd World Heritage base as well as a member of Yazd City Council.



**Ms Ming Chee Ang**, General Manager of George Town World Heritage Incorporated (Malaysia, Penang, George Town)

Dr Ang Ming Chee is General Manager of George Town World Heritage Incorporated and a facilitator of the UNESCO Global Network of Facilitators on Intangible Cultural Heritage. Born and raised in the inner city of George Town, she carries her duties with much passion and fervour, incorporating innovative ideas and holistic management on the George Town UNESCO World Heritage Site for the benefit of the local people. Specialising in resource mobilisation, policy making, project management and risk assessment, Dr Ang has incorporated built conservation with elements of disaster risk reduction and intangible cultural heritage safeguarding to create a sustainable heritage city for the people who live in, work in and use George Town.



**Mr Carlo Francini**, Site Manager and head of the Florence World Heritage and UNESCO relationship Office of the Municipality of Florence (Italy, Florence)

Carlo Francini, art historian, is Head of the Florence World Heritage and UNESCO relationship Office of the Municipality of Florence since 2005 and site manager of the UNESCO World Heritage site “Historic Centre of Florence”. He is also the Scientific Coordinator of the Italian Association for the World Heritage Sites (Associazione Beni Italiani Patrimonio Mondiale)

since 2009 and member of the Scientific Committee of Casa Buonarroti in Florence. Moreover, Carlo Francini is a professor of the Accademia delle Arti del Disegno and from 2013 till 2016 he was member of the ICOMOS Italy board. Since 2015, he is co-director of the HeRe\_Lab – Heritage Research, the co-joint Laboratory of the Florence World Heritage and relations with UNESCO Office of the Municipality of Florence and the University of Florence.



**Mr Montassa Jmour**, Chief Architect (Tunisia, Tunis)

I currently hold the post of conservation manager of the Medina of Tunis (CMT), site manager of the historic and traditional complex of the Medina of Tunis, including my main missions and responsibilities:

- Preserve and conserve the urban fabric of the TUNIS Medina.
- Control and follow all intervention operations on the historic complex with a technical assistance for all phases of projects.
- Restore and enhance all the heritage potential in poor state of conservation (Palaces, Mosques, Barracks, Zaouia...)
- Collaboration with all local authorities to better manage and minimize the dangers on the built heritage of the Medina.
- Elaborate the architectural studies necessary for the restoration and setting up projects value for historic monuments in poor state of conservation.
- Program future projects in the short and medium term to guarantee a state of conservation satisfying the historic ensemble of Medina.
- Development of the necessary graphic documents (graphic cards) to identify the historic monuments to conserve and protect.
- Control all offenses in the urban fabric of the Medina and act quickly against them offenses.



**Mr Joel Perea Quiroz**, Coordinator of World Heritage Cities in the Municipality of Querétaro (Mexico, Santiago de Querétaro)

Lawyer by profession, graduated from the Faculty of Law of the Autonomous University of Querétaro, with a specialty in State and Municipal Public Administration. Master of Law studies. At present, Mr

Perea is the Coordinator of World Heritage Cities in the Municipality of Querétaro since 2010, UNESCO Site Manager since 2010 and member of the Mexican ICOMOS, Querétaro chapter.

Career:

- Assigned to the Superior Court of Justice of the State of Querétaro.
- Lawyer of the Technical Area of the Secretary of the H. City Hall of the Municipality of Corregidora.
- Master of the Marist University of Querétaro in the field of Public International Law.
- Legal Advisor of the Coordination of Delegations of the Municipality of Querétaro.
- Head of the Department of Social Development of the Municipal Delegation of the Historic Center in the Municipality of Querétaro.
- Consulting Lawyer of the Directorate of Legislative Affairs of the Legislative Power of the State of Querétaro.
- Municipal Delegate of the Historic Center in the Municipality of Querétaro.
- Manager of the Office of the Secretary of Delegation Management in the Municipality of Querétaro
- Manager of the Office of the Municipal Planning Institute of the Municipality of Querétaro



**Mr Mohammed Ali Mwenje Sotsi**, Curator and conservator (Kenya, Lamu Old Town)

Mohammed Ali Mwenje received his basic training in Building Engineering from Technical University of Kenya completing in 1994. He has attended a number of specialised training programmes in urban and building conservation and material science including:- Integrated Territorial and Urban Conservation (ITUC 03) a course with ICCROM, Rome 2003 ; Conservation and, Management of Historic Buildings-Lund university, Sweden 2009; Conservation of Timber Structures, Riksantikvaren and Norwegian University of Science and Technology NTNU, Oslo 2012; Disaster Risk Reduction To Cultural Heritage –Africa World Heritage Fund/ Centre For The Development of Heritage In Africa Field Training Workshop Le Morne, Mauritius 2013 ; Space Technologies for management of World Heritage Sites International Center on Space Technology for Natural and Cultural Heritage (HIST) Beijing China 2016; Stone Conservation Course (SC 17) ICCROM and INHA , Mexico City and the Ancient Maya Ruins at Chiccanna Mexico 2017; Tourism Development for Kenya/Africa Harbin Institute for Tourism , Harbin China 2018.

## PARTICIPANTS



**Ms Kivılcım Neşe Akdoğan**, Urban Planner (Turkey, Ankara)

I received my bachelor's and master's degrees in urban planning from Gazi University in Ankara. I have been working at the Ministry of Culture and Tourism since 2000. As a professional I supervised many conservation and management plans within Turkey. As the director of World Heritage Sites Unit of the Ministry, I coordinated the preparation of nomination files to World Heritage List and Tentative List as well as SOC's, periodical reports and all the other works related with the WH Convention. Currently I am attending at doctorate programme in Conservation of Cultural Heritage at Middle East Technical University.

**Ms. Farah Al-Nakib**



**Ms Rosabella Alvarez-Calderon Silva-Santisteban**, Archaeologist (Peru, Lima)

Rosabella Alvarez-Calderon is an archaeologist, urbanist and a professor at the Department of Architecture at Pontificia Universidad Catolica del Peru (PUCP) in Lima, Peru. She holds a Master in Design Studies degree in Critical Conservation from Harvard University and is an active member of the Architectural Heritage PUCP research group, DOCOMOMO-Peru, and is cofounder and director of Activa la Huaca / Huaca + Ciudad, and HuacaFest projects. In the United States, she has worked at the Gardens and Landscapes department at the Dumbarton Oaks Research Library and Collection (Washington DC), and the Cambridge Redevelopment Authority (Cambridge, MA) and Union Square Main Streets (Somerville, MA). In Peru, she was a consultant for the Ministry of Culture and the UNESCO-Lima office, for the Heritage Cities project.



**Ms Riham Arram**, General Manager for Heritage Preservation Department/ Cairo Governorate (Egypt)

Riham Arram is the General Manager and founder of the Cairo Heritage Preservation Department in the Cairo Governorate's office. Arram is an archaeologist with a Ph.D. in Ancient Egyptian civilization and a wealth of experience in the tourism field. She has worked in the Cairo Governorate for more than eight years and has been a part of many projects focusing

on the old city, which is inscribed on the World Heritage List. Arram is responsible for coordinating and managing projects for the rehabilitation and regeneration of “Historic Cairo” in co-operation with the Egyptian Ministries of Antiquities and Culture as well international organizations such as UNESCO, UNHABITAT & EBRD. She has been working under the direct supervision of the Assistant of the Egyptian President for the National Committee for Cairo Heritage to rehabilitate Downtown Cairo. She is also teaching Islamic heritage of Egypt and heritage conservation at several governmental and private universities in Cairo. She is on the board of several Egyptian governmental entities in the fields of tourism and antiquities, and she serves as a focal point and coordinator for several international heritage conservation projects in Egypt. Recently, she has been certified as a UNESCO national trainer in the field of intangible heritage worked as National expert for intangible Heritage in the national program for inventorying. Arram is also a writer in an Egyptian Magazine, she is specialized in documentation articles.

**Mr Suhrob Babayev**, Archaeologist (Uzbekistan)



**Mr Adnène Ben Nejma**, Architecte Urbaniste (Tunisie, Ras Jebel)

Né en 1970 à Ras Jebel, Marié et père de deux enfants. Il est titulaire du diplôme d'Architecte Urbaniste de l'Institut National d'Art d'Architecture et d'Urbanisme de Tunis (ITAAUT) en 1995 et titulaire d'un Master d'Ingénieur Architecte de l'Université du Japon à Tokyo en 1999.

Il a intégré l'Institut National du Patrimoine Tunisien en 2004 et a eu plusieurs missions d'étude, de suivi et d'exécution de plusieurs projets de restauration et de mise en valeur. En 2012 il a été nommé Conservateur de la Médina de Tunis et a lancé la même année l'Inventaire du Patrimoine Bâti de l'Ensemble Historique de Tunis accompagné d'une stratégie d'urgence, à court, à moyen et à long terme couronné le mois de Décembre 2015 par la création d'un secteur sauvegardé.

Nommé chef de Département des monuments et des Sites il a, actuellement, en charge le dossier de classement d'un bien en série de l'île de Djerba sur la liste du patrimoine mondial de l'UNESCO. Il est, aussi, membre du comité de pilotage du Projet de Réhabilitation des Centres Anciens et représentant de l'Etat Tunisien dans l'Observatoire du Patrimoine des villes Arabes lancé par l'ALECSO.

En 2016 il a intégré l'Ecole Nationale d'Architecture et d'Urbanisme de Tunis (ENAU) en tant qu'enseignant et encadreur, il a été élu en 2018 secrétaire général de l'Ordre des Architectes de Tunisie, il est aussi membre de l'Association Edifices et Mémoires.



**Ms Imane Bennani**, Directrice de l'Ecole d'architecture de l'UIR (Maroc, Rabat)

Directrice de l'Ecole d'architecture de l'Université Internationale de Rabat/  
Professeur Habilité, Chercheur.

Auteur de l'ouvrage « L'habitat menaçant ruine au Maroc » éditions l'Harmattan, France; participation à plusieurs ouvrages collectifs : « Rabat, capitale moderne et ville historique, un patrimoine en partage » éditions économiques/Maroc ; « Visages de l'Afrique », Bucarest...et plusieurs autres articles scientifiques. A pu animer plusieurs conférences au Maroc et à l'étranger principalement sur le patrimoine et a pu organiser plusieurs manifestations scientifiques : séminaires, colloques, expositions, workshops en partenariat avec le monde académique ou le monde professionnel ou avec des partenaires académiques de différents pays. Elle a également participé à plusieurs études et consulting dans les domaines liés au patrimoine, architecture et urbanisme.

Elle est également Membre du conseil National de l'Ordre des Architectes marocains Consultante de l'Unesco pour le programme Patrimoine des modernités dans le monde arabe.

Auparavant: Enseignante chercheur à l'ENA ; Consultante du Wali de Rabat pour le montage du dossier de candidature de Rabat sur la Liste du patrimoine mondial ; Conseillère du ministre de l'Habitat et de l'Urbanisme ; Chargée de mission auprès du directeur général de l'Architecture et de l'Urbanisme. Chef de Projets à Enda Maghreb.

Diplômes: Architecte d'ENA ; Doctorat en Géographie Urbaine de l'Université Mohammed V de Rabat ; Master en patrimoine et métiers du patrimoine de l'Ecole de Chaillot Paris/ENA ; Diplôme des Etudes Supérieures Approfondis en urbanisation des territoires de la Faculté des Lettres et Sciences humaines de Rabat ; formations en design et en paysage urbain



**Ms Chilangwa Chaiwa, Architect (Zambia, Lusaka)**

I am a Zambian Registered Architect, Heritage Conservator and Project Manager with a Master's degree in World Heritage and Cultural Projects for Development. As an active expert member of the International Council on Monuments and Sites (ICOMOS) I am part of the Africa Working Group which is looking at how to promote Africa's heritage and have a more significant presentation on the World Heritage list. I have experience in various aspects of Heritage Conservation, Architectural Design and Project Planning and Management. My professional heritage experience has involved formulation of a proposal on the Valorisation for Sustainable Community Development of Lundazi Historic District. I have also undertaken studies in Strategic Environmental Assessment with NIRAS where I learnt that there is so much that tends to have an impact on a site or heritage property even outside of the boundaries.



**Mr Rami Daher, Conservation Architect, Professor (Jordan, Amman)**

Rami Daher is Associate Professor at the School of Architect and Built Environment at the German Jordanian University (GJU) and a practicing architect and general director at TURATH: Architecture & Urban Design Consultants (1999-present), and Metropolis: Cities Research Council (2008- Present), the research arm of TURATH. He taught at the American University of Beirut's Department of Architecture & Design; at Texas A&M's College of Architecture, and at Jordan University of Science & Tech (holding position of Department Head between 2003 and 2006). Daher had earned a Bachelor of Architecture from the University of Jordan (1988), a Master of Architecture from the University of Minnesota (1991), a PhD in Architecture from Texas A&M U (1995), and was a recipient of a FULBRIGHT Scholarship through which he did his post-doctoral studies at the University of California, Berkeley (2001).

TURATH had worked on several leading urban regeneration, architectural conservation, adaptive reuse, and conservation management planning projects in Amman; in Jordan; and in the Arab region.

Daher is a recipient of a Certificate in Historic Preservation (1995) from the College of Architecture at Texas A&M University. In addition, Daher has been awarded (2002) an International Collaborative Research Grant (ICRG) from the Program on the Middle East & North Africa of the Social Science Research Council. Between 2012-15, Daher has served on the Research Grants selection committee of the Arab Council for Social Sciences (ACSS) and since 2015 he has been elected to the board of

trustees of the Council. Daher is also the recipient of the prestigious Arab award: Abdelhamid Shouman Award for Arab Researchers for its 35th Cycle for the Category of Engineering Sciences/Conservation & Restoration of Historic Buildings. Daher is also the recipient of the Arab Architects Award (2018) in the category “Rehabilitation” for the adaptive reuse of Amman’s historic Electricity Hangar project.



**Ms Parastoo Eshrati**, Assistant Professor at University of Tehran (Iran, Tehran)

Parastoo Eshrati is an Iranian architect (B.A., Shiraz University, 2001-2006), landscape architect (M.A., University of Tehran, 2006-2008), and landscape conservationist (Ph.D., University of Tehran, 2008-2013). She is an assistant professor at the University of Tehran, College of Fine Arts, School of Architecture. Her MA thesis was on historic landscape and her Ph.D. dissertation was about developing a theatrical framework for the concept of cultural landscape with an emphasis on conservation of Historic Urban Landscapes of Isfahan City. In 2011, she spent five months at ICCROM in Rome as a visiting researcher and worked on her dissertation under the supervision of ICCROM academic members.

She is IFLA-Middle East representative to the Working Group on Cultural Landscapes and IFLA-UIA Working Group; founding and board member of Landscape Scientific Society of Iran; member of Iranian Society of Landscape Professionals (ISLAP) & the Cultural Landscape Group; head of scientific committee of Cultural Landscape Association. Parastoo is one of the first persons who raised the issue of “landscape conservation” at the academic level in Iran, and thus made effective steps in strengthening the relations of the two separate academic disciplines, landscape & conservation, in national level.

**Mr Russell Galt**, Head of Urban Alliance, IUCN (UK, Cambridge)

**Mr Didier Houénou**dé, Directeur INMAAC, Université d’Abomey-Calavi (Benin)

Didier Houénou dé est titulaire d’une licence en Histoire et d’une maîtrise en archéologie obtenus à l’université Nationale du Bénin. Il a réalisé une thèse de doctorat en Histoire de l’art à l’Universität Trier en Allemagne en 2007. Historien de l’art et enseignant-chercheur (Maître de Conférences



(CAMES) à l'Université d'Abomey-Calavi (République du Bénin), son champ d'intérêt porte entre autres sur la problématique identitaire dans l'art contemporain africain, les questions patrimoniales, les arts vivants et de la scène, l'urbanisme et le développement des villes africaines. Il a dirigé la Direction de la Culture et du Patrimoine de la ville de Porto-Novo et a été Conseiller Technique à la Culture du Ministre de la Culture, de l'Alphabétisation, de l'Artisanat et du Tourisme (2013-2014). Didier Houénou a aussi été chef adjoint du département d'Histoire et d'Archéologie chargé des affaires académiques et de la recherche (2014-2016/2016-2018), et a été Directeur du Patrimoine Culturel au Ministère du Tourisme et de la Culture (2016-2017). Il est actuellement Directeur de l'Institut National des Métiers d'Art, d'Archéologie et de la Culture (INMAAC).



**Ms Ioana Irina Iamandescu, Architect, PhD (Romania, Bucharest)**

Irina Iamandescu is an architect, Deputy Director for Immoveable Heritage at the National Institute of Heritage and president of ICOMOS Romania (since 2016) and lecturer at the "Ion Mincu" University of Architecture and Urban Planning - "Sanda Voiculescu" Department of History and Theory of Architecture & Heritage Conservation. She is currently responsible for the National Inventory of Historic Monuments and for World Heritage Nominations in Romania. She has been involved in numerous projects on heritage value recognition and its recovery in Bucharest, Cluj, Sibiu, Anina, Petrita and others, as well as in projects dedicated to the protection of World Heritage sites in Romania. Her field of scientific interest is the protection of built heritage with a predominant emphasis towards the research and recovery of industrial heritage, a subject which she studied in her PhD thesis defended in 2015.

**Ms Maya Ishizawa, Architect, Ph.D in Heritage Studies (Born in Peru, Lima; resides in Germany, Bonn)**

Dr. Ishizawa has been trained as an architect in Peru, and after earning a Master of Media and Governance from Keio University, in Japan, she completed a Ph.D. in Heritage Studies at BTU Cottbus-Senftenberg, in Germany, focused on the conservation of World Heritage cultural landscapes. For over 15 years she has been doing research on the conservation of cultural landscapes, with a focus in the Andes, the Pyrenees, Japan and Rwanda. She has been a senior research fellow at

the Institute of National Museums of Rwanda-INMR (2019). She worked as a researcher (2015-2019) and visiting lecturer (2019-2020) at the World Heritage Studies Programme at the University of Tsukuba, Japan, where she is still in charge of the coordination of the activities of the UNESCO Chair on Nature-Culture Linkages in Heritage Conservation and a member of the research unit. She led the design, organization and facilitation of the Capacity Building Workshops on Nature-Culture Linkages in Heritage Conservation (CBWNCL) for heritage practitioners in Asia and the Pacific. She is a member of ICOMOS Peru National Committee and of the ICOMOS/IFLA International Scientific Committee on Cultural Landscapes, where she is focal point on Heritage Impact Assessment. Currently based in Bonn, Germany, Dr. Ishizawa is involved in the implementation of the Panorama Nature-Culture Thematic Community of the IUCN/ICCROM World Heritage Leadership Programme.



**Ms Shikha Jain**, Conservation Architect (India, Gurugram)

Shikha Jain has vast experience in cultural heritage of India that covers Urban Conservation, World Heritage and Museum Planning across India in the last decade, largely realised through her interdisciplinary organisation DRONAH. She represented India as a Cultural Heritage expert as Member Secretary, Advisory Committee on World Heritage to the Ministry of Culture during India's term in the World Heritage Committee from 2011-2015. As an international expert, she has advised the National Heritage Board, Singapore, FRIMMalaysia, SGTS, UAE, UNESCO Jakarta Office, Indonesia, UNESCO New Delhi Office and the Department of Archaeology, Myanmar besides working on projects funded by the World Monuments Fund and the Getty Foundation.

As Director, DRONAH, she has led more than 50 conservation, Museums and World Heritage projects across India and received HUDCO awards in 2013 for 2 urban conservation projects in Jaipur that were later recognised as Best Practice projects by the National Institute of Urban Affairs, Ministry of Urban Development, India in 2015. She has worked extensively on urban conservation in several cities in India with several published papers in refereed journals. She has co-authored the Chapter on Jaipur's Heritage Management in 'Reshaping Urban Conservation: The Historic Urban Landscape Approach in Action' edited by Ana Pereira Roders, Francesco Bandarin (Springer, 2019) She graduated in architecture from the School of Planning and Architecture (SPA), Delhi followed by a Masters in Architecture from the Kansas State University,

USA and Doctorate from De Montfort University Leicester. She is Visiting Faculty for Urban Conservation in the Department of Urban Planning, SPA, New Delhi and at the UNESCO C2C at WII, Dehradun. She is a panel member of PRASADA, Society of South Asian Studies, UK. She is State Convener of INTACH Haryana Chapter and member of the Advisory Committee on World Heritage Matters, Ministry of Culture, India.

**Ms Olga Kanaki, Architect (Uzbekistan)**

**Mr Abderrahim Kassou, Architect (Morocco, Casablanca)**



Abderrahim KASSOU, architecte et urbaniste diplômé DPLG de l'École d'Architecture de Paris la Villette, et titulaire également d'une licence d'Anthropologie de l'université Paris VIII Saint Denis et d'un DEA en Géographie et Aménagement de l'Université François Rabelais de Tours. Exerçant l'architecture à titre libéral depuis près de 20 ans, il est l'auteur de plusieurs projets de réhabilitation de monuments historiques, d'études portant sur le patrimoine, d'équipements culturels et d'aménagement urbain entre autres. A côté de l'exercice en tant qu'architecte, M Kassou est ancien président de l'association Casamemoire, et actif au sein de plusieurs associations dont le Forum Marocain des Alternatives et Architecture & Développement. M. Kassou est également enseignant à l'Ecole d'Architecture de Casablanca.

**Ms Cristina Lodi, Architect Preservationist (Brasil, Rio de Janeiro)**



Education: Degree in Architecture and Urban Planning at the Faculty of Architecture and Urbanism - Federal University of Rio de Janeiro – Brazil (1978-1983); Master of Science in Historic Preservation at the Graduate School of Architecture, Planning and Preservation - Columbia University, NY, USA (1991-1993). UNESCO Cathedra on Disaster Risk Management on Cultural Heritage (2015). International Seminar Program on Governance, Political Management and Public Management – CAF - Development Bank of Latin America, George Washington University, Getúlio Vargas Foundation (2016).

Experience: Secretary of Culture of the Municipality of Rio de Janeiro, Brazil, as an architect preservationist (March 2004, start); and as a visitor professor at Catholic Pontifical University – Rio coordinating courses on design principles for historic preservation (start 2016). During the last 20 years has been working with Brazilian and abroad public and

private institutions, been advisor and/or coordinating candidacies and management plans World Heritage Sites: Rio de Janeiro (inscribed on the World Heritage list in 2012), Paraty inscribed in 2019; the management of Valongo Wharf and the development of its Territory Museum (inscribed in 2017); Desk review of République d'Angola, Province du Zaire, Centre historique de Mbanza Kongo, Africa (inscribed in 2017). World Heritage Fund – NY Section, in the Interpretive Plan for Belém Tower, Lisbon, Portugal. Candidacy of the city of Belem, Pará, Brazil on the UNESCO Creative Cities Network (2015)

Membership: Board of Architecture and Urbanism - Rio de Janeiro Section; ICOMOS - Brazil Section; CPMC – Rio de Janeiro Council of Cultural Heritage - Brazil; Columbia University Alumni; ICOM– Brazil Section. Awards: Brazilian Council for Research – CNPq - Grant – master's degree at Columbia University GSAPP, 1990-1991; Scholarship monitoring – Columbia University GSAPP 1991; AIA Award - American Institute of Architects - 1992; 2012 Award - Union of Architects of Rio de Janeiro.

### **Ms Mariam Sy Macalou**



### **Mr Oris Malijani, Heritage (Malawi, Lilongwe)**

Oris Malijani is the Cultural Heritage Specialist and Malawi Department of Museums and Monuments Principal Geo-Archaeologist with vast experience both in public and private sector in the development, conservation and management of Malawi's cultural and natural heritage. His practice specializes in development, planning and implementation of archaeological research projects, strategic management planning frameworks for heritage sites, conservation and management of cultural heritage sites, and capacity building on African heritage. He works directly with local communities and other stakeholders in development and implementation of cultural heritage projects. Among his research interests are topics like World Heritage Studies, Urban Heritage, Heritage and Law, Cultural Landscapes, Heritage Management and Planning, Conflict Management in Heritage Places and Public Archaeology. His PhD research in Heritage Studies Brandenburg Technical University (BTU), Cottbus Germany has developed an integrated strategic management planning methodological framework for integrating development in Sub-Saharan African World Heritage Cultural Landscapes. He holds a Master's Degree in Heritage Management, a collaborative master

from the University of Kent, UK and Athens University of Business and Economics. He also holds a Bachelor's Degree, majoring Geography with a focus on urban and regional planning from the University of Malawi-Chancellor College, where he did research and developed a thesis titled "An Assessment of the Quality of Urban Spatial Planning Regulations and its Urban Developments". He is currently a National Focal Point for World Heritage in Malawi.



**Mr Zayd Minty**, Cultural Management and Policy Professional (South Africa, Johannesburg)

Zayd Minty is a cultural management professional, policy expert and researcher. He has worked, primarily in South Africa, on local cultural governance initiatives. He has experience in post-apartheid museums, community arts centres, festivals, cultural networks, public and contemporary arts projects, as well as creative city initiatives.

He served as head of culture for the City of Cape Town (2012-16) and was responsible for the city's successful bid as World Design Capital 2014.

He has a special interest in understanding how culture could be better mobilised at localised levels to enable more sustainable, integrated and just cities in the global South. He has been running Creative City South, based in Johannesburg, since 2017 – which serves as a platform for documenting and popularising urban cultural policies and practises for sustainable cities in the global South.

He is an expert with UCLG's Agenda 21 for Culture programme. He is a research associate at the University of Witwatersrand at the Cultural Policy and Management Department of the School of Arts. He is currently working on his doctorate looking at the Newtown Cultural Precinct and its implications for cultural governance, through the African Centre for Cities.

**Ms Nthabiseng Mokoena**, Consultant for the Metolong Authority (Metolong Dam) (Lesotho)



**Mr Rajab Mousbah**, Urban Planner, Professor (Lebanon, Beirut)

Mousbah Rajab is an architect and Urban Planner, and professor in urban planning at the Lebanese University. He is member of several associations in Beirut and Tripoli working on development issues. In 1993 he defended a Ph.D. thesis at Paris I-La Sorbonne entitled "The Old

Tripoli (Lebanon), a historic space in the process of mutation, problems and prospects.” Since then he has worked with the Municipality of Tripoli through cooperation projects with Mediterranean cities on conservation of the Historic City of Tripoli, and other cultural heritage issues.

His main academic activity today is at the Department of Urban Planning at the Faculty of Fine-Arts and Architecture at the Campus of Hadat where he lectures and participates to several research projects.

He had many professional experiences in Lebanon. In 2001 he was member of the Urban Planners Consultant Team for the Cultural Heritage and Urban Development Project for the historic City of Tripoli. In 2008 he was member of the local experts’ team for the Al-Fayhaa Sustainable Development Strategy project. In 2011, he contributes with UN-HABITAT to the preparation of a training curriculum on strategic planning methodology as part of the “Improved Municipal Governance Effective Decentralization in Lebanon” project (UNHABITAT, Ministry of Interior & Municipalities and General Directorate of Administrations and Local Councils).

He has written and published several scientific contributions based on his professional experiences related to cultural heritage, development and governance in Tripoli in particular. He was the head of the Department of Urban Planning between 2006 and 2015.



**Mr Macmillan Mudenda**, Urban Planner, Heritage Conservator (Zambia, Lusaka)

Mudenda Macmillan is a Zambia Born Urban Planner and Cultural Heritage expert. Over the past two decades, he has worked in the public sector under local government and heritage sectors. I earned my BSc in Urban and regional Planning from the Copperbelt University In Kitwe Zamibia and Master of Arts in Heritage Studies from University of Zimbabwe in Harare, Zimbabwe

I am a self-motivated and a very hard-working person, goal-oriented and able to achieve results with minimum supervision. Computer literate and an effective communicator at all levels and able to adapt and adjust to any change in the work environment.

**Mr Keuuavali Neshila**, Built Heritage Officer National Heritage Council (Namibia)



**Ms Boon Nee Ng, Town Planner (Penang, Malaysia)**

Boon Nee is Town Planner with George Town World Heritage Incorporated, which she joined in 2017. She received a Bachelor of Science degree in Urban and Regional Planning and Master of Science degree in Planning from Universiti Sains Malaysia in 2015 and 2016 respectively. Her current work interests comprise urban design, heritage townscape planning and disaster risk management. Boon Nee's current duties primarily focus on the disaster risk management programme for the George Town UNESCO World Heritage Site, including the coordination of inception and national workshops on disaster risk reduction in collaboration with UNESCO Jakarta. Her forte in project management is put to great use when organising community workshops on cultural heritage disaster risk management. The workshop was held every three months, equipping the local community with the capability to fight disasters such as fire and flood in times of need.



**Ms Sanaa Niar, Architect, Heritage Conservations Specialist (Algeria, Oran)**

Sanaa Niar, is an architect, graduated from the University of Science and Technology of Oran Mohamed Boudiaf, Algeria. Master in Conservation and Restoration of the Architectural and Urban Heritage, from The Technical Superior School of Architecture of Madrid. Actually, finishing doctoral research at the same school. Since her graduation, she has been combining in her professional background, both academic and practical projects; all related to the cultural heritage conservation. In the academic ones, related to her Ph.D research, on fortifications and military heritage, she participated and organized several scientific meetings, including but not limited to: the International Symposium on Good Practices in Fortification's Rehabilitation, in Oran on 2018, which consequences has been the classification of 5 forts at the Algerian national cultural heritage list.

Beside of her academic works, she has been collaborating as consultant architect in many rehabilitation and restoration projects in Algeria and internationally; such as her work on the housing inventory of Sidi El Houari, the historical urban city of Oran, for the preparation on the nomination dossier as national protected urban area.

She is member of ICOMOS International, Vice President and Regional Coordinator of the Arab States for ICOMOS International Committee of

Fortifications and Military Heritage (ICOFORT). Member of ICOMOS Emerging Professional Working Group (EPWG) where she also coordinate the Arab States Region. She participated to the redaction of the ICOMOS/ICOFORT charter on Fortifications and Related Heritage. She has been involved in several Desk Reviews for nominated sites to the World Heritage List, and also contributed to the ICOMOS Study on the potential offered by the Arab States Region for a more balanced World Heritage List. In last December 2019, she participated to the Pilot Workshop on Strengthening Capacities of World Heritage Professionals in the Arab Region for Cultural and Mixed Sites, organised by the Arab Regional Center for World Heritage ARC-WH and ICOMOS in partnership with ICCROM and IUCN. She has full professional proficiency in 4 languages: Arabic, French, Spanish and English.



**Mr Godfrey Nyaruwanga**, Curator of Historic Buildings in Zimbabwe (Zimbabwe, Harare)

Mr Godfrey Nyaruwanga was born on the 8th of October 1973 in Rusape, Manicaland, Makoni District. He attended Nyanga High School (Marist Brothers) after which he joined the Ministry of Education as a teacher. Godfrey has been working as a Curator of Historical Buildings at the National Museums and Monuments of Zimbabwe. He joined the organisation in 1995 and since then has been holding positions in the Archaeology and Militaria Departments of the Institution. He holds a Diploma in War and Strategic Studies, and Bachelor of Arts Honours Degree in History and Master of Arts Degree in Heritage Studies all from the University of Zimbabwe.

He holds several certificates in tourism, conservation and records management. He also attended an ICCROM CBH 16 Course in Rome in the month of March to April 2016 where he got insights on the management and conservation of World Heritage Sites through several case studies in Rome and presentations from participants from across the world. This culminated in the Curator through NMMZ being funded to produce a Condition and Conservation Report for the Italian Chapel of the 2nd World War in Masvingo by the Italian Embassy in Zimbabwe through its Ministry of Defence in Rome, Italy.

The Curator has presented papers at several conferences and most notably ASAPA (The Association of Professional Archaeologists in Southern Africa) and ESARBICA.



His dissertation for BA Honours in History was entitled; National Heroes Acre: Legacy of the Liberation Struggle? while his MA thesis was; The Management and Conservation of Historic Buildings in Harare. He is currently drafting papers on Township Tourism and Conservation of Urban Heritage Sites and buildings Current projects at hand include computerised documentation, placement of plaques, information maps, routine conservation, township tourism and engagement of different stakeholders.



**Mr Butholezwe Kgosi Nyathi**, Regional Director, National Gallery of Zimbabwe in Bulawayo (Zimbabwe, Bulawayo)

#### Academic Qualifications

Butho is a holder of an undergraduate degree in Library and Information Science (2008), a Master of Science Degree in Development Studies (2013) and most recently a first class MA Culture, Policy and Management from City University of London (2018).

#### Fellowships

Butho has participated in various leadership development initiatives such as the Mandela Washington Fellowship (2016), Arts Rights Justice Academy Fellowship (2018) and Tate Modern Fellowship (2018).

#### Working Experience

Professionally, Butho is Regional Director at the National Gallery of Zimbabwe in Bulawayo. Since joining the Gallery in May 2019, Butho has facilitated the renovation of Douslin House, a historic building housing the Gallery. Butho is a mid-career cultural manager and has a cumulative 12 years of experience in arts, culture and heritage management. As Programs Manager at Amagugu International Heritage Centre (AIHC) between 2012 and 2019, Butho successfully coordinated arts, culture and heritage policy and strategy formulation in four rural local authorities as part of a UNESCO IFCD funded project. Butho also facilitated accreditation of AIHC as Zimbabwe's first and only NGO advisor to UNESCO under the auspices of the 2003 Convention on Intangible Cultural Heritage. Butho also writes opinion articles on cultural issues for the local Sunday News newspaper.

Butho is currently developing a research proposal in readiness for registration as a PhD candidate to explore the intersectionality of informality and sustainable urban development and culture at the local level.



**Ms Milijana Okilj**, Phd Architect-conservator (Bosnia and Herzegovina, Banja Luka)

Milijana Okilj has a bachelor degree in Architecture from the Faculty of Architecture, University of Sarajevo, and a Master of science and PhD in History of Architecture and Protection of Cultural Heritage from Faculty of Architecture and Civil Engineering, University of Banja Luka, B&H. Since 1995 she has worked as an architect-conservator, from 1999 she is a Head of Department for Cultural-Historical Heritage, for the Institute for Protection of Cultural-Historical and Natural Heritage of Republic of Srpska. She also has the experience in working for Faculty of Architecture Civil Engineering and Geodesy and Faculty of Sciences, University of Banja Luka, B&H as a Visiting Professor.

She has published several books and articles in scientific journals. Her main responsibilities as an expert associate for built heritage included a diverse range of activities in urban heritage preservation: research related to cultural heritage, promotion of cultural assets, compilation of technical documentation for conservation, restoration and rehabilitation of built heritage as team leader, compilation of elaborates and studies for the purposes of conservation, restoration, revitalization and proclamation of built heritage. She is also Focal Point for World Heritage. She has been involved in a number of activities in which she has been working with different groups of community, (local, young, students and other stakeholders). She was a member of author's team for Management plans for nomination of WHL. She is a member of expert team of B&H for World Heritage Committee.

**Ms Lorena Perez**



**Ms Thuy Loan Pham**, Architect and Planner (Vietnam, Hanoi)

Assoc. Prof., Dr. Pham Thuy Loan is a Deputy Director of the Vietnam National Institute of Architecture (VIAR), Ministry of Construction, Vietnam.

Dr. Loan started her study in Architecture in National University of Civil Engineering in 1991; finishing her master and doctor program in Urban Design Laboratory, in Department of Urban Engineering, the University of Tokyo in 1999 and 2002.

She used to be the Head of the Department of Urban Planning, Faculty of

Architecture and Planning, in the National University of Civil Engineering (NUCE) from 2004 to 2014.

During her career, Loan has been taking part in a wide spectrum of professional activities, from research, education, to practices in urban planning, design and heritage conservation.

She is one of a founder, chairwoman of Docomomo Vietnam (country chapter of the Docomomo International).



**Ms Anna-Paola Pola, Architect, Urban Planner (Italy)**

Anna-Paola Pola, architect (PhD), is Director of Urban Planning and Research fellow at WHITR-AP Shanghai (the World Heritage Institute of Training and Research for the Asia and Pacific Region under the auspices of UNESCO), based in Tongji University, P.R. of China. Her fields of interest include urban preservation and rural development. Currently, she is conducting a research agenda on the role of culture for the sustainable development of small settlements and rural areas. She has collaborated on grassroots projects in remote villages, and is a planning consultant for local governments, institutions and NGOs. Previously, she has conducted comparative research on urban conservation plans for historic towns in Italy, Latin America and the Middle East, and on post-earthquake reconstruction plans in Italy. She has published articles, curated exhibitions and books, and organized conferences on issues related to urban preservation. Anna-Paola is a member of the editorial board of Built Heritage Journal and an expert of the network Heritage Asia-Pacific (heritAP).



**Ms Maya Rafih, Architect, Entrepreneur (Egypt, Cairo)**

Maya is a Dutch-Lebanese architect and designer currently living in Cairo, Egypt. She developed her tireless work ethic at international offices like the Office for Metropolitan Architecture (OMA) in Rotterdam as well the Ateliers Christian de Portzamparc and the Ateliers Lion in Paris. She has cultivated her deep commitment to testing and detailing while working at Blankpage Architects in Beirut, always striving to derive design solution from thorough research and a deep understanding of the user's needs, the technology available, the environmental impact of the project and the implementation process. In 2013, Maya decided to work and design independently on projects from concept to completion, in the

Netherlands and in the Middle East. This opened alternative grounds to work on different scales, to experiment with the process, to meticulously reframe and test briefs, and to design distinctive solutions for unique problems. Additionally, she co-founded Sikasok in 2017, an accessory brand that strives to be local (from design to production), and socially proactive in the Arab World. Maya holds a Master of Science in Advanced Architecture Design from Columbia University in the City of New York and a Bachelor of Architecture from the American University of Beirut.

**Ms Gurmeet Rai** (India)

**Mr Phillip Segadika**, Head of Archaeology and Monuments (Botswana)

**Ms Niramon Serisakul**, Urban Design and Development Center (Thailand)



**Ms Heidi Shalaby**, Heritage preservation unit manager, National Organization for Urban Harmony (Egypt, Cairo)

About my professional career, I have participated on many national/international projects in Egypt like:

- The Director of the project of “Rehabilitation Architecture Hassan Fathy’s village-Luxor” with UNESCO and the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the Scientific Committee of “Preparing the File to list Rosetta on the WHL ” with Ministry of Antiquities and the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the project of “Documentation of the Heritage buildings with 3D laser Scanner in Down Town Cairo” the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the project of “Revitalizing the Down Town Cairo” the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the project of “Upgrading Ismailia Square in Heliopolis” the National Organization for Urban Harmony, NOUH, Ministry of

#### Culture (Egypt)

- The Director of the project of “upgrading the pedestrian paths at the Down Town Cairo” the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the project of “Revitalizing the Azbakia Garden as a heritage garden in Down Town Cairo” the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Director of the project of “Livid Here, to document the houses of the pioneers” the National Organization for Urban Harmony, NOUH, Ministry of Culture (Egypt)
- The Chairman of “The committee of listing of heritage buildings” Sharkia Governorate, (Egypt)
- Participated in the project of “The Rehabilitation of Wekalet El-Maghraby in Cairo” by by RehabiMed, Cairo, (Egypt)



**Ms Tsepang Shano**, Senior Museum Curator (Lesotho)

#### **Ms Men Chandévy Sisowath**, Architecte et urbanisme (Cambodge)

Professeur à l'Université Royale des Beaux-Arts, où elle enseigne et dirige des formations en architecture, et en urbanisme, en archéologie sur la question de la protection du patrimoine bâti.

Elle a débuté son parcours professionnel en tant que restauratrice des collections d'Arts Khmer au Musée Nationale de Phnom Penh. Ensuite, directrice du Centre du Patrimoine, un établissement public sous la tutelle du Ministère de la Culture et des Beaux-Arts depuis 2007 dès qu'elle a fini ses études à l'Ecole Nationale Supérieure d'Architecture à Toulouse, France. Le centre du Patrimoine a deux entités : Ecole Régionale du Patrimoine et la Mission du Patrimoine. L'Ecole a assuré la pédagogie par l'Ecole de Chaillot, et a formé des professionnels aux métiers du patrimoine qui sont venues de trois pays dans la région, le Cambodge, le Laos et le Vietnam. Tandis que la Mission du Patrimoine s'occupe des inventaires, des plans de sauvegarde et de mise en valeur, des travaux de rénovation et de restauration du patrimoine bâti de la fin du 19eme et du 20eme siècle.

Les expériences du travail lui permettent de poursuite à la recherche,

elle a donc inscrit au Ecole doctorale à l'ENSA Toulouse et à l'Université Toulouse Jean Jaurès. Son sujet de thèse porte sur « Le vocabulaire de l'architecture Khmère, Dictionnaire illustré – Lexique Khmer-Français et Français-Khmer ». Ensuite, maître d'oeuvre et aussi consultante pour le projet architectural et ville patrimoine au Cambodge. Elle est en charge de la restauration du patrimoine bâti au Cambodge et en particulier le Palais Royal de Phnom Penh.



**Ms Afsaneh Soltani, Architect**, assistant professor (Iran, Shiraz)

Afsaneh Soltani is an Architect, instructing architecture courses at the university and working with Iran Ministry of Cultural Heritage, Tourism and Handicraft since she received her Master's degree from Tehran Art University in 2001.

She participated in various research and design projects at National and World Heritage sites, e.g. Persepolis and Pasargadae WHS, and this gave Afsaneh the opportunity to learn more about the values and potentials of Iran's historic architecture, while witnessing how present architecture in the ancient city of Shiraz has forgotten its original values and has adopted modern international norms, which has resulted in serious issues for the city and the inhabitants.

Therefore, Afsaneh started her PhD studies at the department for sustainable architecture at Technical University of Vienna, Austria and aimed to provide design guidelines for present architects, inspiring from traditional architecture in hot and arid region.

After Afsaneh came back to her home town in 2016, she was invited to join the project on Integrated Urban Conservation Plan for Shiraz Historic City (UCP) at Research Base for Shiraz Historic City, which was performed by local staff under supervision of an International team from Italy (Prof. Jukka Jokilehto, Arch. Carlo Cesari, and Dr, Mehr Azar Soheil). Afsaneh has been working on Shiraz UCP as the technical manager and coordinator of Iranian-Italian team. This project is at its final stage at the moment. UCP is a project dealing with the historic city, its context and contemporary extensions of the city, both at urban and architectural scale.

While documentation of the 360 hectare area of the historic city with 12000 buildings, regarding her studies on environmental sustainability, Afsaneh has been interested in local construction materials and details and is eager to develop the knowledge further.



**Ms Yan Sun**, Urban Planner and Researcher, Cultural Heritage Conservation Center, Architectural Design & Research Institute of Tsinghua University (China, Beijing)

Sun Yan is a senior researcher and urban planner in the Cultural Heritage Conservation Center, Architectural Design & Research Institute of Tsinghua University. She holds a PhD in History and Theory of Architecture from Tsinghua University, and a Master of Science in Building Engineering from Politecnico di Milano, Milan, Italy. Her research and working experience concentrated on cultural heritage conservation, especially on conservation theory, World Heritage application and management plan. During the recent years, she participated in the preparation, conservation and management work of several cultural heritage sites for World Heritage Nomination in China, including: 'Kulangsu, the Historic International Settlement', Archaeological Sites of Hongshan Culture, Archaeological Sites of Upper Capital and First Tomb of Liao Dynasty, Beijing central axis. She also had rich experience in conservation planning programs of cultural heritage sites. She took part in formulating the Conservation and Renovation Plan of Beijing Central Axis, the Conservation and Management Plan of Mount Qingcheng and the Dujiangyan Irrigation System in Sichuan, Western Qing Tomb in Hebei and etc. The publications which she involved include: The 30 years of World Cultural Heritage in China, World Heritage and Sustainable Development, The Conservation of World Cultural Heritage and the Urban Economic Development. She also worked as a member of the research team of National Heritage Centre of Tsinghua University and published annual observation reports on the World Heritage Committee Sessions since 2013, which are published on the World Heritage Magazine in Chinese and English.



**Mr Medhanie Teklemariam Andom**, Urban Planner (Eritrea, Asmara)

Site Manager of Asmara: a Modernist City of Africa since August 2017 and senior urban planner with more than 27 years' experience and has been involved in many projects in Eritrea and being advisor to local authorities and national organizations in the field of urban planning, housing, infrastructure, heritage conservation, development and strategic planning. Deep knowledge of theoretical and technical related urban planning projects, heritage conservation and planning, nomination dossier, management plan, disaster risk management. He has been

working and acquainted with UNESCO, UNDP, EU and AfDB policies and procedures. Substantial Field experience in East Africa and Europe for various mission in more than 20 countries. In the last ten years, he has been working as project coordinator in key strategic projects which include Asmara Infrastructure Development Study, National Heritage Programme and Asmara Heritage Project. Good knowledge to develop project proposal, fundraising, organizational and interpersonal skills. A Member of various committees including building, urban planning and heritage and a chairperson of the tangible subcommittee at national level. Member of Do.Co.Mo.Mo International. Prize Winner of RIBA President's Medal and Award winner of history and theory category for 2016 best research.



**Ms Ainura Tentieva**, Expert in culture and education (Kyrgyzstan, Bishkek)

Advisor for the National Commission for UNESCO of the Kyrgyz Republic. Over 15 years' experience as a National, Regional (International) Consultant on Culture of Central Asia in culture heritage preservation. Work on preparation of the WH nominations in Central Asia: "The Routes Network of Chang'an - Tian-Shan Corridor", Sarazm (Tajikistan), Sulaiman-Too Sacred Mountain (Kyrgyzstan); development of the Management Plans on conservation, interpretation, promotion and tourism development.

Expert for the development of the National Strategic Programs on culture, education, labour market: "Sustainable Development Program, 2013 – 2017", "Midterm Country Development Program, 2011 – 2014", Employment Policies 2011 – 2015.

Ten years' experience as an expert for Education Sector, including strategic planning, assessment and survey conduction: EU project "Fostering and Monitoring of the Educational Reforms in the Kyrgyz Republic", DFID Project "Public Expenditure Tracking Surveys in Education and Health", Impact Assessment Survey of the WB «Rural Education» project.



**Mr Ronald Ontwetse Tlhako**, Curator Archaeology & Built Heritage (Botswana, Gaborone)

Ronald Ontwetse Tlhako is a Curator in Archaeology and Built heritage with the Botswana National Museum and Monuments, I have 12 years'



experience as a curator in the Department with emphasis on Built heritage management. My role entails the conservation, protection and management of heritage entities in the country. As curator in the Department I have a vast experience in the different aspects of management and development of heritage sites. This also gave me a chance to assist in addressing issue of community beneficiation through the use of heritage sites; this was done through the formation of community trusts. I have for the past 12 years played a role in the preparation of management plans and designs for site museums at some other most visited sites like old Palapye and Tsodilo e.t.c. I am currently coordinating the Development of Museums at two important museums through The National Development Plan 11.

#### Experience

- Review and Clearances for Architectural history Impact Study(AHIS)
- Project Manager in the stabilization of Old Palapye church in Malaka village.
- Project manager in the restoration of Bonnington Silos Monument in Gaborone
- Project officer in the conservation of Old Gaborone's Hotel
- Projects manager in the restoration of Kgosi Sekgoma House in Serowe
- Project manager in the Restoration of Samora Machel house in Lobatse
- Project Coordinator for Implementation of National Development Plan 11 at Heritage sites in the country
- Conducted Condition surveys for Most of the Built monuments in the country
- Assisted in the restoration of the Bathoen II house in Kanye village

#### Educational background

- MA Archaeology(on-going) University of Pretoria, South Africa. Thesis Topic: The development of cost-effective intervention methods for built heritage in Botswana.
- Certificate in enterprise risk Management (Botswana Accountancy college)
- B A Humanities (Archaeology and History) University of Botswana

**Ms Benedetta Ubertazzi** (Italy)

**Prof Dong Wei** (China)



**Ms Yimei Zhang**, Preservation Planner (China, Beijing)

Yimei Zhang is a preservation planner currently living and working in Beijing. In the past four years, she has been working on preservation-related projects across China. One of her major projects is Jingmai Tea Forests in Yunnan province. She was a key contributor to the preservation plan, village development plan, design guidelines, interpretation plan, World Heritage nomination preparation and consultation of the heritage site. She presented her work at 2019 Sino-European Forum on Vernacular Heritage, and two co-authored peer-reviewed articles on the management of the site and comparative study of landscape patterns are to be published soon.

The preservation of the Ancient Tea-Horse Road, a historic road network for tea trade between tea-growing regions and tea-consuming Tibet, constitutes another important part of her work. The findings and thoughts of the project were presented at 2020 ICOMOS International Scientific Committee on Cultural Routes and published in journals as well. She also engaged with a broader audience through a popular cultural heritage podcast by talking about her experiences in the project.

Yimei holds master's degrees in both city planning and historic preservation from the University of Pennsylvania, where her graduation thesis was awarded Anthony Nicholas Brady Garvan Award for an Outstanding Thesis in Historic Preservation. Prior to Penn, she was trained as an economist at Beijing Foreign Studies University where she obtained bachelor's degrees in economics and English. The multi-disciplinary background provides her perspectives and tools to approach heritage as part of the broader social, cultural and economic processes.

She is a member of ICOMOS and alumnus of the World Heritage Leadership Program held by ICCROM/IUCN in 2019. In her part time, she writes frequently on the history and culture of the built environment for several online media.

# ANNEX IV

Feedback

Learnings from the post-attendance survey



**Photo credits:**

Original title: Medina of Essaouira (formerly Mogador) (Morocco), Author: Vincent Long, Copyright: © OUR PLACE The World Heritage Collection

# FEEDBACK

## Learnings from the post-attendance survey

Six weeks after the end of the World Heritage City Lab, participants were invited to share their feedback with the organising team through a Microsoft forms survey which was emailed to participants and posted on the Teams group.

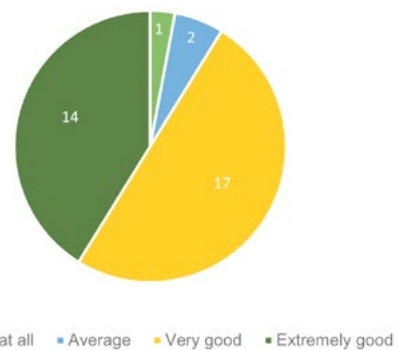
The survey was available in English and French and respondents had two weeks to provide their feedback. 36 responses were received, which accounts for approximately half of the presenters. Respondents could choose to provide their feedback anonymously or to leave their contact details; only two decided to review anonymously.

The results of the survey indicate that the reception by the participants was eminently positive. Some key highlights are quoted below:

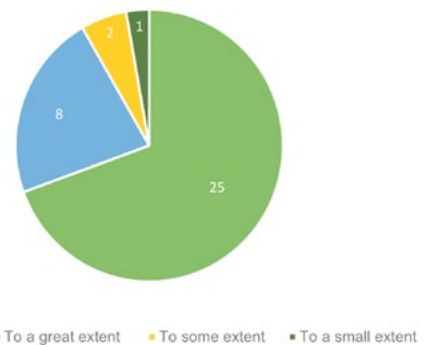
- 92% of respondents assessed the overall quality of the World Heritage City Lab as “very good” or “extremely good”
- 70% of respondents would absolutely recommend the World Heritage City Lab to other urban heritage experts, 20% would do so “to a great extent”.
- 9 out of 10 respondents believed that the network of professionals created during the World Heritage City Lab was “very helpful” or “extremely helpful”.

Participants suggested improvements and topics to be developed in future City Labs. Their responses are recorded in the following pages.

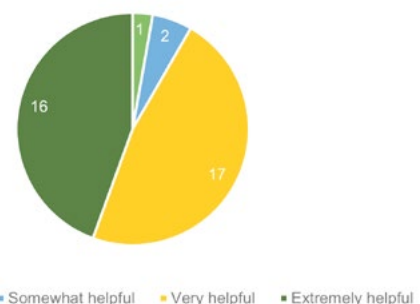
How would you assess the overall quality of the World Heritage City Lab?



Would you recommend the World Heritage City Lab to other urban heritage experts and Site Managers?



How would you assess the usefulness of the network of professionals created during the World Heritage City Lab?



**What aspects of the World Heritage City Lab did you find most useful and interesting?**

Over 90% of the survey respondents rated the quality of the World Heritage City Lab as very or extremely good and would recommend it to other urban heritage experts and site managers. Participants especially valued the interactive aspect of the City Lab and the possibility to actively engage with the activities.

Below, a word cloud with the overall responses highlights the most common words used by respondents: experiences, heritage, urban, useful, urban, different, presentations, case studies, experts, discussion. The detailed responses by the participants are quoted in the next page. Some responses have been edited for clarity and length.



### *Participant responses*

- The World Heritage City Lab was a great opportunity to work on pressing issues amidst the pandemic, gathering people from different backgrounds and from all over the world and therefore fostering rich discussion and infinite learning and exchange opportunities.
- Discussions after expert presentations were of immense interest. Expert presentations as well as those of heritage managers presented balanced academic and occupational perspectives.
- The case studies and assignment questions are very inspiring. They really provoked thoughts and helped me think outside my own experiences.
- The diverse experiences of city leaders from around the world at such a critical juncture for humanity. The impressive calibre of speakers. The fact that presentations were kept short and punchy. None lasted more than 10 minutes.
- The opportunity to listen/share hands-on experiences, difficulties and doubts based on daily issues related to heritage management was extremely important, as well as the opportunity to participate in briefings on more relevant and crucial issues. At the office, on the one hand, we often share the need to operationalise the debate and ground theoretical insight into 'real life'. On the other hand, we rather struggle not to lose the work general perspective (related to a more meaningful cultural horizon, heritage resources protection, quality of life/wellbeing improvement) in too practical/prosaic issues. Such a Lab, combining both aspects, was helpful to gauge my doubts/issues with general common difficulties related to work. The Lab did not provide ready answers, but a helpful, fertile ground for reflections.
- Some of the case studies were excellent and the expert panel members has very useful recommendations.
- I enjoyed participating in a working group. I thought the variety of insights offered by experts and site managers with different experiences was fascinating.
- The proposals for the habitability of the historic centers and the administration of the area declared world heritage.
- Reactions of the experts to Presentations was that they provided valuable advise on the case studies.
- The sharing of experience from different experts from different country was appreciated.
- Thematic speeches and presentations of WH cities were appreciated.
- Firstly, the inaugural conferences of the sessions, especially the one focused on new infrastructures in a WH site because it is often a difficult exercise for which the WH cities are confronted with is which is to reconcile between preservation, value of heritage and its OUV and between a desire to meet the development needs of its local communities. Second, teamwork by region, in my opinion, is very useful, allowing fruitful exchange in terms of

comparative analyses and the desire to find ways for improving the process, practices and management of WH sites.

- Sharing knowledge, expertise and thoughts was extremely important. In times of crisis it's important to gather and to stay together to face challenges that might affect the human heritage.
- Presentations by heritage professionals from diverse parts of the world was appreciated.
- Although it did mean a significant amount of time investment for research and writing apart from the time already dedicated to the workshop itself, I did enjoy and learnt from the group project, especially the collaboration with other professionals. I was particularly fortunate to be paired up with a fellow Peruvian living abroad. [I enjoyed] the Q&A sessions at the end of each session, because they provided an opportunity to touch upon specific themes and lingering curiosities. They were also useful for me to learn how to relate my specific local experiences to the broader topics being discussed. The diversity of the speakers and participants was useful. [I appreciated] Being able to participate in follow-up lectures. I especially appreciated the talk with Richard Sennett, and would be happy to participate in more of these events for workshop participants. These would also contribute to keeping the network constantly updated. I would certainly appreciate having an event (lecture, discussion, round table) at least once a month for workshop participants.
- The discussions were very useful and how different countries are addressing heritage in relations to community improvement.
- Challenges presented during group work was very enriching and with resources permitting the teams needs a token. It was a short time but yielded very good contributions.
- To have engaged world heritage site managers from around the world, speaking about critical issues and opportunities within the property they manage. To have given assignments to working groups and to have developed a series of online appointments in which it was possible to know about good practices and innovative strategies in other sites.
- The crossing of ideas is very instructive, so the presentation of many interesting cases. Another important point is getting to meet and listening to key-experts.
- Working together with colleagues, exchanging experiences, etc.
- What was very useful to me was that the facilitators and the participants were experts drawn from different parts of the world bringing together vast knowledge and experiences with supporting case studies.
- The presentations of case studies by site managers were very interesting to understand the challenges on the ground at the moment, and the priorities and strategies being implemented. I also appreciate the final session, with several experts sharing ideas which open up new paths for reflection about the management of urban heritage, and heritage in general. I also

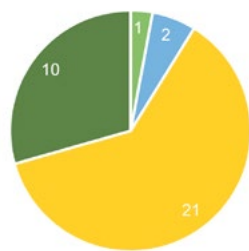


appreciate the opportunity to exchange with colleagues from different parts in the world, as I learned greatly from the experiences shared.

- First of all I would like to congratulate the World Heritage City Lab for the excellent organization, and thank you for the opportunity to be part of this amazing laboratory. I appreciated a lot both the interesting presentations from recognized experts on urban cities, and the group assignments that we had to develop. All the topics were important to discuss, we learned a lot from the different experiences shared in the presentations, and from our team groups. Plus the discussion about local communities and COVID-19 impact was particularly important to raise among experts.
- Thematic days, case studies, and collaborative working were the most valuable.
- Sharing the experiences of participants from different countries were informative.
- Interventions by the session leads and moderators.
- Exchange of ideas by the participants.
- All of it was useful and very interesting. None was less useful.
- Overall all, the five days' session discussion were very interesting and inspiring. I found the themes such as "Re-thinking urban infrastructure in historic urban contexts", "Heritage-based recovery and resilience: way forward" and the case studies of selected WH properties presented were most useful. Moreover, the working group discussion outside of session were useful which helped me to exchange experiences how to find practical solution to our common challenge of urban conservation and the recent COVID-19 health crisis.
- The diversity of participants and the careful selection and inclusion of representatives from the formal and informal sectors, in addition to independent international experts from different and relevant backgrounds as well as WHC partners and ABs.
- Heritage management and the different examples for presentation.
- The most interesting aspects mentioned (during the Lab.) in my opinion concern the negative impacts of the COVID-19 pandemic on World Heritage cities and Historic Urban Landscapes. The most cited impacts are those related to socio-economic activities including those related to the tourism industry, social harmony and cohesion, human interactions between visitors and host populations. Another negative impact is the affection of the cultural operators and craft people whose lives were essentially based on the frequentation of tourist towns and sites which have come to a sudden halt and have become bloodless places.
- Exchange of experiences and creation of a network of professionals.

### How would the knowledge and skills gained during the World Heritage City Lab be useful in your professional work and career?

How would you assess the contribution of the World Heritage City Lab to your professional work and/or your career?



■ Slightly helpful ■ Somewhat helpful ■ Very helpful ■ Extremely helpful

Over 90% of respondents stated that the World Heritage City Lab had made a very or extremely helpful contribution to their professional work and career.

Respondents believe that the acquired knowledge and skills are useful in a variety of ways, including direct application in World Heritage site management, a better understanding of World Heritage processes and documents and an increased professional network.

### Participant responses

- I feel much more comfortable talking about World Heritage policy and practice and have expanded my personal network considerably. I am now exploring a number of project concepts off the back of the World Heritage City Lab.
- I plan to incorporate the learnings into my practice in urban heritage conservation and management.
- I found the insights regarding the relationship between material urban heritage and its interactions with (and role in) living heritage fascinating. Contributing to this kind of project has given me further insights into World Heritage. It has also allowed me to make connections with other heritage experts and site managers.
- To establish improvement actions and update the site's conservation indicators system, as well as for the planning of the administration of the place in the short, medium and long term. In my professional career, it is part of the academic life training curriculum vitae.
- It is very useful to be aware that other cities around the world face much similar issues as you do. Sharing successful solutions is valuable. The huge amount of discussions in such webinars must be published to be more useful.
- I aim to combine my work in academia as a researcher, mentor and teacher who mostly designs and teaches her own courses in urban heritage and history, with my work as a consultant and

urban heritage professional, who collaborates with people from different disciplines, especially architects, designers, engineers and the like. For the two sides of my work to be able to successfully feed off and contribute to each other, it is essential for me to learn as much as I can from different local, national and international experiences/case studies. I also wanted to expand my professional peer network, and especially learn more about how WH will be affected by the pandemic.

- It helps to know more about solutions adopted in other countries for same problems.
- It will be helpful in mitigating conservation challenges and give a platform to share these challenges and hopefully one day get some funding to address those challenges.
- It will assist in sustainable utilisation of urban areas.
- To be more exposed to the other heritage cities experiences is very important, so I can learn more about solving the similar problems.
- As director of a school of architecture I had to broaden the field of teaching by scheduling a master's course (interventions on World Heritage sites / issues-challenges and different approaches). As a professor of heritage, I was able to soak up the similarities or differences of the aspects of the intervention on WH sites and the issues surrounding them. As a member of the Rabat World Heritage Commission, I was able to inform my other colleagues of some good practices that I was able to retain on certain sites during the seminar.
- I am leading a national gallery which is housed in a historic building in Bulawayo. Building management propositions will be handy as I work on renovating the building.
- The World Heritage City Lab provides a very useful framework to refer to.
- The Lab tackled many relevant subjects and broadened my perspectives and my networks. From there I am better equipped to tackle my research as well as my practical work on the relationship between grassroots movements, social entrepreneurial ecosystems, community resilience and the lack of governmental support in post-conflict or post-trauma spaces.
- Knowledge gained is useful to gauge my work, reorient and confirm some work practices.
- New contacts and networks who are a valuable source of fresh ideas and varying perspectives on situations that are relevant to my own challenges.
- The World Heritage City Lab is a good tool to deepen knowledge about practices in other World Heritage sites, to look at criticalities from a different perspective and to be inspired from other sites to implement certain actions.
- As a professor at the Lebanese University, the knowledge gained during sessions will be reflected in my lectures, and in my professional practice.
- I think they can be very useful. First of all, I intend to share the knowledge gained during the

World Heritage City Lab with colleagues in the Institute where I am employed.

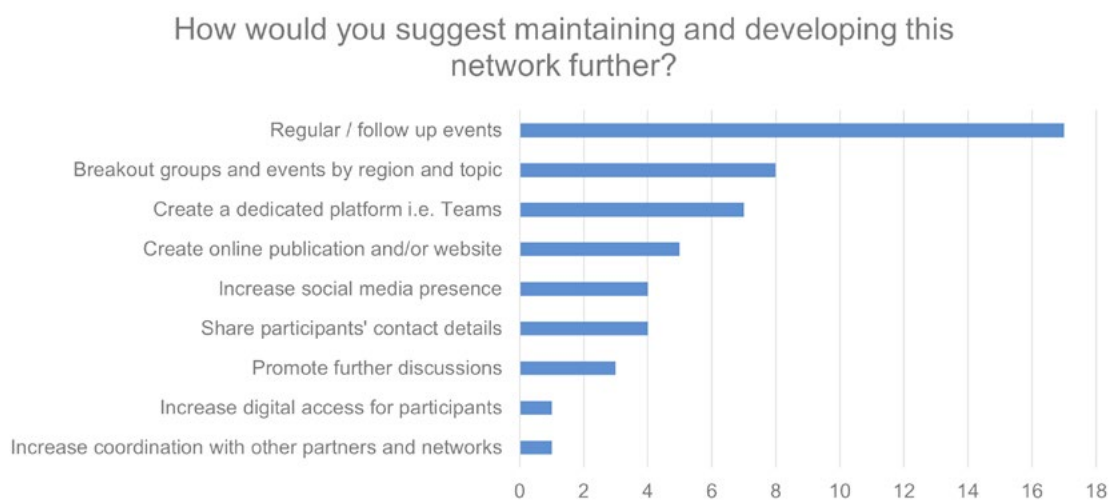
- Some of the strategies proposed by participants can be used to help better manage some of our sites.
- The World Heritage City Lab opened for me some new paths of reflection about my career and the role to play in heritage management, especially about the need to keep looking outside of our box.
- First of all having such great discussing on Local Communities Wellbeing, made me realize even more that as heritage conservation architects we should make local communities much more in the focus of our projects, this is the only way to ensure a successful intervention and management plans for historic urban areas. I will apply the HUL Recommendation in all my ongoing and future projects, especially in my area of expertise which is the Arab States Region, where the situation of urban historic cities is very challenging and need a serious strategy of intervention management and conservation.
- It is very important for professionals to have platforms for dialogue to help us continue with our work.
- I will take into consideration the multi-dimensional issues put forward by participants and their good and successful outputs while developing conservation and management plans.
- In developing Cultural Heritage Management Plans, training programs, consultations.
- In sharing experiences.
- I am a person who works in cultural management and policy focussing especially on cities. I also work increasingly with UCLG Agenda 21 as an expert in their cities programme. I saw lots of overlaps and possibilities and since there is not a lot of work in this area, i realised the WHC angle could provide opportunities for work on one hand, but more importantly to further my skills and secondly to bring the knowledge I have from my cultural policy and cities work into the WHC space - it seems like there is a bit of a divide. Many of the speakers were built environment professionals and you did not have people who do work with urban cultural policy.
- I learned a lot from the city leaders, international experts, practitioners and site managers from all over the world who participated in the debates that were held and from the innovative ideas and solutions suggested on the practical problems and challenges of WH properties and strategies. The knowledge and skills gained during the World Heritage City Lab (WHCL) was very useful to my professional work and will help me to manage better Asmara World Heritage Property. The World Heritage City Lab was held at the time when we are still on the mid of global health crisis due to the COVID-19 and all the agendas' raised during the webinar were very relevant and some of the innovative solutions suggested can be applied to our local context.
- I have already reported on my participation of the World Heritage City Lab to the Commission

of Culture and Sports. As an outcome of this report and discussion, we are planning to organize workshop in collaboration with the Commission of Culture of Sports for national heritage experts to share my experiences on the WHCL outcomes. In addition, I will provide training on challenge of urban conservation and HUL Approach at the end of this year (November/ December 2020).

- [The World Heritage City Lab] confirmed already current practices and its effectiveness, [and] highlighted the role of civil society and community involvement to ensure sustainability of any development and revitalisation plans in Urban Historic areas.
- Gaining experience through exchanges, finding solutions more quickly, discussion with the network of professionals.
- The knowledge acquired will be a great contribution to my career, as it will allow me to better understand the reflexes and attitudes to adopt in the case of other crises and to prevent risks for the postures to take in the event of disasters and crises that unfortunately shake the planet earth inhabited in some places.

## How would you suggest maintaining and developing this network further?

The responses to the question “*How would you suggest maintaining and developing this network further?*” were varied and detailed. The most common suggestions are the creation of regular or follow up events and the creation of smaller groups and events on regional level or around certain topics. The most common topics are displayed in the following bar chart while the detailed responses are quoted below. Some responses have been edited for clarity and length.



### Detailed responses

- On a global level, more Labs and events can help maintain, strengthen and enrich the network. On a regional level, the group work already fostered personal and professional connections. Group members were able to discuss and share experience on specific issues pertaining to their respective geographical areas. I believe organizing focused and collaborative projects, labs and/or studies will unlock the potential of each regional networks.
- It would be useful to have it as a regular basis (annual/biannual), strengthening the network with other events (such as the interview with Richard Sennett) and maintaining a certain alternation between operational discussions and theoretical issues.
- More focused workshops for each region and, preferably some on-site exchange workshops.
- Establishing a focal point per region that provides continuity and follow-up on issues that are of general interest, managing to select the best experiences and accompanying managers for their best application in the world heritage site, Moderators who encourage participation and discussion by common theme teams.

- Retain the Teams platform active for exchange of publications and periodic meetings moderated by the world heritage centre on emerging issues and further case studies.
- Create a platform for every professionals in this lab to share their thoughts and ideas as everyone are in different places.
- I suggest a monthly meeting to follow up.
- The Lab perhaps can encourage participants to directly reach out to each other.
- Regular meetings, conferences and sharing.
- It would be valuable for all of the participants to be given an insight into how our contributions are being used by UNESCO (perhaps in a year or so) and bring everyone together once again. Additionally, if applying the findings from the city lab project has highlighted further areas of interest there would be an opportunity to bring the network back together for a further project.
- I would like to be able to access experts and participants' contact details to reach them directly.
- Provide participants with daily recorded videos. We may miss some parts regarding internet disconnections, or even language problems. Review of the recorded videos is helpful at any time, and gives us a deeper understanding of the parts we had missed.
- In addition to online webinar, by scheduling an annual meeting in a World Heritage city (in the form of a workshop for example: on possible ways of good practice that can help the intervention respecting the VUE of the PM site chosen as host of the event).
- Perhaps a quarterly gathering.
- Set up groups of interest or geography to continue.
- Publish resource persons name and info on UNESCO website.
- Resources like Whatsapp groups (with moderators and rules for use), especially useful for regional and common-interest groups. Please continue to do lectures and discussions (at least on a monthly basis) for the network, like the Richard Sennett one. Encourage members of the network who live nearby to communicate.
- Online dossiers articulating individual country's challenges. Some funding to focal person to do some research for presentation and even to buy equipment for documenting the various challenges in their respective countries.
- Organizing a regional Site Manager Forum with the representatives of the World Heritage Associations in preparation of the annual World Heritage Committee Meeting.
- Create a fixed platform (i.e., Slack or Teams) in which partners (World Heritage site managers and associations, Geoparks and MaB managers, State Parties, etc.) could share good practices, policies, plans, laws and regulations.

- Create a closer relationship between UNESCO and site managers of World Heritage sites (and other programmes). UNESCO might ask information directly to site managers (i.e., regarding best and good practices to be shared through a newsletter) and create an open database with names and contacts of World Heritage (and other UNESCO programmes) site managers.
- Create a dedicated section on the UNESCO webpage or on that of the World Heritage Centre (under the World Heritage Cities Programme) in order to give more visibility to the network and to share with the broader public the results of the initiatives.
- Create a network gathering academic specialized masters in this field.
- Continuation of webinar organization. Constant contact with colleagues, exchange of experiences, joint work, etc.
- Maintaining the group e-mail as a platform for the exchange of information, upcoming conferences etc. It may also be useful to have a WhatsApp group formed. The World Heritage Team could also organise an annual or biannual workshop.
- Create new opportunities for exchange online regarding specific emergencies or topical issues.
- I suggest that we keep assisting to other World Heritage webinars, workshops together. Other editions of the World Heritage City Lab would also be an excellent way to maintain the network. And of course is there is any opportunities for us to collaborate with the UNESCO World Heritage Center on future World Heritage Cities projects would be the best way to make our experience and gained knowledge serve a larger number of Urban Historic Cities, and to make a greater number of experts to commit to the HUL recommendations in their work.
- A website or a social media account to share experiences or evaluate the issues we face.
- Organize regional meetings.
- Would need to discuss with other partners UNESCO C2C/Chairs academia - OWHC and other relevant structures as ICLEI, UNHabitat and UNDRR Resilient Cities programmes.
- In respect to the learning groups - it was difficult with the African delegates - there seemed to be digital access challenges, and also many on the group actually do not deal with world heritage cities - there seem to be few of these WHCs in sub-Saharan Africa - so the group did not have examples to draw on. It would have been more helpful to have those cities who do this work co-ordinating/leading the leaning group or to mix delegates who have no experience of WHC with those who do. I was interested in engaging with some I met there further. It would have been very helpful to share the delegates info (not just the speakers) and connections could have been made. It would have been helpful for example to have also had experience of a break away session with people from other regions. I did not get a sense who the other people were in the workshop (other than those who asked questions), therefore its hard for me to assess how to network further with them.

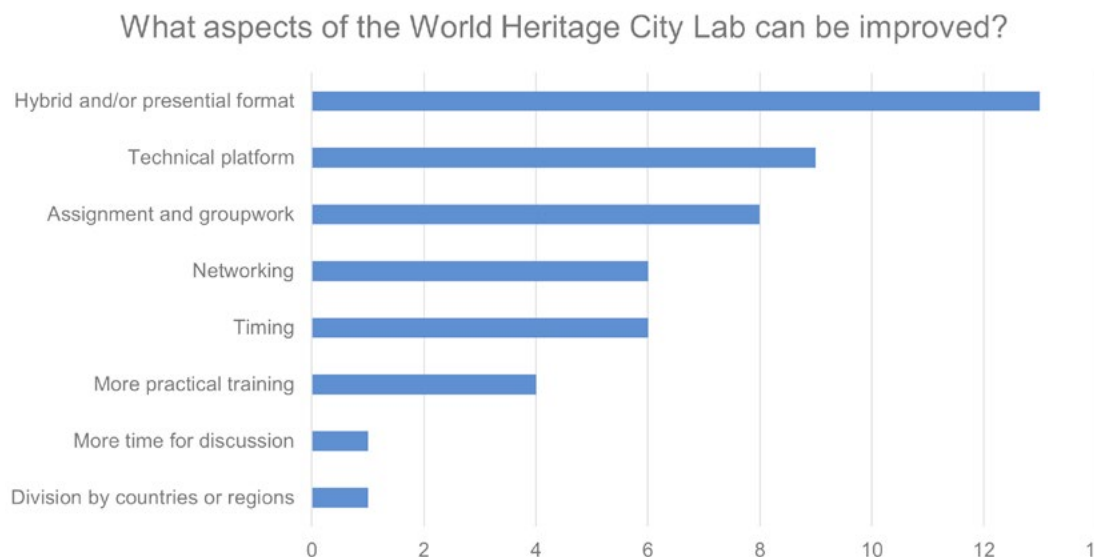


- I would suggest to organize similar session in near futures and more communication among participants through webinar other similar networking tools.
- Establish a common platform to share news and exchange ideas and experiences.
- Making regular meetings and discussions.
- To create other online meetings with the members of the network in order to always deal with current topics related to heritage sites.
- To promote the exchange of experiences (individually and collectively) through online workshops of this kind, in several formats. These exchanges would be made more effective through the organisation of physical meetings as soon as the pandemic has been mitigated. The first meetings will consolidate what has been learned and bring professionals and experts together “far from the body, far from the heart”.
- In parallel with the online meetings, by scheduling an annual meeting in a World Heritage city (in the form of a workshop on, for example, possible best practice guidelines that could help to ensure that the intervention respects the OUV of the WH site chosen as host of the event).

### What aspects of the World Heritage City Lab can be improved?

The common aspects to be improved in the World Heritage City Lab concern the online format and access to technological platform, with internet access issues and time differences being a recurrent comment. It was also perceived that the assignment and group work could be improved by providing more guidance, decreasing the load or increasing the time, and providing learning materials in advance. Respondents also felt that the networking opportunities could be improved, and the sessions could include good practice examples and practical training regarding specific skills such as Heritage Impact Assessments or HUL Implementation.

The most common topics are displayed in the following bar chart while the detailed responses are quoted below. Some responses have been edited for clarity and length.



#### Detailed responses

- I would find it very valuable to have an in-person event, as long as a hybrid model was used. For instance, people living close to the location of the event would be encouraged to go in person, while those living farther away could still participate long-distance. This would serve to encourage diversity and more participation.
- I would have liked to learn more about specific skills, and specific ways in which Heritage Impact Assessments and how the HUL Recommendation is being implemented, as well as how to adapt HUL to the existing conservation and heritage legal framework in each country.
- It will be helpful to have a fixed online platform (i.e. continuing using Teams) to facilitate the communication among site managers, world heritage experts, associations etc. and therefore to strengthen and enhance the network. Here partners can discuss about common problems and work together to develop new common strategies and

policies. This platform then can be used also to have conference and video calls. It will be valuable to have several online meetings per year and just a further meeting in presentia (as a Forum/Conference) to discuss about the results of the online meetings and to develop (through working groups) a common project or initiative.

- In my view, the time provided to the working group exercise was too short. I would suggest more time to be provided to the exercises in order to bring more concrete and fruitful results.
- Logistics and timing.
- A physical Lab is beneficial in creating opportunities for greater networking among participants and experts. There will also be more time to robustly interrogate issues.
- I'd appreciate a short demo video to clarify all technical issues beforehand.
- In the context of the pandemic and the travel restrictions, the online format enabled the community of experts to be in direct dialogue with each other and with the World Heritage Centre and to discuss pressing issues. If done in presentia, the Lab would have perhaps needed more time to organise and would have definitely needed to wait until the travel and safety measures are lifted- which means it would have been too late. In the context of organising a series of Labs over the years, I believe a mix of online and in-person events would work very well.
- I guess that aspects linked to networking and sharing would result considerably reinforced in presentia, online communication, unfortunately, is not yet 100% fluid. On the other hand, the fact that the event is online probably ensures broader participation. Alternating online workshops with, occasionally, one event in presentia would be a fruitful solution. Group exercises were crucial. Since the beginning, it would be useful to integrate the time for group exercises into the general program, to ensure that participants allocate sufficient time also to this activity.
- In presentia is definitely more useful than online specially if it is around actual case studies.
- We had some struggles with Microsoft Teams and also how best to share our responses to the City Lab questions, as well as what our final output as a working group should be. I think perhaps a little more guidance about the format of the final output may be useful in future.
- The videos and presentations must have a minimum size so as not to absorb too much resource in megabytes of the internet networks, and not to overload the local Wi-Fi network of origin, losing connectivity. Minimum times for participation in questions and answers must be established. It would be better if the streaming signal is through conventional social networks such as Facebook, YouTube and Twitter and questions and answers can be received from specialists in their personal accounts in real time. Of course, I would be interested in a laboratory organized in person.
- Increase the time for discussion.

- Reduce the amount of assignment. There were not much time for us to prepare the assignment as we all have our own jobs to be done daily and the work load of the assignment was kinda heavy during that time. We are all actually kinda struggling when the time given is so short yet the assignments to be done were so much.
- It would be better if the final report of the lab can be shared as during the presentations, there were some technical issue like internet lagging, hence some information were not able to be listened. Sharing the final report can complete the information when we could not listen.
- Establishing a unique platform (zoom is filtered in Iran, China...), The time for each session was also very compressed: half a day with breaks in between is more efficient.
- It was very good and useful in the pandemic time, but I prefers the physical workshops.
- Complement this laboratory with face-to-face scientific activities: a seminar on issues and good practices in WH sites each year in a World Heritage city.
- Perhaps more break out sessions to allow for interactive discussion. Additionally, the Microsoft Teams presented some challenges.
- Technology didn't always work smoothly and some people were less familiar. Yes, in presentia would be great.
- Organisation and the secretariat.
- Waking up before dawn to be ready to start at 6am was exhausting and meant that I was not always at my most attentive, despite my best efforts! When doing the group project, though, I greatly appreciate that they grouped as by similar time zones, which not only meant we were dealing with a common geographical area and shared interests and challenges, but it also proved to be much easier to meet!
- I would have greatly appreciated if videos of the presentations -or at least audios, in podcast format- would have been made available for participants, for review (of course, with a requirement not to share and use only for purposes of the workshop). Although having the PDFs of the presentations was certainly valuable, I would have preferred (and would still appreciate, if possible) videos of the presentations for later review.
- The programme should have individual country to country assignment with focal persons sending them in advance. We were not given chances to present our own home challenges and requests for assistance but were bundled to present case studies of other countries leaving us without discussing our home issues.
- What I can say is that these kinds of seminars spare time, travels and money. Yet, I still prefer the conventional way to assist to a seminar or a conference. It allows, among other advantages, side talks with lecturers.
- I would recommend that all reading materials be availed to participants way before the Lab

starts. There is little time to read through material (unless one takes time off work) after the Lab has commenced because it's quite intensive. I would also propose more time to be set aside for the Lab e.g. one workshop per week in order to get more from the participants.

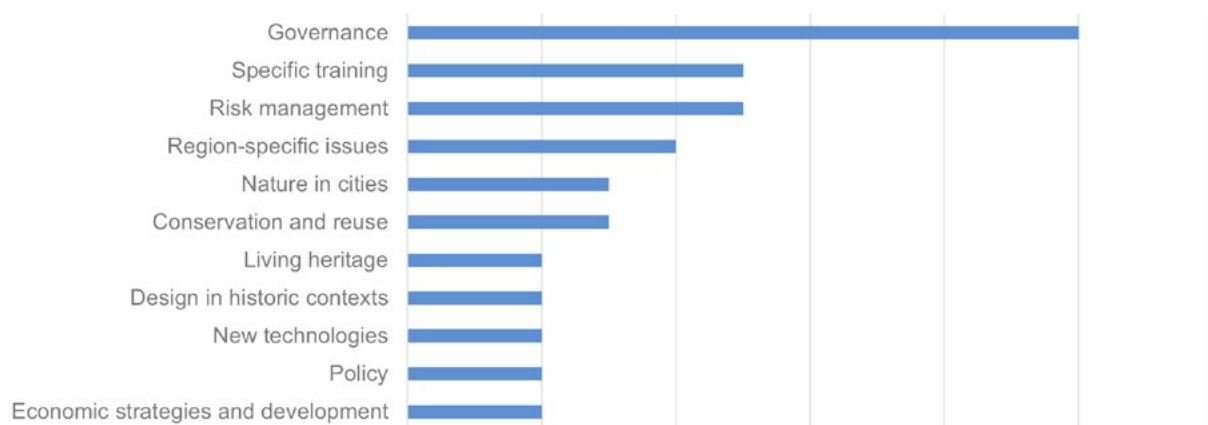
- I think it would be interesting to have a defined time for the working groups already considered in the agenda, so the participants can plan for their participation (online format). Added to this, it would be useful to have the assignments in advance so participants can prepare better and with more time. I think it would be of course great to have this type of event in presentia, and be able to share even more and probably visit places and focus on a specific case study that we can walk through.
- The organizations was really excellent, I found it personally easy to attend and to participate to, the time was well studied between presentations, debate and team works. Of course the presential format would give more possibilities to share experiences due to time spend together with the experts, that way also, all the participants can be fully committed to the Laboratory, far from their daily duties that may have affected the complete participation to all experts in the teams works for example. In the other hand, the online format can give access to a larger number of participants due to the commodity of participation from all places around the world.
- More case studies should be presented of good practice as well as nature of challenges being faced and ways these have been addressed, mitigated or where values are lost.
- It wasn't easy to fulfil all the tasks within a limited time, so the program can be organized in a longer period.
- Working groups outside session times can be organized in a different way. Time for questions and discussions can be extended.
- Perhaps a hybrid webinar may be considered. On site discussion with a small group and panel with on-line participation.
- While participation was a big issue throughout, less attention was placed on "governance" beyond formal approaches. The issue of collaborative governance as a session and engagement those working with the issue could help the process - see for example the work of Edgar Pieterse, Mbaye & Dinardi.
- If a future World Heritage City Lab is to be organised, it should focus on the mechanisms of resilience and reconversion of the populations of World Heritage sites (historic cities and urban landscapes). Emphasis could also be placed on the way certain emblematic public spaces and urban landscapes have behaved during the last 5 months of the COVID-19 pandemic. I think that the best way to discover and appreciate certain dimensions of the pandemic is to organise this kind of online workshop.
- Enlarge the network. Always change the topics of the World Heritage City Lab according to the news.

If another edition of the World Heritage City Lab was organized, which topics would you like to see addressed?

There were no overarching tendencies in the topics that respondents would like to see addressed in following editions of the World Heritage City Lab. The most common response was regarding issues of governance, especially collaborative and participatory models. Behind this, the most common topics were risk management, especially regarding pandemics and climate change, and specific training in preparing Heritage Impact Assessments and Management Plans.

The most common topics are featured in the bar chart, and the detailed responses are included below. Some answers have been edited for length and clarity.

If another edition of the World Heritage City Lab was organized, which topics would you like to see addressed?



### Detailed responses

- Heritage in conflict areas
- Influencing economic policy to support arts, culture and heritage policies. This is informed by the observation that there is a need for transversality in shaping cultural policy; more often than not, its Treasury and related government departments that do not meaningfully support arts, culture and heritage. How do we influence levers of power?
- The use of big data and information technology (GIS etc.) in urban conservation
- In future editions, I would love to learn about hands-on work that is being done in cities that lack local governance as well as governmental support or transparency, especially those that have many historical assets but are not on the UNESCO list. This could be an opportunity to discuss how the UNESCO and/or the independent experts are working/can work effectively

in those environments, engaging with local communities and the entrepreneurial ecosystem while fostering for resilience and empowerment.

- Governance, as it has been repeatedly stated during the meeting.
- Issues related to controversial uses of heritage. In my personal experience, I often observe that the same words mean very different practices (national-regional context, cultural background, political economies and histories are crucial). Behind a narrative based on the domestic appropriation of international paradigms, there are often very complex situations and controversial practices. Heritage is often used as a development instrument wielded by the powerful in ways that help reproduce central power, reinvent cultural practices, or promote short-term tourist commodification. I guess this is a situation that happens not only in China, and I wish I had more tools and knew more experiences to deal with these situations.
- Management Challenges in Asian Cities with their Living Heritage
- I think it would be good to address the relationship between living heritage and World Heritage in relation to emergency situations. There was already scope for considering the impact of COVID-19 on the World Heritage/living heritage relationship within the City Lab project, but I think this could be addressed more. By considering the impacts of COVID-19 more explicitly, I also think we could widen our focus and engage with how different emergency situations affect World Heritage and what we can do to protect heritage in such situations. Addressing living heritage in slightly more depth may also offer an opportunity to expand the network by engaging more experts and site managers who work on living heritage.
- The preservation of the habitability of the historic city, The management of the authority and citizens for the benefit of the common order, and The establishment of management units in heritage sites with regulatory support
- Presentation and review of more case studies.
- Database for Cultural Heritage during Pandemic.
- Innovative experiences in social as well as economic participation of the residents in WH cities. Experiences in my neighbouring countries, like Iraq, Pakistan, Afghanistan, or Southern neighbours of The Persian Gulf.
- Marketing for the heritage Cities, how to make a Management Plan in details.
- Contemporary project in a heritage site, what approach to follow while respecting the OUV.
- Evaluation of World Heritage sites, for the development of more refined tools and indicators. EIP for a better understanding of the process according to the ICOMOS guide. IEIP, challenges of its realization.
- As a nature conservationist, I would like to see greater attention given to the natural heritage of cities which can be significant but is often overlooked.

- Heritage design
- Time management
- In general, how has the pandemic affected World Heritage Cities and the institutions, how do we think the world will change? What opportunities and challenges have the crisis offered in different parts of the world? I am interested in how seemingly unstoppable forces like mass tourism came to a halt, what have we learned from this time. How are the WH institutions like UNESCO and ICOMOS researching, mapping and organizing these observations, new uses and perceptions, and what plans are there to develop them into new tools, frameworks, documents? I am particularly interested in the intersection between people's right to public space, especially heritage/cultural/historic open and public spaces in and very near cities that are being threatened by development, or its use restricted for tourism.
- 2. Injustice, inequality and exclusion done in the name of protecting urban heritage, and when done by governments and actors with complicated agendas.
- Incorporation of urban concepts in government policies
- How to apply for funding, have aid materials on line. Countries to prepare a dossier on their respective country challenges which can be circulated before the plenary sessions
- The role of the site manager within the city management, Heritage Impact Assessment and governance. Green urban areas and urban agriculture. Social and economic development within World Heritage cities. Capacity building on climate change and disaster risk management.
- After three weeks of the Beirut blast and the serious damages that touch one of the last traditional areas in the city, many experts, organizations, volunteers and institutions are working on the field without a clear operational frame. More than 180 victims, 4000 injured, 52 persons still missing, hundreds of traditional buildings damaged of which dozens present a risk of collapse. Hundreds of families lost their home. The rainy season is approaching. Hundreds of donors are looking for local organizations they can trust. The urgent topic I see is a session (or more) presenting lessons learned from other cases, and offering the opportunity to exchange.
- Restoration Principles and Good Maintenance; Integrative Heritage Protection; Wider benefit of Cultural Heritage.
- Also to discuss and develop innovative ways forward in a collaborative way as a practical tool but with focus on rural heritage places.
- I would like to reflect more about nature in the cities as well as the role of local knowledge in adaptation and resilience building. Also I would like to discuss more on how citizen science would be helpful informing heritage management.
- Being from Algeria, and familiar with North African Cities, I think a special focus on Modern Cities from 20th century is very needed. To discuss what are the main challenges of these



cities and what can be the strategies toward a better conservation and management of these cities, knowing that most of them have a great potential to be inscribed in the UNESCO World Heritage but still most of them not recognized by the main countries in there universal values.

- Participatory community processes.
- Heritage impact assessment.
- Re-thinking urban infrastructure in historic urban contexts (Asia Pacific).
- Defining urban heritage and their attributes, how world heritage may give added value to the city as a whole, changing roles though socio-economic transformations, including post-corona.
- Collaborative governance, the use of improvement district models and other alternatives is one. How to become a consultant in the area (or to work in the area) and what would be needed would also help - i.e. to understand the professional field and the jobs and work associated with it. I am sure there are other technical skills which would be helpful not just in the heritage space but also the cultural policy space.
- I would like to see some topics be covered widely like post-COVID recovery measures and how to make the World Heritage Cities/Properties more resilient and sustainable and I would like also additional selected case studies on practical solution to the current urban conservation challenges be addressed.
- Successful heritage management experiences.
- Rehabilitation and restoration of the historic urban fabric with new lifestyles and new technologies.
- Contemporary projects in heritage sites (presenting) which approach to follow to respect the OUV, evaluations of World Heritage sites, ways to achieve a more refined development of tools and indicators, impact studies, a better understanding of the approach according to ICOMOS guides, the stakes of their implementation and new ways for greater reliability.
- The subjects that could be discussed during the next edition of World Heritage City are the behaviour of site managers during the pandemic: what strategies have been developed to mitigate the process of degradation of the sites? What relationships exist between managers and communities in the context of observing barrier measures? Another topic that could be discussed again are the combined impacts of the health crises (COVID-19) and climate on historic cities and urban landscapes.



# ANNEX V

Testimonials.  
Words from our participants

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# TESTIMONIALS

## Words from our participants

*Thanks kindly for pulling this together so well [...] My heartiest congratulations on this successful engagement with key actors from around the globe.*

Mr Satya Tripathi, UN Assistant Secretary General, UN Environment

*It's been a real pleasure participating. I have learned a lot and it's been invigorating to get in contact with so many interesting people*

Mr Pier Luigi Sacco, Head of Venice Office, OECD

*Thank you World Heritage Cities Programme for organising the City Lab and opening out unusual discussions among professionals, officials and civic society, thus redefining the priorities and responsibilities of relevant international organisations and their relationship with decision makers and other stakeholders.*

Ms Shadia Touqan, Director, ARC-WH, Bahrain

*The opportunity to listen/share hands-on experiences, difficulties and doubts based on daily issues related to heritage management was extremely important, as well as the opportunity to participate in briefings on more relevant and crucial issues. [...] Such a Lab, combining both aspects, was helpful to gauge my doubts/issues with general common difficulties related to work. The Lab did not provide ready answers, but a helpful, fertile ground for reflections.*

Ms Anna-Paola Pola, Director of Urban Planning  
at WHITR-AP Shanghai, China

*The case studies and assignment questions are very inspiring. They really provoked thoughts and helped me think outside my own experiences.*

Ms Yimei Zhang, Preservation Planner, China

*I really enjoyed the lively webinar discussions last night, and its being a great experience for me to be involved.*

Ms Elizabeth Vines, McDougall & Vines,  
Conservation and Heritage Consultants, Australia

*I enjoyed participating in a working group. I thought the variety of insights offered by experts and site managers with different experiences was fascinating. [...] I strongly believe that this collaborative approach can yield some beneficial insights and approaches for urban heritage. [...] Contributing to this kind of project has given me further insights into World Heritage. It has also allowed me to make connections with other heritage experts and site managers.*

Ms Benedetta Ubertazzi, Expert, Italy

*I am so delighted to participate on this interesting Lab. I gained experience and shared ideas with many experts in the urban heritage field. [...] the debate was timely and interesting.*

Mr Medhanie Teklemariam Andom,  
Site Manager of "Asmara: A Modernist African City"  
World Heritage property, Eritrea

*Some of the case studies were excellent and the expert panel members has very useful recommendations. [...] I plan to incorporate the learnings into my practice in urban heritage conservation and management.*

Ms Jain Shikha, Conservation Architect, India

*It has been really an exciting and inspiring experience. I have learned a lot from the excellent presentations and the high level discussions.*

Mr Daniele Pini, Professor and conservation Expert, Italy

*Enriching debate and presentations*

Mr Adnène Ben Nejma, Expert, Tunisia

*Discussions after expert presentations were of immense interest. Expert presentations as well as those of heritage managers presented balanced academic and occupational perspectives.*

Butholezwe Nyathi, Regional Director, National  
Gallery of Zimbabwe in Bulawayo, Zimbabwe

*Sharing knowledge, expertise and thoughts was extremely important. In times of crisis it's important to gather and to stay one hand to face challenges that might affect the human heritage*

Ms Riham Arram, General Manager for Heritage Preservation  
Department of the Cairo Governorate, Egypt

*The World Heritage City Lab was a great opportunity to work on pressing issues amidst the pandemic, gathering people from different backgrounds and from all over the world and therefore fostering rich discussion and infinite learning and exchange opportunities. [...] Engaging and collaborating with different experts allows the discussion (and therefore the action) to move back and forth between the theory and the practical. [...] Thank you so much for organising such a dense and enriching City Lab. It was a pleasure and an honour to work with everyone [...]. Each one of us came from a different professional backgrounds and I was very happy to see how rich the discussions were, and to see that I can contribute with a more hands-on/bottom-up approach to community engagement and resilience building.*

Ms Maya Rafih, Expert, Egypt