

DEVELOPING HISTORIC CITIES

KEYS FOR UNDERSTANDING AND TAKING ACTION

A compilation of case studies on the conservation and management of historic cities

ANALYSIS SECTION

BOOK OF CASE STUDIES

| Organization of World Heritage Cities | City of Lyon |

| World Heritage Centre | France-UNESCO Convention |

| Council of Europe | The Getty Conservation Institute | ICOMOS |

This publication is based on the first version of the compilation of case studies on conservation and management of historic cities *Historic Cities in Development, Key to understanding and taking action* finalized in October 2012 and published online in two volumes. The 2014 edition is published in a single volume, and is translated into English and Spanish, and appendices have been updated.

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PREFACE OF THE 2014 PUBLICATION

The France-UNESCO Cooperation Agreement and the Department of European and international affairs, Directorate general of cultural heritage, French Ministry of Culture and Communication, are delighted to publish the compilation of case studies on conservation and management of historic cities *Historic Cities in Development, keys to understanding and taking action* printed by the UNESCO World Heritage Centre.

France has always been one of UNESCO's major partners in terms of heritage policy and technical and financial contributions, and the France-UNESCO Cooperation Agreement contributes to the development of concrete actions. Its strong operational approach enables it to respond directly to the local needs, notably for capacity building that is essential for the implementation of current projects.

The aim of this compilation of case studies is to provide a tool for comparing the ways in which towns take heritage into consideration in urban development.

We feel it is important that the result of this important project, conducted from 2008 to 2012, is widely available and accessible in three languages (French, English, and Spanish). This book aimed at States Parties, National Institutions, mayors, and decision makers in charge of the development and management of World Heritage properties promotes the active cooperation of the international community to safeguard the heritage of cities.

I am very happy with this in-depth work initiated by the Organization of World Heritage Cities (OWHC) following a proposal by the City of Lyon which coordinated the project, put together in partnership with the Council of Europe, the Getty Conservation Institute and ICOMOS, represented by its International Scientific Committee CIVVIH, and lastly the World Heritage Centre and the France-UNESCO Cooperation Agreement.

Bruno FAVEL

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Ministry of Culture and Communication

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FOREWORD

Heritage has become a development issue over the past few years. Not only because of its economic potential, notably as it relates to tourism, but also, on a different level, because it ensures the continuity of the common values of a people and a territory. For an area's governing authorities and its inhabitants alike, it represents a way of affirming their difference, and is a reference point in the face of the accelerated socio-economic changes that are transforming lifestyles and landscapes.

The project entitled "**Developing Historic Cities: Keys to Understanding and Taking Action. A compilation of case studies on the conservation and management of historic cities**" was initiated by the City of Lyon (France), which is handling its coordination and organizing its steering committee as part of its engagement and solidarity with the international community. The Organization of World Heritage Cities (OWHC) incorporated the project into its program of actions in July 2008 (Board of Directors of Québec, Canada) in accordance with the strategic development plan it adopted at the World Congress at Kazan (Russian Federation). The case study compilation was put together by the OWHC, represented by the City of Lyon, in partnership with the World Heritage Centre at UNESCO, as part of its *World Heritage City Programme*, with the financial and technical support of the France-UNESCO Cooperation Agreement, the Netherlands Funds-in-Trust, the Council of Europe, the Getty Conservation Institute, and ICOMOS, the latter represented by its international scientific committee, CIVVIH.

Most of the properties inscribed on the World Heritage List are historic cities, urban sites or edifices located in cities. Issues of heritage management in an urban context are among the most complex to the extent that they involve a large and diverse number of actors, contexts, and resources, all of which interact in managing a city and its development.

In 2012, the year of the 40th anniversary of the World Heritage Convention, with much attention being focused on sustainable development, national policies are very important; one of the challenges of this century will be to encourage partnerships with local governments. The commitment of cities themselves is essential, as they have the advantage of proximity to heritage; this enables them to ensure its long-term preservation, and to translate it into local social and urban policy with regards to the concerns of their inhabitants.

This case study project is intended to contribute to the discussion being held worldwide – conducted by the World Heritage Committee, as well as by international institutions and NGOs – and to provide certain tools to states, to mayors responsible for the development of their cities, to managers of World Heritage sites and more broadly to historic cities. It also aims to highlight certain practices in the field and thus to encourage inter-city cooperation.



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STEERING AND REALISATION

The compilation of case studies was initiated by the city of Lyon and led within the OWHC under the general oversight of Bruno Delas, Project manager of the Historic Sites of Lyon, City of Lyon, which is a member of the OWHC.

It was put together between 2008 and 2012 by a steering committee composed of Marie-Noël Tournoux, Kerstin Manz and Ron Van Oers (World Heritage Centre-UNESCO), Françoise Descamps (Getty Conservation Institute), Mikhael de Thyse (Council of Europe), Samir Abdulac (ICOMOS, CIVVIH), Lee Minaidis, Denis Richard and Gabriel Lacroix-Dufour (OWHC).

ASSISTANCE, DATA COLLECTION AND PROCESSING, DRAFTING AND DESIGN

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THANKS AND RECOGNITION

We would first like to thank all of the cities that responded to the call for contributions that we launched in 2008/2009 during the initial stages of the project, and the mayors who in 2010/2011 took charge of involving their cities in it, as well as to the technical departments which responded to our questionnaire and ensured follow-up with the steering committee.

Our thanks also go to the partner institutions, who, in addition to their financial commitments, made time for the experts who contributed to the steering committee's work. Without this energy, the project would neither have existed nor come to completion.

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NOTICE

The ideas and opinions expressed in this publication are those of its authors and do not necessarily reflect those of the partner organizations or of UNESCO, which are therefore not bound by them.

The terms and presentation of the information used throughout this publication do not imply the expression of any opinion whatsoever on the part of UNESCO with regards to the legal status, governing authorities, borders or limits of the many countries, territories, cities or zones mentioned in the text.

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<http://www.ovpm.org>

<http://whc.unesco.org>

<http://www.icomos.org>

<http://civvih.icomos.org>

<http://hub.coe.int>

<http://www.getty.edu/conservation>

LIST OF CITIES THAT CONTRIBUTED TO THE COMPILATION OF CASE STUDIES

THE CASE STUDY FACT SHEETS HAVE BEEN DRAFTED IN ENGLISH, FRENCH, AND SPANISH
SEE THE CASE STUDY SECTION

AFRICA

- N°1 | **ABOMEY**, Benin (French)
- N°2 | **TIMBUKTU**, Mali (French)
- N°3 | **SAINT-LOUIS DU SENEGAL**, Senegal (French)
- N°4 | **ZANZIBAR**, Tanzania (French)

LATIN AMERICA & THE CARIBBEAN

- N°5 | **CUENCA**, Ecuador (Spanish)
- N°6 | **QUITO**, Ecuador (Spanish)
- N°7 | **QUITO**, Ecuador (Spanish)
- N°8 | **LA ANTIGUA**, Guatemala (Spanish)
- N°9 | **PUEBLA**, Mexico (Spanish)
- N°10 | **LIMA**, Peru (Spanish)

ASIA AND THE PACIFIC

- N°11 | **BEIJING**, China (English)
- N°12 | **HUE**, Viet Nam (French)

NORTHERN EUROPE

- N°13 | **REGENSBURG**, Germany (English)
- N°14 | **REGENSBURG**, Germany (English)
- N°15 | **BRUSSELS**, Belgium (French)
- N°16 | **GEMBLOUX**, Belgium (French)
- N°17 | **TOURNAI**, Belgium (French)
- N°18 | **HELSINKI**, Finland (English)
- N°19 | **BEEMSTER**, Netherlands (English)
- N°20 | **LA CHAUX-DE-FONDS**, Switzerland (French)

SOUTHERN EUROPE

- N°21 | **CORDOBA**, Spain (Spanish)
- N°22 | **SALAMANCA**, Spain (Spanish)
- N°23 | **SALAMANCA**, Spain (Spanish)
- N°24 | **ALBI**, France (French)
- N°25 | **ALBI**, France (French)
- N°26 | **BORDEAUX**, France (French)
- N°27 | **LE HAVRE**, France (French)
- N°28 | **LYON**, France (French)
- N°29 | **STRASBOURG**, France (French)
- N°30 | **RHODES**, Greece (English)
- N°31 | **RHODES**, Greece (English)
- N°32 | **THESSALONIKI**, Greece (English)
- N°33 | **NAPLES**, Italy (English)
- N°34 | **VALETTA**, Malta (English)
- N°35 | **PORTO**, Portugal (English)

EASTERN EUROPE

- N°36 | **BERAT**, Albania (English)
- N°37 | **TALLINN**, Estonia (English)
- N°38 | **VILNIUS**, Lithuania (English)
- N°39 | **VILNIUS**, Lithuania (English)

NORTH AMERICA

- N°40 | **QUEBEC**, Canada (French)



ANALYSIS SECTION

INTRODUCTION

In 2012, celebration year of the 40th anniversary of the World Heritage Convention, let us remember that one of its articles states: "The States Parties to this Convention recognize that such heritage constitutes a world heritage for whose protection it is the duty of the international community as a whole to co-operate."

In light of the international community's responsibility on this issue, the Organization of World Heritage Cities and its partners has developed a process for exchanging and sharing information called "Developing historic cities, keys to understanding and taking action."

The process, which consists of a collection of case studies on conserving and managing historic cities, is based on four underlying principles:

- **A finding:** heritage, the understanding of which has profoundly changed over the last several decades, has become a central issue in city planning;
 - **A certainty:** heritage values are unique, in that they cannot be reproduced, but the actions taken by cities in managing their heritage represent an important body of knowledge and experience, rich with lessons and useful for other historic cities;
 - **A conviction:** heritage management by local governments necessarily forms part of a larger urban project;
- An ambition:** protecting and highlighting heritage can and should be a lever for city development.

The *Compilation of Case Studies* (2008-2009 and 2010-2012) was conducted through a network of historic cities and actors involved in heritage preservation and management. It ends with a collection of data related to practices and concrete achievements, and proposes both a method and a model for making the most of local experiences.

This report brings together all these elements in order to serve as an example of the problems, the methods, and the knowledge involved in heritage management, and to be useful to those in charge of it or who are otherwise simply involved in its protection and improvement.

It also aims to draw out some more general lessons on the subject of managing heritage in an urban context and to contribute to the discussion about a recurring question among deciders, actors on the ground and specialists:

Sustainable projects within World Heritage Cities: what kind of cultural, economic, social and urban development?

CHAPTER 1

A/ A PROCESS ROOTED IN THE CHALLENGES OF THE 21st CENTURY

The first decade of the 21st century can be characterized by an evolving cultural, social, economic, ecological and political environment.

In this context, urban heritage has been faced with a series of changes, contradictions, paradoxes, and even threats:

- **The evolving conception of what constitutes heritage:** originally understood as a monument embodying the values of the nation, the concept of heritage has expanded over the last two centuries to include private monuments, monuments in their environmental context, neighbourhoods, everyday and immaterial heritage and, most recently, the historic urban landscape. Having gone from being narrowly focused on architectural constructions as such to a broader understanding of the living and inhabited landscape confronted with a changing environment, this change has been profound;
- **The urbanisation of the planet:** founded in Mesopotamia 4000 years before the current era, urban civilization has resulted in a specific way of living, changes to which are playing out over the long-term. Today, more than one person in two on the planet lives in a city, and, according to United Nations predictions, the percentage of the world's population living in cities will likely surpass 60% by 2030. Only Africa and Asia will continue to have majority-rural populations, but even these places will see their cities grow rapidly. The acceleration and expansion of the urban phenomenon will significantly impact all development models;

The globalisation of trade: new financial flows, in both their bulk and their volatility, have a serious

impact on trade; at the same time, a new openness to the world has promoted an awareness of both cultural diversity and cultural clashes. Such consequences of globalization are unavoidable;

- **Environmental priorities:** global warming has led to new challenges in terms of limiting urban sprawl, in technological innovation, and in lifestyle changes. Given these challenges, heritage must locate a role for itself that accounts for its values, its strengths as well as its weaknesses;
- **The growing importance of local government authority:** decentralization, largely instituted in Northern countries since the end of the 20th century, has become a priority in the global South, and represents an opportunity for local governments to take charge of heritage issues, complementing regional, national and international involvement in these questions.
- **Inhabitants' growing desire to act on their environment and on their future:** the other major development that has radically changed models of governance is the rise of citizen participation. Both impossible to ignore and charged with expectations, involving inhabitants requires the development of new practices, as much in Northern countries as in the South.

Being particularly sensitive to the strength and the rapidity of these economic, societal and environmental changes, conservation and heritage promotion are now at the centre of multiple tensions:

- a lack of awareness of heritage values ;
- an increase in the flows of people;
- the fragmentation, deterioration and abandonment of city centres;

- the commercial use of heritage;
- the influx of mass tourism.

- to **reinforce** heritage promotion;
- to **establish** partnerships between cities;
- to **contribute** to global discussion.

UNESCO's recent adoption of the *Recommendation on the Historic Urban Landscape*, which recognizes adaptations to these changes and recommends a comprehensive approach to governing project management, invites local governments to not fall back on reasoning based on threats or risks and to respond to these challenges as opportunities for development.

The title of the *Compilation of Case Studies*, "Developing historic cities, keys for understanding and taking action", expresses a willingness to inscribe the process within this perspective.

Historic cities' and local governments' plans for heritage conservation, urban development and urbanity constitute the core guidelines of the *Compilation of Case Studies*' approach.

B/ THE HERITAGE COMMUNITY'S PROJECT FOR RESPONDING TO HISTORIC CITY MAYORS' EXPECTATIONS

The *Compilation of Case Studies* project is the result of high expectations on the part of historic city mayors, each confronted with the same challenge: **How to safeguard and promote heritage in an exemplary fashion while at the same time allowing the city to develop for the benefit of its inhabitants, visitors and future generations?**

This challenge has inspired the network of actors in the field of heritage to look for practical examples of projects to analyse and compare in order to discern the principles of new practices.

At the initiative of the City of Lyon, then a member of the organization's board of directors and committed to its responsibility for solidarity as a World Heritage city, the OWHC decided to involve itself in accordance with the five axes of its strategic development plan:

- to **accumulate** experiences;
- to **build** on know-how;

UNESCO's World Heritage Centre is responsible for applying the World Heritage Convention, under the "World Heritage Cities" Programme, and with the support of the France-UNESCO Cooperation Agreement and the Netherlands Funds-in-Trust, and well as that of the Council of Europe (Directorate of Culture and Cultural and Natural Heritage), came together to work on the project along with the assistance and expertise of the Getty Conservation Institute and ICOMOS (CIVVIH).

These institutions and NGOs recognized the priority of and complex issues at stake in urban heritage conservation, and the new ways that heritage's role in the city is understood, and made them central tenets of their programs.

These partners' exceptional involvement, based on an empirical field approach and collective intelligence, is the hallmark of the *Compilation of Case Studies* project.

C/ MORE THAN AN APPROACH, MORE THAN A PROJECT: A DYNAMIC

From the start, the Steering Committee created to coordinate the project questioned itself about methodology and what approach to take. Should it collect and compare expert opinions to construct an analysis based on a few chosen cases, or should it rather use local experiences to get a picture of cities' daily activities, to learn about policies and concrete projects and thus produce a best practices guide for local governments to use?

The OWHC's member cities bring together a great diversity of experiences and of thought, which together constitute an exceptional and unique asset. The main idea of the project was to capitalize on this local know-how in order to update and enrich the exchanges and the debate about how to manage

World Heritage cities, and more broadly all historic cities.

The OWHC was acknowledged to be the best operational framework from which to conduct such a project. Momentum was created, driven from within the organization by the General Secretariat and the regional secretariats, and reinforced from the outside by the networks of different partners, aimed at:

- making use of the skills and achievements developed by the cities;
- developing and promoting a laboratory for ideas;
- fostering cooperation between cities;
- better supporting change and the management of urban policy;
- promoting urban development with a focus on respecting and valorising heritage.

All of the work—collecting the cities' contributions, composing and analysing the case studies—was done at a pace set by the cities' level of involvement, with time for turnaround and discussion.

The *Compilation of Case Studies* is ultimately intended to foster a dynamic of exchange and cooperation between cities, in order to assist the design and development of operational projects.

D/ A FAR-REACHING AMBITION

The historical continuity of urban sites is an opportunity for local governments, who can use the cultural and heritage value of their cities in the process of instituting and promoting balanced development.

The challenge facing heritage and urban policy is how to link and overlap in harmonious and concrete ways in the interest of the economic, social and human development of the city and its inhabitants.

Each site is unique—notably, of course, the sites inscribed on the World Heritage List, because of their exceptional universal value as recognized by the international community. This uniqueness does not prevent local heritage and city management practices from becoming part of a development process. It is

also possible to learn from the experience of others and to cross-analyse case studies in order to draw lessons from them, for the benefit of all.

The project's broad ambition is to affirm that heritage can and must be a lever for development.

A/ PRAGMATIC GOALS AND KEY INSTRUMENTS

The purpose of the project is to identify urban conservation strategies through the examination of how projects are implemented, and in doing so to reveal the positive correlations between conservation and development for property inscribed on the World Heritage List, either as a historic city or as an element in an urban context.

With this in mind, **three practical goals** were set:

- to produce an analysis of urban conservation, and to identify the tools developed by site managers and decision-makers, based on specific examples of cities' urban projects;
- to share the skills developed by local communities;
- to create an environment of partnership within the network of World Heritage cities.

Three goals which correspond to **three key instruments**:

- the collection of a sample of fact sheets, a compilation of case studies, to be analysed in a general summary paper;
- the development of a body of data, a tool to be shared among the OWHC's member cities and their partners, to build the OWHC's capacity to assist and advise;
- the creation of opportunities for exchanging the information collected, in order to take full advantage of it and to promote technical collaboration between cities.

The *Compilation of Case Studies* can be used to raise awareness among decision-makers--elected officials, technicians, practitioners or specialists--about how to integrate culture and heritage into their urban development projects.

B/ DATA COLLECTION AND THEMES

The method consists of asking cities listed on the World Heritage List as historic sites or possessing a cultural, natural or mixed property on their territory to provide one or more examples of urban projects or works in the aim of concretely understanding these projects' workings, how they were implemented, and for the cities to describe, practically speaking, the link between heritage values and the larger urban project.

The call for contributions is based on a bottom-up approach. A questionnaire was sent to political and technical authorities identified through the joint efforts of the OWHC's General Secretariat and regional secretariats and by the project partners. The contributors came forward on a voluntary basis, and the choice of the projects they presented was their own. The method for presenting this information took into account the diversity and originality of the data collected.

The compiled studies illustrate various types of heritage and urban interventions:

- **managing the movement of people** (mobility and transportation)
- **conservation and valorisation** (restoring historic monuments with complex patterns of reuse, restoring old buildings for residential use)
- **planning and land use development** (developing facilities, restructuring old districts or brownfield sites, reassessing landscaped public and/or ecological spaces)
- **economic, social and cultural development** (social diversity, commercial structures and control of informal trade)
- **tourism management** (managing the flow of tourists, interpretive centres)
- **governance and relations with the public** (land-use and planning tools, coordination, consultation, participation, and information, municipal capacity-building)
- **specific funding arrangements** (bringing together different levels of municipal, national and

international public services, public and private funding, incentives for property owners)

- **accounting for issues of energy usage;**
- **crisis management** following a natural, military or political disaster.

The call for contributions did not focus on projects' exemplarity in terms of their excellence but rather in terms of the experience they reveal; it intends to enrich the discussion and to constitute a concretely situated reference that is likely to interest other cities confronted with the same issues.

C/ PRESENTING THE CASE STUDIES

Rather than exhaustively presenting each case study in the form of a monograph, or meticulously examining all the historical details related to each project's context, the operational details of its planning arrangements, or the political issues relative to the vision which framed it, the idea was to gather essential information that would make it possible to:

- **present the experiences in a fact sheet;**
- **understand the contexts and processes;**
- **identify particular features;**
- **exchange and compare ideas;**
- **transfer practical know-how.**

For example, it is for this reason that elements such as the boundaries of the cities, projects and properties in question are represented in a simplified way, without considering the buffer zones that surround heritage sites, which are in different states of implementation given the site. Similarly, in the interest of keeping the presentation clear, the roles played by various actors and tools are described only in terms of their main functions.

A model for the **case study fact sheets** was developed. The format, identical for each case study, has **four pages** and includes:

- a **first page for identifying the context** and giving **factual data**: the main elements characterising the city, the World Heritage Listed property, and the project itself (particularly the geographical

location, the theme of the project and the spatial scales);

- a **double page for presenting the operative aspects of the project**: the issues, partners and processes; the tools; the financing; how far the project has advanced; and the links between it and the value of the property. The purpose of this central part is to describe the operational process in a simple and practically useful way, starting at its inception and extending to its management and the different means used to set it up.
- a **last page** for presenting the **projects' impacts and any questions** arising from the case study.

Special attention was paid to the graphical representation of cartographic data, and to analysing the processes of decision-making and implementation. Cartograms were created to show the spatial scales between the city, the listed property and the project presented, as were charts synthesizing the processes of implementation and governance.

Finally, each sheet concludes with practical information: a list of people consulted or involved, the length of a mayor's term in office, and contact information for the mayor and project leaders.

The data collected (2008-2009, then 2010-2012) dates back to July 2012 at the latest.

Using a clear, simple and practical model to present the contributors' data makes it possible to understand the essential aspects of the projects, but also to conduct a broad comparative study of the information, and, in the event that one wants to know more about a project, to establish partnerships or to contact the contributor.

D/ PHASES OF THE PROJECT

In accordance with the OWHC's Strategic Development Plan, adopted in 2007 in Kazan (Russian Federation), the Compilation of Case Studies project was initiated by the organization's board of directors at a meeting held in Québec in July 2008.

The Steering Committee chose from the beginning to use an empirical approach focused on cities' voluntary participation, which involved progressing at a rhythm set by the pace at which data was collected, working meetings held and progress reports presented. The project's long timeframe thus became a measure of its success!

The project took place in three major stages, which included periods of assessment, refocusing and review:

- a **first stage, in which the project was defined (2008-2009)**: the project's first phase enabled us to develop the survey tools, to test the method with 24 cities in 19 countries, and to collect 26 case studies. Analysing this initial compilation revealed the diversity of levers for action that were used, the ways these complemented each other, and traced links between different sectors related to knowledge, conservation, land-use planning and management policies.
- a **period for evaluating and finalizing the methodology for data collection (2009-2010)**: after this preparatory work, and the presentation of a progress report at the **OWHC's 10th World Congress in Quito (Ecuador) in September of 2009**, it proved useful to finish collecting the data, to refine the collecting methods, and to strengthen the analytical and presentation categories in order to clarify the relationship between urban development and heritage values, as well as to improve the collection of information

about projects' financing. This phase, spent analysing the first set of data collected, confirmed the importance of relying on a participatory approach that placed value on the cities' contributions.

- a **second stage in which cities were called on to contribute (2010-2011)**: with the tools complete, particularly a restructured questionnaire, a new call for contributions was sent out, this time with a tested methodology. The success of this effort made it possible to assemble 40 case studies, presented by 34 World Heritage cities located in 25 countries;
- a **period for evaluating and finalizing the method for presenting the case studies (2011-2012)**: with the questionnaires and the progress report presented at the OWHC's 11th World Congress in Sintra (Portugal) in November of 2011, it was possible to study how to create a model for presenting the 40 case studies and so to draw out some of broad guidelines for the analysis;
- a **third stage for preparing and disseminating the final report (2012)**: the final report includes the analysis section and the collected case studies, as well as appendices and tools developed for the study such as the data collection questionnaire. Finalized in October 2012, the report is to be released online through the websites of the OWHC, the World Heritage Centre and its partners.

CHAPTER 2

CHAPTER 2 – PRESENTATION OF THE CASE STUDIES: DEVELOPING HISTORIC CITIES

The *Compilation of Case Studies* is distinguished by the **active participation of World Heritage cities**, who agreed, in sharing their experiences, to take time and to gain perspective on their urban management and conservation practices.

The method for gathering information for these case studies was tested with an initial call for contributions from mayors and advisory staff in OWHC member cities in **2008** and **2009**.

This first phase resulted in the collection of **26 case studies** from **24 cities** spread over the 5 world regions designated by UNESCO (Africa, Asia and Pacific, Europe and North America, Latin America and the Caribbean). The list of these case studies appears in the appendix to this report (Appendix 4).

Among the 24 cities that responded to the initial call for contributions, which ended in 2009, nine also took part in the **second call launched in 2010**. There are in fact **four case studies** (updated, and with a different level of analysis) that appear in both the planning phase and in the *Compilation of Case Studies* presented and analysed in this report.

46 contributions were **received** in total in response to the second call, which ended in 2012. Six of these **were not retained** by the Steering Committee

because the cases presented by the contributor cities lacked information or were invalid.

In the end, the *Compilation* includes **40 urban and heritage projects**. These studies come from 34 cities. Each of these cities contains at least one **property inscribed on the World Heritage List**.

A “FAIR” SAMPLE OF WORLD HERITAGE CITIES

A/GEOGRAPHIC DISTRIBUTION

The **34 cities that contributed** to the case studies are located in **25 States Parties** to the World Heritage Convention.

4 world regions (as defined by UNESCO) are involved:

- Africa and the Indian Ocean
- Asia and the Pacific
- Europe and North America
- Latin America and the Caribbean

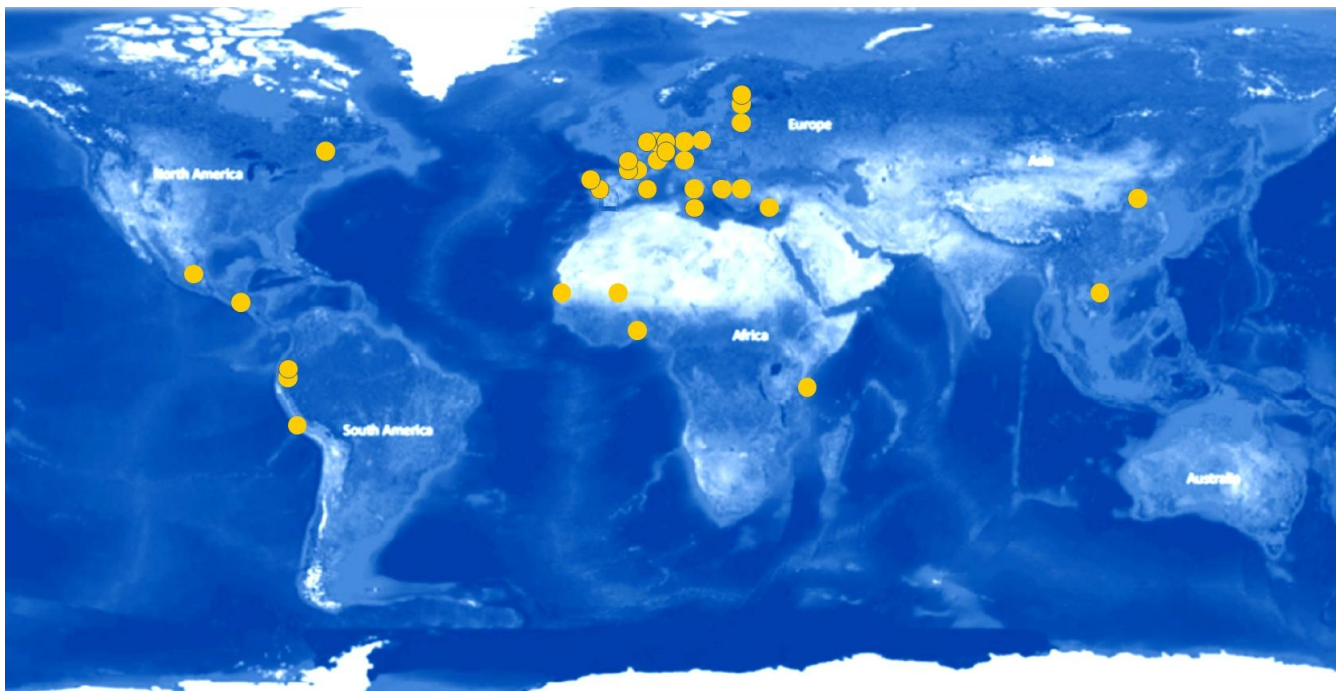
The case studies' geographical distribution reflects the distribution of properties on the World Heritage List and more particularly that of historic cities.

Only the Arab states are unrepresented.

The second call for contributions, launched in 2010 by the OWHC, and the involvement of its network of partners (the City of Lyon, the World Heritage Centre, the Getty Conservation Institute, the Council of Europe and the CIVVIH), made it possible to reach a significant number of World Heritage cities.

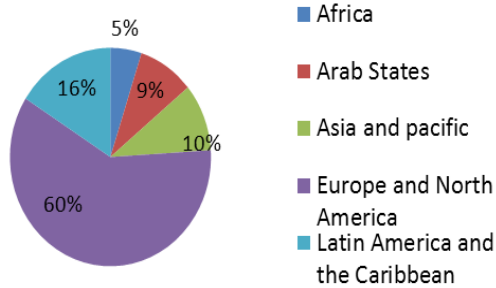
The case studies are based on a pool of **240 historic cities and urban sites included on the World Heritage List in 2012**.

In comparing the geographic breakdown of the 34 contributing cities to that of the 240 listed World Heritage cities, we notice that the case study sample is rather **representative of the overall imbalance that characterizes the geographic spread** of the World Heritage List.

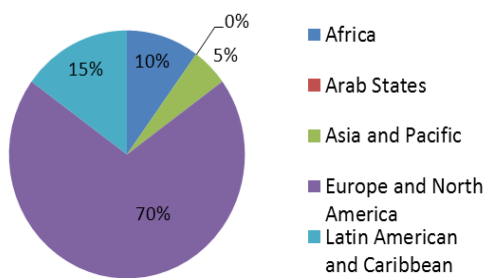


Map of cities that contributed to the Compilation of Case Studies - October 2012

GEOGRAPHICAL DISTRIBUTION OF THE 240 HISTORIC WORLD HERITAGE CITIES (2012)



GEOGRAPHICAL DISTRIBUTION OF THE 40 CASE STUDIES (2012)



The **absence of cities from the Arab states** is unfortunate, as some of them were among the first properties to be placed on the World Heritage List at the end of the 1970s. Contacts were in fact made with the cities of Tunis (Tunisia), Cairo (Egypt), and Aleppo (Syria), but none resulted in a completed case study for obvious reasons related to the political context of the "Arab Spring". The **political and military context of 2012** also had an impact on the contribution of **Timbuktu (Mali)**, which, even though it was prepared in close collaboration with the Timbuktu Cultural Mission, was unable to be verified by the contributors and national authorities.

The aim of the *Compilation of Case Studies* is to study the links between heritage interventions and urban policies in developing historic cities. The process is one of gathering and then sharing, at the international level, the operational strategies of innovative urban conservation projects as well as original thoughts and practices at the local level from different regions of the world.

Basing it on a **representative sample of cities from the World Heritage List** therefore makes sense as a way to update and enrich the discussion about managing historic cities.

Although it is relevant to note the sample's reliability in terms of the World Heritage List, the **importance of this criterion should be put into perspective** for two reasons:

- ➔ some parts of the world have relatively few sites inscribed on the World Heritage List in proportion to their cultural, historical or demographic importance to humanity. As shown in a report published by ICOMOS in 2004¹, **the World Heritage List is characterized by a geographic imbalance**: Europe and Latin America are largely overrepresented at the expense of Africa, Asia and the Arab states;
- ➔ the *Compilation of Case Studies* aims to particularly **focus on these regions, which are underrepresented** on the World Heritage List.

Today, the cities of the global South are rapidly growing. Their dynamism, their civil society's eagerness to participate in public debate, and their creativity can serve as examples for Northern cities, who will be able to discover **different and innovative ways of doing things** thanks to these case studies.

Also, the philosophy of the *Compilation of Case Studies* project is inscribed in a solidarity-based approach between large and small cities and between cities from different regions of the world.

The project's Steering Committee places a priority on **highlighting the experiences and the practical knowledge of local governments in the global South** even though they are underrepresented among historic cities on the World Heritage List.

¹ ICOMOS, "La liste du patrimoine mondial: combler les lacunes--un plan d'action pour le futur", February 2004, p. 101.

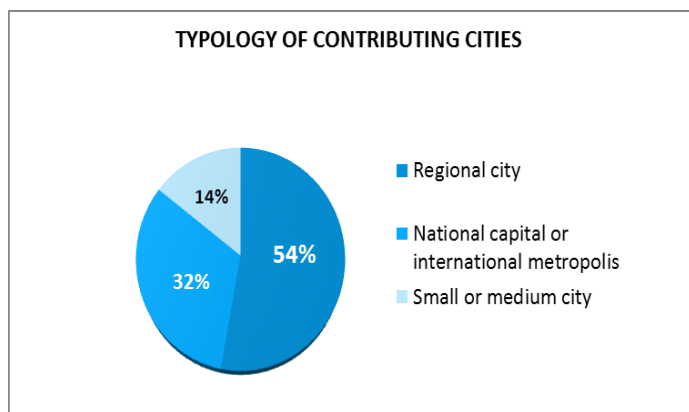
B/ STATUSES AND FUNCTIONS

Analysing the **statuses** and **functions** of the 34 cities in the compilation can provide additional insights into how representative the study sample is in relation to the 250 World Heritage cities.

Concerning the status of contributing cities, three **categories** were identified within the case study sample.

Among 34 contributors, there are:

- **11 international metropolises** (with one million or more inhabitants and/or international reach) or **national capitals**;
- **18 large regional cities** (with 500,000 or more inhabitants and/or a regional reach)
- **5 small and medium cities** (of less than 100,000 inhabitants).



This distribution indicates a relatively recent evolution within the World Heritage List.

In fact, the **predominance of large regional cities** in the compilation can be explained by the trend of **decentralization** that led local governments to become the leaders in inscriptions on the World Heritage List in the 1990s. The period in which local governments began to interest themselves in metropolitan heritage corresponds with the listing of historic districts or entire cities on the World Heritage List.

The **main functions** of the cities in the compilation were determined based on information given in the survey questionnaires. They include a variety of roles:

administrative, industrial, religious, as centres of higher education, as ports, in the economy, agriculture, and tourism, services, military, and culture, etc. (see tables in appendix 5).

From the small city of **Beemster** in the Netherlands to the megacity of **Beijing**, the compilation covers the entire typological **diversity** of developing historic cities.

- By definition, many metropolises in the sample indicate an "**administrative**" function. 29 out of 34 cities showed that they performed this function.
- The "**economic**" function is also mentioned by 15 cities in the compilation.
- The contributing cities also emphasize the "**cultural**" and "**tourism**" functions linked to recognition by the World Heritage Committee and the presence of their territories on the List. 15 cities in the sample cited "tourism" and 12 "culture" as among their main functions.

The relationship between cities and their peripheries, especially the relationships between city and countryside and between main and secondary peripheral cities, should eventually be explored. This geographical relationship clearly has an impact on cities' functioning, on their economic dynamics, and on questions relative to their development. But these contextual studies were not part of the chosen methodological framework.

- It is also noteworthy that most cities in the sample have a special relationship with water, being traversed by a river or located on the sea. The presence of this major natural phenomenon has an impact on the contributions' content and the value of the properties studied, and is reflected in the fact that "**port**" is listed as a function of 8 cities in the compilation.

After a long history of indifference, even hostility, towards their brownfield or harbour side sites, there is now a general tendency among World Heritage cities to reconsider the relationship between cities and their rivers, as in the cases of **Lyon (France)**, **Bordeaux (France)**, **Saint-Louis (Senegal)** or **Québec (Canada)**.

II- HISTORIC CITIES AND URBAN SITES

A/ 34 PROPERTIES CONCERNED

Each city that contributed to the *Compilation of Case Studies* has at least one property on the World Heritage List within its territory. These World Heritage properties serve as the backdrop for the urban and heritage projects examined.

The nature of these properties can be analysed through different criteria: categories, date of inscription and size (*See Appendix 5, Summary Table*).

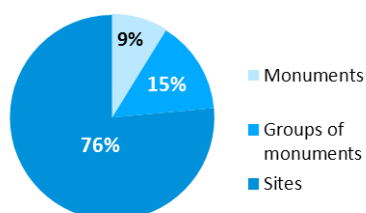
To describe the properties involved in the case studies, we can begin with the categories used by the World Heritage Convention, which distinguishes between cultural, natural and mixed properties.

The 34 properties in the survey are **all cultural properties**; there are no cultural landscapes or mixed properties nor any natural ones. However, it should be noted that, over the last five years, more and more cities have come to form an integral part of cultural landscapes, which raises ever more blatantly the issues of spatial scale, governance, and the harmonization of sectorial policies.

Continuing to refer to the classification established in the "Operational Guidelines", one can distinguish among these 34 cultural properties:

- **3 monuments**;
- **5 groups of monuments** (groups of isolated or connected buildings);
- **26 sites**.

TYPOLOGY OF THE 34 PROPERTIES STUDIED



Here again, the objectives of the *Compilation of Case Studies* encouraged the participation of contributors who handle the management of **living and inhabited cultural sites** (historic districts, old city centres, etc.), which are the principal fields in which heritage and urban planning policies overlap.

THE EVOLUTION OF THE WORLD HERITAGE LIST

Here again, the objectives of the *Compilation of Case Studies* encouraged the participation of contributors who handle the management of **living and inhabited cultural sites** (historic districts, old city centres, etc.), which are the principal fields in which heritage and urban planning policies overlap.

The City of **Quito (Ecuador)**, the Historic Centre of Krakow (Poland), Historic Cairo (Egypt), and **Antigua Guatemala (Guatemala)** were among the first properties to be placed on the World Heritage List from 1978-1979. Historic cities feature prominently among the first properties on the List, next to natural or cultural monuments such as Yellowstone National Park (United States) and the Archaeological Site of Carthage (Tunisia).

The 1990s witnessed an expansion to Asia and the capitals of newly independent states following the fall of the Berlin Wall. The notion of inhabited and living territories also emerged at this time (**Porto - Portugal** in 1996), and the rise of inscription proposals backed by local governments (**Lyon - France** in 1998).

Today, some large urban areas are listed for their urban heritage, with an understanding that complex urban systems are situated in an extended space such as **Bordeaux (France)** in 2007. The trend of registering large geographical areas has been accentuated by the listing of urban sites as cultural landscapes such as the cariocas between the mountains and the sea in Rio de Janeiro (Brazil) or in France, in the case of the Nord-Pas-de-Calais coalfields, with its industrial site and workers' estates, both listed in 2012.

→ There is also an important disparity in the **size** of the properties in question, between the belfry of **Gembloux (Belgium)**, whose protected area covers 400 m² (0.04 ha) to the site of **Bordeaux (France)**, which extends over 1810 ha.

Finally, **32 years** separate the listing of the city of **Quito (Ecuador)** and that of the Episcopal City of Albi (France), the most recently listed property (2010) dealt with in the *Compilation*.

Outside of these general criteria, the interest of this sample of World Heritage properties lies in their **urban nature**.

Indeed, the 34 properties in the compilation are divided between:

- the **historic cities** inscribed on the World Heritage List;
- the World Heritage **sites** situated in an **urban context**.

UNESCO's World Heritage Centre suggested these two categories in 2010 in its publication on historic urban landscapes entitled "Managing historic cities".²

B/ TWO SPECIFIC CATEGORIES

The *Compilation of Case Studies* is based on the list of 240 "historic cities" - either inscribed on the World Heritage List as historic cities or as properties located in an urban context - a category established in the same publication.

This specific reading on the part of the World Heritage Centre focused on **urban World Heritage properties**, distinguishing between:

- the list of cities either fully or partially placed on the World Heritage List;
- and the sites, ensembles or monuments on the World Heritage List situated in an urban context which are, practically speaking, vulnerable to

pressures and threats related to urbanization and the rehabilitation of cities.

The World Heritage Centre then used the criterion of a **property's vulnerability to threats caused by processes of urbanization** to determine the "urban" nature of the listed sites.

The issue of urban pressures is at the core of the subject of the case studies. It is therefore quite normal that all of the properties in question in the studies belong to one or another of the two categories of urban property defined by the World Heritage Centre (*see Appendix 5—Summary Table*).

² "Managing Historic Cities". *World Heritage Series* N° 27, The UNESCO World Heritage Centre, September 2010, p. 120.

A/ GENERAL CHARACTERISTICS OF THE 40 PROJECTS BEING STUDIED

Each city that contributed to the *Compilation of Case Studies* was invited to present one or several urban operations which exemplify the **link between heritage and urban projects**.

The *Compilation* subsequently **gathered 40 urban and heritage projects**, as six of the contributor cities (Quito, Regensburg, Salamanca, Albi, Rhodes and Vilnius) among the 34 selected to present two case studies each, on the subject of two different projects.

The *Compilation of Case Studies* aims to gather and disseminate the most current information about urban conservation and management in historic cities throughout the world.

The **progress** of the projects studied was therefore a criterion to consider.

It can be observed that:

- ➔ **25 projects** studied are in currently **underway**;
- ➔ the **15 remaining operations** are **finished**, but continue to be relevant: all of them were completed between 2005 and 2011.

Given that the majority of projects studied are still being carried out, it is **impossible to determine their average duration**.

Also, the projects presented in the case studies are in some cases part of long-term processes of urban transformation (such as in Puebla or in Lyon), which makes their exact time frame ambiguous. Questions of project timing and duration are also discussed in the case studies. Programming and time management appear to be essential issues for contributor cities that were developing urban projects.

PROJECT DURATION

The projects take place over the long term, with many contingent events affecting their duration. In **Tallinn (Estonia)**, for example, work on upgrading public spaces was not only stopped by the discovery of archaeological remains during the construction of an underground parking garage, but the entire program was reconsidered in order to integrate their conservation and enhancement. This choice, done in the name of heritage, affected not only the project's timeframe but also its economic feasibility.

When projects include private partners in their financing, as is the case in **Porto (Portugal)**, **Québec (Canada)**, or **Bordeaux (France)**, among other contributors, local governments are unable to exercise control over the timeframe. Private involvement, especially in financing, is subject to certain conditions and particularly to market fluctuations or other contingencies.

These examples demonstrate that a project's programming should account for this kind of uncertainty during the operational phase.

Another element that should be accounted for in characterising the *Compilation* is the area of land concerned by the projects studied.

Four categories were created to determine and compare the **area concerned** by the projects studied:

Case n°1: the **project area** is limited to the **boundaries of the property listed** on the World Heritage List.

8 projects fall into this category, representing **20% of the sample** of case studies.

Case n°2: the project area corresponds to **one or more monuments or groups of monuments** situated **within the boundaries** of the listed property.

15 projects fall into this category, representing **37% of the sample** of case studies.

Case n°3: the project area corresponds to **one or more districts** located within the limits of the listed property.

7 case studies fall into this category, representing **18% of the sample**.

Case n°4: the **project area** extends **beyond the boundaries of the listed property**.

10 case studies fall into this category, representing **25% of the sample**.

75% of the projects surveyed are therefore situated **within the boundaries of properties** on the World Heritage List.

But the fact that **ten case studies were collected in which the projects extend beyond the World Heritage site boundaries** highlights once again the broad, cross-cutting aspect of these projects. As can be seen by focusing on their content, heritage projects today being carried out by developing World Heritage cities tend to go beyond the sectorial logic long in place in planning and city management.

B/ INITIATIVE

The third chapter of this report, "Learning from the *Compilation of Case Studies*" is concerned with analysing the collected projects' problems and operational workings. Without going into the complexities of their operational processes, we can still examine the types of actors that **initiated** the 40 projects in the compilation. In order to outline a typology of these initiatives, the categorization of the actors that "initiated" the projects has been simplified and adapted from the one used in the summary sheets.

7 types of initiative were thus identified within the compilation:

- ➔ **civil society initiative:** civil society (citizens, inhabitants, associations, stakeholders, etc.) initiated the project;
- ➔ **local public initiative:** a public actor at the local or regional level is at the origin of the project;

➔ **national public project:** a State launched the project;

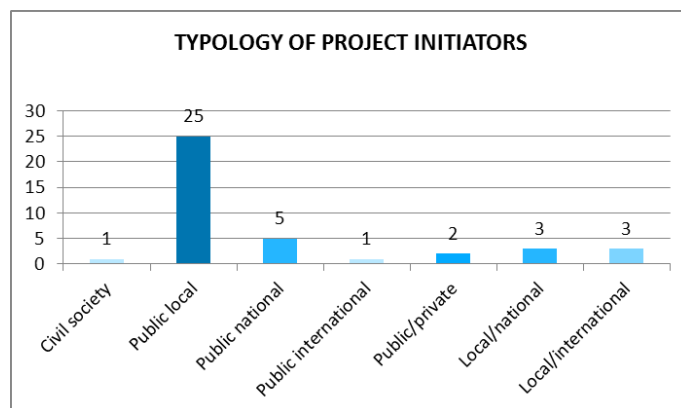
➔ **international initiative:** an international actor (international institution, foundation, NGO, etc.) was a stakeholder from the project's beginnings;

➔ **public/private initiative:** public and private actors were involved in initiating the project;

➔ **public initiative divided between local and national actors:** local and national authorities shared credit for initiating the project;

➔ **initiative at both the local and international levels:** local and international actors shared credit for initiating the project.

The 40 projects studied can be broken down as follows:



Local public initiatives (those originating in Cities, inter-communal bodies and regions) form the vast majority of the case studies: local governments initiated **62% of those collected**.

It can also be seen that "**civil society**" is at the origin of only one project in the survey, that of **Cuenca (Ecuador)**. Yet almost all of the case studies highlight the participation of civil society actors and users of historic cities. But most often, it is local governments who find themselves carrying the expectations of the citizens that elected them.

However, all of the actors identified in the survey as project initiators have one thing in common. Regardless of their nature or the scale at which they intervene, their initiatives always attempt to respond to a pressure which threatens the functioning or the conservation of their historic city.

The deep involvement of local governments and cities should be highlighted, and is explained in part by the very nature of the *Compilation of Case Studies* project, by the system of voluntary contributions from OWHC members and by cities' desire to promote their actions in the eyes of the international community.

C/ THREATS AND THEMES ADDRESSED

The 40 projects in the survey all have the same starting point: **the identification of a threat that bears on the management or protection of a historic city**. After a project's initiator identifies this threat, the problem is analysed, and a plan for action is set up that generally involves the intervention of other actors.

By comparing the 40 case studies, we have been able to identify 12 types of threat facing urban sites included on the World Heritage List (*see Appendix—5 Summary Table*).

These threats may be limited to a monument or group of monuments:

- ➔ **degradation of a monument or group of monuments/3 projects;**
- ➔ **unused monument/2 projects;**

Or else deal with a district or the historic city in its entirety:

- ➔ **vacant urban land/2 projects;**
- ➔ **new construction/2 projects;**
- ➔ **impoverishment/gentrification/5 projects;**
- ➔ **disinvestment in public spaces and infrastructures/5 projects;**
- ➔ **degradation of the built environment/3 projects;**
- ➔ **economic and commercial disinvestment/1 project;**
- ➔ **transport flows/3 projects;**
- ➔ **flow of tourists/2 projects;**
- ➔ **governance difficulties/ 6 projects;**
- ➔ **lack of awareness of heritage values/5 projects.**

These threats were used in developing the themes and sub-themes of the case study project.

Four major themes were defined, covering the entirety of the survey. All of the cases studied fall under one of these themes:

- ➔ **land-use planning and development**
- ➔ **urban management**
- ➔ **conservation and valorisation**
- ➔ **governance and relations with the public**

From which we obtain the following breakdown:

- ➔ **15 projects** (or 37% of the total) fall under the theme of "**urban management**";
- ➔ **9 projects** (23% of the total) can be classified under "**conservation and valorisation**";
- ➔ **9 projects** (23% of the total) had "**governance and relations with the public**" as a theme;
- ➔ **7 projects**, or 17% of the total, came under the theme of "**land use planning and development**".

The **sub-themes** make it possible to be more specific about the nature of the project (*see Appendix n°5 – Summary Table*).

The collected projects' **multiplicity of themes and sub-themes** provides insight into the diversity of problems confronted by developing historic cities. Indeed, the study sample gives a **good representation of situations encountered in heritage and urban development**.

The Compilation's broad approach makes it possible to address **many of the problems that World Heritage cities face**. However, it would nevertheless be appropriate to collect additional case studies focused specifically on:

- the integration of contemporary architecture into a historic urban fabric;
- the enhancement and understanding of the economic value of heritage;
- climate change;
- the natural or political risks posed to listed sites;
- tax systems and financing;
- the integration of infrastructures and networks.

CHAPTER 3

I- THE CHALLENGE OF HISTORIC CITIES: RECONCILING CONSERVATION AND DEVELOPMENT

Reading the 40 case studies makes it possible to identify a common challenge for historic cities: **all must reconcile heritage and urban development.**

A/ ONE COMMON DENOMINATOR, THREE INTERPRETIVE LENSES: HERITAGE, USERS, AND LOCAL GOVERNMENTS

The common denominator of "conserving and developing the city" is expressed in the projects studied through issues and responses involving:

- on one hand, the **conservation and valorisation of heritage properties**, given that all of the case studies have a special context: World Heritage. Preserving the integrity and the authenticity of the listed properties' Outstanding Universal Value must be an on-going preoccupation;
- on the other hand, a concern for the views of historic cities' **users** (inhabitants, workers, visitors, tourists, businesses, etc.), who have specific needs and demands varying from habitat improvement to new uses for public spaces, mobility and transportation and tourist attractions;
- finally, the issue of historic cities' **local governments**. These governments make assessments and create urban policies in response to the aforementioned challenges; they manage the changes involved and include them in their broader territorial development plans. The biggest constraint often lies in working together at various territorial levels: the World Heritage property, the historic city and the broader territory falling under the purview of local government development plans (which are enacted at the local level under the aegis of regional, national and international decision-making bodies).

Looking at historic city development and conservation from this angle touches on all of the actors involved in historic cities: heritage professionals, daily and occasional users as well as decision-makers.

In the answers provided, all of the case studies show that accounting for the (sometimes contradictory) needs, demands and interests of these actors is an essential issue.

The needs and demands expressed, whether on the part of users, specialists or decision-makers, can be analysed in terms of ten major themes:

- knowledge
- governance

- urban morphology
- public space
- the monument
- habitat

- socioeconomic diversity
- tourism
- infrastructure
- mobility

These themes provide an initial analytical framework for looking at the projects collected and studied.

KNOWLEDGE

Knowledge is the **first step in the cycle of protecting and promoting heritage**—knowledge, protection, awareness, communication—and, in the process of inscribing a site on the World Heritage List, knowledge of a site that aims to identify its value (and that is supported by specific documentation) is an essential condition of its selection by the World Heritage Committee. But being inscribed on the World Heritage List is not an end unto itself. The case studies show that historic cities continuously renew and enrich their knowledge of World Heritage properties located on their territories.

This **continuous process of creating knowledge** takes place in several phases:

- collecting and analysing new information, **producing knowledge about the listed property** through inventories, studies (of architecture, landscape or socio-economics), archaeological digs, surveys of oral history and memory;
- **transmitting knowledge to the greatest extent possible** through training, communication, awareness-raising and education about heritage issues;
- using of this knowledge for assessments and regulatory protections.

However, **knowledge is often neglected in urban projects and major infrastructural works**. It can be poorly integrated or inappropriately included in programming from the start. Departments and services that deal with knowledge are not generally those in charge of planning the work itself and do not always have the necessary financial or technical resources needed.

The interdisciplinarity required to integrate knowledge into projects implies the harmonious coordination of different sectors, institutions and actors. Problems related to survey excavations and preliminary studies are symptomatic of the difficulties encountered in applying relevant and useful knowledge to the definition and planning of urban interventions.

On the contrary, knowledge may be overexploited or manipulated, or emptied of its content, in communications or for commercial purposes. In this case, it loses its role as a tool for understanding context, as well as its relevance to decision-making and the production of norms and regulations.

From the perspective of property conservation

The interest of knowledge building in property conservation is obvious: to safeguard and value heritage, one must first understand it.

Most of the case studies that deal with heritage conservation and promotion mention conducting scientific studies to inventory their heritage (**La Chaux-de-Fonds - Switzerland**, and **Albi - France**), to better understand its historical and archaeological context (**Talinn - Estonia**, and **Naples - Italy**), or its architectural characteristics (**Abomey - Benin**)—see text box, page 42—to improve the system for protecting it (**Vilnius - Lithuania**), to define new uses for it (**Antigua Guatemala - Guatemala**) or else to optimize its transmission to the public through museography (**Helsinki - Finland**).

This kind of scientific study also appears in the case studies that deal with urban land use and management, where it is used in the project's planning stages to reinforce knowledge of the property, to provide a framework for urban operations and even for strengthening the regulatory apparatus.

In **Tallinn (Estonia)** for example, the municipal authorities charged with revitalizing Vabaduse Square integrated a phase for heritage study and a programme of archaeological digs into the first stages of the project. The richness of the results led to prolonging the "study and excavations" phase and modifying the timeframe for executing the redevelopment. The city also decided to preserve the archaeological and historical fabric of the square in its new layout and to expose the archaeological findings in an exhibition open to the public.

Likewise, in **La Chaux-de-Fonds (Switzerland)**, preliminary studies on brownfield sites set for redevelopment made it possible to preserve a part of

the industrial built environment and to integrate these elements into plans for redeveloping the area.

From the perspective of historic city users

The inhabitants of historic cities actively participate in building knowledge of heritage in their role as resources and bearers of memory and lived experience, which inform the understanding of listed historic sites and properties.

In the case of **Le Havre (France)**, the plan for developing a model apartment to exemplify the city rebuilt by Auguste Perret relied on accounts from the first residents of these new neighbourhoods. Some of them even provided the City with furniture and personal objects, which aided the reconstitution of the space and enriched its setting.

Local populations are also "receivers" of heritage knowledge when they benefit from the awareness raising, education and training programmes.

The participatory cultural workshops set up by the city of **Saint-Louis (Senegal)** for the 350th anniversary of its establishment are exemplary in this regard.

Having noticed that Saint-Louis's urban heritage qualities were little known and that its inhabitants did not embrace this heritage, the project initiators decided to bring together local artisans and young residents for workshops in which practical skills and architectural knowledge of the city were shared.

From the perspective of local governments

For local governments, knowledge and understanding of heritage are precious tools for cultural territorial development. Authorities of historic cities enhance the value of their site, their city, and their territory by sharing and disseminating this knowledge among local populations, to tourists and to the international World Heritage community.

Projects for Interpretation centres are representative of this permanent process of updating and communicating knowledge of heritage.

One example is **Regensburg (Germany)**, which demonstrates the municipal authorities' willingness to provide a space entirely dedicated to understanding and documenting the World Heritage site for residents and tourists alike. A former salt barn was restored and converted to a visitors' centre, becoming the site of a permanent exhibit on the history and Outstanding Universal Value of the historic site as well as a multifunctional space dedicated to debates, conferences and educational programmes about World Heritage.



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Workshops in Saint-Louis

CASE STUDY N°1, ABOMEY (BENIN) DECENTRALIZED COOPERATION FOR RESTORING THE PROPERTY OF THE ROYAL PALACES OF ABOMEY

The collaborative project carried out by the cities of Abomey (Benin) and Albi in France consists of restoring a key element of the site of the Royal Palaces of Abomey: the "Honnouwa" (entrance gate) of the Agadja Palace, which had practically disappeared.

Knowledge of the listed site was doubly enriched by this project because:

- preliminary studies by specialists on earthen architecture was needed to reconstruct the entrance gate according to traditional know-how;
- and, beyond physically restoring the built heritage, the project improved the understanding of the site by making certain components of its Outstanding Universal Value more "visible and readable".

This new knowledge—also supplemented by accounts from representatives of the royal families, religious dignitaries and site users—was then shared with residents of Abomey through various educational workshops.

The project enabled them to reclaim their historic, social and cultural heritage; to reconnect with ancestral knowledge thanks to the training of younger artisans by older ones; and to pass along this heritage, which remains at the centre of voodoo worship and living local traditions, to visitors.



© Ville d'Albi

The "Honnouwa" of Abomey after its restoration

GOVERNANCE

The issue of governance concerns questions of **transparency, participation and responsibility sharing in the processes of making decisions and defining public policies.**

Certain urban and heritage governance tools can be identified in the case studies.

Governing matters of heritage, which was traditionally the prerogative of central or federal governments but is more and more often delegated or devolved to local actors, requires a variety of actors to intervene in different areas of expertise, at various institutional levels, while at the same time involving citizens and local actors.

From the perspective of property conservation

The conservation of a World Heritage property cannot be guaranteed in the long run without appropriate arrangements for its governance. The World Heritage Committee requires that a system for managing listed properties—an indispensable tool for governing World Heritage—be set up. This management plan is essential for maintaining (and even strengthening) the Outstanding Universal Value of the site over time, as well as the conditions of its integrity and authenticity.

But the case studies show that historic cities try to go beyond simply coordinating administrative mechanisms and regulatory tools. They attempt to at least communicate on the subject, hence their participation in the case study project. They often add to the heritage governance system with measures for collectively and collaboratively managing World Heritage. This subject deserves more extensive comparative study.

This situation leads site managers to share even more of heritage governance with other actors, specialists or members of civil society.

In [Albi \(France\)](#), for example, the management guidelines for the Episcopal City, listed in 2010, are set at a local actors' General Assembly; public meetings regularly bring together inhabitants, merchants, associations, businesses and universities from the Albi area. The creation of committees for ethics,

promotion and local attractiveness, as well as the status of "Ambassador of Albi to the Episcopal City", have strengthened participative and collective governance arrangements, and have been rapidly embraced by the population.



© Ville d'Albi

The General Assembly of actors from Albi

From the perspective of historic city users

The case studies attest to new modes of governance that rely on consulting with citizens and allowing them to participate. Decisions do not only flow from the top down, from deciders to citizens; rather, residents are involved in making decisions and in executing projects that affect them.

It is not always decision-makers who propose delegating to citizens a part of their responsibility for governing a city, a heritage site or territory. If sharing these powers always requires an institutional framework provided by local authorities, the demand to share them can come from residents—sometimes with the support of an NGO, such as in [Lima \(Peru\)](#)—who will themselves decide to take over managing their urban and heritage environment.

After forming a committee to interrogate local authorities about the degraded state of their neighbourhood, residents living on Rafael María Arízaga Street in [Cuenca \(Ecuador\)](#) became stakeholders in its urban restructuring process through a residents' and citizens' commission that was present throughout the entire duration of the project.

From the perspective of local governments

Throughout the world, decentralization and the increasing responsibility of local governments—which does not necessarily correspond to an increase in their skills or powers—gained clear momentum in the last quarter of the 20th century. In certain domains, this transfer of authority has allowed for real improvements in sector management and has promoted solutions adapted to local demands. In other cases, when not followed by a parallel transfer of resources and skills, this shift in responsibility has possibly weakened public action at the local and regional or even federal and national levels.

The issue at hand is the actual improvement of local governments' skills as well as their technical and political capacity to institute public policies and exercise urban governance with the participation of citizens and other stakeholders. A number of projects identified in the collected case studies try to build the capacity of local administrations and actors in city and heritage management.

For example, the case of **Berat (Albania)** concerns developing municipal teams' skills and creating tools for urban management, planning and development and, therefore, for protecting the historic centre of the city, which is inscribed on the World Heritage List. Collaboratively defining a development strategy and training municipal civil servants provides the City a means of managing land use and property, tools that are necessary for managing its strong urban growth while protecting the heritage and cultural value of Berat.

In **Regensburg (Germany)**, the municipality concluded that its governance system could be enriched by exchanging experiences and best practices with other heritage cities. By initiating a partnership with eight other European cities, Regensburg was able to develop and institute a new management system that integrates city development and heritage.

CASE STUDY N°19, BEEMSTER (NETHERLANDS) THE "QUALITY" TEAM OF BEEMSTER

The case study presented by the City of Beemster concerns the creation of an advisory body mainly composed of specialists in the fields of heritage, landscape, urban planning, architecture and economics. The committee's mission is to advise authorities of a small rural municipality on the assessment of expected developments on the Beemster polder.

Creating this consultative body for project development issues made it possible to ensure the quality of the interventions carried out and of the listed site's development plans, in line with the principle of maintaining the property's exceptional universal value.

This mechanism turned out to be highly useful in the municipality's decision-making process on the issue of spatial planning. It also made it possible to better inform the polder's inhabitants and to raise their awareness of the problem of designing new construction, in particular with regards to the compatibility of agricultural infrastructures and the heritage values of Beemster.

It is interesting to note the experimental and temporary nature of this setup, which is to last for 5 years. Despite its high cost for a municipality of 8,000 inhabitants, Beemster decided to renew the arrangement in light of its positive results.



Beemster's "Quality Team"

URBAN MORPHOLOGY

Urban morphology refers to the urban form and the study of it. It focuses on the processes that shape and change the urban landscape as a result of the historical, political, and cultural (notably architectural) conditions in which the city was created and developed. The urban form is the product of changes that are either spontaneous or planned through the will of public authorities.

Since its beginnings at the turn of the 19th to the 20th century, **the morphological approach to cities has been linked to the study of heritage** and a concern for preserving older forms of urbanism.¹

In the **second half of the 20th century** (after urban developments mostly focused on modernization), changes in modes of transportation, the construction and reconstruction of housing at a large scale, and the abandonment of historical centres led many countries to develop **bold and innovative experiments in the redevelopment of old city centres**. Based on urban studies, these experiments sought to identify the qualities and particularities of historical centres while at the same time reconciling them with land use and development policy.

In the United Kingdom, in France (Loi Malraux), in Belgium (Structuurplan Brugge) or else in Italy (Assises, Bologna Exhibition), **historic cities are the main object of urban studies and of innovation in the domain of tools that link conservation and planning**. The cornerstone is the study of urban morphology.

At the international level, many charters, conventions and recommendations have tried to **respond to the "steamroller" effect of urban change and the rapid modernization of cities**.

From the perspective of property conservation

In the context of World Heritage, the increasing number of cities and urban ensembles inscribed on the World Heritage List has strengthened the study of the urban form.

Questions and challenges related to the conservation of these urban sites led UNESCO to complete the framework of existing regulatory texts and to adopt, in November 2011, its *Recommendation on the Historic Urban Landscape*.

The case studies attest to the importance accounting for urban morphology, a "specific type of knowledge", in identifying and defining heritage values, as in the case of the historic site of **Lyon (France)**, which "stands an exceptional example of the continuity of urban settlement for over two millennia".

Within complex urban environments, it is essential to be able to rely on geography, historical landscapes, and the study of preserved spaces and elements in implementing urban projects that conform to the codes and regulations that take into account heritage and cultural values.

This approach, focused on identifying cultural resources and creating a framework for steering development, is regularly a source of conflict. Different professional cultures and a lack of coherent policies do not encourage the creation of guidelines which take into account the qualities and resources of a historic centre or neighbourhood.

For example, the project presented by the city of **Córdoba (Spain)** aims to reconnect with a historic urban landscape that was altered and cut off from the river by the construction of roadway during the 1950s. The issue is one of developing a contemporary vision for the city while re-establishing physical and symbolic ties to a monumental ensemble that had progressively become isolated.

¹ Albert Lévy « Formes urbaines et significations : revisiter la morphologie urbaine », *Espaces et sociétés* 4/2005 (no 122), p. 25-48 www.cairn.info/revue-espaces-et-societes-2005-4-page-25.htm



The group of monuments at Alcázar and the Royal Stables of Córdoba

The continuity of the urban form is also recognized as means of measuring the integrity and authenticity of World Heritage cities. The case studies also give examples of tools created to manage and measure the impact of new developments and to protect heritage values.

The emblematic case of towers and skyscrapers that interrupt the visual integrity of historic sites was mentioned by the City of [Vilnius \(Lithuania\)](#), which created a comprehensive method for testing the visual impact of these planned new constructions (*see box on next page*).

Even though none of the case studies makes it its main issue, the contribution of [Timbuktu \(Mali\)](#) does address the question of how to integrate contemporary architecture into a historic urban fabric, referring to the design of the Ahmed Baba Institute. The institute, built to house and preserve the rich collections of manuscripts from Timbuktu, is situated directly opposite one of the principal monuments of the old city. The new building's morphology, proportions and location are incompatible with the Sankor Mosque and its plaza. Though the building was designed with care, it is not successfully integrated into its context. The current political and military situation in Timbuktu obviously implies another set of priorities.

The development of new architectural projects can go against the continuity of and respect for the urban landscape.

The decision-makers and professionals in charge of heritage preservation need to be vigilant to the massive eruption of architectural icons that, outside of their visual impact, can disturb the functional operation of historic districts.²

Drawing attention to contemporary architectural developments and their integration into the heritage environment does in no way suggest that any and all initiatives should be rejected. On the contrary, these projects represent the heritage fabric of tomorrow, and thus demand the development more case studies on this issue.

From the perspective of historic city users and local governments

Users and local governments charged with territorial development are also interested in the issue of urban morphology through the social, economic and environmental consequences of the spatial organization of cities.

The case studies reflect the recent shift in the organization of urban space that has come to pose a challenge to planners and developers: urban sprawl. This spatial phenomenon has socioeconomic consequences, first and foremost.

In the case of [Puebla \(Mexico\)](#), it has led to the depopulation of historic urban centres. This results in phenomena such as the fragmentation of the social fabric, the degradation of the built environment and the heightening of insecurity.

Initiatives inspired by residents of these abandoned neighbourhoods and by decision-makers have resulted in a process of rebalancing the urban structure. The main issue is one of attracting new inhabitants and economic activity to the centre in order to contribute to its repopulation, revitalization and redevelopment and in doing so to counterbalance peripheral urban sprawl.

² Ron Van Oers, "Managing Cities and Initiatives on the Historic Urban Landscape--Introduction", *Managing Historic Cities, World Heritage Paper n°27*, World Heritage Centre, Sept. 2010, p. 140.

CASE STUDY N°19, VILNIUS (LITHUANIA) MANAGING THE VISUAL INTEGRITY OF THE HISTORIC SITE

As in many World Heritage cities, Vilnius has recently witnessed the construction of several towers near its historic centre that respect neither its urban landscape nor the visual integrity of the site.

Prior to 2005, no municipal regulations had been put in place regarding the development of high-rise buildings. (Building permits are issued under municipal authority).

Since then, the City of Vilnius has decided to create various planning and regulatory tools with the participation of real-estate developers, specialists and citizens. Among this array of tools is a 3D GIS database, which makes it possible to reliably assess the visual impact of construction projects before they are begun (*see illustration below*).

Building height, and the management of height and size restrictions, are recurring issues. Related to them are questions of land-use management, authorized density, the functions of different districts, property management and cost, and the financial means and tools available to the building sector. Managing urban centre supposes a broad, inter-sectorial approach to their territory and the involvement of economic actors from various levels, from the local to those in international high finance. This practice goes well beyond the simple "traditional" field of heritage conservation.

The horizontal spread of contemporary cities also goes against environmental concerns raised by users and local governments. Managing transportation for the residents of peripheral zones has become a central issue for many historic cities. As well as setting up collective solutions for "soft mobility", densifying the habitat and creating functionally mixed city centres are the main responses found in the collected case studies.

The case of **Chaux-de-Fonds (Switzerland)** is a perfect example: the town authorities took the risk of permanently changing the urban morphology by taking over an abandoned railway in the city's downtown in order to create a new central and multifunctional neighbourhood.



3D assessment of the visual impact of a tower near the historic centre of Vilnius

PUBLIC SPACE

Public space can be understood as the place where the **functional aspects of the city** happen (traffic, transportation, technical networks) and where **the practices of urban life** develop (business, services, leisure, walks, encounters, etc.). It can therefore take on many forms: streets, boulevards, parking lots, plazas, gardens, squares, riverbanks, open space, etc. **The design of public space**, long reduced to an essentially functionalist approach (to the detriment of urban quality of life), **today responds to many pressing issues** (3); it is still necessary to understand its functions, its forms and its structures. Public space is a space in its own right, and its uses and forms should be analysed in complement to each other. Simply accounting for its form does not suffice and can lead to contradictions in the functional operations of the city.

From the perspective of property conservation

Public space in historic centres is often a place in which a city's history and identity are strongly affirmed. In it, we generally find examples of monumental architecture, the presence of institutions and services, businesses, places to relax and the core of public transport networks. However, the interest of major public spaces—places of great simplicity—resides mainly in the uses of their space and not in the built environment around or within them. A dysfunctional or neglected public space can reduce the value of heritage sites inscribed on the World Heritage List.

In **Valetta (Malta)**, for example, the Maltese government wished to redevelop its historic site's central plaza to compensate for a lack of quality public space and to restore the classical monumental built environment, which had taken on a neglected air. Saint-Georges Plaza had lost its monumental role, instead having become a purely functional space: a parking lot. It was transformed into a welcoming pedestrian space that now hosts cultural events and tourist activities that help understand and promote the World Heritage site.



Valetta's Saint-Georges Plaza before and after its redevelopment

From the perspective of historic city users

Users of World Heritage cities—whether inhabitants, workers or tourists—need public spaces adapted to their social and urban practices: leisure, socialization, consumption, strolling, visiting... and especially transportation.

Indeed, the case studies show the central role that transport plays in urban public space. Changes in modes of transport (public transportation, soft mobility, etc.) and communication (Internet, mobile phones) have generated new needs among users, who expect first and foremost from their public spaces that they be welcoming and structured in such a way as to provide mobility as efficiently as possible.

With the goal of providing services adapted to this demand, the main public space in the historic centre of **Tallinn (Estonia)** was converted into a multimodal transportation hub. By building an underground parking lot and pedestrian zones and reorganizing public transportation, the city aims to make residents' and visitors' movements through the old city more comfortable and easier.

From the perspective of local governments

Local governments are thus charged with managing public spaces and the many uses that they provide for, as well as with modifying their uses based on the form, the qualities and the original use(s) of the space. These uses may generate conflicts based on the way spaces are appropriated at different times of the day, the proportion of assigned to available space, or else a lack of clarity and coherence in terms of the types of uses. Public space therefore needs to be shared and organized, with the assistance of public authorities, among the different uses and users in the city.

In **Zanzibar (Tanzania)**, the renovation of Forodhani Park came with a total reorganization of its uses (walking, informal trade, cultural events, children's playgrounds), now to be overseen by the park's management administration. This control makes it possible to avoid conflicts of use and to generate substantial funding for the park's maintenance and for its tourist infrastructure. In this way, Forodhani Park was strengthened in its role as a friendly meeting place for residents and tourists.

Public spaces also showcase how a city forges its identity and its image for visitors from elsewhere. Local governments must therefore ensure their aesthetic and functional quality.

CASE STUDY N°28, LYON (FRANCE) RECLAIMING THE BANKS OF THE SAÔNE—PHASE 1

The issue of public space is at the centre of the case study put forward by the City of Lyon: the aim of the project is to give the Saône and its banks the role of major public space which it historically occupied, while at the same time giving them new functions. This initiative is part of a general trend in many cities towards reconnecting with rivers and giving new value to riverfront spaces.

The regeneration and renewal project consists firstly of redeveloping the banks of the Saône, which is congested by traffic and automobile parking. A continuous pedestrian path and art projects will reveal new uses for this urban landscape, which is currently cut off from the city and its inhabitants, and make it more attractive.

The project also plans for recreational uses on the banks and on the river to meet the needs of contemporary urban life: urban and nautical leisure activities, soft modes of transport, cultural activities, local tourism, etc.

Finally, for the local government, the operation is a means of symbolically and physically reclaiming the riverbanks of the Saône and of relinking them to the city by giving this important space a creative identity that improves the image of the city and metro area. This kind of project is an example of urban strategies through which large metropolitan areas can reclaim neglected spaces and contribute to the quality of life in their cities.



The future banks of the Saône in Lyon

THE MONUMENT

Over the past three decades, **heritage has become more diverse**:

- as regards the definition of **categories of heritage**: vernacular, industrial, memory-based, aboriginal or modern, just to name types of cultural heritage;
- as regards the area occupied by **elements and constituent parts of heritage**: series of elements, large complexes, cultural routes, great sites and landscapes, urban complexes, cultural landscapes;
- with regards to **heritage actors and communities**: Who identifies heritage? Who selects it? Who settles conflicts?
- and in reference to its **uses, functions and reuses**.

The **"monument" function**—that is, the symbolic function for a specific social group—has not changed in itself but instead is **expressed through different objects**.

Artistic, picturesque, cultural or natural monuments are today considered the embodiment of complex socioeconomic systems, thanks to social sciences and structuralist approaches.

This change in approach can even be seen in the World Heritage List, in which the value of certain sites has been modified; this is the case of Uluru, in Australia, and in Arc-et-Senans in France, which is today appreciated for its industrial qualities and not only as a representation of grand Enlightenment architecture.

At the same time, in addition to changes to categories and objects, **the actors and stakeholders relevant to heritage have also changed**. Civil society, residents, and local governments are more and more involved in "making" heritage. World Heritage, which is the responsibility of the States Parties, also reflects these changes. Over time, it has seen increasing interest from local governments (particularly from cities) in the process of inscribing properties, districts, complexes, sites and cities.

Territorial attractiveness, enhanced by a listing on the World Heritage List, plays a part in this **"heritage**

inflation"³. However, the buildings or complexes that we today consider to be "classic" monuments (in reference to their historical and aesthetic value) remain major elements in the heritage policy of historic cities.

Of the 40 case studies collected, 8 deal with freestanding edifices or monumental ensembles. But among these contributions, **the monument, restored or reconverted, remains the point of departure for a broader policy of urban conservation and management**.

The approaches differ according to the function of the building (Are they well-defined or not? Are they original?) and according to their ownership structure: the management of a public building, a memorial or of a museum belonging to a single public owner is less complex than that of an "ordinary" private building, which implies public control of private and lived-in properties.

From the perspective of property conservation

A monument's integrity can first be called into question based on its state of physical degradation. Preserving the built space of historic monuments is a recurring question for developing historic cities. In order to respond to it, heritage professionals regularly conduct preventative conservation and curatorial projects, as well as the restoration of listed buildings.

The city of **Beijing's (China)** contribution describes the restoration of a monumental ensemble whose purpose is primarily recreational and symbolic. It is a classic example of the restoration of a protected public property. From 2003 to 2006, many elements of the Summer Palace—a site of national interest and an emblem of the Chinese capital—were restored using traditional techniques and materials. The purpose of the project was to restore this major monument, whose function is clearly defined and which has yet to be integrated into a dense urban fabric.

³ Nathalie Heinich, *La Fabrique du patrimoine. De la cathédrale à la petite cuillère*, Ethnologie de la France, Editions de la Maison des Sciences et de l'Homme, Paris, 2009, p 15.



The Summer Palace in Beijing

A monument's use and its place in the contemporary city are also essential conditions for its conservation. The majority of the built environment in historic centres was not preserved for its symbolic, historical or artistic value, but simply because it offered a usable closed and covered space. Use and reuse were first and foremost responsible for preserving these buildings.

Over the course of cities' cycles of growth and development, buildings and complexes survive because the real-estate value of the property is less than its value as a building. When this trend is inverted—when the heritage value of a property is not recognized and its qualities as a building are not taken into account—monuments are not kept up, or are destroyed in order to clear developable land (except if strong measures are in place for protection or secular reuses). Redevelopment projects must include an assessment of the uses (economic or otherwise) of a monument. A property's status and the degree to which it is protected is also critical in choices regarding its reuse.

The question is one of either preserving the property's original use (as in the restoration of [Tournai \(Belgium\)](#) cathedral—see box on next page) or adapting it to contemporary uses. This reconversion may lead to the addition of modern architectural elements in the service of a monument's new function, as in the case of the fortress of Suomenlinna in [Helsinki \(Finland\)](#) or in the water treatment plant of [Quito \(Ecuador\)](#).

From the perspective of historic city users

The case studies report various examples of urban renewal around historic monuments.

In all of these examples, the reconverted buildings have become cultural centres: museums, interpretation centres, conference centres or theatres.

The cultural mission of these converted monuments can be explained by the high demand for cultural and tourist activities as expressed by users of World Heritage cities. A historic city needs facilities to be able to satisfy the curiosity of its inhabitants and of visitors. Historic monuments—whether the old Salt Barn in [Regensburg \(Germany\)](#) or the Royal Palace of the Captains General in [Antigua Guatemala \(Guatemala\)](#)—are important symbols of these cities.

Their symbolic strength makes them ideal formats for spreading information about the Outstanding Universal Value of the listed site.

The contribution of [Quito \(Ecuador\)](#) on the Yaku water museum shows that respect for the "spirit of the place" is an indispensable condition of successful monumental reconversion projects. In 1999, Quito's metropolitan authorities decided to reuse the abandoned site of the Planta de Agua—the former water treatment plant, and the first industrial installation in the city—for a museum and a landscaped park dedicated to water. This brownfield site was transformed into a contemporary symbol of the harmonious relationship between water and land. It is now the most visited museum in the city, considered by its inhabitants to be a place for education and environmental awareness, and by tourists as a place to discover the historic city of Quito, its history, and its landscape.

From the perspective of local governments

Thanks to their symbolic and cultural value, monuments may be specifically considered as resources for constructing territorial projects.

Whether restored or reconverted, historic buildings are identifying elements and therefore ways of differentiating territories.

In **Antigua Guatemala (Guatemala)**, the restoration of the emblematic Royal Palace of the Captains General is expected to promote the local cultural industry among tourists and national or international visitors. The Palace, which today houses administrative offices, will become a world-class cultural centre and host artistic events, a tourist information centre, and a heritage interpretation centre. This case study demonstrates a new approach to the role of monuments in cities' social and cultural development. In giving new life to a building, it becomes possible to revitalize its entire urban environment.

It is important to be able to conduct specific studies of a building's uses and functions so as not to fall into simplistic patterns of reuse (using stereotypical models) or limit it to a single function, use or system of ownership, which can kill social diversity and social uses. The challenge always lies in identifying a property's intrinsic qualities and understanding the context in which it exists. Apartment buildings or townhouses that are well preserved but dedicated solely to housing offices or hotels denature a city centre as much as a dilapidated facade.

CASE STUDY N° 17, TOURNAI (BELGIUM) THE INTEGRATED REVITALISATION OF THE CITY CENTRE

The case study put forward by Tournai concerns the revitalization of a part of the city's historic centre. However, this project was born out of a classic monument restoration project: the Cathedral of Our Lady of Tournai, a structure composed of a Roman nave and Gothic choir, and inscribed on the World Heritage List.

Indeed, the local government quickly realised the direct impact this heavy restoration work (in progress since the beginning of the new century) had on the cathedral's urban surroundings. They then identified the need to develop a coherent urban development project in the immediate area of the structure being restored.

Thus, conserving the cathedral became the motor for developing an urban regeneration project in which the cathedral "monument" has an impact on its environment. This process recreates links with the urban context and suggests an approach that integrates different urban services and the relevant authorities.



© Ville de Tournai

The Tournai Cathedral being restored, seen from the construction site of the new Tourism Office

HABITAT

Habitat, or the part of the built environment dedicated to housing, is generally the **main functional purpose of cities**, whether it is associated with other uses or not. Most of the case studies address the issue of habitat, since **the projects studied are located in historic cities or districts that contain residential areas**. Habitat takes on various forms, internal structures and modes of land use in different regions of the world, but common issues nevertheless appear among them.

The numerous projects carried out by historic cities during the second half of the 20th century to reduce the amount of insalubrious housing stock had two opposite effects. Eradicating unsafe and unsanitary housing led either to:

- the **demolition of older districts** to clear land for new construction, driven by real-estate values and a desire for modernization, which led to "clean slate" policies that took precedence over unacknowledged cultural and social values;
- or the **study of these cultural and social values**, in order to take them into account as the basis for urban development.

The challenge for project initiators on the question of habitat is to successfully coordinate regulations, guidelines, financing and the goals of different actors. It is also a matter of **being able to manage and adapt to the standards of the building industry**, a field in which questions of time and money are not the same as those involved in heritage.

From the perspective of property conservation

Historic districts and cities are living World Heritage properties in the event that they are inhabited and used. Maintaining the diversity of their existing populations is therefore essential for protecting their authenticity and integrity, just as is the fight against the deterioration of the built environment that affects many historic city centres.

Physically intervening in private built heritage is therefore necessary for preserving and developing the

liveability of these sites.

Generally speaking, private owners of the built fabric of historic districts do not have the means to finance and guide the conservation of the residential buildings that they occupy or rent out. This heritage must be restored through regulated public or private assistance, which can take different forms. It often falls to relevant local authorities to subsidize these projects, to create incentives to start them and to verify the quality of their execution.

In **Hue (Viet Nam)**, a historic city threatened by illegal construction, 800 traditional houses were identified within the city's historic districts. They are, for the most part, private properties.

Among these houses, 17 pilot examples were chosen to be restored and to serve as benchmarks. Their owners received financial and technical assistance to have work done by local artisans, in doing so preserving both their dwellings and a special aspect of Hue culture.



Inauguration of a restored historic house in Hue

From the perspective of historic city users

The priority of inhabitants of historic sites—whether or not they own their dwellings—is to be able to live in decent conditions, adapted to current lifestyles. If it has not been restored or at least regularly maintained, the built environment in historic centres may be in a deteriorated state. If this is the case, it can only possibly provide a low-grade or even undignified quality of life to the populations living within it.

This phenomenon is partly the reason for which residents of Rafael María Arízaga Street in **Cuenca (Ecuador)** chose to rally together. Their petition resulted in the restoration of deteriorated or partially abandoned dwellings, with social housing units being built in a former neighbourhood factory. Several case studies feature programmes for building new housing intended for cities' most deprived residents, or for populations that the local government wished to maintain in place or draw to historic districts.

From the perspective of local governments

It is in the interest of local governments to preserve their historic cities' residential areas, as they guarantee urban vitality. The aim of being inscribed on the World Heritage List is not to transform historic cities into "museum cities" or sanctuaries for cultural tourism. Rather, the case studies contain a number of examples in which the historic city is promoted as a living entity, with an urbanity shared among residents and tourists.

Local governments in charge of listed urban sites must therefore show how contemporary patterns of living are compatible with preserving the historic built environment. Whether achieved by renovating historic buildings or by integrating new construction into the historic fabric, residential areas have a rightful place in World Heritage historic centres.

The City of **Porto (Portugal)** chose to use both of these options to reinvigorate the residential parts of the historic district of Morro da Sé. The goal of the project is, on the one hand, to improve existing residents' living conditions and, on the other, to facilitate the movement of new target populations (such as students) into the neighbourhood. To do this, a programme for renovating older residential buildings took place at the same time as new housing units were being developed in the heart of the district.

CASE STUDY N° 10, LIMA (PERU) PARTICIPATORY AND PROGRESSIVE RESORTATION OF THE "CASAS DE LAS COLUMNAS"

Over the course of the second half of the 20th century, Lima witnessed its city centre deteriorate. Neglected and abandoned by the middle class, this part of the city is today inhabited by poor families. Their dwellings are in a very poor state, to the point of posing substantial risks to the safety of their inhabitants.

In view of this disturbing fact, a social work NGO decided to make the salvage of the "Casa de las Columnas" (an iconic building) into an example for how to maintain and improve the residential habitat in the centre of Lima. The 53 families who lived in the building took direct part in restoring the building, and have kept their homes within it.

The goal of this exemplary project is to show how it is possible to regenerate the historic core as a "living centre". Public revitalization projects that apply the lessons of the "Casas de las Columnas" project should also be encouraged.



© World Monuments Fund

The Casas de las Columnas in Lima being repaired

SOCIOECONOMIC DIVERSITY

Pioneering planners first accounted for cities' **functional diversity** as a principle of urbanism in the 1960s, in response to that era's major urban transformations. Today, in Western Europe, local governments no longer attempt to develop their territory with distinct functional areas; instead, they try to **maximize the presence of all the functions necessary for city life** (housing, shops, and cultural, leisure, or administrative facilities) **within the same area**.

They also increasingly pay attention to **social diversity**, which means **encouraging people from different social categories to inhabit the same territory, neighbourhood, or housing unit**.

From the perspective of property conservation

Downtowns and historic districts are characterized by their multi-functionality. However, the socio-functional integrity of certain World Heritage sites is threatened by disappearance of functions needed to maintain city life and which are conditions of the authenticity of listed urban sites.

How to maintain residential areas in the city centre is one issue encountered in many of the case studies.

In **Tournai (Belgium)**, local authorities also looked into weaknesses related to economics, tourism and culture that contribute to the city centre's decline in attractiveness. An overall programme for urban redevelopment was created to contribute to the commercial and cultural redevelopment of the area, which contains the Tournai Cathedral. Through urban development projects, and by installing new facilities and activities, the project means to restore its essence, its reason for being, to the city centre.

Processes of gentrification and impoverishment are also recurring issues for developing historic cities. Here again, the heritage value of a site may be in danger, as in the case of the historic centre of **Lima (Peru)**, which was listed in 2008 on the World Monuments Fund's "Watch List". Marked by the departure of its better-off property owners, eager to move to newly created suburbs or closer to the central business district, this particular city centre

became progressively poorer and turned into an area that was partially abandoned, with a highly degraded built environment.

From the perspective of historic city users

The absence of social and functional balance in historic centres impacts the daily lives of these districts' residents. As in the examples of **Quito (Ecuador)** or **Naples (Italy)**, historic districts' lack of socioeconomic diversity often goes hand in hand with unemployment, social segregation, insecurity and a lack of identity among those who live there.

The case studies show that answers to these social issues must be collective and participative, that is, constructed in tandem with the local population. As an example, the project for redeveloping the "Avenida 24 de Mayo" in **Quito (Ecuador)** involved the participation of both neighbourhood residents and city authorities from the beginning stages of the project through its implementation.

From the perspective of local governments

Social diversity and a mix of functions are basic principles of the sustainable city.

In general, the case studies highlight the increasing interest of historic cities' local governments in this carefully managed model of urban development, which responds to both global goals (climate, biodiversity, ecological footprint) and local ones (densification of the urban fabric, quality of life, new forms of mobility, social development, etc.). Implementing this model involves operating at both the macro scale of the city and the region and at the micro scale of neighbourhoods.

On the specific question of social and functional diversity, local governments' actions often take place at the levels of the neighbourhood or housing unit. Urban sites inscribed on the World Heritage List have become places for experimenting with and applying this diversity.

Questions of functional and social equilibrium can thus be asked even in the context of classic urban conservation projects. This was the case for the project for renovating the façades of the Grand Place,

an iconic heritage complex in the historic centre of **Brussels** (Belgium).

The restoration project undertaken also aims to re-establish a balanced coexistence between the Grand Place's various functions, which tend increasingly to be dominated by trade and tourism, to the detriment of living space. One of the measures taken by the city consists of offering financial assistance as an incentive for property owners to re-establish access to the upper (unoccupied or inaccessible) floors of buildings and, in doing so, to encourage the use of these upper parts. This problem—the partial use of buildings reduced to their lower or ground floors—is the bane of many historic centres, whose activities have become mono-functional.

CASE STUDY N°5, CUENCA (ECUADOR) URBAN AND ARCHITECTURAL RESTRUCTURING OF RAFAEL MARÍA ARÍZAGA STREET

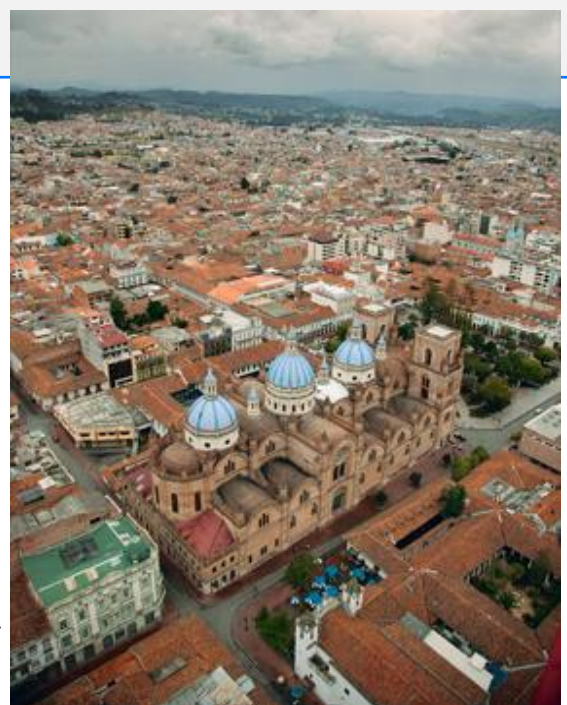
The urban restructuring of Rafael María Arízaga Street is part of the plan for renovation the historic centre of the city of Cuenca.

Unlike certain of the city's peripheral neighbourhoods, Rafael María Arízaga Street is well equipped in terms of infrastructures and services. However, there is a negative perception of heritage among investors and citizens, and the city therefore decided to set up policy incentives to encourage the restoration and rehabilitation of residential buildings by private developers and joint public-private ventures.

To avoid the risk of gentrification, the City also instituted a policy of supporting the management and conservation of heritage-class buildings and the maintenance of their social function. It also encouraged the promotion of habitat conservation via socioeconomic policies.

The historic centre has a homogenous morphological structure that favours controlling land use and the testing of non-polluting, soft mobility practices.

Restoring public spaces, encouraging the use of bicycles, pedestrianisation at certain hours, and the implementation of activities that contribute to wellbeing in public spaces also helped to maintain the street's social diversity.



© Municipalidad de Cuenca

The historic centre of Cuenca

TOURISM

The invention of heritage parallels the invention of tourism.

Cities inscribed on the World Heritage List experience different types of tourism (leisure, professional, religious, etc.) and different types of tourist presences (continuous, calendar, etc.).

Managing and developing tourism are **major issues for all World Heritage cities** because:

- promoting tourism development is often one of the **original reasons for applying to be inscribed** on the World Heritage List;
- **poorly managing** the flow of tourists results in **threats to conservation**;
- and because tourism is **often presented as a potential way to capitalize on heritage for economic development**; however, there is work remaining to be done in the **development of more refined indicators** of heritage's economic effects in the broad sense.

The relationship between tourism and heritage is one of the case study contributors' main preoccupations, whether they are in charge of urban conservation or city development.

From the perspective of property conservation

In the 1972 World Heritage Convention as in the latest *Operational Guidelines for the Implementation of the World Heritage Convention* (2011), tourism is first and foremost considered to be a threat for the heritage value of World Heritage property. Indeed, the influx of tourists puts major pressure on the physical, social, and environmental integrity of historic sites. Heritage professionals must manage this pressure on both quantitative and qualitative levels.

The contribution of **Helsinki (Finland)**—see *box on next page*—is focused on this problem.

But concern for this issue is also raised in other case studies, such as that of **Beijing (China)** about the renovation of the Summer Palace. With the 2008 Olympic Games approaching, the managers of the site decided to restore this landmark so as to prepare it for the mass arrival of tourists expected for the event and for the scrutiny of the international community.

Certain case studies attest to the fact that tourism, when it is controlled, can also be valuable in promoting heritage and maintaining the values of a property.

Thanks to the tourists who visit their historic sites, World Heritage cities can spread their universal value beyond their boundaries, and benefit from an important source of financing for protecting and maintaining it.

Within the framework of a programme for restoring its heritage buildings, the City of **Quebec (Canada)** wished to quantify the economic effects of tourist activities within its territory, which essentially focused on the World Heritage site of Old Québec. In 2009, the city hosted 4.6 million visitors, who made close to 1.35 billion dollars in tourism-related expenditures.

From the perspective of historic city users

The classic distinction between tourists and permanent residents is not always obvious or useful in historic cities. Travelers, day-trippers, students, expatriate workers, local and regional residents all figure among visitors to World Heritage sites; together they form a complex whole. However, these users all express the same demands: when they visit a World Heritage site, they wish to have a unique and exceptional experience worthy of the Outstanding Universal Value of the place. They therefore need to be able to be received, and to find services and activities that meet their expectations. The success and extreme media exposure of certain sites can lead to phenomena of overconsumption and over-visitation. The issue is then one of spreading the influx of tourists over time and in space.

In **Salamanca (Spain)**, the municipality of Salamanca (Spain) inaugurated a museum itinerary that allows visitors to discover the city's most famous monuments—its cathedrals—in a new light. With this itinerary, which lets visitors explore the upper parts of the cathedrals and provides a fabulous view of the old city of Salamanca, the city aimed to increase the attractiveness of the historic centre to tourists. Today, this unique route has become one of the favourite activities for tourists visiting Salamanca.



© Ayuntamiento de Salamanca

Visit to the roofs of the cathedrals of Salamanca

Some case studies also indicate the importance of implicating local populations in tourist management. In **Saint-Louis (Senegal)**, for example, crafts made in workshops attended by young people from the island have been supplied to Saint Louis' tourist market, which had lacked quality local products. By raising awareness among residents of historic cities and by training them for jobs related to tourism, it becomes possible to more easily reconcile the different populations who share (or compete for) the use of urban heritage and so to diffuse the most common usage conflicts.

From the perspective of local governments

For local governments, the attractiveness of a World Heritage site to tourists can result in a positive sense of curiosity about the listed property, in an increase in the number of activities on the site, as well as in the number of tourists who visit it.

However, local authorities must manage, organize and plan these activities according to principles of sustainable tourism so as to ensure that they constitute a long-term source of revenue for the local economy, that they do not undermine the integrity of the listed site, and that they benefit the long-term preservation of World Heritage values. For historic cities' decision-makers, the question is how to develop policies and working methods that lead to efficient tourism management, as well as social and environmental protections and benefits for the local population.⁴

The project presented by the local authorities of **Gembloux (Belgium)** follows this sustainable approach to tourism. The component of the project dedicated to tourism includes the development of an interpretation centre in the belfry, inscribed on the World Heritage List, and the creation of a tourist-oriented signage system in the historic centre as well as the organization of cultural events on intangible heritage. The goal of this project is to enrich the quality of tourism in the city, and in doing so to turn it into a vector for sustainable development based on promoting the area's material and immaterial cultural values, with positive returns for the city's residents and users.

⁴ « Sustainable Tourism », *World Heritage Information Kit*, UNESCO World Heritage Centre, 2008, p 21.

CASE STUDY N° 18, HELSINKI (FINLAND) CONSTRUCTION OF THE SUOMENLINNA VISITOR CENTRE

The Suomenlinna Visitor Centre, inaugurated in 1998 and reorganized between 2003 and 2005, was built to provide the best possible conditions for welcoming the fortress's visitors, who had become more and more numerous since the site was inscribed on the World Heritage List in 1991.

The managers of Suomenlinna have worked since the 1990s to improve the reception and experience of tourists in order to handle their increasing number and to adapt the site to this demand. Suomenlinna's board of directors therefore decided to invest in the creation of new facilities designed to improve the site's informativeness and helpfulness to visitors. The latter now benefit from a museum, a boutique and a space for temporary exhibitions.

At the same time, thought was given to wintertime tourism, which resulted in the organization of new activities on the theme of World Heritage.

The Suomenlinna site is now open 360 days per year and the number of visitors, especially foreign ones, continues to increase thanks to this diversification and strengthening of its tourist activities.



The Visitor Centre at the fortress of Suomenlinna

INFRASTRUCTURE

Infrastructure refers to all of the aboveground or belowground **installations and facilities needed for the city to run properly: transportation** (rail lines, metros, streets, highways, parking lots, ports, airports), energy distribution systems, and networks (water, sanitation, electricity, gas, telecommunications, etc.).

The complexities of managing infrastructures (their design, financing, installation, maintenance, etc.) pose **challenges in terms of responsibility sharing and governance**.

Infrastructures are more or less public and decentralized depending on the region and country in which they are situated. Sometimes, local governments inherit responsibility for these systems without necessarily having the required skills or technical resources.

Integrating infrastructures into heritage sites has been the subject of charters, international norms, recommendations and conventions, especially during the 1960s, when cities underwent periods of rapid change and modernization.

The installation of infrastructures in sensitive natural and cultural sites such as the dense, complex fabric of historic cities is regularly the **source of conflicts about how to maintain a World Heritage property's value**.

In this case, prospective studies, mastering knowledge of the site, and impact assessments then take on their full importance.

Coherent policies with measures that allow cultural values to be reconciled with engineering constraints have yet to be developed. It is often difficult, at the planning stages of an infrastructure project, to foster the cooperation and dialogue needed to accord cultural values the same importance as financial risk, for example, within the project specifications.

However, assessments of an infrastructure project's impact on a site's values are increasingly used among the sites inscribed on the World Heritage List.

From the perspective of property conservation

Developing new infrastructural networks (transportation in particular) in a World Heritage city is a very sensitive subject, as they can compromise the authenticity and integrity of the listed sites.

In **Strasbourg (France)** the local authorities took a major risk in opting to build a surface tramway in the historic city—a piece of infrastructure that would in principle compromise the site's Outstanding Universal Value. Yet, in the end, this tramline ended up helping to preserve the site's integrity. Its installation came with a complete redistribution of the city centre's transportation infrastructure, which made the historic heart of Strasbourg more accessible, less polluted and thus more pleasant for its residents and visitors.

Degraded, failing or inadequate infrastructures can, on the other hand, negatively impact the image and attractiveness of listed historic cities. In **Rhodes (Greece)**—see box on next page—public authorities in charge of the medieval city (which is inscribed on the World Heritage List) and its monuments made improving the maintenance of urban infrastructure an essential part of their plan for developing and revitalizing the site.

From the perspective of historic city users

Like public spaces, infrastructures are essential to the quality of life that a city offers to its residents. Those who experience the city daily are clearly the first ones affected when networks in place do not or else inadequately respond to their needs.

The collected contributions show the link between the quality of infrastructures and the quality of life in historic cities.

The purpose of the sanitation plan (dealing with wastewater, runoff and household waste) developed for the medina of **Timbuktu (Mali)** was first and foremost to improve the living conditions of its inhabitants.

In **Cuenca (Ecuador)**, residents of Rafael María Arízaga Street joined forces to obtain the adaptation and renovation of water, sewer, electricity and telephone networks in their district from local authorities.

From the perspective of local governments

The case studies mainly refer to infrastructure management as a problem faced by World Heritage cities' local governments. Indeed, there are several examples of cities whose infrastructures, because they are in poor condition or obsolete, constitute a handicap for the vitality of their historic districts.

However, it is also shown that the management of infrastructural networks constitutes a significant development tool for local governments.

In **Bordeaux (France)**, the development project for the wet docks district—a vast complex of former industrial and port structures located within the site's boundaries—includes the creation of roads and infrastructure (a bridge, tramways, bus rapid transit, and bicycle paths) to provide access to the area. This infrastructure will make it possible to connect the area to the historic centre of Bordeaux, and in doing so to contribute to local authorities' long-term comprehensive territorial development strategy.

Unlike Bordeaux, **Beemster (Netherlands)** is a small agricultural community with 8,700 inhabitants whose main function is livestock farming and milk production. To counter the lack of specialized capabilities and skills typical of communities of this size, Beemster created an advisory body to consult and follow-up on agricultural infrastructures. Comparatively enormous for a small town, this investment makes it possible to understand the importance of territorial and landscape management for this polder, which was inscribed on the World Heritage List in 1999.

Infrastructure plays a leading role in developing historic cities' territorial projects, as they structure the city and make it possible to readapt degraded or abandoned historic districts to the demands of contemporary urban life.

CASE STUDY N°30, RHODES (GREECE) PLAN FOR DEVELOPING AND REVITALISING THE MEDIEVAL CITY OF RHODES

The assessment that prompted the municipality of Rhodes to create its planning project pointed out both the depopulation and physical and functional deterioration of the old medieval city and the obsolete nature of its infrastructures.

Alongside the application of new urban regulations, an in-depth modernization of the medieval city is planned by means of improving and completing existing infrastructural networks.

Better maintenance of the water distribution, electricity and sanitation networks will also be developed.

These projects should contribute to sustainably improving the state of the site's conservation and the conditions of liveability for inhabitants and tourists.



© K.Manz/ UNESCO

A street in the medieval city of Rhodes

MOBILITY

The case studies show that successfully managing **transportation and mobility** is an issue of priority for the **management of developing historic cities**. Demographic growth, economic attractiveness and economic developments explain the **major changes that are taking place in this domain**.

The second half of the 20th century was marked by the **hegemony of development policies that favoured the automobile** to the detriment of public transportation and the quality of urban public space.

However, in light of the **environmental degradation** of city centres, **urban sprawl** and the **increasing cost of petrol, new forms of mobility are emerging** and are progressively leading local governments and users to break with automobile travel, the dominant mode of transport. Urban re-densification is in favour, and incentives are in place to develop multi-modal means of transportation.

In the past few years, World Heritage cities have witnessed a **renewal of public transportation and an increase in the number of users, the return of urban cycling, the proliferation of pedestrian areas and a marked decline in the use of cars**.

From the perspective of property conservation

A World Heritage site's authenticity, its integrity, and the quality of life it offers come into question when it becomes congested by automobile traffic or when visitors and residents have difficulty accessing it. Uncontrolled transport flows are sources of pollution and various nuisances. They therefore have an impact on material heritage, and on the economic vitality and living environment of historic cities, especially in Europe and in Latin American cities like Quito (Ecuador), where the American model was imported en masse.

Professionals in charge of urban conservation thus seek to permanently modify behaviours and commuting habits that are potentially harmful to heritage preservation.

This approach can lead to the rethinking and complete remodelling the urban environment of a listed site, such as in the case of Thessaloniki (Greece). To

protect early Christian and Byzantine monuments located in the city centre and their immediate surroundings, which were generally obstructed by traffic congestion and automobile parking, Thessaloniki's local authorities launched the construction of a major pedestrian network linking the monuments. This network also aimed at enhancing residents' and tourists' appreciation of this heritage, while simultaneously encouraging them to use soft forms of transportation.

From the perspective of historic city users

Mobility is not just an issue of transportation. Like housing, it is also a right. Being unable to get from place to place or lacking of access to a means of transportation are major factors in social exclusion. Urban World Heritage sites are living places in which there is continuous movement, of variable intensity. Each user can therefore assert his or her right to move around in it in a practical, inexpensive and environmentally friendly way.

Several case studies focus on the mobility needs of tourists, who are occasional users of the historic city. Tourists circulate through World Heritage cities in large volumes throughout the year; these movements, if not properly managed and organized, can be a nuisance for other users and a threat to the value of the site. At the same time, more and more visitors to historic cities get around through soft or sustainable forms of transit.

In **Rhodes (Greece)**, local authorities decided to reorganize traffic in the coastal area between the port and the medieval city, the two centres of commercial and tourist activity in Rhodes. Burdened with heavy automobile traffic and unsuitable for pedestrian use, this area had been a barrier for visitors who wished to access the medieval city, which is inscribed on the World Heritage List. Thanks to the application of new traffic rules, the installation of grouped parking lots, and the creation of dedicated lanes for buses, bicycles and pedestrians, this area is to be available to everyone. Residents, tourists and pleasure boaters have already begun to use this pilot area, and local authorities are planning to restructure the urban space along the entirety of the coast near the historic heart of Rhodes.

From the perspective of local governments

Governments of historic cities set up long-term and large-scale transportation policies to manage their inhabitants' mobility and to ensure that modes of transport respect the urban and heritage environment. These policies generally include developing collective transport (sometimes limited by their reduced capacity to finance such projects) and promoting soft forms of mobility and their accessibility to everyone. These developments are often accompanied by regulations concerning the use and sharing of space between different modes of transportation.

In **Salamanca (Spain)**, a comprehensive plan for sustainable urban mobility was created to guide various pedestrianisation projects in the historic centre. This plan, which is currently being drafted, mainly puts forward measures to discourage and limit road traffic within the old city: by creating underground parking lots on its outskirts, hourly regulation of parking, limited automobile access for residents, etc.

CASE STUDY N°29, STRASBOURG (FRANCE) REORGANISATION OF URBAN TRANSPORTATION

At the end of the 1980s, the historic centre of Strasbourg was characterized by a relentless stream of cars and by parking that paralyzed traffic in the heart of the Grande Ile, a site inscribed on the World Heritage List. In addition to problems of accessibility, uncontrolled traffic was causing atmospheric and noise pollution, which were in part to blame for the centre's decreasing economic attractiveness and for the deterioration of its inhabitants' quality of life.

The urban community of Strasbourg then decided to completely rethink mobility in its centre in order to instigate new, sustainable behaviours. After having planned a metro to cross the city centre, local authorities finally opted in the 1990s to create a tramway. In the 2000s, the adoption of an Urban Transport Plan led to the pedestrianisation of the city centre and the development of connections between peripheral neighbourhoods and the centre, which newly reinforced the city's network of public transportation.

Today, the tramway is remarkably successful, the number of cars entering the centre each day has notably decreased, pedestrians and cyclists have reclaimed public space and the heart of the city has become accessible to everyone.

The Grand Ile has become a place for experimenting new transportation policies, demonstrating how a listed site can be fully anchored in its time, and also play a leading role among peripheral areas in matters of urban policy.



© Communauté urbaine de Strasbourg

The city centre of Strasbourg and its tramway

II- PROJECT MECHANISMS: STRUCTURING FOR ACTION

When the first phase of the *Compilation of Case Studies* was presented in September 2009 at the OWHC's World Congress in Quito, decision-makers and practitioners from World Heritage cities requested a **finer analysis of the mechanisms** of the collected urban and heritage projects.

By way of response, the Steering Committee wished to orient the *Compilation* towards **the study of operational processes and tools** created by cities and their partners, particularly by creating **diagrams** to summarize the processes and interactions between various actors in the collected projects.

Looking at these diagrams and the contents of other sections that inform the "Project Mechanisms" part of the report, we can see, in light of the entire collection:

- the **processes and partnerships** set up for guiding and implementing the projects in the *Compilation*;
- the tools created and used to ensure the projects' completion;
- and, finally, the different types of **financial arrangements** identified in the case studies.

When comparing the experiences of the 34 contributing cities, we first notice that there is a great diversity of practical knowledge, practices, instruments and interactions between actors. **Each process is unique**, but it is possible to identify a common point among all the case studies: **each project collected**, whether it was accomplished through complex or simple means, **develops technical skills in a creative way**.

Depending on the scope of the project and the type of strategic analysis, either the city or project manager possessed comprehensive authority and legitimacy to act (in terms of the legal framework, administrative capacity, financing, technical capacity, and adequate human resources), or else the project's management required the development of a specific framework in which many partners were involved or made to collaborate. In certain countries, the complexity of project leadership falls into established parameters, and innovation shows through principally in the

nature of the project or in the actors brought in to work on it (**Bordeaux, France**, and **La Chaux-de-Fonds, Switzerland**). In other cases, administrative and legal arrangements were the very subject of the project (**Berat, Albania**).

A/ PROCESSES AND PARTNERSHIPS

The fact sheet created for each case study makes it possible to quickly look over a project's process and to identify its principal actors; the fact sheet distinguishes **three steps in a project's operational management**:

INITIATIVE

This first step in the operational process makes it possible to identify the **one or many actors who initiated the project** or who **suggested it be launched**. As seen in the previous section of this report, there are different types of actors and different levels of involvement in launching the projects that were collected.

In the majority of the case studies, (*see page 19*), a **local government initiated the project**. But a local public initiative **can involve other levels of public involvement**, as in the case of **Quebec (Canada)**, where the program for restoring heritage buildings was undertaken through the joint initiative of the City of Québec and the provincial government's Ministry of Culture.

More rarely, the decision to launch a project is made with the close collaboration of **international organizations**. The World Bank, for example, contributed to initiating the urban planning and regulation project carried out in **Berat (Albania)** by the Albanian government. And in **Lima (Peru)**, the World Monuments Fund was one of the actors to initiate the participatory conservation of the "Casas de las Columnas".

« FOLLOWING THE INSCRIPTION OF THE HISTORIC CENTRE OF LIMA ON THE 2008 WATCH LIST, THE CASAS DE LAS COLUMNAS WAS DESIGNATED BY THE WORLD MONUMENTS FUND AS A PILOT PROJECT IN URBAN CONSERVATION. »



Representatives of the World Monuments Fund at the inauguration of the Casas de las Columnas in Lima

Some projects in the Compilation were initiated by **private operators**, even if they always did so in **association with a local or national public actor**. In **Vilnius (Lithuania)**, for example, the plan to revitalize traditional craftsmanship was the result of activism on the part of several businesses in the crafts sector that later formed an association in order to collaborate with the municipality.

Finally, only a single case study reports a project **initiated by citizens themselves**. It is the contribution of **Cuenca (Ecuador)**, in which the residents of Rafael María Arízaga Street petitioned the Municipality in order to obtain the rehabilitation of their neighbourhood.

Regardless of their status or ability to intervene, these "initiating" actors were often involved **preparing the strategic assessment** which provided a justification for launching the project and which guided the coordination of its operations.

STEERING

A project's "drivers" are those who **ensure political and decisional support**. They make decisions on the project's strategic directions, approve its main steps and ensure that it is followed up upon.

This role in fact falls to **local or national governments** that maintain the political will to drive the project forward. In **Brussels (Belgium)** for example, it was the members of the College of Mayor and Aldermen who, after 2004, took on the role of operational leaders in the restoration of the façades of the Grand Place. Indeed, the City has been legally in charge of the façades' conservation since the 19th century.

However, **international organizations (Thessaloniki)**, foundations (**Zanzibar**), private actors (**La Chaux-de-Fonds**), scientific specialists (**Gembloux**) or, more rarely, citizens' associations (**Helsinki**) can also be involved in operational leadership.

In the case studies, the steering process often happens through the creation of a specific, temporary structure: **the steering committee**. Whether it is created from **within** the political system or in **collaboration with outside actors**, the steering committee brings together **different authorities** to ensure that the project is successfully executed. To lead the creation of a World Heritage-themed visitors' centre, the City of **Regensburg** thus called upon the City's tourism office, two museums and the Berlin University of the Arts in addition to its own services.

« THROUGHOUT THE ENTIRE COURSE OF THE PROJECT, THE TEAM REPRESENTING THE CITY OF REGENSBURG WAS ABLE TO BENEFIT FROM THE EXPERTISE OF A SCIENTIFIC COMMITTEE MADE UP OF PROFESSIONALS IN THE FIELDS OF SCENOGRAPHY, HISTORY, ART HISTORY AND TOURISM. »



Meeting of the Scientific Council, which oversaw the creation of the visitors' centre in Regensburg

IMPLEMENTATION

The studied projects' operational processes result in the **implementation of an action program**.

One or more **coordinators** are responsible for managing this program.

It is often carried out within **existing departments** (urban planning, land-use planning, economic development, work, heritage, architecture, civil engineering, archaeology) **of the local or national government** or else by an **internal structure specifically dedicated to handling the project**.

Surrounding the coordinator is a **multitude of actors who take part in the plan of action** at different levels.

It may be a technical service provider who executes a specific aspect of the program (**Tallinn - Estonia**), a scientific committee which will manage compliance issues (**Abomey - Benin**), an international organization that finances part of the program (Lima - Peru) or else a neighbourhood council who mobilizes the project's target public (Saint-Louis - Senegal).

These are the project's **partners**.

The projects studied in the *Compilation* are **public interest works**, and, as such, they require the involvement of citizens affected by their implementation. **Citizen participation** takes different forms depending on the case study in question. In the project implementation diagrams, an arrow indicates when and with what intensity citizens were involved in executing the project.

Finally, a project's **beneficiaries** are at the centre of its action program. Though they are not directly involved in the operational process, they benefit from the **ripple effects** that result from the project being set up.

Generally, they are **residents** of the historic city. Depending on the case study, though, they can be artisans (**Cuenca - Ecuador**), street vendors (**Zanzibar - Tanzania**), students (**Porto - Portugal**) landlords or tenants (**Quebec - Canada**), tourists (**Salamanca - Spain**), associations (**Ratisbonne - Germany**), businesses (**Bordeaux - France**), or universities (**Albi - France**).

A trend that appeared in studying how the 40 programs of action were implemented: these are

projects both **shared**—they associate a multitude of partners—and **comprehensive**—broadly associating different sectors and disciplines.

These two characteristics are clearly shown in case studies like the one proposed by the city of Porto, on the urban restoration of the Morro da Sé district.

« **THE GOAL IS NOT ONLY TO PRESERVE THE NEIGHBORHOOD OF MORRO DA SE—THE SITE IS NOT A MUSEUM—BUT TO REVITALIZE AND STIMULATE IT IN ORDER TO REVEAL THE LIVING HERITAGE THAT IT ALWAYS WAS. ONLY A TRULY COMPREHENSIVE STRATEGY, IN WHICH SOCIAL, ECONOMIC AND CULTURAL ISSUES ARE ACCOUNTED FOR, IS CAPABLE OF PRODUCING THIS EXPECTED EFFECT.** »



© Porto Vivo SRU

Students from the Morro da Sé neighbourhood, beneficiaries of the campaign to raise awareness about the urban project

Conversely, some project backers are aware that they did not go far enough in terms of openness and comprehensiveness, and count on their participation in the *Compilation of Case Studies* to expand their partnerships and gather a maximum of local actors around their activity.

This is notably the case for the City of **Rhodes (Greece)**, which mentions how "contradictory interests" among its stakeholders hampered the execution of its plan to revitalize the medieval city and its coastal area.

« AT THE BEGINNING, COOPERATION BETWEEN THE DIFFERENT AUTHORITIES INVOLVED AND EXECUTING SUCH A PROJECT SEEMED IMPOSSIBLE. »

© City of Rhodes



Master plan for reassessing the coastal area of the medieval city of Rhodes

line with the regulatory framework established by these tools. The latter is in any case **indispensable for creating a comprehensive, cross-cutting project** such as the one in **Gembloux (Belgium)**, whose goal is an urban, cultural and touristic renovation of the city's medieval centre.

The **management plan of the site inscribed on the World Heritage List**, submitted to the World Heritage Centre, is also part of this category of tools. Though not always mentioned by the *Compilation of Case Studies'* contributors, this management system is an important resource for World Heritage cities.

Certain projects are responses to commitments made in their site's management plan, such as the establishment of monitoring indicators in the case of **Albi (France)**.

B/ TOOLS

Project leaders in the *Compilation of Case Studies* implement their plans of action using different operational tools, tools that together form a more or less complete and inventive "toolbox", depending on the case study in question.

In the reports, two types of tools were used to ensure that the studied projects were completed:

- **site management tools;**
- **specific project management tools.**

SITE MANAGEMENT TOOLS

Historic cities have various tools at their disposal for managing their "World Heritage" site. These include the requisite **regulatory and urban and heritage planning instruments**, which, as they apply to the territory in which the project takes place, can be used to frame and facilitate the actions taken by different project partners.

These generally include heritage regulations, urban planning documents and institutional tools provided by local or national governments.

The projects studied are sometimes required to be in

« FULFILLING THE COMMITMENTS MADE IN THE MANAGEMENT PLAN LED US TO CONDUCT A STUDY OF ENVIRONMENTAL QUALITY INDICATORS WITHIN THE PROPERTY INSCRIBED ON THE WORLD HERITAGE LIST, AS WELL AS ON ACTIVITIES RELATED TO THE TOURIST ECONOMY. »



© Ville d'Albi

A group of tourists visiting the Episcopal City of Albi

SPECIFIC PROJECT MANAGEMENT TOOLS

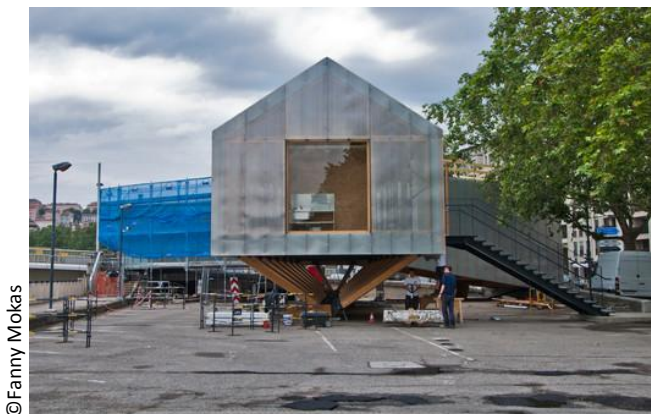
Among the tools specifically intended for use in executing the projects collected are those **produced by public authorities**, which apply to urban projects undertaken on the territory at hand: special plans, advisory committees, financial arrangements, partnership conventions, etc.

Often cited in this category are **participatory**

methods, recently developed by local and national governments to inform their residents and to involve them in the processes of constructing and protecting the city.

For example, in **La-Chaux-de-Fonds (Switzerland)**, the communal authorities in charge of developing the future Le Corbusier neighbourhood used the typical Swiss process of consulting citizens at each step of the project, which made it possible for referendums to be proposed or for third parties to make their opposition known. In **Lyon (France)**, however, the "Rives de Saône" project, like all large development projects initiated by the urban community, benefited from a venue specially dedicated to mediation and dialogue with neighbours and residents: the project house.

« **AS AN EXHIBITION CENTRE, THE PROJECT HOUSE HOSTS PERMANENT AND TEMPORARY EXHIBITS ON THEMES RELATED TO THE PROJECT; AS A PLACE FOR DIALOGUE, IT IS ALSO USED FOR EXCHANGES WITH DIFFERENT MEMBERS OF THE PUBLIC: MEDIATION WITH CITIZENS, PROFESSIONAL MEETINGS WITH TECHNICIANS, DEVELOPERS, ETC.** »



©Fanny Mokas

The "Rives de Saône" project house in Lyon

It is particularly interesting to focus on tools **developed specifically** for the projects studied. Their design and use are integral parts of the programs of action developed by the project backers. Not all of the contributions mention the creation of such "customized" tools. The *Compilation of Case Studies* nevertheless contains **several particularly original examples**.

In **Porto (Portugal)**, the installation of an office to support property owners benefiting from the Morro da Sé revitalisation project should be noted. It is one of many support structures developed by the urban restoration company Porto Vivo, which was in charge of the project. In the example of **Brussels (Belgium)**, the creation of a post entitled "Mister UNESCO", who was responsible for mediating with residents and vendors, should also be noted.

In **Cuenca (Ecuador)**, the high level of citizen participation over the course of Rafael María Arízaga Street's redevelopment was ensured by the fact that a citizen supervisor was designated for each block of work. Responsible for the work's progress, they also made sure that contractors taking part in the work complied with environmental norms.

To define the urban development strategy of **Berat**, the coordinators of the LAMP project used a SWOT (*Strengths-Weaknesses-Opportunities-Threats*) analysis. This strategic analytical tool made it possible to conduct an in-depth study of the advantages and weaknesses of the municipal administration as regards land-use management and urban planning.

Finally, in **Zanzibar (Tanzania)**, the actors responsible for Forodhani Park and its renovation designed an innovative and sustainable financial tool for collecting a fee from the merchants who occupy the park at night. This ad-hoc structure—managed by an advisory committee composed of the different partners of the project—generates a specific turnover, which is reinvested in maintaining and developing the park's infrastructures.

◀◀ IN ORDER TO INSTITUTE THE SUSTAINABLE MANAGEMENT OF FORODHANI PARK, AND AD-HOC FUND AND STRUCTURE WERE CREATED TO COLLECT RENT FROM THE STREET VENDORS OR MERCHANTS THAT USE THE PARK AND ITS NEW FACILITIES (KIOSKS, PLAYGROUNDS, TOILETS, ETC. ▶▶

© Aga Khan Trust For Culture



Street vendors in Forodhani Park in Zanzibar

Beyond these few significant examples, it is not possible to **establish a complete picture of the operational tools used and created** by contributors to the *Compilation of Case Studies*. Indeed, the collection methodology does not allow us to comprehensively identify all the tools used in a project. Also, the diversity of administrative, legal and political contexts in which the projects were conducted makes it difficult to compare the 40 collected case studies. However, this is a **key issue for the application of the World Heritage Convention** and is at the **heart of concerns held by managers of developing historic cities**, along with the ways in which studied projects were funded. It would therefore be desirable to be able to conduct a more specific comparative analysis of these financial, legal and regulatory tools in order to draw up a truly complete summary of the mechanisms.

C/ FUNDING

The funding of the projects studied is a **complex subject** that the contributors do not always easily address.

The information provided by the cities is very uneven, and **the sums indicated cannot be compared** between case studies. The 40 action programs looked at have extremely diverse contents, timeframes and economic contexts. It is therefore impossible to establish a scale or to compare the amounts involved in each project, even if we often know their "total value". We can nonetheless obtain a scale of values, and see the distribution among different bodies.

Based on packages in the "funding" section of the reports, which were **described more or less precisely**, we see that public funding is most common.

PUBLIC FUNDING

Public funding constitutes the most common source of funding for the urban and heritage projects studied. Certain projects were entirely funded by a single public actor (at the municipal level for **Beemster (Netherlands)** or at the national level for **Valetta (Malta)**).

However, the scale of the projects carried out meant that they **needed to be supported by a mix of public funds at the local, regional, national or international levels**, with European funding (often related to the European Union's regional development policy) being found in various contributions such as those of **Naples (Italy)** or **Rhodes (Greece)**.

Sometimes, co-financing is justified by the combination of two distinct projects. Each actor will then fund "its" part of the agenda according to its assignments and skills. In **Tallinn (Estonia)**, for example, the City financed the urban revitalization and the reconversion of Vabaduse Square (including the archaeological studies and excavations), whereas the Estonian government financed the reconstruction of the square and of the monument celebrating Estonia's victory in its war for independence.

The case studies report a few examples of **measures put in place** by World Heritage cities to **develop, structure and make public financing a permanent part** of urban conservation. In **Saint-Louis (Senegal)**, the City decided to sell products created in "arts and crafts" micro-workshops to finance heritage protection. The Initiatives and Tourism Union of Saint-Louis handled the sale of these craft products. In this way it was not only local practical skills that were revived but also the entire heritage and tourist economy of the island, which was given a boost thanks to this participatory project.

« BY DEVELOPING A MARKET FOR PRODUCTS DESTINED FOR TOURISTS RELATED TO SAINT-LOUIS'S HERITAGE, THE CITY ENCOURAGES THE EMERGENCE OF A NEW CRAFTS AND TOURISM BUSINESS AND AT THE SAME TIME PAYS INTO A FUND FOR RESTORING HERITAGE. »



An example of tourist products made in the participatory workshops: postcards of the island's architecture

PRIVATE CONTRIBUTIONS

Conservation and the **identification of heritage** are tasks that often fall within the public domain, but ownership and usufruct are more often in the private domain. For public authorities, the complexity lies in having the administrative, legal and financial means to intervene. The classic complex case is one that concerns the possibility of intervening on private property with heritage value that belongs to impoverished owners.

The **challenge** for cities is therefore one of how to

deal with projects at the level of private individual property.

Historic cities are increasingly seeking out **private contributions** to finance conservation and development projects that cannot be fully funded by public funds.

First of all, the owners of historic buildings may be called upon to help with projects for restoring private buildings, such as the one undertaken in **Hue (Viet Nam)** centred on traditional houses.

Their financial participation in planned restoration work is generally encouraged by **incentives** created by public authorities: tax credits or subsidies.

To encourage the conservation and promotion of these heritage buildings' historic architecture, the City of Québec chose to incite property owners' active participation. With its "Project Manager" incentive programme, the City gave a subsidy to private owners of historic buildings that allowed them to defray an average of 60% of the cost of restoring their property. This subsidy was provided under the condition that the City could verify the "conformity" of the work done. In this way, public investments could be improved by involving private property owners.

« EVERY DOLLAR INVESTED IN SUBSIDIZING THE PROGRAM CREATES THREE DOLLARS WORTH OF INVESTMENT. »



A historic house in Québec restored through the "Project Manager" programme

Sometimes, **merchants** or **local artisans** may be prompted to finance the conservation of built heritage.

To prompt workshops and galleries to move into a deteriorated part of **Vilnius (Lithuania)**, municipal authorities chose to encourage artisans to settle in the neighbourhood in order to revive it and to restore its numerous abandoned dwellings. Interested artisans and artists could occupy these empty buildings in exchange for reduced rent from the City (one symbolic litas - the local currency - per square meter rented) and a subsidy for restoring and adapting these spaces to their uses.

Private investors are also involved in the financing arrangements of large urban development projects, such as in **La Chaux-de-Fonds (Switzerland)**, where a public initiative (limited to the refurbishment of the site of an abandoned railway) made it possible to attract and concentrate private financing for the development of the Le Corbusier neighbourhood.

Project leaders can also call upon **donors and patrons** to finance specifically-targeted historic restorations or short-term promotion and awareness-raising projects (such as in **Timbuktu (Mali)** or **Bordeaux (France)** for the construction of the Centre for Wine Culture and Tourism) as well as on **sponsors** (as in **Albi (France)**), with the territorial ambassadors or in **Helsinki (Finland)** for the exhibitions at the Suomenlinna Visitors' Centre).

INTERNATIONAL COOPERATION

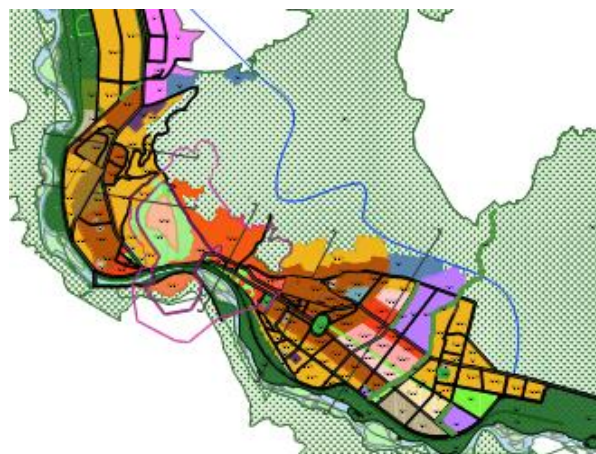
International aid is the third largest source of funding obtained by managers of historic cities in the *Compilation of Case Studies*.

International foundations financed many projects in the *Compilation*. Among the most well known are the Aga Khan Foundation (and its cultural development fund) in **Zanzibar (Tanzania)** and **Timbuktu (Mali)**, and the World Monuments Fund in **Lima (Peru)** and **Antigua Guatemala (Guatemala)**.

Major **institutional donors** are also present. The "Corporación andino de fomento", the Latin American Development Bank, was in particular involved in financing the restoration of the historic centre of

Cuenca (Ecuador) through its grant of a low-interest loan to the City. In **Berat (Albania)**, it was the World Bank that granted a loan to the Albanian government for preparing and applying the city's development plan.

« **THROUGH A LOAN GRANTED TO THE ALBANIAN GOVERNMENT, THE WORLD BANK FINANCED THE LAMP II PROJECT THROUGHOUT THE ENTIRE COURSE OF ITS IMPLEMENTATION.** »



The master development plan for Berat

UNESCO is not a donor like the UNDP (United Nations Development Program), for example: its mandate is mainly to provide **technical support**.

The **World Heritage Fund** is a specific element of the World Heritage Convention whereby assistance can be provided in preparing an inscription, conserving property or strengthening skills. At the same time, this **aid is limited** because the Fund has approximately 6,5 million US dollars per biennium at its disposal.

In the case of bilateral or multilateral partnerships or technical cooperation agreements, the World Heritage Centre develops **large-scale, specific** projects that deal mainly with managing and identifying heritage, training, assisting site-to-site cooperation, and helping to set up projects.

World Heritage cities can also showcase **international solidarity between local governments**. This solidarity takes the form of cooperation between Southern cities and those in the North, which provide the former with technical and or financial assistance. The case studies contain a number of examples of cooperation, reflected in the foreign local

governments' participation in projects' financial backing.

The most notable examples are the cases of **Abomey - Benin** (in cooperation with the city of **Albi, France**), **Cuenca - Ecuador** (in cooperation with the Andalusian autonomous community in Spain), **Saint-Louis - Senegal** (in cooperation with the urban community of Lille, in France), or else **Hue - Viet Nam** (also in cooperation with the urban community of Lille).

Finally, the network of HerO cities presented by **Regensburg (Germany)** provides an interesting example of **partnerships between European cities** that wish to exchange experiences and practical skills on the subject of managing historic urban landscapes. In terms of financing, the creation of this network (principally financed by the European Union) leads to projects being co-financed by each member city.

In this way, the support of private actors is combined with that of public funds and international cooperation.

Funding for projects described in the *Compilation of Case Studies* involves the **participation of a multitude of actors**, the number of which increases relative to the **complexity, comprehensiveness and scope of the project being financed**.

III- LINKS BETWEEN PROJECTS, HERITAGE VALUES AND THE URBAN DEVELOPMENT PROJECT: A COMPREHENSIVE APPROACH

The first level of analysis dealt with main issues and mechanisms of each case study. It was relevant to consider the extent to which the projects conducted on the ground could be thought of as examples, according to the logic of the *Compilation of Case Studies* project.

But it is now also useful to **gain some perspective** and to conduct **an overall reading of the entirety of the case study compilation**.

Let us first recall the **limits of this exercise**. The data collected on the projects were provided to us at the discretion of local authorities; they are precise to a degree that makes it possible to understand broad trends, without entering too far into local specifics. The methods for evaluating projects' impacts, whether on heritage preservation and valorisation or on urban transformations, are simplified and the case study summaries are voluntarily schematic.

Also, the analysis does not claim to judge the quality of the projects by explaining why such solutions did or did not work, nor does it seek out recipes for success at any cost, nor does it even want to make recommendations.

This other perspective on cities' experiences is meant to add to the global discussion about urban heritage management. In our opinion, **using concrete examples to compare the connections between projects, heritage values and urban development** is sufficient to legitimize the approach and makes it possible to learn from the case studies.

Cross-analysis of the case study compilation reveals a series of constant elements and therefore opens as many debates about the ways of doing things, of organizing, and of conducting projects.

A/ TO RESPOND TO A THREAT

In reading the contributions, it is striking to note that the **event giving rise to the project**, the trigger, is **generally a response to a threat to heritage values**.

The projects presented generally originated as a **response to a specific strain or threat** (not to mention the exceptional current situation in Timbuktu, which made it impossible to finish the exchanges begun for the *Compilation of Case Studies*):

- **heritage values** that are **insufficiently** or not at all **known** and which, consequently, are poorly protected or promoted;
- a monument, group of monuments, neighbourhood, or territory which experiences **management difficulties** or which is disinherited for lack of a confirmed cultural, economic or social use;
- **urban dysfunction** related to infrastructure, habitat, or economic activity resulting in imbalances among users and for the image of heritage;
- **deterioration of urban space**, which is transformed into the location of all conflicts of use;
- **transportation flows**, of people as well as merchandise, which constitute physical and environmental threats to heritage and to city life;
- **uncontrolled tourist activity**, which puts significant pressure on property management as regards the movement of people, but also on heritage values for reasons of respect for authenticity;
- a lack of means, fragility or malfunctions in the **process of governance**.

Formulated this way, it is already possible to see the relationship between heritage and urban issues.

It is furthermore interesting to note that the **responses given** do not relate exclusively to heritage management, but **concern more generally with the management of cities**, whether or not this holistic vision was planned from the start (as opposed to progressively becoming part of such a process as the project unfolded). This observation fully legitimizes the choice made by the *Compilation of Case Studies* to act from within the OWHC in soliciting contributions directly from local governments.

Certain contributions deal with projects that are not responses to an immediate threat but which are part of a **long-term mitigation strategy**. These are admittedly not the most numerous, but the *Compilation of Case Studies* gives us some illustrations in both Northern and Southern cities. Without pre-empting their outcomes, the examples of **Bordeaux (France)** or of **Puebla (Mexico)** are interesting to follow on this subject.

B/ REINFORCING THE HERITAGE PROCESS

The operational processes described in the inner pages of the case study fact sheets were well described in the preceding analysis. Each property and each context is unique, but a constant feature that appears in an overall reading of the case studies is that **local governments focus on reinforcing the heritage process**.

The contributions reveal, to varying degrees and according to particular terms and conditions, action programmes are broadly based on:

- **knowledge**, whether this is acquired by doing inventory, by preliminary studies or through archaeological digs, for example;
- **planning**, with a sector-based development plan but also, in some cases, a thematic one;
- **regulations**, as they appear in documents for heritage protection and urban planning;
- **mediation** between all of the actors;
- **information and consultation** with user-citizens;
- the **execution** of its plans.

This operational process includes all of the levers for action that need to be put into play in **managing heritage in its interactions with urban management and city development**. The interest of the *Compilation of Case Studies* lies in its open invitation to local governments to strengthen this process, favouring strategies built for the long term instead of acting too quickly for short-term goals.

With a few exceptions, the **last step in the process**—assessment—is missing. It would seem that not enough perspective was gained on the projects' results, even though the methodology developed for the *Compilation of Case Studies* does not allow us to properly judge this, being unable to go into the field. That said, the projects' pluridisciplinary nature, and the fact that they are framed in the long term, make this exercise particularly difficult; the **assessment tools** remain **experimental** for the moment. For this reason, it is interesting to make note of the contributions of **Albi (France)**—which in fact deals with the development of assessment criteria—and of **Beemster (Netherlands)** on the quality system.

C/ TO MANAGE TERRITORIES

All of the contributions form part of a territorial approach, except perhaps for the case of **Beijing (China)**, whose subject is limited to the Summer Palace monument.

This observation is perhaps unoriginal in the context of a study of urban heritage, but the territorial approach is not inconsequential.

This is obviously the case when the listed property is a site. However, even when the listed property is a monument or group of monuments, as is the case in the Belgian case studies (**Tournai**, **Gembloux**, **Brussels**), the project forms part of a built and/or unbuilt environment that is often inhabited and alive.

A significant number of contributions (one quarter of the sample) develop projects over an area that extends beyond the border of the listed site, sometimes even beyond the buffer zone. The example of **Lyon (France)** is particularly significant in this regard as it considers the river to be public space

throughout the entire area of the agglomeration, whereas only a portion of it is at the heart of the historic site.

The **territorial approach** thus reveals **two instructive trends**:

- the first reveals the **interactions between heritage and urban projects**, which have already been noted several times;
- the second shows the **attention which is paid to the landscape at a large scale**, which attests to an awareness of territorial development issues.

D/ TO MANAGE TIME

The manner in which data were collected did not provide sufficiently detailed information to be able to truly draw conclusions about project duration.

Several points can nevertheless be made:

- the **issues dealt with in the projects generally play out over the long term**, going beyond the duration of a political term or the time needed to master the technical and financial tools put in place;
- this long timeframe therefore **requires consistency**, as well as the **resources and skills** for maintaining efforts in the long term;
- a project's goals are also based on a **operational phases** organized over **shorter periods of time**;
- such goals must be able to produce rapidly visible results in order for the project to be credible in the eyes of the public. The project's timeframe **adapts to that of the citizen**;
- visibility and credibility help to create the **ripple effects which are the measure of a project's success**.

The choices made out of the need to adapt the project to a timeframe are determined by a **strategic vision**, which is at once and never wholly planned, predicted, and mastered, but which constitutes the hallmark of all of the case studies collected. The example of **Puebla (Mexico)** is particularly instructive in this

regard, as it is situated within a timeframe spanning decades.

Adapting to time constraints also **defines the operational process**, which is clearly described by the diagrams summarizing the project mechanisms, including its initial phases, its leadership, and the conditions in which it is executed. Very often, it results in management measures which are made permanent after the project ends, such as in the case of **Zanzibar (Tanzania)**, in which the arrangements behind the merchants' organization were set up so as to involve them in managing the restored public space.

E/ TO COORDINATE ACTORS

The case studies do not expound upon project governance in all of its organizational detail, but most do describe the processes set up to meet a specific demand. This results in proposals for intervention that sometimes create an **exceptional organization** for an **exceptional property**.

Indeed, the operational process involved **many departments within local governments**, while at the same time we know from experience that this interdisciplinary cooperation is not limited to public services. Such arrangements necessarily involve organizing coordination between the various stakeholders.

Also, **many external actors** are involved in the process. These can be specialists or academics, or otherwise public service actors from the regional or national levels.

Outside of public service, project governance can also involve actors who are **members** of what we have previously referred to as **civil society**: property owners, artisans or vendors, professionals...

Partnerships with the private sector, particularly investors and real-estate developers, also exist at different levels of intervention.

Finally the involvement of **international actors**—experts from UNESCO, NGOs, and institutional donors—is fairly common.

This diverse group of actors does not include the **know-how and expertise of those involved in fields related to heritage conservation**, whose work is certainly present in many of the contributions but whose identification was not our main focus.

The coordination of actors appears as a central issue regardless of local specifics or modes of governance--which, as we have seen earlier, are diverse, ranging from the direct and relatively simple to more complex models, involving overlapping jurisdictions and authorities.

F/ TO ACCOUNT FOR AND WORK WITH RESIDENTS

Directly or indirectly, physically or intangibly, **preserving the Outstanding Universal Value of a property inscribed on the World Heritage List** so that it can be passed on to future generations is naturally at the heart of the projects.

Cultural valorisation is therefore the primary reason for acting, especially as it is a **responsibility before the international community**—a responsibility that is more or less accepted from case to case, depending on the context, but which is always present, at least as a catalysing force.

It is interesting to note, however, that the **projects also take users' expectations into consideration**, whether they are inhabitants or visitors. Improving and developing the functions of living space, commerce, and employment but also of relaxation and leisure all serve to promote quality of life in the city, as well as social connectedness and urbanity. It is precisely to emphasize these economic, social and urban dimensions that the projects' beneficiaries are noted in the diagrams describing the operational processes.

Additionally, the case studies illustrate **inhabitants' deep involvement in the projects**. This is firstly true with regards to the social groups directly affected,

whether they are property owners, tenants, artisans or merchants, as shown previously. But inhabitants are also involved as citizens and as participants, in different ways and especially at different phases of the project.

Of course, it is sometimes difficult to be able to judge the relevance of these plans and especially the true extent to which inhabitants are involved in participatory processes. Certain case studies even suggest that it would be appropriate to open projects to public involvement earlier and more deeply over the course of their development.

In any case, awareness of this exists, and it is established that nothing can be done without inhabitants. The issue of citizen participation has become a real concern for local governments.

The analysis sketched out from a reading of the *Compilation of Case Studies* could be deepened and other subjects could be expanded upon. But this is not the purpose of the *Compilation of Case Studies*, which does not claim to be exhaustive nor to have scientific rigor. It is simply a contribution, made legitimate by the experience and skills of the field workers, to be included in the discussion; a discussion it does not mean to close, but which it intends rather to open, and to promote exchanges among actors and with experts.

The themes discussed, which are incidentally presented in the infinitive, as if they were a call to action, all converge on the same terms of discussion: how to create a development project that is comprehensive and sustainable, that promotes heritage values but also economic, social and urban balance?

This line of questioning, which is at the centre of local governments' concerns and which is highlighted by the *Compilation of Case Studies*, fuels the debate launched by the Recommendation recently adopted by UNESCO concerning the historic urban landscape.

CONCLUSION

Several comments are in order at the end of this report, which has made it possible to understand the process behind the *Compilation of Case Studies* and to bring certain issues, strategies and processes to light.

It is first appropriate to once again call attention to a unique method characterized by:

- a **joint effort** by members of the Steering Committee, including specialists from OWHC, represented by the City of Lyon; the World Heritage Centre; the Council of Europe; the Getty Conservation Institute; and ICOMOS;
- a **great deal of pragmatism**, based on the experiences of local governments on the ground;
- an approach centred on the **cities' voluntary participation**.

This method resulted in a heavy workload that consequently affected the project's deadline. But it also provided for the **richness of the data and practices collected**, as well as that of the data processing and analyses conducted. That is the most important thing.

This project relies on the active involvement of the cities that were called upon and implicated when they offered their contributions. They should here be praised for their work. **The relationship between cities inscribed on the World Heritage List**, active members of the OWHC, and those among the network of project partners is a successful one. It is regretful that the Steering Committee did not have the time and resources to analyse each project in more detail in order to deepen its understanding of the context and to discuss with the various protagonists. It was not possible to do field studies.

The active involvement of the cities speaks to their interest in **understanding the issues and sharing their practical knowledge** but also in **thinking about the difficulties involved**.

The result is first and foremost a **rich and precious collection of data about local heritage management**

projects in an urban context. Even if all of the continents are not represented in the same way, and if certain themes are too briefly addressed, the final sample is significant.

It is relevant that the fact sheets are presented in a simple format that is easy to use and **identical for each case study**. The *Collection* becomes an effective tool for easily understanding the presented cases' contexts, their operational workings and the lessons to be learned from each, and even more so for a comparative study of the projects. It is a comprehensive, comparative reading of the case studies that enables us to identify constant elements that can legitimately be considered to be fundamental, rather than simply accumulating all of the reported experiences in their cultural, socioeconomic and political environments. This is at the very least a discussion that seems useful to open.

To learn from situations with which we are confronted in heritage and city management, to learn from difficulties encountered and the means set up to overcome them, to **learn from what others have done**, such is the objective of the *Compilation of Case Studies*. The material is there; now is the time to distribute it, to share it, and to make it viable.

But if only a single lesson could be drawn from this work, it would be that **heritage has emerged as a lever for cultural, social, economic and urban development**. Each of the contributions demonstrates, in its own way, that there is an awareness of issues related to safeguarding, protecting and valorising heritage. They do not, however, **consider heritage to be only cultural property**, isolated from its environment or from any other socioeconomic or ecological contingencies.

Local governments seek to develop a comprehensive project that **respects heritage values** but also **economic and social values**.

The *Compilation of Case Studies* project ends with this analysis paper. But the final report should be

understood as a progress report, in that there remains much to see and to be said, to understand and to learn, to share and to exchange...



APPENDICES

PROJECT PRESENTATION POST ADDRESSED TO MAYORS



Organisation des villes du patrimoine mondial
 Organization of World Heritage Cities
 Organización de las Ciudades del Patrimonio Mundial
 Organização das Cidades do Património Mundial
 منظمة مدن التراث العالمي

September 12, 2008

«appellation» «prenom» «nom»
 «titre»
 «organisme»
 «adresse»
 «ville» «province»
 «pays» «codepostal»

Subject : Compilation of case studies on conservation and management of historic cities

In line with the objectives of the Strategic Development Plan ratified during the General Assembly in Kazan in June of 2007, the OWHC wishes to capitalize on the experience of its members and develop a document focusing on the two main concerns facing managers of historic cities:

- How best to manage a populated, living urban heritage site?; and
- How to respect heritage values, while allowing a city to grow and develop?

Toward this end, I would like to ask you to please share your experience as a city mayor responsible for the management of a UNESCO World Heritage Site.

The initiative consists of identifying an achievement (or group of achievements) in one of the fields related to the management of urban heritage and development, such as transportation, housing, public spaces, creation of commercial or tourist attractions, significant new architecture, etc., that you believe is exemplary and could be presented as a potential case study.

The case studies will be analysed and selected by an expert Steering Committee to create a compilation of case studies on conservation and management of historic cities entitled "Historic Cities Development: Keys to Understanding and Taking Action."

This initiative will be presented and debated during the World Congress in Quito, September 8 – 11 2009, and subsequently edited and published online in the websites of the OWHC and its partners.

It is very important that the work be done in close collaboration with the local directors and authorities so that it reflects the realities and experiences in the field, thereby producing a practical tool which may be used by everybody, both within the Organization and by those who are responsible for the management of historic cities.

Given the close deadline and importance of the task at hand, can you kindly confirm your interest and participation as soon as possible. Can you also let me know the title of the case study (or case studies) you wish to present, together with the name of the technical person we can contact.

Président
 President
 Presidenta
 El Alcalde de
 Cuenca (Ecuador) ■

Vice-président Trésorier
 Vice-President Treasurer
 Vicepresidenta Tesorero
 The Mayor of
 Boomster (Netherlands) ■

Vice-présidents
 Vice-President
 Vicepresidentes
 The Mayor of
 Kandy (Sri Lanka) ■

The Mayor of
 Kazan (Russia) ■

The Mayor of
 Luang Prabang (Laos) ■

Le Maire de
 Lyon (France) ■

The Mayor of
 Vienna (Austria) ■

Secrétaire générale par intérim
 Interim Secretary General
 Secretaria General Interina
 Lee Minaidis ■

10th Congress of the Organization of World Heritage Cities
 Quito, Ecuador, September 8-11, 2008 <http://www.ocpmquito.org>

The OWHC Secretary General will be in touch in the coming weeks to gather the relevant information, as well as establish the practical modalities for analysing and assessing the operational procedures.

On behalf of the OWHC, I would like to thank you for your interest in this important initiative which we believe will have a considerable impact within the Organization and, more generally, for the cause of historic cities around the world.

A handwritten signature in black ink, enclosed in a hand-drawn oval. The signature is cursive and appears to read 'Marcelo Cabrera Palacios'. Below the oval, there is a long, horizontal, slightly wavy line that tapers to a point on the right side.

Marcelo Cabrera Palacios
President of the OWHC and Mayor of Cuenca (Ecuador)

10th Congress of the Organization of World Heritage Cities
Quito, Ecuador, September 8-11, 2008 <http://www.ocpmquito.org>



Organisation des villes du patrimoine mondial
 Organization of World Heritage Cities
 Organización de las Ciudades del Patrimonio Mundial
 Organização das Cidades do Patrimônio Mundial
 منظمة مدن التراث العالمي

October 28, 2008

Madame

Subject : Compilation of case studies on conservation and management of historic cities

Your city would like to participate in the OWHC initiative aimed at producing a compilation of case studies on the conservation and management of historic cities entitled "Historic Cities Development: Keys to Understanding and Taking Action".

We would like to propose that the phase of data collection and the analysis of your experience be completed in three stages:

Stage 1 – Return the participation questionnaire to the Secretary General within 1 month, together with any relevant technical, graphic or photographic supporting material that may help in explaining your case study;

Stage 2 – Review of the file by the Steering Committee, Secretary General and Regional Secretary, with the possibility of asking you to submit additional information if necessary;

Stage 3 – Selection of the case studies by the Steering Committee based on the following criteria:

- Geography: a balanced representation from all five continents;
- Theme: coverage of major aspects related to urban development and heritage management;
- Exemplariness: representative of issues relevant for other cities.

The following documents are attached to help you fill out the participation questionnaire:

- technical note
- participation questionnaire
- model examples and the list of Steering Committee members

Given the expected workload, it is important that we receive the above documentation within one month of your receiving this letter in order to be able to process and evaluate all the submissions. We believe it is a priority to present all the relevant case studies in September 2009 upon the occasion of the next World Congress in Quito. Towards this end, you may contact Juan-Manuel Martinez, director of programs (jmmartinez@ovpm.org) who will be available to answer your questions.

On behalf of the entire OWHC team, we would like to thank you for your cooperation and we remain available to provide any additional information you may require and keep you informed of the status of the initiative.

Lee Minaidis
 Interim General Secretary

Président
 President
 Presidente
 El Alcalde de
 Cuenca (Ecuador) ■

Vice-président Trésorier
 Vice-President Treasurer
 Vicepresidente Tesorero
 The Mayor of
 Beemster (Netherlands) ■

Vice-présidents
 Vice-President
 Vicepresidentes
 The Mayor of
 Kandy (Sri Lanka) ■

The Mayor of
 Kazan (Russia) ■

The Mayor of
 Luang Prabang (Laos) ■

Le Maire de
 Lyon (France) ■

The Mayor of
 Vienna (Austria) ■

Secrétaire générale par intérim
 Interim Secretary General
 Secretaria General Interina
 Lee Minaidis ■

10th Congress of the Organization of World Heritage Cities
 Quito, Ecuador, September 8-11, 2008 <http://www.ovpmquito.org>

APPENDIX 2
CALL FOR CONTRIBUTIONS 2010
POST TO MAYORS



Organisation des villes du patrimoine mondial
Organization of World Heritage Cities
Organización de las Ciudades del Patrimonio Mundial
Organização das Cidades do Património Mundial
منظمة مدن التراث العالمي

Quebec, August 16, 2010

Ref: Collection of Case Studies: 2nd Call for Contributions

Honorable Madam Mayor,
Honorable Mayor,

The Organization of World Heritage Cities (OWHC), since 2008, has been heading a *Collection of Case Studies* project, coordinated by the City of Lyon (France) in cooperation with UNESCO's World Heritage Centre, the Convention France-UNESCO, the Council of Europe, the Getty Conservation Institute as well as ICOMOS International. This project aims at gathering the rich and diverse experiences in urban heritage management at local level so as to get a better sense of the challenges facing site-managers today.

The first phase of the *Collection of Case Studies* project was widely appreciated when presented at the Xth World Congress of the OWHC in Quito, Ecuador, in September 2009. Building upon this success, OWHC wishes to mobilize once more its members to support the second phase of the project and help extend the collection of case studies on concrete urban projects. Such urban projects reflect each City's commitment to cherishing and managing its urban heritage by taking into account both the World Heritage values and the challenges of urban development.

The task consists in presenting an urban project (or a set of projects) carried out in one of the fields of urban heritage management, e.g. linked to monuments, housing, public space, mobility, retail or other economic activities, environment, cultural or touristic activities, and participatory processes. Although not excluded, the case studies project does not look for the most exceptional or most innovative urban projects but those best reflecting the rich know-how of local stakeholders at the heart of urban life.

Coordinated by the City of Lyon (France), the project benefits from the expertise of UNESCO's World Heritage Centre, the Getty Conservation Institute, the Council of Europe, ICOMOS International and of course the OWHC.

Président
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Vice-présidents
Vice-Presidents
Vicepresidentes
El Alcalde de
Aranjuez (España)

The Mayor of
Kazan (Russia)

Le Maire de
Lyon (France)

The Mayor of
Malaka (Malaysia)

El Alcalde de
Puebla (México)

El Alcalde de
Quito (Ecuador)

Secrétaire général
Secretary General
Secretario General
Denis Ricard

Bringing together high-level competence, this partnership aims to describe local experiences and take the pulse of urban reality in order to get a better understanding of the challenges site-managers of historic cities face. The purpose is to illustrate the specific approaches and tools of each city, and to take stock of the current results and identify the remaining work ahead.

Before launching this new phase, it is yet again important to stress the importance of the involvement of our member cities to achieve our common goal: create a tool to help develop, design and implement projects. The Case studies project should be:

- **useful:** benefit a large number of urban stakeholders, both within the Organization and in other historic cities,
- **practical:** project based on the **shared values of World Heritage.**
- **collective:** dynamic exchange of know-how and compilation of experiences of the members of the Organization.

Moreover, the project approach shall also **benefit** each contributing City by providing an opportunity to put each case study in a broader context, to compare experiences and shared challenges and more generally, by providing visibility at an international scale.

The results and lessons learnt from this *Collection of Case Studies* are to be shared at the forthcoming XIth OWHC World Congress, which will take place in Sintra (Portugal) in November 2011, before considering the next steps of disseminating them to a larger audience via internet and a printed edition.

Madam, Sir, It is an honor for me to invite your City to contribute to this *Collection of Case Studies* project. I would appreciate your confirmation by e-mail (secretariat@ovpm.org) indicating the contact details of the responsible staff you designate to handle the compilation of your City's case study and related data and to act as the OWHC's single counterpart for the project.

On behalf of the OWHC and our partners, I thank you for considering the *Collection of Case Studies* project, to which I personally attach high priority for the cause of our common heritage.

Sincerely yours,



Harry Brinkman
President of the OWHC
and Mayor of Beemster (The Netherlands)

POST TO MAYORS WHO PARTICIPATED IN THE FIRST PHASE 2008-2009



Organisation des villes du patrimoine mondial
 Organization of World Heritage Cities
 Organización de las Ciudades del Patrimonio Mundial
 Organização das Cidades do Património Mundial
 منظمة مدن التراث العالمي

Quebec, August 26, 2010

Ref: Collection of Case Studies: 2nd Call for Contributions

Honorable Madam Mayor,
 Honorable Mayor,

The Organization of World Heritage Cities (OWHC), since 2008, has been heading a *Collection of Case Studies* project, coordinated by the City of Lyon (France) in cooperation with UNESCO's World Heritage Centre, the Convention France-UNESCO, the Council of Europe, the Getty Conservation Institute as well as ICOMOS International. This project aims at gathering the rich and diverse experiences in urban heritage management at local level so as to get a better sense of the challenges facing site-managers today.

The first phase of the *Collection of Case Studies* project was widely appreciated when presented at the Xth World Congress of the OWHC in Quito, Ecuador, in September 2009. By contributing from the very beginning during the still experimental phase of this project, your City has great merit in having made this project successful. Allow me first and foremost to sincerely thank you again for your initiative.

Building upon this success, OWHC wishes to mobilize once more its members to support the second phase of the project and help extend the collection of case studies on concrete urban projects. Such urban projects reflect each City's commitment to cherishing and managing its urban heritage by taking into account both the World Heritage values and the challenges of urban development.

As you will remember, the task consists in presenting an urban project (or a set of projects) carried out in one of the fields of urban heritage management, e.g. linked to monuments, housing, public space, mobility, retail or other economic activities, environment, cultural or touristic activities, and participatory processes. Although not excluded, the case studies project does not look for the most exceptional or most innovative urban projects but those best reflecting the rich know-how of local stakeholders at the heart of urban life.

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 Presidente
 The Mayor of ■
 Beemster (Netherlands)

Vice-président Trésorier
 Vice-President Treasurer
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 Aranjuez (España)

The Mayor of ■
 Kazan (Russia)

Le Maire de ■
 Lyon (France)

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 Melaka (Malaysia)

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 Puebla (México)

El Alcalde de ■
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Secrétaire général
 Secretary General
 Secretario General
 Denis Ricard ■

Coordinated by the City of Lyon (France), the project benefits from the expertise of UNESCO's World Heritage Centre, the Getty Conservation Institute, the Council of Europe, ICOMOS International and of course the OWHC. Bringing together high-level competence, this partnership aims to describe local experiences and take the pulse of urban reality in order to get a better understanding of the challenges site-managers of historic cities face. The purpose is to illustrate the specific approaches and tools of each city, and to take stock of the current results and identify the remaining work ahead.

Before launching this new phase, it is yet again important to stress the importance of the involvement of our member cities to achieve our common goal: create a tool to help develop, design and implement projects. The Case studies project should be:

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The results and lessons learnt from this *Collection of Case Studies* are to be shared at the forthcoming XIth OWHC World Congress, which will take place in Sintra (Portugal) in November 2011, before considering the next steps of disseminating them to a larger audience via internet and a printed edition.

To allow for an adequate and complete analysis, it will be crucial to complement the information your city submitted during the first phase. We will therefore send you in due course a new questionnaire designed to be more comprehensive and more practical. At this point, you may also wish to consider presenting another case study.

In view of your City's forthcoming contribution to this *Collection of Case Studies* project, I would appreciate your confirmation by e-mail (secretariat@ovpm.org) indicating the contact details of the responsible staff you designate to handle the compilation of your City's case study and related data and to act as the OWHC's single counterpart for the project.

On behalf of the OWHC and our partners, I thank you for considering the *Collection of Case Studies* project, to which I

personally attach high priority for the cause of our common heritage.

Sincerely yours,



Harry Brinkman
President of the OWHC
and Mayor of Beemster (The Netherlands)



ORGANISATION DES VILLES DU PATRIMOINE MONDIAL
 ORGANIZATION OF WORLD HERITAGE CITIES
 ORGANIZACIÓN DE LAS CIUDADES DEL PATRIMONIO MUNDIAL
 منظمة مدن التراث العالمي
 ORGANIZAÇÃO DAS CIDADES DO PATRIMÓNIO MUNDIAL



VILLE DE LYON



Liberté • Égalité • Fraternité
 RÉPUBLIQUE FRANÇAISE



Organisation
 des Nations Unies
 pour l'éducation,
 la science et la culture



Convention France-UNESCO
 pour le patrimoine

O N D E R
 n s s i m
 L T U U R
 N E I E M
 S C H A P



COUNCIL
 OF EUROPE

CONSEIL
 DE L'EUROPE



TECHNICAL CO-OPERATION AND
 CONSULTANCY PROGRAMME RELATED
 TO THE INTEGRATED CONSERVATION
 OF THE CULTURAL AND NATURAL HERITAGE

PROGRAMME DE COOPÉRATION
 ET D'ASSISTANCE TECHNIQUE RELATIVES
 À LA CONSERVATION INTÉGRÉE
 DU PATRIMOINE CULTUREL ET NATUREL



The Getty Conservation Institute



International Council on
 Monuments and Sites

Conseil International
 des Monuments et des Sites

“Developing Historic Cities: Keys for understanding and taking action”

A Compilation of Case Studies **on the Conservation and Management of Historic Cities**

The Organization of World Heritage Cities (OWHC) is implementing a project on the collection of case studies on conservation and management in historic cities called “Developing Historic Cities: Keys for understanding and taking action”.

Each Member City has been invited to contribute by presenting one (or several) urban project(s) so as to understand in detail and describe in a hands-on manner the necessary processes and procedures and, by doing so, instigate a new shared understanding and respect with the respect for heritage, and in particular World Heritage, as part of urban development projects.

The project goes beyond the exchange of know-how in conservation – it aims at introducing a more heritage-centered urban development approach. It aims to create a dynamic within the network of the OWHC’s member cities and thus contribute to the global debate on urban heritage management.

The results of this compilation of case studies will be presented in 2012 through different formats and media the details of which remain to be defined (internet, printed publication, workshop).

The City of (in) represented by its Mayor

proposes a contribution entitled

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

TO FILL IN THE QUESTIONNAIRE

- 1) **Save the document on your computer**
- 2) Reply to the questions **by filling in the boxes highlighted in grey.**

Depending on each case, you can reply to the questions by:

- drafting a text: the grey boxes are extensible so that you can insert as much **text** as you wish in order to give a comprehensive reply,
- clicking on the grey box to indicate your **choice**,
- adding a **number** to the grey box when you are asked to indicate the hierarchy.

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

PART 1
IDENTIFICATION DATA
AND GENERAL CONTEXT

1.1 THE CITY

1.1.1 IDENTIFICATION

City Name:

Country:

Number of Inhabitants:

Surface:

Web Address:

1.1.2 POLITICAL AUTHORITY : MAYOR

Name and Surname:

Dates and duration of mandate(s):

1.1.3 RESPONSIBLE OFFICER

Name and Surname:

Role/Assignment:

Address:

Telephone:

E-Mail:

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

1.1.4 SELECTED HISTORICAL AND GEOGRAPHICAL REFERENCES

Significant Historical Features

Please briefly indicate some selected dates e.g. by chronological table. Documents can be attached as annexes.

Significant Geographical Features

Please attach a map indicating the situation of the key geographical features

Example: Location at river junction; mountain town; seaside town, etc.

Typology of the City

- Capital
- International Metropolis
- Regional scale Agglomeration
- Medium-size City
- Small-scale City
- Other :

Main Contemporary Functions of the City

Example: Administrative centre; university town; cultural capital, etc.

Main Economic Functions of the City

Example: Business city; harbor activities; industrial town, etc.

1.1.5 COMMENTS/ SPECIFIC DETAILS ON THE CITY'S IDENTIFICATION

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

1.2 THE PROPERTY INSCRIBED ON THE WORLD HERITAGE LIST

1.2.1 IDENTIFICATION OF THE PROPERTY INSCRIBED ON THE WORLD HERITAGE LIST (SEE : WHC.UNESCO.ORG/EN/LIST/)

Name of the Property:

Year of Inscription:

Criteria of Inscription: i ii iii iv v vi

What category does the Property belong to?

- Monument
- Group of buildings
- Site (neighbourhood)
- Cultural Landscape

Area of the Property:

- Area of the inscribed Property:
- Number of inhabitants:
- Area of the buffer-zone(s):

Main Function(s) of the Property within the City

- How is the Property linked to the rest of the City **from a spatial point of view?**

- How is the Property linked to the rest of the City **from a social point of view?**

***Example:** Centrally located monument; isolated monument; centrally located historic core; integrated neighborhood within urban fabric; spatially isolated neighborhood (by river, ring-road, etc)*

***Example:** Religious monument; public space; residential area; gentrification / pauperisation, mixité etc.*

Uniqueness and Values of the Property:

Please summarize the outstanding characteristics of the property and describe the value (Outstanding Universal Value) that its inscription is based on

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

1.2.2 MANAGEMENT OF THE PROPERTY

Management Structure of the Property

Is there a specific site-managing entity for the Property? YES NO

If yes:

- Name of the entity:
- Municipal Department it reports to:

Which are the relevant document(s) for the management of the Property?

What are the management mechanisms and documents for planning and implementation affecting the management of the Property?

You have the possibility to attach a synthetic document in electronic format (pdf)

- Title and type of document(s) **at the Property level:**
- Title and type of document(s) **at the City's level:**
- Other (please specify):

Example: World Heritage Management Plan; Preservation Plan, etc.

Example: Urban Development Plan; Local Development Strategy; thematic plans (green spaces, illumination, etc.)

The Property and its Buffer-zone

Does the Property have a buffer-zone? YES NO

Which role does the buffer-zone play in relation to the Property?

Are specific regulations in place for the buffer-zone? YES NO

If so, which one(s)?

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour:
gdufour@ovpm.org

PART 2

PRESENTATION OF CASE STUDY PROJECT

2.1 DESCRIPTION OF THE PROJECT (WHERE, WHEN, WHY)

2.1.1 WHICH PROJECT?

Title of the Project

Please present a project that has been implemented after the inscription of the Property on the World Heritage List

Location of the project in relation to the City and the inscribed Property

Please name the project area(s) and

and attach one or several map(s) helping to accurately locate:

- the Administrative Area of the City
- the Property and its Buffer-Zone
- the Project Area(s)

if the project area corresponds to the entire administrative area of the City or to the area of the Property, please clearly indicate it.

Surface of the Project Area (in ha or km²)

Number of Inhabitants in the Project Area

Main Functions of the Project Area(s)

- What are the **main functions** of the project area(s) in the City?
- How is the project area linked to the rest of the City **from a spatial point of view**?
- How is the project area linked to the rest of the City **from a social point of view**?

Example: Archaeological site; cultural and touristic attraction; residential neighbourhood; brownfield site; pilgrimage site, etc.

Example: Providing regulatory framework in transition from city centre to the periphery; ensuring public transport linkages, etc.

Example: Religious monument; public space; residential area; gentrification / pauperisation; social mix etc.

Nature of the Project

Please tick the cases below (multiple choice possible)

- Conservation and Valorization of the Heritage
 - Restoration
 - Rehabilitation
 - Conversion (change of use)
 - Identification
 - Interpretation
 - Other:

- Urban Management
 - Infrastructure / Networks
 - Mobility / Transport
 - Housing
 - Economic, commercial and (handi)crafts activities
 - Tourism
 - Urban Ecology
 - Other:

- Spatial Planning
 - Urban Restructuring
 - Urban Conversion
 - Public / Green Space(s)
 - Architectural Creation
 - Other:

- Governance and Public Relations
 - Legislation
 - Financing
 - City-to-City Cooperation
 - Public Participation
 - Awareness-Raising / Education / Training
 - Other:

Description of the Project

Please describe briefly your project and the specific activities needed for its implementation

Example: Restoration of a monument; rehabilitation of housing offer in a neighborhood; conversion of a building into a museum; closing of a parking lot, etc.

Timetable / Steps and Progress of the Project (launching, main phases, finalization)

Please indicate the timetable (preliminary or implemented) of the project by highlighting the main dates and duration of the major steps of implementation; also pointing out its current state of progress

Please choose a project that has been implemented after inscription of the Property on the World Heritage List

Example: Decision to launch; preliminary study; implementation by phases; finalization; delivery, etc.

2.1.2 WHY IMPLEMENT THIS PROJECT?

Diagnosis / Status

Which specific urban problem does the project address?

Example:

- Decay of built fabric
- Gentrification
- Tourism pressure

Problems / Issues

Please briefly outline the main operational targets and steps chosen to address the identified problem

Example:

- Organize traffic flows
- Encourage conservation of a building or a neighbourhood
- Solve a conflict of uses among inhabitants, shop keepers and tourists
- Start or enhance a participatory process with citizens

Desired Effects / Desired Outcome

Please briefly point out the main objectives of the project

Example:

- Social balance in the area
- Revitalization of historic centre
- Promotion of traditional know-how

2.2 IMPLEMENTATION PROCESS (WHO, HOW, WHICH TOOLS?)

2.2.1 THE INITIATORS (URBAN PROJECT OWNERSHIP)

Initiator(s) of the Project

Please specify who has initiated the project

and at which administrative level:

In case of multiple initiators, please indicate the hierarchy (1, 2, 3...).

- Public local level
- Public regional level
- Public national level
- International institution. Specify which:

- Private entity. Specify who/which:

- Other:

Political Support of the Project

Please specify which political level of authority gives main support to the project.

- Public local level
- Public regional level
- Public national level

Project Driver(s)

Is there a specific structure supporting the project in political and decision-making terms?

- Yes. Who are its members? Who is leading it?

- No. Please specify who is the political counterpart of the project.

2.2.2 THE PROJECT MANAGERS

Main Project Managers (technical coordination)

Is there a specific structure ensuring the technical coordination of the project?

Yes. Which legal/institutional set-up has been chosen for it?

No:

The project is directly implemented by the Municipality. Please specify the department:

The project is implemented by a semi-public entity. Please specify the name:

The project is implemented by a private entity/a private architect. Please specify the name:

Which are the associated stakeholders to the implementation of the project and through which type of instruments?

Example: Home owners; lessors; NGO; private architect; craftspeople, retailers etc.

2.2.3 THE CITIZENS

Please explain briefly the process applied for the participation of inhabitants and city users and, if existing, which permanent tools are applied

2.2.4 INTERNATIONAL EXPERTISE

If applicable, please explain briefly which international institutions are associated to the project, how and during which phase(s) (UNESCO, UNDP, ICOMOS etc.)

2.2.5 THE FUNDING

Financial Set-Up

Please explain briefly the details of the financial set-up of the project

Total Value of the Project

Please give details on the budget (preliminary or implemented), for each project step and overall, of the project implementation

Main Funding Sources

Please indicate in the table below the main project funding institutions and the part (rough percentage) of their financial contributions

CATEGORY OF FUNDING PARTNER	NAME / DESIGNATION	PART OF THE CONTRIBUTION (% of the overall project amount)
Public local		
Public regional		
Public national		
Public International Institutions		
Sponsors (private company etc.)		
Foundations / National Associations		
Foundations / International Associations		
Private Investors		
Private Owners		
Others		

Additional Information regarding the Financial Set-Up

For any questions or clarifications, please contact Mr Gabriel Lacroix-Dufour: gdufour@ovpm.org

Please explain briefly if any specific tools have been created for the financial management of the project (tax incentives, creation of a specific tax, public-private partnership, etc.)

2.2.6 THE TOOLS

Have you applied existing management tools for the Property or for the City in order to implement this project?

YES NO

- If yes, which one(s)

Example: Management Plan of the property; urban planning documents etc.

Have you applied or created specific tools for the project management?

YES NO

- If yes, which one(s)

Example: Feasibility study; impact study; scientific committee; architectural competition; public consultation etc.

2.3 EVALUATION

2.3.1 THE RESULTS

Please add photos which illustrate the following results: photos before and after the project; photos of the works carried out etc.

- Which project results were immediately identifiable? Which results have been / are being observed in the longer term?

- Based on the targets set and explained above, which ones have been achieved, which ones have not been achieved? Why?

- Have the project tool(s) also been applied more broadly to other areas of the City and beyond?

- Who are the main beneficiaries of the project?
 - Did the project help improve the inhabitants' quality of life and of the housing?
 No
 Yes. Why?

 - Did the project help reinforce the local economy?
 No
 Yes. Why?

 - Did the project help reinforce the local know-how?
 No
 Yes. Why?

 - Did the project help raise the awareness of the citizens / reinforce the citizens' participation?
 No
 Yes. Why?

- Did the project help improve the City's image and attractiveness?
 - No
 - Yes. Why?

2.3.2 THE EFFECT OF THE "WORLD HERITAGE" STATUS ON THE PROJECT AND OF THE PROJECT ON THE WORLD HERITAGE PROPERTY

- How does the project relate to the Outstanding Universal Value of the World Heritage property?

- How do you judge the long-term impact of the project on the City as a whole and/or on the conservation and development of the World Heritage property?

- Does the project take into account the risks affecting the integrity and authenticity of the World Heritage property and its Outstanding Universal Value?
 - No
 - Yes. Please specify:

- Does the project enhance the understanding about the management of a World Heritage property in its urban context?
 - No
 - Yes. Please specify:

- Does the project play a vital role in providing good practice for the City in terms of urban policies?
 - No
 - Yes. Please specify:

- Does the project play a vital role in implementing measures for sustainable development?
 - No
 - Yes. Please specify:

Example: Increase of land value or real estate value; speculation; gentrification; increase in visitor flows, etc.

Example: Transformation into pedestrian zone; creation of workshops for craftspeople, etc.

Example: Awareness-raising measures for inhabitants; rehabilitation of green spaces

- How has the inscription and status as a World Heritage property facilitated the implementation of the project or – on the contrary – what kind of constraints has it brought about?

2.3.3 LESSONS AND RECOMMENDATIONS

Which are the main lessons and recommendations that you have learned from this project?

THANK YOU VERY MUCH FOR YOUR COOPERATION !

Reminder of additional documents to be provided with the questionnaire:

- ⇒ Cartographic documents showing the project area, the World Heritage property and the City
- ⇒ Organigramm of the municipal departments or local authority in charge of the project
- ⇒ Project timetable
- ⇒ One or several photo(s) illustrating the project
- ⇒ Illustrations (plans, photos, charts etc.) reflecting the type of project, the conditions for its implementation and its results (before/after)
- ⇒ Documents – if existing – presenting and communicating the project to the public (press kit, flyer, internet site etc.)

LIST OF CASE STUDIES COLLECTED AFTER THE FIRST CALL FOR CONTRIBUTIONS / 2008-2009

	COUNTRY	CITY	CASE STUDY
1	KENYA	Lamu	Public space management and controlling informal commerce
2	MOZAMBIQUE	Island of Mozambique	Conservation plan for the Island of Mozambique
3	ECUADOR	Quito	Urban restructuring of the Rhonda sector
4	CUBA	Havana	Restoration of the Plaza Vieja
5	MEXICO	Morelia	Conservation and valorisation of the historic centre: circulation and informal commerce
6	MEXICO	Oaxaca	Recognition of the Exmarquesado district
7	NEPAL	Kathmandu	Management and conservation plan
8	VIET NAM	Hue	Restoration of traditional houses
9	CHINA	Ping Yao	Conservation and revitalisation plan for the old city of Ping Yao
10	SYRIA	Aleppo	Restoration of the historic centre of Aleppo
11	TUNISIA	Tunis	Setting up a cultural and touristic route
12	GERMANY	Regensburg	Study of visual integrity
13	GERMANY	Regensburg	Lighting system
14	GERMANY	Bamberg	Geological study of the Bergstadt hill
15	FRANCE	Lyon	Urban restructuring of the Montée de la Grande Côte
16	FRANCE	Bordeaux	Conversion of brownfield port site into an eco-district, La Bastide-Niel
17	FRANCE	Strasbourg	Reorganisation of urban circulation
18	POLAND	Warsaw	Revitalisation of public space and activities on Krakowskie Przedmiescie street
19	POLAND	Krakow	Conversion of St Lawrence district, Tramway warehouse
20	LITHUANIA	Vilnius	Revitalisation of traditional crafts in Vilnius
21	HUNGARY	Budapest	Assistance protecting the richness of community heritage
22	ITALY	Naples	Revitalisation of the theatre district
23	PORTUGAL	Evora	Urban planning scheme for Evora
24	SPAIN	Ubeda	Social and economic revitalisation of an isolated area
25	CANADA	Quebec	Conversion of the Augustinian monastery
26	CANADA	Quebec	Management strategy for tourist accomodations

KEY : Case studies shared with the *Collection of Case Studies* completed in October 2012

CASE STUDY SUMMARY TABLE – SECOND CALL FOR CONTRIBUTIONS / 2011-2012

COUNTRY	CITY			PROPERTY				PROJECT		
	CITY	CITY SIZE	MAIN FUNCTIONS	PROPERTY	INSCRIPTION	CATEGORIES	SIZE	THREAT TO THE SITE	THEME	SUB-THEME
BENIN	Abomey	Regional city	Religion, culture, tourism	Royal Palace of Abomey	2007	[Cultural property] Group of monuments Site in an urban context	48 ha	Degradation of a group of monuments	Conservation and valorisation	Refurbishment
MALI	Timbuktu	Regional city	Religion, culture, tourism	Timbuktu	1988	[Cultural property] Site Historic city	49 ha	Impoverishment	Conservation and valorisation	Urban restructuring
SENEGAL	Saint-Louis	Regional city	Culture, tourism	Island of Saint-Louis	2000	[Cultural property] Site Historic city	72 ha	Lack of awareness of heritage values	Governance and relations with the public	Artisanal, economic and commercial activities
TANZANIA	Zanzibar	International metropolis or national capital	Economic activity, administration, port	Stone Town Zanzibar	2000	[Cultural property] Site Historic city	96 ha	Disinvestment in public space and infrastructures	Urban planning	Public spaces
ECUADOR	Cuenca	Regional city	Administration, industry, university	Historic centre of Santa Ana de Los Ríos de Cuenca	1996	[Cultural property] Site Historic city	200 ha	Degradation of the built environment	Urban management	Urban restructuring
ECUADOR	Quito	International metropolis or national capital	Administration	City of Quito	1978	[Cultural property] Site Historic city	320 ha	Disinvestment in public space and infrastructures	Urban management	Public space
ECUADOR	Quito	International metropolis or national capital	Administration	City of Quito	1978	[Cultural property] Site Historic city	320 ha	Lack of awareness of heritage values	Governance and relations with the public	Interpretation
GUATEMALA	Antigua Guatemala	Regional city	Services, tourism, culture	Antigua Guatemala	1979	[Cultural property] Site Historic city	49 ha	Unused monument	Conservation and valorisation	Refurbishment/ New uses
MEXICO	Puebla	Regional city	Administration, economic activity, industry	Historic centre of Puebla	1987	[Cultural property] Site Historic city	597 ha	Impoverishment	Urban management	Sustainable development

PERU	Lima	International metropolis or national capital	Administration, tourism, services	Historic centre of Lima	1988	[Cultural property] Site Historic city	200 ha	Impoverishment	Governance and relations with the public	Participatory conservation
COUNTRY	CITY	CITY SIZE	MAIN FUNCTIONS	PROPERTY	INSCRIPTION	CATEGORIES	SIZE	THREAT TO THE SITE	THEME	SUB-THEME
CHINA	Beijing	International metropolis or national capital	Administration, culture, economic activity	Summer Palace, Imperial Garden of Beijing	1998	[Cultural property] Group of monuments Site in an urban context	–	Managing the flow of tourists	Conservation and valorisation	Restoration
VIET NAM	Hue	Regional city	Administration, tourism, services	The monuments of Hue	1993	[Cultural property] Group of monuments Site in an urban context	–	New construction	Urban management	Restoration
GERMANY	Regensburg	Regional city	Administration, industry, port	Old city of Regensburg and Stadtamhof	2006	[Cultural property] Site Historic city	183 ha	Difficulties with governance	Governance and relations with the public	Methodology
GERMANY	Regensburg	Regional city	Administration, industry, port	Old city of Regensburg and Stadtamhof	2006	[Cultural property] Site Historic city	183 ha	Unused monument	Governance and relations with the public	Interpretation
BELGIUM	Brussels	International metropolis or national capital	Administration, services, tourism	The Grand Place of Brussels	1998	[Cultural property] Group of monuments Site in an urban context	0,84 ha	Degradation of a group of monuments	Conservation and valorisation	Restoration/ Urban management
BELGIUM	Gembloux	Small or medium city	Teaching, research	Belfries of Belgium and France	2005	[Cultural property] Monument Site in an urban context	0,04 ha	Degradation of the built environment	Conservation and valorisation	Urban restructuring
BELGIUM	Tournai	Small or medium city	Administration, services, military	Cathedral of Our Lady of Tournai	2000	[Cultural property] Monument Site in an urban context	0,50 ha	Degradation of a monument	Urban management	Urban regeneration and valorisation
FINLAND	Helsinki	International metropolis or national capital	Administration, economic activity	Fortress of Suomenlinna	1991	[Cultural property] Monument Site in an urban context	80 ha	Managing the flow of tourists	Governance and relations with the public	Tourism/ Adaptive reuse of a building
NETHERLANDS	Beemster	Small or medium city	Agriculture	Beemster Polder	1999	[Cultural property] Site Historic city	72 ha	Difficulties with governance	Governance and relations with the public	Urban planning

SWITZER- LAND	La Chaux-de-Fonds	Small or medium city	Industry, administration, culture, tourism	La Chaux-de-Fonds/ Le Locle Urbanism for clock-making	2009	[Cultural property] Site Historic city	50 ha	Brownfield site	Land-use development	Urban conversion
COUNTRY	CITY	CITY SIZE	PRINCIPAL FUNCTIONS	PROPERTY	INSCRIPTION	CATEGORIES	SIZE	THREAT TO THE SITE	THEME	SUB-THEME
SPAIN	Córdoba	Regional city	Administration, industry, port	Historic centre of Córdoba	1984	[Cultural property] Site Historic city	81 ha	Disinvestment in public space and infrastructures	Urban planning	Urban restructuring
SPAIN	Salamanca	Regional city	Administration, university, tourism, services	Old city of Salamanca	1988	[Cultural property] Site Historic city	46,22 ha	Managing the flow of transportation	Urban management	Mobility
SPAIN	Salamanca	Regional city	Administration, university, tourism, services	Old city of Salamanca	1988	[Cultural property] Site Historic city	46,22 ha	Lack of awareness of heritage values	Conservation and valorisation	Interpretation
FRANCE	Albi	Small or medium city	Administration, services	Episcopal City of Albi	2010	[Cultural property] Site Historic city Ville	19 ha	Difficulties with governance	Governance and relations with the public	Citizen participation
FRANCE	Albi	Small or medium city	Administration, services	Episcopal City of Albi	2010	[Cultural property] Site Historic city	19 ha	Difficulties with governance	Urban management	Urban planning
FRANCE	Bordeaux	Regional city	Administration, economic activity, port	Bordeaux, Port de la Lune	2007	[Cultural property] Site Historic city	1731 ha	Brownfield site	Land-use development	Urban conversion
FRANCE	Le Havre	Regional city	Administration, economic activity, culture, port	Le Havre, the city rebuilt by Auguste Perret	2005	[Cultural property] Site Historic city	133 ha	Lack of awareness of heritage values	Governance and relations with the public	Awareness-raising
FRANCE	Lyon	Regional city	Administration, university, industry, services	Historic Site of Lyon	1998	[Cultural property] Site Historic city	427 ha	Disinvestment in public space and infrastructures	Land-use development	Public spaces
FRANCE	Strasbourg	International metropolis or national capital	Administration, economic activity, university	Strasbourg, Grande Ile	1988	[Cultural property] Site Historic city	94 ha	Managing the flow of transportation	Urban management	Mobility
GREECE	Rhodes	Regional city	Administration, culture, economic activity, tourism, port	Medieval city of Rhodes	1988	[Cultural property] Site Historic city	72 ha	Difficulties with governance	Urban management	Urban restructuring
GREECE	Rhodes	Regional city	Administration, culture, economic activity, tourism, port	Medieval city of Rhodes	1988	[Cultural property] Site Historic city	72 ha	Managing the flow of transportation	Urban management	Governance

COUNTRY	CITY	CITY SIZE	MAIN FUNCTIONS	PROPERTY	INSCRIPTION	CATEGORIES	SIZE	THREAT TO THE SITE	THEME	SUB-THEME
GREECE	Thessaloniki	Regional city	Administration, economic activity, university, port	Paleo-Christian and Byzantine monuments of Thessalonika	1988	[Cultural property] Group of monuments Site in an urban context	5,33 ha	Lack of awareness of heritage values	Conservation and valorisation	Public spaces
ITALY	Naples	Regional city	Administration, economic activity, tourism, port	Historic centre of Naples	1995	[Cultural property] Site Historic city	1021 ha	Impoverishment/ gentrification	Urban management	Urban restructuring
MALTA	Valetta	International metropolis or national capital	Administration, tourism, services	City of Valetta	1980	[Cultural property] Site Historic city	56 ha	Disinvestment in public space and infrastructures	Urban management	Public spaces
PORTUGAL	Porto	Regional city	Administration, services	Historic centre of Porto	1996	[Cultural property] Site Historic city	50 ha	Impoverishment/ gentrification	Urban planning	Urban restructuring
ALBANIA	Berat	Regional city	Administration, culture	Historic centres of Berat and of Gjirokastra	2005	[Cultural property] Site Historic city	59 ha	Difficulties with governance	Urban management	Urban planning
ESTONIA	Tallinn	International metropolis or national capital	Administration, tourism, port, “digital”	Historic centre (old city) of Tallinn	1997	[Cultural property] Site Historic city	113 ha	Disinvestment in public space and infrastructures	Urban planning	Public spaces
LITHUANIA	Vilnius	International metropolis or national capital	Administration, economic activity, culture	Historic centre of Vilnius	1994	[Cultural property] Site Historic city	351 ha	Economic and commercial disinvestment	Urban management	Artisanal, Economic and commercial activities
LITHUANIA	Vilnius	International metropolis or national capital	Administration, economic activity, culture	Historic centre of Vilnius	1994	[Cultural property] Site Historic city	351 ha	New construction	Conservation and valorisation	Planning
CANADA	Québec	International metropolis or national capital	Administration, university, services, economic activity	Historic arrondissement of Vieux-Québec	1985	[Cultural property] Site Historic city	135 ha	Degradation of the built environment	Urban management	Restoration

CAHIER D'ÉTUDES DE CAS

CASE STUDY SECTION

CUADERNO DE ESTUDIOS DE CASO

MODE D'EMPLOI

Chaque étude de cas est présentée sous forme de **fiche de synthèse standardisée** de **4 pages**. L'objectif de cette démarche d'uniformisation des données fournies par les questionnaires est de **permettre une lecture comparative entre études de cas**.

Les fiches sont présentées par **grandes régions géographiques**, pays et villes et par **ordre alphabétique** :

- **Afrique** (4 fiches) ;
- **Amérique Latine et Caraïbes** (6 fiches) ;
- **Asie et Pacifique** (2 fiches) ;
- **Europe du Nord** (8 fiches) ;
- **Europe du Sud** (16 fiches) ;
- **Europe de l'Est** (3 fiches) ;
- **Amérique du Nord** (1 fiche).

Les études illustrent **différents types d'interventions urbaines et patrimoniales** et sont chacune associée à **un thème** (4 thèmes signalées par une couleur spécifique)

- **aménagement/planification**
- **gestion urbaine**
- **conservation et valorisation**
- **gouvernance et les relations avec les publics**

et un **sous-thème** explicatif.

Les **fiches** de synthèse sont divisées en **5 parties** :

- **IDENTIFICATION** : une première page présente des **données qualitatives et quantitatives** sur la ville et le projet. Les informations concernant la taille de la ville et sa fonction, ainsi que celles du projet, ont été fournies par les questionnaires.

Des **schémas cartographiques** localisent le territoire de la ville, ainsi que le périmètre du bien inscrit sur la Liste du patrimoine mondial et celui du projet. Puisque toutes les données cartographiques des biens inscrits sur la Liste du patrimoine mondial n'ont pas été mises à jour par les États parties et que tous les sites ne possèdent pas de zone tampon, il a été décidé de ne pas prendre en compte les zones tampons et de privilégier un **rendu schématique**. Il s'agit de permettre la **localisation des éléments en un coup d'œil** et de **comprendre les différents rapports d'échelle**. Ces schémas ont été réalisés à partir de *Google Earth*.

Enfin, les **critères d'inscription**, la **date** et une **brève description** rappellent les principales caractéristiques **du bien**. Ces informations proviennent du Centre du patrimoine mondial.

- **MÉCANISMES** : deux pages d'informations issues des questionnaires décrivant les **enjeux**, le **processus et partenaires**, les **outils** (techniques, réglementaires et institutionnels), le **financement** et **l'état d'avancement** du projet.

Le processus de mise en œuvre et les relations entre parties-prenantes sont décrits et synthétisés sous forme de schémas.

- **PROJET / VALEUR DU BIEN** : un ou deux paragraphes sur un **aspect fondamental des études de cas**, l'articulation entre le projet et la valeur du bien.

- **APPRENDRE** : la dernière page présente les **résultats obtenus** par le projet ainsi qu'une analyse sur les **enseignements** et les **questionnements** qui se dégagent de l'expérience.

- **CONTACTS** : clôturant la fiche, les **coordonnées du contact technique** ainsi que le nom du **maire de la ville**.

Les désignations et la présentation des informations employées dans les fiches n'impliquent nullement l'expression d'une quelconque opinion de la part de l'UNESCO et de ses partenaires sur le statut juridique, les autorités, le tracé des frontières ou les limites des divers pays, territoires, villes ou zones mentionnées dans les textes.

Crédits des images : les images illustrant les fiches ont été fournies dans l'ensemble par les villes contributrices ou par l'UNESCO, Centre du patrimoine mondial.

Crédits des schémas cartographiques : les cartes ont été réalisées par Gabriel Lacroix-Dufour, administrateur de programmes à l'OVP, à partir de *Google Earth* et avec l'appui de Sarah Wasserstrom, consultante.

AFRIQUE

N°1 ABOMEY (BÉNIN) : LA COOPÉRATION DÉCENTRALISÉE AU SERVICE DE LA RÉHABILITATION DU SITE DES PALAIS ROYAUX D'ABOMEY

CONSERVATION ET VALORISATION – RÉHABILITATION

Mobiliser le partenariat international pour associer financements, mémoire des savoir-faire traditionnels et maîtrise d'œuvre spécialisée au service de la réhabilitation d'un site stratégique.

N°2 TOMBOUCTOU (MALI) : SAUVEGARDE ET VALORISATION DE LA VIEILLE VILLE DE TOMBOUCTOU

CONSERVATION ET VALORISATION – RESTRUCTURATION URBAINE

Ce projet vise à sauvegarder les monuments de la médina de Tombouctou et à améliorer les conditions de vie de ses habitants dans une logique globale de revitalisation de la vieille ville et de « capacitation »/formation de ses artisans locaux.

N°3 SAINT-LOUIS (SÉNÉGAL) : LE PATRIMOINE DE SAINT-LOUIS ENTRE LES MAINS DES JEUNES

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS – ACTIVITÉS ARTISANALES ET VALORISATION

A l'occasion des 350 ans de la création de Saint-Louis du Sénégal, ce projet s'est traduit par l'organisation de quatre ateliers culturels et patrimoniaux participatifs visant à sensibiliser les habitants tout en alimentant le marché touristique de Saint-Louis en produits locaux de qualité.

N°4 ZANZIBAR (TANZANIE) : RÉHABILITATION DU PARC FORODHANI

AMÉNAGEMENT/PLANIFICATION – ESPACE PUBLIC

La rénovation du Park Forodhani fait partie d'un programme d'ensemble pour la réhabilitation du front de mer à Stone Town afin de restaurer et de sauvegarder le plus grand espace vert urbain de la ville tout en améliorant la qualité de vie des Zanzibariens.

AMÉRIQUE LATINE ET CARAÏBES

N°5 CUENCA (ÉQUATEUR) : RÉHABILITATION ARCHITECTURALE ET URBAINE DE LA RUE RAFAEL MARÍA ARÍZAGA

GESTION URBAINE – RESTRUCTURATION URBAINE

Le projet concerne un quartier périphérique à l'entrée nord de la ville, d'une grande importance historique, surtout connu comme centre de confection de chapeau de paille de « toquilla ». Ce projet naît à la demande des résidents pour la réhabilitation de cette rue et a généré l'amélioration de la qualité de vie et la relance du commerce du secteur.

N°6 QUITO (ÉQUATEUR) : ÉTUDE POUR LA RÉHABILITATION D'UN SECTEUR DE L'AVENUE 24 DE MAYO

AMÉNAGEMENT/PLANIFICATION – ESPACE PUBLIC

Projet intégral de récupération et d'appropriation sociale de l'espace public de l'avenue. 24 de Mayo (secteur compris entre les rues Venezuela et Imbabura), encourageant la création d'une nouvelle conscience collective et la constitution d'une centralité culturelle et économique pour ce secteur.

N°7 QUITO (ÉQUATEUR) : YAKU, LE MUSÉE DE L'EAU, À QUITO

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS – INTERPRÉTATION

Installation d'un espace didactique sur la relation Eau et Territoire dans les anciens réservoirs d'eaux désaffectés. Mis en œuvre dans un Programme d'aménagement du territoire des flancs du volcan Pichincha, au nord de la ville historique, le Musée de l'eau présente et explique de manière vivante la croissance de la ville en rapport avec l'eau et la culture.

N°8 LA ANTIGUA GUATEMALA (GUATEMALA) :

RÉHABILITATION DU PALAIS ROYAL DES CAPITAINES GÉNÉRAUX DE LA ANTIGUA GUATEMALA

CONSERVATION ET VALORISATION – RÉHABILITATION / NOUVEAUX USAGES

L'objectif de ce projet de conservation et de réhabilitation de ce monument emblématique du centre de La Antigua Guatemala est de promouvoir un modèle de réemploi d'édifices historiques au bénéfice des habitants et des visiteurs. Il consiste à changer son usage administratif actuel pour des fins culturelles, sociales, éducatives et de services d'information aux touristes.

N°9 PUEBLA (MEXIQUE) : POLITIQUE DE DENSIFICATION ET D'ATTRACTIVITÉ DU CENTRE HISTORIQUE ET DE SON CONTEXTE URBAIN

AMÉNAGEMENT/PLANIFICATION – DÉVELOPPEMENT DURABLE

Le but de ce projet est de développer une stratégie de re-densification de l'habitat du centre historique et ses environs, et d'encourager les citoyens à devenir des protagonistes actifs de la vie de la ville et les garants de la bonne conservation de leur patrimoine urbain. Ce plan propose de développer un "quartier modèle" en mettant en œuvre des projets pilotes durables de requalification de ces quartiers historiques afin de freiner un développement urbain incontrôlé

N°10 LIMA (PÉROU) : REVITALISATION PARTICIPATIVE ET PROGRESSIVE DE « LA CASA DE LAS COLUMNAS »

GOVERNANCE ET RELATIONS AVEC LES PUBLICS – CONSERVATION PARTICIPATIVE

Projet de sauvegarde de « la casa de las columnas » (maison aux colonnes), bien patrimonial emblématique propriété de l'État, qui symbolisait le cycle de paupérisation des centres historiques et la transformation du patrimoine bâti : de la demeure au taudis au logement rénové, et ce, grâce à l'organisation et à la participation active des habitants. Il s'agit de conserver l'usage d'habitation de l'édifice, de maintenir les occupants sur place et de faire de ce projet un modèle et un cas exemplaire pour changer les politiques municipales et nationales.

ASIE ET PACIFIQUE

N°11 BEIJING (RÉPUBLIQUE POPULAIRE DE CHINE) :

RÉNOVATION DE FOXIANG GE, PAIYUN DIAN ET DU LONG CORRIDOR - PALAIS D'ÉTÉ

CONSERVATION ET VALORISATION – RESTAURATION

Le projet de rénovation porte sur trois sites séparés, qui sont tous à l'intérieur du Palais d'été.

N°12 HUÉ (VIET NAM) : RESTAURATION DES MAISONS TRADITIONNELLES DE HUÉ

GESTION URBAINE – RESTAURATION

Ce projet contribue à la restauration du patrimoine bâti et à la restructuration urbaine de Hué grâce à un appui financier et technique public apporté à des propriétaires privés de maisons historiques.

EUROPE DU NORD

N°13 RATISBONNE (ALLEMAGNE) : « HERITAGE AS OPPORTUNITY »

GOVERNANCE ET RELATIONS AVEC LES PUBLICS – MÉTHODOLOGIE

Un partenariat de neuf villes européennes dont l'objectif est d'élaborer des stratégies de gestion durables, intégrées et innovatrices pour les paysages urbains historiques.

N°14 RATISBONNE (ALLEMAGNE) : INSTALLATION D'UN CENTRE D'ACCUEIL POUR LES VISITEURS DU PATRIMOINE MONDIAL

GOVERNANCE ET RELATIONS AVEC LES PUBLICS – INTERPRÉTATION

Restauration d'une ancienne grange à sel et sa conversion en un Centre d'accueil, d'interprétation et de documentation pour les visiteurs du site, touristes et citoyens.

N°15 BRUXELLES (BELGIQUE) : RESTAURATION DES FAÇADES DE LA GRAND-PLACE

CONSERVATION ET VALORISATION – RESTAURATION

Restauration des façades de la Grand-Place de Bruxelles, troisième phase.

N°16 GEMBLoux (BELGIQUE) : LE BOURG ABBATIAL ET SON BEFFROI

CONSERVATION ET VALORISATION – RESTAURATION - GESTION URBAINE

Restauration du beffroi et aménagement d'espaces destinés à des activités culturelles. Ce projet se veut le moteur d'une réflexion globale visant à la rénovation urbaine du centre historique, et à la préservation et mise en valeur d'éléments patrimoniaux majeurs du tissu urbain médiéval.

N°17 TOURNAI (BELGIQUE) : LA REVITALISATION INTÉGRÉE DU CŒUR DE VILLE

GESTION URBAINE – RÉGÉNÉRATION URBAINE ET CONSERVATION

La cathédrale et le beffroi sont au cœur du développement historique et futur de la ville. Le projet de conservation de la cathédrale doit se faire le moteur d'un projet de régénération urbaine où la cathédrale « monument » se fait cathédrale « vivante ».

N°18 HELSINKI (FINLANDE) : CONSTRUCTION DU CENTRE D'ACCUEIL DES VISITEURS DE SUOMENLINNA

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS – TOURISME ET RÉEMPLOI D'UN ÉDIFICE

Réutilisation de l'ancien Bureau des inventaires du fort militaire de Suomenlinna et création d'un centre d'information : restauration de l'édifice, ajout de nouveaux équipements et services, et d'une nouvelle aile.

N°19 BEEMSTER (PAYS-BAS) : LA "QUALITY TEAM" DE BEEMSTER

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS – PLANIFICATION

Création d'un organisme consultatif, le "Kwaliteitsteam des Beemsters" (composé des principaux experts nationaux dans le domaine du patrimoine, du paysage, de la planification urbaine et d'architecture) dont le but est de conseiller les autorités municipales sur les nouveaux développements urbains, les projets spatiaux à grande échelle, la qualité de la conception, la stratégie et la faisabilité des projets dans le site du patrimoine mondial du Polder de Beemster.

N°20 LA CHAUX-DE-FONDS (SUISSE) : PLAN SPÉCIAL "LE CORBUSIER"

AMÉNAGEMENT/PLANIFICATION – RECONVERSION URBAINE

Projet d'aménagement, restructuration et mise en valeur d'une friche ferroviaire située dans le centre-ville de la Chaux-de-Fonds et au cœur du bien inscrit sur la Liste du patrimoine mondial afin d'y créer un nouveau quartier. Ce projet s'inscrit dans le cadre d'un « Plan spécial » qui comporte deux projets de planification urbaine.

EUROPE DU SUD

N°21 CORDOUE (ESPAGNE) : PLAN SPÉCIAL – « ALCAZAR ET ÉCURIES ROYALES » DE CORDOUE

AMÉNAGEMENT/PLANIFICATION – RESTRUCTURATION URBAINE

Le Plan spécial du secteur Alcazar-Écuries royales a été établi sur base des plans d'urbanisme antérieurs et des programmes d'environnement urbain précédents, qui avaient déjà identifié cet endroit comme zone d'équipements culturels pour la ville. L'objectif de ce plan est de définir des critères d'intervention pour cette zone historique offrant un des plus grands potentiels de développement de la ville.

N°22 SALAMANQUE (ESPAGNE) : INSTAURATION DE ZONES PIÉTONNIÈRES DU CENTRE HISTORIQUE E DE SALAMANQUE

GESTION URBAINE – MOBILITÉ

Il s'agit de l'aménagement de nombreuses zones piétonnières dans les principales rues du centre historique de Salamanque. Ce projet a été complété par la réalisation d'un Plan de mobilité urbaine.

N°23 SALAMANQUE (ESPAGNE) : « PARCOURS CULTUREL » À L'INTÉRIEUR DE LA VIEILLE CATHÉDRALE ET DE LA CATHÉDRALE NOUVELLE) DE SALAMANQUE – PROJET « IERONIMUS »

CONSERVATION ET VALORISATION – INTERPRÉTATION

Le projet « Ieronimus », qui concerne l'ensemble monumental le plus célèbre de Salamanque, consiste à créer un parcours facilitant la visite des deux cathédrales jusqu'aux niveaux les plus élevés, offrant ainsi des vues aussi bien de l'extérieur que de l'intérieur des édifices, ainsi que de l'ensemble historique de la ville.

N°24 ALBI (FRANCE) : LES « ÉTATS GÉNÉRAUX » DES ACTEURS LOCAUX

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS — PARTICIPATION CITOYENNE

Respecter les valeurs albigeoises et les valeurs portées par la Convention du patrimoine mondial de l'UNESCO tout en déclinant un plan d'actions pour la promotion territoriale et l'amélioration de l'accueil en Albigeois.

N°25 ALBI (FRANCE) : MISE EN PLACE D'INDICATEURS DE SUIVI DU BIEN

GESTION URBAINE — PLANIFICATION

Créer un observatoire dédié au patrimoine, au cadre de vie, à l'activité et à l'économie touristique à l'intérieur de la Cité épiscopale et de la zone tampon pour veiller à la préservation de la valeur universelle exceptionnelle.

N°26 BORDEAUX (FRANCE) : AMÉNAGEMENT DU QUARTIER DES BASSINS À FLOT

AMÉNAGEMENT/PLANIFICATION — RECONVERSION URBAINE

Conception d'un projet urbain global fondé sur l'esprit des lieux, le concours de l'ensemble des acteurs potentiellement concernés (urbanisme négocié) et l'invention d'outils opérationnels visant l'implication durable de ces acteurs dans le projet.

N°27 LE HAVRE (FRANCE) : APPARTEMENT TÉMOIN AUGUSTE PERRET

GOUVERNANCE ET RELATIONS AVEC LES PUBLICS — SENSIBILISATION

Ouverture d'un appartement témoin représentatif des principes de l'architecte moderne Auguste Perret et reconstitution de l'ameublement d'époque, dans une optique de sensibilisation à l'habitat de la Reconstruction développé par Perret au Havre entre 1945 et 1955.

N°28 LYON (FRANCE) : RECONQUÊTE DES RIVES DE SAÔNE- PHASE 1

AMÉNAGEMENT/PLANIFICATION — ESPACES PUBLICS

Redonner à la Saône et à ses abords une fonction d'espace public majeur en rétablissant les liens entre la ville et la rivière, en favorisant la diversité de ses usages et en développant une dynamique autour de l'art public.

N°29 STRASBOURG (FRANCE) : RÉORGANISATION DES DÉPLACEMENTS URBAINS

GESTION URBAINE — MOBILITÉ ET DÉPLACEMENTS

Repenser entièrement la mobilité en cœur de ville pour induire des comportements nouveaux et durables : réorganisation des déplacements urbains autour d'un tramway, priorité aux piétons et aux modes de transport doux, élaboration d'un Plan de Déplacements Urbains.

N°30 RHODES (GRÈCE) : DÉVELOPPEMENT GLOBAL ET PLAN DE REVITALISATION POUR LA VILLE MÉDIÉVALE DE RHODES

GESTION URBAINE — RESTRUCTURATION URBAINE

Le projet vise à revitaliser, à promouvoir et à développer le centre historique de Rhodes pour y améliorer la qualité de vie et diversifier ses fonctions et son rôle pour la zone métropolitaine.

N°31 RHODES (GRÈCE) : RÉHABILITATION DE LA ZONE CÔTIÈRE DE LA VILLE MÉDIÉVALE DE RHODES

GESTION URBAINE — GOUVERNANCE

Le projet vise à appliquer un concept global pour la zone côtière contrairement à l'intervention individuelle et partielle de diverses autorités.

N°32 THESSALONIQUE (GRÈCE) : RELIER LES MONUMENTS HISTORIQUES PAR LE BIAIS D'UN NOUVEAU RÉSEAU PEDESTRE

CONSERVATION ET VALORISATION — ESPACES PUBLICS

Création d'un réseau pédestre intégrant les monuments historiques et les grands espaces publics (phase pilote de l'implantation: la "Rotonda").

N°33 NAPLES (ITALIE) : REVITALISATION DU DISTRICT DES THÉÂTRES

GESTION URBAINE — AMÉNAGEMENT URBAIN

Protection et valorisation d'un bien archéologique dans un contexte urbain de haute densité, tout en contrôlant et en favorisant les interventions privées.

N°34 LA VALETTE (MALTE) : RÉHABILITATION DU SQUARE ST. GEORGE

GESTION URBAINE — ESPACES PUBLICS ET MOBILITÉ

Réhabilitation d'un espace public important, le square St. George, et réalisation de divers travaux connexes conformément au Plan de gestion de La Valette.

N°35 PORTO (PORTUGAL) : PROGRAMME D'ACTION POUR LA RÉHABILITATION URBAINE DU QUARTIER DE MORRO DA SÉ – CH.1

AMÉNAGEMENT/PLANIFICATION – RÉNOVATION URBAINE

Projet de réhabilitation urbaine du quartier de Morro da Sé centré sur les dimensions sociales, économiques, culturelles et environnementales. Valorisation du potentiel patrimonial du site et des effets positifs des politiques de renouvellement urbain.

EUROPE DE L'EST

N°36 BERAT (ALBANIE) : PLAN DE DÉVELOPPEMENT URBAIN ET RÉGLEMENTS POUR LA VILLE DE BERAT

GESTION URBAINE – PLANIFICATION

Le Projet de gestion et d'aménagement du territoire (LAMP II) comprend l'élaboration de plans urbains et de règlements de contrôle ainsi que d'une infrastructure de programmes d'investissement pour quatre villes en Albanie du sud : Gjirokastra, Korça, Lushnja et Berat.

N°37 TALLINN (ESTONIE) : REVITALISATION DU SQUARE VADABUSE

AMÉNAGEMENT/PLANIFICATION – ESPACE PUBLIC, TRANSPORT, ARCHÉOLOGIE

Revitalisation d'un vaste espace public historique et emblématique situé aux abords du centre historique de Tallinn. Restructuration urbaine du square de Vabaduse et intégration du patrimoine archéologique dans le processus de conception et de développement du projet.

N°38 VILNIUS (LITUANIE) : REVITALISATION DE L'ARTISANAT TRADITIONNEL À VILNIUS

GESTION URBAINE – ACTIVITÉS ÉCONOMIQUES, ARTISANALES ET COMMERCIALES

Revitalisation de l'artisanat traditionnel à Vilnius. Ce projet consiste à rétablir les activités artisanales traditionnelles pour réhabiliter et revitaliser le centre historique de Vilnius.

N°39 VILNIUS (LITUANIE) : GESTION DE L'INTÉGRITÉ VISUELLE DU CENTRE VILLE HISTORIQUE

CONSERVATION ET MISE EN VALEUR – PLANIFICATION URBAINE

Gestion de l'intégrité visuelle du centre ville historique. Élaboration d'un outil d'évaluation de l'impact et de mécanismes de planification et de gestion urbaine : établissement d'un SIG en 3D pour évaluer l'impact sur les valeurs du site du patrimoine mondial des constructions de grandes hauteurs et des nouveaux projets .

AMÉRIQUE DU NORD

N°40 QUÉBEC (CANADA) : PROGRAMME D'INTERVENTION ET DE REVITALISATION DE BÂTIMENTS PATRIMONIAUX « MAÎTRE D'ŒUVRE »

GESTION URBAINE – RESTAURATION

Programme incitatif, destiné aux propriétaires privés, visant à favoriser la conservation et la mise en valeur de l'architecture ancienne des bâtiments dans les quartiers historiques de la ville.

INSTRUCTIONS

Each case study is presented in the form of **standard fact sheets of 4 pages**. The objective of this approach of the standardization of the data provided by the questionnaire is to **allow for a comparative reading among case studies**.

The fact sheets are presented by **large geographic region**, country and city and by **alphabetical order**:

- **Africa** (4 fact sheets);
- **Latin America and the Caribbean** (6 fact sheets);
- **Asia and the Pacific** (2 fact sheets);
- **Northern Europe** (8 fact sheets);
- **Southern Europe** (16 fact sheets);
- **Eastern Europe** (3 fact sheets);
- **North American** (1 fact sheet).

The case studies, which show **various types of urban and heritage focused projects**, are each associated to a **theme** (4 themes identified by a specific colour)

- **development/planning**
- **urban management**
- **conservation and valorization**
- **governance and relations with the publics**

and an explicatory **sub-theme**.

The fact **sheets** are divided into **5 parts**:

- **IDENTIFICATION**: a first page presents the **qualitative and quantitative data** on the city and the projects. Information concerning the size of the city and its function, as well as that of the project, was provided by the questionnaires.

Cartographic diagrams locate the territory of the city, as well as the perimeter of the property inscribed on the World Heritage List and that of the project. Since all the cartographic data of the property inscribed on the World Heritage List have not been updated by the State Parties and all the sites do not have a buffer zone, it was decided not to take into account the buffer zones and to privilege a **schematic rendering**. It is a question of allowing to **locate the elements at a glance** and to **understand the various scale reports**. These diagrams were made using *Google Earth*.

Finally, the **inscription criteria**, the **date** and a **brief description** give a reminder of the main characteristics **of the property**. This information comes from the World Heritage Centre.

- **MECHANISMS**: two pages of information gathered from the questionnaires describing the **issues**, the **process and partners**, the **tools** (technical, regulatory and institutional), the **funding** and the **state of progress** of the project.

The implementation project and the relations between the stakeholders are described and synthesized under the form of diagrams.

- **PROJECT / VALUE OF THE PROPERTY**: one or two paragraphs on a fundamental aspect of the **case studies**, the link between the project and the value of the property.

- **LEARNING**: the last page presents the **results obtained** by the project as well as an analysis on the **lessons** and the **questions** that emerge from the experience.

- **CONTACTS**: concluding the sheet, the **contact information** of the **technical contact** as well as the name of the **mayor of the city**.

The designations employed and the presentation of information do not imply the expression of any opinion whatsoever on the part of UNESCO and its partners concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of the frontiers or limits of the various countries, territories, cities or areas mentioned in the text.

Image credits: the images illustrating the sheets were provided as a whole by the contributing cities or by UNESCO, World Heritage Centre.

Cartographic diagrams credits: the fact sheets were completed by Gabriel Lacroix-Dufour, programs administrator at the OWHC, using *Google Earth* and with the support of Sarah Wasserstrom, consultant.

AFRICA

N°1 ABOMEY (BENIN): DECENTRALIZED COOPERATION FOR THE REHABILITATION OF THE SITE OF THE ROYAL PALACES OF ABOMEY

CONSERVATION AND VALORIZATION – REHABILITATION

Mobilizing international partnership to link funding, traditional skills and craftsmanship revival to serve the rehabilitation of a strategic site.

N°2 TIMBUKTU (MALI): SAFEGUARD AND VALORIZATION OF THE OLD CITY OF TIMBUKTU

CONSERVATION AND VALORIZATION – URBAN RESTRUCTURATION

The object of this project is to safeguard the monuments of the medina of Timbuktu and to improve the living conditions of its inhabitants within a global approach of revitalization of the old city and the “empowerment”/training of its local craftsmen.

N°3 SAINT-LOUIS (SENEGAL): SAINT-LOUIS HERITAGE IN YOUNG HANDS

GOVERNANCE AND RELATIONS WITH THE PUBLICS – CRAFT ACTIVITIES AND VALORIZATION

On the occasion of the 350th anniversary of the creation of Saint-Louis du Senegal, this project focused in the organization of four participative cultural and heritage workshops aimed at raising awareness of the inhabitants while providing the tourist market of Saint-Louis with local quality products.

N°4 ZANZIBAR (TANZANIA): REHABILITATION OF FORODHANI PARK

DEVELOPMENT/PLANNING – PUBLIC SPACES

The restoration of Forodhani Park is part of a comprehensive programme for seafront rehabilitation in Stone Town in order to restore and secure the city’s major urban open space while improving the quality of life for Zanzibaris.

LATIN AMERICA AND THE CARIBBEAN

N°5 CUENCA (ECUADOR): URBAN AND ARCHITECTURAL REHABILITATION OF THE RAFAEL MARÍA ARÍZAGA STREET

URBAN MANAGEMENT – URBAN RESTRUCTURATION

The project relates to a district located at the periphery of the city, known as the “toquilla” straw hat manufacturing center, a neighborhood of great historic significance for Cuenca. The project originates at the request of the inhabitants and resulted in the improvement of the quality of life and the revival of trade in the sector.

N°6 QUITO (ECUADOR): STUDY FOR THE REHABILITATION OF A SECTOR OF AVENUE 24 OF MAYO

DEVELOPMENT/PLANNING – PUBLIC SPACE

Integral project for the recovery and the social appropriation of the public space of avenue 24 de Mayo (sector between Venezuela and Imbabura streets), promoting the creation of a new collective awareness and the constitution of a cultural and economic centrality for this sector.

N°7 QUITO (ECUADOR): YAKU: WATER MUSEUM IN QUITO

GOVERNANCE AND RELATIONS WITH THE PUBLICS – INTERPRETATION

Installation, in the ancient water plant, of a learning space linking Water and Territory. Implemented in a Land Management Initiative of the flanks of the Pichincha Volcano to the north of the historic city, the Water Museum presents and explains in a lively way the growth of the city in relation to water and culture.

N°8 LA ANTIGUA GUATEMALA (GUATEMALA): REHABILITATION OF THE ROYAL PALACE OF THE CAPTAINS-GENERAL OF ANTIGUA GUATEMALA

CONSERVATION AND VALORIZATION – REHABILITATION / NEW USES

The object of the conservation and rehabilitation project of this emblematic monument in the center of Antigua Guatemala is to promote a model of adaptive reuse of historic buildings for the benefit of the inhabitants and the visitors. It consists in changing its present administrative function into cultural, social, and educational uses as well as for information services for tourists.

N°9 PUEBLA (MEXICO): REVIVAL OF HABITATIONAL URBAN USES FOR THE HISTORIC AREA OF PUEBLA

DEVELOPMENT/PLANNING – SUSTAINABLE DEVELOPMENT

The purpose of this project is to establish a new urban densification strategy in order to repopulate the historic area and its immediate surroundings, and support citizens to play a major role in the city's life and become custodians of their heritage. This plan aims to develop a "model district" in which sustainable revitalization pilot projects will be implemented to curb the uncontrolled development of the city.

N°10 LIMA (PERU): PARTICIPATIVE AND PROGRESSIVE REVITALIZATION OF "LA CASA DE LAS COLUMNAS"

GOVERNANCE AND RELATIONS WITH THE PUBLICS – PARTICIPATIVE CONSERVATION

The safeguard of the "Casa de las columnas" (the Pillars Mansion), a State owned heritage property, is emblematic for the recovery of ancient historic mansions turned into slums, through active participation of the inhabitants. The project aims to maintain the residential function for its occupants, by making an example out of this case and a motor of change of municipal and national policies.

ASIA AND PACIFIC

N°11 BEIJING (PEOPLE'S REPUBLIC OF CHINA):

RENOVATION OF FOXIANG GE, PAIYUN DIAN AND THE LONG CORRIDOR -SUMMER PALACE

CONSERVATION AND VALORIZATION – RESTORATION

The renovation project concerns three separate sites, all located within the Summer Palace.

N°12 HUE (VIET NAM): RESTORATION OF THE TRADITIONAL HOUSES OF HUE

URBAN MANAGEMENT – RESTORATION

This project contributes to the restoration of the built heritage and the urban restructuring of Hue owing to public financial and technical support provided to the owners of historic houses.

NORTHERN EUROPE

N°13 REGENSBURG (GERMANY): "HERITAGE AS OPPORTUNITY"

GOVERNANCE AND RELATIONS WITH THE PUBLICS – METHODOLOGY

Partnership between nine European cities that aims to develop sustainable, integrated and innovative management strategies for historic urban landscapes.

N°14 REGENSBURG (GERMANY): INSTALLATION OF A WORLD HERITAGE VISITOR CENTRE

GOVERNANCE AND RELATIONS WITH THE PUBLICS – INTERPRETATION

Restoration of an old Salt Barn and its conversion into a City's Visitor Centre dedicated to heritage interpretation and documentation for citizens and tourists.

N°15 BRUSSELS (BELGIUM): RESTORATION OF THE FACADES OF THE GRAND-PLACE

CONSERVATION AND VALORIZATION – RESTORATION

Restoration of the façades of the Grand-Place of Brussels, third phase.

N°16 GEMBLoux (BELGIUM): ABBEY BOROUGh AND ITS BELFRY

CONSERVATION AND VALORIZATION – RESTORATION – URBAN MANAGEMENT

Restoration of the belfry and space design for cultural activities. The purpose of this project is to be the driver for global urban renovation of the historic centre, as well as for the preservation and enhancement of major heritage elements of the medieval urban fabric.

N°17 TOURNAI (BELGIUM): INTEGRATED REGENERATION OF THE HEART OF THE CITY

URBAN MANAGEMENT – URBAN REGENERATION AND CONSERVATION

The cathedral and the belfry are at the heart of the historic and future development of the city. The conservation project of the cathedral aims to promote an urban regeneration project, where the cathedral "monument" will become a "living" cathedral.

N°18 HELSINKI (FINLAND): BUILDING THE VISITOR CENTRE OF SUOMENLINNA

GOVERNANCE AND RELATIONS WITH THE PUBLIC – TOURISM & ADAPTIVE REUSE OF A BUILDING

Adaptive reuse of the former Inventory Office of the military fort of Suomenlinna and creation of an information centre: restoration of the building, introduction of new facilities, addition of a modern wing.

N°19 BEEMSTER (THE NETHERLANDS): BEEMSTER “QUALITY TEAM”

GOVERNANCE AND RELATIONS WITH THE PUBLICS—PLANNING

Creation of an advisory body, the “Kwaliteitsteam des Beemsters” (made up of leading national experts in the field of heritage, landscape, urban planning and architecture) to advise the municipal authorities on new urban developments, large-scale spatial projects, the quality of designs, strategy and feasibility of projects in the Beemster Polder World Heritage Site.

N°20 LA CHAUX-DE-FONDS (SWITZERLAND): SPECIAL PLAN “LE CORBUSIER”

DEVELOPMENT/PLANNING—URBAN RECONVERSION

Planning, restructuration and enhancement projects of abandoned railway lands in the city centre of Chaux-de-Fonds located at the heart of the property inscribed on the World Heritage List, in order to create a new district. This project is part of a “Special Plan” that includes two urban planning projects.

SOUTHERN EUROPE

N°21 CORDOBA (SPAIN): SPECIAL PLAN—“ALCAZAR AND ROYAL STABLES” OF CORDOBA

DEVELOPMENT/ PLANNING—URBAN RESTRUCTURATION

The special plan for the “Alcazar-Royal Stables” area is supported by previous urban plans, which had already identified this area as a zone of cultural infrastructures for the city. The objective of this plan is to define the intervention’s criterias for one of the historic spaces of the city with the greatest cultural development potential.

N°22 SALAMANCA (SPAIN): INTRODUCTION OF PEDESTRIAN ZONES IN THE HISTORIC CENTRE OF SALAMANCA

URBAN MANAGEMENT—MOBILITY

The project presents numerous interventions to develop pedestrian zones along the main roads of the historic center of Salamanca; and linked to the implementation of a Urban Mobility Plan.

N°23 SALAMANCA (SPAIN): “HERITAGE WALK” INSIDE THE OLD CATHEDRAL AND THE NEW CATHEDRAL OF SALAMANCA—“IERONIMUS” PROJECT

CONSERVATION AND VALORIZATION—INTERPRETATION

The “Ieronimus” project concerns two of the most famous monuments of Salamanca. It consists in creating a heritage walk facilitating the visit of the two cathedrals up to the highest levels, thus offering views both of the outside and the inside of the buildings, as well as to the historic center of the city.

N°24 ALBI (FRANCE): “ETATS GENERAUX” OF LOCAL STAKEHOLDERS

GOVERNANCE AND RELATIONS WITH THE PUBLICS—CITIZENS’ PARTICIPATION

Respect the Albigensian values and the values conveyed by UNESCO’s World Heritage Convention in drawing up an action plan for territorial marketing and the improvement of visitor welcome in the Albi region.

N°25 ALBI (FRANCE): CREATION OF MONITORING INDICATORS OF THE PROPERTY

URBAN MANAGEMENT—PLANNING

To create an urban observatory dedicated to heritage, living environment, activities and tourism economy within the Episcopal City and the buffer zone to ensure the preservation of the outstanding universal value.

N°26 BORDEAUX (FRANCE): DEVELOPMENT OF THE LOCK BASIN DISTRICT

DEVELOPMENT/PLANNING—URBAN RECONVERSION

Design of a global urban project based on the spirit of place, the contribution of potential stakeholders (negotiated town planning), and the creation of operational tools for the sustainable involvement of these actors in the project.

N°27 LE HAVRE (FRANCE): AUGUSTE PERRET MODEL APARTMENT

GOVERNANCE AND RELATIONS WITH THE PUBLICS—AWARENESS- RAISING

Creation of a model apartment representing the thinking principles of modern architect Auguste Perret and reconstitution of its vintage furniture, with the aim to raise awareness of the WWII Le Havre Reconstruction housing developed by Perret between 1945 and 1955.

N°28 LYON (FRANCE): RECLAME OF THE BANKS OF THE SAÔNE RIVER- PHASE 1

DEVELOPMENT/PLANNING— PUBLIC SPACE

To reclaim the river banks of the Saône and to bring back the major public space function by re-establishing the links between the city and the river, by favouring the diversity of its uses and by developing dynamism around public art.

N°29 STRASBOURG (FRANCE): REORGANIZATION OF URBAN TRANSPORT

URBAN MANAGEMENT— MOBILITY AND TRANSPORTATION

Complete reorganization of transportation and mobility systems in the heart of the city to achieve new and sustainable behaviours: reorganization of urban transport by means of streetcars, priority for pedestrians and soft modes of transportation, preparation of an Urban Transport Plan.

N°30 RHODES (GREECE): COMPREHENSIVE DEVELOPMENT AND REVITALIZATION PLAN FOR THE MEDIEVAL CITY OF RHODES

URBAN MANAGEMENT— URBAN RESTRUCTURING

The project aims to revitalize, promote and develop the historic center of Rhodes to enhance its living quality and diversify its functions and role for the larger urban area.

N° 31 RHODES (GREECE): REHABILITATION OF THE COASTAL ZONE OF THE MEDIEVAL CITY OF RHODES

URBAN MANAGEMENT— GOVERNANCE

The project attempts to apply a comprehensive design for the coastal area as opposed to individual and partial intervention of different authorities.

N°32 THESSALONIKI (GREECE): LINKING HISTORICAL MONUMENTS THROUGH A NEW PEDESTRIAN NETWORK

CONSERVATION AND VALORIZATION—PUBLIC SPACES

Creation of a pedestrian network integrating historical monuments and public open spaces (pilot phase of implementation: the “Rotonda”).

N°33 NAPLES (ITALY): REVITALIZATION OF THE THEATRES DISTRICT

URBAN MANAGEMENT— URBAN RESTRUCTURING

Protection and valorization of an archaeological property in a highly dense urban context, while also controlling and promoting private interventions.

N°34 VALLETTA (MALTA): REHABILITATION OF ST. GEORGE’S SQUARE

URBAN MANAGEMENT— PUBLIC SPACES AND MOBILITY

Rehabilitation of a key public space, St.George’s square, and related upgrading works in line with the Valletta Management Plan.

N°35 PORTO (PORTUGAL): ACTION PROGRAM OF URBAN REHABILITATION OF MORRO DA SÉ DISTRICT— CH. 1

DEVELOPMENT/PLANNING— URBAN RESTRUCTURING

Urban rehabilitation project of the Morro da Sé district and implementation of a social, economic, cultural and environmental project aiming to the enhancement of the site’s assets through revitalization policy benefits.

EASTERN EUROPE

N°36 BERAT (ALBANIA): URBAN DEVELOPMENT PLAN AND REGULATIONS FOR THE CITY OF BERAT

URBAN MANAGEMENT— PLANNING

The Land Administration and Management Project (LAMP II) includes the preparation of urban plans and the development of control regulations and of infrastructure capital investment programs for four cities in southern Albania: Gjirokastra, Korça, Lushnja and Berat.

N°37 TALLINN (ESTONIA): REVITALIZATION OF VABADUSE SQUARE

DEVELOPMENT/PLANNING — PUBLIC SPACE TRANSPORT ARCHAEOLOGY

Revitalization of an historic, symbolic and vast urban space located right next to the Old Town of Tallinn. Urban restructuring of Vabaduse square and integration of archaeological assets in the project design process.

N°38 VILNIUS (LITHUANIA): REVITALIZATION OF TRADITIONAL CRAFTS IN VILNIUS

URBAN MANAGEMENT— ECONOMIC, HANDICRAFT AND COMMERCIAL ACTIVITIES

Revitalization of traditional crafts in Vilnius. This project consists in the reinstatement of traditional craft activities to rehabilitate and revitalize the historic center (Old Town) of Vilnius.

N°39 VILNIUS (LITHUANIA): MANAGEMENT OF VISUAL INTEGRITY OF THE HISTORIC CITY CENTRE

CONSERVATION AND ENHANCEMENT – URBAN PLANNING

Management of visual integrity of the historic city centre. Development of an impact assessment tool and urban planning and management mechanisms: establishment of monitoring viewpoints and development of a 3D GIS city model to assess the impact of high rise buildings and new developments on the World Heritage's site values.

NORTH AMERICA

N°40 QUÉBEC (CANADA): HERITAGE BUILDING INTERVENTION AND REVITALIZATION PROGRAM “MAÎTRE D’OEUVRE”

URBAN MANAGEMENT – RESTORATION

The “Maître d’oeuvre” (Master contractor) incentive programme targets private owners, and aims at promoting the conservation and enhancement of the architecture of old buildings in the historic districts of the city.

MODO DE EMPLEO

Cada estudio de caso se presenta en forma de **ficha de síntesis estandarizada** de **4 páginas**. El objetivo de este proceso de uniformización de los datos proporcionados por los cuestionarios es **permitir un análisis comparativo entre estudios de casos**.

Las fichas se presentan por **grandes regiones geográficas**, países y ciudades y por **orden alfabético**:

- **África** (4 fichas);
- **América Latina y Caribe** (6 fichas);
- **Asia y Pacífico** (2 fichas);
- **Europa del Norte** (8 fichas);
- **Europa del Sur** (16 fichas);
- **Europa del Este** (3 fichas);
- **América del Norte** (1 ficha).

Los estudios ilustran **diferentes tipos de intervenciones urbanas y patrimoniales** y cada una de ellas está asociada a **un tema** (4 temas señalados con un color específico)

- **acondicionamiento/planificación**
- **gestión urbana**
- **conservación y valorización**
- **gobernanza y relaciones con el público**

y **un subtema** explicativo

Las **fichas** de síntesis se dividen en **5 partes**:

- **IDENTIFICACIÓN**: una primera página presenta **datos cualitativos y cuantitativos** sobre la ciudad y el proyecto. Las informaciones relativas al tamaño de la ciudad y su función, así como las del proyecto, han sido facilitadas por los cuestionarios.

Unos **esquemas cartográficos** localizan el territorio de la ciudad, así como el perímetro del bien inscrito en la Lista del Patrimonio Mundial y el del proyecto. Dado que todos los datos cartográficos de los bienes inscritos en la Lista del Patrimonio Mundial no han sido actualizados por los Estados Miembros y que no todos los sitios poseen una zona de amortiguamiento, se optó por no tener en cuenta dichas zonas de amortiguamiento y privilegiar una **representación esquemática**. Se trata de permitir la **localización de**

los elementos de un vistazo y comprender las diversas relaciones de escala. Dichos esquemas se realizaron a partir de *Google Earth*.

Por último, los **criterios de inscripción**, la **fecha** y una **breve descripción** recuerdan las principales características **del bien**. Estas informaciones provienen del Centro del Patrimonio Mundial.

- **MECANISMOS**: dos páginas de informaciones tomadas de los cuestionarios describen los **retos**, el **proceso** y los **copartícipes**, los **instrumentos** (técnicos, reglamentarios e institucionales), la **financiación** y el **estado de avance** del proyecto.

Se describen y sintetizan en forma de esquemas el proceso de implementación y las relaciones entre las partes involucradas.

- **PROYECTO / VALOR DEL BIEN**: uno o dos párrafos sobre un **aspecto fundamental de los estudios de casos**, la articulación entre el proyecto y el valor del bien.
- **APRENDER**: la última página presenta los **resultados obtenidos** por el proyecto, así como un análisis en las **enseñanzas** y los **cuestionamientos** que se desprenden de la experiencia.

- **CONTACTOS**: para finalizar la ficha, las **coordenadas del contacto técnico**, así como el nombre del **alcalde de la ciudad**.

Las designaciones y la presentación de las informaciones empleadas en las fichas no implican para nada la expresión de opinión alguna por parte de la UNESCO y sus copartícipes acerca del estatus jurídico, las autoridades, el trazado de las fronteras o los límites de los diversos países, territorios, ciudades o zonas mencionados en los textos.

Créditos de las imágenes: las imágenes que ilustran las fichas fueron facilitadas, en su conjunto, por las ciudades contribuidoras, la UNESCO y el Centro del Patrimonio Mundial.

Créditos de los esquemas cartográficos: los mapas fueron realizados por Gabriel Lacroix-Dufour, Administrador de Programas en la OCPM, a partir de *Google Earth*, con el apoyo de Sarah Wasserstrom, consultora.

AFRICA

N°1 ABOMEY (BENÍN): LA COOPERACIÓN DESCENTRALIZADA AL SERVICIO DE LA REHABILITACIÓN DEL SITIO DE LOS PALACIOS REALES DE ABOMEY **CONSERVACIÓN Y VALORIZACIÓN – REHABILITACIÓN**

Movilizar la cooperación internacional para asociar financiación, conocimientos prácticos y una dirección de obra especializada, al servicio de la rehabilitación de un sitio estratégico.

N°2 TOMBOUCTOU (MALÍ): SALVAGUARDA Y VALORIZACIÓN DE LA CIUDAD VIEJA DE TOMBOUCTOU **CONSERVACIÓN Y VALORIZACIÓN – RESTRUCTURACIÓN URBANA**

El objetivo de este proyecto es salvaguardar los monumentos de la Medina de Tombouctou y mejorar las condiciones de vida de sus habitantes, dentro de una lógica global de revitalización de la ciudad vieja, de capacitación y de formación de sus artesanos locales.

N°3 SAINT-LOUIS (SENEGAL): EL PATRIMONIO DE SAINT-LOUIS EN MANOS DE LOS JÓVENES **GOBERNANZA Y RELACIONES CON EL PÚBLICO – ACTIVIDADES ARTESANALES Y VALORIZACIÓN**

Con motivo de los 350 años de la creación de Saint-Louis de Senegal, este proyecto propuso la organización de cuatro talleres culturales y patrimoniales participativos, destinados a sensibilizar a los habitantes y, a la vez, alimentar el mercado turístico de Saint-Louis con productos locales de calidad.

N°4 ZANZÍBAR (TANZANIA): REHABILITACIÓN DEL PARQUE FORODHANI **ACONDICIONAMIENTO /PLANIFICACIÓN-ESPACIOS PÚBLICOS**

La renovación del Parque Forodhani forma parte de un programa global para la rehabilitación del paseo marítimo en Stone Town, a fin de restaurar y salvaguardar el mayor espacio verde urbano de la ciudad y, a la vez, mejorar la calidad de vida de los zanzibareños.

AMÉRICA LATINA Y EL CARIBE

N°5 CUENCA (ECUADOR): REHABILITACIÓN URBANO-ARQUITECTÓNICA DE LA CALLE RAFAEL MARÍA ARÍZAGA **GESTIÓN URBANA – RESTRUCTURACIÓN URBANA**

El proyecto se ubica en un barrio periférico situado en la entrada norte de la urbe y de gran importancia histórica para la ciudad. Es conocido por ser centro para la confección del sombrero de paja toquilla. El proyecto nace de una petición de los moradores para la rehabilitación de la calle con la cual se ha logrado una mejora de la calidad de vida y la reactivación comercial del sector.

N°6 QUITO (ECUADOR): ESTUDIO PARA LA REHABILITACIÓN DE UN SECTOR DE LA AV. 24 DE MAYO **ACONDICIONAMIENTO /PLANIFICACIÓN – ESPACIO PÚBLICO**

Proyecto integral de recuperación y de apropiación social del espacio público de la Av. 24 de Mayo (sector comprendido entre la calle Venezuela e Imbabura), incentivando la creación de una nueva conciencia colectiva y la generación de una centralidad cultural y económica para el sector.

N°7 QUITO (ECUADOR): YAKU, EL MUSEO DEL AGUA DE QUITO

GOBERNANZA Y RELACION CON EL PÚBLICO – INTERPRETACIÓN

Instalar en la planta de agua desocupada un espacio didáctico que relacione Agua y Territorio. Realizado dentro de un programa de Ordenamiento territorial de las Laderas del volcán Pichincha situado al norte de la ciudad histórica, el museo del agua presenta y explica, de manera vivencial, el crecimiento de la ciudad, la relación con el agua y la cultura vinculada con ese proceso.

N°8 LA ANTIGUA GUATEMALA (GUATEMALA): REHABILITACION DEL REAL PALACIO DE LOS CAPITANES GENERALES DE LA ANTIGUA GUATEMALA

CONSERVACIÓN Y VALORIZACIÓN – REHABILITACIÓN/NUEVOS USOS

El proyecto de conservación y rehabilitación de este edificio emblemático del centro de La Antigua Guatemala tiene por objetivo promover un modelo de recuperación de edificios monumentales en beneficio de los habitantes y visitantes, cambiando el

uso administrativo actual por usos a fines culturales, sociales y educativos y de servicio de atención a los turistas.

N°9 PUEBLA (MEXICO): PLAN DE REPOBLAMIENTO EN LA ZONA DE MONUMENTOS Y SU ENTORNO

ACONDICIONAMIENTO /PLANIFICACIÓN— DESARROLLO SOSTENIBLE

El plan es un acercamiento estratégico para el repoblamiento de la zona monumental y su entorno por el cual se ponen a los ciudadanos como protagonistas de la vida de la ciudad y del cuidado de su patrimonio. El plan propone el desarrollo de un “barrio modelo” sobre el cual elaborar proyectos para revitalizar de manera sostenible el conjunto monumental y dar respuesta a un desarrollo incontrolado de la ciudad.

N°10 LIMA (PERÚ): REVITALIZACIÓN PARTICIPATIVA Y PROGRESIVA DE LA “CASA DE LAS COLUMNAS”

GOBERNANZA Y RELACIÓN CON EL PÚBLICO— CONSERVACIÓN PARTICIPATIVA

Rescatar, gracias a la organización y la participación activa de los habitantes, un bien patrimonial emblemático de propiedad estatal, que simboliza el ciclo de pauperización de centros históricos y la transformación del patrimonio de mansión a vivienda tugurizada. Mantener su uso y los ocupantes en el edificio y hacer de este caso un modelo y un motor para el cambio de políticas municipales y nacionales.

ASIA Y PACIFICO

N°11 BEIJING (REPÚBLICA POPULAR DE CHINA): RENOVACIÓN DE FOXIANG GE, PAIYUN DIAN Y DEL LARGO CORREDOR - PALACIO DE VERANO

CONSERVACIÓN Y VALORIZACIÓN— RESTAURACIÓN

El proyecto de renovación se refiere a tres sitios separados, que están situados dentro del Palacio de Verano.

N°12 HUÉ (VIET NAM): RESTAURACIÓN DE CASAS TRADICIONALES DE HUÉ

GESTIÓN URBANA— RESTRUCTURACIÓN

Este proyecto contribuye a la restauración del patrimonio edificado y a la reestructuración urbana de Hué, gracias a un apoyo económico y técnico público que se presta a propietarios privados de casas históricas.

EUROPA DEL NORTE

N°13 RATISBONA (ALEMANIA): “HERITAGE AS OPPORTUNITY”

GOBERNANZA Y RELACIÓN CON EL PÚBLICO— METODOLOGÍA

Una coparticipación de nueve ciudades europeas cuyo objetivo es elaborar estrategias de gestión sostenibles, integradas e innovadoras para los paisajes urbanos históricos.

N°14 RATISBONA (ALEMANIA): INSTALACIÓN DE UN CENTRO DE RECEPCIÓN PARA LOS VISITANTES DEL PATRIMONIO MUNDIAL

GOBERNANZA Y RELACIÓN CON EL PÚBLICO-INTERPRETACIÓN

Restauración de un viejo almacén de sal y su conversión en Centro de recepción, de interpretación y de documentación para los visitantes del sitio, turistas y residentes.

N°15 BRUXELAS (BÉLGICA): RESTAURACIÓN DE LAS FACHADAS DE LA GRAN PLAZA

CONSERVACIÓN Y VALORIZACIÓN— RESTAURACIÓN

Restauración de las fachadas de la Grand Place de Bruselas: tercera fase.

N°16 GEMBOUX (BÉLGICA): EL BURGO ABACIAL Y SU CAMPANARIO

CONSERVACIÓN Y VALORIZACIÓN— RESTAURACIÓN - GESTIÓN URBANA

Restauración del campanario y acondicionamiento de espacios destinados a actividades culturales. Este proyecto quiere ser el motor de una reflexión global sobre la renovación urbana del centro histórico, así como la preservación y valorización de importantes elementos patrimoniales del tejido urbano medieval.

N°17 TOURNAI (BÉLGICA): REVITALIZACIÓN INTEGRADA DEL CORAZÓN DE LA CIUDAD

GESTIÓN URBANA— REGENERACIÓN URBANA Y CONSERVACIÓN

La catedral y el campanario ocupan el centro del desarrollo histórico y futuro de la ciudad. El proyecto de conservación de la catedral debe ser el motor de un proyecto de regeneración urbana en el cual la catedral “monumento” se transforme en catedral “viva”.

N°18 HELSINKI (FINLANDIA): CONSTRUCCIÓN DE UN CENTRO DE INFORMACIÓN PARA LOS VISITANTES DE SUOMENLINNA

GOBERNANZA Y RELACIONES CON EL PÚBLICO - TURISMO Y REUTILIZACIÓN ADAPTADORA DE UN EDIFICIO

Reutilización, con la adaptación de la antigua Oficina de Inventarios del fuerte de Suomenlinna y creación de un centro de información: restauración del edificio, introducción de nuevas instalaciones, y añadido de una nueva ala.

N°19 BEEMSTER (PAISES BAJOS): EL “QUALITY TEAM” DE BEEMSTER

GOBERNANZA Y RELACION CON EL PÚBLICO – PLANIFICACIÓN

Creación de un organismo consultivo, el “Kwaliteitsteam des Beemsters” (integrado por los principales expertos nacionales en el sector del patrimonio, el paisaje y la planificación urbana y arquitectónica), cuyo fin es asesorar a las autoridades municipales en lo tocante a nuevos desarrollos urbanos, proyectos espaciales a gran escala, calidad de la concepción, estrategia y factibilidad de los proyectos en el sitio del Patrimonio Mundial del Pólder de Beemster.

N°20 LA CHAUX DE FONDS (SUIZA) : PLAN ESPECIAL “ LE CORBUSIER”

ACONDICIONAMIENTO /PLANIFICACIÓN– RECONVERSIÓN URBANA

Proyecto de acondicionamiento, restructuración y valorización de una antigua zona ferroviaria abandonada situada en el centro de la ciudad de Chaux-de-Fonds y en el corazón del bien inscrito en la Lista del Patrimonio Mundial, con el fin de crear allí un nuevo barrio. Dicho proyecto se inserta en el marco de un “Plan especial” que consta de dos proyectos de planificación urbana.

EUROPA DEL SUR

N°21 CÓRDOBA (ESPAÑA): PLAN ESPECIAL “ALCÁZAR-CABALLERIZAS REALES” DE CÓRDOBA

ACONDICIONAMIENTO/PLANIFICACIÓN – RESTRUCTURACIÓN URBANA

El Plan Especial del ámbito “Alcázar-Caballerizas Reales” está respaldado por planes de ordenación urbana anteriores que ya identificaron este espacio como zona de equipamiento cultural para la ciudad. El objetivo del plan es definir los criterios con los que se debe actuar en una de las zonas históricas con más potencial de la ciudad.

N°22 SALAMANCA (ESPAÑA): ACTUACIONES DE PEATONALIZACIÓN EN EL CONJUNTO HISTÓRICO DE SALAMANCA

GESTION URBANA – MOVILIDAD

Se trata de la realización de numerosas actuaciones de peatonalización en las vías principales del Conjunto histórico de Salamanca, completándose con la realización de un Plan de Movilidad Urbana.

N°23 SALAMANCA (ESPAÑA): “RECORRIDO CULTURAL” POR EL INTERIOR DE LAS CATEDRALES (NUEVA Y VIEJA) DE SALAMANCA – PROYECTO “IERÓNIMUS”

CONSERVACIÓN Y VALORIZACIÓN – INTERPRETACIÓN

El proyecto “Ierónimus” concierne el más famoso monumento de Salamanca y consiste en la creación de un recorrido que facilite la visita de las dos catedrales hasta los niveles más elevados, posibilitando vistas tanto del exterior como del interior de los edificios, así como del Conjunto histórico de la ciudad.

N°24 ALBI (FRANCIA): LOS “ESTADOS GENERALES” DE LOS ACTORES LOCALES

GOBERNANZA Y RELACIONES CON EL PÚBLICO – PARTICIPACIÓN CIUDADANA

Respetar los valores albigenses y los valores promovidos por la Convención del Patrimonio Mundial de la UNESCO y, a la vez, exponer un plan de acción para la promoción territorial y la mejora de la recepción de visitantes en la región de Albi.

N°25 ALBI (FRANCIA): CREACION DE INDICADORES DE SEGUIMIENTO DEL BIEN

GESTIÓN URBANA – PLANIFICACIÓN

Crear un observatorio dedicado al patrimonio, al marco de vida, a la actividad y la economía turística dentro de la Ciudad Episcopal y de su zona de amortiguamiento, a fin de velar por la preservación de su valor universal excepcional.

N°26 BURDEOS (FRANCIA): ACONDICIONAMIENTO DEL BARRIO DE LAS DÁRSENAS

ACONDICIONAMIENTO /PLANIFICACIÓN– RECONVERSIÓN URBANA

Concepción de un proyecto urbano global basado en el carácter del lugar, la colaboración del conjunto de actores potencialmente involucrados (urbanismo negociado) y la invención de instrumentos operacionales destinados a la implicación duradera de estos actores en el proyecto.

N°27 LE HAVRE (FRANCIA): APARTAMENTO TESTIGO AUGUSTE PERRET

GOBERNANZA Y RELACIONES CON EL PÚBLICO — SENSIBILIZACIÓN

Apertura de un apartamento representativo de los principios del arquitecto moderno Auguste Perret y reconstitución del mobiliario de época, en una óptica de sensibilización hacia el símbolo de la “Reconstrucción” de viviendas que él desarrolló en Le Havre entre 1945 y 1955.

N°28 LYON (FRANCIA): RECONQUISTA DE LAS ORILLAS DEL RÍO SAONA- FASE 1

ACONDICIONAMIENTO/PLANIFICACIÓN — ESPACIOS PÚBLICOS

Devolver al Saona y a su entorno una función de importante espacio público restableciendo los lazos entre la ciudad y el río, fomentando la diversidad de sus usos y desarrollando una dinámica en torno al arte público.

N°29 ESTRASBURGO (FRANCIA): REORGANIZACIÓN DE LOS DESPLAZAMIENTOS URBANOS

GESTIÓN URBANA — MOVILIDAD Y DESPLAZAMIENTOS

Repensar totalmente la movilidad en el centro de la ciudad para inducir comportamientos nuevos y duraderos: reorganización de los desplazamientos urbanos en torno a un tranvía, dando prioridad a los peatones y a los modos de transporte de menor impacto medioambiental, así como elaboración de un Plan de Desplazamientos Urbanos.

N°30 RODAS (GRECIA): DESARROLLO GLOBAL Y PLAN DE REVITALIZACIÓN PARA LA CIUDAD MEDIEVAL DE RODAS

GESTIÓN URBANA-REESTRUCTURACIÓN URBANA

El proyecto pretende revitalizar, promover y desarrollar el centro histórico de Rodas, con el objetivo de mejorar la calidad de vida y diversificar sus funciones y su papel dentro de la zona urbana.

N° 31 RODAS (GRECIA): REHABILITACIÓN DE LA ZONA COSTERA DE LA CIUDAD MEDIEVAL DE RODAS

GESTIÓN URBANA — GOBERNANZA

El proyecto apunta a aplicar un concepto global para la zona costera, a la inversa de la intervención individual y parcial de diversas autoridades.

N°32 TESALÓNICA (GRECIA): CONECTAR ENTRE SÍ LOS MONUMENTOS HISTÓRICOS CON LA CREACIÓN DE UNA NUEVA RED PEATONAL

CONSERVACIÓN Y VALORIZACIÓN — ESPACIOS PÚBLICOS

Creación de una red pedestre que integre los monumentos históricos y los grandes espacios públicos (fase piloto de la implantación: la “Rotonda”).

N°33 NÁPOLES (ITALIA): REVITALIZACIÓN DEL DISTRITO DE LOS TEATROS

GESTIÓN URBANA — ACONDICIONAMIENTO URBANO

Proteger y valorizar un bien arqueológico en un contexto urbano de alta densidad y, a la vez, controlar y propiciar las intervenciones privadas.

N°34 LA VALETA (MALTA): REHABILITACIÓN DE LA PLAZA SAN JORGE

GESTIÓN URBANA — ESPACIOS PÚBLICOS Y MOVILIDAD

Rehabilitación de un importante espacio público, la Plaza San Jorge, y realización de diversas obras conexas, de conformidad con el Plan de Gestión de La Valeta.

N°35 OPORTO (PORTUGAL): PROGRAMA DE ACCIÓN PARA LA REHABILITACIÓN URBANA DEL BARRIO MORRO DA SÉ — CH.1

ACONDICIONAMIENTO /PLANIFICACIÓN — RENOVACIÓN URBANA

El proyecto de rehabilitación urbana del barrio Morro da Sé se centra en la dimensión social, económica, cultural y medioambiental. Valorización del potencial patrimonial del sitio y de los efectos positivos de las políticas de renovación urbana.

EUROPA DEL ESTE

N°36 BERAT (ALBANIA): PLAN DE DESARROLLO URBANO Y REGLAMENTOS PARA LA CIUDAD DE BERAT

GESTIÓN URBANA — PLANIFICACIÓN

El Proyecto de Gestión y Ordenación del Territorio (LAMP II) incluye la elaboración de planes urbanos y reglamentos de control, así como una infraestructura de programas de inversiones para cuatro ciudades de Albania del Sur: Gjirokastra, Korça, Lushnja y Berat.

N°37 TALLINN (ESTONIA): REVITALIZACIÓN DE LA PLAZA VADABUSE

ACONDICIONAMIENTO /PLANIFICACIÓN – ESPACIO PÚBLICO, TRANSPORTE, ARQUEOLOGÍA

Revitalización de un amplio espacio público histórico y emblemático situado en los alrededores del centro histórico de Tallin. Reestructuración de la Plaza de Vabaduse e integración del patrimonio arqueológico en el proceso de concepción y desarrollo del proyecto.

N°38 VILNA (LITUANIA): REVITALIZACIÓN DE LA ARTESANÍA TRADICIONAL EN VILNA

GESTIÓN URBANA – ACTIVIDADES ECONÓMICAS, ARTESANALES Y COMERCIALES

Revitalización de la artesanía tradicional en Vilna. Este proyecto consiste en restablecer las actividades artesanales tradicionales, a fin de rehabilitar y revitalizar el centro histórico de Vilna.

N°39 VILNA (LITUANIA): GESTIÓN DE LA INTEGRIDAD VISUAL DEL CENTRO DE LA CIUDAD HISTÓRICA

CONSERVACIÓN Y VALORIZACIÓN – PLANIFICACIÓN URBANA

Gestión de la integridad visual del centro histórico de la ciudad. Elaboración de una herramienta de evaluación del impacto y de mecanismos de planificación y gestión urbana: establecimiento de un modelo 3D GIS para evaluar el impacto de las construcciones en altura y los nuevos desarrollos sobre los valores del sitio del Patrimonio Mundial.

AMÉRICA DEL NORTE

N°40 QUEBEC (CANADÁ): PROGRAMA DE INTERVENCIÓN Y REVITALIZACIÓN DE EDIFICIOS PATRIMONIALES “MAÎTRE D’ŒUVRE”

GESTIÓN URBANA – RESTAURACIÓN

El programa “maître d’œuvre” (constructor) es un programa incitativo destinado a los propietarios privados y encaminado a fomentar la conservación y valorización de la arquitectura antigua de los edificios en los barrios históricos de la ciudad.

CAHIER D'ÉTUDES DE CAS
AFRIQUE

CASE STUDIES SECTION
AFRICA

CUADERNO DE ESTUDIOS DE CASO
AFRICA

ABOMEY BÉNIN

LA COOPÉRATION DÉCENTRALISÉE AU SERVICE DE LA RÉHABILITATION DU SITE DES PALAIS ROYAUX D'ABOMEY

CONSERVATION ET VALORISATION – RÉHABILITATION

Mobiliser le partenariat international pour associer financements, mémoire des savoir-faire traditionnels et maîtrise d'œuvre spécialisée au service de la réhabilitation d'un site stratégique.

TAILLE DE LA VILLE : 101 586 hab 14 200 ha

TAILLE DU PROJET : Portail d'entrée

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale historique et culturelle du Bénin

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Fonction culturelle, site religieux, fonction touristique

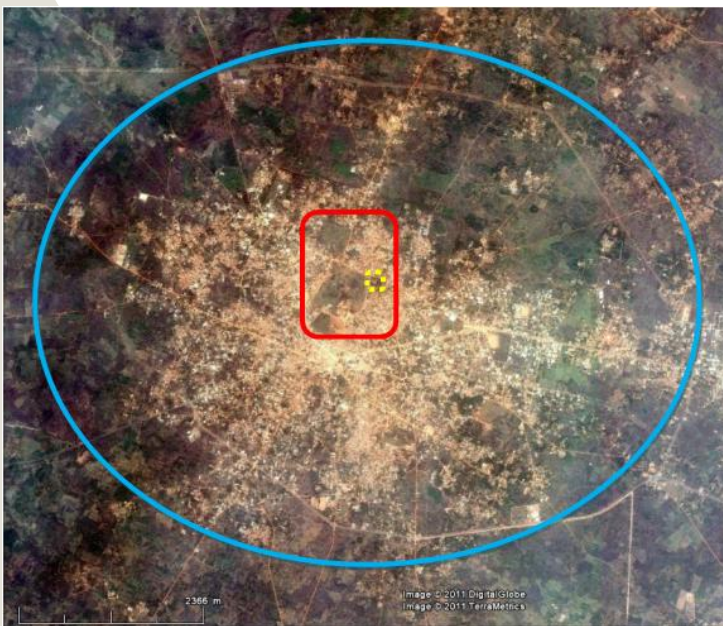


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Le palais du roi Agadja à Abomey

IDENTIFICATION

ÉCHELLE DU PROJET



▣ Ville

▣ Bien inscrit sur la Liste du patrimoine mondial

▣ Projet

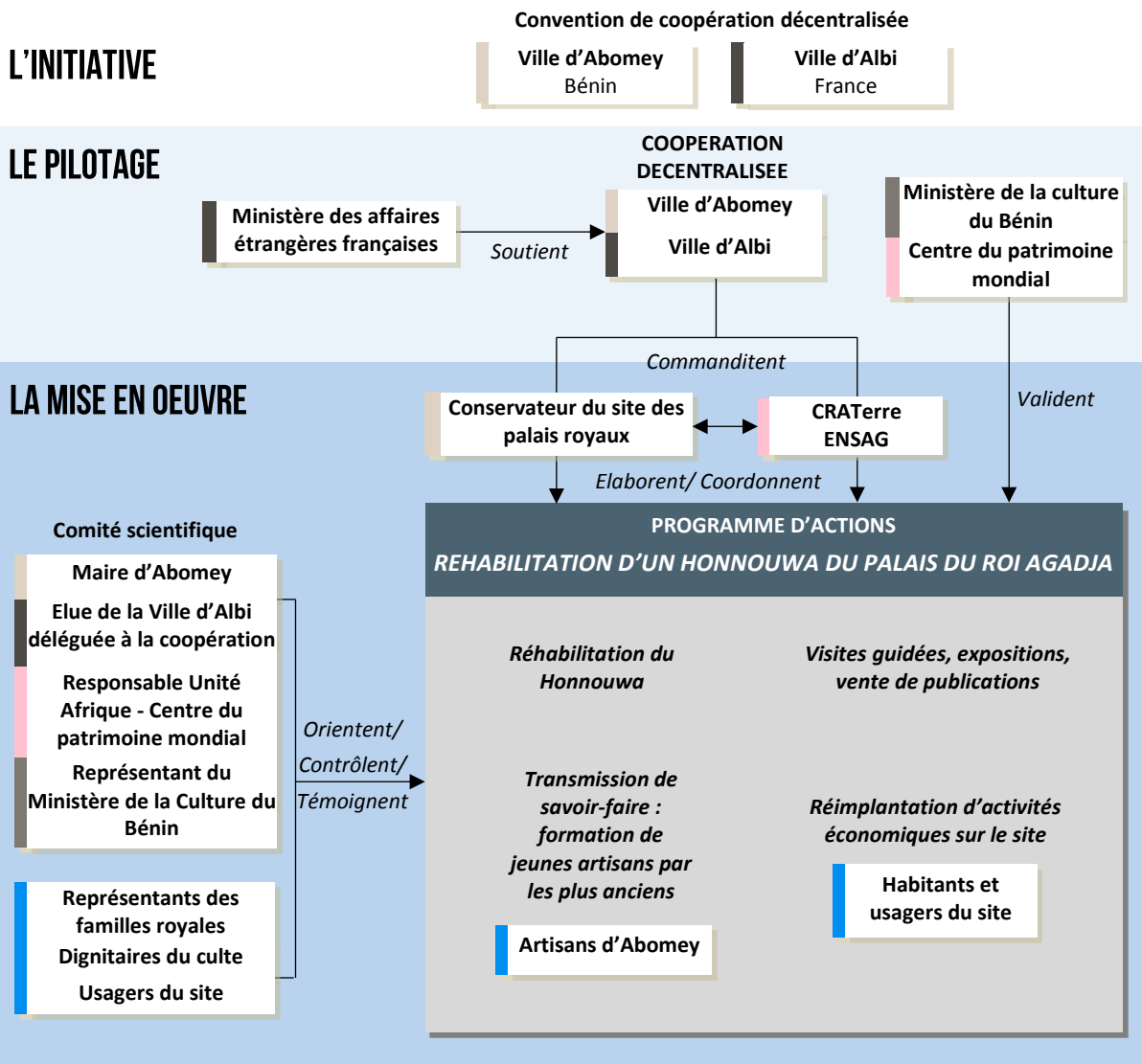
LE BIEN DU PATRIMOINE MONDIAL

PALAIS ROYAUX D'ABOMEY

Inscription	2007	De 1625 à 1900, douze rois se succédèrent à la tête du puissant royaume d'Abomey. A l'exception du roi Akaba, qui utilisa un enclos distinct, chacun fit édifier son palais à l'intérieur d'un enclos entouré de murs de pisé tout en conservant certaines caractéristiques de l'architecture des palais précédents dans l'organisation de l'espace et le choix des matériaux. Les palais d'Abomey fournissent un témoignage exceptionnel sur un royaume disparu.
Critères	(iii) (iv)	
Surface	48 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Le « Honnouwa » (portail d'entrée) du Palais d'Agadja participe à l'héritage culturel riche, vivant et structurant des Palais Royaux d'Abomey. Mais il est peu à peu tombé en ruines et nécessite une réhabilitation d'envergure.
PROBLÉMATIQUE	Comment, et avec quels moyens humains et financiers, redonner corps à un site presque entièrement disparu au fil des années ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Révéler un élément clé du site des Palais royaux et contribuer à une réhabilitation plus globale, actuellement en cours, de ce bien ➔ Rendre plus visibles et plus lisibles certains points importants du site pour améliorer sa compréhension ➔ Rendre ce site aux traditions culturelles, rituelles et sociétales de la ville ➔ Contribuer aux efforts d'amélioration des méthodes et approches des pratiques de conservation

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Plan de gestion, de conservation et de mise en valeur, 2007-2011, établi par l'Etat béninois et le Centre du Patrimoine Mondial
- Plan de Développement Communal (PDC)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Convention de coopération décentralisée entre la Ville d'Abomey et la Ville d'Albi (2005)
- Convention entre la Ville d'Albi et l'association CRATerre-ENSAG (expertise en architecture de terre – 2008)
- Programme Africa 2009 du Centre du patrimoine mondial

LE FINANCEMENT

FINANCEMENT INTERNATIONAL

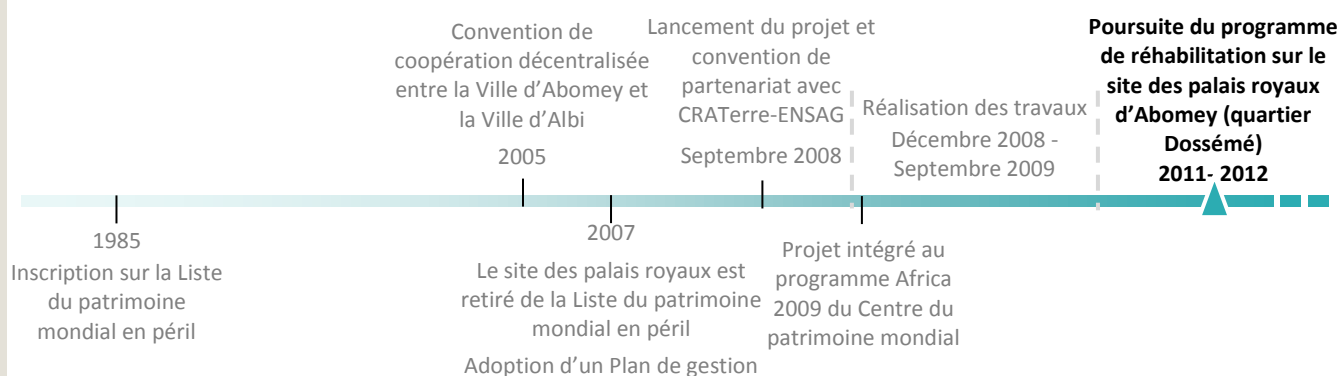
Ville d'Albi, Ministère des Affaires étrangères français, Centre du patrimoine mondial, Gouvernement de Norvège

VALEUR TOTALE DU PROJET

Environ 38 000 €

1. Ville d'Albi
2. Ministère des Affaires étrangères français
3. Centre du patrimoine mondial et Gouvernement de Norvège : Programme Africa 2009
4. Participation active de la Ville d'Abomey en matière d'expertise

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Inscrit en 1985 sur la Liste du patrimoine mondial en péril du fait de son état de délabrement, le site des palais royaux d'Abomey a pu être retiré de cette liste en 2007. Néanmoins le Centre du Patrimoine Mondial a recommandé de poursuivre les efforts de réhabilitation tant d'un point de vue qualitatif que d'un point de vue quantitatif.

Le projet de coopération internationale autour de la reconstruction d'un « Honnouwa » du Palais du roi Agadja participe ainsi de la réhabilitation globale du site mais aussi de la réaffectation religieuse et sociétale d'un lieu historique toujours au cœur du culte vaudou et de traditions locales vivantes (patrimoine immatériel).

Au-delà de la reconstitution d'un édifice presque disparu et d'une lecture retrouvée du paysage urbain, le partenariat international entre Abomey et Albi permet au site des Palais Royaux de s'inscrire dans une dynamique vertueuse globale et durable. Les habitants se sont réapproprié leur patrimoine historique (apprentissage de l'histoire, ateliers pédagogiques...), social et culturel

(grandes cérémonies); ils ont renoué avec les savoir-faire ancestraux et transmis ce patrimoine immatériel. Enfin cette coopération a vocation à initier d'autres partenariats et permettre la réhabilitation de l'ensemble du site qui se poursuit sur la seule partie habitée du bien, le quartier Dossémé.



© Ville d'Albi

Le Honnouwa du roi Agadja avant, pendant et après sa restauration

QUESTIONNEMENTS

La coopération décentralisée repose sur un principe d'échanges : expériences, savoir-faire... Celle mise en place entre Albi et Abomey fonctionne très bien sur ce principe et semble alimenter en retour les pratiques patrimoniales albigeoises : « Le patrimoine est une somme de valeurs. La valeur immatérielle est prépondérante en Afrique : le bâti est souvent la traduction d'une sacralisation. Les modes de gouvernance expérimentés sur ce projet africain inspirent les modes de gouvernance albigeois, qui tirent un enseignement de la conscience patrimoniale d'Abomey. »

La coopération décentralisée peut néanmoins se réduire facilement à un apport d'expériences et de financements des pays du nord aux pays du sud. La question nécessite vigilance car il ne s'agit pas d'imposer une philosophie unique. Au-delà, le partenariat international au service de la réhabilitation des Palais Royaux d'Abomey nous interpelle plus globalement sur notre responsabilité collective face au Patrimoine de l'Humanité, quel que soit le lieu où les biens se trouvent.

CONTACTS

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Mandat 2011 - 2013

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TOMBOUCTOU MALI

SAUVEGARDE ET VALORISATION DE LA VIEILLE VILLE DE TOMBOUCTOU

CONSERVATION ET VALORISATION – RESTRUCTURATION URBAINE

Ce projet vise à sauvegarder les monuments de la médina de Tombouctou et à améliorer les conditions de vie de ses habitants dans une logique globale de revitalisation de la vieille ville et de « capacitation »/formation de ses artisans locaux.

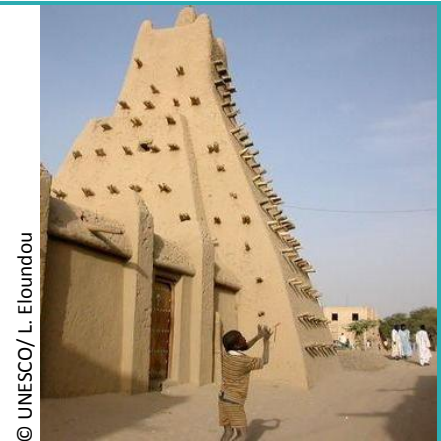
TAILLE DE LA VILLE :	54 000 hab	–
TAILLE DU PROJET :	35 000 hab	49 ha

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale régionale, culturelle et touristique

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Résidentielle, intellectuelle, spirituelle, touristique

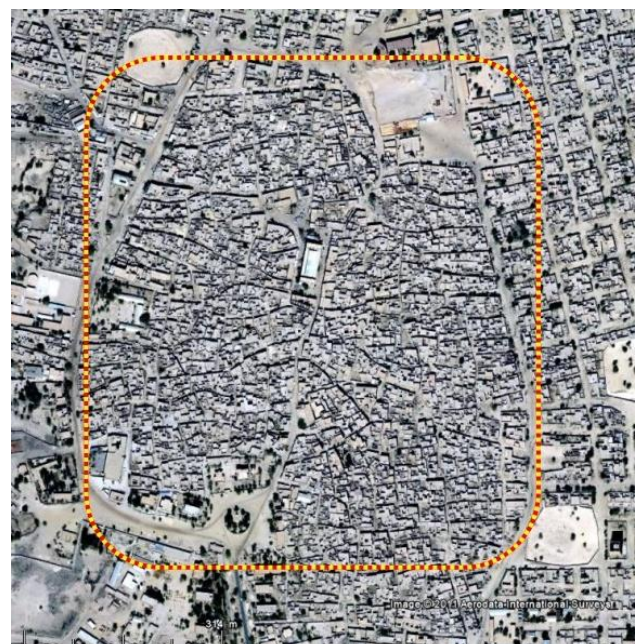


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La vieille ville de Tombouctou

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

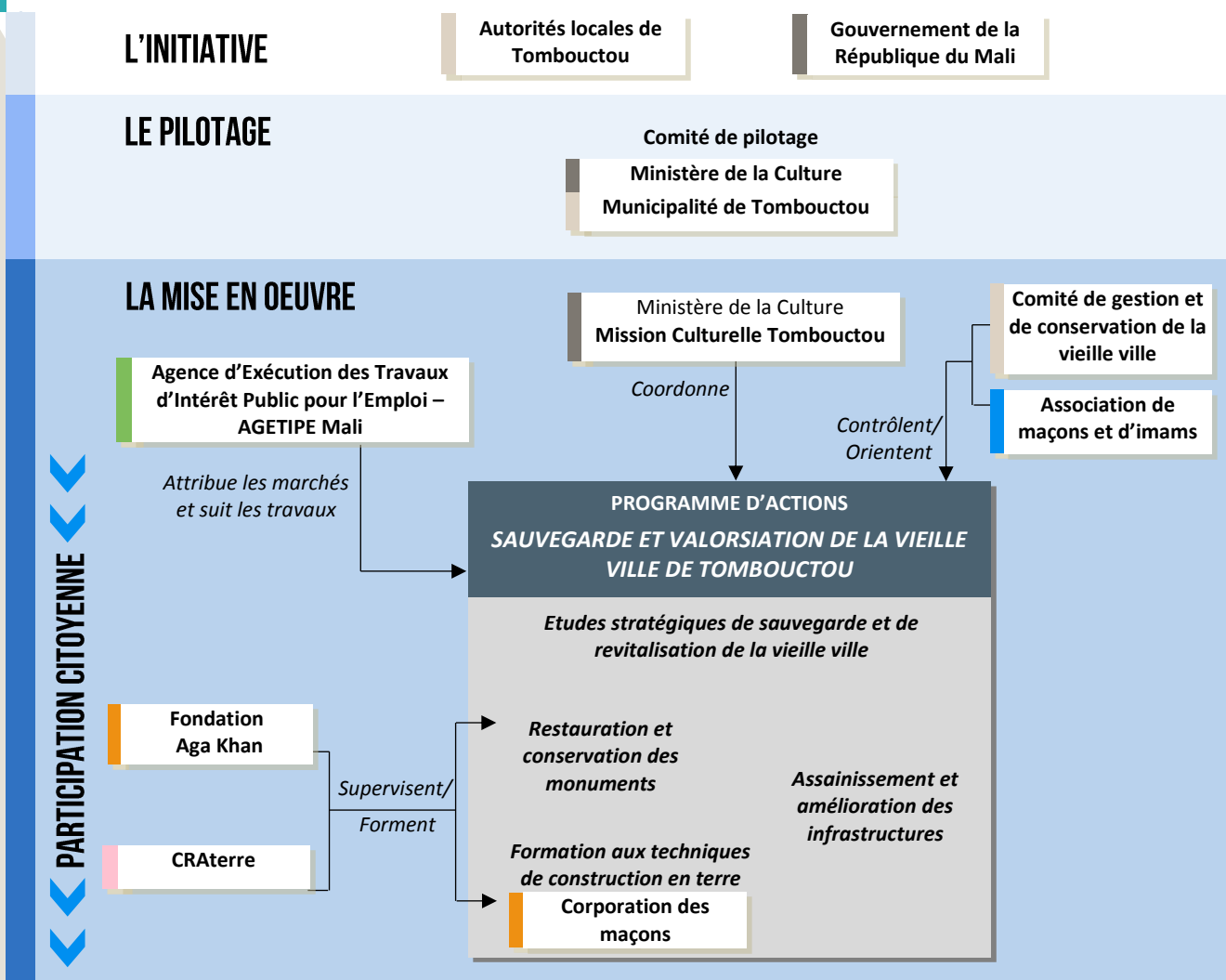
LE BIEN DU PATRIMOINE MONDIAL

TOMBOUCTOU

Inscription	1988	Dotée de la prestigieuse université coranique de Sankoré et d'autres medersa, Tombouctou était aux XV ^e et XVI ^e siècles une capitale intellectuelle et spirituelle et un centre de propagation de l'islam en Afrique. Ses trois grandes mosquées (Djingareyber, Sankoré et Sidi Yahia) et ses 16 mausolées de saints témoignent de son âge d'or. Bien que restaurés régulièrement depuis le XVI ^e siècle, ces monuments sont aujourd'hui menacés par l'avancée du sable.
Critères	(ii) (iv) (v)	
Surface	49 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Une vieille ville qui se paupérise. Un site patrimonial dont l'intégrité est menacée par la dégradation du bâti lié à la perte des savoir faire traditionnels de construction en terre. Un bien inscrit sur la Liste du patrimoine mondial en péril.
PROBLÉMATIQUE	Comment sauvegarder le patrimoine urbain et revitaliser le cadre de vie des habitants de la vieille ville en impliquant les artisans locaux et en sauvegardant et revitalisant la pratique de construction et entretien de l'architecture en terre ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Renforcement des capacités des artisans locaux dans la construction traditionnelle en terre ➔ Assainissement de la vieille ville (eaux usées, eaux pluviales et ordures ménagères) ➔ Pavement de la voie piétonne traversant la médina ➔ Conservation des mosquées et des mausolées inscrits sur la Liste du patrimoine mondial ➔ Clôture des cimetières ➔ Aménagement des places et des placettes de la médina

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Plan de Revitalisation et de sauvegarde de la vieille ville (2005)
- Plan stratégique d'assainissement (2005)
- Plan de gestion et de conservation (2006)
- Règlement d'urbanisme
- Manuel de conservation

LE FINANCEMENT**PRÉCISION SUR LE FINANCEMENT PUBLIC**

Ministère de la Culture, Municipalité de Tombouctou

PRÉCISION SUR LE FINANCEMENT PRIVÉ

Mécènes

FINANCEMENT INTERNATIONAL

Aga Khan Trust for Culture, Gouvernement de l'Italie,
Gouvernement de l'Espagne

VALEUR TOTALE DU PROJET

N/C

ETAT D'AVANCEMENT

Démarrage
Août 2010

En cours

**ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN**

Le projet envisagé prévoit la mise en valeur de la médina de Tombouctou, de ses 3 mosquées et ses 16 mausolées, tous inscrits sur la Liste du patrimoine mondial.

La restauration et développement culturel prévu pour cette partie de la vieille ville vise à justifier et à renforcer le projet d'élargissement du périmètre du bien inscrit, et, en conséquence, les mesures de protection appliquées.

Retrouver les techniques et les savoir-faire traditionnels par la formation des artisans locaux permet de mener un programme de restauration en préservant l'authenticité et l'intégrité des biens et revaloriser un savoir faire qui a en soit un potentiel économique.

Ce projet permet de relier des questions de gestion urbaine, d'aménagement avec des questions de conservation du patrimoine bâti via la relance de savoir-faire traditionnels.

Le projet a permis :

- l'amélioration de la qualité de vie des populations, grâce au plan stratégique d'assainissement ;
- la consolidation physique et structurelle des mosquées et mausolées du bien inscrit sur la Liste du patrimoine mondial ;
- l'implication des populations locales dans la gestion et conservation de leur patrimoine ;
- la sensibilisation des maçons et autres artisans à la conservation du patrimoine mondial ;
- de relier des activités de restauration du patrimoine au renforcement de l'économie

locale, par l'utilisation de techniques et de matériaux traditionnels ;

- l'adoption d'une stratégie de conservation du patrimoine et de développement et renforcement des capacités des gestionnaires, maçons et guides touristiques.

Cette stratégie de revitalisation du site plus globale prévoit plusieurs projets considérés comme prioritaires : aménagement des abords de plusieurs bâtiments patrimoniaux, des places et des placettes et des circuits touristiques.

Ainsi qu'un appui institutionnel à la Mission culturelle de Tombouctou via la création d'une Maison Culturelle de Tombouctou qui devrait regrouper l'ensemble des éléments du patrimoine de Tombouctou dans un projet multifonctionnel.



©CRAterre

La restauration des monuments en terre de la médina menée par des artisans locaux

QUESTIONNEMENTS

Ce projet témoigne d'une part une prise de conscience des enjeux prioritaires de conservation et de valorisation de la ville ; et pose d'autre part la question de la cohérence d'ensemble des interventions sur le bien comme l'illustre la conception de l'institut Ahmed Baba construit pour accueillir et protéger les riches collections de manuscrits et situé en face de la Mosquée Sankor.

La morphologie, le gabarit, la localisation même de l'édifice sont incompatibles avec le principal monument historique et son parvis.

Fiche rédigée à partir des informations collectées avant le coup d'état de mars 2012 auprès de la Municipalité et de la Mission culturelle de Tombouctou.

Avertissement : cette fiche n'a pas été validée par les autorités compétentes.

SAINT-LOUIS SÉNÉGAL

LE PATRIMOINE DE SAINT-LOUIS ENTRE LES MAINS DES JEUNES

GOVERNANCE ET RELATIONS AVEC LES PUBLICS – ACTIVITÉS ARTISANALES ET VALORISATION

A l'occasion des 350 ans de la création de Saint-Louis du Sénégal, ce projet s'est traduit par l'organisation de quatre ateliers culturels et patrimoniaux participatifs visant à sensibiliser les habitants tout en alimentant le marché touristique de Saint-Louis en produits locaux de qualité.

TAILLE DE LA VILLE :	200 000 hab	4 600 ha
TAILLE DU PROJET :	Impact sur la ville entière	

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale régionale, centre administratif, commercial et touristique

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Quartier administratif, résidentiel et commercial

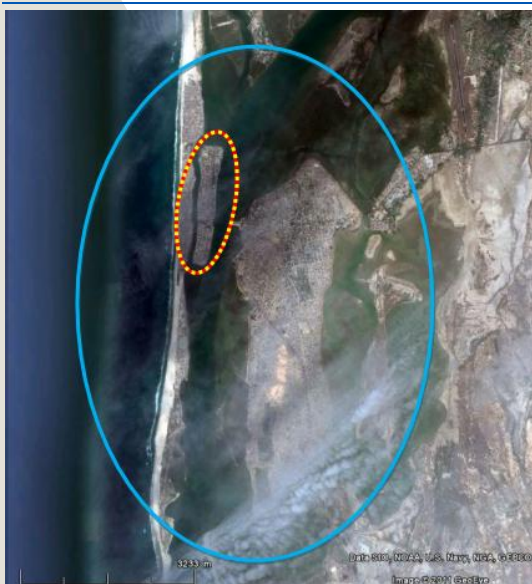
©Maison du patrimoine de Saint-Louis



Le Cahier junior du patrimoine de Saint-Louis

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

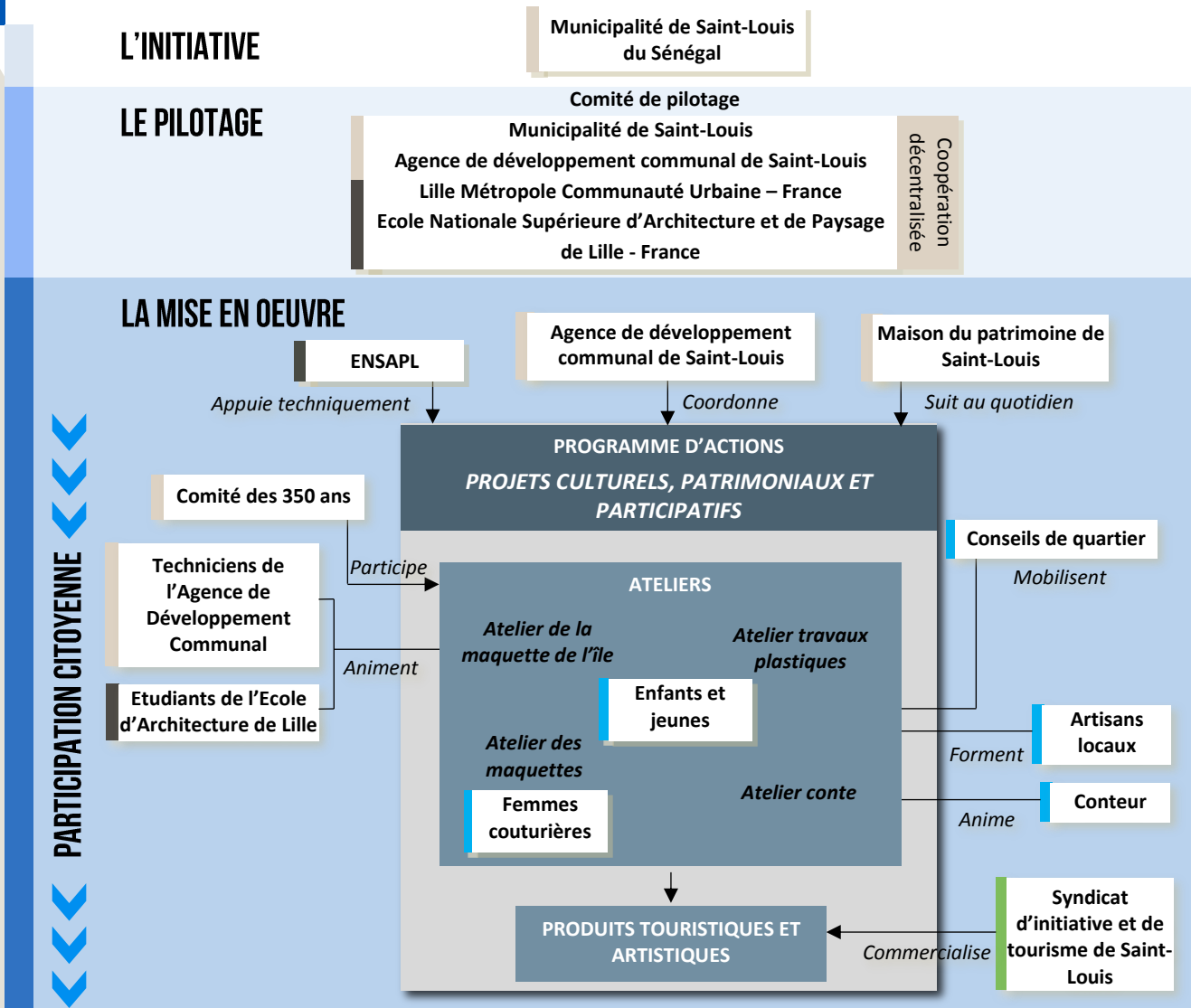
LE BIEN DU PATRIMOINE MONDIAL

ILE DE SAINT-LOUIS

Inscription	2000	Fondée par les colons français au XVII ^e siècle, Saint-Louis s'urbanisa au milieu du XIX ^e siècle. Elle fut la capitale du Sénégal de 1872 à 1957 et joua un rôle culturel et économique prépondérant dans l'ensemble de l'Afrique occidentale. La situation de la ville sur une île à l'embouchure du fleuve Sénégal, son plan urbain régulier, son système de quais et son architecture coloniale caractéristique confèrent à Saint-Louis sa qualité particulière et son identité.
Critères	(ii) (iv)	
Surface	72 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Faible appropriation du patrimoine par les habitants. Nécessité de développer une économie du patrimoine. L'activité touristique d'abord tournée vers le balnéaire se tourne progressivement vers le patrimoine culturel et urbain. Manque de produits touristiques spécifiques, patrimoniaux et de qualité.
PROBLÉMATIQUE	Comment développer une stratégie centrée sur la spécificité et les opportunités liées au patrimoine ? Comment développer des ateliers de formation pour produire des outils de sensibilisation de la population au patrimoine, raviver les savoir-faire de l'artisanat local et créer un marché de produits dérivés du patrimoine de Saint-Louis à destination d'une clientèle touristique ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Sensibilisation des habitants ➔ Valorisation des savoir-faire locaux ➔ Alimentation du fonds d'appui à la réhabilitation du patrimoine ➔ Création de nouveaux produits touristiques et patrimoniaux

LES PARTENAIRES / LE PROCESSUS



ACTEURS :

	<i>Public local</i>		<i>Public régional</i>		<i>Public national</i>		<i>Public international</i>
	<i>Privé</i>		<i>Mixte</i>		<i>Institutions / ONG</i>		<i>Société civile</i>

OUTILS DE GESTION DU SITE

- Plan Directeur d'Urbanisme (horizon 2025)
- Plan de développement du Quartier Nord
- Plan de développement du Quartier Sud
- Programme de développement touristique de Saint-Louis et sa région
- Plan de Sauvegarde et de Mise en Valeur (adopté en juin 2008)
- Inventaire architectural et urbain de l'île
- Plan annuel de communication et de sensibilisation au patrimoine

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Convention de coopération décentralisée entre la Commune de Saint-Louis et Lille Métropole Communauté Urbaine

LE FINANCEMENT**PRÉCISION SUR LE FINANCEMENT PUBLIC**

Municipalité de Saint-Louis

FINANCEMENT INTERNATIONAL

Lille Métropole Communauté Urbaine

VALEUR TOTALE DU PROJET

12 000 euros

Le financement de ce projet est assuré dans le cadre de la Convention de coopération triennale (2007-2009) passée entre la Communauté urbaine de Lille Métropole et la Commune de Saint-Louis du Sénégal.

ÉTAT D'AVANCEMENT

Démarrage
Août 2010

*Les quatre ateliers ont eu lieu entre le 16 août
et la première semaine d'octobre*

Fin du projet
Octobre 2010

ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Le projet s'inscrit dans le cadre de la célébration des 350 ans de Saint-Louis.

Il vise à sensibiliser l'ensemble des populations de Saint-Louis au patrimoine mondial. Le bien inscrit est l'île de Saint-Louis, le centre historique qui représente une petite partie de la commune (72 ha).

Les qualités de ce patrimoine urbain de Saint-Louis sont mal connues. Il y a donc un besoin d'impliquer les

populations locales et de développer des liens entre patrimoine et opportunités économiques et jouer sur une attractivité spécifique du site. Il s'agit de réinvestir les qualités de Saint-Louis.

- Sensibilisation des populations au patrimoine mondial par le biais des produits des ateliers ;
- Valorisation des jeunes ;
- Valorisation des savoir-faire artisans.

Les jeunes sont un groupe cible privilégié : ils peuvent exprimer, explorer et former leurs capacités artistiques, s'approprier un patrimoine matériel et se rapprocher des savoir-faire et pratiques. La participation des artisans peut aussi jouer un rôle pour stimuler cette activité. Le regard des jeunes, des artistes et des artisans oblige à une interprétation et appropriation, subjectives et artistiques, du patrimoine (matériel et immatériel) par tous les participants.

Les ateliers ont permis la production d'un cahier « Les enfants de Ndar racontent le patrimoine de Saint

Louis », d'un jeu de cartes « ambassadrices » de Saint Louis, de manuels-modes d'emploi pour la conduite d'ateliers patrimoine et artisanat, de pancartes sur les bâtiments emblématiques de Saint-Louis, d'un mobilier d'exposition réutilisable, d'une grande maquette de l'île et d'une cinquantaine de maquettes en bois et textiles des maisons Saint-Louisiennes. Une exposition publique de tous les objets confectionnés a aussi été organisée.

L'artisanat est un secteur de développement économique à faire fructifier. Les produits touristiques et artistiques cartes postales, maquettes d'édifices et d'ouvrages remarquables de Saint-Louis) par leur caractère unique et spécifique, attirent une population à fort capital économique et culturel.



Une maquette et quelques pancartes créés lors des ateliers culturels et patrimoniaux de Saint-Louis

QUESTIONNEMENTS

La sensibilisation des habitants, en particulier des jeunes, au patrimoine est un aspect essentiel pour la cohésion sociale. La valorisation de ce patrimoine permet aux habitants de se réapproprier leur mémoire et leur identité. Elle contribue aussi à une meilleure connaissance de l'autre et favorise le maintien de l'équilibre social nécessaire au développement harmonieux des territoires.

La mobilisation des artisans contribue à renforcer les savoir-faire locaux et met en évidence leurs potentialités. D'autre part, le développement d'une économie locale artisanale ancrée sur le patrimoine et les emblèmes de la ville donne une valeur ajoutée à un artisanat siglé « Saint-Louis ».

Le développement et le renforcement d'une politique d'information et de communication sur le patrimoine par la production d'outils destinés à la sensibilisation du public s'avère positif. Il s'agit de changer l'état d'esprit des parties prenantes en passant d'un patrimoine subi à un patrimoine considéré à la fois comme un bien public et comme une ressource permettant de créer une économie spécifique dans le domaine du tourisme ; mais également dans le domaine de la construction et de l'alimentaire, de l'habillement, etc.

L'un des défis du projet consiste à rendre la démarche pérenne et à relier ces initiatives très constructives aux programmes de restauration et de revitalisation urbaine.

MAIRE	Cheick Mamadou Abiboulaye Dieye	CONTACT TECHNIQUE	Demba Niang
Mandat	2009 -2014	→ adresse	ADC, BP : 170, Saint-Louis du Sénégal
		→ contact tel	0022 133 96 61 34 28
		→ contact mail	adc.patrimoine@orange.sn
		→ site web	-

ZANZIBAR TANZANIA

FORODHANI PARK REHABILITATION

DEVELOPMENT/PLANNING – PUBLIC SPACES

IDENTIFICATION

The restoration of Forodhani Park is part of a comprehensive programme for seafront rehabilitation in Stone Town in order to restore and secure the city's major urban open space while improving the quality of life for Zanzibaris.

SIZE OF THE CITY:	400 000 inhabitants	–
SIZE OF THE PROJECT:	NA	The park

PRINCIPAL FUNCTION(S) OF THE CITY:
 National capital, administrative and economic centre of Zanzibar. Business, harbour and touristic town

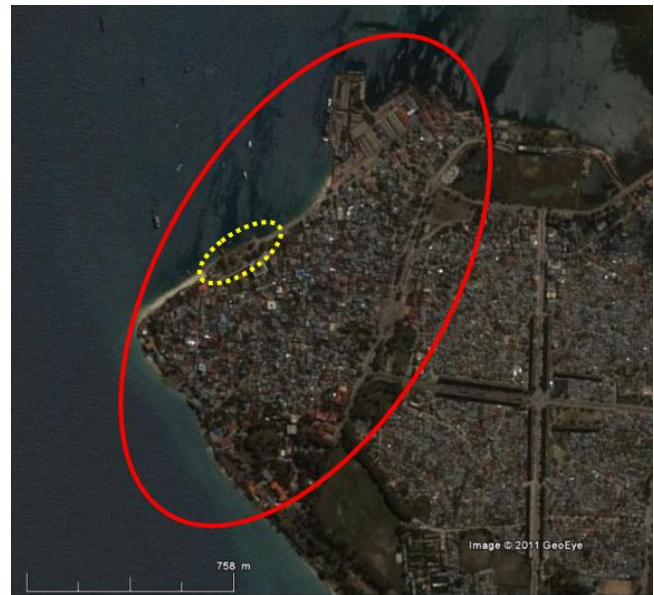
PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:
 Touristic and leisure activities



© UNESCO/ N.Bolomey

Stone Town sea front, the historic district of Zanzibar

PROJECT SCALE



□ City

□ World Heritage Property

□ Project

WORLD HERITAGE PROPERTY

STONE TOWN OF ZANZIBAR

Inscription	2000
Criteria	(ii) (iii) (vi)
Area	96 ha

The Stone Town of Zanzibar is a fine example of the Swahili coastal trading towns of East Africa. It retains its urban fabric and townscape virtually intact and contains many fine buildings that reflect its particular culture, which has brought together and homogenized disparate elements of the cultures of Africa, the Arab region, India, and Europe over more than a millennium.

STAKES

DIAGNOSIS/ STATUS	Landscape degradation and decaying infrastructure of the Forodhani Park (central meeting place for the inhabitants and the tourists and the city's first open public place), difficulties in managing and financing the park.
PROBLEMS/ ISSUES	How to regenerate the park, generate funds for its management and improve the tourist facilities of "Stone Town"?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Reinforcement of the Forodhani Park as a user-friendly and tourism public place ➔ Stimulation of the local economy and of small construction companies ➔ Reorganization and improvement of the commercial activities of the park ➔ Job creation in the informal sector ➔ Launch of a broader seaside rehabilitation program

PARTNERS / PROCESS

THE INITIATIVE

Zanzibar Government

Aga Khan Foundation

THE PROJECT DRIVERS

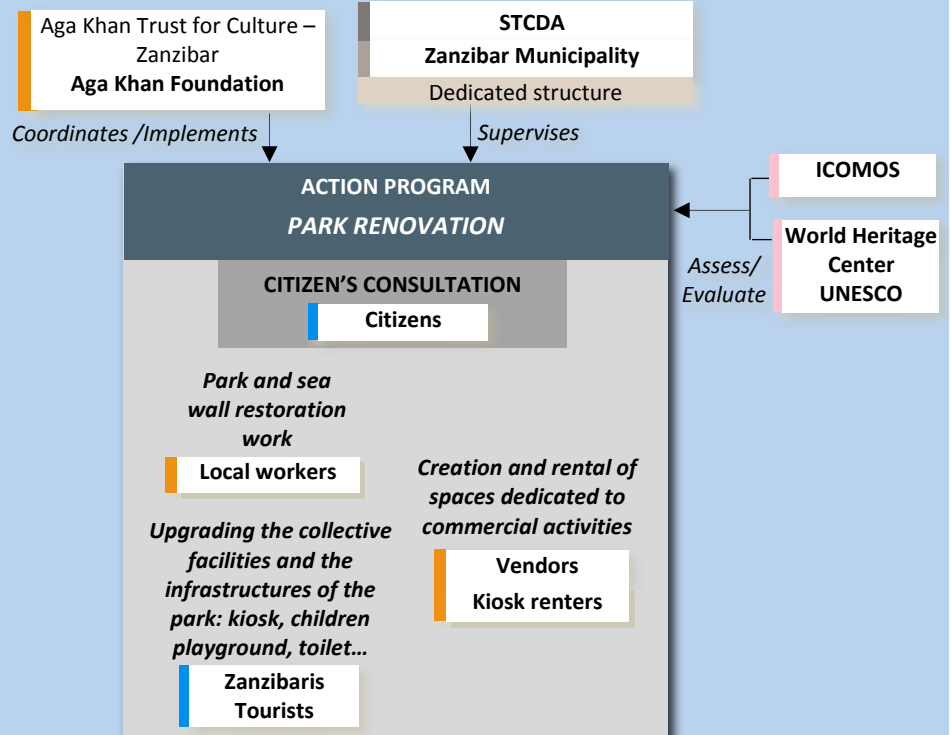
Steering committee

Stone Town Conservation and Development Authority (STCDA)

Aga Khan Trust for Culture - Zanzibar

Zanzibar Municipal Council

THE PROJECT IMPLEMENTATION



STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Town and country planning (1955)
- Local government ACT (1996)
- Stone Town Act (1994)
- Conservation Master Plan (1994)
- Building regulations
- Stone Town Act (2010)
- Heritage Management Plan (2010)

FUNDING

DETAILS ON PUBLIC FUNDING

Zanzibar Government

DETAILS ON PRIVATE FUNDING

For sustainable management of the Park, an ad-hoc fund and structure was established to collect rent from park users such as vendors who sell food in the evening and kiosk renters who use the park and renewed or new facilities (kiosk, children play ground and toilet).

INTERNATIONAL FUNDING SOURCES

Aga Khan Trust for Culture, World Bank

TOTAL PROJECT AMOUNT

3,2 million US\$

The park renovation intervention had been budgeted at 2.8 million dollars.

The identification of the unforeseen, but necessary, additional work – the reinforcement and the restoration of the sea wall – caused an increase in the total cost, calculated at 3.2 million dollars thanks to a partnership with the World Bank.

STATE OF PROGRESS

Start
2008

The restoration of Forodhani Park took approximately 18 months

Inauguration
July 2009

RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

Forodhani Park is an open space by the seafront, next to some of the main buildings and attractions of Stone town and close to the ferry terminal. It's a key location. The originality of the project lies in the emphasis of the means of action on a public space, a major heritage property with regards to the social life, tourist attractiveness, the linkage between the inscribed site and the rest of the city. Consequently, it strongly contributes to the safeguard of the values of the inscribed property.

However, beyond the physical intervention on the requalification of the public space, the project impacts the urbanity and the management of the site. Social appropriation and even more so the involvement of the street merchants are put at stake and constitute the key of the equilibrium of the urban functions deeply intertwined with the value of the property. It links heritage values, enhancing the urban quality of life and creating a business friendly environment.

Restoration of the walkways, infrastructure and landscape of the Park:

- Improvement of infrastructure, including lighting, sewerage and drainage
- Upgrading of civic amenities,
- Restoration of the seawall in front of the Park,
- Creation of 200 new jobs in the construction phase,
- Stimulation of the local economy through Park reconstruction costs,
- Generation of employment opportunities in the informal sector,

- Creation of a more attractive environment for Zanzibaris and visitors.

The public became more aware of the importance of the public space in the town.

Local vendors are using the Park to sell food to locals and tourist in the evening.

The local vendors pay a rent to an ad hoc structure run by advisory board (STCDA, Zanzibar Municipal Council ZMC and Aga Khan). This generates a specific revenue which in turn funds the maintenance of the park.



© Aga Khan Trust For Culture/ STCDA

The Forodhani Park before, during and after the work

QUESTIONS

The major issues regarding the management of the World Heritage Property are funding, maintenance and integrated management.

This project demonstrates how financial resources can be generated within the Property, and adapted mechanisms set up.

The administrative structure of the Property is shared between the Municipality and STCDA. This structure established before the restoration of the park is run by an advisory board. Yet an ad-hoc structure created to take care of the renovation project shows that the Property needs good management mechanisms for its sustainable development and management.

The model of sustainable management implemented and the maintenance of the refurbished park require a more important technical capacity. Currently the number of

technicians in the park is still inadequate but some trained during the restoration work, works in STCDA.

Unfortunately, inhabitants were not involved in the project. But during the construction phase inhabitants were asked to comment on particular aspects and were somewhat involved. STCDA execute board decisions whose member were from STCDA, ZMC and Aga Khan, which have independent accounts. Before the restoration work started, during the design phase, and preparation drawing phase, nearly three workshops which involved the local community, were done for purpose of issuing comments. Comments were taken in, like the modification of existing external staircase. Finally, tourism development can be better exploited to support management of the Property.

MAYOR Khatib Abrahman Khatib

Mandate 2011-2016

RESPONSIBLE OFFICER Madina Khamis

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→ **telephone** +255 77 77 04 480

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→ **website** –

CAHIER D'ÉTUDES DE CAS
AMÉRIQUE LATINE ET CARAÏBES

CASE STUDIES SECTION
LATIN AMERICA AND THE CARIBBEAN

CUADERNO DE ESTUDIOS DE CASO
AMÉRICA LATINA Y EL CARIBE

CUENCA ECUADOR

REHABILITACIÓN URBANO ARQUITECTÓNICA DE LA CALLE RAFAEL MARÍA ARÍZAGA

GESTIÓN URBANA – RESTRUCTURACIÓN URBANA

El proyecto se ubica en un barrio periférico situado en la entrada norte de la urbe y de gran importancia histórica para la ciudad. Es conocido por ser centro para la confección del sombrero de paja toquilla. El proyecto nace de una petición de los moradores para la rehabilitación de la calle con la cual se ha logrado una mejora de la calidad de vida del sector y la reactivación comercial.

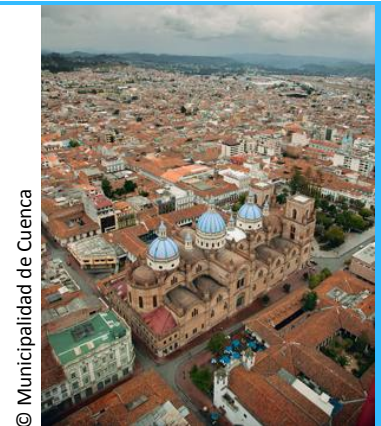
TAMAÑO DE LA CIUDAD:	505.585 habitantes	368,89 ha
TAMAÑO DEL PROYECTO:	20.000 habitantes	Una calle

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Centro administrativo, capital regional, ciudad universitaria y sede de pequeñas y medianas industrias de cobertura nacional con atractivo turístico

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Zona residencial con actividades comerciales y artesanales

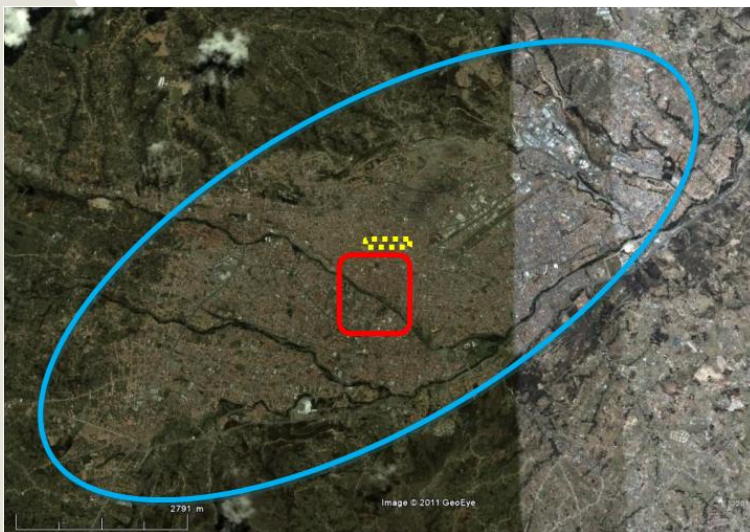


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Cuenca

IDENTIFICACIÓN

ESCALA DEL PROYECTO



□ Ciudad

□ Bien inscrito en la Lista del Patrimonio Mundial

□ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CENTRO HISTÓRICO DE SANTA ANA DE LOS RÍOS DE CUENCA

Inscripción	1999	Santa Ana de los Ríos de Cuenca está enclavada en un valle de la cordillera de los Andes, al sur de Ecuador. Esta ciudad colonial “de tierra adentro” –que es hoy la tercera en importancia del país– fue fundada en 1557, de conformidad con la estricta normativa urbanística promulgada treinta años antes por el emperador Carlos V. El trazado urbano de la ciudad se sigue ajustando al plan ortogonal establecido 400 años atrás. Cuenca es hoy un centro agrícola y administrativo regional, en el que la población local se ha mezclado con sucesivas generaciones de emigrantes. La mayor parte de sus edificios datan del siglo XVIII, pero la arquitectura urbana se modernizó con la prosperidad económica de que se benefició la ciudad en el siglo XIX, cuando se convirtió en un centro de exportación.
Criterio(s)	(ii) (iv) (v)	
Superficie	200 ha	

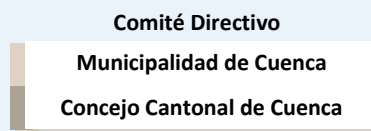
DIAGNÓSTICO/ ESTADO DE SITUACION	Degradación funcional y visual de la calle Rafael María Arízaga y de sus edificios provocando la “gentrificación” del barrio
PLANTEAMIENTO DEL PROBLEMA	¿Cómo mejorar el espacio urbano y las redes de infraestructura (alcantarillado, agua potable, soterramiento de redes eléctricas y telefónicas)? ¿Cómo incentivar la rehabilitación de viviendas y la inversión privada?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Mejora del funcionamiento vial para vehículos y peatones y adecuar las infraestructuras ➔ Mejora de la calidad de vida en el barrio y asegurar la diversidad social y económica ➔ Mejora de las condiciones de habitabilidad de esta zona residencial

PARTICIPACIÓN CIUDADANA

LA INICIATIVA



EL PILOTAJE / EL MANEJO



LA IMPLEMENTACIÓN



ACTORES:

Público local	Público regional	Público nacional	Público internacional
Privado	Mixto	Institución / ONG	Sociedad civil

HERRAMIENTAS DE GESTIÓN DEL BIEN

- Plan de Ordenamiento Territorial del Cantón Cuenca
- Plan de Manejo Ambiental del Cantón Cuenca
- Plan Estratégico de Cuenca
- Plan Especial del Centro Histórico de Cuenca
- Ordenanza para la Gestión y Conservación del Centro Histórico de Cuenca
- Plan de Gestión del Centro Histórico de Cuenca (en elaboración)
- Plan Especial del Centro Histórico de Cuenca (en aprobación)

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Plan Especial de El Barranco
- Dispositivos de participación ciudadana
- Asesoría en gestión de negocios para impulsar las actividades comerciales existentes

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Municipalidad de Cuenca \$ 1.400.000

Las obras se financiaron mediante un crédito de la Corporación Andina de Fomento (CAF) y con una contraparte municipal.

Créditos con la Corporación Andina de Fomento dentro de un programa de rehabilitación del Centro Histórico de Cuenca.

PRECISIONES RELATIVAS A LA FINANCIACIÓN PRIVADA

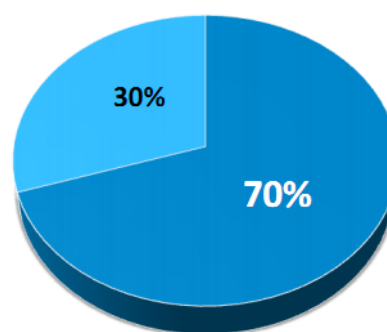
Se dieron incentivos de créditos blandos de financiación internacional para la restauración de viviendas.
\$ 100.000.

FINANCIACIÓN INTERNACIONAL

Junta de Andalucía proyecto ancla \$ 600.000

VALOR TOTAL DEL PROYECTO

\$ 2.000.000

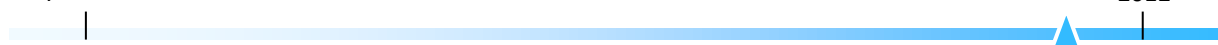


- Municipalidad de Cuenca (con créditos blandos de financiación internacional)
- Junta de Andalucía

ESTADO DE PROGRESO

Mayo de 2005

El proyecto se encuentra en fase de ejecución con un 85% de avance 2012



ARTICULACIÓN ENTRE EL PROYECTO Y EL VALOR DEL BIEN

El proyecto rescata una de las calles más tradicionales y representativas de la ciudad. Uno de los pilares para la promoción y aceptación del proyecto ante los moradores, fue el hecho de que se está interviniendo para el rescate y conservación de un bien patrimonial, lo cual hace que la pertinencia del proyecto se extrapole al bien comunitario, más allá del ámbito puntual del sector o calle; es decir el proyecto tuvo más fuerza y acogida

por tratarse de un bien patrimonial que interesa no sólo a los habitantes de la calle sino a toda la ciudadanía.

La obra se dió a conocer a la ciudadanía para su reconocimiento y apropiación como parte del patrimonio cultural de la ciudad y del mundo.

La recuperación del espacio y su calidad de vida ha procurado restaurar una dinámica económica en la zona y atraer visitantes, locales e internacionales.

Los habitantes del sector o calles revalorizaron los elementos arquitectónicos y culturales que se resaltaron con la ejecución del proyecto, tomando conciencia de la importancia y valía del entorno; ello se demostró en las nuevas iniciativas que se impulsaron como la restauración y readecuación de viviendas que se encontraban en deterioro o abandono parcial.

Con el apoyo de la Consejería de Obras Públicas y Transportes de la Junta de Andalucía se realizó un proyecto clave que es la Casa Serrano. Este proyecto comprende la rehabilitación de una antigua fábrica en un museo y la construcción de unidades habitacionales de interés social junto al museo.

Se ha dado asesoría en gestión de negocios para impulsar las actividades comerciales existentes en la calle intervenida.

© Municipalidad de Cuenca



Obras en la calle Rafael María Arízaga

CUESTIONES

La participación ciudadana es un eje transversal del Proyecto en la búsqueda del desarrollo local de la comunidad.

Un proyecto de rehabilitación urbana no debe considerar únicamente la obra física de ingeniería y arquitectura sino que debe considerar, sobre todo la parte social y en este proyecto en particular, lo cultural y patrimonial, ya que el componente humano es el que da verdadera cualidad a las obras e intervenciones, además de garantizar a largo plazo la sostenibilidad de los proyectos.

Durante la ejecución de la obra el nivel de participación ciudadana fue ejecutivo ya que se designó un veedor/a, por cada cuadra en la que se realizaba la intervención y quien tendría a su cargo el seguimiento y monitoreo de la obra, así como el cumplimiento del plan de manejo ambiental por parte del contratista.

Ello implica una nueva dinámica en la zona, tanto cultural como comercial, lo que debería posibilitar una sustentabilidad del proyecto.

ALCALDE	Víctor Paúl Granda López	CONTACTO TÉCNICO	Daniel Astudillo
Mandato	2009-2014	→ dirección	Calle Sucre y Benigno Malo, esquina, Cuarto Piso, Palacio Municipal
		→ teléfono	+593 72 845 499 Ext. 413
		→ correo electrónico	dpastudillo@cuenca.gov.ec
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ESTUDIO PARA LA REHABILITACIÓN DE UN SECTOR DE LA AV. 24 DE MAYO

ACONDICIONAMIENTO/PLANIFICACIÓN – ESPACIO PÚBLICO

Proyecto integral de recuperación y de apropiación social del espacio público de la Av. 24 de Mayo (sector comprendido entre la calle Venezuela e Imbabura), incentivando la creación de una nueva conciencia colectiva y la generación de una centralidad cultural y económica para el sector.

TAMAÑO DE LA CIUDAD:	2,5 millones habitantes	290 km ²
TAMAÑO DEL PROYECTO:	836 habitantes	Una avenida

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Capital del Ecuador, segunda ciudad del país, centro administrativo.

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Residencial, comercio, eje de circulación.



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La Avenida 24 de Mayo en Quito

IDENTIFICACIÓN

ESCALA DEL PROYECTO



□ Ciudad

□ Bien inscrito en la Lista de Patrimonio Mundial

□ Proyecto

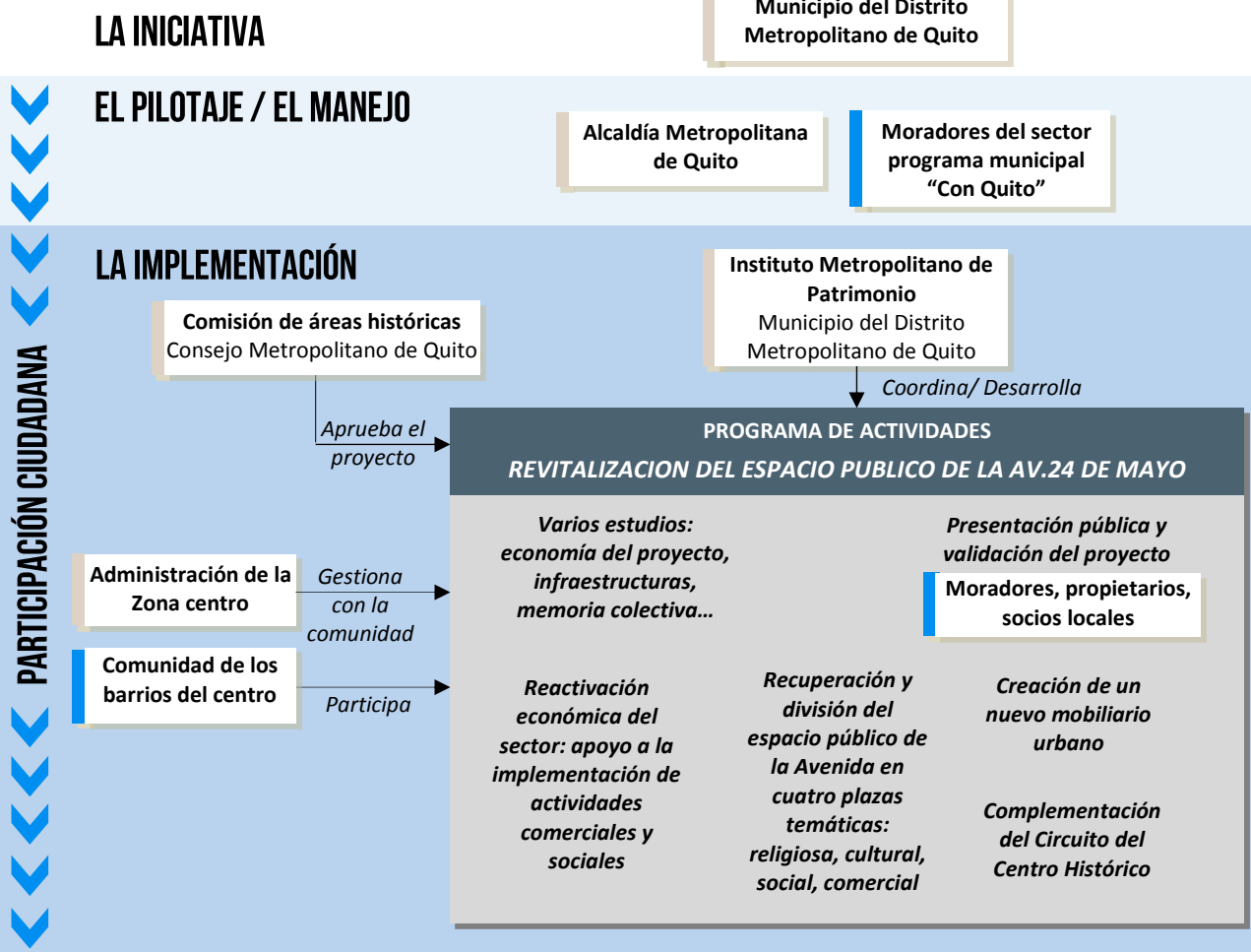
EL BIEN DEL PATRIMONIO MUNDIAL

CIUDAD DE QUITO

Inscripción	1978	Fundada en el siglo XVI sobre las ruinas de una antigua ciudad inca y encaramada a 2.850 metros de altitud, la capital de Ecuador posee el centro histórico mejor conservado y menos alterado de toda América Latina, a pesar del terremoto que la sacudió en 1917.
Criterio(s)	(ii) (iv)	
Superficie	320 ha	Suntuosamente ornamentados en su interior, los monasterios de San Francisco y Santo Domingo, así como la iglesia y el colegio de la Compañía de Jesús, son un acabado ejemplo del arte de la escuela barroca de Quito, en el que se funden las influencias estéticas españolas, italianas, mudéjares, flamencas e indígenas

DIAGNÓSTICO/ ESTADO DE SITUACION	Los cambios de actividades, el terminal terrestre y la creación del viaducto en la zona han generado un deterioro físico y social de la Avenida. La inseguridad, la falta de identificación de los habitantes con el sector, el abandono del espacio público y los conflictos de circulación vehicular convirtieron el sector en un polo negativo con relación al desarrollo del Centro Histórico.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo rehabilitar el espacio público de la Avenida 24 de Mayo, como elemento de dinamización favoreciendo la mejora de la calidad de vida de sus habitantes, a través de actividades económicas, y culturales?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Mejora del espacio público, del mobiliario urbano y de las condiciones de circulación vehicular ➔ Retorno de los propietarios que en la actualidad no viven en el sector y fortalecimiento del uso residencial ➔ Implementación de actividades que favorecen la apropiación del espacio por los usuarios ➔ Reactivación de la actividad comercial diurna ➔ Desarrollo de un punto de atracción turística manteniendo la Avenida con un flujo turístico constante

LOS SOCIOS / EL PROCESO



HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan de desarrollo de Quito
- Plan especial del centro histórico de Quito
- Plan plurianual operativo del Instituto Metropolitano de Patrimonio

HERRAMIENTAS ESPECIFICAS DE LA GESTIÓN DEL PROYECTO

- Plan de revitalización del centro histórico de Quito
- Proyecto de recuperación del espacio público de la Avenida 24 de Mayo

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Municipio del Distrito Metropolitano de Quito

VALOR TOTAL DEL PROYECTO

5 millones de dólares US

ESTADO DE PROGRESO

Principio
Enero 2011

Parte física del proyecto

Inauguración
Diciembre 2011

*El tema de la participación
se prosigue*



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

Localizada en el lado sur del núcleo central del centro histórico de Quito, entre los barrios San Sebastián y San Roque, la Avenida 24 de Mayo se conformó a partir del relleno de la quebrada, un elemento clave de la topografía del centro histórico y forma parte de la zona de amortiguamiento.

Su entorno fue un lugar de residencia con importantes edificaciones símbolos de la modernidad del siglo XIX. Su deterioro físico y social afecta al centro histórico y es la asignatura pendiente en la intervención y rehabilitación del centro histórico de Quito, las condiciones anteriores al inicio del proyecto provocaban una ruptura en esta zona de valor excepcional.

- Espacio público totalmente revitalizado con reconversión de negocios y uso cultural de las plazas;
- Las edificaciones patrimoniales puestas en valor;
- Mejoramiento de plusvalía y generación de actividades productivas;
- Mejoramiento de la calidad de vida de los habitantes del sector y recuperación de la memoria colectiva – organización de comités barriales;
- “Con Quito” generó mejoramiento y nuevos negocios.



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La Avenida 24 de Mayo antes y después la recuperación del espacio público

CUESTIONES

¿Como considerar el principal aumento de flujo turístico, no como dificultad sino como una oportunidad? Las intervenciones en espacio público, patrimonio edificado de propiedad pública, y los emprendimientos privados en edificaciones patrimoniales, ha provocado el incremento de precio inmobiliario, lo cual se está combatiendo a través de estrategias que rompen esas dinámicas.

¿Cómo asegurar que se aplica el artículo de la Constitución de la República del Ecuador? “Las personas tienen derecho a acceder y participar del espacio público como ámbito de deliberación, intercambio cultural, cohesión social y promoción de la igualdad en la diversidad. El derecho a difundir en el espacio público las propias expresiones culturales se ejercerá sin más limitaciones que las que establezca la ley, con sujeción a los principios constitucionales”.

ALCALDE	Augusto Barrera	CONTACTO TÉCNICO	Margarita Romo Pico
Mandato	2009-2014	→ dirección	Venezuela N5-10 y Chile Quito, Ecuador
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		→ correo electrónico	margaritromo@yahoo.com margarita.romo@quito.gob.ec
		→ página web	http://www.patrimonioquito.gob.ec

GOBERNANZA Y RELACION CON LOS PÚBLICOS – INTERPRETACIÓN

Instalar en la planta de agua desocupada un espacio didáctico que relacione Agua y Territorio. Realizado dentro un programa de Ordenamiento territorial de las Laderas del volcán Pichincha situado al norte de la ciudad histórica, el museo del agua presente y explique de manera vivencial, el crecimiento de la ciudad, la relación con el agua y la cultura vinculada con ese proceso.

TAMAÑO DE LA CIUDAD:	2,5 millones habitantes 290 km2
TAMAÑO DEL PROYECTO:	Una antigua planta de tratamiento de aguas y su parque

PRINCIPAL(ES) FUNCIONES DE LA CIUDAD:

Capital del Ecuador, segunda ciudad del país, centro administrativo.

PRINCIPAL(ES) FUNCIONES DEL TERRITORIO DEL PROYECTO:

Zona industrial abandonada, espacio natural.



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La Planta del Placer

ESCALA DEL PROYECTO

IDENTIFICACIÓN



□ Ciudad

□ Bien inscrito en la Lista del Patrimonio Mundial

□ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CIUDAD DE QUITO

Inscripción	1978	Fundada en el siglo XVI sobre las ruinas de una antigua ciudad inca y encaramada a 2.850 metros de altitud, la capital de Ecuador posee el centro histórico mejor conservado y menos alterado de toda América Latina, a pesar del terremoto que la sacudió en 1917.
Criterio(s)	(ii) (iv)	
Superficie	320 ha	Suntuosamente ornamentados en su interior, los monasterios de San Francisco y Santo Domingo, así como la iglesia y el colegio de la Compañía de Jesús, son un acabado ejemplo del arte de la escuela barroca de Quito, en el que se funden las influencias estéticas españolas, italianas, mudéjares, flamencas e indígenas.

DIAGNOSTICO/ ESTADO DE SITUACION	La extensión de la zona urbanizada hacia las laderas del volcán Pichincha ha generado amenazas de flujos no controlado de agua y lodo. Esta amenaza de deslizamientos de tierra necesita un esfuerzo de educación de los invasores en la explotación de los espacios naturales. Hace falta de referencia histórica y simbólica de los habitantes de la ciudad para apropiarse de este elemento significativo de la identidad de Quito. Estado obsoleto de la planta de tratamiento.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo rehabilitar lo que fue la primera Planta de la ciudad remodelada en los años 50 para formar un conjunto Arquitectónico - Paisajístico utilizando los elementos existentes e integrándolos mediante un recorrido que atraviese espacios de exposición, contemplación y servicios, conducido por el agua, como elemento anfitrión?
OBJECTIVOS	<ul style="list-style-type: none"> ➔ Transformación de las instalaciones históricas del Placer en el símbolo contemporáneo de la relación armónica entre agua y territorio ➔ Fortalecimiento de la identidad de los habitantes y los visitantes con el medio natural ➔ Educación ambiental y mejora de las condiciones físicas, ambientales y económicas de los barrios del entorno ➔ Contar con una instalación que valore social y emocionalmente el sector ➔ Ofrecer un espacio de descubrimiento de la ciudad histórica y su paisaje

LOS SOCIOS / EL PROCESO

LA INICIATIVA

Municipio del Distrito
Metropolitano de Quito

Empresa Pública de Agua
Potable y Saneamiento de Quito

EL PILOTAJE / EL MANEJO

Municipio del Distrito
Metropolitano de Quito

LA IMPLEMENTACIÓN

Instituto Metropolitano de
Patrimonio de Quito

Coordina/ Desarrolla

PROGRAMA DE ACTIVIDADES
CREACION DEL MUSEO DEL AGUA Y PARQUE DE LOS TRES ELEMENTOS

Reconversión de la Planta del Placer para acoger nuevos usos: adaptación, renovación de las instalaciones originales y creación de una estructura arquitectónica transparente de 1.600 m2 de superficie y 20 m de altura

Elaboración de un programa científico, educativo y recreativo del YAKU

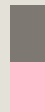

Instalación del Museo: un salón de Exposiciones Transitorias, un restaurante, seis Salas Temáticas y un Auditorio.



Instalación del Parque: áreas vegetadas con especies andinas / espacio accesible, abastecido y seguro de contemplación de la ciudad y de sus paisajes.

ACTORES :

 Público local
 Privado

 Público regional
 Mixto

 Público nacional
 Institución / ONG

 Público internacional
 Sociedad civil

HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan de desarrollo de Quito
- Plan especial del centro histórico de Quito
- Plan de Revitalización del Centro Histórico de Quito
- Plan plurianual operativo del Instituto Metropolitano de Patrimonio

HERRAMIENTAS ESPECIFICAS DE LA GESTIÓN DEL PROYECTO

- Programa de protección de la Empresa Municipal de Alcantarillado y Agua Potable de Quito

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Municipio del Distrito Metropolitano de Quito

VALOR TOTAL DEL PROYECTO

2 millones dólares US

ESTADO DE PROGRESO



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

Yaku, parque museo del agua ha dedicado su trabajo a ofrecer a la comunidad experiencias significativas, para propiciar el interés, la reflexión y la acción de la ciudadanía sobre el patrimonio agua.

Agua como patrimonio: el agua y las relaciones que construimos con ella, constituyen patrimonios colectivos porque son la heredad estratégica de nuestra sociedad. El concepto de patrimonio se encuentra vinculado a la noción de lo cultural y de procesos de identidad, pues nos remite a las posibilidades de apropiación colectiva de un determinado bien social o natural que la colectividad pone en valor, debido a su carácter simbólico o como

un referente de significado para su vida. Por tanto, el derecho a su uso, manejo y consumo suponen también responsabilidades para su preservación y re-creación como legados para las futuras generaciones.

Altamente significativo, cuando un centro histórico como el de Quito, cuya oferta cultural hace referencia mayoritariamente al arte y arquitectura religiosas -arte quiteño-, diversifica su oferta cultural a través de este equipamiento, y promueve el uso adecuado del elemento agua, en un momento crítico de la humanidad, ante la creciente escasez de agua para consumo humano. Adicionalmente se declara a las laderas del Pichincha como patrimonio natural.

Museo más visitado de Quito con un promedio de 120.000 visitantes al año, Yaku genera experiencias educativas respecto al patrimonio del agua.

El museo es visto como institución de educación no formal en temas de ambiente y agua. Fue premiado "Placa 2007" para Latinoamérica y el Caribe en la categoría empresarial.

El 50 % de la exposición permanente está completa. Queda por completar la exposición del eje "nuestra

agua" y fortalecer las alianzas institucionales a nivel académico y a nivel empresarial.

La presencia diaria de visitantes - 70 % de estudiantes y del barrio - a estas instalaciones, han sumado a las políticas institucionales de provocar cambio de actitudes y de hábitos en el uso y manejo del agua, actitudes y práctica respecto del medio ambiente.



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Hoy: el Museo del Agua y el Parque de los Tres Elementos, YAKU

CUESTIONES

Lo natural y lo cultural en términos de patrimonio están íntimamente imbricados.

Este proyecto demuestra la importancia de integrar los dos conceptos. El presente proyecto, la manera de trabajarlo, promoverlo y difundirlo demuestra la necesidad de asegurar que los proyectos nazcan completos, para su concreción, que no queden dentro de la gestión.

ALCALDE	Augusto Barrera	CONTACTO TÉCNICO	Margarita Romo Pico
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LA ANTIGUA GUATEMALA

REHABILITACIÓN DEL REAL PALACIO DE LOS CAPITANES GENERALES DE LA ANTIGUA GUATEMALA

CONSERVACIÓN Y VALORIZACIÓN – REHABILITACIÓN/NUEVOS USOS

El proyecto de conservación y rehabilitación de este edificio emblemático del centro de La Antigua Guatemala tiene por objetivo promover un modelo de recuperación de edificios monumentales en beneficio de los habitantes y visitantes, cambiando el uso administrativo actual por usos a fines culturales, sociales y educativos y de servicio de atención a los turistas.

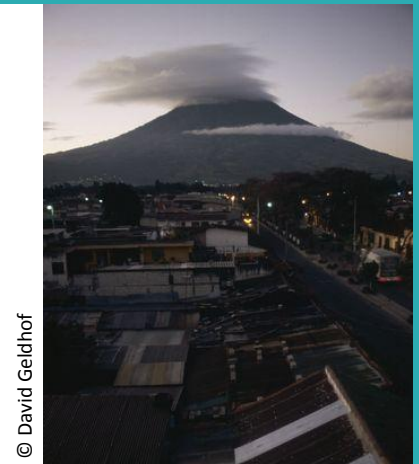
TAMAÑO DE LA CIUDAD:	52 700 hab	7 800 ha
TAMAÑO DEL PROYECTO:	–	0,5 ha

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Ciudad de servicios, principal destino turístico en el país

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Edificio emblemático del centro histórico, uso administrativo

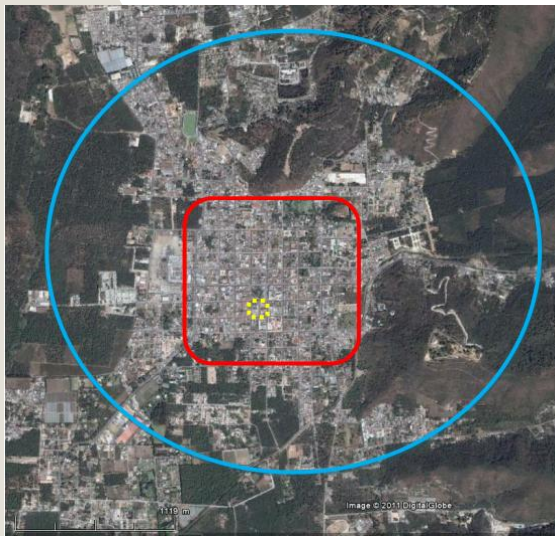


© David Geldhof

La Antigua Guatemala

IDENTIFICACIÓN

ESCALA DEL PROYECTO



▣ Ciudad

▣ Bien inscrito en la Lista del Patrimonio Mundial

▣ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

ANTIGUA GUATEMALA

Inscripción	1978	La ciudad de La Antigua Guatemala, sede de la Capitanía General de Guatemala, fue fundada a principios del siglo XVI. Edificada a 1.500 metros de altura en una zona de sacudidas sísmicas, fue destruida en gran parte por un terremoto en 1773. Construida con arreglo a un trazado en damero inspirado en los principios del Renacimiento italiano, Antigua llegó a poseer en menos de tres siglos un gran número de monumentos soberbios.
Criterio(s)	(ii) (iii) (iv)	
Superficie	49 ha	

DIAGNÓSTICO/ ESTADO DE SITUACIÓN	Falta de un centro de encuentro en el que se fomente y promueva el desarrollo cultural integral y sostenible de los habitantes de la ciudad de La Antigua Guatemala y de los visitantes nacionales y extranjeros. Descongestionar espacios urbanos como la plaza central y otros, que se utilizan para eventos de importancia nacional.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo establecer una estrategia de desarrollo integral, sostenible y participativo para la rehabilitación del Real Palacio de los Capitanes Generales de la Antigua Guatemala? ¿Cómo diversificar los usos y aumentar la visibilidad ante los habitantes y turistas? ¿Cómo plantear un nuevo acercamiento al papel de los monumentos en la vida social y cultural?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Rehabilitación del monumento histórico como un centro cultural de importancia nacional y mundial ➔ Desarrollo del uso del edificio para acontecimientos protocolarios e implementación de talleres, eventos artístico culturales, centros de información e interpretación, espacios para la promoción de la industria cultural local ➔ Transmisión de los valores culturales a las presentes y futuras generaciones de guatemaltecos y guatemaltecas.

LA INICIATIVA

Consejo Nacional para la Protección de la Antigua Guatemala

Ministerio de Cultura y Deportes de Guatemala

EL PILOTAJE / EL MANEJO

Ministerio de Cultura y Deportes de Guatemala

LA IMPLEMENTACIÓN

PARTICIPACIÓN CIUDADANA



ACTORES:

- Público local**
- Público regional**
- Público nacional**
- Público internacional**
- Privado**
- Mixto**
- Institución / ONG**
- Sociedad civil**

HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Reglamento de Construcción y Urbanismo
- Reglamento de Localización de Establecimientos Abiertos al Público en la Zona de Restricción
- Reglamento del Plan de Ordenamiento Territorial
- Plan Maestro del Municipio de La Antigua Guatemala elaborado y en proceso de aprobación
- Plan Estratégico Territorial de La Antigua Guatemala
- Planes de Desarrollo Departamental y Municipal en el marco del Sistema Nacional de Planificación
- Planes Operativos Anuales en los que se considera la valorización de los monumentos del área

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Reglamento de Uso del monumento en el que se establecen los deberes y responsabilidades de los usuarios y visitantes

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Ministerio de Cultura y Deportes de Guatemala

FINANCIACIÓN INTERNACIONAL

World Monuments Fund

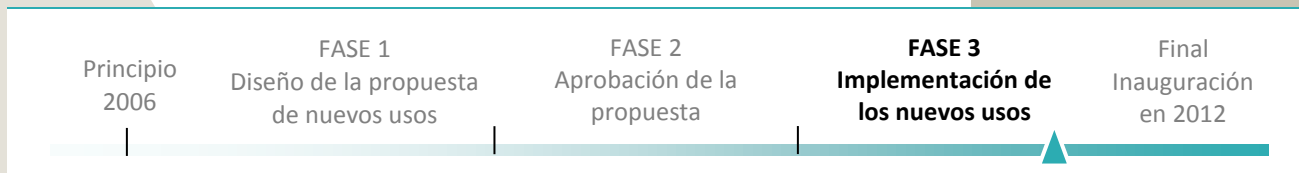
VALOR TOTAL DEL PROYECTO

\$ 2,400,000.00

\$ 400,000.00 anuales del 2006 al 2011 para el proceso de restauración únicamente

Los recursos financieros para el proyecto del Real Palacio de los Capitanes Generales se han asignado al Ministerio de Cultura y Deportes de Guatemala, por una parte, a través del Presupuesto General de Ingresos y Egresos del Estado, cuyo ente ejecutor ha sido el Consejo Nacional para la Protección de La Antigua Guatemala; y por la otra, por parte de World Monuments Fund, para la rehabilitación de algunos espacios para los nuevos usos del monumento.

ESTADO DE PROGRESO



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

El impacto que se obtendrá a largo plazo está enmarcado en la recuperación de un bien patrimonial como un centro cultural de importancia mundial y articula funciones en beneficio de los ciudadanos y de los visitantes procurando una plataforma de intercambio y de gestión de los flujos turísticos (promoción de la región o de patrimonio cultural alrededor de la ciudad).

Permite dar una nueva vida al edificio y al entorno urbano del mismo.

El desarrollo de nuevos usos en el Real Palacio favorece la apropiación del patrimonio por los habitantes y visitantes, y propone un ejemplo a seguir para otros bienes no solo de La Antigua Guatemala sino del país y de la Región, que sean patrimonio nacional o mundial, para su adecuada intervención y valorización, así como para fomentar la participación ciudadana en los procesos de desarrollo cultural.

Los resultados inmediatos del proyecto que se han obtenido principalmente son: a) apoyo en la intervención del Real Palacio de los Capitanes Generales de La Antigua Guatemala; b) elaboración de la Propuesta de Uso del monumento, gestión para su aprobación y socialización de la misma; c) propuesta de implementación del Museo de Santiago en el Real Palacio, elaborada y aprobada; d) priorización de espacios ya intervenidos para su entrega e implementación.

A mediano y largo plazo, conforme se haga entrega de los espacios intervenidos que han sido priorizados para este proyecto, se iniciará con la implementación de éstos para su posterior utilización.

El documento relacionado con los lineamientos para la conservación de monumentos y sitios en Guatemala que se elaboró, éste se ha difundido a nivel nacional, como un aporte para realizar buenas prácticas en la intervención del patrimonio cultural del país.

El proceso de socialización realizado en el marco del proyecto fortaleció los conocimientos tanto de la población local como nacional en materia de conservación y restauración de patrimonio

Durante la actual fase de intervención es posible realizar visitas guiadas en el edificio por turistas nacionales y extranjeros, lo que le permite al sector dedicado al turismo desde ya, obtener ciertos beneficios.



El frente del Palacio en 2007



El patio en 2010

© World Monuments Fund

La participación ciudadana en este tipo de proyectos es básica.

Proyectos como este, que pretenden dotar a la ciudadanía de nuevos espacios para el fomento de la educación, el arte y la cultura, contribuyen no solo a los procesos de desarrollo local sino también al ordenamiento del entorno urbano y a darle una nueva vida al centro de la Ciudad Patrimonio de la Humanidad.

Como parte de las recomendaciones, que van íntimamente ligadas a las lecciones aprendidas, pueden mencionarse: a) fomentar la participación ciudadana en

los procesos de desarrollo cultural; b) proponer los usos de los bienes patrimoniales que vayan acorde a las medidas y tendencias de protección, conservación y difusión del patrimonio cultural, así como a las necesidades locales, nacionales y regionales; c) crear espacios de diálogo y de coordinación entre autoridades locales, gubernamentales nacionales, iniciativa privada, sociedad civil e instituciones internacionales, para la unificación de criterios técnicos y legales e intereses, que beneficien al patrimonio cultural de la Nación.

CUESTIONES

ALCALDE	Adolfo Vivar Marroquín	CONTACTO TÉCNICO	Blanca Estela Niño Norton
Mandato	2012-2016	→ dirección	6 calle y 7 avenida, Finca la Aurora Zona 13, Interior Museo Nacional de Arqueología y Etnología
		→ teléfono	00502 5205 5001
		→ correo electrónico	nino_norton@yahoo.com
		→ pagina web	-

PUEBLA MEXICO

PLAN DE REPOBLAMIENTO EN LA ZONA DE MONUMENTOS Y SU ENTORNO

ACONDICIONAMIENTO/PLANIFICACIÓN— DESARROLLO SOSTENIBLE

El plan es un acercamiento estratégico para el repoblamiento de la zona monumental y su entorno por el cual se ponen a los ciudadanos como protagonistas de la vida de la ciudad y del cuidado de su patrimonio. El plan propone el desarrollo de un “barrio modelo” sobre el cual elaborar proyectos para revitalizar de manera sostenible el conjunto monumental y dar repuesta a un desarrollo incontrolado de la ciudad.

TAMAÑO DE LA CIUDAD:	1' 539,859 hab	52,431 ha
TAMAÑO DEL PROYECTO:	108,075 hab	1,251 ha

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Capital del Estado de Puebla, centro de actividad comercial, vivienda, servicios, administración, educación e industria

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Comercio y artesanías, turístico, sitios religiosos, administrativo, residencial, espacio público, cultural, educativo y núcleo de transporte

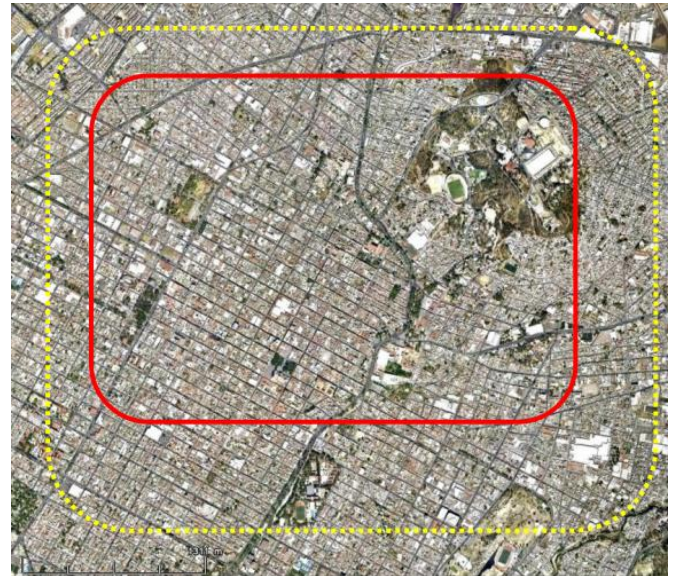


©UNESCO/ Francesco Bandarin

El centro histórico de Puebla

IDENTIFICACIÓN

ESCALA DEL PROYECTO



□ Ciudad

□ Bien inscrito en la Lista del Patrimonio Mundial

□ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CENTRO HISTÓRICO DE PUEBLA

Inscripción	1987	Situada a unos 100 kilómetros al este de México, al pie del volcán Popocatepetl, la ciudad de Puebla fue fundada ex nihilo en 1531. Ha conservado grandes edificios religiosos, como la catedral que data de los siglos XVI y XVII, palacios magníficos, como el del arzobispado, y un gran número de casas con paredes cubiertas de azulejos. El barrio barroco de la ciudad es único en su género, debido a la adaptación local de los nuevos conceptos estéticos surgidos de la fusión de los estilos arquitectónicos y artísticos de Europa y América.
Criterio(s)	(ii) (iv)	
Superficie	597 ha	

DIAGNÓSTICO/ ESTADO DE LA SITUACION	En los últimos 30 años, la ciudad ha tenido un incremento territorial descontrolado. Aunque bien servida por equipamientos e infraestructuras, la ciudad fundacional ha conocido un despoblamiento importante (355,000 habitantes en 1978 por 57,000 residentes en 2005) generando el abandono y deterioro de edificios y el incremento de la inseguridad.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo propiciar el Repoblamiento del Centro Histórico, con una regeneración urbana sostenible y de impacto permanente a través de la autogestión y administración concertada por los mismos usuarios, y crear un organismo de seguimiento a la planeación institucional?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Incrementar el número de habitantes hacia 200 000 en el 2030 ➔ Retornar la vocación residencial con todo tipo de viviendas ➔ Incrementar la superficie de áreas verdes por habitante ➔ Mejorar la movilidad urbana con ciclo-vías y peatonalización, proponer medios de transporte colectivo-público más eficientes ➔ Reforzar el comercio de barrio pensando global pero actuando local ➔ Crear bolsas de estacionamiento vertical ➔ Aprovechando el equipamiento educativo y cultural ya existente y otros a crear, incrementar la función cultural y de turismo cultural

LOS SOCIOS / EL PROCESO

LA INICIATIVA

Municipalidad de Puebla

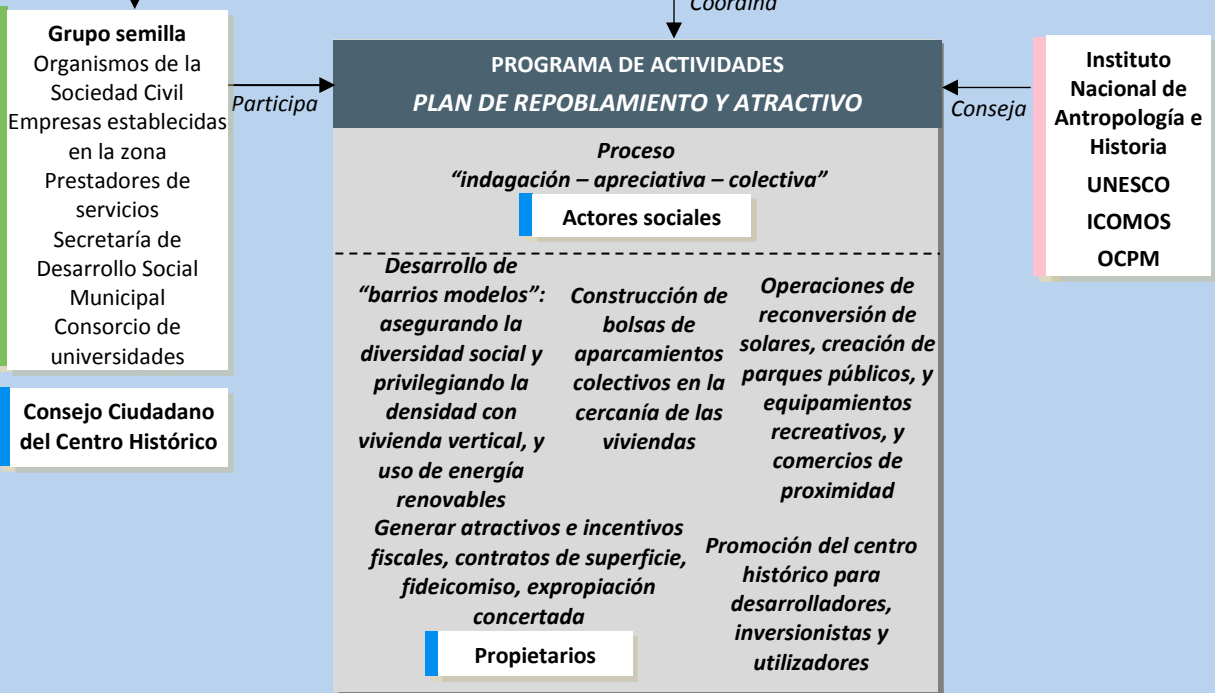
EL PILOTAJE / EL MANEJO

Municipalidad de Puebla

LA IMPLEMENTACIÓN

Municipalidad de Puebla

PARTICIPACIÓN CIUDADANA



ACTORES:



HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Sistema Nacional de Planeación Democrática
- Programa de Desarrollo Urbano para la zona de monumentos (2000)
- Plan de Gestión
- Catálogo de Monumentos para la ciudad de Puebla (INAH)
- Decreto de la zona de monumentos de 1977

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Plan Estratégico para la Regeneración del área de Monumentos y su Zona de Influencia
- Actualización del Plan Parcial de la Zona de Monumentos de la ciudad de Puebla y su plan de manejo

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Ayuntamiento de Puebla, Gobierno de Puebla, Gobierno Federal

PRECISIONES RELATIVAS A LA FINANCIACIÓN PRIVADA

Inversionistas privados, propietarios, fundaciones, Organizaciones no gubernamentales

FINANCIACIÓN INTERNACIONAL

Mary Street Jenkins Foundation, Fundación Harp Elu

VALOR TOTAL DEL PROYECTO

Valor total del proyecto de inversión pública Municipal, Estatal y Federal

\$ 2, 263' 000, 000.00

Nota: El costo antes mencionado no incluye obras de mejoramiento e infraestructura del resto del área de estudio. Así como transporte y las inversiones que se realizarán a inmuebles de propiedad pública y privada.

El programa tiene 3 etapas:

ETAPA 1 (2012 a 2013)

Municipio y Estado de Puebla (2012 a 2013)

\$ 310' 000, 000.00

Federación (2012 a 2013)

\$ 303' 000, 000.00

Total Etapa 1 \$ 613' 000, 000.00

ETAPA 2 (2014 a 2016)

Gobierno del Estado de Puebla

\$ 300' 000, 000.00

ETAPA 3 (2016 a 2031)

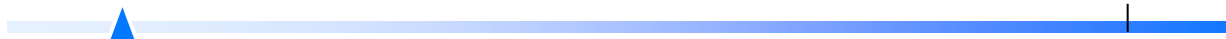
Futuros Gobiernos Municipal, Estatal y Federal

\$ 1, 350' 000, 000.00

ESTADO DE PROGRESO

Inician obras
2012

Final
± 2031



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

El proyecto de repoblamiento del centro fundacional de Puebla tiene como meta recuperar la densidad habitacional, según un modelo de organización compacta de la ciudad; y revitalizar la zona monumental incrementando a 9.00 m2 de área verde por habitante como mínimo, mejorar la movilidad urbana con ciclovías y peatonalización, proponer medio de transporte colectivo-público más eficiente, reforzar el comercio de barrio pensando global pero actuando local.

El proyecto favorece la adecuación de los edificios históricos para uso residencial y el desarrollo de nuevos modelos de usos de espacio públicos con el fin de incrementar la apreciación de la riqueza patrimonial y asegurar su mantenimiento por los residentes y visitantes.

El plan de repoblamiento en la zona de monumentos y su entorno tiene por objetivo a largo plazo (20 años) de incrementar en 140.000 el número de habitantes.

Está en proceso de gestión con diversos actores utilizando un proceso de indagación-apreciativa-colectiva de manera que se logre la apropiación por los mismos usuarios e inversionistas siendo la autoridad un ente facilitador e integrador que inició acciones específicas impulsando el incremento de áreas libres en los predios de la vivienda a finales de 2011.

Se utiliza la planeación estratégica con acciones particulares y puntuales desde un modelo de barrio virtual y se promueve la inversión pública, pública-privada, y privada. El proyecto está todavía en desarrollo, se planea tener resultados a los tres años con la

estabilización de la población actual, por la creación de aparcamientos colectivos y parques públicos, y mediante la creación de un área de seguimiento a los proyectos específicos dentro del Instituto de planeación Municipal de manera que se pueda tener continuidad en las acciones y finalmente por la creación de organizaciones e instituciones de ciudadanos y gobierno que administren el plan estratégico.

A la fecha, se ha despertado la conciencia en las entidades y consejos de que es necesario frenar el crecimiento expansivo de la ciudad y repoblar las zonas consolidadas de la misma, así como ocupar y utilizar los espacios vacíos e inmuebles de la zona de monumentos para dedicarlos a usos habitacional y de servicios.



Vistas de un "barrio modelo" propuesto en el plan de repoblamiento

© Fuente SDUOP 2012

CUESTIONES

El proyecto es ambicioso, en un plazo de tres años se habrá detenido la expulsión de habitantes y debemos estar incrementando la población actual del polígono de actuación en 3000 residentes; se habrán creado cuando menos tres bolsas de estacionamiento colectivo y tres parques públicos con equipamiento de comercio y servicios de barrio, peatonalizando parcialmente vialidades y para usos de ciclovías entre otros equipamientos y las zonas de vivienda.

A la fecha se ha logrado despertar intereses pero se espera un poco de dificultad con los desarrolladores inmobiliarios que tienen reserva territorial en la periferia.

El plan propone varios mecanismos para incentivar los ciudadanos a preservar los edificios como "estructuras habitables". La ciudad siendo una suma de estas estructuras incluyendo los espacios públicos, las vías de movilidad.

Se promueve la conservación del patrimonio cultural dando enfoque a la responsabilidad de la comunidad y al carácter de construcción social de la ciudad.

"La recomendación principal debe ser el buscar concientizar a la ciudadanía a cuidar de este bien."

ALCALDE	Eduardo Rivera Pérez	CONTACTO TÉCNICO	José Ignacio de la V. de G. Azevedo y Ponce de León
Mandato	2011-2014	→ dirección	Secretaría de Desarrollo Urbano y Obras Públicas, 72140, Puebla
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		→ pagina web	-

GOBERNANZA Y RELACIÓN CON EL PÚBLICO— CONSERVACIÓN PARTICIPATIVA

Rescatar, gracias a la organización y la participación activa de los habitantes, un bien patrimonial emblemático de propiedad estatal, que simboliza el ciclo de pauperización de centros históricos y la transformación del patrimonio de mansión a vivienda tugurizada. Mantener su uso y los ocupantes en el edificio y hacer de este caso un modelo y un motor para el cambio de políticas municipales y nacionales.

TAMAÑO DE LA CIUDAD:	8 219 000 habitantes 2 664 67 ha
TAMAÑO DEL PROYECTO:	Un monumento histórico habitado por 53 familias en una área de 2.655 m ²

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Capital nacional y regional, centro administrativo, de turismo y de servicios

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Uso residencial, vivienda



© Monuments World Fund

La Casa de las columnas

IDENTIFICACIÓN

ESCALA DEL PROYECTO



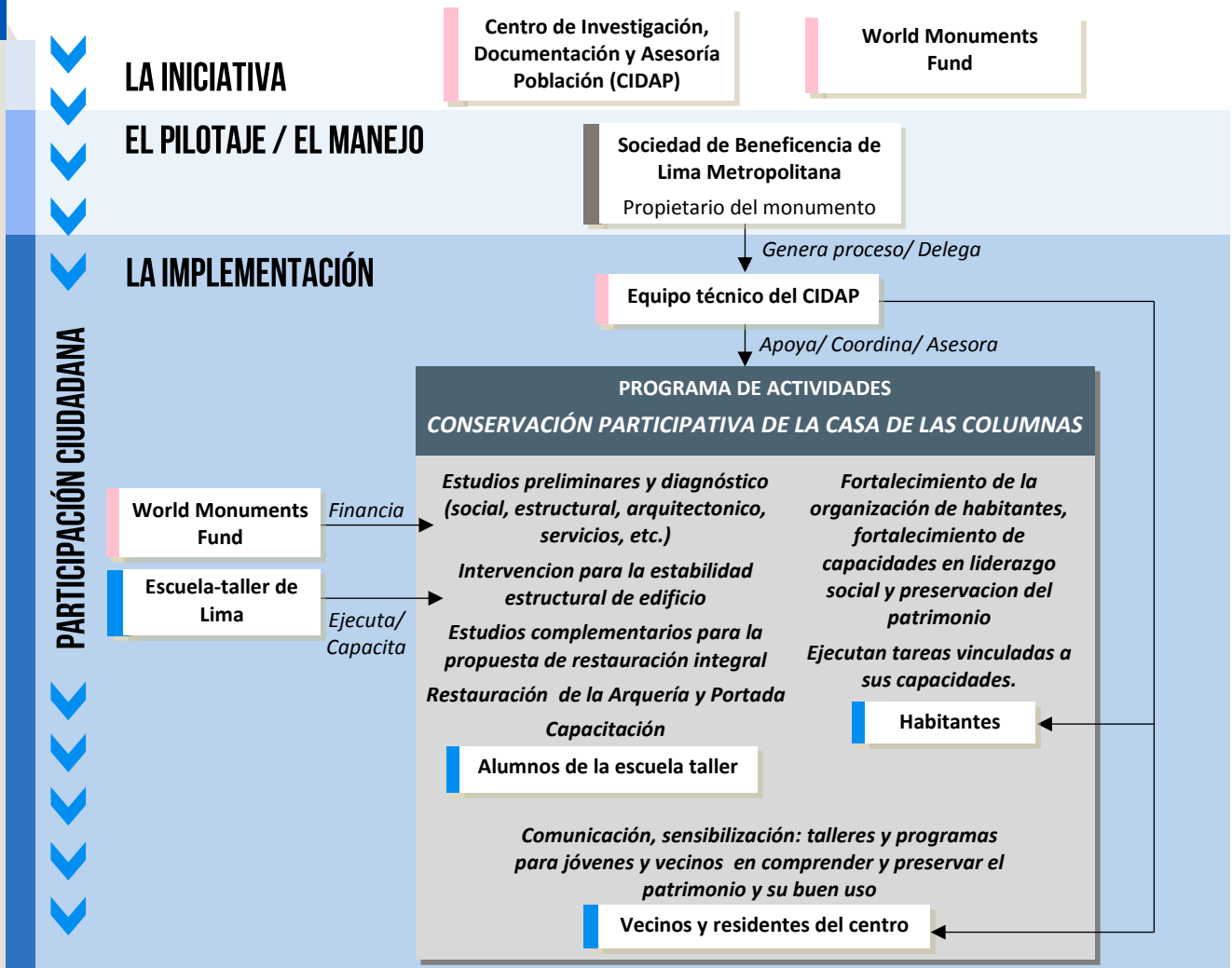
■ Ciudad
 ■ Bien inscrito en la Lista de Patrimonio Mundial
 ■ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CENTRO HISTÓRICO DE LIMA		
Inscripción	1988	Lima, la "Ciudad de los Reyes", fue la urbe y capital más importante de los dominios españoles en América del Sur hasta mediados del siglo XVIII. Pese a los graves daños sufridos por los terremotos, posee numerosos monumentos arquitectónicos, como el convento de San Francisco, el más grande de esta parte del mundo en su género. Muchos edificios limeños son creaciones conjuntas de artesanos y artistas locales y arquitectos y maestros de obras del Viejo Continente.
Extensión	1991	
Criterio(s)	(iv)	
Superficie	200 ha	

DIAGNÓSTICO/ ESTADO DE SITUACIÓN	Tugurización del centro histórico de Lima por su abandono y descuido por parte de los habitantes desde la segunda mitad del siglo XX. Ocupados por familias populares, los edificios están muy degradados y representan un alto riesgo para los ocupantes.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo intervenir en un bien monumental habitado, desarrollar un modelo para que el Centro Histórico de Lima sea un "centro vivo" que preserve la diversidad de sus funciones y de su población?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Demostrar que la función residencial es compatible y factible en áreas urbanas e históricas, con patrimonio cultural edificado ➔ Demostrar la posible regeneración del centro histórico de Lima como un "centro vivo" con diversidad social, fomentar la revisión de políticas municipales, de gobierno y programas de revitalización que partan de las lecciones del caso Casa de las Columnas ➔ Reestructurar la zonificación urbana para mantener la función residencial del centro histórico ➔ Desarrollar una "caja de herramientas" de metodologías participativas para el diseño, la gestión y aplicación de intervenciones en Bienes monumentales habitados a beneficio de los ocupantes

LOS SOCIOS / EL PROCESO



ACTEURS:

Público local	Público regional	Público nacional	Público internacional
Privado	Mixto	Institución / ONG	Sociedad civil

HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan de Revitalización y Conservación
- Plan Maestro del Centro histórico de Lima
- Zonificación Urbana del Centro histórico de Lima

HERRAMIENTAS ESPECIFICAS DE LA GESTIÓN DEL PROYECTO

- Planes Estratégicos
- Proyectos y perfiles para obras de emergencia
- Encuestas y estudios socio económicos
- Reglamentos de convivencia
- Jornadas y talleres de capacitación (diseño participativo de la vivienda, organización social, memoria del Bien, etc.)
- Monitoreo arqueológico
- Encuentro con otras experiencias nacionales e internacionales exitosas

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Estado Peruano
Ministerio de Vivienda, Construcción y Saneamiento
US \$ 4,655.00

PRECISIONES RELATIVAS A LA FINANCIACIÓN PRIVADA

Asociación de habitantes, US \$5,500.00
CIDAP

FINANCIACIÓN INTERNACIONAL

World Monuments Fund US \$ 56,500.00
AECID US \$ 17,586.00
CIDAP – MISEREOR US \$ 54,820.00

VALOR TOTAL DEL PROYECTO

US \$ 139, 061.00

Las primeras obras para evitar el colapso del edificio se realizaron por los propios habitantes de la Casa con apoyo del CIDAP.

La inversión detonante de este proceso se inicio con los ahorros y gestiones de la propia población asesorada técnicamente por el CIDAP, a la cual se sumo World Monuments Fund USA con apoyo significativo. Ahora se tiene la participación del Ministerio de Vivienda en convenio con P>D - AECID para las obras de emergencia. Se establecio una alianza estrategica entre participantes privados y públicos: SBLM, Asociación de habitantes, CIDAP, DNU-MVCCS-AECID para seguimiento de obras.

ESTADO DE PROGRESO



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

La Casa de las Columnas, monumento nacional desde 1972, forma parte del conjunto fundacional español de Lima. Este bien emblemático, de propiedad estatal, simboliza la transformación del patrimonio religioso en vivienda habitada por población empobrecida. Por este proyecto, CIDAP (ONG a carácter social) quiere iniciar la deturgurización del centro histórico por la conservación

integrada de edificios históricos y promover la sostenibilidad de la diversidad social en el centro. La gestión se basa en un proceso participativo y de concertación entre protagonistas del proceso (habitantes y propietario) con otros actores estatales y privados, para garantizar la sostenibilidad social, económica y ambiental en el Centro Histórico de Lima.

Hoy la casa es un edificio con menos inseguridad y sus componentes arquitectónicos más emblemáticos han sido restaurados. La revitalización de la Casa, pese a estar habitada, pudo realizarse de manera progresiva y estratégica, garantizando su sostenibilidad con la participación de todos los actores.

Los habitantes son parte de esta conservación, su participación es activa, no sólo como operadores, sino como gestores. Los habitantes y vecinos del barrio conocen la historia del bien y del centro histórico, la memoria colectiva ha sido reforzada. Haciéndose actores los habitantes están sosteniendo el cambio.

Hay pequeños comercios no contaminantes (venta de café, puesto de abastos, etc.) en la entrada del bien.

Es un caso emblemático para la mejora de las políticas municipales y nacionales de revitalización de bienes monumentales habitados en centros históricos del Perú. Se han generado nuevas alianzas con el Gobierno Central y la cooperación internacional.

El proyecto ha permitido establecer nuevas estrategias con entidades estatales que podrán favorecer la continuación de la obra. Además, una nueva legislación ha sido establecida para permitir la transferencia o la venta de "edificios residenciales en estado de precariedad". Esta nueva ley podría permitir la transferencia de la propiedad de la casa a sus habitantes, lo cual favorecería la inversión del Ministerio de Vivienda, abriendo nuevas oportunidades para la restauración de edificios residenciales deteriorados.

© Monuments World Fund



Obra de restauración



La portada rococó antes...



... y después de la conservación en 2011

CUESTIONES

Los proyectos son el resultado de un proceso participativo y de concertación de poderes y recursos.

Los fondos de cooperación privada son componentes estratégicos para animar el proceso y como acción dinamizadora o detonante.

La difusión de estas acciones es un componente importante para el impacto que se propone lograr, en particular cuando la voluntad estatal (gobierno central y municipal) muestra desinterés.

ALCALDE	Susana Villaran De La Puente	CONTACTO TÉCNICO	Silvia De Los Rios Bernardini
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CAHIER D'ÉTUDES DE CAS
ASIE ET PACIFIQUE

CASE STUDIES SECTION
ASIA AND PACIFIC

CUADERNO DE ESTUDIOS DE CASO
ASIA Y PACIFICO

BEIJING PEOPLE'S REPUBLIC OF CHINA

RENOVATION OF FOXIANG GE, PAIYUN DIAN AND THE LONG CORRIDOR - SUMMER PALACE

CONSERVATION AND VALORIZATION – RESTORATION

The renovation project concerns three separate sites, all located within the Summer Palace.

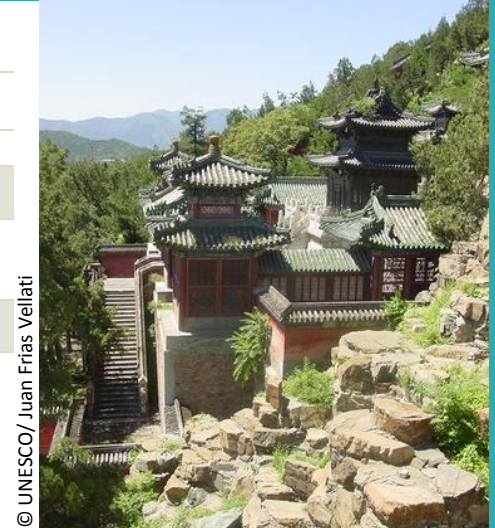
SIZE OF THE CITY:	19 720 000 inhabitants	1680,78 ha
SIZE OF THE PROJECT:	NA	297 ha

PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, political, cultural, commercial centre

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Monument

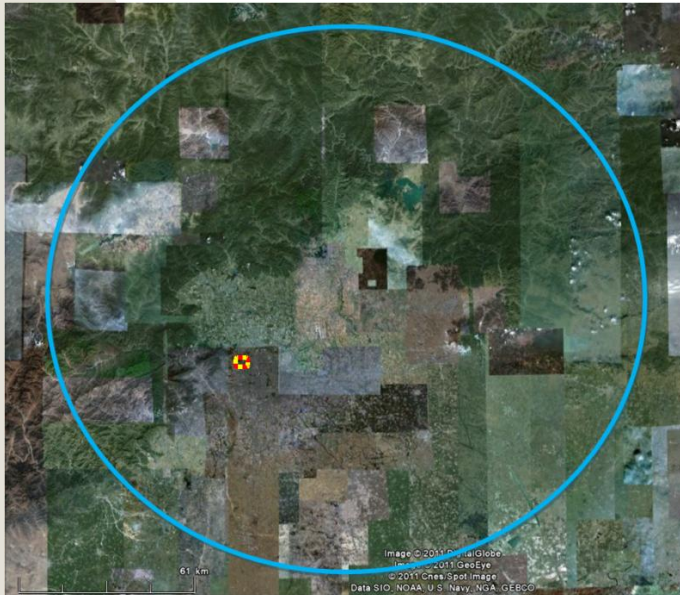


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View of the Summer Palace

IDENTIFICATION

PROJECT SCALE



City

World Heritage Property



Project

WORLD HERITAGE PROPERTY

SUMMER PALACE, AN IMPERIAL GARDEN IN BEIJING

Inscription	1998	The Summer Palace in Beijing – first built in 1750, largely destroyed in the war of 1860 and restored on its original foundations in 1886 – is a masterpiece of Chinese landscape garden design. The natural landscape of hills and open water is combined with artificial features such as pavilions, halls, palaces, temples and bridges to form a harmonious ensemble of outstanding aesthetic value.
Criteria	(i) (ii) (iii)	
Area		

STAKES

DIAGNOSIS/ STATUS	A World Heritage property in need of conservation and restoration. Anticipation of the flow of Chinese and foreign tourists expected in the World Heritage site during the Beijing Olympic Games 2008. The Summer Palace is a flagship of Chinese heritage.
PROBLEMS/ ISSUES	How to preserve and restore the Summer Palace in Beijing and offer visitors a high-end destination and a well-restored historic monument and site?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Conservation of heritage and monuments of the Summer Palace ➔ Improving the environment and the site ➔ Enhance the tourist's experience of the site ➔ Use an international event as an opportunity to restore a major monument and site

PARTNERS / PROCESS

THE INITIATIVE

Public local level

Public regional level

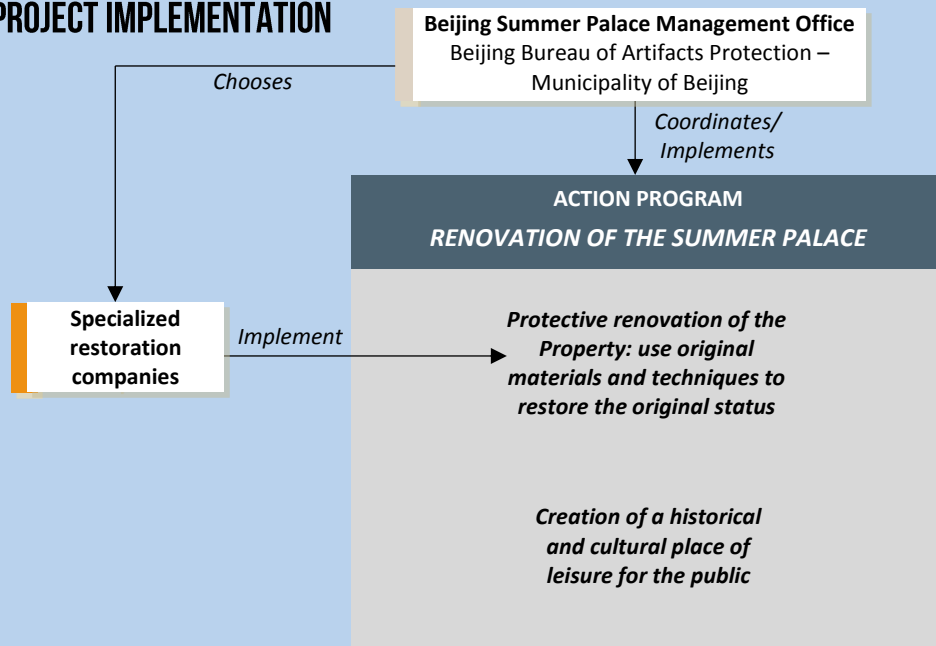
Public national level

International institution

THE PROJECT DRIVERS

Beijing Summer Palace Management Office
Director of the Summer Palace
Dedicated structure

THE PROJECT IMPLEMENTATION



STAKEHOLDERS / ACTORS :

Public local	Public regional	Public national	Public international
Private	Mixed	Institutions / NGOs	Civil Society

SITE MANAGEMENT TOOLS

- The Overall Plan of the City of Beijing
- Beijing Application Details for the Law on the Protection of Artifacts of the People's Republic of China
- Beijing Management Rules for Artifacts
- Notice and Explanations from the Beijing Municipality People's Government when Ractifying "The Report on the Protection Area and Construction Control Zones for the Second Batch of 120 Historical Protection Sites" submitted by the Municipality Planning Bureau and the Municipality Artifacts Management Bureau
- Beijing Provisional Rules for the Protection of Rare and Ancient Trees
- Regulations on the Strict Control of Construction Projects in the Summer Palace and Yuanming Yuan Palace
- Protection Regulations of Beijing as a Historical Cultural City
- Protection Plans of Beijing as a Historical Cultural City
- Management Regulations of Beijing Historical Protection Sites and their Construction Control Zones
- Security Management Rules for Beijing Landscape Gardens (Trial Operations)
- Regulations over Beijing Public Parks
- Management Plans for Beijing Historical Protection Sites and their Construction Control Zones
- Regulations Concerning the Summer Palace
- Overall Plan of the Summer Palace
- Protection Plans for Summer Palace Artifacts
- Law on City Planning of the People's Republic of China
- Law on the Protection of Artifacts of the People's Republic of China
- Law on the Protection of the Environment of the People's Republic of China
- Application Details for the Law on the Protection of Artifacts of the People's Republic of China
- Management Methods of Artifacts Protection Projects
- Fire-safety Management Rules on Ancient Structures
- Protection Management Methods of World Heritage Sites
- The State Council Notice on the Strengthening of Urban Area Afforestation
- Regulations on Urban Afforestation
- Protection Management Method of Rare and Ancient Trees in Urban Areas
- Monitoring Management Methods of World Heritage Sites in China

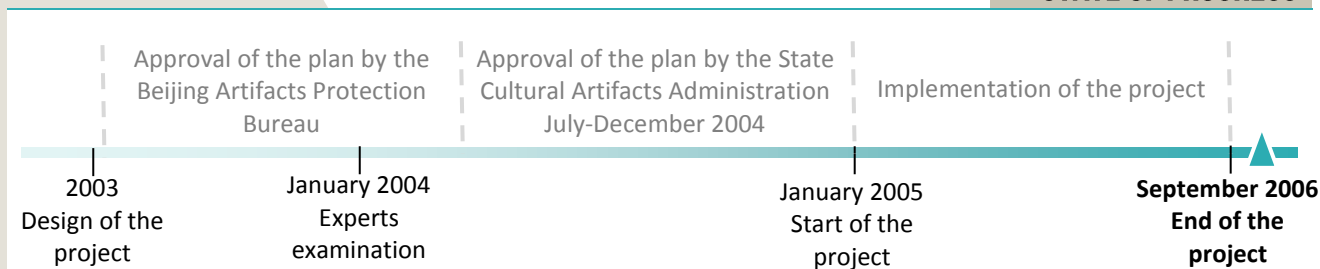
FUNDING

TOTAL PROJECT AMOUNT

Public financial system

–

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The project is directly linked to the conservation and safeguarding of the values of the property, an important site located outside the city of Beijing.

The project was carried out to better protect the property, and to welcome visitors from home and abroad during the 2008 Beijing Olympic Games.

The renovation project of Foxiang Ge, Paiyun Dian and the Long Corridor was designed in October, 2003 and submitted to Beijing Artifacts Protection Bureau for Approval.

In January 2004, experts were invited to examine the plan.

Between July and December 2004, the State Cultural Artifacts Administration approved these plans.

The project started in January 2005 and was completed in September, 2006.



The Summer Palace after its renovation

© UNESCO/ Juan Frias Vellati

QUESTIONS

This project is really a historical site and monument conservation project and not so much an “urban” project.

The site is a historical monument and is used as a recreational area for city dwellers and national and local visitors. It addresses the issue of the conservation and management of a large site. Respecting the values of the site and not transforming it into an amusement park.

The Summer Palace and gardens are outside the city centre and not prone to urban pressure and development. It however requires important resources to fully maintain and restore the site.

The project also addresses the issue of managing visitor increase and tourism management plans and

management of a worldwide famous cultural property, which is one of the flagship sites of the country.

The Beijing Olympics in 2008, where bound to bring in international attention to Beijing and an increase in visitors.

Therefore it was important that major cultural sites be in top condition at the occasion of the Olympic Games. This international event was thus an opportunity to restore the site.

The issue is sustainability. Are there enough funds and restoration campaigns outside of worldwide events? Is maintenance of heritage only linked to visible events?

CONTACTS

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Mandate 2008 -

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HUÉ VIET NAM

RESTAURATION DES MAISONS TRADITIONNELLES DE HUÉ

GESTION URBAINE – RESTAURATION

Ce projet contribue à la restauration du patrimoine bâti et à la restructuration urbaine de Hué grâce à un appui financier et technique public apporté à des propriétaires privés de maisons historiques.

TAILLE DE LA VILLE :	304 373 habitants	7980 ha
TAILLE DU PROJET :	17 maisons pilotes dans les 5 quartiers de la ville	

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Centre administratif, de services et de tourisme

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Culturelle, touristique, résidentielle, commerciale

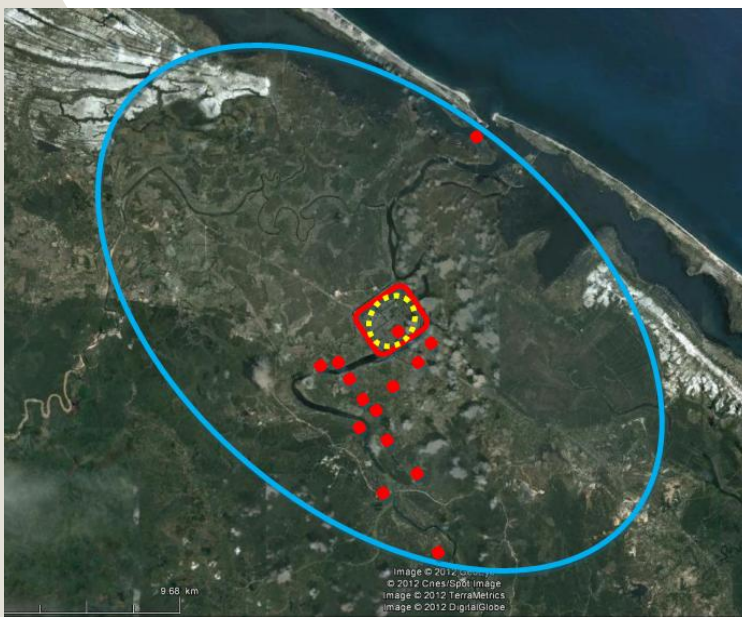


© UNESCO/B. Doucin et L. Lalaité

Hué

IDENTIFICATION

ÉCHELLE DU PROJET



▣ Ville

▣ Bien inscrit sur la Liste du patrimoine mondial

▣ Projet

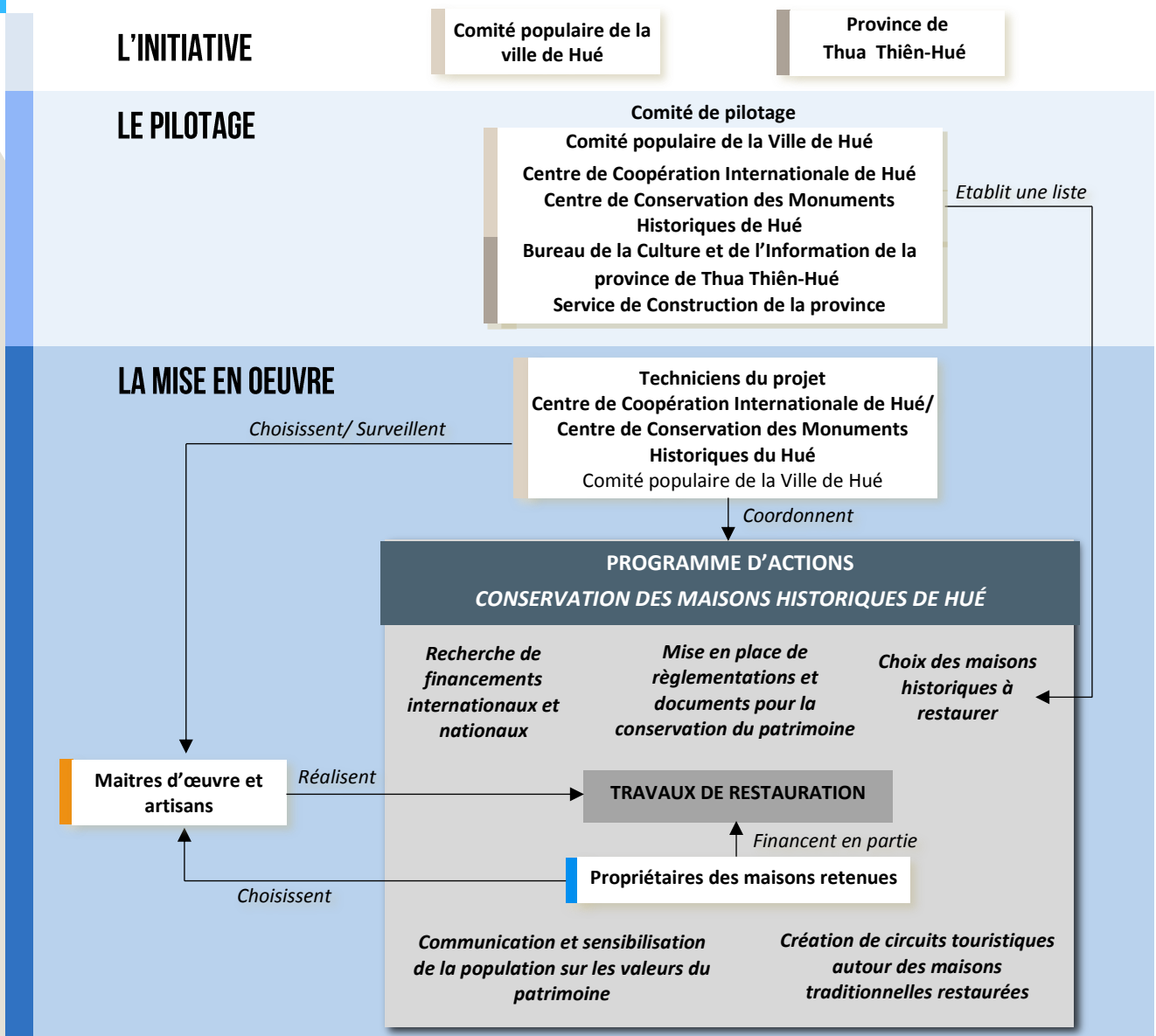
LE BIEN DU PATRIMOINE MONDIAL

ENSEMBLE DE MONUMENTS DE HUÉ

Inscription	1993	Établie comme capitale du Viet Nam unifié en 1802, la ville de Hué a été non seulement le centre politique mais aussi le centre culturel et religieux sous la dynastie Nguyễn, jusqu'en 1945. La rivière des Parfums serpente à travers la cité-capitale, la cité impériale, la cité pourpre interdite et la cité intérieure, ajoutant la beauté de la nature à cette capitale féodale unique.
Critères	(iii)(iv)	
Surface		

DIAGNOSTIC/ ETAT DES LIEUX	Un site historique menacé par les constructions illégales et par de grands projets d'infrastructures menés dans la zone protégée et dans la zone tampon. A l'échelle de la ville, 800 maisons traditionnelles identifiées qui sont pour la plupart des propriétés privées.
PROBLÉMATIQUE	Comment restaurer quelques maisons historiques de Hué (en collaboration avec leurs propriétaires) pour contribuer plus largement à la restructuration urbaine du site et de la ville ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Maintien de la fonction résidentielle du site ➔ Conservation de l'architecture de l'habitat traditionnel de Hué ➔ Conservation d'une partie de la culture huéenne ➔ Sensibilisation de la population à la valeur patrimoniale

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Convention internationale patrimoniale
- Loi patrimoniale
- Déclarations patrimoniales
- Circulaire de gestion et de protection des patrimoines
- Plan d'urbanisme local
- Plans thématiques (lumière, espaces verts)
- Réglementation du développement urbain

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Comité populaire de la Ville de Hué (budget municipal courant, ligne d'investissement)

PRÉCISION SUR LE FINANCEMENT PRIVÉ

Propriétaires des maisons

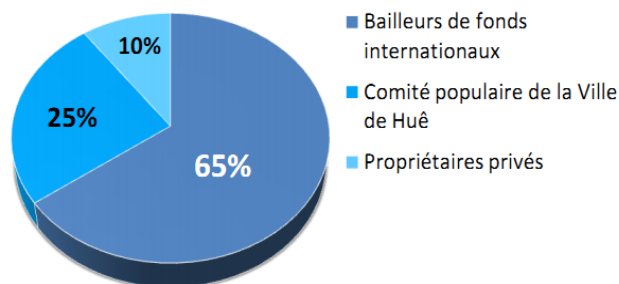
FINANCEMENT INTERNATIONAL

Sénat français, Région Nord Pas de Calais (France), Lille Métropole Communauté Urbaine (France), Schneider Electric, Fondation Ford

VALEUR TOTALE DU PROJET

5 milliards de dong

Les travaux de restauration des maisons historiques sont financés grâce l'intervention de bailleurs de fonds internationaux (65% du montant total des travaux réalisés) et par la participation financière de la Ville de Hué (20 à 25% du montant total) et des propriétaires des maisons choisies (10 à 15% du montant total).



ÉTAT D'AVANCEMENT

Démarrage
1999

Fin du projet
2009

ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

17 maisons pilotes ont été choisies pour être rénovées et servir ensuite de référence à la population propriétaire de maisons traditionnelles. Elles ont été sélectionnées à partir d'une liste de référence des maisons historiques à restaurer établie par le comité de pilotage du projet.

Les travaux de restauration de ces maisons individuelles, réalisés par des artisans locaux et financés en partie par leurs propriétaires, participent

à la conservation du bien inscrit sur la Liste du patrimoine mondial.

Outre la restauration du patrimoine bâti, la conservation des maisons engage aussi un processus de valorisation du patrimoine auprès des populations locales et des touristes; tout en contribuant à une meilleure connaissance et protection de l'habitat traditionnel huénois.

Résultats immédiats :

- amélioration du cadre de vie des habitants ;
- valorisation du savoir-faire d'artisans ;
- Investissement dans le bâti.

Résultats à plus long terme :

- conservation de l'habitat traditionnel, trait particulier de la culture de Hué (impact sur l'ensemble de la ville) ;
- sensibilisation de la population aux valeurs du patrimoine et aux techniques de restauration pour encourager leur participation active au projet ;
- augmentation de l'attractivité touristique de la ville historique et revenus issus du tourisme.

© Maison du patrimoine de Hué



Vue de l'intérieur d'une maison historique restaurée et inauguration d'une autre maison pilote en présence de M. Christian Poncelet, président du Sénat français

QUESTIONNEMENTS

Leçons et recommandations retenues par le contributeur :

- identifier la propriété de la maison avant la restauration ;
- avoir une coopération de l'autorité locale dans le quartier où se trouve la maison ;
- prévoir les risques (la tempête), le manque de main d'œuvre en été (haute saison), les procédures administratives.

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**CAHIER D'ÉTUDES DE CAS
EUROPE DU NORD**

**CASE STUDIES SECTION
NORTHERN EUROPE**

**CUADERNO DE ESTUDIOS DE CASO
EUROPA DEL NORTE**

REGENSBURG GERMANY

HERITAGE AS OPPORTUNITY

GOVERNANCE AND RELATIONS WITH THE PUBLICS – METHODOLOGY

Partnership between nine European cities that aims to develop sustainable, integrated and innovative management strategies for historic urban landscapes.

SIZE OF THE CITY: 148 282 Inhabitants 8,068 ha

SIZE OF THE PROJECT: 9 cities from 9 different states

PRINCIPAL FUNCTION(S) OF THE CITY:

Urban commune, district capital, regional capital, industry, harbour

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

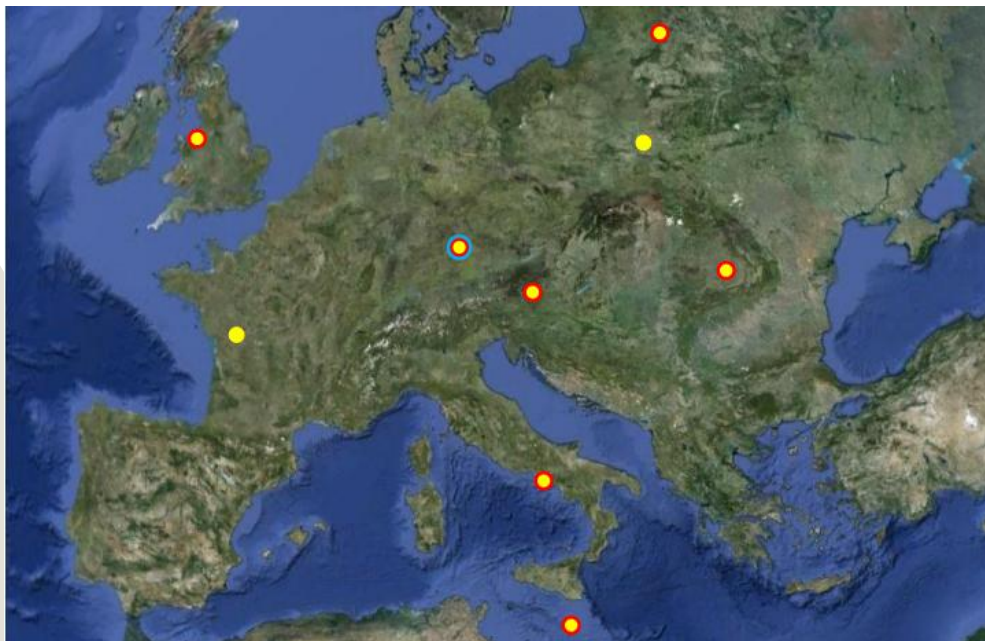
Historic cities



© HerO

IDENTIFICATION

PROJECT SCALE



 City

 World Heritage Property

 Project

WORLD HERITAGE PROPERTY

OLD TOWN OF REGENSBURG WITH STADTAMHOF

Inscription	2006	Located on the Danube River in Bavaria, this medieval town contains many buildings of exceptional quality that testify to its history as a trading centre and to its influence on the region from the 9th century. A notable number of historic structures span some two millennia and include ancient Roman, Romanesque and Gothic buildings. Regensburg's 11th- to 13th-century architecture – including the market, city hall and cathedral – still defines the character of the town marked by tall buildings, dark and narrow lanes, and strong fortifications. The buildings include medieval patrician houses and towers, a large number of churches and monastic ensembles as well as the 12th-century Old Bridge. The town is also remarkable for the vestiges testifying to its rich history as one of the centres of the Holy Roman Empire that turned to Protestantism.
Criteria	(ii)(iii)(iv)	
Area	183 ha	

DIAGNOSIS/ STATUS	Some heritage cities throughout Europe experience a variety of common challenges and opportunities. Yet, there is a need for exchange of experience, mutual learning and dissimulation of best practices among them.
PROBLEMS/ ISSUES	How to capitalize the potential of cultural heritage assets for economic, social and cultural activities?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Building of a network around nine historic European cities of different size and structure in order to conjointly develop integrated heritage management systems and implement them ➔ Compilation of a broad range of experiences facilitating an adequate balance between the safeguard of heritage and the development of the city (management of conflicting uses and interests) ➔ Development of tools and recommendations for sustainable urban development policies integrating cultural and natural heritage ➔ Implementation of pragmatic solutions for the management of historic urban landscapes

THE INITIATIVE

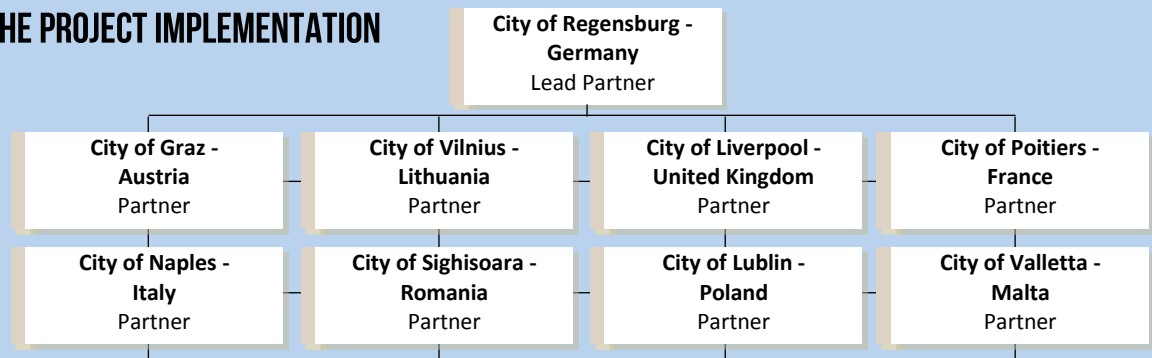
City of Regensburg
HerO Lead Partner

THE PROJECT DRIVERS

City of Regensburg
HerO Lead Partner

URBACT experts
European exchange and learning program

THE PROJECT IMPLEMENTATION



Implement

ACTION PROGRAM
HERO NETWORK ACTIVITIES

<i>Organization of 7 major meetings between the network partners: expert workshops, thematic seminars, city visits, conferences for the project monitoring</i>	<i>Development of 9 "Local Action Plans": implementation of concrete management measures in the partner cities</i>	<i>Development of the HerO methodology: compilation of innovative strategies and tools, drafting of studies and recommendations</i>
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STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Legal Provisions for Preservation of Historic Buildings, Building Regulations, Monument Protection (Bavarian legislation)
- Federal Building Codes
- Protection Law of Old Town of Regensburg and its Buffer Zone
- Land-Use Plan and Urban Development Plan
- By-Laws on Using Public Roads & Spaces in the City of Regensburg for Special Purposes
- Integrated World Heritage Management Plan – Old Town of Regensburg and Stadtamhof

SPECIFIC PROJECT MANAGEMENT TOOLS

- | | |
|----------------------------------|-------------------------------|
| → HerO Local Action Plans | → HerO Baseline Study |
| → HerO Local Support Groups | → HerO Strategy Paper |
| → HerO Good-Practice-Compilation | → HerO Policy Recommendations |

FUNDING

DETAILS ON PUBLIC FUNDING

Municipal co-financing of each partner city

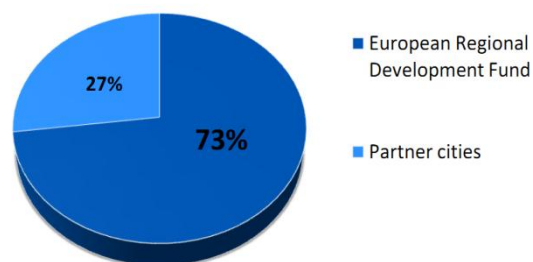
INTERNATIONAL FUNDING SOURCES

European Regional Development Fund (ERDF)

TOTAL PROJECT AMOUNT

Implementation phase: € 595.000,00

The project was funded by URBACT II and the European Regional Development Fund (ERDF). The financial set-up was a decentralized financial system within the URBACT programme. The implementation of Local Action Plans is covered by the partners and, if possible, by European operational programmes such as ERDF.



STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

7 of the 9 historic cities of the project are inscribed on the UNESCO World Heritage List.

By taking up the management plans which are requested for any World Heritage site the project developed a new methodology for UNESCO World Heritage cities as well as historic areas which are not listed. The objective was to identify new sustainable management strategies for city centres in their broader context as historic urban landscapes.

In the long run the World Heritage property benefits most from the project.

While the entire project is based on the needs of World Heritage cities, it shall be applicable to historical urban areas in general by providing them with concrete outputs for each project city such as a Local Action Plan and an Integrated Management Plan.

The main and immediately identifiable results of the project are the outputs of the HerO methodology: HerO Strategy Paper, HerO Policy Recommendations, HerO Local Action Plans and HerO Cultural Heritage Integrated Management Plans (CHIMPs), HerO Good-Practice-Compilation and the HerO Baseline Study. There was a broad dissemination of the HerO methodology (tools) and its results due to the exposure to “Heritage Europe” (The European Association of Historic Towns and Regions, EAHTR).

The project supported and reinforced the partner cities’ work on their management plans by founding Local Support Groups. Furthermore, every HerO partner city designed and implemented a “URBACT Local Action Plan”

(LAP) as a concept paper describing how each city intends to move (at least) one step forward concerning the development, implementation and/or adaptation of the CHIMPs.

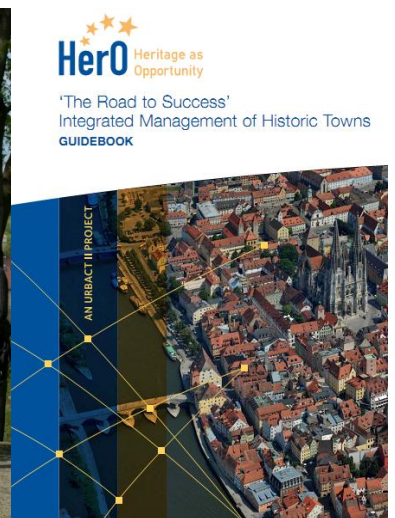
In addition to the LAPs, the HerO partner cities developed and passed a “Local Implementation Plan” (LIP) which points out concrete actions and projects in support of sustainable development and management of historic urban areas including costs, time frame and responsibilities. So the main effects of the project appeared on the local level. Although it is a European project the main output was gained on this level.



9 European cities, 1 network



The HerO partners in Vilnius



The HerO methodology: the guidebook

QUESTIONS

While the partners of the network have been able to develop and agree on a common methodology and planning tools, it needs to be verified if the diversity of specific plans can be easily understood and transferred to cities beyond the project group.

All in all, the lessons learnt are important for spatial planning and the development of urban landscapes. Especially the HerO methodology showed that structuring concrete actions that are ready for implementation and

discussed with a broad variety of stakeholders make the result of the process very tangible and real.

Furthermore, the relationships between the local governments and the managing authorities in charge of European, National and Regional funding could be improved.

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REGENSBURG GERMANY

INSTALLATION OF A WORLD HERITAGE VISITOR CENTRE

GOVERNANCE AND RELATIONS WITH THE PUBLIC— INTERPRETATION

Restoration of an old Salt Barn and its conversion into a City's Visitor Centre dedicated to heritage interpretation and documentation for citizens and tourists.

IDENTIFICATION

SIZE OF THE CITY:	148 282 inhabitants	8 068 ha
SIZE OF THE PROJECT:	A monument: the historic Salt Barn	



© UNESCO/ Peter Ferstl

Old town of Regensburg

PRINCIPAL FUNCTION(S) OF THE CITY:
Regional administration, industry and manufacturing, inner harbour

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:
Central cultural and touristic zone

PROJECT SCALE



■ City

■ World Heritage Property

■ Project

WORLD HERITAGE PROPERTY

OLD TOWN OF REGENSBURG WITH STADTAMHOF

Inscription	2006	Located at the Danube River in Bavaria, this medieval town contains many buildings of exceptional quality that testify to its history as a trading centre and to its influence on the region from the 9th century. A notable number of historic structures span some two millennia and include ancient Roman, Romanesque and Gothic buildings. Regensburg's 11th- to 13th-century architecture – including the market, city hall and cathedral – still defines the character of the town marked by tall buildings, dark and narrow lanes, and strong fortifications. The buildings include medieval patrician houses and towers, a large number of churches and monastic ensembles as well as the 12th-century Old Bridge, which dates from. The town is also remarkable for the vestiges testifying to its rich history as one of the centres of the Holy Roman Empire that turned to Protestantism.
Criteria	(ii)(iii)(iv)	
Area	183 ha	

DIAGNOSIS/ STATUS	Since its inscription as a World Heritage property, the Old Town has experienced an increasing interest in its heritage by citizens as well as a rise of visitor numbers. Several historic buildings in the old town could be used for new purposes.
PROBLEMS/ ISSUES	How to adapt a publicly owned historic building located within the World Heritage property's boundaries to the requirements of a multi-use visitor centre for information and education measures for citizens and tourists?
DESIRED EFFECTS/ OUTCOME	<ul style="list-style-type: none"> ➔ Opening of the old Salt Barn building to the public as a visitor centre and as a model for contemporary restoration methods ➔ Old Salt Barn adapted to awareness-raising activities, heritage interpretation and documentation for citizens tourists alike ➔ Creation of additional exhibition space

THE INITIATIVE

City of Regensburg

THE PROJECT DRIVERS

Steering Committee

World Heritage Coordination office

Museum of Regensburg

University of the Arts - Berlin

Regensburg Tourist

State Museum Joanneum

THE PROJECT IMPLEMENTATION

World Heritage Coordination office
Planning and building department
City of Regensburg

Coordinate

Scientific advisory board

Experts from Germany and Austria
Scenography, History, Art
History and Tourism

Supervise

ACTION PROGRAM

ESTABLISHMENT OF THE WORLD HERITAGE VISITOR CENTRE
REGENSBURG

Renowned architects and interior designers

Implement

Rehabilitation and conversion of the City's old Salt Barn into a Visitor Centre: definition of the concept, the design and rehabilitation works

Define the scientific concept

Concept and installation of a permanent exhibition about the history and Outstanding Universal Value of Regensburg

Organization of a multifunctional space for round table discussions, lectures, education programm

Citizens, associations
Children

Media and press

As partners

Public relations: dissemination plan and promotion

STAKEHOLDERS / ACTORS :

Public local

Public regional

Public national

Public international

Private

Mixed

Institutions / NGOs

Civil Society

SITE MANAGEMENT TOOLS

- ➔ Legal Provisions for Preservation of Historic Buildings, Building Regulations, Monument Protection (Bavarian legislation)
- ➔ Federal Building Codes
- ➔ Protection Law of Old Town of Regensburg and its Buffer Zone
- ➔ By-Laws on Using Public Roads & Spaces in the City of Regensburg for Special Purposes
- ➔ Land-Use Plan and Urban Development Plan

SPECIFIC PROJECT MANAGEMENT TOOLS

- ➔ Integrated World Heritage Management Plan – Old Town of Regensburg and Stadthof
- ➔ Advisory Committee for the Visitor Centre and its scientific concept

FUNDING

DETAILS ON PUBLIC FUNDING

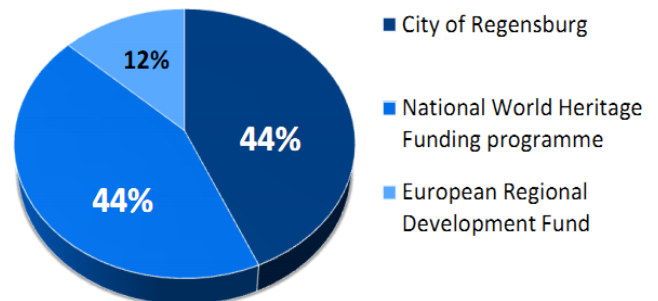
City of Regensburg, Federal Ministry of Transport, Building and Urban Development (National World Heritage Funding programme)

INTERNATIONAL FUNDING SOURCES

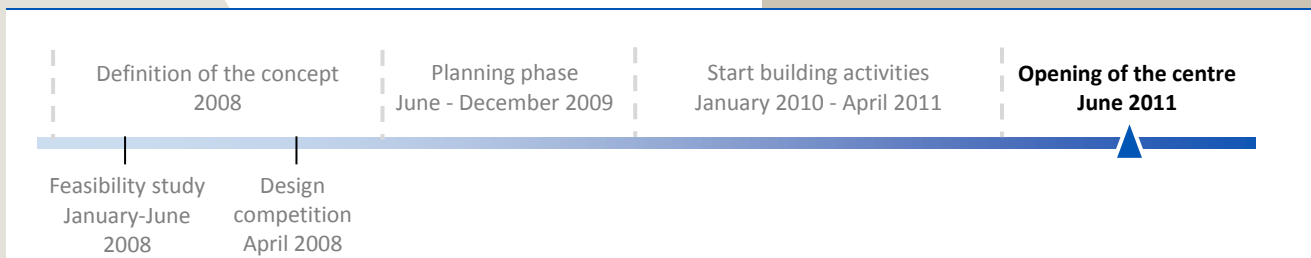
European Regional Development Fund (ERFE)

TOTAL PROJECT AMOUNT

2.3 million €



STATE OF PROGRESS OF THE PROJECT



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

With the inscription of the Old Town of Regensburg on the World Heritage List, the City council decided to raise awareness about its values to the largest possible public.

Located within the boundaries of the World Heritage property in a historic landmark, the project site of the

Visitor Centre in the old Salt Barn represents a model location for attracting visitors and presenting the World Heritage city. The building itself as well as the scientific concept support the goal of promoting and educating the public about Regensburg and its World Heritage values.

Opened in May 2011, the Visitor Centre serves multiple uses at the local level and has been integrated into schools' activities and tourist routes.

The presented project site shall function as a vital point of attraction for the World Heritage property. Being a historic landmark, the opening of the old Salt Barn highlights the importance of using historic buildings and of opening them to the public.



Meeting of the scientific advisory board during the planning phase



The World Heritage Visitor Centre: outside/inside

© City of Regensburg/ Peter Ferstl

QUESTIONS

Given the recent opening of the Visitor Centre, its success among visitors and its appropriation by citizens still need to be monitored so as to adapt its presentation methods and means to the expectations of varied types of audiences. A crucial aspect is the involvement of and interaction with the citizens of Regensburg to ensure that the Visitor Centre can also function as a meeting point of citizens and tourists.

The experience of installing and running the Visitor Centre is worth sharing with other World Heritage cities and sites. Introducing the development of the scientific concept into training and teaching curricula of associated schools and universities could further be considered.

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BRUXELLES BELGIQUE

RESTAURATION DES FAÇADES DE LA GRAND-PLACE

CONSERVATION ET VALORISATION – RESTAURATION

IDENTIFICATION

Restauration des façades de la Grand-Place de Bruxelles, troisième phase.

TAILLE DE LA VILLE :	148 873 habitants	3 260 ha
TAILLE DU PROJET :	50 habitants	0,84 ha

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale fédérale de la Belgique, Capitale de la Région Bruxelles-Capitale, Capitale de la Communauté Française, Capitale de la Communauté Flamande, Capitale de l'Europe - Administration, services, tourisme

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

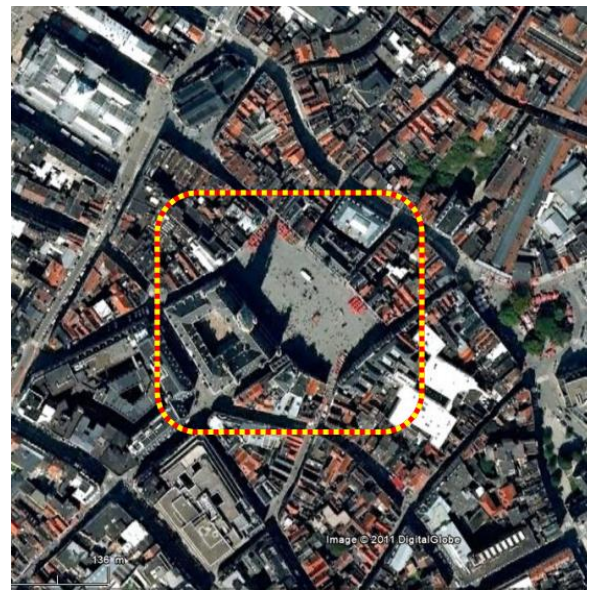
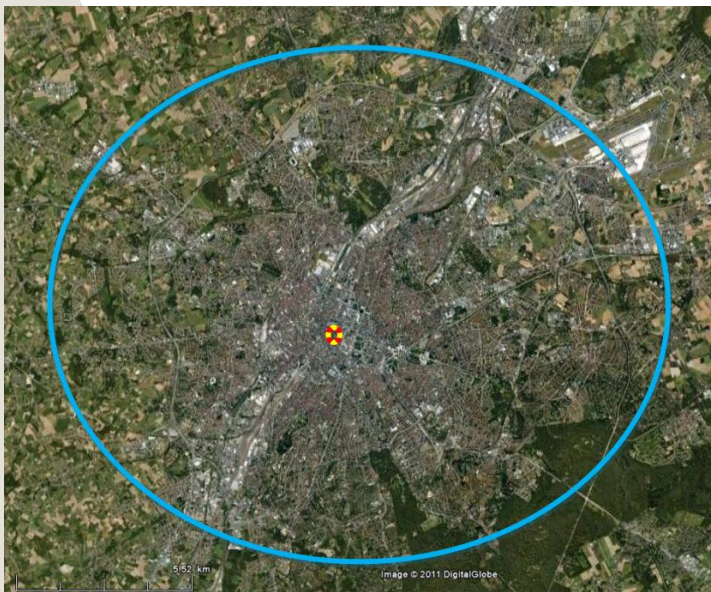
Zone mixte de commerce et de logement, cœur touristique de la ville, lieu de nombreux événements culturels



© M & G Therin-Weise

La Grand-Place de Bruxelles

L'EMPLACEMENT DU BIEN ET DU PROJET



□ Limite de la ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

LE BIEN INSCRIT SUR LA LISTE DU PATRIMOINE MONDIAL

LA GRAND-PLACE DE BRUXELLES

Inscription	1998
Critères	(ii) (iv)
Surface	0,84 ha

VALEUR UNIVERSELLE EXCEPTIONNELLE DU BIEN

La Grand-Place de Bruxelles est un ensemble remarquablement homogène de bâtiments publics et privés, datant principalement de la fin du XVII^e siècle, dont l'architecture résume et illustre de manière vivace la qualité sociale et culturelle de cet important centre politique et social.

DIAGNOSTIC/ ETAT DES LIEUX	Dégradation du bâti, fragilité de l'image de ce quartier emblématique de la ville. Pression commerciale souvent liée au tourisme, spéculation foncière et dégradation de la variété et de la qualité des commerces.
PROBLÉMATIQUE	Comment restaurer les façades dans une perspective de conservation du bien et de valorisation de l'ensemble de la place et du site patrimoine mondial ? Comment sensibiliser au patrimoine ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Conservation et pérennité dans le temps des biens restaurés ➔ Cohabitation équilibrée entre les fonctions d'habitat, de commerce et de tourisme ➔ Sensibilisation des propriétaires au patrimoine ➔ Création d'un poste « Monsieur UNESCO » qui assure le suivi quotidien ➔ Valorisation de l'image patrimoniale de la Grand Place auprès des habitants et des touristes ➔ Effet d'entraînement des restaurations sur les initiatives menées dans la "zone tampon" (espaces publics, commerces, vitrines, enseignes, accès aux logements...) par les différents services et départements de la Ville de Bruxelles et par Monsieur UNESCO

LES PARTENAIRES / LE PROCESSUS

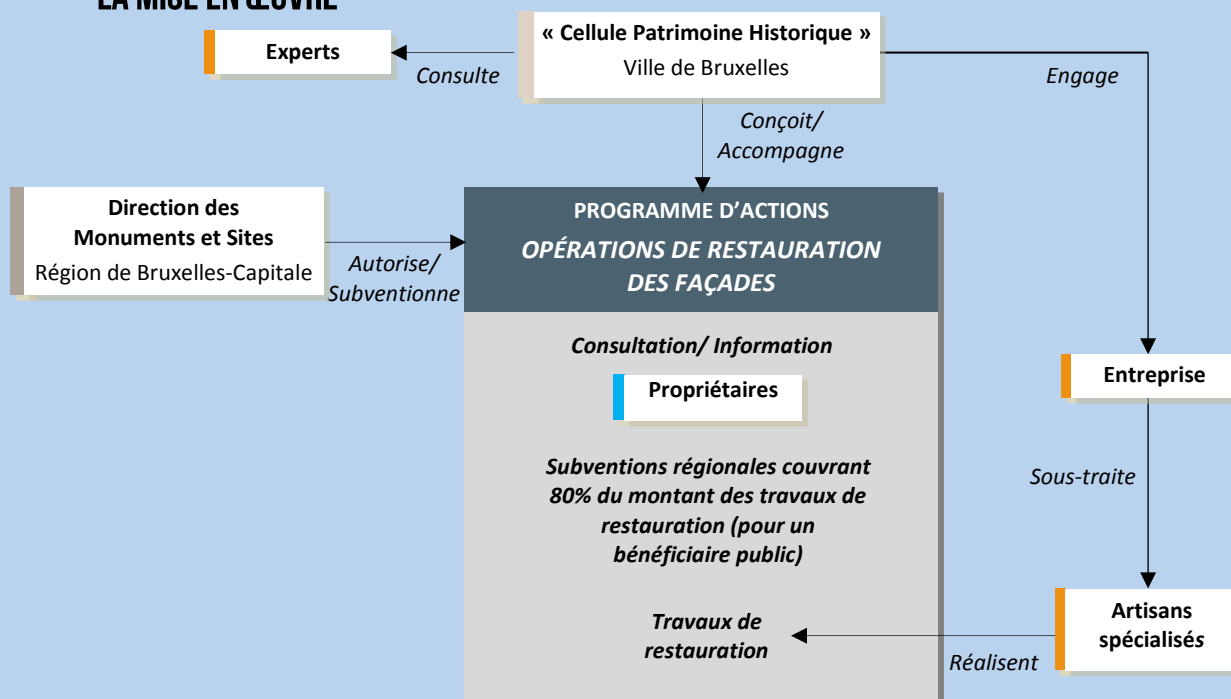
L'INITIATIVE

Ville de Bruxelles

LE PILOTAGE

Collège des Bourgmestres et Echevins de la Ville de Bruxelles

LA MISE EN ŒUVRE



ACTEURS :

- Public local
- Public régional
- Public national
- Public international
- Privé
- Mixte
- Institutions / ONG
- Société civile

OUTILS DE GESTION DU SITE

- Code Bruxellois de l'Aménagement du Territoire (CoBAT) – Niveau régional
- Règlement Régional d'Urbanisme (RRU) – Niveau régional
- Plan Régional de Développement (PRD) – Niveau régional
- Plan Régional d'Affectation du Sol (PRAS) – Niveau régional
- Plan Régional de Développement International (PRDI) – Niveau régional
- Règlement Communal de Urbanisme (RCU) – Niveau communal
- Règlement Communal d'Urbanisme Zone – Périmètre patrimoine mondial - Grand-Place – Niveau communal
- Plan Communal de Développement (PCD) – Niveau communal
- Plan Communal de Mobilité (PCM) – Niveau communal
- Plan Particulier d'Affectation du Sol (PPAS) – Niveau communal
- Agenda 21
- Plan de gestion de la zone patrimoine mondial (en cours de validation)

OUTILS DE GESTION DE PROJET

- Programme de restauration des façades des maisons de la Grand-Place
- Création d'un poste « Monsieur UNESCO »

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Région de Bruxelles Capitale, Ville de Bruxelles

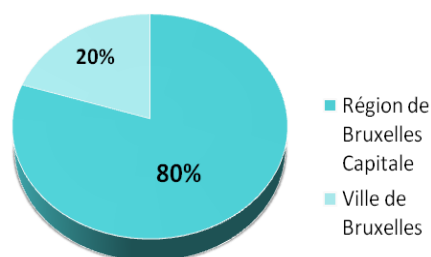
PRÉCISION SUR LE FINANCEMENT PRIVÉ

Sur la base de la convention de servitude entre propriétaires et la ville (XIX^e s), la ville est en charge de l'entretien des façades

VALEUR TOTALE DU PROJET

- Phase 1: euros 230.000,00
- Phase 2: euros 845.000,00
- Phase 3: euros 960.000,00

Total phases 1 à 3: euros 2.035.000,00



ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Une convention de servitude, mise en œuvre à partir de 1883, conduit la municipalité à se substituer aux propriétaires dans la gestion du bien puisqu'elle est responsable de l'entretien des façades. Ceci permet de mener des opérations conjointes et coordonnées qui donnent à la place un aspect harmonieux tout en assurant la conservation et la pérennité dans le temps des biens restaurés.

L'entretien et la restauration des façades sont essentiels pour soigner l'ensemble patrimonial et

promouvoir la préservation du patrimoine au cœur de la ville.

Elles sont l'élément visible clef (attribut) de la valeur du bien, elles sont le décor d'événements culturels, le centre de la vie événementielle de la capitale et l'attraction touristique majeure. Leur restauration et entretien est indispensable pour la conservation de la valeur universelle exceptionnelle. Cette initiative s'inscrit dans ce cadre.

La restauration des façades de la Grand-Place suscite l'intérêt des médias et attire l'attention des habitants, usagers et visiteurs sur le patrimoine.

Elle a aussi un effet d'exemple et d'entraînement pour la préservation du patrimoine et la mise en évidence de sa valeur.

© Ville de Bruxelles



La Grand-Place avant, pendant et après la première opération de restauration des façades en 2004

QUESTIONNEMENTS

La difficulté d'intervenir sur un site en activité permanente (lieu de représentations, commerces, événements culturels ...) exige une gestion particulière du chantier au niveau du planning (coordination avec les horaires des établissements, événements etc.)

L'intervention se limite à la surface de cet espace mais encourage les propriétaires à prendre en considération ce patrimoine et son exploitation parfois trop orientée vers le tourisme et le commerce.

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GEMBLoux BELGIQUE

LE BOURG ABBATIAL ET SON BEFFROI

CONSERVATION ET VALORISATION – RESTAURATION - GESTION URBAINE

Restauration du beffroi et aménagement d'espaces destinés à des activités culturelles. Ce projet se veut le moteur d'une réflexion globale visant à la rénovation urbaine du centre historique, et à la préservation et mise en valeur d'éléments patrimoniaux majeurs du tissu urbain médiéval.

TAILLE DE LA VILLE : 24 200 habitants 9 650 ha

TAILLE DU PROJET : Un beffroi

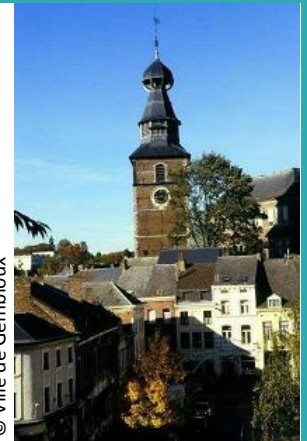
PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Chef-lieu de canton, petit pôle urbain, ville d'enseignement et de recherche

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Fonctions culturelles

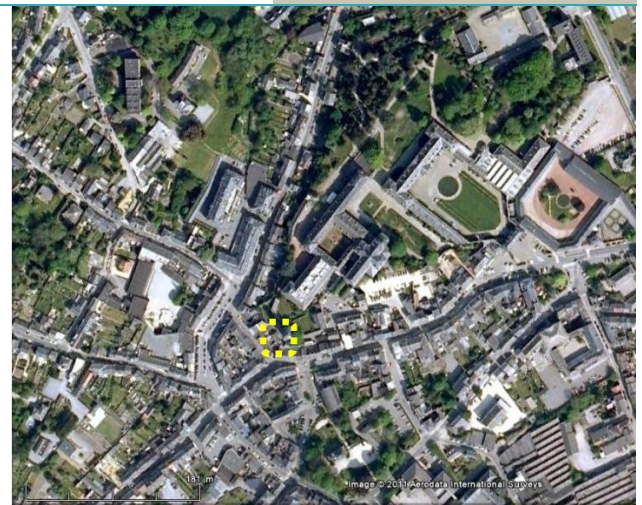
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Le beffroi de Gembloux

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

LE BIEN DU PATRIMOINE MONDIAL

BEFFROIS DE BELGIQUE ET DE FRANCE

Inscription	2005	Vingt-trois beffrois, situés dans le nord de la France, et le beffroi de Gembloux, en Belgique, ont été inscrits en tant que série et comme une extension des 32 beffrois belges inscrits en 1999 sous le nom de Beffrois de Flandre et de Wallonie. Construits entre le XIe et le XVIIe siècle, ils illustrent les styles architecturaux roman, gothique, Renaissance et baroque. Ils constituent des symboles hautement significatifs de la conquête des libertés civiques. À une époque où la plupart des villes italiennes, allemandes et anglaises s'attachaient surtout à construire des hôtels de ville, dans une partie de l'Europe nord-occidentale, l'accent était mis sur l'édification de beffrois. Par opposition au donjon (symbole des seigneurs) et au clocher (symbole de l'Église), le beffroi, troisième tour du paysage urbain, représentait le pouvoir des échevins. Au fil des siècles, il est devenu le symbole de la puissance et de la prospérité des communes.
Critères	(ii) (iv)	
Surface	0,04121ha	

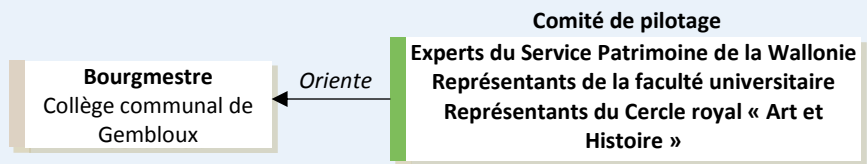
DIAGNOSTIC/ ETAT DES LIEUX	Problèmes de dégradation du bâti liés à la division des logements et nécessité d'une valorisation du bien situé dans un centre historique menacé par le déséquilibre de ses fonctions urbaines et par la pression de l'automobile sur ses espaces publics.
PROBLÉMATIQUE	Comment restaurer et mettre en valeur le beffroi et le bourg abbatial de Gembloux pour faire de ces éléments patrimoniaux l'instrument d'un développement culturel et éducatif et le levier d'une approche concertée pour la conservation et la rénovation urbaine du centre médiéval ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Conservation et valorisation du beffroi et du bourg abbatial, amélioration de l'accessibilité et établissement d'un lien avec les espaces publics urbains ➔ Promotion du patrimoine immatériel autour de la tradition du carillon ➔ Mise en place d'un centre d'interprétation de la ville médiévale au sein du beffroi ➔ Réhabilitation et revitalisation du centre historique avec des retombées positives pour ses habitants et ses usagers et revitalisation de traditions et du patrimoine immatériel

LES PARTENAIRES / LE PROCESSUS

L'INITIATIVE

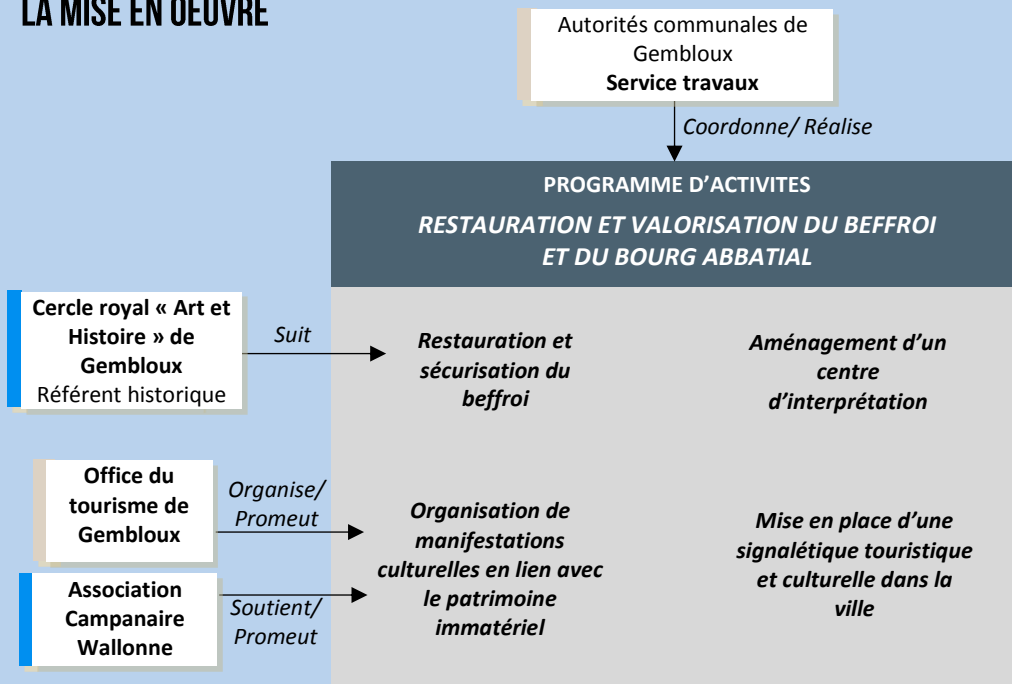


LE PILOTAGE



LA MISE EN OEUVRE

PARTICIPATION CITOYENNE



ACTEURS :



OUTILS DE GESTION DU SITE

- Plan de gestion cadre pour les sites wallons inscrits sur la Liste du patrimoine mondial (en cours). Document préparé par le Comité wallon du patrimoine mondial (mis en place en septembre 2011)
- Plan de secteur régional (1987)
- Règlement général sur les bâtisses (document régional adopté en 1976 et étendu en 2006 pour correspondre à la zone tampon UNESCO)
- Schéma de structure communal (adopté en 1996 et actuellement en révision)
- Règlement communal d'urbanisme (adopté en 1996 et actuellement en révision)
- Plan communal de développement de la nature (2009)
- Plan de gestion du bien

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Plans Communaux d'Aménagement dits "Porte d'en haut" et "Porte du Moulin". En cours d'élaboration, doivent être approuvés en 2012. Ces deux plans visent à répondre spécifiquement aux enjeux liés à l'inscription du beffroi sur la Liste du patrimoine mondial et aux mesures d'accompagnement à envisager dans la zone tampon
- Schéma directeur préalable à une opération urbaine (à l'étude actuellement)
- Proposition de créer un comité d'encadrement scientifique et pédagogique pour la mise en place du centre d'interprétation

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Région Wallonne, Ville de Gembloux

VALEUR TOTALE DU PROJET

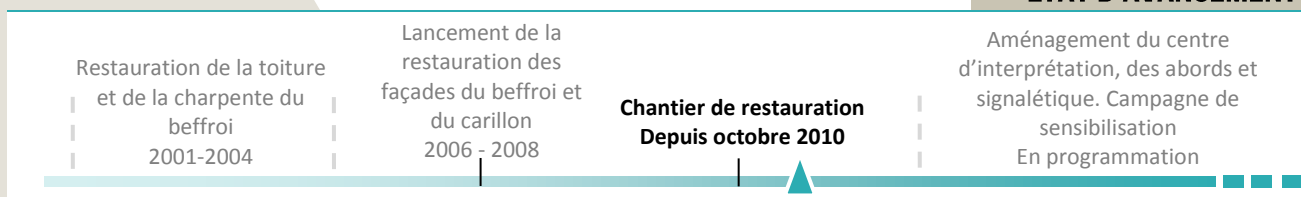
Restauration des façades du beffroi : 188 873 euros
 Dont 163 640 euros subventionnée par la région
 Restauration du carillon : 25 111 euros - Ville

Les deux opérations déjà réalisées et celle en cours (restauration des toitures du beffroi et du carillon – restauration des façades) ont été financées par le Service Public de Wallonie et par la Ville de Gembloux.

Pour les autres opérations programmées dans le cadre du projet beffroi, le montage financier reste à déterminer. Mais de nouveaux apports financiers pourraient être sollicités auprès d'autres départements du Service Public de Wallonie (tourisme, aménagement opérationnel) et auprès de la Fédération Wallonie-Bruxelles.

Le projet urbain fera l'objet d'opérations ponctuelles à programmer.

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Le projet de conservation et mise en valeur du bien est mené conjointement avec la mise en valeur des autres éléments patrimoniaux classés de la ville que sont notamment l'abbaye bénédictine, ainsi que les enceintes abbatiale et urbaines. Il vise, dans une perspective d'ensemble, à appuyer et promouvoir la conservation et la rénovation urbaine du centre historique médiéval dans un juste équilibre entre conservation du patrimoine monumental et la vie courante des Gembloutois et des usagers du centre ville.

Au delà de la conservation du bâti, l'aménagement d'un centre d'interprétation dans le beffroi renforce son rôle de vecteur d'un développement durable établi sur la promotion des valeurs culturelles, matérielles et immatérielles, de la ville et de sa région, dont son art campanaire et ses traditions festives comme la procession des géants etc.

Cette mise en perspective dépasse les limites du bien et de sa zone de protection et engage les responsables dans une vision élargie de la conservation de sa signification culturelle.

Les interventions passées et actuelles assurent la conservation du bâti et la remise en état d'un élément critique du patrimoine immatériel directement lié au bien – le carillon qui rythme la vie des citoyens.

L'inscription du site sur la Liste du patrimoine mondial et le projet « beffroi » ont permis de créer des synergies et de renforcer les politiques patrimoniales mises en place au niveau local ou régional. La création d'ateliers urbains dans le cadre du projet de rénovation urbaine devrait permettre de fédérer les propriétaires et résidents du centre historique et d'appuyer le projet « beffroi » mais aussi d'encadrer et d'apporter des perspectives au projet de rénovation urbaine qui comprend des mesures de développement local (nouveaux espaces administratifs,

mobilité, offre touristique etc.) et d'amélioration du logement grâce à des aides financières de la Wallonie.

A l'échelon local, l'inscription du beffroi sur la Liste du patrimoine mondial a favorisé sa réappropriation par les autorités communales et a permis d'amorcer une dynamique, à la fois pour la maintenance de l'édifice, et pour la réaffirmation de son rôle emblématique dans la ville. L'installation future du centre d'interprétation devrait en faire un vecteur de la reconnaissance des lieux, du bourg abbatial et de la ville médiévale dans la permanence de leurs usages, dans leurs mutations et leur futur.

Le centre historique : zone tampon autour du beffroi



Le chantier de restauration des façades du beffroi



Le projet architectural retenu pour le futur Hôtel de ville de Gembloux

QUESTIONNEMENTS

Les projets du centre historique, en élaboration, ont été présentés aux mandataires politiques, aux acteurs privilégiés, mais aussi au grand public. Les concepts - réaménagements des espaces publics et parkings, revitalisation des fonctions urbaines et réaménagement des logements etc. - sont partagés mais certaines réserves sont soulevées quant à la programmation des travaux et l'articulation des opérations de manière à ce que le fonctionnement urbain ne soit pas trop perturbé.

En général, les projets « conventionnels » sont entrevus par les voies de subventions traditionnelles, tandis que la faisabilité des projets les plus audacieux est hypothétique, car ils relèvent des problématiques transversales et de nombreux intervenants publics ce qui s'avère être particulièrement contraignant dans le cadre du montage de projets.

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TOURNAI BELGIQUE

LA REVITALISATION INTÉGRÉE DU CŒUR DE VILLE

GESTION URBAINE – RÉGÉNÉRATION URBAINE ET CONSERVATION

La cathédrale et le beffroi sont au cœur du développement historique et futur de la ville. Le projet de conservation de la cathédrale doit se faire le moteur d'un projet de régénération urbaine où la cathédrale « monument » se fait cathédrale « vivante ».

TAILLE DE LA VILLE :	69 000 habitants	21 500 ha
TAILLE DU PROJET :	1 326 habitants	15 ha

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Centre de la Wallonie picarde, ville de services et de garnison

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Vocation multiple : centre monumental, religieux et de tourisme ; centre résidentiel et commercial

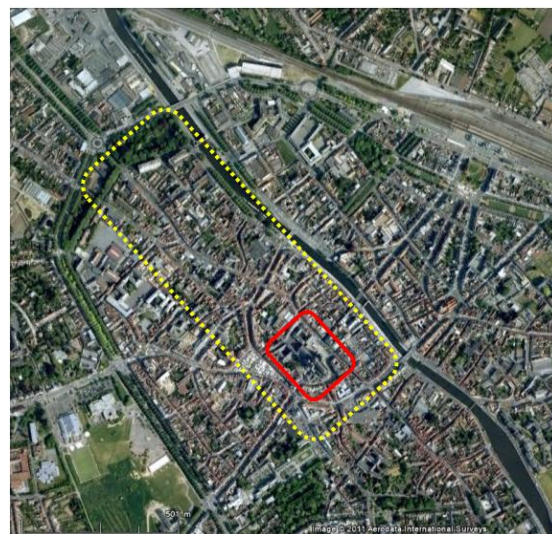


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Le quartier cathédral de Tournai

IDENTIFICATION

ÉCHELLE DU PROJET



■ Ville

■ Bien inscrit sur la Liste du patrimoine mondial

■ Projet

LE BIEN DU PATRIMOINE MONDIAL

CATHÉDRALE NOTRE-DAME DE TOURNAI

Inscription	2000	Edifiée dans la première moitié du XIIe siècle, la cathédrale de Tournai se distingue par une nef romane d'une ampleur exceptionnelle, par la grande richesse sculpturale de ses chapiteaux et par un transept chargé de cinq tours annonciatrices de l'art gothique.
Critères	(ii) (iv)	Reconstruit au XIIIe siècle, le chœur est de pur style gothique. Dans son voisinage, s'érige le beffroi inscrit aussi comme faisant partie parmi les <i>Beffrois de Flandre et de Wallonie</i> , édifices construits entre le XIe et le XVIIe siècle, symboles hautement significatifs de la conquête des libertés civiques et de la puissance et de la prospérité des communes.
Surface	0,50 ha	

DIAGNOSTIC/ ETAT DES LIEUX	La cathédrale présente un bâti vieillissant et fragilisé qui requiert de lourds travaux de restauration. Ces derniers, en cours depuis de nombreuses années, ont eu un impact direct sur l'environnement urbain. Le quartier présente un certain nombre de déficiences et de faiblesses qui manifestent un déclin d'activités et de population.
PROBLÉMATIQUE	Comment développer un programme d'aménagements urbains cohérents à proximité de la cathédrale en voie de restauration pour contribuer au redéploiement commercial et touristique du quartier et de Tournai, capitale de la Wallonie picarde ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Protection et valorisation du patrimoine monumental et populaire ➔ Valorisation de la cathédrale et du beffroi comme vecteurs d'attractivité ➔ Redynamisation commerciale du centre ville et attractivité culturelle et touristique ➔ Rénovation et aménagement d'espaces publics incluant leur mise en lumière ➔ Maîtrise de la mobilité ➔ Affirmation et hiérarchisation des différents axes urbains selon leur rôle ➔ Reconquête des immeubles inoccupés pour les réaffecter en ensemble urbain de qualité accessible à tous

LES PARTENAIRES / LE PROCESSUS

L'INITIATIVE

Collège communal
Ville de Tournai
Union européenne
Wallonie

Province de Hainaut
Agence intercommunale IDETA
Fabrique d'église Cathédrale
Société de logements de service public « Le Logis Tournaisien »

Opérateurs privés

LE PILOTAGE

Député provincial en charge de la cathédrale
Province de Hainaut

Comité de pilotage

Collège Communal
Ville de Tournai

Agence intercommunale de développement IDETA

Pilote

Pilote

LA MISE EN ŒUVRE

Comité de certificat du patrimoine

Cellule d'accompagnement du projet

Conçoit le portefeuille de projets Objectif Convergence

Coordonne

Coordonne

Architecte

PROGRAMME D' ACTIONS

Revitalisation du cœur cathédral de Tournai

Architecte - urbaniste

RESTAURATION DE LA CATHEDRALE

INTEGRATION DU MONUMENT DANS SON ENVIRONNEMENT URBAIN

Réalise

Réalise

Mesures transversales : Equipement touristique, Formation/insertion, Culture, Patrimoine, Environnement, Economie et emploi, Vie urbaine et citoyenneté, Les cathédrales : un fait européen

Aménagements urbains: site des « Anciens Prêtres », ilot « Palace », nouvel office de tourisme Piétonnier de la Croix du Centre, espaces publics, restauration des façades, mise en lumière

Habitants

Propriétaires

Artisans et commerçants

PARTICIPATION CITOYENNE

ACTEURS :

Public local

Public régional

Public national

Public international

Privé

Mixte

Institutions / ONG

Société civile

OUTILS DE GESTION DU SITE

- Quartier Cathédral : focus du schéma de structure communal à l'échelle du quartier Cathédral
- Cathédrale : restauration de la cathédrale
- Schéma de rénovation (demandé par la Région Wallonne)
- Plan de gestion

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Portefeuille de projets de revitalisation intégrée du cœur de ville (fonds européens)
- Concours international pour le choix de l'architecte
- Marchés publics de travaux pour les projets publics /Concession de travaux publics
- Partenariat public privé (PPP) pour la revitalisation urbaine du quartier du Palace
- Charte d'embellissement des perspectives urbaines
- Schéma de développement commercial
- Etude de programmation touristique
- Appel à intérêts (structure hôtelière)
- Cahier de charges pour la concession de travaux (parking)

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Wallonie, Province de Hainaut (cathédrale), Ville de Tournai, Agence de développement intercommunal IDETA

PRÉCISION SUR LE FINANCEMENT PRIVÉ

Investisseurs privés, Fondation Cathédrale Notre-Dame.be, Propriétaires privés (opérations sur le bâti)

FINANCEMENT INTERNATIONAL

Union Européenne (FEDER-Convergence)

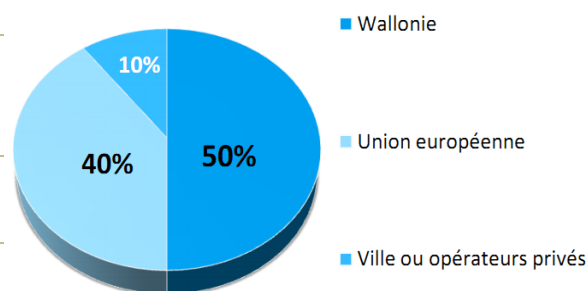
VALEUR TOTALE DU PROJET

21,7 millions d'euros pour la rénovation de la cathédrale (95% Wallonie, 1% Ville de Tournai, 4% Province de Hainaut)

29,3 millions d'euros pour la revitalisation du quartier cathédral (Voir graphique ci-contre)

51 millions d'euros

Revitalisation du quartier cathédral



ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Les deux monuments inscrits sur la Liste du patrimoine mondial sont au cœur du projet. Le beffroi déjà restauré et la cathédrale sont les symboles de la centralité de la ville, centralité de son développement historique et de son développement futur. Au delà de la préservation du bien physique, le projet veut redonner au cœur historique de la ville son essence et sa raison d'être culturelle, et sociale.

Les travaux de conservation de la cathédrale sont nécessaires et doivent s'envisager sur un très long terme. Le projet quartier cathédral proposé par la ville de Tournai entend saisir cette restauration non comme une contrainte mais comme une opportunité pour injecter un nouveau souffle, une nouvelle dynamique dans ce quartier et transformer le chantier en espace « vivant ».

Le projet est en cours et la ville s'est doté d'un instrument d'urbanisme, le schéma de structure, afin d'assurer la convergence des stratégies communautaire, régionale (Wallonie picarde) et communale.

Le projet se veut opérationnel et transversal. Le classement sur la Liste du patrimoine mondial est un facteur de polarisation pour la redynamisation de l'intérêt des habitants.

Le projet comprend également une composante d'information et d'association des habitants et usagers

très importante ainsi qu'une approche basée sur la participation secteur privé – secteur public.

Impact sur la ville : ce plan pour le quartier cathédral doit s'envisager comme le point de départ d'un processus englobant progressivement tout le centre-ville et basé sur l'intégration de la restauration du monument dans une dynamique d'amélioration du cadre bâti et du cadre de vie. Il se veut redonner au monument une présence et une modernité nouvelle.



Couverture de la gazette de chantier n°6



Le chantier du nouvel office de tourisme de Tournai



La promenade réaménagée du quai des Salines

© Ville de Tournai

QUESTIONNEMENTS

La coordination de deux projets directement et étroitement reliés, mais gérés chacun dans des structures complexes, font de cette opération urbaine un projet ambitieux qui requiert l'articulation fine à tous les niveaux de la mise en œuvre et des intervenants.

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HELSINKI FINLAND

BUILDING THE VISITOR CENTRE OF SUOMENLINNA

GOVERNANCE AND RELATIONS WITH THE PUBLIC – TOURISM & ADAPTIVE REUSE OF A BUILDING

Adaptive reuse of the former Inventory Office of the military fort of Suomenlinna and creation of an information centre: restoration of the building, introduction of new facilities, addition of a modern wing.

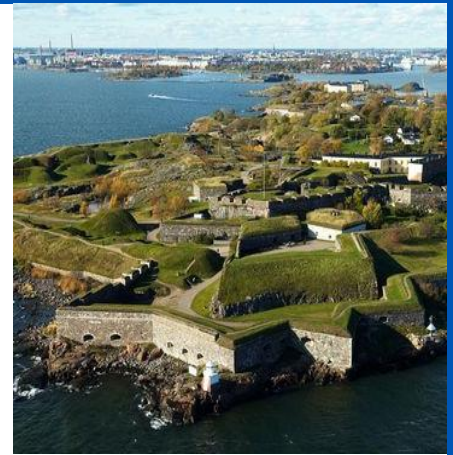
SIZE OF THE CITY:	600 000 inhabitants	71 500 ha
SIZE OF THE PROJECT:	850 inhabitants	80 ha

PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, administrative and business centre

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Touristic and leisure activities, public space, cultural functions

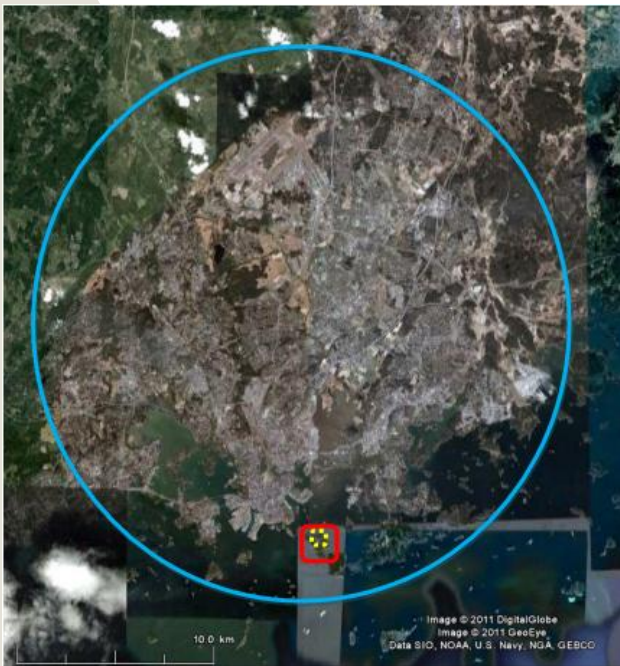


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The fortress of Suomenlinna

IDENTIFICATION

PROJECT SCALE



■ City

■ World Heritage Property



■ Project

WORLD HERITAGE PROPERTY

FORTRESS OF SUOMENLINNA

Inscription	1991	Built in the second half of the 18th century by Sweden on a group of islands located at the entrance of Helsinki's harbour, this fortress is an especially interesting example of military architecture of the time.
Criteria	(iv)	
Area	80 ha	

DIAGNOSIS/ STATUS	The need of a Visitor Centre became more and more obvious when the number of visitors to Suomenlinna increased in the 1990's.
PROBLEMS/ ISSUES	How to improve the visitors' experience of the site and respond to visitor increase? How to enhance the heritage, and offer new facilities? How to provide the site with an exhibition space in order to balance the use of the site all year round and offer more attraction for visitors in wintertime?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Restoration of a former military building ➔ Improvement of the information and assistance services for the visitors of the site and the inhabitants ➔ Increase in the number of visitors ➔ Opening of the site 360 days a year ➔ Diversification and reinforcement of its tourism activities

PARTNERS / PROCESS

CITIZEN PARTICIPATION

THE INITIATIVE

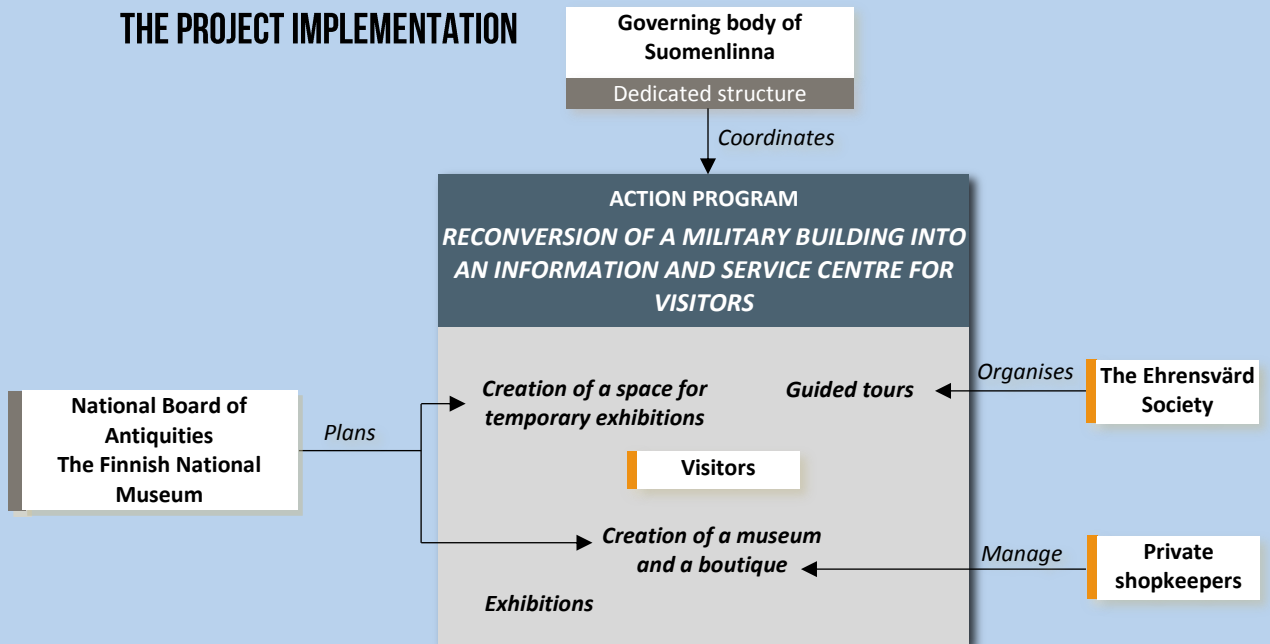
Governing body of Suomenlinna
Ministry of Education and Culture

THE PROJECT DRIVERS

Board of Suomenlinna
Stakeholders

Steering Committee
Ministry of Education of Culture
National Board of Antiquities
The Ehrensvärd Society

THE PROJECT IMPLEMENTATION



STAKEHOLDERS / ACTORS :

- Public local
- Public regional
- Public national
- Public international
- Private
- Mixed
- Institutions / NGOs
- Civil Society

SITE MANAGEMENT TOOLS

- Master plan of Helsinki (2002)
- Disposition Plan of Suomenlinna (1975)
- World Heritage Management Plan, is now underway, and will be in use in 2012

FUNDING

DETAILS ON PUBLIC FUNDING

Ministry of Education and Culture, Municipality of Helsinki, the Finnish National Museum

DETAILS ON PRIVATE FUNDING

The Ehrensvärd Society, several sponsors

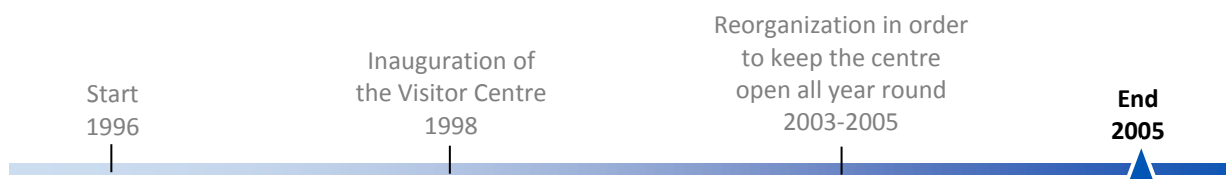
TOTAL PROJECT AMOUNT

2,2 million euro

Funding for the restoration project was provided by the budget of the Governing body of Suomenlinna.

The municipality, the Finnish National Museum, the Ehrensvärd Society and some private companies have also provided funding for staff and exhibitions.

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The creation of a visitor's centre meets the management needs of the World Heritage property and addresses the issue of the increase of cultural tourists visiting the site and Helsinki.

The World heritage status helped to get Government funding. Furthermore, the project is an example of adaptive reuse of a historical monument, an unused military building and creating new facilities and integrating contemporary design.

The reuse involved traditional restoration technique, but also the creation of a new wing. The design was carefully adapted to the context and heritage value of the older building and site.

The new vocation of the monument integrates the creation of tools for the interpretation of the site and an essential tourism flow management strategy compatible with the conservation of the authenticity of the site and the responsibility of receiving visitors.

The number of visitors in Suomenlinna has increased (from 400 000 up to 700 000 annually) since the Visitors Centre was open. The new facilities had a positive impact. The visitor's centre project was launched in 1996 and opened in 1998 at the occasion of the 250-years anniversary of the Fortification. The number of foreign visitors has risen.

But it was only partly opened and was fully reorganized in 2003/2005 so as to keep the building opened all year round. There is a continuous customer feedback system in the Visitors 'Centre.



Guided tour



The Visitor Centre of Suomenlinna

© Suomen Ilmankuva Oy

QUESTIONS

The property is owned by the State and managed by a Government agency. The city's role is restricted but nonetheless the city departments are represented within the "Suomenlinna working group": Planning, Transport, Energy, Stara construction services, Water, Environment, Sports, Port authority, Tourism and Congress bureau. The project was approved by the "Board of Suomenlinna", were stakeholders including inhabitants have their representatives.

One main issue is adapting the management of the site to the rapidly changing economic trends. What is the carrying capacity of the site? How far can change be managed and respect the values of a World Heritage site? In this case the main manager is clearly identified and there are structural funds for maintaining the property.

An other issue is securing funds for programming activities and exhibitions. So far external sponsors and donors have been involved (private sponsors, foreign embassies in Finland, UNESCO).

MAYOR	Jussi Pajunen	RESPONSIBLE OFFICER	Maire Mattinen
Mandate	2005-2012	→ address	Suomenlinna C 40 FI-00190 Helsinki – FINLAND
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		→ e-mail	maire.mattinen@suomenlinna.fi
		→ website	www.suomenlinna.fi

BEEMSTER THE NETHERLANDS

BEEMSTER QUALITY TEAM

GOVERNANCE AND RELATIONS WITH THE PUBLICS – PLANNING

Creation of an advisory body, the “Kwaliteitsteam des Beemsters” (made up of leading national experts in the field of heritage, landscape, urban planning and architecture) to advise the municipal authorities on new urban developments, large-scale spatial projects, the quality of designs, strategy and feasibility of projects in the Beemster Polder World Heritage Site.

SIZE OF THE MUNICIPALITY:	8 721 inhabitants	7200 ha
SIZE OF THE PROJECT:	8 721 inhabitants	7200 ha

PRINCIPAL FUNCTION(S) OF THE MUNICIPALITY:

Agriculture, farming housing

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Agriculture, farming housing



© Municipality of Beemster

Beemster Polder

IDENTIFICATION

PROJECT SCALE



■ City

■ World Heritage Property

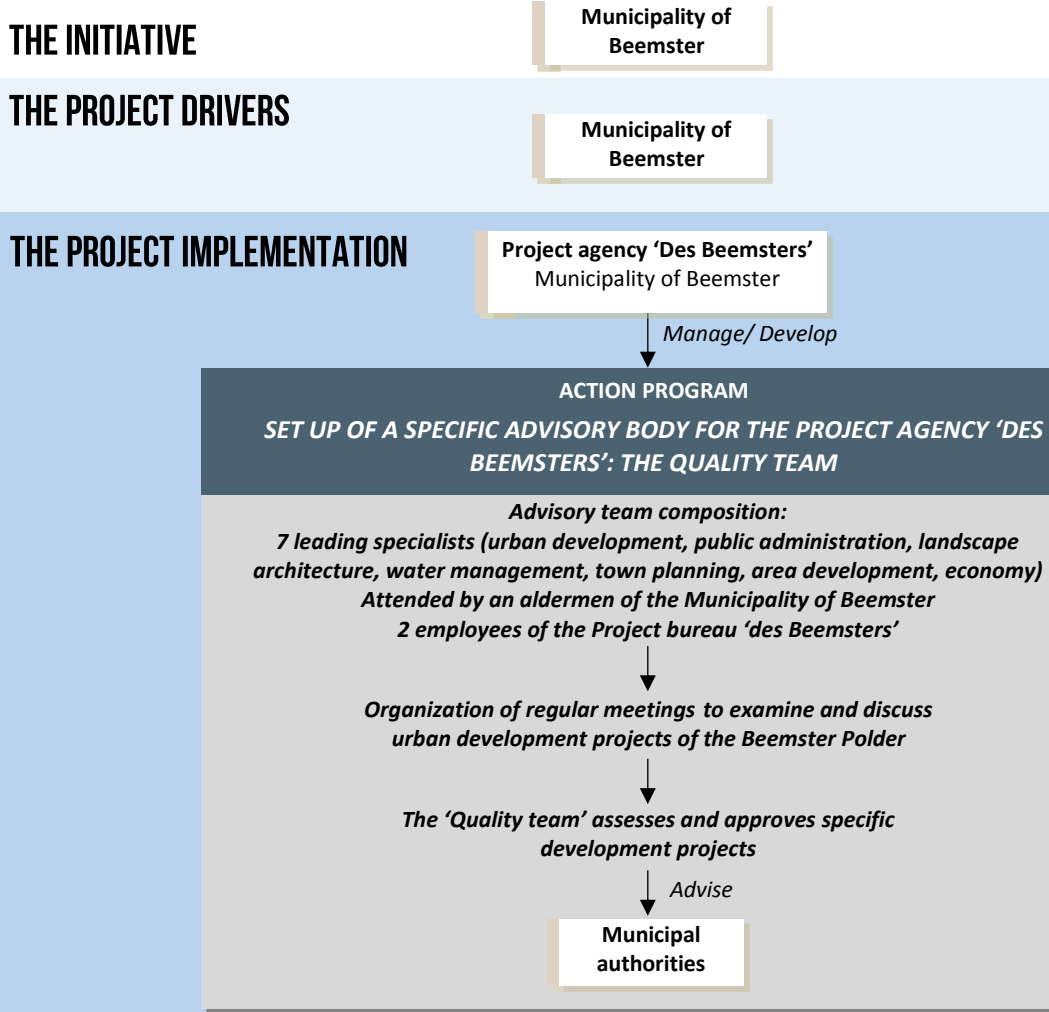
■ Project

WORLD HERITAGE PROPERTY

DROOGMAKERIJ DE BEEMSTER (BEEMSTER POLDER)

Inscription	1999	The Beemster Polder, dating from the early 17th century, is an exceptional example of reclaimed land in the Netherlands. It has preserved intact its well-ordered landscape of fields, roads, canals, dykes and settlements, laid out in accordance with classical and Renaissance planning principles.
Criteria	(i) (ii) (iv)	
Area	72 ha	

DIAGNOSIS/ STATUS	Need for planned territorial developments control in the Beemster Polder: integrating new farming infrastructures, change of scale of farms, building of new houses and reconstruction of the CONO cheese factory. Meeting the needs of des Beemsters.
PROBLEMS/ ISSUES	Set up an advisory body (the 'Quality team') for the Municipality which involves several leading specialists in urban and landscape development in order to approve development plans and make sure that they are compatible with the principles of the Beemster Polder as a World Heritage Site and improve the site.
OBJECTIVES	<ul style="list-style-type: none"> ➔ Guarantee the quality of the new development plans in line with the Unesco guidelines for World Heritage Sites ➔ Advise the city of Beemster about the best strategy to deal with development and achievement of urban development of a high quality, without losing the unique identity of the Beemster Polder ➔ Help the city of Beemster by being an international example for modernization and urban development in a World Heritage Site



STAKEHOLDERS / ACTORS:

 Public local	 Public regional	 Public national	 Public international
 Private	 Mixed	 Institutions / NGOs	 Civil Society

SITE MANAGEMENT TOOLS

- Urban development plans (bestemmingsplannen)
- Structure vision regulation (structuurvisie)
- Omgevingsnota (design review regulation)
- Management Plan (10th July 2012)

SPECIFIC PROJECT MANAGEMENT TOOLS

- Set up of the Beemster project agency: Project bureau ‘Des Beemsters ‘
- Set up of the Beemster Quality Team

FUNDING

DETAILS ON PUBLIC FUNDING

Municipality of Beemster

100 % funded by Municipality

TOTAL PROJECT AMOUNT

180 000 Euros per year (all included)

STATE OF PROGRESS

November 2007
Launch of the project
and set up of Quality
team

*Scheduled for 5 years (2007-2012)
Four to six meetings a year*

End of 2012
Project revision

RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The World Heritage Status requires to maintain the unique value of the early 17th century cultural landscape. The Beemster Polder is a 72 ha area with a population of 8 721 inhabitants living mostly in one of the four villages Middenbeemster, Noordbeemster, Westbeemster, and Zuidoostbeemster located in the polder. The main village is Middenbeemster. As the Municipality is fairly small and felt it was lacking the capacity to assess the large spatial and urban developments within the World Heritage site that were submitted for approval.

In order to assess and implement projects the Municipality of Beemster set up as special implementation organisation in 2007: the ‘Beemster Bureau’ (Bureau des Beemsters). There is one responsible Alderman and a project coordinator. An

independent ‘Quality Team’ that advises the municipal authorities on large-scale projects assists the ‘Bureau’.

The team considers, examines and assesses a wide range of spatial initiatives and examines the quality of designs, strategy, and feasibility. It is made up of leading national experts in the field of heritage, landscape, urban planning and architecture.

The ‘Quality team’ is a specific management tool and was set up for a five year period (2007/2012). The ‘Quality team’ does not give advice on small-scale projects or individual projects, which are approved and assessed through the other regulatory mechanisms.

The 'Quality Team' advisory body mechanism proved to be very useful to the Municipality of Beemster regarding spatial and urban planning. It helped improve the quality of projects approved by the Municipality for the whole of the Beemster polder and insure that large scale plans are 'des Beemsters', and are compatible with the value of the site.

Advice provided by the 'Quality Team' helped to modernize and develop the Beemster Polder, without affecting its unique identity. The 'Quality Team' was involved in advising on the reconstruction plans of the Cono cheese factory. The challenge for the Municipality was to support a project important for the economy of the Beemster polder and find a design compatible with

the site's value.

Because the team is composed of professionals with different profiles, the advice provided is intersectorial. The 'Quality Team' has positively influenced municipal staff and has helped strengthen the capacity of the Municipality.

In turn the Municipality is better informing inhabitants and manages to raise the awareness of the inhabitants of Beemster to design and planning issues. The citizens are more conscious about their environment and more involved in spatial planning. More and more often, inhabitants come with development and reconstruction plans that fulfil the 'des Beemsters' expectations.

© Municipality of Beemster



A part of the 'Quality team'



A meeting with inhabitants involved in spatial planning

QUESTIONS

An interesting example of a capacity building initiative fostered by a "small" Municipality of less than 9 000 inhabitants to reinforce its capacity to approve quality spatial planning projects in a World Heritage Site. The challenge is fostering development and allowing modification of land use in a Polder. The four Beemster settlements are fairly small and most spatial planning projects are connected to agriculture and farming. This case studie underlines the relationship between villages, and farming land, the relationship between a Municipality and the territory it has to manage.

The 'Quality team' budget per year is fairly high for a small municipality and represents a serious investment. One issue is the sustainability of the mechanism. How long should the 'Quality team' mechanism be enforced? After a five years experience and the good results (project quality , training of municipal staff, better understanding of the link between conserving heritage values and development of a territory and landscape), the Municipality is considering maintaining the 'Quality team' advisory body mechanism.

MAYOR	H.N.G. (Harry) Brinkman Alderman: Han Hefting	RESPONSIBLE OFFICER	Harry Roenhorst & Janneke van Dijk World Heritage Offices
Mandate	2009 - 2016	→ address	Rijn Middelburgstraat 1, 1462 NV Middenbeemster, The Netherlands
		→ telephone	0031 299 68 21 21
		→ e-mail	h.roenhorst@beemster.net j.vandijk@beemster.net
		→ website	http://www.desbeemsters.nl/

LA CHAUX-DE-FONDS SUISSE

PLAN SPECIAL "LE CORBUSIER"

AMÉNAGEMENT/PLANIFICATION – RECONVERSION URBAINE

Projet d'aménagement, restructuration et mise en valeur d'une friche ferroviaire située dans le centre-ville de la Chaux-de-Fonds et au cœur du bien inscrit sur la Liste du patrimoine mondial afin d'y créer un nouveau quartier. Ce projet s'inscrit dans le cadre d'un « Plan spécial » qui comporte deux projets de planification urbaine.

TAILLE DE LA VILLE : 38 000 habitants 5 570 ha

TAILLE DU PROJET : 0 4,9 ha

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Ville industrielle : horlogerie et microtechnique, logement, commerce et artisanat, administration, culture, tourisme et loisirs

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Espace urbain central, ancienne gare ferroviaire, zone complexe de flux de circulation



© UNESCO/ Aline Henchoz

Vue d'ensemble des villes de La Chaux-de-Fonds et du Locle

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet



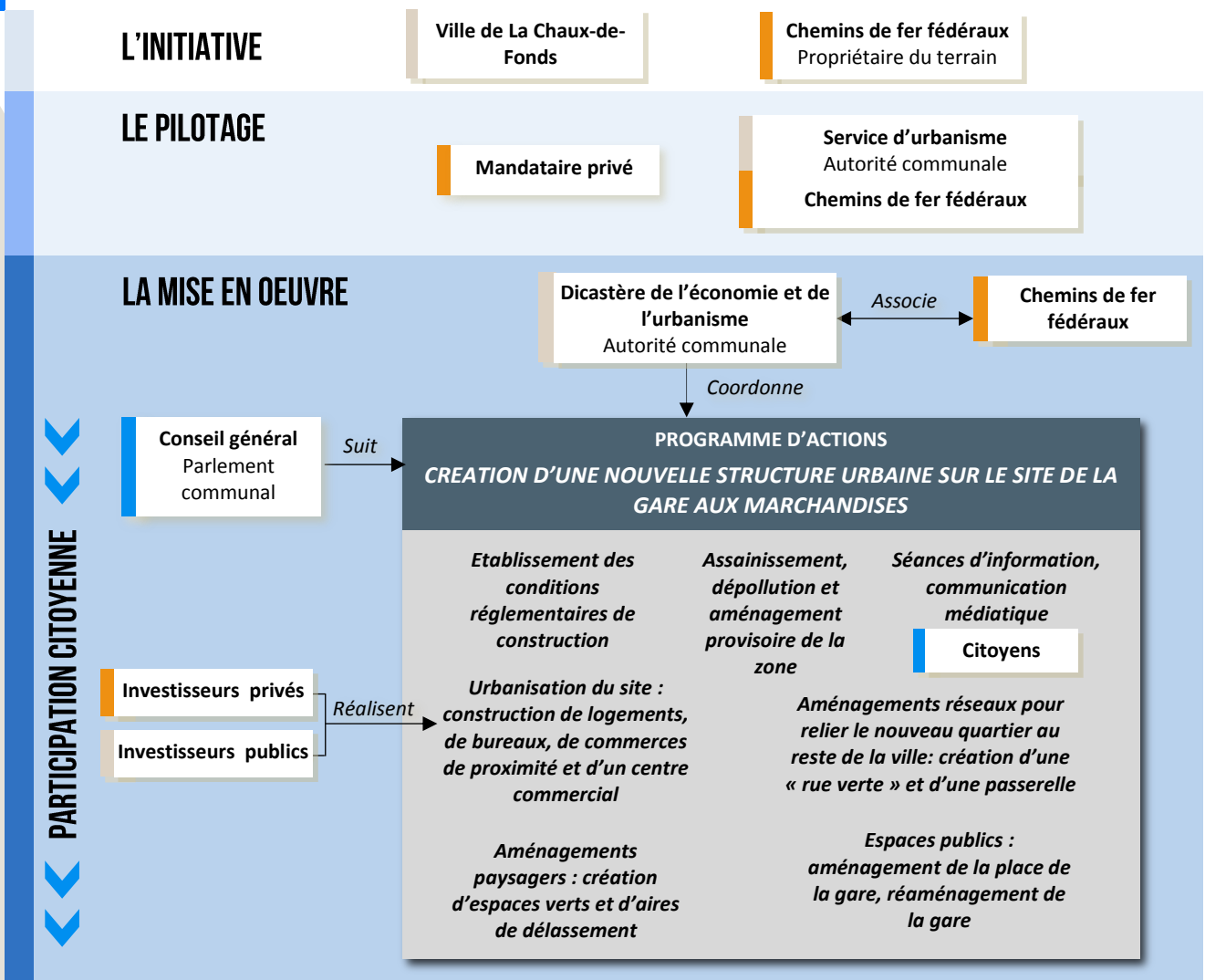
LE BIEN DU PATRIMOINE MONDIAL

LA CHAUX-DE-FONDS / LE LOCLE, URBANISME HORLOGER

Inscription	2009	Dans les montagnes du Jura suisse, sur des terrains peu propices à l'agriculture, les villes voisines de La Chaux-de-Fonds et Le Locle illustrent un développement urbain du début du 19 ^e siècle original qui reflète les besoins d'organisation rationnelle de la production horlogère. Le site constitue un remarquable exemple de villes ordonnées par une activité mono-industrielle, bien conservées et toujours en activité. La planification urbaine des deux villes s'est adaptée au passage d'une production artisanale avec travail à domicile à une production manufacturière plus intégrée, avec les usines de la fin du XIX ^e et du XX ^e siècle. Quand il analyse la division du travail dans Le Capital, Karl Marx prend comme exemple l'industrie horlogère du Jura suisse et invente à propos de La Chaux-de-Fonds le terme de « ville-manufacture ».
Critères	(iv)	
Surface	50 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Présence d'une friche urbaine en plein centre-ville alors qu'une expansion des zones construites se fait jour en périphérie.
PROBLÉMATIQUE	Comment densifier un morceau de territoire au centre-ville et inscrire cette nouvelle urbanisation dans le contexte historique et patrimonial de la Chaux-de-Fonds ? Un des enjeux est la gestion des flux et de la mobilité urbaine.
OBJECTIFS	<ul style="list-style-type: none"> ➔ Revitalisation et reconversion fonctionnelle du quartier de la gare ➔ Développement urbain par étape, cohérent et flexible ➔ Renforcement des activités économiques et du commerce de centre-ville ➔ Renforcement de l'attractivité du site et mise en valeur de son image ➔ Effet d'entraînement : réaménagement des espaces voisins

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Loi cantonale sur l'aménagement du territoire, loi cantonale sur les constructions, loi fédérale sur l'aménagement du territoire, plan directeur cantonal
- Plan général d'aménagement
- Plan spécial : plan d'aménagement localisé à un secteur
- Plan de gestion du site patrimoine mondial (2009)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Plan spécial (plan de détail prévu dans la législation permettant de répondre aux exigences spécifiques d'un site)
- Consultation citoyenne : processus démocratique habituel en Suisse qui permet à toutes les étapes de faire intervenir soit des référendums ou des oppositions de tiers.
- Suivi par le Conseil général (Parlement communal)
- Séances d'information
- Communication médiatique

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Ville de La Chaux-de-Fonds

Le financement du projet est assuré par des investisseurs privés et, sur les frais d'équipement uniquement, par la Ville de La-Chaux-de-Fonds.

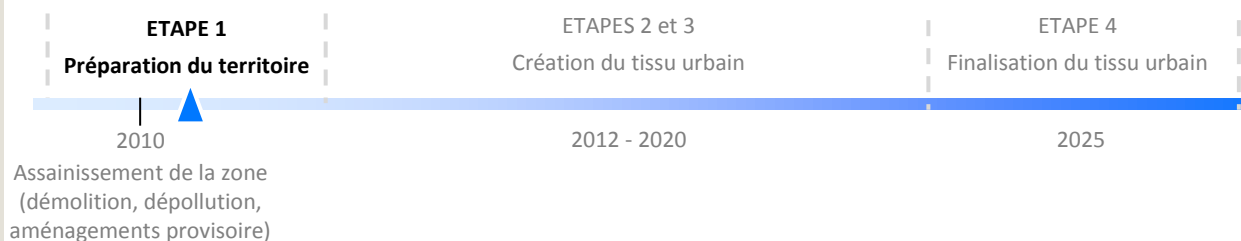
PRÉCISION SUR LE FINANCEMENT PRIVÉ

Investisseurs privés

VALEUR TOTALE DU PROJET

200 millions de francs suisses (environ 160 millions d'euros)

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

La valeur du bien inscrit sur la Liste du patrimoine mondial est définie par des qualités de conception et une morphologie urbaine spécifique. Comme le bien est un élément de marketing urbain, l'attention au contexte a été particulièrement importante. La mise en œuvre s'appuie sur des mécanismes et des acteurs classiques mais dans le cadre d'un plan spécial qui est spécifique à ce site.

La valeur patrimoniale du bien a permis de promouvoir une exigence de qualité :

- en matière de conception : soin particulier apporté à l'intégration du nouveau quartier par rapport à la morphologie urbaine (orientation, gabarit, typologie des constructions en barre) ;

- en matière d'identification du patrimoine : prise en compte des valeurs patrimoniales d'éléments industriels (entrepôts et quai de déchargement) non protégés ou non répertorié par les services historiques des chemins de fer. Sursis accordé à des éléments autrement voués à la démolition.

Le contexte patrimoine mondial a favorisé la prise en compte du patrimoine et permis de pousser plus loin un processus de repérage ou d'études des qualités patrimoniales de la friche qui n'auraient sans doute pas eu lieu dans un autre contexte. A noter également le principe d'un développement par étape.

RÉSULTATS/ IMPACTS

La qualité du projet a directement été impactée par l'inscription du site sur la Liste du patrimoine mondial. Si dans le cas de La Chaux-de-Fonds cette inscription n'est ni un moteur ni un frein au projet; c'est en revanche un stimulant pour une recherche de qualité.

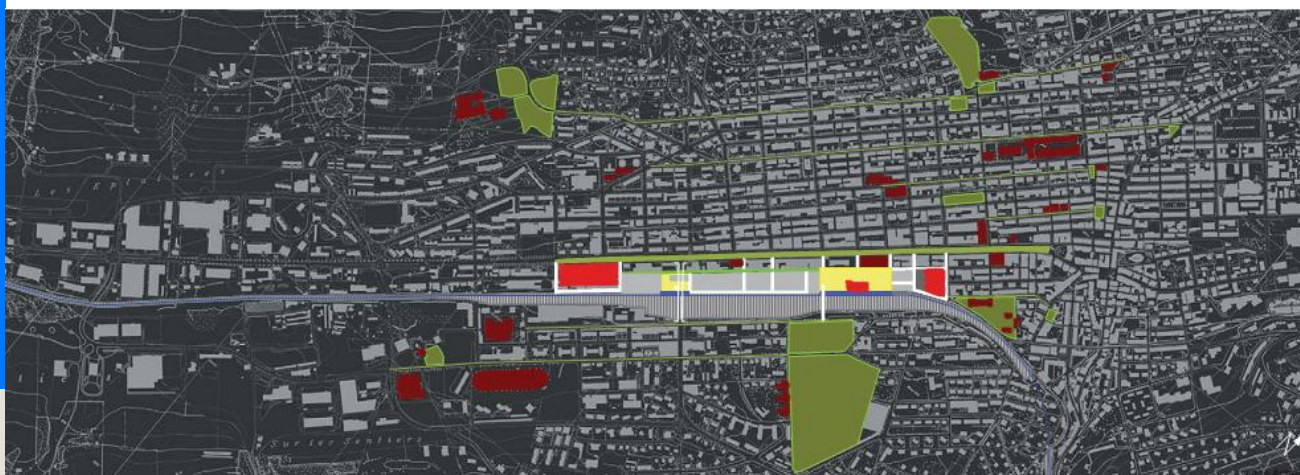
L'attention au contexte de la zone en développement a aussi eu un effet promoteur de qualité. On note une priorité affichée d'exigence de qualité et une attention affirmée à l'amélioration de la qualité du cadre de vie.

C'est également un argument dans les discussions pour atteindre un niveau d'exigence qui peut être plus élevé que les standards prévus par la législation. Il y a une

pression pour assurer une certaine qualité de l'architecture.

L'impact principal du projet est un renforcement de l'attractivité du centre ville et une dynamisation du large secteur gare.

L'initiative publique à un eu effet sur la valorisation du marché de l'immobilier privé : investissements pour la mise en confort et en qualité des bâtiments anciens du quartier.



©Ville de La Chaux-de-Fonds

Illustration du futur quartier Le Corbusier dans la ville

QUESTIONNEMENTS

Ce projet s'inscrit dans une problématique de traitement d'une zone en friche et du changement d'affectation et d'usage du sol. Il permet d'aborder la question des enjeux de la densification en centre ville pour gérer l'étalement urbain, donc le lien entre centre et périphérie.

La stratégie de renforcement de l'attractivité d'un quartier est aussi à noter.

Les mécanismes de mise en œuvre sont complexes et impliquent de nombreux acteurs. Et une importante consultation à différents niveaux et étapes du processus (étude préalable et système d'enquête publique) a été réalisée.

MAIRE	Laurent Kurth	CONTACT TECHNIQUE	Jean-Daniel Jeanneret
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CAHIER D'ÉTUDES DE CAS
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CASE STUDIES SECTION
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CUADERNO DE ESTUDIOS DE CASO
EUROPA DEL SUR

CÓRDOBA ESPAÑA

PLAN ESPECIAL ALCÁZAR-CABALLERIZAS REALES DE CÓRDOBA

ACONDICIONAMIENTO/PLANIFICACIÓN— RESTRUCTURACIÓN URBANA

El Plan Especial del ámbito “Alcázar-Caballerizas Reales” está respaldado por planes de ordenación urbana anteriores que ya identificaron este espacio como zona de equipamiento cultural para la ciudad. El objetivo del plan es definir los criterios con los que se debe actuar en una de las zonas históricas con más potencial de la ciudad.

TAMAÑO DE LA CIUDAD:	328 547 hab	125 524 ha
TAMAÑO DEL PROYECTO:	1 055 hab	10,3 ha ámbito de actuación 19, 5 ámbito de influencia

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Centro administrativo (capital provincial), centro turístico y cultural

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Ámbito de actuación: cultural, recreativo y turístico

Ámbito de influencia: residencial

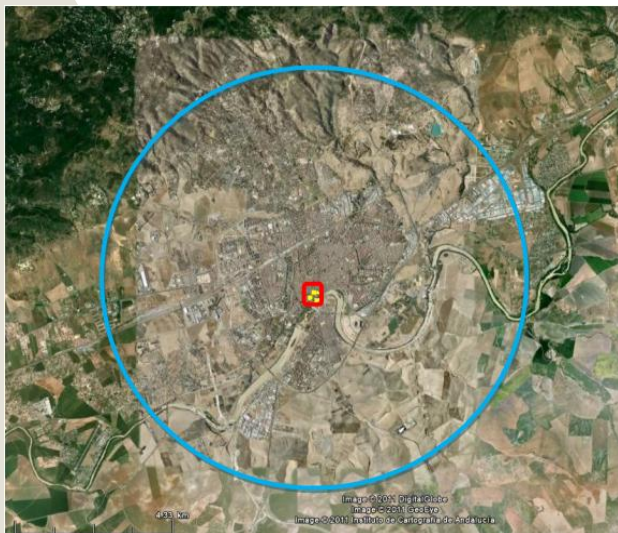


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Los jardines históricos de Córdoba

IDENTIFICACIÓN

ESCALA DEL PROYECTO



■ Ciudad

■ Bien inscrito en la Lista del Patrimonio Mundial

■ Proyecto



EL BIEN DEL PATRIMONIO MUNDIAL

MEZQUITA CATEDRAL Y CENTRO HISTÓRICO DE CÓRDOBA

Inscripción	1984	El período de gloria de Córdoba comenzó en el siglo VIII, después de su conquista por los moros, cuando se construyeron unas 300 mezquitas e innumerables palacios y edificios públicos. El esplendor de la ciudad llegó entonces a rivalizar con el Constantinopla, Damasco y Bagdad. En el siglo XIII, en tiempos de Fernando III el Santo, se transformó la gran mezquita en catedral cristiana y se construyeron nuevos edificios defensivos como la Torre Fortaleza de la Calahorra y el Alcázar de los Reyes Cristianos. En 1994, se revisó la nominación y se extendió la delimitación del bien al centro histórico.
Criterio(s)	(i)(ii) (iii)(iv)	
Superficie	81 ha	

LOS RETOS

DIAGNOSTICO/ ESTADO DE SITUACION	El ámbito Alcázar-Caballerizas Reales es un lugar clave del centro histórico y de la ciudad. La apertura de una carretera en los años 50 ha originado problemas de accesibilidad y una fuerte alteración del paisaje, dando lugar a espacios residuales en el corazón de la ciudad. Los monumentos, testimonios de varias épocas se encuentran en mal estado e infrautilizados.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo restablecer, en lo posible, una situación acorde a la topografía y al paisaje histórico natural del ámbito de actuación, y encontrar un punto de unión entre la visión contemporánea de la ciudad y la responsabilidad de trabajar con elementos patrimoniales de gran valor?
OBJETIVOS	<ul style="list-style-type: none"> ➔ Conformar la idea de conjunto urbano, clarificar la identidad de los elementos que lo componen. ➔ Rehabilitación y puesta en valor de monumentos infrautilizados. ➔ Dotación de equipamientos y espacios culturales a nivel de ciudad, con contenidos adecuados a los edificios históricos, las Caballerizas Reales y El Alcázar de los Reyes Cristianos. ➔ Dotación de una gran zona verde ciudadana con esencial incidencia en las necesidades del casco histórico. incrementando la permeabilidad del recinto, interna y externa. ➔ Mejorar la identidad formal y cultural del conjunto y su relación con el río Guadalquivir como parte importante de la componente paisajística ➔ Conservar y potenciar el protagonismo del agua y de la jardinería como valores culturales presentes historicamente en el lugar ➔ Resolver necesidades funcionales de difícil integración

LOS SOCIOS / EL PROCESO

LA INICIATIVA

Ayuntamiento de Córdoba

Junta de Andalucía

EL PILOTAJE / EL MANEJO

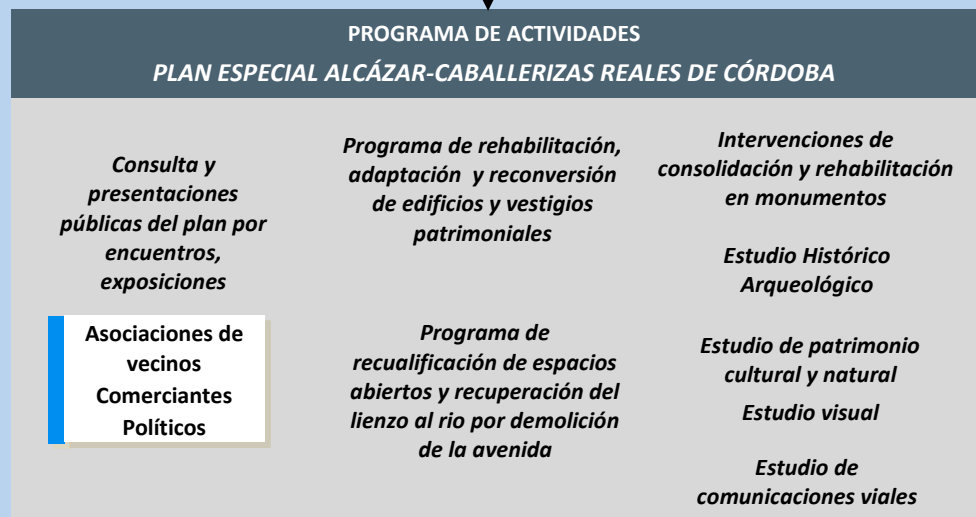
Ayuntamiento de Córdoba

LA IMPLEMENTACIÓN

Gerencia municipal de urbanismo
Ayuntamiento de Córdoba

Coordina/ Realiza

PARTICIPACIÓN CIUDADANA



ACTORES:



HERRAMIENTAS DE LA CIUDAD

- Plan Especial del Río Guadalquivir (1992)
- Plan de Infraestructuras Culturales de Córdoba (2010)
- Plan General de Ordenación Urbana de Córdoba (2001)
- Plan de Excelencia Turística
- Plan Estratégico de Córdoba
- Plan de Movilidad Sostenible de Córdoba (2011)
- Plan municipal de aparcamientos Ordenanzas Municipales

HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan Especial de Protección del Conjunto Histórico de Córdoba (2003)
- Plan Director de Accesibilidad al Conjunto Histórico (2003/2007)
- Plan Especial de Usos de la Plaza de La Corredera (2003)

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Plan de usos del Alcázar y de las Caballerizas Reales (2002)
- Plan de usos centro internacional del caballo en las Caballerizas Reales (2004)
- Plan Especial Alcázar Caballerizas Reales (2011)

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Ayuntamiento de Córdoba, Junta de Andalucía, Gobierno de España. Las cuantías a asumir por cada parte debe ser objeto de un convenio entre las administraciones.

VALOR TOTAL DEL PROYECTO

Presupuesto total del desarrollo del plan:
54.078.722,47€
Coste técnico de la redacción del plan: 59.468,06€

PRESUPUESTO TOTAL DEL DESARROLLO DEL PLAN: 54.078.722,47€

AC-u1.Alcázar de los Reyes Cristianos: 18.266.296,98€
AC-u2.Caballerizas Reales:12.897.577€
AC-u3.Murallas de la Huerta del Alcázar:3.367.841,29€
AC-a1.Jardín del Alcázar: 9.579.891,99€
AC-a2.Jardín Alto del Alcázar: 340.127,17€
AC-a3.Puertas del Alcázar en la ribera y en el Campo Santo de los Mártires: 2.717.151,70€
AC-a4.Extramuros de la Huerta del Alcázar-Puerta de Sevilla: 6.909.836,34

ESTADO DE PROGRESO



ETAPAS DE EJECUCIÓN:

Rehabilitación de Caballerizas Reales 2007-2015
Rehabilitación del Alcázar 2011 -2015
Restauración Murallas 2011-2015

Jardín del Alcázar 2015-2019
Jardín Alto del Alcázar 2007-2015.
Puerta del Alcázar y Campo Sto. de los Mártires 2007-2011
Extramuros de la huerta del Alcázar-Puerta de Sevilla 2011-2015

ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

El ámbito considerado por este plan especial representa una parte importante del sitio inscrito en 1994 en la lista del Patrimonio mundial como Centro Histórico de Córdoba. El plan propone recuperar esta importante parte de la ciudad que fue centro de poder político y religioso durante siglos, en un ámbito íntimamente ligado al río, elemento definidor de la ciudad.

La restauración de las Caballerizas Reales, del Alcázar de los Reyes Cristianos y otros monumentos permite la

puesta en valor de estos elementos históricos y simbólicos de la ciudad, mientras la adecuación de los espacios libres va encaminada a una propuesta de desarrollo urbano y de mejora de la calidad de vida de los ciudadanos basada en el reconocimiento del patrimonio cultural y natural y abordando los desafíos de la recuperación del bien en toda su integridad funcional y visual.

El estudio Histórico-Arqueológico ha aportado numerosa información que ha ayudado a la definición de los objetivos del proyecto y de los criterios de intervención en monumentos y espacios libres. Desde la aprobación del Plan especial del conjunto histórico de Córdoba se han realizado obras de consolidación, conservación y adecuación en el Alcázar y en las Caballerizas Reales teniendo en cuenta sus raíces culturales, como la tradición ecuestre, y potenciando el uso cultural en beneficio de los ciudadanos y de los visitantes. Esta nueva oferta permitirá reducir la excesiva concentración de visitantes en el entorno de la Mezquita.

Se ha abierto un debate sobre el uso de los nuevos espacio con intereses desde muchos ámbitos, vecinales,

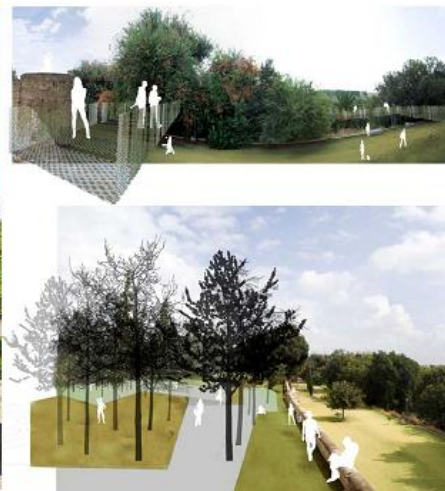
colectivos relacionados con el mundo del caballo, turísticos y patrimoniales. Este proceso de diálogo ha permitido establecer las bases del intercambio necesario para conocer mejor las expectativas de los habitantes en relación a sus necesidades cotidianas y apoyar las intervenciones de recalificación del ámbito: creación de espacios verdes, peatonalización y recuperación del vínculo entre la ciudad y el río mediante la reconversión de la avenida del Alcázar en espacios de ocio.

El proyecto permitirá volver a establecer la continuidad histórica y espacial entre el ámbito de actuación y el resto del centro histórico.

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Vista aérea del ámbito de actuación y del ámbito de influencia



Propuestas de ordenación de los espacios libres extramuros del ámbito

CUESTIONES

La restauración y la adaptación de las Caballerizas Reales y del Alcázar de los Reyes Cristianos constituyen la primera etapa de un proyecto amplio y ambicioso que tiene por objetivo poner en valor un conjunto de gran importancia monumental, dotando la ciudad de nuevos contenedores culturales y espacios libres en beneficio de los residentes y visitantes. No se ha llegado a un consenso absoluto con las partes interesadas, el dialogo aún está abierto. Uno de los desafíos es llegar a un acuerdo sobre

la organización de la circulación vial en el ámbito y en el establecimiento de un justo equilibrio entre los intereses de los residentes y de la promoción turística. Se busca que la actuación aporte beneficios tanto a los ciudadanos como al sector turístico, buscando al sostenibilidad de la actuación. El control de la contaminación visual alrededor del bien se ha tratado como un aspecto fundamental.

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SALAMANCA ESPAÑA

ACTUACIONES DE PEATONALIZACIÓN EN EL CONJUNTO HISTÓRICO DE SALAMANCA

GESTION URBANA – MOVILIDAD

Se trata de la realización de numerosas actuaciones de peatonalización en las vías principales del Conjunto histórico de Salamanca, completándose con la realización de un Plan de Movilidad Urbana.

TAMAÑO DE LA CIUDAD: 154 462 habitantes 3934 ha

TAMAÑO DEL PROYECTO: 11,5 km de calles peatonales dentro y fuera del sitio Patrimonio Mundial (Abril 2012)

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Centro administrativo provincial, ciudad universitaria, turismo, servicios.

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Centro de la ciudad. Goza de gran vitalidad y uso. Conjunto monumental, religioso, cultural y residencial.

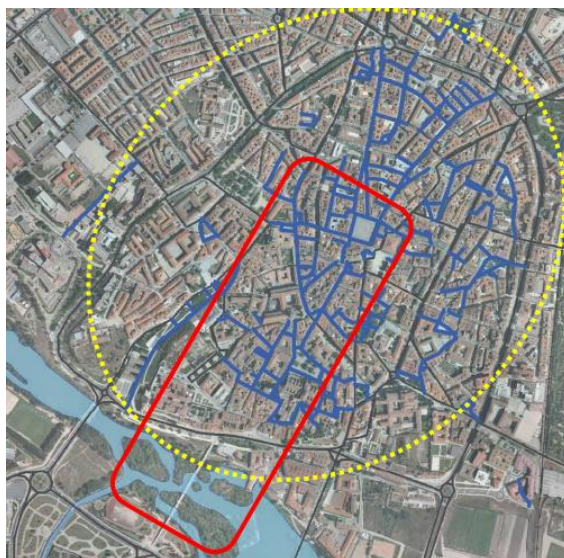
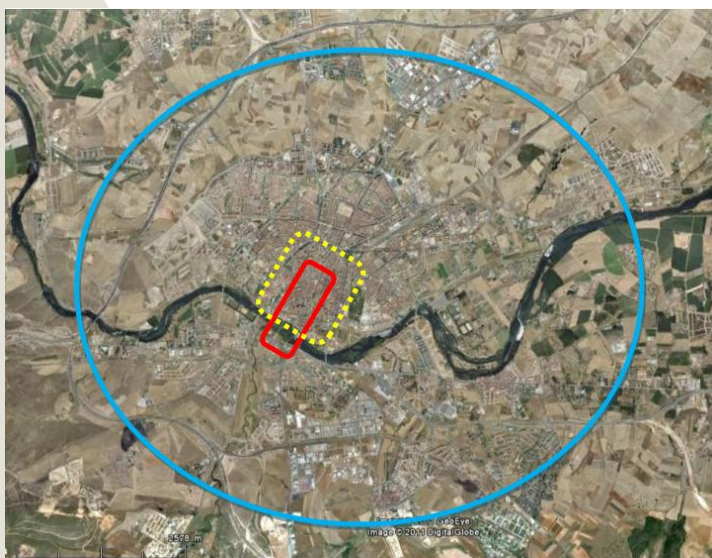


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Ciudad vieja de Salamanca

IDENTIFICACIÓN

ESCALA DEL PROYECTO



□ Ciudad

□ Bien inscrito en la Lista de Patrimonio Mundial

□ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CIUDAD VIEJA DE SALAMANCA

Inscripción	1988	Situada al noroeste de Madrid, Salamanca fue conquistada por los cartagineses en el siglo III a.c. y luego fue ciudad romana. Posteriormente, estuvo bajo el poder de los musulmanes hasta el siglo XI. El apogeo de su universidad, una de las más antiguas en Europa, coincidió con la edad de oro de la ciudad. El centro histórico posee importantes monumentos románicos, góticos, renacentistas y barrocos, entre los que destaca la imponente Plaza Mayor con sus galerías y arcadas.
Criterio(s)	(i)(ii)(iv)	
Superficie	46,22 ha	

DIAGNOSTICO/ ESTADO DE SITUACION	Difícil acceso peatonal al Conjunto histórico. Se acrecienta el problema al continuar siendo el centro de la ciudad, verdadero corazón ciudadano de actividades administrativas, lúdicas, culturales etc., por lo que la presión de tráficos rodados privados es aún mayor.
PLANTEAMIENTO DEL PROBLEMA	¿Cómo poner en valor el Conjunto histórico de Salamanca mediante la facilitación del uso peatonal? ¿Cómo desarrollar un Plan de Movilidad Urbana sostenible?
OBJECTIVOS	<ul style="list-style-type: none"> ➔ Reducción de los tráficos rodados privados ➔ Potenciación del transporte público ➔ Recuperación de los recorridos peatonales ➔ Revalorización de la imagen del centro histórico de la ciudad ➔ Concienciación ciudadana a los beneficios obtenidos

LA INICIATIVA

Ayuntamiento de Salamanca

EL PILOTAJE / EL MANEJO

Ayuntamiento de Salamanca

LA IMPLEMENTACIÓN

Área de Ingeniería Civil
Ayuntamiento de Salamanca

Coordina

**PROGRAMA DE ACTIVIDADES
PEATONALIZACIÓN Y REGULACION DEL TRÁFICO RODADO EN EL
CONJUNTO HISTÓRICO DE SALAMANCA**

**MEDIDAS PARA UNA MOVILIDAD
SOSTENIBLE**

**MEDIDAS DE DISUASION DEL TRÁFICO
RODADO**

Administración local
Promueve/ Dirige / Financia

Administración regional
Participa en la financiación

Gobierno de España
Participa en la financiación

Unión Europea
Participa en la financiación

Peatonalización de las principales vías interiores del Conjunto histórico

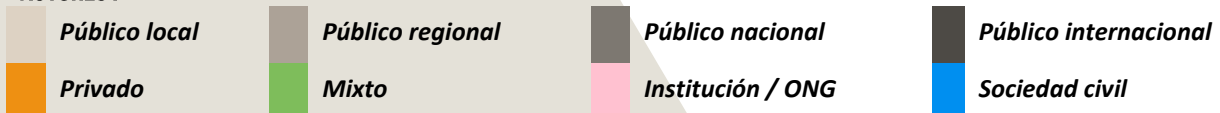
Reducción de aparcamientos exteriores en las obras de urbanización realizadas y creación de aparcamientos subterráneos en el contorno del Conjunto histórico

Acceso restringido de tráfico para residentes

Regulación horaria de aparcamientos exteriores

Habitantes y visitantes

ACTORES :



HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan General de Ordenación Urbana (2007)
- Plan de Gestión (en finalización)
- Plan Especial del Conjunto Histórico (en finalización). Planeamiento especial que desarrolla con una visión simultánea al Plan de Gestión, la normativa de protección y actuaciones contenidas en el Plan General de Ordenación Urbana.

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Plan de Movilidad Urbana Sostenible (en finalización). Tiene en cuenta criterios contemplados en el Plan de Gestión que también se está redactando.

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Ayuntamiento de Salamanca con apoyo financiero del Ministerio de Fomento y de la Junta de Castilla y León

PRECISIONES RELATIVAS A LA FINANCIACIÓN PRIVADA

Fundación del Patrimonio de Castilla y León

FINANCIACIÓN INTERNACIONAL

Unión Europea

VALOR TOTAL DEL PROYECTO

Incluido en varias operaciones

Las actuaciones se han ido desarrollando a lo largo de muchos años, habiéndose concretado en numerosos proyectos debido al amplio alcance de las mismas.

El promotor ha sido el Ayuntamiento de Salamanca, contando en ocasiones con financiación tanto del Estado, a través del Ministerio de Fomento, como de la administración autonómica (Junta de Castilla y León), e incluso financiación europea. Debido a los numerosos proyectos comprendidos, no es posible desglosar las cantidades.

ESTADO DE PROGRESO

Primeras actuaciones de peatonalización y medidas de disuasión del tráfico rodado (construcción de aparcamientos etc.)

1990

Finalización de la peatonalización de la zona central de la Plaza de Mercado

2012

Nuevas peatonalizaciones
Tras la aprobación final del nuevo Plan de Movilidad Urbana

ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

Salamanca continúa manteniendo los valores que la hicieron merecedora de su inscripción en la Lista de patrimonio mundial, habiendo mejorado claramente las infraestructuras del Conjunto, y tras la ejecución de un Plan Especial de Protección que se realizó en los años 80.

Se ha buscado la potenciación de estos valores, con las rehabilitaciones monumentales, peatonalizaciones, construcciones de aparcamientos exteriores y puesta en valor de las edificaciones residenciales.

Numerosas calles interiores a la zona inscrita en la Lista de patrimonio mundial, y también exteriores a ella pero cercanas, han sido peatonalizadas mejorando la apreciación visual del bien y procurando a los usuarios y visitantes una mejor experiencia, facilitando el acceso rodado con la construcción de aparcamientos exteriores.

Se ha revalorizado claramente la imagen del Conjunto histórico de la ciudad. Existe concienciación ciudadana de sus beneficios. Se cambió la idea inicial de pérdida de atractivo comercial por las empresas de comercio (estas calles se han convertido en los principales ejes comerciales de la ciudad).

Como se ha comentado, se está extendiendo la red peatonal a gran parte del ámbito propuesto por el Plan de Gestión en redacción.

Estas actuaciones han sido acompañadas de otras disuasorias al tráfico como reducción de aparcamientos exteriores en las obras de urbanización realizadas, regulación horaria de aparcamientos exteriores, acceso restringido de tráfico para residentes, creación de aparcamientos subterráneos en los alrededores.



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Algunas vías peatonalizadas en el conjunto histórico de Salamanca

CUESTIONES

El proyecto ha sido bien planteado y con una solución acertada a los objetivos perseguidos.

Sin embargo se detecta la necesidad de la implantación de un mayor número de aparcamientos. La apreciación de los residentes ante estas medidas y los cambios que

favorecen la accesibilidad de los visitantes deben ser considerados en cuanto a los impactos sobre la evolución del centro, de su uso y de las actividades que se desarrollan en este.

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SALAMANCA ESPAÑA

“RECORRIDO CULTURAL” POR EL INTERIOR DE LAS CATEDRALES (NUEVA Y VIEJA) DE SALAMANCA – PROYECTO “IERÓNIMUS”

CONSERVACIÓN Y VALORIZACIÓN – INTERPRETACIÓN

El proyecto “Ierónimus” concierne el más famoso monumento de Salamanca y consiste en la creación de un recorrido que facilite la visita de las dos catedrales hasta los niveles más elevados, posibilitando vistas tanto del exterior como del interior de los edificios, así como del Conjunto histórico de la ciudad.

TAMAÑO DE LA CIUDAD: 154 462 habitantes 3934 ha

TAMAÑO DEL PROYECTO: El conjunto catedralicio

PRINCIPAL(ES) FUNCIÓN(ES) DE LA CIUDAD:

Centro administrativo provincial, ciudad universitaria, turismo, servicios.

PRINCIPAL(ES) FUNCIÓN(ES) DEL TERRITORIO DEL PROYECTO:

Conjunto monumental y religioso, corazón turístico y cultural de la ciudad.



Vista de la Catedral vieja de Salamanca : la torre mocha y de la torre del reloj

IDENTIFICACIÓN

ESCALA DEL PROYECTO



□ Ciudad

□ Bien inscrito en la Lista de Patrimonio Mundial

□ Proyecto

EL BIEN DEL PATRIMONIO MUNDIAL

CIUDAD VIEJA DE SALAMANCA

Inscripción	1988	Situada al noroeste de Madrid, Salamanca fue conquistada por los cartagineses en el siglo III a.C. y luego fue ciudad romana. Posteriormente, estuvo bajo el poder de los musulmanes hasta el siglo XI. El apogeo de su universidad, una de las más antiguas en Europa, coincidió con la edad de oro de la ciudad. El centro histórico posee importantes monumentos románicos, góticos, renacentistas y barrocos, entre los que destaca la imponente Plaza Mayor con sus galerías y arcadas.
Criterio(s)	(i)(ii)(iv)	
Superficie	46,22 ha	

DIAGNOSTICO/ ESTADO DE SITUACION	Bienes reconocidos de interés cultural al nivel nacional con muchas partes de alto interés artístico y arquitectónico (interior de las catedrales, torres, tejados etc.) poco conocidos y valorados.
PLANTEAMIENTO DEL PROBLEMA	¿ Cómo recuperar y poner en valor una parte del Bien de Interés Cultural oculta y sin uso público, con espacios poco utilizados, facilitando las visitas tanto del interior como del exterior y vistas del conjunto histórico de la ciudad, así como la apreciación de los monumentos desde otros puntos de vista, siendo objeto de musealización los espacios recuperados ?
OBJECTIVOS	<ul style="list-style-type: none"> ➔ Añadido de una nueva valor cultural y turística a las dos catedrales ➔ Consolidación del mantenimiento de los monumentos en todas partes ➔ Mejora del atractivo turístico del Conjunto histórico de Salamanca ➔ Facilitación del conocimiento de la historia monumental de la ciudad

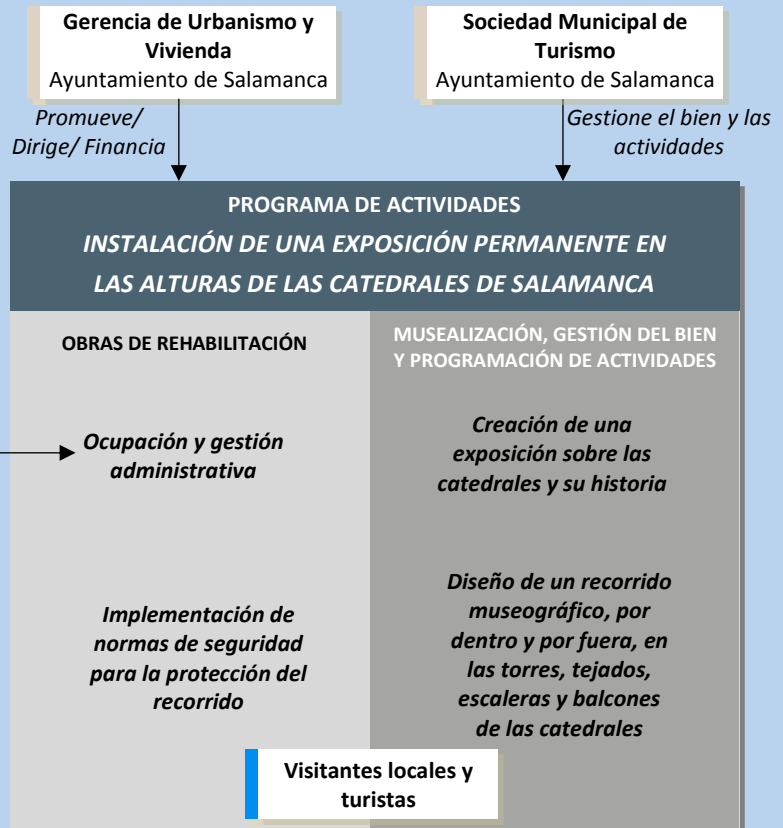
LA INICIATIVA

Ayuntamiento de Salamanca

EL PILOTAJE / EL MANEJO

Sociedad Municipal de Turismo
Ayuntamiento de Salamanca

LA IMPLEMENTACIÓN



ACTORES:

- Público local
- Público regional
- Público nacional
- Público internacional
- Privado
- Mixto
- Institución / ONG
- Sociedad civil

HERRAMIENTAS DE LA GESTIÓN DEL BIEN

- Plan General de Ordenación Urbana (2007)
- Plan de Gestión (en finalización)
- Plan Especial del Conjunto Histórico (en finalización). Planeamiento especial que desarrolla con una visión simultánea al Plan de Gestión, la normativa de protección y actuaciones contenidas en el Plan General de Ordenación Urbana.

HERRAMIENTAS ESPECÍFICAS DE LA GESTIÓN DEL PROYECTO

- Acuerdos de actuación entre el Cabildo de la Catedral y el Ayuntamiento de Salamanca
- Proyecto de rehabilitación
- Proyecto de musealización y programación de actividades

Hay que señalar que se llevan dos fases de actuaciones: una primera la torre mocha, y una segunda la torre del reloj hasta la plataforma primera inferior al reloj. La nueva fase a contratar es la actuación en el resto de la torre del reloj (sala del reloj, sala de campanas, y exterior en toda su altura).

LA FINANCIACIÓN

PRECISIONES RELATIVAS A LA FINANCIACIÓN PÚBLICA

Ayuntamiento de Salamanca

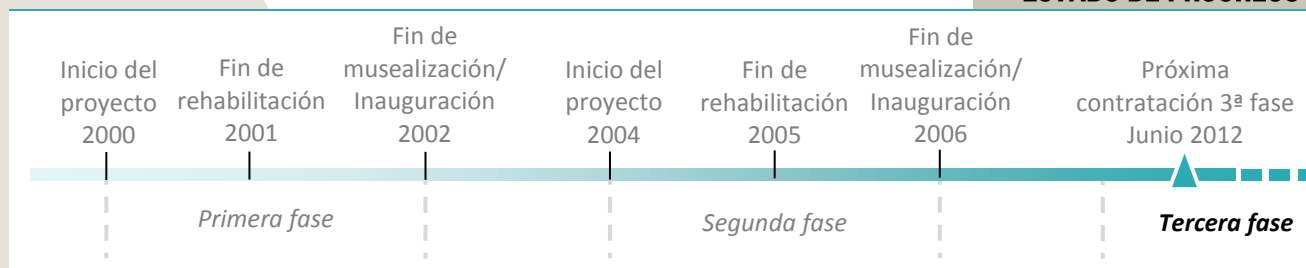
VALOR TOTAL DEL PROYECTO

Debido a las diferentes intervenciones, muy dilatadas en el tiempo, no es posible indicar el detalle de las intervenciones

El ayuntamiento de Salamanca financia la rehabilitación de la edificación y su mantenimiento, y los gastos propios de la gestión de las actividades.

Las nuevas fases y los gastos de gestión se realizan partiendo de los ingresos obtenidos de las visitas. Sus ingresos se utilizan para el mantenimiento del recorrido, y para las obras necesarias para su ampliación (se está a punto de contratar otra intervención en la torre del reloj por un importe superior a 1.600.000 €).

ESTADO DE PROGRESO



ARTICULACION ENTRE EL PROYECTO Y EL VALOR DEL BIEN

Salamanca continúa manteniendo los valores que la hicieron merecedora de su inscripción en la Lista de patrimonio mundial, habiendo mejorado claramente las infraestructuras del Conjunto, y tras la ejecución de un Plan Especial de Protección que se realizó en los años 80.

Se ha buscado la potenciación de estos valores, con las rehabilitaciones monumentales, peatonalizaciones y

puesta en valor de las edificaciones residenciales, manteniendo una ciudad viva.

Las catedrales son declaradas Bienes de Interés Cultural a nivel nacional y elementos clave en la declaratoria del bien patrimonio mundial. La puesta en valor de estos monumentos permite que se aprecien sus valores históricos, artísticos, culturales y culturales.

- Se persigue dar a conocer la historia monumental de la ciudad ;
- se ha posibilitado la rehabilitación de una parte del Bien de Interés Cultural (nivel nacional), poniéndose en uso, permitiendo un mejor conocimiento del mismo ;
- se ha convertido en una de las principales visitas que realizan los turistas ;
- refuerza la economía local por su atractivo turístico, y por el propio mantenimiento del BIC ;
- y se está desarrollando otro proyecto similar en la Real Clerecía de San Marcos y con idéntico éxito, dado la calidad de los espacios y las singulares vistas que se aprecian.



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Visita de las partes altas de las catedrales en el recorrido Ierónimus

CUESTIONES

Se ha planteado este recorrido con el ambicioso objetivo de conciliar la promoción del patrimonio a través de una oferta innovadora para los visitantes, respetando la función fundamental e inicial del edificio: el culto y la posibilidad para los fieles de seguir desarrollando sus devociones.

Tal y como estaba establecido, la visita no interfiere el culto debido a las enormes dimensiones del conjunto catedralicio, y la situación de las alas, pasillos y balcones por los que se realiza.

Se añade una visita a las actualmente existentes en las catedrales y es importante considerar el impacto global sobre el uso base de los fundamentos del edificio.

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GOVERNANCE ET RELATIONS AVEC LES PUBLICS – PARTICIPATION CITOYENNE

Respecter les valeurs albigeoises et les valeurs portées par la Convention du patrimoine mondial de l'UNESCO tout en déclinant un plan d'actions pour la promotion territoriale et l'amélioration de l'accueil en Albigeois.

TAILLE DE LA VILLE :	51 275 hab	4 527 ha
TAILLE DU PROJET :	Territoire albigeois élargi	

PRINCIPALE(S) FONCTION(S) DE LA VILLE :
Préfecture du département du Tarn, ville de services, ville administrative

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :
Le territoire de projet correspond au bassin économique et de vie du territoire albigeois

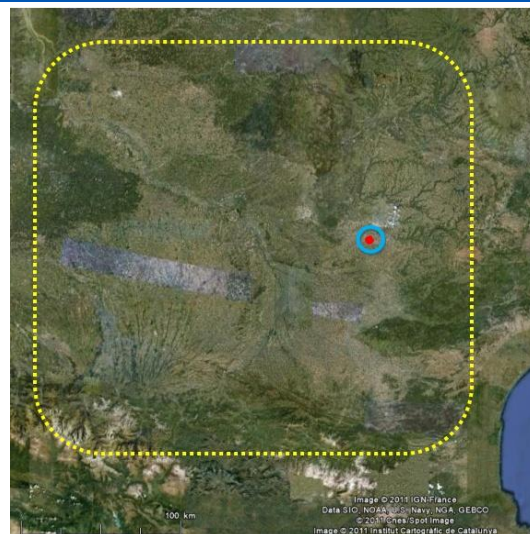
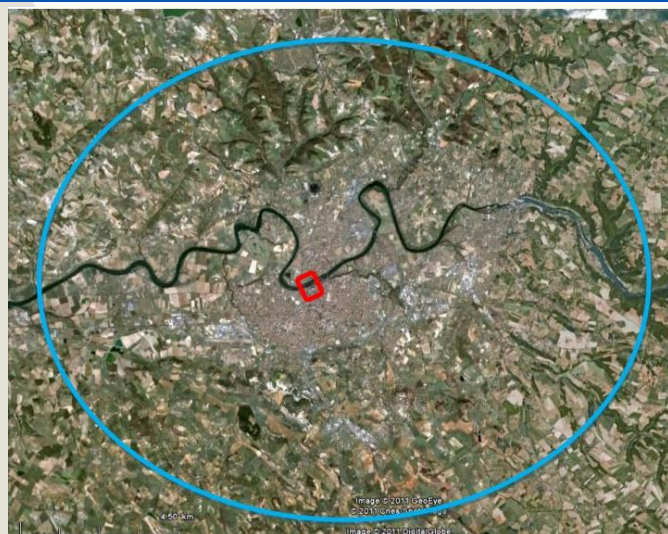


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La Cité épiscopale d'Albi

IDENTIFICATION

ÉCHELLE DU PROJET



▣ Ville

▣ Bien inscrit sur la Liste du patrimoine mondial

▣ Projet

LE BIEN DU PATRIMOINE MONDIAL

CITÉ ÉPISCOPALE D'ALBI

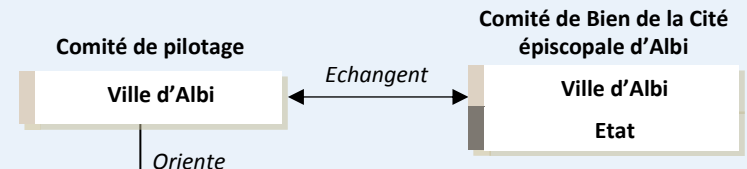
Inscription	2010	Située en bordure du Tarn, la vieille ville d'Albi, dans le sud-ouest de la France, reflète l'épanouissement d'un ensemble architectural et urbain médiéval dont témoignent aujourd'hui encore Le Pont-Vieux, le bourg de Saint-Salvi et son église (10e-11e siècle). Au 13e siècle, la ville devint une puissante cité épiscopale au lendemain de la croisade des Albigeois contre les Cathares. D'un style gothique méridional original à base de briques aux tons rouge et orangé fabriquées localement, la cathédrale fortifiée qui domine la ville (XIIIe siècle) illustre la puissance retrouvée du clergé romain. Elle est complétée par le vaste palais épiscopal de la Berbie qui surplombe la rivière et est cernée par des quartiers d'habitations datant du Moyen Age. La cité épiscopale d'Albi forme un ensemble de monuments et de quartiers cohérent et homogène qui n'a pas subi de changements majeurs au fil des siècles.
Critères	(iv) (v)	
Surface	19 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Le classement de la Cité épiscopale induit des perspectives de développement mais aussi des responsabilités nouvelles qui réinterrogent l'ensemble du territoire albigeois et engagent les habitants.
PROBLÉMATIQUE	Comment assurer un développement du territoire albigeois, et notamment de ses capacités d'accueil, à la hauteur des valeurs de l'UNESCO et des dynamiques induites par l'inscription ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Développer le territoire et faire de l'Albigeois une « terre d'accueil pour les publics visiteurs et/ou désireux de s'implanter en Albigeois » ➔ Révéler aux Albigeois l'intérêt du développement des échanges internationaux (culturels, économiques, universitaires...) et développer l'ouverture internationale de l'Albigeois ➔ Encourager les démarches de promotion territoriale allant dans ce sens et encadrer ces initiatives en visant un objectif de qualité et de respect des valeurs de l'UNESCO

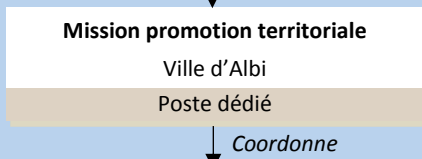
L'INITIATIVE



LE PILOTAGE



LA MISE EN OEUVRE

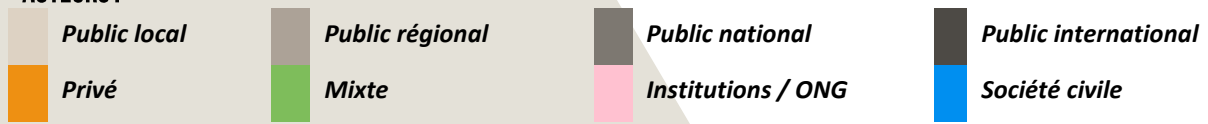


PARTICIPATION CITOYENNE

PLAN D' ACTIONS ET CREATION D'OUTILS
PROMOTION TERRITORIALE ET AMELIORATION DE L'ACCUEIL EN ALBIGOIS

PARTICIPATION ET ACTION COLLECTIVE		<p><i>Protections des marques « Albi, la Cité épiscopale » et « La Cité épiscopale d'Albi »</i></p> <p><i>Nouveau portail web www.albi.fr</i></p>
<p><i>Etats généraux des acteurs locaux : redéfinition des valeurs albigeoises, formalisation de la Charte des valeurs albigeoises</i></p> <p><i>Statut d' « Ambassadeur d'Albi la Cité épiscopale » : proposer aux albigeois d'être les premiers promoteurs du territoire</i></p>	<p><i>Comité d'éthique : veille au respect de la Charte des valeurs albigeoises</i></p> <p>Albigeois : habitants, commerçants, associations, entreprises, universités, etc.</p> <p><i>Comité de promotion et d'attractivité territoriale : actions collectives de promotion</i></p>	

ACTEURS :



OUTILS DE GESTION DU SITE

- Schéma de Cohérence Territoriale (Scot) du Grand Albigeois / Plan Local d'Urbanisme (PLU)
- Plan Local de l'Habitat (PLH)
- Agenda 21 local
- Plan de Déplacements Urbains (PDU) et Plan Climat Territorial (en cours)
- Plan de Sauvegarde et de Mise en Valeur (PSMV) sur le Bien et sa zone tampon
- « Plan de gestion de la Cité Episcopale » (2009 / actualisé tous les ans)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Comité de promotion territoriale
- Comité d'éthique
- Réunions publiques (Etats généraux locaux)
- Mission de promotion territoriale
- Site albi.fr

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Ville d'Albi

PRÉCISION SUR LE FINANCEMENT PRIVÉ

Entreprises, ambassadeurs territoriaux, citoyens etc.

Un budget dédié au projet a été débloqué afin de mettre en place la démarche de promotion territoriale (prise en charge financière d'outils de promotion type portail web) et pour organiser la coordination des actions (mission de promotion territoriale)

VALEUR TOTALE DU PROJET

Budgets annuels (150 000 euros en 2011)

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

La redéfinition globale des valeurs du territoire albigeois dans une charte conçue par les habitants, permet à la valeur universelle exceptionnelle du bien inscrit d'être appropriée par les albigeois et d'infuser profondément les valeurs du territoire. Ces valeurs profitent ainsi à un développement territorial global respectueux du bien, à la hauteur des dynamiques induites, riche de perspectives pour les habitants.

Ce faisant, le bien et le territoire albigeois s'inscrivent conjointement dans une dynamique vertueuse dont ils peuvent tirer des bénéfices partagés : développement touristique et économique, développement d'une image de marque bénéfique au mécénat, etc.

RÉSULTATS/ IMPACTS

Les résultats de ce projet visant à garantir les valeurs territoriales albigeoises dans le temps et l'espace public sont difficiles à évaluer à ce jour : la campagne de promotion territoriale issue des Etats Généraux des acteurs locaux a été lancée en mai 2011.

La Ville d'Albi constate cependant d'ores et déjà une adhésion réelle et encourageante de la population : forte participation des acteurs locaux aux réunions publiques, idées nombreuses adressées à la commune pour

dynamiser la démarche, création des comités seulement 3 mois après l'organisation des réunions publiques.

A plus long terme et au-delà d'un développement économique profitable à tous, le projet à vocation à renforcer le lien social autour de valeurs territoriales partagées par tous.

Fin 2011, plus de 200 acteurs albigeois se sont engagés dans la démarche « ambassadeurs territoriaux ».



Les Etats généraux des acteurs albigeois, novembre 2010



La marque « Albi, la Cité épiscopale »

QUESTIONNEMENTS

La Ville d'Albi propose à ses habitants de jouer un rôle actif de promoteurs du territoire et de son développement économique : ce sont les Albigeois qui redéfinissent les valeurs du territoire dans le cadre des Etats Généraux des acteurs locaux, qui forment les comités d'éthique et de promotion du territoire, qui deviennent ambassadeurs des valeurs de ce territoire.

Ce faisant, la collectivité fait un pari : celui d'un éveil des albigeois à leur responsabilité et d'un investissement suffisamment important, à toutes les échelles, pour porter efficacement, collectivement et individuellement,

les valeurs du territoire. Ce concept, qui mêle étroitement marketing territorial, représentation publique officielle et participation citoyenne, apparaît particulièrement audacieux et innovant.

Comme toute innovation, il comporte cependant une part d'incertitude. Outre une évaluation des retombées effectives en termes d'image et de développement économique, un tel dispositif nécessite une animation de réseau performante dans le temps et une capacité de renouvellement en termes d'idées et d'énergies.

MAIRE Philippe Bonnacarrère

Mandat 2008 - 2014

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GESTION URBAINE – PLANIFICATION

Créer un observatoire dédié au patrimoine, au cadre de vie, à l'activité et à l'économie touristique à l'intérieur de la Cité épiscopale et de la zone tampon pour veiller à la préservation de la valeur universelle exceptionnelle.

TAILLE DE LA VILLE :	51 275 hab	4 527 ha
TAILLE DU PROJET :	–	64 ha (zone tampon)

PRINCIPALE(S) FONCTION(S) DE LA VILLE :
Préfecture du département du Tarn, ville de services, ville administrative

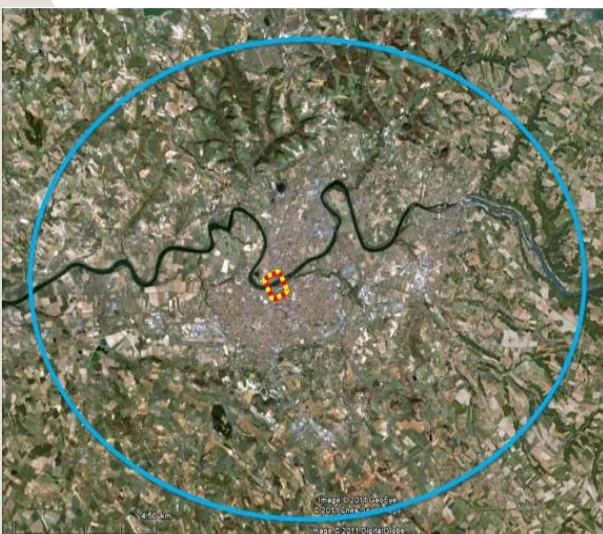
PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :
Logement, site religieux, fonction touristique et de loisirs, équipements culturels, commerces



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La Cité épiscopale d'Albi

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

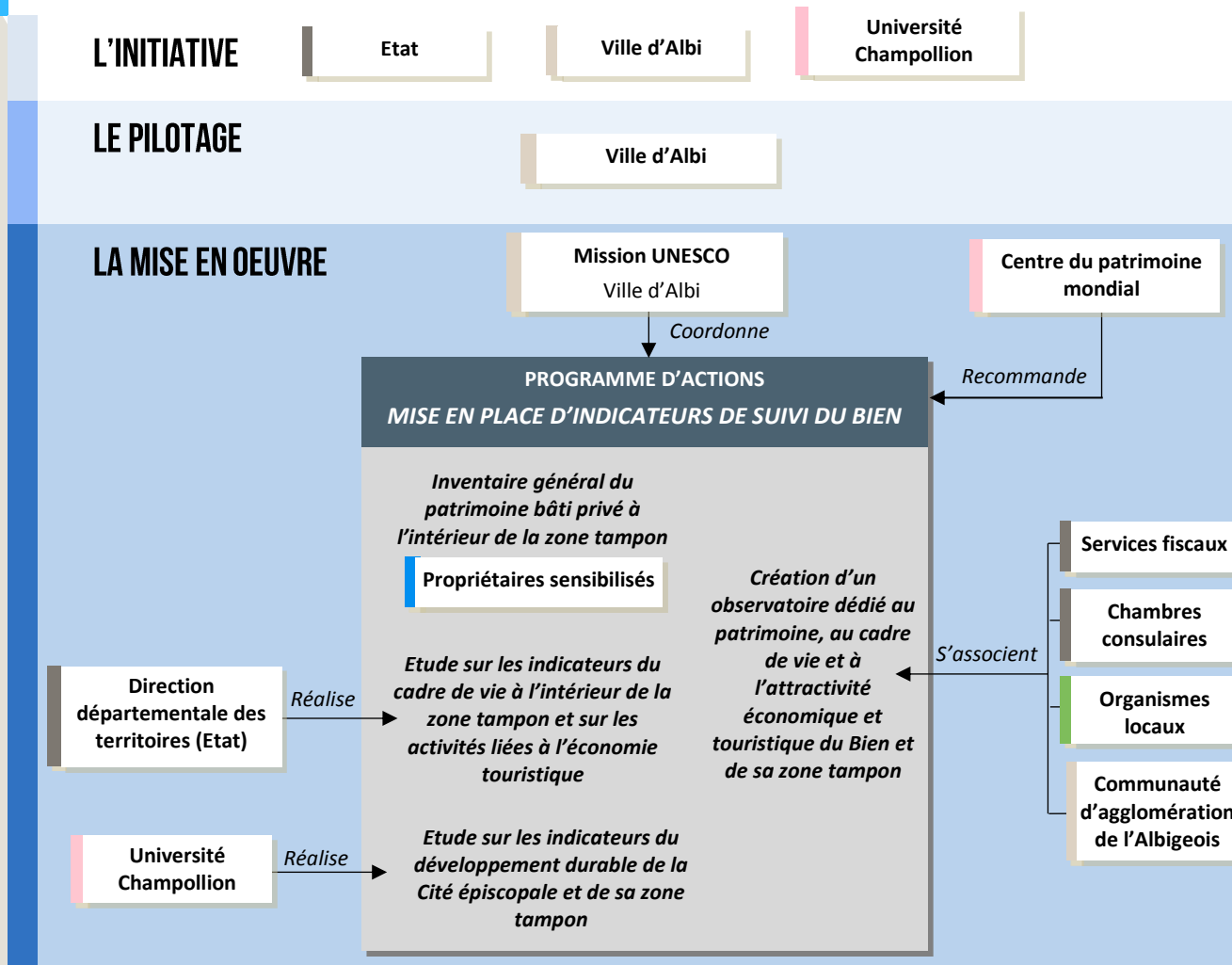
LE BIEN DU PATRIMOINE MONDIAL

CITÉ ÉPISCOPALE D'ALBI

Inscription	2010	Située en bordure du Tarn, la vieille ville d'Albi, dans le sud-ouest de la France, reflète l'épanouissement d'un ensemble architectural et urbain médiéval dont témoignent aujourd'hui encore Le Pont-Vieux, le bourg de Saint-Salvi et son église (10e-11e siècle). Au 13e siècle, la ville devint une puissante cité épiscopale au lendemain de la croisade des Albigeois contre les Cathares. D'un style gothique méridional original à base de briques aux tons rouge et orangé fabriquées localement, la cathédrale fortifiée qui domine la ville (XIIIe siècle) illustre la puissance retrouvée du clergé romain. Elle est complétée par le vaste palais épiscopal de la Berbie qui surplombe la rivière et est cernée par des quartiers d'habitations datant du Moyen Age. La cité épiscopale d'Albi forme un ensemble de monuments et de quartiers cohérent et homogène qui n'a pas subi de changements majeurs au fil des siècles.
Critères	(iv) (v)	
Surface	19 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Le classement de la Cité épiscopale induit un développement dont les impacts positifs et négatifs à court et moyen termes doivent être mesurés pour permettre de réajuster les objectifs de gestion et réorienter, le cas échéant, les politiques publiques.
PROBLÉMATIQUE	Comment mesurer les impacts de l'inscription sur la Liste du patrimoine mondial sur le Bien et sur le territoire et ainsi dégager les tendances de leur évolution ?
OBJECTIFS	<ul style="list-style-type: none"> → Engager un travail collaboratif entre partenaires publics et privés détenteurs de données → Mesurer l'état de conservation des monuments et son évolution → Mesurer l'impact et l'évolution de l'activité touristique → Mesurer l'impact social, économique et environnemental du classement et dégager les tendances de son évolution → Aboutir à la création d'un véritable observatoire dédié au patrimoine, au cadre de vie, à l'activité économique et à l'activité touristique à l'intérieur de la Cité épiscopale et de la zone tampon → En définitive, veiller à la préservation de la Valeur Universelle Exceptionnelle

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Schéma de Cohérence Territoriale (Scot) du Grand Albigeois / Plan Local d'Urbanisme (PLU)
- Plan Local de l'Habitat (PLH)
- Agenda 21 local
- Plan de Déplacements Urbains (PDU) et Plan Climat Territorial (en cours)
- Plan de Sauvegarde et de Mise en Valeur (PSMV) sur le Bien et sa zone tampon
- « Plan de gestion de la Cité Episcopale » (2009 / actualisé tous les ans)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

L'objet même du projet porte sur l'élaboration de différents outils constitués d'indicateurs de suivi. Au-delà, d'un point de vue technique, ces systèmes d'indicateurs ont nécessité l'adaptation d'outils informatiques :

- Utilisation des sources de données existantes et d'outils informatiques de cartographie
- Travail sur l'automatisation de l'actualisation des indicateurs à partir de l'applicatif d'un logiciel libre actuellement en cours de développement au sein des services municipaux (logiciel Penthéo), et d'une base de données

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Ville d'Albi, Etat

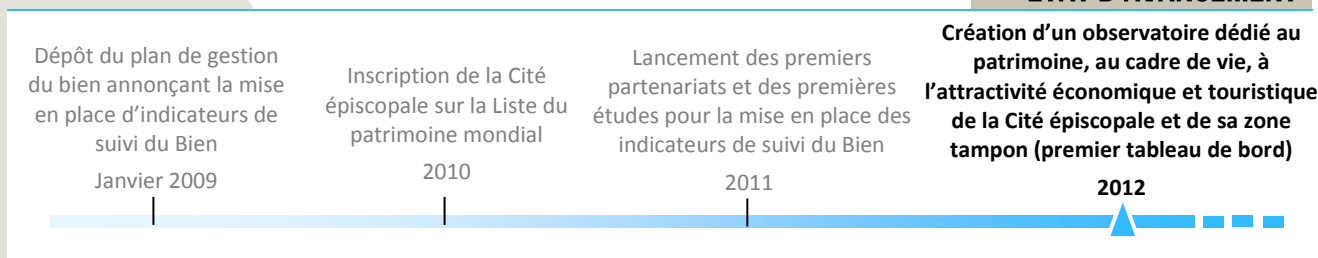
Etude sur le cadre de vie et l'activité économique et touristique: financement public d'Etat (100%)

Etude sur la définition d'indicateurs de développement durable: financement municipal (100%)

VALEUR TOTALE DU PROJET

6 000 euros pour l'année 2011 (étude de définition des indicateurs)

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

L'Etat français, dans le cadre du Plan de gestion de la Cité épiscopale déposé en janvier 2009 auprès de l'UNESCO, s'est engagé à définir des indicateurs de suivi du bien. Ils visent à suivre l'évolution du bien inscrit et de sa zone tampon de façon à préserver la valeur universelle exceptionnelle et mesurer les impacts positifs et négatifs de l'inscription sur le bien et plus généralement sur l'ensemble du territoire. Ils permettront de renseigner sur les grandes tendances et

donc d'orienter/réajuster les politiques publiques, le cas échéant.

L'opération ne fait que débiter et les résultats sont attendus à long terme. Leur confrontation permettra de mettre en place un suivi précis de l'évolution de la Cité épiscopale.

En dégagant des tendances et des évolutions reposant sur des données fiables et quantifiables, les indicateurs permettront en outre de sensibiliser les citoyens et de renforcer leur participation sur les enjeux de promotion

du bien (Cf « Albi : les Etats Généraux des acteurs locaux »).

En attendant, la mise en place d'une dynamique de synergie et de travail collaboratif entre l'Etat, la Ville et l'Université constitue d'ores et déjà un objectif atteint. Ce premier succès devrait susciter l'intérêt d'autres détenteurs de données et de compétences précieuses.



© Ville d'Albi

Activité touristique et conservation du patrimoine bâti privé : deux indicateurs de suivi du Bien

QUESTIONNEMENTS

La mise en place d'indicateurs de suivi du bien constitue une méthode qui pourrait être appliquée à d'autres biens : le Comité du patrimoine mondial recommande la mise en place d'outils de suivi et le dispositif d'Albi fait figure d'expérimentation innovante. Il reste qu'un tel dispositif nécessite une collaboration étroite des différents détenteurs d'information pour permettre la mise en commun puis la mise en musique des données. Sans doute les villes peuvent-elles se saisir du statut de

bien inscrit, lequel a clairement joué un rôle fédérateur dans la mise en place du dispositif albigeois.

Le statut de bien inscrit ne saurait cependant suffire à motiver les acteurs dans le temps et ne résout pas la question de l'absence éventuelle de données préalables, suffisantes et pertinentes.

Par ailleurs, la phase expérimentale d'analyse dynamique des données reste à réaliser et à confronter effectivement au suivi des politiques publiques.

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BORDEAUX FRANCE

AMÉNAGEMENT DU QUARTIER DES BASSINS À FLOT

AMÉNAGEMENT/PLANIFICATION – RECONVERSION URBAINE

Conception d'un projet urbain global fondé sur l'esprit des lieux, le concours de l'ensemble des acteurs potentiellement concernés (urbanisme négocié) et l'invention d'outils opérationnels visant l'implication durable de ces acteurs dans le projet.

TAILLE DE LA VILLE :	240 000 habitants	4 936 ha
TAILLE DU PROJET :	12 000 habitants (à terme)	162 ha

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale régionale

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Industrielle et portuaire

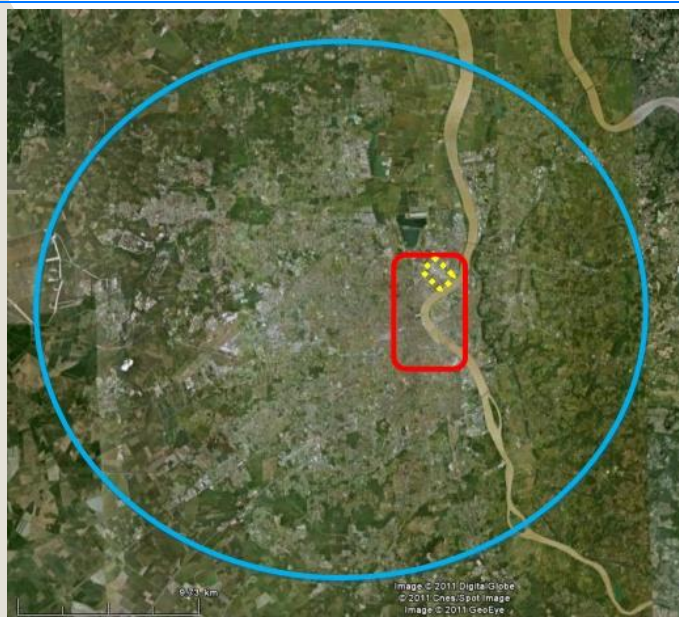


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Vue aérienne des bassins à flot

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

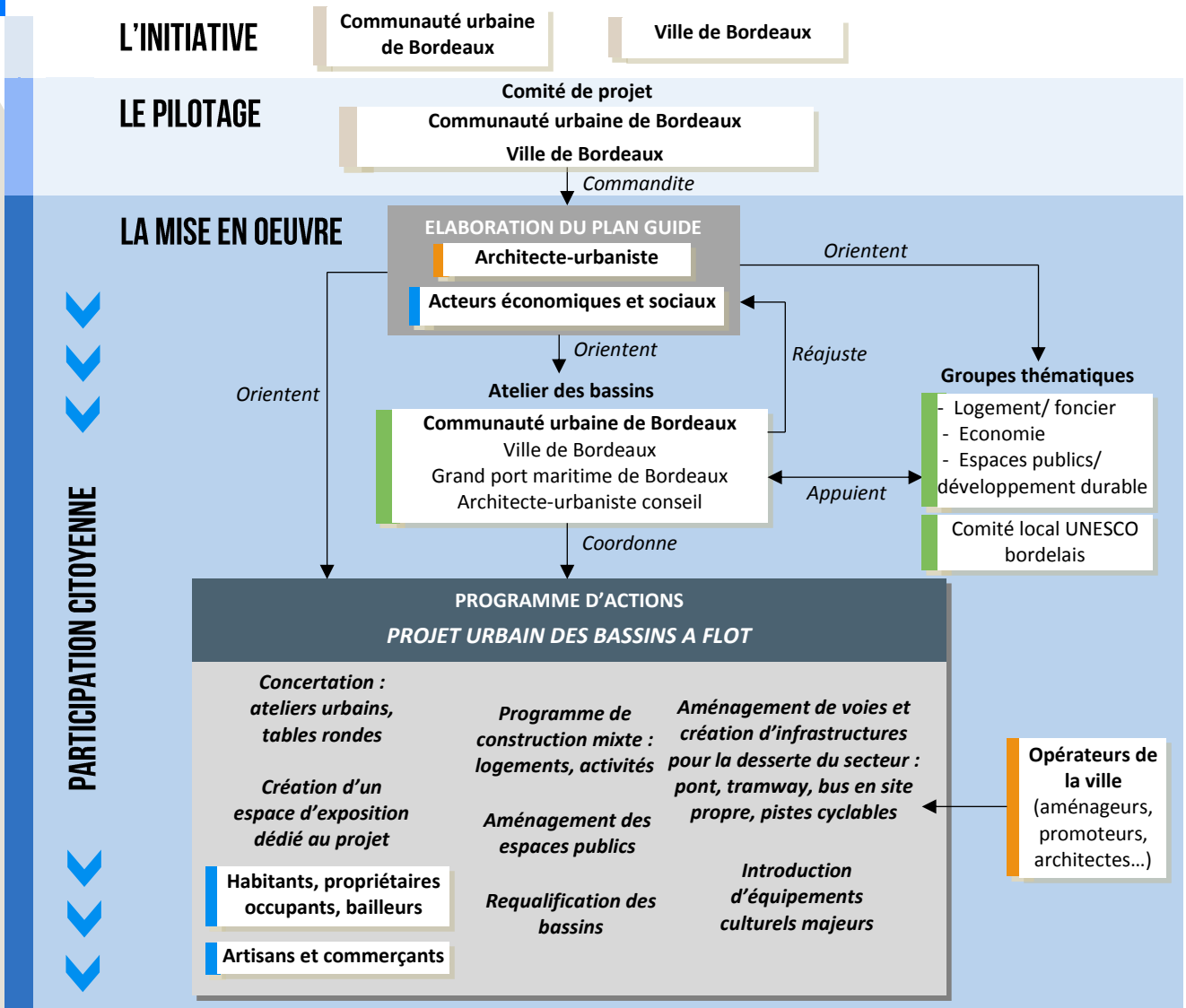
LE BIEN DU PATRIMOINE MONDIAL

BORDEAUX, PORT DE LA LUNE

Inscription	2007	Le centre historique de cette ville portuaire située dans le sud-ouest de la France représente un ensemble urbain et architectural exceptionnel, créé à l'époque des Lumières, dont les valeurs ont perduré jusqu'à la première moitié du XXe siècle. (...) Elle voit aussi reconnaître son rôle historique en tant que centre d'échanges d'influences sur plus de 2 000 ans (...). Les plans urbains et les ensembles architecturaux à partir du début du XVIIIe siècle font de la ville un exemple exceptionnel des tendances classiques et néoclassiques et lui confèrent une unité et une cohérence urbaine et architecturale remarquables. Son urbanisme représente le succès des philosophes qui voulaient faire des villes un creuset d'humanisme, d'universalité et de culture.
Critères	(ii) (iv)	
Surface	1 731 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Vaste site portuaire en déclin inclus dans le périmètre du bien patrimoine mondial et riche d'un potentiel urbain de développement : 162ha limitrophes du centre ancien d'ores et déjà desservis par une ligne de tramway.
PROBLÉMATIQUE	Comment transformer ce vaste ensemble de friches industrielles et économiques en un quartier du XXIème siècle prolongeant l'actuel centre-ville, tout en assurant la préservation de la valeur universelle exceptionnelle des lieux ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Reconversion d'un site en déclin industriel et portuaire en un quartier renouvelé de mixité urbaine, fonctionnelle et sociale ➔ Reconquête de ce territoire, « trait d'union » entre des quartiers stratégiques pour le projet « Bordeaux 2030 », et intégration au secteur de centralité de Bordeaux ➔ Requalification des bassins à flot et prise en compte de leurs spécificités patrimoniales, culturelles et identitaires (« génie du lieu ») dans le projet urbain

LES PARTENAIRES / LE PROCESSUS



ACTEURS :

	Public local		Public régional		Public national		Public international
	Privé		Mixte		Institutions / ONG		Société civile

OUTILS DE GESTION DU SITE

- Projet urbain « Bordeaux 2030 »
- Plan local d'urbanisme
- Plan de gestion du bien inscrit et plan d'action lié

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- L'Atelier des Bassins - Instance de dialogue entre maîtrise d'ouvrage et maîtrise d'œuvre (dans sa diversité), l'Atelier des bassins est conçu pour veiller au respect des qualités et spécificités du site et à leur prise en compte par les opérateurs
- Convention d'engagement et de partenariat pour l'innovation et la qualité dans le secteur des bassins à flots

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Communauté urbaine de Bordeaux, Ville de Bordeaux

PRÉCISION SUR LE FINANCEMENT PRIVÉ

Investisseurs, mécènes (pour la création du CCTV)

VALEUR TOTALE DU PROJET

103 millions d'euros HT

59 millions d'euros HT pour le CCTV

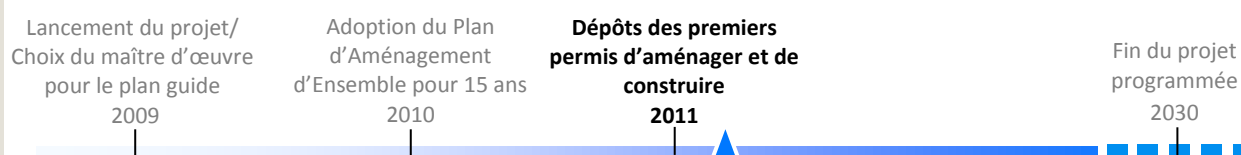
13 millions d'euros HT pour le boulevard Lucien Faure

175 millions d'euros HT au total

Le portage foncier des îlots et la construction des immeubles sont assurés directement par les opérateurs privés. Concernant, la part publique du projet (équipements), elle est financée sur le budget municipal courant mais aussi par l'intermédiaire d'un budget spécifiquement constitué grâce à un Programme d'Aménagement d'Ensemble. Ce programme instaure une participation des opérateurs privés, laquelle est ensuite réaffectée aux aménagements urbains pour 124.2 millions d'euros TTC.

Le projet d'équipement de rayonnement régional, le Centre culturel et touristique du vin (CCTV), fait l'objet d'un financement propre ; tout comme le boulevard Lucien Faure au débouché du pont Bacalan Bastide.

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Bien que le site des Bassins à flot ait été laissé à lui-même ces dernières décennies au point de n'être revendiqué par aucun quartier limitrophe, l'UNESCO en a reconnu la valeur culturelle et patrimoniale en l'incluant dans le périmètre inscrit sur la Liste du patrimoine mondial. Le projet urbain d'envergure, en cours de réalisation sur cet espace, a ainsi été conçu de

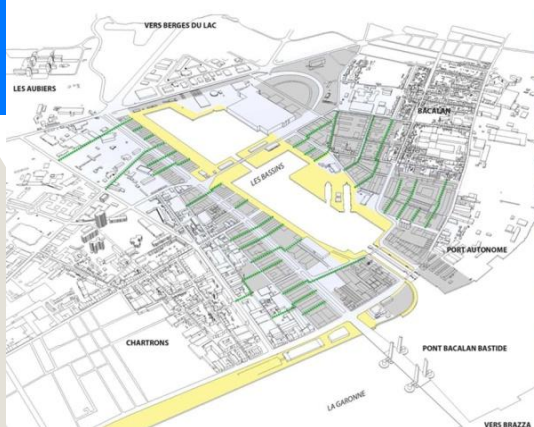
façon à respecter la valeur universelle exceptionnelle du lieu. En particulier, le projet fonde la qualité urbaine de ses opérations sur la préservation du patrimoine industriel spécifique au territoire mais, plus encore, sur la prise en compte du « génie du lieu » des Bassins à flot.

Le projet urbain des Bassins à flot prend place au cœur de la vision stratégique à long terme « Bordeaux 2030 ». Situé dans la lignée du pont Bacalan-Bastide visant à relier les deux rives de la Garonne, et innervé par la ligne de tramway ralliant le centre-ville, le projet vise à poursuivre le développement urbain de la ville en s'appuyant sur les qualités architecturales et urbaines de l'existant.

Le succès de l'opération sera lisible à terme, dans la continuité urbaine, la bonne insertion des nouveaux bâtiments, dans la transition aménagée des différentes échelles. Il le sera également dans l'observation des pratiques : espaces publics réinvestis, mixité sociale, dynamisme des activités, etc.

La mobilisation de tous les acteurs et des habitants au sein des ateliers de concertation constitue d'ores et déjà une réponse positive à la proposition faite de définition collective du projet.

De même, la méthode innovante de gouvernance opérationnelle employée pour mettre en œuvre le projet urbain emporte l'adhésion des opérateurs (bailleurs et promoteurs) qui sollicitent des rencontres régulières avec l'Atelier des bassins et vont bientôt signer une Convention d'engagement et de partenariat pour l'innovation et la qualité.



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Le projet d'aménagement des bassins à flot

QUESTIONNEMENTS

L'urbanisme négocié tel que le propose le projet urbain des Bassins à flot vise à assoir la légitimité du projet et à assurer la qualité des produits architecturaux et urbains. La souplesse de la méthode et l'opérationnalité d'une proposition publique qui cherche à composer de façon étroite avec les actions privées sont aujourd'hui encouragées par le succès de la concertation et l'implication des opérateurs.

La mise en œuvre de projets mixtes, intégrés et multi partenariaux constituent, on le sait, de vrais challenges de gouvernance au quotidien et posent la question de l'efficacité de la démarche dans le temps. De même, du point de vue de la prise en compte du « génie du lieu », les résultats qualitatifs de cette méthode ne pourront être évalués qu'à terme, dans une masse critique de produits immobiliers livrés et l'aménagement des espaces publics.

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LE HAVRE FRANCE

APPARTEMENT TÉMOIN AUGUSTE PERRET

GOVERNANCE ET RELATIONS AVEC LES PUBLICS – SENSIBILISATION

Ouverture d'un appartement témoin représentatif des principes de l'architecte moderne Auguste Perret et reconstitution de l'ameublement d'époque, dans une optique de sensibilisation à l'habitat de la Reconstruction développé par Perret au Havre entre 1945 et 1955.

TAILLE DE LA VILLE : 190 000 habitants 4695 ha

TAILLE DU PROJET : Un appartement

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Centre administratif, économique et culturel
1^{er} port container de France, 1^{er} port français pour le commerce extérieur, accueille de nombreux sièges sociaux d'entreprise

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Centre culturel, commercial et administratif de l'agglomération havraise

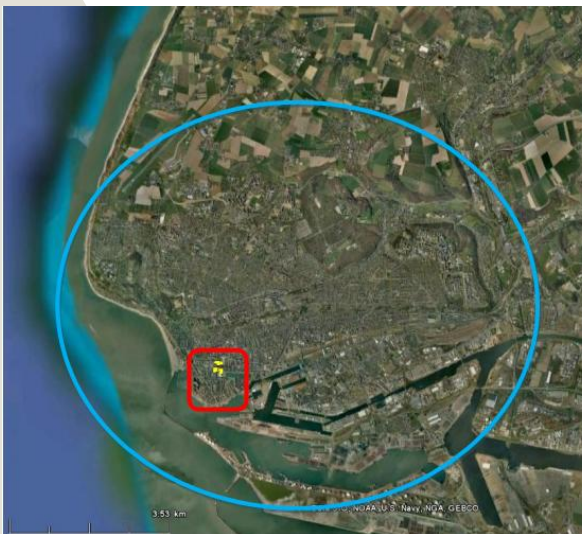


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Vue du Havre, la ville reconstruite par Auguste Perret

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

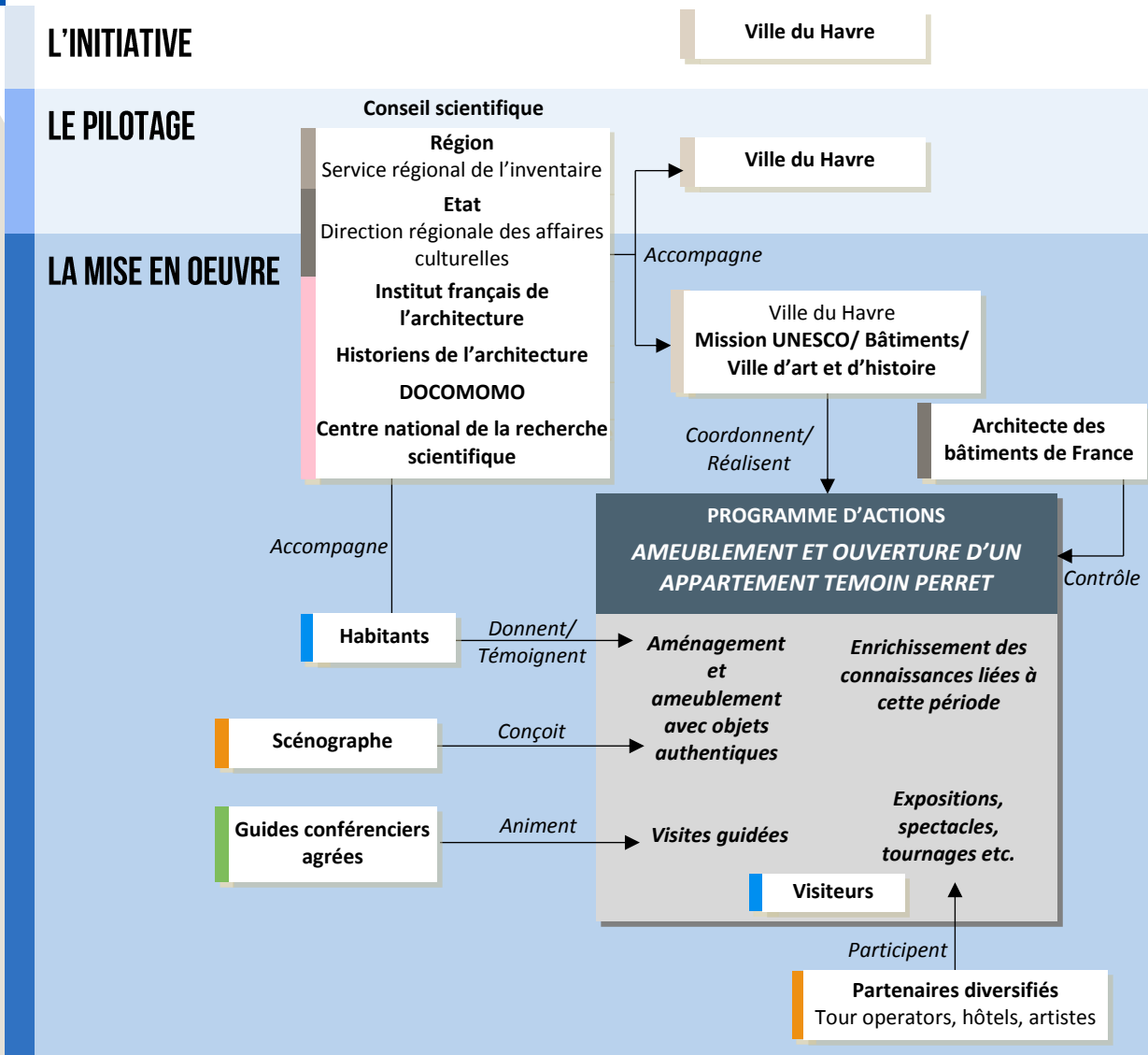
□ Projet

LE BIEN DU PATRIMOINE MONDIAL

LE HAVRE, LA VILLE RECONSTRUITE PAR AUGUSTE PERRET

Inscription	2005	La ville du Havre, au bord de la Manche en Normandie, a été lourdement bombardée pendant la Seconde Guerre mondiale. La zone détruite a été reconstruite entre 1945 et 1964 d'après le plan d'une équipe dirigée par Auguste Perret. Le site forme le centre administratif, commercial et culturel du Havre. Parmi les nombreuses villes reconstruites, Le Havre est exceptionnel pour son unité et son intégrité, associant un reflet du schéma antérieur de la ville et de ses structures historiques encore existantes aux idées nouvelles en matière d'urbanisme et de technologie de construction. Il s'agit d'un exemple remarquable de l'architecture et l'urbanisme de l'après-guerre, fondé sur l'unité de méthodologie et le recours à la préfabrication, l'utilisation systématique d'une trame modulaire, et l'exploitation novatrice du potentiel du béton.
Critères	(ii) (iv)	
Surface	133 ha	

DIAGNOSTIC/ ETAT DES LIEUX	L'inscription du Havre sur la Liste du patrimoine mondial a révélé aux habitants la valeur de leur patrimoine moderne, généré une nouvelle demande touristique et suscité un tel intérêt que la présentation de la reconstruction sous ses seuls aspects urbains et architecturaux ne suffit plus.
PROBLÉMATIQUE	Comment répondre aux attentes des visiteurs de la cité reconstruite par Perret et permettre la réappropriation, par les habitants du Havre et par le grand public, d'une architecture moderne complexe à appréhender ?
OBJECTIFS	<ul style="list-style-type: none"> → Montrer l'efficacité des choix d'une architecture offrant « un luxe accessible à tous » (A Perret) → Sensibiliser tous les publics au caractère global du travail de l'Atelier Perret (urbanisme, architecture, habitat, aménagement intérieur, vie quotidienne)



ACTEURS :



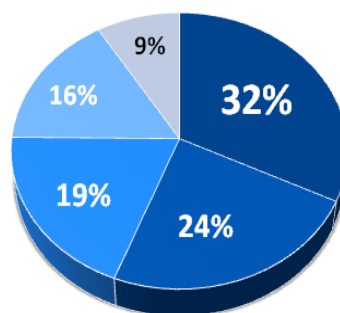
OUTILS DE GESTION DU SITE

- Plan de gestion du site patrimoine mondial
- Zone de Protection du Patrimoine Architectural Urbain et Paysager (ZPPAUP)
- Plan espaces verts
- Convention « Villes et Pays d’Art et d’Histoire » (donne les axes d’orientation de la politique de sensibilisation mise en œuvre par le Service Ville d’Art et d’Histoire)

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Ville du Havre, Conseil général de la Seine-Maritime,
 Conseil régional de Haute-Normandie
 Etat - Réserve parlementaire
 Caisse des dépôts et consignations

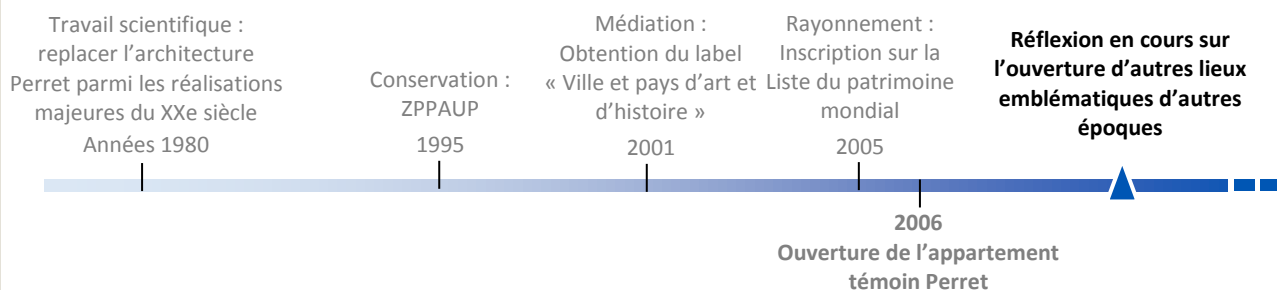


- Conseil général de la Seine-Maritime
- Etat
- Caisse des dépôts et consignations
- Conseil régional de Haute Normandie
- Ville du Havre

VALEUR TOTALE DU PROJET

310 000 euros d’investissement

ÉTAT D’AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Bien que resté longtemps méconnu, Auguste Perret est une figure pionnière de l’architecture moderne d’après-guerre en France. Dans le contexte de la reconstruction et des impératifs de logement des sinistrés, ses théories visent la recherche de solutions optimales, le logement idéal, le luxe accessible à tous. C’est dans cet esprit qu’il reconstruit le centre de la ville du Havre mais pense également l’architecture intérieure et l’ameublement des appartements.

Par le témoignage concret et directement accessible qu’il met en œuvre, l’appartement Auguste Perret constitue un outil efficace de vulgarisation et de sensibilisation aux théories de l’architecture moderne d’après-guerre.

PROJET/VALEUR

L'appartement-témoin Auguste Perret a constitué un vecteur important dans le processus d'appropriation de la ville moderne par les Havrais et participe à une dynamique globale visant la revalorisation de l'ensemble de la ville aux yeux de ses habitants.

Aujourd'hui, il accueille plus de 10 000 visiteurs par an, issus d'horizons divers : havrais, touristes français et étrangers, scolaires, personnes âgées, historiens, architectes, urbanistes, spécialistes.

Intégré dans le paysage culturel local (expositions, spectacles vivants, conférences, tournages) et associé à un nouvel espace d'interprétation autour de l'architecture moderne, l'appartement-témoin constitue un outil-clé des politiques publiques de sensibilisation au patrimoine. Son formidable potentiel didactique et son succès auprès des publics suscitent des réflexions nouvelles sur l'aménagement d'appartements témoins d'autres époques et d'autres territoires.



© Ville du Havre

Quelques images de l'appartement témoin « Auguste Perret »

QUESTIONNEMENTS

L'appartement-témoin Auguste Perret tire les bénéfices d'une démarche globale initiée il y a plus de 20 ans : un travail scientifique de fond mené dans les années 1980 a révélé la valeur de cette architecture ; des règles de conservation fortes et ciblées instaurées à partir de 1995, ont permis de retrouver l'harmonie initiale du bâti ; l'obtention d'un label national d'excellence a induit le recrutement de médiateurs spécialisés capables de s'adapter à tous publics.

En somme, l'appartement-témoin s'inscrit dans un cycle de travail solide : connaissance, protection, reconnaissance, médiation.

Par suite, le dispositif interroge sur la pertinence et la faisabilité d'un appartement-témoin privé de cette démarche préparatoire et sur sa capacité éventuelle à être le point de départ d'une politique de sensibilisation et non pas seulement la vitrine d'une politique aboutie.

Par ailleurs, la gestion du succès nécessite des moyens : la configuration du lieu ne permettant pas de flux importants en une visite – ni l'accès à des personnes à mobilité réduite –, il s'agit de trouver les moyens pour s'adapter (multiplication des visites, autres lieux, etc.).

MAIRE	Edouard Philippe	CONTACT TECHNIQUE	Elisabeth Chauvin
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		→ contact mail	elisabeth.chauvin@lehavre.fr
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AMÉNAGEMENT/PLANIFICATION – ESPACES PUBLICS

Redonner à la Saône et à ses abords une fonction d'espace public majeur en rétablissant les liens entre la ville et la rivière, en favorisant la diversité de ses usages et en développant une dynamique autour de l'art public.

TAILLE DE LA VILLE :	475 000 hab	4 787 ha
TAILLE DU PROJET :	50 km de rives	5 arrondissements de Lyon et 14 communes

PRINCIPALE(S) FONCTION(S) DE LA VILLE :
 Capitale régionale, université, industrie, services

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :
 Axe de circulations fluviales et terrestres - Espace naturel dans des séquences successivement urbaines et périurbaines

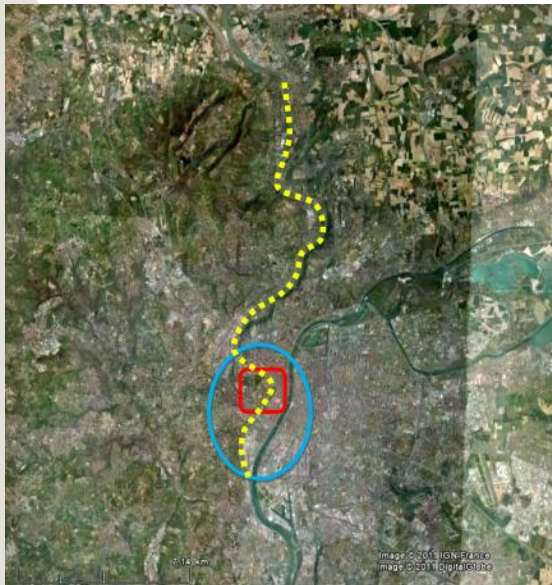


© Grand Lyon

Vue aérienne de la Saône traversant Lyon

IDENTIFICATION

ÉCHELLE DU PROJET



□ Ville

□ Bien inscrit sur la Liste du patrimoine mondial

□ Projet

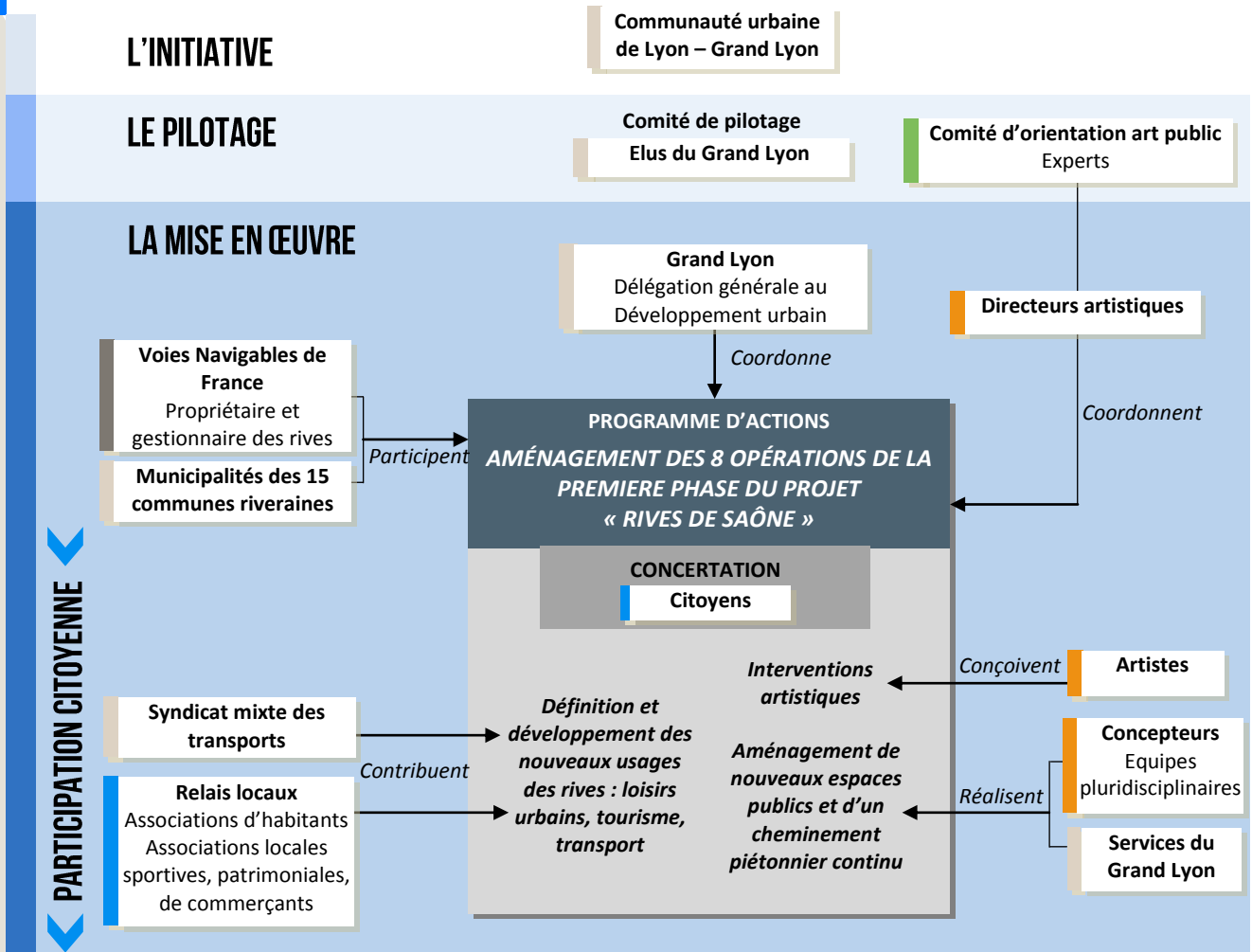
LE BIEN DU PATRIMOINE MONDIAL

SITE HISTORIQUE DE LYON

Inscription	1998	La longue histoire de Lyon, fondée par les Romains en tant que capitale des Trois Gaules au 1 ^{er} siècle avant J.-C. et qui n'a cessé de jouer un rôle majeur dans le développement politique, culturel et économique de l'Europe depuis cette époque est illustrée de manière extrêmement vivante par son tissu urbain et par de nombreux bâtiments historiques de toutes les époques.
Critères	(ii) (iv)	
Surface	427 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Des rives marquées par l'aménagement fonctionnaliste du XX ^e siècle : circulation, stationnement, mise au gabarit du transport fluvial. Un espace naturel majeur coupé de la ville et de ses habitants.
PROBLÉMATIQUE	Comment reconquérir la Saône ? Comment créer une promenade continue et ponctuée d'espaces ouverts à tous pour rapprocher les habitants de la rivière et relier entre eux les quartiers qu'elle traverse, préserver et renforcer sa richesse naturelle, révéler son patrimoine, développer les activités nautiques et implanter des œuvres d'art sur ses rives ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Aménagement d'espaces publics de bord de rivière « accrochés » à la ville et aux villages ➔ Essor d'une nouvelle fonctionnalité de la rivière tournée vers le cadre de vie des riverains avec des espaces propices à la flânerie, aux loisirs, à la détente et à la culture ➔ Préservation et développement de ce corridor écologique, installation de poches vertes dans le centre urbain ➔ Développement d'une identité créative des rives de Saône ➔ Mise en valeur du patrimoine de la rivière et des quartiers qu'elle traverse

LES PARTENAIRES / LE PROCESSUS



ACTEURS :



OUTILS DE GESTION DU SITE

- Codes du patrimoine, de l'environnement et de l'urbanisme
- Outils de protection des monuments historiques
- Secteur sauvegardé
- Plan de gestion en cours d'élaboration

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Plan Bleu - Etudes d'impact
- Schéma général d'aménagement « Rives de Saône »
- Chartes de mobilier urbain et de revêtement
- Maison du projet (concertation et accompagnement des riverains)

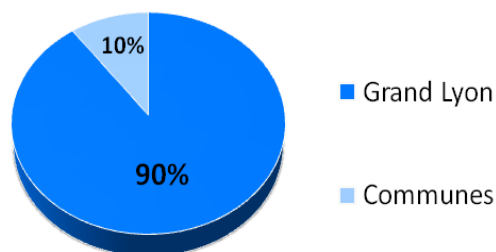
LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Grand Lyon, communes riveraines

VALEUR TOTALE DU PROJET

75 millions d'euros pour la première phase (d'ici 2014)



ÉTAT D'AVANCEMENT DU PROJET



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Lyon est marquée par la confluence du Rhône et de la Saône. Après la requalification des berges du Rhône (mandat 2001 – 2008), le projet « Rives de Saône » qui traverse le site historique mais est aussi développé à l'échelle de l'agglomération, la ville du XXI^e siècle, a pour ambition de redonner à la Saône ses fonctions d'espace public urbain et d'espace naturel.

L'impact du projet ne se limite pas aux dimensions matérielles et immatérielles du patrimoine de la rivière et de ses rives mais considère aussi le tissu urbain et

naturel dans son « épaisseur ». Très directement en favorisant une relation nouvelle entre la ville et la rivière ; et plus largement en proposant une nouvelle lecture du paysage, du haut vers le bas et inversement.

L'opération de revitalisation des rives de Saône s'inscrit dans une programmation sur le long terme (au-delà de deux mandats). La première phase porte sur la requalification d'un cheminement « piétonnier », sur l'aménagement d'espaces publics au cœur du site historique comme sur les communes qui bordent la Saône et des interventions artistiques qui ponctuent ce linéaire.

Les autres phases poursuivront l'aménagement de promenades et d'espaces publics mais comprendront aussi de lourds travaux d'infrastructure avec pour le mandat 2014-2020 la démolition du parking rive gauche remplacé par un parking sous voirie. L'opération similaire

sur le parking rive droite n'est pas à ce jour programmée financièrement.

Au-delà de la valorisation du patrimoine paysager dans son environnement urbain et périurbain, le projet favorise le développement des usages économiques, de loisirs, culturels et artistiques ou de proximité.

© Grand Lyon



Un parc de stationnement à démolir dans le centre historique de Lyon



Le visage bucolique de la Saône

QUESTIONNEMENTS

Considérer les cours d'eau comme des éléments de patrimoine invite à ne pas s'enfermer dans le périmètre Patrimoine Mondial du site historique mais à couvrir tout le territoire de la ville contemporaine.

La mise en valeur du patrimoine naturel conduit à affirmer la dimension physique du paysage urbain et la dimension sociale de l'urbanité.

Une telle dynamique de projet implique par contre une coordination fine et permanente des acteurs ainsi qu'une maîtrise du temps et de l'espace.

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STRASBOURG FRANCE

RÉORGANISATION DES DÉPLACEMENTS URBAINS

GESTION URBAINE – MOBILITÉ ET DÉPLACEMENTS

Repenser entièrement la mobilité en cœur de ville pour induire des comportements nouveaux et durables : réorganisation des déplacements urbains autour d'un tramway, priorité aux piétons et aux modes de transport doux, élaboration d'un Plan de Déplacements Urbains.

TAILLE DE LA VILLE :	276 063 habitants	7800 ha
TAILLE DU PROJET :	Centre ville de Strasbourg	

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale européenne et régionale. Centre historique et symbolique, économique, politique et universitaire. Ville touristique

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Logement, commerce et artisanat, espace public



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La Grande île de Strasbourg

IDENTIFICATION

ÉCHELLE DU PROJET



■ Ville

■ Bien inscrit sur la Liste du patrimoine mondial

■ Projet

LE BIEN DU PATRIMOINE MONDIAL

STRASBOURG – GRANDE ÎLE

Inscription	1988	Entourée par deux bras de l'Ill, la « Grande île » constitue le centre historique de la capitale alsacienne. Dans un périmètre restreint, elle renferme un ensemble monumental d'une remarquable qualité. La cathédrale, les quatre églises anciennes, le palais de Rohan, ancienne résidence des princes-évêques, n'y apparaissent pas comme des monuments isolés, mais s'articulent à un quartier très ancien représentatif des fonctions de la ville médiévale et de l'évolution de Strasbourg du XV ^e au XVIII ^e siècle.
Critères	(i) (ii) (iv)	
Surface	94 ha	

DIAGNOSTIC/ ETAT DES LIEUX	Affluence, flux et stationnement de voitures qui paralysent la circulation et les espaces en cœur de ville (site patrimonial). Dégradation de la qualité de vie : baisse de l'attractivité économique, pollution atmosphérique et sonore.
PROBLÉMATIQUE	Comment résoudre le conflit entre l'aménagement d'infrastructures devenues indispensables à la vie contemporaine et la préservation de l'intégrité du bien inscrit ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Réduction des déplacements automobiles en centre-ville en favorisant les déplacements en mode doux ➔ Renforcement du réseau de transport public ➔ Piétonisation du centre-ville et restructurer l'espace public ➔ Amélioration de l'accessibilité du centre-ville et lien entre le centre et les quartiers périphériques

LES PARTENAIRES / LE PROCESSUS

L'INITIATIVE

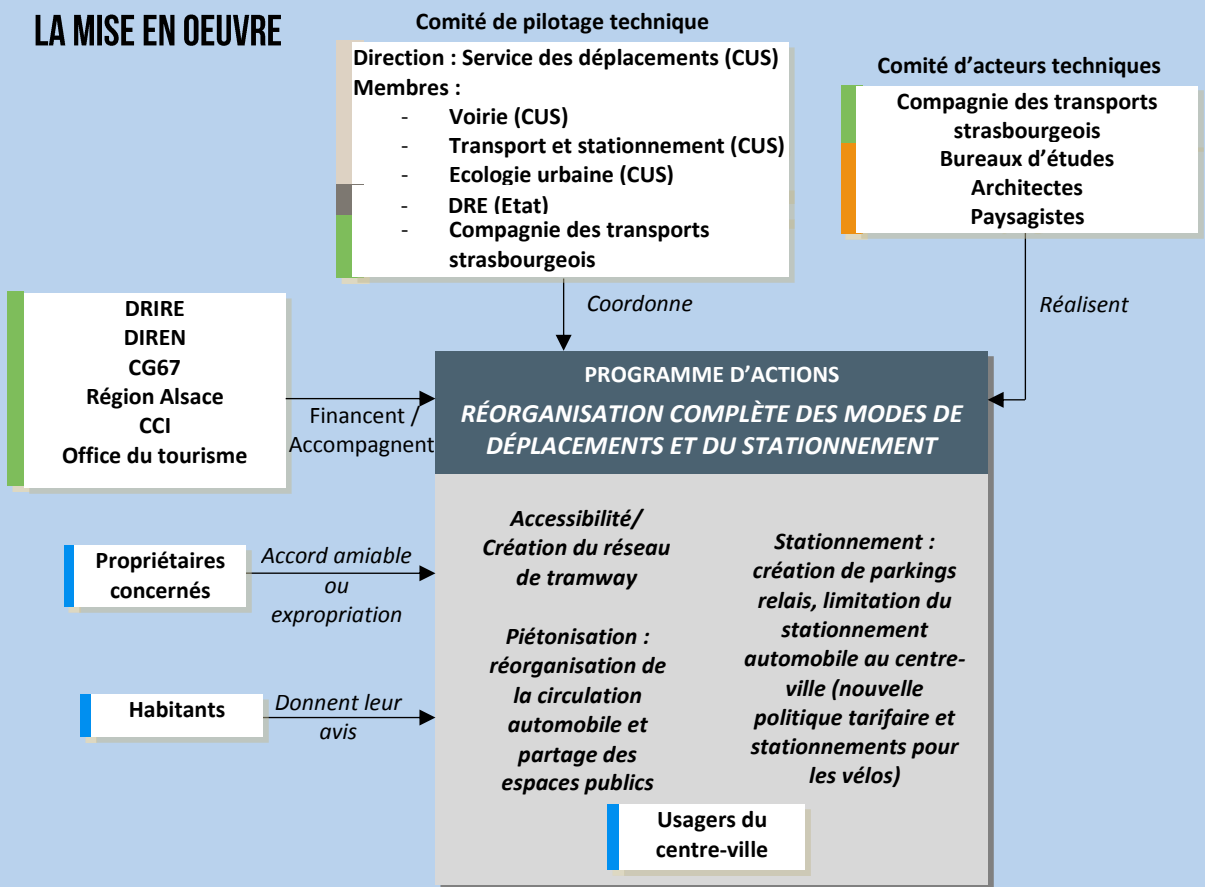
Communauté urbaine de Strasbourg

LE PILOTAGE

Communauté urbaine de Strasbourg (CUS)

LA MISE EN OEUVRE

PARTICIPATION CITOYENNE



ACTEURS :



OUTILS DE GESTION DU SITE

- Plan Local d'Urbanisme à l'échelle de la ville
- Plan de Sauvegarde et de Mise en Valeur (PSMV) sur une partie du bien et extension
- Plan de gestion du bien du patrimoine mondial (diagnostic en cours)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

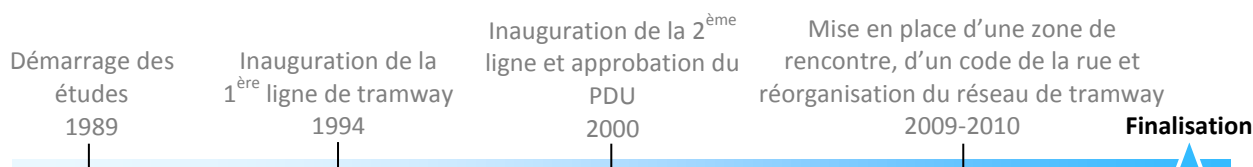
- Création d'un Plan de Déplacements Urbains (PDU)
- Révision des documents d'urbanisme existants dans le but de les compléter, préciser et adapter :
 - Extension du Plan de Sauvegarde et de Mise en Valeur (PSMV)
 - Mise en place d'un volet patrimonial dans le Plan Local d'Urbanisme (PLU)
- Mise au point et calage d'un modèle multimodal de simulation de trafic

LE FINANCEMENT**PRÉCISION SUR LE FINANCEMENT PUBLIC**

Communauté Urbaine de Strasbourg, Région Alsace, Etat

VALEUR TOTALE DU PROJET

N/C

ÉTAT D'AVANCEMENT**ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN**

Pour désengorger la ville sans porter atteinte à la valeur du site historique, la Ville de Strasbourg avait souhaité créer une ligne forte de transport en commun souterrain (métro).

Devant le coût du projet, les autorités locales ont finalement décidé de réfléchir le problème différemment. Elles ont opté pour un tramway certes

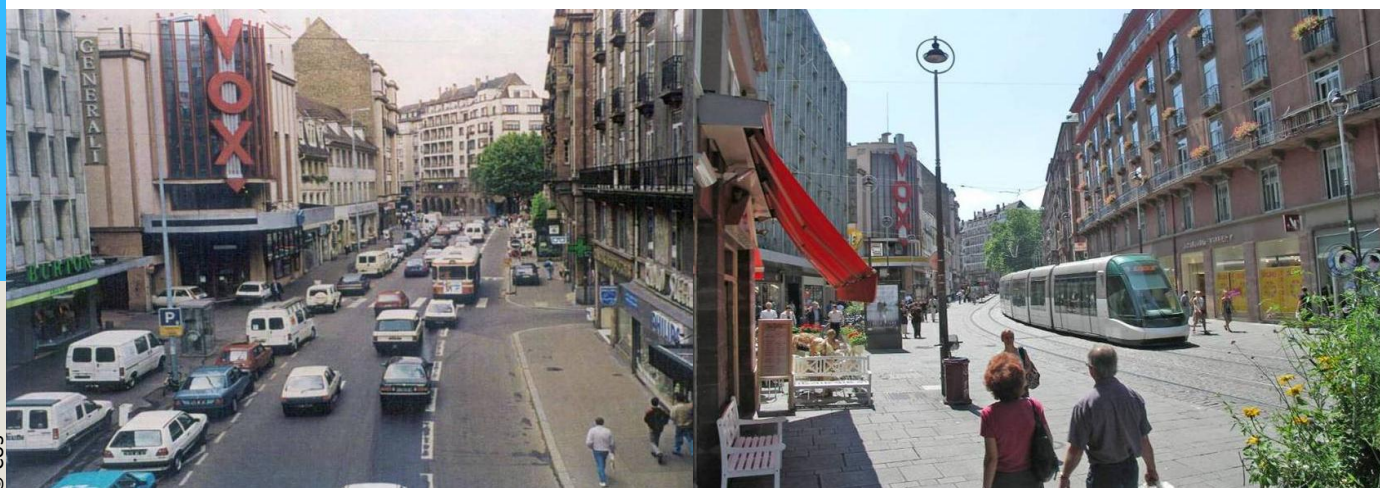
inséré en surface sur voirie existante, mais l'ont accompagné d'une redistribution complète de l'espace public entre les différents modes de transport, faisant la part belle aux solutions « douces ». Elles ont ainsi transformé un tramway a priori agressif pour la valeur universelle exceptionnelle du bien, en une véritable opportunité de valorisation durable du site.

Aujourd'hui, le tramway connaît un franc succès de fréquentation, le nombre de voitures entrant chaque jour en centre-ville a notablement baissé, les piétons et les cyclistes se sont réapproprié l'espace public. En termes de cadre de vie, le projet a permis de diminuer la pollution et de maintenir une population résidente.

Au-delà, la réalisation de ce projet a amélioré l'accessibilité du centre-ville, renforcé les liens périphérie/centre et, de ce fait, redynamisé et modernisé le commerce de centre-ville. Les effets de l'opération

dépassent en outre le seul cadre du territoire communal puisque le Plan de Déplacements Urbains a été mis en place sur l'ensemble du territoire de la Communauté Urbaine de Strasbourg.

En définitive, le Site Historique de la Grande Ile est devenu « un lieu d'expérimentation en matière de politique des transports », démontrant la capacité d'un bien inscrit à s'ancrer pleinement dans son temps mais aussi à jouer un rôle moteur pour les territoires en matière de politiques urbaines.



Le centre ville de Strasbourg avant la réorganisation des déplacements...

... et après

QUESTIONNEMENTS

Les études pour le nouveau tramway et celles pour l'élaboration du Plan de Déplacements Urbains ont démarré conjointement, en 1989, facilitant ainsi l'intégration des politiques de transport dans une réflexion globale.

La réalisation par étapes des deux projets a permis en outre l'intégration des impératifs croissants de développement durable et la mise en place d'une politique de participation très en amont. Pour autant, « ce projet a demandé un réel courage politique ».

Aujourd'hui, l'application de cette démarche sur d'autres territoires pose d'autant plus fortement la question du défi politique que la vitesse de transformation de nos villes s'accélère et que les impératifs de développement durable relèvent de l'urgence.

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RHODES GREECE

COMPREHENSIVE DEVELOPMENT AND REVITALIZATION PLAN FOR THE MEDIEVAL CITY OF RHODES

URBAN MANAGEMENT – URBAN RESTRUCTURING

IDENTIFICATION

The project aims to revitalize, promote, and develop the historic centre of Rhodes to enhance its living quality and diversify its functions and role for the larger urban area.

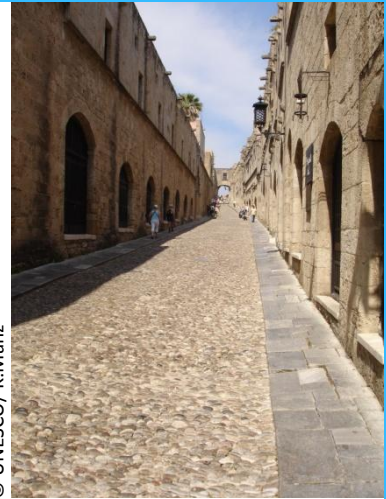
SIZE OF THE CITY:	80 000 inhabitants	2034 ha
SIZE OF THE PROJECT:	2 000 inhabitants	72 ha

PRINCIPAL FUNCTION(S) OF THE CITY:

Administrative, financial and cultural centre, tourism and leisure, residential area, commercial and touristic port

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

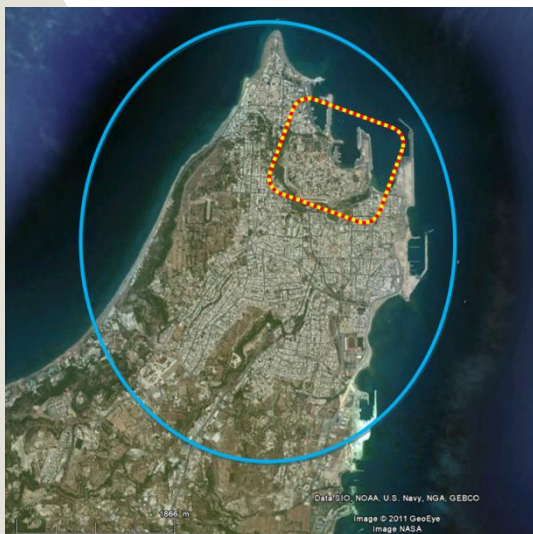
Residential area, area of immense touristic exploitation, leisure activities, entertainment centre



© UNESCO/ K.Manz

The medieval city of Rhodes

PROJECT SCALE



■ City

■ World Heritage Property

■ Project

WORLD HERITAGE PROPERTY

MEDIEVAL CITY OF RHODES

Inscription	1988	The Order of St John of Jerusalem occupied Rhodes from 1309 to 1523 and set about transforming the city into a stronghold. It subsequently came under Turkish and Italian rule. With the Palace of the Grand Masters, the Great Hospital and the Street of the Knights, the Upper Town is one of the most beautiful urban ensembles of the Gothic period. In the Lower Town, Gothic architecture coexists with mosques, public baths and other buildings dating from the Ottoman period.
Criteria	(ii)(iv)(v)	
Area	72 ha	

DIAGNOSIS/ STATUS	Historic neighbourhood characterized by a declining number of population and a degraded built fabric. Insufficient/inadapted framework of land-use and constructions regulations.
PROBLEMS/ ISSUES	How to formulate a comprehensive development and revitalization plan for the Medieval City of Rhodes?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Attraction of new inhabitants and students ➔ Providing services to the residents in the Medieval City ➔ Facilitating the mobility of the residents ➔ Protection against uncontrolled traffic and noise ➔ Raising awareness of the local community

THE INITIATIVE

Municipality of Rhodes

THE PROJECT DRIVERS

Steering committee
 Ministry of Culture
 Regional administrative structures
 Municipality of Rhodes

THE PROJECT IMPLEMENTATION

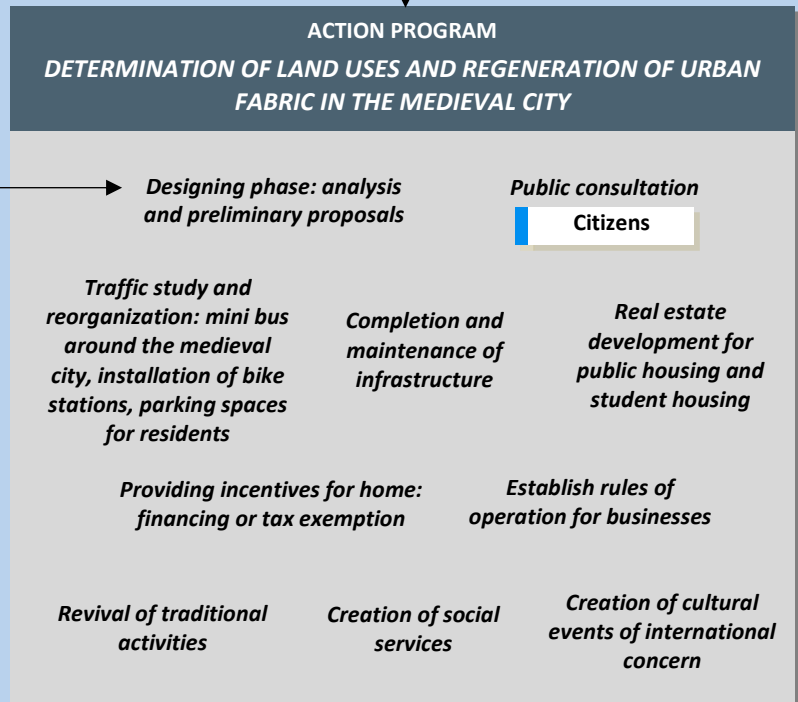
Department of the Medieval City and monuments
 Municipality of Rhodes

Manages

CITIZEN PARTICIPATION

- Association of craftspeople and shopkeepers
- Association of residents
- Specific body of owners and investors

Participate



STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Archaeological law
- City regulation, approved by the Ministry of Culture and the City Council. Refers to traffic circulation, facades, public spaces etc.

SPECIFIC PROJECT MANAGEMENT TOOLS

- "Urban Planning, specific land uses and building restrictions in the Medieval City of Rhodes", not yet approved

FUNDING

DETAILS ON PUBLIC FUNDING

Local, regional and national

DETAILS ON PRIVATE FUNDING

Private investors and owners

New Agreement between the Municipality and relevant Ministries

Contracts between public and private sectors

Contribution fee for economic operators in the medieval town (not residents)

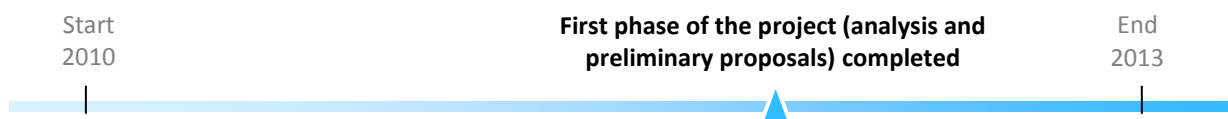
INTERNATIONAL FUNDING SOURCES

European Union funding programs

TOTAL PROJECT AMOUNT

Since 1988, around 80 million Euros have been spent on rehabilitation measures recently completed by urban planning scheme. The current project implementation is estimated to cost more and will be defined by completion of the project.

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The project concerns the entire World Heritage property, which is centrally located within the urban area of Rhodes City and yet spatially isolated due to its surrounding fortifications.

The Medieval city centre forms a neighbourhood with significant touristic uses, commerce and facilities for leisure activities, and marginal residential and public sector uses. Being the main cultural tourist attraction

of the island, the medieval city and its immediate vicinity outside the walls experience immense pressure on the historic urban fabric and traffic infrastructure.

The project holistically addresses the need to preserve and enhance the heritage value through coordinated urban planning, specific land uses, public housing and building restriction.

The project is conceived as an ongoing process that intends to raise awareness among the inhabitants and serve as a tool to increase public participation in the planning process.

While not yet in public consultation, the project is expected to create debate and contribute new ideas not only of those stakeholders directly involved but also of the entire local community in and around the historic centre.

The status as a World Heritage property shall help to enhance the collaboration between all the involved authorities and to ensure that conservation is considered a priority for the overall urban planning.

Coherent management planning shall thus provide a new development perspective for the cultural wealth, the project is also expected to contribute to similar initiatives aiming at enhancing cultural heritage across the island of Rhodes.



© City of Rhodes

Aerial view of the historic city centre

QUESTIONS

It is an ambitious project by which the Municipality aims to find sustainable solutions for revitalizing the Medieval City of Rhodes by balancing different uses and functions.

While the implementation of the project may encounter diverse difficulties – be they institutional or conflicting interests of stakeholders – its first positive results are

already expected to enhance information, know-how and awareness among the all stakeholders in and around the World Heritage site. The effective conservation of the site and achievements of all project objectives, however, can only be measured on the long term.

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		→ e-mail	ioannispapachri@gmail.com
		→ website	www.rhodes.gr

RHODES GREECE

REHABILITATION OF THE COASTAL ZONE OF THE MEDIEVAL CITY OF RHODES

URBAN MANAGEMENT – GOVERNANCE

The project attempts to apply a comprehensive design for the coastal area as opposed to individual and partial intervention of different authorities.

SIZE OF THE CITY:	80 000 inhabitants	2034 ha
SIZE OF THE PROJECT:	NA	5 ha



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The port of Rhodes

PRINCIPAL FUNCTION(S) OF THE CITY:

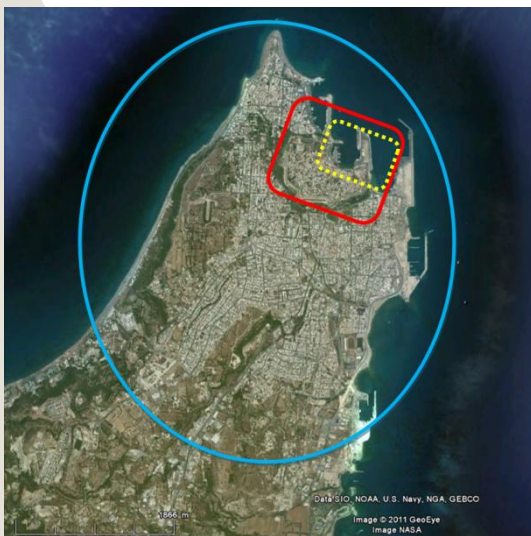
Administrative, financial and cultural centre, tourism and leisure, residential area, commercial and touristic port

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Tourism, commercial and touristic port

IDENTIFICATION

PROJECT SCALE



□ City

□ World Heritage Property

□ Project

WORLD HERITAGE PROPERTY

MEDIEVAL CITY OF RHODES

Inscription 1988

Criteria (ii)(iv)(v)

Area 72 ha

The Order of St John of Jerusalem occupied Rhodes from 1309 to 1523 and set about transforming the city into a stronghold. It subsequently came under Turkish and Italian rule. With the Palace of the Grand Masters, the Great Hospital and the Street of the Knights, the Upper Town is one of the most beautiful urban ensembles of the Gothic period. In the Lower Town, Gothic architecture coexists with mosques, public baths and other buildings dating from the Ottoman period.

DIAGNOSIS/ STATUS	The zone between the medieval city and the harbor with its commercial and touristic activities and traffic constituted a barrier and was not adapted to pedestrian uses. It disconnected a residential area from its access to the city centre.
PROBLEMS/ ISSUES	How to implement a collaboration between all involved authorities to improve connectivity between the harbor and historic centre in order to allow accessibility for pedestrians and adapt visual and functional quality to touristic uses?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Creation of an additional public urban space for leisure and attraction for tourists ➔ Improved access for pedestrians, bicycles and public transport traffic ➔ Restructured port activities ➔ Backdrop for enhanced promotion of the urban heritage

THE INITIATIVE

Municipality of Rhodes

THE PROJECT DRIVERS

Municipality of Rhodes
Municipal Ports Authority
Ministry of Culture

THE PROJECT IMPLEMENTATION

Ministry of Culture

Approves/
Monitors the
excavations

Municipality of Rhodes
Municipal Ports Authority
Department of the Medieval City and
monuments

Manage

CITIZEN PARTICIPATION

ACTION PROGRAM

REVALUATION OF THE COASTAL ZONE

STUDYING AND CONSULTATION PROCESS

Citizens

Stakeholders

Small businesses, commercial sea
traffic companies, boat owners

Different
associations

Creation of bus lanes
for public transport
across the area

Creation of intercity
bus lanes and high
speed ring road out
of the buffer zone

Refurbishment of
industrial heritage
sites/monuments
and public use: social
and cultural events

Architects

Carry out

Implementation of
traffic circulation rules
(according to those in
the medieval city)

Approval of any
intervention from the
Ministry of Culture

Creation of
pedestrian and
cycling paths

Creation of free parking
places at the beginning of
the pedestrian and cycling
paths

STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Legal Provisions for Urban Planning, Monumental Protection and Commercial Activities
- Land-Use Plan and Urban Development Plan (e.g. Urban Planning, specific land uses and building restrictions in the Medieval City of Rhodes; to be approved)
- Preservation Plan of the City of Rhodes
- Joint Committee of City Authorities and Port Authorities

SPECIFIC PROJECT MANAGEMENT TOOLS

- Master Plan for the Coastal Zone outside the Medieval City Walls
- Concept for Reorganizing the Port Activities

FUNDING

DETAILS ON PUBLIC FUNDING

Municipality of Rhodes, Municipal Ports Authorities, Ministry of Culture

Port Service Taxes used for project funding

INTERNATIONAL FUNDING SOURCES

European Union? (approval awaiting)

TOTAL PROJECT AMOUNT

12 million euro

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The project concerns the public space located in the buffer zone of the World Heritage property between the medieval fortifications and the harbor area.

It aims to improve the functional and visual quality of this public space around the site for residents and visitors.

By reducing motorized traffic and enhancing the accessibility of the site, the project creates additional attractive public space that shall indirectly help to reduce the pressure of large visitor flows in the medieval core area.

The presented project is the pilot phase of a longer-term project for restructuring and revitalizing the entire waterfront and harbor area next to the historic city centre. Its testing phase applied in the so-called “Kolona Harbour” area has resulted in new urban design features allowing pedestrians to use a boardwalk along the mole of the touristic harbor. The area has been accepted and is being used by inhabitants, visitors and boat owners. The redistribution of the motorized traffic still needs to be implemented as it requires coordination with the adjacent areas.

According to the City of Rhodes “The status as a World Heritage property helped (a) to implement the

collaboration between all the involved authorities and (b) to take into consideration the protection of the area as a first priority instead of practical, financial or operational issues.” An important aspect can thus be seen in an enhanced dialogue and coordination among authorities and all stakeholders as well as in the adaptation and improvement of the design and material of the overall project.

In terms of funding, the project may represent an interesting model for using budget from harbor activities, and in particular the related touristic uses by cruise ships, for investing into the protection and urban revalorization of the World Heritage property.



© Municipality of Rhodes

Master Plan for the revaluation of the coastal zone

Results of the test implementation: before and after

QUESTIONS

Being the pilot phase of the presented project, it is not yet possible to judge the overall and long-term structural results for the World Heritage property. The project however demonstrates the awareness and willingness to focus on the people - residents and visitors alike – through this ambitious waterfront revitalization plan.

A long-term effect on lessening tourist flows in the medieval centre, however, can only be tangibly monitored when the project has advanced in time and extended to the adjacent stretches along the harbor area.

An important role will play the final overall restructuring of the motorized traffic, which still needs to be implemented in order to give priority access to pedestrians and cyclists.

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THESSALONIKI GREECE

LINKING HISTORICAL MONUMENTS THROUGH A NEW PEDESTRIAN NETWORK

CONSERVATION AND VALORIZATION – PUBLIC SPACES

IDENTIFICATION

Creation of a pedestrian network integrating historical monuments and public open spaces (pilot phase of implementation: the “Rotonda”).

SIZE OF THE CITY: 1 100 000 inhabitants 1 780 ha

SIZE OF THE PROJECT: A monument and its area

PRINCIPAL FUNCTION(S) OF THE CITY:

Regional capital, public administration centre, business city, harbour, university

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

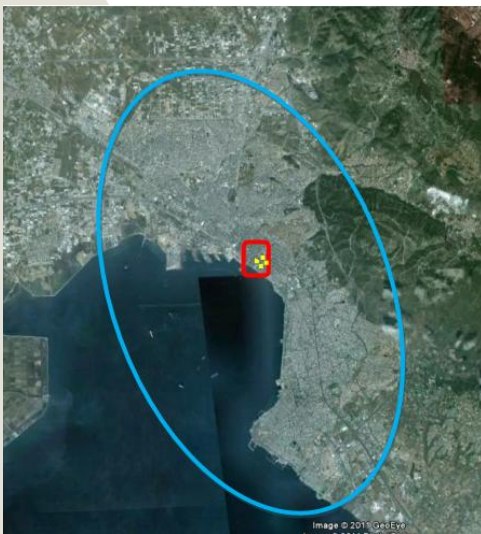
Central commercial and residential area, public open space



© Municipality of Thessaloniki

The « Rotonda »

PROJECT SCALE



City

World Heritage Property



Project

WORLD HERITAGE PROPERTY

PALEOCHRISTIAN AND BYZANTINE MONUMENTS OF THESSALONIKA

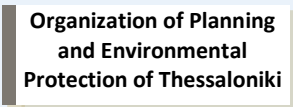
Inscription	1988	Founded in 315 B.C., the provincial capital and sea port of Thessalonika was one of the first bases for the spread of Christianity. Among its Christian monuments are fine churches, some built on the Greek cross plan and others on the three-nave basilica plan.
Criteria	(i)(ii)(iv)	
Area	5,33 ha	Constructed over a long period, from the 4th to the 15th century, they constitute a diachronic typological series, which had considerable influence in the Byzantine world. The mosaics of the rotunda, St Demetrius and St David are among the great masterpieces of early Christian art.

DIAGNOSIS/ STATUS	Thessaloniki has to address economic globalisation and intercity competition, and improve its position in the global urban hierarchies. The city's historical identity is one of the competitive edges.
PROBLEMS/ ISSUES	How to enhance the historical monuments of Thessaloniki in order to use heritage as a key factor for promoting the city at the international level?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Improve the spatial connection of the monuments ➔ Protect the monuments and their buffer zones from environmental pollution due to car traffic ➔ Encourage sustainable modes of urban mobility ➔ Enhance the quality of the urban landscape ➔ Enhance the enjoyment of visitors during sightseeing

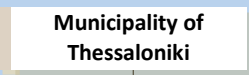
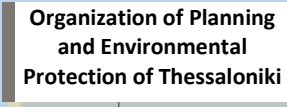
THE INITIATIVE



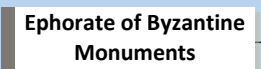
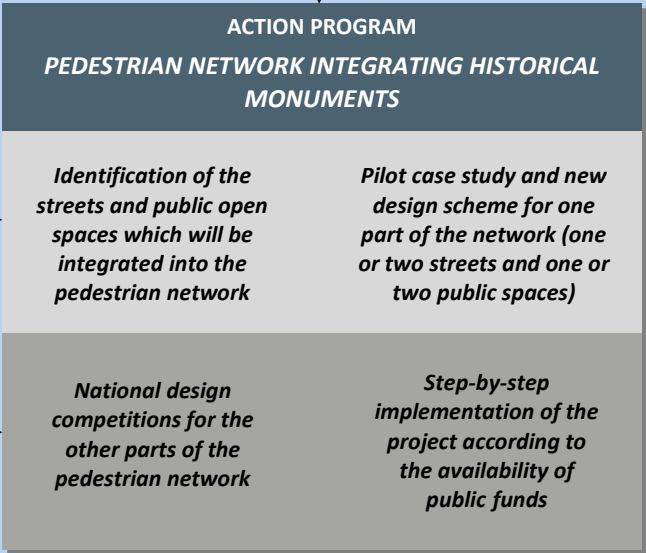
THE PROJECT DRIVERS



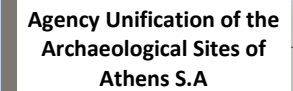
THE PROJECT IMPLEMENTATION



Coordinate/
Conduct



Participate



Participate

STAKEHOLDERS / ACTORS:



SITE MANAGEMENT TOOLS

- National legislation (strict national archaeological law, Law 3028/2002)
- Structural and Development Plan of the Greater Metropolitan Area of Thessaloniki (1985)
- Strategic Plan of the Greater Metropolitan Area of Thessaloniki 2003
- Strategic Plan of Municipality of Thessaloniki (2006-2015)
- Master Plan of Municipality of Thessaloniki (1993)

FUNDING**TOTAL PROJECT AMOUNT**

No further funding details are currently available

Restoration of the street Dimitri Gounari: 990 000 €

Restoration of the environment Area Rotonda: 2 576 000 €

STATE OF PROGRESS

The project is currently being carried out

No further details are currently available

RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The project valorizes all monuments that are part of the serial World Heritage site not only increasing their conservation and the quality of the surrounding urban space but also making them more accessible to inhabitants and tourists alike. By creating a pedestrian network linking the monuments, the project helps to tell the story of the monuments and their relation to the city,

which can enhance the pride and identity of the inhabitants as well as the understanding of the visitors. The project outcome can be seen as a tourism product that adds to the city's attractiveness and helps to promote the city through its heritage assets and position it at the global scale.

Since the project is currently being implemented, only one monument, the Rotonde, has so far benefitted from the improvement measures around the monument.

It is expected that the continued development of the pedestrian network among the series of monuments will significantly enhance the attractiveness of the area for both residents and visitors.

By reducing motorized traffic in the immediate vicinity of the monuments, the project would also allow a better protection from air pollution next increasing the accessibility of the monuments and better use of the public spaces in daily life.



The pilot case of the “Restoration of the Environment Area Rotonda”: before /after

© Municipality of Thessaloniki

QUESTIONS

Since the network has not yet been entirely put in place, the actual impacts both for monument conservation and the quality of public space still need to be monitored.

It might be considered to extend the pedestrian network to other attractions of the city, e.g. link it to the waterfront areas.

Financial uncertainties may exist regarding the possibility to fully implement the project.

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NAPLES ITALY

REVITALIZATION OF THE THEATRES DISTRICT

URBAN MANAGEMENT – URBAN RESTRUCTURING

Protection and valorization of an archaeological property in a highly dense urban context, while also controlling and promoting private interventions.

IDENTIFICATION

SIZE OF THE CITY:	1 million inhabitants	11 727 ha
SIZE OF THE PROJECT:	N/C	0, 14 ha



© Giancarlo Ferulano

The historic centre of Naples

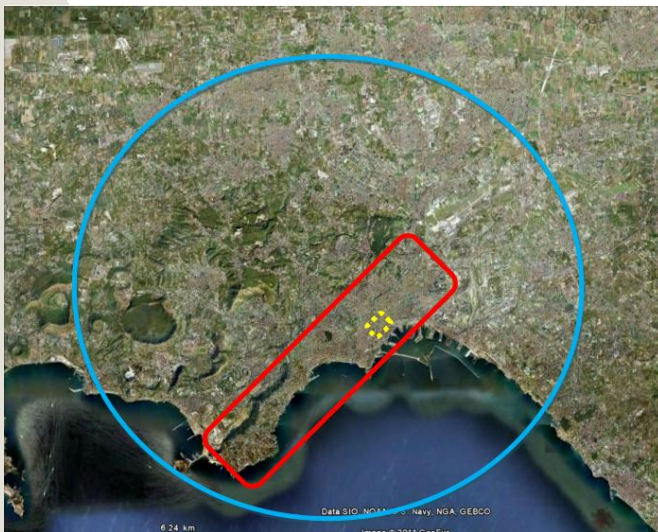
PRINCIPAL FUNCTION(S) OF THE CITY:

Regional capital, with all the major functions of a vividly inhabited city, business with harbour activities, decision making centres and touristic activities

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Historic core, residential area, public administration, leisure, retail and handicrafts activities

PROJECT SCALE



□ City

□ World Heritage Property



□ Project

WORLD HERITAGE PROPERTY

HISTORIC CENTRE OF NAPLES

Inscription	1995	Naples is one of the most ancient cities in Europe, whose current urban fabric preserves a selection of outstanding elements of its long and eventful history, as expressed in its street pattern, its wealth of historic buildings and parks, the continuation of many of its urban and social functions, its wonderful setting on the Bay of Naples and the continuity of its historical stratification. These illustrate the ensemble of key factors that came together to create this highly influential Mediterranean city.
Criteria	(ii) (iv)	
Area	1 021 ha	

DIAGNOSIS/ STATUS	An outstanding and unknown archeological site located in a densely populated urban context, threatened by impoverishment, a number of social and economic problems (unemployment and petty crime) and construction projects.
PROBLEMS/ ISSUES	How to protect and enhance the cultural richness and improve the socio-economic well-being of the theatre district? How to ensure that this archaeological heritage will be a tool for the revitalization of the area?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Conservation and accessibility of the theatre archeological site ➔ Encouragement and supervision of private interventions on buildings ➔ Requalification of the district and return to the balance of the urban functions ➔ Cultural and tourism promotion of the historic centre ➔ Development of retail activities related to tourism newly improved

THE INITIATIVE

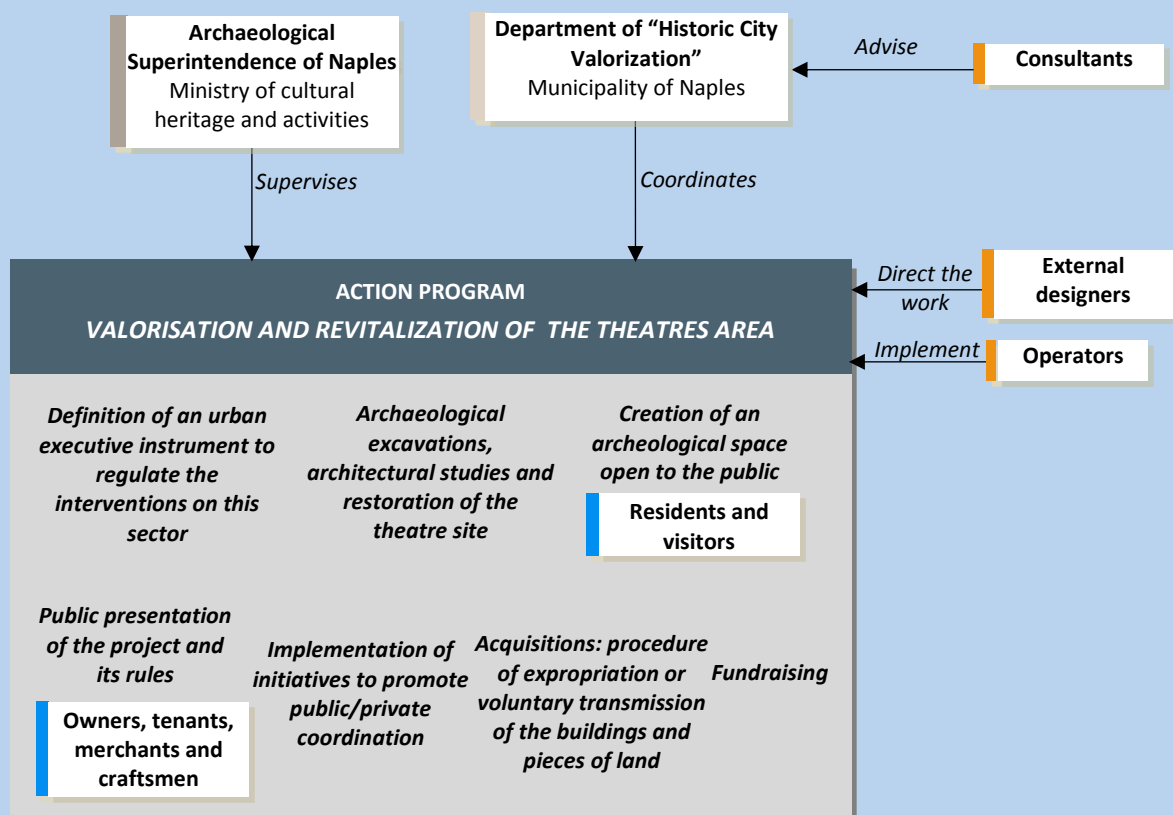
Municipality of Naples

Ministry of Cultural heritage and activities

THE PROJECT DRIVERS

Municipality of Naples

THE PROJECT IMPLEMENTATION



STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Legislation regarding cultural heritage protection, land-use (incl. framework for expropriation), protection of archaeological remains etc.
- Urban planning instruments at municipal, World Heritage site and neighbourhood levels (e.g. Urban Implementation Plan PUA)

SPECIFIC PROJECT MANAGEMENT TOOLS

- Definition of an urban executive instrument
- Creation of public-private coordination initiatives/mechanisms

FUNDING

DETAILS ON PUBLIC FUNDING

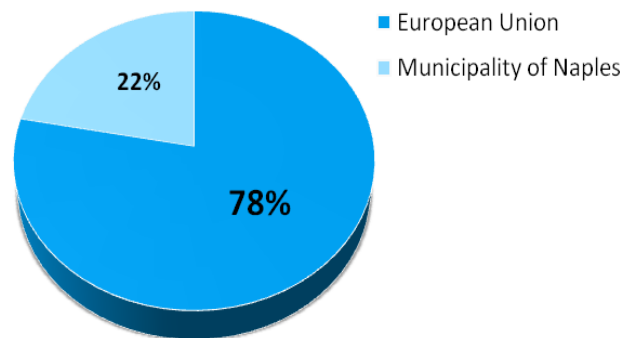
Municipality of Naples

INTERNATIONAL FUNDING SOURCES

European funds through Regione Campania

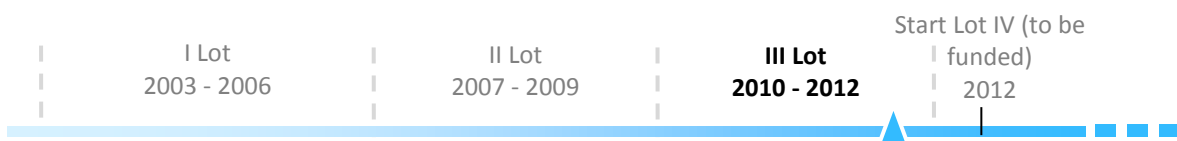
TOTAL PROJECT AMOUNT

13 050 000 euro



The project is organized in different consequential phases connected with different successive funding. Considering that these resources mainly depend on other public administration (Regione Campania), it is not really easy to make certain program but the project is constantly adequate to the results of evolving excavation and offers constantly the conditions for ask and be able to obtain the correspondent fund.

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The theatre district project addresses both the enhancement of the historical remains of an important part of the World Heritage property and its use and development by local inhabitants. It thus help to reveal the heritage wealth of the property in order to bring about solutions to the quality of life of the inhabitants and keys to better appreciate the historic layers of the property as well as their importance for its comprehension. The presentation of the site to the visitors is added to this, through a diversified offer of tourism activities.

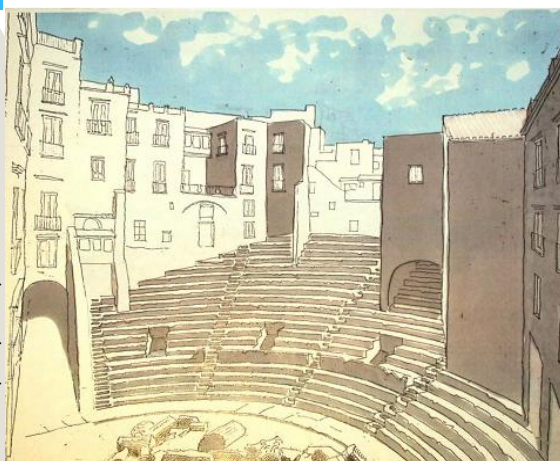
The fact that the monuments are organically/spatially integrated into residential building tissue conveys the authentic value of this area. Its perception and experience offer a key to understanding the urban stratification and can thus provide an instrument for deepening the knowledge of the city by citizens and visitors.

“The results for the first step of the process have been completely achieved.” They are both tangible and procedural: “One result is the opening of a very suggestive archaeological site till now unknown; the other one to have obtained a real coordination between the many relevant authorities involved.” This goal was reached with great efforts considering the uncommon habit of this practice. On the public side there is the beginning of the progressive implementation of the larger project of revealing all the other still existing structures of the roman theatre and roman Odeon that could be financed on the basis of the success of this good practice. The tools were also applied in the great work for the city subway in the ancient part of urban area where many other traces of town development during 25 centuries have been discovered.

The project has an effect for the whole urban community and is a significant contribution to enhance the

knowledge of the historic town development opening many lines of research for academic and specialist scholars. For all the operators, in the planning phase, in works direction, in enterprises ownerships, and for workers themselves the articulation of the involved thematic, the specificity of the restoring operations have been an opportunity to better understand the complexity of operating in this kind of context. The high number of skills participating furthermore has increased the capability in coordination and good practice. With an active role of the Archaeological Superintendence, rather than an obstacle, the importance of the discovery and the improved knowledge of town history and urban development have been shared with inhabitants and external visitors. Finally, improving the urban context also promoted the investments into new activities around the area.

© Municipality of Naples



Drawing of the Ancient Theatre



View of excavations



Performance

“The value of this process consists in facing simultaneously different levels of urban reality and of project aspects. As in many others World Heritage properties, the high complexity of this site requires the coordination and cooperation of all the competent authorities involved.

All the operators, in the different phases and in different roles, have to complement each other through their specific skills so as to maximize the efficacy and effectiveness and enhance their knowledge in restoration operations in this kind of urban context.”

QUESTIONS

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VALLETTA MALTA

REHABILITATION OF ST. GEORGE'S SQUARE

URBAN MANAGEMENT – PUBLIC SPACES AND MOBILITY

IDENTIFICATION

Rehabilitation of a key public space, St. George's square, and related upgrading works in line with the Valletta Management Plan.

SIZE OF THE CITY:	6 098 Inhabitants	56 ha
SIZE OF THE PROJECT:	A square	

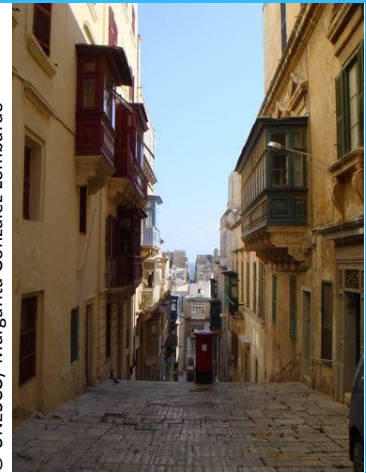
PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, administrative centre, services, tourism

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

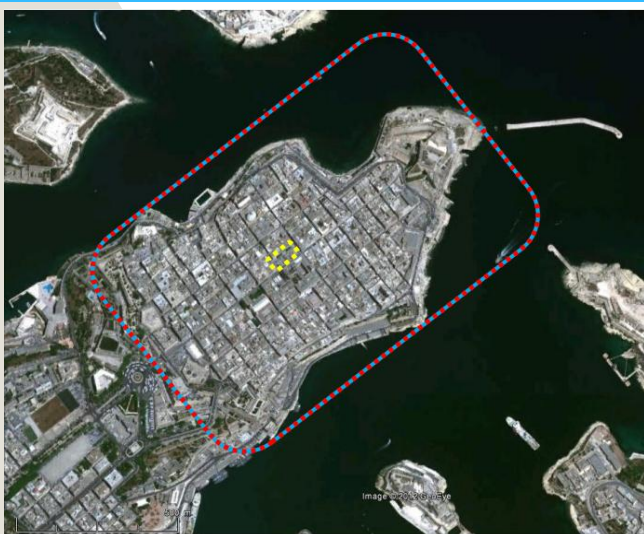
Central public space, car park

© UNESCO/ Margarita Gonzalez Lombardo



St. Dominic street, Valletta

PROJECT SCALE



■ City

■ World Heritage Property

■ Project

WORLD HERITAGE PROPERTY

CITY OF VALLETTA

Inscription	1980	The capital of Malta is inextricably linked to the history of the military and charitable Order of St John of Jerusalem. It was ruled successively by the Phoenicians, Greeks, Carthaginians, Romans, Byzantines, Arabs and the Order of the Knights of St John. Valletta's 320 monuments, all within an area of 55 ha, make it one of the most concentrated historic areas in the world.
Criteria	(i) (vi)	
Area	56 ha	

STAKES

DIAGNOSIS/ STATUS	Valetta is a small dense city (56 ha.) with a population of less than 7 000 inhabitants. Traffic control issues are crucial in such a dense city. The Maltese capital has developed an innovative traffic congestion charging model to regulate traffic. Reclaiming public space and removing an open air car park is part of a overall process to make the city more attractive and enhance the World Heritage site. Heritage is one of the key assets of Valetta and tourism an important sector.
PROBLEMS/ ISSUES	The lack of public spaces of high quality, attractive to both locals and tourists alike was a negative aspect of Valletta, both in terms of social and commercial sustainability as well as generating a lack of interest in the built environment through its apparent neglect. How to restoring St. George's Square and reclaiming public space in front of the Presidential Palace contributed to create an attractive area for people and events, such as the Changing of the Guards?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Provision of a high quality public space through removal of central parking areas ➔ Promotion of large scale urban rehabilitation projects within Valletta ➔ Incentive to initiate conservation projects on the surrounding historic monuments ➔ Heritage conservation and enhancement ➔ Implementation of traffic and transport plan

PARTNERS / PROCESS

THE INITIATIVE

Government of Malta

THE PROJECT DRIVERS

Ministry for Resources and Rural Affairs
Government of Malta

THE PROJECT IMPLEMENTATION

Rehabilitation Projects Office
Ministry for Resources and Rural Affairs

Manages

ACTION PROGRAM

REGENERATION OF ST. GEORGE'S SQUARE

Qualified craftspeople

Carry out

Conservation of the historic fabric of the square: the two fountains on either side and the façade of the Presidential Palace

Embellishment and reconversion of the square: transformation from a car park into a pedestrian zone, construction of a large central fountain

Information strategy regarding the project : especially in terms of loss of parking and re-routing of traffic during works

Citizens

Culture professionals

Design

Enlivenment of the square: setting-up of a music and water show which plays hourly during the daytime, free wi-fi, daily scheduled events

Implementation of new regulations: vehicular access, maintenance of the square and terms of use during festivals

STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- The Grand Harbour Local Plan, 2002
- Revisions to the Grand Harbour Local Plan (Valletta), 2010
- Valletta Management Plan (to be adopted 2012)
- A vision for Public Transport, 2008

SPECIFIC PROJECT MANAGEMENT TOOLS

- International conservation charters and guidelines, especially in the case of archaeological findings
- Regulations for the management and maintenance of the new public square

FUNDING

DETAILS ON PUBLIC FUNDING

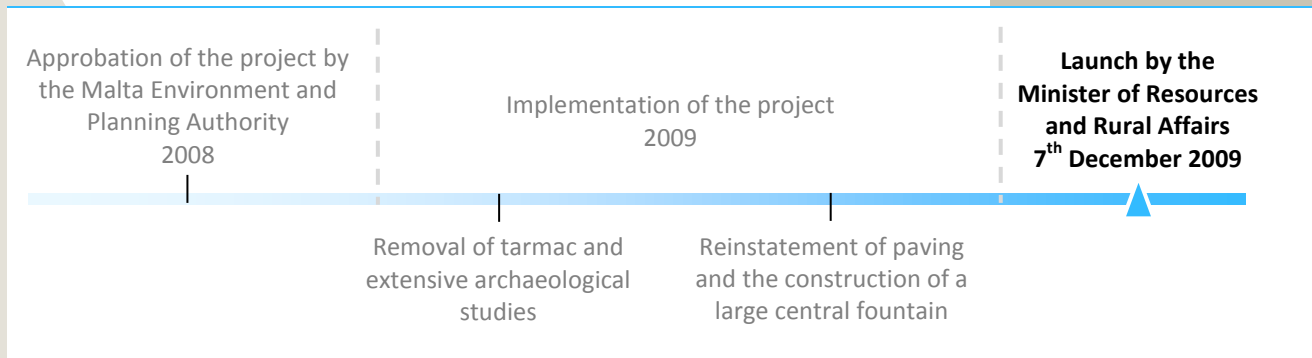
Government of Malta

The project is financed by the Ministry of Resources and Rural Affairs budget through a capital vote endorsed in the budget of the Government of Malta.

TOTAL PROJECT AMOUNT

The project, including archaeological excavations, paving, lights and the installation fountain; cost €1.3M. Another €100,000 were spent on the restoration of the façade of the Presidential Palace.

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

St. George's Square is located in the middle of the World Heritage site. The project allowed the revitalization and transformation of a key public space by removing the open air parking.

This project links heritage conservation and enhancement, urban revitalization and traffic management, these being core issues in a very dense walled city attracting a high number of visitors.

Specifically the renovation of the square enhances the Outstanding Universal Value of the site.

The immediate results are the enhancement and embellishment of one of the main squares of Valletta and the increase in use by the local and visiting population. In the longer term, the project is an example for future rehabilitation initiatives and will provide learning experiences for the management of multi-use spaces.

The targets set have been achieved, mainly by means of thorough management. The regulations in place will serve as a guide for future projects and lessons learnt will be acted upon.

- The square now attracts visitors and new commercial activities have been set up to satisfy increased demand;
- The project served as a catalyst for the pedestrianisation or partial pedestrianisation of other squares and streets in Valletta, currently being

implemented within the context of a general traffic management plan, coordinated by Transport Malta;

- Awareness of government projects was raised, as well as awareness of the potential use of public spaces previously used for parking or other uses not conducive to public activity;
- Return of the Changing of the Guards after 39 years.

Completing the St. George's Square project and its continued management increases the profile of other potential projects and acts as a catalyst for conservation projects as befits a World Heritage Site; and for the participation in the European Capital for Culture bid as Malta's capital city and the focus of the inner harbour region.

© Rehabilitation Projects Office



The St. George's square before and after its rehabilitation

QUESTIONS

The main lessons are:

- The importance of liaison with key entities;
- The issues encountered when dealing with management of public spaces;

- The attention to detail that is essential for the infrastructure of the space to function sustainably.

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PORTO PORTUGAL

ACTION PROGRAM OF URBAN REHABILITATION OF MORRO DA SÉ DISTRICT – CH. 1

DEVELOPMENT / PLANNING – URBAN RESTRUCTURING

Urban rehabilitation project of the Morro da Sé district and implementation of a social, economic, cultural and environmental project aiming to the enhancement of the site's assets through revitalization policy benefits.

IDENTIFICATION

SIZE OF THE CITY:	210 558 inhabitants	4 191 ha
SIZE OF THE PROJECT:	922 inhabitants	6 ha

PRINCIPAL FUNCTION(S) OF THE CITY:
Informal “regional capital”, administrative and services centre

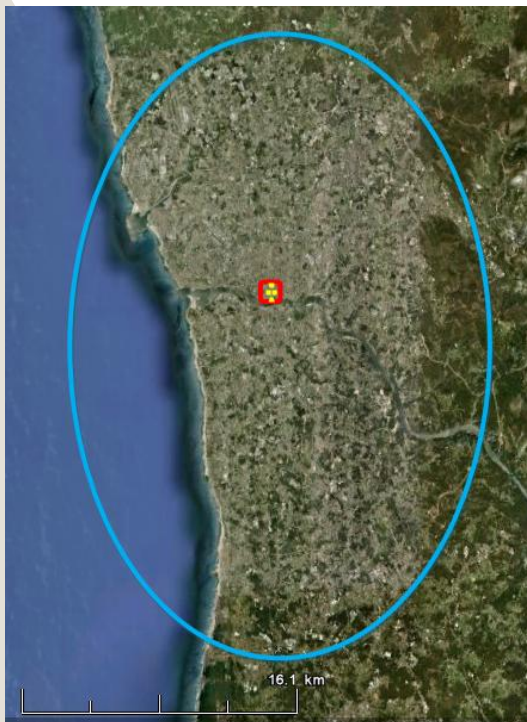
PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:
Housing, culture, touristic and leisure activities, commerce and handicrafts



© Fiona Starr

The historic centre of Porto

PROJECT SCALE



□ City

□ World Heritage Property

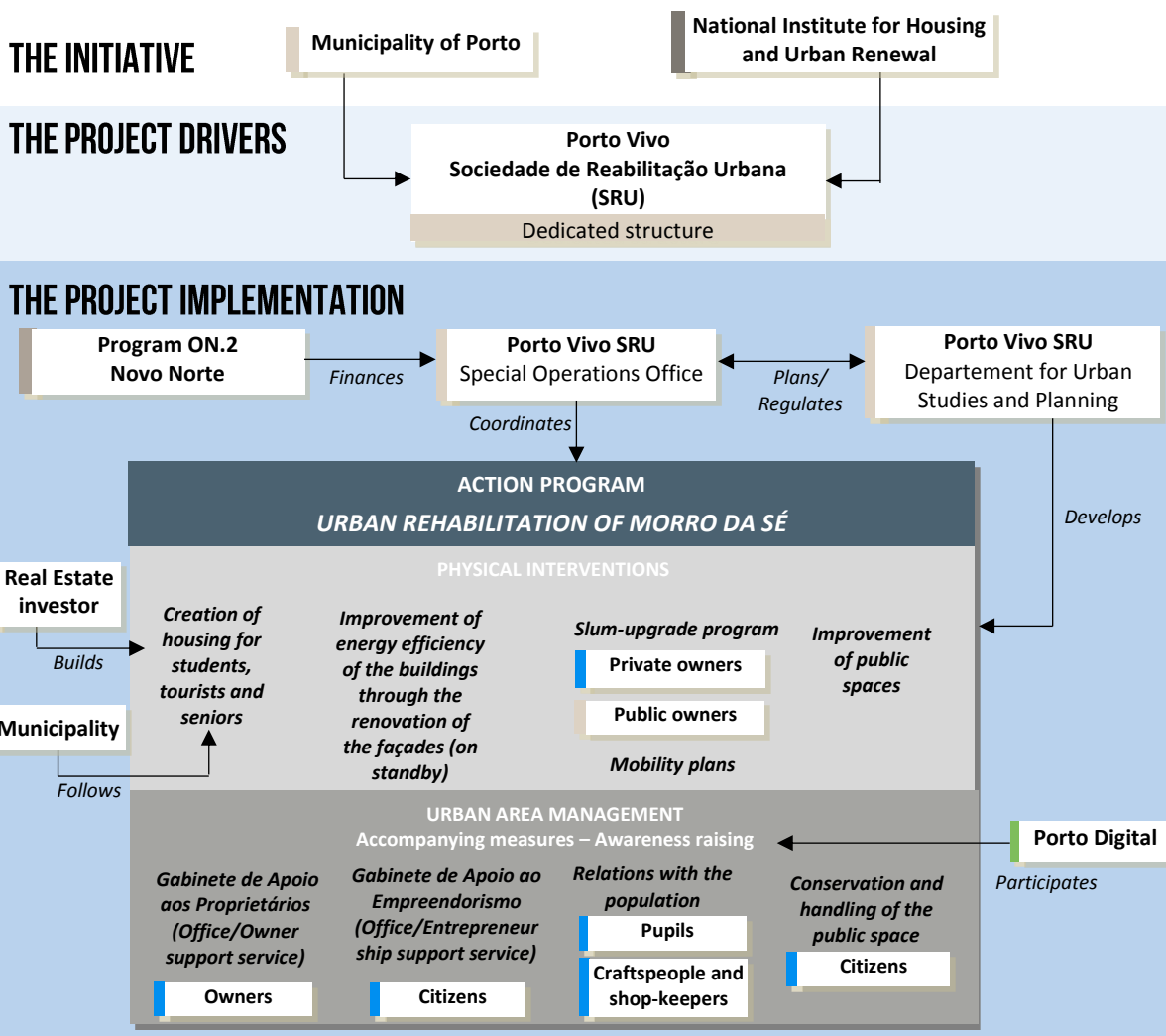
□ Project

WORLD HERITAGE PROPERTY

HISTORIC CENTRE OF PORTO

Inscription	1996	The city of Porto, built along the hillsides overlooking the mouth of the Douro river, is an outstanding urban landscape with a 2,000-year history. Its continuous growth, linked to the sea (the Romans gave it the name Portus, or port), can be seen in the many and varied monuments, from the cathedral with its Romanesque choir, to the neoclassic Stock Exchange and the typically Portuguese Manueline-style Church of Santa Clara.
Criteria	(iv)	
Area	50 ha	

DIAGNOSIS/ STATUS	Buildings deterioration directly related to the old and low rental practices, and therefore, to the short building conservation capacity of its owners, poor and socially fragile population and activities, weakness of public services and accesses, difficult topography: imbalance of urban functions.
PROBLEMS/ ISSUES	How to restore the balance of urban functions to allow the Morro da Sé district to regain its place in the historic city?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Revitalization of Morro da Sé's neighborhood ➔ Physical rehabilitation of the buildings ➔ Functional conversion of this area ➔ Attraction of new residents, in particular young people, to enhance the social balance ➔ Deployment of new economic activities and tourism services ➔ Improvement of the image of this area, and more generally, of the historic site



STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- ➔ Policies and System for the Protection and Appreciation of Cultural Heritage (2001)
- ➔ First regulation on urban rehabilitation, enabling the creation of Urban Rehabilitation Societies (2004)
- ➔ New urban rehabilitation regulatory regime (2009)
- ➔ Masterplan - Urban and Social Rehabilitation of Porto City Centre (2005)
- ➔ Historic Centre of Porto World Heritage – Management Plan (2008)

SPECIFIC PROJECT MANAGEMENT TOOLS

- ➔ « Action program for the Urban Rehabilitation of Morro da Sé_CH1 »
- ➔ « Urban Area Management »: technical support structure
- ➔ Property Owners Support Office
- ➔ Entrepreneurship project with craftspeople and shop-keepers
- ➔ Stories of Self-esteem, workshop with residents/ Documentary/ Communication plan

FUNDING

DETAILS ON PUBLIC FUNDING

Porto City Council , Porto Vivo SRU, National Institute for Housing and Urban Renewal, Porto Digital Association

Public-private partnership between Porto Vivo SRU, Porto City Council, NOVOPCA, and Porto Digital Association. A special funding agreement was established between Porto Vivo SRU, the National Institute for Housing and Urban Renewal and the European Investment Bank.

DETAILS ON PRIVATE FUNDING

Real Estate investor, Owners

INTERNATIONAL FUNDING SOURCES

National Strategic Framework/ European Development Fund, European Investment Bank

TOTAL PROJECT AMOUNT

Urban rehabilitation program : 40 M €
 Investment in housing : 5 M € (public initiative) + 20 M € (total private investment)

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

In order to intervene in a sensitive area of the city, on the one hand, the focus of many social problems (aging population, poverty and deprivation, drug trafficking and drugs, unemployment), trade and economic decline, but on the other hand, classified site with universal value, grouping together a city of great architectural value and a historic tourist center of a city that is the gateway to the Douro region, which is also listed as World Heritage, that is to say, in order to implement a project with all

these dimensions raises multiple challenges, but it reveals also how necessary it is to revitalize what this site has to offer. The aim is not only to preserve it, because this site is not just a museum, but rather revitalize and stimulate it, in order to reveal it as a living heritage, as it always has been. Only a truly comprehensive strategy, in which the social, economic, cultural and environmental assets are secured, may produce the desired effect.

- 1- The Urban Area Management Unit area is already installed on the field as well as the Support Office directed to the owners, which provides support and information on the strategies adopted about the strategic documents developed for each block and/or buildings.
- 2- All the planned sessions for a project of "Tales from the self-esteem and motivation," were held with the active involvement of the local community. The intent of this project is to involve inhabitants in a socio-artistic performance of the narratives and local heritage by oral transmission/tradition, using the story of the neighborhood.
- 3- This is an area of interest to residents and non-residents regarding the rehabilitation project due to

the fact that it is a very important historical area in terms of the city's historic centre identity. The indicators that support this argument are in the number of tours made by schools, public presentations of the Management Plan, and the number of visitors to the exhibition devoted to the activity of Porto Vivo - SRU.

- 4- The archaeological reports on those buildings identified for future intervention are ready. The works in the public space have been finalized. The residence for elderly people is under construction and the relocation programme is about to start. So far, a number of private interventions are ready, several under way or have architectural projects waiting to be implemented



Archaeological excavations



Students residence project



Pupils awareness campaign

© Porto Vivo SRU

QUESTIONS

Improving the quality of the urban fabric and public space shall attract new families and facilitate the revitalization of the commercial and economic component of the site. The implementation of a tourist accommodation unit shall encourage cultural and religious tourism.

Given the large size of the project area, the related amount of investment and the integrative and multifaceted nature of the interventions, the project will

undoubtedly have a positive impact on the entire inscribed World Heritage property, emphasizing the promotion of heritage.

The results should allow to see a new economic, social and cultural balance near Morro da Sé and if this area can find its place in the historic site in relation with the World Heritage property across the Douro.

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EUROPA DEL ESTE**

BERAT ALBANIA

URBAN DEVELOPMENT PLAN AND REGULATIONS FOR THE CITY OF BERAT

URBAN MANAGEMENT – PLANNING

The Land Administration and Management Project (LAMP II) includes the preparation of urban plans and the development of control regulations and of infrastructure capital investment programs for four cities in southern Albania: Gjirokastra, Korça, Lushnja and Berat.

IDENTIFICATION

SIZE OF THE CITY:	65 000 inhabitants	2 270 ha
SIZE OF THE PROJECT:	65 000 inhabitants	2 270 ha

PRINCIPAL FUNCTION(S) OF THE CITY:

Berat: regional capital, administrative, historical and cultural centre

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

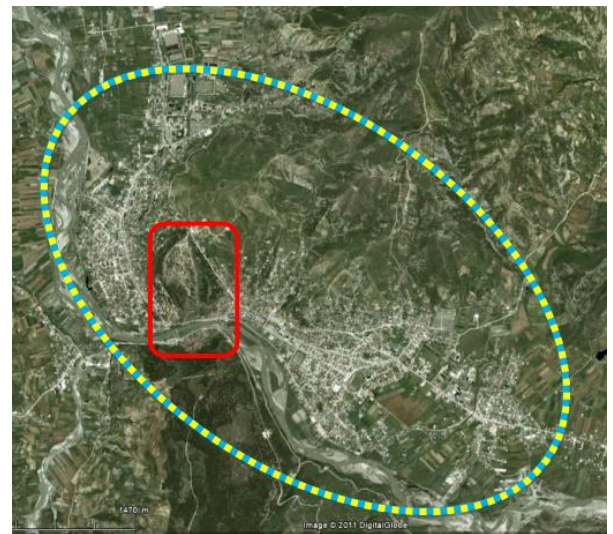
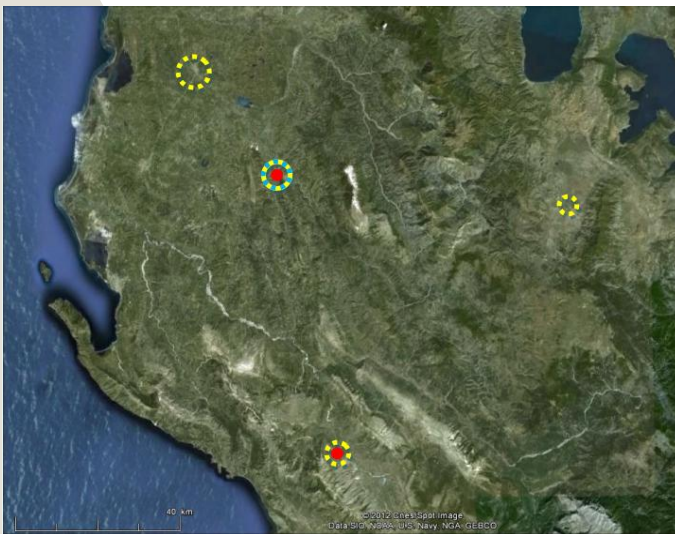
4 regional capitals: : Gjirokastra, Korça, Lushnja and Berat



© Berati Muzeal

The historic centre of Berat

PROJECT SCALE



■ City

■ World Heritage Property

■ Project

WORLD HERITAGE PROPERTY

HISTORIC CENTRES OF BERAT AND GJIROKASTRA

Inscription	2005	Berat and Gjirokastra are inscribed as rare examples of an architectural character typical of the Ottoman period. Located in central Albania, Berat bears witness to the coexistence of various religious and cultural communities down the centuries. It features a castle, locally known as the Kala, most of which was built in the 13 th century, although its origins date back to the 4 th century BC. The citadel area numbers many byzantine churches, mainly from the 13 th century, as well as several mosques built under the Ottoman era which began in 1417.
Criteria	(iii) (iv)	
Area	59 ha	

DIAGNOSIS/ STATUS	In the global context of a general national decentralization process and municipal capacity building policy, has to be improved urban planning and land management and development control countrywide. Berat is planned to almost double its current population by 2030 and it needs basic foundations for urban development and maintain the city's heritage and cultural values.
PROBLEMS/ ISSUES	How to strengthen capacity of municipalities in urban land management and urban and territorial planning? How to foster economic development based on local assets and in compliance with the topographical structure of the city?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Develop urban vision and development strategy ➔ Enhance capacity in planning, development control and land use management. Training of municipal staff ➔ Develop infrastructure plan and urban master plan and regulatory framework ➔ Improve municipal revenue ➔ Develop partnerships between national and local authorities and with different other sectors and stakeholders ➔ Setting up a consultation and participatory process, community commitment ➔ Integrate the enhancement of heritage values while land administration and management

PARTNERS / PROCESS

THE INITIATIVE

World Bank

Municipality of Berat

Government of Albania

THE PROJECT DRIVERS

Government of Albania
Ministry of Works and Transports

THE PROJECT IMPLEMENTATION

Municipality of Berat

Ministry of Works and Transports

Manage

Urban planners
Consultants

Implement

LAMP PROJECT ACTION PLAN

URBAN VISION AND DEVELOPMENT STRATEGY

TOOL DEVELOPMENT AND CAPACITY BUILDING

Participatory process

Stakeholders' meeting

Integrated master plan

Regulatory framework

*City's economic development strategy
SWOT study*

*Training
Urban administrative capacity*

CITIZEN PARTICIPATION

STAKEHOLDERS / ACTORS :

 Public local	 Public regional	 Public national	 Public international
 Private	 Mixed	 Institutions / NGOs	 Civil Society

SPECIFIC PROJECT MANAGEMENT TOOLS

- Municipal Urban Plan: spatial structure plan, infrastructure investment plan and regulatory plan
- City Master Plan
- City Development Vision and Strategy
- Spatial Planning Support System
- Regulatory Plan
- Inception report
- SWOT Analysis
- Local Stakeholders Committee

FUNDING

DETAILS ON PUBLIC FUNDING

Government of Albania, Municipality of Berat

INTERNATIONAL FUNDING SOURCES

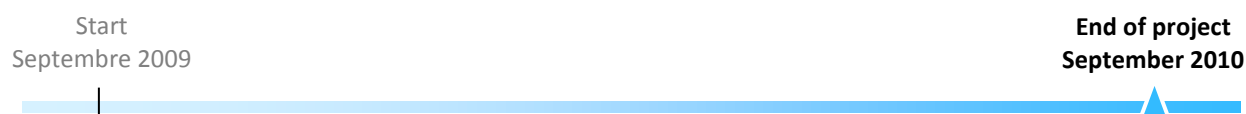
World Bank loan to Albanian government

TOTAL PROJECT AMOUNT

N/C

The whole LAMP project has several components. 25 % of the overall project is related to the preparation of the urban plans in four cities in Albania (including the city of Berat). The Government of Albania has received a loan from the World Bank to fund the project.

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The Land Administration and Management Project is a national incentive to improve municipal capacity and provide new tools and regulatory frameworks.

It impacts on the World Heritage property by addressing core urban planning and land use issues within the listed area but also the buffer zone and surrounding area.

In the long run, it will provide city managers and decision makers, citizens and investors with a clear framework and planning tools (development plan, revenue and land use plan).

This project addresses also core infrastructure issues (electricity, water, transport, lighting etc.), access to services (waste management etc.) and raising awareness of the different stakeholders.

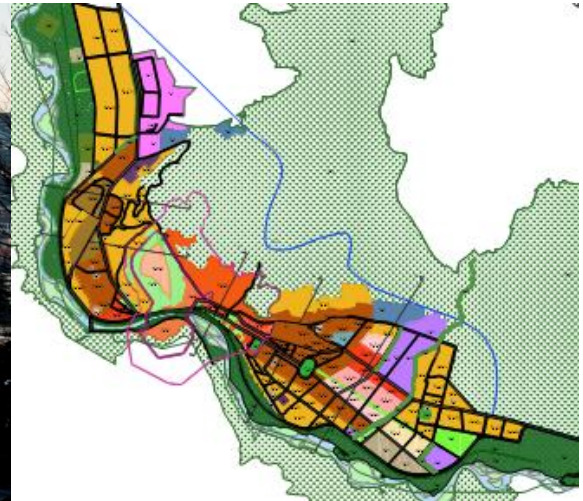
Fully completed results of the project are:

- 1- Preparation of feasible strategies, plans, regulations and capital investment programs that are consistent with newly adopted national laws and standards and supported by local municipal governments.
- 2- Implement an ongoing public consultation process that informs and educates local stakeholders and builds support and ownership:
 - Advocate the importance of market-based urban planning and land management,
 - Information on proposed strategies, planning tools, regulations and capital investment programs.
- 3- Achieve professional training of municipal planning staff/officers in spatial and socioeconomic analysis,

planning methodologies, capital investment programming, development and management of GIS-based planning databases and preparation, administration and enforcement of development control regulation.

The City developed a “City’s Local Economy Strategy” to answer the following issues:

- future levels of population and housing stock;
- development of economic activities;
- development of environmental quality levels;
- levels of public services;
- to develop programs to overcome weaknesses and threats.



The city of Berat and its new urban master plan

© City of Berat

QUESTIONS

The issues are how to develop core national and municipal capacity building strategies and policies, which integrate cultural and heritage focused issues.

How to link conservation and heritage enhancement in the following areas:

- access to public services;
- resource pooling;

- inclusion of public services development into urban development;
- community development.

Another issue is ensuring sustainable human and financial resources beyond the framework of a project funded by exterior resources (World Bank loan).

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TALLINN ESTONIA

REVITALIZATION OF VABADUSE SQUARE

DEVELOPMENT/PLANNING – PUBLIC SPACE TRANSPORT ARCHAEOLOGY

Revitalization of an historic, symbolic and vast urban space located right next to the Old Town of Tallinn. Urban restructuring of Vabaduse square and integration of archaeological assets in the project design process.

IDENTIFICATION

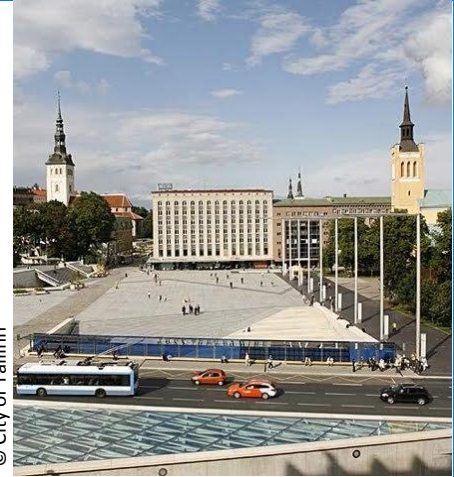
SIZE OF THE CITY:	410 050 Inhabitants	15 920 ha
SIZE OF THE PROJECT:	A square	

PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, administrative centre, tourism, harbour, digital city

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

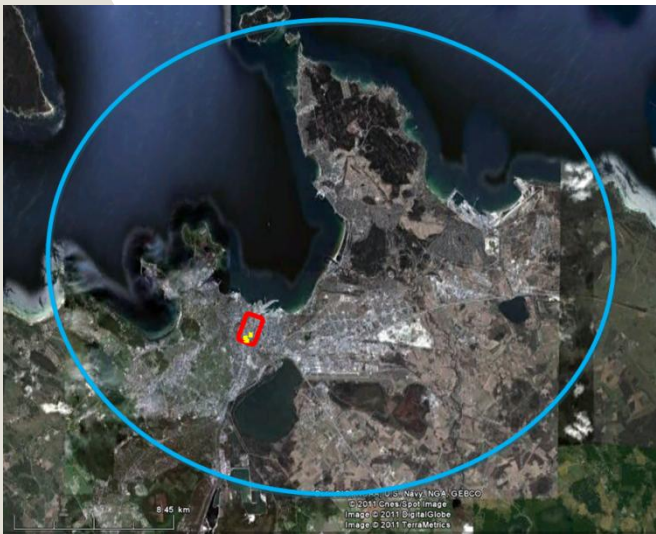
Central public space, car park, symbolic and historic place (site of the War of Independence Victory Column)



© City of Tallinn

The Vabaduse square in Tallinn

PROJECT SCALE



City

World Heritage Property



Project

WORLD HERITAGE PROPERTY

HISTORIC CENTRE (OLD TOWN) OF TALLINN

Inscription	1997	The origins of Tallinn date back to the 13th century, when a castle was built there by the crusading knights of the Teutonic Order. It developed as a major centre of the Hanseatic League, and its wealth is demonstrated by the opulence of the public buildings (the churches in particular) and the domestic architecture of the merchants' houses, which have survived to a remarkable degree despite the ravages of fire and war in the intervening centuries.
Criteria	(ii)(iv)	
Area	113 ha	

DIAGNOSIS/ STATUS	The main square of Tallinn located in the World Heritage property, was used as a mere parking lot. Pedestrians had to elbow their way through the cars to visit one of the most important symbols of the Republic of Estonia. Need to embellish public space.
PROBLEMS/ ISSUES	How to create an underground parking space and reclaim the land for pedestrians in order to transform the square into a modern public space for traditional festive events and new urban activities? How to integrate heritage assessment and archaeological studies in programming? How to review transport plan and car use?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Increase of the space of the public square to minimize traffic and parking ➔ Creation of a flexible and uninterrupted urban landscape, in accordance with nowadays sense of life ➔ Creation of a comfortable transport hub for public transport flow, parking and pedestrians in accordance with archaeological layers ➔ Development of an attractive design for the city space located in the Old Town ➔ Direct benefit for citizens, and the environment, as well as nearby architectural monuments

THE INITIATIVE

City of Tallinn

THE PROJECT DRIVERS

City of Tallinn

Government of Estonia

THE PROJECT IMPLEMENTATION

Tallinn Municipal Engineering Department
City of Tallinn

Manages

CITIZEN PARTICIPATION

ACTION PROGRAM

REVITALISATION OF VABADUSE SQUARE

DESIGN PROCESS

Choice of the best planning scheme: open architectural competition

Elaboration and approbation of a detailed plan: several public discussions

Citizens

IMPLEMENTATION - PHASE 1

Embellishment and reconversion of the square: granite and green cover, cars placed under the ground, implementation of recreative activities

Conservation of the historic and archaeological fabric of the square: completion of the triumphal column, archaeological excavations, researchs and exposition

Architect

Designs

STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Heritage Conservation Act, Estonian Parliament
- Development Plan of Tallinn Old Town, 2008
- Thematic Plan "Location of High-Rise Buildings in Tallinn", 2008
- Thematic Plan "Regulation of Tallinn Central City Milieu Protection Areas, Boundaries, Protection and Usage Conditions", 2008
- Tallinn Comprehensive Plan, 2001
- The Statutes of Heritage Conservation Area of Tallinn Old Town, Government of the Republic, 2003

FUNDING

DETAILS ON PUBLIC FUNDING

City of Tallinn, Government of Estonia

TOTAL PROJECT AMOUNT

26 821 714 €

City of Tallinn – Revitalization of the main square

Full budget: 18 321 714 €

Archaeological excavations and supervision: 41 506 €

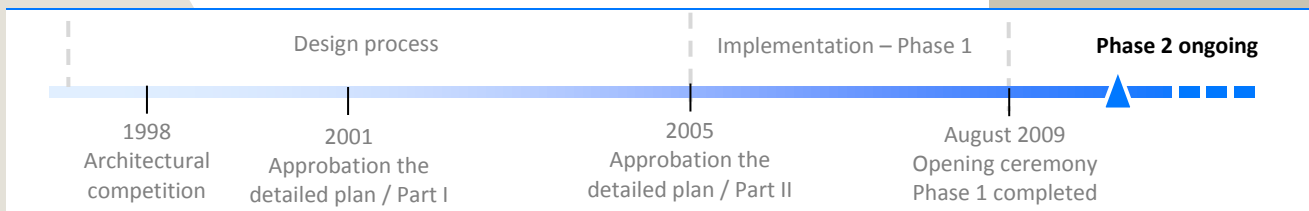
Programming: 1 148 461 €

Government of Estonia – Reconstruction of the smaller square and erection of the column

Reconstruction of the area: 504 902 €

Erection of the column: 7 995 098 €

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

The project is located within the World Heritage property in a transition area between low density and high density zones.

Located next to the bastion area, the Vabaduse square is symbolically important and also rich for its historic layering.

The project contributes to enhance a specific area, to improve knowledge of the history of the city via the archaeological findings, and address city planning issues such as city transport plans and the access to cars in dense historic areas.

The project had immediate and longer term impacts:

- new function creation of the biggest public space in Tallinn, visual impact and improvement,
- general public approval of the project,
- acknowledgment of design quality of the square at the national level (Best 2009 project Estonian Cultural Endowment prize),
- contribution to understanding the history of the city,
- enhancement of archaeological heritage: conservation and integration of archaeological findings,

- cooperation between National institutions and City institutions,
- cross cutting and integrated approach : urban planning and study and conservation of cultural heritage,
- project design and implementation timeline adapted to archaeological findings,
- design in several phases. Phase II: extension to be yet defined.



The Vabaduse square: before/ after

© City of Tallinn

QUESTIONS

The project brought together modern urban development (public square) issues and today's challenges of urban traffic and transport planning issues (traffic facilities) and access to the World Heritage site with heritage values conservation and enhancement issues (conservation area, archaeological remains).

It underlines the importance of an integrated cooperation between the municipal departments and expert councils. The City of Tallinn managed the the revitalization of the main square including archaeological studies and digs and the Government of Estonia was involved in the

reconstruction of the smaller square and the erection of a column.

The project brought into light the indisputable need to consider the archaeological layers at an earliest stage in any project programming and design concerning the conservation area and the overall need to better acknowledge the earthen strongholds as a whole. Much of the earlier underground constructions are still to be studied.

The project brings to light the need for a commitment to protect all urban heritage resources, and study the historical and cultural layers.

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VILNIUS LITHUANIA

REVITALIZATION OF TRADITIONAL CRAFTS IN VILNIUS

URBAN MANAGEMENT – ECONOMIC, HANDICRAFT AND COMMERCIAL ACTIVITIES

Revitalization of traditional crafts in Vilnius. This project consists in the reinstatement of traditional craft activities to rehabilitate and revitalize the historic centre (Old Town) of Vilnius.

SIZE OF THE CITY:	560 000 inhabitants	40 000 ha
SIZE OF THE PROJECT:	20 000 inhabitants	351 ha

PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, administrative, economic and cultural centre

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Central Business District, administrative, residential

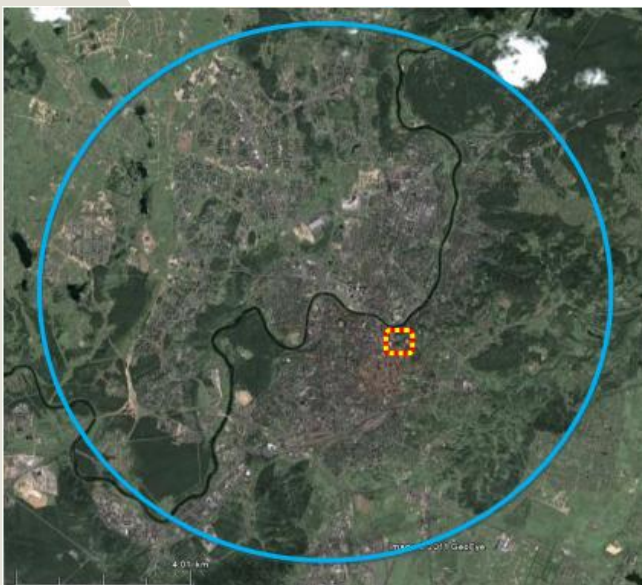


© City of Vilnius

Vilnius Old Town. St Casimir fair.

IDENTIFICATION

THE GEOGRAPHICAL SETTING OF THE PROPERTY AND OF THE PROJECT



□ City Boundary

□ World Heritage Property

□ Project

THE WORLD HERITAGE PROPERTY

VILNIUS HISTORIC CENTRE

Inscription	1994
Criteria	(ii) (iv)
Area	351 ha

Political centre of the Grand Duchy of Lithuania from the 13th to the end of 18th century, Vilnius has had a profound influence on the cultural and architectural development of much of eastern Europe. Despite invasions and partial destruction, it has preserved an impressive complex of Gothic, Renaissance, Baroque and classical buildings as well as its medieval layout and natural setting.

OUTSTANDING UNIVERSAL VALUE OF THE PROPERTY

DIAGNOSIS/ STATUS	Deterioration of traditions of fine crafts and ethnographic businesses in historic city centre. Empty and neglected buildings in the Old Town.
PROBLEMS/ ISSUES	How to promote the installation of conventional workshops and traditional businesses in the historic centre of Vilnius, promote arts and craft, restore the local know-how and revitalize the Old town?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Re-establishment of a craftsmen’s district in the historic centre of Vilnius ➔ Reconversion and requalification of the rundown area of Tymo ➔ Dynamization and improvement of the attractiveness of the Old town owing to the concentrated and collective activity of the workshops and galleries ➔ Conservation and outreach of the outstanding universal value of the historic center with the inhabitants and the tourists

THE PARTNERS / THE PROCESS

THE INITIATIVE

Vilnius City Municipality

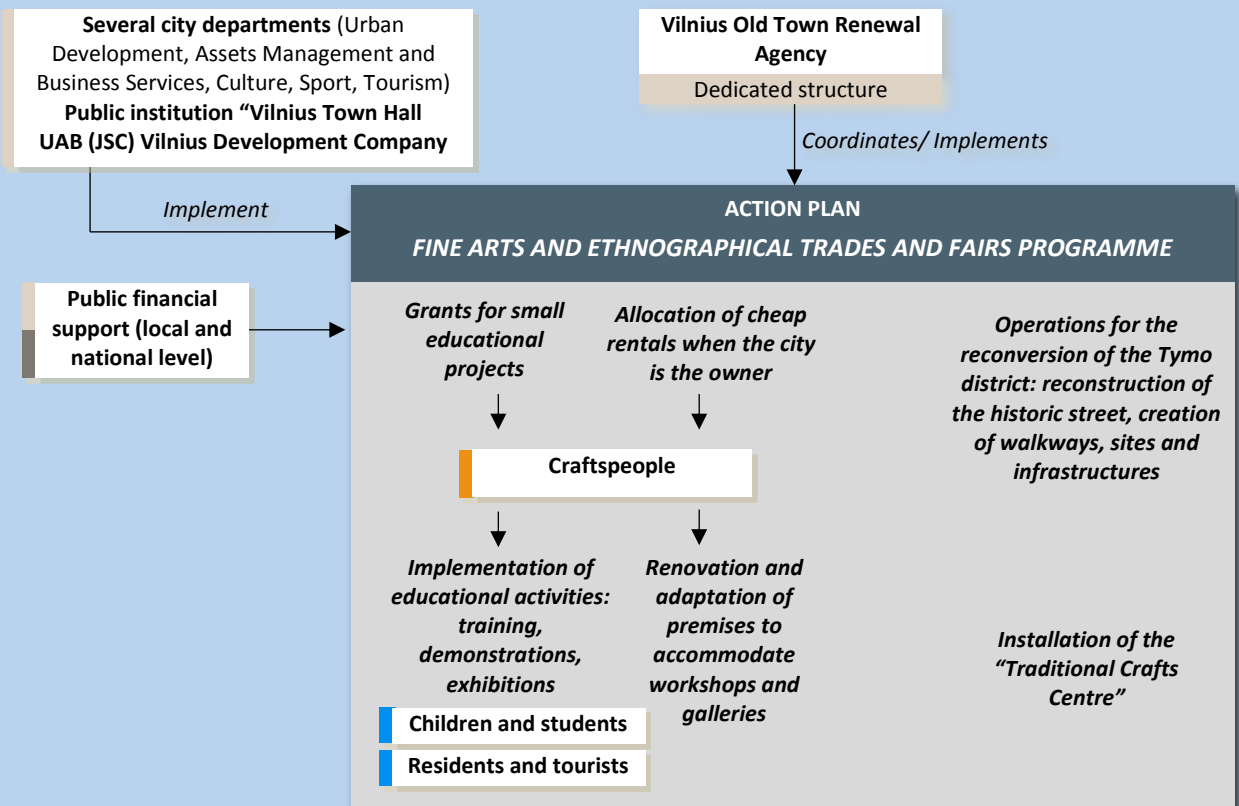
Companies from crafts and arts field

THE PROJECT DRIVERS

Cultural committee
Vilnius City Municipality

Board of the Fine Crafts Association of Vilnius
Dedicated structure

THE PROJECT IMPLEMENTATION



STAKEHOLDERS / ACTORS :



SPECIFIC PROJECT MANAGEMENT TOOLS

- Establishment of the Fine Craft Association of Vilnius (17 members, participants of the program)
- Preparation of urban planning and architectural design projects for the improvement of Tymo Quarter
- Projects for educational activities of galleries (demonstration of crafts, training, lessons, exhibitions)
- Municipal support for the renovation of lodgings and attractive rental practices (a new method of encouragement of revitalisation of crafts and arts in the Old Town – symbolic 1 LTL/ 1 sq. m rent)

THE FUNDING

DETAILS ON PUBLIC FUNDING

Vilnius City Municipality, Lithuanian Cultural Support Fund (national authorities)

DETAILS ON PRIVATE FUNDING

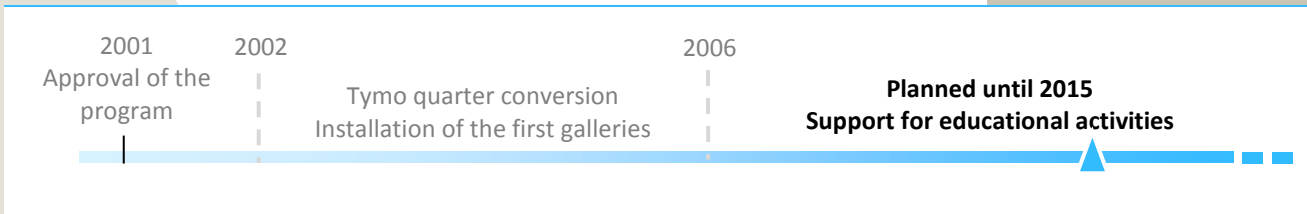
Art centers and galleries, Fine Craft Association of Vilnius

TOTAL PROJECT AMOUNT

More than 7,6 mln LTL over 10 years

Improvement of infrastructure and environment in Tymo Quarter in 2002-2006 (5,5 mln. LTL)
 Financial support for renovation and adaptation of neglected lodgings for the new use-establishment of workshops-galleries (1,6 mln LTL – 1 mln LTL of private funds of craftsmen and 600 000 LTK municipal funding)
 Financial support for educational activities of galleries in 2006-2010 (48 000 LTL) and 2011-2015 (60 000 LTL planned)
 400 000 LTL from Lithuanian Cultural Support Fund in 2010-2012 for the implementation of small educational projects

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

World Heritage status, the Values of the site, worked as a lever to develop a program, which helped:

- Craft development, enhance economic diversity;
- Foster job creation;
- Urban upgrading (including infrastructure and buildings);
- Economic development;
- Raising awareness on heritage values (tangible and intangible);
- Provide support to the private sector (crafts);
- Provide public incentives to rehabilitate private buildings.

The program focused on the Old Town but has impact on the city as a whole.

The status of Vilnius Old Town as UNESCO World heritage site helped to convince authorities and decisions makers of the importance of supporting the revitalization of traditional crafts programme. The project added value to the site and allowed the development of new tools and incentives.

The new galleries/workshops and the live demonstrations of crafts' techniques and materials added value to the site by creating a warm and inviting atmosphere in the streets.

The galleries generated an average of 2 or 3 job per gallery, which contribute to reinforce the local economy.

This helps attract more visitors, which is an important factor for tourism development.

Furthermore, activities targeted towards children and young people and local residents are very useful to

enlighten and understand the town's history and traditions, as well as to raise awareness on intangible heritage and to launch artistic experiences.

This project also puts in action a system to assist and help private entities in the rehabilitation and reconversion of historic buildings and foster municipal support for the renovation of lodgings and attractive rental practices.

It led to the preparation of urban planning and architectural design projects for the improvement of Tymo Quarter. It also was a lever to upgrade infrastructure (reconstruction of historic streets, pedestrian walkway creation...)

The creation of a Traditional Crafts Centre in Tymo Quarter is foreseen but is still in the planning and fund raising phase.

© Vilnius Old Town Renewal Agency



Public awareness programs. Craft galleries/workshop. New Traditional Crafts Centre project in Tymo Quarter.

QUESTIONS

This project addresses the issue of city center conservation and upgrading and "recreating" a function for historic areas. Beyond tourism, what function and use for historic city centers can be advocated? What are the levers a city can use to upgrade and create economic diversity? How can traditional crafts be redeveloped not only as tourist attractions but as high value sector with a local, national and international markets? How can decisions makers and politicians be involved and committed to long term projects?

What incentives and means can be developed to incite the private sector and building owners to invest and upgrade historic buildings? What is the adapted scale (individual property, buildings, city block, street, area)?

How can the planning policies of a city target certain activities and manage sectoral approaches? How can historic city centres be levers for planning infrastructure upgrading?

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VILNIUS LITHUANIA

MANAGEMENT OF VISUAL INTEGRITY OF THE HISTORIC CITY CENTRE

CONSERVATION AND VALORIZATION – URBAN PLANNING

Management of visual integrity of the historic city centre. Development of an impact assesment tool and urban planning and management mechanisms: establishment of monitoring viewpoints and development of a 3D GIS city model to assess the impact of high rise buildings and new developments on the World Heritage’s site values.

IDENTIFICATION

SIZE OF THE CITY:	560 000 inhabitants	40 000 ha
SIZE OF THE PROJECT:	–	440 ha and more – Property, buffer-zone and extension to the whole city



© City of Vilnius

Panoramic view of the historic centre of Vilnius

PRINCIPAL FUNCTION(S) OF THE CITY:

National capital, administrative, economic and cultural centre

PRINCIPAL FUNCTION(S) OF THE PROJECT AREA:

Central Business District, administrative, residential

PROJECT SCALE



□ City

□ World Heritage Property

□ Project

WORLD HERITAGE PROPERTY

VILNIUS HISTORIC CENTRE

Inscription	1994	Political centre of the Grand Duchy of Lithuania from the 13th to the end of 18th century, Vilnius has had a profound influence on the cultural and architectural development of much of eastern Europe. Despite invasions and partial destruction, it has preserved an impressive complex of Gothic, Renaissance, Baroque and classical buildings as well as its medieval layout and natural setting.
Criteria	(ii) (iv)	
Area	351 ha	

DIAGNOSIS/ STATUS	Some high-rise buildings in various locations are infringing on the visual integrity of the site of Vilnius. There is however a growing awareness of the significance and importance of the historic urban landscape. Until 2005, no special regulation on high-rise buildings development.
PROBLEMS/ ISSUES	How to establish a permanent monitoring of panoramic views, develop new tools for evaluation of new urban development proposals, and open the debate at the municipal Experts Board?
OBJECTIVES	<ul style="list-style-type: none"> ➔ Creation of a framework/ regulations for the evaluation and test of new urban development proposals in the existing urban spatial context ➔ Development of a new assesment tool: establishment of monitoring viewpoints and development of a 3D GIS city model to test design new developments ➔ Promotion of a cohesive and sound spatial growth of the city ➔ Safeguard of the historic, characteristic urban landscape and panoramic features

THE INITIATIVE

Vilnius City Municipality

THE PROJECT DRIVERS

Committee of the Urban Development
Vilnius City Board

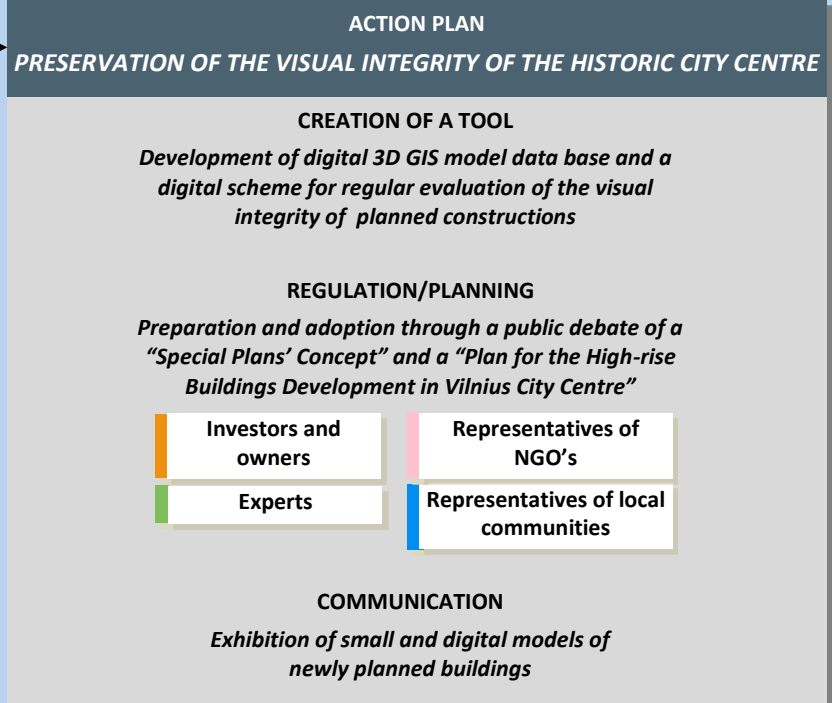
THE PROJECT IMPLEMENTATION

“Vilniaus Planas”
Vilnius Planning - Municipal Entreprise
Dedicated structure

Coordinates/ Develops

World Heritage Center
UNESCO
ICCRUM

Recommend



STAKEHOLDERS / ACTORS :



SITE MANAGEMENT TOOLS

- Vilnius City Master Plan (2007 – 2015)
- Vilnius City Strategic Plan 2010-2020
- Vilnius Old Town Revitalization Strategy (1996)
- Special Plan for Vilnius Old Town (2002)
- Vilnius Old Town Preservation Regulations (2006)
- Annual municipal programs for Vilnius Old Town Revitalization

SPECIFIC PROJECT MANAGEMENT TOOLS

- Traditional urban planning tools: preparation of the Special Plan and the Master Plan, using the traditional physical model of Vilnius central part in a scale M 1:1000
- Development of a specific tool: digital 3D GIS model data base and digital scheme for regular evaluation of the visual integrity of planned constructions
- Scientific Study "Establishment of Vilnius City Central Part Building Height Regulation"

FUNDING

DETAILS ON PUBLIC FUNDING

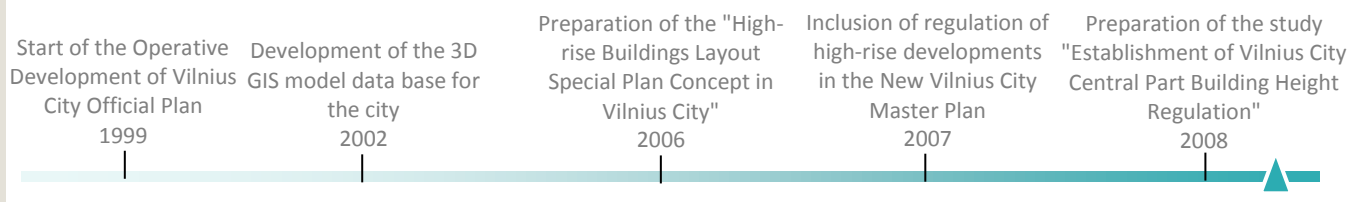
Vilnius City Municipality

The project is 100% funded by the city of Vilnius.

TOTAL PROJECT AMOUNT

More than 1 mln. LTL

STATE OF PROGRESS



RELATION BETWEEN THE PROJECT AND THE VALUE OF THE PROPERTY

This project links urban planning and World Heritage site value protection. It aims to preserve the value of the site by developing an urban planning management tool and impact assessment tool, and setting up a decision making mechanism for high-rise development projects foreseen in the city of Vilnius.

For the city of Vilnius, it is very important to have a timely response to the challenge of growing development pressure and at the same time ensure the preservation of the “authentic natural and urban landscape and not to overshadow the historic silhouette of the town”.

The project helped to solve the conflict between the necessary modern urban development and urban conservation.

This case demonstrates how a conservation issue led to the development by the city of an assessment tool and management mechanism, which in turn had a proactive and positive impact by helping set up and develop an integrated planning approach which takes into account heritage preservation and development needs.

Developed to assess the impact of large scale projects on the site’s Outstanding Universal Value, this tool is now applied to the whole city of Vilnius and is part of the urban planning management tools.

High-rise buildings development was brought under proper management and control with the help of the Project. Continuous progressive urban planning and relevant use of innovative remedies ensured the safeguarding of the exclusive cityscape and spatial character of the city.

Each larger scale new development project is now tested using the new tools; alternative proposals for the development are debated and analysed.

The 3D GIS model data base is now used for the evaluation of the visual and spatial integrity of newly planned constructions in the entire city.

The mechanisms set up, helped convince investors and developers to approach urban development more carefully and to be more deferential to aesthetic urban landscape qualities.

The project facilitated dialogue between the public and private sectors creating a cohesive urban environment which attracts new investors and ensures sound urban development.



© City of Vilnius

Example of a 3D rendering to assess the visual impact of a development project in the city of Vilnius

QUESTIONS

The tool developed is not a specific design guideline, based on a “does and don’ts” approach but rather a specific assessment tool linked to a mechanism allowing dialogue and public debate within a regulatory framework. The cityscape can be preserved, and private sector projects developed.

One of the issues addressed here is integrated planning and how regulatory frameworks and planning principles include heritage and can be seen by the private sector as an asset for development.

The other issue addressed here is the sharing of responsibilities: institutional level and sectoral level. Sharing responsibility between national and local authorities given that World Heritage is the responsibility of the State party and urban planning is under the responsibility of the City. Sharing and developing cross cutting approaches and dialogue: heritage conservation is under the responsibility of cultural affairs and planning under urban planning departments.

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AMÉRIQUE DU NORD

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NORTH AMERICA

CUADERNO DE ESTUDIOS DE CASO
AMÉRICA DEL NORTE

QUÉBEC CANADA

PROGRAMME D'INTERVENTION ET DE REVITALISATION DE BÂTIMENTS PATRIMONIAUX « MAÎTRE D'ŒUVRE »

GESTION URBAINE – RESTAURATION

Programme incitatif, destiné aux propriétaires privés, visant à favoriser la conservation et la mise en valeur de l'architecture ancienne des bâtiments dans les quartiers historiques de la ville.

IDENTIFICATION

TAILLE DE LA VILLE :	516 622 habitants	45 426 ha
TAILLE DU PROJET :	Quatre arrondissements historiques, dont le Vieux-Québec, site du patrimoine mondial de l'UNESCO	

PRINCIPALE(S) FONCTION(S) DE LA VILLE :

Capitale nationale du Québec, centre administratif et pôle universitaire. Économie axée sur les services, les nouvelles technologies et le secteur financier (assurances)

PRINCIPALE(S) FONCTION(S) DU TERRITOIRE DU PROJET :

Quartiers habités et vivants

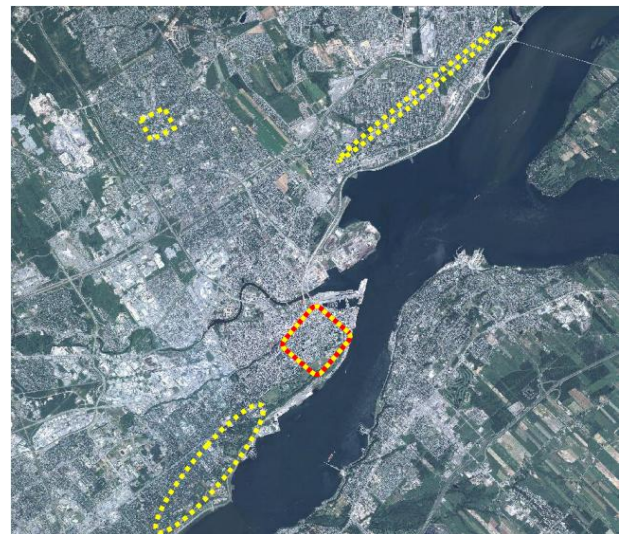
© Office de tourisme de Québec



Vue des remparts et d'une partie du Vieux-Québec, site du patrimoine mondial de l'UNESCO

ÉCHELLE DU PROJET

© 1 : CMO, Quickbird 2003



■ Ville

■ Bien inscrit sur la Liste du patrimoine mondial

■ Zones du projet

LE BIEN DU PATRIMOINE MONDIAL

ARRONDISSEMENT HISTORIQUE DU VIEUX-QUÉBEC

Inscription	1985	Fondée par l'explorateur français Champlain au début du XVII ^e siècle, Québec demeure la seule ville d'Amérique du Nord à avoir conservé ses remparts qui regroupent de nombreux bastions, portes et ouvrages défensifs ceinturant toujours le Vieux-Québec. La Haute-Ville, située au sommet de la falaise, centre religieux et administratif, avec ses églises, ses couvents et autres monuments comme la redoute Dauphine, la Citadelle et le Château Frontenac, et la Basse-Ville, avec ses quartiers anciens, forment un ensemble urbain qui est un des meilleurs exemples de ville coloniale fortifiée.
Critères	(iv)(vi)	
Surface	135 ha	

DIAGNOSTIC/ ETAT DES LIEUX	À l'origine, constat de dégradation et manque d'entretien du patrimoine bâti privé dans certains secteurs des quatre arrondissements historiques de Québec.
PROBLÉMATIQUE	Comment encourager la conservation et la mise en valeur de l'architecture ancienne des bâtiments patrimoniaux dans les quatre arrondissements historiques de Québec en stimulant la participation active des propriétaires de ces biens ?
OBJECTIFS	<ul style="list-style-type: none"> ➔ Lancement de nombreux projets de restauration et de rénovation du bâti ancien ➔ Démultiplication de l'investissement public par l'implication des propriétaires privés ➔ Conservation et mise en valeur du patrimoine bâti dans les quatre arrondissements historiques ainsi que dans les sites du patrimoine municipaux reconnus ➔ Valorisation de l'image et de l'attrait touristique exercé par les quatre arrondissements historiques

LES PARTENAIRES / LE PROCESSUS

L'INITIATIVE

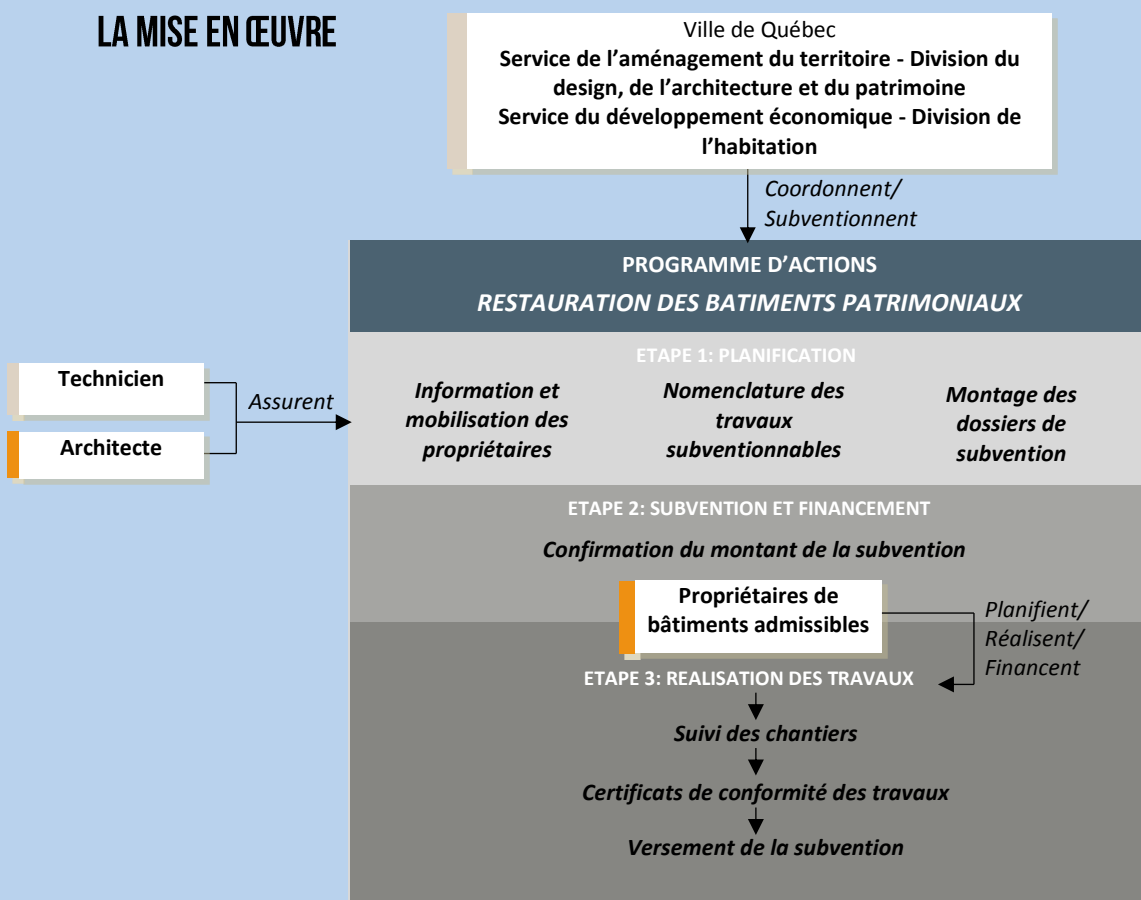
Ville de Québec

Ministère de la Culture, des
Communications et de la
Condition féminine

LE PILOTAGE

Ville de Québec

LA MISE EN ŒUVRE



ACTEURS :



OUTILS DE GESTION DU SITE

- Ville de Québec. Politique du patrimoine (2007)
- Ville de Québec. Plan directeur d'aménagement et de développement (2005)
- Gouvernement du Québec, Commission des biens culturels du Québec. Un cadre de référence pour la gestion des arrondissements historiques (2002)
- Ville de Québec. Plan directeur du Vieux-Québec, Basse-Ville, Cap-Blanc. Entre la falaise et le fleuve (1993)
- Ville de Québec. Guides d'intervention : Conserver et mettre en valeur le Vieux-Québec (1982, révisé en 1998), l'arrondissement historique de Charlesbourg (2007), de Beauport (2007), le Vieux-Sillery (2007)
- Ville de Québec. 15 guides techniques pour soutenir les propriétaires de bâtiments anciens dans leurs efforts de conservation et de restauration (toitures, ouvertures, maçonnerie, isolation, etc.)

OUTILS SPÉCIFIQUES DE GESTION DE PROJET

- Ville de Québec, R.V.Q. 864 : « Programme d'intervention et de revitalisation de bâtiments patrimoniaux ». Règlement municipal définissant les paramètres du programme de subvention (évolutif)

LE FINANCEMENT

PRÉCISION SUR LE FINANCEMENT PUBLIC

Ville de Québec, Ministère de la Culture, des Communications et de la Condition féminine du Québec (dans le cadre d'une entente triennale de développement culturel, renouvelée et mise en application depuis 1979)

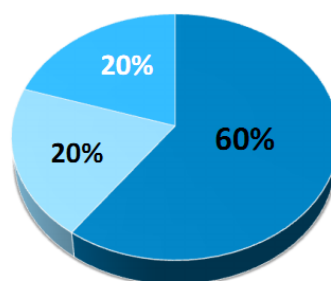
PRÉCISION SUR LE FINANCEMENT PRIVÉ

Propriétaires de bâtiments patrimoniaux

VALEUR TOTALE DU PROJET

De 2005 à 2010 :

- 5 056 650 \$ en subvention (50 % Ville de Québec/ 50 % ministère de la Culture, des Communications et de la Condition féminine du Québec)
- 16 890 150 \$ d'investissements générés



- Propriétaires privés
- Ville de Québec
- Ministère de la Culture

Le financement public peut représenter 40 % des coûts, pour un maximum de 40 000 \$ par projet, répartis à part égale (50 %) entre les deux partenaires.

Les propriétaires des bâtiments patrimoniaux peuvent défrayer en moyenne 60 % des coûts.

ÉTAT D'AVANCEMENT



ARTICULATION ENTRE LE PROJET ET LA VALEUR DU BIEN

Action inscrite dans la durée, le programme « Maître d'œuvre » vise la sauvegarde et la valorisation de l'ensemble du bâti architectural du site du patrimoine mondial du Vieux-Québec, mais aussi de trois autres arrondissements historiques (Beauport, Charlesbourg et Sillery); territoires auxquels se sont ajoutés le site du patrimoine de la maison Gomin et celui de la côte des Érables.

L'engagement des propriétaires privés dans le processus favorise l'appropriation du patrimoine et son respect dans la gestion quotidienne.

Inscrit dans le plan de gestion des quartiers historiques, ce programme constitue un volet indissociable d'une

démarche globale qui vise aussi l'équilibre des fonctions urbaines, la mobilité douce, le maintien de la population en place, le contrôle des émissions de gaz à effet de serre et la maîtrise de la pression touristique; sur ce dernier aspect, la mise en valeur des quartiers historiques au-delà du site du patrimoine mondial contribue à la diffusion des flux touristiques sur un plus vaste territoire.

L'impact positif du programme est de permettre aux citoyens d'être directement impliqués dans la sauvegarde du patrimoine et d'entretenir leur fierté envers leur ville, son patrimoine bâti et son histoire.

PROJET/VALEUR

De 2005 à 2010, 404 projets de rénovation ou de restauration de bâtiments patrimoniaux ont été réalisés, ce qui représente des investissements totaux de plus de 16,9 millions de dollars, dont 5,06 millions en subvention.

Chaque dollar investi en subvention dans le programme génère trois dollars d'investissement. Le succès du programme oblige bien souvent à la constitution d'une liste d'attente.

Le recours et l'implication des acteurs locaux (architectes, artisans de la restauration, entrepreneurs, etc.) dans le

processus contribuent à renforcer les connaissances et les savoir-faire des professionnels et des artisans des pratiques traditionnelles.

Sur le plan touristique, le patrimoine bâti du Vieux-Québec constitue un élément d'attrait incontournable aux retombées économiques importantes. L'Office du tourisme de Québec constate que la ville a accueilli en 2009, 4,6 millions de visiteurs, qui ont effectué près de 1,35 milliard de dollars en dépenses touristiques.

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Avant/après : un bâtiment patrimonial restauré dans l'arrondissement historique du Vieux-Québec grâce au programme « Maître d'œuvre »

QUESTIONNEMENTS

Le succès du *Programme d'intervention et de revitalisation de bâtiments patrimoniaux* (programme « Maître d'œuvre ») auprès des propriétaires privés démontre toute l'importance et l'impact du partenariat public-privé.

Il serait intéressant de documenter davantage les retombées de ce programme afin de savoir dans quelle mesure la conservation et la valorisation du bâti architectural dans les secteurs urbains historiques procure aussi des bénéfices pour plusieurs secteurs d'activité et sur l'ensemble du territoire municipal ?

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Ministry of culture and communication

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France-UNESCO Cooperation Agreement

<http://whc.unesco.org/fr/cfu>
<http://whc.unesco.org/fr/activites/634>

Organization of World Heritages Cities

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