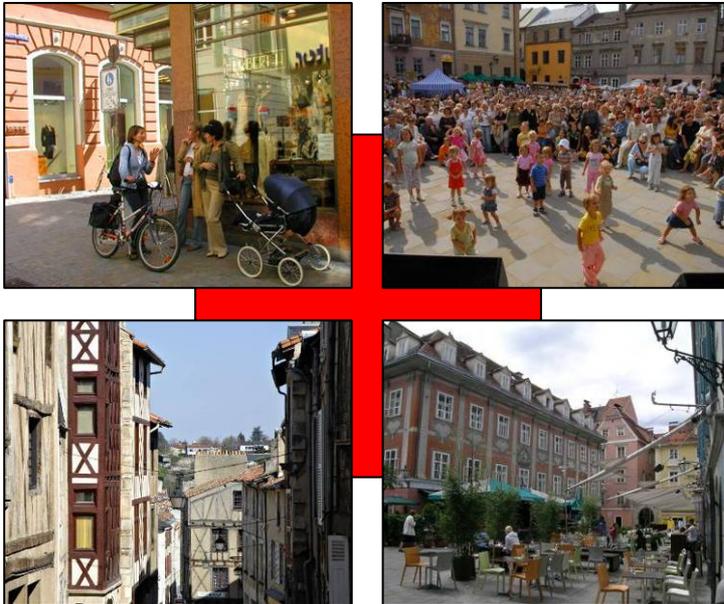


# HerO

Heritage as  
Opportunity

Sustainable Management Strategies  
for Vital Historic Urban Landscapes

## Good-Practice Compilation



EUROPEAN UNION  
European Regional  
Development Fund  
Investing in your future







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Sustainable Management Strategies  
for Vital Historic Urban Landscapes

## **Good-Practice Compilation**

*Text and Pictures by*

HerO Partners:  
Regensburg, Graz, Naples, Vilnius, Sighisoara,  
Liverpool, Lublin, Poitiers, Valletta

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## Introduction

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

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

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

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

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

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

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

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## The HerO Good-Practice Compilation

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

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

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

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

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

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

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

Further ‘Good-practice examples’ can be found at following websites:

- <http://www.histurban.net/downloads/publications.html>
- <http://www.inheritproject.net/downloads.asp>
- <http://urbact.eu/projects/cultural-activities/news.html>
- <http://www.eukn.org/eukn/>
- [http://www.coe.int/t/dg4/cultureheritage/Resources/default\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/Resources/default_en.asp)
- <http://www.ehtf.org.uk/>
- <http://urbo.ovpm.org/index.php?module=ovpm&func=casestudies&sorte=theme>

### Acknowledgment

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

## Protecting Visual Integrity

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

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

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

Within the HerO network the main issues of “Visual Integrity” are:

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

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

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

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

### **Instruments for the proper rehabilitation of private historic buildings**

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



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

### Vilnius Old Town Renewal Agency, Vilnius Municipality, Lithuania



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

##### Brief description

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

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

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

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

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

##### Objective

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



### Key steps and activities

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

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

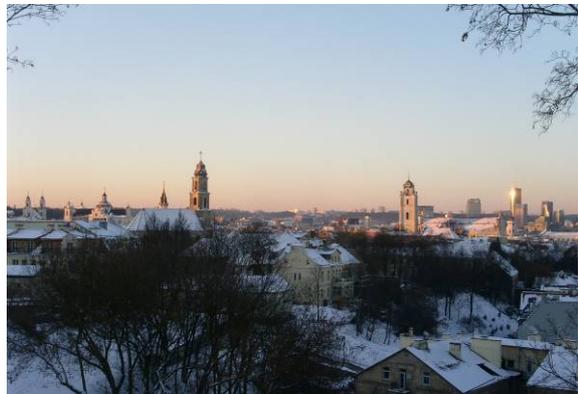
In 2002 urban planning specialists from Vilnius Gediminas Technical University (VGTU) prepared a scientific study called „Establishment of Vilnius City Central Part Building Height Regulation“. In 2004 a first scheme of high rise buildings in Vilnius city centre had been prepared that had for the first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



In 2006 Vilnius city Municipality together with the Ministry of Culture of the Republic of Lithuania and Cultural Heritage Department prepared an outline of the Special Plan (conceptual part) of Protection Zone of the Old Town of Vilnius. The work included preliminary

suggestions for the complex of Vilnius cultural conservation areas and their protection zones' height analysis where present and planned high rise buildings are being evaluated.

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



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

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

The main stakeholders of the process are developers and investors, architects and urban planners, experts of urban planning, members of NGO and the local community, interested in harmony of urban growth. The meetings of Vilnius City Council are open for public. The citizens can see the design (small models) of new buildings in the general model of Vilnius central part at the Exposition Hall of Vilnius City Municipality.

The process is organised, managed and financed by Vilnius City Municipality. Today modelling and preparation of sound design solutions with the help of the 3D GIS model is both - the responsibility and professional opportunity of the architects/urban planners who work for public or private developers.

### Results and impacts

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

### Lesson learned and recommendations

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

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

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

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



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## City of Graz, Austria



### Graz: World Heritage Coordination Office and Management Plan

#### Brief description

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

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

#### Objective

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

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

#### Key steps and activities

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

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

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



#### Results and impacts

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

**Lesson learned and recommendations**

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

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



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## Instruments for the proper rehabilitation of private historic buildings

### City of Graz, Austria



### Graz: Fund for the preservation of the Old Town

#### Brief description

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

#### Objective

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

#### Key steps and activities

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



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

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



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

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

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

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

### Results and impacts

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

### Lesson learned and recommendations

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

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## Vilnius Old Town Renewal Agency, Vilnius Municipality, Lithuania



### Vilnius: Community sensitization and engagement for urban conservation and revitalisation

#### Brief description

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

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

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

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



#### Objective

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

### Key steps and activities

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

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

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

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

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

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

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

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

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



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

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

### Results and impacts

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

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

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



Inner Town. Consequently some 8 historic buildings were already upgraded outside the Old Town.

### Lesson learned and recommendations

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

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

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

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

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

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

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



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

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

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## SIRENA Città Storica S.C.p.A., Naples, Italy

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



#### Brief description

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

#### Programme data of the Sirena project 1 and 2

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

#### Temporary Data of the Sirena Project 3 (2008)

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

#### Objective

The objectives of the program are

- to support the maintenance and to restore the built heritage, not only of the main historic core but also of the historic cores of the peripheral districts and outskirts;
- to provide an important intervention for the diffusion of a culture of urban maintenance in the whole city, essential for the improvement of the safety of the citizens, of the environmental quality and for the exploitation of the urban fabric;



- to activate an economic cycle that brings notable advantages for the local economy, for the building sector and for jobs;
- to guarantee the diffusion of culture of legality and care of the workers in the building activities;
- to promote the knowledge of the built heritage and suitable recovery techniques.

#### Key steps and activities

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

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

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



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

Some regulations for being able to receive funds:

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

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



### Results and impacts

The process of rehabilitation has avoided loss of residents, gentrification (in a positive sense) and maintained the social diversity. Further the programme had the effect to spread the culture of legality in the contractor business. For that, S.I.RE.NA. has set up a special "Open List" on which the contractors have to register to execute the works financed by the City Council. All enterprises, which meet the law requirements, without any turnover limit, can register on this

List. S.I.RE.NA. takes care to control the safety conditions and the observation of social insurance norms for the workers at the construction sites (which without control are often not met). S.I.RE.NA. has an agreement protocol for the accidents prevention finalised to check the safety conditions of the yards.



### Lesson learned and recommendations

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

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

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## Liverpool City Council, England, United Kingdom

### Liverpool: Buildings at Risk Initiative



#### Brief description

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

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

#### Objective

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

#### Key steps and activities

##### 1. Step

Quantify the problem by means of a detailed condition survey of all the designated



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

##### 2. Step

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

##### 3. Step

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

##### 4. Step

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

##### 5. Step

Develop an exit strategy in order to:

- ensure that buildings successfully repaired and re-used or mothballed are maintained into the future and
- demonstrate the case for a contingency budget for the purpose of monitoring, quantifying and addressing future heritage at risk problems.

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

## Results and impacts

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



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

130-150 buildings at risk have been addressed directly by the City Council since 2001, largely because it was thereafter a strategic matter for the elected members. Initially the North West Development Agency (NWDA) committed £1M

to a city-wide programme of statutory action to complement the City Council's contribution of £400,000 during 2002-03. The use of urgent works notices, some 15 of which have been served since 2003, have proved to be very effective in dealing with specific cases and sending out a clear message to problem owners of BARs. The use of Compulsory Purchases has proved more challenging. Building Preservation Trusts have thus far not been as active as we would have liked in Liverpool.



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

## Lesson learned and recommendations

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

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

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

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

Another crucial lesson to be taken from the project as a whole (i.e. since November 2001) is that like the buildings themselves, the typical problems encountered were also made to last. They require careful consideration in conjunction with the attrition of regular and pro-active dialogue as well as repeated survey inspections firmly backed up by the continued threat of enforcement action in order to procure solutions.

A further lesson has been to show that the implementation of urgent works frequently unearths greater unseen difficulties, or occasionally results in the hastening of a building's inevitable loss, such as at 183-185 Duke Street or 101-103 Shaw Street, Liverpool.

It is also clear that unless close monitoring of the projects included within any buildings at

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

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## Applying Integrated Revitalisation Approaches

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

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

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

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

### Improving (alternative) mobility and accessibility

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

### Supporting and attracting economic and cultural activities

- Regensburg: [The Old Town of Regensburg – Retail Concept 2020](#)
- Liverpool: [The Paradise Project](#)
- Lublin: [Cultural stimulation for the Old Town vitality](#)
- Naples: [Economic redevelopment of two deprived areas of the historic centre](#)
- Valletta: [Valletta Streets Alive](#)

### Securing multi-functionality, balancing the different needs

- Regensburg: [Pact for the Old Town](#)
- Poitiers: [Securing Social Housing – Social Mixture](#)
- Sighisoara: [The strategy of economic and social development of the city of Sighisoara 2008-2013](#)

### Community involvement and stimulating cooperation

- Lublin: [Involvement of local community for the improvement and development of neglected areas](#)
- Sighisoara: [Local Agenda 21](#)

## Improving (alternative) mobility and accessibility

### Valletta Local Council, Malta



#### Valletta: Congestion pricing scheme

##### Brief description

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

The scope behind Controlled Vehicular Access was manifold

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

##### Objective

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

##### Key steps and activities

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

##### Results and impacts

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

##### Lesson learned and recommendations

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

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## Municipality of Poitiers, France

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



#### Brief description

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

The main actions are:

#### Accessibility plan (street, public spaces)

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

#### Access to culture and historic sites

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

#### Media Library

Different initiatives have been developed:

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

#### Museums

The museums of Poitiers offer specials for handicapped people:

- Visits and tours translated into sign language.
- Regular cooperation with associations and specialised establishments (e.g. visual arts workshops were proposed to patients of the Henri Laborit Hospital; the realised pieces were exhibited at the Sainte-Croix Museum).

- "Musée hors les murs": Presentation of pieces from the collections beyond the museum itself, especially at the city hospital.

#### TAP (Theatre and Auditorium)

- Disabled access to the entire building.
- Special equipment for those with hearing difficulties.

#### Public transport

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

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

#### Objective

##### Accessibility plan (streets, public space)

Easier access to public space, a necessary condition for simplifying the access to culture and historic patrimony.

##### Access to culture and historical patrimony (Tourism Office)

Simplifying access to culture for all

##### Media Library

Simplifying access to culture for all



## Key steps and activities

### Accessibility plan (streets, public space)

#### Step 1

A study of access to the city was conducted.

#### Step 2

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

#### Step 3

Information on the municipal web site.

#### Stakeholders

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

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

### Access to culture and historical patrimony (Tourism Office)

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

### Media Library

Perspectives:

- To develop shows and activities which "mix" disabled and non-disabled (e.g.: bilingual shows French-Sign languages).

- To improve and increase the reception of handicapped people.
- To develop the visibility of the activities and actions.
- Signs language introductory courses for the reception staff.
- To increase the read books base.
- Alignment of the Internet website content with the accessibility rules.

## Results and impacts

### Accessibility plan (streets, public space)

The plan is being elaborated at present. It is too early for an evaluation, but the existing developments satisfy the users.

### Access to culture and historical patrimony (Tourism Office)

Still in progress: too early for an evaluation.

### Media Library

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



## Lesson learned and recommendations

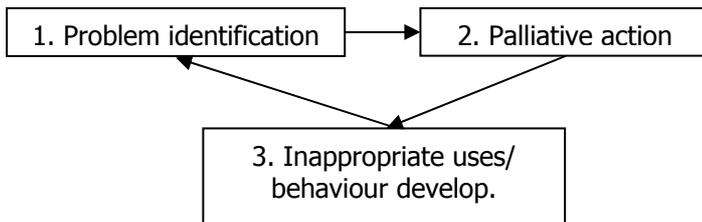
### Accessibility plan (streets, public space)

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

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

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

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



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## Supporting and attracting economic and cultural activities

### City of Regensburg, Germany

#### Regensburg: Old Town of Regensburg – Retail Concept 2020



##### Brief description

Background and reason for the project

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

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



##### Objective

Developing a vision of retail trade for 2020:

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

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

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

##### Key steps and activities

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

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



### Results and impacts

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



### Lesson learned and recommendations

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



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## Liverpool City Council, England, United Kingdom

### Liverpool: The Paradise Project



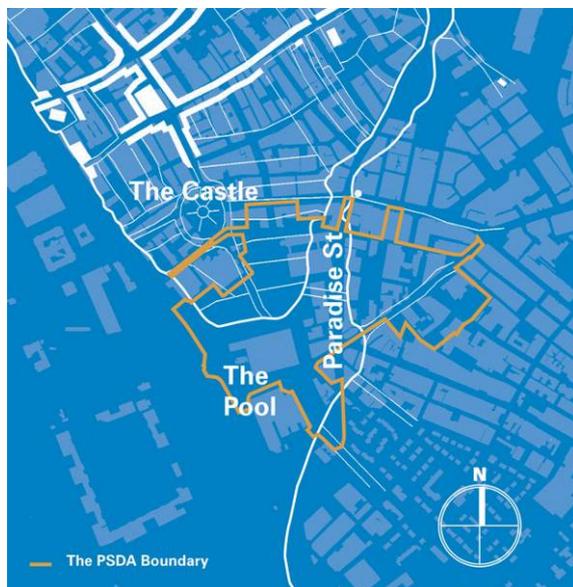
#### Brief description

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

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

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

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



#### Objective

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



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

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

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

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

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

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

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

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

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

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



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



### Key steps and activities

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

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

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

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

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



### Results and impacts

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

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

permanently open and link direct to the surrounding streets.

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



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

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

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

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

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

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

The successful completion of Liverpool One is a true example of what can be achieved by a city working in close partnership with a private developer. To conceive and then deliver on programme such an extensive and complex development in such a short spell is in the city's view an outstanding achievement. Liverpool One is a large and complex development, which has



sought to create an organic and sustainable addition to the established city centre. It represents decisive step forward in urban design with an in built adaptability and capacity to change and develop in future.

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

### Lesson learned and recommendations

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

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## City of Lublin, Poland



### Lublin: Cultural stimulation for the Old Town vitality

#### Brief description

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

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

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

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

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



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

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

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

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

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

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

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

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

That part of the practice is very “softly” stimulated by the Department of Culture of the City

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

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



## Objective

### “Regular” objectives

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

“Specific” objectives

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



**Key steps and activities**

1. Co-operation between the city and cultural groups to assure them a status of municipal cultural institution and provide locations in historic buildings with support for building renovation (start of activities of cultural centres: “CK” in 1991 and the “Brama Grodzka – Teatr NN” in 1992);
2. Including the support for cultural activities in the strategy for the revitalisation of the Old Town (1995);
3. Improved access and public safety in the Old Town and historic city centre: 1997;
4. Growing cultural activities and annual events (Open Theatre Confrontations, International Dance Meeting, Memory of the Place) since 2005 - competition for funding of cultural events;
5. Growing “popular” interest in urban qualities – since 2005 Forum for Culture of Space;
6. 2005: Education of the city history by the exhibition in the complex of cellars of the Old Town;
7. 2005: The city becomes owner of the Old Theatre and secures its structure;
8. 2006: Decision to apply for becoming the European Capital of Culture 2016;
9. 2007: First editions of Night of Culture and Jagiellonian Fairs, “Neighbours” - Festival of East and Middle European Theatres;
- 10.2007-2008: Application for support of renovation of the Old Theatre and of the monastery used by “CK”;

- 11.2007: Lublin receives the European Heritage Label to commemorate the Polish-Lithuanian Union in 1569;
- 12.2008: Institutional development and widening of the cultural offer: Centre for intercultural artistic activities “Rozdroze” and “Workshops of Culture”- an incubator for young artists.

**Results and impacts**

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

**Lesson learned and recommendations**

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

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



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## City Council of Naples, Italy

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



#### Brief description

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

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

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

#### Objective

##### Measure1: Setting up of economic activities

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

##### Measure 2: Training and local employment promotion

This measure is made up of four types of direct intervention aimed at improving social condition through direct prevention and recuperation of

youth privation with specific interventions in terms of safety, prevention of deviation, information and, lastly, the insertion in work of the unemployed.

##### Measure 3: Infrastructure and environment

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

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

#### Key steps and activities

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

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

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

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

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

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

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



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

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

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

### Results and impacts

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

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

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

was carried out. It was envisaged that about 3.000 m<sup>2</sup> of public owned vacant sites was used as sites for artisan activities. It was also envisaged to set up an enterprise incubator.

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

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

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



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

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

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

### Lesson learned and recommendations

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

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

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

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

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

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

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

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

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

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



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## Valletta Local Council, Malta

### Valletta: Streets Alive



#### Brief description

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

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

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

#### Objective

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

#### Key steps and activities

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

#### Results and impacts

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

#### Lesson learned and recommendations

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

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## Securing multi-functionality, balancing the different needs

### City marketing group Regensburg, Germany

#### Regensburg: Pact for the Old Town



##### Brief description

###### Background/ reason for the activity

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

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



and real estate forum Old Town.

##### Objective

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

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

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

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

##### Key steps and activities

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

##### Results and impacts

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

##### Lesson learned and recommendations

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



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## Municipality of Poitiers, France

### Poitiers: Securing Social Housing – Social Mixture



#### Brief description

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

#### Objective

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

#### Key steps and activities

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

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

The official procedure for the command of the Municipality for landed property changes bases on the urban pre-emption right: every landed property change must be approved by the Municipality. It examines the price, the surface

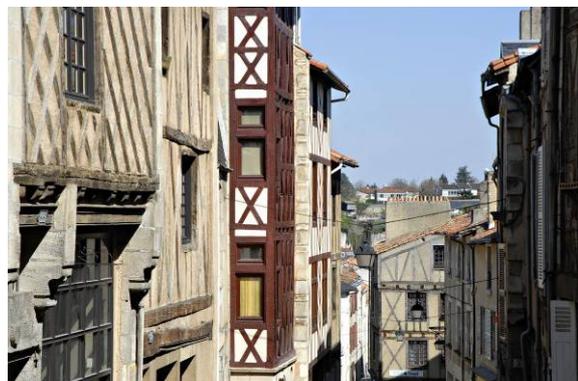
area, etc. If the Municipality considers i.e. the price as too expensive or the building could serve very well for social housing or any public service function, it can bring forward the pre-emption argument and make an offer based on the estimation of tax services to the property owner. The final decision is taken both from administrative department suggestions and by the City councillors.

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

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

#### Results and impacts

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



### Lesson learned and recommendations

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

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## City of Sighisoara, Romania

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



#### Brief description

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

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

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

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

- decision sharing,
- integrated approach and
- participation.

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

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

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

The promotion of a *soft* cultural tourism is one key aspect of it, bringing job and entrepreneurial opportunities on the one hand and on the other hand contributing to the protection of the citadel as residential area avoiding land use, social and aesthetical damages. Specific services supporting cultural tourism are foreseen aiming to develop a balanced and sustainable

cultural tourism i.e. by enhancing the city museum, the historic library, the conference centre, the pedestrian zone in the citadel and in parts the lower town, underground parking facilities and mechanical access to the citadel.

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



#### Objective

##### General objectives 2008-2020

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

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

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

tract investments and to create job and entrepreneurial opportunities.

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

For each operational period one action plan was developed.

#### Specific objectives 2008-2013

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

#### Supporting and Accompanying Measures 2008-2010

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

### **Key steps and activities**

#### Incubation

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

#### Elaboration

- Composition of a local steering group involving the political and technical board and external experts;

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

#### Training the local administration in

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

#### Implementation

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



### **Results and impacts**

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

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

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

Main results have been:

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

As impacts are expected:

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

### Lesson learned and recommendations

#### Positive

- Both, bottom-up and top-down processes are essential for a successful elaboration of the strategic development;
- The coordination of all planning tools and documents via the strategy is a fundamental condition for feasibility and effectiveness of the strategy;

- Close, efficient and open cooperation between the local administration, NGOs, citizens and the other interested actors strengthened the public acceptance and accelerate the implementation of the Strategy.

#### Negative

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

#### Innovation and success factors

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

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## Community involvement and stimulating cooperation

### City of Lublin, Poland



#### Lublin: Involvement of local community for improvement of neglected areas

##### Brief description

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

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

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

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

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

The participatory planning process took place through representatives of each street, who later became local leaders in later undertakings off infrastructure improvement. The local plans have been approved by the City council to-

gether with the implementation act, which allowed to coordinate the improvement process and to support the infrastructure improvement from the city budget.

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

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

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

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

but they are to be adjusted to local conditions.

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

The Local Initiative Program in Lublin received



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

### Objective

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



### Key steps and activities

2. Questionnaire for residents as an invitation to co-operation in devising local plan (December 1991);
3. 3 public meetings to define local problems and establish street representatives (1991/92);
4. Local plan designs devised in co-operation with local community (1992);
5. Local plan approval together with the acts for support for their implementation (1993/94);
6. Local Initiative Program with the team consisting from representatives of various departments (1994/95);

7. First infrastructure improvements based on co-financing from residents and the city – 1995;
8. Regular monitoring: 1995, 1996, 1998.

### Results and impacts

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

### Lesson learned and recommendations

Co-operation with local community is a starting point for improvement in areas in crisis. The reason is psychological (common fear of any changes) and economical (to build up local coalition able to work on a low cost solutions and realistic aims). Even if it cannot solve all the problems, it brings a start for change, breaks the habit of passiveness and builds up a positive attitude for a more complex development. It can be a source of synergy when it comes together with additional opportunities.

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## City of Sighisoara, Romania

### Sighisoara: Local Agenda 21



#### Brief description

The project "Local Agenda 21" is the "Local Sustainable Development Plan", which has a particular chapter dedicated to the cultural heritage of Sighisoara. Following issues concerning the cultural heritage have been accomplished with the plan:

- The UNESCO Heritage Department has been established within the municipal structure. It aims to manage and supervise the UNESCO Cultural Heritage and to avoid modern interfering with the facade of the buildings;
- An inventory of the monuments found in the Medieval Citadel. The update of the Zonal Urban Plan for the protected historic area has still to be approved;
- The whole infrastructural network (drainage, water, gas, optic fibre) was modernised and the architectural lighting and re-pavement of the citadel is in work (in consideration).

The Local Agenda 21 was financed by the UN programme for development and was coordinated by the National Centre for sustainable development. It has been developed as an instrument to promote the concept of sustainable development and it was drawn up with the active and direct participation of citizens.

#### Objective

- Developing the Local Plan for Sustainable Development;
- Involving citizens in the development of the local plan of sustainable development.

#### Key steps and activities

- Setting up the LA21 local team and the local coordination Committee.
- Putting together Thematic Work Groups (Social, Economic, Environment, Citadel-Tourism-Monuments).
- Identifying local potentials and assessing the existing resources.
- Organising periodic meetings with the citizens.

- Developing the plan and approval by the Local Council of the city of Sighisoara.
- Printing and disseminating the plan (leaflets, brochures, mass-media).
- Implementation of the project was achieved by the City of Sighisoara.

#### Stakeholders

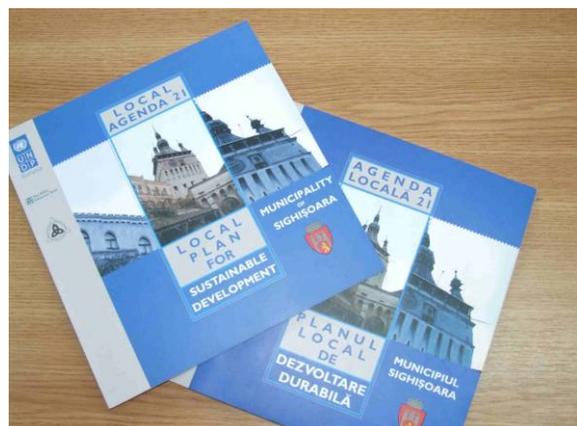
The Local Public Administration, NGOs, financial and economic institutions, education institutions, the main religious denominations in the city, medical and public order institutions, all of them represented by management and decision-makers.

#### Results and impacts

- The Local Plan for Sustainable Development-LA21;
- 4 thematic teams working in different fields of activities, trained within the framework of the project;
- 2 team members trained in drafting/ drawing-up projects and developing strategies;
- A LA21 brochure.

#### Beneficiaries

The local public administration and the entire local community



## Lesson learned and recommendations

### Lessons

#### Positive

Close, open and efficient cooperation between local administration, NGOs, citizens and all other stakeholders.

#### Negative

Poor proposals from the civil society which had to be subsequently re-developed.

### Innovation and success factors

- Developing a general short and medium-term concept regarding the future growth of the city;
- Developing an interface with The General Urban Plan of the city;
- Preparing the next stage with a view to developing an integrated overall concept, with sustainable value and adapted to the Community acquis: The Strategy and The Action Plan for the development of the historic urban area, as well as The Management Plan for the protected historic area.



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Sustainable Management Strategies for Vital Historic Urban Landscapes

Further information on the project: [www.urbact.eu/hero](http://www.urbact.eu/hero)  
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