Management Planning cases:
Alanya
Tel-Aviv
Split

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We do not prepare Management Plans to satisfy the World Heritage Committee

We prepare Value driven MPs to:

Protect Cultural Values

To provide planning decision making tools

To provide development directions and options – while protecting the cultural heritage
**Methodology and Content**

- Development plans
- Conservation plans
- Infrastructure
- Presentation & Interpretation
- Education
- Functions & Activities
- Finances & Economy
- Visitors' management
- Administration & Management
- Social aspects
- Maintenance & Monitoring
- Law
- Enforcement
- Visitors’ management
- Presentation & Interpretation
- Enforcement
- Conservation plans
- Law
- Finances & Economy
- Social aspects
- Development plans
- Administration & Management

**Management Planning Process**

- **Defining Objectives**
  - Physical and Infrastructure conditions
  - Existing Plans
  - Identification of stakeholders
  - Economic Aspects
  - Legal status/Policies/Regulations
  - Social Aspects
  - Management System

- **Establish the Cultural Values**
  - Risk assessments
  - Conflict assessments
  - SWOT Analysis - Strengths, Weaknesses, Opportunities, Threats

- **Preparation of the Plan**
  - Presentations to decision makers and public
  - Compilation of the Management Plan

- **Approval and Implementation**
  - Obtain public recognition and official approval
  - Preparation of action plan including implementation mechanisms and cost estimates
  - Preparation of detailed plans
  - Implementation of plans
  - Monitoring
  - Assessment and Revisions
General Vision

- The protection of the cultural values of ______ will be secured and sustainable.

- Within a reasonable foreseen time, ______ will be properly conserved, well managed, properly used, enjoyed by local citizens and outside visitors.

- The management and planning of ______ will significantly contribute to the economy, culture, reputation and quality of life of its inhabitants and of the citizens of Split in general.

- Being part of a World Heritage site, it will thus contribute to the culture of the world and to its quality.

Alanya – Historic Area’s Management Plan

Content

1.0 Introduction to Management planning..............
2.0 Vision and Objectives..............................
2.1 Vision..............................................
2.2 Objectives...........................................
3.0 Values..............................................
3.1 Statement of Outstanding Universal Value........
3.2 Cultural landscape and authenticity..............
3.3 Skeletal heri, values and oft-knot............... 3.4 Spirit of Place........................................
4.0 Description and Existing Situation............... 4.1 Location..............................................
4.2 History..............................................
4.3 Boundaries.......................................... 4.4 The built fabric......................................
4.4.1 Land use........................................ 4.4.2 Termites.......................................... 4.4.3 Archaeology......................................
4.4.4 Public space..................................... 4.4.5 Open space........................................ 4.4.6 Pedestrian use...................................
4.4.7 Accessibility and safety......................................
4.5 Infrastructure..................................... 4.5.1 Macro Infrastructure............................
4.5.2 Micro Infrastructure............................ 4.6 Traffic and parking................................. 4.7 Environmental Issues.............................
**Natural beauty**

**Non Tangible Heritage**

**Tel Aviv**

**Management plan**

תל אביב

הכבוד,Momentum 100, 100 המטרופולין, שיק"ם

כרם גיראר סולר

מרק טלי סולר
STRENGTHS

1. Outstanding Universal Value.
2. Tourism attraction - Existing income from tourism.
3. Beauty of the place and the Region.
4. A living place - Continuity of life and use since the Roman period.
5. Identity Potential
6. Municipality owns large numbers of properties.
7. Nearby natural and cultural attractions including world heritage sites.
## WEAKNESSES

- Unfocused Vision.
- Poor infrastructure.
- Poor enforcement of laws.
- Relatively large number of stakeholders.
- Lack of public involvement.
- Non sufficient transparency by authorities.
- Unclear Decision-Making process.
- Inadequate tourist information and Organization.
- Uncertainty of Ownership and responsibilities definition.
- Poor facilities for special needs (Disabled people, Children etc).
- Lack of variety of open space for the inhabitants.
- Lack of conservation plans.
- Conservation Unit too small.
- Conflicts between conservators and archaeologists.
- Parking issues.

## OPPORTUNITIES

- Professionals working on the site.
- Cultural tourism on rise.
- Municipal and public awareness for the site’s problems and importance.
- Diversity of habitat, activities and cultural traces.
THREATS

- Tourism congestion.
- Non-compatible uses.
- Lack of control mechanism over public/private ownership.
- Conflicts between tourism and residential activities.
- Lack of implementation of plans by public authorities.
- Non-compatible uses.
- Environmental deterioration.
- Housing deterioration.
- ‘Museification’.
- Lack of compatible uses.
- Changes to Spirit of Place.
- Neglect of public property in the HC.
- Demographic deterioration.
- Environmental deterioration.
- Housing deterioration.
- Private ownership of important cultural heritage properties.
Spirit of Place – Attributes and Carriers

QUEBEC CITY DECLARATION
ON THE PRESERVATION OF THE SPIRIT OF PLACE
Adopted at Quebec City, Canada, October 4th, 2008

The spirit of place is defined as the tangible (buildings, sites, landscapes, routes, objects) and the intangible elements (memories, oral narratives, written documents, rituals, festivals, traditional knowledge, values, odors), the physical and the spiritual elements, that give meaning, value, emotion and mystery to place. Rather than set apart spirit from place, the intangible from the tangible, and consider them as opposed to each other, we have investigated the many ways in which the two interact and mutually construct one another. The spirit of place is constructed by various social actors, its architects and managers as well as its users, who all contribute actively and concurrently to giving it meaning. Considered as a relational concept, the spirit of place takes on a plural and dynamic character, capable of possessing multiple meanings and singularities, of changing through time, and of belonging to different groups. This more dynamic approach is also better adapted to today’s globalized world characterized by transnational population movements, relocated populations, increased intercultural contacts, pluralistic societies, and multiple attachments to place.

The spirit of place offers a fuller understanding of the living and, at the same time, a permanent character of monuments, sites and cultural landscapes. It provides a richer, more dynamic, and inclusive vision of cultural heritage. The spirit of place exists, in one form or another, in practically all the cultures of the world, and is constructed by human beings in response to their social needs. The communities that inhabit place, especially when they are traditional societies, should be intimately associated to the safeguarding of its memory, vitality, continuity and spirituality.