

*PROCEDURE AND METHODOLOGY
FOR THE MANAGEMENT OF HISTORIC CITIES.
THE CASE OF GREECE*



ΕΛΛΗΝΙΚΟ ICOMOS
ICOMOS HELLENIC
ICOMOS HELLENIQUE

Sofia Avgerinou-Kolonias - Eleni Maistrou

ICOMOS Hellenic



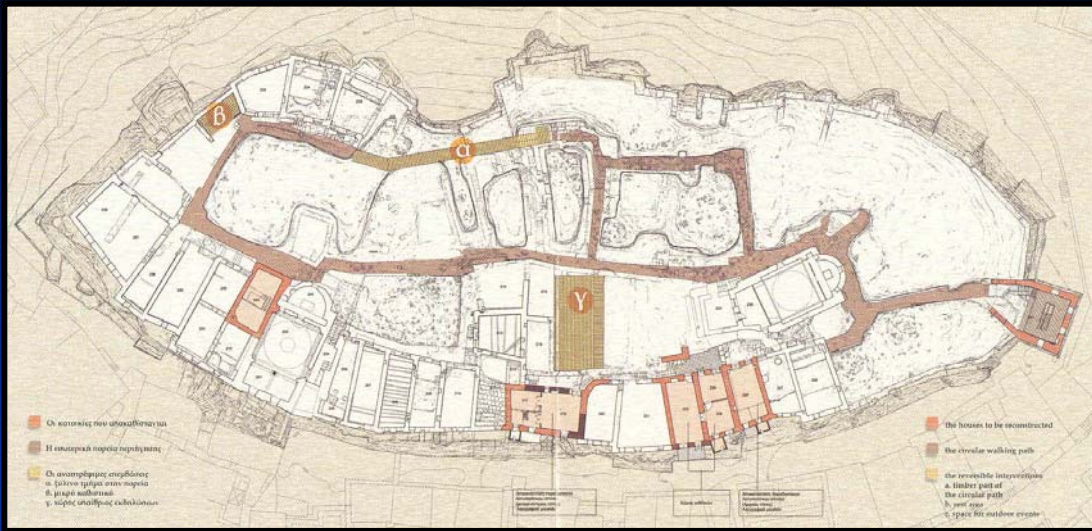
INTRODUCTION

The management plan for a historic city is composed of a group of actions aiming at reconciling

the relationships between the inhabitants,
the activities of the city,
the constructions and the various equipment,

and finally aiming at
the city's sustainable protection.

It consists in a 'decisive' act but should be 'consenting' in character.



ASTYPALAIA

POROS



A management plan consists in diagnosing, predicting, evaluating and selecting scopes and targets in order to resolve the problems which arise.

The management plan is a procedure facing to the future and it should be considered a dynamic course of action.

RETHIMNO fortifications



IRAKLEIO fortifications

A central issue is the management plans' 'effectiveness'.

This fact imposes the a priori acknowledgement of limitations, through their proper scrutiny (**SWOT analysis**) so that the suggestions can be feasible.

The scheme suggested further down follows the logical model of design, based
on the specialized diagnosis and evaluation of the historic city,
on the prediction of its development and
on the formulation of attainable suggestions for its protection and sustainable development.

The Swot analysis method

constitutes an effective analysis tool which, combined with the clear formulation of intervention goals, can lead to alternative development scenarios.

WHAT SHOYLD BE INCLUDED IN A MANAGEMENT PLAN FOR A HISTORIC CITY?

1. Record and evaluation of its values and **strengths**
2. Estimation and recording of its **weaknesses**
3. Diagnosis of the **opportunities**
4. Prediction of future **threats**
5. Assessment of the needs and targets

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of the Old Town of Corfu

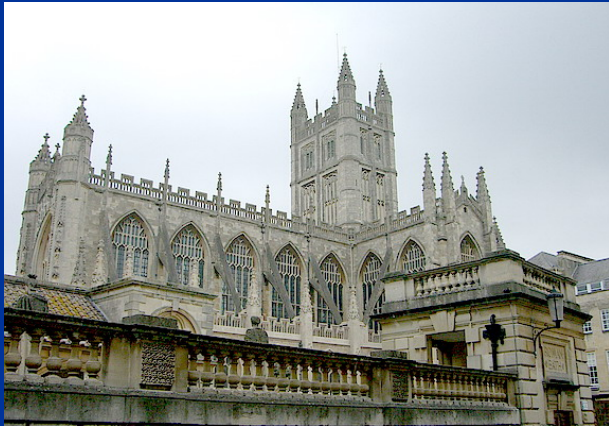
| | Strengths | Weaknesses | Opportunities | Threats |
|---|--|--|---|--|
| Cultural Environment | <ul style="list-style-type: none"> Variety of architectural forms and typologies Significant civic buildings, churches and stately homes | <ul style="list-style-type: none"> Old and abandoned buildings Tall buildings with small floor area Alteration of the interior of buildings Lack of motivation and funding regarding protection and conservation Lack of basic services Insufficient marketing of city and its cultural value | <ul style="list-style-type: none"> Projection of the particular character of the city in order to enhance cultural tourism and attract visitors during the whole year | <ul style="list-style-type: none"> Modern interventions, if proportional control and monitoring do not exist, can lead to alterations and destruction of buildings Deterioration and abandonment due to high cost of maintenance |
| Urban area | <ul style="list-style-type: none"> Discrete town planning settlements and big variety of architectural forms of different periods | <ul style="list-style-type: none"> Unrevised local plan since 1958 Excessive exploitation of land | <ul style="list-style-type: none"> Projection of the particular character of the city Enhancement of public realm | <ul style="list-style-type: none"> Modern interventions can cause abandonment of buildings and threat particular characteristics of the city realm |
| Natural Environment - Free public spaces | <ul style="list-style-type: none"> Spaniada is the main green area of the city, a space for events and entertainment Green belt Coastal area | <ul style="list-style-type: none"> No exploitation of the coastal area Noise pollution | <ul style="list-style-type: none"> Use and exploitation of Spaniadas' green area for other activities Upgrade the coastal area | <ul style="list-style-type: none"> Environmental revalorization due to tourism and heavy traffic |
| Character-Traffic | <ul style="list-style-type: none"> Contemporary administrative, commercial, economic and cultural centre Living urban centre that covers the needs of the local community and does not depopulate during winter months Perimetric movement round the historical settlement Direct and easy access of centre from visitors Several cultural monuments, World Heritage City | <ul style="list-style-type: none"> Many times the needs of the local community are confronted with the protection of historical fabric and the conservation of the settlements' character Traditional uses are degraded and they tend to disappear Traffic congestion around the historical centre during rush hour Insufficiency and erroneous arrangement of parking spaces inside the historical centre Lack of public transportation Non safe pedestrian movement Seasonal tourism No promotion of alternative forms of tourism apart from seasonal tourism of small time duration | <ul style="list-style-type: none"> Chance of further exploitation of listed buildings from the Ionian University and other educational units Chance of integrating cultural uses in buildings of historical centre so that the city maintains live Traffic decongestion by developing the underground space of Spaniada as parking area Regional parking spaces | <ul style="list-style-type: none"> Continuous pressure for uses that are related to tourism The destruction of cultural heritage from natural reasons or from human and the incomplete or non-existent funding and support by the State, can cause dangers to the region 's viable growth Dependence from service sector, without essential efforts of upgrading services Competitive tourist destinations |

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of the Old Town of Corfu

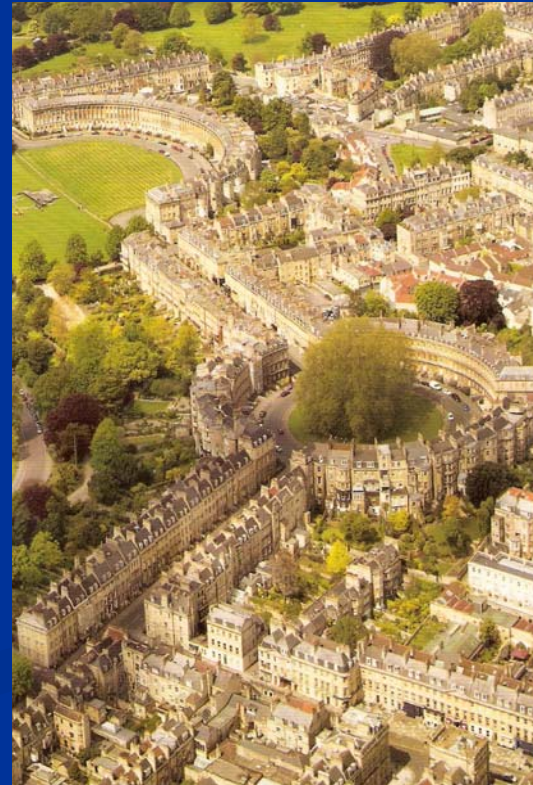
| | Strengths | Weaknesses | Opportunities | Threats |
|--|--|---|--|---|
| Demographic data | <ul style="list-style-type: none"> • Increase of population • Large numbers of visitors during summer | <ul style="list-style-type: none"> • Aging population • Seasonal habitation • Inadequate services | <ul style="list-style-type: none"> • Population retention by improving the provided services | <ul style="list-style-type: none"> • Abandonment of the historical centre |
| Economical data | <ul style="list-style-type: none"> • Employment mainly agricultural and livestock farming and also in the service sector | <ul style="list-style-type: none"> • Non-existent industry and limited manufacture • Seasonal Employment | <ul style="list-style-type: none"> • Upgrading University and attraction of larger number of students • Enhancement of cultural tourism and increase of tourist period | <ul style="list-style-type: none"> • Exclusive dependence from tourism |
| Ownership | <ul style="list-style-type: none"> • Most historic property is in private ownership • There are several municipal or civic buildings | <ul style="list-style-type: none"> • Numerous owners of a property • Disputed ownership at specific areas of the city • Weakness of intervention in buildings because of lack of horizontal property and non agreement of householders | <ul style="list-style-type: none"> • Motivation and funding in order to preserve listed buildings • Total intervention to buildings that belong and are managed by the Government, the Municipality or by other public organizations | <ul style="list-style-type: none"> • Abandonment of the historical centre • Management issues and the disability of total intervention due to repair cost lead to abandonment |
| Planning & Policy Framework | <ul style="list-style-type: none"> • World Heritage City • Protection from the Ministry of Culture, the Ministry of Environment, Energy & Climate Change and the Municipality of Corfu | <ul style="list-style-type: none"> • Non founding of the management institution • Parallel protection of the city by many organizations such as the Ministry of Culture, the Ministry of Environment, Energy and Climate Change and the Municipality of Corfu • Fragmentary confrontation of problems • Unrevised local plan since 1958 • No funding by government | <ul style="list-style-type: none"> • Agreements- contracts • Alternative funding sources | <ul style="list-style-type: none"> • Non founding of the management institution • Continuous disagreements between the involved institutions and the local community • Delisting from the world heritage sites' list |
| Local Community | <ul style="list-style-type: none"> • Local community uses the historical centre daily and is familiar with the cultural values of the area | <ul style="list-style-type: none"> • Weakness of attendance of citizens in any decision • Different needs of the local community and the visitors • Low level of cultural education • Increase of unemployment | <ul style="list-style-type: none"> • Improve public awareness of, and interest and involvement in the conservation of cultural heritage • Enhancement of tourism skills and consciousness | <ul style="list-style-type: none"> • Danger for social alteration due to high cost of 'buildings' maintenance in the historical centre • Ignorance of financial, social and cultural profits |



BATH
Aerial view of the historical center



BATH
abbey



BATH
circus

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of the city of Bath

| | Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|---|
| Cultural Environment | <ul style="list-style-type: none"> Many listed buildings of the Roman and Georgian period High annual profit from the city's hot springs | <ul style="list-style-type: none"> Insufficient promotion of the city's values Concentration of visitors only in the centre of city High cost of maintenance of listed buildings | <ul style="list-style-type: none"> Bigger projection of the cultural character of the city Improve the entry points of the city and provide helpful information Recording of guidelines for the preservation of buildings Monitoring modern interventions | <ul style="list-style-type: none"> Weakness of conservation of the buildings at risk |
| Urban area | <ul style="list-style-type: none"> Harmonious connection of the architectural and natural heritage | <ul style="list-style-type: none"> No protection of urban equipment | <ul style="list-style-type: none"> Maintenance and projection of the city as a living urban centre | <ul style="list-style-type: none"> Weakness of monitoring modern interventions |
| Natural Environment - Free public spaces | <ul style="list-style-type: none"> Interesting topography The river Avon is an important wildlife corridor Exceptional natural beauty area at the outskirts of the city (Cotswolds Area of Outstanding Natural Beauty) Green belt of Bath and Bristol Historical parks of exceptional beauty | <ul style="list-style-type: none"> Ground Instability Flooding from the river Avon Noise pollution Pollution of the atmosphere | <ul style="list-style-type: none"> Enhancement of the historical centre's values by the correct management of the river Avon area | <ul style="list-style-type: none"> Devalorisation of natural environment |

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of the city of Bath

| | Strengths | Weaknesses | Opportunities | Threats |
|--------------------------|--|--|--|---|
| Character-Traffic | <ul style="list-style-type: none"> The city centre is a place of trade, culture, businesses, tourism and recreation Universities of Bath Leading travelling destination for the national and foreign population | <ul style="list-style-type: none"> Different needs of the local community and visitors Visits of small duration Intense traffic congestion Non safe pedestrian movement Heavy vehicles and tourist buses pass through the historical centre Revalorization of the monument from the organized parking spaces and the parking inside the historical centre Unreliable public transport | <ul style="list-style-type: none"> Correct distribution of new land uses aiming at the restriction of car circulation Alternative forms of tourism, such as small boats in the river Avon, therapeutical tourism Promotion of use of urban transport by improving the provided services Creation of safe networks for pedestrians and bicycle users Alternative ways of movement out of the historical centre | <ul style="list-style-type: none"> Aesthetic revalorization of monument and revalorization of quality of life due to heavy traffic Removal of residence from the centre |
| Demographic data | <ul style="list-style-type: none"> Increase of population High level of education | <ul style="list-style-type: none"> Need of new spaces of residence, work and social equipment in the centre | | |
| Economical data | <ul style="list-style-type: none"> Industry and services sector Low rate of unemployment | <ul style="list-style-type: none"> Decrease of industrial activity A lot of movement is caused due to the high cost of stay at the historical centre | <ul style="list-style-type: none"> Promotion of long duration holidays in order to reinforce the local economy Upgrading of Universities and attraction of larger number of students | <ul style="list-style-type: none"> Exclusive dependence from tourism |
| Ownership | <ul style="list-style-type: none"> Many buildings are owned by the state, local organizations and the university. The 60% of those belong to Bath and North East Somerset Council | <ul style="list-style-type: none"> A lot of State properties are rented to private individuals who are responsible for the management and the protection of the buildings | <ul style="list-style-type: none"> Total intervention to buildings that belong and are managed by the State, the Municipality or by other organizations of public right | <ul style="list-style-type: none"> Management issues and the disability of total intervention due to repair cost lead to abandonment |

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of the city of Bath

| | Strengths | Weaknesses | Opportunities | Threats |
|--|---|--|---|--|
| Planning & Policy Framework | <ul style="list-style-type: none"> World Heritage Site Protection from the Organism of English Heritage, Bath and Somerset Council and the Ministry of Culture, Media of and Sports. Strategy for the future-desirable development of city Many fragmentary legislative actions in national, regional and local level, that were taken into consideration while preparing the Management Plan | <ul style="list-style-type: none"> Limited available resources from local authorities No funding by government | <ul style="list-style-type: none"> Alternative funding sources | <ul style="list-style-type: none"> No funding by government and indifference of the state |
| Local Community | <ul style="list-style-type: none"> The local community partly participates in decisions that concern the city (public consultations, questionnaires) | <ul style="list-style-type: none"> Different management strategies by the involved institutions | <ul style="list-style-type: none"> Further briefing of citizens and encouragement of the local community to deal with the protection and the maintenance of monument Promotion of educational techniques for preservation | <ul style="list-style-type: none"> Ignorance for the cultural values of the area |

6. A plan with alternative scenarios for protection and development that should include

determination of the areas and elements which should be protected, as well as the necessary protection tools.

determination of the size and kind of transformations that the historic city can 'support', without being led to an attenuation of its values.

guarantee of quality conditions of inhabitation.

solution of functional problems.

development proposals such as special types of tourism, traditional activities, etc.

interventions for improving the image of public space.

a framework for the financial reinforcement of owners reconstructing or upgrading their buildings.

7. Time planning programming for the materialization

8. Choice of the proper means for the implementation of the intervention plan

Legislative measures, administrative measures, social measures, financial measures and public space upgrading-reformation works.

9. Organization of the implementation. Monitoring results and plan amendments.

The plan's successful implementation is preceded by the delimitation of the protected ensemble, the institution of the legislative framework for its protection and the necessary administrative measures. The social and financial measures and the reformation works of public space come next.



CORFU

The realization of the plan demands constant monitoring and control in order to
apply eventual necessary changes,
achieve stability in the progress rhythm of the implementation
consecrate a communication system with the users



CORFU

New technologies are a very important tool
for grouping and saving documentation,
for the systematic updating of observation mechanisms and
for the promotion of cultural goods to the new generation.

THE MANAGEMENT STRATEGY DEMANDS

finding financial resources.

providing human resources.

secure traditional materials and specialized craftsmen.

a broad social consent, education and sensitization of the citizens.

combining the targets for protection with other targets.

resolving conflicting interests among different groups of citizens.



The reality in Greece

