



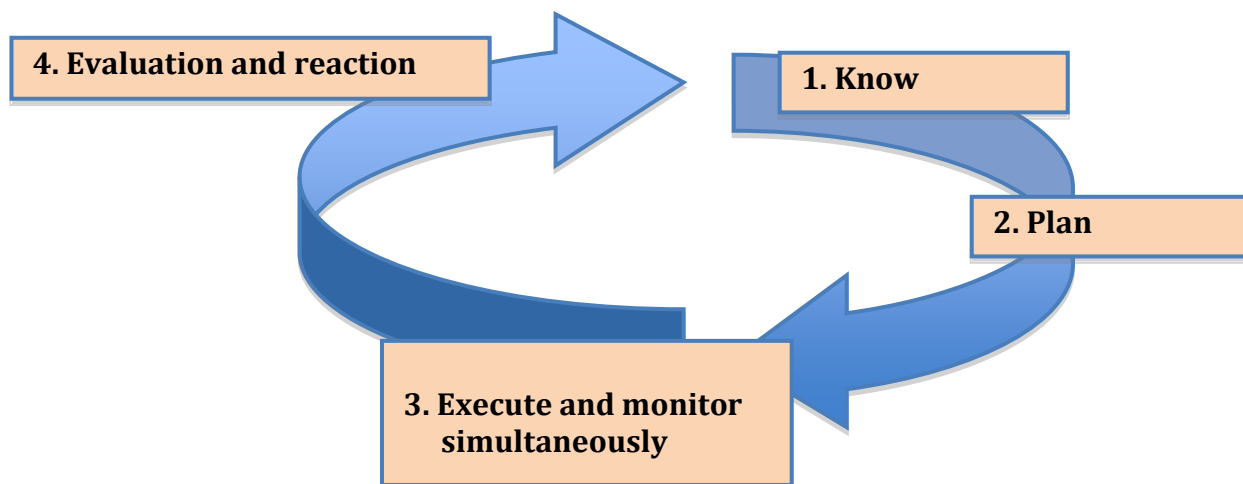
ICOMOS

Comité Nacional Español in cooperation with members of the CIHIB (CIVVIH). Madrid, Nov. 2013

PRACTICAL GUIDE FOR DRAFTING CITY CENTRE MANAGEMENT PLANS: PLAYERS, METHODOLOGY AND CONTENTS.

- Players:

- Competent public administrations at the various levels
- The city's inhabitants
- Public and private institutions related to heritage (such as religious entities, universities, training and information centres, civil associations, particularly those of affected citizens and traders, scientific institutions such as, for example, the Institute of Spain, the National Cultural Institute of Peru, Mexico's National Institute of Anthropology and History, etc., professional associations, foundations, etc.).
- Technical Personnel



Systematic approach to managing historic cities

Phases	Generic task	Actions and, where appropriate, sub-actions	Keywords	Main players		
Preliminary phase: capturing knowledge (Know)	institutional organization and establishment of the working party and the external advisers		Board of Patrons, consortium, interdisciplinary and complementary nature of public-private co-operation	Politicians, technical personnel and civil society		
	Knowledge of local setting and territory	Planning analysis	Analysis of the documents organizing the territory	Analysis of the general urban planning documents Analysis of the urban protection plan	Technical personnel and civil society	
			Analysis of other urban policies (tourism, education, archaeology, ...)			
			Natural risks and conflicts (map of risks, etc.)			
		Urban society: cultural diversities		Inclusion, cultural respect	Technical personnel and civil society	
		Quality criteria for urban life		Comfort, identity, self-esteem	Civil society	
		Governance	Discussion fora and adoption of decisions with citizens' participation On-line access to public documentation (web 3.0)	Transparency, participation	All parties	
		Initial diagnosis of the city (with social, economic, cultural, environmental aspects)		Resources, trends, threats, hindrances, ...	Technical personnel and civil society	
		Material, human, technical and financial resources available			Technical personnel	
		Basic work on the city's heritage values	Identification and analysis of traditional management systems for traditional resources		Good local practices Sustainable traditional activities ...	Technical personnel and civil society
	For WH cities, references to the Convention set out in the dossiers declaring World Heritage status: Outstanding Universal Value (OUV) (criteria, authenticity, integrity, hierarchy of values, specific elements, ...). All these points may provide useful guidance for other historic cities.		Formal values	Understanding the Convention's philosophy as in many respects it may also be useful as a reference to other cities.	Technical personnel	
			Functional values			
			Symbolic values			
			In World Heritage cities, confirmation of the sufficiency of the core zone and buffer zone Similar application to other historic cities.			
	National legal and regulatory aspects		Consistency, balance, compatibility			
Definition, where appropriate, of the urban space to be protected			Technical personnel and civil society			

		The spirit of the place	Genius loci, character of the location			
Drafting phase (Plan)	Confirmation/re-adjustment of the working party	Recognition and visibility of the working party	Interdisciplinary nature	Technical personnel and politicians		
	The main thrusts of the management plan	Guiding idea behind the system		Prudence, method, rigour	Technical personnel and civil society	
		The values of the property				
		Goals and strategies	Determination of the basic mission of the management plan and its goals			
			SWOT analysis of the strategies and steps to achieve the goals set			
	Legal, economic, administrative and institutional Instruments			Technical personnel		
	Other conservation and monitoring plans in place					
	Management scopes that must be co-ordinated in order to improve urban quality of life by protecting the city's heritage values, especially those recognized in its OUV for those entered on the World Heritage List	Spatial Planning	Territorial Plan Development Plan and Special Protection Plan		Protection and co-ordination must be assumed as overarching goals under sustainability parameters	All players
			Prevention of disasters and conflicts			
		Landscape				
		Housing				
		Social aspects				
		Economic Activities	Trade and hospitality			
			Tourism			
			Arts and Crafts			
Cultural Activities						
Dissemination						
Education						
Specialist training in heritage						
Informal training on heritage-related matters						
Incentives regime	Determination of incentive types according to the type of policy			Public and private sectors		
Sanctions regime	Determination of sanction types according to the type of policy			Public Administration		
Economic study (forecast sources of funding, planning and distribution of investments, ...)	Calendar, persons responsible, etc.					
Political approval, social legitimacy and technical ratification	Submission, where appropriate, to the World Heritage Committee pursuant to paragraph 172 of the Convention		The plan is not the ultimate goal but only a stage within the process	Politicians, technical personnel and civil society		
Execution, monitoring and evaluation phase (Execute, monitor and assess)	Adjust or set up the execution and monitoring team (with few members and direct access to politicians)	Delimitation of competencies, calendar, specific strategies, priorities, timetable, budgets, etc.		Inter-disciplinary nature	The competent Public Administration for heritage matters, civil society	
		Human resources		Continuous training	Technical personnel and politicians	
		Technical resources		Continuous adaptation	Technical personnel	
		Financial		Continuous attention	Politicians	

	Indicators. Both those relating to the OUV in World Heritage cities and those of other historic cities and urban quality of life.	Quantitative/qualitative		All players involved and external evaluators
	Determination of social participation methods, including the frequency of meetings, through councils and/or working parties, as well as co-ordinators and reviewers	The general population must have direct access to those responsible for carrying out the management system quickly through clearly identified individuals	Visibility, proximity, frequency	
Evaluation and reaction phase	Evaluations, reviews and regular updates	Reviews and updates should not alter the initial philosophy and goals of the management system		All players involved and external evaluators
	Reaction	Re-definition of strategies, broken down into specific policies, in order to maintain the management's overall goals		
		Definition of the fields in which further knowledge must be acquired		



Return to step 1