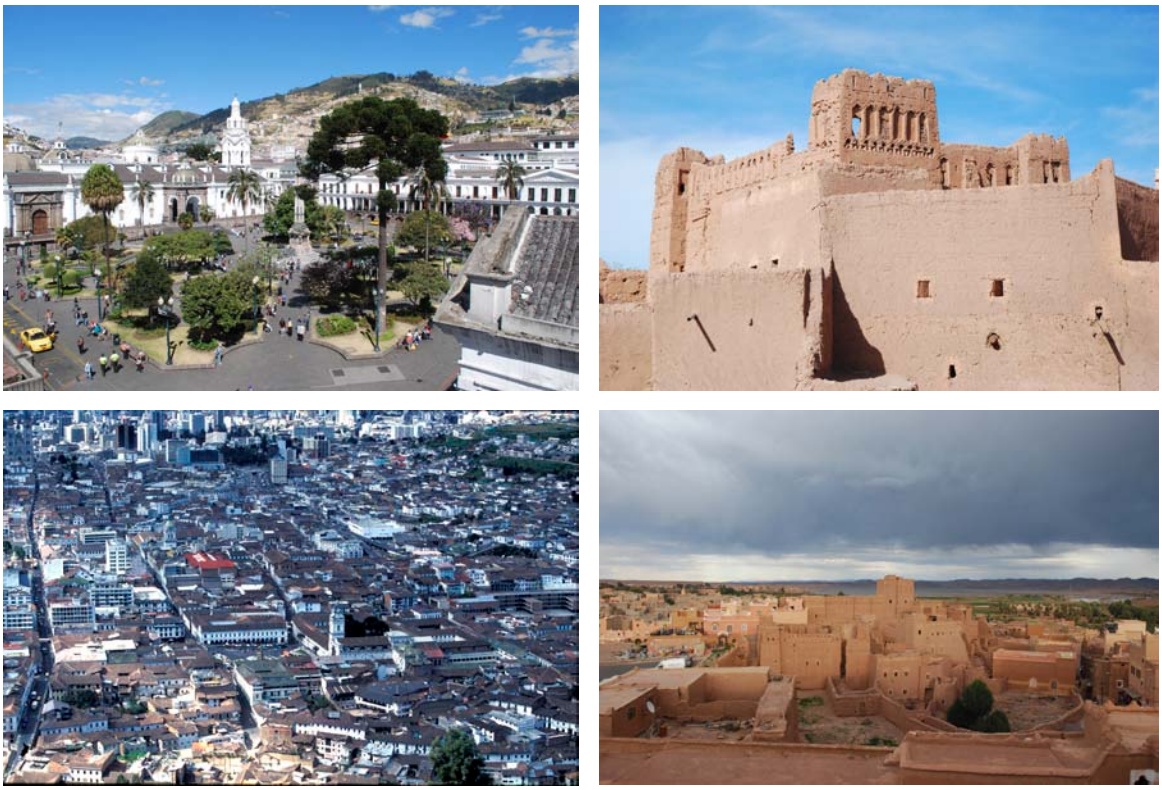
Historic Urban Environment
Conservation Challenges and Priorities for Action
Experts Meeting, March 12-14, 2009

MEETING REPORT



Historic Cities & Urban Settlements Initiative

The Getty Conservation Institute

This report is the work of the Getty Conservation Institute in the frame of its Historic Cities and Urban Settlements Initiative. The long-term goal of the Initiative is to contribute to the preservation of historic cities through the development of projects that focus on key challenges in the conservation of urban environments and that improve conservation practice in the field.

CREDITS

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The Getty Conservation Institute – Field Projects

The Getty Conservation Institute works internationally to advance conservation practice in the visual arts—broadly interpreted to include objects, collections, architecture, and sites. The Institute serves the conservation community through scientific research, education and training, model field projects, and the dissemination of the results of both its own work and the work of others in the field. In all its endeavors, the GCI focuses on the creation and delivery of knowledge that will benefit the professionals and organizations responsible for the conservation of the world's cultural heritage.

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Experts Meeting on the Historic Urban Environment: Conservation Challenges and Priorities for Action

March 12-14, 2009 - Los Angeles, CA

MEETING REPORT

One in every ten people lived in urban areas a century ago. This year, for the first time, a majority of people live in cities. By 2050, the United Nations projects, almost three-quarters of the world's population will call urban areas home. Most of this growth is centered in the developing countries of the Global South. In these emerging economies, nearly three of every five people will live in urban areas by 2030. Neal R. Peirce and Curtis W. Johnson. 2008. *Century of the City: No Time to Lose.* New York: Rockefeller Foundation: 7.

The threats to historic urban areas generated by modern urban planning have been of concern to the conservation community since the mid 1960s. Since that time, evolving concepts of urban heritage conservation and its role in urban rehabilitation and regeneration have been addressed through international, regional and local principles and guidance, driven largely by conservation practitioners. Over the last decade, the urban conservation challenge has grown critical due to rapid urbanization and the resulting growth and transformation of cities worldwide. Conserving historic urban environments is currently one of the most universally urgent and challenging cultural heritage conservation issues.

The holistic management of sites and their surrounding context has long been an important component of the Getty Conservation Institute's work. Since the mid 1990s, the institution has focused on the conservation of historic cities and the urban environment through a variety of collaborative projects. Recently, the GCI has undertaken bibliographic research and conducted a survey (Appendix 1) to assess the state of information available to practitioners and to identify unmet needs in the conservation of historic cities and urban settlements. In March 2009, to better understand and define the most urgent conservation issues specific to the historic urban environment, and to identify potential fields of action that will improve practice and support professionals and decision makers in addressing conservation threats, the GCI convened a diverse group of people representing various disciplines and geographic areas to share their knowledge and experience in the field (Appendix 2 list of participants**)**.

The objectives of the meeting were to:

- identify key challenges in conserving historic cities and urban settlements and understand how these challenges have had an impact on these cities;
- examine the role of heritage professionals and others involved in interrelated disciplines such as social and economic development;
- recognize the most critical theoretical and practical conservation needs of the field;
- discuss specific tools needed to better plan and conserve historic fabric, to improve practice, and to support professionals and decision makers in addressing conservation threats; and
- identify potential ways that the GCI can contribute to the field of urban conservation.

To address the meeting objectives, the meeting was structured around four key questions:

- What are the most pressing issues facing historic cities and urban settlements today?
- What have been the responses or approaches to the above issues?
- What are the gaps or issues that remain problematic?
- What are the means of addressing these outstanding issues?

To help participants prepare for the meeting, the GCI drafted and distributed a background paper enumerating the key challenges and issues in the conservation of historic cities. The main points from this paper are summarized in the following section.

1. SUMMARY OF THE BACKGROUND PAPER ON THE KEY CHALLENGES AND ISSUES IN CONSERVING HISTORIC CITIES AND URBAN SETTLEMENTS

The past century has been one of unprecedented change in terms of impact on the urban environment. Globalization, rapid uncontrolled development, demographic changes, and economic pressures are the main factors driving change in the urban environment, which directly impacts the preservation of historic urban environments. Immigration and population growth leads to rapid urban expansion and increased density within historic areas, while smaller rural centers are suffering from emigration resulting in obsolescence, abandonment and/or stagnation. These opposing conditions of growth and decline are symptomatic of larger social, economic, and cultural factors that shape a country's or region's development. They bring positive and negative change to historic urban areas; the conservation of these places is determined by how successfully they are managed. Although each city or urban area has its own particular set of conditions that result in specific responses, common patterns and trends are evident.

Urban conservation practices have not often referenced the various urban typologies (such as scale) that are used within the general planning sphere for strategic planning purposes. Therefore specific impacts on heritage have not been correlated to these urban typologies. For example, urban planners have labeled (although not consistently) cities according to size and make certain assumptions about planning needs and potential solutions to the trends mentioned above based upon these size typologies. Conservation practice has not related common problems to this type of categorization, which has hampered practitioners' ability to discuss the issues and strategically best target needs to these urban typologies. Instead, responses must be developed on a case-by-case basis. Use of a similar typological approach would improve the ability of heritage practitioners to relate impacts upon heritage values to larger planning issues, facilitate a common language for discussing these issues, and assist the field in strategically targeting needs to these urban typologies.

Cities are living environments that must change and adapt to the evolving needs and aspirations of their inhabitants. The challenge is to manage change in a way that balances the seemingly opposing, but often allied forces of conservation and development. Addressing conservation needs requires improved management of change to mitigate the potential negative impacts on the heritage significance of the historic urban environment. To do this the heritage values of the city need to be clearly identified and mechanisms for their protection and management established and integrated into the overall planning framework. These mechanisms must take account of pressures for modernization, improved living standards, and new environmental requirements. Social change can have a major impact on the historic urban fabric. A better understanding of the physical impact of social change is key to identifying new mechanisms for managing such impacts and finding ways to successfully accommodate advances in civil

society that retain the heritage significance of an urban area. Clearly identifying intangible heritage values that contribute to the heritage significance of an urban area is also vital.

2. THE EXPERTS MEETING DISCUSSIONS AND OUTCOMES

During the meeting the key issues were enumerated and discussed. The GCI tried to categorize these issues under four previously identified areas of need in the successful management of heritage generally and of urban heritage in particular. These include:

- a strong governance and legislative framework;
- policies that provide guidance on and trigger actions that implement the legislative framework;
- economic instruments and tools that address market failures and secure conservation actions where these occur; and
- education, communication, and mechanisms for public engagement to inform people about the values of heritage places, how to care for them and how to provide for the public's active involvement in the process.

It was noted that even if those four areas of need are met, the ongoing conservation and management of the historic area is not always successful. The solutions do not clearly reside in one of these four areas; they are inter- and intra-dependent, meaning that these four areas need to be addressed simultaneously. The actions in each of these four areas also need to be balanced. An overreliance on legislation, for example, without addressing economic issues will have limited success.

The participants acknowledged that there is now broad recognition by heritage professionals of the need to better integrate heritage conservation into the broader planning and city management framework; however, there is a lack of knowledge about how to achieve this.

Having discussed the urban conservation challenges of growth and decline, and recognizing the impact of these conditions on the historic urban environment—particularly over the last fifty years—the discussion focused on who the essential players are, what is needed to address the challenges (tools), and how this could be achieved (actions).

This paper summarizes the discussion held over the two days and concludes with a list of actions identified during the meeting that would assist in advancing the conservation of the historic urban environment.

2.1. The actors: their roles, responsibilities and how they affect conservation outcomes

Historic cities and urban settlements are living sites, with a multitude of people living, working and using the urban area on a daily basis. As such, cities are subjected to constant pressure to meet the needs of many users. An expanding range of actors are involved in the urban planning and conservation processes that are needed to achieve the successful, proactive, integrated conservation of heritage and to manage inevitable change and demands for sustainable development. Conservation of the urban historic environment implies a shared responsibility in which decision makers, owners, inhabitants, users, and visitors play key roles. Where conservation is isolated or confined to the realm of monument conservation, the resulting lack of integration into the general urban planning framework limits success. In aiming for an integrated approach, however, the responsibility must be shared beyond the

conservation practitioner. Each player has a different and specific role in the management of the historic urban environment. The relationship between the actors is also critical. Roles and responsibilities need to be clearly defined and well understood by all the actors and processes for dealing with conflict must be clearly identified.

The following specific actors were identified and their roles, responsibilities, and spheres of influence discussed.

Political decision makers

At the city or municipal level, mayors and political decision makers play a leading role and can potentially define and implement policies that will drive the city's approach to its heritage, its conservation, how it is interpreted, and the role conservation plays in the city's or urban area's future development. Decision makers are not usually trained in the field of heritage conservation and they rely on the city's various technical departments to manage urban development and conservation. Politicians often perceive heritage conservation and management as an impediment to development and economic advancement. *Heritage* can connote the past, while politicians are often elected on platforms of improving the urban environment through change and development; therefore, they look to the future rather than the past, to short-term actions rather than long-term planning. Politicians seek out strong, powerful, highly-visible actions. They often associate development and regeneration with iconic new buildings or other bold and obvious signs of progress that can be linked to their names. Subtle, less visible change is not as recognizable, thus is politically less attractive. It is important to link conservation actions with visible and recognized improvements so that actions can be achieved within shorter timeframes and can complement political cycles. Balancing short- and long-term actions potentially meets broader aims.

Heritage practice needs to be linked more closely with the public interest in the long-term environmental, social, and economic sustainability of cities. Heritage management is just one of a multitude of diverse responsibilities of city management. Heritage is often a low priority; infrastructure, economic development, and new environmental sustainability requirements are more likely to be higher priorities. Attracting private investment to facilitate municipal needs is inevitably a priority for many local governments, and as national funding declines, cities are increasingly required to become financially self sufficient. In many developing countries, rapid population growth and urban sprawl have transformed cities into megalopolises whose planning agencies have not been able to control development effectively.

Urban planning is largely a locally administered process, but heritage conservation, particularly when involving a World Heritage place, often operates at the regional or national level. Conflicting objectives between different levels of government further complicate both the decision-making process and the implementation of heritage policies. Priorities and interests between different levels of government are not always shared, further isolating conservation practice from the city's processes. Strong local leadership is key to insuring the integration of conservation planning needs with other strategic planning demands, to establishing official conservation mechanisms that meet various governance requirements, to engaging with the population and other entities that can affect conservation outcomes, and to securing and directing the necessary resources to implement actions that will serve as a catalysts in the conservation process. Ongoing education and support for constantly changing elected government officials is important to secure long-term measures. Overarching mechanisms at the local government level that secure long-term initiatives against short-term actions are also critical.

Urban planners, architects, and conservation professionals

Because cities and urban areas are almost always administered by local governments, and because of the rapid cycle of change that occurs at the political level, creating and maintaining a robust and effective administrative structure is critical. Establishing and retaining professional conservation expertise within the core of an urban area's planning and management structure is therefore essential in order to protect the historic urban environment and provide for the continuity of dynamic conservation processes, from planning to implementation. Given that urban environments are subject to continuous evolution and change, conservation becomes an ongoing process that requires periodic revision and adaptation to keep pace with planning processes.

However, because they are often considered to be experts representing separate areas of practice, heritage conservation professionals and urban planners are frequently located in separate areas of the city's governance structure. Furthermore, heritage conservation professionals and departments are often located at levels in municipal institutional hierarchies where their influence is meager or where they do not have direct access to the decision-making paths necessary to influence good conservation outcomes. Weak or poorly implemented legislation and policy, or a lack of policy guidance, can exacerbate this situation.

Lamentably, current architectural education offers little in the way of training about historic urban environments, historic buildings or conservation. Basic education about historic building materials, building conservation practices, and particularly conservation practice for historic urban areas has become a postgraduate educational activity. Current architectural training emphasizes the new and promotes personal expression over context-based design. In the past decade, the rise in the popularity of the iconic building as emblematic of a city's success and power has reinforced this approach. Newer, bigger, more noticeable insertions into historic urban areas now compete with the historic environment rather than recognize it as iconic in its own right. Global architectural approaches currently pay little heed to local context and rarely recognize the local distinctiveness that comes from historic fabric. Furthermore, those approaches do not encourage the use of materials that reflect local conditions (climate or geology for example). Current architectural education has also largely abandoned teaching about traditional materials and construction techniques, thus deskilling generations of architects in how to work with historic buildings. This shift in architectural approach and language has not only had a major impact on global, historic urban environments, but it also reflects a lack of consensus and consistency in the implementation of conservation planning processes.

Likewise, modern urban planning practice pays little attention to the historic urban environment. Concurrent with recent architectural trends, new emblematic insertions into city plans are favored. Urban planning education has also moved away from historical analysis. Generally, urban planners are not well versed in the analysis of historic urban areas and their role in the urban environment, which limits the potential for development of an understanding of how the urban area functions or what the relationship between intangible and tangible heritage values is. New urban planning trends have sought to emulate the benefits of earlier historic models but have not dealt with how to interface with what already exists.

Essentially, there has been a rupture in the way in which architecture and planning approaches the city and how the past, present, and future are bridged. Furthermore, conservation training provides little interface with the range of disciplines engaged in the urban planning process and results in a lack of awareness about other fields—such as social development or infrastructure development—all of which play a role in the urban conservation process. In some instances, the heritage field's definition of

successful outcomes with respect to planning initiatives may be so inflexible that a solution is difficult to reach, a situation that could be addressed through training in negotiation, collaboration, and conflict resolution.

Heritage practitioners have not been effective in articulating the various elements of the historic urban environment that contribute to the heritage values of the place. The architectural values may be well expressed, but the social values, landscape, and less-tangible values that need to be conserved to sustain the urban area may not be well defined and the mechanisms for their protection may not be well established. Conservation practitioners do not always agree on the fundamental concepts of urban conservation and are not using a common language within the profession. Coupled with the fact that the field uses conservation-specific terminology that is not well understood outside of the conservation sphere, the ability to integrate heritage conservation into the broader planning framework is hampered.

In general, there are differences between less-developed and developed countries. In Less-developed countries may lack a rigorous framework for heritage conservation, as well as competence, skills and/or resources. Competence in urban planning skills and experience may also be lacking. Combined with rapid urban expansion, underdeveloped infrastructure, and new economic models that rely more on the private sector to deliver public outcomes, this means that the challenges are critical. In developed countries the lack of integration of heritage conservation and planning and poor coordination of efforts are the most common problems.

Developers

In many parts of the world the shift to—or growing strength of—the market-driven economy has resulted in an increasingly powerful development industry. In some areas where governments have withdrawn from or do not have good strategic planning frameworks in place, developers are powerful outside actors who play a determining role in the process of urban development. They therefore directly affect the quality of the urban environment. Without a sound planning framework, when left to the market urban development and regeneration is opportunistic and driven largely by economic market forces such as real estate or tourism. This can result in uncontrolled land speculation, leading to issues such as mono-functional development, which can drive out activities and occupants that contributed to the significance of the place; demolition and replacement of heritage buildings to provide new and modern architecture and infrastructure; or over-gentrification of heritage places, which can distort or misrepresent their heritage values, inevitably resulting in the loss of intangible heritage values that contribute to the significance of the place.

The development industry, however, can also play an important, beneficial role, if the framework for its role is well defined and the interests of the government, developer, and population are aligned. Private sector involvement in heritage conservation is increasingly demanded of governments around the world. This can be highly successful, especially if the government strategically drives the process through identification and clear expression of significant heritage values, as well as provision of a sound legislative and policy framework for the protection of heritage values and management of appropriate changes. Government's provision of clear, consistently applied, consultative processes for the private sector to work within is key to success. Clearly defining what needs to be conserved, what extent or type of change is appropriate, and how the heritage values of the place need to be revealed or interpreted during the development process can result in highly successful and sustainable conservation outcomes. Strong, knowledgeable, and transparent governance is essential for success.

Much emphasis has been placed on economic development as the primary means of solving conservation problems. However, there are opportunities to better recognize the role that other development needs, such as social development, can play, either alone or in tandem with economic development, in achieving conservation aims and improving the lives of all the inhabitants, owners, and users of an urban area.

Builders and Contractors

The impact of the construction industry is often overlooked when considering the ways in which building works in historic areas are carried out. There is a general acceptance of practices and standards that in many cases fall short of what would be expected when intervening is such sensitive environments. Builders working in historic areas, particularly those involved as contractors in major restorations and public works, should be selected on the basis of their competence to respond to the specific requirements of historic buildings and urban environments.

Inhabitants, users and visitors

Inhabitants and owners play a crucial role in conserving historic urban environments. Unlike many large monuments, urban areas include privately- and publicly-owned buildings and public spaces. In many instances the heritage significance of an urban area may also be the result of particular uses of these buildings or spaces, as well as other intangible values such as living traditions. Conservation is thereby implicitly linked to the inhabitants. They are the caretakers of the place, responsible for the daily use and maintenance of both private and public spaces. They also transmit the intangible cultural values of the urban area and may have long-held associations with the place.

Gentrification and the resulting displacement of traditional inhabitants, or conversely abandonment by the middle-class to lower-income inhabitants, fractures the relationship between inhabitants and the significance they contribute to the place and can result in a loss of the intangible heritage values of the place. The shift from middle-class to low-income inhabitants can result in absentee ownership, a lack of commitment by owners, the inability of low-income inhabitants to maintain the physical fabric of the buildings, increased density of occupation, the subdivision of properties from single to multiple family occupancy, and unsympathetic accretions and additions. Gentrification, or land speculation due to tourism or other economic forces, can drive up land prices, displace populations, change the use of buildings and urban spaces, and remove activities that may contribute to significance.

Inhabitants play an important role in promoting, conserving, and managing their heritage. Identity, a sense of belonging, and an ability to continue the activities associated with intangible heritage values of a place ensure the continuity of these values. Therefore, inhabitants should be involved in the planning process in a timely manner and from the start of the various processes. However, the success of inhabitants' involvement relies on a sound governance framework, clarity about their roles, and acknowledgement that some decisions and actions may need to be undertaken by government.

The multifunctional nature of the city (economic, administrative, commercial, recreation, and residential) is usually reflected in its physical fabric. Where the urban area is multifunctional, maintaining these activities secures the cultural dynamic and sustainability of the place. This requires specific policies and mechanisms to retain this dynamic and address issues such as use. For example, when there is pressure for tourism-related development within a residential area, and if the cultural significance of the urban area is to be sustained, the inhabitants need to be considered as the primary stakeholders.

Relationship between actors

Public institutions lack a holistic vision of how historic urban areas should be planned and managed, while the residents themselves are marginalized and have little control over the decisions that directly affect their immediate surroundings. This lack of vision and abdication of responsibility and controls has created a situation in which the initiative is largely left to private, piecemeal interventions, without coordination or a sense of the long-term objectives to be achieved. This development model can be devastating when applied to the often fragile fabric and social context of historic urban areas, which are highly valuable for their centrality and are thus perceived as opportunities for high-end redevelopment, without consideration for the tangible and intangible values accumulated over many generations, and for the dense stratification of housing, small businesses and localized manufacturing that are the lifeblood of historic cities everywhere.

In general, heritage conservation is not well understood by politicians, decision makers, owners, and inhabitants. There is a crucial need to better present the value and the benefits of the heritage and its conservation. Local government officials (especially planners), investors, and local communities seek clear, transparent, accessible presentation of the aims and benefits of the preservation of the historic environment. They seek to better understand how conservation can improve the quality of life, how historic buildings can be adapted to useful new functions, and how conservation of cultural resources relates to other concerns, such as sustainability and environmental conservation.

There is a need to promote the heritage values of a place and highlight conservation as a positive, attractive and beneficial strategy for urban management and development, and demonstrate conservation's role in the identity, social, cultural, and economic life of the city.

Key to success is a strong, centralized governance framework, with skilled heritage professionals as well as other urban experts who understand the role of heritage conservation and an informed, engaged citizenry.

The involvement of inhabitants and local people is indispensable and can endure through political cycles. Successful conservation is a result of simultaneous top-down and bottom-up support. Building long-term support for heritage and its conservation is critical.

Urban and conservation planning should be better integrated across professional spheres of urban planning, including social and economic areas of development. It is imperative to bridge expertise within the different fields of a city's management to ensure constructive, multidisciplinary, transverse understanding, and to generate cross-cutting efforts.

There is a potential to include conservation in the dynamic of an urban area's development, to better integrate conservation in the decision processes of other fields, and ensure a multidisciplinary approach that would facilitate the integration of social needs with other needs of modern life such as transportation and infrastructure. Approaching conservation from other perspectives through other initiatives (such as environment, health, and education) would contribute to a more proactive attitude and, consequently, be more successful.

Within the professional conservation sphere, international doctrinal documents such as charters and declarations provide a common body of knowledge and language. However, heritage professionals do not share this language often enough outside their own domain, and many have not been effective at communicating how heritage significance relates to other necessary actions. Heritage practitioners

need to work together to improve communication within the profession and find common means of adapting their messages and language to appeal to a wider audience.

Generally, there are few well-articulated principles for intervention in the historic environment. This is particularly true for infill development, an area demanding more and more attention, where it is necessary that there be agreed-upon approaches and ground rules both for those intervening and for decision makers.

2.2. Defining historic cities and urban areas and identifying typologies

Relating significance to the area to be protected

Currently, there is no well-understood definition of the historic city, historic center, or historic core that recognizes the values that together contribute to their heritage significance. Today, historic urban areas are delineated largely by the limits of the historic fabric and do not often identify and protect other significant features or elements that contribute to their overall value, such as geographic setting and other tangible and intangible elements. It is possible to identify and attribute different values and different levels of significance to an urban area's constituent parts—to specific areas, monuments, the city plan, specific uses of some areas, landscape components and so on. Once these parts are clearly identified and their significance assessed, then the approaches to each part's conservation can be identified. Because the historic city inevitably continues to evolve and change, how that change is managed becomes critical. Some constituent parts, for example, may not withstand much change without irreversibly affecting heritage significance, while other parts or components may be better able to accommodate change. To integrate these variables in the decision-making process, the process needs to anticipate change while also being holistic, flexible, clear and consistently applied. Information is needed for decision makers about the limits of adaptability, and about how and where development is needed to either interpret or sustain the historic urban environment.

Scale as a means of identifying urban typologies

All cities are different in size, configuration, and setting; each has a specific social, historical, and political context. However, there may be commonalities in approach that can be drawn from the size of the city and other factors, such as whether the historic area is within a modern city or the historic fabric extends over most of the urban environment. For example, the issues and conservation approaches will be different for a small-sized city of fifty-thousand inhabitants versus an extensive metropolis. General urban planning methodology uses the concept of the city typology and defines common approaches for certain typologies. Urban conservation practice has not followed this approach to date, but there appear to be benefits to examining it. Once the relevant typologies have been identified, it will be possible to develop or identify specific tools or approaches that work best for the various typologies. In that way, urban conservation actions can be fitted within more general planning approaches for the different typologies. Existing urban typologies can be used as points of reference to support a useful classification for historic urban settlements. Adopting this urban planning methodology to urban conservation can assist in better targeting the tools used for managing historic urban areas. It is also a way, more generally, to bring urban conservation closer to urban planning methodologies and to facilitate interdisciplinary communication about conservation needs and practices.

Function, use and tourism-related development

Most historic cities and many historic urban areas support a range of different but complementary functions. Retaining the multifunctionalism of the historic urban area is usually required to preserve its values and secure its future. Poorly managed tourism-related development is a specific issue that has been identified as a cause of damage to historically significant urban areas, particularly those on the World Heritage List. Tourism-related development is often seen as the solution to secure the economic viability of historic urban environments. This concept is widespread and misleading, frequently interrupting the balance between multifunctional aspects of the city and all too often leading to the destruction of the very thing attracting people to the area. The economic benefits resulting from tourism are often so important that governments have responded by establishing governance structures that take tourism-related development outside the usual heritage and planning framework, frequently with disastrous consequences.

Where heritage is a source of substantial economic benefits, it is essential to manage the pressures that result from tourism-related development through a sound governance structure that puts heritage conservation front and center. A more sustainable approach to focusing all development on tourism is to introduce tourism-related activities into the range of activities that already exist, without damaging others that contribute to the heritage significance of the place. Providing a diverse and wide range of activities and attractions that recognize, celebrate, and interpret the various heritage values of the urban area and neighboring areas is a means of both reducing the stress on the historic core and promoting development in other areas, thus benefiting a wider sector of the community.

2.3. Tools for enhanced conservation outcomes

Urban analysis and mapping tools

Mapping techniques, including GIS, are widely employed tools used by governments to document what exists and plan for the future of the physical environment. Most heritage mapping tools identify and locate heritage places. Some define levels of significance, plot policies for their management, and in some instances plot heritage values. The potential to map other values, including intangible values, social significance, and economic benefits is less well utilized, but could be a very powerful tool in gaining understanding of intangible values and relating economic benefits to heritage significance.

Conservation policies and actions may not apply to the whole city, but these policies and actions need to be located within the overall planning framework for the city. Macro-planning efforts need to indicate and be cognizant of the need for detailed analysis of the historic urban environment and its conservation needs.

Defining the acceptable degree of change based on typological studies of the urban fabric is an important tool to manage historic urban fabric. This information should inform strategic urban planning efforts, and together with a flexible decision-making process will result in better conservation outcomes. But decisions need to be made based on sound, detailed knowledge. Generic statistical or indicative analysis of the urban fabric is not sufficient. Detailed analysis of the historic environment is time consuming and requires professional expertise to identify architectural and other elements that contribute to the significance of the historic urban environment. However, this work is an essential first step and an investment in the future management of the historic urban

environment. Once done, it can provide long-term information for decision making on a day-to-day basis and the continued monitoring of the condition of the city.

This detailed urban analysis should be represented visually on maps that identify significant elements of the historic urban environment, as well as their levels of significance. Planning policies should provide clarity for all users and explain why some conservation actions are needed.

New technologies and tools used in other planning fields should be investigated to determine how they may be adapted to the fundamentally cyclical process of planning. Much heritage analysis work has not yet been incorporated into planning databases used by authorities, thus undermining a more effective integration of conservation into the planning process.

The tools for monitoring the condition of the historic urban environment are inadequate at best and nonexistent at worst. Few examples exist where mapping tools have been used to provide clear information about the condition or the vulnerabilities of the historic urban environment, particularly with respect to monitoring the extent and rate of destruction and/or transformation of historic areas. Consequently, there is little information on the impact of change in historically significant urban areas.

Economic tools

Economic analysis plays an ever-increasing role in the development of government policies and in securing private investment for the conservation of the historic environment. The tools for economic analysis as they pertain to heritage conservation are limited and difficult to apply. Furthermore, to date there has been a lack of consensus by economists about which tools to use and the degree to which positive outcomes have occurred in those cases where specific tools have been employed. Therefore, clear models and tools for articulating the economic benefit of urban heritage are urgently needed.

The impact of development on the heritage values of a place is often weighed against the economic value of carrying out development in the region or urban area. To date there have been some attempts to equate the two, but with limited success. Better tools to assess this would assist the decision-making process, where loss of heritage value is being traded off against short-term economic benefits.

Traditional construction techniques, materials, and methods are often disregarded as inferior or considered too time consuming and, therefore, too costly to use in the process of urban regeneration or rehabilitation. However, the abandonment of traditional methods or materials invariably has long-term detrimental effects, not just to the fabric itself but also in the eventual loss of know-how and the disappearance of traditional materials (due to loss of the market for the material). Enhanced information and tools that evaluate the long-term cost/benefit of using more traditional approaches can assist in making the case for sustaining the use of traditional materials and methods.

Models and examples

Despite the plethora of heritage-related publications in circulation, it is difficult to gather information about successful examples of urban conservation practice. Better information on exemplar projects or areas that describe the legislative and governance structure, policies and plans for actions, economic models, and public programs that secure community support and action is needed.

There are good, locally developed guidelines that deal with issues such as adaptive reuse of buildings, urban regeneration, and infill development, but there is little generic information available that can be

easily adapted to local conditions. Therefore, heritage-based organizations should play a strategic role in helping to fill this information gap.

2.4. Continuing needs to improve the conservation of the historic urban environment

The meeting concluded with participants identifying a number of specific actions that would greatly encourage progress in the conservation of the historic urban environment. These actions range from generic to specific, from macro to micro, and from relatively straightforward to extremely challenging to implement. Rather than being a comprehensive list, they represent the view of the individuals present and follow from the discussion held during the two-day meeting.

3. ACTIONS TO ADDRESS THE IDENTIFIED CHALLENGES AND NEEDS

1. *Embed conservation in the urban planning process*
   - There is a need to embed the practice of evaluating the preexisting conditions of the historic urban environment and its conservation needs into the urban planning process. Previous attempts have been neither bold nor assertive enough.
   - New tools and/or good examples of successful models are needed to demonstrate how this can be achieved.
   - New strategic partnerships are needed to better locate conservation with sustainable development.

2. *Enhance the mapping tools used by authorities to identify and manage the historic urban environment*
   - Mapping is a powerful tool that can be used to visually identify, locate, and manage the historic urban environment and show the relationship between significance and the policies in place to protect that significance. Mapping tools exist that provide clear information on the condition of the historic urban environment, or that identify vulnerabilities and can be used to measure change, but are not well known or utilized. Providing good models of such mapping tools would greatly enhance the ability to communicate conservation needs and monitor actions.
   - Establish mapping tools designed to monitor on an ongoing basis the extent and rate of destruction and transformation of historic urban areas.
   - New mapping tools are needed that accommodate new priorities for public participation and public access on identified heritage places and their significance. The conservation process begins with the need to understand the heritage significance of the place. There are many examples of mapping tools to achieve this. However, new demands for public participation and the opportunities for improved understanding that comes with better public access to mapping tools mandates models that better communicate significance to the public and links significance to conservation needs. Such models also need to better respond to a public audience. In other words they need to have a simple public interface, be less jargon laden, and be more visual. Public access to information about heritage places that explains why they are significant and which conservation policies in place protect these values will improve understanding of the system, inspire greater confidence, and ensure wider support.
   - If carefully used, mapping methods that locate and reflect the impact of social and economic values could become robust decision-making tools. Some research on mapping economic data has been developed; further tests in the field are warranted.

- Identify the correlation between physical and social mapping to address both tangible and intangible heritage values that may together contribute to the heritage significance of the place. Identify methods to demonstrate these interrelationships. Being able to communicate these clearly and effectively to residents and users of the urban environment will improve understanding on the range of actions and people's role in conservation. Community involvement is now an integral and iterative part of the planning and conservation process. The process needs to recognize and accommodate this.

3. *Categorize cities and urban areas by typologies that define characteristics and that demand different approaches, then target tools to typologies.*
   - The participants agreed that there are some characteristics of historic urban areas that have been identified as specific typologies used within the general urban planning context. The scale of the city is a typical example. Certain typologies respond to external forces, such as economic pressures, in a similar way. Once the relevant typologies have been identified, it is then possible to develop or identify specific tools or approaches that work best for the various typologies. To date, urban conservation practice has not categorized significant urban areas using such typologies. Adopting this methodology to urban conservation can assist in better targeting the policies used for managing historic urban areas. It is also a way to bring urban conservation closer to the methodologies employed in urban planning more generally.

4. *Carry out a pilot study that embeds economic development in a conservation management plan for a historic urban environment.*
   - Choose an historic area where there is a need to improve economic sustainability as a case study and conduct a pilot study that aims to link local development actions with conservation actions. This could demonstrate how to embed economic development in conservation management actions for the place.

5. *Identify successful models of tourism management to help local government better evaluate the potential and the limit to be given to tourism development.*
   - Collect research on examples where new tourism initiatives have been developed from preexisting cultural activities that reinforce existing resources, uses, and activities. The examples should highlight how developing/reinforcing local activities and uses have been achieved as integrated conservation solutions. The research should identify not only where such initiatives have occurred, but also which tools and methods have been used to achieve desired objectives.

6. *Identify good examples of successful tools for communicating heritage values, managing local needs and developing conservation actions that are well embedded in local/regional or national frameworks and that have been sustained over time.*

7. *Shift the language used in discussing conservation in historic urban areas. Recognize the concept that conservation is about managing thoughtful change that limits negative impact on the heritage values of the place and also helps to reveal and reinforce these values.*
   - Find ways and examples of how to demonstrate this approach and how conservation actions can also raise the quality of people's lives.

8. *Recognize the importance of local government's role in managing historic urban environments and target the development of tools, actions and efforts to this audience.*
   - To date, much of the emphasis has been on targeting the conservation professions (preaching to the converted). Target the area where most help is needed—local government—which, worldwide, is generally the public institution responsible for either initiating or controlling actions within historic urban areas.
   - Examples of specific needs and potential tools/guidance to develop include:
     - Mayor's heritage policies—a powerful tool used successfully by astute mayors to secure buy-in for conservation actions, raise the profile of heritage, and clarify its role in the cultural, economic, and social development of the city.
     - Information that demonstrates the role of conservation in helping local governments to meet their sustainability agendas and targets.
     - Information for professionals and local government on managing and facilitating public participation processes.
     - Build the negotiation skills of conservation professionals to interact within the governance framework.
     - Methods and tools that assist in identifying community needs, and ways to demonstrate how conservation can meet these needs, assist in identifying complementary fields, and specifying how they can best collaborate.
     - Find ways to tap into preexisting mechanisms and programs within city governance frameworks—e.g., the sustainability agenda.

9. *Build the construction industry's capacity in construction work*
   - Information and awareness raising with national and local contractors' associations and chambers of commerce to disseminate the special requirements and methods of construction applicable to historic buildings and to infrastructure installations in sensitive heritage areas.
   - Encourage the development of companies well-versed in heritage conservation, as well as the establishment of accreditations and rosters for specialized contractors.

10. *Create new strategic partnerships between heritage and development agencies to jointly develop and promote good practice.*

11. *Develop clear and well-targeted guidance for local municipalities that demonstrates good models, a framework that would translate the principles in a useful process and associate it with adapted tools. A template should support the identification and presentation of goods, and research should be done to identify typologies of cities to support this framework and help to adapt it to the varying contexts.*

12. *Develop generic principles-based guidance on intervening in the urban environment. Guidance could cover issues such as the inclusion of modern architecture in the historic fabric, how to address issues such as significant views, skyline of the place, adaptation and regeneration of historic areas, and how to manage issues of increasing density.*

13. *Identify and provide credible information, agreed upon by economists, on how to assess the economic benefits of heritage and how and when such information could be useful in the decision-making process.*

Appendix 1 : Summary of the Historic Cities Survey

Introduction

In late 2008, the GCI initiated an online survey to collect information on the practice of conservation and management of historic cities with the aim of better understanding the concerns and needs of the professional community and interested individuals in the field of historic cities conservation. The survey contributes to GCI's ongoing research on the challenges currently facing the historic urban environment.

The survey was driven by four main questions:

1. What are the major problems currently facing the conservation of historic cities and urban settlements?
2. What are the current approaches used to address these problems?
3. What are the gaps or issues that remain problematic?
4. What needs to be done to address these outstanding issues?

Twenty-seven survey questions were designed in order to identify:

- who was responding – field of experience and position (responsibility), category of city
- how heritage was managed in the frame of the city management
- the most pressing issues and needs

The survey was first circulated in English in October of 2008 and later distributed in Spanish and French in January of 2009. The survey was broadcast by the International Council of Monuments and Sites (ICOMOS) and the Organization of World Heritage Cities (OWHC) to their respective members. The participation of conservation practitioners and allied professionals was also solicited via a link in the GCI e-bulletin.

Respondents totaled 198 to the English edition, 14 to the Spanish and 12 to the French versions. The statistical data summarized hereafter results mainly from the English survey per February 26, 2009, as it was not technically possible to merge the three surveys. However, data from the French and Spanish surveys was included in the analysis of comments.

The majority of respondents (85%) were ICOMOS members while 23% were from OWHC city members and 4% were from the League of Historical Cities (Question 4 – 169 responses). Participants may belong to more than one of these organizations. 35 additional organizations were noted. Finally, it is important to take into account that over half of the respondents (55%) were from developed countries (Question 8 – 198 responses).

Respondents

Respondents were asked to identify their professional qualifications (Question 1 – 198 responses). They were then asked if they were involved in the management of a historic urban environment (Question 2 – 205 responses), and if so in what capacity (Question 3 – 127 responses), as shown in the following table:

Top 3 management capacities according to professional qualifications

% of total	Professional Qualification	% involved in management of an historic urban environment	Management Capacity	% working in this capacity
58%	Architecture	70%	Private Sector Architects	23%
			City government heritage officers	17%
48%	Urban Planning	80%	Non-governmental agency	22%
			City government heritage officers	19%
34%	Management	85%	Non-governmental agency	21%
			City government heritage officers	18%
Responses: 198, 205 and 127				

Few respondents worked at the national or regional level, indicating a concentration amongst our respondents of authority at the local level.

With a total of 71 represented countries, the largest number of responses was notably from English-speaking countries, as detailed below. It should be noted again that the dominance of developed countries skews the data towards issues specific to countries with efficient markets and higher levels of government organization and available funding.

Survey respondent numbers and top 5 countries in which English survey respondents are working.

Survey Language	# of Responses
English	198
Spanish	14
French	12

English Survey	
Country	**# and % of respondents**
USA	39 (22%)
Australia	15 (7%)
Canada	9 (4%)
Brazil	7(3%)
UK	7(3%)
Responses: 198	

NOTE: Spanish and French surveys were created and distributed at a later date, so some respondents to these surveys may have responded to the English survey as well.
NOTE 2: In order of quantity, responses to the English survey were also received from countries in Eastern Europe, Latin America, the Middle East, Asia and Africa

Respondent numbers to the Spanish survey were as follows: Spain-6, Argentina-2, Brazil-1, Ecuador-1, Mexico-1, Peru-1, Portugal-1 and Uruguay-1. Respondent numbers to the French survey were as follows: Canada-3, France-2, Tunisia-2, Brazil-1, Italy-1, Senegal-1 and Zaire-1. The full list of countries and cities in which respondents are working can be found at the end of this appendix. Overall, respondents worked in cities with a population over 1 million (40%)(Question 5 – 200 responses) and an area of 10-399 km^2 (40%)(Question 6 – 177 responses).

Management

This section of the survey focused on the management of historic cities and urban settlements, including funding, legislation, and skills. The GCI was particularly interested in investigating the varying layers of governmental authority that oversaw the growth and preservation of the historic urban environment, what their priorities were and their coordination levels with regard to conservation issues.

Policy and Guidelines

When asked to identify at which governmental level legislation or policies affected heritage buildings and neighborhoods, protective measures appeared concentrated within the national government. Funding to implement management plans and economic incentives for private owners of historic buildings was notably lacking, as detailed in the following chart (Question 13 – 160 responses):

Conservation legislation and policy according to government level

Government Level:	National	Local	Does not exist
Legislation to protect individual monuments/sites	70%	23%	7%
Legislation to protect city beyond individual buildings	47%	30%	23%
Conservation policies directed towards good heritage outcomes	29%	38%	33%
Funding to implement management plans/policies	23%	26%	51%
Economic incentives for private owners	28%	28%	44%
Database of heritage sites, buildings and items	48%	40%	11%
Heritage database link to city's urban planning database	16%	43%	42%
Development plans that consider conservation	18%	47%	36%
Responses: 160			

In a subsequent question, respondents were asked if their city had guidelines or policies on a number of issues (Question 14 – 156 responses). The top 3 responses are listed below:

Top 3 Guidelines/policies that do or do not exist for specific issues.

Guidelines/Policies do exist for these issues	% "Yes"	% "No"
Repair or conservation of historic buildings	63%	30%
Adaptation or alterations to historic buildings	58%	33%
New development in historic areas with regard to design guidelines	55%	38%
Responses: 156		

Guidelines/Policies do not exist for these issues	% "Yes"	% "No"
Interpretation	21%	65%
Management of historic gardens or landscape	30%	55%
Color Plans	29%	52%

One respondent commented that "Planning awareness does not translate into design excellence," highlighting the fact that there is no guaranteed connection between the existence of guidelines and appropriate design.

When asked if heritage conservation/management was well integrated into city planning, participants responses were almost evenly divided, with 43% responding "yes," and 46% responding "no." 63% stated that their historic area/city had development plans that take account of conservation needs (Question 12 – 161 responses). Other comments similarly highlighted conflict between heritage offices and planning/development offices, as well as a lack of maintenance or enforcement of existing plans.

When asked to describe current actions planned to enhance conservation outcomes over the next three years, many respondents listed the creation and implementation of a management plan. Others said that they were not aware of any such actions, while some were specific, noting actions such as river revitalization planning (Question 26 – 110 responses). Management planning is clearly an acknowledged priority and consideration.

Skills and Authority

In general, responses indicated that city governments appear to be well-staffed and experienced with regard to conservation skills and coordination. Most respondents are working in cities that have in-house heritage or conservation professionals (Questions 16 – 156 responses) and a dedicated conservation team, as illustrated below (Question 23 – 138 responses).

City government skills and coordination

Skills within city government	% "Yes"	% "No"
Heritage/Conservation department or officer	77%	19%
Tourism department or officer	74%	14%
Conservation or urban planner	67%	27%
Conservation architect	51%	43%
Responses: 156		

City government authority responsible for conservation coordination	% "Yes"
Heritage/Conservation team	63%
Urban planning team	52%
Development team	17%
Tourism department	14%
Architect team	13%
Asset managers team	7.2%
Responses: 138	

When asked if the city government had sufficient skills or funding to manage the historic city/area's conservation issues, 61% responded "no." Comments indicated that funding was a more pressing concern than a lack of skills (Question 17 – 157 responses).

In order to better determine the coordination of conservation activities, participants were asked if conservation was centralized in one authority or decentralized amongst many authorities, to which 50% of respondents stated efforts were decentralized. Subsequent comments further indicated that authority and organization is decentralized and divided between various levels and departments of the government that do not communicate efficiently enough (Question 22 – 152 responses).

Funding and Tourism

When asked in an open-ended question what revenue sources for conservation other than tourism were being considered in cities in which respondents were working, the top 3 sources of funding were the national and local governments, tax revenues and grants (Question 21 – 153 responses).

Tourism does not appear to be a significant source of revenue for the management or maintenance of historic areas or specific sites, with 70% of respondents stating there is no revenue stream from tourism that is directed specifically toward conservation efforts, 12% responding that a revenue stream did exist, and 18% being unsure(Question 19 – 156 responses). When asked to state what percentage of tourism revenues were dedicated to conservation management, those that responded all stated percentages that were less than 25% (Question 20 – 79 responses).

Tourism revenues directed towards conservation

% of tourism revenues dedicated to conservation management	# of respondents
0%	45
1%	1
2%	4
5%	4
10%	2
25%	4
Not known	19
Responses: 79	

When asked about the existence of tourism strategies that include historic sites and places, 36% said that tourism plans did not integrate historic cites and places, while an almost equivalent 34% of respondents said that their city did have such a plan and 30% were unsure if such a plan existed. Of the participants that commented further, most plans were described as marketing plans and focused on the promotion of cultural tourism sites. One respondent indicated the goal to "deconcentrate the tourism activity outside the historic district and create new attractions." Others stated that existing plans were not as extensive as they should be (Question 15 – 160 responses).

Problems, Causes & Needs

The following section of the survey focused on identifying the main challenges facing historic cities and urban settlements, the causes of these problems and the tools or areas of research necessary to confront these problems. In general, the results indicate overarching apprehension regarding the relationship between development and conservation, and concern about the current level of interagency cooperation. It should be noted that "changing demographics" was a possible answer in question 10 regarding problems facing historic cities and question 11 regarding the solutions to the problems. That it appears as both a problem and a cause highlights the complex relationship and the lack of a direct, linear, link between these three categories.

Problems

Respondents were asked to individually rank 26 different problems for historic cities as being of the greatest, secondary and least concern. Participants were also given a "not applicable" choice. They were not asked to rank them in comparison to each other. The top three in each ranking are listed below (Question 10 – 170 responses):

Top 3 problems of greatest, secondary and least concern

Issue of greatest concern	% ranking
Conflicts between heritage needs and development needs	71%
Investment for heritage conservation	56%
Managing new buildings/development	51%

Issue of secondary concern	
Adapting traditional structures for modern lifestyles	52%
Managing infrastructure and its replacement	47%
Building maintenance	46%
Least Concern	
Sanitation and related health issues	45%
Water supply	45%
Crime and safety	42%
Responses: 170	

NOTE: The dominance of conservationists in the respondent pool is notable in the responses to question 10, as issues of sanitation and water supply are certainly primary concerns for other professionals. It should also be noted that the dominance of developed countries also influences these responses.

Because of the specificity of environmental hazards, the topic was addressed in a separate question using the same ranking system. Flooding is a major threat, as noted below. Comments also listed fire as a significant threat (Question 7 – 185 responses).

Environmental hazards and threats

Environmental Hazard/Threat	% "Yes"
Flood	57%
Earthquakes	40%
Landslides	25%
Hurricanes	22%
Tornadoes	16%
Volcanic eruption	8%
Responses: 185	

Causes

After identifying the problems facing historic cities, respondents were asked to identify potential causes for these problems. It should be noted that in this question there was no direct linkage between specific problems and causes, as both categories were treated independently of each other. The top three causes are below (Question 11 – 166 responses):

Top 3 causes of the issues facing historic cities

Causes	% ranking
Poor planning	58%
Changing demographics within the city	48%
Poor infrastructure	46%
Responses: 166	

Some respondents commented more specifically on a conflict of interest between conservation and development, often due to a lack of political will and vision; development and politics are change-driven while conservation seeks to minimize change.

Other respondents further commented on issues including increases in property value, development and modernization pressures at both private and public levels. A lack of civic education and public awareness of value of heritage and conservation was also a noted cause of previously mentioned issues.

Needs

Needs for the conservation of historic cities were determined by asking an open-ended question of what tools and/or areas of research would help the most in meeting the respondent's role in conserving the historic city. Due to the format of the given responses, it is difficult to rank the described needs by greatest or least amount. Thus, in no particular order, common answers were focused on further

research on conservation and design guidelines, better management planning and maintenance, and access to best practice models.

Descriptions also indicated that increased financial resources and improved integration between urban preservation and general city planning were top priorities. Increasing public awareness is also important, as is increased coordination between government agencies. In short, responses indicate that governments need increased access to funds, better planning and cooperation, and increased public awareness and buy-in (Question 27 – 93 responses).

Conclusion

The survey highlighted important trends related to the conservation of historic cities and urban areas and was a helpful tool in gathering information regarding the experiences of professionals working in the field. The methodology could be refined in the future to target a specific audience and draw more concrete links between certain answers, such as those relating to geography and problems, causes and needs. Responses specifically from cities in which conservation efforts have been successful would also enhance the survey. Logistical issues in conducting the survey could also be improved to require that participants respond to every question in order to have the same number of responses to all questions. Questions could also be grouped by theme or focus.

Despite these obstacles, the survey provided instrumental guidance for further discussion on the issues and is helpful in directing GCI's focus on historic cities and urban areas. The survey illuminated issues of approach and access – the fact that most of our respondents were from English-speaking countries emphasizes the possibility that people from some countries may come from a different cultural background and have difficulty accessing information and other educational or professional tools available to them. The participants' answers provided an in-depth and personalized snapshot of the current problems facing historic cities. The data collected here supplements and reinforces other research undertaken as part of this project, including an analysis of case studies and a review of international conservation charters.

We are grateful for the participants' willingness to take part in the survey and the speed with which they responded.

List of countries and cities in which respondents are working

Argentina	China	Germany cont'd	Malta	Pakistan cont'd	Sweden	United States cont'd
Alta Gracia	Lhasa	Nuremberg	Valletta	Mingora	Borlänge	Ketchikan, AK
Buenos Aires	Pingyao	Regensburg	**Mauritius**	Peshawar	Falun	Las Vegas, NV
La Plata	Macao	**Greece**	Port Louis	Shikarpoor	Göteborg	Los Angeles, CA
San Carlos de Bariloche	**Congo, Democratic Rep. of the**	Athens	**Mexico**	**Philippines**	Karlskrona	Nantucket, MA
Australia	Kashusha city	Edessa	Mexico City	Vigan	Visby	New Orleans, LA
Ballarat	**Croatia**	Rhodes	Monterrey	**Poland**	**Tanzania, United Republic of**	New York City, NY
Brisbane	Split	**Guatemala**	Oaxaca	Warsaw	Dar es Salaam	
Canberra	**Cuba**	Antigua	San Miguel de Allende	Zamość	**Peru**	
Fremantle	Havana	**Hungary**	Tlacotalpan	**Portugal**	Arequipa	Orlando,FL
Perth	**Cyprus**	Budapest	**Moldova, Republic of**	Évora	Zanzibar	Philadelphia, PA
Portland, Victoria	Limassol	**India**	Chisinau	Guimarães	**Thailand**	Phoenix, AZ
Melbourne	Nicosia	New Delhi	**Morocco**	Porto	Phatthalung	Pittsburgh, PA
Sydney	**Czech Republic**	Mumbai	Assilah	Sintra	**Turkey**	San Francisco, CA
Azerbaijan	Praha, Municipal district of Praha-Troja	**Indonesia**	Chefchaouen	Vila Real de Santo António	Bergama-İzmir	Sarasota, FL
Baku	Telc	Bandung	Ksar Elkebir	**Russia (Russian Federation)**	İstanbul	Seattle, WA
Belgium	**Dominican Republic**	Jakarta	Larache	Kazan	Safranbolu	Sitka, AK
Namur	Santo Domingo	**Iran, Islamic Republic of**	Tangier	**Saudi Arabia**	**United Arab Emirates**	St. Augustine, FL
Brazil	**Ecuador**	Bam	Tetouan	Jeddah	Dubai	Washington, DC
Atibaia	Quito	Mashad	**Netherlands**	**Senegal**	Ras al Khaima	Ypsilanti, MI
Curitiba	Latacunga	**Iraq**	Beemster	Dakar	Sharjah	**Uruguay**
Juiz de Fora City	**Egypt**	Erbil	**Netherlands Antilles**	Saint-Louis	**United Kingdom**	Montevideo
Jundiai	Cairo	Mosul - Ninewa Province	Willemstad, Curacao	**Slovakia**	Bath	**Uzbekistan**
Olinda	**Ethiopia**	**Ireland**	**New Zealand**	Banská Štiavnica	Bristol	Khiva, Khorezm region
Rio de Janeiro	Harar	Mallow	Central north island	**Slovenia**	Derby	**Yemen**
	Finland	**Israel**	**Norway**	Koper	Edinburgh	The Historic Town of Shibam
Bulgaria	Helsinki	Jerusalem	Bergen	**Spain**	London	The Old City of Sana'a
Nessebar	Rauma	East Jerusalem	Oslo	Burgos	Oxford	The Historic Town of Zabid
Canada	**France**	Beer Sheva	Mosjøen	Cáceres	**United States**	
Montréal	Lyon	**Italy**	**Oman**	Cordoba	Alexandria, VA	
Ottawa	Le Puy-en-Velay	Florence	Izki, Nizwa	Granada	Annapolis, MD	
Ottawa-Gatineau Reg.	**Georgia**	Naples	**Pakistan**	Oviedo	Athens, GA	
Québec	Tbilisi	**Jordan**	Abbottabad	Pamplona	Atlanta, GA	
Vancouver	**Germany**	Amman	Islamabad	Santiago de Compostela	Chicago, IL	
Chile	Aachen	**Lithuania**	Galiat	Seville	Denver, CO	
Valparaíso	Bamberg	Vilnius	Karachi		Eugene, OR	
	Berlin	**Malaysia**	Lahore		Fairfax County, VA	
	Munich	Kuala Lumpur	Mansehra		Juneau, AK	

Appendix 2: Participants Biographies

Nathan B. Cherry is the director of the Planning and Urban Design Group of RTKL Associates Inc. in Los Angeles. With over twenty years of experience as an architect and urban designer, he specializes in large urban infill and brownfield redevelopments, transit-oriented development, sports and entertainment districts, and historic preservation districts. He has extensive experience working throughout the western United States, Hawaii, Canada, Southeast Asia, China, and Australia. He has been lead designer on numerous award-winning projects, including (in California): Los Angeles Sports and Entertainment District, Downtown Brea Redevelopment, Pasadena Central District Specific Plan, and Tustin Legacy. Nathan is on retainer as town architect for numerous municipalities in Southern California. He has written and lectured extensively, and his newest book *Grid / Street / Place: Mapping Organic Urban Districts* is being published in the summer of 2009.

Alfredo Conti was trained as an architect at La Plata University and as a building conservator at Buenos Aires University. Between 1978 and 1990, he worked as an urban planner and specialist in heritage preservation for the municipality of La Plata. In 1991, he became a researcher at the Commission for Scientific Research of the Province of Buenos Aires. He is also an advisor for the National Commission of Historic Monuments and professor at La Plata University. Alfredo is the president of the Argentine national committee of ICOMOS and a member of the International Executive Committee. Since 2000, he has been an ICOMOS expert for evaluation and monitoring missions for Latin American World Heritage towns. Since 2002, he has been a representative of ICOMOS for the periodic report and follow-up on the implementation of the World Heritage Convention in Latin America and the Caribbean. He is also a member of DOCOMOMO.

Bruno Delas is an operations coordinator and developer in the field of urban planning who lives and works in Lyon, France. With a background in political science and urban planning, he started his career in 1976 as a social worker in le Neuhof, a suburb of Strasbourg, where he collaborated with local citizens on the development of a "*Habitat et vie sociale*" plan. After a few years at the *Agence d'Urbanisme* in Lyon, working on urban studies contracts, he joined the Société d'Equipement du Rhône et de Lyon(SERL), the mixed-economy organization in charge of urban planning for the Lyon region, where for two decades he coordinated urban planning efforts and the revitalization of historic neighborhoods. As a delegate to the Directory of the City and Urban Community of Lyon from 1993 to 1999, Bruno created and managed the territorial planning mission in charge of development for the area of Pentes Croix-Rousse. Upon the inscription of Lyon to the World Heritage List in 1998, Bruno was appointed chief of mission for the historical site of Lyon. He is also a member of the French section of ICOMOS. As chief of mission, Bruno develops and manages the UNESCO world heritage site and develops heritage policy for the Lyon metropolitan area, including all aspects of urban planning, public awareness and education, tourism, and international cooperation. Along with the deputy mayors for culture and heritage and for urban planning, Bruno represents the mayor of Lyon in both national and international networks. He conducts programs of decentralized cooperation with the historical sites of Algiers, Porto-Novo, and Riga. Since 2008, Bruno has also coordinated the collection of case studies on the conservation and management of historic cities for the Organization of World Heritage Cities (OWHC).

Christian Ost received degrees in economics from the following: PhD at the Université catholique de Louvain, MA at Georgetown University, and European studies at the University of Geneva. His background is related to economic research (macroeconomics, business cycle theory) with an academic profile (professor in economics), and he has been dean and provost of the ICHEC Brussels Management School for the last ten years. Christian has conducted research and participated in many conferences, seminars and workshops in the field of economics and heritage conservation. He gained experience dealing with urban economics by participating in regional and general urban planning schemes for the Brussels region, and was a member of the Environmental Commission of the King Baudouin Foundation in Brussels. He has co-published studies and analyses on specific urban planning issues related to heritage and its conservation. He is a professor at the Lemaire Center for Conservation at KU Leuven. Christian is currently a guest scholar at the GCI, where his research topic is "Economic Appraisal of Cultural Heritage: An Empirical Guide for Small to Medium Historic Cities." His research is intended to aid the decision-making process of local authorities in the conservation of cultural heritage.

Francesco Siravo is an Italian architect specializing in town planning and historic preservation. He received his professional degree from the University of Rome, La Sapienza, and specialized in historic preservation at the College of Europe, Bruges, and Columbia University in New York. Since 1991, he has worked for the Historic Cities Programme (HCP) of the Aga Khan Trust for Culture on the implementation of restoration and urban conservation projects in various Islamic cities, including Cairo, Lahore, Mopti (Mali), Mostar, Samarkand and Zanzibar. Before joining the HCP, he consulted for local municipalities and governmental and international organizations including UNESCO, ICCROM, and the World Bank. Previous work includes the preparation of conservation plans for the historical areas of Rome, Lucca, Urbino, and Anagni in Italy, and for the old town of Lamu in Kenya (UNESCO). Francesco has written books, articles, and papers on various architectural conservation and town planning subjects including "Zanzibar: A Plan for the Historic Stone Town" (1996) and "Planning Lamu: Conservation of an East African Seaport" (1986).

Ron Van Oers was trained as an urban planner (MSc, 1993) and specialized in urban conservation (MTD, 1996) at Delft University of Technology in the Netherlands, where he also received his doctorate (2000) on research into the principles of Dutch colonial town planning. For the past nine years he has worked at UNESCO's World Heritage Centre in Paris, gaining skills and experience worldwide in project management, program design and policy development. Since 2001, he has managed the US$ 2 million Netherlands Trust Fund at the Centre. Between 2003 and 2005 he was responsible for the Latin American and Caribbean Region as chief of unit. Since 2005, Ron has coordinated the Programme for Small Island Developing States and the World Heritage Cities Programme, spearheading the international Historic Urban Landscape Initiative. In January 2009, he became deputy-director of the World Heritage Training and Research Institute for the Asia-Pacific Region in China.

Augusto Villalón is an architect and cultural heritage planner based in Manila. He holds a BA in sociology/history of art from the University of Notre Dame (US), M.Arch from Yale University (US), and PhD in humanities from Far Eastern University (Manila). His firm, A Villalón Architects, is involved in architecture, heritage conservation, and cultural tourism initiatives, undertaking projects for international agencies and foreign governments. Augusto represented the Philippines on the World Heritage Committee from 1989 to 2001, was a member of the ICOMOS Executive Committee until 2005, and is now member of the ICOMOS International Advisory Committee and president of its Philippine Committee. His completed Philippine projects include World Heritage nomination dossiers for the Rice Terraces of the Philippine Cordilleras, the Historic City of Vigan, and Batanes Cultural Landscape. Other work includes conservation and cultural tourism plans for historic settlements in Sichuan and Shandong provinces in China, Buddhist sites in Lumbini (Nepal), and the Heritage Impact Study for new urban development in World Heritage inscribed George Town (Malaysia). Augusto has written several books and continues to publish and present academic papers internationally. He also writes a weekly column for the *Philippine Daily Inquirer.*

Silvio Mendes Zancheti is an architect and doctor in urban planning (USP). He is the founder and first coordinator of the Center of Advanced Studies in Integrated Conservation (CECI). He is the president of the Administration Council of CECI and professor at the post-graduate program in urban development (MDU) of the Federal University of Pernambuco (Brazil). He was the coordinator of the UNESCO Chair in integrated conservation between 2001 and 2003. He has published about sixty works, including six books, on urban conservation, urban planning, urban history and architectural restoration. He has coordinated many urban plans, including the master plan of Recife, the master plan of Olinda (World Heritage Site) and the revitalization plan of the historic center of Recife. He has acted as consultant to the World Bank, the Inter-American Development Bank and the European Community. He has contributed to ICCROM on many occasions, especially in the design and development of the ITUC and LATAM programs. Silvio will take up residence as a guest scholar at the GCI from March to July 2009, where his research will focus on "Indicators of Authenticity and Integrity for Urban Heritage Areas."

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Caroline Cheong is a 2008-2009 Graduate Intern at the GCI. During her GCI internship, Caroline has worked on three interrelated projects: Historic Cities and Urban Settlements, the Organization of World Heritage Cities World Congress, and the Earthen Architecture Initiative. For each of these projects, she has conducted research related to the conservation challenges particular to historic urban settlements. In May 2008, Caroline earned a master of science in historic preservation from the University of Pennsylvania, where she focused her studies on preservation planning and site management. As part of her master's program, Caroline participated in an on-site international preservation seminar in Shanghai, where students assessed preservation options for a vernacular urban block. As an International Exchange Intern with the U.S. ICOMOS Committee, she worked in Al Houson, Jordan, on the rehabilitation of a historic, vernacular structure into an interfaith community center.

Jeffrey W. Cody joined the GCI in 2004 as a senior project specialist in the Education Department, with particular interests in built heritage conservation education. Jeff and GCI colleague Kecia Fong collaborate on the GCI's Southeast Asia Initiative, an educational project that, through collaboration with international governmental and nongovernmental organizations seeks to enhance the quality of conservation practice in the Southeast Asia region by organizing intensive workshops at historic sites for mid-career regional professionals, mentoring those professionals, strengthening regional networks in heritage conservation, and assisting educators to improve Asian programs in heritage conservation. Jeff received his master's degree in historic preservation planning (1985) and doctorate in the history of architecture and urban development (1989) from Cornell University, where he also taught from 1989 to 1994. From 1995 to 2004, he taught architectural history in the Department of Architecture at the Chinese University of Hong Kong. From 2000 to 2004, he was a member of the Hong Kong Government's Antiquities Advisory Board. Jeff has written many journal articles related to architectural history and conservation, as well as two books, *Building in China: Henry K. Murphy's 'Adaptive Architecture,' 1914-1935* (2001) and *Exporting American Architecture, 1870-2000* (2003).

Françoise Descamps joined the GCI in 1997 and is currently a senior project specialist overseeing the Maya Initiative conservation projects in Copán, Honduras, and Joya de Cerén, El Salvador. She has also coordinated a workshop to address the methodology for retablo conservation held in Seville, Spain, in May 2002. Today Françoise leads the GCI's Management Planning project, the development of the scientific program for the World Congress of the Organization of World Heritage Cities, and research for the Historic Cities and Urban Settlements initiative. Françoise received her architecture degree from the Institut Superieur d'Architecture St. Luc (Belgium), in 1978, and received her master's degree at the Centre for the Study of Conservation of Monuments and Sites at European College in Belgium (today, the Raymond Lemaire Centre in Leuven). She worked as an expert associate and consultant for UNESCO for the conservation and management of world heritages sites in Africa and the Caribbean, as well as working for private architectural firms in Belgium and France. In 1987, Françoise began collaborating with the national government of Ecuador and the Belgium Cooperation Agency to develop management projects for the historical city of Quito. Françoise served as the director of the Conservation and Development Plan for the cities of Ubeda and Baeza, Spain. Following that she worked with the Fondation Roi Baudouin leading projects for the revitalization of the movement *L'Art dans la Rue* in Brussels.

Susan Macdonald joined the GCI in 2008 as head of Field Projects. Susan has a BSC (architecture) and a bachelor of architecture from the University of Sydney, and a master's in conservation studies (University of York/ICCROM). Susan has worked as an architect in private practice in her native Australia and in England, principally on conservation projects. As a senior architectural conservator at English Heritage, Susan was involved in research, technical advice, training, and publications relation to building conservation. Susan moved to the Getty from her position as director of the NSW Heritage Office in Australia where she was involved in a wide range of conservation issues from urban planning, development, economics, policy and technical matters, and most recently the successful nomination of the Sydney Opera House to the World Heritage List. She is a certified practicing planner. Susan has as a particular interest in 20th century heritage conservation and is a member of the DOCOMOMO International Specialist Technical Committee and ICOMOS 20th Century.

David Myers joined the GCI in 2001 and is currently a project specialist. He is overseeing the development of an educational case study focused on values and stakeholders in the management of the archaeological site of Jarash, Jordan, as well as research into applying methods of consensus building and conflict resolution to the management of heritage places. He is also working on an initiative for the conservation of cultural heritage sites in Iraq; a project to create a national geographic information system (GIS) to inventory archaeological sites for the Jordanian Department of Antiquities, which will serve as a model for other Middle Eastern and Arab region countries; a project to develop a site management and conservation plan for the Valley of the Queens, Egypt; and the Southern African Rock Art Project. David's previous GCI projects include Research on the Values of Heritage and the Los Angeles Historic Resource Survey project, as well as the evaluation of past GCI projects. David earned an MA in geography from the University of Kansas (1998) and an MS in historic preservation (2000) and an advanced certificate in conservation and site management (2001) from the University of Pennsylvania. He was a Kress Research Fellow at Penn's Architectural Conservation Research Center, where he worked on the assessment, recording, and conservation of surface finishes of archaeological sites in the U.S. Southwest.

Gail Ostergren joined the GCI in 2002 as a graduate intern working on the Los Angeles Historic Resource Survey (LAHRS) project. In 2003, she was hired as a research associate. In addition to LAHRS, she has done research, writing, and publication work for a variety of projects including Historic Cities and Urban Settlements, the Earthen Architecture Initiative, and the Tomb of Tutankhamen. Gail earned her PhD in history from UCLA in 2005, specializing in urban, architectural, and U.S. history, with an emphasis on Southern California. She is currently serving as co-chair of the California Preservation Foundation's 2009 conference program committee.