

Project Management in Revitalization of Historic Urban Areas

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ABSTRACT

Historic urban areas as one of the most important parts of the city's cultural heritage need conservation and revitalization in order to avoid deterioration and decay. However, the implementation phase of many revitalization projects may remain incomplete because of the lack of appropriate management methods. Utilization of appropriate project management strategies affects the process of historic urban areas' revitalization positively. In this regard, the current study is going to explore the relationship between project management and historic urban area's revitalization, as well as revealing the importance of project management in implementing revitalization projects successfully. The study begins with reviewing the literature on two main concepts of: revitalization of historic urban areas and project management. Then, it is continued with some examples, which show how management strategies help the revitalization projects to achieve the goals. Afterwards, the revitalization project for Yediler area in the Walled City of Nicosia will be presented, with an emphasis on the implementation phase of revitalization process through utilization of project management strategies.

Keywords: Revitalization, Project Management, Historic Urban Areas

ÖZ

Tarihi kentsel alanlar şehrin kültürel mirasının en önemli parçalarından biri olarak, yıpranma ve çürümesini önlemek amacıyla, korunması ve yeniden canlandırılması gerekir. Ancak, birçok yeniden canlandırma projeleri, uygulama aşamasındaki uygun yönetim stratejilerin yetersizliği yüzünden yarım kalıp, tamamlanamaz. Uygun proje yönetimi stratejilerinin kullanımı, tarihi kentsel alanların yeniden canlandırma sürecini olumlu etkiler. Bu bağlamda, mevcut çalışma, proje yönetimi ve tarihi kentsel alanlarının yeniden canlandırılması arasındaki ilişkiyi araştırmanın yanı sıra, proje yönetiminin başarılı yeniden canlandırılma projelerinin uygulanmasındaki önemini de ortaya koymaktadır. Bu çalışma iki temel kavram olan “tarihi kentsel alanların yeniden canlandırılması” ve “proje yönetimi”nin literatürünü inceleyerek başlar. Ardından, yönetim stratejileri yeniden canlandırılma projelerinde hedeflere ulaşmak için nasıl yardımcı oldukları ile ilgili örnekler ortaya koyarak devam eder. Daha sonra, Lefkoşa Suriçi bölgesinde yer alan Yediler alanının yeniden canlandırma projesi, uygulanma sürecinde proje yönetimi stratejilerinin kullanılmasını vurgulayarak sunulacaktır.

Anahtar Kelimeler: Yeniden Canlandırılma, Proje Yönetimi, Tarihi Kentsel Alanlar

To all People who live in neglected urban areas

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Chapter 1

INTRODUCTION

Through centuries, historic urban areas have been and still are the main core and central parts of the cities' change and development. They are known as a part of the cities which demonstrate its character and identity. Moreover they are also part of the economic structure of the cities. Not only the historical characteristic, also the physical fabric of buildings in historic urban areas reveals earlier civilizations, social conditions as well as the economic conditions. According to Tiesdell et al. (1966) historic urban areas have both physical and functional identity which is revealed in the traditional activities in these areas. (Tiesdell et al., 1996)

Due to many reasons, among which economic and political ones are predominant, historic urban areas are faced with deterioration and decay. Thus, they are transformed into derelict areas. Though, historic urban areas are important parts of the cities and countries because of their traditional and architectural values. Besides these values and attributes, their value as a capital stock makes the historic urban area worth to be preserved. They can function properly as not only a historic heritage to the city, but also as an independent unit which can generate economic benefits to the city or country. Thus, preservation and conservation of this area help to increase quality of life in and controlling the unnecessary development on the cities.

Nevertheless, the quality and value of these special areas were not much appreciated until 1960's, since when it has been witnessed a shift from protection of individual buildings towards area-based protection. Later on it has been widely accepted that area-based protection would make sense only if it is supported with economic and social measures, through an appropriate synchronization of the imperatives of the processes of protection, economic development and community development. Thus, "Process of revitalizing historic urban areas involves the integration of historic legacy, inheritance and sense of place with the demands of contemporary economic, political and social situations." (Doratli, 2000)

Process of Revitalizing historic urban areas is a subject that needs to be elaborated with several aspects. It involves various unpredictable and problematic issues which are mainly interdependent and all of these issues are related to each other. Throughout this process, organization, collaboration, management, and having strategic plan are very important. Moreover, any intervention in historic urban areas to enhance physical, economic and social aspects can not be achieved without analyzing its environmental, and socio- economic impacts. Furthermore, all interventions for revitalization of historic urban areas to increase their quality and improvement need to be planned, controlled, and of course implemented. All these issues reveal only one thing; that is the management for revitalization projects.

The Project Management Institute's (PMI) publishes a guide to the Project Management Body of Knowledge (PMBOK), defines project management as a utility of knowledge, abilities, means, and methods in order to plan the activities during the project to meet its needs and requirements (PMBOK, 2008). Project management features and techniques; provide additional ways to solve the problems encountered

through implementation phase of revitalization projects as well as its conceptual phase.

Considering the implementation of revitalization decisions/plans/projects, project management becomes an essential issue. Project management helps to achieve the highest possible quality and quantity of productivity and labor costs in projects in general as well as revitalization projects in particular. Nowadays lack of attention to project management in revitalization and conservation of historic areas becomes an obstacle against the sustainability of the revitalization projects. Well employed project management in revitalization projects would guarantee, or increase the chance of the achievement revitalization and conservation goals, which would end with sustainable implementation.

With a major goal to revitalize a historic area, plans and projects are prepared mostly by relevant authorities; in North Cyprus for example by central authorities. However, even the best revitalization project may stay in the archives of public authorities as just damn inventories or ‘successful’ planning studies unless favorable conditions or appropriate project management measures are not provided for their implementation. Therefore, a good management of the implementation of a revitalization project would provide a significant impact toward the achievement of the goal of conservation and revitalization.

In North Cyprus planning and implementation activities for conservation and revitalization of historic areas are mainly carried out by central authorities in collaboration with local authorities. However, even the most comprehensively prepared plans and projects are not capable to reverse or terminate the deterioration

process in the historic areas. For example two Phases of Nicosia Master Plan – Area Schemes for the central area of Nicosia, which have been prepared for conservation and revitalization of the Walled City of Nicosia and the surrounding areas outside the walls in 1984, couldn't generated the aimed impact over almost thirty years. All projects have been implemented by the public authorities mostly with foreign funding without integrating the stakeholders, which is essential for successful revitalization. It can be argued that even the best conceptual proposal for revitalization of an area would not be realized unless an appropriate framework for implementation exists. (Doratli, 2000)

1.1 Aim of the Study

This research aims to illustrate how revitalization projects with well employed project management would convey high quality levels of implementation. To this end, Revitalization Project for Yediler Area in the Walled City of Nicosia will be taken as a case study to show how utilization of project management would provide a significant impact toward the achievement of the goal of conservation and revitalization projects.

In this study the primary question is specified as:

- How project management would be utilized as a tool for the implementation of a revitalization project in the historic urban areas?

The sub-questions of the study are as follows:

- What is the concept of project management?

- How the proposals for protection and revitalization of historical districts would be translated into management programs?

Furthermore, the other subject area to be analyzed in this study is to determine the most appropriate revitalization solutions.

1.2 Limitation of the Study

This research is limited to the three main concepts of project management which are time, cost, and scope. Quality, which is the fourth important concept in project management is not included in the discussions; since it is more to do with controlling and monitoring after implementation and this is out of scope of this thesis.

1.3 Research Methodology

Theoretical research is used as a method for this study. Since the primary focus of this study will be on historic urban areas revitalization and project management, in order to understand these issues (revitalization of historic urban areas, project management and its' components and significance) a thorough literature survey was conducted. The study will begin with theoretical survey, which will be done through documentary research where all the concepts related with the aim of the study have been search for and explained. The literature also includes the sample cities which are successfully revitalized historic centers by utilizing management techniques. Case studies, literature research and investigations are also used as research approaches.

In order to gather information about the case study in Yediler area, observations and questionnaire survey were utilized in this study. Based on the observation, it has been realized that Yediler area in Walled City of Nicosia is suffering from many urban

problems. Moreover, because of the decay and deterioration that the area is imposed, there is an obvious need for revitalization. Therefore the area has been chosen as a field study for this research. After making a documentary investigation for gathering information about the physical and historical development of the Walled city of Nicosia, a field study has been done for achieving statistical information such as number of the buildings, number of vacancies, etc. Furthermore, for reflecting the expectations of inhabitant, a questionnaire survey has been conducted in order to produce a revitalization proposal for Yediler area.

Chapter 2

THEORETICAL FRAMEWORK

2.0 Introduction

According to the main goal of this research which is dedicated to the importance of utilization project management in the implementation of projects for a historic urban area's revitalization, the primary step must be the comprehension of why these areas are special and why they should be revitalized. According to Tiesdell et al. (1996) these areas have a special identity and a distinctive sense of place which is resulting from their historical background, architecture, and townscape (Tiesdell et al., 1996). On the other hand, these areas are suffering from various problems such as deterioration and decays. Therefore, there is a need to revitalization historic urban areas in order to improving physical, social, environmental, cultural, economic, and historical aspects of these areas. Another important factor which addresses revitalization of historic urban areas is a need to sustain their unique identities. Through revitalization of historic urban areas, their stability and identity will be protected and also it would help to keep the uniqueness of these areas. Moreover, revitalization of these areas clearly indicates the respect to cultural heritage and makes the area livable as well as increasing the quality of life.

After comprehending the importance and concept of revitalization urban areas, the next step is defining what is project and why project management is important in implementation of revitalization. Revitalization depends on the area's potentials and

limitations; applying appropriate strategies and management according to physical, social, and economic characteristics. Consequently, it is necessary to have a strategic plan for revitalization as a project which involves with development of economy and society, participation of local stakeholders and individuals, investigation of local challenges and opportunities, and also improvement of common space quality. In this regard, project management gives the opportunity of using a well-organized approach in order to manage the implementation of revitalization projects in historic urban areas.

2.1 Historic Urban Areas: Problems and Prospects

Historic places and areas in every city carry a great deal of meaning and history of the city and the context in which they are located. Considering the main purpose of this research, which is to suggest an applicable project management for the revitalization projects in historic urban areas, the first step should be the understanding of why historic urban areas are special places and why they should be revitalized.

Throughout centuries, historic urban areas have been and still are the main core and central parts of the cities, which have been formed on the bases of the many traditions, culture and economic development. They are known as a part of the cities which are connected to the history, religion, as well as social and cultural changes. Moreover, they are also part of the economic structure of the cities. Nowadays historic areas are considered as the symbols of the city and create its identity (Veirier, 2008). These are parts of the cities, which reflect not only the history and culture but also the architectural values of these cities. The physical fabric of buildings in historic urban areas demonstrates earlier civilizations, social conditions,

and style as well as the economic conditions. According to Tiesdell et al. (1966) historic urban areas have both physical and functional identity which is revealed in the traditional activities in these areas. (Tiesdell et al., 1996)

Although, the particular characteristics such as beliefs, customs, defense and security strategies, and especially lifestyle, shaped historical urban areas of the cities, due to the current changes in functions and vision, there is a need to protect these areas. According to Vehbi and Hoskara (2010): "...historic urban quarters are unique places in terms of their cultural, architectural and historic values but at the same time they have major decay in physical, social and economic terms, and it is faced with major marginalized population growth, neglected buildings, and decreasing the customary economic activities" (Vehbi & Hoskara, 2010). Therefore, the foremost basic problem of a historic area or an old neighborhood is the deterioration and decay that a specific area has encountered throughout several years of its life-span.

During the past decades, historic urban quarters are under the influence of the modern technology and new development. Developmental changes of the cities apply different modifications to them and cause them to lose their unique identity. These changes in urban areas are inevitable, either they can be in good or bad manner, but especially in historic urban areas they may cause deterioration and decay. The signs which may also be referred to as problems show the degree of decay and deterioration that a historic urban area is faced with can be listed as: The buildings in poor and unhealthy conditions, inadequate space for parking, narrow roads, the use of buildings for different inappropriate purposes, changes in social structure, unattractiveness, emptiness, etc. Such problems affect social, cultural, physical, and financial features of the historic urban areas (Biddulph, 2008, P.58). These problems

also decrease the life quality of the areas. The mentioned problems or symptoms can be considered as the reflections of obsolescence. In other words, the most basic and general problem of historic urban areas is obsolescence.

Literature survey reveals that, there are many definitions of obsolescence. Lichfield (1988) describes obsolescence as an incompatibility among the facilities presented by the fabric and the existing requirements (Lichfield, 1988). In general according to Doratli (2005), obsolescence is the most basic problem which threatens historic urban areas, makes them to face with deterioration and decay (Doratli, 2005). According to Lichfield (1988), the problems relating to the mentioned incompatibility in historic urban areas might lead to various type of obsolescence, including physical, functional, image, legal, official, locational, financial, and relative or economic obsolescence. (Lichfield, 1988)

However, many problems such as- inappropriate uses of buildings, vacancy, overpopulation, population aging, increasing the number of houses occupied by non-locals, increasing the rate of crime, unattractiveness which a historic urban area is faced with is rooted within different types of obsolescence. Being aware of the type and degree of obsolescence is very important for a sustainable conservation and revitalization projects, because without knowing the origins of the problem, the process for solving the problems will not be successful. Accordingly, in order to develop any intervention policy for conservation and revitalization historic urban areas, it is essential to identify these problems. Otherwise, any problem solving action would be vain.

Consequently, the initial measure should be to identify the areas which need immediate attention in order to enhance their structure or façade, conserve the area and the action of prevention from further damages. However, it would be insufficient to keep the quality of these spaces in a certain level as it is essential to take economic dynamics into account as well. Considering historic urban areas with their precious social, historic and economic values, it is essential that proper measures must be taken in order to benefit from their potential capacities as a whole. In addition, if an adequate environment is provided and proper measures are taken, they can provide noticeable income as being a successful tourist attraction for the city and the country in which they are located. Considering the historic urban areas' potential, it is very important to look beyond present towards the future and try to maintain and preserve them according to their value and capacities. In this regards, one supportive factor for preserving historic urban quarters is the attempt to make a physical connection between the past and the present. According to Korumaz and Yildiz (2009), it is very important to preserve historic areas without demolishing their special features. Korumaz also states that preservation and conservation improves the urban quality of historic areas. (Korumaz & Yıldız, 2009)

Extensive survey reveals that, conservation means renewing the characteristics of the past and keeping them safe. Rodwell (2007) defines conservation as a process or method of preserving the area to maintain its cultural significance and keep that alive (Rodwell D., 2007). Conservation also includes demolition or new construction. It also includes change and modifications. Conservation involves with maintenance and also includes preservation, restoration, reconstruction, and adoption. Today the concepts of conservation and preservation are not only based on knowledge of

materials but also it is closely related to sustainable urban management, and also it provides society with a unique development. (Alisson & Peters, 2011)

2.2 Historic Urban Areas: Briefing Revitalization

Broadly speaking, preservation and conservation aim at to overcome the treats which affect historic urban areas and reverse the process of deterioration and decay, which they are faced with. The most obvious and basic threat in this regard is obsolescence which refers to “the reduction in the useful life of a capital good” (Tiesdell et al., 1996). Activities which are related to overcoming obsolescence for increase the life value of buildings are known as renewal activities. These activities are a part of a larger process called revitalization (Tiesdell et al., 1996). Renewal involves adjusting the incompatibility generated by obsolescence among facilities presented by the fabric and the needs which are comprehended by contemporary eyes (Lichfield, 1988). Hence, the next important action to be taken would be providing improvement to aforesaid areas and trying to revitalize them, so they can function properly as not only a historic heritage to the city, but also as an independent unit which can generate economic benefits to the city or country.

According to Garcia et al. (2012), problematic historic urban areas which are mostly in poor conditions and abandoned, needs revitalization in order to redevelop their economic, social, environmental, cultural, and historic aspects (Garcia, Spandou, Martínez, & Macário, 2012). With the emergence of the obsolescence in historic urban areas, according to Tiesdell et al. (1996), in order to overcome various dimensions of obsolescence, it is necessary to revitalizing them. Revitalization commonly explained to comprise financial, social and public growth and it aims to encourage cultural phases as well as historic preservation. (Zielenbach, 2000)

Doratli (2005) defines revitalization as a process which addresses the historic urban areas declines and then terminates or converses them (Doratli, 2005). Thus, in summary revitalization of historic urban areas is an act of matching the preservation of the old area and its identity together with the requirements of the contemporary life style. Considering the problems of obsolescence, generally it is a result of predicted or unpredicted changes, the location of the building, and its relative consistency. Therefore, there is always a need to revitalizing these areas because of their already mentioned significances.

The process of revitalization broadly comprehends a triad of important actions. Firstly, damaged parts of a historical area, buildings, monument and architectural heritage as well as the problems which the concerned area is faced with should be identified. Secondly, the identified area from further damage or decay should be preserved. Finally, the decaying process should be reversed to enhance the quality of the specific area. However, the aforesaid quality is not limited to physical quality of the area, as it includes economic and social aspects as well. Therefore, the enhancement process should be carried out in respect of all three aspects. Thus, the traditional perspective of preservation could not be applied to the historic areas and architectural heritages since physical issues such as technical problems, workforce and materials are the only aspects which are being focused on in a traditional conservation planning (Alisson & Peters, 2011). Instead, a more comprehensive and integrated approach must be regarded in favor of revitalization.

Since 1960's serious discussions and consideration of the importance of historic urban areas have been undertaken through different authorities and organizations. Current studies show that in the past century, the philosophy of revitalization has

permanently had an international dimension. And it is much more appraised by the emergence of several numbers of growing local and international charters and declarations. In this regard conservation is commonly known as an international apprehension because of the presence of international organizations such as ICOMOS, and World Heritage Conservation which have launched by UNESCO (Rodwell, 2007). Thus, all countries and cities are involved with urban revitalization projects, and they are trying to organize and address this process in new urban policies.

According to Kotler et al. (1993), each place has its own characteristics in terms of history, culture, politics, and particular ways of public-private interactions, therefore, different kind of strategies are used for managing and implementing of historic urban areas revitalization (Kotler et al., 1993). Hence, the question here is: How to do and where to start? While answering this question, it is also important to keep in mind that global, national, municipal, and urban strategies could address strategic approaches to the local strategies.

Utilization of the available potentials of the historic urban area, and optimization of the existing conditions in order to increase the efficiency, are reasons for addressing the revitalization projects in historic urban quarters. According to Tiesdell et al. (1996) successful revitalization projects in historic urban areas should express itself according to the physical, economic and social dimensions.

According to the literature, many historic urban areas are revitalized through implementation of revitalization projects. Implementation of revitalization projects is involved with developing reliable relationships with associated stakeholders and

constructing an integrated partnership with private sector and international agencies. In addition, during the implementation phase the economic and technique limitations must be considered. Consequently, the main purpose of revitalization projects' implementation is to encourage economic development, increasing quality of life, and effective management for cultural heritage. (Steinberg, 2011)

2.3 Projects for Revitalization of Historic Urban Areas

A Project in general terms is a kind of mission which uses the concepts of aim, quality, time and cost in order to create unique products. In other words, project is known as an endeavor which is used in order to achieve distinctive results. Accordingly, revitalization processes also encompass several steps to attain unique results. Revitalization depends on the area's potentials and limitations; applying appropriate strategies and management according to physical, social, and economic specifications. Having a strategic plan for revitalization projects involves with development of economy and society, participation of local stakeholders and individuals, investigation of local challenges and opportunities, and also improvement of common space quality. Since revitalization has a unique result and also requires an appropriate strategic plan and management, therefore, it can be claim that revitalization could be treated as a project. In this regard, a comprehensive understanding of the concept of project and its' main features - project stakeholders, planning, life-cycle, scheduling, and control – would increase confidence and consciousness in terms of application of revitalization projects.

2.3.1 Understanding the Concept of a Project

Before focusing on the projects and project management in revitalization of historic urban areas, it would be useful to understand the concept of project. In literature there are many definitions for project which makes project management different

from other management types, and also convey the meaning of project to its' clients and stakeholders. However, the definition which may cover all the features of a project can be suggested as: A set of distinctive, complicated, and related activities to be executed in a specific period of time with certain cost and specifications for a particular target. According to Project Management Body of Knowledge (PMBOK), Project is a provisional effort undertaken to generate a single product, facility, or outcome. (PMBOK 2008, p.5)

PMBOK also defines three features to identify a project:

- Temporary: refers to the fact that all the projects have a certain final phase.
- Unique: indicates that a project is not a routine work, but is a set of different operations planned for a particular goal.
- Progressive elaboration: during the project life cycle, while the project evolves, more details are defined for the previous plans.

In this regard, as mentioned earlier, using the available potentials and optimizing the existing conditions in order to increase the efficiency in an historic area reveals the fact that revitalization of these areas can be considered as a project entity. In other words, revitalization process of historic urban areas encompasses similar features with projects as being temporary, unique, and progressive.

2.3.1.1 Project Stakeholders, Participants, and Legal Basis

PMBOK defines project stakeholders as individuals or groups which are dynamically involved in project or their interests affect the presentation or completion of the project in different ways. In order to have a successful project, the group of project management has to find the stakeholders of the project and try to take their needs and

expectations into consideration as much as possible. The following figure shows the relationship between stakeholders and the project.

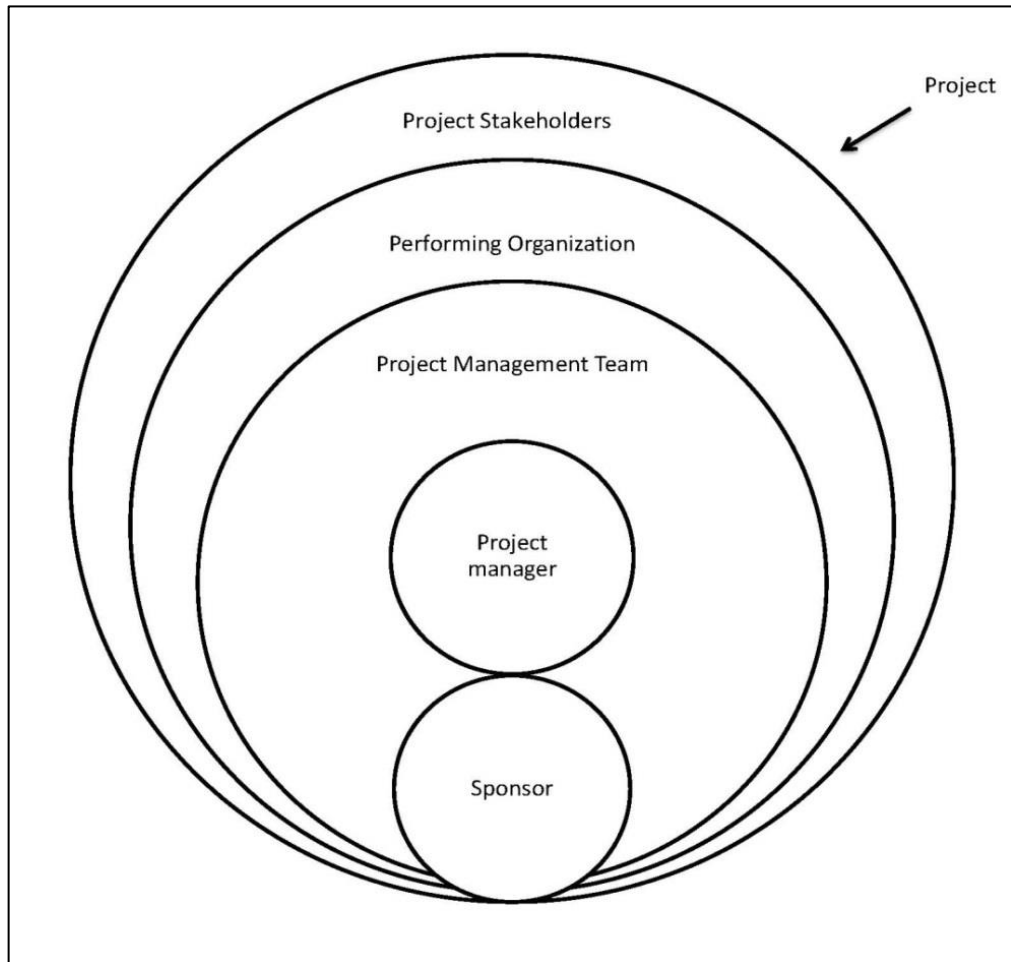


Figure 2. 1. Association stakeholders with project (Source: Author)

Accordingly, Tiesdell et al. (1966) mentioned that successful revitalization projects in historic urban areas usually aided from the partnership between public organizations, private sector, and special agencies which are managing them. In this regard, the main factors of recent urban planning and management are public participation and partnership (UNEP, 2004). In many countries, this type of participation and partnership begins with co-operation of various stakeholders such as public, local, regional, and national sectors and agencies. Therefore, the public participation is considered as a vital part of any effective implementation for

revitalization projects. Public participation can be involved in the project both at the initial stage and during the process. In addition, responsibility and power of stakeholders differs during the project life-cycle. In other words, stakeholders' responsibilities and authority may be temporary as they contribute to surveys or a full sponsorship by providing financial support. However, the great impact of stakeholders on project goals is inevitable. (PMBOK 2008, p.24)

In this regard, a successful implementation phase for revitalization needs community's participation. The citizens' support is very important in conservation and revitalization because of the large amount of real estates and immovable property in the historic urban quarters. Defining the goals for a conservation program which includes revitalization and balancing the interests in various types such as personal or financial is possible only through public participation. Therefore, it is important to evoke and encourage public support. According to Council of Europe, public meetings, exhibitions, opinion polls, and use of mass media can help to this kind of encouragement. (Council of Europe, 1977, p.42)

Legal basis is another requirement for a successful revitalization project which provides governmental supports. Without having legal basis fulfillment of the revitalization project remain incomplete since during the process different decisions are made by different individuals (Thukral, 2008). With referring to nineteenth General Conference of UNESCO the appropriate legislative framework for architectural issues requires correspondence with regional, local, and territorial planning of the city (UNESCO, 1997, p.196). In this regard, the legislation for historic urban areas' revitalization can be divided into two parts: direct legislation for revitalization and legislation which affect the revitalization process in the way to

facilitate or deteriorate it. Directly related legislation for revitalization concerns with preserving the historic monuments and heritage and also involves with regulations on local planning. On the other hand legislation which affects revitalization concerns with the principles and laws which influence historic areas in many ways. While legal basis can be regarded as the skeleton of revitalization projects, organizational framework would be considered as its nervous system (Doratli, 2000). In addition, organizational framework on an extended foundation concerns with local authorities and different private or public parties regarding the revitalization objectives.

2.3.1.2 Planning and Strategies

The most important issue about revitalization projects before going through implementation phase is determination of strategies. A strategic planning in general terms is known as a framework in which the strategic thinking and directing activities lead the work to attain the predetermined goals and objectives. Planning is the initial step of the project management which concentrates on the goals and aims of the project. In other words, generally the role of planning in the project is to clarify the basic goals and set the guidelines, procedures, and programs which are required to achieve those goals (Kerzner, 2001). Project planning provides a direction to follow along procedures to reach project goals. By looking ahead, planning not only reduce uncertainties but also gives an opportunity to evaluate the influence on changes and develop reactions to these changes. It's also increase the ability in checking and controlling the work process to observe whether it is on the right path or not. According to Michael and Stuckenbruck the characteristics of a good plan are: flexibility, creativity, analytical ability, and responsiveness and communication skills. (Michael and Stuckenbruck, 1996)

The process of planning which means whether they are operational or strategic is differ from one project to another and it's requires both strategies along the procedure. Therefore, the foundation of the project planning process is the ability of "prospective thinking".

According to Lewis R. Ireland the project planner's philosophy and thinking includes some features such as:

- The necessity of finding goals that make the foundation of project planning.
- The importance of evaluating the validity and relativity of assumptions, databases, and project strategies.
- The importance of where and how the project process must take place.
- The ability to observe the project opportunities throughout the life cycle of the project.
- The thought of keeping project events altogether and forcing on the project.

2.3.2 Project Life-Cycle

Every project has a predetermined time as a beginning and ending. The beginning of a project is when the idea proposed by relevant people, and the end of the project is when it is implemented. The time between this start and end is known as the life-cycle of the project. PMBOK defines the project life-cycle as a set of commonly progressive project parts which their terms and numbers are indicated by the control requirements of the association or associations included in the project (PMBOK 2008, p.443). According to PMBOK, dividing the project life-cycle into different phases helps managers and employers to control the project process. In this regard,

Rory Burke (1999) states that there is four phases for project life-cycle which is commonly agreed. In brief the project life cycle four phases are:

- Initial phase: in this phase the manager starts the project by defining a need for the project results, and then investigates the feasibility of the project processes.
- Design and development phase: in this phase the idea of project is confirmed and developed and a plan for implementation is designed based on the feasibility studies of the previous phase.
- Implementation or construction phase: in this phase the project managers carry out what was planned in the prior stage.
- Closing phase: this phase of the project confirms that the processes are done and the project completed and delivered to the owners. (Burke, 1999)

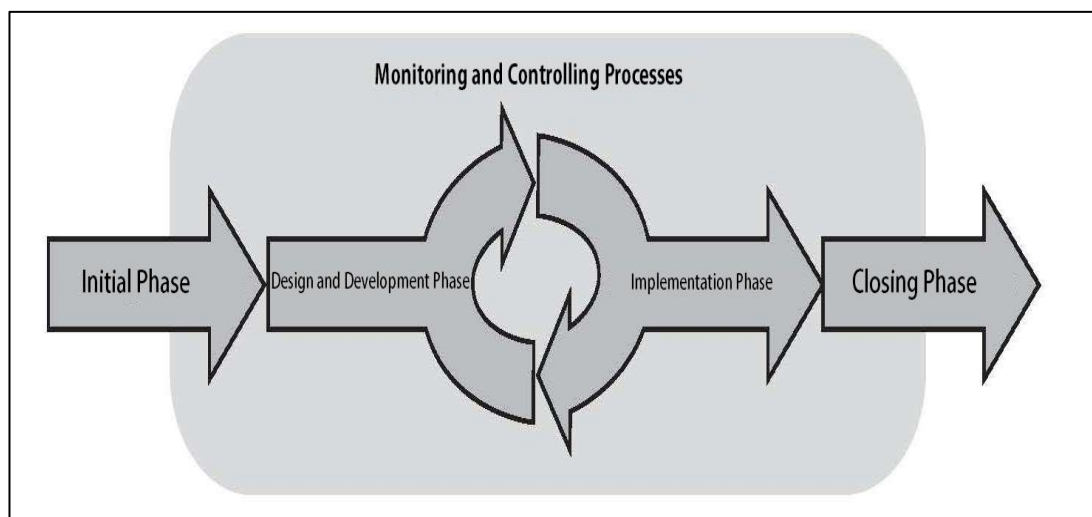


Figure 2. 2. Project life-cycle phases (Source: Burke, 1999)

Rory Burke in his book refers to a brief history about project life-cycle changes. Accordingly, in the 1960's and 1970's the methods and procedures of project management mostly concentrate on the implementation phase. During that time,

implementation phase was known as the most important phase of the life-cycle and a large amount of expenses spent for this part. However, in the 1980's the focus of the work were mostly on initial phase. As the result of this focus, it was very important to take the needs of stakeholders into consideration. There were also some changes as: feasibility studies conducted, risk and uncertainties assessed, and finally the product designed (Burke, 1999). Rory Burke also added that each phase of project life-cycle sub-divided into an input, process and output format.

According to PMBOK, each project life-cycle phase must begin after the previous one. However, in some projects there is an overlapping relationship between phases which refers to the situation that one phase starts before the previous one ends. (PMBOK 2008, p.21) Most of the projects have life-cycles with similar features. While the project starts, the level of effort and cost is low, but in the middle phases this level reaches to the peak and in last phase again decreases very fast. Uncertainty is in its' highest level at the beginning phases of the project and by time passing, while the project progresses, this level becomes lower. In the initial phase of the project, the influence of stakeholders is high, and while project continues, this level decreases since any change during the project process will cause more cost (Figure 2.3). (Moughtin C. , 1999)

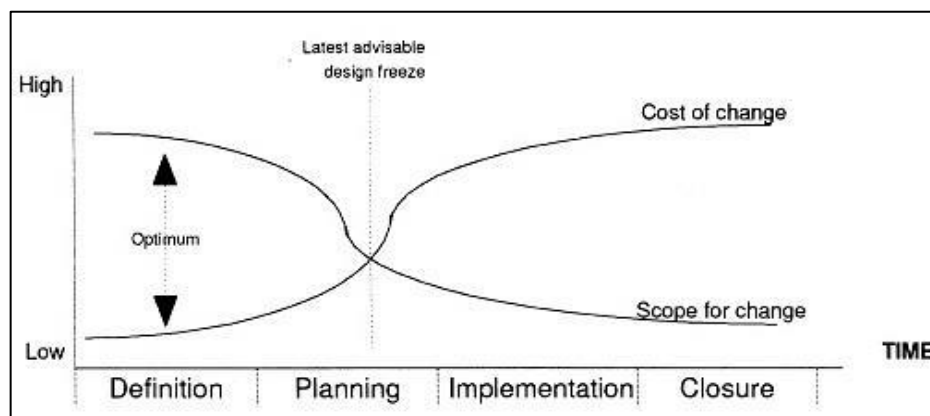


Figure 2. 3. Cost across the project life-cycle (Source: Moughtin, 1999)

In this regard, revitalization projects also involves with similar life-cycle phases. With emphasis on the four phases of project life-cycle which mentioned earlier, revitalization projects' life-cycle can be defined as containing conceptual phase which is related to initial and design period, and implementation phase which is related to implementation and closing period. Conceptual phase conveys to the determination of the strategies of revitalization as well as all related aspects of them, whereas implementation phase makes operational tools and mechanisms available thorough project management. In other words, conceptual phase of revitalization involves the notions of “what to do?” and “how to do?”, while implementation phase involves with “who is doing what?” and “when?”. Therefore, it can be concluded that each phase of revitalization project is responsible to answer these basic questions.

2.3.3 Conceptual Phase of a Revitalization Project

Conceptual phase is the first phase of revitalization projects which includes analysis, problem determination, aims, objectives, proposals, and intervention policy. Revitalization projects as an essential feature of revitalization process requires strategic approaches for its upcoming objectives. Developing strategies increase the chance of achieving the goals since they provide a system for the complex relationships of involved factors such as physical, functional, cultural, social and economic.

During the process of preparing a revitalization project for historic urban areas, analyzing the socio-economic features of the area, and its' physical, architectural, and functional characteristics is essential. In this regard, the first step of any revitalization project is the investigation and a detailed analysis of the existing situation. Assessment of the outcomes of these analyses will be used as a basic for preparing conservation policies, and developing a plan of Revitalization for historic

area, which is help to retain all the characteristics of the area and essential for its historic identity.

There has been several published investigation on historic conservation issues and it has been anonymously declared that to support the strategic way of thinking for the problem determination stage of the process of historic revitalization, SWOT analysis is a proper tool, as it comprehends physical, social and economic aspects. This approach involves two perspectives: external and internal. The external perspective in SWOT analysis refers to threats and opportunities of the environment, while internal perspective refers to organization's strengths and weaknesses. (Hoskara & Doratli, 2007)

Tiesdell et al. (1996) divides the sources of the incompatibility which is generated by obsolescence into two parts as: physical urban fabric, and changing economic activities in the fabric. According to these different sources of incompatibility, there are three different approaches for revitalization: physical, economic, and social. Literature survey shows that, among the three basic approaches, to determine the most appropriate one for specific historic urban area revitalization, investigation on the dynamics of the area and its obsolescence types and level is required. Related to this, it is important to collect data about the place and its obsolescence before determining any strategic approach in order to meet the objectives of any revitalization project (Hoskara & Doratli, 2007). Beside the importance of the determination of the obsolescence, the determination of development dynamics of the area is also important. Development dynamics are highly related to the attractiveness of urban quarters and each part of city has its own dynamics. According to main internal and external dynamics, urban areas may be attractive in

various manners such as using the area for investment purposes or taking advantage of its static state. Relevant to the implementation phase of revitalization projects, recognizing the development dynamics would increase the possibility of success and achieving goals. (Doratli, 2005)

Based on the economic pressure and obsolescence level and type, historic urban areas may be faced with three different development dynamic states. (Figure 2.4) First is the high state of development dynamics, which refers to those areas that are suffering from decay but at the same time are still attractive places. This attractiveness creates an economic pressure on these quarters for demolition of old buildings. Second is the static state of development dynamics, which refers to the areas that are in more stable condition in comparison with areas under high state. In this case, because of low attractiveness in the area, there is less danger of demolition of historic buildings but suffering from physical obsolescence still remains. And the last one is no development dynamic which refers to the areas that are deteriorated in terms of physical, financial and public, in such cases the area is converted in to slum. (UNCHS-HABITAT 1982)

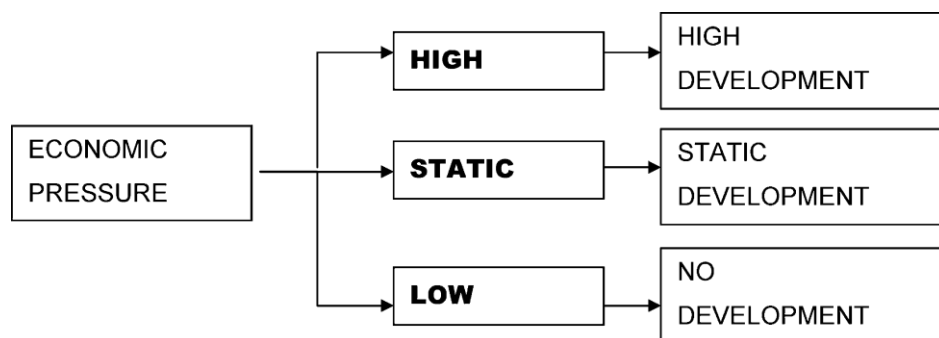


Figure 2. 4. Economic pressure and different states of development (Source: Doratli, 2005)

Since the historic urban quarters in different cities are suffered from different problems, so the approaches are determined according to the cities' needs and requirements (PARK, 2004). The differences between financially vital and inert regions must be considered during the process of planning strategies for revitalization, because sometimes in a single historic urban area, places with various development dynamics and forces might exist. Based on physical and economic revitalization approaches, different methods will be required to revitalize historic urban quarters. (Figure 2. 5) (Doratlı, 2005)

REVITALIZATION			
Physical	Mode of Renewal	Refurbishment	Rehabilitation
		Conversion	
		Demolition and Development	
Economic	Strategic Approach	Functional Restructuring	
		Functional Diversification	
		Functional Regeneration	

Figure 2. 5. Types of revitalization (Source: Doratlı, 2005)

The first step for a successful historic revitalization projects is related to upgrading of the buildings. In other words the appearance of the area is important to attracting people and functions. There are three types of action that can be used to fulfill the requirements of the physical fabric. One of these renewal types is refurbishment which refers to the physical interferences of the building's fabric. This kind of physical interference is done to guarantee the constant performance of the buildings' structure and fabric. The other renewal mode used in physical revitalization is conversion which encompasses more changes comparing to refurbishment. Conversion aims to adapt the building to different functions and uses. In other words,

conversion changes the actual function of the building. The other option would be demolition and redevelopment which is known as an expected interference under certain circumstances of revitalization period (Doratli, 2000). Physical revitalization in a long period of time could be just a cosmetic interference without economic revitalization. According to Tiesdell et al. (1996), the physical revitalization increases the confidence of the area, but keeping this confidence needs economic revitalization. (Tiesdell et al., 1996)

In addition to physical revitalization the economic use of the revitalized area is also required (Zielenbach, 2000). Therefore, during the revitalization projects attention and efforts have to focus on areas economic infrastructure and improvement. Economic revitalization can be defined as economic activities which are used to create and preserve employment, and moreover to maintain and respect an important environment (Tiesdell et al., 1996). There are three different strategic approaches for to economic revitalization. One of these strategic approaches is functional restructuring that is related to the replacing old uses with new ones by applying changes in occupation. The second strategic approach is functional diversification. It introduces new usages while keeping the existing ones. The other approach is functional regeneration which refers to the better operation of existing uses.

It is necessary to appreciating the fact that the public areas are both physical and social productions. Tiesdell et al. (1996) states that by physical revitalization it is possible to have an attractive, good repaired public area in a short term, while economic revitalization make it possible to utilize the private area in order to pay for maintenance of the area in the long term. In this regard public areas require to be activated by the use of people. This activation for public realm can be planned. In

order to animate an urban area, there are many strategies to be done. As an example, for affecting a pedestrian-friendly area there are two factors: permeability which refers to the easiness of moving through the quarter, and legibility which refers to the easiness of navigating around. Montgomery notes that: “the animation of the public realm of historic urban quarters may also be stimulated through planned programs of traditional animation. It encompasses planning actions to incite and encourage individuals to use and stay in urban areas” (Montgomery, 1995). Thus, according to Tiesdell et al. (1966), when a revitalization project is successfully implemented, it makes the area lively, and the streets become filled with people. In other words, the presence of people converts the spaces into places for living, working, etc. (Tiesdell et al., 1996)

2.3.4 Project Management and Implementation Phase

Nowadays, because of the quick changes in environment, the use of strategies in city planning and urban design is becoming much more popular. Thus, the purpose of revitalization projects is to establish specific revitalization strategies and implementation measures to improve the physical, social, economic and environmental conditions. The project approach includes an assessment of background conditions and an active participation program intended to engage community residents, businesses and stakeholders in formalizing priorities.

In this regard, project management gives the opportunity of using a well-organized approach in order to manage the project. Therefore, Burke (1999) mentions that, with the increasing complication and scope of the projects, the skills of planning and managing them become essential. According to Burke (1999), it is important to control the system in order to initiate, plan, and monitor, manage several information and data in an accurate way to simplify the processes of solving problems and

making decisions (Burke, 1999). While comprising internal and external intervention, project management can be considered as internal regarding the organizational aspects of its structure. In other words, project management provides a totally new way to the organizational managerial structure in order to control the resources. (Kerzner, 2001)

Project management is viewed from various knowledge areas which are necessary for implementing a project. Project management is also considered as a new solution to organizational problems. Whether the project is successful or not it depends on basic parameters which are the time limitations, budgets, performance, consumers' satisfaction, scope modifications, organizational work preservation and the cultural corporation. In PMBOK (2008), nine different categories are introduced as knowledge areas of project management. These knowledge areas help managers to organize their job and also give similar characteristics to the processes of the same categories. The nine knowledge areas of project management according to PMBOK (2008) are: integration, scope, time, cost, quality, human resources, communication risks, and procurement. These knowledge areas are explained briefly and presented in Table 2.1.

Table 2. 1. Knowledge areas of project management (Source: PMBOK ,2008)

<i>INTEGRATION</i>	The project integration management is a comprehensive term which covers each part of the project. This area of project management is the most important area that requires maximum extent of administration and control for completing the project. In order to organizing several parts of a project entirely, project integration management area consists of some activities including project plan developing, plan execution, and controlling the changes specifically.
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<i>SCOPE</i>	Project scope management area of knowledge implicates controlling the project scope. It means that the most noticeable function of this area is to managing the requirements, details and processes of the project. The target aim of the scope management is to finding the necessities, establishing and providing the expectations, managing the changes, and decreasing the unwanted issues during the project process. It also limits unnecessary changes.
<i>TIME</i>	The main concern of this knowledge area is to scheduling and determining the time duration necessary for project activities. During the project process, the time management contains; describing and sequencing events, guessing events' resources, guessing events' time period, and generating and monitoring schedule.
<i>COST</i>	Estimating the costs of the project is the major concern of this knowledge area. Project cost management contains estimating, accounting, and directing the prices.
<i>QUALITY</i>	Quality management is one of the main areas of project management knowledge.. The quality plan which created during the primary phases of the project possess a significant effect on the decisions made for other knowledge areas such as scope, time, cost and risk. Quality planning, quality assurance, and quality control are three phases included in the process of quality management.
<i>HUMAN</i>	Managing, leading, and encouraging the teamwork for a project in order to get more effective results is related to human resource management area.
<i>COMMUNICATION</i>	Sharing the whole project procedures and information with the project stakeholders is the focus of project communication management area of knowledge. As regard to this area, the project manager must generate a communication plan to clarify the information to be communicated during the process and also the staff which should receive them as well.
<i>RISK</i>	This criterion involves the activities for defining and analyzing the probable risks of the project as well as making suggestions to handling them. The main purpose of this area is to increase the possibility of positive occasions occurrence and decrease the negative ones in opposite.
<i>PROCUREMENT</i>	The necessities for purchasing products and services in order to providing the needs of the project are the concern of project procurement management area. It is outside the project team and practitioners.

However, according to Burke (1999), the core knowledge areas are *time*, *cost*, *quality*, and *scope*. Other mentioned knowledge areas are considered as tools of attaining the deliverable goals (Burke, 1999). Furthermore, Hendrickson describes the project management as the ability of guiding and organizing resources during the project period by utilizing recent management methods to attain determined purposes of scope, cost, time, and quality.” (Hendrickson, 2008)

Literature surveys reveal that revitalization should not remain just as a project but it should also be implemented. When considering the revitalization process as a project, the management knowledge areas can provide a clear guidance for implementation of project for historic urban area’s revitalization. This type of knowledge can make the revitalization project more sustainable by identifying main concerned areas. In order to guarantee the successful results of the revitalization projects, it is important to setup the implementation phase on most relevant criteria. These necessary criteria contain: rights, duties, work division for staff, and encouragement of people for participation.

If a revitalization process can be treated as a project entity, it can be claimed that without a proper management, it cannot be successfully implemented and operated throughout the life time assumed, after which the project is terminated. A proper management for a specific project immensely depends on three categories of *time*, *cost* and *scope*, accomplishing which ensures a *quality* operation of a project. Accordingly, if each of these categories attributes to the historic revitalization elements, the implementation phase of revitalization would be successful. Thus, although quality is an important issue, in-line with the main aim and scope of this thesis, only three categories of time, cost and scope will be the major focus.

2.3.5 Operational Aspects of Revitalization Project's Implementation

In order to attain the revitalization project goals in the implementation phase, it is required to divide the project activities into smaller tasks by using work breakdown structure. According to PMBOK (2008), Work Breakdown Structure (WBS) is a main structure of the projects. The work breakdown structure (WBS) divides whole project to smaller parts which are known as specific components of the project process and each of them is assigned for the organization or the owner. It also help to organize and clarify the overall work scope of the project. The primary attitude for the work breakdown structure is to cope with the project as small portions of work which are convertible and accountable. It defines specifically all the work that must be completed. According to the Moughtin (1999), "The work breakdown structure is a list of all major activities and sub-activities that form the project. It has built-in levels to allow a clear identification of the actual work that must be performed to meet the project requirements. Each major activity is divided into sub-activities and sub-sub-activities helping in this way to completely define the project scope." (Moughtin C. , 1999)

The work breakdown structure also can be applied to find the possible risks in a project. While a work breakdown structure shows an unreliable work package then it indicates risks for scope definition which should be tracked immediately. A work breakdown structure also gives an opportunity to determine the subordinate costs needed during the process. According to the notion of work breakdown structure, in revitalization projects the works must be divide into smaller tasks such as: investment program, phasing of development, project finance, organization framework, cooperation for revitalization, finance and funding, and public participation. Each of these tasks is fundamentally related to project concepts or

knowledge areas of time, cost, scope, and quality. Accordingly, Moughtin (1999) mention that: “The work breakdown structure assists in relating all the elements of work to each other and to the project. It also helps in defining work packages, establishing cost breakdown structures, organizational breakdown structures and project estimates, permitting the development of the project network. The work break-down structure should specify clear deliverables for each activity. In practice, when all the activities identified in the work breakdown structure are finished, the project is completed.” (Figure 2.6)

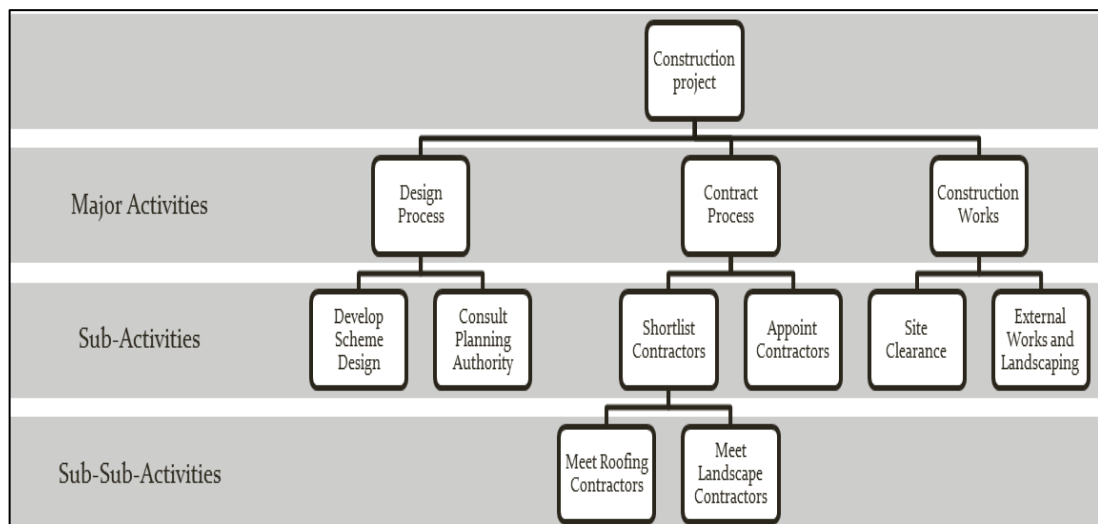


Figure 2. 6. Work Breakdown Structure (Source: Moughtin, 1999)

In addition Moughtin (1999) states, “The work breakdown structure assists in establishing in detail ‘what’ has to be achieved in terms of meeting the project requirements. It also helps in identifying ‘who’ is accountable for achieving it, ‘how’ it is going to be achieved in terms of detailed action and ‘when’ it is going to be achieved in terms of milestones and target dates.” (Moughtin C. , 1999)

As noted work breakdown structure shows what activities are needed to complete a project, but it's not demonstrated that how these activities are depended to each other

and what are the sequences. Therefore, it is worth to consider the network diagrams that are fundamental graphs which illustrate the project components and their relationships. Through preparation of a network diagram, it is possible to define the schedule of the project. It's also eliminates the probable negative coincidences during the project process. In other words, network diagrams help to:

- define the project's procedure
- determine the order of project tasks
- find the tasks' relations and dependencies
- establish concurrent tasks
- make changes or corrections while tasks are finished
- have a general look on the path of the project and observe how tasks were related to each other

Moreover, network diagrams aids to monitor the project by using benchmarks and deliverables which shows how the project is on its planned way or not. Network diagrams show the tasks to be done and also the time needed for each task as well as the relationships among them. For preparing network diagrams, each task and activity is displayed in boxes which are placed horizontally in order to show the sequences. According to PMBOK (2008), the figure bellow shows how a network diagram displays activities of a project.

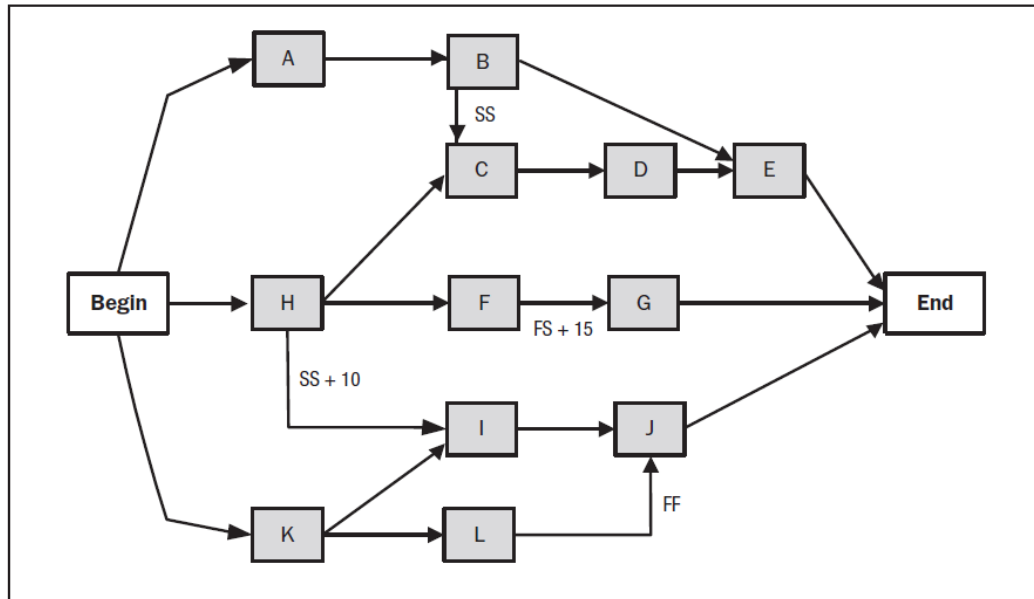


Figure 2. 7. Network diagram displays activities of a project (Source: PMBOK)

According to the Tütek and Gümüšoğlu (1998), there are some guidelines for preparing network diagrams:

- The beginning and closing parts of network are very important and must be unique.
- Tasks must be shown in particular arrows.
- No dual activities should begin or finish at the same points. (Gümüsoğlu & Tütek, 1998)

The network diagrams can also safely be utilized in revitalization projects, in order to determine the order and relationships between activities. Within network diagrams it is defined that how and which activities must be followed. Since, the implementation phase of revitalization divides the work into smaller activities, therefore the order and relationships among these activities can be shown by network diagrams.

As mentioned in previous parts, time, cost, scope, and quality are four main concepts of project management. Therefore, in order to have a successful implementation of revitalization projects, more focus must be dedicated to these four main concepts.

2.3.5.1 Scheduling: Time

After utilizing work breakdown structures and specifying the tasks order and relationships, project scheduling techniques will help to managing the “time” of the project for implementation phase. In other words, as Moughtin (1999) stated, once the work breakdown structure has been defined and the network has been established, it is possible create the project schedule. The project schedule contains key information regarding the viability of completing the work in the given timescales with the given resources. It identifies key events which, if late, could delay the programme and the project milestones or those points against which progress can be monitored. (Moughtin C. , 1999)

According to Shtub and Globerson (2005), Project scheduling concerns with the establishing times and dates, thus various tasks will be employed to achieve the activities required implementation the project (Shtub & Globerson, 2005). Different aspects of a project are included in the knowledge of scheduling such as: pre-determined period of activities, the technical priority relations between activities, and limitations enforced by the availability of financial plan and resources.

One of the commonly used tools for scheduling a project is Gantt chart. According to PMBOK (2008), Gantt chart is a kind of tool which shows the schedule-related information. In this chart, the activities related to work or WBS elements are stand in the left part of the bar, dates in the top, and the time duration for each activity in the horizontal bars as illustrated in the figure 2.8.

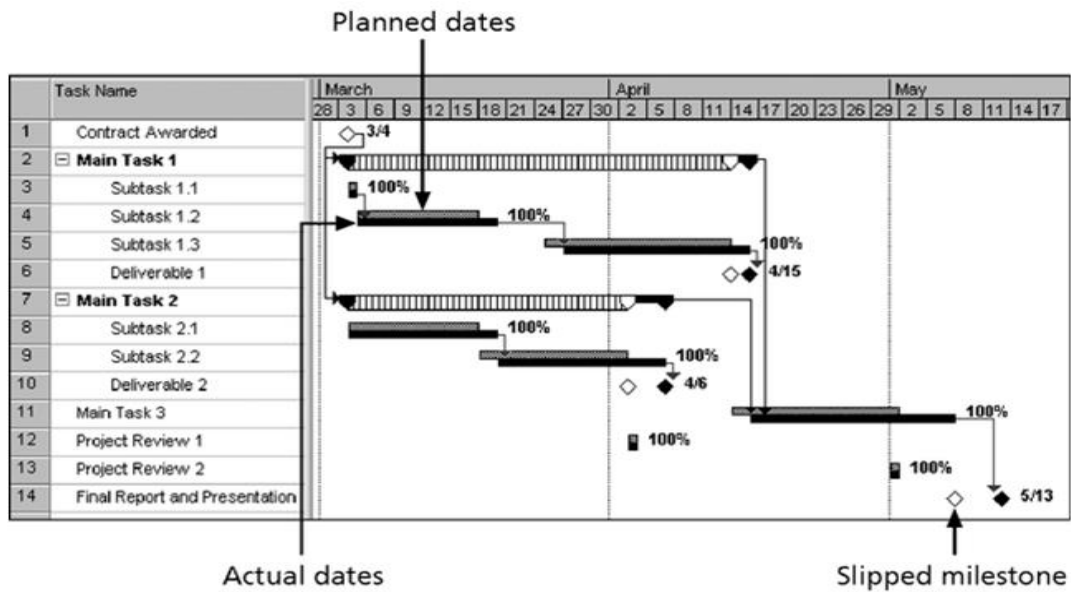


Figure 2. 8. Gantt chart (Source: <https://www.e-education.psu.edu>)

Gantt charts are easy to make and interpret, therefore, they are widely used for time scheduling in different projects. In this chart, the start and end point of each activity clearly defined. Also length of each bar in Gantt chart shows the duration of activities. However, the Gantt chart is not able to show the task dependencies and it is the major limitation for Gantt chart. In order to overcome this limitation, some network techniques are used in addition to Gantt charts. According to Moughtin (1999), “Gantt charts or bar charts are particularly useful for displaying a schedule of project activities in a cascading form, whilst showing in a graphical way their durations and their start and finish dates (Figure 2.9). Gantt charts are also useful for illustrating who is responsible for given activities and for displaying key events and project milestones. They can be used as a powerful communication tool for improving the understanding of a project and for providing management focus. Gantt charts are used as project master programmes as they permit the organization of even the most complex project in manageable and measurable chunks of activities.” (Moughtin C. , 1992)

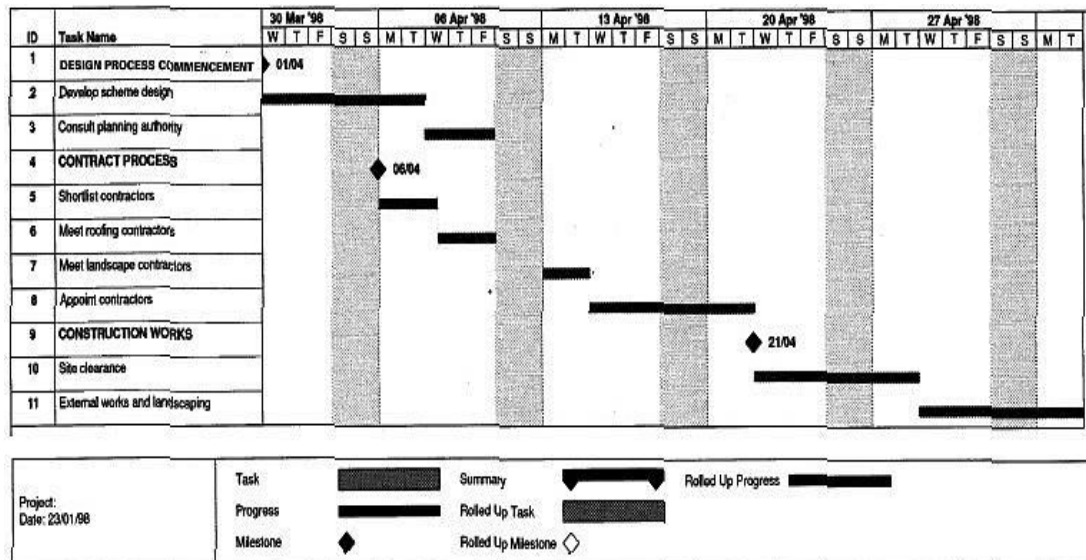


Figure 2. 9. Gantt chart for a building project (Source: Moughtin, 1999)

Utilization of time tools and strategies would be helpful for developmental phasing of the revitalization projects through displaying the duration of each task. For implementation phase of revitalization projects by employment of Gantt charts, the beginning and ending of each activity and its duration would be identified. Moreover, Gantt chart is one of the simple and flexible evaluation tools for the projects with repeated activities.

2.3.5.2 Cost Breakdown

Time and cost of every project such as revitalization projects are related to each other. According to Moughtin (1999), “The project implementation needs to be complemented by a cost breakdown. The objective of a cost breakdown is to provide the best estimate of the final cost of the project. It assists in planning when money will be spent and on what. It is the basis of the final budget and the limit of expenditure. It should allow for contingencies, professional fees, direct costs and other operational costs. It also aids in setting up detailed cost control procedures for all stages of the project.” (Moughtin C. , 1992)

There are several ways for estimating the cost of each activity in a project that could be including details of accounts or just guesswork. However, estimating the amount of cost needed for each task is based on scheduling and activity list (Shtub & Globerson, 2005). According to PMBOK (2008), the overall funding requirements and also periodic funding requirements are determined by using project cost baseline. Cost baseline is one of the methods adjusted to the time of the project and is known as the basis for controlling the project cost. In other words, cost baseline is a way for estimating the project finance and determining the budget. Generally cost baseline in every project including also revitalization projects is prepared by the distribution of each activity's cost in a Gantt chart. For example a project with five tasks demonstrated in Figure 2.10.

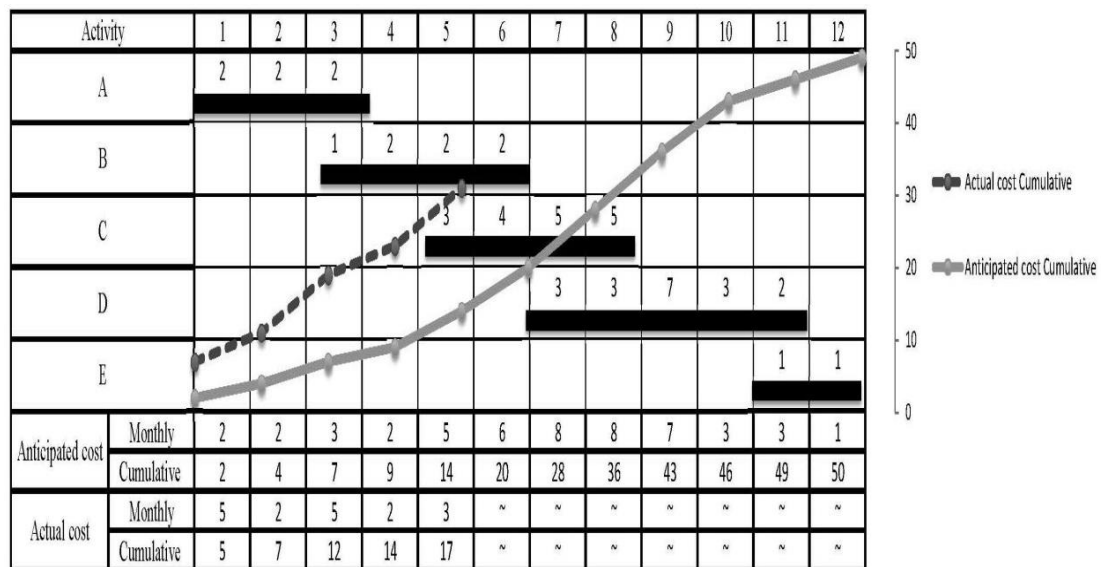


Figure 2. 10. Cost baseline and S curve (Source: Author, Developed for this study)

In the upper side of each task there is a predicted cost for each month. However it is worthy to mention that the predicted activity cost for each time period depends on the type of the activities. In other words, the predicted cost is not always same for all the tasks. The monthly and cumulative predicted costs displayed in the lower part of this chart and it indicates that at the end of each month the total cost must be

calculated. Accordingly, the cumulative cost curve of the project is also known as S-curve. Nevertheless, the actual cost required for a project may be less or more than what is predicted in Gantt chart. Therefore, in order to evaluating the activity costs during the project implementation phase it is also possible to draw the S-curve for actual costs. In this case, the S-curve for the actual task costs could be calculated and compared with anticipated costs. As illustrated in Figure 2.11, the actual cost curve of the project in the fifth month is on the upper side of the anticipated cost.

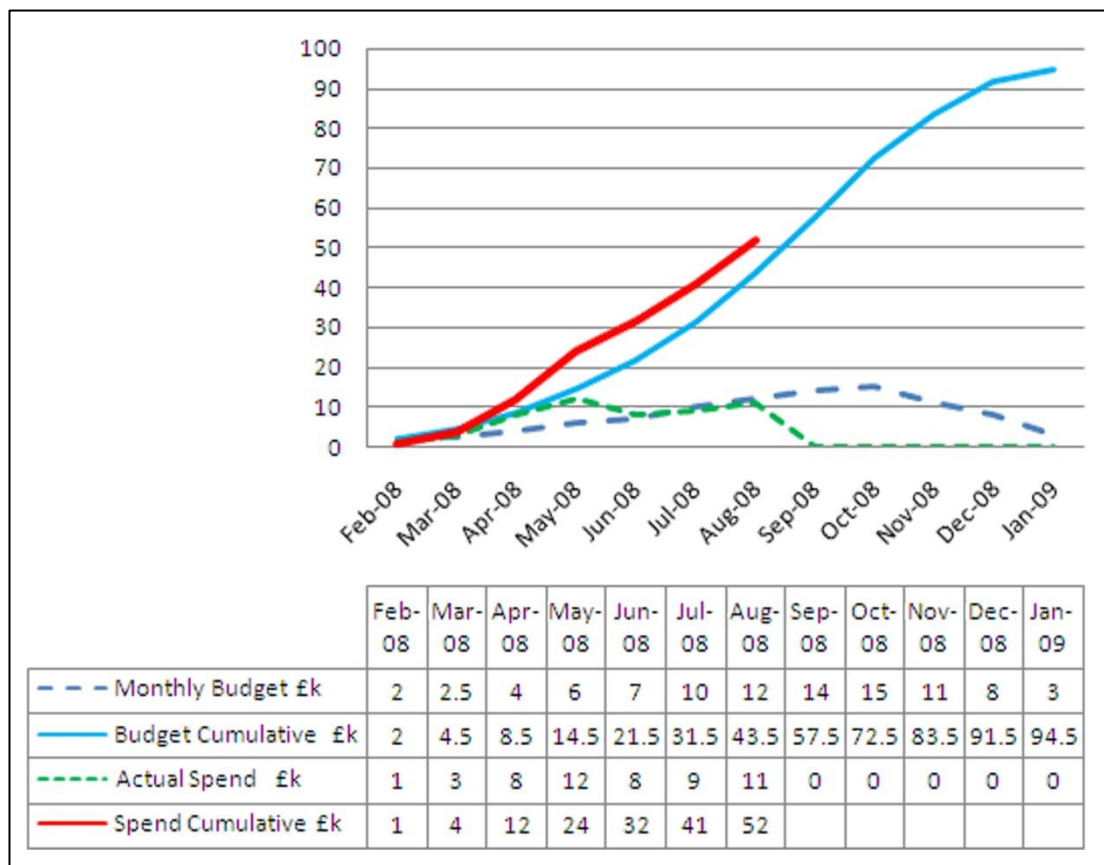


Figure 2. 11. Cost baseline (Source: Maylor, 2005)

The cost of the activities in a project is variable regarding the changes in strategies of implementation. Therefore, there is various ways in order to managing time and cost. In this regard, it is necessary for stakeholders to know the cost of each project task for different time periods. In other words, by determining the costs, if the financial benefits of the project are more than its costs, then the implementation of the project

can start (Burke, 1999). By the nature of revitalization projects, the physical revitalization is done in short run while economic revitalization is a long-term process. Thus, providing the implementation costs requires developing a strategy as investment program which offers economic opportunities and indicates costs of the each activity during the project process.

2.3.5.3 Scope

In terms of the scope of the projects, having a successful procedure of management is attainable by having a well-designed organizational structure. Thus, management and organization terms are commonly interrelated and used together. Burke defines organization structure projects as a relationship between participants, authorities and their responsibilities and duties” (Burke, 1999). Project by nature, requires people from different disciplines to come together. Thus, project organization is required to work in a harmony and establish the coordination among the individuals. Requiring various resources and individuals and also the need to update the work's information brings the result to define the tasks and activities again and again during the project. Söderlung (2004) explains the necessity of project organization by noting that the presence of a project, primarily is the result of presence of a problem, and secondly because of the need to solve this problem in a purposeful organizational way. (Söderlung, 2004)

According to the scope of revitalization projects, in the implementation phase constructing an organizational framework can help central government, local authorities, amenity groups, and the community to mobilize their efforts and resources in order to achieve the aims of the project. An appropriate organizational framework for revitalization projects plays a vital role in order to have an effective implementation phase.

2.3.5.2 Quality Evaluation

Although quality is not considered in the case study of this thesis, as it is one of the important components of project management, it is worth to present a brief summary of this concept.

Despite the fact that quality is one of the main components for carrying out project management, it is the final goal of the any project's delivery. As the matter of fact, implementing each part of the project successfully is evaluated by the quality level of the delivery. If each stages of project management could be implemented satisfactorily, the final outcome will be delivered carrying the desired level of quality. In order to evaluating the quality of each project there are several ways. One of these ways is project control. According to Burke, the first phase of a project is developing a project plan, and then the next phase is project control which uses the project plan as the foundation in order to attain the project goals. (Burke, 1999). Controlling measures the developmental processes of a project. Its targeting the assurance of that the whole procedure occurs according to the criterions. Defining quality is not easy because it is determined by the customer and is based on user satisfaction.

Project quality management is a procedure in which managers make sure of that the project will work in the way of satisfying the requirements planned. It also contains the organizational circumstances which determine the quality rules, goals, and tasks.

In PMBOK project quality management processes are identified as:

- Quality Planning: identify needs and standards for the project.

- Quality Control: evaluate performances and suggest some changes for the project by monitoring the outcomes of implementing the quality activities.
- Quality Assurance: checking the results of quality control measurement to make sure that the products are prepared by using defined standards.

In general, all the projects include revitalization projects needs each of the processes of project quality management. Similarly, each process of project quality management relates to other processes and contains the participation of individuals or groups according to needs and requirements of the project implementation.

2.4 Assessment for Revitalization Management Various Cases

As mentioned earlier, the impact of management on implementation of revitalization projects is irrefutable. In this regard, during the literature surveys it is determined that many countries used project management strategies in the revitalization of historic urban areas. According to the purpose of this research ten historic urban center have been chosen from different countries of Europe with various characteristics. Some of these cities are known as cities of culture while the others are designed as world heritage center by UNESCO. Since each of these areas has been faced with different problems, therefore several management strategies have been used for them. However, while some areas are advanced in developing management approaches, the others are in the early stages. In this part of the study, each of the mentioned centers would be explain briefly and throughout separate charts the features of policy, planning, legislation, organization, cost breakdown, and management action would be revealed.

The cities used in this section have been chosen from the book “Management of Historic Centers” by Robert Pickard in order to show how management strategies would help implementation phase for successful revitalization projects. The knowledge and approaches of project management lead these conservation and revitalization cases to be implemented successfully. Bruges, Compostela, Dublin, Erfurt, Malta, Newcastle upon Tyne, Ribe, Riga, Rochefort, and Venice have been examined in order to understand how revitalization goal were successfully achieved through appropriate management. The methods and strategies of project management used in each of these cases explained briefly in this section.

2.4.1 Bruges, Belgium

Bruges is located on the western side of Belgium representing 850 per square meter population density. The city is characterized with its street plan from middle ages which is retained and its combination with canals and the size of Bruges provide its unique characteristic. Medieval wealth led to a vast majority of buildings and architectural elements which can be found nowadays in Bruges but only in nineteenth century, new planning for harbor was finally accepted. The city itself subsidized artistic restoration from 1877 which was influenced totally by Gothic architecture. (Pickard, 2001)



Figure 2. 12. Bruges, Belgium (Source: <http://whc.unesco.org>)

The first serious rehabilitation movement was initiated in 1971 by the Department of Historical Monuments and Urban Renewal. The trend for conservation has been upward ever since. The establishment of aforesaid department was followed by the initiation of structural master plan of 1972 as the first of its kind in Belgium and was accomplished by a cost analysis and feasibility study and forecasted to be carried out in 20 years. The section plan as the second part of the master plan was initiated in 1973 for historical area conservation purposes but never updated or changes because of inadequate work force at the department. A new structure plan as the result of some revisions to the original plan according to the difficulties in protecting the function of city dwellings and increase in tourism is followed recently.

There has been several actions in the past 30 years for regeneration and management purposes such as taxation of minimum 7500 Euros for longstanding vacancy in 1995 which was effective, listed buildings monuments which required the owners of legally listed monuments to provide annual technical report of their asset and the monument watch as a non-profit organization launched in 1991 to encourage regular maintenance of listed buildings. The municipal department of historical monuments and urban renewal carried out the important task of advising and following up restorations whether government or privately owned. Besides, city building regulations were so strict for the city of Bruges and several requirements had to be met as the urban building guidance commission was established in 1996 to advise city council on building alteration. (Pickard, 2001)

The annual conservation cost for Bruges estimated to be 218000 Euros in 1998. In addition, 471000 Euros was paid as subsidy for restoration purposes. Another 7 million Euros has been paid for renovation of less important buildings. To sum up,

almost all property improvements imposed more than 14.3 million Euros between 1979 and 1992. The improvements of sewage systems amounted to 37 million Euros.

The environmental management of Bruges has been carried out by implementing traffic systems amendments and issuing regulations according to the master plan in 1972, as well as parking policies for car owners. The explosion of tourism on the other hand is another issue for traffic matters as well as the possible damage to buildings and surge in commercial units which has been increased noticeably as the result of mass tourism and must be handled carefully. In Bruges, the ongoing process of restoration and conservation of architectural heritage and monuments is assured by the new suburban structural plan and historical heritage inventory which began 1997. As Bruges is estimated to be cultural capital of Europe and as it is the candidate of UNESCO world heritage convention concerning cultural and natural world heritage, 25 million Euros is dedicated to city amendments with respect to architectural heritage. Considering all aspects of conservation management in Bruges, the choice between conservation of old buildings or constructing new buildings under certain regulations remains a sensitive issue.

Table 2. 2. Management strategies in Bruges, Belgium (Source: Pickard, 2001)

<p><i>Policy, Planning and Legislation</i></p>	<ul style="list-style-type: none"> ▪ Structural Master Plan, ▪ Section Plan ▪ The New Structural Plan ▪ The Extra-district Plans ▪ Historical heritage inventory ▪ Parking policies for car owner
<p><i>Organization</i></p>	<ul style="list-style-type: none"> ▪ Department of Historical Monuments and Urban Renewal ▪ UNESCO ▪ Urban Building Guidance Commission ▪ City council ▪ Social Impuls Foundation (SIF) ▪ Monument-Watch for Flanders ▪ City Aesthetic Commission

	<ul style="list-style-type: none"> ▪ The Urban Building-guidance Commission ▪ Ministry of the Flemish Community
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Subsidy for restoration unlisted but architectural valuable ▪ Renovation of less important buildings ▪ Property improvement ▪ Improvement of sewerage systems ▪ Restoration of listed privately-owned buildings
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Taxation of longstanding vacancy ▪ Subsidy granted ▪ Traffic system amendments ▪ Protection of city dwellings

2.4.2 Compostela, Spain

Compostela achieved the status of a city in twelfth century. As the city became bigger and in favor of road to Compostela, many architects came to the city to design and construct Christian church and related monuments. In 19th century there was some modification in the buildings in respect to their interior design. In 1944, Compostela officially announced to become historic and artistic area as the consequence of which, a development plan was prepared in 1947. The development plan was followed by the general plan of Compostela in 1966 which was revised in 1974. (Pickard, 2001)

In 1985 passed the law on the Spanish historical heritage. The same year was when the city of Compostela was included in world heritage by UNESCO. This was followed by the approval of the revised general urban plan in 1988 and the approval of special protection and rehabilitation plan in 1997 which was prepared by the planning office under Kleihues supervision and focused on the extension, reconstruction, regeneration, conservation and replacement of historic buildings and monuments, rather than demolishing them. Main objectives of the special plan were the protection of the architectural heritage, rehabilitation of the central functions and future economics, improving residential uses and developing pedestrian area.



Figure 2. 13. Compostela, Spain (Resource: <http://whc.unesco.org>)

In 2000, the city of Compostela was considered as a European city of culture which resulted in the initiation of a program named Compostela 93-99 which objectives were similar to the special plan and followed by Compostela 2000-2004 by local authority. The royal patronage of the city of Santiago was formed consequently which was ruled by the King of Spain and included the representatives of national government as well as local and regional authorities, church and university. The objective of this patronage was to unify all general programs for different levels of government which could be able to be implemented on a yearly basis. The funding was handled by the municipality, the state and the regional authority, among which the municipality had the smallest share with as little as 5 percent while the state was responsible for the greatest amount of funding which accounted for up to 65 percent of the whole funding, and the rest was invested by the municipality. More than 11 million Euros was spent on the housing program from November 1994 until August 1999 comprising subsidized and non-subsidized works and more than one million Euros on the improvement of façades and security and health regulations of commercial premises from January 1996 and august 1999. (Pickard, 2001)

The city of Compostela began to encounter traffic problems in 1980s as the result of the city's role as regional capital when the city had to launch the public transport modernization which was a major challenge due to the historic plan and infrastructure of the city. Several approaches had to be taken by the authorities such as providing parking spaces, redirecting traffic to the ring ways, encouraging people to walk and to pass regulations for different types of vehicles and different types of activities. Finally, the government could so far manage to keep pollution levels under acceptable limits.

Regarding the tourism industry, although it was considered as a major source of income until recently, the increase in the number of tourists is becoming a problem as the industry is getting less sustainable every day. Hence, authorities decide to establish a tourist plan whose objective is to provide cooperation between private and public sector in favor of solving aforesaid tourism problems as soon as possible.

Table 2. 3. Management strategies in Compostela, Spain (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Urban development policy ▪ Spanish historical heritage law ▪ Special protection and rehabilitation plan ▪ Compostela 93-99 ▪ Compostela 2000-2004 ▪ Bridging Plan
<i>Organization</i>	<ul style="list-style-type: none"> ▪ European Convention ▪ UNESCO ▪ Planning Office under Kleihus supervision ▪ Municipal Council ▪ The King of Spain ▪ Representative of National Government ▪ University ▪ Church ▪ Local and regional authorities ▪ City Consortium ▪ Technical Office
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Investment in affordable housing with or without loan ▪ Subsidized work

	<ul style="list-style-type: none"> ▪ Improving the commercial facades ▪ Restoring and conserving specific buildings
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Political will ▪ Agreement between administrative department and the different political tendencies ▪ Supporting project concept by co-operation different government parties ▪ Protection of the architectural heritage ▪ Rehabilitation of the central functions and future economics ▪ Improving residential uses

2.4.3 Dublin, Ireland

Dublin is one of the prominent cities in terms of its economic situation and political importance. The economic situation of the city has been prosperous and the rate at which the improvements have been carrying out was comparatively fast. This has resulted in the possibility of providing considerable efforts toward conservation and regeneration of historic parts of the city. However, the focus of such acts was toward specific buildings, until recently the conservation perspective was reformed.

Conservationists commenced to draw people's attention to their actions and developments plan only since 1960's and 1970's. Besides, since 1960, more people tended to become a member of National Trust for Ireland, as the organization became the biggest environmental organization in Ireland. Another group which was related to the preservation actions of architectural heritage was the Dublin Civic Trust, which alongside with students group that imposed a noticeable effect on the process of heritage conservation, played quite a positive role in the past decade. In addition, a manifesto for the city was issued in 1986 which concentrated on the improvement of different social and historical aspects of the city of Dublin by enhancing the public transport service and traffic system and the revitalization of the historic part of Dublin was also considered. (Pickard, 2001)

The foremost planning manifest was established in 1963 under the planning and expansion act of native government and four different lists were provided including buildings with defective structure and physical features for revitalization purposes. As a result, 206 buildings were listed for preservation, 726 buildings for protection, and 101 buildings for interior features. Among the aforementioned buildings were 33 buildings which were owned by state. The Granada convention was accepted in 1985 as the result of which the conservation act was regarded as a major objective of the planning. Furthermore, during the same period, Urban renewal program was officially introduced. In Dublin, private sector played a significant role in revitalization projects. Besides it has been reported that efforts has been made more significantly on redeveloping the city rather than trying to renovate it. In fact, social, cultural and economic factors of the process are highlighted rather than preservation of historic physical aspects.

A hundred percent tax allowance was considered for the revitalization and fifty percent for the construction of new buildings which were supposed to be used for specific purposes. For the regeneration act of the historic area of Temple Bar two different companies were launched namely Temple Bar Renewal Limited and Temple Bar Properties Limited, which development acts estimated to cost more than 100 Ireland Pound in a period of five year time horizon. This budget provided from real state actions from European funding and a tax incentive program which was financed by providing loans from Irish and European banks. The scope of conservation plan which was established in the historic area of Temple Bar was the application of modern architecture in historical context rather than copying the old architecture style.

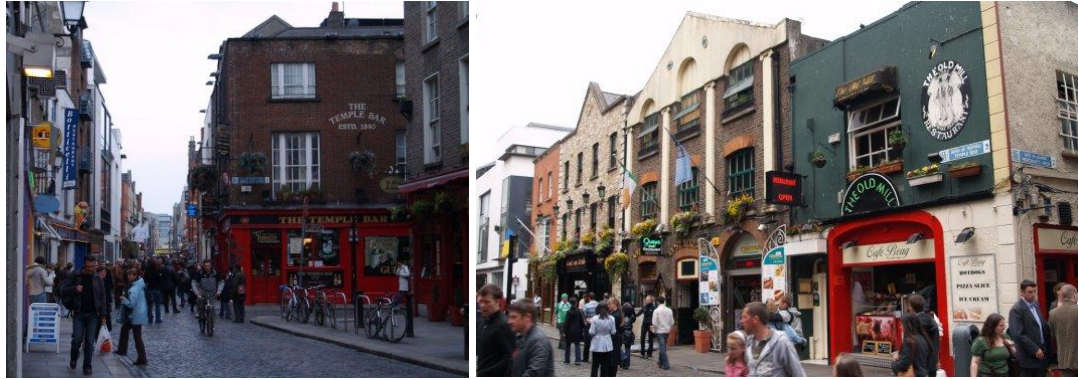


Figure 2. 14. Dublin, Ireland (Source: <http://www.docbrown.info/docspics>)

The fast improvements in the economic situation of the city of Dublin resulted in rapid growth in car ownership and consequently an increase in traffic and air pollution level. There has been several development plans for transportation systems but it was not sufficient as the problem is comparatively deep.

Tourism on the other hand influences the economy of Dublin significantly. However, the increase in tourism has altered the environment of the historic area and the effect considered to be negative as it is believed that previous bohemian atmosphere has been commercialized. It has been decided to prevent future demolition and alteration of historic context of old buildings and to follow an area based approach to preservation of historical and architectural heritage to ensure a sustainable development.

Table 2. 4. Management strategies in Dublin, Ireland (Source: Pickard, 2001)

<p><i>Policy, Planning and Legislation</i></p>	<ul style="list-style-type: none"> ▪ Urban Renewal Act ▪ Finance Act ▪ Urban and Village Renewal Program ▪ New Legislative Framework ▪ Granada Convention ▪ Housing Act ▪ Derelict Sites Act ▪ National Monuments Act
<p><i>Organization</i></p>	<ul style="list-style-type: none"> ▪ Local government ▪ National Trust for Ireland ▪ Dublin Civic Trust corporate with student group

	<ul style="list-style-type: none"> ▪ Department of the Environment ▪ Department of Art and Heritage (DACG) ▪ European Union
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Special tax relief ▪ Capital budgets for commercial development ▪ Subsidies to occupants ▪ Additional rent allowances for commercial activities ▪ Special income tax payment for residential owner occupiers ▪ Tax allowance for the construction of new buildings
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Improvement of different social and historical aspects ▪ Enhance the public transportation service and traffic system ▪ Revitalization of historic part of Dublin ▪ Development plan for transportation system ▪ Market-oriented approach ▪ Utilization under-used floor spaces

2.4.4 Erfurt, Germany

Erfurt is an old city with a more than one thousand year history and historical monuments more or less mainly from Renaissance period. The expansion of Erfurt dates back to 1870 when the fortress of the city was disbanded. The oldest part of the city which has a wall around it remaining from ancient times has the area of approximately 150 hectares and several historical monuments like Gothic churches and secular buildings from renaissance and baroque architectural periods have been preserved as official conservation authorities existed even before 1989.

In 1991 Thuringian initiative to salvage buildings was launched in order to prevent existing buildings from further damage. As a result the roof and structure of more than three hundred buildings were tested and reinforced. By 1993 the whole old quarter which was an area of more than 220 hectares was adapted in the development plan for preservation purposes. The major aim for redevelopment plan was to provide balance between the historic old quarter, buildings from industrial expansion period

and new residential buildings. A framework plan for the old quarter was provided by 1994 by the municipal planning office. In addition, building codes have been prepared and were required to be followed for new housings. Furthermore, several competitions was held for development purposes of open spaces resulting from war damage in 1991 and afterwards and plans had been provided by private clients as well as public authorities. (Pickard, 2001)



Figure 2. 15. Erfurt, Germany (Source: <http://www.itcwebdesigns.com>)

The redevelopment plan focused mainly on remedy the scars left from previous damages to historical monuments and it was tried to avoid constructing a contemporary building instead of the existing old and damaged one. Owners of buildings were required to pay pre-defined amounts of money in favor of the value of properties to make a contribution to redevelopment plan of Erfurt.

The financing which was used mainly for organizational and development measures and relocation of troublesome factory as well as building repair was comprised of principle payments made by the owner and public sector as land and deferral resources. The fund for redevelopment agency in Erfurt was approximately 20 Million Deutsche Mark annually. Being a part of preservation of historical urban monuments program, Erfurt received financial aid from federal authorities as well.

Situation for Erfurt with respect to social aspects has improved ever since the German Democratic Republic was collapsed. In addition, people used to combust coal in winter that used to lower the quality of their life. This situation was enhanced significantly after the introduction of gas to the area in 1989. The traffic has been increasing since the same year although to the old quarter the traffic has been restricted.

It has been reported that the well conserved old quarter of Erfurt is considered to be the major element of tourist attraction in the area as well as being attractive for the jobs in the city. Furthermore, the municipal tourist information has been transformed to Tourist GmbH Erfurt in 1998 which made several diverse services possible for the aforesaid organization. Besides, as the result of rehabilitation, redevelopment plan and the satisfactory conservation of historical heritage of Erfurt, the city could be able to join the Historic Town of Germany in 1999 which includes 13 cities of historic importance.

Table 2. 5. Management strategies in Erfurt, Germany (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Thuringian Initiative to Salvage Buildings ▪ Development plan (Bauleitplan) ▪ Framework Plan ▪ Building Codes
<i>Organization</i>	<ul style="list-style-type: none"> ▪ Municipal Planning Office ▪ Municipal Tourist Information
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Organization and development measure ▪ Relocation of troublesome factory ▪ Building repair
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Financial Aid from Federal authorities ▪ Traffic restriction ▪ Conversion of courtyards into semi-public open spaces ▪ Banishment of private cars from city center

2.4.5 Malta

Malta is one of the prominent islands due to its population in comparison with its geographic size which is approximately 1300 km per square kilometer. Considering the conservation policies, the dimension of legislation policy and institutional framework is strictly dependent on everyday economic and social activities of Malta which has been fluctuating significantly since 1950's, due to several weaknesses that are regarded abnormal to continent state economics.

The first established department with respect to cultural heritage was the Museum Department in 1903 which was responsible for antiquities. The aforesaid department had been operated without any form of legislation for 7 years until 1910 in which year the preservation of antiquities ordinance was enacted. This was followed by improvements mainly in 1922 and 1923, until in 1925 a final antiquities protection was enacted and antiquities committee was established consequently. The government benefited from the committees consultancy until it was disbanded in 1992. The environment act in 1991 that focused on environment protection and safe keeping of cultural heritage, along with development planning act in 1992 had bearing on heritage issues. Although the majority of principals were adopted from British practice, these acts considered to be inefficient and valued unsatisfactorily.

One recurrent tendency throughout Malta's history of institutional development is the reliance on centralized bodies. For instance, the central planning authority is responsible for preservation matters related to planning. Likewise, museum department is the central agency for heritage matters and rehabilitation programs are dealt with at centralized level. (Pickard, 2001)

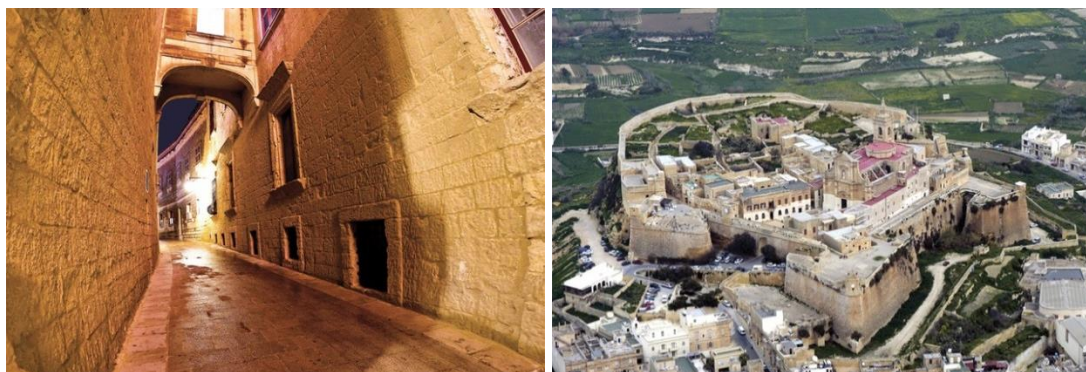


Figure 2. 16. Malta (Source: <http://arabiantravelnews.com/gallery/2013>)

The conservation management in Malta is highly dependent on three major elements namely the central and local government support action and market driven recognition. Besides, agencies such as the housing authority, the lands department, the work division and the Malta tourism authority conducted several projects towards conservation management as part of their service requirement. In addition to central government, all 67 local governments contributed to heritage management initiatives in both urban and rural areas. For the market driven recognitions, although they were declared to be in charge of single largest share of architectural heritage as small scale property owner, their critical problem was lacking detailed inventory of house interiors that would help policy decision in the case of development applications.

The funding for rehabilitation purposes was carried out most significantly by the central government which added up to a noticeable share of governments annual budgetary allocation and was performed either by especially established rehabilitation committee and diverse government departments. The local government on the other hand, could be able to benefit directly from human resources. The third party who could contribute to the funding of regeneration plan was the owner of properties who would invest for the development of their property which was mainly used for commercial or residential purposes and could be included as a progress to

the whole development plan. To help this process perform satisfactorily, in 1998 a grant in aid program was launched to help owners of properties repair their wooden balconies instead of the installation of modern substitutes. As the government's tendency was to fund large monument based projects, the success of the aforementioned project for residential units was immensely appreciated.

The local council has been appreciated due to the proper management of traffic regulations which contributed to the improvement of living conditions in Malta. Although, there have not been any measurements of air pollution with respect to traffic so far. Besides, traffic reported to be rising as the result of improvement in the quality of the tourism industry. On the other hand, it has been reported that a significant improvement has been experiencing since 1960 and the introduction of tourism industry to the island.

Table 2. 6. Management strategies in Malta (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Environmental Act ▪ Development Planning Act ▪ Aid Program
<i>Organization</i>	<ul style="list-style-type: none"> ▪ Museum Department ▪ Antiquities Committee ▪ Lands Department ▪ Work Division ▪ Malta Tourism Authority ▪ Central Planning Authority ▪ World Heritage ▪ UNESCO ▪ Rehabilitation Committees
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Repair wooden balconies ▪ Maintenance free ▪ Modern aluminum balconies
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Traffic regulations ▪ Improvement tourism industry ▪ Central government supported action ▪ Local government supported action ▪ Market-driven regeneration ▪ Separation of the roles of the central, local government and private sector

	<ul style="list-style-type: none"> ▪ Yearly budgetary re-assessments ▪ Open-ended financing mechanisms as grants-in-aid programs ▪ Public spending policy
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2.4.6 Grainger Town, Newcastle upon Tyne, United Kingdom

An area of more than 500 buildings which covers 36 hectares is called Grainger and it covers the northern part and middle of the Newcastle which is known as the historic part of the city, and more than 40 percent of the buildings which are located in this area are in the list of architectural and historic monumental buildings. In 1991 a detailed investigation that carried out on the buildings of the town of Grainger as the result of which the physical conditions and their situation from the vacancy point of view were assessed and according to the aforesaid criteria, the list of buildings at risk was prepared. Almost half of the buildings reported to have severe problems and nearly 30 percent of the remaining reported to become vulnerable if they were neglected. The aforesaid investigation was following 1980's acts which considered being well targeted and sophisticated and believed that has noticeable impact on the vacancy and decay level of the historic part of the city of Newcastle. A conservation report in 1987 provided a path for conservation strategy which was initiated later at the same time with the new Newcastle unitary development plan.

In United Kingdom, for a long time there has been integration between the historical built environment and urban planning. Consequently, several plans such as historic building and ancient monuments, civil amenities, town and country planning, national heritage, historical buildings and conservation areas and listed buildings and conservation areas are integrated with the planning and historic environment as the planning policy guidance. (Pickard, 2001)



Figure 2. 17. Newcastle upon Tyne, United Kingdom (Source: <http://www.rudi.net>)

In 1961 introduced the first conservation policy to the city of Newcastle upon Tyne. The policy was followed by the recognition of areas which needed preservation in 1963 but, it was only in 1975, the European architectural heritage year that the preservation of cultural and architectural heritage drew the attention and support of local authorities and people when the conserving historic new castle as a guide to landmark planning was prepared and issued.

For the core rehabilitation and conservation project for the town of Grainger, funds were provided by different parties and different attributed shares which amounted to be a total of 40 million pounds in a 6 year basis. For instance, the Newcastle city council provided 2 million pounds for the repair actions of buildings which considered being at risk in a 6 year basis. English Heritage as a national agency provided 1.75 million pounds to contribute to the works by the former agency. Tyne side training and enterprise council provided a comparatively little amount of money (0.25 million pounds) for the training and development of employment. English partnerships on the other hand, provided the largest share of 25 million pound and 11 million pounds were provided by single regeneration budget.

Traffic reported to be most important factor in the increase of pollution and generation of vibration in the town of Grainger. It is expected that traffic reduction

measures and provision of a more pedestrian dominant environment will be able to improve the situation.

With respect to tourism management, it is expected that the benefits from this industry is maximized, while damages to the historic environment is avoided to the possible extent. In order to combine heritage and tourist development in the city of Newcastle upon Tyne, actions are provided namely cultural monument improvement, tourist environment improvement, tourist support, publication and event and it is expected that by carrying out the aforementioned actions, a balance could be developed between the benefits of tourism and the drawbacks of the damages of tourism industry to the historical area, so a sustainable development is ensured.

Table 2. 7. Management strategies in Grainger Town, Newcastle upon Tyne, United Kingdom (Source: Pickard, 2001)

<p><i>Policy, Planning and Legislation</i></p>	<ul style="list-style-type: none"> ▪ Consortium of Consultants ▪ Planning Policy Guidance (PPG15) ▪ Historic Buildings and Ancient Monument Act ▪ Civic Amenities Act ▪ Town and Country Planning Act ▪ National Heritage Act ▪ Circular 8/87 ▪ Historic Buildings and Conservation Areas – Policy and Procedures ▪ Planning Act ▪ Development Plan (UDP) ▪ Protection and Enhancement ▪ Plan Work for a New Living report
<p><i>Organization</i></p>	<ul style="list-style-type: none"> ▪ Newcastle City Council (NCC) ▪ English Heritage (EH) ▪ Department of Environment ▪ Grainger Town Study ▪ Grainger Town Conservation Area Partnership (CAP) ▪ Local building and law company ▪ Local/national chemists and property agents ▪ European sources ▪ Tyneside training and Enterprise council (TEC) ▪ English Partnership (EP)

	<ul style="list-style-type: none"> ▪ Single Regeneration Budget challenge Fund (SRB)
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Mixed restoration scheme ▪ ‘Public Realm’ floor scape improvement ▪ Grants to repair building and improve shop fronts ▪ Employment , Development and Training ▪ Grants to cover or refurbish housing or offices ▪ Wide range of schemes covering employment ▪ Repair and return decay historic buildings to traditional appearance ▪ Public agencies on conservation ▪ Refurbish floors for new residential or old office uses ▪ Infrastructure improvement ▪ Training, employment initiatives and delivery staff
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Independent company limited by guarantee ▪ Established the multi-skilled team ‘Regeneration Themes’ led by Project Director ▪ Office Manager and administrative staff support ▪ Offered grants to private owner or occupiers ▪ Managing historic properties for tourism ▪ Directing and funding archeological investigation ▪ Advising on development of public and private buildings ▪ Supply funding for the repair of buildings ▪ Shortfall grant aid to assist private owner ▪ Grant aid to property owners ▪ Supporting funds that have been attracted from public sources

2.4.7 Ribe, Denmark

Ribe is the oldest and one of the well conserved cities in Denmark. From mid-nineteenth century, Ribe lost its importance as a trade route and the situation got worse after the war in 1864. The topographical conditions of the city tough, has been limiting its development potential. It is evident that since 1960 there has been an increasing demand for new areas to be used for business purposes in connection with the historical city center. Consequently, the city Ribe weakened due to the construction of poorly adapted buildings.

Conservation of mid age city center in Ribe dated back to 1899 when the Ribe tourist association was established. In 1963 the city council adopted preservation declaration for houses within the city center so all external changes to aforesaid buildings had to demonstrate an approval by Ribe local authority. The general planning tool which is available at the moment is the local authority plan for Ribe 1998-2000, which draws a comprehensive framework to policies and planning. The Ribe urban plan on the other hand, prepared in 1999 is a comparatively more active development plan regarding preservation and planning. Besides, a set of guidelines have been prepared under the name of good advices on old houses, which governed people through the process of residential renovation and maintenance. (Pickard, 2001)

The national forest and nature agency which is a governmental agency responsible for building preservation matters under the auspices of the ministry of environment and energy has had the opportunity of preparing preservation atlases with Danish local authorities and was initiated in 1987.

For conservation purposes in Ribe, all houses were registered under preservation declaration in 1963 under which building façade could be required to be conserved by the local authority. In addition, an extension to the original preservation atlas which was established in 1990, an urban renewal plan was prepared for the city of Ribe which analyses the renewal requirements and presents actions required.



Figure 2. 18. Ribe, Denmark (Source: <http://tammytourguide.wordpress.com>)

The biggest project in Ribe which was financially supported by the labor market holiday foundation was the construction of Ribe holiday town designed especially for tourism purposes with the cost of 75 million, Danish Krone. The public funding in Ribe is fundamentally associated with restoration and urban renewal projects. Correspondingly, tax deductions are dedicated to the listed buildings as a restoration project while not listed but worthy of preservation buildings can benefit from the privileges of urban renewal projects. The focus for local authorities is building which are located in the city center and costly to restore. (Pickard, 2001)

The physical environment of Ribe is under influence of ever rising traffic in this city which only surged by seventy percent for 16 years from 1980. Furthermore, the increasing vibrations of heavy traffic is to damage old buildings in city center but recently the local authority of Ribe has addressed these issues in master plan.

As the city of Ribe is a very well conserved historical city, there are huge numbers of tourists visiting the city annually and the turnover generated by tourism is estimated to be 140 million Danish Krone. Considering the number of tourists it can be concluded that saturation point is reached and the increase in number of tourists will lead to a negative relation between tourism and public acceptance. Hence a proper managerial policy to distribute the number of tourists throughout the year could be

followed, so that economic situation of the city of Ribe is improved as much as possible.

Table 2. 8. Management strategies in Ribe, Denmark (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Preservation Declaration ▪ Local Authority Plan for Ribe ▪ Ribe Urban Plan ▪ Preservation Atlases ▪ Danish local authority ▪ InterSAVE ▪ Good Advice on Old House ▪ Urban Renewal Plan ▪ Constructional standard of floor areas
<i>Organization</i>	<ul style="list-style-type: none"> ▪ Ribe City Council ▪ National Forest and Nature Agency (NFNA) ▪ Ministry of Environmental and Energy (MEE) ▪ European Union ▪ Ribe Tourist Association
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Having enterprise moved to the industrial area and recreating a city front in long-term ▪ Relocation of the remaining part of the factory ▪ Building work and road renovation
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Summarized financial estimates for individual housing ▪ Assessment of the constructional standards ▪ Setting up a work group consisting of non-resident experts, local authority civil servants and local enthusiasts ▪ Co-operation of national authorities during the implementation stage, where processes are initiated and fundraising is required ▪ Grant financial support for surveys ▪ Making tax deduction for renovation and operation costs ▪ Distributes public funding at national level ▪ Approves projects under current finance regulations ▪ Monitoring that complete accounts are in accordance with approved financial framework ▪ Tax deduction for preservation expenditure on listed buildings ▪ Ordinary private loans for construction of the buildings

2.4.8 Riga, Latvia

Riga is a small city in Latvia, one with the most important historical background and indeed the biggest city in Latvia. The city has always been the focal point of attention in the Baltic area as its position from the geographical point of view provided great opportunity for being a trade route and prosperous industry. In 1997 the historic area of Riga became a part of UNESCO national heritage because of its unquestionable universal value. (Pickard, 2001)



Figure 2. 19. Riga, Latvia (Source: <http://cliffhague.planningresource.co.uk>)

In 1998 a law was enacted on territorial development planning which tried to force local governments namely municipalities to take part and ensure the territorial development plans are carried out satisfactorily. The objective of the plan focused on revitalization and preservation of historic area, quality assurance of residential environment, ensure the rights of owners in development of their property and to contribute the society in the development plan. The process was commenced by

collecting the detailed information about existing buildings and monuments and to evaluate their situation and amendment possibilities of each property as the most important step to be taken in land use planning.

Aforementioned local governments (municipalities) established social services to ensure a quality territorial development. For instance, building commissions was established to guarantee that no construction or renewal of existing structures is performed without authorization. Besides for the conformity of historic centers which were formed within the municipalities, cultural heritage development coordination board was established in 1997. Besides, regulations and instructions for constructing new buildings and conservation and regeneration of existing buildings were issued.

In 1998 the aforesaid board decided to think out a program of conservation to gather detailed information on historic buildings and monuments, the consequence of which was the analysis of more than four thousand buildings in the historic area. In addition, in 1999 in cooperation with State Land Cadaster Center, the State Inspection designed software for computer which could help users to progress with the development work. The aforesaid action was followed by the preparation of binding guild lines for construction and rehabilitation actions of residential units, the establishment of information center by state inspection and a workshop which was organized by the Cultural Heritage Department of the Council of Europe. All the aforementioned actions were carried out by the Riga City Authority as a coordination board, with other European countries, Norwegian National Directorate for Cultural Heritage, international organizations and sponsors. However, it should be noted that groundwork of any kind, must have been confirmed and authorized by Riga

inspection of heritage protection. Besides, it was forbidden to alter the original elements of buildings of the façade of the historic area of Riga such as doors, windows, shape of roofs and decoration of any kind.

In order to guarantee the quality of social life of inhabitants as well as providing environmental protection, a law was enacted in 1991 which was later amended in 1997. The Ministry of Environmental Protection and Regional Development and the Environmental Protection Services of municipalities are in charge of providing environmental protection in Latvia. (Pickard, 2001)

In order to enhance the tourism industry and to provide a framework for the cooperation of tourism enterprises, institutions, state authorities and municipalities, passed in 1998 the Law of Tourism and the Juridical Foundation for Tourism Development was launched. The government income from taxes which sourced in tourism industry was well understood by the authorities of Latvia, and it was decided that the income was going to be used in the redevelopment plan of the city of Riga.

Table 2. 9. Management strategies in Riga, Latvia (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Territorial Development Planning law ▪ On-preservation of Cultural Monuments law ▪ Preparation and adaptation of binding guidelines ▪ Rehabilitation Plan ▪ Preservation and Development Plan for inventory ▪ Riga Inspection of Heritage Protection
<i>Organization</i>	<ul style="list-style-type: none"> ▪ Municipality ▪ Building Commission ▪ Institutions interested ▪ Cultural Heritage Development ▪ Convention on Protection of World Cultural and Natural Heritage ▪ UNESCO ▪ State Land Cadastre Center
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Reconstruction of blocks and streets, places and squares

	<ul style="list-style-type: none"> ▪ Repair, restoration and replacement of facades, windows and doors ▪ Transformation of ground floor
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Developing Computer program to assist for controlling ▪ Taxation ▪ Co-ordination between local services and municipality

2.4.9 Rochefort, France

Rochefort is a small town on the Atlantic coast of thirty thousand people. Although Rochefort situation reported to be disastrous, it is a very proper example of a city with successful heritage policy as in the past 20 years there has been exceptional change in its situation as a historical tourist attraction. It seems that the town of Rochefort could be able to provide a satisfactory balance between the way in which community uses land and conservation and development plans.

In 1970, a group who had won the elections at that time and believed in renewal and conservation established the Rochefort's Renaissance. The process of Rochefort renewal initiated with contacting a college in Paris which was well known for town planning. Hence, some students from different majors from architecture to sociology and law were brought to the town for analysis purposes. In 1990 the local authority requested help from the same college for providing medium and long term action plan for the renewal and heritage conservation of Rochefort. (Pickard, 2001)

The main approach was to renew the royal rope works factory from the end of seventeenth century and its surrounding from 1975 to 1988. More recently it was decided to rehabilitate the frigate on which fight with American rebels was held in 1780 and considered to be an important element for the urban landscape of Rochefort. As the dockyard without its function being understandable was too hard

to be comprehended, the shipyard was renewed which is reported to be a success in tourist attraction of town. However, the rehabilitation action was not carried out to improve tourist attraction but to restore the meaning and pride to the area. The aforesaid restoration policy included housing with large scale action by the municipal public housing office rehabilitating more than 300 residential units in 20 years' time horizon.



Figure 2. 20. Rochefort, France (Source: <http://paris1972-versailles2003.com>)

Furthermore, in Rochefort architectural charter, the morphology and typology of urban heritage was carefully analyzed and was limited to old areas in the first place but recently extended to the whole municipal area. The rehabilitation of the historic area of Rochefort was influenced and privileged by several agreements through programmed operation for the improvement of housing which was between the central government and the national agency for the improvement of housing and the municipality of Rochefort. Besides the municipal public housing office, benefited from loans from central government for building renewal purposes.

In Rochefort, the placement and arrangement of public spaces are highly influenced by the original historic pattern of the city. Hence, it goes without saying that there arise several problems in term of traffic management and parking considering the

growing number of cars. However, due to large courtyards of historical tourist spots, the problem for parking area seems to be comparatively minor. To improve the quantity and quality of tourism industry in Rochefort, the municipality launched a competition aiming to let people discover the history of the town and promoting the town of Rochefort to tourists and to provide related education for school children in order to improve their knowledge about the town they are living in.

Table 2. 10. Management strategies in Rochefort, France (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Medium Town Contract ▪ National Coastal Conservatory (CNL) ▪ French League for the Protection of Birds (LPO) ▪ Programmed Operation for the Improvement of Housing (OPAH) ▪ Rochefort Architectural Charter
<i>Organization</i>	<ul style="list-style-type: none"> ▪ Rochefort's Renaissance ▪ Central government ▪ Town planning college in Paris ▪ Municipal Public Housing (HLM) ▪ European Funds ▪ The National Agency for the Improvement of Housing (ANAH) ▪ Chamber of Commerce and Industry (CCI)
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Rehabilitation of vacant dwelling ▪ Management of the major projects ▪ Setting up Heritage workshop ▪ Revitalizing the old center
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Set up Town Planning Service in municipality very close to Mayor and with broad power ▪ Set up multi-disciplinary small team ▪ Soft loan for rehabilitate building ▪ Decompartmentalized and transversal nature of the municipal service

2.4.10 Venice, Italy

Venice in southern Italy is full of historical monuments which are scattered on scarce land area in several islands located on salt water. A very important factor preventing the development has always been the water. Besides, as salty water damages the construction materials, during the years it was only the façade of buildings which has

been being renewed and the main structural elements have been retained to prevent buildings from collapsing. The economic situation of the city started to flourish after 1866 when it became a part of the kingdom of Italy.

A master plan for Venice was designed and finally accepted to be implemented in 1962 and the share for the old historic area was solely reopening of some lanes and canals and construction of some new buildings. As the result of shrinking the number of people in Venice because of the fear from flood and several difficulties in living, Venice gained an exceptional importance in 1973 and a new social law for Venice was announced. The master plan from 1962 has been reconsidered in 1992 and as the result of complexities and impossibilities which has been found in detail plans, a new variant was authorized. (Pickard, 2001)

For historic center of Venice and the islands several projects were introduced since 1994, which cost more than the equivalence of 837 million dollars over 23 years. Projects included the integrated works for lines in via which transportation is managed in Venice (Canals), Residential works which also included cultural projects and the revitalization of abandoned industrial area and works of urbanization. As financial supported for residential projects, 53 million dollars was supported to museum heritage of Venice and for cinemas, theaters and exhibition spaces which itself comprises 9 different projects, more than 80 million dollars was dedicated despite the fact that the progress of the aforesaid projects is not clear. In addition, works for school as residential works included regeneration as well as new buildings for which 27 million dollars was spent and for buildings of public interests such as monumental buildings on the other hand 152 million dollars was spent. Furthermore, 96 million dollars was spent on public open spaces and green area, street lighting,

paving and furniture and another 112 million dollars was spend on the contribution in the private residential stock as revitalization of housing and old factories as well as recovery of ground floors which are in danger of exposing to floods.



Figure 2. 21. Venice, Italy (Source: <http://stilettostraightlines.hbaarchitects.com/>)

Although, since 1974 it was forbidden to use polluting fuel like oil for heating purposes, Venice suffers from pollution problems the cause of which is the city itself lacking a satisfactorily operating sewage system, aggregated by the introduction of public and residential units' disposal to the canals. Besides, several industries has been shut down to prevent further pollution which resulted the dependency of the economy of Venice on Tourism solely. This has resulted in numerous improvements in the situation of Venice as a city for living as well as tourist attraction.

More than 14.5 million passengers are transported by means of more than 150 vessels in public transport service of Venice per year, and more than 600 as private transport means which are making serious problems for the city in the form of water pollution that can be harmful to buildings' foundation as well. Regarding the sustainability of development and tourism management in the city of Venice, it can

be concluded that without a proper policy for tourism management, tourists will become enemies for the city, and the number of tourists are increasing while the inhabitants are leaving the city as their quality of life and their social interactions are highly negatively influenced by tourism industry.

Table 2. 11. Management strategies in Venice, Italy (Source: Pickard, 2001)

<i>Policy, Planning and Legislation</i>	<ul style="list-style-type: none"> ▪ Italian Restoration Map ▪ Passed two law for protection the national heritage ▪ City Master Plan (PRG) ▪ Local Development Plan (PP) ▪ Special Law for Venice ▪ Policy for tourism management
<i>Organization</i>	<ul style="list-style-type: none"> ▪ National Association for Historical and Artistic Center (ANCSA) ▪ Council's Building Commission ▪ City Council of Venice
<i>Cost breakdown</i>	<ul style="list-style-type: none"> ▪ Restoring embankment walls ▪ Integrated works to canals, responsible by agency <i>Insula SpA</i> ▪ Residential work
<i>Management action</i>	<ul style="list-style-type: none"> ▪ Has been exposed to a law that makes the city's administration responsible for comforting the problems ▪ The legislation of how funds have been assigned

2.4.11 Conclusion

In the current investigation, the process of historic quarter conservation, revitalization and rehabilitation for 10 different historic cities were analyzed, and the time-span during which the scheme for each city was developed and evolved was demonstrated. The majority of case studies was comparatively smaller cities or towns in all of which existed a historic area which typically was in need for conservation and possessed the potential as the history behind all quarters dated back to a considerable long time ago in the history. A comprehensive and effective development or re-development plan was established in nineteenth century and more specifically in mid nineteenth in most of cases.

It is concluded that conventionally, development plans' initial focus was on the conservation and revitalization of architectural heritage, monuments and historic figures rather than residential units and the overall texture of the old city. However, more recent and modified development plan considered the later indispensable to regard in revitalization process and took action toward improve the quality of such spaces as well.

The funding of these projects was provided typically by the national government or local authorities and municipalities in some cases from the share of the budget that was dedicated to the aforementioned projects. Besides, in some cases the local authority provided the opportunity for owners of historic properties to benefit from loans and financial aids to revitalize their property. However, guidelines, codes and regulations were passed to make sure that private development projects are not beyond the scope of the ongoing comprehensive plan. There has also been motivation in the form of tax allowance to carry out renovation acts instead of constructing new residential units. Another significant role in providing money for such projects was played by international organizations such as European Bank or World Bank or UNESCO which annually carry on several analyses on prominent historic areas which are subject to damage and decay.

In the presented cases, it was unanimously argued that renovation of historic areas contributed to an enhancement of the economic situation of the country in which the historic area was located. However, in most of the cases it increased the traffic which led to lower quality of living for local inhabitants as well as air pollution. As a result, the intangible effect of such projects on local people who live in areas of concern was experimented and declared to be negative as sometimes people preferred to

leave the area and move to another district of the city or town in which the quality of life would be comparatively high. Thus, a successful development plan could be able to balance the number of tourists that come to visit a specific area in a specific time of the year, and the amenities of the environment in which local inhabitants are living their lives.

Unfortunately, in spite of several benefits of revitalization projects such as maintaining cultural heritage, valuable historic areas, architectural monuments of the past and the considerable contribution to economic situation, in some cases drawbacks was experimented in localities' lives and environment. It goes without saying that the rate of desirability of a living space or area is directly related to the quality of living in these spaces and there is a great possibility for people to tend to leave the space and try to settle in more comfortable areas, if their living space cannot offer a satisfactory level of quality to them. For instance, in case of Malta and Venice the historic area was abandoned to a noticeable extent which was the result of not paying attention to housing rehabilitation in attributed development plans. People trying to relocate leads to another serious issue, which is the private sector accountability in terms of its contribution to revitalization projects. If there is nobody living in a house, it is undoubtedly impossible to motivate them by any chance to renovate their homes. In case of vacant dwellings, there is a great chance of demolition to become next devastating action that a government may be incapable of preventing. For instance, in Malta there had been several cases those residential units from as old as seventeenth century was destroyed because of their undesirable condition. Similar case with different intention happened in Dublin as for architectural renovation of old houses, it was opted to destroy old terraces. (Pickard, 2001)

Therefore, it has been suggested that social links are maintained in order to keep the interaction between communities alive and positive. Besides, residential, social, economic and cultural functions of historic areas need to be managed and preserved and tried to be recovered if lost or weakened by any means. Environmental conditions of historic areas of cities are to be maintained in good quality so local people do not prefer to abandon their homes and the problem of depopulation is eliminated accordingly. In addition, it should be focused on a sustainable development plan rather than just preservation or conservation schemes, by encouraging revitalization and rehabilitation plans instead. For instance, in Bruges, as squares were renovated, the sense of identity was fortified as squares became places for people to meet which encourages city functions. Besides, the renovation of squared motivated the renovation of buildings in the neighborhood of aforesaid squares. In addition, the quality of pavements, streets and sewage system was also enhanced significantly. Furthermore, codes and regulations to maintain aesthetics features of existing buildings and new ones to conform to historic areas were passed. (Pickard, 2001)

The same incentive provided as the result of sustainable developments in Rochefort and Grainger cities. Public spaced became a dramatic cause of concern in the city of Rochefort and in the town of Grainger on the other hand, high quality design was motivated by helping the renovation of shop fronts in old areas which were subject to rehabilitation and most importantly, cultural events and celebrations were encouraged which revitalized cultural bounds for communities and tourists as well. In Ribe, the development carried out with special attention to the architectural periods and their characteristics with respect to the topology of the city of Ribe and

as the result safeguard was provided for architectural design traditions in terms of history and background. (Pickard, 2001)

To ensure residential and urban functions of old neighborhoods, it is essential that proper management measures are taken so the function as the result of increase in tourism is not impaired. For instance, as in Bruges, pedestrian areas have been provided with less amount of traffic which ensures less interruption for tourists and inhabitants. Other measures such as parking above or below the surface of the ground, reduced speed limits in more crowded areas and buses for specific purposes were also provided that along with other safeguards, reduced the nuisance factor from the historic area and in time provides the opportunity of unfolding a sustainable development plan.

CHAPTER 3

REVITALIZATION OF YEDILER AREA IN THE WALLED CITY OF NICOSIA

3.0 Introduction

In this chapter, a case study of a neglected area in Nicosia will be presented and investigated in detail. Because of the decay and deterioration that the area is imposed, there is an obvious need for revitalization. According to what mentioned in previous chapters, if revitalization process is considered as a project, the management criteria would also be involved to its procedure. Therefore, this chapter also focuses on the explaining how utilization of project management could be helpful for revitalization in such areas. In this regard, the first part includes an explanation conceptual phase of the revitalization project in Yediler area. The study begins with analysis about the neglected Yediler area and its history as well as SWOT analysis. Afterward, it continues with determination of the project's vision and objective and the explanation about the operations carried out for the revitalization stage. At this stage, the revitalization decisions have been assessed regarding the aim and objectives as stated before. In revitalization plan proposal intervention policy and the process of the revitalization area have been stated. In the second part which is focused on implementation phase of revitalization project, three main parts of this project which are scheduling, cost estimation, and organizational structure have been applied according to three main features of project management as time, cost , and scope.

3.1. Conceptual Phase

3.1.1 Project Purpose

As suggested by Burke, the first section of the project life cycle is the initial phase, which is related to the definition of the need for the project. Accordingly, the initial state of this project is the definition of the project purpose. Thus, the Yediler project purposes to revitalize and conserve an area in the Walled City as an attractive touristic, commercial, residential area, and mixed used area. Especially when considering the increasing attractiveness of the Arasta traditional shopping area nearby after the opening of the Lokmaci/Ledra Street Gate in April 2008, and the recently finalized restoration of the Armenian Church complex at the eastern edge of Arab Ahmet district, which has been more or less rehabilitated through some interventions for its revitalization, revitalization of Yediler area should be given a high priority. Especially the main linkage (street), which connects the small square at the beginning of Arasta area and the Arab Ahmet district, which is currently calls for an urgent attention.

3.1.2 Survey and Analysis of the Area

First and foremost, observations in term of the photograph and map have been made, then the area has been analyzed in terms of location of site, figure-ground, accessibility, land use, buildings construction materials, structural condition and facades. Additionally a SWOT analysis has been conducted. Keeping in line with the requirements of a strategic approach for revitalization, values (place assets), obsolescence (type and level) as well as development dynamics of Yediler area have also been determined. Afterward, collecting the data started by interacting with some of the residents. According to this, socio-economic information was gathered from 30 households equally shared between different buildings. Despite the relatively

small number of the questionnaire applied in the area, there are some definitive conclusions that can be drawn from the findings. Investigating user's activities and their feeling toward their life in terms of their social needs could be considered as an important step of this study. Questionnaires have been formally designated as a narrative of how people feel about their environment with respect to the problem. Knowing people's feeling about the problem has shown to be highly advantageous; moreover, it is desperately needed since the main goal of the urban designers must be to meet the user's requirements and needs.

3.1.2.1 Site Location

The Walled City of Nicosia, in which Yediler area is located, houses traces of intermingling cultures on the Island of Cyprus, and is a historic urban quarter that has been a declared "conservation area" since 1989. Additionally, some area improvement projects, which came out of the second phase of the Nicosia Master Plan in 1984, have been implemented aiming at the revitalization of the Walled City. Moreover, the Walled City has been declared as a 'Tourism Priority Zone' in April 2008.

However, despite being declared as a conservation area, piecemeal improvement, and enhancement of some areas/districts, it has also been declared as a Tourism Priority Zone. It should also be noted that it has been proved in several studies that from obsolescence point of view, the overall state of the Walled City is faced with locational obsolescence and this valuable historic urban quarter as a whole can only be revitalized through restructuring the economic base of the area (a long term strategy). (Doratlı, 2005)

Yediler area at the south-west of Walled City of Nicosia is located between Arab Ahmet district and Arasta traditional shopping area. It is also at the edge of buffer zone which makes the area an unattractive place to live and work. When visiting the area, the first impression would be ruins and derelict buildings.

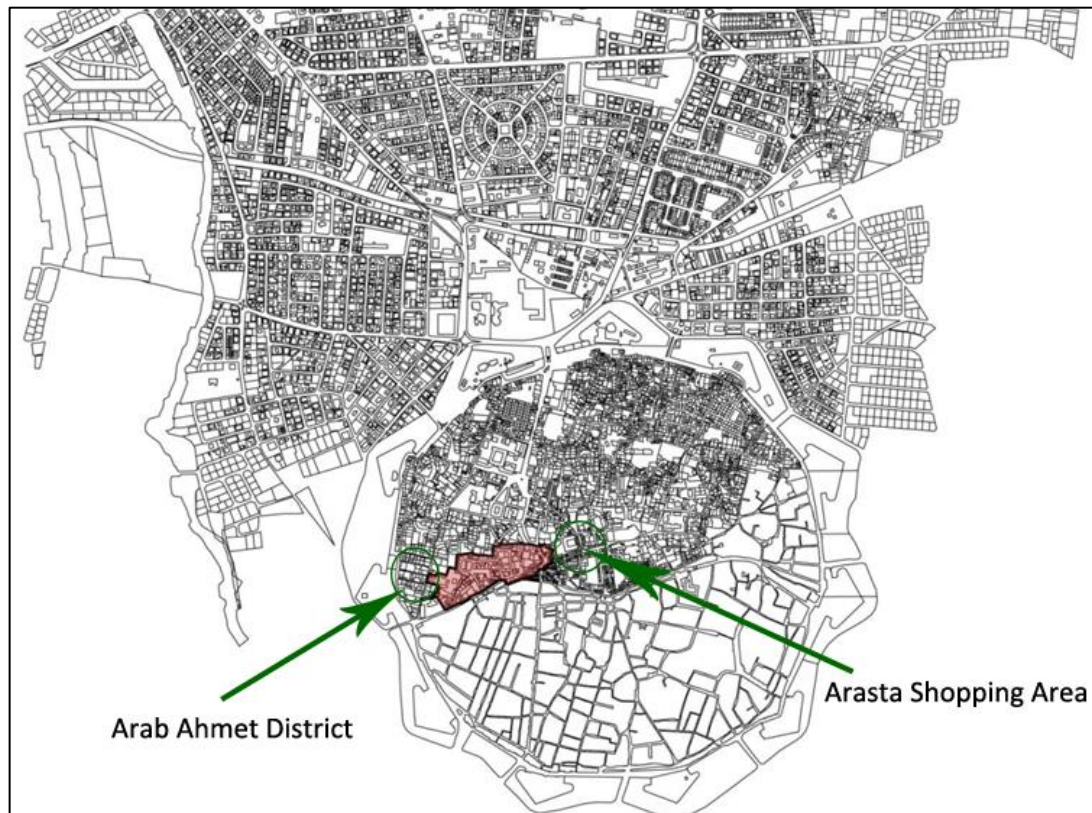


Figure 3. 1. Location of the Site (Source: Author, Developed for this research)

However, considering two important magnets (the small square at the beginning of the Arasta Street and the Armenian Church complex on the west end of the area, which has been restored and will be used as a cultural center, this area has a great potential to be transformed into a vibrant place.

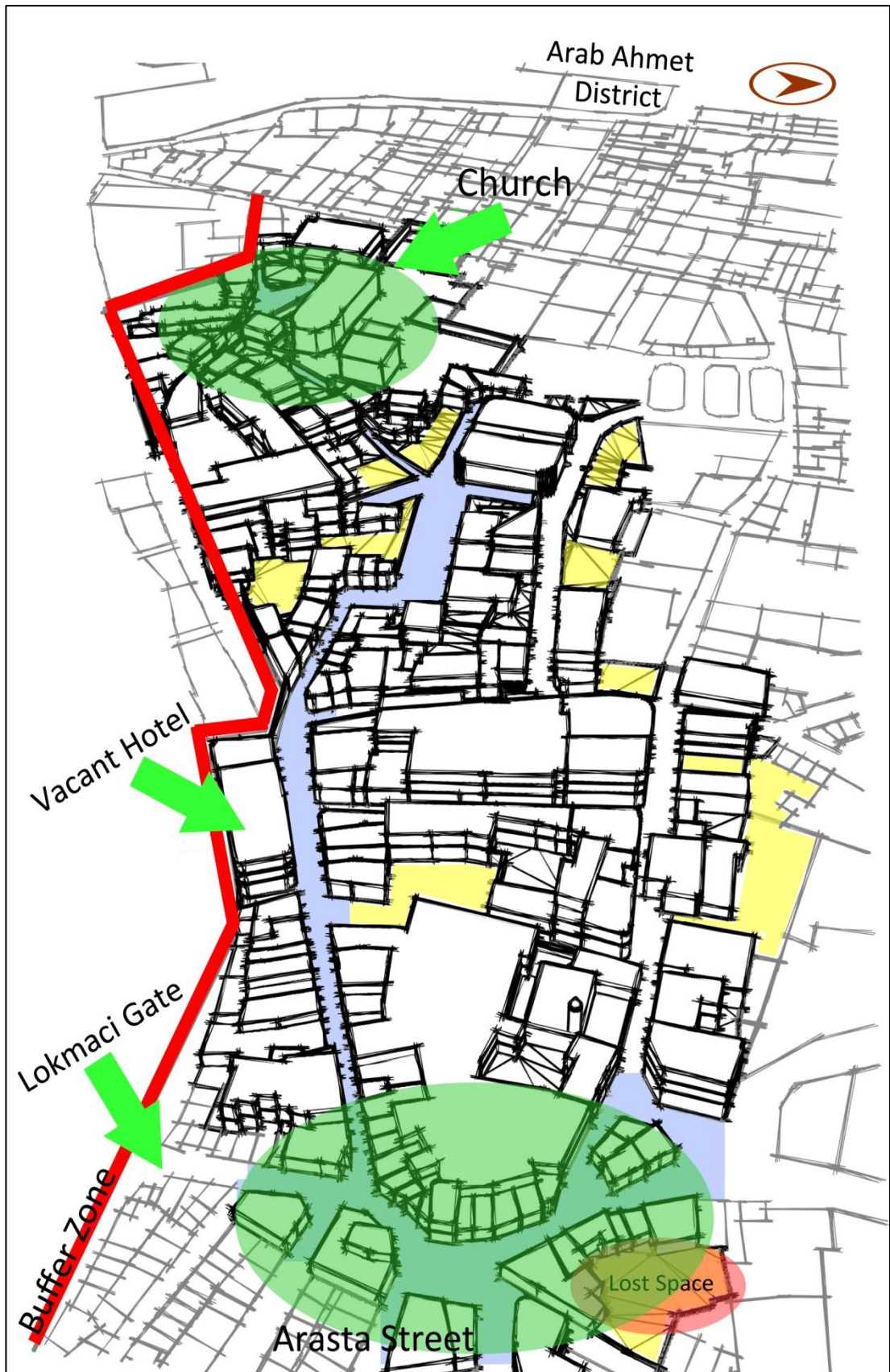


Figure 3. 2. Potential of the site (Source: Author, Developed for this research)

3.1.2.2 Historical Analysis

In order to understand the historical development, growth of the area, a literature survey on the evolution of the Walled City has been carried out. Additionally, Kitchener's map of 1881 has been examined for detecting the morphological changes of the area.

Diaz-Berio (1982) suggests that during X – XIV centuries, the main corridor of commercial activities was in east-west direction towards Famagusta. Existence of two gates, Famagusta and Paphos gates has facilitated the interrelationship in this direction. Based on this argument, it can be said that densely developed area was in the middle of the Walled City, in east-west direction.

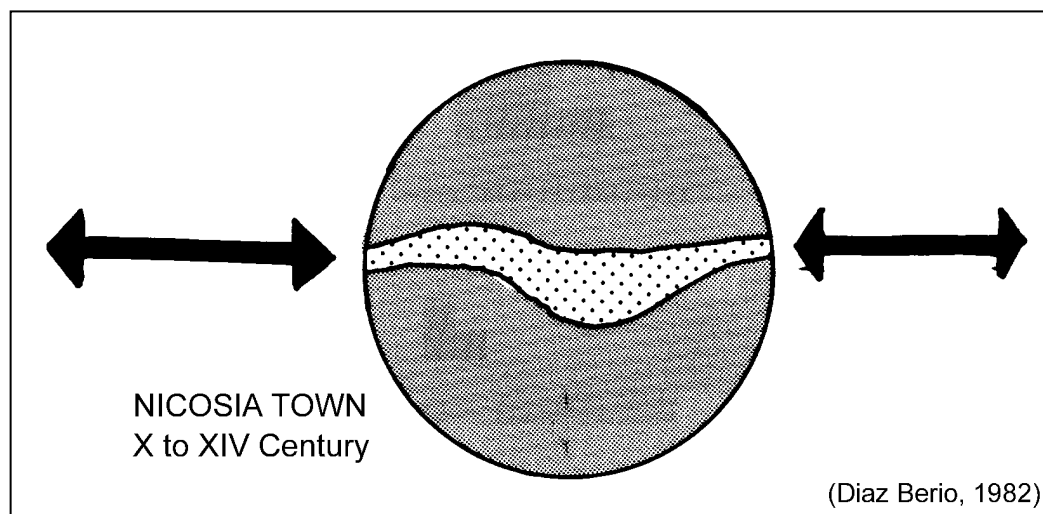


Figure 3. 3. Direction of Development (Source: Diaz Berio, 1982)

The commercial axis followed the old Pedeios diverted course from Paphos to Famagusta Gate. Examination of the Kithener's map of 1882 reveals that the project area, which is partly in this commercial area, has kept its physical and spatial characteristics with one storey shops along the street and open land at the backyards. However, when considering the results of the analysis of *period of construction* as well as *buildings' construction material* of the buildings in the project area, it can be

seen that during the British period (1878-1960) new streets have been opened and buildings in concrete have been constructed. These streets, which exist side by side with the organic ones that were created in previous periods as well as the buildings, are in contrast with the traditional organic pattern and the architectural characteristics of the formerly built ones.

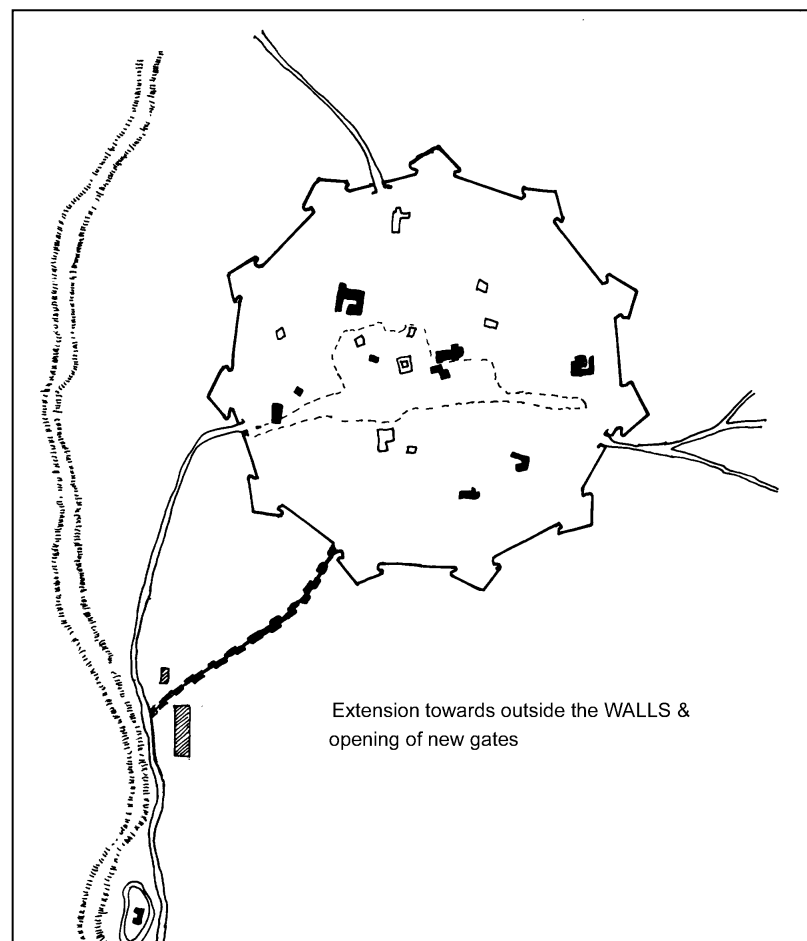


Figure 3. 4. Extension towards outside the Walled City and opening of new gates, (Source: Doratli, 2000)

3.1.2.3 Figure-ground

Through figure ground analysis, it has been attempted to understand the solid-void relationship, in other words the relationships between the building masses and the open spaces surrounding them. The project area exhibits an organic distribution of solids and voids.



Figure 3. 5. Figure-ground map (Source: Author, Developed for this research)

Thus, this area exhibits the features of the figure ground relationship of traditional urban pattern, which is the dominant pattern in the Walled City as well. However, at some parts of the project area angular and linear solids and voids seems to be injected into the traditional urban structure. Examination of figure ground diagram of the project area reveals that, especially towards the eastern direction, the buildings strongly define the urban spaces (streets). Hence, both urban blocks/buildings and the set of spaces, can be read as positive. However, towards Arab Ahmet district, there is a decrease and distortion of the solids and the voids become dominant. Buildings do not define the street, hence the street definition weakens. To a larger extend this is a result of the demolition of buildings, which has been triggered by the existence of the buffer zone nearby. Additionally low quality squatter type of structures that are built arbitrarily to house repair shops/workshops contributes to this unfavorable situation.

3.1.2.4 Lynch Analysis

Considering the spatial components of the cities, which are *paths, nodes, districts, edges and landmarks*, as it has been suggested by Kevin Lynch, this analysis has been conducted at two levels:

3.1.2.4.1 City Scale

In order to understand legibility at the city scale, Lynch analysis has been conducted for the project, where all elements of legibility have been analyzed within the Walled City of Nicosia (Northern part) as a whole.

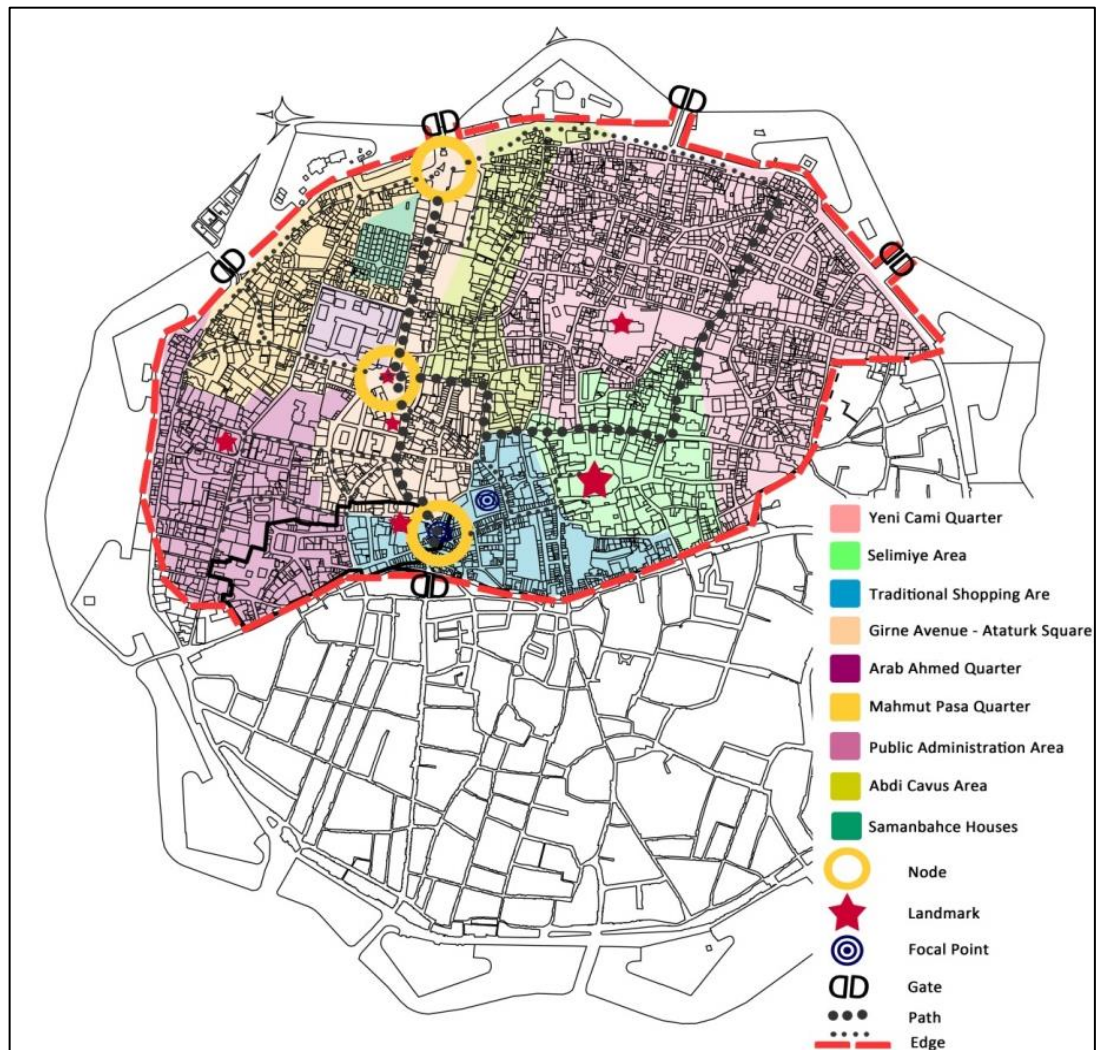


Figure 3. 6. Lynch analysis as city scale (Source: Author)

Path: In the Walled City of Nicosia, the paths, which forms the primary structural network of the city, exhibits an organic pattern in general terms. Although the paths had been once created mainly as pedestrian circulation network connecting different functional zones, today most of the paths are used for vehicular and pedestrian traffic aside from those which have been pedestrianized. However, through the site survey,

major vehicular and pedestrian circulation networks have been distinguished. Considering the size and character of the Walled City as well as the physical and spatial quality of many other nodes, there is a great potential for increasing this number.



Figure 3. 7. Path in Walled City of Nicosia (Source: Author)

Node: Considering the simplest definition of nodes, which is “strategic points within the city to or from which a person travels”, in the Walled City of Nicosia it is possible to distinguish many nodes as junctions or street corners. However, three important nodes exhibit characteristics of special interest.



Figure 3. 8. Node in the Walled City of Nicosia (Source: Author)

Edge: Among the real or perceived boundaries, two important and different edges can be identified in the Walled City of Nicosia. One of them is the main edge, historical walls around the Walled City and the other one is the buffer zone which is border.



Figure 3. 9. Edge in Walled City of Nicosia (Source: Author)

District: Based on the dominating function as well as contextual quality, nine districts can be distinguished in the Walled City of Nicosia. These districts have their own identity owing to their individual characteristics and functions.

Landmark: Considering the simplest definition of landmark, extremely recognizable characteristics in the community, it can easily be claimed that the Walled City of Nicosia is very rich in terms of different types and size of landmarks. In terms of its size and architectural features, Selimiye mosque is a unique and city wide landmark. Kyrenia Gate, Venetian Column, Saray Hotel, Arabahmet Mosque, Ataturk Elementary School can be counted among the city wide or local landmarks of the city.



Figure 3. 10. Landmark in Walled City of Nicosia (Source: Author)

3.1.2.4.2 District / Local Scale

In order to understand legibility at neighborhood scale, Lynch analysis has also been conducted for the project area, where all elements of legibility– paths, nodes, edges,

landmarks and districts – have been analyzed within the specific area. Scale, dimension and shape of the urban spaces have also been considered.

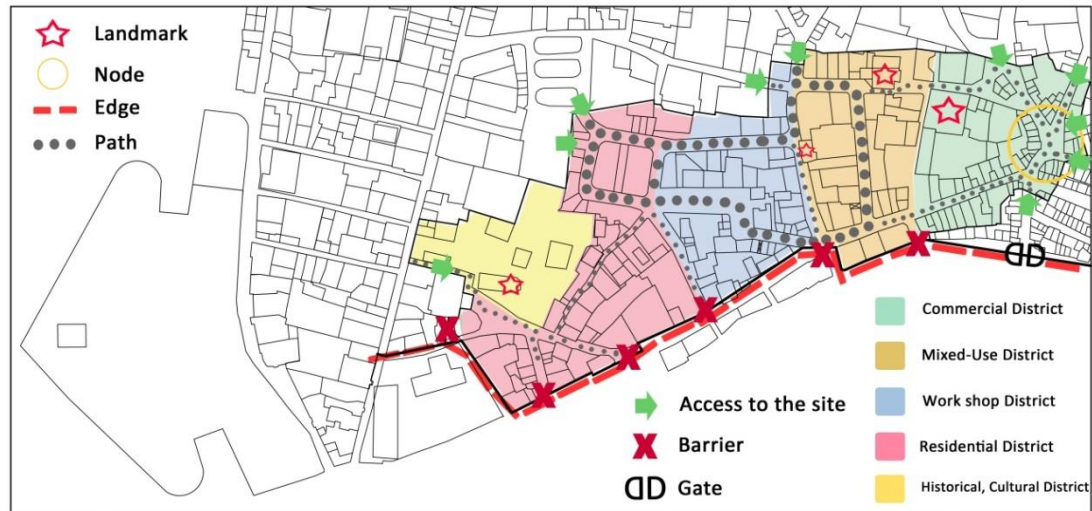


Figure 3. 11. Lynch analysis as local scale (Source: Author)

Path: In the Yediler area the paths are mostly defined by buildings and have enclosure. However, in some part this enclosure is lost due to some inappropriate new developments or some demolished buildings. Pathways in the area are not suitable for pedestrian movement simply because of the dominance of the vehicles. Due to the existence of a key route nearby, it can be claimed that the area is generally accessible to most people. In spite of this, it is a place for people that cannot be easily understood when using and moving through it, since many paths are cut off through the buffer zone and transformed into cul-de-sacs. Thus, it can be stated that the area is faced with lack of legibility.

Node: In the project area urban spaces showing characteristics of nodes are not present. There is no any specific node for destination or major activity to identify.

District: Although being relatively small, the project area can be divided into five districts, in which different function/activity dominates. This feature can be

considered as an opportunity for the area. However, although it might be considered as presence of variety of uses, from compatibility point of view, the area is faced with problems, since the repair shops creates both noise and visual pollution.

Edge: Buffer zone, which runs along the south of the project area, is a strong and physical edge, a border. This edge can be considered as one of the main reasons, due to which the area has been transformed into a derelict and unattractive place for any type of development.

Landmark: There are a number of landmarks in the project area, which are Turunclu Mosque, Korkut Hamam (Bath), Yediler Tomb and Armenian Church Complex. They have historical character as well as architectural value, which might be a strong opportunity for attracting people in this area.

3.1.2.5 Lost Spaces

Trancik defines 'lost space' as "non-private or public spaces which require a new design, anti-spaces, and without any positive contribution to the environment or users" (Trancik, 1986). Evaluation of the area from this perspective reveals that the area is full of lost spaces, especially when considering that underutilized buildings may also count as lost spaces.



Figure 3. 12. Lost spaces (Source: Author)



Figure 3. 13. Lost Spaces in Yediler area (Source: Author)

3.1.2.6 Architectural Evaluation

In order to comprehend the architectural characteristics, values and problems of the area, a variety of analysis have been conducted for the project area, which are: period of constructions, structural condition of buildings, buildings' construction materials, and height of the buildings, buildings, façade, and architectural value.

3.1.2.6.1 Period of Construction

Literature as well as site survey reveals that only a couple of buildings date back to Venetian (Venetian House) and Ottoman Periods (Turunclu Mosque, Korkut Hamam and Yediler Tomb). On the other hand the vast majority of the buildings have been constructed during the British period (75%) (1878-1960). (Doratli, 2000)



Figure 3. 14. Period of Construction in Yediler area (Source: Doratli, 2000)

3.1.2.6.2 Structural Condition of Buildings

The analysis of the structural condition of buildings indicates that most of the buildings in the area are in poor (38%) and very poor (19%) condition. This is also a result of the proximity to the buffer zone. The only buildings, which are in excellent condition are Turunclu Mosque, Venetian House and the row of shops at the small square on the east end of the project area.

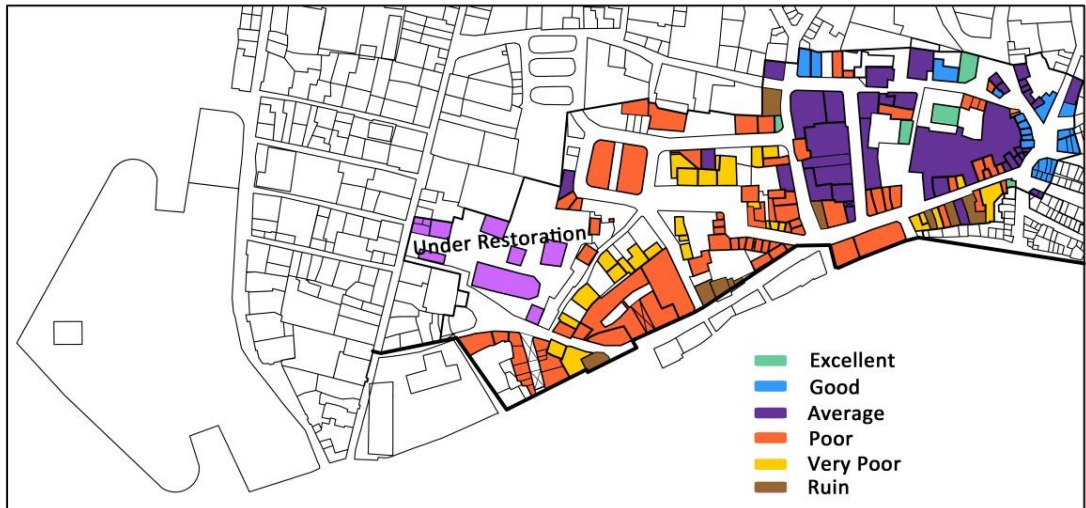


Figure 3. 15. Structural Condition of Buildings (Source: Author)





Figure 3. 16. Structural Condition of Buildings in Yediler area (Source: Author)

3.1.2.6.3 Buildings' Construction Material

The analysis of buildings construction materials indicates that a considerable proportion of the structures in the area are stone (38%) and concrete (27%). A considerable proportion of the concrete buildings (27%) most probably indicates that the area had been subject to substantial change and old buildings, which were previously built, were destroyed and replaced by concrete structures towards the end of the British period (1878- 1960). Stone structures that are worthy of preservation make up a quarter of the listed buildings in the area. However, the number of buildings that preserve their original characteristics is much lower.



Figure 3. 17. Buildings' Construction Material (Source: Author)



Figure 3. 18. Buildings' Construction Material in Yediler area (Source: Author)

3.1.2.6.4 Height of the Buildings

The vast majority of buildings in the area are one storey (70%), which has a great impact on the skyline as well. A deeper investigation reveals that one storey buildings are mostly commercial (shops), whereas in two and three storey buildings, ground floors are used for commercial activities. Against the large number of the shops (47%), amount of residential buildings in the area is low (22%).



Figure 3. 19. Height of the Buildings (Source: Author)

3.1.2.6.5 Buildings' Façade

During the site survey, with an aim to understand how far the traditional characteristics of architectural details, openings, material have been preserved,

deteriorated, or completely changed, the facades of all buildings have been evaluated against the following pre-determined criteria:

- Well preserved with maintenance
- To be preserved with maintenance
- Deteriorated
- New and harmonious
- New and contrasting
- Contrasting (Inappropriate addition)

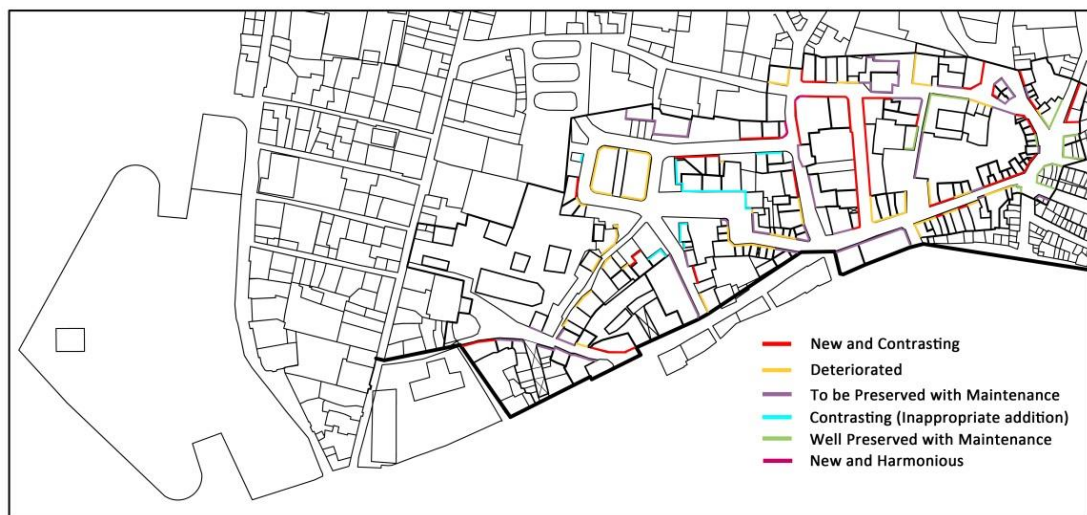


Figure 3. 20. Buildings' Façade (Source: Author)

It is not surprising that a considerable proportion of buildings' facades in the area are deteriorated (31%) and another significant ratio of the buildings' facades are in need of maintenance (33%). Simply because the buffer zone has a strong detrimental effect on the buildings and the area, through high vacancy rate and attracting inappropriate low profile uses.



Figure 3. 21. Buildings' Façade in Yrdiler area (Source: Author)

3.1.2.6.6 Architectural Value

In line with the findings on the period of construction, the vast majority of the buildings in the area are in contrasting (41%) or tissue-filer (22%). Simply because, a considerable amount of buildings were built during British period, when new rules and regulations (Cap.196 Streets and Buildings Regulations) as well as new building materials (concrete) and technology have been introduced, which brought substantial changes to the traditional context. (Doratli, 2000)

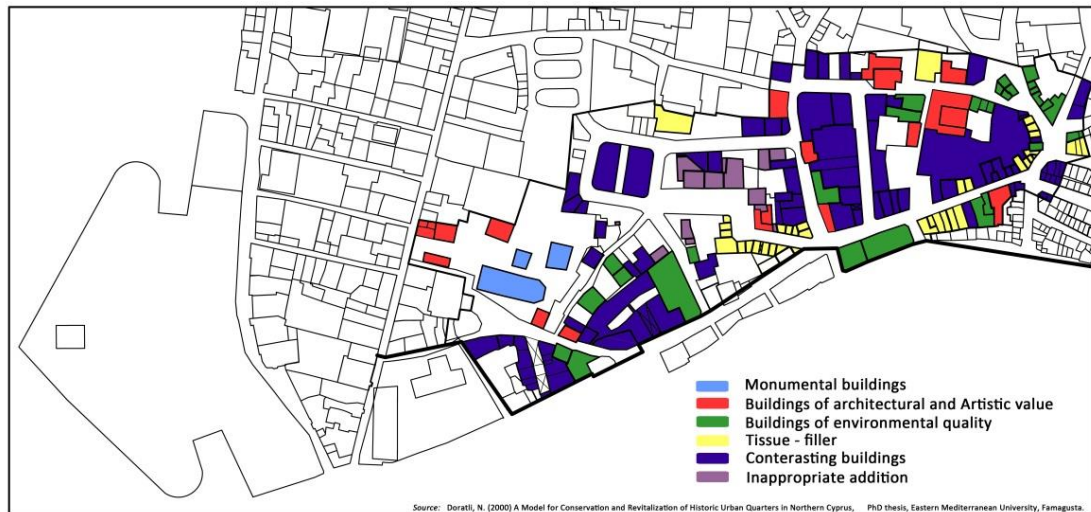


Figure 3. 22. Architectural Value in Yediler area (Source: Doratli, 2000)

3.1.2.7 Accessibility

Hierarchy of the existing street network consists of main distributors, secondary streets and tertiary streets. The channels of movement offer different alternative routes to reach the place. As a result the project area offers a more or less accessible environment from the north towards the south. However, existence of the Buffer zone, which blocks many streets approaching the area from the south, negatively affects and diminishes the accessibility of the area.

All of the streets are mainly used by vehicles and do not provide any comfortable opportunity for pedestrian movement, since the streets are narrow and sidewalks are not provided. Within the densely built area, a small site of some demolished buildings as well as some courtyards are used as car park.

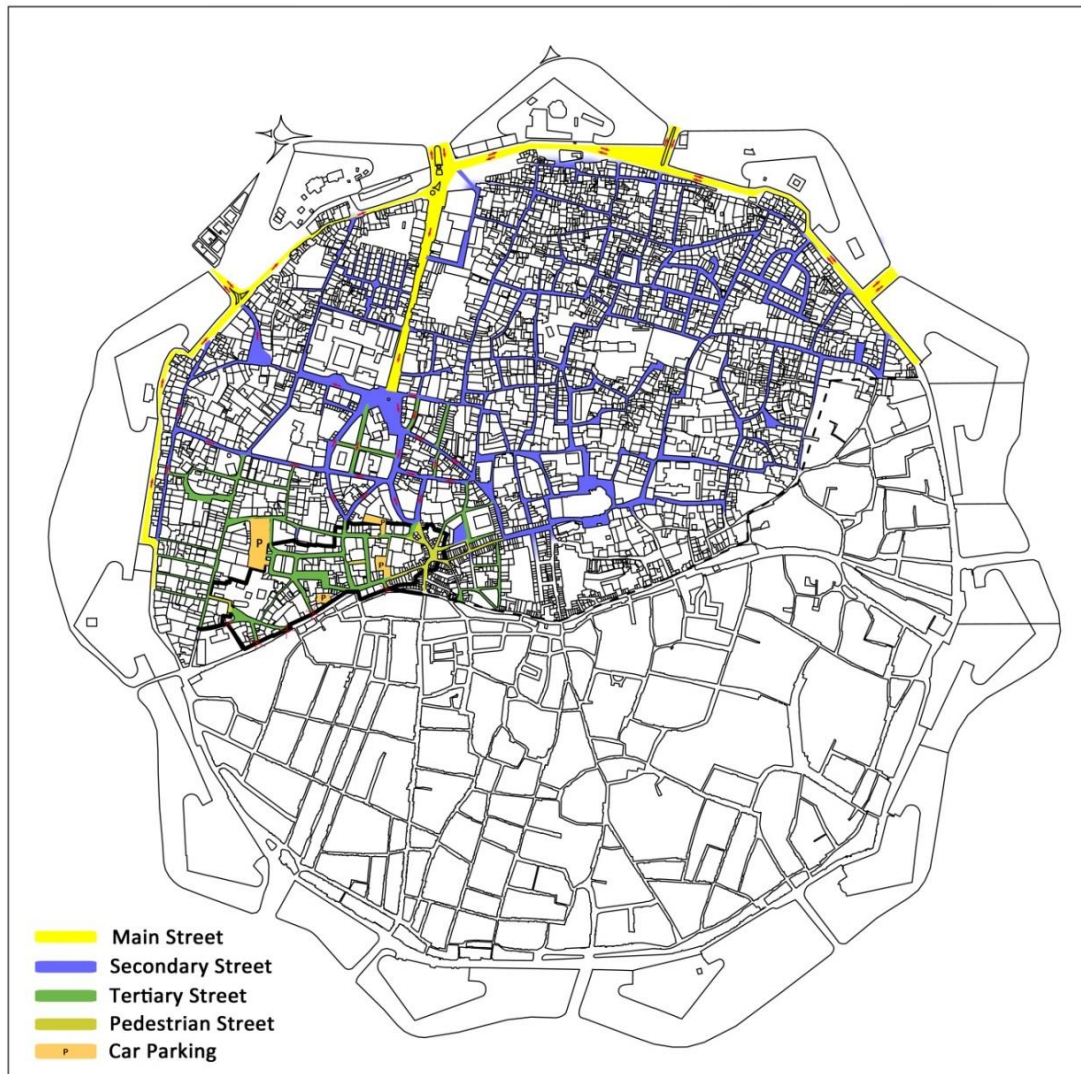


Figure 3. 23. Accessibility analysis (Source: Author)

3.1.2.8 Land Use

Although the built form of the area seems to be appropriate for a variety of different activities, it is difficult to identify a variety within shops and services. This fact can be considered as an opportunity, which could be greatly improved upon, particularly in term of quality and usage.

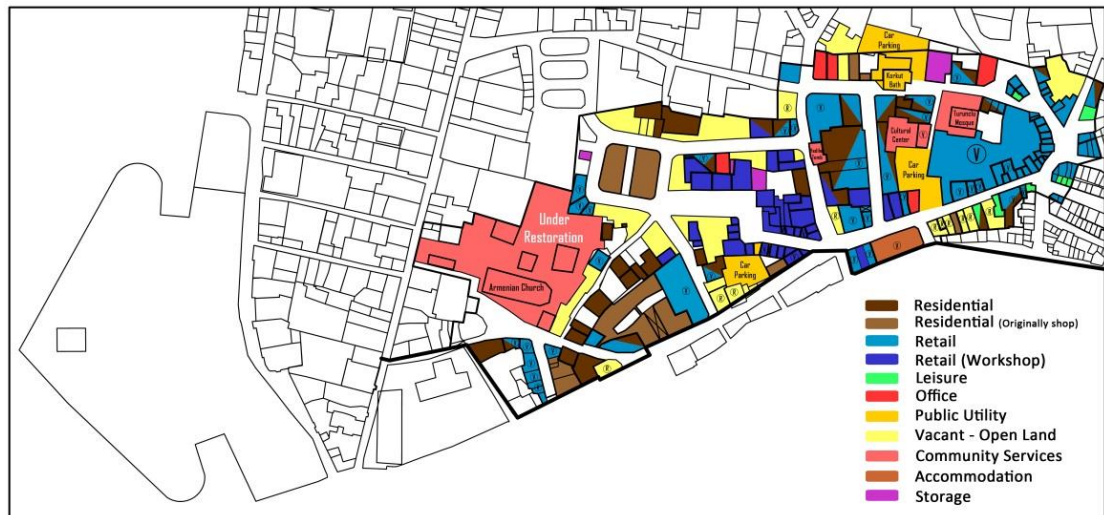


Figure 3. 24. Land Use Analysis (Source: Author)

Regarding the type of the buildings according to their function/use, considerable amount of buildings are generally used for retail activities (33%). It should be noted however that, according to the land use classification of Nicosia Master Plan, which has been utilized in this study, all types of workshops is considered under retail activities. Thus, almost all of retail activities are in fact workshops, such as carpentry, smithy, car repair etc. Land use survey in the area reveals that most of the shops are vacant (19% of total 33%). Especially a shopping mall, which was built during 80s has been closed at the end of 90s, is an important indicator of the locational obsolescence in the area.

Additionally, it has been observed that several retail blocks have recently been converted into workshops (14% of total 47%), and a few of them converted to residential use (7% of total 54%). There is a hotel in the area, which is out of use (vacant) since 1974. Yediler area has no place for gatherings and events.

Table 3. 1. Number of buildings (Source: Author, Developed for this research)

Use	Number of buildings (without considering land-use)	Number of vacant buildings
Residential	25	
Shops	58	24
Workshops	34	
Residential + Shops	15	8
Residential + Workshops	2	
Leisure	4	2
Monumental buildngs	3	Under restoration
Architectural value buildings	14	11 (4 under restoration)
Accommodation	1	1
Offices	5	
Total	161	42

Use	Number of units (in term of land-use)	Number of vacant buildings
Residential	164	
shops	124	65
Workshops	34	
Ruin Buildings	11	11

3.1.3 Socio-Economic Profile of the Area

3.1.3.1 Demographic Structure of the Inhabitants

In order to understand the demographic structure of the inhabitants a questionnaire survey and interviews have been conducted in the area. Thirty household, which has been determined through random sampling, have been interviewed. Despite the relatively small number of questionnaires, there are some definitive conclusions that can be drawn up from the findings.

According to the social survey, majority of the inhabitants are tenants and they are immigrants from Turkey. The new coming families of low level of income are mostly skilled workers, unskilled worker and housewives.

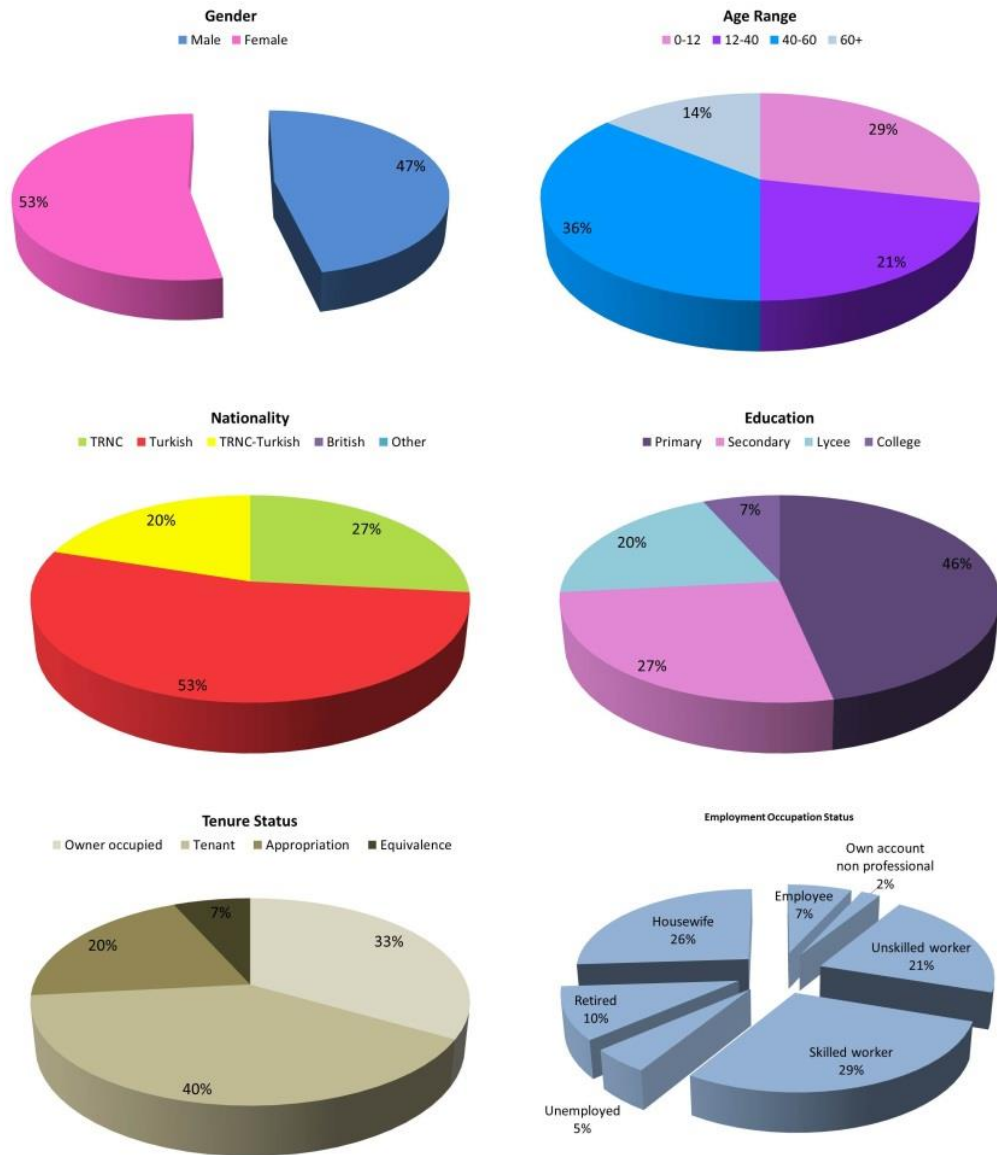


Figure 3. 25. Socio-economic analysis (Source: Author)

A considerable proportion of families living in the area stated that the area is fairly safe (40%) and about half of the interviewed households indicated that “It is not bad living in the area” (53%) However, it has been indicated that there is a lack of place for gathering in the area as well as lack of sport facilities and playgrounds for children and young people.

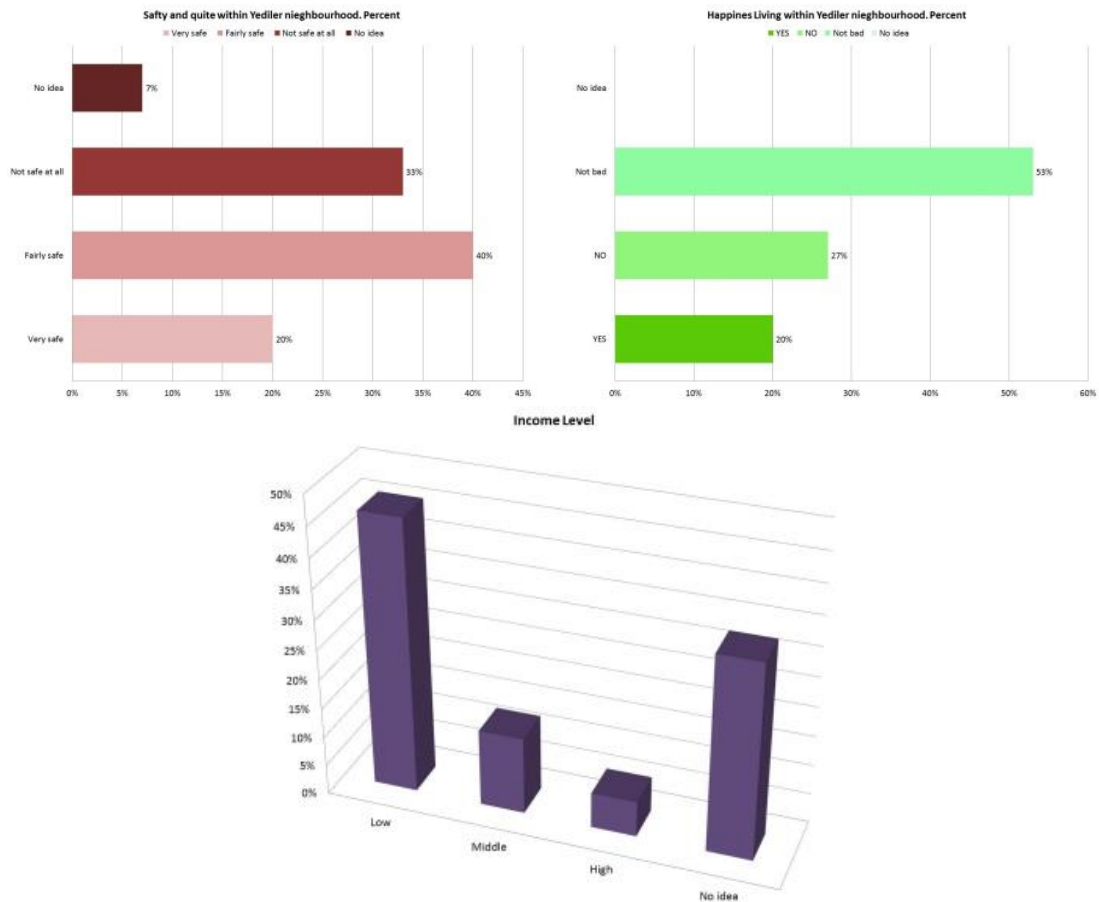


Figure 3. 26. Socio-economic analysis (Source: Author)

Considering the high proportion of the housewives (26%) and low level of income, it can be claimed that there is a lack of the socio-cultural/community centers in the area.

3.1.3.2 The Existing Economic Activities and Employment Pattern

As it has been determined through the historical analysis, the most significant development in the area has taken place during the British period, in which the area has been transformed into a sort of workshop area with a variety of small businesses. Although many of the workshops have been closed, the area is still dominantly a place of workshops, such as carpentry, smithy, car repair and alike. They are small businesses, which are run by the owner and one or two apprentices. All these workshops create noise as well as visual pollution.



Figure 3. 27. Visual and noise pollution in the Yediller area (Source: Author)

3.1.4 SWOT Analysis

SWOT analysis, which would lead to a more organized and compact set of data, can contribute to the identification of the most appropriate strategy for revitalization. Accordingly, for Yediler area this analysis has been conducted as it has been suggested by Moughtin (1999) for the natural, built and socio-economic environment.

Table 3. 2. SWOT Analysis (Source: Author)

SWOT ANALYSIS	Strengths	Weaknesses	Opportunities	Threats
Natural environment	<ul style="list-style-type: none"> • Trees in some part • Having Mediterranean climate which is attractive for tourism 	<ul style="list-style-type: none"> • Lack of landscape • Scarcity of water • Lack of waste management 	<ul style="list-style-type: none"> • Flat topography in terms of cost and infrastructure 	<ul style="list-style-type: none"> • Lack of Sewerage system • Garbage in streets • Water pollution • Air pollution
Built environment	<ul style="list-style-type: none"> • Human scale and enclosure streets • Historical character • Existing of the Church • Historical buildings • Organic urban patterns • To be historical center of the city • Unique urban texture • Different period buildings • Located in the traditional core of walled city • Located between Arabahmed and Arasta area 	<ul style="list-style-type: none"> • Lack of identity • Poor quality of facades • Poor quality of structure • Existing ruin buildings • Existing vacant land and buildings • Lack of street furniture • Inappropriate car parking • Use of new construction materials 	<ul style="list-style-type: none"> • Existing of ruin buildings • Existing of vacant buildings • Existing monumental buildings • The site has the opportunity to attract investors and developers • Vacant Hotel • Robustness (from + mass of the buildings) • Physical and architectural diversity of buildings 	<ul style="list-style-type: none"> • Buffer zone • Existing workshops producing environmental pollution • New constructed and contrasting facades • Deteriorated monumental buildings • Historic buildings in ruins • Lack of maintenance • Detrition of urban tissue (street pattern) • High vacancy rates • Lost spaces • Functional obsolescence • Physical obsolescence • Locational obsolescence
Social environment	<ul style="list-style-type: none"> • Being in the capital city of Cyprus • Variety of culture 	<ul style="list-style-type: none"> • Lack of night life • Lack of livable environment • Lack of variety of users • Lack of public space for gathering • Lack of social activities • Low income immigrant families living here, because they don't have any other alternative 	<ul style="list-style-type: none"> • Tourism potential • Multicultural potential • Potential as a good public space • The area (Arasta, Selmiye, Arabahmet) as whole is declared by the municipality as a "Special Tourism Zone" 	<ul style="list-style-type: none"> • Lack of public activities • Lack of uses after working hours • Being used by fewer people • Image obsolescence

Based on the results of the survey and analysis of the area, prior to proposals for revitalization of the project area, the initial step should be the definition of Vision and relevant objectives.

3.1.4.1 Vision

A safe, comfortable, touristic, and vibrant area, in which a mixed use (main) street connects the Cultural Center in Arabahmet to the node at the beginning of Arasta Street.

3.1.4.2 Objectives

The basic objectives, policies and proposal for Yediler district are:

- Revitalization Yediler district as a destination point and community core.

- A low cost and profitable revitalization and development.
- An Environmentally sustainable development and design.
- Increase in density to help revitalize area by creates new affordable housing.
- Reduce the usage of private vehicle and make more pedestrian friendly.
- Enhance streetscape in the streets between Arabahmet and Arasta districts and create a strong hierarchy of streets.
- Enhance the pedestrian experience with a series of arcades, colonnades and well-designed open spaces.
- Encouraging people and tourists with activity occurring day and night.
- Attract tourist to the site and achieve maximum returns for the developer.
- Provide workshops for artists and artisans to promote traditional culture.
- Provision of public open spaces for social interaction.

Determination of vision and objectives would convey to the suggestion of intervention policies and proposal. However, since revitalization of the area is the top most goals, prior to the suggestion of intervention, the backdrop of revitalization will be presented in the following section.

3.1.5 The Challenges for Revitalization Area

3.1.5.1 Values (Place assets) in Yediler Area

In the project area, a mix of assets that embrace cultural identity value; scarcity value and resource value, which set up the strength of the area has been identified.

Accordingly, the values of the area are as follows:

- Being located in the traditional core of Walled City of Nicosia

- Historical character of the area: Unique urban texture; buildings from different periods; monumental buildings such as Armenian Church, Korkut Hamam and Yediler Tomb;
- Physical and architectural diversity of buildings: Vacant hotel; ruin and vacant buildings, etc.

3.1.5.2 Obsolescence in Yediler Area

As it has been stated in the theoretical framework (Chapter 2), based on the findings of the survey, physical obsolescence, functional obsolescence, locational obsolescence have been determined:

3.1.5.2.1 Physical Obsolescence

Findings on period of construction, structural condition reveals that the area is faced with high level of physical obsolescence, since the vast majority of the buildings were built before 1960 and in poor, very poor condition or ruin.

3.1.5.2.2 Functional Obsolescence

As most of the buildings are considerably old, sanitary conditions do not meet the contemporary requirements. Based on the results of the survey it can be stated that there is a mismatch between the fabric (area) and the current uses, since some shop are used for residential purposes or as workshops.

3.1.5.2.3 Locational Obsolescence

Similar to the overall Walled City of Nicosia, the ownership pattern/ tenant shows a considerable change, since the vast majority of the inhabitants are immigrant families. Level of rents is low in comparison with the levels in other parts of the city. Above all, the high vacancy rate (19% of total 33%) and vacancy of the shopping mall that was built during 80s and was abandoned towards the end of 90s as well as

incompatible uses indicated that the area severely suffers under locational obsolescence.

Table 3. 3. Level of Obsolescence in Yediler Area (Source: Author)

Obsolescence in Yediler Neighbourhood				
Physical Obsolescence	Structure	Excellent	3%	High
		Good	15%	
		Average	21%	
		Poor	38%	
		Very poor	19%	
		Ruin	4%	
	Facade	Good	13%	
		Average	21%	
		Poor	29%	
		Very poor	31%	
	Inappropriate	6%		
Functional Obsolescence	Over Uses	Middle	High	
	Irrelevant Uses	High		
	Non Uses	High		
	Lost Spaces	High		
Locational Obsolescence	Ownership Pattern	Low	High	
	Changes in social composition	High		
	Land and property values	Low		
	Rate of rents	Low		
	Vacancy Rate	High		
	Incompatible Uses	High		
	New Development	0.00011% sqm ²		

3.1.5.3 Development Dynamics in Yediler Area

Results of the survey and analysis of the area reveals that from many perspectives the project area is an unattractive place for investment. Since aside from the restoration of the Armenian Church Complex at the wet end of the project area there is almost no any new development.

In addition to these most basic types of obsolescence, it can be claimed that the area is also faced with image obsolescence, since firstly, it is known that the citizens of Nicosia in general do not have a good perception of the area; secondly, due to the

narrow streets, which are also blocked by the buffer zone at several points, traffic circulation in the area is uncomfortable; and finally noise; smell; and visual pollution in the area makes the place unattractive.

All these findings reveal that there is a need for urgent intervention to the area in order to save the values that it comprises and to address, terminate or reverse the deterioration and decay of the area, which calls for revitalization.

Before putting forward the process of revitalization and focusing on the revitalization of the area, in accordance with these objectives, from an urban design perspective, the *area-based* as well as *buildings specific* essential interventions within the overall context of the area have been identified and are presented in the following section.

3.1.6 Intervention Policy

3.1.6.1 Area-based Intervention Policy

The overall evaluation reveals that the area based intervention policy can be grouped in several headings:

3.1.6.1.1 Restoration and Refurbishment

The shopping mall at the east end of the project area has a great potential to be restored and converted into an artists and artisans gallery. A courtyard type multi story building of mixed use (shops and flats) can be restored and refurbished as affordable housing. Row of buildings at the node near the Armenian Church Complex can be restored and refurbished as a cultural shopping complex. The buildings (shops) along the main street can be restored and refurbished for the transformation of the street into a mixed use street to attract tourists.

3.1.6.1.2 Construction of New Buildings

The squatter type of workshops around the potential main piazza can be demolished and new buildings with arcade and colonnades can be built.

3.1.6.1.3 Design and Enhancement of Public Spaces

Squares (the small square in front of the Armenian Church Complex and the square surrounded by squatter type workshops) should be designed into livable nodes. Some empty plots should be designed as car parking area.

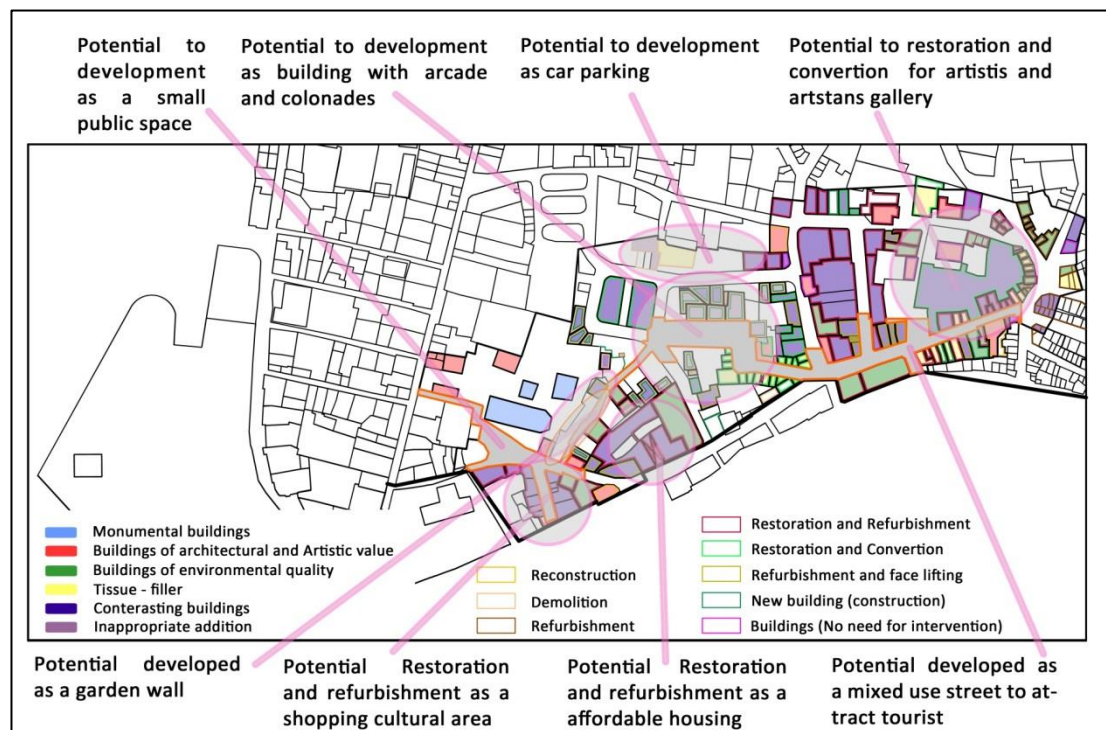


Figure 3. 28. Area-base intervention policy (Source: Author)

3.1.6.2 Intervention Policy (Building Scale)

In order to be able to determine the possible types of intervention to the buildings, all buildings in the area have been examined with regard to their architectural value, façades and structural condition. Possible types of intervention have been classified as:

- Reconstruction

- Demolition
- Refurbishment
- Restoration and refurbishment
- Restoration and conversion
- Refurbishment and face lifting
- New building (construction)
- Buildings with no need for intervention

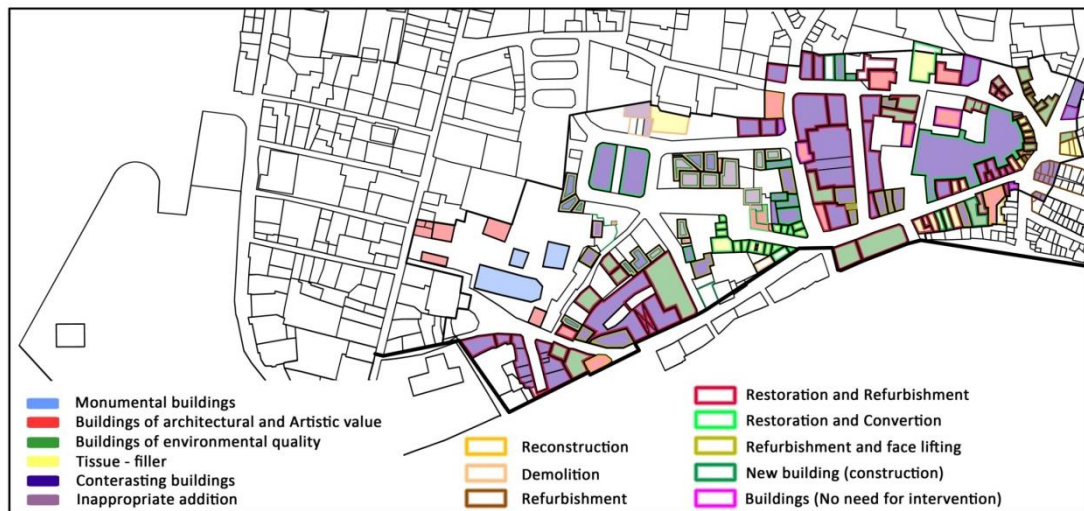
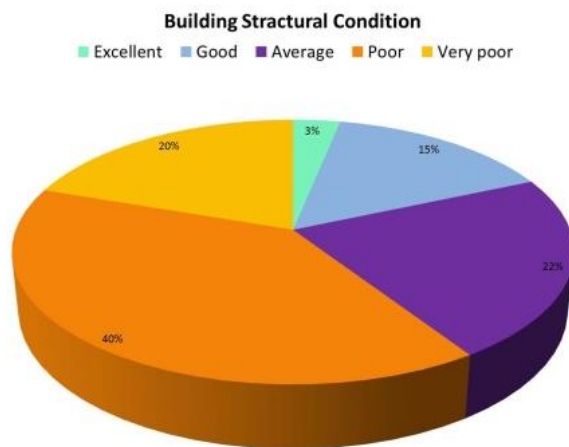


Figure 3. 29. Intervention policy (Building Scale) (Source: Author)

Accordingly, half of the buildings have been identified for restoration and a considerable proportion needs to be refurbished (20%). Only a couple of buildings are in very good condition and there is no need for any intervention (4%).

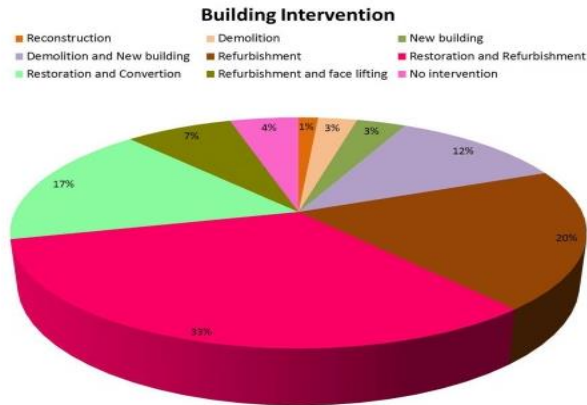
Table 3. 4. Intervention policy (Building Scale) (Source: Author)

	Percentage		Sqm ²	
Reconstruction	1%		282.76	
Restoration and Refurbishment	33%	50%	8886.1	12188.15
Restoration and Conversion	17%		3302.05	
Refurbishment	20%		842.61	
Refurbishment and Face lifting	7%		1039.7	
Demolition and new building	12%		1603.04	
New building (on empty plot)	3%		450.57	
Demolition (Total demolition)	3%		511.63	
No need for Intervention	4%		919.19	
Total	100%		17837.65	



Intervention policy	Condition			
	Excellent	Good	Average	Poor
Reconstruction				
Restoration and Refurbishment		✗	✗	✗
Restoration and Conversion			✗	✗
Refurbishment		✗		
Refurbishment and Face lifting			✗	✗
Demolition and new building			✗	✗
New building (on empty plot)				✗
Demolition (Total demolition)				✗
No need for Intervention	✗	✗		

Figure 3. 30. Intervention policy according to structural condition (Source: Author)



Evaluation \ Intervention policy	Evaluation					
	Monumental Buildings	Architectural And Artistic Value	Environmental Quality	Tissue-filler	Contrasting Buildings	Inappropriate addition Buildings
Reconstruction	✗	✗				
Restoration and Refurbishment		✗	✗	✗	✗	
Restoration and Conversion		✗		✗	✗	
Refurbishment				✗	✗	
Refurbishment and Face lifting					✗	
Demolition and new building			✗			✗
New building (on empty plot)				✗		
Demolition (Total demolition)				✗		✗
No need for Intervention		✗			✗	

Figure 3. 31. Intervention policy according to architectural evaluation

3.1.7 Process of Revitalization in the Area

Based on all findings including those related to values, obsolescence and development dynamics, at this stage it is time to identify appropriate measures for revitalization of the area. As it has been stated in Chapter 2 (Theoretical Framework) there are some short run measures, which would increase attractiveness of the area.

3.1.7.1 Physical Revitalization of Yediler Area

In the short run, the infrastructure of the area should be improved as well as some of the buildings should be restored or newly built by the public sector. This intervention may increase the confidence to the area and increase its attractiveness. This sort of intervention would call for:

- Preserving the cultural and architectural legacy of the Walled City and Improvement in traffic and transport;
- Visual improvements in landscaping, urban form and civic design;
- Retrieving the character of the existing buildings regarding to their period of construction;
- Bringing the essential requirements of the inhabitants.

3.1.7.2 Economic Revitalization of Yediler Area

Since physical revitalization would not guarantee the long-term sustainability of the project, considering that the area is faced with locational obsolescence, as a strategy for economic revitalization, *functional restructuring* should be pursued. This strategy is not only appropriate with regard to the current situation of the area, but also fits well with the ‘Conservation and Revitalization Strategy for the Walled City of Nicosia, which has been declared as a Special Tourism Zone’ announced by the Premiership of TRNC in April 2008. According to the related report, authorities will take necessary action in order to create favorable conditions to attract private investment to the area.

Thus, in very general terms proposals for the area can be classified into two, without considering their priority ranking: Physical Revitalization (Short-term) and Economic Revitalization (Long-term). The first phase is composed of those, which would mainly be carried out by public authorities and would convey to the improvement and enhancement of the area. The proposals, which can be considered under economic revitalization, no matter whether they will be realized by either public authorities or private sector or as a joint venture between the two, are much more troublesome and complicated.

3.2 Project Implementation

As recommended by Burke, the implementation phase of the project life cycle is related to what was planned in previous stage. Accordingly, to have a successful implementation phase for the revitalization of Yediler area project it is necessary to determine time, cost, and scope of the project regarding to management criteria. In this regard, phasing of development referred to scheduling part of the project while investment program including cost breakdown. The scope of the project also divides into four sub-sections which show the organizational structure of the implementation phase of Yediler area.

3.2.1 Phasing of the Development

The project is assumed to be phased over 10 years as indicated in (Table 3.5.) Exact project phasing would follow from detailed feasibility and engineering studies but obviously land acquisition is required initially followed by civil works, with a reasonably continues program of housing construction/rehabilitation.

The non-revenue generating cultural facilities are phased in the latter years whereas the commercial facilities earlier, although the hotel should not be completed before substantial progress is made with regard to building restoration and environmental improvement. In the case of the node the position is basically a favorable one for development because a single land owner EVKAF, which is a public body, owns a large proportion of the core area and all of the area around it.

Table 3. 5. Detailed investment program with phasing (Source: Author)

COMPONENT	Unit Cost \$/sqm ²	Total Area M ²	Total Cost	YEAR - COST IN (1000 \$)										
				1	2	3	4	5	6	7	8	9	10	
(A) CIVIL WORKS														
Street Repair	40	12549.47	501978.8	200	200	102								
Demolition (Machine)	42	1801.81		26	26	26	26	26						
Demolition (Man Power)	127	627.29	155341.85											
Parking	40	1938.72	77548.8	20	20	20	20	20						
Street Furniture	1400	110	154000				10	20	25	25	25	25	25	25
Infrastructure (Telephone, Electricity, Water pipe, Fire water, Rain water system)	757	16899.87	12793201.59	5120	5120	2560								
Paving	115	3036.67	349217.05		35	70	35	35	35	35	35	35	35	35
Component Total A		36963.83	14031288.09	5366	5401	2778	91	81	86	60	60	60	60	60
(B) BUILDING														
I - RESIDENTIAL														
New Residential Units	680	3735	2539800						500	500	500	500	500	550
Restoration	1100	9765.98	10742578	1000	1400	1400	1000	1000	1100	1100	1400	1400	1400	
Reconstruction	1105	698.32	771643.6									400	400	400
Sub Total (I)		14199.3	14054021.6	1000	1400	1400	1000	1000	1600	1600	1900	2300	2300	950
II - SHOPS														
New Shops	765	3178.22	2431338.3	250					500	500	500	500	500	250
Restoration	595	13738.9	8174645.5	900	800	800	800	800	800	820	820	820	820	820
Refurbishment	340	876.27	297931.8			50	50	50	50	50	50	50	50	
Reconstruction	1105	329.91	364550.55										150	170
Sub Total (II)		18123.3	11268466.15	1150	800	850	850	850	1350	1370	1370	1470	1470	1490
III - COMMUNITY FACILITIES														
Hotel	1100	1132.02	1245222							300	300	300	300	400
Bath	1100	365.97	402567				100	100	205					
Sub Total (III)		1497.99	1647789				100	100	205	300	300	300	300	400
Component Total B		33820.59	26970276.75	2150	2200	2250	1950	1950	3155	3270	3570	4070	4070	2840
(C) DESIGN AND SUPERVISION														
Civil works @ 5%			701564.4	100	100	90	70	60	60	60	60	60	50	50
Building @ 5%			1348513.83	100	100	100	75	75	150	200	200	250	250	100
Component Total C			2050078.23	200	200	190	145	135	210	260	260	300	300	150
(D) BASE COST (A-C)														
			43051643.07	7716	7801	5218	2186	2166	3451	3590	3890	4430	4430	3050
(E) CONTINGENCIES 15%														
			6457746.46	1158	1171	783	328	325	518	539	584	665	665	458
(F) SUB TOTAL														
			49509389.53	8874	8972	6001	2514	2491	3969	4129	4474	5095	5095	3508
(G) INTEREST CHARGES 16%														
			7921502.32	1420	1436	900	403	399	635	661	716	815	815	562
TOTAL ESTIMATED COST			57430891.85	10294	10408	6901	2917	2890	4604	4790	5190	5910	5910	4070

After dividing the project work into smaller tasks, time scheduling of each task in the project can be demonstrated in a Gantt chart. This chart also shows that each of these tasks must begin and end in a definite period of time. For example, figure below is a simple representation of such chart used for civil work project. However, each tasks demonstrated here would also break down into smaller activities and this chart is only used as a common example.

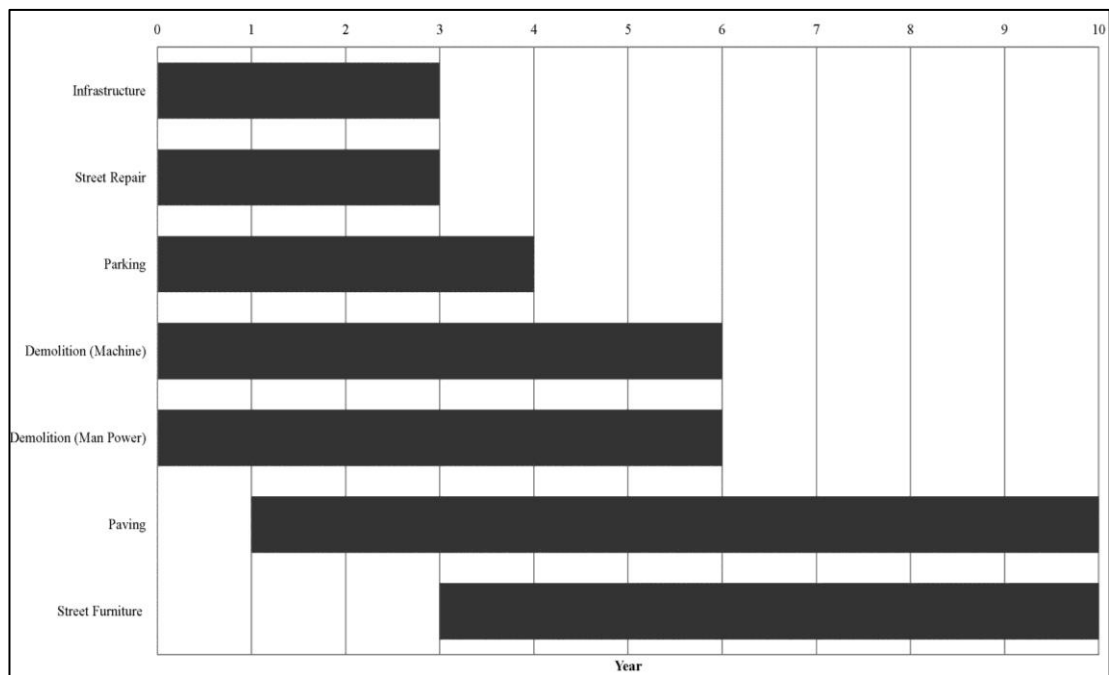


Figure 3. 32. Civil work Gantt chart (Source: Author)

3.2.2 Investment Program

The total estimate capital cost of the project is US\$ 57,433,000 of which civil work is estimated to cost \$14,032,000 and construction \$26,971,000 .Table 3.6 set out a summary of estimated capital costs for the project in 2011 US \$ price.(The rate of exchange used was 1.50 TL = 1 US\$). The detailed capital costs are shown in Table 3.5, along with a phasing program over 10 years.

Table 3. 6. Yediler Neighbourhood Project Summary Cost By Component and Sector US(1000\$) (Source: Author)

Cost Component	Total	%	Sector Composition			
			Buildings			
			New	Restor.	Pedest.	Infrast.
(A) CIVIL WORKS	14032	24	501	--	428	13103
(B) BUILDING	26971	47	6108	20863	--	--
(C) DESIGN AND SUPERVISION	2050	4	331	1043	21	655
(D) BASE COST (A-C)	43053	---	6940	21906	449	13758
(E) CONTINGENCIES 15%	6458	11	1041	3286	67	2064
(F) SUB TOTAL	49511	---	7981	25192	516	15822
(G) INTEREST CHARGES 16%	7922	14	1277	4031	83	2531
TOTAL ESTIMATED COST	57433	100	9258	29223	599	18353

Notes to the table 3.6:

- Assumed \$155,000 of demolition costs and \$154,000 of street furniture cost allocated to infrastructure.
- Allocated entirely to paving and parking; in practice part may support new building proposed.

Accordingly, in order to cost estimation for each task in the project the baseline method has been used. The figure below (figure 3.33), shows the base cost of the project according to the Gantt chart scheduling method.

Cost Baseline	1	2	3	4	5	6	7	8	9	10	
Infrastructure	5120	5120	2560								
Street Repair	200	200	102								
Parking	20	20	20	20							
Residential Restoration	1000	1400	1400	1000	1000	1100	1100	1400	1400		
Shop Restoration	900	800	800	800	800	800	820	820	820	820	
Bath				100	100	205					
Refurbishment			50	50	50	50	50	50			
Demolition	26	26	26	26	26	26					
New Shop	250					500	500	500	500	250	
New Residential Unit						500	500	500	500	550	
Residential Reconstruction									400	400	
Shop Reconstruction									150	220	
Hotel							300	300	300	400	
Paving		35	70	35	35	35	35	35	35	35	
Street Furniture				10	20	25	25	25	25	25	
Civil Work @ 5%	100	100	90	70	60	60	60	60	50	50	
Building @ 5%	100	100	100	75	75	150	200	200	250	100	
Anticipated cost	Yearly	7716	7801	5218	2186	2166	3451	3590	3890	4430	2850
	Cumulative	5366	13167	18385	20571	22737	26188	29778	33668	38098	40948

Figure 3. 33. Base cost of the project according to cost baseline (Source: Author)

3.2.2.1 Project Finance

Supposing all financing was to be through internal resource, financing would have to come from municipal and central authority resources. It does not seem likely that initial financing would come directly from the private sector in the absent of institutionalized saving investment and property market mechanism, although capital recovery may be made from the private sector following public sector initiative. Clearly the municipal authorities have very limited funds and would not be able to finance the major development cost. As landowners EVKAF would implement development directly using a variety of sources of funds such as internal EVKAF funds, bank loans and pre-payments from tenants.

3.2.3 Scope of the Project

The framework for successful implementation related to conservation and revitalization would embrace an applicable legal basis; financial means and tools; a sound organizational framework; public participation (Doratli, 2007). Without this essential basis, the best plan would not be realized at least within the time frame in which it is desired to achieve results.

3.2.3.1 Organizational Framework

A sound organization framework, through which the central government, local authorities, amenity groups, and the community would mobilize their efforts and resources in a well-synchronized fashion to attain the objectives and aims of revitalization projects, is one of the prerequisite of success in revitalization efforts.

The organizational framework plays an important role, since the availability of a sufficient legal framework alone cannot be expected to convey to effective implementation. Before further discussing the organizational and administrative

basis, it is worth to highlight the basic actors not only in the revitalization process but also as interest parties in the protection of the Walled City at international and local levels:

- Central Authorities: executing the legislation directly related or affecting conservation, and those that influence any action in the historic urban areas.
- Local Authority: No direct responsibility in terms of protection/conservation of historic areas. Depending on the sensitiveness of the Major, it can be expected that piecemeal enhancements would be realized.
- Private sector and the community (inhabitants of the city and the Walled city, shop keepers, NGOs etc.)
- International Community: European Union, European Commission, United Nations.

After the opening of the Lokmaci Gate in April 2008 linking the North and South of the Walled City of Nicosia, a commission under the Premiership prime ministry of TRNC, prepared a development strategy for the Nicosia Walled City, Walls and the Moat conservation area. After the declaration of the Nicosia Walled City as the “conservation Area” under the Antiquities and Town Planning Laws, on April, 9, 2008, as it has previously mentioned, the area has been declared as “Tourism Priority Area”. Additionally a commission has been established for the development of Walled City.

The commission is composed of the representatives of public authorities and private sector. What is important here is that this commission should be able to take necessary action for realization of the proposals for the Walled City. Accordingly, it

can be suggested that this commission would also take necessary steps for the revitalization of Yediler area as it has been presented in this study in full detail. It should be noted however that the commission didn't take any action and no implementation has been realized until now.

It is possible to suggest different alternatives with respect to conservation-oriented organizations, though for the project area a Cooperative for Conservation might be an appropriate one.

3.2.3.2 Cooperatives for Conservation

There are successful cases of this kind of organizations for rehabilitation of historic houses in many cities though it should be admitted that, it is a difficult and complicated task to make it apprehended. Owners might establish a cooperative under the auspices of the Municipality, in collaboration with Department of Tourism, and for technical support with the universities. It should be noted that there is a strong need for political motivation and support, to start with a totally reformist structure.

3.2.3.3 Finance and Funding

Even the best legal and organizational framework for conservation and revitalization of historic urban quarters would not permit sufficient protection and enhancement, if practical and material means fail to exist. It is the financial means and tools, which would convey to the realization of any kind of conservation and revitalization efforts. It is a fact that financial means and tools should be made available to 'promote' and 'reward' a great variety of private owners in historic urban quarters, and to offset additional costs resulting from the legal protection of the building or area. This general statement, which is valid for all historic urban quarters, counts also for the Yediler Area as well.

3.2.3.4 Public Participation

To make heritage and conservation issues as an important part of the public schedule, public support must be encouraged. This is attainable through application of different methods of public participation. To some extent this has been practiced in the preparation of the Revitalization project as many representatives have been invited to meetings at certain points of the decision stage. However, this should be extended to include as much people as possible. Setting up a special Management unit would be a good opportunity to provide direct links between potential users of buildings and their owners.

3.3 Conclusion

The result of analyses reveals the fact that this area suffers from high rate of obsolescence. Therefore, this area needs high development dynamic, which requires the application of physical revitalization as a short run strategy and economic revitalization as a long run strategy.

As it has been mentioned before, revitalization has three distinct processes: (i) protection of historic urban areas (ii) economic development, (iii) community development, ideally Process of Physical and Economic Revitalization takes place at the intersection of the set of three processes. Being at the intersection, physical and economic revitalization acts as a process of bringing these three processes into balance with each other.

Considering the present obsolescence, there is a need for both physical revitalization and economic revitalization strategies. Through physical revitalization as a short run strategy, the infrastructure of the area should be improved as well as some of the

buildings should be restored or newly buildings should be constructed by public sector. Since physical revitalization is incapable to guarantee the sustainability of the project, functional restructuring should be followed as one of the strategic approaches for economic revitalization.

A further step should be design guidelines and proposals as well as action plan, which have not been worked out as part of the project. Moreover, Furthermore, the methodology that has been presented in this study can be a reference for similar projects.

Using project management gives the opportunity of using a well-organized approach in order to managing the project of revitalizing historic urban areas. The literature survey reveals the relationship between project management and revitalization since the larger revitalization project causes complexities, and only an appropriate management plan can control and solve these complexities.

Therefore, the methodology has been derived from revitalization as a project can be applied to revitalization process of historic urban areas. Within the process of historic urban areas' revitalization project, three categories of time, cost, and scope are analyzed to ensure the quality of the project.

The contribution of project management in revitalization provides the managers a systematic approach for facing the obstacles and problems in the way of project development. In other words, it can conclude that the most important role of project management is to looking for systematic ways to find appropriate solutions.

In the case of Yediler area, the investigations showed that there is a need to attract investment to the. In order to achieve the goals of the proposal which introduced as an intervention policy for revitalization of Yediler area, there is a great need to project management. Since the Yediler area is large in scale, and because of the degree of deterioration and decay it is faced, by using project planning which is the most important phase of project management the actions of revitalization can be divided into smaller tasks and a deadline time for each task can be determined.

In order to achieve the goals of revitalization in Yediler area, it is important to determine the future advantages and shortcomings of the project with respect to quality assurance. The revitalization project will be sustainable if the management procedures operate satisfactorily and provide present need of the area.

With considering the impacts of project management on revitalization projects, for Yediler area it is recommended that the project is broken down to small tasks and then private parties can provide the needs of implementation phase for each task. In this case, the planning of the revitalization project in Yediler area will be more precise and the variety of funds will provide more professionally and accurately. Moreover, the monitoring and control stage of management could be carried out by a more influential party like the government or the local authority and municipality. Finally, the private sector will be required to accomplish the assigned tasks satisfactorily and by the deadline. As a result the overall of accomplished tasks will assure the quality of delivered product of the revitalization project for Yediler area.

CHAPTER 4

CONCLUSION

The research on historic urban areas which are the connections of history, religion, social and cultural changes in the cities and creates their identity revealed that project management has a great impact on revitalization of these areas.

The concept of revitalization and its dimensions as physical, economic, and social as well as considering the project management dimensions have been explained in Chapter 2. In this chapter, literature survey reveals that many historic urban areas are revitalized through implementation of revitalization projects. It is also explained that since the revitalization process can be considered as a project entity, therefore proper management techniques with contribution of three main criteria which are *time*, *cost* and *scope* would ensure the successful implementation of the project. The study continued with deriving a methodology for indicating the impact of project management on historic urban areas. In this regard, with referring to 10 successful cases from different cities, it is indicated that the process of revitalization as a project requires an appropriate management for successful implementation.

After the literature survey, in chapter 3, Yediler area has been presented as a case study. Conceptual phase of revitalization for Yediler area has been done through investigation and analysis of various dimensions. In this regard, the information about the location of site, figure-ground, accessibility, lynch analysis, land use,

buildings heights, buildings construction materials, architectural evaluation, structural condition, period of constructions, lost spaces, and socio-economic conditions have been studied and a SWOT analysis has been conducted. The result of the survey and analysis have been shown that the Yediler area suffer from high level of obsolescence. Furthermore, after determining the aim and objectives of the project, an appropriate intervention policy has been suggested with regard to Yediler area. The goal of Yediler project is to revitalize and conserve a historic urban area in the Walled city as an attractive touristic and residential area. The study continued with utilizing project management techniques for implementation phase.

4.1 Project Management in Historic Urban Areas' Revitalization

If a conservation and revitalization process can be integrated and be treated as a project entity, it is not to say that without a proper management it could be successfully implemented and operated throughout the life time assumed, after which the project is terminated. A proper management for a specific project immensely depends on three categories of *time*, *cost* and *scope*, accomplishing which ensures a quality operation of a project. Being able to attribute each of these categories to diverse elements of historic revitalization and to be able to implement each phase satisfactorily, the project would be successful in which case it could be declared that the historic area of concern is conserved and revitalized in terms of physical, social and economic aspects.

According to project management discourse, a project can be divided in several related actions which can be dependent or independent. Each action requires an individual amount of time to be completed and is affected by various factors such as related skills, expertise and experiences of the people who are assigned to

accomplish the task and the number of workforce for a specific part of the project. Meeting the deadline for a task is quite important and the importance is even more intensified if the initiation of a task is dependent to accomplishing the former as it will be delaying the whole project and the final deadline will not going to be met.

In conservation and revitalization projects, in most cases there is not a specific deadline as especially the conservation part is an ongoing action and should be carried out regularly. Besides, the effect of these projects on the environment, in which the projects are located, on people's culture, and on the context of the city is comparatively vague, as it could not be clarified whether or not any further actions are required or not. However, previous cases could be analyzed and a proper timing could be guessed through literature review. Thus, it has been proposed that these projects are divided into several parts which completion time could be forecasted so the planning of the project could be materialized and indispensable safeguard is provided.

It is universally argued that the reason behind failing to meet the deadline by most of the project is the lack of resources. In project of this research's concern, resources could be defined as skillful workforce, background studies and materials. Providing materials for these projects, like any other construction project is not subject to delay the project, in comparison with the pre-initiation phases of the study. Besides, there are other important factors affecting these projects which could be considered as risks that have to be diversified. For instance, political risk can affect conservation projects to a great extent as to some parties these project cannot be prioritized in terms of budget allocation.

Cost considered being the most important factor in implementing a project. Shortcomings of this factor can impair the project and could prevent the project from progressing to a degree that the whole project is shut down. The proper estimation of the costs incurred to a project and providing detailed information and contracts between stakeholders who are assigned to provide money to the project; and also is imperative not only for the manager of the project who is normally the government in conservation projects, but also to the organization who is assigned for project implementation purposes.

National and local governments normally are the owner of a conservation and revitalization project and are responsible for ensuring funds for the implementation of the project. In addition, sometimes the responsibility for taking action as well as funding the project is transferred to local authorities and municipalities. It should be mentioned that most of the successfully revitalized projects reveal that there is a good partnership between public authorities and private sectors which provide funds for the project. Furthermore, funding of such projects is mainly through the national budget which is assigned to the project after the project is defined. Additionally, some international organizations grow considerable amount of funds for projects of these type and they could fund the project if its scope is not beyond the aforesaid organization's scope. The most famous organization of this type is UNESCO through which several similar projects are funded annually.

In addition to the aforementioned sources, it is universally believed that historic parts of a city are major attractions for tourists and contribute to the tourism industry to a great extent. Their degree of contribution could be increased dramatically, if the quality of the service that they offer is increased.

Tourists are motivated to visit a historic place if they can find proper accommodation and means of transportation to the neighborhood, and the quality of services which could be offered and should be offered to them in the area in within acceptable limits. Providing these qualities, comparatively larger numbers of tourists would travel to the area which can direct international funds to the country from which conservation and revitalization projects could benefit.

In case of scope which is the third element in managing revitalization project, it should be noted that historic parts of the city, monuments and architectural heritage, have both tangible and intangible advantages to the environment in which they exist. They are considered as an identity for the country, city and people. Besides, as it was mentioned, they can contribute to the tourism industry. The contribution of the industry of travel and tourism in world's gross domestic product was reported to be more than that of whole world's economy in previous year. The industry can also improve the economic situation of the whole country by creating jobs.

In line with the purposes of revitalization projects scope, in the implementation phase providing an organizational framework would help central government, local authorities, and the community to mobilize their works and resources in order to attain the aims of the project. Therefore an appropriate organizational framework in terms of revitalization projects scope plays an essential role regarding to have an effective implementation phase.

To sum up, the scope of a historic conservation, revitalization project is not limited only to the physical improvements and affects the whole country in more broad terms. However, it should be regarded that not all of the outcomes of the

aforementioned projects are positive. In fact, considering the intangible outcomes, in most of the cases positive outcomes come along with drawbacks and shortcomings. For instance, in several cases, as a revitalization project is carried out and people all around the world are motivated in time to visit the area, considering that most of touristic spot are not desired to be visited all along the year as their high season is highly influenced by weather condition and children's summer vacation, in specific times of the year, the neighborhood becomes overcrowded which leads interferes the life style of local people with the surge in traffic, number of people per square meter of sidewalks and social places, and unnecessary racket. In addition, air pollution level will be higher as the result of the surge in the traffic that can contribute to an unpleasant living condition for local people as well as tourist themselves. The rise in the number of tourists on the other hand, increases the attributed damage to historic parts of the city and the amounts of money which should be spent on conservation of these spaces are raised accordingly.

Unfortunately, most of the conservation and revitalization projects are being carried out without respect to the intangible consequences neither positive nor negative. In fact, intangible effects are regarded beyond the scope of the project. Hence, the quality of their delivery will be lowered which in time could be translated as the loss of considerable amounts of money which had been invested to perform the project in the first place.

Although quality is not one of the components of the famous triangle for carrying out project management, it is the final goal of the any project's delivery. As the matter of fact, implementing each parts of the triangle successfully is evaluated by the quality level of the delivery. If each stages of project management could be implemented

satisfactorily, the final outcome will be delivered carrying the desired level of quality. Aforesaid stages include project definition, initiation, planning, implementation, monitoring and control.

As a case for this study, at the first step that is the conceptual phase, the historic area which is a subject of revitalization is analyzed from three different point of views namely natural environment, socio-economic and built environment perspectives. In addition, the intervention policy and revitalization process also provide in this phase. In the second step that is implementation phase, the resources of the project which included sponsors, governmental budget, private sector contribution, expertise and required skilled and unskilled workforce is identified. Any shortcomings at this phase leads to lower quality. Actions are divided into smaller tasks and the completion time for each is outlined and highlighted in this phase. Moreover, quality management process after the implementation phase is known as a prominent stage of monitoring and control which is the vital stage for historic revitalization.

As the matter of fact, quality assurance in revitalization projects is one of the most important actions, through which the process of revitalization can be considered as a sustainable development that provides the needs for present without compromising future benefits. Conventionally and typically, there exist some serious problems along with revitalization projects which undoubtedly compromised future benefits of the city and country in which the project is performed, or the local people. Depopulation is one of these problems that occur when it is preferred to carry out new urban housing systematic plans instead of revitalizing the existing residential units which are of historic value as a result of which people tend to move to the new neighborhoods which would transform the historic context and the attributed culture

indispensably. This problem is inevitably followed by the building deterioration problems in the historic areas of the city as more private dwellings are left vacant and the part of development that is encouraged and motivated by the government in the form of loans and financial aids to improve the quality of private residential units will be abolished.

Another factor that encourages depopulation and population shift is uneven development which as the result of urban development is materialized in the real estate market as the pace at which economic situation of a country is transformed is not necessarily the same as with the historic area under development.

As the result, it is most important that the planning of the project is carried out with respect to all of the tangible, intangible, advantages and shortcomings of a revitalization project. If the project can be implemented satisfactorily and provide present needs of the historic area, and quality assurance is carried out to the degree that future needs and the life style of local inhabitants are not jeopardized, the revitalization project is sustainable.

It is recommended that the project is broken down to small tasks and each task is considered as a separate part for implementation. In this case, the planning of the revitalization project is more accurate and the diversification of funds and risks are performed more professionally and precisely. In addition, the monitoring and control stage could be carried out by a more powerful authority like the government or the local authority and municipality that will require the private sector to accomplish the assigned task satisfactorily and by the deadline. The collection of all accomplished tasks will assure the quality of delivered product of the revitalization project.

4.2 Suggestions for Further Research

This research can be utilized by all interested parties, including the professionals, authorities, agencies and researchers in terms of understanding the most essential aspects of projects for revitalization of historic areas.

Regarding the fact that this study was limited to only three project management criteria, for further research it is recommended to cover the other project management criteria. Moreover, for the implementation phase of revitalization historic urban areas more detailed information in terms of project management attribution can be included.

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